

# ESCARPMENT SERENGETI LUXURY CAMP

## BUSINESS PLAN PROJECTIONS FOR FIVE YEARS FROM 2023 TO 2027



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MARCH, 2023 // Confidential Information

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# ESCARPMENT SERENGETI LUXURY CAMP

## 1.0 Executive Summary

### INTRODUCTION

EscarPMENT Luxury Lodge is a high-end luxury destination that offers guests an exceptional travel experience while supporting the local community. With a passion for preserving the local culture and environment, we have taken over ownership of EscarPMENT Serengeti Luxury Camp and are committed to nurturing the business into a premier tourist destination.

Our team has extensive expertise in the food and beverage industry, which will be leveraged to provide exceptional culinary experiences for our guests. We are dedicated to preserving the environment and wildlife of the Serengeti, while providing guests with luxurious accommodations and personalized service.

Located in the heart of the Serengeti, our lodge is ideally situated for guests seeking a unique and authentic travel experience. We offer a range of safari adventures and cultural excursions, as well as opportunities for guests to relax and immerse themselves in the natural beauty of the region.

As we take over ownership of EscarPMENT Serengeti Luxury Camp, we are committed to building upon the camp's existing strengths, while infusing it with our own unique vision and expertise. With our focus on exceptional service, culinary experiences, and environmental sustainability, we are confident that EscarPMENT Luxury Lodge will become the ultimate destination for luxury travel in the Serengeti.

### ABOUT THE OWNER

ESCARPMENT LUXURY LODGE  
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All the years of food and beverage industry experience combined has given ESCARPMENT LUXURY LODGE the ability to properly take control of a business of ESCARPMENT SERENGETI LUXURY CAMP and ensure its appeal to customers, expand its market share, streamline the business model and successfully improve its fiscal viability.

## 1.1 Objectives

ESCARPMENT SERENGETI LUXURY CAMP's objectives for the first three years of operation will include:

- To extend the luxury environment of EscarPMENT luxury lodge to Serengeti.
- To increase the occupancy of Serengeti luxury camp to 60% up to 70% during the high season and up to 40% during the low season.
- To put the mark of luxury tented camps in Serengeti to cater for high end clients who visit Serengeti.
- To expand in Serengeti after four years to at least to have another two luxury tented camps.
- To build the top luxury lodge inside Serengeti which will be having more than 72 rooms just to meet high end clients who will be visiting Serengeti.

# ESCARPMENT SERENGETI LUXURY CAMP

## 1.2 Mission

ESCARPMENT SERENGETI LUXURY CAMP's mission is to become the top luxury tented camp and luxury lodge which offering the highest end services for highest end clients who are visiting Serengeti or tourism sector in northern circuit of Tanzania while maintaining the local capacity to quality food and hospitality environment.

## 1.3 Keys to Success

As the proud owners of Serengeti Luxury Lodge, we attribute our success to several key factors.

Firstly, our awards and top-ranking on TripAdvisor have brought significant visibility and credibility to our brand, leading to increased demand for our camp in the Serengeti.

Secondly, our commitment to utilizing local talent and resources has proven to be a winning formula, contributing to the success of our current operations.

Thirdly, the allure of the Serengeti and its abundant attractions has created a high demand for luxury properties in the area, providing an opportunity for our business to thrive.

Finally, will offer and maintain affordable rates without compromising the luxurious environment and experience that our guests expect.

## 2.0 Company Summary

EscarPMENT Luxury Lodge is an award-winning world-class accommodation and hospitality service provider established in 2011. Sitting in Manyara near the Great Rift Valley, the Lodge has 16 beautiful and breath-taking chalets that can accommodate up to 32 people of 2 pax at once. EscarpMENT Luxury Lodge is harmoniously integrated within the African Bush, affording the dramatic setting of the Great Rift Valley. A spreading deck surrounding the main lodge affords you breathtaking views of the lake and the gorge upon which the lodge is perched. The iconic Ngorongoro Crater was formed from a large active volcano, and it is the largest inactive and intact volcanic caldera in the whole world. Lake Manyara National Park is 5km, Ngorongoro Crater 25 kms and Tarangire National Park is only 120 kms, which makes EscarpMENT Luxury Lodge the ideal base for your perfect safari holiday.

