

**PRE-FEASIBILITY STUDY REPORT ON:  
INVESTMENT IN LOGISTICS AND TRANSPORTATION SECTOR**

**Presented To:  
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**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED  
Strategic Pre-feasibility Report**

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED,  
P. O. BOX 6244,  
DAR ES SALAAM, TANZANIA**

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**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED**

**Business Profile: Pre-feasibility Study Report**

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DAR ES SALAAM, TANZANIA**

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## **1. Executive Summary**

### **Company & Project concept**

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** is limited Company incorporated in Tanzania under the Company Act of 2002. The Company was incorporated 20<sup>th</sup> September 2023, and bears Certificate of Incorporation # 168699832. Company implements project which is under Energy Sector.

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** will be located at Plot 21996, Samora/Mkwepu Street, Ilala District in 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 **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** aims to;

- Logistics and Transportation activities in Plot 21996, Samora/Mkwepu Street, Ilala District in Dar es Salaam Region.
- Manage **CTS INTERNATIONAL LOGISTICS TANZANIA 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 involve
- Build relationships with investors in Logistic and Transportation 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**

This document is prepared to the serve the purpose as a Pre-feasibility study report for **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** for investment in Logistics and Transportation sector. But also, the Pre-feasibility study report shall be

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be submitted to TIC for an award of Certificate of Incentives. The implementation of this project will comprise the following activities:-

- Construction of a warehouse and garage which will accommodate yard and storage facilities for this project.
- Procurements Trucks and Equipment's for this project.
- Equipping the project will all necessary modern furniture and facilities

**The project promoter**, the project will be managed and operated by **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** is owned by a Chinese companies from China and a with the following share distribution.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
CTS INTERNATIONAL LOGISTICS (H.K) CO. LIMITED	Chinese	95%
CTS INTERNATIONAL LOGISTICS CORPORATION	Chinese	5%

**Company Legality**, the legal certificates and documents such as Memorandum and Article of Association, Certificate of Incorporation, Tax Identification Number. Justify that **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** is operating within the ambit of the law of the Land.

**Project Organization Structure**, the management of **CTS INTERNATIONAL LOGISTICS TANZANIA 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, company accountant, Operational Manager who will be directly responsible for all matters pertaining Logistics and Transportation.

**Investment Structure**, the project is estimated to cost \$500,000, the money covers building structures but also allocated fund include investment in, building structure, warehouse, Garage, Equipment, furniture and fittings, pre expenses and working Capital. The equity contributed by the shareholders is \$500,000 equivalent to 100%. However, a financial policy of the Company state that the profits generated will be re-invested

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Forecasted financial Information, Financial information of **CTS INTERNATIONAL LOGISTICS TANZANIA 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 18 and 19)

## **2. Statement of Purpose**

This Profile is drawn for the purpose of seeking **CERTIFICATE OF INCENTIVES** from the **TANZANIA INVESTMENT CENTRE** and pre –feasibility study report for business of Transportation and Logistics.

### **2.1 Purpose of Investment**

This document is prepared to the serve the purpose as a feasibility study for **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** for establishment of Logistics and Transportation activities in Tanzania. The implementation of the project will compromise of the following: -

- Construction of a warehouse building which will accommodate Installation of Machines and Equipment for this project.
- Installation of securities in warehouse and yard where the trucks and other vehicles will be parked.
- Procurements Trucks, Machineries and Equipment for this project (Garage).
- Equipping the project will all necessary modern furniture and facilities
- Employing more than 50 people.

### **2.2. Investment financing plan**

The company expect to invest \$500,000 from shareholders' funds. Profits generated from business operation will be re-invested. Table below show the assumptions how the investment financing plan will look like.

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED,  
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**TABLE 1  
FINANCING**

<b>Financing</b>	<b>\$</b>
<b>Long-term liabilities</b>	
Long-term Equity	200,000
<b>Owner's equity</b>	
Cash	200,000
Contributed asset value	100,000
<b>Total</b>	<b>500,000</b>

**TABLE 2  
INVESTMENT COST PLAN**

<b>COST INVESTMENT STRUCTURE</b>	<b>\$</b>
<b>Current assets</b>	
Working capital	100,000
Opening inventory	50,000
Other	10,000
<b>Property and equipment</b>	
Land	50,000
Building	25,000
Equipment	20,000
Furniture and fixtures	3,000
Leasehold improvements	2,000
Plant	150,000
Motor Vehicles	40,000
Other _____	50,000
<b>Total assets</b>	<b>500,000.00</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 enough trucks for transportation.
- Import modern trucks, forklifts and machines for purpose of handling cargo.
- Increase 100 direct employment opportunities.
- Direct Domestic investment of more than \$1M within 2024 -2029.
- Increase tax contributed to the government
- Generate foreign currency.

## **3. BUSINESS DESCRIPTION**

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** is limited Company incorporated in Tanzania under the Company act of 2002. The Company was incorporated 20<sup>th</sup> September 2023, and bears Certificate of Incorporation # 168-699-832. Company implements project which is under industry sector.

The Company will be responsible among others activities, Transportation and 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 **CTS INTERNATIONAL LOGISTICS TANZANIA 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 and Transportation Sector in Tanzania.

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

- Logistics and Transportation
- Establishing sustainable business relationship with Industries and other Companies
- 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 **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED**. The Company is owned by Chinese. Current shareholding status is hereby shown below.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
CTS INTERNATIONAL LOGISTICS (H.K) CO. LIMITED	Chinese	95%
CTS INTERNATIONAL LOGISTICS CORPORATION	Chinese	5%

**3.1.4. Operations**

The project will be managed and operated by **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED**. The Company is finalizing acquisition of operation permits and Tax exemption clearance for trucks, 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 project shall be implemented at constructed warehouses, yard, administration block which will be very spacious to accommodate project of this nature. The project shall be located at Plot 2199/6, Samora/Mkwepu Street, Ilala District at Dar es Salaam Region.

**3.1.6. Postal Address**

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

**CTS INTERNATIONAL LOGISTICS TANZANIA** will be dealing with establishing and operating the following facilities;

### **4.1.1. Construction of warehouse facilities**

In the first phase of the implementation of this project, the Company shall construct warehouse which shall be used to accommodate storage facilities, yard and etc.

### **4.1.2. YARD**

This consist installation of security and equipment and Fixtures and fittings which shall be used for operation of the company in the project.

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

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

- Warehouse and Garage.
- Logistic Hub
- Trucks, Forklifts and etc

## **5. LOGISTICS AND TRANSPORTATION SECTOR**

### **5.1 LOGISTICS AND TRANSPORTATION SECTOR IN TANZANIA**

As of the last knowledge update in September 2023, the logistics and transportation sector plays a significant role in Tanzania's economy, facilitating the movement of goods and people across the country. Here are some key aspects of the logistics and transportation sector in Tanzania:

**Infrastructure:** Tanzania's logistics and transportation sector rely on a network of roads, railways, ports, and airports to facilitate the movement of goods and people. Investments in infrastructure development are essential for improving connectivity and efficiency within the sector.

**Modes of Transportation:** Tanzania utilizes various modes of transportation, including road, rail, air, and maritime transport. Each mode serves different purposes and plays a crucial role in meeting the diverse transportation needs of the country.

**Cargo Handling:** The efficient handling of cargo is vital for the logistics sector in Tanzania. Cargo terminals, warehouses, and logistics hubs play a critical role in facilitating the storage, handling, and distribution of goods across the country.

**Regulatory Environment:** The Tanzanian government has implemented regulations and policies to govern the logistics and transportation sector. These regulations aim to ensure safety standards, environmental sustainability, and fair practices within the industry.

**Challenges:** The logistics and transportation sector in Tanzania faces various challenges, including inadequate infrastructure, congestion, and inefficiencies in cargo handling and customs clearance processes. Addressing these challenges is essential for improving the sector's efficiency and competitiveness.

**Investment and Development:** Tanzania's logistics and transportation sector has witnessed investments aimed at improving infrastructure, modernizing transportation systems, and enhancing logistics services. These investments are crucial for supporting economic growth and development in the country.

**Future Prospects:** With increasing trade activities and economic development in Tanzania, the logistics and transportation sector are poised for growth. Continued investment in infrastructure, technology adoption, and regulatory reforms can further

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drive the development of this vital sector.

