

# BUSINESS PLAN

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Portion 27 of the Farm Arthursseat 214 - KU

Proposed portion "erf 14 of Portion 27 of the Farm Arthursseat 214

R40 Road

Acornhoek - Sefoma Village - Acorn City

Ehlanzeni District Municipality

Bushbuckridge Local Municipality

Mpumalanga Province

February 2022



**Petr**  **rex.**  
ENERGY IN MOTION

Your preferred consultant  
in the downstream  
Service Station industry.

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**ICONS**

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# PREFACE

## General information

## A. ACRONYMS USED



**TABLE 1:**  
*Acronyms used*


ACRONYMS	EXPLANATION
ADT	Average Daily Traffic
ASTT	Average Daily Truck Traffic
AMEF	African Minerals and Energy Forum
ATM	Automatic Teller Machine
APO	Additional Profit opportunity
B2B	Business to Business
BBBEE	Broad Based Black Economic Empowerment
BEE	Black Economic Empowerment
BFP	Basic Fuel Price
BID	Background Information Document
BSS	Benchmark Service Station
CBD	Central Business District
CBO	Community-based Organization
CPL	Cents per Litre
CTL	Coal to Liquid
DCF	Discounted Cash Flow
DEAT	Department of Environmental Affairs and Tourism
DGO	Diesel Gas Oil
DoE	Department of Energy
CCTV	Close Circuit Television network
CORO	Company Own Retailer Operator
DASC	Direct Access Service Centre
DGO	Diesel Gas Oil
DoE	Department of Energy
DWAF	Department Water and Environmental Affairs

EIA	Environmental Impact Assessment
EMP	Environmental Management Plan
FRA	Fuel Retailer Association
GDP	Gross Domestic Product
GTL	Gas to Liquid
GVA	Gross Value Added
HDPE	High Density Polyethylene
HDSA	Historical Disadvantage South Africans
HES	Health Environment & Safety
IDP	Integrated Development Plan
IRR	Internal Rate of Return
ISO	International Organization for Standardization
LED	Local Economic Development
LFC	Liquid Fuels Charter
LPG	Liquid Petroleum Gas
LRP	Leaded Replacement Petrol
MCC	Manual Classified Count
MDZ	Magisterial District Zone
MPAR	Marketing of Petroleum Assets Return
MSDS	Material Safety Data Sheet
NDP	National Development Plan
NPV	Net Present Value
NSC	North South Corridor
OPEC	Organization of Petroleum Exporting Countries
OSBP	One Stop Border Post
PCU	Passenger Car Unit
PI	Profitability Index
PPA	Petroleum Products Amendment Act
PPM	Particles per million
PTO	Permission to Occupy
QSR	Quick Service Restaurant
QTY	Quantity
RAS	Regulatory Accounting System

<b>READ</b>	Rural Environment and Agricultural Development
<b>RFID</b>	Radio Frequency Identification
<b>RON</b>	Research Octane Number
<b>ROR</b>	Rate of Return
<b>RORO</b>	Retailer Own Retailer Operator
<b>SA</b>	South Africa
<b>SABS</b>	South African Bureau of Standards
<b>SADC</b>	South African Development Community
<b>SANRAL</b>	South African National Roads Agency Limited
<b>SANS</b>	South African National Standards
<b>SAPIA</b>	South African Petroleum Industry Association
<b>SAPRA</b>	South African Petroleum Retailers Association
<b>SAPS</b>	South African Police Service
<b>SARS</b>	South African Revenue Service
<b>SASRIA</b>	South African Special Risks Insurance Association
<b>SDF</b>	Spatial Development Framework
<b>SDP</b>	Site Development Plan
<b>SG</b>	Surveyor General
<b>SMME</b>	Small Medium Micro Enterprise
<b>TCC</b>	Traffic Control Centre
<b>ULP</b>	Unleaded Petrol
<b>US</b>	United States
<b>UST</b>	Underground Storage Tanks
<b>WWTP</b>	Wastewater Treatment Plant



## B. DETAILS OF THE CONSULTANT

<b>CONSULTANT DETAILS</b> (Herein after referred to as Petrorex)	
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12. That the research and report were compiled and completed under the supervision of the director and CEO before distribution.

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Petrorex, including its directors, chief executive officer, members, consultants, employees, sub-contractors/consultants including their direct family members will at the best of their ability, capability and knowledge adhere to the declaration obligations.

A breach of the declaration will result in an investigation and findings will be made available between the parties for action to be taken.

I, Dawid Jacobus Pieterse ID No 9002285071087, being of sound mind hereby acknowledge and fully understand and accept the declaration made available.

  
**Signature**

*Consultant*  
**Position**

2022/02/08  
**Date**

I, Johannes Lodewickus Pieterse, ID No 6507215004084, being of sound mind hereby acknowledge and fully understand and accept the declaration made available.

  
**Signature**

*CEO*  
**Position**

2022/02/08  
**Date**

# SECTION ONE

## INTRODUCTION

### 1. INTRODUCTION

#### 1.1. BACKGROUND

Petrorex (Pty) Ltd, registration number 2019/544054/07, is an independent consultant that was commissioned by Dzana Investments (Pty) Ltd, Registration Number 2007/010745/07, and represented by Mr DD Malabie, herein referred to as the “Applicant/Client” to perform a detailed analytical survey on the feasibility and economic viability inclusive of construction and operation costs involved of the subject service station.

Petrorex will make specific emphasis with regards to the influence of the locality of the property as well as the assessment on the need and desirability, which comprises of Market Delineation, Market Demand and Market Supply.

Based on the findings of the survey, the Applicant would be able to determine the risk factor involved as well as to make logical deductions obtained from the business plan.

#### 1.2. PLANNING APPROACH AND OBJECTIVES AND LIMITATIONS

The planning approach ensued in the preparation of the business plan was based on the following aspects:

- to provide a plan and document which would be practical, understandable, realistic and enhance the implementation thereof, and
- to provide a plan that would serve as a guideline or framework in the various decision-making processes.

The main objectives of this plan are:

- to provide evidence of the suitability of the subject service station for the intended development as part of the physical and legal feasibility.
- to provide a description of the service station, a market feasibility, and to determine and estimate the potential market for the products and services that the subject service station is intended to provide,
- to provide an independent specialist analysis on the capacity of the market to sustain an additional service station in the area, and examine the likely impact of the development on existing service station businesses,
- to determine whether the project satisfies the financial requirements of the parties, developer, operator, and the oil company involved, and
- to introduce the Applicant and to present other third parties with a document to emphasize our focus, leading to the setting of objectives and the formulation of plans to achieve them in relation to the operation of the service station's forecourt, convenience store and other profit opportunities.

#### Limitations:

- The identified competitor service stations in the local trading area, and its fuel volume sales in literage information, is considered as confidential by the relevant operators/retailers. At the time of the survey, the retailers were not approached to obtain such information. The respective oil companies and the Department of Energy are the only institutions that attain this classified information. The volume of sales or throughput can only be accurately included in an amended report once obtained through a public participation process, if applicable.
- Information obtained regarding undeveloped service stations (service stations/property carrying the relevant zoning classification) is obtained from the relevant local authorities. Although Petrorex uses its best endeavours to obtain the relevant information, Petrorex must depend on the administrators' cooperation in providing such reports and insight into the local trading area.
- That there is currently no universal scientific method available in the calculation of the economic influence on competitor service stations and that each Applicant must formulate their own methodology.

### 1.3. WORK METHOD

The congregation of information relating to the physical characteristics and existing land uses of the trading area was compared to the global development and activities obtained

by means of interviews and insight in existing reports to acquire a general impression of the trading area.

The methodology of the working method utilized in the compilation of the business plan was based on:

- **Document review:** Various strategic Government documents and reports were consulted during the investigation process. They include the following:
  - National Association of Automobile Manufacturers of South Africa (NAAMSA), 2012.
  - Bushbuckridge Local municipality 2020/21 Final Integrated Development Plan.
  - Proposed Township Application, Portion 27 of the Farm Arthursseat 214 - KU
  - Traffic Impact Study Issue 01: Aidan Noble Consulting - Document Reference: 211002\_0045\_Acorn City\_R001 Issue 01.
  - Acorn City Mixed-Use Development Study - Market Research Findings & Recommendations Dated February 2020 conducted by Demacon.
  - STATS SA Business Impact Survey of the COVID-19 pandemic in South Africa.
  - Lightstone - franchising on the road: how the Franchise industry plays a role in Service stations
  - SAPIA. 2014 Annual Report/Network session, 30 March 2015.
  - Department of Energy. Economic Transformation and Governance in the Oil Industry - Benefits of Liquid Fuels Charter - presented by Mr. Mohudi Machete Acting Chief Director: Petroleum Licensing & Fuels Supply 2014.
  - SAPRA Newsletter, 5 June 2012.
  - Ms. Keneilwe Ratshomo. Overview of the Petrol and Diesel Market in South Africa between 2007 and 2016 - Department of Energy, Directorate; Energy Data Collection, Management and Analysis.
  - Department of Energy MDZ Zones and Price regulations, website information.
  - Bumper harvest helps keep the economy afloat. [[www.statssa.gov.za/?p=10764](http://www.statssa.gov.za/?p=10764)]. Published 5 December 2017.
  - Petrol price update. [<https://www.shell.co.za/motorists/shell-fuels/petrol-price.html>]. Accessed January 2020.
- **Desktop study:** A desktop study was undertaken to collect some of the economic and social data and information.
- **Databanks:** Data were also used from strategic documents and other publications on economic and social development in the local municipality.



- **Site visit:** A trip was taken to the subject service station by the study team for the purposes of:
  - identification of the areas that are likely to be affected by the subject service station.
  - identification of the locations of the potential competition of the subject service station and their distance from the development service station.
  - deepened understanding of the potential catchment area.
  - collecting information through observation during this trip.

#### **1.4. USE OF THIS DOCUMENT/REPORT**

This document/report will provide details regarding the necessity of appointing qualified professionals such as:

- plans to be designed by an architect, and
- costing and economic evaluation to be done by a quantity surveyor.

This report can also be utilised for the following purposes:

- Negotiating transactions with an oil company/registered licenced wholesaler.
- Obtaining approval for financing of the project.
- Obtain Site and Retail Licenses from the DoE.

#### **1.5. DOCUMENT/REPORT OUTLINE**

Although the business plan is based on the “Business Plan Template Guidelines” as provided from the office of the Controller of DoE, additional information is included, such as but not limited to:

- The Applicant’s vision, mission, management objectives, etc.
- The suggested “Operations Plan” is replaced with the operational management perspective that includes:
  - Management strategy
  - Operational strategy
  - Financial objectives and control
  - Marketing strategy
  - Manpower and training strategy
  - Risk management strategy
  - Operational environment, health and safety strategy

- The required “SWOT” analysis is discussed at the end of the report as part of section five under the new heading of “Conclusion and Recommendations.”

The report consists of five sections. Apart from the first section which provides the introduction and background, the report also contains the following:

- SECTION TWO: This section provides an insight into the macro-environment of the oil industry which comprises of the institutions, broad issues and trends outside the service station facility over which you have no or limited control. It also addresses issues relating to the macroeconomic and petroleum industry performance, SA fuel price, product quality, economic transformation, and governance in the oil industry.
- SECTION THREE: This section focuses on the micro-environment such as:
  - An overview of the development and development team.
  - Physical and legal feasibility is an analysis of the suitability of the service station for the development.
  - A detailed business description inclusive of the Applicant’s vision and mission statement, as well as setting objectives for the business’ income, expenses and in general.
  - Collaboration on capacity building, supportive culture for the Liquid Fuel Charter.
  - Marketing feasibility comprises of:
    - Socio-economic information. The active and effective acquisition of the service station dependents upon favourable socio-economic factors as well as the socio-economic profile of the potential catchment area. The section comprises several sub-sections. They are a description of the area, a demographic profile, an economic profile, an assessment of the types of transport used by people living in the area, an analysis of traffic flows in the catchment area, and a description of the future developments in the area.
    - The demand and supply and the analyses thereof to determine whether the property would be marketable, taking into consideration the socio-economic impacts of the subject service station. It examines the demand side of the proposed development. This provides a market delineation and demand assessment for the subject service station. Specifically, it analyses the location of the subject service station development and traffic flows in the area where it is located. It also

describes the geographic extent of the possible demand for fuel and other products and facilities that the subject service station development is intended to offer. It assesses the key characteristics of the service stations located in proximity to the subject service station development to determine their implications for the subject service station development. These characteristics include the estimated volumes of fuel sales that they supply and the convenience facilities that they provide. It investigates the possible impacts of the proposed development and assesses their intensity. Specifically, the section examines the possible impacts, focusing on direct and indirect or induced impacts on existing service stations and the area surrounding the subject service station development.

- Financial plan/viability: The last phase of this section is to determine whether the project satisfies the financial requirements of the operator/retailer, the developer, and the financial institution. In the financial analysis, we will provide accurate calculations based on actual information as well as the foreseen fuel volume sales and the required working capital, operating expenditure, cash flow, income statements, and the break-even point, as well as the analysis of the investment capital and the financing thereof. A sensitivity scenario “what-if?” is also incorporated to analyze the outcome thereof. An assessment of the service station is also included from an operational and development perspective based on the income approach.
- SECTION FOUR: The purpose of this business plan is to introduce the Applicant and to present other third parties with a document to emphasize the Applicant’s focus, leading to the setting of objectives and the formulation of plans to achieve them in relation to the operation of the service station’s forecourt, convenience store and other profit opportunities. In the Retailer’s Management section, a module of the Applicant’s management strategy for the service station’s operational-, administration-, marketing-, personnel-, and financial management, is provided.
- SECTION FIVE: Conclusion and recommendations. This last section provides a summary of the main findings and some recommendations for the proposed development, based on the need and desirability, as well as a conclusion on the overall feasibility of the investment in the service station.

## SECTION TWO

### THE MACRO ENVIRONMENT DOWNSTREAM FUEL INDUSTRY

## 2. BACKGROUND

### 2.1.1. COVID-19 PANDEMIC

The South African economy stands to gain a massive return on capital from the money spent on funding Covid-19 vaccines, according to a new study. "These are significant sums. However, what really moves the dial on the pace of our economic recovery is the speed at which the country can secure sufficient vaccine supply and achieve a successful vaccine rollout," said Discovery Health CEO Dr Ryan Noach. Noach said the quicker SA reaches population immunity and overcame the spread of Covid-19, the less it has to worry about the lockdowns that have dealt a massive blow to the economy.

The researchers forecast three possible paths for economic recovery between now and 2025. And the sooner more people get vaccinated, the greater will be the country's ROI will be. They looked at the impact of the different lockdown levels, fiscal and monetary policy interventions, and other external shocks that affect the country's economic recovery, such as load shedding, to estimate these different paths. In 2021, PwC's model projected three economic growth scenarios ranging from a 0.8% to a 5.2% increase in the GDP.

If the country has a slower vaccine rollout, causing it to reach population immunity after mid-2022 and ends up with load shedding that is as bad as it was in 2020, it could face the worst scenario of 0.8% GDP growth in 2021. Under this scenario, South Africa would return to pre-Covid-19 levels of growth in seven years and only reap the lowest possible ROI from its vaccine procurement spend. PwC said it is still too soon to rule out the worst scenario.

The base scenario forecasts growth of 3% in 2021. To reach this, SA must achieve population immunity by no later than mid-2022 and pray that the current third wave of infections is moderate. However, as the third wave is currently sweeping through Gauteng, daily

infections in the province surpass the second wave's peak. The health ministry is now fearing that Gauteng's infections will soon start spilling over other provinces. And insurers who are closely watching death claims say the third wave is likely to be as bad as the second wave.

The base scenario also needs Eskom to keep load shedding at levels similar to those seen in 2019. If all that happens, SA could return to pre-Covid-19 growth levels in three years and reap a 16.6-fold ROI from the billions it spent on the vaccines. The best scenario anticipates a short-lived Covid-19 third wave and that the country reaches population immunity by the end of 2021. That scenario would result in a 20-fold economic benefit to South Africa's GDP in 2021. However, given the pace of the vaccine rollout and the surge in the third wave infections, it is starting to look like an unlikely path.

### 2.1.2. MACROECONOMIC PERFORMANCE

The thirteenth edition of the South Africa Economic Update, building back better from COVID-19, with a special focus on jobs, examines how supporting young entrepreneurs could be one of the ways the country could address, unemployment, among its other pressing social challenge in an environment of weakened economic growth. The Economic Update expects South Africa's growth to rebound to 4% in 2021, the fastest pace in over a decade, bouncing back from last year's deep contraction of 7%. However, medium-term prospects for higher and more inclusive growth remain constrained. Growth is expected to slow down to 2.1% in 2022 and to 1.5% in 2023.

The report suggests that entrepreneurship and self-employment offer the biggest opportunity to create jobs in South Africa, particularly with the increasing number of start-ups, especially in the digital sector, which could become an engine of jobs growth in the future. Cape Town alone, the 'tech capital of Africa', has over 450 tech firms and employs more than 40,000 people. In 2020, a total of \$88 million (R1.2 billion) disclosed investments went into its tech start-ups.

### 2.1.3. PETROLEUM INDUSTRY PERFORMANCE

Oil is the main resource that fuels the world economy.

According to the South African Petroleum Industry Association (SAPIA), the fuel sector contributes about 6% to the country's GDP while supplying some 18% of South Africa's primary energy needs through annual sales of 27 billion litres of liquid fuels. In 2016, the nine members of the South African Petroleum Industry Association (SAPIA), who are the main

manufacturers of petroleum products, had total assets of R125.1bn and made an operating profit of R19bn.

Currently, South Africa produces 5% of its fuel needs from gas, 35% from coal and 50% from local crude oil refineries. The most recent statistics show that nearly 80% of South Africa's crude oil is imported through the single buoy mooring (SBM) system off the coast of Durban. Shell (26%), Engen (26%), BP (26%), Sasol Oil (16%) and Total (6%) own the SBM, which is managed and operated by SAPREF, the country's largest oil refinery. Statistics show that the domestic downstream refined product market has seen a gradual shift from being a net export market to a net import market in the last 15 years with approximately 8 billion litres a year being imported.

The South African petroleum industry looks at current conditions and refining capacity in the local sector and focuses on factors that influence the success of the industry. Key constraints to the country's commercial production of biofuels which include the national regulatory environment and remarkably high input costs are also discussed. Profiles for 61 companies involved in all sub-sectors of the industry are provided. Companies range from SMME Blue Chip Lubricants which recently sold 51% of the company to Lutramart Oils (Pty) Ltd, a black-owned lubricant distributor, and Chevron South Africa which announced its intention of selling 75% of its stake in Calref to China Petroleum & Chemical Corporation (Sinopec) for R11.3bn in March 2017.

The oil industry is divided into upstream and downstream activities. Upstream refers to the exploration and production of crude oil. Downstream refers to the refining, transportation and marketing of end-user products. South Africa has no crude oil reserves of its own, and about 60% of its crude oil requirements are met by imports from the Middle East and Africa (Source: South Africa Yearbook 2012/2013).

The major petroleum products that are sold in South Africa are petrol, diesel, jet fuel, illuminating paraffin, fuel oil, bitumen, and liquefied petroleum gas (LPG). Petrol and diesel are the major liquid fuels that are used in South Africa.

The government regulates wholesale margins and controls the retail price of petrol. South African petroleum prices are regulated, based on import parity price formulas. This means that the domestic price is influenced by supply and demand for petroleum products in international markets, combined with the rand/dollar exchange rate.

#### 2.1.4. THE PETROLEUM INDUSTRY VALUE CHAIN

The petroleum industry is divided into three major components: upstream, midstream and downstream activities.

- Upstream activities refer to the exploration and production of crude oil. South Africa has little commercially exploitable crude oil, with the Oil and Gas journal estimating the country has proven reserves amounting to about 15 million barrels.
- Midstream activities refer to the refining, transportation (by pipeline, rail, oil tanker or truck), storage and wholesale marketing of crude or refined petroleum products.
- Lastly, downstream activities refer to the transportation and marketing of end-user products. The figure below represents the general value chain.

Figure 1: General value chain



Petroleum products are moved from refineries by pipelines, rail, sea and road to approximately 200 depots, 4 600 service stations and 100 000 direct consumers.

Figure 2: Map showing the location of refineries in South Africa



TABLE 2: South African refinery ownership and crude throughput

Crude oil refined at the following refineries:		
Name	Crude throughput (2013)	Ownership
Chevref	100 000 barrels per day	Chevron South Africa
Enref	120 000 barrels per day	Engen Petroleum
Natref	108 000 barrels per day	Sasol / Total South Africa (64%/36%)
Sapref	180 000 barrels per day	Shell South Africa / BP Southern Africa (50%/50%)
Coal and gas processed and refined at:		
Sasol Secunda	150 000 barrels per day	Sasol
PetroSA	45 000 barrels per day	PetroSA

Source: <https://www.sapia.org.za/overview/south-african-fuel-industry>



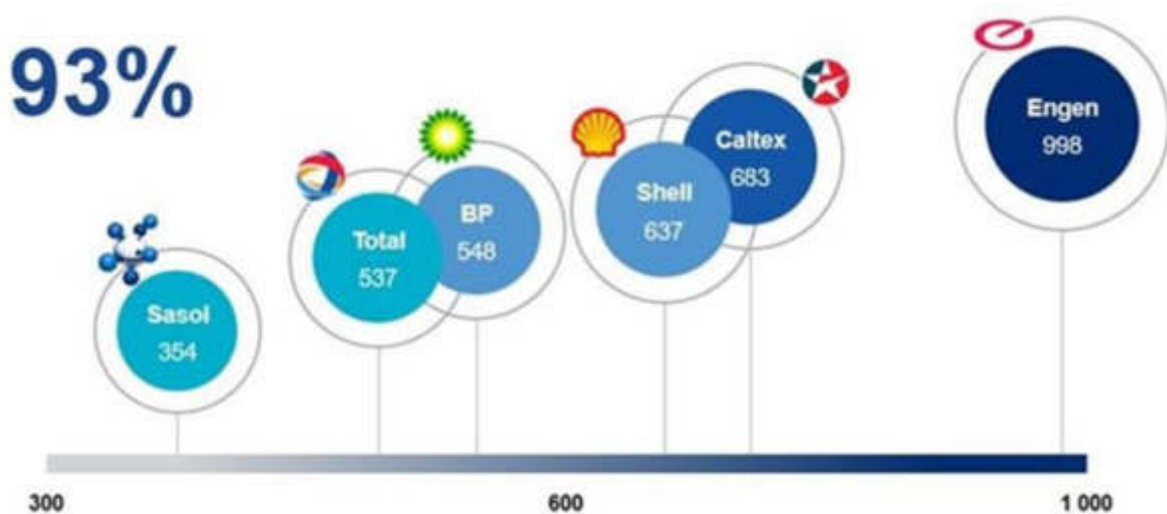
South Africa’s retail fuel industry, which is made up of 4 600 retailers countrywide (SAPIA, 2016), accounted for most of the petrol used. However, petrol consumption declined at an annual rate of 3% from 11 billion litres in 2007 to 7.5 billion litres in 2016. The petrol market share declined from 75.8% in 2007 to 69.3% in 2016 in the retail sector. The biggest drop was in 2016 by 18.7% year-on-year. Diesel consumption increased at an average of 1% per annum, however, it dropped in 2016 by 17.3% year-on-year.

Most of the diesel consumed in the country was in the commercial sector, and grew by an annual average of 3.9%, from 7 billion litres in 2007 to 9 billion litres in 2016. The commercial operators use their own storage and dispensing facilities for refuelling vehicles and use diesel for stationary engines, such as small boilers and generators, as well as for heavy machinery for production purposes. Therefore, the increase in diesel demand from the commercial sector was mainly driven by strong economic growth. The average annual consumption of petrol in the commercial markets grew at an average rate of 14% per year, from 1 billion litres in 2007 to 4.2 billion in 2016.

Lightstone, a provider of comprehensive data, analytics and systems on property, and Tracker, a vehicle tracking company, have partnered to use data from telemetry devices covering half a million vehicles to gain insights on the movements and choices of people.

Lightstone has also captured locations of most of the services station landscape, around 4,027 service stations, which highlights that the South African service station landscape is dominated (93% of all outlets) by six brands.

Figure 3: SA’s top service station brands



Some of the upcoming new brands include Puma with 114 outlets, Exel with 59 outlets and Ener-Gi with a network of 25 service stations across the country.

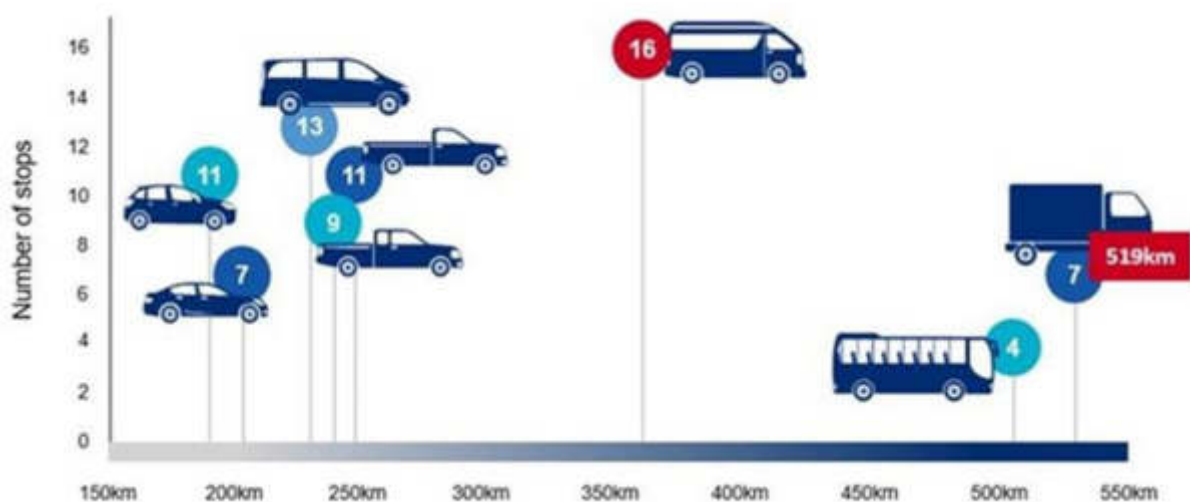
Service stations are clustered in the metro and dispersed in non-metro areas, which is intuitive as service stations are needed more where most people live. Although roughly 50% of the service stations are in non-metro areas, only 38% of the vehicles (aged between 0 and 15 years) ‘live’ in non-metro areas.

“This is likely to be because the role of service stations in non-metro areas is two-fold: partly to service the non-metro-based cars, but they also need to be able to service the large bulk of metro-based cars as they travel through non-metro areas during long-distance travel,” says Reid.

Interestingly, this relationship does not hold true for township areas. Overall, around 12% of the cars on the road (between 0 and 15 years old) are found in township areas, and the ratio of service stations to vehicles is equal in both non-metro and metro township areas.

The average motorist stops at a service station approximately nine times per month, typically covering 220km between stops. “This tells us that consumers are stopping more often at stations than is required simply to refuel,” says Reid. Vehicles that stop the least number of times are the luxury passenger types, with an average of seven times a month and those that tend to stop the most times a month are taxis with up to 16 stops per month.

Figure 4: An infographic of the number of stops of different sized vehicles.



Consumer loyalty to service station brands has also played a big part in the last several years, partly due to the benefits they acquire from third parties.

“In polls conducted at all the Nedbank Franchise Roadshow events, the audiences consistently indicated that around a quarter of people chose which service station to stop at on the basis of the loyalty scheme partnerships present at that brand,” says Reid. “This is a substantial driver of choice that is being leveraged by the major fuel station brands”.

Additionally, brand loyalty also does not end with loyalty rewards, but branded grocery retailers also play a crucial role in the successful consumer conversion from one service station brand to another. ‘Conversion’ is the proportion of consumers accessible to the service station (that is, driving on the road segments next to the service station) that choose to turn in to that service station.

Looking at the conversion rates of service stations with or without branded grocery retailers, Lightstone evaluated two of the biggest players, namely BP and Engen. The markable results show that BPs that host a Pick n Pay convenience store have a conversion rate of 8,1% compared to 4,9% without. Engen service stations with a Woolworths offering have a 9% conversion rate in comparison to 5,3% for Engen service stations that do not have this retailer on their premises.

Figure 5: A view of the service stations and their various convenience and rewards offerings

Service station	Convenience store	Coffee brands	Fast foods	Loyalty reward
			Corner Bakery, Wimpy, Steers and Various QSR's	
			Crispy Chicken, Hooked on Fish & Chips, Grill 'n Go, Pizza Stop and Biltong Bar	
			Steers Diner, Pharmashop and Others	
			Several	
			Mugg & Bean and Others	
			Unknown	

Increasingly, the franchising environment is playing a key role in the service station ecosystem. Although the main revenue stream for service station owner remains fuel, the partnerships with retailers, and loyalty schemes, play an important part in drawing customers in.

“As we continue to connect more customers and build on our vehicle base of over 1.1 million vehicles, the data we collect is proving how valuable connected behavioural data is in providing insight into consumers’ interaction with brand ecosystems.

The next exciting opportunity is how these connections help brands build the personalised convenience and services consumers are looking for,” says Michael Du Preez, executive product and Marketing at Tracker.

In a competitive environment, every extra customer conversion count towards the success of the service station and its ecosystem of retailers.

The petroleum industry was licensed for the first time in 2005, in terms of the Petroleum Products Amendment Act, 2003. The Government limits the number of licenses allocated. Manufacturers and wholesalers are prohibited from holding a retail license except for training purposes.

The DoE also oversees and regulates the development of energy and implementation thereof. The White Paper on Energy Policy was developed in 1998 and has been used as the premier policy document which guides all subsequent policies, strategies and legislation within the energy sector. The objectives of the White Paper are to increase access to affordable energy services, improve energy governance, stimulate economic development, manage energy-related environmental and health effects and secure supply through diversity.

The 1998 White Paper on the Energy Policy set the sustainable presence, ownership or control by historically disadvantaged South Africans of a quarter of all facets of the liquid fuels industry or plans to achieve this as a milestone to trigger the substantive re-regulation of the petroleum and liquid fuels industry in South Africa.

The Government has linked the re-regulation of the industry to the meaningful participation in the industry by South Africans who were excluded in the past through the general racial political dispensation, social inequalities and provisions governing the industry specifically. In pursuit of this objective, the Government has taken various steps together with industry leaders and associations, such as the South African Petroleum Industry Association (SAPIA) and the African Minerals and Energy Forum (AMEF).

While transformation and de-regulation need to take place with a minimum of disruption and unintended negative consequences, the meaningful participation by historically disadvantaged South Africans in the economy is an urgent and overriding national economic

and political imperative. After initial consultations, the task team embarked on a series of workshops examining the entire liquid fuels petroleum industry in South Africa:

- Oil and gas exploration and production
- Crude oil refining
- Synfuels manufacturing
- Marketing of petroleum products
- Transportation of petroleum products

Industry associations were tasked to ensure that any unorganized industry players are brought into the process. Efforts were made to this end, and some of these companies did participate in part of the deliberations.

The Liquid Fuels Empowerment Charter (LFC) emerged as an attempt to capture the frustrations of the new participants in the industry and the ways in which transformation could best be facilitated. In some ways, the process leading to the signing of the charter was as important as the document itself. The final document, signed by key industry players in November 2000, is a statement of the commitment of the signatories to the transformation of the industry as a principle, as well as details of the key measures and expectations.

Since then, it has become the organizing force in the transformation of the liquid fuels sector.

The areas focused on by the task team were:

- **Employment equity:** The key concern here was the participation of historically disadvantaged South Africans in the mainstream of the industry, especially at managerial and operational levels.
- **Capacity building:** The industry requires certain high-level skills that are in general inadequately provided for in the South African labour market. Emerging companies are especially under-skilled. A key driver in their success will thus be the extent to which their capacity can be accelerated.
- **Ownership and control:** The industry is highly capital intensive, with major infrastructure. This has historically been in the hands of multinational

companies. The focus here was on the acquisition of such ownership by historically disadvantaged South Africans, and what such ownership would entail.

- **Financing:** The key obstacle for new and small entrants into the industry is its high capital intensity and relatively low or slow return rate. Financing mechanisms will need to be devised if this objective is to be achieved.
- **Procurement:** In the past, positive, or affirmative procurement policies have been used to accelerate the growth of new entrants. This avenue was examined as a key driver in the nurturing of emerging companies from all sectors. The focus here was on both the private sector and public sector procurement.
- **Legislation and regulation:** The White Paper which contained the milestones achieved was examined to determine the extent to which it may assist or hamper progress and arrive at interventions at this level. Industry agreements were also examined as part of this focus.

In May 2010, the Minister of Energy, Ms. Dipuo Peters, indicated that the Department of Energy (DoE) will conduct an audit into the compliance of the oil industry with the provisions of the Liquid Fuels Charter (LFC) before the 10<sup>th</sup> anniversary of the signing of the first-ever empowerment charter, the Liquid Fuels Charter.

The compliance audit was finalized in April 2011 and the final audit report with recommendations was in circulation in Cabinet. The objective of the audit was to have a comprehensive, independent, and representative assessment of the state of transformation within the industry against the set charter targets. It would also identify bottlenecks in its implementation, the interventions required and develop standardized criteria to assess and monitor transformation and compliance within the petroleum and liquid fuels industry, throughout the value chain.

The LFC's strategic focus areas were ownership, control, supportive culture, capacity building, employment equity, financing, preferential procurement, and terms of credit to Historical Disadvantaged South Africans (HDSA) companies.

There were several implementation challenges that the charter faced:

- LFC compliance was not monitored regularly and there were no serious consequences for non-compliance,
- Financial sustainability of Black Economic Empowerment (BEE) deals,
- Continued barriers to entry such as access to finance, access to infrastructure, lack of pricing transparency and skills transfer to retailers,
- The lack of women representation, and
- The abuse of the HDSA definition that was used to include white females.

With regards to retailers, the license applications of the DoE reflected a trend in which a section of the population was applying for the licenses. The most lucrative sites were still unobtainable, and the playing field was not level. In relation to people with disabilities, the DoE was not doing as well as they were supposed to do. There was one wholesale application the DoE received from an association of people with disabilities and the application had been processed.

The Minister of Energy also mentioned the reviewing of the Petroleum Products Act (PPA) to further strengthen the legislative framework's ability to address the needs of a developmental state, including the transformation of the liquid fuels industry. By law, it has become the DoE's responsibility to implement transformation in considering license applications to promote the advancement of historically disadvantaged South Africans, and to give effect to the charter.

The Controller of Petroleum Products may require any category of the license holder to furnish information, as prescribed, in respect of the implementation of the charter.

#### 2.1.5. SOUTH AFRICA'S FUEL PRICE

South Africa's fuel prices are heavily influenced by trends in the global market and are linked to the global market by the Basic Fuel Price (BFP) system. The BFP is determined by considering the movement of international petroleum product prices, as well as the US dollar/rand exchange rate. The largest component of the BFP is the price that one would be paying on international markets when physically importing products to South Africa and it includes freight, insurance, ocean loss, landing, coastal storage, the financing of the coastal storage, etc. In turn, the BFP constitutes approximately 43% of the retail fuel price in South Africa.

The remaining 57% is made up of domestic elements that are subject to Government control. These elements comprise fuel tax, equalisation fund levy, customs and excise levy, Road

Accident Fund, slate levy, transport costs, wholesale margins, retail margins and service costs.

The government by means of the Department of Energy (DoE) regulates the retail price of petrol and the wholesaler’s purchase price for diesel. The petrol price is linked to the international refined petrol price. Petrol prices in certain markets are quoted in United States (US) dollars. This means that the domestic price of petrol is influenced by the supply and demand for petroleum products’ international markets.

### 2.1.6. DIESEL WHOLESAL PRICE

As of March 1998, the wholesale price of diesel, but not the retail price is regulated. Diesel prices are regulated only up to the wholesale level; so, the retail price of diesel is not regulated. The published wholesale price therefore serves as a reference price.

A composition of the wholesale prices for diesel in inland (Gauteng)inland (Gauteng)inland (Gauteng) for the period 05 January 2022 to 02 February 2022 will be as follows:

 **TABLE 3: INLAND diesel composition**

#### INLAND FUEL PRICE (Zone 9C) OF THE WHOLESAL PRICE FOR DIESEL

INLAND FUEL PRICE (Zone 9C) INLAND FUEL PRICE (Zone 9C) INLAND FUEL PRICE (Zone 9C)	Diesel 0.05% Sulphur	Diesel 0.005% Sulphur
	Cent per litre	Cent per litre
Contribution to the basic fuel price (BFP)	978,630	981,030
Wholesale margin	80.220	80.220
Service cost recoveries	48.640	48.640
Storage, handling & delivery costs	30.700	30.700
Distribution cost	17.940	17.940
Router differential	-	-
Dealer’s margin (*)	-	-
Zone differential in Gauteng	64.900	64.900
IP tracker levy	0.100	0.100
Fuel levy	379.000	379.000
State levy	30.700	30.700



Customs and excise duty	4.000	4.000
RAF levy	218.000	218.000
DSML (Inland demand levy)	-	-
Petroleum products levy	0.330	0.330
Equalization fund levy	-	-
Pump rounding	-	-
Sub-total	825.890	825.890
Retail price	-	-
<b>Wholesale price</b>	<b>1,804.520</b>	<b>1,197.688</b>

Source: <https://www.shell.co.za/motorists/shell-fuels/petrol-price.html>

### 2.1.7. REGULATORY ACCOUNTING (RAS) FOR PETROLEUM

The RAS determines margins for retail petrol only. The main reason is that retail petrol is a regulated product and the price per fuel zone is promulgated in the Government Gazette monthly.

The transitional phase of the RAS lasted for a period of two years with the end-state implementation on 4 December 2013. The transitional phase was necessary to enable market players to prepare for the end-state implementation, as this system is substantial changes in the way business was done in the past in the fuel industry.

The RAS provides a transparent, justifiable, and predictable mechanism that will provide acceptable returns to current and future investors in petroleum marketing activities in South Africa during the period in which these activities remain regulated.

The DoE finalised the reviews of the secondary storage asset base, the benchmark service station asset base, and the retail operating expenditure in the 2015/2016 period. To date, the studies have not been implemented. Although the DoE has finalised the RAS manual it has not been published during 2017. The 2017 RAS margin adjustments, the secondary storage, secondary distribution, wholesale margin and retail margin became effective on 6 December 2017.

The composition of the retail price of petrol in inland (Gauteng)inland (Gauteng)inland (Gauteng) for the period 05 January 2022 to 02 February 2022 will be as follows:



TABLE 4: INLAND petrol composition of retail price

INLAND FUEL PRICE (Zone 9C) INLAND FUEL PRICE (Zone 9C) INLAND FUEL PRICE (Zone 9C)	Petrol 95 ULP	Petrol 93 ULP & LRP
	Cent per Litre	Cent per Litre
Contribution to the basic fuel price (BFP)	969.630	954.630
Wholesale margin	45.500	45.500
Service cost recoveries	48.640	48.640
Storage, handling & delivery costs	30.700	30.700
Distribution cost	17.940	17.940
Router differential	-	-
Dealer's margin (*)	228.8	228.8
Zone differential in Gauteng	64.900	64.900
IP Tracker Levy	-	-
Fuel levy	393.000	393.000
State levy	30.700	30.700
Customs and excise duty	4.000	4.000
RAF levy	218.000	218.000
DSML (Inland demand levy)	10.000	-
Petroleum products levy	0.330	0.330
Equalisation fund levy	-	-
Pump rounding	0.500	0.500
Subtotal	1,044.370	1,989.000
Retail price	<b>2,014.000</b>	<b>1989.000</b>
Wholesale price	1,785.200	1,760.200

Source: <https://www.shell.co.za/motorists/shell-fuels/petrol-price.html>

Dealer's Margin (*)	133,070
Opex margin contributions	133,070
Capex only	94,820
Entrepreneurial compensation	30,200
Combined Opex and Capex	227,890

### 2.1.8. PRODUCT QUALITY

Over the years, the South African petroleum fuel sector has evolved in line with global trends. This evolution has been influenced primarily by environmental challenges and geopolitical uncertainties, the status of the socioeconomics, international trade, as well as changes in vehicle technology.

Petrol and diesel specifications were first regulated in 2006 in South Africa following the phase-out of lead, the introduction of benzene and aromatics specifications, and the reduction of sulphur in diesel, to reduce vehicle emissions. Diesel sulphur was reduced from 3 000 parts per million (ppm) (0.3%) to a standard grade of 500 ppm (0.05%) maximum sulphur content and is also available in a lower sulphur grade of 50 ppm (0.005%) maximum sulphur.

Emission-reduction enabled fuels to have been available in South Africa since 1996, when unleaded petrol was introduced. However, new vehicle emissions have only been controlled for all new vehicle sales since the beginning of 2008. Consumption of lead replacement petrol (LRP) products declined over the years, with a concomitant increase in unleaded petrol (ULP). The market share of ULP increased from 28% in 2002 to 85% in 2013, with the 95-octane grade dominating the market since 2009 at 34% to 49% in 2013.

### 2.1.9. ECONOMIC TRANSFORMATION AND GOVERNANCE IN THE OIL INDUSTRY

The Department of Energy commissioned an audit in 2010 to assess compliance to the LFC by the oil companies/signatories (SAPIA Members) and related progress towards the transformation of the industry. The South African petroleum and liquid fuels industry has achieved a compliance rating of 48% during the ten years since the Department of Energy tabled the charter designed to transform the industry, as founded in the audit.

The audit measured the companies against 13 elements within the charter, namely ownership, management control, supportive culture, capacity building, employment equity, private sector procurement, access to joint facilities, refining capacity, retailing, wholesaling, financing, terms of credit and synfuels supply within the companies.

Regarding ownership as the second highest scoring on the LFC element, the average effective black shareholding is 18.91%, and the black women representation is 6.72%. None of the black shareholders have fully fulfilled obligations of ownership except for one oil company (Total SA).

In terms of the highest-scoring elements in terms of LFC and BEE, management control mostly white males and foreign nationals occupy strategic and senior positions as key decision-makers. The highest population of HDSA's is in Human Resources, Strategy and Procurement (excl. crude). The highest population of whites/foreign nationals is in Refinery Management, Finance and Planning.

Capacity building was the second worst performing element, mainly due to the lack of mentorship programmes, overseas exposure, talent pool identification and fast tracking and effectiveness reviews.

Employment equity and supportive culture accounted for the third lowest scoring element, as black representation in all management levels is well below the target of 87.5%.

On procurement, it was determined that only half of the oil companies comply with this element. The main differentiator being crude and other imports procurement and supply is controlled by international companies.

Regarding access to joint infrastructure and wholesaling as an LFC, key requirement oil companies did not comply with access to refining and capacity but did comply with fair ownership and equitable opportunities for wholesalers.

Retailing indicated that most of the ownership and volumes pumped by whites outnumbered those of the HDSA's collectively. There is still a challenge of ensuring equitable site allocation to HDSA's for various reasons, including limited site availability.

It has therefore become a focal point to renew the effort to address these shortfalls. Key achievements in this space include a focus on reviewing and revising ownership levels as per the current B-BBEE Codes of Good Practice and addressing under-representation of black females, especially in positions of leadership. Of the six oil majors, three currently hold Level Two contributor status with the remaining three having achieved Level Three status. Retail transformation continues to deliver positive yield across the sector with an unrelenting drive to redress the disparity of black retail site ownership.

#### 2.1.10. NATIONAL FREIGHT INSTITUTIONAL OVERVIEW

The freight transport industry is a complex institutional model that varies across the input sectors. The Government is generally responsible for the development of policy and the execution of regulatory functions. The role of the private sector varies significantly across

the input sectors from a limited scope in rail and ports to complete domination in road freight transport.

The Government is primarily responsible for the development of road infrastructure, and only the national network system is the responsibility of a public commercial entity, i.e., the South African National Road Agency Limited (SANRAL). There is currently limited economic regulation of freight transport movement on the road network, and safety regulation is mainly the responsibility of government law enforcement authorities.

South African road freight operators move around 647 million tons of freight per annum. It is estimated that in tonnage terms, 29% is moved by operators for reward, whilst the remaining approximately 69% is moved in-house. Approximately 70% to 80% of freight in South Africa is moved by road because it is more flexible than rail transport.

South Africa has 52 significant border posts. Most of them are small and more than 60% of freight traffic is handled by the top five border posts namely Lebombo, Beitbridge, Oshoek, Nakop and Maseru Bridge. Efficiency at the border posts is being compromised by a shortage of experienced staff. Manual clearing takes twice as long as electronic clearing, and the facilities have not kept pace with the demand at the border posts. The inefficiency at border posts spills over into the freight environment, creating excessive opportunity cost in relation to time and costs. Border posts such as Beitbridge also experience some constraints in its ability to respond to changes in traffic flow over time because of its poor-quality resource base and a lack of sustained infrastructure investment.

Data released by Statistics South Africa shows that the volume of goods transported (payload) increased by 1,0% in 2016 compared to 2015 in South Africa.

The corresponding income decreased by 4.4% over the same period. Income from freight transportation decreased by 4.7% in the three months ended February 2016, compared with the three months ended February 2015. Stats SA says the main contributor to this decrease was primary mining and quarrying products (-12.7% and contributing -4.4 percentage points).

## 2.1.11. INTRODUCTION TO INDUSTRY ROLE-PLAYERS

### 2.1.11.1. PETRO SA

The Petroleum, Oil and Gas Corporation of South Africa (SOC) Limited (PetroSA), is South Africa's national oil company. It owns, operates and manages South Africa's petroleum industry commercial assets.

PetroSA is registered under South African law, employs about 2000 people and has its headquarters in Cape Town.

PetroSA vigorously pursues investment opportunities both internationally and within South Africa, with a special focus on Africa.

A pioneer in Gas-to-Liquids (GTL) technology, PetroSA owns and operates one of the world's largest GTL refineries. GTL technology is recognized throughout the world for producing the 'cleanest' fuels, through an environmentally friendly process.

PetroSA is currently at an advanced stage of a project that could see the establishment of a world-class crude refinery in South Africa's Eastern Cape Province. The project, known as Project Mthombo, will create the biggest refinery in Africa.

PetroSA's gas-to-liquid plant supplies about 7 percent of South Africa's liquid-fuel needs. The products are supplied to oil companies that market them under their own brand names. PetroSA also produces anhydrous alcohols and speciality fuels that are exported and earn the company more than R500-million a year. PetroSA's oilfield, Sable, situated about 150km south off the coast of Mossel Bay, is expected to produce 17 percent of South Africa's oil needs.

#### 2.1.11.2. CENTRAL ENERGY FUND

The Central Energy Fund (CEF) is involved in the search for appropriate energy solutions to meet the future energy needs of South Africa, the Southern African Development Community and the sub-Saharan African region. This includes oil, gas, electrical power, solar energy, low-smoke fuels, biomass, wind and renewable energy sources. The CEF also manages the operation and development of the oil and gas assets and operations of the South African government.

The CEF, through its integrated oil company subsidiary, PetroSA, is involved in the exploration for oil and gas onshore and offshore in South Africa and the rest of Africa. It is also involved in the production of environmentally friendly petroleum fuels and petrochemical products from gas and condensate at its synfuels refinery outside Mossel Bay and the management of oil-storage facilities.

The Strategic Fuel Fund manages South Africa's strategic crude oil reserves.

Oil Pollution Control SA, a CEF subsidiary company, provides oil prevention, control and clean-up services, mainly in South African ports and coastal areas, in terms of South Africa's National Environmental Management Act 1998, Act 107 of 1998.

Through its subsidiary, the Petroleum Agency of South Africa (PASA), the CEF manages the promotion and licensing of oil and gas exploration, development and production in South Africa and the coastal areas offshore, as part of creating a viable upstream oil industry in the country.

CEF subsidiary iGas acts as the official agent of the government for the development of the hydrocarbon gas industry, comprising liquefied natural gas and LPG in South Africa.

#### 2.1.11.3. (SASDA) SOUTH AFRICAN SUPPLIER DEVELOPMENT AGENCY

The South African Supplier Development Agency (Pty) Ltd (SASDA) is a state-funded supplier-development agency, reporting to the Department of Minerals and Energy. It has been established as a subsidiary of CEF (Pty) Ltd in accordance with the Ministerial Directive dated 20/05/2007. It is a company established under Section 21 of the Companies Act

SASDA's focus is on development of black suppliers and assisting national government in meeting the national goals of economic development and the improvement of quality of life of all citizens. SASDA is primarily concerned with increasing access to industry procurement opportunities by black suppliers.

The original focus was procurement opportunities in the oil industry. When SASDA was incorporated into CEF, the Minister pronounced on an expanded role which includes State Owned Enterprises. Additional attention will be on the development of rural communities, people with disabilities, women and the youth.

#### 2.1.11.4. (NERSA) THE NATIONAL ENERGY REGULATOR

The National Energy Regulator (NERSA) is the regulatory authority established in terms of the National Energy Regulator Act, 2004 (Act No. 40 of 2004) with the mandate to undertake the functions of the Gas Regulator as set out in the Gas Act of 2001, the Petroleum Pipelines Regulatory Authority as set out in the Petroleum Pipelines Act of 2003 and the National Electricity Regulator as set out in the Electricity Act of 1987 as amended.

While the electricity industry has been regulated for the past ten years, the piped-gas and petroleum pipeline industries in South Africa will be regulated for the first time. In 2002, the Cabinet decided that the NERSA would be used as the basis to create the National Energy

Regulator. In anticipation of the future development of these industries the Gas Act of 2001 and the Petroleum Pipelines Act of 2003 were passed to promote the orderly development of the piped-gas and petroleum pipelines industries. Both Acts mandated the establishment of a regulator.

NERSA's mandate is further derived from written government policies as well as Regulations issued by the Minister of Minerals and Energy. NERSA is expected to proactively take necessary regulatory actions in anticipation of and in response to the changing circumstances in the energy industry

#### 2.1.11.5. (PASA)

PASA, the South African Agency for Promotion of Petroleum Exploration and Exploitation, has been successful in encouraging international exploration companies to evaluate the country's oil and gas opportunities.

The FA-EM gas-field complex off Mossel Bay started production in the third quarter of 2000. Initial reserves have indicated that it will provide sufficient feedstock to the Mossel Bay Refinery until 2009. The GTL production level at the refinery is currently 31 150 barrels of petroleum products per day.

Parallel exploration is being carried out in various other sections of the Bredasdorp Basin off the coast of Mossel Bay to locate reserves for PetroSA beyond 2009.

The field, which came into operation in August 2003, was initially projected to produce 30 000 to 40 000 barrels (bbls) of crude oil a day and 20 million to 25 million bbls over the next three years. The net savings in foreign exchange to South Africa would be equivalent to PetroSA's bottom-line profit, depending on the crude oil price.

PetroSA holds 60 percent working interest in Sable, while Dallas-based partner company Pioneer Natural Resources holds the remaining 40 percent.

Designated in terms of the Mineral and Petroleum Resources Development Act, Petroleum Agency SA promotes exploration for onshore and offshore oil and gas resources and their optimal development on behalf of government. The Agency regulates exploration and production activities, and acts as the custodian of the national petroleum exploration and production database



#### 2.1.11.6. (SAPIA) THE SOUTH AFRICAN PETROLEUM INDUSTRY ASSOCIATION

The South African Petroleum Industry Association (SAPIA) is the voice of the petroleum industry in South Africa. It represents the collectives' interests of its members which are BP Southern Africa (Pty) Ltd, Chevron South Africa (Pty) Ltd, Engen Petroleum Limited, PetroSA (Pty) Ltd, Sasol Limited, Shell SA (Pty) Ltd and Total South Africa (Pty) Ltd.

The association plays a strategic role in addressing a range of common issues relating to the refining, distribution, and marketing of petroleum products, as well as promoting the industry's environmental and socio-economic progress. SAPIA fulfils this role by proactively engaging with key stakeholders, providing research information, expert advice and communicating the industries to government, members of the public and media.

Given the strategic nature of the liquid fuels industry, it is subject to varying degrees of government regulation. The industry is regulated by the South African government's Department of Energy which, in turn, is monitored by a Parliamentary Portfolio Committee. The National Energy Regulator of South Africa is also responsible for regulating the petroleum pipelines industry in accordance with the provisions of the Petroleum Pipelines Act, 2003 (Act No. 60 of 2003).

#### 2.1.11.7. MIBCO - MOTOR INDUSTRY BARGAINING COUNCIL

The Labour Relations Act (66 of 1995) provides for the self-regulation of industries through the medium of Bargaining Councils.

MIBCO is a Bargaining Council as envisaged in the Act whose mission is to create and maintain industrial peace and stability in the Motor Industry. It provides the following services to approximately 14 000 Employers and 182 000 Employees throughout the RSA:

- Forum and facilities for Collective Bargaining
- Settlement of Labour Disputes
- Provision of Social Benefits for the upliftment of all persons falling within the industry, i.e. Pension, Provident, Medical, Sick, Accident, Maternity and Holiday Pay Funds

MIBCO consists of representatives from both Employers' and Employees' Organisations and has equal representation from both groups.

The Agreements negotiated by the Council are, where necessary, extended by the State to cover the entire Industry once satisfied that the Parties to the Council are in the majority. It is for this reason that all Employers and Employees falling within the Motor Industry fall under MIBCO's jurisdiction.

As Bargaining Councils are not funded by the State, all Employers and their Employees pay a levy for the funding of the Council.

MIBCO is a Bargaining Council as envisaged in the Labour Relations Act.

#### 2.1.11.8. RMI/SAPRA - EMPLOYERS ORGANISATION

As the lead voice in the motor industry, the RMI is a member-driven organisation that constantly seeks solutions to concerns raised by members in the day-to-day running of their businesses. Members' needs are serviced through six regional offices, manned by 83 professional staff. In addition, the RMI is the major employer representative of the Motor Industry Bargaining Council, playing a significant role in labour negotiations as well as the industry's social benefit schemes, dispute resolution processes and exemption procedures.

The South African Petroleum Retailers Association (SAPRA) represents and promotes the interests of Petroleum Retailers in South Africa.

SAPRA is a constituent association of the Retail Motor Industry Organization (RMI) consisting of members actively involved in the Petroleum Retail Industry in terms of the Constitutions of the RMI and the Motor Industry Bargaining Council (MIBCO).

SAPRA contributes to the growth and profitability of Petroleum Retailers by helping to create a sustainable environment and to make fuel retailing a business of choice for investors and businesspeople.

The aims of SAPRA are to:

- Facilitate the growth and profitability of Petroleum Retailers and make fuel retailing a business of choice.
- Support BBBEE and encourage its objectives.
- Ensure ongoing liaison with stakeholders to improve trading conditions.
- Set standards of service and ethical trading conditions.
- Improve the safety and security of retailers.
- Regulate relations between retailers and their employees as well as trade unions.
- Promote, support or oppose any proposal or action affecting members' interests.
- Engage with and participate in other bodies sharing common interests.

- Disseminate information.
- Establish service level agreements and performance standards for business partners.
- Provide for and manage training through the W&RSETA SMME training programmes; and
- Actively promote a single voice for Petroleum Retailers through the Petroleum Retail Alignment Forum (PRAF).

#### 2.1.11.9. FRA - EMPLOYERS ORGANISATION

The Fuel Retailer Association (FRA) of South Africa is a registered employer's organisation under the provisions of the Labour Relations Act.

The Fuel Retailer Association is financially independent and fully autonomous association that ensures the survival and success for all its members who are Fuel Service Station Owners in the retailing of fuel in South Africa

The association monitors and becomes involved wherever with all aspects of retail fuel governance, distribution, and sales in South Africa in order to protect and enhance Fuel Retailers interests. The Association base is through membership fees.

#### 2.1.11.10. WORLD PETROLEUM COUNCIL

The World Petroleum Council is the world's premier global oil and gas forum and is the only international organization representing all aspects of the petroleum sector. 2008 marked the 75th anniversary of the organization. The WPC was established in 1933 with the intent to promote the management of the world's petroleum resources for the benefit of mankind. The WPC's prime function is to catalyse and facilitate dialogue among stakeholders, both internal and external to the petroleum industry on key technical, social, environmental and management issues in order to contribute towards seeking solutions to those issues.

Accordingly, the WPC does not have a formal position on issues but does act as a forum to bring together in dialogue the various sectors of society that have views on specific issues. WPC is a non-advocacy, non-political organisation and has accreditation as a Non-Governmental Organization (NGO) from the United Nations (UN). The WPC is dedicated to the application of scientific advances in the oil and gas industries, to technology transfer and to the use of the world's petroleum resources for the benefit of all.

Headquartered in London, the World Petroleum Council includes over 60 member countries from around the world representing over 95% of global oil and gas production and consumption. WPC membership is unique as it includes both OPEC and Non-OPEC countries

with representation of National Oil Companies (NOC's) as well as Independent Oil Companies (IOC's). Each country has a national committee made up from representatives of the oil and gas industry, academia and research institutions and government departments. Governing body is the Council consisting of representation from each of the country national committees.

Every three years the Council organises the World Petroleum Congress hosted by one of its member countries. The triennial Congress is also known as the "Olympics" of the petroleum industry and covers all aspects of the industry from technological advances in upstream and downstream operations to the role of natural gas and renewable, management of the industry and its social, economic and environmental impact. In addition, outside stakeholders such as governments, other industry sectors, NGOs and international institutions have also joined in the dialogue.

#### 2.1.12. OUTLOOK

South Africa's petrol and diesel supply growth was steady during the past 12 years due to capacity constraints in the country. Consequently, supply was overtaken by demand. This led to a staggering increase in imports of both crude oil and refined products to satisfy the country's consumption. The increase in demand was driven by an increase in the domestic economy.

The future of the liquid fuel sector depends on four factors, namely:

- demand/growth,
- sustainable resources,
- security of supply, and
- environmental constraints.

The increase in demand for petroleum products will be determined by the growth in the country's GDP and GDP per capita, as well as the rate of urbanization. The growth in the petroleum sector will depend on the sustainability of these sources as well as the introduction of non-conventional sources. Due to low oil resources in the country, South Africa is heavily import-dependent, and the security of supply will depend on the economic and political stability in the organization of the Petroleum Exporting Countries (OPEC) as well as the substantial investment in the country's refinery capacity. South Africa needs to develop and expand its refinery capacity to ensure the continued security of supply.

### 2.1.13. CONCLUSION

South Africa's petrol and diesel supply growth were steady during the past 12 years due to capacity constraints in the country. Consequently, supply was overtaken by demand about halfway through the study period. This led to a staggering increase in imports of both crude oil and refined products to satisfy the country's consumption. The increase in demand was driven by an increase in the domestic economy.

The transformation in the transport sector, driven by research and development in efficiency and cleaner fuel, has led to the beginning of a structural shift in the liquid fuels market. Over the years, the market share of petrol declined in the country, with a concomitant rise in the market share of diesel. This has been due to an increase in the uptake of diesel-fuelled vehicles as opposed to petrol-fuelled ones, largely attributed to the fact that diesel-fuelled vehicles are more fuel-efficient combined with the relatively lower price of diesel as compared to petrol over the last few years.

The retail sector accounted for most of the petrol traded, however, its market share declined in favour of diesel trade in the sector. Diesel continuously dominated the commercial sector during the study period. Provincially, Gauteng led the consumption of both petrol and diesel followed by Kwa-Zulu Natal and the Western Cape, respectively. This was in line with the prevailing contribution of the three provinces to the country's GDP.

The use of cleaner fuels has increased over the past 12 years in all regions. Simultaneously, lead replacement petrol consumption continuously declined while consumption of diesel with 0.3% maximum sulphur was completely phased out from 2008. The use of petrol is linked to disposable income for individuals, whereas diesel usage is linked to economic activities.

The intervention of South Africa's Government with the objective to ensure sustainability and security of the supply of energy in the country will result in investment in the petroleum sector. Also, increasing collaboration between Government, business, and labour in implementing the NDP will help to realize faster economic growth and job creation, and in turn, will result in an increase in demand for liquid fuels.

# SECTION THREE

## THE MICRO-ENVIRONMENT

### 3. PHYSICAL AND LEGAL FEASIBILITY, MARKET FEASIBILITY, FINANCIAL AND ECONOMIC VIABILITY

#### 3.1. DEVELOPMENT OVERVIEW

##### 3.1.1. THE DEVELOPMENT CONCEPT

A service station land use can be defined as a building designed or used for the supplying of fuel, the sale of oil, additives, new emergency spares, promotional items, firewood, charcoal and firelighters, a convenience store, one working bay for emergency repairs to vehicles, an area for a mechanical vehicle wash unit, an automatic teller machine (ATM) and offices which are in direct relation to a service station.

The subject service station development is for the purpose of a new modern service station development with a canopy covered forecourt. The service station to be complemented by related/ancillary land uses such as a convenient store and a bakery, normally associated with such an activity. Facilities for minor maintenance of these motorists also to be considered.

The convenience store associated with the service station will contribute to the accessibility of basic food which that will be made available at the store.

The subject service station development will form part of the larger property that measures approximately 49,693 Ha in extent. The larger property is intended for several different land uses and activities inclusive of retail activities. The subject service station development and related /ancillary uses measures approximately 0,5627 Ha (1,13% of the total development area).

It can be argued that the size of the subject service station property is sufficient to be utilised for the activities with ample free space for the envisaged activities, vehicular movement and entering and exiting of larger vehicles.

The proposed public services and facilities will include educational, medical, municipal, retail and entertainment facilities as well as municipal offices, educational facilities, learning and training centres, a hotel as well as retail and business uses. A substantial area within the township will remain available for urban agriculture and future urban expansion.

Shopping/ Retail centres demonstrate a hierarchical arrangement with a low-order isolated convenience store (small grocery store) and a neighbourhood centre, both offering low order and a few higher-order facilities (variety of clothing and household stores). At regional level, the most specialised stores, as well as department stores are represented.

Ribbon developments incorporate those retail and service functions mainly orientated to vehicular traffic, including service stations, fast-food restaurants, motorcar and tyre dealers, nurseries, and other similar operations. These functions serve demand created by motorcar customers. Arterial streets with the highest traffic volumes are the most densely developed.

### 3.1.2. THE DEVELOPMENT TEAM

The professional team for the development of the subject service station facilities needs to consist of the following parties:

- Landlord/Developer
- Architects
- Quantity Surveyors
- Civil Engineers
- Traffic Engineers
- Services Engineers
- Electrical Engineers
- Building Contractor
- Project Management
- Safety Officer
- Environmental Controlling Officer

The landlord/developer, in collaboration with the retailer/lessee and oil company/fuel wholesaler, appoints the professional team to design, develop and manage the service station development process.

## 3.2. PROPERTY INFORMATION

### 3.2.1. OWNERSHIP INFORMATION

The title deed information of the larger property. Known as “Portion 27 of the Farm Arthursseat 214 - KU”, indicates the owner as the National Government of the Republic of South Africa and is held by virtue of Deed of transfer T8670/1948.

The subject service station / fuel filling station is located on a portion of the larger property “proposed Erf 14” of Portion 27 of the Farm Arthursseat 214 - KU

There are no personal and/or praedial servitudes registered against the property or the title deed that needs to be reviewed or restrictive conditions that restrict the utilisation of the property for the purpose of a service station activity/development.

Consent does not need to be obtained from the registered bondholders on the property or title deed for the utilisation of the property for the purpose of a service station activity or development as the property is not bonded.

The subject development on the property will be constructed by and to the benefit of the Dazana Investment (Pty) Ltd Registration Number 2007/010745/07.

The land has been made available for development to the Dazana Investment (Pty) Ltd Registration Number 2007/010745/07 by means of a 30-year agreement of lease between the parties.

A long-term lease needs to be obtained between Dazana Investment (Pty) Ltd Registration Number 2007/010745/07 and the operating company.

The Republic of South Africa is therefore the de jure applicant in this matter and the Dazana Investment (Pty) Ltd Registration Number 2007/010745/07 is the de facto applicant in this matter.



#### *ANNEXURE D: Ownership/Land Tenure Information*



### 3.2.2. SURVEYOR'S INFORMATION

SG diagram number 17/1/2013 obtained of the larger property, the SG diagram indicates the property being a rectangular shape, illustrated by point A B C D E F G A that indicates the property 49,6930 Ha in extent.

An official surveyor's diagram needs to be obtained of the property specific to the subject service station measuring approximately 0,5815 Ha. The portion earmarked for the development needs to be surveyed and described accordingly in the event if a lease agreement is applicable.

Surveyor's diagram(s) needs to be reviewed for any indication and description of either existing or new servitudes registered against the property.



#### *ANNEXURE E: Surveyor General Information*

### 3.2.3. ZONING INFORMATION

The property is currently zoned agricultural in terms of the Bushbuckridge Local Municipality - Land Use Scheme, 2014, and the intention is to rezone the property for different land uses. The township will be divided into several erven and the different land uses and activities are outlined in Table below.

Table 5: Proposed Development Land Uses

ERF	Proposed Land Use	Possible Activity
1	Residential	Hotel
2,3,4,5	Agricultural	
6	Business 1	Retail Centre
7	Business 1	Home Décor / building material
8	Business 1	Warehousing
9	Educational	Educational Centre
10	Educational	Primary and High School

11	Educational	Digital Learning Centre
12	Institutional	Municipal Office
13	Institutional	Medical Facility
14	Filling Station	
15	Transport Services (Bus and Minibus Taxis)	

The significant portion of the land will remain “Agricultural: as the feasibility study, as prepared by Demacon, only shows limited demand for the uses as proposed.

Motivating Memorandum (Section 2,4 of Schedule 5) of Portion 27 of the Farm Arthurseat 214-KU, Bushbuckridge Local Municipality dated 26 February 2021 confirms the appointment of RAVEN Town Planners - Professional Planning Consultants as consultant to conduct the application in terms of Section 29(1) of the of the Bushbuckridge Land Use Management By-law, 2014.

A formal application needs to be lodged to obtain the relevant Zoning in terms of The Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA) for the use of a service station on the property recognised as Proposed Erf 14, is to be zoned “Special” for a Filling/Fuel Station and related uses a portion of the larger property “ Portion 27 of the Farm Arthurseat 214 - KU “.

The objective of SPLUMA is: “To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; to provide a framework for policies, principles, norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances; to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; to provide for the establishment, functions and operations of Municipal Planning Tribunals; to provide for the facilitation and enforcement of land use and development measures; and to provide for matters connected therewith”



## ANNEXURE F: Zoning information.

### 3.2.4. IDENTIFIED SERVICES, PROPOSED AND ALTERNATIVE SERVICES

It is the responsibility of the Applicant to provide sustainable services regarding water reticulation, sewerage and waste management, stormwater drainage and electricity supply to the infrastructure of the foreseen activities. Taking into consideration the location close to existing services from Bushbuckridge Local Municipality the Applicant needs to focus on the quantity and quality of the water required, waste and effluent quantity and treatment thereof, volume of waste generated, stormwater accumulation due to hard surfaces and the capacity of electricity distribution, and the capacity of the local authority to fulfil these requirements.

The Technical Services Department of Bushbuckridge Local Municipality is responsible for water and sanitation, waste removal, technical services, roads, stormwater drainage, electricity, expanded as indicated in their repairs and maintenance programme. The Project Management Unit will be responsible for the implementation and management of capital projects such as the subject service station development in the municipality environmental management and ensure that the subject service station does not overload existing networks and affect supply.

A civil engineer needs to be appointed to investigate and compile a services report addressing bulk and internal services relating to the foreseen development.

#### 3.2.4.1. PRESSURES ON SERVICES

The key pressures include:

- Over time, maintenance of the existing infrastructure (water, sewer, stormwater, and wastewater treatment) has not been carried out regularly and sections of the network are starting to deteriorate, causing blockages and leaks in the pipes,
- The national, provincial, and local government's focus on low-cost housing will contribute to adding additional pressure onto the existing networks,
- The rate of development in the medium to higher income housing market also contributes to the pressures on the existing networks, and

- Finance for maintenance programmes and installation of new infrastructure is limited from the National Government, which has contributed to the poor state of the existing infrastructure.

#### 3.2.4.2. WATER

The following acts/legislations regulate all matters relating to water and sanitation in our country:

LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Constitution of the Republic of South Africa, Act 106 of 1996	<ul style="list-style-type: none"> <li>• To provide for the rights of access to basic water supply and basic sanitation.</li> <li>• Chapter 2, Section 27 (1) (b): Everyone has the right to enough food and water.</li> <li>• Schedule 4 (B): Water and Sanitation services.</li> </ul>
Water Services Act 108 of 1997	<ul style="list-style-type: none"> <li>• To provide for the rights of access to basic water supply and basic sanitation.</li> <li>• To provide for the setting of national standards and norms and standards for tariffs.</li> <li>• To provide for water services development plans.</li> <li>• To provide a regulatory framework for water services institutions and water services intermediaries.</li> <li>• To provide for the establishment and disestablishment of water boards and water services committees and their powers and duties.</li> <li>• To provide for the monitoring of water services and intervention by the Minister or by the relevant Province.</li> <li>• To provide for financial assistance to water services institutions.</li> </ul>
National Water Act 36 Of 1998	<ul style="list-style-type: none"> <li>• To provide for fundamental reform of the law relating to water resources; to repeal certain laws.</li> </ul>
SANS 241:2011	<ul style="list-style-type: none"> <li>• Provides for monitoring of drinking water and setting of minimum and maximum levels of determinants.</li> </ul>
Water and Wastewater by-laws	<ul style="list-style-type: none"> <li>• Provides for regulation of water and wastewater use as well as its relevant management requirements.</li> </ul>

ISO 17025:2005	<ul style="list-style-type: none"> <li>• Specifies the general requirements for the competence to carry out tests and/or calibrations, including sampling by water laboratory.</li> </ul>
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Due to the low annual average rainfall in South Africa, it becomes particularly apparent during periods of drought. The National Water Act, 1998 (Act 36 of 1998) aims to ensure that the water in South Africa is protected, used, controlled, managed, conserved, and developed sustainably and equitably for the benefit of all persons in South Africa. Water Use Licences and General Authorisations have been implemented to achieve the National Water Act aim. Thus, water use licences and General Authorisations apply to all persons and sectors within South Africa.

The National Water Act and subsequent licence requirements apply to all persons in South Africa. The National Water Act specifies 11 water uses in Section 21 that require licencing. This licencing can be achieved through a Water Use Licence or General Authorisation. In addition, persons may be exempted or deemed a lawful user of water in these categories.

The Applicant needs to arrange a consultation with the regional Department of Water and Sanitation's office to determine whether they consider the planned activity to require authorisation.

Ways in which water-saving can be encouraged:

- Communicate to staff about your water saving initiatives. Include water savings policies and procedures in staff inductions.
- Encourage staff to contribute to water-saving ideas.
- Discuss water efficiency at team meetings and provide regular reports on water use figures.
- Appoint a 'water champion' to check meters and monitor water use.
- Establish a baseline for water use and set achievable targets for saving water.
- Install water-efficient taps with an aerator or flow restrictor to use less water.
- Install lever or mixer taps. These save water by quickly reaching a desired temperature.
- Fix leaking taps and replace washers - even a slowly dripping tap can waste 10,000 litres of water over a year.
- Replace single-flush toilets with dual-flush toilets.
- Install rainwater tanks.
- Use drought-tolerant plants.

- Use a broom to clean walkways, driveways, and entrances rather than hosing these areas.

#### 3.2.4.2.1. BULK WATER SUPPLY

The design of the bulk water supply for the proposed development will be done according to the latest edition of the guidelines for human settlement planning and design (Red Book) as well as the criteria of the Water and Sanitation Department of the Bushbuckridge Local Municipality.

The required demand for the subject service station, excluding losses, is 2.0kl/day for the subject service station and approximately 1500L/Mn hs - 540 kl storage fire preparedness.

A request to the local municipality for the supply of at least 137 kl/day (including losses and summer peaks) should be submitted.

Concerns regarding the limited capacity of the existing municipal supply remains. To mitigate possible water shortages and low water pressures, it is suggested that an on-site water storage system be implemented. Therefore, on-site water storage for 48 hours would require a capacity of 60,000 litres. Water storage can always be elevated or kept under pressure via a pump system to ensure sufficient pressure to the development as well preparedness for emergency scenario such as a fire.

#### 3.2.4.2.2. GROUNDWATER

It is foreseen that the subject service station would be supplemented by making provision for a borehole for water supply.

It may be that the local groundwater sources only be used for additional local domestic demands and will not be sufficient for the development of large schemes. There may be rural communities that are solely dependent on groundwater resources; due to insufficient bulk water supply from the Bushbuckridge Local Municipality.

The National Water Act (Act No. 36 of 1998) makes provision for the protection of surface water and groundwater and their sustainable management for the prevention and remediation. To control water use, the Department of Water Affairs and Forestry needs to know what water use is taking place and how much water is being used from the different water resources.

A user must apply for a licence for any new water use that is not listed in Schedule 1 or that is not covered by a general authorisation. Water licences are therefore used to control water use that exceeds the limits outlined in Schedule 1 and allowed for under general authorisations.

### 3.2.4.3. SANITATION

#### 3.2.4.3.1. WASTEWATER TREATMENT PLANTS

New developments need to be linked to existing lines, and if necessary, construction of a water treatment plant to accommodate the lines. The waterborne system will be the best option for transporting sewer waste.

It is foreseen that the development would be supplemented by making provision for an onsite sewer treatment plant/septic tank for effluent waste, containment crease and oil separation traps. The tank shall be designed and constructed in accordance with the information contained within SANS 10400 - 1990.

Areas near fuel dispensing equipment carry a high environmental risk associated with intensive fuelling activity and the potential for minor spills to accumulate. Likely pollutants within fuel dispensing areas can include fine and coarse sediment, surfactants/detergents, oils, grease, petrol and diesel fuels, heavy metals plus other motor vehicle liquid consumables such as glycols from radiator antifreeze, hydraulic fluids, and general litter. Drainage separation options may include grading, bunding, kerbing and/or channelling. The ground surfaces within the fuel dispensing area and the tanker delivery standing area will be connected to an oil separator/grease trap, before discharging into a closed sewage treatment plant like the Becon Watertech sewage treatment plant or similar.



**FIGURE 6:** Illustration of Beccon Watertech sewage treatment plant



#### 3.2.4.4. ELECTRICITY

The following acts/legislations are only a few most important ones to regulate matters relating to electricity in our country.

LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
Occupational Health and Safety Act 85 of 1993	<ul style="list-style-type: none"> <li>• To provide for the health and safety of persons at work and the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work.</li> <li>• To establish an Advisory Council for Occupational Health and Safety; and to provide for matters connected therewith.</li> </ul>
National Energy Regulator Act no 40 of 2004	<ul style="list-style-type: none"> <li>• To establish a single regulator to regulate the electricity, piped gas and petroleum, pipeline industries; and to provide for matters connected therewith.</li> </ul>
National Energy Act no 34 of 2008	<ul style="list-style-type: none"> <li>• To ensure that diverse energy resources are available, in sustainable quantities and at affordable prices to the South African economy in support of economic growth and poverty alleviation, taking into account</li> </ul>



	<p>environmental management requirements and interactions amongst economic sectors.</p> <ul style="list-style-type: none"> <li>• To provide for energy planning, increased generation and consumption of renewable energies, contingency energy supply, holding of strategic energy feedstocks and carriers, adequate investment in, appropriate upkeep and access to energy infrastructure.</li> <li>• To provide measures for the furnishing of certain data and information regarding energy demand, supply and generation.</li> <li>• To establish an institution to be responsible for promotion of efficient generation and consumption of energy and energy research.</li> </ul>
<p>White Paper on Renewable Energy 2003</p>	<ul style="list-style-type: none"> <li>• To bring about integration of renewable energies into the mainstream energy economy.</li> <li>• To ensure that the renewable energy resources are used optimally.</li> <li>• To ensure renewable energy for rural communities, far from the national electricity grid, remote schools and clinics, energy for rural water supply and desalination, and solar passive designed housing and solar water heating for households in urban and rural settings and commercial applications.</li> </ul>
<p>Eskom Conversion Act no 13 of 2001</p>	<ul style="list-style-type: none"> <li>• To provide for the conversion of Eskom into a public company having a share capital incorporated in terms of the Companies Act.</li> </ul>
<p>Electricity Regulation Act no 4 of 2006</p>	<ul style="list-style-type: none"> <li>• To establish a national regulatory framework for the electricity supply industry.</li> <li>• To make the National Energy Regulator the custodian and enforcer of the national electricity regulatory framework. To provide for licences and registration as the way generation, transmission, distribution, trading and the import and export of electricity are regulated.</li> </ul>

An official application for a connection of power needs to be submitted to the local authority / Bushbuckridge Local Municipality / ESKOM for connection and can only be done sensibly

once the authority’s electrical engineer commented on the spatial development plan (SDP) and an engineering report. The required demand should be calculated by an electrical engineer, but it can be argued that the average requirement for a service station development would be in the order of 120kva.

Public lighting is one of the strategies used to reduce crime and is a responsibility of the municipality.

Pole light fittings will be positioned alongside the access road to give ambient lighting for a parking area and security lighting. The lighting will be switched via timers or photocells for energy saving. Circuit breakers for the streetlights will be installed in the subject service station kiosks.

The Applicant could also consider solar energy as a renewable source of energy that requires low maintenance and is easy to install at a comparative price and payback period in cost-saving. Solar energy is suitable for converting solar energy source to be stored in batteries and utilised as a source of electricity and additionally for heating water for showers and general washing.

**3.2.4.5. ROADS AND STORM WATER**

The following acts/legislations are only a few most important ones to regulate matters relating to roads and stormwater in our country:

LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
National Roads Act no 7 of 1998	<ul style="list-style-type: none"> <li>• To make provision for a national roads agency for the Republic to manage and control the Republic’s national roads system and take charge, amongst others, of the development, maintenance and rehabilitation of national roads within the framework of government policy; for that purpose, to provide for the establishment of The South African National Roads Agency Limited, a public company wholly owned by the State.</li> <li>• To provide for the governance and management of that company (“the Agency”) by a board of directors and a chief executive officer, respectively, and to define the</li> </ul>

	<p>Agency's powers and functions and financial and operational accountability and regulate its functioning.</p> <ul style="list-style-type: none"> <li>To prescribe measures and requirements with regard to the Government's policy concerning national roads, the declaration of national roads by the Minister of Transport and the use and protection of national roads.</li> </ul>
Constitution of South Africa act no 108 of 1996, Schedule 5B	<ul style="list-style-type: none"> <li>Make provision for maintenance of local roads.</li> </ul>

Poor stormwater management is a key contributor to the bad state of roads. This therefore implies that stormwater management should be given priority for the constructed roads to be sustainable. Apart from the Bushbuckridge Local Municipality, the District Municipality and the Provincial Department of Roads and Transport also have responsibilities regarding the provision and maintenance of road infrastructure in the municipal area. The Municipality will upgrade and maintain roads and stormwater management systems in their area of jurisdiction, to improve accessibility and road safety, including routine maintenance of internal streets and the intensification of the programme.

Letter dated 18 March 2020 indicates that the Limpopo Province- Sekhukhune District Department of Public Works, Roads and Infrastructure do not have objection on the intended commercial developments on basis that the subject property does not belong to Limpopo provincial Government.

#### 3.2.4.6. WASTE MANAGEMENT

The following acts/legislations are only a few most important ones to regulate matters relating to Waste Management in our country:

LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
National Environmental Waste Management Act (Act 59 of 2008)	<ul style="list-style-type: none"> <li>To reform the law regulating waste management to protect health and the environment by providing reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development.</li> </ul>

	<ul style="list-style-type: none"> <li>• To provide for institutional arrangements and planning matters.</li> <li>• To provide for national norms and standards for regulating the management of waste by all spheres of government; to provide for specific waste management measures.</li> <li>• To provide for the licensing and control of waste management activities.</li> <li>• To provide for the remediation of contaminated land.</li> <li>• To provide for the national waste information system.</li> <li>• To provide for compliance and enforcement.</li> </ul>
Environmental Management Act (Act 107 of 1998)	<ul style="list-style-type: none"> <li>• To provide for co-operative, environmental governance by establishing principles for decision-making on matters affecting the environment institutions that will promote co-operative governance and procedures for coordinating environmental functions exercised by organs of state.</li> </ul>
Environmental Conservation Act (Act 73 of 1989)	<ul style="list-style-type: none"> <li>• To provide for effective protection and controlled utilization of the environment.</li> </ul>

An official application for refuse removal needs to be submitted to the Bushbuckridge Local Municipality to investigate if the proposed development falls within the urban edge and the general area of service by the local authority. A waste management plan needs to be implemented that includes waste prevention, waste minimisation, waste recycling, waste disposal, waste collecting and waste transportation.

The Applicant to consult with the ROSE Foundation to prevent the irresponsible dumping and burning of used lubricating oil. ROSE’s primary objective is to collect as much used lubricating oil as possible and to add as much value to this oil within the strictest environmental standards. Objectives stated is to encourage cleaner production before waste reduction and waste minimisation.

**3.2.4.7. TELECOMMUNICATION SERVICES**

On average the Bushbuckridge Local Municipality is well serviced with telecommunication services including cell phone networks.

### 3.2.5. HERITAGE RESOURCES

South Africa has a rich cultural heritage which is largely unprotected, unknown, and undiscovered. Furthermore, many communities residing in those areas that have declared National Heritage Sites are unaware of the intrinsic value of those sites or how to manage and protect them. South African Heritage Resources Agency has been given a mandate by Section 50 of the National Heritage Resources Act, Act No. 25 of 1999, to protect, monitor and, manage the country's heritage resources.

A Heritage assessment to be conducted to assess the conditions or availability of heritage features such as remains from the Stone Age, Iron Age or Historical Period or places designated for spiritual or social gatherings, historical and/or modern graves on the subject property. Any discovery of heritage remains on the terrain to be reported to the archaeologist and SAHRA to be determined if further mitigation measures may be required.

### 3.2.6. ENVIRONMENTAL INFORMATION

Final Scoping Report for the proposed Acorn City Mixed Use Development on Portion 27 of the Farm Arthurseat 214-KU, Bushbuckridge Local Municipality dated 25 November 2021 project no E/393 confirms the appointment of ECO8 Environmental Planners (ECO8) as consultant to conduct the Environmental Impact Assessment process for the subject development.

An application needs to be submitted in term of the National Environmental Management Act (NEMA) No. 107 1998, List Notice (GN R 983) of the 2014 EIA regulations, direct the Gauteng Province Department of Agriculture and Rural Development, to consider the social, economic and environmental impacts of activities, including disadvantages and benefits of such a listed activity by an Environment Assessment Practitioner.



*ANNEXURE J: Environmental information.*

### 3.2.7. SITE AND RETAIL LICENSE

A Site and Retail Licence needs to be obtained in terms of the Petroleum Act, 1977 (ACT 120 of 1977).

When considering an application for any license, the Controller of Petroleum Products shall:

- promote the advancement of historically disadvantaged South Africans, and
- give effect to the Charter.

In the case of an application for a site license made by a person in respect of whom section 2D of the Act is not applicable, Regulation 6(2) is relevant and determines that the Controller must be satisfied that:

- there is a need for a service station development, and
- the service station will promote the licensing objectives stipulated in Section 2B (2) of the Act:
  - The advancement of historically disadvantaged South Africans.
  - Give effect to the Petroleum Charter.
  - Promote an efficient wholesaling, retailing, and manufacturing petroleum industry.
  - Facilitate an environment conducive to efficient and commercially justifiable investment.
  - Create employment opportunities and develop small businesses in the petroleum sector.
  - Ensure countrywide availability of petroleum products at competitive prices.
  - Promote access to affordable petroleum products by low-income consumers for household use.

The subject development on the property will be constructed by and to the benefit of the Dazana Investment (Pty) Ltd Registration Number 2007/010745/07. The land has been made available for development to the Dazana Investment (Pty) Ltd Registration Number 2007/010745/07 by means of a 30-year agreement of lease between the parties.

The Republic of South Africa is therefore the de jure applicant in this matter and the Dazana Investment (Pty) Ltd Registration Number 2007/010745/07 is the de facto applicant in this matter.

The Site licence and the Retail licence application entity recognised as Dazana Investment (Pty) Ltd Registration Number 2007/010745/07.

The operating entity will strive to adhere to the HDSA (Historical Disadvantaged South African) / BBBEE (Broad Based Black Economic Empowerment) compliance.



## ANNEXURE K: Site and Retail License information

### 3.2.8. TRADE LICENCE

The Business Act 71 of 1991 governs which businesses need a trade license. Although not all businesses require one, there are certain types of businesses which may not trade without proper business licensing:

- Health facilities: health clinics, spas, saunas, and public baths as well as facilities that provide massage, laser, and ultraviolet treatments.
- Food providers: Places that serve food, provide takeaways or transport meals, including hawkers who sell food.
- Entertainment facilities: These include cinemas, nightclubs, pool rooms and arcades, as well as a business that has three or more vending or slot machines.
- Escort agencies.
- Adult shops.

A certificate of acceptability that needs to be issued by the relevant local authority is required before trading. The owners or persons in charge of such premises are advised to contact the respective local authorities for assistance and further information regarding the mentioned certificate, as well as on any other.

### 3.2.9. FOOD PREPARATION AND SALES HEALTH CERTIFICATE

Legislation and other regulatory measures aimed at ensuring that the food we eat is safe and handled hygienically are probably one of the oldest statutory arrangements to be found in society. Through the ages, a need existed for controlling the activities of people whose actions were aimed at producing, processing, manufacturing, or preparing food intended for consumption by others, by means of what is today generally referred to as food laws.

Thus, to ensure effective food control, it is crucial that South Africa's Food Safety Control Programme contains food control regulatory activities that are enforced by local authorities to provide consumer protection, by ensuring that foodstuffs are safe and suitable for consumption.

Food legislation in South Africa is the responsibility of mainly the health and agricultural sectors and the following legislation is presently the responsibility of the health sector in this regard:

- The Foodstuffs, Cosmetics and Disinfectants Act, 1972 (Act 54 of 1972):

This Act governs the manufacture, sale, and importation of all foodstuffs from a food safety control point of view. The Act is supplemented by a comprehensive set of Regulations published by the Department of Health aimed at setting the minimum standards and requirements all foodstuffs should comply with, including the correct labelling thereof.

- The Health Act, 1977 (Act 63 of 1977):

Regulations promulgated under the Act govern, among others, the hygiene aspects of food premises and the transport thereof; milking sheds and the transport of fresh milk; and, the inspection of premises, stipulating for instance the powers and duties of inspectors authorised in terms of the Act. A list of the regulations in question is included under Annexure B.

An extensive set of regulations related to the handling of food:

The Regulations Governing the General Hygiene Requirements for Food Premises and the Transport of Food (R. 918) were published by the Department of Health on 30 July 1999. These regulations apply to all food handling situations, including restaurants, café's, shebeens, taverns, caterers/suppliers at special events etc., and covers the following important aspects related to the requirements for the handling of food:

- Prohibition on the handling and transport of food
- Standards and requirements for food premises
- Standards and requirements for facilities on food premises
- Standards and requirements for food containers
- Standards and requirements for the display, storage, and temperatures of food
- Standards and requirements for protective clothing
- Duties of a person in charge of a food premises
- Duties of a food handler
- Standards and requirements for the handling of meat
- Standards and requirements for the transport of food
- Provisions concerning unprocessed products.

A certificate of acceptability that needs to be issued by the relevant local authority is required before food can be handled by any person, including those involved in food handling at special events. The owners or persons in charge of such premises are advised to contact



the Environmental Health Services of their respective local authorities for assistance and further information regarding the mentioned certificate, as well as on any other health requirements for the handling of food included in the above-mentioned legislation.

### 3.2.10. LIQUOR LICENSE

Liquor licenses are divided into three distinct categories:

- On - Consumption Liquor License: Liquor sold can only be consumed on the premises and may not be removed from the premises.
- Off - Consumption Liquor License: Liquor sold cannot be consumed on the premises.
- Distributor's Liquor License / Wholesale Liquor License: Liquor can only be sold to licensed establishments like liquor stores and pubs.

The National Liquor Authority (NLA) deals with the processing of applications for macro manufacturing and distribution of liquor. It is also responsible for conducting inspections and investigations to ensure compliance with the liquor act. The requirements of licenses may differ from province to province.

The liquor license needs to be displayed in a conspicuous place on your premises. It is even advised that you attach your proof of payment to your business liquor license.

A certificate of acceptability that needs to be issued by the relevant local authority is required. The owners or persons in charge of such premises are advised to contact the respective local authorities for assistance and further information regarding the mentioned certificate, as well as on any other health requirements in the above-mentioned legislation.

### 3.2.11. MUSIC RIGHTS

Playing music from a premise, even in the background, an application for a license from The Southern African Music Rights Organisation (SAMRO), as well as a license from The South African Music Performance Rights Association (SAMPRA), needs to be obtained.

Application for two separate licenses is needed as they are separate divisions. SAMRO is responsible for the copyright in a song (the music and lyrics), whereas SAMPRA covers the copyright in the recorded version of a song.

## 4. BUSINESS DESCRIPTION

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The subject service station offers an assortment of various products such as Fuel - Diesel Gas Oil (DGO) and related services that simply make the driving experience of the vehicle, taxi, and truck drivers more enjoyable. As a response to the changing needs of customers, the subject service station also has a convenience store - with a range of high-quality products and facilities.

The design must also follow the minimum development requirements of the Local Authority. An added advantage of commercial note is that the oil company/wholesaler could obtain the rights for brand advertising on the Local Authority Information category marketing boards alongside R40 Road.

The size of the subject service station is sufficient to be utilized for the proposed activities with ample of free space for the envisaged activities, vehicular movement, and parking.

The subject service station is of enough size to operate successfully. Maneuvering space and parking space are enough to prevent vehicles, trucks, and light vehicles from obstructing each other as well as the entrances and exits.

The subject service station located on Erf 14 a portion of the larger property, Portion 27 of the Farm Arthursseat 214 - KU measures an area of 0,5627 Ha with the proposed convenience store being 150m<sup>2</sup>.

The following facilities will be available:

- A fuel bay providing a 24-hour and courteous service. The dispenser islands are strategically placed onsite to prevent traffic flow problems, and to ensure maximum utilization of all servicing points for heavy vehicles.
- Development of a service station which entails the storage and handling of hydrocarbons. The hydrocarbons (fuels) will be stored in underground storage tanks (UST's), four (4) fuel storage tanks for the three (3) different products consisting of total storage capacity of 80m<sup>3</sup>, (6 X 23m<sup>3</sup> )
- 24/7 Petrol and Diesel categories at one facility:
  - Dispensers/Pumps; 4 x 6 hose for ULP 93 & 95 & 50ppm DGO
  - Four (4) islands
    - Product: ULP93 & 95 & 50ppm DGO under the canopy.
    - Fuel delivery point to accommodate larger vehicles.

- Submersible dispense units will be used to dispense the product through an approved dispenser metering device into a vehicle fuel tank or to a portable container.
- Erection of a suspended forecourt roof above the dispensers to protect customers and dispensing facilities from the elements.
- Remote fuel filling points will be installed as close to the USTs as possible, although the location of the filler points is dependent on delivery tanker access.
  - Construction of a concreted forecourt surface.
  - Installation of an oil/water separator connected to the surface drainage from the concreted forecourt and fill containment areas, discharging into the municipal sewer system.
  - Storage yard for flammable products (e.g., oils and greases).
  - The tank farm will, at a minimum, include a monitoring wells and leak detection system installed around the tank farm.
- Adequate parking for heavy vehicles is an important requirement and adequate space and capacity must be provided by means of taking a view over a 20-year period as indicated in the Local Authority's procedures and guidelines.
- Staff ablution facilities.
- Ancillary offices.
- Storage area.
- Security - The premises will be well lit at night by providing a high level of illumination in the parking areas and on the walkways to the restrooms in and around the buildings as part of the larger facility.
- Security will entail guard services, armed response, and an armed escort service when necessary.
- Reaction services to unwanted behaviour ensuring the right of admission and linkage to a centralized South African Police Service.
- State of the art security and camera surveillance will be installed, and the cash will be connected to the high security safe.
- Communication services will be readily available in the event of emergencies.
  - Pay phone/cell phone facilities for private and work-related calls.
  - Provide an information display complete with a map of the trading area and descriptions, street names, major routes, and places of importance.
- Convenient and functional, ablution facilities to be provided for both male and female patrons.

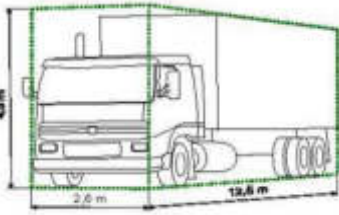
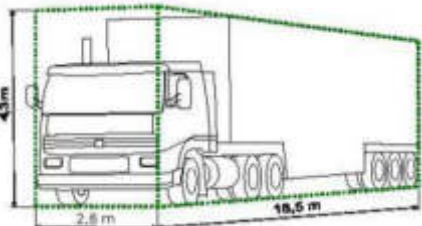
- Restrooms - sufficient restroom facilities will be provided to minimize the inconvenience to the travelling motorists when either the men or the woman's restrooms are out of service.
- Bulk service supply - regarding water storage facilities not only for human consumption or gardening but also in enough capacity for firefighting purposes. Regarding sewerage, waste, and effluent water a specialized plant should be considered during the development.

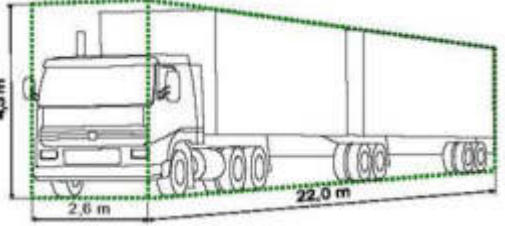
The internal layout of the subject service station area for heavy vehicles will be in accordance with the following, in addition to more restrictive local conditions and bylaws which may be applicable:

- The width of the access driveways should be between 8 and 12 meters.
- The driveways between dispensers should be 18 meters wide.
- The nearest dispensers to the property boundary should be 12 meters clear or a distance equal to the building line restriction, whichever the larger.
- The dispenser islands are located behind the ingress point, to allow proper and safe circulation through the forecourt.
- The layout of the forecourt designed to minimize heavy vehicle traffic conflict with the balance of the service station and ensure that heavy vehicles entering the forecourt do not interfere with heavy vehicles queuing at the stop line exiting the subject service station.



**FIGURE 7: Maximum overall legal dimensions (gvm/gcm exceeds 12 tons)**

VEHICLE TYPE	OVERALL LENGTH	OVERALL WIDTH	OVERALL HEIGHT	EXAMPLE
Single vehicle (Rigid)	12.5m	2.6m	4.3m	
Articulated vehicle	18.5m	2.6m	4.3m	

Other combinations of vehicles	22.0m	2.6m	4.3m	
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Self-service fuel dispensers exist in many countries and clients can pay by credit card or by cash at a central cashier. Dispensing of own fuel at a self-service petrol station, for a discount of a few cents per litre in a country with the unemployment issues that South Africa has, vanquishing the job security of thousands of forecourt attendants is not an insignificant consideration. In South Africa, the main priority of the Government is job creation and poverty alleviation.

There are about 50 000 forecourt attendants employed in South Africa and on average each supports six other people. Most are young, with an average age of 27, and more than half have worked in their job for more than five years.

Tempers among South African motorists may run high during strike periods but a survey by Caltex South Africa shows that over 80 percent of South Africans believe that forecourt attendants add a valuable service.

The Applicant shares the drive of the South African Government in creating jobs to lift poverty in the country and will therefore, as far as financially feasible, create job opportunities. Keeping into consideration the workplace analysis as per section 19 of the Employment Equity Act of 1998, and in setting numerical goals and numerical targets in the Employment Equity Plan, the Applicant will as reasonably practically take into account, both the national and regional/provincial demographics of the Economically Active Population (EAP) as per section 42 of the Employment Equity Act, 1998.



**TABLE 6: National economically active (EAP) by population group / race and gender (15 -64 years)**

RACE	MALE	FEMALE	BOTH GENDERS
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Black African	42.9%	36.2%	79.1%
Coloured	5.2 %	4.5 %	9.7 %
Indian/Asian	1.7 %	0.9 %	2.6 %
White	4.8 %	3.8 %	8.7 %
TOTAL	54.6 %	45.4 %	100.0 %

Source: Quarterly Labour Force Survey, Q4 2019

<http://www.workinfo.org/index.php/articles/item/2022-national-and-regional-economically-active-population-qlfs-q4-2019>



TABLE 7: Provincial economically active (PEA) by population group/race and gender (15-64 years)

%	BLACK AFRICAN	COLORED	INDIAN / ASIAN	WHITE	TOTAL
<b>Western Cape</b>					
Male	20.8	24.3	0.5	8.4	54.00
Female	17.9	20.9	0.1	7.0	46.0
Total	38.7	45.2	0.6	15.4	100.00
<b>Eastern Cape</b>					
Male	40.3	6.0	0.7	3.1	50.1
Female	41.4	5.7	0.2	2.5	49.9
Total	81.7	11.7	0.9	5.7	100.00
<b>Northern Cape</b>					
Male	30.6	21.9	0.0	5.9	58.4
Female	22.1	16.5	0.0	3.0	41.6
Total	52.7	38.4	0.0	8.9	100.00
<b>Free State</b>					
Male	49.5	2.0	0.6	3.2	55.3
Female	40.9	1.1	0.1	2.6	44.7
Total	90.4	3.1	0.7	5.8	100.00
<b>KwaZulu-Natal</b>					
Male	44.7	0.7	5.1	2.0	52.5
Female	42.0	0.8	3.1	1.6	47.5
Total	86.8	1.4	8.2	3.7	100.00
<b>North West</b>					
Male	53.9	0.7	0.5	3.1	58.3
Female	37.8	0.6	0.2	3.2	41.7
Total	91.7	1.3	0.7	6.3	100.00
<b>Gauteng</b>					
Male	45.0	1.7	2.1	7.0	55.8
Female	35.9	1.6	1.1	5.7	44.2
Total	80.9	3.3	3.2	12.7	100.00
<b>Mpumalanga</b>					
Male	51.5	0.1	0.2	3.4	55.2
Female	42.8	0.1	0.2	1.7	44.8
Total	94.2	0.2	0.4	5.1	100.00
<b>Limpopo</b>					
Male	53.8	0.0	0.8	0.8	55.4
Female	43.7	0.1	0.2	0.6	44.6
Total	97.5	0.1	1.0	1.4	100.00

Source: [<http://www.workinfo.org/index.php/articles/item/2022-national-and-regional-economically-active-population-qlfs-q4-2019>]

Considering the provincial demographics of the Economically Active Population, the employment needs of the business unit has been identified as follows:



**TABLE 8: The employment needs of the business unit have been verified**

Position	AFRICAN		COLOURED		INDIAN / ASIAN		WHITE		TOTAL	
	M	F	M	F	M	F	M	F	M	F
Management	1	0	0	0	0	0	0	0	1	0
Administrative staff	0	1	0	0	0	0	0	0	0	1
Team leaders	1	0	0	0	0	0	0	0	1	0
Forecourt attendants	11	5	0	0	0	0	0	0	11	5
Cashiers: Fuel	3	3	0	0	0	0	0	0	3	3
Cashiers: Convenience store/QSR	2	1	0	0	0	0	0	0	0	0
Quick service restaurant staff	4	4	0	0	0	0	0	0	4	4
Chars/merchandizers	3	2	0	0	0	0	0	0	3	2

The total employment need of the business unit has been verified at a total of 39 employees.

Furthermore, the business unit will contract with third-party specialist such as Accountants, HR Consultants and Occupational, Health and Safety Consultants.



**ANNEXURE X: Organization Structure - Operating Entity**

#### 4.1. THE APPLICANT


The subject development on the property will be constructed by and to the benefit of the Dazana Investment (Pty) Ltd Registration Number 2007/010745/07. The land has been made available for development to the Dazana Investment (Pty) Ltd Registration Number 2007/010745/07 by means of a 30-year agreement of lease between the parties.

The Republic of South Africa is therefore the de jure applicant in this matter and the Dazana Investment (Pty) Ltd Registration Number 2007/010745/07 is the de facto applicant in this matter.

The Site licence and Retail license application entity recognised as Dazana Investment (Pty) Ltd Registration Number 2007/010745/07.


The operating entity will strive to adhere to the HDSA (Historical Disadvantaged South African) / BBBEE (Broad Based Black Economic Empowerment) compliance.

The business that would be operating on the property will be known as Acorn City Service Station.

 **TABLE 9: Director(s) description.**

The directors of Dzana Investments (Pty) Ltd registration number 2007/010745/07 are:

Director(s) description	Status
De Wet, TA ID Number: 9102255011087	Active
Lombard, JL ID Number: 6309065029083	Active
Lombard, AS ID Number: 6207120103085	Active

 **TABLE 10: Shareholder description.**

The shareholder(s) of of Dzana Investments (Pty) Ltd registration number 2007/010745/07 needs to be determined.

 **ANNEXURE I: Applicant(s) - Entity and Director’s information**



#### 4.1.1. VISION

To establish a profitable business that would be able to increase its fuel sales within the next five years. The business wants to be a significant benefactor of the surrounding community by participating in the development and prosperity of other businesses, sport teams and socio-economic initiatives.

To be the norm in the oil industry and the most preferred service station by:

- creating sustainable shareholder value/profitable growth,
- being as excellent a corporate citizen as possible/operational excellence,
- providing all our customers with the best possible service/customer satisfaction, and
- make South Africa a great place to be/strong community involvement.

#### 4.1.2. MISSION STATEMENT

*“We will successfully establish our position as the most preferred service station in our trading area. We aim to provide safe and clean facilities, coupled with excellent customer service.”*

### 4.2. THE OBJECTIVES OF MANAGEMENT

#### 4.2.1. INCOME OBJECTIVES

##### 4.2.1.1. SALES ON THE FORECOURT

It is the Applicant’s goal to start the service station on the projected volume sales as a foundation for the first month of opening, with an increase of at least 8.5% for the first four months to maintain the average volume projected in volume sales for the first year. To justify an increase in sales by means of attracting new customers can be achieved by establishing an online profile and social media marketing and promotion campaign including the current convenient store, inclusive of a dedicated fast-moving product range, as well as the overall improvement of the forecourt area and product distribution. From there, the Applicant’s goal is to improve on this volume by at least 10% per annum.

Personal attention, a totally new strategy towards customer service and proper, regular training of forecourt personnel should not only lead to increased fuel sales but would also add to income figures.

To increase the oil sales by means of special promotions and the implementation of an incentive scheme for the forecourt attendants, towards the increase of customers visiting the service station.

#### 4.2.1.2. SALES IN THE CONVENIENCE STORE

The Applicant set themselves the goal to maintain a ratio: for every litre of fuel sold on the forecourt the customer will spend an equivalent R2.50 in the C-store.

Once the customer is in the convenience store it is the Applicant's goal to increase the average sale to at least R25 per transaction.

The Applicant will achieve this goal by providing a better service, constant advertisements and promotions in the sales area as well as increasing the product ranges and the undertaking of the in-store bakery as an additional profit opportunity.

#### 4.2.1.3. OTHER PROFIT OPPORTUNITIES

The development of a car wash facility, in the future, will contribute to the overall success of the business as it will attract dedicated customers.

The introduction of an additional/alternative ATM facility in a more secure environment would also attract new customers.

The management team will rely on their marketing skills and will aim towards community involvement.

After the official opening, innovative thinking will provide just the right solution.

### 4.2.2. EXPENSE OBJECTIVES

#### 4.2.2.1. LABOUR

It has become imperative for all retailers to revise their wage bill and time-schedule to their own financial advantage due to the increase in wages. This action led to an actual increase in newly appointed staff instead of paying expensive overtime.

It is the Applicant's objective to ensure that our staff receive fair wages, but that these wages do not exceed the budget. Provision has been made for at least eight (8) additional staff to man the additional profit opportunities - the bakery and the car wash facility.

The existing staff schedule has been revised to make provision for at least two more employees to cut overtime and to serve the customers more effectively during peak hours after analyzing the customer's time of visiting and execution of transactions on the forecourt.



*ANNEXURE N: Detailed analysis of the staff schedule including the calculation of wages and staff cost.*

#### 4.2.2.2. RENT

The operational rental per month is based on a fixed rental component based on the floor areas of the service station as well as a turn-over/gross profit percentage share to be paid to the development company or oil company. This includes revenue-generating areas such as the convenient store, ancillary profit centers and non-revenue generating areas as well as turn-over percentages on convenience store sales. A market norm for all rental components payable should be between 25% to 30% of the gross profit for a completely branded service station and it will be closely monitored monthly.



*ANNEXURE N: Financial Analysis: Detailed rental payment calculation*

#### 4.2.2.3. OTHER

All other expenses would be managed on an ad hoc basis. The Applicant's goals for each expense are clearly indicated in the Financial Analysis. The actual versus projected figures would be monitored monthly and all deviations would be addressed immediately.



*ANNEXURE N: Financial Analysis: Foreseen expenses*

### 4.2.3. GENERAL OBJECTIVES

#### 4.2.3.1. PROPERTY

It is the Applicant's goal to ensure that all illuminated signs will always be in good and working order.

All the facilities, including the driveway, will be spotlessly clean during all hours of the day.

Parking on the driveway will be managed to ensure that customers utilizing the convenience store do not park on an effective dispenser position whilst visiting the convenience store, or in the way of the bulk fuel delivery truck point and other facilities.

To negotiate with the oil company/wholesale distribution network to avoid fuel deliveries during peak hours.

#### 4.2.3.2. RELATIONSHIPS

The relationship with the customers is the most important aspect of the successful operation of the subject service station. Management must be visible and will ensure that all staff focuses on the needs of the customer.

All the suppliers form an integral part of the chain of this business. The Applicant shall endeavor to ensure a positive/healthy relationship.

All staff would always be treated fairly and with the necessary respect.

## 5. CAPACITY BUILDING / SUPPORTIVE CULTURE

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### 5.1. BACKGROUND.

The 1998 White Paper on Energy Policy set the sustainable presence, ownership or control by historically disadvantaged South Africans of a quarter of all facets of the liquid fuels industry.

The Liquid Fuels Empowerment Charter (LFC) emerged and was signed by key industry players in November 2000, as an attempt to capture the frustrations of the new participants in the industry and the ways in which transformation could best be facilitated.

The compliance audit was finalized in April 2011 and the final audit report with recommendations was in circulation in Cabinet. The objective of the audit was to have a comprehensive, independent, and representative assessment of the state of transformation within the industry against the set charter targets. It would also identify bottlenecks in its implementation, the interventions required and develop standardized criteria to assess and monitor transformation and compliance within the petroleum and liquid fuels industry, throughout the value chain.

The LFC's strategic focus areas were ownership, control, supportive culture, capacity building, employment equity, financing, preferential procurement, and terms of credit to Historical Disadvantage South Africans (HDSA) companies.

The South African petroleum and liquid fuels industry has achieved a compliance rating of 48% during the ten years since the Department of Energy tabled the charter designed to transform the industry, an audit has found.

According to the Chief Executive of the Fuel Retailers' Association, Mr Reggie Sibiyi, the Liquid Fuels Charter is an agreement among industry players, which states that black South Africans should attain at least 25% ownership and control of all facets of the liquid fuels industry. In his presentation, he stated that among the challenges experienced by the retail sector was that "wholesale continues to enjoy profits from retailing businesses". He added that the franchise agreements and the Petroleum Products Amendment Act contradicted each other in many respects. He recommended legislation on the two areas be reviewed and monitored on a regular basis. The fuel retail industry supported about 4 500 small, medium, and micro enterprises and created over 70 000 jobs nationally. In his presentation, Mr Sibiyi said retailing ownership stood at 78% white and 22% Indian. White people owned 93% of petroleum companies, black people 6% and Indians 1%. Mr Sibiyi added that most black Africans and coloureds were overlooked for the more lucrative opportunities, such as transit service stations. The process of applying for funding presented significant hurdles to historically disadvantage South Africans and the transferability of site licences had a big impact on the transformation agenda.

Mr. Tseliso Maqhubela, Deputy Director-General of the Department of Energy, stated that of the 4 453 retail licences granted, about 60% were owned by big companies and 22% of these were black owned. Most of them were tied down by big loans to service the business.

## 5.2. MEETING THE LIQUID FUEL CHARTER'S OBJECTIVES

As a responsible and committed citizen and as a retailer in the downstream fuel industry, the Applicant considers themselves as part of the Charter and undertake to foster a supportive culture when dealing with HDSA's.

The Applicant will undertake to revisit their efforts in respect of the three components of Empowerment - employment equity, diversity management and Black Economic Empowerment. The Applicant realises the challenges ahead, and their strategy for meeting these challenges.

The Applicant commits themselves to work with the South African Government to achieve its BBBEE aspirations and will implement BBBEE programmes: employment equity; affirmative procurement; altering the profile of our supplier's network.

The Applicant will undertake to implement an employment-equity programme that is designed to correct past discrimination against designated groups of people, including black people, women, and disabled people. The Applicant will actively and proactively recruit black people to fill vacancies at all levels of the company.

The Applicant will implement a black economic empowerment policy that is directed at redressing economic imbalances within their company and implement initiatives in this regard to focus on:

- Developing suppliers - procuring goods and services from black-owned or black-run suppliers.
- Serving customers - serving new retail and commercial customers from black communities.
- Social investment - investing in entrepreneurship training, literacy training, various education projects and sustainable development projects in our local trading area.

In South Africa, where the population is racially, culturally, and ethnically diverse, the Applicant will particularly diverse its customer and supplier base. Thus, their employment-equity programme is not driven only by legislative requirements but also by their business needs. The Applicant will have a diverse employee base that can identify and understand customer needs and translate these needs into effective products and services. A diverse workforce will also enable them to interact better with their stakeholders. However, they will not gain a competitive advantage if individual differences are not respected and utilized.

It is the Applicant's aim to actively recruit the additional 39 staff from a diverse and talented pool of candidates from their local trading area. The Applicant will aim to attract HDSAs. It would, however, be a challenge not to develop a reputation as the "trainer of first choice" rather than the "employer of first choice". With a reputation as a good trainer, the Applicant is vulnerable to "poaching" by other service stations. The Applicant is committed to improving the representation of black people and women in our management team. The challenge is a tough one, because the environment is highly competitive and becoming

increasingly so. The Applicant's commitment to training is addressed under the Operational Management Perspective of this business plan.

In its procurement, outsourcing and contract awarding activities, the Applicant endeavour to demonstrate a tangible and deliverable commitment to black economic empowerment principles.

Initiatives include:

- affirmative procurement,
- promoting subcontracting of HDSA/BBBEE companies, and
- developing a supportive culture in dealings with BBBEE suppliers.

Selecting the right supplier is one of the key commercial decisions that the Applicant will regularly have to make. Suppliers which consistently deliver materials or services to specification, on time, and at the right total cost, make an important contribution to the Applicant's effectiveness and profitability.

It is for this reason that the Applicant believe that it is important to invest the necessary time, effort, and money in identifying, developing, and maintaining relationships with historically Disadvantaged South Africans (HDSA) suppliers who individually and collectively meet the needs of their business.



*ANNEXURE O: Oil Company/Wholesaler Verification Certificate - BBEE Status*



*ANNEXURE P: A letter indicating the HDSA/BBBEE status of the application company*

## **6. STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS**

As previously stated in this document/report, these requirements will be addressed in section five of the Conclusion.

## 7. MARKET FEASIBILITY / PROFILE OF TARGET MARKET

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### Macro context:

The macro context provides an overview of the composition and stability of the economy. The objection is to underline the relevant historic and current economic indicators, in addition to specific automotive-related statistics, likely to influence the development potential within the identified geographic area. These indicators determine specific trends which can be used for projections concerning the future growth of markets.

The vehicle sale analysis provides an indication of the number of vehicle sales within the national market. The latest vehicle sales and export numbers had continued in line with general industry expectations.

Following the massive COVID-19 pandemic related decline in new vehicle sales of 29,2% from 536,612 units in 2019 to 380,206 units in 2020, the new vehicle market reflected a strong rebound increasing year-on-year by 22,1% to 464,122 units in 2021. A close correlation exists between domestic new vehicle sales and the overall performance of the economy, and the new vehicle market's performance was aligned with the country's projected GDP growth rate of around 5% for 2021. It was a very satisfying performance by an industry that has had to deal with numerous challenges over the course of the year, ranging from global supply chain disruptions, insufficient model availability, persistent load-shedding, escalating logistics cost, as well as several domestic shocks. Fortunately, the domestic new vehicle market's resilience continued, and the domestic economic disruptions caused by the civil unrest, the cyberattack on Transnet operations, the three-week strike in the steel and engineering sector, the adjusted alert level 4 lockdown restrictions during the second half of the year as well as record fuel prices and a first interest increase in three years did not deter sales too much.

Renewed activity in the vehicle rental industry, which is a major seasonal contributor to the new vehicle market, supported passenger car sales during the second half of the year as the country's economy started to open up to overseas visitors. Overall, market conditions in the new passenger car and light commercial vehicle market continued to be characterised by a buying down trend, with sales of pre-owned vehicles offering the most enticing option during the year. Sales of medium and heavy commercial vehicles also reflected signs of resilience and the sales performance mirrored the improved macro-economic climate in the country.

*Table 11: Annual aggregate industry sales by sector since 2016:*



Sector	2016	2017	2018	2019	2020	2021	2021 / 2020 % Change
Cars	361,265	368,114	365,247	355,379	246,541	303,961	+23.3%
Light Commercials	159,316	163,317	159,525	153,221	110,912	133,079	+20.0%
Medium Commercials	8,436	7,890	7,913	8,690	6,735	7,518	+11.6%
Heavy Trucks, Buses	18,535	18,383	19,579	19,322	16,018	19,564	+22.1%
<b>Total Vehicles</b>	<b>547,552</b>	<b>557,704</b>	<b>552,227</b>	<b>536,612</b>	<b>380,206</b>	<b>464,122</b>	<b>+22.1%</b>

Source: naamsa, Lightstone Auto

Vehicle exports at 295,268 units in 2021 reflected an increase of 23,980 vehicles or a gain of 8,8% compared to the 271,288 vehicles exported in 2020. For the first half 2021 vehicle exports were still on par with the record pre-COVID-19 vehicle export performance of 2019 but unfortunately the civil unrest in Gauteng and KwaZulu-Natal as well as the Force Majeure declared by Transnet after the cyber-attack during July 2021 left a major scar on the country's economy. Consequently, the upward momentum in vehicle exports grinded to a halt as the knock-on effects of the economic disruptions along with the global shortage of semi-conductors, also impacting on domestic vehicle production, were visible on the industry's export performance, declining for five consecutive months up to November 2021.

Table 12: The industry's export sales performance since 2017:

	2017	2018	2019	2020	2021	2021 / 2020 % Change
Cars	230,957	221,681	260,843	178,788	170,788	-4.5%
Light Commercials	106,148	128,322	125,422	91,942	123,896	+34.8%
Trucks & Buses	990	1,136	827	558	584	+4.7%
<b>Total Exports</b>	<b>338,095</b>	<b>351,139</b>	<b>387,092</b>	<b>271,288</b>	<b>295,268</b>	<b>+8.8%</b>

Source: naamsa, Lightstone Auto

The performance of vehicle exports remains reliant on the performance and direction of global markets. Over the course of 2022 the domestic automotive industry's vehicle exports are expected to benefit from favourable conditions abroad as well as several new model introductions by major vehicle exporters.

As the world at large experienced further waves and variants of the Coronavirus in 2021, the global pandemic continued to shape economic and social disruption worldwide. The profound impact of the pandemic on several sectors in the domestic economy have had a very direct and detrimental impact on South Africa's economy in general and the automotive industry in particular. These developments have forced businesses to rethink entirely on how they

operate and to transition to the newly defined normal. COVID-19 has increased the levels of uncertainty and its effects will be felt for years to come.

The domestic automotive industry is under no illusion that the pandemic will continue to have a significant impact on the economy and automotive industry in 2022 but, at the same time, is geared for any opportunities that may arise as businesses adapt to the changed environment.

Many COVID-19 disruptive elements are expected to remain in play in 2022 and prevailing market conditions will continue to be hampered by escalating cost increases and supply chain disruptions, such as the global semi-conductor shortages impacting on the availability of certain models.

Load-shedding will remain an area of great concern in 2022, limiting the economy's ability to reach full capacity. Furthermore, the realities of rising interest rates and fuel prices are expected to impact vehicle affordability as household budgets remain under pressure, dimming the hopes of a further strong recovery in the economy any time soon.

While the new vehicle market has seen substantial growth since the initial shock, it has not been sufficient to return to pre-COVID-19 levels in 2021. A sustained higher domestic economic growth rate is essential to support higher domestic new vehicle sales volumes. However, with a GDP growth rate forecast of a moderate 1,8% in 2022, the new vehicle market is expected to continue its gradual recovery during the year, but at a slower pace and at this stage a year-on-year improvement of around 8% in aggregate new vehicle sales volumes is projected for 2022. Factoring in the expected year-on-year improvement in vehicle exports of around 15%, an improvement in industry vehicle production of about 17% is projected for 2022. The automotive industry is not only the largest manufacturing sector in the South African economy, but it also invests billions of Rand every year, and represents about 460 000 highly skilled, direct jobs in its formal sector supply chain. With constant economic shifts and global disruptions, the order of the day, companies must capitalise on smart business models that will fuel their growth matrix.

Retail constitutes a significant part of the urban environment in all developed as well as in a substantial and growing proportion of developing countries. In South Africa there are ± 2 000 formal shopping centres ranging from 1 000m<sup>2</sup> up to more than 170 000m<sup>2</sup>. These centres represent >23 million m<sup>2</sup> of an estimated 37 million m<sup>2</sup> of all retail facilities. Based on the information from the International Council of Shopping Centres Country Fact Sheet, South Africa has the 5th highest number of shopping centres in the world.

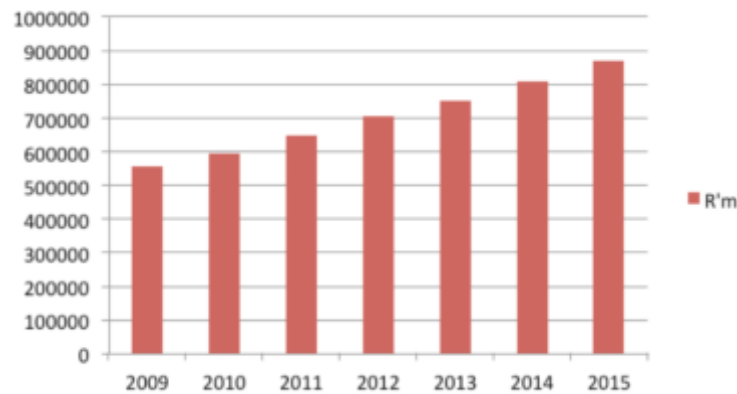
Table 13: Retail contribution global ranking

NO.	COUNTRY	NO. OF CENTRES	GLA m <sup>2</sup> (mil)
1	USA	115 438	701.9
2	China	3 800	250.0
3	Canada	3 517	54.6
4	Japan	3 096	46.4
5	<b>South Africa</b>	<b>1 942</b>	<b>23.0</b>
6	UK	1 672	28.4
7	Australia	1 508	22.2
8	Italy	962	15.4
9	Malaysia	924	13.5
10	France	746	15.8
11	Germany	672	17.7
12	Spain	551	15.5

Source: ICSC Country Fact Sheet, 2015

The retail sector of the local economy represents almost 15% of the total Gross Domestic Product (GDP) of South Africa, and almost 1 million people are employed in a large number of stores throughout the country. The annual sales from all these retail facilities are close to R 900 billion.

Table 14: Retail Trade sales



Source: Retail Trade 2015 Sales August 2015 Stats SA P6242.1

### Micro Context:

This section provides a description of the study area to determine the potential market for the products and services that the subject service station is intended to provide. Specifically, the section identifies the catchment area and describes its characteristics.

It is structured as follows:

- Identification of the potential supporters of the subject service station in the catchment area,
- Demographic profile of the catchment area,
- Economic profile of the assessment area,
- Types of transport used by people living in the area,
- Travel patterns within the study area and between the area and other places,
- Traffic flows in the assessment area, and
- Future developments in the area.

## 7.1. REVIEW OF THE LOCAL MARKET PROFILE

### 7.1.1. DEMOGRAPHIC AND ECONOMIC INFORMATION OF Bushbuckridge Local Municipality

Demography is the statistical study of human populations. It encompasses the study of the size, structure, and distribution of these populations. Population dynamics constitute a key feature in development planning because one needs to be aware of the composition of the population before embarking on a process of improving the lives of the people making up the population. All spheres of Government are entrusted with providing services to the people and thereby improving the livelihood of these people. In doing so, a critical analysis of the structure of the population is necessary. It is necessary to know whether the population is predominantly young or old. This helps the Government in allocating its resources effectively as people of different age groups may at times require different services from the Government. Not only are the different age group important but also other elements such as the size, fertility, mortality, race, health, and wellbeing are equally important. The following is a synopsis of the population dynamics of the municipal area also known as a demographic overview.

The population of Bushbuckridge Local municipality was 545 811 according to the Statistics South Africa 1996 Census, then the 2001 census shows that there was decrease to 500 128 in population. There was an increase in population in the 2011 census as the number rose to 541 248. Community surveys are conducted by STATSSA in between censuses, the first community survey was conducted in 2007 where it was found that we had 509 970 and in 2016 the latest one it shows that there are 548 760 people in the municipal area. Contributing factors might be the fertility & mortality rates, migration and influx to increase residential and business development in the municipality as a result of neighbouring countries such as Mozambique and Zimbabwe.



## ANNEXURE Q: Demographic and Economic Information

### 7.1.2. SUBJECT SERVICE STATION LOCATION IN THE TRADING AREA

In Macro context - The subject service station development is in the Mpumalanga province. Mpumalanga lies in eastern South Africa, bordering Eswatini and Mozambique. It constitutes 6.5% of South Africa's land area. It shares borders with the South African provinces of Limpopo to the north, Gauteng to the west, the Free State to the southwest, and KwaZulu-Natal to the south. The capital is Mbombela.

Mpumalanga Province is divided into three district municipalities. The district municipalities are in turn divided into 18 local municipalities:

- Ehlanzeni District
  - Bushbruckridge
  - Mbombela
  - Nkomazi
  - Thaba Chweu
  - Umjindi
- Gert Sibande District
  - Albert Luthuli
  - Dipaleseng
  - Govan Mbeki
  - Lekwa
  - Mkhondo
  - Msukaligwa
  - Pixley ka Seme
- Nkangala District
  - Delmas
  - Dr JS Moroka
  - Emalahleni
  - Highlands
  - Steve Tshwete
  - Thembisile

The climatic contrasts between the drier Highveld region, with its cold winters, and the hot, humid Lowveld allow for a variety of agricultural activities. 68% of Mpumalanga is used by agriculture. Crops include maize, wheat, sorghum, barley, sunflower seed, soybeans, macadamia's, groundnuts, sugar cane, vegetables, coffee, tea, cotton, tobacco, citrus, subtropical and deciduous fruit.

Forestry is extensive around Sabie in the far northeast of the province. Located near the forests, Ngodwana is the site of one of South Africa's largest paper mills (Sappi).

Natural grazing covers approximately 14% of Mpumalanga. The main products are beef, mutton, wool, poultry and dairy.

Extensive mining is done, and the minerals found include gold, platinum group metals, silica, chromite, vanadiferous magnetite, argentiferous zinc, antimony, cobalt, copper, iron, manganese, tin, coal, andalusite, chrysotile asbestos, kieselguhr, limestone, magnesite, talc and shale.

Gold was first discovered in Mpumalanga province in 1883 by Auguste Roberts in the mountains surrounding what is now Barberton. Gold is still mined in the Barberton area today.

Mpumalanga accounts for 83% of South Africa's coal production. 90% of South Africa's coal consumption is used for electricity generation and the synthetic fuel industry. Coal power stations are in proximity to the coal deposits. A coal liquefaction plant in Secunda (Secunda CTL) is one of the country's two petroleum-from-coal extraction plants, which is operated by the synthetic fuel company Sasol.

The highveld region is the most polluted of the world due to the mine industry and plant power stations and the lowveld near the famous Kruger Park is under threat of new mines as well.

Mpumalanga is popular with tourists. Kruger National Park, established in 1898 for the protection of Lowveld wildlife, covering 20,000 square kilometres (7,700 sq mi), is a popular destination. The other major tourist attractions include the Sudwala Caves and the Blyde River Canyon.

Many activities including the big jump, mountain and quad biking, horse trails, river rafting, and big game viewing are endemic to the region. This is "Big Five" territory. Towns in the Lowveld are Barberton, Mbombela, White River, Sabie, Graskop, Hazyview, Malelane, Pilgrim's Rest, Lydenburg and Nkomazi.

In 2008, an Haute Cuisine route was formed, trickling from Mbombela down to Hazyview. The Lowveld Gourmet Route covers the four top fine dining restaurants the area has to offer. The restaurants include Summerfields Kitchen, Oliver's Restaurant, Orange and Salt.

Ehlanzeni is one of the 3 districts of Mpumalanga province of South Africa. The seat of Ehlanzeni is Nelspruit.

Ehlanzeni is surrounded by:

- Mopani (DC33) to the north
- The republic of Mozambique to the east
- The kingdom of Eswatini to the south
- Gert Sibande (DC30) to the south
- Nkangala (DC31) to the south-west

- Sekhukhune (CBDC3) to the north-west

Bushbuckridge Local Municipality is a category B municipality that forms part of the four Local Municipalities of the Ehlanzeni District Municipality family in the Mpumalanga Province. It is renowned for its agricultural and tourism attractions, and it was declared a nodal point by the then president of the republic in 2001, it is located in the north-eastern part of the Mpumalanga Province and is bounded by Mozambique in the east, city of Mbombela Local Municipality in the South and Thaba Chweu local municipality in the Southwest. A part of Kruger National Park (KNP) forms part of the municipality, its main camp which is the Skukuza camp forms part of the park that is in the municipality.

The Municipal area provides a link to economically viable centres in the Lowveld, particularly Hazyview, Hoedspruit, Pilgrim Rest and Graskop. The R40 national road passes through the municipality starting from Marite to Acornhoek. The Municipal area can therefore be called the gateway to the major tourism attraction points in Mpumalanga and the southeastern part of the Limpopo Province. It is characterised by high unemployment rate, poverty, unregulated influx in particular that of the Mozambicans, Zimbabweans, Somali, Ethiopian and other foreign nationals. The Municipality has in the past been able to address the issue of social cohesion in ensuring that the setup of placing people along tribal belonging does not exist. The municipality is currently characterised and dominated by Vatsonga, Mapulana tribe (dialect from Sepedi) and Swati speaking people as indigenous inhabitants.

Bushbuckridge (Mapulaneng) is the main town in Bushbuckridge Local Municipality, Ehlanzeni District, Mpumalanga, South Africa. The name Bushbuck Ridge was given because of the large herds of bushbuck found here in the 1880s, and the prominent WNW-ESE ridge in the southeastern part of the municipality. The town of Bushbuckridge grew around a trading store that opened in 1884.

The township is located 38 km south-east of Hoedspruit and 165 km north-west of Komatipoort.

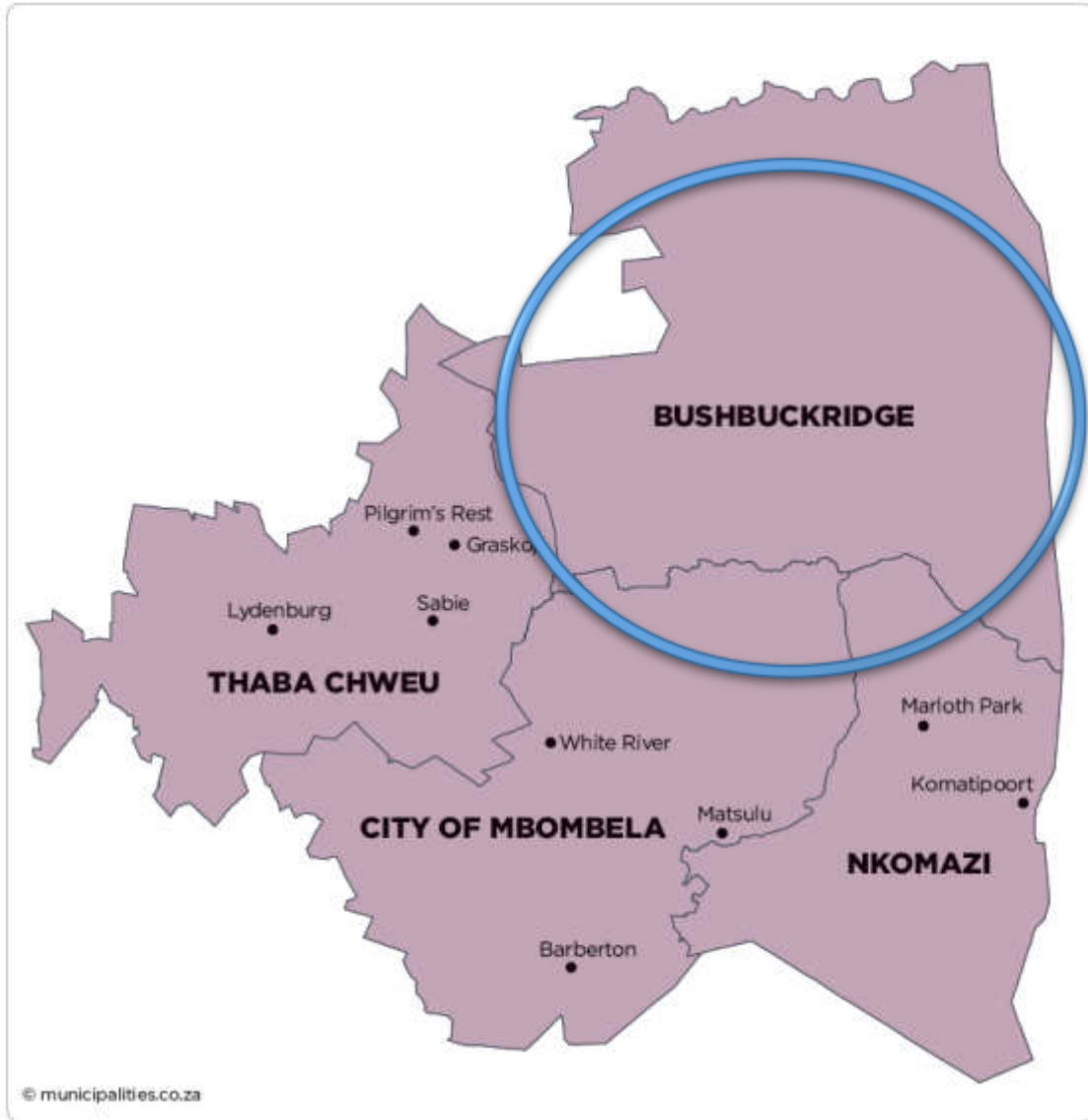


Figure 9: Location indication by Province – District Municipality – Local Municipality



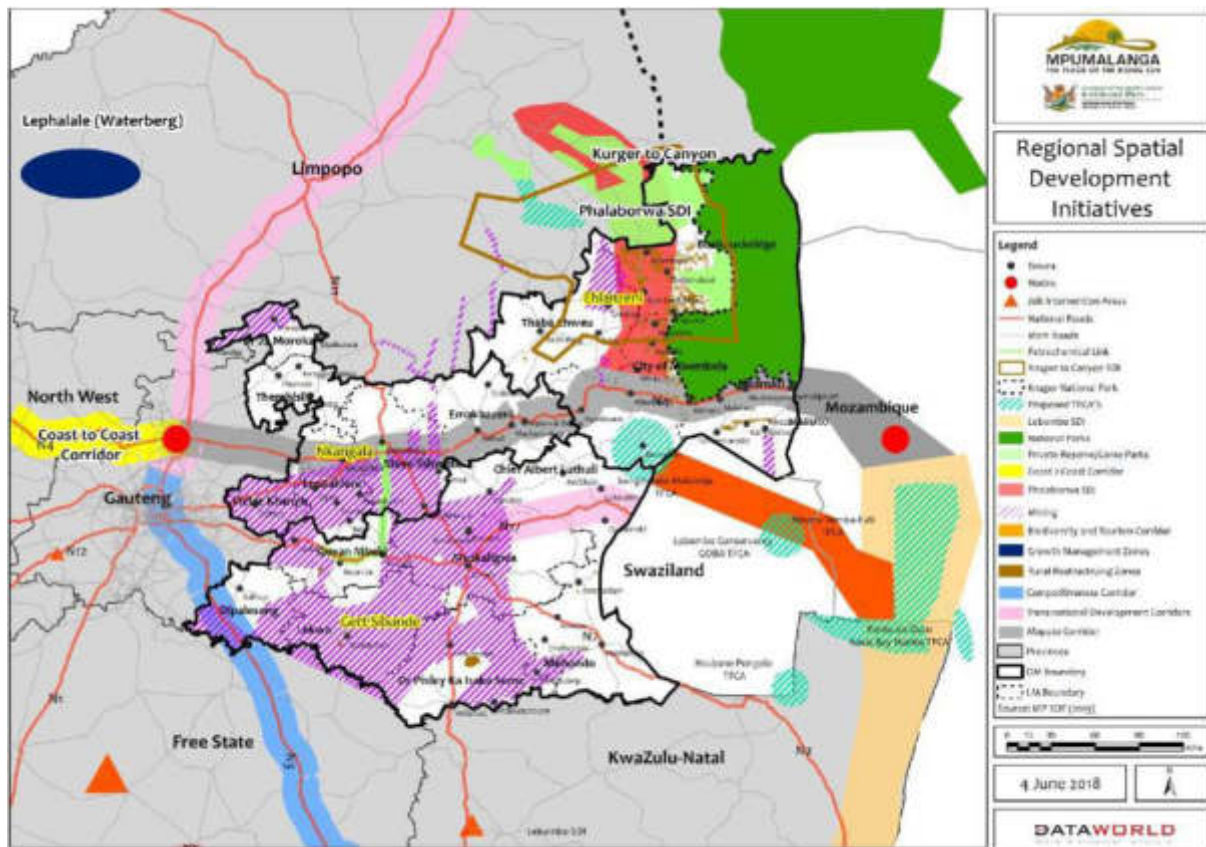




In the micro- context -The property description is known as “Portion 27 of the Farm Arthursseat 214 - KU”. The subject service station is located adjacent to the R40 Road, which is a national road and links Nelspruit to Phalaborwa. Along the route there are several towns, including White River, Hazyview, Bushbuckridge, Acornhoek and Hoedspruit. Located approximately 5.0 Km to the north of the subject service station development is Acornhoek township, which is the smalltown centre. The centre consists to two shopping centres the Acornhoek Mall and the Acornhoek Plaza, in addition are several other retail and commercial activities. Other land uses in Acornhoek is the Tintswalo Hospital and Ehlanzeni FET college. The subject property is situated 4,3 kilometres south of the Acornhoek Mall in Green Valley, also situated along the R40 Road. The R40 Road connects Phalaborwa in the Limpopo Province, to Nelspruit, The capital of the Mpumalanga Province.

It can be mentioned that Phalaborwa has been identified as a spatial development initiative (SDI) that serves as a pilot project for South Africa’s largely unregulated and untapped small-scale mining sector. Mbombela (Nelspruit) is situated approximately 125 kilometres south of the subject service station property. The corridor connection to Mbombela (Nelspruit) which is a strategic infrastructure Project area (SIP 14: Higher Education Infrastructure), has an economic significance to the region, of which the R40 Road is a key role player.

Figure 10: Regional Spatial Development initiatives



The subject development will be in a semi-rural area and the surrounding land use is predominantly residential in nature and can be described as small plots of land with dwelling units. In the broader area around Acorn City there are several educational and religious facilities. Along the R40 there are several commercial activities. There are several guest houses in the area surrounding the subject development.

The larger subject development inclusive of the subject service station development will be in a semi-rural area and the surrounding land use is predominantly residential in nature. The residential can be described as small plots of land with dwelling units. In the broader area there are several educational and religious facilities. Along the R40 Road there are number of informal commercial activities. There are several guest houses in the area surrounding the subject development.

The area is also served by Transnet rail line, which is located just to the east of Acornhoek.

Directly east of the site is the township of Sefoma, a formally laid out and proclaimed residential township comprising erven measuring an average of 600m<sup>2</sup> in extent.

It can be argued that the area lacks cohesion and formal nodal points where the provision of goods and services are concentrated. This is also identified in the Spatial Development Framework as the main challenge in creating a sustainable environment in the area.

Furthermore, it can be argued that the nearest nodal point is approximately 4.2km to the north of the site, where the Acorn Mall is situated.

Figure 11: Road Map

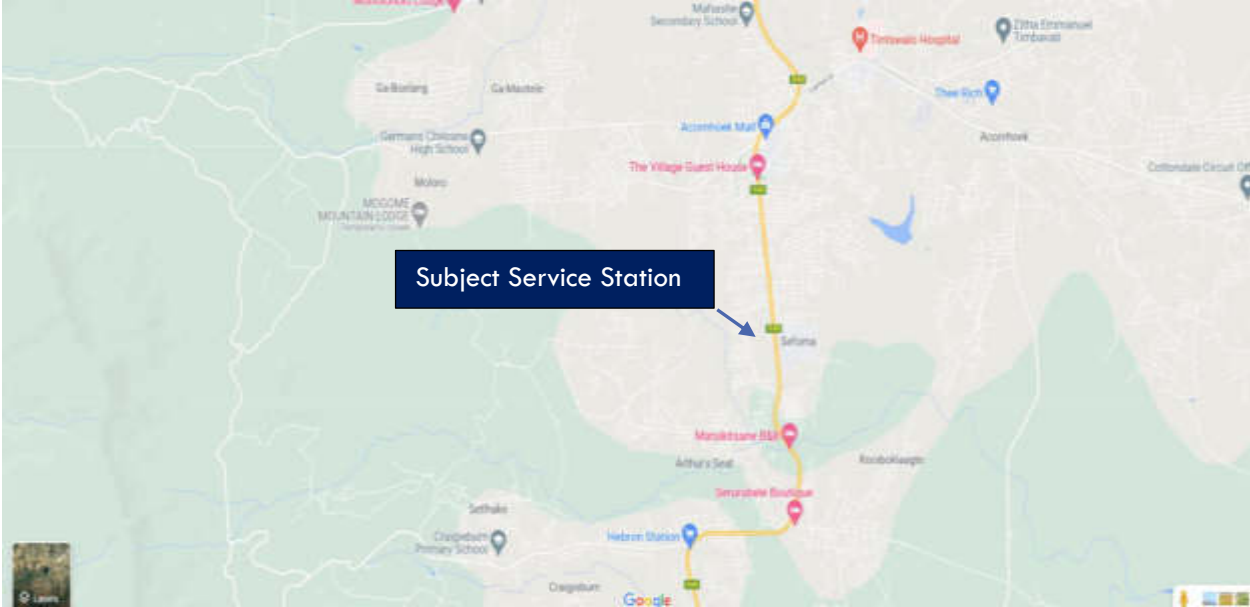
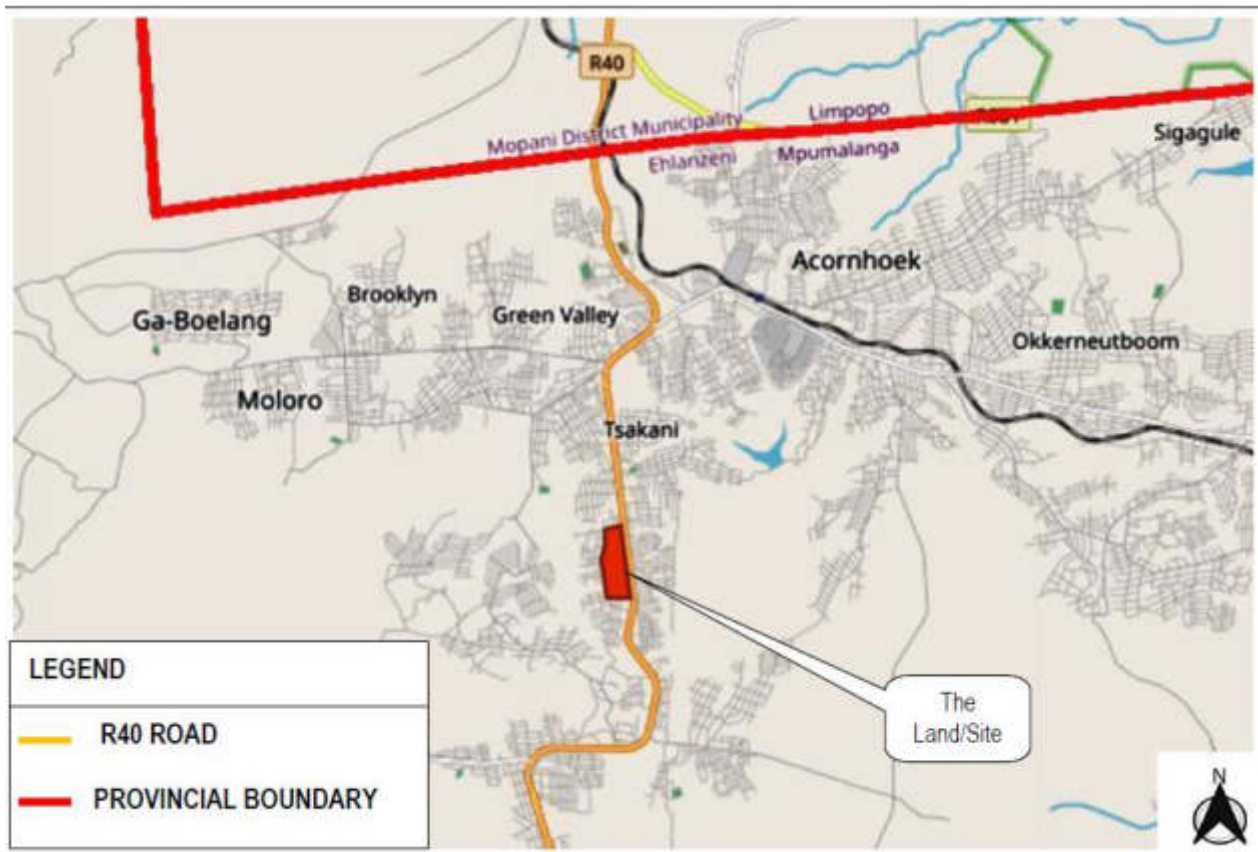


Figure 12: Site Locality Map



The central geographical co-ordinates of the larger property in relation to the subject service station:



TABLE 15: GPS co-ordinates of subject service station

LATITUDE	LONGITUDE
24° 38'19"S	31° 2'30,08"E

Figure 13: Subject Service Station in relation to the larger property / larger development

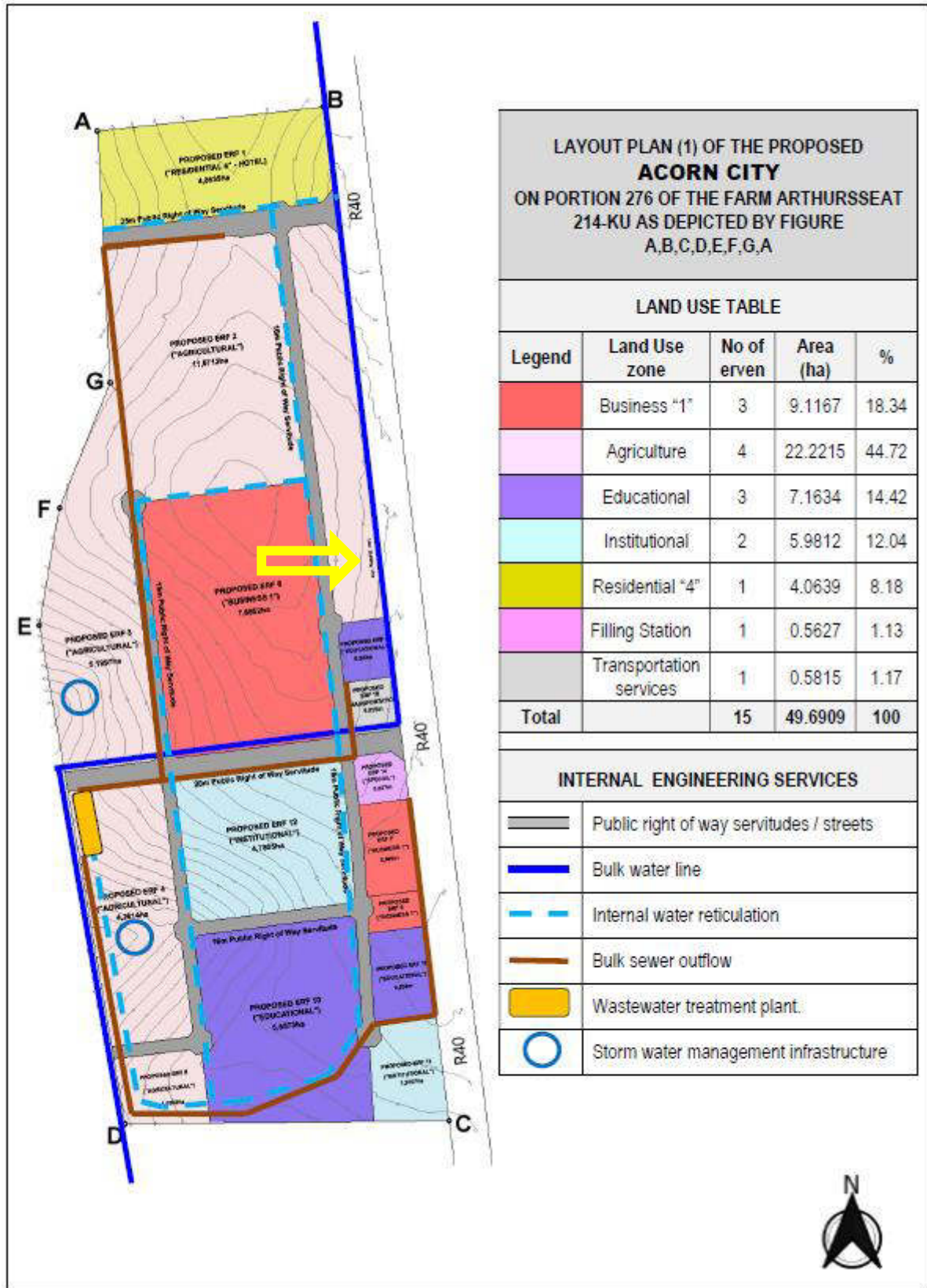


Figure 14: Subject Service Station in relation to the region

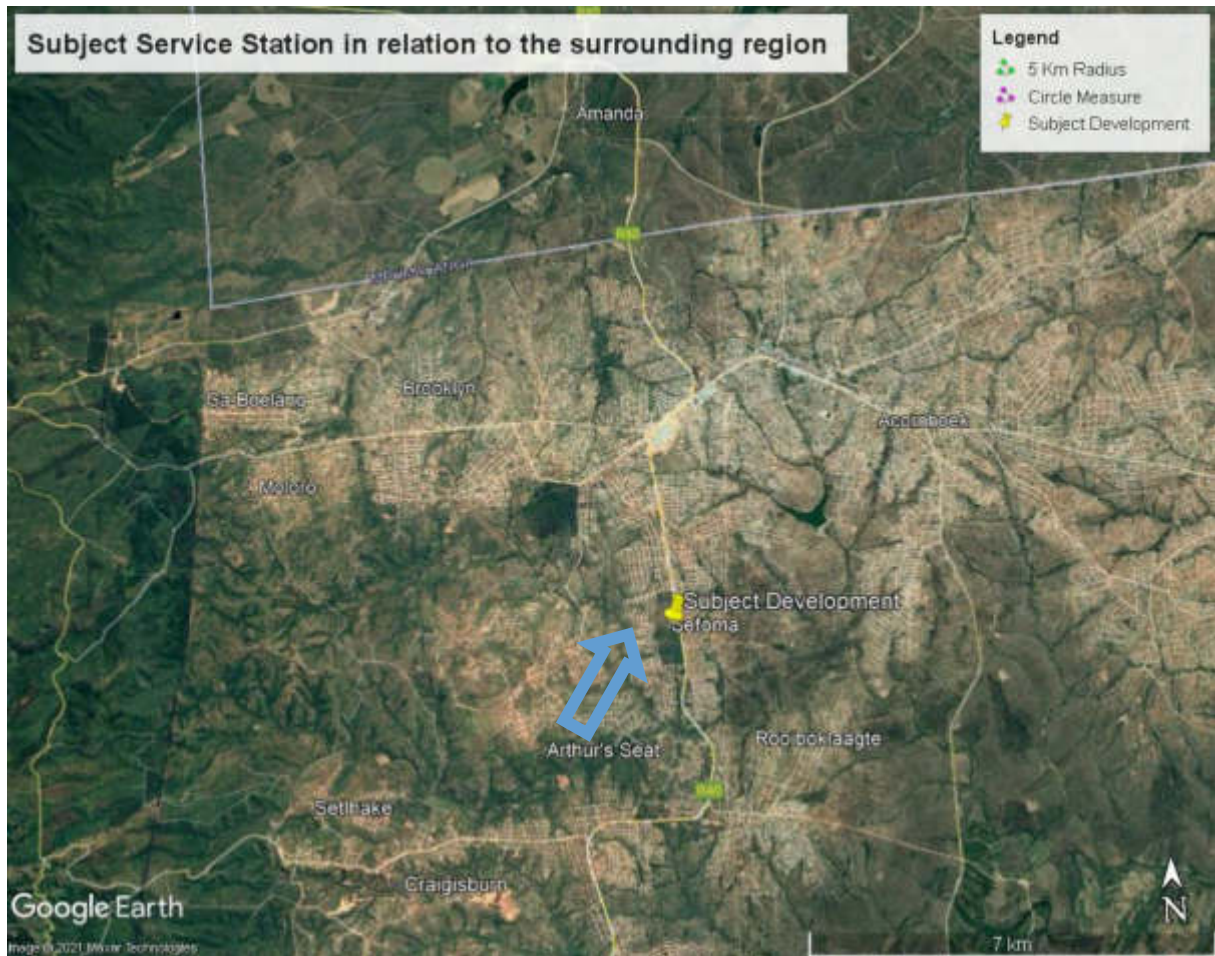


Figure 15: Photograph of the subject property from south to north



Figure 16: Photograph of the subject property from north to south



**ANNEXURE L: Additional photographs/images and information of the subject service station.**

### 7.1.3. THE CATCHMENT AREA / MARKET SEGMENTATION

A primary and secondary market area was delineated for the subject development.

