

**SIX CONTINENTAL TRADING COMPANY
LIMITED**

**FEASIBILITY STUDY FOR INTEGRATED
LOGISTICS MANAGEMENT AND CARGO TRUCKING
PROJECT**

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PART I

1.0. EXECUTIVE SUMMARY

SIX CONTINENTAL TRADING COMPANY LIMITED

Six continental Trading Company Limited is Company registered in Tanzania under the Companies act of 2002, and bears Certificate of Incorporation No. 152123019 issued 1st June, 2021.

The project promoters are well established businessmen in Dar es Salaam Region, carrying out various businesses but majoring in imports and exports of Spare parts and cargo haulage projects . Having been in business over 15 years the directors are well equipped for expansion and they see a promising business opportunity in Logistics Management and Transportation Sector.

This document is prepared to the serve the purpose as a business plan for Six continental Trading Company Limited for its transportation Project. The implementation of this project will compromise the following activities: -

- The purchases of cargo haulage 150 trucks and to be done into phases
- Equippingthe Company with relevant facilities to for Logistics and transportation project
- Construction of a modern workshop, Goods shed for storage purpose.

The proposed first phase of the project, comprising the purchase of 150 trucks trailers which is estimated to cost more than 8,738,000\$. The project promoter will finance the entire project by 51% as equity while the remaining 49% of this investment will be a loan from financial Institutions.

1.1. THE PROJECT PROMOTOERS

The project is sponsored by Six Continental Trading Company Limited. The company is owned by two directors with the following shares.

Shareholders	Nationality	Number of Shares	% Shares
Seif Nassor Ali	Tanzanian	950	95
Khamis Abdi Khamis	Tanzanian	50	5

1.2. LEGAL STRUCTURE

The company is operating under and within the ambit of the law due the fact that, it has the following documents; Memorandum and Article of Association, certificate of incorporation, Tax Identification Number, Business License and value added Tax certificates.

1.3. LOCATION

The head Office of the Company's Project will be located at Jamhuri Street Dar es Salaam City at 4 floors at Golden Tulip Hotel Building.

1.1 MARKETS

The target markets of this project are the neighboring landlocked countries of central, east and southern Africa such as DRC, Malawi, Zambia, Burundi, Rwanda, and Uganda, including hinterland parts of Tanzania.

As the matter of Fact poor transport and communication infrastructures are major causes of low levels of interregional trade in East & Central Africa. It is of view of this factor Six continental Trading Company Limited has resolved to invest in the ones stop logistics and transport sector to provide solution that would lead to stimulating the said intraregional trade. The project is expected to offer challenges to the business community to enhance interregional trade between Tanzania and these countries.

1.2 THE INVESTMENT

Total cost planned to be invested at this project is 8,738,000 USD. The amount of loan to be secured is 4,300, 0000 USD while the equity funding will be 4,438,000 USD. The profits generated will be reinvested.

1.3 FINANCIAL ASPECTS

Financial information of Six Continental Trading Company Limited is projected within Limit of five years. The company projected profit and Loss, account show a respectable turnover of gained to the rest of five years. The projected income statement shows the profits of 98,458 \$ in the third year of operation and more than 123,505 \$ in the 5th year of the usefully lifetime of the implementation during which the business will be evaluated again. The projected balance sheet shows the increase of net worth of more than 906,073 \$ in the 4th year and more than 1,014,802 \$ in the 5th year. The financial documents show that the business has a positive net cash flow.

PARTY II

2.0. PROJECT CONCEPT

Tanzania is largest country in East Africa which is geographically strategically located in relation to her neighbors. Because of the strategic location of Tanzania, the country's transportation System is also used to serve landlocked neighbors countries which include countries like Uganda, Rwanda, Burundi, DRC, northern parts of Zambia, Malawi and some parts of Mozambique.

The transportation sector plays critical role in the social economic development of the country. Transport provides links between centers of production and those of consumption, markets in the economic sectors such as agriculture, Industry, mining and tourism. It facilitates the flow of people along the import and export corridors that link the coast ports and land locked countries.

Transport equally provides access to employments, health, education, recreation and other services. Therefore, one is right to conclude that without a good transport system the development of a country is impossible .What roads and railways are to a country's development is like what the blood system is to the human body.

The Tanzania Government realizes the role of the transport sector for its social and economic development as the results; it is encouraging private sector to invest in transportation industry, not only that but also offers a good package of incentives for investors investing in transportation sector.

2.1. Government Policy on Transportation

The government has of late put a greater emphasis on the transport and communication sector so as to improve upon them and consequently lead to economic development. The following are therefore the national transport policies among others:

- To improve the standard of trunk road network by maintaining the existing roads so as to ensure a satisfactory level of service and to

expand the feeder roads in order to cover a wider area of agricultural production. Rehabilitation and maintenance of existing railway network is also given greater attention;

- To give assistance to the private sector so as to enable the sector provide transport services both in the country and neighbouring states. Hence, the private transport sector provides over 70% of total road services.
- From the brief outline mentioned above, the transport policy in all its intent is geared towards improving and encouraging all modes of transport whether private or public and run on strictly business principles in order to promote efficiency and raise the quality of the service rendered.

Six Continental Trading Company Limited is investing in transportation sector to stimulate interregional trade between Tanzania and neighboring countries, to procure foreign currency for the country in the course of business transactions and to provide extra employment to more people in the sector.

2.2. Social and Economic Impact of the project

The proposed project will result into the following social and economic impacts:

- Increase the provision of high quality logistics and transportation in Tanzania and EAC and Central Africa.
- Increased availability of quality distribution and marketing products alongside competitive prices of these products will result in increased healthy competition among all trading and manufacturing companies
- The proposed project of the fleet of trucks investment in this sector will provide employment for more than 163 people
- The Government and other agencies will benefit from various taxes, fees and commissions that will be paid to the Treasury etc. by Six continental Trading Company Limited

2.3 LEGAL OPERATIONS

Six Continental Trading Company Limited is company legally registered

in Tanzania and it bears the Certificate of Incorporation No. 152123019 issued 1st June, 2021. The following documents justify legal establishment and legal operation of Six continental Trading Company Limited within the transportation Industry.

