

Notes for the person reading the sample report:

- This is the result of a project feasibility study in April 2007.
- Wherever possible, the identity of the client has been concealed. But all costs are actual. The report is not modified.
- The overall report is irrelevant today. It is presented merely to indicate our attention to detail.
- Many parameters used at that time are irrelevant today, so do not use the calculations except as a rough guideline.
- Ignore the formatting style – the report is more than a decade old.

Projections of Performance & Profitability

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Sales	6,046	6,470	6,858	7,269	1,485	1,485	1,538	1,538	1,591	1,591	1,644	1,644
Other Income	480	723	723	723	75	105	135	165	181	181	181	180
Gross Revenues	- 6,526	7,193	7,581	7,992	1,560	1,590	1,673	1,703	1,772	1,772	1,825	1,824
Diesel	1,821	1,910	2,025	2,147	447	452	458	464	469	475	480	486
Salaries	564	564	620	682	141	141	141	141	141	141	141	141
Tyres	600	600	642	687	150	150	150	150	150	150	150	150
Operations	960	960	1,008	1,058	240	240	240	240	240	240	240	240
Administration	484	532	585	644	121	121	121	121	133	133	133	133
Financial Expenses	375	400	456	328	81	97	98	99	99	100	100	101
Depreciation	1,290	1,290	1,267	1,140	323	323	323	323	323	323	323	323
Gross Expenses	- 6,095	6,256	6,603	6,686	1,503	1,524	1,531	1,538	1,555	1,562	1,567	1,574
Net Profit / (Net Loss)	- 431	937	978	1,306	57	66	142	165	217	210	258	250
Interest to Capital Contributors	145	156	156	156	28	39	39	39	39	39	39	39
Distributable Profit Carried Forward	286	781	822	1,150	29	27	103	126	178	171	219	211
Net Profit Before Depreciation	- 1,722	2,227	2,245	2,446	380	389	465	488	540	533	581	573

Common Size Statement

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Sales	92.64%	89.95%	90.46%	90.95%	95.19%	93.40%	91.93%	90.31%	89.79%	89.79%	90.08%	90.13%
Other Income	7.36%	10.05%	9.54%	9.05%	4.81%	6.60%	8.07%	9.69%	10.21%	10.21%	9.92%	9.87%
Gross Revenues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Diesel	27.90%	26.55%	26.71%	26.86%	28.65%	28.43%	27.38%	27.25%	26.47%	26.81%	26.30%	26.64%
Salaries	8.64%	7.84%	8.18%	8.53%	9.04%	8.87%	8.43%	8.28%	7.96%	7.96%	7.73%	7.73%
Tyres	9.19%	8.34%	8.47%	8.60%	9.62%	9.43%	8.97%	8.81%	8.47%	8.47%	8.22%	8.22%
Operations	14.71%	13.35%	13.30%	13.24%	15.38%	15.09%	14.35%	14.09%	13.54%	13.54%	13.15%	13.16%
Administration	7.42%	7.40%	7.72%	8.06%	7.76%	7.61%	7.24%	7.11%	7.51%	7.51%	7.29%	7.29%
Financial Expenses	5.75%	5.56%	6.02%	4.10%	5.19%	6.10%	5.86%	5.81%	5.59%	5.64%	5.48%	5.54%
Depreciation	19.77%	17.94%	16.72%	14.26%	20.68%	20.29%	19.28%	18.94%	18.21%	18.21%	17.68%	17.69%
Gross Expenses	93.39%	86.98%	87.10%	83.66%	96.32%	95.83%	91.49%	90.29%	87.73%	88.13%	85.84%	86.27%
Net Profit / (Net Loss)	6.61%	13.02%	12.90%	16.34%	3.68%	4.17%	8.51%	9.71%	12.27%	11.87%	14.16%	13.73%
Interest to Capital Contributors	2.22%	2.17%	2.06%	1.95%	1.79%	2.45%	2.33%	2.29%	2.20%	2.20%	2.14%	2.14%
Distributable Profit Carried Forward	4.39%	10.85%	10.84%	14.39%	1.88%	1.72%	6.18%	7.42%	10.07%	9.67%	12.02%	11.59%
Net Profit Before Depreciation	26.38%	30.96%	29.61%	30.61%	24.36%	24.46%	27.79%	28.65%	30.47%	30.08%	31.84%	31.41%

Per Ton Statement

All amounts in Dhs

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Total Material Transported	424,320	424,320	424,320	424,320	106,080	106,080	106,080	106,080	106,080	106,080	106,080	106,080
Sales	14.25	15.25	16.16	17.13	14.00	14.00	14.50	14.50	15.00	15.00	15.50	15.50
Other Income	1.13	1.70	1.70	1.70	0.71	0.99	1.27	1.56	1.71	1.71	1.71	1.70
Gross Revenues	15.38	16.95	17.87	18.83	14.71	14.99	15.77	16.05	16.70	16.70	17.20	17.19
Diesel	4.29	4.50	4.77	5.06	4.21	4.26	4.32	4.37	4.42	4.48	4.52	4.58
Salaries	1.33	1.33	1.46	1.61	1.33	1.33	1.33	1.33	1.33	1.33	1.33	1.33
Tyres	1.41	1.41	1.51	1.62	1.41	1.41	1.41	1.41	1.41	1.41	1.41	1.41
Operations	2.26	2.26	2.38	2.49	2.26	2.26	2.26	2.26	2.26	2.26	2.26	2.26
Administration	1.14	1.25	1.38	1.52	1.14	1.14	1.14	1.14	1.25	1.25	1.25	1.25
Financial Expenses	0.88	0.94	1.07	0.77	0.76	0.91	0.92	0.93	0.93	0.94	0.94	0.95
Depreciation	3.04	3.04	2.99	2.69	3.04	3.04	3.04	3.04	3.04	3.04	3.04	3.04
Gross Expenses	14.36	14.74	15.56	15.76	14.17	14.36	14.43	14.50	14.65	14.72	14.77	14.83
Net Profit / (Net Loss)	1.02	2.21	2.30	3.08	0.54	0.63	1.34	1.56	2.05	1.98	2.44	2.36
Interest to Capital Contributors	0.34	0.37	0.37	0.37	0.26	0.37	0.37	0.37	0.37	0.37	0.37	0.37
Distributable Profit Carried Forward	0.67	1.84	1.94	2.71	0.28	0.26	0.97	1.19	1.68	1.62	2.07	1.99
Net Profit Before Depreciation	4.06	5.25	5.29	5.76	3.58	3.67	4.38	4.60	5.09	5.02	5.48	5.40

Per Truck Statement

All amounts in Dhs

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Trucks Running (Averaged Per Month)	10	10	10	10	10	10	10	10	10	10	10	10
Sales	604.60	647.00	685.80	726.90	148.50	148.50	153.80	153.80	159.10	159.10	164.40	164.40
Other Income	48.00	72.30	72.30	72.30	7.50	10.50	13.50	16.50	18.10	18.10	18.10	18.00
Gross Revenues	652.60	719.30	758.10	799.20	156.00	159.00	167.30	170.30	177.20	177.20	182.50	182.40
Diesel	182.10	191.00	202.50	214.70	44.70	45.20	45.80	46.40	46.90	47.50	48.00	48.60
Salaries	56.40	56.40	62.00	68.20	14.10	14.10	14.10	14.10	14.10	14.10	14.10	14.10
Tyres	60.00	60.00	64.20	68.70	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Operations	96.00	96.00	100.80	105.80	24.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00
Administration	48.42	53.20	58.50	64.40	12.11	12.11	12.11	12.11	13.30	13.30	13.30	13.30
Financial Expenses	37.50	40.00	45.60	32.80	8.10	9.70	9.80	9.90	9.90	10.00	10.00	10.10
Depreciation	129.04	129.04	126.72	114.00	32.26	32.26	32.26	32.26	32.26	32.26	32.26	32.26
Gross Expenses	609.46	625.64	660.32	668.60	150.27	152.37	153.07	153.77	155.46	156.16	156.66	157.36
Net Profit / (Net Loss)	43.14	93.66	97.78	130.60	5.73	6.63	14.24	16.54	21.74	21.04	25.84	25.04
Interest to Capital Contributors	14.50	15.60	15.60	15.60	2.80	3.90	3.90	3.90	3.90	3.90	3.90	3.90
Distributable Profit Carried Forward	28.64	78.06	82.18	115.00	2.93	2.73	10.34	12.64	17.84	17.14	21.94	21.14
Net Profit Before Depreciation	172.18	222.70	224.50	244.60	38.00	38.90	46.50	48.80	54.00	53.30	58.10	57.30

Per Truck Per Month Statement

All amounts in Dhs

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Sales	50.38	53.92	57.15	60.58	49.50	49.50	51.27	51.27	53.03	53.03	54.80	54.80
Other Income	4.00	6.03	6.03	6.03	2.50	3.50	4.50	5.50	6.03	6.03	6.03	6.00
Gross Revenues	54.38	59.94	63.18	66.60	13.00	13.25	13.94	14.19	14.77	14.77	15.21	15.20
Diesel	15.18	15.92	16.88	17.89	14.90	15.07	15.27	15.47	15.63	15.83	16.00	16.20
Salaries	4.70	4.70	5.17	5.68	4.70	4.70	4.70	4.70	4.70	4.70	4.70	4.70
Tyres	5.00	5.00	5.35	5.73	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Operations	8.00	8.00	8.40	8.82	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Administration	4.04	4.43	4.88	5.37	4.04	4.04	4.04	4.04	4.43	4.43	4.43	4.43
Financial Expenses	3.13	3.33	3.80	2.73	2.70	3.23	3.27	3.30	3.30	3.33	3.33	3.37
Depreciation	10.75	10.75	10.56	9.50	10.75	10.75	10.75	10.75	10.75	10.75	10.75	10.75
Gross Expenses	50.79	52.14	55.03	55.72	12.52	12.70	12.76	12.81	12.96	13.01	13.06	13.11
Net Profit / (Net Loss)	3.60	7.81	8.15	10.88	1.91	2.21	4.75	5.51	7.25	7.01	8.61	8.35
Interest to Capital Contributors	1.21	1.30	1.30	1.30	0.93	1.30	1.30	1.30	1.30	1.30	1.30	1.30
Distributable Profit Carried Forward	2.39	6.51	6.85	9.58	0.98	0.91	3.45	4.21	5.95	5.71	7.31	7.05
Net Profit Before Depreciation	14.35	18.56	18.71	20.38	12.67	12.97	15.50	16.27	18.00	17.77	19.37	19.10