Taking into consideration the

- accessibility, visibility, and location of subject development,
- the trading area in which the service station is going to operate
- Consumer market behaviour and expenditure trends
- Regional and sub-regional levels of accessibility
- Geographic barriers
- Consumer mobility and drive time
- Area background and market knowledge

Due to the accesses design the subject service station to share access from the R40 Road , therefore, be argued that traffic moving on the R40 Road can be considered as part of the market.

The primary market can be described as - Commuter trade - these are motorists with their point of origin and destination inside the trading area to and from the residential and business areas surrounding the subject service station development utilizing R40 Road.

Commuter traffic can be defined as traffic created by people going to or returning from work whereby traffic can be described as the combination of things (pedestrians or vehicles) coming and going in a locality during a specified period.

It can be argued that the secondary market can be described as: Through traffic on the R40 Road as well as traffic generated by the surrounding retail and business activities.

Definition of through traffic: traffic initiated at and destined from points outside a local zone.

The Retail Centre development surrounding the subject service station development to be occupied by a variety of tenants such as a CTM, AB Pets, Pick & Pay/Boxer, Pick & Pay Liqueur, Clicks, Tekki Town ,OBC Chicken ,OBC, Crazy Plastics/Wespac Lifestyle, Sneaker Factory, Dischem, Capitec and a Shoprite/Checkers with well-known national and regional brand name representation.

Trip generation of a shopping centre inclusive of the fast-food facilities can be categorized in the following:



- Primary trips: These are referred to as new trips, or trips generated by a shopping centre. The visit to the centre or development is the primary reason for the trip.
- Pass- by trips: Trips intercepted by the centre which are made by motorists on their way to a destination, other than the centre, are known as pass- by trips.
- Diverted trips: Diversions of existing trips on the road adjacent to the site are sometimes necessary and are referred to as diverted trips.

The expected support to the service station is also based on the Primary trips, due to the fact that Diverted trips and the Pass-by trips are considered as commuter and transient traffic.

Retail centres are classified according to their development size. Their development size depends on their location and their potential to draw consumers from surrounding areas. The diversity in the types of centres in second economy areas has increased since 1990. Before 1990, the centres developed were mostly small local convenience centres, with a supermarket and between 5 and 25 stores, and neighbourhood centres which also include some small, specialised stores. After 1990 there was a stronger trend towards community centres, which typically served a suburban community (between 8 500 and 17 800 households) and included a large supermarket, small national clothing stores, restaurants, and other services. After 1994, regional centres became part of the mix, with between 150-250 stores including hypermarkets, entertainment services and more choice in clothing stores and other services. In urban second economy areas, where markets are maturing more rapidly due to a growing middle class and increased safety net of social grants, multiple centres have emerged. For example, in Soweto, there are now two large malls and other smaller centres.

However, there are limited speciality, or value, centres in second economy areas because the markets are not yet there to sustain them. The shops in speciality centres offer goods and services at discounted prices because they are larger and can buy products in bulk. They tend to operate at regional level as they need to draw in large numbers of consumers from a wide area. Examples include Builders Warehouse, home furnishings, and cycle shops. Larger centres cater for a larger market, typically drawn from a wider geographical area surrounding the centre. To some extent the type of tenants attracted to a centre will depend on its size. For example, centres that are less than about 15 000m<sup>2</sup> would generally not attract banks as tenants. They would consider that the centre would not

attract enough people to make it financially viable for them. Similarly, some fashion shops may not be attracted to a development of less than 10 000m<sup>2</sup>. Larger centres are typically refurbished every 7-10 years. However, the function of the shopping centre does not necessarily correlate with its size. For example, in a rural area a relatively small centre may play the role of a regional centre and include more services simply because there is a lack of other centres providing similar services. In addition, the centre needs to attract consumers from a wide geographical area because markets in second economy areas are relatively immature (i.e., fewer consumers that have sufficient disposable income). A simplified typology for retail centres appropriate for second economy areas is given in the table below.

Table 16: A retail centre typology for second economy areas

FORMAT	TYPE	GLA
Traditional	Very Large	50 000m <sup>2</sup> +
	Large	26 000m <sup>2</sup> - 50 000m <sup>2</sup>
	Medium	11 000m <sup>2</sup> - 25 000m <sup>2</sup>
	Small	6 000m <sup>2</sup> - 10 000m <sup>2</sup>
	Very Small	0m <sup>2</sup> - 5 000m <sup>2</sup>
Specialised	Large	20 000m <sup>2</sup> +
	Medium	11 000m <sup>2</sup> - 20 000m <sup>2</sup>
	Small	5 000m <sup>2</sup> - 10 000m <sup>2</sup>

Source: DEMACON Market Studies

An appropriate mix of tenants is needed if the retail activity is to provide the variety of goods and services that cater for the needs and aspirations of the potential customers, as identified by the market research.

- Convenience retailers including a pharmacy, butchery, hairdresser, dry cleaner, liquor store and a hardware store.
- National clothing stores (to a limited extent), boutiques, shoes, and some comparative shopping.
- Restaurants and takeaways
- Services like medical facilities, banking, and limited office functions.
- Home improvement facilities, banking, and limited office functions.
- Home improvement facilities like hardware, paint, furniture, tiles and interior decorating.
- A number of specific clothing stores

- Jewellers
- Book Shops
- A small component fast food, coffee shops and
- Financial institutions
- Casino/gambling facilities offering a wide variety and large number of tables and play stations.

The ability of the centre to attract both anchor shops and line stores is important for the future financial viability of the proposed retail activity development. Their rent will enable the developer to recoup their investment, obtain a profit within a certain timeframe, and cover maintenance costs. Certain anchor stores need to be signed up as tenants to convince other stores to sign up. In addition, they are often the stores that local consumers want to see in their area - consumers in second economy areas often being highly brand conscious.

In second economy areas banking services are particularly important, not only to attract custom to the centre, but also for the economic development of the area in general. Bankers and investors typically require that 70-85 per cent of the centre should be pre-let before the proposed retail activity development is financed or its construction begins.

Town planners, urban geographers, property developers and retailers have a particular interest in the spatial and hierarchical organisation of retailing within metropolitan areas, cities, towns and villages. Berry (1963) developed a broad classification of retail facilities. He identified three main components namely:

- Centres
- Ribbons and
- Specialised areas

Ribbon developments incorporate those retail and service functions mainly orientated to vehicular traffic, including filling stations, fast-food restaurants, motorcar and tyre dealers, nurseries, and other similar operations. These functions serve demand created by motor vehicle customers.

Large metropolitan areas also have specialised function areas. These are characterised by motor car showrooms and professional office clusters (doctors, dentists, and lawyers).

Specialised function areas require good accessibility because they draw customers from

the entire metropolitan area. This retail classification remains the most suitable to describe the retail landscape today and is especially appropriate to explain the hierarchy of shopping centres.

The following acts/legislations regulate all matters relating to Transport and Public Transport in our country:

LEGISLATION	SUMMARY/SCOPE OF LEGISLATION
National land Transport Transitional Act no 22 of 2000	To provide for the transformation and restructuring of the national land transport system of the Republic
National Land Transport Act no 5 of 2009	To provide further the process of transformation and restructuring the national land transport system initiated by the National Land Transport Transition Act, 2000 (Act No. 22 of 2000)

**Public transport activities:** Three main means of public transport are available: private-owned buses, taxis and the rail system, Uber and Taxify. There are no public transport facilities in the direct vicinity of the subject service station, however, several minibus taxis and busses were observed within the study area making special trips between the townships and surrounding suburbs.

It can be argued that the predominant form of public transport on the R40 Road observed is mainly minibus taxi's.

The minibus taxi industry in South Africa has by far the largest share in public transport. Taxis are the most popular mode of transport in rural and urban areas for the majority of South Africa's population. The transformation of the minibus taxi industry has resulted in the conversion of petrol-powered to diesel-powered vehicles. This change has influenced the demand balance between the two fuels.

Public transport requirements were considered for the subject service station. It is assumed that employees of the service station will be arriving via minibus taxi from rural settlements on the periphery. The following requirements were considered for the subject service station:

- A minibus taxi staging area to be provided at the site. The subject service station's parking facilities deemed sufficient for these purposes; and

- A bus staging area to be provided with adequate shelter for commuters.

**Pedestrian and Cyclist activities:** It can be argued that a low volume of pedestrian and cyclist activity was observed near the subject service station development. But furthermore, it can be argued that due to the possible development of proposed activities the pedestrian and cyclist activity can increase significantly. Limited pedestrian sidewalks are provided along the R40 Road while in other sections of the study area pedestrians use the grasses road verges or the roadway itself to commute, no formalised pedestrian or cyclist facilities are currently provided fronting the subject service station, provisions need to be considered at the development stage.

Consideration was given to the needs of non-motorised road users (i.e., pedestrians and cyclists) within the study area.

Due to the volume of pedestrian and cyclist activities the developer will consider constructing a 1.5 m wide paved sidewalk to ensure easy access to the Convenience Store and QSR, as well as save pass by that allows for the minimum points of conflict between motorised road users arriving and departing from the subject service station and pedestrians /cyclist moving to and from the facilities of the subject service station.

It can be argued that there is currently a low to medium residential market consisting of low to medium-income housing, it can be argued that the area tends to have significant potential for further development as the area, village and surrounding area develops.

There is no transactional data for property transactions in the larger Acornhoek. However localised observations reveal appreciable modernised housing stock being added to the market within the past decade.

Future growth is attributed to the strong commercial and industrial component of the region. Growth is envisaged due to the weekend related tourism potential of the area. Future urbanisation will principally be attributed to farm workers that settle in the urban areas.

A formal dwelling can be defined as:

- Formal dwelling/house or brick/concrete block structure on a separate stand or yard or on a farm.
- Flat apartment in a block of flats
- Cluster house in complex

- Townhouse (semi-detached house in a complex)
- Semi-detached house
- Formal dwelling/house/flat/room in backyard
- Room/flatlet on a property or larger dwelling/servants quarters/granny flat/cottage)

An informal dwelling can be defined as:

- Informal dwelling/shack in backyard
- Informal dwelling/shack not in backyard (e.g., in an informal/squatter settlement or on a farm). A traditional dwelling is defined as a traditional dwelling/hut/structure made of traditional materials.

These former homeland areas are now in need to be integrated into the regional spatial structure and regional economy. By improving the regional linkages through these areas, regional traffic can be promoted to move through the area. This could consequently improve the exposure of the area and thereby stimulating economic growth and development through generating economic activities (including industries) and stimulating a viable local economy.

Economical activities for commercial trading and employment opportunities takes mainly place in Hoedspruit located 45.5 kilometres and Phalaborwa located 148 kilometres north of proposed site in the Limpopo Province and Bushbuckridge located 19.6 kilometres and Hazyview located 47.2 kilometres south of the proposed site in Mpumalanga Province.

The Limpopo and Mpumalanga borders the Kruger National Park west to south. In the north is Zimbabwe, and to the east is Mozambique. Kruger National Park is one of the largest game reserves in Africa. It covers an area of 19,485 square kilometres (7,523 sq. miles) in the provinces of Limpopo and Mpumalanga in north-eastern part of South Africa and extends 360 kilometres (220 miles) from north to south and 65 kilometres (40 miles) from east to west.

The Park has nine main gates allowing entrance to the different camps. Malelane Gate is the closest gate to Nelspruit, being only 66km (41 miles) away. Nelspruit is home to the Kruger Mpumalanga International Airport and is also on the way to the park from Johannesburg

Other key tourism attractions to Mbombela (Nelspruit) include several private owned game farms, Micro light flights, heritage sights, township and rural cultural tours, Hans Merensky Golf course in the wild Estate, Water based activities in the lower Olifants River, The big baobab tree in Gravelotte, Eiland Resort and Spa and the Tsonga Kraal

Nearby natural attractions are Blyde River Canyon, the Rondavels, God's Window and Bourke's Luck Potholes; the Tzaneen fruit farms, and Hoedspruit game farms can all be visited within a day.

The concentration of marketing force is the essence of all marketing strategy, and market segmentation is the conceptual tool to achieve this focus. Our focus is on consumer markets rather than business markets, but most of the following concepts also apply to Business 2 Business:

- Psychographic segmentation
- Lifestyle Segmentation
- Geographic Segmentation
- Distribution Segmentation
- Media Segmentation
- Price Segmentation
- Demographic Segmentation
- Time Segmentation
- Occasion - Based Segmentation



#### *ANNEXURE B: Aerial View of the Application Service Station Development and Surrounding Areas*

#### 7.1.4. EXISTING AND FUTURE ROAD NETWORK

Macro Context - South Africa has a road network of 750 000km, the tenth longest network in the world. The South African National Roads Agency Limited (SANRAL) is currently managing about 21 403 km, of which 84 percent are non-tolled and only 16 percent are tolled. Provinces manage about 47 348 km whereas 51 682km is managed by municipalities. National routes are a class of trunk roads and freeways which connect major cities. They form the highest category in the South African route numbering scheme, and are designated with route numbers beginning with "N", from N1 to N18.



FIGURE 17: South Africa National Road Network



South Africa's Public Transport Strategy plans to integrate rail, taxi and bus services in co-operation with private operators, both operationally and through ownership. Johannesburg's successes with the Bus Rapid Transport System (BRT) have led to it being adapted and implemented in other South African cities, including Cape Town, Nelson Mandela Bay, Rustenburg, Tshwane and Ekurhuleni.

As the vast majority of South Africans use taxis as their prime transport, the Government has introduced compulsory safety standards and a taxi recapitalisation programme, which gets rid of unsafe taxis through a scrapping allowance.

#### **National context:**

The N4 Road is a national route that runs from Skilpadshek on the Botswana border, past Rustenburg, Pretoria, eMalahleni and Mbombela, to Komatipoort on the Mozambique border. It forms the South African section of the Trans-Kalahari Corridor, which runs from Walvis Bay to Maputo, meaning that it links the east and west coasts of Southern Africa. Since the completion of the A2 through Botswana, the entire Corridor is now a world-class standard



highway; it features at least one carriageway in each direction of high-speed traffic plus a paved shoulder for its entire length.

The South African section can be divided into two parts with Pretoria in the middle. The western portion links Gaborone and Lobatse in Botswana with Tshwane (Named the Platinum Highway), while the eastern portion links Tshwane with Mbombela in Mpumalanga and Maputo in Mozambique (named the Maputo Corridor).

The eastern section from Pretoria to Middelburg is a four-lane dual-carriageway tolled freeway opened in 1968, with toll gates at Donkerhoek and just west of Middelburg. The freeway from eMalahleni to Middelburg was one of the first concrete freeways built in South Africa and the Ultra City was the first service station built on the sides of a freeway. At eMalahleni (formerly Witbank), the freeway converges with the N12 Road from Johannesburg. An alternative route to the N4, known as the R104 Road, runs between Pretoria and Wonderfontein (east of Middelburg). Between eMalahleni and Middelburg the alternative is the dangerous R555 Road. After Wonderfontein the toll road runs along the old alignment of the N4 until the Lebombo Border Post. From Middelburg to Belfast the N4 Road is a single-carriageway highway with two lanes in both directions; thereafter, the N4 Road is a wide shouldered single-carriageway highway. The section east of Middelburg has been significantly improved, including a northern bypass of Mbombela, and now features some new grade-separated junctions. The N4 Road east of Pretoria forms part of the Maputo Corridor Toll Route.

At Balmoral, The N4 leaves the City of Tshwane and enters Mpumalanga Province. It proceeds eastwards for 25 kilometres to enter Witbank (eMalahleni). After the interchange with the R555 Road and R544 Routes south of the eMalahleni City Centre, the N4 continues eastwards, meeting the eastern end of the N12 National Route from Johannesburg (westbound only), to bypass Middelburg to the south (where a tollgate is located just before the first Middelburg off-ramp), with the R575 Roads and the R35 Roads providing access to the city centre. South-east of Middelburg, the N4 Road meets the N11 National Route, which provides access to Middelburg Central in the north and to Ermelo in the south.

From The N11 Junction, the N4 goes eastwards for 57 kilometres to meet the R33 Road, which provides access to the town of Belfast (eMakhazeni) just to the north. From eMakhazeni, the N4 continues eastwards for 22 kilometres to Machadodorp (eNtokozweni), where it meets the R36 Route and crosses the Elands River. The R36 joins the N4 and they are cosigned north-east for 8 kilometres, with the Machado Toll Plaza on this stretch, before the R36 becomes its own road northwards. The N4 continues eastwards for 100 kilometres,

through Waterval Boven (where there is a short tunnel) and Ngodwana, to enter the city of Nelspruit (Mbombela). It is followed by the Crocodile River from just after Elandshoek.

As the old road through Nelspruit Central is designated as the R104 (Samora Machel Drive), the N4 bypasses the city to the north on a newer highway, crossing to the northern side of the parallel Crocodile River, passing by Riverside Mall (where it meets the R37), before joining the old alignment east of the city and crossing back to the south of the Crocodile River. From Nelspruit, the N4 continues eastwards for 100 Kilometres, following the Crocodile River (which makes up the entire southern border of the Kruger National Park), meeting the north-eastern terminus of the R38 Road at Kaapmuiden and passing by the Nkomazi Toll Plaza just east of Kaapmuiden, to reach the Lebombo Border Post with Mozambique at Komatipoort, where it crosses the Komati River and becomes the road which provides access to Maputo, the capital city of Mozambique (EN4). The N4 Road is located approximately 97 kilometres radius south of the subject service station property.

**Regional context:**

The known roads and transport master planning was extracted from the GIS data provided by the Ehlanzeni District Municipality and is indicated on the Figure below. It should be noted that the information provided is limited.

Figure 18: Existing Road Network as Per Ehlanzeni District Municipality



The key road in the network is the R40, which runs north south and links Nelspruit to Phalaborwa. The district municipality masterplan has identified a main road, which will also run north south and is located to the west of the proposed development. All the other roads

in the broader area are predominantly local access roads that link the residential townships to the R40. According to the GIS data the R40 is in good condition.

The R40 Road is a provincial route that connects the Eswatini border at Bulembu via Barberton, Nelspruit and Hoedspruit with Phalaborwa. The route spans two provinces and passes through several private game reserves. The R40 Road has its southern terminus on the Eswatini border at the Bulembu Border Post, with the town of Bulembu on the other side of the border. It begins by heading north through the eastern part of the Songimvelo Game Reserve before entering the Mountainlands Nature Reserve, where it turns to the north-west.

The R40 Road enters the northern outskirts of Barberton, where it reaches a junction with the R38 Road and Sheba Road north of the Barberton CBD. The R38 Road joins the R40 Road, and they are one road west-north-west for 7 km as Dikbas Avenue. After crossing the Queen's River north-west of Barberton, the R38 Road splits at a T-junction and becomes its own road south-west while the R40 Road turns northwards to bypass the Barberton Airport and skirt the eastern boundary of the Barberton Nature Reserve.

The R40 Road proceeds to enter Nelspruit (Mbombela; capital of Mpumalanga) as Madiba Drive. It reaches a junction with the main east-west street of Mbombela (R104 Road; Samora Machel Drive) west of the CBD before crossing over the Crocodile River. Immediately after crossing the Crocodile River, the R40 Road meets the southern terminus of the R37 Road before passing under the Mbombela Northern Bypass (N4 National Route) and leaving Mbombela towards the north-east.

As it enters White River in a north-easterly direction, it is intersected from the left (north) by R537 Road. The R40 Road continues through the town eastwards as its main road (Chief Mgiyeni Khumalo Drive). Midway through the town centre, the R40 Road meets the R538 and turns north to be co-signed with it through the Kingsview suburb as Theo Kleynhans Street. North of the town, it passes through a large roundabout, where the R538 Road becomes its own road eastwards while the R40 Road continues north.

It passes on its winding northward journey, first passing the Klipkopjes Dam to the west and later the Da Gama Dam to its east, where the road takes a north-easterly direction and eventually T-junctions with the R538 Road again. At this intersection, the R40 Road turns north and enters the town of Hazyview, where it meets the R536 Road before crossing the Sabie River. Just after crossing the Sabie River, it meets the R535 Road. Leaving Hazyview, it crosses the Marite River. On its northward journey it passes between the Injaka Dam to the west and the Bosbokrand Nature Reserve to the east. It continues northwards passing an

area of many small villages and hamlets, including Bushbuckridge and Rooiboklaagte. It crosses into the Limpopo Province at Acornhoek. The R40 Road passes the subject service station property directly on its eastern periphery.

The R531 Road is a regional route with its north-western terminus is the R527 Road midway between its western origin and the town of Hoedspruit in Limpopo. From there it heads south-east meeting the R40 Road at a staggered intersection at the village of Klaserie. It continues east and becomes the northern border between Limpopo and Mpumalanga. On the northern side of the road is Timbavati Game Reserve and on the southern Manyeleti. It ends at the Orpen Gate of the Kruger National Park. The R531 Road is located approximately 10,90 kilometres radius north of the subject service station property.

The R532 Road is a regional route with its north-western origin is in Limpopo from the R36 Road between Abel Erasmus Pass to the north and Ohrigstad to the south. It initially heads east, crossing into Mpumalanga province. It then turns to a more southerly direction, on the western edge of the Blyde River Canyon Nature Reserve. It passes close to Bourke's Luck Potholes. Further south, the R534 Road forms a scenic detour to God's Window, also a part of the Reserve. At Graskop, the route intersects and is consigned with the R533 Road heading west for 5 kilometres before continuing south to Sabie where the route ends at an intersection with the R536 Road. The R532 Road is located approximately 22,73 kilometres radius west of the subject service station property.

The R533 is a regional route with its western terminus is the R36 Road at Verraiersnek Pass in Limpopo between Ohrigstad and Mashishing (Lydenburg). Heading east, it crosses into Mpumalanga through De Berg Pass into Pilgrim's Rest. On the other side, the R532 Road joins from the south. The routes continue to Graskop where the R532 Road leaves heading north. From Graskop, the R533 Road carries on east through the Kowyns Pass. On the far side of the pass, the R535 Road diverges, heading just south of east, whereas the R533 Road then turns to a north-easterly direction, ending at an intersection with the R40 Road in Bushbuckridge. The R533 Road is located approximately 23,22 kilometers radius south of the subject service station property.

The R535 Road is a regional road with its western origin is the R533 Road between Graskop and Bushbuckridge in Mpumalanga. It heads east ending at the R40 Road between Bushbuckridge and Hazyview.

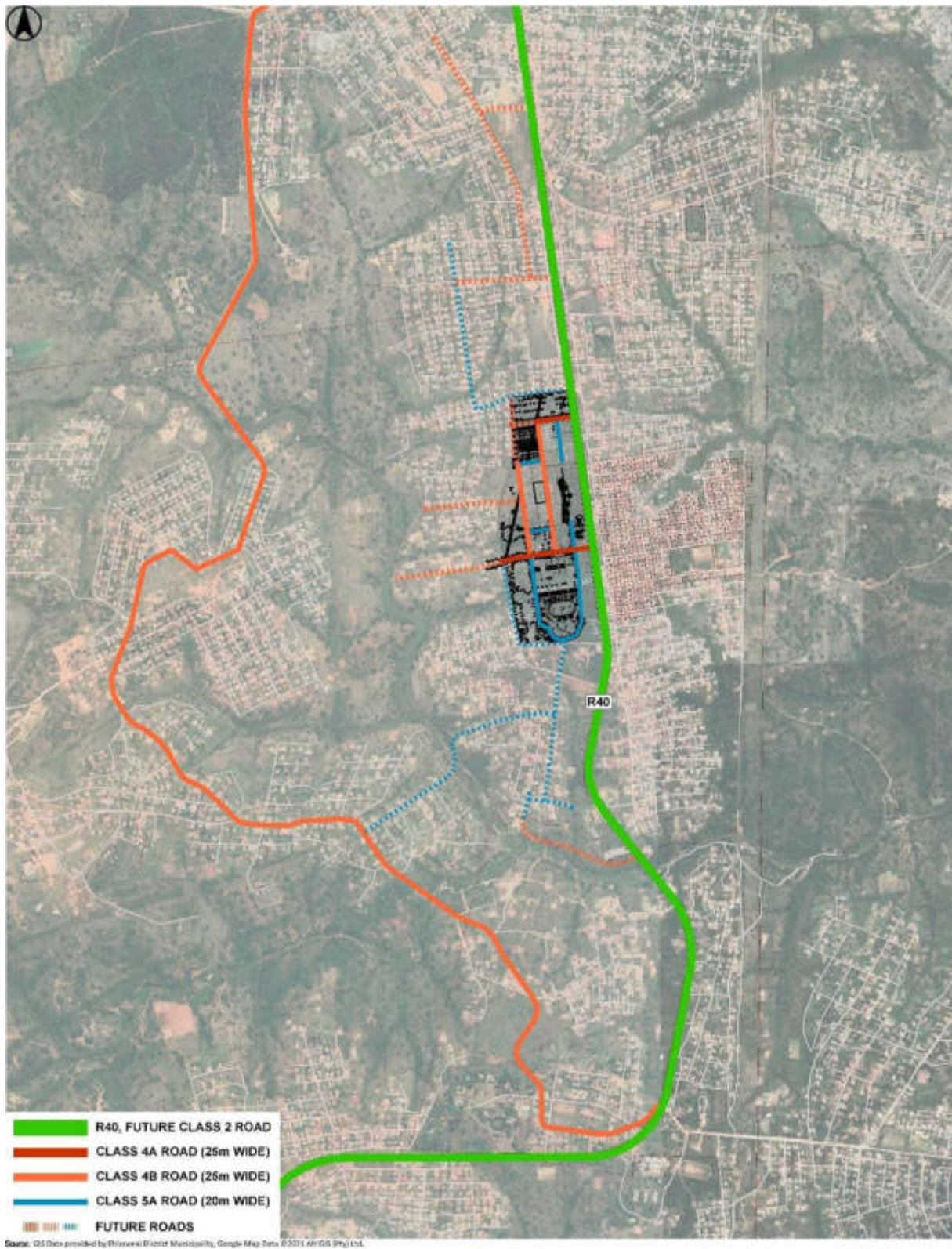
The R527 Road is a regional route starting from the R36 Road just north of Abel Erasmus Pass between the towns of Ofcolaco and Ohrigstad, it heads east. The R531 Road branches off

from it, heading south-east. It ends at an intersection with the R40 Road at Hoedspruit. The R527 Road approximately 32,23 kilometres radius north of the subject service station.

**Local context:**

Acorn City will be a large mixed-use development, with an internal road network of collector distributor roads and local access roads. SANRAL requires that the proposed internal road network provides access to the local road network around the proposed development. Currently the local road surrounding the proposed development are gravel road that provide access to individual plots. The local road network is laid out in a rough grid pattern.

Figure 19: Future Local Roads Masterplan



The internal road layout will include two Collector Roads (Class 4A with 25m road reserves) that will link towards existing residential settlements that are situated directly west of the subject township. Collector Streets (Class 4B with 20m road reserves) and Local Streets

(Class 5A with 16m road reserves) are planned to provide access from the Class 4A roads to the planned internal land uses, facilities, and services within the subject township. The road pavement and kerbing will be designed according to the municipal specifications.

**Future context:**

The information provided by SANRAL indicates that there are three projects for the upgrading of the following sections of the R40 Road:

- Section 5 of the R40 from Km 66.6 to Hoedspruit (km 93.7), this section is north of Acornhoek;
- Section 5 of the R40 Road from Hazyview (km 0.0) to Maviljan (km 32.1); and
- Section 5 of the R40 Road from Maviljan (km 32.1) to Arthur's seat (km 53.0).

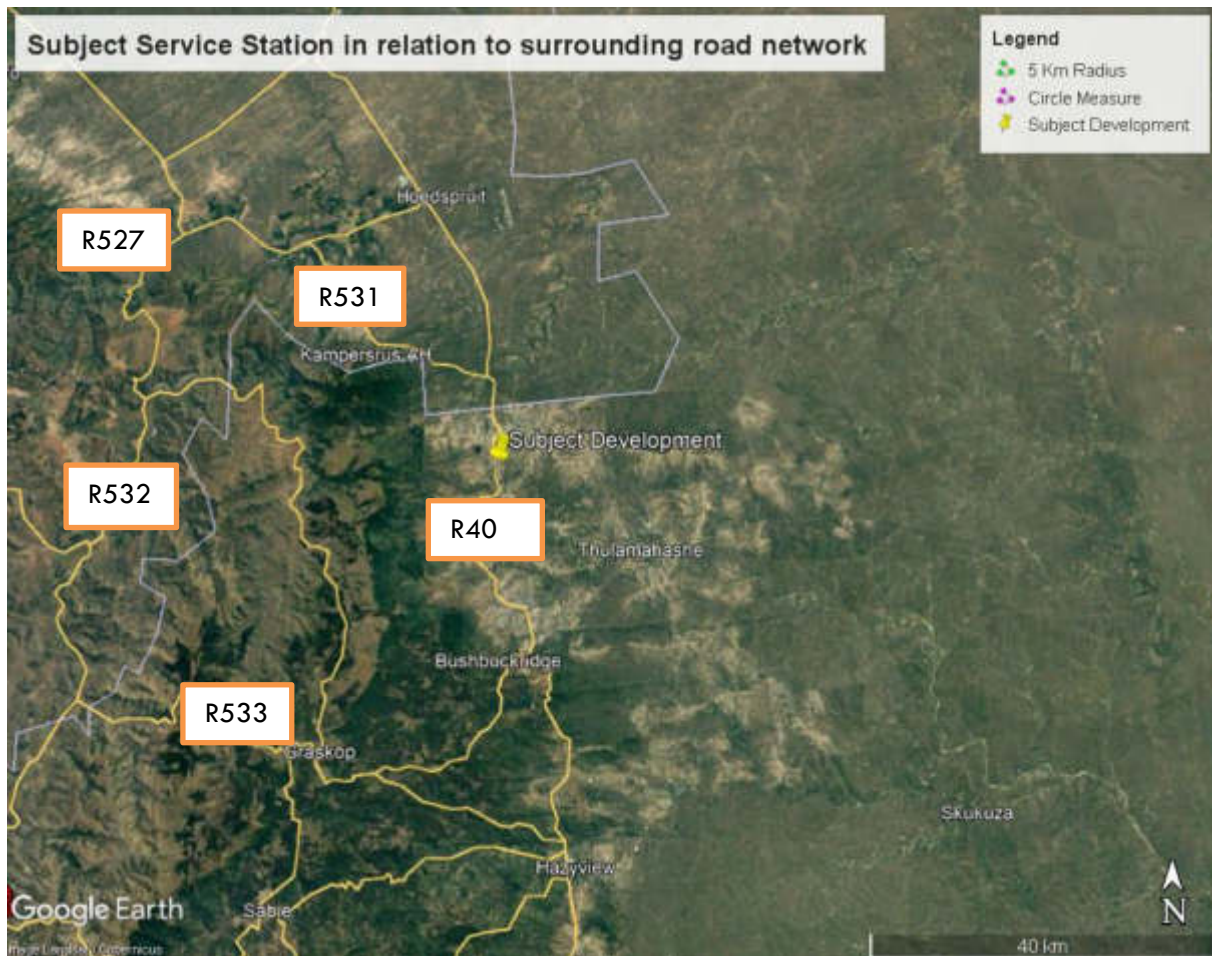
The two sections of the R40 Road from Hazyview to Maviljan to Arthur's seat (km 53.0) are located to the south of the subject development. SANRAL is implementing the upgrade of the section of the R40 Road between Maviljan to Arthursseat and the project is currently at the concept design phase of the project.

No further information could be obtained, related to significant road changes to the road network. Planned for the immediate future that would cause a significant diversion of traffic flow past the subject service station, that might have significant impact on the feasibility of the subject service station when considering its estimated operational life cycle.





FIGURE 12: Subject service station in relation to the surrounding road network



## 8. MARKET SUPPLY ANALYSIS

This section examines the findings of the market supply assessment undertaken within the trading area. Specifically, it discusses the key characteristics of the service stations located in proximity to the subject service station. A better understanding of such characteristics will help determine their likely implications for the subject service station and vice versa.

This discussion covers the following issues:

- the location of the existing service station within the study area and its description in relation to the subject service station,
- the estimated fuel volumes sold by existing service stations,
- convenience facilities provided by existing service stations, and
- implications of the existing service stations for the subject service station

## 8.1. FUEL SALES PROJECTION / MARKET DEMAND ANALYSIS

This section provides the market demand assessment for the subject service station to determine the feasibility of the development. The demand of the facilities is determined by estimating the amount of fuel sales that may be attracted as well as the amount of business attracted to the additional profit opportunities associated with a service station.

### 8.1.1. VOLUME PROJECTION

It can be argued that the Covid-19 pandemic has had a significant impact on the traffic volumes and patterns on South African Road.

Taking into consideration the accessibility, visibility and convenient location of the subject service station, the trading area in which the service station is going to operate, primarily consist out of the commuter and through traffic.

The effective fuel/petrol demand is one of the means to determine the sustainability of the subject service station by means of calculating the potential volume of fuel sold by the service stations.

The total number of vehicles passing the subject service station over a 24-hour period, disaggregated into types of vehicles as indicated by the table below are utilised for the purposes of calculating effective demand.



*EQUATION 20: The basic formula used in the calculation of the anticipation of fuel sales is:*

$$= N \times P \times L \times D$$

- N: Number of vehicles passing the site during a 24-hour period.
- P: The percentage of those vehicles calculated in N likely to support the subject service station.
- L: The number of litres likely to be purchased by the vehicles calculated in N and P.
- D: The number of days per month in which the calculated support is expected.

(N): SUMMARY OF THE 24-HOUR TRAFFIC COUNTS



TABLE 17: Result of a calculated 24-hour AADT

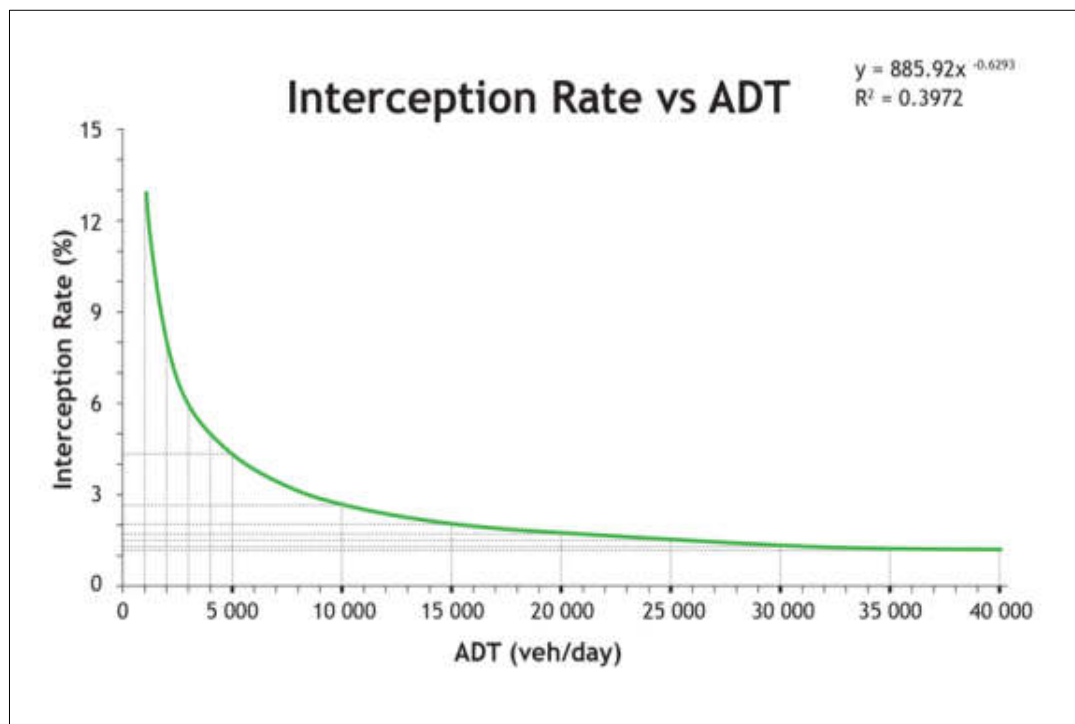
This results into a calculated 24-hour AADT of:

ROUTE	LIGHT VEHICLES	MINIBUS TAXIS	HEAVY VEHICLES	TOTAL
1	4 505	1 081	405	5 991
2	4 661	1 119	419	6 199
TOTAL	9 165	2 200	825	12 190

(P): In the analysis of the feasibility of a service station, the interception rate (percentage of traffic on the adjacent road that turns into the service station) is a critical variable. It also has an implication on the operation of the accesses to the service station as the number of potential conflict movements' increase with increasing vehicles that enter the subject service station.

Support from other activities was calculated and considered within the analysis - Further details will be elaborated within Annexure N

Figure 21: Interception Rate vs ADT



The turn-in percentage (interception rate) is also influenced by the following factors:

- convenience (clean new facility and easily accessible),

- visibility (good - long time to decide whether to use the facility or not),
- the amount of passer-by traffic (fixed, as per traffic count),
- type of traffic (transient, commuter and residential),
- other nearby service stations (competitor sites),
- service provided to the public (car wash, convenience store, ATM. etc.),
- good accesses (proper deceleration and acceleration lanes),
- location (homebound and work bound),
- site layout (large enough to have proper site circulation), and
- the proposed retail activity development.

The expected interception rates for the subject service station are indicated in table below.



**TABLE 18: Expected interception rates**

STREET AND DIRECTION	INTERCEPTION RATE LIGHT VEHICLES	INTERCEPTION RATE TAXIS	INTERCEPTION RATE HEAVY VEHICLES
<b>ADOPTED INTERCEPTION RATE</b>			
Route 1	3% - 4%	3% - 4%	1% - 2%
Route 2	3% - 4%	3% - 4%	1% - 2%

Average litres were obtained from surveys done at the competitor service stations in the surrounding area.

The average fill per vehicle, facilities provided at the various service stations, and estimated current monthly sales were surveyed at all sites within the study area. The average fill expected from the subject service station was consequently estimated, given the location, and expected increase in the amount and quality of facilities. The average fill at a service station also varies depending on the type of traffic that the subject service station is exposed to. Higher average fill rates are generally encountered for service stations exposed mainly to transient traffic, while lower average fill rates are generally encountered for service stations exposed to local traffic.

Competitor service stations were surveyed to determine an average fill per vehicle at such a service station. These competitor service stations represent the average fill for vehicles within the study area and their unique catchment area.

(L): Average litres were obtained from surveys done at the competitor service stations in the study area.

The adopted average fill per vehicle type is indicated in the table below.



*TABLE 19: Average fill per vehicle type*

AVERAGE FILL PER VEHICLE TYPE	
Light Vehicle	18 Litres
Minibus Vehicle	20 Litres
Heavy Vehicle	55 Litres

(D): The definition of full normal trading days in a month is the number of typical weekday sales in a month. A typical weekday is a Tuesday, Wednesday, or a Thursday during a week with no holidays or public holidays. If there was no variation in the traffic, there would have been 29.5 (365/12) full normal trading days in a month. If, for example, the weekend traffic demand is higher than during the week, the full normal trading days in a month become less. It is thus wrong to assume that a default value of 29.5 to 30.4 days should be used since a 24-hour facility will be operated for each day of the month.

Traffic patterns have an impact on the number of trading days per month. It is suggested that 30.4 trading days in respect to light vehicles and 20 operational days for heavy vehicles be used for this study.

Support from the retail activity. - Trip generation of the retail activity can be categorized in the following:

Primary trips: These are referred to as new trips, or trips generated by a shopping centre. The visit to the centre or development is the primary reason for the trip.

Pass - by trips: Trips intercepted by the centre which are made by motorists on their way to a destination, other than the centre, are known as pass- by trips.

Diverted trips: A diversion of existing trips on the road adjacent to the site is sometimes necessary and are referred to as diverted trips.

Table 20: The split of the expected number of trips generated is as follows:

<b>Primary trips</b>	<b>48%</b>
<b>Pass-by trips</b>	<b>43%</b>
<b>Diverted trips</b>	<b>10%</b>
	<b>100%</b>

Table 21: The expected support from the generated trips from the retail activity can be calculated as follows:

Description	Phase 1 / Year 1
A. Centre & New fast food development m <sup>2</sup> /GLA	23 717
A1 - Shop 1 - Pick & Pay / Boxer	3 050
A2 - Shop 2 - AB Pets	189
A3 - Shop 3 - Pick & Pay Liquor	300
A4 - Shop 4 - Clicks	525
A5 - Shop 5 - Tekkie T	370
A6 - Shop 6 - OBC Chicken	620
A7 - Shop 7 - OBC	600
A8 - Shop 8 - Wespac/Crazy Plastics	1 750
A9 - Shop 9 - Sneak F	273
A10 - Shop 10 - ST.88	260
A11 - Shop 11	550
A12 - Shop 12 - Dischem	1 200
A13 - Shop 13 - Capitec	282
A14 - Shop 14 -	269
A15 - Shop 15 -	255
A16 - Shop 16 -	242
A17 - Shop 17 - Shoprite / Checkers	3 145
A18 - Shop 18 -	90
A19 - Shop 19 -	90
A20 - Shop 20 -	90
A21 - Shop 21	90
A22 - Shop 22 -	95
A23 - Fast Food Drive Thru	350
A24 - CTM / Tile Africa	7 522
A25 - Retail	1 510
<i>* Excluding 2 X Fast Food and 2 X Resturant Areas indicated on the development plan without the available GLA</i>	
B. Shoppers, Visitors / m <sup>2</sup>	30
C. Amount of shoppers, visitors per month (A x B)	711 510
D. Amount of persons per light vehicle (car & minibus)	3,0
E. Equals : amount of light vehicles per day	(C / D / 30 )
F. Primary trips	7 906
G.Pass - by trips	48%
H. Diverted trips	42%
I. Support by primary trips	10%
J. Equals: support per day per car (E x F x G)	8%
K. Intake per stop per car	304
L. Days per month	18
M. Equals : liters per month from centre	30
	<b>166 118</b>


The following assumptions applied when this volume projection was conducted:

- The service station will be operated by an average retailer with average effort.
- The retail activity remains operational.
- Visibility from both directions remains unobstructed.

When looking at the future demand potential for the subject service station, a five-year growth scenario was considered. Given the characteristics of the location, and the future development potential of the area in which the proposed location of the service station is positioned, it is expected that there will be increased volumes of traffic in the area. An additional assumption was made based on traffic volume growth of 0,7% for year 2022, 0,7%

for year 2023,1% for the year four, 1,5% for year 5 that is in line with realistic economic growth in the area.

Based on the methods above, the Applicant was satisfied that a reasoned and dependable weighted projection of fuel sales per month at the applicable service station would be:

 **TABLE 22: Projected average fuel sales per month from year 1 to year 5**

YEAR	AVERAGE LITRES PER MONTH
1 - 2022	391 057
2	461 074
3	510 845
4	515 954
5	523 693

 **ANNEXURE B: Aerial View of the Application Service Station Development and Surrounding Areas**

**8.1.2. SOCIO-ECONOMIC IMPACTS OF THE EXISTING SERVICE STATION(S)**

**8.1.2.1. ECONOMIC IMPACT**

Service stations can have significant social impacts on the environment, which may detrimentally affect the social well-being of citizens. These include:

- noise impacts,
- reduction in land value and real estate properties in the proximity of service stations,
- visual impact and “sense of place”,
- impact on the safety and security of an area and specifically adjacent properties,
- potential impacts on health because of volatile organic compound (VOC) emissions, and
- impact on the feasibility of service stations in proximity, i.e., the financial security of existing service station owners, job-security of their employees and the necessity for rehabilitating the land.

The major impacts that are experienced by the community cannot be solved by short-term physical actions but will require long-term education.

The service station architect's layout and engineers' design of the in- and egresses as well as management will contribute to exert positive social behaviour.

Economic impacts are those impacts that affect the level of economic activity in a region either positively or negatively. For instance, they directly affect the economic well-being of residents and businesses in an area by changing employment levels and retail expenditures.

The nature of the economic impact in an area can either be positive or negative depending on the nature of the business affected or the surrounding land use.

The following are negative economic impacts:

- Decline in property value because of noise and social impacts; the magnitude of the effect and the decline in property value will depend primarily on (a) the type of neighbouring land use and (b) the intensity of the effect.
- Negative impacts on existing service stations already operating in the area.

The locality of the subject service station in an already commercial and retail activity area, will have a minimum effect on the possible declining of property values or change in the character of the surrounding area.

The following section consider the economic impacts of building the subject service station and convenience store in Acornhoek - Sefoma Village - Acorn City. These impacts are considered separately for the construction phase (once-off impact) and the operational phase (recurring impact). These impacts have been calculated using sectoral multipliers generated by an input-output model for the South African economy. The multiplier analysis identifies the likely impact that the specific development under question will have on key economic variables, namely: gross domestic product (GDP), labour remuneration, average employment, and income in the local economy.

#### 8.1.2.2. ECONOMIC MULTIPLIER IMPACT ANALYSIS

A significant increased capital investment, in this scenario approximately R 14486715,50 In an area like Acornhoek - Sefoma Village - Acorn City results in local economy stimulation, both during the construction and operating phases of the project. To measure the extent to which the economy has been stimulated (impact), changes in economic aspects need to be quantified. To quantify the impact, the following factors were considered:



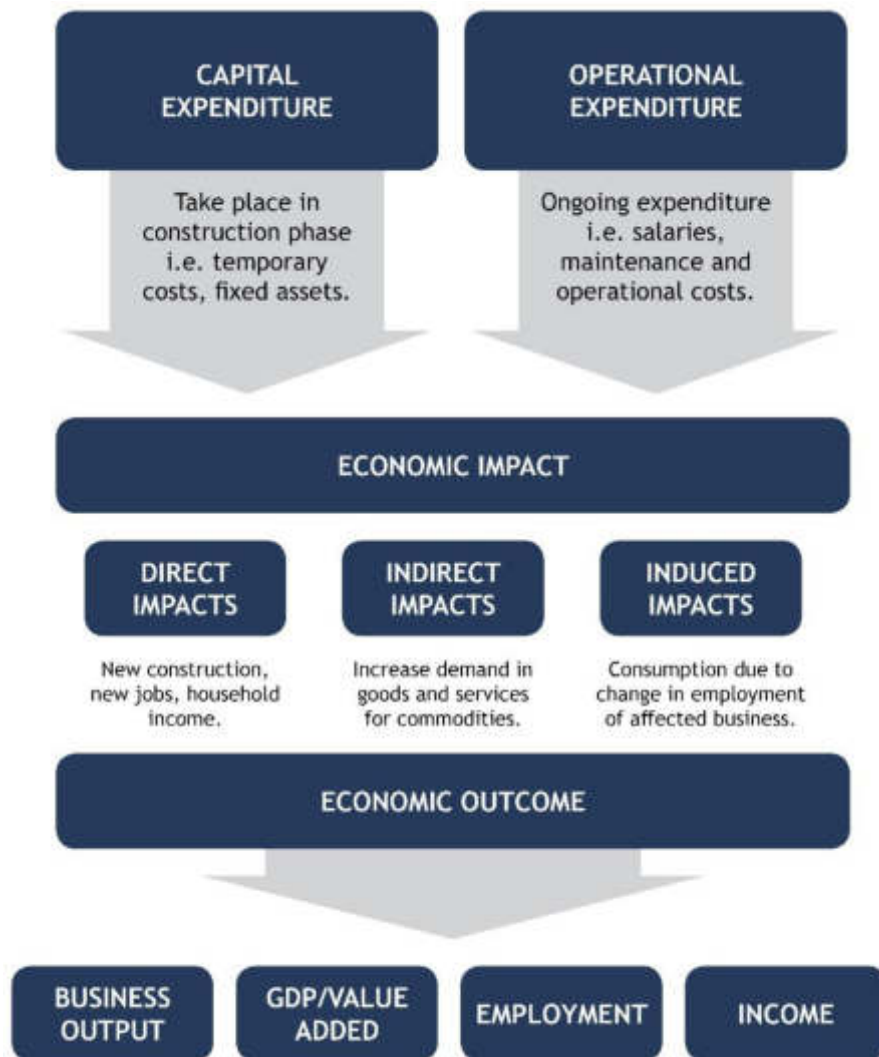
- **Production:** Production is defined as the process in which labour and assets are used to transform inputs of goods and services into outputs of other goods and services. The impact assessment will measure the change in production expected to result from the project.
- **Gross Domestic Product (GDP):** Gross Domestic Product refers to the market value of all final goods and services produced within a country in each period. The assessment, therefore, measures the impact of the proposed project on the South African economy.
- **Employment Opportunities:** Opportunities to increase the working population that forms part of the local labour force.
- **Income generated:** The income generated by the project refers to the salaries and wages earned by those employed directly by the project and the suppliers of goods and services.

A macro-economic impact assessment addresses the quantification of the economic impacts in terms of:

- **Direct Impact:** The direct impact is calculated from macro-economic aggregates occurring as a direct result of the project, the initial impact on GDP for example, is taken from the financial information and equals the value-added generated by a specific scenario.
- **Indirect Impact:** indirect impacts are calculated from the activities of suppliers through the application of the model. For this study, indirect suppliers include those industries who deliver goods and services to the activity under discussion including suppliers who, on their part, deliver goods and services to the first-mentioned indirect suppliers.
- **Induced Impact:** The induced impacts are the impacts on goods and services demanded due to increased expenditure by households from income earned due to the project. Examples include the income of employees and shareholders of the project, as well as the income arising through the backward linkages of this spending in the economy.

Once the impacts in terms of the above variables have been established through the modelling process, the impacts can be contextualised in terms of the economic and socio-economic trends identified through a baseline analysis.

Figure 22: Economic Impact Assessment Concept



A holistic picture of the impact of any development must consider the net value that the proposed development adds to an economy. For example, to assess the impact that the subject service station be inclusive of a convenience store, will have on employment in the local economy, one must consider both the jobs expected to be created as well as jobs likely to be lost, if any. For example, if the new service station is responsible for employing four new forecourt attendants, however, two of these employees have simply transferred employment from competitor stations, the overall net impact will be an increase in employment of only two people for the local economy.

A distinction is made between the contribution of the specific sector (initial impact); the impact of the first-round suppliers (together these two forms the so-called “direct” impact); the impact of all other “indirect” suppliers and, finally, the induced consumption of households. First-round suppliers are those industries that deliver goods and services directly to the subject service station and convenience store under consideration in this study, whilst

the indirect suppliers are those industries that, on their part, deliver goods and services to the first-round suppliers. For example, construction of the subject service station and convenience store has an initial impact on the economy through its direct effects on the construction industry.

After opening, purchases by the construction industry from, for example, the electricity sector, are regarded as first-round impacts of the construction industry on the economy. The backward linkage of the electricity sector, with for instance the coal mining industry and the linkage of the coal industry, on its own turn, with its suppliers of intermedia, the goods and services, are regarded as part of the indirect impact of the construction industry.

Furthermore, the construction of the new service station also stimulates the economy through the induced effects of private household consumption resulting from salaries and wages paid by the subject service station. In this regard, construction of the subject service station and convenience store results in payments for labour services that ultimately increase household income and hence increase the level of private household consumption expenditure. Household income is treated as being spent within the system and thereby generating further economic activity, ultimately resulting in larger multiplier effects throughout the entire economy. Hence overall, the impact on economic development goes far beyond a simple analysis of the initial impacts.

The multiplier model, furthermore, takes account of leakages from the system which dampen the effect of the economic multipliers (these include import leakages as well as savings). All economic impact values are stated in current (2018-2019) prices (unless otherwise stated) excluding value-added tax (VAT) and are not adjusted for future inflation.

The assumptions made are listed below and are applicable to economic modelling:

- The technical coefficients of the Social Accounting Economic Model (SAM) remain constant for the period of the analysis, i.e., no structural changes in the economy are experienced.
- The direct expenditure model input is based on the total CAPEX and OPEX expenditure generate from the service station.
- The sub-sector expenditure figures are reallocated to their suitable SIC's category to be fed into the SAM model.
- OPEX of the service station is based on information gathered from the Client.

The production, GGP, employment, and income direct, indirect, and induced multipliers for the service station is shown in the following table:



**TABLE 23: GGP Production**

	CAPEX Multipliers				OPEX Multipliers			
	Direct	Indirect	Induced	Total	Direct	Indirect	Induced	Total
<b>Production / New Business Sales/R1.00</b>	1,00	0,76	0,36	2,12	1,00	0,44	0,46	1,90
<b>GDP/R1.00</b>	0,40	0,28	0,16	0,84	0,45	0,20	0,20	0,85
<b>Jobs/Rm</b>	1,26	1,56	0,50	3,33	7,01	0,57	0,63	8,20
<b>Income/Rm</b>	0,20	0,14	0,14	0,47	0,45	0,10	0,10	0,64

*Source: Urban-Econ, SAM Based on 2016 Constant Values*

The employees of the Applicant will be provided with all the training that is necessary. This training is not only to ensure that excellent service is provided to consumers but will further focus on the personal growth of the staff members.

Assessing the impact that the subject service station with a convenience store will have on the economy of the township of Acornhoek - Sefoma Village - Acorn City in Bushbuckridge Local Municipality, ultimately on the broader economy must take into cognisance both the impact on the local community and the impact on the existing service station market in the surrounding area.

#### 8.1.2.3. CONSTRUCTION AND OPERATION ECONOMIC IMPACTS

Given that the construction phase of the subject service station and convenience store leads to a once-off injection into the economy whilst the operational phase results in an ongoing contribution to the economy, it is preferable to deal with these two phases separately. The construction costs used in this analysis are those supplied by the developer for the subject service station (including a convenience store) on the preferred site.

The total CAPEX development cost of the subject service station and associated uses is R 14486715,50



*ANNEXURE N-8: Volume Loss indicating a detailed calculation of the potential volume loss of the identified competitor sites. Inclusive an indication of the volume loss recovery in year one to five after the proposed sites have been activated. It is evident from the evidence provided that no competitor site will*

*suffer a severe volume loss and close. Most of the competitor sites will recover the volume loss within 3 (three) years.*

#### 8.1.2.4. EMPLOYMENT IMPACT

In business and government policy, social impacts refer to how the organisation's actions affect the surrounding community.

Recent advances in economic forecasting and modelling techniques consider not only the direct benefits of the development on its users, but also the broader impact on the local and regional economy. For example, increased jobs could lead to increased household incomes, which could result in increased spending which could result in increased business sales (turnover), which could result in the expansion of businesses and thus the need to employ more people and improve the lifestyle of the community.

The service station development, once developed, is envisaged to have the feasible potential to generate up to ± 39 permanent employment opportunities, consisting of Cashiers, Forecourt attendants, Chars and Management.

It is estimated that the subject service station will create an estimated 50 job opportunities during the construction phase alone. This will have a great impact on the lives of people currently employed as it will alleviate the level of their poverty.

The implication of additional permanent jobs being created in the local economy is that multiplier effects could result in additional income being generated in terms of additional household income for the local population. Most of this additional income would be spent in the local economy (excluding leakages into the regional economy) which would result in increased turnover for local businesses.

#### 8.1.2.5. SAFETY AND SECURITY OR CRIME IMPACT

In some cases, the subject service station poses the problem of safety and security for the surrounding residents and customers itself. As people know that there is a safe for cash at the petrol station, this becomes a major target for criminals. While targeting the service station, criminals might end up by victimizing other residents and customers.

The proposed service and rest area will be designed in such a way and the retailer needs to implement standard operating procedures and make use of the latest technology to prevent

and reduce the vulnerability to armed robberies. This will be done by minimum cash handling, cash management, utilising cash in transit security companies, the implementation of a CCTV system and standard operating procedures in cash handling and constant training in surrounding awareness of staff. Become involved with the community police forum.

The design of the subject service station will also restrict direct access to sensitive areas.

#### 8.1.2.6. VANDALISM

Visitors take it to the 9'th degree; they even remove complete ablution systems, toilets, sinks, taps and all removable fittings inclusive of light bulbs and mirrors. What cannot be carried is destroyed. This is reportedly said to be in retaliation of the provision of 'poor' or 'unsuitable' services.

The subject service station and rest area will be designed in such a way that the retailer needs to implement standard operating procedures and surveillance to prevent and reduce the possibility of vandalism.

#### 8.1.2.7. LIFESTYLE IMPACT

Lifestyle can be defined as the interests, opinions, behaviours, and behavioural orientations of an individual, group, or culture.

The subject service station will act as a "one-stop-shop" that will positively impact traffic as well as the resident close by, looking for shopping convenience to simplify their lifestyles. The retailer will ensure to provide in the customers' needs to satisfy their specific lifestyle requirements.

#### 8.1.2.8. SEVERANCE

Severance can be defined as the separation of residents from facilities and services they use within their community, from friends and relations and, perhaps from a place of work because of changes in road patterns and traffic levels.

Severance can be classified into:

- **Functional:** where activity and traffic cut people off from facilities located on the other side.
- **Visual:** Visual intrusion.

- **Social:** As physical and psychological barriers that are difficult to cross and therefore may affect the structure, function, and social pattern of the surrounding neighbourhoods.

Severance has the effect of increasing journey time and enforcing route changes for travellers on foot or vehicles. It can also influence land uses as it alters the catchment areas of shops, employment areas and community facilities. Because service stations are considered as a part of the road system, its effect on severance is to a minimum.

Some surrounding residents who are used to a quiet atmosphere will sometimes be affected when viewing many cars queuing to enter the facility to fill up. In terms of visual impacts, there is a need to indicate that this is a temporary concern that will end with the end of the construction phase of the subject service station.

Visual intrusion occurs where structures prevent people from enjoying a view because they obscure some of the scenery or even cut it into pieces.

The following can be considered as visual intrusion:

- obscuring of natural scenic beauty,
- obstruction of man-made vistas and monuments, and
- insensitive placement of signs and lights.

Proper regulation and enforcement by authorities control the insensitive placement of advertising and other signs and infrastructure.

Aesthetics is a very subjective issue but components that can offend include aspects such as:

- Appearance
- Age (outdated)
- Design
- Colour

The buildings will be in harmony with the surrounding's functional, maintainable, and aesthetic appeal. Since the subject service station is located alongside a public road, it is generally responsible for keeping the surrounding area free of waste and to maintain the vegetation alongside the property boundaries.

The display of advertisement boards at the subject service station and alongside roads are eminent. The positioning of these advertising boards will only be according to the local and

national authorities' regulations to ensure the minimum intrusion and/or obstructing the view of the land and townscape.

The design of the buildings and landscape and layout of the subject service station is very functional and modern which is very aesthetically pleasing and exerts a positive influence on the behavior of its users.

The locality of the subject service station in an already commercial and retail activity area as well as compliance with authority regulations. It will have a minimum effect on possible severance and visual intrusion of the traveling motorist on the adjacent roads.

#### 8.1.2.9. POLLUTION

Pollution risks may have an impact on the groundwater system; the watercourse systems and the air quality of the area surrounding the proposed development site. Water and air pollution have a negative impact on the health of individuals and households.

Air pollution has many short and long negative effects on humans, buildings, crops, and the natural environment. Odour pollution and reduced visibility can also become potential threats to the environment. Exhaust emissions from petrol- and diesel-driven road vehicles contribute significantly to the degradation of the general air quality.

Air pollution requires strict management control to prevent unnecessary air pollution from engines left running unattended at the service station.

Motorists visiting the service station must be made aware of regular maintenance of engines by means of displays on the forecourt.

The main atmospheric emission from service stations emanates from the evaporation of fuel. Petrol is a volatile organic compound (VOC) which leads to ozone creation at ground level and plays a role in photochemical smog. It has also been linked to respiratory disorders. (VOCs emissions contain carcinogens). Evaporation of petrol, resulting in VOC release can occur when storage tanks or vehicles are being filled. The emissions of VOC may, therefore, have a significant impact on employees and residents where service stations are near residential properties.

Limited air pollution (exhaust fumes from motor vehicles) emanates from the surrounding road network.

The subject service station will not have a negative health impact (because of air pollution) on the adjacent landowners, as the area is not densely populated and predominantly consists



of roads and commercial/retail activity. It is envisaged that the subject service station will adhere to environmental best practice and international standards as required by the oil company/registered fuel wholesale supplier. However, as a precautionary measure it is suggested that the use of an effective vapor recovery system during tanker deliveries would significantly reduce emissions of hydrocarbons from the service station site, thereby reducing ambient Benzene concentrations at the site boundaries and lowering the associated risk of cancer to people within the vicinity of the site.

The risk of groundwater contamination will be mitigated by means of engineering and design specifications such as:

**Tank farm:**

1. Fuel storage tanks are proposed to be installed underground, which ensure better temperature stability, which in turn reduces breathing losses from the tanks due to fluctuations in temperature,
2. Tanks are to be coated with glass-fibre-reinforced polyester as per SANS 1535 to reduce the risk of corrosion posed by the sub-surface environment,
3. Tanks will be fitted with monitoring devices, including online leak detection, for purposes of proactively detecting any potential product loss (leaks) which might potentially result in pollution or contamination,
4. Pump sumps and containment manholes will serve as containment tools in the event of a leak,
5. The tank farm is to be covered with a 200mm thick concrete slab, and tanks will be buried at least 1m below ground (1m cover over fuel tanks),
6. All submersible pumps shall include a leak detector that automatically checks the integrity of the pipework on the pressure side of the pipework,
7. Submersible pumps will be flame or explosion-proof.

**Piping:**

1. Corrosion-resistant Petro Plus piping is to be used for secondary containment around piping. The secondary piping will ensure that, in the event of a leak occurring in the piping, any fuel leaking from the pipe will be contained and will not come into direct contact with soil or groundwater,

2. Piping will conform to SANS 1830 and will be non-metallic and flexible. Plastic is inherently more corrosion-resistant than metals, and the flexible design eliminates unnecessary joints and elbows which are potential sources for leakages,
3. The oil companies do not allow pipe joints underground, to reduce the risk of pipe failure.

**Fuel dispensers:**

1. Fuel dispensers will be equipped with automatic nozzles, which automatically prevent vehicles from being overfilled and therefore reduces potential fuel spillage,
2. Dispensary nozzles will be equipped with splash guards to help prevent fuel spill in the event of an overfill,
3. Each dispenser will be fitted with a safety shear valve,
4. A single header may be run from the pump to the dispenser island with branches leading to each dispenser, but each branch shall have its own isolating valve located in a manhole,
5. Fuel Dispenser(s) labelling specifications to adhere to:
  - a. Lettering and numbering in standard and solid font, size not less than 55 reading from left to right,
  - b. Be alongside the nozzle and on the same side as the bowser indicating the price,
  - c. Petrol and diesel dispersed need to be product-specified,
  - d. Metal-free unleaded petrol grade (ULP) needs to be labelled with white lettering and numbering on a green background,
  - e. Metal containing petrol grade (LRP) needs to be labelled with white lettering and numbering on a red background,
  - f. Diesel needs to be labelled with white lettering on the black background.



FIGURE 23: Correct dispenser labelling



#### Forecourt and paving:

1. The forecourt is to consist of a 150mm-thick concrete slab, which forms an impermeable layer. In the event of a fuel spill on the forecourt due to an overflow, fuel will, therefore, be contained in a pollution solution system and will not infiltrate into the ground. The risk of soil or groundwater contamination is therefore greatly reduced.
2. A containment concrete slab around the surface of the tank farm will ensure that the fuel will be contained in a pollution solution system, preventing infiltration into the soil and/or groundwater; should a spill occur during delivery of fuel from road tankers into the underground fuel storage tanks.
3. The proposed pavement designs are based on anticipated traffic volumes and ground conditions.
4. Enough fire extinguishers will be provided. One 9kg dry chemical power type extinguisher will be provided to each pump island.

#### Miscellaneous:

1. Vents will be placed in a safe place and the installations will be done according to SANS 10089-3,
2. Fugitive emissions due to the storage of fuel will thus be minimised,
3. Vent pipes are to be at a minimum of 3.6m above ground to minimise potential health risk associated with possible fugitive emissions,

4. Daily dip inspections, as well as regular stock reconciliations, will also indicate possible loss of product. This is another pro-active means of detecting potential risks of pollution or contamination.

#### **SABS standards:**

The subject service station and all its components will adhere to the relevant standards and requirements as set by the South African Bureau of Standards (SABS) as well as to the requirements set by the oil company, which are even more stringent than the requirements contained in the applicable South African National Standards (SANS) as set by the SABS.

The following SABS standards are applicable and will be adhered to in the establishment of this subject service station:

#### **Applicable SABS standards:**

The standards pertain to:

- SABS 62 Pipe work
- SANS Code 089 Part 1 Handling, storage, and distribution of petroleum products
- SANS Code 089 Part 2 Electrical code
- SANS Code 089 Part 3 Installation of underground storage tanks, pumps, dispensers and pipe work at service stations and consumer installations
- SABS 0400 Firefighting equipment
- SABS 1109 Electrical code
- SABS 1123 Pipe work
- SANS 1535 Glass-reinforced polyester-coated steel tanks for the underground storage of hydrocarbons and oxygenated solvents and intended for burial horizontally.
- SANS 1830 Piping
- SANS 10089-3 Vents
- SANS 10131
- SABS 1186-1 Symbolic safety signs

These design specifications are in line with the precautionary principle, whereby it is preferable to prevent emergency situations proactively than to merely remediate emergency situations after the fact.

The operator shall take all actions necessary to avoid any threat to the environment arising because of the condition of the premises or the conduct and operation of the service station from the premises. And without limiting the generality of the foregoing, the operator shall:

- Maintain accurate records at all times of the stocks of petroleum product stored on the premises through the implementation and maintain a system of stock control.
- Keep dip and filler caps securely and properly sealed and locked and retain keys in a secure place.
- Test underground petroleum storage tanks daily for water contamination with water finding paste.
- Test underground petroleum storage tanks with water finding paste as soon as possible before and after each delivery of petroleum product.
- Test underground petroleum storage tanks with water finding paste after rain.
- Inspect the dip and filler manholes for the presence of water and other contaminants daily and clean it if necessary.
- Ensure that the sand trap and separator pit are thoroughly cleaned with all waste disposal in an environmentally acceptable manner.

#### 8.1.2.10. NOISE IMPACTS

Noise is perceived as a problem that would depend very much on the surrounding land use and the occupants thereof.

Noise is generally defined as unwanted (disturbing) sound, such as traffic noise, that has a negative effect on people. The noise from vehicles can be attributed to the following basic sources:

- Vehicle and operating noise would not appear to be a major disturbance to fauna in a rural setting, and its main effect is on humans. People who work in offices or live-in houses that are awfully close to a busy road may experience irritation from the noise, especially if it interferes with communication or viewing of television programmes.
- Vehicle noise is a combination of engine noise, bodywork vibration, tyre contact with the road and brake noise. In general, this becomes a problem only if there are many passing vehicles or if they throng together in an inappropriate location. Lack of maintenance, for example, of exhausts and silencers also results in increased noise levels. Hooting of taxi drivers to attract the attention of potential customers has become a widespread problem.

Whether or not this noise is perceived as a problem, it would very much depend on the surrounding land use and the occupants thereof.

The subject service station's layout must enhance an immediate decrease in the travelling speed of all vehicles visiting the site. The limitation of reducing the number of stops on the site should prevent unnecessarily revving, reduce idling and ensure the usage of internal routes with the lowest possible gradient.

The potential of high noise levels being generated on-site from vehicle engines running simultaneously could not be significantly negative since the vehicle noise on the adjacent roads is already inevitable.

Where a reasonable distance or compatible land use cannot be placed between the noise source such as the service station activities and the receivers of the noise, a man-made barrier can be used to block the propagation of noise.

Noise-control at the subject service station will be controlled by means of the acoustic aspects of the building design, site layout and enclosure of the property as well as through management.

Service stations can also be a source of noise nuisance or disturbing noise (noise levels that cause the ambient noise level to rise above the designated zone level, or if no zone level has been designated, the typical rating levels for ambient noise indicated in districts (in Table 2 of SABS 0103) associated with motor cars and trucks braking and accelerating to and from such facilities. Noise impacts may have higher significance where service stations operate for 24 hours a day. The effects of noise on the environment are particularly relevant for service stations in urban/built-up/residential areas. Due to the locality of the subject service station, it will have a minimum effect in contributed noise pollution.

#### 8.1.2.11. VIBRATION

Vibration can result from the movement of heavy vehicles over ground or because of rapid displacement of air as the vehicle passes by.

Vibration and shock generally disturb the comfort of humans and fauna.

This is generally not a significant problem at service stations since smaller vehicles visiting the site are already travelling at a reduced speed. The trucks moving in and out could however cause vibration, therefore, provision must be made that the surface area must be constructed in such a way that most of the vibrations be absorbed and reduced to an acceptable level.

It can be argued that although the heavy vehicle traffic count was not high at the time of the survey, the subject service station can contribute to heavy vehicles parking alongside

the road to overnight that can possibly lead to numerous economic and social challenges for Acornhoek - Sefoma Village - Acorn City and its immediate surrounding and further beyond.

The nature of the location and accessibility, as well as limited manoeuvrability on site of the subject service station is not conducive to accommodate heavy vehicles. The proposed service and rest area will be designed in such a way and the retailer needs to implement standard operating procedures and surveillance as to prevent and reduce the possibility in accommodating heavy vehicles for a long period. Law enforcement by the local authority will also reduce the possible impact.

#### 8.1.2.12. VISUAL IMPACT

The visual impact depends on the design of the service station as well as on the location of residents. The service station will not have fuel tanks above the ground and will be part of high standard development, viewing that close residents would not be psychologically affected. Further, some surrounding residents who are used to a quiet atmosphere will be sometimes affected when viewing many cars queuing to enter the facility to fill up. In terms of visual impacts, there is a need to indicate that this is a temporary concern that will end with the end of the construction phase of the subject service station.

#### 8.1.2.13. HEAVY VEHICLE IMPACT(S)

It can be argued that, although the heavy vehicles traffic count was not high at the time of the survey, the subject service station can contribute to heavy vehicles parking R40 Road overnight that can possibly lead to numerous economic and social challenges for commuters traveling on the R40 Road and its immediate surrounding and further beyond. Some of the negative impacts that the heavy vehicles/trucks may create include:

- Traffic obstructions caused by heavy vehicles parked bumper to bumper along main roads, and sometimes double-parked next to each other, causing only a single lane open for through traffic, contributing to an unsafe traffic situation for other legitimate road users.
- Heavy vehicles competing for safe and secure parking space with enough lighting and surveillance, cause heavy vehicle congestion along the limited length of the roadway which is illuminated.
- Heavy vehicles competing for safe parking space, illegally venture of the roadway and with their heavy loads and tight turning manoeuvres damage the roads, not designed, or constructed for the weight, and cause tremendous damage to the road

surface, sub-base, curbing and road infrastructure and furniture, of which the costly repairs of the road are for the expense of the public at large.

- Stopping and starting of heavy vehicles parked in the residential suburb cause tremendous noise and air pollution during a time of rest for the residents to unacceptable, tolerate levels and to irritation to inhabitants.
- Heavy vehicles parked in the residential suburb cause obstruction for inhabitants to access residences, contributing to an increased level of irritation against the road users.
- The lack of suitable facilities for the vehicle operators with regards to ablution, sanitation and cooking facilities contributes not only to the pollution of the environment, but also to some unhealthy situations with reduced levels of comfort for the vehicle operators and the public at large.
- Vehicle operators being bored and seek entertainment cause an influx of “night workers” to the area causing tremendous social and health problems.

### 8.1.3. ATTRIBUTES OF EXISTING SERVICE STATION(S) WITHIN THE LOCAL TRADING AREA

Competitor sites identified were based on the general guideline of Gauteng Department of Agriculture, conservation, environment, and land affairs “*within 3 kilometres driving distance of an existing service station in a built-up area and 25 km driving distance for rural areas*” inclusive alongside local and provincial roads in rural areas.

The adoption of the policy guideline by several Departments was mainly influenced by the Environmental Impact Assessment (“EIA”) Administrative Guideline – Guideline for the Construction and Upgrade of Filling Stations and Associated Tank Installations, March 2002.

This limitation on the distance between service stations was highly influenced by international experience, views of interested persons as well as the anticipated limited end-use of service stations. The reuse of service stations must, therefore, be considered, especially if their accesses have been granted at Provincial level where such direct accesses cannot be used for any other purposes.

The rational to this reasoning is to avoid so-called “graveyard” sites and the remediation cost is high if environmental damage should occur. Given the so-called proliferation of service stations within a specific trading area there exists a serious concern by Authorities and affected parties as to the economic viability of the new service station and the potential economic effects that the service station will have on already existing service stations. It



should be noted that the distance rule is only a guideline and that the decision-makers accordingly have the right to deviate from the guideline where appropriate. It is therefore in the interests of the Department to make informed and defensible decisions regarding the merits of each application.

The study reveals the following considerations to be considered:

- The location of the site in relation to the competitor sites in sharing in the same trading area with the emphasis on sharing in the same directional platoon of traffic
- The geographical area divided into several market segments due to natural barriers such as mountains and rivers as well as manmade structures such as arterial roads, railway lines and open land for recreational purposes or government institutions.
- The physical characteristics of the competitor sites regarding accessibility, visibility and overall, its visual manifestation.
- The diversity in quantity and quality of services offered by competitor sites in relation to market demand.
- The positive economic influence of the RAS module on Retailer Owned Retailer Operated (RORO) sites.
- That there is currently no universal scientific method available in the calculation of the economic influence on competitor sites and that each Applicant must formulate their own methodology.
- Limited to nonstatistical market-related information, inclusive of volumes throughput of the competitor sites, accessible.

In this study sixteen (16) existing service station were identified, the closest being 3,86 approximately kilometres in radius and 3,6 kilometres road distance and the furthest at approximately 34,33 kilometres radius and 45,9 kilometres road distance.

Identified competitor service station number 1: Green Valley Service Station, is a Puma branded service station. It can be argued that this competitor service station does represent the latest visual manifestation of Puma and is equipped to serve its customers. The identified competitor service station is located on the R40 Road - Northbound approximately 3,77 kilometres radius and approximately 3,6 driving distance north of the subject service station property. It can be argued that this identified competitor service station is accessible and mainly serves the commuter and transient trade south to north on the R40 Road. Furthermore, it can be argued that due to this identified competitor service station layout and design this identified competitor service station has convenient accessibility but does

not share direct access from the R40 Road, sufficient visibility, and adequate onsite manoeuvrability.

Identified competitor service station number 2: Engen Bushbuckridge Integrated Energy Centre, is an Engen branded service station. It can be argued that this identified competitor service station does represent the latest visual manifestation of Engen and is equipped to serve its customers. This identified competitor service station is located on the R40 Road - Southbound approximately 4,24 kilometres radius and 6,1 kilometres driving distance south of the subject service station property. It can be argued that this identified competitor service station is accessible and mainly serves the commuter and transient trade north to south on the R40 Road. Furthermore, it can be argued that due to this identified competitor service station layout and design this identified competitor service station has convenient accessibility, sufficient visibility, and adequate onsite manoeuvrability.

Identified competitor service station number 3: Acornhoek Megacity / Plaa Filling Station, is a Caltex branded service station. It can be argued that this identified competitor service station does represent the latest visual manifestation of Caltex and is equipped to serve its customers. This identified competitor service station is located on Canhuk Drive and forms part of the retail activities approximately 4,53 kilometres radius and 4,8 kilometres driving distance north of the subject service station property. It can be argued that this identified competitor service station is accessible and mainly serves the traffic generated by the surrounding retail activities. Furthermore, it can be argued that due to this identified competitor service station layout and design this service station has convenient accessibility and adequate onsite manoeuvrability but restricted visibility from the R40 Road south to north as it is hindered by informal trade along the roadside.

Identified competitor service station number 4: BP Achornbush, is a BP branded service station. It can be argued that this identified service station does represent the latest visual manifestation of BP and is equipped to serve its customers. The identified competitor service station is located on Canhuk Drive approximately 5,35 kilometres radius and 6,4 kilometres driving distance north of the subject service station property. It can be argued that this identified competitor service station mainly serves the surrounding residential trade. Furthermore, it can be argued that this identified competitor service station has adequate visibility but restricted accessibility as it does not offer enough length deceleration and acceleration lanes. The identified competitor service station has restricted on-site manoeuvrability due to congestion at peak times and limited turning movements for larger vehicles.

Identified competitor service station number 5: Klaserie 1 stop, is a Total branded service station. It can be argued that this identified competitor service station does not represent the latest visual manifestation of Total but is equipped to serve its customers. The identified competitor service station is located on the R531 Road - Westbound approximately 11,25 kilometres radius and 12,7 driving distance north of the subject service station property. It can be argued that this identified competitor service station is accessible and mainly serves the commuter and transient trade west to east on the R531 Road towards the R40 Road south. Furthermore, it can be argued that due to this identified competitor service station layout and design this service station has convenient accessibility and adequate onsite manoeuvrability but limited visibility.

Identified competitor service station number 6: Letshele Filling Station, is a Puma branded service station. It can be argued that this identified competitor service station does not represent the latest visual manifestation of Puma but is equipped to serve its customers. This identified competitor service station is located on the R40 Road - Southbound approximately 15,42 kilometres radius and 19,4 Kilometre's driving distance south of the subject service station property. It can be argued that this identified competitor service station is accessible and mainly serves the commuter and transient trade north to south on the R40 Road. Furthermore, it can be argued that due to this identified competitor service station layout and design this service station has convenient accessibility, sufficient visibility, and adequate onsite manoeuvrability.

Identified competitor service station number 7: Dwarsloop Cash and Carry, is a Total branded service station. It can be argued that this identified competitor service station does not represent the latest visual manifestation of Total but is equipped to serve its customers. This identified competitor service station is located on the R40 Road - Southbound approximately 17,03 kilometres radius and 22,5 kilometres driving distance south of the subject service station property. It can be argued that this identified competitor service station is accessible and mainly serves the commuter and transient trade north to south on the R40 Road. Furthermore, it can be argued that this identified competitor service station has adequate visibility but restricted accessibility as it does not offer enough length deceleration and acceleration lanes. The identified competitor service station has restricted on-site manoeuvrability due to congestion at peak times and limited turning movements for larger vehicles.

Identified competitor service station number 8: Thulamahase, is Total branded service station. It can be argued that this identified competitor service station does represent the

latest visual manifestation of Total and is equipped to serve its customers. This identified competitor service station is located approximately 18,63 kilometres radius and 24,2 kilometres driving distance south of the subject service station property. It can be argued that this identified competitor service station is accessible and mainly serves the commuter and transient trade north to south on the R40 Road and the residential commuters west and eastbound on the road top to Thulamahashe. Furthermore, it can be argued that due to this identified competitor service layout and design this service station has convenient accessibility, sufficient visibility, and adequate onsite manoeuvrability.

Identified competitor service station number 9: Mariepskop Fuel, is a Shell branded service station. This identified competitor service station does not represent the latest visual manifestation and is well equipped to serve its customers. This identified competitor service station is located on the corner of Mare Street and the R40 Road approximately 21,41 kilometres radius and 27,2 kilometres driving distance north of the subject service station property. It can be argued that this identified competitor service station mainly serves the commuter and transient trade on the R531 Road traveling westbound. Furthermore, it can be argued that due to this identified competitor service layout and design this service station has convenient accessibility, sufficient visibility, and adequate onsite manoeuvrability.

Identified competitor service station number 10: Mpuleng Service Station, is a Shell branded service station. This identified competitor service station does represent the latest visual manifestation of Shell and is equipped to serve its customers. This identified competitor service station is located on R40 Road - Northbound approximately 22,16 kilometres radius and 29,8 kilometres driving distance south of the subject service station property. It can be argued that this identified competitor service station mainly serves the commuter and transient trade on the R40 Road for vehicles traveling north and southbound. Furthermore, it can be argued that this identified competitor service station has adequate visibility but restricted accessibility as it does not offer enough length deceleration and acceleration lanes. The identified competitor service station has restricted on-site manoeuvrability due to congestion at peak times and limited turning movements for larger vehicles.

Identified competitor service station number 11: \_\_\_\_\_, is a \_\_\_\_\_branded service station. This identified competitor service station \_\_\_\_\_ represent the latest visual manifestation of Shell and is equipped to serve its customers. This identified competitor service station is located on the R40 Road - Southbound approximately 22,16 kilometres radius and 30,2 kilometres driving distance south of the subject service station property. It can be argued that this identified competitor service station mainly serves the commuter and transient trade on the

R40 Road . Furthermore, it can be argued that this identified competitor service station has adequate visibility but restricted accessibility as it does not offer enough length deceleration and acceleration lanes. The identified competitor service station has restricted on-site manoeuvrability due to congestion at peak times and limited turning movements for larger vehicles.

Identified competitor service station number 12: Metro Bushbuckridge, is an Engen branded service station. This identified competitor service station does not represent the latest visual manifestation of Engen and represent its own unique features and is only equipped to serve its customers with paraffin. This identified competitor service station is located on the R40 Road - Southbound approximately 22,49 kilometres radius and 30,5 kilometres driving distance south of the subject service station property. It can be argued that this identified competitor service station mainly serves a secluded local trade generated by retail activity from the surrounding area. Furthermore, it can be argued that due to this identified competitor service layout and design this service station has convenient accessibility, sufficient visibility, and adequate onsite manoeuvrability.

Identified competitor service station number 13: No Name as this identified service station is closed for operations and not equipped to serve its customers. This identified service station is located on the R40 Road southbound approximately 25,51 kilometres radius and 34,9 kilometres driving distance south of the subject service station. Furthermore, it can be argued that visibility from the R40 road is poor due to no branding present, overgrown forestation and and lack of identifications present; the accessibility is restricted due to identified competitor service station layout and size which leads to poor manoeuvrability on site.

Identified competitor service station number 14: Gardess Cash Store is a non-officially recognisable branded service station and can therefore be referred to as a White Site and is not fully equipped to serve its customers. This identified competitor service station is located on the R40 Road - Northbound approximately 28,20 kilometres radius and 43,8 kilometres driving distance south of the subject service station. It can be argued that this identified competitor service station mainly serves the local, commuter and transient trade on the R40 Road. Furthermore, it can be argued that this identified competitor service station has adequate visibility but restricted accessibility as it does not offer enough length deceleration and acceleration lanes. The identified competitor service station has restricted on-site manoeuvrability due to congestion at peak times and limited turning movements for larger vehicles.

Identified competitor service station number 15: Rus n Biki, is a Viva branded service station. This identified competitor service station does represent the latest visual manifestation of Viva and is equipped to serve its customers. This identified competitor service station is located on the R40 Road - Northbound approximately 28,88 kilometres radius and 39,3 kilometres driving distance south of the subject service station property. It can be argued that this identified competitor service station mainly serves the local, commuter and transient trade on the R40 Road. Furthermore, it can be argued that visibility from the R40 road is poor due to no branding present, overgrown forestation and lack of identifications present; the accessibility is restricted due to identified competitor service station layout and size which leads to poor manoeuvrability on site.

Identified competitor service station number 16: Calton Service Station, is a Viva branded service station. This identified competitor service station does represent the latest visual manifestation of Viva and is equipped to serve its customers. This identified competitor service station is located on the R40 Road - Southbound approximately 34,19 kilometres radius and 45,9 kilometres driving distance south of the subject service station property. It can be argued that this identified competitor service station mainly serves the local, commuter and transient trade on the R40 Road. Furthermore, it can be argued that due to this identified competitor service layout and design this service station has convenient accessibility, sufficient visibility, and adequate onsite manoeuvrability.



#### *ANNEXURE N: Identified competitor service stations*



#### *ANNEXURE M: Photographs and Information of the Identified Competitor Service Stations in the Local Trading Area*

#### 8.1.4. UNDEVELOPED SERVICE STATIONS WITHIN THE LOCAL TRADING AREA

Stand No 295, 295 Tsakane, Acornhoek,1360 - application for site and retail license by Nelson Wisane Tivane status indicates “ISSUED” - application reference G/2019/02/04/001 dated 2019/02/04 by the Department of Energy.

62 Main Road Marite Portion of Farm Marite, Crn D3794 Road and, Marite, Bushbuckridge, 1284 application for site and retail license by Lowveld Energy (Pty) Ltd status indicates

“REFUSED” - application reference G/2019/03/26/0001 dated 2019/03/26 by the Department of Energy.

Stand No 20,20 D3933 Road, Edinburgh, Bushbuckridge, 1365 application for site and retail license by Patson Nkuyumu Twala status indicates “ISSUED” - application reference G/2019/06/25/0001 dated 2019/06/25 by the Department of Energy.

Portion 28 of the farm Marite 287 KU, Crn R40 and D3974, Marite, Bushbuckridge,1284 application for site license Patricia Nora Zenani Fakude by and retail license by Zenane Property (Pty) Ltd status indicates “REFUSED” - application reference G/2019/07/24/002 dated 2019/07/24 by the department of Energy.

The farm Dwarsloop 248 KU, Crn R40 Bushbuckridge and Shatale Road, Relane Trust, Bushbuckridge,1282 application for site and retail license by Motibidi Development (Pty) Ltd status indicates “ISSUED” - application reference G/2019/08/22/0001 dated 2019/08/22 by the Department of Energy.

Stand No 099/2018, 2 D3930 Road, Ludlow, Bushbuckridge,1635 application for site licence by Petunia Pheeha and retail license by Cheetah Petroleum (Pty) Ltd status indicates “ISSUED” - application reference G/2019/09/26/0006 dated 2019/09/26 by the Department of Energy.

Stand No 500, 500 D4383 Road, Lilydale, Bushbuckridge,1218 application for site licence by Boy George Zwane and retail license by La Conca Filling Station (Pty) Ltd status indicates “PRINTED” - application reference G/2019/11/07/0001 dated 2019/11/06 by the Department of Energy.

Stand No 78,78 R536 Road, Mhuhlu, Bushbuckridge,1280 application for site and retail license by Patson Nkuyumu Twala status indicates “REFUSED” - application reference G/2020/11/02/0002 dated 2020/11/02 by the Department of Energy.

Stand No G300, Crn R40 ROAD and, Mavijan-G, Bushbuckridge, 1280 application for site licence by Petunia Pheeha and retail license by Mthini Projects CC status indicates “ACCEPTED” - application reference G/2021/10/27/0001 dated 2021/10/27 by the Department of Energy.

Stand No 505, Crn R40 Road and, Waterval Trust, Bushbuckridge,1284 application for site and retail license by Thengekhaya Boshogwe CC status indicates “ACCEPTED” - application reference G/2021/12/02/0004 dated 2021/12/02 by the Department of Energy.

located on the western periphery of the R40 road, 19.5 kilometers north of Buschbuck Ridge in the area known as Casteel. The erf description needs to be obtained as it is part of Community property. The property measures about 2.5 Ha in extent, the size of the proposed filling station development needs to be determined. The closest geographical coordinates of the proposed development site are S 24°42.654' E031°01.649'. The before mentioned property is earmarked for the use of a service station.

Further information could not be obtained regarding undeveloped service station sites (sites/property carrying the relevant zoning classification) from the relevant Local Authorities. Although Petrorex uses its best endeavors to obtain the relevant information Petrorex must depend on the administrators' cooperation in providing such reports and insight into the local trading area.



#### *ANNEXURE B: Aerial View of the Application Service Station Development and Surrounding Areas*

### 8.1.5. MARKET SUPPLY ANALYSIS CONCLUSION

Different minimum fuels sales exist for different fuel companies. For example, Sasol has adopted a minimum fuel sale amount of ±300 000 litres per month as an adequate indicator of the potential feasibility of Sasol service stations. However other factors also contribute to this, such as the capital expenditure and other forms of investments as well as the operational requirements that have been made. For the purposes of this study, the minimum fuel sales amount of ±300 000 litres/month, and will, therefore, be well adopted by the major oil companies.

## 9. PRODUCT (CONVENIENCE STORE)

The convenience store takes its name from its purpose and the products normally carried in stock. A convenience store can be a stand-alone store but is often part of a service station, making it convenient for customers to purchase items while filling their vehicles with fuel.

- **Over-the-counter Medications:** The convenience store to carry a range of over-the-counter medications that include aspirin, cough medicine, lip balm, sinus medication and throat lozenges.
- **Eggs and Dairy Products:** The convenience store to stock basic dairy items, such as milk, butter, cottage cheese, sour cream, and other cheese products. There will not



typically be a wide range of brands on hand. Milk sizes will likely include pint, half-gallon, and gallon sizes. Cheese products are often shredded.

- **Dry and Canned Goods:** Convenience store to carry a range of bread products, including loaves of bread, hot dog and hamburger buns, and dinner rolls. There will typically be one or two brands on hand at most. Limited canned goods, such as soup, common vegetables, canned meat, chili, and stew may also be found on convenience store shelves. Dry good items include limited bagged pasta and beans. Pickles, relish, catchup, mustard, and mayonnaise will also be stocked on the convenience store shelves.
- **Meats and Produce:** The Convenience store will generally not stock fresh meats or produce when located in a community with an independent grocer. This includes steaks, chops, and chicken. It is more likely to find a wide range of lunch meats that include ham, pickle loaf and salami.
- **Drinks:** Convenience stores will typically carry juices, cold and warm soda, coffee, and energy drinks.
- **Sweets and Snacks:** An entire section of the store will be devoted to a range of candy products, both in single servings and bulk, chips, dried meat snacks, chewing gum canned puddings and sweet cakes. You will also find a variety of nuts as well. The convenience store to offer prepared sandwiches, pickles, nachos, fountain drinks and snacks designed to appeal to customers who visit the store hungry.
- **Additional items that can be found:** Tobacco products, batteries, foam coolers, fuel containers, flashlights, candles, windshield cleaners and cleaning fluid are some of the additional items that may be found in a convenience store because they are products consumers may need in an emergency or impulsively purchase because they happen to be in the store.

There is a definite science to placing products in retail stores. Some of the visual product placement techniques retailers use to capitalize on consumer behaviour includes:

- **Block Placement:** This is when items that are related to one another are placed together.
- **Vertical Placement:** This refers to the merchandise being displayed on more than one shelf level.
- **Commercial Placement:** Items with a higher perceived value are given more desirable shelf position, while items that do not add much to the bottom line are given less desirable space.

- **Margin Product Placement:** The more profit an individual item gives the retailer, the better position it will receive.
- **Market Share Placement:** The highest revenue generators are placed in spots that customers can easily find them.

## 10. PRODUCT (PETROLEUM)

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From a macro perspective petroleum may be - after food - the most important substance consumed in modern society. It provides not only raw materials for the ubiquitous plastics and other synthetics but also fuel for energy, industry, heating, and transportation. The fuels that are derived from petroleum supply more than half of the world's total supply of energy.

The South Africa Petroleum Industry Association (SAPIA) (SASOL, BP, CALTEX, SHELL, and TOTAL) represents the biggest - by far - foreign investment in this country.

The refining capacity of SAPIA members is a national asset and a key to economic growth. Foreign exchange earnings are also generated through export of refined products, not only to our neighbors in Southern Africa, but also to other foreign markets such as South America and South-East Asia.

The petroleum industry contributes to the South African economy by:

- contributing 2% of South Africa's gross domestic product,
- supplying about 18% of South Africa's primary energy,
- manufacturing more than 90% of South Africa's petroleum products,
- supporting employment for over 100 000 people directly or indirectly,
- selling approximately 24.9-billion litres of petroleum products annually,
- investing R30-billion in refinery technology to produce unleaded petrol and low-sulphur diesel,
- spending more than R115-million on corporate social investment initiatives in 2009; and collecting over R35-billion in fuel taxes on petrol, diesel and paraffin which is an important source of revenue for the Government.

From a micro perspective the motorist wants his/her car to start easily on cold mornings, to accelerate without hesitation, to warm up quickly and to respond smoothly to commands. The motorist attaches great importance to good fuel economy and does not want to hear any nasty noises coming from the engine.

The Minister of Minerals and Energy has under sections 2(l) (a) and 12C (l) (a) (VI), (e) and (13) of the Petroleum Products Act, 1977 (Act No. 120 of 1977) made the Regulations in the Schedule No. R. 627 REGULATIONS REGARDING PETROLEUM PRODUCTS SPECIFICATIONS AND STANDARDS permitted metal-free unleaded petrol grades must conform to the South African National Standard, Unleaded petrol, SANS 1598 Subject to paragraph (b), diesel referred to in sub-regulation must conform to the South African National Standard (SANS) 342.

The following categories of wet stock/fuel will be available:

**Unleaded 93/95:**

- Unleaded petrol (ULP) is refined, processed, and blended in South Africa for optimum performance under harsh South African conditions, and are available in two grades:
  - 95 Octane for use at altitudes below 1200 meters
  - 93 Octane for use at altitudes above and including 1200 meters.
- Unleaded is suitable for service in all spark-ignition internal combustion engines, and late-model, high-performance engines making use of fuel injection (including direct injection gasoline engines) or carbureted systems in motor vehicles, motorcycles, lawn mowers and outboard motors designed to run on unleaded fuel of this type.

***Diesel (DGO):***

- Diesel (500ppm) is a premium-quality diesel containing less than 0.05% Sulphur by mass, while Diesel (10ppm) is a high-quality automotive diesel engine fuel, containing less than 0.005 % Sulphur by mass. Sulphur is naturally found in crude oil. When crude oil goes through the refining processes, a portion of the Sulphur is released as H<sub>2</sub>S in a gas form. The low Sulphur levels of the latter enable the product to be compatible with emission control devices such as catalytic converters and diesel particulate traps designed to operate at this low Sulphur level and offer environmental benefits due to lower emissions.

***Diesel (0.005):***

- Diesel (0.005) is a high-quality automotive diesel engine fuel, containing less than 0.005 % Sulphur by mass. These low Sulphur levels enable the product to be compatible with emission control devices such as catalytic converters and diesel particulate traps. Diesel (0.005) contains advanced additive technology that has the potential to maintain engines at their peak design conditions. It also satisfies the demand for improved fuel economy, extended drain intervals and fuel systems

protection. The continuous use improves fuel system and injector cleanliness, which helps to increase equipment life while simultaneously reducing exhaust emissions.

- Diesel (0.005) can be used in all types of medium and high-speed diesel engines such as found in mobile, portable, and stationary equipment.



*ANNEXURE AC: Material Safety Data Sheet (MSDS) of the petroleum products*



*FIGURE 24: Categories and grades of lubes*

## Engine oil

### Friction:

Friction is the force that resists movement between two surfaces in contact.

### Viscosity:

It is defined as the thickness of a liquid or its resistance to flow. In everyday terms (and for fluids only), viscosity is "thickness" or "internal friction". Thus, [water](#) is "thin", having a lower viscosity, while [honey](#) is "thick", having a higher viscosity. Put simply, the less viscous the fluid is, the greater its ease of movement (fluidity).

Motor Oils - SAE 40	
Description	Application
Premium quality monograde motor oils in five viscosity grades intended for passenger cars, light trucks and bakkies as well as certain farm equipment, especially where conventional single grade oils are preferred. These oils have good lubricating properties and will provide satisfactory protection against wear and oxidation and prolong engine life	Motor oils are recommended for all older petrol and naturally aspirated diesel engines of passenger cars, light commercial vehicles and farm equipment, for which single viscosity grade oils are specified.
Motor Oils -15W-40, 20W-50. Multi-grade	

Description	Application
15W-40 is a high performance, mineral based, engine crankcase oil designed for use in modern petrol and diesel engines of cars, MPVs, SUVs and pick-ups, both naturally aspirated and turbocharged. It is formulated using low volatility base oil which contributes to reduced oil consumption. It contains a highly shear stable viscosity index improver which ensures "stay-in-grade" performance over its whole service life.	15W-40 is recommended for use in most naturally aspirated and turbocharged petrol and diesel engines in cars, MPVs, SUVs and pick-ups, as well as for four-stroke motorcycle engines. It is approved by major engine manufacturers as a service fill and for top-up purposes under warranty conditions. Being SAE 15W-40 multi-grade oil, it is suitable for use over a wide operating temperature range. Its high-temperature stability, detergency and protection reserve keeps engine components clean and protected, thus reducing wear, ensuring long engine life over extended service intervals.

#### Diesel Lube

Description	Application
Diesel lube is an advanced high-performance SAE 15W-40 diesel multi-grade oil (HPDO) designed to the unique requirements of the Southern African market. This Diesel Engine population consists of advanced American, European, and Japanese engines burning high or low sulphur diesel (depending on the area of operation).	Recommended for use in heavy-duty four-stroke turbo charged and naturally aspirated diesel engines, both on and off-highway, burning high or low sulphur diesel. It is highly effective in European and American common rail engines, including those utilising hydraulically actuated fuel injection systems.

#### Gear lube EP Series

Description	Application
Premium quality, multipurpose gear lubricants containing sulphur-phosphorus EP additives developed to meet the rigorous demands of commercial-fleet manual transmissions, drive axles and final	Gear lube EP oils are suitable for initial fill, top-up and refill of manual gearboxes, gearcases of semi-automatic transmissions where EP gear oils are recommended, as well as drive axles and final drives of

drives. They are also suitable for similar components of farm and contractor equipment and passenger.	passenger cars, bakkies trucks and contractor, mine and farm equipment.
<b>ATF 33 G and 22 D</b>	
<b>Description</b>	<b>Application</b>
Two high-quality automatic transmission fluids made from solvent refined base oils, viscosity index improvers, antioxidants, anti-wear agents, detergents, defoamants and special friction modifiers. ATF meets the requirements of Automatic Transmissions designed to use Type F automatic transmission fluids.	ATF is used primarily for some commercial transmissions and for certain manual gearboxes and power steering units. ATF is recommended for the automatic transmission's vehicles.  ATF finds application in a wide variety of industrial hydraulic pumps and motors. However, its prime use is in General Motors' automatic transmissions. Sasol ATF can be used in power steering and many hydraulic and hydrostatic systems.
<b>Multipurpose Antifreeze</b>	
<b>Description</b>	<b>Application</b>
Multipurpose Antifreeze is a nitrite-, amine-, silicate-, borate- and phosphate-free engine coolant concentrate based on ethylene glycol. Being a concentrate, it must be diluted with clean water before use. It provides excellent corrosion protection to all cooling system metals and alloys used in internal combustion engines as well as protection against freezing for up to one year.	Multipurpose Antifreeze is designed for the DIY enthusiast and it gives the end-user the choice of dilution ratios. The degree of protection will depend on the concentration used. The following dilutions are recommended: 1 litre of water to 1 litre antifreeze protects down to -37 °C and 2 litre of water to 1 litre antifreeze protects down to -18 °C. For best protection against rust and corrosion, do not use more than 2 litres of water for every 1 litre of Antifreeze. It is strongly recommended that the cooling system be drained completely and flushed with clean water before being filled with a fresh charge of antifreeze mixture.

	Warning: Harmful if swallowed. Keep out of the reach of children.
<b>Two Stroke Super</b>	
<b>Description</b>	<b>Application</b>
Two-stroke Super is a superior quality, non-ash forming SAE 30 Two Stroke motor oil. It is dyed blue for ease of identification.	Two-stroke Super can be used in applications where the lubricant is premixed with the fuel, or by metered injection into the engine intake system at ratios up to 50:1. Always use the ratio recommended by the engine manufacturer. Two-stroke Super is especially formulated for use in modern air-cooled two-stroke petrol engines. It is suitable for use in racing and severe duty two-stroke motorcycle engines as well as modern high revving chainsaws, lawnmowers, scooters and generator sets.
<b>Brake Fluid</b>	
<b>Description</b>	<b>Application</b>
Brake Fluid Dot 4+ is heavy-duty synthetic brake fluid blended mainly from glycol ethers and poly-glycols and contains corrosion and oxidation inhibitors to enhance its natural corrosion and chemical stability.	Brake Fluid Dot 4+ is recommended for use in both disc and drum brake systems requiring both Dot 3 and Dot 4 fluids. It is also used in clutch hydraulic systems.

Apart from petroleum products, there will be other products associated with a service station available, such as a convenience store stocked with consumer goods and a fast food outlet, and acquisitions such as airtime and electricity and an ATM facility. These additional profit opportunities would be managed as approved by the local municipality by-laws and regulations.

## 10.1. PRICING

The SA Petroleum retailing industry is a semi-regulated environment. Since the petrol price is regulated, retailers cannot engage in price wars as they would in an open market system.

The petrol retail price is regulated by the Government and changed every month on the first Wednesday of the month. The calculation of the new price is done by the Central Energy Fund (CEF) on behalf of the Department of Energy (DOE).

The petrol pump price is composed of several price elements, and these can be divided into international and domestic elements.

The international element, or Basic Fuel price (BFP), is based on what it would cost a South African importer to buy petrol from an international refinery and to transport the product onto South African shores.

The diesel retail price is not regulated. The retail margin is estimated to be similar to the regulated retail margin on petrol.

The Regulatory Accounting System (RAS) is the new way of calculating the retailer margin. RAS has been implemented on the 4<sup>th</sup> of December 2013 to determine appropriate margins for wholesale, coastal storage, handling, secondary storage, distribution and return on assets for the benchmark service station and will impact income streams and ownership.

Finding the right pricing strategy or a combination of strategies for our business is an important element in running a successful business.

Regarding all other additional profit opportunities, the Applicant will follow the Gross Profit Margin Target (GPMT) pricing strategy. The Applicant will follow the set the gross profit margin per product and department to ensure that we can pay back our expenses and generate positive net income and cash flow. Gross Profit Margin is defined by the formula  $(P-C)/P$ , where P=Price and C=Cost of Sales. All products will be listed in a spreadsheet as well as the Back Office application of the point-of-sale system to apply and monitor this formula, and as costs change, recalculate the price that will produce the targeted Gross Profit Margin.


Taking into consideration our trading area and market, the Applicant has to consider What the Market Will Bear (WTMWB) price as well. This strategy sets the price based on the maximum price the market will pay for the product. On the one hand, we want to realize

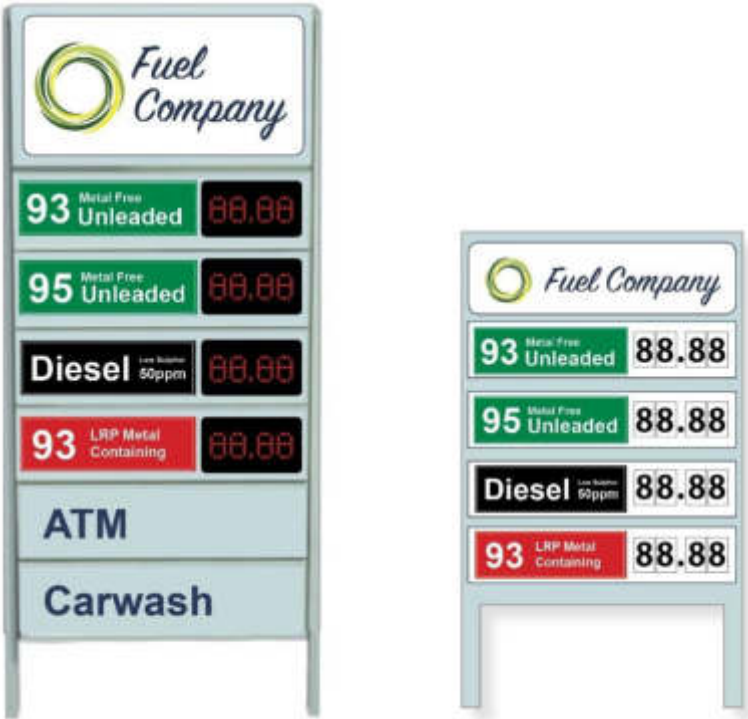


the highest profits possible in the shortest amount of time to help recoup high start-up costs and marketing costs. The Applicant would therefore initiate a price comparison strategy with all other competitor service stations in the local trading area.

As a retailer, the Applicant require a GPM of between 20% and 28%.

**Price Display Regulation:** Price to be displayed digitally or manually at the point of entrance.

 **FIGURE 25:** Notice of displayed price at the point of entrance - manually or digitally



10.2. PAYMENT OPTIONS

The payment policy is all-inclusive because different people prefer different payment options as it suits them. The service station’s business unit will strive to ensure that all clients are given payment methods that suit them.

- Payment by cash
- Payment via point of sale (POS) Machine

- Payment via online bank transfer (online payment portal)
- Payment via Mobile money

In view of the above, the service station will choose banking platforms that will assist in achieving payment plans without any concerns.

A notice of the type of payment card should be displayed. If no card payments are accepted, a notice to that effect will be visible.



*FIGURE 26: Example of a notice on type of payment*



### 10.3. PROMOTION (PETROLEUM PRODUCTS)

Retailers are by law prohibited from using active measures to lure customers away from competitors and onto their forecourts. The Government stopped all the oil companies' promotions during December 1999. They reasoned that when an oil company conducts a promotion, it attracts customers from the service stations of competitors and accordingly other oil companies are obliged to similarly spend monies on promotions of their own to prevent the loss of existing or to regain customers lost due to competitors' promotions. They further reasoned that the expenditure on promotions would impact oil companies' profitability and eventually lead to requests for a margin increase.

Taking the PPAct regulations into consideration, the retailer may not offer any product or service (even if same is connected to diesel sales) which could constitute a benefit in terms of the regulations regarding the use of payment cards, 2009. The only way that retailers are permitted to be competitive is by lowering their diesel price.

*Refer to the Promotion Strategy of the company which will follow as 13.4 Marketing Strategy as part of Section 4 Operational Plan*

#### 10.4. CUSTOMER ANALYSIS

The local market profile lists the characteristics and preferences of the identified market areas. These characteristics and preferences are analyzed to identify potential property buyers and consumers. The purpose of the market area profile is to provide an overview of the main characteristics of the market population that need to be intercepted with the subject service station. These characteristics will indicate to a certain extent the capacity of the market population to sustain consumer-related developments.



[ANNEXURE Q: Demographic and economic information](#)

#### 10.5. COMPETITIVE ADVANTAGES

Definition of “Competitive Advantage”


*“An advantage that a firm has over its competitors, allowing it to generate greater sales or margins and/or retains more customers than its competition. There can be many types of competitive advantages including the firm's cost structure, product offerings, distribution network and customer support.”*

Competitive advantages give a company an edge over its rivals and the ability to generate greater value for the firm and its shareholders. The more sustainable the competitive advantage, the more difficult it is for competitors to neutralize the advantage.

Taking into consideration that there are certain limitations on the promotion and marketing of service stations' petroleum products, it has become imperative to satisfy the needs and requirements of both the transient trade and the traffic from the local trading area to ensure a concurrent and full-time support of the service station facilities. The usage of fuel facilities is the only method to ensure financial benefit towards the oil companies and the operator of the service station facility.

To be able to deliver customer care, it is essential that the performance relate to the minimum effort required to deliver service efficiently or product quality in a safe and clean environment to ensure a valuable first impression, with maximum client satisfaction resulting in repeat sales.

The following table lists some of the motorists’ needs of transient trade and local trading area.

 **TABLE 24: Motorist Needs**

Motorist Needs
1. Convenience
2. Easily accessible
3. Friendly, fast and efficient service
4. Safe and secure environment
5. Clean ablution facilities
6. Workshop and lube bay
7. Wash bay
8. Fuel point
9. Parking
10. Convenience store and food facility
11. Availability of parts/lubes

The following characteristics apply to the subject service station:

- It offers the highest convenience for motorists when filling up with fuel, traveling on R40 Road,
- Taking into consideration the location of the identified competitor service stations, the Applicant’s site encourages the reduction of energy consumption by reducing special trips to other service stations located in the Acornhoek - Sefoma Village - Acorn City when travelling motorists need to fill up with fuel,
- The traffic volumes attracted to service stations are insignificant which means that the access points cannot be regarded as intersections due to the smaller number of conflict points and traffic volumes,
- The subject service station is strategically positioned along the R40 Road. The access

areas are designed according to sound road planning principals,

The South African Institute for Civil Engineers' guidelines applicable to the subject service station development can be summarized as follows:

- Service station developments should preferably be located off the road reserved in a shopping complex or on the periphery thereof,
- Service station developments should be located on the edge rather than within the central business district,
- Service station developments can be located on a minor collector close to or at the controlled intersection with a major collector or arterial route,
- Right-turn access facing oncoming traffic to service stations on an arterial should not be allowed,
- The major road frontage should be a minimum of 40 meters,
- At least two vehicle entrance points should be provided,
- The access crossing of the verge should be angled at 45 degrees to assist one-way movement and barrier curbs should be erected alongside the roadways in front of the service station site,
- Vehicle entrances at the site boundary should be at least 15 meters apart and not closer than 5 meters to the adjoining property boundary,
- On single-carriageway roads, the nearest access should be set back from the extended reserve boundary of the intersecting road by a minimum distance of 10 meters, and
- On the far side of a dual-carriage road intersection, the vehicle entrance to the service station should not be closer than the boundary splay point.

The internal layout of the subject service station is in accordance with the following, in addition to more restrictive local conditions and bylaws which may be applicable:

- The width of the access driveways should be between 4 and 8 meters,
- The driveways between pumps should be 6 meters wide,
- The nearest pumps to the property boundary should be 3.5 meters clear or a distance equal to the building line restriction, whichever the larger,
- The layout of the subject service station should be such as to discourage the use of the area as a slip road for left-turning traffic,
- Onsite parking should be provided in accordance with the requirements of the local town-planning scheme,
- Approved screen walls should be erected on all common boundaries as a buffer for adjacent development,

- The dispenser islands must be located behind the ingress point, to allow proper and safe circulation through the forecourt.

As part of the business plan, the location and amenities of competitor service stations were identified, and a comparison could be made.

The following considerations, guidelines and facilities and the foreseen usage thereof, would be available:

- **Security:** Peace of mind remains one of the biggest priorities for the management at the subject service station, and accordingly they have invested millions and spent hours planning and deploying a world-class security system.
  - CCTV surveillance, with advanced video analytics.
  - Perimeter electrified fencing.
  - Perimeter intrusion detection technology.
  - A state-of-the-art Security Nerve Centre.
  - Integrated biometric, access control.
  - License Plate Recognition access control.
  - Advanced management control systems:
    - The premises would be well lit at night by providing a high level of illumination in the parking areas and on the walkways to the restrooms in and around the buildings.
    - Security would entail guard services, armed response, and armed escorts service when necessary.
    - Reaction services to unwanted behaviour ensuring the right of admission and linkage to a centralized SA Police Service.
- **Fuel bay:** Providing 24-hour and courteous service is important. Fuel spillage is of great concern and therefore the fuel bay should be situated in such a manner that, in the event of such an occurrence, the danger factor of fire should be minimized and should cause no direct concern. Strategically placed on-site to prevent traffic flow problems, and to ensure maximum utilization of all servicing points.
- **Communication services** would be readily available in the event of emergencies.
  - Pay phone facilities for private and work-related calls.
  - Provide an information display complete with a map of the trading area and descriptions, street names, major routes, and places of importance.
- **Restrooms:** Enough restroom facilities will be provided to minimize the inconvenience to the traveling motorists when either the men or the woman's

restrooms are out of service.

- **Convenience store and restaurant facilities:** Take-aways and convenient shopping facilities for consumers in the local trading area and or passersby.

## 10.6. COMPARATIVE ADVANTAGES

Definition of “Comparative Advantage:”

*“The ability of a firm or individual to produce goods and/or services at a lower opportunity cost than other firms or individuals. A comparative advantage gives a company the ability to sell goods and services at a lower price than its competitors and realize stronger sale margins.”*

The difference in return between a chosen investment and one that is necessarily passed up, in both cases, a choice between two options must be made. It would be an easy decision if you knew the end outcome, however, the risk that you could achieve greater “benefits” (be they monetary or otherwise) with another option is the opportunity cost.

Taking into consideration the petroleum industry is a regulated market by means of price and that the recent implementation of the RAS module regulates operational and capital return on investment methodology, it is difficult to determine what lower opportunity cost truly exists.

The theory of comparative advantage is illustrated in the business plan financial analysis as part of the discounted cash flow method indicated as the Profitability Index (PI).

In this scenario, the only lower opportunity cost exists in comparing a newly developed service station, which initial investment cost that will be must higher than the foreseen upgrading investment in the existing Service Stations.

## 11. CHARACTERISTICS OF THE SUBJECT SERVICE STATION

### 11.1. ACCESSIBILITY AND MANOEUVRABILITY

Accessibility illustrates the level of access to the subject service station by means of various transport modes. It is paramount to the success at a service station development. Accessibility in terms of potential access points, level of vehicle movement and transport infrastructure surrounding the site are analysed in the sub-section.

The focus of the local business should be to take advantage of urban development corridors and main roads, with business nodes and commercial areas developed along with them. This

is essential to ensure that the businesses are more viable (exposed to thorough traffic) than to rely simply on local buying power, which is not strong enough to support local businesses. One important consideration in support of the application is access: for any business development, proper and functional access is of utmost importance.

The number of accesses should, therefore, be kept to a minimum, consistent with the optimum use of the road facility. Approval for new accesses will only be considered when the Local Authority's requirements are met and when properly motivated. Direct access from private properties is strictly prohibited from national roads, except for service and rest areas.

It can be argued that the subject service station has limited topographical constraints due to the road and ground-level difference. The property is flat, right from the northern tip to the southern tip of the application property where the proposed township is to be established. There is a downward slope from proposed Erf 12, towards proposed Erf 10, in the southerly direction.

The following aspects must be considered regarding road safety and traffic capacity when considering the availability of diesel facilities for larger vehicles, inclusive of the fuel delivery trucks:

- The subject service station is positioned to optimise the line of sight to oncoming traffic so that the decision-making can be timeously affected.
- Layout to the proposed development is adequate to accommodate the turning radius not only for a large fuel delivery vehicle/truck, but also other truck users to prohibit any damage due to the off tracking of its rear wheels.





FIGURE 27: Heavy vehicle turn dimensions: Turn off

Dimensions  
in  
metres

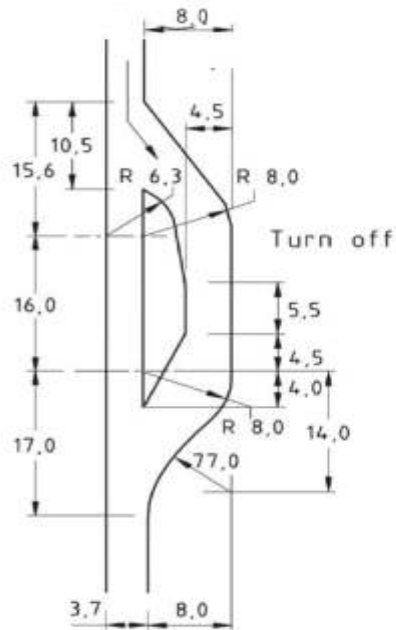


FIGURE 28: Heavy vehicle turn dimensions: Turn off

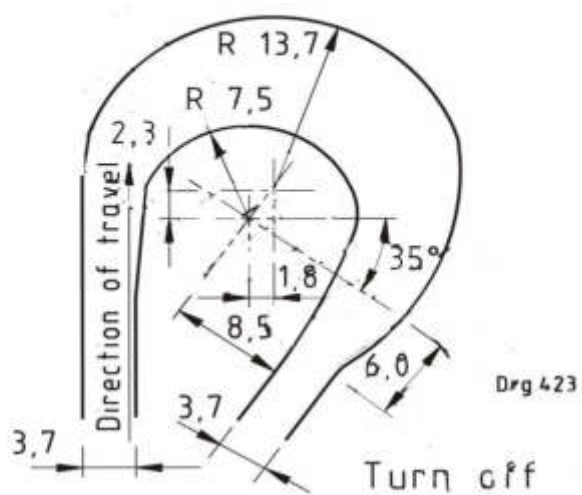




FIGURE 29: Heavy vehicle turn dimensions: Right angle turn

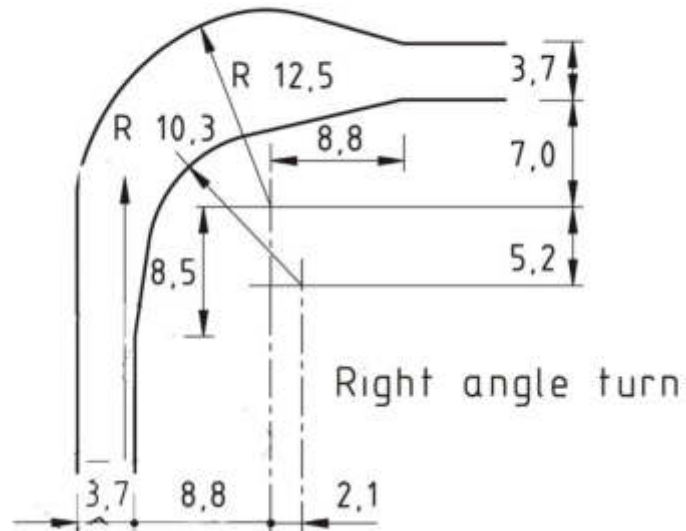
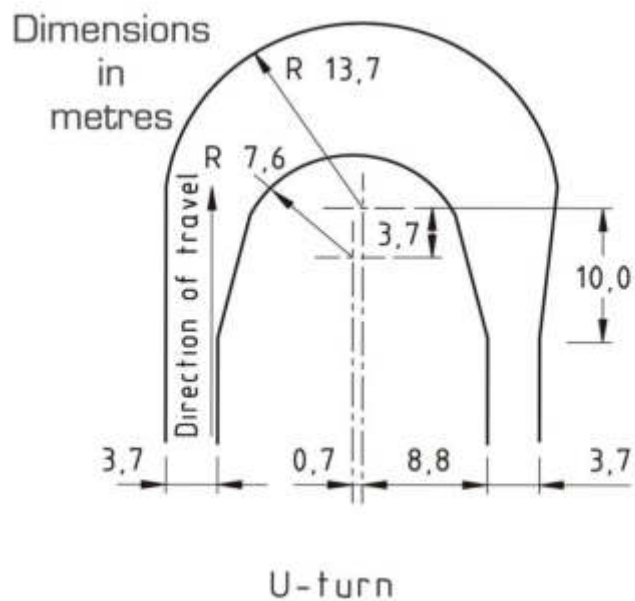


FIGURE 30: Heavy vehicle turn dimensions: U-turn



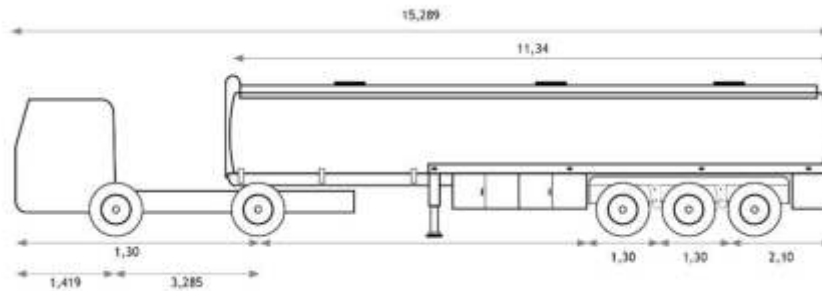
- There are no sharp turn movements that can cause unwanted freight movement resulting in damage and/or loss of valuable freight. To prevent these situations,

trucks would also be required to slow down to speeds well below that of passenger vehicles to be able to enter the subject service station safely.

An oil tanker has been used to determine the swept path. The dimensions of the vehicle used are illustrated below. The vehicle’s overall length is 15.289m and 2.5m wide, with a 6.670m curb to curb turning radius.



**FIGURE 31: Delivery vehicle dimensions**



DELIVERY VEHICLE DIMENSIONS			
Overall length:	15.289m	Overall width:	2.500m
Overall body height	2.704m	Min body ground clearance	0.419m
Track width	2.450m	Lock to lock time	4.00 sec
Kerb to kerb turning radius			6.670m

In terms of section 10(2)(d) of the said Roads Act, the local authority reserves the right to amend or cancel the authorization of access.

A safe sight distance shall always be maintained by the cutting of grass or other vegetation on either side of the access.

The Applicant/Developer is responsible for the construction of the proposed ingress and egress design and construction.

The R40 Road falls under the jurisdiction of SANRAL and it is proposed to request two access points (a Primary and Secondary access) from the R40 Road to the subject development.

The initial engagement with SANRAL indicated that access to the proposed development will be assessed in accordance with the requirements of TRH 26, South African Road Classification and Access Management Manual.

The R40 was previously a provincial road and now falls under the jurisdiction of SANRAL. The road is currently a single lane per direction, however it is feasible that the road could be upgraded to two lanes per direction at some future date.

The R40 Road is the only major road in the vicinity of Acorn City and is predominantly a mobility road, however the road is also used to make local trips. From the site visit there are several intersections along the road that link the surrounding townships to the R40. The intersections along the R40 Road in the vicinity of Acorn City can be described as informal and the local road the intersect with the R40 Road are gravel construction.

SANRAL have indicated that the current site access arrangement relates to existing land-use. This development will have a significant impact on the land-use, which will change. The access to the proposed development will have to be assessed in the terms of the applicable guideline documents, form TRH26, South African, Road Classification and Access Management Manual.

Preliminary engagement with SANRAL indicates that they will consider two full intersections to provide access to the proposed development from the R40 Road.

The subject service station will be accessible from R40 Road entrance to the retail facility.

- **Entry radius:** The entry radius can make or break the effectiveness of the deceleration lane.



#### *ANNEXURE C: Subject service station proposed accesses information*

## 11.2. VISIBILITY

The visibility profile aims to highlight the exposure of the proposed site which is directly correlated to the potential utilisation of the service station by the passing traffic.

Visibility of a service station facility also relates to the applicability of a stopping sight distance as well as the behaviour of the driver when driving along a road.

The driving task, as described in the SA Road Safety Manual, consists of several tasks, and are quoted below.

The driving task consists of three components, namely:

- Navigation - Route following and trip planning,

- Guidance - Following the road and keeping a safe path in response to the traffic conditions, and
- Control - Speed control and steering.

The driving task requires the following process:

- The driver receives input (mostly visual),
- The driver processes the information,
- The driver predicts the outcome of alternative actions,
- The driver decides on the appropriate action and execute them, and
- The driver observes the effect of the actions through reception and processing of updated information.

A driver has *peripheral vision* and *focal vision*. Peripheral vision is what the human eyes see in the total cone of vision (based on the SA Road Traffic Sign Manual, this is 15 degrees to each side, i.e., 30 degrees). Any movement or change in this peripheral area is picked up by the eye and interpreted by the brain, although the eyes are not focused on the object specifically. This allows the driver to observe the whole road reserve in front of him, while focusing on the vehicle he is following or on the colour of the traffic light, for example. *Focal vision*, which has a width of about 1 degree, is used to read road signs, focus on specific objects, to judge distance etc.

If the driver is following a vehicle, his focal vision is mostly on the vehicle he is following as this presents the critical braking scenario. Peripheral vision is then used to pick up other information such as accesses, road signs etc., and if necessary, the focal vision is shifted to these areas to interpret the information.

Drivers traveling on both the adjacent roads, at the permissible speed of 80km/h, would have adequate time to observe each access or intersection and experience adequate stopping sight distance available while observing of the main identification signage to conduct a safe entrance to the subject service station.

The visibility profile aims to highlight the exposure of the development site which is directly correlated to the potential utilization of the service station by passing traffic:

- The high visibility levels are likely to attract a high volume of potential consumers owing to the outstanding exposure to the public and provide transport market,
- The site enjoys above-average exposure and advertising capabilities, and
- The visibility of a service station is critical to its success and marketability.

The strategic location of the main identification signs, as well as the strategic placing of the official road sign boards/brown “Tourism” boards alongside R40 Road will increase the drivers’ observation capacity at the respective property.

The developer to interact and seek approval from the SANRAL, if applicable, and all relevant Authorities with jurisdiction, and must comply with all Laws, Town Planning Ordinances, Byelaws, the Geometric Design Guidelines and Environmental Legislation. This process is documented in the Procedures for Road Planning and Geometric Design. Once consensus is achieved between the SANRAL, if applicable, and the planning authorities, and the development is approved, then SANRAL will conclude an Access Agreement with the developer, incorporating operating and safety guidelines, as well as financial arrangements.

The SARTSM Manual makes allowance for Rest and Service Areas, Classes 1 to 3. Classes 1 and 2 are those generally provided by road authorities within the road reserve for the benefit of long-distance travellers who wish to have a short rest break and will typically include lay byes with shade.

Private enterprises would usually only be interested in the full Rest and Service areas classified as Class 3 Rest and Service Areas. These qualify for a tourism Brown Sign, GFS B6-3, detailed in the SARTSM Manual.

The facility may qualify for the use of the primary name on the tourism signs - GFS B6-3:



Other services, such as vehicle service areas, may also be proposed for approval. These are specified in the SARTSM Manual as:

- Workshop: GFS B2-4
- Service station and workshop: GFS B2-1



- Service station: GFS B2-2



#### Basic Requirements:

- The premises and operation shall be in accordance with statutory requirements of local and other authorities regarding planning, construction, water supply, sewage disposal, garbage collection and disposal, fire precautions and general safety.
- Rural - within 5 km of the nearest numbered route.
- Urban - within 1 km of the nearest numbered route.
- The facility shall be open as a service station; 24 hours per day, 365 days per year.
- Shall have at least six fuel outlet points in urban areas and at least three fuel outlet points in rural areas.
- All fuel pumps must be covered by a canopy.
- The standing area for vehicle refuelling must have a permanent surface.
- The active area of the facility must be illuminated at night.
- Water and air shall be available during the period of fuel are sold.
- A telephone shall be available to the public during the period when fuel is sold.
- Road maps of an area in which the facility is situated shall be available for sale during normal office hours.
- An acceptable range and number of the most necessary spare parts likely to be required by a long-distance driver shall be available for all makes and models of popular light vehicles (e.g., fan belts, tyres, tubes, water pipes, windscreen wipers, batteries etc.).

### 11.3. THE DESIGN

#### 11.3.1. DESIGN GUIDELINES

The subject service station land use can be defined as a building designed or used for the supplying of fuel, the sale of oil, additives, new emergency spares, promotional items, firewood, charcoal and fire lighters, a convenience store, one working bay for emergency

repairs to vehicles, an area for mechanical car wash unit, an automatic teller machine (ATM) and offices which are in direct relation to a service station.

The subject service station would be designed according to the standard oil industry minimum requirements and in accordance with specific conventional construction techniques.

Subject to the provisions of the National Building Regulations and Building Standards Act, 1977, together with the fire brigade service by-laws subscribes that every owner of premises on which there is a building in respect of which a floor layout change, addition, alteration, upgrading and/or renovation is envisaged, or the owner of a premises on which bulk, above-ground and underground installations (hazardous substances) and any other structures are to be erected for the use, storage or handling of hazardous substances or erected in connection with such use, storage or handling, must submit plans to the controlling authority.

Furthermore, the new building regulations are defined in the South African Bureau of Standards “SANS 10400 XA” standard, and enforceable in terms of the National Building Regulations and Building Standards Act. A higher standard, SANS 204, remains voluntary. SANS 204 will not be compulsory as its stipulations are more rigorous in terms of methods and materials used. “It is the standard the country will be working towards over the next eight to 10 years.”

The design must also follow the minimum development requirements of the local authorities’ building regulations regarding advertisement and building lines next to regional and national roads. An added advantage of commercial note is that the oil company/fuel wholesaler could obtain the rights for brand advertising on the information category marketing boards alongside the local/provincial and national roads.

The components of the subject service station and convenience store to be considered in site design include, but are not limited to:

- Primary structure/retail sales building/single or multiple tenants
- Fuel storage/underground (composite) tanks:
  - Composite tanks will stay in the ground indefinitely without any problems - and without external corrosion monitoring.
  - Composite tanks have held a remarkable record of “no corrosion-related failures” since the first tank was shipped in 1963. This is because the tanks combine the structural integrity of steel with the corrosion resistance of fibreglass.



- Composite tanks carry the UL 1746 composite label and are fabricated from high-quality steel plate, with shell and head thickness in accordance with SABS 11535 specifications. The exterior is abrasively blasted and clad with a ± 2.5mm thickness fibreglass reinforced Isophthalic Resin in accordance with the ACT-100 specifications. The cladding materials have high impact properties and high tensile strength permitting normal handling, transportation, rigging and installation.
- The finished cladding quality checked by a 35 000-volt spark test to ensure there are no discontinuities in the coating. Composite tanks are fully insulated from the surrounding soil and are equipped with isolating bushes. No Cathodic Protection and No Periodic Corrosion Monitoring are required. Composite tanks can safely store all blends of alcohol and methanol, including M-85, and all fuel additives.
- The underground storage tanks to comply with the relevant SANS Codes of practice which may include:
  - SANS 10400 TT 53 (Section 1 -6)
  - SANS 10131
  - SANS 10108
  - SANS 11535
  - SANS 10089 Parts 2 & 3 which requires:
    - The installation of a leak detection system including observation and monitoring wells situated around the tank to facilitate early warning that a leak has arisen.
    - The provision of a plastic sheet below the tank that slopes towards an observation well.
    - Installation of leak detectors on the pressure systems.
- Dispenser island
- Canopy structure
- Forecourt surface area - catchment surface and system for spillages of hazardous products and the connection to the local authority services.
- Bulk services:
  - Water supply and connection / on-site borehole.
  - Sewerage and drainage.
    - ◆ Sewerage plant / septic tank system.

- Electricity supply and connection.
- Containment and oil separating tanks - The area shall be graded to a suitable underground containment vessel (i.e. sump/tank) compatible with petroleum products. The tank shall have no connections to stormwater or sewer. It is proposed to install a gate valve before the separator with an overflowing manhole. This valve should be closed during emergency spills to force the spill to overflow into the containment vessel. This valve must be a quick shut type like a ball valve or similar and be well maintained. It should be clearly marked and visible. Staff must be trained to be able to immediately close this valve in the event of spillage.
- Surface water distribution
  - o Refuse, service, and storage area
  - o Circulation systems and parking
  - o Service bays
  - o Car wash and other ancillary uses
  - o Drive through uses
  - o ATMs and telephones
  - o Landscaping



#### *ANNEXURE AD: Design guidelines technical information*

##### 11.3.2. KEY OBJECTIVES

- Protect and enhance the character and quality of commercial districts and adjacent neighbourhoods where the service station and convenience stores are located.
- Strengthen the pedestrian environment and provide options for safe pedestrian access.
- Create a high level of expectation in the quality-of-service station and convenience store architecture.
- Provide needed flexibility to respond to unique conditions and constraints inherent to specific areas within the community.
- Minimize negative impacts to adjacent uses resulting from on-site activities.
- Maintain and strengthen a recognizable identity and character unique to the local trading area.

The consistent application of the following guidelines should achieve a balance between the community concerns and business requirements of the facility:

- Service station and convenience store design should contribute to the established or desired character and identity of the community and neighbourhood.
- Site-specific review with the effective implementation of these guidelines is intended to support the guiding principles of the local authority's general plan embedded in the IDP.



#### *ANNEXURE A: Subject Service Station Proposed layout*

## **12. SOURCE OF PETROLEUM PRODUCTS**

Letter of Intent (Interest) regarding the development from Sasol Oil (Pty) Ltd has been obtained.



#### *ANNEXURE G: Oil Company / Wholesaler Information and Letter of Supply / Transaction.*

## **13. FUNDING PLAN/FINANCIAL VIABILITY**

### **13.1. SOURCE OF FUNDS**

The Applicant needs to obtain a term loan from a financial institution as the ideal way to finance the required development and set-up cost to be paid back with a monthly instalment by using the profits generated by the business.

The financial institution needs to understand the challenges in the downstream fuel industry related to:

- Fixed margin per litre sold.
- R.A.S. Impact on industry
- Fuel Price fluctuations impacting on working capital needs.
- Impact of shortages and security of supply
- High Interchange Rates and Credit Card Transactions
- Transformation and Enterprise Development



*ANNEXURE P: Letter Indicating HDSA/BBBEE Status and Financial Confirmation of the Application Company*

13.2. FINANCIAL VIABILITY

The major objective of the financial viability is to determine whether there is enough scope in the market to proceed successfully with the subject service station as an investment and business opportunity.

This entails a detailed investigation of the viability from the operators/retailer who would be involved in the day to day running of the service station as well as from a development/investor's point of view.

The viability must be determined both from the point of view of the operator/retailer who would be involved in the day to day running of the service station as well as from the point of a developer/investor/oil company transaction.



*FIGURE 32: Parties involved*



*ANNEXURE G: Oil Company information / Wholesaler information / Letter of Intent / Signed Transaction*

### 13.2.1. OPERATIONAL VIABILITY

The operator of the service station is a separate entity than the development company. The operational company also known as the “Retailer” or “Franchisee”, would be responsible for the day-to-day operational requirements of the service station.

The retailer must be approved by the relevant oil company to ensure that the retailer is suitable and could continue to achieve its operating objectives and fulfil its mission over the long term.

Business start-up costs are the expenses the business incurs before the beginning of business operations. The following are typical start-up costs for a service station:

- Office furniture,
- Electronic equipment - personal computer and printer,
- Stationary,
- Uniforms for staff,
- Marketing/promotion,
- Working capital (to cover a large percentage of the first most expenses)
- Deposits for water and electricity usage,
- Stock
  - Wet stock - Fuel: Tanks should at least be filled to 50% of the overall capacity,
  - Dry stock - Oils and lubes & store stock.

Part of the start-up cost would be “key-money” payable either to the oil company or to the Development Company depending on the overall deal structuring. The key-money payable is based on a “goodwill” calculation of the service station operational ability to generate a profit. This key money is non-refundable, and the operator can only recover such money in the event of selling the business rights/goodwill to another operator.

Proof of enough funds available, preferably no finance should be obtained, must be delivered before the operator would be approved and commence business.



#### *ANNEXURE N-10: Operational and development capital required*

A big chunk of the costs of running your business will go to a broad category called operating expense. They are also called operating expenditures, operational expenses (or

expenditures), or OPEX. It is the ongoing cost of running your business. The OPEX incurs because of normal business operations.

The two main expense items are rent and wages. The operational rental per month was normally based on a fixed rental component based on the floor areas of the service station as well as a turn-over/gross profit percentage share to be paid to the oil company/developer. During the RAS module negotiations, 11cpl was allocated from the litreage volume of fuel sales towards a rental component based on a BSS. This excludes Revenue generating areas such as the convenient store, ancillary profit centres and non- revenue generating areas as well as turn-over percentages on convenience store sales. A market norm for all rental components payable should be between 20% and 25 for a non-branded service station (white site), and 25% to 30% for a completely branded service station.

Taking into consideration the substantial, annually, increase in wages, determined by the DoE, it has become imperative for all retailers to revise their wage bill and time-schedule to their own financial advantage. This action leads to an actual increase in newly appointed staff instead of paying expensive overtime.



*ANNEXURE N-11: Operational shift roster & 12. Operational Wage calculation, for a detailed analysis. Other monthly expenses applicable to all departments (excluding “Rent to the Landlord”) are suggested in detail in Annexure ’n 14 Financial Analysis / Operational expenses. The monthly rental payable was calculated as part of 14. Financial Analysis.*

As part of the financial analysis, a statement is included illustrating the operating and potential income activities. Provision has been made for rental payable on a percentage of the foreseen gross profit as well as for tax payable. Although it is not a cash flow statement, the financial analysis statement, is concerned with the flow of cash in and out of the business. As an analytical tool, the statement of cash flows is useful in determining the short-term viability of a company, particularly its ability to pay its bills. The financial statement also reflects the business ability to make a profit or loss.



*Annexure N-14: Financial analysis for a detailed breakdown of the Operational income ability as well as the suggested Operational Expenses applicable. It also indicates the profitability of the Operational business.*



*Annexure N-15: Break-even, scenario 1 from an operator’s point of view, illustrating the point at which cost, or expenses and revenue are equal. There is*

*no net loss, gain or a profit, or a loss has not been made. This break-even point determined by the number of litres to be sold compares favorably with the market viability of the business.*

## CONCLUSION

The conclusion is that the market viability shows that the required level of sales can indeed be realised and from an operator's point of view, the business is financially viable.

### 13.2.2. DEVELOPMENT VIABILITY

The financial feasibility from a development point of view consists out of the following.

- Estimation of the total capital outlay of the project, of the project inclusive of the upgrading, maintenance, and improvements to enable a fully functional operational, inclusive of all services such as sewerage, water, and electricity as well as a solid catchment area under the canopy inclusive of a three-chamber system, to fulfil in the Local Authority, SANS Building and Environmental legislative specifications and regulations. Provision must also be made for the maintenance and replacement of allocated capital items taking into consideration their status and foreseen lifecycle.
- Estimation of the total net project income.
- A financial analysis statement projection.

The estimate of the current building cost is based on the preliminary design and consists mainly of:

- Basic items
- Special items
- Site works.
- Preliminaries
- Contingencies

The Client/Developer and the oil company will appoint a quantity surveyor to do a final costing of the subject service station.

The soil conditions appear suitable for development; however, a geological survey will be performed before the final costing is to be calculated. A final costing on the earthworks that includes all roadwork to be done needs to be part of the final costing report of the subject service station.



## ANNEXURE N: Estimated Development Cost

For this project it was assumed that the development company has taken out an amortization loan and it will need to make periodic payments (monthly) for this loan over a period of 10 years (120 monthly payments) at a predetermined interest rate (prime rate).

*For the sake of financial planning and analysis amortization rate and calculation, the procedure was followed as indicated in [Annexure N - 10. O.P.S. & Dev. Assets Required](#).*

The bond payment that includes capital and cost of capital, incorporating operational cost for the development company, normally indicates the basic income required from any agreement either from the retailer and/or oil company. Provision has been made for the retailer by means of allocating a percentage of the operational gross profit and in accordance with the RAS allocation to the Landlord.



## ANNEXURE N-14: Financial Analysis

### 13.2.2.1. THE OIL COMPANY / SUPPLY WHOLESALER TRANSACTION

The following transaction is applicable:

#### **RORO - DODO “Dealer Owned site”**

This option suggests that the developer constructs the facility himself. With DODO (Dealer Owned, Dealer Operated) sites, the oil company shall recover their capital portion inclusive of proportional allocation of the entrepreneurial compensation to such capital expenses incurred by them. Such capital expenses may be restricted to the supply and installation of pumps, tanks and signage only. They will also recover from the OPEX numbers those expenses that are incurred by the oil company as per the BSS model, i.e., pump and tank maintenance, as well as any other assets and operating expenses allowed in terms of the BSS model. The contract entered is a “Supply Agreement” and the oil company will then recover a margin fee from the operator/developer based on the monthly petroleum products purchase for that month. The owner will develop and nominate the operator.

**OR**



### **“CORO” Company Owned Retailer Operated “Company Lease Site”.**

This is a situation where the Landlord lets the property to the Oil Company. The development of the facility could be done by the Oil Company or the Landlord/Developer himself, provided the development is done to the Oil Company’s satisfaction. Whichever

of the two options here mentioned is taken, it will influence the rental amount payable by the Oil Company.

The Oil Company can again sub-let the business to a tenant/operator of its choice. The main character of this option is that the Oil Company would pay a rental amount to the landlord.

The following agreements are applicable:

- a primary lease agreement, notarial registered against the title deed of the property and ceded to a financial institution,
- a development agreement that contains all the conditions regarding the development,
- a product servitude securing the oil companies’ sale of the product from the property for the duration of the agreement,
- a sub-lease agreement/operating lease,
- if the landlord wishes to have the right to be the retailer/operator or to nominate such an operator, the oil company can retain the right to approve and appoint the landlord as a retailer/operator according to the oil companies’ standard rules and regulations for retailer/operators, and
- a Deed of Suretyship.



*ANNEXURE G: Oil Company / Wholesaler Information and Letter of Supply / Transaction*

### **13.2.3. THE SERVICE STATION DEVELOPMENT ASSESSMENT**

There are various factors which arise when an assessment on service station development is done. It is assumed that the property has the correct attached rights, proper accessibility, and the capability of being used for future income and amenities, which is likely to be produced.

The improvements of a service station site are specifically designed and built to sell fuel and allied products. Therefore, an investor’s primary interest in a service station is its income stream and desirable return on his equity.

The purpose of the assessment is to act as a guideline to enable the role players such as the investor to make decisions as to the financial viability of this development based on the RAS module principles.

 **ANNEXURE N: An analysis of the Service Station Development Property Assessment Approach**

A formal feasibility study is essential in the assessment of a service station property. The improvements in a service station site are specifically designed and build to sell fuel and allied products. There is no alternative use for a service station development, therefore an investor’s primary interest in a service station is its income stream and desirable return on his equity.

The purpose of the assessment is to act as a guideline to enable the role players such as the investor/financial institution, the Department of Energy, or the oil company to make critical decisions.

The assessment of service station developments can be placed into three categories:

- 1) Cost approach
- 2) Income approach
  - 2.1) Modern Capital Approach / DCF Analysis
  - 2.2) Cap rate method
- 3) Goodwill/Business assessment

**13.2.3.1. THE INCOME APPROACHES**

The Income Approach is applicable to service station developments since income can be derived from:

- Rent received on non-fuel sales developments such as offices, workshops, and car wash facilities, as well as income received on the fuel-sale improvements on the forecourt.
- The day-to-day operation of the service station.

It is important to evaluate the applicable oil company transaction, lease agreement, the amount, escalations, and the period of payment before applying the income approach.

*It is important to note that when both the development and operational income is evaluated that there must be a clear distinction made between the goodwill value and property assessment.*

13.2.3.1.1. MODERN CAPITAL BUDGET APPROACHES - DISCOUNTED CASHFLOW ANALYSIS

The DCF method of valuation involves projecting the Free Cash Flow (FCF) over the horizon period, calculating the Terminal Value (TV) at the end of that period, and discounting the projected FCF's and TV using the discount rate to arrive at the Net Present Value (NPV) of the total expected cash flows of the business or asset.

 **TABLE 25: Advantages and disadvantages of the DCF module**

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> <li>• Theoretically, the DCF is arguably the soundest method of valuation.</li> <li>• The DCF method is forward-looking and depends more on future expectations rather than on historical results.</li> <li>• The DCF method is more inward-looking, relying on the fundamental expectations of the business or asset, and is influenced to a lesser extent by volatile external factors.</li> <li>• The DCF analysis is focused on cash flow generation and is less affected by accounting practices and assumptions.</li> <li>• The DCF method allows expected (and different) operating strategies to be factored into the valuation.</li> </ul>	<ul style="list-style-type: none"> <li>• The accuracy of the valuation determined using the DCF method is highly dependent on the quality of the assumptions regarding free cash flow (FCF), terminal value (TV), and discount rate. As a result, DCF valuations are usually expressed as a range of values rather than a single value by using a range of values for key inputs. It is also common to run the DCF analysis for different scenarios, such as a base case, an optimistic case, and a pessimistic case to gauge the sensitivity of the valuation to various operating assumptions. While the inputs come from a variety of sources, they must be</li> </ul>

ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> <li>The DCF analysis also allows different components of a business or synergies to be valued separately.</li> </ul>	<p>viewed objectively in the aggregate before finalizing the DCF valuation.</p> <ul style="list-style-type: none"> <li>The terminal value (TV) often represents a large percentage of the total DCF valuation. Valuation, in such cases, is largely dependent on terminal value (TV) assumptions rather than operating assumptions for the business or the asset.</li> </ul>

The Discounted cash flow (DCF) analysis represents the net present value (NPV) of projected cash flows available to the Client from an Investors perspective, indicating the net of the cash needed to be invested for generating the projected growth. The concept of DCF valuation is based on the principle that the value of a business or asset is inherently based on its ability to generate cash flows for the Client as an Investor of capital. To that extent, the DCF relies more on the fundamental expectations of the business than on public market factors and it is a more theoretical approach relying on numerous assumptions as well as historical data. A DCF analysis yields the overall value of a business (i.e., enterprise value), including both debt and equity.

Key components of a DCF:

- **Free cash flow (FCF):** Cash generated by the assets of the business (tangible and intangible) available for distribution to the Client as an Investor.
- **Terminal value (TV):** Value at the end of the FCF projection period (horizon period). This period will be influenced by the duration head lease agreement. It is a market norm to be 15 years consisting of one (1) renewal options of five (5) years.
- **Discount rate:** The rate used to discount projected FCFs and terminal value to their present values.

The procedure is used for real estate valuation and consists of three steps:

- Forecast the expected future cash flows.
- Establish the required total return.

- Discount the cash flows back to the present at the required rate of return.

Forecasting the expected future cash flows involves creating a cash flow projection. Estimating net cash flows produced by an investment means projecting all payments (cash outflows) by the investor and all (cash receipts) income that the investor receives. The Client, as the Investor, can rely on the RAS module distribution and the fair market value rental per square meters for non- fuel related areas or on a percentage of the GP of the non-fuel related income stream.

Other Cash Receipts such as the net proceeds upon sale or reversion of the asset was not taken into consideration.

Cash outflows by the investor include:

- The initial investment, including loan points and other fees.
- Capital expenses to ensure fulfilment of the SANS and Local Authorities Regulations.
- Expenses associated with the investment.
- Other cash outflows, such as principal payments to a lender.
- Selling expenses upon liquidation of the investment.

### Initial Cash Investment

The initial cash investment is the amount that the investor, from an operational point of view, must pay the seller or the oil company, goodwill, or key-money, for the right to receive future cash flows from the investment. It includes fees, and sometimes improvements and repairs to the property that cannot be financed. From a Developer's/Site licence application point of view, the DoE uses the Benchmark Service Station Capital outlay of approximately R11,3m.

