

CO-ONAIYASAKA HOLDING COMPANY BUSINESS PLAN

REAL ESTATE

Nano Asobot

CO-ONAIYASAKA COMPANY LIMITED | DAR ES SALAAM

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1 Executive Summary

Co-Onaiyasaka Company Limited is a holding company for three separate sub-corporations, with related but distinct products, services, markets, and opportunities. This business plan consolidates the three sub-divisions of the Co-Onaiyasaka business plan into a well-balanced offering of high-quality customer service, well-accepted and branded industrial products, and our own lines of specialty products and secondary services to complement each division's efforts. The current plan calls for opening each sub-corporation and the holding company all within the same location, to facilitate employee and management training, accounting procedures, and inventory management.

Co-Onaiyasaka Real Estate: We intend to become a specialist in owning, developing, acquiring, managing, selling, and renting/leasing and disposing student accommodation, residential apartments, office apartments and hall facilities et al. This can generally be summed up as clean, safe accommodation at an affordable price, and in our experience, the most consistent demand is for newly built and pre-owned one and two-bedroom sectional title apartments with high tech security, parking and good access to shops and other amenities.

Special points of interest about this corporation include:

- High percentage of local ownership will allow the business to participate in government tender offerings countrywide.
- The ability of management to work towards developing other avenues of business.

1.1 Mission

Co-Onaiyasaka will develop and offer only the highest quality of products and services.

- Our products will reduce customers' costs and have a longer life than the competitors' products.
- Our properties will also offer the client a solid, value-based rental backed by a 100% quality service commitment and effort by our property management.

1.2 Keys to Success

1. Focused and well-defined long-range goals for longevity. Our plan has been developed to allow flexibility and growth.
2. Very low internal development costs at startup. Management is well-suited to oversee and develop all projects described in this business plan, limiting pre-production expenses by utilizing industry partnerships to lower the initial costs to bring its services and products to the market.
3. Previous base of high-quality external support vendors available to build on, with over ten years of industry contacts to work with, in both the purchasing of quality products, and in the marketing of our own products.

1.3 Objectives

Our primary objective is to buy and develop real estate in Tanzania.

1. Integrate our products and services into the desired marketplaces.
2. Provide our clients with high-quality products and services while maintaining high profitability.
3. To carry on the business of financing, developing and improvement of real estate investment in Tanzania.

1.4 Capacity

- The company has a capacity of owning and renting 2-4 units per year, whereas it will also manage the real estate consultancy and advisory services.

2 Company Summary

Co-Onaiyasaka is a holding company for the following three sub-corporations:

- Co-Onaiyasaka Real Estate
- BKM Dairy Farm Ltd
- Co-Onaiyasaka Poultry Farm

Co-Onaiyasaka Company Limited will be in Dar es Salaam, Tanzania. This location is very close to all the farms which are at Vikawe and Fukayosi in Bagamoyo.

Co-Onaiyasaka Company Limited is well positioned to become one of the leading commercial poultry farms, egg production farm, dairy farm, beef production farm and real estate business in Tanzania. Given this, the company has sourced for the best hands and machines to run the company with.

We have put processes and strategies in place that will help us employ the best practices when it comes to poultry, dairy, egg and beef production processes as required by the regulating bodies in Tanzania. At Co-Onaiyasaka Company Limited, our customer's best interest will always come first, and everything we do will be guided by our values and professional ethics.

We will ensure that we hold ourselves accountable to the highest standards by meeting our client's needs precisely and completely. We will cultivate a working environment that provides a humane and sustainable approach to earning a living, and being socially responsible.

The primary shareholders in this plan are responsible for all phases of business and product development with special emphasis on bringing the best products and services that are satisfactory in both the dairy and poultry market.

2.1 Start-up Summary

The Company's approach is to own the land that all the facilities will be under, and this will require a significant amount of capital. We also chose this approach to minimize rental costs and to ensure that our employees are well taken care of, and that our facility is conducive enough for workers to be creative and productive.

The tools and equipment that will be used are nearly the same cost everywhere, and any difference in prices is minimal and can be overlooked.

As for the detailed cost analysis for starting a commercial dairy and poultry farm and an egg and beef production business; these are some of the basic areas we will spend our start – up capital in setting up operations;

Start-up Expense Requirements	
Purchase of a Rental Property	\$ 200,000.00
	\$
Legal	4,500.00
	\$
Land Acquisition	40,000.00
	\$
Preparation of areas	20,000.00
	\$
Marketing/Promotion	4,000.00
	\$
Business Consultant	2,000.00
	\$
Insurance	10,000.00
	\$
First Set of Chickens	10,000.00
	\$
Capital for real estate	30,000.00
Additional capital for real estate	\$ 100,000.00
	\$
Operational Cost (3 months)	60,000.00
	\$
Launching the official website	600.00
	\$
Other	15,000.00
Contingency (22%)	\$ 109,142.00
Total Start Up Expenses	\$ 605,242.00

2.2 Company Ownership

Co-Onaiyasaka Company Limited is a private registered holding company that is owned by Mr. Nano Asobot and Associates. The company will be fully and single handedly financed by the owner – Mr. Asobot and his Associates at least for the beginning of operations to early maturity (5-year period).

Before starting Co-Onaiyasaka Company Limited, and Mr. Nano Asobot was the Head of a renowned Agriculture Investment firm in Japan and he worked in the industry for well over 10 years before resigning to start his own investment holding company. He is of course well experienced and highly qualified to run this type of business.

3 Our Products and Services

One primary objective is to develop a holding company, that allows compatibility with our clients' in dairy, poultry, and real estate. Our objective is to bring our version of products and services to the market, making it possible for the smaller and medium-sized corporations to participate in larger contract bids.

3.1 Product and Service Description

Co-Onaiyasaka Real Estate

Co-Onaiyasaka Real Estate is going to offer varieties of services within the scope of the Apartment Rental industry. We are prepared to make profits from the industry, and we will do all that is permitted by the law in Tanzania to achieve our business goals, aim and ambition.

Our business offerings are listed below.

- Rental of two- to four-unit accommodation structures
- Real estate consultancy and advisory services

3.2 Competitive Comparison

Co-Onaiyasaka Company Limited is fully aware that there are competitions when it comes to selling commercial farm produce all over the country, which is why we decided to carry out a thorough market research to know how to take advantage of the available market in the in the region of Dar es Salaam and in other parts of Tanzania.

In the real estate industry, another possible competitive strategy for winning our competitors in this industry is to build a robust clientele base and ensure that our properties and apartments are top notch and trendy. Our organization is well positioned, key members of our team are highly competent, and we can favorably compete with the some of the best in the industry.

Lastly, all our employees will be well taken care of, and their welfare package will be among the best within our category. It will enable them to be more than willing to build the business with us and help deliver our set goals and achieve all our business aims and objectives.

3.3 Future Products and Services

Co-Onaiyasaka Company Limited will do what comes naturally to us as we build our marketplace. We will methodically seek out additional products to match our customers' requirements.

We will add products to complement our own lines and develop a sales strategy around each product. The additional products and services will likely come from our distributor partners as they will be hand-picked for their strengths, allowing us to develop high-quality product and service offerings. Our distributor partners can also produce additional private label products for us to incorporate into our lines without adding additional equipment and internal overheads.

4 Market Analysis Summary

Our sales goal is to integrate our products and services into the Tanzania markets (Nationwide). Our sales approach is simple, utilizing a well-trained, inside sales staff to approach new clients, and to respond to well-placed ads in local newspapers, TV stations and radio stations.

4.1 Market Trends

Co-Onaiyasaka Real Estate

An in-depth analysis of the apartment rental industry shows increasing vacancy rates that indicate the mismatched relationship between industry supply and demand. High rates in the industry are indicative of an eagerness by investors to shorten payback periods rather than represent an oversupply of residential rental property relative to demand.

These rates are also a good indicator of trends in industry revenue and profitability. Profit margins tend to shrink as vacancy rates grow because residential rentals are being underused. Rental vacancy rates are expected to increase in 2021, posing a potential threat to the industry.

According to international best practices, the national unemployment rate is a benchmark for determining the overall health of the Tanzanian economy. As the unemployment rate falls, individuals tend to have more money to spend on living expenses and afford higher rent prices. Simultaneously, with more money to spend, individuals may choose to purchase a home rather than rent, which can adversely affect industry demand. The national unemployment rate is expected to rise in 2021 due to the Corona virus pandemic affecting most businesses in the country, representing a potential threat for the industry.

Another obvious trend that is common with rental property companies in Tanzania is that most of them are improvising on more means of making money and several companies are also acting as property developers and home staging agents amongst many other functions that they are involved in.

One thing is certain for every rental property company; if they are hardworking, creative and proactive, they will always generate enough income to meet all their overhead and operational costs to keep their businesses going without struggle and make reasonable profits from all business deals that they are involved in.

4.2 Target Market

Our marketing strategy for each target market segment will vary slightly. We will focus our direct marketing efforts on the Food and Real Estate Industries, introducing these clients to our products and services.

Co-Onaiyasaka Real Estate - Market

Our target market as a rental property company cuts across people of different classes. Although finding tenants is relatively easy, the practicality is that finding qualified and law-abiding tenants can be somewhat challenging.

It is important to note that the target market for the rental property business goes beyond those who make use of the internet, some on word of mouth and others on street-to-street search. The bottom line is that the market trend for rental property business is indeed a dynamic one.

In other words, our target market is the whole of the Dar es Salaam and below is a list of the people and organizations that we have plans to do business with.

- Families/Individuals who are interested in renting a property.
- Foreign investors who are interested in owning properties or leasing properties in Tanzania.

4.3 Competition and Buying Patterns

Real Estate clients: These clients are made up of individuals and families. These individuals can be reached through social media, word of mouth and ads on TV stations and radio stations.

5 Strategy and Implementation Summary

Our strategy and implementation will be a very straightforward approach to extending our products and services to potential clients via a very cost-effective method. Our combined services offering is unique and allows for more profitability while staying ahead of other competitors in terms of delivery and competitive pricing.

The plan also focuses on the needs of our clients, working within parameters that permits the business to respond to small and large clients equally efficiently.

5.1 Value Proposition

Co-Onaiyasaka Company Limited's value proposition is very simple: providing quality products and services that meet the customers' requirements. Our value proposition happens naturally within the Co-Onaiyasaka Company Limited's divisions; whenever possible, we attempt to utilize our own in-house skills to meet our customers' needs. All our employees and staff will be hired locally, and they will benefit from the products and services we provide.

5.2 Competitive Edge

Co-Onaiyasaka Company Limited's competitive edge is an overall approach to marketing our goods and services to many different industries. Our unique approach of developing our own branded sales and marketing applications will strengthen our ties to our manufacturing partners and direct clients. Additionally, the group is diverse in terms of operating in different industries that are sustainable industries on the long run.

5.3 Pricing Strategy

Since we are not directly in control of the pricing system in the real estate industry, we can only abide by what is obtainable when it comes to pricing structure. Part of what we intended doing that will help us cut cost is to reduce all maintenance costs to a minimum by renting/leasing any property under our care to responsible tenants who will not cause damage to our facility.

5.4 Sales Forecast

From the survey conducted, we were able to discover that the sales generated in real estate business. Moreover, it is a known fact that in the real estate industry the market prices are well known and therefore to attract clients we need to set prices at par or slightly below the market price.

We have suitable sales and marketing strategies, and we are set to hit the ground running and we are quite optimistic that we will meet and surpass our set sales target and generate enough income/profits from the year of operations and build the business from survival to sustainability.

5.5 Milestones

- **Secure Funding** – Long term arrangements to secure the equipment financing, banking relations, and general and patent attorney needs.
- **Purchasing of Land** – Purchase Farmland around Vikawe/Kerege areas near Bagamoyo
- **Complete the equipment selections and installation** – Equipment will be selected from various machine tool dealers throughout the China and other countries. These machine tools will be inspected closely for quality, selecting the best possible pieces while working within our budget.
- **Re-establishment of Business Contacts** – Our sales manager will personally work to re-establish all his previous business relationships in the industry, working to build both client and vendor relationships.
- **Service associate selection and training** – Service Associates will be from a production background, familiar with manufacturing and general machining; training will be ongoing for at least 1 year. Management will work with these individuals on a one-on-one basis to accomplish this and minimize training costs while still completing orders as needed.
- **Marketing Campaign** – Our marketing campaign will initially target the local market with an initial letter to the key personnel within the target businesses. This introduction

will be a combination letter marketing; alternately, sales personnel will be following up on these accounts.

- **Distributorship Partnership Development Begins** – Co-Onaiyasaka will implement its distributor partnership program to expand its client base throughout Tanzania.

