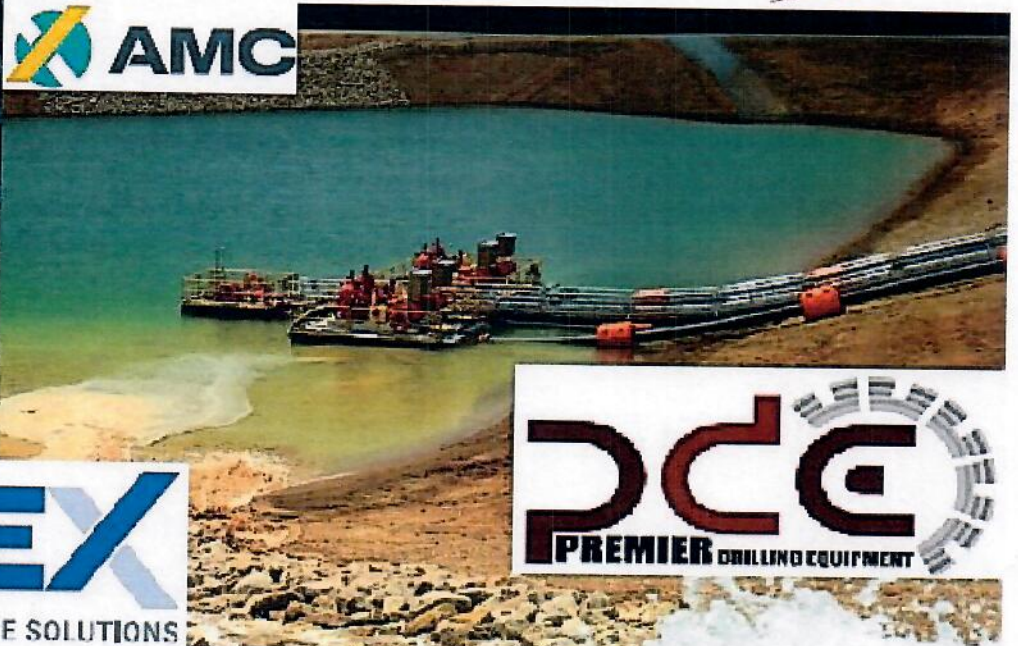
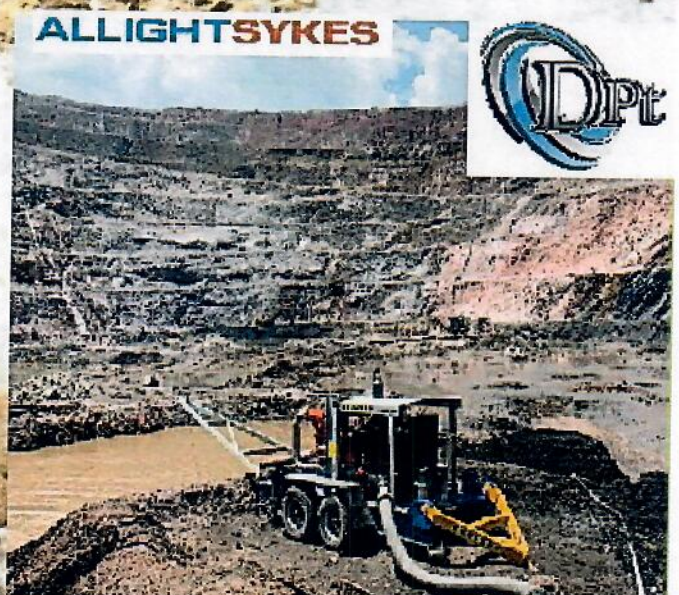
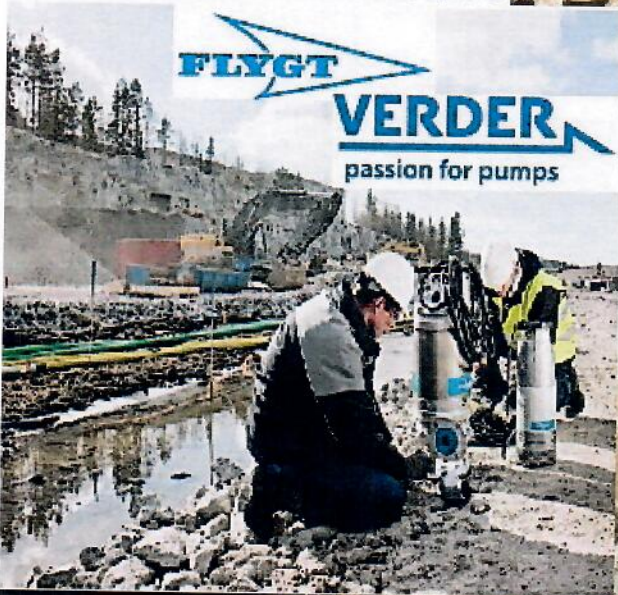


BUSINESS PLAN

TRI-PUMP



REAL-TIME SUBSURFACE SOLUTIONS



ALLIGHTSYKES



Plot 9, Block KK, Nyakato Industrial Area, Mwanza

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1.0 Executive Summary

Introduction

Tri-Pump is a pump solution company supplying global pump brands and offering solutions to the African mining and construction industries since 1996. Tri-Pump supplies complete pumps and spare parts and offers technical support, training and servicing of our product ranges - either onsite or at one of our regional service facilities.

Tri-Pump distributes the world's finest brands to the mining and construction industries through our footprint in five African countries: Zambia, Ghana, Tanzania, South Africa and the Democratic Republic of Congo. This footprint allows us to provide clients with an unmatched standard of service as we are able to pair global experience with delivery informed by a local presence and knowledge.

The Company

It was first registered in Tanzania in 1999 as **East Coast Pumps Tanzania Limited** with the mission to supply and repair of pumps focusing on securing the Tanzanian Water and Waste Water market that was by then serviced by various countries as South Africa as the most popular country.

In 2013 **East Coast Pumps Tanzania Limited** changed its name to **Tri-Pump Tanzania Limited** so its mission and objectives also changed. Tri-Pump is now working with two other companies like IMDEX and Premier Drilling Equipment (PDE), to provide a complete solutions to the mining and construction industries in Tanzania. The growth of the company will be determined by how accurately and efficiently the company is able to implement the facets of this business plan.

The Products and services

Our core offering

Supply of Peristaltic and End Suction Slurry Pumps and spares. Supply of Multistage Dewatering and Clearwater Pumps and Spares.

Accessories & Power Tools

Our offering also includes accessories such as Chesterton products, Milwaukee cordless power tools and KLINGER Pipe Products.

Our services

Along with supplying pumps, Tri-Pump is also renowned for excellence in customer service. Our after-sale services include: Technical support, Training, Spare parts and Servicing of our core products either on site or at one of our regional in-country service facilities.

Tri-Pump offers pumps on a rental basis for: Open pit dewatering, Underground dewatering, Construction site dewatering and Sewerage bypass systems

The Management

Our management philosophy is based on responsibility and mutual respect. People who work at Tri-Pump want to work at Tri-Pump because we have an environment that encourages creativity and achievement.

The company is being led by Mr. JOHANNES DET WET ROSSOUW who is also the Managing Director (MD). Immediately below him is the company General Manager (GM), Mr. WILLIAM LENNOX OCHSE. They are both from South Africa. They have great experience and highly knowledgeable on management issues in the mining industry.

Tri-Pump also has a team highly qualified workers 15 in total, 4 foreigners and 11 locals.

The Market

Over the years, Tri-Pump has had the privilege of supplying equipment, spare parts and services to some of Africa's most prominent mining companies, including Glencore, Barrick, Newmont, AngloGold Ashanti, and First Quantum Minerals Limited. Our clients also include mining contractors and developers such as JCHX, Redpath Mining, Byrncut, AUMS, and Murray & Roberts Cementation, among others.

Tri-Pump distributes the world's finest brands to the mining and construction industries through our footprint in five African countries: Zambia, Ghana, Tanzania, South Africa and the Democratic Republic of Congo. This footprint allows us to provide clients with an unmatched standard of service as we are able to pair global experience with delivery informed by a local presence and knowledge.

Being close to our client's operations makes us true business partners who understand their needs. By partnering with Tri- Pump, end-users can ensure that they are getting the correct solutions for specific applications. We understand that when downtime is not an option, clients need pumps and services they can trust.

Financial path to Success

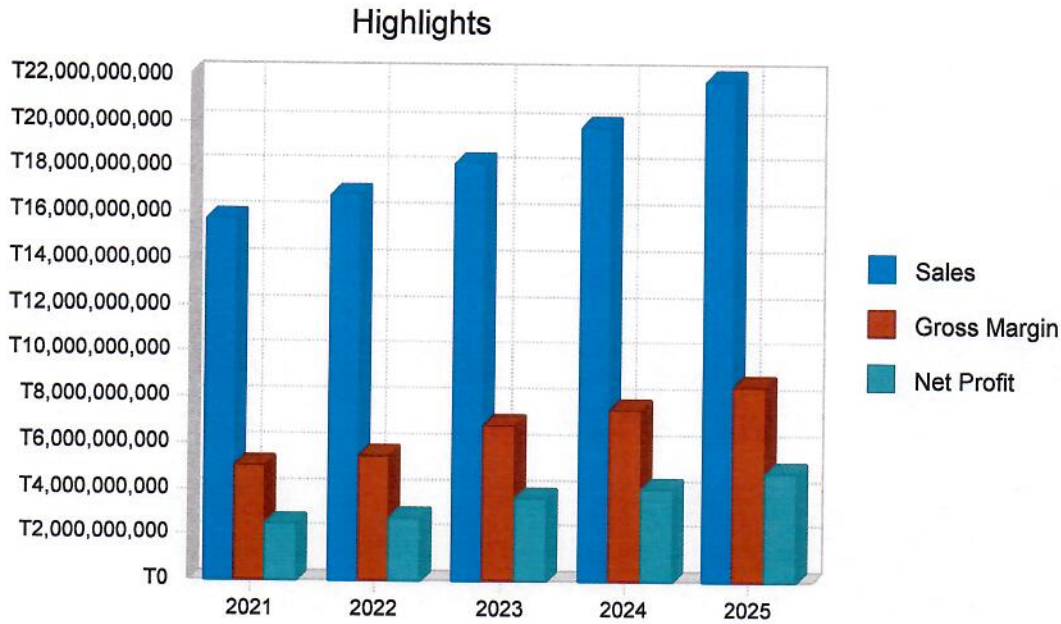
We want to finance growth mainly through cash flow and equity. We recognize that this means we will have to grow more slowly than we might like. Sales growth has been estimated to be between 7% to 10% and assumption on cost to be reduced by 1-3%.