The discount rates.

Establishing the required total return (also known as a discount rate) for a project will be specific to each investor. For an individual investor, this is typically their desired rate of return. In the case of a corporate investor, the required return is typically the weighted average cost of capital (WACC). Ascertaining the discount rate also includes accounting for the perceived riskiness of the project compared to alternative investment opportunities.

The discount rate is analogous to the investor's required before Tax IRR, or the rate of return on the investor's equity investment. This rate can be compared to the yields of other market instruments like Treasury Bonds, Corporate Bonds, and savings accounts.

All cash flows are discounted at a certain rate.

This rate could be as follows:

- **Risk premium:** Property is usually riskier than a “risk-free” investment and therefore a premium is added to the risk-free, to present the risk of the property investment. The rate used in this study is based on the R208 long bond rate plus 5% risk factor.
- **Weighted Average Cost of Capital (WACC):** The goal is to estimate the overall cost of capital, or the weight average cost of capital (WACC) and is calculated on an after-tax basis. The concept of WACC can be applied in any situation where an asset must be finance and different forms of financing or a combination thereof, are being considered.

Once the cash flows have been forecasted and the discount rate has been established, a discounted cash flow analysis for a service station project can be used to determine the internal rate of return and net present value.

The major methods used to make capital budgeting decisions are presented as follows:

- Net Present Value (NPV)
- Internal Rate of Return (IRR)
- Profitability index (PI)

### The Present Value Model

The present value (PV) model, also called the net present value (NPV) and the discounted - cash-flow (DCF) method work as follows:

- Determine the sum of all cash flows (both-in -and outflows, and initial outlay), and
- Discount to present values at the project's cost of capital.

With a positive NPV, the project can be accepted, and it should be rejected if the NPV is negative.

The Present Value can also be regarded as the maximum price the investor should pay if discounted at the chosen Cost of Capital.

The net present value (NPV) is an investment measure that tells an investor whether the investment is achieving a target yield at a given initial investment. NPV also quantifies the adjustment to the initial investment needed to achieve the target yield assuming everything else remains the same. Formally, the net present value is simply the summation of cash flows (C) for each period in the holding period discounted at the investor’s required rate of return:

 **EQUATION 2: When cash inflows are uneven:**

$$NPV = \left[ \frac{R_1}{(1+i)^1} + \frac{R_2}{(1+i)^2} + \frac{R_3}{(1+i)^3} + \dots \right] - \text{Initial Investment}$$

Where,

- i is the target rate of return per period,
- R1 is the net cash inflow during the first period,
- R2 is the net cash inflow during the second period,
- R3 is the net cash inflow during the third period, and so on.

**Internal Rate of Return (IRR)**

The internal rate of return (IRR) can be defined as the rate of return, which will make the present value of future cash inflows equal to the present value of the initial investment, cost, and other cash outflows. The NPV would, therefore, be exactly zero if the IRR is used as the discounted rate.

If the IRR is greater or equal to the Cost of Capital, the project can be accepted, and it should be rejected if it is less than the Cost of Capital.

Internal rate of return (IRR) for an investment is the percentage rate earned on each Rand invested for each period it is invested. IRR is also another term people use for interest. Ultimately, IRR gives an investor the means to compare alternative investments based on their yield. Mathematically, the IRR can be found by setting the above NPV equation equal to zero (0) and solving for the rate of return (r).



### EQUATION 3:

$$0 = P_0 + P_1/(1+IRR) + P_2/(1+IRR)_2 + P_3/(1+IRR)_3 + . . . + P_n/(1+IRR)_n$$

Where  $P_0, P_1, . . . P_n$  equals the cash flows in periods 1, 2, . . . n, respectively; and IRR equals the project's internal rate of return.

IRR allows Investors to rank projects by their overall rates of return rather than their net present values, and the investment with the highest IRR is usually preferred. Ease of comparison makes IRR attractive, but there are limits to its usefulness. For example, IRR works only for investments that have an initial cash outflow (the purchase of the investment) followed by one or more cash inflows.

### The Profitability Index (PI)

The profitability index (PI) is merely the present value of cash inflows divided by the investment cost. It also refers to as the benefit/cost ratio and is indicated as an Add Value percentage in the DCF.

Sometimes a client may have limited funds but several alternative proposals. In such circumstances, if each alternative requires the same amount of investment, the one with the highest net present value is preferred. But if each proposal requires a different amount of investment, then proposals are ranked using an index called present value index (or profitability index). The proposal with the highest present value index is considered the best. The present value index is computed using the following formula:



### EQUATION 4:

$$\text{Present value index or profitability index} = \frac{\text{Present value of cash inflows}}{\text{Investment required.}}$$



*ANNEXURE N: Assessment Investor Scenario - A detailed economic evaluation of the subject service station.*

#### 13.2.3.1.2. CAP RATE METHOD

The value of the development using the capitalization rates is based on the market comparison method to determine these rates. The cap rate analysis is based on a one-year



income stream and does not take the sale or any renovations into account, which is a limitation.



[ANNEXURE N: Assessment Investor Scenario - A detailed economic evaluation of the subject service station](#)

### 13.2.3.2. THE GOODWILL / BUSINESS VALUE

A definition:

*“Going concern value indicates the existence of business assets ready for use in producing business income. The value is created because a business can effectively apply its capital (financial resources and equipment), labour (employees), and coordination (management) to produce economic benefits for its owners.”*

The goodwill associated with a service station is also influenced by the site’s position in the marketplace and its ability to effectively serve its customers. The fair market value of goodwill in the service station industry is whereby a willing retailer/operator and a willing seller (in this case the landlord/developer) reach an agreement, with both parties acting in full knowledge of all facts (financial outcome).

In determining the market value of a service station operations/business, the capitalized earnings method was used and the following were taken into consideration:

- The net profit derived from fuel and other sales before the owner’s remuneration cost of finance and taxes payable,
- Monthly operational rental to the landlord was adjusted to the market-related rentals,
- The required return on investment.

A payback period because of the capitalization earnings method served as an indicator of the willingness of an investor to invest in the operations or not.

### 13.2.3.3. THE DoE DCF METHODOLOGY


In terms of Regulation 15 (2) of the PPA, the Applicant is required when lodging a retail licence application to provide the result of the net present value (NPV) calculation and all

data and assumptions used in the calculation of the NPV. Regulation 18 (3) stipulates that in determining the economic viability of the proposed retailing business, the controller must be satisfied that the NPV has been correctly calculated and is positive.

The DCF methodology used by the DoE is based on the wet sales operational income combined with the approximately R8,5m as an initial capital outlay. It is assumed that the R11,3m is derived from the cost associated with a baseline service station (BSS). It is Petrorex’s submission that the DoE should, instead of allocating the initial BSS capital layout allocate the initial investment relating to the actual cost incurred by the retailer as an operational capital layout combined with the relevant wet sales operational cashflow. The initial BSS R11,3m should be discounted by the actual allocated development cashflow either consisting of RAS allocation (DODO) or a Head Lease (CORO - L site) scenario.

The capital outlay used by the DoE does not accurately reflect the actual capital outlay required by the retailer. It is therefore clear that ±R11,3m initial capital outlay is inflated and thus having a negative effect on the NPV.

The NPV is calculated by deriving the present value of the after-tax cashflow for each of the 5 years, using a chosen discount rate. These amounts are then added together and deducted from the initial capital outlay to get the NPV. DOE’s cashflow interpretation over 5 years is also uncertain. Projects such as investment in service stations do have returns over longer periods when considering a property deal, for example, it is an industry norm that head lease agreements are signed for 10 years with two five-year renewal options. Most of the operational rentals/subleases consequently are running concurrently with such head lease terms. The petroleum downstream industry is known for its high capital investment with a lower return over a longer period.

 [ANNEXURE N: Assessment Operator Scenario and 21 & 22 NPV Calculations for DoE](#)

### 13.2.3.4. SENSITIVITY ANALYSIS

Definition of “Sensitivity Analysis”

*“A technique used to determine how different values of an independent variable will impact a particular dependent variable under a given set of assumptions. This technique is used*

*within specific boundaries that will depend on one or more input variables, such as the effect that changes in interest rates will have on a bond's price”.*

*“Sensitivity analysis is a way to predict the outcome of a decision if a situation turns out to be different compared to the key prediction(s).”*

It must be considered that provision has already been made for the yearly increase of operational cost and the foreseen adjustments on the RAS method of calculation.



#### [ANNEXURE N: A detailed analysis incorporating the sensitivity analysis](#)

### 13.3. FINANCIAL VIABILITY CONCLUSION

In this scenario, the following were considered:

1. Volume projection indicates year 1 - average litres per month 391 057 L. Fuel/Diesel sales growth has been increased to 0,7% for year 2022, 0.7% for year 2023, 1% for year 2024, 1,5% for year 2025 and 2% for year 2026.
2. Petrol and diesel sales,
3. A RAS module split was used as a guideline to allocate 150,1 cpl to the operating company as the retailer.
4. Expenses were amended to reflect fuel/diesel sales-related expenses only.
5. The DoE used R8 500 000 as an initial capital outlay. It is assumed that the R8 500 000 is derived from the construction cost associated with a baseline service station. The required capital layout required for this development is ± R 14486715,50
6. We have applied the same principles in calculating the NPV as the DoE,
7. The NPV is calculated by deriving the present value of the after-tax cashflow for each of the 5 years, using a discount rate of 10.23%. These amounts are then added together and deducted from the initial capital outlay to calculate the NPV. The DOE's cashflow interpretation over 5 years is also an uncertainty. Projects such as investment in service stations do have returns over longer periods when considering a property deal, for example, it is an industry norm that head lease agreements are

signed for 10 years with two five years renewal options. Most of the operational rentals/subleases consequently run concurrently with such head lease terms. The petroleum downstream industry is known for its high capital investment with a lower return over a longer period,

8. The result from the above indicates that the NPV to be positive for Year 3 and Year 4.

It is Petrorex's submission that the assessments in the calculation of the NPV's, as indicated to be **positive** in accordance with the departments NPV calculation methodology.



[ANNEXURE N: Executive Summary Sheet](#)

# SECTION FOUR

## OPERATIONAL PLAN / OPERATIONAL MANAGEMENT PERSPECTIVE

### 14. OPERATIONAL MANAGEMENT IN PERSPECTIVE

#### 14.1. MANAGEMENT STRATEGY

Being part of an existing business structure, the Applicant understands what values to strive for as well as the four main functions of management, namely planning, organizing, leading and controlling. Lastly, the Applicant also appreciates various strategies for achieving our objectives.

##### 14.1.1. VALUES

In striving to achieve the business mission, the Applicant will pursue the following values:

###### 14.1.1.1. BRAND ORIENTATION

As a retailer, the Applicant needs to value the brand and its practices to ensure brand building by means of:

- Actively being present and visible at the service station.
- Brand engagement by engaging in all promotion activities.
- Brand management by encouraging staff to provide energetically efficient top service.
- Leading by example in product and service knowledge.

###### 14.1.1.2. PROFIT ORIENTATION

Obtaining an acceptable yield on the utilization of resources requires that the Applicant needs to be lending a high priority to the following:

- A long-term perspective on the value-add to the business profit,
- The willingness to take calculated risks,
- The achievement of the objectives at the lowest possible costs,
- The practical value of the contribution,

- Cost control, and
- Increase in the volume of fuel and convenience store sales.

#### 14.1.1.3. CUSTOMER ORIENTATION

The Applicant's contribution will be in the customer's interest and to his advantage.

This requires that we will be guided by:

- Pro-active understanding of the needs, requirements, and expectations of our clients,
- A commitment to make the customer feel that they are receiving a special service, and
- Availability to the customers.

#### 14.1.1.4. QUALITY ORIENTATION

The customer's normal requirements and expectations should not only be met, but also exceeded where practically possible. This requires behavior characterized by:

- an absorbing endeavour to render quality service, with a view to achieving an incontestable lead,
- teamwork with due consideration of independent thinking and individual participation,
- impatience with mediocrity and own endeavour to continually learn, improve and innovate,
- maintaining and improving on the oil company's standards, and
- maintaining product knowledge and adequate stocks.

#### 14.1.1.5. OUTPUT ORIENTATION

The Applicant will be dedicated to carrying out meaningful decisions and plans. This requires that they should:

- be proud of its business,
- accept personal responsibility for achieving objectives,
- display self-discipline as the basis for achieving objectives,
- display a sense of urgency, and
- be rewarded and recognised for personal contribution.

#### 14.1.1.6. PEOPLE ORIENTATION

The quality of the relationships with all role-players will be of the utmost importance to the Applicant.

This requires that behavior will be judged in terms of:

- unsociable personal integrity,
- consideration for the dignity and confidence in the ability of the individual,
- opportunities offered to their employees without any form of discrimination, and
- constant communication and straightforward dialogue.

#### 14.1.1.7. COMMUNITY ORIENTATION

A healthy relationship with the community and environment is essential. This requires a commitment to:

- respect for, and responsibility towards our environment and resources.
- meeting our social responsibility by investing in the community; and
- involvement in the cultural activities of communities.

#### 14.1.1.8. ENVIRONMENT, HEALTH AND SAFETY ENVIRONMENT ORIENTATION

It is the policy of the Applicant/employee to do all that is reasonable to establish, maintain and promote the highest standards of Occupational Health, Safety, Environment and Quality management.

By doing so, it is the Applicant's/employee's responsibility to:

- Prevent personal injury and damage to health,
- Promote environmental protection and sustainability, and
- Ensure the availability of world-class products and superior customer service.

#### 14.1.2. PRINCIPLE OF SELF - MANAGEMENT

As an operator/retailer, the Applicant will be self-disciplined and motivated. A framework for successfully interdependent people is based on a book, *The seven habits of highly effective people*, by Steven Covey:



**TABLE 26:** Seven habits of highly effective people

HABIT	DESCRIPTION
Habit number 1: <i>Be proactive</i>	<ul style="list-style-type: none"> <li>• Pro-active people carry their own principles and values with them and do not compromise these if confronted with different or adverse values.</li> </ul>

<p>Habit number 2: <b><i>Begin with the end in mind</i></b></p>	<ul style="list-style-type: none"> <li>• Have a Personal Vision and Mission.</li> <li>• Know your personal values, what you want to be, to do and know how you will go about doing it.</li> </ul>
<p>Habit number 3: <b><i>Put first things first</i></b></p>	<ul style="list-style-type: none"> <li>• Manage yourself and your time.</li> <li>• Get your priorities straight.</li> <li>• Get control of your time and your life.</li> <li>• Firstly, do what is both important and urgent.</li> <li>• Use your diary.</li> <li>• Get into the right mind-set.</li> </ul>
<p>Habit number 4: <b><i>Think win-win</i></b></p>	<ul style="list-style-type: none"> <li>• Build a “we” paradigm into everything you do.</li> <li>• Get what you want by giving others what they want.</li> <li>• Always attempt to meet both sets of needs.</li> </ul>
<p>Habit number 5: <b><i>Seek first to understand, then to be understood</i></b></p>	<ul style="list-style-type: none"> <li>• Ask questions and listen.</li> <li>• Listen to the other person’s mind, heart, and intentions.</li> <li>• Show others you are a good listener and others will listen to you.</li> </ul>
<p>Habit number 6: <b><i>Synergy</i></b></p>	<ul style="list-style-type: none"> <li>• Understand and value individual differences.</li> <li>• Practice the five previous habits.</li> <li>• Find a creative way to bring you and others together.</li> <li>• Ask others to help you and get them involved in your business.</li> <li>• Work at it.</li> </ul>
<p>Habit number 7: <b><i>Satisfy all your needs, all the time</i></b></p>	<ul style="list-style-type: none"> <li>• Physical well-being</li> <li>• Social and emotional health</li> <li>• Mental health</li> <li>• Financial and spiritual health</li> </ul>

### 14.1.3. MANAGEMENT FUNCTIONS

The four management functions, which will help us establish objectives, are:





**FIGURE 33:** Four management functions



#### 14.1.3.1. THE OPERATOR’S ROLE AS MANAGER

In conjunction with the functions above, we as management must be able to perform the following roles:



**TABLE 27:** Roles as a manager

ROLES	DESCRIPTION
Interpersonal roles	<ul style="list-style-type: none"> <li>• Figurehead - performs ceremonial roles such as hosting social functions, attending staff members’ weddings, conducting a price giving.</li> <li>• Leader - leadership is about influencing others to achieve organisational and personal goals.</li> <li>• Liaison - the manager needs to network within and outside of the organisation.</li> </ul>

Informal roles	<ul style="list-style-type: none"> <li>• Monitor - constantly scanning the environment for information that will improve the business.</li> <li>• Spokesmen - the manager represents the company to others - both inside and outside the business.</li> </ul>
Decision roles	<ul style="list-style-type: none"> <li>• Entrepreneur - to seek to improve the business - to grow and develop it.</li> <li>• Disturbance handler - to react to pressure - resolve conflict.</li> <li>• Resource allocator - to be able to decide how to spend available resources.</li> <li>• Negotiator - to negotiate with several parties on a daily basis.</li> </ul>

## 14.2. OPERATIONAL CONTROL OF THE BUSINESS

It will be one of the Applicant's goals to ensure that the objectives of the business are achieved with and through the efforts of all the people within that business.

The control methods listed below will assist us in keeping in touch with progress and identifying trends. They will also provide an early warning system when problems arise:

- Observing and measuring actual performance,
- Identifying variances,
- Responding to and correcting unacceptable performance, and
- Responding to and rewarding good performance.

### 14.2.1. OPERATIONAL CONTROL

#### 14.2.1.1. OBJECTIVES OF OPERATIONAL CONTROL

The main objective with operational control is to develop and implement a universal method of capturing information, maintaining a manual backup system and transformation of the information to Management.

Management would then capture and interpret this information to instigate the required activities such as stock ordering and to lodge investigations surrounding any discrepancies.

The documentation required to capture the data information on a computer system must also serve as a backup for computer capturing failure as well as a method of manually conducting the required reconciliation and the balancing shifts.

#### 14.2.1.2. RESPONSIBILITY

It is the Applicant's responsibility to:

- Investigate and implement a computer system at the service station outlet. There is various point of sale (POS) systems available in the open market specially designed for conducting sales inclusive of an integrated control system (Back Office) for the petroleum industry as a management tool.
- Co-ordinate and administer the day-to-day routine and running of the service station. A sound understanding by the employee of his duties and responsibilities as described in a detailed job description will ensure a healthy working relationship. This will contribute to good management and control.
- Attend, daily, to the opening of the service station, the closing of the service station, the changing of shifts and general administration.

#### 14.2.1.3. CONTROL MEASURES

The Applicant will be fully responsible to control all aspects of the business.

The following duties cannot be delegated:

- Daily sales reconciliation,
- Inventory control,
- Banking, e.g., reconciliation of money, delivery to the bank or to oversee the process of collection by a security company,
- Personnel records,
- Ordering of stock,
- Safekeeping of records,
- Administration of the additional profit centres.

The computer system software package must be utilized to monitor sales on the driveway and convenient store. The computer system will assist in the following functions:

- daily sales reconciliation,
- personnel wages and salary report,
- bookkeeping system for financial records, and
- produce required reports for analysing purposes.

#### 14.2.1.4. SHIFT START AND END PROCEDURES

The Applicant will be able to successfully perform an overall procedure from a shift start to a shift end, followed at the point of sale (POS) and Back Office reconciliation on a computerized system at the service station.

The following records are important:

- **Daily Fuel Record:** The fuel inventory represents the largest single investment in our service station. It is therefore of utmost importance that its movement is strictly controlled.
- **The Shift Sheet:** Is used to record the daily sales activity in the forecourt. It also serves as an inventory record for products and merchandise held on the driveway area. The driveway Shift Sheet will be completed for every shift worked by the driveway attendants.
- **The Dip Record Card/Sheet:** It is used to record the physical tank dips, which must be taken at the same time as the closing pump meter reading is recorded. The tanks must also be numbered in sequence and the sequence adhered to.
- **A Meter Reading Card/Sheet:** It is used to see whether the meter reading has been recorded correctly and whether it balances with the money figure.
- **A Summary of Cash Card/Sheet:** It is used to record the actual cash received on the driveway and convenience store sales. These amounts are totalling into total cash received.
- **The Car Care / Other Merchandise / Sales Promotions Items / Accessories Card/Sheet:** These are used to record all merchandise sales made on the driveway.
- **A Credit sales card/sheet** is used to record the actual credit sales that have been made on the driveway.



#### [ANNEXURE R: Shift End and Start Procedure](#)

#### 14.2.1.5. INVENTORY (STOCK) CONTROL

A tight inventory control system is essential for three basic reasons:

- Inventory represents the largest continuing investment (it is cash on the shelf or in the tank),
- The operator/retailer needs to know what is on hand so that he does not run out of stock,

- If the employer is a victim of an employee or customer pilferage or possible gasoline storage or dispensing equipment defects, it is vital to know that immediately.

Key points to good inventory control and computer software compatibility:

- Theoretically and physically comparison of major products / fast-moving / high-risk products - at least twice a day / during each shift end / during the stock top up procedure,
- Theoretically and physically comparison of all merchandise - end of each week,
- Implementation of a stock tagging system,
- Warning of stock minimum levels to activate ordering from supplier, and
- All inventory movements recorded on official documentation.

#### 14.2.1.6. CREDIT SALES CONTROL

Two things are essential for successful credit management at the service station:

- A firm credit policy, and
- Effective credit controls.

Credit requirements will be maintained manually as well as computerized:

- Limit on the total amount of credit offered in relation to deposits made,
- Credit Applicants' document and criteria,
- Credit limits for each customer,
- Credit terms and document agreement,
- Complete credit records,
- Account producing for collection when due.

#### 14.3. FINANCIAL OBJECTIVES AND CONTROL

The Applicant will strive to generate a net income (pre-tax, pre-interest and pre-owners' remuneration) of at least 40% of total gross income.

The computer system inclusive of the pump control spreadsheets and the financial software package will be utilized to monitor the financial management of the different profit centers.

A complete and proven management system encompasses the following:

- Basic bookkeeping and accurate financial records,
- Money management,

- Controlling cash, accounts receivable, payable and expenses,
- Daily financial summary, business performance analysis, and
- An inventory controls.

Financial management of the business is a dynamic and complex process. The Applicant's day-to-day knowledge of the operations, competitive environment, and customer bases combined with experienced business judgment are the most valuable management tools we have.

The Applicant needs to investigate the financial viability and market feasibility and a suggested marketing plan and financial analysis have been drawn up for the service station.

The following budgets are especially important for the business:

- Sales budget,
- Purchasing budget,
- Operating expenses budget, and
- Cash flow budget.

#### 14.3.1. SALES BUDGET

By means of a sales budget, the expected level of sales for the coming financial year (12 months) was estimated monthly. This budget is realistic, factors such as consumer expenditure patterns; seasonal influences and the general stand of the economy were taken into consideration in the sales budget. This budget was broken down into categories as per fuel and non-fuel sales items and includes minimum sales on credit.

#### 14.3.2. PURCHASING BUDGET

The first step in drawing up the purchasing budget is to determine the monthly cost of sales figures from the sales budget.

The proposed stock levels (opening and closing) of the service station have a significant influence on this budget. If stock levels are kept constant at a certain level (opening stock equals closing stock every month), the purchases will be equal to the cost of sales.

The projected sales figures were multiplied by the margins per category and then subtracted from the monthly turnover/sales to project purchases.

### 14.3.3. OPERATING EXPENSE BUDGET (FIXED COST)

In the operating expense budget, all expenses that remain relatively constant, regardless of the level of sales, were considered.

Non-cash expenses such as depreciation, evaporation, theft, and losses as well as provision for bad debts were considered.

The owner's salary is also included in this budget. The approach towards the expenses is conservative to avoid under-budgeting.

### 14.3.4. CASH FLOW BUDGET

The expected cash flow of the service station is reflected in a cash flow budget. The budget also gives an indication of the extent of additional capital (working capital) required for financing the day-to-day activities.

Initial capital represents the opening balance in the cash flow budget at the commencement of the business.

The cash flow budget indicates two critical factors, when and to what amount shortages and surpluses of cash will be experienced.

### 14.3.5. PROFIT AND LOSS STATEMENT

This statement is also produced monthly which consists out of a combination of the total sales of the business, the direct cost of sales, the gross profit, overhead expenses, depreciation, provision for tax, distributions to members and net profit or loss.

The profit and loss statement is one of the most important controls of our business. Without it, we will never know how much we are making, how much must be reinvested or how much tax is being paid.



[ANNEXURE N: Detailed analysis of the operational financial viability analysis](#)

## 14.4. MARKETING STRATEGY

The marketing strategy includes the customer care strategy and the promotion strategy.

Like all other aspects of a business, marketing has certain fundamental rules:

- Target a specific market.
- Set sales objectives and evaluate these objectives at the conclusion of the promotion.
- Set an expenditure budget and do not exceed that budget unless it is necessary.
- Advertise extensively.
- Staff must be aware of all promotions and be encouraged to get involved.
- Withdraw any promotion if it is not successful.
- A 12-month promotional calendar needs to be implemented including the “special” days.

Promotions and marketing are an integral part of the business in today’s competitive business environment. Promotional and marketing activities are vital for achieving optimal sales revenues and customer retention.

However, a company’s promotional and marketing activities would be ineffective if these are not followed up by the provision of good services and products. A good combination of marketing and good customer service ensures customer retention in the long run.



**FIGURE 34:**Marketing strategy



#### 14.4.1. CUSTOMER CARE STRATEGY

##### 14.4.1.1. AIM/OBJECTIVE

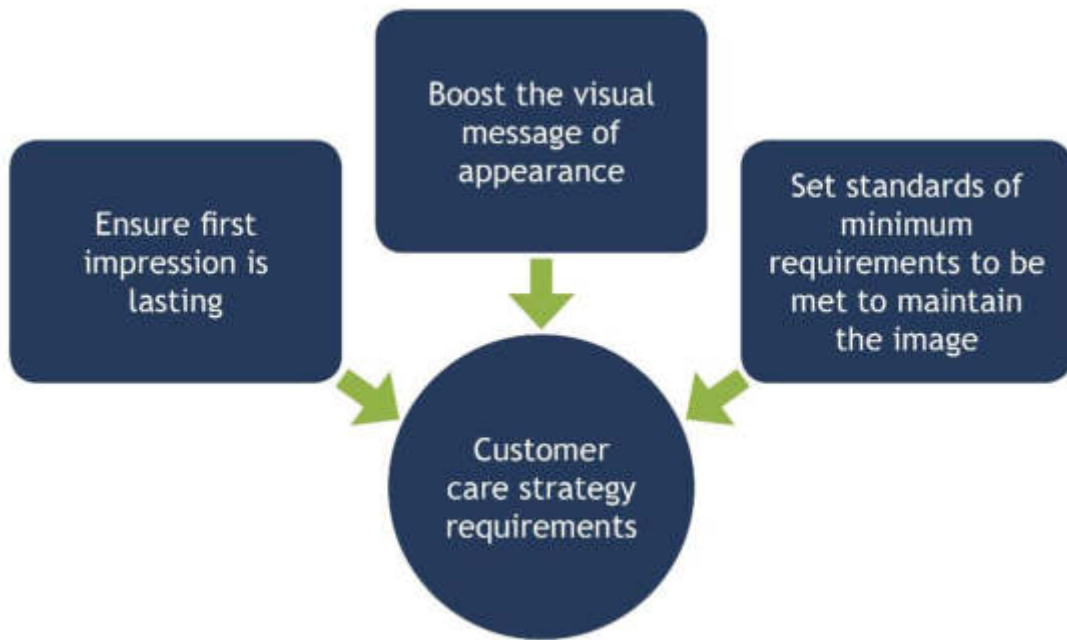
For the Applicant to be able to deliver customer care, it is essential that the performance relates to the minimum effort required delivering service efficiently or product quality in a safe and clean environment to ensure valuable first impressions, and maximum client satisfaction which results in repeat sales.



#### 14.4.1.2. REQUIREMENTS



**FIGURE 35:**Marketing strategy



#### 14.4.1.3. RESPONSIBILITY

Customer service is the responsibility of every person at the service station. The Applicant will follow the following seven quality service characteristics:



**TABLE 28:**Customer service responsibility

CHARACTERISTIC	DESCRIPTION
Access and availability (including operator)	<ul style="list-style-type: none"> <li>• Ease in always making contact and able to reach the right person right away.</li> <li>• Readily available to assist with problems or answer questions.</li> </ul>

Communication	<ul style="list-style-type: none"> <li>• Good quality and quantity of communication interactions, both verbal and written, between service station staff and the customer.</li> <li>• Sufficient supply of information, not too much either.</li> </ul>
Competence	<ul style="list-style-type: none"> <li>• Level of demonstrated technical expertise, i.e., accurate, relevant advice.</li> <li>• Proactive review of customer's needs and adapting for continuous improvement.</li> </ul>
Reputation/credibility	<ul style="list-style-type: none"> <li>• Built-up over period credibility is earned.</li> <li>• Consistency of service levels plays a major role.</li> </ul>
Courtesy	<ul style="list-style-type: none"> <li>• The care that is taken in the relationship to ensure that the Customer's needs are met. Sensitivity to others, treating others with dignity.</li> <li>• Being perceived as fair and sincere.</li> </ul>
Reliability	<ul style="list-style-type: none"> <li>• Meets service promises regarding problems in good time with regular contact during service or promotion.</li> <li>• Consistently high standards</li> </ul>
Responsiveness and flexibility	<ul style="list-style-type: none"> <li>• Pro-actively asks for and listens to customer's feedback, then reacts to what was heard and agreed.</li> <li>• Show flexibility to match changing customer needs</li> </ul>

#### 14.4.2. MONITORING AND REVIEW

It is the responsibility of the Operational Retail division of the oil company to monitor and review the customer care strategy by means of a monitoring and review programme.

The *Customer Care Programme* will serve as a mystery motorist survey and must be monitored frequently to ensure service quality at the service station.

The *Operational Standard* survey has been identified as being the most important standards for optimum store performance, forecourt operation and general profitability. The reports

received after each evaluation must be evaluated and studied to implement action plans to enhance and improve the output of the service station.



[ANNEXURE S: Customer Care Programme and ANNEXURE T for the Operational Survey Standard detail](#)

## 14.5. PROMOTION STRATEGY

### 14.5.1. AIM/OBJECTIVE

The promotion of the oil company brand, services and products is all about:

- Attracting new customers to the business
- Increasing sales to existing customers
- Ensure ongoing activity.

### 14.5.2. REQUIREMENT

It is evident that most competitions are unlawful and those who conduct them assume a certain degree of risk.

The Government stopped all the oil companies' promotions during December 1999. They reasoned that when an oil company conducts a promotion, it attracts customers from the service stations of competitors and accordingly other oil companies are obliged to similarly spend monies on promotions of their own to prevent the loss of existing or to regain customers lost due to competitors' promotions. They further reasoned that the expenditure on promotions would impact oil companies' profitability and eventually lead to requests for a margin increase.

Forecourt promotions are currently controlled in respect of the petroleum products under the Petroleum Product Act. This act prohibits any form of benefit (including the right to enter a promotional competition) being attached to the sale of petroleum products.

The promotional competitions on the convenient store should comply with the Lotteries Act.

### 14.5.3. CONSUMER PROTECTION ACT

One of the aims of the Consumer Protection Act is to make provision for improved standards of consumer information, to prohibit certain unfair marketing and business practices.



**TABLE 29:**Consumer protection act

PROTECTION	DESCRIPTION
<b>Protection against bait marketing</b>	<ul style="list-style-type: none"><li>• Suppliers are not permitted to mislead consumers in respect of pricing, the nature, properties, advantages or uses of goods or services advertised if such goods or services are not actually available for purchase or procurement in accordance with these standards.</li><li>• Suppliers are obliged to include limitations in respect of the availability of goods or services when advertising such items and honour such agreements.</li></ul>
<b>Protection against negative option marketing</b>	<ul style="list-style-type: none"><li>• Suppliers are not permitted to promote any goods or services or automatically enter consumers into agreements for the supply of goods or services, i.e., if consumers receive unwanted or unsolicited goods or services, they are under no obligation to pay for these goods or services.</li></ul>
<b>Protection against direct marketing</b>	<ul style="list-style-type: none"><li>• Suppliers or service providers that directly market any goods or services to consumers must inform them of their right to cancel the agreements within the cooling-off period of five (5) business days.</li><li>• Suppliers or service providers, which directly market any unsolicited goods or services to consumers, are not permitted to solicit payment for these items, subject to certain conditions.</li></ul>
<b>Protection in catalogue marketing</b>	Suppliers are required to disclose the following:

<p>(Catalogue marketing refers to an agreement entered by telephone (initiated by the consumer), fax or postal order, where the consumer is not given the opportunity to inspect goods.)</p>	<ul style="list-style-type: none"> <li>• Supplier name and registration/license number,</li> <li>• Address and contact details,</li> <li>• Sales records,</li> <li>• Currency for sales,</li> <li>• Delivery arrangements,</li> <li>• Cancellation, return, exchange, and refund policy, and</li> <li>• Instructions on lodging a complaint.</li> </ul>
<p><b>Protection in terms of trade coupons and similar promotions</b></p>	<ul style="list-style-type: none"> <li>• Persons are not permitted to make promotional offers with the intention of not fulfilling them or fulfilling them in a manner other than as offered.</li> <li>• Persons making promotional offers are required to adhere to the following: <ul style="list-style-type: none"> <li>- Nature of price, reward, gift, free goods or services, price reduction, enhancement of</li> <li>- quality or quantity of goods discounted or free thing being offered,</li> <li>- Goods or services to which the offer relates,</li> <li>- Steps required by consumers to accept the offers or receive the benefits of the offers,</li> <li>- Particulars of any person from whom, any place where, and any date and time on or at which, the consumer may receive the prize, reward, gift, free good or service, price reduction or concession, enhancement of quantity or quality of goods or services or other discounted or free products,</li> <li>- Ensure that the supply of the prize, reward, gift, free or reduced-price goods, or</li> <li>- Ensure that the supply of the prize, reward, gift, free or reduced price good, or the capacity to provide enhanced quality or services, is sufficient to accommodate all</li> </ul> </li> </ul>

	<p>reasonably anticipated demands resulting from the offer,</p> <ul style="list-style-type: none"> <li>- Not limit or restrict capacity to supply any such goods or services in response to the acceptance of the offer, on any basis other than that it applies to such a supply in exchange for any other form of consideration, and</li> <li>- Not require the consumer to accept an inferior quality of any such goods or services than those generally available to any other consumer on the same date who tenders a different form of consideration; and</li> <li>• Not impose any monetary charge for the administration, processing, or handling of a transaction, in respect of which the consumer tenders a trade coupon - this only applies where a membership fee is being paid.</li> </ul>
<p><b>Protection in consumer loyalty programmes</b>  <i>(Customer loyalty programmes are loyalty credits or awards, which are a legal medium of exchange when offered or tendered as consideration for any goods or services offered, or transactions contemplated, in terms of such loyalty programmes/credits/awards.)</i></p>	<ul style="list-style-type: none"> <li>• Persons must not offer participation in a loyalty programme or offer any loyalty credit or award with the intention of not providing it or providing it in a manner other than as offered.</li> <li>• Any document setting out an offer must clearly state the following: <ul style="list-style-type: none"> <li>- Nature of the programme, credit or award being offered,</li> <li>- Goods or services to which the offer relates,</li> <li>- Steps required by consumers to participate in the programme or receive any benefits in terms of the programme, and</li> </ul> </li> <li>• Contact details where consumers may gain access to the programme, or any loyalty credit or awards in terms of the programme.</li> </ul>

#### 14.5.4. RESPONSIBILITY FOR THE TYPES OF PROMOTION(S)

Various promotional activities are envisaged for the official opening of the subject service station and throughout the year once the business is operational. These include the following:

- Sponsored walks and fun runs (up to 10km for various age groups) at the grand opening,
- A celebrity guest at the official opening to attend to customers. This will create a memorable experience for many customers,
- Incentive programmes for the most loyal customers throughout the year, and
- Lucky draw competitions for prizes such as cell phones and watches.

Other competitor service station promotional activities. The business intends to keep up to date with other effective promotions being offered by competitor service stations to ensure that we are always one step ahead of our competitors.

It is however important that all promotions are well-marketed so that potential customers may take advantage of them, therefore enabling the business to benefit from its own promotions.

Supplementary promotion / marketing activities:

- **Road signage:** It is common for service stations to erect signage along the road to notify motorists of their service station beforehand.
- **Branded material**, e.g., key holders, vehicle bumper stickers and calendars.
- **Web social media campaigns:** Remarkably effective in brand marketing especially in the youth segment of the market. This should be complemented by excellent customer service as any serious bad service will be a subject on these media platforms.
- **Internet services:** Listing on internet services such as Google Ads and Google Earth enables travellers to easily locate any service on the internet or via GPS.
- **Advert billboards:** These are important for continued brand awareness in the local and broad markets.
- **Newspapers:** Advertising in local news publications is a remarkably effective way in ensuring that a business's promotions or products receive maximum exposure due to the normally high readership of local news publications.

- **National promotions:** are normally supported by mass media to generate customer awareness by use of TV, press, and radio.
- **Regional and area-specific promotions** are locally driven by the retailer and are based on opportunities such as sports events etc.
- **Site-specific promotions:** are related to the customer's wants and needs. Such promotions include the cohesive relationship with the suppliers to take part in their annual promotion activities.
- **Business Chamber and Professional Membership:** Community networks to ensure that the business unit links to other businesses.



*The subject service station will participate actively in these National promotions as well as the convenient store promotions as indicated in ANNEXURE V. Also refer to [ANNEXURE U for an indication of the national promotions currently running by the competitor brands in the local trading area.](#)*

#### Aim/objective:

- The promotion of the brand, services and products is all about,
- Increasing the oil company's brand awareness,
- Attracting new customers to the business by means of a direct personal marketing approach towards the business owners and their staff of the commercial and retail activities surrounding the site,
- Increasing customer loyalty,
- Increasing sales to existing customers,
- Increasing product and service range awareness, and
- Ensuring ongoing activity.



*[ANNEXURE U: National Promotions and Product Promotions / Suggested Ideas Advertising and Promotions](#)*

#### 14.5.5. EVALUATION OF PROMOTIONAL AND MARKETING ACTIVITIES

The best available method of evaluating the effectiveness of the business' promotional and marketing activities would be to measure the financial investment on these activities against the revenue generated in each term.



It will depend entirely on the level of the achieved success whether the business should continue with its promotional and marketing activities or at the least put corrective measures at the conclusion of a promotion or marketing campaign.

#### 14.6. MANPOWER AND TRAINING STRATEGY

##### 14.6.1. SERVICE STATION OUTLET PERSONNEL REQUIREMENTS

The Applicant is willing to ensure that all required administrative and operational requirements are implemented regarding day-to-day activities, training, and customer liaisons. Further appointments must be restricted to forecourt attendants/customer care, cashiers, assistants handling merchandising and cleaning, supervisors, and management (financial and administrative assistance).

The Applicant's approach towards manpower will be the way of operating as a manager and leader towards the people and we will include the following:

- recruitment,
- labour relations and team communication,
- documentation relating to staff records and code of conduct,
- shift/staff scheduling, and
- training and development.

The Applicant as the retailer will be willing to be in an operational capacity at the service station to ensure that the administrative and operational requirements are implemented regarding day-to-day activities, training, and customer liaisons.

Shift/staff scheduling must be done in participation with the staff members by means of determining their circumstances such as place of residence, traveling time and personal requirements.

After analysing the business activities, as well as, taking the results of the survey into consideration to satisfy the customers' expectations, especially during the peak hours, the existing staff roster has been revised.

### 14.6.2. RECRUITMENT

To be able to build a strong team, the right people will be recruited and developed.

Outstanding employees come from a quality recruitment process. Shortcuts in the process may save time in the short term, but can cost us a great deal more time, and possibly money, in the future if we have problems.

- Vacancy arises,
- Conduct an interview,
- Establish job specification,
- Compile job description,
- Advertise internally/externally,
- Receive applications,
- Screen applicants and shortlist,
- Interview short-listed applicants,
- Conduct a reference check,
- Medical testing where necessary/allowed,
- Psychometric testing where necessary/allowed,
- Communicate the decision,
- Making an offer:
  - planning induction, and
  - reviewing the recruitment process.

### 14.6.3. LABOUR RELATIONS AND TEAM COMMUNICATION

To establish favorable labor relations and team communication, the Applicant will ensure to:

- Give staff responsibility, run incentive programmes, and reward good performance,
- Create an energetic, active, and positive working environment to provide enthusiasm for customer service,
- Give regular feedback and have monthly staff meetings to ensure that staff members do not omit or take shortcuts with important tasks and procedures,
- Keep staff facilities up to standard,
- Maintain remarkably high standards of staff presentation, and
- Implement a code of conduct in participation with all staff to accept the responsibility together.

#### 14.6.4. DOCUMENTATION RELATING RECORDS AND CODE OF CONDUCT

As part of management, the Applicant is responsible for detailed information regarding labour relations compiled regarding:

- Contracts regarding employment,
- Code of conduct,
- Disciplinary code and procedure,
- Job description and task list,
- Assistance in recruitment and training on-site, and
- Assistance with labour practises.

#### 14.6.5. SHIFT/STAFF SCHEDULING

Shift/staff scheduling must be done in participation with the staff members by means of determining their circumstances such as place of residence, traveling time and personal requirements.

The Applicant will continue to analyse the business to determine the peak as well as more quiet periods and to keep the wage bill to the minimum.



[ANNEXURE X: Organization Structure - Operating Entity](#)



[ANNEXURE Y: Shift/Staff scheduling](#)

#### 14.6.6. TRAINING AND SKILLS DEVELOPMENT

Staff should be competent in their jobs to provide the support services for which they are employed.

Training is not a once-off event and we will therefore continually invest in training opportunities for existing and new employees.

It is the view of the company's management that a skilled workforce leads to increased productivity within the working environment. The company, therefore, plans to provide

selected employees with further training opportunities at its own cost. The training will be intended to equip employees with skills relevant in the industry such as administrative, technical, and managerial skills.

To supplement the company's skills development efforts, more employees will be registered for the Wholesale and Retail Sector Education & Training Authority (W&RSETA) training programmes.

Training programmes will be conducted part-time and, in some cases, may last up to a year.

To ensure a valuable sales service, new employees need to be trained to perform their new job according to operational and customer service standards.

Existing employees need continuous training to improve their performance in the quest for continuous improvement of the performance of the service station. Regular formal and informal performance appraisals help identify areas of good performance to be recognized so that these desired behaviors can be sustained. The appraisals will also help identify areas where performance should be improved.

The forecourt is one of the key areas at a service station. A customer visits a service station to attend to one of their needs, such as petrol, oil, convenience shopping etc. Since fuel attendants are the first point of contact for customers, service delivered by forecourt staff is the most vital.

Basic requirements/expectations from forecourt attendants:

- Acknowledge/welcoming customers on entering, attending to them quickly and ideally ushering them to the right dispenser,
- Always be visible on the floor (also late at night/early morning hours),
- Basic friendliness and positive conduct were rated the highest (71%) across all factors playing a role in the choice of a service station,
- Customers expect service with a smile and appreciated basic courtesy,
- Speed of service is of utmost importance - the faster, the better,
- Customers expect attendants to pay attention to what they ask and offer effective and accurate services,
- Follow the service steps,
- Promote further services such as oil,
- Promote in-store promotions,
- To promote any additional promotions linked to the service station,

- Co-operate with the employer about safety procedures,
- Report any complaints and suggestions for management awareness, and
- Not to abuse or misuse any equipment, including promotional equipment.

### ***Logistical operational training***

Our standard training programme will include the following *Critical Performance Areas*:

- Daily balancing and reconciliation of money and stock for each shift,
- Maintaining enough stock levels - wet and dry,
- Purchasing and ordering of stock - wet and dry,
- Receiving wet stock - truck deliveries,
- Processing wet stock management system,
- Maintaining client liaisons - Creditor and Supplier management,
- Managing payment methods,
- Maintaining company house rules, policies, and regulations,
- Implementation of the company's disciplinary code and staff management,
- Carrying out the required staff roster, attendance register and leave register,
- Calculating staff wages and performing pay-outs,
- Assistance in the recruitment, training, and employment of staff,
- Maintaining required service standards,
- Implementation of health, environmental and safety requirements,
- Successful management and payments relating to statutory institutions, and
- Support and execution of operational requirements - marketing and promotions

After the formal training, we will still be responsible for the induction and onsite training of our own staff.

These responsibilities include:

- developing a plan for inducting and developing staff,
- continually assessing performance to identify training needs,
- training staff in customer service, selling skills, safety standards,
- personally, demonstrating to people how to do important tasks,
- letting staff members perform each duty while you observe and correct procedures, and
- providing continued education - basic skills and artisan skills as appropriate.

### ***Training by supplier/contractor***

Under normal circumstance the supplier is contractually required to present the initial training required to operate and/or support the system equipment. On competency of this initial training, successful staff members are issued with a competency certificate.

If required, the supplier/contractor may be contracted to repeat initial training or provide any other training courses that are needed to improve the performance of staff members.



### ***ANNEXURE Z: Typical training requirements for the subject service station***

### **Incentive scheme for forecourt attendants at service stations**

Typical short-term incentives (e.g., monthly, or quarterly), objectives for an incentive scheme:

#### **Sales-based objectives:**

- Increase sales overall,
- Increase sales of specific products,
- Improve client retention,
- Raise the level of average sales (quality), and
- Respond to competitor activity.

#### **Non-sales-based objectives:**

- Reduce absenteeism,
- Reduce costs and waste,
- Promote teamwork,
- Improve safety,
- Improve timekeeping,
- Improve process productivity,
- Check on training effectiveness,
- Improve staff retention, and
- Improve budgetary control.

The proposed incentive scheme is geared towards excellent service output and reward performance at short intervals, such as a weekly to monthly basis. If quality service is maintained at these short intervals, longer-term carelessness should not become a problem.

### **Boost Staff Productivity**

The productivity of forecourt attendants is one of the most important drivers of a service station's performance. Many retailers use incentive schemes to try to improve that productivity. The most used measure of productivity is the number of customers served and volume sold per forecourt attendant. Given the nature of a service station, high productivity is the result of a high output of volume sold per forecourt attendant.

We must never forget that we want to provide excellent services to our clients over the long term, year after year. Short-term productivity must not come at the expense of long-term performance. If forecourt attendants are constantly subjected to significant short-term oriented productivity incentives, they may "burn-out" and stop responding to the bonus system. Employees may start feeling that they have been running the "treadmill" for too long and that it is time to move on to another job. Supplementing short-term incentives with longer-term ones might be useful to avoid such problems.

### **Increase Staff Loyalty**

Another common goal with forecourt attendant's incentive scheme is to foster loyalty. forecourt attendants who feel like they are part of the organisation, who identify with their service station or programme, tend to be more productive and to produce higher quality output. Older, more experienced forecourt attendants hold valuable skills that would be difficult to replace if they moved on to another service station.

In practice, most service stations opt for a combination of long- and short-term incentives. service station outlets place a high value on productivity and service quality is bound to make greater use of short-term incentives. However, to maintain key staff and to avoid an excessive focus on short-term thinking, longer-term incentives also have their use.

### **Arguments for Short Intervals**

On the one hand, we might expect that shorter payment intervals provide more direct feedback to the forecourt attendants and will, therefore, have a stronger positive effect on productivity. Spreading out the payment intervals obscures the relationship between an employee's actual performance and the award he or she receives. This, in turn, makes it more difficult for managers to change employees' behaviour by adjusting the incentive scheme.

### **Arguments against Short Intervals**

The main argument against short payment intervals runs as follows: If monetary incentives are paid out frequently (such as weekly/monthly), forecourt attendants may develop an

“entitlement” mentality. In other words, they may perceive the incentive payments as part of their regular compensation. If this were to happen, the scheme would no longer affect employee performance; it would only increase the wage bill. A potential argument against frequent payment intervals is the administrative cost of gathering the necessary information, making the relevant calculations, and managing the payroll. This problem may be mitigated by the increasing use of information technology - excel spreadsheets inclusive of the shift roster; calculation of wages can include the incentive formula. The point-of-sale Back Office system will provide all the required statistical information per shift analyses as indicated per forecourt attendant. This information must be captured daily as per excel spreadsheets as part of the shift roster and wage computations.

### **Forecourt Attendant Performance Measurement Parameters**

The individual forecourt attendant performance is measured and rewarded according to the following performance variables:

- 1) Number of vehicles served,
- 2) Quantity of litres/volume sold,
- 3) Quantity of oil sales,
- 4) Maintaining housekeeping standard (inclusive of appearances of forecourt attendant), and
- 5) Maintaining customer service standard.

### **Incentive Formula**

Minimum requirements are trigger points which employees must achieve to become eligible for a reward.


Variables that must be taken into consideration before formulating a formula are:

- Active working hours - day or night shift,
- Peaks - shift/day/week and month,
- Formulating a housekeeping checklist - individual or group evaluation, score measurement, and
- Formulating a customer service standard survey method checklist - individual or group evaluation, score measurement.


A linear scheme with reference values is used, the calculation is slightly more complex. The percentage of the bonus allocated to forecourt attendants is calculated using a formula



which contains a reference (target) value (*ref*), the actual required period achievement of the forecourt attendant (*ach*), minimum requirements (*min*) and weights. Minimum requirements, reference values and weights are carefully calibrated and not subjected to regular change.

 **TABLE 30:** Forecourt attendant incentive formula

PERFORMANCE INDICATOR	REF	ACH	MIN	WEIGHT	BONUS
Number of vehicles served	250	250	200	30.0%	30.0%
Quantity of litres/volume sold	45 000	45 000	40 000	45.0%	45.0%
Quantity of oil sales, (litres)	2 000	2 000	1 500	10.0%	10.0%
Housekeeping std %	85%	85%	80%	7.5%	7.5%
Customer service std %	85%	85%	80%	7.5%	7.5%

 [ANNEXURE AA: Forecourt attendant incentive scheme evaluation approach](#)

**14.7. RISK MANAGEMENT STRATEGY**

**14.7.1.OBJECTIVES AND RESPONSIBILITY**

The Applicant is solely responsible for evaluating risk aspects relating to the Service Station outlet and for implementing measures to minimize such risks to comply with the Occupational Health and Safety Act.

**14.7.2.MEASURES TO BE TAKEN**

**INSURANCE**

The service station outlet is exposed to the possibility of serious financial loss due to fire, accidents, or burglaries. Therefore, appropriate insurance cover will be taken.

We will make sure that the following coverage is in place:

- Fire explosion, riots, storms and earthquake on all building and contents,
- Loss of profits due to a reduction in turnover and an increase in the cost of working because of fire, lightning, explosions, etc.,

- Death or bodily injury to third parties and accidental damage to vehicles or property belonging to a third party,
- Comprehensive external demonstrated risks,
- Legal liability in respect of death, bodily injury, or damage to third parties and property including product liability,
- Cover in respect of employees,
- Burglary and theft at all premises occupied,
- Loss of money whilst in transit or at the operator's premises,
- Breakage of plate glass and cost of boarding up the damaged framework,
- Legal liability as tenants in respect of damage to the oil company's building and fixtures,
- Twenty-four-hour cover in respect of death or permanent and temporary disablement,
- Personal accident (death only) in respect of named persons only,
- Personal accident - death and bodily injury in respect of unnamed persons whilst being conveyed in any of the operator's vehicles.

#### 14.8. OPERATIONAL ENVIRONMENT, HEALTH AND SAFETY STRATEGY

##### 14.8.1. AIM/OBJECTIVE

The Applicant has a moral and legal responsibility to protect their employees, partners and the public from health and safety risks as far as reasonably practicable.

##### 14.8.2. REQUIREMENTS

The core business of a service station is the marketing of petroleum products, which are flammable and toxic. The Health, Environment and Safety policy (HES policy) will ensure that all products and equipment can be handled without danger if proper procedures are followed.

The following elements are essential:

- General health and safety rules
- Equipment handling:
  - Storage tanks
  - Filler and dip points
  - Vents (hazard zones)

- Pump and dispensers
- Firefighting equipment and training
- Compressor
- Sources of ignition:
  - Used oil storage and disposal.
  - Oil and water separators
  - Fuel inventory
  - Hazardous chemicals
  - Emergency response
  - Incident reporting

### 14.8.3. RESPONSIBILITY

The Applicant is responsible for the compilation and implementation of the HES policy in the company.

The Applicant is responsible for HES issues relating to day-to-day business operations.

The government/local authority is responsible for the monitoring of the HES issues at the service station outlet.

## 15. MANAGEMENT AND ADMINISTRATION

### 15.1. MANAGEMENT BACKGROUND



[ANNEXURE I: Applicant's Entity and Director's Information](#)

### 15.2. ORGANOGRAM OF THE COMPANY



[ANNEXURE X: Organization Structure - Operating Entity](#)

## 16. CONCLUSION AND RECOMMENDATIONS

### 16.1. “SWOT” ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>• The oil industry is currently regulated,</li> <li>• Petroleum is an important product,</li> <li>• The oil industry in SA represents by far the biggest foreign investment,</li> <li>• A well-formulated Business plan,</li> <li>• A well-motivated and experienced Applicant,</li> <li>• Knowledge and experience in management,</li> <li>• Enough own financial contribution and providing of collateral to raise finance,</li> <li>• A financially viable business that can sustain its financial obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• There was steady growth in petrol consumption over the last decade,</li> <li>• Personal involvement in the day to day running and marketing of the service station,</li> <li>• The support rate can be increased,</li> <li>• The establishing of a quick service restaurant / takeaway / fast foods / car wash,</li> <li>• The extending of the convenience store area inclusive of a bakery will increase sales.</li> </ul>
WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>• The oil industry is a high volume, low margin, long term and high capital-intensive business.</li> </ul>	<ul style="list-style-type: none"> <li>• Deregulation.</li> <li>• Non-compliance to all required/applicable legislation.</li> </ul>

The Applicant’s eagerness to turn the subject service station into the best service station in the area, combined with their precise business running methods, will ensure that great heights will be achieved, should we be afforded the opportunity to take control of this service station.

### 16.2. OBJECTIVES AND KEY SUCCESS FACTORS



[ANNEXURE AB: Objectives / Key Success Factors Analyses of the subject service station](#)

### 16.3. CONCLUSION AND RECOMMENDATIONS - NEED AND DESIRABILITY

Although the PPact regulations compel the DoE to be satisfied that there is a “need” for a service station before the controller issue such a licence, there is no certainty as to what this means. The word “need” is not defined in the PPAct or the regulations. Applicants and the DoE can only rely on the need and desirability criteria set either in the local authority’s planning scheme for zoning approval as well as NEMAct regarding an environmental authorization letter issued.

From a town planning perspective, the need and desirability can be defined as the intended to ensure that the Applicant can motivate and prove the need for development and that it is desirable in that location. The goal must be to ensure that the land use development proposal is necessary for development purposed and desirable in the public interest, resulting in sustainable land utilization which is publicly acceptable and relevant in terms of overall economic growth and development, convenience, and benefit at all levels. In this scenario the property is already zoned as a public garage supporting the need for a service station at this specific location.

The EIA Regulations specifically states that the following must be provided: “(...) a description of the need and desirability of the proposed activity and any identified alternatives to the proposed activity that are feasible and reasonable, including the advantages and disadvantages that the proposed activity or alternatives will have on the environment and on the community that may be affected by the activity”. One of the considerations is the land use considered by the local authority as a priority within the IDP. In this scenario the local authority has already earmark and zoned the specific location for a service station.

It is imperative to satisfy the needs and requirements of both the transient trade and the traffic from the local trading area to ensure concurrent and full-time support of the service station facility. The usage of fuel facilities is the only method to ensure financial benefit towards the oil companies and the operator of the subject service station.

Among complying with the basic requirements, the Applicant’s service station also enjoys specific and desirable special advantages such as,

- The specific location and property have already been earmarked for future service station development and zoned accordingly and would therefore not compromise the integrity of the existing approved municipal IDP as agreed to.

- The specific location as part of a semi-industrial area and alongside the main road and only access, towards the local Acornhoek - Sefoma Village - Acorn City residential area. It provides the most benefit or causes the least damage to the environment, at a cost acceptable to society, in the long term as well as in the short term.
- The development of the service station will contribute to a new and modern look with decent facilities to suit the community's/costumers' requirements as it will serve as an expansion of the Acornhoek - Sefoma Village - Acorn City Area.
- The service station does offer the highest convenience for drivers when filling up with fuel as the layout and the availability of a suitable access point. Overall, the service encourages the reduction of energy consumption by reducing special trips to service stations when filling up with fuel. The local community in Acornhoek - Sefoma Village - Acorn City need this service station to be located closest to their convenience.
- The necessary services are currently available with appropriate capacity and would have no influence on the infrastructural planning of the local municipality.
- The convenience and safety factors of vehicles travelling at lower speed differentials are highly advantageous and desirable.
- The subject development is visible and accessible via R40 Road. The subject service station will also be extremely visible during the night as light poles are positioned near the entrance to the subject service station. The result thereof is that access to the subject service station is safer, and the additional illumination contributes to the safety and security aspect of the proposed site.
- Product type distribution on the forecourt and the fact that the canopy and pump island layout is directly behind the ingress point will not cause traffic conflict points. The layout will also allow for proper and safe circulation between motorists and heavy vehicles, including that of fuel delivery vehicles. This principle will apply to the forecourt itself as well as for traffic flow to enter and exit the subject service station.

Each logical requirement for a service station is focused on the convenience and safety of the motoring public. This need of the public is what the subject service station will provide, and is, therefore, the ideal site.

The availability of a service station is important. It must provide for the requirements of convenience and safety. Diversion is inconvenient and causes many additional conflicting

turning movements and thus negatively affect road safety. Diversion also often causes inconvenience to other legitimate uses, which are served by the diversion route.

The assessment of the subject service station from an operational and developers' point of view indicates that it will be viable and sustainable based on the demand for fuel in the market area.

All the above factors show that the development of this service station will be desirable. A further desirable factor is that it provides a much needed and safe, secure, well-lit facility, with ablution and refreshment facilities for truckers.

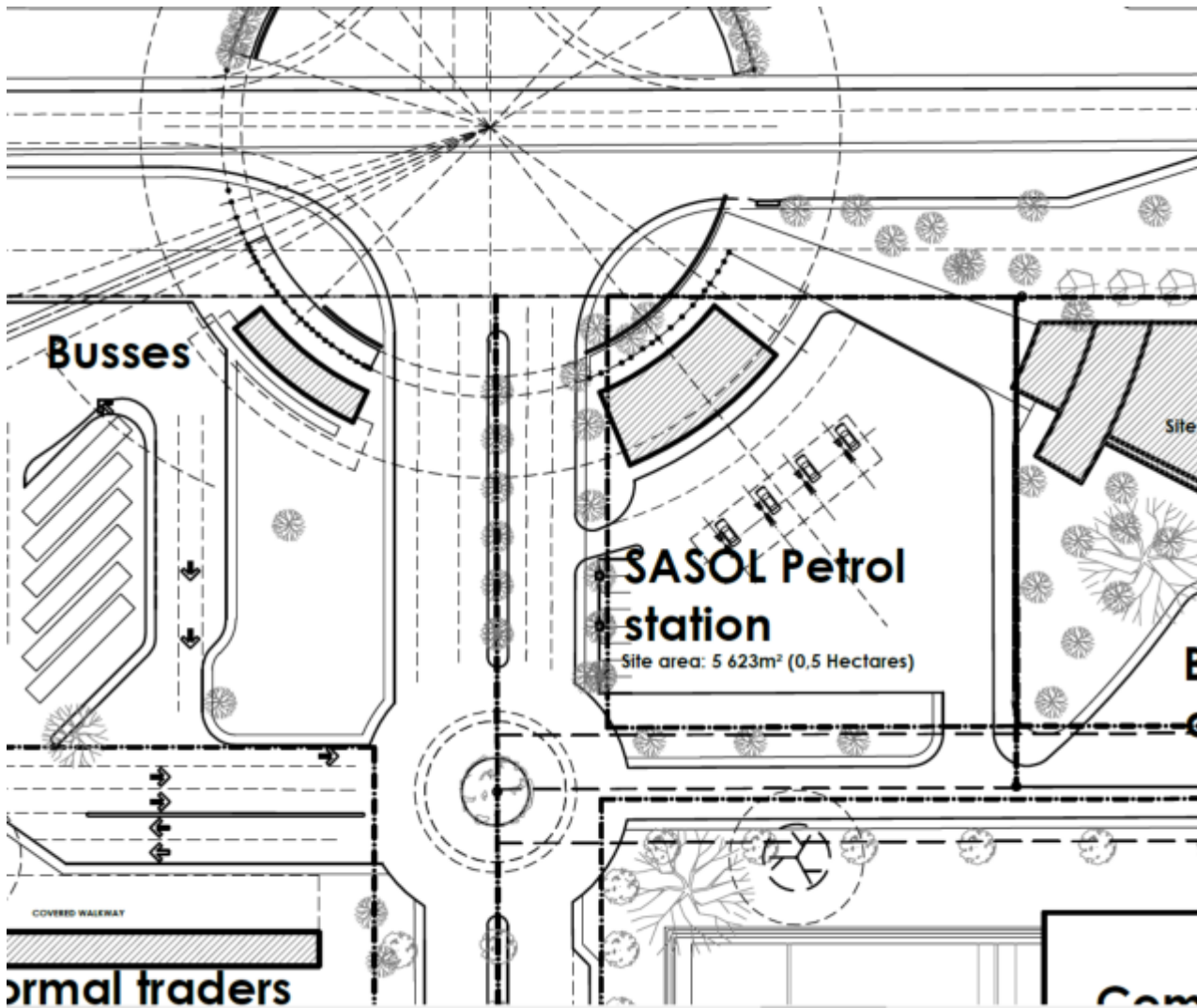
Taking into consideration that the volume projection clearly indicates that the projected level of sales can be realized, as well as the above-mentioned findings, the proposed development is highly likely to be **viable**.

# ANNEXURE A

## Subject Service Station Proposed Layout







**Proposed Layout:**

**LEGEND**

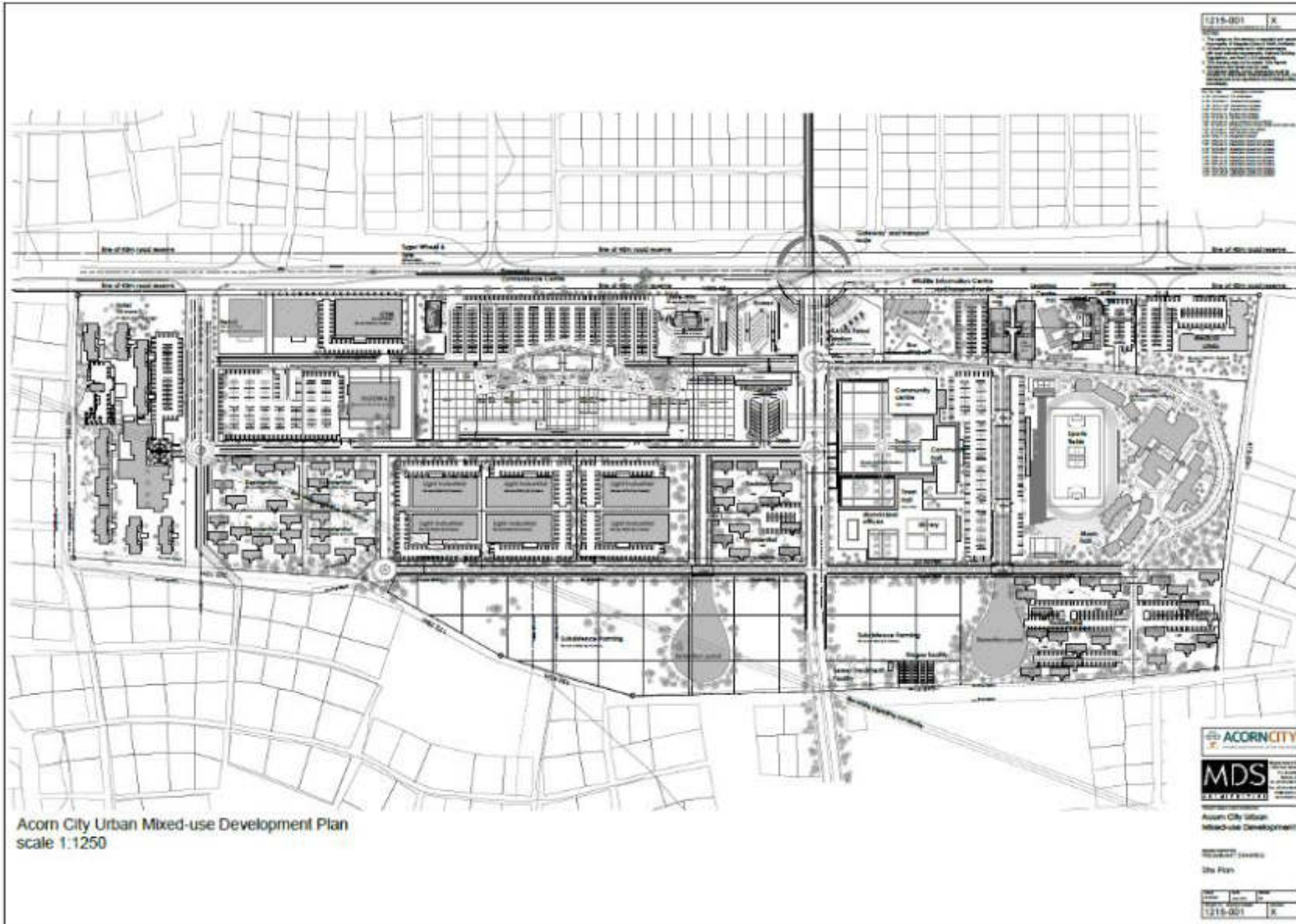
**NOTES**

1. Illustration not to scale
2. Illustration to be used as a draught proposal.



Petrorex (Pty) Ltd. Reg no: 2019/544054/07  
 www.petrorex.africa | petrorex@mweb.co.za  
 Cell: 074 585 5085 | Tel:012 542 1368

**Proposed Layout:**



**LEGEND**

**NOTES**

1. Illustration not to scale
2. Illustration to be used as a draught proposal.

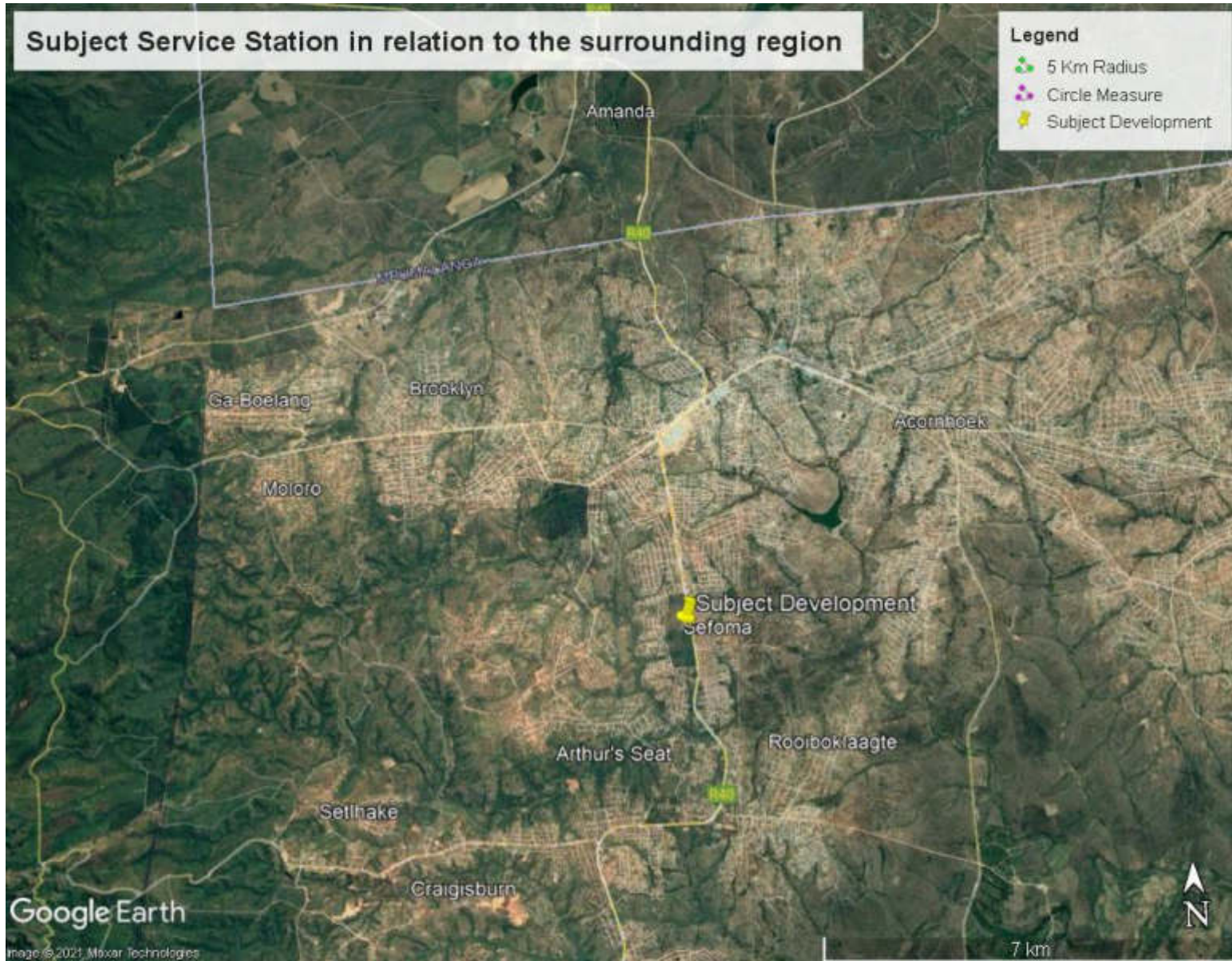
## ANNEXURE B

---

### Aerial View of the Application Service Station Development and Surrounding Areas



**ARIAL VIEW OF THE APPLICATION SERVICE STATION DEVELOPMENT AND SURROUNDING AREAS**



LEGEND

NOTES

# ANNEXURE C

---

Subject service station proposed accesses information.





**LEGEND**

**NOTES**

# ANNEXURE D

## Ownership/Land Tenure Information



Any personal information obtained from this search will only be used as per the Terms and Conditions agreed to and in accordance with applicable data protection laws including the Protection of Personal Information Act, 2013 (POPI), and shall not be used for marketing purposes.

## SEARCH CRITERIA

Search Date	2021/12/07 16:34	Farm Name	ARTHURSSEAT
Reference	-	Registration Division	KU
Report Print Date	2021/12/07 16:35	Farm Number	214
Deeds Office	Mpumalanga	Portion Number	27

## REGISTERED PROPERTY DETAILS

Property Type	FARM	Diagram Deed Number	-
Farm Number	214	Registered Size	49.6930H
Portion Number	27	Municipality	NOT AVAILABLE
Farm Name	ARTHURSSEAT	Province	MPUMALANGA
Registration Division	KU	Coordinates (Lat/Long)	-24.637106 / 31.039044
Deed Office	MPUMALANGA		

## OWNER INFORMATION (1)

NATIONAL GOVERNMENT OF THE REPUBLIC OF SOUTH AFRICA		Owner 1 of 1	
Person Type	COMPANY	Title Deed	T8672/2021
Name	NATIONAL GOVERNMENT OF THE REPUBLIC OF SOUTH AFRICA	Purchase Date	-
Registration Number	-	Purchase Price (R)	-
Share (%)	-	Registration Date	2021/07/26

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**MAPS**

Satellite	Street
	
<small>© OpenStreetMap contributors</small>	<small>© OpenStreetMap contributors</small>

**PROPERTY INFORMATION**

No property information to display

**BONDS AND OTHER DOCUMENTS (1)**

#	Document Number	Institution	Amount (R)
1	NOW SUBDIVISION	KU ,214 ,0	-

**PROPERTY HISTORY (1)**

#	Document	Amount (R)	Holder
1	T9370/2012	-	NATIONAL GOVERNMENT OF THE REPUBLIC OF SOUTH AFRICA

**AMENITIES (2)**

#	Name	Type	Distance (m)
1	MOTLAMOGATSANE PRIMARY	EDUCATION	1 807
2	MAKWETSE PRIMARY	EDUCATION	1 845

**SUBURB TRENDS**

The Suburb Trend graphs show the average price and total volume of sales in the suburb.

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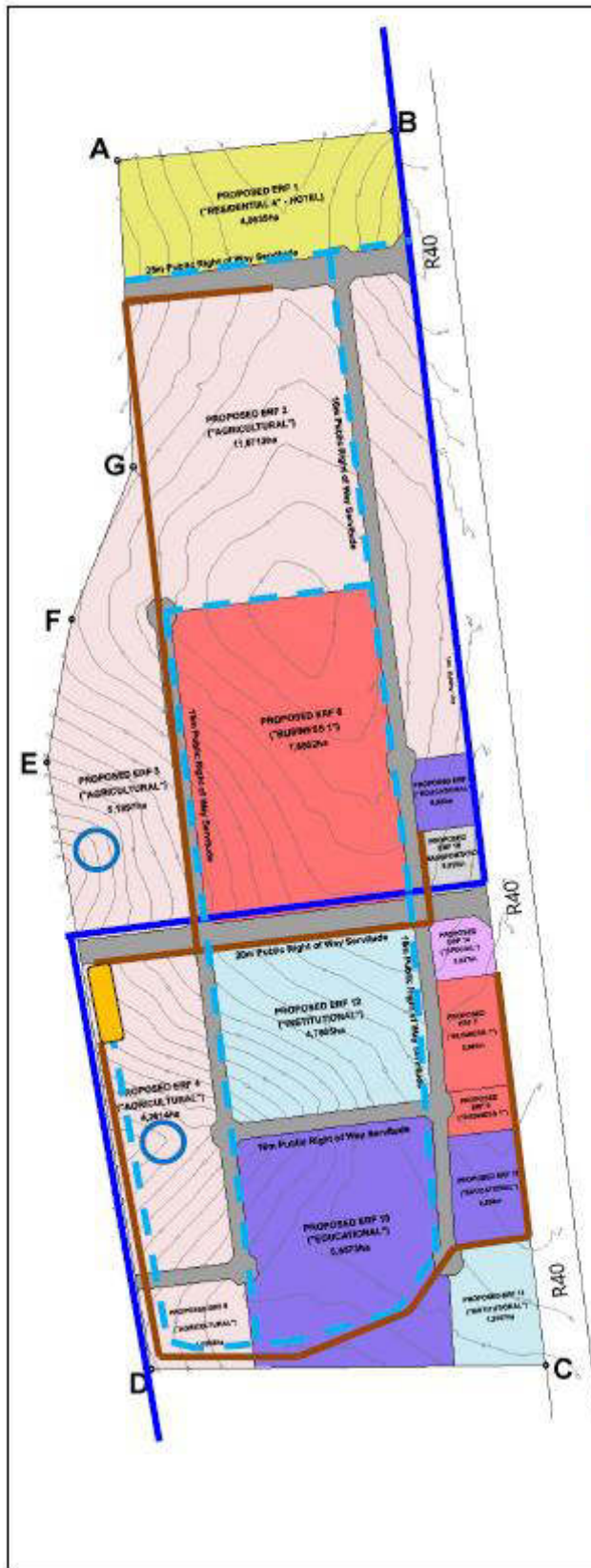


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# ANNEXURE E

## Surveyor's Information





LAYOUT PLAN (1) OF THE PROPOSED  
**ACORN CITY**  
 ON PORTION 276 OF THE FARM ARTHURSEAT  
 214-KU AS DEPICTED BY FIGURE  
 A,B,C,D,E,F,G,A

LAND USE TABLE

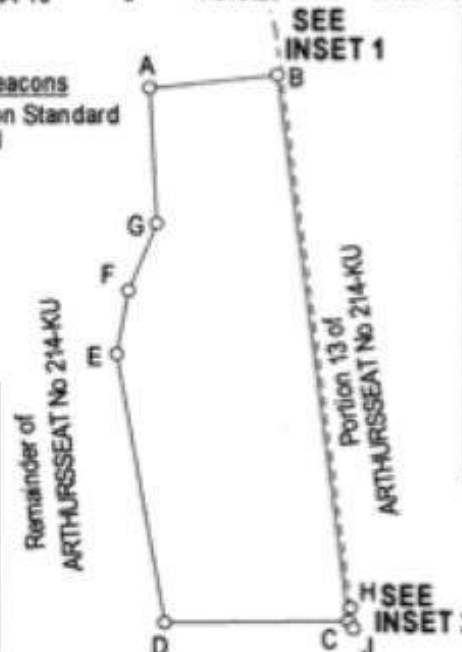
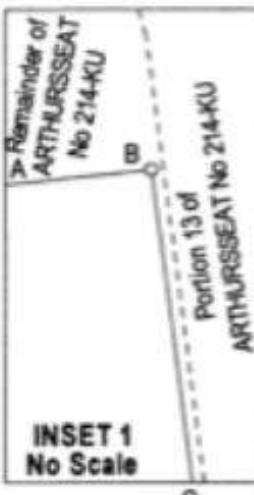
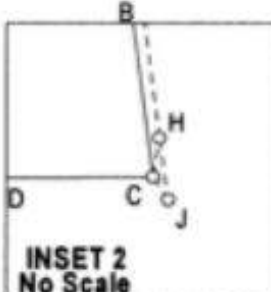

Legend	Land Use zone	No of erven	Area (ha)	%
	Business "1"	3	9.1167	18.34
	Agriculture	4	22.2215	44.72
	Educational	3	7.1634	14.42
	Institutional	2	5.9812	12.04
	Residential "4"	1	4.0639	8.18
	Filling Station	1	0.5627	1.13
	Transportation services	1	0.5815	1.17
<b>Total</b>		<b>15</b>	<b>49.6909</b>	<b>100</b>

INTERNAL ENGINEERING SERVICES

	Public right of way servitudes / streets
	Bulk water line
	Internal water reticulation
	Bulk sewer outflow
	Wastewater treatment plant.
	Storm water management infrastructure



**SUBDIVISIONAL DIAGRAM**

SIDES Metres		ANGLES OF DIRECTION		CO-ORDINATES Y System: WG 31° X		S.G. No. 171/2013
		Constants:		± 0,00	+2 700 000,00	
AB	290,35	263 55 50	A	-3 857,63	+25 294,32	
BC	1 305,42	352 53 30	B	-4 146,35	+25 263,62	
CD	415,03	89 25 50	C	-4 307,89	+26 559,01	
DE	646,21	170 12 50	D	-3 892,88	+26 563,13	
EF	152,45	189 46 40	E	-3 783,06	+25 926,32	
FG	172,78	202 07 20	F	-3 808,95	+25 776,08	
GA	322,12	177 05 10	G	-3 874,01	+25 616,02	
		TRIGONOMETRIC BEACONS				
		Acornhoek (29)		-5 554,67	+21 276,05	
		Casteel (31)		-3 690,43	+34 887,84	
		CONNECTIONS				
CH	31,02	188 49 20	H	-4 312,85	+26 528,35	
CJ	21,44	328 04 10	J	-4 319,23	+26 577,20	
<b>STATE LAND</b>						
<p><b>Description of Beacons</b> A,B,C,D,E,F,G : Iron Standard H,J : Iron standard</p> <p>T<sup>n</sup>N Scale 1:15000</p>				 <p><b>INSET 1</b> No Scale</p>		
 <p><b>INSET 2</b> No Scale</p>		<p>The figure represents <b>ABCDEFGA</b> <b>49,6930 hectares</b> of land being <b>PORTION 27</b> of the farm <b>ARTHURSEAT No 214-KU</b></p> <p>Province of <b>MPUMALANGA</b> Surveyed in June 2012 by me</p> <p align="right"> <b>N.P. SHIHUNDLA</b> Professional Land Surveyor Registration Number 1077</p>				
This diagram is annexed to No. Registrar of Deeds : MPL		The original diagram is S.G. No. : 12266/1896 Transfer Grant : DB205/1943		File : KU-214 S.R. : 76/2013 G.P. : Comp. : KU-5 T.P. :		



# ANNEXURE F

## Zoning Information



# ANNEXURE G

Oil Company / Wholesaler Information and Letter of Supply /  
Transaction



08<sup>th</sup> July 2019

Messrs. Messrs. Dzana Investments (Pty) Ltd  
104 Leslie Avenue  
Fourways.  
2055

Attention: Dr. Reuel Khoza

**PROPOSED ESTABLISHMENT OF A SASOL CONVENIENCE CENTRE  
ADJACENT TO THE R40, ON A PORTION OF PORTION 27 OF THE FARM  
ARTHURSEAT 214 GREENVALLEY, MPUMALANGA.**

Dear Sirs,

Following a site visit, the discussions held and information supplied in respect of the development of a Sasol Convenience Centre and associated facilities at the above locality bear's reference.

From the preliminary information gathered and knowing the area, we are anxious to be involved at this specific location. The strong captive base of, residential, shopper, commuter and transient traffic would form the basis for the proposed establishment of Sasol Facility's at the location.

Further this site is located within the Sasol Development Corridor.

In order to have a facility considered by our Property Development Committee at the proposed locality the following needs to be provided;

1. Traffic Impact Assessment and Viability Study for the proposed filling station, commercial and retail component.
2. Site Development Plan indicating the extent of the development, incorporating the Sasol Convenience Centre.
3. Confirmation of the Commercial and Retail Developments to take place on the property.
4. A signed lease agreement between yourselves and the owners.
5. A signed agreement between yourselves and Sasol.
6. Confirmation of the zoning to accommodate a filling station on the property.
7. Approval of access design to the property from the relevant Roads Authority.
8. Approval of Environmental Impact Assessment.
9. Approved Site and Retail Licenses.

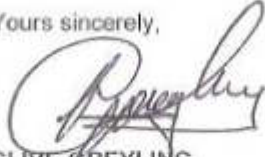
Sasol Oil (Pty) Ltd 1981/00962207  
Sasol Place 50 Katherine Street Sandton 2000 South Africa PO Box 5488 Johannesburg 2000 South Africa  
Telephone +27 (0) 10 344 5000 Facsimile +27 (0) 11 788 5002 www.sasol.com  
Directors: M Padebe (Chairman) P M Maduna (Deputy Chairman) T Dooloy E Camaros F Hoosain VJ Kabir GA Khomo RJ Khosa  
RE Klingenberg CK Mokoena TH Nyssela P Victor SD Hlongwane (All)

A handwritten signature in black ink, appearing to be "R. Khoza", is written over the bottom right portion of the letterhead.



Upon receipt of confirmation of at least points 1 to 5 above, Sasol will complete a comprehensive feasibility study and then submit this opportunity to our board for consideration.

Yours sincerely,



**CLIVE GREYLING**  
**SASOL PRINCIPAL PROPERTY DEVELOPER**  
Direct telephone 082 4499 552  
Email [clive.greyling@sasol.com](mailto:clive.greyling@sasol.com)

Sasol Oil (Pty) Ltd : 191 100162207  
Sasol Place 50 Katherine Street Sandton 2000 South Africa PO Box 6406 Johannesburg 2000 South Africa  
Telephone +27 (0)11 344 5000 Facsimile +27 (0)11 788 5002 [www.sasol.com](http://www.sasol.com)  
Directors: M Radibe (Chairman) PM Makhona (Deputy Chairman) J Bookey E Cameron F Hootain VD Kama GL Khobe RJ Kinza  
BE Klingenberg CE Mkhosana TH Nyasulu P Victor SD Hlongwane (AO)

# ANNEXURE H

## Property Owner Entity Information





# ANNEXURE I

## Applicant's Entity and Director's Information



## Company

DZANA INVESTMENTS, M2007/010745/07

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### SEARCH CRITERIA

Search Date	2021/12/07 16:33	Company Name	Dzana Investments
Reference	-	Company Name Search Type	Contains words starting with
Report Print Date	2021/12/07 16:33	Information Source	COMPANIES AND INTELLECTUAL PROPERTY COMMISSION

### COMPANY SUMMARY

Name	DZANA INVESTMENTS	Status	IN BUSINESS
Registration Number	2007/010745/07	Registration Date	2007/04/10

### DIRECTORS AND OTHER SUMMARY (4)

#### ACTIVE

Name	ID/Reg. Number	Type	Status
KHOZA, MUMSY MEISIE	5212270744085	DIRECTOR	ACTIVE
KHOZA, NKATEKO PATIENCE	7605250455085	DIRECTOR	ACTIVE
KHOZA, REUEL JETHRO	4912315604084	DIRECTOR	ACTIVE

#### INACTIVE

Name	ID/Reg. Number	Type	Status
MALULEKE, CONSTANCE	7409300430085	DIRECTOR	RESIGNED

### AUDITOR SUMMARY (4)

ANABEL VIEIRA
GRANT THORNTON PRETORIA
NTOKOZO BUSISIWE MOJAPPELO
PRICEWATERHOUSECOOPERS INCORPORATED

### COMPANY INFORMATION

Enterprise Name	DZANA INVESTMENTS	Status	IN BUSINESS
Registration Number	2007/010745/07	Enterprise Type	PRIVATE COMPANY
Tax Number	9272517161	Business Start Date	2007/04/10
Short Name	-	Registration Date	2007/04/10
Translated Name	-	Financial Year End	2

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Old Registration Number	-	Financial Effective Date	2007/04/10
Conv. Enterprise Number	-	CK Date Received	-
Region	GAUTENG	CK Date	-
Country	-	Date of Type	2007/04/10
Country of Origin	-		
Issued Shares	120		
Issued Capital	120		
Authorized Shares	1 000		
Authorized Capital	1 000		
Industry Code	81		
Industry	FINANCIAL INTERMEDIATION, EXCEPT INSURANCE AND PENSION FUNDING FINANCIAL INTERMEDIATION, EXCEPT INSURANCE AND PENSION FUNDING		
Principal Business	INVESTMENTS AS PRINCIPAL		
Registered Address	FIRST FLOOR BLOCK A 28 SLOAN STREET BRYANSTON GAUTENG 2021	Postal Address	PO BOX 70699 BRYANSTON JOHANNESBURG GAUTENG 2021

DIRECTORS AND OTHER (4)			
KHOZA, MUMSY MEISIE			1 of 4 Directors
Name	MUMSY MEISIE	Status	ACTIVE
Surname	KHOZA	Type	DIRECTOR
Initials	M	Appointment Date	2007/10/10
ID/Passport Number	5212270744085	Resignation Date	-
Date of Birth	1952/12/12	Member Size (%)	-
Profession	-	Member Contribution (R)	-
Country of Residence	SOUTH AFRICA		
Residential Address	130 ROMNEY AVENUE CHARTWELL RANDBURG GAUTENG 2194		
Postal Address	P O BOX 786684 SANDTON JOHANNESBURG GAUTENG 2146		
KHOZA, NKATEKO PATIENCE			2 of 4 Directors
Name	NKATEKO PATIENCE	Status	ACTIVE
Surname	KHOZA	Type	DIRECTOR
Initials	N	Appointment Date	2015/06/01
ID/Passport Number	7605250455085	Resignation Date	-
Date of Birth	1976/05/25	Member Size (%)	-
Profession	-	Member Contribution (R)	-

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Country of Residence	SOUTH AFRICA		
Residential Address	15 THORNBUSH ESTATE 49A MULBARTON ROAD BEVERELEY LONEHILL GAUTENG 2191		
Postal Address	PO BOX 2522 LONEHILL JOHANNESBURG GAUTENG 2062		
KHOZA, REUEL JETHRO			3 of 4 Directors
Name	REUEL JETHRO	Status	ACTIVE
Sumame	KHOZA	Type	DIRECTOR
Initials	R	Appointment Date	2007/10/10
ID/Passport Number	4912315604084	Resignation Date	-
Date of Birth	1949/12/31	Member Size (%)	-
Profession	-	Member Contribution (R)	-
Country of Residence	SOUTH AFRICA		
Residential Address	130 ROMNEY AVENUE CHARTWELL RANDBURG GAUTENG 2194		
Postal Address	P O BOX 786683 SANDTON JOHANNESBURG GAUTENG 2146		
MALULEKE, CONSTANCE			4 of 4 Directors
Name	CONSTANCE	Status	RESIGNED
Sumame	MALULEKE	Type	DIRECTOR
Initials	C	Appointment Date	2007/04/10
ID/Passport Number	7409300430085	Resignation Date	-
Date of Birth	1974/09/30	Member Size (%)	-
Profession	COMPANY CONSULTANT	Member Contribution (R)	-
Country of Residence	SOUTH AFRICA		
Residential Address	05 LOYD STREET BIRCHLEIGH NORTH EXTENSION 2 KEMPTON PARK 1620		
Postal Address	P O BOX 35296 MENLO PARK 0102		

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**SECRETARY COMPANIES AND CCS**

No secretary companies and CCS to display

**COMPANY SECRETARY NATURAL PERSONS**

No company secretary natural persons to display

**BOTH DIRECTOR / OFFICERS**

No both director / officers to display

**ALTERNATIVE DIRECTORS**

No alternative directors to display

**OFFICERS**

No officers to display

**LOCAL MANAGERS**

No local managers to display

**TRUSTS**

No trusts to display

**AUDITORS (4)****ANABEL VIEIRA**

1 of 4 Auditors

Profession Code	THE SOUTH AFRICAN INSTITUTE OF CHARTERED ACCOUNTANTS	Postal address	P O BOX 70699 BRYANSTON JOHANNESBURG 2021
Profession Number	379859	Status	RESIGN
Registration entry date	-	Profession	DESIGNATED AUDITOR (NATURAL PERSON)
Expiry date	-	Start date	-
Reference number	-	End date	-
Fine letter	-	CM31 completed	-
Business address	FIRST FLOOR BLOCK A 28 SLOANE STREET BRYANSTON 2021	CM31 received	-

**GRANT THORNTON PRETORIA**

2 of 4 Auditors

Profession Code	THE SOUTH AFRICAN INSTITUTE OF CHARTERED ACCOUNTANTS	Postal address	P O BOX 70699 BRYANSTON JOHANNESBURG 2021
Profession Number	903426E	Status	CURRENT

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Registration entry date	-	Profession	AUDITOR
Expiry date	-	Start date	-
Reference number	-	End date	-
Fine letter	-	CM31 completed	-
Business address	FIRST FLOOR BLOCK A 28 SLOANE STREET BRYANSTON 2021	CM31 received	-
NTOKOZO BUSISIWE MOJAPELO			3 of 4 Auditors
Profession Code	AUDITORS REGISTERED IN TERMS OF THE PROVISIONS OF THE AUDITING PROFESSION ACT,2005	Postal address	BUILDING 2 SUMMIT PLACE GARSFONTEIN ROAD MENLYN 0181
Profession Number	777311	Status	CURRENT
Registration entry date	-	Profession	DESIGNATED AUDITOR (NATURAL PERSON)
Expiry date	-	Start date	-
Reference number	-	End date	-
Fine letter	-	CM31 completed	-
Business address	BUILDING 2 SUMMIT PLACE GARSFONTEIN ROAD MENLYN 0181	CM31 received	-
PRICEWATERHOUSECOOPERS INCORPORATED			4 of 4 Auditors
Profession Code	CA	Postal address	P O BOX 35296 MENLO PARK 0102
Profession Number	901121	Status	RESIGN
Registration entry date	-	Profession	AUDITOR
Expiry date	-	Start date	-
Reference number	-	End date	-
Fine letter	-	CM31 completed	-
Business address	32 IDA STREET MENLO PARK PRETORIA 0081	CM31 received	-

#### CAPITAL INFORMATION (2)

Type	No of Shares	Parri Value	Capital Amount (R)	Capital Premium
AUTHORIZED ORDINARY	1 000	-	1	-
ISSUED ORDINARY	1 000	-	1	-

#### HISTORY (29)

Effective Date	Change Type
----------------	-------------

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2020/12/03	RE-INSTATE APPLICATION  (COMPANY / CLOSE CORPORATION AR FILING - WEB SERVICES : REF NO. : 5327209075)
2020/09/26	AR IN DEREGISTRATION  (ANNUAL RETURN NON COMPLIANCE - IN PROCESS OF DEREGISTRATION LAST PAYMENT FOR AR YEAR/MONTH IS 2018/4.)
2018/06/21	CO/CC ANNUAL RETURN  (COMPANY / CLOSE CORPORATION AR FILING - WEB SERVICES : REF NO. : 5124703028)
2017/10/06	AUDITOR/ACC OFFICER CHANGE  (CHANGE RECORDNAME : = GRANT THORNTON PRETORIASTATUS : = CURRENT)
2017/10/06	AUDITOR/ACC OFFICER CHANGE  (CHANGE RECORDNAME : = ANABEL VIEIRASTATUS : = RESIGN)
2017/10/06	AUDITOR/ACC OFFICER CHANGE  (ADD RECORDNAME : = NTKOZO BUSISIWE MOJAPELOSTATUS : = CURRENT)
2017/05/04	CO/CC ANNUAL RETURN  (COMPANY / CLOSE CORPORATION AR FILING - WEB SERVICES : REF NO. : 570761222)
2016/06/03	CO/CC ANNUAL RETURN  (COMPANY / CLOSE CORPORATION AR FILING - WEB SERVICES : REF NO. : 535123971)
2015/08/07	CO/CC ANNUAL RETURN  (COMPANY / CLOSE CORPORATION AR FILING - WEB SERVICES : REF NO. : 528524894)
2015/07/03	DIRECTOR/MEMBER/SECRETARY/TRUST/BOTH DIRECTOR AND OFFICER  (DIRECTOR MUMSY MEISIE KHOZA DETAILS WAS CHANGED)
2015/07/03	DIRECTOR/MEMBER/SECRETARY/TRUST/BOTH DIRECTOR AND OFFICER  (DIRECTOR REUEL JETHRO KHOZA DETAILS WAS CHANGED)
2015/07/03	DIRECTOR/MEMBER/SECRETARY/TRUST/BOTH DIRECTOR AND OFFICER  (DIRECTOR NKATEKO PATIENCE KHOZA WAS ADDED)
2014/11/25	CO/CC ANNUAL RETURN  (COMPANY / CLOSE CORPORATION AR FILING - WEB SERVICES : REF NO. : 522977771)
2014/11/07	REGISTERED ADDRESS CHANGE  (FIRST FLOOR BLOCK A 28 SLOAN STREET BRYANSTON GAUTENG2021)
2014/11/03	AUDITOR/ACC OFFICER CHANGE  (ADD RECORDNAME : = ANABEL VIEIRASTATUS : = CURRENT)
2014/11/03	AUDITOR/ACC OFFICER CHANGE

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	(ADD RECORDNAME : = GRANT THORNTONSTATUS : = CURRENT)
2014/11/03	AUDITOR/ACC OFFICER CHANGE  (CHANGE RECORDNAME : = PRICEWATERHOUSECOOPERS INCORPORATEDSTATUS : = RESIGN)
2014/09/12	LOCATION OF COMPANY RECORDS  (NO INFORMATION TO DISPLAY)
2013/12/09	CO/CC ANNUAL RETURN  (COMPANY / CLOSE CORPORATION AR FILING - WEB SERVICES : REF NO. : 54382880)
2011/07/09	CANCELLATION OF DEREGISTRATION PROCESS  (ANNUAL RETURN NON COMPLIANCE - CANCELLATION OF DEREGISTRATION)
2008/04/17	DIRECTOR/MEMBER/SECRETARY/TRUST/BOTH DIRECTOR AND OFFICER  (CHANGE RECORD SURNAME: = KHOZA FIRST NAMES: = MUMSY MEISIE STATUS: = ACTIVE)
2008/04/17	DIRECTOR/MEMBER/SECRETARY/TRUST/BOTH DIRECTOR AND OFFICER  (CHANGE RECORD SURNAME: = KHOZA FIRST NAMES: = REUEL JETHRO STATUS: = ACTIVE)
2008/04/17	AUDITOR/ACC OFFICER CHANGE  (CHANGE RECORDNAME: = PRICEWATERHOUSECOOPERS INCORPORATEDSTATUS: = CURRENT)
2007/11/28	NAME CHANGE  (LARITZA INVESTMENTS NO 181)
2007/11/07	POSTAL ADDRESS CHANGE  (PRIVATE BAG X365SUNNINGHILL2157)
2007/11/07	REGISTERED ADDRESS CHANGE  (2 EGLIN ROAD SUNNINGHILL 2157)
2007/10/10	DIRECTOR/MEMBER/SECRETARY/TRUST/BOTH DIRECTOR AND OFFICER  (SURNAME=KHOZAFULL FORENAMES=MUMSY MEISIEID NO=5212070744085STATUS :ACTIVENATURE OF CHANGE=NEW APPOINTMENT)
2007/10/10	DIRECTOR/MEMBER/SECRETARY/TRUST/BOTH DIRECTOR AND OFFICER  (SURNAME=KHOZAFULL FORENAMES=REUEL JETHROID NO=4912315604084STATUS :ACTIVENATURE OF CHANGE=NEW APPOINTMENT)
2007/10/10	DIRECTOR/MEMBER/SECRETARY/TRUST/BOTH DIRECTOR AND OFFICER  (SURNAME=MALULEKEFULL FORENAMES=CONSTANCEID NO=7409300430085STATUS :RESIGNEDNATURE OF CHANGE=RESIGNATION)

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Surname:  
KHOZA  
Names:  
MUNENE KGOPOTSO  
Sex:  
F  
Nationality:  
RSA  
Identity Number:  
8704210273061  
Date of Birth:  
21 APR 1987  
Country of Birth:  
RSA  
Status:  
CITIZEN



Signature:



Conditions:

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Department of Home Affairs in terms of the  
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102549126







# ANNEXURE J

## Environmental Information





# ANNEXURE K

## Site and Retail License Information



# ANNEXURE L

---

Additional photographs/images and information of the subject service station



PHOTOGRAPH OF THE APPLICATION  
/ SUBJECT SERVICE STATION  
DEVELOPMENT PROPERTY.

LEGEND

NOTES

PHOTOGRAPH OF THE APPLICATION  
/ SUBJECT SERVICE STATION  
DEVELOPMENT PROPERTY.



LEGEND

NOTES

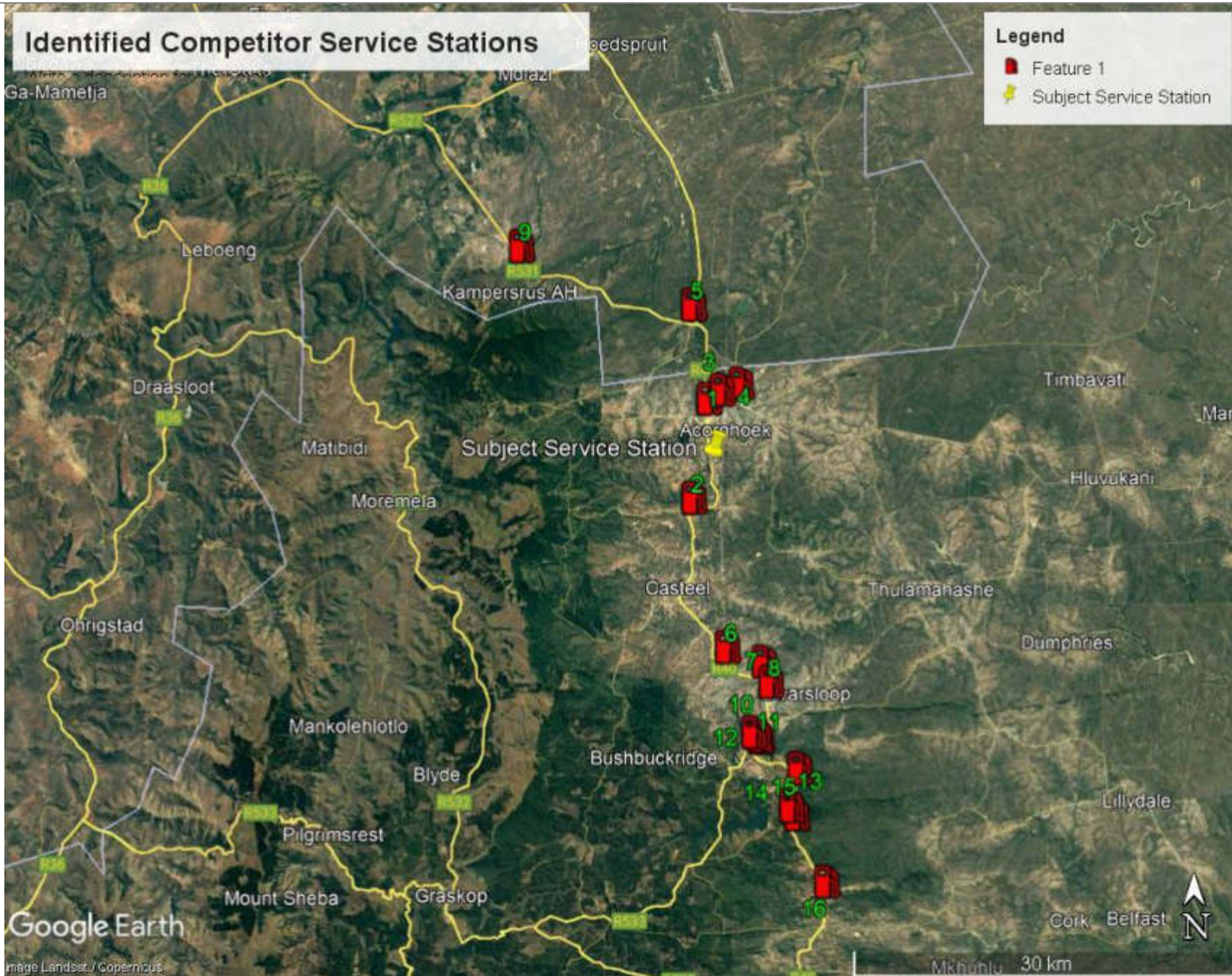
# ANNEXURE M

---

Photographs and Information of the Identified Competitor Service Stations in the Local Trading Area



# Identified Competitor Service Stations



**Legend**

- Feature 1
- Subject Service Station


**IDENTIFIED COMPETITOR SERVICE STATIONS IN THE LOCAL TRADING AREA.**

**LEGEND**  
Refer to google earth image.

**NOTES**




**TABLE 31:** Identified competitor service station number 1

<b>1.</b>	<b>Name</b>	Green Valley Service Station	<b>Brand.</b>	Puma	<b>Location.</b>	R40 Road - Northbound	
			<b>GPS Co-ordinates</b>			<b>Distance from Site / km</b>	
			24° 36'21.91"S 31° 2'15.92"E			<b>Radius</b>	
			<b>AVERAGE FUEL SALES. KLPM.</b>			<b>Diversifications.</b>	
			<b>Petrol</b>	<b>Diesel</b>	<b>Market</b>		
			255	45	300		<ul style="list-style-type: none"> <li>Branded Convenience Store</li> <li>Neighbour to retail activities</li> <li>QTY U/G Storage Tanks: 4</li> <li>QTY Islands: 2</li> <li>QTY Entrances: 2</li> </ul>
			<b>Wet stock diversification.</b>				
			<ul style="list-style-type: none"> <li>ULP 93 and ULP 95</li> <li>DGO 50 ppm</li> <li>4 Dispensers X 4 Nozzles</li> </ul>				




**TABLE 32: Identified competitor service station number 2**

<b>2.</b>	<b>Name</b>	Engen Bushbuckridge Integrated Energy Centre	<b>Brand.</b>	Engen	<b>Location.</b>	R40 Road - Southbound	
			<b>GPS Co-ordinates</b>			<b>Distance from Site / km</b>	
			24° 40'28.66"S 31° 1'34.44"E			<b>Radius</b>	<b>Road</b>
			<b>AVERAGE FUEL SALES. KLPM.</b>			<b>Diversifications.</b> <ul style="list-style-type: none"> <li>• QTY U/G Storage Tanks: 3</li> <li>• QTY Islands: 2</li> <li>• QTY Entrances: 1</li> </ul>	
			<b>Petrol</b>	<b>Diesel</b>	<b>Market</b>		
			280	45	325		
			<b>Wet stock diversification.</b>				
			<ul style="list-style-type: none"> <li>• ULP 93 and ULP 95</li> <li>• DGO 50 ppm</li> <li>• 2 Dispensers X 4 Nozzles</li> </ul>				





**TABLE 33:** Identified competitor service station number 3

<b>3.</b>	<b>Name</b> Achornhoek Megacity / Plaza Filling Station	<b>Brand.</b> Caltex	<b>Location.</b> Canhuk Drive (Acornhoek Mega City)						
		<b>GPS Co-ordinates</b> 24° 35'59.59"S 31° 2'52.05"E							
		<b>AVERAGE FUEL SALES. KLPM.</b>							
		<table border="1"> <thead> <tr> <th>Petrol</th> <th>Diesel</th> <th>Market</th> </tr> </thead> <tbody> <tr> <td>350</td> <td>75</td> <td>425</td> </tr> </tbody> </table>	Petrol	Diesel	Market	350	75	425	
		Petrol	Diesel	Market					
350	75	425							
<b>Wet stock diversification.</b>									
<b>Distance from Site / km</b>		<b>Diversifications.</b> <ul style="list-style-type: none"> <li>• Service Station Forms part of the Retail Activities</li> <li>• QTY U/G Storage Tanks: 4</li> <li>• QTY Islands: 2</li> <li>• QTY Entrances: 2</li> </ul>							
<b>Radius</b>	<b>Road</b>								
4,53	4,8								
<ul style="list-style-type: none"> <li>• ULP 93 and ULP 95</li> <li>• DGO 50 ppm</li> <li>• 6 Dispensers X 6 Nozzles</li> <li>• 1 Dispenser X 2 Nozzles</li> </ul>									



**TABLE 34:** Identified competitor service station number 4

**4. Name** BP Achornbush



**Brand.** BP

**Location.**

Canhuk Drive

GPS Co-ordinates
24° 35'43.78"S 31° 3'43.75"E

Distance from Site / km	
Radius	Road
5,35	6,4

AVERAGE FUEL SALES. KLPM.		
Petrol	Diesel	Market
275	45	320

- Diversifications.**
- Pick and Pay Express
  - Wild Bean Cafe
  - ATM
  - QTY U/G Storage Tanks: 4
  - QTY Islands: 4
  - QTY Entrances: 2

- Wet stock diversification.**
- ULP 93 and ULP 95
  - DGO 50 ppm
  - 4 Dispensers X 6 Nozzles



**TABLE 35:** Identified competitor service station number 5

**5. Name** Klaserie 1 Stop



**Brand.** Total **Location.**

R531 - Westbound

**GPS Co-ordinates**

24° 32'27.84"S 31° 1'33.90"E

**Distance from Site / km**

Radius	Road
11,25	12,7

**AVERAGE FUEL SALES. KLPM.**

Petrol	Diesel	Market
135	35	170

**Diversifications.**

- Non branded convenience store
- Arts and Crafts Store
- Liquor Bar and Restaurant
- QTY U/G Storage Tanks: 1
- QTY Islands: 3
- QTY Entrances: 1

**Wet stock diversification.**

- ULP 93
- DGO 50 ppm
- 3 Dispensers X 1 Nozzle



**TABLE 36:** Identified competitor service station number 6

**6. Name** Lethsele Filling Station



**Brand.** Total **Location.**

R40 Road - Southbound

**GPS Co-ordinates**

24° 46'40.32"S 31° 3'6.77"E

**Distance from Site / km**

Radius	Road
15,42	19,4

**AVERAGE FUEL SALES. KLPM.**

Petrol	Diesel	Market
135	25	160

**Diversifications.**

- Non branded convenience store
- Tyre Repairs
- QTY U/G Storage Tanks: 5
- QTY Islands: 4
- QTY Entrances: 2

**Wet stock diversification.**

- ULP 93 and ULP 95
- DGO 50 ppm
- 5 Dispensers X 2 Nozzles



**TABLE 37:** Identified competitor service station number 7

**7.** **Name** Dwarsloop Cash and Carry



**Brand.** **Total** **Location.**

**GPS Co-ordinates**  
24° 47'17.04"S 31° 4'48.01"E

AVERAGE FUEL SALES. KLPM.		
Petrol	Diesel	Market
110	25	135

- Wet stock diversification.**
- ULP 93 and ULP 95
  - DGO 50 ppm
  - 6 Dispensers X 1 Nozzles


R40 Road - Southbound

Distance from Site / km	
Radius	Road
17,03	22,5

- Diversifications.**
- Non branded convenience store
  - Tyre Repair
  - ATM
  - QTY U/G Storage Tanks: 4
  - QTY Islands: 3
  - QTY Entrances: 1




**TABLE 38:** Identified competitor service station number 8

<b>8.</b>	<b>Name</b>	Thulamahashe		<b>Brand.</b>	Total	<b>Location.</b>	R40 Road - Southbound			
				<b>GPS Co-ordinates</b>			<b>Distance from Site / km</b>			
				24° 48'6.96"S 31° 5'5.83"E			<b>Radius</b>		<b>Road</b>	
				<b>AVERAGE FUEL SALES. KLPM.</b>						
				<b>Petrol</b>	<b>Diesel</b>	<b>Market</b>				
				275	35	310				
				<b>Wet stock diversification.</b>					<b>Diversifications.</b> <ul style="list-style-type: none"> <li>Convenience Store</li> <li>ATM</li> <li>Carwash</li> <li>QTY U/G Storage Tanks: 4</li> <li>QTY Islands: 3</li> <li>QTY Entrances: 2</li> </ul>	
				<ul style="list-style-type: none"> <li>ULP 93 and ULP 95</li> <li>DGO 50 ppm</li> <li>Paraffin</li> <li>1 Dispenser X 1 Nozzle</li> <li>1 Dispenser X 2 Nozzles</li> <li>8 Dispenser X 4 Nozzles</li> </ul>						




**TABLE 39:** Identified competitor service station number 9

<b>9.</b>	<b>Name</b> Mariepskop Fuel	<b>Brand.</b> Shell	<b>Location.</b> C/O Mare Street & R531 - Westbound	
		<b>GPS Co-ordinates</b>		
		24° 30'2.69"S 30° 53'42.62"E		
		<b>AVERAGE FUEL SALES. KLPM.</b>		
		<b>Petrol</b>	<b>Diesel</b>	<b>Market</b>
		75	35	110
		<b>Wet stock diversification.</b>		
		<ul style="list-style-type: none"> <li>• ULP 93 and ULP 95</li> <li>• DGO 50 ppm</li> <li>• 3 Dispensers X 1 Nozzle</li> </ul>		
		<b>Distance from Site / km</b>		
		<b>Radius</b>	<b>Road</b>	
		21,41	27,2	
		<b>Diversifications.</b>		
		<ul style="list-style-type: none"> <li>• Vehicle Workshop</li> <li>• QTY U/G Storage Tanks: 3</li> <li>• QTY Islands: 1</li> <li>• QTY Entrances: 1</li> </ul>		




**TABLE 40:** Identified competitor service station number 10

<b>10.</b>	<b>Name</b>	Mpuleng Service Station	<b>Brand.</b>	Shell	<b>Location.</b>	R40 Road - Northbound	
			<b>GPS Co-ordinates</b>			<b>Distance from Site / km</b>	
			24° 50'10.90"S 31° 4'18.34"E			<b>Radius</b>	
			<b>AVERAGE FUEL SALES. KLPM.</b>			<b>Diversifications.</b> <ul style="list-style-type: none"> <li>• Branded Convenience store</li> <li>• Cashbuild</li> <li>• Retail Activities</li> <li>• ATM</li> <li>• QTY U/G Storage Tanks: 9</li> <li>• QTY Islands: 5</li> <li>• QTY Entrances: 1</li> </ul>	
			<b>Petrol</b>	<b>Diesel</b>	<b>Market</b>		
			<b>Wet stock diversification.</b>				
			<ul style="list-style-type: none"> <li>• ULP 93 and ULP 95</li> <li>• DGO 50 ppm and DGO 500ppm</li> <li>• 1 Dispenser X 1 Nozzle</li> <li>• 1 Dispenser X 2 Nozzles</li> <li>• 2 Dispensers X 4 Nozzles</li> <li>• 2 Dispensers X 6 Nozzles</li> </ul>				





**TABLE 41:** Identified competitor service station number 11

<b>11.</b>	<b>Name</b>	Caltex Bushbuckridge	<b>Brand.</b>	Caltex	<b>Location.</b>	R40 Road - Southbound	
			<b>GPS Co-ordinates</b>			<b>Distance from Site / km</b>	
			24° 50'21.23"S 31° 4'33.53"E			<b>Radius</b>	<b>Road</b>
			<b>AVERAGE FUEL SALES. KLPM.</b>			<b>Diversifications.</b> <ul style="list-style-type: none"> <li>• Fresh stop</li> <li>• ATM</li> <li>• Galito's</li> <li>• QTY U/G Storage Tanks: 5</li> <li>• QTY Islands: 5</li> <li>• QTY Entrances: 1</li> </ul>	
			<b>Petrol</b>	<b>Diesel</b>	<b>Market</b>		
			<b>Wet stock diversification.</b>				
			<ul style="list-style-type: none"> <li>• ULP 93 and ULP 95</li> <li>• DGO 50 ppm and DGO 500ppm</li> <li>• 4 Dispensers X 3 Nozzles</li> <li>• 1 Dispenser X 2 Nozzles</li> </ul>				



**TABLE 42:** Identified competitor service station number 12

**12. Name** Metro Bushbuckridge



**Brand.** Engen

**Location.**

R40 Road - Southbound

**GPS Co-ordinates**  
24° 50'25.01"S 31° 4'38.90"E

Distance from Site / km	
Radius	Road
22,49	30,5

AVERAGE FUEL SALES. KLPM.		
Petrol	Paraffin	Market
0	35	35

**Diversifications.**

- Retail Activity
- QTY U/G Storage Tanks: 1
- QTY Islands: 1
- QTY Entrances: 1

**Wet stock diversification.**

- Paraffin
- 1 Dispensers X 1 Nozzles



**TABLE 43:** Identified competitor service station number 13

**13. Name** "No Name" Closed for operations



**Brand.** Other

**Location.**

R40 Road - Southbound

GPS Co-ordinates	
24° 51'40.59"S 31° 6'24.76"E	

Distance from Site / km	
Radius	Road
25,1	34,9

AVERAGE FUEL SALES. KLPM.		
Petrol	Diesel	Market
0	0	0

**Diversifications.**


- Closed for operations
- QTY U/G Storage Tanks: "Removed"
- QTY Islands: 4
- QTY Entrances: 1

**Wet stock diversification.**

- Closed for operations




**TABLE 44:** Identified competitor service station number 14

<b>14.</b>	<b>Name</b> Cardess Cash Store	<b>Brand.</b> Other	<b>Location.</b> R40 Road - Northbound	
		<b>GPS Co-ordinates</b>		
		24° 53'15.77"S 31° 6'2.38"E		
		<b>AVERAGE FUEL SALES. KLPM.</b>		
		<b>Petrol</b>	<b>Diesel</b>	<b>Market</b>
		0	35	35
		<b>Wet stock diversification.</b>		
		<ul style="list-style-type: none"> <li>Dispenser out of order</li> <li>1 Dispenser X 1 Nozzle</li> </ul>		
		<b>Distance from Site / km</b>		
		<b>Radius</b>	<b>Road</b>	
		28,20	43,8	
		<b>Diversifications.</b>		
		<ul style="list-style-type: none"> <li>Cash Store</li> <li>QTY U/G Storage Tanks: 1</li> <li>QTY Islands: 1</li> <li>QTY Entrances: 1</li> </ul>		



**TABLE 45:** Identified competitor service station number 15

<b>15.</b>	<b>Name</b>	Rus 'n Biki Service Station	<b>Brand.</b>	Viva	<b>Location.</b>	R40 Road - Northbound		
			<b>GPS Co-ordinates</b>			<b>Distance from Site / km</b>		
			24° 53'35.55"S 31° 6'16.24"E			<table border="1"> <tr> <th>Radius</th> <th>Road</th> </tr> <tr> <td>28,88</td> <td>39,3</td> </tr> </table>		Radius
Radius	Road							
28,88	39,3							
			<b>AVERAGE FUEL SALES. KLPM.</b>			<b>Diversifications.</b> <ul style="list-style-type: none"> <li>• Coca-Cola Wholesaler</li> <li>• Office Space</li> <li>• QTY U/G Storage Tanks: 4</li> <li>• QTY Islands: 3</li> <li>• QTY Entrances: 1</li> </ul>		
			<table border="1"> <thead> <tr> <th>Petrol</th> <th>Diesel</th> <th>Market</th> </tr> </thead> <tbody> <tr> <td>200</td> <td>25</td> <td>225</td> </tr> </tbody> </table>					Petrol
Petrol	Diesel	Market						
200	25	225						
			<b>Wet stock diversification.</b>					
			<ul style="list-style-type: none"> <li>• ULP 93 and ULP 95</li> <li>• DGO 50 ppm</li> <li>• 5 Dispensers X 2 Nozzles</li> <li>• 1 Dispenser X 2 Nozzles</li> </ul>					



**TABLE 46:** Identified competitor service station number 16

**16. Name** Calton Service Station



**Brand.** Viva

**Location.**

R40 Road - Southbound

GPS Co-ordinates
24° 56'24.18"S 31° 7'39.58"E

Distance from Site / km	
Radius	Road
34,19	45,9

AVERAGE FUEL SALES. KLPM.		
Petrol	Diesel	Market
200	35	235

- Diversifications.**
- Vehicle Related Retail - Spares
  - Butchery
  - Take Away
  - Hair Salon
  - QTY U/G Storage Tanks: 4
  - QTY Islands: 3
  - QTY Entrances: 2

- Wet stock diversification.**
- ULP 93 and ULP 95
  - DGO 50 ppm
  - 6 Dispensers X 2 Nozzles

# ANNEXURE N

---

## Financial Analysis

- Executive summary
- N1 - Survey Background
- N2 - Traffic Layout
- N3 - Traffic Count
- N4 - Identified Competitor Service Stations
- N5 - Diversification
- N6 - Volume Loss Shared Traffic
- N7 - Estimated Development Cost
- N8 - Ops. & Dev Assets Required
- N9 - Operational Shift Roster
- N10 - Wage Calculation
- N11 - RAS Module
- N12 - Fin Analysis
- N13 - Break Even
- N14 - Sensitivity Adjustment
- N15 - Fin Analysis Sensitivity
- N16 - Break - even Sensitivity
- N17 - Risk Analysis
- N18 - Operation Assessment
- N19 -Development Assessment
- N20 – Development Assessment Sensitivity
- N21 - DoE NPV
- N22 - DoE NPV Sensitivity

# ANNEXURE O

Oil Company/Wholesaler

Verification Certificate - BBE Status







# ANNEXURE P

---

Letter Indicating HDSA/BBBEE Status and  
Financial Confirmation of the Application Company





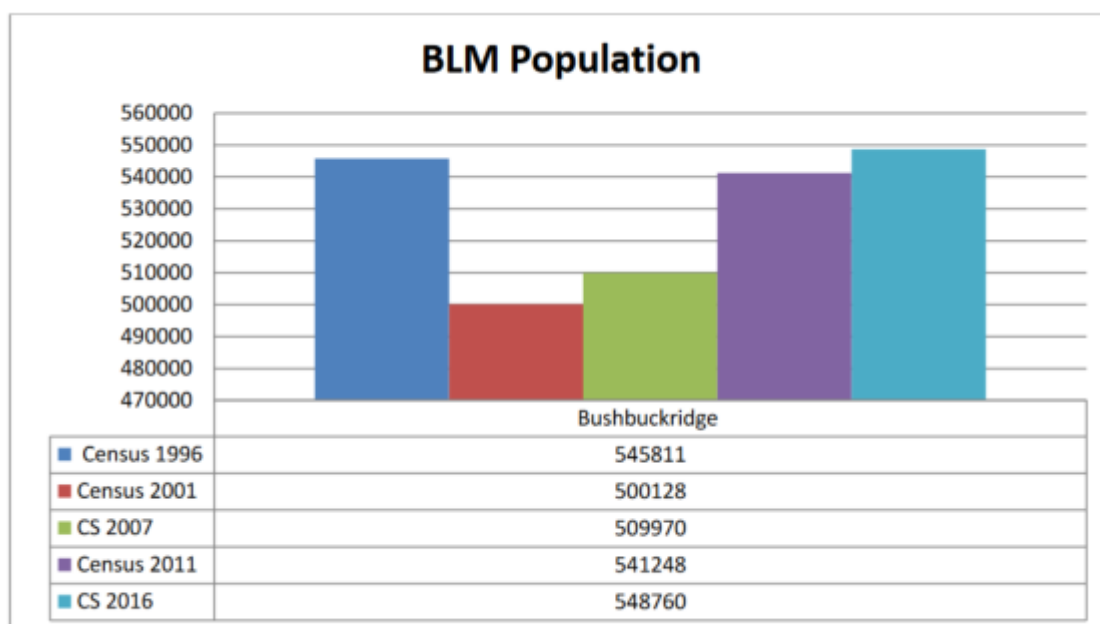
# ANNEXURE Q

## Demographic and Economic Information



The population of Bushbuckridge Local municipality was 545 811 according to the Statistics South Africa 1996 Census, then the 2001 census shows that there was decrease to 500 128 in population. There was an increase in population in the 2011 census as the number rose to 541 248. Community surveys are conducted by STATSSA in between censuses, the first community survey was conducted in 2007 where it was found that we had 509 970 and in 2016 the latest one it shows that there are 548 760 people in the municipal area. Contributing factors might be the fertility & mortality rates, migration and influx to increase residential and business development in the municipality as a result of neighbouring countries such as Mozambique and Zimbabwe.

Figure 36: Population according to census 1996,2001,2011 and Community survey 2007 and 2016



Sources: STATS SA census 1996, 2001, 2011 and Community Survey 2007 and 2016

Table 47: Annual growth rate

Annual Population Growth rate (%)	1996-2001	-0.87
	2001-2011	0.79
	2011 - 2016	0.3

Source: STATS SA census 1996, 2001, 2011 and CS 2016

The population of Bushbuckridge local municipality from the census count of 2001 was 500 128 persons; it increased to 509,970 persons based on the estimates from the 2007 Community

Survey and was at 541, 248 in the 2011 census count. STATSSA commissioned a community Survey in 2016 which indicated a growth of 0.3% to a population of 548 760.

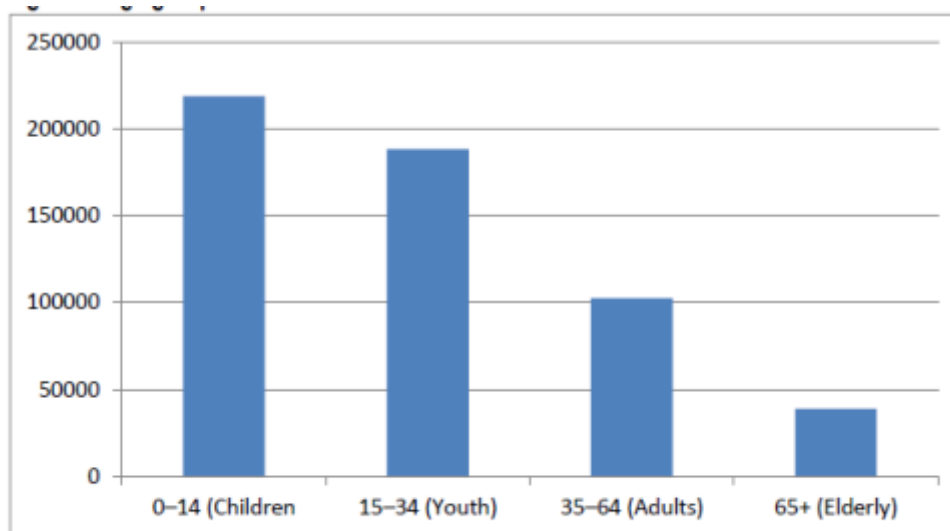
Table 48: Annual growth rate

Local municipal area	Population		Average annual population growth 2011-2016	Projected 2030 number
	2011 (Census)	2016 (CS)		
Bushbuckridge	541248	548760	0.3%	572 263
Mpumalanga	4 039 939	4 335 964	1.6%	5 533 629

Source: STATS SA Census 2011, CS 2016 and MP SERO report

In Bushbuckridge Local Municipality over a period of five (5) years, the growth rate was - 0.87 annually between 1996 and 2001. While between 2001 and 2011 the growth rate was 0.79 annually over a period of ten (10) years. There was a growth of 0.3% annually from 2011 to 2016.

Figure 37: Age groups



Source: STATS SA CS 2016

The highest population in the Bushbuckridge Local Municipality is the children residents' aged 0 to 14 and below contributing to 218 954 residents, children from 15 to 34 age group of 188 500 equals, the adults from 35 to 65 are 102 465 and the elderly from 66 to 120 are 38 841.

Table 49: Sex ration

Census year	%
1996	83
2001	81.94
2011	83.33

Source: STATS SA census 1996, 2001 and 2011

In sex ratio any number less than hundred (100) means that there are more females than males. In the municipality the population’s sex ratio on the 1996 census it was on 83%, the over a five (5) year period to 2001 census it was on 81.94% which is a slight decrease. While between 2001 and 2011 the sex ratio is 83.33 annually over a ten (10) year period.

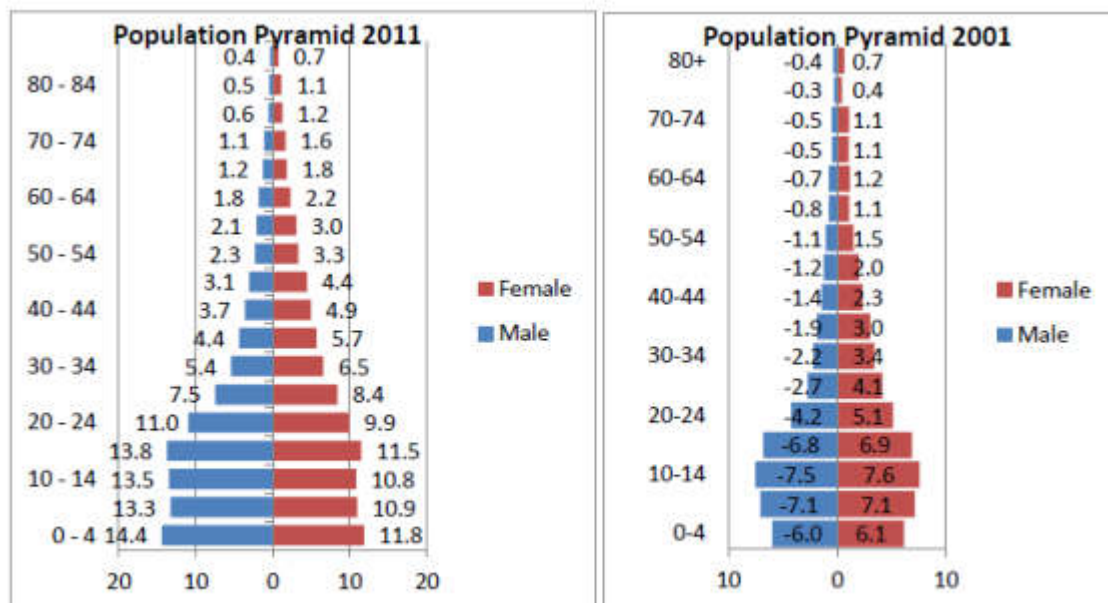
Table 50: Population groups

Ethnic group	Persons
Black African	547665
Coloured	681
Indian or Asian	162
White	252

Source: STATS SA CS 2016

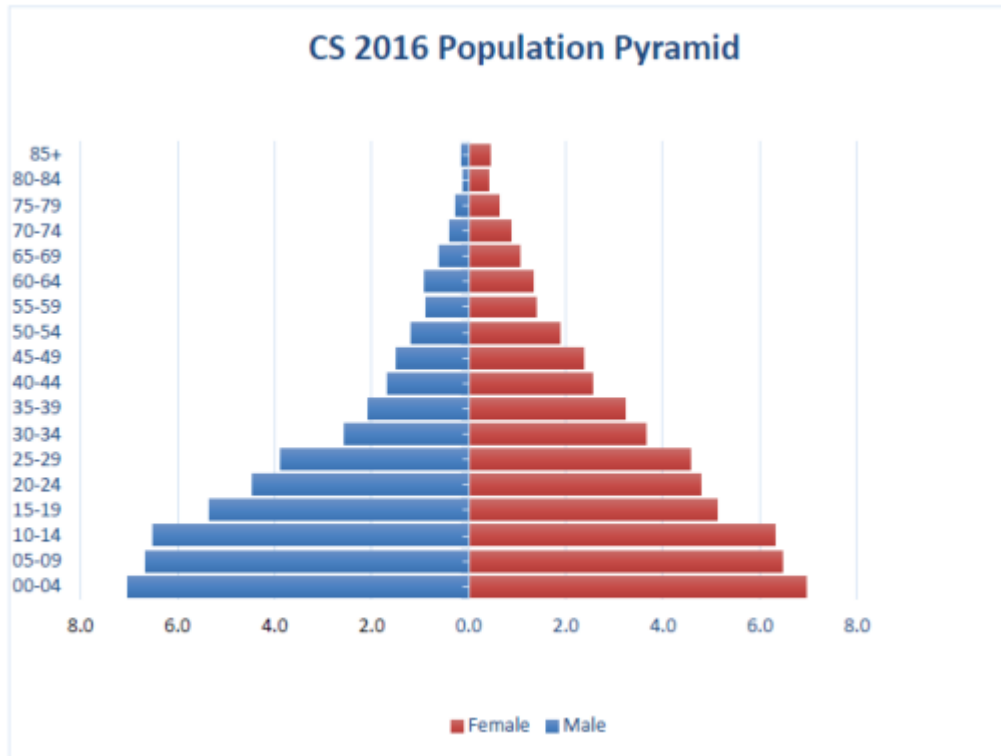
The population of Bushbuckridge municipality is largely black Africans with 99.55% followed by whites on 0.19%. Coloured and Indian/Asian groups are at 0.10%.

Figure 38: Population Pyramid 2011 and 2001



Source: STATS SA Census 2011 and 2001

Figure 39: CS 2016 Population Pyramid



The population of Bushbuckridge municipality shows a typical age structure of a very young population distribution. There is strong evidence of declining fertility, which is observable from a steady decline in the population 10-14, 5-9 and 0-4. Also evident is that the population of the municipality is concentrated in younger age groups, with the groups 5-19 being the largest. The distribution is similar for both males and females, except observably larger female population at all age groups.

Table 51: Percentage of disability

Census	%
1996	5.17
2001	4.48
2011	2.87

Source: STATS SA census 1996, 2001 and 2011

In the municipality the number of people of disability has decreased since the first democratic census in 1996 as it on 5.17% compared to 2001 census it was on 4.48% and 2011 as it was 2.87%. The municipality has built a center of disability in Marite with others planned to be implemented in the next coming financial years.



Table 52: HDI (Human Development Index)

2014	2017
0.52	0.54

Source: Mpumalanga department of Finance 2016-socio economic profile

HDI is the statistical mark of the life expectancy, educational level, GDP per capita and various factors that decide the common lifestyle. In the socio-economic study conducted in 2016 by the Mpumalanga department of finance the Bushbuckridge Local municipality which indicated that in 2014 the HDI was on 0.52 in 2014 but decreased to 0.54 in 2017. This a worrying trend for the municipality as the target is to have it lower in 2014.

Table 53: Gini-Coefficient

INDICATORS	Trend		Latest figure 2011	2016	Better (+) or worse (-) than Ehlanzeni	Better (+) or worse (-) than province
	2001	2007				
Gini-coefficient (0 best to 1 worst)	0.65	0.62	0.58	0.58	(+) (0.60)	(+) (0.62)
Poverty rate	61.7%	51.3%	42.2%	45.40%	(+) (45.3%)	(-) (41.6%)

Source: Mpumalanga Department of finance 2016- socio economic profile

This indicator measures inequality, estimates ranges from 0 to 1 where 1 is an indication of total inequality and 0 is total equality. Gini-coefficient was at 0.58 in 2011 and it's improving & better than province and district.

Table 54: Poverty rate

Year	Rate (%)
2014	56.8
2017	63.5

Source: 2017 HIS Global Insight

Poverty rate was at 56.8% 2014 then increased to 63.5% in 2017 which is an increase in poverty levels which is a result of government being the main employer in the municipality which will be unsustainable in the long run.

Table 55: Unemployment rate

Local Municipal Area	Unemployment rate	Unemployment rate
	Census 2011	2015 IHS Global Insight figures
Bushbuckridge	52.1%	46.4%

Source: STATS SA census 2011 and 2015 HIS Global Insight Figures

There has been a decrease in unemployment rate which was at 52.1% as per 2011 census to 46.4% (HIS Global Insight) which is an improvement.

Table 56: Household income, 2011

Income	No. households
R 1 - R 4800	12075
R 4801 - R 9600	20199
R 9601 - R 19 600	29927
R 19 601 - R 38 200	25684
R 38 201 - R 76 400	10962
R 76 401 - R 153 800	6571
R 153 801 - R 307 600	3976
R 307 601 - R 614 400	1504
R 614 001 - R 1 228 800	240
R 1 228 801 - R 2 457 600	102
R 2 457 601 or more	83

Source: STATS SA census 2011

In Bushbuckridge Local municipality's households' income is relatively low in the province as its ranked number 13 as per department of finance 2011 report. An income of R9601 - R19 600 has the most households surviving on it followed income from R19 601 - R38 200 with 29927. The average households' income is R36 569.

Table 57: Social grant recipients

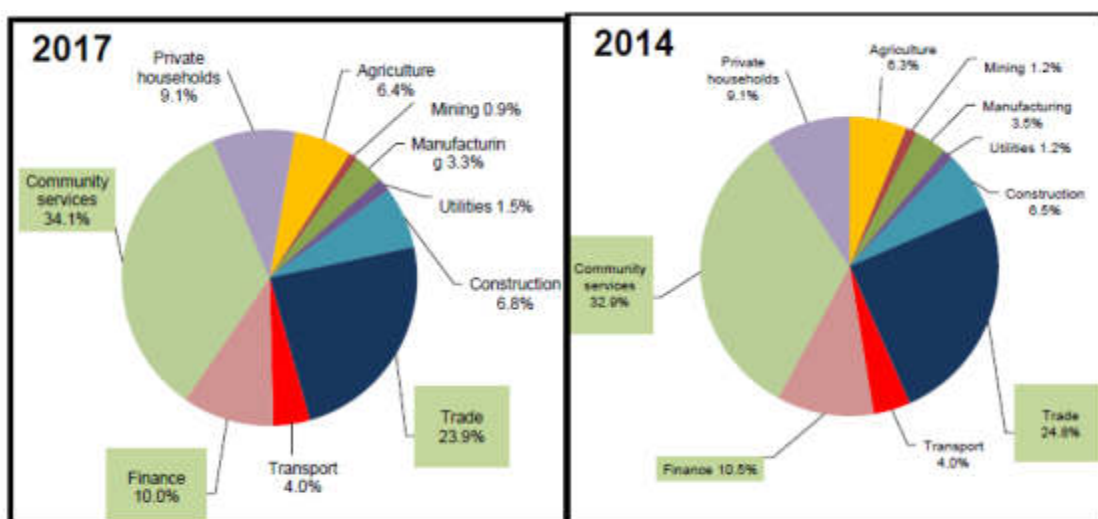
Type of grant	Statistics
Old Age	41 584
Disability	12 727
War Veteran	0
Foster Care	4 317
Child Support	209 055
Care Dependency	2 094
Grant In Aid	2 223
<b>Total</b>	<b>272 000</b>

SASSA February 2019

In Bushbuckridge Local Municipality there are 209 307 child support grant recipients as the highest followed by 40 973 old, aged grants recipients. There are 13 433 disability grant recipients and there's no war veteran recipient.

Dependency ratio looks at how the communities look at or depend on the government for grants which is too high and unsustainable in the long run. Looking at the grant receipts it shows that the child support grant is too high almost half of the population of this municipality. That shows that most young people rely on grants for living of which is not sustainable. This means the level of education for the youth residents is low and are mostly unemployable. The unemployment rate shows that the education level must be improved in order to reduce this rate.

Figure 40: Employment Industries



Source: Department of Finance and Economic Development 2018

Bushbuckridge Local Municipality is the second highest municipality with high unemployment rate after Nkomazi Municipality. Employment opportunities are very minimal given the nature of the municipality hence the nodal status. The leading industries in terms of employment are community services (government) with (34.1%) which grew from 32.9% in 2014 and trade with (25.3%). There is increasing role/share of community services as employer & decreasing role/share of agriculture and trade. There is no large scale of mining in the municipality as there no underground resources. The mining that is being practiced its sand mining and stone crashing.

Table 58: Number of households

<b>Census</b>	<b>Number</b>
1996	113 199
2001	110 586
2011	134 197
2016	137 419

Source: STATS SA census 1996, 2001, 2011 and CS 2016

# ANNEXURE R

## Shift End and Start Procedure



## SHIFT START AND END PROCEDURE

### Preparation

Before the shift is started, the following stock levels and readings must be available to reconcile the shift after the shift end process:

- Tank levels
- Dispenser readings
  - Mechanical
  - Electronic
- Stock levels

Once the above is available, a float should be placed in the till and the team is then ready to start the shift.

### Cashier executes shift-end procedure.

This process is run by the cashier at the end of each day or shift. It is run from the point of sale (POS) where immediately after the process is run the next shift is started. During this process, the system will read the fuel dispensers for new electronic readings which can be used to verify the sales on the system and the financial totals are posted to the Back Office. After the process has completed the new cashier can log in and start the next shift. The departing cashier can use the Back Office to do the shift reconciliation.

All outstanding transactions on the POS must be finalized:

- Do not serve any customers/vehicles during the shift-end procedure,
- Cashiers must make their final cash-drops, meaning all large sums of money except the float to be carried over to the next cashier or to be handed in at the office,
- Forecourt attendants/ the supervisor must continue to take down the electronic and mechanical readings from the pumps and the dip readings of the tanks and note these on the *Driveway shift sheet*.

### Shift-end

You will be asked by the computer system if you want to continue with the shift-end:

Step 1. To confirm, press “Y” for Yes. To decline, press “N” for No.

If No: The shift-end will be cancelled.

If Yes: The shift-end report will be printed automatically, and you will be logged out. The shift number will move on to the next shift.”

- Electronic machine shift-end,
- Do a manual shift-end of the card payment machine - garage and fleet card payments, and
- Do a manual shift-end of the cell and Telkom card machine.

### Fuel readings

It is extremely important that when you check the readings manually, they should be written down at the same time as when the shift-end occurs to avoid any variances caused by sales. The point of sale (POS) system reads the **electronic readings** from each dispenser at the end of the shift and compares it to the sales of the shift to report any variances.

The **mechanical reading** on the POS system is purely theoretical and should be checked and updated at every shift-end.

Should there be any problems with the electronic readings, the mechanical reading from the dispenser must be compared with the sales on the system to verify any variances. Any significant variance should be investigated and reported if necessary.

### Tank levels

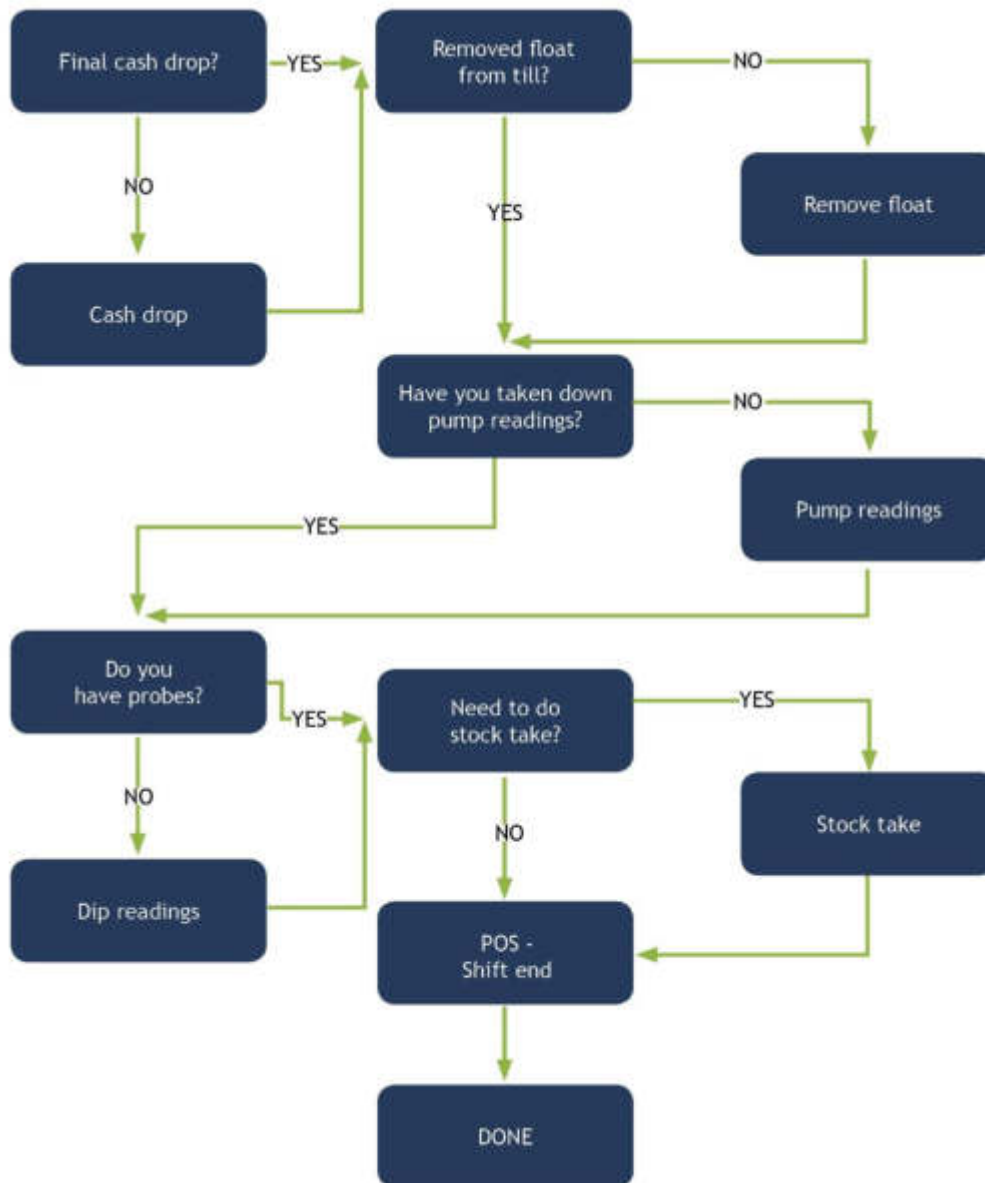
Dips could be taken manually by means of a dip stick to determine the level of the fuel in each tank. Make sure that the dip stick is clean and dry between each measurement and take the correct reading.

The computerized Fuel Management System could also be utilized to print the required reports indicating the fuel/dip levels of each product and tank.

The difference of the starting levels and the levels on the shift-end report should be equal to the total sales for that shift. Please note that a fuel delivery will be automatically added by the probe if a Fuel Management System is used and must therefore be manually added to the starting volume to get a valid result.



FIGURE 41: Point of sale shift-end



The departing cashier must produce a “Shift Summary” document to reconcile the shift that has ended manually. Refer to attachment B for a “Shift Summary” document.

Stock levels should be monitored regularly.

- If the convenience store is small enough, a stock take can be performed at the end of each shift on the fast-moving and critical items such as oils, cigarettes, and other selected items. The departing cashier is responsible for the shift ended stock



movements and should, therefore, recount the stock discrepancies. An overall stock take must be performed at least once a week to keep control over the stock movements of the convenience store.

- Refer to the Back Office stock take procedure and adjust the quantities. Make a note of all the values of the quantities adjusted on the electronic spreadsheet's shift summary page.
- The Cash in Transit "CIT" movement must be attended to by means of totalizing the departing cashier's drops been made. If a non-computerized banking service is used, continue to use the same "CIT" sheet until the arrival of the security vehicle to collect the money bag/box from the drop safe. Complete the bank deposit book and note each cashier's total cash drop amount for later reference. The "CIT" sheet and copies of the bank deposit book must be dropped in the drop safe. In the instance where a computerized banking service is used a final printout of the moneys been dropped would serve as the deposit proof of the money to be banked by the security and service provider.

Obtain the shift-end report from the Back Office by means of: Reports - Shift-end reports; select the current shift and view/print for reconciliation purposes.

Use the shift-end report as well as the departing cashier's *Shift Summary* document to complete the *Shift Summary* spreadsheet on the Excel icon for the month. After completion, the departing cashier and manager must comment and sign the printed document.

The rest of the collected information can now be captured on the Excel spreadsheet for that shift, day, and month.

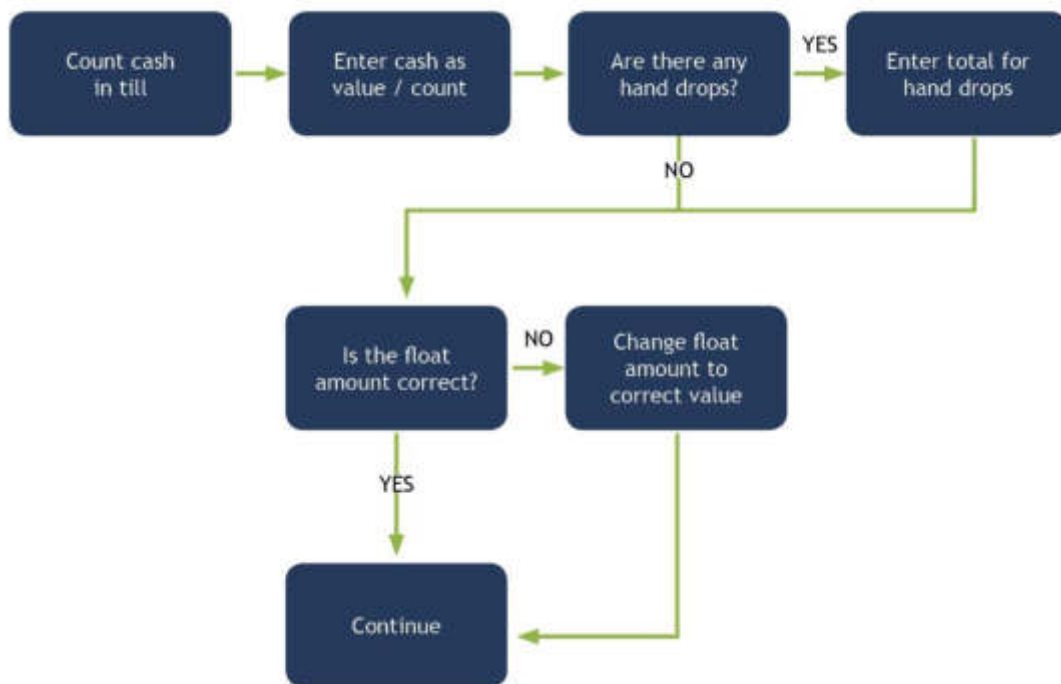
Information to be captured consists of:

- "CIT",
- Dispenser readings (electronically, mechanically and PC pump),
- Debtors,
- Creditors,
- Fuel purchase,
- Card sales, and
- Expenses/payouts.

The Back Office can be used to reconcile the shift. Here the actual figures of the income and expenses can be recorded, and the variances are then calculated by the system. It also allows for comments to explain why there is a difference.