- Memorandum and Article of Association.
- Certificate of Incorporation.
- Tax Identification Number Certificate
- Value added Tax certificate

2.4 MANAGEMENT STRUCTURE

The management of Six Continental Trading Company Limited has planned to have the following organization set up:-

- ✓ Managing Director who will be responsible on the supervision on the entire operations of the Company
- ✓ Company Accountant\Manager
- ✓ General Managers who will be supervising rest of departments, drivers and other staffs

The company wants to be guided by the following Management set up;-

SIX TRADING CONTINENTAL TRADING COMPANY LTD						
PROJECTED SALARIES AND WAGES						
		<u>Year 2026</u>	<u>Year 2027</u>	<u>Year 2028</u>	<u>Year 2029</u>	<u>Year 2030</u>
General salaries and benefits:						
<u>Position:</u>	<u>No.</u>					
<u>Directors</u>	2	36,000	36,720	37,454	38,203	38,968
<u>Mangers</u>	2	24,000	24,480	24,970	25,469	25,978
<u>Drivers</u>	150	720,000	734,400	749,088	764,070	779,351
<u>Clerck</u>	3	10,800	11,016	11,236	11,461	11,690
<u>watchmen</u>	4	7,200	7,344	7,491	7,641	7,794
Sub Total		798,000	813,960	830,239	846,844	863,781
Estamates of Salary Increment		79,800	81,396	83,024	84,684	86,378
Sub Total	161	877,800	895,356	913,263	931,528	950,159
Support Management salaries					-	-
<u>Position:</u>					-	-
<u>Project Manager</u>	1	11,500	12,500	13,000	13,260	13,525
<u>HR Consultancy</u>	1	13,000	13,000	13,000	13,260	13,525
		24,500	25,500	26,000	26,520	27,050
		1,715	1,785	1,820	1,856	1,894
		26,215	27,285	27,820	28,376	28,944
Total	163	904,015	922,641	941,083	959,905	979,103

2.5 PROCUREMENT PLAN

The management of Six Continental Trading Company Limited plans to procure 150 trucks over a span of three years, with a budget of \$4,300,000:

2.5.1. Year 1: Initial Purchase and Implementation

i. Needs Assessment

The Company Management will determine the specific requirements for the trucks (e.g., size, capacity, fuel efficiency) and assess current fleet and identify gaps.

ii. Budget allocation

The management will allocate a portion of the budget for the first year's procurement projected to be \$1,430,000 for 50 trucks.

iii. Vendor Selection

The management of the Company will research and shortlist potential truck suppliers, thereafter will request proposals and quotes and undertake or conduct negotiations and finalize contracts.

iv. First Batch Purchase

The management will procure the first batch of 50 trucks and ensure trucks meet required specifications and standards.

v. Integration and Training

The Management will integrate new trucks into the logistics operations as well as train staff on new equipment and maintenance schedules.

2.5.2. Year 2: Evaluation and Continued Procurement

i. Performance Evaluation

The management will assess the performance of the new trucks and gather feedback from drivers and logistics personnel.

ii. Adjustments

The Management will make any necessary adjustments based on feedback (e.g., additional features, modifications) and address any issues or concerns.

iii. Second Batch Purchase

The Management will allocate a portion of the budget for the second year's procurement which is \$1,430,000 for another second batch of 50 trucks and ensure smooth integration and training.

2.5.3. Year 3: Final Procurement and Optimization

i. Expansion Plan

The management will plan for the expansion of the fleet to meet increasing demands as well as assess market conditions and adjust procurement strategy accordingly.

ii. Final Batch Purchase

The Management will allocate the remaining budget for the third year's procurement which is \$1,440,000 for the final 50 trucks

iii. Fleet Optimization

The Management will optimize logistics routes and operations to maximize efficiency and implement new technology or software for fleet management.

2.6 ITEMS TO BE PURCHASED BY MANAGEMENT OF SIX CONTINENTAL TRADING COMPANY LIMITED

The deemed capital goods planned to procure by the Company being part of the implementation of the projects include the following: -

NO	ITEMS	QUANTITY/UNITS
1.	Trailer Head Truck	150
2.	Trailers	150
3.	Folk Lift	4
4.	Pickups – for road patrol	4
5.	Land Cruiser Hard Top	1
6.	Motor cycle	2
7.	Machinery & workshop equipments	
	• Electric chain bock	2
	• Manual chain Block	1
	• Gear pumps	2
	• Air pressure grease pump	1
	• Pressure washing machine	1
	• Generator	1
	• Compressor	2
	• Wedding set machines	1
	• Grinder	1
	• Tarpaulins	
9	Office equipments	
	• Computer set	5
	• Air conditions	6pc
	• Radio call cables	35
	• Photocopy machine	1
	• Fax machine	1

PART III

3.1 MARKET INFORMATION

The project's clientele is in the landlocked neighboring countries of Malawi, Zambia, Democratic of Congo, Burundi, Rwanda and even Uganda. Management has explored these markets and is confident it can undertake profitable business with them.

The project management plans for all vehicles several trips per month. The number trips per month and the cost of trips are determined by both the trip's destination and the nature of road involved. Moreover, a total of 220 trips will be made. Each truck will transport a minimum of 28 tons per trip. Thus, a total of more than 6,000 tons of various goods will be overhauled between Tanzania and its neighbors

3.2 SERVICES OFFERED BY SIX CONTINENTAL TRADING COMPANY LIMITED

The company is licensed to organize Logistics and Transit trucking of Bulk goods activities and clearing forwarding of cargo. The Company will operate three income generating services activities as under

3.2.1 Cargo Bulk transportation

Under this service provision activity, the company will be fully involved in all aspects of bulk cargo transportation operations within Tanzania mainland such as transportation of goods from lake zones to coastal regions, from coastal regions to southern regions of Tanzania in SADC and EAC Countries. Moreover, the bulk cargo transportation will involve the movement of cargos from Inland Tanzania to neighboring land locked countries or to the countries surrounding great lakes.

3.2.2 Warehousing storage service

The Company will provide storage services for the goods waiting shipment to up countries. The price per tonnage for whoever user of the Six Continental Trading Company Limited storage services will range between 150 up 200 USD per ton per month. This is expected to be one of the sources of income generation to Six Continental Trading Company Limited.

3.2.3 Pricing Strategy

Six Continental Trading Company Limited will determine its pricing structure for all its products and services on basing on the criteria such as Tonnage/Km, fuel costs, parking boarder entry fees, and etc. However, the routes are priced according to distance and the status of the road in question. It has been conservatively assumed that all foreign destinations will have flat rate charge of around 6000\$, while all internal destination will each cost.

Six Continental Trading Company Limited intend to offer best quality services that comply to the price charged as indicated earlier, there is a market segment that has spending power and can afford this pricing. Therefore, this pricing will reflect the targeted market segment in focus. After the 2027 seasons the company will analyze its pricing structure once again to reflect the cost of the various components of its products and will adjust accordingly.