Cost per Kilometer					All amounts in Dhs '000							
Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Kms Travelled	1,622,400	1,622,400	1,622,400	1,622,400	405,600	405,600	405,600	405,600	405,600	405,600	405,600	405,600
Sales	3.73	3.99	4.23	4.48	3.66	3.66	3.79	3.79	3.92	3.92	4.05	4.05
Other Income	0.30	0.45	0.45	0.45	0.18	0.26	0.33	0.41	0.45	0.45	0.45	0.44
Gross Revenues	4.02	4.43	4.67	4.93	3.85	3.92	4.12	4.20	4.37	4.37	4.50	4.50
Diesel	1.12	1.18	1.25	1.32	1.10	1.11	1.13	1.14	1.16	1.17	1.18	1.20
Salaries	0.35	0.35	0.38	0.42	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35
Tyres	0.37	0.37	0.40	0.42	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37
Operations	0.59	0.59	0.62	0.65	0.59	0.59	0.59	0.59	0.59	0.59	0.59	0.59
Administration	0.30	0.33	0.36	0.40	0.30	0.30	0.30	0.30	0.33	0.33	0.33	0.33
Financial Expenses	0.23	0.25	0.28	0.20	0.20	0.24	0.24	0.24	0.24	0.25	0.25	0.25
Depreciation	0.80	0.80	0.78	0.70	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80
Gross Expenses	3.76	3.86	4.07	4.12	3.70	3.76	3.77	3.79	3.83	3.85	3.86	3.88
Net Profit / (Net Loss)	0.27	0.58	0.60	0.80	0.14	0.16	0.35	0.41	0.54	0.52	0.64	0.62
Interest to Capital Contributors	0.09	0.10	0.10	0.10	0.07	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Distributable Profit Carried Forward	0.18	0.48	0.51	0.71	0.07	0.07	0.25	0.31	0.44	0.42	0.54	0.52
Net Profit Before Depreciation	1.06	1.37	1.38	1.51	0.94	0.96	1.15	1.20	1.33	1.31	1.43	1.41

Cost per Month					All amounts in Dhs '000							
Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Sales	503.83	539.17	571.50	605.75	495.00	495.00	512.67	512.67	530.33	530.33	548.00	548.00
Other Income	40.00	60.25	60.25	60.25	25.00	35.00	45.00	55.00	60.33	60.33	60.33	60.00
Gross Revenues	543.83	599.42	631.75	666.00	520.00	530.00	557.67	567.67	590.67	590.67	608.33	608.00
Diesel	151.75	159.17	168.75	178.92	149.00	150.67	152.67	154.67	156.33	158.33	160.00	162.00
Salaries	47.00	47.00	51.67	56.83	47.00	47.00	47.00	47.00	47.00	47.00	47.00	47.00
Tyres	50.00	50.00	53.50	57.25	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Operations	80.00	80.00	84.00	88.17	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
Administration	40.35	44.33	48.75	53.67	40.35	40.35	40.35	40.35	44.33	44.33	44.33	44.33
Financial Expenses	31.25	33.33	38.00	27.33	27.00	32.33	32.67	33.00	33.00	33.33	33.33	33.67
Depreciation	107.53	107.53	105.60	95.00	107.53	107.53	107.53	107.53	107.53	107.53	107.53	107.53
Gross Expenses	507.88	521.37	550.27	557.17	500.88	507.88	510.22	512.55	518.20	520.53	522.20	524.53
Net Profit / (Net Loss)	35.95	78.05	81.48	108.83	19.12	22.12	47.45	55.12	72.47	70.13	86.13	83.47
Interest to Capital Contributors	12.08	13.00	13.00	13.00	9.33	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Distributable Profit Carried Forward	23.87	65.05	68.48	95.83	9.78	9.12	34.45	42.12	59.47	57.13	73.13	70.47
Net Profit Before Depreciation	143.48	185.58	187.08	203.83	126.65	129.65	154.98	162.65	180.00	177.67	193.67	191.00