This adaptation provides an overview of the logistics and transportation sector in Tanzania, focusing on its infrastructure, modes of transportation, regulatory environment, challenges, and future prospects.

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**5:2 IMPORTANCE OF LOGISTICS AND TRANSPORTATION SECTOR IN TANZANIA**

The logistics and transportation sector in Tanzania is a crucial contributor to the country's economy. It facilitates the movement of goods and people within and beyond Tanzania's borders, supporting trade activities and economic development.

Logistics and transportation operations generate significant revenue through the provision of transportation services and logistical support. This revenue contributes to foreign exchange earnings and government revenues, which in turn finance essential public services and infrastructure projects, driving economic growth and development.

Employment opportunities within the logistics and transportation sector are vast, offering jobs to a significant portion of the Tanzanian population. This helps alleviate unemployment and poverty in regions where transportation activities are prevalent.

The presence of a robust logistics and transportation infrastructure attracts foreign investment, stimulating economic expansion, fostering job creation, and facilitating technology transfer and expertise into the country.

Tanzania serves as a key player in regional and international trade, facilitated by its well-established logistics and transportation networks. This position as a major trading hub contributes to foreign exchange earnings and strengthens the country's balance of payments. Investments in logistics and transportation infrastructure drive broader economic development by improving connectivity, efficiency, and accessibility. These investments benefit both business operations and local communities, enhancing socio-economic development.

Companies operating within the logistics and transportation sector often engage in corporate social responsibility initiatives aimed at improving the well-being of local communities. These initiatives may include investment in education, healthcare, and community development programs.

Diversification of Tanzania's economy through the logistics and transportation sector reduces reliance on a single industry, fostering resilience against economic fluctuations and promoting sustainable growth.

The logistics and transportation sector drives innovation and technological advancement, particularly in areas such as digitalization, fleet management, and supply chain optimization.

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These advancements enhance efficiency and competitiveness in both domestic and international markets. Tanzania's strategic geographical location and abundant natural resources present significant opportunities for the long-term growth and development of the logistics and transportation sector.

While the logistics and transportation sector offers numerous benefits to Tanzania, it also presents challenges, including infrastructure limitations, regulatory issues, and environmental concerns. Addressing these challenges requires collaborative efforts from government, industry stakeholders, and the community to ensure sustainable and responsible practices.

### **5.3 LOGISTICS AND TRANSPORTATION SECTOR IN TANZANIA**

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Currently, in Tanzania, there are several companies actively involved in the logistics and transportation sector, contributing to the country's infrastructural development and economic growth. These companies include:

1. **Sino Logistics Co Ltd:** They have invested in state-of-the-art technologies and infrastructure to ensure efficient movement of goods across the country, thereby contributing to Tanzania's economic development.
2. **MeTL Group:** Recognized as a leading logistics provider in Tanzania, **Sino Logistics Co Ltd** focuses on sustainable transportation methods and environmental stewardship. A significant player in Tanzania's logistics and transportation industry, MeTL Group specializes in providing cutting-edge transportation solutions
3. **Asas Transporters Co. Ltd:** A pioneer in Tanzania's logistics and transportation sector, Asas Transporters Services offers comprehensive freight forwarding and transportation services. They leverage advanced logistics solutions to ensure seamless delivery of goods, thereby facilitating trade and commerce within and beyond Tanzania's borders.
4. **Silent Ocean Tanzania:** Committed to providing sustainable logistics solutions, **Silent Ocean Tanzania** plays a vital role in Tanzania's supply chain management. They specialize in the transportation of goods using eco-friendly vehicles and practices, contributing to environmental conservation and sustainable development in the country.

These companies collectively represent the growing presence and importance of the logistics and transportation sector in Tanzania, facilitating trade, commerce, and economic development across the country and beyond.

## **5.4 PROJECT JUSTIFICATION**

The proposed project is under management of **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** is in line with Tanzania Government efforts in attempt to revamp the Logistics and Transportation sector. This has also been noted of recent drive of attracting investors in Tanzania in order to maximize her annual earnings from investment and also 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 investment and trade Policy, taking into consideration the social economic base and the dynamism of manufacturing industry in Tanzania.
- iii. In depth studies have been carried out in the following area
  - SMEs development study
  - Trade Integration Strategy, 2009-2013

Regarding the initiative undertaken by **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** sponsors, is justified by the following facts.

