

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	5,516	7,212	7,645	8,104	1,273	1,273	1,485	1,485	1,697	1,697	1,909	1,909	
Other Income	480	723	723	723	75	105	135	165	181	181	181	180	
Gross Revenues	-	5,996	7,935	8,368	8,827	1,348	1,378	1,620	1,650	1,878	1,878	2,090	2,089
Diesel	1,172	1,230	1,304	1,382	288	291	295	298	302	306	309	313	
Salaries	648	648	713	784	162	162	162	162	162	162	162	162	
Tyres	312	312	334	357	78	78	78	78	78	78	78	78	
Operations	852	852	895	940	213	213	213	213	213	213	213	213	
Administration	484	532	585	644	121	121	121	121	133	133	133	133	
Financial Expenses	363	414	456	328	78	93	95	97	100	102	105	107	
Depreciation	1,290	1,290	1,267	1,140	323	323	323	323	323	323	323	323	
Gross Expenses	-	5,122	5,278	5,554	5,575	1,263	1,281	1,287	1,292	1,311	1,317	1,323	1,329
Net Profit / (Net Loss)	-	874	2,657	2,814	3,252	85	97	333	358	567	561	767	760
Interest to Capital Contributors	138	148	148	148	27	37	37	37	37	37	37	37	
Distributable Profit Carried Forward	736	2,509	2,666	3,104	58	60	296	321	530	524	730	723	
Net Profit Before Depreciation	-	2,165	3,947	4,081	4,392	408	420	656	681	890	884	1,090	1,083

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	91.99%	90.89%	91.36%	91.81%	94.44%	92.38%	91.67%	90.00%	90.36%	90.36%	91.34%	91.38%
Other Income	8.01%	9.11%	8.64%	8.19%	5.56%	7.62%	8.33%	10.00%	9.64%	9.64%	8.66%	8.62%
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	19.55%	15.50%	15.58%	15.66%	21.36%	21.12%	18.21%	18.06%	16.08%	16.29%	14.78%	14.98%
Salaries	10.81%	8.17%	8.52%	8.88%	12.02%	11.76%	10.00%	9.82%	8.63%	8.63%	7.75%	7.75%
Tyres	5.20%	3.93%	3.99%	4.04%	5.79%	5.66%	4.81%	4.73%	4.15%	4.15%	3.73%	3.73%
Operations	14.21%	10.74%	10.70%	10.65%	15.80%	15.46%	13.15%	12.91%	11.34%	11.34%	10.19%	10.20%
Administration	8.08%	6.70%	6.99%	7.30%	8.98%	8.78%	7.47%	7.34%	7.08%	7.08%	6.36%	6.37%
Financial Expenses	6.05%	5.22%	5.45%	3.72%	5.79%	6.75%	5.86%	5.88%	5.32%	5.43%	5.02%	5.12%
Depreciation	21.52%	16.26%	15.14%	12.91%	23.93%	23.41%	19.91%	19.55%	17.18%	17.18%	15.44%	15.44%
Gross Expenses	85.42%	66.52%	66.37%	63.16%	93.67%	92.94%	79.42%	78.28%	69.79%	70.11%	63.28%	63.60%
Net Profit / (Net Loss)	14.58%	33.48%	33.63%	36.84%	6.33%	7.06%	20.58%	21.72%	30.21%	29.89%	36.72%	36.40%
Interest to Capital Contributors	2.30%	1.87%	1.77%	1.68%	2.00%	2.69%	2.28%	2.24%	1.97%	1.97%	1.77%	1.77%
Distributable Profit Carried Forward	12.28%	31.61%	31.86%	35.16%	4.33%	4.38%	18.29%	19.48%	28.24%	27.92%	34.95%	34.63%
Net Profit Before Depreciation	36.10%	49.74%	48.77%	49.76%	30.26%	30.48%	40.49%	41.27%	47.39%	47.07%	52.15%	51.84%