## 2.1 Company Ownership

Upon assuming ownership of ESCARPMENT SERENGETI LUXURY CAMP, ESCARPMENT LUXURY LODGE will file an organization as a Limited Liability Company the general operations of the business will remain unchanged.

## 2.2 Company History

EscarPMENT Luxury Lodge has a rich history as an award-winning, world-class provider of accommodation and hospitality services. The company was established in 2011 and is located in Manyara, in close proximity to the magnificent Great Rift Valley.

The Lodge boasts 16 stunning chalets, each offering breathtaking views of the African Bush, and can accommodate up to 32 guests at once. The Lodge is integrated within the surroundings, offering a harmonious blend of luxury and natural beauty.

## ESCARPMENT SERENGETI LUXURY CAMP

The main lodge features a spacious deck, providing panoramic views of the stunning lake and the gorge on which the lodge is perched. The iconic Ngorongoro Crater, the largest inactive and intact volcanic caldera in the world, is only 25 kilometers away. Lake Manyara National Park is a mere 5 kilometers away, while Tarangire National Park is located 120 kilometers from the Lodge. This makes Escarpment Luxury Lodge the perfect base for your ultimate safari holiday.

Throughout its history, Escarpment Luxury Lodge has maintained its commitment to providing world-class service and accommodation, ensuring that guests have a memorable experience.

### 3.0 Services

We offer an array of luxury accommodation and hospitality services to cater for all types of guests searching for a perfect hide away. Our services are meant for people traveling for tourism in Tanzania's north circuit, business retreats, personal and/or family relaxation, honeymooners, and adventures. If you are planning to explore the northern zone of Tanzania, consider including Escarpment Luxury Lodge in your bucket list. Even when you are not planning to stay you can just come to admire the picture square view of the interior of Africa.

#### **Accommodation**

Exquisite, wonderful, excellent, stunning, exceptional, tasteful, memorable, world-class, super luxury and a must-visit are some of the words that have been used by visitors to describe their experience at Escarpment Luxury Lodge.

We offer super-luxury and world-class private chalets, single, double and triple occupancy. Each chalet has its own private deck to take in the magnificent sight of Lake Manyara and wildlife passing through the lodge's stunning grounds. Our esteemed customer can book either Full Board Package or All-Inclusive package.

Your luxurious stay is accompanied by delicious and tasteful cuisines; local, African and International. As you throw your eyes in an amazement of the beauty of the world, you will see a cold water swimming pool calling you. If you like to swim, you won't regret soaking your whole body, but if not, you can just soak your legs.

Other offerings include but are not limited to:

Perfectly integrated with nature, our tranquil retreat presents an idyllic escape into utmost tranquility from the fast pace of daily life. Set in a truly dramatic location on the rim of the Great Rift Valley gorge, the lodge offers spectacular views of Lake Manyara and the national park surrounding it.

The lodge offers spectacular activities at the least additional costs:

#### **Game Drive**

Tanzania boasts world class national parks with over 530 bird species and Serengeti is recorded to have the greatest concentration of wildlife animals on the planet! Lake Manyara boasts their tree-climbing lions and with over 1 million flamingos seen at one time, lies at the foot of the Great Rift Valley. Ngorongoro Crater Conservation Site is the world's largest intact volcanic caldera and home to the highest density of big game in Africa.

## ESCARPMENT SERENGETI LUXURY CAMP

### **Nature Walk**

Step into nature into the Great Rift Valley along the gorge. Along the route view the beautiful indigenous forest with an abundance of bird sounds and streams. We offer sunrise or sunset walks daily accompanied by a Massai guide. We recommend that you wear comfortable clothing and walking shoes and this walk is not recommended for elderly people.