6 Management Summary

We are aware of the importance of building a solid business structure that can support the picture of the kind of world class business we want to own. Therefore, we are committed to only hire the best employees within our area of operations.

At Co-Onaiyasaka Company Limited, we will ensure that we hire people that are qualified, hardworking, and creative, result driven, customer centric and are ready to work to help us build a prosperous business that will benefit all the stake holders (the owners, workforce, and customers).

A profit-sharing arrangement will be made available to all our senior management staff and it will be based on their performance for a period of five years or more as agreed by the board of directors of the company. In view of the above, we have decided to hire qualified and competent hands to occupy the following positions.

- Chief Operating Officer
- General Farm Managers
- Human Resources and Admin Manager
- Accountant / Cashier
- Sales and Marketing Executive
- Field Employees
- Front Desk Officer

6.1 Personnel Plan

The staff will consist of Nano Asobot working full time. While Nano will spend the bulk of the time managing the operations, he will always spend a few hours a week tending to the farms. In addition to all the general management required in the farms, Nano will be setting up strategic relationships with local individuals, households, restaurants, hotels, collection centers and large organizations.

6.2 Social Responsibility

In Co-Onaiyasaka Company Limited we believe that the ways we do business express our values, commitments, and ethical principles and through these we achieve our goals.

Co-Onaiyasaka Company Limited stimulates social and economic development in the countries where it operates. We promote better quality of people's lives and the environment all over the world.

We think caring for our employees, our clients contribute to the improvement of social and environmental aspects which help in creating a better future for everyone. We believe we will create an impact Economically, Ethically and Socially.

1. Economically

- Co-Onaiyasaka Company Limited strives to make a positive impact on the communities around us by working with the government in supporting education and health initiatives.

2. Socially

- Co-Onaiyasaka Company Limited will hire disabled people so that they feel part of the community.

7 Financial Plan

Co-Onaiyasaka Company Limited's financial plan is based on raising \$605,242) through private equity to develop all the sub-corporations that we intend to run.

To develop Real Estate of the corporation, Co-Onaiyasaka Company Limited's financial plan is based on raising \$304,946 from private equity. The funds will allow for the purchase of 1 unit in a high rent earning area and also the legal and bank costs that are involved in the purchase of the property.

The consolidated financial plan combines all divisional operating costs, including personnel, equipment, location costs, depreciation etc. For accuracy and organizational reasons, we have developed three related sub-plans, as each provides exact details of each sub-division goals and position within the corporation. Co-Onaiyasaka Company Limited will behave more like a holding company. After year five of the plan, management projects to develop or purchase other divisions.

- By the end of the second financial year (FY) of this plan, Co-Onaiyasaka will have developed sales revenue of \$221,242.09 with a Gross margin on sales of 124.52%.
- By the end of FY 3 of this plan Co-Onaiyasaka will have developed sales growth of 30.72% over year two, and sales of \$262,253.18, while the Gross Margin on sales has decreased due to an increase in the direct cost of sales.
- By the end of FY 4 of this plan Co-Onaiyasaka will have developed sales growth of 18.54% over year three, and sales of \$315,198.64. While the Gross Margin on sales increased due to a significant increase in sales as compared to direct sales.
- By the end of FY 5 of this plan Co-Onaiyasaka will have developed sales growth of 20.18% over year four, and sales of \$373,638.23. While the Gross Margin on sales increased due to a significant increase in sales as compared to direct sales.

7.1 Important Assumptions

As this main plan is comprised of 3 sub-plans providing details of each business segment for more accurate projections, the main plan is used to show the overall development and growth of the business. The key factor in the assumptions is the ability of the business to be developed in its entirety in one location. This greatly reduces operating costs and provides a more flexible staff situation for cross-training and other issues.

Key assumptions around which we have developed this plan are as follows:

- Current business, banking, and economic trends continue to be stable.
- Customer buying trends and orders remain strong.
- Overhead and other external operating cost grow as projected.
- External outsourced costs grow as anticipated.
- Income Tax rate and Property Tax rate remains stable at 30% and 0.15% respectively.

7.2 Key Financial Indicators

As this plan includes three sub-divisions, the corporations overall financial health is comfortably averaged out between the three divisions during the first two years of business.

The key financial indicators include:

1. Sales growth in this plan does extremely well, as the business offers a broad range of products and services. Growth of approximately 20% per year can also be attributed to the unique marketing products that we will develop and use in our marketing process to reach customers all over Tanzania.
2. Gross Margins in this plan average 124% annually and are attributed to our products and services selections and how they apply to their individual markets.
3. Operating Expenses in this plan remain stable as the projected personnel plan, and operating expenses are essentially fixed during the first five years of the plan.

7.3 Projected Profit and Loss

The Projected Profit and Loss table takes into consideration all the basic operating costs for the entire corporation and all of its divisions. The P&L in this business plan also includes a full depreciation schedule while remaining profitable. When management produced the table, we would have preferred to project a softer startup with more of a gradual expense growth as we added equipment and services.

Management's goal is to work with a leasing company that will provide a construction type loan/lease situation allowing us time to hand-select the best possible equipment while minimizing the cash outlay during this process. For the purposes of this plan, and to maintain a conservative approach, we have expensed the equipment in the start-up table. With this considered, the long-term goal has not changed and is reflected.

Other considerations not included in the P&L are the burden of management, and management's output. Please remember when you do review the P&L, that the 3 Co-Onaiyasaka divisions will be operating under one roof. As such, management's role will be to fill in, in all areas wherever needed to fulfill customer demands.

Management's operating schedule will also be overlapped to "keep our doors open" more operating hours than any of the other 9 to 5 operations. Management anticipates running at least 50 hours per week allowing us to develop more business.

Pro Forma Profit and Loss					
Sales	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	169,253.04	221,242.09	262,253.18	315,198.64	373,638.23
Direct Cost of Sales	41,500.00	51,875.00	64,843.75	81,054.69	101,318.36
Gross Margin	210,753.04	273,117.09	327,096.93	396,253.33	474,956.58
	124.52%	123.45%	125%	126%	127%
Expenses					
Payroll	60,260.87	61,466.09	62,695.41	63,949.32	65,228.30
Feed	84,000.00	85,680.00	87,393.60	89,141.47	90,924.30
Repairs/Maintenance	7,000.00	7,140.00	7,282.80	7,428.46	7,577.03
Sales and Marketing and Other Expenses	10,000.00	12,000.00	8,000.00	6,000.00	5,000.00
Depreciation	14,285.71	14,285.71	14,285.71	14,285.71	14,285.71
Supplies (Medication etc)	12,000.00	12,240.00	12,484.80	12,734.50	12,989.19
Utilities	3,417.39	3,485.74	3,555.45	3,626.56	3,699.09
Insurance	7,360.00	7,360.00	7,360.00	7,360.00	7,360.00
Payroll Taxes	25,826.09	26,342.61	26,869.46	27,406.85	27,954.99
Property Taxes	240.00	240.00	240.00	240.00	240.00
Others	2,500.00	2,625.00	2,756.25	2,894.06	3,038.77
Total Operating Expenses	226,890.06	232,865.15	232,923.49	235,066.93	238,297.38
Profits Before Interest and Taxes	(16,137.02)	40,251.94	94,173.44	161,186.40	236,659.21
Taxes Incurred	-	(12,075.58)	(28,252.03)	(48,355.92)	(70,997.76)
Net Profit/(Loss)	(16,137.02)	28,176.36	65,921.41	112,830.48	165,661.45

Figure 1: Proforma Profit & Loss

7.4 Projected Cash Flow

When reviewing the projected cash flow in regard to real estate business, it's important to note the largest growth in sales is from Dairy Farming and Poultry Farming as this is not segmented for review.

The farms allow the company to have the product lines it desires while utilizing its internal personnel on the more profitable services to be offered. The farm products operate under a fixed cost situation, while the rental service area will for the most part be dependent on the tenant's upkeep of the property.

