

# PREFEASIBILITY ON SETTING UP A BEAUTY SALOON UNIT IN NIGERIA

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Website: [www.startupbizfoundation.org](http://www.startupbizfoundation.org)

Email: [info@startupbizfoundation.org](mailto:info@startupbizfoundation.org)

Tel: +234832686671,



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## ABOUT THIS REPORT

This prefeasibility study is designed to provide potential and startups entrepreneurs' valuable information on setting up beauty saloon business in the fashion and beauty industry of Nigeria's market; aimed at encouraging and facilitating industrial activities across the country. It is our realization that industrialization is at the heart of economic development and that every effort has to be made to bring about industrial growth and encourage our people to be part of it.

The beauty saloon business show over 80% local content in terms of availability of raw material, equipment and machinery, manpower and other requirements.

The key areas covered in this report include:

- i) Technical and economic analysis of the production, marketing and profitability of the project.
- ii) Recommendations in respect of procurement of equipments and associated problems.
- iii) Recommendation on suitable agronomic management practices to ensure efficient running of the projects.
- iv) Detailed financial analysis including project cash flows for the projects.

This prefeasibility report provides a comprehensive and detailed coverage of the above terms of reference and is designed to facilitate investment decisions.

The implementation of this project will also impact positively on the economy of the immediate community where the project is located. This is in terms of employment-direct and indirect, skilled and unskilled. Government also stands to benefit from internal revenue from taxation.

In view of the result of the analysis using some economic indicators as stated in the proposed project, it is hereby recommended that the project is viable.

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## PART I

### EXECUTIVE SUMMARY

#### 1.0

This particular prefeasibility study is aimed at setting up Barber's Shop in a populated area or metropolitan city in any part of the country.

This investment profile is premised on making different hair styles and haircuts for both males and females. The business has a good market demand due to the changing fashion of hair trends among Nigerians especially the youths.

The following are critical success factor to the investment:

- The entrepreneur should have basic knowledge and experience in the field.
- Efficient sourcing of quality inputs / materials to maintain price and quality relationship.
- Induction of qualified beauticians and support staff and their regular training.
- Effective marketing would be the key element in the initial and subsequent success of the beauty clinic.
- Location of the business addressing accessibility considerations of the target market.

The estimated daily turnover is 30 customers which translate to 9,360 per annum, working 312 day annually, at 60% operation capacity utilization.

#### 1.2 SUMMARY OF TOTAL PROJECT COST

S/N	DESCRIPTION	COST INCURRED	COST TO BE INCURRED	TOTAL
1	Land & building	-	500,000	500,000
2	Utility equipment	-	1,157,940	1,436,700
	<b>Total Cost of capital</b>	-	1,657,940	1,936,700
3	Working capital	-	500,000	500,000
4	10% Contingencies & preliminary expenses	-	193,670	193,670
	<b>Total project cost</b>	-	<b>1,851,610</b>	<b>2,130,370</b>

#### 1.3 FINANCIAL ACCOUNTING RATIOS ANALYSIS

##### PERFORMANCE RATIOS AVERAGES

- (a) Return on Sales = 26%
- (b) Return on Equity = 1852%
- (c) Return on Investment = 113%
- (d) Positive NPV = ~~N~~8,456,709
- (e) IRR = 47%
- (f) ARR = 113%
- (g) Payback Period = 1 year and 4 months

## **PART II MARKET ANALYSIS**

### **2.1 INTRODUCTION**

Beauty care business is one of the lucrative industries in Nigeria with exponential growth rate. It is very competitive and potential entrepreneurs should bring unique and quality concept to be able to create a niche in the targeted environment.

With the increasing population, urbanization and modern trends of westernization, the market is far from saturation rather the demand will continue to increase on a daily basis.

### **2.2 MARKET AREA ANALYSIS**

The Nigerian beauty and personal care market is experiencing rapid and dynamic growth, providing lucrative opportunities for beauty businesses from around the region and beyond. The market is currently worth an estimated US\$3 billion, according to Euromonitor International, and its value is likely to rise to keep pace, with an increasing number of working women with disposable income as well as sophisticated youth searching for new ways to care for and present themselves.

### **2.3 DEMAND AND INDUSTRY GROWTH ANALYSIS**

According to Kosmetica World, Nigeria has become a destination of choice for investment by international companies that aim to seize the opportunities presented by the beauty and personal care markets. This is due to the expected population growth and an impressive positive performance by beauty and care products in Nigeria.

Strong population growth – particularly of the young, urban, and female populations – means beauty and personal care in Nigeria has plenty of scope for growth, especially in terms of exciting, new products. As part of the nation’s fast-growing middle class, young people are becoming more westernized through media exposure, and are expected to drive demand over the forecast period.

### **2.3 TARGET MARKET ANALYSIS**

The target audience for the project is majorly the youths. Nevertheless the old and children are not out of the picture because fashion is everyone. The marketability is the ability of the entrepreneur to recruit skilled manpower and good customer relationship.

The location of the business centre is of categorical importance. Therefore, the entrepreneur target areas such as higher institutions, major fast food, main market areas, busy streets or junction and neighborhoods, etc.

## **PART III TECHNICAL ANALYSIS**

### **3.1 PRODUCT DESCRIPTION**

This project involves the running of all inclusive unisex beauty saloon. It includes hair cut and breading of hair of different styles, the sales of hair attachments, synthetic and non synthetic, make up products, treatment cream and beauty treatment on face amongst others. The business has a great market demand in both rural and urban areas throughout the year and a higher demand during festive seasons.

### **3.2 SUITABLE LOCATION**

The project should be located in the busy environment where there regular business activities such mini or major road/ market, higher institution and general business environment that ensure steady turn-up of customers.

### **3.3 PROCESS DESCRIPTION**

Depending on the customer's desired style or service being sought for.

### **3.4 OPERATION CAPACITY**

The prefeasibility report projection is based daily operation capacity of 30 customers, working 312 days annually at 60% operation utilization.

### **3.4 RAW MATERIAL/ PRODUCTS**

The basic raw materials are attachment, weavons, hair treatment creams and other make up products etc.

### **3.4 SOURCES OF FUNDS**

The project can be funded through a number of sources which include but not limited to the following; Agric-Business, Small & Medium Scale Investment Scheme (AGSMEIS), grants etc., though the conditions and criteria for accessing the loans and grants varies.



## PART IV

### 4.0 FINANCIAL ANALYSIS

Basically, the financial section of this prefeasibility study consists of three financial statements: Income statement, Balance sheet, Cash flow projection. This section determines whether or not the project is viable using some economic indicators such as Net Present Value (NPV), Internal Rate of Return (IRR), and payback period as are detailed in the appendices below.

#### 4.1 ASSUMPTIONS

1. Assuming that the project will last for the period of five years and the salvage value at the end of the project life ignored.
2. The Machineries, Equipments and Utility Equipment have uniform depreciation of 20%.
3. Operation costs assumed are for 312 days per year with a daily capacity of 30 customers.
4. The proposed operation capacity utilization are 60% in the first year of commercial production, 70%, 80% in the 2<sup>nd</sup> and 3<sup>rd</sup> year respectively and 90% in the 4<sup>th</sup> and 5<sup>th</sup> years.
5. Raw materials will be sourced locally and Market for the product is readily available.
6. Staff and labour cost will increase by 10% yearly.
7. Prices and unit costs are assumed unchanged in the five years of projection.
8. The valuation currency used is Naira.

#### 4.2 ACCOUNTING /FINANCIAL ANALYSIS

##### 4.2.1 NET PROFIT

The projected Annual Trading Profit and Loss Account is proposed to make the following Net Profit after tax during the corresponding projected periods – all things being equal.

##### 4.2.2 NET PRESENT VALUE (NPV)

NPV is one of the four methods of discounted cash flows techniques which state that money that is immediately available for use, has a greater value than same amount receivables in future date.

Using this method however, all net cash inflows will be discounted to present value using the estimated interest rate of 60% discount factor. At 12% discount factor the project produced a positive **NPV NGN 8,456,709**

##### 4.2.3 INTERNAL RATE OF RETURN (IRR)

This is the discount rate which gives zero NPV or the rate which equates the present value of cash inflows with present value of cash outflows of the project.

