

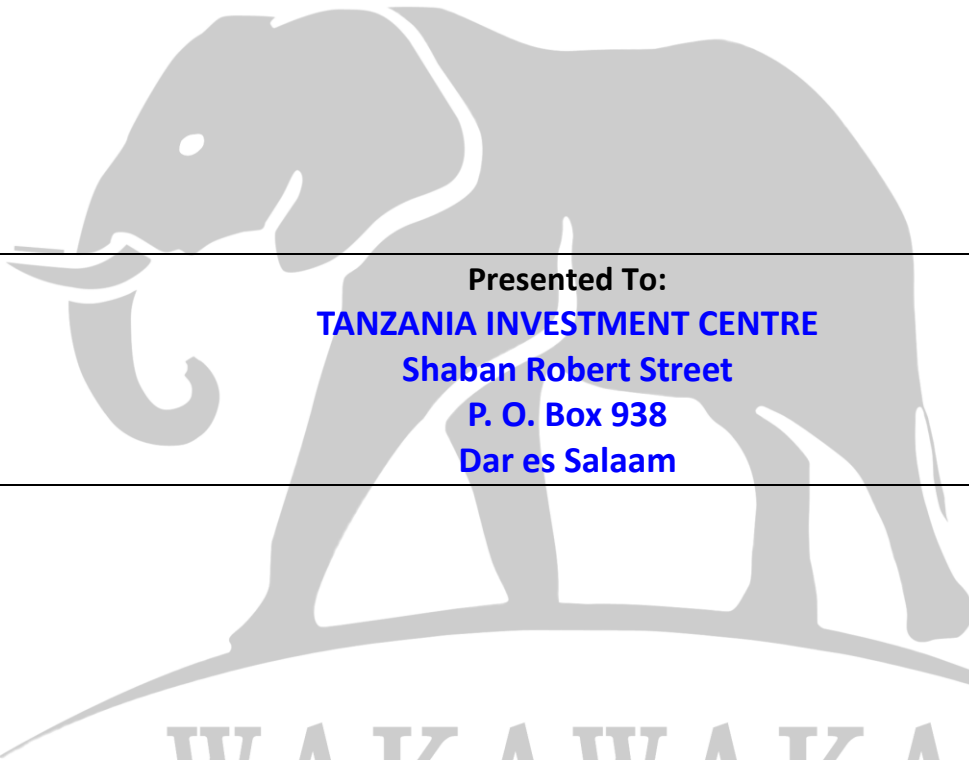


AFRICA WAKAWAKA LOGISTICS CO. LIMITED

P.O.BOX 61299 15TH FLOOR OF TPA ONE-STOP CENTER BUILDING
PLOT 269 BLOCK A MALELA ROAD, TEMEKE
DAR ES SALAAM, TANZANIA
EMAIL: songtao@wakawaka-africa.com Tel: +255 758 602 239

PRE-FEASIBILITY STUDY REPORT ON:

INVESTMENT IN LOGISTICS



Presented To:

TANZANIA INVESTMENT CENTRE

Shaban Robert Street

P. O. Box 938

Dar es Salaam

Prepared by:

AFRICA WAKAWAKA LOGISTICS CO LIMITED

P.O.BOX 61299

DAR ES SALAAM, TANZANIA

NOVEMBER 2022



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AFRICA WAKAWAKA LOGISTICS CO LIMITED Strategic Pre-feasibility Report

*This document is confidential and has been made available to the **TANZANIA INVESTMENT CENTRE** to which the address is shown in the cover page and it is addressed strictly on the understanding that its contents will not be disclosed or discussed with any third parties except for **TANZANIA INVESTMENT CENTRE** professional advisers.*

*This profile is strictly for information only and projections in the pre –feasibility study report have been compiled by the consultant with close cooperation of the Promoters of the Business the **AFRICA WAKAWAKA LOGISTICS CO LIMITED** and Sector Experts for illustrative purposes and do not constitute actual forecasts.*

