

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	5,888	6,524	6,915	7,330	1,432	1,432	1,512	1,512	1,591	1,591	1,671	1,671
Other Income	480	723	723	723	75	105	135	165	181	181	181	180
Gross Revenues	- 6,368	7,247	7,638	8,053	1,507	1,537	1,647	1,677	1,772	1,772	1,852	1,851
Diesel	1,889	1,982	2,101	2,227	464	469	475	481	487	493	498	504
Salaries	624	624	686	755	156	156	156	156	156	156	156	156
Tyres	624	624	668	715	156	156	156	156	156	156	156	156
Operations	972	972	1,021	1,072	243	243	243	243	243	243	243	243
Administration	484	532	585	644	121	121	121	121	133	133	133	133
Financial Expenses	371	402	456	328	80	96	97	98	99	100	101	102
Depreciation	1,290	1,290	1,267	1,140	323	323	323	323	323	323	323	323
Gross Expenses	- 6,255	6,426	6,784	6,881	1,543	1,564	1,571	1,578	1,597	1,604	1,610	1,617
Net Profit / (Net Loss)	- 113	821	854	1,172	(36)	(27)	76	99	175	168	242	234
Interest to Capital Contributors	141	152	152	152	27	38	38	38	38	38	38	38
Distributable Profit Carried Forward	(28)	669	702	1,020	(63)	(65)	38	61	137	130	204	196
Net Profit Before Depreciation	- 1,404	2,111	2,121	2,312	287	296	399	422	498	491	565	557

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	92.46%	90.02%	90.53%	91.02%	95.02%	93.17%	91.80%	90.16%	89.79%	89.79%	90.23%	90.28%
Other Income	7.54%	9.98%	9.47%	8.98%	4.98%	6.83%	8.20%	9.84%	10.21%	10.21%	9.77%	9.72%
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	29.66%	27.35%	27.51%	27.65%	30.79%	30.51%	28.84%	28.68%	27.48%	27.82%	26.89%	27.23%
Salaries	9.80%	8.61%	8.98%	9.38%	10.35%	10.15%	9.47%	9.30%	8.80%	8.80%	8.42%	8.43%
Tyres	9.80%	8.61%	8.75%	8.88%	10.35%	10.15%	9.47%	9.30%	8.80%	8.80%	8.42%	8.43%
Operations	15.26%	13.41%	13.37%	13.31%	16.12%	15.81%	14.75%	14.49%	13.71%	13.71%	13.12%	13.13%
Administration	7.60%	7.34%	7.66%	8.00%	8.03%	7.88%	7.35%	7.22%	7.51%	7.51%	7.18%	7.19%
Financial Expenses	5.83%	5.55%	5.97%	4.07%	5.31%	6.25%	5.89%	5.84%	5.59%	5.64%	5.45%	5.51%
Depreciation	20.26%	17.81%	16.59%	14.16%	21.41%	20.99%	19.59%	19.24%	18.21%	18.21%	17.42%	17.43%
Gross Expenses	98.22%	88.68%	88.82%	85.45%	102.37%	101.73%	95.36%	94.08%	90.10%	90.50%	86.91%	87.34%
Net Profit / (Net Loss)	1.78%	11.32%	11.18%	14.55%	-2.37%	-1.73%	4.64%	5.92%	9.90%	9.50%	13.09%	12.66%
Interest to Capital Contributors	2.21%	2.10%	1.99%	1.89%	1.79%	2.47%	2.31%	2.27%	2.14%	2.14%	2.05%	2.05%
Distributable Profit Carried Forward	-0.43%	9.23%	9.19%	12.67%	-4.16%	-4.21%	2.33%	3.66%	7.75%	7.36%	11.04%	10.61%
Net Profit Before Depreciation	22.04%	29.13%	27.77%	28.71%	19.04%	19.26%	24.22%	25.16%	28.10%	27.71%	30.51%	30.09%

