



Subsidiary name: OOCL

Name of project: BAHARI BEACH

Date of submission: 19 April 2019

Issuer: Manimba Kikuli

Distribution list:

Name	Position
Gregoire CAMBRAY	Project Engineer
Edrissa JOBE	Retail Manager
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Joachim KATINDA	Project and Maintenance Manager
Tumaini MKILINDI	Finance Manager
Sophonie BABO	Managing Director

Attached document:

- Profitability Analysis
- Classification document
- Detailed CAPEX budget
- Technical Drawing
- CAPEX budget and BoQ



INVESTMENT PROPOSAL

19 April 2019

BAHARI BEACH

FINANCIAL SUMMARY

Type of project	Tick (✓)
NTI	✓
NTO	
KDR	
Branding	
Compliance / Major Maintenance	

Commitments		
Rent paid three (3) years in advance.	-	kUSD
Purchase of the plot	188	kUSD
Construction & Equipment	791	kUSD
Other (fee / consultancy - expenses)		kUSD
Global	979	kUSD

Profitability		
IRR	17.41	%
NPV @ 15%	118	kUSD

Sales targets, yr 1		
Fuel sales / yr.	500	M ³
Lubricant sales / yr.	2	MT
LPG	10	MT

Exchange rate – BUDGET	1 USD = 2,400 TZS* (*Local Currency)
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Investment type

*NTI: New To Industry (Construction) – NTO: New To ORYX (Take over)
KDR: Knock Down Rebuilt*

NTI NTO KDR Branding Compliance Major maintenance

Real Estate:

Lease of site Lease of Station Purchase of site Purchase of Station

Other

Please specify exclusions and inclusions in the lease arrangement: *Lease period specified as well as size of the site and specific conditions like actual space allocated etc...*

Basic information

Station name	BAHARI BEACH
City	Dar es Salaam
GPS Coordinates	6°39'09.7"S 39°12'03.6"E https://goo.gl/maps/LfMMMfmK9h22

Market elements / Macro

	Global Volume (m ³)	Market Share	Number of Stations	Representation	Efficiency Index	ATP/month
						m ³
Global	1,279,202	100%	1627	100%	100%	66
Total	199,534	15.6%	95	6%	267%	175
Puma	170,135	13.3%	65	4%	333%	218
GBP	123,673	9.7%	33	2%	477%	312
Camel Oil	117,429	9.2%	43	3%	347%	228
Oilcom	102,312	8.0%	58	4%	224%	147
Lake Oil	86,268	6.7%	91	6%	121%	79
Oryx	77,333	6.0%	46	3%	214%	140
Others	402,518	31.5%	1196	73.5%	43%	28

Classification

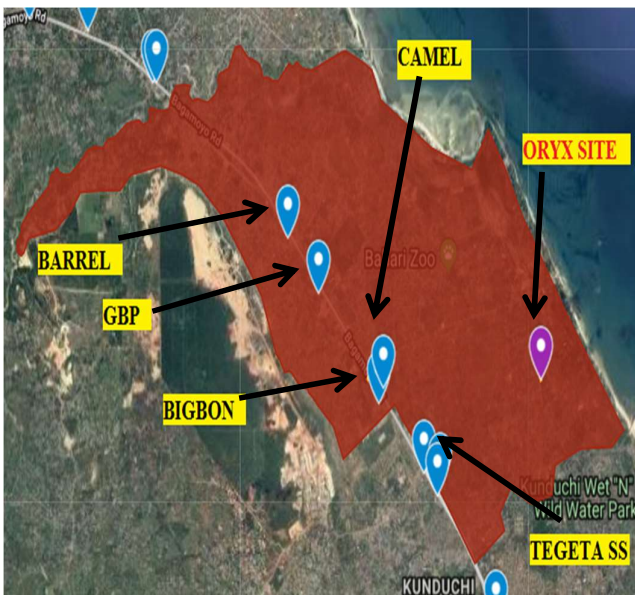
Please fill in the classification table below and justify

	Rate (1-10)	Comments
Visibility	6	Trees to be cut to improve visibility
Accessibility	9	56m clear frontage-access to the station
Buying area	7	Site is located next to one of the wealthy regions (Mbezi beach) in the market area.
Traffic flow	4	4,619 vehicles per day along the lane coming to the station.

Strong secondary

Trade Area Analysis (TAA)

Please define trade area analysis – with position, names, volumes and rebates of all competitors within the TAA.



COMPETITION

	Vol. (m ³ /month.)	Discount
CAMEL OIL	350	
TOTAL	500	
BIG BON-CLOSED	0	
BARREL	350	
GBP	300	
Global Volume	1500	

ATPS = 300 m³/month

NATPS = 250 m³/month

Worst Case Scenario (90% x250)	225 m ³ / month
Average Case Scenario	250 m³/month
Best Case Scenario (110% x 250)	275 m ³ / month

Network Fit
network

Please localize the station within the country and tick the correct fit in current network



- Strongly Fit
- Fit
- Neutral
- Cannibalizing
- Strongly cannibalizing

Description

Please give all details and advantages of this new project (competitive advantage gained, etc.)

- The plot is located along a feeder road at one of Dar es Salaam's richest suburbs. There two other adjoining feeder roads under construction (Mbweni & Bahari feeder roads) which will connect Bahari Beach road to Sea Breeze and Mbweni suburbs.



- The site is for Local Convenience (LC) and Commuter Transient (CT) customers to the adjacent suburbs.
- This site will position our brand visibility within the suburbs and expand our customer base for all ORYX products.

Type of management

- CO
- DO

Type of station *Level 1 (flagship) to level 4 (Filling Station) type of station and list all services included*

This will be a Level 2/3 station. The station will be equipped with a modern shop and a service bays.

Lease / Ownership *If it is a lease give lease amount duration and currency. If a purchase give amount and currency.*

Plot is for outright purchase.

Purchase amount: USD 188,000

Financing *Please specify mode of financing.*

Mode of financing: Debt

- Gearing 2.3 (70% Debt /30% Equity)
- Banks: NBC or Standard Chartered
- Borrowing period: 3- 5 years
- Debt Rate: Approximately floating rate average: 10%
- Equity Cost: 15%
- WACC with gearing above (70/30) is **9.4%** and not 15%.

Volumes *Give volumes per product (AGO/MSP/IK/Lub/LPG) per month in m³ with increment*

Product	Volume / Weight	Annual increase
MSP	175 m ³ /month	2.5%
AGO	75 m ³ /month	2.5%
LPG	5 MT/Month	2.5%
LUB	1 m ³ /mon	2.5%

Price structure & discount *Give price structure margin & discount per product in USD/m³*

DESCRIPTION	CODO MARGINS USD/M ³		
	MSP	AGO	IK
OMC Margins & Overheads	49	49	49
Retailers Margins	43	43	43
Dealer Margins	(27)	(27)	(27)
GROSS MARGIN	65	65	65
Discount	-	-	-
TOTAL (USD)	65	65	65

Dealer margin of USD 27/ m³ is given and no further discounts.

Additional revenues *Give additional revenues (rental, shop revenues, service bay, etc.) in USD per month*

Additional revenue includes:

Dealer Franchise Fee + Coffee & Bakery & Shop: USD 1,667 /mon

CAPEX budget

		ORYX NTI'S OOCL	PRIME	STRONG SECONDARY
ITEM		OOCL		OOCL
I. Contractor			749,595	638,642
1 FEES AND LICENCES			6,792	6,792
1.1 NEMC EIA Review Fee		4,167		4,167
1.2 EWURA Construction Approval Application Fee		208		208
1.3 Fire Certificate Fee		417		417
1.4 OSHA Registration Of A Work Place Fee		750		750
1.5 Ewura Licence Application Fee		208		208
1.6 EWURA Licence Fee		1,042		1,042
2 Consultancy Services			29,167	29,167
2.1 Consultancy Services		29,167		29,167
3 PANAFRICAN CANOPY THREE/TWO/SINGLE POST(S)			27,667	19,625
3.1 Sub Structure		11,625		7,750
3.2 Super Structure				
3.3 Roof Structure and Covering		0		0
3.6 CANOPY LED's Installation				
3.7 Distribution Board		1,458		1,458
3.8 Wiring and Fixtures		2,083		2,083
3.9 Installation		12,500		8,333
4 SHOP/OFFICE BUILDING			97,104	97,104
4.1 Sub Structure		6,250		6,250
4.2 Super Structure		10,417		10,417
4.3 Roof Structure and Covering		19,829		19,829
4.4 Ceiling		4,816		4,816
4.5 Cladding (Exterior Walls)				
4.6 Painting/Plastering		2,878		2,878
4.7 Tiling		14,789		14,789
4.8 Doors, Grills, Windows and Ironmongery		12,500		12,500
4.9 Sanitary Ware		6,250		6,250
4.1 Distribution Board		1,458		1,458
4.11 Wiring and Fixtures		5,000		5,000
4.12 AC Installations		8,750		8,750
4.13 Plumbing Installations		4,167		4,167
5 SERVICE BAY BUILDING			16,682	16,682
5.1 Sub Structure		1,949		1,949
5.2 Super Structure		6,417		6,417
5.3 Roof Structure and Covering		4,775		4,775
5.4 Distribution Board		1,458		1,458
5.5 Wiring and Fixtures		2,083		2,083
6 CAR WASH BUILDING			8,608	8,608
6.1 Sub Structure		1,448		1,448
6.2 Super Structure		3,208		3,208
6.3 Roof Structure and Covering		2,494		2,494
6.4 Distribution Board		625		625
6.5 Wiring and Fixtures		833		833
7 EXTERNAL WORKS			136,734	142,952
7.1 Forecourt		7,563		5,155
7.2 Islands		5,833		4,375
7.3 Offloading Bay		5,000		5,000
7.4 Drive Ways		29,136		24,636
7.5 Walk Ways		4,281		4,281
7.6 Entry and Exits		27,000		27,000
7.7 Car Park		5,625		5,625
7.8 Garden		3,125		3,125
7.9 Kerbing		1,713		1,713
7.10 Tank Farm		2,083		16,667
7.11 Separator Pit		4,167		4,167
7.12 Soak Away Pit		3,333		3,333
7.13 Septic Tank		3,333		3,333
7.14 Fuel Trench		0		0
7.15 Totem Base complete with wiring		500		500
7.16 Grating Covers		6,250		6,250
7.17 Drainages		10,417		10,417
7.18 Chain Link Fencing		0		0
7.19 Boundary Wall		7,583		7,583
7.20 Water Borehole with 2000LTRS Water Tank		4,167		4,167
7.21 External Lights complete with Base		4,167		4,167
7.22 Distribution Board		1,458		1,458

9 SPECIALIZED WORKS	96,530	55,027
9.1 Piping	16,729	16,729
9.2 UG Tanks	72,443	30,939
9.3 UGT Composite Covers and Sumps	7,358	7,358
10 Procurement signage	0	0
10.1 Procurement		
10.2 Procurement signage		
11 Equipments	303,961	238,775
11.1 Fuel dispensers	38,983	23,695
11.2 Generators	19,510	19,510
11.3 Transformer	10,417	10,417
11.4 Canopy and Forecourt Equipments	172,718	122,820
11.5 Shop Equipments and Cladding	30,134	30,134
11.6 Service Bay Equipments	20,000	20,000
11.7 Car Wash Equipments	2,500	2,500
11.8 LPG Cage Fabrication and Installation	5,000	5,000
11.9 TRA Printer	4,700	4,700
12 Service	14,500	14,000
12.1 Signage installation	12,500	12,500
12.2 Calibration (Pumps)	2,000	1,500
13 Miscellaneous	11,850	9,910
13.1 Firefighting	1,950	1,510
13.2 ATG	9,500	8,000
13.3 Fleet Card System	400	400
II. Taxes	141,673	120,703
14 VAT	141,673	120,703
14.1 VAT	141,673	120,703
15 WITHOLDING TAXES	0	0
15.1 Witholding Taxes		
16 Customs	0	0
16.1		
III. Project Management	0	0
17 Project Management	0	0
17.1 Management fees		
IV. Risk Assessment Provision	37,480	31,932
18 Provision	37,480	31,932
18.1 Provision	37,480	31,932
TOTAL	928,748	791,277