Projected Balance Sheets

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Fixed Assets (WDV)	4,828	3,537	2,270	1,130	5,795	5,473	5,150	4,828	4,505	4,182	3,860	3,537
Net Current Assets	4,566	5,191	5,728	7,320	3,124	4,414	4,505	4,566	4,732	4,838	5,045	5,191
Total Assets	9,393	8,728	7,998	8,450	8,919	9,887	9,655	9,393	9,237	9,020	8,905	8,728
Owned Funds	3,588	4,525	5,503	6,809	2,313	3,281	3,423	3,588	3,806	4,016	4,275	4,525
Term Liabilities	4,267	2,559	851	(3)	5,121	5,121	4,694	4,267	3,840	3,413	2,986	2,559
Working Capital Finance	1,538	1,644	1,644	1,644	1,485	1,485	1,538	1,538	1,591	1,591	1,644	1,644
Total Liabilities	9,393	8,728	7,998	8,450	8,919	9,887	9,655	9,393	9,237	9,020	8,905	8,728
Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Stock	-	-	-	-	-	-	-	-	-	-	-	-
Debtors	2,051	2,192	2,286	2,423	1,485	1,980	2,051	2,051	2,121	2,121	2,192	2,192
Fixed Deposits	90	90	90	90	90	90	90	90	90	90	90	90
Cash & Bank Balances	2,797	3,292	3,759	5,242	1,915	2,712	2,734	2,797	2,899	3,007	3,144	3,292
Total Current Assets	4,938	5,574	6,135	7,755	3,490	4,782	4,875	4,938	5,110	5,218	5,426	5,574
Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Creditors	372	383	407	435	366	368	370	372	378	380	381	383
Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	372	383	407	435	366	368	370	372	378	380	381	383
Owned Capital	3,157	3,157	3,157	3,157	2,256	3,157	3,157	3,157	3,157	3,157	3,157	3,157
Cumulative Distributable Profits	286	1,067	1,889	3,039	29	57	160	286	465	636	856	1,067
Cumulative Interest to Contributories	145	301	457	613	28	67	106	145	184	223	262	301
Total Owned Funds	-	3,588	4,525	5,503	2,313	3,281	3,423	3,588	3,806	4,016	4,275	4,525

Projected Funds Flow Statement

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	
Net Profit	431	937	978	1,306	57	66	142	165	217	210	258	250	
Introduction of New Capital	3,157	-	-	-	2,256	901	-	-	-	-	-	-	
Depreciation	1,290	1,290	1,267	1,140	323	323	323	323	323	323	323	323	
Decrease in Net Working Capital	-	-	-	-	-	-	-	2	-	2	-	2	
New Term Loans	5,121	-	-	-	5,121	-	-	-	-	-	-	-	
New Working Capital Loans	1,538	106	-	-	1,485	-	53	-	53	-	53	-	
Sale of Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Any Other Transaction	-	-	-	-	-	-	-	-	-	-	-	-	
Total Sources of Funds	-	11,538	2,333	2,245	2,446	9,242	1,290	518	490	593	535	634	575
Increase in Net Working Capital	1,769	130	70	109	1,209	493	69	-	64	-	70	-	
Repayment of Loan	854	1,708	1,708	854	-	-	427	427	427	427	427	427	
Purchase of Fixed Assets	6,118	-	-	-	6,118	-	-	-	-	-	-	-	
Any Other Transaction	-	-	-	-	-	-	-	-	-	-	-	-	
Total Application of Funds	-	8,741	1,838	1,778	963	7,327	493	496	427	491	427	497	427
Opening Balance of Funds	-	2,797	3,292	3,759	-	1,915	2,712	2,734	2,797	2,899	3,007	3,144	
Gross Funds Inflow	11,538	2,333	2,245	2,446	9,242	1,290	518	490	593	535	634	575	
Gross Funds Outflow	(8,741)	(1,838)	(1,778)	(963)	(7,327)	(493)	(496)	(427)	(491)	(427)	(497)	(427)	
Closing Balance of Funds	2,797	3,292	3,759	5,242	1,915	2,712	2,734	2,797	2,899	3,007	3,144	3,292	

Calculation of Working Capital Requirement

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	
Current Assets													
Stock	-	-	-	-	-	-	-	-	-	-	-	-	
Debtors	2,051	2,192	2,286	2,423	1,485	1,980	2,051	2,051	2,121	2,121	2,192	2,192	
Fixed Deposits	90	90	90	90	90	90	90	90	90	90	90	90	
Total Current Assets	-	2,141	2,282	2,376	2,513	1,575	2,070	2,141	2,141	2,211	2,211	2,282	2,282
Current Liabilities													
Creditors	372	383	407	435	366	368	370	372	378	380	381	383	
Other Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	-	372	383	407	435	366	368	370	372	378	380	381	383
Net Working Capital (excl cash)	1,769	1,899	1,969	2,078	1,209	1,702	1,771	1,769	1,833	1,831	1,901	1,899	
Net Working Capital	4,566	5,191	5,728	7,320	3,124	4,414	4,505	4,566	4,732	4,838	5,045	5,191	
Finance from Bank	1,538	1,644	1,644	1,644	1,485	1,485	1,538	1,538	1,591	1,591	1,644	1,644	
Balance as Owner's Contribution	3,028	3,547	4,084	5,676	1,639	2,929	2,967	3,028	3,141	3,247	3,401	3,547	
Bases of Calculation:													
Sales	6,046	6,470	6,858	7,269	1,485	1,485	1,538	1,538	1,591	1,591	1,644	1,644	
Cost of Sales	4,429	4,566	4,880	5,218	1,099	1,104	1,110	1,116	1,133	1,139	1,144	1,150	
Stock will not be maintained in this operation	-	-	-	-	-	-	-	-	-	-	-	-	
Total Stock	-	-	-	-	-	-	-	-	-	-	-	-	
Debtors at 4 months of sales	2,051	2,192	2,286	2,423	1,485	1,980	2,051	2,051	2,121	2,121	2,192	2,192	
Creditors @ 1 months of cost of sale	372	383	407	435	366	368	370	372	378	380	381	383	

Calculations and Assumptions

All amounts in Dhs '000												
Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Monthly QLY / YLY	6,046	6,470	6,858	7,269	495	495	513	513	530	530	548	548
					1,485	1,485	1,538	1,538	1,591	1,591	1,644	1,644

Note that it is assumed that the market will push up the price of transport by 7.00% after 1 year, due to demand and normal inflation.
 On base cost of '130 Km One Way Route' taken @ Dhs 14.50, this reflects a net rate increase of abt Dhs 1.02 or say Dh 2.00 per ton.