### **Night Game Drive**

Dare to be different and explore this exhilarating experience to see the nocturnal animals (active by night). Lake Manyara is well known for a large number of Leopards and although it is not a common occurrence, these elusive cats are spotted regularly. Lions are mostly sleeping during the day and at night they are almost always active.

### **Bush Dinner / Lunch**

Follow the trail to our traditional Maasai boma and enjoy a meal under the African sky. Our staff carefully serve guests freshly prepared gourmet food prepared by the executive chef using fresh local produce. A group of local Maasai men and women sing and dance providing background entertainment that blends with the sounds of the untamed bush. By the light of the flickering embers of lanterns, sit back, relax and soak up the final minutes of what will be yet another day full of adventure

### **Bird Watching**

Journey through the wild and explore the enormous amount of bird species found in Manyara. All it takes is a zeal for nature and a pair of binoculars.

### **Canoeing**

Lake Manyara is home to an incredible array of birdlife, including thousands of pink-hued flamingos. You can get very close to giraffes, elephants, buffalos and other animals grazing on the shoreline. All from the comfort of your canoe. Enjoy the breathtaking scenery and the beauty that surrounds you on these 2.5 hours of canoe safari.

### **Village Ride**

You will cycle through the green surroundings of Mto wa Mbu during this 2-3 hour excursion. You drive through the village, banana plantations, and rice fields and also stop at the shore of Lake Manyara National Park.

After the cycling tour around the park visit the local community that lives in Mto Wa Mbu village to learn about their culture. After the tour, stop at one of the local restaurants for a hot lunch before proceeding with a short ascent to the rift valley escarpment for spectacular views of Lake Manyara National Park and the rest of the landscape

# ESCARPMENT SERENGETI LUXURY CAMP

## **Maasai Cultural Dance**

Adumu is the world-famous traditional jumping dance performed by the iconic Maasai tribe of Tanzania. This famous Maasai warrior dance is part of our local entertainment when staying at Escarpment Luxury Lodge.

## **Zip line**

The unique eco- course offers 4 thrilling zips with 6 unique platforms built around majestic baobab trees. Guests enjoy the safety orientation, scenic transfer through Maasai land, a wetlands stroll, and a fun zip adventure!

## **Treetop Tours**

Manyara Treetop Walkway takes you on a sky-high adventure through the beautiful forest of Lake Manyara. Walk among the treetops and experience untouched nature and wildlife from a unique perspective. Treetop Walkway This 370m air walk starts with a short board walk that gradually rises from ground level up through the canopy of the forest. You walk over a series of suspension bridges with thick netting on the sides and reach a height of 18m off the ground. Each of the bridges end on a viewing deck situated around tree trunks. These treetop platforms are perfect places to stop and enjoy life in the canopy amongst butterflies, monkeys, and birds.

## **Spa**

Immerse yourself into a sanctuary of self-indulgence. After a long day, rejuvenate your body by indulging in one of our massage and body treatments. Our professionally trained staff will ensure that all your needs are catered for.

## **4.0 Market Analysis Summary**

ESCARPMENT SERENGETI LUXURY CAMP focuses on local and tourist restaurant seekers. People that have a desire for good food and a fascinating atmosphere and locals always seek a tried and true establishment that they can call their own. ESCARPMENT SERENGETI LUXURY CAMP intends to be highly successful in satisfying customers in both markets.

According to TANAPA's the Serengeti area attracts a significant number of tourists each year. In 2019, the park received approximately 350,000 visitors, generating an estimated \$157 million in revenue. The majority of visitors to the park come from Europe, followed by North America, Asia, and other parts of Africa.

