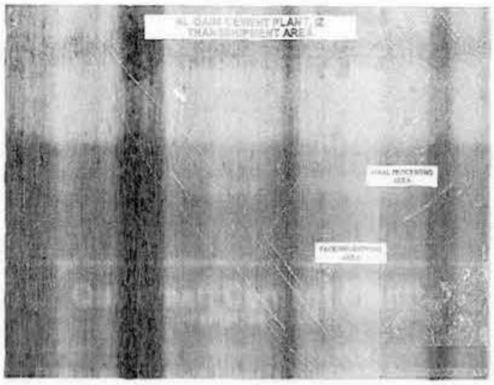


Qubaysah Cement Plant*

(33°38'35"N 042°30"16"E)

Qubaysah cement plant is located in the province of Anbar about 200 km. southwest of Baghdad in central Iraq

Significant Points

- According to CPA reporting looting damage did not occur here
- Plant has been operational since end of OIF

Qubaysah Link to Main Map No available imagery at this time Link to Central Region Map

Al Fallujah Cement Plants I & II

(33°25'29"N 042°30'16"E)

Al Fallujah Cement Plants I & II are located the province of Baghdad about approx. 60 km. west of Baghdad in central Iraq

Al Fallujah Cement Plant I has three kilns and produces clinker using the "wet process" method

Al Fallujah Cement Plant II has three kilns and produces clinker using the "dry process" method

There are three cement products plants that surround Al Fallujah Cement Plant I & II

Significant Events

- According to CPA reporting looting damage did not occur here
- Plants have not been operational since OIF

Al Fallujah I & II

Al Fallujah Cement Plant I

Functional Units

Al Fallujah Cement Plant I includes the following functional units:

- Three (3) long wet process cement production rotary kiln
- One big (approx. 40 meters in diameter) and two small (approx. 26 meters in diameter) round slurry tanks
- Eight (8) blended materials storage silos
- A cement storage and shipping area
- Two (2) cement product plants
- Three (3) concrete production plants
- Two (2) water towers

(Image 27)

A dedicated housing area is located west of Al Fallujah

Concrete Products Plant

There are three concrete products plants

- Concrete products plant 1 contains:
  - One (1) prefabrication building
  - Finished products storage area
  - One (1) raw material storage area

(Image 28)

- Concrete products plant 2 contains:
  - A warehouse storage area
  - A cement batch plant
  - Two (2) cement products processing plants
  - An additional smaller cement products processing plant

Concrete Products Plant (continue)

An additional concrete products plant can be found adjacent to this second concrete production plant

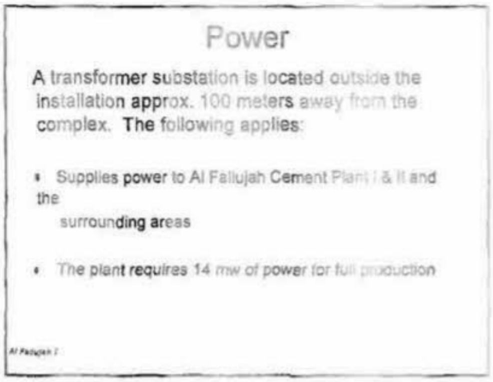
(Image 30)

Storage Tanks

The storage tanks are located on the west side of the installation

- Five (5) medium sized fuel storage tanks approx. 17 meters in diameter

These fuel tanks are truck served and are secured within a berm

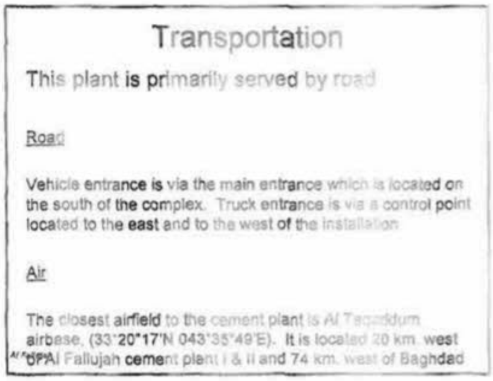


Power

A transformer substation is located outside the installation approx. 100 meters away from the complex. The following applies:

- Supplies power to Al Fallujah Cement Plant I & II and the surrounding areas
- The plant requires 14 mw of power for full production

Al Fallujah I



Transportation

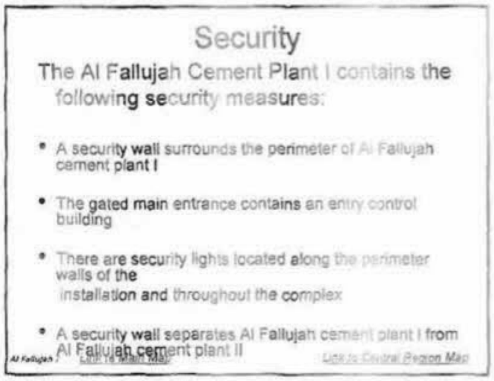
This plant is primarily served by road

Road

Vehicle entrance is via the main entrance which is located on the south of the complex. Truck entrance is via a control point located to the east and to the west of the installation

Air

The closest airfield to the cement plant is Al Taqaddum airbase, (33°20"17'N 043°35'49'E). It is located 20 km. west of Al Fallujah cement plant I & II and 74 km. west of Baghdad

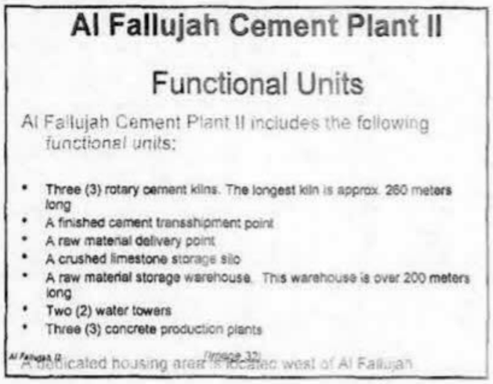


Security

The Al Fallujah Cement Plant I contains the following security measures:

- A security wall surrounds the perimeter of Al Fallujah cement plant I
- The gated main entrance contains an entry control building
- There are security lights located along the perimeter walls of the installation and throughout the complex
- A security wall separates Al Fallujah cement plant I from Al Fallujah cement plant II

Al Fallujah I Link to Main Map Link to Central Region Map



Al Fallujah Cement Plant II

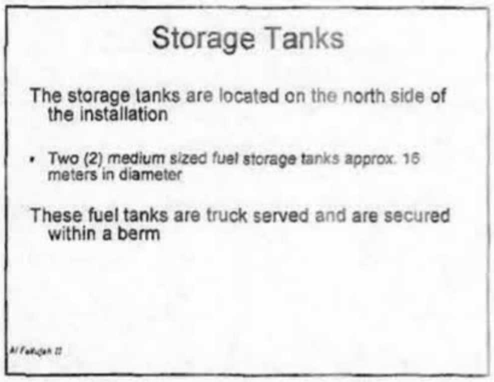
Functional Units

Al Fallujah Cement Plant II includes the following functional units:

- Three (3) rotary cement kilns. The longest kiln is approx. 260 meters long
- A finished cement transshipment point
- A raw material delivery point
- A crushed limestone storage silo
- A raw material storage warehouse. This warehouse is over 200 meters long
- Two (2) water towers
- Three (3) concrete production plants

Al Fallujah II (Image 32)

A dedicated housing area is located west of Al Fallujah



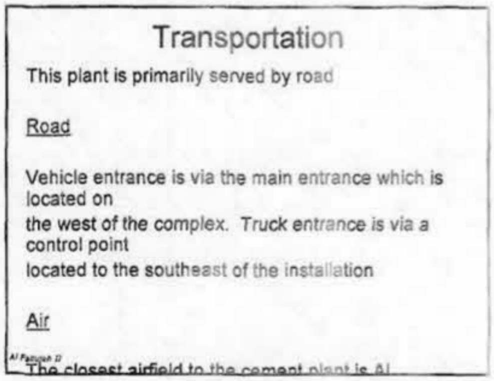
Storage Tanks

The storage tanks are located on the north side of the installation

- Two (2) medium sized fuel storage tanks approx. 15 meters in diameter

These fuel tanks are truck served and are secured within a berm

Al Fallujah II



Transportation

This plant is primarily served by road

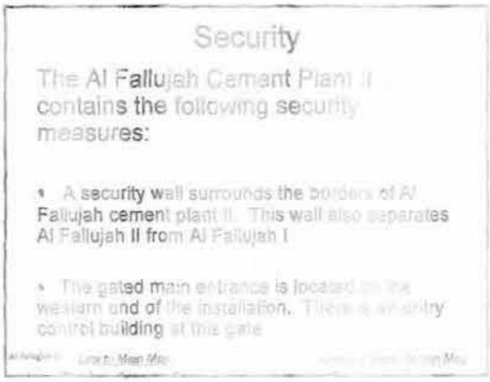
Road

Vehicle entrance is via the main entrance which is located on
the west of the complex. Truck entrance is via a control point
located to the southeast of the installation

Air

Al Fallujah II

The closest airfield to the cement plant is Al

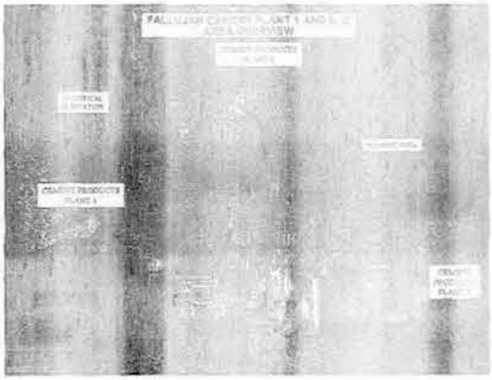


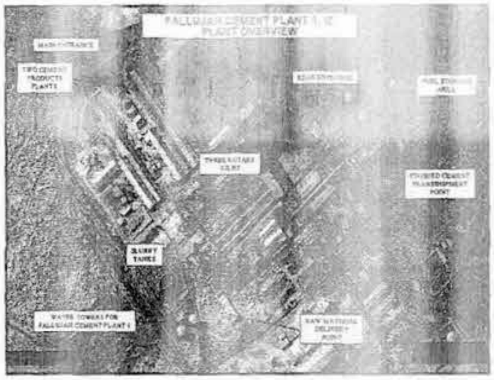
Security

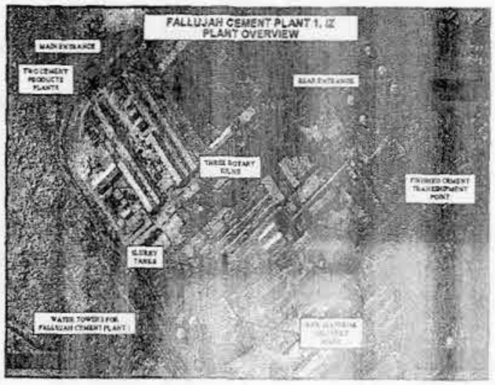
The Al Fallujah Cement Plant II contains the following security measures:

- A security wall surrounds the borders of Al Fallujah cement plant II. This wall also separates Al Fallujah II from Al Fallujah I
- The gated main entrance is located on the western end of the installation. There is an entry control building at the gate

Link to Main Map

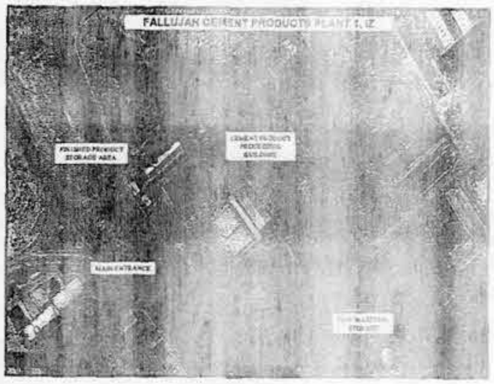



FALLUJAH CEMENT PLANT I, II
PLANT OVERVIEW
MAIN ENTRANCE
TWO CEMENT PRODUCTS PLANTS
FUEL STORAGE AREA
THREE ROTARY KILNS
FINISHED CEMENT TRANSSHIPMENT POINT
SLURRY TANKS
WATER TOWERS FOR FALLUJAH CEMENT PLANT I
RAW MATERIAL DELIVERY POINT

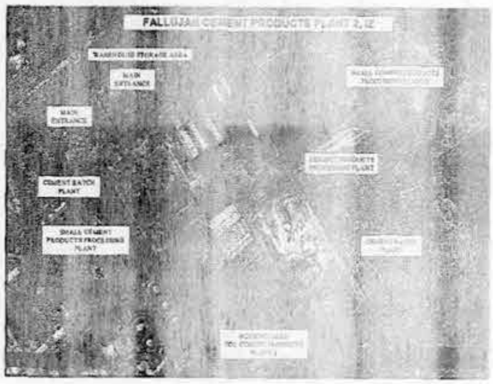


FALLUJAH CEMENT PLANT 1, IZ
PLANT OVERVIEW

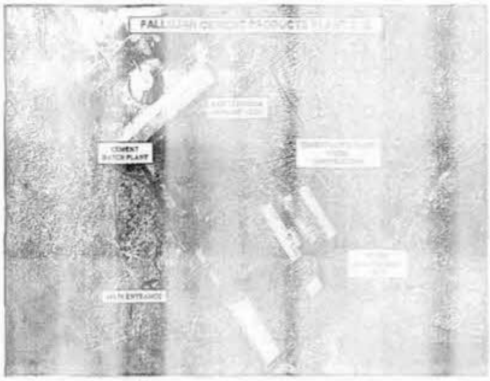
MAIN ENTRANCE
TWO CEMENT PRODUCTS PLANTS
REAR ENTRANCE
THREE ROTARY KILNS
FINISHED CEMENT TRANSSHIPMENT POINT
SLURRY TANKS
WATER TOWERS FOR FALLUJAH CEMENT PLANT 1

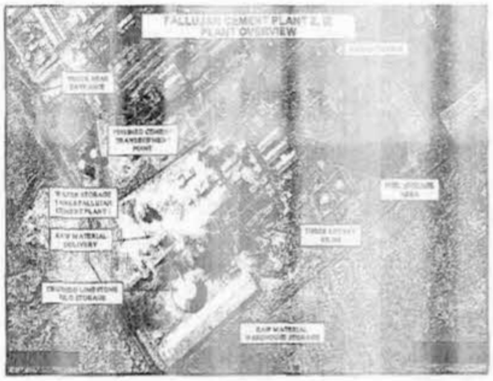


FALLUJAH CEMENT PRODUCTS PLANT 1, IZ



FALLUJAH CEMENT PRODUCTS PLANT 2, IZ


FALLUJAH CEMENT PRODUCTS PLANT


FALLUJAH CEMENT PLANT 2, IZ
PLANT OVERVIEW

Muharij Cement Plant

(33°20"37"N 043°59"02"E)

Muharij cement plant is located in the province of Baghdad approx. 29km west. This cement plant is currently under construction however, it is uncertain when this construction began.

Functional Units

Muharij Cement Plant includes the following functional units:

- Two (2) dry process cement production rotary kilns with
  the kilns measuring approximately 45 meters long
- Dry cooling towers with five natural draft towers
- A Rail line is under construction
- The foundation for a warehouse is also imminent

(image 33)

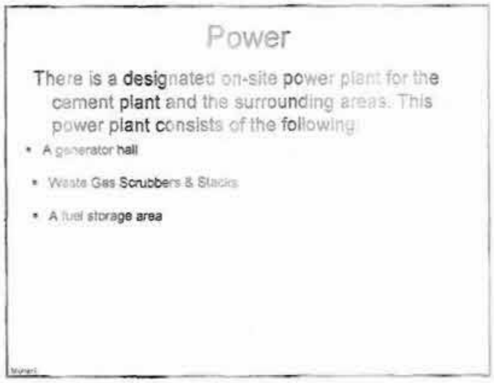
There appears to be no visible housing area within

Storage Tanks

The storage tanks are located to the north-west corner of the newly constructed cement plant

- Three (3) small sized fuel storage tanks approx. 15 meters in diameter

These fuel tanks are road served and are secured within a berm that separates them from the adjacent cement plant

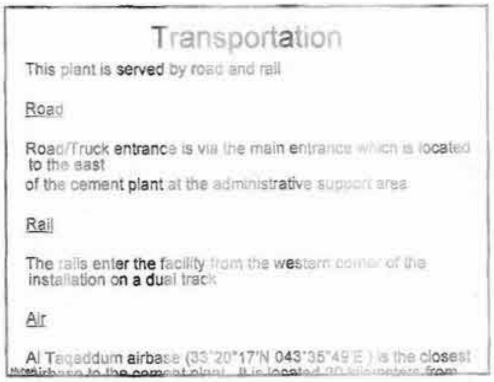


Power

There is a designated on-site power plant for the cement plant and the surrounding areas. This power plant consists of the following:

- A generator hall
- Waste Gas Scrubbers & Stacks
- A fuel storage area

Muharij



Transportation

This plant is served by road and rail

Road

Road/Truck entrance is via the main entrance which is located to the east of the cement plant at the administrative support area

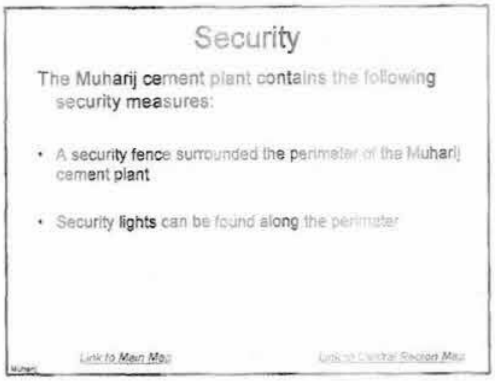
Rail

The rails enter the facility from the western corner of the installation on a dual track

Air

Al Taqaddum airbase (33°20"17'N 043°35"49'E) is the closest airbase to the cement plant. It is located [illegible] kilometers from

Muharij



Security

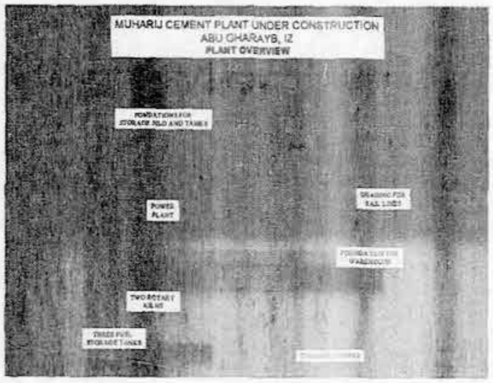
The Muharij cement plant contains the following security measures:

- A security fence surrounded the perimeter of the Muharij cement plant
- Security lights can be found along the perimeter

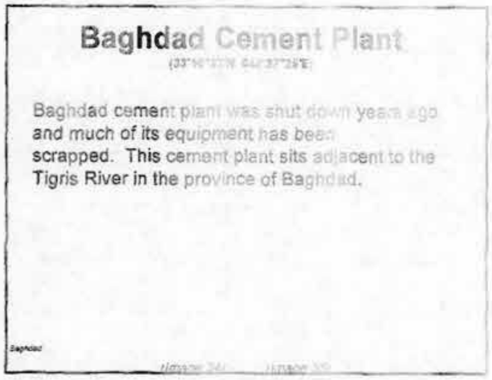
Muharij

Link to Main Map

Link to Central Region Map



MUHARIJ CEMENT PLANT UNDER CONSTRUCTION
ABU GHARAYB, IZ
PLANT OVERVIEW



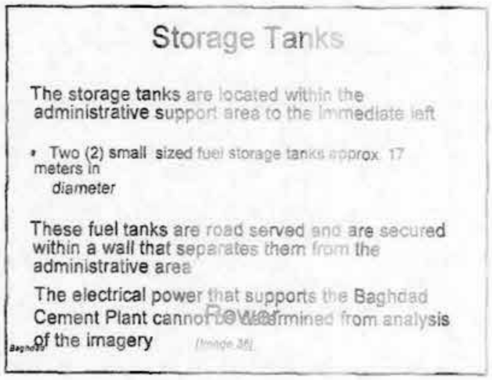
Baghdad Cement Plant

(33°16'[illegible]"N 044°37'28"E)

Baghdad cement plant was shut down years ago and much of its equipment has been scrapped. This cement plant sits adjacent to the Tigris River in the province of Baghdad.

Baghdad

(Image 24)   (Image 35)



Storage Tanks

The storage tanks are located within the administrative support area to the immediate left

- Two (2) small sized fuel storage tanks approx. 17 meters in diameter

These fuel tanks are road served and are secured within a wall that separates them from the administrative area

The electrical power that supports the Baghdad Cement Plant cannot be determined from analysis of the imagery

Power

Baghdad

(Image 36)

Transportation

This plant is primarily served by road

Road

Road/Truck entrance is via the main entrance which is located to the east of the cement plant at the administrative support area

Air

There are several airfields that are within 15 miles from the Baghdad Cement Plant

- Baghdad Muthenna (33°15'43"N 044°13'4[illegible]"E), this airfield is located approx. 13 miles north-west of the cement plant
- Qasr Tall Mihl (33°18'46"N 044°14'26"E) this airfield is

Baghdad

Security

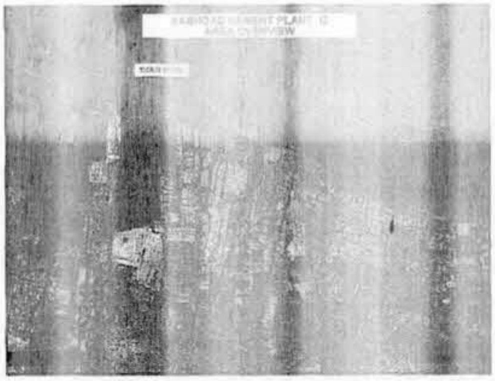
The Baghdad Cement Plant I contains the following security measures:

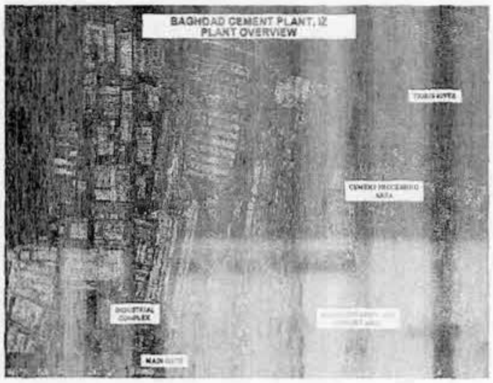
- A security wall surrounded the perimeter of the Baghdad cement plant
- A security building was present at the entrance to the cement plant

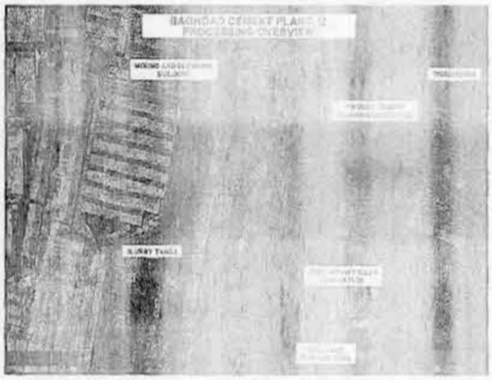
Baghdad

Back to Main Menu

Back to Baghdad Main







Karbala Cement Plant I

[illegible]

The Karbala cement plant I is located in the province of Karbala approx. 98 km southwest of Baghdad and 12 km west of Karbala.

Significant Point

- According to CPA reporting looting damage did not occur here
- Plant has been operational since end of OIF

(image 37)

Karbala I

Functional Units

Karbala Cement Plant I includes the following functional units:

- Two (2) dry process cement production rotary kilns
- An administration complex
- A raw material receiving, crushing and storage area
- A cement transshipment area

In addition, there are three cement products plants near Karbala cement plant I that receive cement

Cement Products Plant

There are three cement products plants

- Cement products plant 1 contains:
  - A pouring and casting area
  - Finished products storage area
  - An aggregate deliver and storage area

(Image 39)

- Cement products plant 2 contains:
  - One (1) large processing building that is approx 250X48 meters
  - Two (2) cement products processing plants
  - A cement storage area

Cement Products Plant (continue)

Concrete products plant 3 contains:

- Finish product open storage area
- Drying kilns
- An aggregate storage and delivery area
- A processing building that contains a pouring and casting area
- A cement storage silo

(Image 41)

Storage Tanks

The storage tanks are located along the southern fence line

- Four (4) small sized fuel storage tanks approx. 12 meters in diameter

These fuel tanks are road served and are secured within a berm

Power

Electric lines enter the installation through a power substation located outside of the northeastern corner of Karbala cement plant I adjacent to the cement products plant 1. This substation provides electrical power to the cement plant, the cement products plant and the surrounding area.

- The cement plant currently requires 17 mw of power for production

Transportation

This plant is primarily served by road

Road

- Vehicle entry is via the main gate located on the northern side of the complex

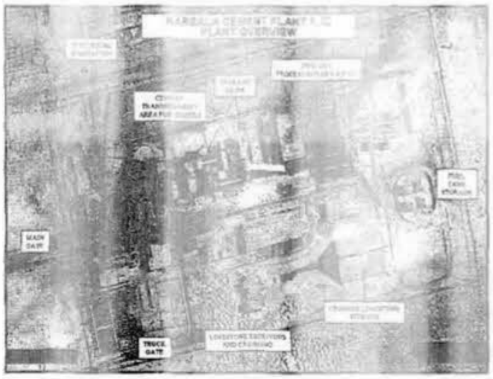
- Truck entry is via a gated entrance located on the northwestern corner of the facility

Air

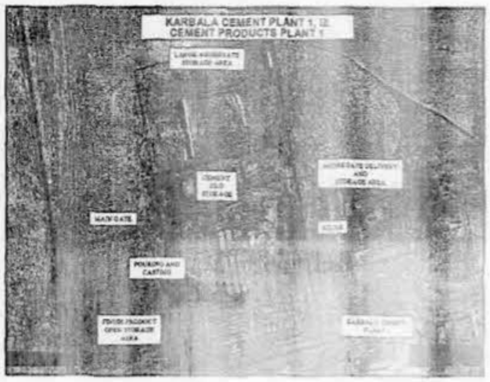
Security

The Karbala Cement Plant I contains the following security measures:

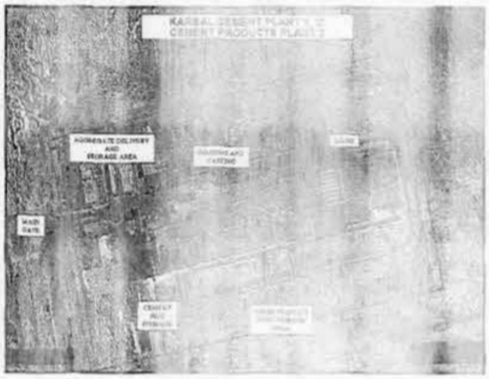
- There is an entry control building present at the main entrance and at the gated truck entrance located on the northwestern corner
- Guard towers are located at each corner of Karbala cement plant I
- Security lights are along the perimeter fence line
- All three cement products plants are wire fence secured with some corners having guard towers. Cement products plants 1 and 3 have security lights along the perimeter fence while cement products plant 2 has [illegible]


KARBALA CEMENT PLANT I, II
PLANT OVERVIEW
ELECTRICAL SUBSTATION
CEMENT TRANSPORTATION AREA
MAIN GATE
TRUCK GATE
LIMESTONE EXTRACTION AND CRUSHING
FUEL TANK STORAGE

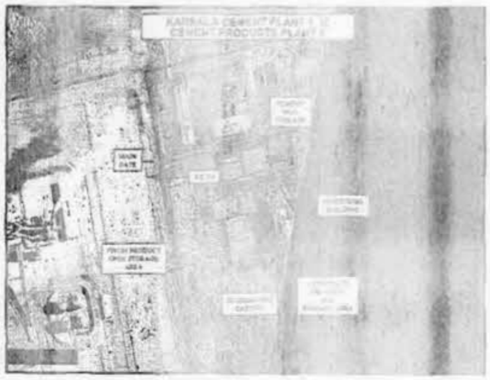
KARBALA CEMENT PLANT 1, 12
CEMENT PRODUCTS PLANT 1


LARGE AGGREGATE STORAGE AREA
CEMENT SILO STORAGE
AGGREGATE DELIVERY AND STORAGE AREA
MAIN GATE
POURING AND CASTING
FINISH PRODUCT OPEN STORAGE AREA
KARBALA CEMENT PLANT

KARBALA CEMENT PLANT 1, 12
CEMENT PRODUCTS PLANT 2


AGGREGATE DELIVERY AND STORAGE AREA
POURING AND CASTING
MAIN GATE
CEMENT SILO STORAGE
FINISH PRODUCT OPEN STORAGE AREA

KARBALA CEMENT PLANT 1, 12
CEMENT PRODUCTS PLANT 3


CEMENT SILO STORAGE
MAIN GATE
FINISH PRODUCT OPEN STORAGE AREA
POURING AND CASTING
AGGREGATE DELIVERY AND STORAGE AREA

Iraq Building Products Sector

2004

Use Guidelines for Material Contained in the Iraq Industrial Database

The contents of this CD may be utilized for presentations and to provide information to Coalition Forces, Iraqi Government officials and foreign companies participating in reconstruction. This CD may be reproduced, in whole or part, and the materials may be provided to the parties involved in reconstruction. Copyright* information must be clearly visible on any reproduced imagery.

* The imagery contained in this presentation is commercially available. It can be purchased directly from the provider (see copyright info) using image date as a reference.

Building Products Overview

For the purposes of this presentation the Iraq Building Products sector has been divided into four categories

- Cement
- Asphalt
- Brick
- Cement Products

Cement Overview

The Iraq Cement industry has been divided into three regional sectors: Iraq Main Map

- Northern Region - Northern Region Map
- Central Region - Central Region Map
- Southern Region - Southern Region Map

There are twenty (20) recognized cement plants scattered throughout Iraq

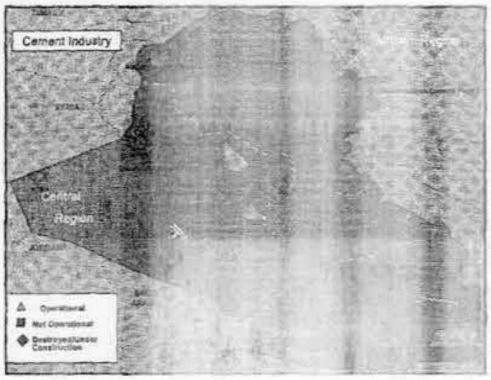
Overview

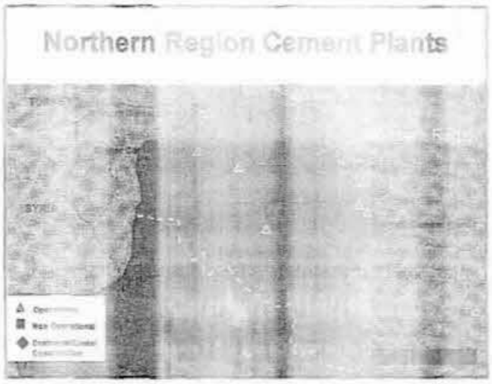
For the purposes of this presentation the Iraq asphalt, brick & cement products that have been identified are broken down into three regional sectors

- Northern Sector
- Central Sector
- Southern Sector

➩

* To go to the asphalt, brick & cement products





Northern Region Cement Plants

Badush Cement Plants I & II

Badush Cement Plants I & II are located approx. 360 km north-northwest of Baghdad, in north central Iraq, in Mosul Province

Badush Cement Plant I has two kilns and produces clinker using the "wet process" method

There are two concrete products plants located adjacent to Badush Cement Plant I

Badush Cement Plant II has three kilns and produces clinker using the "dry process"

Significant Points

Badush I & II According to CPA reporting looting damage did not

Badush Cement Plant I

(36°21'31"N 042°56'27"E)

Functional Units

Badush Cement Plant I includes the following functional units:

- A cement production area
- Two (2) concrete products plants

A housing area is located to the south-west of the facilities main gate

Badush I

Cement Production Area

Located on the west side of the complex. This area contains:

- A finished product transshipment area
- A raw material delivery area
- A slurry tank approx. 25 meters in diameter
- Two (2) rotary cement production kilns approx. 90 meters long

Concrete Products Plant

There are two concrete products plants.

- Concrete products plant 1 contains:
  - Prefabrication building 25 x 100 meters
  - Finished products storage area
- Concrete products plant 2 contains:
  - Prefabrication building 30 x 114 meters
  - Aggregate crushing and processing area
  - A finished products storage area

Storage Tanks

Four fuel storage tanks are located on the west side of the facility

- Three (3) large fuel storage tanks approx. 11 meters in diameter
- One (1) small fuel storage tanks approx. 7 meters in diameter

These tanks are truck served and are secured within a wall

Power

There is a dedicated on-site substation that is located immediately south of the cement plant

- Wire fence secured
- Supplies power to Badush Cement Plant I & II, and the concrete product plants
- The cement plant requires 17 mw of power for full production

Badush I

Transportation

This plant is primarily served by road

Road

- Badush cement plants I & II share a common entrance whereby the road divides east and west
- Badush cement plant 1 is on the eastern road
  - Main entrance is located along the southeastern corner
  - Two truck entrances are along the northern fence

Air

- Mosul Airbase (36°18'23"N 043°08'56"E) which is approx. 25 km. away

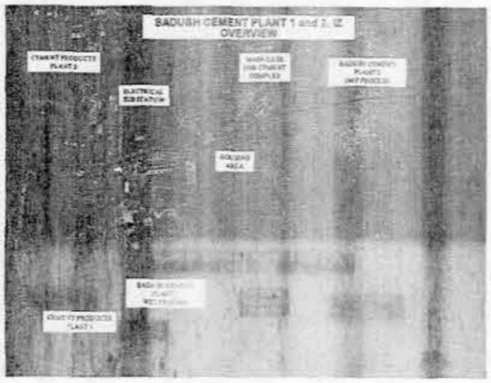
Badush I

Security

A security wall surrounds the perimeter of Badush cement plant I and the adjoining concrete products plant

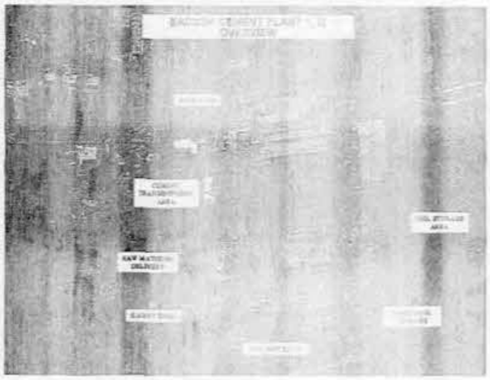
- Perimeter wall has numerous security posts
- Wire fence secures concrete products plant 2
- Main access to the concrete products plants are secured by a gated entrance

Badush I Link to Main Map Link to Northern Region Map

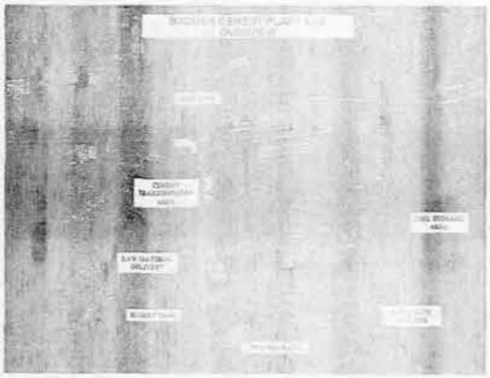


BADUSH CEMENT PLANT 1 and 2, IZ OVERVIEW

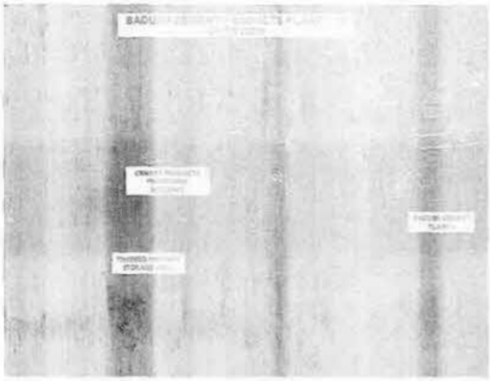
CEMENT PRODUCTS PLANT 2
MAIN GATE FOR CEMENT COMPLEX
BADUSH CEMENT PLANT 2 DRY PROCESS
ELECTRICAL SUBSTATION
HOUSING AREA
BADUSH CEMENT PLANT WET PROCESS
CEMENT PRODUCTS PLANT 1

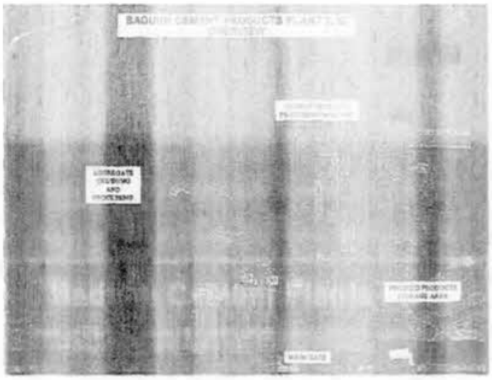


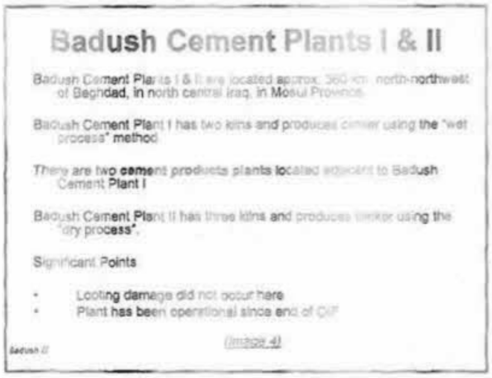
BADUSH CEMENT PLANT 1, 2 OVERVIEW



BADUSH CEMENT PLANT 1, 2 OVERVIEW


BADUSH CEMENT PRODUCTS PLANT
CEMENT PRODUCTS PROCESSING BUILDING
FINISHED PRODUCTS STORAGE AREA
BADUSH CEMENT PLANT I


BADUSH CEMENT PRODUCTS PLANTS
AGGREGATE CRUSHING AND SCREENING
FINISHED PRODUCTS STORAGE AREA
MAIN GATE



Badush Cement Plants I & II

Badush Cement Plants I & II are located approx. 360 km. north-northwest of Baghdad, in north central Iraq, in Mosul Province.

Badush Cement Plant I has two kilns and produces clinker using the "wet process" method

There are two cement products plants located adjacent to Badush Cement Plant I

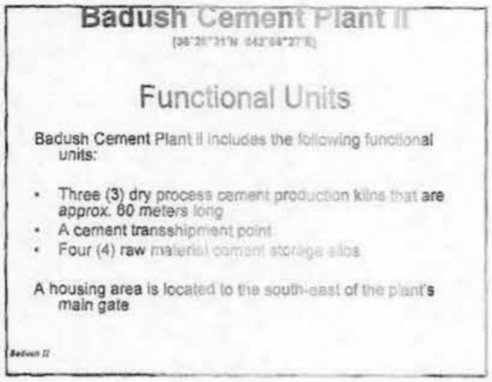
Badush Cement Plant II has three kilns and produces clinker using the "dry process".

Significant Points

- Looting damage did not occur here
- Plant has been operational since end of OIF

(image 4)

Badush II



Badush Cement Plant II

[36°20'31"N 042°08'27"E]

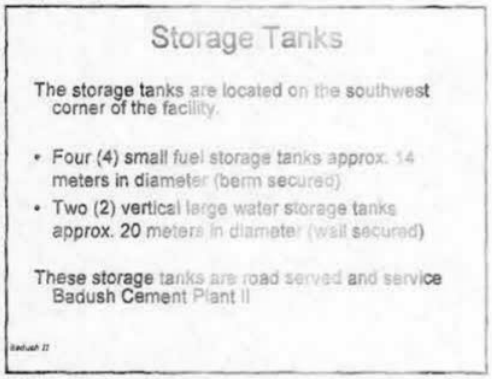
Functional Units

Badush Cement Plant II includes the following functional units:

- Three (3) dry process cement production kilns that are approx. 60 meters long
- A cement transshipment point
- Four (4) raw material cement storage silos

A housing area is located to the south-east of the plant's main gate

Badush II



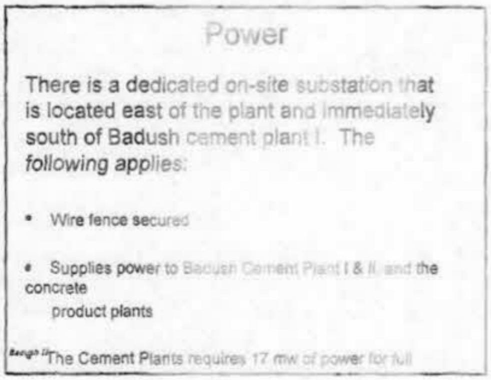
Storage Tanks

The storage tanks are located on the southwest corner of the facility.

- Four (4) small fuel storage tanks approx. 14 meters in diameter (berm secured)
- Two (2) vertical large water storage tanks approx. 20 meters in diameter (wall secured)

These storage tanks are road served and service Badush Cement Plant II

Badush II



Power

There is a dedicated on-site substation that is located east of the plant and immediately south of Badush cement plant I. The *following applies:*

- Wire fence secured

- Supplies power to Badush Cement Plant I & II, and the concrete
  product plants

Badush II "The Cement Plants requires 17 mw of power for full

Transportation

This plant is primarily served by road

Road

- The main entrance is located on the southeast corner of the plant

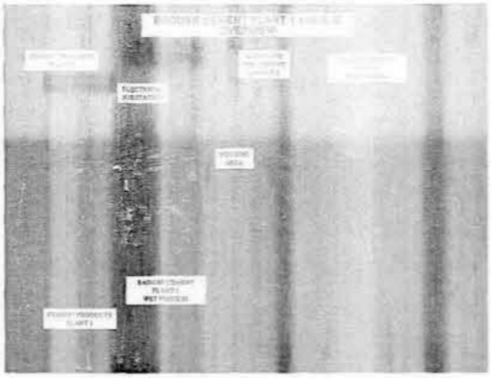
Air

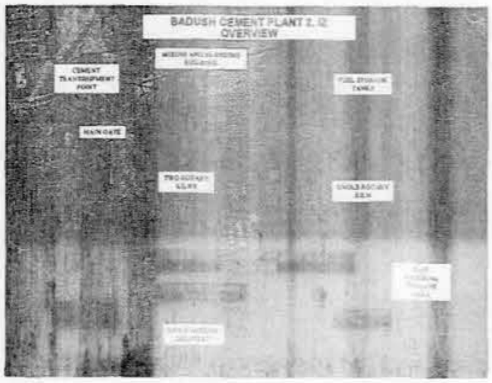
- Mosul Airbase (36°18'23"N 043°08'56"E) which is approx. 23 km away

Security

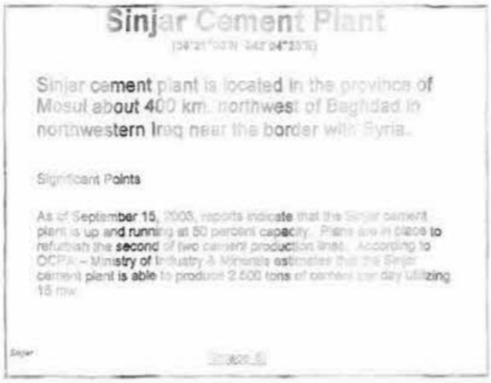
A security wall surrounds the perimeter of Badush cement plant II

- Perimeter wall has numerous security posts
- Security gate and a security building is located at the main entrance





BADUSH CEMENT PLANT 2, I2
OVERVIEW



Sinjar Cement Plant

(36°21'00"N 042°04'25"E)

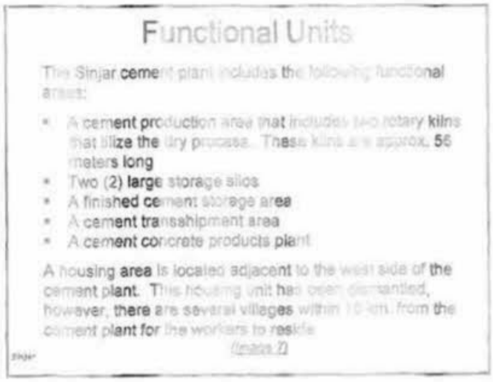
Sinjar cement plant is located in the province of Mosul about 400 km. northwest of Baghdad in northwestern Iraq near the border with Syria.

Significant Points

As of September 15, 2003, reports indicate that the Sinjar cement plant is up and running at 50 percent capacity. Plans are in place to refurbish the second of two cement production lines. According to OCPA – Ministry of Industry & Minerals estimates that the Sinjar cement plant is able to produce 2,500 tons of cement per day utilizing 15 mw.

Sinjar

(Image 6)



Functional Units

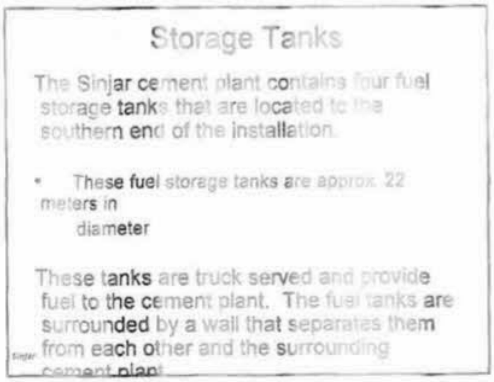
The Sinjar cement plant includes the following functional areas:

- A cement production area that includes two rotary kilns that utilize the dry process. These kilns are approx. 56 meters long
- Two (2) large storage silos
- A finished cement storage area
- A cement transshipment area
- A cement concrete products plant

A housing area is located adjacent to the west side of the cement plant. This housing unit has been dismantled, however, there are several villages within 10 km. from the cement plant for the workers to reside

Sinjar

(Image 7)



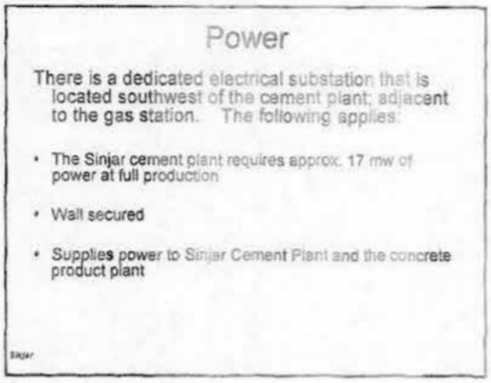
Storage Tanks

The Sinjar cement plant contains four fuel storage tanks that are located to the southern end of the installation.

- These fuel storage tanks are approx. 22 meters in diameter

These tanks are truck served and provide fuel to the cement plant. The fuel tanks are surrounded by a wall that separates them from each other and the surrounding cement plant

Sinjar

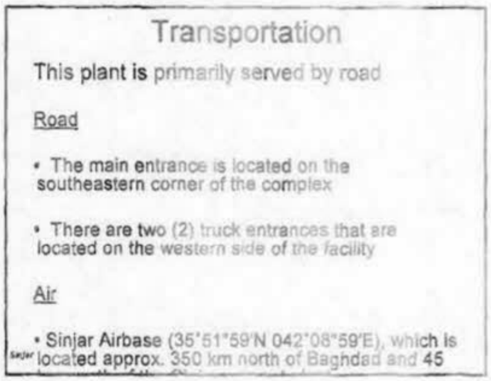


Power

There is a dedicated electrical substation that is located southwest of the cement plant; adjacent to the gas station. The following applies:

- The Sinjar cement plant requires approx. 17 mw of power at full production
- Wall secured
- Supplies power to Sinjar Cement Plant and the concrete product plant

Sinjar



Transportation

This plant is primarily served by road

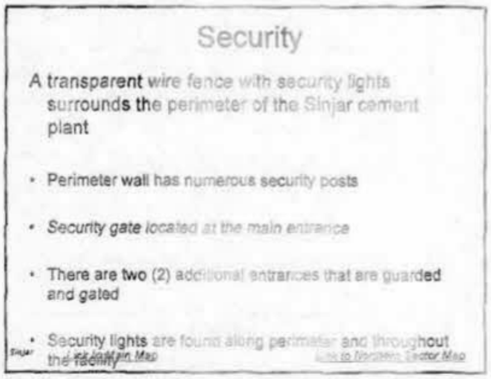
Road

- The main entrance is located on the southeastern corner of the complex
- There are two (2) truck entrances that are located on the western side of the facility

Air

- Sinjar Airbase (35°51"59'N 042°08"59'E), which is located approx. 350 km north of Baghdad and 45

Sinjar



Security

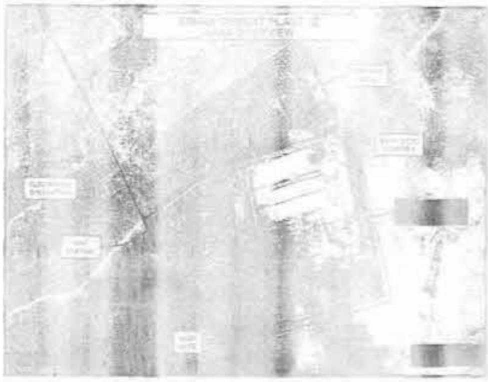
A transparent wire fence with security lights surrounds the perimeter of the Sinjar cement plant

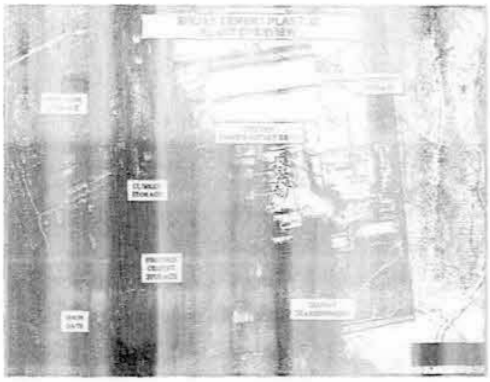
- Perimeter wall has numerous security posts
- *Security gate located at the main entrance*
- There are two (2) additional entrances that are guarded and gated
- Security lights are found along perimeter and throughout the facility

Sinjar

Link to Main Map

Link to Northern Sector Map





Hamman Al Alil Cement Plant

[illegible]

Hamman Al Alil Cement Plant is located in the province of Mosul about 330 km. north-northwest of Baghdad in north central Iraq. This cement plant is comprised of two sections: Section one, kilns 1 and 2, and section two, kiln 3.

Significant Points

- According to CPA reporting looting damage did not occur here
- Plant has been operational since end of OIF

(Image 8)

Hamman Al Alil

Functional Units

The Hamman Al Alli Cement Plant, section one, kilns 1 and 2 includes the following functional units:

- Two (2) wet process cement production kilns that are approx. 100 meters long
- Two (2) round slurry tanks that are approx. 28 meters in diameter
- Four (4) raw material storage silos
- Eight (8) blended material storage silos
- A truck transshipment area

(image 9)

Functional Units (cont)

The Hamman Al Alli Cement Plant, section two, kiln 3, includes the following functional units:

- One (1) wet process cement production kiln that is approx. 160 meters long
- Two (2) round slurry tanks that are approx. 34 meters in diameter
- One (1) raw material storage silo
- A truck transshipment area

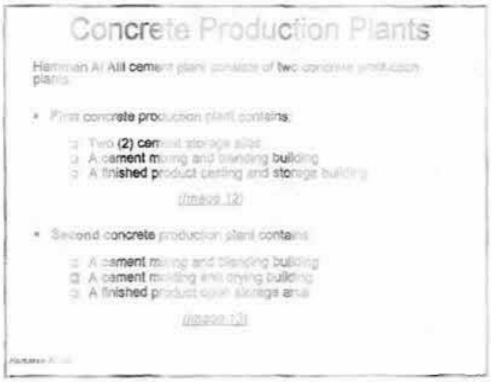
(image 10)

Functional Units (cont)

The Hamman Al Alli Cement Plant contains the following additional areas:

- A railroad transshipment area
- Two (2) truck transshipment areas
- A water pump house
- Two (2) concrete production plants

(image 11)



Concrete Production Plants

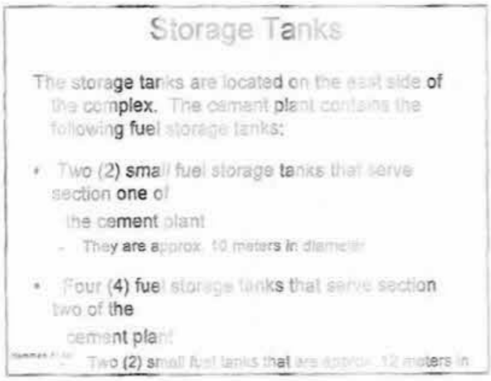
Hamman Al Alil cement plant consists of two concrete production plants:

- First concrete production plant contains:
  - ☐ Two (2) cement storage silos
  - ☐ A cement mixing and blending building
  - ☐ A finished product casting and storage building

(image 12)

- Second concrete production plant contains:
  - ☐ A cement mixing and blending building
  - ☐ A cement molding and drying building
  - ☐ A finished product open storage area

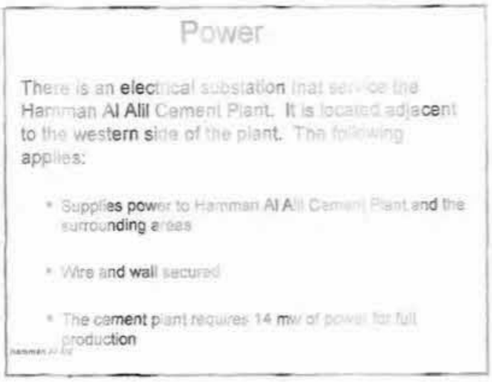
(image 13)



Storage Tanks

The storage tanks are located on the east side of the complex. The cement plant contains the following fuel storage tanks:

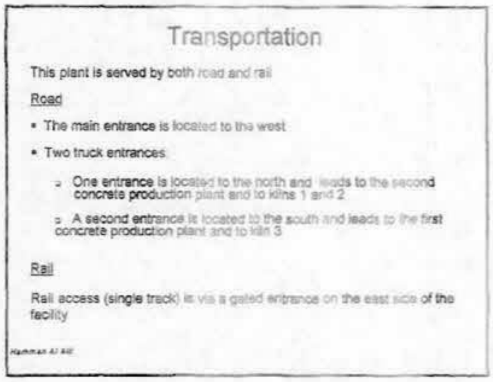
- Two (2) small fuel storage tanks that serve section one of the cement plant
  - They are approx. 10 meters in diameter
- Four (4) fuel storage tanks that serve section two of the cement plant
  - Two (2) small fuel tanks that are approx. 12 meters in



Power

There is an electrical substation that service the Hamman Al Alil Cement Plant. It is located adjacent to the western side of the plant. The following applies:

- Supplies power to Hamman Al Alil Cement Plant and the surrounding areas
- Wire and wall secured
- The cement plant requires 14 mw of power for full production



Transportation

This plant is served by both road and rail

Road

- The main entrance is located to the west
- Two truck entrances
  - One entrance is located to the north and leads to the second concrete production plant and to kilns 1 and 2
  - A second entrance is located to the south and leads to the first concrete production plant and to kiln 3

Rail

Rail access (single track) is via a gated entrance on the east side of the facility

Transportation (continue)

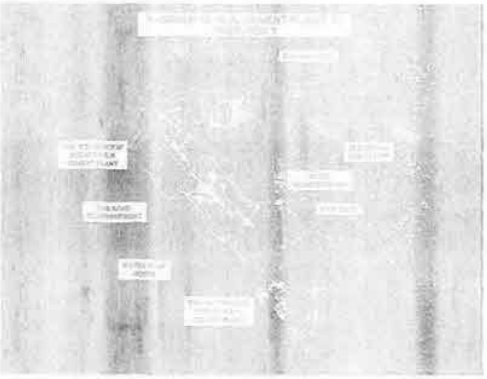
Air

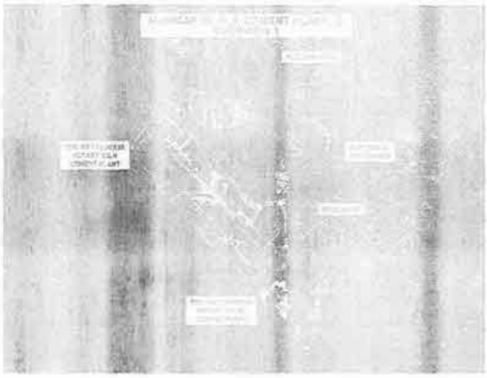
Al Mawsil airport (36°18'23"N 043°08'23"E) which is approx. 20 km north of the cement plant and 350 km north of Baghdad.

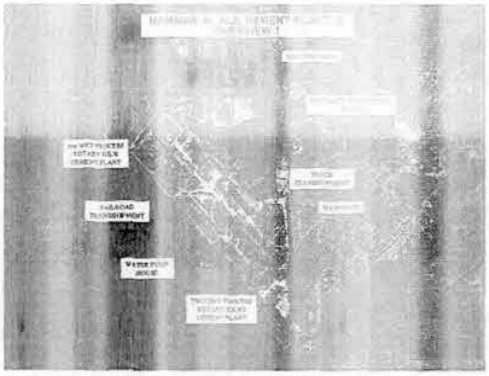
Security

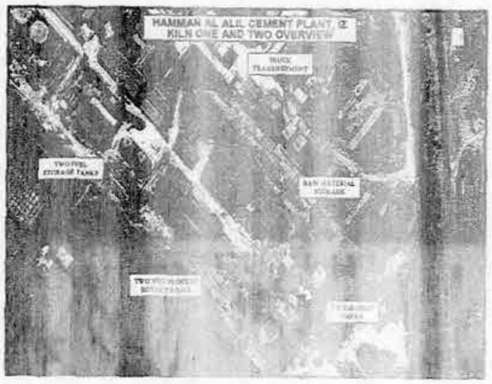
A single security wall surrounds the perimeter of the Hamman Al Alil cement plant

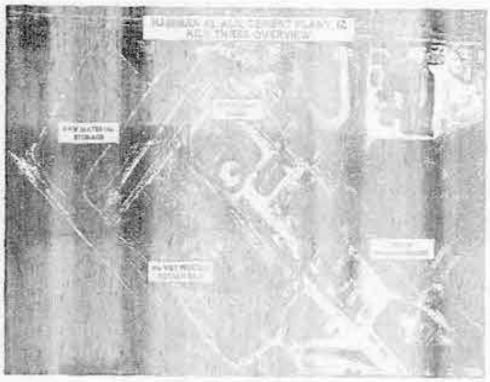
- Perimeter wall has numerous security post
- Security building present at the main entrance
- Three (3) additional access points to the cement plant are secured by a wire fence with a security post present nearby

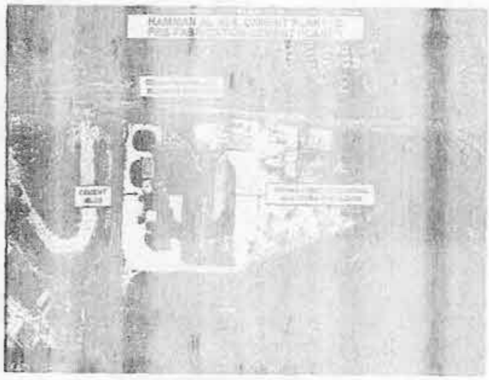


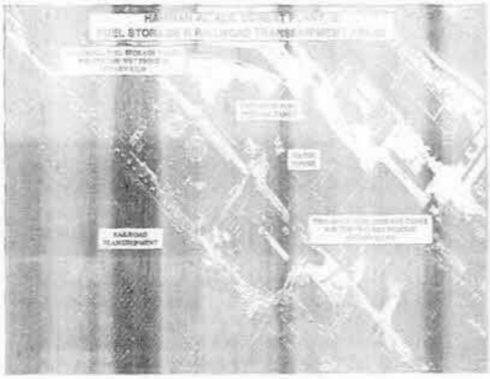



OVERVIEW 1
WATER PUMP HOUSE


HAMMAN AL ALIL CEMENT PLANT, IZ
KILN ONE AND TWO OVERVIEW


HAMMAN AL ALIL CEMENT PLANT, IZ
KILN THREE OVERVIEW


HAMMAN AL ALIL CEMENT PLANT, IZ
PRE-FABRICATION CEMENT PLANT



As Sulaymaniyah Cement Plant I*

(35°25'33 N 045°23'00)

As Sulaymaniyah Cement Plant I is located in the Kirkuk province about 270 km. north-northeast of Baghdad in northeastern Iraq near the border with Iran

The As Sulaymaniyah Cement Plant II is approx. 16 nm northwest of Sulaymaniyah Cement Plant I

Significant Points

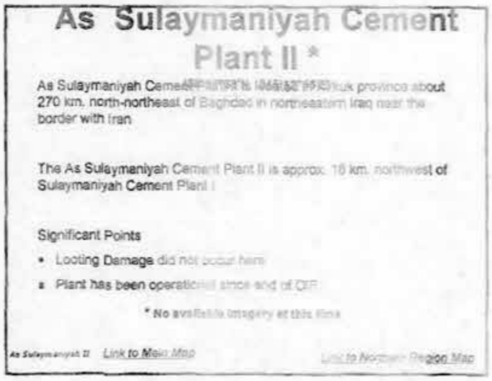
- Looting damage did not occur here
- Plant has been operational since OIF

* No available imagery at this time

As Sulaymaniyah I

Link to Main Map

Link to Northern Region Map



As Sulaymaniyah Cement Plant II *

As Sulaymaniyah Cement [illegible] kuk province about 270 km. north-northeast of Baghdad in northeastern Iraq near the border with Iran

The As Sulaymaniyah Cement Plant II is approx. 16 km. northwest of Sulaymaniyah Cement Plant I

Significant Points

- Looting Damage did not occur here
- Plant has been operational since end of OIF

* No available imagery at this time

As Sulaymaniyah II Link to Main Map Link to Northern Region Map

Position and outlook for 2004 of the following SOE's

No.	Name of [illegible]	[illegible]
1	Wasit State Co. for Textiles.	Raw materials are available but the subsidy with the liquidity they have is not enough to buy colors and different materials. They are only working for 12 hours because of the security situation. 30% of workers are beyond required, there is no ability to pay their salaries. Incentives system is needed for the workers. No problems in selling the products.
2	State Co. for Cotton Industries.	Surplus in raw materials. The liquidity they have is enough to cover the salaries for the first four months of 2004. Incentive system is needed. 35% of workers are beyond required.
3	State Co. for Woolen Industries.	Raw materials are available. 50% of workers are more than required and there is no ability to pay there salaries. Some of the plants are damaged because of the war (the plant in Al-Rasheed camp and the plant in Nasiria). There are 1200 workers in these two plants and the workers salaries are too high to pay. There is no ability to stand, the only plant which can stand is the carpet factory while the others don't have the technology and even the quality is not good.
4	State Co. for Hand Woven Carpet	Raw materials are enough. They have signed a big number of contracts and they have a good account in the Bank, Also they began to produce new things (blankets...etc.) The profits are good and it will go to the next year if they don't give 95% of it to the Ministry of Finance. Interference to joint venture in marketing. They have the ability to pay workers salaries on the next year.
5	State Co. for Mechanical Industries.	They produce irrigation systems and casting equipments. They have problems in marketing because there is no demand on products by the ministry of Agriculture. No ability to pay salaries. This Company can't stand without support.
6	State Co. for Textiles (Hilla).	Raw materials are available. Incentives system is necessary for workers. The Company's fund is good. The products have good markets and demand.
7	State Co. for Vehicles Industry.	They produce Busses, trailers...etc. They need the subsidy, without it they can't continue. Difficulties in marketing especially with the big number of used vehicles entering the country. The staff is too big and there is no ability to pay there salaries. The Coalition forces are using the place and the equipments there are totally damaged.
8	State Co. for Dairy Products.	No raw materials, expecting to receive it on the beginning of the next month. Milk prices has raised to much and they don't have the liquidity to buy. Workers are beyond required and there is no liquidity to pay them during the first months of 2004.
9	State Company for Construction Ind.	75% of the factories are working but they have problems in electricity and gas. 30% of workers are beyond required. Reducing the prices in some places by the governors and the Coalition forces. Three brick plants from seven are working.(Kadisia,Diwania,Mahaweel).
10	Al-Zawraa Company .	The Company was bombed in the war and also it was looted. They have some new contracts with the public sector. They didn't get a subsidy and they need it. Without the subsidy they will be able to pay 50% of the workers only. They need test equipments and machines for 500 000 $. There is a good demand on their products.

No.	Name of Companies	Status
11	That Al-Sawari State Company.	95% of the raw materials are imported, they need financial support because the Company was looted. The Company is producing and making good profits. They have liquidity to pay salaries for the six coming months. No beyond required workers.
12	State Co. for Paper Industries.	Raw materials are enough for two months. No liquidity. Basrah plant was looted. Misan plant needs electricity. School accessories plant is working. 50% of workers are beyond required.
13	17th Nissan Company.	From 80% to 95% is destroyed. searching for investors. Demand on traffic signs by the government and by the private sector
14	State Co. for Batteries Industry.	Raw materials are enough for eight months. No problem in paying salaries for the three coming months. They can't work on three shifts because of the security situation. No gas.
15	Specialized Institute for Engineering Industries.	Shortage in liquidity. No ability to raise the salaries.
16	State Co. for Drugs & Medical Supplies Industry-Sammara	Stock enough for one year. 7 Billion ID selling's and they have an account in Dollars. Problems in marketing to the Ministry of Health. The monthly selling's are very good. Some workers are beyond required.
16	Ur State Company.	Copper will cover for four months. Aluminum is enough for one year. The account can cover two months from the coming year. The quality is not good, rehabilitation is required the Company needs a loan for that). Without a lone they can continue for four months only. 50% of the staff are beyond required.
17	State Co. for Drugs & Medical Supplies Industry-Ninawa.	925 employees and 184 Million for salaries. Raw materials are enough for three months. In general the Company's situation is good.
18	State Co. for ready made clothes.	It has four factories (Najaf,Ninawa,Tents plant in Baghdad and Ana for Arabic uniforms) Soon there is a tender for raw materials. The Company's problem is Al-Najaf factory which represents 52% from the Company's capacity. this factory needs 6 months of support. Mosul factory is covering its expenses and needs development.

45

DETAILED LIST OF STATE OWNED ENTERPRISES

(b)(6)

Ministry	No.	Name
X Agriculture	1	state co for agricultural supplies
	2	state co for veterinary service
	3	state co for horticulture and forestry
	4	state co for animal resources service
	5	state co for industrial crops
	6	state co for seeds
	7	mixed - seeds co
	8	mixed - fishery co
	9	mixed - meat co
	10	mixed - agric produce co
No Electricity	11	GEEP
	12	Technical directorate
	13	Projects Co.
	14	Baghdad Dist.
	15	North Dist.
	16	South Dist.
	17	Manufacturing Co.
	18	EPC Rehab
	19	Rafadain Co.
	20	Rehabilitation Co.
	21	Planning & Studies Co.
No Finance	22	National Insurance Co.
	23	Iraqi Insurance Company
	24	Iraqi Reinsurance Company
	25	Rafadin Bank
	26	Rasheed Bank
	27	Socialist Bank
	28	Agriculture Bank
	29	Industry Bank
	30	Housing Bank
Health	31	State company for import and sale of medicines
X Housing and construction	32	Al Idressy Centre for Consultants N
	33	National Centre for Labs
	34	National Centre for Consultants
	35	Al Farouq SCC
	36	Al Mansoor SCC
	37	Al Rasheed SCC
	38	Al Mu'tasim SCC
	39	Hamurabi SCC
	40	Ashur SCC N
	41	Al Tahrir N
	42	Al Anfal SCC N
	43	Taj Al Ma'arik N
	44	Al Yaum Al Adeem SCC N
	45	Ramadan Mubarak SCC N
	46	Al Jihad
Industry and minerals	47	Mishraq Sulfur N

Al Fao

Saad

Lee

(b)(6)

1838

A

48

48 Training & Rehabilitation
49 General Systems Company
50 Hand Woven Carpets
51 Al Furat Chemical Industries
52 Petrochemical Industries
53 Phosphate
54 Northern Fertilizer
55 Southern Fertilizer
56 Northern Cement
57 Iraqi cement
58 Southern Cement
59 Al Faris
60 Al Qadesia Electrical Industries
61 Industrial Design & Consultation
62 Ur Engineering Industry
63 Geological Survey & Mining
64 Nassr SC for Mechanical Industries
65 Drugs & Medical Supplies - Sammara
66 Drugs & Medical Supplies - Ninawa
67 Glass & Ceramics
68 Information Systems
69 Industrial Design & Construction
70 Specialized Institute for Engineering Industries
71 Woolen Industries SC
72 Textile Industries - Hilla
73 Vegetable Oils Industry
74 Leather Industries
75 Battery Industries SC
76 Mechanical Industries
77 Cotton Industries SC
78 Ready Made Wear Industries
79 Tobacco & Cigarettes
80 Iron & Steel
81 Electrical Industries SC
82 Tires Industries - Najaf
83 Wasit Textile
84 Construction Industries
85 Al Sawari Chemical Industries
86 Paper Industry
87 Rubber Industries
88 Industrial Development
89 Sugar Industry
90 Furniture Factory
91 Dairy Products SC
92 Nissan (17)
93 Research & Development
94 Car Manufacturing (Vehicle Industries) 48

X **Irrigation**

95 Al-Kadisiah Co.
96 Al-Rafedine Co.
97 Al-Fow Co.
98 Well drilling Co.
99 Soil Research Co.

- Jomel Gambos
- Regan Macdonald

- MacdonaldRC@
orha.
centcom.mil

360 3346

MICs

		✓152	Taboog state co
		✓153	Bader state co
	Oil	154	State Oil Marketing
		155	North Oil
		156	South Oil
		157	Projects
		158	Exploration
		159	Tankers
		160	Drilling
		161	Middle Refinery
		162	South Refinery
		163	North Refinery
		164	Products Distribution
		165	North Gas
		166	Pipelines
		167	Gas Filling
		168	South Gas
		169	Research and Development
		170	Training Institute - Baghdad
		171	Training Institute - Baji
		172	Training Institute - Basra
		173	Grain Board 1
Done	Trade	174	Food Stuffs 2
		175	Grain Processing 3
		176	Shopping centres 4
		177	Construction materials 5
		178	Automobile and machinery 6
		179	International fairs 7
		180	Export and Import 8
NASH	Transport and Communications	181	Iraqi Railways
		182	Land transportation
		183	Passenger Transportation
		184	Private Transportation
		185	Delegates Transportation
		186	Al-Dilal company
		187	Iraqi Airways
		188	Water Transportation
		189	Port
		190	Telecommunication and Post
		191	State Company for Internet service
		192	'Specialised' construction Company

Project

12

MIC Enterprises

Enterprise Name	[illegible] of workers	Buildings Level of destruction %	Machines destruction and looting %	Transfer Employees	Assets	Due date
2.Al Saheed	1,300	11.9	45	MIM	MIM	Feb 29th
8.Al Tahady	399	10.4	35	MIM	MIM	Feb 29th
10.Al Ikhaa	2,382	1.7	20	MIM	MIM	Feb 29th
15.Al Noaman	643	6.0	10	MIM	MIM	Feb 29th
21.Al Mansour	670	0.2	5	MIM	MIM	Feb 29th
33.Ibn Majed	1,648	21.6	30	MIM	MIM	Feb 29th
31.Al Salam	752	7.7	100	Ministry of Housing	Ministry of Housing	May 15th
29.Training center	60			Ministry of Labour	Ministry of Labour	Feb 20th
1.Jabar ben Hayan	304	25.7	95	Ministry of Finance	Holding*	March 30th
3.Al Yarmuk	2,708	65.8	100	Ministry of Finance	Holding*	March 30th
4.Al Ezz	1,046	23.7	100	Ministry of Finance	Holding*	March 30th
5.Tareq	896	30.6	25	Ministry of Finance	Holding*	March 30th
6.Hammurabi	636	2.8	15	Ministry of Finance	Holding*	May 15th
7.Al Kadissiya	3,035	69.9	100	Ministry of Finance	Holding*	March 30th

20/01/2004

Enterprise	[illegible]	Buildings	[illegible]	Transfer		
Name	[illegible]	Level of destruction %	destruction and looting %	Employees	Assets	Due date
9.Ibn Al Walid	926	10.5	60	Ministry of Finance	Holding*	April 15th
11.Al Fidaa	1,285	50.2	100	Ministry of Finance	Holding*	March 30th
12.Al Karama	2,267	51.4	40	Ministry of Finance	Holding*	March 30th
13.Al Rashed	2,290	43.2	50	Ministry of Finance	Holding*	March 30th
14.Azahf al Kabir	86	26.1	35	Ministry of Finance	Holding*	March 30th
16.Um Almarek	1,217	70.4	100	Ministry of Finance	Holding*	March 30th
17.Uboor	1,243	36.8	95	Ministry of Finance	Holding*	March 30th
18.Al Qaqa	5,365	36.6	85	Ministry of Finance	Holding*	March 30th
19.Bader	1,631	82.8	100	Ministry of Finance	Holding*	March 30th
20.Tabook	532	0.3	20	Ministry of Finance	Holding*	March 30th
22.Al Hadhar	572	70.6	100	Ministry of Finance	Holding*	March 30th

Enterprise Name	Total [illegible] workers	Buildings Level of destruction %	Machines destruction and looting %	Transfer Employees	 Assets	 Due date
23.Al Radhwan	760	34.0	60	Ministry of Finance	Holding*	March 30th
24.7 Nissan	2,652	94.2	100	Ministry of Finance	Holding*	March 30th
25.Al Hareth	1,387	0.0	60	Ministry of Finance	Holding*	April 15th
26.Al Nidaa	1,281	41.8	80	Ministry of Finance	Holding*	March 30th
27.Al Kindi	976	38.0	90	Ministry of Finance	Holding*	March 30th
28.Sanahareeb	675	22.3	100	Ministry of Finance	Holding*	March 30th
30.Salahuddeen	2,900	34.2	75	Ministry of Finance	Holding*	April 15th
32.Ibn Rushd	448	50.0	100	Ministry of Finance	Holding*	April 15th
34.Mic Administration	350			Ministry of Finance	Holding*	May 30th
35.Hutteen	5,473	25.9	70	Ministry of Finance	Holding*	March 30th
Totally	51,415	38.7	75			

Holding (dealing only with remaining assets of destroyed enterprises) reporting to Ministry of Finance

DEPARTMENT OF THE ARMY
Headquarters, 350th Civil Affairs Command
Baghdad, Iraq 09342

1 June 2004

Memorandum for Commander, 350th CA Command, Baghdad, Iraq 09342

Subject: Letter of Instruction for Civil Affairs Soldiers, Extended for Duty at CPA
Re: Return to Ft Bragg, 28June04

1. Purpose. The purpose of this memorandum is to provide additional guidance associated with the return to Ft Bragg of those personnel now under the C&C of the 350th CACOM.

2. ISU and departure. ISU loading is 23June04. Your last day of work should be NLT 22June04 but the exact date is between you and your supervisor. That said, you will probably need the entire day of June 23rd to transport your return baggage and load the ISU at the Headquarters, 350th. Also you will need approximately three days to out-process from CPA and MNFI (CJTF-7). As of this date, the following is scheduled:

23June: load ISU
24June: ISU is sealed and transported to BIAP
24-26June: out-process
27June: vacate and sign out of your quarters
ammunition turn-in at 350th
1400: 350th provides transportation to BIAP
1500: Movement Control Team accepts responsibility of returning soldiers
1600: assignment of quarters at Camp Flexible

3. Customs. US Customs will be conducted in the USA. As such, make sure you do not pack anything that is against import regulations. There is a JTF web page that describes items that are illegal.

4. Weapons. Take you weapons and turn-in at Ft Bragg. You will be issued a hand receipt for it and the MUIC will transport the weapon to the unit of ownership.

5. Orders. Hand-carry all copies of orders including mobilization, leave, extensions, and any other order that you have been issued. These documents will be necessary to properly out-process at Ft Bragg. Leave orders will be especially important to account for all leave taken. For example, the MUIC may not have your current leave balance and thus it is important for Finance to

properly note the days.

6. Awards, OER's, NCOER's. Ensure that all evaluations have a close-out date of 1July04. Ensure that all awards are completed for outstanding actions associated with OIF-I.

7. Individuals outside of Baghdad. All individuals in this category (1-Basrah, 2-Hillah, 2-Irbil) need to backward plan for movement from Baghdad as indicated in this LOI. Individuals are not authorized to depart from locations other than BIAP.

(b)(6)
[redacted]

(b)(6)
[redacted]

COL, CA, USAR
LNO, 350th CA Command

Reel, Mark D.

From: (b)(6) [redacted]
Sent: Thursday, June 03, 2004 1:29 PM
To: (b)(6) [redacted]
Subject: ADMINISTRATIVE NOTICE NO. 05-A108 CPA OPSEC Critical Information (CI) List

ADMINISTRATIVE NOTICE
NO. 05-A108
DATE: 03 JUN 2004
****

Below is the operations security (OPSEC) Criical Information (CI) list for the CPA. If the CI is made avaialble to our adversaries, our missions can be compromised and/or harm can come to the members of the coalition and/or their supporters. **The CI list is a guide that should be used to help you identify and protect any sensitive data not listed. Protect all sensitive data!**

Please print this list out and keep it near your work locations for reference.

CPA OPSEC Critical Information (CI) List

- Activities concerning current and future operations or intent
- Email addresses, job titles, organization charts, phone number rosters
- Location of CPA offices and their total personnel numbers
- Maps of CPA work locations, living quarters, travel routes, supply routes, dinning facilities or security check points
- Movement schedules, bus schedules, flight schedules, convoy schedules, dining schedules, meeting locations , and travel itineraries
- Types of vehicles used to move personnel, their capabilities and limitations
- Any personal information of those that support CPA operations; Coalition or Iraqi
- Pictures of the palace(s), forward operating bases, check points, barricade setup, or pictures of Iraqis who support the CPA
- Capabilities and limitations of friendly forces, including security response tactics and techniques
- Radio call signs, frequencies used, and type of equipment deployed
- Locations of strikes against CPA locations, their effect, and/or how we respond to the attack(s)

1.Jaber ben Hayan

Company facts				Recommendation
[illegible]	Numbers			The destruction of the buildings in conjunction with the loss of machinery up to 90% suggests that this enterprise should be closed.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	42	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	Few	90	N/A	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	

2.Al Shaheed

Company facts				Recommendation
[illegible]	Numbers			The destruction of the buildings is small. The inventory has a value of 5,5 billion ID, however the information of machinery is not existing and thus this enterprise should be rehabilitated and put to work.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	12	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	[illegible]	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	N/A	5,040,737	

3.Al Yarmuk

Company facts				Recommendation
[illegible]	Numbers			No possibility to survive, close down.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	[illegible]	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

4.Al Ezz

Company facts				Recommendation
[illegible]	Numbers			Buildings can be used for any purpose. All machinery and inventory looted. Close down. Verify ownership of big adjacent piece of land.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	34	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

F

5.Tareq

Company facts				Recommendation
[illegible]	Numbers			Destruction of machinery and buildings relatively small. Revive enterprise as it is not a military company.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	31	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	[illegible]	33	N/A	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	Existing in considerable amounts		N/A	

6.Hammurabi

Company facts				Recommendation
	Numbers			Occupied by the armed forces. The enterprise is not destroyed and should be included in the new defense industry program. The enterprise can be privatized later conditionally that it produces a certain quota as
	[illegible]			
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
	8,53[illegible]	2	8,[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	[illegible]	[illegible]	N/A	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
			165,000	

7.Al Kadissiya

Company facts				Recommendation
	Numbers			Totally destroyed by professional looters. Nothing was destroyed during the war. Close the company as the production similar to Hammurabi and two enterprises in this filed are not needed.
	[illegible]			
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
	101,[illegible]	70	30,[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	

* 8.Al Tahady

Company facts				Recommendation
	Numbers			The enterprise should be encouraged to continue its business as destruction is very little and the products are in use in the major industries in Iraq as in the oil refineries.
	[illegible]			
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
	13,4[illegible]	10	12,0[illegible]	
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	[illegible]	[illegible]	N/A	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A		Zero	

9.Ibn Al Walid

Company facts				Recommendation
	Numbers			Enterprise has four sites. Two sites are occupied by armed forces and the others have interested parties for a lease or a purchase agreement.
	[illegible]			
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
	3[illegible],400	42	20,[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

* 10.Al Ikhaa

Company facts				Recommendation
	Numbers			Company untouched can work. Split up and sell or lease in parts.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	108,650	0	108,152	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	[illegible]	5	74,843,[illegible]	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A		Zero	

11.Al Fidaa

	Company facts			Recommendation
Workers	Numbers			The enterprise is destroyed more than 50% and hsould closed down. The asset is the land in an expensive are close to Baghdad.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	16,360	50	8,141	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

12.Al Karama

	Company facts			Recommendation
[illegible]	Numbers			Close down. Assets are many plots of land and some machines. Production only military orientated.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	[illegible]	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	[illegible]	25	[illegible]	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
			19,000	

13.Al Rashed

	Company facts			Recommendation
[illegible]	Numbers			Less hat 50% destroyed cannot be closed according to existing legislation.
	[illegible]			
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
	[illegible]	[illegible]	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	33	[illegible]	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

14.Azahf al Kabir

	Company facts			Recommendation
[illegible]	Numbers			Less hat 50% destroyed cannot be closed according to existing legislation.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	[illegible]	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	[illegible]	[illegible]	[illegible]	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

* 15.Al Noaman

	Company facts			Recommendation
[illegible]	Numbers			Capable to operate and has ongoing contracts that are fulfilled. To continue its work and to be privatized.
	[illegible]			
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
	[illegible]	0	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	<2	[illegible]	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A			

16.Um Almarek

	Company facts			Recommendation
	Numbers			Close down. Fully looted and not operating. Salvage parts of the 25 million USD machines if possible.
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	110,843	70	32,894	
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	[illegible]	100	Zero	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A	100	Zero	

F

17.Al Uboor

	Company facts			Recommendation
	Numbers			Try to save as specialized in machining and total destruction less than 50%.
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	32,174	37	20,398	
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	100,000	80	20,000	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A	100	Zero	

18.Al Qaqa

	Company facts			Recommendation
	Numbers			Gunpowder and explosives factory. Polluted ground. Could be interested for manufacturer of dynamite and other explosives. Close down.
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
		#DIV/0!		
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	[illegible]	100	Zero	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A		Zero	

19.Bader

	Company facts			Recommendation
	Numbers			Totally destroyed by professional looters. Close down.
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	34,851	83	5,976	
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A	100	Zero	

20.Tabook

	Company facts			Recommendation
	Numbers			Close down. Before final recommendation verify the status of looting!
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
		#DIV/0!	-	
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A		Zero	

21.Al Mansour

	Company facts			Recommendation
	Numbers			Operating and working. Should be moved to MIM. Check value of machinery.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	25,694	0	25,631	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	0	[illegible]	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

22.Al Hadhar

	Company facts			Recommendation
	Numbers			Close down.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	71	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		[illegible]	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

23.Al Radhwan

	Company facts			Recommendation
	Numbers			Destruction less than 50%. Should be encouraged and restructured.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	34	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	[illegible]	80	N/A	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

24.7 Nissan

	Company facts			Recommendation
	Numbers			Close down.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	94	[illegible]	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

25.Al Hareth

	Company facts			Recommendation
	Numbers			Close down.
	[illegible]			
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	[illegible]	#DIV/0!		
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

26.Al Nidaa

	Company facts			Recommendation
	Numbers			Try to save as specialized in machining and spares used in all the vital enterprises as cement factories, phosphate factories and oil refineries.
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
	35,400	42	20,505	
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	[illegible]	70	N/A	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A		Zero	

27.Al Kindi

	Company facts			Recommendation
	Numbers			Split up and lease parts that are not occupied.
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
		#DIV/0!		
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A		Zero	

28.Sanahareeb

	Company facts			Recommendation
	Numbers			Products no longer requested by Ministry of Agriculture. Buildings could be used for any purpose. Close down.
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
		#DIV/0!		
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A		Zero	

29.Training center

	Company facts			Recommendation
	Numbers			Keep until Defense Structure within MIM is decided upon
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
		#DIV/0!		
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A		Zero	

30.Salahuddeen

	Company facts			Recommendation
	Numbers			Information missing
Buildings	Orig. Sq.m	destruction %	Sq.m. today	
		#DIV/0!		
Machines	Orig.Value 1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value 1000 ID		Value today 1000 ID	
	N/A		Zero	

31.Al Salam

Company facts				Recommendation
	Numbers			Continue operations as destruction is minimal.
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	11,231	6	10,487	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	N/A	N/A	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	N/A	N/A	

32.Ibn Rushd

Company facts				Recommendation
	Numbers			Occupied by Army. Close down site and rehabilitate workers by creating quality Control department or enterprise.
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	14,957	50	7,478	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	

33. Ibn Al Majid

Company facts				Recommendation
	Numbers			Continue operations as destruction is less than 50%
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
	15,375	22	11,992	
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

34.Mic Administration

Company facts				Recommendation
	Numbers			Keep until Defence Structure within MIM is decided upon
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
		#DIV/0!		
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

35.Hutteen

Company facts				Recommendation
	Numbers			no information, but close down as company manufacturing guns, mortars and ammunition.
Buildings	Orig. Sq.m.	destruction %	Sq.m. today	
		#DIV/0!		
Machines	Orig.Value.1000 ID		Value today 1000 ID	
	N/A	100	Zero	
Inventory	Orig.Value.1000 ID		Value today 1000 ID	
	N/A		Zero	

Accelerating Private Sector Growth in Iraq

Office of Private Sector Development
Coalition Provisional Authority
April 2004

Topics

- Objectives
- Initiatives and Supporting Projects
- Upcoming Deliverables

Objectives

- Two Major Objectives
  - Accelerate the growth of the non-oil private sector
  - Influence the creation of legal, regulatory, and governmental policies friendly to a free market, property rights, and limited government
- One Minor Objective
  - Communicate the progress of the private sector to Iraq and to the rest of the world

Initiatives

- State Owned Enterprise Reform
- Foreign Direct Investment and Trade
- Middle Tier Firms: Emerging Industry
- Micro/SME Development: Local Ownership, Local Jobs
- Reconstruction Spending and Jobs
- Public Sector and Law
- Private Sector Institutions
- **Outreach**

Need to Know
how to conduct
vocational training
in a box.
where to get equipment
when to get instruction

State Owned Enterprise Reform

- Advising Ministries
- Developing a Comprehensive Approach
  - Passive
  - Active
- Dealing with Urgent Problems
  - Salary and burn rate
    - E.g. Employee Identification
  - Vocational training/retraining

Foreign Direct Investment and Trade

- Foreign Company Registration
- Access to Information
- **Matchmaking**
- Delegations and Trade Missions
- Road Shows

Middle Tier Firms: Emerging Industry

- Middle Market Loan Facility ($150m +)
  - Direct Loans
  - Private Banks Participation
- Firm Level Assistance
- Industry and Functional Consulting
- Classroom Training

Micro/SME Development: Local Ownership, Local Jobs

- Small Business Loan Funds ($100m +)
  - Interim SB Fund ($13m)
  - Via the IFC and privately owned banks
- Small Business "How to" Kits and expertise
- Industry and Functional Consulting
- Access to classroom training
- Entrepreneurship training
- Micro Lending Wrap Up and Transition

Reconstruction Spending and Jobs

- Complete Strategy
  - Finance ($100m +) Available for loans plus access to the middle market facility
  - Training and Linkage
  - RFP Process
    - Standards, Language, Incentives
- Flag Iraqi Successes

Public Sector and Law

- Ministry of Trade
  - Advising the Ministry
  - Company Registration
  - Defining Its Role
  - Risk from other Ministries
- OGC Drafts
  - Good laws, implementation follow up
- Capital Markets Reform

Private Sector Institutions

- Business Centers
- Business Associations
- Iraq Stock Exchange
- National Business School/Institute

Outreach

- Backgrounders and Interviews
  - Mostly Iraq focused
- Unifying Web Portal; handling queries
- Primer
- Speaker Series
- Business group meetings
- Convention center gatherings
- PSD email bulletin
- Official Reporting (Weekly Report, etc.)
- Representational Events

Upcoming Deliverables – April

- Universal Portal for Commercial Queries
- Local Development Primer for Civil Affairs
- Middle Market Lending Vehicle
- Iraq Securities Commission Regulations
- Iraq Stock Exchange Trading Rehearsal
- First Foreign Company Registration
- Launch PSD Email Bulletin

Upcoming Deliverables - May

- Primer Rollout - National
- First Middle Market Loans
- Contract/Subcontract IO Campaign
- Iraq Stock Exchange Opening
- First RFP Training Class
- Speaker Series Launch
- VEGA/Bearing Point Business Center Handoff
- SOE Strategy Complete
- Contribute Selectively to Other Econ Policies

Upcoming Deliverables - June

- First Subcontractor Loans
- Debt and Equity Funds Available through Iraq Business Institute
- Business Skills Classroom Training Launch
- VEGA Business Association Project Launch
- Far East FDI Roadshow?

Province	Company	City/ Grid	Business	Emp.	Util
					%
Dahuk					
Ninewa	Al Mishraq Sulfur Industry Company/ SOE	Mishraq/ LE47139837	Started in 1970, the Company extracts and refines Sulfur from the largest sulfur deposit in the world. Sulfuric acid used in myriad industries worldwide. Aluminum sulfate used for water treatment and sulfur powder used in agriculture. Critical to local Iraqi industries.	1,278	0
	State Companies for Cement- Sinjar/ SOE	Mosul/ KF 375266	Manufacturers of portland cement, sulfur resistent cement, white cement and lime.	700	30
	State Companies for Cement (Northern Cement Company)/ SOE	Mosul/ Badoosh/ LF1464034914	Manufacturers of portland cement, sulfur resistent cement, white cement and lime.	1000	30
	State Companies for Cement-Hamam/ SOE	Mosul/ LF3939072	Manufacturers of portland cement, sulfur resistent cement, white cement and lime.	600	40
	State Company for Cotton Industries/ SOE	Mosul/ LF3117720886	Manufacturer of medical cotton, gauze, and cotton fabrics. Due to low quality cotton supplied by Iraqi farmers, Company focuses on low quality "burlap" fabrics.	1,300	30
	State Company for Dairy Products/ SOE	Mosul/ LF [illegible]	Manufacturer of milk-based products including yogurt, cream, cheese, butter and [illegible] milk. Subsidized Company with limited market share in a competitive market.	130	50
	State Companies for Drugs & Medical Supplies - Ninawa & Samarra/ SOE	Mosul/ LF27153888	Manufacturers of pharmaceuticals, including tablets, syrups and oral drops. Most products are generic versions of branded drugs. Also manufactured intravenous bags and kits, but this factory was 100% destroyed in war.	1000	30

State Company for Geological Survey and Mining/ SOE	Al Dora	Conducting geological, geochemical, geophysical, hydrogeological and engineering geological surveys. Exploration and prospecting for metallic ores and industrial minerals and rocks. Mining and processing of metallic ores and industrial minerals. Directing and supervising mineral exploration activities by government and private sectors. Marketing raw and processed metallic ores and industrial minerals inside and outside Iraq.	50	50
State Company for Hand Woven Carpets/ SOE	Mosul	Hand woven silk and wool carpets manufactured in 7 centers throughout Iraq. Also manufactures rugs and mattresses - where it generated most of its revenue.	100	40
State Company for Industrial Design & Construction (SIDAC)/ SOE	Mosul/ LF31012087	The Company is staffed with highly qualified engineers who focus on contracting, erection and commissioning of industrial plants. Provides services to all major Iraqi industries, including Oil, Cement, Fertilizers and Textiles.	1200	0
State Company for Ready Made Wear Industries/ SOE	Mosul/ LF31012087	Four factories manufacturing children's clothing, men's clothing, tents and school uniforms. Mosul factory (started in 1983) is only one operating as of July 2003. Najaf factory heavily damaged by US bombing during war.	3,500	24
State Company for Construction Industries (SCCI)/ SOE Badoosh- Columns	Mosul	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	70	0
The State Company for Sugar Industry/ SOE	Mosul/ LF33601823	Processing and refining of sugar. Main products include refined sugar, animal feed byproducts, molasses and alcohol. Not profitable at current prices for sugar beets from local farmers.	550	5
Jaber Ben Hayan (MIC) (SOE)	Mosul	Rubber, plastics and filters	925	0
Arbil				

Sulayman-					
Al' Tamim	~~Southern~~ Iraqi State Companies for Cement/ SOE	Kirkuk	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.	750	20
	State Company for Hand Woven Carpets/ SOE	Kirkuk	Hand woven silk and wool carpets manufactured in 7 centers throughout Iraq. Also manufactures rugs and mattresses - where it generated most of its revenue.	100	54
	State Company for Cotton Industries/ SOE	Kirkuk	Manufacturer of medical cotton, gauze, and cotton fabrics. Due to low quality cotton supplied by Iraqi farmers, Company focuses on low quality "burlap" fabrics.	80	0
	Water well drilling (SOE)	Kirkuk	Well drilling	1050	100
Salah ad Din	State Company for Construction Industries (SCCI)/ SOE	Tikrit/ Nibaal	Manufacturer of various construction materials including bricks (7 factories), plastic pipes and concrete poles.	150	50
	Sammarra Drug	Salahadin/ 1.C03973785	Produces Pharmaceuticals	2500	71
	The State Company for Woolen Industries/ SOE	Taji/ MB3402	Manufacturer of woolen fabrics, men's suits, carpets and blankets.	200	50
	Baghdad Factory for Furniture Industry/ SOE	Taji/ MC33180200	Manufacturer of office furniture, tables, sofas, bookcases and bedroom furniture.	147	5
	Nasser Company	Taji/ MC28801650	Production mechanical steel structure production	2473	15
	State Company for Electrical Industries	Taji/ MC31120032	Manufacturing electrical power transformers, distribution transformers, electrical meters (single & three phases). Critical to electicity infrastructure and oil industry in Iraq. (Frequent electrical interruptions)	619	15

State Company for Geological Survey and Mining/ SOE	Al Dora/Samawa/	Conducting geological, geochemical, geophysical, hydrogeological and engineering geological surveys. Exploration and prospecting for metallic ores and industrial minerals and rocks. Mining and processing of metallic ores and industrial minerals. Directing and supervising mineral exploration activities by government and private sectors	56	50
State Company for Geological Survey and Mining/ SOE	Al Dora/ Salah ad din	Conducting geological, geochemical, geophysical, hydrogeological and engineering geological surveys. Exploration and prospecting for metallic ores and industrial minerals and rocks. Mining and processing of metallic ores and industrial minerals. Directing and supervising mineral exploration activities by government and private sectors	50	50
State Company for Construction Industries (SCCI)/ SOE	Nibadi/ LJ8523684l	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	150	50
State Companies for Fertilizer - Northern Region/ SOE	Bayji/LJ/52338843	Both produce urea as its main product. Urea is a basic nitrogen fertilizer used throughout Iraq and the world	1314	0
The General Company for Vegetable Oils/ SOE	Bayji/ LJ967167688	Company manufactures food, soap, toiletries, cosmetics and laundry detergent. Sold under its own brands to Iraqi consumers. Products are considered to be of high quality, but packaging is not consumer marketing oriented.	395	20
Salahadeen (TBD) (MIC) (SOE)	Tikrit	Guns/ grenades/ mortars	2850	0

Diyala

Al Qadisya State Company for Electrical Industries- Diyala / SOE	Baqouba/ MC6693706	Manufacturing electrical power transformers, distribution transformers, electrical meters (single & three phases). Critical to electicity infrastructure and oil industry in Iraq. (Frequent electrical interruptions)	2,254	30
Diyala Canning (Mixed Private/ SOE)	Ar Ramadi? MC21746109	Agricultural Produce	1000	100
Al Dhilal (SOE)	Diyala, Baqouba	Vehicle Rental/ Taxi Service	753	100

	State Company for Materials Construction Industry (SOE)	Hussania	Manufacturer of various construction materials including bricks), plastic pipes and concrete poles.	150	0
	State Company of Paper Industires (SOE)	Taji/ MC33330248	Manufacturing pencils, paper packaging, writing paper and cardboard. Ministry of Education biggest customer.	1,350	0
	Al-Qadisiayah (SOE)	Diyalah/ Muqdadyah	Irrigation and drainage projects	634	100

Al Anbar	Central Iraqi State Companies for Cement/ SOE	Kulbasa	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.	800	0
	T. Al Sura Co (SOE)	Habbaniyah		200	50
	Tabu Laith Co (SOE)	Habbaniyah		200	50
	Hurriat State Company for Refractory's (Brick Factory) SOE	Al Fallujah/ LB31359240	Construction/ Refractory's	1560	0
	State Company for Geological Survey and Mining / SOE	Ruthba	Conducting geological, geochemical, geophysical, hydrogeological and engineering geological surveys. Exploration and prospecting for metallic ores and industrial minerals and rocks. Mining and processing of metallic ores and industrial minerals. Directing and supervising mineral exploration activities by government and private sectors, Marketing raw and processed metallic ores and industrial minerals inside and outside Iraq	145	0
1	Central Iraqi State Companies for Cement/ SOE	Al Qaim- Anbar Branch	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq (no electricity)	800	25
2	Central Iraqi State Companies for Cement/ SOE	AL Fallujah/ LB9318593912	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.(Electrical Interruptions)	500	36
	Central Iraqi State Companies for Cement / SOE	Al Qaim	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.	600	25

State Company for Dairy Products/ SOE	Abu Ghraib/ MB23158763	Manufacturer of milk-based products including yogurt, cream, cheese, butter and sterilized milk. Subsidized Company with limited market share in a competitive market	200	0
State Company for Construction Industries (SCCI)/ SOE	Abu Ghraib/ MB[illegible]	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles. (Lack of electricity)	100	30
State Company for Dairy Products/ SOE	Abu Ghraib	Manufacturer of milk-based products including yogurt, cream, cheese, butter and sterilized milk. Subsidized Company with limited market share in a competitive market	700	8
State Company for Glass & Ceramics Industry/ SOE	A Ramadi/ LB3839500419	Manufacturer of standard sheet glass and ceramic tiles for construction. Also produces consumer glass-ware. No grid power, generator's unreliable	1200	50
State Company for Glass & Ceramics Industry/ SOE	Al Fallujah/ LB[illegible]	Manufacturer of standard sheet glass and ceramic tiles for construction. Also produces consumer glass-ware. Short LPG for furnaces.	1200	20
State Industrial Design & Construction Company (SIDCO)/ SOE	A Ramadi	Provides engineering contracting, project management and feasibility studies for industrial construction projects (primarily for Petrochemical Industry).	100	0
State Industrial Design & Construction Company (SIDCO)/ SOE	Al Qaim	Provides engineering contracting, project management and feasibility studies for industrial construction projects (primarily for Petrochemical Industry).	64	0
State Company for Hand Woven Carpets/ SOE	Rawa	Hand woven silk and wool carpets manufactured in 7 centers throughout Iraq. Also manufactures rugs and mattresses where it generated most of its revenue. Almost all 900 employees are female.	100	91

State Company for Ready Made Wear Industries/ SOE	Anah	Four factories manufacturing children's clothing, men's clothing, tents and school uniforms. Mosul factory (started in 1983) is only one operating as of July, 2003. Najaf factory heavily damaged by US bombing during war.	200	24
State Company for Tobacco & Cigarettes/ SOE	Abu Ghraib/ MB51935624	Manufacturer of matches and cigarettes under 4 brands, Sumer, Al-Rasheed, Kithana and Baghdad.	150	0
Al Faris State Company (SOE)	Al Falluah/ MB11798544	Engineering equipment manufacture	547	25
State Company for Phosphates/ SOE	Al Qaim/ GU00500)	Produces TSP and NP, primarily for Ministry of Agriculture (Fertilizer/ Petrochemical), awaiting gas and electricity.	2212	0
State Company for Phosphates/ SOE	Akashat	Produces TSP and NP, primarily for Ministry of Agriculture (Fertilizer/ Petrochemical), awaiting gas and electricity	1000	0
State Company for Hand Woven Carpets/ SOE	Anah	Hand woven silk and wool carpets manufactured in 7 centers throughout Iraq. Also manufactures rugs and mattresses - where it generated most of its revenue. Almost all 900 employees are female.	100	84
Al-Nasser State Co (SOE)	Fallujah	Drains/ reclamation projects	1820	100
Tariq (Falluja) (MIC) (SOE)	Fallujah	Military Industry	871	0
Al-Iklhas (TBD) (MIC) (SOE)	Fallujah	Munitions Industry	2282	0
Al Qaqa (MIC) (SOE)	Latifiya/ 38SMB2651451515	Explosives/ TNT	5400	0

Baghdad

State Industrial Design & Consultation Company (SIDCO)/ SOE	Baghdad/ MB32928211	Provides engineering contracting, project management and feasibility studies for industrial construction projects (primarily for Petrochemical Industry).	100	0
State Company for Cotton Industries/ SOE	Baghdad/ MB377919	Manufacturer of medical cotton, gauze, and cotton fabrics. Due to low quality cotton supplied by Iraqi farmers, Company focuses on low quality "burlap" fabrics. No electricity provided runs on generators.	2,300	20

Nassr State Company for Mechanical Industries/ SOE	Baghdad/ MC28801650	Company consists of three major divisions: forms and tools, steel foundry and iron frames. Has 3 induction and 1 electric arc furnace. Major customers include State Cement Companies and the Oil Industry. (Steel Structures, castings and molds)	2,473	10
The Nissan 17 April State Company/ SOE	Baghdad/ MB4794833	Company manufactures three distinct products: stainless steel & aluminum castings, signs (eg road signs) and medals (mostly for military).	1643	0
State Company for Ready Made Wear Industries/ SOE	Baghdad/ MB434911	Four factories manufacturing children's clothing, men's clothing, tents and school uniforms. Mosul factory (started in 1983) is only one operating as of July, 2003. Najaf factory heavily damaged by US bombing during war.	300	60
State Company for Paper Industries/ SOE	Taji/ MC333024[illegible]	Three factories manufacturing [illegible] packaging, writing paper and cardboard. Ministry of Education biggest customer.	464	0
Specialized Institute for Engineering Industry/ SOE	Baghdad/ 38SMB4628681412	White collar scientific consulting service offering inspection, material testing and design of products. In 1978 the institute signed an agreement with UN on technical support including training programes on different levels.	287	5
State Industrial Design & Consultation Company (SIDCO)/ SOE	Baghdad/ MB45518799	Provides engineering contracting; project management and feasibility studies for industrial construction projects (primarily for Petrochemical Industry).	464	0
State Company for Tobacco & Cigarettes/ SOE	Baghdad/ MB45328319	Manufacturer of matches and cigarettes under 4 brands, Sumer, Al-Rasheed, Kithana and Baghdad.	700	10
State Company for Tobacco & Cigarettes/ SOE	Baghdad/ MB519934	Manufacturer of matches and cigarettes under 4 brands, Sumer, Al-Rasheed, Kithana and Baghdad.	1400	5

State Company for Construction Industries (SCCI)/ SOE	Baghdad/ MB 486637	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	100	0
State Company for Construction Industries (SCCI)/ SOE-Brick Plant	Baghdad/ 38SMB4980281792	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	200	10
~~State Company for Construction Industries (SCCI)/ SOE~~	~~Baghdad/ MB497818~~	Manufacturer of various construction ~~materials including bricks, plastic pipes and~~ concrete poles.	~~250~~	0
Vehicle Company/ SOE	Baghdad/ MB4174	Truck Assembly and buss assembly	400	0
Vehicle Company/ SOE	Baghdad/ MB288862	Truck Assembly and buss assembly	500	0
State Company for Construction Industries (SCCI)/ SOE)	Baghdad/ 38SMB5688494959	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	200	0
State Companies for Drugs & Medical Supplies - Ninawa & Samarra (SOE)	Baghdad	Manufactorers of pharmaceuticals, including tablets, syrups and oral drops. Most products are generic versions of branded drugs. Also manufactured intravenous bags and kits, but this factory was 100% destroyed in war. New projects contracted.	200	30
State Company for Electrical Industries/ SOE	Baghdad/ MB436921	Manufacturer of small motors 1.1 to 7.5 kw, fractional HP motors for air cooler, large and medium motors L.T & H.T (small volume), air conditioner units (using freon) and lighting equipment.	3,108	15
General Systems Company/ SOE	Baghdad/ MB46358850	Control systems and building automation consultancy. Provides site work, engineering, project management and software programming. Critical service for oil, electricity, cement, petrochemical and other industries.	419	20
State Company for Research & Development/ SOE	Baghdad/ MB42968225	Provided research and development for most MIM SOEs through 11 research centers, 4 for pharmaceutical industry and others for food, building materials, glass, textiles, energy & environmental, petrochemical and chemical industries.	0	0
State Company for Dairy Prodicts	Baghdad/ MB23158763	Baby Milk/ Dairly Manufacture	200	0
State Company for Dairy Prodicts	Baghdad/ 234867	Dairy Factory	700	3

Bicycle Company (Mixed Private/ SOE)/ Mahmoudia	Baghdad/ MB40665959	Bicycle Manufacturer/ metal fabrication	800	50
Mixed Sector Company's (Mixed Private/ SOE)	Baghdad/ MB5279		500	50
Ibn Sena/ SOE	Baghdad	Industrial chemicals and gas products	750	5
Nasser Al Adeem/ SOE (MIC)	Baghdad/ MB46388167	Oil Contracting	2,128	30
Al Zawra/ SOE (MIC)	Baghdad/ MB5270	Oil Contracting	864	5
Harirat State Company for Refractory's / SOE	Baghdad	Construction of refractory's	140	0
Al Samood/ SOE (MIC)	Baghdad/ MC28721564	Technolgy contracts and light assembly. Started contract worth 1.07 Million USD	1487	7
Al Kharzen Center/ SOE (MIC)	Baghdad	Electronic company	362	100
Al Faris State Company/ SOE	Baghdad	Manufacturer of water purification units, storage tanks for oil, steel structures, pressure vessels and heat exchangers. Critical supplier to various Iraqi industries.	2,422	5
Al Sawari State Company for Chemical Industries/ SOE	Baghdad/ Iraq/ [illegible]	Manufacturing of [illegible] rockwool.	[illegible]	59
State Company for Battery Manufacturing/ SOE	Baghdad/ Al Nour/ MB43639172	Manufacturer of automotive lead acid batteries.	918	26
State Company for Battery Manufacturing/ SOE	Baghdad/ MB28898620	Manufacturer of automotive lead acid batteries.	308	10
State Company for Battery Manufacturing/ SOE	Baghdad/ MB2287	Manufacturer of automotive lead acid batteries..	238	10
State Company for Battery Manufacturing/ SOE	Baghdad/ MB43959193	Manufacturer of automotive lead acid batteries	338	0
State Company for Car Manufacturing/ SOE	Baghdad/ MB4174	Bus body builder and semi trailer assembly (not manufacturing, as name suggests). Also rents trailers, reconditions earth moving machinery and produces "non-standard"	400	0
Iraqi State Companies for Cement/ SOE	Baghdad/ MB 49888174	Manufacturers of portland cement, sulfur resistant cement, white cement and lime. Three companies, each serving separate sections of Iraq.	600	10
State Company for Construction Industries (SCCI)/ SOE	Baghdad/ MB497818	Manufacturer of various construction materials including bricks), plastic pipes and concrete poles.	250	0
14th July State Company for Construction Industries (SCCI)/ SOE	Baghdad/ MB466837	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	100	0

State Company for Geological Survey and Mining/ SOE	Baghdad/ MB467868	Conducting geological, geochemical, geophysical, hydrogeological and engineering geological surveys. Exploration and prospecting for metallic ores and industrial minerals and rocks. Mining and processing of metallic ores and industrial minerals. Directing and supervising mineral exploration activities by government and private sectors. Marketing raw and processed metallic ores and industrial minerals inside and outside Iraq.	750	50
State Company for Geological Survey and Mining/ SOE	Baghdad/ 38SMB4679086940	Conducting geological, geochemical, geophysical, hydrogeological and engineering geological surveys. Exploration and prospecting for metallic ores and industrial minerals and rocks. Mining and processing of metallic ores and industrial minerals. Directing and supervising mineral exploration activities by government and private sectors. Marketing raw and processed metallic ores and industrial minerals inside and outside Iraq.	890	50
State Company for Hand Woven Carpets/ SOE	Baghdad/ MB39389278	Hand woven silk and wool carpets manufactured in 7 centers throughout Iraq. Manufactures rugs and mattresses - where it generated most of its revenue.	890	33
State Company for Industrial Design & Construction (SIDAC)/ SOE	Baghdad/ MB45618799	The Company is staffed with highly qualified engineers with focus on contracting, erection and commissioning of industrial plants. Provides services to all major Iraqi industries, including Oil, Cement, Fertilizers and Textiles.	100	0
State Company for Information Systems/ SOE	MB45798794	Consultation, design and support of information systems.	165	0

The General Company for Vegetable Oils/ SOE	Baghdad/ MB497832	Company manufactures food, soap, toiletries, cosmetics and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented.	324	34
The General Company for Vegetable Oils/ SOE	Baghdad/ MB 4871 8392	Company manufactures food, soap, toiletries, cosmetics and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented.	863	62
The General Company for Vegetable Oils/ SOE	Baghdad/ MB491843	Company manufactures food, soap, toiletries, cosmetics and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented.	924	58
The General Company for Vegetable Oils/ SOE	Baghdad	Company manufactures food, soap, toiletries, cosmetics and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented.	155	0
The General Company for Vegetable Oils/ SOE	Baghdad/ MB39389260	Company manufactures food, soap, toiletries, cosmetics and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented.	700	60
State Company for Woolen Industries/ SOE	Baghdad/ MB39419258	Manufacturer of woolen fabrics, men's suits, carpets and blankets.	450	25
State Company for Woolen Industries/ SOE	Baghdad/ MB39239295	Manufacturer of woolen fabrics, men's suits, carpets and blankets.	300	10
State Company for Woolen Industries/ SOE	Baghdad/ MB37539421	Manufacturer of woolen fabrics, men's suits, carpets and blankets.	350	25
State Company for Woolen Industries/ SOE	Baghdad/ MB397925	Manufacturer of woolen fabrics, men's suits, carpets and blankets.	150	10
State Company for Leather Industries/ SOE	Baghdad/ MB40508146	Manufacturer of consumer leather products including shoes, bags and garments.	1402	50

State Company for Leather Industries/ SOE	Baghdad/ MB49508146	Manufacturer of consumer leather products including shoes, bags and garments.	1000	50
Reacarch and Development Company/ SOE	Baghdad/ MB42968225	Contract R&D Secrvices	0	0
Industrial Promotion/ SOE	Baghdad/ MB479849	Industrial Promotion	180	0
State Commission on Research and Development/ SOE	Baghdad/ MB843659138	R&D Consulting	987	0
State Commission on Training Centers/ SOE	Baghdad/ MB43659138	Job Training	100	50
Software/ SOE	Baghda/ MB45798794	Computer Software	165	0
Al-Noaman (MIC) (SOE)	Baghdad/ 38SMB4935883385	Military Industry	640	0
Al-Mansour/ Al Khadra(MIC) (SOE)	Baghdad/ MB345862	Generator Repair/ Equipment	676	100
Abu Ghurayb	Baghdad/ 38SMB2558688364	Small Arms Ammunition	100	0
Samareh (TBD) (MIC) (SOE)	Baghdad/ River Area Zone13	Guns/ grenades/ mortars	654	0
Al-Shaheed (MIC) (SOE)	Baghdad/ River Area Zone13	Ammunition	1279	0
Al-Fida (MIC) (SOE)	Baghdad/ River Area Zone13	Hydraulic/ Pneumatic Analysis	1285	0
Al-Tahady (MIC) (SOE)	Baghdad/ River Area Zone13	Military Industry	400	0
Mihmudiyaah (Al Qadisiyah)(MIC) (SOE)	Baghdad/ 38SMB3920767289	Guns/ grenades/ mortars	3943	0
Al-Ubour (MIC) (SOE)	Baghdad- Doura	Weapons machinery	890	0
Um-Almarik (MIC) (SOE)	Baghdad/ River Area Zone13	Machinery, casting	1560	0
Al-Rasheed (no file) (MIC) (SOE)	Baghdad/ River Area Zone13	Weapons machinery	100	0
Al-Radhwam (MIC) (SOE)	Baghdad/ River Area Zone13	Water Purification	755	0
Al-Majd (MIC) (SOE) Al Musayyib/al Athar	Baghdad/ 38SMB2415031254	APS Solid Propelant	547	0
Al-Battany (MIC) (SOE)	Baghdad/ River Area Zone13	Military Industry	269	0
Al-Kindi (MIC) (SOE)	Baghdad/ River Area Zone13	Military Industry	970	0
Al-Fath (MIC) (SOE)	Baghdad/ River Area Zone13	R&D Missile/ Explosives	186	0
28 April Research (MIC) (SOE)	Baghdad/ River Area Zone13	Electronic Warfare	99	0
Al-Rafah (MIC) (SOE)	Baghdad- Zafar	Consulting, alloy, ceramic	370	0
Al-Khawarezmi (MIC) (SOE)	Baghdad/ River Area Zone13	Guidance Software	280	0
Ibn-Rushd (MIC) (SOE)	Baghdad/ River Area Zone13	Quality mngmt, testing inspections	451	0
Al-Zahaf Al-Kabeer (MIC) (SOE)	Baghdad/ River Area Zone13	Concrete Additives	566	0
Ibn-Al-Waled (MIC) (SOE)	Baghdad Saydiya	Training certification	785	0
Al-Yarmouk (MIC) (SOE)	Baghdad/ River Area Zone13	Ammunition/ Barbed Wire	2709	0
Ibn-Firnas (MIC) (SOE)	Baghdad Taiji	R&D Marine Mines	805	0
Al-Melad (MIC) (SOE)	Baghdad/ River Area Zone13	Military Industry	790	0
Al-Nidaa (MIC) (SOE)	Baghdad-Saydiya	Dies, molds, gears	1307	0

Nissan (MIC) (SOE)	Al Nahrawar	Fuzes, Military Shells	1860	0
Al-Harith (MIC) (SOE)	Baghdad/ River Area Zone13	R&D/ Air Defense/ repair imagery	1382	0
Tabooq (MIC) (SOE)	Baghdad/ River Area Zone13	powder for cartridges	534	0
Bader (MIC) (SOE)	Baghdad/ 38SMB4337386189	Tool and die	1631	0
Al-Hadhar (MIC) (SOE)	Baghdad/ River Area Zone13	Chemical Products for Munitions	100	0
Ar-Razi (MIC) (SOE)	Baghdad/ River Area Zone13	Lasers	100	0
Al Karama (MIC) (SOE)	Baghdad/ River Area Zone13	Al Samood missiles	1950	0
Sakar Al-Arab (MIC) (SOE)	Baghdad/ River Area Zone13	Chemical Protective suits	34	0
Al-Ezz (MIC) (SOE)	Baghdad/	Electronine switching, digital phones	935	0
Al-Sumoud (no file) (MIC) (SOE)	Baghdad/ River Area Zone13	Electronic Switching/ Digital	100	0
Nasser Al Adeem/(MIC) (SOE)	Baghdad	Oil Contracting	2,128	0
Al Zawra/ (MIC) (SOE)	Baghdad/ MB35270	Oil Contracting	864	0
Al Samood/ (MIC) (SOE)	Baghdad/ MC28721564	Technolgy contracts	1487	0
Al Kharzen Center/ (MIC) (SOE)	Baghdad	Electronic company	362	0
Ibn Sena (SOE) (MIC)	Baghdad	Industrial chemicals and gas	581	0
Delegates Transport (SOE)	Baghdad/ 493817	Limousine Rental	214	100
The land transport company (SOE)	Baghdad/ 459896	Freight Transport	1600	100
Passenger Transport (SOE)	Baghdad/ 438918	Public Bus/ Taxi	3326	100
Private Transport (SOE)	Baghdad/ 424874	Public Bus	1,679	100
Projects Company (Transportation) (SOE)	Baghdad/ 404895	Design and engineering	1039	100
Iraqi Rail Road (SOE)	Baghdad/ 278910	Railroad Operations	12000	100
Fourat Design (SOE)	Baghdad	Design irrigation/ drainage/ dams	318	100
Dijla Company (SOE)	Baghdad	Design Irrigation projects	120	100
Al-Fao (SOE)	Baghdad	Reclamation Projects	852	100
Saad SCC (SOE)	Baghdad	Consturction buildings	1,219	100
Baghdad Company for Alcohol Industries (SOE)	Baghdad	Baghdad/ Al Khalis Brewery	350	100
Alcohol Industries (Mixed Private/ SOE)	Baghdad	Distillery	350	100
The National Co. for Food Industries (Mixed Private/ SOE)	Baghdad	Beer, Juice & Soda	420	100
Baghdad Company for Soft drinks (Mixed Private/ SOE)	Baghdad	bottles	1191	100
Iraqi Co. for Carton Industry (Mixed Private/ SOE)	Baghdad	boxes	183	100
Electric Companies (Mixed Private/ SOE)	Baghdad	Refrigerator, Freezers, Heaters & Cookers	680	100
The National Company for Plastic and Chemical	Baghdad	Sponges, plates, potato chips and leather	500	100
Supply & Chemical (Mixed Private/ SOE)	Baghdad/ 38SMC5768400499	Chemical Production	500	100

Company of Modern Paints Industries (Mixed Private/ SOE)	Baghdad/ 38SMB5155678137	Paints	303	100
Al Salaam Co. for Electronic Industries (Mixed Private/ SOE)	Baghdad/ 38SMB3606392077	TV, radio and other eletrical equip.	1,724	100
Al Hillal Industrial Co. (Mixed Private/ SOE)	Baghdad	equipt.	500	100
National Co. for Meat Industries (Mixed Private/ SOE)	Baghdad/ 38SMB4790477633	Slaughter House	500	100
Arabic Co for Communication (Mixed Private/ (SOE)	Baghdad/ MB5279	components	100	100
Office of the former President/ Dewan	Baghdad	Clerical	12,000	0
Kimdedia (SOE) HQ (SOE)	Baghdad/ 38S MB 42385/90021	Medical Supplies	1,000	100
Kimdedia (SOE) Warehouse #1 (SOE)	Baghdad/ 38S MB 34952/87344	Medical Supplies	200	50
Kimdedia (SOE) Warehouse #2 (SOE)	Baghdad/ 38S MB 08168/87362	Medical Supplies	200	50
Kimdedia (SOE) Warehouse #2 (SOE)	Baghdad/ 38S MB 37693/88883	Medical Supplies	1,000	50
Kimdedia (SOE) Warehouse #13 (SOE)	Baghdad/ 38S MB 37595/91974	Medical Supplies	1,000	50
New Nuclear Desgin Center (MIC) (SOE)	Baghdad/ Grid Avail. Upon Req.			
Nuclear Desgin Center (MIC) (SOE)	Baghdad/ Grid Avail. Upon Req.			
Nuclear Fuel Group (MIC) (SOE)	Baghdad/ Grid Avail. Upon Req.			
Tuwaitha Agricultural Bio Res. Center (MIC) (SOE)	Baghdad/ Grid Avail. Upon Req.			
Radioactive Material Storage Site (MIC) (SOE)	Baghdad/ Grid Avail. Upon Req.			

Karbala	Southern State Companies for Cement/ SOE	Karbala/ LB 96960164	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.	800	10
	State Company for Construction Industries (SCCI)/SOE	Karbala/ LB 96960164	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	70	40
	State Companies for Cement/ SOE	Neurrea	Manufactures of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.	500	30
	State Companies for Cement/ SOE	Al Razzaza	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.	500	30
	State Company for Construction Industries SCCI/ SOE	Karbala/ Lat 44.00" Long 32.37"	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	150	40

Babil	Al Furat State Company/ SOE	Sadat al-Hindiyah/ Lat 44 15" Long 34 40'	Production of chlorine, sulfuric acid and other chemicals used locally by oil and electrical sectors, and for water purification.	1757	50
	Al Faris State Company/ SOE	Al Musayyib/ MB11815577	Manufacturer of water purification units, storage tanks for oil, steel structures, pressure vessels and heat exchangers. Critical supplier to various Iraqi industries.	318	0
	Southern State Companies for Cement/ SOE	Siddah/ Lat 44 25" Long 32 43	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.	500	50
	State Company for Hand Woven Carpets/ SOE	Hillah	Hand woven silk and wool carpets manufactured in 7 centers throughout Iraq. Also manufactures rugs and mattresses where it generated most of its revenue. Almost all 900 employees are female.	100	63
	Vehicle Company/ SOE	Iskandaria/ MB39304102	Truck/ Tractor Assembly and bus assembly	4000	10
	State Company for Materials Construction Company (SOE)	Ar Suwayrah	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	320	0
	State Company for Dairy Products/ SOE	Hillah	Manufacturer of milk-based products including yogurt, cream, cheese, butter and sterilized milk.	100	0
	State Company for Mechanical Industries (SCMI)/ SOE	Iskandaria/ MB38603987	Low demand on the products in local market and poor quality forced the company to start to produce other equipment and tools like tractors, water pumps and irrigation systems / TRACTOR FACTORY	4072	0
	State Company for Textile Industries – Hilla/ SOE	Al Hillah/ MA 4650836633	Manufacturer of polyester fabrics and velvet at two separate factories. Short of Electricity. Could run at 100% if electricity available.	2,642	37
	Al-Qudis (MIC) (SOE)	Iskandaria	Ammunition, Guns	716	0
	Huteem (MIC) (SOE)	Iskandaria/ 38SMB38603987	Ammunition, Mortars guns	5443	0
	Hamoorabi (MIC) (SOE)	Babel/ Hillah	Guns/ grenades/ mortars	647	0

Wasit	State Company for Training & Apprenticeship/ SOE	Al Kut	Training/ apprenticeship programs trades	100	0
	State Commission on Research and Development/ SOE	Al Kut	R&D Consulting	100	0
	Wasit Company for Textile Industries/ SOE	Al Kut/ NA77439759	Manufacturer of cotton fabrics, socks, underwear, hats and external wear.	2,657	51

An Najaf	Southern State Companies for Cement/ SOE	Kuffah/ MA46503667	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.	2000	30
	State Company for Leather Industries/ SOE	Kuffah	Manufacturer of consumer leather products including shoes, bags and garments.	686	70
	State Company for Leather Industries/ SOE	An Najaf	Manufacturer of consumer leather products including shoes, bags and garments.	477	20
	State Company for Ready Made Wear Industries/ SOE	An Najaf/ MA35684334	Manufacturer of cotton fabrics, socks, underwear, hats and external wear.	1,750	0
	State Companies for Tires & Rubber/ SOE	An Najaf/ MA31786776	Two technically separate companies producing similar rubber products: tires for cars and bicycles, belts, hoses and tire tubes. Diwaniya focus on heavy equipment tires. Najaf focuses on light equipment.	2195	35

Al Qadisiyah	State Company for Cotton Industries/ SOE	Ad Diwaniyah	Manufacturer of medical cotton, gauze, and cotton fabrics. Due to low quality cotton supplied by Iraqi farmers, Company focuses on low quality "burlap" fabrics. Short of electricity, cannot run continuously, damaging equipment.	2400	15
	State Company for Construction Industries (SCCI)/ SOE	Ad Diwaniyah	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	220	25
	State Company for Construction Industries (SCCI)/ SOE	Kadsia/Ad Diwaniyah	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles.	220	24

State Company for Cotton Industries? SOE	Qadriya (Horria)/ Diwaniyah	Manufacturer of medical cotton, gauze, and cotton fabrics. Due to low quality cotton supplied by Iraqi farmers, Company focuses on low quality "burlap" fabrics.	2400	15
State Company for Dairy Products/ SOE	Ad Diwaniyah	Manufacturer of milk-based products including yogurt, cream, cheese, butter and sterilized milk. Subsidized Company with limited market share in a competitive market.	100	7
State Companies for Tires & Rubber/ SOE	Ad Diwaniyah	Two technically separate companies producing similar rubber products: tires for cars and bicycles, belts, hoses and tire tubes. Diwaniya focus on heavy equipment tires. Najaf focuses on light equipment.	1200	20
State Company for Training & Apprenticeship/ SOE	Zaafaraniyah	Training/ apprenticeship programs: trades	100	0
Factory for Furniture Industry/ SOE	Zaafaraniyah	Manufacturer of office furniture: table, sofas, bookcases and bedroom furniture. Completely destroyed by looters/ contractors not filled.	0	0
The General Company for Vegetable Oils/ SOE	Zaafaraniyah	Company manufactures food, soap, toiletries, cosmetics and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented.	100	30

Al Muthanna

Southern State Companies for Cement/ SOE	As Samawah/ [illegible]	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq.	750	25
State Company for Construction Industries (SCCI)/ SOE	As Samawah	Manufacturer of various construction materials including bricks, plastic pipes and concrete poles. Can't run no electricity.	220	0
Al-Muthana Dredging Co. (SOE)	Al Muthanna, As Samawah	River Dredging	646	100
Southern State Companies for Cement/ SOE	Khadhary/ NV005525	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq. No electricity.	750	0

Dhi Qar	State Company for Woolen Industries/ SOE	Ah Nasariya/ PV19803235	Manufacturer of woolen fabrics, men's suits, carpets and blankets.	1,200	0
	Ur State Company for Engineering Industry/ SOE	Ah Nasariya/ PV222304	Manufacturer of wires and cables for power and communcations industries. Products include winding and overhead line wires, and telephone, power and jelly-filled cables. Needs electricity cannot run.	3,278	0
	State Commission on Research and Development/ SOE	Nasariyah/ PV1850333	R&D Consulting	100	50
	Mechanical and electrical state company (SOE)	Dhi Qar, Ah Nasariya	Pumping Station	396	100
Maysan	State Company for Paper Industies/ SOE	Al Amarah/QA0902	Three factories manufacturing pencils, paper packaging, writing paper and cardboard. Ministry of Education biggest customer	1050	0
	The State Company for Sugar Industry/ SOE	Al Amarah/ LF3360183	Processing and refining of sugar. Main products include refined sugar, animal feed byproducts, molasses and alcohol. Not profitable at current prices for sugar beets from local farmers.	850	0
	State Company for Construction Industries (SCCI)/ SOE	Al Amarah/ Lat 47 Long10' 31 51'	Manufacturer of various construction materials including bricks, plastic pipes and concrete piles.	1340	0
	The General Company for Vegetable Oils/ SOE	Maysan/ Al Amara	Company manufactures food, soap, toiletries, cosmetics and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer marketing oriented.	700	25
	Rafidain Dams (SOE)	Maysan/ Al Amara	Dams/ Flood Control	442	100
	The General Company for Vegetable Oils/ SOE	Misan	Company manufactures food, soap,	450	5
Al Basrah	State Companies for Fertilizer - Southern Regions/ SOE	Al Basrah/ QU734425	Both produce urea as its main product. Urea is a basic nitrogen fertilizer used throughout Iraq and the world. Needs gas Oil and electricity for operation	2340	0

Southern State Companies for Cement/ SOE	Al Basrah	Manufacturers of portland cement, sulfur resistent cement, white cement and lime. Three companies, each serving separate sections of Iraq. No electricity.	1500	100
State Company for Geological Survey and Mining/ SOE	Al Basrah	Conducting geological, geochemical, geophysical, hydrogeological and engineering geological surveys. Exploration and prospecting for metallic ores and industrial minerals and rocks. Mining and processing of metallic ores and industrial minerals. Directing and supervising mineral exploration activities by government and private sectors. Marketing raw and processed metallic ores and industrial minerals inside and outside Iraq.	53	0
State Commission on Research and development/ SOE	Al Basrah	R&D Consulting	100	60
State Company for Industrial Design & Construction (SIDAC)/ SOE	Al Basrah	The Company is staffed with highly qualified engineers who focus on contracting, erection and commissioning of industrial plants. Provides services to all major Iraqi industries, including Oil, Cement, Fertilizers and Textiles. Heavily damaged.	100	0
State Company for Iron & Steel/ SOE	Al Basrah/ QU820202	DRI, structural sections, spiral pipes and reinforcement bars. Heavily damaged.	1,500	0
State Company for Iron & Steel (Spiral Piping)/ SOE	Al Basrah/ QU 8140279	DRI, structural sections, spiral pipes and reinforcement bars. Heavily damaged.	1,000	0
State Company for Paper Industries/ SOE	Al Basrah/ QU566044	Three factories manufacturing pencils, paper packaging, writing paper and cardboard. Ministry of Education biggest customer.	2300	0
State Company for Petrochemical Industry/ SOE	Al Basrah/ QU 619585.	Manufacturing plant erected in 1976 by Loomis. Main products include ethylene, chlorine and caustic soda. The Company is divided into 7 units based on products.(Fertilizer/ Petrochemical). The requires stable power and natural gas. The gas fired turbines are damaged. The business has 10 million USD contracts on hold.	3872	0

Vehicle Company/ SOE	Iskandaria/ MB39304102	Bus body builder and semi trailer assembly (not manufacturing, as name suggests). Also rents trailers, reconditions earth moving machinery and produces "non-standard equipment".	1200	8
State Company for Hand Woven Carpets/ SOE	Al Basrah	Hand woven silk and wool carpets manufactured in 7 centers throughout Iraq. Also manufactures rugs and mattresses - where it generated most of its revenue. Almost all 900 employees are female.	100	50
State Company for Training & Apprenticeship/ SOE	Al Basrah	Training/ apprenticeship programs trades	100	0
Kimadia WH Main 38R QU 69671/76814	Al Basrah38R QU 69671/76814	Medical Supplies	1000	100
Iraqi Port Authority (SOE)	Basrah	Port Operations	3000	3
Water Transport Company (SOE)	Basrah	Waterborne Transportation	1000	0
Ibn-Majd (TBD) (MIC) (SOE)	Basrah	Guns/ grenades/ mortars	1500	0

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002
													Electricity															
					Name							Remarks						Current supply	Remarks									
1	1	a	Dairy Products	Food	Baby Milk Factory	Production	200	Baghdad	Abu Ghurayb	MB 23158183	1st AD		1	33KV	3	0		0	two feeders: one from university, one from Al [illegible]	0	0	1	1			Lack of raw materials... 25% damaged due to looting	N	0%
1	1	b	Dairy Products	Food	Dairy Factory	Production & Admin	700	Baghdad	Abu Ghurayb	[illegible]	1st AD		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	Operating under generator with [illegible]	[illegible]	[illegible]		[illegible]	Requires raw milk or imported powdered milk		[illegible] per month [illegible]	Y	[illegible]
1	1	c	Dairy Products	Food	Dairy Factory	Production	100	Ninewa	Mosul	LF 3?8305	101st		[illegible]	1MW/hr	[illegible]	[illegible]		[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	Operating under generator with 1MW	Lack of raw materials	Stopped O. due to lack of raw materials	N	0%
1	1	d	Dairy Products	Food	Dairy Factory	Production	100	Babil	Hila		MNDCS		[illegible]	1MW/hr	[illegible]	[illegible]		2		[illegible]	[illegible]	[illegible]	[illegible]	Operating under generator with 1MW	Lack of raw materials	Stopped O. due to lack of raw materials	Y	0%
1	1		State Company for Dairy Products			Administration					N/A								Consolidated							employment figure for four sites= 1,251	N/A	
1	2		The General Company for Vegetable Oils	Food			3,777	Baghdad	Baghdad		N/A														Combined production expected to reach 1000MT[illegible]	24.5BID for 2003 planned	N/A	
1	2	a	The General Company for Vegetable Oils	Food	Rasheed	Production	863	Baghdad	Baghdad	MB 487[illegible]392	1st AD	Across from Baghdad Power Plant	1	5MW/hr	3	0		2	Can get by with 2.5 MW/hr... power supply unstoppable. 1 MW with diesel	0		1	1		One shift operation as security improves. In Oct 2 shifts	Obtained 1 MW from S. Baghdad PP...2a,2b,2c. All near each other in Rashid Camp	Y	62%
1	2	b	The General Company for Vegetable Oils	Food	Ma'amoon	Production	924	Baghdad	Baghdad	MB491845	1st AD	Near Rashid Military Camp?	1	5MW/hr	3	1		2	1MW with diesel	0		1	1			shampoo, liquid bleach, sulpuric acid production resumed	Y	58%
1	2	c	The General Company for Vegetable Oils	Food	Ahmaen	Production	324	Baghdad	Baghdad	MB497832	1st AD		1	2MW/hr	3	2		2	On diesel generator 2 mw	0		1	1			Q = 150 tons of laundry soap	Y	34%

Prepare (b)(6)

Damaged beyond repair
Operational within thirty days

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility Name	Facility Type	Employment	Location Province	Location City	Location Grid	Location Coalition Sector	Location Remarks	Needs Electricity	Capacity Need	Priority	1 August MW Data	Diesel supply	Current supply	Remarks	Natural Gas	Repairs from Looting	Needs Cash	Needs Other	Actions Items	Status	Remarks	O	Cap Util vs 2002
1	2	d	The General Company for Vegetable Oils	Food	Amarah Plant	Production	700	Maysan	Misan		MND SE		1		5		2		Operational on 2mw deisel - detergents and soap	0	0	1	0			One shift for security start on 23.9.2003	N	25%
1	2	e	The General Company for Vegetable Oils	Food	Mansur Plant	Production	305	Babil	Bab	LD471676[illegible]	4th ID		1	13MWhr	5	2	2			0		1	0			Raw materials 2 months. 300 tons of oils .... Receiving cotton seeds	Y	20%
1	2	f	The General Company for Vegetable Oils	Food	Al Tarab	Production	155	Baghdad	Baghdad		1st AD		1	2MWhr	5			0.5	.5 MW with diesel	0	0	0	1			Will restart 1.1.2004	N	0%
1	2	c	The General Company for Vegetable Oils	Food	Al Muatassem	Production	450	Maysan	Misan		MND SE		1	4MWhr	4					0			1			Soap and detergent production	Y	5%
1	3		State Owned Company for Tobbaco and Cigarettes	Food	Tobacco Co		2,000				N/A		1							0	0	1	0			Raw materials =320MID or 400Mcigarettes	N/A	
1	3	a	State Owned Company for Tobbaco and Cigarettes	Food	Tobacco	Hattiniyah	1,400	[illegible]	Baghdad	MB[illegible]	1st AD	Sadr City	1	3MWhr	3	2		0		0	0	1	0			[illegible] 500 cartons per day	Y	5%
1	3	b	State Owned Company for Tobbaco and Cigarettes	Food	Tobacco	Karadah	700	Baghdad	Baghdad	MB45328213	1st AD	Karrada	1		3	1		1	2MW requirement met by generator	0			1			180MID per month revenue (vs 250)	Y	10%
1	3	c	State Owned Company for Tobbaco and Cigarettes	Food	Tobacco	storage		Wasit	Baghdad	[illegible]	1st AD																N/A	
1	3	d	State Owned Company for Tobbaco and Cigarettes	Food	Tobacco	storage		Bab Al Muatham	Baghdad	MB[illegible]077	1st AD																N/A	
1	3	e	State Owned Company for Tobbaco and Cigarettes	Food	Tobacco	storage		Baghdad	Baghdad	MB[illegible]	1st AD																N/A	

Prepared fo [redacted] (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
					Name								Electricity															
1	3	[illegible]	State Owned Company for Tobacco and Cigarettes	Food	Tobacco Co	Storage	50	Anbar	Abu Ghurayb	MB43129[illegible]73	1st AD		0		5					0	0	0	0			Storage areas in Baquba (not utilized) Abu Ghraib, Bab Muadam, New Baghdad, New Rashaed camp, Kirkuk (not utilized)	N/A	
1	3	[illegible]	State Owned Company for Tobacco and Cigarettes	Food	Bab Al Muather	Storage	50	Anbar	Abu Ghurayb	[illegible]573	1st AD		0		5					0	0	0	0				N/A	
1	3	h	State Owned Company for Tobacco and Cigarettes	Food	Warehouse #11	Storage	50	Anbar	Abu Ghurayb	MB3193[illegible]	1st AD		0		5					0	0	0	0				N/A	
1	4		Sugar Co	Food	Sugar	Production	1,007				N/A													Requires import of unrefined sugar		has contract for delivery of raw sugar at 12,500 tons/month at $175 a ton… need $2.25 loan	N/A	
1	4	[illegible]	Sugar Co	Food	Sugar	Production/ Administration	800	Maysan	Misan		MND SE		1	[illegible]	1				Also need [illegible] KCM of Natural Gas	1	1	1	[illegible]	requires rehabilitation of cane sugar farm and the plant		New plant manager. Need [illegible] from Bank… products: sugar, paper(pulp) and mollases	N	0%
1	4	b	Sugar Co	Food	Sugar	Production	230	Ninawa	Mosul	LF33601833	101st	Next to Mosul airport	1	1MWhr	5	1		1.5	has 4.5MW in plant from boiler	0		1	1			[illegible] and yeast factory… Q=3,000 tons of sugar = $350-$400 per ton…Current production yeast only at 4.5 tons… sales = 5MID/month	Y	5%
2	5	a	Samarra Drug	Pharmaceutical		Production	2,500	Salahdin	Samarra	LC03973765	4th ID	North side of city	1	3.5	2	3		4	have elctricity needs met at 4MW	0		1	1	verify if need is 3.5 or 35 MW		Q=1.5BIB. Reached 1.8B ID sales. Now 800MID/month… MoH not purchasing stock	Y	71%

Prepared (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	[illegible]	Diesel Supply	Current supply	Remarks	Natural Gas	Repairs from Looting	Needs Cash	Needs Other	Items	Status			
2	5	b	SDI	Pharmaceutical			200	Baghdad	North Baghdad				1	1.5MW/Hr			1		own generator	0		1		Needs 1mw additional to double production	Operational	O2 for medical purposes. Nitrous gasses and bandages	Y	50%
2	8	c	SDI	Pharmaceutical			200		Mosul				1	1.5MW/Hr				0.75	suffered from electricity disruptions during Nov	0		1		Awaiting receipt of raw materials for start up		Syringes new project	N	0%
2	6	a	State Company for Medical Industries and Appliances	Pharmaceutical			300	Ninevah	Mosul	LF37153888	101st		1	6	2	3		3	Q=$100000/month	0		1			Operational	Q=200MID per month… lead time contracts for MOU… need PWC for raw material	Y	30%
2	6	c	State Company for Medical Industries and Appliances	Pharmaceutical			200	Ninevah	Mosul		101st		1							0	1	1		Suffered heavy damage	Damaged	production expected to increase due to delivery of raw materials	N	0%
3	7	a	Al Furat State Company for Chemical Industries	Chemical		Production	660	Hilla	Sadat Al Hindiyah	44 15'32 40'	N/A	70 Km South of Baghdad and 35 Km "before" Karbala	1	6MW/Hr	1	5		4.5		0	0	1	0			Produces gasses (NaOH) (H2SO4) (Hcl) (cl2) (NaOCl) for uses in refineries, power stations and sterilizing water… sales about 1000MID a month	Y	50%
3	7	b	Al Furat State Company for Chemical Industries	Chemical		Production	0	Hilla	Sadat Al Hindiyah	45 15'32 40'	N/A	71 Km South of Baghdad and 35 Km "before" Karbala	1						requirements included above	0	0	1	0			2nd plant, same products as above	Y	50%
3	7	c	Al Furat State Company for Chemical Industries	Chemical		Production	270	Hilla	Al-Hashemiyet		MNDCS		1	1MW/Hr	4			.5MW	Needs 1 MW to operate has 6,000 tons raw material	0		1		Started production		produces starch for pharmaceutical and food industry… Stopped production because of leasing & problems with staff	N	0%

Prepared f (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002
					Name								Electricity															
3	7	d	Al Furat State Company for Chemical Industries	Chemical	Polypropylene	Production	827						1						requirements included above	0		1				production dropped to 25000 bags per day	Y	44%
3	8		State Company for Batteries Industry	Chemical		Production	1,809				N/A													Shortage of plastic containers for lead acid batteries		Monthly revenue of 280MID	N/A	
[illegible]	[illegible]	[illegible]	State Company for Batteries Industry	Chemical	[illegible]	[illegible]	110	Baghdad	Baghdad	[illegible]	1st AD		1	[illegible]				1MW	[illegible]			[illegible]				[illegible]	[illegible]	[illegible]
3	8	a	State Company for Batteries Industry	Chemical	Acid Battery	Batt I	336	Baghdad	Baghdad	MB43583193	1st AD	1Km west of [illegible] location Need Grid location...	0	1MW/hr	5			7MW	Operating on internal generator	1		1		[illegible]		[illegible]	N	5%
3	8	c	State Company for Batteries Industry	Chemical		Smelter	238	Baghdad	Baghdad	MB2237	1st AD		1	1MW/hr	5			3MW	Operating on internal generator	0		1	0			Produces lead	Y	10%
3	8	b	State Company for Batteries Industry	Chemical	Dry-cell Battery	Production	306	Baghdad	Baghdad	[illegible]	1st AD	Inside military camp	1	[illegible]	[illegible]				Operating on internal generator	0		1	0	Shortage of raw materials	Operational	1.4M dry cells / month. Need money for raw materials	Y	[illegible]
3	10	m	Paper industry	Chemical			3,300				N/A															Available in stock 13 million books (could sell to Min of Ed) lack raw materials	N/A	
3	6	n	Paper Industry	Chemical		Production/ Administration	2,300	Basrah	Basrah	OU5[illegible]6044	MDD SE		1	7.5MW	5			1	obtained power in Nov for start up	0	1	1	0			needs rehab and upgrading. Sufered heavy damage	N	0%
3	6	b	Paper Industry	Chemical			850	Maysan	Misan	QA0902	MDD SE		1	5MW/Hr	5				Requires 3MW	0	0	1	0	Requires power and pulp		carboard cartons 200 tons, cement paper bags 250 tons	N	0%

Prepared [redacted] (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employ ment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	1 August MW Date	Diesel Supply	Current supply	Remarks	Natural Gas	Repairs from Looting	Needs Cash	Needs Other	Items	Status			
[illegible]	[illegible]	[illegible]	Paper Industry	Chemical			350	Diyala	Taji	MD33330248	4th ID	Next to furniture plant	1	1MW/hr	5					0		1	1	Plant ready for operation.... depends on electricity supply		DG under question... egg arton 100k trays per month ... need 8 tons of paper scrap	N	0%
[illegible]	10	[illegible]	Al-Sawary Co	Chemical	[illegible]	Production	67	Baghdad	Baghdad		1st AD	S of Canal to the MB 3 Km from resin plant	1	5MW	4			1	rockwool	0		1		damage 50%		DG under question... subplant in Baghdad	Y	1%
[illegible]	10	[illegible]	Al-Sawary Co	Chemical	Al Ghazi	Production	[illegible]	Baghdad	Baghdad	MB38128857	4th ID	3km from rockwool	1	3.5MW/Hr	4			[illegible]	resins, inks, glue	0	1	1		started Q of PVA2 ... after plant rehab		2MID for inks...250MID for insulation.... only emulsion paint production	Y	59%
[illegible]	10	[illegible]	Al-Sawary Co	Chemical		Production	325	Baghdad		MB37988326	1st AD		0	.5MW					fiberglass	0	1	1	1	rockwool Q started			N	53%
[illegible]	10	[illegible]	Al-Sawary Co	Chemical		Production	[illegible]	Baghdad		MB28150076			0	3MW/Hr					resins, inks, glue	0	1	1	1			total sale in 15 days is $20,000... production started	Y	2%
[illegible]	[illegible]	[illegible]	State Company for Tire Industry	Chemical	Najaf Tire Industry	Production	[illegible]	Najaf	An Najaf	MA[illegible]	MNDCS		1	8MW/Hr	[illegible]			[illegible]	[illegible]	[illegible]		[illegible]		3 new power supply ... 22 Sept 2003; Planned Q = 1,000 tires a day	[illegible] CSD [illegible]	7.10MW for full production; Natural gas required	Y	25%
[illegible]	[illegible]	[illegible]	State Company for Tire Industry	Chemical	Rubber Belt	Production	[illegible]	Babil	An Hillah	MA3860[illegible]	MNDCS		1	1MW/Hr	8			0.5		0	0	0	1			Q=2500 tires due to electrical power problems	Y	50%
[illegible]	12	[illegible]	State Company for Rubber Industry	Chemical	Ad Diwaniyah Tire Co	Production	1,200	Qadisiyah	Ad Diwaniyah		MNDCS		1	1	8			6	needs 3.5MW	0		1		Provided with 3 mw; Planned Q = 168 tons a month	7 tons per day	some lab problems	Y	20%

Prepared f[redacted] (b)(6)

Damaged beyond repair
Operational within thirty days

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employ ment	Location					Needs		Actions		Remarks	Q	Cap Util vs 2002
					Name								Electricity						
[illegible]	[illegible]	[illegible]	Al-Mishraq State Co	Chemical	Mishraq Sulphur Mine Co.		1,276	Ninevah	Mishraq	LE4771 8637	[illegible]	53Km South of Mosul, 25 Km North of Qayara	18MW/Hr		sold 100,000 tons [illegible] sulphur [illegible] 300,000 tons refined sulfur at $52	Started production of aluminum sulfate (Sulphur refinery heavily damaged...	tenders issued for [illegible] guarantees of	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	Northern Fertilizer Co	Fertilizer/ Petrochemical			1,314	Salahdin	Baiji	LE5330 9643	[illegible]	N35 05' 53" E 43 29' 28"	7MW/Hr	Need 50MCF of natural gas 15-17MW at full Q per line 7MW allocated	[illegible] to start Q by 15.12.03		Capacity 400,000 tons per year	N	0%
[illegible]	15	[illegible]	Southern Company for Fertilizer	Fertilizer/ Petrochemical	Southern Fertilizer Co	Production	2,340	Basrah	Basrah	QU734425	[illegible] SE	3 Km from port of Khor Al-Zubair	65MW/Hr	Khor Al-Zubair NG PP near by. Requires 50MCF of NG per line ... 15-17 MW at full Q per line. 29MW Total	Received 90 mcf of gas ... awaiting stable power for start up ... started checking equipment ... Q begins 15.12.03?		PQ = 800,000 tons per yr. Capacity = 1MM tons per yr. Operates 2 lines. Need oil [illegible] [illegible] tons of [illegible] Q = 15,000 tons per day for 2 lines	N	0%
[illegible]	[illegible]	[illegible]	State Company for Phosphate	Fertilizer/ Petrochemical			2,312	Anbar	Qaim	GJ 905301	[illegible]		[illegible]	30MW required at full Q. Q = 500,000 tons per year	15 mw electric ... Awaiting 10M cubic ft of gas		403 tons of fertilizers sold, 31,000 tons in stock ... [illegible] Q after [illegible] of gas	N	0%
4	16	[illegible]	State Company for Phosphate	Fertilizer/ Petrochemical	Mines	Mining		Anbar	Akashat		82m	150km from Qaim	16MW/Hr		Substation and train bridge - repaired		preparing startup	N	0%

Prepared for (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	1 August MW Claim	Diesel Supply	Current supply	Remarks	Natural Gas	Repairs from Looting	Needs Cash	Needs Other	Items	Status			
[illegible]	[illegible]	[illegible]	Petro chemical Company	Fertilizer/Petrochemical	PCI	Production	3,107	Basrah	Basrah	QU51 1685	MND SE	27Km from port of Khor Al-Zubair	[illegible]	35MWHr	[illegible]	20		11	10MW per line produced 3 lines	[illegible]				Requires stable power supply and gas - gas available up to 30 m cu ft.	Start Q by 15.12.03	produced 50 tons of plastic sheets for covers	N	5%
5	18	[illegible]	Northern Cement Company	Construction	Cement Co		700	Ninawa	Mosul - Sinjar	KF373 [illegible]	101st	120Km NW Mosul	[illegible]	20MWHr	[illegible]			17	7MW for start up 20 MW for SS and 35 MW for fullQ	0				one clinker line and grinding line operational		Grinding only 1000 tons/day ... second lined damage	Y	30%
5	18	[illegible]	Northern Cement Company	Construction	Cement Co		1,000	Ninawa	Mosul-Badoosh	LF1464034914	101st	20Km NW of Mosul	[illegible]	25MWHr	[illegible]	15		15MW	17MW for start up 20 MW for SS and 25 MW for fullQ	0		1		two lines in operation old, new, expansion		1200 tons perday	Y	30%
[illegible]	19	[illegible]	Northern Cement Company	Construction	Cement Co		500	Ninawa	Mosul-Alial	LF [illegible] 0772	101st	20Km S of Mosul	[illegible]	30MWHr	3	10		3MW	3-5MW for start up 15 MW for ready state 20 MW Max	0		0		Only old line operating ... new line not operating		Q = 300 tons/day	Y	40%
5	18		Northern Cement Company	Construction	Cement Co		2,200				N/A								Needs 800 CM of fuel oil from Baiji refinery by train... electricity power cuts impacted Q					Operational at 1,000 tons per day		60,000 tons of cement bagged and silo ... monthly sales of 65,000 tons	N/A	
5	19		Southern Cement Company	Construction			5,212				N/A															50,000 tons of Inv	N/A	
5	19	[illegible]	Southern Cement Company	Construction	Najaf & Kufa	Production	2,000	Najaf	Kufa	MA4650 [illegible]	MNDCS		Y	17MWh	2	20		12.5	old K needs 4 MW new K needs 25 MW	0		1				2 locations in Najaf: 300 tons per day for old kufa ... 1000 tons/day for new kufa	Y	30%

Prepared (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employ ment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002
													Electricity															
5	19	[illegible]	Southern Cement Company	Construction	Samawah	Production	750	Al Muthanna	Al Samawah	NV0305510	MNDCS	Need Grid Location...	1	[illegible]MWHr	4	10			10	17MW full O for one line 34MW total	[illegible]		–		Started rehabilitation for operation in mid October... and cement grinding at [illegible] per day started O at 1500 tons/ day	second line up Jan 04 w/ 10 MW	Locations 30 km from Samawah... sulphite resistant cement stocks 30 000 tons	Y	25%
5	[illegible]	[illegible]	Southern Cement Company	Construction	Samawah	Production	750	Samawah	Al Samawah		MNDCS	Need Grid Location...	1		4	10			10		[illegible]		–		Under rehab [illegible]	start up Jan 04 pending power		N	[illegible]
5	[illegible]	[illegible]	Southern Cement Company	Construction	Saddah	Production	500	Babil	[illegible]lah	44 35 32 45	MNDCS	[illegible] Verify Saddah vs [illegible] Verify grid location...	1	[illegible]MWHr						7MW total demand	[illegible]		–		Need power to start production @ 3mw... started 1 line of production @ the rate of 250 tons per day			Y	50%
5	19	4	Southern Cement Company	Construction	Karbala	Production	800	Karbala	Karbala	LB6560358	MNDCS		1	40MWHr	4	20			20	2 lines 4 mills 34MW total demand	[illegible]		–		One line in production at low efficiency		D=500 tons per day	Y	10%
5	19	1	Southern Cement Company	Construction	Al Razzaza	Production	500	Karbala			MNDCS	Need Grid Location...	1	[illegible]MWHr	4	4					[illegible]		4	–	Started one line of production at 150 tons a day at time		preparing for start up	Y	20%
5	19	[illegible]	Southern Cement Company	Construction	[illegible]	Production	500	Karbala			MNDCS	Need Grid Location...	1	[illegible]MWHr	4				4	4MW total	[illegible]		4		Lime facility			Y	30%
5	19	–	Southern Cement Company	Construction	Um Qasar	Production	500	Basrah			MOD SE	Need Grid Location...	1	2MWHr	4						0		–		Needs rehab and clinker & electric power 5 mw.... Will start production on 10.10.2003			N	0%
5	20		Iraqi Cement Company	Construction	Cement Co		3,313				N/A																	N/A	

0916/637

Prepared [redacted] (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	[illegible]	Diesel Supply	Current supply	Remarks	Natural Gas	Repairs from Looting	Needs Cash	Needs Other	Items	Status			
5	20	a	Iraqi Cement Company	Construction	Cement Co		750	Al Tamim	Kirkuk		4th ID	10 Km SE of [illegible] SE	1	32MWHr	4	20		20		0		1		Daily production 500 tons.... production problems = low capacity utilization		one of 2 lines operational Capacity of 30,000 tons a month	Y	20%
[illegible]	20	b	Iraqi Cement Company	Construction	Cement Co		800	Anbar	Kubaisa		3rd ACR		1	5MWHr	10			10		0		1		Requires 20 mw power for One line		started klinker production	N	0%
[illegible]	20	c	Iraqi Cement Company	Construction	Cement Co		600	Anbar	Al-Qaim		3rd ACR		1	22MWHr	4			4		0		1		Started production at 1,000 tons per day. Expected monthly produtaion 25K tons		60,000 ton of klinker	Y	25%
[illegible]	20	d	Iraqi Cement Company	Construction			600	Baghdad	Baghdad	MB46868174	1st AD		1		4					0		1					Y	10%
[illegible]	20	e	Iraqi Cement Company	Construction			500	Anbar	Falluja	LB9316[illegible]012	3rd ACR		1	7MWHr	3	2.5		2.5		0		1		Started grinding of white cement 300 tons per day		for white cement... started 1 mill 300T/d	Y	30%
[illegible]	21		State Company for Mineral's Construction Industry	Construction		Administration	3,140													0	1	1	1			two brick plants heavily damaged and one thermostone plant	N	0%
[illegible]	21	a	State Company for Materials Construction Industry	Construction		Administration	100	Zafarania	Baghdad	MB4[illegible]	1st AD	Near electrical station south of Baghdad ... On same street as	1		3					0	1	1				main limitations to increased production diesel oil and electric power	N	0%
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Baghdad Plant	Production administration	250	Baghdad	Baghdad	MB4[illegible]	1st AD	Near Iraqi Cement Co	1	2MWHr	5			2		0	1	1		Plastic pipes plant. Lack of raw materials and electric power		Need raw materials... comes from other petro plant... plastics	N	0%

Prepared fo (b)(6)

Damaged beyond repair
Operational within thirty days

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs			Actions		Remarks	Q	Cap Util vs 2002
													Electricity							
5	21	0	State Company for Materials Construction Industry	Construction	Maysan Plant	Production	340	Maysan	Al-Amarah	47 10' 3 | 51'	MOD SE		1	2MW		Plastic pipes plant. Lack of raw materials and electric power		damaged	N	0%
5	21		State Company for Materials Construction Industry	Construction	Baghdad Brick Plant	Production	205	Diyala	[illegible]			Baquba Street (BS)...Is BS also Hwy ... [illegible]			[illegible] 1MW generator		Will start 23 Oct	furnace heating started	N	0%
5	21	9	State Company for Materials Construction Industry	Construction	Abu Nukkas Brick	Production	100	Diyala	Hussainia		4in ID		1	1MW			Will start 25 Oct	furnace heating started	N	0%
5	21	1	State Company for Materials Construction Industry	Construction	Suwayrah Bricks Plant	Production	220	Wasit	As Suwayrah		MHDCS	20 Km SE of Baghdad... No grid location	1	1MW	provision of 2MW diesel generator will start 28 Oct	Lack of electricity			N	0%
5	21	m	State Company for Materials Construction Industry	Construction	Mahawil Brick Plant	Production	220	Ad Diwaniyah	Babylon - Mahawil		MHDCS	Need grid location	0	1MW	lack of diesel oil limiting production			Operational 60K bricks per day	Y	25%
5	21		State Company for Materials Construction Industry	Construction	Kadisia Brick Plant	Production	120	Kadisia	Al Diwaniyah		MHDCS	Need grid location	0	[illegible]	lack of diesel oil limiting production			Operational 70K bricks per day	Y	24%

Prepared f [redacted] (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	1 Project MW Date	Diesel Supply	Current supply	Remarks	Natural Gas	Repairs from Looting	Needs Cash	Needs Other	Items	Status			
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Abu-Ghraibe Concrete Plant	Production	300	Anbar	Abu Ghraibe	MB28283540	1st AD		0	0.7MW/Hr	2					0	1	1	1	Operational			Y	30%
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Badoosh Concrete Plant	Production	70	Ninawa	Mosul - Badoosh		101st	Need grid location	1	0.7MW/Hr	3					0	1	1		Lack of reinforcing steel wire rods... Will start Production 10 Oct		manufactures concrete utility poles... have order for 2000 poles	N	0%
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Sand Plants	Production	450	Karbala	Karbala	44 00 32 37	MNDCS	six (6) sites throughout city	1	1MW/hr	3					0		1		Operational			Y	40%
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Sand & Gravel	Production	470	Salah ad Din	[illegible]		1st ID	[illegible]	1	1MW/hr	3					0		1		Operational		Need when construction boom begins	Y	60%
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	14th July Brick Plant	Production	50	Baghdad	Baghdad	MB488837	1st AD		1	1MW/hr	3					0		1				Heavily damaged	N	0%
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Diala Brick Plant	Production	150		Diala				1	1MW/hr	3					0		1				Heavily damaged	N	0%

Prepared for (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility	Employment	Location	Needs	Actions		Remarks	Q	Cap Util vs 2002
[illegible]	[illegible]	[illegible]	State Company for Materials Construction Industry	Construction	Thermostone Brick Plant Production	200	Baghdad 1st AD	[illegible]			Totally damaged	N	0%
[illegible]	[illegible]		Glass and Ceramics Company	Construction	Glass Company Production		Anbar A Ramadi LB 2150 [illegible] [illegible]					[illegible]	
5	22	a	Glass and Ceramics Company	Construction	Glass Company Production	1,200	Anbar A Ramadi LC3839500418 82nd Near City Center ... @ confluence of Euphrates and Warar River ... on south ... plant on right side of road	0 3MW[illegible] Needs natural gas also needs 5KCM LPG 0	Started production of glass using diesel oil. Have 3MW from available generators		Reached 22tons/day flat glass. Also started 1 line of bottle production at 3 tons / day	Y	50%
5	22	a	Glass and Ceramics Company	Construction	Ceramic Company Production	1,200	Anbar A Ramadi LC3814687[illegible] 82nd	1 3MW[illegible] Needs natural gas also needs 5KCM LPG 0	Obtained 10 tons of LPG and started furnace		[illegible]	Y	[illegible]
5	22	a	[illegible] State Company for Refractories	Construction	Refractories	500	Anbar Falluja LB8[illegible] 82nd Next to Cement factory	0 2MW[illegible] No O in flow due to power cuts 0			started O on 12 [illegible]	N	[illegible]
5	23	b	[illegible] State Company for Refractories	Construction	Refractories	140	Baghdad Baghdad MB4140[illegible]330 1st AD	1 2MW[illegible] 0	Not operational			N	0%
5	24	c	State Company for Geological Survey & Mining	Construction	Mining	145	Anbar Rutbs 82nd 5 sites near city	1 0 1 1			Needs orders	N	0%

Prepare [redacted] (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	[illegible]	Diesel Supply	Current supply	Remarks	Natural Gas	Repairs from Looting	Needs Cash	Needs Other	Issue	Status			
5	24	[illegible]	State Company for Geological Survey & Mining	Construction	Mining	Salary	55	Basrah			MND SE		0							0		1	--	Not operational... heavily damaged		Needs orders	N	0%
5	24	[illegible]	State Company for Geological Survey & Mining	Construction	Mining								0							0		[illegible]		Partial operation		Western desert mines	N	0%
5	24	[illegible]	State Company for Geological Survey & Mining	Construction	Mining			Al Dora					0							0						[illegible]	N	0%
5	24		State Company of Geological Survey & Mining	Construction	HQ	Administration	730	Baghdad	Baghdad	MB487558	1st AD	Near the Red Cross														Suffered heavy damages & looting of equipment from mining areas	N/A	
5	24	[illegible]	State Company of Geological Survey & Mining	Construction	Salt	Production	[illegible]	Al [illegible]	Samawa		4th ID	[illegible] N of Sammawah	[illegible]	1 MW/hr	[illegible]					0			[illegible]	Production depends on orders	Operational		Y	[illegible]
5	24	[illegible]	State Company of Geological Survey & Mining	Construction	Sodium Sulfate	Production		Al [illegible]	[illegible]		4th ID	[illegible] NE of [illegible] on the Baghdad Street Verify location on large map	[illegible]	1 MW/hr	[illegible]					0		[illegible]	[illegible]	Currently supplying silica for glass plant		Needs orders	Y	3%
6	25	[illegible]	Mechanical Industries Co	Engineering		Production	4,072	Hilla	Iskandaria	MB[illegible]	MNDCS		1	5 MW/hr	[illegible]	2		2	12MW with Foundry	0	1	1		Lack of raw materials and components... heavily damaged	Started small Q of ag implements ... outlook bleak	ag implements irrigation systems, tool and dies ... need raw materials	N	0%
6	[illegible]	[illegible]	[illegible] Co	Engineering		Production	[illegible]	Salah Al Din	[illegible]	MC[illegible]	4th ID	35 Km N of Baghdad on left	[illegible]	[illegible]MW/hr	[illegible]			[illegible]	Power substation needs [illegible] plant ... 10 MW needed for entire production	0		[illegible]			Started steel structures production	have $350k in contracts ... more pending ... Q of steel structures	Y	[illegible]
6	27		Al Faris Co	Engineering			1,222																			18,000 tons of ra material = 6 months	N/A	

Prepared

(b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
					Name								Electricity															
6	27	a	Al Faris Co	Engineering		Production	547	Anbar	Falluja	MR11798644	82nd	Near cemetary of Ankuk	1	1MW/Hr	2	1MW		11	1MW for start up... 5 MW total Operating on diesel	0	1	1	0	Obtained contract for $2.4M for water treatment units	another $650k and $1.4m pending	Heavy engineering equipment. Can get to 60% capacity in 60 days assuming 5 MW... achieved 50 tons of Q	Y	25%
6	27	b	Al Faris Co	Engineering		Production	310	Babylon	Al Musayyib	MR11315672	MNDCS		0	3MW/Hr	0					0		1	0	Not operational, US Army unit will be moved		Steel Structure	N	0%
6	27	c	Al Faris Co	Engineering		Production	430	Anbar	Abu Ghraib				1							0	1	1	0	Operational		Water Purification Plant	Y	0%
6	28	a	State Company for Iron and Steel	Engineering			1,200	Jurf Al Sakhar	Sakran	QU7183496	MND SE	37 km south of Basrah	0	35-50MW/Hr	4				2MW needed for pipeline production... NGPP nearby... needs 50MCF of Natural gas for production	0				Heavily damaged. Not operational		Requires major rehab	N	0%
6	28	b	State Company for Iron and Steel	Engineering	Spiral Piping Plant		1,500	Basrah	Basra	QU320232	MND SE	15 km from port	0	35-50MW/Hr	4				2MW needed for pipeline production... NGPP nearby needs 50MCF of Natural gas for production	0				Heavily damaged. Not operational		Issued tenders for sale of 350,000 tons of pellets	N	0%
6	28	c	State Company for Iron and Steel	Engineering	Asbestos piping plant		1,000	Basrah	Basrah		MND SE	25 km west of Basrah	0	35-50MW/Hr	4				2MW needed for pipeline production... NGPP nearby... needs 50MCF of Natural gas for production	0				Heavily damaged. Not operational			N	0%
6	29	a	Ur State Company for Engineering Industries	Engineering	Ur Company	Production	3,278	Dhi Qar	Nassariyah	0	MNDCS	In City	1	5MW/Hr	1	2		5	10MW for full capacity needs 3MW	0	1		1		sarted limited Q..11 tons of cables	Produces aluminum sheets and wire Ready to produce... sold 180MID of stocks	N	0%

1

1

1

Prepared fo [redacted] (b)(6)

Damaged beyond repair
Operational within thirty days

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	[illegible] MW	Diesel Supply	Current Supply	Remarks	Natural Gas	[illegible]	Needs Cash	Needs Other	Items	Status			
6	30	a	State Co. for Chemical Industries	Engineering	Electric Company	Production	1,340	Baghdad	Baghdad	MC[illegible]8921	1st AD	Adjacent to Waziriah battery factory	1	21 MWhr	2	2		2		0		1		Output 200M ID per month. Lack of raw materials... all [illegible] needs raw materials		subfractional electrical motors Q=$120,000/month [illegible] heavily [illegible] tooling	Y	15%
6	30	b	State Co. for Electrical Industries	Engineering	Electric Sub Co	Production	410	Salahdin	Taji	32	4th ID	Next to Taji gas plant	1	1.0 MWhr	4	1		1	natural gas provided for operations	0		1					Y	15%
6	30	c	State Co. for Electrical Industries	Engineering	Electric Company		3,000		Baghdad		N/A																N/A	
6	31	a	Diala State for Electrical Industries Co	Engineering			3,214	Diyala	Baquba	MC 86183706	4th ID		0	3MWhr	1	1		3MW	Have 3 MW currently... Interruptions in electricity pose problems for machinery	0				Operational. Sales at 300M ID / month		obtained $1600k in contracts from Kurdish Electricity	Y	30%
6	32	a	General Systems Company	Engineering			410	Baghdad	Baghdad	MB[illegible]8850	1st AD	On the highway opposite Al Shaab Stadium beside University of technology	0		2			100kw		0	0	0	0	Started production as per signed contracts		Contracts with oil and electricity worth $1.6M USD	Y	70%
6	33	a	Vehicles Co	Engineering			400	Hilla	Iskandaria	MB39334102	MNDCS		1		5				Requires truck components	0		1	1	Completed 10 trucks after adding missing parts.		Requires assembly components	Y	8%
6	33	b	Vehicles Co	Engineering			400	Hilla	Iskandaria	MB393[illegible]4102	MNDCS		1							0		1	1	Completed 10 semi trailers		Non standard equipment	Y	10%
6	33	c	Vehicles Co	Engineering			400	Hilla	Iskandaria	MB393[illegible]02	MNDCS		1						Requires chassis	0		1	1	Completed 13 buses		Bus assembly	Y	10%
6	33	d	Vehicles Co	Engineering			400	Baghdad	Baghdad	MB4174	1st AD		1						Requires rehab and raw materials	0		1	1	Currently American forces and damaged... heavily damaged		Deisel engine plant	N	0%

Prepared for (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002
					Name							Remarks	Electricity						Remarks	1st ... Grid								
6	33	a	Vehicles Co	Engineering			300	Baghdad	Baghdad	MB 288 862	1st AD		1						Requires rehab and spare parts	0		1	1	Out of operation heavily damaged		Earth moving equipment reconditioning	N	0%
6	33	b	Vehicles Co	Engineering			200	Baghdad	Baghdad	MB 268 862	1st AD		1						Needs vehicular rehab to start	0		1	1	Currently American forces		After sales service plant	N	0%
6	34	a	17th Nissan Co	Engineering	Investment Casting Factory		280	Baghdad	Baghdad	MB480[illegible]	1st AD	Near Al-Shaab Stadium...Al-Rusafa side	0		5					0	1	1	1	Heavily damaged and looted.			N	0%
6	34	b	17th Nissan Co	Engineering	Sign Factory		174	Baghdad	Baghdad	MB47948833	1st AD	Near Al-Shaab Stadium...Al-Rusafa side	0		5					0	1	1	1	Partially looted, needs raw materials			N	0%
6	34	c	17th Nissan Co	Engineering	Head Office and Mold Factory		350	Baghdad	Baghdad		1st AD	S Karkh side... sw side of city near airport	0		5					0	1	1	1	Looted and damaged			N	0%
5	34		17th Nissan Co	Engineering			793	Baghdad	Baghdad		N/A													Looted and damaged			N/A	
7	35	a	State Co for Cotton Industries	Textile	Cotton Industries	Production & [illegible]	2,300	Baghdad	Baghdad	MB377919	1st AD	On rd to Mosul opposite railway	1	5MWHr	2	2	2		5MW total at full Q	0		1		2MW diesel		monthly sales = 500MID... inventory in finished product = 4.3Bid	Y	20%

Prepared fo (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	[illegible]	Diesel Supply	Current Supply	Remarks	Natural Gas	Repairs from Looting	Needs Class	Needs Other	Items	Status			
7	35	a	State Co for Cotton Industries	Textile	Cotton Industries	Production	2,400	Qadissiyah	Diwaniyah		1st AD		1	[illegible]	4			3	3.5MW required, 7.75 MW at full production	0		1		Inventory = 4.25BID		started operations on 30% of machinery	Y	15%
7	35	b	State Co for Cotton Industries	Textile	Cotton Industries	Ginning Plant	60	Al Ta'mim	Kirkuk		4th ID		1	1.5MWHr	4					0		1				plant has ginning done in Baghdad	N	0%
7	35	c	State Co for Cotton Industries	Textile	Cotton Industries	Production	1,300	Ninawah	Mosul	LF3117720686	101st		1	6 MWHr	3	2		2	8MW total power required	0		1		Requires additional 2mw	Operational		Y	30%
7	36	a	Woolen Co.	Textile	Carpet	Production & admin	700	Baghdad	Baghdad	[illegible]	1st AD	[illegible]	1	2MWHr	4			2		0	0	1	0		Operational	3287 total employment. 70% capacity	Y	40%
7	36	b	Woolen Co.	Textile		14th Ramadan	[illegible]	Baghdad	Baghdad	[illegible]	1st AD		1	2MWHr	4				Have own diesel generator	0		1			Operational	Requires more electricity to increase production	Y	25%
7	36	c	Woolen Co.	Textile		30-Jul	300	Baghdad	Baghdad	[illegible]	1st AD		1	2MWHr	4			1	2MW diesel	0		1			Operational		Y	10%
7	36	d	Woolen Co.	Textile		1-Jun	350	Baghdad	Baghdad	MB37535421	1st AD		1	2MWhr	4			1	2MW diesel under repair	0		1	1			39,675	Y	25%
7	36	e	Woolen Co.	Textile		Spinning Factory	150	Baghdad	Baghdad	[illegible]	1st AD		1	1.5MWHr	4			1	2MW diesel	0		1					Y	10%

Prepared (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
					Name								Electricity															
7	38	1	Woolen Co.	Textile	Service	Clean and Dye	200	Salah Ad Din	Taji	MB3402	4th ID	on river 1/2 k from furniture factory	1					1					1	Power interruptions		50% capacity... (raw material shortage) per DG... Dr K says no	Y	50%
7	38	a	Woolen Co.	Textile	Production	Clean and Dye	1,200	Dhi Qar	Nassariyah	PV19903258	MDDSE		1							0	0	1	0	plant damaged	Not operational		Y	0%
7	37	a	State Company for Textile Industries	Textile	Hilla Textile Company	Production	2,642	Babil	Al Hilla	MA4550[illegible]	MNDCS	[illegible] to Najaf and [illegible]... Need grid location...	1	5MW	4	2		2	Use 2MW/hr [illegible] 5 MW design capacity	0		1		Started recently due to power supply		[illegible] @ 110MID/ month	Y	37%
7	38	a	Wassit State Company for Textiles	Textile	Wassit Textile	Production	2,657	Wasit	Al Kut	NA77438798	MNDCS		1	3MW/hr	4	3		3	5MW design capacity	0		1		Started production		sales @ 390MID/ month	Y	81%
7	39		State Co of Ready Made Wears	Textile			3,225				N/A													Requires enhancement of raw material to increase production. Also must solve tent production			N/A	
7	39	a	State Co of Ready Made Wears	Textile	Najaf Factory	Production	1,750	Najaf	Najaf	MA35584334	MNDCS	North of City... Need grid location	1	2MW/hr	4					0	1	1	1	Damaged, requires rehab			N	0%
7	39	b	State Co of Ready Made Wears	Textile	Baghdad Factory	Production	300	Baghdad	Baghdad	MB434911	1st AD		0	1MW/hr	4			1		0		1	0				Y	60%
7	39	c	State Co of Ready Made Wears	Textile	Mosul Factory	Production	1,200	Ninawah	Mosul	LF31012087	101st	In City... Locate site on large map...	0	1MW/hr	4			1		0	0	1	0	Requires raw materials			Y	24%

1

1

Prepared [redacted] (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	[illegible]	Diesel Supply	Current supply	Remarks	Natural Gas	Replace from Looting	Needs Cash	Needs Other	[illegible]	[illegible]			
7	39	a	State Co of Ready Made Wears	Textile	Arab Factory	Production	200	Anbar	Anah		82nd	In City...Need grid location...	1	0.5MW/ hr	4			0.5		0	0	1	0	operational			Y	24%
7	40	a	State Company for Hand Made Carpets	Textile		Production	890	Baghdad	Baghdad	MB39382276	1st AD	#56	0		4					0			1	[illegible] $50,000/ month		Locations include Mosul, [illegible] SE, Hilla, Ar Ramadi, An [illegible]	Y	33%
7	40	b	State Company for Hand Made Carpets	Textile		Production		Ninawah	Mosul		101st		0							0	0	0	1				Y	40%
7	40	c	State Company for Hand Made Carpets	Textile		Production		At Ta MiM	Kirkuk		4th ID		0							0	0	0	1				Y	54%
7	40	d	State Company for Hand Made Carpets	Textile		Production		Babil	Hilla		MND CS		0							0	0	0	1				Y	63%
7	40	e	State Company for Hand Made Carpets	Textile		Production		Babil	Hilla		MND CS		0							0	0	0	1				Y	87%
7	40	f	State Company for Hand Made Carpets	Textile		Production		Anbar	Anbar		82nd		0							0	0	0	1				Y	84%
7	40	g	State Company for Hand Made Carpets	Textile		Production		Anbar	Rawa		82nd		0							0	0	0	1				Y	91%
7	41	a	Leather Manufacturing Co.	Textile			1,402	Baghdad	Baghdad	MB495081[illegible]	1st AD		0		4			2	2MW with generator	0	0	0	1	Needs raw materials to increase capacity and 2mw stable electric power		Production for August 220M ID	Y	50%
7	41	b	Leather Manufacturing Co.	Textile		Tanning	[illegible]	[illegible]	Al Hilla		MND CS		0		4			[illegible]		0	0	1	1	Power supply and stability issues		Expected 100M ID for Sept	Y	70%
7	41	c	Leather Manufacturing Co.	Textile			477	Najaf	Najaf		MND CS		1					0.5		0		1		Started production of sports shoes		Producing 3M ID per day	Y	20%

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity					Current supply										
7	41		Leather Manufacturing Co	Textile			2,722	Baghdad	Baghdad	MB453835	1st AD	at entrance of [illegible] Karada…3km from palace bridge	0		8			2		10							N/A	
8	42	a	Design and Construction	Service			454	Baghdad	Baghdad	MB45818799	1st AD		0		5					5			1	Obtained a contract to rehab MIM HQ		obtained contract in Ramadi = [illegible]	N	0%
8	42	b	Design and Construction	Service				Ninawah	Mosul	LF3101[illegible]	1st		0							0			1	Progress of work depends on approval of budget for project completion for 03 and 04			N	0%
8	42	c	Design and Construction	Service				Basrah	Basrah		Al ND SE		0							0			1				N	0%
8	42	d	Design and Construction	Service				Anbar	Al Ramadi		82 nd		0							0			1				N	0%
8	42	e	Design and Construction	Service				Anbar	Al Quain		82 nd		0							0			1				N	0%
8	43	a	Design and Industrial Consultation	Service			802	Baghdad	Baghdad	MB45518799	1st AD		0		5					0			1	In process of obtaining contracts with oil ministry companies		looking for 1200SM 100K rent	N	0%
8	44		State commission forResearch and Development	Service			987	Baghdad	Baghdad	MB4296[illegible]	1st AD		0		5					0			1	Have no research contracts			N	0%
8	45	a	State Commission for Training Centers	Service				Baghdad	Baghdad	MB43659138	1st AD		0		5					0			1	Undergoing reorg		Have not received approval on new student enrollment	N	50%

Prepared (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employ ment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002	
													Electricity																
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	1 August MW Demand	Diesel Supply	Current Supply	Remarks	Natural Gas	Repairs from Coalition	Needs Cash	Needs Other	Action	Status				
8	45	b	State Commission for Training Centers	Service				Dhi Qar	Nassriyah	PV1800333	1st AD		0		5					0		0	1		Operational		Y	50%	
8	45	c	State Commission for Training Centers	Service				Basrah	Basrah		MND SE		0		5					0		0	1		Operational		Y	60%	
8	45	d	State Commission for Training Centers	Service				Baghdad	Zaafaraniyah	MB2987307	1st AD		1		5					0	1	0	1	Partially damaged			Y	30%	1
8	45	e	State Commission for Training Centers	Service				Wasit	Al Kut		MND SE		0							0			1				N	0%	1
8	45	f	State Commission for Training Centers	Service				Basrah	Basrah		MND SE													Damaged			N	0%	1
8	45	g	State Commission for Training Centers	Service				Baghdad	Baghdad															Welding center operational			Y	20%	
8	45	h	State Commission for Training Centers	Service																							N/A	0%	
8	45	i	State Commission for Training Centers	Service																							N/A	0%	
8	46	a	Specialized Institute for Engineering	Service			287	Baghdad	Baghdad	MB462868 1412	1st AD		0		5					0			1	Started minor contracts - worth 60MID - needs rehab			Y	5%	

Damaged beyond repair

Operational within thirty days

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
					Name	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Current supply	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]			
10	47	[illegible]	Software	Service			165	Baghdad	Baghdad	MB457[illegible]8794	1st AD		0		0					0			1	Have found new offices to rent	move 1.11.03		N	0%
10	48	[illegible]	Industrial Promotion	Service			180	Baghdad	Baghdad	MB479848	1st AD	Current location of Ministry	0	1	1					0	0	0	1	Requires directives on what to do			Y	50%
[illegible]	49	[illegible]	State Industry for Furniture	Service	Baghdad Furniture	Production	147	[illegible]	[illegible]	MC53[illegible]	1st AD	200 Meters [illegible] The whole US Company is [illegible]	[illegible]	[illegible]	[illegible]					[illegible]		[illegible]	[illegible]				[illegible]	0%
[illegible]	49	[illegible]	State Industry for Furniture	Service	Baghdad Furniture	Production		Baghdad	Zaafarania		1st AD		[illegible]							[illegible]		[illegible]		Completely destroyed		Watching	Y	0%
10	50		Mixed Sector Companies	Mixed	Mixed Cluster				Baghdad	MB55279	1st AD		165		8					yes								
10	50		Research and Development Company	Service				Baghdad	Baghdad	?	1st AD		0														N	0%
10	51		Bicycle Company	Mixed					Mahmoudia	MB4066[illegible]959	MNDCS		15		2					yes								
9	51		Nasser Al Adeem	MIC			1,100	Baghdad	Baghdad	MB4633[illegible]167	1st AD		1	10				2				[illegible]				Started some contracts with oil ministry 250MID	Y	30%
9	52		Ibn Sena	MIC			750						1	4				1				1				Started production of chemicals & gas	Y	5%
9	53		Al Zawra	MIC			994	Zafarania	Baghdad	[illegible] 35	1st AD		1	[illegible]				2				1		Review of previous contracts		Contracts with oil and electricity worth $3MID	N	0%
9	54		Al Samood	MIC			1,487	Baghdad		MC28721564			1	6				2				1				Started contracts worth $1.9M	Y	7%

Prepared f (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	[illegible]	Diesel Supply	Current supply	Remarks	Natural Gas	Repairs from Looting	Needs Cash	Needs Other	Items	Status			
9	56		Al Khazzan Center	MIC			362	Baghdad		MB52727868			1	1				3.5				1				Merged with Electronic Co.... Have contracts worth $1.8 M	N	0%

277.5

Damaged beyond repair

Operational within thirty days

27 18

Prepared f (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
5	24	[illegible]	State Company of Geological Survey & Mining	Construction	Salt	Production	50	Al Dora	Samawa		4th Q	35Km N of Samawah	0	1 MW/hr	4					0			-	Production depends on orders	Operational		Y	30%
5	24	[illegible]	State Company for Geological Survey & Mining	Construction	Mining			Al Eon					0							0						Mosul Camp	N	0%
[illegible]	[illegible]	[illegible]	Southern Cement Company	Construction	Samawa	Production	700	Al Muthanna	As Samawah	NV0202010	[illegible]	Near Grid Location...	[illegible]	40MW/hr	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]		[illegible]	Started production [illegible] started Q at 1500 tons/ day	[illegible]	Located 37 km from Samawah [illegible] stocks 20,000 tons	[illegible]	[illegible]
5	22		Glass and Ceramics Company	Construction	Glass Company	Production		Anbar	A Ramadi	LB 5790 9880	N/A							4									N/A	
5	22	a	Glass and Ceramics Company	Construction	Glass Company	Production	1,200	Anbar	A Ramadi	LC3836590415	82nd	Near City Center @ confluence of Euphrates and Warar River go south... plant on right side of road	0	3MW/hr	2	1		4	Needs natural gas also... needs 5kCM LPG	0		1		Started production of glass using diesel at [illegible] Have 3MW from unusable generators		Reached 25tons/day flat glass. Also started 1 line of bottle production of 5 tons / day	Y	30%
5	22	b	Glass and Ceramics Company	Construction	Ceramic Company	Production	1,200	Anbar	A Ramadi	LC3814[illegible]	82nd		1	5MW/hr	2				Needs natural gas also... needs 5kCM LPG	0		1		Obtained 40 tons of LPG and started furnace		Needs PWC	Y	20%

Prepared [redacted] (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises

Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	[illegible]	Water Supply	Current Supply	Remarks	Natural Gas	Repair from Looting	Needs Cash	Needs Other	Items	Status			
10	51		Bicycle Company	Mixed					Mahmoudia	MB4065959	MNDCS		15		2					yes								
[illegible]	47	47	SDI	Pharmaceutical			200		Musayyib				1	1.5MWHr				0.75	suffered from electricity disruptions during Nov	0		1		Awaiting receipt of raw materials for start up		Syringes new project	N	0%
[illegible]	[illegible]		State Company for Dairy Products			Administration					MN								Consolidated							employment figure for four sites=1,251	N/A	
[illegible]	7	[illegible]	Al Furat State Company for Chemical Industries	Chemical	Polypropylene	Production	827						4						requirements included above	0		1				production dropped to 25000 bags per day	Y	44%
[illegible]	25	[illegible]	State Company for Geological Survey & Mining	Construction	Mining								0							0		1		Partial operation		Western desert mines	N	0%
[illegible]	[illegible]	[illegible]	State Commission for Training Centers	Service																							N/A	0%
[illegible]	45		State Commission for Training Centers	Service																							N/A	0%
[illegible]	52		Ibn Sena	M/C			756						1	4				1				1				Started production of chemicals & gas	Y	5%

77.5

27 18

Prepared fo (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employ ment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
					Name	Type						Remarks	Electricity						Remarks					Action	Status			
1	4		Sugar Co	Food	Sugar	Production	1,607				N/A													Requires import of unrefined sugar		has contract for delivery of raw sugar at 12,500 tons/month at $175 a ton.... need $5.25 loan	N/A	
3	8		State Company for Batteries Industry	Chemical		Production	1,809				N/A													Shortage of plastic containers for lead acid batteries		Monthly revenue of 280MID	N/A	
[illegible]	[illegible]		Paper Industry	Chemical			3,500				N/A															[illegible] sell to Min of Ed) lack raw materials	N/A	
5	18		Northern Cement Company	Construction	Cement Co		2,209				N/A								Needs 800 CM of fuel oil from Baiji refinery by train... electricity power cuts impacted Q					Operational at 1,000 tons per day		90,000 tons of cement bagged and silo... monthly sales of 65,000 tons.	N/A	
5	19		Southern Cement Company	Construction			5,212				N/A															50,000 tons of [illegible]	N/A	
5	20		Iraqi Cement Company	Construction	Cement Co		3,213				N/A																N/A	
5	21		State Company for Materials Construction Industry	Construction		Administration	3,145													N	-	-	-			two brick plants heavily damaged and one thermostone plant	N	0%
8	36		Stan Co. for Electrical Industries	Engineering	Electrical Company		3,000		Baghdad		N/A																N/A	
10	50		Mixed Sector Companies	Mixed	Mixed Cluster				Baghdad	MB5279	1st AD		165		2					yes								

Prepared (b)(6) COM

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	[illegible]	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	Transformer	Diesel Supply	Current Supply	Remarks	Natural Gas	Request from Lending	Needs Cash	Needs Other	Item	Status			
1	3		State Owned Company for Tobacco and Cigarettes	Food	Tobacco Co		2,090				N/A		1							0	0	1	0			Raw materials =320MID or 400Mcigarettes	N/A	
6	37		Al Faris Co	Engineering			1,222																			16,000 tons of ra material = 6 months	N/A	
7	38		State Co of Ready Made Wears	Textile			3,220		-		N/A													Requires enhancement of raw material to increase production. Also must solve tent production			N/A	
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Thermostone Brick Plant	Production	200		Baghdad		1st AD		1	1MWhr	3					0		1				Heavily damaged	N	0%
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Diala Brick Plant	Production	150		Diala				1	1MWhr	[illegible]					[illegible]		1				Heavily damaged	N	0%
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Mahawel Brick Plant	Production	220	Ad Diwaniyah	Babylon - Mahawel		MNDCS	Need grid location	0	1MWhr	4	2		2	lack of diesel oil limiting production	0	1	1	1			Operational 60K bricks per day	Y	25%
[illegible]	[illegible]	[illegible]	State Company of Geological Survey & Mining	Construction	Sodium Sulfate	Production		Al Diwa	Salmon		4th ID	35Km NE of Samawa on the Rutbayah (Road). Verify location on large map	1	1MWhr	[illegible]					[illegible]		1		currently supplying silica for glass plant		Needs orders	Y	5%

1

Prepared (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Abu-Ghraibe Concrete Plant	Production	100	Anbar	Abu Ghraibe	MB2653540	1st AD		0	[illegible]	2					[illegible]	[illegible]	[illegible]	[illegible]	Operational			Y	[illegible]
[illegible]	[illegible]	[illegible]	State Owned Company for Tobacco and Cigarettes	Food	Tobacco [illegible]	Storage	[illegible]	Anbar	Abu Ghraib	MB4[illegible]	1st AD		0		[illegible]					0	0	0	0			Storage issues [illegible] Rashaed camp, [illegible] (not utilized)	N/A	
	8		State Owned Company for Tobacco and Cigarettes	Food	Bab Al Muathem	Storage	30	Anbar	Abu Ghraib	MB431[illegible]	1st AD		0		5					0	0	0	0				N/A	
[illegible]	[illegible]	[illegible]	State Owned Company for Tobacco and Cigarettes	Food	Warehouse #11	Storage	50	Anbar	Abu Ghraib	MB4[illegible]	1st AD		0		[illegible]					0	0	0	0				N/A	
[illegible]	22	[illegible]	Al Faris Co	Engineering		Production	435	Anbar	Abu Ghraibe				1							0	1	1	1	Operational		Water Purification Plant	Y	0%
4	16	b	State Company for Phosphate	Fertilizer/ Petrochemical	Mines	Mining		Anbar	Akashat		82nd	150km from Qaim	1	MWhr	2			4		0	1	1	1	Substation and train bridge - repaired		peparing startup	N	0%
8	42	e	Design and Construction	Service				Anbar	Al Qusin		82 nd		0							0			1				N	0%
8	42	d 3	Design and Construction	Service				Anbar	Al Ramadi		82 nd		0							0			1				N	0%

Prepared (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Demand Need	Priority	[illegible] MW Diesel	Diesel Supply	Current supply	Remarks	Natural Gas	Repairs from Looting	Needs Cash	Needs Other	[illegible]	[illegible]			
5	20	[illegible]	Iraqi Cement Company	Construction	Cement Co		600	Anbar	Al-Qaim		3rd ACR		1	20MWHr	4			8		0		1		Started production at 1,000 tons per day. Expected monthly production 25K tons		60,000 ton of klinker	Y	25%
7	39	[illegible]	State Co. of Ready Made Wears	Textile	Anah Factory	Production	200	Anbar	Anah		82nd	In City...Need grid location...	1	0.5MWHr	4			0.5		0	0	1	0	operational			Y	24%
7	40	[illegible]	State Company for Hand Made Carpets	Textile		Production		Anbar	Anah		82nd		0							0	0	0	[illegible]				Y	84%
6	20	[illegible]	Iraqi Cement Company	Construction			500	Anbar	Falluja	LB83169893012	3rd ACR		1	7MWHr	3	2.5		2.5		0		1		Started grinding of white cement 300 tons per day		for white cement... started 1 mill 300T/d	Y	36%
6	23	[illegible]	Haddad State Company for Refractories	Construction	Refractories		500	Anbar	Falluja	LB813592404	82nd	Next to Cement factory	0	2MWHr	4	1		1MW	No Q in Nov due to power cuts	0		1				started Q on 12.10.03	N	0%
[illegible]	12	[illegible]	Al Fadil Co	Engineering		Production	540	Anbar	Falluja	MB1[illegible]	82nd	Next Cemetery of Aruh	1	1MWHr	[illegible]	1MW		[illegible]	1MW for steel eqp... 5 MW total. Operating on diesel	0	1	1	0	Unsealed contract for $2.4M for water treatment units	[illegible] and $1.4m pending	Heavy engineering equipment... Capable of 60% capacity in 60 days assuming 5 MW... achieved 50 tons of Q	Y	26%
5	20	b	Iraqi Cement Company	Construction	Cement Co		500	Anbar	Kubaissa		3rd ACR		1	35MWHr	2			15		0		1		Requires 20 mw power for One line		started klinker production	N	0%
[illegible]	[illegible]	[illegible]	State Company for Phosphate	Fertilizer / Petrochemical			[illegible]	Anbar	Qaim	GUY 9001	82nd		[illegible]	25MWhr	[illegible]	[illegible]		[illegible]	8MW required at full ... 400,000 tons per year	[illegible]	[illegible]	[illegible]	[illegible]	15 mw electric... [illegible] of gas.		400 tons of fertilizers sold 31,000 tons in 2003... Q after provision of gas	N	0%
7	40	g 4	State Company for Hand Made Carpets	Textile		Production		Anbar	Rawa		82nd		0							0	0	0	1				Y	91%

Damaged beyond repair

Operational within thirty days

Chemical

Service

~~Pharma~~

Pharmaceutical

MIC

Fertilizer

- Construction
- Petrochemical
- Textile

Food

Mixed

Engineering

~~Production~~

~~Storage~~

~~Plant~~

~~Oil Refining~~

~~Ginning~~

~~Administration~~

Prepared (b)(6) M

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
					Name	Type						Remarks																
[illegible]	24	[illegible]	State Company for Geological Survey & Mining	Construction	Mining		145	Anbar	Rutba		82/4	[illegible] city	1							[illegible]		[illegible]	[illegible]			Needs orders	N	0%
[illegible]	40	c	State Company for Hand Made Carpets	Textile		Production		Al Ta'mim	Kirkuk		4th ID		0							0	0	0	1				Y	54%
[illegible]	[illegible]	[illegible]	[illegible]	Construction	[illegible]		[illegible]	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]		[illegible]		[illegible]		Daily production [illegible]		[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	State Co for Cotton Industries	Textile	Cotton Industries	Ginning Plant	80	Al Ta'mim	[illegible]		4th ID		1	[illegible]	[illegible]					[illegible]		[illegible]				plant has ginning done in Baghdad	N	0%
	3	d	State Owned Company for Tobbaco and Cigarettes	Food	Tobacco	storage		[illegible]	[illegible]	3	1st AD																N/A	
[illegible]	[illegible]	e	State Company for Textile Industries	Textile	Hilla Textile Company	Production	[illegible]	Babil	Al Hilla	[illegible]	MNDCS	Center of [illegible] need grid location...	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible] MW design capacity	[illegible]		[illegible]		[illegible] to power supply		[illegible] month	Y	37%
5	21	f	State Company for Materials Construction Industry	Construction	Suwayrah Bricks Plant	Production	220	Babil	As Suwayrah		MNDCS	25 km SE of Baghdad... Need grid location	1	1MW/hr	2				provision of 2MW diesel generator will start 28 Oct	0	1	1		Lack of electricity			N	0%
[illegible]	[illegible]	[illegible]	Dairy Products	Food	Dairy Factory	Production	100	Babil	Hilla		MNDCS		1	1MW/hr	[illegible]	0		2		0	0	1	1	Operating under generator with 1MW	Lack of raw materials	Stopped Q due to lack of raw materials	Y	0%

Prepar[redacted]CA COM

(b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Generator Need	Priority	[illegible]	Diesel Supply	Current supply	Remarks	Natural Gas	Water [illegible]	Needs Cash	Needs Other	[illegible]	[illegible]			
1	40	d	State Company for Hand Made Carpets	Textile		Production		Babil	Hilla		MND CS		0							0	0	0	1				Y	63%
1	40	e	State Company for Hand Made Carpets	Textile		Production		Babil	Hilla		MND CS		0							0	0	0	1				Y	87%
[illegible]	18	e	Southern Cement Company	Construction	Sadah	Production	500	Babil	Sadah	44 25 32 42	MNDCS	Near Babylon Verify Saddah vs Sadah Verify grid location...	1	4MWHr	3	4		1	1MW lost demand	0		1		Need power to start production @ 3mw, start 1 line of production @ the rate of 250 tons per day			Y	50%
6	27	Jb	Al Faris Co	Engineering		Production	310	Babylon	Al Musayyib	MB11515572	MNDCS		0	3MWHr	6					0		1	1	Not operational, US Army unit will be moved...		Steel Structures	N	0%
1	1	a	Dairy Products	Food	Baby Milk Factory	Production	200	Baghdad	Abu Ghraib	MB 23158753	1st AD		1	33KV	3	0		0	two feeders: one from university; one from Al Hurriyah	0	0	1	1			Lack of raw materials... 25% damaged due to looting	N	0%
1	1	b	Dairy Products	Food	Dairy Factory	Production & Admin	700	Baghdad	Abu Ghraib	MB22[illegible]	1st AD		1	2MWhr	2	0		1	Operating under generator with 1MW...	0	0	1	1	Requires raw milk or imported powdered milk		30MID per month (was 300MIB)	Y	3%
1	2		The General Company for Vegetable Oils	Food			3,777	Baghdad	Baghdad		NA														October production expected to reach 1000MID	24.5MID for 2003 planned	N/A	
1	4	e	The General Company for Vegetable Oils	Food	Rasheed	Production	800	Baghdad	Baghdad	MB4[illegible]	1st AD	Across from Baghdad Power Plant	1	5MWHr	0	0		4	Can get by with 2.5 MWHr... power supply unstopable. 1 MW with diesel	0		1	1		One shift operation as security improves In Oct 2 shifts	Obtained 1 MW from S. Baghdad PP ...2a,2b,2c. All near each other in Rashid Camp	Y	52%

Prepared [redacted] (b)(6) COM

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002
													Electricity															
[illegible]	[illegible]	[illegible]	The General Company for Vegetable Oils	Food	Ma'amoon	Production	92	Baghdad	Baghdad	MB111843	1st AD	Near Rashid Military Camp?	[illegible]	5MW/hr	[illegible]			[illegible]	1MW with diesel	[illegible]		[illegible]				shampoo, liquid (Wash), sulphuric acid production resumed	Y	55%
[illegible]	[illegible]	[illegible]	The General Company for Vegetable Oils	Food	[illegible]	Production	324	Baghdad	Baghdad	MB447822	1st AD		[illegible]	2MW/hr	[illegible]	[illegible]		[illegible]	On diesel generator 2 mw	[illegible]		[illegible]	[illegible]			Q = 150 tons of laundry soap	Y	34%
[illegible]	[illegible]	[illegible]	The General Company for Vegetable Oils	Food	[illegible]	Production	151	Baghdad	Baghdad		1st AD		[illegible]	[illegible]	[illegible]			[illegible]	1 MW with diesel	[illegible]	[illegible]	[illegible]	[illegible]			Will restart 1.1.2004	N	0%
[illegible]	[illegible]	[illegible]	State Owned Company for Tobbaco and Cigarettes	Food	Tobacco	Karadah	700	Baghdad	Baghdad	MB4532	1st AD	Karradah	[illegible]		[illegible]	[illegible]		[illegible]	2MW requirement met by generator	[illegible]			[illegible]			1.6MID per month revenue (vs 250)	Y	10%
[illegible]	[illegible]	[illegible]	State Owned Company for Tobbaco and Cigarettes	Food	Tobacco	storage		Baghdad	[illegible]	[illegible]	1st AD																N/A	
3	8	a	State Company for Batteries Industry	Chemical	Acid Battery	[illegible] 2	918	Baghdad	Baghdad	MB[illegible]9172	1st AD		[illegible]	7MW/hr	[illegible]	[illegible]		1MW	LPG shortfalls	[illegible]		[illegible]				Q=1,500 lead acid batteries per month	Y	28%
3	8	b	State Company for Batteries Industry	Chemical	Acid Battery	[illegible] 1	336	Baghdad	Baghdad	MB4356[illegible]	1st AD	1Km west of [illegible] location Need Grid location...	0	1MW/hr	[illegible]			1MW	Operating on internal generator	0		[illegible]		Q stopped due to electrical power		actual production 1500 batteries/month	N	0%
3	8	c	State Company for Batteries Industry	Chemical	-	[illegible]	236	Baghdad	Baghdad	M32267	1st AD		[illegible]	1MW/hr	[illegible]			2MW	Operating on internal generator	[illegible]		[illegible]	0			Producing lead	Y	70%
3	8	d	State Company for Batteries Industry	Chemical	Dry Cell Battery	Production	306	Baghdad	Baghdad	MB28868820	1st AD	inside military camp	1	0.6MW	5				Operating on internal generator	0		1	0	Shortage of raq materials	Operational	1.4M dry cells / month. Need money for raw materials	Y	10%
3	10	a	Al-Sawary Co	Chemical	Rakweel	Production	67	Baghdad	Baghdad		1st AD	E of Canal to the left 2 Km from resin plant	1	.5MW	4			1	rockwool	0		1		damage 50%		DG under question... subplant in Baghdad	Y	1%
3	10	b 7	Al-Sawary Co	Chemical	Al Gihad	Production	93	Baghdad	Baghdad	MB28529875	4th ID	3km from rekweld	1	3.5MWHr	4			0.25	resins, inks, glue	0	1	1		started Q of PVA2 resins after plant rehab		2MID for inks...250MID for Insulation... only emulsion paint production	Y	59%

Damaged beyond repair

Operational within thirty days

Prepared for (b)(6) CA COM

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employ ment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Needed	Priority	[illegible]	[illegible]	Current Supply	Remarks	Natural Gas	[illegible]	Needs Cash	Needs Other	[illegible]	[illegible]			
5	20	D	Iraqi Cement Company	Construction			800	Baghdad	Baghdad	MB46608174	1st AD		1		4					0		1					Y	10%
5	22	D	State Company for Modern Construction Industry	Construction	Baghdad Plant	Production administration	250	Baghdad	Baghdad	MB4932818	1st AD	Near Iraqi Cement Co	1	2MWHr	5			4		0	1	1		Plastic pipes plant. Lack of raw materials and electric power		Need raw materials... comes from either petro plant... plastics	N	0%
5	21	E	State Company for Materials Construction Industry	Construction	14th July Brick Plant	Production	56	Baghdad	Baghdad	MB456627	1st AD		4	1MWHr	5					0		1				Heavily damaged	N	0%
5	23	[illegible]	Hadriat State Company for Refractories	Construction	Refractories		146	Baghdad	Baghdad	MB41407330	1st AD		1	2MWhr	4					0		1		Not operational			N	0%
5	24		State Company of Geological Survey & Mining	Construction	HQ	Administration	780	Baghdad	Baghdad	MB457265	1st AD	Near the Hotel Crest														Suffered heavy damages & looting of equipment from mining areas	N/A	
5	30	III	State Co. for Electrical Industries	Engineering	Electrical Company	Production	1,348	Baghdad	Baghdad	MB433521	1st AD	Adjacent to Waziriah battery factory...	1	5.0 MWHr	2	2		5		0		1		Output 300M ID per month. Lack of raw materials... air conditioning plant awaits raw materials		sub/factorial electrical motors O=$120,000/month... suffered heavily from looting	Y	15%
5	[illegible]	III	General Industrial Company	Engineering			410	Baghdad	Baghdad	MB45[illegible]	1st AD	On the highway opposite Al Shaab Stadium beside University of technology	5		1			30 Hr		0	0	0	0	Started production as per signed contracts		Contracts with oil and electricity worth $1.8M USD	Y	70%

Prepared [redacted] (b)(6) COM

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility	Employment	Location					Needs	Actions	Remarks	O	Cap Util vs 2002
6	33	[illegible]	Vehicles Co	Engineering		[illegible]	Baghdad	Baghdad	MB 174	1st AD		Requires rehab and raw materials	Currently American forces and damaged... heavily damaged	[illegible]	N	0%
6	33	[illegible]	Vehicles Co	Engineering		300	Baghdad	Baghdad	MB 288 882	1st AD		Requires rehab and spare parts	Out of operation, heavily damaged	Earth moving equipment reconditioning	N	0%
6	33	[illegible]	Vehicles Co	Engineering		[illegible]	Baghdad	Baghdad	MB 288 882	1st AD		[illegible]	Currently American forces	[illegible]	[illegible]	0%
6	34	[illegible]	17th Nissan Co	Engineering	Investment Casting Factory	289	Baghdad	Baghdad	MB450833	1st AD	Near Al-Shaab Stadium, Al-Rusafa side		Heavily damaged and looted		N	0%
6	34	[illegible]	17th Nissan Co	Engineering	Sign Factory	[illegible]	Baghdad	Baghdad	MB 17543833	1st AD	Near Al-Shaab Stadium, Al-Rusafa side		[illegible]		N	0%
6	34	[illegible]	17th Nissan Co	Engineering	Head Office and Model Factory	[illegible]	Baghdad	Baghdad		1st AD	[illegible] side of city near airport		Looted and damaged		N	0%
6	34		17th Nissan Co	Engineering		793	Baghdad	Baghdad		N/A			Looted and damaged		N/A	

Prepared (b)(6) A COM

Damaged beyond repair
Operational within thirty days

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	MGRS	Coalition Sector	Remarks	Electricity	Capacity Need	Priority	[illegible]	Diesel Supply	Current Supply	Remarks	Natural Gas	Repair Parts	Needs Cash	Needs Other	[illegible]	Status			
7	33	[illegible]	State Co for Cotton Industries	Textile	Cotton Industries	Production & admin	2,300	Baghdad	Baghdad	MB377019	1st AD	On rd to Mosul opposite railway	[illegible]	3MWhr	[illegible]	[illegible]	[illegible]		3MW total at [illegible]	0		[illegible]		2MW diesel		monthly sales = 500MID... inventory in finished product = 4.3BID	Y	20%
7	35	[illegible]	Woolen Co	Textile	Carpet	Production & admin	700	Baghdad	Baghdad	MB[illegible]	1st AD	850	[illegible]	2MWhr	[illegible]			[illegible]		0	[illegible]	[illegible]	[illegible]		Operational	3287 total employment 70% capacity	Y	40%
7	35	[illegible]	Woolen Co.	Textile		14th Ramadan	450	Baghdad	Baghdad	MB384 19256	1st AD		1	2MWhr	[illegible]				2mw own diesel generator	0		[illegible]	[illegible]		Operational	Requires more electricity to increase production	Y	25%
7	35	[illegible]	Woolen Co	Textile		30-Jul	300	Baghdad	Baghdad	MB3[illegible]9285	1st AD		1	2MWhr	[illegible]			[illegible]	2MW diesel	0		[illegible]			Operational		Y	10%
7	35	[illegible]	Woolen Co	Textile		[illegible]	350	Baghdad	Baghdad	MB3[illegible]421	1st AD		[illegible]	2MWhr	[illegible]			[illegible]	1MW diesel under repair	0		[illegible]	[illegible]			24,392	Y	25%
7	35	[illegible]	Woolen Co	Textile		Spinning Factory	150	Baghdad	Baghdad	MB301925	1st AD		1	1.5MWHr	4			[illegible]	2MW diesel	0		1					Y	10%
7	39	[illegible]	State Co of Ready Made Wears	Textile	Baghdad Factory	Production	500	Baghdad	Baghdad	MB[illegible]4911	1st AD		0	1MW/hr	[illegible]			[illegible]		0		1	0				Y	60%
7	40	[illegible]	State Company for Hand Made Carpets	Textile		Production	890	Baghdad	Baghdad	MB383[illegible]	1st AD	958	0		4					0			--	Sales =[illegible],000/month		Locations include Mosul, KitMOD EE, Hilla, Ar Ramadi, An Andrau	Y	33%

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002	
7	41	[illegible]	Leather Manufacturing Co.	Textile			1,402	Baghdad	Baghdad	MB49[illegible]8146	1st AD		0		4			2	2MW with generator	0	0	0	1	Needs raw materials to increase capacity and 2mw stable electric power		Production for [illegible] 220M ID	Y	30%	
7	41		Leather Manufacturing Co.	Textile			2,722	Baghdad	Baghdad	MB453835	1st AD	at entrance of outer Karada…3km from palace bridge	0		4			2		NE							N/A		
8	42	[illegible]	Design and Construction	Service			[illegible]	Baghdad	Baghdad	MB[illegible]	1st AD		[illegible]		[illegible]					[illegible]			1	Obtained a contract to rehab [illegible]		[illegible]	N	0%	
8	43	[illegible]	Design and Industrial Consultation	Service			852	Baghdad	Baghdad	MB[illegible]	1st AD		[illegible]		[illegible]					[illegible]			1	In process of obtaining contracts with oil ministry companies		Asking for [illegible] rent	N	0%	
8	44		State commission forResearch and Development	Service			987	Baghdad	Baghdad	MB4296[illegible]225	1st AD		0		5					0			1	Have no research contrats			N	0%	
8	45	[illegible]	State Commission for Training Centers	Service				Baghdad	Baghdad	MB[illegible]	1st AD		[illegible]		[illegible]					[illegible]			1	Undergoing [illegible]		Have not received [illegible] student enrollment	N	[illegible]	
8	45	[illegible]	State Commission for Training Centers	Service				Baghdad	Baghdad															Waiting center operations			[illegible]	[illegible]	
8	46	[illegible]	Specialized Institute for Engineering	Service			[illegible]	Baghdad	Baghdad	MB[illegible] 413	1st AD		[illegible]		[illegible]					[illegible]			1	Market [illegible] contracts - [illegible] 80MID – needs rehab			Y	5%	
8	47	[illegible]	Software	Service			[illegible]	Baghdad	Baghdad	MB457[illegible]	1st AD		[illegible]		[illegible]					[illegible]			1	Have found new offices to rent	[illegible] 1 11 03		N	0%	1
8	48	a	Industrial Promotion	Service			180	Baghdad	Baghdad	MB479849	1st AD	Current location of Ministry	0	0	0					0	0	0	1	Requires directives on what to do			Y	50%	1

Prepare (b)(6) A COM

Ministry Of Industry & Minerals: State Owned Enterprises

Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002	
													Electricity																
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity	Capacity Need	[illegible]	[illegible]	Water Supply	Comm Supply	[illegible]	Natural Gas	[illegible]	Needs Cash	Needs Other	[illegible]	[illegible]				
[illegible]	50		Research and Development Company	Service				Baghdad	Baghdad	[illegible]	1st AD		0														N	0%	1
[illegible]	51		[illegible]	MIC			[illegible]	Baghdad	Baghdad	MB[illegible]	1st AD			10								[illegible]				Started some contracts with oil ministry [illegible]	Y	30%	
[illegible]	[illegible]	[illegible]	[illegible]	Pharmaceutical			[illegible]	Baghdad	North Baghdad					[illegible]					[illegible]	0		[illegible]		Needs [illegible] additional to double production	Operational	[illegible] for medical purposes, [illegible] gasses and bandages	Y	50%	
[illegible]	[illegible]	[illegible]	State Industry for Furniture	[illegible]	Baghdad Furniture Company	Production		Baghdad	[illegible]		1st AD									[illegible]		[illegible]		Completely destroyed		Workshop	Y	0%	1
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]				Baghdad	[illegible]	MB[illegible]	[illegible]									[illegible]		[illegible]		Partially damaged			Y	[illegible]	1
[illegible]	[illegible]	[illegible]	[illegible]	Chemical		Production	[illegible]	Baghdad		MB33768326	1st AD			5MW					[illegible]	0	—	—	—	[illegible] started			N	53%	1
3	10	d	Al-Sawary Co	Chemical		Production	191	Baghdad		MB2852[illegible]875			0	3MWhr					resins, inks, glue	0	1	1	1			total sale in 15 days is $20,000.. Ink production started	Y	2%	1
[illegible]	[illegible]		[illegible]	MIC			[illegible]	Baghdad		MB[illegible]				[illegible]				[illegible]								Started contracts worth $[illegible]	Y	1%	
9	55		Al Kharzen Center	MIC			262	Baghdad		MB52727868			1	1				0.5				1				Merged with Electronic Co.... Have contracts worth $1.8 M	N	0%	

12

Damaged beyond repair

Operational within thirty days

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs										Actions		Remarks	O	Cap Util vs 2002
[illegible]	[illegible]	[illegible]	Paper Industry	Chemical		Production/ Administration	2,500	Basrah	Basrah	QU616044	MDD 66		-	7.5MW	4		-	obtained power in NC for start up	[illegible]	-	[illegible]	[illegible]			needs rehab and upgrading. Suffered heavy damage	N	0%
4	25	N	Southern Company for Fertilizer	Fertilizer/ Petrochemical	Southern Fertilizer Co.	Production	2,340	Basrah	Basrah	QU754413	MDD 88	3 Km East part of Khor Al-Zubar	-	15MW	4	11		Khor Al-Zubair has the power by Siemens. 50MCF of NG per line... 15-17 MW at full Q per line 25MW Total	[illegible]	0	-	[illegible]	Obtained NG and start up... awaiting stable power for start up... started checking equipment. O begins 15.12.03?		[illegible] ministry input 6 June 03 [illegible] 10,000 tons of [illegible] 15,000 tons per day for 2 lines	N	0%
[illegible]	[illegible]	N	Petro-chemical Company	Fertilizer/ Petrochemical	PC1	Production	3,800	Basrah	Zubair	QU6?585	MDD 8E	27Km from part of Khor Al-Zubair	-	250MW/Hr	1	15	10	10MW per line [illegible] times	-				Requires stable power supply and gas [illegible]	Start O by 15-12-03	produced 80 tons of plastic sheets for testing	N	0%
[illegible]	25	[illegible]	State Company for Iron and Steel	Engineering	Spiral Piping Plant		1,000	Basrah	Basrah	QU432020	MDD 8E	16 km from [illegible]	0	35-50MW/Hr	4			2MW needed for pipeline production... HDPP nearby... needs 50MCF of Natural gas for production	[illegible]				Heavily damaged. Not operational		[illegible] for [illegible] 25,000 tons of [illegible]	N	0%
6	28	U	State Company for Iron and Steel	Engineering	Asbestos piping plant		1,000	Basrah	Basrah		MDD 8E	25 km west of Basrah	0	35-50MW/Hr	4			2MW needed for pipeline production. HDPP nearby... needs 50MCF of Natural gas for production	0				Heavily damaged. Not operational			N	0%

Ministry Of Industry & Minerals: State Owned Enterprises

Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employ ment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
[illegible]	42	[illegible]	Design and Construction	Service				Basrah	Basrah		M NO SE		0							0			1				N	0%
[illegible]	[illegible]	[illegible]	State Commission for Training Centers	Service				Basrah	Basrah		M [illegible] SE		[illegible]		[illegible]					0		[illegible]	[illegible]		Operational		Y	[illegible]
[illegible]	[illegible]	[illegible]	State Commission for Training Centers	Service				Basrah	Basrah		M [illegible] SE													Damaged			N	0%
[illegible]	18	[illegible]	Southern Cement Company	Construction	Um Qasar	Production	500	Basrah			MOD SE	Need Grid Location..	1	2MW	[illegible]					0		1		Needs rehab and clinker & electric power 5 mw... Will start production on 10.10.2003			N	0%
[illegible]	[illegible]	[illegible]	State Company for Geological Survey & Mining	Construction	Mining	Salvary	[illegible]	Basrah			MID SE		0							[illegible]		[illegible]	[illegible]	Not operational... heavily damaged		Needs [illegible]	N	0%
[illegible]	[illegible]	[illegible]	Ur State Company for Engineering Industries	Engineering	Company	Production	3,270	Dhi Qar	Nassriyah	[illegible]	MNC [illegible]	In City	1	5MW	1	[illegible]		[illegible]	[illegible] MW for full capacity needs 3MW	[illegible]	[illegible]		[illegible]		[illegible] limited [illegible] 11 tons of cables	[illegible] Ready to produce.. sold 180MID of electr..	N	0%
[illegible]	[illegible]	[illegible]	Woolen Co.	Textile	Production	Clean and Dye	1,200	Dhi Qar	Nassriyah	PV[illegible]	MID SE		1							0	0	[illegible]	0	plant damaged	Not operational		Y	0%
8	45	b	State Commission for Training Centers	Service				Thi Qar	Nassriyah	[illegible]00	1st AD		0		5					0		0	1		Operational		Y	50%
[illegible]	[illegible]	[illegible]	State Co. for Electrical Industries	Engineering			2,754	Diyala	Baqubah	[illegible]	[illegible]		[illegible]	5MW		[illegible]		3MW	[illegible] 3 MW [illegible] interruptions at [illegible] problems for machinery	[illegible]				Operational, sales at [illegible] month		obtained $180[illegible] contracts from [illegible] Electricity	Y	30%

Prepared (b)(6) M

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employ ment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002
3	22	[illegible]	State Company for [illegible] Construction Industry	Construction	Baghdad Block Plant	Production	200	Diyala	[illegible]		[illegible]	Baquba Street (BS)... Is BS then Hwy [illegible] ... grid location... Site should be on quad map	1	1MW					Also have 1 MW generator						Will start 20 Oct	furnace being started	H	0%
3	[illegible]	[illegible]	State Company for Materials Construction Industry	Construction	Abu Nuwas Bricks	Production	100	Diyala	[illegible]		[illegible]		1	1MW											Will start 25 Oct	furnace being started	M	0%
3	[illegible]	[illegible]	Paper Industry	Chemical			350	Diyala	[illegible]	MC[illegible]	[illegible]	Next to furniture plant	1	[illegible]	15					0		1	1	Plant ready for operation... depends on electricity supply		DG under question... egg carton 1000 tons per month... need 5 tons of paper scrap	H	0%
[illegible]	[illegible]	[illegible]	State Owned Company for Tobacco and Cigarettes	Food	Tobacco	Production	1,400	[illegible]	[illegible]	[illegible]	[illegible]	Sadr City	1	[illegible]	[illegible]	[illegible]		[illegible]								in 500 cartons per day	[illegible]	0%
3	[illegible]	[illegible]	Northern Cement Company	Construction	Cement Co		600	[illegible]	[illegible]	[illegible]772	[illegible]	[illegible] of Mosul	1	[illegible]	[illegible]	[illegible]		[illegible]	3-5MW for start up. 15 MW for Ready State. 20 MW Max	[illegible]		[illegible]		Only old line operating... new line not operating		[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	Al Furat State Company for Chemical Industries	Chemical		Production	[illegible]	[illegible]	Al Iskandariyah		MNDCS			[illegible]Hr				5MW	Needs 1 MW to operate has 6,000 tons raw material			[illegible]		Stopped production		produces starch for pharmaceutical and food industry... Stopped production because of looting & problems with staff	N	0%
3	25	[illegible]	Mechanical Industries Co	Engineering		Production	4,072	Hilla	Iskandaria	, MB3660387	MNDCS		1	5MW/hr	4	2		2	12MW with Foundary	0	1	1		Lack of raw materials and components... heavily damaged	Started Samail Q of ag implements ... outlook bleak	ag implements irrigation systems, tool and dies... ned raw materials	N	0%

Prepare

[redacted] (b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility	Employment	Location	Needs	Actions		Remarks	Q	Cap Util vs 2002
[illegible]	[illegible]	[illegible]	Vehicles Co	Engineering		400	[illegible] [illegible] 02 [illegible]	Requires truck components	Completed 10 trucks after adding missing parts		Requires assembly components	Y	5%
[illegible]	32	[illegible]	Vehicles Co	Engineering		400	[illegible]	1 0 1 1	Completed 10 semi trailers		Non standard equipment	Y	10%
[illegible]	[illegible]	[illegible]	Vehicles Co	Engineering		400	[illegible]	[illegible]	Completed 13 buses		Bus assembly	Y	10%
[illegible]	[illegible]	[illegible]	Al Furat State Company for Chemical Industries	Chemical	Production	[illegible]	Sedat Al Hindiyah N/A 70 Km South of Baghdad and 75 Km "before" Karbala	[illegible]			Produces gasses (NaOH) (H2SO4) (Hcl) (cl2) (NaOCl) for uses in refineries, power stations and sterilizing water... sales about 1000MID a month	Y	50%
[illegible]	[illegible]	[illegible]	[illegible] Company for Chemical Industries	Chemical	Production	[illegible]	Sedat Al Hindiyah N/A 71 Km South of Baghdad and 36 Km "before" Karbala	[illegible] detailed above			2nd plant, same products as above	[illegible]	[illegible]
[illegible]	28	[illegible]	State Company for [illegible]	Engineering		1,500	Jur Al Sakhar Basrah [illegible] MND SE 37 km south of Basrah	0 35-30MWh 4 3MW needed for pipeline production NGPP nearby ... needs 50MCF of Natural gas for production 0	Heavily damaged. Not operational		Requires major rehab	N	0%
[illegible]	[illegible]	[illegible]	State Company for [illegible] Construction Industry	Construction	[illegible]	[illegible]	[illegible] MND-CS [illegible] location	[illegible]			Operational [illegible] bricks per day	Y	24%

12 yr / 1 ft
X / 3900 yr
1 yr / X / 39 in / 100 yr
3900 in
39 in / 100 yr
1 yr / 1 ft / 12 yr
3900 yr

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
5	19	a	Southern Cement Company	Construction	Karbala	Production	600	Karbala	Karbala	L5969R1364	MND S		1	40MW/Hr	5	20		20	2 lines 4 units...34MW total demand	0		1		One line in production at low efficiency		[illegible] per day	Y	10%
5	21	k	State Company for Materials Construction Industry	Construction	Sand Plants	Production	150	Karbala	Karbala	44 00 31.37	MND	six (?) sites throughout city	1	1MW/Hr	5					0		1		Operational			Y	40%
[illegible]	[illegible]	[illegible]	Southern Cement Company	Construction	[illegible]	Production	[illegible]	Karbala			[illegible]	[illegible] Location...	[illegible]	[illegible]	[illegible]							[illegible]	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]
5	19	a	Southern Cement Company	Construction	Najaf	Production	500	Karbala			MND	Near Grid Location...	1	3MW/Hr	5			[illegible]	4MW total	0		1		[illegible]			Y	50%
5	21	c	State Company for Materials Construction Industry	Construction	Maysan Plant	Production	340	Maysan	Al-Amarah	47 10' 31.51"	MDD SE		1	2MW/Hr	5					0		1		Plastic pipes plant, Lack of raw materials and electric power		damaged	N	0%
[illegible]	[illegible]	[illegible]	The General Company for Vegetable Oils	Food	Amarah Plant	Production	700	Maysan	Misan		MDD SE		1			[illegible]			Operational on 2 [illegible] detergent and soap	[illegible]	[illegible]	[illegible]	[illegible]			One shift for security [illegible]	N	25%
[illegible]	[illegible]	[illegible]	The General Company for Vegetable Oils	Food	Al [illegible]	Production	450	Maysan	Misan		MDD SE			1MW/Hr	5					[illegible]		[illegible]				Soap and detergent production	Y	5%
[illegible]	[illegible]	[illegible]	Sugar Co	Food	Sugar	Production/Administration	800	Maysan	Misan		MDD SE		1	1MW/Hr	5				Also need 400CM of Natural Gas	1	[illegible]	[illegible]	0	requires rehabilitation of cane sugar farm and the plant		New plant manager [illegible] produced sugar, [illegible] and molasses	N	0%
3	9	b	Paper Industry	Chemical			850	Maysan	Misan	QA0902	MDD SE		1	5MW/Hr	5				Requires 3MW	0	0	1	0	Requires power and pulp		carboard cartons 200 tons, cement paper bags 250 tons	N	0%

Prepared for (b)(6) A.COM

Ministry Of Industry & Minerals: State Owned Enterprises

Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002
					Name	Type		Governorate	City	Grid	Coalition Sector	Remarks	Electricity	Capacity need	Priority			Current supply	Remarks	Natural Gas				Name	Status			
7	41	[illegible]	Leather Manufacturing Co.	Textile		Tanning	680	Najaf	Al Kufa		MNDCS		0		4	2		2		0	0	1	0	Power supply and stability issues		Expected 700M ID for Sept.	Y	70%
[illegible]	11	[illegible]	[illegible] Company for Tire Industry	Chemical	Najaf Tire Industry	Production	2,750	Najaf	Al Najaf	MA31[illegible]	MNDCS			8MWhr	4			4	4 MW from [illegible] in Al Najaf	0		0		3 new power supply (partial production 22 Sept 2003) Planned Q = 1,200 tires a day	reached 500 tires/day	7-10MW for full production. Natural gas required	Y	30%
[illegible]	11	[illegible]	State Company for Tire Industry	Chemical	Rubber Set	Production	0	Najaf	Al Najaf	MA38[illegible]	MNDCS		1	1MWhr	4			0.6		0	0	0	0			Q=2800 tires due to electrical power problems	Y	50%
[illegible]	18	[illegible]	Southern Cement Company	Construction	Najaf & Kufa	Production	2,000	Najaf	Kufa	MA46003867	MNDCS		4	17MWhr	2	10		12.8	old K needs 4 MW new K needs 25 MW	0		1				2 locations in Najaf. 300 tons per day for old kufa ... 1000 tons/day for new kufa	Y	30%
[illegible]	38	[illegible]	State Co. of Ready Made Wears	Textile	Najaf Factory	Production	1,250	Najaf	Najaf	MA38[illegible]	MNDCS	North of City ... Need grid location	1	2MWhr	4					0	[illegible]	1	1	Damaged, requires rehab			N	0%
[illegible]	[illegible]	[illegible]	Leather Manufacturing Co.	Textile			477	Najaf	Najaf		MNDCS							0.8		0				Started production of sports shoes		Producing 1M ID per day	Y	20%
1	1	[illegible]	Dairy Products	Food	Dairy Factory	Production	100	Ninewa	Mosul	[illegible]	101st		1	0MWhr	2	0		1		0	0	1	1	Operating under generator with 1MW	Lack of raw materials	Stopped Q due to lack of raw materials	N	0%
[illegible]	[illegible]	[illegible]	Sugar Co.	Food	Sugar	Production	[illegible]	Ninewa	Mosul	KF[illegible]01833	101st	Next to Mosul airport	1	11MWhr	5			5	has 4.5MW in plant from boiler	0		1	1			Beets and yeast factory...Q=3,000 tons of sugar = $350-$400 per ton... [illegible] production [illegible]	Y	5%
5	18	8	Northern Cement Company	Construction	Cement Co		700	Ninawa	Mosul - Sinjar	KF375265	101st	120Km NW Mosul	1	20MWH	3			17	7MW for start up 20 MW for SS and 35 MW for fullQ	0				one clinker line and grinding line operational		Grinding only 1000 tons/day... second lined damage	Y	30%

Prepar [redacted] CA COM

(b)(6)

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	O	Cap Util vs 2002
5	19	b	Northern Cement Company	Construction	Cement Co		1,000	Nineveh	Mosul-Badoosh	[illegible]4914	101st	[illegible] of Mosul	1	25MW/hr	[illegible]	18		15MW	17MW for start up 20 MW for SS and 25 MW for full O	0		1		[illegible] exploration		1000 tons perday	Y	30%
7	35	d	State Co for Cotton Industries	Textile	Cotton Industries	Production	1,300	Nineveh	Mosul	[illegible]	101st		1	6 MW/H	3	2		2	6MW total power required	0		1		Requires additional 2mw	Operational		Y	30%
[illegible]	[illegible]	[illegible]	[illegible]	Textile	[illegible]	[illegible]	[illegible]	Nineveh	Mosul	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]			[illegible]		[illegible]	[illegible]	[illegible]	[illegible]	[illegible]			Y	[illegible]
7	40	b	[illegible] Company for Hand Made Carpets	Textile		Production		Nineveh	Mosul		101st		[illegible]							[illegible]	[illegible]	[illegible]	[illegible]				Y	[illegible]
8	42	b	Design and Construction	Service				Nineveh	Mosul	LF31012067	101st		0							0			1	Progress of work depends on approval of budget for project completion for 03 and 04			N	0%
6	21	[illegible]	State Company for Materials Construction Industry	Construction	[illegible] Concrete Plant	Production	70	Nineveh	Mosul - Badoosh		101st	Need grid location	[illegible]	[illegible]	[illegible]					[illegible]	[illegible]	[illegible]		Lack of reinforcing steel wire rods... Will start Production 10 Oct		manufactures concrete utility poles... have order for 2000 poles	N	0%
[illegible]	[illegible]	[illegible]	Al Mishraq State Co	Chemical	Mishraq Sulphur Mine Co.		[illegible]	Nineveh	Mishraq	[illegible]9837	[illegible]	53Km South of Mosul, 25 Km North of [illegible]	[illegible]	[illegible]/hr	[illegible]	[illegible]	[illegible]			[illegible]	[illegible]			sold 100,000 tons unrefined sulphur [illegible] refined sulfur at [illegible]	Starting production of aluminum sulfate - Sulphur refinery heavily damaged...	tenders issued for rehab... [illegible]	N	[illegible]
2	6	a	State Company for Medical industries and Appliances	Pharmaceutical			300	Nineveh	Mosul	LF27153888	101st		1	0	2	3		3	Q=$180000/month	0		1			Operational	Q=200MID per month... lead time contracts for MOU... need PWC for raw material	Y	30%

Prepared [redacted] (b)(6) COM

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair
Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs												Actions		Remarks	Q	Cap Util vs 2002
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Electricity							Natural Gas	[illegible]	Needs Cash	Needs Other	Status	[illegible]			
													Generally	Capacity Need	Priority	[illegible]	Govt Supply	Current Supply	Remarks									
[illegible]	[illegible]	[illegible]	State Company for Medical Industries and Appliances	Pharmaceutical			200	Ninevah	Mosul		101st		1							6				Suffered heavy damage	Damaged	production expected to increase due to delivery of raw materials	N	0%
[illegible]	12	[illegible]	State Company for Rubber Industry	Chemical	Al Diwaniyah Tire Co	Production	1,200	Qadisiyah	Al Diwaniyah		MND CS		1	1	4				needs 3.5MW	0		1		Provided with 3 mw Planned Q = 105 tons a month	7 tons per day	some lab problems	Y	20%
[illegible]	25	[illegible]	State Co for Cotton Industries	Textile	Cotton Industries	Production	7,400	Qadisiyah	Diwaniah		1st AD		1	7.5MW/Hr	4.4				3-5MW required. 7.75 MW at full production			1		Inventory = 4.2BID		started operations on 30% of machinery	Y	15%
[illegible]	26	[illegible]	Nasser Co	Engineering		Production	2,473	Salah Ad Din	Taji	MC 28011[illegible]	4th ID	35 Km N of Baghdad on left	1	8MW/hr	1	3			need substation inside plant... 10 MW needed for fuller production	0		1			Started steel structure production	have $350k in contracts ... more pending... Q of steel structures	Y	15%
[illegible]	28	[illegible]	[illegible] Co	[illegible]	[illegible]	[illegible]	200	Salah Ad Din	[illegible]	[illegible]	4th ID	[illegible] furniture factory	1											[illegible]		50% capacity ... raw material shortage per DG... Dr K says no	Y	30%
[illegible]	[illegible]	[illegible]	The General Company for Vegetable Oils	Food	Mansur Plant	Production	280	Salahdin	Baiji	LD81187588	4th ID		1	12MW/hr		1	1			0		1	0			Raw materials 2 months. 300 tons of oils... Receiving cotton seeds	Y	20%
[illegible]	14	[illegible]	Northern Fertilizer Co	Fertilizer/Petrochemical			1,014	Salahdin	Baiji	LE[illegible]843	4th ID	N34 [illegible] E 43 22 [illegible]	1	78MW/hr		1			Need 50MCF of natural gas ... 12MW at full Q per ... 7MW allocated	1	0		1	due to delay in natural gas expected to start Q by 15.12.03		Capacity 420,000 tons per year	N	0%
[illegible]	40	[illegible] 20	Samarra Drug	Pharmaceutical		Production	2,500	Salahdin	Samarra	LC03973785	4th ID	North side of city	1	3.5	2	5		4	have elctricity needs met at 4MW	0		1	1	verify if need is 3.5 or 35 MW		Q=1.5BIB. Reached 1.8B ID sales. Now 800MID/month... MoH not purchasing stock	Y	71%

Prepared (b)(6) DM

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

Damaged beyond repair

Operational within thirty days

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
[illegible]	23	[illegible]	State Co. for Electrical Industries	Engineering	Electric Bus Co	Production	110	Salahdin	Taji	[illegible]	4ID	Next to Taji gas plant	[illegible]	1.0 MWhr					natural gas required for operations								Y	15%
8	46	8	State Industry for Furniture	Service	Baghdad Furniture	Production	147	Salahdin	Taji	MC333[illegible]	1st AD	200 Meters North of Powerplant in Taji where US Security is posted	1	0.5MWhr	6					8		1	1				Y	0%
[illegible]	[illegible]	[illegible]	[illegible] Company	Construction	[illegible]	Production	[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]		[illegible]	[illegible]	[illegible]			[illegible]		[illegible]		Under repair heavily damaged	[illegible] power		N	0%
[illegible]	21	[illegible]	State Company for Materials Construction Industry	Construction	Sand & Gravel	Production	100	Salah ad Din	[illegible]		4ID	[illegible]	1	[illegible]	6					[illegible]		[illegible]		Operational		Mixed when construction activity begins	Y	40%
7	38	8	Wassit State Company for Textiles	Textile	Wassit Textile	Production	2,657	Wasit	Al Kut	MA77430739	MNDCS		1	3MWhr	4	2		3	5MW design capacity	0		1		Started production		sales @ 300M ID/ month	Y	51%
[illegible]	[illegible]	[illegible]	State Commission for Training Centers	Service				Wasit	Al Kut		MNDCS		[illegible]							[illegible]							N	0%
[illegible]	3	[illegible]	State Owned Company for Tobacco and Cigarettes	Food	Tobacco	[illegible]		Baghdad	Baghdad	4	1st AD																N/A	
5	21	8	State Company for Materials Construction Industry	Construction		Administration	100	Zafaraniya	Baghdad	MB48837	1st AD	Near electrical station south of Baghdad. On same street as	1		5					0	1	1				main limitations to increased production diesel oil and electric power	N	0%
6	53		Al Zawra	MIC			864	Zafaraniya	Baghdad	MB352[illegible]	1st AD		1	5				3				1		Review of previous oil contracts		Contracts with oil and electricity worth $3BID	N	0%

1

1

1

1

Prepared (b)(6) [redacted] COM

As of 10 JUNE 2004

MINATRY OF INDUSTRY AND MINERALS

LIST OF PLANTS ANNOUNCED FOR JOINT-VENTURE

Item	Name of the Company	Name of Plants
1	State Co. for Electrical Industries	Domestic Compressor
2	Diala State Co. for Electrical Industries	Electric Meters
3	Ur State Co. for Engineering Industries	- Extrusion & Oxidizing
4	=	- Foundry + Rolling + Aluminum Foils
5	=	- Electrical Wires & Cables
6	State Co. for Mechanical Industries	- Tractors Assembly
7	=	- Casting
8	Nassr State Co. for Mechanical Industries	- Central Tool Room & Moulds
9	=	- Special Steel Foundry
10	State Co. for Automotives Industry	-Trucks Assembling + Truck Bodies + Buses Assembling
11	=	- Diesel Engine
12	=	- Babil Branch
13	State Co. for Rubber Industries	Tires
14	State Co. for Tires Industry	Rubber Products & Babil Tires
15	State Co. for Batteries Industry	Al-Noor for dry batteries + Babil (1) + Babil (2) + Lead Recovery (Smelter)
16	State Co. for Construction Industries	Baghdad Thermoston
17	State Co. for Glass & Ceramic Industries	Glass
18	State Co. for Textile Ind. / Hilla	Velvet & Jacquard
19	State Co. for Diary Products	Baby Milk
20	State Co. for Sugar Industry	- Al-Mossul + Ethyl Alcohol + Bakery Yeast
21	=	- Meesan Sugar & The Farm

COALITION PROVISIONAL AUTHORITY

November 2003

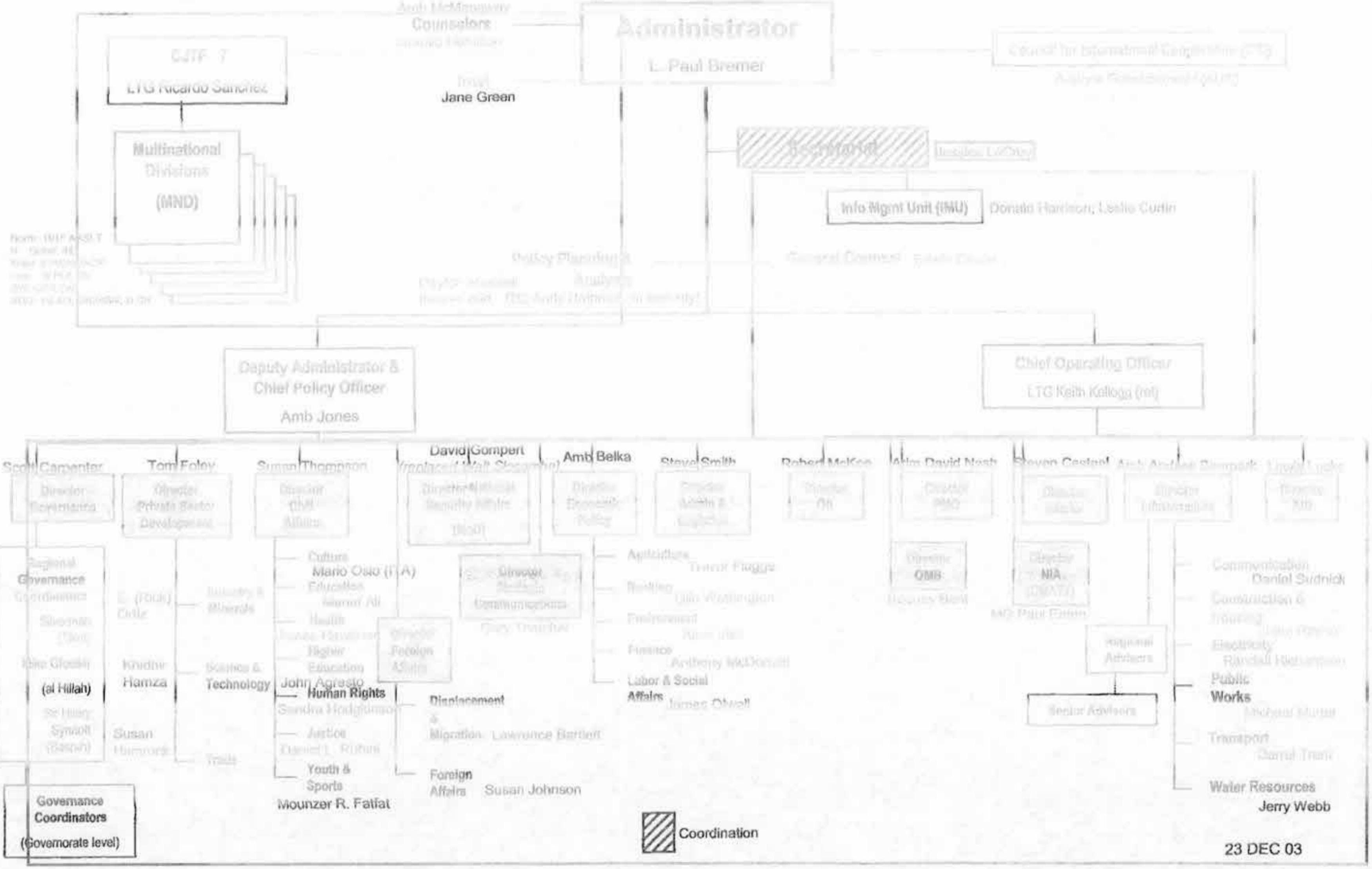


Table 8	2004			2005			2006		
	Operating bn NID	Capital bn NID	Total bn NID	Operating bn NID	Capital bn NID	Total bn NID	Operating bn NID	Capital bn NID	Total bn NID
Agriculture	35.4	17.7	53.2	42.2	75.0	117.2	45.5	75.0	120.5
Communications	1.8	7.5	9.3	6.3	225.0	231.3	6.3	225.0	231.3
Culture	12.3	1.5	13.8	9.3	22.5	31.8	9.3	22.5	31.8
Displacement and Migration	0.9	1.5	2.4	0.9	7.5	8.4	0.9	15.0	15.9
Education	805.9	10.0	815.9	806.2	30.0	836.2	806.2	30.0	836.2
Electricity Commission	2.2	-	2.2	2.2	2,280.0	2,282.2	2.2	2,475.0	2,477.2
Environment	0.9	1.5	2.4	0.9	30.0	30.9	0.9	60.0	60.9
Finance	15,693.8	122.9	15,816.7	17,441.4	240.0	17,681.4	17,545.4	240.0	17,785.4
Foreign Affairs	57.6	9.0	66.6	56.9	15.0	71.9	56.9	15.0	71.9
Governing Council	9.6	-	9.6	12.0	-	12.0	15.0	-	15.0
Health	1,345.6	75.0	1,420.6	1,592.8	150.0	1,742.8	1,790.5	150.0	1,940.5
Higher Education	171.1	12.0	183.1	171.1	7.5	178.6	171.1	7.5	178.6
Housing	55.2	200.1	255.3	46.7	450.0	496.7	46.7	450.0	496.7
Human Rights	0.9	1.5	2.4	0.9	7.5	8.4	0.9	15.0	15.9
Industry and Minerals	12.0	-	12.0	9.0	1.5	10.5	9.0	1.5	10.5
Interior	187.3	-	187.3	200.0	150.0	350.0	215.0	150.0	365.0
Justice	144.6	63.3	207.9	134.4	150.0	284.4	134.4	150.0	284.4
Labour and Social Affairs	49.2	3.1	52.3	52.2	7.5	59.7	67.2	7.5	74.7
Municipalities and Public Works	60.0	249.0	309.0	84.5	727.5	812.0	84.5	975.0	1,059.5
Oil	2.7	-	2.7	1.9	1,500.0	1,501.9	1.9	1,500.0	1,501.9
Planning	45.0	22.5	67.5	54.9	-	54.9	61.6	-	61.6
Science and Technology	28.9	7.7	36.6	31.0	15.0	46.0	31.0	15.0	46.0
Trade	10.8	4.5	15.3	6.3	-	6.3	6.3	-	6.3
Transport	34.2	93.0	127.2	8.1	750.0	758.1	8.1	750.0	758.1
Water Resources	25.2	192.3	217.5	29.3	750.0	779.3	29.3	750.0	779.3
Youth and Sport	18.2	4.2	22.4	18.2	75.0	93.2	18.2	75.0	93.2
Statutory Authorities									
Board of Supreme Audit	4.0	0.5	4.5	3.8	-	3.8	3.8	-	3.8
Central Organisation for Standards	2.7	-	2.7	1.7	-	1.7	1.7	-	1.7
Awqaf (Religious Endowments)	2.1	8.1	10.2	2.3	-	2.3	2.3	-	2.3
Iraqi Media Network	2.2	-	2.2	2.2	-	2.2	2.2	-	2.2
New Iraqi Army	34.8		34.8	109.8	-	109.8	109.8	-	109.8
Unallocated	180.0	-	180.0	180.0	-	180.0	180.0	-	180.0
Total	19,026.7	1,118.4	20,145.1	21,119.2	7,636.5	28,755.7	21,453.8	8,164.0	29,617.8

	Name	House Grid
M 31	Garabed Sahakian	38S MB 47449 89781
M 32	Firas Samir	38S MB 39310 78655
M 33	Mohamed Tofiq	38S MB 40190 83339
M 34	Taha Ismail	38S MB 36195 83962
M 35	Luay Badr Al-deen	38S MB 37721 83795

Ministry of Industry & Minerals

Nassr State Co. for Mechanical Industries	شركة نصر العامة للصناعات الميكانيكية
State Co. for Electrical Industries	الشركة العامة للصناعات الكهربائية
State Co. for Batteries Industries	الشركة العامة لصناعة البطاريات
State Co. for Dairy Products	الشركة العامة لمنتوجات الالبان
State Co. for Cotton Industries	الشركة العامة للصناعات القطنية
State Co. for Woolen Industries	الشركة العامة للصناعات الصوفية
State Co. for Hand Woven Carpets	الشركة العامة لصناعة السجاد اليدوي
State Co. for Leather Industries	الشركة العامة للصناعات الجلدية
State Co. for Geological Survey & Mining	الشركة العامة للمسح الجيولوجي والتعدين
State Co. for Vegetable Oils Industry	الشركة العامة لصناعة الزيوت النباتية
17- Nissan State Co.	شركة 17 نيسان العامة
Specialized Institute for Engineering Industries	المعهد المتخصص للصناعات الهندسية
State Co. for Industrial Design & Construction	الشركة العامة للتصميم والانشاء الصناعي
State Co. for Design & Engineering Consultations	الشركة العامة للتصاميم والاستشارات الصناعية
State Co. for Information Systems	الشركة العامة لنظم المعلومات
State Co. for Electronic Systems	الشركة العامة للمنظومات
State Commission for Training & Rehabilitation	الهيئة العامة للتدريب والتأهيل
State Commission for Research & Development	الهيئة العامة للبحث والتطوير الصناعي
Iraqi State Co. for Cement	الشركة العامة للسمنت العراقية
State Co. for Industrial Construction	الشركة العامة للصناعات الانشائية
Industrial development co.	مديرية التنمية الصناعية
That Al-Sawary State Co. for Chemical Industries	شركة ذات الصواري العامة للصناعات الكيمياوية
Al-faris State Co.	شركة الفارس العامة
State Co. for Tobaccos & Cigarettes	الشركة العامة للتبوغ والسكائر
Baghdad Factory for Furniture	مصنع بغداد للاثاث
State Co. for Mechanical Industries	الشركة العامة للصناعات الميكانيكية
State Co. for Vehicles Industries	الشركة العامة لصناعة السيارات
Al-Furat State Co. for Chemical Industries	شركة الفرات العامة للصناعات الكيمياوية
State Co. for Textile Industries - Hilla	الشركة العامة للصناعات النسيجية - حلة
State Co. for Tires Industries- Najaf	الشركة العامة لصناعة الاطارات - نجف
State Co. for Rubber Industries	الشركة العامة للصناعات المطاطية
Southern State Co. for Cement	الشركة العامة للسمنت الجنوبية
Al-Qadesia State Co. for Electrical Industries	شركة القادسية العامة للصناعات الكهربائية
State Co. for Glass & Ceramics Industry	الشركة العامة لصناعة الزجاج والسيراميك
State Co. for Phosphate	الشركة العامة للفوسفات
State Co. for Drugs & Medical Supplies Industry – Sammraa	الشركة العامة لصناعة الادوية والمستلزمات الطبية - سامراء
Northern State Co. for Cement	الشركة العامة للسمنت الشمالية
State Co. for Drugs & Medical Supplies Industry – Naniwa	الشركة العامة لصناعة الادوية والمستلزمات الطبية - نينوى
State Co. for Mishraq Sulfate	الشركة العامة لكبريت المشراق
State Co. for Ready Made Wear Industries	الشركة العامة لصناعة الالبسة الجاهزة
Northern State Co. for Fertilizer Industry	الشركة العامة لصناعة الاسمدة الشمالية
Wasit Co. for Textile Industries	شركة واسط للصناعات النسيجية/[illegible]
State Co. for Sugar Industry	الشركة العامة لصناعة السكر
State Co. for Paper Industries	الشركة العامة للصناعات الورقية/المستلزمات المدرسية
UR State Co. for Engineering Industries	شركة اور العامة للصناعات الهندسية

State Co. for Petrochemical Industries	الشركة العامة للصناعات البتروكيمياوية
Southern State Co. for Fertilizer Industry	الشركة العامة لصناعة الأسمدة الجنوبية
State Co. for Iron & Steel Industry	الشركة العامة لصناعة الحديد والصلب
Al-Nasar Alatheem Co.	شركة النصر العظيم
Ibn-sena Co.	شركة ابن سينا
Al-zawraa Co.	شركة الزوراء
Al-Sumood State Co.	شركة الصمود العامة
State Co. for refractories	الشركة العامة للحراريات
Al-hazin center for electronics	مركز الخازن للالكترونيات

MIM's Head Quarter	مقر الوزارة
Administrative Dept.	الدائرة الإدارية
Planning Dept.	دائرة التخطيط
Technical Dept.	الدائرة الفنية
Investment Dept.	دائرة الإستثمارات
Interior Auditory Dept.	الرقابة الداخلية
Technical Inspection & Industrial Safety Dept.	دائرة التفتيش الهندسي والسلامة الصناعية
Law Dept.	الدائرة القانونية
Economic Dept	الدائرة الأقتصادية
MOU operations Dept.	غرفة عمليات مذكرة التفاهم

As for the regular program of explosions we shall inform you by 3rd of May 2004, of our rudeness and No. of bore holes achieved and we underline below the requirements for the regular program.

Plant	Bore Holes	Quantity of explosions				Quantity of lime stone (Tons)	Clinker (Tons)	Time Schedule.
		SGD (Tons)	Anfo (Tons)	Cord (KM)	Fuse (pieces)			
Kufa Cement Plant	2250 3m depth	10.5	-	13.5	445	125,000	112,000	9-17 May
Muthana Cement Plant	768 12m depth	19.8	23.6	17.7	212	177,000	99500	As above
Karbala Cement Plant	533 12m depth	9	15	-	533	120,000	73,000 + 8000	As above

Chief Geologist for Southern Cement Company

1- Nabeel Abbas Ali.
2- Maki Radeef / Kufa Plant.
3- Haidar Fadhil / Muthana Plant.
4- Malik Ahmed / Karbala Plant.

X-Y Coordinates for the Quarries.

1- Kufa LATN 32 – 44 – 23.15
LONE 44-15-59.32
Altitude 39 meters above sea level.

2- Muthana Plant LATN 31-12-34.32
LONE 44-59-36.81
Altitude 65 meters above sea level.

3- Karbala Plant LATN 32- - 18.85
LONE 43- - 19.83
Altitude 70 meters above sea level.

LB 96960364

Further we enclose full technical specifications of explosions awaiting your reply.

(b)(6) [redacted]

(b)(6)

[redacted]

CPA SENIOR ADVISOR CONTACT LIST

As of: 3/25/2004 (POC: Tim Carney, MRCO, Room S101L, DSN: 318-239-8113/8119)
(NOTE: This list is in MS Outlook address book under ORHA/ORHA Groups/CPA Ministries)

(b)(6) [redacted]

	Ministry	Room
1.	[illegible]	[illegible]
2.	Communications	S214 & S20
3.	[illegible]	[illegible]
4.	Displacement and Migration	S108
5.	[illegible]	[illegible]
6.	Electricity	S117
7.	[illegible]	[illegible]
8.	Finance (Central Bank)	S210 S207
9.	[illegible]	[illegible]
10.	Health	S200 & S22
11.	[illegible]	[illegible]
12.	Housing & Construction	S115
13.	[illegible]	[illegible]
14.	Industry & Minerals	S107
15.	[illegible]	[illegible]
16.	Justice (Prisons)	S102 S100
17.	[illegible]	[illegible]
18.	Municipalities and Public Works	S221
19.	[illegible]	[illegible]
20.	Planning & Development	S104
21.	[illegible]	[illegible]
22.	Trade	M217
23.	[illegible]	[illegible]
24.	Water Resources	S227
25.	[illegible]	[illegible]

OTHER

•	Baghdad Central	N316
•	[illegible]	[illegible]
•	Development Cooperation	M105
•	[illegible]	[illegible]
•	Governance	N102
•	[illegible]	[illegible]
•	Iraqi Media Network	Green Zo
•	[illegible]	[illegible]
•	Ministries Requirements	S101L
•	[illegible]	[illegible]
•	Operations & Infrastructure	M234 & M31
•	[illegible]	[illegible]
•	Private Sector Development	S105
•	[illegible]	[illegible]
•	Program Review Board	S203
•	[illegible]	[illegible]
•	Strategic Communications	Green Zo
•	[illegible]	[illegible]
•	US Cons	Conv. Ct

CPA SENIOR ADVISOR CONTACT LIST

As of 7/9/2004 (P[illegible] Carney, IRRCO, Room [illegible], DSN [illegible]/8119)
(NOTE: This list is in the Outlook address book under ORHA/ORHA Groups/CPA Ministries)

Ministry Room DSN Phone POC's e-mail address [illegible] name and last initial

(b)(6)

~~FOR OFFICIAL USE ONLY~~

COALITION PROVISIONAL AUTHORITY ORDER NUMBER 75

REALIGNMENT OF MILITARY INDUSTRIAL COMPANIES

Pursuant to my authority as Administrator of the Coalition Provisional Authority (CPA), and under the laws and usages of war, and consistent with relevant U.N. Security Council resolutions, including Resolutions 1483 and 1511 (2003),

Furthering commitments to promote public order and safety and restore the conditions of security and stability for the Iraqi people,

Having worked closely with the Governing Council to ensure that economic change occurs in a manner acceptable to the people of Iraq,

Recognizing that many state-owned enterprises previously engaged in military industrial production (heretofore "military industrial companies") sit idle and largely abandoned throughout Iraq,

Concerned that buildings and factories of companies formerly assigned to the military industrial commission (or "military industrial companies") often contain stockpiles of hardware and materials that remain deployable for violent uses against Coalition Forces and the people of Iraq, and that employees of these companies remain needlessly underemployed and unable to utilize their skills to promote the welfare of Iraq,

Determined to secure and dispose of these stockpiles and to assign responsibility for reconstituting military industrial companies and reassigning their employees as necessary for the promotion of peace, security, and stability in Iraq;

I hereby promulgate the following:

Section 1
Purposes and Objectives

This Order promotes public order and safety for the Iraqi people by providing for the security and destruction of materials abandoned after the closure of military industrial companies throughout Iraq. This order also restores conditions of stability in Iraq by assigning responsibility for the personnel and assets of military industrial companies to appropriate ministries and facilitating the reconstitution of such companies for peaceful and resourceful uses.

Section 2
Military Industrial Companies

1) Military industrial companies subject to this Order include those state-owned enterprises listed in Annex A. The absence of appropriate responsibility for the facilities and assets of these enterprises has been determined by the Administrator to constitute a continuing threat against Coalition Forces and the people of Iraq if not appropriately secured.

2) State-owned enterprises formerly assigned to institutions dissolved under CPA Order No. 2 (CPA/ORD/23 May 2003/02), Dissolution of Entities, and those enterprises formerly assigned to the military industrial commission are generally subject to inclusion in Annex A.

3) The military industrial commission is an entity dissolved under CPA Order No. 2 (CPA/ORD/23 May2003/02).

4) The Administrator retains authority to add state-owned enterprises to Annex A if it is determined that such enterprises previously engaged in military industrial production and either (a) threaten public order and safety on account of stockpiles and/or abandoned materials that may be used for violent purposes against Coalition Forces and the people of Iraq, or (b) have real property or other tangible assets that the enterprise as presently constituted cannot adequately safeguard and thus stand in danger of being looted, severely damaged, or destroyed.

5) The Minister of Industry shall be notified of any additions or deletions to Annex A within ten days of such action being taken by the Administrator. The Minister of Industry shall also inform the Administrator of any state-owned enterprise known to have been engaged in military industrial production, but not listed in Annex A

Section 3
Disposition of Military Industrial Assets and Employees

1) The Administrator retains authority to secure facilities and dispose of the material assets of enterprises listed in Annex A so long as the Administrator finds that such facilities or assets or the lack of control over such facilities and assets constitute a continuing threat to Coalition Forces and the people of Iraq.

2) The Administrator also retains authority to reclassify and/or reorganize the enterprises listed in Annex A, so long as the Administrator finds such reclassification and/or reorganization essential to the safety of Coalition Forces and the people of Iraq, the preservation of assets and property for the people of Iraq, or the restoration of societal conditions necessary to the self determination of the Iraqi people. Where an enterprise listed in Annex A is not reassigned to another Iraqi ministry, the liabilities of such enterprise shall be assumed by the Ministry of Finance.

3) The Administrator further retains authority to reassign otherwise unemployed workers of the enterprises listed in Annex A to other Iraqi ministries, governmental agencies, governmental instrumentalities, or state-owned enterprises, so long as the Administrator finds such reassignment furthers the security and safety of Coalition Forces and the people of Iraq or furthers the restoration of societal conditions necessary to the self determination of a free people.

4) To ensure continuity in the economy of Iraq and the salaries of workers reassigned under this Section, the Minister of Finance will assure that the budget of any enterprise reassigned and/or reclassified under this Section, and the associated payroll information for any employee reassigned under this Section, shall follow that enterprise or employee to their new ministry or place of employment. Employees reassigned under this Section shall be guaranteed a salary commensurate with the salary paid by their former employer.

5) The Minister of Industry must be notified in writing of any action taken under this Section, and within 14 days of such notice may issue an opinion as to whether such action serves the interests of the Iraqi people. The Minister of Industry may make specific recommendations for alternative courses of action, keeping in mind that the Administrator retains full authorization under the laws and usage of war to ensure and restore public order and security in Iraq.

Section 4
Assignment and Consolidation

1) Responsibility for military industrial companies and the assets and personnel thereof not listed in Annex A shall be assigned to the Ministry of Industry and Minerals or such other ministry as the Administrator deems appropriate. These companies shall include all state-owned enterprises formerly supervised or owned by institutions dissolved under CPA Order No. 2 (CPA/ORD/23 May 2003/02), or formerly assigned to the military industrial commission.

2) Military industrial companies assigned to the Minister of Industry and Minerals under this Section may be subject to consolidation pursuant to the procedures set forth in other CPA Orders.

Section 5
Administrative Instructions

The Administrator may delegate authority to issue Administrative Instructions to clarify and implement this Order.

Section 6

Inconsistent Legislation

Any provision of Iraqi law that is inconsistent with this Order or Annex A is hereby suspended to the extent of such inconsistency.

Section 7
Entry into Force

This Order shall enter into force on the date of signature.

4/15/04

L. Paul Bremer, Administrator
Coalition Provisional Authority

Annex A

Military Industry Commission Companies (MIC's) to Ministry of Industry and Minerals (MIM):

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
1. Al Saheed	Copper production	1,309	11.9%	45%	MIM
2. Tariq	Pesticides, chemicals	896	30.6%	25%	Ministry of Finance
3. Hamemurabi	Pistols, small arms	636	2.2%	15%	Ministry of Finance
4. Al Tahady	Electromecanichal	399	10.4%	35%	MIM
5. Ibn Waleed	Heavy armored veh. Rep.	976	10.5%	60%	Ministry of Finance
5. Al Ikhaa	Mechanical, optics	2,382	1.7%	20%	MIM
7. Al Rasheed	Co2 produce, mechanical	2,250	43.2%	50%	Ministry of Finance
8. Asahf al Kabir	Concrete additives	86	20.1%	35%	Ministry of Finance
9. Al Noaman	Plastic injection, irrigation	643	6.0%	10%	MIM
10. Al Uboor	Mechanical machining	1,217	20.4%	100%	Ministry of Finance
11. Al Mansour	Solar cells, IC, gases	670	0.2%	5%	MIM
12. Radhwan	Machining	760	34.0%	60%	Ministry of Finance

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
13. Al Nidaa	Dies, molds, gears	1,281	41.3%	80%	Ministry of Finance
14. Al Salam	Construction Equip.	752	7.7%	100%	Ministry of Housing
15. Ibn Majed	Eng. Mfg. Marine et.al.	1,648	21.6%	30%	MIM

MIC's to Ministry of Labor and Social Affairs (MOLSA)

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
1. Training Center	All defense SOE's specialties	N/A	N/A	N/A	Ministry of Labor

MIC's That Will Have Surviving Assets and Employees Transferred to Other Iraqi Government Agencies

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
1. Jaber ben Hayan	Plastic, rubber, filters	904	25.7%	95%	Ministry of Finance
2. Yarmuk	Ammunitions, barbed wire	2,788	65.8%	100%	Ministry of Finance
3. Al ezz	Electronic switching	1,046	23.7%	100%	Ministry of Finance
4. Al Kadissiya	Guns, grenades, mortars	3,035	69.9%	100%	Ministry of Finance

Enterprise Name	Area of Activity	Total Amount of Workers	Buildings Level of Destruction(%)	Machines Destruction and Looting(%)	Assign Employees and Assets to:
5. Al Fidaa	Hydraulic, pneumatic systems	1,285	50.2%	100%	Ministry of Finance
6. Al Karama	Missiles, mechanical	2,287	51.4%	40%	Ministry of Finance
7. Al Qaqa	Explosives, powder, TNT	5,365	36.6%	85%	Ministry of Finance
8. Badr	Tools, dies	1,631	92.8%	100%	Ministry of Finance
9. Tabook	Powder for cartridges	522	5.5%	20%	Ministry of Finance
10. Al Hadher	Chemical products	572	70.6%	100%	Ministry of Finance
11. 7 Nissan	Fuses, military shells	2,652	94.2%	100%	Ministry of Finance
12. Al Hareth	Radars, welding equipment	1,387	0.0%	60%	Ministry of Finance
13. Al Kindi	R & D radars	976	18.0%	90%	Ministry of Finance
14. [illegible]	Irrigation systems	675	22.3%	100%	Ministry of Finance
15. Salahuddeen	Communication, radars	2,900	34.2%	75%	Ministry of Finance
16. Ibn Rushd	Qa, testing, inspection	448	30.0%	100%	Ministry of Finance
17. Hutten	Ammunition, guns, mortars	5,473	25.9%	70%	Ministry of Finance

7	35	d	State Co for Cotton Industries	Textile	Cotton Industries	Production	1,300	Ninawah	Mosul	LF31177720886	101st		1	3MW/Hr	3	2		2	6MW total power required	0		1		Requires additional 12mw	Operational		Y	30%
[illegible]	16	a	Northern Cement Company	Construction	Cement Co		[illegible]	Ninawa	Mosul - Sinjar	KF[illegible]3259	101st	120Km [illegible] Mosul	1	20MW/Hr	[illegible]			17	7MW for start up 20 MW for SS and 35 MW for fullO	[illegible]				one cement line and grinding line operational		Grinding only 1000 tons/day second lined damage	Y	30%
5	18	b	Northern Cement Company	Construction	Cement Co		1,000	Ninawa	Mosul-B[illegible]	LF14640[illegible]4974	101st	20Km NW of Mosul	1	2[illegible]MW/Hr	2	15		15	11MW for start up 20 MW for SS and 25 MW for fullO	6		1		two lines in operation old, new, expansion		1200 tons perday	Y	30%
6	45	d	State Commission for Training Centers	Service				Baghdad	Zaafarania	MB528[illegible]907	[illegible] AD		1		[illegible]					0	1	0	1	Partially damaged			Y	30%
3	19	f	Southern Cement Company	Construction	[illegible] Razzaza	Production	500	Karbala			MNDCS	Need Grid Location ...	1	13MW/Hr	4	4				3		1	1	Started one line of production at 150 tons a day of lime		preparing for start up	Y	30%
[illegible]	19	[illegible]	Southern Cement Company	Construction	[illegible]	Production	500	Karbala			MNDCS	Need Grid Location	[illegible]	2MW/hr	4			3	4MW total	3		1		Lime facility			Y	10%

7	40	a	State Company for Hand Made Carpets	Textile		Production	890	Baghdad	Baghdad	MB39384276	1st AD	#56	0		4					0			1	sales =$50,000/ month		Locations include Mosul, Kirk MDD SE, Hilla, Ar Ramadi, An [illegible]	Y	33%
1	2	c	The General Company for Vegetable Oils	Food	Alwaan	Production	324	Baghdad	Baghdad	MB457832	1st AD		1	8MW/hr	3	2		3	On diesel generator 3 mw	0		1				Q = 150 tons of laundry soap	Y	34%
3	11	a	State Company for Tire Industry	Chemical	Najaf Tire Industry	Production	2,109	Najaf	An Najaf	MA31788779	MNDCS		1	8MW/hr	4			3	Feed from substation in An Najaf	0		0		2 mw power supply Started production 22 Sept 2003, Planned C = 1,000 tires a day	reached 650 tires/day	7-10MW for full production Natural gas required	Y	35%
5	20	a	Iraqi Cement Company	Construction			500	Anbar	Falluja	LB9915093912	3rd ACR		1	5MW/hr	3	2.5		2.5		0		1		Started grinding of white cement 300 tons per day		for white cement... started 1 mill 300T/d	Y	36%

7	37	8	State Company for Textile Industries	Textile	Hilla Textile Company	Production	2,842	Babil	Al Hilla	MA4650835673	MNDCS	Center of Hilla towards south on road to Najaf and Diwaniah ... Need grid location ...	1	5MW/hr	4	2		2	Has 2MW/hr presently 5 MW design capacity	0		1		Started recently due to power supply		sales @ 150MID/ month	Y	37%
[illegible]	30	9	Woolen Co	Textile	Carpet	Production & admin	700	Baghdad	Baghdad	MB39[illegible]	[illegible]	800	1	2MW/hr	[illegible]			2		0	1	-	0		Operational	3207 total employment, 70% capacity	Y	40%
8	20	[illegible]	State Company for Materials Construction Industry	Construction	Sand Plants	Production	150	Karbala	Karbala	44 00 32 37'	MNDCS	six (6) sites throughout city	1	1MW/hr	5					0		1		Operational			Y	40%
[illegible]	[illegible]	[illegible]	State Company for Manmade Carpets	Textile		Production		Ninewah	Mosul		101st		[illegible]							0	-	[illegible]	-				Y	[illegible]
5	18	6	Northern Cement Company	Construction	Cement Co		800	Hamam	Mosul-Alla	LF3039077[illegible]	101st	20Km S of Mosul	1	5MW/hr	3	10		5	3-5MW for start up, 15 MW for ready state 20 MW Max	0		0		Only old line operating... new line not operating		Q = 300 tons/day	Y	40%

3	7	6	Al Furat State Company for Chemical Industries	Chemical	Polypropylene	Production	827						1						requirements included above	0		1				production dropped to 25000 bags per day	Y	44%
10	12	8	Glass and Ceramics Company	Construction	Glass Company	Production	1,260	Anbar	Al Ramadi	LC38[illegible]419	1210	Near City Center @ confluence of Euphrates and Warar River go south... plant on right side of road	8	3MW	1	1		1	Needs natural gas also needs 5kL/M LPG	0		1		Started production of glass using diesel oil. Need 3MW from unreliable generators		Reached 25tons/day flat glass. Also started line of bottle production at 5 tons / day	Y	60%
3	11	6	State Company for Tire Industry	Chemical	Rubber Belt	Production	0	Najaf	An Najaf	MA38692[illegible]63	MNDCS		1	1MW	4			0.5		0	0	0	0			Q=2000 tires due to electrical power problems	Y	50%
7	41	8	Leather Manufacturing Co.	Textile			1,402	Baghdad	Baghdad	MB49508148	1st AD		0		4			2	2MW with generator	0	0	0	1	Needs raw materials to increase capacity and 2mw stable electric power		Production for August 220M ID	Y	60%

[illegible]	45	[illegible]	Industrial Promotion	Service			180	Baghdad	Baghdad	MB479849	1st AD	Current location of Ministry	0	0	0					0	0	0	1	Requires directives on what to do			Y	50%
[illegible]	45	[illegible]	State Commission for Training Centers	Service				Baghdad	Baghdad	MB43[illegible]138	1st AD		0		5					0			1	Undergoing reorg		Have not received approval on new student enrollment	N	50%
[illegible]	45	b	State Commission for Training Centers	Service				Dhi Qar	Nassiriyah	PV1[illegible]	1st AD		0		5					0		0	1		Operational		Y	50%
[illegible]	31	-	State Company for Materials Construction Industry	Construction	Sand & Gravel	Production	150	Salah Al-Dien	Tikrit		4th ID	Near Balad	1	1MW/hr	5					0		1		Operational		Need when construction boom begins	Y	50%
2	5	b	SDI	Pharmaceuticals			200	Baghdad	North Baghdad				1	1.5MW/H			1		own generator	0		1		Needs 1 new additional to double production	Operational	O2 for medical purposes Nitrous gasses and bandages	Y	50%

3	7	a	Al Furat State Company for Chemical Industries	Chemical		Production	660	Hilla	Sadat Al Hindiyah	44 15' 32 40'	N/A	70 Km South of Baghdad and 35 Km "before" Karbala	1	6MW/H	1	5		4.5		0	0	1	0			Produces gasses (NaOH) (H2SO4) (Hcl) (cl2) (NaOCl) for uses in refineries, power stations and sterilizing water sales about 1000MID a month	Y	50%
3	7	b	Al Furat State Company for Chemical Industries	Chemical		Production	0	Hilla	Sadat Al Hindiyeh	45 15' 32 40'	N/A	71 Km South of Baghdad and 35 Km "before" Karbala	1						requirements included above	0	0	1	0			2nd plant, same products as above	Y	50%
5	18	d	Southern Cement Company	Construction	Saddah	Production	500	Babil	Saddah	44 25' 32 43'	MNDCS	Near Babylon Verify Saddah vs Saddat... Verify grid location ...	1	6MW/H	3	5		0	7MW total demand	0		1		Need power to start production @ 3mw, started 1 line of production @ the rate of 250 tons per day			Y	30%

6	24	8	State Company of Geological Survey & Mining	Construction	Salt	Production	56	Al Dora	Samawa		4th ID	35Km N of Sammawah	0	1 MW/hr	4					0			1	Production depends on orders	Operational		Y	50%
5	35	7	Woolen Co.	Textile	Service	Clean and Dye	300	Salah Ad Din	[illegible]	MB3402[illegible]	4th ID	on river 1/2 E from furniture factory	1					3					1	Power interruptions		50% capacity ... (raw material shortage) per DG... Dr K says no	Y	50%
3	34	4	Wasit State Company for Textiles	Textile	Wassit Textile	Production	2,057	Wasit	Al Kut	NA774[illegible]	MNDCS		1	3MW/hr	4	2		3	5MW design capacity	0		1		Started production		sales @ 300MID/ month	Y	51%
2	10	5	Al Sumery Co.	Chemical		Production	325	Baghdad		MB37988326	1st AD		8	3MW					fiberglass	0	1	1	1	rockwool D started			N	53%
[illegible]	[illegible]	[illegible]	State Company for Hand Made Carpets	Textile		Production		At Ta'Mim	Kirkuk		4th ID		0							0	0	1	1				Y	54%
1	2	5	The General Company for Vegetable Oils	Food	Ma'amun	Production	924	Baghdad	Baghdad	M 8491840	1st AD	New Rashid Military Camp	1	3MW/hr	3	1		2	1MW with diesel	0		1	1			shampoo, liquid bleach, sulphuric acid production resumed	Y	56%

3	10	b	Al-Sawary Co	Chemical	Al Ghad	Production	93	Baghdad	Baghdad	MB285[illegible]	4th ID	[illegible] from rekweld	1	3.5MWHr	4			0.25	resins, inks, glue	0	1	1		started O of PVA2 resins after plant rehab		2MID for inks, 250 MID for insulation ... only emulsion paint productio n	Y	59%
7	39	b	State Co of Ready Made Woolens	Textile	Baghdad Factory	Production	300	Baghdad	Baghdad	MB434911	1st AD		0	1MWHr	4			1		0		1	0				Y	80%
8	45	a	State Commission for Training Centers	Service				Basrah	Basrah		MNDSE		8		4					0		0	1		Operational		Y	80%
1	2	a	The General Company for Vegetable Oils	Food	Rasheed	Production	600	Baghdad	Baghdad	MB48718292	1st AD	Across from Baghdad Power Plant	1	3MWHr	3	0		2	Can get by with 2.5 MWHr power supply [illegible]o. 1 MW with diesel	0		1	1		One shift operation as security improves. In Oct 2 shifts	Obtained 1 MW from S. Baghdad PP... [illegible] near each other in Rashid Camp	Y	62%
7	40	b	State Company for Hand Made Carpets	Textile		Production		Babil	Hilla		MND CS		0							0	0	0	1				Y	63%
7	41	b	Leather Manufacturing Co.	Textile		Tanning	680	Najaf	Al Kufa		MNDCS		0		4	2		2		0	0	1	0	Power supply and stability issues		Expected 700M ID for Sept.	Y	70%

6	32	a	General Systems Company	Engineering			419	Baghdad	Baghdad	MB48358350	1st AD	On the highway opposite Al Shaab Stadium beside University of Technology	0		3			0.3		0	0	0	0	Started production as per signed contracts		Contracts with oil and electricity worth $1.8M USD	Y	70%
[illegible]	[illegible]	[illegible]	Samarra Drug	Pharmaceutical		Production	2,500	Salahdin	Samarra	LC03273786	4th ID	North side of city	[illegible]	5.5	[illegible]	[illegible]		[illegible]	Have electricity needs met at 4MW	[illegible]		[illegible]	[illegible]	Verify if need is 3.0 or 35 MW		Q=1.5BIB Reached 1.8B IQ sales. Now 850MIQ/ month... MoH not purchasing stock	Y	71%
7	40	f	State Company for Hand Made Carpets	Textile		Production		Anbar	Anna		82nd		0							0	0	0	1				Y	84%
7	40	e	State Company for Hand Made Carpets	Textile		Production		Babil	Hilla		MND-CS		0							0	0	0	1				Y	87%
7	40	g	State Company for Hand Made Carpets	Textile		Production		Anbar	Rawa		82nd		0							0	0	0	1				Y	91%

Current Power Utilized (MW) 196

Ministry Of Industry & Minerals: State Owned Enterprises
Needs Assessment as of January 2004

SC	File #	Factory	Enterprise	Sector	Facility		Employment	Location					Needs											Actions		Remarks	Q	Cap Util vs 2002
													Electricity															
					Name	Type		Province	City	Grid	Coalition Sector	Remarks	Fix	Capacity rated	Priority	1 August MW Done	Diesel Supply	Current supply	Remarks	Natural Gas	Replace from Looting	Needs Cash	Needs Other	Items	Status			
3	10	8	Al-Sawary Co	Chemical	Reloweid	Production	67	Baghdad	Baghdad		1st AD	S of Canal to the left 3 Km from radio plant	1	.5MW	4				rockwool	0				damage 50%		DG under question subplant in Baghdad	Y	1%
3	12	10	Al Sawary Co	Chemical		Production	181	Baghdad		MB26526875				3MW/Hr					resin, glue	0						total sale in 15 days is $20,000 ink production started	Y	2%
1	1	1	Dairy Products	Food	Dairy Factory	Production & Admin	700	Baghdad	Abu Ghuraib	MB234457	1st AD		1	2MW/hr	3				Operating under generator with 1MW					Required raw milk or imported powdered milk		20MTD per month (was 300MTD)	Y	5%

1	5	a	State Owned Company for Tobacco and Cigarettes	Food	Tobacco	Habibiyah	1,400	Habibiyah	Baghdad	MB519934	1st AD	Sadr City	1	3MWHr	3	2		2		0	0	1	1			at 500 cartons per day	Y	5%
1	48	[illegible]	Specialized Institute for Engineering	Service			307	Baghdad	Baghdad	MB462[illegible]	1st AD		0		4					0			1	Started many contracts - worth 60MID - needs refurb			Y	5%
1	2	g	The General Company for Vegetable Oils	Food	Al Muatasem	Production	450	Maysan	Misan		MDD SE		1	4MWHr	5					0			1			Soap and detergent production	Y	5%
1	4	b	Sugar Co	Food	Sugar	Production	230	Ninawa	Mosul	LF33601830	101st	Next to Mosul airport	1	1MWHr	5	1		1.5	Has 4.5MW in plant from boiler	0		1	1			Beets and yeast factory. Q=3,000 tons of sugar = $350-$400 per ton...Current production of yeast only at 4.5 tons... sales = 5MID/month	Y	5%

5	24	b	State Company of Geological Survey & Mining	Construction	Sodium Sulfates	Production		Al Dora	Salhadin		4th ID	35Km NE of Sammana on the Buhayrat Shari... Verify location on large map	1	1 MWh/	4					0		1	1	currently supplying silica for glass plant		Needs orders	Y	5%
8	49	a	State Industry for Furniture	Service	Baghdad Furniture Company	Production	747	Swairah	Tajji	MC33380209	1st AD	203 Meters North of Powerplant in Tajji where US Security is posted... Need grid location... Near paper plant making egg cartons...	1	0.5MW/hr	4					0		1	1				Y	5%
9	62		Ibn Sena	MIC			750						1	4				[illegible]				1				Started production of chemicals & gas	Y	5%
8	54		Al Samood	MIC			1,487	Baghdad		MC28721584			1	[illegible]				2				1				Started contracts worth $1.9M	Y	7%

7	7	3	[illegible]	1	1	2
36	38	29	-	8	5	33
a	c	c	a	c	a	a
[illegible] Co	Woollen Co	[illegible] Cement Company	State Company for Batteries Industry	State Company for [illegible] Industry	State Company for Tobacco and Cigarettes	Vehicles Co
[illegible]	Textile	Construction	Chemical	Chemical	Food	Engineering
			Dry-cell Battery		Tobacco	
Spinning Factory	30-Jul		Production	Smelter	Karradah	
[illegible]	300	800	300	220	700	400
Baghdad	Baghdad	Baghdad	Baghdad	Baghdad	Baghdad	Hilla
Baghdad	Baghdad	Baghdad	Baghdad	Baghdad	Baghdad	Iskandaria
MB[illegible]	MB19239285	MB49680174	MB23898820	MB[illegible]2287	MB45327313	MB39304102
1st AD	1st AD	1st AD	1st AD	1st AD	1st AD	MNDCS
			Inside military camp		Karradah	
1	1	1	1	1	1	1
1.3MWh	3MWh		0.5MW	1MWh		
4	4	4	5	2	3	5
					1	
1	1			0.5	1	
3MW diesel	3MW diesel		Operating on internal generator	Operating on internal generator	[illegible] on hold by generator	Requires truck components
0	0	0	0	0	0	0
1	1	1	1	1		1
			0	0	1	1
			Shortage of raw materials			Completed 10 trucks after adding missing parts.
	Operational		Operational			
			1.4M dry cells / month. Need money for raw materials	Produces fuel	[illegible] per month [illegible] (vs 250)	Requires assembly components
[illegible]	Y	Y	Y	Y	Y	Y
10%	10%	10%	10%	10%	10%	8%

8	32	a	Vehicles Co	Engineering			400	Hilla	Iskandaria	MB3930441102	MNDCS		1							0				Completed 10 semi trailers		Non standard equipment	Y	10%
6	33	c	Vehicles Co	Engineering			400	Hilla	Iskandaria	MC3930441102	MNDCS		1						Requires chassis	0		1	1	Completed 13 busses		Bus assembly	Y	10%
5	18	a	Southern Cement Company	Construction	Materials	Production	800	Karbala	Karbala	MB8390084	MNDCS		1	3 MWhr	1	10		60	2 lines 4 units, 5MW W total capacity	1		1		One line in production at low efficiency		Q=500 tons per day	Y	10%
8	30	a	State Co. for Electrical Industries	Engineering	Electrical Company	Production	1,240	Baghdad	Baghdad	MB436921	1st AD	Adjacent to Wazirish battery factory	1	1.5 MWhr	1	2		3		0		1		Output 300M ID per month. Lack of raw materials, air conditioning plant awaits raw materials		subtraction of electrical motors Q=$120,000/month, suffered hugely from looting	Y	15%
7	35	a	State Co for Cotton industries	Textile	Cotton Industries	Production	2,400	Qadisiyah	Diwaniah		1st AD		1	7.5MWHr	4			3	7.5MW required, 7.75MW at full production	0		1		Inventory = 4.25BID		started operations on 30% of machinery	Y	15%

[illegible]	[illegible]	c	[illegible] Co	Engineering		Production	[illegible]	Salah ad Din	Taji	MC28801650	4th ID	35 Km N of Baghdad on MSR	[illegible]	[illegible] MW/hr	[illegible]		[illegible]	Have substation inside plant...10 MW needed for entire production...2MW for steel structural fabrication	[illegible]					Started steel structure production	have $350k in contracts ... more pending Q of steel structures	Y	15%
[illegible]	39	b	State Co. for Electrical Industries	Engineering	Electric Bulb Co	Production	618	Salahdin	Taji	MC31120032	4th ID	Next to Taji gas plant	1	1.0 MW/hr	4	1	1	natural gas provided for operations	0		1					Y	15%
[illegible]	[illegible]	[illegible]	[illegible] Company	[illegible]	Chemical Company	Production	[illegible]	[illegible]	[illegible]	[illegible]29	4ID		[illegible]	[illegible] MW/hr	[illegible]		[illegible]	Needs natural gas [illegible] LPG	[illegible]		[illegible]		Obtained 40 tons of LPG and started furnace		Need [illegible]	Y	30%
[illegible]	[illegible]	a	State Company for Rubber Industry	Chemical	Ad Diwaniyah Tire Co	Production	1,200	Qadisiyah	Ad Diwaniyah		MNDCS		[illegible]	[illegible]	4		3	needs 3.2MW	0		1		Provided with 3 mw Planned Q = 169 tons a month	7 tons per day	some lab problems	Y	20%

7	35	a	State Co for Cotton Industries	Textile	Cotton Industries	Production & admin	2,300	Baghdad	Baghdad	MB377919	1st AD	On rd to Mosul opposite railway	1	5MW/Hr	2	3	2		5MW until full Q	0				2MW diesel		monthly sales 4,500MID inventory in finished product = 4,3890	Y	20%
8	45	g	State Commission for Training Centers	Service				Baghdad	Baghdad															Waiting center operational			Y	20%
1	2	a	The General Company for Vegetable Oils	Food	Mansur Plant	Production	300	Salahdin	Beji	LD87187686	4th ID		1	12MW/hr	5	3	2			0		1	0			Raw materials 2 months; 300 tons of oils... Requiring cotton seeds	Y	20%
5	20	a	Iraqi Cement Company	Construction	Cement Co		750	At Tamim	Kirkuk		4th ID	10 Km SE of KirkMDO SE	1	2MW/Hr	4	20		20		0		1		Daily production 500 tons production problem: low capacity utilization		one of 2 lines operational Capacity of 30,000 tons a month	Y	20%
7	41	c	Leather Manufacturing Co.	Textile			477	Najaf	Najaf		MND CS		1					0.5		0		1		Started production of sports shoes		Producing 3M ID per day	Y	20%

7	39	c	State Co of Ready Made Wears	Textile	Anah Factory	Production	200	Anbar	Anah		82nd	In City... Need grid location ...	1	0.5MW/hr	4			0.5		0	0	1	0	operatio nal			Y	24%
[illegible]	21	c	State Company for Materials Construction Industry	Construction	Kassia Brick Plant	Production	220	[illegible]	Kassia-Ad Diwaniyah - Ad Diwaniyah		9th DCS	Need grid location	0	1MW/hr	2			1	lack of diesel oil limiting production	0		1				Operation at 70K bricks per day	Y	24%
7	39	c	State Co of Ready Made Wears	Textile	Mosul Factory	Production	1,200	Ninawah	Mosul	LF31012087	101st	In City... Locate site on large mtrs...	0	1MW/hr	4			1		0	0	1	0	Requires raw materials			Y	24%
7	[illegible]	c	Iraqi Cement Company	Construction	Cement Co		[illegible]	Anbar	Al-Qaim		3rd ACR		1	20MW/hr	4			1		0		1		Started production at 1,000 tons per day. Expected monthly production 25K tons		00,000 ton of klinker	Y	25%

5	19	0	Southern Cement Company	Construction	Samawah	Production	750	A'Muthanna	As Samawah	NV00506519	MNDCS	Need Grid Location ...	1	40MW/hr	1	50		10	17MW full [illegible] one line 34MW total	0		1	1	Started rehabilitation for operation in mid-October ... and cement grinding at 500 tons per day ... started [illegible] at 1500 tons/ day	second line up [illegible] w/ 10 MW	Locations 35 km from Samawah ... sulphate resistant cement stocks 20,000 tons	Y	25%
5	21	3	State Company for [illegible] Construction Industry	Construction	Mahawel Brick Plant	Production	220	Ad Diwaniyah	Babylon Mahawel		MNDCS	Need grid location	0	1MW/hr	2	2		2	lack of diesel oil limiting production	0	1	1	1			Operation at 60K bricks per day	Y	25%
7	36	0	Woolen Co.	Textile		14th Ramadan	450	Baghdad	Baghdad	MB38419258	1st AD		1	2MW/hr	4				2mw own diesel generator	0		1	1		Operational	Requires more electricity to increase production	Y	25%
7	36	0	Woolen Co.	Textile		1-Jun	350	Baghdad	Baghdad	MB37539421	1st AD		1	2MW/hr	4			1	2MW diesel under repair	0		1	1			27,155	Y	25%

[illegible]	21	[illegible]	[illegible]	Engineering		Production	547	Anbar	[illegible]	MB11198644	32nd	Near [illegible] of Anbar	[illegible]	1MW/H	[illegible]	15KW		[illegible]	1MW for start up, 5 MW total. Operating on Diesel	[illegible]			[illegible]	Obtained contract for $2.4M for water treatment [illegible]	another $[illegible] and $1.[illegible] pending	Heavy engineering equipment. Can get to 60% capacity in 60 days assuming 5 MW achieved [illegible]	Y	[illegible]%
[illegible]	2	0	The General Company for Vegetable Oils	Food	Ammarah Plant	Production	700	Maysan	Misan		MOD SE		1		5		2		Operational on 2nd diesel detergents and soap	0	0	1	0			One shift for security start on 23.9.2003	N	25%
[illegible]	[illegible]	[illegible]	State Company for Cement Industry	[illegible]	[illegible]	[illegible]	[illegible]	Baghdad	Baghdad	MB[illegible]172	1st AD		[illegible]	[illegible]	[illegible]	[illegible]		[illegible]	[illegible]	[illegible]		[illegible]				[illegible] 1,800 lead acid batteries per month	[illegible]	[illegible]
[illegible]	21	1	State Company for Construction Materials Construction Industry	Construction	Abu Ghraibe Concrete Plant	Production	100	Anbar	Abu Ghraibe	MB2[illegible]	1st AD		0	0.7MW/H	2					0	1	1	1	Operational			Y	30%

9	51		Nasser Al Adeem	MIC			1,106	Baghdad	Baghdad	MB 83356157	1st AD		1	10				2				1				Started some contracts with oil ministry 260MID	Y	30%
8	31	8	Diala State for Electrical Industries Co	Engineering			2,254	Diyala	Baqouba	MC 08893708	4th ID		0	2MW/hr	1	3		3	Have 3 MW currently ... interruptions in electricity cause problems for machinery	0				Operational. Sales at 100M ID /month		obtained $1800k in contracts from Russian Company	Y	30%
5	9	8	Southern Cement Company	Construction	Najaf & Kufa	Production	2,000	Najaf	Kufa	MA 46503587	MNDCS		1	17MW/hr	2	20		12.5	old K needs 4 MW new K needs 25 MW	0		1				2 locations in Najaf. 300 tons per day for old kufa 1000 tons/day for new kufa	Y	30%
2	6	8	State Company for Medical Industries and Appliances	Pharmaceutical			300	Nineveh	Mosul	LF 27153888	101st		1	0	2	3		27	Q=8 [illegible]00/month	0		1			Operational	Q=200MID per month... lost time (contracts) for MOU... need PWC for raw material	Y	30%

Foreign Language

Foreign Language

2-23-04

TO WHOM IT MAY CONCERN.

ACCORDING TO SHEIK FAKRI IBRAHIM NASSER ON 07 FEB 2004 THE FOLLOWING VEHICLE IS TO BE TURNED OVER TO ITS OWNER ABBAS [illegible] HASSAN.

(TANKER TRUCK
YELLOW
LIC = 75807
ENG = [illegible]
CHASSY = YS2-[illegible]-TC[illegible]

THIS VEHICLE IS IN THE CURRENT POSSESSION OF SAAD AL-[illegible] THE DIRECTOR OF THE MINISTRY OF [illegible]

(b)(6) [redacted]

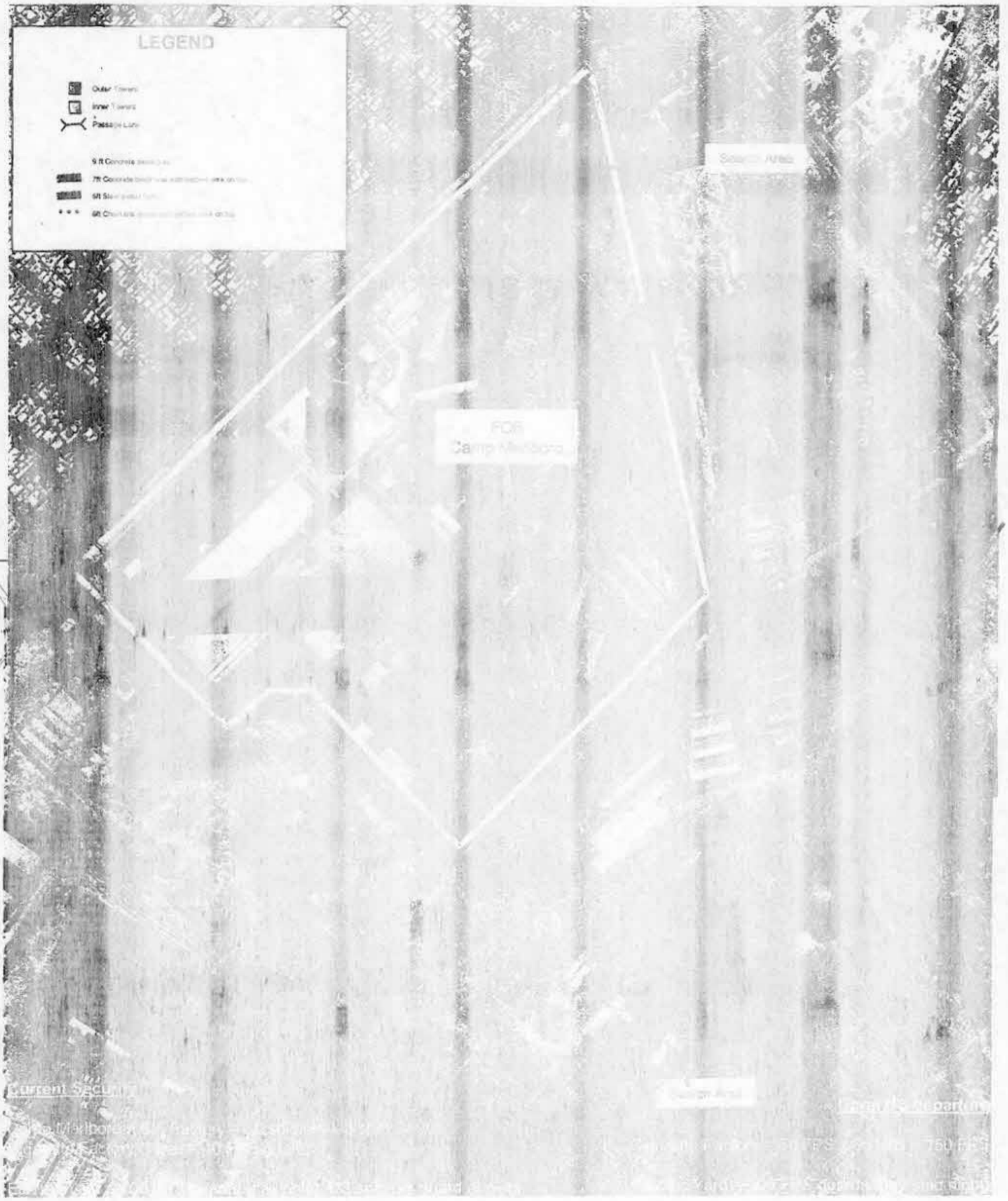
C/O AL ZAFARANIA POLICE STATION
UNIT 584-0905

(b)(6) [redacted]

Please see me.

As of: 18 Feb 04

Camp Marlboro : Cigarette Factory



(b)(6)
[redacted]

	Public Companies		
1	Saban Sarheed	Tobacco & Cigarettes	822-7132
2	Hamoudi Ali Abbas	Al-Furat Chem. Ind.	822-7133
3	Mouqbel Barrak	Woolen Ind.	822-7127
4	Mohammed abdulla	Iraqi Cement	822-7129
5	Ali Na'ma	Design & Ind. Consult.	822-7131
6	Dr. Hameed Ali Al-Anbari	Design & Ind. Const.	822-7130
7	Munqith Al-Baker	Electronic Systems	822-7125
8	Mudhafar Jaffar	Veg. Oil Ind.	822-7134
9	Mrs. Mary Hanna	Hand Made Carpet co.	822-7126
10	Basim Ma'adhidi	Electric Ind. Co.	822-7121
11	Abeer Talib	Information system	360-7919
12	Jenan Yousif	M.O.U	822-5251

	Investment Advisors		
1	AbdulSatar Al-Safi	Economic dept.	360-7915
2	Jaqoub Shonya	Economic Consultant	360-7917

	Security		
1	(b)(6) [redacted]		822-7138
2	Umed		822-4955

1	(b)(6) [redacted]	Advisor	(b)(6) [redacted]
2	[redacted]	Advisor	360-7979

	Head Quarter D.G		
1	AbdulQader Burhan	Audit dept.	360-7900
2	Sami Raouf	Planning dept.	360-7888
3	Fikrat Hikmat	Eng. Inspection	360-7903
4	Emad Al-Qassab	Administ. Dept.	822-7136
5	Sarmed A. Ismail	Legal dept.	822-7137
6	Hadi A. Waheed	Investment dept.	360-7970
7	Taha A. Jabar	I.S.K.C	822-7120
8	Dr. Salah Qanboor	Tech. Dep.	822-4240
9	Omed A. Amajeed	Com. Dep.	360-7916

	Advisors		
1	Dr. Qaro	Advisor	360-7948
2	Mr. Falah Darweesh	Advisor	360-6076
3	Mr. Amin Akef	Advisor	360-3203
4	Dr. Waleed E.		822-7720
5	Ra'ad Rasool		360 - 9025

	Minister Office		
1	Mr. Taha Ismaeel	D.G	360-7918
2	Mr. Ra'ad Al-Safi	Expert	822-7124
3	Ragheed Elia	Secretary	822-7128
4	Mrs. Siran Ali	Secretary	822-4309
5	Office : Tanmia	Ragheed	360-5103

Name of Company	[illegible]
State Co. for Textiles Ind.	nasseq_hilla@yahoo.com
State Co. for Drugs & medical	ind-sdi@uruklink.net
supplies Ind. / Sammara	nai_iraq@yahoo.com
State Co. for Drugs & Medical supplies Ind. / Ninavah	ninavahdrugs@yahoo.com
Al-Furat State Company.	furattco@yahoo.com
	furattco@iraq4u.com
State Company for Batteries Ind.	scmc_iraq@yahoo.com
Al-Sumood State Company.	sumoodm@yahoo.com
Al-Faris State Company.	al_faris2004@yahoo.com
17 Nissan State Company	17nissan@warkaa.net
State Co. for Vehicles Ind.	scvi_iraq@yahoo.com
State Co. for refractories.	scr_iraq@hotmail.com
State Co. for Electronic Systems	vsat-gsc@yahoo.com
	alfaruq@gsc_iraq.com
State Co. for Rubber Ind.	diwaniya@uruklink.net
Southern State Co. for Fertilizer Industry.	southscf@yahoo.com
Northern State Co. for Fertilizer Ind.	asmeda_baiji@yahoo.com
State Co. for Petrochemical Ind.	scpi-basrah@yahoo.com
State Co. for Design & Engineering Consultants.	sedcco@uruklink.net
UR state Co. for Engineering Industries.	urscoe@yahoo.com
Diala State Co. for Electric Ind.	difra@uruklink.net
	dialacompany@yahoo.com
Specialized Institute for Engineering Industries	siei55@yahoo.com
Al-Mishrak State Co. for Sulfur	mishrak.m@warkaa.net
State Co. for Phosphate	phosphate_qaim@yahoo.com
State Co. for Geological Survey & Mining.	geosurviraq@yahoo.com
Southern Cement Company.	kufacement-ol@yahoo.com
	kufacement-com@yahoo.com
Iraqi Cement Company	cement_baghdad@yahoo.com
State Co. for Vegetable Oils Ind.	vegoil2003@yahoo.com
State Co. for Dairy Products.	albanscdp@yahoo.com
State Co. for Sugar Ind.	sugarfac@uruklink.net
State Co. for Woolen Ind.	woollenindustries@yahoo.com
	carpet4u2001@yahoo.com
State Co. for Leather Ind.	iocg@uruklink.net
State Co. for Ready Made Wear Ind.	rmwi@warkaa.net
State Co. for Cotton Ind.	cot_ind2000@yahoo.com
Al-Zawraa State Company	alzawraa@yahoo.com
State Co. for Heavy Eng. Industries.	nasco1_2004@yahoo.com

COALITION PROVISIONAL AUTHORITY ORDER NUMBER 63

PUBLIC SECURITY SECTOR DEATH AND DISABILITY BENEFITS

Pursuant to my authority as Administrator of the Coalition Provisional Authority (CPA), and under the laws and usages of war, and consistent with relevant U.N. Security Council resolutions, including Resolutions 1483 and 1511 (2003),

Recognizing the dangers faced and sacrifices made by the brave and patriotic Iraqi citizens who choose to serve in the public security sector,

Determined to provide for the families of employees of public sector security organizations killed because of their service,

I hereby promulgate the following:

Section 1
Definitions

1) "Public Security Sector Organizations" means the Iraqi Police Service; Iraqi Department of Border Enforcement established pursuant to CPA Order Number 26; Iraqi Facilities Protection Service established pursuant to CPA Order Number 27; Iraqi Civil Defense (Fire and Emergency Services); Iraqi Corrections Service; New Iraqi Army (to include all elements of the Iraqi Armed Forces) established pursuant to CPA Order Number 22; Defense Support Agency established pursuant to CPA Order Number 42; Iraqi Civil Defense Corps established pursuant to CPA Order Number 28; and any future Ministry of Defence and elements thereof that may be established by the CPA.

2) "Eligible Employee" means an employee of a public security sector organization who is injured or killed Due to His Service. An individual who has entered into an employment contract directly with a public security sector organization in anticipation of being hired as an employee of that or a successor security sector organization shall be deemed to be an employee of that organization for purposes of this Order.

3) "Due to His Service" means the employee is injured or killed as a direct and proximate result of an action or accident while on duty and faithfully executing his responsibilities or the member is injured or killed as a result of his official position while off duty. Such term does not include injury or death as a result of a previous medical condition or the employee's own misconduct.

Section 2
Benefits Payable to Public Security Sector Personnel

1) The disability, pension, and death gratuity provisions contained in Articles 49 through 52 of Law Number 1 of 1978, Law for the Service and Retirement of the Interior Security Forces, as amended, shall apply to Eligible Employees of the Iraqi Police Service, Iraqi Department of Border Enforcement, Iraqi Facilities Protection Service, Iraqi Civil Defense (Fire and Emergency Services), and the Iraqi Corrections Service.

2) The disability, pension, and death gratuity provisions contained in Articles 58 through 61 of Law Number 1 of 1975, Law for the Military Service and Retirement, as amended, shall apply to Eligible Employees of the New Iraqi Army (to include all elements of the Iraqi Armed Forces), Defense Support Agency, Iraqi Civil Defense Corps, and any future Ministry of Defence and elements thereof.

3) The benefits authorized herein shall be calculated and paid in accordance with the provisions of the applicable law and shall be in lieu of any other disability, pension, or death gratuity authorized by Iraqi law.

Section 3
Administration and Payment of Pensions

1) An Eligible Employee's Ministry shall be responsible for determining eligibility for disability, retirement, and other benefits in accordance with the relevant Iraqi law under this Order and for administering the payment of such disability, retirement, and other benefits.

2) The interim Ministers of the affected Ministries may issue Administrative Instructions, not inconsistent with Iraqi law or any CPA Order, Regulation, or Memorandum, as they deem necessary to carry out the duties for their respective Ministries described in this Order.

Section 4
Existing Law

1) Ministry of Finance policy, Public Security Sector Survivor Benefits, dated October 28, 2003, is hereby superseded. Retirement benefits currently being paid to individuals under that policy shall be adjusted to reflect the entitlements set forth in this Order; provided that the amount of any benefits paid to such individuals under this Order shall not be less than what would have been paid to such individuals under the superseded Ministry of Finance policy.

2) Nothing in CPA Order Number 30 or any other CPA Order, Regulation, or Memorandum shall be deemed to suspend existing Iraqi law related to disability, retirement, or other benefits payable under this Order.

3) Any portion of legislation inconsistent with any of the provisions of this Order is hereby suspended to the extent necessary to implement the provisions of this Order.

Section 5
Entry into Force

This Order shall enter into force on the date of signature.

3/6/04

L. Paul Bremer, Administrator
Coalition Provisional Authority

DEPARTMENT OF THE ARMY
2ND BRIGADE, 1ST ARMORED DIVISION
FORCE PROTECTION OFFICE

AETV-THT-PH 27 January 2004

MEMORANDUM FOR RECOMMENDATION

SUBJECT: Removal of scrap materials

1. The purpose of this memorandum is to inform the person or persons reading this letter that Mr. Miraj Thamas Al-Mahmouri is currently working with Coalition Forces of the 2BCT. Mr. Al-Mahmouri is currently working with US/Coalition Forces as a Security Consultant. Mr. Al-Mahmouri is a man who has faithfully and voluntarily cooperated with Coalition Forces since 20 April 2003.

2. Al-Mahmouri also owns the Nourhum Company which does salvaging, general trading, and contracts. He wishes to remove scrap metal from the April 7 Factory of Damage Tires. He is aware that the debris may contain UXO and is more than willing to remove this scrap debris with the intent to sell it. If you have any questions, please contact us as soon as possible.

3. The POC for this memorandum is the undersigned (b)(6)
(b)(6)

(b)(6)

COALITION PROVISIONAL AUTHORITY

BAGHDAD

MEMORANDUM FOR RECORD

SUBJECT: Transfer and Receipt of Commercial Truck

DATE: 7 March 2004

To: All Parties Concerned

This letter recognizes the transfer and return of, one (1), Yellow, Commercial Truck, License – 75807, Engine Number CFE19846, Chassis Number YSZTH8X42-T0106673 from the party, listed below as 'Current Holder', and the receipt of this same vehicle by the party, listed below as 'Receiving Agent'.

At the time of impound this vehicle was loaded with metal, primarily of a brass type, which remains in the possession of the Iraqi Ministry of Industry & Minerals, at the Leather Factory. The proper disposition of this metal is to be determined separately and independently of this transaction.

The return of this truck is being carried out in compliance with the bench order, issued by Judge Farri Ibraham Nassar, on February 7, 2004

Prepared by: (b)(6) [redacted]

Current Holder *Receiving Agent*

The transfer of the vehicle referenced above took place on: ____________________
Date

Sam Al-Araji
Signature

HABEEB. HASHEM HASAN
Signature
حبيب هاشم

Dr. Sami Al-Aragi
D.G. of Planning
Ministry of Industry & Minerals

ID# 00013571

BAGHDAD- City Sadr
Full Name - Printed

MAHLLA. 549 ZAGAG.10
Full Name of Company or Business - Printed

DAR. 45
Company or Business Address - Printed

ID# ____________________

(b)(6) [redacted]

ZaFaRiA Police

MuRTaTha. S. LAZAM
Leather Factory
مصنع الدباغة

COALITION PROVISIONAL AUTHORITY
BAGHDAD

INFO MEMO

FOR: The Administrator

FROM: (b)(6) Senior Advisor for Ministry of Industry & Minerals

SUBJECT: Ministry of Industry of Industry & Minerals Overview

A chart showing the structure of the Ministry and the Minister's biography is attached. (b)(6) (b)(6) will attach talking points and potential questions from the press and/or Ministry employees.

Ministry's immediate post-transition plans include:

- Implementing the employee identification card program.
- Validating the Ministry's employee payroll and the clearing of redundant employees from the rolls.
- Further rehabilitation & consolidation of the Ministry Headquarters.

Issues to be aware of:

- Not all State Owned Enterprises are operating; lack of electricity is often the reason.
- Some Ministry employees are disgruntled with the current salary structure.

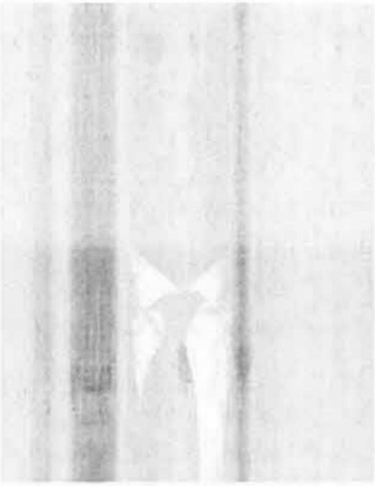
ATTACHMENTS: Chart Reflecting the Ministry's Structure
Biography of the Minister

COORDINATION: (b)(6)

Draft

(b)(6)

Iraqi Minister of Industry and Minerals
Eng. Mohamad Tofiq Rahim



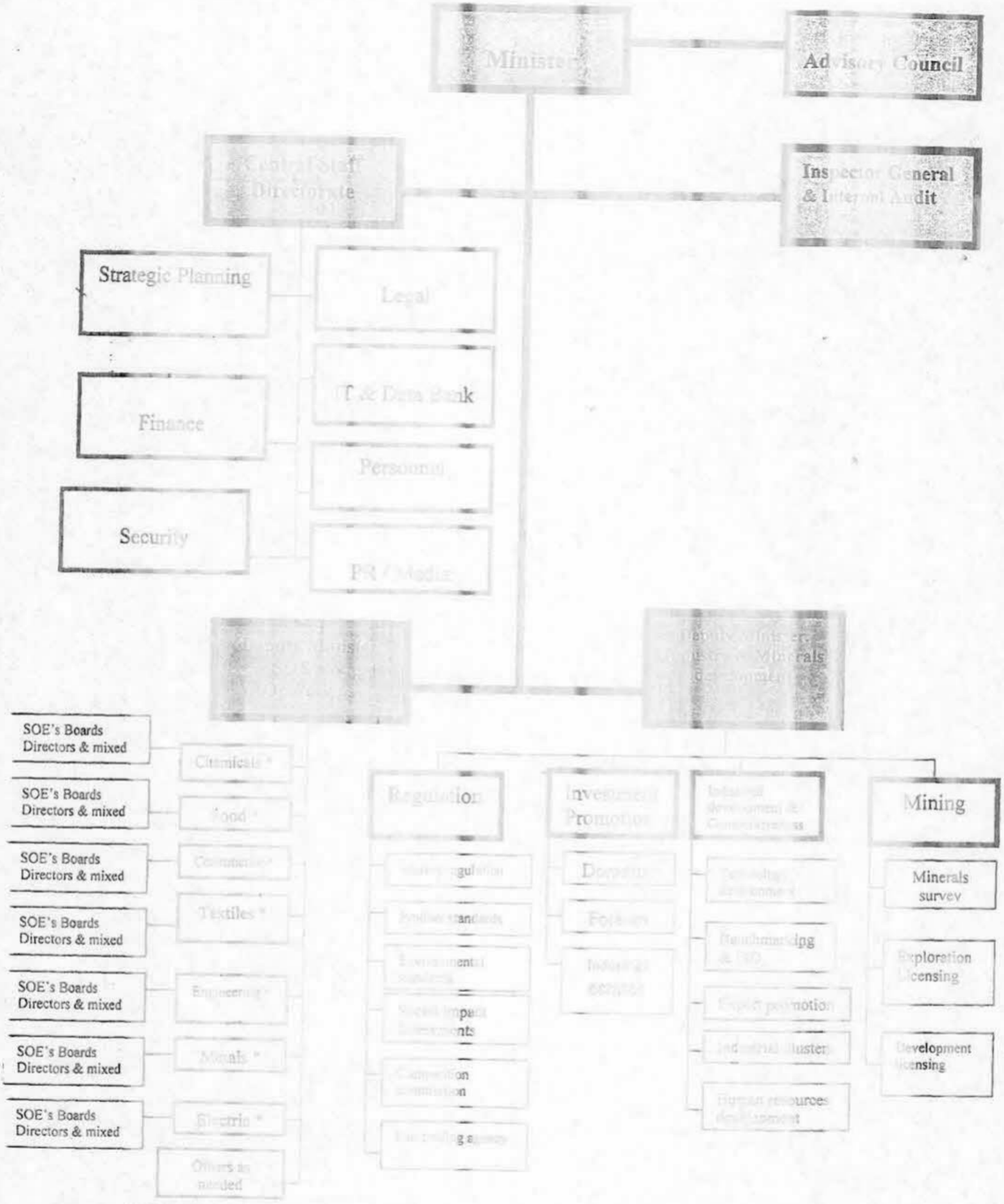
(b)(6)

Mr. Mohamad Tofiq Rahim is a Kurd, born in 1955 in Sulaymania, Iraq. Mr. Tofiq graduated from the University of Sheffield, Western Bank, Bristol, United Kingdom, with a degree in Mechanical Engineering, and has since distinguished himself as a national leader in this country.

A long time, and very active, member of the Patriotic Union of Kurdistan (PUK), Mr. Tofiq served in numerous positions within the organization from 1979 to 1991. This included serving as the political advisor to Jalal Talabani during his leadership of the organization. Since this period, Mr. Tofiq continued his commitment to a democratic Iraq as Deputy Speaker for the Kurdish Parliament in Erbil, Iraq, Minister for Humanitarian Aide & Cooperation for the Kurdistan Regional Government, Director of Media for the PUK, PUK Member – Political Bureau for External Relations.

In October of 2003, Mr. Tofiq again answered a call for his leadership in accepting the post of Minister for Industry and Minerals, Baghdad. Under his tenure, the Ministry has made remarkable strides in employee relations, systems development, and the organizational restructure of the Ministry.

Draft for Discussion 25/April/2004
Ministry of Industry & Minerals



* SIC Classification

MINISTRY OF INDUSTRY & MINERALS

April 2004

KEY MESSAGES

1. Revitalization of Iraq's industrial sector is well underway

- A year ago, the industrial sector had been non-functioning. Neglect of Saddam Hussein's regime, lack of principled management had taken its toll. Just before the war there was a collapse of management. Ba'athists and top management destroyed evidence and looted offices leaving buildings decimated, and shutting down the majority of SOE's.
- Today: Majority of SOE's producing goods and services. Numbers of those goods are central need items for rebuilding Iraq, including cement, chemicals, Fertilizers, Textiles, pharmaceuticals and Food Products. Management structure is in place and functioning. There has been a thorough de-ba'athification of SOE's. MIM was first Ministry to implement its IG program. The Minister is totally intolerant of unethical practices for management and employees. He has not only helped rebuild MIM, but rebuilt it atop a foundation of solid business and ethical practices.

2. Iraq's industries are critical to safety and security of the country

- Iraq has the largest and commercially viable sulfur deposit in the world. Mining is critical to industry. Industry desperately needs sulfur for development of sulfuric acid, which contributes to Health needs, Agricultural production and various Industrial projects.
- FPS guard force of 10K people. Securing those sites help secure safety and security of Iraq's Industrial Infrastructure.
- Factories must be managed in manner not to harm the local environment.

3. The Employees of the Ministry are its greatest strength and asset

- MIM employees have extensive expertise and in the operation of machinery and in its processes. Employee ingenuity and determination have been critical to bringing plants back online. For example, in the petrochemical plant in Basra employees creatively found ways to improve efficiency of plant operation. By internally reengineering their production lines to increase production and improve quality of the products.

4. Competent and fair managers are now leading the Ministry

- All managers speak consistently with one voice with respect to fairness, equity and mission. CPA advisors to MIM have noted a significant difference in atmosphere of the ministry. Employee voices are now heard, and there is no penalty for appropriate questions.

- Educated – bring basis of preparation and critical thinking skills. Budgetary planning for fiscal years 2004 and 2005 are complete.
- 1st Ministry IG system. IG has direct access to Minister and complete autonomy.
- Minister is intolerant of corruption – unethical behavior is not tolerated and upholding standards for the fair treatment of all employees.

YEAR AHEAD

1. **Continued revitalization, as well as development and expansion of the industry.**
   - Plans are in place to increase productivity and market exposure.
   - As result of end of former regime and subsequent lifting of UN sanctions, Iraqi industry now has the opportunity to export products and compete in the global economy.
   - Move into local and global market to make them competitive.
   - MIM is a key piece of Iraqi economy which will help move it forward.

2. **Developing business ventures between the companies and the private sector.**
   - Approaching sovereignty will enable Iraqi SOE's and companies to enter into joint ventures and work with investors.

3. **Further development and training of the Ministry's employees in order to compete in the emerging Iraqi job market.**
   - Line managers to be trained in scheduling, coaching, mentoring, and developing work force into a more competitive team.

CHALLENGES

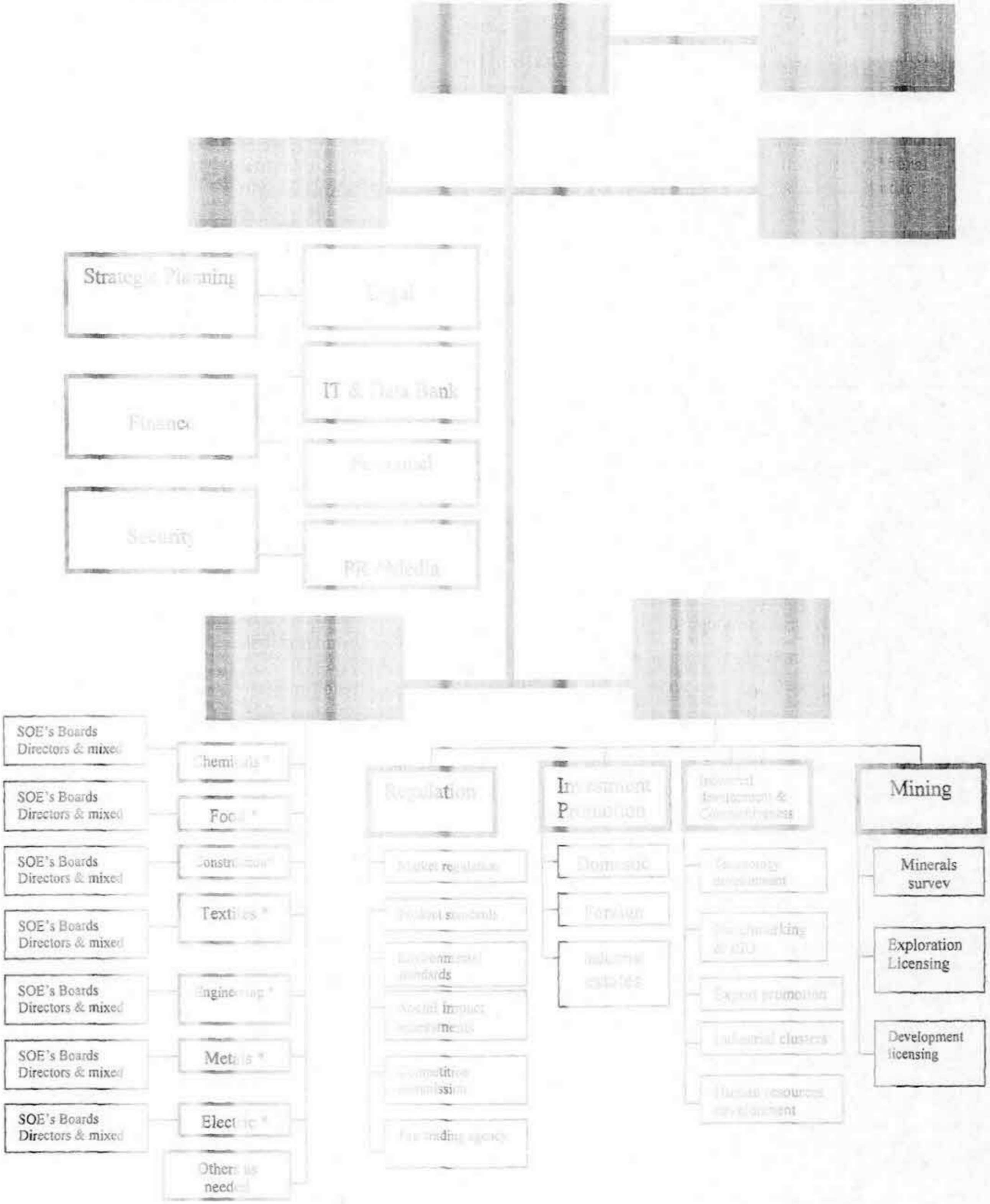
- Meeting the material and supply needs of the rapidly growing Iraqi economy during a time of an increasingly competitive job market.

  a) Must produce maximum industry output in order to meet the needs of Iraq rebuilding process. PMO's $18 billion reconstruction projects alone will require significant increase in jobs and production capability.

  b) Other businesses have begun to enter Iraq. The MIM SOE's must compete in job market for best Iraqi employees.

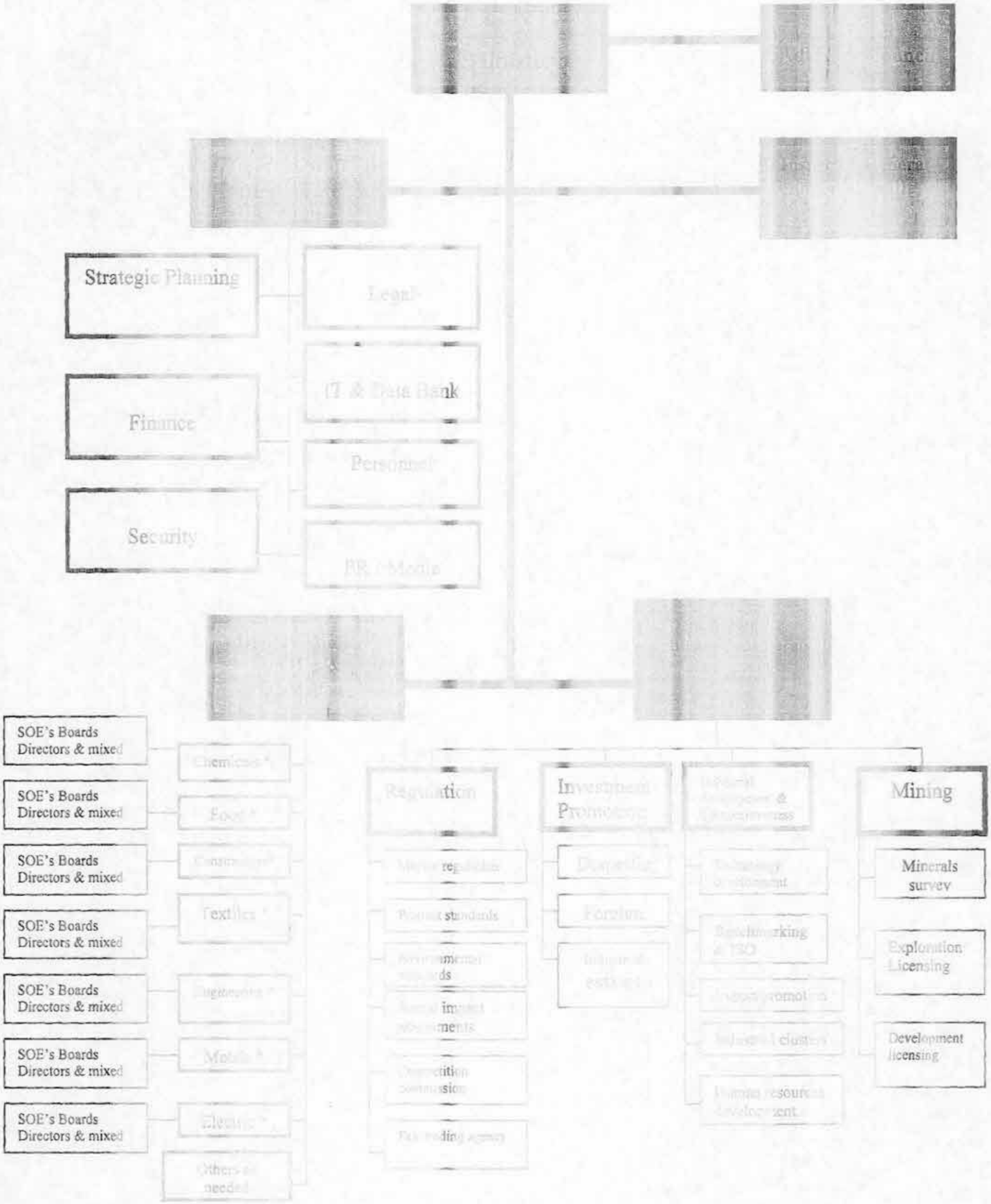
KEY FACTS

- Ministry of Industry and Minerals is currently the largest single employer in Iraq.



* SIC Classification

Draft for Discussion 25/April/2004
Ministry of Industry & Minerals



* SIC Classification

Foreign Language

Foreign Language

COALITION PROVISIONAL AUTHORITY

BAGHDAD

MEMORANDUM FOR RECORD

FROM: Employment verification

TO: Ministry of Finance - To Whom It May Concern

SUBJECT: Ms. May Mo'ayad

DATE: 01 June 2004

1. The person named above is employed as a translator for the office of Private Sector Development, Coalition Provisional Authority. Ms. Mo'ayad has been employed since May 2003, and this employment will continue on an at-will basis.

2. Ms. Mo'ayad presently lives in the Al-Qadisiya Apartment Complex of the Green Zone, Building #38, 1st Floor. She and her family desire to continue living in this apartment. Your assistance in assuring Ms. Mo'ayad will securing this apartment on a long term basis will be greatly appreciated by this office.

3. POC for this MEMO is the undersigned; contact information is (b)(6)
(b)(6)

(b)(6)

Ministry of Industry & Minerals, S 107

COALITION PROVISIONAL AUTHORITY
BAGHDAD

INFO MEMO

January 11, 2004

FOR: Director of Logistics
Administrative Contracting Officer

FROM: (b)(6)
Ministry of Industry and Minerals

SUBJECT: Request for Fuel Authorization

I would appreciate your approval of the attached request for Fuel Authorization for the vehicles used by the Minister of Industry and Minerals and his security escorts. Access to a fuel station will help to insure that there will not be interruptions in the work that the Minister is charged with and that he will be able to adequately obtain the fuel needed by his vehicles and his security detail.

Thank you for your consideration.

ATTACHMENTS: Fuel Authorization Request form

COORDINATION: (b)(6)

UNCLASSIFIED

FUEL AUTHORIZATION REQUEST

Justification Must be Attached

Requestor's Name: (b)(6) ate:

Unit / Company: MINISTRY OF INDUSTRY & MINERALS Contact #:

Expire:

Government Owned Vehicle ____ Ministry Owned Vehicle ✓
Government Leased Vehicle ____ Ministry Leased Vehicle ____
Privately Owned Vehicle ____ Ministry Privately Owned Vehicle ____

VEHICLE INFORMATION:

	MAKE	MODEL	YEAR	COLOR	VIN #	GP #	TAG #
x ①	Toyota	Landcruiser	2003	White	0561711		6569
②	Toyota	Landcruiser	2000	grey	20491015		61
x ③	mercedes	Benz 500SEL	1989	grey	2226		3214 (Diyala)
x ④	Toyota	Landcruiser	2001	white	90266028		747

REQUIREMENT DETERMINATION: Approve Disapprove Date:

(b)(6)
Director of Logistics
CPA C-4, Baghdad

APPROVAL SIGNATURE:

(b)(6)
Administrative Contracting Officer
CPA - DCMA IRAQ

FUEL AUTHORIZATION REQUEST

Justification Must be Attached

Requestor's Name: [redacted] Date: 11 March 04

Unit/Company: MINISTRY OF INDUSTRY AND MINERALS Contact #:

Expire: 90 Days

Government Owned Vehicle ____ Ministry Owned Vehicle Y

Government Leased Vehicle ____ Ministry Leased Vehicle ____

Privately Owned Vehicle ____ Ministry Privately Owned Vehicle ____

VEHICLE INFORMATION:

	MAKE	MODEL	YEAR	COLOR	VIN #	GP #	TAG #
①	TOYOTA	LAN CRUISER	[illegible]	WHITE	[illegible]		6569
②	TOYOTA	LAN CRUISER	[illegible]	[illegible]	DD29793		61
③	MERCEDES	BENZ	1988	[illegible]	[illegible]		[illegible] (DIYALA
④	TOYOTA	LAN CRUISER	2001	WHITE	[illegible]		747

REQUIREMENT DETERMINATION: Approve Disapprove Date: ____

[redacted]

Director of Logistics
CPA C-4, Baghdad

APPROVAL SIGNATURE: ____________

[redacted] Contracting Officer
CPA – DCMA IRAQ

FUEL AUTHORIZATION REQUEST

[redacted]

Requestor's Name [redacted] Date: 11 MAR/04

Unit / Company: MINISTRY OF INDUSTRY & MINERALS Contact #:

Expires: 90 days

Government Owned Vehicle ____ Ministry Owned Vehicle X
Government Leased Vehicle ____ Ministry Leased Vehicle ____
Privately Owned Vehicle ____ Ministry Privately Owned Vehicle ____

VEHICLE INFORMATION:

	MAKE	MODEL	YEAR	COLOR	VIN	GP #	TAG #
①	TOYOTA	LANDCRUISER	[illegible]	WHITE	[illegible]		[illegible]60
②	TOYOTA	LANDCRUISER	[illegible]	GREY	[illegible]		61
③	MERCEDES	BENZ	[illegible]	GREY	[illegible]		[illegible] (DIYALA
④	TOYOTA	LANDCRUISER	2001	WHITE	[illegible]		[illegible]

REQUIREMENT DETERMINATION: [✓ Approve] Disapprove Date: ____

[redacted]

Director of Logistics
CPA/C-4, Baghdad

APPROVAL SIGNATURE: [redacted]

Administrative Contracting Officer
CPA - DCMA IRAQ

COALITION PROVISIONAL AUTHORITY

BAGHDAD

MEMORANDUM FOR RECORD

SUBJECT: Request for Fuel & Maintenance Authorization

DATE: 11 March 2004

To: Director of Logistics

Your approval is requested for the fueling and maintenance of vehicles listed on the attached request. These vehicles are owned and operated by the Ministry of Industry & Minerals and are used on a daily basis in the conduct of Ministry business.

POC for this MEMORANDUM is (b)(6)
(b)(6)

(b)(6)

Deputy Senior Advisor
Ministry of Industry & Minerals

Attachment (1) -
Fuel Authorization Request

FUEL AUTHORIZATION REQUEST

Justification Must be attached

(b)(6) [redacted]

Requestor's Name:

Date: 11 MAR 04

Unit / Company: MINISTRY OF INDUSTRY & MINERALS

Contact #:

Expires: 10 Days

Government Owned Vehicle ____

Government Leased Vehicle ____

Privately Owned Vehicle ____

Ministry Owned Vehicle X

Ministry Leased Vehicle ____

Ministry Privately Owned Vehicle ____

VEHICLE INFORMATION:

MAKE	MODEL	YEAR	COLOR	VIN # (SERIAL)	GP #	TAG #
① TOYOTA	LANDCRUISER	2002	WHITE	[illegible]		6569
② TOYOTA	LANDCRUISER	[illegible]	GREY	[illegible]		61
③ MERCEDES	BENZ	1984	GREY	[illegible]		(DIYALA
④ TOYOTA	LANDCRUISER	2001	WHITE	[illegible]		247

REQUIREMENT DETERMINATION: [✓ Approved] Disapprove Date: ____

(b)(6) [redacted]

CPA C-4, Baghdad

APPROVAL SIGNATURE: ____________________

(b)(6) [redacted]

Administrative Contracting Officer

CPA - DCMA IRAQ

COALITION PROVISIONAL AUTHORITY
BAGHDAD

MEMORANDUM FOR RECORD

SUBJECT: Request for Fuel & Maintenance Authorization

DATE: 11 March 2004

To: Director of Logistics

Your approval is requested for the fueling and maintenance of vehicles listed on the attached request. These vehicles are owned and operated by the Ministry of Industry & Minerals and are used on a daily basis in the conduct of Ministry business.

POC for this MEMORANDUM (b)(6) [redacted]
(b)(6) [redacted]

(b)(6) [redacted]
Ministry of Industry & Minerals

Attachment (1) -
Fuel Authorization Request

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

626th FSB, 101st ABN DIV
Ft. Campbell, KY 42223

May 7, 2003

Dear Sir or Madam:

This letter is to recommend Mr. Auday Hattam Jeda'an Al-Khanmi for a position within your organization. Mr. Auday Hattam Jeda'an Al-Khanmi has been instrumental to our success in dealing with the Iraqi citizens as our translator in Baghdad, Iraq (Operation "Iraqi Freedom"). Mr. Auday Hattam Jeda'an Al-Khanmi is a Technical Inspector and speaks conversational English. He is a man that has earned our respect and trust over the past few months and you will find him a viable asset as we did.

Sincerely,

(b)(6)

CPT, OR
626th FSB Executive Officer

1) Assistance with the further
Recon structive Surgery
2) Disability pmt

Ministry of labor
& Social Affairs

Social Welfare
Department
(Palestine Str.)

MINISTRY OF HEALTH
Kuwait – Arabian Gulf

وزارة الصحة
الكويت - الخليج العربي

Reference: ....

الرقم : ....

Date: 12th January 2004.

MEDICAL REPORT

Name	: Uday Hassan Jadan	Age	: 46y
Sex	: Male	Nationality	: Iraqi
File No.	: 025733		

This patient was escorted by American army in Iraq involved after sustained bullet injury of right side of the face and left forearm of 5 days duration.

On examination revealed
- he is on ventilator by tracheostomy tube
- vital sign stable.
- offensive wide open wound extended from the right upper lip to right side of the nose, right malar to the zygomatic region.
- Right eye is completely disorganized cannot be salvaged.
- Big wound about 20cm length for each one is posterolateral and other on anteromedial aspect of left forearm with skin loss.
- Grade III open, comminuted fracture upper 1/3 of ulnar, comminuted fracture upper 2/3 of radius with dislocation of superior radio-ulnar joint and he was on external fixator.

Scan, X-ray and 3DCT head revealed:

- Total loss of the maxilla and zygoma left extending infraorbital region and floor of orbit right alveolar base and loss of right eye.

After resuscitation and several swab cultures taken and covered with antibiotics according to culture sensitivity he underwent for several procedure.

On 19.05.03 wound exploration debridement of upper limb wound and facial wound and wash with gentamycin.

On 25.05.03 underwent for split skin graft, meshed 1:1 for rawarea in left forearm after debridement. Debridement of facial wound and right check flap advanced to cheek defect and closure of upper vestibular tear.

On 23.06.03 tissue expander of forehead were inserted the size of 6.6 x 5,1 x 5.6 volume 100cc.

On August 2003 orbital reconstruction by block of right iliac bone 25 wide and 6cm length and orbit with 7 hone titanium plate at level of infra orbital rim associated derm fat graft for the right cheek and malar region.

On 24.10.03 removal of tissue expander, correction of septal deviation by removal of dislocated inferoposterior portion of septum and scoring of septum and fixation with nasal spine by figure of 8 suture. Raising of forehead flap and reconstruction the right ala by right conchal cartilage and advances of mucoperichondial flap for mucosal lining and covered with forehead flap.

On 22.11.03 delay incision of forehead flap with 3cm extension with length and 2cm in width.

On 03.12.03 division of forehead flap and resetted in right lower eyelid and malar region.

On 22.12.03 division of forehead flap from the nose debulking flap at nasal region,, resetting of remaining from the local flap in right malar, nasal, upper limb after release the contracture.

MINISTRY OF HEALTH
Kuwait – Arabian Gulf

وزارة الصحة
الكويت – الخليج العربي

Reference: ………………………… الرقم: …………………………

He may need further debulking of tip of the nose and improve the endoopthalmus by bone graft and dermofat graft for the orbital socket and tight zygomus malar region. This will be in 3 months time. We are looking forehead to see him in 2 months later complete reconstruction.

Dr. Imad Al Najadah MD FACF
Plastic Surgeon
Al Babtain Centre For Plastic Surgery & Burns
Ibn Sina Hospital
Kuwait.

DEPARTMENT OF THE ARMY
HEADQUARTERS, 407th FORWARD SUPPORT BATTALION
82d AIRBORNE DIVISION
UNIT # 96333
APO AE 09362-[illegible]

REPLY TO
ATTENTION OF

AFVC-KE

15 May 2003

MEMORANDUM FOR RECORD

SUBJECT: Employment Status of (b)(6) Iraqi National

(b)(6)

(b)(6)

CF
Commander, 2d Brigade Combat Team, 82d Airborne Division

(b)(6)

* Iraqi Assistance Center-
Convention Center

or

Iraqi
Ministry of Social Services

(b)(6)

From: (b)(6) 82ABN 2BDE 407 FSB CDR)
Sent: 2004 3:51 AM
To: Cherry, Ira MSG 304 CA BDE
Cc: (b)(6)
Subject:

(b)(6)

Uday stopped by today asking where we are in processing his compensation claim.

Attached is the memorandum I signed on 15 May 03 describing the incident. I think this is what you need to process the SF 95. Processing it through the Theater Support Command HQ will have greater effect.

I've given (b)(6) your email addresses so he can follow up in the future.

I am redeploying with my unit this Sunday (25 Jan 04) and want to ensure we don't lose continuity. If you ever have to reach me, you can use the following email address:

(b)(6)

As you know, we processed a solatia payment for Uday's wife of $1,000 and disbursed it two weeks ago (early Jan 04). This is the limit of what we can do at the tactical Army level.

Best regards,

(b)(6)
Commander, 407th Fwd Spt Bn
82d Airborne Division

(b)(6)

Notice of Injury,...

-----Original Message-----
From: (b)(6)
Sent: Saturday, January 10, 2004 3:[illegible] AM
To: (b)(6) 82ABN 2BDE 407 FSB CDR)
Subject: RE: WHCA UPDATE

hey sir, just an update we (myself and (b)(6) were scheduled to arrive at BIAP ...eta 1231,via...CPA flight
if we arrive earlier we will stand by at BIAP to link up with your ground party; POC???,contact number???
location????again sir we would like to think you for your ongoing support...see you soon

-----Original Message-----
From: (b)(6)
Sent:
To: (b)(6) MSG 304 CA BDE
Subject: RE: WHCA UPDATE

(b)(6)

Let me know what flight he's on to BIAP ...we'll pick him up and take him home.

I'll provide an updated SF95 to you today/tomorrow.

My address is

(b)(6)

Take care,

(b)(6)

-----Or (b)(6)
From: [illegible] 304 CA BDE
Sent: [illegible] 2004 1:11 PM
To: [illegible] (BN 2BDE 407 FSB CDR)
Subject: [illegible]DATE

MORNING SIR, we ha[illegible] 3[illegible]th TSC G-5 [illegible]

(b)(6)

-----Original Message-----
From: [illegible] (b)(6)
Sent: Sunday, [illegible]
To: [illegible] MSG 304 CA BDE
Subject: RE: [illegible]UPDATE

(b)(6)

-----Original Message-----
From: (b)(6) G 304 CA BDE
Sent: Sunday, January 04, 2004 12:57 AM
To: (b)(6) BDE 407 FSB CDR)
Subject: [illegible] UPDATE

<< File: INFORMATION PAPER.doc >>

407th Forward Support Battalion

Certificate of Appreciation

Presented To

(b)(6)

For

Outstanding commitment and loyalty while serving as a key employee of the 407th Forward Support Battalion, 2d Brigade Combat Team, and the 82d Airborne Division from May 2003 to February 2004, in support of securing and rebuilding the great country of Iraq. Your tireless dedication and extraordinary skills are admirable and greatly appreciated.

(b)(6)
CSM, USA
Command Sergeant Major

(b)(6)
Commanding

COALITION PROVISIONAL AUTHORITY
BAGHDAD

MEMORANDUM FOR RECORD

SUBJECT: Return of Truck.

DATE: 11 March 2004

To: All Parties Concerned

This is a request for the immediate return of a seized truck as listed below.

On or about 7 July 2003 a Nissan light duty truck, pick-up truck, belonging to the Ministry of Industry and Minerals - model 201, Plate # 4996, Chassis # 083247, VIN # Z24/978520 was seized from Mr. Abed Zaid Hassen Mohammed by coalition forces in Dora, Baghdad.

Mr. Mohammed is an employee of the Ministry of Industry and Minerals, and was operating this vehicle with the authorization of the Ministry at the time of seizure.

You are requested to return the vehicle listed above to Mr. Abed Zaid Hassen Mohammed.

POC for this MEMORANDUM is (b)(6)
(b)(6)

(b)(6)

Attachment (1) -
Note from (b)(6) 2 CA BN

NATIONAL CHEMICAL & PLASTIC
INDUSTRIES COMPANY S.A.

الشركة الوطنية للصناعات الكيمياوية والبلاستيكية
(قطـــاع مختلــط)
الرأسمال المدفوع ... ... ١٥٠٠ دينار

(b)(6)

This letter
a highway robbery of
Poisonous Chemical materials
near the City of Fallija on
Mar 5th, 2004. The material
belongs to the Chemical Co
(mixed) and its addressed to
the ministry of interior.
~~I thought~~
I think Lt Col
Mike Keller
should know
about it
Regards
Sami Al-Uqaili
10/3/2004

الرقم: [illegible] / [illegible]

التاريخ: [illegible] / ٣ / ٢٠٠٤ (سري ومستعجل)

الســــيد / وزارة الـــداخلية

م / تسليــــب

تم ابلاغنا اليوم من قبل السائق محمود يوسف – سوري الجنسية ورقم شاصات [illegible] ٢٥٢

بأن احدى الشاحنتين الواردة الى شركتنا والمحملة بالمادة الأولية (مادة كيمياوية) T. D. I (تولوين داي ايزوسيانيت) التي تستخدم في صناعة الاسفنج الى عملية السلب والنهب حيث تم تسليب السيارة بالكامل مع حمولتها و البالغة (٣٠) طن من المادة أعلاه يوم ٥/٣/٢٠٠٤ الساعة الواحدة عصراً في المنطقة ما بين سجن ابو غريب والفلوجة

علماً بأن رقم الشاحنة السورية ١٠٢ [illegible] وان واسم مالكها فراس [illegible] (سوري الجنسية)

و الشركة الناقلة هي شركة [illegible] اكسبرس اللبنانية

راجين التفضل باتخاذ الاجراءات اللازمة بصدد الموضوع علماً بأن السائق المذكور [illegible] سجل اخبار بذلك لدى مركز شرطة [illegible] مع التقدير

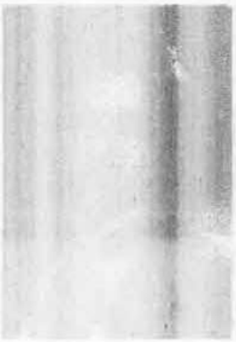
المدير العام

الشريك السورية سرقت مع محتوياتها
من المادة الى الطريق السريع القريب
من سجن ابو غريب مدة التحويل ١-٢
المادة المهمة [illegible] اقصى الاهتمام
[illegible] المطلوب يهمل الداخلية

نسخة منه الى / وزارة الصناعة والمعادن / للتفضل بالعلم . مع [illegible] المطلوبة

The license plate of the vehicle; [361102
Name of Driver – Firas Aloo (Syrian) Lebanon]
Transport Co. New express [Lebanese company]
The quantity – 30 Tons of toxic materials.
(T.D.I)
Date of robbery – March 5th, 2004.
4 o'clock in the evening

Materials are for a Mixed
company (not a SOE)



Abbreviated C.V.

Name: FEDA'A (FIDA) SAFA MOHAMMED ALI

Place/ Date of Birth: Baghdad/ 4th Oct. 1957
Sex: Female
Marital Status, Divorced,
No. of Children:- A son of 22 years old

Degree: 1979 B.Sc. Engineering (Production & Metallurgy), University of Technology. Baghdad.
1986 Ph.D. Material Science and Engineering, Queen Mary College, University of London.

Scientific Status: Senior Researcher
Official Status: Expert.
Last Off. Position: Expert at The Bureau of Experts and Consultants in MIC

Service Review (promotion / responsibility):-

1979-1986	Ministry of Higher Education. (**Lecturer/** supervisor, trainer, director of computer center)
1987-1991	Iraqi Atomic Energy Organization, Third Petrochemical Project PC3 (**Pro. Eng.**/ Head of mechanical testing group specialized in material characterization and material selection)
1991-1994	Engineering Material Center – MIC (**assistant of chief engineer**/ Director of research and development office)
1994-1998	Casting Research Center – MIC (**Chief engineer**/ Director of the center)
1998-2003	MIC Head Quarter (Expert **since 2000**/ provide technical consultation in trouble shooting for technological problems and production failure, suggestion and/or adding new production lines or cycles, productivity study, feasibility study, suggestion of research projects, head and member of delegations).

Professional Production

10 Published Papers
43 Documented Reports
33 Applied Studies
5 Published Summaries
1 Book
71 Achievements and Creative works

Awards:

4 Scientific Decorations (On top of them being An Award Winner of 2002 and 2001, the Scientist “[illegible] Law 1992” Competition, awarded in January 2003 and 2002, consequently).

2 High Recognitions

4 Scientific Rewards

Foreign Language:

1st English

2nd French

Experience:

24 years government civil service during which practical, and academic as well as research and development experience have been obtained providing a solid base of knowledge in the following:

- Material Selection & Corrosion Engineering
- Failure Analysis
- Material Technology & Production Methods
- Heat Treatment & Surface Treatment

Other Activities:

- Chairwoman, The Consulting Body of Metals Technology 2000 – 2003.
- One of those who took part in the writing of the F.F.C.D
- Consultant and member of the Scientific Committee in a number of firms.
- Lecturer, graduate and under graduate studies
- Lecturer, continued studies courses.
- Guest lecturer.
- Papers Evaluator and examiner of postgraduate students
- Member of curricula & planning committees
- Member, preparation committees of conferences and scientific panels.
- Member of the National Technology Transfer Committee 1997 – 1998, Iraqi Engineers Union.
- Board Member, Material Research Centre, University of Technology 1996 – 1997.
- Editorial Board Member “The Technician” periodical, 1986-1988.

Documents available on request

(b)(6)

(b)(6)

[redacted]

Fallujah Working Group Points of Contact

(b)(6)

[redacted]	[redacted]	
[redacted]	[redacted]	

Fallujah Working Group Agenda and Notes (161130MAR04)

AGENDA

- o Introductions (b)(6)
- o Healthcare (D
- o State Owned
- o Road Trip
- o Continuity (b)(6)

Road Trip 4 to Fallujah – ???? Tentative Manifest below

Participants	Office	Objectives of Trip

- o Timeline – TBD

Fallujah Colleges

Background on Fallujah colleges -- There are two colleges in Fallujah that are a part of the University of Al Anbar—Law and Economy. An attempt was made to close the Fallujah campuses and move them to Ramadi. This was stopped. Currently limited classes are being held at the Fallujah campus. This past week (b)(6) met with the Dean of the University who painted a vastly different picture of the situation. According to him, 75% of the students are from Ramadi which is exactly opposite of what the FPAC told us. Also, the law college is new. The ministry recognizes that the colleges must remain open for political reasons. They are exploring options: (1) assign college to Baghdad (not recommended); (2) open alternate colleges in Ramadi (prefer)

ACTION: (b)(6) proposed the following Plan of Action

- Meeting with the Dean and the Military units in Fallujah
- Meet with a group of the Fallujah students to get their opinion
- Higher Education's D.G. for Accreditation and Scientific Supervision, Dr. Abdul-Rahman, is still looking for a solution.

ACTION: (b)(6) will ensure that 1-505 links-up with (b)(6) Will schedule meeting with deans, military and students ASAP.

State Owned Enterprises (SOE)

Background

There are numerous industries around Fallujah. To the west is a cement and brick factory that are controlled by the Ministry of Industry. To the south vicinity Amariyah there are a group of factories to include a Copper, Artillery, Graphite, Optics, and Casing that are controlled by the MIC.

Outstanding Issues

- *Packaging the information collected for distribution*
  - *Complete for Copper and Artillery (will do the cement and brick)*
- *Power*
- *Selling the Finished Copper at the Copper Plant*
- *Converting the Copper/Artillery/Optics/Graphite plants to the Ministry of Industry*
- *Providing shell casings at [illegible] as raw materials to the Copper/Brass Factory*

ACTION: Bernie Carreau will put factory information on web.

Key (b)(6)

- (b)(6) exploring possibility of setting up an exclusive buyers arrangement. He is working the ...ing these agreements.
- (b)(6) looking into possibility of auctioning licenses for scrap metal.
- (b)(6) is pushing memorandum to sell the mineral products currently stored at the Copper Factory. He will also advertise the available product.

Fallujah Employment Services

Employment Center – Center is established. There is a labor pool already identified through the Young mens business organization. The business organization is linked up with the FPAG. The "clean-up" Iraq program will work with the employment center to provide labor intensive projects.
Veteran's Affairs Office – As reported through MoL, (b)(6) 304 CA) working this effort, 82d apparently working these facilities outside of CPA ministries. MoL is setting up a Veteran's Affairs effort, MoL wants to eventually role this into employment facilities. Office is also being used as an ICDC / NIA recruitment center)
Business Center – Linked up with (b)(6) and he has offered help from Bearing Point. He estimates it will be 3 weeks before money and resources are available to assist. Can provide equipment for a computer café, training for a center manager, and possibly vocational training.
Outstanding Issues

- *Coordination between interested parties (b)(6) Bearing Point, MoL, 304th CA)*
- *Feasibility and possible timeline of local government / civic organization training*

ACTION: 2/2 1-505 PIR with ARDI for agriculture related labor intensive project (canal clearing)
POF identifies a building for business center and future technical training

---

Healthcare

Background. The issue of the poor healthcare situation in Fallujah was brought up as the number one problem affecting the people of Fallujah. Currently, there is an old hospital (built 1960) containing 100 beds and a Jordanian Hospital (just east of the city) that provides temporary care for 1100 patients a day. We are working four main avenues to improve Fallujah's healthcare. During the 28 Feb [illegible] the Mayor again asked for better healthcare – specifically, he wanted to build a new hospital and new Primary Health Clinic.

- Primary Health Clinics funded by the Supplemental. Right now, the MoH is saying that Fallujah needs three new health clinics. This information is based on information given by an Assistant Minister in the MoH and is shown in Appendix 1. The [illegible] is that these clinics will begin being built in 3rd or 4th Quarter (app. Aug or Sep) of this year. MoH asked for assistance identifying a plots of land (app. 2400m²) in Fallujah to better refine their planning.
- Financing a new clinic through MoHC. Ministry of Housing and Construction is going to the World Bank Donors' conference with a $4MM request to build a new Primary Health Clinic in Fallujah. MoHC is confident once the money is committed that the work can begin quickly.
- Financing a new clinic using the CERP monies. (b)(6) ...erence the new clinic. (b)(6) provided floor plans and specifications [illegible] will handle the contracting. Still need the $1.5 million.
- Refurbishing/Supplying the existing clinics through USAID. The following programs dealing with Healthcare are being led by USAID:
  - a. Clinic equipment arriving mid-March and continuing through April. 9 of first 11 Al Anbar Clinics are in Fallujah.

Al Ameriya PHC	Fallujah	Al Faris Arabi PHC	Fallujah
Al Saqlawia PHC	Fallujah	Al Wihdah PHC	Fallujah
Al Jumoori PHC	Fallujah	Al Julaan (7 April) PHC	Fallujah
Al Siyahiah PHC	Fallujah	Dar Al Cement PHC	Fallujah
Al Hallabsa PHC	Fallujah	Al Karmah PHC	Fallujah

  - b. Six PHC centers will be supplied with dental supplies and instruments ~~beginning in mid-February.~~ Funded by IHSS contract.
  - c. Nine clinics are identified by RTI/ABT for rebuild (Start date unknown)

RTI/ABT Clinics

	Amount	Committed	Spent

Al Ameriyah (PHC)	$38,500	$38,500	$0.00
Al Saqlawia (PHC)	$29,300	$0.00	$0.00
Al Halabsa (PHC)	$5,571	$2,876	$2,876
Dor Al Cement Clinic (PHC)	$17,200	$8,600	$8,600
Al Jumhori Clinic (PHC)	$12,400	$0.00	$0.00
Al Seyahiyah (PHC)	$6,000	$0.00	$0.00
Al Farris Arabi (PHC)	$5,700	$0.00	$0.00
Hay Al Wahda Clinic (PHC)	$15,300	$0.00	$0.00
Al Julian/7 Nessan (PHC)	$687	$687	$697
Al Khandia (PHC)	$12,400	$12,400	$0.00
Al Sechar (SHC)	$15,923	$7,962	$7,962

Other Initiatives:

- 3/82d and the 82d Division are working to finance and manufacture mobile health vans. Financing is still pending, but CERP money may be used.
- USAID Co [redacted] the Universities (closest one to Fallujah is in Ramadi)

ACTION: about providing $1.5 million for clinic
MAJ Fallujah/1-505 provide information on clinic needs.
1-505 PIR identifies locations (app. 2000m² of public land)

Agriculture – (MoAG) During the 28 Feb 04 visit, Johnnie Seikely sat down with the Agriculture Director in Fallujah. Key issues were fertilizer for the springs crops. [redacted] (82d Division) has done some work in the area and has identified some projects for DAI/Ag funding.

ACTION: [redacted] coordinate time for interested Ag parties to meet. Possibly at CPA HQ, but if not during next trip to FOB site Mars.

Outstanding Issues

- ~~*Clearly identifying what help is available (USAID)*~~ USAID has funds earmarked through DAI/Ag that will contribute to anything in the Agriculture Value Chain. Mr. Johnnie Seikely is coming out to Fallujah and can provide monies for Ag related projects.
- *Coordination between all interested parties.* Need to set up a meeting between everyone involved to develop clear Agriculture objectives.

ARDI Proposals

- Agriculture - Proposals for ARDI Sectors:
  - Agricultural Repair Parts for Al Anbar
    - Project will provide needed repair parts for tractors, harvesters and irrigation pumps to the central distribution system giving farmers increased access and supporting improved production. Project will also provide needed generators for irrigation pumps and pesticide application equipment to improve production.
  - Agricultural Training Program for Al Anbar
    - Project will develop a train the trainer program to be provided to the Agriculture and Irrigation Departments. This program will bring information on new irrigation techniques, planting practices and plant and insect pest control methods to participants who will later use the information as they aid and instruct local farmers. It is recommended that two to three training sites be selected in the region and that not only government agriculture and irrigation workers be invited, but also agriculture and irrigation engineers that act as the go between for farmers and the government.
  - Agriculture/Irrigation Office in Fallujah
    - The project will provide an office area for Department of Agriculture and Department of Irrigation personnel to work as well as an area they can use to provide periodic training for the farmers. It will provide farmers with a single, dedicated location where they can obtain information about agriculture and irrigation. Eventually a small plot can be planted to demonstrate both irrigation methods and specialized crop practices.
  - Agricultural Inputs for Fallujah
    - To aid farmers during an economically difficult time in Fallujah with a transition period between a highly subsidized agricultural industry to a free market system where fewer supports are required from the government. Project will provide seed and other inputs to the Fallujah Director of Agriculture for distribution to local farmers.
  - Veterinary Hospital Replacement - Fallujah
    - Construction of a new clinic will provide more adequate work space for veterinarians and

improve facilities for patient care. Construct a new veterinary clinic to provide office, laboratory, pharmacy and clinical area to be used by the veterinarians assigned to Fallujah.
   - There are 11 veterinary pharmacies in the Fallujah area

USAID – ready to assist efforts in Fallujah pending coordination with DOD
- Sunni Triangle reports – outline for USAID strategy
- Programs and Contracts
  - Local Gov Program/Civic Education –
    - Designed to encourage dialogue and will provide limited finance in support of meetings / group discussions
    - Will be national level meetings to which Fallujah can send delegates
  - Construction – Creative Associates (secondary schools)
    - No additional monies are available from Creative Associates.
  - Rapid Response Grants – $750K currently ID'd for Fallujah

---

Economic Loans and Credit (Heather Fleming)
- 700K – All $700K is going to Fallujah. Heather Fleming (Priv Sect Dev) worked action through the Board of Directors from the Bank of Baghdad. Private Bank is ID'd and agreement should be signed soon. Training has started, but the bank manager still has not signed the contract, and no Fallujah representatives are at the training. Heather Fleming is working some other options—options include getting the Housing Bank of Jordan to Fallujah for a week of training, reducing military influence (excluding CA oversight), excluding all military influence by transferring whole program through the Ministry of Planning and making it entirely Iraqi (not preferred).

UNDP [illegible]
- Possible funding source. Bernie [illegible] stated that his impression of the UNDP is that they want to help, have the money to spend, but right now do not have any information on Iraq's needs. UNDP can not come into Iraq, contract anyone to come into Iraq, but they can hire Iraqis. Suggested that we work through the Ministry of Planning and Coordination.
  OUTSTANDING ACTIONS:
  - (b)(6) provide a list of possible projects that require funding
  - Possibly send a delegation of local Fallujans to pitch their projects
- C-130 available if there are 10 or more people, CPA SES5 accompanies and there is official CPA purpose.
  - Min advanced notice is 92 hours—but it is better to give more in order to coordinate with other groups
  - Alternative is money for Jordanian Airlines Flight

17 18 — Jordan Mission
proposed dates —

CONCLUSION
- Continuity
- Schedule Next Session – Mon/22Mar

Bank was sold and a new finance institution behind it.
Security was one of the issues — Bank couldn't afford
and the [illegible] to the [illegible]
[illegible] to [illegible] a new bank [illegible]
Also [illegible]

Fallujah Itinerary 28 FEB 04

CPA Participants:

(b)(6) [redacted]	Office	(b)(6) [redacted]
[redacted]	DOD	[redacted]
[redacted]	DOD	[redacted]
[redacted]	DOD	[redacted]
[redacted]	3/82d LNO	[redacted]
[redacted]	DOD	[redacted]
[redacted]	[illegible]	[redacted]
[redacted]	[illegible]	[redacted]
[redacted]	Arab Center	[redacted]
[redacted]	MOI	[redacted]
[redacted]	MOE	[redacted]
[redacted]	[illegible]	[redacted]
[redacted]	SAF	[redacted]
[redacted]	USAID	[redacted]
[redacted]		[redacted]
[redacted]		[redacted]
[redacted]		[redacted]

505th PIR Participants: TBD

Concept of Operations:

Movement Concept: We will link-up at 280850FEB04 at the center parking lot (paved lot between the Wolfpack staging area and the Main parking lot). I will take initial roll call. Civilians and VIPs will ride in uparmored HMMWVs, military will find a seat in a Suburban or CMO HMMWV. When we reach FOB Ste Mere we will split into two groups—GRP 1 will go to the CMCC to meet key FPAC leaders, Health representatives, and college leaders/students. GRP 2 will L/U with 1-504th PIR and go to the Brick and Cement factory. At 1300, we will meet outside the Ste Mere DFAC for lunch. After lunch, everyone will meet in the 505th PIR conference room for a huddle and discussion on the way ahead for Fallujah. At 1500 we will load up again and move back to CPA HQs.

Timeline:

0850 Meet at center parking lot (initial manifest)
0900 Escort arrives / depart
1015 Split into two groups at FOB Ste Mere
  GRP 1 to CMCC
  GRP 2 to Brick and Cement Factory
1300 Lunch at FOB Ste Mere
1330 Meeting in 505 Conference Room
1500 Depart for CPA
1600 Arrive at CPA

Logistics:

- Please eat before we link up in the morning. Lunch will be served at FOB Ste Mere. We will return in time for dinner at CPA HQ.
- Uniform is Ballistic Helmet (Kevlar) and Body Armor w/ ceramic plates (weapon if applicable)

(b)(6)

[redacted]

Participants (Cont)	Office	Objectives of Trip
Dr. Naima	MoHealth	First person assess (Will meet us at the Youth Center)
Mollen, Jim	MoHE	Fallujah Colleges
(b)(6) [redacted]	Amb	Agriculture Initiatives
[redacted]	Stratcoms	Stratcoms
[redacted]	Stratcoms	Combat Photographer
[redacted]	MoWater	Water issues in Fallujah and with Agriculture
[redacted]	MOI	State Owned Enterprises
[redacted]	COO & Sec	FPS and Security
[redacted]	ARDI	Agriculture funding
[redacted]		

- ○ Timeline – TBD

Fallujah Colleges

Background on Fallujah colleges – There are two colleges in Fallujah that are a part of the University of Al Anbar—Law and Economy. An attempt was made to close the Fallujah campuses and move them to Ramadi. This was stopped. Currently, limited classes are being held at the Fallujah campus. This past week (b)(6) [redacted] met with the Dean of the University who painted a vastly different picture of the situation. According to him, 75% of the students are from Ramadi which is exactly opposite of what the FPAC told us. Also, the law college is new. The ministry recognizes that the colleges must remain open for political reasons. They are exploring options: (1) assign college to Baghdad (not recommended) (2) open alternate colleges in Ramadi (prefer)

1-505

ACTION: (b)(6) [redacted] proposed the following Plan of Action
- Meeting with the Deans and the Military units in Fallujah
- Meet with a group of the Fallujah students to get their opinion
- Higher Education's D.G. for Accreditation and Scientific Supervision, Dr. Abdul-Rahman, is still looking for a solution

ACTION: (b)(6) [redacted] will ensure that 1-505 links-up with (b)(6) [redacted]. Will schedule meeting with deans, military and students ASAP

State Owned Enterprises (SOE)

Background

There are numerous industries around Fallujah. To the west is a cement and brick factory that are controlled by the Ministry of Industry. To the south vicinity Ameriyah there are a group of factories to include a Copper, Artillery, Graphite, Optics, and Casing that are controlled by the MIC.

Outstanding Issues

- *Packaging the information collected for distribution*
  - *What further information is needed (ID'd by* (b)(6) [redacted]—1-505 is working requirements. (b)(6) [redacted] will also provide information.)
  - ~~Potential vehicle for distribution: Baghdad Business Center, Jordanian Liaison, Department of~~ Commerce (ID'd (b)(6) [redacted] (b)(6) [redacted] Roadshow, PMO office, Department of Commerce)
  - ~~Who takes what we have now and makes it into a business proposal~~ (b)(6) [redacted] working)
- *Power* (Additional monies will be given to the SOEs to buy generators)
- *Converting the Copper/Artillery/Optics/Graphite plants to the Ministry of Industry*
- *Providing shell casings at Elm ASP as raw materials to the Copper/Brass Factory*) fund [illegible] Copper.

ACTION: (b)(6) [redacted] will put factory information on web.

Key Points

- The IPP contract looks dead. However the MoIM is looking to increase the SOE budget by $200MM. The intent is to allow them to buy their own generators. USACE will do the assessments, draw up the contract for the generators, and facilitate their installment. This may cause some issues as far as fuel shortages. Gulf Regional Division of USACE is best vehicle for accomplishing the project as they have visibility on electricity, fuel, etc.

- Auctioning off items

Ramadi / Fallujah

Lacking storage for generators here; [illegible]

[illegible]

- [redacted] exploring possibility of setting up an exclusive buyers arrangement. He is working the nning these agreements.
- looking into possibility of auctioning licenses for [illegible]
- is pushing memorandum to sell the finished product currently stored at the Copper Factory. He will also advertise the available product. (app. [illegible] ~28 FEB 04)
- The DG of the cement company will not sign the loan paperwork that would provide him $10M for the entire company. Ministry of Private Sector is working the issue.
-

Fallujah Employment Services

Employment Center – Center is established but has not been visited. There is a labor pool already identified through the Young men's business organization. The business organization is linked up with the FPAC. The "clean-up" [illegible] program will work with the employment center to provide more intensive low-skill jobs.
Veteran's Affairs Office – as reported by the MoL, [redacted] 304 CA working this effort, 82d apparently working these facilities outside of CPA [illegible] areas. MoL is setting up a Veteran's Affairs effort, MoL wants to eventually tie this into employment facilities. (Office is also being used as an ICDC / NIA recruitment center)
Business Center – Linked up with [redacted] and he has offered help with Dealing Room. He estimates it will be 3 weeks before money and resources are available to assist. Can provide equipment for a computer café, training for a center manager and possibly vocational training.
Outstanding Issues

- *Identifying a building and procuring monies for renovation (1-505 has lead)*
- *Coordination between interested parties* [redacted] *(Business Forum, MoL, 304th CA)*
- *Feasibility and possible timeline of local government / civic organization training*

ACTION: LIU 1-505 PIR with ARDI for agriculture related labor intensive project (canal clearing)
1-505 identifies a building for business center and future technical training.

Healthcare

Background: The issue of the poor healthcare situation in Fallujah was brought up as the number one problem affecting the people of Fallujah. Currently there is an old hospital (built 1967) containing 100 beds and a Jordanian Hospital (just east of the city) that provides temporary care for 1500 patients a day. We are working four main avenues to improve Fallujah's healthcare.

- Primary Health Clinics funded by the Supplemental. Right now the MoH is tracking that Fallujah needs three new health clinics. This information is based on information given by an Assistant Minister in the MoH and is shown in Appendix 1. The estimate that these clinics will begin being built is 3rd or 4th Quarter (app. Aug or Sep) of this year. MoH asked for assistance identifying 3 plots of land (app. 2500m²) in Fallujah to better refine their planning.
- Financing a new clinic through MoHC. Ministry of Housing and Construction is going to the World Bank Donors conference with a $4MM request to build a new Primary Health Clinic in Fallujah. MoHC is confident once the money is committed that the work can begin quickly.
- Financing a new clinic using the R3P monies. [redacted] will submit a request through Stuart Jones for $1.5 million dollars to build a new clinic in Fallujah. After the money is committed the MoHC will take the lead to find the contractors and build the new clinic. Coordination will be made with the MoH for design and specification recommendations.
- Refurbishing/Supplying the existing clinics through USAID. The following programs dealing with Healthcare are being led by USAID:
  - Clinic equipment arriving mid-March and continuing through April. 9 of the 17 Al Anbar Clinics are in Fallujah.

Al Ameriya PHC	Fallujah	AL Faris Arabi PHC	Fallujah
Al Saqlawia PHC	Fallujah	Al Wihdah PHC	Fallujah
Al Jumoori PHC	Fallujah	Al Jolan (7 April) PHC	Fallujah
Al Siyahiah PHC	Fallujah	Dor Al Cement PHC	Fallujah
Al Hallabsa PHC	Fallujah	Al Karmah PHC	Fallujah

  - Six PHC centers will be supplied with dental supplies and instruments beginning in mid-February. Funded by IHSS contract.
  - Nine clinics are identified by RTI/ABT for rebuild (Start date unknown).

RTI/ABT Clinics

	Amount	Committed	Spent
- Al Amerriyah (PHC)	$38,500	$38,500	$0.00
- Al Saqlawia (PHC)	$29,300	$0.00	$0.00
- Al Halabsa (PHC)	$5,671	$2,875	$2,875
- Dor Al Cement Clinic (PHC)	$17,200	$8,800	$8,800
- Al Jumouri Clinic (PHC)	$12,400	$0.00	$0.00
- Al Seyahiyah (PHC)	$5,000	$0.00	$0.00
- Al Faris Arabi (PHC)	$5,700	$0.00	$0.00
- Hay Al Wahda Clinic (PHC)	$15,300	$0.00	$0.00
- Al Julan/T Nessan (PHC)	$697	$697	$697
- Al Kharma (PHC)	$12,400	$12,400	$0.00
- Al Sacher (SHC)	$15,923	$7,862	$7,862

Other Initiatives:

- 3/82d and the 82d Division are working to finance and manufacture mobile health vans described in Appendix 2. Financing is still pending, but CERP money may be used. (b)(6) take the lead looking for money.
- USAID Contractor is also doing [illegible] training at the Universities (closest one to Fallujah is in Ramadi)

ACTION: (b)(6) and Fallinger talk to (b)(6) about providing $1.5 million for clinic
(b)(6) -505 provide information on clinic rebuild
1-505 PIR identifies locations (app. 2000m² of public land)

Agriculture – (MoAG) (b)(6) is lead working with MoAg (b)(6) (82d Division) has done some work in the area and has identified some projects for DAI/Ag funding. (b)(6) (b)(6) (Ag advisor) and DOL Ramadi.

ACTION: (b)(6) coordinate time for interested Ag parties to meet. Possibly at CPA HQ, but if not during next visit to FOB St Mere.

Outstanding Issues

- *Clearly identifying what help is available (USAID)* USAID has funds earmarked through DAI/Ag that will contribute to anything in the Agriculture Value Chain. (b)(6) is coming out to Fallujah and can provide monies for Ag related projects.
- *Coordination between all interested parties.* Need to set up a meeting between everyone involved to develop clear Agriculture objectives.

ARDI Proposals

- Agriculture - Proposals for ARDI Grants:
  - Agricultural Repair Parts for Al Anbar
    - Project will provide needed repair parts for tractors, harvesters and irrigation pumps to the central distribution system, giving farmers increased access and supporting improved production. Project will also provide needed generators for irrigation pumps and pesticide application equipment to improve production.
  - Agricultural Training Program for Al Anbar
    - Project will develop a train the trainer program to be provided to the Agriculture and Irrigation Departments. This program will bring information on new irrigation techniques, planting practices and plant and insect pest control methods to participants who will later use the information as trainers and instruct local farmers. It is recommended that two to three training sites be selected in the region and that not only government agriculture and irrigation workers be trained, but also agriculture and irrigation engineers that act as the go between for farmers and the government.
  - Agriculture/Irrigation Office in Fallujah
    - This project will provide an office area for Department of Agriculture and Department of Irrigation personnel to work as well as an area they can use to provide periodic training for the farmers. It will provide farmers with a single, dependable location where they can obtain information about agriculture and irrigation. Eventually a small plot can be planted to demonstrate both irrigation methods and specialized crop practices.
  - Agricultural Inputs for Fallujah
    - To aid farmers during an economically difficult time in Fallujah with a transition period between a highly subsidized agricultural industry to a free market system where fewer subsidies are required from the government. Project will provide seed and other inputs to the

Fallujah Director of Agriculture for distribution to new farmers.

- Veterinary Hospital Replacement – Fallujah
  - Construction of a new clinic will provide more adequate work space for veterinarians and improved facilities for patient care. Construct a new veterinary clinic to provide office, laboratory, pharmacy, and clinical area to be used by the veterinarians assigned to Fallujah.
  - There are 14 veterinarians/farmers in the Fallujah area.

USAID – ready to assist efforts in Fallujah pending coordination with [illegible]

- Sunni Triangle reports – outline for USAID strategy
- Programs and Contracts
  - Local Gov't Program/Civic Education –
    - Designed to encourage dialogue and will provide limited finance in support of meetings / group discussions
    - Will be national level meetings to which Fallujah can send delegates.
  - Construction – Creative Associates (secondary schools)
    - No additional monies are available from Creative Associates
  - Rapid Response Grants – $[illegible] currently ID's for Fallujah

---

Economic Loans and Credit (b)(6)

- Continue to push Iraqi Cement to complete the capital expenditure (CPT) loan application where 3 of the 4 cement plants are in Al Anbar. Do not intend to supplement their budget with a $20M capital expenditure loan. Request is currently at MoF – (b)(6) has lead
- Private Sector Development submitted a request to MoF to provide the cement factory $3M – (b)(6) now has lead.
- 700K – All $700K is going to Fallujah. (b)(6) (Priv Sect Dev) worked action through the Board of Directors from the Bank of Baghdad. Private bank is ID'd and agreement should be signed soon. Training has started, but the bank manager still has not signed the contract, and no Fallujah representatives are at the training. (b)(6) is looking at some other options—options include getting the Housing Bank of Jordan to Fallujah for a week of training, reducing military influence (excluding CA oversight), excluding all military influence by transferring whole program through the Ministry of Planning and making it entirely Iraqi (not preferred).

UNDP

- Possible funding source. (b)(6) stated that his impression of the UNDP is that they want to help, have the money to spend, but right now do not have any information on Iraq's needs. UNDP can not come into Iraq, contract anyone to come into Iraq, but they can hire Iraqis. – Suggested that we work through the Ministry of Planning and Coordination.

  OUTSTANDING ACTIONS:

  (b)(6) provide a list of possible projects that require funding

  Possibly send a delegation of local Fallujans to pitch their projects

---

CONCLUSION

- Continuity
- Schedule Next Session – Mon/1 Mar

(b)(6)

Fallujah Working Group (17[illegible]FEB04)

AGENDA

a. Initial Remarks [redacted]
b. 19 February Trip – 27 PAX / Objectives [redacted]
c. Fallujah Colleges Update [redacted]
d. State Owned Enterprises Update [redacted]
e. Health Services [redacted]
f. Contingency

Name	Office	Objectives of Trip
[redacted]	COO	Direction / Decision
[redacted]	COO	Direction / Decision
[redacted]	COO	
[redacted]	82d [illegible]	Coordinate / Record the findings
[redacted]	COO	Direction / Decision
[redacted]	D/Management	Continuity
[redacted]	MoHealth	APT List and Primary Health Care Centers
[redacted]	MoHealth	First person assess (Will meet us at the Youth Center)
[redacted]	MoHE	Fallujah Colleges
[redacted]	Amb	Agriculture initiatives
[redacted]	Stratcomm	Stratcomm
[redacted]	Stratcomm	Combat Photographer
[redacted]	MoWater	Water issues in Fallujah and with Agriculture
[redacted]	MOI	State Owned Enterprises
[redacted]	COO & Mnt	FPS and Security
[redacted]	ARDI	Agriculture funding

Feb 04

0815 Line up at Middle Parking Lot
0830 Departure (2xSuburbans, 3xUnarmored Trucks, 1xCMD HMMWV)
0930 Arrive at FOB Volturno
1000 GRP1 departs for FPAC meeting
GRP2 departs for cement and brick factory
1530 RTB FOB Volturno
1600 Depart for CPA HQ
1700 Arrive at CPA HQ

Trip 3 to Fallujah – 19th February 2004

Fallujah Colleges

Background on Fallujah colleges – There are two colleges in Fallujah that are a part of the University of Al Anbar—Law and Economy. An attempt was made to close the Fallujah campuses and move them to Ramadi. This was stopped. Currently limited classes are being held at the Fallujah campus. This past week [redacted] met with the Dean of the University who painted a vastly different picture of the situation. According to him, 75% of the students are from Ramadi which is directly opposite of what the MoHE told us.

Action: [redacted] proposed the following Plan of Action

- Meeting with the Dean and the Mayor in Fallujah
- Meet with a group of the Fallujah students to get their opinion
- Higher Education's [illegible] on accreditation and general [illegible]. Dean Abd-Rahman is still looking for a solution

State Owned Enterprises (SOE)

Background

There are numerous industries around Fallujah. To the west is a cement and brick factory that are controlled by the Ministry of Industry. To the south vicinity Amariyah there are a group of factories to include a Copper, Artillery, Graphite, Optics and Casing that are controlled by the MIC.

Outstanding Issues

- *Packaging the information collected for distribution*
  - ~~*What further information is needed*~~ (ID'd by (b)(6)—1-505 is working requirements. (b)(6) will also provide information.)
  - ~~*Possible markets for products (Baghdad Business center, Jordanian Liaison, Department of Commerce)*~~ (ID'd by (b)(6)—Tom Foley's Roadshow, PMO office, Department of Commerce)
  - ~~*Who takes what we have now and makes it into a business proposal*~~ (CPT Geary working)
- Power (Additional monies will be given to the SOEs to buy generators)
- *Converting the Copper/Artillery/Optics/Graphite plants to the Ministry of Industry*
- *Providing shell casings at Ech ASP as raw materials to the Copper/Brass Factory*

Key Points:

- The IPP contract is now dead. However, the MoIM is looking to increase the budget of the SOEs to allow them to buy their own generators. USACE will do the assessment to draw up the contract for the generators, and facilitate their installment.
- (b)(6) is exploring possibility of setting up an exclusive business arrangement. He is working the legal issues surrounding these agreements.
- (b)(6) looking into possibility of auctioning licenses for scrap metal.
- pushing memorandum to sell the finished product currently stored at the Copper Factory. He will also advertise the available product. (app. 2 weeks—28 FEB 04)
- The DG of the cement company will not sign the loan paperwork that would provide him $10M for the entire company. Ministry of Private Sector is working the issue.

Fallujah Employment Services

- ○ Employment Center – Ministry of Labor (MoL) (b)(6) will work with MG Swan to emplace new facility in Fallujah, fully coordinated through (b)(6) wants these facilities in every Al Anbar town with own funding. MoL to fund the two (Ramadi and Fallujah for now – to consider others. MoL developing a national employment database. Will ensure MAJ Johnson and (b)(6) are coordinating—support (b)(6) so the program will happen quickly.
- ○ Veteran's Affairs Office – its reported through MoL. (b)(6) (304th CA) working this effort. 82d apparently working these facilities outside of CPA Ministries. MoL just standing up a Veteran's Affairs effort. MoL wants to eventually role this into employment facilities. Office is also being used as an ICDC / NIA recruitment center.
- ○ Business Center – (b)(6) Meeting Point is the country business center lead. (b)(6) will continue to assist [illegible]

Outstanding Issues

- *Identifying a building and providing monies for renovation* [illegible]
- *Coordination between interim and center* (b)(6) *leading effort; MoL, 304th CA)*
- *Feasibility and possible timeline of local government / civic organization training*

Healthcare

Background: The issue of the poor healthcare situation in Fallujah was brought up as the number one problem affecting the people of Fallujah. Currently, there is an old hospital (built 1967) containing 100 beds and a Jordanian hospital (just east of the city) that provides temporary care for 1100 patients a day. We are working four main avenues to improve Fallujah's healthcare.

1. Primary Health Clinics funded by the Supplemental. Right now the MoH is tracking that Fallujah needs three new health clinics. This information was given on the mission plan by an assistant Minister in the MoH and is shown in Appendix 3. The earliest that these clinics will begin being built is 3rd or 4th Quarter (app. Aug or Sept) of this year. MoH asked for assistance identifying 3 plots of land (app. $2800m^2$) in Fallujah to better refine their planning.
2. Financing a new clinic through MoHC. Ministry of Housing and Construction is going to the World Bank Donors conference with a $4M request to build a new Repair Clinic in Fallujah. MoHC is confident once the money is committed that the work can begin quickly.
3. Financing a new clinic using the 63 monies. (b)(6) will submit a request through Stuart Jones for $1 million dollars to build a new clinic in Fallujah. When the money is identified the MoHC will take the lead to find the contractors and build the new clinic. Coordination will be made with the MoH for design and specification recommendations.
4. Refurbishing/Supplying the existing clinics through USAID. The following programs dealing with healthcare are being led by USAID:
   a. Clinic assessment around 1st March and continuing through April

- o Six PHC centers will be supplied with dental supplies and instruments beginning in mid-February. Funded by USAID contract.
- o Nine clinics identified by MOH/ADT [illegible] (see [illegible])

B. Clinics

1.	$200K	PHC	Al Amariya	Fallujah
2.	$200K	PHC	Al Saqlawia	Fallujah
3.	$200K	PHC	Hay Al [illegible]	Fallujah
4.	$200K	PHC	Al [illegible]	Fallujah
5.	$200K	PHC	Training Centre	Fallujah
6.	$200K	PHC	Al [illegible]	Fallujah
7.	$200K	PHC	Al [illegible]	Fallujah
8.	$200K	PHC	Hay Al [illegible]	Fallujah
9.	$200K	PHC	[illegible]	Fallujah

Other Initiatives

- MoH and the DoS contractor are working to increase and make available mobile health teams described in Appendix 2. Financing is still coming out of CERP money [illegible].
- USAID contractor [illegible] are [illegible] (presentation to Fallujah is in [illegible]).

Agriculture – (MoAG (b)(6) [illegible] working with MoAg (b)(6) ([illegible] Division) has done some work in the area and has identified some projects for DAI/Ag funding.

Outstanding Issues

- *Clearly identifying what help is available (USAID)* USAID has funds [illegible] through DAI/Ag that will contribute to anything in the Agriculture Value Chain. (b)(6) is coming out to Fallujah and can provide monies for Ag related projects.
- *Coordination between all interested parties.* Need to set up a meeting between everyone involved to develop clear Agriculture objectives.

USAID – ready to assist efforts in Fallujah pending coordination with DOD

- o Sunni Triangle results – outline for USAID strategy
- o Programs and Contracts
  - Local Gov't Program/Civic Education –
    - Designed to encourage dialogue and will provide limited finance in support of meetings, group discussions.
    - Will be national level meetings to which Fallujah can send delegates.
  - Construction – Creative Associates (secondary schools)
    - No additional monies are available from Creative Associates.
  - Rapid Response Grants –
    - $750K currently [illegible] for Fallujah.

- o Economic Loans and Credit (b)(6)
  - Continue to push Iraqi [illegible] to complete the capital expenditure (IPP) loan application where 3 of the 4 cement plants are in Al Anbar. In the interim (b)(6) [illegible] their budget with a $2MM capital expenditure loan. Request is currently at MoF—[illegible] lead.
  - Private Sector Development submitted a request to MoF to provide the cement factory $3M—(b)(6) [illegible] how has [illegible].
  - (b)(6) - All $700K is going to Fallujah. Heather Fleming (Priv Sect Dev) worked action through the Board of Directors from the Bank of Baghdad. Private Bank is ID'd and agreement should be signed soon. Training has [illegible] but the bank [illegible] not signed the contract, and no Fallujah representatives are at the training. (b)(6) [illegible] other options.

CONCLUSION

- o Continuity
- o Schedule Next Session – Mon 23 Feb

Fallujah Working Group (171130FEB04)

AGENDA

- Introductions [redacted]
- 19 February Trip—ID Grps / Objectives ([redacted]
- Fallujah Colleges Update [redacted]
- State Owned Enterprises [redacted]
- Health Services [redacted]
- Continuity

[redacted]	Office	Objectives of Trip
[redacted]	COO	Direction / Decision
[redacted]	COO	Direction / Decision
[redacted]	COO	
[redacted]	3/82d LNO	Coordinate / Record trip findings
[redacted]	COO	Direction / Decision
[redacted]	C9/Marescord	Continuity
[redacted]	MoHealth	APT List and Primary Health Care Centers
[redacted]	MoHealth	First person assess (Will meet us at the Youth Center)
[redacted]	MoHE	Fallujah Colleges
[redacted]	Amb	Agriculture Initiatives
[redacted]	Stratcomm	Stratcomm
[redacted]	Stratcomm	Combat Photographer
[redacted]	MoWater	Water Issues in Fallujah and with Agriculture
[redacted]	MOI	State Owned Enterprises
[redacted]	COO & MoI	FPS and Security
[redacted]	ARDI	Agriculture funding

- Tentative Timeline

19 Feb 04

0815 L/U at Mode Parking Lot
0830 Departure (2xSuburbans, 2xUnarmored Trucks, 1xCMD HMMWV)
0930 Arrive at FOB Volturno
1000 GRP1 departs for FPAC meeting
GRP2 departs for cement and brick factory
1530 L/U at FOB Volturno
1600 Depart for CPA HQ
1700 Arrive at CPA HQ

Trip 3 to Fallujah – 19 February 2004

Fallujah Colleges

Background on Fallujah colleges – There are two colleges in Fallujah that are a part of the University of Al Anbar—Law and Economy. An attempt was made to close the Fallujah campuses and move them to Ramadi. This was stopped. Currently, limited classes are being held at the Fallujah campus. This past week [redacted] met with the Dean of the University who painted a vastly different picture of the situation. According to him, 75% of the students are from Ramadi which is exactly opposite of what the FPAC told us.

Actions: [redacted] proposed the following Plan of Action

- Meeting with the Dean and the Military units in Fallujah
- Meet with a group of the Fallujah students to get their opinion
- Higher Education's D.G. for Accreditation and Scientific Supervision, Dr. Abdul-Rahman, is still looking for a solution.

State Owned Enterprises (SOE)

Background

There are numerous industries around Fallujah. To the west is a cement and brick factory that are controlled by the Ministry of Industry. To the south vicinity Amiriyah there are a group of factories to include a Copper, Artillery, Graphite, Optics, and Casting that are controlled by the MIC.

Outstanding Issues

- *Packaging the information collected for distribution*
  - *What information is being requested (ID's by Bernie Carreau—I-505 is working requirements. (b)(6) will also provide information.)*
  - ~~Possible marketing/Roadshow Regional Business center—probably Liaison, Department of Commerce)~~ (ID'S (b)(6) Roadshow, PMO office, Department of Commerce)
  - ~~Who takes what we have now and makes it into a business proposal~~ (b)(6) working)
- *Power (Additional monies will be given to the SOEs to buy generators)*
- *Converting the Copper/Aluminum/Optical/Graphite plant to the Ministry of Industry*
- *Providing shell casings at Camp ASP as raw materials to the Copper/Brass Factory*

Key Points:

- The IPP contract looks dead. However the MoIM is looking to increase the budget of the SOEs to allow them to buy their own generators. USACE will do the assessments, draw up the contract for the generators, and facilitate their installment.
- (b)(6) is exploring possibility of setting up an exclusive buyers arrangement. He is working the ... mounting these agreements.
- ... is looking into possibility of auctioning licenses for scrap metal.
- ... is pushing memorandum to sell the finished product currently stored at the Copper Factory. He will also advertise the available product. (app. 2 weeks—28 FEB 04)
- The DG of the cement company will not sign the loan paperwork that would provide him $10M for the entire company. Ministry of Private Sector is working the issue.

Fallujah Employment Services

- Employment Center – Ministry of Labor (MoL) (b)(6) to ... new facility in Fallujah, fully coordinated through (b)(6) (304 CA). MoL (b)(6) these facilities in every Al Anbar town with own funding, ... Ramadi and Fallujah for now – to consider others; MoL developing a national employment database. Will ensure (b)(6) are coordinating—support MA. Jones as the process will happen quickest.
- Vete (b)(6) ice – is reporting through MoL, a (b)(6) (304 CA) working this effort, 82d apparently working these facilities outside of CPA Ministries ... building up a Veteran's Affairs effort, MoL wants to eventually role this into employment facilities. (Office is also being used as an ICDC / NIA recruitment center.)
- Business Center – (b)(6) ... Bearing Point is the country's business center lead. (b)(6) will continue to attempt ...

Outstanding Issues

- *Identifying a building and providing monies for renovation (I-505 has lead)*
- *Coordination between interested parties (b)(6) Bearing Point, MoL, 304th CA)*
- *Feasibility and possible timeline of local government / civil organization training*

Healthcare

Background: The issue of the poor healthcare situation in Fallujah was brought up as the number one problem affecting the people of Fallujah. Currently there is an old hospital (built 1957) containing 100 beds and a Jordanian Hospital (just east of the city) that provides temporary care for 1100 patients a day. We are working four main avenues to improve Fallujah's healthcare.

1. Primary Health Clinics funded by the Supplemental. Right now the MoH is tracking that Fallujah needs three new health clinics. This information is based on information given by an assistant Minister in the MoH and is shown in Appendix 1. The earliest that these clinics will begin being built is 3rd or 4th Quarter (app. Aug or Sep) of this year. MoH asked for assistance identifying 3 plots of land (app. 250 m²) in Fallujah to better focus their planning.
2. Financing a new clinic through MoHC. Ministry of Housing and Construction is going to the World Bank Donors conference with a $40M request to build a new Primary Health Clinic in Fallujah. MoHC is confident once the money is committed that the work can begin quickly.
3. Financing a new clinic using the R3P monies. (b)(6) ... submit a request through (b)(6) for $1.5 million dollars to build a new clinic in Fallujah. When the money is identified the MoHC will take the lead to find the contractors and build the new clinic. Coordination will be made with the MoH for design and specification recommendations.
4. Refurbishing/Supplying the existing clinics through USAID. The following programs dealing with healthcare are being led by USAID.
   a. Clinic equipment arriving Mid-March and continuing through April

b. Six PHC centers will be supplied with dental supplies and instruments beginning in mid-February. Funded by IHSS contract.

c. Nine clinics are identified by RTI/ABT for rebuild (Start date unknown).

RTI/ABT Clinics

1	11/8/2003	1101	Al Aleaiya	Fallujah
2	11/8/2003	1102	Al Saqlawia	Fallujah
3	11/8/2003	[illegible]	Dar Al Cemento Clinic	Fallujah
4	11/8/2003	[illegible]	Al Halabsa	Fallujah
5	11/8/2003	[illegible]	Al Jumaiy Clinic	Fallujah
6	11/22/2003	[illegible]	Al Seyahiya	Fallujah
7	11/25/2003	[illegible]	AL Tars	Fallujah
8	11/22/2003	[illegible]	Haj Al Wahdaniya	Fallujah
9	11/8/2003	[illegible]	7 Nesan	Fallujah

Other Initiatives:

- 3/82d and the 82d Division are working to finance and manufacture mobile health vans described in Appendix 2. Financing is still pending, but CERP money may be used.
- USAID Contractor is also doing healthcare training at the Universities (closest one to Fallujah is in Ramadi).

Agriculture – (MoAG) [redacted] is lead working with MoAg. [redacted] 82d Division) has done some work in the area and has identified some projects for DAI/Ag funding.

Outstanding Issues

- *Clearly identifying what help is available (USAID)* USAID has funds earmarked through DAI/Ag that will contribute to anything in the Agriculture Value Chain. [redacted] is coming out to Fallujah and can provide monies for Ag related projects.
- *Coordination between all interested parties.* Need to set up a meeting between everyone involved to develop clear Agriculture objectives.

USAID – ready to assist efforts in Fallujah pending coordination with OCD

- Sunni Triangle reports – outline for USAID strategy
- Programs and Contracts
  - Local Govt Program/Civic Education –
    - Designed to encourage dialogue and will provide limited finance in support of meetings / group discussions
    - Will be national level meetings to which Fallujah can send delegates
  - Construction – Creative Associates (secondary schools)
    - No additional monies are available from Creative Associates.
  - Rapid Response Grants –
    - $750K currently ID'd for Fallujah

- Economic Loans and Credit [redacted]
  - Continue to push Iraqi Cement to complete the capital expenditure (IPP) loan application where 3 of the 4 cement plants are in Al Anbar. In the interim supplement their budget with a $2MM capital expenditure loan. Request is currently at MoF – CG. Ben has lead.
  - Private Sector Development submitted a request to MoF to provide the cement factory $3M – [redacted] [redacted] now has lead.
  - 700K – All $700K is going to Fallujah [redacted] (Priv Sect Dev) worked action through the Board of Directors from the Bank of Baghdad. Private Bank is ID'd and agreement should be signed soon. Training has started, but the bank manager still has not signed the contract, and no Fallujah representatives are at the training. [illegible] Farming is working some other options.

CONCLUSION

- Continuity
- Schedule Next Session – Mon/23 Feb

(b)(6) [redacted]

From: (b)(6) [redacted] [illegible])

Sent: Thursday, February 26, 2004 [illegible] AM

To: (b)(6) [redacted]

(b)(6) [redacted]

Subject: Manifest

ALCON:

Below is the tentative manifest for Saturday's trip. We will be moving by ground. Please confirm via a reply to this email if you are still planning on attending and send any questions you may have.

Proposed Saturday Itinerary
0900 RP CPA
1015 Split into two groups
    GRP 1 to CMCC (could cover residences, have the colleges [illegible], possibly agriculture)
    GRP 2 to factories (brick and cement)
1300 Lunch
1330 Meeting in BDE Conference Room
1500 Depart for CPA

Participants	Office	Objectives of Trip
(b)(6) [redacted]	CCO	Direction / Decision
[redacted]	CCO	Direction / Decision
[redacted]	CCO	
[redacted]	3/82d LNO	Coordinate / Record trip findings
[redacted]	CCO	Direction / Decision
[redacted]	1MEF	Continuity
[redacted]	MoHealth	APT List and Primary Health Care Centers
[redacted]	MoHealth	First person assess (Will meet us at the Youth Center)
[redacted]	MoHE	Fallujah Colleges
[redacted]	Stratcoms	Stratcoms
[redacted]	Stratcoms	Combat Photographer
[redacted]	MoWater	Water issues in Fallujah and with Agriculture
[redacted]	MOI	State Owned Enterprises
[redacted]	ARDI	Agriculture funding
[redacted]	SAF	Fuel Distribution funding
[redacted]	USAID	Health Care Centers

Respectfully,

(b)(6) [redacted]

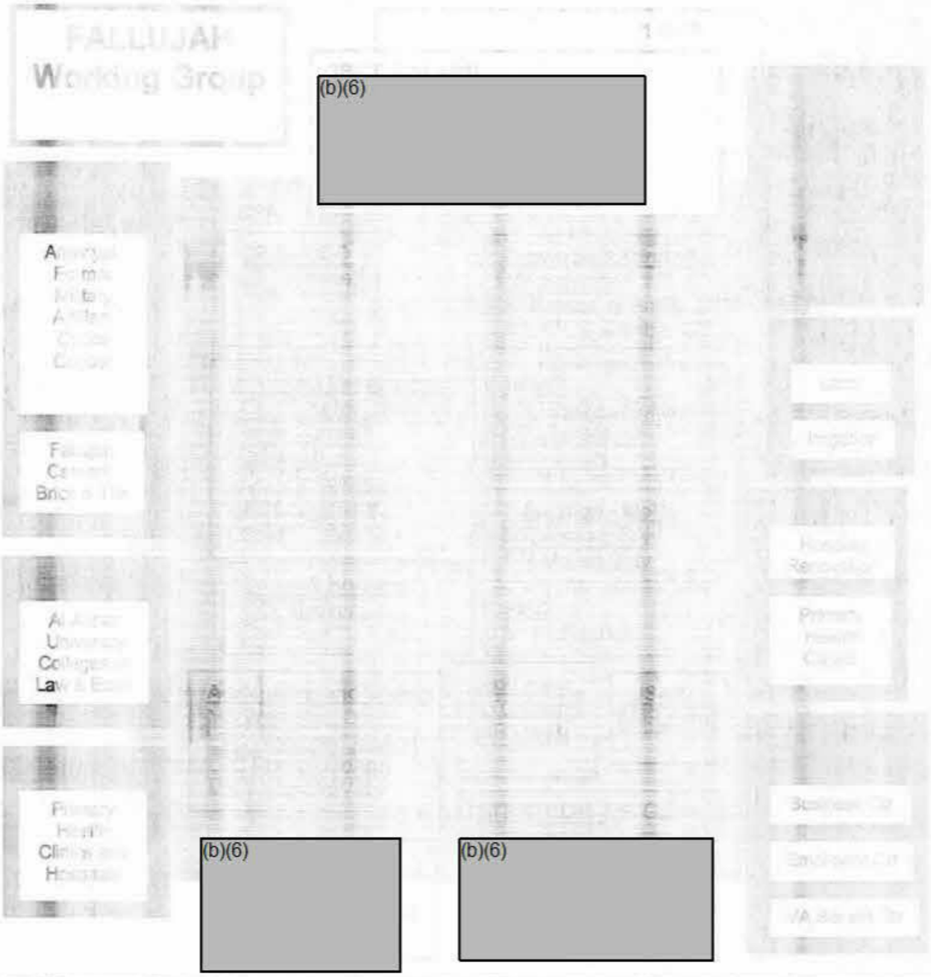
(b)(6) [redacted]

Fallujah Working Group Agenda and Notes (21[illegible]MAR04)

AGENDA

- Intro[illegible]
- Continuity
- 11 [illegible]
- Spring[illegible]
- Start[illegible]
- Health[illegible]

(b)(6) [redacted]



(b)(6) [redacted]

(b)(6) [redacted]

(b)(6) [redacted]

Road Trip 4 to Fallujah – ?? APR04 or ?? Tentative Manifest below

(b)(6) [redacted]	Office	Objectives of Trip
[redacted]	352d CA	Coordinate / Record all findings
[redacted]	I MEF	Continuity
[redacted]	MoHealth	APT List and Primary Health Care Centers
[redacted]	MoHealth	First person assess
[redacted]	MoHE	Fallujah Colleges
[redacted]	CS	Continuity
[redacted]	USAID	Healthcare Survey

- o Timeline – TBD

Fallujah Colleges

Background on Fallujah colleges – There are two colleges in Fallujah that are a part of the University of Al Anbar—Law and Economy. An attempt was made to close the Fallujah campuses and move them to Ramadi. This was stopped. Currently, limited classes are being held at the Fallujah campus. This past week (b)(6) met with the Dean of the University who painted a vastly different picture of the situation. According to him, 75% of the students are from Ramadi which is exactly opposite of what the FPAC told us. Also, the law college is new. The ministry recognizes that the colleges must remain open for political reasons. They are exploring options: (1) assign college to Baghdad (not recommended) (2) open alternate colleges in Ramadi (prefer)

ACTION: (b)(6) proposed the following Plan of Action

- Meeting with the Deans and the Military units in Fallujah
- Meet with a group of the Fallujah students to get their opinion
- Higher Education's D.G. for Accreditation and Scientific Supervision, Dr. Abdul-Raheem, is still looking for a solution

ACTION: (b)(6) will ensure that 1-505 links-up with (b)(6) for schedule meeting with deans, military and students.

State Owned Enterprises (SOE)

Background

There are numerous industries around Fallujah. To the west is a cement and brick factory that are controlled by the Ministry of Industry. To the south vicinity Amariyah there are a group of factories to include a Copper, Artillery, Graphite, Optics, and Casing that are controlled by the MIC.

Outstanding Issues

- *Packaging the information collected for distribution*
  - *Complete for Copper and Artillery (will do the cement and brick)*
- *Power*
- *Selling the Finished Copper at the Copper Plant*
- *Converting the Copper/Artillery/Optics/Graphite plants to the Ministry of Industry*
- *Providing shell casings at Elie ASP as raw materials to the Copper/Brass Factory*

ACTION: (b)(6) will put factory information on web.

Key Points:

- (b)(6) exploring possibility of setting up an exclusive buyers arrangement. He is working the finding those agreements.
- looking into possibility of auctioning licenses for scrap metal.
- building the momentum to sell the finished product currently stored at the Copper Factory. He will also advertise the available product.

Fallujah Employment Services

Employment Center – Center is established. There is a labor pool already identified through the Young mens business organization. The business organization is linked up with the FPAC. The "clean-up" Iraq program will work with the employment center to provide labor intensive low-skill jobs.
Veteran's Affairs Office – supported through MoL. (b)(6) 304 CA) working this effort. 82d apparently working these facilities outside of CPA Ministries. MoL just standing up a Veteran's Affairs effort, MoL wants to eventually role this into employment facilities. Office is also being used as an ICDC / NIA recruitment center)
Business Center – Linked up with (b)(6) and he has offered help from Bearing Point. He estimates it will be 3 weeks before money and resources are available to assist. