

*FIRMNESS REAL ESTATE LIMITED,*

*P. O. BOX 20653,  
DAR ES SALAAM, TANZANIA*

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**PRE-FEASIBILITY STUDY REPORT ON:**

**INVESTMENT FOR INDUSTRIAL PARK FOR LEASE**

**Presented To:**

**TANZANIA INVESTMENT CENTRE  
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**JULY 2023**

## FIRMNESS REAL ESTATE LIMITED

### Strategic Pre-feasibility Report

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*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 **FIRMNESS REAL ESTATE LIMITED** and Sector Experts for illustrative purposes and do not constitute actual forecasts.*

## FIRMNESS REAL ESTATE LIMITED

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## 1. Executive Summary

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### Company & Project concept

FIRMNESS REAL ESTATE LIMITED is limited Company incorporated in Tanzania under the Company act of 2002. The Company was incorporated 13<sup>th</sup> February 2023, and bears Certificate of Incorporation #163161265. Company implements project which is under building sector and we wish to register a new project under industrial park for lease.

FIRMNESS REAL ESTATE LIMITED project will be located at Plot 11 Block No E, Pwani Region. The outreach Office is located at Mikocheni Kinondoni Municipality in Dar es Salaam.

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 FIRMNESS REAL ESTATE LIMITED

Aims to;

- Lease constructed Real Estate sized 28,974 SQ. FT for the purpose of Apartments, Offices and factories which will accommodate other buildings, which shall be used as administration offices and new developments and increase in residents, retail establishments, Building and other amenities quickly pop up to service the growing population.
- Manage FIRMNESS REAL ESTATE 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 involvement
- Build relationships with investors in Real Estate and leasing Factories and industries But also building sector,
- 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.

## **Purpose of Business Plan**

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This document is prepared to serve the purpose as a Pre-feasibility study report for FIRMNESS REAL ESTATE LIMITED for investment in Industrial park for lease. 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:-

- Construction of a Real Estate sized 28,974SQ. FT for the purpose of Apartments, Offices and factories which will accommodate other buildings, which shall be used as administration offices and new developments and increase in residents, retail establishments, Building and other amenities quickly pop up to service the growing population.
- New construction properties offer better construction and more advanced, longer-lasting building materials than resale properties, leasing of factory building.
- Fulfillment and Control. Owning investment properties comes with other benefits that are not financial. When you own investment real estate, you are your own boss, which is fulfilling too many investors. You can also make a difference in your community, providing homes for renters or bringing businesses to commercial properties that will provide much-needed services to their communities.
- Protection against Inflation. Real estate investments are considered protection against inflation. When the prices of goods and services are rising, home values and rents typically increase, too. Investment properties, then, can provide you with rising monthly income and appreciation to help protect you financially when the costs of everything else is going up, too.

**The project promoter,** the project will be managed and operated by FIRMNESS REAL ESTATE LIMITED is owned by Chinese citizens from China with the following share distribution.

<b>NAME OF SHAREHOLDERS</b>	<b>NATIONALITY</b>	<b>SHARES%</b>
Mr. Zeng Xiao Xiao	Chinese	75%
Mr. Yan Jian fang	Chinese	25%

**Company Legality,** the legal certificates and documents such as Memorandum and Article of Association, certificate of incorporation, Tax Identification Number. Justify that FIRMNESS REAL ESTATE LIMITED is operating within the ambit of the law of the Land

**Project Organization Structure,** the management of FIRMNESS REAL ESTATE 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 Production Manager who will be directly responsible for all matters pertaining Industrial park for leasing.

**Investment Structure,** the project is estimated to cost 1,200,000 million USD the money covers building structures but also allocated fund include investment in, Building

Structure, Machineries and Equipment, furniture and fittings, pre-expenses and working Capital. The equity contributed by the shareholders is 1,000,000 USD equivalent to 100%. However, a financial policy of the Company state that the profits generated willbe re-invested

Forecasted financial Information, Financial information of FIRMNESS REAL ESTATE LIMITED is projected within five years. The company projected profit and Loss, account show a respectable turnover (for reference you shall see table on page 24)

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## **2. Statement of Purpose**

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This Profile is drawn for seeking CERTIFICATE OF INCENTIVES from the TANZANIA INVESTMENT CENTRE and pre –feasibility study report for Commercial Building Leasing.

### **2.1 Purpose of Investment**

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This document is prepared to serve the purpose as a feasibility study for FIRMNESS REAL ESTATE LIMITED for establishment Industrial park for Leasing at Plot 11 situated at Saeni in Kibaha Township Coast Region. The implementation of the project will comprise of the following:-

- Construction of Estate, Apartment and Industrial Park for Lease which will facilitate new developments and increase in residents and other amenities quickly pop up to service the growing population.
  
- Research study of market is showing consideration in purchasing a new property in areas and Industrial park for leasing, Apartments, and other important amenities are a long commute away may put you too far ahead of the curve and dampen your investments rental prospects.
  
- Fulfillment and Control. Owning investment properties comes with other benefits that are not financial. When you own investment real estate, you are your own boss, which is fulfilling too many investors. You can also make a difference in your community, providing homes for renters or bringing businesses to commercial properties that will provide much-needed services to their communities.
  
- Protection against Inflation. Real estate investments are considered protection against inflation. When the prices of goods and services are rising, home values and rents typically increase, too. Investment properties, then, can provide you with rising monthly income and appreciation to help protect you financially when the costs of everything else is going up, too.

## **2.2. Investment financing plan**

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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 investor has 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.

**TABLE 1  
FINANCING**

<i>Financing</i>	\$
<b>Owner's equity</b>	
Cash	200,000
Contributed asset value	800,000
<b>Total</b>	<b>1,000,000</b>

**TABLE 2  
INVESTMENT COST PLAN**

<i>COST INVESTMENT STRUCTURE</i>	\$
<b>Current assets</b>	
Working capital	140,000
<b>Property and equipment</b>	
Land	50,000
Building	600,000
Equipment	150,000
Furniture and fixtures	2,000
Motor Vehicles	20,000
Other	8,000
Pre- Expenses	30,000
<b>Total assets</b>	<b>1,000,000</b>

## 2.3 Summary of the Expected Results

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

- Provide an opportunity for availability of factory building for rent
- Increase 100 direct and indirect employment opportunities.
- Direct Domestic investment of more than \$3M within 2023 -2027.
- Increase tax contributed to the government
- Generate foreign currency.

## 3. BUSINESS DESCRIPTION

FIRMNESS REAL ESTATE LIMITED is limited Company incorporated in Tanzania under the Company act of 2002. The Company was incorporated 13<sup>th</sup> February 2023, and bears Certificate of Incorporate # 163161265. Company implements project which is under real estate sector (developers).

The Company will be responsible among others activities, operating and managing developer 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 FIRMNESS REAL ESTATE 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 developing buildings.

The current mission of the company is to penetrate the markets within real estate sector in Tanzania. The company can achieve this through

- Apartment Buildings, Industrial Park and residence buildings and Offices.

- Establishing sustainable business relationship with Real Estate companies and other Factories and office but also Apartment and residence buildings.
- Proper and reasonable remuneration of the personnel
- Continuing networking with our esteemed clients.

### **3.1.3. Project Promoters**

The **project promoter**, the project will be managed and operated by FIRMNESS REAL ESTATE LIMITED. Chinese citizens own the Company with diverse business in China. Current shareholding status is hereby shown below.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
Mr. Zeng Xiao Xiao	Chinese	75%
Mr. Yan JiangFang	Chinese	25%

### **3.1.4. Operations**

**FIRMNESS REAL ESTATE LIMITED.** The Company has not acquired Derivative right of the mentioned land and we are seeking further permits such as Certificate of Incentives for the Industrial park Leasing from TIC and there after consent shall be requested so as tenants can occupy the mentioned industrial park, office and Apartments

### **3.1.5. Project Location**

The project shall be implemented at constructed Real Estate, administration block that is within a 4 acres land each which is spacious to accommodate project of this nature. The project shall be located at Plot 11 situated at Saeni Kibaha Township, Block. No E.

### **3.1.6. Postal Address**

FIRMNESS REAL ESTATE LIMITED

P. O. Box 20653,  
DAR ES SALAAM,  
TANZANIA.

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## **4. Core Activities of the company**

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FIRMNESS REAL ESTATE LIMITED will be dealing with Establishing and operating the following facilities;

### **4.1.1. Construction of building and real Estate facilities**

In the first phase of the implementation of this project, the Company has constructed administration buildings that shall be used to accommodate installation of Machineries and Equipment's, administration offices and accommodation.

### **4.1.2. Commercial Buildings and Industrial Park for lease**

This consists of the Apartment Building, Commercial offices and Factories, which has size 28,974SQ. FT, administration and residence blocks as well.

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## **4.2. Technical requirements of the project**

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The project implementation had required some of technical facilities and skills among others include -

- Machines making facilities manufacturing friendly
- Trucks, forklifts for moving cargos from one place to another
- Excavator
- Professional engineers for consulting and construction of the buildings

## 5. REAL ESTATE INDUSTRY

### 5.1 REAL ESTATE SECTOR IN TANZANIA

The value of Tanzania's properties accounted for 3.7% of the country's GDP (USD1.8b) in 2014, compared to USD1b in 2009, representing an increase of 63%. The increase is mostly driven by the increasing demand for urban accommodation and the fast-growing Tanzanian population. Currently (2016), the population of Tanzania is estimated to be 54.85m and is expected to more than double by 2050. The development of properties in Tanzania is mostly focused on the commercial capital Dar es Salaam, but also on other major urban centers such as Mwanza, Arusha and Mbeya, due to growth in agriculture, mining and tourism sectors. The demand for properties in Tanzania is estimated at 200,000 houses annually, which results in a current housing shortage of 3m houses.

Alternative building materials are being explored as a way to deliver these houses on a rapid scale, according to the Centre for Affordable Housing Finance in Africa (CAHF). The Tanzanian housing demand has been boosted by easier access to mortgages, with the number of mortgage lenders in the market increasing from 3 in 2009 to 21 in 2015. The average mortgage interest rate in Tanzania fell from 22% to 16% during the same period.

Tanzania Housing Properties Rentals Property rentals in Tanzania are higher than those found in Kenya's capital, Nairobi for example where a one-bedroom apartment in the city center can be rent at around USD 444.5 a month while in Dar es Salaam it is at an average of USD 775.3 a month. Out of the Dar es Salaam city center, to rent a one-bedroom apartment can cost up to USD 514.34 a month. Tanzania Housing Properties Price Housing price per square meter averages USD 1,200.

### 5.2 IMPORTANCE OF REAL ESTATE SECTOR IN TANZANIA

The reason why Tanzania needs a vibrant real estate sector today is to ensure economic independence in the long run. This can be achieved because of different advantages attached to the real estate sector, which include: Firstly **Ability to Leverage Funds**, When investing in real estate you probably cannot afford to buy properties in full. After

all, that single-family home you plan to rent might cost \$200,000 or more. That is where advantage comes in. Advantage in real estate means you are using other people's money to purchase properties. In this case, you will take out loans from banks, mortgage lenders or credit unions and pay them back over time. This allows you to add to your real estate holdings without spending the full amount of money you would need to buy them on your own. Secondly **Portfolio Diversification**. Another benefit of investing in real estate is its diversification potential. Real estate has a low and in some cases negative correlation with other major asset classes. This means the addition of real estate to a portfolio of diversified assets can lower portfolio volatility and provide a higher return per unit of risk. Thirdly, **Build Equity and Wealth**. As you pay down a property mortgage, you build equity an asset that is part of your net worth. In addition, as you build equity, you have the advantage to buy more properties and increase cash flow and wealth even more.

Fourthly, **Appreciation**. Real estate investors make money through rental income, any profits generated by property-dependent business activity, and appreciation. Real estate values tend to increase over time, and with a good investment, you can turn a profit when it is time to sell. Rents also tend to rise over time, which can lead to higher cash flow.