The recent Royal Tour by the Tanzanian President is expected to further boost tourism in the Serengeti area. During the tour, the President emphasized the importance of conservation and sustainable tourism, which is likely to appeal to environmentally conscious travelers. The President also highlighted the country's commitment to promoting tourism and investing in infrastructure, such as improving road networks and expanding airports, which will make it easier for visitors to access the park.

Based on these factors, it is projected that the number of visitors to the Serengeti National Park will continue to grow in the coming years. The park has already seen a steady increase in visitors over the past decade, and this trend is likely to continue as more people become aware of the park's natural beauty and conservation efforts.

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In terms of revenue projections, it is difficult to provide exact figures as they depend on a variety of factors, such as the global economy, exchange rates, and political stability. However, if the current trend of increasing visitor numbers and revenue continues, it is reasonable to expect that the park will generate even more revenue in the coming years.

## 4.1 Market Segmentation

ESCARPMENT SERENGETI LUXURY CAMP intends to cater to high end clients. From the USA, Europe, and Few from Arab and china. Our main target is during the immigration where there is a lot of tourists especially in June up to October and some who comes for Christmas holidays in year-end. In looking at the market analysis, ESCARPMENT SERENGETI LUXURY CAMP has defined the following groups as targeted segments.

**The Business Man:** They work hard all day and often stay overnight in a strange city. He needs a competent establishment that helps impress his clients and prospects. Afterward, they want to relax and use the money they are making. They are the people that spend the most on drinks, food and tips.

**Happy Couples:** The restaurant will have an intimate, romantic, rustic atmosphere that encourages people to bring dates and to have couples arrive. ESCARPMENT SERENGETI LUXURY CAMP wants to be a search place where people meet each other and develop a network. These young couples are generally very successful but balanced and won't be spending as much on drinks.

**The Family:** The perfect place for a family dinner. Families will come for the accommodative menu and friendly service. The excellent value in their meals will keep ESCARPMENT SERENGETI LUXURY CAMP in favor with the parents.

**High-end Singles:** We will attract them with our decor and layout. Our menu, striking decor, wine, spirits and events, excellent service and engaging clientele will confirm the feeling of being in "the coolest place" in Manistee County.

**Tourists:** The Serengeti area attracts many vacationers during the summer months of May through September. ESCARPMENT SERENGETI LUXURY CAMP will be a destination with its attractive atmosphere and diverse menu.

## 5.0 Strategy and Implementation Summary

ESCARPMENT SERENGETI LUXURY CAMP strategy is simple. The company intends to succeed by giving people a combination of excellent and interesting food in an environment that appeals to a wide and varied group of people. The owner's ESCARPMENT LUXURY LODGE will focus on maintaining quality and establishing a strong identity in the community. The Company's main focus in marketing will be to increase customer awareness in the surrounding communities. ESCARPMENT SERENGETI LUXURY CAMP will direct all tactics and programs toward the goal of explaining who they are and what they do. The Company will keep standards high and execute the concept so that word-of-mouth and cross-marketing will be the main marketing force.

## 5.1 SWOT Analysis

The S.W.O.T. analysis provides an opportunity to examine the internal strengths and weaknesses ESCARPMENT SERENGETI LUXURY CAMP must address. It also allows to examine the opportunities presented to ESCARPMENT SERENGETI LUXURY CAMP as well as potential threats.

# ESCARPMENT SERENGETI LUXURY CAMP

## 5.1.1 Strengths

**Knowledgeable and friendly staff.** The proposed owner, ESCARPMENT LUXURY LODGE will go to great lengths at ESCARPMENT SERENGETI LUXURY CAMP to find people with a passion for excellent food and high-quality customer service. The current and future staff will be knowledgeable and eager to please. ESCARPMENT LUXURY LODGE intends to hire and work with friendly and mature locals in the community who want stable employment in an easy-going, comfortable workplace.