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	636,480	636,480	636,480	636,480	159,120	159,120	159,120	159,120	159,120	159,120	159,120	159,120
Sales	9.25	10.25	10.86	11.52	9.00	9.00	9.50	9.50	10.00	10.00	10.50	10.50
Other Income	0.75	1.14	1.14	1.14	0.47	0.66	0.85	1.04	1.14	1.14	1.14	1.13
Gross Revenues	10.01	11.39	12.00	12.65	9.47	9.66	10.35	10.54	11.14	11.14	11.64	11.63
Diesel	2.97	3.11	3.30	3.50	2.92	2.95	2.99	3.02	3.06	3.10	3.13	3.17
Salaries	0.98	0.98	1.08	1.19	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98
Tyres	0.98	0.98	1.05	1.12	0.98	0.98	0.98	0.98	0.98	0.98	0.98	0.98
Operations	1.53	1.53	1.60	1.68	1.53	1.53	1.53	1.53	1.53	1.53	1.53	1.53
Administration	0.76	0.84	0.92	1.01	0.76	0.76	0.76	0.76	0.84	0.84	0.84	0.84
Financial Expenses	0.58	0.63	0.72	0.52	0.50	0.60	0.61	0.62	0.62	0.63	0.63	0.64
Depreciation	2.03	2.03	1.99	1.79	2.03	2.03	2.03	2.03	2.03	2.03	2.03	2.03
Gross Expenses	9.83	10.10	10.66	10.81	9.69	9.83	9.87	9.91	10.03	10.08	10.12	10.16
Net Profit / (Net Loss)	0.18	1.29	1.34	1.84	(0.22)	(0.17)	0.48	0.62	1.10	1.06	1.52	1.47
Interest to Capital Contributors	0.22	0.24	0.24	0.24	0.17	0.24	0.24	0.24	0.24	0.24	0.24	0.24
Distributable Profit Carried Forward	(0.04)	1.05	1.10	1.60	(0.39)	(0.41)	0.24	0.39	0.86	0.82	1.28	1.23
Net Profit Before Depreciation	2.21	3.32	3.33	3.63	1.80	1.86	2.51	2.65	3.13	3.09	3.55	3.50

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	588.80	652.40	691.50	733.00	143.20	143.20	151.20	151.20	159.10	159.10	167.10	167.10
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	636.80	724.70	763.80	805.30	150.70	153.70	164.70	167.70	177.20	177.20	185.20	185.10
Diesel	188.90	198.20	210.10	222.70	46.40	46.90	47.50	48.10	48.70	49.30	49.80	50.40
Salaries	62.40	62.40	68.60	75.50	15.60	15.60	15.60	15.60	15.60	15.60	15.60	15.60
Tyres	62.40	62.40	66.80	71.50	15.60	15.60	15.60	15.60	15.60	15.60	15.60	15.60
Operations	97.20	97.20	102.10	107.20	24.30	24.30	24.30	24.30	24.30	24.30	24.30	24.30
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	37.10	40.20	45.60	32.80	8.00	9.60	9.70	9.80	9.90	10.00	10.10	10.20
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	625.46	642.64	678.42	688.10	154.27	156.37	157.07	157.77	159.66	160.36	160.96	161.66
Net Profit / (Net Loss)	11.34	82.06	85.38	117.20	(3.57)	(2.67)	7.63	9.93	17.54	16.84	24.24	23.44
Interest to Capital Contributors	14.10	15.20	15.20	15.20	2.70	3.80	3.80	3.80	3.80	3.80	3.80	3.80
Distributable Profit Carried Forward	(2.76)	66.86	70.18	102.00	(6.27)	(6.47)	3.83	6.13	13.74	13.04	20.44	19.64
Net Profit Before Depreciation	140.38	211.10	212.10	231.20	28.70	29.60	39.90	42.20	49.80	49.10	56.50	55.70