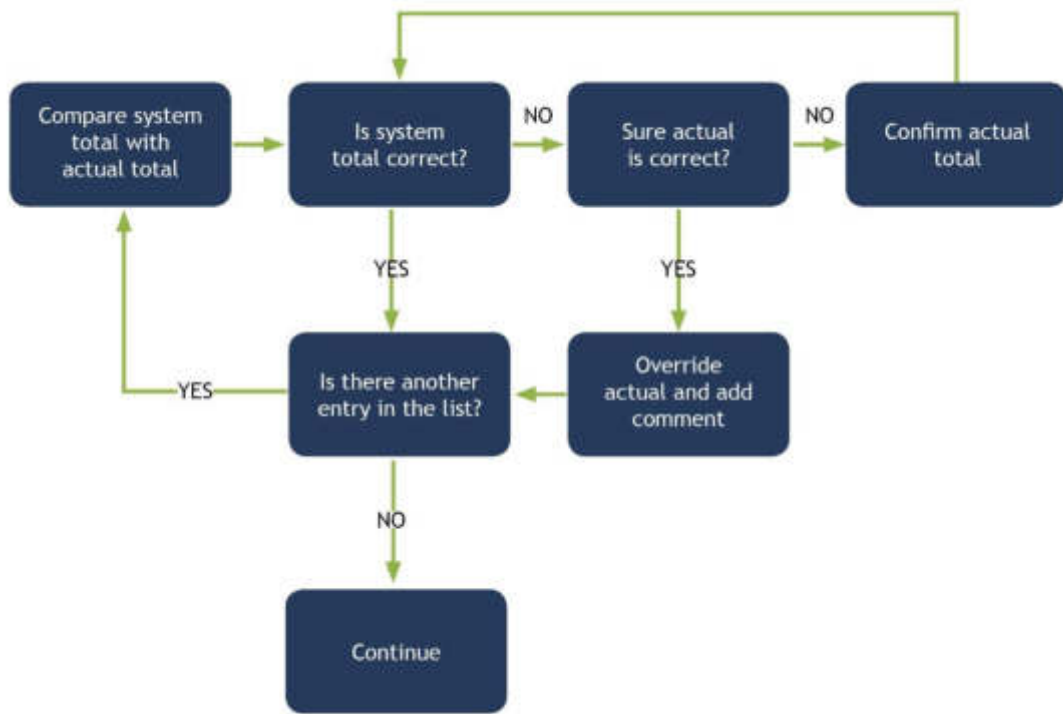


**FIGURE 42:** Cash breakdown

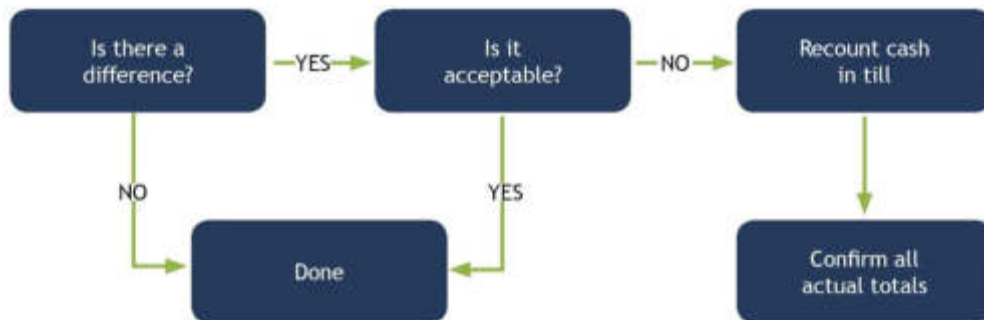




**FIGURE 43: Income and expenses**



**FIGURE 44: Final evaluation**



# ANNEXURE S



## Customer Care Programme





**TABLE 59: Customer care programme**

<b>Customer Service: Forecourt</b>		
<b>Service Standard</b>	<b>Explanation for scoring</b>	<b>Yes/No</b>
Did the forecourt attendant (PA) offer you a polite greeting when it was your turn to be served? (FC)	To score 'yes' for this question, the PA must do ALL of the following: 1. Greet you with a friendly verbal remark e.g., "Hello, how are you today? Welcome to ___ service station ___." Or "Good morning/afternoon/evening" etc.	
Did the forecourt attendant confirm the fuel type and amount purchased before he/she began filling your vehicle?	To score 'yes' for this question, the forecourt attendant must do ONE of the following BEFORE he/she begins pumping your fuel: 1. Confirm the fuel type and litres of your fuel purchase, OR 2. Confirm the (local currency) amount of your fuel purchase.	
Did the forecourt attendant offer other full serve services?	To score 'yes' for this question, the forecourt attendant must offer you at least ONE of the following services: 1. Tire pressure check and/or fill, OR 2. Engine oil level check, OR 3. Windshield reservoir fill, OR 4. Clean the windshield.	
Did the forecourt attendant confirm that your fill was complete?	To score 'yes' for this question, the forecourt attendant must do ONE of the following AFTER they have completed pumping your fuel: 1. Confirm the fuel type and litres of your fuel purchase, OR	

	2. Confirm the (local currency) amount of your fuel purchase.	
Was the forecourt attendant attentive and prompt in serving you? (FC)	To score 'yes' for this question, the forecourt attendant must: 1. Promptly start the transaction, without unnecessary delay, AND 2. Be attentive to you during the transaction.	
Did the forecourt attendant offer you a friendly parting remark? (FC)	To score 'yes' for this question, the forecourt attendant must do ALL the following: 1. Thank you for your purchase, AND 2. Offer a friendly parting remark.	
Was the forecourt attendant who assisted you wearing an authorized name badge? (FC)	To score 'yes' for this question, the forecourt attendant must wear a name badge that can be read by you. 1. It must be worn on the outerwear of the uniform, 2. It may be sewn onto the uniform or jacket, 3. It must not be covered by a sweater, jacket or long hair, 4. It must not cover a company logo on the uniform, and 5. It cannot be handwritten.	
Did the forecourt attendant wear an authorised uniform and were they neat and tidy in appearance? (FC)	To score 'yes' for this question, the forecourt attendant must wear a well-presented uniform that meets the following requirements: 1. It cannot be faded. 2. It cannot be wrinkled. 3. It cannot have holes. 4. It cannot have obvious marks. 5. Uniform shirts must display a logo.	

	6. Logos must be crisp and clear, not faded, cracked or peeling.	
Number of cars on the forecourt	Please note the number of cars that were visible on the forecourt when you arrived at the site.	
Number of forecourt attendants on the forecourt	Please note the number of forecourt attendants that was visible on the forecourt when you arrived at the site.	
<b>Forecourt</b>		
<b>Service standard</b>	<b>Explanation for scoring</b>	<b>Yes/No</b>
Were the fueling area, equipment, trash cans and surrounding areas (including landscaping) clean and properly maintained?	To score 'yes' for this question, ALL the following conditions must be met: 1. The forecourt has less than 2-3 pieces of litter (including cigarette butts), AND 2. There are no recent spills, AND 3. The landscaped areas on the service station are not littered, overgrown or containing dead plants, AND 4. Pump handles, hoses and dispenser skirts are not dusty or greasy, AND 5. Windshield washing buckets contain clean, soapy water, AND 6. Windscreen washing squeegees are in good condition, AND 7. Trash cans on the dispenser islands are not overflowing.	
Did the restroom appear clean and orderly?	To score 'yes' for this question, ALL the following conditions must be met: 1. Trash containers are present and not overflowing, AND 2. The mirror, sink and counter are free of recent spots or dirt, AND	

	<ol style="list-style-type: none"> <li>3. The floor is dry and is free of litter or dirt, AND</li> <li>4. The restroom should not have any unpleasant odors, AND</li> <li>5. The toilet should appear to be regularly checked and cleaned by the service station.</li> </ol>	
<p>Was the restroom appropriately stocked?</p>	<p>To score 'yes' for this question, ALL the following conditions must be met:</p> <ol style="list-style-type: none"> <li>1. Water, soap powder, paper roll or a hand dryer and rubbish bin must all be available, AND</li> <li>2. If using a rubbish bin as a sanitary bin, then it must be lined and have a lid, AND</li> <li>3. The toilet roll may be available at request from the counter, AND</li> <li>4. If the restroom has a hand drying machine, it must be in working order.</li> </ol>	
<p>Was there a restroom/toilet/banos available?</p>	<ol style="list-style-type: none"> <li>1. If there is no customer restroom at the service station, mark all questions in the restroom section N/A. Comment: "There is no customer restroom at this service station."</li> <li>2. If there is a customer restroom but it is unavailable (e.g., out of order, closed for maintenance, etc.) this question should be marked as NO and the rest of the questions in this section N/A. Comment: "The restroom was unavailable due to..."</li> </ol>	

**Customer Appreciation**



Service standard	Explanation for scoring	Yes/No
<p>Would you recommend this service station to your family and friends?</p>	<p>Please answer on a scale of 0 to 10, where 0 means extremely unlikely and 10 means you are extremely likely to recommend this site.</p> <p><b>SCORE SUMMARY:</b></p> <ul style="list-style-type: none"> <li>• 9-10: Customers are likely to recommend your service station to 5 people.</li> <li>• 5-8: Customers are likely to shop around other service stations in your area.</li> <li>• 1-4: Customers are likely to complain about your service station to 10 people.</li> </ul>	
<p>Did your experience make you feel appreciated and valued as a customer?</p>	<p>These are actions that show the forecourt attendant is genuinely interested in customers giving preferential treatment above the minimum standard of customer service.</p> <p>Some examples of actions that may make you feel appreciated and valued are:</p> <ol style="list-style-type: none"> <li>1. Looked happy on the job and when serving customers,</li> <li>2. Was very friendly,</li> <li>3. Offered additional help beyond what you expected,</li> <li>4. Was competent and thorough when attending your car,</li> <li>5. Recognized you if you are a regular customer, and</li> <li>6. Made you feel familiar with the service station.</li> </ol>	

	<p>7. Walked to your vehicle quickly to serve you.</p> <p>8. Displayed team work to serve customers faster, showed genuine interest etc.</p>	
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# ANNEXURE T

## Operational Survey Standard



## **OPERATIONAL SURVEY STANDARD**

### **1. Service Station Presentation Standards**

This survey focuses primarily on the cleanliness and maintenance of the service station, both on the forecourt and in the convenience store - ensuring all the sites are presented to the required standard.

### **2. Brand Standards**

Consistency in valuing and protection of the brand and image must be upheld.

### **3. Security Standards**

This standard measurement ensures that the security principal is met.

### **4. Environmental Health and Safety Standards**

It is imperative that the legal requirements are maintained and enforced.

### **5. Promotion Standards**

This survey, which measures the periodical promotion, formats institute by the Franchisor on a national and regional base.

### **6. Merchandising Standards**

This survey ensures that customers always find needed products consistently at the right price and is presented properly.

### **7. Food Safety Standards**

This survey covers the issues regarding a fresh, appealing, and safe food offering and will maintain food safety levels and compliance within health and safety regulations.



**TABLE 60: Operational survey**

PUMP ISLANDS		YES	NO
1	<p><b>Forecourt safety signs - Safe</b></p> <p>Check for 1. "No smoking". 2. "No cell phones". 3. "Stop Engine Running" 4. "No open flames" signage at each pump island column. The sign must be approved by the oil company.</p> <p>Mark this question NO if one or more pump islands do not have the safety sticker, one or more pump islands has a safety sticker, but it does not advise of the correct things. Some sites may have the individual stickers, one below the other, while other sites will have the new decal with all the signs on one sticker.</p>		
2	<p><b>Windscreen washers - Clean</b></p> <p>There should be clean or soapy water in all windscreen washer buckets. Water can be grey but not black.</p> <p>This question applies to all sites and cannot be marked N/A.</p>		
3	<p><b>Windscreen washers - Operational</b></p> <p>There should be a black windscreen squeegee in every windscreen bucket (one bucket for every two pump islands). The squeegee should be in a good condition and the bucket must have water in it.</p> <p>This question applies to all sites and cannot be marked N/A.</p>		
4	<p><b>Watering can - Oil company approved.</b></p> <p>There should be one black watering can for every two pump islands.</p> <p>This question applies to all sites and cannot be marked N/A.</p>		
5	<p><b>Paper towels - Operational</b></p> <p>There should be paper or a clean towel available for every two pump islands.</p> <p>Sites located in high crime areas may have paper towels kept with the cashier in store or in the attendant's kiosk. The paper towel, however, MUST be accessible to staff on the forecourt.</p>		
6	<p><b>Air hoses - Clean</b></p>		

	<p>The air hose must be clean. The unit should be free of obvious dirt or dust.</p> <p>If there are customer instructions, this should be legible and clean.</p>		
7	<p><b>Air hoses - Operational</b></p> <p>Air hose must be working and neatly coiled if not being used.</p> <p>Mark the question NO if the hose is out of order and/or if it's not neatly stored.</p>		
8	<p><b>Pump islands - Rubbish bins - Clean</b></p> <p>The rubbish bins should be clean. There should be no spills down the exterior of the bin.</p> <p>The rubbish bin at or close to the pump island should be clean.</p>		
9	<p><b>Pumps - Clean</b></p> <p>The pumps should be clean. This includes: 1) Pump islands 2) Pump nozzles 3) Pump handles 4) Pump displays 5) Pump hoses 6) Pump bodies. There should be no stickers (unauthorized) signs on pumps.</p> <p>There should be no obvious dirt, dust, or oil.</p>		
10	<p><b>Pumps - Operational</b></p> <p>The pumps should be well maintained, operational and no damages. This includes: 1) Pump Islands 2) Pump Nozzles 3) Pump Handles 4) Pump Displays 5) Pump Hoses 6) Pump Bodies. Please also check the spreaders and wedges for damage.</p> <p>Check especially for torn/faded pump decals. There should be no broken lanterns. The spreader/wedges should not be damaged.</p>		
11	<p><b>Fire extinguisher - Operational</b></p> <p>The extinguisher must be within the useful/expiry date. Check if it was done within a 12-month period from today's date.</p> <p>Check all the extinguishers for the service dates. This should also be recorded in the HES register. If the date of the next service has expired or you are unable to find a service date, mark No and explain in comments. Fire extinguishers must be serviced annually.</p>		
12	<p><b>Fire extinguisher - Safe (Hardware)</b></p> <p>The service station must meet the oil company's minimum standard requirement for fire extinguishers, which are one per dispenser island and one per store. The extinguishers do not necessarily have to be on</p>		

	the pump island, but the number must correspond with the number of pump islands. The fire extinguishers must be kept near the door. The service station must have dry powder extinguishers and the service documentation must be up to date.		
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FORECOURT AREA		YES	NO
13	<p><b>Canopy - Operational</b></p> <p>Canopy lights should be in working order and not damaged. Ask the manager/retailer to switch on the lights if they are not on. Check whether the lights are working. If any lights are out of order, please indicate the amount and where they are situated, relative to the pump numbers and mark the question.</p> <p><b>Comment:</b></p>		
14	<p><b>Forecourt - Clean</b></p> <p>The forecourt is clean, tidy, well maintained, free of major spills and rubbish. Check the overall forecourt. There should be no obvious old rubbish. The entrance and exit area should be clean, tidy, and free of weeds. Forecourt's paving should not be damaged.</p>		
15	<p><b>Forecourt lubricants merchandiser - Oil company approved (Oil dispenser)</b></p> <p>What type of forecourt oil dispenser does this service station have?</p>		
16	<p><b>Forecourt lubricants merchandiser - Oil company approved.</b></p> <p>No top-up lubricants other than oil company approved brands should be sold on the forecourt such as engine cleaner, brake fluid, transmission fluid and anti-freeze. If no lubricants are sold or merchandised, then mark N/A. Mark the question <i>YES</i> if there are no opposition oil products sold on the forecourt. Mark the question <i>NO</i> if there are signs of opposition oil products.</p>		
17	<p><b>Forecourt Lubricants Merchandiser - Clean</b></p> <p>The lubes/oil display and shelf must be clean and free of dust and oil spills. This includes product and shelving, if no lubricants merchandised, mark N/A.</p>		

FORECOURT AREA		YES	NO
18	<p><b>Forecourt area - Operational</b></p> <p>The service station should have a spill kit to clean up oil spills. Does the service station kit contain an Entrec floor sweep, Tough Wash, Envirowash, broom, scoop, and user's manual?</p> <p>Ask the retailer if the service station has a spill kit containing the mentioned items. The kit must be accessible to all staff in the event of a spill. If the site has no kit, mark <i>NO</i>. If the site has a kit containing all products, mark as <i>YES</i>.</p>		
19	<p><b>Safe - Safe (INFO)</b></p> <p>Ask the retailer/manager if night drops (fuel/diesel drop-offs) are made to the service station.</p> <p>If night drops are made to the service station, then mark <i>YES</i>. If no night drops, mark <i>No</i>. This question is for information only.</p>		
20	<p><b>Supervisor - Safe: Training</b></p> <p>Ask the retailer/manager if the service station has a supervisor in attendance on each shift if delivery of fuel/diesel is being made.</p> <p>Mark <i>YES</i> if he/she can identify such supervisors.</p>		
21	<p><b>Filling Points - Safe</b></p> <p>Physically check all dip and filler points. All must clearly identify a tank number, size and product therein. This will either consist of a collar sign around the filler pipe or a cast-iron plaque on the manhole at the filler point. If one identification marker is missing, then the whole question will be marked <i>NO</i>. Check that the dip points are locked &amp; clean, so the fuel description can be clearly seen. Dip points should always be locked, except when physically busy with drops or dipping. Check that the receiving points are labelled accordingly, colour-coded and padlocked. If not, mark <i>NO</i> and comment.</p> <p><b>Comment:</b></p>		
22	<p><b>Forecourt area - Safe (Dipsticks)</b></p> <p>The service station should have the correct dipsticks for each size tank installed. Tank Size is indicated at the filler and dip points.</p>		



FORECOURT AREA		YES	NO
	Check the different tank sizes at the dip/filler points. E.g., If one tank is 9 cubic meters, and the other two 4 cubic meters, then the service station should have a dipstick long enough to take dips in 9 and 4 cubic meter tanks. If a universal dipstick is used for all tanks (measured in centimeters), check if a conversion table is available and used.		
23	<b>Forecourt attendants - Safe</b> There should not be anyone smoking on the forecourt, including customers. Smoking areas should be adhered to.		
24	<b>Forecourt attendants - Safe (Cellphone)</b> There must not be any forecourt attendants with active (switched on) cell phones. If any staff is observed on the forecourt with active/switched on cell phones, then mark this question <i>No</i> and comment. <b>Comment:</b>		

PERIMETER		YES	NO
25	<b>Forecourt area - Safe (Hydrocarbons)</b> There should be no traces of hydrocarbons (petrol, diesel, used oil, etc.) or used containers of these products being dumped on the service station or properties adjacent to the facility. Mark the question <i>NO</i> if you see any signs of dumping petrol, diesel or used oil or containers on the service station or adjacent site.		
26	<b>Garden sign - Clean</b> If the service station has a garden sign, it must be clean. The garden sign may be mounted against the wall or found free-standing on the forecourt.		
27	<b>Garden Sign - Operational</b>		

PERIMETER		YES	NO
	<p>The unit must not be broken. There should be no broken panels, and if lit, no unlit sections. The garden sign should be visible. The promotional material should be clean and intact.</p> <p>If the site has no garden sign, then the question should be marked N/A.</p>		
28	<p><b>Garden Sign - POP Correct</b></p> <p>The poster should either display a current promotional offer or the generic oil company poster relating to lubricants, or current oil company/retailer's competition. There should be no unauthorized garden sign POP displayed in the perimeter. The garden sign should not be empty, if present.</p> <p>If this service station does not have a garden sign, then mark the question N/A.</p>		
29	<p><b>Gardens - Clean</b></p> <p>The garden and/or pot plants should be kept free of rubbish and litter. Check the garden area. There should be no obvious litter. Pot plant containers should be painted light grey. If the service station has no garden area or pot plants, then mark this question N/A.</p>		
30	<p><b>Drains - Clean</b></p> <p>Check all drains within sight, preferably closest to store entrance. Drains must be clear of rubbish.</p> <p>If the drain is completely clear or has minimal leaves/debris, but water can flow, mark the question Yes.</p>		
31	<p><b>Drains - Safe</b></p> <p>Drains must have protective grates covering them.</p>		
32	<p><b>Drains - Operational</b></p> <p>Drains should not be blocked and overflowing.</p>		
33	<p><b>Oil/Water Separator - Safe</b></p> <p>The oil/water separator must be clean and there must be a record of waste disposal (found in the HES register). There should be no oil sheen on the water in the second and third chamber.</p>		

PERIMETER		YES	NO
	Ask the retailer or manager to show you the oil/water separator. The manhole cover must be lifted. You will see three chambers; the first chamber will have oil in it (mostly) the second and third chambers should have very little or no oil. If there is oil in the second and third chambers, then mark the question No. If the service station has no oil/water separator then mark the question N/A.		
34	<p><b>Rubbish area - Clean.</b></p> <p>If the rubbish area is within the customer's view, it must be clean, tidy and well maintained.</p> <p>The service station should have a refuse disposal area/room; this is sometimes located behind the store. If there is no room, please check for the big refuse disposal bin/bags. This question is applicable to all service stations. This question cannot be marked N/A.</p>		

RESTROOMS		YES	NO
36	<p><b>Restroom - Clean</b></p> <p>This question relates to customer toilets only. The toilet and sink areas must always be clean. The restroom must be free of unpleasant odors.</p> <p>If the service station has no customer toilets (public toilets) then mark this question N/A.</p>		
37	<p><b>Restroom - Operational</b></p> <p>This question relates to customer toilets only. The following must be available in the toilet area: toilet paper, rubbish bin and sanitary bin (not overflowing). Lights and door locks must be operational. If there is a hand-dryer it must be in good working condition. The mirror must not be cracked, scratched, or broken.</p> <p>If the service station has no customer toilets (public toilets) then mark this question N/A.</p>		

CONVENIENCE STORE APRON		YES	NO
38	<b>Service station ID Sign - Oil company approved.</b>		

CONVENIENCE STORE APRON		YES	NO
	The store must display a sign at the door advising customers of in-store facilities. The decal can display the trading hours, credit cards and business trading name, etc.		
39	<p><b>ATM store service - Clean</b></p> <p>ATM machines must be kept clean.</p> <p>The ATM machine may be outside or inside the store. Check the machine. If the service station does not have an ATM, please mark the question N/A.</p>		
40	<p><b>ATM store service - Operational</b></p> <p>ATM must be working.</p> <p>The ATM machine may be outside or inside the store. If the service station does not have an ATM, please mark the question N/A.</p>		
41	<p><b>Pay phone - Clean.</b></p> <p>Pay phones must be kept clean.</p> <p>The public phone may be situated inside or outside the store. If this service station does not have a public phone, please mark this question N/A.</p>		
42	<p><b>Pay phone - Operational.</b></p> <p>Pay phone must be working.</p> <p>The public phone may be situated inside or outside the store. If this service station does not have a public phone, please mark this question N/A.</p>		
43	<p><b>Retail area - Window - Clean</b></p> <p>The storefront glass windows must be clean and free of marks.</p>		
44	<p><b>C-Store apron window - Oil company approved.</b></p> <p>Convenience store windows should display authorized window signage only. Only authorized signs have the oil company's logo on it. Windows should be clear of any other promotional posters, pictures, notices, advertisements, etc. A clear window policy should be adhered to. Current authorized stickers/signs:</p> <ul style="list-style-type: none"> <li>• Any signs with the oil company's logo printed thereon.</li> </ul>		

CONVENIENCE STORE APRON		YES	NO
	<ul style="list-style-type: none"> <li>Any other required signage supplied by the oil company, e.g., in-store facilities sign and security signs.</li> <li>Any municipal required signage e.g., fire clearance certificates.</li> <li>Any signage advertising in-store services/facilities e.g., airtime available (Vodacom, etc.), Lotto, ATM, etc.</li> </ul>		
45	<b>C-Store apron window - Safe</b> No broken window or door glass. Door in good working condition.		

LUBRICANT BAY		YES	NO
46	<b>Lube bay - Safe</b> There should not be any signs of oil spills/used oil in the workshop. If there are signs of oil spillage, mark the question No and comment. If the service station has no workshop, then mark this section N/A.		
47	<b>Lube bay - Approved.</b> Is there lube/oil in the workshop? If there is no oil company lubes/oil in the workshop, then mark the question No, and comment which products were present. If the service station has no workshop, then mark the question N/A. <b>Comment:</b>		
48	<b>Lubricant bay - Clean</b> The lubricant bay must be clean. Doors, walls, and ceilings must be clean and painted. Windows must be clean, and the floors must be degreased. Floors should be clean from fresh oil stains, grime, and grease.		
49	<b>Lubricant bay - Operational</b> The lubricants bay must be operational. Lights and switches must be in working order. Windows should not be broken and no tube lights missing.		

FOOD SERVICE COUNTER		YES	NO
50	<p><b>Coffee machine - Clean</b></p> <p>The coffee machine must be clean and free of spills.</p> <p>Check whether they have a coffee machine and whether it is clean.</p> <p>A service station without a coffee machine should be marked as N/A.</p>		
51	<p><b>Coffee machine - Operational</b></p> <p>The coffee machine must be working.</p> <p>If a coffee machine is present, but not working, then mark this question <i>NO</i>. A service station without a coffee machine should be marked as N/A.</p>		
52	<p><b>Utensil's condiments - Operational</b></p> <p>If you had to make a hot drink all the necessary items such as sugar, cups, stirrers etc., must be available and there should be enough left for the next person to make a hot drink.</p> <p>If no cup dispenser is present on the machine, check the availability of cups. If the store does not sell coffee/tea, then mark this question N/A.</p>		
53	<p><b>Utensils, condiments - Clean</b></p>		
54	<p><b>Microwave - Clean</b></p> <p>The microwave must be clean.</p> <p>If the store has no microwave, then mark this question N/A.</p>		
55	<p><b>Microwave - Operational</b></p> <p>The microwave must be well maintained and in working order.</p> <p>If the service station has no microwave, please mark this question N/A.</p>		
56	<p><b>Ambient unit - Clean</b></p> <p>The ambient unit should be free of marks, debris, food spills, sticky marks, and bugs. Glass doors should be clean.</p> <p>This is a unit to keep items such as sandwiches, muffins, etc. at ambient temperature (room temperature). If the service station does not have an ambient unit, please mark the question N/A.</p>		
57	<p><b>Ambient unit - Stock condition</b></p>		

FOOD SERVICE COUNTER		YES	NO
	<p>The products should be of good quality - e.g., no rusty items, faded or torn labels, damaged products, or damaged packaging. Products should be clean.</p> <p>If the service station has an ambient unit, products therein should be of good quality. If the service station does not have an ambient unit, then mark this question N/A.</p>		
58	<p><b>Ambient unit - Food safety</b></p> <p>All stock displayed should be within its current use by date. Advise the retailer/manager to remove or replace the stock with expired dates. Ensure that the FIFO system of stock rotation is used (First in, first out).</p> <p>If there are any fresh muffins or sandwiches displayed in the unit, please ask the manager/retailer for the bake-off schedule. If these products are on display after one and a half days after the date of being baked or made, please mark the question <i>No</i> and explain in comments. If fresh products are being made, but there is no bake-off schedule, then mark the question <i>No</i>. If the service station sells pre-packed food and it is kept in the ambient unit, then check the dates on the product. If the date has expired, then mark the question <i>No</i>. Service stations selling pre-packed pies (Pieman's Pies), will not display an expiry date on the package, and the question should be marked N/A. If the service station has no ambient unit, then mark the question N/A.</p>		
59	<p><b>Pie warmer - Clean</b></p> <p>The pie warmer should be free of marks, debris, food spills, sticky marks, and bugs. Glass doors should be clean.</p> <p>If the service station has no pie warmer, please mark this question N/A.</p>		
60	<p><b>Pie warmer - Operational</b></p> <p>Must be working. The glass should be in good condition, no cracked or broken glass.</p> <p>If the service station has no pie warmer, then mark this question N/A.</p>		
61	<p><b>Pie warmer - Safe (Hardware)</b></p>		

FOOD SERVICE COUNTER		YES	NO
	<p>The unit must be at the correct temperature of a minimum between 63 and 65 degrees and/or slightly higher or lower by 1 degree.</p> <p>Check the pie warmer temperature at different intervals during your time on the site. The temperature may fluctuate as the pie warmer is opened and closed but should during your visit on the service station reach the ideal temperature of between 63 and 65 degrees. If after checking the pie warmer at different intervals and the temperature did not reach the correct standard temperature, then mark the question <i>NO</i>. If the service station does not have a pie warmer, please mark the question N/A.</p>		
62	<p><b>Pie warmer - Safe</b></p> <p>The pies displayed in the unit must be fresh. Some sites may bake pies freshly while other service stations will have pre-packed pies. Service stations that bake freshly, ask the manager/retailer for the baking schedule. If fresh products are baked without a specific schedule, then mark the question No. If these products are on display after one and a half days after the date of being baked, please mark the question No and explain in the comments. Service stations selling pre-packed pies (Piemans Pies), will not display an expiry date on the package, and the question should then be marked N/A. If this service station has no pie warmer, please mark the question N/A.</p>		
63	<p><b>Rubbish bin - Clean.</b></p> <p>Bin must be clean and not overflowing.</p> <ul style="list-style-type: none"> <li>If this service station has a convenience store, then the bins should be checked inside the store. If the service station has no store, this question should be marked N/A.</li> </ul>		
64	<p><b>Hand basin - Clean</b></p> <p>If there is a hand basin in the food preparation area, it must be clean and free of rubbish.</p> <p>If this service station does not have a food preparation area, please mark the question N/A.</p>		
65	<p><b>Cleaning products - Food safety</b></p>		



FOOD SERVICE COUNTER		YES	NO
	All cleaning chemicals must be stored away from the food preparation area(s).		

RETAIL AREA		YES	NO
66	<p><b>Ceiling tiles - Clean</b></p> <p>Ceiling tiles must be clean and free of dust/marks/water stains. If this service station has no convenience store, then this question can be marked N/A.</p>		
67	<p><b>Ceiling lights - Clean</b></p> <p>Ceiling lights must be clean and free of dust and bugs. If the service station has no convenience store, then marks the question N/A.</p>		
68	<p><b>Ceiling lights - Operational</b></p> <p>Ceiling lights must be working. If the service station has no convenience store, then this question must be marked N/A.</p>		
69	<p><b>Air conditioning - Clean</b></p> <p>Air conditioning vents/grills must be clean and free of dust. If the service station does not have any air conditioning, please mark the question N/A.</p>		
70	<p><b>Air conditioning - Operational</b></p> <p>The air conditioning must be working. The temperature should be set between 18-23 degrees. If the service station does not have air conditioning, please mark the question N/A.</p>		
71	<p><b>Pelmet - Clean</b></p> <p>The Pelmet graphics (wave signage) must be clean and free of bugs etc.</p>		
72	<p><b>Pelmet - Operational</b></p>		

RETAIL AREA		YES	NO
	If the Pelmet graphics at this service station are lit, then the lights behind the panels must be working. If there is no light behind the panel, please mark the question N/A.		
73	<p><b>Floors - Clean</b></p> <p>The visible floor must be clean and free of spills and rubbish, including the floor area under the shelving.</p> <p>If the service station has no convenience store, then this question must mark N/A.</p>		
74	<p><b>Freezer - Stand-alone - Clean (1)</b></p> <p>If there is a stand-alone ice freezer, please check that it is clean without any major ice build-up.</p> <p>If the service station does not have a stand-alone ice freezer, please mark the question N/A.</p>		
75	<p><b>Freezer - Stand-alone - Operational</b></p> <p>The freezer must be working and at the correct temperature between -18 and -22 degrees. A degree either way is acceptable.</p> <p>The temperature gauge may be found at the back of the freezer next to the vents. If the freezer has no temperature gauge or has a manual setting dial (showing temperature settings at 1,2,3, etc.) then check whether the freezer is working, indicated by the light showing on/off status. If the light is on, then also mark the question Yes.</p>		
76	<p><b>Freezer - Ice cream - Operational</b></p> <p>The freezer must be working and at the correct temperature: -18 and -22 degrees. A degree, either way, is acceptable. The temperature gauge may be found at the back of the freezer next to the vents. If the freezer has no temperature gauge or has a manual setting dial (showing temperature settings at 1, 2, 3 etc.) then check whether the freezer is working, indicated by the light showing on/off status. If the light is on, then also mark the question Yes.</p>		
77	<p><b>Promotional hardware - Oil Company Approved</b></p> <p>All promotional hardware (first- and second-generation shelving, etc.) must be in good condition. The store should not have any unapproved supplier stands/dump bins (approval of shelf displays are</p>		

RETAIL AREA		YES	NO
	communicated via Shoptalk.) If the hardware is not listed in Shoptalk for the month, then it's unapproved. This covers all hardware not checked individually in other questions.		
78	<b>Retail area - POP correct</b> The store should not have any unapproved supplier POP/hanging POP stickers or decals. This applies to floor, fridges, chillers, and shelves.		
79	<b>Price strips - Oil company approved.</b> There should not be any hand-written POP or signage in the store.		
80	<b>End Cap 1 - Oil company approved.</b> Hardware must be approved by the oil company and be in good condition. End Cap 1 should be the most prominent display when the customer enters the store - generally closest to the door. There should be no handwritten labels, price information labels or stickers. Not all service stations have 3 gondolas. Those sites with only two gondolas have permission to use one of the back ends as an end cap for promotions. Please explain in detail if the site uses a back end as a third end cap and check the promotion accordingly.		
81	<b>End Cap 1 - Clean</b> The end cap must be clean.		

STOREROOM		YES	NO
82	Storeroom should be clean, organized, and tidy. Boxes should be off the floor and raised either on shelves or on pallets. If the service station has no storeroom, then this question should be marked N/A. Storeroom doors must be closed except when a staff member is entering or exiting. If the storeroom has a security gate that is locked, but the door leading to the storeroom is open, then still mark the question YES. If the service station has no storeroom, this question should be marked N/A.		
CHILLER		YES	NO
83	<b>Chiller door</b>		

STOREROOM		YES	NO
	<p>If the site has an unbranded chiller or chillers (with no Coke branding) there should be at least one full fridge door or half a fridge door of Pepsi cool drink in the chiller. If no Pepsi can be found in the chiller, then mark the question as <i>No</i>. Sites with Coke branded chillers will not have Pepsi displayed in the chiller. If this site only has Coke-branded chillers, then mark the question N/A and give the reason in comments.</p> <p>The following variants are all part of the Pepsi cooldrink range: Pepsi, Diet Pepsi, Mountain Dew, Miranda Orange, 7 Up. They are available in 340ml cans, Buddy Bottles (500ml) and 2L.</p>		
84	<p><b>Open chiller - Clean</b></p> <p>The open chiller must be clean and tidy.</p> <p>This is where dairy products and sandwiches are normally kept. If the service station has no open chiller, then mark this question N/A.</p>		
85	<p><b>Chiller - Operational (fronted and faced)</b></p> <p>The chiller products must be fronted and faced. If more than one product has fallen over or is upside down or faced back to front, then mark the question <i>No</i>.</p>		

COUNTER AREA		YES	NO
86	<p><b>Countertop - Clean</b></p> <p>The point-of-sale counters must be clean.</p> <p>If the site has no convenience store, then this question must be marked N/A.</p>		
87	<p><b>Tobacco back wall dispenser</b></p> <p>The tobacco displayed on the tobacco back wall unit. A picture displaying the tobacco layout on the shelves should be stuck to the back-wall unit where the tobacco is kept. If the planogram (picture layout) is not on the wall, then mark this question NO.</p> <p>This question only checks whether the planogram is present and displayed where it should be.</p>		
88	<p><b>Counter area - Safe</b></p>		

COUNTER AREA		YES	NO
	<p>1) Staff should have a clear vision of people approaching the door.</p> <p>2) If the service station has the facility to lock the door from behind the point of sale, it should be easily accessible and working.</p> <p>This question applies to all service stations with a convenience store.</p>		

OFFICE		YES	NO
89	<p><b>Register documentation - Safe: Documentation.</b></p> <p>The retailer must be using the HES register either in hard copy (lever arch file) or electronic copy (CD) provided by the oil company HES department.</p> <p>If no file or CD with forms, mark <i>NO</i>. The file should be accessible to all staff, if office is locked and file cannot be accessed, mark the question <i>NO</i>.</p>		
90	<p><b>Emergency response plan - Safe</b></p> <p>The service station must have a <b>CURRENT</b> emergency response plan that is accessible to staff.</p> <p>If the site does not have an emergency response plan, please mark the question No and explain in comments. If the emergency response plan is not accessible, then mark the question <i>NO</i>.</p>		
91	<p><b>First aid kit - Safe</b></p> <p>The service station must have an approved first aid kit available. The first aid kit must be checked every month. The kit must contain the minimum first aid equipment required. (No kit, mark NO). The minimum items to be contained in the kit are latex gloves, eye drops, antiseptic ointment, plasters, cotton wool, burn dressings, bandages, a CPR mouthpiece, non-allergenic adhesive strip, adhesive dressing strips, gauze swabs, wound dressing, safety pins, scissors, etc.</p> <p>The contents should be current. If there is expired stock in the kit, please mark the question NO and explain in comments. The kit must be accessible to all staff. If the office is locked, then mark the question <i>NO</i>.</p>		
92	<p><b>Monthly dispenser records safe - Safe: Documentation</b></p>		

OFFICE		YES	NO
	<p>Is the retailer recording his monthly dispenser records in the HES register? Check the HES register for this form and if it has been completed and the last date is the previous month, then mark the question YES.</p> <p>If the monthly dispenser records are not completed, then mark the question NO. This question is for information only, this month.</p>		
93	<p><b>Material safety data sheet - Safe</b></p> <p>Check to see if at least one MSDS (material safety data sheet), relating to a product dispensed (diesel or fuel) by the retailer is physically on the service station.</p> <p>The MSDS should be accessible. Ask the retailer or manager to see the sheet. If the service station does not have one, mark <i>NO</i>.</p>		
94	<p><b>Daily reconciliation graphs - Operational</b></p> <p>Is the retailer reconciling wet stock daily? (Accumulative Fuel Records). Confirm by sighting either the previous day's completed reconciliation form (if the site is using manual reconciliation), or the excel spreadsheet for automated sites. This is a visual check by the evaluator to see if the activity is being conducted daily.</p> <p>This refers to the accumulative fuel records. It should be current. Should the previous day's records not be completed, then mark this question <i>NO</i>.</p>		
95	<p><b>Daily reconciliation graphs - Safe</b></p> <p>Is the retailer reviewing the fuel reconciliation data to identify loss/gain trends and escalating unfavorable variances? The fuel reconciliation data must be reviewed to identify loss/gain trends.</p> <p>This question refers to accumulative fuel records. The record should clearly indicate any losses/gains. If not, then mark the question <i>NO</i>.</p>		
96	<p><b>Cleaning chart - Operational</b></p> <p>The service station must be completing a cleaning checklist, with duties, as required. This form should be visible and utilized.</p> <p>If you cannot view the checklist or it is not being utilized, please mark the question <i>NO</i> and explain in the comments.</p> <p><b>Comments:</b></p>		

OFFICE		YES	NO
97	<p><b>Accident register - Safe</b></p> <p>The service station must have a logbook or incident/accident register (record HES, security, wet stock leakage or another key incident).</p> <p>If the site does not have an accident/incident register, please mark the question <i>NO</i> and explain in the comments.</p> <p><b>Comments:</b></p>		
98	<p><b>CCTV System - Safe</b></p> <p>There must be camera surveillance signs and stickers displayed where the public can see them. If the site has CCTV it must be operational. The CCTV system should be the oil company approved unit. If the site has CCTV but not working, then mark this question <i>NO</i>. If the service station has no CCTV system, then mark the question <i>N/A</i>.</p>		
99	<p><b>Safe - Safe</b></p> <p>There should be a sign displayed on the safe or in the store on the convenience store window advising the public that the cashier does not have access to it.</p>		
100	<p><b>Spill prevention training - Safe: Training</b></p> <p>The retailer must have records available of staff that has done spill prevention training for spills or over fills. If the office is locked, and documents cannot be accessed then mark the question <i>NO</i>.</p>		
101	<p><b>Visitor book documentation - Safe: Documentation</b></p> <p>Is the visitor book in place and are all the oil company, service providers, contractor visits etc. being recorded in this section of the HES register?</p> <p>If the office is locked and documents cannot be accessed, then mark the question <i>NO</i>.</p>		

OFFICE		YES	NO
102	<p><b>Hardware - Safe</b></p> <p>The retailer should provide the delivery supervisor with PPE (Personal Protective Equipment), such as gloves, when he/she is taking dips of tanks. The gloves are generally green in color made from a nitrile material.</p>		



# ANNEXURE U

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National Promotions and Product  
Promotions / Suggested Ideas  
Advertising and Promotions





**Table 61: Promotional Strategy**

MONTH	PROMOTION	PLANNING	APPROX COST	OBJECTIVE
JUNE	1 - Int Children Day	Visit Local School - Lucky Packets Sponsor	R 5 000	Brand building / increased awareness and sales
	5 - World Environmental Day	Awareness - clean up neighbourhood		
	14 - World blood donor Day	Request staff to donate blood		
	16 - Youth Day	69 minutes of kindness		
	21 - Father's Day	Promotion Gifts for fathers		
JULY	2 - World UFO Day	Oil Promo 500ml & Shop	R 1 500	Brand building / increased awareness and sales
	18 - Mandela Day	Promotional Gift Items		
AUGUST	Friendship day first Sunday	Oil Promo 500ml & Shop	R 2 500	Brand building / increased awareness and sales
	9 - National Womans Day	Promotional special in shop		
	29 - National Sports Day	Sponsor a local sports team		
SEPTEMBER	3 <sup>rd</sup> - Secretary Day	Flower give away	R 2 500	Brand building / increased awareness and sales
	4 <sup>th</sup> - Casual Day	Participate in fund raising activities		
	24 <sup>th</sup> - Heritage Day	Staff wear heritage clothing		
	29 <sup>th</sup> - Int Coffee Day	Promo on Coffee related products		
OCTOBER	4 <sup>th</sup> - World animal day / Oil Prom 500ml & Shop	Outreach programs	R 3 500	Brand building / increased awareness and sales
	16 <sup>th</sup> - World food day	Promote Healthy Foods		
	31 <sup>st</sup> - Halloween 31	Promo on Candy / Candy Give Away		
NOVEMBER	1 <sup>st</sup> SAT - Children's Day	Outreach / Donation Local School	R 6 000	Brand building / increased awareness and sales
	19 <sup>th</sup> - World Toilet Day	Lucky Draw / Shopper Loyalty		



































<b>DECEMBER</b>	World Aids Day 1 / Day of Reconciliation	Awareness and Testing	R 5 000	Brand building / increased awareness and sales
	16 <sup>th</sup> - Day of Reconciliation	Public participation		
	25 <sup>th</sup> - Christmas Day	Festive Hamper Lucky Draw		
	26 <sup>th</sup> - Day of Goodwill	Oil Promo 500ml & Shop		
	31 <sup>st</sup> - New Year's Eve			
<b>JANUARY</b>	31 <sup>st</sup> - Street Children's Day	Outreach Promo 500ml & Shop	R 1 750	Brand building / increased awareness and sales
<b>FEBRUARY</b>	4 <sup>th</sup> -Cancer Day	Shave a thon at the service station - Donation to CANSA	R 1 250	Brand building / increased awareness and sales
	14 <sup>th</sup> - Valentine's Day	Promotional Gift Items		
<b>MARCH</b>	21 <sup>st</sup> - Human Rights Day	Awareness	R 2 000	Brand building / increased awareness and sales
	22 <sup>nd</sup> - World Water Day	Special on water products / Free to clients		
<b>APRIL</b>	1 <sup>st</sup> - April Fool's Day	Shopper Loyalty / Funny Lucky Draw	R 6 000	Brand building / increased awareness and sales
	6 <sup>th</sup> - Family Day	Awareness		
	22 <sup>nd</sup> - Earth Day	Awareness		
	27 <sup>th</sup> - Freedom Day	Competition and Lucky draw		
	28 <sup>th</sup> - World Safety Day	Awareness		
	29 <sup>th</sup> - International Dance Day	Price give away		
<b>MAY</b>	1 <sup>st</sup> SUN - World Laughter Day	Awareness and Participation in fund Raising / Easter Egg Promotion Hampers and Specials	R 1 750	Brand building / increased awareness and sales
	1 <sup>st</sup> - Workers Day			
	2 <sup>nd</sup> -6 <sup>th</sup> - Easter			
	8 <sup>th</sup> - Mother's Day			

## ANNEXURE V

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National Promotions / Loyalty Programme / Campaigns / Competition Currently Running at the Competitor Service Station Brands in the Local Trading Area

A view of the service stations brands and their various convenience and rewards offerings

Service station	Convenience store	Coffee brands	Fast foods	Loyalty reward
	 		Corner Bakery, Wimpy, Steers and Various QSR's	 
		 	Crispy Chicken, Hooked on Fish & Chips, Grill 'n Go, Pizza Stop and Biltong Bar	
	 	 	Steers Diner, Pharmashop and Others	 
	 		Several	   
			Mugg & Bean and Others	
			Unknown	

**BP National Loyalty/ Promotions / Campaigns:**

[https://www.bp.com/en\\_za/south-africa/home/products-and-services/convenience-offers/bp-express/bp-express-offers.html](https://www.bp.com/en_za/south-africa/home/products-and-services/convenience-offers/bp-express/bp-express-offers.html)

**Pump it always**  
this summer

**R45.00**  
1 x 2L Fanta +  
1 x 1.5kg Lay's

1 Dec 2017 - 28 Feb 2018. To R & Fu w/ BP Express

**Pump it always**  
this summer

**R50.00**  
3 x 100g JEM Beef Jerky

1 Dec 2017 - 28 Feb 2018. To R & Fu w/ BP Express

**Pump it always**  
this summer

**R25.00**  
2 x 100g Tindles +  
1 x 1.5L Super M

1 Dec 2017 - 28 Feb 2018. To R & Fu w/ BP Express

**Pump it always**  
this summer

**R25.50**  
2 x 100g Nuts Fruit Candy Bars

1 Dec 2017 - 28 Feb 2018. To R & Fu w/ BP Express

**Pump it always**  
this summer

**R30.00**  
1 x 1.5L Krush +  
1 x 1L Krush

1 Dec 2017 - 28 Feb 2018. To R & Fu w/ BP Express

**Pump it always**  
this summer

**R23.00**  
1 x 1.5L Coca-Cola +  
1 x 1.5L Fanta

1 Dec 2017 - 28 Feb 2018. To R & Fu w/ BP Express

**Pump it always**  
this summer

**R28.00**  
1 x 100g Waynards +  
1 x 1.5L EmergenC +  
1 x 1.5L EmergenC

1 Dec 2017 - 28 Feb 2018. To R & Fu w/ BP Express

**Pump it always**  
this summer

**R16.50**  
1 x 100g Ostar

1 Dec 2017 - 28 Feb 2018. To R & Fu w/ BP Express



R10.00  
R28.00



R32.00



R36.00



R34.00



R29.90

new



R20.00



R37.50



R39.50



BP Have partnered up with Pick n Pay to bring South Africa’s most loved loyalty programme, Smart Shopper, at participating BP Service Station nationwide!

That’s right, you can now pump up your Smart Shopper points when you fill up at BP. Our exciting launch offer will be pumping up your points even further... we’re giving you 20 points for every litre when you refuel at BP!

On your way to work, the mall or your next road trip, make sure you #PumpUpYourPoints at BP!



Using Discovery Card is the most rewarding way to shop - not only do you get retail and travel cash back, but also the ability to earn Discovery Miles as you spend. You can earn one Discovery Mile for every R15 you spend, and you can earn them EVERYWHERE.

With the Miles Multiplier benefit you can get up to 10 times more Discovery Miles on all your Discovery Card spend at any of these leading major retailers and BP service stations nationwide based on your Vitality status.

Discovery Miles is an e-currency earned by cardholders everywhere they use the Discovery Card to pay. You can also multiply your Miles at select Vitality HealthyLiving partner stores.

Don’t have a Discovery Card? Why not be rewarded with Discovery Card? A credit card that gives you better savings and bigger rewards. You can enjoy cash back, Discovery Miles, savings in the Vitality Hotel Collection and much more!



## 5 great reasons why you should choose Discovery Insure

When we started Discovery Insure, we had one vision: to create a nation of better drivers. This vision is based on the simple fact that better drivers have fewer accidents. Fewer accidents are better for commuters, drivers, passengers, the insurer and the country as a whole.

Discovery Insure encourages safe driving through Vitalitydrive, our incentive-based programme that gives you great rewards for improving your driving. The programme uses DQ-Track, the latest motor vehicle telematics technology, to develop a scientific measure of driver behaviour, the Driver Quotient (or DQ). If you drive well, you will earn DQ Points and the more DQ Points you earn the greater your rewards are. You can earn extra DQ Points by improving your knowledge and awareness and by making sure that your car is safe to drive.

With Vitalitydrive, you also get access to nationwide stolen vehicle tracking and recovery at no additional cost.

The better you drive, the more you are rewarded.

Discovery-Insure-Get-50-percent-fuel-back-180x180.jpg

- Get up to 50% of your BP fuel spend back every month.

- Drive well and have up to 10% of your car premiums paid into your Excess Funder Account each month. You can use the

available funds in this account to pay for your car excess for any valid claim above the minimum basic excess.

- You can also choose to boost your rewards and get up to 100% of your BP fuel spend paid into your Excess Funder Account each month. Your fuel rewards will depend on the number of DQ Points earned in a month.

- Get a 10% discount at Tiger Wheel & Tyre

### **Caltex National Loyalty / Promotions / Campaigns:**

Fill up on UCount Rewards with Caltex! Earn UCount rewards points for every litre of fuel by purchasing with your Standard Bank card.



### **Freshstop National Loyalty / Promotions / Campaigns:**

<http://freshstop.co.za/specials/>

# Heart Racing DEALS!

<p><b>BOTH FOR</b> <b>R20.00</b></p>  <p>COCA-COLA® CAN 300 ML &amp; NESTLÉ CHOCOLATE BAR 40 G - 55 G</p>	<p><b>ANY 2 FOR</b> <b>R29.00</b></p>  <p>RED BULL 250 ML</p>	<p><b>BUY MORE, SAVE MORE</b> 2 @ R21.00 3 @ R27.00</p>  <p>AQUELLE STILL OR SPARKLING (UNFLAVOURED) WATER 1.5 L</p>	<p><b>BOTH FOR</b> <b>R25.00</b></p>  <p>STERI STUMPIE 150 ML &amp; P.S. DUO 60 G</p>
<p><b>BOTH FOR</b> <b>R25.00</b></p>  <p>PIEMAN'S® CLASSIC PIE (EXCLUDING BURGER PIES) &amp; SCORE ENERGY DRINK 500 ML</p>	<p><b>BUY MORE, SAVE MORE</b> 2 @ R25.00 3 @ R33.00</p>  <p>TWIZZA 2 L</p>	<p><b>BUY MORE, SAVE MORE</b> 1 @ R15.99 2 @ R26.00 3 @ R33.00</p>  <p>BEYERS SWEETIE PIE 25 G</p>	<p><b>FOR ONLY</b> <b>R33.99 EACH</b></p>  <p>CLOVER MILK 2 L</p>
<p><b>FOR ONLY</b> <b>R40.00</b></p>  <p>BUY A USN PROTEIN BAR 68G &amp; GET A FRESHSTOP STILL WATER 750 ML FREE!</p>	<p><b>ANY 2 FOR</b> <b>R21.00</b></p>  <p>MAGEU NUMBER 1 500 ML</p>	<p><b>ANY 2 FOR</b> <b>R35.00</b></p>  <p>OLA® CORNETTO 120 ML</p>	<p><b>FOR ONLY</b> <b>R22.99 EACH</b></p>  <p>CADBURY OREO ICE CREAM STICKS 100 ML/110 ML</p>
<p><b>ANY 2 FOR</b> <b>R85.00</b></p>  <p>SKYN CONDOMS 3-PACK</p>	<p><b>BOTH FOR</b> <b>R29.00</b></p>  <p>MISTER SWEET JELLIES/ GUMS 60 G &amp; 100 G/125 G</p>	<p><b>ANY 2 FOR</b> <b>R19.00</b></p>  <p>CADBURY CHOCOLATE BARS 40 G - 48.5 G</p>	<p><b>BUY ANY 2 &amp; GET ONE FREE</b></p>  <p>LINDT LINDOR CHOCOLATE STICKS 38 G</p>

**FRESHSTOP** THIS DEAL IS VALID: WED 2 - SUN 27 FEB 2022  
FOR ILLUSTRATIVE PURPOSES ONLY • WHILE STOCKS LAST. E&OE



# Heart Racing DEALS!



ANY 2 FOR  
**R19.00**



LIQUI FRUIT  
CANS 300 ML

FOR ONLY  
**R18.50**  
EACH  
EVERYDAY LOW PRICE



MONSTER ENERGY  
DRINKS 500 ML

ANY 2 FOR  
**R25.00**



LIPTON ICE  
TEA 500 ML

ANY 2 FOR  
**R23.00**



AQUELLÉ VIV SPORTS  
DRINKS 600 ML

ANY 2 FOR  
**R19.00**



CAPPY JUICE 330 ML

FOR ONLY  
**R16.99**  
EACH  
EVERYDAY LOW PRICE



POWER PLAY® 440 ML

FOR ONLY  
**R17.49**



ALBANY SUPERIOR  
WHITE BREAD 700 G

ANY 2 FOR  
**R20.00**



RHODES LARGE  
MUFFINS 120 G

ANY 4 FOR  
**R20.00**



FRENCH ÉCLAIRS

BUY MORE, SAVE MORE  
2 @ R20.00  
3 @ R27.00



NATURE VALLEY  
CRUNCHY OATS BARS 42 G

BUY MORE, SAVE MORE  
1 @ R11.99  
2 @ R18.00  
3 @ R25.00



AIRWAVES® 14 G

BUY MORE, SAVE MORE  
1 @ R11.99  
2 @ R21.00  
3 @ R27.00



CLOVER YOGHURT 175 G

BUY MORE, SAVE MORE  
1 @ R14.99  
2 @ R24.00  
3 @ R33.00



CADBURY P.S. DUO 60 G

FOR ONLY  
**R13.49**



SUNBAKE BROWN BREAD 700 G  
ONLY AVAILABLE AT IN-LAND STORES

ANY 2 FOR  
**R19.00**



PEPSI RANGE 600 ML

FOR ONLY  
**R19.99**



PANBAKE CUPCAKES 4'S  
ONLY AVAILABLE AT 82V STORES

**FRESHSTOP**

THIS DEAL IS VALID: WED 2 - SUN 27 FEB 2022  
FOR ILLUSTRATIVE PURPOSES ONLY • WHILE STOCKS LAST. E&OE

# Heart Racing DEALS!

**FOR ONLY**  
**R27.99**



**LA CONCORDE CUPCAKES 4'S**  
ONLY AVAILABLE AT INLAND STORES

**ANY 3 FOR**  
**R25.00**



**HENTIES FRUIT JUICE 350 ML**  
ONLY AVAILABLE AT WESTERN CAPE & EASTERN CAPE STORES

**FOR ONLY**  
**R19.99 EACH**



**COCKTAIL 6-PACK (BIG FILL CHICKEN BURGERS, CHEESEBURGERS, HAMBURGERS OR VETWIEK & MINCE)**  
ONLY AVAILABLE AT INLAND STORES

**FRESHSTOP** THIS DEAL IS VALID: WED 2 - SUN 27 FEB 2022  
FOR ILLUSTRATIVE PURPOSES ONLY - WHILE STOCKS LAST. E&OE

# HOT 'N CRISPY DEALS

**Crispy Chicken**  
freshly fried chicken

<p style="text-align: center; border: 1px solid black; border-radius: 5px; padding: 2px;"><b>MONDAYS</b></p> <p style="text-align: center; font-size: 1.2em; font-weight: bold; color: red;">R29.99</p> <p style="text-align: center; font-size: 0.8em; color: red;">C45 2 x Snack Burgers &amp; Regular Chips</p>	<p style="text-align: center; border: 1px solid black; border-radius: 5px; padding: 2px;"><b>TUESDAYS</b></p> <p style="text-align: center; font-size: 1.2em; font-weight: bold; color: red;">R39.99</p> <p style="text-align: center; font-size: 0.8em; color: red;">C6 2-Piece Chicken &amp; Regular Chips</p>	<p style="text-align: center; border: 1px solid black; border-radius: 5px; padding: 2px;"><b>FRIDAYS</b></p> <p style="text-align: center; font-size: 1.5em; font-weight: bold; color: red; margin-bottom: 10px;">MONSTER MEAL</p> <p style="text-align: center; font-size: 1.2em; font-weight: bold; color: red;">R49.99</p> <p style="text-align: center; font-size: 0.8em; color: red;">C27 Chicken Thigh, Chicken Snack Burger, 3 Strips &amp; Chips</p>	<p style="text-align: center; border: 1px solid black; border-radius: 5px; padding: 2px;"><b>SATURDAY &amp; SUNDAY</b></p> <p style="text-align: center; font-size: 1.5em; font-weight: bold; color: red; margin-bottom: 10px;">PARTY MIX</p> <p style="text-align: center; font-size: 1.2em; font-weight: bold; color: red;">R99.99</p> <p style="text-align: center; font-size: 0.8em; color: red;">C35 4 Drumsticks, 4 Snack Burgers &amp; Large Chips</p>
<p style="text-align: center; border: 1px solid black; border-radius: 5px; padding: 2px;"><b>WEDNESDAYS</b></p> <p style="text-align: center; font-size: 1.2em; font-weight: bold; color: red;">R39.99</p> <p style="text-align: center; font-size: 0.8em; color: red;">C2 2 x Classic Burgers</p>	<p style="text-align: center; border: 1px solid black; border-radius: 5px; padding: 2px;"><b>THURSDAYS</b></p> <p style="text-align: center; font-size: 1.2em; font-weight: bold; color: red;">R29.99</p> <p style="text-align: center; font-size: 0.8em; color: red;">C10 3 Strips &amp; Regular Chips</p>		



# FLAMING HOT Deals!



**MONDAYS**  
**R39.99**  
 QUARTER CHICKEN & CHIPS  
*Get The Week Started*



**TUESDAYS**  
**R24.99**  
 SNACK BURGER & CHIPS  
*Snack Attack!*



**FRIDAYS, SATURDAYS & SUNDAYS**  
**R129.99**  
 FULL CHICKEN & CHIPS  
*Sharing is Caring*



**WEDNESDAYS**  
**R39.99 EACH**  
 BEEF OR CHICKEN BURGER & CHIPS  
*Burger-ticious*



**THURSDAYS**  
**R29.99**  
 WINGS ROLL & CHIPS  
*Mid-Week Treat!*



**HOT CHIPS** with salty seasoning

**REGULAR**  *Add Some Spicy Sprinkle!* **R15.99**  
**LARGE** **R25.99**

Shell National Loyalty / Promotions / Campaigns:

<https://www.shell.co.za/motorists/offers-and-competitions/shell-select-promotions.html>



All Time Favourite Combo  
Anytime Meal Deal  
Valid until: Mar 01, 2022



Kota Life  
Breakfast Meal Deal  
Valid until: Mar 01, 2022



Drink Up, Earn Up  
Go Refreshed  
Valid until: Mar 01, 2022



Drink & Sip  
Stay Hydrated  
Valid until: Mar 01, 2022



Feeding The Troops  
Meal Deal Fit For A King  
Valid until: Jan 04, 2022



Gourmet to Go  
Gourmet Hot Dog Deal



Fire and Ice Drink Deal  
Hot or Cold Beverage Deal  
Valid until: Jan 04, 2022



But First, Coffee  
Everyday Coffee Snack  
Valid until: Mar 01, 2022



Easy Eats  
Snacking Deal  
Valid until: Mar 01, 2022



For The Pros  
Pro Nutro Deal  
Valid until: Mar 01, 2022



The Right Start  
Weetbix Offer  
Valid until: Mar 01, 2022



Milkin' It  
More Milk Deal  
Valid until: Mar 01, 2022





Receive a FREE Activity Book (Ts and Cs Apply)

Bread Loaf Deal

Valid until: Mar 01, 2022



Gummy Gums

Chewing Gum Deal

Valid until: Mar 01, 2022

Sasol National Loyalty / Promotions / Campaigns:

<https://www.sasol.com/promotions>

**WIN\* 1 OF 15 SCHOOL FEES PRIZES VALUED AT R20 000 EACH**

Buy 1 x **Quick! Flavoured Water 200ml**  
 1 x **Always™ Soap 1 kg**  
 & 1 x **Santa Parvati™ Peanuts and Mafats 50g** for

**R21.90**

BUY SNAP WIN\*

\*Competition ends 31 March 2022. Terms and Conditions Apply.

**WIN\* 1 OF 15 SCHOOL FEES PRIZES VALUED AT R20 000 EACH**

Buy 1 x **Coca-Cola® 400ml/500ml**  
 1 x **Powerade 500ml**  
 & 1 x **Donagula Pump 750ml** for

**R33.90**

BUY SNAP WIN\*

\*Competition ends 31 March 2022. Terms and Conditions Apply.

**WIN\* 1 OF 15 SCHOOL FEES PRIZES VALUED AT R20 000 EACH**

Buy 1 x **Muffin 100g**  
 & 1 x **Start Stomach 350ml** for

**R27.90**

BUY SNAP WIN\*

\*Competition ends 31 March 2022. Terms and Conditions Apply.

**COME HUNGRY WE'RE PREPARED**

Flavours ORIGINAL

Quarter Chicken & Onions 200g for

**R31.90**

\*Competition ends 31 March 2022. Terms and Conditions Apply.

**WIN\* 1 OF 15 SCHOOL FEES PRIZES VALUED AT R20 000 EACH**

Buy 1 x **Coca-Cola® 300ml**  
 & 1 x **Sausage Roll** for

**R30.90**

BUY SNAP WIN\*

\*Competition ends 31 March 2022. Terms and Conditions Apply.

Total National Loyalty / Promotions / Campaigns:

<https://www.total.co.za/promotions>

PAY at participating TOTAL service stations with... zapper

Fuel up at **TOTAL** to earn **Dis-Chem** Benefit Points

1 Litre Total Fuel = 10 Dis-Chem Benefit Points

**NEW!**  
USE YOUR DINERS CLUB CARD AND EARN CLUBMILES HERE!  
HAVEN'T GOT ONE? APPLY TODAY AT DINERSCLUB.CO.ZA

Diners Club ClubMiles TOTAL

EARN SAA VOYAGER MILES WHEN YOU FILL UP AT TOTAL.

flysaa.com

You can now earn SAA Voyager Miles every time you fill up at a participating TOTAL service station.

2021 just got a whole lot better! **Win!** FOR A YEAR!  
FREE FUEL & Dis-Chem SHOPPING

Dis-Chem TOTAL

**TOTAL QUARTZ ENGINE OIL**

Performance at first sight

WIN\* your share of R300 000 in prizes when you buy any 500ml TOTAL QUARTZ at participating TOTAL Service Stations

TOTAL Committed to Better Energy

Prizes are valid from 1 April 2021 to 30 June 2021. \*To & Co supply 1000 units 200/0/0/0.

Love is  
sweet,  
so are  
our  
deals



**Engen National Loyalty / Promotions / Campaigns:**

<https://www.engen.co.za/promotions>

*Get the 1app.  
Use the 1app.*

***Stand to  
Win***

**1** *year's  
worth  
of fuel.*  
*And more.*

T&Cs apply



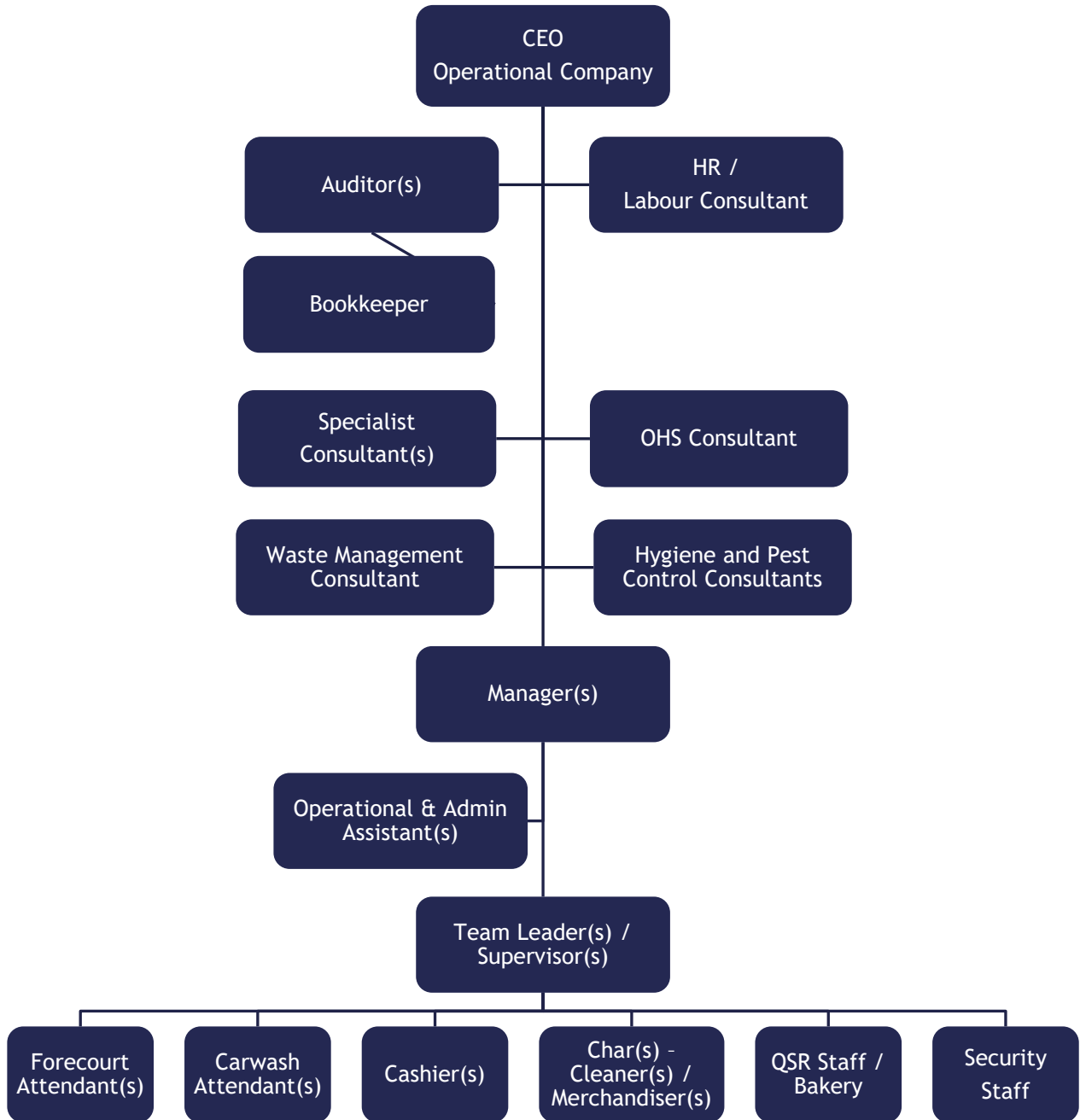
# ANNEXURE X

## Organization Structure - Operating Entity





FIGURE 45: Organogram





# ANNEXURE Y

## Staff Schedule and Wages Calculation





# ANNEXURE Z

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Typical training requirements for the subject service station

## TRAINING REQUIREMENTS

### The essentials in training are:

- Explain what must be done,
- Show them how you want it done,
- Let them do it,
- Observe and correct the procedure,
- Compliment them on work done well, and
- Environment, health and safety principles.

### Staff must undergo the following basic training:

- Service station orientation and policies,
- Customer relations,
- Pump dispensing equipment, and
- Point of sale (POS)/cash handling.

### On-the-job training must be done in the following areas:

- Driveway service,
- Product knowledge,
- Handling complaints
- Safety - how to handle spills, close pumps, use a fire extinguisher,
- Merchandising the driveway,
- Service station opening and closing procedures,
- Controlling underground stock,
- Record-keeping applicable to area of responsibility,
- Selling on the driveway. Offering details of promotions that are in place is important,
- Use of the service station equipment, and
- Promotion of service station facilities.

### Compliance with the occupational health and safety act:

- First aid, and
- Firefighting

The following modules will form part of the training programme and are based on the specific unit standard (US) requirements as prescribed by the South African Qualifications Authority.



**TABLE 62: Unit Standard Titles**

US ID	UNIT STANDARD TITLE
255500	Manage procedures that increase the net income
255499	Manage shrinkage and losses
242668	Demonstrate knowledge and application of the OHSA
114896	Receive Stock
114889	Record Transactions
256599	Perform Vehicle Maintenance Functions on the Forecourt

More detailed information on the course content:

**Perform Vehicle Maintenance Functions on the Forecourt:**

- Health, safety, quality, and the environment,
- Product Knowledge,
- Dispensing fuel,
- Perform vehicle maintenance checks,
- Perform housekeeping on the forecourt,
- Hazardous and emergency procedures,
- Conduct a transaction on POS system - Cashiers,
- Shifts start-end procedures, and daily reconciliation - Cashiers,
- Perform general housekeeping - Chars,
- Customer service and handling of difficult customers, and
- Detail Critical performance areas, procedures, and task analysis.

**Operations Strategy:**

- Ensure that extra control systems are in place (a secondary backup) by implementing the following:

- Shift-end procedures,
- Shift documentation,
  - Pump readings,
  - Shift summary - daily reconciliation,
- Handling of cash in transit and banking procedures,
- Open cumulative fuel record keeping (see HES issues).
- Sales/stock control,
- Financial objectives and control,
- Pricing - gross profit control,
- Marketing strategy,
- Customer care strategy,
- Incentive bonus scheme suggestion,
- Promotion strategy,
- Manpower and training strategy, and
- Risk management strategy.

#### **Labour Strategy:**

- The Labour Relations Act provides for the self-regulation of Industries through the medium of Bargaining Councils. MIBCO is a Bargaining Council as envisaged in the Act whose mission is to create and maintain industrial peace and stability in the Motor Industry,
- Recruitment, selection and induction,
- Letters of appointment and contracts of service,
- Industrial relations policy statement,
- Disciplinary issues,
- Grievance handling,
- Dismissals,
- Code of good practice,
- Company policies, procedures, and regulations,
- Shift schedule,
- Customer service, and
- Selling skills

#### **Health, Environment and Safety Strategy**

- Legislation and liability,
- HES policy,
- Appointment, duties, and responsibilities,
- Health and safety issues on-site,
- Hazard identification and risk assessment,
- Fuel inventory,
- Fuel spills,
- Cleaning up of pollution,
- Sources of ignition,
- Housekeeping,
- Emergency management regulations (MHI),
- Incident reporting,
- Contractors, and
- Safe work method statement.



**FIGURE 46: Staff training strategy**

YEAR 2023	TRAINING COURSE										
	FIRST AID LEVEL 1	BASIC FIRE FIGHTING	CUSTOMER SERVICE	FORECOURT FUNCTIONS	RECEIVING STOCK	RECORD TRANSACTIONS	FOOD HANDLING	SAFETY REPRESENTATIVE	CHEMICAL SPILL	HSEQ	LEGAL LIABILITY
POSITION											
Management	JUN	JUN	JUN						AUG	SEP	SEP
Administrative staff	JUN	JUN				AUG		JUL		SEP	SEP
Team leader(s)	JUN	JUN	JUN		JUL	AUG		JUL		SEP	SEP
Forecourt attendant(s)	JUN	JUN	JUN	JUN					AUG	SEP	
Cashier(s): Fuel	JUN	JUN	JUN			AUG				SEP	
Cashier(s): Convenience store / QSR	JUN	JUN	JUN		JUL	AUG				SEP	
Quick service restaurant staff	JUN	JUN	JUN				AUG			SEP	
Char(s) / Merchandizer(s)	JUN	JUN	JUN		JUL	AUG	AUG			SEP	



# ANNEXURE AA

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## Forecourt Attendant Incentive Scheme Evaluation Approach



## INCENTIVE SCHEME FOR FORECOURT ATTENDANTS AT SERVICE STATIONS

Typical short-term incentives (e.g., monthly, or quarterly), objectives for an incentive scheme

### Sales-based objectives:

- Increase sales overall,
- Increase sales of specific products,
- Improve client retention,
- Raise the level of average sales (quality), and
- Respond to competitor activity.

### Non-sales-based objectives:

- Reduce absenteeism,
- Reduce costs and waste,
- Promote teamwork,
- Improve safety,
- Improve timekeeping,
- Improve process productivity,
- Check on training effectiveness,
- Improve staff retention, and
- Improve budgetary control.

The proposed incentive scheme is geared towards excellent service output and reward performance at short intervals, such as a weekly to monthly basis. If quality service is maintained at these short intervals, longer-term carelessness should not become a problem.

### Boost Staff Productivity

Forecourt attendant productivity is one of the most important drivers of a service station's performance. Many retailers use incentive schemes to try to improve that productivity. The most used measure of productivity is the number of customers served and volume sold per forecourt attendant. Given the nature of a service station, high productivity is the result of a high output of volume sold per forecourt attendant.

We must never forget that we want to provide excellent services to our clients over the long term, year after year. Short-term productivity must not come at the expense of long-term performance. If the forecourt attendants are constantly subjected to significant short-term

oriented productivity incentives, they may “burn-out” and stop responding to the bonus system.

Employees may start feeling that they have been running the “treadmill” for too long and that it is time to move on to another job. Supplementing short-term incentives with longer-term ones might be useful to avoid such problems.

### **Increase Staff Loyalty**

Another common goal with forecourt attendant’s incentive scheme is to foster loyalty. Forecourt attendants who feel like they are part of the organisation, who identify with their service station or programme, tend to be more productive and to produce higher quality output. Older, more experienced forecourt attendants hold valuable skills that would be difficult to replace if they moved on to another service station.

In practice, most service stations opt for a combination of long- and short-term incentives. service station outlets place a high value on productivity and service quality is bound to make greater use of short-term incentives. However, to maintain key staff and to avoid an excessive focus on short-term thinking, longer-term incentives also have their use.

### **Arguments for Short Intervals**

On the one hand, we might expect that shorter payment intervals provide more direct feedback to the forecourt attendants and will, therefore, have a stronger positive effect on productivity. Spreading out the payment intervals obscures the relationship between an employee’s actual performance and the award he or she receives. This, in turn, makes it more difficult for managers to change employees’ behaviour by adjusting the incentive scheme.

### **Arguments against Short Intervals**

The main argument against short payment intervals runs as follows: If monetary incentives are paid out frequently (such as weekly/monthly), forecourt attendants may develop an “entitlement” mentality. In other words, they may perceive the incentive payments as part of their regular compensation. If this were to happen, the scheme would no longer affect employee performance; it would only increase the wage bill. A potential argument against frequent payment intervals is the administrative cost of gathering the necessary information, making the relevant calculations, and managing the payroll. This problem may be mitigated by the increased use of information technology - excel spreadsheets inclusive of the shift roster; calculation of wages can include the incentive formula. The point-of-

sale Back Office system will provide all the required statistical information per shift analyses as indicated per forecourt attendant. This information must be captured daily as per excel spreadsheets as part of the shift roster and wage computations.

### **Forecourt Attendant Performance Measurement Parameters**

The individual forecourt attendant performance is measured and rewarded according to the following performance variables:

- 1) Number of vehicles served,
- 2) Quantity of litres/volume sold,
- 3) Quantity of oil sales,
- 4) Maintaining housekeeping standard (inclusive of appearances of forecourt attendant), and
- 5) Maintaining customer service standard.

### **Incentive Formula**

Minimum requirements are trigger points which employees must achieve to become eligible for a reward.

Variables that must be taken into consideration before formulating a formula are:

- Active working hours - day or night shift,
- Peak's shift/day/week and month,
- Formulating of a housekeeping checklist - individual or group evaluation, score measurement,
- Formulating of a customer service standard survey method checklist - individual or group evaluation, score measurement.

A linear scheme with reference values is used, the calculation is slightly more complex. The percentage of the bonus allocated to forecourt attendants is calculated using a formula which contains reference (target) value (*ref*), the actual required period achievement of the forecourt attendant (*ach*), minimum requirements (*min*) and weights. Minimum requirements, reference values and weights are calibrated carefully and are not subjected to regular change.



**TABLE 63: Performance indicator**

PERFORMANCE INDICATOR	REF	ACH	MIN	WEIGHT	BONUS
1. Number of vehicles served	250	250	200	30.0%	30.0%
2. Quantity of litres/volume sold	45 000	45 000	40 000	45.0%	45.0%
3. Quantity of oil sales, (litres)	2 000	2 000	1 500	10.0%	10.0%
4. Housekeeping std %	85%	85%	80%	7.5%	7.5%
5. Customer service std %	85%	85%	80%	7.5%	7.5%



**TABLE 64: Forecourt evaluation**

		YES (1)	NO (-1)
<b>1</b>	<b>FORECOURT</b>		
1.1	Identification markers fitted to all dip and filler points.	1	
1.2	Filler points allocated a retailer's association colour on lit.	1	
1.3	All lights clean and working.	1	
1.4	Every pillar/corner/nonvisible obstruction during dark marked with yellow reflecting tape.	1	
1.5	Entrances clear surface and unobstructed.	1	
1.6	Is the emergency stop switch accessible, clearly laded and coloured red?	1	
1.7	Bollard light globes working.	1	
1.8	Boundary and dwarf walls. Ranch fencing clean, painted (touch-up).	1	
1.9	1. "No Smoking" 2. "No cell phones". 3. "Stop Engine Running" 4. "No open flames" signage at each pump island column.	1	
1.10	A spill kit available to clean, oil-free and weed-free.	1	
1.11	At least one approved water bucket per dispenser island is supplied with clean water for every two dispensers.	1	
1.12	At least one approved squeegee available per pump island	1	
1.13	At least one approved watering can available per dispenser island	1	
1.14	Pumps clean, free of grease in good condition and free of any unauthorized stickers.	1	
1.15	The forecourt attendant's kiosk clean and painted on the exterior.	1	
1.16	The drains are clear of blockages, not overflowing, and do they have grates.	1	

1.17	The forecourt merchandising units are approved and clean, rust free, correctly stocked and in good condition.	1	
1.18	Litter bins and water cans are clean and in good condition.	1	
1.19	Free of damaged dispenser decals, signage.	1	
1.20	Dispensers face clean / does not appear dirty.	1	
1.21	Windscreen cleaning unit complete, clean in good condition.	1	
1.22	Filler points are clean, free of dirt.	1	
1.23	Dispenser hoses are properly coiled.	1	
1.24	Air gauges and hoses are clean, neat and working.	1	
1.25	Air gauges are free of any air leaks at connecting points.	1	
1.26	Water taps are clean and drip free.	1	
1.27	Canopies stand coins are clean, painted, and signage is smooth without bubbles.	1	
1.28	Canopy lights are clean and working.	1	
1.29	Fire reels and hoses or extinguishers in good order, inspected/serviced.	1	
1.30	Electronics card machines clean and working.	1	
1.31	No unauthorized electrical appliances in forecourt area.	1	
1.32	Emergency response contact details displayed to public.	1	
1.33	Oil can stand clean, oil and dust free.	1	
1.34	Oil stands drip tray present and clean of oil.	1	
1.35	All dip and filler points are clearly identified tank number, size and product therein. Cast iron plaque on the manhole at the filler point always locked.	1	
1.36	The site should have the correct dipsticks for each size tank installed. Tank size is indicated at the filler & dip points.	1	
<b>2</b>	<b>STAFF TOILETS AND CHANGE ROOM</b>		
2.1	The toilets/urinals are working, clean, and odour free.	1	
2.2	The hand basins/vanity areas clean and working. The soap dispensers are clean and stocked with soap.	1	

2.3	The paper towel dispensers clean and stocked, or are the air clean and stocked, or are the air dryers clean and operational.	1	
2.4	The refuse and sanitary n\bins cleaned and emptied.	1	
2.5	Is there a visible toil cleaning roster	1	
2.6	Soap dispensers, clean and stocked or is soap available	1	
2.7	The staff showers clean and operational.	1	
2.8	Lockers clean and locked.	1	
3	<b>Compressor</b>		
3.1	Compressor is equipped with pressure relief valves and pressure gauges.	1	
3.2	Compressor air intakes are installed and equipped to ensure that only clean, uncontaminated air enters the compressor.	1	
3.3	Filters are installed on the compressor intake.	1	
3.4	Compressors operated and lubricated in accordance with the manufacturer's recommendations.	1	
3.5	Safety devices in compressed air systems are checked frequently.	1	
3.6	Before a compressor's pressure system is repaired, is the pressure bled off and the system locked out?	1	
3.7	Signs are posted to warn of the automatic starting feature of the compressors.	1	
3.8	The belt drive system is totally enclosed to provide protection for the front, back, top and sides. Guards to any moving parts.	1	
3.9	Employees are prohibited from using highly compressed air for cleaning purposes.	1	
3.10	When using compressed air for cleaning, do employees wear protective chip guarding and PPE?	1	
3.11	When compressed air is used to empty containers of liquid, is the safe working pressure of the container checked?	1	
3.12	Compressed air used to inflate auto tires, are a clip-on chuck and an inline regulator present to 40 psi required.	1	



4	PUMP DISPENSER		
4.1	Dispensers are clean with no petrol/diesel stains.	1	
4.2	No leaks in covers or pipes and nozzles (report immediately).	1	
4.3	Meters are working correctly and checked daily for recording.	1	
4.4	All pumps are tagged as required.	1	
4.5	See that dispenser in working and clean order. Report immediately for repairs.	1	
		64	-1
	<b>TOTAL</b>	63	97%



**TABLE 65: Steps to Service Success**

STEPS TO SERVICE SUCCESS	YES	NO
1. Did the forecourt attendant give you a greeting and made eye contact with you?		
2. Did the forecourt attendant confirm both the Rand amount and the product that was required?		
3. Did the forecourt attendant offer you any other services, such as windscreen clean, oil check etc?		
4. Did the forecourt attendant tell you about any promotion on the forecourt or in the convenience store?		
5. Was the forecourt attendant courteous and attentive?		
6. Was the forecourt attendant, as well as his uniform, clean?		
7. Did the forecourt attendant sign off by saying “Thank you for visiting? Please call again.” or similar?		

# ANNEXURE AB

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Objectives / Key Success Factors Analyses of the subject service station



**FIGURE 47: Key Success Factors**

Increase fuel volume sales with at least 3% per annum until 02/2024

Increase oil sales by at least 3% and shop sales by 2% per annum until 02/2024

Decrease operational expences by at least 5% per annum until 02/2024

Identify and implimentation of APO, at least 1 activity, before 02/2024

Staff efectiveness evaluation, skills requirements & development, before 07/2024

Development and implimentation of a workplace skills plan, before 09/2024

Improve on customer care, promotional and marketing strategy, before 09/2024

Evaluate and improve on operational control (day to day activities) measure, before 09/2023

Evaluate and improve on financial control measures, before 10/2023

Evaluate and improve on HSEQ requirements, continuously until 09/2024



**TABLE 66: Key success factors - Targets and Measures**

CRITICAL PERFORMANCE AREAS	PERFORMANCE MEASURES	TARGET / BENEFITS	CURRENT RATING
Increase fuel volume sales with at least 3% per annum until 02/2022	Shift reports of daily/monthly sales	Improve income - sustainability	1
Increase oil sales at least by 3% & convenience store sales by 2% per annum until 02/2022	Shift reports of daily/monthly sales	Improve income sustainability	1
Decrease operational expenses by at least 5% per annum until 02/2022	Shift reports of daily/monthly sales	Improve income - sustainability, business creates business	3
Identify and implementation of APO, at least 1 activity, before 02/2022	Shift reports of daily/monthly sales	Staff motivation to improve quality of life.	4
Staff effectiveness evaluation, skills requirements & development, before 07/2022	Evaluation report - planned task observation	Increase productivity	5
Development and implementation of workplace skills plan, before 09/2022	Work skills plan / skill needs analyst	Maintain and increase customers	2
Improve on customer care, promotional and marketing strategy, before 09/2022	Customer feedback survey	Maintain and increase customers	2
Evaluate and improve on operational control (day to day activities) measure, before 09/2022	Work study plan	Loss prevention - productivity and financial	2

<i>Evaluate and improve on financial control measures, before 10/2022</i>	Internal cross checks - Excel worksheets	Loss prevention - financial	2
<i>Evaluate and improve on HSEQ requirements, continuously until 09/2022</i>	Internal audit checklist and registers	Safe working environment	1

# ANNEXURE AC

Material Safety Data Sheet of  
the Petroleum Products (MSDS)



## MATERIAL SAFETY DATA SHEET

### Diesel Gas Oil

#### 1. Chemical & Company Identification

Trade Name:	Diesel Gas Oil (Also known as 'Diesel', or 'Super Diesel', or 'Gas Oil')
Product Code:	30-0804
Supplier:	South Africa
Emergency Inquiries:	
Routine Inquiries:	
Fax:	

Chemical Description: Petroleum Mid-distillate

#### 2. Composition and Ingredients

Components	CAS No.	Range in %
A complex mixture of hydrocarbons produced by crude oil distillation (and/or gasification of coal and/or synthesis of gas), predominantly C-9 to C-20 and boiling range 160-400 deg. C. Hydro-treated or desulfurized product also contains distillate from catalytic cracking. The latter contains bicyclic and tricyclic aromatic hydrocarbons.	68334305	100

#### 3. Hazards Identification

Warning Statements:	<ul style="list-style-type: none"><li>• Avoid prolonged and repeated skin contact.</li><li>• If skin contact occurs, wash exposed area with soap and water.</li><li>• Launder contaminated clothing.</li><li>• Flammable.</li><li>• May be harmful if inhaled or absorbed through skin.</li><li>• Low viscosity petroleum mixture can cause lung injury if ingested and aspirated.</li><li>• Causes eye and skin irritation.</li><li>• Use only as a fuel.</li></ul>
Eyes:	<ul style="list-style-type: none"><li>• May cause slight eye irritation.</li></ul>

Oral:	<ul style="list-style-type: none"> <li>• Expected to have slight acute toxicity by ingestion.</li> <li>• May cause irritation of the digestive tract which may result in nausea, vomiting and diarrhoea.</li> <li>• Ingestion of this product and subsequent vomiting can result in aspiration into the lungs, causing chemical pneumonia and lung damage.</li> </ul>
Inhalation:	<ul style="list-style-type: none"> <li>• May cause symptoms of drowsiness or narcosis from inhalation of high vapour concentrations.</li> <li>• See 'Long Term Toxic Effects' and Section 11 for additional information.</li> </ul>
Skin:	<ul style="list-style-type: none"> <li>• Prolonged or repeated skin contact may be harmful. See Section 11 for additional information.</li> <li>• May cause severe irritation with pain, redness, swelling, chemical burns and blister formation. Other than the irritation effects noted above, adverse effects are not expected from brief skin contact.</li> </ul>
Long Term Toxic Effects:	<ul style="list-style-type: none"> <li>• See Section 11 for additional information.</li> <li>• Cancer information available on this material or a component(s).</li> </ul>

#### 4. First Aid Measures

Eyes:	<ul style="list-style-type: none"> <li>• Flush eyes immediately with fresh water for several minutes while holding the eyelids open.</li> <li>• If irritation persists, see a doctor.</li> </ul>
Skin:	<ul style="list-style-type: none"> <li>• Wash skin thoroughly with soap and water.</li> <li>• See a doctor if irritation occurs.</li> <li>• Launder contaminated clothing.</li> </ul>
Ingestion:	<ul style="list-style-type: none"> <li>• Do not induce vomiting.</li> <li>• Aspiration of the material can cause serious lung injury such as chemical pneumonia.</li> <li>• Call a doctor immediately.</li> <li>• If spontaneous vomiting occurs, keep head below hips to prevent aspiration and monitor for breathing difficulty.</li> <li>• Never give anything by mouth to an unconscious person.</li> </ul>



Inhalation:	<ul style="list-style-type: none"> <li>• If there are signs or symptoms as described in this MSDS due to breathing this material, move the person to fresh air.</li> <li>• If breathing has stopped, apply artificial respiration.</li> <li>• Call a doctor.</li> </ul>
Advice to Doctor:	<ul style="list-style-type: none"> <li>• This product may present an aspiration hazard. See related comments in this MSDS.</li> <li>• If spontaneous vomiting has occurred after ingestion, the patient should be monitored for difficult breathing, as adverse effects of aspiration into the lungs may be delayed up to 48 hours.</li> </ul>

## 5. Fire Fighting Measures

Ignition Temp. (degrees C):	350
Flammable Limits (% by volume):	Not determined
Flash Point (degrees C):	60 - 70 (PMCC)
Fire Extinguishing Agents:	<ul style="list-style-type: none"> <li>• According to the U.S. National Fire Protection Association Guide, use water spray, dry chemical, foam, or carbon dioxide.</li> <li>• Water or foam may cause frothing.</li> <li>• Use water to cool fire-exposed containers.</li> <li>• If a leak or spill has not ignited, use water spray to disperse the vapours and to provide protection for persons attempting to stop the leak.</li> </ul>
Explosion Hazards:	<ul style="list-style-type: none"> <li>• Full body flame-resistant clothing and/or turn-out gear recommended for persons attempting leak or spill control and for firefighting.</li> </ul>

## 6. Accidental Release Measures

In Case of Spill:	<ul style="list-style-type: none"> <li>• Eliminate all ignition sources including internal combustion engines and power tools.</li> <li>• Ventilate area.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Keep people away.</li> <li>• Stay upwind and warn of possible downwind explosion hazard.</li> <li>• Avoid breathing vapours and eye or skin contact. Use a respirator and protective clothing as discussed in this MSDS (See Section 8).</li> <li>• Use a supplied-air respirator for large releases in a confined area.</li> <li>• Contain spill if possible.</li> <li>• Remove with inert absorbent and place in container for disposal at an approved facility.</li> <li>• Prevent entry into sewers and waterways.</li> </ul>
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## 7. Handling and Storage

Handling and storage:	<ul style="list-style-type: none"> <li>• Empty containers retain residue (liquid and/or vapour) and can be dangerous.</li> <li>• Do not not pressurize, cut, weld, braze, solder, drill, grind or expose such containers to heat, flame, sparks, static electricity, or other sources of ignition: they may explode and cause injury or death.</li> <li>• Do not attempt to clean since residue is difficult to remove.</li> <li>• Empty drums should be completely drained, properly bunged and promptly returned to a drum reconditioner. All other containers should be disposed of in an environmentally safe manner and in accordance with governmental regulations.</li> </ul>
	<ul style="list-style-type: none"> <li>• Keep away from heat, sparks, and flame. Handle and store in a well-ventilated area and in accordance with local regulations regarding flammable liquids.</li> </ul>

## 8. Exposure Control/Personal Protection

Eyes:	<ul style="list-style-type: none"> <li>• Avoid eye contact.</li> <li>• The wearing of chemical safety goggles or face shield is recommended.</li> </ul>
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Skin:	<ul style="list-style-type: none"> <li>• Avoid contact with skin or clothing. Skin contact can be minimized by wearing impervious protective clothing, including gloves.</li> <li>• Protective clothing made from neoprene, nitrile, or n-butyl rubber is suitable in these applications.</li> <li>• Exposed employees should exercise reasonable personal cleanliness; this includes cleansing exposed skin several times daily with soap and water and laundering or dry cleaning soiled work clothing at least weekly.</li> </ul>
Inhalation:	<ul style="list-style-type: none"> <li>• If operating conditions create airborne concentrations which exceed the exposure standard(s), the use of an approved respirator is recommended.</li> <li>• Use approved supplied-air respiratory protection for large cleaning spills or upon entry into tanks, vessels, or other confined spaces.</li> <li>• Wear approved respiratory protection such as an organic vapour cartridge respirator with a particulate prefilter.</li> </ul>
Ventilation:	<ul style="list-style-type: none"> <li>• Under normal applications of this product, general dilution ventilation is adequate.</li> </ul>
Exposure Limits:	<ul style="list-style-type: none"> <li>• No ACGIH TLV exists for this material. Recommends a daily 8-hour TWA of 100 ppm.</li> </ul>

## 9. Physical & Chemical Properties

Appearance & Odour:	Light amber, clear liquid
Boiling Point (deg. C):	160 - 400
Vapor Pr. (mmHg @ 25 deg. C):	< 1
Density (kg/l at 20 deg. C):	0.8100 - 0.860
Vapor Density (air = 1):	Not Determined
pH of Undiluted Product:	Not Applicable
Solubility (water):	Negligible
Percent Volatile by Volume:	Not Determined
Evaporation:	Not Determined
Viscosity:	1 - 3 mm <sup>2</sup> /s @ 40 deg. C

## 10. Stability and Reactivity

Hazardous Polymerizations:	<ul style="list-style-type: none"> <li>Do not occur</li> </ul>
Products of Combustion:	<ul style="list-style-type: none"> <li>Carbon monoxide and carbon dioxide may be formed on burning in limited air supply.</li> </ul>
Conditions to Avoid:	<ul style="list-style-type: none"> <li>Heat, strong oxidizers</li> </ul>

## 11. Toxicological Information

General:	<ul style="list-style-type: none"> <li>Middle distillates have caused skin cancer in laboratory animals following lifetime application to the skin.</li> <li>Brief or intermittent skin contact is not expected to cause adverse effects if it is washed thoroughly.</li> <li>Avoid prolonged or repeated skin contact or breathing of vapour or mist.</li> <li>U.S. NIOSH has recommended whole diesel exhaust be regarded as a potential occupational carcinogen, based on findings of carcinogenic response in laboratory animals exposed to whole diesel exhaust.</li> <li>The excess risk has not been estimated.</li> <li>Avoid exposure to diesel exhaust. Note: exhaust from fuel oils and gas oils may present similar exposure potential and should also be avoided.</li> </ul>
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## 12. Ecological Information

Environmental Effects:	<ul style="list-style-type: none"> <li>No specific eco toxicity data on this product is available.</li> </ul>
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## 13. Disposal Considerations

Waste Disposal:	<ul style="list-style-type: none"> <li>Place contaminated materials in disposable containers and dispose in a manner consistent with applicable regulations.</li> <li>Contact local environmental or health authorities for the approved disposal of this material.</li> </ul>
Remarks:	<ul style="list-style-type: none"> <li>Releasing this product should be prevented from contaminating soil, and from entering drainage, sewer systems, and all bodies of water.</li> </ul>

#### 14. Transport Information

Transport of Dangerous Goods:	
UN Number:	1202
Dangerous Goods Class:	3
Proper Shipping name:	Gas Oil or Diesel Fuel or Heating Oil Light
Hazchem Code (Australia/NZ):	3Z
Additional Information:	Transport in accordance with local regulations regarding flammable liquids.

#### 15. Regulatory Information

Respirator Information:	<ul style="list-style-type: none"><li>• In the absence of local approved authorities, follow U.S. NIOSH/MSHA, U.K. BSI, or joint Australia-New Zealand AS/NZS 1715/1716.</li><li>• Respirators must follow AS/NZS 1715/1716 standard for approved respirators.</li></ul>
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#### 16. Other Information

To the best of our knowledge, the information provided in this MSDS document is correct. Access to this information is being provided via the Internet so that it can be made available to as many potential users as possible. We do not assume any liability for consequences of the use of this information since it may be applied under conditions beyond our control or knowledge. Also, it is possible that additional data could be made available after this MSDS was issued. Certain hazards are described herein, however, these may not be the only hazards that exist. All materials may present unknown hazards and should be used with caution. Customers are encouraged to review this information, follow precautions, and comply with all applicable laws and regulations regarding the use and disposal of this product. For specific technical data or advice concerning this product as supplied in your country please contact your local sales representative. The final determination of the suitability of any material is the sole responsibility of the user.

# MATERIAL SAFETY DATA SHEET

## Unleaded Petrol

### 1. Chemical and Company Identification

Trade Name:	Unleaded Petrol (2 x octane grades: 95 octane [coastal] and 93 octanes [inland])
Product Code:	95 octanes = 12-9395; 91 octanes = 15-9393
Supplier:	South Africa
Emergency Inquiries:	
Routine Inquiries:	
Fax:	

Chemical Description: Petrol/Gasoline

### 2. Composition and Ingredients

Components	CAS No.	Range in %
Petrol consists of mainly straight-chain and branched paraffinic hydrocarbons, olefins, cycloparaffins and aromatics in the C4 to C12 carbon range		100

### 3. Hazards Identification

Warning statements:	<ul style="list-style-type: none"><li>• Extremely flammable.</li><li>• Harmful or fatal if swallowed.</li><li>• Low viscosity petroleum mixture.</li><li>• Can cause lung injury if ingested or aspirated.</li><li>• Contains benzene, a known cancer hazard.</li><li>• May be harmful if inhaled or absorbed through the skin.</li><li>• Use only as a fuel.</li><li>• Keep out of reach of children.</li><li>• Avoid prolonged and repeated skin contact.</li><li>• If skin contact occurs, wash exposed area with soap and water.</li></ul>
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	<ul style="list-style-type: none"> <li>• Launder contaminated clothing.</li> </ul>
Eyes:	<ul style="list-style-type: none"> <li>• May cause moderate eye irritation.</li> </ul>
Oral:	<ul style="list-style-type: none"> <li>• Expected to have moderate acute toxicity by ingestion.</li> <li>• May cause irritation of the digestive tract which may result in nausea, vomiting and diarrhoea.</li> <li>• Ingestion of this product and subsequent vomiting can result in aspiration into the lungs, causing chemical pneumonia and lung damage.</li> </ul>
Inhalation:	<ul style="list-style-type: none"> <li>• May cause dizziness, irritation of eyes, nose, and throat, vomiting, and central nervous system effects upon inhalation.</li> <li>• Convulsions, seizures and sudden loss of consciousness, coma and death are possible from extreme exposure.</li> <li>• See 'long term toxic effects' and section 11 for additional information.</li> </ul>
Skin:	<ul style="list-style-type: none"> <li>• May produce systemic toxicity by skin absorption.</li> <li>• Irritating to the skin with discomfort or pain, redness, and swelling.</li> </ul>
Long term toxic effects:	<ul style="list-style-type: none"> <li>• See section 11 for additional information.</li> <li>• Cancer information available on this material or a component(s).</li> </ul>

#### 4. First Aid Measures

Eyes:	<ul style="list-style-type: none"> <li>• Flush eyes immediately with fresh water for several minutes while holding the eyelids open.</li> <li>• If irritation persists, see a doctor.</li> </ul>
Skin:	<ul style="list-style-type: none"> <li>• Wash skin thoroughly with soap and water.</li> </ul>
Ingestion:	<ul style="list-style-type: none"> <li>• Do not induce vomiting.</li> <li>• Aspiration of the material can cause serious lung injury such as chemical pneumonia.</li> <li>• Call a doctor immediately.</li> <li>• If spontaneous vomiting occurs, keep head below hips to prevent aspiration and monitor for breathing difficulty.</li> <li>• Never give anything by mouth to an unconscious person.</li> </ul>

Inhalation:	<ul style="list-style-type: none"> <li>• If there are signs or symptoms as described in this MSDS due to breathing this material, move the person to fresh air.</li> <li>• If breathing has stopped, apply artificial respiration. Call a doctor.</li> </ul>
Advice to Doctor:	<ul style="list-style-type: none"> <li>• This product may present an aspiration hazard.</li> <li>• See related comments in this MSDS.</li> <li>• If spontaneous vomiting has occurred after ingestion, the patient should be monitored for difficult breathing, as adverse effects of aspiration into the lungs may be delayed up to 48 hours.</li> </ul>

## 5. Fire Fighting Measures

Ignition Temp. (degrees C):	390
Flammable Limits (% by volume):	1,4 - 7,6
Flash Point (degrees C):	-40 (Tag)
Fire Extinguishing Agents:	<ul style="list-style-type: none"> <li>• According to the U.S. National Fire Protection Association Guide, use dry chemical, foam, or carbon dioxide.</li> <li>• Water may be ineffective on the flames, but water may be used to keep fire-exposed containers cool.</li> <li>• If a leak or spill has not ignited, use water to disperse the vapours and to provide protection for the persons attempting to stop the leak.</li> </ul>
Explosion Hazards:	<ul style="list-style-type: none"> <li>• Liquid evaporates and forms vapour which can catch fire or explode. Invisible vapour spreads easily and can be set on fire by ignition sources.</li> <li>• Fire hazard is greater as liquid temperature rises above 29 degrees C.</li> <li>• Flowing liquid can be ignited by self-generating static electricity; use adequate grounding.</li> </ul>



	<ul style="list-style-type: none"> <li>• Full body flame-resistant clothing and/or turn-out gear recommended for persons attempting leak or spill control and for firefighting.</li> </ul>
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## 6. Accidental Release Measures

In Case of Spill:	<ul style="list-style-type: none"> <li>• Eliminate all ignition sources, including internal combustion engines and power tools.</li> <li>• Ventilate area.</li> <li>• Keep people away.</li> <li>• Stay upwind and warn of possible downwind explosion hazard.</li> <li>• Avoid breathing vapours and eye or skin contact.</li> <li>• Use respirator and protective clothing as discussed in this MSDS (See Section 8). Use supplied-air respirator for large releases in confined area.</li> <li>• Contain spill if possible.</li> <li>• Remove with inert absorbent and place in container for disposal at an approved facility. Prevent entry into sewers and waterways.</li> </ul>
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## 7. Handling and Storage

	<ul style="list-style-type: none"> <li>• Empty containers retain residue (liquid and/or vapour) and can be dangerous.</li> <li>• Do not pressurize, cut, weld, braze, solder, drill, grind or expose such containers to heat, flame, sparks, static electricity, or other sources of ignition: they may explode and cause injury or death.</li> <li>• Do not attempt to clean since residue is difficult to remove.</li> <li>• Empty drums should be completely drained, properly bunged and promptly returned to a drum reconditioner.</li> <li>• All other containers should be disposed in an environmentally safe manner and in accordance with governmental regulations.</li> <li>• Keep away from heat, sparks, and flame.</li> <li>• Handle and store in well-ventilated area and in accordance with local regulations regarding flammable liquids.</li> </ul>
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## 8. Exposure Control/Personal Protection

Eyes:	<ul style="list-style-type: none"> <li>• Avoid eye contact.</li> <li>• The wearing of chemical safety goggles or face shield is recommended.</li> </ul>
Skin:	<ul style="list-style-type: none"> <li>• Avoid contact with skin or clothing.</li> <li>• Skin contact can be minimized by wearing impervious protective clothing including gloves.</li> <li>• Protective clothing made from neoprene, nitrile, or n-butyl rubber is suitable in these applications.</li> <li>• Exposed employees should exercise reasonable personal cleanliness; this includes cleansing exposed skin several times daily with soap and water and laundering or dry-cleaning soiled work clothing at least weekly.</li> </ul>

Inhalation:	<ul style="list-style-type: none"> <li>• If operating conditions create airborne concentrations which exceed the exposure standard(s), the use of an approved respirator is recommended.</li> <li>• Use approved supplied-air respiratory protection for large cleaning spills or upon entry into tanks, vessels, or other confined spaces.</li> <li>• Wear approved respiratory protection such as an organic vapour cartridge respirator.</li> </ul>
Ventilation:	<ul style="list-style-type: none"> <li>• No special ventilation is usually necessary.</li> <li>• However, if operating conditions create high airborne concentrations of this material, engineering controls may be needed.</li> <li>• Local exhaust ventilation and/or enclosure of the process is preferred in these cases.</li> </ul>
Exposure Limits:	<ul style="list-style-type: none"> <li>• No ACGIH TLV exists for this material. Recommends a daily 8-hour TWA of 100 ppm.</li> <li>• The ACGIH TLV for benzene is 0.5 ppm for a daily 8-hour time-weighted average.</li> <li>• The short-term exposure limit (STEL) is 2.5 ppm.</li> </ul>

## 9. Physical and Chemical Properties

Appearance and Odour:	Colour varies with octane grade. 95 Octane = green; 93 Octane = yellow
Boiling Point (deg. C):	30 - 220
Vapor Pr. (mmHg @ 25 deg. C):	420
Density (kg/l at 20 deg. C):	0,70 - 0,75
Vapor Density (air = 1):	3 - 4
pH of Undiluted Product:	Not applicable
Solubility (water):	Slight
Percent Volatile by Volume:	100
Evaporation:	Not determined
Viscosity (All Product Grades):	< 1.4 mm <sup>2</sup> /s @ 40 deg. C

## 10. Stability and Reactivity

Hazardous Polymerizations:	<ul style="list-style-type: none"> <li>Do not occur</li> </ul>
Products of Combustion:	<ul style="list-style-type: none"> <li>Carbon monoxide and carbon dioxide may be formed on burning in limited air supply.</li> </ul>
Conditions to Avoid:	<ul style="list-style-type: none"> <li>Heat, strong oxidizers</li> </ul>

## 11. Toxicological Information

General:	<ul style="list-style-type: none"> <li>Experimental chronic inhalation toxicology studies showed kidney disease, kidney cancer, and liver cancer in animals following exposure to wholly vaporized petrol.</li> <li>Additional studies limited to the volatile fraction of petrol have not resulted in kidney damage, which is generally considered to be a precursor to kidney cancer.</li> <li>Many scientists do not believe that the male rat is an appropriate animal model or predictor of human kidney cancer.</li> <li>Epidemiology studies in humans exposed to hydrocarbons have not indicated an excess risk of kidney or liver cancer.</li> <li>Petrol typically contains benzene in concentrations from about 0.5 to 5.0%.</li> <li>Excessive exposure to benzene may cause headaches, loss of appetite, rapid pulse, fatigue, increased bleeding tendencies, and liver and kidney damage.</li> <li>Prolonged and repeated exposure to benzene has been associated with injury to and/or cancer of the blood-forming organs including aplastic anaemia and leukaemia.</li> <li>In animal studies, benzene has also been associated with effects on the developing fetus.</li> <li>While the benzene content of petrol is relatively low, it is important to minimize exposure to the skin and respiratory system to well within current exposure standards.</li> <li>Engineering controls including full enclosure, vapour recovery, or local exhaust ventilation are recommended where routine exposure may exceed applicable standards.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Routine or intermittent skin contact should be avoided. Neoprene or Nitrile gloves are recommended for routine handling of petrol/gasoline.</li> <li>• Whole gasoline exhaust was reviewed by the International Agency for Research on Cancer (IARC).</li> <li>• Evidence for causing cancer was considered inadequate in animals and inadequate in humans.</li> <li>• IARC placed whole gasoline exhaust in Category 2B, considering it possibly carcinogenic to humans.</li> </ul>
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### 12. Ecological Information

Environmental Effects:	<ul style="list-style-type: none"> <li>• Appreciable volatilization to air is expected in the environment.</li> <li>• This material or its component(s) may be toxic to aquatic organisms and should be kept out of sewage and drainage systems, and all bodies of water.</li> </ul>
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### 13. Disposal Considerations

Waste Disposal:	<ul style="list-style-type: none"> <li>• It is the responsibility of the user of products to determine, at the time of disposal, whether the product meets criteria for hazardous waste.</li> <li>• Product uses, transformations, mixture, and processes, may render the resulting material hazardous.</li> </ul>
Remarks:	<ul style="list-style-type: none"> <li>• Do not allow to enter drains or sewers.</li> <li>• Can cause an explosion.</li> </ul>

### 14. Transport Information

Transport of Dangerous Goods	
UN Number:	1203
Dangerous Goods Class:	3
Proper Shipping Name:	Motor Spirit or Gasoline or Petrol
Hazchem Code (Australia/NZ):	3YE

Additional Information:	Transport in accordance with local regulations regarding flammable liquids.
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### 15. Regulatory Information

Respirator Information:	<ul style="list-style-type: none"> <li>• In the absence of local approved authorities, follow U.S. NIOSH/MSHA, U.K. BSI, or joint Australia-New Zealand AS/NZS 1715/1716.</li> <li>• Respirators must follow AS/NZS 1715/1716 standard for approved respirators.</li> </ul>
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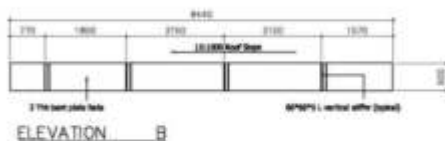
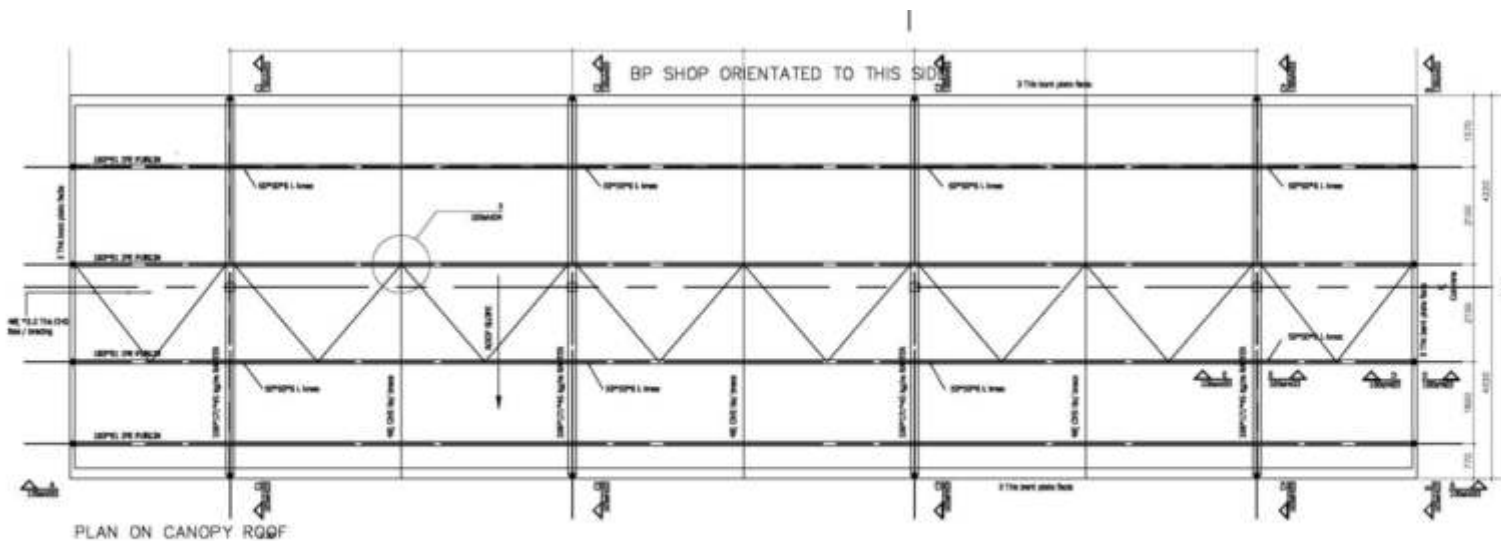
### 16. Other Information

To the best of our knowledge, the information provided in this MSDS document is correct. Access to this information is being provided via the Internet so that it can be made available to as many potential users as possible. We do not assume any liability for consequences of the use of this information since it may be applied under conditions beyond our control or knowledge. Also, it is possible that additional data could be made available after this MSDS was issued. Certain hazards are described herein, however these may not be the only hazards that exist. All materials may present unknown hazards and should be used with caution. Customers are encouraged to review this information, follow precautions, and comply with all applicable laws and regulations regarding the use and disposal of this product. For specific technical data or advice concerning this product as supplied in your country please contact your local sales representative. The final determination of the suitability of any material is the so.

# ANNEXURE AD

## Design Guidelines Technical Information





- Notes (Refer to sheet)
- \* All steelwork to be to SABS 1420 or 1254B
  - \* Fabricator to construct in accordance to comply to South African Structural Steelwork Specification (Steel Book)
  - \* All welding to comply with SABS code of practice, SANS Part 1 to 18 (weld)
  - \* The steelwork preparation & painting refer to contract specification
  - \* All steelwork below floor level to be painted with 1 coat of Aluminoid paint to a dry film thickness of 35 micrometers.
  - \* All welds to be done continuous fillet.
  - bolting**
    - All bolts shall have a minimum of 2 threads projecting through the nut & not more than 5.
    - Bolts are to be fitted with flat or tapered washers (as the case may require) on the nut face or bearing face.
    - Washers are to be used in conjunction with G. 8.8 bolts.
    - Bolting to comply with SANS 10162-1.
    - Bolting to structure to be SABS G. 8.8.
  - \* Fabricator to provide packing to the underside of base plates in order to level & level the structure. The fabricator is to verify the base condition where the structure has been fixed & needed in order for packing to proceed.
  - \* In the case of incorrect bolting even half positions the fabricator must liaise with the engineer to obtain the rectification details.
  - \* The erector must if necessary use temporary bracing to ensure the stability of the structure during the erection sequence.
  - \* The fabricator is to provide everything necessary for the fabrication and erection of the complete project including delivery site bolts and nut.



THIS DRAWING IS INDICATIVE ONLY.  
STRUCTURAL ANALYSIS AND SITE SPECIFIC  
DRAWINGS MUST BE DONE ACCORDING TO  
LOCAL CONDITIONS

## CANOPY

## LEGEND

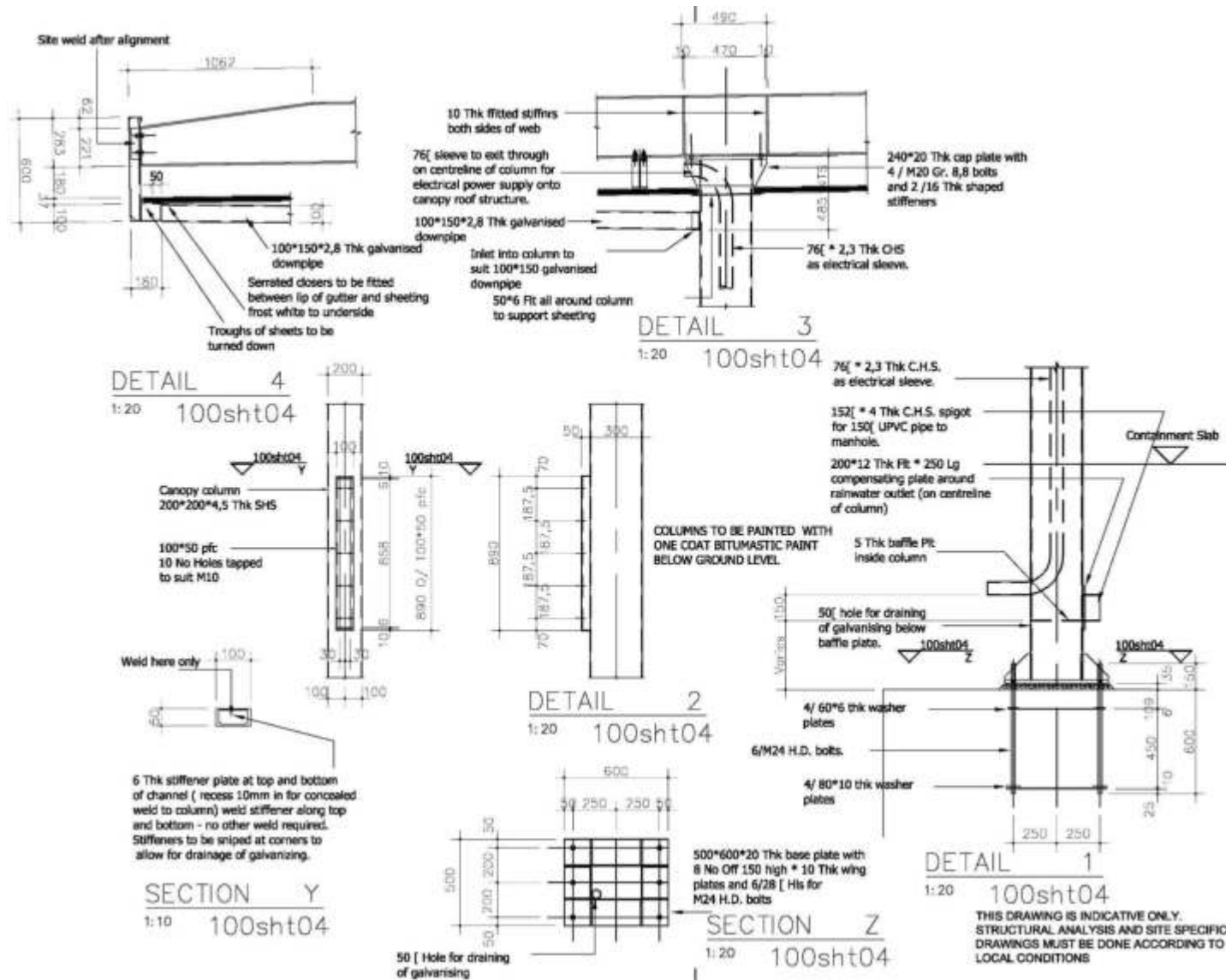
## NOTES



# CONOPY PILLARS STRUCTURE

## LEGEND

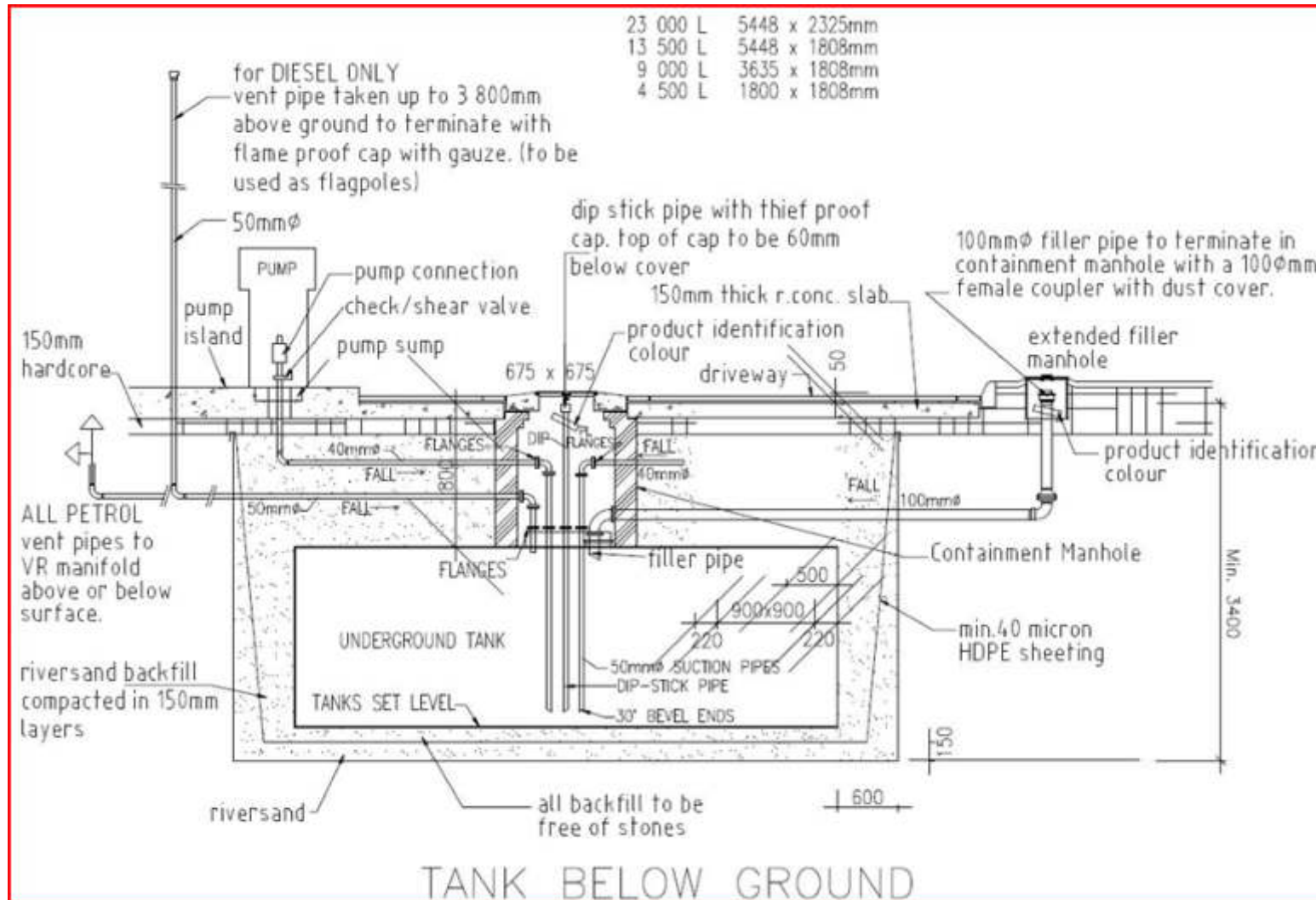
## NOTES



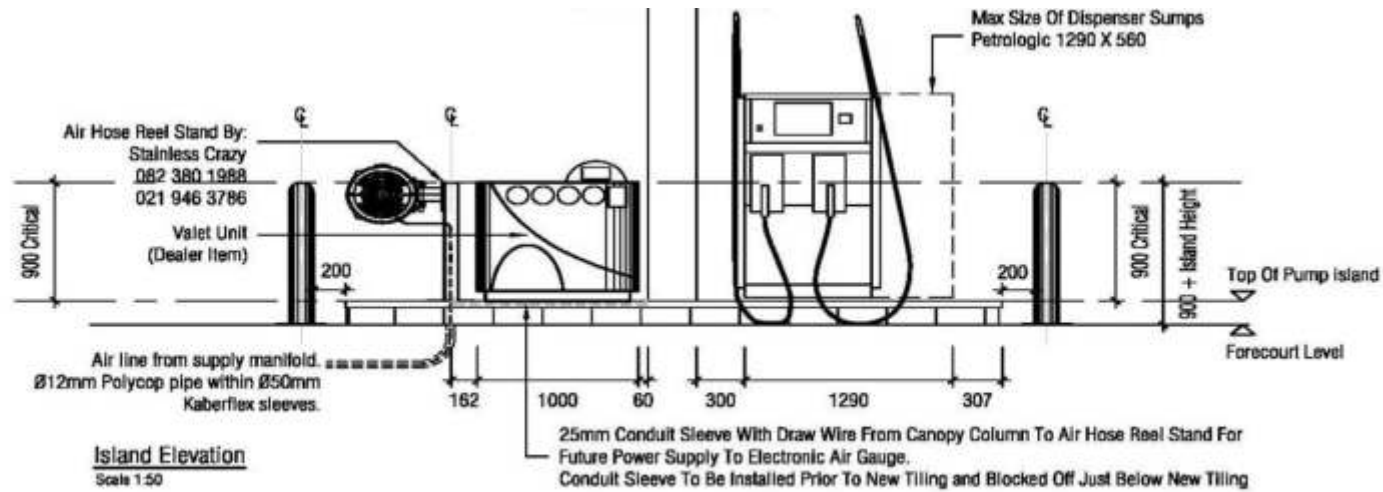
## TYPICAL BELOW SURFACE STORAGE TANK

LEGEND

NOTES

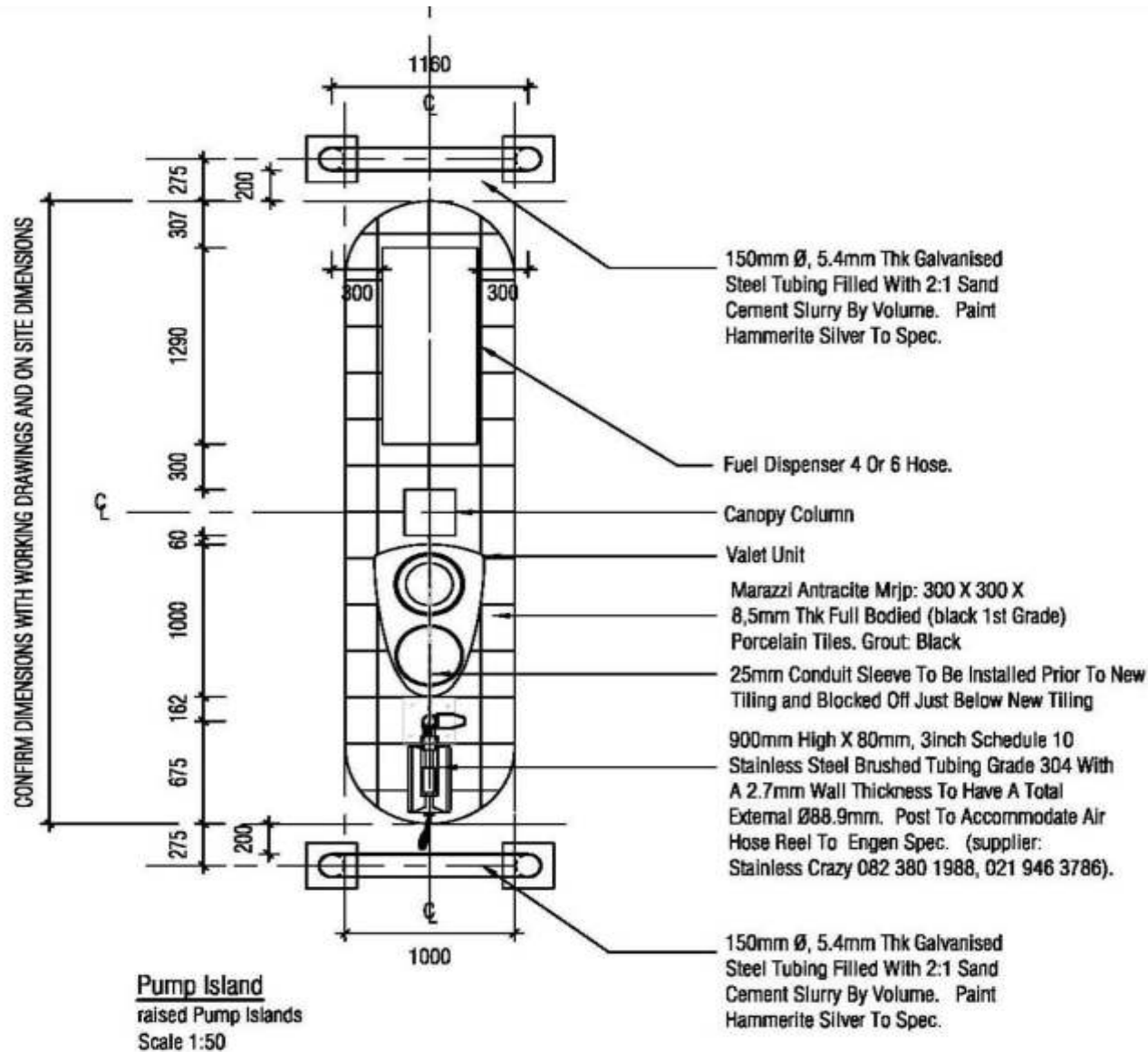


**TYPICAL DISPENSER ISLAND  
(SIDE VIEW)**



LEGEND

NOTES

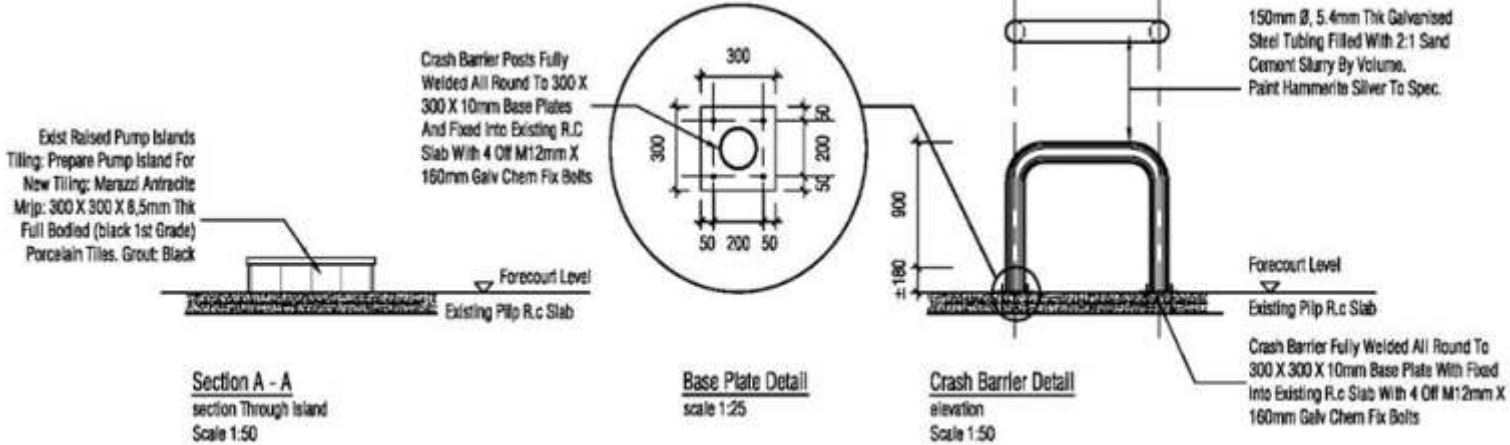


**TYPICAL DISPENSER ISLAND (TOP VIEW)**

LEGEND

NOTES

**CRASH BARRIER SCHEMATIC**



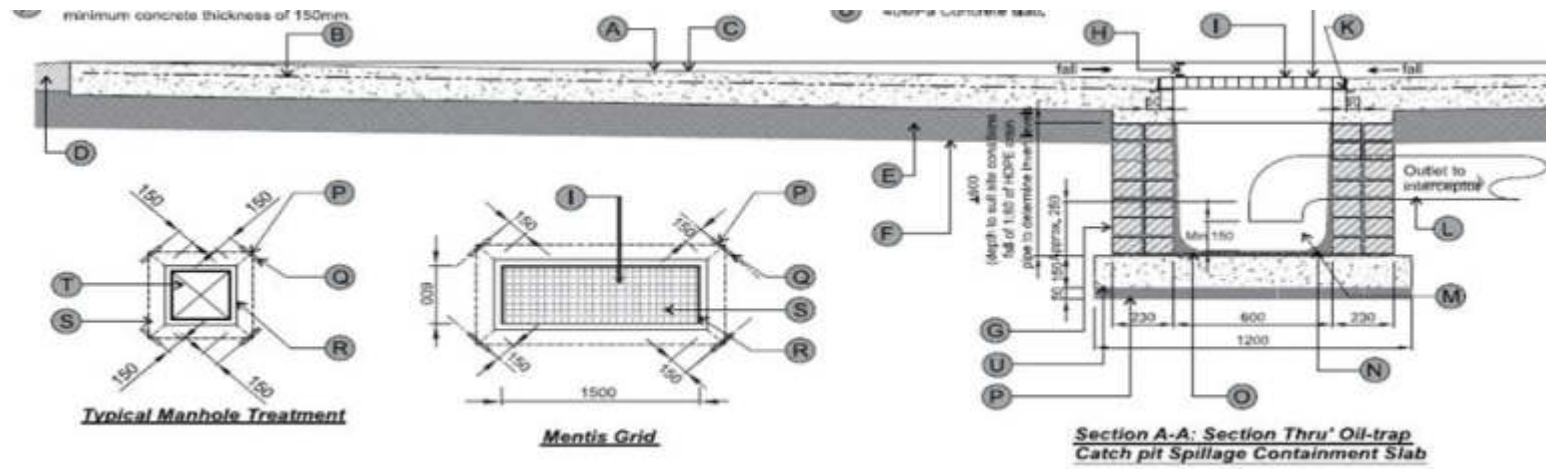
LEGEND

NOTES

### SECTION THROUGH OIL TRAP CATCH PIT SPILLAGE CONTAINMENT SLAB

LEGEND

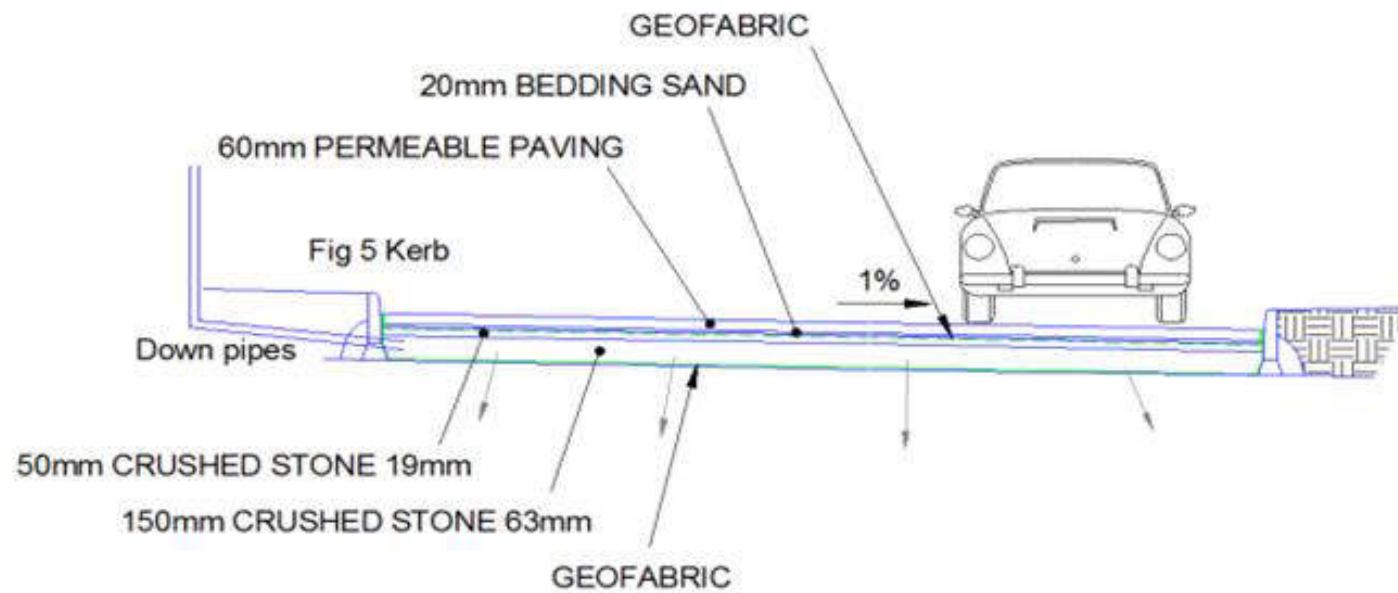
NOTES



**TYPICAL SECTION TROUGH PERMEABLE PAVING**

LEGEND

NOTES

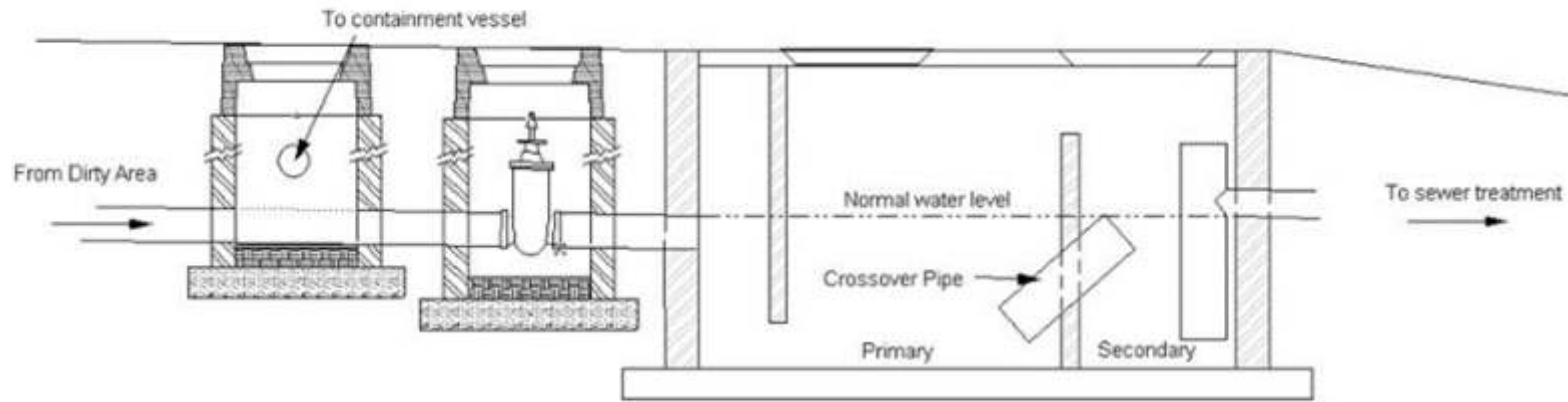


**TYPICAL SECTION THROUGH PERMEABLE PAVING**

**TYPICAL SEPERATOR /  
GREASE TRAP**

LEGEND

NOTES



**TYPICAL SEPARATOR/GREASE TRAP**



EXECUTIVE SUMMARY: FINANCIAL ANALYSIS

Volume projection: per month for five years.

YEAR	AVERAGE L.P.M
1 - 2022	391 057
2 -Phase 2	461 074
3 - Phase 3	510 845
4	515 954
5	523 693

OC provides a Head Lease agreement	0,00
Escalation per annum	6,00%

OC provides a Supply agreement				
RAS Module:	<b>Owner</b>	<b>Dealer</b>	<b>Oilco</b>	
Total BSS Margin cents per liter	57,49	150,1	21,2	<b>228,8</b>

Oil Company provides pump, tank and signage	
Developer develops building / services	
Estimated development cost incl property	R 14 486 715,50
Finance Interest rate	7,50%
Term / months	120
Installment per month	R 137 567,90
Volume Based Rental / Head Lease income	R 219 181,14
Surplus / <b>Shortfall</b> pm	R81 613,24
Operator / Developer break - even volume sales per month	248 139,13
Surplus / <b>Shortfall</b> volume projection pm	142 917,94

SERVICE STATION ASSESSMENT INVESTMENT APPROACH - DoE NPV CALCULATION

Discounted rate @	10,69%									
8.Estimated Operational / start up FUEL only Invest	<b>-2 147 759</b>									
BTCF (R)	4 451 421	7 062 293	8 478 587	9 021 463	9 660 960	10 412 108	11 363 640	12 401 787	13 534 423	14 770 138
NPV (R)	4 021 702	9 786 290	16 038 840	22 049 497	27 864 854	33 527 326	39 110 692	44 615 904	50 043 916	55 395 679
NPV less Investment (R)	1 873 944	7 638 531	13 891 081	19 901 738	25 717 095	31 379 567	36 962 933	42 468 145	47 896 157	53 247 920
ATCF (R)	3 205 023	5 084 851	6 104 583	6 495 454	6 955 891	7 496 718	8 181 821	8 929 286	9 744 784	10 634 499
NPV (R)	2 895 626	7 046 129	11 547 965	15 875 638	20 062 695	24 139 675	28 159 698	32 123 451	36 031 620	39 884 889
NPV less Investment (R)	747 867	4 898 370	9 400 206	13 727 879	17 914 936	21 991 916	26 011 939	29 975 692	33 883 861	37 737 130

DoE / NPV CALCULATION / RETAILER AND DEVELOPER POINT OF VIEW

Discounted rate @	10,69%									
9. DoE benchmark development cost (FUEL INCLUSIVE)	<b>-8 500 000</b>									
BTCF (R)	4 451 421	7 062 293	8 478 587	9 021 463	9 660 960	10 412 108	11 363 640	12 401 787	13 534 423	14 770 138
NPV (R)	4 021 702	9 786 290	16 038 840	22 049 497	27 864 854	33 527 326	39 110 692	44 615 904	50 043 916	55 395 679
NPV less Investment (R)	<b>-4 478 298</b>	1 286 290	7 538 840	13 549 497	19 364 854	25 027 326	30 610 692	36 115 904	41 543 916	46 895 679
ATCF (R)	3 205 023	5 084 851	6 104 583	6 495 454	6 955 891	7 496 718	8 181 821	8 929 286	9 744 784	10 634 499
NPV (R)	2 895 626	7 046 129	11 547 965	15 875 638	20 062 695	24 139 675	28 159 698	32 123 451	36 031 620	39 884 889
NPV less Investment (R)	<b>-5 604 374</b>	<b>-1 453 871</b>	3 047 965	7 375 638	11 562 695	15 639 675	19 659 698	23 623 451	27 531 620	31 384 889

DoE / NPV CALCULATION / DEVELOPER POINT OF VIEW

Discounted rate @	10,69%									
10. NPV based on Lease income										
DoE benchmark development cost Invest	<b>-10 986 716</b>									
BTCF (R)	907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652
NPV (R)	819 469	1 854 580	3 109 563	4 359 542	5 611 638	6 871 354	8 153 652	9 452 635	10 763 092	12 080 422
NPV less Investment (R)	<b>-10 167 247</b>	<b>-9 132 135</b>	<b>-7 877 152</b>	<b>-6 627 173</b>	<b>-5 375 078</b>	<b>-4 115 361</b>	<b>-2 833 064</b>	<b>-1 534 080</b>	<b>-223 623</b>	1 093 707
ATCF (R)	426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	2 302 021	2 170 290
NPV (R)	385 353	931 371	1 639 592	2 349 252	3 065 459	3 792 045	4 539 652	5 303 909	6 227 140	7 013 515
NPV less Investment (R)	<b>-10 601 363</b>	<b>-10 055 345</b>	<b>-9 347 123</b>	<b>-8 637 464</b>	<b>-7 921 256</b>	<b>-7 194 670</b>	<b>-6 447 064</b>	<b>-5 682 807</b>	<b>-4 759 576</b>	<b>-3 973 200</b>

**SERVICE STATION ASSESSMENT - CAPITAL INVESTMENT APPROACH**

Discounted rate @		10,69%									
A Based on the Total Capital investment (excl VAT)		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
NOI (R)		2 557 844	2 918 948	3 364 166	3 539 543	3 743 522	3 979 792	4 273 253	4 589 701	4 930 980	5 299 087
NPV (R)		2 310 922	4 693 509	7 174 419	9 532 681	11 786 072	13 950 423	16 050 026	18 087 416	20 064 998	21 985 051
NPV less Investment (R)		-12 200 000	-9 800 000	-7 300 000	-5 000 000	-2 700 000	-500 000	1 600 000	3 600 000	5 600 000	7 500 000
BTCF (R)		907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652
NPV (R)		819 469	1 854 580	3 109 563	4 359 542	5 611 638	6 871 354	8 153 652	9 452 635	10 763 092	12 080 422
NPV less Investment (R)		-13 700 000	-12 600 000	-11 400 000	-10 100 000	-8 900 000	-7 600 000	-6 300 000	-5 000 000	-3 700 000	-2 400 000
ATCF (R)		426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	2 302 021	2 170 290
NPV (R)		385 353	931 371	1 639 592	2 349 252	3 065 459	3 792 045	4 539 652	5 303 909	6 227 140	7 013 515
NPV less Investment (R)		-14 100 000	-13 600 000	-12 800 000	-12 100 000	-11 400 000	-10 700 000	-9 900 000	-9 200 000	-8 300 000	-7 500 000
A Based on the Investors parameters		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
NOI (R)		2 557 844	2 918 948	3 364 166	3 539 543	3 743 522	3 979 792	4 273 253	4 589 701	4 930 980	5 299 087
NPV (R)		2 310 922	4 693 509	7 174 419	9 532 681	11 786 072	13 950 423	16 050 026	18 087 416	20 064 998	21 985 051
NPV less Investment (R)		-600 000	1 800 000	4 300 000	6 600 000	8 900 000	11 100 000	13 200 000	15 200 000	17 200 000	19 100 000
BTCF (R)		907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652
NPV (R)		819 469	1 854 580	3 109 563	4 359 542	5 611 638	6 871 354	8 153 652	9 452 635	10 763 092	12 080 422
NPV less Investment (R)		-2 100 000	-1 000 000	200 000	1 500 000	2 700 000	4 000 000	5 300 000	6 600 000	7 900 000	9 200 000
ATCF (R)		426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	2 302 021	2 170 290
NPV (R)		385 353	931 371	1 639 592	2 349 252	3 065 459	3 792 045	4 539 652	5 303 909	6 227 140	7 013 515
NPV less Investment (R)		-2 500 000	-2 000 000	-1 300 000	-500 000	200 000	900 000	1 600 000	2 400 000	3 300 000	4 100 000
Profitability Index (PI)		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
NOI (R)		2 557 844	2 918 948	3 364 166	3 539 543	3 743 522	3 979 792	4 273 253	4 589 701	4 930 980	5 299 087
PI		-11,72%	89,03%	205,14%	327,31%	456,51%	593,87%	741,36%	899,77%	1069,96%	1252,85%
BTCF (R)		907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652
PI		-68,69%	-24,93%	33,81%	98,56%	170,36%	250,30%	340,38%	441,38%	554,16%	679,64%
ATCF (R)		426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	2 302 021	2 170 290
PI		-85,28%	-62,19%	-29,04%	7,72%	48,78%	94,90%	147,41%	206,84%	286,29%	361,19%
INTERNAL RATE OF RETURN (IRR)		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
NOI (R)		2 557 844	2 918 948	3 364 166	3 539 543	3 743 522	3 979 792	4 273 253	4 589 701	4 930 980	5 299 087
IRR		-11,72%	53,79%	80,05%	90,68%	95,44%	97,73%	98,88%	99,47%	99,78%	99,95%
BTCF (R)		907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652
IRR		-68,69%	-16,36%	14,42%	29,68%	38,11%	43,11%	46,25%	48,28%	49,63%	50,54%
ATCF (R)		426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	2 302 021	2 170 290
IRR		-85,28%	-44,03%	-13,84%	2,65%	12,62%	19,04%	23,42%	26,48%	29,03%	30,58%
PROPERTY VALUE / RESIDUAL VALUE		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Cashflow (NOI)		2 557 844	2 918 948	3 364 166	3 539 543	3 743 522	3 979 792	4 273 253	4 589 701	4 930 980	5 299 087
INVESTMENT		11 589 372									
Land		3 500 000									
If IRR => as the discount rate accept , if =< reject		-83,05%	-46,73%	-21,82%	-7,11%	2,12%	8,22%	12,46%	15,48%	17,70%	19,37%

SURVEY BACKGROUND	
Province	Mpumalanga
District Municipality	Ehlanzeni District Municipality
Local Municipality	Bushbuckridge Local Municipality
Property Description	Proposed portion "erf" 14 of Portion 27 of the Farm Arthursseat 214
Closest Intersection	R40 Road
Property GPS Coordinates	24°38'19"S31° 2'30,08"E
Development Entity	Dazana Investment (Pty) Ltd
Operational Entity	Dazana Investment (Pty) Ltd
Oil Company Entity	Oil Company (Pty) Ltd

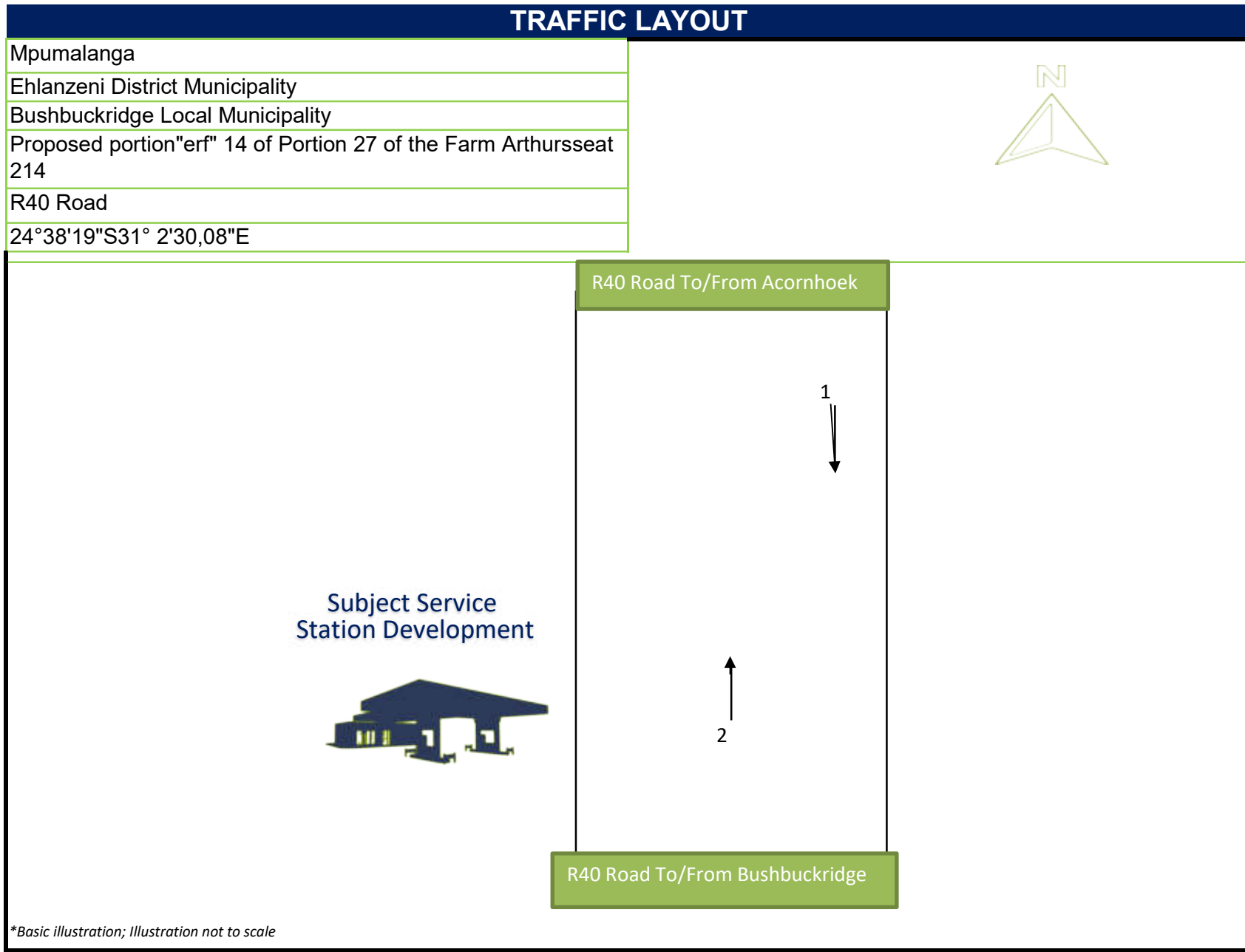
#### Financial Indicators

	Date	Value	Description	Date	Value
Interest rate	04/02/2022	7,50%	Zone	28/01/2022	61C
Long Bond rate R186	08/02/2023	7,78%	ULP 93	28/01/2022	20,29
			ULP 95	28/01/2022	20,44
			DGO 50 ppm	28/01/2022	18,47

Source: <https://www.resbank.co.za/Research/Rates/Pages/CurrentMarketRates.aspx>  
[http://www.energy.gov.za/files/petroleum\\_frame.html](http://www.energy.gov.za/files/petroleum_frame.html)

#### Traffic Count

Traffic count date:	02/10/2021	Counted by:	Aidan Noble Consulting
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**VOLUME PROJECTION :**  
**Bushbuckridge Local Municipality**

**TRAFFIC ANALYSIS METHOD.**

**REFERENCE:** Traffic Impact Study Issue 01 Reference 211002\_0045\_Acom City\_R001 Issue 01 dated 02/10/2021 conducted by Aidan Noble Consulting - The following considered by Petrorex.

\* The estimated peak hour volume is based on 10% of the ADT (Light and Heavy)

\* To estimate the 2021 traffic the existing data has been expanded by 2%, the 2% is based economic growth, which was between 1 and 2% in 2018 and 2019. Since the start of the pandemic the economic growth has been negative. Therefore the use of a 2% growth can be described as a conservative approach.

\* The traffic volume at Arthursseat, which is to the south of the proposed development are low with approximately 550 vehicles in the peak hour. / Klaserie is located to the north of Acomhoek on the section of the R40 between Acomhoek and Hoedspruit and the traffic volumes can also be described as low, with approximately 550 vehicles in the peak hour.

\* Therefore Petrorex adopted the basis of 550 vehicles in the peak hour to be considered.

\* Table 3: Estimated 2021 Peak Hour Traffic Volumes - Peak hour traffic on four sections indicates a split of 50,80% traffic volume on the Northbound direction and a 49,1% traffic volume on the Southbound direction.

\* In addition the heavy vehicles traffic is approximately 9% of the overall traffic volume. Petrorex adopted a 9% allocation split towards Heavy Vehicles from the overall traffic volume.

\* **Reference** Feasibility Study R40- Road Bushbuckridge - Casteel, 9,5 km radius south of the subject site conducted by Petrorex Dated Jan 2015

\* A classified manual vehicle count was conducted, and a percentage split was indicated that Minibus Taxi's represent a 20% of the overall traffic volume. Therefore Petrorex considered the percentage split and incorporated the representation in the below calculations.

This results into a calculated 24 hour AADT of :

ROUTE	LIGHT VEHICLES	MINIBUS VEHICLES	HEAVY VEHICLES	TOTAL
1	4 505	1 081	405	5 991
2	4 661	1 119	419	6 199
<b>Total</b>	<b>9 165</b>	<b>2 200</b>	<b>825</b>	<b>12 190</b>

It can be argued that the following considerations was taken into account when the projected fuel sale volume in year one was calculated :

That the proposed service station will be operated by an average dealer with average effort.

That the accesses from the adjacent access road approved by relevant authorities.

That visibility remains unobstructed from all directions.

That there are no undeveloped service stations in the identified trading area of influence.

**Support from the Commuter Trade**

\* Petrorex adopted the methodology that the overall project / development plan will be conducted in phases, therefore the assumption was considered that the Phase 1 / Year 1 will include the subject service station and all the retail components as the contribution on additional income stream to the overall development.

The Commuter Trade can be categorized into the following categories:

From the traffic counted on all routes, it can be argued that only the following routes are considered as positive and negative traffic,

ROUTE	Positive = TRUE Negative = FALSE	LIGHT VEHICLES	MINIBUS VEHICLES	HEAVY VEHICLES	
1	TRUE	4 505	1 081	405	
2	TRUE	4 661	1 119	419	
<b>Total</b>		<b>9 165</b>	<b>2 200</b>	<b>825</b>	<b>12 190</b>

The following considerations was taken into account when the anticipated "Average Fill" was calculated for the subject service station :

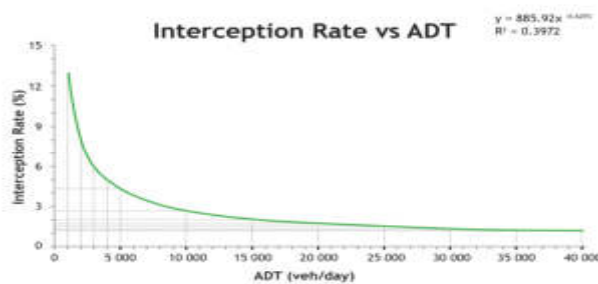
- The location of the subject service station;
- Type of traffic observed (Local and / or transient);
- Average litres were obtained from surveys done at the service stations identified in the area.

Based on the average litres obtained from surveys done at the service stations identified in the study area, industry experience with service stations trading in a similar market conditions, a average fill per vehicle to be adopted per vehicle class for the proposed service station development.

the following considerations was taken into account when the anticipated interception rates was calculated for the proposed service station :

- Convenience (Clean new facility and easily accessible);
- Visibility (adequate time to decide whether to use the facility or not);
- The amount of passer - by traffic (fixed, as per traffic count);
- Type of traffic (transient or local income level of the area also a factor);
- Identified services stations in the area (Competitor service stations)
- Service provided to public (Additional Profit opportunities such as a Car wash, Convenience shop, ATM etc.
- Accessibility (Proper deceleration and acceleration lanes);
- Location (Homebound or Workbound);
- Service Station layout ( Large enough to provide proper vehicle circulation)

From previous experiences with service station developments, consultants known as WSP has determined the relationship between the interception rate and the passing traffic volumes of a service station. This relationship is illustrated by a graph and is used as a general guideline for estimating the interception rates expected for the proposed service station development.



**1) Light vehicle traffic :**

From this identified positive traffic a support between  to  is expected  
 The intake per vehicle per stop amounts to an average of  litres over a period of  days per month.

**2) Minibus traffic :**

From this identified positive traffic a support between  to  is expected  
 The intake per Minibus per stop amounts to an average of  litres over a period of  operational days per month.

Average litres is similar to the Light vehicle average plus :

**2) Heavy vehicles :**

That the expected support from the Heavy Vehicles would vary between  to   
 The intake per diesel vehicle per stop amounts to  litres over a period of  operational days per month.

**Support from Retail Activity**

Trip generation of a shopping centre can be categorised in the following :

- Primary trips - :** These are referred to as new trips, or trips generated by a shopping centre. The visit to the centre or development is the primary reason for the trip.
- Pass- by trips - :** Trips intercepted by the centre which are made by motorists on their way to a destination, other than the centre, are known as pass- by trips.
- Diverted trips - :** A diversion of existing trips on the road adjacent to the site is sometimes necessary and are referred to as diverted trips.

The split of the expected number of trips generated is as follows :

Primary trips	<input type="text" value="48%"/>
Pass- by trips	<input type="text" value="42%"/>
Diverted trips	<input type="text" value="10%"/>
	<input type="text" value="100%"/>

The expected support from the generated trips from the adjacent shopping and commercial facilities can be calculated as follows :

\* Area and GLA discriptions obtained from the proposed development plan

Description	Phase 1 / Year 1
A. Centre & New fast food development m <sup>2</sup> /GLA	23 717
A1 - Shop 1 - Pick & Pay / Boxer	3 050
A2 - Shop 2 - AB Pets	189
A3 - Shop 3 - Pick & Pay Liquor	300
A4 - Shop 4 - Clicks	525
A5 - Shop 5 - Tekkie T	370
A6 - Shop 6 - OBC Chicken	620
A7 - Shop 7 - OBC	600
A8 - Shop 8 - Wespac/Crazy Plastics	1 750
A9 - Shop 9 - Sneak F	273
A10 - Shop 10 - ST.88	260
A11 - Shop 11	550
A12 - Shop 12 - Dischem	1 200
A13 - Shop 13 - Capitec	282
A14 - Shop 14 -	269
A15 - Shop 15 -	255
A16 - Shop 16 -	242
A17 - Shop 17 - Shoprite / Checkers	3 145
A18 - Shop 18 -	90
A19 - Shop 19 -	90
A20 - Shop 20 -	90
A21 - Shop 21	90
A22 - Shop 22 -	95
A23 - Fast Food Drive Thru	350
A24 - CTM / Tile Africa	7 522
A25 - Retail	1 510
* Excluding 2 X Fast Food and 2 X Resturant Areas indicated on the development plan without the available GLA	
B. Shoppers, Visitors / m <sup>2</sup>	30
C. Amount of shoppers, visitors per month (A x B)	711 510
D. Amount of persons per light vehicle (car & minibus)	3,0
E. Equals : amount of light vehicles per day (C / D / 30 )	7 906
F. Primary trips	48%
G.Pass - by trips	42%
H. Diverted trips	10%
I. Support by primary trips	8%
J. Equals: support per day per car (E x F x G)	304
K. Intake per stop per car	18
L. Days per month	30
<b>M. Equals : liters per month from centre</b>	<b>166 118</b>

#### CALCULATIONS :

The basic formula used in the calculation of the anticipation of fuel sales is : = N x P x L x D

Where N is : Number of vehicles passing the site during a 24 hour period.

Where P is : The percentage of those vehicles calculated in N likely to support the new site.

Where L is : The amount of litres likely to be purchase by the vehicles calculated in N and P.

Where D is : The number of days per month in which the calculated support is expected.

#### Support from Other Activities

\* TMH17 - Trip - Data - Manual Table 3.1 Daily Trip Generation Rates and Parameters adopted on the following

TRANSIENT TRADE ROUTE	SIZE / UNITS	DAILY TRIP RATE: AADT	PROPOSED GLA	SIZE/UNITS ON PROPOSED GLA
Industrial: Mini- Warehousing	100 sqm GLA	6	35 643	356
Residential: Single Dwelling Units	1D/Unit	4		63
Hotel, Residential	1 Room	3,25		100
Public Primary School	1 Student	2		400
Medical Clinic	100 sqm GLA	40	4 158	42
Offices	100 sqm GLA	8,5	9 946	99

\* Petrorex adopted the methodology that the overall project / development plan will be conducted in phases, therefore the assumption was considered that the Phase 2 / Year 2 will include the Residential , Educational, Medical and Office Facilities.

#### Scenario 1

TRANSIENT TRADE ROUTE	VEHICLES	SUPPORT	INTAKE	DAYS	LITRES / MONTH
Residential: Single Dwelling Units	252	3%	18	30,0	4 082
Public Primary School	800	3%	18	30,0	12 960
Medical Clinic	1 663	3%	18	30,0	26 944
Offices - Related activities	845	3%	18	30,0	13 696
					<b>57 682</b>

#### Scenario 2

TRANSIENT TRADE ROUTE	VEHICLES	SUPPORT	INTAKE	DAYS	LITRES / MONTH
Residential: Single Dwelling Units	252	4%	18	30,0	5 443
Public Primary School	800	4%	18	30,0	17 280
Medical Clinic	1 663	4%	18	30,0	35 925
Offices - Related activities	845	4%	18	30,0	18 261
					<b>76 909</b>

\* Petrorex adopted the methodology that the overall project / development plan will be conducted in phases, therefore the assumption was considered that the Phase 3 / Year 3 will include the Hotel and Light Industrial Facilities.

#### Scenario 1

TRANSIENT TRADE ROUTE	DAILY TRIP RATE AADT	SUPPORT	INTAKE	DAYS	LITRES / MONTH
Hotel, Residential	325	3%	18	30,0	5 265
Industrial: Mini- Warehousing	2 139	3%	18	30,0	34 645
					<b>39 910</b>

Scenario 2

TRANSIENT TRADE ROUTE	DAILY TRIP RATE AADT	SUPPORT	INTAKE	DAYS	LITRES / MONTH
Hotel, Residential	325	4%	18	30,0	7 020
Industrial: Mini- Warehousing	2 139	4%	18	30,0	46 193
					<b>53 213</b>



PETROL VOLUME PROJECTION

SCENARIO 1

TRANSIENT TRADE ROUTE	LIGHT VEHICLES	SUPPORT	INTAKE	DAYS	LITRES / MONTH
1	4 505	3,0%	18	30,0	72 974
2	4 661	3,0%	18	30,0	75 501
<b>TOTAL</b>	<b>9 165</b>				<b>148 475</b>

TRANSIENT TRADE ROUTE	MINIBUS VEHICLE	SUPPORT	INTAKE	DAYS	LITRES / MONTH
1	1 081	3,0%	20	25	16 053
2	1 119	3,0%	20	25	16 611
<b>TOTAL</b>	<b>2 200</b>				<b>32 664</b>

SCENARIO 1 TOTAL **347 257**

SCENARIO 2

TRANSIENT TRADE ROUTE	LIGHT VEHICLES	SUPPORT	INTAKE	DAYS	LITRES / MONTH
1	4 505	4,0%	18	30	97 299
2	4 661	4,0%	18	30	100 668
<b>TOTAL</b>	<b>9 165</b>				<b>197 967</b>

TRANSIENT TRADE ROUTE	MINIBUS VEHICLE	SUPPORT	INTAKE	DAYS	LITRES / MONTH
1	1 081	4,0%	20	25	21 404
2	1 119	4,0%	20	25	22 148
<b>TOTAL</b>	<b>2 200</b>				<b>43 552</b>

SCENARIO 2 TOTAL **407 637**

DIESEL VOLUME PROJECTION

SCENARIO 1

TRANSIENT TRADE ROUTE	HEAVY VEHICLES	SUPPORT	INTAKE	DAYS	LITRES / MONTH
1	405	1.0%	55	20	4 460
2	419	1.0%	55	20	4 614
<b>TOTAL</b>	<b>825</b>				<b>9 073</b>

SCENARIO 1 TOTAL 9 073

SCENARIO 2

TRANSIENT TRADE ROUTE	HEAVY VEHICLES	SUPPORT	INTAKE	DAYS	LITRES / MONTH
1	405	2.0%	55	20	8 919
2	419	2.0%	55	20	9 228
<b>TOTAL</b>	<b>825</b>				<b>18 147</b>

SCENARIO 2 TOTAL 18 147

**PROJECTED VOLUMES**

**PETROL**

YEAR	SCENARIO 1 L.P.M	SCENARIO 2 L.P.M	AVERAGE L.P.M	% OF TOTAL
1	347 257	407 637	377 447	96,52%
2	349 674	410 474	380 074	
3	352 108	413 331	382 719	
4	355 629	417 464	386 546	
5	360 963	423 726	392 345	
6	368 182	432 201	400 191	
7	379 228	445 167	412 197	
8	390 605	458 522	424 563	

**DIESEL**

YEAR	SCENARIO 1 L.P.M	SCENARIO 2 L.P.M	AVERAGE L.P.M	% OF TOTAL
1	9 073	18 147	13 610	3,48%
2	9 137	18 273	13 705	
3	9 200	18 400	13 800	
4	9 292	18 584	13 938	
5	9 432	18 863	14 147	
6	9 620	19 240	14 430	
7	9 909	19 818	14 863	
8	10 206	20 412	15 309	

**PETROL AND DIESEL**

YEAR	SCENARIO 1 L.P.M	SCENARIO 2 L.P.M	AVERAGE L.P.M	% OF TOTAL
1	356 330	425 784	391 057	100,00%
2	358 810	428 747	393 779	
3	361 308	431 731	396 520	
4	364 921	436 049	400 485	
5	370 395	442 589	406 492	
6	377 803	451 441	414 622	
7	389 137	464 984	427 060	
8	400 811	478 934	439 872	

REFERENCE: Traffic Impact Study Issue 01 Refrence 211002\_0045\_Acom City\_R001 Issue 01 dated 02/10/2021 conducted by Aidan Noble Consulting section 2.4 Future Traffic Volumes - In accordance with the Guidelines for Traffic Impact Assessments, a 5-year design horizon was used to calculate the future traffic volumes. The future traffic volumes will be estimated using a growth rate of 3% applied to the estimated 2021 traffic volumes to calculate the expected 2026 traffic volumes.

*\*Petrorex is of opinion that due to the significant impact on traffic volumes and patterns on the South African Roads due to the Covid-19 pandemic, a 3% (in accordance with the guidelines for Traffic Impact Assessment) estimated growth on future traffic volumes cannot be considered due to factors such as the current state of the country's disaster level, Traffic volumes and patterns (Behaviour) will take longer than the anticipated norm . Therefore Petrorex propose the below expected annual growth as a conservative estimation measure.*

The expected annual growth of the trade is projected at :

YEAR	Annual Growth
1 - 2022	
2	0,7%
3	0,7%
4	1,00%
5	1,50%
6	2,00%
7	3,00%
8	3,00%

Average Volume projection per month for year 1 to year 8:

YEAR	AVERAGE L.P.M
1 - 2022	391 057
2 -Phase 2	461 074
3 - Phase 3	510 845
4	515 954
5	523 693
6	534 167
7	550 192
8	566 697

Average Volume projection per month for year 1:

YEAR 1	AVERAGE L.P.M	% TOT YEAR 1
MNTH 1	293 293	75,00%
MNTH 2	312 846	80,00%
MNTH 3	312 846	80,00%
MNTH 4	332 399	85,00%
MNTH 5	351 951	90,00%
MNTH 6	371 504	95,00%
MNTH 7	391 057	100,00%
MNTH 8	391 057	100,00%
MNTH 9	391 057	100,00%
MNTH 10	391 057	100,00%
MNTH 11	391 057	100,00%
MNTH 12	391 057	100,00%
TOT	4 321 181	
AVERAGE	360 098	

Expected Volume sales per product per month year 1:

VOLUME SALES PER PRODUCT			
Petrol ULP 93	Petrol ULP 95	DGO 50 ppm	Average per month
106 856	106 856	79 580	293 293
113 980	113 980	84 885	312 846
113 980	113 980	84 885	312 846
121 104	121 104	90 191	332 399
128 228	128 228	95 496	351 951
135 351	135 351	100 801	371 504
142 475	142 475	106 107	391 057
142 475	142 475	106 107	391 057
142 475	142 475	106 107	391 057
142 475	142 475	106 107	391 057
142 475	142 475	106 107	391 057
142 475	142 475	106 107	391 057
142 475	142 475	106 107	391 057
<b>36.43%</b>	<b>36.43%</b>	<b>27.13%</b>	<b>100.00%</b>

## IDENTIFIED COMPETITOR SERVICE STATIONS

Proposed Development GPS Co Ordinates 24°38'19"S31° 2'30,08"E

No.	Competitor Service Station Name.	Oil Company	GPS Co-ordinates	Distance from Site / km		Petrol	Diesel	% Diesel of Market	Market - per month	% Market
				Radius	Road / Site					
1	Green Valley Service Station	Puma	24°36'21.91"S 31° 2'15.92"E	3,77	3,6	255	45	15,00%	300	8,53%
2	Engen Bushbuckridge Integrated Energy Centre	Engen	24°40'28.66"S 31° 1'34.44"E	4,24	6,1	280	45	13,85%	325	9,25%
3	Achornhoek Megacity / Plaza Filling Station	Caltex / Astron	24°35'59.59"S 31° 2'52.05"E	4,53	4,8	350	75	17,65%	425	12,09%
4	BP Achornbush	BP	24°35'43.78"S 31° 3'43.75"E	5,35	6,4	275	45	14,06%	320	9,10%
5	Klaserie 1 Stop	Total	24°32'27.84"S 31° 1'33.90"E	11,25	12,7	135	35	20,59%	170	4,84%
6	Lethsele Filling Station	Total	24°46'40.32"S 31° 3'6.77"E	15,42	19,4	135	25	15,63%	160	4,55%
7	Dwarsloop Cash and Carry	Total	24°47'17.04"S 31° 4'48.01"E	17,03	22,5	110	25	18,52%	135	3,84%
8	Thulamahashe	Total	24°48'6.96"S 31° 5'5.83"E	18,63	24,1	275	35	11,29%	310	8,82%
9	Mariepskop Fuel	Shell	24°30'2.69"S 30°53'42.62"E	21,41	27,2	75	35	31,82%	110	3,13%
10	Mpuleng Service Station	Shell	24°50'10.90"S 31° 4'18.34"E	22,16	29,8	375	35	8,54%	410	11,66%
11	Caltex Bushbuckridge	Caltex / Astron	24°50'21.23"S 31° 4'33.53"E	22,16	30,2	275	45	14,06%	320	9,10%
12	Metro Bushbuckridge	Engen	24°50'25.01"S31° 4'38.90"E	22,49	30,5	0	35	100,00%	35	1,00%
13	"No Name" Closed for operations	Other	24°51'40.59"S 31° 6'24.76"E	25,10	34,9	0	0		0	0,00%
14	Cardess Cash Store	Other	24°53'15.77"S 31° 6'2.38"E	28,20	43,8	0	35	100,00%	35	1,00%
15	Rus 'n Biki Service Station	Viva	24°53'35.55"S 31° 6'16.24"E	28,88	39,3	200	25	11,11%	225	6,40%
16	Calton Service Station	Viva	24°56'24.18"S 31° 7'39.58"E	34,19	45,9	200	35	14,89%	235	6,69%
									3 515	100,00%
Average %									27,13%	

BRAND MARKET SHARE		
1	BP	6,25%
2	Caltex / Astron	12,50%
3	Elegant Fuels	0,00%
4	Engen	12,50%
5	MBT	0,00%
6	Puma	6,25%
7	Sasol	0,00%
8	Shell	12,50%
9	Total	25,00%
10	Viva	12,50%
11	North West Oil	0,00%
12	Other	12,50%
	Market	100,00%

**EVALUATION GRADING SYSTEM (EGS) - COMPETITOR SITES**

EVALUATION GRADING SYSTEM (EGS)	
SCORE	DESCRIPTION
1	POOR
2	FAIR
3	ADEQUATE
4	GOOD
5	EXCELLENT

**WEIGHTED SUCCESS FACTORS**  
 A specific weight is attributed to each success factor according to its importance for each subject COMPETITION service station.  
 Each success factor will be adjusted according to its multiplier (weight) to ultimately produce a suitable percentile

**1. DIVERSIFICATION**

Values granted :

Facilities	Value
Branded Convenient Store	1,00
Shop / Tuckshop	0,75
Branded QSR	0,50
Non Branded food outlet	0,25
ATM	0,75
Car Wash / Car Sales	0,50
24 Trading hours	1,00
Other	0,25
	5,00

Criteria	Multiplier
1.Diversification.	16,67%

**2. VOLUME THROUGHPUT / MARKET DEMAND**

Values granted :

VOLUMES	VALUE.
0-150	1,00
151-200	1,50
201-275	2,00
276-350	2,50
351-400	3,00
401-450	3,50
451-475	4,00
476-500	4,50
501- >	5,00

Criteria	Multiplier
2.Volume	16,67%

**3. APPEARANCES**

Indicates the suitability and aesthetic appeal of the subject site.  
 Housekeeping standards maintain or not.  
 Signage clean and visible  
 Equipment in good working order.  
 Safe and secure environment  
 Clean pump islands / ablution facilities / garden  
 Taking into consideration the branded sites being representing their latest visual manifestation vs delapidated or non branded site.

Criteria	Multiplier
3.Appearance	16,67%

**4. ACCESS / LOCALITY**

A site adjacent to a main road / provincial / Highway or on a corner at a shopping centre is more ideal and attain a value of 4 (good) or more whilst a grade 3 (adequate) or less is assigned to sites that are not located in an industrial area vs residential and business area. Easily accessible / access road not obstructed by vehicles Must make a special trip to facility when filling up with fuel Access designed according to sound road planning principles Median exist to prevent right turning movements - cause traffic accidents. Number of conflict points.Up / down stream location of intersection. Internal layout - discourage the use as a slip way / pump islands to be located behind egress point, to allow proper and safe circulation through the forecourt.At least two entrance points

Criteria	Multiplier
4.Access / Locality	16,67%

**5. VISSIBILITY**

Indicates the level of visual exposure of the subject site attains from passing traffic. If the view of the subject site is obstructed by any large features / activities a grade of 3 (adequate) or less is assigned. If the site enjoys high visibility a score of 5 (excellent) is assigned.

Criteria	Multiplier
5.Visibility	16,67%

**6. SERVICE / PROMOTION LEVELS**

\*Indicates the level of service on the forecourt was observed along with any visual promotional / advertisement of additional services and products as well as being offered by staff.  
 \*Awareness of community involvement.  
 \*Friendly, fast and efficient service.

Criteria	Multiplier
5.Visibility	16,67%
	100,00%

## 1.DIVERSIFICATION

No.	Competitor Filling Station Name.	Oil Company	Branded C Store (1)	Shop / Tuck shop (0,75)	Branded QSR (0,50)	Non Branded Food Outlet (0,25)	ATM (0,75)	Car Wash / Sales (0,50)	Trading Hours (1)	Other (0,25)	Weighted Total
1	Green Valley Service Station	Puma	1,00						1,00	0,25	2,25
2	Engen Bushbuckridge Integrated Energy Ce	Engen	1,00						1,00	0,25	2,25
3	Achornhoek Megacity / Plaza Filling Station	Caltex / Astron							1,00	0,25	1,25
4	BP Achornbush	BP	1,00		0,50		0,75		1,00	0,25	3,50
5	Klaserie 1 Stop	Total		0,75						0,25	1,00
6	Lethsele Filling Station	Total		0,75						0,25	1,00
7	Dwarsloop Cash and Carry	Total		0,75						0,25	1,00
8	Thulamahashe	Total	1,00				0,75		1,00	0,25	3,00
9	Mariepskop Fuel	Shell		0,75						0,25	1,00
10	Mpuleng Service Station	Shell	1,00				0,75		1,00	0,25	3,00
11	Caltex Bushbuckridge	Caltex / Astron	1,00		0,5		0,75		1,00	0,25	3,50
12	Metro Bushbuckridge	Engen								0,25	0,25
13	"No Name" Closed for operations	Other									0,00
14	Cardess Cash Store	Other								0,25	0,25
15	Rus 'n Biki Service Station	Viva		0,75					1,00	0,25	2,00
16	Calton Service Station	Viva		0,75					1,00	0,25	2,00
	SUBJECT SITE		1,00		0,50		0,75		1,00	0,25	3,50
											39,75

## EVALUATION GRADING SYSTEM (EGS)

Multiplier	15,50%	20,00%	20,00%	20,00%	12,00%	12,50%	100,00%
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No.	Competitor Filling Station Name.	Oil Company	1.Diversification	2.Volume	3.Appearance	4.Access / Locality	5.Visibility	6.Service / Promotion	Weighted / Percentile	% Market
1	Green Valley Service Station	Puma	2,25	2,50	3	4	4	3	6	7,71%
2	Engen Bushbuckridge Integrated Energy Ce	Engen	2,25	2,50	4	4	4	4	6	8,16%
3	Achornhoek Megacity / Plaza Filling Station	Caltex / Astron	1,25	3,50	3	4	3	4	5	6,61%
4	BP Achornbush	BP	3,50	2,50	4	4	4	4	6	8,43%
5	Klaserie 1 Stop	Total	1,00	1,50	2	2	1	1	2	2,58%
6	Lethsele Filling Station	Total	1,00	1,50	2	3	3	1	4	5,23%
7	Dwarsloop Cash and Carry	Total	1,00	1,00	2	3	2	2	3	4,01%
8	Thulamahashe	Total	3,00	2,50	3	3	3	3	5	6,55%
9	Mariepskop Fuel	Shell	1,00	1,00	2	2	2	1	3	3,79%
10	Mpuleng Service Station	Shell	3,00	3,50	3	3	4	3	6	8,10%
11	Caltex Bushbuckridge	Caltex / Astron	3,50	2,50	4	4	4	3	6	8,21%
12	Metro Bushbuckridge	Engen	0,25	1,00	1	1	1	1	2	2,08%
13	"No Name" Closed for operations	Other	0,00	1,00	1	1	1	1	2	2,03%
14	Cardess Cash Store	Other	0,25	1,00	1	1	1	1	2	2,08%
15	Rus 'n Biki Service Station	Viva	2,00	2,00	3	3	4	3	6	7,55%
16	Calton Service Station	Viva	2,00	2,00	3	4	4	3	6	7,55%
	SUBJECT SITE		3,50	3,00	4	4	4	4	6	8,54%

## POTENTIAL VOLUME LOSS CALCULATION:

### (1) VOLUME LOSS – MARKET SHIFT BASED ON POTENTIAL SHARED TRAFFIC STREAM

NU.	Competitor Service Station Name.	Oil Company	Distance from Site		Shared Traffic Stream	Potential Pass-By Traffic [veh/day]	Traffic shared with new service station [veh/day]	Percentage of total traffic shared [%]
			Radius	Road				
1	Green Valley Service Station	Puma	3,77	3,60	Yes	8 500	3 500	41,18%
2	Engen Bushbuckridge Integrated Energy Centre	Engen	4,24	6,10	Yes	8 500	3 500	41,18%
3	Achornhoek Megacity / Plaza Filling Station	Caltex / Astron	4,53	4,80	Yes	12 500	4 500	36,00%
4	BP Achornbush	BP	5,35	6,40	Yes	3 500	350	10,00%
5	Klaserie 1 Stop	Total	11,25	12,70	Yes	4 500	450	10,00%
6	Lethsele Filling Station	Total	15,42	19,40	Yes	4 500	450	10,00%
7	Dwarsloop Cash and Carry	Total	17,03	22,50	Yes	4 500	450	10,00%
8	Thulamahashe	Total	18,63	24,10	Yes	4 500	450	10,00%
9	Mariepskop Fuel	Shell	21,41	27,20	Yes	4 500	450	10,00%
10	Mpuleng Service Station	Shell	22,16	29,80	Yes	9 500	4 500	47,37%
11	Caltex Bushbuckridge	Caltex / Astron	22,16	30,20	Yes	9 500	4 500	47,37%
12	Metro Bushbuckridge	Engen	22,49	30,50	Yes	9 500	4 500	47,37%
13	"No Name" Closed for operations	Other	25,10	34,90	Yes	3 500	500	14,29%
14	Cardess Cash Store	Other	28,20	43,80	Yes	3 500	500	14,29%
15	Rus 'n Biki Service Station	Viva	28,88	39,30	Yes	3 500	500	14,29%
16	Calton Service Station	Viva	34,19	45,90	Yes	3 500	500	14,29%



Guideline percentage moving market factor

Description	Moving Market Factor
New Service Station (upstream location)- Sharing in majority ( positive) traffic / competitor in close proximity.	20-40 %
New Service Station (downstream location)- Share in limited (positive) traffic flow - due to intersections - diversions	10-20 %
New Service Station - Share in minimum (positive) traffic flow - due to competitors location - different market segments.	0-10 %

NU.	Competitor Service Station Name.	Oil Company	Present Estimated Fuel Sale Volume [lpm]	Moving Market Factor [%] (1)	Volume loss kI/site Year 1	Volume after loss Year 1	Volume after loss Year 2	Volume after loss Year 3	Volume after loss Year 4	Volume after loss Year 5
1	Green Valley Service Station	Puma	300	20,00%	60	240	242	243	246	254
2	Engen Bushbuckridge Integrated Energy Centre	Engen	325	15,00%	49	276	278	280	283	293
3	Achornhoek Megacity / Plaza Filling Station	Caltex / Astron	425	10,00%	43	383	385	388	392	406
4	BP Achombush	BP	320	10,00%	32	288	290	292	295	305
5	Klaserie 1 Stop	Total	170	10,00%	17	153	154	155	157	162
6	Lethsele Filling Station	Total	160	10,00%	16	144	145	146	147	153
7	Dwarsloop Cash and Carry	Total	135	10,00%	14	122	122	123	124	129
8	Thulamahashe	Total	310	10,00%	31	279	281	283	286	296
9	Mariepskop Fuel	Shell	110	10,00%	11	99	100	100	101	105
10	Mpuleng Service Station	Shell	410	5,00%	21	390	392	395	399	413
11	Caltex Bushbuckridge	Caltex / Astron	320	5,00%	16	304	306	308	311	322
12	Metro Bushbuckridge	Engen	35	3,00%	1	34	34	34	35	36
13	"No Name" Closed for operations	Other	0	3,00%	0	0	0	0	0	0
14	Cardess Cash Store	Other	35	3,00%	1	34	34	34	35	36
15	Rus 'n Biki Service Station	Viva	225	3,00%	7	218	220	221	224	231
16	Calton Service Station	Viva	235	3,00%	7	228	230	231	233	242
Total Volume shift					324,15					
% volume shift					82,89%					

(2) VOLUME LOSS – MARKET SHIFT BASED ON EVALUATION GRADING SYSTEM

NU.	Competitor Service Station Name.	Oil Company	Present Estimated Fuel Sale Volume [lpm]	Evaluation Grading System (2)	Volume loss kI/site Year 1	Volume after loss Year 1	Volume after loss Year 2	Volume after loss Year 3	Volume after loss Year 4	Volume after loss Year 5
1	Green Valley Service Station	Puma	300	7,71%	25	275	277	277	280	290
2	Engen Bushbuckridge Integrated Energy Centre	Engen	325	8,16%	26	299	301	303	306	317
3	Achornhoek Megacity / Plaza Filling Station	Caltex / Astron	425	6,61%	21	404	406	409	413	428
4	BP Achornbush	BP	320	8,43%	27	293	295	297	300	310
5	Klaserie 1 Stop	Total	170	2,58%	8	162	163	164	166	171
6	Lethsele Filling Station	Total	160	5,23%	17	143	144	145	146	152
7	Dwarsloop Cash and Carry	Total	135	4,01%	13	122	123	124	125	129
8	Thulamahashe	Total	310	7,55%	24	286	288	290	292	303
9	Mariepskop Fuel	Shell	110	0,26%	1	109	110	111	112	116
10	Mpuleng Service Station	Shell	410	0,26%	1	409	412	415	419	434
11	Caltex Bushbuckridge	Caltex / Astron	320	0,26%	1	319	321	324	327	338
12	Metro Bushbuckridge	Engen	35	8,54%	28	7	7	7	7	8
13	"No Name" Closed for operations	Other	0	0,00%	0	0	0	0	0	0
14	Cardess Cash Store	Other	35	0,00%	0	35	35	35	36	37
15	Rus 'n Biki Service Station	Viva	225	0,00%	0	225	227	228	230	239
16	Calton Service Station	Viva	235	0,00%	0	235	237	238	241	249
Total Volume shift					324,15					
% volume shift					82,89%					

**WEIGHTED ALLOCATION (1) AND (2)**

(1) Moving Market Factor scenario - sharing in the same traffic stream	50,00%	
(2) Moving Market Factor - based on the evaluation grading system	50,00%	100,00%

**WEIGHTED VOLUME LOSS**

NU.	Competitor Service Station Name.	Oil Company	Present Estimated Fuel Sale Volume [lpm]	Moving Market Factor [%] (1)	Evaluation Grading System (2)	Weighted Allocation (1) & (2)	Volume loss kl/site Year 1	Volume after loss Year 1	Volume after loss Year 2	Volume after loss Year 3	Volume after loss Year 4	Volume after loss Year 5
1	Green Valley Service Station	Puma	300	20,00%	7,71%	13,86%	42	258	260	266	270	274
2	Engen Bushbuckridge Integrated Energy Centre	Engen	325	15,00%	8,16%	11,58%	38	287	289	295	300	305
3	Achornhoek Megacity / Plaza Filling Station	Caltex / Astron	425	10,00%	6,61%	8,31%	35	390	392	401	407	414
4	BP Achombush	BP	320	10,00%	8,43%	9,22%	29	291	293	299	304	308
5	Klaserie 1 Stop	Total	170	10,00%	2,58%	6,29%	11	159	160	164	167	169
6	Lethsele Filling Station	Total	160	10,00%	5,23%	7,61%	12	148	149	152	155	157
7	Dwarsloop Cash and Carry	Total	135	10,00%	4,01%	7,01%	9	126	126	129	131	133
8	Thulamahashe	Total	310	10,00%	7,55%	8,77%	27	283	285	291	296	300
9	Mariepskop Fuel	Shell	110	10,00%	0,26%	5,13%	6	104	105	107	109	111
10	Mpuleng Service Station	Shell	410	5,00%	0,26%	2,63%	11	399	402	410	417	424
11	Caltex Bushbuckridge	Caltex / Astron	320	5,00%	0,26%	2,63%	8	312	314	320	326	331
12	Metro Bushbuckridge	Engen	35	3,00%	8,54%	5,77%	2	33	33	34	34	35
13	"No Name" Closed for operations	Other	0	3,00%	0,00%	1,50%	0	0	0	0	0	0
14	Cardess Cash Store	Other	35	3,00%	0,00%	1,50%	1	34	35	35	36	37
15	Rus 'n Biki Service Station	Viva	225	3,00%	0,00%	1,50%	3	222	223	228	232	235
16	Calton Service Station	Viva	235	3,00%	0,00%	1,50%	4	231	233	238	242	246
Total Volume shift							237,81					
% volume shift							60,81%					

**ESTIMATED DEVELOPMENT**

Site: Lombard Properties (Pty) Ltd

**Fuel Storage Tank (s) Sizes**

L	QTY			
	11 000	14 000	23 000	30 000
QTY	0	0	6	0
Product: ULP 93	0	0	2	0
Product: ULP 95	0	0	2	0
Product: DGO 50 PPM	0	0	2	0
<b>TOTAL FUEL STORAGE CAPACITY</b>	<b>138 000</b>			

**Dispenser (s)**

Nozzles	1	2	3	4	6	8
QTY	0	0	0	0	4	0

dispenser islands with 14 x 7 spillslab dish for 5 drains plus 1 x remote island for diesel with dedicated 7 x 3,5 spillslab and drain.

**Islands**

Islands (Including diesel)	1	2	3	4	5
Number	0	1	0	1	0

**Canopy**

Size m <sup>2</sup>	49	98	147	392	475
Number	0	0	0	1	0

Dazana Investment (Pty) Ltd	Dazana Investment (Pty) Ltd	Oil Company (Pty) Ltd
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\* Costings are not site specific and are estimates.

1 EXCAVATION FOR TANKS & FUEL PIPE LINES					1	0	0
	UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
1.1 Tank farm excavation not exceeding 4m	m3	750	350,00	262500,00	262 500,00	0,00	0,00
1.2 Remove soil from site	m3	0	145,00	0,00	0,00	0,00	0,00
Keep excavation free of water	item	1	2 500,00	2500,00	2 500,00	0,00	0,00
1.3 Extra-Over Items 1 & 2 for hard material removed by compressor	m <sup>3</sup>		225,00	rate only			
1.4 Extra-Over Items 1 & 2 for hard material removed by blasting	m <sup>3</sup>		775,00	rate only			
1.5 Extra-Over Items 1 & 2 for pot clay	m <sup>3</sup>		65,00	rate only			
1.6 Extra-Over for shoring per tank	item	0	7750,00	0,00	0,00	0,00	0,00
1.7 Load of unsuitable excavated materials to normal landfill site	m3	0	0,00	0,00	0,00	0,00	0,00
1.8	m <sup>3</sup>		0,00	0,00	0,00	0,00	0,00
Sub Total:				265000,00	265 000,00	0,00	0,00
2 CONCRETE AND BACKFILL					1	0	0
	UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
2.1 Install tank sumps to sans spec Including fittings and STP's (Sump to be supplied with tanks)	no	6	55 000,00	330 000,00	330 000,00	0,00	0,00
2.2 Leak detectors	no	6	3500,00	21000,00	21 000,00	0,00	0,00
2.3 Backfill in layers of 150mm	m3	675	400,00	270000,00	0,00	0,00	0,00
2.4 Cast 150mm slab to 20mpa with 395 mesh reinforcement	m3	68	3500,00	236250,00	0,00	0,00	0,00
2.5 Backfill around tank sumps with soil Crete	m3	60	300,00	18000,00	18 000,00	0,00	0,00
2.6 Install manhole covers	no	6	3000,00	18000,00	0,00	0,00	0,00
2.7 Backfill 150mm G5 layer to underside of finish surface	m3	375	450,00	168750,00	0,00	0,00	0,00
2.8 Remove water from tanks	no	1	1750,00	1750,00	1 750,00	0,00	0,00
2.9 Supply dipsticks and water finding paste for tanks	no	6	1750,00	10500,00	0,00	0,00	0,00
Sub Total:				1 074 250,00	370 750,00	0,00	0,00

					1	0	0	
					OWNER	DEALER	OILCO.	
<b>3</b>	<b>REMOVAL OF SERVICES</b>	UNIT	QTY.	Rate	Total excl.			
3.1	Remove existing tanks	no	0	5000,00	0,00	0,00	0,00	0,00
3.2	Remove existing dispensers	no	0	250,00	0,00	0,00	0,00	0,00
3.3	Remove lines including de-gassing	m	0	185,00	0,00	0,00	0,00	0,00
3.4	Backfill old excavations	m3	0	210,00	0,00	0,00	0,00	0,00
3.5	Transport old equipment to specified site	km	0	25,00	0,00	0,00	0,00	0,00
3.6	Remove rubble	loads	20	2500,00	50000,00	50 000,00	0,00	0,00
3.7	Degassing of tanks	no	0	1500,00	0,00	0,00	0,00	0,00
	Sub Total:				50 000,00	50 000,00	0,00	0,00
<b>4</b>	<b>TRENCHING FOR PIPELINES AND SLEEVE</b>	UNIT	QTY.	Rate	Total excl.			
4.1	Trench for vent lines	m3	37,50	70,00	2625,00	2 625,00	0,00	0,00
4.2	Trench for filler lines	m3	37,50	70,00	2625,00	2 625,00	0,00	0,00
4.3	Trench for delivery lines	m3	30,00	70,00	2100,00	2 100,00	0,00	0,00
4.4	Trench for sleeve	m3	60,00	70,00	4200,00	4 200,00	0,00	0,00
4.5	Backfill with soil Crete	m3	45,00	225,00	10125,00	10 125,00	0,00	0,00
	Sub Total:				21 675,00	21 675,00	0,00	0,00
<b>5</b>	<b>LOWERING AND POSITIONING OF TANKS INTO PIT</b>	UNIT	QTY.	Rate	Total excl.			
5.1	Lowering / placing of tanks	no	6	7500,00	45000,00	0,00	0,00	45 000,00
5.2	fill tanks with water	no	6	2200,00	13200,00	0,00	0,00	13 200,00
	Sub Total:				58 200,00	0,00	0,00	58 200,00
<b>6</b>	<b>FUEL LEAK MONITORING WELLS</b>	UNIT	QTY.	Rate	Total excl.			
6.1	Supply and install monitoring wells	no	0	1500,00	0,00	0,00	0,00	0,00
	Sub Total:				0,00	0,00	0,00	0,00
<b>7</b>	<b>PIPING</b>	UNIT	QTY.	Rate	Total excl.			
7.1	Supply and install UPP filler line	m	105	350,00	36750,00	0,00	0,00	36 750,00
7.2	Supply and install UPP vent line	m	278	250,00	69375,00	0,00	0,00	69 375,00
7.3	Supply and install UPP delivery line	m	278	300,00	83250,00	0,00	0,00	83 250,00
7.4	Install filler containment pods	no	6	3750,00	22500,00	0,00	0,00	22 500,00
7.5	Supply and install 50mm vent uprights complete	no	6	3750,00	22500,00	0,00	0,00	22 500,00
7.6	Supply and install pump sumps	no	4	7500,00	30000,00	0,00	0,00	30 000,00
7.7	Supply and install dip caps and id plates	no	6	2000,00	12000,00	0,00	0,00	12 000,00
	Sub Total:				276 375,00	0,00	0,00	276 375,00
<b>8</b>	<b>SLEEVING</b>	UNIT	QTY.	Rate	Total excl.			
8.1	Install 110mm sleeving for electrical and data	m	100	175,00	17500,00	17 500,00	0,00	0,00
	Sub Total:				17 500,00	17 500,00	0,00	0,00
<b>9</b>	<b>LIGHTING PROTECTION</b>	UNIT	QTY.	Rate	Total excl.			
9.1	Supply and install lighting protection for equipment	pc amount	1	30000,00	30000,00	30 000,00	0,00	0,00
	Sub Total:				30 000,00	30 000,00	0,00	0,00

10 PUMP ISLANDS AND INSTALLATIONS					UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
10.1	Supply and install all pump fitting ect	no	6	7500,00	45000,00			45 000,00	0,00	0,00	
10.2	Build new Islands	no	6	7500,00	45000,00			45 000,00	0,00	0,00	
10.3	Connect new pumps	no	6	2000,00	12000,00			12 000,00	0,00	0,00	
Sub Total:								102 000,00	0,00	0,00	
11 ELECTRICAL					UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
11.1	Electrical:pump and tank , canopy connection (above excluding canopy lights)	pc amount	1	375000,00	375000,00			375 000,00	0,00	0,00	
11.2	Gas breaks	no	9	6500,00	58500,00			58 500,00	0,00	0,00	
Sub Total:								433 500,00	0,00	0,00	
12 FILLER CONTAINMENT SLAB					UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
12.1	Excavate sub-base and repair for slab	m2	588	85,00	49980,00			49 980,00	0,00	0,00	
12.2	Cast slab 200mm thick at 30mpa	m3	368	650,00	238875,00			238 875,00	0,00	0,00	
12.3	Finish to top surface	m2	588	45,00	26460,00			26 460,00	0,00	0,00	
12.4	Saw cut joints in concrete	lin m	184	7,50	1378,13			1 378,13	0,00	0,00	
12.5	Supply and fix mesh	m2	294	55,00	16170,00			16 170,00	0,00	0,00	
12.6	Break concrete	m2	0	880,00	0,00			0,00	0,00	0,00	
12.7	Self contained sump with Grid	no	0	1350,00	0,00			0,00	0,00	0,00	
Sub Total:								332 863,13	0,00	0,00	
13 PAVING					UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
13.1	Remove paving	m2	0	85,00	0,00			0,00	0,00	0,00	
13.2	Re-use old paving ( clean and relay )	m2	0	125,00	0,00			0,00	0,00	0,00	
13.3	New paving ( see civils 18 )	m2	0	285,00	0,00			0,00	0,00	0,00	
Sub Total:								0,00	0,00	0,00	
14 OIL SEPARATOR AND FORECOURT CONCRETE					UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
14.1	Concrete to forecourt as per industry spec	m2	300	950,00	285000,00			285 000,00	0,00	0,00	
14.2	Including shuttering, cutting, flouting and mesh				125000,00			125 000,00	0,00	0,00	
14.3	Cast slab150mm thick at 20mpa				21000,00			21 000,00	0,00	0,00	
14.4	Crash barrier (standard upright)	no	12	1750,00	21000,00			21 000,00	0,00	0,00	
14.5	Crash barrier (double upright with curved top)	no	0	5000,00	0,00			0,00	0,00	0,00	
14.6	Supply, trench and install piping to separator	lin m	80	400,00	32000,00			32 000,00	0,00	0,00	
14.7	Backfill trenches with soil Crete	m3	8	250,00	1875,00			1 875,00	0,00	0,00	
14.8	Supply and install Separator	no	1	100000,00	100000,00			100 000,00	0,00	0,00	
14.9	Storm water grid and manhole	no	6	8500,00	51000,00			51 000,00	0,00	0,00	
14.1	HSSE	NO	1	25000,00	25000,00			25 000,00	0,00	0,00	
Sub Total:								640 875,00	0,00	0,00	
15 CERTIFICATES					UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
15.1	Fire Department Inspections	no	1	2000,00	2000,00			2 000,00	0,00	0,00	
15.2	Pressure test certificate	no	1	2000,00	2000,00			2 000,00	0,00	0,00	
Sub Total:								4 000,00	0,00	0,00	
16 TANKS					UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
Complete with sumps , Le fonte valve , manhole covers and filler pots											
16.1	23000L	no	6	125000,00	750000,00			0,00	0,00	750 000,00	
16.2	Transport				55000,00			0,00	0,00	330 000,00	
16.3	46000L	no	0	155000,00	0,00			0,00	0,00	0,00	
16.4	Transport				25000,00			0,00	0,00	0,00	
16.5	11 000 L to 14 000 L	no	0	65000,00	0,00			0,00	0,00	0,00	
16.6	Transport				5000,00			0,00	0,00	0,00	
Sub Total:								805 000,00	0,00	1 080 000,00	
17 DISPENSERS					UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
17.1	6 HOSE	no	6	75000,00	450000,00			0,00	0,00	450 000,00	
17.2	1 HOSE HIGH SPEED	no	0	85000,00	0,00			0,00	0,00	0,00	
17.3	Transport	km	350	25,00	8750,00			0,00	0,00	8 750,00	
Sub Total:								458 750,00	0,00	458 750,00	

18 CIVIL WORKS					1	0	0
	UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
18.1	CASTING OF 150MM JOCKEY SLABS OVER TANK FARM	m <sup>2</sup>	240	850,00	204 000,00	0,00	0,00
18.2	ACCESS ROAD AND PAVING - OPTION		1 200	1 200,00	1 440 000,00	0,00	0,00
18.3	SITE WORKS ( EXCLUDING ACCESSSES)	m <sup>2</sup>	375	1 750,00	656 250,00	0,00	0,00
18.4	CRASHBARRIERS	ea	8	4 750,00	38 000,00	0,00	0,00
18.5	CONSTRUCT PUMP ISLANDS	ea	5	3 500,00	17 500,00	0,00	0,00
Sub Total:				2 355 750,00	2 355 750,00	0,00	0,00
19 TRANSPORT OF MATERIALS / EQUIPMENT					1	0	0
	UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
19.1	TRANSPORT:						
a	TLB	km	150	25,00	3 750,00	0,00	0,00
b	PIPEWORK	km	150	12,00	1 800,00	0,00	0,00
c	CRANE ESTABLISHMENT	km	150	30,00	4 500,00	0,00	0,00
d	TIPPER	km	150	12,00	1 800,00	0,00	0,00
e	LDV.	km	150	7,50	1 125,00	0,00	0,00
19.2	COLLECTION OF MATERIALS/EQUIPMENT FROM SUPPLIERS & DELIVER TO SITE:				0,00	0,00	0,00
a	MANHOLES FROM PROWALCO	km	0	12,00	0,00	0,00	0,00
b	DISPENSERS & PUMPS	km	0	12,00	0,00	0,00	0,00
c	SUBMERSIBLE PUMPS	km	0	7,50	0,00	0,00	0,00
d	ELECTRICAL EQUIPMENT	km	0	12,00	0,00	0,00	0,00
19.3	EQUIPMENT HIRE:				0,00	0,00	0,00
a	TLB/EXCAVATOR	hr	60	450,00	27 000,00	0,00	0,00
b	CRANE	lifts	12	2 000,00	24 000,00	0,00	0,00
c	COMPRESSOR	hr	72	250,00	18 000,00	0,00	0,00
d	COMPACTORS	hr	120	55,00	6 600,00	0,00	0,00
e	BOMAG ROLLER	hr	90	135,00	12 150,00	0,00	0,00
19.4	SUBSISTENCE ( ONE CREW 90 NIGHTS BEYOND 50 KM FROM BASE)	item	0	95 000,00	95 000,00	0,00	0,00
a	STANDING TIME PER CREW	day	0	3 000,00	rate only		
Sub Total:				195 725,00	195 725,00	0,00	0,00
20 ADDITIONAL WORK					1	0	0
	UNIT	QTY.	Rate	Total excl.	OWNER	DEALER	OILCO.
20.1	FENCE SITE	m	150	450,00	67 500,00	0,00	0,00
20.2	WATER AND ELECTRICITY	PC sum	1	155 000,00	155 000,00	0,00	0,00
20.3	PLANS AND APPROVALS	sum	1	45 000,00	45 000,00	0,00	0,00
20.4	STRUCTURAL STEEL PLAN AND CERTIFICATE BY ENGINEER	sum	0	45 000,00	0,00	0,00	0,00
20.5	FORECOURT MANAGEMENT SYSTEM	sum	1	95 000,00	95 000,00	0,00	0,00
20.6	TANK GAUGING SYSTEM	sum	0	75 000,00	0,00	0,00	0,00
20.7	FORECOURT AND SHOP CCTV	sum	0	75 000,00	0,00	0,00	0,00
20.8	CANOPY	sum	1	125 000,00	125 000,00	0,00	0,00
20.9	FIRE PROTECTION TO BE QUOTED PER SITE IF REQUIRED	sum	0	0,00	0,00	0,00	0,00
20.10	STANDBY GENERSET TO BE QUOTED PER SITE IF REQUIRED	sum	0	0,00	0,00	0,00	0,00
20.11	ENTRANCE/EGRESS REPAIRS AS PER DESIGN TO BE QUOTED PER SITE IF REQUIRED	sum	0	0,00	0,00	0,00	0,00
20.12	SITE ESTABLISHMENT	sum	1	30 000,00	30 000,00	0,00	0,00
20.13	SITE SECURITY	sum	1	45 000,00	45 000,00	0,00	0,00
20.14	SITE CONSUMABLES	sum	1	25 000,00	25 000,00	0,00	0,00
20.15	SIGNAGE - PERIMETER / INTERNAL / MAIN ID.	PC sum	1	175 000,00	175 000,00	0,00	175 000,00
20.16	SITE SAFETY	sum	1	20 000,00	20 000,00	0,00	0,00
Sub Total:				782 500,00	607 500,00	0,00	175 000,00

21	BUILDING	UNIT	QTY.	Rate	Total excl.	f		
						OWNER	DEALER	OILCO.
21.1	- Foundation structure	m	134	1 250,00	167 500,00	167 500,00	0,00	0,00
21.2	- Concrete floor	m2	200	850,00	170 000,00	170 000,00	0,00	0,00
21.3	- Brickwork	sum	1	450 000,00	450 000,00	450 000,00	0,00	0,00
21.4	- Ceiling (offices)	sum	1	60 000,00	60 000,00	60 000,00	0,00	0,00
21.5	- Suspended ceiling (convenience store)	sum	1	130 000,00	130 000,00	130 000,00	0,00	0,00
21.6	- Roof structure complete	sum	1	500 000,00	500 000,00	500 000,00	0,00	0,00
21.7	- Floor finish (tinted concrete)	sum	1	70 000,00	70 000,00	70 000,00	0,00	0,00
21.8	- Wall finish (fairface stock and sealing)	sum	1	50 000,00	50 000,00	50 000,00	0,00	0,00
21.9	- External wall finish	sum	1	0,00	0,00	0,00	0,00	0,00
21.10	- Plumbing complete	sum	1	50 000,00	50 000,00	50 000,00	0,00	0,00
21.11	- Structural steelwork	sum	1	130 000,00	130 000,00	130 000,00	0,00	0,00
21.12	- Doors, locks, etc.	sum	1	25 000,00	25 000,00	25 000,00	0,00	0,00
21.13	- Aluminium windows, shop fronts, entrance door, glass, etc.	sum	1	150 000,00	150 000,00	150 000,00	0,00	0,00
21.14	- Electrical building (allowance)	sum	1	250 000,00	250 000,00	250 000,00	0,00	0,00
21.15	- Slatted benches, shelving to office, etc.	sum	1	30 000,00	30 000,00	30 000,00	0,00	0,00
21.16	- External facade features, etc.	sum	1	50 000,00	50 000,00	50 000,00	0,00	0,00
21.17	- Aircon	sum	1	150 000,00	150 000,00	150 000,00	0,00	0,00
21.18	- Sundries			0,00	0,00	0,00	0,00	0,00
Sub Total:					2 432 500,00	2 432 500,00	0,00	0,00
22	SHOPFITTING EQUIPMENT, etc.:	UNIT	QTY.	Rate	Total excl.	f		
22.1	- Kitchen equipment (oven, shelving, etc.)	sum	1	125 000,00	125 000,00	125 000,00	0,00	0,00
22.2	- Cold room, freezers, etc.	sum	1	185 000,00	185 000,00	185 000,00	0,00	0,00
22.3	- Ice machine, chillers, deli-fridge, etc.	sum	1	150 000,00	150 000,00	150 000,00	0,00	0,00
22.4	- Timber shelving, counters, bulkheads, etc.	sum	1	150 000,00	150 000,00	150 000,00	0,00	0,00
22.5	- Microwave, toasters, coffee machine, etc.	sum	1	175 000,00	175 000,00	175 000,00	0,00	0,00
22.6	- Security Equipment / safes	sum	1	75 000,00	75 000,00	75 000,00	0,00	0,00
22.7	- Sundries	sum	1	125 000,00	125 000,00	125 000,00	0,00	0,00
Sub Total:					985 000,00	985 000,00	0,00	0,00
23	SOLAR ENERGY SOLUTIONS	UNIT	QTY.	Rate	Total excl.	f		
23.1	All solar equipment and DB installation.	kilo watt	0	20 000,00	0,00	0,00	0,00	0,00
Sub Total:					0,00	0,00	0,00	0,00

SUMMARY:			OWNER	DEALER	OILCO.	
1	EXCAVATION FOR TANKS & FUEL PIPE LINES	sum	R 265 000,00	265 000,00	0,00	0,00
2	CONCRETE AND BACKFILL	sum	1 074 250,00	370 750,00	0,00	0,00
3	REMOVAL OF SERVICES	sum	50 000,00	50 000,00	0,00	0,00
4	TRENCHING FOR PIPELINES AND SLEEVE	sum	21 675,00	21 675,00	0,00	0,00
5	LOWERING AND POSITIONING OF TANKS INTO PIT	sum	58 200,00	0,00	0,00	58 200,00
6	FUEL LEAK MONITORING WELLS	sum	0,00	0,00	0,00	0,00
7	PIPING	sum	276 375,00	0,00	0,00	276 375,00
8	SLEEVING	sum	17 500,00	17 500,00	0,00	0,00
9	LIGHTING PROTECTION	sum	30 000,00	30 000,00	0,00	0,00
10	PUMP ISLANDS AND INSTALLATIONS	sum	102 000,00	102 000,00	0,00	0,00
11	ELECTRICAL	sum	433 500,00	433 500,00	0,00	0,00
12	FILLER CONTAINMENT SLAB	sum	332 863,13	332 863,13	0,00	0,00
13	PAVING	sum	0,00	0,00	0,00	0,00
14	OIL SEPARATOR AND FORECOURT CONCRETE	sum	640 875,00	640 875,00	0,00	0,00
15	CERTIFICATES	sum	4 000,00	4 000,00	0,00	0,00
16	TANKS	sum	805 000,00	0,00	0,00	1 080 000,00
17	DISPENSERS	sum	458 750,00	0,00	0,00	458 750,00
18	CIVIL WORKS	sum	2 355 750,00	2 355 750,00	0,00	0,00
19	TRANSPORT OF MATERIALS / EQUIPMENT	sum	195 725,00	195 725,00	0,00	0,00
20	ADDITIONAL WORK	sum	782 500,00	607 500,00	0,00	175 000,00
21	BUILDING	sum	2 432 500,00	2 432 500,00	0,00	0,00
22	SHOPFITTING EQUIPMENT, etc.:	sum	985 000,00	985 000,00	0,00	0,00
23	SOLAR ENERGY SOLUTIONS	sum	0,00	0,00	0,00	0,00
	Subtotal		11 321 463,13	8 844 638,13	0,00	2 048 325,00
	Contingencies	7,50%	849 109,73	663 347,86	0,00	153 624,38
	Sub Total after contingencies but before VAT		12 170 572,86	9 507 985,98	0,00	2 201 949,38
	Fees	8,50%	1 034 498,69	808 178,81	0,00	187 165,70
	Sub Total after contingencies / fees but before VAT		13 205 071,55	10 316 164,79	0,00	2 389 115,07
	Provision for cost escalation	6,50%	858 329,65	670 550,71	0,00	155 292,48
	Sub Total after contingencies / fees / cost escalation but before VAT		14 063 401,20	10 986 715,50	0,00	2 544 407,55
	VAT @	15,00%	2 109 510,18	1 648 007,33	0,00	381 661,13
	Total including VAT		16 172 911,38	12 634 722,83	0,00	2 926 068,68
	Property Purchase		3 500 000,00	3 500 000,00		
	Total including VAT		19 672 911,38	16 134 722,83	0,00	2 926 068,68



## OPERATIONAL ASSETS REQUIRED :

Dazana Investment (Pty) Ltd

### FIXED ASSETS :

DESCRIPTION.	ALLOWANCE	OWN EQUITY	FINANCE	INSTALLMENT PER MONTH
Office furniture / Computer equipment	25 000	25 000		
<b>A) TOTAL : FIXED ASSETS</b>	<b>25 000</b>	<b>25 000</b>	<b>0</b>	<b>0</b>

### OPERATIONAL ASSETS :

<b>Fuel :</b>	<b>Unleaded 93</b>	331 240	331 240	
	Tank capacity / lt	23 000,00		
	Quantity	2		
	Purchase Price	18,002		
	Capacity fill %	40%		
	Liters of Unleaded fuel	18 400		
	<b>Unleaded 95</b>	334 000	334 000	
	Tank capacity / lt	23 000		
	Quantity	2		
	Purchase Price	18,152		
	Capacity fill %	40%		
	Liters of Unleaded fuel	18 400	litres	
	<b>Diesel 50ppm</b>	339 888	339 888	
	Tank capacity / lt	23 000		
	Quantity	2		
	Purchase Price	18,47		
	Capacity fill %	40%		
	Liters of Diesel	18 400	litres	
	Total litres of Tank Capacity	69 000		
	Total litres of fuel	55 200	litres	
	Total amount of fuel R	1 005 129		
	<b>TOTAL FUEL</b>	<b>1 005 129</b>	<b>1 005 129</b>	
<b>Other :</b>	<b>Oil and lubes</b>	<b>20 000</b>	<b>20 000</b>	
	Stationary Initial	7 500	7 500	
	Uniforms Initial	65 000	65 000	
	Startup cost / Promotions / Marketing	45 000	45 000	
<b>B) TOTAL : OPERATIONAL ASSETS : FUEL RELATED.</b>		<b>2 147 759</b>	<b>2 147 759</b>	
	Stationary Initial	7 500	7 500	
	Uniforms Initial	65 000	65 000	
	Startup cost / Promotions / Marketing	45 000	45 000	
	Shop Stock	55 000	55 000	
	Virtual Vouchers	50 000	50 000	
	Working Capital	550 000	550 000	
	QSR	150 000	150 000	
	Backery	0	0	
<b>C) TOTAL : OPERATIONAL ASSETS : ADDITIONAL PROFIT CENTRES</b>		<b>922 500</b>	<b>922 500</b>	
<b>(D) = (A) + (B) + (C) TOTAL AMOUNT : ASSETS REQUIRED :</b>		<b>3 095 259</b>	<b>3 095 259</b>	<b>0</b>

### OPERATIONAL FINANCIAL REQUIREMENTS :

#### Dazana Investment (Pty) Ltd

DESCRIPTION.	ALLOWANCE	OWN EQUITY	FINANCE	INSTALLMENT PER MONTH												
(D) Finance amount required for the service station (Excluding VAT)	3 095 259	3 095 259	0													
<table border="1" style="width: 100%; border-collapse: collapse; margin-left: 20px;"> <tr><td>Interest rate</td><td style="text-align: right;">9,00%</td></tr> <tr><td>SA Prime rate (01/02/2021)</td><td style="text-align: right;">7,50%</td></tr> <tr><td>Plus /( Less)</td><td style="text-align: right;">1,50%</td></tr> <tr><td>Period / Months</td><td style="text-align: right;">120</td></tr> <tr><td>Finance</td><td style="text-align: right;">0%</td></tr> <tr><td>Own Equity</td><td style="text-align: right;">100%</td></tr> </table>	Interest rate	9,00%	SA Prime rate (01/02/2021)	7,50%	Plus /( Less)	1,50%	Period / Months	120	Finance	0%	Own Equity	100%				0,00
Interest rate	9,00%															
SA Prime rate (01/02/2021)	7,50%															
Plus /( Less)	1,50%															
Period / Months	120															
Finance	0%															
Own Equity	100%															
<b>(D) TOTAL FINANCE REQUIRED</b>	<b>3 095 259</b>	<b>3 095 259</b>	<b>0</b>	<b>0</b>												
<b>(E) TOTAL DEVELOPMENT FINANCE REQUIRED</b>	<b>0</b>	<b>0</b>	<b>0</b>													
<b>(E) = (B) TOTAL INVESTMENT - OPERATIONAL AND DEVELOPMENT (FUEL ONLY).</b>	<b>2 147 759</b>	<b>2 147 759</b>	<b>0</b>													
<b>(F) = (C) + (E) TOTAL INVESTMENT - OPERATIONAL AND DEVELOPMENT.</b>	<b>3 095 259</b>	<b>3 095 259</b>	<b>0</b>													

### DEVELOPMENT FINANCIAL REQUIREMENTS :

#### Dazana Investment (Pty) Ltd

DESCRIPTION.	ALLOWANCE	OWN EQUITY	FINANCE	INSTALLMENT PER MONTH												
Finance amount required for the service station (excluding VAT)	14 486 716	2 897 343	11 589 372													
<table border="1" style="width: 100%; border-collapse: collapse; margin-left: 20px;"> <tr><td>Interest rate</td><td style="text-align: right;">7,50%</td></tr> <tr><td>SA Prime rate (01/02/2021)</td><td style="text-align: right;">7,50%</td></tr> <tr><td>Plus /( Less)</td><td style="text-align: right;">0,00%</td></tr> <tr><td>Period / Months</td><td style="text-align: right;">120</td></tr> <tr><td>Finance</td><td style="text-align: right;">80%</td></tr> <tr><td>Own Equity</td><td style="text-align: right;">20%</td></tr> </table>	Interest rate	7,50%	SA Prime rate (01/02/2021)	7,50%	Plus /( Less)	0,00%	Period / Months	120	Finance	80%	Own Equity	20%				137 567,90
Interest rate	7,50%															
SA Prime rate (01/02/2021)	7,50%															
Plus /( Less)	0,00%															
Period / Months	120															
Finance	80%															
Own Equity	20%															
<b>(H) TOTAL FINANCE REQUIRED</b>	<b>14 486 716</b>	<b>2 897 343</b>	<b>11 589 372</b>	<b>137 568</b>												
<b>(I) = (G) + (H) TOTAL INVESTMENT - OPERATIONAL AND DEVELOPMENT.</b>	<b>17 581 974</b>	<b>5 992 602</b>	<b>11 589 372</b>													

WEEKLY OPERATIONAL SHIFT ROSTER :

TEAM LEADERS (TL) / CASHIERS FUEL (CF) & CASHIER SHOP (CS)

NO	NAME	THURSDAY	FRIDAY	SATERDAY	SUNDAY	SUNDAY HOURS	MONDAY	TUESDAY	WEDNESDAY	T/HOURS
SHIFT 1		OFF	10H00 - 22H00 CF/CS 1	09H00 - 21H00 CF/CS 1	09H00 - 21H00 CF/CS 1	12, 0, 3.00	09H00 - 21H00 CF/CS 1	OFF	OFF	48
SHIFT 2		09H00 - 21H00 CF/CS 1	06H00 - 18H00 CF 2	OFF	OFF	0, 0, -9.00	OFF	09H00 - 21H00 CF/CS 1	09H00 - 21H00 CF/CS 1	48
SHIFT 3		18H00 - 06H00 CS 2	OFF	06H00 - 18H00 CF 2	06H00 - 18H00 CF 2	12, 0, 3.00	OFF	06H00 - 18H00 CF 2	OFF	48
SHIFT 4		18H00 - 06H00 CF3/TL	18H00 - 06H00 CS/TL 3	18H00 - 06H00 CS 3	OFF	0, 0, -9.00	OFF	OFF	06H00 - 18H00 CF 2	48
SHIFT 5		OFF	OFF	OFF	18H00 - 06H00 CS 3	12, 0, 3.00	18H00 - 06H00 CS 2	18H00 - 06H00 CS 3	18H00 - 06H00 CF 2	48
SHIFT 6		OFF	06H00 - 18H00 CS 4	06H00 - 18H00 CF 4	06H00 - 18H00 CF 4	12, 0, 3.00	06H00 - 18H00 CF 3	OFF	OFF	48
SHIFT 7		06H00 - 18H00 CF 3	06H00 - 18H00 CF 5	OFF	OFF	0, 0, -9.00	OFF	06H00 - 18H00 CF 4	06H00 - 18H00 CF 4	48
SHIFT 8		OFF	OFF	06H00 - 18H00 CS 5	06H00 - 18H00 CS 5	12, 0, 3.00	06H00 - 18H00 CS 4	06H00 - 18H00 CF 4	06H00 - 18H00 CF 4	48
SHIFT 9		06H00 - 18H00 CS 4	18H00 - 06H00 CF 6	18H00 - 06H00 CF 6	OFF	0, 0, -9.00	OFF	OFF	06H00 - 18H00 CF 5	48
SHIFT 10		OFF	OFF	OFF	18H00 - 06H00 CF 6	12, 0, 3.00	18H00 - 06H00 CF 5	18H00 - 06H00 CF 6	18H00 - 06H00 CF 6	48
AVERAGE		12.00	12.00	12.00	12.00	(1.80)	12.00	12.00	12.00	48.00

MANAGEMENT / ADMIN / TEAM LEADER

NO	NAME	THURSDAY	FRIDAY	SATERDAY	SUNDAY	SUNDAY HOURS	MONDAY	TUESDAY	WEDNESDAY	T/HOURS
ADMIN 1		08H00 - 17H00	08H00 - 17H00	OFF	OFF	0, 0, -9.00	08H00 - 17H00	08H00 - 17H00	08H00 - 17H00	45
TL 1		07H00 - 13H00	07H00 - 13H00	07H00 - 16H00	08H00 - 14H00	6, 0, -3.00	07H00 - 13H00	07H00 - 13H00	07H00 - 13H00	45
TL 2		12H00 - 21H00	12H00 - 21H00	OFF	OFF	0, 0, -9.00	12H00 - 21H00	12H00 - 21H00	12H00 - 21H00	45
SH/QSR/TL		08H00 - 17H00	08H00 - 17H00	OFF	OFF	#REF!, #REF!, 0	08H00 - 17H00	08H00 - 17H00	08H00 - 17H00	45
AVERAGE		8.25	8.25	9.00	6.00	#REF!	8.25	8.25	8.25	45.00

FORECOURT ATTENDANTS

NO	NAME	THURSDAY	FRIDAY	SATERDAY	SUNDAY	SUNDAY HOURS	MONDAY	TUESDAY	WEDNESDAY	T/HOURS
FA Shift 1		OFF	05H00-14H00	06H00-15H00	05H00-14H00	8, 0, -1.00	05H00-13H00	05H00-13H00	06H00-14H00	45
FA Shift 2		05H00-13H00	18H00-06H00	18H00-06H00	18H00-06H00	11, 0, 2.00	OFF	OFF	13H00-20H00	46
FA Shift 3		13H00-21H00	13H00-22H00	14H00-23H00	13H00-22H00	8, 0, -1.00	13H00-21H00	13H00-21H00	OFF	45
FA Shift 4		06H00-18H00	OFF	OFF	OFF	0, 0, -9.00	06H00-18H00	06H00-18H00	06H00-18H00	44
FA Shift 5		OFF	05H00-14H00	05H00-14H00	05H00-14H00	8, 0, -1.00	05H00-13H00	05H00-13H00	06H00-14H00	45
FA Shift 6		05H00-13H00	06H00-18H00	06H00-18H00	06H00-18H00	11, 0, 2.00	OFF	OFF	13H00-20H00	46
FA Shift 7		13H00-21H00	13H00-22H00	13H00-22H00	13H00-22H00	8, 0, -1.00	13H00-21H00	13H00-21H00	OFF	45
FA Shift 8		13H00-21H00	14H00-23H00	13H00-22H00	13H00-22H00	8, 0, -1.00	13H00-21H00	13H00-21H00	OFF	45
FA Shift 9		06H00-18H00	OFF	OFF	OFF	0, 0, -9.00	06H00-18H00	06H00-18H00	06H00-18H00	44
FA Shift 10		OFF	05H00-14H00	05H00-14H00	05H00-14H00	8, 0, -1.00	05H00-13H00	05H00-13H00	06H00-14H00	45
FA Shift 11		05H00-13H00	18H00-06H00	18H00-06H00	18H00-06H00	11, 0, 2.00	OFF	OFF	14H00-21H00	46
FA Shift 12		OFF	05H00-14H00	05H00-14H00	05H00-14H00	8, 0, -1.00	05H00-13H00	05H00-13H00	05H00-13H00	45

FA Shift 13		20H00-06H00	9	20H00-06H00	9	OFF		20H00-06H00	9	0	9	0,00	20H00-06H00	9	OFF		20H00-06H00	9	45
FA Shift 14		18H00-06H00	11	OFF		OFF		OFF		0	0	-9,00	18H00-06H00	11	18H00-06H00	11	17H00-06H00	12	45
FA Shift 15		OFF		06H00-18H00	11	06H00-18H00	11	06H00-18H00	11	11	0	2,00	OFF		18H00-06H00	11	OFF		44
FA Shift 16		05H00-13H00	7	18H00-06H00	11	18H00-06H00	11	18H00-06H00	11	11	11	2,00	OFF		OFF		15H00-22H00	6	46
FA Shift 17		13H00-21H00	7	13H00-22H00	8	13H00-22H00	8	13H00-22H00	8	8	0	-1,00	13H00-21H00	7	13H00-21H00	7	OFF		45
FA Shift 18		18H00-06H00	11	OFF		OFF		OFF		0	0	-9,00	18H00-06H00	11	18H00-06H00	11	17H00-06H00	12	45
FA Shift 19		20H00-06H00	9	OFF		20H00-06H00	9	OFF		0	0	-9,00	20H00-06H00	9	20H00-06H00	9	20H00-06H00	9	45
<b>AVERAGE</b>			<b>8,43</b>		<b>9,14</b>		<b>9,14</b>		<b>9,14</b>			<b>(2,26)</b>		<b>8,43</b>		<b>8,57</b>		<b>8,29</b>	<b>45,05</b>

**SHOP ASSISTANTS (CHAR)**

NO	NAME	THURSDAY	FRIDAY	SATERDAY	SUNDAY	SUNDAY HOURS	MONDAY	TUESDAY	WEDNESDAY	T/HOURS
CHRS Shift 1		07H00 - 17H00	07H00 - 17H00	OFF	OFF	0 -9,00	07H00 - 17H00	07H00 - 17H00	07H00 - 17H00	9 45
CHRS Shift 2		09H00 - 19H00	09H00 - 19H00	09H00 - 19H00	09H00 - 19H00	9 0,00	09H00 - 19H00	OFF	OFF	9 45
CHRS Shift 3		07H00 - 17H00	07H00 - 17H00	07H00 - 17H00	OFF	0 -9,00	OFF	09H00 - 19H00	09H00 - 19H00	9 45
<b>AVERAGE</b>		<b>9,00</b>	<b>9,00</b>	<b>9,00</b>	<b>9,00</b>	<b>(6,00)</b>	<b>9,00</b>	<b>9,00</b>	<b>9,00</b>	<b>45,00</b>

**QUICK SERVICE RESTAURANT / CHARS QSR**

NO	NAME	THURSDAY	FRIDAY	SATERDAY	SUNDAY	SUNDAY HOURS	MONDAY	TUESDAY	WEDNESDAY	T/HOURS
CHRQSR Shift 1		06H00 - 18H00	06H00 - 16H00	OFF	OFF	0 -9,00	06H00 - 16H00	06H00 - 16H00	06H00 - 16H00	9 48
CHRQSR Shift 2		11H00 - 21H00	11H00 - 21H00	11H00 - 21H00	11H00 - 21H00	9 0,00	11H00 - 21H00	OFF	OFF	9 45
CHRQSR Shift 3		10H00 - 20H00	10H00 - 20H00	10H00 - 20H00	OFF	0 -9,00	OFF	11H00 - 21H00	11H00 - 21H00	9 45
CHRQSR Shift 4		06H00 - 16H00	06H00 - 18H00	06H00 - 16H00	09H00 - 19H00	9 0,00	OFF	OFF	10H00 - 20H00	9 48
CHRQSR Shift 5		OFF	09H00 - 19H00	09H00 - 19H00	06H00 - 16H00	9 0,00	10H00 - 20H00	10H00 - 20H00	OFF	9 45
CHRQSR Shift 6		OFF	OFF	06H00 - 16H00	10H00 - 20H00	9 0,00	06H00 - 16H00	06H00 - 16H00	06H00 - 18H00	12 48
<b>AVERAGE</b>		<b>9,75</b>	<b>9,60</b>	<b>9,00</b>	<b>9,00</b>	<b>(6,00)</b>	<b>9,00</b>	<b>9,00</b>	<b>9,75</b>	<b>46,50</b>



OPERATIONAL WAGE CALCULATION :

Team Leaders (TL) / Cashiers Fuel (CF) & Cashier Convenience Store (CS)

Table with columns: RHOURS, ADJUSTM, THOURS, Normal / h, Sunday /h, Sunday /h, Overtime/h, PHoliday/h, Normal/Rh, Sunday Rh, Sunday Rh, Overtime/Rh, PHoliday Rh, Rand/Normal, Rand/over, Rand/Sun, Rand/Sun, Rand /Phol, Bonus, TOTAL, Pension, Uif, Levies, Other, TOTAL, TOT/PAY, NETT PAY, Deduction, TOTAL, Bonus 2W, Leave 3W, Repatce3W, Public H, TOTAL. Includes rows for SHFT 1-10 and summary totals.

Forecourt Attendants

Table with columns: RHOURS, ADJUSTM, THOURS, Normal / h, Sunday /h, Sunday /h, Overtime/h, PHoliday/h, Normal/Rh, Sunday Rh, Sunday Rh, Overtime/Rh, PHoliday Rh, Rand/Normal, Rand/over, Rand/Sun, Rand/Sun, Rand /Phol, Bonus, TOTAL, Pension, Uif, Levies, Other, TOTAL, TOT/PAY, NETT PAY, Deduction, TOTAL, Bonus 2W, Leave 3W, Repatce3W, Public H, TOTAL. Includes rows for PA Shft 1-19 and summary totals.

Shop Assistants (Chrs)

Table with columns: RHOURS, ADJUSTM, THOURS, Normal / h, Sunday /h, Sunday /h, Overtime/h, PHoliday/h, Normal/Rh, Sunday Rh, Sunday Rh, Overtime/Rh, PHoliday Rh, Rand/Normal, Rand/over, Rand/Sun, Rand/Sun, Rand /Phol, Bonus, TOTAL, Pension, Uif, Levies, Other, TOTAL, TOT/PAY, NETT PAY, Deduction, TOTAL, Bonus 2W, Leave 3W, Repatce3W, Public H, TOTAL. Includes rows for CHRS Shft 1-3 and summary totals.

QSR Quick Service Resturant

Table with columns: RHOURS, ADJUSTM, THOURS, Normal / h, Sunday /h, Sunday /h, Overtime/h, PHoliday/h, Normal/Rh, Sunday Rh, Sunday Rh, Overtime/Rh, PHoliday Rh, Rand/Normal, Rand/over, Rand/Sun, Rand/Sun, Rand /Phol, Bonus, TOTAL, Pension, Uif, Levies, Other, TOTAL, TOT/PAY, NETT PAY, Deduction, TOTAL, Bonus 2W, Leave 3W, Repatce3W, Public H, TOTAL. Includes rows for CHROSR Shft 1-6 and summary totals.

Management / Admin

Table with columns: RHOURS, ADJUSTM, THOURS, Normal / h, Sunday /h, Sunday /h, Overtime/h, PHoliday/h, Normal/Rh, Sunday Rh, Sunday Rh, Overtime/Rh, PHoliday Rh, Rand/Normal, Rand/over, Rand/Sun, Rand/Sun, Rand /Phol, Bonus, TOTAL, Pension, Uif, Levies, Other, TOTAL, TOT/PAY, NETT PAY, Deduction, TOTAL, Bonus 2W, Leave 3W, Repatce3W, Public H, TOTAL. Includes rows for Manager, Administrator, TL 1, TL 2 and summary totals.

RAS BSS Matrix as at December 2021											
Benchmark Service Station											
Proposed Service Station Name		Bushbuckridge Local Municipality									
OPEX											
Annual BSS Volume		2 789 851								Entrepreneurial Compensation	
		R00		CPL		OWNER		Dealer		Oilco	
O1	Advertisements	30 039	0,81%	1,080						1,080	
O2	Audit Fees	20 949	0,56%	0,750						0,750	
O3	Bank Charges	106 578	2,87%	3,820						3,820	
O4	Credit card commissions	5 093	0,14%	0,180						0,180	
O5	Credit card losses	2 774	0,08%	0,100						0,100	
O6	Credit Card swipe machine	4 539	0,12%	0,160						0,160	
O7	Cash shortage	9 841	0,26%	0,350						0,350	
O8	Cleaning materials	18 994	0,51%	0,680						0,680	
O9	Computer expenses	7 589	0,20%	0,270						0,270	
O10	Cash Collection fees	43 184	1,16%	1,550						1,550	
O11	Donations	6 687	0,18%	0,240						0,240	
O12	Electricity and water	250 156	6,74%	8,970						8,970	
O13	Entertainment	13 916	0,38%	0,500						0,500	
	Equipment rental (10925)	-	0,00%	-						-	
	Franchise fees (driveways)	-	0,00%	-						-	
	Interest paid	-	0,00%	-						-	
O14	Insurance	65 871	1,77%	2,360						2,360	
O15	Internet costs	10 107	0,27%	0,360						0,360	
O16	Legal cost	2 988	0,08%	0,110						0,110	
O17	Maintenance and repairs	54 337	1,47%	1,950						1,950	
O18	Membership fees	2 908	0,08%	0,100						0,100	
O19	Owners remuneration	500 090	13,48%	17,930						17,930	
O16	Professional fees	3 488	0,10%	0,130						0,130	
O19	Rates and taxes	8 792	0,24%	0,320						0,320	
O20	Security	26 053	0,70%	0,930						0,930	
O21	Stationery	15 872	0,43%	0,570						0,570	
O22	Staff uniforms	13 053	0,35%	0,470						0,470	
O23	Staff welfare	26 669	0,72%	0,960						0,960	
O24	Motor vehicle expenses	30 941	0,83%	1,110						1,110	
0	Rental: driveway / property	-	0,00%	-						-	
O25	Telephone and fax	91 641	2,47%	3,280						3,280	
O26	Subscriptions	5 263	0,14%	0,190						0,190	
0	Depreciation	-	0,00%	-						-	
O27	General expenses	14 230	0,38%	0,510						0,510	
O28	Travel and accommodation	10 061	0,27%	0,360						0,360	
O29	Other	57 121	1,54%	2,050						2,050	
O30	Total attendance wages	1 320 121	35,56%	47,320						47,320	
O31	Total cashier wages	311 562	8,39%	11,170						11,170	
O32	Total Admin salaries	259 200	6,98%	9,290						9,290	
O33	Rates and taxes (oilco)	50 788	1,37%	1,820						1,820	
O34	Maintenance and repairs (oilco)	140 705	3,79%	5,040						5,040	
O35	Evaporation	84 864	2,28%	3,040						3,040	
O36	Operational Gains and Losses	84 864	2,28%	3,040						3,040	
OpeX margin contributions		3 711 928		133,06		133,06					

\* PETOREX adjusted the OPEX per person on each line item, based on the published 2020 data, as a % of the published Total OPEX non official

The CAPEX Distribution would be influenced by the type of transaction offered by the OC/Wholesaler (OC needs to provide a copy of their RAS module allocation)

Option 1: CORO / CCRO Deal - OC provides the Property Owner a Head Lease agreement, to develop the full service station - pump & tanks / other items - including / excluding

Option 2: RORO Deal - OC provides the Property Owner a Supply Agreement / Dealers Agreement with no Head Lease - OC provides - pumps & tanks / other selected

In both options determine from the agreements if the Petrol & Diesel products are included or excluded. ALL PETROL  1 ALL DIESEL  0 1= Yes 0= No

If Diesel is not included then determine if there is a rebate structure on Diesel sales in place.

Entrepreneurial Compensation

The EC has been divided between each CAPEX percentage wise of the total CAPEX / EC allocation. The investor of the CAPEX therefore gets the EC.

OC provides a Head Lease agreement	Rental income from Oil Company per month	R 0,00	1= Yes 0= No	<input type="checkbox"/> 0
	Rental escalation per annum (CPI)	6,00%		
OC provides a Supply agreement		RAS RECOVERY	1= Yes 0= No	<input type="checkbox"/> 1

CAPEX				Entrepreneurial Compensation								
C1	Land	Purchase including costs	ROO	% alloca sub tot	CPL	OWNER	DEALER	OILCO	OWNER	DEALER	OILCO	
						f	o	f	o	f	o	
			417 833,00	23,18%	14,980	14,980	0,000	0,000	7,208	7,208	0,000	0,000
C2	Buildings	Foundations	25 389,00	1,41%	0,910	0,910	0,000	0,000	0,438	0,438	0,000	0,000
		Concrete formwork and reinforcement	39 897,00	2,21%	1,430	1,430	0,000	0,000	0,688	0,688	0,000	0,000
		Brickwork	22 971,00	1,27%	0,820	0,820	0,000	0,000	0,396	0,396	0,000	0,000
		Waterproofing	2 418,00	0,13%	0,090	0,090	0,000	0,000	0,042	0,042	0,000	0,000
		Roof Covering	4 836,00	0,27%	0,170	0,170	0,000	0,000	0,083	0,083	0,000	0,000
		Carpentry and Joinery	3 627,00	0,20%	0,130	0,130	0,000	0,000	0,063	0,063	0,000	0,000
		Ceilings	3 627,00	0,20%	0,130	0,130	0,000	0,000	0,063	0,063	0,000	0,000
		Floor coverings	363,00	0,02%	0,010	0,010	0,000	0,000	0,006	0,006	0,000	0,000
		Ironmongery	4 594,00	0,25%	0,160	0,160	0,000	0,000	0,079	0,079	0,000	0,000
		Structural steelwork	8 463,00	0,47%	0,300	0,300	0,000	0,000	0,146	0,146	0,000	0,000
		Metalwork	3 627,00	0,20%	0,130	0,130	0,000	0,000	0,063	0,063	0,000	0,000
		Plastering	8 463,00	0,47%	0,300	0,300	0,000	0,000	0,146	0,146	0,000	0,000
		Tiling	2 418,00	0,13%	0,090	0,090	0,000	0,000	0,042	0,042	0,000	0,000
		Plumbing and drainage	10 881,00	0,60%	0,390	0,390	0,000	0,000	0,188	0,188	0,000	0,000
		Glazing	121,00	0,01%	-	0,000	0,000	0,000	0,002	0,002	0,000	0,000
		Paintwork	6 045,00	0,34%	0,220	0,220	0,000	0,000	0,104	0,104	0,000	0,000
		Siterworks	227 414,00	12,61%	8,150	8,150	0,000	0,000	3,923	3,923	0,000	0,000
		Budgetary allowance:	-	0,00%	-	0,000	0,000	0,000	-	0,000	0,000	0,000
		Electrical installation	27 807,00	1,54%	1,000	1,000	0,000	0,000	0,480	0,480	0,000	0,000
		Electrical reticulation	15 233,00	0,84%	0,550	0,550	0,000	0,000	0,263	0,263	0,000	0,000
		Airconditioning installation	3 748,00	0,21%	0,130	0,130	0,000	0,000	0,065	0,065	0,000	0,000
		Fourcourt Canopy	123 319,00	6,84%	4,420	4,420	0,000	0,000	2,127	2,127	0,000	0,000
		Joinery fittings	8 947,00	0,50%	0,320	0,320	0,000	0,000	0,154	0,154	0,000	0,000
		Signage	1 209,00	0,07%	0,040	0,040	0,000	0,000	0,021	0,021	0,000	0,000
		Preliminaries	83 421,00	4,63%	2,990	2,990	0,000	0,000	1,439	1,439	0,000	0,000
			638 838,00	35,44%	22,880	22,880	-	-	11,020	11,020	-	-
C3	Fuel storage equipment	Tanks 1 X 46 m3	21 782,00	1,21%	0,780	0,000	0,000	0,780	0,376	0,000	0,000	0,376
		Tanks 2 X 46 m3	26 042,00	1,44%	0,930	0,000	0,000	0,930	0,449	0,000	0,000	0,449
		Manholes	3 138,00	0,17%	0,110	0,000	0,000	0,110	0,054	0,000	0,000	0,054
		Filler boxes	2 800,00	0,16%	0,100	0,000	0,000	0,100	0,048	0,000	0,000	0,048
		Pump sumps	3 990,00	0,22%	0,140	0,000	0,000	0,140	0,069	0,000	0,000	0,069
		Overfill protectors	2 271,00	0,13%	0,080	0,000	0,000	0,080	0,039	0,000	0,000	0,039
		Tank Transport	1 209,00	0,07%	0,040	0,000	0,000	0,040	0,021	0,000	0,000	0,021
		Shear valves	1 741,00	0,10%	0,060	0,000	0,000	0,060	0,030	0,000	0,000	0,030
		Leak detectors	2 754,00	0,15%	0,100	0,000	0,000	0,100	0,048	0,000	0,000	0,048
		Contractor	169 341,00	9,39%	6,070	0,000	0,000	6,070	2,920	0,000	0,000	2,920
		miscellaneous 5%	16 616,00	0,92%	0,600	0,000	0,000	0,600	0,287	0,000	0,000	0,287
			251 604	13,96%	9,010	-	-	9,010	4,340	-	-	4,340
						0	0	0	0	0	0	0
C4	Fuel pumping equipment	Pumps 3 X 6 hoses	54 405,00	3,02%	1,950	0,000	0,000	1,950	0,939	0,000	0,000	0,939
		Pump transport	2 418,00	0,13%	0,090	0,000	0,000	0,090	0,042	0,000	0,000	0,042
		Sub Pumps	9 068,00	0,50%	0,330	0,000	0,000	0,330	0,156	0,000	0,000	0,156
		Electrical	31 434,00	1,74%	1,130	0,000	0,000	1,130	0,542	0,000	0,000	0,542
		Generator	43 524,00	2,41%	1,560	0,000	0,000	1,560	0,751	0,000	0,000	0,751
			140 849	7,81%	5,060	-	-	5,060	2,430	-	-	2,430
						0	0	0	0	0	0	0
C5	Fourcourt equipment	Compressor	7 254,00	0,40%	0,260	0,000	0,000	0,260	0,125	0,000	0,000	0,125
		Air Gauges & pumping installations	3 627,00	0,20%	0,130	0,130	0,000	0,000	0,063	0,063	0,000	0,000
		Fourcourt bins X 3	4 352,00	0,24%	0,160	0,160	0,000	0,000	0,075	0,075	0,000	0,000
			15 233,00	0,84%	0,550	0,290	0,260	-	0,263	0,138	-	0,125
						0	0	0	0	0	0	0
C6	CCTV equipment	CCTV	16 926	0,94%	0,610	0,610	0,000	0,000	0,292	0,292	0,000	0,000
						0	0	0	0	0	0	0
C7	Office equipment	Safe x 1	5 803,00	0,32%	0,210	0,210	0,000	0,000	0,100	0,100	0,000	0,000
		Computer equipment	21 762,00	1,21%	0,780	0,780	0,000	0,000	0,375	0,375	0,000	0,000
		Desk and 6 chairs	1 934,00	0,11%	0,070	0,070	0,000	0,000	0,033	0,033	0,000	0,000
		8 wire cages for attendants clothes	1 693,00	0,09%	0,060	0,060	0,000	0,000	0,029	0,029	0,000	0,000
			31 192,00	1,73%	1,12	1,12	-	-	0,538	0,54	-	-
						0	0	0	0	0	0	0
C8	Professional Fees	Buildings	114 991	6,38%	4,120	4,120	0,000	0,000	1,984	1,984	0,000	0,000
		Fuel storage equipment	45 289	2,51%	1,620	1,620	0,000	0,000	0,781	0,781	0,000	0,000
		Fuel Pumping equipment	25 353	1,41%	0,910	0,910	0,000	0,000	0,437	0,437	0,000	0,000
		Forecourt equipment	2 742	0,15%	0,100	0,100	0,000	0,000	0,047	0,047	0,000	0,000
		CCTV Equipment	3 047	0,17%	0,110	0,110	0,000	0,000	0,053	0,053	0,000	0,000
		Office equipment	5 615	0,31%	0,200	0,200	0,000	0,000	0,097	0,097	0,000	0,000
			197 037	10,93%	7,06	7,06	-	-	3,40	3,40	-	-
						0	0	0	0	0	0	0
C9	Inventory	Inventory	93 329	5,18%	3,350	3,350	0,000	0,000	1,610	1,610	0,000	0,000
		Capex Margin Contribution	1 802 841,00	100,00%	64,62	50,29	-	14,33	31,10	24,20	-	6,90
<b>MARGIN BUILD UP</b>												
		Opex	133,06		133,06	-	-	133,06	-	-	-	-
		Capex	64,62		64,62	50,29	-	14,33	-	-	-	-
		Entrepreneurial Compensation	31,10		31,10	24,20	-	6,90	-	-	-	-
		ADJUSTMENTS: RAS MATRIX				-17,00	-	17,00				
		<b>Total BSS Margin</b>	<b>228,78</b>		<b>228,8</b>	<b>57,49</b>	<b>150,06</b>	<b>21,23</b>				



**RAS BSS matrix line Item Descriptions and Definitions**

**BSS OPEX**

These are the items that contemplate the various costs incurred to operate the Benchmark Service Station (BSS). They are primarily incurred by the owner/retailer of the BSS.

**Staff Related Costs**

These are all the salaries, wages and related expenses incurred by the owner/retailer, to employ the staff that work at the BSS. The main sub-element of this cost element is Staffing costs, i.e. total cost to company.s includes all salaries and benefits paid to or on behalf of present or former permanent and temporary staff, in cash or non-cash terms.

This typically includes fixed and variable pay and benefits such as basic pay, overtime, commissions, bonuses, allowances, medical aid contributions, retirement fund contributions, employee share schemes, insurance benefits, retrenchment, relocation and expatriation costs and pay.

Examples of benefits not paid in cash would include company cars, housing or provision of other assets. This cost element also includes taxes/levies based on payroll or staff numbers.

This sub-element also includes fees paid to third parties relating to recruitment and termination of staff, costs paid to third parties for administration/operation of retirement funds, medical schemes and other staff related associations, societies or benefit schemes.

018 **Owners' remuneration**

Owners' remuneration. This description is a misnomer. This item should be called Manager's Salary as it is the money required to pay someone to manage the BSS on a daily basis. This could be the owner/retailer or someone that he appoints as a manager.

023 **Staff welfare**

These are the expenses incurred to assist staff where required.

030 **Total Attendants wages**

The wages for the pump attendants.

031 **Total Cashiers wages**

The wages for the cashiers.

032 **Total Admin salaries**

The wages for the administration clerk.

**Utilities and Communications**

These are the expenses incurred by the owner/retailer to operate the BSS.

012 **Electricity and Water**

These are the expenses incurred to pay for electricity and water.

015 **Internet costs**

These are the expenses incurred to pay for internet connectivity.

025 **Telephone and Fax**

These are the expenses incurred to

017 **Repairs and Maintenance retailer/landlord**

These are the expenses incurred by the owner/retailer to maintain and repair the BSS.

- 029 Other Physical Operations  
These are the expenses incurred by the owner/retailer to operate the BSS.
- 09 Computer Expenses  
These are the expenses incurred to pay for computer expenses.
- 08 Cleaning materials  
These are the expenses incurred to pay for cleaning materials.
- 021 Stationery  
These are the expenses incurred to pay for stationery.
- 020 Security  
These are the expenses incurred to pay for security.
- 022 Staff uniforms  
These are the expenses incurred to pay for staff uniforms.
- 028 Travel and accommodation  
These are the expenses incurred to pay for travel and accommodation for the owner/retailer and his staff.
- 024 Motor vehicle expenses  
These are the expenses incurred to pay for motor vehicle expenses of the BSS business vehicles.
- 014 Insurance  
These are the expenses incurred by the owner/retailer to pay for insurance and bank charges for the BSS. Expenses relating to short term insurance arrangements, which would typically include asset insurance such as fire, damage, theft, and public liability insurance. This line should not be used for provision of insurance benefits to staff (see Staff related costs - total cost to company above).
- 03 Bank charges  
These are the expenses incurred to pay for bank charges.
- 04 Credit Card commissions  
These are the expenses incurred to pay for credit card transactions.
- 05 Credit Card losses  
These are the expenses incurred to pay for the credit card losses.
- 06 Credit Card swipe machine  
These are the expenses incurred to pay the Credit Card swipe machine.
- 010 Cash Collection fees  
These are the expenses incurred to pay for the Cash Collection fees.
- 014 Insurance  
These are the expenses incurred to pay for insurance.
- Professional Fees  
016 These are the expenses incurred by the owner/retailer to pay for professional fees for the BSS. This relates to fees and charges for third party professional fees such as legal, accounting, audit fees and membership fees of professional bodies.
- 02 Audit fees  
These are the expenses incurred to pay for audit fees.
- Legal costs  
016 These are the expenses incurred to pay for legal costs.
- 016 Membership fees  
These are the expenses incurred to pay for membership fees.
- 026 Subscriptions  
These are the expenses incurred to pay for subscriptions.
- 016 Professional Fees  
These are the expenses incurred to pay for other professional fees.
- Other Cash Costs  
These are the expenses incurred by the owner/retailer to pay for other cash costs for the BSS.
- 013 Entertainment  
These are the expenses incurred to pay for entertainment.
- 011 Donations  
These are the expenses incurred to make donations to charity.
- 01 Advertisements  
These are the expenses incurred to pay for advertisements.
- 027 General expenses  
General expenses These are the expenses incurred to pay for general expenses.
- 029 Other  
These are the expenses incurred to pay for other expenses.
- 07 Cash shortages  
These are the expenses incurred to compensate for cash shortages.
- 019 Rates and Taxes  
This item is actually rates, taxes or levies and other municipal services relating to the fixed property ( land and buildings). It is incurred by the retailer/landlord for the BSS.
- 033 Rates and Taxes (OilCO)  
This item is actually rates, taxes or levies and other municipal services relating to the fixed property ( land and buildings). It is incurred by the Oil Company.
- 034 Repairs and Maintenance (Oil Coy)  
This refers to the cost of repairs and maintenance of physical facilities based on the BSS. The sub elements in this cost element are: Maintenance general; this is typically preventive maintenance. Repairs & Maintenance: this is typically re-active maintenance.
- 035 Evaporation Allowance  
These are the expenses incurred by the owner/retailer of the wet stock inventory to compensate for evaporation losses for the BSS.
- 036 Operational Gains and Losses  
These are the expenses incurred by the owner/retailer to pay for other operational gains and losses for the BSS.

## BSS CAPEX

- C1 Land  
The funds required to invest in the property for the BSS.  
Purchase, including costs  
The purchase price and related transfer and legal costs invested by the owner/landlord for the BSS property.
- C2 Buildings  
The funds required to prepare the property and construct the buildings and forecourt for the BSS. All the individual items are invested by the owner/landlord. These include:  
Foundations; Concrete formwork and reinforcement; Brickwork; Waterproofing; Roof covering; Carpentry and joinery; Ceilings; Floor coverings; Ironmongery; Structural steelwork; Metalwork; Plastering; Tiling; Plumbing and drainage; Glazing; Paintwork; Site works (this is for the buildings); Electrical installation; Electrical reticulation; Air-conditioning installation; Forecourt canopy; Joinery fittings.
- C2A Signage  
As the BSS is essentially unbranded this is for a very modest sign. Normally paid for by the supplying oil company.
- C2B Preliminaries  
These are the funds required by the Owner/Landlord of the BSS to prepare the property for erecting a service station on the property. The Code of Estimating Practice published by the Chartered Institute of Building describes preliminaries as, '...the cost of administering a building project and providing general plant, site staff, facilities, and site based services and other items not included in the contractor rates.'
- C3 Fuel Storage Equipment  
These are the funds required by the investor in the fuel storage equipment to procure, purchase, prepare and install the equipment. Normally done by a specialised contractor. This includes:  
Tanks - 1 x 46m<sup>3</sup>; Tanks - 2 x 23m<sup>3</sup>; Manholes; Filler boxes; Pump sumps; Overfill Protectors; Tank Transport; Shear Valves; Leak Detectors; Contractor costs; Miscellaneous 5%
- C4 Fuel Pumping Equipment  
These are the funds required by the investor in the fuel pumping equipment to procure, purchase, prepare and install the equipment. Normally done by a specialised contractor. This includes:  
Pumps 3 x 6 hoses; Pump transport; Sub Pumps; Electrical; Installation
- C5 Forecourt Equipment  
These are the funds required by the investor in the other forecourt equipment, to procure, purchase, prepare and install the equipment. Normally done by a specialised contractor. This includes:  
Generator; Compressor; Air Gauges and piping installation; Forecourt bins x 3
- C6 CCTV Equipment  
These are the funds required by the investor in the CCTV equipment to procure, purchase, prepare and install the equipment. Normally done by a specialised contractor.
- C7 Office Equipment  
These are the funds required by the investor in the office equipment to procure, purchase, prepare and install the equipment. Normally done by a specialised contractor.  
This includes  
Safe x 1; Computer equipment; Desk and 6 chairs; 8 Wire cages for Attendants' clothes
- C9 Inventory  
The funds required to invest in the wet stock inventory to operate the BSS. Normally invested by the owner/retailer.
- C8 Professional fees  
The capitalized fees paid to professionals to do that which is needed to design, finalise drawings and plans for the equipment.  
This item is apportioned into all the capex items except Land and Inventory which do not attract Professional Fees.
- E1 Entrepreneurial Compensation  
Entrepreneurial Compensation is the amount the BSS owner/retailer receives for his or her contribution to the operation of the BSS including risk and the actual return on successful management of the entire enterprise.  
Also called entrepreneurial return or entrepreneurial reward.

Operational Company (Pty) Ltd

STATEMENT OF COMPREHENSIVE INCOME

		MONTH 1		MONTH 2	
<b>SALES WET STOCK.</b>					
		Fuel sales price Zone		Fuel sales price Zone	
		61C		61C	
Indicators			%TOT		%TOT
Litres	ULP 93	20,29	106 856,36	20,29	113 980,12
Litres	ULP 95	20,44	106 856,36	20,44	113 980,12
Litres	DGO 50 ppm	20,76	79 580,07	20,76	84 885,41
	Sub total		293 292,80		312 845,65
			100,00%		100,00%
<b>SALES RAND VALUE</b>					
<b>CASH Sales Fuel</b>					
ULP 93			1 409 275,15		1 503 226,83
ULP 95			1 419 693,65		1 514 339,89
DGO 50 ppm			1 073 853,47		1 145 443,70
	% cash sales		65,00%		65,00%
	Sub total		3 902 822,28		4 163 010,41
<b>CASH TOTAL SALES</b>			3 902 822,28		4 163 010,41
<b>CREDIT Sales Fuel</b>					
ULP 93			108 405,78		115 632,83
ULP 95			108 207,20		116 487,68
DGO 50 ppm			82 604,11		88 111,05
DGO 50 ppm			82 604,11		88 111,05
	% credit sales		5,00%		5,00%
	Sub total		382 821,21		408 342,62
<b>CREDIT TOTAL SALES</b>			382 821,21		408 342,62
<b>CARD Sales Fuel</b>					
ULP 93			650 434,68		693 797,00
ULP 95			655 243,22		698 926,10
DGO 50 ppm			495 624,68		528 666,32
	% Total card sales		30,00%		30,00%
	Sub total		1 801 302,58		1 921 389,42
<b>CARD / TOTAL SALES</b>			1 801 302,58		1 921 389,42
<b>CASH, CREDIT, &amp; CARD SALES TOTAL</b>			100,00%		100,00%
			6 086 946,06		6 492 742,46
<b>Less Cost of Sales</b>			5 333 346,68		5 688 903,13
<b>Fuel</b>			5 333 346,68		5 688 903,13
<b>ULP 93</b>					
Stock begin			1 823 649,63		2 051 892,94
Add Purchase	18,00		331 240,48		331 240,48
Less Stock end			1 823 649,63		2 051 892,94
			331 240,48		331 240,48
<b>ULP 95</b>					
Stock begin			1 939 678,08		2 068 989,95
Add Purchase	18,15		334 000,48		2 068 989,95
Less Stock end			1 939 678,08		2 068 989,95
			334 000,48		334 000,48
<b>DGO 50 ppm</b>					
Stock begin			1 470 018,97		1 568 020,24
Add Purchase	18,47		339 888,48		339 888,48
Less Stock end			1 470 018,97		1 568 020,24
			339 888,48		339 888,48
<b>GROSS PROFIT / LOSS</b>			753 599,37		803 839,33
			12,38%		12,38%

MONTH 3				MONTH 4			
<b>Fuel sales price</b>				<b>Fuel sales price</b>			
61C		%TOT		61C		%TOT	
20,29	113 980,12	36,43%		20,29	121 103,88	36,43%	
20,44	113 980,12	36,43%		20,44	121 103,88	36,43%	
20,76	84 885,41	27,13%		20,76	90 190,75	27,13%	
	312 845,65	100,00%			332 398,50	100,00%	
<b>% cash sales</b>				<b>% cash sales</b>			
	1 503 226,83				1 597 178,50		
	1 514 339,89				1 608 986,13		
	1 145 443,70				1 217 033,93		
65,00%	4 163 010,41			65,00%	4 423 198,57		
	4 163 010,41				4 423 198,57		
<b>% credit sales</b>				<b>% credit sales</b>			
	115 632,83				122 859,88		
	116 487,68				123 768,16		
	88 111,05				93 617,99		
5,00%	408 342,62			5,00%	433 864,04		
	408 342,62				433 864,04		
<b>% Total card sales</b>				<b>% Total card sales</b>			
	693 797,00				737 159,31		
	698 926,10				742 608,98		
	529 666,32				561 707,97		
30,00%	1 921 389,42			30,00%	2 041 476,26		
	1 921 389,42				2 041 476,26		
<b>100,00%</b>				<b>100,00%</b>			
	6 492 742,46				6 898 538,86		
	5 688 903,13				6 044 459,57		
	5 688 903,13				6 044 459,57		
<b>18,00%</b>				<b>18,00%</b>			
	2 051 892,94	11,28%			2 180 136,24	11,28%	
	331 240,48				331 240,48		
	2 051 892,94				2 180 136,24		
	331 240,48				331 240,48		
<b>18,15%</b>				<b>18,15%</b>			
	2 068 989,95	11,19%			2 198 301,83	11,19%	
	334 000,48				334 000,48		
	2 068 989,95				2 198 301,83		
	334 000,48				334 000,48		
<b>18,47%</b>				<b>18,47%</b>			
	1 568 020,24	11,02%			1 666 021,50	11,02%	
	339 888,48				339 888,48		
	1 568 020,24				1 666 021,50		
	339 888,48				339 888,48		
	803 839,33	12,38%			854 079,29	12,38%	

MONTH 5				MONTH 6			
Fuel sales price				Fuel sales price			
61C		%TOT		61C		%TOT	
20,29	128 227,64	36,43%		20,29	135 351,39	36,43%	
20,44	128 227,64	36,43%		20,44	135 351,39	36,43%	
20,76	95 496,08	27,13%		20,76	100 801,42	27,13%	
	<b>351 951,36</b>	<b>100,00%</b>			<b>371 504,21</b>	<b>100,00%</b>	
% cash sales	1 691 130,18			% cash sales	1 785 081,86		
	1 703 632,38				1 798 278,62		
	1 288 624,16				1 360 214,39		
65,00%	<b>4 683 386,72</b>			65,00%	<b>4 943 574,87</b>		
% credit sales	130 086,94			% credit sales	137 313,99		
	131 048,64				138 329,12		
	99 124,94				104 631,88		
5,00%	<b>459 385,45</b>			5,00%	<b>484 908,87</b>		
% Total card sales	780 521,62			% Total card sales	823 883,93		
	786 291,87				829 974,75		
	594 749,61				627 791,26		
30,00%	<b>2 161 563,10</b>			30,00%	<b>2 281 649,94</b>		
100,00%	<b>7 304 335,27</b>			100,00%	<b>7 710 131,67</b>		
	<b>6 400 016,02</b>				<b>6 755 572,46</b>		
	<b>6 400 016,02</b>				<b>6 755 572,46</b>		
18,00	2 308 379,55	11,28%		18,00	2 436 622,86	11,28%	
	331 240,48				331 240,48		
	2 308 379,55				2 436 622,86		
	331 240,48				331 240,48		
18,15	2 327 613,70	11,19%		18,15	2 456 925,57	11,19%	
	334 000,48				334 000,48		
	2 327 613,70				2 456 925,57		
	334 000,48				334 000,48		
18,47	1 764 022,77	11,02%		18,47	1 862 024,03	11,02%	
	339 888,48				339 888,48		
	1 764 022,77				1 862 024,03		
	339 888,48				339 888,48		
	<b>904 319,25</b>	<b>12,38%</b>			<b>954 559,21</b>	<b>12,38%</b>	

MONTH 7				MONTH 8			
<b>Fuel sales price</b>				<b>Fuel sales price</b>			
61C		%TOT		61C		%TOT	
20,29	142 475,15	36,43%		20,29	142 475,15	36,43%	
20,44	142 475,15	36,43%		20,44	142 475,15	36,43%	
20,76	106 106,76	27,13%		20,76	106 106,76	27,13%	
	<b>391 057,06</b>	<b>100,00%</b>			<b>391 057,06</b>	<b>100,00%</b>	
<b>% cash sales</b>				<b>% cash sales</b>			
	1 879 033,53				1 879 033,53		
	1 892 924,86				1 892 924,86		
	1 431 804,62				1 431 804,62		
65,00%	<b>5 203 763,02</b>			65,00%	<b>5 203 763,02</b>		
<b>% credit sales</b>				<b>% credit sales</b>			
	144 541,04				144 541,04		
	145 609,60				145 609,60		
	110 138,82				110 138,82		
5,00%	<b>510 428,28</b>			5,00%	<b>510 428,28</b>		
<b>% Total card sales</b>				<b>% Total card sales</b>			
	867 246,25				867 246,25		
	873 657,63				873 657,63		
	660 832,90				660 832,90		
30,00%	<b>2 401 736,78</b>			30,00%	<b>2 401 736,78</b>		
<b>100,00%</b>				<b>100,00%</b>			
	<b>8 115 928,08</b>				<b>8 115 928,08</b>		
	<b>7 111 128,91</b>				<b>7 111 128,91</b>		
	<b>7 111 128,91</b>				<b>7 111 128,91</b>		
<b>18,00%</b>				<b>18,00%</b>			
	2 564 866,17	11,28%			2 564 866,17	11,28%	
	331 240,48				331 240,48		
	2 564 866,17				2 564 866,17		
	331 240,48				331 240,48		
<b>18,15%</b>				<b>18,15%</b>			
	2 586 237,44	11,19%			2 586 237,44	11,19%	
	334 000,48				334 000,48		
	2 586 237,44				2 586 237,44		
	334 000,48				334 000,48		
<b>18,47%</b>				<b>18,47%</b>			
	1 960 025,30	11,02%			1 960 025,30	11,02%	
	339 888,48				339 888,48		
	1 960 025,30				1 960 025,30		
	339 888,48				339 888,48		
<b>12,38%</b>				<b>12,38%</b>			
	<b>1 004 799,17</b>				<b>1 004 799,17</b>		

MONTH 9				MONTH 10			
<b>Fuel sales price</b>				<b>Fuel sales price</b>			
61C		%TOT		61C		%TOT	
20,29	142 475,15	36,43%		20,29	142 475,15	36,43%	
20,44	142 475,15	36,43%		20,44	142 475,15	36,43%	
20,76	106 106,76	27,13%		20,76	106 106,76	27,13%	
	<b>391 057,06</b>	<b>100,00%</b>			<b>391 057,06</b>	<b>100,00%</b>	
<b>% cash sales</b>				<b>% cash sales</b>			
	1 879 033,53				1 879 033,53		
	1 892 924,86				1 892 924,86		
	1 431 804,62				1 431 804,62		
65,00%	<b>5 203 763,02</b>			65,00%	<b>5 203 763,02</b>		
<b>% credit sales</b>				<b>% credit sales</b>			
	144 541,04				144 541,04		
	145 609,60				145 609,60		
	110 138,82				110 138,82		
5,00%	<b>510 428,28</b>			5,00%	<b>510 428,28</b>		
<b>% Total card sales</b>				<b>% Total card sales</b>			
	867 246,25				867 246,25		
	873 657,63				873 657,63		
	660 832,90				660 832,90		
30,00%	<b>2 401 736,78</b>			30,00%	<b>2 401 736,78</b>		
<b>100,00%</b>				<b>100,00%</b>			
	<b>8 115 928,08</b>				<b>8 115 928,08</b>		
	<b>7 111 128,91</b>				<b>7 111 128,91</b>		
	<b>7 111 128,91</b>				<b>7 111 128,91</b>		
<b>18,00%</b>				<b>18,00%</b>			
	2 564 866,17	11,28%			2 564 866,17	11,28%	
	331 240,48				331 240,48		
	2 564 866,17				2 564 866,17		
	331 240,48				331 240,48		
<b>18,15%</b>				<b>18,15%</b>			
	2 586 237,44	11,19%			2 586 237,44	11,19%	
	334 000,48				334 000,48		
	2 586 237,44				2 586 237,44		
	334 000,48				334 000,48		
<b>18,47%</b>				<b>18,47%</b>			
	1 960 025,30	11,02%			1 960 025,30	11,02%	
	339 888,48				339 888,48		
	1 960 025,30				1 960 025,30		
	339 888,48				339 888,48		
<b>12,38%</b>				<b>12,38%</b>			
	<b>1 004 799,17</b>				<b>1 004 799,17</b>		



**FINANCIAL STATEMENT**

MONTH 11				MONTH 12			
<b>Fuel sales price</b>				<b>Fuel sales price</b>			
61C		%TOT		61C		%TOT	
20,29	142 475,15	36,43%		20,29	142 475,15	36,43%	
20,44	142 475,15	36,43%		20,44	142 475,15	36,43%	
20,76	106 106,76	27,13%		20,76	106 106,76	27,13%	
	<b>391 057,06</b>	<b>100,00%</b>			<b>391 057,06</b>	<b>100,00%</b>	
<b>% cash sales</b>				<b>% cash sales</b>			
	1 879 033,53				1 879 033,53		
	1 892 924,86				1 892 924,86		
	1 431 804,62				1 431 804,62		
65,00%	<b>5 203 763,02</b>			65,00%	<b>5 203 763,02</b>		
<b>% credit sales</b>				<b>% credit sales</b>			
	144 541,04				144 541,04		
	145 609,60				145 609,60		
	110 138,82				110 138,82		
5,00%	<b>510 428,28</b>			5,00%	<b>510 428,28</b>		
<b>% Total card sales</b>				<b>% Total card sales</b>			
	867 246,25				867 246,25		
	873 657,63				873 657,63		
	660 832,90				660 832,90		
30,00%	<b>2 401 736,78</b>			30,00%	<b>2 401 736,78</b>		
<b>100,00%</b>				<b>100,00%</b>			
	<b>8 115 928,08</b>				<b>8 115 928,08</b>		
	<b>7 111 128,91</b>				<b>7 111 128,91</b>		
	<b>7 111 128,91</b>				<b>7 111 128,91</b>		
<b>18,00</b>				<b>18,00</b>			
	2 564 866,17	11,28%			2 564 866,17	11,28%	
	331 240,48				331 240,48		
	2 564 866,17				2 564 866,17		
	331 240,48				331 240,48		
<b>18,15</b>				<b>18,15</b>			
	2 586 237,44	11,19%			2 586 237,44	11,19%	
	334 000,48				334 000,48		
	2 586 237,44				2 586 237,44		
	334 000,48				334 000,48		
<b>18,47</b>				<b>18,47</b>			
	1 960 025,30	11,02%			1 960 025,30	11,02%	
	339 888,48				339 888,48		
	1 960 025,30				1 960 025,30		
	339 888,48				339 888,48		
<b>12,38%</b>				<b>12,38%</b>			
	<b>1 004 799,17</b>				<b>1 004 799,17</b>		

YEAR 1			YEAR 2		
Fuel sales price			Fuel sales price		
61C		%TOT	61C		%TOT
20,29	1 574 350,42	36,43%	21,61	2 015 817,45	36,43%
20,44	1 574 350,42	36,43%	21,77	2 015 817,45	36,43%
20,76	1 172 479,70	27,13%	22,08	1 501 257,29	27,13%
	4 321 180,55	100,00%		5 532 892,19	100,00%
% cash sales	20 763 320,55		28 313 673,02		
	20 916 819,72		28 522 990,46		
	15 821 441,08		21 541 246,47		
65,00%	57 501 581,35		78 377 909,95		
	<b>57 501 581,35</b>		<b>78 377 909,95</b>		
% credit sales	1 597 178,50		2 177 974,85		
	1 608 986,13		2 194 076,19		
	1 217 033,93		1 657 018,96		
5,00%	5 640 232,49		7 686 088,96		
	<b>5 640 232,49</b>		<b>7 686 088,96</b>		
% Total card sales	9 583 071,02		13 067 849,09		
	9 653 916,79		13 164 457,14		
	7 302 203,57		9 942 113,75		
30,00%	26 539 191,39		36 174 419,98		
	<b>26 539 191,39</b>		<b>36 174 419,98</b>		
100,00%	<b>89 681 005,23</b>		122 238 418,89		
	<b>78 577 974,45</b>		<b>107 290 341,63</b>		
	<b>78 577 974,45</b>		<b>107 290 341,63</b>		
18,00	28 341 771,18	11,28%	38 717 120,43	11,12%	
	331 240,48		331 240,48		
	28 341 771,18		38 717 120,43		
	331 240,48		331 240,48		
18,15	28 577 923,75	11,19%	39 039 147,26	11,04%	
	334 000,48		334 000,48		
	28 577 923,75		39 039 147,26		
	334 000,48		334 000,48		
18,47	21 658 279,52	11,02%	29 534 073,94	10,88%	
	339 888,48		339 888,48		
	21 658 279,52		29 534 073,94		
	339 888,48		339 888,48		
	<b>11 103 030,78</b>	<b>12,38%</b>	<b>14 948 077,25</b>	<b>12,23%</b>	

YEAR 3			
Fuel sales price			
61C		%TOT	
23,01	2 233 415,17	36,43%	
23,18	2 233 415,17	36,43%	
23,51	1 663 310,73	27,13%	
	6 130 141,06	100,00%	
% cash sales	33 409 046,46		
	33 656 033,01		
	25 417 843,30		
65,00%	92 482 922,78		
	92 482 922,78		
% credit sales	2 569 926,65		
	2 588 925,62		
	1 955 218,72		
5,00%	9 069 289,70		
	9 069 289,70		
% Total card sales	15 419 559,91		
	15 533 553,70		
	11 731 312,29		
30,00%	42 684 425,90		
	42 684 425,90		
100,00%	144 236 638,37		
	126 759 434,09		
	126 759 434,09		
20,49	45 765 191,06	10,96%	
	331 240,48		
	45 765 191,06		
	331 240,48		
20,66	46 145 170,36	10,88%	
	334 000,48		
	46 145 170,36		
	334 000,48		
20,95	34 849 072,67	10,88%	
	339 888,48		
	34 849 072,67		
	339 888,48		
	17 477 204,28	12,12%	

YEAR 4			
Fuel sales price			
61C		%TOT	
24,51	2 255 749,32	36,43%	
24,69	2 255 749,32	36,43%	
25,04	1 679 943,83	27,13%	
	6 191 442,47	100,00%	
% cash sales	35 936 440,83		
	36 202 111,91		
	27 340 703,15		
65,00%	99 479 255,89		
	99 479 255,89		
% credit sales	2 764 341,60		
	2 784 777,84		
	2 103 131,01		
5,00%	9 755 381,46		
	9 755 381,46		
% Total card sales	16 586 049,81		
	16 708 667,03		
	12 618 786,07		
30,00%	45 913 502,72		
	45 913 502,72		
100,00%	155 148 140,07		
	136 519 475,54		
	136 519 475,54		
21,86	49 312 672,90	10,81%	
	331 240,48		
	49 312 672,90		
	331 240,48		
22,04	49 721 397,63	10,73%	
	334 000,48		
	49 721 397,63		
	334 000,48		
22,31	37 485 405,02	10,88%	
	339 888,48		
	37 485 405,02		
	339 888,48		
	18 628 664,52	12,01%	

YEAR 5			YEAR 6		
Fuel sales price			Fuel sales price		
61C		%TOT	61C		%TOT
26,10	2 289 585,56	36,43%	27,80	2 335 377,27	36,43%
26,30	2 289 585,56	36,43%	28,00	2 335 377,27	36,43%
26,67	1 705 142,99	27,13%	28,40	1 739 245,85	27,13%
	6 284 314,11	100,00%		6 410 000,39	100,00%
% cash sales	38 846 394,13		% cash sales	42 198 837,94	
	39 133 577,92			42 510 805,69	
	29 554 616,59			32 105 180,00	
65,00%	107 534 588,63		65,00%	116 814 823,63	
	107 534 588,63			116 814 823,63	
% credit sales	2 988 184,16		% credit sales	3 246 064,46	
	3 010 275,22			3 270 061,98	
	2 273 432,05			2 469 629,23	
5,00%	10 545 323,48		5,00%	11 455 384,89	
	10 545 323,48			11 455 384,89	
% Total card sales	17 929 104,98		% Total card sales	19 476 386,74	
	18 061 651,35			19 620 371,86	
	13 640 592,27			14 817 775,38	
30,00%	49 631 348,60		30,00%	53 914 533,98	
	49 631 348,60			53 914 533,98	
100,00%	167 711 280,71		100,00%	182 184 742,51	
	147 756 053,22			160 702 229,69	
	147 756 053,22			160 702 229,69	
23,32	53 396 723,16	10,65%	24,88	58 102 274,85	10,50%
	331 240,48			331 240,48	
	53 396 723,16			58 102 274,85	
	331 240,48			331 240,48	
23,51	53 838 544,37	10,58%	25,08	58 582 225,24	10,43%
	334 000,48			334 000,48	
	53 838 544,37			58 582 225,24	
	334 000,48			334 000,48	
23,76	40 520 785,69	10,88%	25,31	44 017 729,50	10,88%
	339 888,48			339 888,48	
	40 520 785,69			44 017 729,50	
	339 888,48			339 888,48	
	19 955 207,49	11,90%		21 482 512,91	11,79%

YEAR 7			
Fuel sales price			
61C		%TOT	
29.61	2 405 438.59	36.43%	
29.82	2 405 438.59	36.43%	
30.24	1 791 423.23	27.13%	
	6 602 300.41	100.00%	
% cash sales	46 290 015.28		
	46 632 228.30		
65.00%	35 217 777.20		
	128 140 020.78		
% credit sales	3 560 770.41		
	3 587 094.48		
5.00%	2 709 059.78		
	2 709 059.78		
	12 565 984.46		
% Total card sales	21 364 622.44		
	21 522 566.01		
30.00%	16 254 358.71		
	59 141 548.05		
100.00%	199 847 553.29		
	176 493 018.29		
	176 493 018.29		
26.54	63 840 644.17	10.36%	
	331 240.48		
	63 840 644.17		
	331 240.48		
26.76	64 367 125.75	10.28%	
	334 000.48		
	64 367 125.75		
	334 000.48		
26.95	48 285 248.37	10.88%	
	339 888.48		
	48 285 248.37		
	339 888.48		
	23 354 535.00	11.69%	

YEAR 8			
Fuel sales price			
61C		%TOT	
31.53	2 477 601.75	36.43%	
31.76	2 477 601.75	36.43%	
32.21	1 845 165.92	27.13%	
	6 800 369.42	100.00%	
% cash sales	50 777 832.26		
	51 153 222.84		
65.00%	38 632 140.70		
	140 563 195.80		
% credit sales	3 905 987.10		
	3 934 863.30		
5.00%	2 971 703.13		
	2 971 703.13		
	13 784 256.65		
% Total card sales	23 435 922.58		
	23 609 179.77		
30.00%	17 830 218.78		
	64 875 321.14		
100.00%	219 222 773.58		
	193 831 896.62		
	193 831 896.62		
28.31	70 143 934.73	10.21%	
	331 240.48		
	70 143 934.73		
	331 240.48		
28.54	70 721 458.69	10.13%	
	334 000.48		
	70 721 458.69		
	334 000.48		
28.71	52 966 503.20	10.88%	
	339 888.48		
	52 966 503.20		
	339 888.48		
	25 390 876.96	11.58%	

YEAR 9				YEAR 10			
<b>Fuel sales price</b>				<b>Fuel sales price</b>			
61C		%TOT		61C		%TOT	
33,58	2 551 929,80	36,43%		35,76	2 628 487,69	36,43%	
33,83	2 551 929,80	36,43%		36,03	2 628 487,69	36,43%	
34,30	1 900 520,90	27,13%		36,53	1 957 536,53	27,13%	
	7 004 380,50	100,00%			7 214 511,91	100,00%	
<b>% cash sales</b>				<b>% cash sales</b>			
	55 700 743,10				61 100 930,14		
	56 112 527,79				61 552 637,36		
	42 377 526,74				46 486 027,96		
65,00%	154 190 797,63			65,00%	169 139 595,46		
	154 190 797,63				169 139 595,46		
<b>% credit sales</b>				<b>% credit sales</b>			
	4 284 672,55				4 700 071,55		
	4 316 348,29				4 734 818,26		
	3 259 809,75				3 575 848,30		
	3 259 809,75				3 575 848,30		
5,00%	15 120 640,34			5,00%	16 586 586,42		
	15 120 640,34				16 586 586,42		
<b>% Total card sales</b>				<b>% Total card sales</b>			
	25 708 035,27				28 200 429,29		
	25 898 089,75				28 408 309,55		
	19 558 858,50				21 455 089,83		
30,00%	71 164 983,52			30,00%	78 064 428,67		
	71 164 983,52				78 064 428,67		
<b>100,00%</b>				<b>100,00%</b>			
	240 476 421,48				263 790 610,55		
	212 870 351,44				233 774 670,33		
	212 870 351,44				233 774 670,33		
<b>30,20%</b>				<b>32,21%</b>			
	77 067 615,42	10,07%			84 672 588,89	9,92%	
	331 240,48				331 240,48		
	77 067 615,42				84 672 588,89		
	331 240,48				331 240,48		
<b>30,45%</b>				<b>32,48%</b>			
	77 701 130,34	9,99%			85 367 524,08	9,85%	
	334 000,48				334 000,48		
	77 701 130,34				85 367 524,08		
	334 000,48				334 000,48		
<b>30,57%</b>				<b>32,56%</b>			
	58 101 605,69	10,88%			63 734 556,36	10,88%	
	339 888,48				339 888,48		
	58 101 605,69				63 734 556,36		
	339 888,48				339 888,48		
	27 606 070,04	11,48%			30 015 940,21	11,38%	

	MONTH 1		MONTH 2	
<b>FUEL RELATED EXPENSES</b>	<b>614 377.71</b>		<b>633 986.42</b>	
<b>SALARIES AND WAGES</b>	<b>232 858.94</b>		<b>232 858.94</b>	
		%TOT		%TOT
Attendants	139 179.01	59.77%	139 179.01	59.77%
Cashiers - Forecourt	56 316.79	24.16%	56 316.79	24.16%
Chars / Cleaners	21 183.97	9.10%	21 183.97	9.10%
Fuel / Shop Assistants	7 079.17	3.04%	7 079.17	3.04%
Manager remuneration	9 100.00	3.91%	9 100.00	3.91%
		100.00%		100.00%
<b>OTHER</b>	<b>381 518.77</b>		<b>401 127.47</b>	
		%TOT		%TOT
Advertising / sales promotion	3 167.56	0.83%	3 378.73	0.84%
Audit & accounting	2 199.70	0.58%	2 346.34	0.58%
Bank charges	11 203.78	2.94%	11 950.70	2.98%
Bargaining Council Employees contribution	18 709.32	4.90%	18 709.32	4.66%
Credit card commissions	527.93	0.14%	563.12	0.14%
Credit card losses	293.29	0.08%	312.85	0.08%
Credit Card swipe machine	469.27	0.12%	500.55	0.12%
Cash shortage	1 026.52	0.27%	1 094.96	0.27%
Cleaning Care & cleaning consumables	1 994.39	0.52%	2 127.35	0.53%
Computer System Maintenance	791.89	0.21%	844.69	0.21%
Donations	703.90	0.18%	750.83	0.19%
Electricity	26 308.36	6.90%	28 062.25	7.00%
Entertainment	1 466.46	0.38%	1 564.23	0.39%
Evaporation	8 916.10	2.34%	9 510.51	2.37%
Fuel Guarantee	0.00	0.00%	0.00	0.00%
General expenses	1 495.79	0.39%	1 555.51	0.40%
Insurance	6 921.71	1.81%	7 383.16	1.84%
Legal cost	322.62	0.08%	344.13	0.09%
Membership fees	293.29	0.08%	312.85	0.08%
Operational Gains and Losses	8 916.10	2.34%	9 510.51	2.37%
Other	8 916.10	2.34%	9 510.51	2.37%
Professional fees	381.28	0.10%	406.70	0.10%
RAS recovery Owner/Developer -Petrol	122 873.78	32.21%	131 065.36	32.67%
RAS recovery Owner/Developer -Diesel	0.00	0.00%	0.00	0.00%
RAS recovery Oil Company - Petrol	45 360.88	11.89%	48 384.94	12.06%
RAS recovery Oil Company - Diesel	0.00	0.00%	0.00	0.00%
Rent to Landlord / Oil Company	33 750.00	8.85%	33 750.00	8.41%
<b>SANRAL Levy</b>	<b>30 434.73</b>	<b>7.98%</b>	<b>32 463.71</b>	<b>8.09%</b>
Rates and taxes	939.54	0.25%	1 001.11	0.25%
Repairs and maintenance	5 719.21	1.50%	6 100.49	1.52%
Security & Cash transportation	4 546.04	1.19%	4 849.11	1.21%
Security	2 727.62	0.71%	2 909.46	0.73%
Skills development fee	2 328.59	0.61%	2 328.59	0.58%
Staff welfare	2 815.61	0.74%	3 003.32	0.75%
Stationery & printing	1 671.77	0.44%	1 783.22	0.44%
Subscriptions	557.26	0.15%	594.41	0.15%
Telephone / fast & swiftnet / internet	9 620.00	2.52%	10 261.34	2.56%
Internet costs	1 055.85	0.28%	1 126.24	0.28%
Travel and accommodation	1 055.85	0.28%	1 126.24	0.28%
Transport expenses ( business)	3 255.55	0.85%	3 472.59	0.87%
LIF	4 657.18	1.22%	4 657.18	1.16%
Uniforms & Laundry	1 378.48	0.36%	1 470.37	0.37%
Workmen's compensation	1 746.44	0.46%	0.00	0.00%
		%GP		%GP
<b>FUEL SALES Nett Profit / Loss.</b>	<b>139 221.66</b>		<b>169 852.92</b>	
		2.29%		2.62%

MONTH 3		MONTH 4	
633 886.42		655 341.57	
232 858.94		232 858.94	
%TOT		%TOT	
139 179.01	59.77%	139 179.01	59.77%
56 316.79	24.16%	56 316.79	24.18%
21 183.97	9.10%	21 183.97	9.10%
7 079.17	3.04%	7 079.17	3.04%
9 100.00	3.91%	9 100.00	3.91%
	100.00%		100.00%
401 127.47		422 482.62	
%TOT		%TOT	
3 378.73	0.84%	3 589.90	0.85%
2 346.34	0.58%	2 492.99	0.59%
11 950.70	2.98%	12 997.62	3.01%
18 709.32	4.66%	18 709.32	4.43%
563.12	0.14%	598.32	0.14%
312.85	0.08%	332.40	0.08%
500.55	0.12%	531.84	0.13%
1 094.96	0.27%	1 163.39	0.28%
2 127.35	0.53%	2 260.31	0.54%
844.68	0.21%	897.48	0.21%
750.83	0.19%	797.76	0.19%
28 062.25	7.00%	29 816.15	7.06%
1 564.23	0.39%	1 661.99	0.39%
9 510.51	2.37%	10 104.91	2.39%
0.00	0.00%	0.00	0.00%
1 595.51	0.40%	1 695.23	0.40%
7 383.16	1.84%	7 844.60	1.86%
344.13	0.09%	365.64	0.09%
312.85	0.08%	332.40	0.08%
9 510.51	2.37%	10 104.91	2.39%
9 510.51	2.37%	10 104.91	2.39%
406.70	0.10%	432.12	0.10%
131 065.36	32.67%	139 256.95	32.96%
0.00	0.00%	0.00	0.00%
48 384.94	12.06%	51 409.00	12.17%
0.00	0.00%	0.00	0.00%
33 750.00	8.41%	33 750.00	7.99%
32 463.71	8.09%	34 492.69	8.16%
1 001.11	0.25%	1 083.68	0.25%
6 100.49	1.52%	6 481.77	1.53%
4 849.11	1.21%	5 152.18	1.22%
2 909.46	0.73%	3 091.31	0.73%
2 328.59	0.58%	2 328.59	0.55%
3 003.32	0.75%	3 191.03	0.76%
1 783.22	0.44%	1 894.67	0.45%
594.41	0.15%	631.56	0.15%
10 261.34	2.56%	10 902.67	2.58%
1 126.24	0.28%	1 196.63	0.28%
1 126.24	0.28%	1 196.63	0.28%
3 472.59	0.87%	3 689.62	0.87%
4 857.18	1.16%	4 857.18	1.10%
1 470.37	0.37%	1 562.27	0.37%
0.00	0.00%	0.00	0.00%
%GP		%GP	
169 852.92	2.62%	198 737.72	2.88%



MONTH 5		MONTH 6	
676 696.72		698 051.87	
232 858.04		232 858.04	
%TOT		%TOT	
139 179.01	59.77%	139 179.01	59.77%
56 316.79	24.18%	56 316.79	24.18%
21 183.97	9.10%	21 183.97	9.10%
7 079.17	3.04%	7 079.17	3.04%
9 100.00	3.91%	9 100.00	3.91%
	100.00%		100.00%
443 837.77		465 192.02	
%TOT		%TOT	
3 801.07	0.86%	4 012.25	0.86%
2 639.64	0.59%	2 786.28	0.60%
13 444.54	3.03%	14 191.46	3.05%
18 709.32	4.22%	18 709.32	4.02%
633.51	0.14%	668.71	0.14%
351.95	0.08%	371.50	0.08%
563.12	0.13%	594.41	0.13%
1 231.83	0.28%	1 300.26	0.28%
2 393.27	0.54%	2 526.23	0.54%
950.27	0.21%	1 003.06	0.22%
844.68	0.19%	891.61	0.19%
31 570.04	7.11%	33 323.93	7.16%
1 759.76	0.40%	1 857.52	0.40%
10 699.32	2.41%	11 293.73	2.43%
0.00	0.00%	0.00	0.00%
1 794.95	0.40%	1 894.67	0.41%
8 306.05	1.87%	8 767.50	1.88%
387.15	0.09%	408.65	0.09%
351.95	0.08%	371.50	0.08%
10 699.32	2.41%	11 293.73	2.43%
10 699.32	2.41%	11 293.73	2.43%
457.54	0.10%	482.96	0.10%
147 448.53	33.22%	155 640.12	33.46%
0.00	0.00%	0.00	0.00%
54 433.06	12.26%	57 457.12	12.35%
0.00	0.00%	0.00	0.00%
33 750.00	7.60%	33 750.00	7.26%
36 521.08	8.23%	38 550.66	8.29%
1 128.24	0.25%	1 188.81	0.25%
6 863.05	1.55%	7 244.33	1.56%
5 455.25	1.23%	5 758.32	1.24%
3 273.15	0.74%	3 454.99	0.74%
2 328.59	0.52%	2 328.59	0.50%
3 378.73	0.76%	3 566.44	0.77%
2 006.12	0.45%	2 117.57	0.46%
666.71	0.15%	705.86	0.15%
11 544.00	2.60%	12 185.34	2.62%
1 267.02	0.29%	1 337.42	0.29%
1 267.02	0.29%	1 337.42	0.29%
3 906.66	0.88%	4 123.70	0.89%
4 657.18	1.05%	4 657.18	1.00%
1 654.17	0.37%	1 746.07	0.38%
0.00	0.00%	0.00	0.00%
%GP		%GP	
227 622.53	3.12%	256 507.34	3.33%

MONTH 7		MONTH 8	
719 407.01		719 407.01	
232 858.04		232 858.04	
%TOT		%TOT	
139 179.01	59.77%	139 179.01	59.77%
56 316.79	24.18%	56 316.79	24.18%
21 183.97	9.10%	21 183.97	9.10%
7 079.17	3.04%	7 079.17	3.04%
9 100.00	3.91%	9 100.00	3.91%
	100.00%		100.00%
486 548.07		486 548.07	
%TOT		%TOT	
4 223.42	0.87%	4 223.42	0.87%
2 932.93	0.60%	2 932.93	0.60%
14 938.38	3.07%	14 938.38	3.07%
18 709.32	3.85%	18 709.32	3.85%
703.90	0.14%	703.90	0.14%
391.06	0.08%	391.06	0.08%
625.69	0.13%	625.69	0.13%
1 368.70	0.28%	1 368.70	0.28%
2 659.19	0.55%	2 659.19	0.55%
1 055.85	0.22%	1 055.85	0.22%
938.54	0.19%	938.54	0.19%
35 077.82	7.21%	35 077.82	7.21%
1 955.29	0.40%	1 955.29	0.40%
11 888.13	2.44%	11 888.13	2.44%
0.00	0.00%	0.00	0.00%
1 994.39	0.41%	1 994.39	0.41%
9 228.95	1.90%	9 228.95	1.90%
430.16	0.09%	430.16	0.09%
391.06	0.08%	391.06	0.08%
11 888.13	2.44%	11 888.13	2.44%
11 888.13	2.44%	11 888.13	2.44%
508.37	0.10%	508.37	0.10%
163 831.70	33.67%	163 831.70	33.67%
0.00	0.00%	0.00	0.00%
60 481.17	12.43%	60 481.17	12.43%
0.00	0.00%	0.00	0.00%
33 750.00	6.94%	33 750.00	6.94%
40 579.64	8.34%	40 579.64	8.34%
1 251.38	0.26%	1 251.38	0.26%
7 625.61	1.57%	7 625.61	1.57%
6 061.38	1.25%	6 061.38	1.25%
3 636.83	0.75%	3 636.83	0.75%
2 328.59	0.48%	2 328.59	0.48%
3 754.15	0.77%	3 754.15	0.77%
2 229.03	0.46%	2 229.03	0.46%
743.01	0.15%	743.01	0.15%
12 826.67	2.64%	12 826.67	2.64%
1 407.81	0.29%	1 407.81	0.29%
1 407.81	0.29%	1 407.81	0.29%
4 340.73	0.89%	4 340.73	0.89%
4 657.18	0.98%	4 657.18	0.98%
1 837.97	0.38%	1 837.97	0.38%
0.00	0.00%	0.00	0.00%
%GP		%GP	
285 392.15	3.52%	285 392.15	3.52%

MONTH 9		MONTH 10	
719 407.01		719 407.01	
232 858.04		232 858.04	
%TOT		%TOT	
139 179.01	59.77%	139 179.01	59.77%
56 316.79	24.18%	56 316.79	24.18%
21 183.97	9.10%	21 183.97	9.10%
7 079.17	3.04%	7 079.17	3.04%
9 100.00	3.91%	9 100.00	3.91%
	100.00%		100.00%
486 548.07		486 548.07	
%TOT		%TOT	
4 223.42	0.87%	4 223.42	0.87%
2 932.93	0.60%	2 932.93	0.60%
14 938.38	3.07%	14 938.38	3.07%
18 709.32	3.85%	18 709.32	3.85%
703.90	0.14%	703.90	0.14%
391.06	0.08%	391.06	0.08%
625.69	0.13%	625.69	0.13%
1 368.70	0.28%	1 368.70	0.28%
2 659.19	0.55%	2 659.19	0.55%
1 055.85	0.22%	1 055.85	0.22%
938.54	0.19%	938.54	0.19%
35 077.82	7.21%	35 077.82	7.21%
1 955.29	0.40%	1 955.29	0.40%
11 888.13	2.44%	11 888.13	2.44%
0.00	0.00%	0.00	0.00%
1 994.39	0.41%	1 994.39	0.41%
9 228.95	1.90%	9 228.95	1.90%
430.16	0.09%	430.16	0.09%
391.06	0.08%	391.06	0.08%
11 888.13	2.44%	11 888.13	2.44%
11 888.13	2.44%	11 888.13	2.44%
508.37	0.10%	508.37	0.10%
163 831.70	33.67%	163 831.70	33.67%
0.00	0.00%	0.00	0.00%
60 481.17	12.43%	60 481.17	12.43%
0.00	0.00%	0.00	0.00%
33 750.00	6.94%	33 750.00	6.94%
40 579.64	8.34%	40 579.64	8.34%
1 251.38	0.26%	1 251.38	0.26%
7 625.61	1.57%	7 625.61	1.57%
6 061.38	1.25%	6 061.38	1.25%
3 636.83	0.75%	3 636.83	0.75%
2 328.59	0.48%	2 328.59	0.48%
3 754.15	0.77%	3 754.15	0.77%
2 229.03	0.46%	2 229.03	0.46%
743.01	0.15%	743.01	0.15%
12 826.67	2.64%	12 826.67	2.64%
1 407.81	0.29%	1 407.81	0.29%
1 407.81	0.29%	1 407.81	0.29%
4 340.73	0.89%	4 340.73	0.89%
4 657.18	0.96%	4 657.18	0.96%
1 837.97	0.38%	1 837.97	0.38%
0.00	0.00%	0.00	0.00%
%GP		%GP	
285 392.15	3.52%	285 392.15	3.52%

MONTH 11		MONTH 12	
719 407.01		719 407.01	
232 858.04		232 858.04	
%TOT		%TOT	
139 179.01	59.77%	139 179.01	59.77%
56 316.79	24.18%	56 316.79	24.18%
21 183.97	9.10%	21 183.97	9.10%
7 079.17	3.04%	7 079.17	3.04%
9 100.00	3.91%	9 100.00	3.91%
	100.00%		100.00%
486 548.07		486 548.07	
%TOT		%TOT	
4 223.42	0.87%	4 223.42	0.87%
2 932.93	0.60%	2 932.93	0.60%
14 938.38	3.07%	14 938.38	3.07%
18 709.32	3.85%	18 709.32	3.85%
703.90	0.14%	703.90	0.14%
391.06	0.08%	391.06	0.08%
625.69	0.13%	625.69	0.13%
1 368.70	0.28%	1 368.70	0.28%
2 659.19	0.55%	2 659.19	0.55%
1 055.85	0.22%	1 055.85	0.22%
938.54	0.19%	938.54	0.19%
35 077.82	7.21%	35 077.82	7.21%
1 955.29	0.40%	1 955.29	0.40%
11 888.13	2.44%	11 888.13	2.44%
0.00	0.00%	0.00	0.00%
1 994.39	0.41%	1 994.39	0.41%
9 228.95	1.90%	9 228.95	1.90%
430.16	0.09%	430.16	0.09%
391.06	0.08%	391.06	0.08%
11 888.13	2.44%	11 888.13	2.44%
11 888.13	2.44%	11 888.13	2.44%
508.37	0.10%	508.37	0.10%
163 831.70	33.67%	163 831.70	33.67%
0.00	0.00%	0.00	0.00%
60 481.17	12.43%	60 481.17	12.43%
0.00	0.00%	0.00	0.00%
33 750.00	6.94%	33 750.00	6.94%
40 579.64	8.34%	40 579.64	8.34%
1 251.38	0.26%	1 251.38	0.26%
7 625.61	1.57%	7 625.61	1.57%
6 061.38	1.25%	6 061.38	1.25%
3 636.83	0.75%	3 636.83	0.75%
2 328.59	0.48%	2 328.59	0.48%
3 754.15	0.77%	3 754.15	0.77%
2 229.03	0.46%	2 229.03	0.46%
743.01	0.15%	743.01	0.15%
12 826.67	2.64%	12 826.67	2.64%
1 407.81	0.29%	1 407.81	0.29%
1 407.81	0.29%	1 407.81	0.29%
4 340.73	0.89%	4 340.73	0.89%
4 657.18	0.98%	4 657.18	0.98%
1 837.97	0.38%	1 837.97	0.38%
0.00	0.00%	0.00	0.00%
%GP		%GP	
285 392.15	3.52%	285 392.15	3.52%