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	1,697,280	1,697,280	1,697,280	1,697,280	424,320	424,320	424,320	424,320	424,320	424,320	424,320	424,320
Sales	3.25	4.25	4.50	4.77	3.00	3.00	3.50	3.50	4.00	4.00	4.50	4.50
Other Income	0.28	0.43	0.43	0.43	0.18	0.25	0.32	0.39	0.43	0.43	0.43	0.42
Gross Revenues	3.53	4.68	4.93	5.20	3.18	3.25	3.82	3.89	4.43	4.43	4.93	4.92
Diesel	0.69	0.72	0.77	0.81	0.68	0.69	0.70	0.70	0.71	0.72	0.73	0.74
Salaries	0.38	0.38	0.42	0.46	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38
Tyres	0.18	0.18	0.20	0.21	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
Operations	0.50	0.50	0.53	0.55	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Administration	0.29	0.31	0.34	0.38	0.29	0.29	0.29	0.29	0.31	0.31	0.31	0.31
Financial Expenses	0.21	0.24	0.27	0.19	0.18	0.22	0.22	0.23	0.24	0.24	0.25	0.25
Depreciation	0.76	0.76	0.75	0.67	0.76	0.76	0.76	0.76	0.76	0.76	0.76	0.76
Gross Expenses	3.02	3.11	3.27	3.28	2.98	3.02	3.03	3.04	3.09	3.10	3.12	3.13
Net Profit / (Net Loss)	0.52	1.57	1.66	1.92	0.20	0.23	0.79	0.84	1.34	1.32	1.81	1.79
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	0.43	1.48	1.57	1.83	0.14	0.14	0.70	0.76	1.25	1.24	1.72	1.70
Net Profit Before Depreciation	1.28	2.33	2.40	2.59	0.96	0.99	1.55	1.60	2.10	2.08	2.57	2.55

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	551.60	721.20	764.50	810.40	127.30	127.30	148.50	148.50	169.70	169.70	190.90	190.90
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	599.60	793.50	836.80	882.70	134.80	137.80	162.00	165.00	187.80	187.80	209.00	208.90
Diesel	117.20	123.00	130.40	138.20	28.80	29.10	29.50	29.80	30.20	30.60	30.90	31.30
Salaries	64.80	64.80	71.30	78.40	16.20	16.20	16.20	16.20	16.20	16.20	16.20	16.20
Tyres	31.20	31.20	33.40	35.70	7.80	7.80	7.80	7.80	7.80	7.80	7.80	7.80
Operations	85.20	85.20	89.50	94.00	21.30	21.30	21.30	21.30	21.30	21.30	21.30	21.30
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	36.30	41.40	45.60	32.80	7.80	9.30	9.50	9.70	10.00	10.20	10.50	10.70
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	512.16	527.84	555.42	557.50	126.27	128.07	128.67	129.17	131.06	131.66	132.26	132.86
Net Profit / (Net Loss)	87.44	265.66	281.38	325.20	8.53	9.73	33.34	35.84	56.74	56.14	76.74	76.04
Interest to Capital Contributors	13.80	14.80	14.80	14.80	2.70	3.70	3.70	3.70	3.70	3.70	3.70	3.70
Distributable Profit Carried Forward	73.64	250.86	266.58	310.40	5.83	6.03	29.64	32.14	53.04	52.44	73.04	72.34
Net Profit Before Depreciation	216.48	394.70	408.10	439.20	40.80	42.00	65.60	68.10	89.00	88.40	109.00	108.30