AFRICA WAKAWAKA LOGISTICS CO LIMITED

Business Profile: Pre-feasibility Study Report



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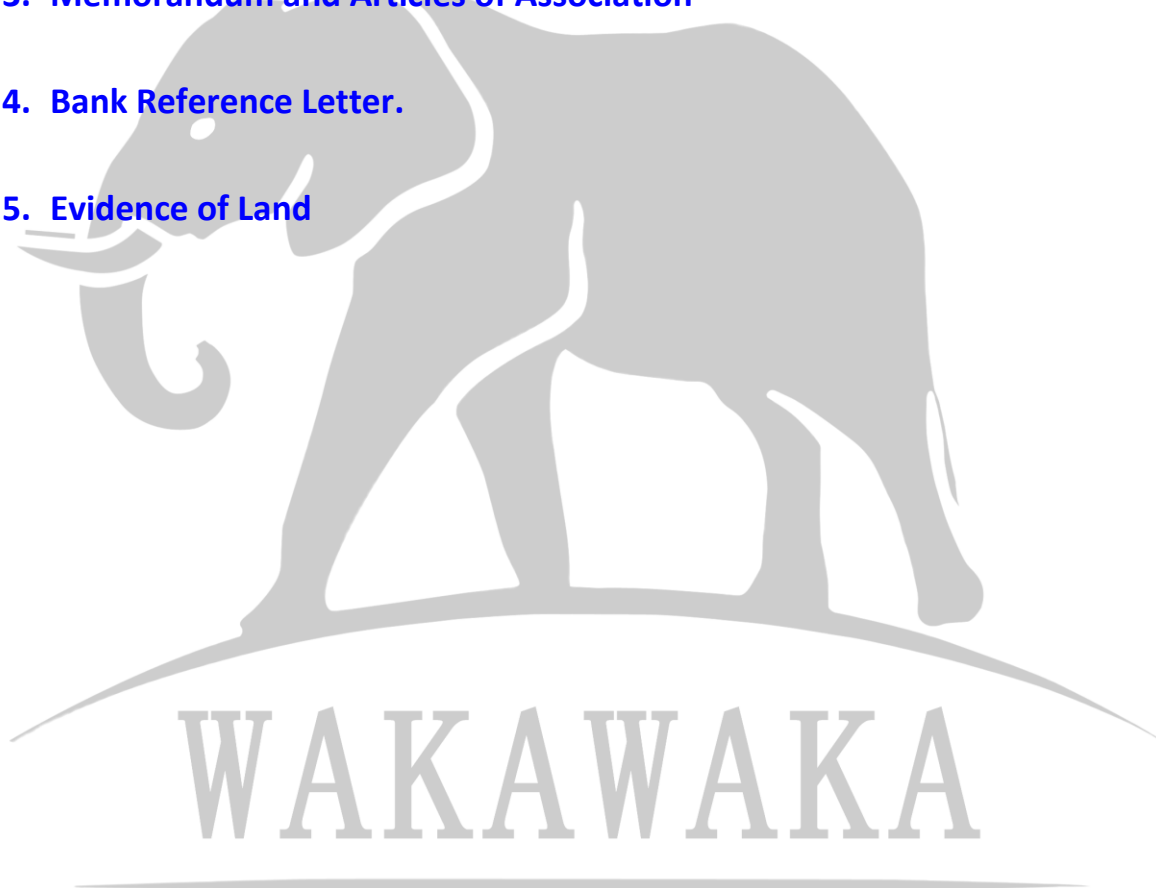


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LIST OF APPENDICES

1. Certificate of Incorporation
2. Tax Payer Identification Certificate
3. Memorandum and Articles of Association
4. Bank Reference Letter.
5. Evidence of Land





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1. Executive Summary

Company & Project concept

AFRICA WAKAWAKA LOGISTICS CO LIMITED is limited Company incorporated in Tanzania under the Company act of 2002. The Company was incorporated 08th, May 2018, and bears Certificate of Incorporation #136506250. Our Company will be implementing a project which is under Logistics/ Transportation sector

AFRICA WAKAWAKA LOGISTICS CO LIMITED will be located at Plot 269 Block A Malela Road Street, Temeke District, Dar Es Salaam Region.

Our goals and objectives are straightforward and seek to ensure we run a professional, profitable and ethical company, building relationships with customers, suppliers and investors.

Company Goals and Objectives:

In Summary AFRICA WAKAWAKA LOGISTICS CO LIMITED aims to;

- Transport Cargo by road.
- Manage AFRICA WAKAWAKA LOGISTICS CO LIMITED by human resource policies which encourage and reward individual and unified effort and achievement, provide training and personal development opportunities and create a working environment in which staff can feel a real sense of job involved.
- Build relationships with investors in different sectors,
- Achieve levels of profit sufficient to provide for reinvestment and suitable returns to shareholders and investors
- Seek to comply with all statutory legislation and other external relevant authorities. Define and keep under review Company policy, allowing flexibility for local requirements.
- Adopt best commercial practice and ethical standards in dealing with clientele, suppliers of goods and services and other contacts



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Purpose of Business Plan

This document is prepared to serve the purpose as a Pre-feasibility study report for AFRICA WAKAWAKA LOGISTICS CO LIMITED for investment in Logistics (Transportation). In addition, the Pre-feasibility study report shall be submitted to TIC for an award of Certificate of Incentives. The implementation of this project will comprise the following activities: -

- We have acquired trucks and trailers for transportation of cargo through road.
- Leased a yard for parking and maintenance of trucks for this project.
- Equipped the project with all necessary modern furniture and facilities for operations purposes.

The project promoter, the project will be managed and operated by AFRICA WAKAWAKA LOGISTICS CO LIMITED is owned by Chinese company and a Chinese citizen from China with the following share distribution.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
Tao Song	Chinese	80%
Jingxian Ji	Chinese	20%

Company Legality, the legal certificates and documents such as Memorandum and Article of Association, certificate of incorporation, Tax Identification Number and Business License. Justify that AFRICA WAKAWAKA LOGISTICS CO LIMITED is operating within the ambit of the law of the Land

Project Organization Structure, the management of AFRICA WAKAWAKA LOGISTICS CO LIMITED constituted by the following organization set up: - Board of Directors, General Manager who is responsible on the supervision on the entire operations of the Company, a company accountant, a Transportation Manager who will be directly responsible for all matters pertaining Logistics processes.



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Investment Structure, the project is estimated to cost 1 million USD which is divided by capital goods(trucks) worth \$500,000 and cash \$500,000 in the bank but also allocated fund include investment in, leasing of yard and administration offices, Equipment, furniture and fittings, pre-expenses and working Capital. The equity contributed by the shareholders is 1,000,000 USD in terms of assets and cash in the bank equivalent to 100%. However, a financial policy of the Company state that the profits generated will be re-invested

Forecasted financial Information, Financial information of AFRICA WAKAWAKA LOGISTICS CO LIMITED is projected within five years. The company projected profit and Loss, account show a respectable turnover (for refence you shall see table on page 18 and 19)

2.0 Statement of Purpose

This Profile is drawn for seeking CERTIFICATE OF INCENTIVES from the TANZANIA INVESTMENT CENTRE and pre –feasibility study report for Logistics(Transportation) Project.

2.1 Purpose of Investment

This document is prepared to the serve the purpose as a feasibility study for AFRICA WAKAWAKA LOGISTICS CO LIMITED for establishment of Logistics Project in Plot 269 Block A, Temeke District, Dar Es Salaam Region. The implementation of the project will compromise of the following: -

- Buying of trucks and trailers for the project.
- Leasing of yard for storing the trucks and for administration office for running the company operations.
- Procured Machineries and Equipment for this project.
- Equipping the project will all necessary modern furniture and facilities.
- Procurement truck spare parts
- Employing more than 50 people.



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2.2. Investment financing plan

The company expect to invest USD 1,000,000 from shareholders' funds. Profits generated from business operation will be re-invested. There could be a need for a loan from commercial banks in the future for extension of the project as the investors have set aside 100% of 1,000,000 USD for the investment in phase one up to the last phase. Table below show the assumptions how the investment-financing plan will look like.





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**TABLE 1
FINANCING**

Financing	\$
Owner's equity	
Cash	500,000
Contributed asset value	500,000
Total	1,000,000

**TABLE 2
INVESTMENT COST PLAN**

COST INVESTMENT STRUCTURE	\$
Current assets	
Working capital	100,000
Opening inventory	50,000
Other	50,000
Property and equipment	
Land	50,000
Building	40,000
Equipment	60,000
Furniture and fixtures	5,000
Leasehold improvements	10,000
Plant	50,000
Motor Vehicles	500,000
Other	50,000
Installation	35,000
Total assets	1,000,000.00



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2.3 Summary of the Expected Results

At the end, the project is expected to achieve the following: -

- Provide an opportunity for availability of Logistics
- Import modern spare parts for purpose of trucks which contribute in advancing of new technology in Tanzania
- Increase 50 direct employment opportunities.
- Direct Domestic investment of more than \$1M within 2022 -2027.
- Increase tax contributed to the government
- Generate foreign currency.

3.0 BUSINESS DESCRIPTION

AFRICA WAKAWAKA LOGISTICS CO LIMITED is limited Company incorporated in Tanzania under the Company act of 2002. The Company was incorporated 08th, May 2018, and bears Certificate of Incorporate # 136506250. Company implements project which is under Logistics sector.

The Company will be responsible among others activities, operating and managing Logistics activities.

3.1.1 Legal Status

Legal certificates and documents such as Memorandum and Article of Association, certificate of incorporation, business license, Tax Identification Number, and value added Tax certificates Justify that AFRICA WAKAWAKA LOGISTICS CO LIMITED is operating within the ambit of the law of the Land.

3.1.2. Mission and Vision

The company vision is to be one of the leading companies in Logistics.

The current mission of the company is to penetrate the markets within many sectors in the investments being done in Tanzania. The company can achieve this through

- Supplying quality transportation of cargo through road
- Establishing sustainable business relationship with many companies and buyers
- Proper and reasonable remuneration of the personnel
- Continuing networking with our esteemed clients.



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3.1.3 Project Promoters

The **project promoter**, the project will be managed and operated by AFRICA WAKAWAKA LOGISTICS CO LIMITED. Chinese nationals with diverse business in China. Current shareholding status is hereby shown below.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
Tao Song	Chinese	80%
Jingxian Ji	Chinese	20%

3.1.4 Operations

The project will be managed and operated by AFRICA WAKAWAKA LOGISTICS CO LIMITED. The Company is up and running with operational permits and Tax exemption clearance for machineries and equipment to start the implementation of the project. Management will establish sound operating guidelines to conduct the day-to-day operations of this project.

3.1.5 Project Location

The location of the project shall be Plot 269 Block A Malela Road Street, Toangoma Ward, Temeke District In Dar Es Salaam Region.

3.1.6 Postal Address

Africa Wakawaka Logistics Co Limited
P. O. Box 61299,
Dar Es Salaam, Tanzania

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4 Core Activities of the company

AFRICA WAKAWAKA LOGISTICS CO LIMITED will be dealing with establishing and operating the following facilities;

4.1.3 Leasing of Operational Office

In the first phase of the implementation of this project, the Company has leased an operation office and a truck yard for operating its project.

4.1.4 Acquiring Trucks

This consist of the trucks bought to assist running of the project smoothly. Our company has bought several trucks which for starters shall be suitable.

4.2 Technical requirements of the project

The project implementation shall require some of technical facilities among others include -

- Truck spare parts for replacement of the broken ones and additional for future use.
- Trucks for transportation of cargo and Box loader for on loading and off-loading cargo on and out of the truck

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5 LOGISTICS INDUSTRY

5.1 LOGISTICS SECTOR IN TANZANIA

Logistics is one of the tools that play an important role in the change and improvement of economic indicators. Logistics industry provides significant macro contributions to national economy by creating employment, and creating national income and foreign investment influx. The Contribution of Logistics to Economic Growth (GDP) Of Tanzania in the period from 2007 to 2016. For this, Simple Regression Model has been applied to estimate the Contribution of Logistics to Economic Growth (GDP) in Tanzania. From the recently available data from the World Bank, the Contribution of Logistics to Economic Growth (GDP) is analyzed for the period of 2007 to 2016. The findings of the present study are quite interesting. The findings of the study reveal that Logistics has the positive relationship with Economic Growth (GDP) in Tanzania for the period of 2007 to 2016. Which means that Logistics had Significant Contribution to Economic Growth (GDP) Of Tanzania for the period of 2007 to 2016 and ongoing UpToDate