One Way Distance per truck per trip in kms	130	(note that @ 40 kmph, this trip will take abt 6 1/2 hours two way)
Number of Trips made per day (minimum average)	2	(note that for every trip, time equivalent to 1 hr is for loading, etc)
Distance Travelled per truck daily in kms	520	(so as per above calculation, this should be 15 hours every day)
Average Load Carried per truck per trip in tons	68	
Load Carried per day per truck in tons	136	
Rate Charged in Dhs per ton	14.00	14.00 14.50 14.50 15.00 15.00 15.50 15.50
Number of Days worked per month	26	(this is with the assumption that every week 1 day will be for servicing)
Aggregate carried every month per truck in tons	3,536	
Number of Trucks owned	10	10 10 10 10 10 10 10 10
Gross Revenue earned per month by all trucks together (Dhs)	495,040	495,040 512,720 512,720 530,400 530,400 548,080 548,080
QLY/YLY Gross Revenue	6,046	6,470 6,858 7,269 1,485 1,485 1,538 1,538 1,591 1,591 1,644 1,644
Note that Gross Annual Revenue is increased by 6% annually for year 3 & 4.		
Gross Tonnage Carried (for calculations)	424,320	424,320 424,320 424,320 106,080 106,080 106,080 106,080 106,080 106,080 106,080 106,080
Gross Kilometers Travelled (for calculations)	1,622,400	1,622,400 1,622,400 1,622,400 405,600 405,600 405,600 405,600 405,600 405,600 405,600 405,600

All amounts in Dhs '000												
Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Fixed Deposits with Bank	-	90	90	90	90	90	90	90	90	90	90	90
Interest @ 3.00% pa	-	3	3	3	-	-	-	-	1	1	1	-
Income from Workshop	480	720	720	720	75	105	135	165	180	180	180	180
Total	480	723	723	723	75	105	135	165	181	181	181	180

- Notes:
- * Interest will be calculated on opening balance for the year.
 - * As of now, no investments are considered. Since inception, visas for new employees will be applied and FDs will be needed for Bank Guarantee to Labour Dept. Currently interest is only considered for the same.
 - * Workshop will be used for outside work as a separate profit centre and will yield substantial revenues. These are being accounted for on a conservative basis.

Diesel					All amounts in Dhs '000							
Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Monthly					149	151	153	155	156	158	160	162
QLY / YLY	1,821	1,910	2,025	2,147	447	452	458	464	469	475	480	486
Mileage given by each truck per litre in kms					1.60							
Litre to IG conversion					4.54							
Kms run per IG per truck					7.26							
Distance covered every day per truck in kms					520							
Diesel consumed per truck per day in IG					71.59							
Number of trucks in fleet					10	10	10	10	10	10	10	10
Diesel consumed per day in IG					715.86	715.86	715.86	715.86	715.86	715.86	715.86	715.86
Say,					716	716	716	716	716	716	716	716
Rate of Diesel per IG, inflated at 1.50% quarterly (Dhs)					8.00	8.10	8.20	8.30	8.40	8.50	8.60	8.70
Cost of Diesel per day for all trucks (rounded off) (Dhs)					5,728.00	5,799.60	5,871.20	5,942.80	6,014.40	6,086.00	6,157.60	6,229.20
Gross Diesel Cost per month by all trucks together (Dhs)					148,928	150,790	152,651	154,513	156,374	158,236	160,098	161,959
QLY/YLY Diesel Cost	1,821	1,910	2,025	2,147	447	452	458	464	469	475	480	486

(Note that for Year 3 & 4, rate of diesel has been increased on flat annual basis)

Tyres					All amounts in Dhs '000							
Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Monthly QLY / YLY	600	600	642	687	50	50	50	50	50	50	50	50
Cost of Bcdefghijklm Tyre in Dhs					1,325							
Cost of Remoulding (resoling) of tyre (Dhs)					700							
Total cost of tyre during its life (Dhs)					2,025							
Total number of tyres in a truck					22	(spare tyre not considered here, as it too has the same life)						
Total cost of tyres in a truck (Dhs)					44,550							
Distance (kms) covered by brand new tyre on proper rotation					70,000	(minimum distance in summer; winter life is more)						
Distance (kms) covered by remoulded tyre on proper rotation					50,000	(minimum distance in summer; winter life is more)						
Total Distance covered by tyre during its life (kms)					120,000							
Cost of Tyres per km per truck (Dhs)					0.37							
Distance covered every day per truck in kms					520							
Life of a set of tyres in days					231							
Number of trucks in fleet					10	10	10	10	10	10	10	10
Distance in kms, run daily					5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
Monthly Distance (kms) for all trucks					135,200	135,200	135,200	135,200	135,200	135,200	135,200	135,200
Cost of Tyres for all trucks per month (Dhs)					50,024	50,024	50,024	50,024	50,024	50,024	50,024	50,024
QLY/YLY Tyre Cost	600	600	642	687	150	150	150	150	150	150	150	150

Notes:

Proper rotation for brand new tyre: 10K kms on Axle 2, 10K kms on Axle 3, 20K kms on Axle 4, 10K kms on Axle 6, 20K kms on Axle 5.