Fifthly, **improving Buildings**, as technology has improved, so has our ability to save water and electricity. Building standards have changed to support more sustainable and environmentally conscious design. Whether real estate developers are building new properties from the ground up or renovating old ones, they can consider these new standards. This enables them to produce buildings that are cooler in summer, warmer in winter and place less strain on the electrical grid. In addition, newer buildings are typically safer and more resilient against the elements owing to advances in engineering.

### **5.3 DEVELOPERS IN TANZANIA**

Currently Tanzania has many developers, they are increasing each day, and hence they contribute a lot to accommodating industries and many other investments in Tanzania.

### **5.4 PROJECT JUSTIFICATION**

The proposed project is under management of FIRMNESS REAL ESTATE LIMITED s in line with Tanzania Government efforts in attempt to revamp the economy and attract many investors as possible in different sectors. The recent drive of attracting investors in Tanzania in order to maximize its 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 2007/2008, the Government reviewed the existing Industry and trade Policy, taking into consideration the social economic base and the dynamism of Manufacturing and other industries in Tanzania.
- iii. In depth studies have been carried out in the following area
  - SMEs development study

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- Trade Integration Strategy, 2015-2023

Regarding the initiative undertaken by FIRMNESS REAL ESTATE LIMITED sponsors, is justified by the following facts.

- The sponsors have a special invested interest in real estate and manufacturing, they have several years of experience in the mentioned fields.

Therefore, the establishment and operation of Commercial buildings will boost and at the same time strengthening real estate sector in Tanzania. The Company's marketing strategy, intention is to have a wide field of getting commercial buildings hence that's why they have started with this project, and they intend continuing with similar projects in the future.

#### **5:5 SOCIAL AND ECONOMIC IMPACT OF THE PROJECT**

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

- Improve and increase development of buildings in Tanzania
- Increased competitiveness among estate developers in Tanzania
- The project will provide employment for more than 100 people direct and indirect
- 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

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### 6.1 Increased demand of Commercial Buildings in Tanzania

Tanzania now is witnessing the tremendous developments of technology advancement. In addition, there are many investors coming to invest in Tanzania so there has been a very huge demand in commercial buildings where investors can establish their projects.

### 6.2 Uniqueness location of the project

FIRMNESS REAL ESTATE LIMITED.'s project is located in a prime are in Tanzania. Location of the Project is Plot 11 Situated at SAENI, Kibaha Township in Pwani Region. The location of this project provides an opportunity to FIRMNESS REAL ESTATE LIMITED to capture easily the market all around Tanzania and neighboring countries since it is 500 meters form the Morogoro road which goes up country and also it has easy accessibility which is huge attraction for potential clients to come and lease our Real estate.

### 6.3 Government Policy

The Government of Tanzania has made the policy that intends to improve and promote Investment sector. 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.

## 7. Analysis of Strengths, Weaknesses, Opportunity and Threats

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

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

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

1. In future if needs arises the Company may seek more funds from bank to finishing 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. Marketing Information**

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### **8.1. Marketing Strategy**

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#### **8.1.1. Overview**

Providing high tech products, providing friendly service and employing an aggressive marketing plan to build customer traffic, will achieve the success of FIRMNESS REAL ESTATE LIMITED. Today's market requires more than just products and service to make FIRMNESS REAL ESTATE LIMITED successful. FIRMNESS REAL ESTATE LIMITED will constantly strive to enthusiastically win more customers by being proactive rather than reactive in our marketing efforts.

The kind of commercial buildings we have can be used for Commercial and industrial lease for office building, Apartment and many other sectors of investment. With the advancement of science and technology, the development of the national economy and the improvement of people's living standards.

Management will endeavor to create and maintain a positive, appealing image for the customers. This image will be consistently portrayed throughout all marketing channels and sales promotions. The following exemplifies some of the tactics we will use to drive more sales.

#### **8.1.2. Customer Database**

FIRMNESS REAL ESTATE 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 database software FIRMNESS REAL ESTATE LIMITED will gather names in a variety of manners including staff requests; business card drop for free lunch; guests' signup book with promotional signage; menu insert promotion; etc.

#### **8.1.3. Advertising**

FIRMNESS REAL ESTATE LIMITED will adopt an aggressive advertising strategy. Outdoor signage for FIRMNESS REAL ESTATE 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.

FIRMNESS REAL ESTATE LIMITED will utilize both traditional non- traditional methods of advertising. Management's viewpoint on advertising is state in your own words, the philosophy FIRMNESS REAL ESTATE LIMITED will adopt towards the use of traditional advertising such as radio, newspaper, billboards or television and social media.

#### **8.1.4. Costing and Pricing**

The management of FIRMNESS REAL ESTATE 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.

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### **8.1.5. Customers**

FIRMNESS REAL ESTATE LIMITED is targeting to all regions in Tanzania and outside of Tanzania specifically targeting the following customers: local and foreigners. Which will improve their economic circumstances. In small towns, real estate development attracts more residents, and in urban areas, real estate development can rejuvenate regions that have lost their earlier appeal. These developments help maintain or even improve local property prices, which also aids the local economy.

### **8.1.6. Service**

As it has been explained in preamble chapters, FIRMNESS REAL ESTATE LIMITED will be offering service of leasing the commercial buildings such as warehouses, administration office and residence for accommodation at Plot 11 SAENI, Kibaha Township Coast Region in Tanzania. FIRMNESS REAL ESTATE LIMITED as real estate developers has a **positive impact can be far-reaching for local communities**, turning small hamlets into sustainable towns. Without real estate development, we would not have homes, shops, schools, hospitals, and other essential buildings to protect us from the elements and service our needs. The reason why real estate development is important is that it supports progress in our society.

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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 developers and government agencies.
- Training of sales staff and Marketing personnel.

***Long Term Plans includes:***

- Join to the network of developers and attend and business show cases, conferences and any related gathering that shall pose as a valuable opportunity
- Investing Market Research and Development

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## 9. Management & Administration

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### 9.1. Management

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The management team of FIRMNESS REAL ESTATE LIMITED  
Planned to be constituted by the following management team: -

#### **9.1.1. Board of Directors**

The board of Directors manage FIRMNESS REAL ESTATE LIMITED, which is the apex body for strategic decision making of the project. Directors of the Company are the ones who having shares in FIRMNESS REAL ESTATE LIMITED, The Company that shall manage this project.

#### **9.1.2. 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 staff welfare and report them to the board of directors.

#### **9.1.3. Estate Manager**

Estate Manager will be employed who expected to have an extensive background in the real estate industry. As the real estate Manager will be directly responsible for overseeing of the estate wellbeing and whether there shall be need to fix or add anythingthe estates manager shall advise the superior and the task shall be in consideration or done as soon as possible depending on the urgency.

Under the real estate manager, there shall be reasonable number of technical staff who will be involved in daily operations within this project.

#### **9.1.4. Accountant/cash**

An accountant will be employed who is expected to have good experience in accounting system as well as he will be responsible in managing cash of FIRMNESS REAL ESTATE LIMITED but also keeping books of accounts properly.

#### **9.1.5. Management Agreements**

Management Agreements will be executed between FIRMNESS REAL ESTATE 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.

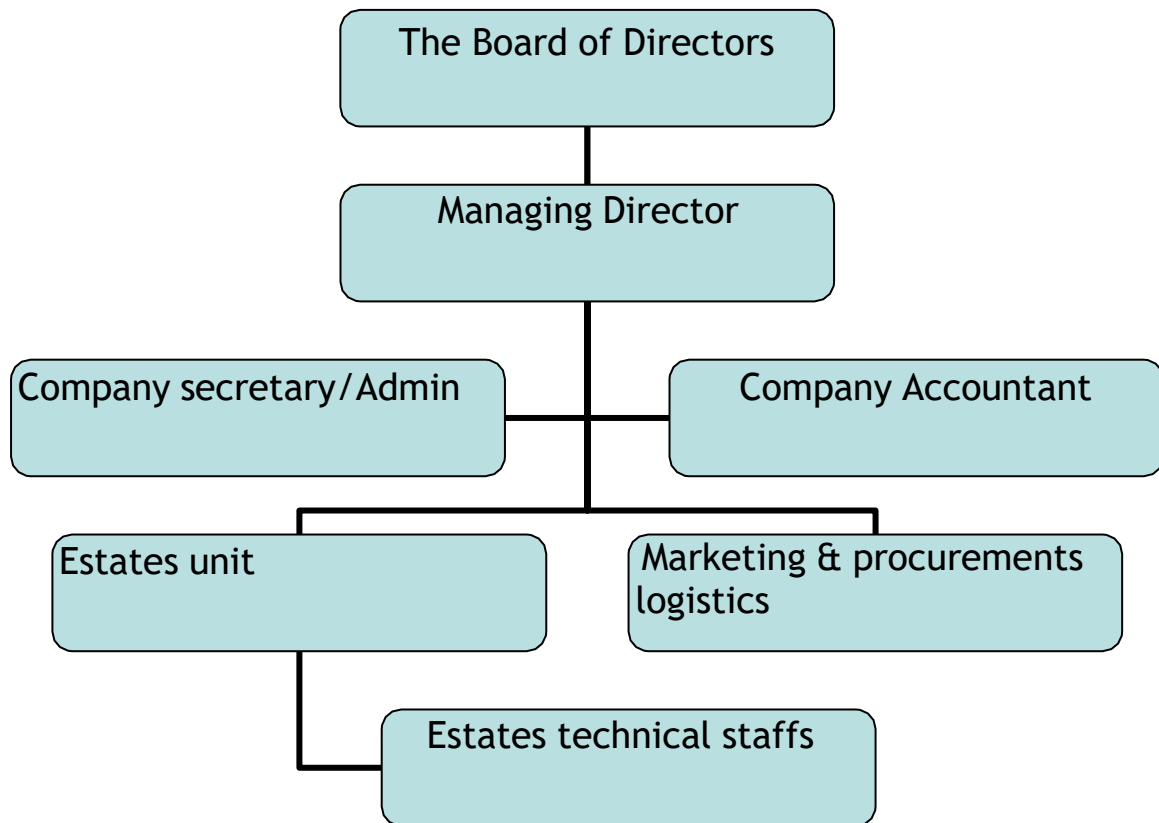
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### 9.1.6. Confidentiality Agreements

FIRMNESS REAL ESTATE LIMITED will enforce that all Employees sign a confidentiality agreement. Confidentiality agreements with our employees and partners will protect our service, 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 FIRMNESS REAL ESTATE LIMITED is planning to have the following organization structure.



## **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.

**FIRMNESS REAL ESTATE LIMITED**

**CASH FLOWS PROJECTION FOR FIVE YEARS FROM 2023 TO 2027**

	Pre-Startup EST	,2024	2025	2026	2027	2028	Total
<b>Cash on Hand</b> (beginning of month)	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 2,400,000	\$ 3,840,000	\$ 5,424,000	\$ 13,664,000
<b>CASH RECEIPTS</b>							
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
<b>TOTAL CASH RECEIPTS</b>	\$ 1,000,000	\$ -	\$ 1,400,000	\$ 1,440,000	\$ 1,584,000	\$ 1,742,400	\$ 7,166,400
<b>Total Cash Available</b> (before cash out)	\$ 1,000,000	\$ 1,000,000	\$ 2,400,000	\$ 3,840,000	\$ 5,424,000	\$ 7,166,400	\$ 20,830,400
<b>CASH PAID OUT</b>							
Purchases other fixed		\$ -	\$ 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,		\$ 4,500	\$ 20,400	\$ 20,400	\$ 20,400	\$ 20,400	\$ 86,100
Supplies (office & operation.)		\$ 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
<b>SUBTOTAL</b>	\$ -	\$ 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
<b>TOTAL CASH PAID OUT</b>	\$ -	\$ 1,091,110	\$ 1,980,339	\$ 1,123,282	\$ 10,984,400	\$ 13,486,710	\$ 36,753,042
<b>Cash Position (end of month)</b>	\$ 1,000,000	\$ (91,110)	\$ 419,661	\$ 2,716,718	\$ (5,560,400)	\$ (6,320,310)	\$ (15,922,642)