YEAR 1		YEAR 2	
8 228 882,78		9 218 673,82	
2 794 307,31		2 989 908,83	
%TOT		%TOT	
1 670 148,18	59,77%	1 787 058,55	59,77%
675 801,46	24,18%	723 107,57	24,18%
254 207,67	9,10%	272 002,21	9,10%
84 950,00	3,04%	90 896,50	3,04%
109 200,00	3,91%	116 844,00	3,91%
	100,00%		100,00%
5 434 575,47		6 228 764,99	
%TOT		%TOT	
46 668,75	0,86%	49 935,56	0,80%
32 408,85	0,60%	34 677,47	0,56%
165 069,10	3,04%	176 623,93	2,84%
224 511,79	4,13%	239 273,31	3,84%
7 778,12	0,14%	8 322,59	0,13%
4 321,18	0,08%	4 623,66	0,07%
6 913,89	0,13%	7 387,86	0,12%
15 124,13	0,28%	16 182,82	0,26%
29 384,03	0,54%	31 440,91	0,50%
11 667,19	0,21%	12 483,89	0,20%
10 370,83	0,19%	11 096,79	0,18%
387 609,89	7,13%	414 742,59	6,66%
21 605,90	0,40%	23 118,32	0,37%
131 363,89	2,42%	140 559,36	2,26%
0,00	0,00%	0,00	0,00%
22 038,02	0,41%	23 580,68	0,38%
101 979,86	1,88%	109 118,45	1,75%
4 753,30	0,09%	5 086,03	0,08%
4 321,18	0,08%	4 623,66	0,07%
131 363,89	2,42%	140 559,36	2,26%
131 363,89	2,42%	140 559,36	2,26%
5 617,53	0,10%	5 010,76	0,10%
1 810 340,33	33,31%	2 433 880,89	39,07%
0,00	0,00%	0,00	0,00%
668 316,98	12,30%	898 507,25	14,43%
0,00	0,00%	0,00	0,00%
405 000,00	7,45%	36 450,00	0,59%
448 405,03	8,25%	911 192,08	9,81%
13 827,76	0,25%	14 795,72	0,24%
84 263,02	1,55%	90 161,43	1,45%
66 978,30	1,23%	71 666,78	1,15%
40 186,98	0,74%	43 000,07	0,69%
27 943,07	0,51%	29 899,09	0,48%
41 483,33	0,76%	44 387,17	0,71%
24 530,73	0,45%	26 354,88	0,42%
8 210,24	0,15%	8 784,96	0,14%
141 734,72	2,61%	151 656,15	2,43%
15 556,25	0,29%	16 645,19	0,27%
15 556,25	0,29%	16 645,19	0,27%
47 965,10	0,88%	51 322,66	0,82%
55 886,15	1,03%	59 788,18	0,96%
20 309,55	0,37%	21 731,22	0,35%
1 746,44	0,03%	1 868,69	0,03%
%GP		%GP	
2 874 148,00	3,20%	5 729 403,43	4,69%

YEAR 3		YEAR 4	
10 242 600,63		10 927 216,64	
3 199 202,44		3 423 146,61	
%TOT		%TOT	
1 912 152,65	59,77%	2 046 003,33	59,77%
773 725,10	24,18%	827 885,85	24,18%
291 042,37	9,10%	311 415,33	9,10%
97 259,26	3,04%	104 067,40	3,04%
125 023,08	3,91%	133 774,70	3,91%
	100,00%		100,00%
7 043 398,18		7 504 070,03	
%TOT		%TOT	
53 431,05	0,76%	57 171,23	0,76%
37 104,90	0,53%	39 702,24	0,53%
188 987,61	2,68%	202 216,74	2,69%
295 016,90	3,63%	273 932,33	3,65%
8 905,18	0,13%	9 528,54	0,13%
4 947,32	0,07%	5 293,63	0,07%
7 915,71	0,11%	8 469,81	0,11%
17 315,62	0,25%	18 527,71	0,25%
33 641,77	0,48%	35 996,70	0,48%
13 357,76	0,19%	14 292,81	0,19%
11 873,57	0,17%	12 704,72	0,17%
443 774,57	6,30%	474 838,79	6,33%
24 736,60	0,35%	26 468,16	0,35%
150 398,52	2,14%	160 926,41	2,14%
0,00	0,00%	0,00	0,00%
25 231,33	0,36%	26 997,52	0,36%
116 756,74	1,66%	124 929,71	1,66%
5 442,05	0,08%	5 823,00	0,08%
4 947,32	0,07%	5 293,63	0,07%
150 398,52	2,14%	160 926,41	2,14%
150 398,52	2,14%	160 926,41	2,14%
6 431,52	0,09%	6 881,72	0,09%
2 831 436,85	40,20%	3 002 738,78	40,01%
0,00	0,00%	0,00	0,00%
1 045 271,59	14,84%	1 108 510,52	14,77%
0,00	0,00%	0,00	0,00%
39 366,00	0,56%	42 515,28	0,57%
721 183,48	10,24%	775 740,70	10,34%
15 831,42	0,22%	16 939,62	0,22%
96 472,73	1,37%	103 225,82	1,38%
76 683,45	1,09%	82 051,30	1,09%
46 010,07	0,65%	49 230,78	0,66%
31 992,02	0,45%	34 231,47	0,46%
47 494,27	0,67%	50 818,87	0,68%
28 199,72	0,40%	30 173,70	0,40%
9 399,91	0,13%	10 057,90	0,13%
162 272,08	2,30%	173 631,13	2,31%
17 810,35	0,25%	19 057,08	0,25%
17 810,35	0,25%	19 057,08	0,25%
54 915,25	0,78%	58 759,31	0,78%
63 984,05	0,91%	68 462,93	0,91%
23 252,40	0,33%	24 880,07	0,33%
1 999,50	0,03%	2 139,47	0,03%
%GP		%GP	
7 234 603,66	5,02%	7 701 447,88	4,96%

YEAR 5		YEAR 6	
11 683 582,26		12 519 936,58	
3 662 766,88		3 919 160,56	
%TOT		%TOT	
2 189 223,56	59,77%	2 342 469,21	59,77%
885 837,86	24,18%	947 846,51	24,18%
333 214,41	9,10%	356 539,41	9,10%
111 352,12	3,04%	119 146,77	3,04%
143 138,92	3,91%	153 158,65	3,91%
	100,00%		100,00%
8 020 815,38		8 600 776,02	
%TOT		%TOT	
61 173,21	0,76%	65 455,34	0,76%
42 481,40	0,53%	45 455,09	0,53%
216 371,91	2,70%	231 517,85	2,69%
293 101,95	3,65%	313 613,44	3,65%
10 195,54	0,13%	10 909,22	0,13%
5 664,19	0,07%	6 060,68	0,07%
9 062,70	0,11%	9 697,09	0,11%
19 824,65	0,25%	21 212,38	0,25%
38 516,47	0,48%	41 212,62	0,48%
15 293,30	0,19%	16 363,63	0,19%
13 594,05	0,17%	14 545,63	0,17%
508 077,50	6,33%	543 642,93	6,32%
28 320,93	0,35%	30 303,40	0,35%
172 191,26	2,15%	184 244,65	2,14%
0,00	0,00%	0,00	0,00%
28 887,35	0,36%	30 009,46	0,36%
133 674,79	1,67%	143 032,03	1,66%
6 230,60	0,08%	6 666,75	0,08%
5 664,19	0,07%	6 060,68	0,07%
172 191,26	2,15%	184 244,65	2,14%
172 191,26	2,15%	184 244,65	2,14%
7 363,44	0,09%	7 678,89	0,09%
3 200 168,86	39,90%	3 427 380,85	39,85%
0,00	0,00%	0,00	0,00%
1 181 395,09	14,73%	1 265 274,14	14,71%
0,00	0,00%	0,00	0,00%
45 916,50	0,57%	49 589,82	0,58%
838 556,30	10,45%	910 923,71	10,59%
18 125,40	0,23%	19 394,17	0,23%
110 451,63	1,38%	118 183,25	1,37%
87 794,89	1,09%	93 940,53	1,09%
52 676,93	0,66%	56 364,32	0,66%
36 627,67	0,46%	39 191,61	0,46%
54 376,19	0,68%	58 182,52	0,68%
32 285,86	0,40%	34 545,67	0,40%
10 761,95	0,13%	11 515,29	0,13%
185 785,31	2,32%	198 790,28	2,31%
20 391,07	0,25%	21 818,45	0,25%
20 391,07	0,25%	21 818,45	0,25%
62 872,47	0,78%	67 273,54	0,78%
73 255,34	0,91%	78 363,21	0,91%
26 621,68	0,33%	28 485,19	0,33%
2 289,23	0,03%	2 449,48	0,03%
%GP		%GP	
8 271 625,22	4,93%	8 962 576,34	4,92%

YEAR 7		YEAR 8	
13 475 337.32		14 504 434.04	
4 193 501.80		4 487 046.92	
%TOT		%TOT	
2 506 442.06	59.77%	2 681 893.00	59.77%
1 014 195.77	24.18%	1 085 189.47	24.18%
381 497.17	9.10%	408 201.98	9.10%
127 487.04	3.04%	136 411.14	3.04%
163 879.75	3.91%	175 351.34	3.91%
100.00%		100.00%	
9 281 835.52		10 017 387.12	
%TOT		%TOT	
70 037.21	0.75%	74 939.81	0.75%
48 636.95	0.52%	52 041.54	0.52%
247 724.20	2.67%	265 064.90	2.65%
335 560.74	3.62%	359 044.35	3.58%
11 672.67	0.13%	12 489.97	0.12%
6 484.93	0.07%	6 938.87	0.07%
10 375.88	0.11%	11 102.19	0.11%
22 697.24	0.24%	24 286.05	0.24%
44 097.80	0.48%	47 184.33	0.47%
17 509.30	0.19%	18 734.95	0.19%
15 583.82	0.17%	16 653.29	0.17%
581 697.93	6.27%	622 416.79	6.21%
32 424.63	0.35%	34 694.36	0.35%
197 141.77	2.12%	210 941.70	2.11%
0.00	0.00%	0.00	0.00%
33 073.13	0.36%	35 388.25	0.35%
153 044.27	1.65%	163 757.37	1.63%
7 133.42	0.08%	7 632.76	0.08%
6 484.93	0.07%	6 938.87	0.07%
197 141.77	2.12%	210 941.70	2.11%
197 141.77	2.12%	210 941.70	2.11%
8 430.40	0.09%	9 020.53	0.09%
3 706 712.39	39.94%	4 008 809.45	40.02%
0.00	0.00%	0.00	0.00%
1 368 393.98	14.74%	1 479 918.09	14.77%
0.00	0.00%	0.00	0.00%
53 557.01	0.58%	57 841.57	0.58%
999 237.27	10.72%	1 096 113.87	10.94%
20 751.77	0.22%	22 204.39	0.22%
126 456.07	1.36%	135 308.00	1.35%
100 516.37	1.08%	107 552.51	1.07%
60 309.82	0.65%	64 531.51	0.64%
41 935.02	0.45%	44 870.47	0.45%
62 255.30	0.67%	66 613.17	0.66%
36 964.08	0.40%	39 551.57	0.39%
12 321.36	0.13%	13 183.86	0.13%
212 705.60	2.29%	227 594.99	2.27%
23 345.74	0.25%	24 979.94	0.25%
23 345.74	0.25%	24 979.94	0.25%
71 982.89	0.78%	77 021.48	0.77%
83 870.04	0.90%	89 740.94	0.90%
30 479.16	0.33%	32 612.70	0.33%
2 620.94	0.03%	2 804.40	0.03%
%GP		%GP	
9 879 197.68	4.94%	10 886 442.92	4.97%



YEAR 9		YEAR 10	
15 612 977,83		16 807 174,20	
4 801 140,21		5 137 220,02	
%TOT		%TOT	
2 869 625,51	59,77%	3 070 499,30	59,77%
1 161 152,73	24,18%	1 242 433,43	24,18%
436 776,11	9,10%	467 350,44	9,10%
145 959,92	3,04%	156 177,11	3,04%
187 625,93	3,91%	200 759,75	3,91%
10 811 837,82	100,00%	11 669 954,18	100,00%
%TOT		%TOT	
80 185,60	0,74%	85 798,59	0,74%
55 684,45	0,52%	59 582,36	0,51%
283 619,44	2,62%	303 472,80	2,60%
394 171,82	3,55%	411 058,20	3,52%
13 364,27	0,12%	14 299,77	0,12%
7 424,59	0,07%	7 944,31	0,07%
11 879,35	0,11%	12 710,90	0,11%
25 986,07	0,24%	27 805,10	0,24%
50 487,23	0,47%	54 021,34	0,46%
20 048,40	0,19%	21 449,65	0,18%
17 819,02	0,16%	19 066,35	0,16%
665 985,96	6,16%	712 604,98	6,11%
37 122,96	0,34%	39 721,57	0,34%
225 707,62	2,09%	241 507,15	2,07%
0,00	0,00%	0,00	0,00%
37 865,42	0,35%	40 516,00	0,35%
175 220,39	1,62%	187 485,61	1,61%
8 167,05	0,08%	8 738,75	0,07%
7 424,59	0,07%	7 944,31	0,07%
225 707,62	2,09%	241 507,15	2,07%
225 707,62	2,09%	241 507,15	2,07%
9 651,97	0,09%	10 327,61	0,09%
4 335 527,42	40,10%	4 688 872,90	40,18%
0,00	0,00%	0,00	0,00%
1 600 531,42	14,80%	1 730 974,73	14,83%
0,00	0,00%	0,00	0,00%
62 468,89	0,58%	67 466,41	0,58%
1 202 382,11	11,12%	1 318 953,06	11,30%
23 758,70	0,22%	25 421,81	0,22%
144 779,56	1,34%	154 914,13	1,33%
115 081,19	1,06%	123 136,87	1,06%
69 048,71	0,64%	73 882,12	0,63%
48 011,40	0,44%	51 372,20	0,44%
71 276,09	0,66%	76 265,42	0,65%
42 320,18	0,39%	45 282,59	0,39%
14 106,73	0,13%	15 094,20	0,13%
243 526,64	2,25%	260 573,51	2,23%
26 728,53	0,25%	28 599,53	0,25%
26 728,53	0,25%	28 599,53	0,25%
82 412,98	0,76%	88 181,89	0,76%
96 022,80	0,89%	102 744,40	0,88%
34 895,59	0,32%	37 338,28	0,32%
3 000,71	0,03%	3 210,76	0,03%
%GP		%GP	
11 993 092,21	4,99%	13 208 766,01	5,01%

	MONTH 1		MONTH 2	
<b>SALES DRY STOCK.</b>				
<b>SALES RAND VALUE</b>				
<b>CASH Sales Dry Stock</b>				
		% TOT		% TOT
SHOP	403,277.60	55.00%	430,162.77	55.00%
Virtual Vouchers	146,646.40	20.00%	156,422.83	20.00%
Bakery	0.00	0.00%	0.00	0.00%
QSR	159,844.57	21.80%	170,500.86	21.80%
Oils and Lubes	23,463.42	3.20%	25,027.65	3.20%
Sub total	733,231.99	100.00%	782,114.13	100.00%
	See ratio		See ratio	
% cash sales				
<b>CASH TOTAL SALES</b>	<b>733,231.99</b>		<b>782,114.13</b>	
	100.00%		100.00%	
<b>CASH &amp; CREDIT SALES TOTAL</b>				
	733,231.99		782,114.13	
<b>Less Cost of Sales</b>				
	534,496.79		570,129.91	
<b>Dry Stock</b>				
	534,496.79		570,129.91	
<b>SHOP</b>				
Stock begin	282,294.32	30.00%	301,113.94	30.00%
Add Purchase	55,000.00		55,000.00	
Less Stock end	70.00%		70.00%	
	282,294.32		301,113.94	
	55,000.00		55,000.00	
<b>Virtual Vouchers</b>				
Stock begin	141,513.77	3.50%	150,948.03	3.50%
Add Purchase	50,000.00		50,000.00	
Less Stock end	96.50%		96.50%	
	141,513.77		150,948.03	
	50,000.00		50,000.00	
<b>QSR</b>				
Stock begin	95,906.74	40.00%	102,300.53	40.00%
Add Purchase	60.00%		60.00%	
Less Stock end	95,906.74		102,300.53	
	150,000.00		150,000.00	
<b>Oils &amp; Lubes</b>				
Stock begin	14,781.96	37.00%	15,767.42	37.00%
Add Purchase	63.00%		63.00%	
Less Stock end	14,781.96		15,767.42	
	20,000.00		20,000.00	
	20,000.00		20,000.00	
<b>GROSS PROFIT / LOSS</b>	<b>198,735.20</b>	<b>27.10%</b>	<b>211,984.21</b>	<b>27.10%</b>
<b>DRY STOCK RELATED EXPENSES</b>				
	243,093.21		242,169.86	
<b>SALARIES AND WAGES</b>				
	111,031.54		105,368.21	
<b>Merchandisers</b>				
	14,122.65	12.72%	14,122.65	13.40%
Cashiers SHOP & QSR	28,158.39	25.36%	28,158.39	26.72%
Attendants QSR	46,906.00	42.25%	46,906.00	44.52%
Bakery	0.00	0.00%	0.00	0.00%
Shop / Fuel Assistants no	12,742.50	11.48%	7,079.17	6.72%
Manager remuneration	9,100.00	8.20%	9,100.00	8.64%
	100.00%		100.00%	
<b>OTHER</b>				
	132,061.66		136,801.65	
<b>Advertising / sales promotion</b>				
	1,705.61	1.29%	1,819.32	1.33%
Audit & accounting	1,184.45	0.90%	1,263.42	0.92%
Bank charges	1,583.78	1.20%	1,689.37	1.23%
Credit card machine hire and commission	5,395.96	4.09%	5,735.69	4.19%
Cash short / over	3,100.00	2.35%	3,100.00	2.27%
Cleaning Care & cleaning consumables	157.93	0.12%	168.46	0.12%
Computer System Maintenance	252.68	0.19%	269.53	0.20%
Electricity	14,166.04	10.73%	15,110.44	11.05%
Entertainment	789.63	0.60%	842.28	0.62%
Insurance	3,727.07	2.82%	3,975.55	2.91%
Legal cost	173.72	0.13%	185.30	0.14%
Bargaining Council Employees contribution	8,916.62	6.75%	8,463.56	6.19%
Pest control	750.00	0.57%	750.00	0.55%
Rent / Turnover calculation	28,156.11	21.32%	30,033.18	21.95%
Rent / Square meter occupation	33,750.00	25.56%	33,750.00	24.67%
<b>SANRAL Levy</b>	<b>7,332.32</b>	<b>5.55%</b>	<b>7,821.14</b>	<b>5.72%</b>
Repairs and maintenance	3,079.57	2.33%	3,284.88	2.40%
Security & Cash transportation	2,447.87	1.85%	2,611.06	1.91%
Shrinkage : Shop	0.00	0.00%	0.00	0.00%
Skills development fee	1,110.32	0.84%	1,053.68	0.77%
Staff teas & refreshments	1,516.10	1.15%	1,617.17	1.18%
Stationary & postage	900.18	0.68%	960.20	0.70%
Telephone / fast & swiftnet / internet	5,180.00	3.92%	5,525.34	4.04%

MONTH 3		MONTH 4																																																																																																	
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YEAR 1			YEAR 2		
		% TOT			% TOT
	5 941 623,25	55,00%		7 607 726,76	55,00%
	2 160 590,27	20,00%		2 766 446,09	20,00%
	0,00	0,00%		0,00	0,00%
	2 355 043,40	21,80%		3 015 426,24	21,80%
	345 694,44	3,20%		464 762,04	3,36%
See ratio	10 802 951,37	100,00%	See ratio	13 832 230,47	100,16%
% cash sales			% cash sales		
100,00%	10 802 951,37		100,00%	13 832 230,47	
	10 802 951,37			13 832 230,47	
	7 874 919,43			10 097 085,62	
	7 874 919,43			10 097 085,62	
% cos	4 159 136,28	30,00%	% cos	5 325 408,73	30,00%
70,00%	55 000,00		70,00%	55 000,00	
	4 159 136,28			5 325 408,73	
	55 000,00			55 000,00	
% cos	2 084 969,61	3,50%	% cos	2 669 620,48	3,50%
96,50%	25 000,00		96,50%	25 000,00	
	2 084 969,61			2 669 620,48	
	25 000,00			25 000,00	
% cos	1 413 026,04	40,00%	% cos	1 809 255,75	40,00%
60,00%	150 000,00		60,00%	150 000,00	
	1 413 026,04			1 809 255,75	
	150 000,00			150 000,00	
% cos	217 787,50	37,00%	% cos	292 800,65	37,00%
63,00%	20 000,00		63,00%	20 000,00	
	217 787,50			292 800,65	
	20 000,00			20 000,00	
	2 928 031,94	27,10%		3 735 144,66	27,00%
	3 069 124,34			2 970 826,10	
	1 264 418,51			1 352 927,81	
%TOT	189 471,78	13,40%	%TOT	181 334,81	13,40%
	337 900,73	26,72%		361 553,78	26,72%
	562 896,00	44,52%		602 298,72	44,52%
	0,00	0,00%		0,00	0,00%
	84 950,00	6,72%		90 896,50	6,72%
	109 200,00	8,64%		116 844,00	8,64%
		100,00%			100,00%
	1 761 642,49			1 617 898,29	
%TOT	25 129,33	1,43%	%TOT	26 888,38	1,66%
	17 450,92	0,99%		18 672,49	1,15%
	23 334,37	1,32%		29 877,62	1,85%
	75 380,51	4,28%		96 455,00	5,96%
	3 100,00	0,18%		3 549,19	0,22%
	2 326,79	0,13%		2 489,66	0,15%
	3 722,86	0,21%		3 983,46	0,25%
	208 713,02	11,85%		223 322,93	13,80%
	11 633,95	0,66%		12 448,32	0,77%
	84 912,23	3,12%		58 756,09	3,63%
	2 589,47	0,15%		2 738,63	0,17%
	102 015,75	5,79%		108 288,32	6,69%
	9 000,00	0,51%		9 630,00	0,60%
	414 833,33	23,55%		531 157,65	32,83%
	405 000,00	22,99%		36 450,00	2,25%
	108 029,51	6,13%		138 322,30	8,55%
	45 372,40	2,58%		48 548,46	3,00%
	36 065,24	2,05%		38 589,80	2,30%
	0,00	0,00%		0,00	0,00%
	12 700,82	0,72%		13 529,28	0,84%
	22 337,18	1,27%		23 900,78	1,48%
	13 262,70	0,75%		14 191,09	0,88%
	76 318,70	4,33%		81 661,01	5,05%



YEAR 3		YEAR 4																																																																																																																																																																																									
<table border="1"> <tr><td></td><td>8 428 943,96</td><td>% TOT</td><td>55,00%</td></tr> <tr><td></td><td>3 065 070,53</td><td></td><td>20,00%</td></tr> <tr><td></td><td>0,00</td><td></td><td>0,00%</td></tr> <tr><td></td><td>3 340 928,88</td><td></td><td>21,80%</td></tr> <tr><td></td><td>540 678,44</td><td></td><td>3,53%</td></tr> <tr><td>See ratio</td><td>15 325 352,66</td><td></td><td>100,33%</td></tr> </table>			8 428 943,96	% TOT	55,00%		3 065 070,53		20,00%		0,00		0,00%		3 340 928,88		21,80%		540 678,44		3,53%	See ratio	15 325 352,66		100,33%	<table border="1"> <tr><td></td><td>8 513 233,40</td><td>% TOT</td><td>55,00%</td></tr> <tr><td></td><td>3 095 721,24</td><td></td><td>20,00%</td></tr> <tr><td></td><td>0,00</td><td></td><td>0,00%</td></tr> <tr><td></td><td>3 374 336,15</td><td></td><td>21,80%</td></tr> <tr><td></td><td>573 389,49</td><td></td><td>3,70%</td></tr> <tr><td>See ratio</td><td>15 478 606,19</td><td></td><td>100,50%</td></tr> </table>			8 513 233,40	% TOT	55,00%		3 095 721,24		20,00%		0,00		0,00%		3 374 336,15		21,80%		573 389,49		3,70%	See ratio	15 478 606,19		100,50%																																																																																																																																								
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%TOT	<table border="1"> <tr><td>43 176.86</td><td>1.85%</td></tr> <tr><td>29 983.93</td><td>1.28%</td></tr> <tr><td>37 823.65</td><td>1.62%</td></tr> <tr><td>122 216.57</td><td>5.23%</td></tr> <tr><td>9 151.71</td><td>0.39%</td></tr> <tr><td>3 997.86</td><td>0.17%</td></tr> <tr><td>6 396.57</td><td>0.27%</td></tr> <tr><td>358 607.83</td><td>15.36%</td></tr> <tr><td>19 989.29</td><td>0.86%</td></tr> <tr><td>84 349.44</td><td>4.04%</td></tr> <tr><td>4 397.84</td><td>0.19%</td></tr> <tr><td>173 834.61</td><td>7.44%</td></tr> <tr><td>15 463.68</td><td>0.66%</td></tr> <tr><td>672 420.53</td><td>28.80%</td></tr> <tr><td>62 468.89</td><td>2.68%</td></tr> <tr><td>175 109.51</td><td>7.50%</td></tr> <tr><td>77 958.22</td><td>3.34%</td></tr> <tr><td>61 966.79</td><td>2.65%</td></tr> <tr><td>0.00</td><td>0.00%</td></tr> <tr><td>21 725.06</td><td>0.93%</td></tr> <tr><td>38 379.43</td><td>1.64%</td></tr> <tr><td>22 787.79</td><td>0.98%</td></tr> <tr><td>131 129.73</td><td>5.62%</td></tr> </table>	43 176.86	1.85%	29 983.93	1.28%	37 823.65	1.62%	122 216.57	5.23%	9 151.71	0.39%	3 997.86	0.17%	6 396.57	0.27%	358 607.83	15.36%	19 989.29	0.86%	84 349.44	4.04%	4 397.84	0.19%	173 834.61	7.44%	15 463.68	0.66%	672 420.53	28.80%	62 468.89	2.68%	175 109.51	7.50%	77 958.22	3.34%	61 966.79	2.65%	0.00	0.00%	21 725.06	0.93%	38 379.43	1.64%	22 787.79	0.98%	131 129.73	5.62%	%TOT	<table border="1"> <tr><td>46 199.24</td><td>1.88%</td></tr> <tr><td>32 082.81</td><td>1.30%</td></tr> <tr><td>38 958.36</td><td>1.58%</td></tr> <tr><td>125 963.68</td><td>5.12%</td></tr> <tr><td>10 477.79</td><td>0.43%</td></tr> <tr><td>4 277.71</td><td>0.17%</td></tr> <tr><td>6 844.33</td><td>0.28%</td></tr> <tr><td>383 710.38</td><td>15.60%</td></tr> <tr><td>21 388.54</td><td>0.87%</td></tr> <tr><td>100 953.80</td><td>4.10%</td></tr> <tr><td>4 705.48</td><td>0.19%</td></tr> <tr><td>186 000.65</td><td>7.56%</td></tr> <tr><td>16 546.13</td><td>0.67%</td></tr> <tr><td>692 593.14</td><td>28.16%</td></tr> <tr><td>67 466.41</td><td>2.74%</td></tr> <tr><td>180 362.80</td><td>7.33%</td></tr> <tr><td>83 415.20</td><td>3.39%</td></tr> <tr><td>66 304.47</td><td>2.70%</td></tr> <tr><td>0.00</td><td>0.00%</td></tr> <tr><td>23 245.82</td><td>0.95%</td></tr> <tr><td>41 065.99</td><td>1.67%</td></tr> <tr><td>24 382.93</td><td>0.99%</td></tr> <tr><td>140 308.81</td><td>5.70%</td></tr> </table>	46 199.24	1.88%	32 082.81	1.30%	38 958.36	1.58%	125 963.68	5.12%	10 477.79	0.43%	4 277.71	0.17%	6 844.33	0.28%	383 710.38	15.60%	21 388.54	0.87%	100 953.80	4.10%	4 705.48	0.19%	186 000.65	7.56%	16 546.13	0.67%	692 593.14	28.16%	67 466.41	2.74%	180 362.80	7.33%	83 415.20	3.39%	66 304.47	2.70%	0.00	0.00%	23 245.82	0.95%	41 065.99	1.67%	24 382.93	0.99%	140 308.81	5.70%
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	MONTH 1			MONTH 2		
Internet costs	568.54	0.43%		606.44	0.44%	
Travel and accommodation	568.54	0.43%		606.44	0.44%	
Transport expenses ( business)	1 752.99	1.33%		1 869.85	1.37%	
UJF	2 220.63	1.68%		2 107.36	1.54%	
Uniforms & Laundry	742.26	0.56%		791.74	0.58%	
Workmen's compensation	832.74	0.63%		790.26	0.58%	
		0.00%			0.00%	
		%GP			%GP	
<b>DRY SALES Nett Profit / Loss.</b>	<b>-44 358.01</b>	<b>-6.05%</b>		<b>-30 185.64</b>	<b>-3.86%</b>	
<b>WET &amp; DRY SALES Nett Profit / Loss.</b>	<b>94 863.66</b>			<b>139 667.27</b>		

MONTH 3		MONTH 4	
806.44	0.44%	844.34	0.45%
606.44	0.44%	644.34	0.45%
1 869.85	1.37%	1 986.72	1.40%
2 107.36	1.54%	2 107.36	1.48%
791.74	0.58%	841.22	0.59%
790.26	0.58%	790.26	0.56%
	0.00%		0.00%
	%GP		%GP
<b>-30 185,64</b>	<b>-3,86%</b>	<b>-22 342,05</b>	<b>-2,69%</b>
<b>139 667,27</b>		<b>176 395,67</b>	

MONTH 5		MONTH 6	
682.24	0.46%	720.15	0.47%
682.24	0.46%	720.15	0.47%
2 103.59	1.43%	2 220.45	1.45%
2 107.36	1.43%	2 107.36	1.38%
890.71	0.60%	940.19	0.61%
790.26	0.54%	790.26	0.52%
	0.00%		0.00%
	%GP		%GP
-14 498,46	-1.65%	-6 654,87	-0.72%
213 124,07		249 852,47	

MONTH 7		MONTH 8	
758.05	0.48%	758.05	0.48%
758.05	0.48%	758.05	0.48%
2 337.32	1.48%	2 337.32	1.48%
2 107.36	1.33%	2 107.36	1.33%
989.68	0.62%	989.68	0.62%
790.26	0.50%	790.26	0.50%
	0.00%		0.00%
%GP		%GP	
1 188,71	0.12%	1 188,71	0.12%
286 580,87		286 580,87	



MONTH 9		MONTH 10	
758.05	0.48%	758.05	0.48%
758.05	0.48%	758.05	0.48%
2 337.32	1.48%	2 337.32	1.48%
2 107.36	1.33%	2 107.36	1.33%
989.68	0.62%	989.68	0.62%
790.26	0.50%	790.26	0.50%
	0.00%		0.00%
%GP		%GP	
1 188,71	0.12%	1 188,71	0.12%
286 580,87		286 580,87	

MONTH 11		MONTH 12	
758,05	0,48%	758,05	0,48%
758,05	0,48%	758,05	0,48%
2 337,32	1,48%	2 337,32	1,48%
2 107,36	1,33%	2 107,36	1,33%
989,68	0,62%	989,68	0,62%
790,26	0,50%	790,26	0,50%
	0,00%		0,00%
%GP		%GP	
1 188,71	0,12%	1 188,71	0,12%
286 580,87		286 580,87	

YEAR 1		YEAR 2	
8 376.44	0.48%	8 962.79	0.55%
8 376.44	0.48%	8 962.79	0.55%
25 827.36	1.47%	27 635.28	1.71%
25 401.64	1.44%	27 058.56	1.67%
10 935.91	0.62%	11 701.42	0.72%
9 525.81	0.54%	10 146.96	0.63%
0.00	0.00%		0.00%
%GP		%GP	
-141 092.40	-1.31%	764 318.76	5.53%
2 733 055.60		6 493 722.19	

YEAR 3		YEAR 4	
9 590.19	0.54%	10 261.50	0.56%
9 590.19	0.54%	10 261.50	0.56%
29 569.75	1.68%	31 639.63	1.73%
28 952.66	1.64%	30 979.34	1.69%
12 520.52	0.71%	13 396.96	0.73%
10 857.25	0.62%	11 617.25	0.63%
	0.00%		0.00%
<b>%GP</b>		<b>%GP</b>	
<b>912 518.36</b>	<b>5.95%</b>	<b>764 052.08</b>	<b>4.94%</b>
<b>8 147 122.01</b>		<b>8 465 499.96</b>	

YEAR 5		YEAR 6	
10 979.81	0.57%	11 748.39	0.59%
10 979.81	0.57%	11 748.39	0.59%
33 854.41	1.77%	36 224.21	1.81%
33 147.89	1.73%	35 468.25	1.77%
14 334.75	0.75%	15 338.18	0.77%
12 430.46	0.65%	13 300.59	0.66%
	0.00%		0.00%
	%GP		%GP
619 354.00	3.94%	477 895.40	2.98%
8 890 979.22		9 440 471.74	

YEAR 7		YEAR 8	
12 570.78	0.60%	13 450.74	0.61%
12 570.78	0.60%	13 450.74	0.61%
38 759.91	1.84%	41 473.10	1.87%
37 951.02	1.80%	40 607.60	1.83%
16 411.85	0.78%	17 560.68	0.79%
14 231.63	0.68%	15 227.85	0.69%
	0.00%		0.00%
<b>%GP</b>		<b>%GP</b>	
<b>355 860.83</b>	<b>2.16%</b>	<b>220 297.67</b>	<b>1.30%</b>
<b>10 235 058.51</b>		<b>11 106 740.59</b>	

YEAR 9		YEAR 10	
14 392.29	0.62%	15 399.75	0.63%
14 392.29	0.62%	15 399.75	0.63%
44 376.22	1.90%	47 482.55	1.93%
43 450.13	1.86%	46 491.64	1.89%
18 789.93	0.80%	20 105.23	0.82%
16 293.80	0.70%	17 434.36	0.71%
	0.00%		0.00%
	%GP		%GP
70 079.86	0.40%	-96 095.77	-0.53%
12 063 172.07		13 112 760.25	

	MONTH 1	MONTH 2
<b>OPERATIONAL</b>		
<b>NETT PROFIT / LOSS - BEFORE LOAN PAYMENT &amp; TAX</b>	<b>94 863,66</b>	<b>139 667,27</b>
Bond Payment - Capital	0,00	0,00
Bond Payment - Interest	0,00	0,00
Less : Tax	28,00% 26 561,82	28,00% 39 107
<b>NETT PROFIT / LOSS - AFTER LOAN PAYMENT &amp; TAX</b>	<b>68 301,83</b>	<b>100 560,44</b>
<b>STATEMENT OF CASHFLOW</b>		
Bank Opening Balance (Start up capital)	1 674 008,00	194 863,66
Income	6 820 178,05	7 274 856,59
Less:Expense (Start-up)	1 574 008,00	
Less:Expense operational	6 725 314,39	6 734 061,84
<b>Bank Closing Balance</b>	<b>194 863,66</b>	<b>735 658,40</b>
<b>PROPERTY DEAL PROPRT OWNER / DEVELOPER</b>		
<b>Dazana Investment (Pty) Ltd</b>		
<b>Nett Monthly Profit / Loss</b>		
Income :		
Headlease from Oil Company (CORO Deal)	FALSE	FALSE
VBR from Oil Company (Volume Band Rental)	0,00	0,00
Rental from Operator ( RORO Deal)	61 906,11	63 783,18
RAS from Operator (RORO Deal)	122 873,78	131 065,36
<b>NETT PROFIT / LOSS - BEFORE LOAN PAYMENT &amp; TAX</b>	<b>184 779,89</b>	<b>194 848,55</b>
Bond Payment - Capital	65 134,32	65 541,41
Bond Payment - Interest	72 433,56	72 028,49
Total expenses (Property tax, Building insurance) of the Developer ( excluding debt services )	0,00%	0,00
Less : Tax	28,00% 31 457	28,00% 34 390
<b>NETT PROFIT / LOSS - AFTER LOAN PAYMENT &amp; TAX</b>	<b>15 755,02</b>	<b>22 890,47</b>
<b>COMBINED BTCF PROFIT</b>	<b>142 075,64</b>	<b>196 947,92</b>



MONTH 3	MONTH 4																						
<table border="1"> <tr><td>139 667,27</td></tr> <tr><td>0,00</td></tr> <tr><td>0,00</td></tr> <tr><td>28,00%</td></tr> <tr><td>39 107</td></tr> <tr><td>100 560,44</td></tr> </table>	139 667,27	0,00	0,00	28,00%	39 107	100 560,44	<table border="1"> <tr><td>176 395,67</td></tr> <tr><td>0,00</td></tr> <tr><td>0,00</td></tr> <tr><td>28,00%</td></tr> <tr><td>49 391</td></tr> <tr><td>127 004,88</td></tr> </table>	176 395,67	0,00	0,00	28,00%	49 391	127 004,88										
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<table border="1"> <tr><td>FALSE</td></tr> <tr><td>0,00</td></tr> <tr><td>67 537,33</td></tr> <tr><td>147 448,53</td></tr> <tr><td>214 985,86</td></tr> <tr><td>66 778,01</td></tr> <tr><td>70 789,89</td></tr> <tr><td>0,00</td></tr> <tr><td>28,00%</td></tr> <tr><td>40 375</td></tr> <tr><td>37 043,09</td></tr> </table>	FALSE	0,00	67 537,33	147 448,53	214 985,86	66 778,01	70 789,89	0,00	28,00%	40 375	37 043,09	<table border="1"> <tr><td>FALSE</td></tr> <tr><td>0,00</td></tr> <tr><td>69 414,40</td></tr> <tr><td>155 640,12</td></tr> <tr><td>225 054,52</td></tr> <tr><td>67 195,37</td></tr> <tr><td>70 372,53</td></tr> <tr><td>0,00</td></tr> <tr><td>28,00%</td></tr> <tr><td>43 311</td></tr> <tr><td>44 175,66</td></tr> </table>	FALSE	0,00	69 414,40	155 640,12	225 054,52	67 195,37	70 372,53	0,00	28,00%	43 311	44 175,66
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MONTH 7	MONTH 8																						
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<table border="1"> <tr><td>3 247 338,68</td></tr> <tr><td>9 093 570,73</td></tr> <tr><td>8 320 441,80</td></tr> <tr><td>4 020 467,61</td></tr> </table>	3 247 338,68	9 093 570,73	8 320 441,80	4 020 467,61	<table border="1"> <tr><td>4 020 467,61</td></tr> <tr><td>9 093 570,73</td></tr> <tr><td>8 320 441,80</td></tr> <tr><td>4 793 596,55</td></tr> </table>	4 020 467,61	9 093 570,73	8 320 441,80	4 793 596,55														
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<table border="1"> <tr><td>4 793 596,55</td></tr> <tr><td>9 093 570,73</td></tr> <tr><td>8 320 441,80</td></tr> <tr><td>5 566 725,49</td></tr> </table>	4 793 596,55	9 093 570,73	8 320 441,80	5 566 725,49	<table border="1"> <tr><td>5 566 725,49</td></tr> <tr><td>9 093 570,73</td></tr> <tr><td>8 320 441,80</td></tr> <tr><td>6 339 854,43</td></tr> </table>	5 566 725,49	9 093 570,73	8 320 441,80	6 339 854,43														
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MONTH 11	MONTH 12																						
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<table border="1"> <tr><td>6 339 854,43</td></tr> <tr><td>9 093 570,73</td></tr> <tr><td>8 320 441,80</td></tr> <tr><td>7 112 983,36</td></tr> </table>	6 339 854,43	9 093 570,73	8 320 441,80	7 112 983,36	<table border="1"> <tr><td>7 112 983,36</td></tr> <tr><td>9 093 570,73</td></tr> <tr><td>8 320 441,80</td></tr> <tr><td>7 886 112,30</td></tr> </table>	7 112 983,36	9 093 570,73	8 320 441,80	7 886 112,30														
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YEAR 1		YEAR 2	
2 733 055,60		6 483 722,19	
0,00		0,00	
0,00		0,00	
28,00%	765 255,57	28,00%	1 818 242
<b>1 967 800,03</b>		<b>4 675 479,98</b>	
7 886 112,30		7 886 112,30	
		136 070 649,36	
		123 348 162,17	
<b>7 886 112,30</b>		<b>20 608 599,49</b>	
0,00		0,00	
0,00		0,00	
819 833,33		567 607,65	
1 810 340,33		2 433 880,89	
<b>2 630 173,66</b>		<b>3 001 488,54</b>	
909 047,49		871 855,94	
841 767,32		778 958,66	
0,00		0,00	
28,00%	500 754	28,00%	622 308
<b>478 605,08</b>		<b>728 365,42</b>	
<b>3 712 414,45</b>		<b>7 844 395,92</b>	

YEAR 3		YEAR 4	
8 147 122,01		8 465 499,96	
0,00		0,00	
0,00		0,00	
28,00%	2 281 194	28,00%	2 370 340
<b>5 865 927,85</b>		<b>6 095 159,97</b>	
20 608 599,49		35 799 119,68	
159 561 991,03		170 626 746,25	
144 371 470,84		154 657 176,27	
<b>35 799 119,68</b>		<b>51 768 689,67</b>	
0,00		0,00	
0,00		0,00	
627 859,54		636 893,76	
2 831 436,85		3 002 738,78	
<b>3 459 296,40</b>		<b>3 639 632,54</b>	
946 144,75		1 020 219,57	
716 238,55		643 215,42	
0,00		0,00	
28,00%	768 056	28,00%	838 997
<b>1 028 856,90</b>		<b>1 137 200,76</b>	
<b>9 944 035,11</b>		<b>10 441 697,52</b>	

YEAR 5	YEAR 6																						
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8 890 978,22																							
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<table border="1"> <tr><td>51 768 689,67</td></tr> <tr><td>183 422 045,99</td></tr> <tr><td>166 510 251,38</td></tr> <tr><td>68 680 484,28</td></tr> </table>	51 768 689,67	183 422 045,99	166 510 251,38	68 680 484,28	<table border="1"> <tr><td>68 680 484,28</td></tr> <tr><td>198 209 743,49</td></tr> <tr><td>180 168 495,74</td></tr> <tr><td>86 721 732,03</td></tr> </table>	68 680 484,28	198 209 743,49	180 168 495,74	86 721 732,03														
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<table border="1"> <tr><td>0,00</td></tr> <tr><td>0,00</td></tr> <tr><td>649 210,86</td></tr> <tr><td>3 200 168,86</td></tr> <tr><td>3 849 379,52</td></tr> <tr><td>1 099 421,86</td></tr> <tr><td>564 013,12</td></tr> <tr><td>0,00</td></tr> <tr><td>28,00%</td></tr> <tr><td>919 903</td></tr> <tr><td>1 266 041,94</td></tr> </table>	0,00	0,00	649 210,86	3 200 168,86	3 849 379,52	1 099 421,86	564 013,12	0,00	28,00%	919 903	1 266 041,94	<table border="1"> <tr><td>0,00</td></tr> <tr><td>0,00</td></tr> <tr><td>664 949,86</td></tr> <tr><td>3 427 380,65</td></tr> <tr><td>4 092 330,71</td></tr> <tr><td>1 184 772,84</td></tr> <tr><td>478 662,14</td></tr> <tr><td>0,00</td></tr> <tr><td>28,00%</td></tr> <tr><td>1 011 827</td></tr> <tr><td>1 417 068,53</td></tr> </table>	0,00	0,00	664 949,86	3 427 380,65	4 092 330,71	1 184 772,84	478 662,14	0,00	28,00%	1 011 827	1 417 068,53
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1 417 068,53																							
<table border="1"> <tr><td>11 076 923,76</td></tr> </table>	11 076 923,76	<table border="1"> <tr><td>11 869 367,46</td></tr> </table>	11 869 367,46																				
11 076 923,76																							
11 869 367,46																							



YEAR 7		YEAR 8	
	<b>10 235 058,51</b>		<b>11 106 740,59</b>
	0,00		0,00
	0,00		0,00
28,00%	2 865 816	28,00%	3 109 887
	<b>7 369 242,13</b>		<b>7 996 853,23</b>
	86 721 732,03		106 238 626,06
	216 353 304,31		236 223 697,13
	196 836 410,28		215 099 569,42
	<b>106 238 626,06</b>		<b>127 362 753,77</b>
	0,00		0,00
	0,00		0,00
	687 377,85		710 677,03
	3 706 712,39		4 008 809,45
	<b>4 394 090,23</b>		<b>4 719 486,48</b>
	1 276 740,83		1 375 807,24
	386 685,15		287 587,74
	0,00		0,00
28,00%	1 122 073	28,00%	1 240 937
	<b>1 608 581,83</b>		<b>1 815 114,25</b>
	<b>12 965 713,76</b>		<b>14 162 792,09</b>

YEAR 9	YEAR 10																						
<table border="1"> <tr><td>12 063 172,07</td></tr> <tr><td>0,00</td></tr> <tr><td>0,00</td></tr> <tr><td>28,00%</td></tr> <tr><td>3 377 688</td></tr> <tr><td>8 685 483,89</td></tr> </table>	12 063 172,07	0,00	0,00	28,00%	3 377 688	8 685 483,89	<table border="1"> <tr><td>13 112 760,25</td></tr> <tr><td>0,00</td></tr> <tr><td>0,00</td></tr> <tr><td>28,00%</td></tr> <tr><td>3 671 573</td></tr> <tr><td>9 441 187,38</td></tr> </table>	13 112 760,25	0,00	0,00	28,00%	3 671 573	9 441 187,38										
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9 441 187,38																							
<table border="1"> <tr><td>127 362 753,77</td></tr> <tr><td>257 987 372,73</td></tr> <tr><td>235 112 363,04</td></tr> <tr><td>150 237 763,46</td></tr> </table>	127 362 753,77	257 987 372,73	235 112 363,04	150 237 763,46	<table border="1"> <tr><td>150 237 763,46</td></tr> <tr><td>281 826 890,33</td></tr> <tr><td>257 044 175,91</td></tr> <tr><td>175 020 477,88</td></tr> </table>	150 237 763,46	281 826 890,33	257 044 175,91	175 020 477,88														
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16 898 257,71																							

	MONTH 1	MONTH 2
<b>RENTAL CALCULATIONS</b>		
<b>TURNOVER RENTAL CALCULATION</b>		
<b>SHOP</b>		
Shop turnover band	403 277,60	430 162,77
% of turnover	5,00%	5,00%
<b>VIRTUAL VOUCHERS</b>		
Shop turnover band	146 646,40	156 422,83
% of turnover	0,00%	0,00%
<b>BAKERY</b>		
Corner Bakery turnover band	0,00	0,00
% of turnover	5,00%	5,00%
<b>QSR</b>		
QSR turnover band	159 844,57	170 500,88
% of turnover	5,00%	5,00%
<b>Oils and Lubes</b>		
Oils and Lubes turnover band	23 463,42	25 027,65
% of turnover	0,00%	0,00%
<b>Total Rental TURNOVER</b>	<b>28 156,11</b>	<b>30 033,18</b>
<b>RENTAL CALCULATION / SQUARE METER OCCUPATION</b>		
<b>RAND PER SQUARE METRE</b>		
	<b>Revenue</b>	<b>Non Revenue</b>
Squares = 0 to 99		50,00
Rand / m <sup>2</sup>		75,00
Squares 100 to 199	200,00	
Rand / m <sup>2</sup>	150,00	
Squares 200 to 299		
Rand / m <sup>2</sup>		
Annual escalation	8,00%	33 750,00
Indicator total rent / non fuel turn % GP		31,15%

	BUDGET	BUDGET
<b>WAGES PROVISION</b>		
<b>CASHIERS FUEL</b>		
Number of Cashiers	6,00	6,00
<b>Working Hours</b>		
PER MONTH		
Normal Working hours	174,07	174,07
Sunday hours	23,38	23,38
Overtime	2,60	2,60
Public days hours	0,15	0,15
Bonus hours - 2 Weeks	7,49	7,49
Leave hours - 3 Weeks	11,24	11,24
Replacement leave 3 Weeks	11,24	11,24
December bonus 1 Week	3,75	3,75
<b>Rates per Hour</b>		
Rate per hour		
Normal	37,99	37,99
Sunday	56,99	56,99
Overtime	56,99	56,99
Public Holidays	75,98	75,98
<b>FORECOURT ATTENDANTS</b>		
Number of Forecourt Attendants	16,00	16,00
<b>Working Hours</b>		
PER MONTH		
Normal Working hours	166,59	166,59
Sunday hours	26,89	26,89
Overtime	0,00	0,00
Public days hours	0,15	0,15
Bonus hours - 2 Weeks	7,49	7,49
Leave hours - 3 Weeks	11,24	11,24
Replacement leave 3 Weeks	11,24	11,24
December bonus 1 Week	3,75	3,75
<b>Rates per Hour</b>		
Rate per hour		
Normal	36,10	36,10
Sunday	54,15	54,15
Overtime	54,15	54,15
Public Holidays	72,20	72,20

MONTH 3		MONTH 4	
430 162.77 5.00%		457 047.94 5.00%	
156 422.83 0.00%		166 199.25 0.00%	
0.00 5.00%		0.00 5.00%	
170 500.88 5.00%		181 157.18 5.00%	
25 027.65 0.00%		26 591.88 0.00%	
<b>30 033.18</b>		<b>31 910.26</b>	
<b>Revenue</b>	<b>Non Revenue</b>	<b>Revenue</b>	<b>Non Revenue</b>
0.00	50.00	0.00	50.00
200.00	0.00	200.00	0.00
150.00	0.00	150.00	0.00
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
8.00%	33 750.00	8.00%	33 750.00
	30.09%		29.15%
<b>BUDGET</b>		<b>BUDGET</b>	
PER MONTH	6.00	PER MONTH	6.00
174.07	56 316.79	174.07	56 316.79
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	16.00	PER MONTH	16.00
166.59	139 179.01	166.59	139 179.01
26.89		26.89	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
36.10		36.10	
54.15		54.15	
54.15		54.15	
72.20		72.20	

MONTH 5		MONTH 6	
483 933.12	5.00%	510 818.29	5.00%
175 975.68	0.00%	185 752.10	0.00%
0.00	5.00%	0.00	5.00%
191 813.49	5.00%	202 469.79	5.00%
28 156.11	0.00%	29 720.34	0.00%
<b>33 787.33</b>		<b>35 664.40</b>	
<b>Revenue</b>	<b>Non Revenue</b>	<b>Revenue</b>	<b>Non Revenue</b>
0.00	50.00	0.00	50.00
200.00	0.00	200.00	0.00
150.00	0.00	150.00	0.00
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
8.00%	33 750.00	8.00%	33 750.00
	28.32%		27.57%
<b>BUDGET</b>		<b>BUDGET</b>	
PER MONTH	6.00	PER MONTH	6.00
174.07	56 316.79	174.07	56 316.79
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	16.00	PER MONTH	16.00
166.59	139 179.01	166.59	139 179.01
26.89		26.89	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
36.10		36.10	
54.15		54.15	
54.15		54.15	
72.20		72.20	

MONTH 7		MONTH 8	
537 703.46	5.00%	537 703.46	5.00%
195 528.53	0.00%	195 528.53	0.00%
0.00	5.00%	0.00	5.00%
213 126.10	5.00%	213 126.10	5.00%
31 284.57	0.00%	31 284.57	0.00%
<b>37 541.48</b>		<b>37 541.48</b>	

Revenue	Non Revenue	Revenue	Non Revenue
0.00	50.00	0.00	50.00
200.00	0.00	200.00	0.00
150.00	0.00	150.00	0.00
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
8.00%	33 750.00	8.00%	33 750.00
	26.90%		26.90%

BUDGET		BUDGET	
PER MONTH	6.00	PER MONTH	6.00
174.07	56 316.79	174.07	56 316.79
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	16.00	PER MONTH	16.00
166.59	139 179.01	166.59	139 179.01
26.89		26.89	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
36.10		36.10	
54.15		54.15	
54.15		54.15	
72.20		72.20	

MONTH 9		MONTH 10	
537 703.46	5.00%	537 703.46	5.00%
195 528.53	0.00%	195 528.53	0.00%
0.00	5.00%	0.00	5.00%
213 126.10	5.00%	213 126.10	5.00%
31 284.57	0.00%	31 284.57	0.00%
<b>37 541.48</b>		<b>37 541.48</b>	
<b>Revenue</b>	<b>Non Revenue</b>	<b>Revenue</b>	<b>Non Revenue</b>
0.00	50.00	0.00	50.00
200.00	0.00	200.00	0.00
150.00	0.00	150.00	0.00
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
8.00%	33 750.00	8.00%	33 750.00
	26.90%		26.90%

BUDGET		BUDGET	
PER MONTH	6.00	PER MONTH	6.00
174.07	56 316.79	174.07	56 316.79
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	16.00	PER MONTH	16.00
166.59	139 179.01	166.59	139 179.01
26.89		26.89	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
36.10		36.10	
54.15		54.15	
54.15		54.15	
72.20		72.20	

MONTH 11		MONTH 12	
537 703.46	5.00%	537 703.46	5.00%
195 528.53	0.00%	195 528.53	0.00%
0.00	5.00%	0.00	5.00%
213 126.10	5.00%	213 126.10	5.00%
31 284.57	0.00%	31 284.57	0.00%
<b>37 541.48</b>		<b>37 541.48</b>	
<b>Revenue</b>	<b>Non Revenue</b>	<b>Revenue</b>	<b>Non Revenue</b>
0.00	50.00	0.00	50.00
200.00	0.00	200.00	0.00
150.00	0.00	150.00	0.00
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
8.00%	33 750.00	8.00%	33 750.00
	26.90%		26.90%

BUDGET		BUDGET	
PER MONTH	6.00	PER MONTH	6.00
174.07	56 316.79	174.07	56 316.79
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	16.00	PER MONTH	16.00
166.59	139 179.01	166.59	139 179.01
26.89		26.89	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
36.10		36.10	
54.15		54.15	
54.15		54.15	
72.20		72.20	



YEAR 1		YEAR 2	
5 941 623.25	5.00%	7 607 726.76	5.00%
2 180 590.27	0.00%	2 766 446.09	0.00%
0.00	5.00%	0.00	5.00%
2 355 043.40	5.00%	3 015 426.24	5.00%
345 694.44	0.00%	464 762.94	0.00%
<b>414 833.33</b>		<b>531 157.65</b>	

Revenue	Non Revenue	Revenue	Non Revenue
0.00	50.00	0.00	50.00
200.00	0.00	200.00	0.00
150.00	0.00	162.00	0.00
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
8.00%	33 750.00	8.00%	36 450.00
	28.00%		15.20%

BUDGET		BUDGET	
PER MONTH	6.00	PER MONTH	6.00
174.07	56 316.79	174.07	60 258.96
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		40.65	
56.99		60.97	
56.99		60.97	
75.98		81.30	
PER MONTH	16.00	PER MONTH	16.00
166.59	139 179.01	166.59	148 921.55
26.89		26.89	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
36.10		38.63	
54.15		57.94	
54.15		57.94	
72.20		77.25	

YEAR 3		YEAR 4																																																													
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<p><b>BUDGET</b></p> <table border="1"> <tr><td>6.00</td></tr> <tr><td>64 477.09</td></tr> <tr><td>174.07</td></tr> <tr><td>23.38</td></tr> <tr><td>2.60</td></tr> <tr><td>0.15</td></tr> <tr><td>7.49</td></tr> <tr><td>11.24</td></tr> <tr><td>11.24</td></tr> <tr><td>3.75</td></tr> <tr><td>Rate per hour</td></tr> <tr><td>43.49</td></tr> <tr><td>65.24</td></tr> <tr><td>65.24</td></tr> <tr><td>86.99</td></tr> <tr><td>16.00</td></tr> <tr><td>159 346.05</td></tr> <tr><td>166.59</td></tr> <tr><td>26.89</td></tr> <tr><td>0.00</td></tr> <tr><td>0.15</td></tr> <tr><td>7.49</td></tr> <tr><td>11.24</td></tr> <tr><td>11.24</td></tr> <tr><td>3.75</td></tr> <tr><td>Rate per hour</td></tr> <tr><td>41.33</td></tr> <tr><td>62.00</td></tr> <tr><td>62.00</td></tr> <tr><td>82.66</td></tr> </table>		6.00	64 477.09	174.07	23.38	2.60	0.15	7.49	11.24	11.24	3.75	Rate per hour	43.49	65.24	65.24	86.99	16.00	159 346.05	166.59	26.89	0.00	0.15	7.49	11.24	11.24	3.75	Rate per hour	41.33	62.00	62.00	82.66	<p><b>BUDGET</b></p> <table border="1"> <tr><td>6.00</td></tr> <tr><td>68 990.49</td></tr> <tr><td>174.07</td></tr> <tr><td>23.38</td></tr> <tr><td>2.60</td></tr> <tr><td>0.15</td></tr> <tr><td>7.49</td></tr> <tr><td>11.24</td></tr> <tr><td>11.24</td></tr> <tr><td>3.75</td></tr> <tr><td>Rate per hour</td></tr> <tr><td>46.54</td></tr> <tr><td>69.81</td></tr> <tr><td>69.81</td></tr> <tr><td>93.08</td></tr> <tr><td>16.00</td></tr> <tr><td>170 500.28</td></tr> <tr><td>166.59</td></tr> <tr><td>26.89</td></tr> <tr><td>0.00</td></tr> <tr><td>0.15</td></tr> <tr><td>7.49</td></tr> <tr><td>11.24</td></tr> <tr><td>11.24</td></tr> <tr><td>3.75</td></tr> <tr><td>Rate per hour</td></tr> <tr><td>44.22</td></tr> <tr><td>66.34</td></tr> <tr><td>66.34</td></tr> <tr><td>88.45</td></tr> </table>		6.00	68 990.49	174.07	23.38	2.60	0.15	7.49	11.24	11.24	3.75	Rate per hour	46.54	69.81	69.81	93.08	16.00	170 500.28	166.59	26.89	0.00	0.15	7.49	11.24	11.24	3.75	Rate per hour	44.22	66.34	66.34	88.45
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YEAR 5		YEAR 6	
8 640 821.90	5.00%	8 813 750.54	5.00%
3 142 157.06	0.00%	3 205 000.20	0.00%
0.00	5.00%	0.00	5.00%
3 424 951.19	5.00%	3 493 450.21	5.00%
611 089.85	0.00%	654 477.23	0.00%
<b>603 284.15</b>		<b>615 360.04</b>	
<b>Revenue</b>	<b>Non Revenue</b>	<b>Revenue</b>	<b>Non Revenue</b>
0.00	50.00	0.00	50.00
0.00	102.04	0.00	110.20
200.00	0.00	200.00	0.00
204.07	0.00	220.40	0.00
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
8.00%	45 916.50	8.00%	49 589.82
	15.49%		15.63%
<b>BUDGET</b>		<b>BUDGET</b>	
PER MONTH	6.00	PER MONTH	6.00
174.07	73 819.82	174.07	78 987.21
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
49.80		53.28	
74.70		79.92	
74.70		79.92	
99.59		106.57	
PER MONTH	16.00	PER MONTH	16.00
166.59	182 435.30	166.59	195 205.77
26.89		26.89	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
47.32		50.63	
70.98		75.95	
70.98		75.95	
94.64		101.26	

YEAR 7		YEAR 8	
9 078 163,06	5,00%	9 350 507,95	5,00%
3 301 150,20	0,00%	3 400 184,71	0,00%
0,00	5,00%	0,00	5,00%
3 598 253,72	5,00%	3 706 201,33	5,00%
707 817,12	0,00%	765 504,21	0,00%
<b>633 820,84</b>		<b>652 835,46</b>	

Revenue	Non Revenue	Revenue	Non Revenue
0,00	50,00	0,00	50,00
200,00	0,00	200,00	0,00
238,03	0,00	257,07	0,00
0,00	0,00	0,00	0,00
0,00	0,00	0,00	0,00
8,00%	53 557,01	8,00%	57 841,57
	15,76%		15,90%

BUDGET		BUDGET	
PER MONTH	6,00	PER MONTH	6,00
174,07	84 516,31	174,07	90 432,46
23,38		23,38	
2,60		2,60	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
57,01		61,00	
85,52		91,51	
85,52		91,51	
114,03		122,01	
PER MONTH	16,00	PER MONTH	16,00
166,59	208 870,17	166,59	223 491,08
26,89		26,89	
0,00		0,00	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
54,18		57,97	
81,26		86,95	
81,26		86,95	
108,35		115,94	

YEAR 9		YEAR 10	
9 631 023.19	5.00%	9 919 953.88	5.00%
3 502 190.25	0.00%	3 607 255.96	0.00%
0.00	5.00%	0.00	5.00%
3 817 387.37	5.00%	3 931 908.99	5.00%
827 892.81	0.00%	895 366.07	0.00%
<b>672 420.53</b>		<b>682 593.14</b>	

Revenue	Non Revenue	Revenue	Non Revenue
0.00	50.00	0.00	50.00
0.00	138.82	0.00	149.93
200.00	0.00	200.00	0.00
277.64	0.00	299.85	0.00
0.00	0.00	0.00	0.00
0.00	0.00	0.00	0.00
8.00%	62 468.89	8.00%	67 466.41
	16.05%		16.21%

BUDGET		BUDGET	
PER MONTH	6.00	PER MONTH	6.00
174.07	96 762.73	174.07	103 536.12
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
65.27		69.84	
97.91		104.76	
97.91		104.76	
130.55		139.69	
PER MONTH	16.00	PER MONTH	16.00
166.59	239 135.46	166.59	255 874.94
26.89		26.89	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
62.03		66.37	
93.04		99.55	
93.04		99.55	
124.05		132.74	

	MONTH 1		MONTH 2	
<b>CHARS</b>				
Number of Chars		3.00		3.00
Working Hours	PER MONTH		PER MONTH	
Normal Working hours	181.86	21 183.97	181.86	21 183.97
Sunday hours	12.99		12.99	
Overtime	0.00		0.00	
Public days hours	0.15		0.15	
Bonus hours - 2 Weeks	7.49		7.49	
Leave hours - 3 Weeks	11.24		11.24	
Replacement leave 3 Weeks	11.24		11.24	
December bonus 1 Week	3.75		3.75	
Rates per Hour	Rate per hour		Rate per hour	
Normal	30.00		30.00	
Sunday	45.00		45.00	
Overtime	45.00		45.00	
Public Holidays	60.00		60.00	
<b>CASHIERS SHOP / QSR</b>				
Number of Cashiers		3.00		3.00
Working Hours	PER MONTH		PER MONTH	
Normal Working hours	174.07	28 158.39	174.07	28 158.39
Sunday hours	23.38		23.38	
Overtime	2.60		2.60	
Public days hours	0.15		0.15	
Bonus hours - 2 Weeks	7.49		7.49	
Leave hours - 3 Weeks	11.24		11.24	
Replacement leave 3 Weeks	11.24		11.24	
December bonus 1 Week	3.75		3.75	
Rates per Hour	Rate per hour		Rate per hour	
Normal	37.99		37.99	
Sunday	56.99		56.99	
Overtime	56.99		56.99	
Public Holidays	75.98		75.98	
<b>MERCHANDISERS</b>				
Number of Merchandisers		2.00		2.00
Working Hours	PER MONTH		PER MONTH	
Normal Working hours	181.86	14 122.65	181.86	14 122.65
Sunday hours	12.99		12.99	
Overtime	0.00		0.00	
Public days hours	0.15		0.15	
Bonus hours - 2 Weeks	7.49		7.49	
Leave hours - 3 Weeks	11.24		11.24	
Replacement leave 3 Weeks	11.24		11.24	
December bonus 1 Week	3.75		3.75	
Rates per Hour	Rate per hour		Rate per hour	
Normal	30.00		30.00	
Sunday	45.00		45.00	
Overtime	45.00		45.00	
Public Holidays	60.00		60.00	
<b>BAKERY</b>				
Number of Chars		0.00		0.00
Working Hours	PER MONTH		PER MONTH	
Normal Working hours	181.86	0.00	181.86	0.00
Sunday hours	12.99		12.99	
Overtime	0.00		0.00	
Public days hours	0.15		0.15	
Bonus hours - 2 Weeks	7.49		7.49	
Leave hours - 3 Weeks	11.24		11.24	
Replacement leave 3 Weeks	11.24		11.24	
December bonus 1 Week	3.75		3.75	
Rates per Hour	Rate per hour		Rate per hour	
Normal	30.00		30.00	
Sunday	45.00		45.00	
Overtime	45.00		45.00	
Public Holidays	60.00		60.00	
<b>CARWASH</b>				
Number of Car Wash Attendants		0.00		0.00
Working Hours	PER MONTH		PER MONTH	
Normal Working hours	181.86	0.00	181.86	0.00
Sunday hours	12.99		12.99	
Overtime	0.00		0.00	
Public days hours	0.15		0.15	
Bonus hours - 2 Weeks	7.49		7.49	
Leave hours - 3 Weeks	11.24		11.24	
Replacement leave 3 Weeks	11.24		11.24	
December bonus 1 Week	3.75		3.75	

MONTH 3		MONTH 4	
PER MONTH	3.00	PER MONTH	3.00
181.86	21 183.97	181.86	21 183.97
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	3.00	PER MONTH	3.00
174.07	28 158.39	174.07	28 158.39
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	2.00	PER MONTH	2.00
181.86	14 122.65	181.86	14 122.65
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	

MONTH 5		MONTH 6	
PER MONTH	3.00	PER MONTH	3.00
181.86	21 183.97	181.86	21 183.97
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	3.00	PER MONTH	3.00
174.07	28 158.39	174.07	28 158.39
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	2.00	PER MONTH	2.00
181.86	14 122.65	181.86	14 122.65
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	



MONTH 7		MONTH 8	
PER MONTH	3.00	PER MONTH	3.00
181.86	21 183.97	181.86	21 183.97
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	3.00	PER MONTH	3.00
174.07	28 158.39	174.07	28 158.39
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	2.00	PER MONTH	2.00
181.86	14 122.65	181.86	14 122.65
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	

MONTH 9		MONTH 10	
PER MONTH	3.00	PER MONTH	3.00
181.86	21 183.97	181.86	21 183.97
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	3.00	PER MONTH	3.00
174.07	28 158.39	174.07	28 158.39
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	2.00	PER MONTH	2.00
181.86	14 122.65	181.86	14 122.65
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	

MONTH 11		MONTH 12	
PER MONTH	3.00	PER MONTH	3.00
181.86	21 183.97	181.86	21 183.97
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	3.00	PER MONTH	3.00
174.07	28 158.39	174.07	28 158.39
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		37.99	
56.99		56.99	
56.99		56.99	
75.98		75.98	
PER MONTH	2.00	PER MONTH	2.00
181.86	14 122.65	181.86	14 122.65
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	

YEAR 1		YEAR 2	
PER MONTH	3.00	PER MONTH	3.00
181.86	21 183.97	181.86	22 666.85
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		32.10	
45.00		48.15	
45.00		48.15	
60.00		64.20	
PER MONTH	3.00	PER MONTH	3.00
174.07	28 158.39	174.07	30 129.48
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
37.99		40.65	
56.99		60.97	
56.99		60.97	
75.98		81.30	
PER MONTH	2.00	PER MONTH	2.00
181.86	14 122.65	181.86	15 111.23
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		32.10	
45.00		48.15	
45.00		48.15	
60.00		64.20	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		32.10	
45.00		48.15	
45.00		48.15	
60.00		64.20	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	

YEAR 3		YEAR 4	
PER MONTH	3.00	PER MONTH	3.00
181,86	24 253,53	181,86	25 951,28
12,99		12,99	
0,00		0,00	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
34,35		36,75	
51,52		55,13	
51,52		55,13	
68,69		73,50	
PER MONTH	3.00	PER MONTH	3.00
174,07	32 238,55	174,07	34 495,24
23,38		23,38	
2,60		2,60	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
43,49		46,54	
65,24		69,81	
65,24		69,81	
86,99		93,08	
PER MONTH	2.00	PER MONTH	2.00
181,86	16 169,02	181,86	17 300,85
12,99		12,99	
0,00		0,00	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
34,35		36,75	
51,52		55,13	
51,52		55,13	
68,69		73,50	
PER MONTH	0.00	PER MONTH	0.00
181,86	0,00	181,86	0,00
12,99		12,99	
0,00		0,00	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
34,35		36,75	
51,52		55,13	
51,52		55,13	
68,69		73,50	
PER MONTH	0.00	PER MONTH	0.00
181,86	0,00	181,86	0,00
12,99		12,99	
0,00		0,00	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	

YEAR 5		YEAR 6	
PER MONTH	3.00	PER MONTH	3.00
181.86	27 767.87	181.86	29 711.62
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
39.32		42.08	
58.99		63.11	
58.99		63.11	
78.65		84.15	
PER MONTH	3.00	PER MONTH	3.00
174.07	36 909.91	174.07	39 493.60
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
48.80		53.28	
74.70		79.92	
74.70		79.92	
99.59		106.57	
PER MONTH	2.00	PER MONTH	2.00
181.86	18 511.91	181.86	19 807.75
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
39.32		42.08	
58.99		63.11	
58.99		63.11	
78.65		84.15	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
39.32		42.08	
58.99		63.11	
58.99		63.11	
78.65		84.15	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	

YEAR 7		YEAR 8	
PER MONTH	3.00	PER MONTH	3.00
181,86	31 791,43	181,86	34 016,83
12,99		12,99	
0,00		0,00	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
45,02		48,17	
67,53		72,26	
67,53		72,26	
90,04		96,35	
PER MONTH	3.00	PER MONTH	3.00
174,07	42 258,16	174,07	45 216,23
23,38		23,38	
2,60		2,60	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
57,01		61,00	
85,52		91,51	
85,52		91,51	
114,03		122,01	
PER MONTH	2.00	PER MONTH	2.00
181,86	21 194,29	181,86	22 677,89
12,99		12,99	
0,00		0,00	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
45,02		48,17	
67,53		72,26	
67,53		72,26	
90,04		96,35	
PER MONTH	0.00	PER MONTH	0.00
181,86	0,00	181,86	0,00
12,99		12,99	
0,00		0,00	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	
Rate per hour		Rate per hour	
45,02		48,17	
67,53		72,26	
67,53		72,26	
90,04		96,35	
PER MONTH	0.00	PER MONTH	0.00
181,86	0,00	181,86	0,00
12,99		12,99	
0,00		0,00	
0,15		0,15	
7,49		7,49	
11,24		11,24	
11,24		11,24	
3,75		3,75	

YEAR 9		YEAR 10	
PER MONTH	3.00	PER MONTH	3.00
181.86	36 398.01	181.86	38 945.87
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
51.55		55.15	
77.32		82.73	
77.32		82.73	
103.09		110.31	
PER MONTH	3.00	PER MONTH	3.00
174.07	48 381.36	174.07	51 768.06
23.38		23.38	
2.60		2.60	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
65.27		69.84	
97.91		104.76	
97.91		104.76	
130.55		139.69	
PER MONTH	2.00	PER MONTH	2.00
181.86	24 265.34	181.86	25 963.91
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
51.55		55.15	
77.32		82.73	
77.32		82.73	
103.09		110.31	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	
Rate per hour		Rate per hour	
51.55		55.15	
77.32		82.73	
77.32		82.73	
103.09		110.31	
PER MONTH	0.00	PER MONTH	0.00
181.86	0.00	181.86	0.00
12.99		12.99	
0.00		0.00	
0.15		0.15	
7.49		7.49	
11.24		11.24	
11.24		11.24	
3.75		3.75	



		MONTH 1		MONTH 2	
<b>Rates per Hour</b>		<b>Rate per hour</b>		<b>Rate per hour</b>	
Normal	30.00	30.00		30.00	
Sunday	45.00	45.00		45.00	
Overtime	45.00	45.00		45.00	
Public Holidays	60.00	60.00		60.00	
<b>QUICK SERVE RESTAURANT</b>					
Number of QSR Attendants		8.00		8.00	
<b>Working Hours</b>		<b>PER MONTH</b>		<b>PER MONTH</b>	
Normal Working hours	148.20	46 908.00		148.20	46 908.00
Sunday hours	4.50			4.50	
Overtime	1.50			1.50	
Public days hours	2.25			2.25	
Bonus hours - 2 Weeks	7.50			7.50	
Leave hours - 3 Weeks	11.25			11.25	
Replacement leave 3 Weeks	11.25			11.25	
December bonus 1 Week	3.75			3.75	
<b>Rates per Hour</b>		<b>Rate per hour</b>		<b>Rate per hour</b>	
Normal	30.00	30.00		30.00	
Sunday	45.00	45.00		45.00	
Overtime	45.00	45.00		45.00	
Public Holidays	60.00	60.00		60.00	
<b>ADMINISTRATIVE STAFF (1)</b>					
Number of Administrative Staff		1.00		1.00	
<b>Working Hours</b>		<b>PER MONTH</b>		<b>PER MONTH</b>	
Normal Working hours	242.67	14 158.33		242.67	14 158.33
Sunday hours	0.00			0.00	
Overtime	1.50	50.00%		1.50	50.00%
Public days hours	2.25	50.00%		2.25	50.00%
Bonus hours - 2 Weeks	7.50			7.50	
Leave hours - 3 Weeks	11.25			11.25	
Replacement leave 3 Weeks	11.25			11.25	
December bonus 1 Week	3.75			3.75	
<b>Rates per Hour</b>		<b>Rate per hour</b>		<b>Rate per hour</b>	
Normal	50.00	50.00		50.00	
Sunday	75.00	75.00		75.00	
Overtime	75.00	75.00		75.00	
Public Holidays	100.00	100.00		100.00	
<b>ADMINISTRATIVE STAFF (2) / Team Leader</b>					
Number of Administrative Staff		1.00		1.00	
<b>Working Hours</b>		<b>PER MONTH</b>		<b>PER MONTH</b>	
Normal Working hours	242.67	11 326.67		242.67	11 326.67
Sunday hours	0.00			0.00	
Overtime	1.50	50.00%		1.50	50.00%
Public days hours	2.25	50.00%		2.25	50.00%
Bonus hours - 2 Weeks	7.50			7.50	
Leave hours - 3 Weeks	11.25			11.25	
Replacement leave 3 Weeks	11.25			11.25	
December bonus 1 Week	3.75			3.75	
<b>Rates per Hour</b>		<b>Rate per hour</b>		<b>Rate per hour</b>	
Normal	40.00	40.00		40.00	
Sunday	60.00	60.00		60.00	
Overtime	60.00	60.00		60.00	
Public Holidays	80.00	80.00		80.00	
<b>MANAGEMENT</b>					
Number of Management		1.00		1.00	
<b>Working Hours</b>		<b>PER MONTH</b>		<b>PER MONTH</b>	
Normal Working hours	242.67	18 200.00		242.67	18 200.00
Sunday hours	0.00			0.00	
Overtime	0.00	50.00%		0.00	50.00%
Public days hours	0.00	50.00%		0.00	50.00%
Bonus hours - 2 Weeks	0.00			0.00	
Leave hours - 3 Weeks	0.00			0.00	
Replacement leave 3 Weeks	0.00			0.00	
December bonus 1 Week	0.00			0.00	
<b>Rates per Hour</b>		<b>Rate per hour</b>		<b>Rate per hour</b>	
Normal	75.00	75.00		75.00	
Sunday	112.50	112.50		112.50	
Overtime	112.50	112.50		112.50	
Public Holidays	150.00	150.00		150.00	

MONTH 3		MONTH 4	
Rate per hour		Rate per hour	
30,00		30,00	
45,00		45,00	
45,00		45,00	
60,00		60,00	
	8,00		8,00
PER MONTH		PER MONTH	
148,20	46 908,00	148,20	46 908,00
4,50		4,50	
1,50		1,50	
2,25		2,25	
7,50		7,50	
11,25		11,25	
11,25		11,25	
3,75		3,75	
Rate per hour		Rate per hour	
30,00		30,00	
45,00		45,00	
45,00		45,00	
60,00		60,00	
	1,00		1,00
PER MONTH		PER MONTH	
242,67	14 158,33	242,67	14 158,33
0,00		0,00	
1,50		1,50	
2,25		2,25	
7,50		7,50	
11,25		11,25	
11,25		11,25	
3,75		3,75	
Rate per hour		Rate per hour	
50,00		50,00	
75,00		75,00	
75,00		75,00	
100,00		100,00	
	1,00		1,00
PER MONTH		PER MONTH	
242,67	11 326,67	242,67	11 326,67
0,00		0,00	
1,50		1,50	
2,25		2,25	
7,50		7,50	
11,25		11,25	
11,25		11,25	
3,75		3,75	
Rate per hour		Rate per hour	
40,00		40,00	
60,00		60,00	
60,00		60,00	
80,00		80,00	
	1,00		1,00
PER MONTH		PER MONTH	
242,67	18 200,00	242,67	18 200,00
0,00		0,00	
0,00		0,00	
0,00		0,00	
0,00		0,00	
0,00		0,00	
0,00		0,00	
0,00		0,00	
Rate per hour		Rate per hour	
75,00		75,00	
112,50		112,50	
112,50		112,50	
150,00		150,00	

MONTH 5		MONTH 6	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	8.00	PER MONTH	8.00
148.20	46 908.00	148.20	46 908.00
4.50		4.50	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	14 158.33	242.67	14 158.33
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
50.00		50.00	
75.00		75.00	
75.00		75.00	
100.00		100.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	11 326.67	242.67	11 326.67
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
40.00		40.00	
60.00		60.00	
60.00		60.00	
80.00		80.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	18 200.00	242.67	18 200.00
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
Rate per hour		Rate per hour	
75.00		75.00	
112.50		112.50	
112.50		112.50	
150.00		150.00	

MONTH 7		MONTH 8	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	8.00	PER MONTH	8.00
148.20	46 908.00	148.20	46 908.00
4.50		4.50	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	14 158.33	242.67	14 158.33
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
50.00		50.00	
75.00		75.00	
75.00		75.00	
100.00		100.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	11 326.67	242.67	11 326.67
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
40.00		40.00	
60.00		60.00	
60.00		60.00	
80.00		80.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	18 200.00	242.67	18 200.00
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
Rate per hour		Rate per hour	
75.00		75.00	
112.50		112.50	
112.50		112.50	
150.00		150.00	

MONTH 9		MONTH 10	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	8.00	PER MONTH	8.00
148.20	46 908.00	148.20	46 908.00
4.50		4.50	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	14 158.33	242.67	14 158.33
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
50.00		50.00	
75.00		75.00	
75.00		75.00	
100.00		100.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	11 326.67	242.67	11 326.67
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
40.00		40.00	
60.00		60.00	
60.00		60.00	
80.00		80.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	18 200.00	242.67	18 200.00
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
Rate per hour		Rate per hour	
75.00		75.00	
112.50		112.50	
112.50		112.50	
150.00		150.00	

MONTH 11		MONTH 12	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	8.00	PER MONTH	8.00
148.20	46 908.00	148.20	46 908.00
4.50		4.50	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		30.00	
45.00		45.00	
45.00		45.00	
60.00		60.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	14 158.33	242.67	14 158.33
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
50.00		50.00	
75.00		75.00	
75.00		75.00	
100.00		100.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	11 326.67	242.67	11 326.67
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
40.00		40.00	
60.00		60.00	
60.00		60.00	
80.00		80.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	18 200.00	242.67	18 200.00
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
Rate per hour		Rate per hour	
75.00		75.00	
112.50		112.50	
112.50		112.50	
150.00		150.00	

YEAR 1		YEAR 2	
Rate per hour		Rate per hour	
30.00		32.10	
45.00		48.15	
45.00		48.15	
60.00		64.20	
PER MONTH	8.00	PER MONTH	8.00
148.20	46 908.00	148.20	50 191.56
4.50		4.50	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
30.00		32.10	
45.00		48.15	
45.00		48.15	
60.00		64.20	
PER MONTH	1.00	PER MONTH	1.00
242.67	14 158.33	242.67	15 149.42
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
50.00		53.50	
75.00		80.25	
75.00		80.25	
100.00		107.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	11 326.67	242.67	12 119.53
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
40.00		42.80	
60.00		64.20	
60.00		64.20	
80.00		85.60	
PER MONTH	1.00	PER MONTH	1.00
242.67	18 200.00	242.67	19 474.00
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
Rate per hour		Rate per hour	
75.00		80.25	
112.50		120.38	
112.50		120.38	
150.00		160.50	

YEAR 3		YEAR 4	
Rate per hour		Rate per hour	
34.35		36.75	
51.52		55.13	
51.52		55.13	
68.69		73.50	
PER MONTH	8.00	PER MONTH	8.00
148.20	53 704.97	148.20	57 464.32
4.50		4.50	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
34.35		36.75	
51.52		55.13	
51.52		55.13	
68.69		73.50	
PER MONTH	1.00	PER MONTH	1.00
242.67	16 209.88	242.67	17 344.57
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
57.25		61.25	
85.87		91.88	
85.87		91.88	
114.49		122.50	
PER MONTH	1.00	PER MONTH	1.00
242.67	12 967.90	242.67	13 875.65
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
45.80		49.00	
68.69		73.50	
68.69		73.50	
91.59		98.00	
PER MONTH	1.00	PER MONTH	1.00
242.67	20 837.18	242.67	22 295.78
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
Rate per hour		Rate per hour	
85.87		91.88	
128.80		137.82	
128.80		137.82	
171.74		183.76	



YEAR 5		YEAR 6	
Rate per hour		Rate per hour	
39.32		42.08	
58.99		63.11	
58.99		63.11	
78.65		84.15	
	8.00		8.00
PER MONTH		PER MONTH	
148.20	61 486.82	148.20	65 790.90
4.50		4.50	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
39.32		42.08	
58.99		63.11	
58.99		63.11	
78.65		84.15	
	1.00		1.00
PER MONTH		PER MONTH	
242.67	18 558.69	242.67	19 857.79
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
65.54		70.13	
98.31		105.19	
98.31		105.19	
131.08		140.26	
	1.00		1.00
PER MONTH		PER MONTH	
242.67	14 846.95	242.67	15 886.24
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
52.43		56.10	
78.65		84.15	
78.65		84.15	
104.86		112.20	
	1.00		1.00
PER MONTH		PER MONTH	
242.67	23 856.49	242.67	25 526.44
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
Rate per hour		Rate per hour	
98.31		105.19	
147.46		157.79	
147.46		157.79	
196.62		210.38	

YEAR 7		YEAR 8	
Rate per hour		Rate per hour	
45.02		48.17	
67.53		72.26	
67.53		72.26	
90.04		96.35	
PER MONTH	8.00	PER MONTH	8.00
148.20	70 396.26	148.20	75 324.00
4.50		4.50	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
45.02		48.17	
67.53		72.26	
67.53		72.26	
90.04		96.35	
PER MONTH	1.00	PER MONTH	1.00
242.67	21 247.84	242.67	22 735.19
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
75.04		80.29	
112.55		120.43	
112.55		120.43	
150.07		160.58	
PER MONTH	1.00	PER MONTH	1.00
242.67	16 998.27	242.67	18 188.15
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
60.03		64.23	
90.04		96.35	
90.04		96.35	
120.06		128.46	
PER MONTH	1.00	PER MONTH	1.00
242.67	27 313.29	242.67	29 225.22
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
Rate per hour		Rate per hour	
112.55		120.43	
168.83		180.65	
168.83		180.65	
225.11		240.87	

YEAR 9		YEAR 10	
Rate per hour		Rate per hour	
51.55		55.15	
77.32		82.73	
77.32		82.73	
103.09		110.31	
	8.00		8.00
PER MONTH		PER MONTH	
148.20	80 596.68	148.20	86 238.44
4.50		4.50	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
51.55		55.15	
77.32		82.73	
77.32		82.73	
103.09		110.31	
	1.00		1.00
PER MONTH		PER MONTH	
242.67	24 326.65	242.67	26 029.52
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
85.91		91.92	
128.86		137.88	
128.86		137.88	
171.82		183.85	
	1.00		1.00
PER MONTH		PER MONTH	
242.67	19 461.32	242.67	20 823.61
0.00		0.00	
1.50		1.50	
2.25		2.25	
7.50		7.50	
11.25		11.25	
11.25		11.25	
3.75		3.75	
Rate per hour		Rate per hour	
68.73		73.54	
103.09		110.31	
103.09		110.31	
137.45		147.08	
	1.00		1.00
PER MONTH		PER MONTH	
242.67	31 270.99	242.67	33 459.96
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
0.00		0.00	
Rate per hour		Rate per hour	
128.86		137.88	
193.30		206.83	
193.30		206.83	
257.73		275.77	

	MONTH 1	MONTH 2
<b>OTHER INDICATORS</b>		
Shop Experiences % of Shop & Fuel expences combined (not specified / indicated expences)	35,00%	35,00%
<b>Micfa / Mibco</b>		
Pension	8,00%	8,00%
Charges	3,10	3,10
<b>Skills development fee</b>		
Based on Salaries and wages % allocated	1,00%	1,00%
<b>UIF</b>		
Salaries and wages % allocated	2,00%	2,00%
<b>Workmen's compensation</b>		
Based on Salaries and wages % allocated	0,75%	0,75%
<b>Oil and Lubes</b>		
For every litres of petrol sold , one litre of oil are sold for R	500,00 40	500,00 40
<b>Fuel to Shop / VW / Corner Bakery / Carwash ratio</b>		
For every For every litre of petrol / diesel sold,Rx spend in the shop	2,50	2,50
<b>Banking cost</b>		
Cash - C/Store / FC - Cash Branch If yes = 1 if no=0	0,35% -	0,35% -
Cash - C/Store / FC - Cash Centre If yes = 1 if no=0	0,29% -	0,29% -
Cash - C/Store / FC - Cash Drop Safes If yes = 1 if no=0	0,55% -	0,55% -
Cash - C/Store / FC - Cash Device If yes = 1 if no=0	0,27% 1	0,27% 1
% cash transactions vs Card Transactions FC	65,00%	65,00%
Remainder Card Transactions FC	30,00%	30,00%
Credit (customers) Transactions FC	5,00%	5,00%
	100,00%	100,00%
Credit Card on Forecourt	75,00%	75,00%
Debit Card on Forecourt	25,00%	25,00%
	100,00%	100,00%
% cash transactions vs Card Transactions Shop	80,00%	80,00%
Remainder Card Transactions Shop	20,00%	20,00%
	100,00%	100,00%
Credit Card in Shop	25,00%	25,00%
Debit Card in Shop	75,00%	75,00%
	100,00%	100,00%

MONTH 3	MONTH 4
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
40	40
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%

MONTH 5	MONTH 6
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
40	40
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%

MONTH 7	MONTH 8
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
40	40
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%

MONTH 9	MONTH 10
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
40	40
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%



MONTH 11	MONTH 12
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
40	40
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%

YEAR 1	YEAR 2
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
40	42
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%

YEAR 3	YEAR 4
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
44	46
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%

YEAR 5	YEAR 6
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
49	51
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%

YEAR 7	YEAR 8
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
54	56
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%

YEAR 9	YEAR 10
35.00%	35.00%
8.00%	8.00%
3.10	3.10
1.00%	1.00%
2.00%	2.00%
0.75%	0.75%
500.00	500.00
59	62
2.50	2.50
0.35%	0.35%
-	-
0.29%	0.29%
-	-
0.55%	0.55%
-	-
0.27%	0.27%
1	1
65.00%	65.00%
30.00%	30.00%
5.00%	5.00%
100.00%	100.00%
75.00%	75.00%
25.00%	25.00%
100.00%	100.00%
80.00%	80.00%
20.00%	20.00%
100.00%	100.00%
25.00%	25.00%
75.00%	75.00%
100.00%	100.00%

	MONTH 1	MONTH 2
Service Fee - Service First	R 15,00	R 15,00
Service Fee - Service Next	R 2,50	R 2,50
Service Fee - Service Max	R 25,00	R 25,00
Merchant Credit Card Fee Cstore	1,90%	1,90%
Merchant Credit Card Fee Forecourt	1,74%	1,74%
Merchant Debit Card Fee Cstore	0,80%	0,80%
Merchant Debit Card Fee Forecourt	0,65%	0,65%
Merchant device rental C/Store Devices dedicated to C store	R 300,00 1	R 300,00 1
Merchant device rental Forecourt Devices dedicated to C store	R 600,00 2	R 600,00 2
Monthly administration fee	100,00	100,00
Debit and stop orders - external	3,50	3,50
Number of orders	10,00	10,00
Funds transfer - internet	10,00	10,00
Number of transfers	30,00	30,00
<b>Cash shorts</b>		
Shifts	62	62,00
Rand short per shift	50,00	50,00
Fuel Sales Growth per year	0,00%	0,00%
Escalation / year - Sales price	6,50%	6,50%
% Escalation in Operational cost per year :	7,00%	7,00%
RAS Margin / Petrol for Dealer	2,29	2,2878
RAS / Margin for Diesel 50 ppm	2,29	2,2878
Developer / Property Owner RAS recovery / Petrol	0,5749	0,5749
Developer / Property Owner RAS recovery / Diesel	FALSE	FALSE
Oil Company RAS recovery / Petrol	0,2123	0,2123
Oil Company RAS recovery / Diesel	FALSE	FALSE
% Escalation in Dealer's Margin per Year :	5,00%	5,00%
SANRAL Levy Fuel / Gross Sales	0,50%	0,50%
SANRAL Levy Store / Shop / Gross Sales	1,00%	1,00%

Gross sales is a metric for the total sales of a company, unadjusted for the costs related to generating those sales.

**Volume Based Rental (VBR) from OC Fuel Sales**

Petrol & Diesel Volume bands Yes=1 No=0

Volume bands	cpl.
0	0,00
350 000,00	0,00
350 000,00	0,00
400 000,00	0,00

Escalation cpl% / pa. 6,00%

Diesel Volume bands Yes=1 No=0

Volume bands	cpl.
0	0,00
300 000,00	0,00
100 000,00	0,00
12 500,00	0,00

Escalation cpl% / pa. 7,00%

Volume bands	cpl.
0	0,00
350 000,00	0,00
350 000,00	0,00
400 000,00	0,00

Volume bands	cpl.
0	0,00
300 000,00	0,00
100 000,00	0,00
12 500,00	0,00

MONTH 3	MONTH 4
R 15,00	R 15,00
R 2,50	R 2,50
R 25,00	R 25,00
1,90%	1,90%
1,74%	1,74%
0,80%	0,80%
0,65%	0,65%
R 300,00	R 300,00
1	1
R 600,00	R 600,00
2	2
100,00	100,00
3,50	3,50
10,00	10,00
10,00	10,00
30,00	30,00
62,00	62,00
50,00	50,00
0,00%	0,00%
6,50%	6,50%
7,00%	7,00%
2,2878	2,2878
2,2878	2,2878
0,5749	0,5749
FALSE	FALSE
0,2123	0,2123
FALSE	FALSE
5,00%	5,00%
0,50%	0,50%
1,00%	1,00%

0
Volume bands
350 000,00
350 000,00
400 000,00
cpl.
0,00
0,00
0,00

0
Volume bands
300 000,00
100 000,00
12 500,00
cpl.
0,00
0,00
0,00

0
Volume bands
350 000,00
350 000,00
400 000,00
cpl.
0,00
0,00
0,00

0
Volume bands
300 000,00
100 000,00
12 500,00
cpl.
0,00
0,00
0,00



MONTH 5	MONTH 6
R 15.00	R 15.00
R 2.50	R 2.50
R 25.00	R 25.00
1.90%	1.90%
1.74%	1.74%
0.80%	0.80%
0.65%	0.65%
R 300.00	R 300.00
1	1
R 600.00	R 600.00
2	2
100.00	100.00
3.50	3.50
10.00	10.00
10.00	10.00
30.00	30.00
62.00	62.00
50.00	50.00
0.00%	0.00%
6.50%	6.50%
7.00%	7.00%
2.2878	2.2878
2.2878	2.2878
0.5749	0.5749
FALSE	FALSE
0.2123	0.2123
FALSE	FALSE
5.00%	5.00%
0.50%	0.50%
1.00%	1.00%

0	
<b>Volume bands</b>	<b>cpl.</b>
350 000.00	0.00
350 000.00	0.00
400 000.00	0.00

0	
<b>Volume bands</b>	<b>cpl.</b>
300 000.00	0.00
100 000.00	0.00
12 500.00	0.00

0	
<b>Volume bands</b>	<b>cpl.</b>
350 000.00	0.00
350 000.00	0.00
400 000.00	0.00

0	
<b>Volume bands</b>	<b>cpl.</b>
300 000.00	0.00
100 000.00	0.00
12 500.00	0.00

MONTH 7		MONTH 8	
R 15.00		R 15.00	
R 2.50		R 2.50	
R 25.00		R 25.00	
1.90%		1.90%	
1.74%		1.74%	
0.80%		0.80%	
0.65%		0.65%	
R 300.00		R 300.00	
1		1	
R 600.00		R 600.00	
2		2	
100.00		100.00	
3.50		3.50	
10.00		10.00	
10.00		10.00	
30.00		30.00	
62.00		62.00	
50.00		50.00	
0.00%		0.00%	
6.50%		6.50%	
7.00%		7.00%	
2.2878		2.2878	
2.2878		2.2878	
0.5749		0.5749	
FALSE		FALSE	
0.2123		0.2123	
FALSE		FALSE	
5.00%		5.00%	
0.50%		0.50%	
1.00%		1.00%	

0	
<b>Volume bands</b>	<b>cpl.</b>
350 000.00	0.00
350 000.00	0.00
400 000.00	0.00
0	
<b>Volume bands</b>	<b>cpl.</b>
300 000.00	0.00
100 000.00	0.00
12 500.00	0.00

0	
<b>Volume bands</b>	<b>cpl.</b>
350 000.00	0.00
350 000.00	0.00
400 000.00	0.00
0	
<b>Volume bands</b>	<b>cpl.</b>
300 000.00	0.00
100 000.00	0.00
12 500.00	0.00

MONTH 9	MONTH 10
R 15.00	R 15.00
R 2.50	R 2.50
R 25.00	R 25.00
1.90%	1.90%
1.74%	1.74%
0.80%	0.80%
0.65%	0.65%
R 300.00	R 300.00
1	1
R 600.00	R 600.00
2	2
100.00	100.00
3.50	3.50
10.00	10.00
10.00	10.00
30.00	30.00
62.00	62.00
50.00	50.00
0.00%	0.00%
6.50%	6.50%
7.00%	7.00%
2.2878	2.2878
2.2878	2.2878
0.5749	0.5749
FALSE	FALSE
0.2123	0.2123
FALSE	FALSE
5.00%	5.00%
0.50%	0.50%
1.00%	1.00%

0	
Volume bands	
350 000.00	cpl.
350 000.00	0.00
400 000.00	0.00
0	
Volume bands	
300 000.00	cpl.
100 000.00	0.00
12 500.00	0.00

0	
Volume bands	
350 000.00	cpl.
350 000.00	0.00
400 000.00	0.00
0	
Volume bands	
300 000.00	cpl.
100 000.00	0.00
12 500.00	0.00

MONTH 11	MONTH 12
R 15.00	R 15.00
R 2.50	R 2.50
R 25.00	R 25.00
1.90%	1.90%
1.74%	1.74%
0.80%	0.80%
0.65%	0.65%
R 300.00	R 300.00
1	1
R 600.00	R 600.00
2	2
100.00	100.00
3.50	3.50
10.00	10.00
10.00	10.00
30.00	30.00
62.00	62.00
50.00	50.00
0.00%	0.00%
6.50%	6.50%
7.00%	7.00%
2.2878	2.2878
2.2878	2.2878
0.5749	0.5749
FALSE	FALSE
0.2123	0.2123
FALSE	FALSE
5.00%	5.00%
0.50%	0.50%
1.00%	1.00%

0	
Volume bands	cpl.
350 000.00	0.00
350 000.00	0.00
400 000.00	0.00

0	
Volume bands	cpl.
300 000.00	0.00
100 000.00	0.00
12 500.00	0.00

0	
Volume bands	cpl.
350 000.00	0.00
350 000.00	0.00
400 000.00	0.00

0	
Volume bands	cpl.
300 000.00	0.00
100 000.00	0.00
12 500.00	0.00

YEAR 1		YEAR 2	
R 15.00		R 16.05	
R 2.50		R 2.68	
R 25.00		R 26.75	
1.90%		1.90%	
1.74%		1.74%	
0.80%		0.80%	
0.65%		0.65%	
R 300.00		R 321.00	
1		1	
R 600.00		R 642.00	
2		2	
100.00		107.00	
3.50		3.75	
10.00		10.70	
10.00		10.70	
30.00		32.10	
62.00		66.34	
50.00		53.50	
0.00%		0.70%	
6.50%		6.50%	
7.00%		7.00%	
2.2878		2.4022	
2.2878		2.4022	
0.5749		0.6037	
FALSE		0.0000	
0.2123		0.2229	
FALSE		0.0000	
5.00%		5.00%	
0.50%		0.50%	
1.00%		1.00%	

0	
Volume bands	cpl.
350 000.00	0.00
350 000.00	0.00
400 000.00	0.00

0	
Volume bands	cpl.
300 000.00	0.00
100 000.00	0.00
12 500.00	0.00

0	
Volume bands	cpl.
350 000.00	0.000
350 000.00	0.000
400 000.00	0.000

0	
Volume bands	cpl.
300 000.00	0.000
100 000.00	0.000
12 500.00	0.000

YEAR 3		YEAR 4	
R 17,17		R 18,38	
R 2,86		R 3,06	
R 28,62		R 30,63	
1,90%		1,90%	
1,74%		1,74%	
0,80%		0,80%	
0,65%		0,65%	
R 343,47		R 367,51	
1		1	
R 686,94		R 735,03	
2		2	
114,49		122,50	
4,01		4,29	
11,45		12,25	
11,45		12,25	
34,35		36,75	
70,98		75,85	
57,25		61,25	
0,70%		1,00%	
6,50%		6,50%	
7,00%		7,00%	
2,5223		2,6484	
2,5223		2,6484	
0,6339		0,6656	
0,0000		0,0000	
0,2340		0,2457	
0,0000		0,0000	
5,00%		5,00%	
0,50%		0,50%	
1,00%		1,00%	

0	
Volume bands	cpt.
350 000,00	0,000
350 000,00	0,000
400 000,00	0,000
0	
Volume bands	cpt.
300 000,00	0,000
100 000,00	0,000
12 500,00	0,000

0	
Volume bands	cpt.
350 000,00	0,000
350 000,00	0,000
400 000,00	0,000
0	
Volume bands	cpt.
300 000,00	0,000
100 000,00	0,000
12 500,00	0,000

YEAR 5		YEAR 6	
R 19,66		R 21,04	
R 3,28		R 3,51	
R 32,77		R 35,06	
1,90%		1,90%	
1,74%		1,74%	
0,80%		0,80%	
0,65%		0,65%	
R 393,24		R 420,77	
1		1	
R 786,48		R 841,53	
2		2	
131,08		140,26	
4,59		4,91	
13,11		14,03	
13,11		14,03	
39,32		42,08	
81,27		86,96	
65,54		70,13	
1,50%		2,00%	
6,50%		6,50%	
7,00%		7,00%	
2,7808		2,9199	
2,7808		2,9199	
0,6989		0,7338	
0,0000		0,0000	
0,2580		0,2709	
0,0000		0,0000	
5,00%		5,00%	
0,50%		0,50%	
1,00%		1,00%	

0	
<b>Volume bands</b>	<b>cpl.</b>
350 000,00	0,000
350 000,00	0,000
400 000,00	0,000
0	
<b>Volume bands</b>	<b>cpl.</b>
300 000,00	0,000
100 000,00	0,000
12 500,00	0,000

0	
<b>Volume bands</b>	<b>cpl.</b>
350 000,00	0,000
350 000,00	0,000
400 000,00	0,000
0	
<b>Volume bands</b>	<b>cpl.</b>
300 000,00	0,000
100 000,00	0,000
12 500,00	0,000

YEAR 7		YEAR 8	
R 22,51		R 24,09	
R 3,75		R 4,01	
R 37,52		R 40,14	
1,90%		1,90%	
1,74%		1,74%	
0,80%		0,80%	
0,65%		0,65%	
R 450,22	1	R 481,79	1
R 800,44	2	R 963,47	2
150,07		160,58	
5,25		5,62	
15,01		16,06	
15,01		16,06	
45,02		48,17	
93,05		99,56	
75,04		80,29	
3,00%		3,00%	
6,50%		6,50%	
7,00%		7,00%	
3,0659		3,2192	
3,0659		3,2192	
0,7705		0,8090	
0,0000		0,0000	
0,2844		0,2987	
0,0000		0,0000	
5,00%		5,00%	
0,50%		0,50%	
1,00%		1,00%	

0		0	
Volume bands	cpt.	Volume bands	cpt.
350 000,00	0,000	350 000,00	0,000
350 000,00	0,000	350 000,00	0,000
400 000,00	0,000	400 000,00	0,000

0		0	
Volume bands	cpt.	Volume bands	cpt.
300 000,00	0,000	300 000,00	0,000
100 000,00	0,000	100 000,00	0,000
12 500,00	0,000	12 500,00	0,000



YEAR 9		YEAR 10	
R 25.77		R 27.58	
R 4.30		R 4.60	
R 42.95		R 45.96	
1.90%		1.90%	
1.74%		1.74%	
0.80%		0.80%	
0.65%		0.65%	
R 515.46		R 551.54	
1		1	
R 1 030.91		R 1 103.08	
2		2	
171.82		183.85	
6.01		6.43	
17.18		18.38	
17.18		18.38	
51.55		55.15	
106.53		113.98	
85.91		91.92	
3.00%		3.00%	
6.50%		6.50%	
7.00%		7.00%	
3.3801		3.5491	
3.3801		3.5491	
0.8495		0.8919	
0.0000		0.0000	
0.3136		0.3293	
0.0000		0.0000	
5.00%		5.00%	
0.50%		0.50%	
1.00%		1.00%	

0	
Volume bands	cpl.
350 000.00	0.000
350 000.00	0.000
400 000.00	0.000

0	
Volume bands	cpl.
300 000.00	0.000
100 000.00	0.000
12 500.00	0.000

0	
Volume bands	cpl.
350 000.00	0.000
350 000.00	0.000
400 000.00	0.000

0	
Volume bands	cpl.
300 000.00	0.000
100 000.00	0.000
12 500.00	0.000

Financial Statement

**BREAK - EVEN : Property & Operational point of view: Fuel and shop sales**

STATEMENT OF COMPREHENSIVE INCOME

FUEL & SHOP

SALES WET STOCK

Indicators	Fuel sales price	61C	%TOT
Litres ULP 93	20.29	90 637.11	36.43%
Litres ULP 95	20.44	90 637.11	36.43%
Litres DGO 50ppm	20.76	67 500.97	27.13%
Sub total		<b>248 775,19</b>	100,00%

SALES RAND VALUE

CASH Sales Fuel	
ULP 93	1 195 367,54
ULP 95	1 204 204,66
DGO 50ppm	910 858,02
Sub total	3 310 430,22
% cash sales	65,00%

CASH TOTAL SALES 3 310 430,22

CREDIT Sales Fuel	
ULP 93	91 951,35
ULP 95	92 631,13
DGO 50ppm	70 066,00
Sub total	254 648,48
% credit sales	5,00%

CREDIT TOTAL SALES 254 648,48

CARD Sales Fuel	
ULP 93	551 708,09
ULP 95	555 786,76
DGO 50ppm	420 396,01
Sub total	1 527 890,87
% Total card sales	30,00%

CARD / TOTAL SALES 1 527 890,87

**BREAK - EVEN : Operational point of view: Fuel and shop sales**

STATEMENT OF COMPREHENSIVE INCOME

FUEL & SHOP

SALES WET STOCK

Indicators	Fuel sales price	61C	%TOT
Litres ULP 93	20.29	90 405.37	36.43%
Litres ULP 95	20.44	90 405.37	36.43%
Litres DGO 50ppm	20.76	67 328.38	27.13%
Sub total		<b>248 139,13</b>	100,00%

SALES RAND VALUE

CASH Sales Fuel	
ULP 93	1 192 311,25
ULP 95	1 201 125,78
DGO 50ppm	908 529,16
Sub total	3 301 966,19
% cash sales	65,00%

CASH TOTAL SALES 3 301 966,19

CREDIT Sales Fuel	
ULP 93	91 716,25
ULP 95	92 394,29
DGO 50ppm	69 886,86
Sub total	253 997,40
% credit sales	5,00%

CREDIT TOTAL SALES 253 997,40

CARD Sales Fuel	
ULP 93	550 297,50
ULP 95	554 965,74
DGO 50ppm	419 321,15
Sub total	1 523 984,40
% Total card sales	30,00%

CARD / TOTAL SALES 1 523 984,40

**BREAK - EVEN : Operational point of view: Fuel only**

STATEMENT OF COMPREHENSIVE INCOME

FUEL ONLY

SALES WET STOCK

Indicators	Fuel sales price	61C	%TOT
Litres ULP 93	20.29	99 857.47	36.43%
Litres ULP 95	20.44	99 857.47	36.43%
Litres DGO 50ppm	20.76	74 367.73	27.13%
Sub total		<b>274 082,68</b>	100,00%

SALES RAND VALUE

CASH Sales Fuel	
ULP 93	1 316 970,31
ULP 95	1 326 706,41
DGO 50ppm	1 003 518,11
Sub total	3 647 194,82
% cash sales	65,00%

CASH TOTAL SALES 3 647 194,82

CREDIT Sales Fuel	
ULP 93	101 305,41
ULP 95	102 054,34
DGO 50ppm	77 193,70
Sub total	280 553,45
% credit sales	5,00%

CREDIT TOTAL SALES 280 553,45

CARD Sales Fuel	
ULP 93	607 832,45
ULP 95	612 326,04
DGO 50ppm	463 162,20
Sub total	1 683 320,69
% Total card sales	30,00%

CARD / TOTAL SALES 1 683 320,69

<b>CASH, CREDIT, &amp; CARD SALES TOTAL</b>	100.00%	5 092 969.57	
<i>Less Cost of Sales</i>		<b>4 523 821.69</b>	
<b>Fuel</b>		<b>4 523 821.69</b>	
<b>ULP 93</b>		1 631 667.40	11.28%
Stock begin	18.00	176 880.00	2.29
Add Purchase		1 631 667.40	
Less Stock end		176 880.00	
<b>ULP 95</b>		1 645 262.97	11.19%
Stock begin	18.15	0.00	2.29
Add Purchase		1 645 262.97	
Less Stock end		0.00	
<b>DGO 50ppm</b>		1 246 891.33	11.02%
Stock begin	18.47	604 624.00	2.29
Add Purchase		1 246 891.33	
Less Stock end		604 624.00	
<b>GROSS PROFIT / LOSS</b>		<b>569 147.87</b>	11.18%

<b>FUEL RELATED EXPENSES</b>			
		<b>571 738.21</b>	
<b>SALARIES AND WAGES</b>			
		<b>239 522.28</b>	
			%TOT
Attendants	139 179.01		58.35%
Cashiers - Forecourt	56 316.79		23.61%
Char Assistants	21 183.97		8.88%
Fuel / Shop Assistants	12 742.50		5.34%
Manager remuneration	9 100.00		3.82%
			100.00%
<b>OTHER</b>			
		<b>333 215.93</b>	
			%TOT
Advertising / sales promotion	2 686.77		0.81%
Audit & accounting	1 865.81		0.56%
Bank charges	9 503.21		2.85%
Bargaining Council Employees contribution	19 165.48		5.75%
Credit card commissions	447.80		0.13%
Credit card losses	248.78		0.07%
Credit Card swipe machine	398.04		0.12%
Cash shortage	870.71		0.26%
Cleaning Care & cleaning consumables	1 691.67		0.51%
Computer System Maintenance	671.69		0.20%
Donations	597.06		0.18%
Electricity	22 315.13		6.70%
Entertainment	1 243.88		0.37%
Evaporation	7 562.77		2.27%
Fuel Guarantee	0.00		0.00%
General expenses	1 268.75		0.38%
Insurance	5 871.09		1.76%
Legal cost	273.65		0.08%

<b>CASH, CREDIT, &amp; CARD SALES TOTAL</b>	100.00%	5 079 947.99	
<i>Less Cost of Sales</i>		<b>4 512 255.30</b>	
<b>Fuel</b>		<b>4 512 255.30</b>	
<b>ULP 93</b>		1 627 495.59	11.28%
Stock begin	18.00	176 880.00	2.29
Add Purchase		1 627 495.59	
Less Stock end		176 880.00	
<b>ULP 95</b>		1 641 056.40	11.19%
Stock begin	18.15	0.00	2.29
Add Purchase		1 641 056.40	
Less Stock end		0.00	
<b>DGO 50ppm</b>		1 243 703.31	11.02%
Stock begin	18.47	604 624.00	2.29
Add Purchase		1 243 703.31	
Less Stock end		604 624.00	
<b>GROSS PROFIT / LOSS</b>		<b>567 692.69</b>	11.18%

<b>FUEL RELATED EXPENSES</b>			
		<b>571 044.41</b>	
<b>SALARIES AND WAGES</b>			
		<b>238 522.28</b>	
			%TOT
Attendants	139 179.01		58.35%
Cashiers - Forecourt	56 316.79		23.61%
Char Assistants	21 183.97		8.88%
Fuel / Shop Assistants	12 742.50		5.34%
Manager remuneration	9 100.00		3.82%
			100.00%
<b>OTHER</b>			
		<b>332 522.13</b>	
			%TOT
Advertising / sales promotion	2 679.90		0.81%
Audit & accounting	1 861.04		0.56%
Bank charges	9 478.91		2.85%
Bargaining Council Employees contribution	19 165.48		5.76%
Credit card commissions	446.65		0.13%
Credit card losses	246.14		0.07%
Credit Card swipe machine	397.02		0.12%
Cash shortage	868.49		0.26%
Cleaning Care & cleaning consumables	1 687.35		0.51%
Computer System Maintenance	669.98		0.20%
Donations	595.53		0.18%
Electricity	22 258.06		6.69%
Entertainment	1 240.70		0.37%
Evaporation	7 543.43		2.27%
Fuel Guarantee	0.00		0.00%
General expenses	1 265.51		0.38%
Insurance	5 856.08		1.76%
Legal cost	272.95		0.08%

<b>CASH, CREDIT, &amp; CARD SALES TOTAL</b>	100.00%	5 611 068.96	
<i>Less Cost of Sales</i>		<b>4 984 022.61</b>	
<b>Fuel</b>		<b>4 984 022.61</b>	
<b>ULP 93</b>		1 797 654.23	11.28%
Stock begin	18.00	176 880.00	2.29
Add Purchase		1 797 654.23	
Less Stock end		176 880.00	
<b>ULP 95</b>		1 812 632.85	11.19%
Stock begin	18.15	0.00	2.29
Add Purchase		1 812 632.85	
Less Stock end		0.00	
<b>DGO 50 ppm</b>		1 373 735.52	11.02%
Stock begin	18.47	604 624.00	2.29
Add Purchase		1 373 735.52	
Less Stock end		604 624.00	
<b>GROSS PROFIT / LOSS</b>		<b>627 046.35</b>	11.18%

<b>FUEL RELATED EXPENSES</b>			
		<b>627 046.35</b>	
<b>SALARIES AND WAGES</b>			
		<b>249 038.11</b>	
			%TOT
Attendants	139 179.01		55.89%
Cashiers - Forecourt	56 316.79		22.61%
Char Assistants	21 183.97		8.51%
Fuel / Shop Assistants no 1	14 158.33		5.69%
Manager remuneration	18 200.00		7.31%
			100.00%
<b>OTHER</b>			
		<b>378 008.24</b>	
			%TOT
Advertising / sales promotion	2 960.09		0.78%
Audit & accounting	2 055.62		0.54%
Bank charges	6 835.83		1.81%
Bargaining Council Employees contribution	20 003.65		5.29%
Credit card commissions	17 256.78		4.57%
Credit card losses	3 100.00		0.82%
Credit Card swipe machine	438.53		0.12%
Cash shortage	959.29		0.25%
Cleaning Care & cleaning consumables	1 863.76		0.49%
Computer System Maintenance	740.02		0.20%
Donations	657.80		0.17%
Electricity	24 585.22		6.50%
Entertainment	1 370.41		0.36%
Evaporation	8 332.11		2.20%
Fuel Guarantee	0.00		0.00%
General expenses	1 397.82		0.37%
Insurance	6 468.35		1.71%
Legal cost	301.49		0.08%

Membership fees	248,78	0,07%
Operational Gains and Losses	7 562,77	2,27%
Other	7 562,77	2,27%
Professional fees	323,41	0,10%
RAS recovery Owner/Developer -Petrol	104 223,31	31,28%
RAS recovery Owner/Developer -Diesel	0,00	0,00%
RAS recovery Oil Company - Petrol	38 475,75	11,55%
RAS recovery Oil Company - Diesel	0,00	0,00%
SANRAL Levy	25 464,85	7,64%
Rent to Landlord / Oil Company	33 750,00	10,13%
Rates and taxes	796,08	0,24%
Repaires and maintenance	4 851,12	1,46%
Security & Cash transportation	3 856,02	1,16%
Security	2 313,61	0,69%
Skills development fee	2 385,22	0,72%
Staff welfare	2 388,24	0,72%
Stationary & printing	1 418,02	0,43%
Subscriptions	472,67	0,14%
Telephone / fast & swiftnet / internet	8 159,83	2,45%
Internet costs	895,59	0,27%
Travel and accommodation	895,59	0,27%
Transport expenses ( business)	2 761,40	0,83%
UIF	4 770,45	1,43%
Uniforms & Laundry	1 169,24	0,35%
Workmen's compensation	1 788,92	0,54%
		%GP
<b>FUEL SALES Nett Profit / Loss.</b>	<b>-2 590,33</b>	<b>-0,05%</b>

Membership fees	248,14	0,07%
Operational Gains and Losses	7 543,43	2,27%
Other	7 543,43	2,27%
Professional fees	322,58	0,10%
RAS recovery Owner/Developer -Petrol	103 956,84	31,26%
RAS recovery Owner/Developer -Diesel	0,00	0,00%
RAS recovery Oil Company - Petrol	38 377,38	11,54%
RAS recovery Oil Company - Diesel	0,00	0,00%
SANRAL Levy	25 399,74	7,64%
Rent to Oil Company	33 750,00	10,15%
Rates and taxes	794,05	0,24%
Repaires and maintenance	4 838,71	1,46%
Security & Cash transportation	3 846,16	1,16%
Security	2 307,69	0,69%
Skills development fee	2 385,22	0,72%
Staff welfare	2 382,14	0,72%
Stationary & printing	1 414,39	0,43%
Subscriptions	471,46	0,14%
Telephone / fast & swiftnet / internet	8 138,96	2,45%
Internet costs	893,30	0,27%
Travel and accommodation	893,30	0,27%
Transport expenses ( business)	2 754,34	0,83%
UIF	4 770,45	1,43%
Uniforms & Laundry	1 166,25	0,35%
Workmen's compensation	1 788,92	0,54%
		%GP
<b>FUEL SALES Nett Profit / Loss.</b>	<b>-3 351,72</b>	<b>-0,07%</b>

Membership fees	274,08	0,07%
Operational Gains and Losses	8 332,11	2,20%
Other	8 332,11	2,20%
Professional fees	356,31	0,09%
RAS recovery Owner/Developer -Petrol	114 825,78	30,38%
RAS recovery Owner/Developer -Diesel	0,00	0,00%
RAS recovery Oil Company - Petrol	42 389,83	11,21%
RAS recovery Oil Company - Diesel	0,00	0,00%
SANRAL Levy	28 055,34	#DIV/0!
Rent to Oil Company	33 750,00	8,93%
Rates and taxes	877,06	0,23%
Repaires and maintenance	5 344,61	1,41%
Security & Cash transportation	4 248,28	1,12%
Security	2 548,97	0,67%
Skills development fee	2 490,38	0,66%
Staff welfare	2 631,19	0,70%
Stationary & printing	1 562,27	0,41%
Subscriptions	520,76	0,14%
Telephone / fast & swiftnet / internet	8 989,91	2,38%
Internet costs	986,70	0,26%
Travel and accommodation	986,70	0,26%
Transport expenses ( business)	3 042,32	0,80%
UIF	4 980,76	1,32%
Uniforms & Laundry	1 288,19	0,34%
Workmen's compensation	1 867,79	0,49%
		0,00%
		%GP
<b>FUEL SALES Nett Profit / Loss.</b>	<b>0,00</b>	<b>0,00%</b>

SALES DRY STOCK.			
<b>SALES RAND VALUE</b>			
<b>CASH Sales Dry Stock.</b>			
SHOP	342 065.88	% TOT	55.00%
Virtual Vouchers	124 387.58		20.00%
Bakery	0.00		0.00%
QSR	135 582.48		21.80%
Oils and Lubes	19 902.01		3.20%
Sub total	621 937.97		100.00%
See ratio			
% cash sales			
<b>CASH TOTAL SALES</b>	<b>100.00%</b>	<b>621 937.97</b>	
<b>CREDIT Sales Dry Stock</b>			
SHOP	0.00		
Virtual Vouchers	0.00		
Bakery	0.00		
QSR	0.00		
Oils and Lubes	0.00		
Sub total	0.00		
% credit sales			
<b>CREDIT TOTAL SALES</b>	<b>0.00%</b>	<b>0.00</b>	
<b>CASH &amp; CREDIT SALES TOTAL</b>		<b>621 937.97</b>	
<b>Less Cost of Sales</b>		<b>453 367.90</b>	
Dry Stock		<b>453 367.90</b>	
<b>DRY STOCK RELATED EXPENSES</b>			
<b>SALARIES AND WAGES</b>			
Merchandisers	14 122.65	%TOT	22.02%
Cashiers	28 158.39		43.91%
Bakery	0.00		0.00%
Car wash Chars	0.00		0.00%
Shop / Fuel Assistants no 1	12 742.50		19.87%
Manager remuneration	9 100.00		14.19%
			100.00%
<b>OTHER</b>	<b>100 814.01</b>		
Advertising / sales promotion	1 446.72	%TOT	1.44%
Audit & accounting	1 004.67		1.00%
Bank charges	1 343.39		1.33%
Cleaning Care & cleaning consumables	910.90		0.90%
Computer System Maintenance	361.68		0.36%
Electricity	12 015.84		11.92%
Entertainment	669.78		0.66%
Insurance	669.78		0.66%
Legal cost	147.35		0.15%
Bargaining Council Employees contribution	5 163.98		5.12%
Pest control	750.00		0.74%
Rent / Turnover calculation	23 882.42		23.69%

SALES DRY STOCK.			
<b>SALES RAND VALUE</b>			
<b>CASH Sales Dry Stock.</b>			
SHOP	341 191.20	% TOT	55.00%
Virtual Vouchers	124 069.56		20.00%
Bakery	0.00		0.00%
QSR	135 235.82		21.80%
Oils and Lubes	19 851.13		3.20%
Sub total	620 347.81		100.00%
See ratio			
% cash sales			
<b>CASH TOTAL SALES</b>	<b>100.00%</b>	<b>620 347.81</b>	
<b>CREDIT Sales Dry Stock</b>			
SHOP	0.00		
Virtual Vouchers	0.00		
Bakery	0.00		
QSR	0.00		
Oils and Lubes	0.00		
Sub total	0.00		
% credit sales			
<b>CREDIT TOTAL SALES</b>	<b>0.00%</b>	<b>0.00</b>	
<b>CASH &amp; CREDIT SALES TOTAL</b>		<b>620 347.81</b>	
<b>Less Cost of Sales</b>		<b>452 208.74</b>	
Dry Stock		<b>452 208.74</b>	
<b>DRY STOCK RELATED EXPENSES</b>			
<b>SALARIES AND WAGES</b>			
Merchandisers	14 122.65	%TOT	22.02%
Cashiers	28 158.39		43.91%
Bakery	0.00		0.00%
Car wash Chars	0.00		0.00%
Shop / Fuel Assistants no 1	12 742.50		19.87%
Manager remuneration	9 100.00		14.19%
			100.00%
<b>OTHER</b>	<b>100 663.81</b>		
Advertising / sales promotion	1 443.02	%TOT	1.43%
Audit & accounting	1 002.10		1.00%
Bank charges	1 339.95		1.33%
Cleaning Care & cleaning consumables	908.57		0.90%
Computer System Maintenance	360.76		0.36%
Electricity	11 985.12		11.91%
Entertainment	668.07		0.66%
Insurance	668.07		0.66%
Legal cost	146.97		0.15%
Bargaining Council Employees contribution	5 163.98		5.13%
Pest control	750.00		0.75%
Rent / Turnover calculation	23 821.36		23.66%

SALES DRY STOCK.			
<b>SALES RAND VALUE</b>			
<b>CASH Sales Dry Stock.</b>			
SHOP	0.00	% TOT	55.00%
Virtual Vouchers	0.00		20.00%
Bakery	0.00		0.00%
QSR	0.00		21.80%
Oils and Lubes	0.00		0.00%
Sub total	0.00		96.80%
See ratio			
% cash sales			
<b>CASH TOTAL SALES</b>	<b>#DIV/0!</b>	<b>0.00</b>	
<b>CREDIT Sales Dry Stock</b>			
SHOP	0.00		
Virtual Vouchers	0.00		
Bakery	0.00		
QSR	0.00		
Oils and Lubes	0.00		
Sub total	0.00		
% credit sales			
<b>CREDIT TOTAL SALES</b>	<b>#DIV/0!</b>	<b>0.00</b>	
<b>CASH &amp; CREDIT SALES TOTAL</b>		<b>0.00</b>	
<b>Less Cost of Sales</b>		<b>0.00</b>	
Dry Stock		<b>0.00</b>	
<b>DRY STOCK RELATED EXPENSES</b>			
<b>SALARIES AND WAGES</b>			
Merchandisers	0.00	%TOT	#DIV/0!
Cashiers	55 000.00		0.00
Bakery	0.00		0.00%
Car wash Chars	0.00		0.00%
Shop / Fuel Assistants no 1	50 000.00		0.00%
Manager remuneration	50 000.00		0.00%
			0.00%
<b>OTHER</b>	<b>0.00</b>		
Advertising / sales promotion	0.00	%TOT	#DIV/0!
Audit & accounting	0.00		#DIV/0!
Bank charges	0.00		#DIV/0!
Cleaning Care & cleaning consumables	0.00		#DIV/0!
Computer System Maintenance	0.00		#DIV/0!
Electricity	0.00		#DIV/0!
Entertainment	0.00		#DIV/0!
Insurance	0.00		#DIV/0!
Legal cost	0.00		#DIV/0!
Bargaining Council Employees contribution	0.00		#DIV/0!
Pest control	0.00		#DIV/0!
Rent / Turnover calculation	0.00		#DIV/0!

Rent / Square meter occupation	33 750,00	33,48%
SANRAL levy	<u>6 219,38</u>	6,17%
Repaires and maintenance	2 612,14	2,59%
Security & Cash transportation	2 076,32	2,06%
Shrinkage - Shop	0,00	0,00%
Skills development fee	641,24	0,64%
Staff teas & refreshments	1 285,98	1,28%
Stationary & postage	763,55	0,76%
Telephone / fast & swiftnet / internet	254,52	0,25%
Internet costs	482,24	0,48%
Travel and accommodation	482,24	0,48%
Transport expenses ( business)	1 486,91	1,47%
UIF	1 282,47	1,27%
Uniforms & Laundry	629,59	0,62%
Workmen's compensation	480,93	0,48%
		0,00%
		%GP
<b>DRY SALES Nett Profit / Loss.</b>	<b>3 632,52</b>	<b>0,58%</b>
<b>WET &amp; DRY SALES Nett Profit / Loss.</b>	<b>1 042,18</b>	

Rent / Square meter occupation	33 750,00	33,53%
SANRAL Levy	<u>6 203,48</u>	6,16%
Repaires and maintenance	2 605,46	2,59%
Security & Cash transportation	2 071,01	2,06%
Shrinkage - Shop	0,00	0,00%
Skills development fee	641,24	0,64%
Staff welfare	1 282,69	1,27%
Stationary & printing	761,60	0,76%
Telephone / fast & swiftnet / internet	253,87	0,25%
Internet costs	481,01	0,48%
Travel and accommodation	481,01	0,48%
Transport expenses ( business)	1 483,11	1,47%
UIF	1 282,47	1,27%
Uniforms & Laundry	627,98	0,62%
Workmen's compensation	480,93	0,48%
		0,00%
		%GP
<b>DRY SALES Nett Profit / Loss.</b>	<b>3 351,72</b>	<b>0,54%</b>
<b>WET &amp; DRY SALES Nett Profit / Loss.</b>	<b>0,00</b>	

Rent / Square meter occupation		#DIV/0!
SANRAL Levy		#DIV/0!
Repaires and maintenance		#DIV/0!
Security & Cash transportation		#DIV/0!
Shrinkage - Shop		#DIV/0!
Skills development fee		#DIV/0!
Staff welfare		#DIV/0!
Stationary & printing		#DIV/0!
Telephone / fast & swiftnet / internet		#DIV/0!
Internet costs		#DIV/0!
Travel and accommodation		#DIV/0!
Transport expenses ( business)		#DIV/0!
UIF		#DIV/0!
Uniforms & Laundry		#DIV/0!
Workmen's compensation		#DIV/0!
		0,00%
		%GP
<b>DRY SALES Nett Profit / Loss.</b>	<b>0,00</b>	<b>#DIV/0!</b>
<b>WET &amp; DRY SALES Nett Profit / Loss.</b>	<b>0,00</b>	

<b>OPERATIONAL</b>		
<b>NETT PROFIT / LOSS - BEFORE LOAN PAYMENT &amp; TAX</b>	<b>1 042,18</b>	
Bond Payment - Capital	0,00	
Bond Payment - Inetrest	0,00	
	1 042,18	
Less : Tax	28,00%	292
<b>NETT PROFIT / LOSS - AFTER LOAN PAYMENT &amp; TAX</b>	<b>750,37</b>	

<b>OPERATIONAL</b>		
<b>NETT PROFIT / LOSS - BEFORE LOAN PAYMENT &amp; TAX</b>	<b>0,00</b>	
Bond Payment - Capital	0,00	
Bond Payment - Inetrest	0,00	
	0,00	
Less : Tax	28,00%	0
<b>NETT PROFIT / LOSS - AFTER LOAN PAYMENT &amp; TAX</b>	<b>0,00</b>	

<b>OPERATIONAL</b>		
<b>NETT PROFIT / LOSS - BEFORE LOAN PAYMENT &amp; TAX</b>	<b>0,00</b>	
Bond Payment - Capital	0,00	
Bond Payment - Inetrest	0,00	
	0,00	
Less : Tax	28,00%	0
<b>NETT PROFIT / LOSS - AFTER LOAN PAYMENT &amp; TAX</b>	<b>0,00</b>	

PROPERTY DEAL PROPERT OWNER / DEVELOPER		
<b>Nett Monthly Profit / Loss</b>		
Property (Pty) Ltd		
Income :		
Headlease from Oil Company (CORO Deal)	FALSE	
VBR from Oil Company (Volume Band Rental)		
Rental from Operator (RORO Deal))		57 632.42
RAS from Operator (RORO Deal)		104 223.31
<b>NETT PROFIT / LOSS - BEFORE LOAN PAYMENT &amp; TAX</b>		<b>161 855.73</b>
Bond Payment - Capital		65 134.32
Bond Payment - Interest		72 433.58
		89 422.15
Less : Tax	28.00%	25 038
<b>NETT PROFIT / LOSS - AFTER LOAN PAYMENT &amp; TAX</b>		<b>-750.37</b>

PROPERTY DEAL PROPERT OWNER / DEVELOPER		
<b>Nett Monthly Profit / Loss</b>		
Property (Pty) Ltd		
Income :		
Headlease from Oil Company (CORO Deal)		
VBR from Oil Company (Volume Band Rental)		
Rental from Operator (RORO Deal))		
RAS from Operator (RORO Deal)		
<b>NETT PROFIT / LOSS - BEFORE LOAN PAYMENT &amp; TAX</b>		
Bond Payment - Capital		
Bond Payment - Interest		
Less : Tax		
<b>NETT PROFIT / LOSS - AFTER LOAN PAYMENT &amp; TAX</b>		<b>0.00</b>

PROPERTY DEAL PROPERT OWNER / DEVELOPER		
<b>Nett Monthly Profit / Loss</b>		
Property (Pty) Ltd		
Income :		
Headlease from Oil Company (CORO Deal)		
VBR from Oil Company (Volume Band Rental)		
Rental from Operator (RORO Deal))		
RAS from Operator (RORO Deal)		
<b>NETT PROFIT / LOSS - BEFORE LOAN PAYMENT &amp; TAX</b>		
Bond Payment - Capital		
Bond Payment - Interest		
Less : Tax	28.00%	0.00
<b>NETT PROFIT / LOSS - AFTER LOAN PAYMENT &amp; TAX</b>		<b>0.00</b>

RENTAL CALCULATIONS		
<b>TURNOVER RENTAL CALCULATION</b>		
<u>SHOP</u>		
Shop turnover band		342 065.88
% of turnover		5.00%
<u>VIRTUAL VOUCHERS</u>		
Shop turnover band		124 387.59
% of turnover		0.00%
<u>BAKERY</u>		
Corner Bakery turnover band		0.00
% of turnover		5.00%
<u>QSR</u>		
QSR turnover band		135 582.48
% of turnover		5.00%
<u>Oils and Lubes</u>		
Oils and Lubes turnover band		19 902.01
% of turnover		0.00%
<b>Total Rental TURNOVER</b>		<b>23 882.42</b>
<b>RENTAL CALCULATION / SQUARE METER OCCUPATION</b>		
<b>RAND PER SQUARE METRE</b>		
Squares = '0 to 99	Revenue	Non Revenue
	0.00	50.00
Rand / m <sup>2</sup>	0.00	75.00
Squares '100 to 199	200.00	0.00
Rand / m <sup>2</sup>	150.00	0.00
Squares '200 to 299	0.00	0.00
Rand / m <sup>2</sup>	0.00	0.00
Annual escalation	8.00%	33 750.00
Indicator total rent / non fuel turn % GP		34.19%

RENTAL CALCULATIONS		
<b>TURNOVER RENTAL CALCULATION</b>		
<u>SHOP</u>		
Shop turnover band		341 191.30
% of turnover		5.00%
<u>VIRTUAL VOUCHERS</u>		
Shop turnover band		124 069.56
% of turnover		0.00%
<u>BAKERY</u>		
Corner Bakery turnover band		0.00
% of turnover		5.00%
<u>QSR</u>		
QSR turnover band		135 235.82
% of turnover		5.00%
<u>Oils and Lubes</u>		
Oils and Lubes turnover band		19 851.13
% of turnover		0.00%
<b>Total Rental TURNOVER</b>		<b>23 821.36</b>
<b>RENTAL CALCULATION / SQUARE METER OCCUPATION</b>		
<b>RAND PER SQUARE METRE</b>		
Squares = '0 to 99	Revenue	Non Revenue
	0.00	50.00
Rand / m <sup>2</sup>	0.00	75.00
Squares '100 to 199	200.00	0.00
Rand / m <sup>2</sup>	150.00	0.00
Squares '200 to 299	0.00	0.00
Rand / m <sup>2</sup>	0.00	0.00
Annual escalation	8.00%	33 750.00
Indicator total rent / non fuel turn % GP		34.24%

RENTAL CALCULATIONS		
<b>TURNOVER RENTAL CALCULATION</b>		
<u>SHOP</u>		
Shop turnover band		0.00
% of turnover		0.00%
<u>VIRTUAL VOUCHERS</u>		
Shop turnover band		0.00
% of turnover		0.00%
<u>BAKERY</u>		
Corner Bakery turnover band		0.00
% of turnover		0.00%
<u>QSR</u>		
QSR turnover band		0.00
% of turnover		0.00%
<u>Oils and Lubes</u>		
Oils and Lubes turnover band		0.00
% of turnover		0.00%
<b>Total Rental TURNOVER</b>		<b>0.00</b>
<b>RENTAL CALCULATION / SQUARE METER OCCUPATION</b>		
<b>RAND PER SQUARE METRE</b>		
Squares = '0 to 99	Revenue	Non Revenue
Rand / m <sup>2</sup>		
Squares '100 to 199		
Rand / m <sup>2</sup>		
Squares '200 to 299		
Rand / m <sup>2</sup>		
Annual escalation	8.00%	0.00
Indicator total rent / non fuel turn % GP		#DIV/0!

WAGES PROVISION		
<b>CASHIERS FUEL</b>		
Number of Cashiers		6.00
Working Hours		
PER MONTH		
Normal Working hours	174.07	56 316.79
Sunday hours	23.38	
Overtime	2.60	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
Rates per Hour		
Rate per hour		
Normal	37.99	
Sunday	56.99	
Overtime	56.99	
Public Holidays	75.98	
<b>FORECOURT ATTENDANTS</b>		
Number of Forecourt Attendants		16.00
Working Hours		
PER MONTH		
Normal Working hours	166.59	139 179.01
Sunday hours	26.89	

WAGES PROVISION		
<b>CASHIERS FUEL</b>		
Number of Cashiers		6.00
Working Hours		
PER MONTH		
Normal Working hours	174.07	56 316.79
Sunday hours	23.38	
Overtime	2.60	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
Rates per Hour		
Rate per hour		
Normal	37.99	
Sunday	56.99	
Overtime	56.99	
Public Holidays	75.98	
<b>FORECOURT ATTENDANTS</b>		
Number of Forecourt Attendants		16.00
Working Hours		
PER MONTH		
Normal Working hours	166.59	139 179.01
Sunday hours	26.89	

WAGES PROVISION		
<b>CASHIERS FUEL</b>		
Number of Cashiers		6.00
Working Hours		
PER MONTH		
Normal Working hours	174.07	56 316.79
Sunday hours	23.38	
Overtime	2.60	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
Rates per Hour		
Rate per hour		
Normal	37.99	
Sunday	56.99	
Overtime	56.99	
Public Holidays	75.98	
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Number of Forecourt Attendants		16.00
Working Hours		
PER MONTH		
Normal Working hours	166.59	139 179.01
Sunday hours	26.89	

Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	36.10	
Sunday	54.15	
Overtime	54.15	
Public Holidays	72.20	
<b>CHARS</b>		
Number of Chars		3.00
<b>Working Hours</b>		
Normal Working hours	181.86	21 183.97
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	30.00	
Sunday	45.00	
Overtime	45.00	
Public Holidays	60.00	

<b>CASHIERS SHOP / QSR</b>		
Number of Cashiers		3.00
<b>Working Hours</b>		
Normal Working hours	174.07	28 158.39
Sunday hours	23.38	
Overtime	2.60	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	37.99	
Sunday	56.99	
Overtime	56.99	
Public Holidays	75.98	
<b>MERCHENDISERS</b>		
Number of Merchandisers		2.00
<b>Working Hours</b>		
Normal Working hours	181.86	14 122.65
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	30.00	
Sunday	45.00	
Overtime	45.00	
Public Holidays	60.00	

<b>BAKERY</b>		
Number of Chars		0.00
<b>Working Hours</b>		
Normal Working hours	181.86	0.00
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	30.00	
Sunday	45.00	
Overtime	45.00	
Public Holidays	60.00	

<b>CARWASH</b>		
Number of Car Wash Attendants		0.00
<b>Working Hours</b>		
Normal Working hours	181.86	0.00
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	

Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	36.10	
Sunday	54.15	
Overtime	54.15	
Public Holidays	72.20	
<b>CHARS</b>		
Number of Chars		3.00
<b>Working Hours</b>		
Normal Working hours	181.86	21 183.97
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	30.00	
Sunday	45.00	
Overtime	45.00	
Public Holidays	60.00	

<b>CASHIERS SHOP / QSR</b>		
Number of Cashiers		3.00
<b>Working Hours</b>		
Normal Working hours	174.07	28 158.39
Sunday hours	23.38	
Overtime	2.60	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	37.99	
Sunday	56.99	
Overtime	56.99	
Public Holidays	75.98	
<b>MERCHENDISERS</b>		
Number of Merchandisers		2.00
<b>Working Hours</b>		
Normal Working hours	181.86	14 122.65
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	30.00	
Sunday	45.00	
Overtime	45.00	
Public Holidays	60.00	

<b>BAKERY</b>		
Number of Chars		0.00
<b>Working Hours</b>		
Normal Working hours	181.86	0.00
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	30.00	
Sunday	45.00	
Overtime	45.00	
Public Holidays	60.00	

<b>CARWASH</b>		
Number of Car Wash Attendants		0.00
<b>Working Hours</b>		
Normal Working hours	181.86	0.00
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	

Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	36.10	
Sunday	54.15	
Overtime	54.15	
Public Holidays	72.20	
<b>CHARS</b>		
Number of Chars		3.00
<b>Working Hours</b>		
Normal Working hours	181.86	21 183.97
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	30.00	
Sunday	45.00	
Overtime	45.00	
Public Holidays	60.00	

<b>CASHIERS SHOP / QSR</b>		
Number of Cashiers		0.00
<b>Working Hours</b>		
Normal Working hours	174.07	0.00
Sunday hours	23.38	
Overtime	2.60	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
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Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	37.99	
Sunday	56.99	
Overtime	56.99	
Public Holidays	75.98	
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<b>Working Hours</b>		
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Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	30.00	
Sunday	45.00	
Overtime	45.00	
Public Holidays	60.00	

<b>BAKERY</b>		
Number of Chars		0.00
<b>Working Hours</b>		
Normal Working hours	181.86	0.00
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	
Bonus hours - 2 Weeks	7.49	
Leave hours - 3 Weeks	11.24	
Replacement leave 3 Weeks	11.24	
December bonus 1 Week	3.75	
<b>Rates per Hour</b>		
Normal	30.00	
Sunday	45.00	
Overtime	45.00	
Public Holidays	60.00	

<b>CARWASH</b>		
Number of Car Wash Attendants		0.00
<b>Working Hours</b>		
Normal Working hours	181.86	0.00
Sunday hours	12.99	
Overtime	0.00	
Public days hours	0.15	



Bonus hours - 2 Weeks	7.49
Leave hours - 3 Weeks	11.24
Replacement leave 3 Weeks	11.24
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	30.00
Sunday	45.00
Overtime	45.00
Public Holidays	60.00

<b>QUICK SERVE RESTAURANT</b>	
Number of QSR Attendants	8.00
Working Hours	
PER MONTH	46 908.00
Normal Working hours	148.20
Sunday hours	4.50
Overtime	1.50
Public days hours	2.25
Bonus hours - 2 Weeks	7.50
Leave hours - 3 Weeks	11.25
Replacement leave 3 Weeks	11.25
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	30.00
Sunday	45.00
Overtime	45.00
Public Holidays	60.00

<b>ADMINISTRATIVE STAFF (1)</b>	
Number of Administrative Staff	1.00
Working Hours	
PER MONTH	14 158.33
Normal Working hours	242.67
Sunday hours	0.00
Overtime	1.50
Public days hours	2.25
Bonus hours - 2 Weeks	7.50
Leave hours - 3 Weeks	11.25
Replacement leave 3 Weeks	11.25
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	50.00
Sunday	75.00
Overtime	75.00
Public Holidays	100.00

<b>ADMINISTRATIVE STAFF (2)</b>	
Number of Administrative Staff	1.00
Working Hours	
PER MONTH	11 326.67
Normal Working hours	242.67
Sunday hours	0.00
Overtime	1.50
Public days hours	2.25
Bonus hours - 2 Weeks	7.50
Leave hours - 3 Weeks	11.25
Replacement leave 3 Weeks	11.25
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	40.00
Sunday	60.00
Overtime	60.00
Public Holidays	80.00

<b>MANAGEMENT</b>	
Number of Management	1.00
Working Hours	
PER MONTH	18 200.00
Normal Working hours	242.67
Sunday hours	0.00
Overtime	0.00
Public days hours	0.00
Bonus hours - 2 Weeks	0.00
Leave hours - 3 Weeks	0.00
Replacement leave 3 Weeks	0.00
December bonus 1 Week	0.00
<b>Rates per Hour</b>	
Normal	75.00
Sunday	112.50
Overtime	112.50
Public Holidays	150.00

Bonus hours - 2 Weeks	7.49
Leave hours - 3 Weeks	11.24
Replacement leave 3 Weeks	11.24
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	30.00
Sunday	45.00
Overtime	45.00
Public Holidays	60.00

<b>QUICK SERVE RESTAURANT</b>	
Number of QSR Attendants	8.00
Working Hours	
PER MONTH	46 908.00
Normal Working hours	148.20
Sunday hours	4.50
Overtime	1.50
Public days hours	2.25
Bonus hours - 2 Weeks	7.50
Leave hours - 3 Weeks	11.25
Replacement leave 3 Weeks	11.25
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	30.00
Sunday	45.00
Overtime	45.00
Public Holidays	60.00

<b>ADMINISTRATIVE STAFF (1)</b>	
Number of Administrative Staff	1.00
Working Hours	
PER MONTH	14 158.33
Normal Working hours	242.67
Sunday hours	0.00
Overtime	1.50
Public days hours	2.25
Bonus hours - 2 Weeks	7.50
Leave hours - 3 Weeks	11.25
Replacement leave 3 Weeks	11.25
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	50.00
Sunday	75.00
Overtime	75.00
Public Holidays	100.00

<b>ADMINISTRATIVE STAFF (2)</b>	
Number of Administrative Staff	1.00
Working Hours	
PER MONTH	11 326.67
Normal Working hours	242.67
Sunday hours	0.00
Overtime	1.50
Public days hours	2.25
Bonus hours - 2 Weeks	7.50
Leave hours - 3 Weeks	11.25
Replacement leave 3 Weeks	11.25
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	40.00
Sunday	60.00
Overtime	60.00
Public Holidays	80.00

<b>MANAGEMENT</b>	
Number of Management	1.00
Working Hours	
PER MONTH	18 200.00
Normal Working hours	242.67
Sunday hours	0.00
Overtime	0.00
Public days hours	0.00
Bonus hours - 2 Weeks	0.00
Leave hours - 3 Weeks	0.00
Replacement leave 3 Weeks	0.00
December bonus 1 Week	0.00
<b>Rates per Hour</b>	
Normal	75.00
Sunday	112.50
Overtime	112.50
Public Holidays	150.00

Bonus hours - 2 Weeks	7.49
Leave hours - 3 Weeks	11.24
Replacement leave 3 Weeks	11.24
December bonus 1 Week	3.75
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Normal	30.00
Sunday	45.00
Overtime	45.00
Public Holidays	60.00

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Leave hours - 3 Weeks	11.25
Replacement leave 3 Weeks	11.25
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	30.00
Sunday	45.00
Overtime	45.00
Public Holidays	60.00

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Leave hours - 3 Weeks	11.25
Replacement leave 3 Weeks	11.25
December bonus 1 Week	3.75
<b>Rates per Hour</b>	
Normal	50.00
Sunday	75.00
Overtime	75.00
Public Holidays	100.00

<b>ADMINISTRATIVE STAFF (2)</b>	
Number of Administrative Staff	0.00
Working Hours	
PER MONTH	0.00
Normal Working hours	242.67
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Overtime	1.50
Public days hours	2.25
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<b>Rates per Hour</b>	
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Overtime	60.00
Public Holidays	80.00

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Bonus hours - 2 Weeks	0.00
Leave hours - 3 Weeks	0.00
Replacement leave 3 Weeks	0.00
December bonus 1 Week	0.00
<b>Rates per Hour</b>	
Normal	75.00
Sunday	112.50
Overtime	112.50
Public Holidays	150.00

OTHER INDICATORS	
Shop Expenses % of Shop & Fuel expenses combined (not specified / indicated expenses)	35,00%
<b>Micfa / Mibco</b>	
Pension	8,00%
Charges	3,10
<b>Shrinkage - Shop</b>	
Shop & oil sales rand value % allocated	0,00%
<b>Skills development fee</b>	
Based on Salaries and wages % allocated	1,00%
<b>UIF</b>	
Salaries and wages % allocated	2,00%
<b>Workmen's compensation</b>	
Based on Salaries and wages % allocated	0,75%
<b>Oil and Lubes</b>	
For every litres of petrol sold , one litre of oil are sold for R	500,00 40,00
<b>Fuel to Shop / VW / Corner Bakery / Carwash ratio</b>	
For every For every litre of petrol / diesel sold,Rx spend in the shop	2,50
<b>Banking cost</b>	
Cash - C/Store / FC - Cash Branch If yes = 1 if no=0	0,35% 0
Cash - C/Store / FC - Cash Centre If yes = 1 if no=0	0,29% 0
Cash - C/Store / FC - Cash Drop Safes If yes = 1 if no=0	0,55% 0
Cash - C/Store / FC - Cash Device If yes = 1 if no=0	0,27% 1
% cash transactions vs Card Transactions FC	65,00%
Remainder Card Transactions FC	30,00%
Credit (customers) Transactions FC	5,00%
	100,00%
Credit Card on Forecourt	75,00%
Dedit Card on Forecourt	25,00%
	100,00%
% cash transactions vs Card Transactions Shop	80,00%
Remainder Card Transactions Shop	20,00%
	100,00%
Credit Card in Shop	25,00%
Dedit Card in Shop	75,00%
	100,00%

OTHER INDICATORS	
Shop Expenses % of Shop & Fuel expenses combined (not specified / indicated expenses)	35,00%
<b>Micfa / Mibco</b>	
Pension	8,00%
Charges	3,10
<b>Shrinkage - Shop</b>	
Shop & oil sales rand value % allocated	0,00%
<b>Skills development fee</b>	
Based on Salaries and wages % allocated	1,00%
<b>UIF</b>	
Salaries and wages % allocated	2,00%
<b>Workmen's compensation</b>	
Based on Salaries and wages % allocated	0,75%
<b>Oil and Lubes</b>	
For every litres of petrol sold , one litre of oil are sold for R	500,00 40,00
<b>Fuel to Shop / VW / Corner Bakery / Carwash ratio</b>	
For every For every litre of petrol / diesel sold,Rx spend in the shop	2,50
<b>Banking cost</b>	
Cash - C/Store / FC - Cash Branch If yes = 1 if no=0	0,35% 0
Cash - C/Store / FC - Cash Centre If yes = 1 if no=0	0,29% 0
Cash - C/Store / FC - Cash Drop Safes If yes = 1 if no=0	0,55% 0
Cash - C/Store / FC - Cash Device If yes = 1 if no=0	0,27% 1
% cash transactions vs Card Transactions FC	65,00%
Remainder Card Transactions FC	30,00%
Credit (customers) Transactions FC	5,00%
	100,00%
Credit Card on Forecourt	75,00%
Dedit Card on Forecourt	25,00%
	100,00%
% cash transactions vs Card Transactions Shop	80,00%
Remainder Card Transactions Shop	20,00%
	100,00%
Credit Card in Shop	25,00%
Dedit Card in Shop	75,00%
	100,00%

OTHER INDICATORS	
Shop Expenses % of Shop & Fuel expenses combined (not specified / indicated expenses)	35,00%
<b>Micfa / Mibco</b>	
Pension	8,00%
Charges	3,10
<b>Shrinkage - Shop</b>	
Shop & oil sales rand value % allocated	0,00%
<b>Skills development fee</b>	
Based on Salaries and wages % allocated	1,00%
<b>UIF</b>	
Salaries and wages % allocated	2,00%
<b>Workmen's compensation</b>	
Based on Salaries and wages % allocated	0,75%
<b>Oil and Lubes</b>	
For every litres of petrol sold , one litre of oil are sold for R	500,00 0
<b>Fuel to Shop / VW / Corner Bakery / Carwash ratio</b>	
For every For every litre of petrol / diesel sold,Rx spend in the shop	0,00
<b>Banking cost</b>	
Cash - C/Store / FC - Cash Branch If yes = 1 if no=0	0,35% 0
Cash - C/Store / FC - Cash Centre If yes = 1 if no=0	0,29% 0
Cash - C/Store / FC - Cash Drop Safes If yes = 1 if no=0	0,55% 0
Cash - C/Store / FC - Cash Device If yes = 1 if no=0	0,27% 1
% cash transactions vs Card Transactions FC	65,00%
Remainder Card Transactions FC	30,00%
Credit (customers) Transactions FC	5,00%
	100,00%
Credit Card on Forecourt	75,00%
Dedit Card on Forecourt	25,00%
	100,00%
% cash transactions vs Card Transactions Shop	80,00%
Remainder Card Transactions Shop	20,00%
	100,00%
Credit Card in Shop	25,00%
Dedit Card in Shop	75,00%
	100,00%

Service Fee - Service First	R 15,00
Service Fee - Service Next	R 2,50
Service Fee - Service Max	R 25,00
Merchant Credit Card Fee Cstore	1,90%
Merchant Credit Card Fee Forecourt	1,74%
Merchant Debit Card Fee Cstore	0,80%
Merchant Debit Card Fee Forecourt	0,65%
Merchant device rental C/Store Devices dedicated to C store	R 300,00 1
Merchant device rental Forecourt Devices dedicated to C store	R 600,00 2
Monthly administration fee	100,00
Dedit and stop orders - external Number of orders	3,50 10,00
Funds transfer - internet Nمبر of transfers	10,00 30,00
<b>Cash shorts</b>	
Shifts	62,00
Rand short per shift	50,00
<b>Truck stop overnight fees.</b>	
Estimated trucks to park	0,00
Rate	0,00
Operational days	0,00
Fuel Sales Growth per year	0,00%
Escalation / year - Sales price	6,50%
% Escalation in Operational cost per year :	7,00%
RAS Margin / Petrol for Dealer	2,2878
RAS / Margin for Diesel 50 ppm	2,2878
Developer / Property Owner RAS recovery / Petrol	0,5749
Developer / Property Owner RAS recovery / Diesel	FALSE
Oil Company RAS recovery / Petrol	0,2123
Oil Company RAS recovery / Diesel	FALSE
% Escalation in Dealer's Margin per Year :	5,00%
SANRAL levy Fuel	0,50%
SANRAL Levy Shop	1,00%

Gross sales is a metric for the total sales of a company, unadjusted for the costs related to generating those sales.

