



TANZANIA CHITIAN FOOD CO. LIMITED

PRODUCTION OF BREADS, CAKES & COOKIES PRODUCTS.

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BUSINESS PLAN

Presented To:

TANZANIA INVESTMENT CENTRE

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I. Introduction

The **Production of Breads, Cakes & Cookies Products** is a vital sector in the global economy, providing essential products to consumers while contributing to economic growth and employment. A food enterprise involves the sourcing, processing, packaging, and distribution of consumable products, ensuring they meet quality and safety standards. Whether producing fresh foods, beverages, baked goods, or packaged snacks, businesses in this industry must focus on efficiency, hygiene, and innovation to succeed in a competitive market. **Tanzania Chitian Food Co. Limited** aims to establish a reliable and cost-effective business specializing in the production of food.

This business plan outlines the strategy for establishing and operating a food enterprise that focuses on producing and distributing high-quality food to various sectors, including hospitality, retail, and catering. By sourcing premium ingredients at competitive prices and offering innovative, customized food solutions, we aim to meet the increasing demand for safe, nutritious, and affordable food and drink options. Through efficient production processes and strategic distribution channels, our enterprise will ensure timely delivery and customer satisfaction while maintaining high industry standards.

The project will focus on key markets within Tanzania and across East Africa, leveraging the region's growing demand for high-quality food and beverage products. Our goal is to provide businesses with reliable and innovative food solutions while ensuring efficiency, sustainability, and customer satisfaction. By maintaining high production standards and utilizing strategic distribution channels, we aim to deliver safe, nutritious, and affordable food and drink products to a diverse customer base.

This plan details our market analysis, operational strategy, financial projections, and competitive advantages to ensure the successful implementation of this project.

A. Mission and Vision Statement

The company vision is "to produce high-quality, affordable, and innovative foods that satisfy consumer cravings while promoting local agriculture, supporting economic growth, and maintaining the highest standards of food safety and sustainability"

The **current mission of the company** is "to become the leading provider of

food in Tanzania and East Africa, recognized for quality, innovation, and social impact, while contributing to a healthier, prosperous, and sustainable future”

B. Executive Summary

Tanzania Chitian Food Co. Limited is limited Company incorporated in Tanzania under the Company Act of 2002. The Company was incorporated **12th April 2025**, and bears Certificate of Incorporation # **184070561**. Company implements project which is under production of cartons paper and cardboards.

Tanzania Chitian Food Co. Limited will be located at **Pwani Region, Mkuranga District, Plot No. 2, Block “Q”, At Vikindu Area.**

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 **Tanzania Chitian Food Co. Limited** aims to;

- A Project for **Production of Breads, Cakes & Cookies Products in Pwani Region, Mkuranga District, Plot No. 2, Block “Q”, At Vikindu Area.**
- Manage **Tanzania Chitian Food 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 Manufacturing Industry 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.

C. Purpose of Business Plan

This document is prepared to serve the purpose as a Pre-feasibility study report for **Tanzania Chitian Food Co. Limited** for investment in **Production of Breads, Cakes & Cookies Products** from Used for packaging. But also, the Pre-feasibility study report shall be submitted to TIC for an award of Certificate of Incentives. The implementation of this project will compromise the following activities:-

- Construction of a warehouse building which will accommodate Installation of Machines and Equipment for this project.
- Procurements Machineries and Equipment's for this project.
- Equipping the project will all necessary modern furniture and facilities.

D. Importance of Production of Breads, Cakes & Cookies Products in Tz.

Support for Local Farmers: Manufacturing foods boosts demand for locally sourced raw materials such as flour, maize, fruits, milk, potatoes, and bananas, providing farmers with a reliable income.

Revenue Generation: The business contributes to national revenue through taxes, licensing fees, and local purchases, directly supporting Tanzania's economic growth.

Import Substitution: Locally manufactured fried foods and beverages reduce reliance on imported products, saving foreign exchange and strengthening the local economy.

Boosting Industrialization: The factory aligns with Tanzania's Industrialization Agenda, contributing to the country's Vision 2025 for economic transformation and modernization.

Reducing Post-Harvest Losses: Processing local agricultural produce like fruits, cassava, and milk reduces spoilage, ensuring that surplus crops are utilized efficiently.

Improved Market Value: Value-added products like chips, puffed snacks, and fruity drinks increase the market value of raw materials, providing better returns to farmers.

Meeting Consumer Demand: Breads, Cakes & Cookies Products are in high demand, particularly in urban areas. Local manufacturing ensures products are readily available to consumers.

Cost-Effective Solutions: Locally produced goods are more affordable compared to imports, catering to low- and middle-income households in Tanzania.

Diverse Product Offerings: Manufacturing introduces innovative and tasty snacks and beverages suited to local consumer preferences.

Diversification of Diets: Manufactured Breads, Cakes & Cookies Products offer variety and convenience, particularly for urban consumers with busy lifestyles.

Nutrient Enrichment: Breads, Cakes & Cookies Products can incorporate essential vitamins and nutrients, supporting better nutrition in Tanzania.

Regional Trade Opportunities: A well-established factory can export Breads, Cakes & Cookies Products to neighboring East African countries such as Kenya, Uganda, Rwanda, and Burundi, earning foreign exchange.

Promoting 'Made in Tanzania' Products: Quality locally made products improve Tanzania's reputation in the regional and international markets.

Stimulating Small Businesses: The factory can inspire smaller food businesses, such as vendors and kiosks, to distribute and sell locally produced snacks and drinks.

Training Opportunities: Manufacturing operations provide training and upskilling for Tanzanian workers, fostering a skilled workforce.

Empowering Communities: The factory creates employment and income opportunities, reducing poverty and improving living standards, especially in rural and semi-urban areas.

Youth Employment: Manufacturing industries offer employment to Tanzania's growing youth population, addressing unemployment challenges.

Gender Inclusion: The food industry creates opportunities for both men and women to participate in production, packaging, and sales.

Local Resource Utilization: Utilizing local agricultural produce ensures sustainable resource management and supports the economy.

Encouraging Local Partnerships: The factory creates opportunities for partnerships with local suppliers, packaging companies, and distributors, stimulating other businesses in the value chain.

E. Imported Products:

Breads, Cakes & Cookies Products are imported from countries like Kenya, South Africa, and India. International brands are popular due to perceived quality but come at higher prices. Competition arises from products such as Eat sum more, Oreos, Ruffles especially in urban supermarkets and retail outlets.

Small-Scale Vendors:

Street food vendors, roadside kiosks, and local small businesses sell Breads, Cakes & Cookies Products like cake etc

These vendors offer lower prices and cater to low-income consumers and rural areas where packaged snacks are less accessible.

Market Opportunities for New Entrants

Despite competition, there are opportunities for new manufacturers to thrive in the fried foods and drinks sector in Tanzania:

Health-Conscious and Specialty Products

- Wholegrain, multigrain, and gluten-free bread: Urban middle-class consumers are seeking healthier options.
- Low-sugar or sugar-free cookies and cakes: Appeals to diabetics and health-conscious individuals.
- Vegan and eggless bakery products: Increasing demand from niche dietary groups, including religious and ethical vegans.

School & Institutional Supply:

- Bulk snack supply to schools, colleges, and universities: Pre-packaged cookies and buns for break-time snacks.
- Partnerships with NGOs and feeding programs: Provide nutritious bread

in bulk at discounted rates.

Tourism & Hospitality Sector:

- Supply to hotels, lodges, and resorts, especially in tourist hubs like Arusha, Zanzibar, and Serengeti areas.
- Specialty breakfast and dessert items tailored to international guests' preferences (e.g., sourdough bread, biscotti, croissants).

Export Opportunities within EAC & SADC:

- Exporting packaged cookies and long-shelf-life bread to nearby markets: Rwanda, Burundi, Malawi, and DRC.
- Leverage Tanzania's access to ports (e.g., Dar es Salaam) for regional distribution.

Regional Expansion:

- Target neighboring East African markets such as Kenya, Uganda, Rwanda, and Burundi to increase market share.

Enhanced Packaging and Branding:

- Develop eye-catching, durable, and eco-friendly packaging that appeals to modern consumers and differentiates products on shelves.

Accessibility:

- Build strong distribution channels to reach rural markets, which are often underserved by larger competitors.

F. Technical requirements of the project

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

- Bakery facility (200–500 m²)
- Production area, storage, and packaging zones
- Refrigeration and sanitation facilities
- Industrial ovens (convection, deck, rotary)
- Dough mixers (heavy-duty)
- Proving/proofing chambers
- Cookie cutter machine

- Slicers for bread
- Cooling racks
- Packaging machines (automatic and manual)
- Sealing machines and heat shrink wrap machines
- Labeling machines
- Refrigeration units
- Wheat flour (local and imported)
- Sugar, yeast, baking powder
- Butter, eggs, milk, cream
- Natural flavorings (vanilla, cocoa, etc.)
- Packaging materials (food-grade bags, boxes, shrink film)
- Skilled bakers and pastry chefs
- Quality control technicians
- Packaging and delivery staff
- Sales/marketing personnel
- ERP or inventory management system
- POS system for retail
- E-commerce platform (website or mobile app)
- Delivery management software
- Stable electricity supply (backup generator/solar)
- Clean water supply
- Waste management system

II. Company Overview

A. Legal Structure

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 **Tanzania Chitian Food Co. Limited** is operating within the ambit of the law of the Land.

B. History

The origin of **Tanzania Chitian Food Co. Limited** begins in **2025**, a product & vision of **Mr. HOUXING CHEN & Mr. XIANGFU ZHONG (Company Shareholders)**. The company was established with the vision of providing efficient and reliable production and services to meet the growing demand for Manufacturing of food and drink products and services in Tanzania. With a deep understanding of the local market and a strong commitment to quality, **Tanzania Chitian Food Co. Limited** aim to quickly grow into a key player in the manufacturing industry, offering tailored solutions for both local and regional industries.

C. Current Position and Assets

The early stages of establishing its operations in Dar es Salaam, Tanzania, with plans to produce a range of high-quality breads, cakes, and cookies. The business has secured a suitable location for the bakery, with a leased space of 300 m², and has acquired initial machinery including a convection oven, dough mixers, and packaging equipment. Currently, the bakery has a small team of skilled bakers and operational staff in place, with partnerships established with local suppliers for raw materials such as flour, sugar, and butter. Initial investments are being allocated towards the purchase of additional equipment, packaging materials, and branding. The business has developed a strong foundation for production and is positioned to scale once operational processes are optimized and marketing efforts begin to take effect.

D. Investment and financing plan

The company expects 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.

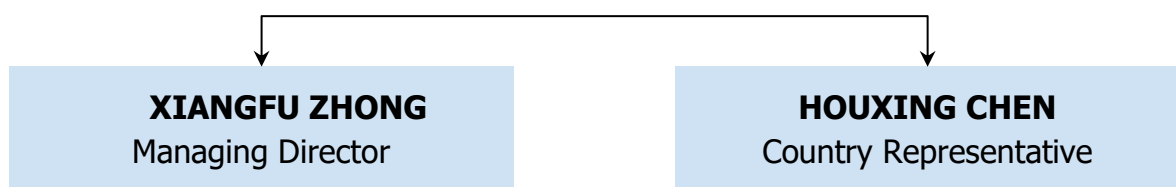
Table 1. Financing Plan

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

Table 2. Investing Plan

<i>COST INVESTMENT STRUCTURE</i>	\$
Current assets	
Working capital	100,000
Opening inventory	50,000
Other	10,000
Property and equipment	
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
Total assets	500,000.00

D. Team Structure



III. Product and Services.

The company offers a diverse range of high-quality baked goods, including fresh breads (white, wholemeal, and buns), cakes (celebration cakes, sponge cakes, cupcakes), and cookies (chocolate chip, coconut, and shortbread). The focus is on using locally sourced ingredients to ensure freshness and affordability while catering to the growing demand for nutritious and customizable products. In addition to retail sales, the bakery provides tailored services such as custom cake orders for events, online ordering with home delivery, and wholesale supply to hotels, schools, and cafes. By offering a variety of products and services, the bakery aims to meet the diverse needs of both individual consumers and businesses in Dar es Salaam and beyond.

A. Our Products

Product Category	Description	Highlights
Breads	Soft and fluffy bread made with refined wheat flour.	Classic, popular, ideal for daily consumption.
	Bread made from whole wheat flour, offering a richer, denser texture.	Healthier option, high in fiber and nutrients.
	Soft, light, and fluffy small bread rolls, ideal for sandwiches.	Convenient size, perfect for snacks or sandwiches.
	Sliced bread loaf, perfect for sandwiches with a soft texture.	Versatile, ideal for both breakfast and lunch.
Cakes	Custom-designed cakes for birthdays, weddings, and special events.	Personalize, decorative, and festive.
	Light, airy cake made with eggs, sugar, and flour.	Light texture, ideal for layered cakes.
	Small, individual-sized cakes topped with frosting.	Fun, customizable flavors, perfect for parties.
	Rich cake made with dried fruits, nuts, and spices.	Perfect for holidays, long shelf life.
Cookies	Traditional cookies with chunks of chocolate chips.	Sweet, chewy, and universally loved.

Product Category	Description	Highlights
	Crispy, slightly sweet cookies with shredded coconut.	Tropical flavor, crunchy texture.
	Buttery, crumbly cookies with a rich taste.	Rich, buttery flavor, perfect for tea time.
	Cookies made with oats and a hint of sweetness.	Healthy, chewy, and filling.
Additional Products	Breads infused with savory flavors like garlic and cheese.	Unique, flavorful, great for side dishes.
	Low-sugar or whole grain varieties catering to health-conscious consumers.	Nutrient-rich, low-calorie, ideal for health-conscious consumers.
	Specially designed cakes and cookies for festive seasons.	Limited-time offerings, perfect for celebrations.

B. Unique Selling Proposition (USP)

At for **Tanzania Chitian Food Co. Limited**, we believe in.

- ✓ Quality and Freshness.
- ✓ Unique Ingredients or Flavours.
- ✓ Ethical & Sustainable Practices.
- ✓ Convenience & Accessibility.
- ✓ Strong Focus on Customer Satisfaction.

IV. Market Analysis

Overview

The success of **Tanzania Chitian Food Co. Limited** will be achieved by offering high-quality breads, cakes, and cookies, providing friendly service, and using an aggressive marketing strategy to attract more customers. In today's competitive market, we know that success requires more than just great products and service. We will focus on being proactive in our marketing efforts to consistently win more customers.

Our management will work hard to create a positive image that resonates with our customers, and this image will be reflected in all our marketing and promotions. To drive more sales, we will use strategies such as targeted advertising, special promotions, and engaging with customers through social media and local events. These efforts will help us grow our brand and build strong customer loyalty.

A. Customer Database

Tanzania Chitian Food 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 **Tanzania Chitian Food 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.

B. Advertising

Tanzania Chitian Food Co. Limited will adopt an aggressive advertising strategy. Outdoor signage for **Tanzania Chitian Food 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.

Tanzania Chitian Food Co. Limited will utilize both traditional non-traditional methods of advertising. Management's viewpoint on advertising is state in your own words, the philosophy **Tanzania Chitian Food Co. Limited** will adopt towards the use of traditional advertising such as radio, newspaper, billboards or television.

C. Costing and Pricing

The costing and pricing is done by the management of **Tanzania Chitian Food 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.

D. Customers

Tanzania Chitian Food Co. Limited is targeting to all regions in Tanzania and outside of Tanzania specifically targeting the following customers: Wholesale and retail hardware suppliers.

E. Products

As it has been explained in preamble chapters, **Tanzania Chitian Food Co. Limited** will set project which will be indulging in **Production of Breads, Cakes & Cookies Products** in Tanzania.

MARKET 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 manufacturers who use other raw materials for production of different products.
- Training of sales staff sales and Marketing.

Long Term Plans includes:

- Join to the network of Food Manufacturing Companies to market and exploit more business opportunities
- Investing Market Research and Development.

V. Opportunity Driver.

Increased demand

Tanzania is currently experiencing remarkable technological advancements in the Food. Food, holds immense potential for various applications. Its utilization in various industries is steadily growing, with a rising demand both domestically and internationally.

Uniqueness location of the project

Tanzania Chitian Food Co. Limited's project will be one of the major Manufacturing Industry and Processors in Tanzania. And location of the Project shall be in **Pwani Region, Mkuranga District Council, Plot No. 2, Block "Q", At Vikindu Area**. The location of this project provides an opportunity to **Tanzania Chitian Food Co. Limited** to capture easily the market around Morogoro, Dar es Salaam, Dodoma, Mwanza, Arusha and Singida and other nearby regions

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.

Government Incentives package

In 1997 Tanzania Government enacted Investment law that offers and guaranteed reasonable incentives to both local and foreign investors.

Analysis of Strengths, Weaknesses, Opportunity and Threats

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

<p>Strengths</p> <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 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Not yet emphasize on the marketing
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Good government suitable facilitative policy ▪ Raising investments real estate sector ▪ Government development power supply project in Tanzania 	<p>Threats</p> <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. Reinvestment of Profits

Reinvesting a portion of annual profits back into the business to finance expansion, improve machinery, and increase production capacity.
Establishing a reserve fund for unexpected financial challenges.

2. Collaboration with Financial Institutions

Securing Loans: Partnering with local and international banks to secure low-interest business loans for expansion, machinery acquisition, and

operational needs. Institutions like: Tanzania Investment Bank (TIB), CRDB Bank, NMB Bank

Flexible Repayment Options: Negotiating favorable loan terms to align repayment schedules with cash flow projections.

VI. Management & Administration

The management team of **Tanzania Chitian Food Co. Limited** planned to be constituted by the following management team: -

Board of Directors

Tanzania Chitian Food 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 **Tanzania Chitian Food Co. Limited**, The Company which shall manage this project.

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.

Production Manager

Production Manager will be employed who expected to have an extensive background in the industry. As the production Manager will be directly responsible for all processing functions.

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

Accountant/cashier

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 **Tanzania Chitian Food Co. Limited** but also keeping books of accounts properly.

Management Agreements

Management Agreements will be executed between **Tanzania Chitian Food 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.

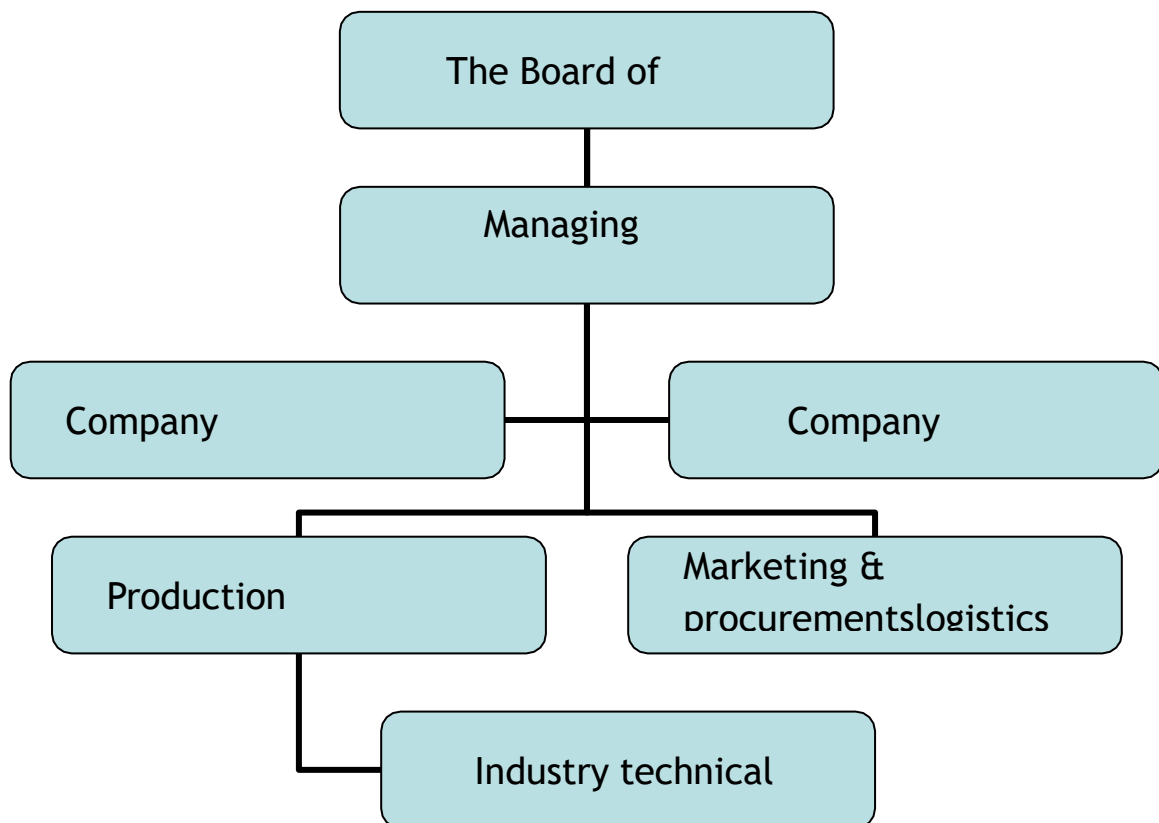
Confidentiality Agreements

Tanzania Chitian Food Co. Limited will enforce that all employees sign a confidentiality agreement. Confidentiality agreements with our employees and

partners 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.

Organization Structure

The management of **Tanzania Chitian Food Co. Limited** is planning to have the following organization structure.



VII. Marketing & Sales Strategy

To resonate with our target audience and establish **Tanzania Chitian Food Co. Limited** as a premier brand in the industry, a robust and dynamic marketing and sales strategy is imperative. We've designed our approach to foster branding, maximize outreach, and drive consistent sales.

1. Branding and Positioning

- **Brand Identity:** **Tanzania Chitian Food Co. Limited** as a reliable, customer-centric, and innovative production provider. The focus will be on

timely deliveries, cost-effective solutions, and flexibility, especially for small and medium-sized businesses (SMEs) and regional trade.

- **Value Proposition:** Offer personalized services with advanced management and real-time tracking, providing peace of mind and transparency for customers. Highlight the eco-friendly nature of the foods and drinks, if applicable.

2. Target Market Focus

- **Key Sectors:** Focus marketing efforts on key industries such as agriculture, manufacturing, construction, e-commerce, and cross-border trade. Develop tailored solutions for each sector.
- **SMEs and Regional Businesses:** Emphasize flexibility, affordability, and scalability for small businesses that need production but lack the resources to manage their own business.

3. Online Marketing and Digital Presence

- **Website & SEO:** Build a professional website that outlines services, pricing, and foods and drinks details. Optimize. Include a tracking portal for customers to check the status of their deliveries.
- **Social Media Marketing:** Use platforms like Facebook, Instagram, TikTok and LinkedIn to showcase success stories, customer testimonials, and behind-the-scenes looks at the fleet in action. Engage with potential customer by posting regular content about production solutions, industry and customer case studies.
- **Google Ads & Social Media Ads:** Run targeted ads for specific industries and regions, emphasizing timely, reliable production.
- **Content Marketing:** Start a blog or newsletter offering valuable insights about the manufacturing industry, trends, and tips for businesses that need production solutions.

4. Partnership Development

- **Local Businesses and Trade Associations:** Partner with local manufacturers, agricultural suppliers, and retailers to offer them tailored production solutions. Collaborate with trade associations to tap into a wider network of businesses.
- **Cross-Border Trade Partnerships:** Establish relationships with companies operating in neighboring East African countries (e.g., Kenya, Uganda, Rwanda). Collaborating with customs brokers and freight forwarders can ensure smooth international operations.

5. Referral Program

- **Incentivize Word-of-Mouth:** Launch a referral program that rewards customers for referring new businesses. Offer discounts or free services for successful referrals, encouraging existing customers to spread the word.

6. Customer-Centric Sales Approach

- **Consultative Selling:** Train the sales team to take a consultative approach by offering tailored production solutions that meet the unique needs of each customer, rather than pushing a one-size-fits-all model. This can be particularly effective for businesses.
- **Post-Sale Support:** Offer exceptional after-sales service, including 24/7 customer support for delivering and addressing any concerns during transport. Follow up with customers regularly to ensure satisfaction and gain insights for continuous improvement.

7. Sales Forecasting and CRM

- **Customer Relationship Management (CRM):** Implement a CRM system to track customer interactions, understand their needs, and personalize sales approaches. This system can help identify the most profitable segments and optimize the sales process.
- **Sales Metrics:** Establish sales KPIs (key performance indicators) such as leads generated, conversion rate, and customer acquisition cost. Use this data to refine marketing strategies and improve sales efficiency.

VIII. Financial Projections

Tanzania Chitian Food Co. Limited

CASH FLOWS PROJECTION FOR FIVE YEARS FROM 2024 TO 2029

	Pre-Startup EST	2025	2026	2027	Total
Cash on Hand (beginning of month)	\$ -	\$ 1,900,000	\$ 3,340,000	\$ 4,924,000	\$ 11,164,000
Cash Sales		\$ 1,000,000	\$ 1,100,000	\$ 1,210,000	\$ 4,310,000
Collections fm CR accounts		\$ 440,000	\$ 484,000	\$ 532,400	\$ 1,856,400
Estimated Capital for startup	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
Loan					\$ -
TOTAL CASH RECEIPTS	\$ 500,000	\$ 1,440,000	\$ 1,584,000	\$ 1,742,400	\$ 6,666,400
Total Cash Available (before cash out)	\$ 500,000	\$ 3,340,000	\$ 4,924,000	\$ 6,666,400	\$ 17,830,400
Purchases other fixed		\$ 7,920	\$ 8,712	\$ 9,583	\$ 33,415
Purchases vehicles		\$ 41,000	\$ -	\$ -	\$ 121,000
Gross wages (exact withdrawal)		\$ 60,000	\$ 60,000	\$ 60,000	\$ 255,000
Payroll expenses (taxes,		\$ 20,400	\$ 20,400	\$ 20,400	\$ 86,100
Supplies (office & oper.)		\$ 1,210	\$ 1,331	\$ 1,464	\$ 6,105
Repairs & maintenance		\$ 1,513	\$ 1,664	\$ 1,830	\$ 7,631
Advertising		\$ 182	\$ 200	\$ 220	\$ 916
Car, delivery & travel		\$ 2,178	\$ 2,396	\$ 2,635	\$ 10,989
Accounting & legal		\$ 5,445	\$ 5,990	\$ 6,588	\$ 27,473

Rent		\$ 36,000	\$ 36,000	\$ 36,000	\$ 180,000
Telephone & internet		\$ 145	\$ 160	\$ 176	\$ 733
Utilities		\$ 182	\$ 200	\$ 220	\$ 916
Insurance		\$ 21,626	\$ 21,842	\$ 22,061	\$ 108,141
Taxes (real estate, etc.)		\$ 240	\$ 240	\$ 240	\$ 1,200
Interest		\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Miscellaneous		\$ 242	\$ 266	\$ 293	\$ 1,221
SUBTOTAL	\$ -	\$ 273,282	\$ 234,400	\$ 236,710	\$ 1,215,840
Loan principal payment		\$ 750,000	\$ 750,000	\$ 750,000	\$ 2,431,681
Capital purchase (land)					\$ 4,829,946
Capital purchase (excavators)		\$ 100,000	\$ -	\$ -	\$ 9,538,892
Owners' Withdrawal		\$ -	\$ 10,000,000	\$ 12,500,000	\$ 18,736,684
TOTAL CASH PAID OUT	\$ -	\$ 1,123,282	\$ 10,984,400	\$ 13,486,710	\$ 36,753,042
Cash Position (end of month)	\$ 500,000	\$ 2,216,718	\$ (6,060,400)	\$ (6,820,310)	\$ (18,922,642)

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.