Our break-even analysis shows that our fixed costs is approximately **T130,851,611** per month and our monthly breakeven is **T408,911,285**.

Our projected profit and loss is Tsh 15,748,188,604 the first year to more than Tsh. 21,820,129,495 in the fifth year. Net profit margin of approximately 15.4% first year to 21.97% year five.

The balance sheet shows healthy growth of net worth, and strong financial position. Our net worth will grow from **T6,460,712,411** year one to **T21,649,914,588** year five.

Chart: Highlights



1.1 Objectives

Our business strategy will revolve around the need to provide quality pumps to our various target customers, in the process fully satisfying their needs. This shall be undertaken through the implementation of high quality control standards and technological innovations, as well as the recruitment of a professional production and sales team, and the production of good quality marketing material designed to cater for various kinds of customers. This marketing material shall be professionally done so as to be reflective of our intended image and reputation. We shall position ourselves as a quality supplier that strives to provide fulfillment, reliability and a good image. We intend to establish a good rapport with all the relevant stakeholders.

Our objectives will revolve around the following guiding principles:

- Provision of a great work environment, treating each other with respect and dignity.
- Apply high-quality standards of excellence to all business processes.
- Develop enthusiastically-satisfied customers all of the time.
- Contribute positively to our communities and our environment.
- To continuously formalize and measure cross-functional working communication so as to ensure that the various departments work harmoniously towards attainment of company objectives.
- To instill a culture of continuous improvement in beating standards of customer satisfaction and efficiency.
- Fully commit to supporting growth and development in the economy.

1.2 Mission

To be a key supplier of cost effective, innovative pumping solutions.

Internally we intend to create and nurture a healthy, creative, respectful and enjoyable office and plant environment, in which our employees are fairly compensated and encouraged to respect the customer and the quality of the products and services we offer. In addition follow-up will be mandatory so as to ensure customer satisfaction and make any improvements as recommended by the customers in future. We seek a fair and responsible profit, enough to keep the company financially healthy for the short and long term, and to fairly compensate owners and investors for the money and risk.

Our mission is to carefully attend to detail in the products offering and services and uphold superb quality at all levels of our undertakings, satisfying all our customers and stakeholders.

1.3 Vision

To offer innovative pumping solutions to the mining industry with the highest level of service, at the lowest total cost of ownership.

1.4 Core Values

Respect for each other, for diversity of people and opinions, and for the environment.

Responsibility for our words and actions, for customer satisfaction, and for giving back to our communities.

Integrity for acting ethically and keeping our word.

Creativity for thinking beyond boundaries, for anticipating tomorrow's challenges, and for unlocking growth potential.

1.5 Keys to Success

The keys to Tri-Pump success will undoubtedly be effective market segmentation through identification of several niche markets and implementation strategies. Along these lines the company intends to implement advertising, personal selling and direct marketing strategies aimed at the target markets. Our advertising marketing strategies will rotate around.

Hence our key success factors will include the following:

Excellence in Fulfilling the Promise: We intend to provide products of uncompromised quality to our customers. This is so as to meet the needs and standards of our customers.

Effective and Efficient Distribution Network: The importance of such cannot be overemphasized in our line of business. We intend to establish an excellent distribution network that will enable us to rapidly respond to customers' orders, and be available in remote areas our competitor has not yet exploited.

Assembly Technology: To ensure quality brewed beverages it is essential to utilize the latest and most efficient assembly technology. Keeping abreast with technological developments will ensure we gain, and maintain, a competitive advantage utilizing the latest technology.

Loyalty and Dedication: The loyalty and dedication of our employees shall be essential to the prosperity of the organization. We recognize that Corporate commitment to success should lead to the survival and prosperity of the products, and ultimately the organization as a whole.

Marketing Know-how: In an increasingly competitive market there is need to aggressively market our business to be continuously at the top of our prospective and current client's minds.

Adherence to Stringent Values: Tri-Pump needs to acknowledge the fact that the financial and strategic management of the business will ultimately determine its prosperity and success. Hence we intend to adhere to stringent values and principles that will enable such to be achieved.

2.0 Company Summary

Tri-Pump is a pump solution company supplying global pump brands and offering solutions to the African mining and construction industries since 1996. Tri-Pump supplies complete pumps and spare parts and offers technical support, training and servicing of our product ranges - either onsite or at one of our regional service facilities.

Tri-Pump distributes the world's finest brands to the mining and construction industries through our footprint in five African countries: Zambia, Ghana, Tanzania, South Africa and the Democratic Republic of Congo. This footprint allows us to provide clients with an unmatched standard of service as we are able to pair global experience with delivery informed by a local presence and knowledge.

Being close to our client's operations makes us true business partners who understand their needs. By partnering with Tri- Pump, end-users can ensure that they are getting the correct solutions for specific applications. We understand that when downtime is not an option, clients need pumps and services they can trust.

2.1 Company Ownership

Tri-Pump Tanzania is a private company limited by shares registered in Tanzania on the 25th August, 2009. with Certificate of Incorporation No. 72462

The owners of the Company are:

1. Mr. Petrus Hendrik Vermeulen from South Africa with 250 ordinary shares
2. Mr. Johannes Christiaan de Wet from South Africa with 250 ordinary shares
3. Tri-Pump Holdings Limited of Tanzania with 250 ordinary shares

2.2 Company History

Tri-Pump is a pump solution company supplying global pump brands and offering solutions to the African mining and construction industries since 1996. **Tri-Pump, with its head office in Mauritius**, distributes the world's finest brands to the mining and construction industries through our footprint in five African countries: Zambia, Ghana, Tanzania, South Africa and the Democratic Republic of Congo.

Here is a brief history of Tri-Pump:

1996 Tri-Pump Zambia opens.

1997 Tri-Pump Zambia is appointed as the exclusive distributor for all Flygt products in Zambia and becomes the official exclusive distributor for Goodman.

2000 Tri-Pump becomes a Zambian owned company.

2006 Tri-Pump Ghana opens.

2009 East Coast Pumps Tanzania opens

2010 Tri-Pump Zambia opens new 4800 m² premises.

2012 Tri-Pump Holdings Mauritius is established.

Tri-Pump opens in South Africa.

2013 East Coast Pumps changes its name to Tri-Pump Tanzania.

2014 Tri-Pump Democratic Republic of Congo opens.

2016 Tri-Pump Zambia launches rental options.

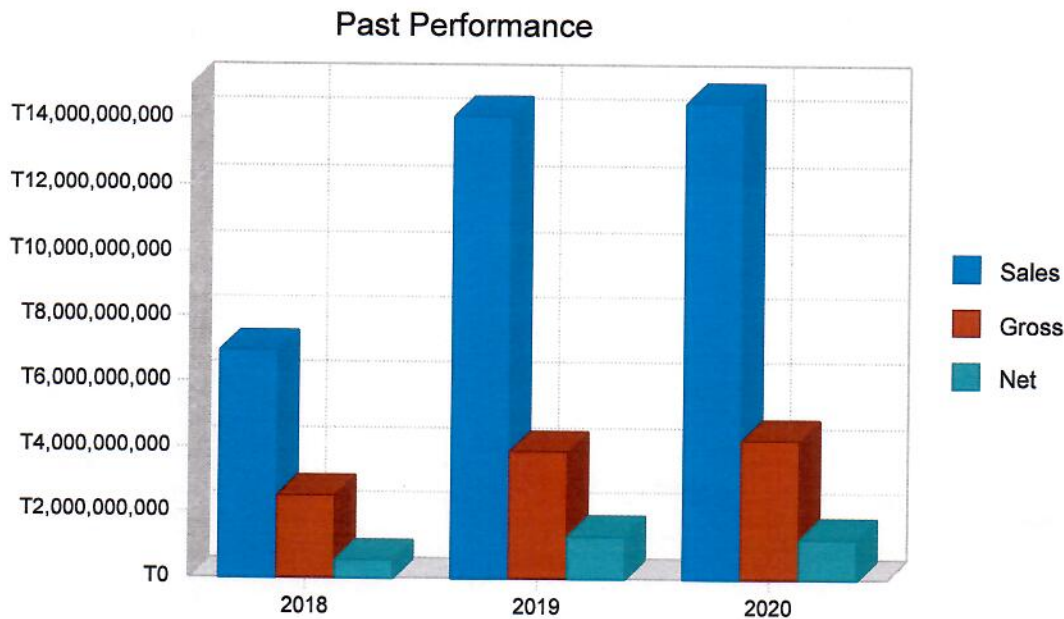
2019 Tri-Pump Zambia opens the Lusaka office.

Tri-Pump Business Plan

Table: Past Performance

<i>Past Performance</i>			
	2018	2019	2020
Sales	6,954,312,061.58	14,082,958,114.70	14,517,917,947.31
Gross Margin	2,480,370,778.59	3,851,152,760.59	4,209,923,431.97
Gross Margin %	35.67%	27.35%	29.00%
Operating Expenses	1,657,855,073.39	2,019,932,302.95	1,889,238,580.77
Collection Period (days)	104	46	62
Inventory Turnover	3.13	6.33	4.79
Balance Sheet			
	2018	2019	2020
Current Assets			
Cash	144,499,641.02	772,063,441.37	235,361,020.45
Accounts Receivable	1,960,852,052.47	1,573,538,185.05	3,282,596,222.04
Inventory	1,430,472,955.21	1,800,044,216.24	2,507,922,814.17
Other Current Assets	80,350,897.31	39,236,626.52	401,081,544.17
Total Current Assets	T3,616,175,546	T4,184,882,469	T6,426,961,601
Long-term Assets			
Long-term Assets	280,502,765.36	297,940,163.61	311,020,386.04
Accumulated Depreciation	T148,647,440	T182,806,931	T209,980,206
Total Long-term Assets	T131,855,325	T115,133,232	T101,040,180
Total Assets	T3,748,030,872	T4,300,015,702	T6,528,001,780
Current Liabilities			
Accounts Payable	1,791,478,550.80	1,080,279,648.91	881,620,553.55
Current Borrowing	T0	T0	T0
Other Current Liabilities (interest free)	159,474,821.08	210,950,515.31	1,505,780,327.84
Total Current Liabilities	T1,950,953,372	T1,291,230,164	T2,387,400,881
Long-term Liabilities			
Long-term Liabilities	299,130,522.69	195,304,712.43	104,961,681.22
Total Liabilities	T2,250,083,895	T1,486,534,877	T2,492,362,563
Equity			
Paid-in Capital	100,500.00	100,500.00	100,500.00
Retained Earnings	T926,824,816	T1,497,846,477	T2,813,380,325
Earnings	571,021,660.90	1,315,533,847.95	1,222,158,392.90
Total Capital	T1,497,946,977	T2,813,480,825	T4,035,639,218
Total Capital and Liabilities	T3,748,030,872	T4,300,015,702	T6,528,001,780
Other Inputs			
Payment Days	30	30	30
Sales on Credit	T6,884,768,941	T13,942,128,534	T14,372,738,768
Receivables Turnover	3.51	8.86	4.38

Chart: Past Performance



3.0 Products and Services

CORE OFFERING

- Supply of Peristaltic Pump and Spares
- Supply of End Suction Slurry Pumps and Spares
- Supply of Multistage Dewatering and Clearwater Pumps and Spares
- Pump Rentals
- Supply of Lighting Towers
- Supply and repair of Electrical Motors and spares
- Supply of Gland Packing and Mechanical Seals
- Supply of Cordless Power Tools
- Pump Control & Monitoring Equipment and Solutions
- Design of Underground and Open pit mine Dewatering Systems
- On-site preventative maintenance programs and trouble shooting
- Service and repairs of all pumps and pumping equipment
- In-house and on-site training on all products offered to the market
- Pipe connection & repair solutions

Accessories & Power Tools

Our offering also includes accessories such as Chesterton products, Milwaukee cordless power tools and KLINGER Pipe Products.