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	49.07	54.37	57.63	61.08	47.73	47.73	50.40	50.40	53.03	53.03	55.70	55.70
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	53.07	60.39	63.65	67.11	12.56	12.81	13.73	13.98	14.77	14.77	15.43	15.43
Diesel	15.74	16.52	17.51	18.56	15.47	15.63	15.83	16.03	16.23	16.43	16.60	16.80
Salaries	5.20	5.20	5.72	6.29	5.20	5.20	5.20	5.20	5.20	5.20	5.20	5.20
Tyres	5.20	5.20	5.57	5.96	5.20	5.20	5.20	5.20	5.20	5.20	5.20	5.20
Operations	8.10	8.10	8.51	8.93	8.10	8.10	8.10	8.10	8.10	8.10	8.10	8.10
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	3.09	3.35	3.80	2.73	2.67	3.20	3.23	3.27	3.30	3.33	3.37	3.40
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	52.12	53.55	56.54	57.34	12.86	13.03	13.09	13.15	13.31	13.36	13.41	13.47
Net Profit / (Net Loss)	0.95	6.84	7.12	9.77	(1.19)	(0.89)	2.54	3.31	5.85	5.61	8.08	7.81
Interest to Capital Contributors	1.18	1.27	1.27	1.27	0.90	1.27	1.27	1.27	1.27	1.27	1.27	1.27
Distributable Profit Carried Forward	(0.23)	5.57	5.85	8.50	(2.09)	(2.16)	1.28	2.04	4.58	4.35	6.81	6.55
Net Profit Before Depreciation	11.70	17.59	17.68	19.27	9.57	9.87	13.30	14.07	16.60	16.37	18.83	18.57

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	1,684,800	1,684,800	1,684,800	1,684,800	421,200	421,200	421,200	421,200	421,200	421,200	421,200	421,200
Sales	3.49	3.87	4.10	4.35	3.40	3.40	3.59	3.59	3.78	3.78	3.97	3.97
Other Income	0.28	0.43	0.43	0.43	0.18	0.25	0.32	0.39	0.43	0.43	0.43	0.43
Gross Revenues	3.78	4.30	4.53	4.78	3.58	3.65	3.91	3.98	4.21	4.21	4.40	4.39
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	0.37	0.37	0.41	0.45	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37
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	0.58	0.58	0.61	0.64	0.58	0.58	0.58	0.58	0.58	0.58	0.58	0.58
Administration	0.29	0.32	0.35	0.38	0.29	0.29	0.29	0.29	0.32	0.32	0.32	0.32
Financial Expenses	0.22	0.24	0.27	0.19	0.19	0.23	0.23	0.23	0.24	0.24	0.24	0.24
Depreciation	0.77	0.77	0.75	0.68	0.77	0.77	0.77	0.77	0.77	0.77	0.77	0.77
Gross Expenses	3.71	3.81	4.03	4.08	3.66	3.71	3.73	3.75	3.79	3.81	3.82	3.84
Net Profit / (Net Loss)	0.07	0.49	0.51	0.70	(0.08)	(0.06)	0.18	0.24	0.42	0.40	0.58	0.56
Interest to Capital Contributors	0.08	0.09	0.09	0.09	0.06	0.09	0.09	0.09	0.09	0.09	0.09	0.09
Distributable Profit Carried Forward	(0.02)	0.40	0.42	0.61	(0.15)	(0.15)	0.09	0.15	0.33	0.31	0.49	0.47
Net Profit Before Depreciation	0.83	1.25	1.26	1.37	0.68	0.70	0.95	1.00	1.18	1.17	1.34	1.32

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	490.67	543.67	576.25	610.83	477.33	477.33	504.00	504.00	530.33	530.33	557.00	557.00
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	530.67	603.92	636.50	671.08	502.33	512.33	549.00	559.00	590.67	590.67	617.33	617.00
Diesel	157.42	165.17	175.08	185.58	154.67	156.33	158.33	160.33	162.33	164.33	166.00	168.00
Salaries	52.00	52.00	57.17	62.92	52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00
Tyres	52.00	52.00	55.67	59.58	52.00	52.00	52.00	52.00	52.00	52.00	52.00	52.00
Operations	81.00	81.00	85.08	89.33	81.00	81.00	81.00	81.00	81.00	81.00	81.00	81.00
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	30.92	33.50	38.00	27.33	26.67	32.00	32.33	32.67	33.00	33.33	33.67	34.00
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	521.22	535.53	565.35	573.42	514.22	521.22	523.55	525.88	532.20	534.53	536.53	538.87
Net Profit / (Net Loss)	9.45	68.38	71.15	97.67	(11.88)	(8.88)	25.45	33.12	58.47	56.13	80.80	78.13
Interest to Capital Contributors	11.75	12.67	12.67	12.67	9.00	12.67	12.67	12.67	12.67	12.67	12.67	12.67
Distributable Profit Carried Forward	(2.30)	55.72	58.48	85.00	(20.88)	(21.55)	12.78	20.45	45.80	43.47	68.13	65.47
Net Profit Before Depreciation	116.98	175.92	176.75	192.67	95.65	98.65	132.98	140.65	166.00	163.67	188.33	185.67

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	4,113	4,675	5,088	6,546	2,911	4,066	4,118	4,113	4,263	4,327	4,545	4,675
Total Assets	8,940	8,212	7,358	7,676	8,706	9,539	9,268	8,940	8,768	8,509	8,405	8,212
Owned Funds	3,161	3,982	4,836	6,008	2,153	2,986	3,062	3,161	3,337	3,505	3,748	3,982
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	1,512	1,671	1,671	1,671	1,432	1,432	1,512	1,512	1,591	1,591	1,671	1,671
Total Liabilities	8,940	8,212	7,358	7,676	8,706	9,539	9,268	8,940	8,768	8,509	8,405	8,212
Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Stock	-	-	-	-	-	-	-	-	-	-	-	-
Debtors	2,016	2,228	2,305	2,443	1,432	1,909	2,016	2,016	2,121	2,121	2,228	2,228
Fixed Deposits	90	90	90	90	90	90	90	90	90	90	90	90
Cash & Bank Balances	2,393	2,754	3,115	4,464	1,769	2,449	2,396	2,393	2,444	2,510	2,622	2,754
Total Current Assets	4,499	5,072	5,510	6,997	3,291	4,448	4,502	4,499	4,655	4,721	4,940	5,072
Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Creditors	386	397	422	451	380	382	384	386	392	394	395	397
Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	386	397	422	451	380	382	384	386	392	394	395	397
Owned Capital	3,048	3,048	3,048	3,048	2,189	3,048	3,048	3,048	3,048	3,048	3,048	3,048
Cumulative Distributable Profits	(28)	641	1,343	2,363	(63)	(127)	(89)	(28)	110	240	445	641
Cumulative Interest to Contributories	141	293	445	597	27	65	103	141	179	217	255	293
Total Owned Funds	-	3,161	3,982	4,836	2,153	2,986	3,062	3,161	3,337	3,505	3,748	3,982

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	113	821	854	1,172	(36)	(27)	76	99	175	168	242	234	
Introduction of New Capital	3,048	-	-	-	2,189	859	-	-	-	-	-	-	
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	1,512	159	-	-	1,432	-	80	-	79	-	80	-	
Sale of Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Any Other Transaction	-	-	-	-	-	-	-	-	-	-	-	-	
Total Sources of Funds	-	11,085	2,270	2,121	2,312	9,029	1,155	479	424	577	493	645	559
Increase in Net Working Capital	1,720	201	52	109	1,142	475	105	-	99	-	106	-	
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	-	8,692	1,909	1,760	963	7,260	475	532	427	526	427	533	427
Opening Balance of Funds	-	2,393	2,754	3,115	-	1,769	2,449	2,396	2,393	2,444	2,510	2,622	
Gross Funds Inflow	11,085	2,270	2,121	2,312	9,029	1,155	479	424	577	493	645	559	
Gross Funds Outflow	(8,692)	(1,909)	(1,760)	(963)	(7,260)	(475)	(532)	(427)	(526)	(427)	(533)	(427)	
Closing Balance of Funds	2,393	2,754	3,115	4,464	1,769	2,449	2,396	2,393	2,444	2,510	2,622	2,754	

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	2,016	2,228	2,305	2,443	1,432	1,909	2,016	2,016	2,121	2,121	2,228	2,228	
Fixed Deposits	90	90	90	90	90	90	90	90	90	90	90	90	
Total Current Assets	-	2,106	2,318	2,395	2,533	1,522	1,999	2,106	2,106	2,211	2,211	2,318	2,318
Current Liabilities													
Creditors	386	397	422	451	380	382	384	386	392	394	395	397	
Other Payables	-	-	-	-	-	-	-	-	-	-	-	-	
Total Current Liabilities	-	386	397	422	451	380	382	384	386	392	394	395	397
Net Working Capital (excl cash)	1,720	1,921	1,973	2,082	1,142	1,617	1,722	1,720	1,819	1,817	1,923	1,921	
Net Working Capital	4,113	4,675	5,088	6,546	2,911	4,066	4,118	4,113	4,263	4,327	4,545	4,675	
Finance from Bank	1,512	1,671	1,671	1,671	1,432	1,432	1,512	1,512	1,591	1,591	1,671	1,671	
Balance as Owner's Contribution	2,601	3,004	3,417	4,875	1,479	2,634	2,606	2,601	2,672	2,736	2,874	3,004	
Bases of Calculation:													
Sales	5,888	6,524	6,915	7,330	1,432	1,432	1,512	1,512	1,591	1,591	1,671	1,671	
Cost of Sales	4,593	4,734	5,061	5,413	1,140	1,145	1,151	1,157	1,175	1,181	1,186	1,192	
Stock will not be maintained in this operation	-	-	-	-	-	-	-	-	-	-	-	-	
Total Stock	-	-	-	-	-	-	-	-	-	-	-	-	
Debtors at 4 months of sales	2,016	2,228	2,305	2,443	1,432	1,909	2,016	2,016	2,121	2,121	2,228	2,228	
Creditors @ 1 months of cost of sale	386	397	422	451	380	382	384	386	392	394	395	397	

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	5,888	6,524	6,915	7,330	477	477	504	504	530	530	557	557
					1,432	1,432	1,512	1,512	1,591	1,591	1,671	1,671

Note that it is assumed that the market will push up the price of transport by 10.00% after 1 year, due to demand and normal inflation.

On base cost of '130 Km One Way Route' taken @ Dhs 10.00, this reflects a net rate increase of abt Dhs 1.00 or say Dh 1.00 per ton.

One Way Distance per truck per trip in kms	90	(note that @ 40 kmph, this trip will take abt 4 1/2 hours two way)										
Number of Trips made per day (minimum average)	3	(note that for every trip, time equivalent to 1 hr is for loading, etc)										
Distance Travelled per truck daily in kms	540	(so as per above calculation, this should be 16 1/2 hours every day)										
Average Load Carried per truck per trip in tons	68											
Load Carried per day per truck in tons	204											
Rate Charged in Dhs per ton	9.00	9.00	9.50	9.50	10.00	10.00	10.50	10.50				
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	5,304											
Number of Trucks owned	10	10	10	10	10	10	10	10				
Gross Revenue earned per month by all trucks together (Dhs)	477,360	477,360	503,880	503,880	530,400	530,400	556,920	556,920				
QLY/YLY Gross Revenue	5,888	6,524	6,915	7,330	1,432	1,432	1,512	1,512	1,591	1,591	1,671	1,671
Note that Gross Annual Revenue is increased by 6% annually for year 3 & 4.												
Gross Tonnage Carried (for calculations)	636,480	636,480	636,480	636,480	159,120	159,120	159,120	159,120	159,120	159,120	159,120	159,120
Gross Kilometers Travelled (for calculations)	1,684,800	1,684,800	1,684,800	1,684,800	421,200	421,200	421,200	421,200	421,200	421,200	421,200	421,200

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					155	156	158	160	162	164	166	168
QLY / YLY	1,889	1,982	2,101	2,227	464	469	475	481	487	493	498	504
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					540							
Diesel consumed per truck per day in IG					74.34							
Number of trucks in fleet					10	10	10	10	10	10	10	10
Diesel consumed per day in IG					743.39	743.39	743.39	743.39	743.39	743.39	743.39	743.39
Say,					743	743	743	743	743	743	743	743
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)					5,944.00	6,018.30	6,092.60	6,166.90	6,241.20	6,315.50	6,389.80	6,464.10
Gross Diesel Cost per month by all trucks together (Dhs)					154,544	156,476	158,408	160,339	162,271	164,203	166,135	168,067
QLY/YLY Diesel Cost	1,889	1,982	2,101	2,227	464	469	475	481	487	493	498	504
(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	624	624	668	715	52 156	52 156	52 156	52 156	52 156	52 156	52 156	52 156
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					540							
Life of a set of tyres in days					222							
Number of trucks in fleet					10	10	10	10	10	10	10	10
Distance in kms, run daily					5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400
Monthly Distance (kms) for all trucks					140,400	140,400	140,400	140,400	140,400	140,400	140,400	140,400
Cost of Tyres for all trucks per month (Dhs)					51,948	51,948	51,948	51,948	51,948	51,948	51,948	51,948
QLY/YLY Tyre Cost	624	624	668	715	156	156	156	156	156	156	156	156

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	624	624	686	755	52 156	52 156	52 156	52 156	52 156	52 156	52 156	52 156
Salary of Driver per month					1,700							
No of Days per month (driving)					26	gross hrs:	17	with OT:	9	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 @	9 hours OT			198	hrs OT @	1.25	times salary, i.e., Dhs		8.85	, so total =	1,752
Holiday OT Hours	4 days @	17 hours OT			68	hrs OT @	1.50	times salary, i.e., Dhs		10.62	, so total =	722
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
												4,565
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 5,146
or, say,												Dhs 5,200
Salary per driver as above, per month Dhs					5,200							
Number of Drivers = Number of Trucks					10	10	10	10	10	10	10	10
Monthly Salary for all Drivers (Dhs)					52,000	52,000	52,000	52,000	52,000	52,000	52,000	52,000
QLY/YLY Salaries	624	624	686	755	156	156	156	156	156	156	156	156

(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 QLY / YLY	972	972	1,021	1,072	81 243	81 243	81 243	81 243	81 243	81 243	81 243	81 243
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)					540							
Monthly Running as per calculation will be (kms)					14,040				2,106			
												with above costing.
Cost of Insurance for Truck (Dhs)					34,140				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				3,955			0.2817
												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				2,060			0.1467
												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><u>40,350</u></u>

, i.e., average monthly at Dhs 40.35 ,or Dhs 0.0029 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)	2,051	-	-		1,192	859	-	-	-	-	-	-
Charge @ 5% for the period	141	152	152	152	27	38	38	38	38	38	38	38
Charge @ 5% Accumulated	141	152	152	152	27	65	103	141	38	76	114	152
Closing Balance	3,048	3,048	3,048	3,048	2,189	3,048	3,048	3,048	3,048	3,048	3,048	3,048
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	2,016	2,228	2,228	2,228	1,432	1,909	1,989	2,016	2,095	2,121	2,201	2,228
Bill Discounting Facility 3 Months'	1,512	1,671	1,671	1,671	1,432	1,432	1,512	1,512	1,591	1,591	1,671	1,671
Interest @ 9% on BD facility availed.	115	146	200	200	16	32	33	34	35	36	37	38
Total Interest	371	402	456	328	80	96	97	98	99	100	101	102

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:

<u>Items Purchased</u>	<u>Trucks / Trailers</u>	<u>Workshop</u>	<u>Computers</u>	<u>Furniture</u>
[A] Initial Purchase				
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>5,690</u>	<u>400</u>	<u>8</u>	<u>20</u>
[B] Additional Purchase				
MNOP Trucks + Accessories	392	-	-	-
BCDE Trailers + Addl Spare Tyre / Jack & Accessories	177	-	-	-
Total	<u>569</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	30.21%	35.59%	35.27%	34.94%	28.84%	28.49%	31.88%	31.48%	34.51%	34.13%	36.98%	36.62%	
Net Profit (to Sales) Ratio	1.93%	12.58%	12.35%	15.99%	-2.49%	-1.86%	5.05%	6.57%	11.02%	10.58%	14.51%	14.03%	
Cash Profit (to Sales) Ratio	23.84%	32.36%	30.67%	31.54%	20.04%	20.67%	26.39%	27.91%	31.30%	30.86%	33.81%	33.33%	
Net Profit to Total Assets Ratio (ROI)	1.27%	9.99%	11.60%	15.27%	-0.41%	-0.28%	0.82%	1.11%	2.00%	1.98%	2.88%	2.85%	
Return on Capital & Retained Earnings	8.05%	24.42%	20.80%	22.04%	-0.40%	0.38%	3.73%	4.34%	6.40%	5.89%	7.48%	6.84%	
Return on Capital Employed	8.35%	31.91%	33.00%	43.44%	-0.40%	0.37%	3.75%	4.51%	7.00%	6.77%	9.20%	8.94%	
Debt to Equity Ratio	1.35	0.64	0.18	(0.00)	2.38	1.72	1.53	1.35	1.15	0.97	0.80	0.64	
Proprietary Funds Ratio	0.35	0.48	0.66	0.78	0.25	0.31	0.33	0.35	0.38	0.41	0.45	0.48	
Current Ratio (times)	5.46	5.84	5.68	5.62	4.01	5.23	5.48	5.46	5.64	5.61	5.87	5.84	
Acid Test Ratio (times)	5.46	5.84	5.68	5.62	4.01	5.23	5.48	5.46	5.64	5.61	5.87	5.84	
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)		140	156	168	237	419	572	557	554	559	571	595	622
Operating Expenses to Sales Ratio	42.68%	39.94%	40.04%	40.14%	43.30%	43.65%	41.73%	42.13%	40.41%	40.79%	39.14%	39.50%	
Financial Expenses to Sales Ratio	6.30%	6.16%	6.59%	4.47%	5.59%	6.70%	6.42%	6.48%	6.22%	6.29%	6.04%	6.10%	
Present Value of Capital Outflows	6,118												
Net Cash Inflow	1,404	2,111	2,121	2,312	2,520	(5th year taken proportionate to increase from 3rd to 4th year)							
Discounting Factor @ 19.13% (IRR)	0.839	0.705	0.591	0.496	0.417								
Present Value of Net Inflows	1,178	1,487	1,255	1,148	1,050								
Present Value of Total Inflows	6,118												
Net Present Value	-												
Cash Profit	1,404	2,111	2,121	2,312									
Interest (Term Loan Vehicle Finance)	256	256	256	128									
Interest (WC Loan)	115	146	200	200									
Cash Available for Debt Service	<u>1,775</u>	<u>2,513</u>	<u>2,577</u>	<u>2,640</u>									
Term Loan Repayment	854	1,708	1,708	854									
Interest (Both Above)	371	402	456	328									
Debt Serviceing Component	<u>1,225</u>	<u>2,110</u>	<u>2,164</u>	<u>1,182</u>									
Debt Service Coverage Ratio (Times)	1.45	1.19	1.19	2.23	i.e. about	1.52	averaged.						