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	45.97	60.10	63.71	67.53	42.43	42.43	49.50	49.50	56.57	56.57	63.63	63.63
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	49.97	66.13	69.73	73.56	11.23	11.48	13.50	13.75	15.65	15.65	17.42	17.41
Diesel	9.77	10.25	10.87	11.52	9.60	9.70	9.83	9.93	10.07	10.20	10.30	10.43
Salaries	5.40	5.40	5.94	6.53	5.40	5.40	5.40	5.40	5.40	5.40	5.40	5.40
Tyres	2.60	2.60	2.78	2.98	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60
Operations	7.10	7.10	7.46	7.83	7.10	7.10	7.10	7.10	7.10	7.10	7.10	7.10
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	3.03	3.45	3.80	2.73	2.60	3.10	3.17	3.23	3.33	3.40	3.50	3.57
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	42.68	43.99	46.29	46.46	10.52	10.67	10.72	10.76	10.92	10.97	11.02	11.07
Net Profit / (Net Loss)	7.29	22.14	23.45	27.10	2.84	3.24	11.11	11.95	18.91	18.71	25.58	25.35
Interest to Capital Contributors	1.15	1.23	1.23	1.23	0.90	1.23	1.23	1.23	1.23	1.23	1.23	1.23
Distributable Profit Carried Forward	6.14	20.91	22.22	25.87	1.94	2.01	9.88	10.71	17.68	17.48	24.35	24.11
Net Profit Before Depreciation	18.04	32.89	34.01	36.60	13.60	14.00	21.87	22.70	29.67	29.47	36.33	36.10

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	848,640	848,640	848,640	848,640	212,160	212,160	212,160	212,160	212,160	212,160	212,160	212,160
Sales	6.50	8.50	9.01	9.55	6.00	6.00	7.00	7.00	8.00	8.00	9.00	9.00
Other Income	0.57	0.85	0.85	0.85	0.35	0.49	0.64	0.78	0.85	0.85	0.85	0.85
Gross Revenues	7.07	9.35	9.86	10.40	6.35	6.50	7.64	7.78	8.85	8.85	9.85	9.85
Diesel	1.38	1.45	1.54	1.63	1.36	1.37	1.39	1.40	1.42	1.44	1.46	1.48
Salaries	0.76	0.76	0.84	0.92	0.76	0.76	0.76	0.76	0.76	0.76	0.76	0.76
Tyres	0.37	0.37	0.39	0.42	0.37	0.37	0.37	0.37	0.37	0.37	0.37	0.37
Operations	1.00	1.00	1.05	1.11	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administration	0.57	0.63	0.69	0.76	0.57	0.57	0.57	0.57	0.63	0.63	0.63	0.63
Financial Expenses	0.43	0.49	0.54	0.39	0.37	0.44	0.45	0.46	0.47	0.48	0.49	0.50
Depreciation	1.52	1.52	1.49	1.34	1.52	1.52	1.52	1.52	1.52	1.52	1.52	1.52
Gross Expenses	6.04	6.22	6.54	6.57	5.95	6.04	6.06	6.09	6.18	6.21	6.23	6.26
Net Profit / (Net Loss)	1.03	3.13	3.32	3.83	0.40	0.46	1.57	1.69	2.67	2.65	3.62	3.58
Interest to Capital Contributors	0.16	0.17	0.17	0.17	0.13	0.17	0.17	0.17	0.17	0.17	0.17	0.17
Distributable Profit Carried Forward	0.87	2.96	3.14	3.66	0.28	0.28	1.40	1.51	2.50	2.47	3.44	3.41
Net Profit Before Depreciation	2.55	4.65	4.81	5.18	1.92	1.98	3.09	3.21	4.19	4.17	5.14	5.10

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	459.67	601.00	637.08	675.33	424.33	424.33	495.00	495.00	565.67	565.67	636.33	636.33
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	499.67	661.25	697.33	735.58	449.33	459.33	540.00	550.00	626.00	626.00	696.67	696.33
Diesel	97.67	102.50	108.67	115.17	96.00	97.00	98.33	99.33	100.67	102.00	103.00	104.33
Salaries	54.00	54.00	59.42	65.33	54.00	54.00	54.00	54.00	54.00	54.00	54.00	54.00
Tyres	26.00	26.00	27.83	29.75	26.00	26.00	26.00	26.00	26.00	26.00	26.00	26.00
Operations	71.00	71.00	74.58	78.33	71.00	71.00	71.00	71.00	71.00	71.00	71.00	71.00
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	30.25	34.50	38.00	27.33	26.00	31.00	31.67	32.33	33.33	34.00	35.00	35.67
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	426.80	439.87	462.85	464.58	420.88	426.88	428.88	430.55	436.87	438.87	440.87	442.87
Net Profit / (Net Loss)	72.87	221.38	234.48	271.00	28.45	32.45	111.12	119.45	189.13	187.13	255.80	253.47
Interest to Capital Contributors	11.50	12.33	12.33	12.33	9.00	12.33	12.33	12.33	12.33	12.33	12.33	12.33
Distributable Profit Carried Forward	61.37	209.05	222.15	258.67	19.45	20.12	98.78	107.12	176.80	174.80	243.47	241.13
Net Profit Before Depreciation	180.40	328.92	340.08	366.00	135.98	139.98	218.65	226.98	296.67	294.67	363.33	361.00

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	4,722	7,385	9,758	13,296	2,807	4,027	4,468	4,722	5,397	5,854	6,729	7,385
Total Assets	9,549	10,922	12,028	14,426	8,602	9,500	9,618	9,549	9,902	10,036	10,589	10,922
Owned Funds	3,797	6,454	9,268	12,520	2,208	3,106	3,439	3,797	4,365	4,926	5,694	6,454
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	1,485	1,909	1,909	1,909	1,273	1,273	1,485	1,485	1,697	1,697	1,909	1,909
Total Liabilities	9,549	10,922	12,028	14,426	8,602	9,500	9,618	9,549	9,902	10,036	10,589	10,922
Current Assets	-	-	-	-	-	-	-	-	-	-	-	-
Stock	-	-	-	-	-	-	-	-	-	-	-	-
Debtors	1,980	2,545	2,548	2,701	1,273	1,697	1,980	1,980	2,263	2,263	2,545	2,545
Fixed Deposits	90	90	90	90	90	90	90	90	90	90	90	90
Cash & Bank Balances	2,943	5,050	7,439	10,847	1,731	2,528	2,688	2,943	3,340	3,798	4,392	5,050
Total Current Assets	5,013	7,685	10,077	13,638	3,094	4,315	4,758	5,013	5,693	6,151	7,027	7,685
Current Liabilities	-	-	-	-	-	-	-	-	-	-	-	-
Creditors	291	300	319	342	287	288	290	291	296	297	298	300
Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	291	300	319	342	287	288	290	291	296	297	298	300
Owned Capital	2,923	2,923	2,923	2,923	2,123	2,923	2,923	2,923	2,923	2,923	2,923	2,923
Cumulative Distributable Profits	736	3,245	5,911	9,015	58	119	415	736	1,267	1,791	2,522	3,245
Cumulative Interest to Contributories	138	286	434	582	27	64	101	138	175	212	249	286
Total Owned Funds	-	3,797	6,454	9,268	2,208	3,106	3,439	3,797	4,365	4,926	5,694	6,454

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	874	2,657	2,814	3,252	85	97	333	358	567	561	767	760	
Introduction of New Capital	2,923	-	-	-	2,123	800	-	-	-	-	-	-	
Depreciation	1,290	1,290	1,267	1,140	323	323	323	323	323	323	323	323	
Decrease in Net Working Capital	-	-	16	-	-	-	-	1	-	1	-	2	
New Term Loans	5,121	-	-	-	5,121	-	-	-	-	-	-	-	
New Working Capital Loans	1,485	424	-	-	1,273	-	212	-	212	-	212	-	
Sale of Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-	
Any Other Transaction	-	-	-	-	-	-	-	-	-	-	-	-	
Total Sources of Funds	-	11,694	4,371	4,097	4,392	8,925	1,220	868	682	1,102	885	1,302	1,085
Increase in Net Working Capital	1,779	556	-	130	1,076	423	281	-	278	-	281	-	
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	-	8,751	2,264	1,708	984	7,194	423	708	427	705	427	708	427
Opening Balance of Funds	-	2,943	5,050	7,439	-	1,731	2,528	2,688	2,943	3,340	3,798	4,392	
Gross Funds Inflow	11,694	4,371	4,097	4,392	8,925	1,220	868	682	1,102	885	1,302	1,085	
Gross Funds Outflow	(8,751)	(2,264)	(1,708)	(984)	(7,194)	(423)	(708)	(427)	(705)	(427)	(708)	(427)	
Closing Balance of Funds	2,943	5,050	7,439	10,847	1,731	2,528	2,688	2,943	3,340	3,798	4,392	5,050	
								-				-	