**Warm and welcoming ambiance.** When customers walk into ESCARPMENT SERENGETI LUXURY CAMP, they will feel welcome and well taken care of. The restaurant will be run by locals with employees that also have strong roots in the community, offering a warm and welcoming atmosphere.

**Clear vision of the market needs.** ESCARPMENT LUXURY LODGE has years of experience running restaurants and knows how to not only make the Company run like a well-oiled machine. He knows what it takes to build profits for an organization by taking advantage of the revenue channels available in addition to being creative about generating new revenue streams.

## 5.1.2 Weaknesses

- Access to additional operating capital.
- Locals will not immediately know the new availability of the business once hours are extended to meet demands.
- Challenges of the seasonality of the business.

## 5.1.3 Opportunities

- Growing market with a significant percentage of ESCARPMENT SERENGETI LUXURY CAMP target market still not knowing it exist.
- Strategic local alliances offering sources for referrals and joint marketing activities to extend the restaurants reach (i.e. Conundrum Wine Bistro and other local organizations).
- Promising activity from high levels tourism throughout Serengeti area.
- Close proximity to increasing sales opportunities beyond a "100-mile" target area including several smaller communities that have produced a faithful following of customers.
- Conveniently located on US Route 1 and Interstate 295.
- Internet potential for selling products to other markets.
- Plans to service the morning breakfast need in the community in 2012.

## 5.1.4 Threats

- The downturn in the economy has impacted the tourism market which could correlate with sales.
- Possible future expansion of national restaurant chains into the local market.

## ESCARPMENT SERENGETI LUXURY CAMP

- Continued price pressure due to competition or the weakening market reducing contribution margins.
- Seasonal and unexpected climate and weather patterns are a factor in the area.

### 5.2 Competitive Edge

ESCARPMENT SERENGETI LUXURY CAMP competitive edge will be the menu, the chefs, the environment, the management, the service and a friendly place. ESCARPMENT SERENGETI LUXURY CAMP environment will be comfortable and the decor is warm and relaxing. Great service is very important to ESCARPMENT SERENGETI LUXURY CAMP The management and servers will handle every detail to make customer's special evening or special event even more special. All this and a great atmosphere will make customers want to come back again and again.

The current high-quality ingredients and attention to detail will shine through when comparing the restaurant to other restaurants. ESCARPMENT LUXURY LODGE has future plans for offering merchandise and a product line of foods to further accentuate and enhance the customer's experience and relationship with ESCARPMENT SERENGETI LUXURY CAMP

In addition, ESCARPMENT SERENGETI LUXURY CAMP will cross-market and partner with other businesses in the local and statewide community in order to pool and share resources within the tourism industry.

### 5.3 Marketing Strategy

ESCARPMENT SERENGETI LUXURY CAMP would like to not only serve the surrounding communities of SERENGETI, but would also like to take advantage of the unique tourist attractions in Tanzania, ESCARPMENT SERENGETI LUXURY CAMP seeks to cross-market its products and services with Tanzanian companies for a mutually beneficial relationship and increased profits year round.

The marketing strategy is the core of the main strategy:

1. Emphasize excellent customer service and a diverse menu.
2. Build a relationship business within the Serengeti community.
3. Focus on local clientele and tourists as key target markets.

### 5.4 Sales Strategy

ESCARPMENT SERENGETI LUXURY CAMP sales plan is to establish and maintain position with the local customers and the surrounding areas. The strategy is to build more customers in order to increase revenue. ESCARPMENT SERENGETI LUXURY CAMP will focus on making all customers happy with the high quality food, service and entertainment options.

The company's strategy in the restaurant is to have an experienced staff that knows the food and wine. ESCARPMENT SERENGETI LUXURY CAMP will train every new employee so they will fit in with the company's concept, which is "Wonderful food, reasonably-priced wine and knowledgeable service in an outstanding atmosphere."