OPEX

List of OPEX included in the PA

FIXED EXPENSES (OPERATING, COMMERCIAL AND ADMINISTRATIVE)

DESCRIPTION	k\$/ yr	REMARKS
MARKETING	3	<i>Advertising + communication and site visit by TMs</i>
PROFESSIONAL & OTHER SERVICES	3	<i>Other taxes and duties- 0.3% of turnover</i>
MAINTENANCE	5	<i>Other general maintenance and calibration</i>
PRODUCTION COSTS	1	<i>Generator set maintenance (Preventive & Corrective)</i>
TOTAL FIXED EXPENSES	12	

DCF

IRR and NPV results from PA

IRR SENSITIVITY

		VOLUMES					
		-20%	-10%	-5%	0%	5%	10%
CAPEX	-10%	14.92%	17.25%	18.39%	19.52%	20.63%	21.72%
	-5%	14.01%	16.25%	17.34%	18.42%	19.48%	20.53%
	0%	13.17%	15.33%	16.38%	17.41%	18.44%	19.45%
	5%	12.41%	14.49%	15.50%	16.50%	17.48%	18.46%
	10%	11.70%	13.71%	14.69%	15.65%	16.60%	17.54%
	20%	10.45%	12.33%	13.25%	14.16%	15.05%	15.92%

NPV SENSITIVITY

		VOLUMES					
		-20%	-10%	-5%	0%	5%	10%
CAPEX	-10%	(3)	99	150	201	252	304
	-5%	(45)	57	108	160	211	262
	0%	(87)	16	67	118	169	220
	5%	(129)	(26)	25	76	128	179
	10%	(171)	(68)	(16)	35	86	137
	20%	(254)	(151)	(100)	(48)	3	54

IRR SENSITIVITY

		VOLUMES					
		-20%	-10%	-5%	0%	5%	10%
FIXED EXPENSES	-10%	13.33%	15.47%	16.52%	17.56%	18.58%	19.59%
	-5%	13.25%	15.40%	16.45%	17.49%	18.51%	19.52%
	0%	13.17%	15.33%	16.38%	17.41%	18.44%	19.45%
	5%	13.09%	15.25%	16.30%	17.34%	18.37%	19.38%
	10%	13.02%	15.18%	16.23%	17.27%	18.30%	19.31%
	20%	12.86%	15.03%	16.09%	17.13%	18.15%	19.17%

NPV SENSITIVITY

		VOLUMES					
		-20%	-10%	-5%	0%	5%	10%
FIXED EXPENSES	-10%	(80)	23	74	125	176	227
	-5%	(83)	19	70	122	173	224
	0%	(87)	16	67	118	169	220
	5%	(90)	12	63	114	166	217
	10%	(94)	9	60	111	162	213
	20%	(101)	1	53	104	155	206

Pictures of the site



Approval

	Position	Signature	Date	Approved		Comments
				Yes	No	
AFFILIATE LEVEL	Retail Network Development Manager					
	Retail Manager					
	Retail Projects and Maintenance Manager					
	Financial Manager					
	Managing Director					
HEAD OFFICE LEVEL	Retail Technical Manager					
	Retail Manager					
	Strategic Projects Manager					
	Management Committee					

CAPEX Equipment Summary

ITEM	1	USD	2400		PRIME		STRONG SECONDARY	
			UNIT PRICE	Qty	Total price	Qty	Total price	
1. DISPENSERS								
DISP 1-1 Suction single phase			3,529	-	-	-	-	-
DISP 2-2 Suction single phase			5,339	-	-	-	-	-
DISP 2-4 Suction single phase			6,919	-	-	-	-	-
DISP 1-1 Suction three phase			7,417	1	7,417	1	7,417	
DISP 2-2 Suction three phase			5,139	-	-	2	10,278	
DISP 2-4 Suction three phase			7,856	3	23,567	-	-	
Maintenance of dispenser			1,500	-	-	-	-	
Installation (per dispenser)			2,000	4	8,000	3	6,000	
Total Dispenser					38,983		23,695	
2. GENERATOR								
Generator 10 KVA			11,350	-	-	-	-	
Generator 20 KVA			13,500	-	-	-	-	
Generator 30 KVA			14,600	-	-	-	-	
Generator 40 KVA			17,000	-	-	-	-	
Generator 50 KVA			18,000	1	18,000	1	18,000	
Maintenance of Generator			2,000	-	-	-	-	
Installation (per generator)			1,510	1	1,510	1	1,510	
Total Generator					19,510		19,510	
3. SIGNAGE								
Totem 2 Products 2 Services			10,052	-	-	-	-	
Totem 2 Products 3 Services			11,132	-	-	-	-	
Totem 2 Products 4 Services			12,212	-	-	-	-	
Spreader - Long			724	-	-	-	-	
Truck Pole (including Spreader)			1,009	-	-	-	-	
Round Logo			796	-	-	-	-	
Lighted Oryx Energies			1,088	-	-	-	-	
In Sign			559	-	-	-	-	
Out Sign			559	-	-	-	-	
Fuel Id. Panel Car			575	-	-	-	-	
Fuel Id. Panel Truck			575	-	-	-	-	
Sticker 1			9	-	-	-	-	
Sticker 2			9	-	-	-	-	
Sticker 3			9	-	-	-	-	
Sticker 4			9	-	-	-	-	
Sticker 5			9	-	-	-	-	
Sticker 6			9	-	-	-	-	
Sticker 7			9	-	-	-	-	
Sticker 8			9	-	-	-	-	
Safety information Sticker			5	-	-	-	-	
Total Signage					-		-	
4. LUB DISPLAY								
Lub Display lighted			1,000	4	4,000	3	3,000	
Lub Display non lighted			900	-	-	-	-	
Total Lub display					4,000		3,000	
5. FLEET CARD SYSTEM								
Fleet Card System			400	1	400	1	400	
6. FIRE FIGHTING								
P09 FE			90	5	450	4	360	
Sand Box			350	4	1,400	3	1,050	
Installation			100	1	100	1	100	
Total FF					1,950		1,510	
7. TRA PRINTER								
TRA Printer Machine			4,200	1	4,200	1	4,200	
Pole and Wiring			200	1	200	1	200	
Installation			300	1	300	1	300	
Total TRA Printer					4,700		4,700	
8. LPG CAGE								
LPG Cage Fabrication and Installation			5,000	1	5,000	1	5,000	
9. UG TANKS								
UG Tank - Single Skin (USD/CUM)			351	-	-	70	24,597	
UG Tank - Double Skin (USD/CUM)			823	80	65,826	-	-	
Tank Calibration (USD/CUM)			28	80	2,200	70	1,925	
Tank Earthing (USD/TANK)			125	2	250	2	250	
Transport (USD/TANK)			2,083	2	4,167	2	4,167	
Total UG Tanks					72,443		30,939	
10. SUMPS & COMPOSITE COVERS								
Tank Sumps (USD/ITEM)			1,563	2	3,125	2	3,125	
Tank Sump Coller Base Seal Kit (USD/ITEM)			100	2	200	2	200	
Composite Cover 900 mm (USD/ITEM)			1,667	2	3,333	2	3,333	
Rubber Seals for Composite Covers (USD/ITEM)			350	2	700	2	700	
Total UG Tanks and Composite Covers					7,358		7,358	
11. PIPING								
Piping GS 1.5" - VENTS AG (USD/m)			16	9	147	9	147	
Piping HDPE Single Wall 1.5" - VENTS UG (USD/m)			38	35	1,334	35	1,334	
Piping HDPE Double Walls 1.5" - VENTS UG (USD/m)			79	-	-	-	-	
Piping HDPE Single Wall 1.5" - SUCTION (USD/m)			38	200	7,624	200	7,624	
Piping HDPE Double Walls 1.5" - SUCTION (USD/m)			79	-	-	-	-	
Piping HDPE Single Wall 2" - SUCTION (USD/m)			41	14	578	14	578	
Piping HDPE Double Walls 2" - SUCTION (USD/m)			95	-	-	-	-	
Piping HDPE Single Wall 3" - OFFLOADING (USD/m)			44	95	4,225	95	4,225	
Piping HDPE Double Walls 3" - OFFLOADING (USD/m)			121	-	-	-	-	
Offloading Couplings with Caps 3" (USD/ITEM)			75	2	150	2	150	
Flexible Entry Boots 1.5" (USD/ITEM)			150	8	1,200	8	1,200	
Flexible Entry Boots 2" (USD/ITEM)			195	4	780	4	780	
Flexible Entry Boots 3" (USD/ITEM)			210	2	420	2	420	
Offloading Point Earthing (USD/OFFLOADING POINT)			146	1	146	1	146	
Working Drawings Per Site			125	1	125	1	125	
TOTAL PIPING					16,729		16,729	