Pro Forma Cash Flow					
Cash Flow From Operations	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Sales	169,253.04	221,242.09	262,253.18	315,198.64	373,638.23
Addback Interest Expense	-	-	-	-	-
Depreciation and Amortization	14,285.71	14,285.71	14,285.71	14,285.71	14,285.71
Gain/Loss on Sale of Assets	-	-	-	-	-
Change in Receivables	-	-	-	-	-
Change in Payables	-	-	-	-	-
Change in Other Current Liabilities	-	-	-	-	-
Total Cash From Operations	183,538.76	235,527.80	276,538.90	329,484.35	387,923.94
Cash Flow for Investing Activities					
Cash Spending	(60,260.87)	(61,466.09)	(62,695.41)	(63,949.32)	(65,228.30)
Startup Expense	(365,242.00)				
Bill Payments	(152,343.48)	(99,676.09)	(97,859.36)	(98,246.04)	(99,623.66)
Contingency	-			(136,044.61)	(196,658.00)
Subtotal Cash for Operations	(577,846.35)	(161,142.18)	(160,554.77)	(298,239.96)	(361,509.96)
Additional Cash Spent					
Purchase of Long-term Asset	(240,000.00)	-	-	-	-
Subtotal Cash for Operations	(240,000.00)	-	-	-	-
Cash Flow from Financing					
Change in Financial Debt	-	-	-	-	-
Interest Charges	-	-	-	-	-
Equity Financing	605,242.00	-	-	-	-
Dividends	-	-	-	-	-
Total Cash from Financing	605,242.00	-	-	-	-
Change in Cash	(29,065.59)	74,385.62	115,984.13	31,244.39	26,413.98
Cash Beginning	-	(29,065.59)	45,320.03	161,304.16	192,548.55
Cash End of Year	(29,065.59)	45,320.03	161,304.16	192,548.55	218,962.53

Figure 2: Proforma Cash Flow

7.5 Projected Balance Sheet

The projected balance sheet shows a strong cash development capability over the projected 5-year plan. The projected balance sheet, like the rest of the business plan, assumes the business remains at its startup location during the first five years of operations, keeping costs relatively fixed for the projections.

The products and services division are a service-oriented segment of the business. Many of the services offered are tied to product lines offered, allowing the business to create multiple income streams throughout the development of the plan. For segmentation purposes, some products have

both labor and materials to manufacture a product, some have labor only when providing a service. The segmentation shown in the plan does not break the finer details of this down.

The overall projected balance sheet reflects a strong corporation capable of fully repaying the original investors, and a corporation that can attract further investors later in the plan if desired. The long-term plan for the corporation looks good as the continued growth of our distributor partner program is beginning to show good growth as well.

Pro Forma Balance Sheet					
Assets	Year 1	Year 2	Year 3	Year 4	Year 5
Cash	(29,065.59)	45,320.03	161,304.16	192,548.55	218,962.53
Accounts Receivables	392,456.29	247,155.95	183,456.53	48,456.78	16,987.21
Other Current Assets	-	-	-	-	-
Total Current Assets	363,390.70	292,475.98	344,760.69	241,005.33	235,949.74
<i>Long-term Assets</i>					
Long-term Assets	240,000.00	225,714.29	197,142.86	154,285.71	97,142.86
Accumulated Depreciation	(14,285.71)	(28,571.43)	(42,857.14)	(57,142.86)	(71,428.57)
Total Long-term Assets	225,714.29	197,142.86	154,285.71	97,142.86	25,714.29
Total Assets	589,104.99	489,618.84	499,046.40	338,148.19	261,664.02
Liabilities & Equity					
<i>Current Liabilities</i>					
Accounts Payable	-	461,442.48	433,124.99	225,317.71	96,002.58
Short-term Loans	-	-	-	-	-
Other Current Liabilities	-	-	-	-	-
Total Current Liabilities	-	461,442.48	433,124.99	225,317.71	96,002.58
<i>Long-term Liabilities</i>					
Total Liabilities	-	461,442.48	433,124.99	225,317.71	96,002.58
<i>Equity</i>					
Equity	605,242.00	-	-	-	-
Retained Earnings	-	-	-	-	-
Earnings	(16,137.02)	28,176.36	65,921.41	112,830.48	165,661.45
Total Equity	589,104.98	28,176.36	65,921.41	112,830.48	165,661.45
Total Liabilities & Capital	589,104.98	489,618.84	499,046.40	338,148.19	261,664.03

Figure 3: Proforma Balance Sheet

7.6 Long-term Plan

The long-term outlook for Co-Onaiyasaka Company Limited looks strong with continued growth in all areas. Our long-term goals for the corporation after year five of the plan would be to consider how to better position the business in its marketplace. Year five of our plan does include the expansion of the farms and adding more apartments in the real estate division. We will monitor their performance closely and consider developing more of these highly profitable arrangements.

With our base firmly established here, our location can serve as the master model and training facility for developing other locations in the country. The logistical problems sometimes encountered with our products and services could also be improved with regional locations, making our offerings more attractive to potential clients.