# ESCARPMENT SERENGETI LUXURY CAMP

The property also shares an already built-in cross marketing strategy with the Restaurant's neighbor. ESCARPMENT LUXURY LODGE has already been in talks with the wine bar's owner to facilitate the sharing and referrals of customers.

The property is also on 3 acres of land which includes a large parking lot ESCARPMENT LUXURY LODGE would like to offer the space every other weekend to be rented by vendors for a proposed community farmer's market. Sue Mack, the Family Services Coordinator for Serengeti Community Services, has organized local farmers and agro-crafters and would be the person to contact to suggest a proposed new location of the Farmer's Market. The farmer's market would be sponsored by ESCARPMENT SERENGETI LUXURY CAMP and be an outlet for residents of Serengeti to visit for good locally grown produce and be introduced to the Restaurant's high quality food and merchandise as well.

## 5.4.1 Sales Forecast

The following table show sales projections for ESCARPMENT SERENGETI LUXURY CAMP first twelve months and for the next three years. Sales and Costs of Goods Sold will increase in the summer months due to tourism and also early in the year due to holding special events for events.

ESCARPMENT LUXURY LODGE also plans to promote specialty brands and gourmet foods to be sold from the restaurant's market and increase the establishment's branding efforts.

With the current property owner's permission and with city permits, ESCARPMENT LUXURY LODGE would like to generate further income for the restaurant by renting out vendor space to hold a monthly farmer's market. This would only be applicable seasonally and not be available during the winter months.

## **6.0 Management Summary**

ESCARPMENT LUXURY LODGE is the proposed new owner of ESCARPMENT SERENGETI LUXURY CAMP and will manage ESCARPMENT SERENGETI LUXURY CAMP the entity has successfully managed hospitality businesses over the course of several years and has handled inventory, processed payroll, shift changes, banking, deliveries from multiple vendors and provided customer service.

ESCARPMENT LUXURY LODGE also has plans to provide all employees with competitive personal benefits packages in the future.

### 6.1 Personnel Plan

ESCARPMENT SERENGETI LUXURY CAMP believes the personnel plan is in good proportion to the size of the restaurant and projected revenues. The kitchen and wait staff will include 8 part-time employees. The owner and manager, ESCARPMENT LUXURY LODGE personnel are projected to work 58 hours a week.

### 6.2 Financial Plan

Tanzanian Shillings 1.5 Billion has been secured as a loan from CRDB Bank as a working capital, and other investment expenses.

### 7.1 Important Assumptions

The financial plan depends on important assumptions, most of which are shown in the following table as annual figures. The key underlying assumptions are:

## Appendix

### 7.3 Projected Profit and Loss

The most important assumption in the Projected Profit and Loss statement is the gross margin. Although it doesn't jump drastically in the first year, over time the restaurant will develop its customer base and reputation and the growth will pick up more rapidly towards the end of the year of business.

#### PROJECTED INCOME STATEMENT (2023 to 2027)

	2023	2024	2025	2026	2027
Income	3,521,369,000	3,697,437,450	3,882,309,323	4,076,424,789	4,280,246,028
Direct Costs	790,766,664	830,304,997	871,820,247	915,411,259	961,181,822
<b>Gross Profit</b>	<b>2,730,602,336</b>	<b>2,867,132,453</b>	<b>3,010,489,075</b>	<b>3,161,013,529</b>	<b>3,319,064,206</b>
Operating Expenses	668,200,961	701,611,009	736,691,560	773,526,138	812,202,444
<b>EBITDA</b>	<b>2,062,401,375</b>	<b>2,165,521,444</b>	<b>2,273,797,516</b>	<b>2,387,487,392</b>	<b>2,506,861,761</b>
Finance Charge & Depreciation	495,401,543	495,401,543	754,502,135	1,056,206,164	1,414,215,850
<b>TOTAL</b>	<b>495,401,543</b>	<b>495,401,543</b>	<b>754,502,135</b>	<b>1,056,206,164</b>	<b>1,414,215,850</b>
<b>Profit before Tax</b>	<b>1,566,999,832</b>	<b>1,670,119,900</b>	<b>1,519,295,381</b>	<b>1,331,281,227</b>	<b>1,092,645,911</b>
<b>Taxation</b>	<b>470,099,950</b>	<b>501,035,970</b>	<b>455,788,614</b>	<b>399,384,368</b>	<b>327,793,773</b>
<b>Profit After Tax</b>	<b>1,096,899,882</b>	<b>1,169,083,930</b>	<b>1,063,506,766</b>	<b>931,896,859</b>	<b>764,852,138</b>