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	1,980	2,545	2,548	2,701	1,273	1,697	1,980	1,980	2,263	2,263	2,545	2,545
Fixed Deposits	90	90	90	90	90	90	90	90	90	90	90	90
Total Current Assets	-	2,070	2,635	2,638	2,791	1,363	1,787	2,070	2,070	2,353	2,353	2,635
Current Liabilities												
Creditors	291	300	319	342	287	288	290	291	296	297	298	300
Other Payables	-	-	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	-	291	300	319	342	287	288	290	291	296	297	300
Net Working Capital (excl cash)	1,779	2,335	2,319	2,449	1,076	1,499	1,780	1,779	2,057	2,056	2,337	2,335
Net Working Capital	4,722	7,385	9,758	13,296	2,807	4,027	4,468	4,722	5,397	5,854	6,729	7,385
Finance from Bank	1,485	1,909	1,909	1,909	1,273	1,273	1,485	1,485	1,697	1,697	1,909	1,909
Balance as Owner's Contribution	3,237	5,476	7,849	11,387	1,534	2,754	2,983	3,237	3,700	4,157	4,820	5,476
<u>Bases of Calculation:</u>												
Sales	5,516	7,212	7,645	8,104	1,273	1,273	1,485	1,485	1,697	1,697	1,909	1,909
Cost of Sales	3,468	3,574	3,831	4,107	862	865	869	872	888	892	895	899
Stock will not be maintained in this operation	-	-	-	-	-	-	-	-	-	-	-	-
Total Stock	-	-	-	-	-	-	-	-	-	-	-	-
Debtors at 4 months of sales	1,980	2,545	2,548	2,701	1,273	1,697	1,980	1,980	2,263	2,263	2,545	2,545
Creditors @ 1 months of cost of sale	291	300	319	342	287	288	290	291	296	297	298	300

Calculations and Assumptions

Sales					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					424	424	495	495	566	566	636	636
QLY / YLY	5,516	7,212	7,645	8,104	1,273	1,273	1,485	1,485	1,697	1,697	1,909	1,909

Note that it is assumed that the market will push up the price of transport by 25.00% after 1 year, due to demand and normal inflation.															
On base cost of '130 Km One Way Route' taken @ Dhs 3.00				, this reflects a net rate increase of abt Dhs 0.75 or say Dh 1.00 per ton.											
One Way Distance per truck per trip in kms				17	(note that @ 20 kmph, this trip will take abt 1 2/3 hours two way)										
Number of Trips made per day (minimum average)				8	(note that for every trip, time equivalent to 1/2 hr is for loading, etc)										
Distance Travelled per truck daily in kms				272	(so as per above calculation, this should be 17 3/5 hours every day)										
Average Load Carried per truck per trip in tons				68											
Load Carried per day per truck in tons				544											
Rate Charged in Dhs per ton				3.00	3.00	3.50	3.50	4.00	4.00	4.50	4.50				
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				14,144											
Number of Trucks owned				10	10	10	10	10	10	10	10				
Gross Revenue earned per month by all trucks together (Dhs)				424,320	424,320	495,040	495,040	565,760	565,760	636,480	636,480				
QLY/YLY Gross Revenue				5,516	7,212	7,645	8,104	1,273	1,273	1,485	1,485	1,697	1,697	1,909	1,909
Note that Gross Annual Revenue is increased by 6% annually for year 3 & 4.															
Gross Tonnage Carried (for calculations)				1,697,280	1,697,280	1,697,280	1,697,280	424,320	424,320	424,320	424,320	424,320	424,320	424,320	
Gross Kilometers Travelled (for calculations)				848,640	848,640	848,640	848,640	212,160	212,160	212,160	212,160	212,160	212,160	212,160	

