

Grandparent stock Farm Business Plan

Sanya Juu, Siha, Kilimanjaro

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Private and Confidential

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EXECUTIVE SUMMARY

Cobb East Africa Limited is envisaging to set-up a Grandparent Stock (GP) farm focused on participating and contributing to the growth of the commercial poultry sector in Africa by local production of broiler parent stock for the East and West African market. Management and Shareholders identified the need for a grandparent (GP) stock farm located in East Africa and with improved investment policies, suitability of the Siha area, and the growth success of Irvine's Tanzania (common shareholders) this project has been approved for implementation.

Mission Statement

Cobb East Africa Limited's mission is to set-up a new Grandparent Stock (GPS) Farm in Tanzania to supply East and West Africa with healthy, affordable and quality broiler breeding stock. To provide investors with opportunities to receive a return on investment and further production expansion.

Objectives

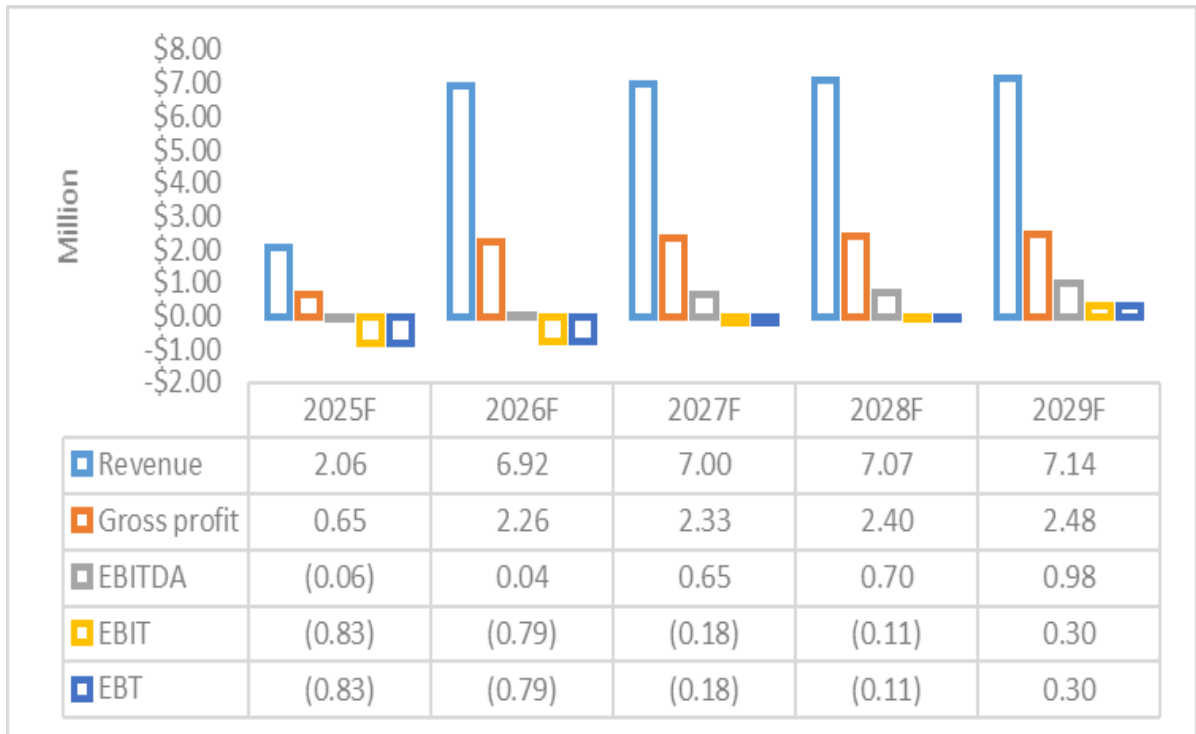
Cobb desires to participate and contribute to the growth of the commercial poultry sector in Africa by local production of broiler parent stock for the East and West African markets. Management and Shareholders identified the need for a grandparent (GP) stock farm located in Tanzania East Africa. With improved investment policies, suitability of the Siha area, and existing Cobb parent stock clientele, this project has been approved for implementation.

Keys to Success

Cobb East Africa Limited will follow these principles in order to achieve success in its market:

- Cobb will leverage existing Cobb parent stock brand market in East and West Africa
- Cobb production facilities (chicken houses) will be state of the art, fully environmentally controlled and the hatchery will use the latest incubation technology.

Financial Summary



EBITDA = Earnings Before Interest, Tax, Depreciation and Amortization

EBIT = Earnings Before Interest and Tax

EAT = Earnings After Tax

BUSINESS OVERVIEW

Cobb East Africa Ltd (hereinafter, “CEA”) a proposed Grandparent stock farm located in Siha District, Kilimanjaro Region, Tanzania. It will be dedicated to the supply of healthy, affordable and quality broiler breeding stock. CEA has been formed as a Private Company Limited by shares and has been registered under the Tanzanian companies act of 2002 with Certificate of Incorporation Number 167418368. Our vision is to become a leading supplier of broiler breeding stock in East and West Africa at competitive prices.

Until recently all broiler parent stock required for Tanzania breeder operations needed to be fully imported as day-old-chicks or hatching eggs. In 2023 Aviagen started operating in Tanzania with a GP farm supplying broiler parent stock to East and West Africa. The two biggest suppliers of broiler genetics globally are *Aviagen* and *Cobb*. With *Cobb East Africa Limited* investing and operating a GP farm in Tanzania this will position the country as a major poultry supplier for the whole East and West Africa region. Poultry is



arguably the single biggest opportunity in the Livestock Sector with the ability to materially contribute to the industrialisation agenda.

CEA will supply Tanzanian broiler breeder operators; however, this is expected to only account for around 20% of the production. The remaining 80% will be exported to East and West African countries with the preferred currency being US Dollars. In the first 5 years the expected export value is around USD 2 million.

Even up to just last year, nearly all the broiler parent stock for Tanzania was imported from Europe or southern Africa. Once CEA starts production, Tanzania can expect nearly 100% of the broiler parent stock needs for the country be supplied by either Cobb or Aviagen. Not only does this allow Tanzanian breeder producers the choice of the two biggest genetic suppliers but it also means there is near complete import substitution at this level.

Company Ownership

The CEA’s promoters have realized the potential market and demand for the poultry products (meat, eggs, chicks and manure) in Tanzania. They have the experience, expertise, vision and skills to ensure that the company continues performing well and realizes the growth potential, as there is large market share to be captured.

The GP stock farm is owned by the CEA, with the shareholders as scheduled below:

Name of Shareholders	Address	Shareholding Structure
BUCHAN LIMITED	C LA CROISSETTE, 30517 GRAND- BAIE MAURITIUS	51%
COBB WORLDWIDE HOLDING COMPANY	2200 DON TYSON PARKWAY, SPRINGDALE, ARKANSAS 72762 UNITED STATES OF AMERICA	49%
Total		100%

The majority (51%) shareholder is The Buchan Group, a company registered in Mauritius comprising of the Irvine’s family, Donnie Smith and Tyson Foods.

The Irvine’s family have been in poultry production for over 70 years in Africa with the original operation starting in Zimbabwe and further poultry production operations in Mozambique and Botswana as well as Tanzania with Kenya soon to follow.



Donnie Smith is a seasoned poultry expert, former CEO of Tyson Foods and philanthropist with a passion for making a difference in Africa via imparting commercial upliftment opportunities in the poultry sector.

Tyson Foods, Inc. is an American multinational corporation and the world's second-largest processor and marketer of chicken, beef, and pork. It is listed on the New York Stock Exchange and ranks as a Fortune 500 company.

Cobb International has a 49% shareholding in Cobb East Africa Limited. Established in 1916, Cobb is the world's oldest pedigree broiler breeding company.

MARKET ANALYSIS

Industry Analysis

East Africa has a current population of 364 million people and is expected to grow at 4.5% per annum which means the region will have an additional 200 million people by 2033 (10 years from now).

Food security is a key concern for the region and high quality, affordable protein is paramount to the industrialization effort. Poultry consumption in the East Africa region is very low at just ~1.5Kgs per capita. In comparison Zimbabwe is at 7Kgs, Zambia 9.7kgs and South Africa at 40Kgs.

Significant opportunity exists to produce locally and feed this growing population.

Tanzania is well positioned to become the poultry production hub for East Africa. This will benefit thousands of Tanzanians directly and indirectly (employees, poultry growers, maize, and soya farmers, agrovets, etc.) as well as improve the nutritional outcomes of citizens through regular access to affordable, high-quality protein.

In Tanzania, poultry farming plays an important role in both urban and rural settings in terms of food security, source of income and in meeting other social obligations such as dowry and rituals. The poultry sector has a huge potential for growth considering land availability to grow grains and soya for poultry feeding.