Proper rotation for remoulded tyre: 20K kms on Axle 4, 10K kms on Axle 6, 20K kms on Axle 5.

New tyres may be used on Axle 1 during 1st 10K or even upto 40K kms, so long as wear and tear is equal.

Cost of tyres is increased by 7% for 3rd & 4th year.

Salaries All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Monthly QLY / YLY	564	564	620	682	47 141	47 141	47 141	47 141	47 141	47 141	47 141	47 141
Salary of Driver per month					1,700							
No of Days per month (driving)					26	gross hrs:	15	with OT:	7	Fridays:	4	
No of Days per month (serviceing)					4	gross hrs:	8	with OT:	-	Fridays:	-	
Total Days worked					30							
Hourly Salary					7.08							
OT Hours for Normal	22 days @	7 hours OT			154	hrs OT @	1.25	times salary, i.e., Dhs	8.85	, so total =	1,363	
Holiday OT Hours	4 days @	15 hours OT			60	hrs OT @	1.50	times salary, i.e., Dhs	10.62	, so total =	637	
Normal Working for	4 days @	normal salary, included in monthly pay.										
Normal Salary for	30 days @	8 hours			240	hrs basic	1.00	times salary, i.e., Dhs	7.08	, so total =	1,700	
Food & Other allowances during the month, per driver												350
Ramazan Salary for	28 days @	2 hours OT			56	hrs OT @	1.25	times salary, i.e., Dhs	8.85	Annualised	41	
												4,091
Annualised Leave Salary, at a rate equal to 2.5 days per month worked, which comes to monthly salary (rounded off) Dhs												142
Annualised Indemnity, at a rate equal to 21 days per year worked (rounded off) Dhs												99
Annualised Air Ticket Cost, taken at abt Dhs 1,600 , once in					2	years						67
Annualised Visa Expenses, taken at abt Dhs 3,900 , once in					3	years, including medical card costs						108
Monthly Insurance for drivers, including blood money cover												65
Other expenses for the driver												100
Therefore, total salary per driver will be												Dhs 4,672
or, say,												Dhs 4,700
Salary per driver as above, per month Dhs					4,700							
Number of Drivers = Number of Trucks					10	10	10	10	10	10	10	10
Monthly Salary for all Drivers (Dhs)					47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
QLY/YLY Salaries	564	564	620	682	141	141	141	141	141	141	141	141

(Note that for year 3 & 4, salaries are increased at 10% annually)

Operating Expenses

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Monthly					80	80	80	80	80	80	80	80
QLY / YLY	960	960	1,008	1,058	240	240	240	240	240	240	240	240
F2 Service after interval of every					20,000 kms @ Dhs		1,020	i.e., Dhs	0.0510	per km		
F3 Service after interval of every					60,000 kms @ Dhs		2,064	i.e., Dhs	0.0344	per km		
Oil Change after interval of every					100,000 kms @ Dhs		500	i.e., Dhs	0.0050	per km		
Other Marginal Maintenance Cost during averaged interval of					50,000 kms @ Dhs		2,000	i.e., Dhs	0.0400	per km		
Totals to								Dhs	0.1304	per km		
								Say, Dhs	0.1500	per km		

Daily Running for each truck will be (kms)

520

Monthly Running as per calculation will be (kms)

13,520

, so monthly servicing will be Dhs 2,028 with above costing.

Cost of Insurance for Truck (Dhs)

34,140

(Comprehensive insurance @ abt 6.00% of value)

Cost of passing, registration, etc, as experienced (Dhs)

1,250

Other costs during registration process (Dhs)

250

Total Annual Registration Cost for first year

35,640

Cost of Insurance for 2nd year, after 15% normal depreciation

29,019

Registration & Other Costs for 2nd Year

30,269

Total Cost for 2 years (excluding inflation effect)

94,928

, i.e., average monthly at Dhs 3,955 ,or Dhs 0.2925 per km

During first year, no major repairs are expected to the truck. However, incidences do happen. So the following costs are considered, averaged monthly:

Accidental damages

500

Hitting of vehicle to wheel loaders or stockpiles while loading / tipping

250

Electrical Lighting and Mudguard Flaps routine damages

50

Battery Changes

250

Traffic Penalties

10

Other Routine Overhauls

1,000

Total

2,060

, i.e., average monthly at Dhs 2,060 ,or Dhs 0.1524 per km

Note that overall expenses are increased by 5% for year 3 & 4.