Other Income					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 QLY / YLY	1,172	1,230	1,304	1,382	96 288	97 291	98 295	99 298	101 302	102 306	103 309	104 313
Mileage given by each truck per litre in kms					1.30	adjusted for majority city driving.						
Litre to IG conversion					4.54							
Kms run per IG per truck					5.90							
Distance covered every day per truck in kms					272							
Diesel consumed per truck per day in IG					46.09							
Number of trucks in fleet					10	10	10	10	10	10	10	10
Diesel consumed per day in IG					460.86	460.86	460.86	460.86	460.86	460.86	460.86	460.86
Say,					461	461	461	461	461	461	461	461
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)					3,688.00	3,734.10	3,780.20	3,826.30	3,872.40	3,918.50	3,964.60	4,010.70
Gross Diesel Cost per month by all trucks together (Dhs)					95,888	97,087	98,285	99,484	100,682	101,881	103,080	104,278
QLY/YLY Diesel Cost	1,172	1,230	1,304	1,382	288	291	295	298	302	306	309	313
(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	312	312	334	357	26 78	26 78	26 78	26 78	26 78	26 78	26 78	26 78
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					272							
Life of a set of tyres in days					441							
Number of trucks in fleet					10	10	10	10	10	10	10	10
Distance in kms, run daily					2,720	2,720	2,720	2,720	2,720	2,720	2,720	2,720
Monthly Distance (kms) for all trucks					70,720	70,720	70,720	70,720	70,720	70,720	70,720	70,720
Cost of Tyres for all trucks per month (Dhs)					26,166	26,166	26,166	26,166	26,166	26,166	26,166	26,166
QLY/YLY Tyre Cost	312	312	334	357	78	78	78	78	78	78	78	78

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	648	648	713	784	54 162	54 162	54 162	54 162	54 162	54 162	54 162	54 162
Salary of Driver per month					1,700							
No of Days per month (driving)					26	gross hrs:	18	with OT:	10	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 @	10 hours OT			220	hrs OT @	1.25	times salary, i.e., Dhs		8.85	, so total =	1,947
Holiday OT Hours	4 days @	18 hours OT			72	hrs OT @	1.50	times salary, i.e., Dhs		10.62	, so total =	765
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
												4,803
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	5,384
or, say,											Dhs	5,400
Salary per driver as above, per month Dhs					5,400							
Number of Drivers = Number of Trucks					10	10	10	10	10	10	10	10
Monthly Salary for all Drivers (Dhs)					54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
QLY/YLY Salaries	648	648	713	784	162	162	162	162	162	162	162	162
(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	852	852	895	940	71 213	71 213	71 213	71 213	71 213	71 213	71 213	71 213
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)					272							
Monthly Running as per calculation will be (kms)					<u>7,072</u>				<u>1,061</u>			
												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)					<u>250</u>							
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					<u>30,269</u>							
Total Cost for 2 years (excluding inflation effect)					<u>94,928</u>				<u>3,955</u>		<u>0.5592</u>	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					<u>1,000</u>							
Total					<u>2,060</u>				<u>2,060</u>		<u>0.2913</u>	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 0.0057 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)	1,926	-	-		1,126	800	-	-	-	-	-	-
Charge @ 5% for the period	138	148	148	148	27	37	37	37	37	37	37	37
Charge @ 5% Accumulated	138	148	148	148	27	64	101	138	37	74	111	148
Closing Balance	2,923	2,923	2,923	2,923	2,123	2,923	2,923	2,923	2,923	2,923	2,923	2,923
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.					768	-	-	-	-	-	-	-
Repayment Period is 3 Years												
Debtors at 4 months of sales	1,980	2,545	2,545	2,545	1,273	1,697	1,909	1,980	2,192	2,263	2,475	2,545
Bill Discounting Facility 3 Months'	1,485	1,909	1,909	1,909	1,273	1,273	1,485	1,485	1,697	1,697	1,909	1,909
Interest @ 9% on BD facility availed.	107	158	200	200	14	29	31	33	36	38	41	43
Total Interest	363	414	456	328	78	93	95	97	100	102	105	107