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### SENSITIVITY ADJUSTMENTS

Yearly Fuel Sales growth	<b>YEAR</b>	<b>Annual Growth</b>	<b>to</b>	<b>Annual Growth</b>
	<b>1 - 2022</b>			
	<b>2</b>	0,7%		0,50%
	<b>3</b>	0,7%		0,50%
	<b>4</b>	1,0%		0,75%
	<b>5</b>	1,5%		1,00%
	<b>6</b>	2,0%		1,50%
	<b>7</b>	3,0%		2,00%
	<b>8</b>	3,0%		2,00%
Cost of Finance / Interest rate (Development)	from	7,50%	<b>to</b>	8,50%
Cost of Finance / Interest rate (Operational)	from	9,00%	<b>to</b>	10,00%
Yearly escalation in Retail Margin	from	5,00%	<b>to</b>	4,50%
Yearly operational cost escalation	from	7,00%	<b>to</b>	8,00%
Company tax adjustment	from	28,00%	<b>to</b>	29,00%
Discounted rate @ DCF model	from	10,69%	<b>to</b>	11,69%

<b>Sales - Oil and Lubes</b>			
For every	500,00	litres of petrol sold , one litre of oil are sold for R	40
A gross profit of	37,00%	% is realistic for Oil and Lube sales.	
		<b>to</b>	
For every	600	litres of petrol sold , one litre of oil are sold for R	40
A gross profit of	33,00%	% is realistic for Oil and Lube sales.	

<b>Fuel to Shop / VV / QSR / Corner Bakery / Carwash ratio</b>			
For every			
For every litre of petrol / diesel sold,Rx spend in the shop	2,50	<b>to</b>	2,00

QSR ATTENDANTS	from	8	<b>to</b>	6
CASHIERS SHOP / QSR	from	3	<b>to</b>	3
CHARS	from	3	<b>to</b>	2
MERCHENDISERS	from	2	<b>to</b>	1
BAKERY	from	0	<b>to</b>	0
FORECOURT ATTENDANTS	from	16	<b>to</b>	12
CASHIERS FUEL	from	6	<b>to</b>	4
ADMINISTRATIVE STAFF (1)	from	1	<b>to</b>	1
TEAM LEADERS (TL)	from	1	<b>to</b>	1
MANAGER	from	1	<b>to</b>	1

STATEMENT OF COMPREHENSIVE INCOME

		MONTH 1			MONTH 2		
<b>SALES WET STOCK.</b>							
		Fuel sales price			Fuel sales price		
		Zone			Zone		
<u>Indicators</u>		61C		%TOT	61C		%TOT
Litres	Paraffin		0,00	0,00%	0,00	0,00	0,00%
Litres	ULP 93	20,29	106 856,36	36,43%	20,29	113 980,12	36,43%
Litres	ULP 95	20,44	106 856,36	36,43%	20,44	113 980,12	36,43%
Litres	DGO 50 ppm	20,76	79 580,07	27,13%	20,76	84 885,41	27,13%
	Sub total		293 292,80	100,00%		312 845,65	100,00%
<b>SALES RAND VALUE</b>							
<u>CASH Sales Fuel</u>							
	Paraffin						
	ULP 93		1 409 275,15			1 503 226,83	
	ULP 95		1 419 693,65			1 514 339,89	
	DGO 50 ppm		1 073 853,47			1 145 443,70	
	Sub total	65,00%	3 902 822,26		65,00%	4 163 010,41	
<b>CASH TOTAL SALES</b>			<b>3 902 822,26</b>		<b>4 163 010,41</b>		
<u>CREDIT Sales Fuel</u>							
	Paraffin						
	ULP 93		108 405,78			115 632,83	
	ULP 95		109 207,20			116 487,68	
	DGO 50 ppm		82 604,11			88 111,05	
	DGO 50 ppm		82 604,11			88 111,05	
	Sub total	5,00%	382 821,21		5,00%	408 342,62	
<b>CREDIT TOTAL SALES</b>			<b>382 821,21</b>		<b>408 342,62</b>		
<u>CARD Sales Fuel</u>							
	Paraffin						
	ULP 93		650 434,68			693 797,00	
	ULP 95		655 243,22			698 926,10	
	DGO 50 ppm		495 624,68			528 666,32	
	Sub total	30,00%	1 801 302,58		30,00%	1 921 389,42	
<b>CARD / TOTAL SALES</b>			<b>1 801 302,58</b>		<b>1 921 389,42</b>		

MONTH 3		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
20,29	113 980,12	36,43%
20,44	113 980,12	36,43%
20,76	84 885,41	27,13%
	312 845,65	100,00%
	1 503 226,83	
	1 514 339,89	
% cash sales	1 145 443,70	
65,00%	4 163 010,41	
	4 163 010,41	
	115 632,83	
	116 487,68	
	88 111,05	
% credit sales	88 111,05	
5,00%	408 342,62	
	408 342,62	
	693 797,00	
	698 926,10	
% Total card sales	528 666,32	
30,00%	1 921 389,42	
	1 921 389,42	

MONTH 4		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
20,29	121 103,88	36,43%
20,44	121 103,88	36,43%
20,76	90 190,75	27,13%
	332 398,50	100,00%
	1 597 178,50	
	1 608 986,13	
% cash sales	1 217 033,93	
65,00%	4 423 198,57	
	4 423 198,57	
	122 859,88	
	123 768,16	
	93 617,99	
% credit sales	93 617,99	
5,00%	433 864,04	
	433 864,04	
	737 159,31	
	742 608,98	
% Total card sales	561 707,97	
30,00%	2 041 476,26	
	2 041 476,26	

MONTH 5		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
20,29	128 227,64	36,43%
20,44	128 227,64	36,43%
20,76	95 496,08	27,13%
	351 951,36	100,00%
	1 691 130,18	
	1 703 632,38	
% cash sales	1 288 624,16	
65,00%	4 683 386,72	
	4 683 386,72	
	130 086,94	
	131 048,64	
% credit sales	99 124,94	
5,00%	459 385,45	
	459 385,45	
	780 521,62	
	786 291,87	
% Total card sales	594 749,61	
30,00%	2 161 563,10	
	2 161 563,10	

MONTH 6		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
20,29	135 351,39	36,43%
20,44	135 351,39	36,43%
20,76	100 801,42	27,13%
	371 504,21	100,00%
	1 785 081,86	
	1 798 278,62	
% cash sales	1 360 214,39	
65,00%	4 943 574,87	
	4 943 574,87	
	137 313,99	
	138 329,12	
% credit sales	104 631,88	
5,00%	484 906,87	
	484 906,87	
	823 883,93	
	829 974,75	
% Total card sales	627 791,26	
30,00%	2 281 649,94	
	2 281 649,94	

MONTH 7		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
20,29	142 475,15	36,43%
20,44	142 475,15	36,43%
20,76	106 106,76	27,13%
	391 057,06	100,00%
	1 879 033,53	
	1 892 924,86	
% cash sales	1 431 804,62	
65,00%	5 203 763,02	
	5 203 763,02	
	144 541,04	
	145 609,60	
% credit sales	110 138,82	
5,00%	510 428,28	
	510 428,28	
	867 246,25	
	873 657,63	
% Total card sales	660 832,90	
30,00%	2 401 736,78	
	2 401 736,78	

MONTH 8		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
20,29	142 475,15	36,43%
20,44	142 475,15	36,43%
20,76	106 106,76	27,13%
	391 057,06	100,00%
	1 879 033,53	
	1 892 924,86	
% cash sales	1 431 804,62	
65,00%	5 203 763,02	
	5 203 763,02	
	144 541,04	
	145 609,60	
% credit sales	110 138,82	
5,00%	510 428,28	
	510 428,28	
	867 246,25	
	873 657,63	
% Total card sales	660 832,90	
30,00%	2 401 736,78	
	2 401 736,78	

MONTH 8		
Fuel sales price		
61C		%TOT
0,00		
20,29		
20,44		
20,76		
% cash sales		
65,00%		
% credit sales		
5,00%		
% Total card sales		
30,00%		

**FINANCIAL STATEMENT SENSITIVITY ANALYSIS**

MONTH 9	MONTH 10	MONTH 11	MONTH 12	YEAR 1																																																																																																																								
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YEAR 2		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
21,61	1 582 222,17	36,43%
21,77	1 582 222,17	36,43%
22,06	1 178 342,10	27,13%
	4 342 786,45	100,00%
	22 223 501,07	
	22 387 795,06	
% cash sales	16 899 038,38	
65,00%	61 510 334,51	
	61 510 334,51	
	1 709 500,08	
	1 722 138,08	
	1 299 928,03	
% credit sales	1 299 928,03	
5,00%	6 031 490,22	
	6 031 490,22	
	10 257 000,49	
	10 332 828,49	
% Total card sales	7 799 556,17	
30,00%	28 389 385,16	
	28 389 385,16	

YEAR 3		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
23,01	1 590 133,29	36,43%
23,18	1 590 133,29	36,43%
23,50	1 184 233,81	27,13%
	4 364 500,38	100,00%
	23 786 368,78	
	23 962 216,75	
% cash sales	18 087 463,25	
65,00%	65 836 048,79	
	65 836 048,79	
	1 829 720,68	
	1 843 247,44	
	1 391 343,33	
% credit sales	1 391 343,33	
5,00%	6 455 654,77	
	6 455 654,77	
	10 978 324,05	
	11 059 484,66	
% Total card sales	8 348 059,96	
30,00%	30 385 868,67	
	30 385 868,67	

YEAR 4		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
24,51	1 602 059,29	36,43%
24,69	1 602 059,29	36,43%
25,03	1 193 115,56	27,13%
	4 397 234,13	100,00%
	25 522 476,37	
	25 711 159,05	
% cash sales	19 407 621,97	
65,00%	70 641 257,40	
	70 641 257,40	
	1 963 267,41	
	1 977 781,47	
	1 492 894,00	
% credit sales	1 492 894,00	
5,00%	6 926 836,87	
	6 926 836,87	
	11 779 604,48	
	11 866 688,79	
% Total card sales	8 957 363,99	
30,00%	32 603 657,26	
	32 603 657,26	

YEAR 5		
Fuel sales price		
61C		%TOT
0,00	0,00	0,00%
26,10	1 618 079,88	36,43%
26,30	1 618 079,88	36,43%
26,65	1 205 046,72	27,13%
	4 441 206,48	100,00%
	27 453 251,71	
	27 656 208,23	
% cash sales	20 875 808,58	
65,00%	75 985 268,52	
	75 985 268,52	
	2 111 788,59	
	2 127 400,63	
	1 605 831,43	
% credit sales	1 605 831,43	
5,00%	7 450 852,08	
	7 450 852,08	
	12 670 731,56	
	12 764 403,80	
% Total card sales	9 634 988,57	
30,00%	35 070 123,93	
	35 070 123,93	

Fuel sales price	
61C	
0,00	
27,80	
28,00	
28,38	

YEAR 6	
	%TOT
0.00	0.00%
1 642 351.08	36.43%
1 642 351.08	36.43%
1 223 122.42	27.13%
4 507 824.57	100.00%
29 676 278.77	
29 895 669.69	
22 566 227.18	
82 138 175.64	
82 138 175.64	
2 282 790.67	
2 299 666.90	
1 735 863.63	
1 735 863.63	
8 054 184.83	
8 054 184.83	
13 696 744.05	
13 798 001.40	
10 415 181.77	
37 909 927.22	
37 909 927.22	

YEAR 7			
Fuel sales price			
61C			%TOT
0.00		0.00	0.00%
29.61	1 675 198.10		36.43%
29.82	1 675 198.10		36.43%
30.23	1 247 584.87		27.13%
	4 597 981.06		100.00%
	32 237 341.63		
	32 475 665.99		
% cash sales	24 513 692.58		
65.00%	89 226 700.19		
	89 226 700.19		
	2 479 795.51		
	2 498 128.15		
	1 885 668.66		
% credit sales	1 885 668.66		
5.00%	8 749 260.98		
	8 749 260.98		
	14 878 773.06		
	14 988 768.92		
% Total card sales	11 314 011.96		
30.00%	41 181 553.94		
	41 181 553.94		

YEAR 8			
Fuel sales price			
61C			%TOT
0.00		0.00	0.00%
31.53	1 708 702.06		36.43%
31.76	1 708 702.06		36.43%
32.19	1 272 536.57		27.13%
	4 689 940.69		100.00%
	35 019 424.21		
	35 278 315.96		
% cash sales	26 629 224.25		
65.00%	96 926 964.42		
	96 926 964.42		
	2 693 801.86		
	2 713 716.61		
	2 048 401.87		
% credit sales	2 048 401.87		
5.00%	9 504 322.21		
	9 504 322.21		
	16 162 811.17		
	16 282 299.67		
% Total card sales	12 290 411.19		
30.00%	44 735 522.04		
	44 735 522.04		

YEAR 9			
Fuel sales price			
61C			%TOT
0.00		0.00	0.00%
33.58	1 742 876.10		36.43%
33.83	1 742 876.10		36.43%
34.29	1 297 987.30		27.13%
	4 783 739.50		100.00%
	38 041 600.52		
	38 322 834.63		
% cash sales	28 927 326.30		
65.00%	105 291 761.45		
	105 291 761.45		
	2 926 276.96		
	2 947 910.36		
	2 225 178.95		
% credit sales	2 225 178.95		
5.00%	10 324 545.21		
	10 324 545.21		
	17 557 661.78		
	17 687 462.14		
% Total card sales	13 351 073.68		
30.00%	48 596 197.59		
	48 596 197.59		

YEAR 10			
Fuel sales price			
61C			%TOT
0.00		0.00	0.00%
35.76	1 777 733.62		36.43%
36.03	1 777 733.62		36.43%
36.52	1 323 947.04		27.13%
	4 879 414.29		100.00%
	41 324 590.64		
	41 630 095.26		
% cash sales	31 423 754.56		
65.00%	114 378 440.46		
	114 378 440.46		
	3 178 814.66		
	3 202 315.02		
	2 417 211.89		
% credit sales	2 417 211.89		
5.00%	11 215 553.46		
	11 215 553.46		
	19 072 887.99		
	19 213 890.12		
% Total card sales	14 503 271.34		
30.00%	52 790 049.44		
	52 790 049.44		

	MONTH 1		MONTH 2		
<b>CASH, CREDIT, &amp; CARD SALES TOTAL</b>	100.00%	6 086 946,06	100.00%	6 492 742,46	
<u>Less Cost of Sales</u>		5 333 346,68		5 688 903,13	
Fuel		5 333 346,68		5 688 903,13	
<u>ULP 93</u>		1 923 649,63	11,28%	2 051 892,94	11,28%
Stock begin	18,00	331 240,48	2,29	331 240,48	
Add Purchase		1 923 649,63		2 051 892,94	
Less Stock end		331 240,48		331 240,48	
<u>ULP 95</u>		1 939 678,08	11,19%	2 068 989,95	11,19%
Stock begin	18,15	334 000,48	2,29	334 000,48	
Add Purchase		1 939 678,08		2 068 989,95	
Less Stock end		334 000,48		334 000,48	
<u>DGO 50 ppm</u>		1 470 018,97	11,02%	1 568 020,24	11,02%
Stock begin	18,47	339 888,48	2,29	339 888,48	
Add Purchase		1 470 018,97		1 568 020,24	
Less Stock end		339 888,48		339 888,48	
<b>GROSS PROFIT / LOSS</b>		753 599,37	12,38%	803 839,33	12,38%

MONTH 3		MONTH 4	
100,00%	6 492 742,46	100,00%	6 898 538,86
	5 688 903,13		6 044 459,57
	5 688 903,13		6 044 459,57
18,00	2 051 892,94 11,28%	18,00	2 180 136,24 11,28%
	331 240,48		331 240,48
	2 051 892,94		2 180 136,24
	331 240,48		331 240,48
18,15	2 068 989,95 11,19%	18,15	2 198 301,83 11,19%
	334 000,48		334 000,48
	2 068 989,95		2 198 301,83
	334 000,48		334 000,48
18,47	1 568 020,24 11,02%	18,47	1 666 021,50 11,02%
	339 888,48		339 888,48
	1 568 020,24		1 666 021,50
	339 888,48		339 888,48
	803 839,33 12,38%		854 079,29 12,38%

MONTH 5		MONTH 6		MONTH 7		MONTH 8		
100,00%	7 304 335,27	100,00%	7 710 131,67	100,00%	8 115 928,08	100,00%	8 115 928,08	100,00%
	<b>6 400 016,02</b>		<b>6 755 572,46</b>		<b>7 111 128,91</b>		<b>7 111 128,91</b>	
	6 400 016,02		6 755 572,46		7 111 128,91		7 111 128,91	
18,00	2 308 379,55 331 240,48 2 308 379,55 331 240,48	11,28%	2 436 622,86 331 240,48 2 436 622,86 331 240,48	11,28%	2 564 866,17 331 240,48 2 564 866,17 331 240,48	11,28%	2 564 866,17 331 240,48 2 564 866,17 331 240,48	11,28%
18,15	2 327 613,70 334 000,48 2 327 613,70 334 000,48	11,19%	2 456 925,57 334 000,48 2 456 925,57 334 000,48	11,19%	2 586 237,44 334 000,48 2 586 237,44 334 000,48	11,19%	2 586 237,44 334 000,48 2 586 237,44 334 000,48	11,19%
18,47	1 764 022,77 339 888,48 1 764 022,77 339 888,48	11,02%	1 862 024,03 339 888,48 1 862 024,03 339 888,48	11,02%	1 960 025,30 339 888,48 1 960 025,30 339 888,48	11,02%	1 960 025,30 339 888,48 1 960 025,30 339 888,48	11,02%
	<b>904 319,25</b> 12,38%		<b>954 559,21</b> 12,38%		<b>1 004 799,17</b> 12,38%		<b>1 004 799,17</b> 12,38%	

MONTH 9		MONTH 10		MONTH 11		MONTH 12		YEAR 1	
8 115 928,08	100,00%	8 115 928,08	100,00%	8 115 928,08	100,00%	8 115 928,08	100,00%	89 681 005,23	100,00%
7 111 128,91		7 111 128,91		7 111 128,91		7 111 128,91		78 577 974,45	
7 111 128,91		7 111 128,91		7 111 128,91		7 111 128,91		78 577 974,45	
2 564 866,17	11,28%	2 564 866,17	11,28%	2 564 866,17	11,28%	2 564 866,17	11,28%	28 341 771,18	11,28%
331 240,48		331 240,48		331 240,48		331 240,48		331 240,48	
2 564 866,17		2 564 866,17		2 564 866,17		2 564 866,17		28 341 771,18	
331 240,48		331 240,48		331 240,48		331 240,48		331 240,48	
2 586 237,44	11,19%	2 586 237,44	11,19%	2 586 237,44	11,19%	2 586 237,44	11,19%	28 577 923,75	11,19%
334 000,48		334 000,48		334 000,48		334 000,48		334 000,48	
2 586 237,44		2 586 237,44		2 586 237,44		2 586 237,44		28 577 923,75	
334 000,48		334 000,48		334 000,48		334 000,48		334 000,48	
1 960 025,30	11,02%	1 960 025,30	11,02%	1 960 025,30	11,02%	1 960 025,30	11,02%	21 658 279,52	11,02%
339 888,48		339 888,48		339 888,48		339 888,48		339 888,48	
1 960 025,30		1 960 025,30		1 960 025,30		1 960 025,30		21 658 279,52	
339 888,48		339 888,48		339 888,48		339 888,48		339 888,48	
1 004 799,17	12,38%	1 004 799,17	12,38%	1 004 799,17	12,38%	1 004 799,17	12,38%	11 103 030,78	12,38%

YEAR 2		YEAR 3		YEAR 4		YEAR 5			
100,00%	95 931 209,89	100,00%	102 677 572,23	100,00%	110 171 751,53	100,00%	118 506 244,53	100,00%	
	84 248 762,82		90 325 621,57		97 078 362,10		104 591 316,91		
	84 248 762,82		90 325 621,57		97 078 362,10		104 591 316,91		
19,22	30 407 302,40 331 240,48 30 407 302,40 331 240,48	11,06%	32 621 728,19 331 240,48 32 621 728,19 331 240,48	10,86%	35 082 756,19 331 240,48 35 082 756,19 331 240,48	10,65%	37 821 255,06 331 240,48 37 821 255,06 331 240,48	10,45%	24,95
19,38	30 660 062,39 334 000,48 30 660 062,39 334 000,48	10,98%	32 892 263,53 334 000,48 32 892 263,53 334 000,48	10,78%	35 373 037,23 334 000,48 35 373 037,23 334 000,48	10,57%	38 133 495,85 334 000,48 38 133 495,85 334 000,48	10,38%	25,15
19,67	23 181 398,03 339 888,48 23 181 398,03 339 888,48	10,84%	24 811 629,84 339 888,48 24 811 629,84 339 888,48	10,84%	26 622 568,68 339 888,48 26 622 568,68 339 888,48	10,84%	28 636 566,00 339 888,48 28 636 566,00 339 888,48	10,84%	25,31
	11 682 447,07	12,18%	12 351 950,66	12,03%	13 093 389,44	11,88%	13 914 927,63	11,74%	

YEAR 6		YEAR 7		YEAR 8		YEAR 9		YEAR 10	
128 102 287,69	100,00%	139 157 515,11	100,00%	151 166 808,67	100,00%	164 212 504,26	100,00%	178 384 043,37	100,00%
113 239 828,18		123 203 465,95		134 039 555,23		145 824 218,25		158 640 201,25	
113 239 828,18		123 203 465,95		134 039 555,23		145 824 218,25		158 640 201,25	
40 973 445,88	10,26%	44 604 974,55	10,06%	48 556 198,95	9,87%	52 855 123,62	9,69%	57 532 197,26	9,51%
331 240,48		331 240,48		331 240,48		331 240,48		331 240,48	
40 973 445,88		44 604 974,55		48 556 198,95		52 855 123,62		57 532 197,26	
331 240,48		331 240,48		331 240,48		331 240,48		331 240,48	
41 310 970,37	10,18%	44 971 627,41	9,99%	48 954 493,95	9,80%	53 287 791,48	9,62%	58 002 204,36	9,44%
334 000,48		334 000,48		334 000,48		334 000,48		334 000,48	
41 310 970,37		44 971 627,41		48 954 493,95		53 287 791,48		58 002 204,36	
334 000,48		334 000,48		334 000,48		334 000,48		334 000,48	
30 955 411,93	10,84%	33 626 863,98	10,84%	36 528 862,34	10,84%	39 681 303,16	10,84%	43 105 799,62	10,84%
339 888,48		339 888,48		339 888,48		339 888,48		339 888,48	
30 955 411,93		33 626 863,98		36 528 862,34		39 681 303,16		43 105 799,62	
339 888,48		339 888,48		339 888,48		339 888,48		339 888,48	
14 862 459,51	11,60%	15 954 049,17	11,46%	17 127 253,43	11,33%	18 388 286,00	11,20%	19 743 842,13	11,07%



	MONTH 1		MONTH 2	
<b>FUEL RELATED EXPENSES</b>				
		552 932,61		566 667,26
<b>SALARIES AND WAGES</b>		177 893,94		172 230,60
		%TOT		%TOT
Attendants	104 384,26	58,68%	104 384,26	60,61%
Cashiers - Forecourt	37 544,53	21,11%	37 544,53	21,80%
Chars / Cleaners	14 122,65	7,94%	14 122,65	8,20%
Fuel / Shop Assistants	12 742,50	7,16%	7 079,17	4,11%
Manager remuneration	9 100,00	5,12%	9 100,00	5,28%
		100,00%		100,00%
<b>OTHER</b>		375 038,68		394 436,66
		%TOT		%TOT
Advertising / sales promotion	3 167,56	0,84%	3 378,73	0,86%
Audit & accounting	2 199,70	0,59%	2 346,34	0,59%
Bank charges	11 203,78	2,99%	11 950,70	3,03%
Bargaining Council Employees contribution	14 290,41	3,81%	13 837,35	3,51%
Credit card commissions	527,93	0,14%	563,12	0,14%
Credit card losses	293,29	0,08%	312,85	0,08%
Credit Card swipe machine	469,27	0,13%	500,55	0,13%
Cash shortage	1 026,52	0,27%	1 094,96	0,28%
Cleaning Care & cleaning cosumables	1 994,39	0,53%	2 127,35	0,54%
Computer System Maintenance	791,89	0,21%	844,68	0,21%
Donations	703,90	0,19%	750,83	0,19%
Electricity	26 308,36	7,01%	28 062,25	7,11%
Entertainment	1 466,46	0,39%	1 564,23	0,40%
Evaporation	8 916,10	2,38%	9 510,51	2,41%
Fuel Guarantee	0,00	0,00%	0,00	0,00%
General expenses	1 495,79	0,40%	1 595,51	0,40%
Insurance	6 921,71	1,85%	7 383,16	1,87%
Legal cost	322,62	0,09%	344,13	0,09%
Membership fees	293,29	0,08%	312,85	0,08%
Operational Gains and Losses	8 916,10	2,38%	9 510,51	2,41%
Other	8 916,10	2,38%	9 510,51	2,41%
Professional fees	381,28	0,10%	406,70	0,10%
RAS recovery Owner/Developer -Petrol	122 873,78	32,76%	131 065,36	33,23%
RAS recovery Owner/Developer -Diesel	0,00	0,00%	0,00	0,00%
RAS recovery Oil Company - Petrol	45 360,88	12,09%	48 384,94	12,27%
RAS recovery Oil Company - Diesel	0,00	0,00%	0,00	0,00%
Rent to Landlord / Oil Company	33 750,00	9,00%	33 750,00	8,56%
<b>SANRAL levy</b>	<b>30 434,73</b>	<b>8,12%</b>	<b>32 463,71</b>	<b>8,23%</b>
Rates and taxes	938,54	0,25%	1 001,11	0,25%
Repaires and maintainance	5 719,21	1,52%	6 100,49	1,55%
Security & Cash transportation	4 546,04	1,21%	4 849,11	1,23%
Security	2 727,62	0,73%	2 909,46	0,74%
Skills development fee	1 778,94	0,47%	1 722,31	0,44%
Staff welfare	2 815,61	0,75%	3 003,32	0,76%
Stationary & printing	1 671,77	0,45%	1 783,22	0,45%
Subscriptions	557,26	0,15%	594,41	0,15%
Telephone / fast & swiftnet / internet	9 620,00	2,57%	10 261,34	2,60%
Internet costs	1 055,85	0,28%	1 126,24	0,29%
Travel and accommodation	1 055,85	0,28%	1 126,24	0,29%
Transport expenses ( business)	3 255,55	0,87%	3 472,59	0,88%
UIF	3 557,88	0,95%	3 444,61	0,87%
Uniforms & Laundry	1 378,48	0,37%	1 470,37	0,37%
Workmen's compensation	1 334,20	0,36%	0,00	0,00%
		%GP		%GP
<b>FUEL SALES Nett Profit / Loss.</b>		<b>200 666,76</b>	<b>237 172,07</b>	<b>3,30%</b>
		3,30%	3,65%	

MONTH 3

566 667,26

172 230,60

%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

394 436,66

%TOT	
3 378,73	0,86%
2 346,34	0,59%
11 950,70	3,03%
13 837,35	3,51%
563,12	0,14%
312,85	0,08%
500,55	0,13%
1 094,96	0,28%
2 127,35	0,54%
844,68	0,21%
750,83	0,19%
28 062,25	7,11%
1 564,23	0,40%
9 510,51	2,41%
0,00	0,00%
1 595,51	0,40%
7 383,16	1,87%
344,13	0,09%
312,85	0,08%
9 510,51	2,41%
9 510,51	2,41%
406,70	0,10%
131 065,36	33,23%
0,00	0,00%
48 384,94	12,27%
0,00	0,00%
33 750,00	8,56%
32 463,71	8,23%
1 001,11	0,25%
6 100,49	1,55%
4 849,11	1,23%
2 909,46	0,74%
1 722,31	0,44%
3 003,32	0,76%
1 783,22	0,45%
594,41	0,15%
10 261,34	2,60%
1 126,24	0,29%
1 126,24	0,29%
3 472,59	0,88%
3 444,61	0,87%
1 470,37	0,37%
0,00	0,00%

%GP  
237 172,07 3,65%

MONTH 4

588 022,41

172 230,60

%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

415 791,81

%TOT	
3 589,90	0,86%
2 492,99	0,60%
12 697,62	3,05%
13 837,35	3,33%
598,32	0,14%
332,40	0,08%
531,84	0,13%
1 163,39	0,28%
2 260,31	0,54%
897,48	0,22%
797,76	0,19%
29 816,15	7,17%
1 661,99	0,40%
10 104,91	2,43%
0,00	0,00%
1 695,23	0,41%
7 844,60	1,89%
365,64	0,09%
332,40	0,08%
10 104,91	2,43%
10 104,91	2,43%
432,12	0,10%
139 256,95	33,49%
0,00	0,00%
51 409,00	12,36%
0,00	0,00%
33 750,00	8,12%
34 492,69	8,30%
1 063,68	0,26%
6 481,77	1,56%
5 152,18	1,24%
3 091,31	0,74%
1 722,31	0,41%
3 191,03	0,77%
1 894,67	0,46%
631,56	0,15%
10 902,67	2,62%
1 196,63	0,29%
1 196,63	0,29%
3 689,62	0,89%
3 444,61	0,83%
1 562,27	0,38%
0,00	0,00%

%GP  
266 056,88 3,86%

MONTH 5

609 377,56	
172 230,60	
%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

437 146,96

%TOT	
3 801,07	0,87%
2 639,64	0,60%
13 444,54	3,08%
13 837,35	3,17%
633,51	0,14%
351,95	0,08%
563,12	0,13%
1 231,83	0,28%
2 393,27	0,55%
950,27	0,22%
844,68	0,19%
31 570,04	7,22%
1 759,76	0,40%
10 699,32	2,45%
0,00	0,00%
1 794,95	0,41%
8 306,05	1,90%
387,15	0,09%
351,95	0,08%
10 699,32	2,45%
10 699,32	2,45%
457,54	0,10%
147 448,53	33,73%
0,00	0,00%
54 433,06	12,45%
0,00	0,00%
33 750,00	7,72%
36 521,68	8,35%
1 126,24	0,26%
6 863,05	1,57%
5 455,25	1,25%
3 273,15	0,75%
1 722,31	0,39%
3 378,73	0,77%
2 006,12	0,46%
668,71	0,15%
11 544,00	2,64%
1 267,02	0,29%
1 267,02	0,29%
3 906,66	0,89%
3 444,61	0,79%
1 654,17	0,38%
0,00	0,00%

294 941,69 4,04%

MONTH 6

630 732,71	
172 230,60	
%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

458 502,11

%TOT	
4 012,25	0,88%
2 786,28	0,61%
14 191,46	3,10%
13 837,35	3,02%
668,71	0,15%
371,50	0,08%
594,41	0,13%
1 300,26	0,28%
2 526,23	0,55%
1 003,06	0,22%
891,61	0,19%
33 323,93	7,27%
1 857,52	0,41%
11 293,73	2,46%
0,00	0,00%
1 894,67	0,41%
8 767,50	1,91%
408,65	0,09%
371,50	0,08%
11 293,73	2,46%
11 293,73	2,46%
482,96	0,11%
155 640,12	33,95%
0,00	0,00%
57 457,12	12,53%
0,00	0,00%
33 750,00	7,36%
38 550,66	8,41%
1 188,81	0,26%
7 244,33	1,58%
5 758,32	1,26%
3 454,99	0,75%
1 722,31	0,38%
3 566,44	0,78%
2 117,57	0,46%
705,86	0,15%
12 185,34	2,66%
1 337,42	0,29%
1 337,42	0,29%
4 123,70	0,90%
3 444,61	0,75%
1 746,07	0,38%
0,00	0,00%

323 826,50 4,20%

MONTH 7

652 087,86	
172 230,60	
%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

479 857,25

%TOT	
4 223,42	0,88%
2 932,93	0,61%
14 938,38	3,11%
13 837,35	2,88%
703,90	0,15%
391,06	0,08%
625,69	0,13%
1 368,70	0,29%
2 659,19	0,55%
1 055,85	0,22%
938,54	0,20%
35 077,82	7,31%
1 955,29	0,41%
11 888,13	2,48%
0,00	0,00%
1 994,39	0,42%
9 228,95	1,92%
430,16	0,09%
391,06	0,08%
11 888,13	2,48%
11 888,13	2,48%
508,37	0,11%
163 831,70	34,14%
0,00	0,00%
60 481,17	12,60%
0,00	0,00%
33 750,00	7,03%
40 579,64	8,46%
1 251,38	0,26%
7 625,61	1,59%
6 061,38	1,26%
3 636,83	0,76%
1 722,31	0,36%
3 754,15	0,78%
2 229,03	0,46%
743,01	0,15%
12 826,67	2,67%
1 407,81	0,29%
1 407,81	0,29%
4 340,73	0,90%
3 444,61	0,72%
1 837,97	0,38%
0,00	0,00%

352 711,31 4,35%

MONTH 8

652 087,86	
172 230,60	
%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

479 857,25

%TOT	
4 223,42	0,88%
2 932,93	0,61%
14 938,38	3,11%
13 837,35	2,88%
703,90	0,15%
391,06	0,08%
625,69	0,13%
1 368,70	0,29%
2 659,19	0,55%
1 055,85	0,22%
938,54	0,20%
35 077,82	7,31%
1 955,29	0,41%
11 888,13	2,48%
0,00	0,00%
1 994,39	0,42%
9 228,95	1,92%
430,16	0,09%
391,06	0,08%
11 888,13	2,48%
11 888,13	2,48%
508,37	0,11%
163 831,70	34,14%
0,00	0,00%
60 481,17	12,60%
0,00	0,00%
33 750,00	7,03%
40 579,64	8,46%
1 251,38	0,26%
7 625,61	1,59%
6 061,38	1,26%
3 636,83	0,76%
1 722,31	0,36%
3 754,15	0,78%
2 229,03	0,46%
743,01	0,15%
12 826,67	2,67%
1 407,81	0,29%
1 407,81	0,29%
4 340,73	0,90%
3 444,61	0,72%
1 837,97	0,38%
0,00	0,00%

352 711,31 4,35%

MONTH 9

652 087,86	
172 230,60	
%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

479 857,25

%TOT	
4 223,42	0,88%
2 932,93	0,61%
14 938,38	3,11%
13 837,35	2,88%
703,90	0,15%
391,06	0,08%
625,69	0,13%
1 368,70	0,29%
2 659,19	0,55%
1 055,85	0,22%
938,54	0,20%
35 077,82	7,31%
1 955,29	0,41%
11 888,13	2,48%
0,00	0,00%
1 994,39	0,42%
9 228,95	1,92%
430,16	0,09%
391,06	0,08%
11 888,13	2,48%
11 888,13	2,48%
508,37	0,11%
163 831,70	34,14%
0,00	0,00%
60 481,17	12,60%
0,00	0,00%
33 750,00	7,03%
40 579,64	8,46%
1 251,38	0,26%
7 625,61	1,59%
6 061,38	1,26%
3 636,83	0,76%
1 722,31	0,36%
3 754,15	0,78%
2 229,03	0,46%
743,01	0,15%
12 826,67	2,67%
1 407,81	0,29%
1 407,81	0,29%
4 340,73	0,90%
3 444,61	0,72%
1 837,97	0,38%
0,00	0,00%

%GP 352 711,31 4,35%

MONTH 10

652 087,86	
172 230,60	
%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

479 857,25

%TOT	
4 223,42	0,88%
2 932,93	0,61%
14 938,38	3,11%
13 837,35	2,88%
703,90	0,15%
391,06	0,08%
625,69	0,13%
1 368,70	0,29%
2 659,19	0,55%
1 055,85	0,22%
938,54	0,20%
35 077,82	7,31%
1 955,29	0,41%
11 888,13	2,48%
0,00	0,00%
1 994,39	0,42%
9 228,95	1,92%
430,16	0,09%
391,06	0,08%
11 888,13	2,48%
11 888,13	2,48%
508,37	0,11%
163 831,70	34,14%
0,00	0,00%
60 481,17	12,60%
0,00	0,00%
33 750,00	7,03%
40 579,64	8,46%
1 251,38	0,26%
7 625,61	1,59%
6 061,38	1,26%
3 636,83	0,76%
1 722,31	0,36%
3 754,15	0,78%
2 229,03	0,46%
743,01	0,15%
12 826,67	2,67%
1 407,81	0,29%
1 407,81	0,29%
4 340,73	0,90%
3 444,61	0,72%
1 837,97	0,38%
0,00	0,00%

%GP 352 711,31 4,35%

MONTH 11

652 087,86	
172 230,60	
%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

479 857,25

%TOT	
4 223,42	0,88%
2 932,93	0,61%
14 938,38	3,11%
13 837,35	2,88%
703,90	0,15%
391,06	0,08%
625,69	0,13%
1 368,70	0,29%
2 659,19	0,55%
1 055,85	0,22%
938,54	0,20%
35 077,82	7,31%
1 955,29	0,41%
11 888,13	2,48%
0,00	0,00%
1 994,39	0,42%
9 228,95	1,92%
430,16	0,09%
391,06	0,08%
11 888,13	2,48%
11 888,13	2,48%
508,37	0,11%
163 831,70	34,14%
0,00	0,00%
60 481,17	12,60%
0,00	0,00%
33 750,00	7,03%
40 579,64	8,46%
1 251,38	0,26%
7 625,61	1,59%
6 061,38	1,26%
3 636,83	0,76%
1 722,31	0,36%
3 754,15	0,78%
2 229,03	0,46%
743,01	0,15%
12 826,67	2,67%
1 407,81	0,29%
1 407,81	0,29%
4 340,73	0,90%
3 444,61	0,72%
1 837,97	0,38%
0,00	0,00%

%GP 352 711,31 4,35%

MONTH 12

652 087,86	
172 230,60	
%TOT	
104 384,26	60,61%
37 544,53	21,80%
14 122,65	8,20%
7 079,17	4,11%
9 100,00	5,28%
	100,00%

479 857,25

%TOT	
4 223,42	0,88%
2 932,93	0,61%
14 938,38	3,11%
13 837,35	2,88%
703,90	0,15%
391,06	0,08%
625,69	0,13%
1 368,70	0,29%
2 659,19	0,55%
1 055,85	0,22%
938,54	0,20%
35 077,82	7,31%
1 955,29	0,41%
11 888,13	2,48%
0,00	0,00%
1 994,39	0,42%
9 228,95	1,92%
430,16	0,09%
391,06	0,08%
11 888,13	2,48%
11 888,13	2,48%
508,37	0,11%
163 831,70	34,14%
0,00	0,00%
60 481,17	12,60%
0,00	0,00%
33 750,00	7,03%
40 579,64	8,46%
1 251,38	0,26%
7 625,61	1,59%
6 061,38	1,26%
3 636,83	0,76%
1 722,31	0,36%
3 754,15	0,78%
2 229,03	0,46%
743,01	0,15%
12 826,67	2,67%
1 407,81	0,29%
1 407,81	0,29%
4 340,73	0,90%
3 444,61	0,72%
1 837,97	0,38%
0,00	0,00%

%GP 352 711,31 4,35%

YEAR 1

7 426 926,95	
2 072 430,56	
%TOT	
1 252 611,13	60,44%
450 534,31	21,74%
169 471,78	8,18%
90 613,33	4,37%
109 200,00	5,27%
	100,00%

5 354 496,39

%TOT	
46 668,75	0,87%
32 408,85	0,61%
165 069,10	3,08%
166 501,24	3,11%
7 778,12	0,15%
4 321,18	0,08%
6 913,89	0,13%
15 124,13	0,28%
29 384,03	0,55%
11 667,19	0,22%
10 370,83	0,19%
387 609,89	7,24%
21 605,90	0,40%
131 363,89	2,45%
0,00	0,00%
22 038,02	0,41%
101 979,86	1,90%
4 753,30	0,09%
4 321,18	0,08%
131 363,89	2,45%
131 363,89	2,45%
5 617,53	0,10%
1 810 340,33	33,81%
0,00	0,00%
668 316,98	12,48%
0,00	0,00%
405 000,00	7,56%
448 405,03	8,37%
13 827,78	0,26%
84 263,02	1,57%
66 978,30	1,25%
40 186,98	0,75%
20 724,31	0,39%
41 483,33	0,77%
24 830,73	0,46%
8 210,24	0,15%
141 734,72	2,65%
15 556,25	0,29%
15 556,25	0,29%
47 965,10	0,90%
41 448,61	0,77%
20 309,55	0,38%
1 334,20	0,02%

%GP 3 676 103,84 4,10%

YEAR 2

7 534 214,05

2 232 108,60

	%TOT
1 352 820,02	60,61%
486 577,05	21,80%
183 029,53	8,20%
91 746,00	4,11%
117 936,00	5,28%
	100,00%

5 302 105,45

	%TOT
50 402,25	0,95%
35 001,56	0,66%
178 274,62	3,36%
178 627,59	3,37%
8 400,37	0,16%
4 666,87	0,09%
7 467,00	0,14%
16 334,06	0,31%
31 734,75	0,60%
12 600,56	0,24%
11 200,50	0,21%
418 618,69	7,90%
23 334,37	0,44%
141 873,00	2,68%
0,00	0,00%
23 801,06	0,45%
110 138,25	2,08%
5 133,56	0,10%
4 666,87	0,09%
141 873,00	2,68%
141 873,00	2,68%
6 066,94	0,11%
1 901 264,67	35,86%
0,00	0,00%
701 883,20	13,24%
0,00	0,00%
36 450,00	0,69%
479 656,05	9,05%
14 934,00	0,28%
91 004,06	1,72%
72 336,56	1,36%
43 401,94	0,82%
22 321,09	0,42%
44 802,00	0,84%
26 601,19	0,50%
8 867,06	0,17%
153 073,50	2,89%
16 800,75	0,32%
16 800,75	0,32%
51 802,31	0,98%
44 642,17	0,84%
21 934,31	0,41%
1 440,94	0,03%

%GP  
4 148 233,02 4,32%

YEAR 3

8 054 797,06

2 410 677,29

	%TOT
1 461 045,62	60,61%
525 503,22	21,80%
197 671,89	8,20%
99 085,68	4,11%
127 370,88	5,28%
	100,00%

5 644 119,78

	%TOT
54 434,43	0,96%
37 801,69	0,67%
192 536,59	3,41%
192 913,08	3,42%
9 072,40	0,16%
5 040,22	0,09%
8 064,36	0,14%
17 640,79	0,31%
34 273,53	0,61%
13 608,61	0,24%
12 096,54	0,21%
452 108,18	8,01%
25 201,12	0,45%
153 222,84	2,71%
0,00	0,00%
25 705,15	0,46%
118 949,31	2,11%
5 544,25	0,10%
5 040,22	0,09%
153 222,84	2,71%
153 222,84	2,71%
6 552,29	0,12%
1 996 755,69	35,38%
0,00	0,00%
737 135,28	13,06%
0,00	0,00%
39 366,00	0,70%
513 387,86	9,10%
16 128,72	0,29%
98 284,39	1,74%
78 123,49	1,38%
46 874,09	0,83%
24 106,77	0,43%
48 386,16	0,86%
28 729,28	0,51%
9 576,43	0,17%
165 319,38	2,93%
18 144,81	0,32%
18 144,81	0,32%
55 946,50	0,99%
48 213,55	0,85%
23 689,06	0,42%
1 556,22	0,03%

%GP  
4 297 153,59 4,19%

YEAR 4

8 621 316,67

2 603 531,47

	%TOT
1 577 929,27	60,61%
567 543,48	21,80%
213 485,64	8,20%
107 012,53	4,11%
137 560,55	5,28%
	100,00%

6 017 785,20

	%TOT
58 789,18	0,98%
40 825,82	0,68%
207 939,52	3,46%
208 341,42	3,46%
9 798,20	0,16%
5 443,44	0,09%
8 709,51	0,14%
18 052,05	0,32%
37 015,41	0,62%
14 697,30	0,24%
13 064,26	0,22%
488 276,84	8,11%
27 217,21	0,45%
165 480,67	2,75%
0,00	0,00%
27 761,56	0,46%
128 465,25	2,13%
5 987,79	0,10%
5 443,44	0,09%
165 480,67	2,75%
165 480,67	2,75%
7 076,48	0,12%
2 102 259,27	34,93%
0,00	0,00%
776 083,67	12,90%
0,00	0,00%
42 515,28	0,71%
550 858,76	9,15%
17 419,02	0,29%
106 147,14	1,76%
84 373,37	1,40%
50 624,02	0,84%
26 035,31	0,43%
52 257,05	0,87%
31 027,63	0,52%
10 342,54	0,17%
178 544,93	2,97%
19 596,39	0,33%
19 596,39	0,33%
60 422,22	1,00%
52 070,63	0,87%
25 584,18	0,43%
1 680,71	0,03%

%GP  
4 472 072,76 4,06%

YEAR 5

9 237 957,74

2 811 813,99

	%TOT
1 704 163,62	60,61%
612 946,95	21,80%
230 564,49	8,20%
115 573,54	4,11%
148 565,39	5,28%
	100,00%

6 426 143,75

	%TOT
63 492,32	0,99%
44 091,89	0,68%
224 574,68	3,49%
225 004,02	3,50%
10 582,05	0,16%
5 878,92	0,09%
9 406,27	0,15%
20 576,21	0,32%
39 976,65	0,62%
15 873,08	0,25%
14 109,40	0,22%
527 338,98	8,21%
29 394,59	0,46%
178 719,12	2,78%
0,00	0,00%
29 982,48	0,47%
138 742,47	2,16%
6 466,81	0,10%
5 878,92	0,09%
178 719,12	2,78%
178 719,12	2,78%
7 642,59	0,12%
2 218 829,55	34,53%
0,00	0,00%
819 117,51	12,75%
0,00	0,00%
45 916,50	0,71%
592 531,22	9,22%
18 812,54	0,29%
114 638,91	1,78%
91 123,24	1,42%
54 673,94	0,85%
28 118,14	0,44%
56 437,62	0,88%
33 509,84	0,52%
11 169,95	0,17%
192 828,52	3,00%
21 164,11	0,33%
21 164,11	0,33%
65 255,99	1,02%
56 236,28	0,88%
27 630,92	0,43%
1 815,17	0,03%

%GP  
4 676 969,89 3,95%

YEAR 6	
9 918 859.04	
3 036 759.11	
%TOT	
1 840 496.70	60,61%
661 982.71	21,80%
249 009.65	8,20%
124 819.42	4,11%
160 450.63	5,28%
	100,00%
6 882 099.93	
%TOT	
68 571.70	1,00%
47 619.24	0,69%
242 540.66	3,52%
242 999.63	3,53%
11 428.62	0,17%
6 349.23	0,09%
10 158.77	0,15%
22 222.31	0,32%
43 174.78	0,63%
17 142.93	0,25%
15 238.16	0,22%
569 526.10	8,28%
31 746.16	0,46%
193 016.65	2,80%
0,00	0,00%
32 381.08	0,47%
149 841.87	2,18%
6 984.16	0,10%
6 349.23	0,09%
193 016.65	2,80%
193 016.65	2,80%
8 254.00	0,12%
2 353 457.03	34,20%
0,00	0,00%
868 817.46	12,62%
0,00	0,00%
49 589.82	0,72%
640 511.44	9,31%
20 317.54	0,30%
123 810.02	1,80%
98 413.09	1,43%
59 047.86	0,86%
30 367.59	0,44%
60 952.63	0,89%
36 190.62	0,53%
12 063.54	0,18%
208 254.81	3,03%
22 857.23	0,33%
22 857.23	0,33%
70 476.47	1,02%
60 735.18	0,88%
29 841.39	0,43%
1 960.38	0,03%
%GP	
4 943 600.47	3,86%

YEAR 7	
10 670 964.20	
3 279 699.84	
%TOT	
1 987 736.44	60,61%
714 941.33	21,80%
268 930.42	8,20%
134 804.97	4,11%
173 286.68	5,28%
	100,00%
7 391 264.36	
%TOT	
74 057.44	1,00%
51 428.78	0,70%
261 943.91	3,54%
262 434.89	3,55%
12 342.91	0,17%
6 857.17	0,09%
10 971.47	0,15%
24 000.10	0,32%
46 628.76	0,63%
18 514.36	0,25%
16 457.21	0,22%
615 088.19	8,32%
34 285.85	0,46%
208 457.98	2,82%
0,00	0,00%
34 971.57	0,47%
161 829.22	2,19%
7 542.89	0,10%
6 857.17	0,09%
208 457.98	2,82%
208 457.98	2,82%
8 914.32	0,12%
2 508 549.85	33,94%
0,00	0,00%
926 072.53	12,53%
0,00	0,00%
53 557.01	0,72%
695 787.58	9,41%
21 942.95	0,30%
133 714.82	1,81%
106 286.14	1,44%
63 771.69	0,86%
32 797.00	0,44%
65 828.84	0,89%
39 085.87	0,53%
13 028.62	0,18%
224 915.19	3,04%
24 685.81	0,33%
24 685.81	0,33%
76 114.59	1,03%
65 594.00	0,89%
32 228.70	0,44%
2 117.21	0,03%
%GP	
5 283 084.96	3,80%

YEAR 8	
11 480 591.91	
3 542 075.83	
%TOT	
2 146 755.36	60,61%
772 136.63	21,80%
290 444.86	8,20%
145 589.37	4,11%
187 149.61	5,28%
	100,00%
7 938 516.08	
%TOT	
79 982.04	1,01%
55 543.08	0,70%
282 899.42	3,56%
283 424.97	3,57%
13 330.34	0,17%
7 405.74	0,09%
11 849.19	0,15%
25 920.10	0,33%
50 359.06	0,63%
19 995.51	0,25%
17 773.79	0,22%
664 295.24	8,37%
37 028.72	0,47%
225 134.62	2,84%
0,00	0,00%
37 769.29	0,48%
174 775.56	2,20%
8 146.32	0,10%
7 405.74	0,09%
225 134.62	2,84%
225 134.62	2,84%
9 627.47	0,12%
2 673 863.28	33,68%
0,00	0,00%
987 100.71	12,43%
0,00	0,00%
57 841.57	0,73%
755 834.04	9,52%
23 698.38	0,30%
144 412.01	1,82%
114 789.03	1,45%
68 873.42	0,87%
35 420.76	0,45%
71 095.14	0,90%
42 212.74	0,53%
14 070.91	0,18%
242 908.41	3,06%
26 660.68	0,34%
26 660.68	0,34%
82 203.76	1,04%
70 841.52	0,89%
34 807.00	0,44%
2 286.59	0,03%
%GP	
5 646 661.52	3,74%

YEAR 9	
12 352 176.71	
3 825 441.89	
%TOT	
2 318 495.79	60,61%
833 907.56	21,80%
313 680.44	8,20%
157 236.52	4,11%
202 121.58	5,28%
	100,00%
8 526 734.82	
%TOT	
86 380.60	1,01%
59 986.53	0,70%
305 531.38	3,58%
306 094.25	3,59%
14 396.77	0,17%
7 998.20	0,09%
12 797.13	0,15%
27 993.71	0,33%
54 387.78	0,64%
21 595.15	0,25%
19 195.69	0,23%
717 438.86	8,41%
39 991.02	0,47%
243 145.39	2,85%
0,00	0,00%
40 790.84	0,48%
188 757.61	2,21%
8 798.02	0,10%
7 998.20	0,09%
243 145.39	2,85%
243 145.39	2,85%
10 397.66	0,12%
2 850 070.87	33,43%
0,00	0,00%
1 052 150.65	12,34%
0,00	0,00%
62 468.89	0,73%
821 062.52	9,63%
25 594.25	0,30%
155 964.97	1,83%
123 972.16	1,45%
74 383.29	0,87%
38 254.42	0,45%
76 782.75	0,90%
45 589.76	0,53%
15 196.59	0,18%
262 341.08	3,08%
28 793.53	0,34%
28 793.53	0,34%
88 780.06	1,04%
76 508.84	0,90%
37 591.56	0,44%
2 469.52	0,03%
%GP	
6 036 109.29	3,68%

YEAR 10	
13 290 497.51	
4 131 477.24	
%TOT	
2 503 975.45	60,61%
900 620.17	21,80%
338 774.88	8,20%
169 815.44	4,11%
218 291.31	5,28%
	100,00%
9 159 020.27	
%TOT	
93 291.05	1,02%
64 785.45	0,71%
329 973.89	3,60%
330 577.08	3,61%
15 548.51	0,17%
8 638.06	0,09%
13 820.90	0,15%
30 233.21	0,33%
58 738.81	0,64%
23 322.76	0,25%
20 731.34	0,23%
774 833.97	8,46%
43 190.30	0,47%
262 597.02	2,87%
0,00	0,00%
44 054.11	0,48%
203 858.21	2,23%
9 501.87	0,10%
8 638.06	0,09%
262 597.02	2,87%
262 597.02	2,87%
11 229.48	0,12%
3 037 890.54	33,17%
0,00	0,00%
1 121 487.37	12,24%
0,00	0,00%
67 466.41	0,74%
891 920.22	9,74%
27 641.79	0,30%
168 442.17	1,84%
133 889.93	1,46%
80 333.96	0,88%
41 314.77	0,45%
82 925.38	0,91%
49 236.94	0,54%
16 412.31	0,18%
283 328.36	3,09%
31 097.02	0,34%
31 097.02	0,34%
95 882.46	1,05%
82 629.54	0,90%
40 598.88	0,44%
2 667.08	0,03%
%GP	
6 453 344.62	3,62%

MONTH 1

MONTH 2

SALES DRY STOCK.

**SALES RAND VALUE**

**CASH Sales Dry Stock.**

SHOP		322 622.08	55.00%	% TOT
Virtual Vouchers		117 317.12	20.00%	
Bakery		0.00	0.00%	
QSR		127 875.66	21.80%	
Oils and Lubes		19 552.85	3.33%	
Sub total	See ratio	586 585.59	100.13%	

SHOP		344 130.22	55.00%	% TOT
Virtual Vouchers		125 138.26	20.00%	
Bakery		0.00	0.00%	
QSR		136 400.70	21.80%	
Oils and Lubes		20 856.38	3.33%	
Sub total	See ratio	625 691.30	100.13%	

CASH TOTAL SALES	% cash sales	100.00%	586 585.59
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CASH TOTAL SALES	% cash sales	100.00%	625 691.30
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**CREDIT Sales Dry Stock.**

Oils and Lubes		0.00	
Sub total		0.00	

Oils and Lubes		0.00	
Sub total		0.00	

CREDIT TOTAL SALES	% credit sales	0.00%	0.00
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CREDIT TOTAL SALES	% credit sales	0.00%	0.00
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CASH & CREDIT SALES TOTAL			586 585.59
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CASH & CREDIT SALES TOTAL			625 691.30
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**Less Cost of Sales**

	428 872.28
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	457 463.77
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**Dry Stock**

	428 872.28
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	457 463.77
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SHOP		225 835.45	30.00%
Stock begin	% cos	55 000.00	
Add Purchase	70.00%	225 835.45	
Less Stock end		55 000.00	
Virtual Vouchers		113 211.02	3.50%
Stock begin	% cos	50 000.00	
Add Purchase	96.50%	113 211.02	
Less Stock end		50 000.00	
Bakery		0.00	#DIV/0!
Stock begin	% cos	0.00	
Add Purchase	65.00%	0.00	
Less Stock end		0.00	
QSR		76 725.40	40.00%
Stock begin	% cos	150 000.00	
Add Purchase	60.00%	76 725.40	
Less Stock end		150 000.00	
Oils & Lubes		13 100.41	33.00%
Stock begin	% cos	20 000.00	
Add Purchase	67.00%	13 100.41	
Less Stock end		20 000.00	

SHOP		240 891.15	30.00%
Stock begin	% cos	55 000.00	
Add Purchase	70.00%	240 891.15	
Less Stock end		55 000.00	
Virtual Vouchers		120 758.42	3.50%
Stock begin	% cos	50 000.00	
Add Purchase	96.50%	120 758.42	
Less Stock end		50 000.00	
Bakery		0.00	#DIV/0!
Stock begin	% cos	0.00	
Add Purchase	65.00%	0.00	
Less Stock end		0.00	
QSR		81 840.42	40.00%
Stock begin	% cos	150 000.00	
Add Purchase	60.00%	81 840.42	
Less Stock end		150 000.00	
Oils & Lubes		13 973.77	33.00%
Stock begin	% cos	20 000.00	
Add Purchase	67.00%	13 973.77	
Less Stock end		20 000.00	

**GROSS PROFIT / LOSS**

	157 713.31	26.89%
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	168 227.53	26.89%
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MONTH 3

MONTH 4

	344 130,22	% TOT	55,00%
	125 138,26		20,00%
	0,00		0,00%
	136 400,70		21,80%
	20 856,38		3,33%
See ratio	625 691,30		100,13%
% cash sales	625 691,30		
100,00%			
	0,00		
	0,00		
% credit sales			
0,00%	0,00		
	625 691,30		
	457 463,77		
	457 463,77		
% cos	240 891,15	30,00%	
70,00%	55 000,00		
	240 891,15		
	55 000,00		
% cos	120 758,42	3,50%	
96,50%	25 000,00		
	120 758,42		
	25 000,00		
% cos	0,00	#DIV/0!	
65,00%	0,00		
	0,00		
	0,00		
% cos	81 840,42	40,00%	
60,00%	150 000,00		
	81 840,42		
	150 000,00		
% cos	13 973,77	33,00%	
67,00%	20 000,00		
	13 973,77		
	20 000,00		
	168 227,53	26,89%	

	365 638,35	% TOT	55,00%
	132 959,40		20,00%
	0,00		0,00%
	144 925,75		21,80%
	22 159,90		3,33%
See ratio	664 797,01		100,13%
% cash sales	664 797,01		
100,00%			
	0,00		
	0,00		
% credit sales			
0,00%	0,00		
	664 797,01		
	486 055,25		
	486 055,25		
% cos	255 946,85	30,00%	
70,00%	55 000,00		
	255 946,85		
	55 000,00		
% cos	128 305,82	3,50%	
96,50%	25 000,00		
	128 305,82		
	25 000,00		
% cos	0,00	#DIV/0!	
65,00%	0,00		
	0,00		
	0,00		
% cos	86 955,45	40,00%	
60,00%	150 000,00		
	86 955,45		
	150 000,00		
% cos	14 847,13	33,00%	
67,00%	20 000,00		
	14 847,13		
	20 000,00		
	178 741,76	26,89%	



MONTH 5		
	387 146,49	% TOT 55,00%
	140 780,54	20,00%
	0,00	0,00%
	153 450,79	21,80%
	23 463,42	3,33%
See ratio	703 902,71	100,13%
% cash sales	703 902,71	
100,00%		
	0,00	
	0,00	
% credit sales	0,00	
0,00%		
	703 902,71	
	514 646,74	
	514 646,74	
% cos	271 002,54	30,00%
70,00%	55 000,00	
	271 002,54	
	55 000,00	
% cos	135 853,22	3,50%
96,50%	25 000,00	
	135 853,22	
	25 000,00	
% cos	0,00	#DIV/0!
65,00%	0,00	
	0,00	
	0,00	
% cos	92 070,47	40,00%
60,00%	150 000,00	
	92 070,47	
	150 000,00	
% cos	15 720,49	33,00%
67,00%	20 000,00	
	15 720,49	
	20 000,00	
	<b>189 255,98</b>	26,89%

MONTH 6		
	408 654,63	% TOT 55,00%
	148 601,68	20,00%
	0,00	0,00%
	161 975,84	21,80%
	24 766,95	3,33%
See ratio	743 008,42	100,13%
% cash sales	743 008,42	
100,00%		
	0,00	
	0,00	
% credit sales	0,00	
0,00%		
	743 008,42	
	543 238,22	
	543 238,22	
% cos	286 058,24	30,00%
70,00%	55 000,00	
	286 058,24	
	55 000,00	
% cos	143 400,63	3,50%
96,50%	25 000,00	
	143 400,63	
	25 000,00	
% cos	0,00	#DIV/0!
65,00%	0,00	
	0,00	
	0,00	
% cos	97 185,50	40,00%
60,00%	150 000,00	
	97 185,50	
	150 000,00	
% cos	16 593,85	33,00%
67,00%	20 000,00	
	16 593,85	
	20 000,00	
	<b>199 770,20</b>	26,89%

MONTH 7		
	430 162,77	% TOT 55,00%
	156 422,83	20,00%
	0,00	0,00%
	170 500,88	21,80%
	26 070,47	3,33%
See ratio	782 114,13	100,13%
% cash sales	782 114,13	
100,00%		
	0,00	
	0,00	
% credit sales	0,00	
0,00%		
	782 114,13	
	571 829,71	
	571 829,71	
% cos	301 113,94	30,00%
70,00%	55 000,00	
	301 113,94	
	55 000,00	
% cos	150 948,03	3,50%
96,50%	25 000,00	
	150 948,03	
	25 000,00	
% cos	0,00	#DIV/0!
65,00%	0,00	
	0,00	
	0,00	
% cos	102 300,53	40,00%
60,00%	150 000,00	
	102 300,53	
	150 000,00	
% cos	17 467,22	33,00%
67,00%	20 000,00	
	17 467,22	
	20 000,00	
	<b>210 284,42</b>	26,89%

MONTH 8		
	430 162,77	% TOT 55,00%
	156 422,83	20,00%
	0,00	0,00%
	170 500,88	21,80%
	26 070,47	3,33%
See ratio	782 114,13	100,13%
% cash sales	782 114,13	
100,00%		
	0,00	
	0,00	
% credit sales	0,00	
0,00%		
	782 114,13	
	571 829,71	
	571 829,71	
% cos	301 113,94	30,00%
70,00%	55 000,00	
	301 113,94	
	55 000,00	
% cos	150 948,03	3,50%
96,50%	25 000,00	
	150 948,03	
	25 000,00	
% cos	0,00	#DIV/0!
65,00%	0,00	
	0,00	
	0,00	
% cos	102 300,53	40,00%
60,00%	150 000,00	
	102 300,53	
	150 000,00	
% cos	17 467,22	33,00%
67,00%	20 000,00	
	17 467,22	
	20 000,00	
	<b>210 284,42</b>	26,89%

See ratio		
% cash sales		
100,00%		
% credit sales		
0,00%		
% cos		
70,00%		
% cos		
96,50%		
% cos		
65,00%		
% cos		
60,00%		
% cos		
67,00%		

MONTH 9

430 162.77	% TOT	55,00%
156 422.83		20,00%
0.00		0,00%
170 500.88		21,80%
26 070.47		3,33%
782 114.13		100,13%

782 114,13

0,00  
0,00

0,00

782 114,13

571 829,71

571 829,71

301 113.94	30,00%
55 000.00	
301 113.94	
55 000.00	

% cos  
70,00%

150 948.03	3,50%
25 000.00	
150 948.03	
25 000.00	

% cos  
96,50%

0.00	#DIV/0!
0.00	
0.00	
0.00	

% cos  
65,00%

102 300.53	40,00%
150 000.00	
102 300.53	
150 000.00	

% cos  
60,00%

17 467.22	33,00%
20 000.00	
17 467.22	
20 000.00	

% cos  
67,00%

210 284,42 26,89%

MONTH 10

430 162.77	% TOT	55,00%
156 422.83		20,00%
0.00		0,00%
170 500.88		21,80%
26 070.47		3,33%
782 114.13		100,13%

See ratio  
% cash sales

782 114,13

0,00  
0,00

% credit sales  
0,00%

782 114,13

571 829,71

571 829,71

301 113.94	30,00%
55 000.00	
301 113.94	
55 000.00	

% cos  
70,00%

150 948.03	3,50%
25 000.00	
150 948.03	
25 000.00	

% cos  
96,50%

0.00	#DIV/0!
0.00	
0.00	
0.00	

% cos  
65,00%

102 300.53	40,00%
150 000.00	
102 300.53	
150 000.00	

% cos  
60,00%

17 467.22	33,00%
20 000.00	
17 467.22	
20 000.00	

% cos  
67,00%

210 284,42 26,89%

MONTH 11

430 162.77	% TOT	55,00%
156 422.83		20,00%
0.00		0,00%
170 500.88		21,80%
26 070.47		3,33%
782 114.13		100,13%

See ratio  
% cash sales

782 114,13

0,00  
0,00

% credit sales  
0,00%

782 114,13

571 829,71

571 829,71

301 113.94	30,00%
55 000.00	
301 113.94	
55 000.00	

% cos  
70,00%

150 948.03	3,50%
25 000.00	
150 948.03	
25 000.00	

% cos  
96,50%

0.00	#DIV/0!
0.00	
0.00	
0.00	

% cos  
65,00%

102 300.53	40,00%
150 000.00	
102 300.53	
150 000.00	

% cos  
60,00%

17 467.22	33,00%
20 000.00	
17 467.22	
20 000.00	

% cos  
67,00%

210 284,42 26,89%

MONTH 12

430 162.77	% TOT	55,00%
156 422.83		20,00%
0.00		0,00%
170 500.88		21,80%
26 070.47		3,33%
782 114.13		100,13%

See ratio  
% cash sales

782 114,13

0,00  
0,00

% credit sales  
0,00%

782 114,13

571 829,71

571 829,71

301 113.94	30,00%
55 000.00	
301 113.94	
55 000.00	

% cos  
70,00%

150 948.03	3,50%
25 000.00	
150 948.03	
25 000.00	

% cos  
96,50%

0.00	#DIV/0!
0.00	
0.00	
0.00	

% cos  
65,00%

102 300.53	40,00%
150 000.00	
102 300.53	
150 000.00	

% cos  
60,00%

17 467.22	33,00%
20 000.00	
17 467.22	
20 000.00	

% cos  
67,00%

210 284,42 26,89%

YEAR 1

4 753 298.60	% TOT	55,00%
1 728 472.22		20,00%
0.00		0,00%
1 884 034.72		21,80%
288 078.70		3,33%
8 642 361.09		100,13%

See ratio  
% cash sales

8 642 361,09

0,00  
0,00

% credit sales  
0,00%

8 642 361,09

6 318 718,27

6 318 718,27

3 327 309.02	30,00%
55 000.00	
3 327 309.02	
55 000.00	

% cos  
70,00%

1 667 975.69	3,50%
25 000.00	
1 667 975.69	
25 000.00	

% cos  
96,50%

0.00	#DIV/0!
0.00	
0.00	
0.00	

% cos  
65,00%

1 130 420.83	40,00%
150 000.00	
1 130 420.83	
150 000.00	

% cos  
60,00%

193 012.73	33,00%
20 000.00	
193 012.73	
20 000.00	

% cos  
67,00%

2 323 642,82 26,89%

YEAR 2																			
	<table border="1"> <tr><td>4 777 065,09</td><td>% TOT</td><td>55,00%</td></tr> <tr><td>1 737 114,58</td><td></td><td>20,00%</td></tr> <tr><td>0,00</td><td></td><td>0,00%</td></tr> <tr><td>1 893 454,89</td><td></td><td>21,80%</td></tr> <tr><td>302 547,46</td><td></td><td>3,48%</td></tr> <tr><td>8 685 572,90</td><td></td><td>100,28%</td></tr> </table>	4 777 065,09	% TOT	55,00%	1 737 114,58		20,00%	0,00		0,00%	1 893 454,89		21,80%	302 547,46		3,48%	8 685 572,90		100,28%
4 777 065,09	% TOT	55,00%																	
1 737 114,58		20,00%																	
0,00		0,00%																	
1 893 454,89		21,80%																	
302 547,46		3,48%																	
8 685 572,90		100,28%																	
See ratio	8 685 572,90																		
% cash sales	100,00%																		
	8 685 572,90																		
	0,00																		
	0,00																		
% credit sales	0,00%																		
	0,00																		
	8 685 572,90																		
	6 359 040,87																		
	6 359 040,87																		
% cos	<table border="1"> <tr><td>3 343 945,57</td><td>30,00%</td></tr> <tr><td>55 000,00</td><td></td></tr> <tr><td>3 343 945,57</td><td>70,00%</td></tr> <tr><td>55 000,00</td><td></td></tr> </table>	3 343 945,57	30,00%	55 000,00		3 343 945,57	70,00%	55 000,00											
3 343 945,57	30,00%																		
55 000,00																			
3 343 945,57	70,00%																		
55 000,00																			
70,00%																			
% cos	<table border="1"> <tr><td>1 676 315,57</td><td>3,50%</td></tr> <tr><td>25 000,00</td><td></td></tr> <tr><td>1 676 315,57</td><td>96,50%</td></tr> <tr><td>25 000,00</td><td></td></tr> </table>	1 676 315,57	3,50%	25 000,00		1 676 315,57	96,50%	25 000,00											
1 676 315,57	3,50%																		
25 000,00																			
1 676 315,57	96,50%																		
25 000,00																			
96,50%																			
% cos	<table border="1"> <tr><td>0,00</td><td>#DIV/0!</td></tr> <tr><td>0,00</td><td></td></tr> <tr><td>0,00</td><td></td></tr> <tr><td>0,00</td><td></td></tr> </table>	0,00	#DIV/0!	0,00		0,00		0,00											
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0,00																			
65,00%																			
% cos	<table border="1"> <tr><td>1 136 072,94</td><td>40,00%</td></tr> <tr><td>150 000,00</td><td></td></tr> <tr><td>1 136 072,94</td><td>60,00%</td></tr> <tr><td>150 000,00</td><td></td></tr> </table>	1 136 072,94	40,00%	150 000,00		1 136 072,94	60,00%	150 000,00											
1 136 072,94	40,00%																		
150 000,00																			
1 136 072,94	60,00%																		
150 000,00																			
60,00%																			
% cos	<table border="1"> <tr><td>202 706,80</td><td>33,00%</td></tr> <tr><td>20 000,00</td><td></td></tr> <tr><td>202 706,80</td><td>67,00%</td></tr> <tr><td>20 000,00</td><td></td></tr> </table>	202 706,80	33,00%	20 000,00		202 706,80	67,00%	20 000,00											
202 706,80	33,00%																		
20 000,00																			
202 706,80	67,00%																		
20 000,00																			
67,00%																			
	2 326 532,03 26,79%																		

YEAR 3																			
	<table border="1"> <tr><td>4 800 950,42</td><td>% TOT</td><td>55,00%</td></tr> <tr><td>1 745 800,15</td><td></td><td>20,00%</td></tr> <tr><td>0,00</td><td></td><td>0,00%</td></tr> <tr><td>1 902 922,17</td><td></td><td>21,80%</td></tr> <tr><td>317 742,90</td><td></td><td>3,64%</td></tr> <tr><td>8 729 000,76</td><td></td><td>100,44%</td></tr> </table>	4 800 950,42	% TOT	55,00%	1 745 800,15		20,00%	0,00		0,00%	1 902 922,17		21,80%	317 742,90		3,64%	8 729 000,76		100,44%
4 800 950,42	% TOT	55,00%																	
1 745 800,15		20,00%																	
0,00		0,00%																	
1 902 922,17		21,80%																	
317 742,90		3,64%																	
8 729 000,76		100,44%																	
See ratio	8 729 000,76																		
% cash sales	100,00%																		
	8 729 000,76																		
	0,00																		
	0,00																		
% credit sales	0,00%																		
	0,00																		
	8 729 000,76																		
	6 400 003,48																		
	6 400 003,48																		
% cos	<table border="1"> <tr><td>3 360 665,29</td><td>30,00%</td></tr> <tr><td>55 000,00</td><td></td></tr> <tr><td>3 360 665,29</td><td>70,00%</td></tr> <tr><td>55 000,00</td><td></td></tr> </table>	3 360 665,29	30,00%	55 000,00		3 360 665,29	70,00%	55 000,00											
3 360 665,29	30,00%																		
55 000,00																			
3 360 665,29	70,00%																		
55 000,00																			
70,00%																			
% cos	<table border="1"> <tr><td>1 684 697,15</td><td>3,50%</td></tr> <tr><td>25 000,00</td><td></td></tr> <tr><td>1 684 697,15</td><td>96,50%</td></tr> <tr><td>25 000,00</td><td></td></tr> </table>	1 684 697,15	3,50%	25 000,00		1 684 697,15	96,50%	25 000,00											
1 684 697,15	3,50%																		
25 000,00																			
1 684 697,15	96,50%																		
25 000,00																			
96,50%																			
% cos	<table border="1"> <tr><td>0,00</td><td>#DIV/0!</td></tr> <tr><td>0,00</td><td></td></tr> <tr><td>0,00</td><td></td></tr> <tr><td>0,00</td><td></td></tr> </table>	0,00	#DIV/0!	0,00		0,00		0,00											
0,00	#DIV/0!																		
0,00																			
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0,00																			
65,00%																			
% cos	<table border="1"> <tr><td>1 141 753,30</td><td>40,00%</td></tr> <tr><td>150 000,00</td><td></td></tr> <tr><td>1 141 753,30</td><td>60,00%</td></tr> <tr><td>150 000,00</td><td></td></tr> </table>	1 141 753,30	40,00%	150 000,00		1 141 753,30	60,00%	150 000,00											
1 141 753,30	40,00%																		
150 000,00																			
1 141 753,30	60,00%																		
150 000,00																			
60,00%																			
% cos	<table border="1"> <tr><td>212 887,74</td><td>33,00%</td></tr> <tr><td>20 000,00</td><td></td></tr> <tr><td>212 887,74</td><td>67,00%</td></tr> <tr><td>20 000,00</td><td></td></tr> </table>	212 887,74	33,00%	20 000,00		212 887,74	67,00%	20 000,00											
212 887,74	33,00%																		
20 000,00																			
212 887,74	67,00%																		
20 000,00																			
67,00%																			
	2 328 997,28 26,68%																		

YEAR 4																			
	<table border="1"> <tr><td>4 836 957,55</td><td>% TOT</td><td>55,00%</td></tr> <tr><td>1 758 893,65</td><td></td><td>20,00%</td></tr> <tr><td>0,00</td><td></td><td>0,00%</td></tr> <tr><td>1 917 194,08</td><td></td><td>21,80%</td></tr> <tr><td>334 531,64</td><td></td><td>3,80%</td></tr> <tr><td>8 794 468,27</td><td></td><td>100,60%</td></tr> </table>	4 836 957,55	% TOT	55,00%	1 758 893,65		20,00%	0,00		0,00%	1 917 194,08		21,80%	334 531,64		3,80%	8 794 468,27		100,60%
4 836 957,55	% TOT	55,00%																	
1 758 893,65		20,00%																	
0,00		0,00%																	
1 917 194,08		21,80%																	
334 531,64		3,80%																	
8 794 468,27		100,60%																	
See ratio	8 794 468,27																		
% cash sales	100,00%																		
	8 794 468,27																		
	0,00																		
	0,00																		
% credit sales	0,00%																		
	0,00																		
	8 794 468,27																		
	6 457 655,31																		
	6 457 655,31																		
% cos	<table border="1"> <tr><td>3 385 870,28</td><td>30,00%</td></tr> <tr><td>55 000,00</td><td></td></tr> <tr><td>3 385 870,28</td><td>70,00%</td></tr> <tr><td>55 000,00</td><td></td></tr> </table>	3 385 870,28	30,00%	55 000,00		3 385 870,28	70,00%	55 000,00											
3 385 870,28	30,00%																		
55 000,00																			
3 385 870,28	70,00%																		
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% cos	<table border="1"> <tr><td>1 697 332,38</td><td>3,50%</td></tr> <tr><td>25 000,00</td><td></td></tr> <tr><td>1 697 332,38</td><td>96,50%</td></tr> <tr><td>25 000,00</td><td></td></tr> </table>	1 697 332,38	3,50%	25 000,00		1 697 332,38	96,50%	25 000,00											
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1 150 316,45	60,00%																		
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	2 336 812,96 26,57%																		

YEAR 5																			
	<table border="1"> <tr><td>4 885 327,12</td><td>% TOT</td><td>55,00%</td></tr> <tr><td>1 776 482,59</td><td></td><td>20,00%</td></tr> <tr><td>0,00</td><td></td><td>0,00%</td></tr> <tr><td>1 936 366,02</td><td></td><td>21,80%</td></tr> <tr><td>353 081,42</td><td></td><td>3,98%</td></tr> <tr><td>8 882 412,95</td><td></td><td>100,78%</td></tr> </table>	4 885 327,12	% TOT	55,00%	1 776 482,59		20,00%	0,00		0,00%	1 936 366,02		21,80%	353 081,42		3,98%	8 882 412,95		100,78%
4 885 327,12	% TOT	55,00%																	
1 776 482,59		20,00%																	
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1 936 366,02		21,80%																	
353 081,42		3,98%																	
8 882 412,95		100,78%																	
See ratio	8 882 412,95																		
% cash sales	100,00%																		
	8 882 412,95																		
	0,00																		
	0,00																		
% credit sales	0,00%																		
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	8 882 412,95																		
	6 532 418,85																		
	6 532 418,85																		
% cos	<table border="1"> <tr><td>3 419 728,99</td><td>30,00%</td></tr> <tr><td>55 000,00</td><td></td></tr> <tr><td>3 419 728,99</td><td>70,00%</td></tr> <tr><td>55 000,00</td><td></td></tr> </table>	3 419 728,99	30,00%	55 000,00		3 419 728,99	70,00%	55 000,00											
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1 714 305,70	96,50%																		
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236 564,55	33,00%																		
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YEAR 6																	
	<table border="1"> <tr><td>See ratio</td><td></td></tr> <tr><td>% cash sales</td><td>100,00%</td></tr> <tr><td>% credit sales</td><td>0,00%</td></tr> <tr><td>% cos</td><td>70,00%</td></tr> <tr><td>% cos</td><td>96,50%</td></tr> <tr><td>% cos</td><td>65,00%</td></tr> <tr><td>% cos</td><td>60,00%</td></tr> <tr><td>% cos</td><td>67,00%</td></tr> </table>	See ratio		% cash sales	100,00%	% credit sales	0,00%	% cos	70,00%	% cos	96,50%	% cos	65,00%	% cos	60,00%	% cos	67,00%
See ratio																	
% cash sales	100,00%																
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% cos	60,00%																
% cos	67,00%																

YEAR 6		YEAR 7		YEAR 8		YEAR 9		YEAR 10	
4 958 607.03	% TOT 55,00%	5 057 779.17	% TOT 55,00%	5 158 934.75	% TOT 55,00%	5 262 113.45	% TOT 55,00%	5 367 355.72	% TOT 55,00%
1 803 129.83	20,00%	1 839 192.43	20,00%	1 875 976.27	20,00%	1 913 495.80	20,00%	1 951 765.72	20,00%
0.00	0,00%	0.00	0,00%	0.00	0,00%	0.00	0,00%	0.00	0,00%
1 965 411.51	21,80%	2 004 719.74	21,80%	2 044 814.14	21,80%	2 085 710.42	21,80%	2 127 424.63	21,80%
374 504.64	4,15%	399 184.49	4,34%	425 490.75	4,54%	453 530.59	4,74%	483 418.26	4,95%
9 015 649.14	100,95%	9 195 962.13	101,14%	9 379 881.37	101,34%	9 567 479.00	101,54%	9 758 828.58	101,75%
9 015 649.14		9 195 962.13		9 379 881.37		9 567 479.00		9 758 828.58	
0.00		0.00		0.00		0.00		0.00	
0.00		0.00		0.00		0.00		0.00	
0.00		0.00		0.00		0.00		0.00	
9 015 649.14		9 195 962.13		9 379 881.37		9 567 479.00		9 758 828.58	
6 641 210.22		6 785 551.57		6 933 538.72		7 085 294.61		7 240 947.93	
6 641 210.22		6 785 551.57		6 933 538.72		7 085 294.61		7 240 947.93	
3 471 024.92	30,00%	3 540 445.42	30,00%	3 611 254.33	30,00%	3 683 479.41	30,00%	3 757 149.00	30,00%
55 000.00		55 000.00		55 000.00		55 000.00		55 000.00	
3 471 024.92		3 540 445.42		3 611 254.33		3 683 479.41		3 757 149.00	
55 000.00		55 000.00		55 000.00		55 000.00		55 000.00	
1 740 020.28	3,50%	1 774 820.69	3,50%	1 810 317.10	3,50%	1 846 523.45	3,50%	1 883 453.92	3,50%
25 000.00		25 000.00		25 000.00		25 000.00		25 000.00	
1 740 020.28		1 774 820.69		1 810 317.10		1 846 523.45		1 883 453.92	
25 000.00		25 000.00		25 000.00		25 000.00		25 000.00	
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0.00		0.00		0.00		0.00		0.00	
0.00		0.00		0.00		0.00		0.00	
1 179 246.91	40,00%	1 202 831.85	40,00%	1 226 888.48	40,00%	1 251 426.25	40,00%	1 276 454.78	40,00%
150 000.00		150 000.00		150 000.00		150 000.00		150 000.00	
1 179 246.91		1 202 831.85		1 226 888.48		1 251 426.25		1 276 454.78	
150 000.00		150 000.00		150 000.00		150 000.00		150 000.00	
250 918.11	33,00%	267 453.61	33,00%	285 078.80	33,00%	303 865.50	33,00%	323 890.23	33,00%
20 000.00		20 000.00		20 000.00		20 000.00		20 000.00	
250 918.11		267 453.61		285 078.80		303 865.50		323 890.23	
20 000.00		20 000.00		20 000.00		20 000.00		20 000.00	
2 374 438.92	26,34%	2 410 410,56	26,21%	2 446 342,55	26,08%	2 482 184,39	25,94%	2 517 880,65	25,80%

DRY STOCK RELATED EXPENSES		MONTH 1	MONTH 2		
		212 172,51	210 608,12		
<b>SALARIES AND WAGES</b>		92 243,22	86 579,89		
Merchandisers	7 061,32	7,66%	7 061,32	8,16%	
Cashiers SHOP & QSR	28 158,39	30,53%	28 158,39	32,52%	
Attendants QSR	35 181,00	38,14%	35 181,00	40,63%	
Bakery	0,00	0,00%	0,00	0,00%	
Shop / Fuel Assistants no	12 742,50	13,81%	7 079,17	8,18%	
Manager remuneration	9 100,00	9,87%	9 100,00	10,51%	
		100,00%	100,00%		
<b>OTHER</b>		119 929,29	124 028,23		
Advertising / sales promotion	1 705,61	1,42%	1 819,32	1,47%	
Audit & accounting	1 184,45	0,99%	1 263,42	1,02%	
Bank charges	1 302,22	1,09%	1 389,03	1,12%	
Credit card machine hire and commission	2 859,76	2,38%	3 050,41	2,46%	
Cash short / over	3 100,0	2,58%	3 100,0	2,50%	
Cleaning Care & cleaning cosumables	157,93	0,13%	168,46	0,14%	
Computer System Maintenance	252,68	0,21%	269,53	0,22%	
Electricity	14 166,04	11,81%	15 110,44	12,18%	
Entertainment	789,63	0,66%	842,28	0,68%	
Insurance	3 727,07	3,11%	3 975,55	3,21%	
Legal cost	173,72	0,14%	185,30	0,15%	
Bargaining Council Employees contribution	7 404,26	6,17%	6 951,19	5,60%	
Pest control	750,00	0,63%	750,00	0,60%	
Rent / Turnover calculation	22 524,89	18,78%	24 026,55	19,37%	
Rent / Square meter occupation	33 750,00	28,14%	33 750,00	27,21%	
<b>SANRAL levy</b>	5 865,86	4,89%	6 256,91	5,04%	
Repaires and maintenance	3 079,57	2,57%	3 284,88	2,65%	
Security & Cash transportation	2 447,87	2,04%	2 611,06	2,11%	
Skills development fee	922,43	0,77%	865,80	0,70%	
Staff teas & refreshments	1 516,10	1,26%	1 617,17	1,30%	
Stationary & postage	900,18	0,75%	960,20	0,77%	
Telephone / fast & swiftnet / internet	5 180,00	4,32%	5 525,34	4,45%	
Internet costs	568,54	0,47%	606,44	0,49%	
Travel and accommodation	568,54	0,47%	606,44	0,49%	
Transport expenses ( business)	1 752,99	1,46%	1 869,85	1,51%	
UIF	1 844,86	1,54%	1 731,60	1,40%	
Uniforms & Laundry	742,26	0,62%	791,74	0,64%	
Workmen's compensation	691,82	0,58%	649,35	0,52%	
		0,00%	0,00%		
<b>DRY SALES Nett Profit / Loss.</b>		-54 459,20	-9,28%	-42 380,58	-6,77%
<b>WET &amp; DRY SALES Nett Profit / Loss.</b>		146 207,56		194 791,49	

OPERATIONAL		MONTH 1	MONTH 2
<b>NETT PROFIT / LOSS - BEFORE LOAN PAYMENT &amp; TAX</b>		146 207,56	194 791,49
Bond Payment - Capital		0,00	0,00
Bond Payment - Inetrest		0,00	0,00
		146 207,56	194 791,49
Less : Tax	28,00%	40 938,12	54 542
<b>NETT PROFIT / LOSS - AFTER LOAN PAYMENT &amp; TAX</b>		105 269,45	140 249,87

MONTH 3	
210 608,12	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
124 028,23	
%TOT	
1 819,32	1,47%
1 263,42	1,02%
1 389,03	1,12%
3 050,41	2,46%
3 100,0	2,50%
168,46	0,14%
269,53	0,22%
15 110,44	12,18%
842,28	0,68%
3 975,55	3,21%
185,30	0,15%
6 951,19	5,60%
750,00	0,60%
24 026,55	19,37%
33 750,00	27,21%
6 256,91	5,04%
3 284,88	2,65%
2 611,06	2,11%
865,80	0,70%
1 617,17	1,30%
960,20	0,77%
5 525,34	4,45%
606,44	0,49%
606,44	0,49%
1 869,85	1,51%
1 731,60	1,40%
791,74	0,64%
649,35	0,52%
	0,00%
%GP	
-42 380,58	-6,77%
194 791,49	

MONTH 4	
215 372,50	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
128 792,62	
%TOT	
1 933,03	1,50%
1 342,38	1,04%
1 475,85	1,15%
3 241,05	2,52%
3 100,0	2,41%
178,98	0,14%
286,37	0,22%
16 054,85	12,47%
894,92	0,69%
4 224,02	3,28%
196,88	0,15%
6 951,19	5,40%
750,00	0,58%
25 528,21	19,82%
33 750,00	26,20%
6 647,97	5,16%
3 490,18	2,71%
2 774,25	2,15%
865,80	0,67%
1 718,24	1,33%
1 020,21	0,79%
5 870,67	4,56%
644,34	0,50%
644,34	0,50%
1 986,72	1,54%
1 731,60	1,34%
841,22	0,65%
649,35	0,50%
	0,00%
%GP	
-36 630,75	-5,51%
229 426,14	

194 791,49	
0,00	
0,00	
194 791,49	
28,00%	54 542
140 249,87	

229 426,14	
0,00	
0,00	
229 426,14	
28,00%	64 239
165 186,82	

MONTH 5	
220 136,89	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
133 557,00	
%TOT	
2 046,73	1,53%
1 421,34	1,06%
1 562,66	1,17%
3 431,69	2,57%
3 100,0	2,32%
189,51	0,14%
303,22	0,23%
16 999,25	12,73%
947,56	0,71%
4 472,49	3,35%
208,46	0,16%
6 951,19	5,20%
750,00	0,56%
27 029,86	20,24%
33 750,00	25,27%
7 039,03	5,27%
3 695,49	2,77%
2 937,44	2,20%
865,80	0,65%
1 819,32	1,36%
1 080,22	0,81%
6 216,00	4,65%
682,24	0,51%
682,24	0,51%
2 103,59	1,58%
1 731,60	1,30%
890,71	0,67%
649,35	0,49%
	0,00%
-30 880,91	-4,39%
264 060,78	

MONTH 6	
224 901,27	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
138 321,38	
%TOT	
2 160,44	1,56%
1 500,31	1,08%
1 649,48	1,19%
3 622,33	2,62%
3 100,0	2,24%
200,04	0,14%
320,07	0,23%
17 943,65	12,97%
1 000,20	0,72%
4 720,96	3,41%
220,04	0,16%
6 951,19	5,03%
750,00	0,54%
28 531,52	20,63%
33 750,00	24,40%
7 430,08	5,37%
3 900,79	2,82%
3 100,63	2,24%
865,80	0,63%
1 920,39	1,39%
1 140,23	0,82%
6 561,34	4,74%
720,15	0,52%
720,15	0,52%
2 220,45	1,61%
1 731,60	1,25%
940,19	0,68%
649,35	0,47%
	0,00%
-25 131,07	-3,38%
298 695,43	

MONTH 7	
229 665,65	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
143 085,77	
%TOT	
2 274,15	1,59%
1 579,27	1,10%
1 736,29	1,21%
3 812,97	2,66%
3 100,0	2,17%
210,57	0,15%
336,91	0,24%
18 888,06	13,20%
1 052,85	0,74%
4 969,43	3,47%
231,63	0,16%
6 951,19	4,86%
750,00	0,52%
30 033,18	20,99%
33 750,00	23,59%
7 821,14	5,47%
4 106,10	2,87%
3 263,82	2,28%
865,80	0,61%
2 021,46	1,41%
1 200,24	0,84%
6 906,67	4,83%
758,05	0,53%
758,05	0,53%
2 337,32	1,63%
1 731,60	1,21%
989,68	0,69%
649,35	0,45%
	0,00%
-19 381,24	-2,48%
333 330,07	

MONTH 8	
229 665,65	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
143 085,77	
%TOT	
2 274,15	1,59%
1 579,27	1,10%
1 736,29	1,21%
3 812,97	2,66%
3 100,0	2,17%
210,57	0,15%
336,91	0,24%
18 888,06	13,20%
1 052,85	0,74%
4 969,43	3,47%
231,63	0,16%
6 951,19	4,86%
750,00	0,52%
30 033,18	20,99%
33 750,00	23,59%
7 821,14	5,47%
4 106,10	2,87%
3 263,82	2,28%
865,80	0,61%
2 021,46	1,41%
1 200,24	0,84%
6 906,67	4,83%
758,05	0,53%
758,05	0,53%
2 337,32	1,63%
1 731,60	1,21%
989,68	0,69%
649,35	0,45%
	0,00%
-19 381,24	-2,48%
333 330,07	

264 060,78	
0,00	
0,00	
264 060,78	
28,00%	73 937
190 123,76	

298 695,43	
0,00	
0,00	
298 695,43	
28,00%	83 635
215 060,71	

333 330,07	
0,00	
0,00	
333 330,07	
28,00%	93 332
239 997,65	

333 330,07	
0,00	
0,00	
333 330,07	
28,00%	93 332
239 997,65	

28,00%	
--------	--

MONTH 9	
229 665,65	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
143 085,77	
%TOT	
2 274,15	1,59%
1 579,27	1,10%
1 736,29	1,21%
3 812,97	2,66%
3 100,0	2,17%
210,57	0,15%
336,91	0,24%
18 888,06	13,20%
1 052,85	0,74%
4 969,43	3,47%
231,63	0,16%
6 951,19	4,86%
750,00	0,52%
30 033,18	20,99%
33 750,00	23,59%
7 821,14	5,47%
4 106,10	2,87%
3 263,82	2,28%
865,80	0,61%
2 021,46	1,41%
1 200,24	0,84%
6 906,67	4,83%
758,05	0,53%
758,05	0,53%
2 337,32	1,63%
1 731,60	1,21%
989,68	0,69%
649,35	0,45%
	0,00%
%GP	
-19 381,24	-2,48%
333 330,07	

MONTH 10	
229 665,65	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
143 085,77	
%TOT	
2 274,15	1,59%
1 579,27	1,10%
1 736,29	1,21%
3 812,97	2,66%
3 100,0	2,17%
210,57	0,15%
336,91	0,24%
18 888,06	13,20%
1 052,85	0,74%
4 969,43	3,47%
231,63	0,16%
6 951,19	4,86%
750,00	0,52%
30 033,18	20,99%
33 750,00	23,59%
7 821,14	5,47%
4 106,10	2,87%
3 263,82	2,28%
865,80	0,61%
2 021,46	1,41%
1 200,24	0,84%
6 906,67	4,83%
758,05	0,53%
758,05	0,53%
2 337,32	1,63%
1 731,60	1,21%
989,68	0,69%
649,35	0,45%
	0,00%
%GP	
-19 381,24	-2,48%
333 330,07	

MONTH 11	
229 665,65	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
143 085,77	
%TOT	
2 274,15	1,59%
1 579,27	1,10%
1 736,29	1,21%
3 812,97	2,66%
3 100,0	2,17%
210,57	0,15%
336,91	0,24%
18 888,06	13,20%
1 052,85	0,74%
4 969,43	3,47%
231,63	0,16%
6 951,19	4,86%
750,00	0,52%
30 033,18	20,99%
33 750,00	23,59%
7 821,14	5,47%
4 106,10	2,87%
3 263,82	2,28%
865,80	0,61%
2 021,46	1,41%
1 200,24	0,84%
6 906,67	4,83%
758,05	0,53%
758,05	0,53%
2 337,32	1,63%
1 731,60	1,21%
989,68	0,69%
649,35	0,45%
	0,00%
%GP	
-19 381,24	-2,48%
333 330,07	

MONTH 12	
229 665,65	
86 579,89	
%TOT	
7 061,32	8,16%
28 158,39	32,52%
35 181,00	40,63%
0,00	0,00%
7 079,17	8,18%
9 100,00	10,51%
	100,00%
143 085,77	
%TOT	
2 274,15	1,59%
1 579,27	1,10%
1 736,29	1,21%
3 812,97	2,66%
3 100,0	2,17%
210,57	0,15%
336,91	0,24%
18 888,06	13,20%
1 052,85	0,74%
4 969,43	3,47%
231,63	0,16%
6 951,19	4,86%
750,00	0,52%
30 033,18	20,99%
33 750,00	23,59%
7 821,14	5,47%
4 106,10	2,87%
3 263,82	2,28%
865,80	0,61%
2 021,46	1,41%
1 200,24	0,84%
6 906,67	4,83%
758,05	0,53%
758,05	0,53%
2 337,32	1,63%
1 731,60	1,21%
989,68	0,69%
649,35	0,45%
	0,00%
%GP	
-19 381,24	-2,48%
333 330,07	

YEAR 1	
2 671 793,32	
1 038 958,62	
%TOT	
84 735,89	8,16%
337 900,73	32,52%
422 172,00	40,63%
0,00	0,00%
84 950,00	8,18%
109 200,00	10,51%
	100,00%
1 593 069,61	
%TOT	
25 129,33	1,58%
17 450,92	1,10%
19 186,04	1,20%
42 131,67	2,64%
3 100,0	0,19%
2 326,79	0,15%
3 722,86	0,23%
208 713,02	13,10%
11 633,95	0,73%
54 912,23	3,45%
2 559,47	0,16%
83 867,36	5,26%
9 000,00	0,56%
331 866,67	20,83%
405 000,00	25,42%
86 423,61	5,42%
45 372,40	2,85%
36 065,24	2,26%
10 446,22	0,66%
22 337,18	1,40%
13 262,70	0,83%
76 318,70	4,79%
8 376,44	0,53%
8 376,44	0,53%
25 827,36	1,62%
20 892,44	1,31%
10 935,91	0,69%
7 834,66	0,49%
0,00	0,00%
%GP	
-348 150,51	-4,03%
3 327 953,33	

333 330,07	
0,00	
0,00	
333 330,07	
93 332	
239 997,65	

333 330,07	
0,00	
0,00	
333 330,07	
28,00%	93 332
239 997,65	

333 330,07	
0,00	
0,00	
333 330,07	
28,00%	93 332
239 997,65	

333 330,07	
0,00	
0,00	
333 330,07	
28,00%	93 332
239 997,65	

3 327 953,33	
0,00	
0,00	
3 327 953,33	
28,00%	931 826,93
2 396 126,40	



YEAR 2	
2 404 922,44	
1 122 075,31	
%TOT	
91 514,76	8,16%
364 932,79	32,52%
455 945,76	40,63%
0,00	0,00%
91 746,00	8,18%
117 936,00	10,51%
	100,00%
1 282 847,13	
%TOT	
27 139,67	2,12%
18 847,00	1,47%
19 281,97	1,50%
42 342,33	3,30%
3 615,8	0,28%
2 512,93	0,20%
4 020,69	0,31%
225 410,06	17,57%
12 564,66	0,98%
59 305,21	4,62%
2 764,23	0,22%
89 790,83	7,00%
9 720,00	0,76%
333 526,00	26,00%
36 450,00	2,84%
86 855,73	6,77%
49 002,19	3,82%
38 950,46	3,04%
11 220,75	0,87%
24 124,15	1,88%
14 323,72	1,12%
82 424,19	6,43%
9 046,56	0,71%
9 046,56	0,71%
27 893,55	2,17%
22 441,51	1,75%
11 810,78	0,92%
8 415,56	0,66%
	0,00%
-78 390,41	-0,90%
4 069 842,61	

YEAR 3	
2 561 476,21	
1 211 841,34	
%TOT	
98 835,94	8,16%
394 127,41	32,52%
492 421,42	40,63%
0,00	0,00%
99 085,68	8,18%
127 370,88	10,51%
	100,00%
1 349 634,87	
%TOT	
29 310,85	2,17%
20 354,75	1,51%
19 378,38	1,44%
42 554,04	3,15%
4 217,5	0,31%
2 713,97	0,20%
4 342,35	0,32%
243 442,87	18,04%
13 569,84	1,01%
64 049,63	4,75%
2 985,36	0,22%
96 972,11	7,19%
10 497,60	0,78%
335 193,63	24,84%
39 366,00	2,92%
87 290,01	6,47%
52 922,36	3,92%
42 066,49	3,12%
12 118,41	0,90%
26 054,09	1,93%
15 469,61	1,15%
89 018,13	6,60%
9 770,28	0,72%
9 770,28	0,72%
30 125,04	2,23%
24 236,83	1,80%
12 755,65	0,95%
9 088,81	0,67%
	0,00%
-232 478,93	-2,66%
4 064 674,66	

YEAR 4	
2 731 636,55	
1 308 788,65	
%TOT	
106 742,82	8,16%
425 657,61	32,52%
531 815,13	40,63%
0,00	0,00%
107 012,53	8,18%
137 560,55	10,51%
	100,00%
1 422 847,91	
%TOT	
31 655,71	2,22%
21 983,14	1,55%
19 523,72	1,37%
42 873,19	3,01%
4 919,3	0,35%
2 931,08	0,21%
4 689,74	0,33%
262 918,30	18,48%
14 655,42	1,03%
69 173,60	4,86%
3 224,19	0,23%
104 727,89	7,36%
11 337,41	0,80%
337 707,58	23,73%
42 515,28	2,99%
87 944,68	6,18%
57 156,15	4,02%
45 431,81	3,19%
13 087,89	0,92%
28 138,41	1,98%
16 707,18	1,17%
96 139,58	6,76%
10 551,90	0,74%
10 551,90	0,74%
32 535,04	2,29%
26 175,77	1,84%
13 776,10	0,97%
9 815,91	0,69%
	0,00%
-394 823,59	-4,49%
4 077 249,17	

YEAR 5	
2 916 427,08	
1 413 491,74	
%TOT	
115 282,25	8,16%
459 710,21	32,52%
574 360,35	40,63%
0,00	0,00%
115 573,54	8,18%
148 565,39	10,51%
	100,00%
1 502 935,34	
%TOT	
34 188,17	2,27%
23 741,79	1,58%
19 718,96	1,31%
43 301,92	2,88%
5 737,9	0,38%
3 165,57	0,21%
5 064,91	0,34%
283 951,76	18,89%
15 827,86	1,05%
74 707,49	4,97%
3 482,13	0,23%
113 104,14	7,53%
12 244,40	0,81%
341 084,66	22,69%
45 916,50	3,06%
88 824,13	5,91%
61 728,64	4,11%
49 066,36	3,26%
14 134,92	0,94%
30 389,49	2,02%
18 043,76	1,20%
103 830,74	6,91%
11 396,06	0,76%
11 396,06	0,76%
35 137,84	2,34%
28 269,83	1,88%
14 878,19	0,99%
10 601,19	0,71%
	0,00%
-566 432,98	-6,38%
4 110 536,91	

4 069 842,61	
0,00	
0,00	
4 069 842,61	
28,00%	1 139 556
2 930 286,68	

4 064 674,66	
0,00	
0,00	
4 064 674,66	
28,00%	1 138 109
2 926 555,75	

4 077 249,17	
0,00	
0,00	
4 077 249,17	
28,00%	1 141 630
2 935 619,40	

4 110 536,91	
0,00	
0,00	
4 110 536,91	
28,00%	1 150 950
2 959 586,77	

28,00%
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YEAR 6	
3 118 194,58	
1 526 571,08	
%TOT	
124 504,82	8,16%
496 487,03	32,52%
620 309,17	40,63%
0,00	0,00%
124 819,42	8,18%
160 450,63	10,51%
	100,00%
1 591 623,51	
%TOT	
36 923,23	2,32%
25 641,13	1,61%
20 014,74	1,26%
43 951,45	2,76%
6 692,7	0,42%
3 418,82	0,21%
5 470,11	0,34%
306 667,90	19,27%
17 094,09	1,07%
80 684,09	5,07%
3 760,70	0,24%
122 150,49	7,67%
13 223,95	0,83%
346 200,93	21,75%
49 589,82	3,12%
90 156,49	5,66%
66 666,93	4,19%
52 991,67	3,33%
15 265,71	0,96%
32 820,64	2,06%
19 487,26	1,22%
112 137,20	7,05%
12 307,74	0,77%
12 307,74	0,77%
37 948,87	2,38%
30 531,42	1,92%
16 068,44	1,01%
11 449,28	0,72%
	0,00%
%GP	
-743 755,66	-8,25%
4 199 844,81	

YEAR 7	
3 338 206,99	
1 648 696,76	
%TOT	
134 465,21	8,16%
536 205,99	32,52%
669 933,91	40,63%
0,00	0,00%
134 804,97	8,18%
173 286,68	10,51%
	100,00%
1 689 510,23	
%TOT	
39 877,08	2,36%
27 692,42	1,64%
20 415,04	1,21%
44 830,48	2,65%
7 806,3	0,46%
3 692,32	0,22%
5 907,72	0,35%
331 201,33	19,60%
18 461,61	1,09%
87 138,81	5,16%
4 061,55	0,24%
131 920,54	7,81%
14 281,87	0,85%
353 124,95	20,90%
53 557,01	3,17%
91 959,62	5,44%
72 000,29	4,26%
57 231,00	3,39%
16 486,97	0,98%
35 446,30	2,10%
21 046,24	1,25%
121 108,18	7,17%
13 292,36	0,79%
13 292,36	0,79%
40 984,78	2,43%
32 973,94	1,95%
17 353,92	1,03%
12 365,23	0,73%
	0,00%
%GP	
-927 796,43	-10,09%
4 355 288,53	

YEAR 8	
3 575 316,23	
1 780 592,50	
%TOT	
145 222,43	8,16%
579 102,47	32,52%
723 528,62	40,63%
0,00	0,00%
145 589,37	8,18%
187 149,61	10,51%
	100,00%
1 794 723,72	
%TOT	
43 067,25	2,40%
29 907,81	1,67%
20 823,34	1,16%
45 727,08	2,55%
9 105,3	0,51%
3 987,71	0,22%
6 380,33	0,36%
357 697,44	19,93%
19 938,54	1,11%
94 109,92	5,24%
4 386,48	0,24%
142 472,20	7,94%
15 424,42	0,86%
360 187,44	20,07%
57 841,57	3,22%
93 798,81	5,23%
77 760,31	4,33%
61 809,48	3,44%
17 805,93	0,99%
38 282,00	2,13%
22 729,94	1,27%
130 796,83	7,29%
14 355,75	0,80%
14 355,75	0,80%
44 263,56	2,47%
35 611,85	1,98%
18 742,23	1,04%
13 354,44	0,74%
	0,00%
%GP	
-1 128 973,57	-12,04%
4 517 687,95	

YEAR 9	
3 830 894,03	
1 923 039,90	
%TOT	
156 840,22	8,16%
625 430,67	32,52%
781 410,91	40,63%
0,00	0,00%
157 236,52	8,18%
202 121,58	10,51%
	100,00%
1 907 854,13	
%TOT	
46 512,63	2,44%
32 300,44	1,69%
21 239,80	1,11%
46 641,62	2,44%
10 620,4	0,56%
4 306,73	0,23%
6 890,76	0,36%
386 313,23	20,25%
21 533,63	1,13%
101 638,71	5,33%
4 737,40	0,25%
153 867,99	8,06%
16 658,37	0,87%
367 391,19	19,26%
62 468,89	3,27%
95 674,79	5,01%
83 981,14	4,40%
66 754,24	3,50%
19 230,40	1,01%
41 344,56	2,17%
24 548,33	1,29%
141 260,58	7,40%
15 504,21	0,81%
15 504,21	0,81%
47 804,65	2,51%
38 460,80	2,02%
20 241,61	1,06%
14 422,80	0,76%
	0,00%
%GP	
-1 348 709,65	-14,10%
4 687 399,64	

YEAR 10	
4 106 424,33	
2 076 883,10	
%TOT	
169 387,44	8,16%
675 465,13	32,52%
843 923,78	40,63%
0,00	0,00%
169 815,44	8,18%
218 291,31	10,51%
	100,00%
2 029 541,23	
%TOT	
50 233,64	2,48%
34 884,47	1,72%
21 664,60	1,07%
47 574,45	2,34%
12 387,7	0,61%
4 851,26	0,23%
7 442,02	0,37%
417 218,29	20,56%
23 256,32	1,15%
109 769,81	5,41%
5 116,39	0,25%
166 175,45	8,19%
17 991,04	0,89%
374 739,02	18,46%
67 466,41	3,32%
97 588,29	4,81%
90 699,63	4,47%
72 094,58	3,55%
20 768,83	1,02%
44 852,13	2,20%
26 512,20	1,31%
152 561,43	7,52%
16 744,55	0,83%
16 744,55	0,83%
51 629,02	2,54%
41 537,66	2,05%
21 860,94	1,08%
15 576,62	0,77%
	0,00%
%GP	
-1 588 543,68	-16,28%
4 864 800,94	

4 199 844,81	
0,00	
0,00	
4 199 844,81	
1 175 957	28,00%
3 023 888,27	

4 355 288,53	
0,00	
0,00	
4 355 288,53	
1 219 481	28,00%
3 135 807,75	

4 517 687,95	
0,00	
0,00	
4 517 687,95	
1 264 953	28,00%
3 252 735,32	

4 687 399,64	
0,00	
0,00	
4 687 399,64	
1 312 472	28,00%
3 374 927,74	

4 864 800,94	
0,00	
0,00	
4 864 800,94	
1 362 144	28,00%
3 502 656,67	

MONTH 1

MONTH 2

**STATEMENT OF CASHFLOW**

Bank Opening Balance (Start up capital)	1 674 008,00
Income	6 673 531,65
Less: Expencc (Start -up)	1 574 008,00
Less: Expencc operational	6 527 324,09
<b>Bank Closing Balance</b>	<b>246 207,56</b>

246 207,56
7 118 433,76
6 529 205,61
<b>835 435,71</b>

**PROPERTY DEAL PROPRT OWNER / DEVELOPER**

**Dazana Investment (Pty) Ltd**  
**Nett Monthly Profit / Loss**

Income :

Headlease from Oil Company (CORO Deal)	FALSE	
VBR from Oil Company (Volume Band Rental)		0,00
Rental from Operator ( RORO Deal)		56 274,89
RAS from Operator (RORO Deal)		122 873,78

FALSE		0,00
		57 776,55
		131 065,36

**NETT PROFIT / LOSS - BEFORE LOAN PAYMENT & TAX** **179 148,66**

**188 841,91**

Bond Payment - Capital		65 134,32
Bond Payment - Inetrest		72 433,58
Total expenses (Property tax, Building insurance) of the Developer ( excluding debt services )	0,00%	0,00

		65 541,41
		72 028,49
		0,00

Less : Tax **29,00%** **106 715,09**  
**30 947**

**116 815,42**  
**29,00%** **33 876**

**NETT PROFIT / LOSS - AFTER LOAN PAYMENT & TAX** **10 633,39**

**17 397,54**

**COMBINED BTCF PROFIT** **187 788,33**

**246 065,50**

MONTH 3

MONTH 4

835 435,71
7 118 433,76
6 529 205,61
<b>1 424 663,86</b>

1 424 663,86
7 563 335,87
6 918 117,93
<b>2 069 881,80</b>

FALSE	
0,00	
57 776,55	
131 065,36	
<b>188 841,91</b>	
65 951,05	
71 618,85	
0,00	
117 225,05	
29,00%	33 995
<b>17 278,74</b>	

FALSE	
0,00	
59 278,21	
139 256,95	
<b>198 535,15</b>	
66 363,24	
71 204,66	
0,00	
127 330,49	
29,00%	36 926
<b>24 041,41</b>	

<b>246 065,50</b>
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<b>290 393,39</b>
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MONTH 5	MONTH 6	MONTH 7	MONTH 8																																																		
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<b>4 690 268,47</b>	<b>4 773 606,67</b>	<b>4 896 296,32</b>	<b>5 052 932,63</b>																																														

YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
<div style="border: 1px solid black; padding: 2px;">48 119 868,56</div> <div style="border: 1px solid black; padding: 2px;">137 117 936,83</div> <div style="border: 1px solid black; padding: 2px;">126 035 992,09</div> <div style="border: 1px solid black; padding: 2px;"><b>59 201 813,30</b></div>	<div style="border: 1px solid black; padding: 2px;">59 201 813,30</div> <div style="border: 1px solid black; padding: 2px;">148 353 477,24</div> <div style="border: 1px solid black; padding: 2px;">136 606 924,34</div> <div style="border: 1px solid black; padding: 2px;"><b>70 948 366,20</b></div>	<div style="border: 1px solid black; padding: 2px;">70 948 366,20</div> <div style="border: 1px solid black; padding: 2px;">160 546 690,04</div> <div style="border: 1px solid black; padding: 2px;">148 090 486,00</div> <div style="border: 1px solid black; padding: 2px;"><b>83 404 570,23</b></div>	<div style="border: 1px solid black; padding: 2px;">83 404 570,23</div> <div style="border: 1px solid black; padding: 2px;">173 779 983,25</div> <div style="border: 1px solid black; padding: 2px;">160 565 848,79</div> <div style="border: 1px solid black; padding: 2px;"><b>96 618 704,70</b></div>	<div style="border: 1px solid black; padding: 2px;">96 618 704,70</div> <div style="border: 1px solid black; padding: 2px;">188 142 871,95</div> <div style="border: 1px solid black; padding: 2px;">174 119 050,75</div> <div style="border: 1px solid black; padding: 2px;"><b>110 642 625,90</b></div>
<div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">395 790,75</div> <div style="border: 1px solid black; padding: 2px;">2 353 457,03</div> <div style="border: 1px solid black; padding: 2px;"><b>2 749 247,78</b></div> <div style="border: 1px solid black; padding: 2px;">1 184 772,84</div> <div style="border: 1px solid black; padding: 2px;">478 662,14</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">2 270 585,64</div> <div style="border: 1px solid black; padding: 2px;">658 470</div> <div style="border: 1px solid black; padding: 2px;"><b>427 342,96</b></div>	<div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">406 681,95</div> <div style="border: 1px solid black; padding: 2px;">2 508 549,85</div> <div style="border: 1px solid black; padding: 2px;"><b>2 915 231,80</b></div> <div style="border: 1px solid black; padding: 2px;">1 276 749,83</div> <div style="border: 1px solid black; padding: 2px;">386 685,15</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">2 528 546,65</div> <div style="border: 1px solid black; padding: 2px;">733 279</div> <div style="border: 1px solid black; padding: 2px;">29,00%</div> <div style="border: 1px solid black; padding: 2px;"><b>518 518,29</b></div>	<div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">418 029,01</div> <div style="border: 1px solid black; padding: 2px;">2 673 863,28</div> <div style="border: 1px solid black; padding: 2px;"><b>3 091 892,29</b></div> <div style="border: 1px solid black; padding: 2px;">1 375 867,24</div> <div style="border: 1px solid black; padding: 2px;">287 567,74</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">2 804 324,55</div> <div style="border: 1px solid black; padding: 2px;">813 254</div> <div style="border: 1px solid black; padding: 2px;">29,00%</div> <div style="border: 1px solid black; padding: 2px;"><b>615 203,19</b></div>	<div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">429 860,09</div> <div style="border: 1px solid black; padding: 2px;">2 850 070,87</div> <div style="border: 1px solid black; padding: 2px;"><b>3 279 930,96</b></div> <div style="border: 1px solid black; padding: 2px;">1 482 679,39</div> <div style="border: 1px solid black; padding: 2px;">180 755,59</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">3 099 175,37</div> <div style="border: 1px solid black; padding: 2px;">898 761</div> <div style="border: 1px solid black; padding: 2px;">29,00%</div> <div style="border: 1px solid black; padding: 2px;"><b>717 735,12</b></div>	<div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">442 205,42</div> <div style="border: 1px solid black; padding: 2px;">3 037 890,54</div> <div style="border: 1px solid black; padding: 2px;"><b>3 480 095,97</b></div> <div style="border: 1px solid black; padding: 2px;">1 597 783,65</div> <div style="border: 1px solid black; padding: 2px;">65 851,34</div> <div style="border: 1px solid black; padding: 2px;">0,00</div> <div style="border: 1px solid black; padding: 2px;">3 414 444,63</div> <div style="border: 1px solid black; padding: 2px;">990 189</div> <div style="border: 1px solid black; padding: 2px;">29,00%</div> <div style="border: 1px solid black; padding: 2px;"><b>826 472,04</b></div>
<div style="border: 1px solid black; padding: 2px;"><b>5 285 657,61</b></div>	<div style="border: 1px solid black; padding: 2px;"><b>5 607 085,35</b></div>	<div style="border: 1px solid black; padding: 2px;"><b>5 946 145,26</b></div>	<div style="border: 1px solid black; padding: 2px;"><b>6 303 895,62</b></div>	<div style="border: 1px solid black; padding: 2px;"><b>6 681 461,92</b></div>



MONTH 1

MONTH 2

**RENTAL CALCULATIONS**

**TURNOVER RENTAL CALCULATION**

SHOP

Shop turnover band	322 622.08	
% of turnover	5,00%	

344 130.22	
5,00%	

VIRTUAL VOUCHERS

Shop turnover band	117 317.12	
% of turnover	0,00%	

125 138.26	
0,00%	

BAKERY

Corner Bakery turnover band	0.00	
% of turnover	5,00%	

0.00	
5,00%	

QSR

QSR turnover band	127 875.66	
% of turnover	5,00%	

136 400.70	
5,00%	

Oils and Lubes

Oils and Lubes turnover band	19 552.85	
% of turnover	0,00%	

20 856.38	
0,00%	

Total Rental TURNOVER	<b>22 524.89</b>	
-----------------------	------------------	--

<b>24 026.55</b>	
------------------	--

MONTH 3

MONTH 4

344 130,22
5,00%

125 138,26
0,00%

0,00
5,00%

136 400,70
5,00%

20 856,38
0,00%

<b>24 026,55</b>
------------------

365 638,35
5,00%

132 959,40
0,00%

0,00
5,00%

144 925,75
5,00%

22 159,90
0,00%

<b>25 528,21</b>
------------------

MONTH 5

MONTH 6

MONTH 7

MONTH 8

387 146,49
5,00%

140 780,54
0,00%

0,00
5,00%

153 450,79
5,00%

23 463,42
0,00%

<b>27 029,86</b>
------------------

408 654,63
5,00%

148 601,68
0,00%

0,00
5,00%

161 975,84
5,00%

24 766,95
0,00%

<b>28 531,52</b>
------------------

430 162,77
5,00%

156 422,83
0,00%

0,00
5,00%

170 500,88
5,00%

26 070,47
0,00%

<b>30 033,18</b>
------------------

430 162,77
5,00%

156 422,83
0,00%

0,00
5,00%

170 500,88
5,00%

26 070,47
0,00%

<b>30 033,18</b>
------------------

MONTH 9

MONTH 10

MONTH 11

MONTH 12

YEAR 1

430 162.77  
5.00%

156 422.83  
0.00%

0.00  
5.00%

170 500.88  
5.00%

26 070.47  
0.00%

**30 033.18**

430 162.77  
5.00%

156 422.83  
0.00%

0.00  
5.00%

170 500.88  
5.00%

26 070.47  
0.00%

**30 033.18**

430 162.77  
5.00%

156 422.83  
0.00%

0.00  
5.00%

170 500.88  
5.00%

26 070.47  
0.00%

**30 033.18**

430 162.77  
5.00%

156 422.83  
0.00%

0.00  
5.00%

170 500.88  
5.00%

26 070.47  
0.00%

**30 033.18**

4 753 298.60  
5.00%

1 728 472.22  
0.00%

0.00  
5.00%

1 884 034.72  
5.00%

288 078.70  
0.00%

**331 866.67**

YEAR 2

YEAR 3

YEAR 4

YEAR 5

4 777 065,09
5,00%

1 737 114,58
0,00%

0,00
5,00%

1 893 454,89
5,00%

302 547,46
0,00%

<b>333 526,00</b>
-------------------

4 800 950,42
5,00%

1 745 800,15
0,00%

0,00
5,00%

1 902 922,17
5,00%

317 742,90
0,00%

<b>335 193,63</b>
-------------------

4 836 957,55
5,00%

1 758 893,65
0,00%

0,00
5,00%

1 917 194,08
5,00%

334 531,64
0,00%

<b>337 707,58</b>
-------------------

4 885 327,12
5,00%

1 776 482,59
0,00%

0,00
5,00%

1 936 366,02
5,00%

353 081,42
0,00%

<b>341 084,66</b>
-------------------

YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
4 958 607,03 5,00%	5 057 779,17 5,00%	5 158 934,75 5,00%	5 262 113,45 5,00%	5 367 355,72 5,00%
1 803 129,83 0,00%	1 839 192,43 0,00%	1 875 976,27 0,00%	1 913 495,80 0,00%	1 951 765,72 0,00%
0,00 5,00%	0,00 5,00%	0,00 5,00%	0,00 5,00%	0,00 5,00%
1 965 411,51 5,00%	2 004 719,74 5,00%	2 044 814,14 5,00%	2 085 710,42 5,00%	2 127 424,63 5,00%
374 504,64 0,00%	399 184,49 0,00%	425 490,75 0,00%	453 530,59 0,00%	483 418,26 0,00%
345 200,93	353 124,95	360 187,44	367 391,19	374 739,02

**WAGES PROVISION**

**BUDGET**

**BUDGET**

**CASHIERS FUEL**

Number of Cashiers			4,00
Working Hours		PER MONTH	
Normal Working hours	174,07		37 544,53
Sunday hours	23,38		
Overtime	2,60		
Public days hours	0,15		
Bonus hours - 2 Weeks	7,49		
Leave hours - 3 Weeks	11,24		
Replacement leave 3 Weeks	11,24		
December bonus 1 Week	3,75		

Number of Cashiers			4,00
Working Hours		PER MONTH	
Normal Working hours	174,07		37 544,53
Sunday hours	23,38		
Overtime	2,60		
Public days hours	0,15		
Bonus hours - 2 Weeks	7,49		
Leave hours - 3 Weeks	11,24		
Replacement leave 3 Weeks	11,24		
December bonus 1 Week	3,75		

Rates per Hour		Rate per hour	
Normal		37,99	
Sunday		56,99	
Overtime		56,99	
Public Holidays		75,98	

Rates per Hour		Rate per hour	
Normal		37,99	
Sunday		56,99	
Overtime		56,99	
Public Holidays		75,98	

**FORECOURT ATTENDANTS**

Number of Forecourt Attendants			12,00
Working Hours		PER MONTH	
Normal Working hours	166,59		104 384,26
Sunday hours	26,89		
Overtime	0,00		
Public days hours	0,15		
Bonus hours - 2 Weeks	7,49		
Leave hours - 3 Weeks	11,24		
Replacement leave 3 Weeks	11,24		
December bonus 1 Week	3,75		

Number of Forecourt Attendants			12,00
Working Hours		PER MONTH	
Normal Working hours	166,59		104 384,26
Sunday hours	26,89		
Overtime	0,00		
Public days hours	0,15		
Bonus hours - 2 Weeks	7,49		
Leave hours - 3 Weeks	11,24		
Replacement leave 3 Weeks	11,24		
December bonus 1 Week	3,75		

Rates per Hour		Rate per hour	
Normal		36,10	
Sunday		54,15	
Overtime		54,15	
Public Holidays		72,20	

Rates per Hour		Rate per hour	
Normal		36,10	
Sunday		54,15	
Overtime		54,15	
Public Holidays		72,20	

**CHARS**

Number of Chars			2,00
Working Hours		PER MONTH	
Normal Working hours	181,86		14 122,65
Sunday hours	12,99		
Overtime	0,00		
Public days hours	0,15		
Bonus hours - 2 Weeks	7,49		
Leave hours - 3 Weeks	11,24		
Replacement leave 3 Weeks	11,24		
December bonus 1 Week	3,75		

Number of Chars			2,00
Working Hours		PER MONTH	
Normal Working hours	181,86		14 122,65
Sunday hours	12,99		
Overtime	0,00		
Public days hours	0,15		
Bonus hours - 2 Weeks	7,49		
Leave hours - 3 Weeks	11,24		
Replacement leave 3 Weeks	11,24		
December bonus 1 Week	3,75		

Rates per Hour		Rate per hour	
Normal		30,00	
Sunday		45,00	
Overtime		45,00	
Public Holidays		60,00	

Rates per Hour		Rate per hour	
Normal		30,00	
Sunday		45,00	
Overtime		45,00	
Public Holidays		60,00	

**CASHIERS SHOP / QSR**

Number of Cashiers			3,00
Working Hours		PER MONTH	
Normal Working hours	174,07		28 158,39
Sunday hours	23,38		
Overtime	2,60		
Public days hours	0,15		
Bonus hours - 2 Weeks	7,49		
Leave hours - 3 Weeks	11,24		
Replacement leave 3 Weeks	11,24		
December bonus 1 Week	3,75		

Number of Cashiers			3,00
Working Hours		PER MONTH	
Normal Working hours	174,07		28 158,39
Sunday hours	23,38		
Overtime	2,60		
Public days hours	0,15		
Bonus hours - 2 Weeks	7,49		
Leave hours - 3 Weeks	11,24		
Replacement leave 3 Weeks	11,24		
December bonus 1 Week	3,75		

Rates per Hour		Rate per hour	
Normal		37,99	
Sunday		56,99	
Overtime		56,99	

Rates per Hour		Rate per hour	
Normal		37,99	
Sunday		56,99	
Overtime		56,99	

MONTH 3

MONTH 4

BUDGET

PER MONTH	4,00
174,07	37 544,53
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99
75,98

PER MONTH	12,00
166,59	104 384,26
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
36,10
54,15
54,15
72,20

PER MONTH	2,00
181,86	14 122,65
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
30,00
45,00
45,00
60,00

PER MONTH	3,00
174,07	28 158,39
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99

BUDGET

PER MONTH	4,00
174,07	37 544,53
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99
75,98

PER MONTH	12,00
166,59	104 384,26
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
36,10
54,15
54,15
72,20

PER MONTH	2,00
181,86	14 122,65
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
30,00
45,00
45,00
60,00

PER MONTH	3,00
174,07	28 158,39
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99



MONTH 5

MONTH 6

MONTH 7

MONTH 8

BUDGET

PER MONTH	4,00
174,07	37 544,53
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99
75,98

PER MONTH	12,00
166,59	104 384,26
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
36,10
54,15
54,15
72,20

PER MONTH	2,00
181,86	14 122,65
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
30,00
45,00
45,00
60,00

PER MONTH	3,00
174,07	28 158,39
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99

BUDGET

PER MONTH	4,00
174,07	37 544,53
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99
75,98

PER MONTH	12,00
166,59	104 384,26
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
36,10
54,15
54,15
72,20

PER MONTH	2,00
181,86	14 122,65
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
30,00
45,00
45,00
60,00

PER MONTH	3,00
174,07	28 158,39
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99

BUDGET

PER MONTH	4,00
174,07	37 544,53
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99
75,98

PER MONTH	12,00
166,59	104 384,26
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
36,10
54,15
54,15
72,20

PER MONTH	2,00
181,86	14 122,65
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
30,00
45,00
45,00
60,00

PER MONTH	3,00
174,07	28 158,39
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99

BUDGET

PER MONTH	4,00
174,07	37 544,53
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99
75,98

PER MONTH	12,00
166,59	104 384,26
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
36,10
54,15
54,15
72,20

PER MONTH	2,00
181,86	14 122,65
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
30,00
45,00
45,00
60,00

PER MONTH	3,00
174,07	28 158,39
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99

PER MONTH	4,00
174,07	37 544,53
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99
75,98

PER MONTH	12,00
166,59	104 384,26
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
36,10
54,15
54,15
72,20

PER MONTH	2,00
181,86	14 122,65
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
30,00
45,00
45,00
60,00

PER MONTH	3,00
174,07	28 158,39
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour
37,99
56,99
56,99

BUDGET

4.00  
37 544.53

12.00  
104 384.26

2.00  
14 122.65

3.00  
28 158.39

BUDGET

PER MONTH 4.00  
174.07  
23.38  
2.60  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
37.99  
56.99  
56.99  
75.98

PER MONTH 12.00  
166.59  
26.89  
0.00  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
36.10  
54.15  
54.15  
72.20

PER MONTH 2.00  
181.86  
12.99  
0.00  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
30.00  
45.00  
45.00  
60.00

PER MONTH 3.00  
174.07  
23.38  
2.60  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
37.99  
56.99  
56.99

BUDGET

4.00  
37 544.53

12.00  
104 384.26

2.00  
14 122.65

3.00  
28 158.39

PER MONTH 4.00  
174.07  
23.38  
2.60  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
37.99  
56.99  
56.99  
75.98

PER MONTH 12.00  
166.59  
26.89  
0.00  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
36.10  
54.15  
54.15  
72.20

PER MONTH 2.00  
181.86  
12.99  
0.00  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
30.00  
45.00  
45.00  
60.00

PER MONTH 3.00  
174.07  
23.38  
2.60  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
37.99  
56.99  
56.99

BUDGET

4.00  
37 544.53

12.00  
104 384.26

2.00  
14 122.65

3.00  
28 158.39

PER MONTH 4.00  
174.07  
23.38  
2.60  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
37.99  
56.99  
56.99  
75.98

PER MONTH 12.00  
166.59  
26.89  
0.00  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
36.10  
54.15  
54.15  
72.20

PER MONTH 2.00  
181.86  
12.99  
0.00  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
30.00  
45.00  
45.00  
60.00

PER MONTH 3.00  
174.07  
23.38  
2.60  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
37.99  
56.99  
56.99

BUDGET

4.00  
37 544.53

12.00  
104 384.26

2.00  
14 122.65

3.00  
28 158.39

PER MONTH 4.00  
174.07  
23.38  
2.60  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
37.99  
56.99  
56.99  
75.98

PER MONTH 12.00  
166.59  
26.89  
0.00  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
36.10  
54.15  
54.15  
72.20

PER MONTH 2.00  
181.86  
12.99  
0.00  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
30.00  
45.00  
45.00  
60.00

PER MONTH 3.00  
174.07  
23.38  
2.60  
0.15  
7.49  
11.24  
11.24  
3.75

Rate per hour  
37.99  
56.99  
56.99

YEAR 2

YEAR 3

YEAR 4

YEAR 5

BUDGET

PER MONTH	4,00
174,07	40 548,09
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	41,03
61,54	
61,54	
82,06	

PER MONTH	12,00
166,59	112 735,00
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	38,99
58,48	
58,48	
77,98	

PER MONTH	2,00
181,86	15 252,46
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	32,40
48,60	
48,60	
64,80	

PER MONTH	3,00
174,07	30 411,07
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	41,03
61,54	
61,54	

BUDGET

PER MONTH	4,00
174,07	43 791,93
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	44,31
66,47	
66,47	
88,62	

PER MONTH	12,00
166,59	121 753,80
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	42,11
63,16	
63,16	
84,21	

PER MONTH	2,00
181,86	16 472,66
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	34,99
52,49	
52,49	
69,98	

PER MONTH	3,00
174,07	32 843,95
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	44,31
66,47	
66,47	

BUDGET

PER MONTH	4,00
174,07	47 295,29
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	47,86
71,78	
71,78	
95,71	

PER MONTH	12,00
166,59	131 494,11
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	45,48
68,21	
68,21	
90,95	

PER MONTH	2,00
181,86	17 790,47
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	37,79
56,69	
56,69	
75,58	

PER MONTH	3,00
174,07	35 471,47
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	47,86
71,78	
71,78	

BUDGET

PER MONTH	4,00
174,07	51 078,91
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	51,68
77,53	
77,53	
103,37	

PER MONTH	12,00
166,59	142 013,63
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	49,11
73,67	
73,67	
98,23	

PER MONTH	2,00
181,86	19 213,71
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	40,81
61,22	
61,22	
81,63	

PER MONTH	3,00
174,07	38 309,18
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	51,68
77,53	
77,53	

PER MONTH	174,07
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	55,82
83,73	
83,73	
111,64	

PER MONTH	166,59
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	53,04
79,56	
79,56	
106,09	

PER MONTH	181,86
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	44,08
66,12	
66,12	
88,16	

PER MONTH	174,07
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	

Rate per hour	55,82
83,73	
83,73	

BUDGET	
4.00	
55 165,23	
12.00	
153 374,73	
2.00	
20 750,80	
3.00	
41 373,92	

BUDGET	
PER MONTH	4.00
174,07	59 578,44
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
60,29	
90,43	
90,43	
120,57	
PER MONTH	12.00
166,59	165 644,70
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
57,29	
85,93	
85,93	
114,57	
PER MONTH	2.00
181,86	22 410,87
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
47,61	
71,41	
71,41	
95,21	
PER MONTH	3.00
174,07	44 683,83
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
60,29	
90,43	
90,43	

BUDGET	
PER MONTH	4.00
174,07	64 344,72
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
65,11	
97,66	
97,66	
130,22	
PER MONTH	12.00
166,59	178 896,28
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
61,87	
92,80	
92,80	
123,74	
PER MONTH	2.00
181,86	24 203,74
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
51,41	
77,12	
77,12	
102,83	
PER MONTH	3.00
174,07	48 258,54
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
65,11	
97,66	
97,66	

BUDGET	
PER MONTH	4.00
174,07	69 492,30
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
70,32	
105,48	
105,48	
140,63	
PER MONTH	12.00
166,59	193 207,98
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
66,82	
100,23	
100,23	
133,64	
PER MONTH	2.00
181,86	26 140,04
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
55,53	
83,29	
83,29	
111,06	
PER MONTH	3.00
174,07	52 119,22
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
70,32	
105,48	
105,48	

BUDGET	
PER MONTH	4.00
174,07	75 051,68
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
75,94	
113,91	
113,91	
151,88	
PER MONTH	12.00
166,59	208 664,62
26,89	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
72,16	
108,25	
108,25	
144,33	
PER MONTH	2.00
181,86	28 231,24
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
59,97	
89,96	
89,96	
119,94	
PER MONTH	3.00
174,07	56 288,76
23,38	
2,60	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
75,94	
113,91	
113,91	

Public Holidays

**MONTH 1**

75,98

**MERCHENDISERS**

Number of Merchandisers

1,00

Working Hours	
Normal Working hours	181,86
Sunday hours	12,99
Overtime	0,00
Public days hours	0,15
Bonus hours - 2 Weeks	7,49
Leave hours - 3 Weeks	11,24
Replacement leave 3 Weeks	11,24
December bonus 1 Week	3,75

PER MONTH	
	7 061,32

Rates per Hour	
Normal	30,00
Sunday	45,00
Overtime	45,00
Public Holidays	60,00

Rate per hour	

**BAKERY**

Number of Chars

0,00

Working Hours	
Normal Working hours	181,86
Sunday hours	12,99
Overtime	0,00
Public days hours	0,15
Bonus hours - 2 Weeks	7,49
Leave hours - 3 Weeks	11,24
Replacement leave 3 Weeks	11,24
December bonus 1 Week	3,75

PER MONTH	
	0,00

Rates per Hour	
Normal	30,00
Sunday	45,00
Overtime	45,00
Public Holidays	60,00

Rate per hour	

**MONTH 2**

75,98

1,00

Working Hours	
Normal Working hours	181,86
Sunday hours	12,99
Overtime	0,00
Public days hours	0,15
Bonus hours - 2 Weeks	7,49
Leave hours - 3 Weeks	11,24
Replacement leave 3 Weeks	11,24
December bonus 1 Week	3,75

PER MONTH	
	7 061,32

Rates per Hour	
Normal	30,00
Sunday	45,00
Overtime	45,00
Public Holidays	60,00

Rate per hour	

0,00

Working Hours	
Normal Working hours	181,86
Sunday hours	12,99
Overtime	0,00
Public days hours	0,15
Bonus hours - 2 Weeks	7,49
Leave hours - 3 Weeks	11,24
Replacement leave 3 Weeks	11,24
December bonus 1 Week	3,75

PER MONTH	
	0,00

Rates per Hour	
Normal	30,00
Sunday	45,00
Overtime	45,00
Public Holidays	60,00

Rate per hour	

MONTH 3	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

MONTH 4	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

MONTH 5	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

MONTH 6	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

MONTH 7	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

MONTH 8	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

MONTH 8	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

MONTH 9
1,00
7 061,32
0,00
0,00

MONTH 10	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

MONTH 11	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

MONTH 12	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	

YEAR 1	
75,98	
	1,00
PER MONTH	7 061,32
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	
	0,00
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
30,00	
45,00	
45,00	
60,00	



YEAR 2	
82,06	
1,00	
PER MONTH	7 626,23
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
32,40	
48,60	
48,60	
64,80	
0,00	
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
32,40	
48,60	
48,60	
64,80	

YEAR 3	
88,62	
1,00	
PER MONTH	8 236,33
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
34,99	
52,49	
52,49	
69,98	
0,00	
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
34,99	
52,49	
52,49	
69,98	

YEAR 4	
95,71	
1,00	
PER MONTH	8 895,23
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
37,79	
56,69	
56,69	
75,58	
0,00	
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
37,79	
56,69	
56,69	
75,58	

YEAR 5	
103,37	
1,00	
PER MONTH	9 606,85
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
40,81	
61,22	
61,22	
81,63	
0,00	
PER MONTH	0,00
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
40,81	
61,22	
61,22	
81,63	

111,64	
PER MONTH	
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
44,08	
66,12	
66,12	
88,16	
PER MONTH	
181,86	
12,99	
0,00	
0,15	
7,49	
11,24	
11,24	
3,75	
Rate per hour	
44,08	
66,12	
66,12	
88,16	

YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
	120.57	130.22	140.63	151.88
1.00	1.00	1.00	1.00	1.00
10 375.40	11 205.43	12 101.87	13 070.02	14 115.62
	PER MONTH	PER MONTH	PER MONTH	PER MONTH
	181.86	181.86	181.86	181.86
	12.99	12.99	12.99	12.99
	0.00	0.00	0.00	0.00
	0.15	0.15	0.15	0.15
	7.49	7.49	7.49	7.49
	11.24	11.24	11.24	11.24
	11.24	11.24	11.24	11.24
	3.75	3.75	3.75	3.75
	Rate per hour	Rate per hour	Rate per hour	Rate per hour
	47.61	51.41	55.53	59.97
	71.41	77.12	83.29	89.96
	71.41	77.12	83.29	89.96
	95.21	102.83	111.06	119.94
0.00	0.00	0.00	0.00	0.00
0.00	PER MONTH	PER MONTH	PER MONTH	PER MONTH
	181.86	181.86	181.86	181.86
	12.99	12.99	12.99	12.99
	0.00	0.00	0.00	0.00
	0.15	0.15	0.15	0.15
	7.49	7.49	7.49	7.49
	11.24	11.24	11.24	11.24
	11.24	11.24	11.24	11.24
	3.75	3.75	3.75	3.75
	Rate per hour	Rate per hour	Rate per hour	Rate per hour
	47.61	51.41	55.53	59.97
	71.41	77.12	83.29	89.96
	71.41	77.12	83.29	89.96
	95.21	102.83	111.06	119.94

MONTH 1

MONTH 2

**OTHER INDICATORS**

Shop Expences % of Shop & Fuel expences combined (not spesified / indicated expences)	35,00%
--	--------

35,00%

**Micfa / Mibco**

Pension	8,00%
Charges	3,10

8,00%

3,10

**Skills development fee**

Based on Salaries and wages % allocated	1,00%
--	-------

1,00%

**UIE**

Salaries and wages % allocated	2,00%
-----------------------------------	-------

2,00%

**Workmen's compensation**

Based on Salaries and wages % allocated	0,75%
--	-------

0,75%

**Oil and Lubes**

For every	600,00
litres of petrol sold , one litre of oil are sold for R	40

600,00

40

**Fuel to Shop / VW / Corner Bakery / Carwash ratio**

For every For every litre of petrol / diesel sold,Rx spend in the shop	2,00
---	------

2,00

**Banking cost**

Cash - C/Store / FC - Cash Branch If yes = 1 if no=0	0,35%	1
Cash - C/Store / FC - Cash Centre If yes = 1 if no=0	0,29%	1
Cash - C/Store / FC - Cash Drop Safes If yes = 1 if no=0	0,55%	1
Cash - C/Store / FC - Cash Device If yes = 1 if no=0	0,27%	1

0,35%

1

0,29%

1

0,55%

1

0,27%

1

% cash transactions vs Card Transactions FC	65,00%
Remainder Card Transactions FC	30,00%
Credit (customers) Transactions FC	5,00%
	100,00%

65,00%

30,00%

5,00%

100,00%

Credit Card on Forecourt	75,00%
Dedit Card on Forecourt	25,00%
	100,00%

75,00%

25,00%

100,00%

% cash transactions vs Card Transactions Shop	80,00%
Remainder Card Transactions Shop	20,00%
	100,00%

80,00%

20,00%

100,00%

Credit Card in Shop	25,00%
Dedit Card in Shop	75,00%
	100,00%

25,00%

75,00%

100,00%

MONTH 3

MONTH 4

35,00%	35,00%
8,00%	8,00%
3,10	3,10
1,00%	1,00%
2,00%	2,00%
0,75%	0,75%
600,00	600,00
40	40
2,00	2,00
0,35%	0,35%
1	1
0,29%	0,29%
1	1
0,55%	0,55%
1	1
0,27%	0,27%
1	1
65,00%	65,00%
30,00%	30,00%
5,00%	5,00%
100,00%	100,00%
75,00%	75,00%
25,00%	25,00%
100,00%	100,00%
80,00%	80,00%
20,00%	20,00%
100,00%	100,00%
25,00%	25,00%
75,00%	75,00%
100,00%	100,00%

MONTH 5

MONTH 6

MONTH 7

MONTH 8

35,00%
8,00%
3,10
1,00%
2,00%
0,75%
600,00
40
2,00
0,35%
1
0,29%
1
0,55%
1
0,27%
1
65,00%
30,00%
5,00%
100,00%
75,00%
25,00%
100,00%
80,00%
20,00%
100,00%
25,00%
75,00%
100,00%

35,00%
8,00%
3,10
1,00%
2,00%
0,75%
600,00
40
2,00
0,35%
1
0,29%
1
0,55%
1
0,27%
1
65,00%
30,00%
5,00%
100,00%
75,00%
25,00%
100,00%
80,00%
20,00%
100,00%
25,00%
75,00%
100,00%

35,00%
8,00%
3,10
1,00%
2,00%
0,75%
600,00
40
2,00
0,35%
1
0,29%
1
0,55%
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0,27%
1
65,00%
30,00%
5,00%
100,00%
75,00%
25,00%
100,00%
80,00%
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35,00%
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3,10
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2,00%
0,75%
600,00
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2,00
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0,75%
600,00
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0,35%
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0,27%
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30,00%
5,00%
100,00%
75,00%
25,00%
100,00%
80,00%
20,00%
100,00%
25,00%
75,00%
100,00%

MONTH 9

MONTH 10

MONTH 11

MONTH 12

YEAR 1

35,00%

8,00%  
3,10

1,00%

2,00%

0,75%

600,00  
40

2,00

0,35%  
1  
0,29%  
1  
0,55%  
1  
0,27%  
1

65,00%  
30,00%  
5,00%  
100,00%

75,00%  
25,00%  
100,00%

80,00%  
20,00%  
100,00%

25,00%  
75,00%  
100,00%

35,00%

8,00%  
3,10

1,00%

2,00%

0,75%

600,00  
40

2,00

0,35%  
1  
0,29%  
1  
0,55%  
1  
0,27%  
1

65,00%  
30,00%  
5,00%  
100,00%

75,00%  
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100,00%

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75,00%  
100,00%

35,00%

8,00%  
3,10

1,00%

2,00%

0,75%

600,00  
40

2,00

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1  
0,29%  
1  
0,55%  
1  
0,27%  
1

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5,00%  
100,00%

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75,00%  
100,00%

35,00%

8,00%  
3,10

1,00%

2,00%

0,75%

600,00  
40

2,00

0,35%  
1  
0,29%  
1  
0,55%  
1  
0,27%  
1

65,00%  
30,00%  
5,00%  
100,00%

75,00%  
25,00%  
100,00%

80,00%  
20,00%  
100,00%

25,00%  
75,00%  
100,00%

YEAR 2

YEAR 3

YEAR 4

YEAR 5

35.00%
8.00%
3.10
1.00%
2.00%
0.75%
600.00
42
2.00
0.35%
1
0.29%
1
0.55%
1
0.27%
1
65.00%
30.00%
5.00%
100.00%
75.00%
25.00%
100.00%
80.00%
20.00%
100.00%
25.00%
75.00%
100.00%

35.00%
8.00%
3.10
1.00%
2.00%
0.75%
600.00
44
2.00
0.35%
1
0.29%
1
0.55%
1
0.27%
1
65.00%
30.00%
5.00%
100.00%
75.00%
25.00%
100.00%
80.00%
20.00%
100.00%
25.00%
75.00%
100.00%

35.00%
8.00%
3.10
1.00%
2.00%
0.75%
600.00
46
2.00
0.35%
1
0.29%
1
0.55%
1
0.27%
1
65.00%
30.00%
5.00%
100.00%
75.00%
25.00%
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80.00%
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25.00%
75.00%
100.00%

35.00%
8.00%
3.10
1.00%
2.00%
0.75%
600.00
48
2.00
0.35%
1
0.29%
1
0.55%
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0.27%
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65.00%
30.00%
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0.75%
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75.00%
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100.00%
80.00%
20.00%
100.00%
25.00%
75.00%
100.00%

YEAR 6

YEAR 7

YEAR 8

YEAR 9

YEAR 10

35,00%

8,00%  
3,10

1,00%

2,00%

0,75%

600,00  
52

2,00

0,35%  
1  
0,29%  
1  
0,55%  
1  
0,27%  
1

65,00%  
30,00%  
5,00%  
100,00%

75,00%  
25,00%  
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80,00%  
20,00%  
100,00%

25,00%  
75,00%  
100,00%

35,00%

8,00%  
3,10

1,00%

2,00%

0,75%

600,00  
54

2,00

0,35%  
1  
0,29%  
1  
0,55%  
1  
0,27%  
1

65,00%  
30,00%  
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2,00%

0,75%

600,00  
57

2,00

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1  
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1

65,00%  
30,00%  
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100,00%

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100,00%

35,00%

8,00%  
3,10

1,00%

2,00%

0,75%

600,00  
59

2,00

0,35%  
1  
0,29%  
1  
0,55%  
1  
0,27%  
1

65,00%  
30,00%  
5,00%  
100,00%

75,00%  
25,00%  
100,00%

80,00%  
20,00%  
100,00%

25,00%  
75,00%  
100,00%



	MONTH 1	MONTH 2
Service Fee - Service First	R 15,00	R 15,00
Service Fee - Service Next	R 2,50	R 2,50
Service Fee - Service Max	R 25,00	R 25,00
Merchant Credit Card Fee Cstore	1,90%	1,90%
Merchant Credit Card Fee Forecourt	1,74%	1,74%
Merchant Debit Card Fee Cstore	0,80%	0,80%
Merchant Debit Card Fee Forecourt	0,65%	0,65%
Merchant device rental C/Store	R 300,00	R 300,00
Devices dedicated to C store	1,00	1
Merchant device rental Forecourt	R 600,00	R 600,00
Devices dedicated to C store	2,00	2
Monthly administration fee	100,00	100,00
Dedit and stop orders - external	3,50	3,50
Number of orders	10,00	10,00
Funds transfer - internet	10,00	10,00
Nmber of transfers	30,00	30,00
<b>Cash shorts</b>		
Shifts	62	62,00
Rand short per shift	50,00	50,00
<b>Truck stop overnight fees.</b>		
Estimated trucks to park	0,00	0,00
Rate	0,00	0,00
Operational days	0,00	0,00
Fuel Sales Growth per year	0,00%	0,00%
Escalation / year - Sales price	6,50%	6,50%
% Escallation in Operational cost per year :	8,00%	8,00%
RAS Margin / Petrol for Dealer	2,29	2,2878
RAS / Margin for Diesel 50 ppm	2,29	2,2878
Developer / Property Owner RAS recovery / Petrol	0,5749	0,5749
Developer / Property Owner RAS recovery / Diesel	FALSE	FALSE
Oil Company RAS recovery / Petrol	0,2123	0,2123
Oil Company RAS recovery / Diesel	FALSE	FALSE
% Escallation in Dealer's Margin per Year :	4,50%	4,50%

MONTH 3	MONTH 4
R 15,00	R 15,00
R 2,50	R 2,50
R 25,00	R 25,00
1,90%	1,90%
1,74%	1,74%
0,80%	0,80%
0,65%	0,65%
R 300,00	R 300,00
1	1
R 600,00	R 600,00
2	2
100,00	100,00
3,50	3,50
10,00	10,00
10,00	10,00
30,00	30,00
62,00	62,00
50,00	50,00
0,00	0,00
0,00	0,00
0,00	0,00
0,00%	0,00%
6,50%	6,50%
8,00%	8,00%
2,2878	2,2878
2,2878	2,2878
0,5749	0,5749
FALSE	FALSE
0,2123	0,2123
FALSE	FALSE
4,50%	4,50%

MONTH 5	MONTH 6	MONTH 7	MONTH 8	
R 15,00	R 15,00	R 15,00	R 15,00	R 15,00
R 2,50	R 2,50	R 2,50	R 2,50	R 2,50
R 25,00	R 25,00	R 25,00	R 25,00	R 25,00
1,90%	1,90%	1,90%	1,90%	1,90%
1,74%	1,74%	1,74%	1,74%	1,74%
0,80%	0,80%	0,80%	0,80%	0,80%
0,65%	0,65%	0,65%	0,65%	0,65%
R 300,00	R 300,00	R 300,00	R 300,00	R 300,00
1	1	1	1	1
R 600,00	R 600,00	R 600,00	R 600,00	R 600,00
2	2	2	2	2
100,00	100,00	100,00	100,00	100,00
3,50	3,50	3,50	3,50	3,50
10,00	10,00	10,00	10,00	10,00
10,00	10,00	10,00	10,00	10,00
30,00	30,00	30,00	30,00	30,00
62,00	62,00	62,00	62,00	62,00
50,00	50,00	50,00	50,00	50,00
0,00	0,00	0,00	0,00	0,00
0,00	0,00	0,00	0,00	0,00
0,00	0,00	0,00	0,00	0,00
0,00%	0,00%	0,00%	0,00%	0,00%
6,50%	6,50%	6,50%	6,50%	6,50%
8,00%	8,00%	8,00%	8,00%	8,00%
2,2878	2,2878	2,2878	2,2878	2,2878
2,2878	2,2878	2,2878	2,2878	2,2878
0,5749	0,5749	0,5749	0,5749	0,5749
FALSE	FALSE	FALSE	FALSE	FALSE
0,2123	0,2123	0,2123	0,2123	0,2123
FALSE	FALSE	FALSE	FALSE	FALSE
4,50%	4,50%	4,50%	4,50%	4,50%

MONTH 9	MONTH 10	MONTH 11	MONTH 12	YEAR 1
	R 15,00	R 15,00	R 15,00	R 15,00
	R 2,50	R 2,50	R 2,50	R 2,50
	R 25,00	R 25,00	R 25,00	R 25,00
	1,90%	1,90%	1,90%	1,90%
	1,74%	1,74%	1,74%	1,74%
	0,80%	0,80%	0,80%	0,80%
	0,65%	0,65%	0,65%	0,65%
	R 300,00	R 300,00	R 300,00	R 300,00
	1	1	1	1
	R 600,00	R 600,00	R 600,00	R 600,00
	2	2	2	2
	100,00	100,00	100,00	100,00
	3,50	3,50	3,50	3,50
	10,00	10,00	10,00	10,00
	10,00	10,00	10,00	10,00
	30,00	30,00	30,00	30,00
	62,00	62,00	62,00	62,00
	50,00	50,00	50,00	50,00
	0,00	0,00	0,00	0,00
	0,00	0,00	0,00	0,00
	0,00	0,00	0,00	0,00
	0,00%	0,00%	0,00%	0,00%
	6,50%	6,50%	6,50%	6,50%
	8,00%	8,00%	8,00%	8,00%
	2,2878	2,2878	2,2878	2,2878
	2,2878	2,2878	2,2878	2,2878
	0,5749	0,5749	0,5749	0,5749
	FALSE	FALSE	FALSE	FALSE
	0,2123	0,2123	0,2123	0,2123
	FALSE	FALSE	FALSE	FALSE
	4,50%	4,50%	4,50%	4,50%

YEAR 2	YEAR 3	YEAR 4	YEAR 5	
R 16,20	R 17,50	R 18,90	R 20,41	R 22,04
R 2,70	R 2,92	R 3,15	R 3,40	R 3,67
R 27,00	R 29,16	R 31,49	R 34,01	R 36,73
1,90%	1,90%	1,90%	1,90%	1,90%
1,74%	1,74%	1,74%	1,74%	1,74%
0,80%	0,80%	0,80%	0,80%	0,80%
0,65%	0,65%	0,65%	0,65%	0,65%
R 324,00	R 349,92	R 377,91	R 408,15	R 440,80
1	1	1	1	1
R 648,00	R 699,84	R 755,83	R 816,29	R 881,60
2	2	2	2	2
108,00	116,64	125,97	136,05	146,93
3,78	4,08	4,41	4,76	5,14
10,80	11,66	12,60	13,60	14,69
10,80	11,66	12,60	13,60	14,69
32,40	34,99	37,79	40,81	44,08
66,96	72,32	78,10	84,35	91,10
54,00	58,32	62,99	68,02	73,47
0,00	0,00	0,00	0,00	0,00
30,00	30,00	30,00	30,00	30,00
30,42	30,42	30,42	30,42	30,42
0,50%	0,50%	0,75%	1,00%	1,50%
6,50%	6,50%	6,50%	6,50%	6,50%
8,00%	8,00%	8,00%	8,00%	8,00%
2,3908	2,4983	2,6108	2,7282	2,8510
2,3908	2,4983	2,6108	2,7282	2,8510
0,6008	0,6279	0,6561	0,6856	0,7165
0,0000	0,0000	0,0000	0,0000	0,0000
0,2218	0,2318	0,2422	0,2531	0,2645
0,0000	0,0000	0,0000	0,0000	0,0000
4,50%	4,50%	4,50%	4,50%	4,50%

YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
	R 23,80	R 25,71	R 27,76	R 29,99
	R 3,97	R 4,28	R 4,63	R 5,00
	R 39,67	R 42,85	R 46,27	R 49,98
	1,90%	1,90%	1,90%	1,90%
	1,74%	1,74%	1,74%	1,74%
	0,80%	0,80%	0,80%	0,80%
	0,65%	0,65%	0,65%	0,65%
	R 476,06	R 514,15	R 555,28	R 599,70
	1	1	1	1
	R 952,12	R 1 028,29	R 1 110,56	R 1 199,40
	2	2	2	2
	158,69	171,38	185,09	199,90
	5,55	6,00	6,48	7,00
	15,87	17,14	18,51	19,99
	15,87	17,14	18,51	19,99
	47,61	51,41	55,53	59,97
	98,39	106,26	114,76	123,94
	79,34	85,69	92,55	99,95
	0,00	0,00	0,00	0,00
	30,00	30,00	30,00	30,00
	30,42	30,42	30,42	30,42
	2,00%	2,00%	2,00%	2,00%
	6,50%	6,50%	6,50%	6,50%
	8,00%	8,00%	8,00%	8,00%
	2,9793	3,1134	3,2535	3,3999
	2,9793	3,1134	3,2535	3,3999
	0,7487	0,7824	0,8176	0,8544
	0,0000	0,0000	0,0000	0,0000
	0,2764	0,2888	0,3018	0,3154
	0,0000	0,0000	0,0000	0,0000
	4,50%	4,50%	4,50%	4,50%

Financial Statement

BREAK - EVEN : Property & Operational point of view: Fuel and shop sales		BREAK - EVEN : Operational point of view: Fuel and shop sales		BREAK - EVEN : Operational point of view: Fuel only	
STATEMENT OF COMPREHENSIVE INCOME		STATEMENT OF COMPREHENSIVE INCOME		STATEMENT OF COMPREHENSIVE INCOME	
FUEL & SHOP		FUEL & SHOP		FUEL ONLY	
<b>SALES WET STOCK</b>					
Fuel sales price					
Indicators	61C	61C	61C	61C	61C
Lives	20,29	84.989,45	20,29	100.181,53	36,43%
Lives	20,46	84.989,45	20,46	100.181,53	36,43%
Lives	20,70	84.989,45	20,70	100.181,53	36,43%
Sub total		<b>233 273,83</b>		<b>274 972,13</b>	100,00%
<b>SALES RAND VALUE</b>					
CASH Sales Fuel					
LPL 03		1.120.885,37		1.321.244,54	
LPL 06		1.120.885,37		1.321.244,54	
DOG 50ppm	% cash sales	854.101,83		1.008.774,72	
Sub total	85,00%	3.104.155,04		3.650.009,73	
<b>CASH TOTAL SALES</b>					
		<b>3.104.155,04</b>		<b>3.650.009,73</b>	
<b>CREDIT Sales Fuel</b>					
LPL 03		88.221,80		101.634,16	
LPL 06		88.221,80		101.634,16	
DOG 50ppm	% credit sales	238.721,18		274.462,21	
Sub total	5,00%	238.721,18		274.462,21	
<b>CREDIT TOTAL SALES</b>					
		<b>238.721,18</b>		<b>274.462,21</b>	
<b>CARD Sales Fuel</b>					
LPL 03		517.330,78		609.804,99	
LPL 06		517.330,78		609.804,99	
DOG 50ppm	% Total card sales	1.432.688,54		1.688.783,40	
Sub total	30,00%	1.432.688,54		1.688.783,40	
<b>CARD / TOTAL SALES</b>					
		<b>1.432.688,54</b>		<b>1.688.783,40</b>	
<b>CASH, CREDIT, &amp; CARD SALES TOTAL</b>					
	100,00%	<b>4.775.603,73</b>		<b>5.629.275,03</b>	
<b>Less Cost of Sales</b>					
		<b>4.241.939,28</b>		<b>5.000.198,77</b>	
<b>Fuel</b>					
LPL 03		1.529.997,08	11,28%	1.803.487,08	11,28%
Stock begin	18,00	331.240,48	2,29	331.240,48	2,29
Add Purchase		1.529.997,08		1.803.487,08	
Less Stock end		331.240,48		331.240,48	
LPL 06		1.542.745,50	11,19%	1.818.515,21	11,19%
Stock begin	18,15	334.000,48	2,29	334.000,48	2,29
Add Purchase		1.542.745,50		1.818.515,21	
Less Stock end		334.000,48		334.000,48	
<b>FUEL ONLY</b>					
Fuel sales price					
Indicators	61C	61C	61C	61C	61C
Lives	20,29	100.181,53	20,29	100.181,53	36,43%
Lives	20,46	100.181,53	20,46	100.181,53	36,43%
Lives	20,70	100.181,53	20,70	100.181,53	36,43%
Sub total		<b>300 869,57</b>		<b>300 869,57</b>	100,00%
<b>SALES RAND VALUE</b>					
CASH Sales Fuel					
LPL 03		1.445.981,82		1.645.981,82	
LPL 06		1.445.981,82		1.645.981,82	
DOG 50ppm	% cash sales	1.101.628,83		1.101.628,83	
Sub total	69,00%	4.003.645,71		4.003.645,71	
<b>CASH TOTAL SALES</b>					
		<b>4.003.645,71</b>		<b>4.003.645,71</b>	
<b>CREDIT Sales Fuel</b>					
LPL 03		111.206,28		111.206,28	
LPL 06		111.206,28		111.206,28	
DOG 50ppm	% credit sales	807.672,75		807.672,75	
Sub total	5,00%	807.672,75		807.672,75	
<b>CREDIT TOTAL SALES</b>					
		<b>807.672,75</b>		<b>807.672,75</b>	
<b>CARD Sales Fuel</b>					
LPL 03		687.237,67		687.237,67	
LPL 06		672.170,43		672.170,43	
DOG 50ppm	% Total card sales	1.847.636,48		1.847.636,48	
Sub total	30,00%	1.847.636,48		1.847.636,48	
<b>CARD / TOTAL SALES</b>					
		<b>1.847.636,48</b>		<b>1.847.636,48</b>	
<b>CASH, CREDIT, &amp; CARD SALES TOTAL</b>					
	100,00%	<b>6.109.454,84</b>		<b>6.109.454,84</b>	
<b>Less Cost of Sales</b>					
		<b>5.471.132,55</b>		<b>5.471.132,55</b>	
<b>Fuel</b>					
LPL 03		1.973.344,18	11,28%	1.973.344,18	11,28%
Stock begin	18,00	331.240,48	2,29	331.240,48	2,29
Add Purchase		1.973.344,18		1.973.344,18	
Less Stock end		331.240,48		331.240,48	
LPL 06		1.989.286,70	11,19%	1.989.286,70	11,19%
Stock begin	18,15	334.000,48	2,29	334.000,48	2,29
Add Purchase		1.989.286,70		1.989.286,70	
Less Stock end		334.000,48		334.000,48	

<b>QOQ \$mm</b>		<b>1,369,196.67</b>	11.02%
Stock begin	18.47	339,286.48	2.29
Add Purchase		1,369,196.67	
Less Stock end		339,888.48	
<b>GRAND PROFIT / LOSS</b>		<b>633,893.93</b>	<b>11.19%</b>
<b>FUEL RELATED EXPENSES</b>		<b>487,266.07</b>	
<b>SALARIES AND WAGES</b>		<b>177,859.94</b>	
<b>OTHER</b>		<b>309,189.03</b>	
<b>%TOT</b>			
Attendants	104,384.26	58.88%	
Cashiers - Forecast	37,544.03	21.11%	
Char Assistants	14,122.65	7.94%	
Fuel / Shop Assistants	12,742.50	7.16%	
Manager remuneration	9,100.00	5.12%	100.00%
Advertising / sales promotion	2,519.36	0.81%	
Audit & accounting	1,749.55	0.57%	
Bank charges	8,911.08	2.88%	
Bartering Council Employees contribution	14,253.51	4.62%	
Credit card commissions	419.89	0.14%	
Credit card issues	233.27	0.08%	
Credit Card swipe machine	373.24	0.12%	
Cash shortage	816.48	0.26%	
Cleaning Care & cleaning consumables	1,586.26	0.51%	
Computer System Maintenance	629.84	0.20%	
Donations	559.86	0.18%	
Electricity	20,904.66	6.77%	
Entertainment	1,166.37	0.38%	
Expatriation	7,091.52	2.29%	
Fuel Guarantee	0.00	0.00%	
General expenses	1,188.70	0.38%	
Insurance	5,505.26	1.78%	
Legal cost	256.05	0.08%	
Membership fees	233.27	0.08%	
Operational Gains and Losses	7,091.52	2.29%	
Other	7,091.52	2.29%	
Professional fees	303.28	0.10%	
R&D recovery Owner/Developer -Patrol	37,729.00	31.61%	
R&D recovery Owner/Developer -Diesel	0.00	0.00%	
R&D recovery OI Company - Patrol	38,076.30	11.67%	
R&D recovery OI Company - Diesel	0.00	0.00%	
SANRAL Levy	23,823.32	7.72%	

<b>QOQ \$mm</b>		<b>1,379,198.57</b>	11.02%
Stock begin	18.47	339,286.48	2.29
Add Purchase		1,379,198.57	
Less Stock end		339,888.48	
<b>GRAND PROFIT / LOSS</b>		<b>639,811.24</b>	<b>11.19%</b>
<b>FUEL RELATED EXPENSES</b>		<b>490,314.03</b>	
<b>SALARIES AND WAGES</b>		<b>178,522.28</b>	
<b>OTHER</b>		<b>311,791.75</b>	
<b>%TOT</b>			
Attendants	139,178.01	58.35%	
Cashiers - Forecast	59,216.79	23.61%	
Char Assistants	21,183.97	8.88%	
Fuel / Shop Assistants	12,742.50	5.24%	
Manager remuneration	9,100.00	3.82%	100.00%
Advertising / sales promotion	2,963.70	0.82%	
Audit & accounting	2,962.29	0.57%	
Bank charges	10,503.94	2.90%	
Bartering Council Employees contribution	19,168.48	5.30%	
Credit card commissions	494.95	0.14%	
Credit card issues	274.97	0.08%	
Credit Card swipe machine	439.96	0.12%	
Cash shortage	962.40	0.27%	
Cleaning Care & cleaning consumables	1,898.81	0.52%	
Computer System Maintenance	742.42	0.21%	
Donations	659.93	0.19%	
Electricity	24,665.00	6.52%	
Entertainment	1,374.86	0.38%	
Expatriation	8,359.15	2.31%	
Fuel Guarantee	0.00	0.00%	
General expenses	4,422.36	0.90%	
Insurance	6,489.34	1.79%	
Legal cost	352.47	0.09%	
Membership fees	274.97	0.08%	
Operational Gains and Losses	8,359.15	2.31%	
Other	8,359.15	2.31%	
Professional fees	357.48	0.10%	
R&D recovery Owner/Developer -Patrol	119,198.41	31.84%	
R&D recovery Owner/Developer -Diesel	0.00	0.00%	
R&D recovery OI Company - Patrol	42,527.39	11.70%	
R&D recovery OI Company - Diesel	0.00	0.00%	
SANRAL Levy	28,168.39	7.78%	

<b>QOQ \$mm</b>		<b>1,607,984.67</b>	11.02%
Stock begin	18.47	339,286.48	2.29
Add Purchase		1,607,984.67	
Less Stock end		339,888.48	
<b>GRAND PROFIT / LOSS</b>		<b>688,329.61</b>	<b>11.19%</b>
<b>FUEL RELATED EXPENSES</b>		<b>488,329.61</b>	
<b>SALARIES AND WAGES</b>		<b>249,038.11</b>	
<b>OTHER</b>		<b>439,291.50</b>	
<b>%TOT</b>			
Attendants	139,179.01	55.89%	
Cashiers - Forecast	59,216.79	23.61%	
Char Assistants	21,183.97	8.51%	
Fuel / Shop Assistants no 1	14,188.33	5.89%	
Manager remuneration	18,200.00	7.31%	100.00%
Advertising / sales promotion	3,249.39	0.74%	
Audit & accounting	2,249.52	0.51%	
Bank charges	38,429.60	8.75%	
Bartering Council Employees contribution	20,036.65	4.65%	
Credit card commissions	18,826.05	4.29%	
Credit card issues	318.00	0.11%	
Credit Card swipe machine	481.39	0.11%	
Cash shortage	1,033.04	0.24%	
Cleaning Care & cleaning consumables	2,485.91	0.47%	
Computer System Maintenance	812.35	0.18%	
Donations	722.09	0.16%	
Electricity	26,685.00	6.14%	
Entertainment	1,544.35	0.34%	
Expatriation	9,184.43	2.08%	
Fuel Guarantee	0.00	0.00%	
General expenses	1,534.43	0.32%	
Insurance	7,160.52	1.62%	
Legal cost	339.96	0.08%	
Membership fees	300.87	0.07%	
Operational Gains and Losses	9,146.43	2.08%	
Other	9,146.43	2.08%	
Professional fees	391.13	0.09%	
R&D recovery Owner/Developer -Patrol	120,648.00	28.69%	
R&D recovery Owner/Developer -Diesel	0.00	0.00%	
R&D recovery OI Company - Patrol	48,832.71	10.88%	
R&D recovery OI Company - Diesel	0.00	0.00%	
SANRAL Levy	20,727.27	4.69%	



Table with 2 columns: Item, Amount. Includes Rent to Landlord / Oil Company, Repairs and maintenance, Security, Skills development fee, Staff welfare, Stationery & printing, Subscriptions, Telephone / fax & wifi/air / internet, Internet costs, Travel and accommodation, Transport expenses (business), LIFT, Uniforms & Laundry, Workmen's compensation.

Table with 2 columns: Item, Amount. Includes Rent to Oil Company, Repairs and maintenance, Security, Skills development fee, Staff welfare, Stationery & printing, Subscriptions, Telephone / fax & wifi/air / internet, Internet costs, Travel and accommodation, Transport expenses (business), LIFT, Uniforms & Laundry, Workmen's compensation.

Table with 2 columns: Item, Amount. Includes Rent to Oil Company, Repairs and maintenance, Security, Skills development fee, Staff welfare, Stationery & printing, Subscriptions, Telephone / fax & wifi/air / internet, Internet costs, Travel and accommodation, Transport expenses (business), LIFT, Uniforms & Laundry, Workmen's compensation.

SALES DRY STOCK. Table with 3 columns: Item, Amount, % TOT. Includes CASH Sales Dry Stock, CREDIT Sales Dry Stock, CASH & CREDIT SALES TOTAL, Less Cost of Sales, Dry Stock, SHOP, Virtual Vouchers, Bakery, QSR, Oils and Lubes, Sub total.

SALES DRY STOCK. Table with 3 columns: Item, Amount, % TOT. Includes CASH Sales Dry Stock, CREDIT Sales Dry Stock, CASH & CREDIT SALES TOTAL, Less Cost of Sales, Dry Stock, SHOP, Virtual Vouchers, Bakery, QSR, Oils and Lubes, Sub total.

SALES DRY STOCK. Table with 3 columns: Item, Amount, % TOT. Includes CASH Sales Dry Stock, CREDIT Sales Dry Stock, CASH & CREDIT SALES TOTAL, Less Cost of Sales, Dry Stock, SHOP, Virtual Vouchers, Bakery, QSR, Oils and Lubes, Sub total.

NET MONTHLY PROFIT / LOSS. Table with 2 columns: Item, Amount. Includes Merchandisers, Cashiers, Car wash Chars, Shop / Fuel Assistants on 1, Manager remuneration, OTHER, Advertising / sales promotion, Audit & accounting, Bank charges, Credit card machine hire and commission, Cash short / over, Cleaning Care & cleaning consumables, Computer System Maintenance, Electricity, Entertainment, Insurance, Legal cost, Bargaining Council Employees contribution, Peer control, Rent / Turnover calculation, Rent / Square meter occupation, SANSR/L Levy, Repairs and maintenance, Security & Cash transportation, Shrinkage - Shop, Skills development fee, Staff welfare & refreshments, Stationery & postage, Telephone / fax & wifi/air / internet, Internet costs, Travel and accommodation, Transport expenses (business), LIFT, Uniforms & Laundry, Workmen's compensation.

NET MONTHLY PROFIT / LOSS. Table with 2 columns: Item, Amount. Includes Merchandisers, Cashiers, Car wash Chars, Shop / Fuel Assistants on 1, Manager remuneration, OTHER, Advertising / sales promotion, Audit & accounting, Bank charges, Credit card machine hire and commission, Cash short / over, Cleaning Care & cleaning consumables, Computer System Maintenance, Electricity, Entertainment, Insurance, Legal cost, Bargaining Council Employees contribution, Peer control, Rent / Turnover calculation, Rent / Square meter occupation, SANSR/L Levy, Repairs and maintenance, Security & Cash transportation, Shrinkage - Shop, Skills development fee, Staff welfare, Stationery & printing, Telephone / fax & wifi/air / internet, Internet costs, Travel and accommodation, Transport expenses (business), LIFT, Uniforms & Laundry, Workmen's compensation.

NET MONTHLY PROFIT / LOSS. Table with 2 columns: Item, Amount. Includes Merchandisers, Cashiers, Car wash Chars, Shop / Fuel Assistants on 1, Manager remuneration, OTHER, Advertising / sales promotion, Audit & accounting, Bank charges, Credit card machine hire and commission, Cash short / over, Cleaning Care & cleaning consumables, Computer System Maintenance, Electricity, Entertainment, Insurance, Legal cost, Bargaining Council Employees contribution, Peer control, Rent / Turnover calculation, Rent / Square meter occupation, SANSR/L Levy, Repairs and maintenance, Security & Cash transportation, Shrinkage - Shop, Skills development fee, Staff welfare, Stationery & printing, Telephone / fax & wifi/air / internet, Internet costs, Travel and accommodation, Transport expenses (business), LIFT, Uniforms & Laundry, Workmen's compensation.

OPERATIONAL NET PROFIT / LOSS - BEFORE LOAN PAYMENT & TAX. Table with 2 columns: Item, Amount. Includes Bond Payment - Capital, Bond Payment - Interest, Less Tax.

OPERATIONAL NET PROFIT / LOSS - BEFORE LOAN PAYMENT & TAX. Table with 2 columns: Item, Amount. Includes Bond Payment - Capital, Bond Payment - Interest, Less Tax.

OPERATIONAL NET PROFIT / LOSS - BEFORE LOAN PAYMENT & TAX. Table with 2 columns: Item, Amount. Includes Bond Payment - Capital, Bond Payment - Interest, Less Tax.

PROPERTY DEAL PROPERTY OWNER / DEVELOPER. Table with 2 columns: Item, Amount. Includes Income: Headlease from Oil Company (CORO Deal), VBR from Oil Company (Volume Band Rental), Rental from Operator (RORO Deal), R&B from Operator (RORO Deal).

PROPERTY DEAL PROPERTY OWNER / DEVELOPER. Table with 2 columns: Item, Amount. Includes Income: Headlease from Oil Company (CORO Deal), VBR from Oil Company (Volume Band Rental), Rental from Operator (RORO Deal), R&B from Operator (RORO Deal).

PROPERTY DEAL PROPERTY OWNER / DEVELOPER. Table with 2 columns: Item, Amount. Includes Income: Headlease from Oil Company (CORO Deal), VBR from Oil Company (Volume Band Rental), Rental from Operator (RORO Deal), R&B from Operator (RORO Deal).

TURNOVER RENTAL CALCULATION. Table with 2 columns: Item, Amount. Includes Shop turnover band % of turnover, VIRTUAL VOUCHERS, BAKERY, CORNER BAKERY turnover band % of turnover, QSR turnover band % of turnover.

TURNOVER RENTAL CALCULATION. Table with 2 columns: Item, Amount. Includes Shop turnover band % of turnover, VIRTUAL VOUCHERS, BAKERY, CORNER BAKERY turnover band % of turnover, QSR turnover band % of turnover.

TURNOVER RENTAL CALCULATION. Table with 2 columns: Item, Amount. Includes Shop turnover band % of turnover, VIRTUAL VOUCHERS, BAKERY, CORNER BAKERY turnover band % of turnover, QSR turnover band % of turnover.

Oils and Lubes		
Oils and Lubes turnover band		15,551.99
% of turnover		0.00%
<b>Total Rental TURNOVER</b>		<b>27,855.43</b>

RENTAL CALCULATION / SQUARE METER OCCUPATION

RAND PER SQUARE METRE		
Revenue	Non Revenue	
Squares = 5 to 99	0.00	50.00
Rand / m <sup>2</sup>	0.00	75.00
Squares 100 to 199	200.00	0.00
Rand / m <sup>2</sup>	150.00	0.00
Squares 200 to 299	0.00	0.00
Rand / m <sup>2</sup>	0.00	0.00
Annual escalation	8.00%	33,750.00
Indicator total rent / non full turn. % GP		41.19%

Oils and Lubes		
Oils and Lubes turnover band		18,351.48
% of turnover		0.00%
<b>Total Rental TURNOVER</b>		<b>21,115.86</b>

RENTAL CALCULATION / SQUARE METER OCCUPATION

RAND PER SQUARE METRE		
Revenue	Non Revenue	
Squares = 5 to 99	0.00	50.00
Rand / m <sup>2</sup>	0.00	75.00
Squares 100 to 199	200.00	0.00
Rand / m <sup>2</sup>	150.00	0.00
Squares 200 to 299	0.00	0.00
Rand / m <sup>2</sup>	0.00	0.00
Annual escalation	8.00%	33,750.00
Indicator total rent / non full turn. % GP		37.15%

Oils and Lubes		
Oils and Lubes turnover band		0.00
% of turnover		0.00%
<b>Total Rental TURNOVER</b>		<b>0.00</b>

RENTAL CALCULATION / SQUARE METER OCCUPATION

RAND PER SQUARE METRE		
Revenue	Non Revenue	
Squares = 5 to 99		
Rand / m <sup>2</sup>		
Squares 100 to 199		
Rand / m <sup>2</sup>		
Squares 200 to 299		
Rand / m <sup>2</sup>		
Annual escalation	8.00%	0.00
Indicator total rent / non full turn. % GP		#DIV/0!

**WAIVES PROVISION**

**CASHIERS FUEL**

Number of Cashiers			4.00
Working Hours		PER MONTH	
Normal Working hours	174.07		37,544.53
Sunday hours	23.38		
Overtime	2.60		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		37.59	
Sunday		56.99	
Overtime		56.99	
Public holidays		75.98	

**FORSCOURT ATTENDANTS**

Number of Forcourt Attendants			12.00
Working Hours		PER MONTH	
Normal Working hours	166.59		104,384.26
Sunday hours	28.89		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		36.10	
Sunday		54.15	
Overtime		54.15	
Public holidays		72.00	

**CMAIS**

Number of Clerks			2.00
Working Hours		PER MONTH	
Normal Working hours	181.86		14,122.65
Sunday hours	12.99		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		30.00	
Sunday		45.00	
Overtime		45.00	
Public holidays		60.00	

**WAIVES PROVISION**

**CASHIERS FUEL**

Number of Cashiers			6.00
Working Hours		PER MONTH	
Normal Working hours	174.07		56,316.79
Sunday hours	23.38		
Overtime	2.60		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		37.59	
Sunday		56.99	
Overtime		56.99	
Public holidays		75.98	

**FORSCOURT ATTENDANTS**

Number of Forcourt Attendants			18.00
Working Hours		PER MONTH	
Normal Working hours	166.59		139,179.01
Sunday hours	28.89		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		36.10	
Sunday		54.15	
Overtime		54.15	
Public holidays		72.00	

**CMAIS**

Number of Clerks			3.00
Working Hours		PER MONTH	
Normal Working hours	181.86		21,183.07
Sunday hours	12.99		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		30.00	
Sunday		45.00	
Overtime		45.00	
Public holidays		60.00	

**WAIVES PROVISION**

**CASHIERS FUEL**

Number of Cashiers			0.00
Working Hours		PER MONTH	
Normal Working hours	174.07		56,316.79
Sunday hours	23.38		
Overtime	2.60		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		37.59	
Sunday		56.99	
Overtime		56.99	
Public holidays		75.98	

**FORSCOURT ATTENDANTS**

Number of Forcourt Attendants			18.00
Working Hours		PER MONTH	
Normal Working hours	166.59		139,179.01
Sunday hours	28.89		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		36.10	
Sunday		54.15	
Overtime		54.15	
Public holidays		72.00	

**CMAIS**

Number of Clerks			3.00
Working Hours		PER MONTH	
Normal Working hours	181.86		21,183.07
Sunday hours	12.99		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		30.00	
Sunday		45.00	
Overtime		45.00	
Public holidays		60.00	

**CASHIERS SHOP / QSR**

Number of Cashiers			3.00
Working Hours		PER MONTH	
Normal Working hours	174.07		28,158.39
Sunday hours	23.38		
Overtime	2.60		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		37.59	
Sunday		56.99	
Overtime		56.99	
Public holidays		75.98	

**MERCHANDISERS**

Number of Merchandisers			1.00
Working Hours		PER MONTH	
Normal Working hours	181.86		2,081.32
Sunday hours	12.99		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		30.00	
Sunday		45.00	
Overtime		45.00	
Public holidays		60.00	

**BAKERY**

Number of Clerks			0.00
Working Hours		PER MONTH	
Normal Working hours	181.86		0.00
Sunday hours	12.99		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		30.00	
Sunday		45.00	
Overtime		45.00	
Public holidays		60.00	

**CASHIERS SHOP / QSR**

Number of Cashiers			0.00
Working Hours		PER MONTH	
Normal Working hours	174.07		28,158.39
Sunday hours	23.38		
Overtime	2.60		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		37.59	
Sunday		56.99	
Overtime		56.99	
Public holidays		75.98	

**MERCHANDISERS**

Number of Merchandisers			2.00
Working Hours		PER MONTH	
Normal Working hours	181.86		14,122.65
Sunday hours	12.99		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		30.00	
Sunday		45.00	
Overtime		45.00	
Public holidays		60.00	

**BAKERY**

Number of Clerks			0.00
Working Hours		PER MONTH	
Normal Working hours	181.86		0.00
Sunday hours	12.99		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		30.00	
Sunday		45.00	
Overtime		45.00	
Public holidays		60.00	

**CASHIERS SHOP / QSR**

Number of Cashiers			0.00
Working Hours		PER MONTH	
Normal Working hours	174.07		0.00
Sunday hours	23.38		
Overtime	2.60		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		37.59	
Sunday		56.99	
Overtime		56.99	
Public holidays		75.98	

**MERCHANDISERS**

Number of Merchandisers			0.00
Working Hours		PER MONTH	
Normal Working hours	181.86		0.00
Sunday hours	12.99		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	
Normal		30.00	
Sunday		45.00	
Overtime		45.00	
Public holidays		60.00	

**BAKERY**

Number of Clerks			0.00
Working Hours		PER MONTH	
Normal Working hours	181.86		0.00
Sunday hours	12.99		
Overtime	0.00		
Public days hours	0.15		
Bonus hours - 2 Weeks	7.49		
Leave hours - 3 Weeks	11.24		
Replacement leave 3 Weeks	11.24		
December bonus 1 Week	3.75		
Rates per hour		Rate per hour	

OverTime	75.00		
Public holidays	100.00		
<b>ADMINISTRATIVE STAFF (2)</b>			
Number of Administrative Staff		1.00	
Working Hours			
Normal Working hours	PER MONTH	242.67	11,326.67
Sunday hours	0.00		
OverTime	1.50	50.00%	
Public days hours	2.25	50.00%	
Bonus hours - 2 Weeks	7.50		
Leave hours - 3 Weeks	11.25		
Replacement leave 3 Weeks	11.25		
December bonus 1 Week	3.75		
Rates per Hour			
Normal	Rate per hour	40.00	
Sunday	60.00		
OverTime	60.00		
Public holidays	80.00		
<b>MANAGEMENT</b>			
Number of Management		1.00	
Working Hours			
Normal Working hours	PER MONTH	242.67	18,200.00
Sunday hours	0.00		
OverTime	0.00	50.00%	
Public days hours	0.00	50.00%	
Bonus hours - 2 Weeks	0.00		
Leave hours - 3 Weeks	0.00		
Replacement leave 3 Weeks	0.00		
December bonus 1 Week	0.00		
Rates per Hour			
Normal	Rate per hour	75.00	
Sunday	112.50		
OverTime	112.50		
Public holidays	150.00		

OverTime	75.00		
Public holidays	100.00		
<b>ADMINISTRATIVE STAFF (2)</b>			
Number of Administrative Staff		1.00	
Working Hours			
Normal Working hours	PER MONTH	242.67	11,326.67
Sunday hours	0.00		
OverTime	1.50	50.00%	
Public days hours	2.25	50.00%	
Bonus hours - 2 Weeks	7.50		
Leave hours - 3 Weeks	11.25		
Replacement leave 3 Weeks	11.25		
December bonus 1 Week	3.75		
Rates per Hour			
Normal	Rate per hour	40.00	
Sunday	60.00		
OverTime	60.00		
Public holidays	80.00		
<b>MANAGEMENT</b>			
Number of Management		1.00	
Working Hours			
Normal Working hours	PER MONTH	242.67	18,200.00
Sunday hours	0.00		
OverTime	0.00	50.00%	
Public days hours	0.00	50.00%	
Bonus hours - 2 Weeks	0.00		
Leave hours - 3 Weeks	0.00		
Replacement leave 3 Weeks	0.00		
December bonus 1 Week	0.00		
Rates per Hour			
Normal	Rate per hour	75.00	
Sunday	112.50		
OverTime	112.50		
Public holidays	150.00		

OverTime	75.00		
Public holidays	100.00		
<b>ADMINISTRATIVE STAFF (2)</b>			
Number of Administrative Staff		1.00	
Working Hours			
Normal Working hours	PER MONTH	242.67	0.00
Sunday hours	0.00		
OverTime	1.50	50.00%	
Public days hours	2.25	50.00%	
Bonus hours - 2 Weeks	7.50		
Leave hours - 3 Weeks	11.25		
Replacement leave 3 Weeks	11.25		
December bonus 1 Week	3.75		
Rates per Hour			
Normal	Rate per hour	60.00	
Sunday	60.00		
OverTime	60.00		
Public holidays	80.00		
<b>MANAGEMENT</b>			
Number of Management		1.00	
Working Hours			
Normal Working hours	PER MONTH	242.67	18,200.00
Sunday hours	0.00		
OverTime	0.00	100.00%	
Public days hours	0.00	0.00%	
Bonus hours - 2 Weeks	0.00		
Leave hours - 3 Weeks	0.00		
Replacement leave 3 Weeks	0.00		
December bonus 1 Week	0.00		
Rates per Hour			
Normal	Rate per hour	75.00	
Sunday	112.50		
OverTime	112.50		
Public holidays	150.00		

OTHER INDICATORS	
Shop Expenses % of Shop & Fuel expenses combined ( not specified / indicated expenses)	35.00%
<b>Misc / Misc</b>	
Person	8.00%
Charges	3.10
<b>Shrinkage - Shop</b>	
Shop & oil sales rand value	0.00%
% allocated	
<b>Bills development fee</b>	
Based on Salaries and wages	1.00%
% allocated	
<b>UE</b>	
Salaries and wages	2.00%
% allocated	
<b>Workers's compensation</b>	
Based on Salaries and wages	0.75%
% allocated	
<b>Oil and Lubric</b>	
For every	600.00
litres of petrol sold , one litre of oil are sold for	R 40.00
<b>Fuel to Shop / W / Corner Bakery / Carwash ratio</b>	
For every	2.00
For every litre of petrol / diesel sold.Rx spend in the shop	
<b>Banking cost</b>	
Cash - C/Store / FC - Cash Branch	0.35%
If yes = 1 if not=0	1
Cash - C/Store / FC - Cash Centre	0.29%
If yes = 1 if not=0	1
Cash - C/Store / FC - Cash Drop Sales	0.55%
If yes = 1 if not=0	1
Cash - C/Store / FC - Cash Device	0.27%
If yes = 1 if not=0	1
% cash transactions vs Card Transactions FC	65.00%
Remainder Card Transactions FC	35.00%
Credit (customers) Transactions FC	5.00%
	100.00%
Credit Card on Forecast	75.00%
Debit Card on Forecast	25.00%
	100.00%
% cash transactions vs Card Transactions Shop	80.00%
Remainder Card Transactions Shop	20.00%
	100.00%

OTHER INDICATORS	
Shop Expenses % of Shop & Fuel expenses combined ( not specified / indicated expenses)	35.00%
<b>Misc / Misc</b>	
Person	8.00%
Charges	3.10
<b>Shrinkage - Shop</b>	
Shop & oil sales rand value	0.00%
% allocated	
<b>Bills development fee</b>	
Based on Salaries and wages	1.00%
% allocated	
<b>UE</b>	
Salaries and wages	2.00%
% allocated	
<b>Workers's compensation</b>	
Based on Salaries and wages	0.75%
% allocated	
<b>Oil and Lubric</b>	
For every	600.00
litres of petrol sold , one litre of oil are sold for	R 40.00
<b>Fuel to Shop / W / Corner Bakery / Carwash ratio</b>	
For every	2.00
For every litre of petrol / diesel sold.Rx spend in the shop	
<b>Banking cost</b>	
Cash - C/Store / FC - Cash Branch	0.35%
If yes = 1 if not=0	1.00
Cash - C/Store / FC - Cash Centre	0.29%
If yes = 1 if not=0	1.00
Cash - C/Store / FC - Cash Drop Sales	0.55%
If yes = 1 if not=0	1.00
Cash - C/Store / FC - Cash Device	0.27%
If yes = 1 if not=0	1.00
% cash transactions vs Card Transactions FC	65.00%
Remainder Card Transactions FC	35.00%
Credit (customers) Transactions FC	5.00%
	100.00%
Credit Card on Forecast	75.00%
Debit Card on Forecast	25.00%
	100.00%
% cash transactions vs Card Transactions Shop	80.00%
Remainder Card Transactions Shop	20.00%
	100.00%

OTHER INDICATORS	
Shop Expenses % of Shop & Fuel expenses combined ( not specified / indicated expenses)	35.00%
<b>Misc / Misc</b>	
Person	8.00%
Charges	3.10
<b>Shrinkage - Shop</b>	
Shop & oil sales rand value	0.00%
% allocated	
<b>Bills development fee</b>	
Based on Salaries and wages	1.00%
% allocated	
<b>UE</b>	
Salaries and wages	2.00%
% allocated	
<b>Workers's compensation</b>	
Based on Salaries and wages	0.75%
% allocated	
<b>Oil and Lubric</b>	
For every	600.00
litres of petrol sold , one litre of oil are sold for	R 40.00
<b>Fuel to Shop / W / Corner Bakery / Carwash ratio</b>	
For every	2.00
For every litre of petrol / diesel sold.Rx spend in the shop	
<b>Banking cost</b>	
Cash - C/Store / FC - Cash Branch	0.35%
If yes = 1 if not=0	1
Cash - C/Store / FC - Cash Centre	0.29%
If yes = 1 if not=0	1
Cash - C/Store / FC - Cash Drop Sales	0.55%
If yes = 1 if not=0	1
Cash - C/Store / FC - Cash Device	0.27%
If yes = 1 if not=0	1
% cash transactions vs Card Transactions FC	65.00%
Remainder Card Transactions FC	35.00%
Credit (customers) Transactions FC	5.00%
	100.00%
Credit Card on Forecast	75.00%
Debit Card on Forecast	25.00%
	100.00%
% cash transactions vs Card Transactions Shop	80.00%
Remainder Card Transactions Shop	20.00%
	100.00%

Credit Card in Shop	25.00%
Debit Card in Shop	75.00%
	100.00%
Service Fee - Service First	R 15.00
Service Fee - Service Next	R 2.25
Service Fee - Service Max	R 25.00
Merchant Credit Card Fee Catone	1.90%
Merchant Credit Card Fee Forecourt	1.74%
Merchant Debit Card Fee Catone	0.80%
Merchant Debit Card Fee Forecourt	0.65%
Merchant device rental Catone Devices dedicated to C store	R 300.00 1
Merchant device rental Forecourt Devices dedicated to C store	R 600.00 2
Monthly administration fee	100.00
Debit and stop orders - external Number of orders	3.50 10.00
Funds transfer - internet Number of transfers	10.00 30.00
<b>Cash shorts</b>	
Stole	62.00
Rand short per shift	50.00
<b>Truck stop overnight fees</b>	
Estimated trucks to park	0.00
Rate	0.00
Operational days	0.00
Fuel Sales Growth per year	0.00%
Escalation / year - Sales price	6.50%
% Escalation in Operational cost per year :	8.00%
RA5 Margin / Petrol for Dealer	2.2878
RA5 Margin for Diesel 60 ppm	2.2878
Developer / Property Owner RAS recovery / Petrol	0.1709
Developer / Property Owner RAS recovery / Diesel	FALSE
Oil Company RAS recovery / Petrol	0.2123
Oil Company RAS recovery / Diesel	FALSE
% Escalation in Dealer's Margin per Year :	4.60%

Credit Card in Shop	25.00%
Debit Card in Shop	75.00%
	100.00%
Service Fee - Service First	R15.00
Service Fee - Service Next	R2.25
Service Fee - Service Max	R25.00
Merchant Credit Card Fee Catone	1.90%
Merchant Credit Card Fee Forecourt	1.74%
Merchant Debit Card Fee Catone	0.80%
Merchant Debit Card Fee Forecourt	0.65%
Merchant device rental Catone Devices dedicated to C store	R300.00 1
Merchant device rental Forecourt Devices dedicated to C store	R600.00 2
Monthly administration fee	100.00
Debit and stop orders - external Number of orders	3.50 10.00
Funds transfer - internet Number of transfers	10.00 30.00
<b>Cash shorts</b>	
Stole	62.00
Rand short per shift	50.00
<b>Truck stop overnight fees</b>	
Estimated trucks to park	0.00
Rate	0.00
Operational days	0.00
Fuel Sales Growth per year	0.00%
Escalation / year - Sales price	6.50%
% Escalation in Operational cost per year :	8.00%
RA5 Margin / Petrol for Dealer	2.29
RA5 Margin for Diesel 60 ppm	2.29
Developer / Property Owner RAS recovery / Petrol	0.17
Developer / Property Owner RAS recovery / Diesel	FALSE
Oil Company RAS recovery / Petrol	0.21
Oil Company RAS recovery / Diesel	FALSE
% Escalation in Dealer's Margin per Year :	4.60%

Credit Card in Shop	25.00%
Debit Card in Shop	75.00%
	100.00%
Service Fee - Service First	R 15.00
Service Fee - Service Next	R 2.25
Service Fee - Service Max	R 25.00
Merchant Credit Card Fee Catone	1.90%
Merchant Credit Card Fee Forecourt	1.74%
Merchant Debit Card Fee Catone	0.80%
Merchant Debit Card Fee Forecourt	0.65%
Merchant device rental Catone Devices dedicated to C store	R 300.00 1
Merchant device rental Forecourt Devices dedicated to C store	R 600.00 2
Monthly administration fee	100.00
Debit and stop orders - external Number of orders	3.50 10.00
Funds transfer - internet Number of transfers	10.00 30.00
<b>Cash shorts</b>	
Stole	62
Rand short per shift	50.00
<b>Truck stop overnight fees</b>	
Estimated trucks to park	0.00
Rate	0.00
Operational days	0.00
Fuel Sales Growth per year	0.00%
Escalation / year - Sales price	6.50%
% Escalation in Operational cost per year :	8.00%
RA5 Margin / Petrol for Dealer	2.2878
RA5 Margin for Diesel 60 ppm	2.2878
Developer / Property Owner RAS recovery	5.5749
Oil Company RAS recovery	0.2123
% Escalation in Dealer's Margin per Year :	4.60%

**RISK ANALYSIS / DCF MODEL / DISCOUNT RATE**

EVALUATION GRADING SYSTEM (EGS)	
SCORE	DESCRIPTION
1	POOR
2	FAIR
3	ADEQUATE
4	GOOD
5	EXCELLENT

**WEIGHTED SUCCESS FACTORS**  
 A specific weight is attributed to each success factor according to its importance for each subject proposed service station development.  
 Each success factor will be adjusted according to its multiplier (weight) to ultimately produce a suitable percentile

**1. DIVERSIFICATION**

Values granted :

Facilities	Value
Branded Convenient Store	1,00
Shop / Tuckshop	0,75
Branded QSR	0,50
Non Branded food outlet	0,25
ATM	0,75
Car Wash / Car Sales	0,50
24 Trading hours	1,00
Other	0,25
	5,00

Criteria	Multiplier
1.Diversi- fication.	
4	8,00%

**2. VOLUME THROUGHPUT / MARKET DEMAND**

Values granted :

VOLUMES	VALUE.
0-150	1,00
151-200	1,50
201-275	2,00
276-350	2,50
351-400	3,00
401-450	3,50
451-475	4,00
476-500	4,50
501- >	5,00

Criteria	Multiplier
2.Volume	
3,0	15,00%

**3. APPEARANCES**

Indicates the suitability and aesthetic appeal of the subject site.  
 Housekeeping standards maintain or not.  
 Signage clean and visible  
 Equipment in good working order.  
 Safe and secure environment  
 Clean pump islands / ablution facilities / garden  
 Taking into consideration the branded sites being representing their latest visual manifestation vs delapidated or non branded site.

Criteria	Multiplier
3.Appearance	
4	6,00%

**4. ACCESS / LOCALITY**

A site adjacent to a main road / provincial / Highway or on a corner at a shopping centre is more ideal and attain a value of 4 (good) or more whilst a grade 3 (adequate) or less is assigned to sites that are not located in an industrial area vs residential and business area. Easily accessible / access road not obstructed by vehicles Must make a special trip to facility when filling up with fuel Access designed according to sound road planning principles Median exist to prevent right turning movements - cause traffic accidents. Number of conflict points.Up / down stream location of intersection. Internal layout - discourage the use as a slip way / pump islands to be located behind egress point, to allow proper and safe circulation through the forecourt.At least two entrance points

Criteria	Multiplier
----------	------------

4.Access / Locality	
3	10,00%

**5. VISSIBILITY**

Indicates the level of visual exposure of the subject site attains from passing traffic. If the view of the subject site is obstructed by any large features / activities a grade of 3 (adequate) or less is assigned. If the site enjoys high visibility a score of 5 (excellent) is assigned.

Criteria	Multiplier
----------	------------

5.Visibility	
3	10,00%

**6. TITLE DEED INFORMATION**

The description and Deed transfer no. of the property  
Who is the Registered owner of the property?  
PTO to be converted to Leasehold  
Area (extent)  
Legal checks  
Conditions or Restrictions of Title  
Servitude's against the property / Mortgage bond

Criteria	Multiplier
----------	------------

6, Title Deed	
3	3,50%

**7.SURVEYORS INFORMATION**

Survey diagram available?  
Site plan available with adjacent properties and road borders surrounding the site, building lines, service points (electrical, water and sewerage) – Approved?

Criteria	Multiplier
----------	------------

7, Surveyor Info	
2	2,00%

**8.ZONING, INFORMATION**

Zoning certificate from local authorities – spluma / town planning scheme – definition. PTO rural areas. Landuse approval to spesific conditions / Township establishment. Property to be subdivided and serviced.

Criteria	Multiplier
----------	------------

8, Zoning Info	
2	5,00%

**9. AVAILABILITY OF SERVICES**

Are there sustainable services regarding water reticulation, sewerage and waste management, storm water drainage and electricity supply to the infrastructure of the foreseen activities. Is it foreseen that the development would be supplemented by making provision for a bore hole for water supply and onsite sewer treatment plant / septic tank for effluent waste, containment vrese and oil sepeartion traps.

Criteria	Multiplier
----------	------------

9, Services Info	
2	3,00%

**10, SITE AND RETAIL LICENSE**

Existing Retailer / Operator, need copy of "Retail Licence" / Existing Site Owner, need copy of "Site Licence" / Surrender of license by conversion applicant / Info authentic and relevant to site owner ID and Retailer entity / applicant.

Criteria	Multiplier
10, Site / Retail License	
2	10,00%

**11, COMPETITION SITE**

Location of each existing service station / undeveloped / identified within the study area and its description in relation to the proposed site, GPS, Distance road / radius from subject site / Estimated fuel volumes sold by existing service stations, / Convenience facilities provided by existing service stations, and impact on the existing service stations on the existing / new site. Vacant stands located in key positions in the Trading Area?  
Stand no. description, current zoning, size, why not likely to developed as a service station. EIA approvals foreseen iconomic impact

Criteria	Multiplier
11, Competition Sites	
3	3,00%

**12, OC TRANSACTION**

Proof of acceptance / approval / LOI by Oil Company / Wholesaler. Head Lease - notarial registered against the title deed of the property and ceded to a financial institution. If the Landlord wishes to have the right to be the Dealer/Operator or to nominate such and Operator, the Oil Company can retain the right to approve and appoint the Landlord as a Dealer/Operator according the Oil Companies standard rules and regulations for Dealer/Operators. A development agreement that contains all the conditions regarding the development. a Product servitude securing the Oil companies sale of product from the property for the duration of the agreement. The contract entered into is a "Supply Agreement" and the Oil Company will then remunerate the operator / developer according to the RAS module based on the monthly petrol (diesel?) purchases (Invoice). The Retailer will collect all margin related to the operations and assets of the Benchmark Service Station (BSS) and the Investor on the asset will recover their return due in both Company Own Retailer Operator (CORO) and Retailer Own Retailer Operator (RORO) operating platforms or agreements. (Receive then give back) The RAS is based on a foundation, that "whoever invests in or whoever incurs the cost" should receive the remuneration. Fees payable, by purchaser, to oil company at take - over (if applicable). Amount of fuel guarantee to oil company (if applicable). Rental agreement between Landlord and Operator.

Criteria	Multiplier
12 OC Transaction	
2	12,00%

**13, PARTIES INVOLVED**

Owner / Operator - Developer - Oil Company / Wholesaler, Unknown / New OC/Wholesaler - Company profile / latest financial statements - published. BBBEE - Status.

Criteria	Multiplier
13, Parties Involved	
4	12,50%

All Criteria	Multiplier
<b>2,91%</b>	100,00%

**Moderate Risk**

**RISK EVALUATION GRADING SYSTEM (REGS)**

SCORE	DESCRIPTION	RISK % > +
1	Very High Risk	5,00%
2	High Risk	4,00%
3	Moderate Risk	3,00%
4	Low Risk	2,00%
5	No Risk	1,00%



## SERVICE STATION ASSESSMENT - OPERATIONAL INVESTMENT APPROACH

SCENARIO BASED ON MONTHLY INCOME FROM THE OPERATIONAL APPROACH.

### 1 THE INCOME APPROACH

#### 1.1 The Operating Statement

##### STEP 1

The following assumptions were made:

That the Operator / Dealer operates the business on a day to day basis. (Fuel and Shop sales)

That the Operator / Dealer pay a monthly rental to the Developer / OIL Company amongst other monthly expenses.

##### STEP 2

In this step the expected cash flows forecast must be determine for whole period during which the investment is expected to be held and in this scenario its is fc  
The operating statement provide the structure of cash flows for income analysis.

#### POTENTIAL GROSS INCOME (PGI)

PGI is the maximum income that the investment will achieve

TOTAL FUEL SALES P/A (VOLUME)

	Year 1	Year 2	Year 3
	<b>4 321 181</b>	<b>5 532 892</b>	<b>6 130 141</b>
ULP 93	1 574 350	2 015 817	2 233 415
ULP 95	1 574 350	2 015 817	2 233 415
DGO 50 ppm	1 172 480	1 501 257	1 663 311
GP Income fuel sales	11 103 031	14 948 077	17 477 204
GP Other income	2 928 032	3 735 145	4 122 115
	14 031 063	18 683 222	21 599 320

#### LESS VACANCY / BAD DEBTS

N/A -Vacancies apply where the property is not fully let or if there is a change of tenant

% of PGI	0,00%	-	-	-
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#### EFFECTIVE GROSS INCOME ( EGI )

EGI represents the actual gross income that the investment / business would generate

14 031 063	18 683 222	21 599 320
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#### LESS OPERATING EXPENSES ( OE )

OE are all the expenses that need to be incurred for the functioning and maintenance of the investment / business.

11 298 007	12 189 500	13 452 198
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NET OPERATING INCOME (NOI)

<b>2 733 056</b>	<b>6 493 722</b>	<b>8 147 122</b>
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or 10 years.

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
<b>6 191 442</b>	<b>6 284 314</b>	<b>6 410 000</b>	<b>6 602 300</b>	<b>6 800 369</b>	<b>7 004 380</b>	<b>7 214 512</b>
2 255 749	2 289 586	2 335 377	2 405 439	2 477 602	2 551 930	2 628 488
2 255 749	2 289 586	2 335 377	2 405 439	2 477 602	2 551 930	2 628 488
1 679 944	1 705 143	1 739 246	1 791 423	1 845 166	1 900 521	1 957 537
18 628 665	19 955 207	21 482 513	23 354 535	25 390 877	27 606 070	30 015 940
4 146 135	4 189 994	4 254 160	4 360 550	4 468 401	4 577 617	4 688 084
22 774 799	24 145 202	25 736 673	27 715 085	29 859 278	32 183 687	34 704 024

-	-	-	-	-	-	-
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22 774 799	24 145 202	25 736 673	27 715 085	29 859 278	32 183 687	34 704 024
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14 309 299	15 254 222	16 296 201	17 480 026	18 752 538	20 120 515	21 591 264
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<b>8 465 500</b>	<b>8 890 979</b>	<b>9 440 472</b>	<b>10 235 059</b>	<b>11 106 741</b>	<b>12 063 172</b>	<b>13 112 760</b>
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**LESS DEBT SERVICE (DS)**

**OPERATION FINANCE**

Investment Estimate

% borrowed capital

% own contribution

Interest rate

Term

Total payment

		<b>3 095 259</b>
	0,00%	0
	100,00%	3 095 259
	9,00%	
	120	
		<b>0</b>

Interest payment

Capital payment

Year 1	Year 2	Year 3
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-	-	-
-	-	-
-	-	-

**BEFORE TAX CASH FLOW (BTCH)**

This is the revenue generated by the development after debt service

2 733 056	6 493 722	8 147 122
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**TAX ( T )**

Tax various per business depending on the type of ownership and expenses occur

Rate

28,00%	765 256	1 818 242	2 281 194
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**AFTER TAX CASH FLOW (ATCF)**

This represent the revenue received from the development after all expenses have been paid

1 967 800	4 675 480	5 865 928
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**OPERATING STATEMENT (SUMMARY)**

	Year 1	Year 2	Year 3
PGI	14 031 063	18 683 222	21 599 320
less VAC	-	-	-
EGI	14 031 063	18 683 222	21 599 320
less OE	11 298 007	12 189 500	13 452 198
NOI	2 733 056	6 493 722	8 147 122
less DS	-	-	-
BTCF	2 733 056	6 493 722	8 147 122
less T	765 256	1 818 242	2 281 194
ATCF	1 967 800	4 675 480	5 865 928

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
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-	-	-	-	-	-	-
-	-	-	-	-	-	0

8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
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2 370 340	2 489 474	2 643 332	2 865 816	3 109 887	3 377 688	3 671 573
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6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187
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Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
22 774 799	24 145 202	25 736 673	27 715 085	29 859 278	32 183 687	34 704 024
-	-	-	-	-	-	0
22 774 799	24 145 202	25 736 673	27 715 085	29 859 278	32 183 687	34 704 024
14 309 299	15 254 222	16 296 201	17 480 026	18 752 538	20 120 515	21 591 264
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
-	-	-	-	-	-	0
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
2 370 340	2 489 474	2 643 332	2 865 816	3 109 887	3 377 688	3 671 573
6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187

A Based on the Operational as an investment (excl VAT)

Cashflow (CF)	CF Y0	Year 1	Year 2	Year 3
Invest	3 095 259			
NOI	-3 095 259	2 733 056	6 493 722	8 147 122
<b>NPV</b>		2 469 219	7 769 711	13 777 822
<b>NPV less Investment</b>		-600 000	4 700 000	10 700 000
BTCF	-3 095 259	2 733 056	6 493 722	8 147 122
<b>NPV</b>		2 469 219	7 769 711	13 777 822
<b>NPV less Investment</b>		-600 000	4 700 000	10 700 000
ATCF	-3 095 259	1 967 800	4 675 480	5 865 928
<b>NPV</b>		1 777 838	5 594 192	9 920 032
<b>NPV less Investment</b>		-1 300 000	2 500 000	6 800 000

Discounted rate @ Long Bond rate R186	7,78%	10,69%
N19 REGS Factor	2,91%	

The discounted rate are based on the discounted rate for Service Stations as a income producing investment ( risk premium, and cost of capital)

A Based on the Investors parameters

Cashflow (CF)	CF Y0	Year 1	Year 2	Year 3
Invest	3 095 259			
NOI	-3 095 259	2 733 056	6 493 722	8 147 122
<b>NPV</b>		2 469 219	7 769 711	13 777 822
<b>NPV less Investment</b>		-600 000	4 700 000	10 700 000
BTCF	-3 095 259	2 733 056	6 493 722	8 147 122
<b>NPV</b>		2 469 219	7 769 711	13 777 822
<b>NPV less Investment</b>		-600 000	4 700 000	10 700 000
ATCF	-3 095 259	1 967 800	4 675 480	5 865 928
<b>NPV</b>		1 777 838	5 594 192	9 920 032
<b>NPV less Investment</b>		-1 300 000	2 500 000	6 800 000

Long Bond rate R186	10,69%
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The discounted rate are based on the discounted rate for Service Stations as a income producing development ( risk premium, and cost of capital)

Discounted rate @ Long Bond rate R186	7,78%	10,69%
N19 REGS Factor	2,91%	

### 1.3.2 PROFITABILITY INDEX (PI)

The profitability index (PI) is merely a value of cash inflows divided by the investment cost its is also referred to as the benefit / cost ratio.

	CF Y0	Year 1	Year 2	Year 3
NOI	-3 095 259	2 733 056	6 493 722	8 147 122
PI		(0,12)	1,98	4,61
BTCF	-3 095 259	2 733 056	6 493 722	8 147 122
PI		(0,12)	1,98	4,61
ATCF	-3 095 259	1 967 800	4 675 480	5 865 928
PI		(0,36)	1,15	3,04

Long Bond rate R186	10,69%
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### 1.3.3 INTERNAL RATE OF RETURN (IRR)

The internal -rate of return is defined as the return which will make the present value of the future cash inflows equal to the present value of the initial investment cost and to the cash outflows

The NPV would be exactly zero if the IRR is used as a discounted rate

If IRR => as the discount rate accept , if =< reject

	CF Y0	Year 1	Year 2	Year 3
NOI	-3 095 259	2 733 056	6 493 722	8 147 122
IRR		-12%	96%	130%
BTCF	-3 095 259	2 733 056	6 493 722	8 147 122
IRR		-12%	96%	130%
ATCF	-3 095 259	1 967 800	4 675 480	5 865 928
IRR		-36%	59%	93%

Long Bond rate R186	10,69%
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Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
<i>19 418 061</i>	<i>24 769 934</i>	<i>29 903 995</i>	<i>34 932 848</i>	<i>39 863 184</i>	<i>44 701 147</i>	<i>49 452 381</i>
16 300 000	21 700 000	26 800 000	31 800 000	36 800 000	41 600 000	46 400 000
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
<i>19 418 061</i>	<i>24 769 934</i>	<i>29 903 995</i>	<i>34 932 848</i>	<i>39 863 184</i>	<i>44 701 147</i>	<i>49 452 381</i>
16 300 000	21 700 000	26 800 000	31 800 000	36 800 000	41 600 000	46 400 000
6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187
<i>13 981 004</i>	<i>17 834 352</i>	<i>21 530 877</i>	<i>25 151 651</i>	<i>28 701 492</i>	<i>32 184 826</i>	<i>35 605 715</i>
10 900 000	14 700 000	18 400 000	22 100 000	25 600 000	29 100 000	32 500 000

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
<i>19 418 061</i>	<i>24 769 934</i>	<i>29 903 995</i>	<i>34 932 848</i>	<i>39 863 184</i>	<i>44 701 147</i>	<i>49 452 381</i>
16 300 000	21 700 000	26 800 000	31 800 000	36 800 000	41 600 000	46 400 000
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
<i>19 418 061</i>	<i>24 769 934</i>	<i>29 903 995</i>	<i>34 932 848</i>	<i>39 863 184</i>	<i>44 701 147</i>	<i>49 452 381</i>
16 300 000	21 700 000	26 800 000	31 800 000	36 800 000	41 600 000	46 400 000
6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187
<i>13 981 004</i>	<i>17 834 352</i>	<i>21 530 877</i>	<i>25 151 651</i>	<i>28 701 492</i>	<i>32 184 826</i>	<i>35 605 715</i>
10 900 000	14 700 000	18 400 000	22 100 000	25 600 000	29 100 000	32 500 000

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
7,35	10,22	13,27	16,58	20,17	24,06	28,30
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
7,35	10,22	13,27	16,58	20,17	24,06	28,30
6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187
5,01	7,08	9,27	11,66	14,24	17,05	20,10

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
141%	145%	146%	147%	147%	147%	147%
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
141%	145%	146%	147%	147%	147%	147%
6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187
105%	110%	112%	114%	114%	114%	114%

## 2. THE CAPITALIZATION APPROACH

The value of the development using the capitalization rates is based on the market comparison method to determine these rates. The cap rate analysis are based on a one year income stream and do not take the sale or any renovations into account, which is a limitation.

### 2.1) The Cap Rate = NOI or BTCF or ATCF/(NPV)

	Year 1	Year 2	Year 3
NOI	2 733 056	6 493 722	8 147 122
NPV	2 469 219	7 769 711	13 777 822
Rate	110,69%	83,58%	59,13%
BTCF	2 733 056	6 493 722	8 147 122
NPV	2 469 219	7 769 711	13 777 822
Rate	110,69%	83,58%	59,13%
ATCF	1 967 800	4 675 480	5 865 928
NPV	2 469 219	7 769 711	13 777 822
Rate	79,69%	60,18%	42,58%

### 2.2) The Total Investment = NOI or BTCF or ATCF/ Cap Rat

	Year 1	Year 2	Year 3
NOI	2 733 056	6 493 722	8 147 122
Rate	88,30%	209,80%	263,21%
Investment	3 095 259	3 095 259	3 095 259
BTCF	2 733 056	6 493 722	8 147 122
Rate	88,30%	209,80%	263,21%
Investment	3 095 259	3 095 259	3 095 259
ATCF	1 967 800	4 675 480	5 865 928
Rate	63,57%	151,05%	189,51%
Investment	3 095 259	3 095 259	3 095 259

### 2.3) The overall capitalization rate must satisfy the returns of the Lenders and the Investors

% Finance x return on finance	0,00%	9,00%	0,00%
% Equity x return on equity	100,00%	10,69%	10,69%
Overall capitalization rate			10,69%

	Year 1	Year 2	Year 3
NOI	2 733 056	6 493 722	8 147 122
Rate	10,69%	10,69%	10,69%
Price	25 600 000	60 800 000	76 200 000
BTCF	2 733 056	6 493 722	8 147 122
Rate	10,69%	10,69%	10,69%
Price	25 600 000	60 800 000	76 200 000
ATCF	1 967 800	4 675 480	5 865 928
Rate	10,69%	10,69%	10,69%
Price	18 400 000	43 800 000	54 900 000

### 2.4) Return on Investment ROI

	Year 1	Year 2	Year 3
Investment	3 095 259	3 095 259	3 095 259
Own equity	3 095 259	3 095 259	3 095 259
NOI	2 733 056	6 493 722	8 147 122
ROI	88,30%	209,80%	263,21%
BTCF	2 733 056	6 493 722	8 147 122
ROI	88,30%	209,80%	263,21%
ATCF	1 967 800	4 675 480	5 865 928
ROI	63,57%	151,05%	189,51%

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
19 418 061	24 769 934	29 903 995	34 932 848	39 863 184	44 701 147	49 452 381
43,60%	35,89%	31,57%	29,30%	27,86%	26,99%	26,52%
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
19 418 061	24 769 934	29 903 995	34 932 848	39 863 184	44 701 147	49 452 381
43,60%	35,89%	31,57%	29,30%	27,86%	26,99%	26,52%
6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187
19 418 061	24 769 934	29 903 995	34 932 848	39 863 184	44 701 147	49 452 381
31,39%	25,84%	22,73%	21,10%	20,06%	19,43%	19,09%

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
273,50%	287,25%	305,00%	330,67%	358,83%	389,73%	423,64%
3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
273,50%	287,25%	305,00%	330,67%	358,83%	389,73%	423,64%
3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259
6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187
196,92%	206,82%	219,60%	238,08%	258,36%	280,61%	305,02%
3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
10,69%	10,69%	10,69%	10,69%	10,69%	10,69%	10,69%
<b>79 200 000</b>	<b>83 200 000</b>	<b>88 400 000</b>	<b>95 800 000</b>	<b>103 900 000</b>	<b>112 900 000</b>	<b>122 700 000</b>
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
10,69%	10,69%	10,69%	10,69%	10,69%	10,69%	10,69%
<b>79 200 000</b>	<b>83 200 000</b>	<b>88 400 000</b>	<b>95 800 000</b>	<b>103 900 000</b>	<b>112 900 000</b>	<b>122 700 000</b>
6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187
10,69%	10,69%	10,69%	10,69%	10,69%	10,69%	10,69%
<b>57 000 000</b>	<b>59 900 000</b>	<b>63 600 000</b>	<b>69 000 000</b>	<b>74 800 000</b>	<b>81 300 000</b>	<b>88 400 000</b>

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259
3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259	3 095 259
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
273,50%	287,25%	305,00%	330,67%	358,83%	389,73%	423,64%
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760
273,50%	287,25%	305,00%	330,67%	358,83%	389,73%	423,64%
6 095 160	6 401 505	6 797 140	7 369 242	7 996 853	8 685 484	9 441 187
196,92%	206,82%	219,60%	238,08%	258,36%	280,61%	305,02%



### 3. OPERATIONAL GOODWILL / BUSINESS ASSESSMENT.

The market value of s Service Station is customarily determined on:

- A pay back period was based on the operational Income derived from Fuel and Other 'sales / income.
- Rebates receive do not form part of the operational income.
- Owners remuneration, cost of finance and taxes payable were excluded.
- Monthly Operational rental to the Landlord was adjusted to the market related rentals (if applicable).

		Year 1	Year 2	Year 3
<u>Income</u>				
Fuel and shop & Other		14 031 063	18 683 222	21 599 320
		14 031 063	18 683 222	21 599 320
<u>Expenses</u>				
Salaries and wages & Other		11 298 007	12 189 500	13 452 198
		11 298 007	12 189 500	13 452 198
Available nett income		2 733 056	6 493 722	8 147 122
		Year 1	Year 2	Year 3
GOODWILL PRICE / PAY-BACK PERIOD				
	MONTHS			
Minimum	24.00	5 500 000	13 000 000	16 300 000
Maximum	36.00	8 200 000	19 500 000	24 400 000
Average	30.00	<b>6 800 000</b>	<b>16 200 000</b>	<b>20 400 000</b>
		Year 1	Year 2	Year 3
Goodwill Price		6 800 000	16 200 000	20 400 000
ROI		40,19%	40,08%	39,94%

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
22 774 799	24 145 202	25 736 673	27 715 085	29 859 278	32 183 687	34 704 024
22 774 799	24 145 202	25 736 673	27 715 085	29 859 278	32 183 687	34 704 024

14 309 299	15 254 222	16 296 201	17 480 026	18 752 538	20 120 515	21 591 264
14 309 299	15 254 222	16 296 201	17 480 026	18 752 538	20 120 515	21 591 264
8 465 500	8 890 979	9 440 472	10 235 059	11 106 741	12 063 172	13 112 760

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
16 900 000	17 800 000	18 900 000	20 500 000	22 200 000	24 100 000	26 200 000
25 400 000	26 700 000	28 300 000	30 700 000	33 300 000	36 200 000	39 300 000
<b>21 200 000</b>	<b>22 200 000</b>	<b>23 600 000</b>	<b>25 600 000</b>	<b>27 800 000</b>	<b>30 200 000</b>	<b>32 800 000</b>

Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
21 200 000	22 200 000	23 600 000	25 600 000	27 800 000	30 200 000	32 800 000
39,93%	40,05%	40,00%	39,98%	39,95%	39,94%	39,98%

**SERVICE STATION ASSESSMENT - CAPITAL INVESTMENT APPROACH**

SCENARIO BASED ON MONTHLY INCOME FROM OIL COMPANY / OPERATOR.

1 THE INCOME APPROACH

1.1 The Operating Statement

STEP 1

That the Land Owner / Developer receive a monthly rental / RAS / Volume Based Rental from the Oil Company / Operator to develop a service station.

STEP 2

In this area the expected cash flows forecast must be determine for whole period during which the investment is expected to be held and in this scenario it is for 20 years.

The operating statement provide the structure of cash flows for income analysis.

POTENTIAL GROSS INCOME (PGI)

PGI is the maximum income that the investment will achieve

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Rental income / RAS / Volume Based Rental from / Oil Company / Operator per month	2,630,174	3,001,489	3,459,296	3,639,633	3,849,380	4,092,331	4,394,090	4,719,486	5,070,417	5,448,932	5,826,060	6,229,290	6,660,427	7,121,404	7,614,286	8,141,281	8,704,750	9,307,218	9,951,383	10,640,132
	12.37%	13.23%	4.95%	4.45%	5.94%	6.87%	6.89%	6.92%	6.92%	6.92%	6.92%	6.92%	6.92%	6.92%	6.92%	6.92%	6.92%	6.92%	6.92%	6.92%

LESS VACANCY / BAD DEBITS

In RAS scenario the Operator could default.

% of PGI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
0.00%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

EFFECTIVE GROSS INCOME (EGI)

EGI represents the actual gross income that the investment / business would generate

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
	2,630,174	3,001,489	3,459,296	3,639,633	3,849,380	4,092,331	4,394,090	4,719,486	5,070,417	5,448,932	5,826,060	6,229,290	6,660,427	7,121,404	7,614,286	8,141,281	8,704,750	9,307,218	9,951,383	10,640,132

LESS OPERATING EXPENSES / (OE)

OE are all the expenses that need to be incurred for the functioning and maintenance of the investment / business.

Total expenses (Property tax, Building Insurance) of the Developer (excluding debt services)

Description	% of EGI	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Assessment rates	0.000%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance	1.000%	26,302	30,015	34,593	36,396	38,494	40,923	43,941	47,195	50,704	54,489	58,261	62,293	66,604	71,214	76,143	81,413	87,048	93,072	99,514	106,401
Management fee	0.250%	6,575	7,504	8,648	9,099	9,623	10,231	10,951	11,799	12,678	13,602	14,566	15,573	16,611	17,684	18,796	19,946	21,132	22,358	24,628	26,600
Audit fee	0.500%	13,151	15,007	17,296	18,198	19,247	20,462	21,970	23,597	25,352	27,245	29,130	31,146	33,302	35,607	38,071	40,706	43,524	46,536	49,757	53,201
Repairs and Maintenance	1.000%	26,302	30,015	34,593	36,396	38,494	40,923	43,941	47,195	50,704	54,489	58,261	62,293	66,604	71,214	76,143	81,413	87,048	93,072	99,514	106,401
Security / Garden / Cleaning services	0.000%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewer / effluent	0.000%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

LESS FUTURE VALUE / REPLACEMENT OF ASSETS (FV)

FV are all the expenses that need to be incurred, by the developer, for the replacement of redundant assets of the capital investment made.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

NET OPERATING INCOME (NOI)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
	2,587,844	2,918,948	3,364,166	3,539,543	3,743,522	3,979,792	4,273,253	4,589,701	4,930,980	5,299,087	5,685,844	6,087,984	6,477,266	6,925,566	7,404,894	7,917,396	8,465,370	9,051,269	9,677,720	10,347,528

LESS DEBT SERVICE (DS)

PROPERTY OWNER FINANCE

Investment Estimate	14,488,718
% borrowed capital	80.00%
% own contribution	20.00%
Interest rate	7.50%
Term	120
Total payment	137,568

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Interest payment	841,787	778,959	716,239	643,215	564,013	478,662	396,685	287,568	1,482,679	65,651	-	-	-	-	-	-	-	-	-	-
Capital payment	809,047	871,856	946,145	1,020,220	1,099,422	1,184,773	1,276,750	1,375,867	180,756	1,597,784	-	-	-	-	-	-	-	-	-	-
	1,650,834	1,650,815	1,662,384	1,663,435	1,663,435	1,663,435	1,663,435	1,663,435	1,663,435	1,663,435	0	0	0	0	0	0	0	0	0	0

BEFORE TAX CASH FLOW (BTCF)

This is the revenue generated by the development after debt service

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
	907,029	1,268,133	1,701,782	1,876,108	2,080,087	2,316,357	2,609,818	2,926,266	3,267,545	3,635,652	3,665,844	6,057,984	6,477,266	6,925,566	7,404,894	7,917,396	8,465,370	9,051,269	9,677,720	10,347,528

TAX ( T )

Tax various per business depending on the type of ownership and expenses occur

Rate	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
28.00%	480,501	599,197	741,420	810,972	890,262	980,316	1,088,239	1,204,597	965,524	1,465,362	1,586,436	1,696,236	1,813,634	1,939,158	2,073,370	2,216,871	2,370,304	2,534,355	2,709,762	2,897,308

AFTER TAX CASH FLOW (ATCF)

This represent the revenue received from the development after all expenses have been paid

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
	426,528	668,936	960,363	1,065,136	1,189,824	1,336,040	1,521,579	1,721,668	2,302,021	2,170,290	4,079,407	4,361,749	4,663,631	4,986,407	5,331,523	5,700,525	6,095,066	6,516,914	6,967,958	7,450,220

OPERATING STATEMENT (SUMMARY)

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
PGI	2,630,174	3,001,489	3,459,296	3,639,633	3,849,380	4,092,331	4,394,090	4,719,486	5,070,417	5,448,932	5,826,060	6,229,290	6,660,427	7,121,404	7,614,286	8,141,281	8,704,750	9,307,218	9,951,383	10,640,132
less VAC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
EGI	2,630,174	3,001,489	3,459,296	3,639,633	3,849,380	4,092,331	4,394,090	4,719,486	5,070,417	5,448,932	5,826,060	6,229,290	6,660,427	7,121,404	7,614,286	8,141,281	8,704,750	9,307,218	9,951,383	10,640,132
less OE	72,330	82,541	95,131	100,090	105,858	112,539	120,837	129,786	139,436	149,846	160,217	171,305	183,162	195,839	209,393	223,885	239,381	255,948	273,663	292,604
less FV	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NOI	2,587,844	2,918,948	3,364,166	3,539,543	3,743,522	3,979,792	4,273,253	4,589,701	4,930,980	5,299,087	5,685,844	6,087,984	6,477,266	6,925,566	7,404,894	7,917,396	8,465,370	9,051,269	9,677,720	10,347,528
less DS	1,650,834	1,650,815	1,662,383	1,663,435	1,663,435	1,663,435	1,663,435	1,663,435	1,663,435	1,663,435	0	0	0	0	0	0	0	0	0	0
BTCF	907,029	1,268,133	1,701,782	1,876,108	2,080,087	2,316,357	2,609,818	2,926,266	3,267,545	3,635,652	3,665,844	6,057,984	6,477,266	6,925,566	7,404,894	7,917,396	8,465,370	9,051,269	9,677,720	10,347,528
less T	480,501	599,197	741,420	810,972	890,262	980,316	1,088,239	1,204,597	965,524	1,465,362	1,586,436	1,696,236	1,813,634	1,939,158	2,073,370	2,216,871	2,370,304	2,534,355	2,709,762	2,897,308
ATCF	426,528	668,936	960,363	1,065,136	1,189,824	1,336,040	1,521,579	1,721,668	2,302,021	2,170,290	4,079,407	4,361,749	4,663,631	4,986,407	5,331,523	5,700,525	6,095,066	6,516,914	6,967,958	7,450,220

1.2 PROPERTY REVERSION

The second source of cash flow is from the disposition of the investment  
THIS OPTION WAS NOT TAKEN INTO CONSIDERATION

Expected selling price	-
Discount rate	-
Term	-
Minus Selling Expenses	-
Net Sales Price (NSP)	-
Minus Unpaid mortgage	-
Before tax equity reversion (BTER)	-
Minus Taxes due from the sale	-
After tax equity reversion (ATER)	-

1.3 DISCOUNTED CASH FLOW (DCF) ANALYSIS

The DCF is a vital concept, and can be regarded as the most important of all the techniques used in finance. The DCF encompasses the determining of present values, future values and analyzing of unequal cash streams as well as determining net present values (NPV), the profitability (PI) and the internal rate of return (IRR).

1.3.1 NET PRESENT VALUE (NPV)

The NPV work as follows, it determine the sum of all cashflows (both in and outflows and initial outlay) and discount to a present value at a projected discounted rate of return (cost of capital).

A Based on the Total Capital investment (exc VAT)

CF Y0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	
Invest	14 486 716																				
NOI	-14 486 716	2 557 844	2 918 948	3 364 166	3 539 543	3 743 522	3 979 792	4 273 253	4 589 701	4 930 980	5 299 087	5 665 844	6 057 984	6 477 266	6 925 566	7 404 894	7 917 396	8 465 370	9 051 269	9 677 720	10 347 528
NPV		2 310 922	4 693 509	7 174 419	9 532 681	11 786 072	13 950 423	16 050 026	18 087 416	20 064 998	21 985 051	23 839 813	25 631 503	27 362 267	29 034 175	30 649 230	32 209 364	33 716 446	35 172 280	36 578 607	37 937 112
NPV less investment		-12 200 000	-9 800 000	-7 300 000	-5 000 000	-2 700 000	-500 000	1 800 000	3 600 000	5 600 000	7 800 000	10 200 000	12 800 000	15 500 000	18 300 000	21 200 000	24 200 000	27 300 000	30 500 000	33 800 000	37 200 000
BTFCF	-14 486 716	907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652	4 027 984	4 452 026	4 912 506	5 403 566	5 920 200	6 468 407	7 043 200	7 641 589	8 269 678	8 923 478
NPV		819 469	1 854 580	3 109 563	4 389 542	5 611 638	6 871 354	8 153 652	9 452 635	10 769 092	12 090 422	13 435 184	14 794 874	16 169 037	17 557 246	18 959 000	20 374 811	21 804 176	23 246 590	24 702 558	26 172 583
NPV less investment		-13 700 000	-12 600 000	-11 400 000	-10 100 000	-8 900 000	-7 600 000	-6 300 000	-5 000 000	-3 700 000	-2 400 000	-1 100 000	1 200 000	2 500 000	3 800 000	5 100 000	6 400 000	7 700 000	9 000 000	10 300 000	11 600 000
ATCF	-14 486 716	426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	1 930 021	2 170 290	2 447 407	2 749 463	3 076 506	3 428 000	3 804 200	4 203 200	4 625 000	5 069 600	5 536 000	6 023 200
NPV		385 353	931 371	1 639 592	2 349 252	3 065 459	3 792 045	4 538 652	5 303 909	6 077 140	6 868 944	7 681 911	8 516 653	9 372 684	10 249 600	11 147 100	12 064 800	13 003 200	13 961 900	14 940 600	15 940 000
NPV less investment		-14 100 000	-13 600 000	-12 800 000	-12 100 000	-11 400 000	-10 700 000	-9 900 000	-9 200 000	-8 500 000	-7 800 000	-7 100 000	-6 400 000	-5 700 000	-5 000 000	-4 300 000	-3 600 000	-2 900 000	-2 200 000	-1 500 000	-800 000

Discounted rate @ Long Bond rate R186	2.78%	10.69%
Risk / Regional factor		2.91%

The discounted rate are based on the discounted rate for Service Stations as a income producing investment (risk premium, and cost of capital)

A Based on the Investors parameters

CF Y0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	
Invest	2 897 343																				
NOI	-2 897 343	2 557 844	2 918 948	3 364 166	3 539 543	3 743 522	3 979 792	4 273 253	4 589 701	4 930 980	5 299 087	5 665 844	6 057 984	6 477 266	6 925 566	7 404 894	7 917 396	8 465 370	9 051 269	9 677 720	10 347 528
NPV		2 310 922	4 693 509	7 174 419	9 532 681	11 786 072	13 950 423	16 050 026	18 087 416	20 064 998	21 985 051	23 839 813	25 631 503	27 362 267	29 034 175	30 649 230	32 209 364	33 716 446	35 172 280	36 578 607	37 937 112
NPV less investment		-600 000	-1 800 000	-4 300 000	-6 600 000	-8 900 000	-1 100 000	13 200 000	15 200 000	17 200 000	19 200 000	21 200 000	23 200 000	25 200 000	27 200 000	29 200 000	31 200 000	33 200 000	35 200 000	37 200 000	39 200 000
BTFCF	-2 897 343	907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652	4 027 984	4 452 026	4 912 506	5 403 566	5 920 200	6 468 407	7 043 200	7 641 589	8 269 678	8 923 478
NPV		819 469	1 854 580	3 109 563	4 389 542	5 611 638	6 871 354	8 153 652	9 452 635	10 769 092	12 090 422	13 435 184	14 794 874	16 169 037	17 557 246	18 959 000	20 374 811	21 804 176	23 246 590	24 702 558	26 172 583
NPV less investment		-2 100 000	-1 000 000	200 000	1 500 000	2 700 000	4 000 000	5 300 000	6 600 000	7 900 000	9 200 000	10 500 000	11 800 000	13 100 000	14 400 000	15 700 000	17 000 000	18 300 000	19 600 000	20 900 000	22 200 000
ATCF	-2 897 343	426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	1 930 021	2 170 290	2 447 407	2 749 463	3 076 506	3 428 000	3 804 200	4 203 200	4 625 000	5 069 600	5 536 000	6 023 200
NPV		385 353	931 371	1 639 592	2 349 252	3 065 459	3 792 045	4 538 652	5 303 909	6 077 140	6 868 944	7 681 911	8 516 653	9 372 684	10 249 600	11 147 100	12 064 800	13 003 200	13 961 900	14 940 600	15 940 000
NPV less investment		-2 500 000	-2 000 000	-1 300 000	-500 000	200 000	1 600 000	3 000 000	4 400 000	5 800 000	7 200 000	8 600 000	10 000 000	11 400 000	12 800 000	14 200 000	15 600 000	17 000 000	18 400 000	19 800 000	21 200 000

Long Bond rate R186		10.69%
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The discounted rate are based on the discounted rate for Service Stations as a income producing investment (risk premium, and cost of capital)

Discounted rate @ Long Bond rate R186	7.78%	10.69%
Risk / Regional factor		2.91%

1.3.2 PROFITABILITY INDEX (PI)

The profitability index (PI) is merely a value of cash inflows divided by the investment cost its is also referred to as the benefit / cost ratio.

CF Y0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	
NOI	-2 897 343	2 557 844	2 918 948	3 364 166	3 539 543	3 743 522	3 979 792	4 273 253	4 589 701	4 930 980	5 299 087	5 665 844	6 057 984	6 477 266	6 925 566	7 404 894	7 917 396	8 465 370	9 051 269	9 677 720	10 347 528
PI		(0.12)	0.89	2.05	3.27	4.57	5.94	7.41	9.00	10.70	12.53	14.48	16.57	18.81	21.20	23.76	26.49	29.41	32.64	36.88	39.45
BTFCF	-2 897 343	907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652	4 027 984	4 452 026	4 912 506	5 403 566	5 920 200	6 468 407	7 043 200	7 641 589	8 269 678	8 923 478
PI		(0.69)	(0.50)	0.34	0.99	1.70	2.50	3.40	4.41	5.54	6.80	8.25	9.84	11.58	13.47	15.50	17.69	20.04	23.68	28.80	33.71
ATCF	-2 897 343	426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	1 930 021	2 170 290	2 447 407	2 749 463	3 076 506	3 428 000	3 804 200	4 203 200	4 625 000	5 069 600	5 536 000	6 023 200
PI		(0.85)	(0.62)	(0.29)	0.08	0.49	0.95	1.47	2.07	2.86	3.61	4.52	5.59	6.83	8.13	9.86	11.70	13.66	15.77	18.02	20.42
Long Bond rate R186		10.69%																			

1.3.3 INTERNAL RATE OF RETURN (IRR)

The internal -rate of return is defined as the return which will make the present value of the future cash inflows equal to the present value of the initial investment cost and to the cash outflows

The NPV would be exactly zero if the IRR is used as a discounted rate

If IRR >= as the discount rate accept , if <= reject

CF Y0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	
NOI	-2 897 343	2 557 844	2 918 948	3 364 166	3 539 543	3 743 522	3 979 792	4 273 253	4 589 701	4 930 980	5 299 087	5 665 844	6 057 984	6 477 266	6 925 566	7 404 894	7 917 396	8 465 370	9 051 269	9 677 720	10 347 528
IRR		-12%	54%	80%	91%	95%	98%	99%	99%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	
BTFCF	-2 897 343	907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652	4 027 984	4 452 026	4 912 506	5 403 566	5 920 200	6 468 407	7 043 200	7 641 589	8 269 678	8 923 478
IRR		-69%	-16%	14%	30%	38%	49%	62%	78%	91%	97%	97%	92%	82%	63%	43%	23%	3%	3%	3%	3%
ATCF	-2 897 343	426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	1 930 021	2 170 290	2 447 407	2 749 463	3 076 506	3 428 000	3 804 200	4 203 200	4 625 000	5 069 600	5 536 000	6 023 200
IRR		-85%	-44%	-14%	-3%	19%	19%	23%	26%	29%	31%	32%	34%	35%	35%	36%	36%	36%	36%	37%	37%
Long Bond rate R186		10.69%																			

2.THE CAPITALIZATION APPROACH

The value of the development using the capitalization rates is based on the market comparison method to determine these rates.  
The cap rate analysis are based on a one year income stream and do not take the sale or any renovations into account, which is a limitation.

2.11The Cap Rate = NOI or BCF or ATCF/INPV

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
NOI	2,527,844	2,918,948	3,364,166	3,539,543	3,743,522	3,979,792	4,273,253	4,589,701	4,930,980	5,299,087	5,665,844	6,057,984	6,477,266	6,925,566	7,404,884	7,917,396	8,465,370	9,051,269	9,677,720	10,347,528
NPV Rate	2,310,922	4,693,509	7,174,419	9,532,681	11,786,072	13,950,423	16,050,026	18,087,416	20,064,998	21,985,051	23,839,813	25,631,503	27,362,267	29,034,175	30,649,230	32,209,364	33,716,446	35,172,280	36,578,607	37,937,112
Rate	10.69%	62.19%	46.89%	37.13%	31.76%	28.53%	26.62%	25.38%	24.58%	24.10%	23.77%	23.63%	23.67%	23.85%	24.16%	24.58%	25.11%	25.73%	26.46%	27.28%
BCF	907,029	1,268,133	1,701,782	1,876,108	2,080,087	2,316,357	2,599,818	2,926,266	3,287,545	3,635,652	3,965,844	4,285,984	4,617,266	4,925,566	5,209,884	5,465,370	5,695,066	5,891,269	6,057,720	6,200,528
NPV Rate	2,310,922	4,693,509	7,174,419	9,532,681	11,786,072	13,950,423	16,050,026	18,087,416	20,064,998	21,985,051	23,839,813	25,631,503	27,362,267	29,034,175	30,649,230	32,209,364	33,716,446	35,172,280	36,578,607	37,937,112
Rate	39.25%	27.02%	23.72%	17.65%	16.60%	16.26%	16.18%	16.26%	16.54%	17.23%	17.75%	17.87%	17.87%	18.05%	18.35%	18.70%	19.08%	19.56%	20.04%	20.52%
ATCF	426,528	668,936	960,363	1,065,136	1,189,824	1,336,040	1,521,579	1,721,668	1,937,021	2,170,290	2,428,047	2,691,749	2,960,631	3,235,152	3,515,523	3,799,025	4,085,066	4,372,720	4,661,988	4,952,870
NPV Rate	2,310,922	4,693,509	7,174,419	9,532,681	11,786,072	13,950,423	16,050,026	18,087,416	20,064,998	21,985,051	23,839,813	25,631,503	27,362,267	29,034,175	30,649,230	32,209,364	33,716,446	35,172,280	36,578,607	37,937,112
Rate	18.46%	14.25%	13.39%	11.17%	10.10%	9.59%	9.45%	9.45%	9.87%	10.71%	11.11%	11.27%	11.27%	11.54%	11.92%	12.34%	12.80%	13.29%	13.81%	14.36%

2.2The Total Investment = NOI or BCF or ATCF/ Cap Rat

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
NOI	2,527,844	2,918,948	3,364,166	3,539,543	3,743,522	3,979,792	4,273,253	4,589,701	4,930,980	5,299,087	5,665,844	6,057,984	6,477,266	6,925,566	7,404,884	7,917,396	8,465,370	9,051,269	9,677,720	10,347,528
Investment	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716
BCF	907,029	1,268,133	1,701,782	1,876,108	2,080,087	2,316,357	2,599,818	2,926,266	3,287,545	3,635,652	3,965,844	4,285,984	4,617,266	4,925,566	5,209,884	5,465,370	5,695,066	5,891,269	6,057,720	6,200,528
Rate	6.28%	8.75%	11.75%	12.85%	14.36%	15.99%	18.00%	20.20%	22.96%	25.10%	26.81%	28.11%	29.11%	29.81%	30.11%	30.41%	30.71%	31.01%	31.31%	31.61%
Investment	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716
ATCF	426,528	668,936	960,363	1,065,136	1,189,824	1,336,040	1,521,579	1,721,668	1,937,021	2,170,290	2,428,047	2,691,749	2,960,631	3,235,152	3,515,523	3,799,025	4,085,066	4,372,720	4,661,988	4,952,870
Rate	2.94%	4.62%	6.63%	7.35%	8.21%	9.22%	10.50%	11.88%	13.89%	15.89%	18.15%	20.11%	21.11%	21.81%	22.11%	22.41%	22.71%	23.01%	23.31%	23.61%
Investment	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716	14,486,716

2.3The overall capitalization rate must satisfy the returns of the Lenders and the Investors

% Finance x return on finance	80.00%	7.50%	8.00%
% Equity x return on equity	100.00%	10.69%	10.69%
Overall capitalization rate			16.69%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
NOI	2,527,844	2,918,948	3,364,166	3,539,543	3,743,522	3,979,792	4,273,253	4,589,701	4,930,980	5,299,087	5,665,844	6,057,984	6,477,266	6,925,566	7,404,884	7,917,396	8,465,370	9,051,269	9,677,720	10,347,528
Rate	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%
Price	15,300,000	17,500,000	20,200,000	21,200,000	22,400,000	23,900,000	25,500,000	27,500,000	29,800,000	31,800,000	34,400,000	36,300,000	38,800,000	41,500,000	44,400,000	47,500,000	50,700,000	54,200,000	58,000,000	62,000,000
BCF	907,029	1,268,133	1,701,782	1,876,108	2,080,087	2,316,357	2,599,818	2,926,266	3,287,545	3,635,652	3,965,844	4,285,984	4,617,266	4,925,566	5,209,884	5,465,370	5,695,066	5,891,269	6,057,720	6,200,528
Rate	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%
Price	5,400,000	7,600,000	10,200,000	11,200,000	12,500,000	13,900,000	15,500,000	17,500,000	19,800,000	21,800,000	24,400,000	26,300,000	28,800,000	31,500,000	34,400,000	37,500,000	40,700,000	44,200,000	48,000,000	52,000,000
ATCF	426,528	668,936	960,363	1,065,136	1,189,824	1,336,040	1,521,579	1,721,668	1,937,021	2,170,290	2,428,047	2,691,749	2,960,631	3,235,152	3,515,523	3,799,025	4,085,066	4,372,720	4,661,988	4,952,870
Rate	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%	16.69%
Price	2,600,000	4,000,000	5,800,000	6,400,000	7,100,000	8,000,000	9,100,000	10,500,000	12,000,000	13,800,000	15,800,000	18,000,000	20,500,000	23,300,000	26,400,000	29,800,000	33,500,000	37,500,000	41,800,000	46,500,000

2.4) Return on Investment ROI

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
Investment	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343
NOI	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343	2,897,343
ROI	88.28%	100.75%	116.11%	122.17%	129.21%	137.36%	147.49%	158.41%	170.19%	182.89%	196.85%	209.09%	223.66%	239.03%	255.84%	273.28%	292.18%	312.40%	334.02%	357.14%
BCF	907,029	1,268,133	1,701,782	1,876,108	2,080,087	2,316,357	2,599,818	2,926,266	3,287,545	3,635,652	3,965,844	4,285,984	4,617,266	4,925,566	5,209,884	5,465,370	5,695,066	5,891,269	6,057,720	6,200,528
ROI	31.31%	43.77%	58.74%	64.75%	71.79%	79.95%	90.08%	101.06%	112.78%	126.48%	142.85%	161.09%	180.99%	203.03%	228.84%	267.18%	318.24%	382.02%	457.72%	547.14%
ATCF	426,528	668,936	960,363	1,065,136	1,189,824	1,336,040	1,521,579	1,721,668	1,937,021	2,170,290	2,428,047	2,691,749	2,960,631	3,235,152	3,515,523	3,799,025	4,085,066	4,372,720	4,661,988	4,952,870
ROI	14.72%	23.69%	33.19%	36.76%	41.07%	46.11%	52.62%	59.42%	79.45%	74.91%	140.89%	160.89%	180.99%	212.36%	249.10%	294.37%	349.49%	414.99%	492.49%	584.24%

2.5) Terminal value calculation / Capitalization rate

Discount Rate Calculation	
R100	7.76%
Risk	2.91%
Regional	3.00%
	13.69%

Capitalization rate

13.69%

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
NOI	2,527,844	2,918,948	3,364,166	3,539,543	3,743,522	3,979,792	4,273,253	4,589,701	4,930,980	5,299,087	5,665,844	6,057,984	6,477,266	6,925,566	7,404,884	7,917,396	8,465,370	9,051,269	9,677,720	10,347,528
Rate	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%	13.69%
Value / Price	18,700,000																			

## SERVICE STATION ASSESSMENT - CAPITAL INVESTMENT APPROACH

SCENARIO BASED ON MONTHLY INCOME FROM OIL COMPANY / OPERATOR.

### 1 THE INCOME APPROACH

#### 1.1 The Operating Statement

##### STEP 1

That the Land Owner / Developer monthly rental received from the Oil Company / Operator to develop a service station be ceded to the Financial Institution.

##### STEP 2

In this step the expected cash flows forecast must be determine for whole period during which the investment is expected to be held and in this scenario its is for 20 years. The operating statement provide the structure of cash flows for income analysis.

#### POTENTIAL GROSS INCOME (PGI)

PGI is the maximum income that the investment will achieve

Year 1	Year 2	Year 3	Year 4	Year 5
--------	--------	--------	--------	--------

Rental income from Oil Company / Operator per month ceded to Financial Institution.

2 630 174	3 001 489	3 459 296	3 639 633	3 849 380
	12,37%	13,23%	4,95%	5,45%

#### LESS VACANCY / BAD DEBTS

In RAS scenario the Operator could default.

% of PGI

0,00%	0	0	0	0	0
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#### EFFECTIVE GROSS INCOME ( EGI ) / AFTER PROPERTY OPERATIONAL EXPENSES

EGI represents the actual gross income that the investment / business would generate

2 630 174	3 001 489	3 459 296	3 639 633	3 849 380
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#### LESS OPERATING EXPENSES ( OE )

OE are all the expenses that need to be incurred by the Financial Institution

	5,00%	131 509	150 074	172 965	181 982	192 469
Description						
Operations (Allocation based on network)	% of EGI					
Marketing ( Allocation based on network)	2,000%	52 603	60 030	69 186	72 793	76 988
Cost of Credit (Allocation based on network)	1,000%	26 302	30 015	34 593	36 396	38 494
		0	0	0	0	0
		0	0	0	0	0

#### NET OPERATING INCOME (NOI)

#### LESS DEBT SERVICE (DS)

PROPERTY OWNER FINANCE / NA

2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
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#### BEFORE TAX CASH FLOW (BTCH)

This is the revenue generated by the development after debt service

-	-	-	-	-
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2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
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#### TAX ( T )

Tax various per business depending on the type of ownership and expenses occur

Rate

28,00%	699 626	798 396	920 173	968 142	1 023 935
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#### AFTER TAX CASH FLOW (ATCF)

This represent the revenue received from the development after all expenses have been paid

1 799 039	2 053 018	2 366 159	2 489 509	2 632 976
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#### OPERATING STATEMENT (SUMMARY)

	Year 1	Year 2	Year 3	Year 4	Year 5
PGI	2 630 174	3 001 489	3 459 296	3 639 633	3 849 380
less VAC	-	-	-	-	-
EGI	2 630 174	3 001 489	3 459 296	3 639 633	3 849 380
less OE	131 509	150 074	172 965	181 982	192 469
NOI	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
less DS	-	-	-	-	-
BTCH	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
less T	699 626	798 396	920 173	968 142	1 023 935
ATCF	1 799 039	2 053 018	2 366 159	2 489 509	2 632 976

Year 6	Year 7	Year 8	Year 9
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4 092 331	4 394 090	4 719 486	5 070 417
5,94%	6,87%	6,89%	6,92%

0	0	0	0
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4 092 331	4 394 090	4 719 486	5 070 417
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204 617	219 705	235 974	253 521
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81 847	87 882	94 390	101 408
81 847	87 882	94 390	101 408
40 923	43 941	47 195	50 704
0	0	0	0
0	0	0	0

<b>3 887 714</b>	<b>4 174 386</b>	<b>4 483 512</b>	<b>4 816 896</b>
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-	-	-	-
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3 887 714	4 174 386	4 483 512	4 816 896
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1 088 560	1 168 828	1 255 383	1 348 731
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2 799 154	3 005 558	3 228 129	3 468 165
-----------	-----------	-----------	-----------

Year 6	Year 7	Year 8	Year 9
4 092 331	4 394 090	4 719 486	5 070 417
-	-	-	-
4 092 331	4 394 090	4 719 486	5 070 417
204 617	219 705	235 974	253 521
3 887 714	4 174 386	4 483 512	4 816 896
-	-	-	-
3 887 714	4 174 386	4 483 512	4 816 896
1 088 560	1 168 828	1 255 383	1 348 731
2 799 154	3 005 558	3 228 129	3 468 165

Year 10	Year 11	Year 12	Year 13
5 448 932	5 826 060	6 229 290	6 660 427
6,92%	6,92%	6,92%	6,92%

0	0	0	0
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5 448 932	5 826 060	6 229 290	6 660 427
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272 447	291 303	311 464	333 021
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108 979	116 521	124 586	133 209
108 979	116 521	124 586	133 209
54 489	58 261	62 293	66 604
0	0	0	0
0	0	0	0

<b>5 176 486</b>	<b>5 534 757</b>	<b>5 917 825</b>	<b>6 327 406</b>
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-	-	-	-
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5 176 486	5 534 757	5 917 825	6 327 406
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1 449 416	1 549 732	1 656 991	1 771 674
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3 727 070	3 985 025	4 260 834	4 555 732
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Year 10	Year 11	Year 12	Year 13
5 448 932	5 826 060	6 229 290	6 660 427
0	0	0	0
5 448 932	5 826 060	6 229 290	6 660 427
272 447	291 303	311 464	333 021
5 176 486	5 534 757	5 917 825	6 327 406
0	0	0	0
5 176 486	5 534 757	5 917 825	6 327 406
1 449 416	1 549 732	1 656 991	1 771 674
3 727 070	3 985 025	4 260 834	4 555 732



Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
7 121 404	7 614 286	8 141 281	8 704 750	9 307 218	9 951 383	10 640 132
6,92%	6,92%	6,92%	6,92%	6,92%	6,92%	6,92%

0	0	0	0	0	0	0
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7 121 404	7 614 286	8 141 281	8 704 750	9 307 218	9 951 383	10 640 132
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356 070	380 714	407 064	435 238	465 361	497 569	532 007
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142 428	152 286	162 826	174 095	186 144	199 028	212 803
142 428	152 286	162 826	174 095	186 144	199 028	212 803
71 214	76 143	81 413	87 048	93 072	99 514	106 401
0	0	0	0	0	0	0
0	0	0	0	0	0	0

<b>6 765 334</b>	<b>7 233 572</b>	<b>7 734 217</b>	<b>8 269 513</b>	<b>8 841 857</b>	<b>9 453 814</b>	<b>10 108 125</b>
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-	-	-	-	-	-	-
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6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
-----------	-----------	-----------	-----------	-----------	-----------	------------

1 894 294	2 025 400	2 165 581	2 315 464	2 475 720	2 647 068	2 830 275
-----------	-----------	-----------	-----------	-----------	-----------	-----------

4 871 041	5 208 172	5 568 637	5 954 049	6 366 137	6 806 746	7 277 850
-----------	-----------	-----------	-----------	-----------	-----------	-----------

Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
7 121 404	7 614 286	8 141 281	8 704 750	9 307 218	9 951 383	10 640 132
0	0	0	0	0	0	0
7 121 404	7 614 286	8 141 281	8 704 750	9 307 218	9 951 383	10 640 132
356 070	380 714	407 064	435 238	465 361	497 569	532 007
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
0	0	0	0	0	0	0
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
1 894 294	2 025 400	2 165 581	2 315 464	2 475 720	2 647 068	2 830 275
4 871 041	5 208 172	5 568 637	5 954 049	6 366 137	6 806 746	7 277 850

## 1.2 DISCOUNTED CASH FLOW (DCF) ANALYSIS

The DCF is a vital concept, and can be regarded as the most important of all the techniques used in finance. The DCF encompasses the determining of present values, future values and analyzing of unequal cash streams as well as determining net present values (NPV), the profitability (PI) and the internal rate of return (IRR).

### 1.2.1 NET PRESENT VALUE (NPV)

The NPV work as follows, it determine the sum of all cashflows (both in and outflows and initial outlay) and discount to a present value at a projected discounted rate of return (cost of capital).

A Based on the Total Capital investment / Loan to developer - property owner. (excl VAT)

Cashflow (CF)	CF Y0	Year 1	Year 2	Year 3	Year 4	Year 5
Invest	11 589 372					
NOI	-11 589 372	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>NPV</b>		2 265 952	4 610 966	7 061 943	9 400 520	11 643 511
<b>NPV less Investment</b>		-9 323 421	-6 978 406	-4 527 429	-2 188 852	54 139
BTCF	-11 589 372	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>NPV</b>		2 265 952	4 610 966	7 061 943	9 400 520	11 643 511
<b>NPV less Investment</b>		-9 323 421	-6 978 406	-4 527 429	-2 188 852	54 139
ATCF	-11 589 372	1 799 039	2 053 018	2 366 159	2 489 509	2 632 976
<b>NPV</b>		1 631 485	3 319 896	5 084 599	6 768 375	8 383 328
<b>NPV less Investment</b>		-9 957 887	-8 269 477	-6 504 773	-4 820 998	-3 206 045

Discounted rate @ Long Bond rate R186	7,20%	10,27%
Risk / Regional factor	3,07%	

The discounted rate are based on the discounted rate for Service Stations as a income producing investment (risk premium, and cost of capital)

### 1.2.2 PROFITABILITY INDEX (PI)

The profitability index (PI) is merely a value of cash inflows divided by the investment cost its is also referred to as the benefit / cost ratio.

	CF Y0	Year 1	Year 2	Year 3	Year 4	Year 5
NOI	-11 589 372	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>PI</b>		(0,78)	(0,54)	(0,25)	0,04	0,36
BTCF	-11 589 372	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>PI</b>		(0,78)	(0,54)	(0,25)	0,04	0,36
ATCF	-11 589 372	1 799 039	2 053 018	2 366 159	2 489 509	2 632 976
<b>PI</b>		(0,84)	(0,67)	(0,46)	(0,25)	(0,02)
Discounted rate @						10,27%

### 1.2.3 INTERNAL RATE OF RETURN (IRR)

The internal -rate of return is defined as the return which will make the present value of the future cash inflows equal to the present value of the initial investment cost and to the cash outflows

The NPV would be exactly zero if the IRR is used as a discounted rate

If IRR => as the discount rate accept, if =< reject

	CF Y0	Year 1	Year 2	Year 3	Year 4	Year 5
NOI	-11 589 372	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>IRR</b>		-78%	-38%	-13%	2%	10%
BTCF	-11 589 372	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>IRR</b>		-78%	-38%	-13%	2%	10%
ATCF	-11 589 372	1 799 039	2 053 018	2 366 159	2 489 509	2 632 976
<b>IRR</b>		-84%	-49%	-25%	-10%	-1%
Discounted rate @						10,27%

Year 6	Year 7	Year 8	Year 9
3 887 714	4 174 386	4 483 512	4 816 896
13 805 981	15 911 654	17 962 624	19 960 879
2 216 608	4 322 282	6 373 252	8 371 507
3 887 714	4 174 386	4 483 512	4 816 896
13 805 981	15 911 654	17 962 624	19 960 879
2 216 608	4 322 282	6 373 252	8 371 507
2 799 154	3 005 558	3 228 129	3 468 165
9 940 306	11 456 391	12 933 089	14 371 833
-1 649 066	-132 982	1 343 717	2 782 461

Year 6	Year 7	Year 8	Year 9
3 887 714	4 174 386	4 483 512	4 816 896
<b>0,69</b>	<b>1,05</b>	<b>1,44</b>	<b>1,86</b>
3 887 714	4 174 386	4 483 512	4 816 896
<b>0,69</b>	<b>1,05</b>	<b>1,44</b>	<b>1,86</b>
2 799 154	3 005 558	3 228 129	3 468 165
<b>0,22</b>	<b>0,48</b>	<b>0,76</b>	<b>1,06</b>

Year 6	Year 7	Year 8	Year 9
3 887 714	4 174 386	4 483 512	4 816 896
<b>16%</b>	<b>20%</b>	<b>23%</b>	<b>25%</b>
3 887 714	4 174 386	4 483 512	4 816 896
<b>16%</b>	<b>20%</b>	<b>23%</b>	<b>25%</b>
2 799 154	3 005 558	3 228 129	3 468 165
<b>6%</b>	<b>10%</b>	<b>13%</b>	<b>15%</b>

Year 10	Year 11	Year 12	Year 13
5 176 486	5 534 757	5 917 825	6 327 406
21 908 307	23 796 591	25 627 529	27 402 862
10 318 934	12 207 219	14 038 157	15 813 490
5 176 486	5 534 757	5 917 825	6 327 406
21 908 307	23 796 591	25 627 529	27 402 862
10 318 934	12 207 219	14 038 157	15 813 490
3 727 070	3 985 025	4 260 834	4 555 732
15 773 981	17 133 546	18 451 821	19 730 061
4 184 608	5 544 173	6 862 449	8 140 688

Year 10	Year 11	Year 12	Year 13
5 176 486	5 534 757	5 917 825	6 327 406
<b>2,30</b>	<b>2,78</b>	<b>3,29</b>	<b>3,84</b>
5 176 486	5 534 757	5 917 825	6 327 406
<b>2,30</b>	<b>2,78</b>	<b>3,29</b>	<b>3,84</b>
3 727 070	3 985 025	4 260 834	4 555 732
<b>1,38</b>	<b>1,72</b>	<b>2,09</b>	<b>2,48</b>

Year 10	Year 11	Year 12	Year 13
5 176 486	5 534 757	5 917 825	6 327 406
<b>26%</b>	<b>27%</b>	<b>28%</b>	<b>28%</b>
5 176 486	5 534 757	5 917 825	6 327 406
<b>26%</b>	<b>27%</b>	<b>28%</b>	<b>28%</b>
3 727 070	3 985 025	4 260 834	4 555 732
<b>17%</b>	<b>19%</b>	<b>20%</b>	<b>20%</b>

Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
29 124 279	30 793 417	32 411 864	33 981 158	35 502 794	36 978 219	38 408 835
17 534 907	19 204 044	20 822 491	22 391 786	23 913 422	25 388 846	26 819 462
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
29 124 279	30 793 417	32 411 864	33 981 158	35 502 794	36 978 219	38 408 835
17 534 907	19 204 044	20 822 491	22 391 786	23 913 422	25 388 846	26 819 462
4 871 041	5 208 172	5 568 637	5 954 049	6 366 137	6 806 746	7 277 850
20 969 481	22 171 260	23 336 542	24 466 434	25 562 012	26 624 317	27 654 361
9 380 109	10 581 888	11 747 169	12 877 062	13 972 639	15 034 945	16 064 989

Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
<b>4,42</b>	<b>5,05</b>	<b>5,71</b>	<b>6,43</b>	<b>7,19</b>	<b>8,01</b>	<b>8,88</b>
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
<b>4,42</b>	<b>5,05</b>	<b>5,71</b>	<b>6,43</b>	<b>7,19</b>	<b>8,01</b>	<b>8,88</b>
4 871 041	5 208 172	5 568 637	5 954 049	6 366 137	6 806 746	7 277 850
<b>2,90</b>	<b>3,35</b>	<b>3,83</b>	<b>4,35</b>	<b>4,90</b>	<b>5,48</b>	<b>6,11</b>

Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
<b>29%</b>	<b>29%</b>	<b>29%</b>	<b>30%</b>	<b>30%</b>	<b>30%</b>	<b>30%</b>
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
<b>29%</b>	<b>29%</b>	<b>29%</b>	<b>30%</b>	<b>30%</b>	<b>30%</b>	<b>30%</b>
4 871 041	5 208 172	5 568 637	5 954 049	6 366 137	6 806 746	7 277 850
<b>21%</b>	<b>22%</b>	<b>22%</b>	<b>22%</b>	<b>23%</b>	<b>23%</b>	<b>23%</b>

## 2. THE CAPITALIZATION APPROACH

The value of the development using the capitalization rates is based on the market comparison method to determine these rates.

The cap rate analysis are based on a one year income stream and do not take the sale or any renovations into account, which is a limitation.

### 2.1) The Cap Rate = NOI or BTCF or ATCF/(NPV)

	Year 1	Year 2	Year 3	Year 4	Year 5
NOI	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
NPV	2 265 952	4 610 966	7 061 943	9 400 520	11 643 511
<b>Rate</b>	<b>110,27%</b>	<b>61,84%</b>	<b>46,54%</b>	<b>36,78%</b>	<b>31,41%</b>
BTCF	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
NPV	2 265 952	4 610 966	7 061 943	9 400 520	11 643 511
<b>Rate</b>	<b>110,27%</b>	<b>61,84%</b>	<b>46,54%</b>	<b>36,78%</b>	<b>31,41%</b>
ATCF	1 799 039	2 053 018	2 366 159	2 489 509	2 632 976
NPV	2 265 952	4 610 966	7 061 943	9 400 520	11 643 511
<b>Rate</b>	<b>79,39%</b>	<b>44,52%</b>	<b>33,51%</b>	<b>26,48%</b>	<b>22,61%</b>

### 2.2) The Total Investment = NOI or BTCF or ATCF/ Cap Rat

	Year 1	Year 2	Year 3	Year 4	Year 5
NOI	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>Rate</b>	<b>21,56%</b>	<b>24,60%</b>	<b>28,36%</b>	<b>29,83%</b>	<b>31,55%</b>
Investment	11 589 372	11 589 372	11 589 372	11 589 372	11 589 372
BTCF	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>Rate</b>	<b>21,56%</b>	<b>24,60%</b>	<b>28,36%</b>	<b>29,83%</b>	<b>31,55%</b>
Investment	11 589 372	11 589 372	11 589 372	11 589 372	11 589 372
ATCF	1 799 039	2 053 018	2 366 159	2 489 509	2 632 976
<b>Rate</b>	<b>15,52%</b>	<b>17,71%</b>	<b>20,42%</b>	<b>21,48%</b>	<b>22,72%</b>
Investment	11 589 372	11 589 372	11 589 372	11 589 372	11 589 372

### 2.3) NPV determined by chosen Cap rate.

	Year 1	Year 2	Year 3	Year 4	Year 5
NOI	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>Rate</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
NPV calculation	2 265 952	4 610 966	7 061 943	9 400 520	11 643 511
Residual value = NPV - Development Cost	-9 323 421	-6 978 406	-4 527 429	-2 188 852	54 139
BTCF	2 498 665	2 851 414	3 286 332	3 457 651	3 656 911
<b>Rate</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
NPV calculation	2 265 952	4 610 966	7 061 943	9 400 520	11 643 511
Residual value = NPV - Development Cost	-9 323 421	-6 978 406	-4 527 429	-2 188 852	54 139
ATCF	1 799 039	2 053 018	2 366 159	2 489 509	2 632 976
<b>Rate</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
NPV calculation	1 631 485	3 319 896	5 084 599	6 768 375	8 383 328
Residual value = NPV - Development Cost	-9 957 887	-8 269 477	-6 504 773	-4 820 998	-3 206 045

Year 6	Year 7	Year 8	Year 9
3 887 714	4 174 386	4 483 512	4 816 896
13 805 981	15 911 654	17 962 624	19 960 879
<b>28,16%</b>	<b>26,23%</b>	<b>24,96%</b>	<b>24,13%</b>
3 887 714	4 174 386	4 483 512	4 816 896
13 805 981	15 911 654	17 962 624	19 960 879
<b>28,16%</b>	<b>26,23%</b>	<b>24,96%</b>	<b>24,13%</b>
2 799 154	3 005 558	3 228 129	3 468 165
13 805 981	15 911 654	17 962 624	19 960 879
<b>20,27%</b>	<b>18,89%</b>	<b>17,97%</b>	<b>17,37%</b>

Year 6	Year 7	Year 8	Year 9
3 887 714	4 174 386	4 483 512	4 816 896
<b>33,55%</b>	<b>36,02%</b>	<b>38,69%</b>	<b>41,56%</b>
11 589 372	11 589 372	11 589 372	11 589 372
3 887 714	4 174 386	4 483 512	4 816 896
<b>33,55%</b>	<b>36,02%</b>	<b>38,69%</b>	<b>41,56%</b>
11 589 372	11 589 372	11 589 372	11 589 372
2 799 154	3 005 558	3 228 129	3 468 165
<b>24,15%</b>	<b>25,93%</b>	<b>27,85%</b>	<b>29,93%</b>
11 589 372	11 589 372	11 589 372	11 589 372

Year 6	Year 7	Year 8	Year 9
3 887 714	4 174 386	4 483 512	4 816 896
<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
13 805 981	15 911 654	17 962 624	19 512 196
<b>2 216 608</b>	<b>4 322 282</b>	<b>6 373 252</b>	<b>7 922 824</b>

3 887 714	4 174 386	4 483 512	4 816 896
<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
13 805 981	15 911 654	17 962 624	19 512 196
<b>2 216 608</b>	<b>4 322 282</b>	<b>6 373 252</b>	<b>7 922 824</b>

2 799 154	3 005 558	3 228 129	3 468 165
<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
<b>9 940 306</b>	<b>11 456 391</b>	<b>12 933 089</b>	<b>14 048 781</b>
<b>-1 649 066</b>	<b>-132 982</b>	<b>1 343 717</b>	<b>2 459 409</b>

Year 10	Year 11	Year 12	Year 13
5 176 486	5 534 757	5 917 825	6 327 406
21 908 307	23 796 591	25 627 529	27 402 862
<b>23,63%</b>	<b>23,26%</b>	<b>23,09%</b>	<b>23,09%</b>
5 176 486	5 534 757	5 917 825	6 327 406
21 908 307	23 796 591	25 627 529	27 402 862
<b>23,63%</b>	<b>23,26%</b>	<b>23,09%</b>	<b>23,09%</b>
3 727 070	3 985 025	4 260 834	4 555 732
21 908 307	23 796 591	25 627 529	27 402 862
<b>17,01%</b>	<b>16,75%</b>	<b>16,63%</b>	<b>16,63%</b>

Year 10	Year 11	Year 12	Year 13
5 176 486	5 534 757	5 917 825	6 327 406
<b>44,67%</b>	<b>47,76%</b>	<b>51,06%</b>	<b>54,60%</b>
11 589 372	11 589 372	11 589 372	11 589 372
5 176 486	5 534 757	5 917 825	6 327 406
<b>44,67%</b>	<b>47,76%</b>	<b>51,06%</b>	<b>54,60%</b>
11 589 372	11 589 372	11 589 372	11 589 372
3 727 070	3 985 025	4 260 834	4 555 732
<b>32,16%</b>	<b>34,39%</b>	<b>36,77%</b>	<b>39,31%</b>
11 589 372	11 589 372	11 589 372	11 589 372

Year 10	Year 11	Year 12	Year 13
5 176 486	5 534 757	5 917 825	6 327 406
<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
<b>21 908 307</b>	<b>23 796 591</b>	<b>25 627 529</b>	<b>27 402 862</b>
<b>10 318 934</b>	<b>12 207 219</b>	<b>14 038 157</b>	<b>15 813 490</b>

5 176 486	5 534 757	5 917 825	6 327 406
<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
<b>21 908 307</b>	<b>23 796 591</b>	<b>25 627 529</b>	<b>27 402 862</b>
<b>10 318 934</b>	<b>12 207 219</b>	<b>14 038 157</b>	<b>15 813 490</b>

3 727 070	3 985 025	4 260 834	4 555 732
<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
<b>15 773 981</b>	<b>17 133 546</b>	<b>18 451 821</b>	<b>19 730 061</b>
<b>4 184 608</b>	<b>5 544 173</b>	<b>6 862 449</b>	<b>8 140 688</b>



Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
29 124 279	30 793 417	32 411 864	33 981 158	35 502 794	36 978 219	38 408 835
<b>23,23%</b>	<b>23,49%</b>	<b>23,86%</b>	<b>24,34%</b>	<b>24,90%</b>	<b>25,57%</b>	<b>26,32%</b>
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
29 124 279	30 793 417	32 411 864	33 981 158	35 502 794	36 978 219	38 408 835
<b>23,23%</b>	<b>23,49%</b>	<b>23,86%</b>	<b>24,34%</b>	<b>24,90%</b>	<b>25,57%</b>	<b>26,32%</b>
4 871 041	5 208 172	5 568 637	5 954 049	6 366 137	6 806 746	7 277 850
29 124 279	30 793 417	32 411 864	33 981 158	35 502 794	36 978 219	38 408 835
<b>16,73%</b>	<b>16,91%</b>	<b>17,18%</b>	<b>17,52%</b>	<b>17,93%</b>	<b>18,41%</b>	<b>18,95%</b>

Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
<b>58,38%</b>	<b>62,42%</b>	<b>66,74%</b>	<b>71,35%</b>	<b>76,29%</b>	<b>81,57%</b>	<b>87,22%</b>
11 589 372	11 589 372	11 589 372	11 589 372	11 589 372	11 589 372	11 589 372
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
<b>58,38%</b>	<b>62,42%</b>	<b>66,74%</b>	<b>71,35%</b>	<b>76,29%</b>	<b>81,57%</b>	<b>87,22%</b>
11 589 372	11 589 372	11 589 372	11 589 372	11 589 372	11 589 372	11 589 372
4 871 041	5 208 172	5 568 637	5 954 049	6 366 137	6 806 746	7 277 850
<b>42,03%</b>	<b>44,94%</b>	<b>48,05%</b>	<b>51,38%</b>	<b>54,93%</b>	<b>58,73%</b>	<b>62,80%</b>
11 589 372	11 589 372	11 589 372	11 589 372	11 589 372	11 589 372	11 589 372

Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20
6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
29 124 279	30 793 417	32 411 864	33 981 158	35 502 794	36 978 219	38 408 835
<b>17 534 907</b>	<b>19 204 044</b>	<b>20 822 491</b>	<b>22 391 786</b>	<b>23 913 422</b>	<b>25 388 846</b>	<b>26 819 462</b>

6 765 334	7 233 572	7 734 217	8 269 513	8 841 857	9 453 814	10 108 125
<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
29 124 279	30 793 417	32 411 864	33 981 158	35 502 794	36 978 219	38 408 835
<b>17 534 907</b>	<b>19 204 044</b>	<b>20 822 491</b>	<b>22 391 786</b>	<b>23 913 422</b>	<b>25 388 846</b>	<b>26 819 462</b>

4 871 041	5 208 172	5 568 637	5 954 049	6 366 137	6 806 746	7 277 850
<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>	<b>10,27%</b>
<b>20 969 481</b>	<b>22 171 260</b>	<b>23 336 542</b>	<b>24 466 434</b>	<b>25 562 012</b>	<b>26 624 317</b>	<b>27 654 361</b>
<b>9 380 109</b>	<b>10 581 888</b>	<b>11 747 169</b>	<b>12 877 062</b>	<b>13 972 639</b>	<b>15 034 945</b>	<b>16 064 989</b>

### NPV CALCULATIONS FOR THE DEPARTMENT OF ENERGY (DOE):

	OPERATIONAL POINT OF VIEW									
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Petrol (litres)	3 148 701	4 031 635	4 466 830	4 511 499	4 579 171	4 670 755	4 810 877	4 955 203	5 103 860	5 256 975
Diesel (litres)	1 172 480	1 501 257	1 663 311	1 679 944	1 705 143	1 739 246	1 791 423	1 845 166	1 900 521	1 957 537
Sales-Fuel(litres)	4 321 181	5 532 892	6 130 141	6 191 442	6 284 314	6 410 000	6 602 300	6 800 369	7 004 380	7 214 512
Gross Profit in Rands	9 885 997	13 291 058	15 521 986	16 525 534	17 681 775	19 012 884	20 645 475	22 419 174	24 346 260	26 440 092
Total Expenses	5 434 575	6 228 765	7 043 398	7 504 070	8 020 815	8 600 776	9 281 836	10 017 387	10 811 838	11 669 954
Advertising / sales promotion	46 669	49 936	53 431	57 171	61 173	65 455	70 037	74 940	80 186	85 799
Audit & accounting	32 409	34 677	37 105	39 702	42 481	45 455	48 637	52 042	55 684	59 582
Bank charges	165 069	176 624	188 988	202 217	216 372	231 518	247 724	265 065	283 619	303 473
Bargaining Council Employees contribution	224 512	239 273	256 017	273 932	293 102	313 613	335 561	359 044	384 172	411 058
Credit card commissions	7 778	8 323	8 905	9 529	10 196	10 909	11 673	12 490	13 364	14 300
Credit card losses	4 321	4 624	4 947	5 294	5 664	6 061	6 485	6 939	7 425	7 944
Credit Card swipe machine	6 914	7 398	7 916	8 470	9 063	9 697	10 376	11 102	11 879	12 711
Cash shortage	15 124	16 183	17 316	18 528	19 825	21 212	22 697	24 286	25 986	27 805
Cleaning Care & cleaning consumables	29 384	31 441	33 642	35 997	38 516	41 213	44 098	47 184	50 487	54 021
Computer System Maintenance	11 667	12 484	13 358	14 293	15 293	16 364	17 509	18 735	20 046	21 450
Donations	10 371	11 097	11 874	12 705	13 594	14 546	15 564	16 653	17 819	19 066
Electricity	387 610	414 743	443 775	474 839	508 078	543 643	581 698	622 417	665 986	712 605
Entertainment	21 606	23 118	24 737	26 468	28 321	30 303	32 425	34 694	37 123	39 722
Evaporation	131 364	140 559	150 399	160 926	172 191	184 245	197 142	210 942	225 708	241 507
Legal cost	4 753	5 086	5 442	5 823	6 231	6 667	7 133	7 633	8 167	8 739
Membership fees	4 321	4 624	4 947	5 294	5 664	6 061	6 485	6 939	7 425	7 944
Operational Gains and Losses	131 364	140 559	150 399	160 926	172 191	184 245	197 142	210 942	225 708	241 507
Other	131 364	140 559	150 399	160 926	172 191	184 245	197 142	210 942	225 708	241 507
Professional fees	5 618	6 011	6 432	6 882	7 363	7 879	8 430	9 021	9 652	10 328
RAS recovery Owner/Developer -Petrol	1 810 340	2 433 881	2 831 437	3 002 739	3 200 169	3 427 381	3 706 712	4 008 809	4 335 527	4 688 873
RAS recovery Owner/Developer -Diesel	0	0	0	0	0	0	0	0	0	0
RAS recovery Oil Company - Petrol	668 317	898 507	1 045 272	1 108 511	1 181 395	1 265 274	1 368 394	1 479 918	1 600 531	1 730 975
RAS recovery Oil Company - Diesel	0	0	0	0	0	0	0	0	0	0
Rent to Landlord / Oil Company	405 000	36 450	39 366	42 515	45 917	49 590	53 557	57 842	62 469	67 466
SANRAL levy	448 405	611 192	721 183	775 741	838 556	910 924	999 238	1 096 114	1 202 382	1 318 953
Rates and taxes	13 828	14 796	15 831	16 940	18 125	19 394	20 752	22 204	23 759	25 422
Repaires and maintainance	84 263	90 161	96 473	103 226	110 452	118 183	126 456	135 308	144 780	154 914
Security & Cash transportation	66 978	71 667	76 683	82 051	87 795	93 941	100 516	107 553	115 081	123 137
Security	40 187	43 000	46 010	49 231	52 677	56 364	60 310	64 532	69 049	73 882
Skills development fee	27 943	29 899	31 992	34 231	36 628	39 192	41 935	44 870	48 011	51 372
Staff welfare	41 483	44 387	47 494	50 819	54 376	58 183	62 255	66 613	71 276	76 265
Stationary & printing	24 631	26 355	28 200	30 174	32 286	34 546	36 964	39 552	42 320	45 283
Subscriptions	8 210	8 785	9 400	10 058	10 762	11 515	12 321	13 184	14 107	15 094
Telephone / fast & swiftnet / internet	141 735	151 656	162 272	173 631	185 785	198 790	212 706	227 595	243 527	260 574
Internet costs	15 556	16 645	17 810	19 057	20 391	21 818	23 346	24 980	26 729	28 600
Travel and accommodation	15 556	16 645	17 810	19 057	20 391	21 818	23 346	24 980	26 729	28 600
Transport expenses ( business)	47 965	51 323	54 915	58 759	62 872	67 274	71 983	77 021	82 413	88 182
UIF	55 886	59 798	63 984	68 463	73 255	78 383	83 870	89 741	96 023	102 744
Uniforms & Laundry	20 310	21 731	23 252	24 880	26 622	28 485	30 479	32 613	34 896	37 338
Workmen's compensation	1 746	1 869	2 000	2 139	2 289	2 449	2 621	2 804	3 001	3 211
Net profit before tax	4 451 421	7 062 293	8 478 587	9 021 463	9 660 960	10 412 108	11 363 640	12 401 787	13 534 423	14 770 138
Less tax	1 246 398	1 977 442	2 374 004	2 526 010	2 705 069	2 915 390	3 181 819	3 472 500	3 789 638	4 135 639
Net profit after tax	3 205 023	5 084 851	6 104 583	6 495 454	6 955 891	7 496 718	8 181 821	8 929 286	9 744 784	10 634 499

1. \* Forecourt rental is based on the RAS cpl allocation to Oil Company / Landlord / RAS recovery cpl.

Operator / Dealer RAS recovery  
 Developer / Property Owner RAS recovery  
 Oil Company RAS recovery

2,29
0,57
0,21
0,00%
8 500 000
2 147 759
7,00%

2. How much will be your growth percentage increase per year on fuels?

3. How much will be your capital investment on **Forecourt**? DoE benchmark development

4. How much will be your Operational investment on **Forecourt**? Fuel related only

5. How much will be your growth percentage increase per year on expenses?

6. Projected Annual Fuel Sales

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Total Litres	4 321 181	5 532 892	6 130 141	6 191 442	6 284 314	6 410 000	6 602 300	6 800 369	7 004 380	7 214 512
Petrol / Diesel	4 321 181	5 532 892	6 130 141	6 191 442	6 284 314	6 410 000	6 602 300	6 800 369	7 004 380	7 214 512
Diesel 50 ppm	1 172 480	1 501 257	1 663 311	1 679 944	1 705 143	1 739 246	1 791 423	1 845 166	1 900 521	1 957 537
Unleaded 93/95	3 148 701	4 031 635	4 466 830	4 511 499	4 579 171	4 670 755	4 810 877	4 955 203	5 103 860	5 256 975
Diesel 500ppm										
Fuel Sales % growth per year		0,70%	0,70%	1,00%	1,50%	2,00%	3,00%	3,00%	3,00%	3,00%

7. Notes - Fuel Sales & Purchase Price / Full RAS Margin

2,288
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Diesel low sulphur 50ppm

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Sales Price	20,76	22,08	23,51	25,04	26,67	28,40	30,24	32,21	34,30	36,53
Purchase Price	18,47	19,67	20,95	22,31	23,76	25,31	26,95	28,71	30,57	32,56
Full RAS Margin cpl	2,29	2,40	2,56	2,72	2,90	3,09	3,29	3,51	3,73	3,98
Escalation / year - Sales price	6,50%									

Petrol : Unleaded 93

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Sales Price	20,29	21,61	23,01	24,51	26,10	27,80	29,61	31,53	33,58	35,76
Purchase Price	18,00	19,21	20,49	21,86	23,32	24,88	26,54	28,31	30,20	32,21
Dealer's Margin	2,29	2,40	2,52	2,65	2,78	2,92	3,07	3,22	3,38	3,55
Escalation / year - Sales price	6,50%									

Petrol : Unleaded 95

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Sales Price	20,44	21,77	23,18	24,69	26,30	28,00	29,82	31,76	33,83	36,03
Purchase Price	18,15	19,37	20,66	22,04	23,51	25,08	26,76	28,54	30,45	32,48
Dealer's Margin	2,29	2,40	2,52	2,65	2,78	2,92	3,07	3,22	3,38	3,55

**DoE / NPV CALCULATION / RETAILER POINT OF VIEW**

Discounted rate @	10,69%									
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>YEAR 6</b>	<b>YEAR 7</b>	<b>YEAR 8</b>	<b>YEAR 9</b>	<b>YEAR 10</b>
8.Estimated Operational / start up FUEL only Invest	-2 147 759									
BTCF (R)	4 451 421	7 062 293	8 478 587	9 021 463	9 660 960	10 412 108	11 363 640	12 401 787	13 534 423	14 770 138
NPV (R)	4 021 702	9 786 290	16 038 840	22 049 497	27 864 854	33 527 326	39 110 692	44 615 904	50 043 916	55 395 679
NPV less Investment (R)	<b>1 873 944</b>	<b>7 638 531</b>	<b>13 891 081</b>	<b>19 901 738</b>	<b>25 717 095</b>	<b>31 379 567</b>	<b>36 962 933</b>	<b>42 468 145</b>	<b>47 896 157</b>	<b>53 247 920</b>
ATCF (R)	3 205 023	5 084 851	6 104 583	6 495 454	6 955 891	7 496 718	8 181 821	8 929 286	9 744 784	10 634 499
NPV (R)	2 895 626	7 046 129	11 547 965	15 875 638	20 062 695	24 139 675	28 159 698	32 123 451	36 031 620	39 884 889
NPV less Investment (R)	<b>747 867</b>	<b>4 898 370</b>	<b>9 400 206</b>	<b>13 727 879</b>	<b>17 914 936</b>	<b>21 991 916</b>	<b>26 011 939</b>	<b>29 975 692</b>	<b>33 883 861</b>	<b>37 737 130</b>

**DoE / NPV CALCULATION / RETAILER AND DEVELOPER POINT OF VIEW**

Discounted rate @	10,69%									
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>YEAR 6</b>	<b>YEAR 7</b>	<b>YEAR 8</b>	<b>YEAR 9</b>	<b>YEAR 10</b>
9. DoE benchmark development cost (FUEL INCLUSIVE)	-8 500 000									
BTCF (R)	4 451 421	7 062 293	8 478 587	9 021 463	9 660 960	10 412 108	11 363 640	12 401 787	13 534 423	14 770 138
NPV (R)	4 021 702	9 786 290	16 038 840	22 049 497	27 864 854	33 527 326	39 110 692	44 615 904	50 043 916	55 395 679
NPV less Investment (R)	-4 478 298	<b>1 286 290</b>	<b>7 538 840</b>	<b>13 549 497</b>	<b>19 364 854</b>	<b>25 027 326</b>	<b>30 610 692</b>	<b>36 115 904</b>	<b>41 543 916</b>	<b>46 895 679</b>
ATCF (R)	3 205 023	5 084 851	6 104 583	6 495 454	6 955 891	7 496 718	8 181 821	8 929 286	9 744 784	10 634 499
NPV (R)	2 895 626	7 046 129	11 547 965	15 875 638	20 062 695	24 139 675	28 159 698	32 123 451	36 031 620	39 884 889
NPV less Investment (R)	-5 604 374	-1 453 871	<b>3 047 965</b>	<b>7 375 638</b>	<b>11 562 695</b>	<b>15 639 675</b>	<b>19 659 698</b>	<b>23 623 451</b>	<b>27 531 620</b>	<b>31 384 889</b>

**DoE / NPV CALCULATION / DEVELOPER POINT OF VIEW**

Discounted rate @	10,69%									
	<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>YEAR 6</b>	<b>YEAR 7</b>	<b>YEAR 8</b>	<b>YEAR 9</b>	<b>YEAR 10</b>
10. NPV based on Lease income										
DoE benchmark development cost Invest	-10 986 716									
BTCF (R)	907 029	1 268 133	1 701 782	1 876 108	2 080 087	2 316 357	2 609 818	2 926 266	3 267 545	3 635 652
NPV (R)	819 469	1 854 580	3 109 563	4 359 542	5 611 638	6 871 354	8 153 652	9 452 635	10 763 092	12 080 422
NPV less Investment (R)	-10 167 247	-9 132 135	-7 877 152	-6 627 173	-5 375 078	-4 115 361	-2 833 064	-1 534 080	-223 623	<b>1 093 707</b>
ATCF (R)	426 528	668 936	960 363	1 065 136	1 189 824	1 336 040	1 521 579	1 721 668	2 302 021	2 170 290
NPV (R)	385 353	931 371	1 639 592	2 349 252	3 065 459	3 792 045	4 539 652	5 303 909	6 227 140	7 013 515
NPV less Investment (R)	-10 601 363	-10 055 345	-9 347 123	-8 637 464	-7 921 256	-7 194 670	-6 447 064	-5 682 807	-4 759 576	-3 973 200
Discounted rate @	Long Bond rate R186	7,78%		10,69%						
	Risk / Regional factor	2,91%								

**NPV CALCULATIONS FOR THE DEPARTMENT OF ENERGY (Sensitivity Analysis):**

OPERATIONAL POINT OF VIEW										
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Petrol (litres)	3 148 701	3 164 444	3 180 267	3 204 119	3 236 160	3 284 702	3 350 396	3 417 404	3 485 752	3 555 467
Diesel (litres)	1 172 480	1 178 342	1 184 234	1 193 116	1 205 047	1 223 122	1 247 585	1 272 537	1 297 987	1 323 947
Sales-Fuel(litres)	4 321 181	4 342 786	4 364 500	4 397 234	4 441 206	4 507 825	4 597 981	4 689 941	4 783 739	4 879 414
Gross Profit in Rands	9 885 997	10 382 521	10 960 607	11 600 495	12 309 096	13 126 596	14 068 381	15 078 852	16 163 107	17 326 630
Total Expenses	5 354 496	5 302 105	5 644 120	6 017 785	6 426 144	6 882 100	7 391 264	7 938 516	8 526 735	9 159 020
Advertising / sales promotion	46 669	50 402	54 434	58 789	63 492	68 572	74 057	79 982	86 381	93 291
Audit & accounting	32 409	35 002	37 802	40 826	44 092	47 619	51 429	55 543	59 987	64 785
Bank charges	165 069	178 275	192 537	207 940	224 575	242 541	261 944	282 899	305 531	329 974
Bargaining Council Employees contribution	166 501	178 628	192 913	208 341	225 004	243 000	262 435	283 425	306 094	330 577
Credit card commissions	7 778	8 400	9 072	9 798	10 582	11 429	12 343	13 330	14 397	15 549
Credit card losses	4 321	4 667	5 040	5 443	5 879	6 349	6 857	7 406	7 998	8 638
Credit card swipe machine	6 914	7 467	8 064	8 710	9 406	10 159	10 971	11 849	12 797	13 821
Cash shortage	15 124	16 334	17 641	19 052	20 576	22 222	24 000	25 920	27 994	30 233
Cleaning Care & cleaning consumables	29 384	31 735	34 274	37 015	39 977	43 175	46 629	50 359	54 388	58 739
Computer System Maintenance	11 667	12 601	13 609	14 697	15 873	17 143	18 514	19 996	21 595	23 323
Donations	10 371	11 200	12 097	13 064	14 109	15 238	16 457	17 774	19 196	20 731
Electricity	387 610	418 619	452 108	488 277	527 339	569 526	615 088	664 295	717 439	774 834
Entertainment	21 606	23 334	25 201	27 217	29 395	31 746	34 286	37 029	39 991	43 190
Evaporation	131 364	141 873	153 223	165 481	178 719	193 017	208 458	225 135	243 145	262 597
Legal cost	4 753	5 134	5 544	5 988	6 467	6 984	7 543	8 146	8 798	9 502
Membership fees	4 321	4 667	5 040	5 443	5 879	6 349	6 857	7 406	7 998	8 638
Operational Gains and Losses	131 364	141 873	153 223	165 481	178 719	193 017	208 458	225 135	243 145	262 597
Other	131 364	141 873	153 223	165 481	178 719	193 017	208 458	225 135	243 145	262 597
Professional fees	5 618	6 067	6 552	7 076	7 643	8 254	8 914	9 627	10 398	11 229
RAS recovery Owner/Developer -Petrol	1 810 340	1 901 265	1 996 756	2 102 259	2 218 830	2 353 457	2 508 550	2 673 863	2 850 071	3 037 891
RAS recovery Owner/Developer -Diesel	0	0	0	0	0	0	0	0	0	0
RAS recovery Oil Company - Petrol	668 317	701 883	737 135	776 084	819 118	868 817	926 073	987 101	1 052 151	1 121 487
RAS recovery Oil Company - Diesel	0	0	0	0	0	0	0	0	0	0
Rent to Landlord / Oil Company	405 000	36 450	39 366	42 515	45 917	49 590	53 557	57 842	62 469	67 466
SANRAL levy	448 405	479 656	513 388	550 859	592 531	640 511	695 788	755 834	821 063	891 920
Rates and taxes	13 828	14 934	16 129	17 419	18 813	20 318	21 943	23 698	25 594	27 642
Repaires and maintenance	84 263	91 004	98 284	106 147	114 639	123 810	133 715	144 412	155 965	168 442
Security & Cash transportation	66 978	72 337	78 123	84 373	91 123	98 413	106 286	114 789	123 972	133 890
Security	40 187	43 402	46 874	50 624	54 674	59 048	63 772	68 873	74 383	80 334
Skills development fee	20 724	22 321	24 107	26 035	28 118	30 368	32 797	35 421	38 254	41 315
Staff welfare	41 483	44 802	48 386	52 257	56 438	60 953	65 829	71 095	76 783	82 925
Stationary & printing	24 631	26 601	28 729	31 028	33 510	36 191	39 086	42 213	45 590	49 237
Subscriptions	8 210	8 867	9 576	10 343	11 170	12 064	13 029	14 071	15 197	16 412
Telephone / fast & swiftnet / internet	141 735	153 073	165 319	178 545	192 829	208 255	224 915	242 908	262 341	283 328
Internet costs	15 556	16 801	18 145	19 596	21 164	22 857	24 686	26 661	28 794	31 097
Travel and accommodation	15 556	16 801	18 145	19 596	21 164	22 857	24 686	26 661	28 794	31 097
Transport expenses ( business)	47 965	51 802	55 946	60 422	65 256	70 476	76 115	82 204	88 780	95 882
UIF	41 449	44 642	48 214	52 071	56 236	60 735	65 594	70 842	76 509	82 630
Uniforms & Laundry	20 310	21 934	23 689	25 584	27 631	29 841	32 229	34 807	37 592	40 599
Workmen's compensation	1 334	1 441	1 556	1 681	1 815	1 960	2 117	2 287	2 470	2 667
Net profit before tax	4 531 500	5 080 416	5 316 488	5 582 710	5 882 952	6 244 496	6 677 116	7 140 335	7 636 372	8 167 610
Less tax										
Net profit after tax	4 531 500	5 080 416	5 316 488	5 582 710	5 882 952	6 244 496	6 677 116	7 140 335	7 636 372	8 167 610

1. \* Forecourt rental is based on the RAS cpl allocation to Oil Company / Landlord/ RAS recovery cpl.  
 Operator / Dealer RAS recovery  
 Developer / Property Owner RAS recovery  
 Oil Company RAS recovery

2,29
0,57
0,21
0,00
8 500 000
2 147 759
7,00%

2. How much will be your growth percentage increase per year on fuels?  
 3. How much will be your capital investment on **Forecourt**? DoE benchmark development  
 4. How much will be your Operational investment on **Forecourt**? Fuel related only  
 5. How much will be your growth percentage increase per year on expenses?  
 6. Projected Annual Fuel Sales

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
Total Litres	4 321 181	4 342 786	4 364 500	4 397 234	4 441 206	4 507 825	4 597 981	4 689 941	4 783 739	4 879 414
Petrol / Diesel	4 321 181	4 342 786	4 364 500	4 397 234	4 441 206	4 507 825	4 597 981	4 689 941	4 783 739	4 879 414
Diesel 50 ppm	1 172 480	1 178 342	1 184 234	1 193 116	1 205 047	1 223 122	1 247 585	1 272 537	1 297 987	1 323 947
Unleaded 93/95	3 148 701	3 164 444	3 180 267	3 204 119	3 236 160	3 284 702	3 350 396	3 417 404	3 485 752	3 555 467
Fuel Sales % growth per year		0,50%	0,50%	0,75%	1,00%	1,50%	2,00%	2,00%	2,00%	2,00%

7. Notes - Fuel Sales & Purchase Price / Full RAS Margin 2,288

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
<b>Diesel low sulphur 50ppm</b>										
Sales Price	20,76	22,06	23,50	25,03	26,65	28,38	30,23	32,19	34,29	36,52
Purchase Price	18,47	19,67	20,95	22,31	23,76	25,31	26,95	28,71	30,57	32,56
Full RAS Margin cpl	2,29	2,39	2,55	2,71	2,89	3,08	3,28	3,49	3,72	3,96
Escalation / year - Sales price	6,50%									

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
<b>Petrol : Unleaded 93</b>										
Sales Price	20,29	21,61	23,01	24,51	26,10	27,80	29,61	31,53	33,58	35,76
Purchase Price	18,00	19,22	20,52	21,90	23,37	24,95	26,63	28,42	30,33	32,36
Dealer's Margin	2,29	2,39	2,50	2,61	2,73	2,85	2,98	3,11	3,25	3,40
Escalation / year - Sales price	6,50%									

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
<b>Petrol : Unleaded 95</b>										
Sales Price	20,44	21,77	23,18	24,69	26,30	28,00	29,82	31,76	33,83	36,03
Purchase Price	18,15	19,38	20,69	22,08	23,57	25,15	26,85	28,65	30,57	32,63
Dealer's Margin	2,29	2,39	2,50	2,61	2,73	2,85	2,98	3,11	3,25	3,40
Escalation / year - Sales price	6,50%									

### A) NPV CALCULATION / RETAILER AND DEVELOPER POINT OF VIEW

Discounted rate @	11,69%										
9.DoE benchmark development cost	Invest	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
		-2 147 759									
	BTCF	4 531 500	5 080 416	5 316 488	5 582 710	5 882 952	6 244 496	6 677 116	7 140 335	7 636 372	8 167 610
	<b>NPV</b>	4 057 394	8 130 348	11 946 629	15 534 738	18 920 225	22 137 797	25 218 324	28 167 901	30 992 348	33 697 219
	<b>NPV less Investment</b>	<b>1 909 635</b>	<b>5 982 589</b>	<b>9 798 870</b>	<b>13 386 979</b>	<b>16 772 466</b>	<b>19 990 038</b>	<b>23 070 565</b>	<b>26 020 142</b>	<b>28 844 590</b>	<b>31 549 460</b>
	ATCF	4 531 500	5 080 416	5 316 488	5 582 710	5 882 952	6 244 496	6 677 116	7 140 335	7 636 372	8 167 610
	<b>NPV</b>	4 057 394	8 130 348	11 946 629	15 534 738	18 920 225	22 137 797	25 218 324	28 167 901	30 992 348	33 697 219
	<b>NPV less Investment</b>	<b>1 909 635</b>	<b>5 982 589</b>	<b>9 798 870</b>	<b>13 386 979</b>	<b>16 772 466</b>	<b>19 990 038</b>	<b>23 070 565</b>	<b>26 020 142</b>	<b>28 844 590</b>	<b>31 549 460</b>

### A) NPV CALCULATION / RETAILER AND DEVELOPER POINT OF VIEW

Discounted rate @	11,69%										
10.Estimated Operational / start up FUEL only Invest		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10
		<b>-8 500 000</b>									
	BTCF	4 531 500	5 080 416	5 316 488	5 582 710	5 882 952	6 244 496	6 677 116	7 140 335	7 636 372	8 167 610
	<b>NPV</b>	-3 977 800	-330 977	3 086 026	6 298 731	9 330 013	12 210 948	14 969 175	17 610 155	20 139 095	22 560 970
	ATCF	4 531 500	5 080 416	5 316 488	5 582 710	5 882 952	6 244 496	6 677 116	7 140 335	7 636 372	8 167 610
	<b>NPV</b>	-3 977 800	-330 977	3 086 026	6 298 731	9 330 013	12 210 948	14 969 175	17 610 155	20 139 095	22 560 970

<b>NPV CALCULATION /DEVELOPER POINT OF VIEW</b>											
Discounted rate @	11,69%										
12. NPV based on Rental income		<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>YEAR 4</b>	<b>YEAR 5</b>	<b>YEAR 6</b>	<b>YEAR 7</b>	<b>YEAR 8</b>	<b>YEAR 9</b>	<b>YEAR 10</b>
DoE benchmark development cost	Invest	<b>-10 986 716</b>									
	BTCF	896 392	620 426	720 501	820 099	942 396	1 085 813	1 251 797	1 428 457	1 616 496	1 816 661
	<b>NPV</b>	802 607	1 300 001	1 817 191	2 344 283	2 886 607	3 446 089	4 023 613	4 613 690	5 211 579	5 813 204
	<b>NPV less Investment</b>	-10 184 108	-9 686 714	-9 169 525	-8 642 432	-8 100 108	-7 540 626	-6 963 103	-6 373 026	-5 775 136	-5 173 512
	ATCF	401 815	187 664	228 960	285 660	350 269	427 343	518 518	615 203	717 735	826 472
	<b>NPV</b>	359 775	510 225	674 577	858 175	1 059 746	1 279 941	1 519 162	1 773 295	2 038 762	2 312 465
	<b>NPV less Investment</b>	-10 626 941	-10 476 491	-10 312 139	-10 128 540	-9 926 970	-9 706 775	-9 467 553	-9 213 421	-8 947 954	-8 674 251
Discounted rate @	Long Bond rate R186				<b>11,69%</b>						
	Risk / Regional factor										