The promotion of sustainable movement of logistics as one of the global development goals in the 2030 Agenda for Sustainable Development adopted by the United Nations Development Summit is particularly relevant to Africa's economic transformation plan for the next 50 years. The "Belt and Road Initiative" initiative that China is currently advancing has docked the industrialization strategies of African countries, which has brought unprecedented opportunities for industrial development in African countries hence the movement of goods from one country to another and being distributed in different places within the country and nearby countries made logistics grow perpendicular with the industrialization phase. China-Africa capacity cooperation will usher in a broader stage.

5:2 IMPORTANCE OF LOGISTICS SECTOR IN TANZANIA

The sophisticated just-in-time supply chain format has been shown to have many failings when you add in a global pandemic, where no nation remains untouched. This



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may well result in a reformatting and readjusting of the entire logistics industry as we enter the new normal. But, whatever the new normal is, logistics will still play a key role in how the world recovers from a time of planetary economic collapse.

In the past, economic downturns have tended to hit the logistics industry hard; but at the same time, we need to recognize that the industry has broadly benefitted from the key trends of the last half century – globalization, the growth of just-in-time supply chains and the exponential growth of internet shopping.

eCommerce is likely to continue to boom on a global basis. As we can all see the growth of businesses on how consumer goods companies are preparing for the new normal: “In the medium term, we expect shoppers to prefer the “safe” experience of shopping online to the prospect of shopping in crowded stores”. And their goods being delivered safely and on time in timely manner

5.3 LOGISTOCS COMPANIES IN TANZANIA

There are many Logistics companies In Tanzania and many more are upcoming this is all due to the fact that there has been a very big uprising of businesses in Tanzania hence Logistics is playing a key role in making sure cargo is transported in safe and timely manner hence: supports growth of businesses.

5.4 PROJECT JUSTIFICATION

The proposed project is under management of AFRICA WAKAWAKA LOGISTICS CO LIMITED is in line with Tanzania Government efforts in attempt to continuing in contributing aggressively into the Logistics sector. This has also been noted of recent drive of attracting investors in Tanzania in order to maximize her annual earnings from investment and compete effectively with regional competitors. This also has been complemented by following measures

- i. The government is making a critical review of all existing laws and regulations, taxation and policies with ultimate aim of improving and creating conducive environment for private sector Investment, tourism sector is inclusive.
- ii. In 2021/2022 the Government reviewed the existing Industry and trade Policy, taking into consideration the social economic base and the dynamism of Inestments in Tanzania.



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iii. In depth studies have been carried out in the following area

- SMEs development study
- Trade Integration Strategy, 2015-2021

Regarding the initiative undertaken by AFRICA WAKAWAKA LOGISTICS CO LIMITED sponsors, is justified by the following facts.

- The sponsors have a special invested interest in Logistics and Transportation, they have several years of experience.

Therefore, the establishment and operation of Logistics Project will boost and at the same time strengthening Logistics sector in Tanzania. The Company's marketing strategy and intention is to have a wide products base which focuses in all aspects and sectors of investments.

5:5 SOCIAL AND ECONOMIC IMPACT OF THE PROJECT

The proposed project will result into the following social and economic impacts:

- Improve and increase production of Logistics in Tanzania
- Increased competitiveness among Logistics companies in Tanzania
- The project will provide employment for more than 50 people
- The Government and other agencies will benefit from various taxes, fees and commissions that will be paid to the Treasury etc. by this Company.

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6 OPPORTUNITY DRIVERS

6.1 Increased demand of Logistics In Tanzania and nearby countries

Tanzania now is witnessing the tremendous developments of technology advancement. Hence there has been a very high demand of logistics because investors are importing new machines which introduces Tanzania to a new level of technology advancement and also gain knowledge in many aspects in which investors are investing among them is Logistics sector.

6.2 Uniqueness location of the project

AFRICA WAKAWAKA LOGISTICS CO LIMITED.'s project will be one of the major logistics company in Tanzania. Location of the Project shall be in Plot 269 Block A Malela Road Street, Temeke District in Dar Es Salaam Region. The location of this project provides an opportunity to AFRICA WAKAWAKA LOGISTICS CO LIMITED to capture easily the market all around Tanzania and neighboring countries through the Dar Es Salaam Port.

6.3 Government Policy

The Government of Tanzania has made the policy that intends to improve and promote Manufacturing Industry. This sector employs many people and it is a key driver towards transforming and developing the national economy.

6.4 Government Incentives package

In 1997, Tanzania Government enacted Investment law that offers and guaranteed reasonable incentives to both local and foreign investors.

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7 MARKETING INFORMATION

7.1.1 Market Analysis

7.1.2 National Policy

The promotion of sustainable industrialization as one of the global development goals in the 2030 Agenda for Sustainable Development adopted by the United Nations Development Summit is particularly relevant to Africa's economic transformation plan for the next 50 years. The “Belt and Road Initiative” initiative that China is currently advancing has docked the industrialization strategies of African countries, which has brought unprecedented opportunities for industrial development in African countries hence the Logistics Sector growing with it perpendicular. China-Africa capacity cooperation will usher in a broader stage.

7.1.3 Logistics Industry Market

Logistics industry has a good and steady market and it keeps growing by the day. With the advancement of science and technology, the development of the national economy and the improvement of people's living standards, the variety of logistics means is increasing, and the application fields are becoming more and more extensive. In particular, the improvement of the level of modern means of transportation, the development of automobile, shipbuilding, electronics industry and the improvement of people's daily consumption level are urgent for the demand for high-quality logistics for quality delivery of any kind of cargos. Therefore, further adjusting and optimizing the logistics industry.

Tanzania applies free market economy system, which means no control over foreign exchange. The funds and profits of Foreign-funded enterprises can be exchanged abroad freely. Therefore, foreign exchange rates need not be taken into consideration.



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In addition, Tanzania imposes zero-tariff on the imported equipment from foreign-invested enterprises. Besides, new enterprises may apply for a three-year tax exemption policy.

Based on the current market situation and future development plan, we can judge that under the guidance of the Belt and Road, logistics services to local sources and international and strengthening market competitiveness so as to avoid unnecessary trade risks on market are the best choices for the long-term development of logistics business.

7.2 Marketing Strategy

7.2.3 Overview

The success of AFRICA WAKAWAKA LOGISTICS CO LIMITED will be achieved by providing high tech services, providing friendly service and employing an aggressive marketing plan to build customer traffic. Today's market requires more than just products and service to make a AFRICA WAKAWAKA LOGISTICS CO LIMITED successful. AFRICA WAKAWAKA LOGISTICS CO LIMITED will constantly strive to enthusiastically win more customers by being proactive rather than reactive in our marketing efforts.

Logistics is key sector which is used by almost all sectors in providing them with their means for production and many other things. With the advancement of science and technology, the development of the national economy and the improvement of people's living standards, the variety of logistics services is increasing, and the application fields are becoming more and more extensive. In particular, the improvement of the level of the development of automobile, shipbuilding, electronics industry and the improvement of people's daily consumption level are urgent for the demand for high-quality logistics services. Therefore, further adjusting and optimizing the logistics industry, its deep and essential sector in attain means for establishing production plant, buildings, raw material and so forth, and all of these can be accomplished by being delivered by quality and timely logistics.

7.2.4 Customer Database

AFRICA WAKAWAKA LOGISTICS CO LIMITED will aggressively seek to build a database of Customers. Customers will have an opportunity to be included in the database so they can participate in sales promotions such as birthday or anniversary cards; email notification of upcoming specials; coupons; etc. The database will be gathered and maintained on special software AFRICA WAKAWAKA LOGISTICS CO LIMITED will gather



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names in a variety of manners including staff requests; business card drop for free lunch; guests' sign-up book with promotional signage; menu insert promotion; etc

7.2.5 Advertising

AFRICA WAKAWAKA LOGISTICS CO LIMITED will adopt an aggressive advertising strategy. Outdoor signage for AFRICA WAKAWAKA LOGISTICS CO LIMITED will describe outdoor and changeable copy advertisement and elaborate design signage depends upon lease space restrictions; designed within allowable limits to achieve maximum exposure.

AFRICA WAKAWAKA LOGISTICS CO LIMITED will utilize both traditional non-traditional methods of advertising. Management's viewpoint on advertising is state in your own words, the philosophy AFRICA WAKAWAKA LOGISTICS CO LIMITED will adopt towards the use of traditional advertising such as radio, newspaper, billboards, television and internet.

7.2.6 Costing and Pricing

The management of AFRICA WAKAWAKA LOGISTICS CO LIMITED does the costing and pricing. The costing takes into consideration various aspects depending on the cost, which has which will be incurred, inflation factor and Operating costs. The project promoters of the company are in business for long time i.e. they are business-oriented personnel.

7.2.7 Customers

AFRICA WAKAWAKA LOGISTICS CO LIMITED is targeting to all regions in Tanzania and outside of Tanzania specifically targeting the following customers: Large scale companies.

7.2.8 Services

As it has been explained in preamble chapters, AFRICA WAKAWAKA LOGISTICS CO LIMITED will set the project, which will be indulging in Logistics (Transportation) in Tanzania



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8 Analysis of Strengths, Weaknesses, Opportunity and Threats

Table below present the analysis of the company's Strengths, Weaknesses, Opportunities and Threats (SWOTS)

<p>Strengths</p> <ul style="list-style-type: none"> ▪ It has a strong equity financing ▪ Strong management and well-paid personnel ▪ Has a will to expand ▪ Access to reliable high technology 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Not yet emphasize on the marketing
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Good government suitable facilitative policy ▪ Raising investments real estate sector ▪ Government development power supply project in Tanzania 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Unawareness of the new entrants in the Industry in the same location ▪ Increment of inflation ▪ Presence of fake service providers of the same services.

The company has prepared for the action plans by doing the following:

1. In future if needs arise the Company may seek more funds from bank to finishing remaining phases of this project.
2. The company will employ expatriates for marketing of its products/services and develop marketing plan.