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

MNOP Trucks + Accessories

BCDE Trailers + Addl Spare Tyre / Jack & Accessories

Workshop Building

Engine Maintenance Accessories & Dead Stock

Gearbox Maintenance Accessories & Dead Stock

Chassis, Suspension, Axles & Tyres Maintenance

Office Equipment

Total

[B] Additional Purchase

MNOP Trucks + Accessories

BCDE Trailers + Addl Spare Tyre / Jack & Accessories

Total

<u>Trucks / Trailers</u>	<u>Workshop</u>	<u>Computers</u>	<u>Furniture</u>
3,920	-	-	-
1,770	100	-	-
-	200	-	-
-	50	-	-
-	-	-	-
-	50	-	-
-	-	8	20
<u>5,690</u>	<u>400</u>	<u>8</u>	<u>20</u>
392	-	-	-
177	-	-	-
<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	45.90%	57.82%	57.54%	57.27%	41.79%	41.56%	49.63%	49.43%	55.51%	55.27%	60.08%	59.87%
Net Profit (to Sales) Ratio	15.85%	36.84%	36.81%	40.13%	6.70%	7.65%	22.45%	24.13%	33.44%	33.08%	40.20%	39.83%
Cash Profit (to Sales) Ratio	39.25%	54.73%	53.38%	54.20%	32.05%	32.99%	44.17%	45.86%	52.45%	52.09%	57.10%	56.73%
Net Profit to Total Assets Ratio (ROI)	9.16%	24.32%	23.39%	22.54%	0.99%	1.02%	3.47%	3.75%	5.73%	5.59%	7.25%	6.96%
Return on Capital & Retained Earnings	26.66%	43.46%	31.96%	27.16%	5.09%	4.33%	10.77%	10.41%	13.85%	12.15%	14.13%	12.36%
Return on Capital Employed	34.64%	95.95%	101.33%	116.32%	5.29%	4.60%	12.67%	13.53%	20.68%	20.47%	27.52%	27.28%
Debt to Equity Ratio	1.12	0.40	0.09	(0.00)	2.32	1.65	1.36	1.12	0.88	0.69	0.52	0.40
Proprietary Funds Ratio	0.40	0.59	0.77	0.87	0.26	0.33	0.36	0.40	0.44	0.49	0.54	0.59
Current Ratio (times)	7.11	8.78	8.27	8.16	4.75	6.20	7.14	7.11	7.95	7.92	8.84	8.78
Acid Test Ratio (times)	7.11	8.78	8.27	8.16	4.75	6.20	7.14	7.11	7.95	7.92	8.84	8.78
Stock Holding Period (days)	}	These are not calculated as the basis of working is taken on time basis. So, these will be fixed.										
Debtors' Period (days)	}											
Creditors' Period (days)	}											
Cash Holding Period (days)	210	349	489	710	500	720	762	832	930	1,053	1,212	1,387
Operating Expenses to Sales Ratio	26.90%	21.38%	21.43%	21.46%	28.75%	28.99%	25.12%	25.32%	22.39%	22.63%	20.27%	20.48%
Financial Expenses to Sales Ratio	6.58%	5.74%	5.96%	4.05%	6.13%	7.31%	6.40%	6.53%	5.89%	6.01%	5.50%	5.61%
Present Value of Capital Outflows	6,118											
Net Cash Inflow	2,165	3,947	4,081	4,392	4,727	(5th year taken proportionate to increase from 3rd to 4th year)						
Discounting Factor @ 47.86% (IRR)	0.676	0.457	0.309	0.209	0.141							
Present Value of Net Inflows	1,464	1,805	1,262	919	669							
Present Value of Total Inflows	6,119											
Net Present Value	1											
Cash Profit	2,165	3,947	4,081	4,392								
Interest (Term Loan Vehicle Finance)	256	256	256	128								
Interest (WC Loan)	107	158	200	200								
Cash Available for Debt Service	2,528	4,361	4,537	4,720								
Term Loan Repayment	854	1,708	1,708	854								
Interest (Both Above)	363	414	456	328								
Debt Serviceing Component	1,217	2,122	2,164	1,182								
Debt Service Coverage Ratio (Times)	2.08	2.06	2.10	3.99	i.e. about	2.56	averaged.					