Administration Expenses

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
As calculated below	484	532	585	644	121	121	121	121	133	133	133	133

Monthly Expenses will include the following, annually increased @ abt 10%

<u>Particulars</u>	<u>Dhs</u>
Salary to Transport Supervisor	5,000
Salary to Head Mechanic	3,500
Salary to Assistant Mechanic	2,000
Salary to Helper	1,500
Salary to Tyreman	2,500
Salary to Accountant	3,500
Salary to Liaison Assistant	2,000
Salary to Office Boy	1,000
Hired Pickup	2,850
Fuel & Other Expenses	2,500
Telephones & Courier	2,500
License Fee Component & Sponsor's Fee	7,500
Bank Charges	500
Visa Expenses, Air Fare, Indemnity Provision, Etc	2,000
Professional Charges	1,000
Other Expenses	500
Total	<u>40,350</u>

, i.e., average monthly at Dhs 40.35 ,or Dhs 0.0030 per km

Interest & Balance in Financial Assistance

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
New Loan Taken (Trucks)	5,121	-	-	-	5,121	-	-	-	-	-	-	-
Repayment as per statement	854	1,708	1,708	854			427	427	427	427	427	427
Interest Charged / Paid (Flat) @ 5%	256	256	256	128	64	64	64	64	64	64	64	64
Closing Balance	4,267	2,559	851	(3)	5,121	5,121	4,694	4,267	3,840	3,413	2,986	2,559
New Capital Component (Trucks)	569	-	-		569	-	-	-	-	-	-	-
New Capital Component (Other Assets)	428	-	-		428	-	-	-	-	-	-	-
New Capital (Non Cash Working Capital)	2,160	-	-		1,259	901	-	-	-	-	-	-
Charge @ 5% for the period	145	156	156	156	28	39	39	39	39	39	39	39
Charge @ 5% Accumulated	145	156	156	156	28	67	106	145	39	78	117	156
Closing Balance	3,157	3,157	3,157	3,157	2,256	3,157	3,157	3,157	3,157	3,157	3,157	3,157
Vehicles Purchased During the Period	10	-	-	-	10	-	-	-	-	-	-	-
Cost of Vehicles Purchased	5,690	-	-	-	5,690	-	-	-	-	-	-	-
Owned Capital (Trucks) Margin @ 10%	569	-	-	-	569	-	-	-	-	-	-	-
Borrowed Capital (Trucks) 90%	5,121	-	-	-	5,121	-	-	-	-	-	-	-
Owned Capital (Others)	428	-	-	-	428	-	-	-	-	-	-	-
Total Interest on Borr Capital @ 5% flat. Repayment Period is 3 Years					768	-	-	-	-	-	-	-
Debtors at 4 months of sales	2,051	2,192	2,192	2,192	1,485	1,980	2,033	2,051	2,104	2,121	2,174	2,192
Bill Discounting Facility 3 Months'	1,538	1,644	1,644	1,644	1,485	1,485	1,538	1,538	1,591	1,591	1,644	1,644
Interest @ 9% on BD facility availed.	119	144	200	200	17	33	34	35	35	36	36	37
Total Interest	375	400	456	328	81	97	98	99	99	100	100	101

Depreciation & Fixed Assets Schedule

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Trucks & Trailers Gross Block	-	5,690	5,690	5,690	-	5,690	5,690	5,690	5,690	5,690	5,690	5,690
Purchase / (Sale)	5,690	-	-	-	5,690	-	-	-	-	-	-	-
Accumulated Depreciation	-	1,140	2,280	3,420	-	285	570	855	1,140	1,425	1,710	1,995
Current Depreciation 20%	1,140	1,140	1,140	1,140	285	285	285	285	285	285	285	285
Closing WDV	4,550	3,410	2,270	1,130	5,405	5,120	4,835	4,550	4,265	3,980	3,695	3,410
Workshop & Machines Gross Block	-	400.00	400.00	400.00	-	400.00	400.00	400.00	400.00	400.00	400.00	400.00
Purchase / (Sale)	400.00	-	-	-	400.00	-	-	-	-	-	-	-
Accumulated Depreciation	-	140.00	280.00	400.00	-	35.00	70.00	105.00	140.00	175.00	210.00	245.00
Current Depreciation 35%	140.00	140.00	120.00	-	35.00	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Closing WDV	260.00	120.00	-	-	365.00	330.00	295.00	260.00	225.00	190.00	155.00	120.00
Computers Gross Block	-	8.00	8.00	8.00	-	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Purchase / (Sale)	8.00	-	-	-	8.00	-	-	-	-	-	-	-
Accumulated Depreciation	-	3.20	6.40	8.00	-	0.80	1.60	2.40	3.20	4.00	4.80	5.60
Current Depreciation 40%	3.20	3.20	1.60	-	0.80	0.80	0.80	0.80	0.80	0.80	0.80	0.80
Closing WDV	4.80	1.60	-	-	7.20	6.40	5.60	4.80	4.00	3.20	2.40	1.60
Furniture Gross Block	-	20.00	20.00	20.00	-	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Purchase / (Sale)	20.00	-	-	-	20.00	-	-	-	-	-	-	-
Accumulated Depreciation	-	7.20	14.40	20.00	-	1.80	3.60	5.40	7.20	9.00	10.80	12.60
Current Depreciation 35%	7.20	7.20	5.60	-	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80
Closing WDV	12.80	5.60	-	-	18.20	16.40	14.60	12.80	11.00	9.20	7.40	5.60
Total Gross Block	-	6,118.00	6,118.00	6,118.00	-	6,118.00	6,118.00	6,118.00	6,118.00	6,118.00	6,118.00	6,118.00
Purchase / (Sale)	6,118.00	-	-	-	6,118.00	-	-	-	-	-	-	-
Accumulated Depreciation	-	1,290.40	2,580.80	3,848.00	-	322.60	645.20	967.80	1,290.40	1,613.00	1,935.60	2,258.20
Current Depreciation As above	1,290.40	1,290.40	1,267.20	1,140.00	322.60	322.60	322.60	322.60	322.60	322.60	322.60	322.60
Closing WDV	4,827.60	3,537.20	2,270.00	1,130.00	5,795.40	5,472.80	5,150.20	4,827.60	4,505.00	4,182.40	3,859.80	3,537.20

Notes: * Depreciation is calculated by Straight Line Method in this calculation. Any purchase / sale during the projected period is not considered.

Calculations covering purchase of fixed assets:

Items Purchased

[A] Initial Purchase

	<u>Trucks / Trailers</u>	<u>Workshop</u>	<u>Computers</u>	<u>Furniture</u>
MNOP Trucks + Accessories	3,920	-	-	-
BCDE Trailers + Addl Spare Tyre / Jack & Accessories	1,770	100	-	-
Workshop Building	-	200	-	-
Engine Maintenance Accessories & Dead Stock	-	50	-	-
Gearbox Maintenance Accessories & Dead Stock	-	-	-	-
Chassis, Suspension, Axles & Tyres Maintenance	-	50	-	-
Office Equipment	-	-	8	20
Total	<u><u>5,690</u></u>	<u><u>400</u></u>	<u><u>8</u></u>	<u><u>20</u></u>

[B] Additional Purchase

MNOP Trucks + Accessories	392	-	-	-
BCDE Trailers + Addl Spare Tyre / Jack & Accessories	177	-	-	-
Total	<u><u>569</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

Financial & Ratio Analysis

All amounts in Dhs '000

Particulars	1st Year	2nd Year	3rd Year	4th Year	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	
Gross Profit (to Sales) Ratio	34.75%	37.65%	37.37%	37.08%	34.14%	33.80%	35.70%	35.31%	37.15%	36.77%	38.50%	38.14%	
Net Profit (to Sales) Ratio	7.14%	14.48%	14.26%	17.97%	3.86%	4.47%	9.26%	10.75%	13.66%	13.22%	15.72%	15.23%	
Cash Profit (to Sales) Ratio	28.48%	34.42%	32.74%	33.65%	25.59%	26.19%	30.23%	31.73%	33.94%	33.50%	35.34%	34.85%	
Net Profit to Total Assets Ratio (ROI)	4.59%	10.73%	12.23%	15.46%	0.64%	0.67%	1.47%	1.76%	2.35%	2.33%	2.90%	2.87%	
Return on Capital & Retained Earnings	16.06%	24.15%	20.60%	21.47%	3.69%	3.21%	5.30%	5.69%	6.74%	6.21%	6.96%	6.40%	
Return on Capital Employed	18.26%	34.61%	35.91%	46.31%	3.78%	3.34%	5.74%	6.47%	8.12%	7.90%	9.42%	9.17%	
Debt to Equity Ratio	1.19	0.57	0.15	(0.00)	2.21	1.56	1.37	1.19	1.01	0.85	0.70	0.57	
Proprietary Funds Ratio	0.38	0.52	0.69	0.81	0.26	0.33	0.35	0.38	0.41	0.45	0.48	0.52	
Current Ratio (times)	2.59	2.75	2.99	3.73	1.89	2.58	2.55	2.59	2.60	2.65	2.68	2.75	
Acid Test Ratio (times)	5.76	5.96	5.84	5.78	4.30	5.63	5.79	5.76	5.85	5.82	5.99	5.96	
Stock Holding Period (days)	}												
Debtors' Period (days)	}	These are not calculated as the basis of working is taken on time basis. So, these will be fixed.											
Creditors' Period (days)	}												
Cash Holding Period (days)		167	192	208	286	465	650	652	664	681	703	732	764
Operating Expenses to Sales Ratio	40.04%	38.79%	38.89%	38.99%	40.20%	40.54%	39.53%	39.92%	38.91%	39.28%	38.32%	38.69%	
Financial Expenses to Sales Ratio	6.20%	6.18%	6.65%	4.51%	5.45%	6.53%	6.37%	6.44%	6.22%	6.29%	6.08%	6.14%	
Present Value of Capital Outflows	6,118												
Net Cash Inflow	1,722	2,227	2,245	2,446	2,665	(5th year taken proportionate to increase from 3rd to 4th year)							
Discounting Factor @ 22.82% (IRR)	0.814	0.663	0.540	0.439	0.358								
Present Value of Net Inflows	1,402	1,476	1,212	1,075	954								
Present Value of Total Inflows	6,119												
Net Present Value	1												
Cash Profit	1,722	2,227	2,245	2,446									
Interest (Term Loan Vehicle Finance)	256	256	256	128									
Interest (WC Loan)	119	144	200	200									
Cash Available for Debt Service	<u>2,097</u>	<u>2,627</u>	<u>2,701</u>	<u>2,774</u>									
Term Loan Repayment	854	1,708	1,708	854									
Interest (Both Above)	375	400	456	328									
Debt Serviceing Component	<u>1,229</u>	<u>2,108</u>	<u>2,164</u>	<u>1,182</u>									
Debt Service Coverage Ratio (Times)	1.71	1.25	1.25	2.35	i.e. about 1.64 averaged.								