Our services

Along with supplying pumps, Tri-Pump is also renowned for excellence in customer service. Our after-sale services include:

- Technical support
- Training
- Spare parts
- Servicing of our core products either on site or at one of our regional in-country service facilities.

PUMP RENTALS

Buying equipment ties up critical capital, maintenance, parts, service, storage - with additional administration also adding to your costs. Utilizing rental and on-site services that provide secure 24/7 access to best -in-class technology and pumping experts could be the right solution for you. Tri-Pump's trusted rental services offer flexible solutions to your dewatering needs.

Tri-Pump offers pumps on a rental basis for:

- Open pit dewatering
- Underground dewatering
- Construction site dewatering
- Sewerage bypass systems

4.0 Market Analysis Summary

Over the years, Tri-Pump has had the privilege of supplying equipment, spare parts and services to some of Africa's most prominent mining companies, including Glencore, Barrick, Newmont, AngloGold Ashanti, and First Quantum Minerals Limited. Our clients also include mining contractors and developers such as JCHX, Redpath Mining, Byrnescut, AUMS, and Murray & Roberts Cementation, among others.

Aware of the fact that we will be operating in a predominantly monopolistic market structure we intend to ensure that our marketing strategies are considerate of the importance of the fit between our products capabilities and benefits, and the target market, so as to develop a strong sustainable competitive position in the market. . Hence we intend to implement an aggressive marketing strategy, well supported by the other business functions. The above prognosis influenced our decision to enter the mining industry.

4.1 Market Segmentation

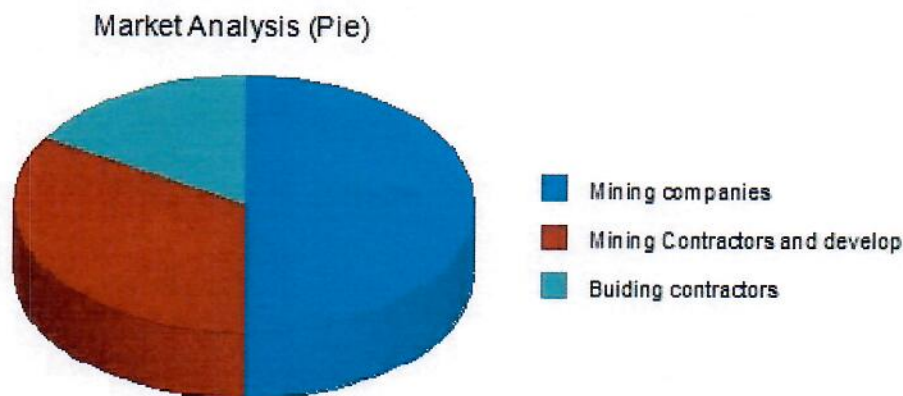
Tri-Pump will be focusing on the three categories of customers based on the activities or services they offer or they need from us. Our first target customers are big or small mine owners like Glencore, Barrick, Newmont, AngloGold Ashanti and First Quantum Minerals Limited and others.

Our second targeted customers are those who are mining contractors and developers such as JCHX, Redpath Mining, Byrnegut, AUMS, and Murray & Roberts Cementation, among others. Our last targeted customers are those building contractors.

Table: Market Analysis

Market Analysis		2021	2022	2023	2024	2025	
Potential Customers	Growth						CAGR
Mining companies	10%	30	33	36	40	44	10.05%
Mining Contractors and developers	7%	20	21	22	24	26	6.78%
Buiding contractors	5%	10	11	12	13	14	8.78%
Total	8.78%	60	65	70	77	84	8.78%

Chart: Market Analysis (Pie)



4.2 Target Market Segment Strategy

Our marketing strategy will be based mainly on making the right product available to the right target customer. We will ensure that our products' prices take into consideration peoples' budgets, and that these people appreciate the product and know that it exists, including where to find it.

The marketing will convey the sense of quality in every picture, every promotion, and every publication. There is already a sense of segment strategy in the way we define our target market. We are choosing to compete in areas that lend themselves to local competition, service and channel areas that match our strengths, and avoid our weaknesses.

Our strategy calls for the development of relationships with suppliers, distributors and retailers to support our business. Regular visits will be undertaken to these areas so as to ensure that we are meeting their expectations.

4.3 Service Business Analysis

In industries where the product purchased is very similar to products offered by the competition, Tri-Pump have long recognized the importance of finding economic tools to win and maintain customers. Where a business cannot offer a price savings or some other clearly recognized advantage, customer communication products have proven useful. Below is a list of situations in which we might use as a customer communication product:

- **Customer Acquisition:** To attract a new miners to the practice.
- **Welcome customers:** Make a good first-visit impression by sending a warm welcome card.
- **Promotional gifts:** Keep customers coming back by sending them home with reminders of the practice (pens, magnets, etc.).
- **Recall Card:** After six months, send a recall card.
- **Reminder Notices:** To avoid missed appointments.
- **Thanks for Referral:** A simple gesture that goes a long way.
- **Reactivate:** Be able to know when a customer stops coming and inform them that they are missed.

As simple as it may be, this method of communication has an important effect on the bottom line: People want to give their business to those who appreciate it. Skillful use of these products will bring in business equal to a thousand times their cost.

Traditionally, these business communication products have been offered via direct mail. The products of these companies have been relatively generic. That is to say that the cards have a simple message like "Thank You" which can be used by a long list of businesses. Slits in the cards to hold a business card help to personalize it and adding a company logo will personalize it further.

Another method of selling customer-base management/client communication products is a method used by the specialty catalogues. Instead of taking a shotgun approach (i.e. mass mailings to many industries), they concentrate on one industry. They put together a comprehensive catalog of all products that the industry might need. The catalog will include marketing tools, such as printed brochures. Their offering of client communication post cards will have a marketing theme, as will their letterhead, and presentation folders.

4.3.1 Competition and Buying Patterns

The key element in purchase decisions made at the Tri-Pump customer level is the availability of affordable products of very good quality. Tri-Pump is working together with two other different companies in the field of mining industry, to make it a hub whereby everything you want in the mining industry will be found at Tri-Pump.

These companies are:

1. EMDEX -End to end solutions:

Downhole Navigation, Structural Geology, Drilling Optimization, In-Field Geoanalysis and Driller Operable Geophysics. Our diverse portfolio of products and technologies let drillers and resource companies know what is going on below the ground as accurately and quickly as possible. It is this intelligence that enhances the efficiency and profitability of their operations at all stages of exploration, development and mining.

2. PREMIER DRILLING EQUIPMENT:

PDE offer a full suite of exploration drilling equipment. Premier Drilling Equipment manufactures and sells mineral exploration core drilling equipment to the Southern African mining industry. We are committed to providing our clients with top-quality products and superior service at competitive prices, including a high standard for environmental performance. We associate ourselves with reputable manufacturers and suppliers and strive to build strong relationships with our partners.

5.0 Strategy and Implementation Summary

Our marketing strategy emphasizes focus. This will be the key. We are not a new company and hence must focus on certain kinds of products with certain kinds of consumers. Initially Tri-Pump will focus on the local market and in the remote and previously inaccessible areas where there is a large market for our products. Hence the form of growth that shall be initially pursued will be that of organic growth mainly due to limited resources and the need to instill confidence in our products. The target customers will include key decision-makers in the mining and construction chains who often order or recommend on behalf of the whole organization, the aim being to obtain an initial order and fully satisfy the customer from then on.

- We are planning to build image and awareness through consistency and distinctiveness in our product provision.
- We intend to focus on delivering quality products that in turn produce good referrals, which can then generate revenue. We intend to always have a relatively heavy personal selling component to our marketing strategy as previously discussed. Hence we intend to always be active in personal relationships with clients and strategic allies keeping abreast of their needs and wants.
- We are focusing advertising on several key media.

We intend to achieve growth by creating a more enthusiastic customer culture than that of our competitors. All criteria from price competitiveness to staff attitudes are to be initially measured six-monthly, and then on a more regular basis as time goes on. The results will go down to depot level and be compared with the overall target. This form of consistent measurement of strategic goals will ensure that the organization remains focused on its goals and objectives, making any necessary adjustments where need be.

5.1 Competitive Edge

Our competitive edge is our positioning as strategic ally with our clients, who are clients more than customers. By building a business based on long-standing relationships with satisfied clients, we simultaneously build defenses against competition. The longer the relationship stands, the more we help our clients understand what we offer them and why they need it.

Tri-Pump started with a critical competitive edge: There is no competitor that can claim several multiple products, services and customer convenience at one location.

5.2 Marketing Strategy

One core element of our marketing strategy will be that of differentiation from our competitors. In terms of promotion, we intend to sell our company as a differentiated strategic ally, not just our products. In price, we intend to offer extremely reasonable prices in comparison to the competition and we need to be able to sustain that. Market penetration through lower prices shall be undertaken where need be, while premium pricing will be the case of the upper-end of the market.

Our marketing strategy is a simple one: satisfied customers are our best marketing tool. When a customer leaves our business with a smile and a happy face knowing that he has had a fulfilled day, our name and service will stand on its own. We have talked with many friends, and associates who are excited about our plans and are anxious to use our services.