The outbreak of Avian Influenza in the mid-2000 attracted government interventions into the sector leading to importation of poultry and its products into mainland Tanzania being banned. The Private Sector Industry based Organizations (PSIOs) such as the Tanzania Poultry Breeders Association; and the Tanzania Commercial Poultry Association lobby for government interventions and have been keeping pressure on the government not to allow imports. The key argument is that imports would have a major negative impact on the development of the local industry. Differences in agricultural trade policies between Tanzania mainland and Zanzibar lead to illegal importation of poultry meat in Tanzania mainland.

Poultry production in Tanzania comprises both commercial (broilers and layers) and traditional systems, which rely on indigenous breeds, as well as improved, dual-purpose breeds mainly kept in a free-range system. Commercial poultry production is mostly practiced in urban and peri-urban areas.

Traditional poultry production is the largest, contributing about 70% of the flock and supplying the bulk of poultry meat and eggs consumed in rural areas and 20% in urban areas. Indigenous poultry is regarded in Tanzania as an important source of poultry mainly in the rural area and assists food security and sustainability. It is also not uncommon that the consumers prefer the taste of these chickens and are willing to pay a premium for the meat and eggs. Production is focused mainly on own consumption. This poultry production is however not scalable as the birds take over one year to mature.

The commercial poultry sector contributes 80% of poultry meat and eggs consumed in urban areas. Tanzania's National Bureau of Statistics (NBS) (2016) notes that most of the Tanzanian population keeps some chickens. The national panel survey conducted in 2014/15 indicated that 59% of livestock producing households owned chicken.

The current broiler production in Tanzania is 65million birds annually. Given the current Tanzania population of 63million, this translates to about 1kilo per capita which is below demand. Given that production growth has failed to keep up with consumption, imports have had to increase to bridge the demand-supply gap. Though imports remain a small share of the total market, volumes have increased by an annual average of more than 50% since 2006, despite policy reflecting a ban on chicken imports. This ban only applies in mainland Tanzania and Zanzibar does in fact allow chicken imports. It has been suggested that chicken imported into Zanzibar often enters mainland Tanzania through informal channels.

The current per capita consumption of 1kgs for Tanzania is very low compared to other countries in the region. In terms of GDP Tanzania and Zimbabwe are at par. Hence if Tanzania increased to half of the 7.kgs per capita consumption of chicken of Zimbabwe and assuming a population of 60mill, this would mean there is a gap of 120,000 tonnes of chicken meat which translates to 120 million broiler chicken. This is a significant market

potential with the potential to make a major impact on the Tanzanian economy and lives of Tanzanians in general. Cobb East Africa is seeking to bridge this gap with a total production of over 900,000 parent stock annually of which 20% sold in Tanzania will go on to produce over 20 mill broiler chicken.

Challenges facing the poultry industry

The major challenges in commercial egg and broiler production include: 1) *Disease outbreak* 2) *Cost of feed inputs*

Disease Outbreak

Contagious disease and virus outbreak is very deadly; if one of the chickens should contract the disease, all of them will be affected if it's not recognized and treated early. This can lead to the death of the entire flock of birds which is a great loss to the business. Also, some of these diseases are zoonotic which makes the meat unsafe for consumption by human once infected. Disease prevalence varies from one area to the other. The problems that may trigger disease conditions are improper management, poorly ventilated houses and very high temperatures in and outside the poultry house, which will stress the birds and reduce their immune response to any challenges. Mortality of the chickens which is inevitable since we are dealing with living things should also be put into consideration. This can be managed with good management and has been calculated to range between 4-10%.

Cost of inputs

Feed is the single main cost in the poultry industry. Unfortunately, the availability and prices for the inputs such as maize, soya are not stable. This means that poultry manufacturers face great supply challenges that sometimes result in losses or lower profits.

Poultry Value Chain Analysis

The commercial poultry industry includes breeder farms, hatcheries, layer and broiler farms, traders, and processors. Broiler production normally has a cycle of 4-5 weeks. Producers indicated that beyond 4 weeks (28 days), margins reduce due to a weaker feed conversion ratio (FCR) and high feed cost.

Producers are categorized into three groups. The first group are traditional primary producers (normally producing chickens for household consumption, largely local breeds. Small-scale village households produce mostly indigenous chicken (15% of marketed production; 51% of bird population). The indigenous chicken flock sizes range from 5-50.

The second group is for the semi-commercial producers who produce for dual purposes both household consumption as well as for business purposes. The last group consists of commercial producers who normally produce for business purposes. Commercial producers vary in scale of production and exist as small-scale producers owning less than 1,000 chicks, medium scale producers owning between 1,000 to 10,000 chicks and large-scale producers owning more than 10,000 chicks. Medium and large-scale commercial producers are based in towns or close to urban areas given the fact that commercial production is capital intensive.