3.2.4 Sales and Marketing Communication

Under the implementation plan the following sales and marketing communication approaches will be carried out:-

- Advertising through internet
- Opening up an overseas agent in target countries
- Joining membership to various trade associations.

3.2.5 Transportation Industry in Tanzania Constraints

The road transport in Tanzania is heavily dependent on imported vehicles and related inputs. The road transport is however faced with the following problems:

- Lack of adequate transport and transport facilities;
- Poor infrastructure facilities particularly trunk roads;
- Lack of adequate transport services to land-locked neighboring countries which would like to use our port facilities for enhancement of their international trade;
- Poor maintenance of roads and transport equipment
- Lack of proper co-ordination between the transport sector and other sectors of the economy.

3.3. Facts about Cargo Haulage Service in Tanzania

3.3.1. Logistics and Capacity in cargo Handling (Country Overview)

Logistics costs refers to all expenditures incurred to ensure that a good or service is available to the market. This implies that logistics relates to the coordination and integration of the production sector activities, warehousing, transportation, wholesaling, freight forwarding and information services. Global statistics shows that logistics expenditure account for about 10-15 percent of the total world GDP even though it varies significantly depending on the level and structure of the economic. Countries that rely more on extraction of natural resources will likely have higher logistics costs than economies that focus on modern services. It is further revealed that transportation accounts for about 40 – 58 percent of the total logistics costs and 4 – 10 percent of the selling prices of the final products (ibid). Inventory carrying and warehousing account for about 23 percent and 11 percent respectively. This implies that, transport and logistics services are critical components of the commercialization and competitiveness of the country.

Tanzania’s logistics performance has improved considerably since 2007 from an overall global rank of 137th with an aggregate score of 2.08 to 61st with a score of 2.99 in 2016 on the World Bank’s Logistics Performance Index (LPI) (World Bank, 2017). Despite improvements, logistics currently accounts for between 35-45 percentage of the total cost of imports, insurance and freight inclusive-making it one of the highest in the World. On average, it costs \$1,350 (against a Sub-Saharan Africa average of \$603) and 240 hours to import a 20ft container through the main seaport of Dar es Salaam (World Bank, 2020)

3.3.2. Market Focus of the Project

The project aim at capturing the transit cargo passing through Dar es Salaam corridor DRC, Burundi, Uganda and Rwanda and later on to other land locked neighbouring countries. The major users of the Dar es Salaam transit corridors are Zambia, DRC, Malawi, Rwanda, Burudi and recently Uganda. The transit and inter-regional goods can be segmented as follows:-

- Transit goods destined for southern corridors of Malawi and Zambia, north and central corridors of DRC, Rwanda, Burundi and Uganda;
- Inter-regional goods which include Southern highlands of Mbeya, Iringa, Ruvuma and Rukwa;

- Central Zones of Morogoro, Dodoma, Mwanza, Tabora and Mara;
- Northern zones of Mwanza, Arusha and Kilimanjaro
- Inter-regional Demand

Inter-regional demand refers to all goods crossing regions in all directions. Inter-regional transport demand for southern zone is served by trunk roads and Tanzania Zambia Railways Authority (TAZARA) while the north and central zones are served by Tanzania Railway Corporation (TRC) and trunk roads. The major commodities that are transported by road to these regions include consumer goods, fuel, farm inputs and industrial inputs. The annual tonnage of inter-regional goods for the period 2016/2017 is as follows:

Inward	Average Tonnage
Southern Zone	35,800
Northern Zone	37,500
Central Zone	41,650
Subtotal	114,950
Outward	Average Tonnage
Southern Zone	49,570
Northern Zone	98,560
Central Zone	88,450
Sub total	226,580
Total Tones	351,530

Source: **National Transport Corporation 2017**

Demand for transport to haul goods to the regions is highly seasonal. High demand normally occurs from July to December during harvesting, crop collection and supply of farm inputs transportation demand declines in January and remains low up to June.

3.4. Supply of Transport Equipment

According to the market survey, there has been a shift of ownership in recent times of transport projects from those owned by Parastatal Organizations and Co-operative Unions such as Regional Transport Companies (RETCOs) to those operated and owned privately. The supply of goods transport in the region is represented by a fleet of commercial cargo carrying vehicles with average capacities of 35 tons and above operating within the regions, intra-regional and inter regional routes.

3.5. Transit Traffic

Tanzania acts as a transit country for the landlocked countries of DRC,

Zambia, Rwanda, Burundi, Uganda, and Malawi. General cargo (that is excluding bulk petroleum and other bulk liquids) handled through the Dar es Salaam port between 2011 and 2017 ranged between 2,345,700 tons and 4,356,740 tons. The bulk of transit cargo that traffics through Tanzania is that of Zambia with largest proportion being carried out by TAZARA.

Malawi has similarly shown a dramatic increase in passing its transit cargo through the Dar es Salaam port in recent years. The bulk of its cargo is carried by road. Recent efforts by heads of state of Malawi and Tanzania gear towards establishing and exploiting the so called Mtwara Corridor as a potential link between the two countries. Of course, it might take some time before actual implementation of the current plans are put into reality and trucks start rolling across borders of the two states.

3:5 Individual Country

3:5:1 Rwanda and Burundi

Most of Burundi's and Rwanda's imports and exports are already passing through the Dar es Salaam port. Rwanda's transit traffic keeps on changing from time to time. During the period 2021 – 2024, In the third quarter of 2024, Rwanda's total trade was US\$ 2,982.66 million, an increase of 41 percent over the third quarter of 2023. Domestic exports were estimated at US\$ 653.85 million; imports were estimated at US\$ 2,144.23 million and re-exports were estimated at US\$ 184.59 million.

Moreover, Imports of goods and services (current US\$) in Burundi was reported at 642,834,305 USD in 2023, according to the World Bank collection of development indicators, compiled from officially recognized sources.

3.5.2 Uganda

Uganda has of late substantially increased its international trade through Dar es Salaam. Most trade is handled by rail from Mwanza to Dar es Salaam and vice versa and through Lake Victoria to and from Uganda. Road transport ranks second in this route. Imports in Uganda averaged 394.15 USD Million from 1993 until 2024, reaching an all-time high of 1536.00 USD Million in October of 2024.

3.5.3 Democratic of Congo (DRC)

DRC uses Tanzania as their transit country mainly for exports of their copper and other minerals plus imports of consumer and semi-finished goods.

There are five principal routes available to DRC copper exports:

- Lobito in Angola
- Matadi in DRC
- Dar es Salaam via Kigoma
- Beira and Maputo via Zambia and Rwanda
- East London in South Africa via Zambia and Rwanda

The Dar es Salaam port accounts for 40% of DRC's foreign trade. Road transport ranks first in so far as goods destined to DRC are concerned. Main products handled include oil products and general cargo namely; industrial chemicals, foodstuffs, cotton and machinery.

3.5.4 Malawi

Malawi depended heavily on the ports of Macala and Beira in Mozambique but civil war disrupted the flow of traffic from the two ports since 1982. As a result Malawi transit goods have been diverted to Dar es Salaam, with the subsequent construction of container depots and other goods (both imports and exports) near Dar es Salaam port and in Mbeya.

However, because of the ravages of civil war in Mozambique, it can be assumed that the Nacala and Beira route would not be used by Malawi in the foreseeable future. In view of this fact, it is possible that around 40% of Malawi's overseas trade would be routed through Dar es Salaam port and the rest through Durban in South Africa. Even in a situation in which the traditional routes become available again, it is anticipated that around 20% of the overseas trade would continue to be allocated to Malawi's northern corridor.

However, expansion of the Dar es Salaam port container handling facility, improvement of the Dar-Mbeya highway and construction of the new cross border road between Tanzania and Malawi may still filter the traffic towards Dar es Salaam. This refers to such traditional exports traffic such as sugar, Tea and tobacco which are expected to be routed through Dar es Salaam in preference to shipment via Durban in South Africa. Tea and tobacco exports are containerized whilst sugar is assumed to continue to travel as break-bulk. Presently 10% of Malawi's overseas trade passes through its northern corridor to Tanzania and is expected to increase overtime. The proposed

project is mainly base on the Dar es Salaam Kigali and Mombasa Kigali routes. Although the Dar-Malawi-Dar is considered to be the main route, cargo destined or originating to/from other neighbouring countries would also be handled depending on the situation at any point in time.

3.5.5 Zambia

The level of transit traffic handled by Zambia through the Dar es Salaam port has reasonably been constant over the previous years. A big portion of north bound traffic is handled by TAZARA while less than 10% of transit traffic is handled by road.

3.6. Market Base

As already stated, road transportation of cargo basically involves movement of trucks of agricultural produce, agricultural inputs, building materials, soft drinks, beer, timber, consumer goods, industrial raw materials like gypsum, fuel, coal etc. Domestic road transportation of cargo is basically classified into intra-regional and inter-regional transport.

Intra-regional transport demand involves transportation of goods within the region which may be inward demand which refers to movement of goods from rural areas to urban centers, rail heads and factories or it may be outward demand which refers to movement of goods to rural areas.

Inter-regional demand of transport includes movement of goods across borders of a particular region to and fro. The movement of goods to and fro across borders of the country is referred to as international transport demand.

Six Continental Trading Company Limited will adhere to the company's basic objectives for which it is established; that is, to strengthen transportation related to agriculture and support building and construction activities (especially those related to rural road construction) in order to serve more efficiently the rural population with a basic view of improving agricultural production and stimulating and supporting other economic activities. Besides intra-regional and inter-regional operations, the company plans to go into international operations to serve the landlocked neighboring countries.

Six Continental Trading Company Limited has an open eye on the vast opportunities that exist in the intra-regional and inter-regional transport. As stated earlier, the directors of the company have a wealth of long experience

in the transportation industry in Tanzania. The project therefore targets transportation of Flue-cured Leaf Tobacco in Iringa, Mbeya and Tabora regions and Fire-cured Tobacco in Ruvuma region first from the fields to the markets and thereafter to rail heads and/or directly to the processing plants at Morogoro and Songea respectively. Other agricultural produce are also targeted. Likewise, the company targets transportation of tobacco and other agricultural inputs to these regions. The directors have well established ties with the major tobacco companies such that acquiring transport tenders will not be a problem, and demand for the crop haulage services is huge.

Other targeted markets are transportation of building materials like cement (from Mbeya Cement Company to Dar es Salaam and other neighbouring regions markets, steel (from Dar es Salaam manufacturers to the regions), timber (from Sao Hill to Dar es Salaam and neighbouring regions) and movement of industrial raw materials like gypsum for Mbeya Cement Company and coal from Kiwira Coal Mines.

Six Continental Trading Company Limited will also be involved in transportation of building and construction materials. They are especially targeting road construction and specifically rural roads construction, rehabilitation and maintenance projects.

The other major targets in domestic transportation are in securing contracts to transport mining machinery and equipment for major mining companies around the Lake Victoria basin. Also, there is scope for securing transportation contracts from UN bodies such as the World Food Programme, United Nations High Commission for Refugees, etc. The directors have already made contacts to the potential customers in these areas and so far response has been very encouraging.

On the International Transport arena, operating projections assume that the project would operate on the Mombasa and Dar es Salaam routes to Kigali, Bujumbura and Lubumbashi. However, initially the project will mainly operate on the Mombasa – Dar es Salaam, Dar es Salaam – Zambia, Dar es Salaam – Malawi routes where the project promoters have managed to establish contacts with a view to secure contracts to transport transit cargo.

PART IV

4.0. FINANCIAL APECTS

4.1. Investment Plan

In order to sustain the viability and growth of Six Continental Trading Company Limited, a modest Investment plan has been drawn during the project period. It is planned that the company will build the fleet of 150 units Trailer Head Truck 150 units of Trailers and Tractor trailers units the first three years at the cost of US\$ 8,738,000. The proposed investment program is expected to take a period of three years.

FINANCING	\$
Long-term liabilities	
Long-term loan	4,300,000
Owner's equity	
Cash	3,000,000
Contributed asset value	1,438,000
Total	8,738,000

4.2. Investment and Financing USD 8,738,000

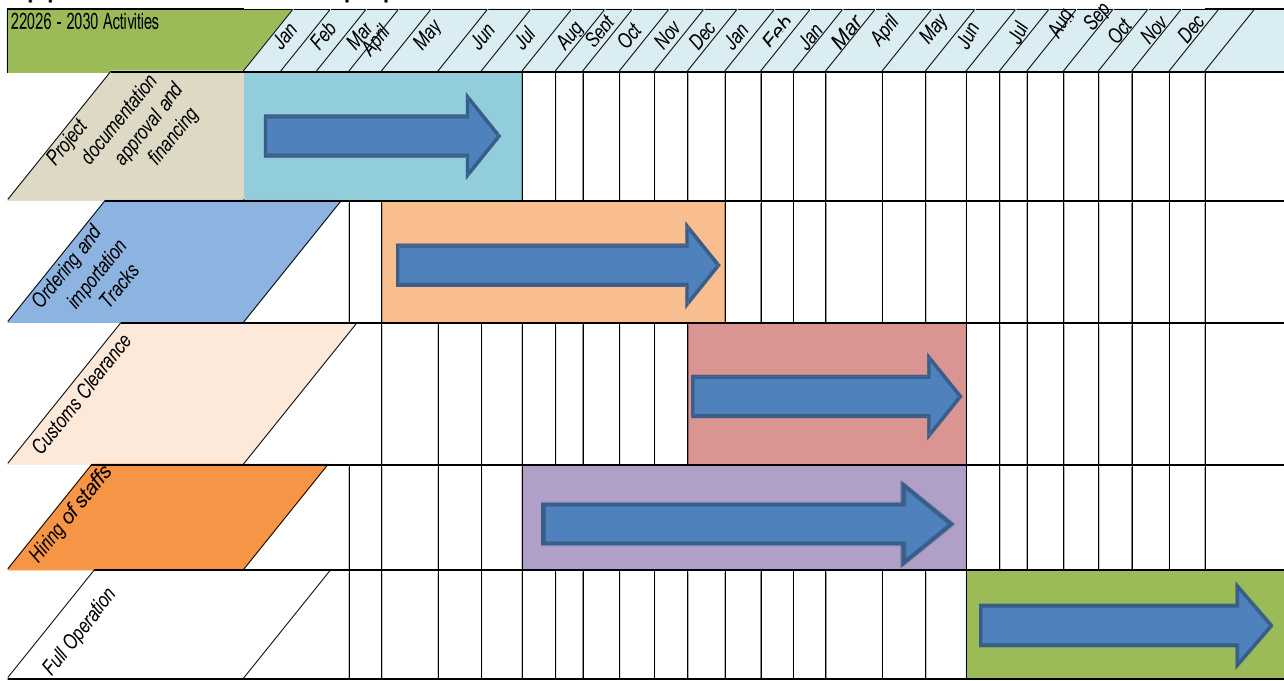
Six Continental Trading Company Limited is anticipating to invest total capex of 8,738,000\$ including working capital.

COST INVESTMENT STRUCTURE	\$
Current assets	
Working capital	1,000,000
Sub Total	1,000,000
Property and equipment	
Land	210,000
Building	200,000
Equipment	205,000
Furniture and fixtures	480,000
Leasehold improvements	3,000
Plant	340,000
Motor Vehicles	6,300,000
Sub Total	7,738,000
Total Capex	8,738,000

FINANCING	\$
Long-term liabilities	
Long-term loan	4,300,000
Owner's equity	
Cash	3,000,000
Contributed asset value	1,438,000
Total Capex	8,738,000

4.3 PROJECT IMPLEMENTATION SCHEDULE

The project will need two to Four years as displayed in trucks acquisition plan to be in full operational. It is projected that more time will be required for approval of relevant papers



PROJECTED FINANCIAL STATEMENTS

SIX CONTINENTAL TRADING CO LTD					
PROJECTED INCOME STATEMENT					
	31/12/2026	31/12/2027	31/12/2028	31/12/2022	31/12/2023
	\$	\$	\$	\$	\$
SALES	7,422,000	8,756,000	9,840,000	11,020,800	12,343,296
COST OF SALES	4,814,690	5,675,120	6,368,900	7,133,168	7,989,148
GROSS MARGIN	2,607,310	3,080,880	3,471,100	3,887,632	4,354,148
				-	-
OPERATING COSTS				-	-
Advertising	7,000	7,700	8,470	9,486	10,625
Automotive	8,000	8,800	9,680	10,842	12,143
Bank charges	2,000	2,200	2,420	2,710	3,036
Business taxes	12,000	13,200	14,520	16,262	18,214
Casual wages	3,000	3,300	3,630	4,066	4,553
Depreciation	2,105,600	2,105,600	2,105,600	2,358,272	2,641,265
Dues, licenses and fees	5,000	5,500	6,050	6,776	7,589
Insurance	8,000	8,800	9,680	10,842	12,143
Interest on long-term debt	207,278	189,882	171,596	192,187	215,250
Management salaries	26,215	27,285	27,820	31,158	34,897
Misellaneous expenses	6,000	6,600	7,260	8,131	9,107
Office costs	5,000	5,500	6,050	6,776	7,589
Postage	3,000	3,300	3,630	4,066	4,553
Professional fees	8,000	8,800	9,680	10,842	12,143
Property taxes	8,000	8,800	9,680	10,842	12,143
Repairs and maintenance	6,000	6,600	7,260	8,131	9,107
Rent	4,000	4,400	4,840	5,421	6,071
Salaries and benefits	877,800	895,356	913,263	1,022,855	1,145,597
Telephone	3,200	3,520	3,872	4,337	4,857
Utilities	4,500	4,950	5,445	6,098	6,830
Total expenses	3,309,593	3,320,093	3,330,446	3,730,100	4,177,712
INCOME BEFORE TAXES	(702,283)	(239,213)	140,654	157,532	176,436
				-	-
INCOME TAXES	210,685	71,764	(42,196)	(47,260)	(52,931)
				-	-
NET INCOME	(491,598)	(167,449)	98,458	110,273	123,505

SIX CONTINENTAL TRADING CO LTD						
PROJECTED BALANCE SHEET						
	Opening	31/12/2026	31/12/2027	31/12/2028	31/12/2020	31/12/2021
	\$	\$	\$	\$	\$	\$
ASSETS						
CURRENT						
Cash	1,000,000	2,092,559	3,792,920	5,719,408	6,405,737	7,174,425
Accounts receivable	-	309,250	364,833	410,000	459,200	514,304
Inventory	-	-	-	-	-	-
Other assets	-	-	-	-	-	-
Total	1,000,000	2,401,809	4,157,753	6,129,408	6,864,937	7,688,729
CAPITAL ASSETS						
Land	210,000	210,000	210,000	210,000	235,200	263,424
Building	200,000	200,000	200,000	200,000	224,000	250,880
Equipment	205,000	205,000	205,000	205,000	229,600	257,152
Furniture and fixtures	480,000	480,000	480,000	480,000	537,600	602,112
Leasehold improvements	3,000	3,000	3,000	3,000	3,360	3,763
Computer equipment	340,000	340,000	340,000	340,000	380,800	426,496
Automotive equipment	6,300,000	6,300,000	6,300,000	6,300,000	7,056,000	7,902,720
	7,738,000	7,738,000	7,738,000	7,738,000	8,666,560	9,706,547
Accumulated depreciation	-	(2,105,600)	(4,211,200)	(6,316,800)	(7,074,816)	(7,923,794)
	7,738,000	5,632,400	3,526,800	1,421,200	1,591,744	1,782,753
Total	8,738,000	8,034,209	7,684,553	7,550,608	8,456,681	9,471,483
LIABILITIES						
CURRENT						
Accounts payable	-	338,512	374,801	404,139	452,636	506,952
Income taxes payable	-	(210,685)	(71,764)	42,196	47,260	52,931
Current portion of long-term debt	340,020	357,416	375,702	394,924	442,315	495,392
Total	340,020	485,243	678,739	841,259	942,211	1,055,276
LONG-TERM DEBT						
Long-term loan	4,300,000	3,959,980	3,602,564	3,226,862	3,614,085	4,047,775
Less current portion	(340,020)	(357,416)	(375,702)	(394,924)	(442,315)	(495,392)
	3,959,980	3,602,564	3,226,862	2,831,938	3,171,771	3,552,383
Total	4,300,000	4,087,807	3,905,601	3,673,197	4,113,981	4,607,659
OWNER'S EQUITY						
Cash	3,000,000	3,000,000	3,000,000	3,000,000	3,360,000	3,763,200
Contributed asset value	1,438,000	1,438,000	1,438,000	1,438,000	1,610,560	1,803,827
Accumulated earnings	-	(491,598)	(659,047)	(560,589)	(627,860)	(703,203)
	4,438,000	3,946,402	3,778,953	3,877,411	4,342,700	4,863,824
Total	8,738,000	8,034,209	7,684,553	7,550,608	8,456,681	9,471,483

SIX CONTINENTAL TRADING CO LTD					
PROJECTED STATEMENT OF CASH FLOWS					
	31/12/2026	31/12/2027	31/12/2028	31/12/2020	31/12/2021
	\$	\$	\$	\$	\$
CASH PROVIDED BY THE FOLLOWING ACTIVITIES					
OPERATING					
Net earnings	(491,598)	(167,449)	98,458	110,272.70	123,505.43
Depreciation	2,105,600	2,105,600	2,105,600	2,358,272.00	2,641,264.64
	1,614,002	1,938,151	2,204,058	2,468,544.70	2,764,770.07
Changes in working capital accounts				-	-
Accounts receivable	(309,250)	(55,583)	(45,167)	(50,586.67)	(56,657.07)
Accounts payable	338,512	36,289	29,339	32,859.54	36,802.69
Income taxes payable	(210,685)	138,921	113,960	127,635.30	142,951.54
Total	1,432,579	2,057,777	2,302,190	2,578,452.88	2,887,867.22
				-	-
FINANCING					
Repayment of long-term loan	(340,020)	(357,416)	(375,702)	(420,786.39)	(471,280.76)
CHANGE IN CASH	1,092,559	1,700,361	1,926,488	2,157,666.48	2,416,586.46
CASH, BEGINNING OF YEAR	1,000,000	2,092,559	3,792,920	4,248,070.41	4,757,838.86
CASH, END OF YEAR	2,092,559	3,792,920	5,719,408	6,405,736.90	7,174,425.33

SIX CONTINENTAL TRADING COMPANY LIMITED					
PROJECTED OPERATING COSTS					
	Year 2026	Year 2027	Year 2028	Year 2029	Year 2030
	\$	\$	\$	\$	\$
Advertising	7,000	7,700	8,470	9,486	10,625
Automotive	8,000	8,800	9,680	10,842	12,143
Bank charges	2,000	2,200	2,420	2,710	3,036
Business taxes	12,000	13,200	14,520	16,262	18,214
Casual wages	3,000	3,300	3,630	4,066	4,553
Dues, licenses and fees	5,000	5,500	6,050	6,776	7,589
Insurance	8,000	8,800	9,680	10,842	12,143
Misellaneous expenses	6,000	6,600	7,260	8,131	9,107
Office costs	5,000	5,500	6,050	6,776	7,589
Postage	3,000	3,300	3,630	4,066	4,553
Professional fees	8,000	8,800	9,680	10,842	12,143
Property taxes	8,000	8,800	9,680	10,842	12,143
Repairs and maintenance	6,000	6,600	7,260	8,131	9,107
Rent	4,000	4,400	4,840	5,421	6,071
Telephone	3,200	3,520	3,872	4,337	4,857
Utilities	4,500	4,950	5,445	6,098	6,830
Total	92,700	101,970	112,167	125,627	140,702

SIX TRADING CONTINENTAL TRADING COMPANY LTD						
PROJECTED SALARIES AND WAGES						
		<u>Year 2026</u>	<u>Year 2027</u>	<u>Year 2028</u>	<u>Year 2029</u>	<u>Year 2030</u>
General salaries and benefits:						
<u>Position:</u>	<u>No.</u>					
<u>Directors</u>	2	36,000	36,720	37,454	38,203	38,968
<u>Mangers</u>	2	24,000	24,480	24,970	25,469	25,978
<u>Drivers</u>	150	720,000	734,400	749,088	764,070	779,351
<u>Clerck</u>	3	10,800	11,016	11,236	11,461	11,690
<u>watchmen</u>	4	7,200	7,344	7,491	7,641	7,794
Sub Total		798,000	813,960	830,239	846,844	863,781
Estamates of Salary Increment		79,800	81,396	83,024	84,684	86,378
Sub Total	161	877,800	895,356	913,263	931,528	950,159
Support Management salaries						
<u>Position:</u>					-	-
<u>Project Manager</u>	1	11,500	12,500	13,000	13,260	13,525
<u>HR Consultancy</u>	1	13,000	13,000	13,000	13,260	13,525
		24,500	25,500	26,000	26,520	27,050
		1,715	1,785	1,820	1,856	1,894
		26,215	27,285	27,820	28,376	28,944
Total	163	904,015	922,641	941,083	959,905	979,103

COST INVESTMENT STRUCTURE	\$
Current assets	
Working capital	1,000,000
Sub Total	1,000,000
Property and equipment	
Land	210,000
Building	200,000
Equipment	205,000
Furniture and fixtures	480,000
Leasehold improvements	3,000
Plant	340,000
Motor Vehicles	6,300,000
Sub Total	7,738,000
Total Capex	8,738,000
FINANCING	\$
Long-term liabilities	
Long-term loan	4,300,000
Owner's equity	
Cash	3,000,000
Contributed asset value	1,438,000
Total Capex	8,738,000

Financial Projections Template - Loan Analysis

Amount financed	4,300,000.00
Annual interest (e.g., 8.25)	5.000
Duration of loan (in years)	10
Start date of loan	Month 1
Monthly payments	45,608.17
Total number of payments	120
Yearly principal + interest	547,298.06
Principal amount	4,300,000.00
Finance charges	1,172,980.59
Total cost	5,472,980.59

PAYMENT MONTH	BEGINNING BALANCE	INTEREST	PRINCIPAL	BALANCE	ACCUMULATIVE INTEREST	ACCUMULATIVE PRINCIPAL
1	4,300,000.00	17,916.67	27,691.50	4,272,308.50	17,916.67	27,691.50
2	4,272,308.50	17,801.29	27,806.89	4,244,501.61	35,717.95	55,498.39
3	4,244,501.61	17,685.42	27,922.75	4,216,578.86	53,403.38	83,421.14
4	4,216,578.86	17,569.08	28,039.09	4,188,539.77	70,972.45	111,460.23
5	4,188,539.77	17,452.25	28,155.92	4,160,383.85	88,424.70	139,616.15
6	4,160,383.85	17,334.93	28,273.24	4,132,110.61	105,759.64	167,889.39
7	4,132,110.61	17,217.13	28,391.04	4,103,719.56	122,976.76	196,280.44
8	4,103,719.56	17,098.83	28,509.34	4,075,210.22	140,075.59	224,789.78
9	4,075,210.22	16,980.04	28,628.13	4,046,582.09	157,055.64	253,417.91
10	4,046,582.09	16,860.76	28,747.41	4,017,834.68	173,916.40	282,165.32
11	4,017,834.68	16,740.98	28,867.19	3,988,967.49	190,657.37	311,032.51
12	3,988,967.49	16,620.70	28,987.47	3,959,980.01	207,278.07	340,019.99
13	3,959,980.01	16,499.92	29,108.25	3,930,871.76	223,777.99	369,128.24
14	3,930,871.76	16,378.63	29,229.54	3,901,642.22	240,156.62	398,357.78
15	3,901,642.22	16,256.84	29,351.33	3,872,290.89	256,413.46	427,709.11
16	3,872,290.89	16,134.55	29,473.63	3,842,817.26	272,548.01	457,182.74
17	3,842,817.26	16,011.74	29,596.43	3,813,220.83	288,559.75	486,779.17
18	3,813,220.83	15,888.42	29,719.75	3,783,501.08	304,448.17	516,498.92
19	3,783,501.08	15,764.59	29,843.58	3,753,657.50	320,212.76	546,342.50
20	3,753,657.50	15,640.24	29,967.93	3,723,689.56	335,852.99	576,310.44
21	3,723,689.56	15,515.37	30,092.80	3,693,596.77	351,368.37	606,403.23
22	3,693,596.77	15,389.99	30,218.19	3,663,378.58	366,758.35	636,621.42
23	3,663,378.58	15,264.08	30,344.09	3,633,034.49	382,022.43	666,965.51
24	3,633,034.49	15,137.64	30,470.53	3,602,563.96	397,160.08	697,436.04
25	3,602,563.96	15,010.68	30,597.49	3,571,966.47	412,170.76	728,033.53
26	3,571,966.47	14,883.19	30,724.98	3,541,241.49	427,053.95	758,758.51
27	3,541,241.49	14,755.17	30,853.00	3,510,388.49	441,809.13	789,611.51
28	3,510,388.49	14,626.62	30,981.55	3,479,406.94	456,435.74	820,593.06
29	3,479,406.94	14,497.53	31,110.64	3,448,296.30	470,933.27	851,703.70
30	3,448,296.30	14,367.90	31,240.27	3,417,056.03	485,301.17	882,943.97
31	3,417,056.03	14,237.73	31,370.44	3,385,685.59	499,538.91	914,314.41
32	3,385,685.59	14,107.02	31,501.15	3,354,184.44	513,645.93	945,815.56
33	3,354,184.44	13,975.77	31,632.40	3,322,552.04	527,621.70	977,447.96
34	3,322,552.04	13,843.97	31,764.20	3,290,787.83	541,465.67	1,009,212.17
35	3,290,787.83	13,711.62	31,896.56	3,258,891.28	555,177.28	1,041,108.72
36	3,258,891.28	13,578.71	32,029.46	3,226,861.82	568,756.00	1,073,138.18
37	3,226,861.82	13,445.26	32,162.91	3,194,698.91	582,201.25	1,105,301.09
38	3,194,698.91	13,311.25	32,296.93	3,162,401.98	595,512.50	1,137,598.02
39	3,162,401.98	13,176.67	32,431.50	3,129,970.48	608,689.17	1,170,029.52
40	3,129,970.48	13,041.54	32,566.63	3,097,403.86	621,730.72	1,202,596.14
41	3,097,403.86	12,905.85	32,702.32	3,064,701.53	634,636.57	1,235,298.47
42	3,064,701.53	12,769.59	32,838.58	3,031,862.95	647,406.16	1,268,137.05
43	3,031,862.95	12,632.76	32,975.41	2,998,887.54	660,038.92	1,301,112.46
44	2,998,887.54	12,495.36	33,112.81	2,965,774.74	672,534.28	1,334,225.26
45	2,965,774.74	12,357.39	33,250.78	2,932,523.96	684,891.68	1,367,476.04
46	2,932,523.96	12,218.85	33,389.32	2,899,134.64	697,110.53	1,400,865.36
47	2,899,134.64	12,079.73	33,528.44	2,865,606.19	709,190.26	1,434,393.81
48	2,865,606.19	11,940.03	33,668.15	2,831,938.05	721,130.28	1,468,061.95
49	2,831,938.05	11,799.74	33,808.43	2,798,129.62	732,930.02	1,501,870.38

50	2,798,129.62	11,658.87	33,949.30	2,764,180.32	744,588.90	1,535,819.68
51	2,764,180.32	11,517.42	34,090.75	2,730,089.57	756,106.32	1,569,910.43
52	2,730,089.57	11,375.37	34,232.80	2,695,856.77	767,481.69	1,604,143.23
53	2,695,856.77	11,232.74	34,375.44	2,661,481.33	778,714.42	1,638,518.67
54	2,661,481.33	11,089.51	34,518.67	2,626,962.67	789,803.93	1,673,037.33
55	2,626,962.67	10,945.68	34,662.49	2,592,300.17	800,749.61	1,707,699.83
56	2,592,300.17	10,801.25	34,806.92	2,557,493.25	811,550.86	1,742,506.75
57	2,557,493.25	10,656.22	34,951.95	2,522,541.30	822,207.08	1,777,458.70
58	2,522,541.30	10,510.59	35,097.58	2,487,443.72	832,717.67	1,812,556.28
59	2,487,443.72	10,364.35	35,243.82	2,452,199.90	843,082.02	1,847,800.10
60	2,452,199.90	10,217.50	35,390.67	2,416,809.22	853,299.52	1,883,190.78
61	2,416,809.22	10,070.04	35,538.13	2,381,271.09	863,369.56	1,918,728.91
62	2,381,271.09	9,921.96	35,686.21	2,345,584.88	873,291.52	1,954,415.12
63	2,345,584.88	9,773.27	35,834.90	2,309,749.98	883,064.79	1,990,250.02
64	2,309,749.98	9,623.96	35,984.21	2,273,765.77	892,688.75	2,026,234.23
65	2,273,765.77	9,474.02	36,134.15	2,237,631.62	902,162.77	2,062,368.38
66	2,237,631.62	9,323.47	36,284.71	2,201,346.91	911,486.24	2,098,653.09
67	2,201,346.91	9,172.28	36,435.89	2,164,911.02	920,658.52	2,135,088.98
68	2,164,911.02	9,020.46	36,587.71	2,128,323.31	929,678.98	2,171,676.69
69	2,128,323.31	8,868.01	36,740.16	2,091,583.15	938,546.99	2,208,416.85
70	2,091,583.15	8,714.93	36,893.24	2,054,689.91	947,261.92	2,245,310.09
71	2,054,689.91	8,561.21	37,046.96	2,017,642.95	955,823.13	2,282,357.05
72	2,017,642.95	8,406.85	37,201.33	1,980,441.62	964,229.98	2,319,558.38
73	1,980,441.62	8,251.84	37,356.33	1,943,085.29	972,481.82	2,356,914.71
74	1,943,085.29	8,096.19	37,511.98	1,905,573.31	980,578.00	2,394,426.69
75	1,905,573.31	7,939.89	37,668.28	1,867,905.03	988,517.89	2,432,094.97
76	1,867,905.03	7,782.94	37,825.23	1,830,079.79	996,300.83	2,469,920.21
77	1,830,079.79	7,625.33	37,982.84	1,792,096.95	1,003,926.16	2,507,903.05
78	1,792,096.95	7,467.07	38,141.10	1,753,955.85	1,011,393.23	2,546,044.15
79	1,753,955.85	7,308.15	38,300.02	1,715,655.83	1,018,701.38	2,584,344.17
80	1,715,655.83	7,148.57	38,459.61	1,677,196.22	1,025,849.95	2,622,803.78
81	1,677,196.22	6,988.32	38,619.85	1,638,576.37	1,032,838.27	2,661,423.63
82	1,638,576.37	6,827.40	38,780.77	1,599,795.60	1,039,665.67	2,700,204.40
83	1,599,795.60	6,665.82	38,942.36	1,560,853.24	1,046,331.48	2,739,146.76
84	1,560,853.24	6,503.56	39,104.62	1,521,748.63	1,052,835.04	2,778,251.37
85	1,521,748.63	6,340.62	39,267.55	1,482,481.08	1,059,175.66	2,817,518.92
86	1,482,481.08	6,177.00	39,431.17	1,443,049.91	1,065,352.66	2,856,950.09
87	1,443,049.91	6,012.71	39,595.46	1,403,454.45	1,071,365.37	2,896,545.55
88	1,403,454.45	5,847.73	39,760.44	1,363,694.00	1,077,213.10	2,936,306.00
89	1,363,694.00	5,682.06	39,926.11	1,323,767.89	1,082,895.16	2,976,232.11
90	1,323,767.89	5,515.70	40,092.47	1,283,675.42	1,088,410.86	3,016,324.58
91	1,283,675.42	5,348.65	40,259.52	1,243,415.89	1,093,759.50	3,056,584.11
92	1,243,415.89	5,180.90	40,427.27	1,202,988.62	1,098,940.40	3,097,011.38
93	1,202,988.62	5,012.45	40,595.72	1,162,392.90	1,103,952.85	3,137,607.10
94	1,162,392.90	4,843.30	40,764.87	1,121,628.03	1,108,796.16	3,178,371.97
95	1,121,628.03	4,673.45	40,934.72	1,080,693.31	1,113,469.61	3,219,306.69
96	1,080,693.31	4,502.89	41,105.28	1,039,588.03	1,117,972.50	3,260,411.97
97	1,039,588.03	4,331.62	41,276.55	998,311.47	1,122,304.11	3,301,688.53
98	998,311.47	4,159.63	41,448.54	956,862.93	1,126,463.75	3,343,137.07
99	956,862.93	3,986.93	41,621.24	915,241.69	1,130,450.67	3,384,758.31
100	915,241.69	3,813.51	41,794.66	873,447.03	1,134,264.18	3,426,552.97

101	873,447.03	3,639.36	41,968.81	831,478.22	1,137,903.54	3,468,521.78
102	831,478.22	3,464.49	42,143.68	789,334.54	1,141,368.04	3,510,665.46
103	789,334.54	3,288.89	42,319.28	747,015.26	1,144,656.93	3,552,984.74
104	747,015.26	3,112.56	42,495.61	704,519.65	1,147,769.49	3,595,480.35
105	704,519.65	2,935.50	42,672.67	661,846.98	1,150,704.99	3,638,153.02
106	661,846.98	2,757.70	42,850.48	618,996.50	1,153,462.69	3,681,003.50
107	618,996.50	2,579.15	43,029.02	575,967.48	1,156,041.84	3,724,032.52
108	575,967.48	2,399.86	43,208.31	532,759.18	1,158,441.70	3,767,240.82
109	532,759.18	2,219.83	43,388.34	489,370.84	1,160,661.53	3,810,629.16
110	489,370.84	2,039.05	43,569.13	445,801.71	1,162,700.58	3,854,198.29
111	445,801.71	1,857.51	43,750.66	402,051.04	1,164,558.09	3,897,948.96
112	402,051.04	1,675.21	43,932.96	358,118.09	1,166,233.30	3,941,881.91
113	358,118.09	1,492.16	44,116.01	314,002.07	1,167,725.46	3,985,997.93
114	314,002.07	1,308.34	44,299.83	269,702.24	1,169,033.80	4,030,297.76
115	269,702.24	1,123.76	44,484.41	225,217.83	1,170,157.56	4,074,782.17
116	225,217.83	938.41	44,669.76	180,548.07	1,171,095.97	4,119,451.93
117	180,548.07	752.28	44,855.89	135,692.18	1,171,848.25	4,164,307.82
118	135,692.18	565.38	45,042.79	90,649.39	1,172,413.64	4,209,350.61
119	90,649.39	377.71	45,230.47	45,418.93	1,172,791.34	4,254,581.07
120	45,418.93	189.25	45,418.93	0.00	1,172,980.59	4,300,000.00
121	0.00	0.00	45,608.17	-45,608.17	1,172,980.59	4,345,608.17