5.3 Sales Strategy

We intend to focus on improving our implementation, by working on key objectives and better coordination of marketing efforts. In our early days at least, the selling process was depending on personal selling and advertising to lure and inform potential clients about the products and services we offer and the benefits of consuming our products. Our marketing does not intend to affect the perception of need as much as knowledge and awareness of the product categories.

5.3.1 Sales Forecast

The annual sales forecast summary is included below. The monthly sales projections are included in the appendix. It should be noted that as we continually become established and known on the market we project sales to increase at a faster rate than the initial years.

Sales growth has been estimated to be between 7% to 10% and assumption on cost to be reduced by 1-3%.

Table: Sales Forecast

<i>Sales Forecast</i>					
	2021	2022	2023	2024	2025
Sales					
1000-010-TTA-SAL Complete Pumps	T2,507,188,916	T2,682,692,140	T2,897,307,511	T3,158,065,187	T3,473,871,706
1000-030-TTA-DRL Drilling Spares & Access	T8,797,982,171	T9,413,840,923	T10,166,948,197	T11,081,973,535	T12,190,170,889
1000-030-TTA-SAL Pump Spares & Access	T2,730,790,543	T2,921,945,881	T3,155,701,551	T3,439,714,691	T3,783,686,160
1000-050-TTA-WSH Pump Repairs	T1,712,226,975	T1,832,082,863	T1,978,649,492	T2,156,727,946	T2,372,400,741
Total Sales	T15,748,188,604	T16,850,561,807	T18,198,606,752	T19,836,481,359	T21,820,129,495
Direct Cost of Sales					
1000-010-TTA-SAL Complete Pumps	T1,704,888,463	T1,807,181,771	T1,824,230,655	T1,970,169,107	T2,147,484,327
1000-030-TTA-DRL Drilling Spares & Access	T5,982,627,876	T6,341,585,549	T6,401,411,827	T6,913,524,773	T7,535,742,003
1000-030-TTA-SAL Pump Spares & Access	T1,856,937,569	T1,968,353,823	T1,986,923,199	T2,145,877,055	T2,145,877,055
1000-050-TTA-WSH Pump Repairs	T1,164,314,343	T1,234,173,204	T1,245,816,347	T1,345,481,655	T1,466,575,004
Subtotal Direct Cost of Sales	T10,708,768,251	T11,351,294,346	T11,458,382,029	T12,375,052,590	T13,295,678,388

Chart: Sales Monthly

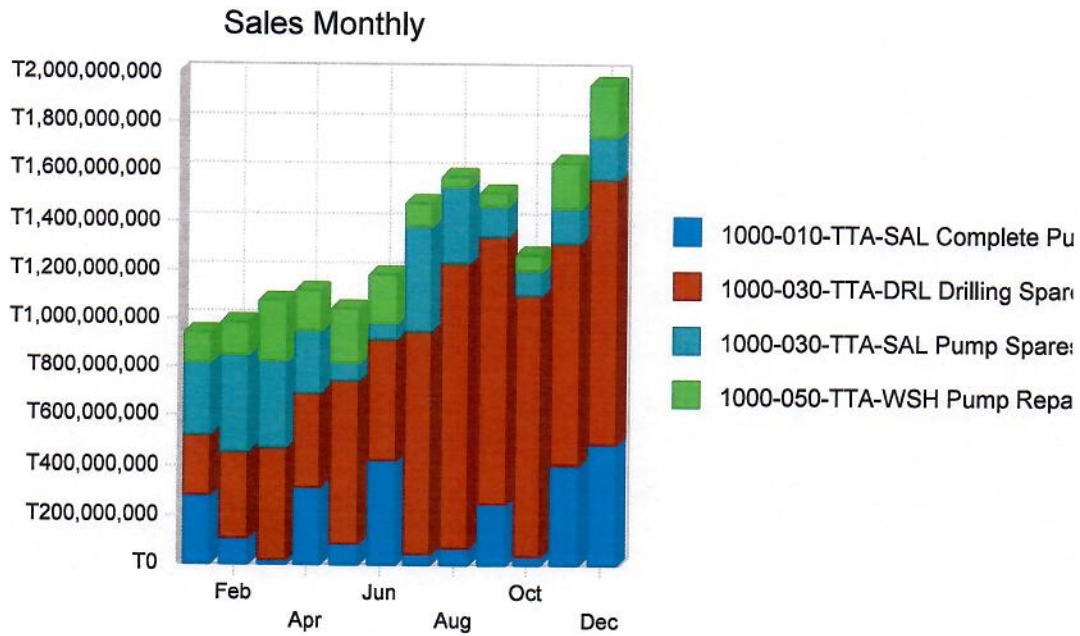
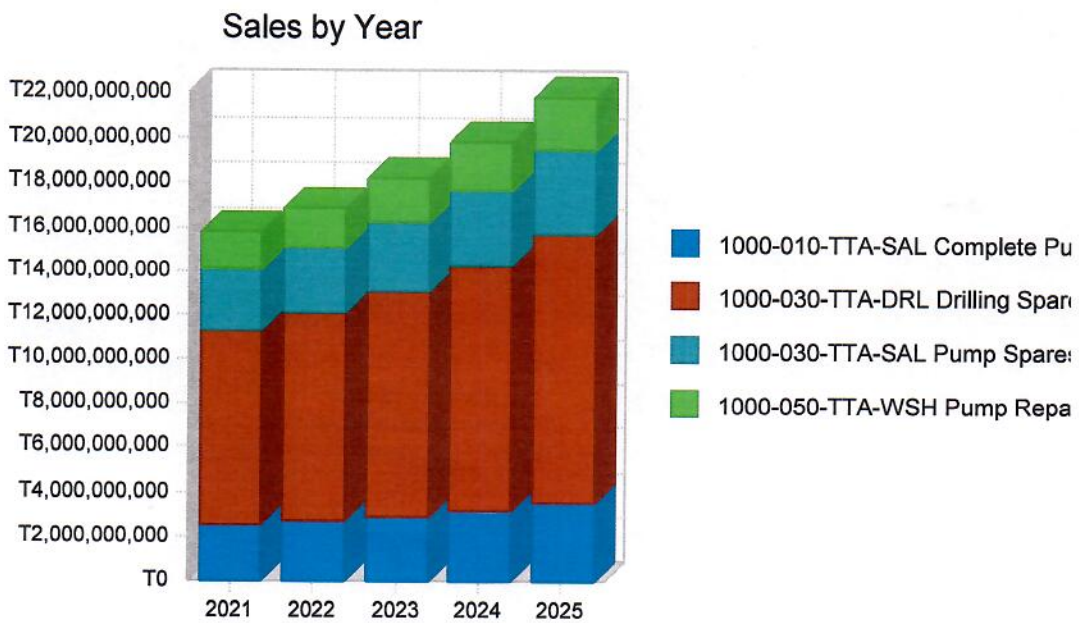


Chart: Sales by Year



6.0 Management Summary

Our management philosophy is based on responsibility and mutual respect. People who work at Tri-Pump want to work at Tri-Pump because we have an environment that encourages creativity and achievement.

Tri-Pump shall evaluate the jobs it provides, paying competitive remuneration packages against market benchmarks to employees for their agreed and set out tasks. Consonant with its efforts to create added value by employees, Tri-Pump seeks to negotiate the provision of incentive pay delivery mechanisms against achievement of agreed targets relating to accomplishment in the areas of productivity enhancement, savings and other specific successes, that is, the implementation of an effective performance management system.

Hence our human resources strategy will revolve around:

- Communicating openly and transparently; addressing strong and trusted:
 - Internal communication.
 - External communication.
 - Stakeholder inclusivity.
- Responding and promoting human rights issues, such as equity in the workplace and in community relations.
- Adoption of a good remuneration policy aimed at developing our people through employee benefits, training and group initiatives.
- Maintaining preventative health and safety structures for employees and support for surrounding communities.

6.1 Personnel Plan

We intend to compensate our personnel well, to retain their invaluable expertise and to ensure job satisfaction and enrichment through delegation of authority. Our compensation will include health care, generous profit sharing, plus a minimum of three weeks vacation. As an equal opportunity employer, we respect the diversity and human rights of our people, and strive to achieve optimal productivity, while realizing the full potential of each employee. Awards will be given out to outstanding individuals, groups and plants for hard work and production so as to instill a sense of fun into the work and promote the maintenance of high standards. Tri-Pump recognizes that our employees contribute fundamentally to the company's long-term prosperity. We intend to enhance our capacity to attract and retain people of quality, through benefits such as housing and family education grants.

Employee health shall be of extreme importance. This is because the health of our people is an integral element of employee well-being at work and at home. Compliance with relevant legislation is a minimum target in our organization. We also intend to minimize if not totally eliminate the number of isolated incidents of intimidation in the workplace, so as to ensure that production and distribution are not materially affected and sound relationships are maintained between employee and employer and between employees as a whole.

Salaries has been calculated to have annual growth of 2%.

Tri-Pump Business Plan

Table: Personnel

Personnel Plan	2021	2022	2023	2024	2025
Managing Director	T351,900,000	T358,938,000	T366,116,760	T373,439,095	T380,907,877
General Manager	T298,535,400	T304,506,108	T310,596,230	T316,808,155	T323,144,318
Evolution data analytic manager	T126,794,400	T129,330,288	T131,916,894	T134,555,232	T137,246,336
Branch Manager	T79,388,640	T80,976,413	T82,595,941	T84,247,860	T85,932,817
Workshop Manager	T126,794,400	T129,330,288	T131,916,894	T134,555,232	T137,246,336
Sales Manager	T36,928,800	T37,667,376	T38,420,724	T39,189,138	T39,972,921
Accountant	T38,677,260	T39,450,805	T40,239,821	T41,044,618	T41,865,510
Stores Manager	T26,730,600	T27,265,212	T27,810,516	T28,366,727	T28,934,061
Technician	T7,587,240	T7,738,985	T7,893,764	T8,051,640	T8,212,673
Administration	T8,838,900	T9,015,678	T9,195,992	T9,379,911	T9,567,510
Workshop Assistant	T6,410,100	T6,538,302	T6,669,068	T6,802,449	T6,938,498
Workshop guards	T22,223,520	T22,667,990	T23,121,350	T23,583,777	T24,055,453
Total People	15	15	15	15	15
Total Payroll	T1,130,809,260	T1,153,425,445	T1,176,493,954	T1,200,023,833	T1,224,024,310

6.1.1 Training

In-house training shall be continuous with regular external training being undertaken particularly following any new developments in the market. This is so as to ensure that we are continuously able to anticipate our markets needs--a proactive approach, which is so essential if we are to gain and maintain a competitive advantage. Courses on mining will be undertaken primarily in South Africa, preferably with the established and reputable firms, such as Barick Gold. This will ensure that our personnel are exposed to the latest production techniques and are able to set their standards, or benchmark, using these organizations standards. Internal training will not only include product and technical aspects, but also expand to give much greater knowledge of customers, market trends, products, new technology aids, time management amongst other such variables. We intend to conduct health education sessions for groups and individuals on health risks in the workplace, balanced with lifestyle education and employee assistance programs that incorporate rehabilitation and counseling in a range of illnesses and social or personal problems. This is of particular importance in view of the AIDS epidemic and corona that has grappled the country and the world as a whole to unparalleled levels.