YEAR	2023	2024	2025	2026	2027
<b>Total Revenue</b>	3,521,369,000	3,697,437,450	3,882,309,323	4,076,424,789	4,280,246,028
Total Costs	1,954,369,168	2,027,317,550	2,363,013,942	2,745,143,561	3,187,600,117
<b>Profit Before Tax</b>	<b>1,566,999,832</b>	<b>1,670,119,900</b>	<b>1,519,295,381</b>	<b>1,331,281,227</b>	<b>1,092,645,911</b>

Appendix

<b>YEAR</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Gross Profit Margin	78%	78%	78%	78%	78%
EBITDA	59%	59%	59%	59%	59%
EBT	44%	45%	39%	33%	26%
Net Profit	31%	32%	27%	23%	18%

## Appendix

### 7.4 Projected Cash Flow

The cash flow depends on assumptions for inventory turnover, payment days, and accounts receivable management. ESCARPMENT SERENGETI LUXURY CAMP projects same-day collection is critical, and is reasonable and customary in the restaurant industry. The company does not expect to need significant additional support even when the restaurant reaches the less profitable months, as they are expected.

#### PROJECTED STATEMENT OF CASH FLOW (2023 to 2027)

PROJECTED STATEMENT OF CASH FLOW (2023 to 2027)					
	2023	2024	2025	2026	2027
<b>Beginning Cash Balance</b>	81,700,000	188,006,609	162,607,835	102,627,872	38,101,803
Sales Collection	3,417,903,500	3,588,798,675	3,768,238,609	3,956,650,539	4,154,483,066
Debtors Collection - past period	90,114,345	94,620,062	99,351,065	104,318,619	109,534,550
Equity	1,050,000,000				
Loan Facility	-	-	-	-	-
<b>Total Cash Inflows</b>	<b>4,558,017,845</b>	<b>3,683,418,737</b>	<b>3,867,589,674</b>	<b>4,060,969,158</b>	<b>4,264,017,616</b>
<b>TOTAL CASH AVAILABLE</b>	<b>4,639,717,845</b>	<b>3,871,425,346</b>	<b>4,030,197,509</b>	<b>4,163,597,030</b>	<b>4,302,119,418</b>
<b><u>CASH OUTFLOWS</u></b>					
Investments	1,872,814,200	1,000,000,000	1,200,000,000	1,500,000,000	1,500,000,000
Direct Costs	790,766,664	830,304,997	871,820,247	915,411,259	961,181,822
Overhead costs	668,200,961	701,611,009	736,691,560	773,526,138	812,202,444
Loan Payable	507,541,092	769,057,830	769,057,830	769,057,830	769,057,830
Other Payables	612,388,319	407,843,674	350,000,000	167,500,000	75,875,000
<b>TOTAL CASH OUTFLOWS</b>	<b>4,451,711,236</b>	<b>3,708,817,511</b>	<b>3,927,569,637</b>	<b>4,125,495,227</b>	<b>4,118,317,097</b>
Net Increase (Decrease) in Cash	106,306,609	(25,398,774)	(59,979,963)	(64,526,069)	145,700,519
<b>ENDING CASH BALANCE</b>	<b>188,006,609</b>	<b>162,607,835</b>	<b>102,627,872</b>	<b>38,101,803</b>	<b>183,802,321</b>