- The sponsors have a special invested interest in logistics and transportation and logistics they have several years of experience.

Therefore, the establishment and logistics and transportation facility will boost and at the same time strength this sector in Tanzania. The Company's marketing strategy and intention is to have a wide service base which focuses both to ordinary consumers use.

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

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

- Improve efficacy of the logistics and transportation sector in Tanzania
- Increased competitiveness among service provider in Tanzania
- The project will provide employment for more than 50 people

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- The Government and other agencies will benefit from various taxes, fees and commissions that will be paid to the Treasury etc.

## **6. OPPORTUNITY DRIVERS**

### **6.1 Increased demand Logistics and Transportation Services in Tanzania and all over the world**

Tanzania is currently experiencing remarkable technological advancements in the logistics and transportation sector. The utilization of this service in various industries is steadily growing, with a rising demand both domestically and internationally.

### **6.2 Uniqueness location of the project**

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED.**'s project will be one of the major Logistics and Transportation hub in Tanzania. And location of the Project shall be at Plot 2199/6, Samora/Mkwepu Street, Ilala District at Dar es Salaam Region. The location of this project provides an opportunity to **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** to capture easily the market of the whole country and nearby countries in East Africa and SADC Countries.

### **6.3 Government Policy**

The Government of Tanzania has made the policy that intends to improve and promote Logistics and Transportation 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)

<p><b>Strengths</b></p> <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>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>▪ Not yet emphasize on the marketing</li> </ul>
<p><b>Opportunities</b></p> <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>	<p><b>Threats</b></p> <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 other companies provides same services.</li> </ul>

**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 phase of this project.
2. The company will employ expatriates for marketing of its services and develop marketing plan.

## **8. Marketing Information**

### **8.1. Marketing Strategy**

#### **8.1.1. Overview**

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

Management will endeavour 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**

**CTS INTERNATIONAL LOGISTICS TANZANIA 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 promotions. The database will be gathered and maintained on special software **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** will gather 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.

#### **8.1.3. Advertising**

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** will adopt an aggressive advertising strategy. Outdoor signage for **CTS INTERNATIONAL LOGISTICS TANZANIA 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.

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** will utilize both traditional non-traditional methods of advertising. Management's viewpoint on advertising is state in your own words, the philosophy **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** will adopt towards the use of traditional advertising such as radio, newspaper, billboards or television.

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

The costing and pricing is done by the management of **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED**. The costing takes into consideration various aspects depending on the cost which has already been 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.

#### **8.1.5. Customers**

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** is targeting to all regions in Tanzania and outside of Tanzania specifically targeting the following customers: Industries, Manufactures and etc.

#### **8.1.6. Products**

As it has been explained in preamble chapters, **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** will set project which will be indulging in providing Logistics and Transportation services in Tanzania

### **8.2 Marketing Plan**

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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 manufacturers who will needs our services.
- 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

## **9. Management & Administration**

### **9.1. Management**

The management team of **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** planned to be constituted by the following management team:-

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

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** be managed by the board of Directors which is the apex body for strategic decision making of the project. Directors of the Company are the ones who having shares in **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED**, The Company which 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 staffs welfares and report them to the board of directors.

#### **9.1.3. Operation Manager**

The Operations Manager will be responsible for overseeing all logistics and transportation activities, including route planning, fleet management, and customer service. They will work closely with our team to ensure timely and efficient delivery of goods while maintaining the highest standards of safety and compliance.

Under production manager there shall be reasonable number of technical staffs who will be involved in daily processing within this project.

#### **9.1.4. 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 **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** but also keeping books of accounts properly.

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

Management Agreements will be executed between **CTS INTERNATIONAL LOGISTICS TANZANIA 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.

#### **9.1.6. Confidentiality Agreements**

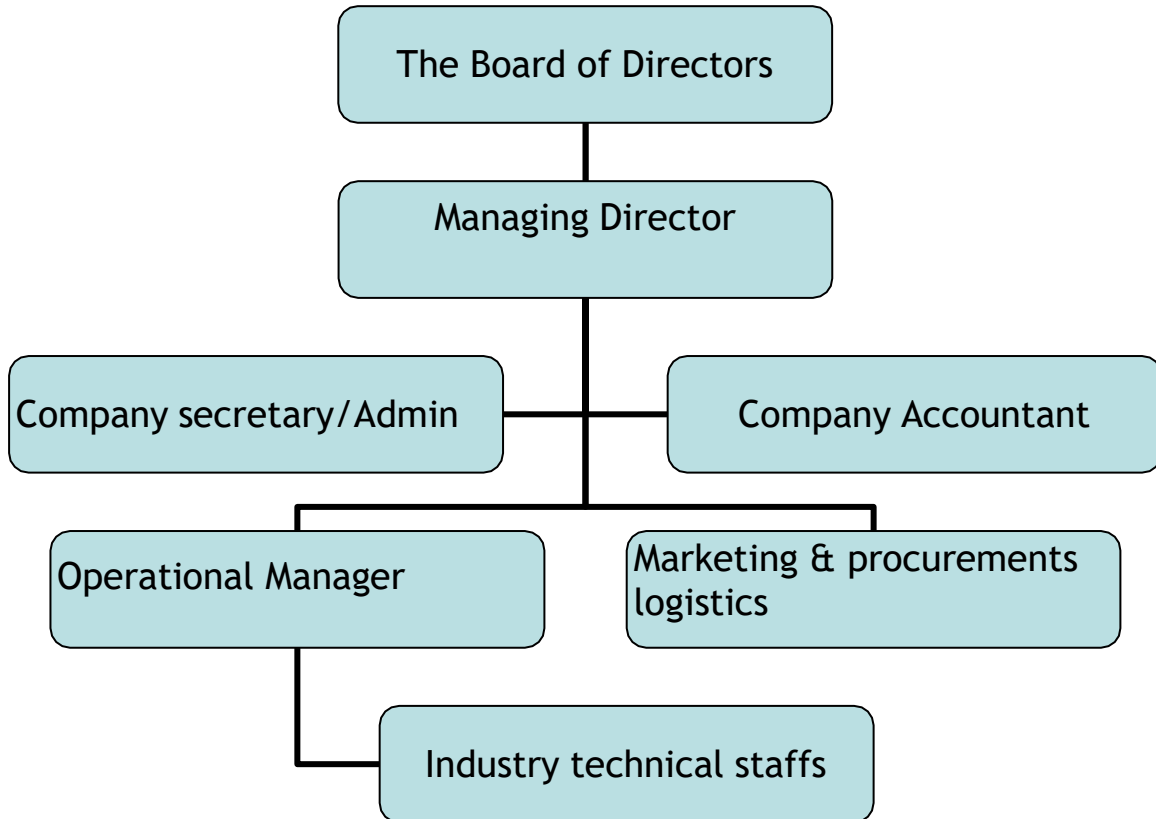
**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** will enforce that all employees sign a confidentiality agreement. Confidentiality agreements with our employees and partners

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will protect our products, 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 **CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED** is planning to have the following organization structure.



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## **10. Conclusion**

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- 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.

**CTS INTERNATIONAL LOGISTICS TANZANIA LIMITED**

**CASH FLOWS PROJECTION FOR FIVE YEARS FROM 2024 TO 2027**

	Pre-Startup EST	,2023	2024	2025	2026	2027	Total
<b>Cash on Hand</b> (beginning of month)	\$ -	\$ 500,000	\$ 500,000	\$ 1,900,000	\$ 3,340,000	\$ 4,924,000	\$ 11,164,000
<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 Loan	\$ 500,000		\$ -	\$ -	\$ -	\$ -	\$ 500,000
<b>TOTAL CASH RECEIPTS</b>	\$ 500,000	\$ -	\$ 1,400,000	\$ 1,440,000	\$ 1,584,000	\$ 1,742,400	\$ 6,666,400
<b>Total Cash Available</b> (before cash out)	\$ 500,000	\$ 500,000	\$ 1,900,000	\$ 3,340,000	\$ 4,924,000	\$ 6,666,400	\$ 17,830,400
<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 & 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
<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>	\$ 500,000	\$ (591,110)	\$ (80,339)	\$ 2,216,718	\$ (6,060,400)	\$ (6,820,310)	\$ (18,922,642)