We acknowledge the fact that successful recruiting, motivation and discipline procedures are keys to the growth of the organization. Hence we intend to promote and maintain good labor relations, strong morale and high quality work per employee.

6.1.2 Feedback and control

1. We intend to use employee satisfaction surveys to shape the business, making sure that the employee understands the goals of the firm, is customer focused, proud of their work and work as a team. This will encourage employees to become entrepreneurial and customer responsible, in addition to unifying staff in customer focus and values.
2. Important notices and developments will be continuously communicated to employers so as to keep them abreast of developments and promoting a sense of belonging and oneness in the organization.
3. We will encourage our employees to put forward any suggestions they might have regarding the improvement of any of the company's functions--an open door philosophy. Such a culture will enhance innovativeness and creativity in turn leading to job satisfaction and enrichment

7.0 Financial Plan

We want to finance growth mainly through cash flow and equity. We recognize that this means we will have to grow more slowly than we might like.

The most important factor in our case is collection days, particularly with the bulk order customers. We can't push our customers hard on collection days, because they are extremely sensitive and will normally judge us on our terms. Hence they tend to have a certain degree of financial authority. Therefore we need to develop a permanent system of receivables financing systems, using a well-coordinated accounting department. In turn we intend to ensure that our investors are compatible with our growth plan, management style and vision.

Compatibility in this regard means:

- Fundamental respect for giving our customers value, and for maintaining a healthy and congenial workplace.
- Respect for realistic forecasts, and conservative cash flow and financial management.
- Cash flow as first priority, growth second, profits third.
- Willingness to follow the company and contribute valuable input to strategy and implementation decisions.

7.1 Important Assumptions

The financial plan depends on important assumptions, most of which are shown in the following table as annual assumptions. The monthly assumptions are included in the appendix. From the beginning, we recognize that collection days are critical, but not a factor we can influence easily. Interest rates, tax rates, and personnel burden are based on conservative assumptions.

Some of the more important underlying assumptions are:

- We assume a strong economy, without major recession.
- We assume, of course, that there are no unforeseen changes in economic policy to make our products immediately obsolete.

7.2 Break-even Analysis

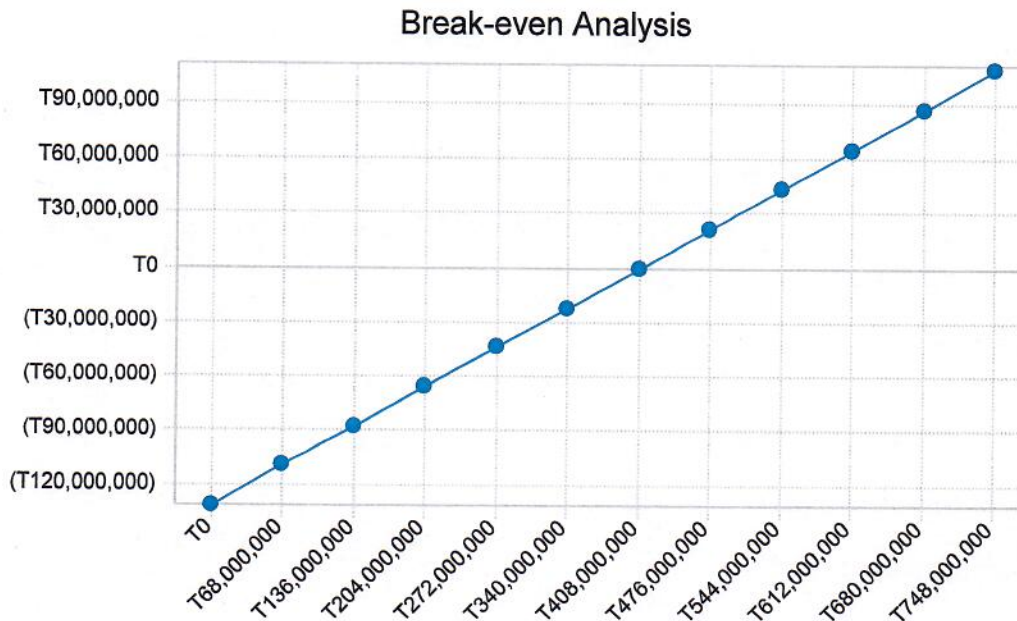
Our break-even analysis will be based on running costs, that is costs we shall incur in keeping the business running, including salaries and wages, rent, water and electricity, insurance amongst others. Hence many fixed costs shall be included in these costs. We will thus aim to ensure that our sales levels are running comfortably above break-even.

The following chart and table summarize our break-even analysis. With fixed costs of approximately T130,851,611 per month at the outset (a bare minimum), we need to bill approximately T408,911,285 to cover our costs. This figure is also our monthly revenue break-even.

Table: Break-even Analysis

Break-even Analysis	
Monthly Revenue Break-even Assumptions:	T408,911,285
Average Percent Variable Cost	68%
Estimated Monthly Fixed Cost	T130,851,611

Chart: Break-even Analysis



7.3 Projected Profit and Loss

Our projected profit and loss is shown on the following table, with sales increasing from more than Tsh 15,748,188,604 the first year to more than Tsh. 16,850,561,807 the second, and approximately Tsh. 21,820,129,495 in the fifth year. Profits are calculated to be around Tsh. 2,425,073,194 after tax the first year during the start-up phase of this business plan.

This will be representative of a net profit margin of approximately 15.4% first year to 21.97% year five. As with the break-even, we are projecting very conservatively regarding cost of sales and gross margin. Our cost of sales should be much lower, and gross margin higher, than in this projection

Sales growth has been estimated to be between 7% to 10% and assumption on cost to be reduced by 1-3%.

Tri-Pump Business Plan

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>					
	2021	2022	2023	2024	2025
Sales	T15,748,188,604	T16,850,561,807	T18,198,606,752	T19,836,481,359	T21,820,129,495
Direct Cost of Sales	T10,708,768,251	T11,351,294,346	T11,458,382,029	T12,375,052,590	T13,295,678,388
Other Costs of Sales	(T0)	T0	T0	T0	T0
Total Cost of Sales	T10,708,768,251	T11,351,294,346	T11,458,382,029	T12,375,052,590	T13,295,678,388
Gross Margin	T5,039,420,354	T5,499,267,461	T6,740,224,723	T7,461,428,768	T8,524,451,107
Gross Margin %	32.00%	32.64%	37.04%	37.61%	39.07%
Expenses					
Payroll	T1,130,809,260	T1,153,425,445	T1,176,493,954	T1,200,023,833	T1,224,024,310
Marketing/Promotion	T29,168,424	T29,168,424	T29,168,424	T29,168,424	T29,168,424
Depreciation	T20,208,036	T20,208,030	T20,208,036	T20,208,036	T20,208,036
Rent	T122,016,873	T122,016,873	T122,016,873	T122,016,873	T122,016,873
Utilities	T19,705,598	T19,705,598	T19,705,598	T19,705,598	T19,705,598
Insurance	T17,795,401	T17,795,401	T17,795,401	T17,795,401	T17,795,401
Payroll Taxes	T169,621,389	T173,013,817	T176,474,093	T180,003,575	T183,603,646
Repair and Maintenance	T6,775,780	T6,775,780	T6,775,780	T6,775,780	T6,775,780
Internet	T12,281,989	T12,281,989	T12,281,989	T12,281,989	T12,281,989
Bank charges	T36,826,511	T36,826,511	T36,826,511	T36,826,511	T36,826,511
Printing and Stationeries	T5,010,073	T5,010,073	T5,010,073	T5,010,073	T5,010,073
Total Operating Expenses	T1,570,219,334	T1,596,227,940	T1,622,756,732	T1,630,110,494	T1,677,416,641
Profit Before Interest and Taxes	T3,469,201,020	T3,903,039,521	T5,117,467,991	T5,831,318,274	T6,847,034,466
EBITDA	T3,489,409,056	T3,923,247,551	T5,137,676,027	T5,851,526,310	T6,867,242,502
Interest Expense	T4,810,744	T0	T0	T0	T0
Taxes Incurred	T1,039,317,083	T1,170,911,856	T1,535,240,397	T1,749,395,482	T2,054,110,340
Net Profit	T2,425,073,194	T2,732,127,665	T3,582,227,594	T4,081,922,792	T4,792,924,126
Net Profit/Sales	15.40%	16.21%	19.68%	20.58%	21.97%

Chart: Profit Monthly



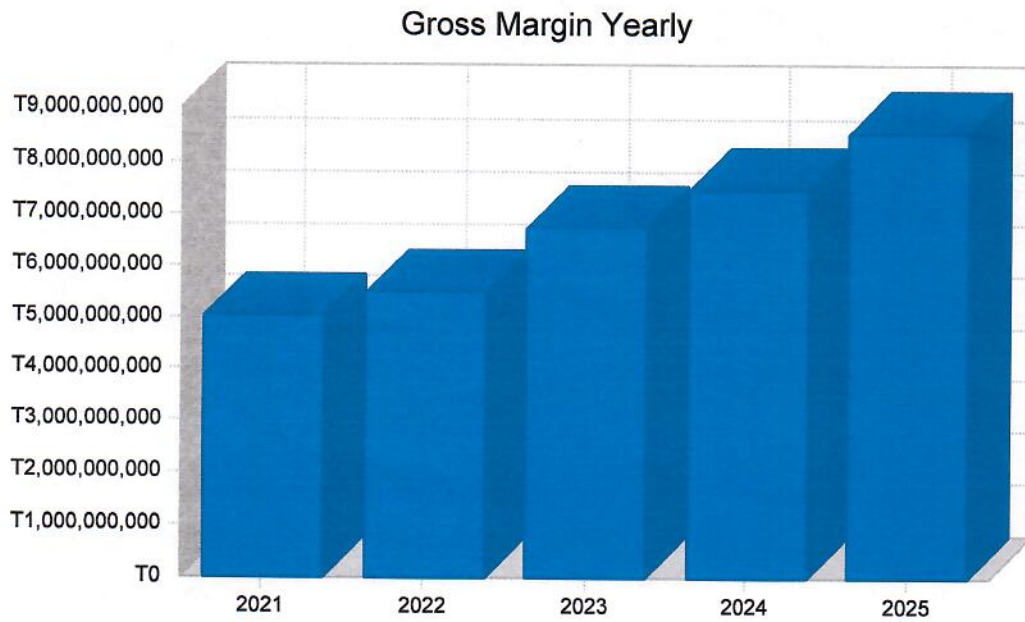
Chart: Profit Yearly



Chart: Gross Margin Monthly



Chart: Gross Margin Yearly



Tri-Pump Business Plan

7.4 Projected Cash Flow

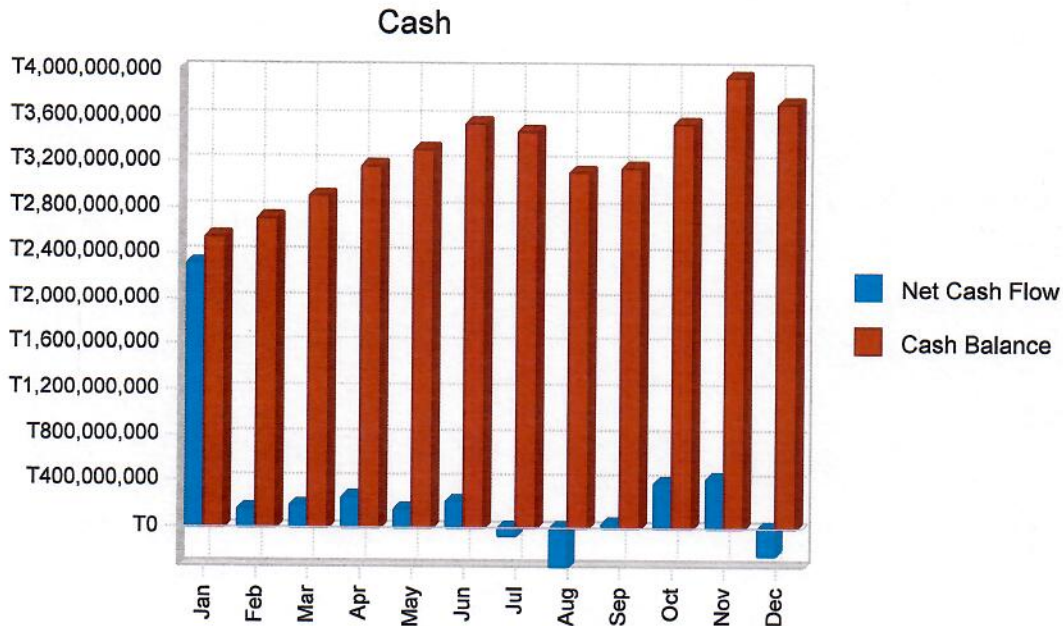
Cash flow projections are critical to our success. Detailed monthly numbers are included in the appendix. However it should be noted that they do not take into account the required capital injection.

Table: Cash Flow

<i>Pro Forma Cash Flow</i>					
	2021	2022	2023	2024	2025
Cash Received					
Cash from Operations					
Cash Sales	T157,481,886	T168,505,618	T181,986,068	T198,364,814	T218,201,295
Cash from Receivables	T16,996,960,118	T16,550,712,192	T17,856,005,738	T19,442,969,386	T21,365,583,307
Subtotal Cash from Operations	T17,154,442,004	T16,719,217,810	T18,037,991,806	T19,641,334,200	T21,583,784,602
Additional Cash Received					
Sales Tax, VAT, HST/GST Received	T2,834,673,949	T3,033,101,125	T3,275,749,215	T3,570,566,645	T3,927,623,309
New Current Borrowing	T0	T0	T0	T0	T0
New Other Liabilities (interest-free)	T0	T0	T0	T0	T0
New Long-term Liabilities	T0	T0	T0	T0	T0
Sales of Other Current Assets	T0	T0	T0	T0	T0
Sales of Long-term Assets	T0	T0	T0	T0	T0
New Investment Received	T0	T0	T0	T0	T0
Subtotal Cash Received	T19,989,115,953	T19,752,318,935	T21,313,741,021	T23,211,900,844	T25,511,407,911
Expenditures	2021	2022	2023	2024	2025
Expenditures from Operations					
Cash Spending	T1,130,809,260	T1,153,425,445	T1,176,493,954	T1,200,023,833	T1,224,024,310
Bill Payments	T12,434,551,324	T13,196,489,253	T13,198,077,830	T14,862,588,167	T15,938,649,098
Subtotal Spent on Operations	T13,565,360,584	T14,349,914,698	T14,374,571,784	T16,062,612,000	T17,162,673,408
Additional Cash Spent					
Sales Tax, VAT, HST/GST Paid Out	T2,834,673,949	T3,033,101,125	T3,275,749,215	T3,570,566,645	T3,927,623,309
Principal Repayment of Current Borrowing	T0	T0	T0	T0	T0
Other Liabilities Principal Repayment	T0	T0	T0	T0	T0
Long-term Liabilities Principal Repayment	T104,961,681	T0	T0	T0	T0
Purchase Other Current Assets	T0	T0	T0	T0	T0
Purchase Long-term Assets	T0	T0	T0	T0	T0
Dividends	T0	T0	T0	T0	T0
Subtotal Cash Spent	T16,504,996,214	T17,383,015,823	T17,650,320,999	T19,633,178,645	T21,090,296,717
Net Cash Flow	T3,484,119,738	T2,369,303,112	T3,663,420,022	T3,578,722,199	T4,421,111,194
Cash Balance	T3,719,480,759	T6,088,783,871	T9,752,203,892	T13,330,926,092	T17,752,037,286

Tri-Pump Business Plan

Chart: Cash



7.5 Projected Balance Sheet

The balance sheet shows healthy growth of net worth, and strong financial position. The Five-year estimates are included in the appendix.

Table: Balance Sheet

<i>Pro Forma Balance Sheet</i>					
	2021	2022	2023	2024	2025
Assets					
Current Assets					
Cash	T3,719,480,759	T6,088,783,871	T9,752,203,892	T13,330,926,092	T17,752,037,286
Accounts Receivable	T1,876,342,822	T2,007,686,820	T2,168,301,766	T2,363,448,925	T2,599,793,817
Inventory	T3,999,727,647	T3,133,176,928	T3,011,860,684	T3,480,202,206	T3,719,697,464
Other Current Assets	T401,081,544	T401,081,544	T401,081,544	T401,081,544	T401,081,544
Total Current Assets	T9,996,632,772	T11,630,729,163	T15,333,447,887	T19,575,658,766	T24,472,610,111
Long-term Assets					
Long-term Assets	T311,020,386	T311,020,386	T311,020,386	T311,020,386	T311,020,386
Accumulated Depreciation	T230,188,242	T250,396,272	T270,604,308	T290,812,344	T311,020,380
Total Long-term Assets	T80,832,144	T60,624,114	T40,416,078	T20,208,042	T6
Total Assets	T10,077,464,916	T11,691,353,276	T15,373,863,964	T19,595,866,808	T24,472,610,117
Liabilities and Capital					
Current Liabilities					
Accounts Payable	T2,110,972,177	T992,732,872	T1,093,015,966	T1,233,096,018	T1,316,915,201
Current Borrowing	T0	T0	T0	T0	T0
Other Current Liabilities	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328
Subtotal Current Liabilities	T3,616,752,504	T2,498,513,200	T2,598,796,294	T2,738,876,346	T2,822,695,529
Long-term Liabilities	T0	T0	T0	T0	T0
Total Liabilities	T3,616,752,504	T2,498,513,200	T2,598,796,294	T2,738,876,346	T2,822,695,529
Capital					
Paid-in Capital	T100,500	T100,500	T100,500	T100,500	T100,500
Retained Earnings	T4,035,538,718	T6,460,611,911	T9,192,739,576	T12,774,967,170	T16,856,889,962
Earnings	T2,425,073,194	T2,732,127,665	T3,582,227,594	T4,081,922,792	T4,792,924,126
Total Capital	T6,460,712,411	T9,192,840,076	T12,775,067,670	T16,856,990,462	T21,649,914,588
Total Liabilities and Capital	T10,077,464,916	T11,691,353,276	T15,373,863,964	T19,595,866,808	T24,472,610,117
Net Worth	T6,460,712,411	T9,192,840,076	T12,775,067,670	T16,856,990,462	T21,649,914,588

Tri-Pump Business Plan

7.6 Business Ratios

The following table contains important business ratios for the mining industry, as determined by the Standard Industry Classification (SIC).

Table: Ratios

Ratio Analysis	2021	2022	2023	2024	2025	Industry Profile
Sales Growth	8.47%	7.00%	8.00%	9.00%	10.00%	0.00%
Percent of Total Assets						
Accounts Receivable	18.62%	17.17%	14.10%	12.06%	10.62%	0.00%
Inventory	39.69%	26.80%	19.59%	17.76%	15.20%	0.00%
Other Current Assets	3.98%	3.43%	2.61%	2.05%	1.64%	100.00%
Total Current Assets	99.20%	99.48%	99.74%	99.90%	100.00%	100.00%
Long-term Assets	0.80%	0.52%	0.26%	0.10%	0.00%	0.00%
Total Assets	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Current Liabilities	35.89%	21.37%	16.90%	13.98%	11.53%	0.00%
Long-term Liabilities	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Liabilities	35.89%	21.37%	16.90%	13.98%	11.53%	0.00%
Net Worth	64.11%	78.63%	83.10%	86.02%	88.47%	100.00%
Percent of Sales						
Sales	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Gross Margin	32.00%	32.64%	37.04%	37.61%	39.07%	0.00%
Selling, General & Administrative Expenses	16.60%	16.42%	17.35%	17.04%	17.10%	0.00%
Advertising Expenses	0.19%	0.17%	0.16%	0.15%	0.13%	0.00%
Profit Before Interest and Taxes	22.03%	23.16%	28.12%	29.40%	31.38%	0.00%
Main Ratios						
Current	2.76	4.66	5.90	7.15	8.67	0.00
Quick	1.66	3.40	4.74	5.88	7.35	0.00
Total Debt to Total Assets	35.89%	21.37%	16.90%	13.98%	11.53%	0.00%
Pre-tax Return on Net Worth	53.62%	42.46%	40.06%	34.59%	31.63%	0.00%
Pre-tax Return on Assets	34.38%	33.38%	33.29%	29.76%	27.98%	0.00%
Additional Ratios	2021	2022	2023	2024	2025	
Net Profit Margin	15.40%	16.21%	19.68%	20.58%	21.97%	n.a
Return on Equity	37.54%	29.72%	28.04%	24.22%	22.14%	n.a
Activity Ratios						
Accounts Receivable Turnover	8.31	8.31	8.31	8.31	8.31	n.a
Collection Days	29	42	42	42	42	n.a
Inventory Turnover	3.84	3.18	3.73	3.81	3.69	n.a
Accounts Payable Turnover	6.47	12.17	12.17	12.17	12.17	n.a
Payment Days	29	47	29	28	29	n.a
Total Asset Turnover	1.56	1.44	1.18	1.01	0.89	n.a
Debt Ratios						
Debt to Net Worth	0.56	0.27	0.20	0.16	0.13	n.a
Current Liab. to Liab.	1.00	1.00	1.00	1.00	1.00	n.a
Liquidity Ratios						
Net Working Capital	T6,379,880,268	T9,132,215,962	T12,734,651,592	T16,836,782,420	T21,649,914,582	n.a
Interest Coverage	721.14	0.00	0.00	0.00	0.00	n.a
Additional Ratios						
Assets to Sales	0.64	0.69	0.84	0.99	1.12	n.a
Current Debt/Total Assets	36%	21%	17%	14%	12%	n.a
Acid Test	1.14	2.60	3.91	5.01	6.43	n.a
Sales/Net Worth	2.44	1.83	1.42	1.18	1.01	n.a
Dividend Payout	0.00	0.00	0.00	0.00	0.00	n.a

7.7 Long-term Plan

As the mining industry is scattered all over Tanzania, our long term goal is spread our products and services to reach more regions where mining is being carried out in Tanzania than what we doing now mostly concentrating in the Mwanza and Shinyanga regions only.

Table: Sales Forecast

Sales Forecast		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sales													
1000-010-TTA-SAL		277,324,902.97	103,470,260.98	15,182,833.44	317,207,105.40	85,918,223.06	418,808,081.03	40,041,375.11	67,113,180.10	248,032,637.53	36,860,958.36	407,831,526.23	489,397,831.48
Complete Pumps		247,050,425.93	348,852,857.95	451,789,119.02	373,552,452.92	659,755,243.49	495,208,484.30	911,274,641.87	1,167,121,505.14	1,091,702,201.49	1,065,879,127.13	902,634,596.36	1,083,161,515.63
1000-030-TTA-DRL Drilling		293,991,602.82	396,553,695.35	363,077,256.04	255,932,682.93	75,920,362.32	72,083,114.73	432,322,880.73	304,304,548.49	119,392,462.18	99,010,202.45	144,637,152.10	173,584,582.52
Spares & Access		122,690,176.51	134,959,194.16	240,276,249.91	168,193,374.94	216,104,294.70	194,493,865.23	84,218,014.58	43,636,590.60	54,455,208.85	59,900,729.74	178,772,397.98	214,526,877.58
1000-030-TTA-SAL Pump		T941,057,108	T983,836,008	T1,070,325,458	T1,114,885,616	T1,037,698,124	T1,180,593,545	T1,467,856,912	T1,582,175,824	T1,513,582,510	T1,261,651,018	T1,633,875,673	T1,960,650,807
1000-050-TTA-WSH Pump													
Repairs													
Total Sales													
Direct Cost of Sales													
1000-010-TTA-SAL		188,580,934.02	70,359,777.47	10,324,326.74	215,700,831.67	58,424,391.68	284,789,495.10	27,228,135.07	45,638,962.47	168,662,193.52	25,065,451.68	277,325,437.84	332,790,525.40
Complete Pumps		167,994,289.63	237,219,943.41	307,216,600.93	254,015,667.99	448,633,565.57	336,741,769.32	619,666,756.47	793,642,623.50	742,357,497.01	724,797,806.45	613,791,525.52	736,549,830.63
1000-030-TTA-DRL Drilling		189,914,289.92	269,656,512.84	246,882,534.11	174,034,224.39	51,625,846.38	49,016,518.02	293,979,558.90	206,927,092.97	81,186,874.28	67,326,937.67	98,353,263.43	118,023,916.11
Spares & Access		83,429,320.03	91,772,252.03	163,387,849.94	114,371,494.96	146,950,920.40	132,255,828.36	57,268,249.91	29,672,881.61	37,029,542.02	40,732,496.22	121,565,230.63	145,878,276.75
1000-050-TTA-WSH Pump													
Repairs													
Subtotal Direct Cost of Sales		T639,918,834	T669,008,486	T727,821,312	T758,122,219	T705,634,724	T802,803,611	T998,142,700	T1,075,879,561	T1,029,236,107	T857,922,692	T1,111,035,457	T1,333,242,549

Table: Personnel

Personnel Plan	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Managing Director	29,325,000.00	29,325,000.00	29,325,000.00	29,325,000.00	29,325,000.00	29,325,000.00	29,325,000.00	29,325,000.00	29,325,000.00	29,325,000.00	29,325,000.00	29,325,000.00
General Manager	24,877,950.00	24,877,950.00	24,877,950.00	24,877,950.00	24,877,950.00	24,877,950.00	24,877,950.00	24,877,950.00	24,877,950.00	24,877,950.00	24,877,950.00	24,877,950.00
Evolution data analytic manager	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200
Branch Manager	T6,615,720	T6,615,720	T6,615,720	T6,615,720	T6,615,720	T6,615,720	T6,615,720	T6,615,720	T6,615,720	T6,615,720	T6,615,720	T6,615,720
Workshop Manager	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200	T10,566,200
Sales Manager	T3,077,400	T3,077,400	T3,077,400	T3,077,400	T3,077,400	T3,077,400	T3,077,400	T3,077,400	T3,077,400	T3,077,400	T3,077,400	T3,077,400
Accountant	T3,223,105	T3,223,105	T3,223,105	T3,223,105	T3,223,105	T3,223,105	T3,223,105	T3,223,105	T3,223,105	T3,223,105	T3,223,105	T3,223,105
Stores Manager	T2,227,550	T2,227,550	T2,227,550	T2,227,550	T2,227,550	T2,227,550	T2,227,550	T2,227,550	T2,227,550	T2,227,550	T2,227,550	T2,227,550
Technician	T632,270	T632,270	T632,270	T632,270	T632,270	T632,270	T632,270	T632,270	T632,270	T632,270	T632,270	T632,270
Administration	T736,575	T736,575	T736,575	T736,575	T736,575	T736,575	T736,575	T736,575	T736,575	T736,575	T736,575	T736,575
Workshop Assistant	T534,175	T534,175	T534,175	T534,175	T534,175	T534,175	T534,175	T534,175	T534,175	T534,175	T534,175	T534,175
Workshop guards	T1,851,960	T1,851,960	T1,851,960	T1,851,960	T1,851,960	T1,851,960	T1,851,960	T1,851,960	T1,851,960	T1,851,960	T1,851,960	T1,851,960
Total People	15	15	15	15	15	15	15	15	15	15	15	15
Total Payroll	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105

Table: Profit and Loss

<i>Pro Forma Profit and Loss</i>		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Sales		T94,057,108	T983,836,008	T1,070,325,458	T1,114,885,616	T1,037,698,124	T1,180,593,545	T1,467,856,912	T1,582,175,824	T1,513,682,510	T1,261,651,018	T1,633,875,673	T1,960,650,807
Direct Cost of Sales		T639,918,834	T669,008,486	T727,821,312	T758,122,219	T705,634,724	T802,803,611	T998,142,700	T1,075,879,561	T1,029,236,107	T857,922,692	T1,111,035,457	T1,333,242,549
Other Costs of Sales		T0	T0	T0	T0	T0	T0	T0	T0	T0	(T0)	T0	T0
Total Cost of Sales		T639,918,834	T669,008,486	T727,821,312	T758,122,219	T705,634,724	T802,803,611	T998,142,700	T1,075,879,561	T1,029,236,107	T857,922,692	T1,111,035,457	T1,333,242,549
Gross Margin		T301,138,275	T314,827,523	T342,504,147	T356,763,397	T332,063,400	T377,789,934	T469,714,212	T506,296,264	T484,346,403	T403,728,326	T522,840,215	T627,408,258
Gross Margin %		32.00%	32.00%	32.00%	32.00%	32.00%	32.00%	32.00%	32.00%	32.00%	32.00%	32.00%	32.00%
Expenses													
Payroll		T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105
Marketing/Promotion		T2,430,702	T2,430,702	T2,430,702	T2,430,702	T2,430,702	T2,430,702	T2,430,702	T2,430,702	T2,430,702	T2,430,702	T2,430,702	T2,430,702
Depreciation		T1,684,003	T1,684,003	T1,684,003	T1,684,003	T1,684,003	T1,684,003	T1,684,003	T1,684,003	T1,684,003	T1,684,003	T1,684,003	T1,684,003
Rent		T10,168,073	T10,168,073	T10,168,073	T10,168,073	T10,168,073	T10,168,073	T10,168,073	T10,168,073	T10,168,073	T10,168,073	T10,168,073	T10,168,073
Utilities		T1,642,133	T1,642,133	T1,642,133	T1,642,133	T1,642,133	T1,642,133	T1,642,133	T1,642,133	T1,642,133	T1,642,133	T1,642,133	T1,642,133
Insurance		T1,482,950	T1,482,950	T1,482,950	T1,482,950	T1,482,950	T1,482,950	T1,482,950	T1,482,950	T1,482,950	T1,482,950	T1,482,950	T1,482,950
Payroll Taxes	15%	T14,135,116	T14,135,116	T14,135,116	T14,135,116	T14,135,116	T14,135,116	T14,135,116	T14,135,116	T14,135,116	T14,135,116	T14,135,116	T14,135,116
Repair and Maintenance	0%	T564,648	T564,648	T564,648	T564,648	T564,648	T564,648	T564,648	T564,648	T564,648	T564,648	T564,648	T564,648
Internet	0%	T1,023,499	T1,023,499	T1,023,499	T1,023,499	T1,023,499	T1,023,499	T1,023,499	T1,023,499	T1,023,499	T1,023,499	T1,023,499	T1,023,499
Bank charges	0%	T3,068,876	T3,068,876	T3,068,876	T3,068,876	T3,068,876	T3,068,876	T3,068,876	T3,068,876	T3,068,876	T3,068,876	T3,068,876	T3,068,876
Printing and Stationeries		T417,506	T417,506	T417,506	T417,506	T417,506	T417,506	T417,506	T417,506	T417,506	T417,506	T417,506	T417,506
Total Operating Expenses		T130,851,611	T130,851,611	T130,851,611	T130,851,611	T130,851,611	T130,851,611	T130,851,611	T130,851,611	T130,851,611	T130,851,611	T130,851,611	T130,851,611
Profit Before Interest and Taxes		T170,286,664	T183,975,912	T211,652,536	T225,911,786	T201,211,788	T246,938,323	T338,662,601	T375,444,653	T353,494,792	T272,876,715	T391,988,604	T498,556,647
EBITDA		T171,970,667	T185,659,915	T213,336,539	T227,595,789	T202,895,791	T248,622,326	T340,546,604	T377,128,656	T355,178,795	T274,560,718	T393,672,607	T498,240,650
Interest Expense		T801,791	T728,901	T656,011	T583,120	T510,230	T437,340	T364,450	T291,560	T218,670	T145,780	T72,890	T0
Taxes Incurred		T50,845,462	T54,974,103	T63,298,958	T67,598,600	T60,210,467	T73,950,295	T101,549,445	T112,545,928	T105,982,837	T81,819,280	T117,574,714	T148,966,994
Net Profit		T118,639,411	T128,272,908	T147,697,568	T157,730,066	T140,491,091	T172,550,688	T236,948,705	T262,607,165	T247,293,285	T190,911,654	T274,341,000	T347,589,653
Net Profit/Sales		12.61%	13.04%	13.80%	14.15%	13.54%	14.62%	16.14%	16.60%	16.34%	15.13%	16.79%	17.73%

Table: Cash Flow

Pro Forma Cash Flow	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Cash Received												
Cash from Operations												
Cash Sales	T9,410,571	T9,838,360	T10,703,255	T11,148,856	T10,376,981	T11,805,935	T14,678,569	T15,821,758	T15,135,825	T12,616,510	T16,338,757	T19,606,508
Cash from Receivables	T3,313,651,107	T933,058,241	T976,851,800	T1,061,092,689	T1,101,189,573	T1,032,036,691	T1,178,267,301	T1,456,950,867	T1,564,090,487	T1,490,132,946	T1,261,317,921	T1,628,320,495
Subtotal Cash from Operations	T3,323,061,678	T942,896,601	T987,555,055	T1,072,241,545	T1,111,566,554	T1,043,842,627	T1,192,945,870	T1,472,772,626	T1,579,226,312	T1,502,749,456	T1,277,656,678	T1,647,927,003
Additional Cash Received												
Sales Tax, VAT, HST/GST Received	T169,390,279	T177,090,482	T192,658,583	T200,679,411	T186,785,662	T212,506,838	T264,214,244	T284,791,648	T272,444,852	T227,097,183	T294,097,621	T352,917,145
New Current Borrowing	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
New Other Liabilities (interest-free)	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
New Long-term Liabilities	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
Sales of Other Current Assets	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
Sales of Long-term Assets	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
New Investment Received	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
Subtotal Cash Received	T3,492,451,957	T1,119,987,082	T1,180,213,637	T1,272,920,956	T1,298,352,216	T1,256,349,465	T1,457,160,114	T1,757,564,274	T1,851,671,164	T1,729,846,639	T1,571,754,299	T2,000,844,149
Expenditures												
Expenditures from Operations												
Cash Spending	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105	T94,234,105
Bill Payments	T904,507,070	T686,730,686	T690,926,311	T704,419,293	T858,761,808	T710,872,939	T1,170,762,858	T1,712,202,493	T1,442,647,120	T1,019,989,940	T751,913,611	T1,780,817,295
Subtotal Spent on Operations	T998,741,175	T780,964,791	T785,160,416	T798,653,398	T952,995,913	T805,107,044	T1,264,996,963	T1,806,436,598	T1,536,881,225	T1,114,223,945	T846,147,716	T1,875,051,400
Additional Cash Spent												
Sales Tax, VAT, HST/GST Paid Out	T169,390,279	T177,090,482	T192,658,583	T200,679,411	T186,785,662	T212,506,838	T264,214,244	T284,791,648	T272,444,852	T227,097,183	T294,097,621	T352,917,145
Principal Repayment of Current Borrowing	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
Other Liabilities Principal Repayment	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
Long-term Liabilities Principal Repayment	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
Purchase Other Current Assets	T8,746,807	T8,746,807	T8,746,807	T8,746,807	T8,746,807	T8,746,807	T8,746,807	T8,746,807	T8,746,807	T8,746,807	T8,746,807	T8,746,807
Purchase Long-term Assets	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
Dividends	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0	T0
Subtotal Cash Spent	T1,176,878,262	T966,802,080	T986,565,806	T1,008,079,616	T1,148,528,382	T1,026,360,689	T1,537,958,015	T2,099,975,053	T1,818,072,883	T1,350,067,936	T1,148,992,144	T2,236,715,349
Net Cash Flow	T2,315,573,696	T153,185,003	T193,647,832	T264,841,340	T149,823,834	T229,988,776	T180,797,900	T342,410,780	T33,598,280	T379,776,703	T422,762,155	T235,871,201
Cash Balance	T2,550,934,716	T2,704,119,719	T2,897,767,551	T3,162,608,891	T3,312,432,725	T3,542,421,501	T3,461,623,601	T3,119,212,821	T3,152,811,101	T3,532,589,806	T3,955,351,959	T3,719,480,759

Table: Balance Sheet

Pro Forma Balance Sheet	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Assets												
Starting Balances												
Current Assets												
Cash	T2,550,934,716	T2,704,119,719	T2,897,767,551	T3,162,608,891	T3,312,432,725	T3,542,421,501	T3,461,623,601	T3,119,212,821	T3,152,811,101	T3,532,989,805	T3,955,351,959	T3,719,480,759
Accounts Receivable	T900,591,653	T941,531,060	T1,024,301,464	T1,066,945,535	T993,077,104	T1,129,828,023	T1,404,739,065	T1,514,142,264	T1,448,498,462	T1,207,400,024	T1,563,619,019	T1,876,342,822
Inventory	T2,468,018,719	T2,399,024,972	T2,271,218,399	T2,274,366,657	T2,168,746,672	T2,408,410,832	T2,594,428,101	T3,227,638,682	T3,087,708,321	T2,829,800,367	T3,333,106,372	T3,999,727,647
Other Current Assets	T401,081,544	T401,081,544	T401,081,544	T401,081,544	T401,081,544	T401,081,544	T401,081,544	T401,081,544	T401,081,544	T401,081,544	T401,081,544	T401,081,544
Total Current Assets	T6,320,626,632	T6,445,757,296	T6,594,368,958	T6,905,002,627	T6,875,338,045	T7,481,741,900	T8,261,872,311	T8,262,075,311	T8,090,099,428	T7,970,871,740	T9,253,158,895	T9,996,632,772
Long-term Assets												
Long-term Assets	T311,020,386	T311,020,386	T311,020,386	T311,020,386	T311,020,386	T311,020,386	T311,020,386	T311,020,386	T311,020,386	T311,020,386	T311,020,386	T311,020,386
Accumulated Depreciation	T211,664,209	T213,348,212	T215,032,215	T216,716,218	T218,400,221	T220,084,224	T221,768,227	T223,452,230	T225,136,233	T226,820,236	T228,504,239	T230,188,242
Total Long-term Assets	T99,356,177	T97,672,174	T95,988,171	T94,304,168	T92,620,165	T90,936,162	T89,252,159	T87,568,156	T85,884,153	T84,200,150	T82,516,147	T80,832,144
Total Assets	T6,419,982,809	T6,543,429,469	T6,690,357,128	T6,999,306,794	T6,967,958,210	T7,572,678,062	T8,351,124,470	T8,349,643,466	T8,175,983,581	T8,055,071,890	T9,335,675,041	T10,077,464,916
Liabilities and Capital												
Current Liabilities												
Accounts Payable	T663,708,978	T667,629,538	T675,606,436	T683,572,843	T672,479,975	T1,113,395,946	T1,663,640,455	T1,408,299,094	T996,092,730	T693,016,192	T1,708,025,151	T2,110,972,177
Current Borrowing	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328	T1,505,780,328
Other Current Liabilities	T2,387,400,881	T2,173,409,865	T2,181,386,764	T2,341,353,171	T2,178,260,303	T2,619,176,274	T3,169,420,783	T2,914,079,422	T2,501,873,058	T2,198,796,520	T3,213,805,479	T3,616,752,504
Subtotal Current Liabilities	T4,636,890,187	T4,346,829,731	T4,468,773,528	T4,630,706,342	T4,459,520,581	T5,238,352,548	T6,342,461,026	T5,827,158,844	T4,999,745,116	T4,892,602,840	T6,427,610,958	T7,238,505,009
Long-term Liabilities	T104,961,681	T87,468,067	T78,721,260	T69,974,453	T61,227,646	T52,480,839	T43,734,032	T34,987,225	T26,240,418	T17,483,611	T8,746,804	T0
Total Liabilities	T4,741,851,868	T4,434,297,798	T4,547,494,788	T4,700,680,795	T4,520,748,227	T5,290,833,387	T6,386,195,058	T6,166,146,069	T5,226,985,534	T4,910,086,451	T6,436,357,762	T7,248,505,009
Paid-in Capital												
Retained Earnings	T1,222,158,393	T1,222,158,393	T1,222,158,393	T1,222,158,393	T1,222,158,393	T1,222,158,393	T1,222,158,393	T1,222,158,393	T1,222,158,393	T1,222,158,393	T1,222,158,393	T1,222,158,393
Total Capital	T4,035,639,218	T4,154,278,629	T4,430,249,104	T4,587,979,170	T4,728,470,261	T4,901,020,949	T5,137,969,654	T5,400,576,819	T5,647,870,104	T5,838,781,758	T6,113,122,758	T6,460,712,411
Total Liabilities and Capital	T8,777,531,086	T10,698,708,098	T11,127,643,232	T11,586,285,964	T11,696,428,471	T12,493,700,018	T13,494,434,124	T13,807,223,288	T13,823,855,685	T13,893,868,648	T15,550,800,809	T16,538,177,327
Net Worth	T4,035,639,218	T4,154,278,629	T4,430,249,104	T4,587,979,170	T4,728,470,261	T4,901,020,949	T5,137,969,654	T5,400,576,819	T5,647,870,104	T5,838,781,758	T6,113,122,758	T6,460,712,411