CAPEX Equipment Summary

12. ATG SYSTEM			
Gauge	1,500	4	6,000
Wire	500	1	500
System	3,000	1	3,000
Total ATG			9,500

13. SERVICE BAY EQUIPMENTS			
Hydraulic Jack 30 Tons	12,500	-	-
Pneumatic Pump for Oil Dispensing 10 Bars	2,000	2	4,000
3/4" Hose Reel 30m	500	2	1,000
High Pressure Micro Filter - Lubricant Filter	300	2	600
3/4" Hose Gun with Electronic And Mechanical Totalizer	300	2	600
3/4" High Pressure Hose for Lubricant Line	20	80	1,600
1/2" High Pressure Hose for Pneumatic Line	10	80	800
1/2" High Pressure Hose for Air Point	10	50	500
Air Compressor 10kW - 10 Bars 500L	7,500	1	7,500
Air Nozzle Gun with Gauge	800	1	800
Hand Oil Pump	150	2	300
Funnel	10	1	10
Oil Buckets	15	2	30
Grease Buckets	15	1	15
Installation	2,245	1	2,245
TOTAL SERVICE BAY			20,000

14. CAR WASH EQUIPMENTS			
High Pressure Water Pump	300	1	300
High Pressure Soap Pump	300	1	300
Duo Inputs Nozzle Gun	200	1	200
1/2" High Pressure Hose water line	20	40	800
1/2" High Pressure Hose Soap line	20	40	800
Installation	100	1	100
TOTAL CAR WASH			2,500

15. SHOP EQUIPMENTS			
Wood Slats in Modules	212	-	-
Composite Pannels (RAL 2002)	133	15	1,998
Composite Pannels (RAL 9004)	133	-	-
Adhesive Oryx Gas	183	1	183
External Oryx Logo	1,502	1	1,502
Cut-Out letters Shop & Go	874	1	874
Shop & Go White Logo	2,019	1	2,019
Cashier	2,317	1	2,317
Tobacco Display	432	1	432
Oryx Shop Logo (Sticker)	183	1	183
Gondola Impulse - Wood	412	2	823
Table Coffee	637	2	1,274
Gondola Wire Mesh	515	3	1,544
Rack	761	10	7,610
Fridge Double Door	1,875	3	5,625
Fridge Single Door	750	-	-
Freezer	1,875	2	3,750
TOTAL SHOP EQUIPMENTS			30,134

16. CANOPY & FORECOURT EQUIPMENTS			
Three Posts Canopy	124,546	1	124,546
Two Posts Canopy	83,394	-	-
Single Post Canopy	55,840	-	-
PolyCarbonate Sheets	174	-	-
Illuminated ORYX Logo	1,265	2	2,531
LED Under Canopy	1,206	12	14,476
Lighted Fascia	151	-	-
Ceiling	25	-	-
Column Cladding	151	-	-
Product Identification	1,055	4	4,220
Heavy Vehicle Pole	1,231	1	1,231
TOTEM with Welcome Sign	13,282	1	13,282
Lubricants Display	956	4	3,824
Forecourt Service Wash - Service Display	410	4	1,639
Pump Number	55	8	442
Bumper	195	7	1,366
In Sign	559	1	559
Out Sign	559	1	559
Trash	1,000	4	4,000
Safety information Sticker	5	8	44
TOTAL CANOPY AND FORECOURT EQUIPMENTS			172,718