The cash flow of this project was discounted systematically until the NPV of the project finally become zero. The project produces the **IRR** of **47 %**. Thus, the project accepted as being viable. This is because **IRR** is more than the cost of capital.

#### **4.2.4 ACCOUNTING RATE OF RETURN (ARR)**

ARR uses accounting information as revealed by financial statements (Income Statement) to measure profitability of the project under consideration. The forecast **ARR** of the project is 113%.

#### **4.2.5 PROFITABILITY INDEX (PI)**

This is the present value of future cash flows over the present value of cash outlays. The project PI further confirm the viability of the project , because as the rules of the accepting and rejecting hold, a project should be accepted if the PI is equal or greater than one (1). Consequently, the PI of this project is **1.72** and thus recommended as being viable to be accepted for financing.

**APPENDIX I**  
**TOTAL PROJECT COST**

S/N	DESCRIPTION	QTY	UNIT PRICE	AMOUNT
	<b>LAND &amp; BUILDING</b>			
1	Renting of office space	1	500,000	500,000
	<b>Sub total</b>	<b>1</b>	<b>500,000</b>	<b>500,000</b>
	<b>UTILITY EQUIPMENT</b>			
2	Water kettle	1	12,000	12,000
3	Towels	20	400	8,000
4	Sink	2	3,000	6,000
5	Aprons	5	540	2,700
6	Shavers	5	9,000	45,000
7	Wall Styling mirrors	2	20,000	40,000
8	Combs (set)	3	3,000	18,000
9	Generating set	1	250,000	250,000
10	Fan	3	15,000	45,000
11	Towel warmer	2	45,000	90,000
12	Refrigerator	1	150,000	150,000
13	Auxiliary equipments	1	120,000	120,000
14	Clippers	5	30,000	150,000
15	Furniture	Set	500,000	500,000
	<b>Sub total</b>		<b>1,157,940</b>	<b>1,436,700</b>
	<b>Total Cost of capital</b>		<b>1,657,940</b>	<b>1,936,700</b>
11	Working capital		500,000	500,000
12	10% Contingencies & preliminary expenses		<b>193,670</b>	<b>193,670</b>
	<b>Total project cost</b>		<b>1,851,610</b>	<b>2,130,370</b>

**APPENDIX II**  
**ESTIMATION OF WORKING CAPITAL REQUIREMENT**

N'ooo

Year of Commercial Operation	1 week	Year 2	Year 3	Year 4	Year 5
% Capacity Utilization (Inventory)	60%	70%	80%	90%	90%
On week stock of Products	450,000	8,194,000	11,713,000	15,530,000	15,530,000
Bank/ Cash (5% sales of the products)	50,000	2,287,000	2,516,000	2,768,000	2,768,000
<b>Working capital</b>	<b>500,000</b>	<b>11,248,000</b>	<b>13,192,000</b>	<b>15,419,000</b>	<b>15,419,000</b>

**APPENDIX III**  
**FINANCING PLAN**

DESCRIPTION	EXISTING	PROPOSED	TOTAL
Equity	130,370		130,370
Term loan from	-	2,000,000	2,000,000
<b>Total project cost</b>	<b>130,370</b>	<b>2,000,000</b>	<b>2,130,370</b>
% Contribution	13.5%	86.5%	100%

**APPENDIX III**  
**TERM LOAN REPAYMENT SCHEDULE**

LOAN AMOUNT:

2,000,000 (Two Million Naira Only)

TYPE :

ANY LOCAL AVAILABLE SME FUND

INTEREST RATE USED:

12%

REPAYMENT:

5 YEARS EQUAL INSTALLMENT (Annually)

YEAR	OPENING BALANCE	REPAYMENT	INTEREST DUE	TOTAL YEAR INTEREST
1	2,000,000	400,000	240,000	640,000
2	1,600,000	400,000	192,000	592,000
3	1,200,000	400,000	144,000	544,000
4	800,000	400,000	96,000	496,000
5	400,000	400,000	48,000	448,000
<b>Total</b>		<b>2,000,000</b>	<b>720,000</b>	<b>2,720,000</b>

**APPENDIX IV**  
**FORECAST STAFFING SCHEDULE (1<sup>ST</sup> OPERATIONAL YEAR)**

N'ooo

POSITION	No	Unit Scale	Scale/ Month	Scale / Year
<b>DIRECT LABOUR</b>				
Barbers Manager	1	20	20	240,000
Skilled labour (Barbers)	5	10	50	120,000
<b>Sub total</b>	<b>6</b>	<b>60</b>	<b>140</b>	<b>360,000</b>
<b>INDIRECT LABOUR</b>				
Admin/ Cashier	1	30	30	360,000
<b>Sub total</b>	<b>1</b>	<b>30</b>	<b>30</b>	<b>360,000</b>
<b>Total on staff (1<sup>st</sup> year)</b>	<b>7</b>	<b>90</b>	<b>170</b>	<b>720,000</b>

**APPENDIX V**  
**ESTIMATE OF ANNUAL DEPRECIATION ALLOWANCE**

N'

ITEMS	INITIAL VALUE	DEPRECIATION (20%)
Utility Equipments	1,436,700	287,340
<b>TOTAL</b>	<b>1,436,700</b>	<b>287,340</b>

**APPENDIX VI**  
**ESTIMATE OF ADMINISTRATIVE / OVERHEAD EXPENSES**

N'

COST ITEM	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Utilities (water & Power)	624,000	655,200	686,400	720,720	720,720
Miscellaneous expenses	256,800	269,640	282,480	296,604	296,604
<b>TOTAL</b>	<b>880,800</b>	<b>924,840</b>	<b>968,880</b>	<b>1,017,324</b>	<b>1,017,324</b>

**APPENDIX VII**  
**ESTIMATION OF PRODUCTION AND OPERATION COST**

Cost Item	Units	@/ day	Qty/ day	Prod. cost/ day	Prod. Cost/ month	Prod. Cost/ year
After shave	Tins	2,400	1	2,400	62,400	499,200
disinfectants	Tins	1,200	1	1,200	31,200	374,400
Spray	Tins	4,500	1	4,500	117,000	1,404,000
Powder	Tins	600	1	600	15,600	187,200
<b>Sub-total</b>					<b>226,200</b>	<b>2,464,800</b>

**APPENDIX VIII**  
**ESTIMATION OF RAW MATERIAL/PRODUCTION COST AND SALES**

Year of Commercial Production	Year 1	Year 2	Year 3	Year 4	Year 5
% Capacity Utilization	60%	70%	80%	90%	90%
<b>1. Output</b>					
No of customers for hair cuts	9,360	10,296	11,232	12,355	12,355
<b>Total output</b>	<b>9,360</b>	<b>10,296</b>	<b>11,232</b>	<b>12,355</b>	<b>12,355</b>
<b>2. Cost of Production</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Cost of products @ N283.3	2,464,800	2,711,280	2,957,760	3,253,536	3,253,536
Cost of service from hair cut N80	748,800	823,680	898,560	988,400	988,400
<b>Total cost of production</b>	<b>3,213,600</b>	<b>3,534,960</b>	<b>3,856,320</b>	<b>4,241,936</b>	<b>4,241,936</b>
<b>3. SALES</b>					
Sales of products @ N400	3,480,000	3,828,000	4,176,000	4,593,600	4,593,600
Revenue from hair cut N500	4,680,000	5,148,000	5,616,000	6,177,500	6,177,500
<b>TOTAL SALES/ TURNOVER</b>	<b>8,160,000</b>	<b>8,976,000</b>	<b>9,792,000</b>	<b>10,771,100</b>	<b>10,771,100</b>

**APPENDIX IX**  
**FORECAST INCOME STATEMENT (PROFIT & LOSS ACCOUNT)**

Year of commercial operation	Year 1	Year 2	Year 3	Year 4	Year 5
% Capacity Utilization	60%	70%	80%	90%	90%
<b>1. SALES</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
Gross Sales	8,160,000	8,976,000	9,792,000	10,771,100	10,771,100
VAT @ 5%	408,000	448,800	489,600	538,555	538,555
<b>Net Revenue</b>	<b>7,752,000</b>	<b>8,527,200</b>	<b>9,302,400</b>	<b>10,232,545</b>	<b>10,232,545</b>
<b>2. OPERATION COST</b>					
Cost of Raw materials consumed	3,213,600	3,534,960	3,856,320	4,241,936	4,241,936
Staff and labour	720,000	792,000	864,000	950,400	950,400
Admin. & Overhead Expenses	880,800	924,840	968,880	1,017,324	1,017,324
Depreciation	287,340	287,340	287,340	287,340	287,340
<b>Total Operating Cost</b>	<b>5,101,740</b>	<b>5,539,140</b>	<b>5,976,540</b>	<b>6,497,000</b>	<b>6,497,000</b>
<b>3. OTHER COSTS</b>					
Interest on Term Loan (12%)	240,000	192,000	144,000	96,000	48,000
Loan Repayment	400,000	400,000	400,000	400,000	400,000
<b>Total (Other Costs)</b>	<b>5,741,740</b>	<b>6,131,140</b>	<b>6,520,540</b>	<b>6,993,000</b>	<b>6,945,000</b>
Profit Before Tax	2,010,260	2,396,060	2,781,860	3,239,545	3,287,545
Corporate Tax (12%)	241,231.2	287,527.2	333,823.2	388,745.4	394,505.4
<b>Profit after tax (NET PROFIT)</b>	<b>1,769,029</b>	<b>2,108,533</b>	<b>2,448,037</b>	<b>2,850,800</b>	<b>2,893,040</b>
% Return on Sales	0.2282028	0.24727141	0.26316185	0.278601228	0.28272923
% Return on Equity	13.5692935	16.1734509	18.7776083	21.86699087	22.19099179
% Return on Investment	0.8303857	0.9897495	1.14911344	1.338171116	1.35799865

**APPENDIX X**  
**FORECAST HIGH RATE AND LOW RATE COMPUTATION**

Year	C/F	DF 12%	NPV
	N'		N'
0	(2,130,370)	1	(2,130,370)
1	1,769,029	0.893	1579742.897
2	2,108,533	0.797	1680500.801
3	2,448,037	0.712	1743002.344
4	2,850,800	0.636	1813108.8
5	2,893,040	0.567	1640353.68
<b>Total Profit</b>	<b>12,069,439</b>		<b>8,456,709</b>
<b>Average Profit</b>	<b>2,413,887.8</b>		

Year	C/F	DF 60%	NPV
	N'		N'
0	(2,130,370)	1	(2,130,370)
1	1,769,029	0.625	1105643.125
2	2,108,533	0.3906	823592.9898
3	2,448,037	0.2441	597565.8317
4	2,850,800	0.1526	435032.08
5	2,893,040	0.0954	275996.016
<b>Total Profit</b>	<b>12,069,439</b>		<b>3,237,830</b>
<b>Average Profit</b>	<b>2,413,887.8</b>		



## APPENDIX XI FORECAST IRR AND ARR COMPUTATION

$$IRR = a + \left( \frac{A}{A+B} \right) * (b-a)$$

Where

$$a = 12\%$$

$$b = 60\%$$

$$A = 8,456,709$$

$$B = 3,237,830$$

$$\begin{aligned} &12\% + \frac{8,456,709}{8,456,709 + 3,237,830} (60-12) \\ &12\% + 34.7 \\ &47\% \end{aligned}$$

$$ARR = \frac{\text{Estimated Average Profit}}{\text{Estimated initial investment}} * 100$$

$$\begin{aligned} ARR &= \frac{2,413,887.8}{2,130,370} * 100 \\ &113\% \end{aligned}$$

**APPENDIX XII  
CASH FLOW PROJECTION**

Year of Comm. Production	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
% Capacity Utilization		60%	70%	80%	90%	90%
<b>A) CASH RECEIPTS</b>	<b>N'</b>	<b>N'</b>	<b>N'</b>	<b>N'</b>	<b>N'</b>	<b>N'</b>
Equity Capital	130,370	-	-	-	-	-
Term Loan	2,000,000	-	-	-	-	-
Gross Revenue		7,752,000	8,527,200	9,302,400	10,232,545	10,232,545
<b>Total Receipts</b>	<b>2,130,370</b>	<b>7,752,000</b>	<b>8,527,200</b>	<b>9,302,400</b>	<b>10,232,545</b>	<b>10,232,545</b>
<b>B) CASH PAYMENTS</b>						
<b>Capital Payment</b>						
Machinery & Equipments	6,514,000	-	-	-	-	-
Utility Equipment	1,850,000	-	-	-	-	-
Office equipments	350,000	-	-	-	-	-
Vehicle	2,240,000	-	-	-	-	-
<b>TOTAL</b>	<b>10,954,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>(ii) Operating Expenses</b>						
Depreciation	-	287,340	287,340	287,340	287,340	287,340
Change in working capital	5,986,000	4,814,400	5,251,800	5,689,200	6,209,660	6,209,660
<b>Sub total</b>	<b>5,986,000</b>	<b>5,101,740</b>	<b>5,539,140</b>	<b>5,976,540</b>	<b>6,497,000</b>	<b>6,497,000</b>
<b>(iii) Financial Expenses</b>						
Repayment of Term Loan	-	400,000	400,000	400,000	400,000	400,000
Interest on Term Loan	-	240,000	192,000	144,000	96,000	48,000
Value Added Tax	-	408,000	448,800	489,600	538,555	538,555
Corporate Tax	-	241,231.2	287,527.2	333,823.2	388,745.4	394,505.4
<b>Sub total</b>	<b>-</b>	<b>1,289,231</b>	<b>1,328,327</b>	<b>1,367,423</b>	<b>1,423,300</b>	<b>1,381,060</b>
<b>Total cash payment (ii)-(iii)</b>	<b>5,986,000</b>	<b>3,812,509</b>	<b>4,210,813</b>	<b>4,609,117</b>	<b>5,073,700</b>	<b>5,115,940</b>
Net cash flow c/f	5,986,000	3,812,509	4,210,813	4,609,117	5,073,700	5,115,940

**APPENDIX XIII  
BALANCE SHEET PROJECTION**

Year of comm. Operation	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
<b>ASSETS</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>	<b>N'000</b>
<b>(i) Fixed assets</b>						
Machinery and Equipments	1,436,700	-	-	-	-	-
Value at Acquisition		1,436,700	1,436,700	1,436,700	1,436,700	1,436,700
Less Cumulated Depreciation	-	287,340	574,680	862,020	1,149,360	1,436,700
<b>Net fixed assets</b>	<b>1,436,700</b>	<b>1,149,360</b>	<b>862,020</b>	<b>574,680</b>	<b>287,340</b>	<b>0</b>
<b>(ii)Current Assets/ liability</b>						
Stock of Raw Materials	500,000	15,213,933	8,011,620	9,763,762	11,203,547	12,857,184
Debtors /prepayment	-	1,453,000	2,098,000	3,308,000	4,139,000	5,653,000
Bank and Cash Balances	193,670	4,150,024	5,160,031	6,170,539	7,180,674	7,180,741
Creditor / accruals		(4,074,000)	(6,039,000)	(8,947,000)	(11,013,000)	(13,785,000)
Company Tax	-	(3,992,918)	(4,484,739)	(4,983,041)	(5,568,354)	(5,631,715)
<b>Net current assets</b>	<b>693,670</b>	<b>12,750,039</b>	<b>4,745,912</b>	<b>5,312,260</b>	<b>5,941,867</b>	<b>6,274,210</b>
<b>TOTAL NET ASSETS</b>	<b>2,130,370</b>	<b>13,899,399</b>	<b>5,607,932</b>	<b>5,886,940</b>	<b>6,229,207</b>	<b>6,274,210</b>
<b>(ii) FINANCED BY</b>						
Equity Capital	130,370	130,370	130,370	130,370	130,370	130,370
P&L	-	1,769,029	2,108,533	2,448,037	2,850,800	2,893,040
Retained Profit	-	-	1,769,029	2,108,533	2,448,037	2,850,800
<b>SHAREHOLDERS FUND</b>	<b>130,370</b>	<b>1,899,399</b>	<b>4,007,932</b>	<b>4,686,940</b>	<b>5,429,207</b>	<b>5,874,210</b>
Long Term Loan	2,000,000	12,000,000	1,600,000	1,200,000	800,000	400,000
<b>TOTAL EQUITY &amp; LIABILITY</b>	<b>2,130,370</b>	<b>13,899,399</b>	<b>5,607,932</b>	<b>5,886,940</b>	<b>6,229,207</b>	<b>6,274,210</b>