In recent years, Tanzania has seen an increasing investment in vertically integrated production systems where a company would typically control 90% of the value chain including the production of feed, chicks, broiler, and layer production. There are also contract producers who are linked to large-scale commercial producers. They buy Day Old Chicks (DOCs), feeds and other inputs from large-scale commercial producers and sell live birds or chicken meat to large-scale commercial producers. Interchick Co. Ltd is an example of large-scale commercial producer with a contract grower scheme and 90% of its meat supplies originating from its contract growers.

Market segmentation

The grandparent farm will serve the East and West Africa markets. The market will comprise breeder farms that previously purchased Cobb parents stock from Cobb Africa or Cobb Europe. These clients will benefit from the lower logistics costs and the proximity of the production facility. The market will also comprise new entrants into the market who are looking for quality Cobb parent stock.

In Tanzania, there are a few taboos, religious or cultural practices that will prevent the consumption of poultry products. This means that with the inevitable increase in population, there will be expansion of the poultry industry leading to more breeder farms in the country.

Competitive advantage

The CEA will differentiate its poultry products from its rivals in terms of;

The CEA's competitive advantage is manifested in the following:

- (i) High quality poultry products,
- (ii) Competitive market prices
- (iii) CEA's owners are acknowledged leadership in their field of business with a good track record of providing high quality products
- (iv) Adapting and responding to the changing market needs and trends
- (v) Establishing long term relationship with its customers

INVESTMENT COST OF SETTING UP THE PS PRODUCTION FARM

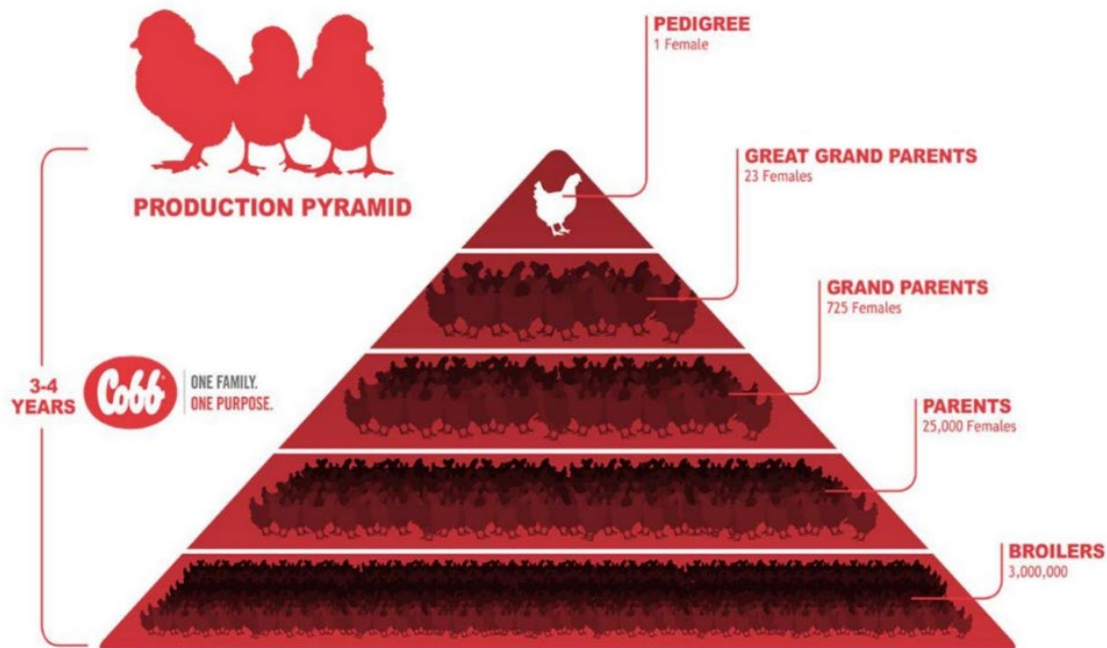
Investment cost model

Particulars	Amount (USD)
Land	3,128,159
Buildings	13,506,853
Plant and machinery	-
Furniture and fittings	-
Motor vehicles	602,232
Office equipment	-
Initial Working Capital	-
Total Capital Expenditure	17,237,244

Parent Stock Production

Until recently all broiler parent stock required for Tanzania breeder operations needed to be fully imported as day-old-chicks or hatching eggs. In 2023 Aviagen started operating in Tanzania with a GP farm supplying broiler parent stock to East and West Africa. The two biggest suppliers of broiler genetics globally are *Aviagen* and *Cobb*. With *Cobb East Africa Limited* investing and operating a GP farm in Tanzania this will position the country as a major poultry supplier for the whole East and West Africa region. Poultry is arguably the single biggest opportunity in the Livestock Sector with the ability to materially contribute to the industrialisation agenda.

775 grandparent birds (layer 3 on the chart below) produce 25,000 parents stock which are responsible for the life of over 3'000 000 broiler chickens. The pyramid below demonstrates the process:



COMPETITIVE ANALYSIS

Competition

Competition in Tanzania will mainly be from Aviagen, the only other grandparent farm in Tanzania. The reason for few players in the market is the cost of market entry and level of expertise required.

Competitive edge

Cobb East Africa's competitive edge will be the

- Cobb brand that is the leading broiler brand with a proven track record in African environment. The Cobb bird is resilient and has the most efficient feed to protein conversion ratio of all the other brands.
- World class production facilities
- Over a century of experience in the poultry industry. Cobb was established in 1916 and is the world's oldest poultry breeding company.

MARKETING STRATEGY AND IMPLEMENTATION

Marketing strategy

The grandparent farm will serve the East and West Africa markets. The market will comprise breeder farms that previously purchased Cobb parents stock from Cobb Africa or Cobb Europe. These clients will appreciate the lower logistics costs and the proximity of the production facility. The market will also comprise new entrants into the market who are looking for quality Cobb parent stock.

Pricing and promotion strategy

The price of the GPS will be USD 540 per a box of 100; i.e. USD 5.4 per one parent stock, which is considered to be highly competitive price in the target market. Also, the price for the end of lay (EOL) is estimated at USD6.64, which is equivalent to TZS 16,000. These prices would also vary depending on the prevailing market prices of broiler breed stock.

SWOT analysis

SWOT stands for strength, weakness, opportunities, and threats and we have made an analysis in each case.

Strengths

- CEA will produce high-quality and affordable broiler breed stock
- Good marketing strategy of using a well-positioned brands of Cobb.
- In this area, the poultry business hasn't been over-exploited Poultry are environmentally friendly
- This will benefit thousands of Tanzanians directly and indirectly (employees, poultry growers, maize, and soya farmers, agrovets, etc.) as well as improve the nutritional outcomes of citizens through regular access to affordable, high-quality protein.

Weaknesses

- Capital intensive. Starting a poultry business requires a large capital funding.
- Outbreak of disease can lead to huge losses
- Expertise in the industry requires years of experience

Opportunities

- East Africa has a current population of 364 million people and is expected to grow at 4.5% per annum which means the region will have an additional 200

million people by 2033 (10 years from now). This then provides a large potential market for poultry

- Food security is a key concern for the region and high quality, affordable protein is paramount to the industrialization effort. Poultry consumption in the region is very low at just ~1.5Kg per capita. In comparison Zimbabwe is at 7Kg and South Africa at 40Kg
- Even up to just last year, nearly all the broiler parent stock for Tanzania was imported from Europe or southern Africa. Once CEA starts production, Tanzania can expect nearly 100% of the broiler parent stock needs for the country be supplied by either Cobb or Aviagen

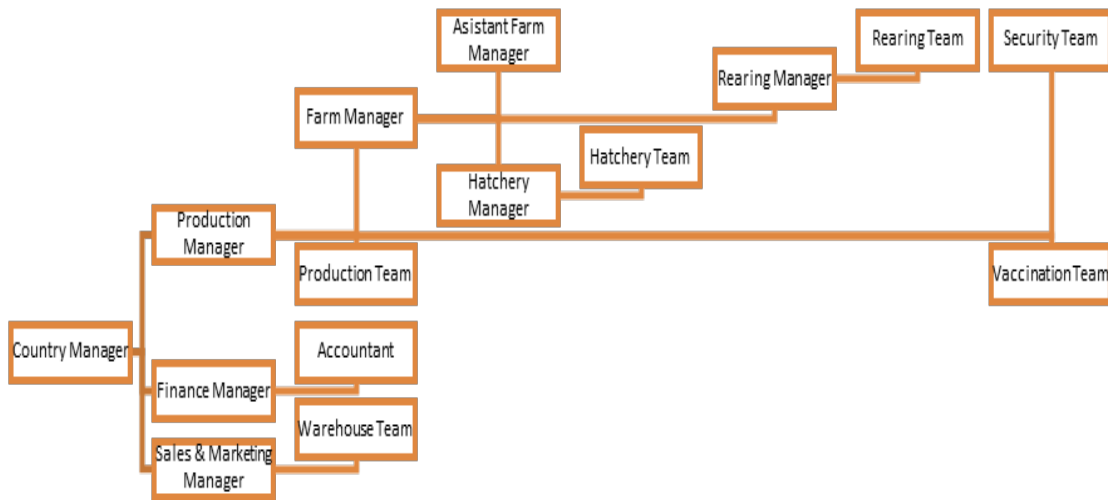
Threats

- Avian diseases
- High feed ingredients prices
- Threat of import of frozen chicken

ORGANIZATIONAL STRUCTURE AND STAFFING

The grandparent (GP) stock farm will need diverse human power to effectively manage its operation. Although operating from different facilities, corporate services of both the grandparent (GP) stock farm and feed production units need will be centralized for effective integration. The following organogram depicts a high-level organizational structure for the grandparent (GP) stock farm.

Organizational structure



CEA will initially require 110 staff, of which 107 will be Tanzanian citizens and the remaining 3 probably specialist expatriates with the intention of skills transfer over time. Since the GP farm will be in the Siha district many staff are expected to come from the local community.

Additionally, the operation will require Tanzanian graduates in fields such as animal science, nutrition, quality assurance, maintenance, accounting, etc. (see the personnel plan below).

PERSONNEL PLAN		
S/No.	Position	Number of staffers
1	Country manager	1
2	Sales and marketing manager	1
3	Farm manager	1
4	Ast Farm manager	1
5	Hatchery manager	1
6	Production manager	1
7	Rearing manager	1
8	Finance Manager	1
9	Accountant	1
10	Security team	10
11	Production team	28
12	Rearing team	9
13	Vaccination team	8
14	Hatchery team	25
15	Warehouse team	2



16	Drivers	4
17	Grounds men	15
Total		110

The production and hatchery staff require specific skillset and the following capabilities:

- Strong knowledge of animal husbandry: sound knowledge of the biology and husbandry of chickens, including how their needs may be best provided for in all circumstances.
- Skills in animal husbandry: demonstrable skills in observation, handling care and treatment of chickens and problem detection and resolution.
- Personal qualities: commitment, dedication and patience.

At the beginning, the parent stock production facility will create jobs for over 110 direct employees and over 600 indirect employees.

FINANCIAL PLAN

Revenue Projection

The following table shows sales revenue projection for the first six years of parent stock (broiler breed stock) production.

REVENUE MODEL						
	1/3/2025	1/3/2026	1/3/2027	1/3/2028	1/3/2029	1/3/2030
Breeder Farm						
No. of Female Parent Stock sold	344,736	1,149,120	1,149,120	1,149,120	1,149,120	1,149,120
Selling price@ Female Parent Stock (\$)	5.46	5.51	5.57	5.63	5.69	5.69
Breeder Farm Sales (\$)	1,882,259	6,331,651	6,400,598	6,469,546	6,538,493	6,538,493
Production recoveries						
No. of Male Parent stock sold	344,736	1,149,120	1,149,120	1,149,120	1,149,120	1,149,120
Selling price / Male Parent Stock (\$)	0.51	0.52	0.52	0.53	0.53	0.53
Production recoveries Sales (\$)	175,815	597,542	597,542	609,034	609,034	609,034
Total Revenue (\$)	2,058,074	6,929,194	6,998,141	7,078,579	7,147,526	7,147,526

Cost of Parent Stock (PS) Production

The table below provides the bases of cost of parent stock production.

COST OF SALES MODEL						
	1/3/2025	1/3/2026	1/3/2027	1/3/2028	1/3/2029	1/3/2030
Breeder Farm						
No. of Parent Stock purchased	344,736	1,149,120	1,149,120	1,149,120	1,149,120	1,149,120
Cost / Parent Stock (\$)	3.06	3.06	3.06	3.06	3.06	3.06
Breeder Farm-Cost (\$)	1,054,892	3,516,307	3,516,307	3,516,307	3,516,307	3,516,307
Direct Operating Cost @ PS (\$)	1.00	1.00	1.00	1.00	1.00	1.00
Direct Operating Cost (\$)	344,736	1,149,120	1,149,120	1,149,120	1,149,120	1,149,120
Total Direct Cost (\$)	1,399,628	4,665,427	4,665,427	4,665,427	4,665,427	4,665,427

Financial and Economic Assumptions

- (i) the Farm expects to produce female parent stock 38,304 per month for the first 9 months from 1st June 2024 and 95,760 PS per month from 1st March 2025 - 1st March 2030.
- (ii) Mortality rate is estimated to be 10% of the parent stock females per Grandparent (GP) for the period under study.
- (iii) Corporation tax is based on the current rate of 30% on the taxable income;
- (iv) The inflation rate on the DOCs selling price is expected/assumed to be 1.05% p.a. for the period under study.;
- (v) Depreciation charges are based on the following rates:
 - Land - 0% depreciation
 - Building – 5% on straight-line basis
 - Equipment – 12.5% on straight-line basis
 - Motor vehicles – 25% on straight line basis
- (vi) City Service Levy is 0.3% of annual sales turnover.
- (vii) The inflation rate on the feed cost is expected to be 1.05% p.a. for the period under study.

- (viii) Inflation rate on salaries is expected to be 1.02% p.a. for the period under study
- (ix) Inflation rate on other operating expenses is expected to be 1.03% p.a. for the period under study.
- (x) Feed consumption per placement is expected to be 54kg for the period under study.
- (xi) Feed cost per tonnage is expected to be \$725 for the period under study.
- (xii) Repair & maintenance expenses are expected to be 3% of sales for the period under study.
- (xiii) Marketing and Advertising expenses are expected to be 5% of sales for the period under study.
- (xiv) Professional fees are expected to be 6% of sales for the period under study.
- (xv) Other expenses are expected to be 10% of sales for the period under study.
- (xvi) Salaries are expected to be 8% of sales for the period under study.



Projected Profit and Loss (Income Statement)

As the Profit and Loss table shows the farm expects to operate 100% of its capacity in 2026 where sales revenue are estimated to reach as high as \$7 million.

<i>Period</i>	<i>F</i>	<i>F</i>	<i>F</i>	<i>F</i>	<i>F</i>	<i>F</i>
Year count	1	2	3	4	5	6
Quarter count						
Quarter						
Month count						
Date to	01-Mar-23	01-Mar-24	01-Mar-25	01-Mar-26	01-Mar-27	01-Mar-28
Date from	29-Feb-24	28-Feb-25	28-Feb-26	28-Feb-27	29-Feb-28	28-Feb-29
<u>Income Statement (in USD millions)</u>						
Revenue	-	2.06	6.92	7.00	7.07	7.14
Parent Stock	-	1.88	6.34	6.40	6.47	6.54
Byproduct	-	0.17	0.59	0.59	0.60	0.61
	-	-	-	-	-	-
COGS	-	1.40	4.67	4.67	4.67	4.67
Parent Stock	-	1.40	4.67	4.67	4.67	4.67
Byproduct _	-	-	-	-	-	-
	-	-	-	-	-	-
Gross profit	-	0.65	2.26	2.33	2.40	2.48
<i>GPM</i>	-	31.87%	32.57%	33.28%	33.97%	34.65%
Operating expenses						
Repairs and maintenance	-	0.06	0.21	0.21	0.28	0.29
Marketing and advertising	-	0.12	0.35	0.21	0.14	0.14
Professional fees	-	0.12	0.42	0.42	0.42	0.36
Other expenses	-	0.25	0.69	0.28	0.28	0.29
Salaries	-	0.16	0.55	0.56	0.57	0.43

EBITDA	-	(0.06)	0.04	0.65	0.70	0.98
<i>EBITDA margin</i>	-	<i>(3.13%)</i>	<i>0.57%</i>	<i>9.28%</i>	<i>9.97%</i>	<i>13.65%</i>
Depreciation	0.01	0.77	0.83	0.83	0.81	0.68
EBIT	(0.01)	(0.83)	(0.79)	(0.18)	(0.11)	0.30
Interest expense	-	-	-	-	-	-
Forex (gains) / losses	-	-	-	-	-	-
EBT	(0.01)	(0.83)	(0.79)	(0.18)	(0.11)	0.30
Tax	-	-	-	-	-	0.01
Net income	(0.01)	(0.83)	(0.79)	(0.18)	(0.11)	0.29



Projected Cash Flow Statement

<i>Period</i>	<i>F</i>	<i>F</i>	<i>F</i>	<i>F</i>	<i>F</i>	<i>F</i>
Year count	1	2	3	4	5	6
Quarter count						
Quarter						
Month count						
Date to	01-Mar-23	01-Mar-24	01-Mar-25	01-Mar-26	01-Mar-27	01-Mar-28
Date from	29-Feb-24	28-Feb-25	28-Feb-26	28-Feb-27	29-Feb-28	28-Feb-29
<u>Cash Flow Statement (in USD millions)</u>						
Cash Flow from Operations						
EBITDA	-	(0.06)	0.04	0.65	0.70	0.98
Tax	-	-	-	-	-	0.01
Working capital adjustments						
Increase in receivables	-	0.21	0.32	0.01	(0.01)	0.03
Increase in inventory	-	0.12	0.17	-	(0.01)	0.01
Increase in payables	-	0.12	0.17	-	(0.01)	0.01
	-	(0.28)	(0.28)	0.64	0.72	0.94
Cash Flow from Investing						
CapEx	17.24	-	-	-	-	-
Sale of assets	(17.24)	-	-	-	-	-
Cash Flow from Financing						

Debt drawdown	-	-	-	-	-	-	
Interest payments	-	-	-	-	-	-	
Principal repayments	-	-	-	-	-	-	
Dividend payout	-	-	-	-	-	0.10	
Equity injection	18.20	1.00	-	-	-	-	
	18.20	1.00	-	-	-	(0.10)	
Change in cash for the year	0.96	0.72	(0.28)	0.64	0.72	0.85	
Opening cash balance	-	0.96	0.25	0.23	0.24	0.24	
Closing cash balance	-	0.96	1.69	(0.03)	0.88	0.95	1.08
Overdraft facility							
Opening balance	-	(0.00)	0.90	4.66	4.02	3.31	
Drawdown	9.76	1.32	8.52	4.17	3.43	2.57	
Interest payment	0.13	0.01	0.11	0.11	0.08	0.05	
Principal repayment	9.63	0.42	4.64	4.70	4.07	3.37	
Closing balance	(0.00)	0.90	4.66	4.02	3.31	2.47	
Opening cash balance_incl. OD	-	0.96	0.25	0.23	0.24	0.24	
Closing cash balance_incl. OD	-	0.96	0.25	0.23	0.24	0.24	

Note:

Working capital finance requirement (if any) is covered by Overdraft facility as shown in the Projected Cash Flow Statements above.



Projected Financial Position

<i>Period</i>	<i>F</i>	<i>F</i>	<i>F</i>	<i>F</i>	<i>F</i>	<i>F</i>
Year count	1	2	3	4	5	6
Quarter count						
Quarter						
Month count						
Date to	01-Mar-23	01-Mar-24	01-Mar-25	01-Mar-26	01-Mar-27	01-Mar-28
Date from	29-Feb-24	28-Feb-25	28-Feb-26	28-Feb-27	29-Feb-28	28-Feb-29
<u>Balance Sheet (in USD millions)</u>						
ASSETS						
Current Assets						
Biological Assets	-	2.33	5.83	5.83	5.83	5.83
Inventories	-	0.12	0.29	0.29	0.28	0.29
Interco Receivables	-	-	-	-	-	-
Current tax receivable	-	-	-	-	-	-
Accounts Receivable	-	0.21	0.53	0.54	0.53	0.55
Bank & Cash	0.96	0.25	0.23	0.24	0.24	0.24
	0.96	2.91	6.89	6.90	6.88	6.92
Non-Current Assets						
Property, Plant & Equipment	17.22	16.46	15.63	14.80	13.99	13.31
Others	-	-	-	-	-	-
	17.22	16.46	15.63	14.80	13.99	13.31
TOTAL ASSETS	18.19	19.36	22.52	21.70	20.87	20.23
LIABILITIES AND SHAREHOLDERS' EQUITY						

Current Liabilities						
Accounts payable	-	0.12	0.29	0.29	0.28	0.29
Shareholder loans	-	-	-	-	-	-
Current portion borrowings	-	-	-	-	-	-
Lease liabilities	-	-	-	-	-	-
Bank overdraft	(0.00)	0.90	4.66	4.02	3.31	2.47
	(0.00)	1.01	4.95	4.31	3.59	2.76
Non-Current Liabilities						
Lease liabilities	-	-	-	-	-	-
Long-Term Loans	-	-	-	-	-	-
Deferred tax	-	-	-	-	-	-
	(0.00)	1.01	4.95	4.31	3.59	2.76
Shareholders' Equity						
Share capital	18.20	19.20	19.20	19.20	19.20	19.20
Retained earnings	(0.01)	(0.85)	(1.63)	(1.81)	(1.92)	(1.72)
	18.19	18.35	17.57	17.39	17.28	17.48
	18.19	19.36	22.52	21.70	20.87	20.23