

**LESSO AFRICA COMPANY LIMITED**

**BUSINESS PLAN**

**FOR**

**AN INVESTMENT IN THE MANUFACTURING OF PIPES AND FITTINGS TO BE  
ESTABLISHED ON PLOT NO. 302, SAENI AREA, KIBAHA TOWN, COASTAL REGION**

**LESSO AFRICA COMPANY LIMITED,  
P.O.BOX 6619,  
DAR ES SALAAM.**

**DECEMBER, 2025**

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## 1. GENERAL PROJECT INFORMATION

### 1.1 Preamble

This study covers the business plan for establishing a manufacturing facility for pipes and fittings on Plot No. 302, Saeni Area, Kibaha Town, Coastal Region (herein referred to as “the property”), for the purpose of producing and supplying high-quality pipe products to the market.

### 1.2 The Project Promoters

The project is being promoted by **LESSO AFRICA COMPANY LIMITED**, (herein referred to as “**LESSO AFRICA**”) a limited liability company incorporated under the laws of Tanzania whose shareholders are as follows;

S/N	NAME OF SHAREHOLDERS	PERCENTAGE OF OWNERSHIP	NATIONALITY
1.	HONG ZANG	400	CHINESE
2.	HAI LEI ZHANG	600	CHINESE

### 1.3 Proposed Development.

The proposed development shall consist of the construction of a modern manufacturing facility for pipes and fittings, covering an estimated total area of 37,230 sqm. The facility is designed to meet the growing demand for high-quality, durable, and efficiently produced pipe products. The development aims to provide robust industrial infrastructure to support large-scale production, storage, and distribution of pipes and fittings for a wide range of commercial and infrastructural applications.

## **1.4 The Project Justification**

**LESSO AFRICA COMPANY LIMITED** aims to set a strong benchmark in the manufacturing of high-quality pipes and fittings that meet the evolving needs of the Tanzanian market. With the rapid growth in population, urbanization, and construction activities across the country, demand for reliable, durable, and efficiently produced piping products continues to rise. The company seeks to address this demand by providing modern, high-standard manufacturing solutions that support infrastructure, industrial, and commercial development.

**LESSO AFRICA COMPANY LIMITED** aims to meet the growing industrial demand in Tanzania by establishing a state-of-the-art manufacturing facility for pipes and fittings. With the rapid growth in population, urbanization, and construction activities nationwide, the need for high-quality, durable, and efficiently produced pipe products continues to rise.

Having thoroughly studied the market, we are confident that our strategic approach will enable us to compete effectively with other manufacturers, both within Tanzania and across the region.

Our goal is to become one of the top three preferred brands in Tanzania for pipe and fittings solutions. This will be achieved by not only providing superior products but also ensuring that businesses and infrastructure developers benefit from reliable, efficient, and safe supply systems supported by advanced production technology.

## **2 PRODUCT DESCRIPTION**

The proposed development will consist of a modern pipes and fittings manufacturing facility designed to support large-scale production, storage, and distribution operations. The facility will occupy flexible production and storage spaces tailored to accommodate advanced manufacturing lines, raw material handling, and finished goods warehousing.

Each production and storage section will be developed to meet high industrial standards of functionality, durability, and safety. The layout will feature spacious floor areas for machinery installation, high ceilings to support vertical storage of raw materials and finished products, and wide access points to facilitate smooth movement of forklifts, trucks, and handling equipment. Additional features will include proper ventilation systems, optimized natural lighting, and stable utility connections essential for continuous industrial operations. Dedicated maneuvering areas and parking spaces for delivery trucks will ensure efficient logistics operations.

Beyond individual operational areas, the development will include shared amenities to enhance efficiency, coordination, and security. These will include centralized surveillance and access-control systems, internal road networks designed for heavy-duty traffic, waste management facilities compliant with industrial standards, and perimeter fencing for controlled and safe operations. Such infrastructure guarantees a secure, organized, and industry-friendly environment for all users.

For investors, the establishment of a pipes and fittings manufacturing facility presents a strong long-term opportunity in a growing market. Demand for reliable, high-quality pipes continues to rise with ongoing infrastructure projects, urban expansion, and increased industrial activities. Ownership of such a facility not only secures a long-term asset but also positions the investor at the center of a critical supply chain in the construction and utilities sectors.

For distributors and wholesale partners, collaboration with the facility offers reliability, consistency, and efficiency. They gain access to a dependable source of high-quality products without bearing the heavy capital costs of establishing their own manufacturing systems. This enables them to strengthen their market presence while maintaining competitive pricing and service levels.

Overall, the advantages of engaging with **LESSO AFRICA COMPANY LIMITED's pipes and fittings manufacturing project** can be summarized in two core strengths: **QUALITY and EFFICIENCY**. The project guarantees modern, well-equipped, and strategically designed industrial facilities capable of supporting the growing demand for durable pipe products—both today and in the expanding infrastructure landscape of the future.

## **2.1 Quality**

Quality in this development is ensured through superior industrial construction standards and a client-centered manufacturing approach. The facility is designed to meet the specific operational needs required for producing high-quality pipes and fittings. All production lines, storage areas, and handling zones will be built to support precision manufacturing, strict quality control procedures, and efficient workflow processes. The company will also incorporate advanced machinery and allow for customization of certain production features, such as reinforced flooring for heavy equipment, specialized material-handling systems, and enhanced loading and offloading facilities to support safe and efficient operations.

The quality of the final manufacturing facility will be evident upon completion. The entire plant will undergo a comprehensive inspection to ensure that all production areas, storage zones, and utility

systems are fully functional and ready for operation. All machinery installation points, access pathways, material-handling areas, ventilation systems, and electrical and water connections will be tested to confirm compliance with industrial standards. The facility will be cleaned and prepared to ensure a safe, efficient, and organized environment for immediate commencement of manufacturing activities.

Quality assurance continues beyond completion. LESSO AFRICA COMPANY LIMITED will provide a one-year comprehensive warranty covering construction and structural components of the facility. Should any issues arise within the first year, LESSO AFRICA COMPANY LIMITED will coordinate directly with contractors and suppliers to ensure timely repairs or adjustments at no additional cost. This approach ensures that production operations remain uninterrupted and that the company can begin manufacturing high-quality pipes and fittings with confidence.

## **2.2 Efficiency**

The efficiency of the pipes and fittings manufacturing facility will be evident from the first day of operation. The plant will be constructed with optimized production layouts and durable industrial materials that minimize maintenance requirements while maximizing operational output. Key features such as reinforced flooring for heavy machinery, wide access points for smooth movement of raw materials and finished products, and high ceilings for adequate ventilation and equipment installation will ensure smooth and continuous manufacturing flow.

In addition, the facility will incorporate energy-efficient design elements, including proper ventilation, ample natural lighting, and effective weather-proofing. These features will help reduce electricity consumption, maintain favorable indoor temperatures in Tanzania's warm climate, and contribute to a more sustainable production environment.

By combining modern industrial construction methods with cost-saving operational features, the manufacturing facility will enhance productivity, reduce operating expenses, and ultimately increase overall profitability throughout the production and distribution cycle.

## **3 SWOT ANALYSIS**

Having a SWOT analysis is essential, as it helps us understand our likelihood of succeeding in the pipes and fittings manufacturing industry while guiding us on how to strengthen our weaknesses and minimize potential threats. To ensure a thorough and objective assessment, we engaged a reputable business consultant with extensive experience in supporting startups and industrial manufacturers in conducting similar evaluations.

The purpose of the SWOT analysis was to determine whether investing in a modern pipes and fittings manufacturing plant represents a viable and sustainable business opportunity within Tanzania’s growing construction and infrastructure sectors. We are pleased to report that the findings indicated strong strengths and significant opportunities for this venture. The identified threats were few and manageable, and the weaknesses highlighted are areas for which we have already developed effective improvement strategies.

Below is the summary of the SWOT analysis carried out by the consultant on behalf of **LESSO AFRICA COMPANY LIMITED**:

**Showing the SWOT ANALYSIS**

<b>STRENGTH</b>	<b>WEAKNESS</b>
<ul style="list-style-type: none"> <li>• Experienced Shareholders of LESSO AFRICA COMPANY LIMITED:</li> <li>• Experienced Consultant team</li> <li>• Shareholder Commitment</li> <li>• Prime location of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in unfamiliar countries</li> <li>• Need time to get used to the different legal and business environment</li> <li>• New supply chain sales channels need to be built</li> </ul>
<b>OPPORTUNITY</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Increase in sale values</li> <li>• Growth in economy with time</li> <li>• High Demand for the Pipes and Fittings</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in cost of raw materials</li> <li>• Competition from other Developers.</li> </ul>

#### 4 **MARKETING AND SALES**

Every business operator understands the importance of marketing to a company's success, and how deploying the right strategies can generate revenue while building a strong and recognizable brand. After conducting thorough research into Tanzania's construction and manufacturing markets, we identified the most effective strategies that will allow us to penetrate the market, grow our customer base, and compete favorably with established manufacturers of pipes and fittings.

Recognizing the central role of marketing in this project, our sales and marketing executives have been empowered to drive our corporate sales objectives, helping us secure long-term buyers, distributors, and project-based clients while ensuring that the company maintains a strong and positive brand image. In addition, we understand the importance of technology in today's business environment, and we have developed plans to introduce a digital platform and customer portal that will allow clients to easily access product information, place orders, track deliveries, and communicate with our sales team.

Our official website and social media platforms will also be actively managed to keep customers informed about new product lines, promotions, technical specifications, and company updates—ensuring continuous engagement and improved customer service.

In summary, LESSO AFRICA COMPANY LIMITED will leverage the following strategies to market our pipes and fittings products and services effectively:

- a. Advertise our pipes and fittings products through local and national newspapers, radio, and television. We will also encourage loyal clients to refer other businesses by offering incentives.
- b. Rely on business-to-business (B2B) networking and word-of-mouth marketing, as most of our clients will be wholesalers, distributors, contractors, and manufacturers in the construction and plumbing sectors.
- c. Conduct direct marketing through our sales executives, who will visit construction companies, plumbing suppliers, trade associations, and industrial hubs to promote our pipes and fittings products.
- d. Ensure our business is listed in trade directories, online platforms, and industry-specific listings for construction, plumbing, and manufacturing sectors.

- e. Use our website and customer portal to promote and sell our pipes and fittings products, providing easy access to product details, pricing, specifications, and virtual demonstrations.
- f. Actively use social media platforms (LinkedIn, Facebook, Twitter, Instagram) to promote our pipes and fittings brand and engage with potential corporate clients, distributors, and contractors.

We recognize that brand awareness is crucial for any company, regardless of its market experience. Therefore, LESSO AFRICA COMPANY LIMITED will leverage all viable publicity channels in Tanzania to ensure maximum visibility for our pipes and fittings products. These strategies will not only promote our manufacturing capabilities and product range but also reinforce our reputation as a trusted provider of high-quality, durable, and reliable piping solutions for construction, infrastructure, and industrial applications.

The platforms we intend to leverage include:

- a. Placement of adverts in print media (local newspapers, trade magazines) and electronic media (radio and television).
- b. Promotion through our social media platforms to engage directly with existing and potential clients in the business community.
- c. Sponsorship of trade fairs, logistics exhibitions, and community business events.
- d. Distribution of handbills and brochures at industrial zones, ports, trade hubs, and commercial centers.
- e. Installation of billboards in strategic locations around Tanzania, particularly near ports, highways, and industrial clusters.

Through these strategies, LESSO AFRICA COMPANY LIMITED will ensure that our pipes and fittings products are well-positioned in the market, attracting both local and international businesses seeking high-quality, durable, and reliable solutions for construction and plumbing needs.

## **4.1 Our Pricing Strategy**

Our pricing model will be competitive within the pipes and fittings market. During the first six months of operations, we plan to offer our products at slightly lower prices than the market average to attract clients, build trust, and establish our presence. Once our brand gains visibility and recognition, we may adjust prices to reflect the true value, quality, and durability of our products.

At no point will we set prices below the cost of production, materials, and overheads, as our goal is to build a sustainable, long-term business. This approach ensures that we remain competitive initially while protecting the profitability and viability of our operations over time.

## **4.2 Competition**

LESSO AFRICA COMPANY LIMITED intends to be one of the leading providers of pipes and fittings in East Africa. The company is well-positioned to capitalize on the region's growing construction activities, increasing industrialization, and expanding demand for high-quality piping solutions. At the same time, the business recognizes that it competes with other manufacturers and suppliers in the market who are also expanding their operations.

To maintain a competitive advantage, the company has implemented tools and systems to enhance the efficiency of raw material sourcing, production processes, quality inspections, and communication with clients. These measures ensure that our pipes and fittings are produced on time, meet high-quality standards, and provide a seamless experience for both distributors and end-users.

## **4.3 MANPOWER REQUIREMENTS AND ORGANISATION**

### **4.3.1 MANAGEMENT**

The success of a venture of this kind depends heavily on the competence and experience of the personnel recruited to manage it. It is assumed that qualified personnel with the requisite skills are available within Tanzania.

To streamline operations and ensure smooth project execution, it is proposed to engage two key figures: an Operations Officer and an Accountant. These two, together with the Production Manager, will form the central operational core responsible for overseeing the manufacturing, quality control, and distribution of pipes and fittings. Their coordinated efforts will ensure that products are produced on time, meet the highest quality standards, and are delivered efficiently to clients, ultimately guaranteeing the

success and sustainability of the business.

#### **4.3.2 MANPOWER REQUIREMENTS**

Based on the proposed organizational structure, the project will initially employ a total of 55 personnel to manage operations, administration, production, and logistics for the pipes and fittings manufacturing facility.

##### **Chief Executive Officer (CEO)**

- Provides strategic direction for the organization and ensures these strategies are effectively communicated throughout the company.
- Oversees budgets and allocates resources appropriately to support construction, leasing, and operations of the warehouses.
- Ensures that the right professionals are recruited into the management team.
- Builds a corporate culture that influences employee performance, attitude, and decision-making in line with organizational goals.

##### **Human Resources and Administration Manager**

- Develops, implements, and manages personnel policies specific to the warehouse and logistics sector.
- Recruits, retains, and terminates staff in accordance with company needs and labor laws.
- Ensures administrative practices are compliant and efficient, supporting the smooth running of operations.
- Monitors staff welfare, incentive packages, and ensures employee engagement to maintain high productivity.

##### **Marketing Executives**

- Carry out promotional activities to position the company as a leading provider of warehouse and godown facilities.
- Devise marketing and sales strategies to attract tenants and buyers.
- Manage campaigns on all company social media platforms to increase visibility and generate leads.
- Plan and organize trade exhibitions, industry shows, and business forums to showcase the Monitor marketing performance and adjust strategies to improve results.

### **Accountants**

- Ensure compliance with tax requirements and timely preparation of tax returns.
- Collaborate with management to report on financial performance, maintain budgets, and track actual costs versus projections.
- Prepare and analyze accounting records, financial statements, and reports to ensure accuracy and compliance with accounting standards.
- Conduct business operations analysis, including costs and revenues, to forecast future income, expenses, and advise on financial strategies.

### **Mechanics and Assistants**

- Maintain and repair equipment used in warehouse operations, including forklifts, conveyor systems, and other machinery.
- Ensure smooth operation of all mechanical systems.
- Assist in solving operational problems and communicate safety concerns to management.

### **Drivers**

- Load and unload cargo efficiently and safely at designated times.
- Ensure compliance with traffic and safety regulations during transport.
- Inspect trucks before and after each trip, reporting defects to the maintenance department.

### **Security Guards**

- Protect the warehouses and godowns, preventing theft, vandalism, and other security issues.
- Respond promptly to any security incidents.
- Educate staff on security best practices and maintain a safe operational environment.

### **Risk Management**

LESSO AFRICA COMPANY LIMITED has implemented several risk management strategies to minimize potential risks and protect company investments in the pipes and fittings business. The company maintains liability insurance coverage of USD 1,000,000 to protect against unforeseen damages, accidents, or legal liabilities related to manufacturing, storage, and distribution operations.

**Accounts Payable** – For every delivery of raw materials, equipment, or supplies to the manufacturing facility, the Project Manager will review invoices and physically verify the consignment. Any discrepancies are documented and immediately communicated to the supplier for resolution. If deliveries occur when the Project Manager is unavailable, invoices and shipments are verified the following day, with follow-up communication as needed.

Daily financial activities are meticulously recorded using an account ledger, which tracks operational expenses, supplier payments, material costs, and other production-related expenditures. The ledger also includes daily cash flow sheets, payroll information, receipts, and a calendar for miscellaneous expenditures or events. This system ensures that all financial information from the production floor and administrative offices is centralized, organized, and easily accessible. Bank statements are reconciled monthly by the Administrative Assistant and reviewed by the owners to ensure accuracy, transparency, and proper financial control.

**Payroll** – The Project Manager records and calculates payroll for all personnel using pre-designed spreadsheets that account for salaries, deductions, overtime, and other allowances specific to the manufacturing facility. All payroll taxes and statutory reports are completed and submitted by the Administrative Assistant. Quarterly reviews are conducted by the owners, and all key due dates are pre-recorded in the owner’s ledger to ensure timely compliance with Tanzanian labor and tax regulations.

Through these procedures, LESSO AFRICA COMPANY LIMITED ensures that financial, operational, and legal risks associated with the pipes and fittings manufacturing business are carefully monitored and mitigated. This provides a secure and efficient framework for production, distribution, and overall operations, enabling the company to maintain consistent product quality, timely deliveries, and operational reliability.

## **5 ECONOMIC AND SOCIAL BENEFITS**

The successful establishment of a pipes and fittings manufacturing facility by LESSO AFRICA COMPANY LIMITED will generate significant economic and social benefits for Tanzania. Key benefits include;

- i. Creation of Permanent Employment Opportunities – The project will provide jobs for over 100 Tanzanian employees across construction, operations, administration, security, and logistics, contributing to local employment and skill development.
- ii. Meeting Market Demand for Pipes and Fittings – By producing high-quality, durable, and reliable pipes and fittings, the project will address the growing demand from construction companies, contractors, and distributors in Dar es Salaam and surrounding areas.
- iii. Infrastructure Improvement – Electrification of the project site and related utilities will benefit the surrounding neighborhood, improving domestic and commercial access to power.
- iv. Enhanced Transportation and Accessibility – Feeder roads leading to the warehouse complex will be maintained as part of the project, ensuring smooth transport of goods, cargo vehicles, and personnel in and around the facility.
- v. Income Generation for Local Service Providers – Employees, subcontractors, and other service providers (including small-scale entrepreneurs supplying goods and services to the project) will benefit, contributing to improved living standards and economic activity in the area.
- vi. Creation of Local Market Opportunities – The pipes and fittings manufacturing facility will generate demand for raw materials, industrial supplies, transportation services, and related goods, creating a multiplier effect on the local economy.
- vii. Revenue Contribution to the Government – Through corporate taxes and other statutory obligations, the project is projected to contribute a total of USD 1,006,753 to the Treasury over a ten-year period, representing an average annual contribution of USD 83,896.08

In summary, the pipes and fittings manufacturing facility will not only serve the construction and industrial sectors but will also stimulate economic growth, improve industrial infrastructure, create employment opportunities, and generate government revenue, ensuring a sustainable and positive impact on the surrounding area.

## **FINANCIAL PROPOSAL**

Revenue projections are based on the following assumptions:

The project will begin after being granted the derivative rights to own plot no 302, Saeni, Kibaha Town, Coastal Region. Construction process will be for a period of two (2) years.

### **Salaries and Wages**

Salaries, wages and 30% social security benefits for 50 workers are also indicated in Appendix

### **Corporate income**

Tax rate of 30% is assumed is to remain unchanged over the projected period of ten (10) years.

### **5.1 Estimated Cost of the Project**

The total project investment is estimated at USD 1,000,000 including the land, construction costs, building materials, machines, vehicles and initial operation capital.

### **5.2 Mode of Project Financing**

The development shall be entirely carried out by the Company shareholders who shall finance the project from their own equity.

### **5.3 Investment Cost Financing Pattern**

The total investment cost is estimated at USD 1,000,000 a summary of the breakdown is as indicated in the table below;

<b>ITEM</b>	<b>USD</b>
Fixed Assets	
Land/ Building	300,000
Plant	50,000
Vehicles	50,000
Furniture& Fittings	50,000
Pre-expenses	30,000
others	20,000
Working Capital	500,000
<b>TOTAL</b>	<b>1,000,000</b>

### **Mode of Project Financing**

The development shall be entirely carried out by the Company shareholders who shall finance the project from their own equity.

### **5.4 Investment Cost Financing Pattern**

The total investment cost is estimated at USD 1,000,000 a summary of the breakdown is as indicated in the table below;

<b>ITEM</b>	<b>USD</b>
Fixed Assets	300,00
Civil Works & Building	50,000
Machinery and Equipment	50,000
Vehicles	50,000
Furniture and Fittings	30,000
Raw materials	20,000
Pre-Operational Expenses	250,000
<b>Sub total</b>	<b>750,000</b>
Initial Working Capital	250,000
<b>GRAND TOTAL</b>	<b>1,000,000</b>

## 5.5 Financial Viability

### Return on Investment

The project indicates a very healthy return on investment with a payback period of within 5 years of the completion of construction.

## 5.6 Sustainability and Expansion Strategy

The future of a business depends on the number of loyal customers, the capacity and competence of its employees, a sound investment strategy, and a solid organizational structure. If any of these factors are missing, the business may struggle to sustain operations over the long term.

One of our major goals in establishing the pipes and fittings manufacturing facility is to build a business that can operate sustainably from its own cash flow without relying on external financing once operations are fully underway. LESSO AFRICA COMPANY LIMITED will ensure that the right foundations, organizational structures, and operational processes are in place, while also prioritizing staff welfare, training, and development to maintain a motivated and efficient workforce.

### Check List/Milestone

- Application for business license and permit: **Completed**
- Purchase of Land: **Completed**
- Conducting Feasibility Studies: **Completed**
- Recruitment of employees: **In progress**
- Purchase of Machinery and building materials process: **In progress**
- Purchase of the Needed furniture, racks, shelves, computers, electronic appliances, office appliances and CCTV: **In progress**
- Health and Safety and Fire Safety Arrangement (License): **In progress**
- Opening party / launching party planning: **In Progress**
- Establishing business relationship with vendors – wholesale suppliers / merchants of cooking gas: **In Progress.**

## **6 SUMMARY AND CONCLUSION**

This document presents a detailed investment proposal by LESSO AFRICA COMPANY LIMITED for the establishment of a modern pipes and fittings manufacturing facility on Plot No. 302, Block “B” Saeni, Kibaha Town, Coastal Region.

The shareholders of the company are highly experienced in the construction and industrial sectors, enabling them to leverage their expertise in producing high-quality pipes and fittings that will be in strong demand. This demand, in turn, is projected to generate substantial profits and growth for the company.

The total investment cost for the project is estimated at United States Dollars One Million (USD 1,000,000). The project is financially attractive, generating positive net cash flows from the first year of operations, with projected net cash flow of USD 1,979,550 from sales of pipes and fittings and related products.

The project is also expected to create permanent employment opportunities for over 50 Tanzanian employees, including skilled technicians, logistics staff, and support personnel. Additionally, it will contribute to the improvement of infrastructure and quality of life in the surrounding areas, while supporting local businesses that provide goods and services to the project.

## **CONCLUSION**

**LESSO AFRICA COMPANY LIMITED** is therefore seeking a Certificate of Incentives from the Tanzania Investment and Special Economic Zones Authority (TISEZA) for the investment in the construction of warehouses and godowns on the aforementioned plot of land.

Based on the technical, financial, economic, and social analysis conducted, the proposed project is technically feasible, financially viable, and socially beneficial. We request that the Tanzania Investment and Special Economic Zones Authority (TISEZA) provide the necessary support by approving this application for a Certificate of Incentives, thereby enabling the company to contribute effectively to Tanzania’s growing logistics and storage infrastructure.

**Appendix1****LESSO AFRICA COMPANU LIMITED CASHFLOWS****PROJECTION (USD)**

<b>YEAR</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>
<b>Sources</b>							
<b>Profit before interest/depreciation</b>		1,050,000	1,200,000	1,350,000	1,500,000	1,650,000	1,800,000
<b>Other Sources</b>	3,065,000	1,050,000	1,200,000	1,350,000	1,500,000	1,650,000	1,800,000
<b>Total sources</b>	3,065,000	1,050,000	1,200,000	1,350,000	1,500,000	1,650,000	1,800,000
<b>Applications</b>							
<b>Capital expenditure</b>	2,500,000		150,000	150,000	1,500,000	100,000	-
<b>Other Applications (excl. working capital)</b>		300,000	400,000	420,000	450,000	480,000	500,000
<b>Total Applications</b>	2,500,000	300,000	400,000	570,000	600,000	580,000	500,000
<b>Working capital</b>	565,000	200,000	300,000	350,000	400,000	450,000	1,000,000