

CPL (TANZANIA) STAECH SUGAR CO.LTD

FEASIBILITY STUDY FOR STARCH SUGAR FACTORY

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1.0. EXECUTIVE SUMMARY

1.1 Overview:

Industrialization is a key priority sector and a major focus of the Government of Tanzania in its efforts to promote national economic growth. It is widely acknowledged that the manufacturing sector plays a critical role in the development of any economy, as it provides a foundation through which developing countries can catch up with industrialized nations. While many countries are advancing their industrial capabilities by adopting modern, sustainable technologies to enhance productivity, others are still struggling to establish a solid industrial base. Tanzania remains among the countries facing challenges in achieving a strong industrial take-off. Despite the implementation of various industrial development strategies and policies, the contribution of the manufacturing sector to the national economy has remained relatively low, with recent statistics indicating a declining trend.

From the analysis, it is evident that the manufacturing sector remains significant to the growth of Tanzania's economy, despite its relatively small contribution to GDP compared to other sectors such as agriculture and services. The stagnant contribution of the sector is mainly associated with delays in the implementation of ambitious and poorly coordinated development plans, the slow transformation of an economic structure largely dominated by agriculture, and strong competition from low-priced manufactured imports from Asian economies. Therefore, a more effective approach is for the government to centrally coordinate development policies to ensure policy coherence, strong linkages among sectors, and continuous monitoring of implementation. In addition, greater emphasis should be placed on encouraging increased investment from local citizens. Sugar industry overview

Starch sugar is a type of sugar produced by hydrolyzing starch (breaking starch into smaller sugar molecules).

The starch usually comes from crops such as:

- Maize (corn)
- Cassava
- Wheat
- Rice
- Potatoes etc

Through enzymatic or acid processing, starch is converted into sugars.

This industry acquires its raw material from agricultural products that can produce starch sugar. This raw material is processed into a range of sugar products for consumer use.

Generally, Starch sugar refers to sugars produced through the hydrolysis of starch obtained from crops such as maize, cassava, wheat, or potatoes. The process converts starch into simpler sugars, mainly glucose and glucose-based syrups, which are widely used in food, beverage, pharmaceutical, and other industrial applications. Compared to conventional sucrose derived from sugarcane, starch sugar offers advantages such as high solubility, ease of handling, cost

efficiency for industrial users, and functional benefits including moisture retention and texture improvement. Due to the availability of starch-rich raw materials and growing industrial demand, starch sugar production represents a strategic agro-industrial opportunity, particularly for developing economies seeking to promote value addition, reduce imports, and support industrial growth.

Vision:

To become Tanzania's leading and most trusted producer of high-quality starch sugar, driving industrial growth, promoting local agro-processing, and contributing to sustainable economic development.

Mission:

To produce affordable, high-quality starch-based sugars using locally sourced raw materials, support domestic industries with reliable supply, foster value addition in agriculture, create employment opportunities, and promote sustainable and technologically advanced manufacturing practices in Tanzania.

Goals of CPL (TANZANIA) Starch Sugar Co. LTD:

1. **Increase Local Production:** Establish a commercially viable starch sugar production facility to meet the growing domestic demand for industrial sugars and reduce reliance on imports.
2. **Promote Agro-Industrial Value Addition:** Utilize locally grown starch-rich crops such as maize and cassava to add value and support local farmers.
3. **Ensure Quality and Consistency:** Produce high-quality, safe, and reliable starch sugar products that meet national and international food safety standards.
4. **Support Industrial Growth:** Supply the food, beverage, confectionery, brewery, and pharmaceutical industries with affordable and consistent industrial sweeteners.
5. **Economic and Employment Impact:** Generate direct and indirect employment opportunities, promote skills development, and contribute to Tanzania's industrialization objectives.
6. **Sustainability and Innovation:** Adopt modern, efficient, and environmentally sustainable production technologies to ensure long-term viability and competitiveness.

Core values

- a) Consistent High Product Quality Standards
- b) Reliability in partnership with customers
- c) Social responsibility
- d) Financial transparency and accountability
- e) Eco-friendly services

The Project Proposal:

CPL (TANZANIA) Starch Sugar Co. LTD proposes to establish a starch sugar manufacturing facility in coast Region focused on the production of glucose, liquid glucose syrup, and related starch-derived sweeteners using locally available starch-rich crops such as maize and cassava. The project is designed to contribute to Tanzania's industrialization and agro-processing objectives by transforming primary agricultural products into higher-value industrial inputs.

The proposed facility will employ modern enzymatic hydrolysis technology to convert starch into sugars efficiently, ensuring high product quality, consistency, and compliance with national and international food safety standards. The adoption of appropriate technology will enhance productivity, reduce production costs, and support environmentally responsible manufacturing practices through efficient energy and water use.

The starch sugar produced will primarily serve domestic industries including food and beverage manufacturers, bakeries, confectionery producers, breweries, and pharmaceutical companies, which currently rely heavily on imported industrial sweeteners. By supplying competitively priced, locally produced starch sugar, the project aims to reduce import dependency, improve supply chain reliability, and strengthen backward linkages with local farmers through structured raw material sourcing arrangements.

The capital investment costs of the project amount to USD. 4,000,000/= which are proposed to be financed through equity financing USD 2.9 and 1.1 will be taken as a foreign loan.

TOTAL PROJECT UTILIZATION DESCRIPTION

Description	Amount (USD)
Machinery cost up to installation	1,180,000
Construction and related structures	1,100,100
Working capital	1,419,000
Pre expenses	300,000
TOTAL	4,000,000

PROJECT CAPITAL STRUCTURE

EQUITY	2,900,000
BANK LOAN	1,100,000
TOTAL	4,000,000

Rationale of the Proposal:

The proposal by CPL (TANZANIA) Starch Sugar Co. LTD is aimed at increasing the country's capacity for the production of industrial sugars through starch-based processing, in line with the Government of Tanzania's ongoing efforts to promote agro-industrial development and value addition to locally produced crops such as maize and cassava. These crops serve as the primary raw materials for starch sugar production and are widely produced by local farmers.

The project also seeks to address the persistent gap between demand and supply.

Purpose of the Study:

This document has been prepared to serve the following purposes;

- To facilitate the application for Certificate of Incentives from Tanzania Investment and Special Economic Zones Authority (TISEZA) so as to have access to benefits provided under the laws.
- To determine the viability of the proposed project and serve as a business plan for the company's development program.
- To utilize the document for possible mobilization of financial credits from Banks/ Financial Institutions for either term loan financing or overdraft Facility to support smooth implementation of the proposed project.

The Starch Sugar milling production factory:

The starch sugar production factory is designed as an integrated agro-processing facility that converts starch extracted from locally sourced crops such as maize and cassava into industrial sugars, including glucose and glucose syrups. The factory will utilize modern enzymatic conversion technology to ensure efficient processing, consistent product quality, and compliance with food safety and environmental standards. Its operations will include raw material handling, starch extraction, hydrolysis, purification, concentration, and packaging. The facility is planned to operate on a commercial scale to meet the growing demand for industrial sugar from food, beverage, pharmaceutical, and related manufacturing sectors, while contributing to import substitution, value addition, and employment creation. Plant Capacity:

The proposed factory is of modern and technological machines consisting of required equipment's and machines which has 750TCD at initial start per day capable of crushing 150,000Mtns for the whole season at average starch sugar recovery rate of 10.5% to 13% averagely making bit efficient of yielding 15,750Mtns of starch sugar per year worst case scenario and produced is intended only for local market to sell in local market but also to help covering the demand gape.

Buildings:

Buildings under consideration for the project will include;

- Factory Buildings including structures for plants and machineries
- Starch Sugar Storage ware house
- Residential Houses & other support buildings

Project Investment and Financing:

The capital investment costs of the project amount to USD. 4,000,000 which are proposed to be financed through equity financing USD 2.9 and 1.1 being contributed from Bank- borrowing for working capital finance as operation fund and procurement of agricultural products from out grower during a year season.

Management:

The project after its full construction will be managed by CPL (Tanzania) Starch Sugar Co.ltd. The company Directors will ensure that qualified and experienced personnel are engaged in the management of the entire sections of the factory. The Managing Directors of the Company are Chinese investors with vast experience in business management.

Ownership and Management

Ownership

CPL (Tanzania) Starch Sugar Co. ltd is a company limited by shares of the members. The authorized share capital is USD 4,000,000. It is owned by two company experienced business company listed here under;

<i>S/N</i>	<i>Name</i>	<i>Shareholding</i>	<i>Nationality</i>
1.	Hongshunda (Shanghai) Biological Engineering Co. ltd	125	Chinese
2.	Hebei Tuohuang International Trading Company ltd	875	Chinese
	TOTAL	1,000	

Management Structure/Executive team

The company has simple and highly effective non-bureaucratic organization structure to promote team work and communication as well as operational efficiency but all being managed by the board of director.

Board of Directors

The company is under the board of directors which is the supreme decision making and strategic body in the company. The shareholders are non-executive member. It is comprised of the following key personnel:

Overall Board Chairperson

He is principal shareholders and non-executive member; he is driving force behind the growth of the business from humble beginnings to now boast all the operation stage to the victory of farm current status. He has also attended several courses relating to business strategy and change management both locally and in regional countries. Is a steady but assertive leader who leads from the front and does not shy away from making difficult decisions when necessary. His enormous business experience and enterprising mind has been handful in guiding the company from one stage of growth to another.

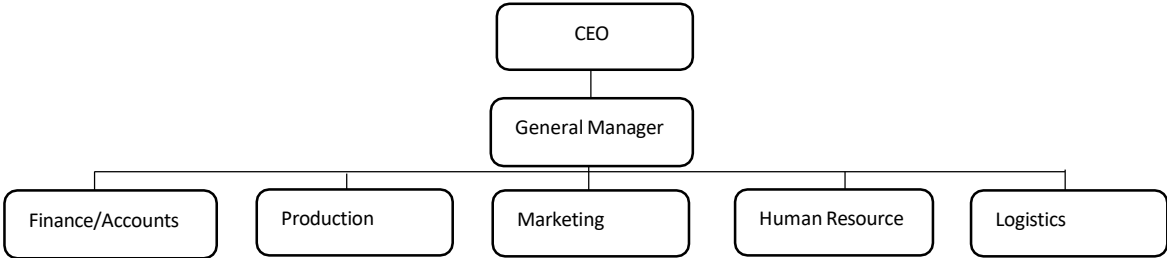
Board Secretary.

He is principal shareholders and non-executive member. He has vast experience in operating commercial business as he takes parts in day to day organizing and planning all company affairs future progress. His presence in the Board brings a wide range of experience of commercial transaction in company's business. He has been on the board of the company for incorporation and his value is immense.

The following presents a simplified organization structure to present important positions and their inter-relationships including decision making and reporting hierarchy: -

ORGANIZATIONS AND MANAGEMENT PLAN

Organizational Structure



Abbreviations

C.E.O – Chief Executive Officer

The organizational structure above is quite flat in nature. At the top of the structure is the **General Manager** who reports to the **Chief Executive Officer** on trends, new products, demands, costs, company designs, profits and investments etc. Departmental manager reports to the General Manager. Lastly, the technical staff reports to Departmental Managers.

The logistics department is responsible to ensure that vehicles are maintained and available for transportation of raw materials and finished goods. They have to monitor movements ensuring punctuality. In addition, they also have to ensure that the vehicle is in good condition, any fault has been repaired and that the vehicles have adequate fuel. Subsequently, they also to select and allocate drivers for each trip. The managers will be responsible for driver training.

The production department mainly deals with transforming raw materials into finished goods. They are also responsible for maintenance of machineries and equipment in order to ensure fewer breakdowns. Decision about purchasing raw materials i.e. cane will be based on analysis of availability, projected production of the commodity on which the decision to purchase raw materials will be based. This is mainly that the right quantity is available at the right time.

The Finance and Accounts department control the inflow and outflow of money in the firm. They are the blood supply of the company and will be required to prepare budgets and allocate funds where necessary. They have to ensure payments to suppliers are made on time and that customers have made payments on a timely basis. It is their duty to ensure that customers make their payments on time within the credit periods and deduct any discounts or charge a penalty as per the contract. They also calculate the profit and loss of the company and investigate any losses made by the company.

The marketing department is responsible for acquiring new customers and retaining old customers. They also have to create awareness and increase the demand for the product among consumers. Research and Development and market surveys are also conducted by the marketing department.

The Human resource department is the key to the firm as this is a manufacturing business and they are the ones who will ensure adequate employees are available in order for the company to operate. It is vitally important that these employees are recruited, selected, trained, developed, and motivated well; this is the responsibility of the Human Resource department. They will also be responsible for ensuring salaries and any other benefits are paid. Quarterly, performance evaluation is carried out to ensure that employees are working efficiently.

The General Manager has to ensure that all departments are running properly. The general manager is responsible for setting company procedures, ensuring implementation, ensuring schedules and budgets are met, motivation, hiring & firing, strategic forecasting & planning, setting objectives and analyses trends in the market place. After analyzing the trends and data collected; a proposal is then created for the C.E.O to decide whether to accept or reject.

The C.E.O of the company is responsible for making the major decisions of the company i.e. profitability, creating contracts for strategic alliances, acquisitions or takeovers, launching a new product or service, entering a new market and speaking in public.

The organization has a free culture; this means that employee suggestions and comments are taken into consideration by management; this is mainly to avoid bureaucracy. In other words, employees in the department can walk into the General Manager's office and freely suggest ideas. The openness of the organization increases effectiveness of communication.

1.2 Plant Production Plan:

The plant will be into commercial operations. The company' plans to produce and market her products for more profit maximization to be part of contributing in filling starch sugar. The plant will move to its operation immediately after is completion of construction which expected to take place for 3to 4 years

Company plans to increase its expansion plan once production start.

Market Aspect:

1.2.1 The Market for processed starch sugar:

The market for processed starch sugar produced by **CPL (TANZANIA) Starch Sugar Co. LTD** will primarily be based on the local market. Demand is driven by domestic industries such as food and beverage manufacturers, bakeries, confectionery producers, breweries, and pharmaceutical companies, which require reliable and cost-effective industrial sweeteners for their production processes. Currently, a significant portion of industrial sugar demand is met through imports, creating supply gaps and price volatility in the local market. By supplying locally produced starch sugar, the project aims to meet this unmet demand, reduce reliance on imports, improve supply consistency, and offer competitively priced products tailored to the needs of local manufacturers.

NANE NANE release fliers for 2024 farmer's ceremony official data issued by Tanzania sugar board

1.2.2 The Target Market:

Currently, the production in the country does not meet the local demand for sugar, thus creating a shortfall that can be filled through additional factories.

1.2.3 Market Entry and Growth Strategy

CPL (TANZANIA) Starch Sugar Co. LTD will enter the market by positioning itself as a reliable and cost-effective supplier of locally produced starch sugar, targeting industrial users such as food and beverage manufacturers, bakeries, confectionery producers, breweries, and pharmaceutical companies. The initial market entry will focus on building strong relationships with key industrial clients, emphasizing consistent product quality, competitive pricing, and timely delivery. Strategic partnerships with local farmers and cooperatives will be established to secure a steady supply of raw materials such as maize and cassava, ensuring production continuity and backward linkages that support the local economy.

Marketing efforts will include direct B2B engagement, participation in industry exhibitions, and targeted promotional campaigns highlighting the benefits of using locally sourced starch sugar over imported alternatives. As the company gains market traction, the growth strategy will focus on gradually expanding production capacity, introducing value-added products such as high-fructose syrups and specialty glucose formulations, and exploring regional distribution opportunities within East Africa. Continuous investment in technology, quality assurance, and customer service will underpin the company's efforts to capture a significant share of the domestic industrial sugar market while establishing CPL (TANZANIA) Starch Sugar Co. LTD as a trusted and sustainable player in Tanzania's agro-processing sector.

We will use both push and pull strategies to attract both consumers and retailers. We will rigorously market our products to ensure 'top of mind awareness' which will be reinforced by our unbeatable quality. We recognize the need to initially sell our products at reasonable price to ensure that all retailers stock our products. Later, we plan to have simple contracts i.e. on receipts states discounts and penalties mainly to encourage early payment

In order to control volatility of price and supply of raw material; we plan to have contractual agreements with large growers to produce required agricultural products specifically to us under the condition that we provide supervision and support i.e. free seed, fertilizer and field assistance. As sales increase, we will employ the latest technology to improve efficiency (economies of scale) enabling us to lower costs and thus reduce the price of our products; which in turn will increase sales.

FINANCIAL EVALUATION:

This section sets out proposed expansion plan, financing needs, financial forecasts for 2025-2030 and the proposed security for applied facility.

1.2.4 Financial Forecast.

4.3.1 Projected Statement of Comprehensive Income for five years (See table from investment analysis attached bellow)

The following is the company's projection of financial performance (Statement of Comprehensive Income) for the whole investment. Revenues/Sales are expected to be growing by an average of 10% to 20% averagely from year one.

“Projected Statement of Comprehensive Income of the business is attached at investment analysis at the end of document”

4.3.2 Projected Statement of financial position for seven years (See table 8 from investment analysis attached bellow)

Most of the balance sheet items will keep on increasing as the business continues to operate on its normal operating cycle for investment. Currently the non-current assets of the company are Machinery & Equipment's and Motor Vehicles; Depreciation rates will continue to be at 20% and 25% respectively annually though since is non cash item is not taken into consideration. Net worth of the business will be growing with an average growth of 30% to 40%.

“Projected Statement of Financial position of the business is attached at investment analysis at the end of document”

4.3.3 Liquidity

Projected liquidity position of the company is quite healthy such that it will be able to repay the bank facility being applied for within a period of five years and break even in 3 years while at the same time meeting all its other financial obligations of operating the business

“Annex: cash flow projections attached at investment analysis NPV Annex”

Operating expenses

- The operating expenses will increase by 12% per annum as result of the growth in business activities which varies with turnover.

Finance costs

- Interest Rate on loan is 9% annually

NB: Other costs are included in projections

1.3 SECURITY COVER:

The proposed loan facilities from local banks have been assumed to be secured by company Mortgage over landed properties of the company including all machinery and equipment at the project site.

2.1 Location:

The project is to be located at Kibaha –Coast Region as indicated in the attached surveyed land. This is a strategic location, which is easily accessible by road for transportation of facilitation materials and its products. The location is also connected to the national Power Grid System and a standard gauge railway that connect Dar es salaam with other region and countries.

2.2 Building and Civil Works:

Building under consideration for the project will include;

- Factory Buildings including structures for plants and machineries
- Storage ware houses
- Residential Houses
- Other supporting buildings

Business Strategies

The management of Starch Sugar Co. Ltd, has clear strategies that will ensure the planned goals are going to be achieved as articulated above. For the sugar cane farming business and sugar mill plant to be established, the management will adopt the following strategies:

- Acquire and install irrigation and plant machinery that are guaranteed to last a long time and can be maintained easily.
- Ensure that there is transfer of skills in order to ensure the machinery will be maintained by local people at lower costs and to avoid longer downtimes at farm field.
- Ensure that the company can penetrate the market through fair pricing and innovative marketing as well as attractive packaging.
- Utilize own transport facilities as a way of improving efficiencies and cutting down on delivery costs.
- Always be conscious about the environment to maintain an eco-friendly status in all its business lines, this will assure sustainability of the company as a going concern.
- Ensure there is adherence to the country's regulatory and statutory laws, including ensuring timely payment of tax obligations.
- Best customer services by employing experienced, skilled and trustworthy staff. Emphasize on the slogan of "*CUSTOMER FIRST*" through regular trainings and monitoring.

3.2. Business Situational Analysis

3.2.1 Analysis of Strengths, Weaknesses, Opportunities and Threats

SWOT Analysis

Starch Sugar Co. do not intend to launch out with trial and error hence the need to conduct a proper SWOT analysis. We know that if we get it right from the onset, we would have succeeded in creating the foundation that will help us build a standard sugarcane farm and sugar factory that will favorably compete with leadings in Tanzania.

We know that if a proper SWOT analysis is conducted for our business, we will be able to position our business to maximize our strength, leverage on the opportunities that will be available to us, mitigate our risks and be equipped to confront our threats.

Starch Sugar Co. employed the services of an expert HR and Business Analyst with bias in the commercial sugar industry to help us conduct a thorough SWOT analysis and to help us create a business model that will help us achieve our business goals and objectives.

Here is a summary from the result of the SWOT analysis that was conducted on behalf of Starch Sugar Co.ltd

- **Strength:**

Our strength is the fact that we have healthy relationships with loads of major players in the industry; both suppliers and buyers within the Tanzania.

We have some of the latest commercial farming machines, tools and equipment that will help us in commercial quantities with less stress. Aside from our relationship (network) and equipment, we can confidently boast that we have some the most experienced hands.

All these makes us confident to run Starch sugar plant with constant assurance of raw material supply from self-supply and out growers.

- **Weakness:**

Our weakness could be that we are a new starch sugar in Tanzania, and perhaps the fact that we decided to diversify our activities could count against us initially. We are aware of this and from our projection will overcome this weakness with time and turn it to a major advantage for the business.

- **Opportunities:**

Prices for starch sugar in Tanzania are partly regulated by government policy, which strives to match supply and demand. As a result, Tanzania prices are on average much higher than world prices, somewhat insulating farmers and producers from volatility. The price and demand is expected to increase in the coming years, presenting an opportunity for the industry and market forces.

- **Threat:**

Growth in per capita consumption of starch sugar increases demand for it. Over the past five years, as consumers have become more health-conscious, demand for caloric sweeteners (including sugar) has decreased. However, generally sluggish growth in sweetener consumption is likely to pose a threat to the industry.

3.2.2 Political, Environmental, Social and Technical Analysis

- **Political**

The business does not face any serious political threat as the country is in peace and the company will pay all of the required taxes on time hence the company will have a good relationship with the tax and city authorities.

- **Environment**

The business has no negative impact on the environment and has better procedures for waste disposal.

- **Social**

The business offers employment to the surrounding community and facilitates the availability of services through payment of Tax to the government via Tanzania Revenue Authority (TRA).

- **Technical**

Technically the business is well equipped with modern facilities like, Telephone, etc. to facilitate business transactions.

4.0 PROFILE OF THE TARGET MARKETS

4.1 Market Segments

The business operates into one market segment which is domestic market. The opening of the new starch sugar factory is for expansion of the business through improving and maximizing production that will enhance and manages to operate and maintain feeling the identified gap for both domestic and industrial starch sugar.

4.2 Entry strategy

The company employs the following strategies to enter into the market

- a) Emphasizing quality services and reliable to reduce customers price sensitivity.
- b) Simple advertisement and promotional strategy will also be employed.
- c) Customer satisfactions will be taken as a core value of the business together with selling of high-quality products.

7.0 ECONOMIC JUSTIFICATION

The company has not gone into this decision blindly as proper market research has been conducted. Clearly, there is guaranteed demand for starch sugar.

The shareholders are already established business people and have demonstrated great management skills in growing the existing and in diversified businesses. They are heeding the government's call to help industrialize the country which promotes self-employment spirit, local entrepreneurs, income-generation, financial deepening, and provides employment to local people as well. Shareholders are investing a lot of money in buildings, storage facilities, infrastructure, plants and machinery which demonstrates their commitment.

By establishing new business line, the company is playing its part in providing employment opportunities for a lot of Tanzanians and making a contribution towards employment creation and poverty reduction. The income accruing to the employees helps to uplift family's welfare in poverty alleviation. Expansion of the business means that there are more employment opportunities opening up for the local populace.

7.1 Corporate Social Responsibility (CSR)

Positive impact from the establishment of this new business is as follows: -

- Offering employment opportunities to the local population during preparing, managing and operating farm, construction of the new starch sugar plant and after completion, to work in the sugar plant.
- Offering business opportunities to local suppliers (Out growers) of raw materials and foodstuff that may be required to the farm for consumption, construction or actual running of the starch sugar plant.
- Uplift the living standards of the local population.
- Ensure that the roads, electricity, water, security and water infrastructures around the factory areas are brought up to standard.
- They plan to give back to the community a portion of their net profit towards projects like water boreholes to communities, school desks and chairs for local schools, health facilities to communities and security by establishing a strong-armed security guard office.
- **Environmental regulation.**

Screening of possible environmental impacts on proposed project sites is carried out by the National Environment Management Council (NEMC) as part of the Environmental and Social Management Framework. NEMC is responsible for setting standards and issuing permits for the discharge of effluents into the environment, including into water resources.

9.0 CONCLUSION

The detailed discussion in the previous sections reveals that, this business is financially viable and economically justifiable. The need to go into starch sugar milling factory is in line with demand supply and gap.

Management analysis also shows that the key staff is well experienced in the commercial farming and manufacturing industry with integrity and goodwill in the market.

Socio-economic analysis depicts that the company will play big role in improving people's living standards, modernizing the community, impacting new skills and technology transfer.

The current and future economic, social and financial conditions in the country are expected to support the growth of this company and become a powerful actor in the industry. Investments in this project are certainly most likely going to pay back and returns are prospectively high.

Based on considerations and assumptions given above, it is concluded that the proposal by Starch Sugar Co. Ltd to operate new starch sugar factory is technically feasible and commercially viable. It is therefore recommended for the project promoters to proceed and invest in the proposed starch sugar milling plant.

Financial projection plan for ten years

Year	Revenue (USD)	Expenses (USD)	Profit Before Tax (USD)	Tax (25%) (USD)	Net Profit (USD)	Cumulative Cash Flow (USD)
1	2,000,000	1,200,000	800,000	200,000	600,000	600,000
2	2,200,000	1,296,000	904,000	226,000	678,000	1,278,000
3	2,420,000	1,400,000	1,020,000	255,000	765,000	2,043,000
4	2,662,000	1,512,000	1,150,000	287,500	862,500	2,905,500
5	2,928,000	1,632,960	1,295,040	323,760	971,280	3,876,780
6	3,220,800	1,764,197	1,456,603	364,151	1,092,452	4,969,232
7	3,542,880	1,906,934	1,635,946	408,987	1,226,959	6,196,191
8	3,897,168	2,058,489	1,838,679	459,670	1,379,009	7,575,200
9	4,286,885	2,224,168	2,062,717	515,679	1,547,038	9,122,238
10	4,715,574	2,400,302	2,315,272	578,818	1,736,454	10,858,692