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8.2 Marketing Plan

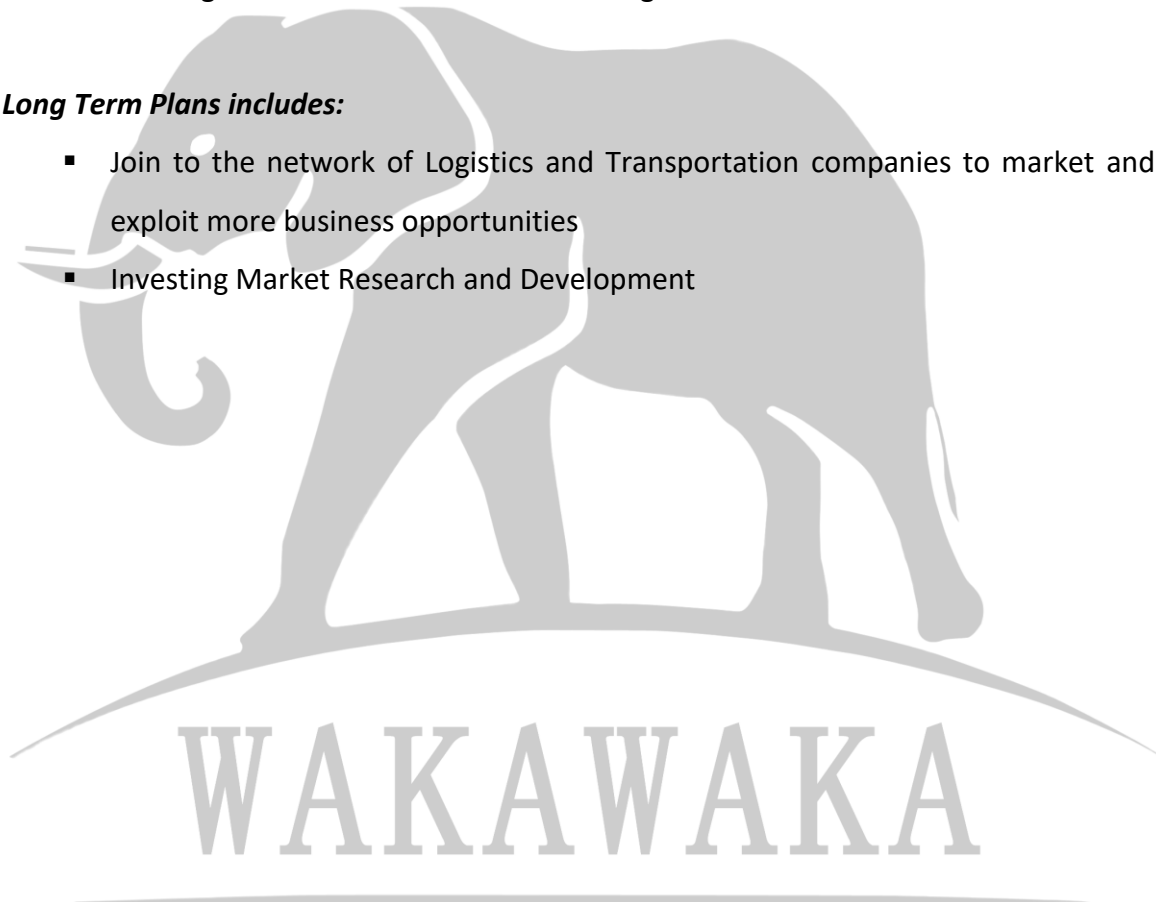
The company has both short term and long-term marketing plan:

The short-term marketing plan includes:

- Participating in business show case exhibitions
- Building sustainable long-term relationship with relevant Logistics companies.
- Training of sales staff sales and Marketing.

Long Term Plans includes:

- Join to the network of Logistics and Transportation companies to market and exploit more business opportunities
- Investing Market Research and Development





AFRICA WAKAWAKA LOGISTICS CO. LIMITED

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PLOT 269 BLOCK A MALELA ROAD, TEMEKE
DAR ES SALAAM, TANZANIA
EMAIL: songtao@wakawaka-africa.com Tel: +255 758 602 239

9 Management & Administration

9.1 Management

The management team of AFRICA WAKAWAKA LOGISTICS CO LIMITED planned to be constituted by the following management team: -

9.1.3 Board of Directors

The board of Directors manage AFRICA WAKAWAKA LOGISTICS CO LIMITED, which is the apex body for strategic decision making of the project. Directors of the Company are the ones who having shares in AFRICA WAKAWAKA LOGISTICS CO LIMITED, The Company which shall manage this project.

9.1.4 General Manager

Immediate after Board of Director the shall be a General Manager who will be responsible to take care of mater pertaining operation and managing daily activities of the project as well as other staffs welfares and report them to the board of directors.

9.1.5 Transportation Manager

Transportation Manager will be employed who expected to have an extensive background in the Logistics industry. As the Transportation Manager will be directly responsible for all processing functions including fleet management.

Under transportation manager there shall be reasonable number of technical staffs who will be involved in daily fleet management within this project.

9.1.6 Accountant/cash

An accountant will be employed who expected to have good experience in accounting system as well as he will be responsible in managing cash of AFRICA WAKAWAKA LOGISTICS CO LIMITED but also keeping books of accounts properly.

9.1.7 Management Agreements

Management Agreements will be executed between AFRICA WAKAWAKA LOGISTICS CO LIMITED and other team managers. The purpose of these agreements is to define the expectations of both parties, establish an incentive structure, and define the grounds under which the agreement may be terminated.



AFRICA WAKAWAKA LOGISTICS CO. LIMITED

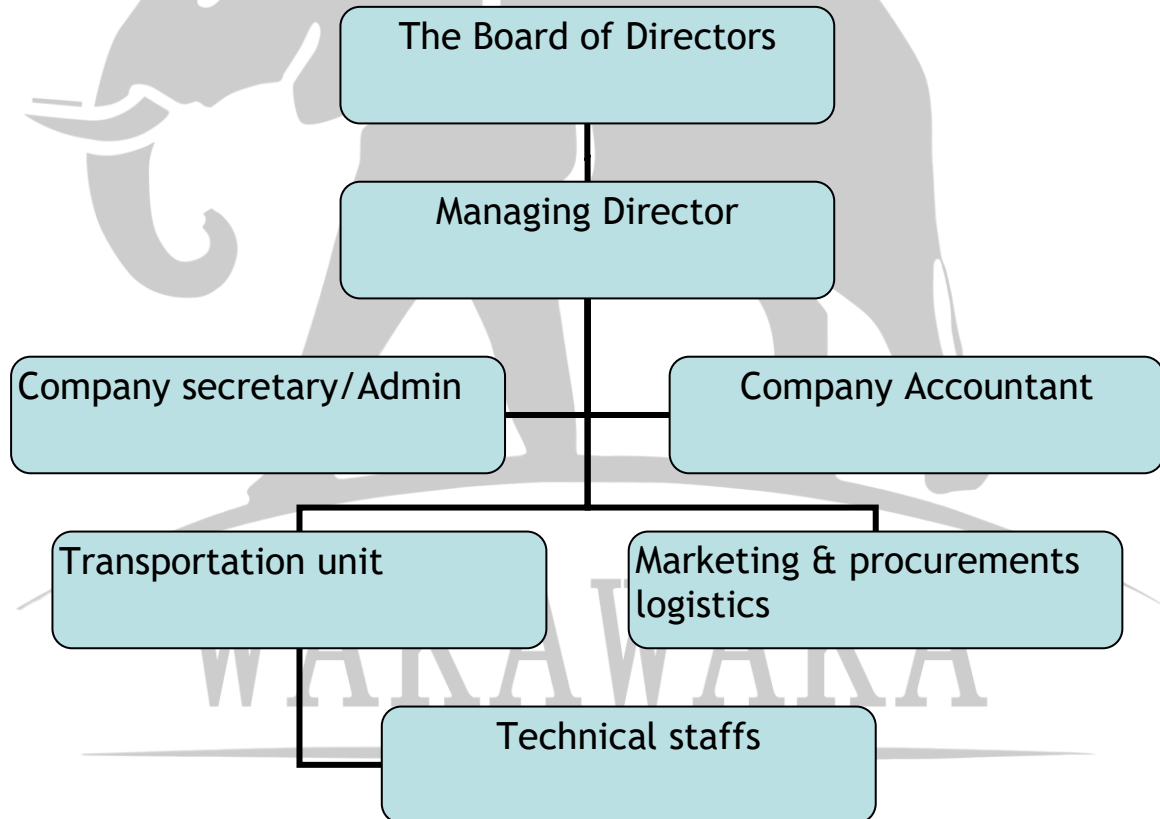
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9.1.8 Confidentiality Agreements

AFRICA WAKAWAKA LOGISTICS CO LIMITED will enforce that all employees sign a confidentiality agreement. Confidentiality agreements with our employees and partners will protect our services, operating systems, policies and procedures. Having a confidentiality agreement in place is essential to protect the company's trade secrets, and show our employees that we take our business seriously.

9.1.7 Organization Structure

The management of AFRICA WAKAWAKA LOGISTICS CO LIMITED is planning to have the following organization structure.



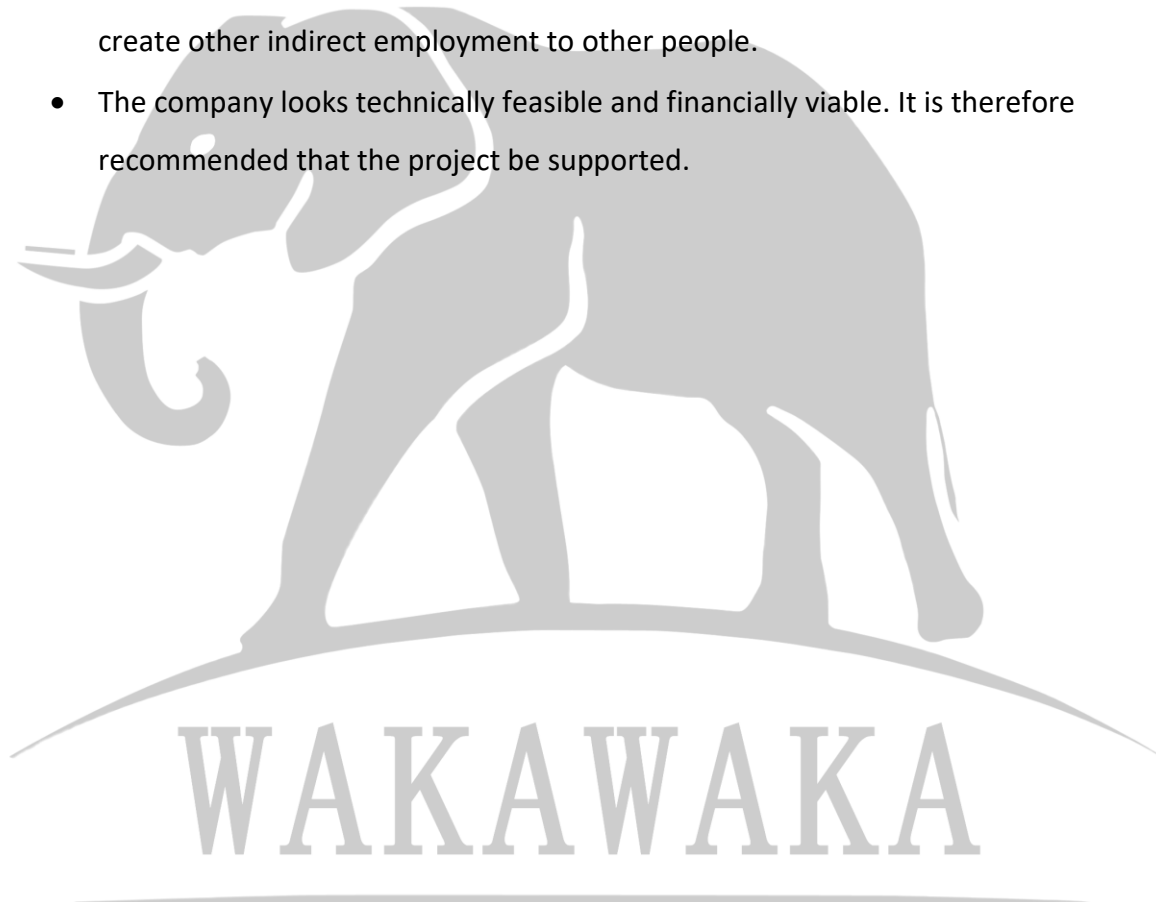


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Conclusion

- Revenue will be contributed to the Government through various taxes.
- The project will offer continuous direct employment to almost 50 people and create other indirect employment to other people.
- The company looks technically feasible and financially viable. It is therefore recommended that the project be supported.



AFRICA WAKAWAKA LOGISTICS CO LIMITED

CASH FLOWS PROJECTION FOR FIVE YEARS FROM 2022 TO 2026

	Pre-Startup EST	,2022	2023	2024	2025	2026	Total
Cash on Hand (beginning of month)	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 2,400,000	\$ 3,840,000	\$ 5,424,000	\$ 13,664,000
CASH RECEIPTS							
Cash Sales			\$ 1,000,000	\$ 1,000,000	\$ 1,100,000	\$ 1,210,000	\$ 4,310,000
Collections fm CR accounts		\$ -	\$ 400,000	\$ 440,000	\$ 484,000	\$ 532,400	\$ 1,856,400
Estimated Capital for startup	\$ 500,000		\$ -	\$ -	\$ -	\$ -	\$ 500,000
Loan	\$ 500,000						\$ 500,000
TOTAL CASH RECEIPTS	\$ 1,000,000	\$ -	\$ 1,400,000	\$ 1,440,000	\$ 1,584,000	\$ 1,742,400	\$ 7,166,400
Total Cash Available (before cash out)	\$ 1,000,000	\$ 1,000,000	\$ 2,400,000	\$ 3,840,000	\$ 5,424,000	\$ 7,166,400	\$ 20,830,400
CASH PAID OUT							
Purchases other fixed assets		\$ -	\$ 7,200	\$ 7,920	\$ 8,712	\$ 9,583	\$ 33,415
Purchases vehicles		\$ 80,000	\$ -	\$ 41,000	\$ -	\$ -	\$ 121,000
Gross wages (exact withdrawal)		\$ 15,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 255,000
Payroll expenses (taxes, etc.)		\$ 4,500	\$ 20,400	\$ 20,400	\$ 20,400	\$ 20,400	\$ 86,100
Supplies (office & oper.)		\$ 1,000	\$ 1,100	\$ 1,210	\$ 1,331	\$ 1,464	\$ 6,105
Repairs & maintenance		\$ 1,250	\$ 1,375	\$ 1,513	\$ 1,664	\$ 1,830	\$ 7,631
Advertising		\$ 150	\$ 165	\$ 182	\$ 200	\$ 220	\$ 916
Car, delivery & travel		\$ 1,800	\$ 1,980	\$ 2,178	\$ 2,396	\$ 2,635	\$ 10,989
Accounting & legal		\$ 4,500	\$ 4,950	\$ 5,445	\$ 5,990	\$ 6,588	\$ 27,473
Rent		\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 180,000
Telephone & internet		\$ 120	\$ 132	\$ 145	\$ 160	\$ 176	\$ 733
Utilities		\$ 150	\$ 165	\$ 182	\$ 200	\$ 220	\$ 916
Insurance		\$ 21,200	\$ 21,412	\$ 21,626	\$ 21,842	\$ 22,061	\$ 108,141
Taxes (real estate, etc.)		\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 1,200
Interest		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Miscellaneous		\$ 200	\$ 220	\$ 242	\$ 266	\$ 293	\$ 1,221
SUBTOTAL	\$ -	\$ 241,110	\$ 230,339	\$ 273,282	\$ 234,400	\$ 236,710	\$ 1,215,840
Loan principal payment		\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 2,431,681
Capital purchase (land)		\$ 100,000					\$ 4,829,946
Capital purchase (excavators)		\$ -	\$ 1,000,000	\$ 100,000	\$ -	\$ -	\$ 9,538,892
Owners' Withdrawal			\$ -	\$ -	\$ 10,000,000	\$ 12,500,000	\$ 18,736,684
TOTAL CASH PAID OUT	\$ -	\$ 1,091,110	\$ 1,980,339	\$ 1,123,282	\$ 10,984,400	\$ 13,486,710	\$ 36,753,042
Cash Position (end of month)	\$ 1,000,000	\$ (91,110)	\$ 419,661	\$ 2,716,718	\$ (5,560,400)	\$ (6,320,310)	\$ (15,922,642)