

This business plan is prepared for Zhongshi Tong Supply Chain Optimization Company Limited for the purpose of establishing a Warehouse Construction Project at Plot No. 44, Industrial Area, Kipawa, Dar es Salaam.

Business Plan

Part One:

1. Preamble

Our company, Zhongshi Tong Supply Chain Optimization Company Limited, seeks to establish a sustainable and profitable business focused on the development, construction, and leasing of modern warehouse facilities. The project involves the construction of high standard warehouses designed to meet the growing demand for storage and logistics solutions in Tanzania’s industrial and commercial sectors.

With a strong commitment to quality, innovation, and client satisfaction, the company aims to provide secure, efficient, and environmentally friendly storage spaces for manufacturers, importers, exporters, and logistics operators. Through this project, Zhongshi Tong Supply Chain Optimization Company Limited intends to become a trusted partner and key enabler in the country’s supply chain and industrial infrastructure development.

2. The project promoters

The project is being promoted by Zhongshi Tong Supply Chain Optimization Company Limited; a limited liability company incorporated under the laws of Tanzania whose shareholders are as follow;

SN	Name of shareholders	Percentage of ownership	Nationality
1	ZEJI FANG	50%	Chinese
2	GUOCAI MA	20%	Chinese
3	SHAORYONG FU	10%	Chinese

4	GUOQI CHEN	20%	Chinese
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3. Legal Status & License

It is proposed to operate the business through the legal entity of a limited liability company called Zhongshi Tong Supply Chain Optimization Company Limited. The shareholder who are also the project promoters are as mentioned above.

The company is already incorporated by the Business Registration and Licensing Agency and is in the process of acquiring all the requisite permits and license before commencement of the intended project.

4. Management & Organizational Structure

All aspects of the company's operations will be managed by the promoters of Zhongshi Tong Supply Chain Optimization Company Limited, supported by a team of qualified professionals. The management structure will ensure effective coordination of construction, leasing, and facility management activities.

Initially, the company will operate with a lean team comprising project management, finance, and marketing personnel. As the business expands, the workforce will increase to include site engineers, maintenance officers, leasing agents, and administrative staff to ensure smooth operations and quality service delivery.

The promoters will oversee the overall strategic direction, while day to day operations such as

property management, client relations, and finance will be handled by designated managers to ensure efficiency and accountability.

5. Mission Statement:

To develop and provide high quality, durable, and strategically located warehouse facilities that meet the diverse storage and logistics needs of modern businesses, while upholding principles of sustainability, innovation, and operational efficiency.

6. Business Objectives:

- To design, construct, and manage state-of-the-art warehouse facilities that meet international standards.
- To achieve a high occupancy rate and attract reputable tenants within the first two years of operation.
- To expand the company's portfolio by developing additional warehouses in key industrial zones across Tanzania.
- To implement sustainable construction and energy-efficient management practices in all warehouse projects.
- To establish long-term partnerships with manufacturers, importers, exporters, and logistics companies for continuous leasing opportunities.

7. Products and Services:

Zhongshi Tong Supply Chain Optimization Company Limited will offer a range of services focused on the development, leasing, and management of warehouse facilities to meet the needs of industrial and

commercial clients.

Our core services include:

- Warehouse Construction and Development – Design and construction of modern, secure, and spacious warehouses tailored to client needs.
- Warehouse Leasing – Leasing of ready-built storage units on short-term or long-term contracts to manufacturers, importers, exporters, and logistics companies.
- Cold and Specialized Storage Facilities – Development of temperature-controlled and customized warehouses for agricultural, pharmaceutical, and perishable goods.
- Facility and Property Management – Ongoing maintenance, security, and utility management to ensure smooth operations for all tenants.
- Future Expansion Projects – Development of logistics hubs and industrial parks to support Tanzania’s growing supply chain and manufacturing sectors.

8. Market Analysis

8.1 Industry Overview:

The warehouse construction and leasing industry plays a vital role in supporting trade, manufacturing, and logistics operations within Tanzania and the broader East African region. The demand for modern, secure, and strategically located warehouse facilities has been rising steadily, driven by rapid industrialization, growth in import and export activities, expansion of retail and e-commerce, and the government’s push for investment in logistics infrastructure.

As businesses increasingly seek efficient storage and distribution solutions, the need for

professionally built and well-managed warehouses has become critical. This presents a strong investment opportunity for Zhongshi Tong Supply Chain Optimization Company Limited to position itself as a leading developer and provider of warehouse space that meets both local and international standards.

8.2 Target Market

The company's target market comprises industrial, commercial, and logistics clients seeking reliable storage and distribution space. The primary categories include:

- Manufacturing companies requiring secure storage for raw materials and finished goods.
- Importers and exporters operating through the Dar es Salaam Port and other inland container depots.
- Logistics and transport companies in need of central hubs for goods consolidation and distribution.
- Wholesalers, distributors, and retailers seeking storage for inventory management.
- Agricultural exporters and processors requiring post-harvest storage and value addition space.

8.3 Market Trends

- Rising demand for modern warehousing due to industrial growth and trade expansion.
- Increased foreign investment in logistics and industrial infrastructure development.
- Growth of e-commerce and retail distribution networks driving the need for storage and fulfillment centers.
- Preference for sustainable and energy-efficient buildings, including solar-powered and temperature-controlled warehouses.
- Public-private partnerships in logistics infrastructure offering new investment opportunities.

8.4 Competitive Analysis

The warehousing sector in Tanzania is becoming increasingly competitive, with both local developers and international investors seeking to capitalize on the growing demand for logistics facilities. Existing players are concentrated around Dar es Salaam, Pwani, and Arusha, with limited presence in other industrial zones.

Zhongshi Tong Supply Chain Optimization Company Limited will differentiate itself by:

- Providing high-quality, well-planned warehouse spaces that meet international safety and operational standards.
- Offering flexible leasing arrangements suited to different client needs.
- Ensuring professional management and maintenance to guarantee tenant satisfaction.
- Incorporating sustainable construction techniques and green building solutions to reduce operational costs.

8.5 Sales and Marketing Strategy

- Direct Leasing Agreements: Engage directly with industrial and commercial clients through long-term lease contracts.
- Partnerships with Logistics and Industrial Firms: Collaborate with freight forwarders, manufacturers, and distributors.
- Digital Presence: Create an online platform showcasing available warehouses, leasing options, and virtual tours.
- Networking and Trade Events: Participate in investment forums, logistics expos, and chamber of

commerce events to promote the brand.

- Customer Retention: Provide value-added services such as security, maintenance, and flexible lease renewal terms to ensure client loyalty.

9. Operational Plan

9.1 Project Implementation Process

- Land Preparation and Permitting: Acquire necessary approvals, including architectural, environmental, and construction permits for the project site.
- Design and Construction: Engage professional consultants to design and construct warehouses in compliance with industrial and safety standards.
- Quality Assurance: Conduct regular site inspections and quality checks to ensure compliance with structural and operational specifications.
- Leasing and Occupancy: Market the warehouses to target clients and secure lease agreements before and during construction completion.
- Facility Management: Implement efficient systems for maintenance, utilities management, and tenant services to ensure long-term value and profitability.

10. Staffing Plan

Zhongshi Tong Supply Chain Optimization Company Limited will employ a team of skilled professionals to manage construction, leasing, and facility operations efficiently. Staffing will be scaled progressively as the business expands.

Management Team:

- Managing Director (CEO): Provides strategic direction and oversees all business operations.
- Project Manager: Oversees construction activities, contractors, and quality control.
- Finance and Administration Manager: Handles budgeting, accounting, and regulatory compliance.
- Marketing and Leasing Manager: Responsible for tenant acquisition, client relations, and marketing.
- Operations and Maintenance Manager: Manages day-to-day warehouse operations, maintenance, and security.

11. Technical and Support Staff:

- Engineers, site supervisors, and quality inspectors.
- Maintenance and security personnel for warehouse facilities.
- Administrative, finance, and customer service officers.
- Cleaning and utility management staff.

12. Risk Management

12.1 Potential Risks

- Market competition from other developers and logistics operators.
- Construction cost overruns or project delays.
- Economic fluctuations affecting occupancy rates or tenant demand.
- Regulatory and approval delays from local authorities.
- Tenant default risks in lease payments.

12.2 Mitigation Strategies

- Engage experienced contractors and consultants to ensure accurate cost projections and timely

delivery.

- Maintain adequate working capital and financial reserves.
- Establish flexible lease terms to attract a wide range of tenants.
- Build strong, long-term relationships with key clients and partners.
- Implement strict tenant vetting and lease enforcement procedures.
- Continuously monitor market trends and adapt pricing and marketing strategies accordingly.

13. Sustainability and Corporate Social Responsibility

13.1 Sustainability Initiatives

- Utilize eco-friendly and energy-efficient construction materials to minimize environmental impact.
- Install solar energy systems and adopt rainwater harvesting where feasible.
- Implement waste reduction and recycling programs during construction and operations.
- Maintain green landscapes and ensure compliance with environmental regulations.

13.2 Corporate Social Responsibility (CSR)

- Support local employment and training during construction and operations.
- Contribute to community development projects around the project area.
- Promote fair labor practices and employee welfare.
- Maintain ethical standards in all business dealings and partnerships.

14. Marketing and Sales Strategy

Zhongshi Tong Supply Chain Optimization Company Limited will implement a comprehensive marketing and leasing strategy to attract industrial and commercial clients while maintaining a strong market

presence.

i. Online Presence:

Develop a professional website showcasing available warehouse spaces, site layouts, and leasing terms. The website will include contact information, virtual tours, and an online inquiry platform to enhance client engagement and visibility.

ii. Partnerships:

Collaborate with **logistics companies, freight forwarders, manufacturers, and real estate agents** to market the facilities and identify potential long-term tenants.

iii. Trade Shows and Industry Events:

Participate in **logistics, construction, and investment forums** to promote the company's brand, present upcoming projects, and build networks with prospective clients.

iv. Social Media Marketing:

Utilize platforms such as LinkedIn, Facebook, and Instagram to share updates on available warehouses, sustainability efforts, and success stories, strengthening brand reputation and awareness.

v. Client Education and Relations:

Engage potential clients through brochures, digital content, and presentations highlighting the **cost efficiency, safety, and strategic advantages** of leasing from Zhongshi Tong Supply Chain Optimization Company Limited.

15. Risk Factors Facing the Project

As with all large-scale infrastructure investments, the project faces several potential risks, including:

- Fluctuations in construction material prices and supply delays.

- Changes in economic or regulatory conditions affecting the property market.
- Competition from other warehouse developers offering lower lease rates.
- Delayed occupancy or tenant turnover, affecting short-term cash flow.
- Unexpected infrastructure or utility challenges during construction.

These risks will be mitigated through strategic planning, professional project management, market diversification, and continuous stakeholder engagement.

16. Competition

The warehousing industry in Tanzania has seen increased participation from private investors and logistics developers, particularly around Dar es Salaam and Pwani regions.

However, Zhongshi Tong Supply Chain Optimization Company Limited will stand out through:

- Development of high-quality, purpose-built warehouses that meet international standards.
- Offering flexible lease options and superior customer service.
- Maintaining strategic locations close to industrial zones and transport corridors.
- Implementing sustainable design and operational efficiency to reduce tenant costs.

17. Future Expansion

The company plans to expand its operations in phases, beginning with Plot No. 44, Industrial Area, Kipawa, Dar es Salaam, and later extending to other regions such as Dodoma, Morogoro, and Arusha.

Future projects will focus on integrated logistics parks with advanced infrastructure, offering comprehensive solutions to Tanzania's growing industrial and trade sectors.

18. Financing and Investment Approach

The project will be financed through a mix of equity contribution from shareholders and long-term debt financing from financial institutions.

The company will also explore partnership opportunities with strategic investors or development agencies involved in infrastructure and logistics projects.

All financial projections, loan details, and investment costs will be determined after final project appraisal and budgeting.

19. Showing the SWOT ANALYSIS

STRENGTH	WEAKNESS
<p>Experienced shareholders with strong financial capacity.</p> <p>Skilled and professional consultant team.</p> <p>Commitment of promoters to successful project execution.</p> <p>Strategic location near industrial and logistics corridors.</p> <p>Growing national demand for modern warehouse facilities.</p>	<p>High initial capital requirements.</p> <p>Dependence on construction material price stability.</p> <p>Limited brand recognition in early stages.</p> <p>Possible delays in regulatory approvals.</p> <p>High operational costs in the start-up phase.</p>

Opportunity	Threats
<p>Expanding logistics and manufacturing sectors in Tanzania.</p> <p>Government incentives for industrial and infrastructure investment.</p> <p>Growing e-commerce and trade volumes increasing storage demand.</p> <p>Advancements in sustainable construction and energy-efficient designs.</p>	<p>Rising competition from established developers.</p> <p>Economic instability or exchange rate fluctuations.</p> <p>Shifts in trade policies or import/export regulations.</p> <p>Market saturation in key industrial areas.</p>

20. Objectives

Product Excellence:

Develop a comprehensive range of warehouse and storage facility solutions that cater to the diverse needs of industrial, commercial, and logistics clients.

Sustainability:

Implement eco-friendly construction methods and use sustainable materials to minimize the environmental footprint of warehouse projects.

Market Expansion:

Establish a strong presence in key industrial regions of Tanzania and position the company as a

leading developer and lessor of modern warehouse infrastructure.

Customer Satisfaction:

Provide well-managed, safe, and efficient warehouse facilities supported by responsive tenant services and long-term partnership models.

Profitability:

Achieve sustainable and profitable growth through strategic investments, high occupancy rates, and efficient cost management.

21. Marketing and Sales

Zhongshi Tong Supply Chain Optimization Company Limited will adopt a modern, client-centered marketing approach by collaborating with reputable logistics agencies, industrial associations, and real estate firms to maximize visibility and leasing opportunities.

The company will focus on building a strong brand reputation through quality infrastructure, reliability, and professional management, ensuring high retention and referral rates among clients.

22. The Marketing Proposal

22.1 Identification of the Target Market

The company's marketing efforts will focus on attracting clients across several key industries, including manufacturing, logistics, retail, and agriculture.

Target market identification will involve assessing the storage and distribution needs of large and medium enterprises and offering customized warehouse leasing packages suited to each category.

22.2 Competitive Pricing and Leasing Terms

The company will maintain competitive leasing rates based on market analysis while offering flexible terms such as:

- Long-term leases for industrial clients.
- Short-term or renewable leases for seasonal storage users.
- Value-added services such as maintenance, security, and facility management included in lease packages.

22.3 Promotion Strategies

Promotion strategies adopted by Zhongshi Tong Supply Chain Optimization Company Limited will aim to inform, attract, and persuade potential tenants through targeted marketing channels.

The tools to be used include:

- i. Advertising
- ii. E-Marketing
- iii. Personal Selling
- iv. Sales Promotion
- v. Networking and Partnerships

22.3.1 Advertising:

Print and digital advertisements will be used to raise awareness about available warehouse spaces.

Marketing materials will be placed in business journals, logistics magazines, billboards, and trade centers around industrial zones.

22.3.2 E-Marketing

The company will maintain an updated website and social media pages featuring details on available warehouse units, pricing, and contact information.

Email campaigns will target potential clients with information about leasing opportunities and investment benefits.

22.3.3 Personal Selling

The company's marketing and leasing team will directly approach potential tenants through business meetings, presentations, and site visits.

This direct engagement will enable personalized discussions and tailored leasing proposals to meet each client's operational needs.

22.3.4 Sales Promotion

Professional marketing brochures and project profiles will be developed and distributed to target companies, trade associations, and investment promotion centers to generate interest and leasing inquiries.

23. Market Analysis

23.1 Target Markets

- Manufacturing and Industrial Firms – requiring long-term storage for machinery, raw materials, and finished goods.
- Food and Beverage Companies – in need of hygienic and temperature-controlled warehouses.
- Pharmaceutical and Healthcare Distributors – requiring safe, compliant, and accessible storage.
- Retail and E-Commerce Operators – seeking logistics hubs for inventory management and last-mile delivery.
- Agricultural Exporters – needing post-harvest storage and processing space for value addition.

23.2 Industry Trends

- Growing demand for sustainable, energy-efficient warehouses integrated with renewable energy and smart facility management systems.
- Rising foreign direct investment in Tanzania’s logistics and industrial sectors.
- Increased need for customized warehouse solutions tailored to specific industry requirements.
- Expansion of e-commerce and regional trade, driving demand for modern storage and distribution centers.

23.3 Competitive Advantage

Zhongshi Tong Supply Chain Optimization Company Limited will leverage its strategic location, modern infrastructure, and professional management to secure a competitive edge.

Its focus on long-term value, reliability, and client satisfaction will distinguish it from conventional warehouse operators.

23.4 Mode of Project Financing

The development shall be entirely undertaken by Zhongshi Tong Supply Chain Optimization Company Limited, financed through a combination of equity contributions from shareholders and long-term debt financing from financial institutions.

The proposed financing structure is as follows:

Source	Amount (USD)	Percentage
Equity	1,020,000	40%
Debt (Bank Financing)	520,000	60%
Total	1,540,000	100%

The company's shareholders will contribute the equity portion, while the remaining funds will be sourced through financial institutions at competitive interest rates to cover construction and operational expenses.

Item	USD
Land Acquisition and Site Preparation	75,490
Civil Works and Building Construction	754,900
Machinery, Equipment, and Utilities Installation	90,588

Furniture, Fixtures, and Office Setup	60,392
Pre-Operational and Professional Expenses (design, permits, consultancy)	90,588
Contingencies and Miscellaneous Costs	15,098
Sub Total	1,087,056
Initial Working Capital (marketing, staff, operations)	452,944
Grand Total	1,540,000

This financing model ensures a balanced capital structure that minimizes risk while enabling sustainable growth and profitability for the warehouse leasing project.

The development shall be entirely carried out by the Company shareholders who intend to seek financing from the financial institutions at a sharing of Equity 40%.

Item	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Year 5 (USD)
CASH INFLOWS					
Equity Contribution	1,020,000	-	-	-	-
Bank Loan	520,000	-	-	-	-
Rental Revenue (EBITDA)	1,350,000	1,800,000	2,250,000	2,700,000	3,150,000
Total Cash Inflows	2,890,000	1,800,000	2,250,000	2,700,000	3,150,000
CASH OUTFLOWS					

Construction and Site Development	1,400,000	300,000	-	-	-
Operational Expenses (Maintenance, Security, Utilities)	200,000	300,000	400,000	500,000	600,000
Administrative and Staff Costs	150,000	200,000	250,000	300,000	350,000
Marketing and Leasing Costs	80,000	100,000	120,000	150,000	180,000
Loan Interest and Repayments	150,000	200,000	250,000	300,000	350,000
Total Cash Outflows	1,980,000	1,100,000	1,020,000	1,250,000	1,480,000
Net Cash Flow	910,000	700,000	1,230,000	1,450,000	1,670,000
Cumulative Cash Position	910,000	1,610,000	2,840,000	4,290,000	5,960,000

24. Staff Structure

The success of this venture will depend largely on the competence and dedication of the management and technical personnel engaged in the construction, leasing, and operational management of the warehouse facilities.

Zhongshi Tong Supply Chain Optimization Company Limited will establish a clear organizational structure to ensure efficiency, accountability, and seamless coordination between project development and operational phases.

Proposed Staff Structure:

- General Manager / Managing Director – Overall management and strategic direction.
- Project Manager / Engineer – Oversees construction works, project scheduling, and quality assurance.
- Warehouse Manager – Manages warehouse operations, tenant relations, and inventory systems.
- Logistics Manager – Coordinates transportation, distribution, and logistics partnerships.

- QA/QC Officer – Ensures compliance with construction standards, safety, and operational quality.
- Supervisors / Site Foremen – Oversee daily on-site operations and technical teams.
- Maintenance and Operations Team – Handles electrical, mechanical, and structural maintenance.
- Administrative and Finance Staff – Manage financial reporting, HR, procurement, and office administration.
- Security and Support Staff – Responsible for safeguarding facilities and maintaining general operations.

This management structure ensures effective oversight of both project implementation and long-term facility management, guaranteeing efficiency and sustainability.

25. Manpower Requirements

Based on the proposed organizational structure, the project will initially employ approximately 50 personnel during the construction phase, consisting mainly of engineers, supervisors, laborers, and administrative staff.

Upon completion of the warehouses and commencement of leasing operations, the company is expected to employ about 100 permanent and contract staff, including operational managers, maintenance teams, and administrative personnel.

As the company expands its portfolio and develops additional warehouses in other regions, total employment is projected to increase to approximately 250 personnel within the first five years of operation.

This progressive employment plan reflects the company's commitment to local job creation, skills

development, and sustainable business growth in Tanzania.

Part Two:

APPENDIX: I

Estimated Investment Cost

The estimated total investment for the Warehouse Construction and Leasing Project at Plot No. 44, Industrial Area, Kipawa, Dar es Salaam, is outlined below.

The cost structure covers all major development, operational, and pre-opening expenses necessary for project implementation.

Project Financing Structure

The project will be financed through a combination of **equity contributions from the company's shareholders** and **long-term debt financing** obtained from financial institutions.

This structure ensures adequate capitalization for construction, equipment procurement, and operational setup during the initial phase.

Source of Funds	Amount (USD)
Equity (Shareholders' Contribution)	1,020,000
Debt (Bank Loan Financing)	520,000
Total Project Cost	1,540,000

Description	Details
Interest Rate (per annum)	16%
Loan Period	5 Years
Capital Repayment Grace Period	1 Year

The equity portion will be contributed by the company’s shareholders, while the debt portion will be sourced from a reputable financial institution under competitive lending terms.

The repayment plan will be structured to align with projected cash flows from **warehouse leasing revenue**, ensuring smooth financial performance and debt servicing.

Project Financing Structure

The project will be financed through a combination of **equity investment** from shareholders and **long-term debt financing** from financial institutions.

This balanced financing model ensures adequate liquidity for construction, equipment acquisition, and initial operations.

Source of Funds	Amount (USD)
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Equity (Shareholders' Contribution)	1,020,000
Debt (Bank Loan Financing)	520,000
Total Project Cost	1,540,000
Description	Details
Interest Rate (per annum)	16%
Loan Period	5 Years
Capital Repayment Grace Period	1 Year

The equity will be contributed by the company's shareholders, while the debt will be obtained through a financial institution under favorable terms.

The repayment schedule will be designed to match projected **cash inflows from warehouse leasing operations**, ensuring smooth repayment and financial sustainability throughout the loan period.

Depreciation Schedule (in USD)

The following table presents the projected **depreciation schedule** for the fixed assets of the **Warehouse Construction and Leasing Project** over a five-year period.

Depreciation is calculated using the **straight-line method** based on estimated useful lives of the assets.

Asset Description	Depreciation Rate (%)	Opening Balance (USD)	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Year 5 (USD)
Civil Works & Building	4.00	100,000	96,000	92,160	88,474	84,935	81,537
Annual Depreciation		-	4,000	3,840	3,686	3,539	3,397
Machinery & Equipment	10.00	320,000	288,000	259,200	233,280	209,952	188,957
Annual Depreciation		-	32,000	28,800	25,920	23,328	20,995
Vehicles	25.00	20,000	15,000	11,250	8,438	6,328	4,746
Annual Depreciation		-	5,000	3,750	2,813	2,109	1,582
Furniture & Fittings	10.00	100,000	90,000	81,000	72,900	65,610	59,049
Annual Depreciation		-	10,000	9,000	8,100	7,290	6,561

Notes:

- Depreciation is applied annually on a straight-line basis.
- The **residual value** of assets after Year 5 is accounted for in the closing balances.

- This schedule ensures accurate financial reporting and asset value tracking throughout the project’s operational life.

Financial Projection Summary (in Tanzanian Shillings - TZS)

The table below presents a **five-year projection** of the project’s sources and applications of funds.

The projections reflect expected revenues from warehouse leasing operations, along with capital expenditure, operational expenses, and working capital requirements.

YEAR	Year 1	Year 2	Year 3	Year 4	Year 5
SOURCES OF FUNDS					
Profit Before Interest & Depreciation	3,243,119,016	4,142,415,566	4,651,437,814	5,289,846,207	5,747,192,341
Other Sources (Equity & Loan)	11,506,150,000	–	–	–	–
Total Sources	14,749,269,016	4,142,415,566	4,651,437,814	5,289,846,207	5,747,192,341
	6	6	4	7	1
APPLICATIONS OF FUNDS					
Capital Expenditure	9,345,043,000	–	–	460,246,000	460,246,000

Other Applications (excluding Working Capital)**	1,126,734,576	2,418,269,661	2,442,107,456	2,504,761,094	2,513,096,054
Total Applications	10,471,777,576	2,418,269,661	2,442,107,456	2,965,007,094	2,973,342,054
Working Capital Requirements	2,071,107,000	800,000,000	1,500,000,000	2,000,000,000	2,200,000,000
Total Uses (Applications + Working Capital)	12,542,884,576	3,218,269,661	3,942,107,456	4,965,007,094	5,173,342,054