

**FS INTERNATIONAL INVESTMENT CO. LIMITED,
P. O BOX 16327,
DAR ES SALAAM, TANZANIA.**

**PRE-FEASIBILITY STUDY REPORT ON:
INVESTMENT IN INDUSTRIAL PARK**

**Presented To:
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**FS INTERNATIONAL INVESTMENT CO. LIMITED
Strategic Pre-feasibility Report**

**FS INTERNATIONAL INVESTMENT CO. LIMITED,
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**DONG FENG ENERGY TECHNOLOGY COMPANY
LIMITED**

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1. Executive Summary

Company & Project concept

FS INTERNATIONAL INVESTMENT CO. LIMITED is limited Company incorporated in Tanzania under the Company act of 2002. The Company was incorporated 09th January 2024, and bears Certificate of Incorporation #171304180. Company implements project which is under Industrial Park.

FS INTERNATIONAL INVESTMENT CO. LIMITED will be located at Plot P53002-P53004 Kigamboni 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 FS INTERNATIONAL INVESTMENT CO. LIMITED aims to;

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

Purpose of Business Plan

This document is prepared to serve the purpose as a Pre-feasibility study report for FS INTERNATIONAL INVESTMENT CO. LIMITED for investment in Industrial Park at Dar Es Salaam Region. But also, the Pre-feasibility study report shall be submitted to TIC for an

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award of Certificate of Incentives. The implementation of this project will comprise the following activities: -

- Import of machines, and building materials.
- Installation Machineries and Equipment for this project.
- Equipping the project will all necessary modern furniture and facilities

The project promoter, the project will be managed and operated by FS INTERNATIONAL INVESTMENT CO. LIMITED is owned by a Chinese citizens from China with the following share distribution.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
Wenhong Fu	Chinese	70%
Shenfang Wang	Chinese	30%

Company Legality, the legal certificates and documents such as Memorandum and Articles of Association, Certificate of Incorporation, Tax Identification Number. Justify that FS INTERNATIONAL INVESTMENT CO. LIMITED is operating within the ambit of the law of the Land

Project Organization Structure, the management of FS INTERNATIONAL INVESTMENT CO. LIMITED constituted by the following organization set up: - Board of Directors, General Manager who is responsible on the supervision on the entire operations of the Company, a company accountant, a Production Manager who will be directly responsible for all matters pertaining Industrial Park.

Investment Structure, the project is estimated to cost \$5,000,000, 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 \$5,000,000 equivalent to 100%. However, a financial policy of the Company state that the profits generated will be re-invested

Forecasted financial Information, Financial information of FS INTERNATIONAL INVESTMENT CO. LIMITED is projected within five years. The company projected profit and Loss, account show a respectable turnover (for refence you shall see on the last page)

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 Commercial Building - Warehouses/Industrial Park.

2.1 Purpose of Investment

This document is prepared to the serve the purpose as a feasibility study for FS INTERNATIONAL INVESTMENT CO. LIMITED for establishment of Industrial park. The implementation of the project will compromise of the following: -

- Procurements and installation Machineries and Equipment for this project.
- Equipping the project will all necessary modern furniture and facilities
- Procurement semi –processed raw materials
- Employing more than 100 people.

2.2. Investment financing plan

The company expect to invest \$5,000,000 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.

TABLE 1

**FS INTERNATIONAL INVESTMENT CO. LIMITED,
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FINANCING

Financing	\$
Long-term liabilities	
Long-term Equity	2,000,000
Owner's equity	
Cash	2,000,000
Contributed asset value	1,000,000
Total	5,000,000

**TABLE 2
INVESTMENT COST PLAN**

COST INVESTMENT STRUCTURE	\$
Current assets	
Working capital	500,000
Opening inventory	1,000,000
Other	100,000
Property and equipment	
Land	500,000
Building	250,000
Equipment	200,000
Furniture and fixtures	30,000
Leasehold improvements	20,000
Plant/Machines	1,500,000
Motor Vehicles	400,000
Other _____	500,000
Total assets	5,000,000.00

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2.3 Summary of the Expected Results

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

- Provide an opportunity for availability of plastic products such as plastic carpets.
- Import modern machine in warehouses to accommodate manufacturing process and introduce new technology in Tanzania
- 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

FS INTERNATIONAL INVESTMENT CO. LIMITED is limited Company incorporated in Tanzania under the Company act of 2002. The Company was incorporated 09th January 2024, and bears Certificate of Incorporate # 171304180. Company implements project which is under Manufacturing sector.

The Company will be responsible among others activities, operating and managing recycling of tires 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 FS INTERNATIONAL INVESTMENT CO. LIMITED is operating within the ambit of the law of the Land.

3.1.2. Mission and Vision

The company vision is to be one of the leading companies in Real Estate sector.

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

- Establishing sustainable business relationship all business sectors in Tanzania
- 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 FS INTERNATIONAL INVESTMENT CO LIMITED. The Company is owned by Chinese citizens. Current shareholding status is hereby shown below.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
Wenhong Fu	Chinese	70%
Shenfang Wang	Chinese	30%

3.1.4. Operations

The project will be managed and operated by FS INTERNATIONAL INVESTMENT CO. LIMITED. The Company is finalizing acquisition of operation permits and Tax exemption clearance for machineries and equipment to start the implementation of the project. Management will establish sound operating guidelines to conduct the day-to-day operations of this project.

3.1.5. Project Location

The project shall be implemented at constructed warehouses, administration block which will be spacious to accommodate project of this nature. The project shall be located at Plot P53002-P53004 Kigamboni area in Dar Es Salaam Region

3.1.6. Postal Address

FS INTERNATIONAL INVESTMENT CO. LIMITED
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4. Core Activities of the company

FS INTERNATIONAL INVESTMENT CO. LIMITED will be dealing with establishing and operating the following facilities;

4.1.1. Landscaping of the Area for Investment

In the first phase of the implementation of this project, the Company has bought land for building warehouses, import machines, spare parts and equipment.

4.1.2. Installation of Machines.

In this stage the company shall install machines and equipment imported from

4.2. Technical requirements of the project

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

- Machines to be installed in warehouses
- Caterpillar for moving for moving heavy cargo and equipment.
- Trucks

5. MANUFACTURING INDUSTRY

5.1 REAL ESTATE IN TANZANIA

The Real estate industry in Tanzania plays a crucial role in the country's economy, contributing significantly to employment, GDP growth, and industrial development. While traditionally, Tanzania's economy has been largely agrarian, there has been a concerted effort to diversify and industrialize, with manufacturing being a key focus area.

Several factors contribute to the growth and potential of the manufacturing sector in Tanzania:

5.1.1. Residential Real Estate

The demand for residential properties in Tanzania is growing, particularly in urban areas like Dar es Salaam, Arusha, and Mwanza. This demand is driven by urbanization, a growing middle class, and increasing economic activity. Dar es Salaam remains the focal point, with a significant portion of households renting properties. The city's prime residential areas, such as Oyster Bay and Msasani Peninsula, command higher prices, while the market also caters to affordable housing needs through initiatives like the National Housing Corporation's projects ([The African Investor](#)) ([TanzaniaInvest](#)).

5.1.2. Commercial Real Estate

Commercial real estate is expanding, particularly in major cities. Dar es Salaam, being the main commercial hub, sees a rising demand for office spaces despite a recent decline in rents due to oversupply. There is also a notable growth in retail spaces, although much of the market is still informal. The government's relocation to Dodoma is spurring development and increasing demand for both residential and commercial properties in the capital ([TanzaniaInvest](#)).

5.1.3. Infrastructure and Foreign Investment

Ongoing infrastructure projects such as roads, ports, and airports are enhancing the attractiveness of various regions for real estate investment. Foreign investment is significant, particularly in high-end residential and commercial properties, further driving market growth. The government's efforts to improve

the mortgage market, including the establishment of the Tanzania Mortgage Refinancing Company (TMRC), are making housing finance more accessible, although challenges remain in widespread mortgage adoption ([The African Investor](#)) ([TanzaniaInvest](#)).

5.1.4. Challenges and Future Outlook

Despite positive trends, the sector faces challenges such as regulatory complexities, financing issues, and infrastructure limitations. Addressing these will be crucial for sustained growth. The future outlook for the Tanzanian real estate market is optimistic, with continued urbanization, economic growth, and government initiatives expected to drive demand and investment opportunities across various real estate segments ([Maisha Huru](#)) ([TanzaniaInvest](#)).

5:2 IMPORTANCE OF REAL ESTATE SECTOR IN TANZANIA

The real estate sector plays a pivotal role in the economic development of Tanzania for several reasons:

- 1. Diversification of the Economy:** Manufacturing provides diversification away from traditional sectors like agriculture, reducing dependence on a single industry and enhancing economic stability.
- 2. Job Creation:** Manufacturing industries offer employment opportunities to a significant portion of the population, especially in urban areas. This helps alleviate unemployment and poverty, contributing to social development.
- 3. Value Addition:** Manufacturing adds value to raw materials, thereby increasing their worth and creating opportunities for higher incomes. This value addition enhances the overall productivity and competitiveness of the economy.
- 4. Foreign Exchange Earnings:** Export-oriented manufacturing activities generate foreign exchange earnings, which are crucial for importing essential goods, technology, and capital equipment, as well as servicing external debts.
- 5. Technology Transfer and Innovation:** Manufacturing often involves the adoption of new technologies and processes, leading to technology transfer and innovation within the economy. This spurs technological advancements and enhances productivity across various sectors.
- 6. Supply Chain Development:** The presence of manufacturing industries stimulates the growth of upstream and downstream industries, including suppliers of raw materials, components, and services. This fosters the development of a robust industrial ecosystem.

- 7. Infrastructure Development:** Manufacturing activities require infrastructure such as roads, ports, energy, and telecommunications. Investments in manufacturing can therefore drive infrastructure development, benefiting both the sector and the broader economy.
- 8. Revenue Generation:** Manufacturing enterprises contribute to government revenue through taxes, tariffs, and other levies. This revenue can be reinvested in infrastructure, education, healthcare, and other essential services.
- 9. Quality of Life Improvement:** A vibrant manufacturing sector provides access to a wider range of goods and services, improving living standards and quality of life for the population. It also promotes urbanization and the development of urban amenities.
- 10. Regional Integration and Trade:** Manufacturing facilitates regional integration by promoting trade and economic cooperation with neighboring countries and regional blocs. This enhances market access and promotes economic growth within the East African region.

Given these benefits, fostering the growth and competitiveness of the Real estate sector is essential for Tanzania's economic transformation and sustainable development. This requires a conducive policy environment, investment in infrastructure and human capital, promotion of innovation and technology adoption, and support for small and medium-sized enterprises (SMEs) to thrive in the sector.

5.3 REAL ESTATE CORPORATIONS IN TANZANIA

In Tanzania there are several real estate companies which have established industrial parks here in Tanzania..

5.4 PROJECT JUSTIFICATION

The proposed project is under management of FS INTERNATIONAL INVESTMENT CO. LIMITED is in line with Tanzania Government efforts in accordance to support more the Agriculture sector. This has also been noted of recent drive of attracting investors in Tanzania in order to maximize annual earnings from investment and also compete effectively with regional competitors. This also has been complemented by following measures

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- 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. The Government reviewed the existing Industry and trade Policy, taking into consideration the social economic base and the dynamism of Agriculture 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 FS INTERNATIONAL INVESTMENT CO. LIMITED sponsors, is justified by the following facts.

- The sponsors have a special invested interest in Commercial Building - Warehouses/Industrial Park and they have several years of experience.

Therefore, the establishment and operations for the Poultry farm and processing facility will boost and at the same time strength Agriculture sector in Tanzania. The Company's marketing strategy and intention is to have a wide products base which focuses both to Ordinary consumers and national use.

5:5 SOCIAL AND ECONOMIC IMPACT OF THE PROJECT

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

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

6. OPPORTUNITY DRIVERS

6.1 Increased demand of Industrial Oil in Tanzania and all over the world

Tanzania now is witnessing the tremendous developments of technology advancement. Manufacturing being at the top of the list and Recycling of waste tires which provides an end product such as Pyrolysis Fuel Oil which is used in furnaces for Industrial use.

Hence there is rapid growth of Industries in Tanzania which automatically has increased the demand industrial oil.

6.2 Uniqueness location of the project

FS INTERNATIONAL INVESTMENT CO. LIMITED.'s project will be one of Manufacturing Companies in Tanzania. Location of the Project shall be Kikongo Village, Mlandizi Ward, Kibaha District Council in Pwani Region. The location of this project provides an opportunity to FS INTERNATIONAL INVESTMENT CO. LIMITED to capture easily the market around Dar Es Salaam, Pwani, Morogoro, all other regions in Tanzania and neighboring countries

6.3 Government Policy

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

6.4 Government Incentives package

The Tanzanian government offers various tax incentives to promote investment and growth in the manufacturing sector. Some of the key tax incentives available to manufacturing industries in Tanzania include:

1. **Corporate Income Tax Relief:** Manufacturing companies may qualify for reduced corporate income tax rates or tax holidays under certain conditions. These incentives are often provided to new investments, export-oriented industries, or projects located in specific priority sectors designated by the government.
2. **Investment Allowances:** The government may grant investment allowances to manufacturing companies to encourage capital investment in machinery, equipment, and infrastructure. These allowances allow companies to deduct a percentage of their qualifying investment costs from their taxable income, reducing their tax liability.
3. **Import Duty Exemptions:** Manufacturing industries may benefit from import duty exemptions or reductions on machinery, equipment, raw materials, and intermediate goods imported for use in production processes. These exemptions help lower production costs and improve competitiveness.

4. **Value Added Tax (VAT) Exemptions:** Certain manufacturing activities and inputs may be exempt from VAT to facilitate cost savings for manufacturers. Examples include machinery, equipment, and raw materials directly used in manufacturing processes.
5. **Export Processing Zone (EPZ) Incentives:** Companies operating within designated Export Processing Zones (EPZs) in Tanzania are eligible for a range of tax incentives, including exemption from corporate income tax, withholding tax, VAT, customs duties, and other levies on imports and exports.
6. **Accelerated Depreciation:** Manufacturing companies may be allowed to accelerate the depreciation of assets used in their operations for tax purposes. This allows companies to deduct higher depreciation expenses in the early years of asset use, resulting in tax savings.
7. **Loss Carry forward and Carry back Provisions:** Tanzania's tax laws allow companies to carry forward tax losses incurred in one year to offset against future taxable profits. Additionally, companies may be permitted to carry back losses to offset against taxable income in previous years, providing relief during periods of financial difficulty.
8. **Customs Duty Drawback Scheme:** Under this scheme, manufacturing companies that export goods may be eligible for a refund of customs duties paid on imported raw materials used in the production of exported goods. This helps mitigate the impact of customs duties on production costs for export-oriented industries.
9. **Research and Development (R&D) Tax Credits:** Companies engaged in research and development activities related to manufacturing may qualify for tax credits or deductions to incentivize innovation and technology advancement in the sector.

7. Analysis of Strengths, Weaknesses, Opportunity and Threats

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

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

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 products/services and develop marketing plan.

8. Marketing Information

8.1. Marketing Strategy

8.1.1. Overview

The success of FS INTERNATIONAL INVESTMENT CO. 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 products and service to make a FS INTERNATIONAL INVESTMENT CO. LIMITED successful. FS INTERNATIONAL INVESTMENT CO. 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

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

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

FS INTERNATIONAL INVESTMENT CO. LIMITED will utilize both traditional non-traditional methods of advertising. Management's viewpoint on advertising is state in your own words, the philosophy FS INTERNATIONAL INVESTMENT CO. 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 are done by the management of FS INTERNATIONAL INVESTMENT CO. 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

FS INTERNATIONAL INVESTMENT CO. LIMITED is targeting to all regions in Tanzania and outside of Tanzania specifically targeting the following customers: Wholesale and retail suppliers.

8.1.6. Products

As it has been explained in preamble chapters, FS INTERNATIONAL INVESTMENT CO. LIMITED will set project which will be indulging in Commercial Building - Warehouses/Industrial Park in Tanzania

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 consumers.
- Training of sales staff sales and Marketing.

Long Term Plans includes:

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

9. Management & Administration

9.1. Management

The management team of FS INTERNATIONAL INVESTMENT CO. LIMITED planned to be constituted by the following management team: -

9.1.1. Board of Directors

FS INTERNATIONAL INVESTMENT CO. 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 FS INTERNATIONAL INVESTMENT CO. 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. Production Manager

Production Manager will be employed who expected to have an extensive background in the Poultry processing industry. As the production Manager will be directly responsible for all processing functions including processing of poultry and related products.

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 FS INTERNATIONAL INVESTMENT CO. LIMITED but also keeping books of accounts properly.

9.1.5. Management Agreements

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

9.1.6. Confidentiality Agreements

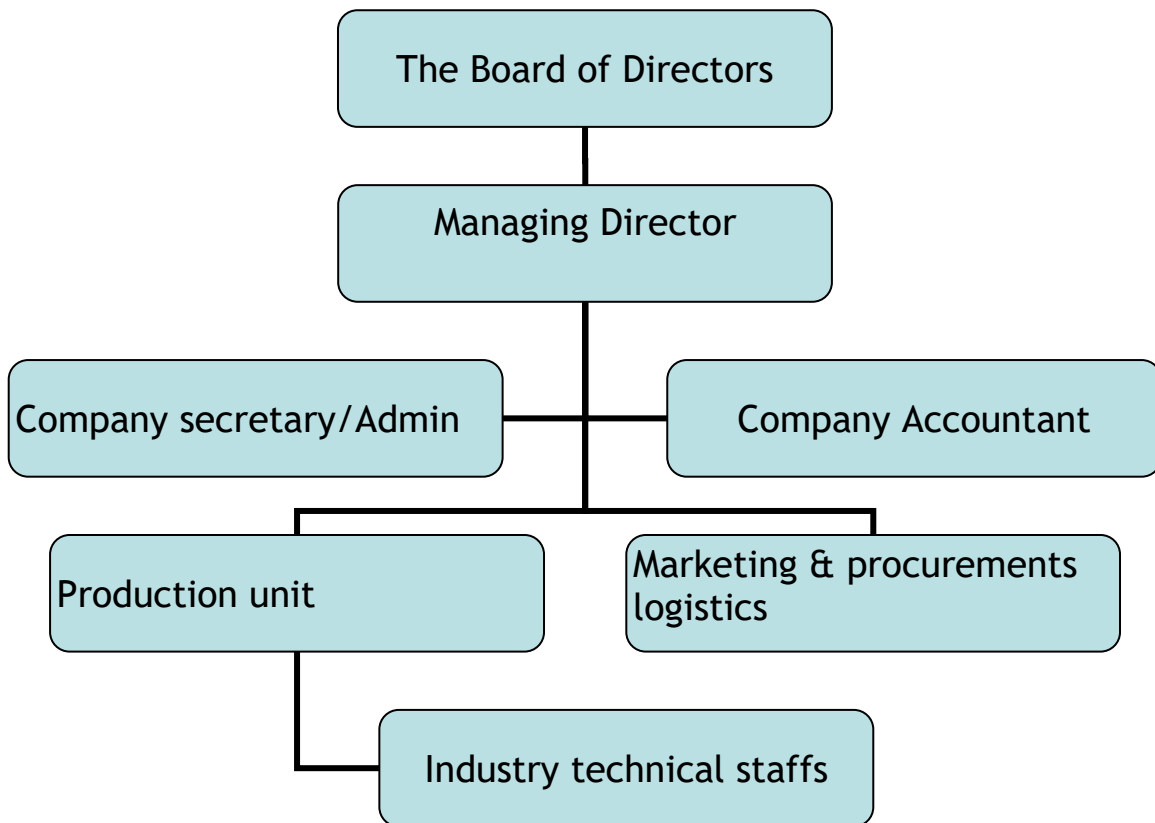
FS INTERNATIONAL INVESTMENT CO. LIMITED will enforce that all employees sign a confidentiality agreement. Confidentiality agreements with our employees and partners

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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 FS INTERNATIONAL INVESTMENT CO. LIMITED is planning to have the following organization structure.



10. 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.

FS INTERNATIONAL INVESTMENT CO. LIMITED

CASH FLOWS PROJECTION FOR FIVE YEARS FROM 2024 TO 2029

	Pre-Startup EST	,2024	2025	2026	2027	2028	Total
Cash on Hand (beginning of month)	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 6,400,000	\$ 7,840,000	\$ 9,424,000	\$ 33,664,000
CASH RECEIPTS							
Cash Sales			\$ 1,000,000	\$ 1,000,000	\$ 1,100,000	\$ 1,210,000	\$ 4,310,000
Collections fm CR accounts		\$ -	\$ 400,000	\$ 440,000	\$ 484,000	\$ 532,400	\$ 1,856,400
Estimated Capital for startup Loan	\$ 5,000,000		\$ -	\$ -	\$ -	\$ -	\$ 5,000,000
							\$ -
TOTAL CASH RECEIPTS	\$ 5,000,000	\$ -	\$ 1,400,000	\$ 1,440,000	\$ 1,584,000	\$ 1,742,400	\$ 11,166,400
Total Cash Available (before cash out)	\$ 5,000,000	\$ 5,000,000	\$ 6,400,000	\$ 7,840,000	\$ 9,424,000	\$ 11,166,400	\$ 44,830,400
CASH PAID OUT							
Purchases other fixed assets		\$ -	\$ 7,200	\$ 7,920	\$ 8,712	\$ 9,583	\$ 33,415
Purchases vehicles		\$ 80,000	\$ -	\$ 41,000	\$ -	\$ -	\$ 121,000
Gross wages (exact withdrawal)		\$ 15,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 255,000
Payroll expenses (taxes, etc.)		\$ 4,500	\$ 20,400	\$ 20,400	\$ 20,400	\$ 20,400	\$ 86,100
Supplies (office & oper.)		\$ 1,000	\$ 1,100	\$ 1,210	\$ 1,331	\$ 1,464	\$ 6,105
Repairs & maintenance		\$ 1,250	\$ 1,375	\$ 1,513	\$ 1,664	\$ 1,830	\$ 7,631
Advertising		\$ 150	\$ 165	\$ 182	\$ 200	\$ 220	\$ 916
Car, delivery & travel		\$ 1,800	\$ 1,980	\$ 2,178	\$ 2,396	\$ 2,635	\$ 10,989
Accounting & legal		\$ 4,500	\$ 4,950	\$ 5,445	\$ 5,990	\$ 6,588	\$ 27,473
Rent		\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 180,000
Telephone & internet		\$ 120	\$ 132	\$ 145	\$ 160	\$ 176	\$ 733
Utilities		\$ 150	\$ 165	\$ 182	\$ 200	\$ 220	\$ 916
Insurance		\$ 21,200	\$ 21,412	\$ 21,626	\$ 21,842	\$ 22,061	\$ 108,141
Taxes (real estate, etc.)		\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 1,200
Interest		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Miscellaneous		\$ 200	\$ 220	\$ 242	\$ 266	\$ 293	\$ 1,221
SUBTOTAL	\$ -	\$ 241,110	\$ 230,339	\$ 273,282	\$ 234,400	\$ 236,710	\$ 1,215,840
Loan principal payment		\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 2,431,681
Capital purchase (land)		\$ 100,000					\$ 4,829,946
Capital purchase (excavators)		\$ -	\$ 1,000,000	\$ 100,000	\$ -	\$ -	\$ 9,538,892
Owners' Withdrawal			\$ -	\$ -	\$ 10,000,000	\$ 12,500,000	\$ 18,736,684
TOTAL CASH PAID OUT	\$ -	\$ 1,091,110	\$ 1,980,339	\$ 1,123,282	\$ 10,984,400	\$ 13,486,710	\$ 36,753,042
Cash Position (end of month)	\$ 5,000,000	\$ 3,908,890	\$ 4,419,661	\$ 6,716,718	\$ (1,560,400)	\$ (2,320,310)	\$ 8,077,358