

2024



**MASR TRADING AND INDUSTRIES LIMITED**

**DETAILED FEASIBILITY STUDY**

**(URBAN FARM)**

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## **EXACUTIVE SUMMARY**

### **1.1 Introduction**

Fattening beef cattle in a feedlot management system is an effort to achieve a consistent supply of quality beef that meets market needs for premium quality. It allows producers to maintain production when lush pasture is not available, to achieve rapid growth with a balanced ration of grains and dry hay. to generate a year round cash flow, and to value-add ration components. Through good management, preventative veterinarian practices. and balanced rations, the cost per kilogram of weight gain can be less than the traditional feeding methods of feeding calves after weaning in Tanzania.

### **1.2 Success Drivers**

During the development or this business idea, Masr trading and industries limited identified 3 success drivers that will be instrumental in the implementation of the project. First, shall be the implementation of strict financial controls. By having the proper controls, production efficiency will be maximized. The second key will be the never ending pursuit for the industry's highest concentration levels of quality in each product from the farm. The third key is the recognition and implementation of the philosophy that 100% customer satisfaction is required to ensure a profitable business, Profits area by product of satisfying customers. not the other way around.

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### 1.3 Products

masr trading and industries limited is a 72 -acre farm project that focuses on the Commercial Cattle Feedlotting system, Crop Cultivation and Forest Conservation. Under this project MASR TRADING AND INDUSTRIES LIMITED has chosen to deal with 2 main areas that have significant market demand as well being suited for maximum growth in the farm. Under feedlotting system cattle, goat and sheep will be the one main section or animal product while manure which is the by-product shall be systematically collected from animal pen to give another product of organic fertilizers- to be used by professional instructions, mainly for hay, vegetables and other fruits farming provided in the area that shall be set aside for farming; this aspects of collecting the manure shall enrich the purpose of environmental conservation.

The above shall be areas we will focus on in our farming business. If need arises we will endeavor to add more related aspects as there is more opportunities in the entire agro value chain.

### 1.4 Marketing

masr trading and industries limited has three distinct customers. The largest is meet processor in the country (TAN CHOICE) of which the establishment is within the logistical proximity of our business farm i.e. just less than 20kms from the farm. Next we will take advantage of having nearby the Kwala and Kibaha livestock market this big market for live animals is situated within the radius of 10km from the location of our farm, this is a famous market available for many other animal exporters. Thirdly. the market for other agro-crop production in addition to hay production. i.e vegetables and fruits as shall be determined, shall be marketed at the CBD in Dar es Salaam, which is a major country agro-product business hub, found within 100km counted from our farm. Also we signed agreements to export live stock to the ministry of defence of Egypt every three months. we have big market to supple middle east countries.

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It is important to note that the market for live animals in Tanzania is quite wide and exciting. Surveys show that in Tanzania there is a huge gap estimated to reach 124,778 tons of red meat (Year 2021/22) Source: I-SIP T Livestock Sector Analysis (2017).

### 1.5 Management Team

MASR TRADING AND INDUSTRIES LIMITED will be led by Dr. Hatem Ahmed, the Managing Director. he brings a wealth of business and project management skills to the company His project management skills and competencies are gathered from his past experience from reputable organizations including he managed the designing and supervision of various project implementations.

### 1.6 Financial Plan Summary

TO finance this project leading to its growth and reach a full-scale production, Business need a

Total of 1.8 B The promoter plan to source a term of investors TZS 530m (To cater for other Fixed assets and others for Operation Capital). Promotor Contributes I.1B as equity as shown in the table no.(2.8.4)

The Projections Show that the business should be turning profit after one year and loan repayment are projected to be met without much strain.

## 2. PROJECT DETAILS

### 2.1 Project Objectives

The masr trading and industries limited has identified several objectives for the business:

- Become a sustainable leading supplier of Good Quality products of live animals integrated with other mixed farming (Vegetables, Fruits and others) for the beef processing industry and other local market demands.
- Reach the point of sustainable profitability.

### 2.2 Mission

It is mission to become the leading provider of Quality Live Animals and Mixed (identified) farm produce to the beef production industry and to other consumers. This will be accomplished by providing quality products at competitive prices while exceeding customer's expectations.

### **2.3 Project description**

It is the Sole proprietor who owns the land of approximate 72 acre in size, whose intention is to integrate Commercial Cattle feed loting and Mixed Crop cultivation as a means of utilizing the by-product of feedlotting system i.e organic manure as plant nutrients.

### **2.5 Production plan**

Most beef farmers in Tanzania are pastoralists based in arid and semi-arid areas prone to harsh climatic conditions.

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This leaves farmers vulnerable to losing their prized livestock and end up selling high value animals at throwaway prices.

To avoid this, we will buy their cows when they are a year old instead of staying with animals that put pressure on the pastures and then during the dry season it is too late to save them.

We will travel to various livestock markets where we will buy cattle for between TZS.350.000 to TZS. 700,000 depending on the breed. Most of it Will be normally emaciated or underweight.

The animals then transported to our farm where they will be vaccinated and isolated for two weeks before they are introduced to the paddock where the rest of the animals are kept,

We will make sure the animals are not carrying any harmful diseases so they do not infect the rest or the herd; all of this shall be recorded in the database per animal for trucking records from date of arrival through to sale date. They will then be tagged and weighed before the feeding programmer starts.

### 2.5.1 FEEDLOT DESIGN

we will design feedlot in a manner that reduces workers and animals Stress during handling; the design type shall be able to feed cattle adequately and efficiently by providing a well-drained cattle space, maintaining sustained efficiency and profitability across the entire operation and is ideal for the environment. The design will manage a one-time capacity of 2000 head of growing/finishing cattle —this is to accommodate moderate sized groups, the feeding facility will be developed to have pens that will handle approximately both 80 head and 120 head sized pens/acre. Projections for us are based on establishing the feedlot on a minimum of 200 acres of land. As for manure management plan we plan to develop all area to utilize manure generated from the feedlot system.

The basic design of the project facility would include the following:

- Fence line bunks, and feeding drive cattle area (in the building) is hard surfaced and outside area is partially hard surfaced
- Dirt mounds will be incorporated into pen design to facilitate drainage and manure management

- A covered working area will be developed for individual animal treatment
- An approved waste management system will be developed/incorporated
- Alleys for sorting and movement to loading and working areas will be developed
- Sick pens will be included in the design

Unlike ordinary farmers who combine grazing on pastures and animal feeds, the feedlots are zero grazing units that focus on animal feeds with the intention of fattening the animal; while the product of dairy cows is milk and beef, for beef cattle the product shall be calf.

We intend to research and develop own formula that shall render to maximum results within 90 days' window period. We intend also to set up a feed factory that produces our own brand of animal feeds,

Our formula for animal feeds which contain high energy; optimum protein, vitamins and minerals by combining, grains, cotton seed oil cakes and commercially manufactured supplements.

Making our own feeds and establishing the factory, allows the business to save on money and adds revenue to the company.

After three months of intensive feeding, we will expect to sell an animal at between TZS. 700,000 and TZS. 1,000,000 depending on the breed.

#### 2.5.2 Services:

•The VFarms2020 management, with inputs by technical staff, will develop services to be provided. A basic description of the specialized management services offered to V Farms2020 members would include:

- Technical management provided by a professional feedlot manager
- Marketing consultations—A marketing service may be offered at additional cost
- Pen closeout information on animal performance, feed usage, and production costs
- Access to professional feedlot consultation
- Cost effective ration formulation

- Monitored animal health program
- Integrated information system analysis
- Additional cost options:
  - Carcass information
  - Risk management
  - Individual animal weights
  - Sublease service

These services provide specialized management alternatives to members of VFL. The service options support access to the latest management systems, marketing alternatives, and technology advances. The competitive position of the members is improved through the use of the latest available technology; by focusing the management scheme, capturing economies of scale advantages, and monitoring performance and cost of production factors.

## **2.5 Market**

### **2.5.1 Market Analysis Summary**

We have identified three main customer groups: Abattoir companies: Live cattle/sheep/goat Exporters and other. The customer segments are distinct enough to be able to allow market targeting.

### **2.5.2 Market Segmentation**

We have identified three different target market segments which they will sell to

#### **Abattoir companies**

In this category there is large demand of live animals for good quality animals and well-kept with a proper recording of feeds and vaccination; this shall be our main market target. Today business it's all about information we will make sure we have the database of each animal kept and sold from our farm.

#### **Live cattle/sheep/goat Exporters**

This group include existing live animal traders who come to Tanzania or individuals whose business is buying and selling; this are also our target group: because of strategic location of farm i.e being near Dar es Salaam port which provides adequate accessibility to export market,

#### **Others**

This category are the local Traders who buy and sell, small abattoir individuals etc.

### **2.5.3 Target Market Segment Strategy**

we have chosen the three market segments based on the consistent demand for live animals and fresh vegetables inside and outside the region. While there are other potential customers, they are smaller, less consistent in terms of demand, and more difficult to reach. The abattoir; exporters and local demand are attractive customers due to their consistent demand and typical long-term contract needs

### **2.5.4 Industrial Analysis**

It is estimated that by year 2025 /2026 Tanzania shall be able to produce 742,000 tons of meat while the consumption level shall have grown to 867,302 tones leaving a deficit of 124,778

While 97% comes from pastoral and agro pastoral communities, there is a need by the government and private sector to intervene and scale production by promoting SMEs and individual proprietorships involved in agro-animal production so as to fill this gap in demand.

### **Contribution of Cattle Ranching System to the National Red Meat Production (in tones)**

Production	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	%
Central	284	296	309	322	336	350	23
Coastal and lake	425	505	603	713	847	1.006	136
Highlands	1,042	1,146	1.260	1,385	1,522	1.674	61
Total	1.752	1.947	2.169	2,420	2,705	3.029	73
Cattle from feedlots fattening and the diary subsector							
Feedlot	7,433	11,45	17,64	27,19	41.90	64,56	769
Dairy subsector	5.376	6.603	8.110	9.961	12.23	15.02	180
Total	12.80	18.05	25,75	37.15	54,13	79,59	521

Source: LSIPT Livestock Sector Analysis (2017), MI-F

- The potential contribution of cattle to red meat overall production zones grows from 393,964 tons in 2016/17 to 528,245 tones by 2021/22 (a 34% increase).
- The contribution of cattle ranching system to red meat production grows from 1,752 tones in 2016/17 to 3,029 tons by 2021/22 (a 73% increase). The contribution of feedlot and dairy subsector system to the national red meat production grows from 12,809 tones in 2016/17 to 79,593 tones by 2021/22 (p 521% increase).

Table: **Channel of Distribution % Of S Sales**

Channel Distribution Percent of Sales	
Abattoir	75%
Exporter of live animals	24%
Others	1%

### **2.5.5 Competition and Buying Patterns**

As mentioned previously, competition takes two forms; farms similar in size and production capacity. The similar sized farms range in size 72 acres. The qualities of product differ in accordance of the size of the farm.

- price
- Availability
- Ability to deliver consistently on long-term contracts
- Significant % of active quality
- Consistency.

### **2.5.6 Strategy and Implementation Summary.**

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We will leverage their competitive edge in order to gain significant market share. Their competitive edge is their ability to consistently supply and produce with high quality percentages as well as a high ratio of healthy animals and other crops (sellable).

The marketing strategy will have the objective of raising awareness and visibility Of their industry-leading percentages of active products. The strategy will communicate the fact that we supply beyond customer expectations.

The sales strategy. in addition to reinforcing the competitive edge, will seek to qualify leads by concentrating on ability to perform reliably on long-term contracts, becoming a stable supplier to the larger companies that need a steady supply stream.

### **Competitive Edge**

VF has a dual competitive edge

- **High Quality products:** - The market for high quality beef products is lucrative because there is a high demand for meet, locally and internationally.
- **Consistency in supply:** -This is beneficial to the purchaser because there will be a constant supply unlike normal pastoral who are seasonal supplier.

## **2.6 Business SWOT analysis**

- **Strength:**

Our strength as a cattle-rearing business is the fact that we have healthy relationships with some of major players (agriculture merchants) in the livestock farming industry; both suppliers and buyers within and outside of the TZ

We will have some of the latest cattle rearing machines; tools and equipment that will help us breed our cattle (cows, oxen, bulls, bullocks, steers, heifers and calf et al) in commercial quantities with less stress. Aside from our relationship (network) and equipment. we can confidently boast that we have some the most experienced hands in cattle rearing I livestock farming industry in our payroll.

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- **Weakness:**

Our weaker side could be on financial capability. We may not have sufficiently the required capital injection. We are aware of this and from our projection will overcome this weakness with time (by soliciting bank loan) and turn it to a major advantage for the business.

- **opportunities:**

The opportunities that are available to us cannot be quantified exhaustively. One of the major one is that we know that there are a lot of individuals/homeowners, and industries that will source for cattle (cows; oxen, bulls, bullocks, steers, heifers and calf et al), and also industries that will source for the raw materials from our livestock farms both in the Tanzania and other parts of the world, The market is vast.

- **Threat:**

Some of the threats and challenges that you are likely to face when you start your own cattle rearing are global economic downturn that can impact negatively on household spending, bad weather cum natural disasters (draughts, epidemics), unexpected unfavorable government policies and the arrival of a competitor (a commercial farm that rear same animals) as our cattle feedlot within same location.

There is hardly anything you can do as regards this threats and Challenges other than to be optimistic that things will continue to work for our good.

### **Keys to Success**

we will adhere to three keys that will be instrumental in its success:

- Strict financial controls.
- The never ending pursuit of the highest concentration of quality in every product.

- Ensuring that all customer needs are met and they are satisfied with the purchased products,

## **2.7 MANAGEMENT**

The management team shall be led by the Managing Director, Dr. Hatem Ahmed ; he will find the manager with required agro business skills, qualification and experience or Consultancy to design the management team because this shall be key and heart of the business\*

Masr trading and industries limited is aware of the importance Of building a solid business structure that can support the picture of the kind of world-class business we want to own, this is why we are committed to continue hiring the best hands in and around country.

we will ensure that we hire people that are qualified. hardworking, dedicated, customer centric and are ready to work to help us build a prosperous business that will benefit all the stakeholders (the owners, workforce, and customers).

### **KEY PERSONNEL.**

Central to the success Masr trading and Industries Limited is a competent manager and staff. The initial manager will be under the supervision of the interim board of directors and will be responsible for startup and operation of the project. These start up responsibilities include:

- recruiting and establishing membership
- securing an appropriate site for the facility
- acquiring bids for equipment and construction
- acquiring financing and working with lenders
- hiring and training additional staff

The manager is responsible for the day-to-day operations of the feedlot including:

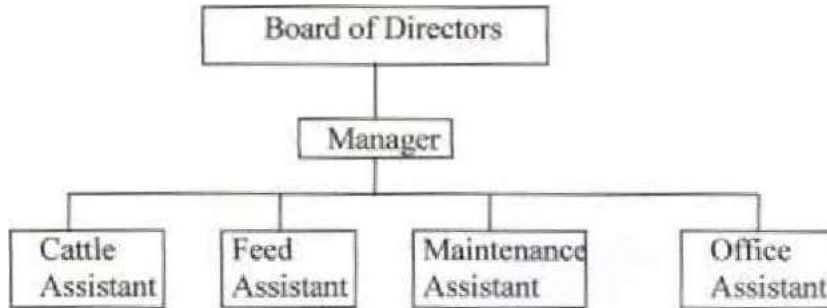
- 
- supervision and evaluation of staff
  - procurement of feedstuffs and other necessary materials
  - marketing of cattle and other products from the farm
  - communicating with other stake holders
  - provide orderly and timely reporting of information to the board
  - pay bills in a timely manner
  - assist with the daily operation of the feedlot
  - be a visible and positive spokesperson for Masr trading and industries limited.

### **Other staff:**

Although in a small operation such as it is necessary for individuals to assist one another for the efficient function of the feedlot, some responsibilities will be assigned to particular staff.

- Cattle Assistant: the primary responsibility for this position will be to monitor animal health and performance and to treat cattle when needed.
- Feed Assistant: the primary responsibility for this position will be preparing rations and delivering it to the cattle. This person will also monitor feed inventories and quality.
- Maintenance Assistant: primary responsibility will be to service and repair equipment and facilities to ensure their proper operation.
- Office Assistant's primary responsibility will be to maintain performance and financial records, communicate with members, and assist the manager in preparing reports to the stake holders.

## Organizational Chart



### Company Information Summary and Ownership.

we are mixed farming which include the modern farming whereby the farm will be doing animal farming (Commercial Feedlotting) and Crop cultivation (mixed agro product that will use compost manure as source of plants nutrients and soil maintenance), Feed processing and other related value chain of industry. The company has been formed as masr farm.

Masr trading and Industries Limited is the registered business name owned by masr trading and industries limited

The business name formation has been chosen as a strategic way for personal liability.

The business has the following Permanent Legal Documents: -Business Name Registration. Tin Registration, Authorizing letter from Meat Board and Business license from Brela

## 2.8 Financial analysis: -

### 2.8.1 Initial Capital Investment Analysis

#### : Fixed Assets

Real Estate-Land	1 100.000.000
	165.540.000
Land Improvements	172,500,000
Mechanization	113940000
Furniture and Fixtures	10,097,000
Vehicles	25000000
Other Fixed Assets (Equipment's and Others)	15.600000
<b>Total Fixed Assets</b>	<b>1,602,677,000</b>

#### Operating Capital

Pre-Opening Salaries and Wages	29.400000
Prepaid Insurance Premiums	3.000000
Start Inventory	100,625,000
Legal and Accounting Fees	2.500.000
Land rent	1,200,000
Utility	1000.000
Consultancy	45,000.000
Advertising and Promotions	1,000.000
Licenses	200.000
Other Initial Start-Up Costs	20,000,000
Working Capital (Cash On hand)	
<b>Total operating Capital</b>	<b>203,925.000</b>
<b>TOTAL INVESTMENT REQUIRED</b>	<b>1,806,602,000</b>

### 2.8.2 Projected sales for 5 years

Below is the 1<sup>st</sup> year Sales projections expect to increase at 10% per annum.

Product Type	90% of total annual Production	Selling Price/unit in TZS	Total Revenues in TZS
Cattle	1,500	700,000	1,050,000,000.00
Goat	3,000	55,000	165,000,000.00
<b>Totals</b>	<b>14,895</b>		<b>1,215,000,000.00</b>

### 2.8.2 PROJECTED INCOME STATEMENT.

#### PROJECTED INCOME STATEMENT.

ITEM/YEAR	1	2	3	4	5
<b>CAPACITY UTILIIZATION</b>	90%	90%	95%	95%	95%
<b>SALES</b>	1,215,000.00	1,336,500.00	1,470,150.00	1,617,165.00	1,778,881.50
<b>PRODUCTION COST</b>	1,031,250.00	1,031,250.00	1,031,250.00	1,031,250.00	1,031,250.00
<b>MARK UP</b>	183,750.00	305,250.00	438,900.00	585,915.00	747,631.50

#### OPERATIONAL COST

SALARYANDWAGE	22,200.00	23,310.00	25,641.00	28,205.10	31,025.61
TRANSPORT	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
INTEREST	43,032.16	38,728.94	30,122.51	21,516.08	12,909.65
COMMUNICATION	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
SECURITY	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
TRAVELLING	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
DEPRICIATION	136,382.23	92,730.83	64,226.95	45,429.51	32,880.66

OTHER COST	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00
TOTAL OPERATIONAL COST	231,614.39	184,769.78	149,990.47	125,150.69	106,815.92
PROFIT BEFORE TAX	47,864.39	120,480.22	288,909.53	460,764.31	640,815.58
PROFIT B/F FROM PREVIOUS YEAR	47,864.39	72,615.84	361,525.37	822,289.68	1,463,105.27
ACCUMULATED PROFIT	47,864.39	72,615.84	361,525.37	822,289.68	1,463,105.27

### 2.8.3 PROJECTED BALANCE SHEET

#### PROJECTED BALANCE SHEET

ITEM/YEAR	1	2	3	4	5
FIXED ASSETS	1,602,677.00	1,602,677.00	1,602,677.00	1,602,677.00	1,602,677.00
DEPRECIATION	136,382.23	229,113.06	293,340.01	338,769.52	371,650.18
NET FIXED ASSET	1,466,294.78	1,373,563.94	1,309,336.99	1,263,907.48	1,231,026.82

#### CURRENT ASSETS

CASH	840.14	91,283.30	320,133.13	700,369.68	1,246,270.96
DEBTORS	101,250.00	111,375.00	122,512.50	134,763.75	148,240.13
FINISHED GOODS	0,625.00	55,687.50	61,256.25	67,381.88	74,120.06
UNHARVESTED TUBES	171,875.00	1,171,875.00	1,171,875.00	1,171,875.00	1,171,875.00
TOTAL CURRENT ASSETS	324,590.14	430,220.80	675,776.88	1,074,390.30	11,640,500.615

#### CURRENT LIABILITIES

CREDITOR	85,937.50	85,937.50	85,937.50	85,937.50	85,937.50
TOTAL LIABILITIES	85,937.50	85,937.50	85,937.50	85,937.50	85,937.50
NET CURRENT ASSETS	238,652.64	344,283.30	589,839.38	988,452.80	1,554,568.65
TOTAL ASSET	1,704,947.42	1,717,847.24	1,899,176.37	2,252,360.28	2,785,595.47

### FINANCED BY

EQUITY	1,268,700.00	1,268,700.00	1,268,700.00	1,268,700.00	1,268,700.00
LOAN	484,111.80	376,531.40	268,951.00	161,370.60	53,790.20
ACCUMULATED PROFIT	47,864,39	72,615,84	361,525,37	822,289.68	1,463,105.27
TOTAL	1,704,947.42	1,717,847.24	1,899,176.37	2,252,360.28	2,785,595.47

#### 2.8.4 Finance Requirement and Finance plan

This project requires TZS 537m in additional funding successful implementing its planned business activities. The promotor of this project already financed this project by more than TZS 1.1B which used to purchase the land(1.100acre) whereby this project has to be implemented others use to fix assets and pre capital expenses as shown below

Fixed assets	Equity	debts	Total
Real estate land	1,100,000,000	-	1,100,000,000
buildings	5,000,000	160,540,000	165,540,000
Land improvement	105,000,000	67,500,000	172,500,000
mechanization	2,800,000	111,140,000	113,940,000
Furniture and fixture	-	10,097,000	10,097,000
vehicles	-	25,000,000	25,000,000

Otherfixed assets(Equipment'sand others	-	15,600,000	15,600,000
Total fixed assets	1,212,800,000	389,877,000	1,602,677,000

#### Operating capital

Pre-opening salaries and wages	29,400,000	29,400,000
Prepaid insurance premiums	3000,000	3000,000
Start-up inventory	100,625,000	100,625,000
Legal and Accounting fees	--	2,500,000
Land rent	-	1,200,000
utility	-	1,000,000
consultancy		45,000,000
Advertising and promotions		1,000,000
licenses	-	200,000
Other initial start-up costs	-	-
Working capital(Cash on hand	15,000,000	20,000,000
Total operating capital	148,025,000	203,925,000-
<b>TOTAL INVESTMENT REQUIRED</b>	<b>537,902,000</b>	<b>1,806,602,000</b>

### 2.8.5 Loan Repayment schedule for 5 years

#### LOAN SCHEDULE

ITEM/YER	1	2	3	4	5
LOAN	537,902.00	484,111.80	376,531.40	268,951.00	161,370.60
REPAYMENT	53,790.20	107,580.40	107,580.40	107,580.40	107,580.40
BALANCE	484,111.80	376,531.40	268,952.00	161,370.60	53,790.20

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### **2.8.6 Loan/ Collateral arrangement**

The Promotor of this project is open for discussion upon any terms for Loan guarantee and Collateral arrangement.

### **2.9 Environmental Impact:-**

Environmental policy for the the project will be developed by masr trading and industries limited Board of Directors and monitored by the Feedlot Manager. General procedures include: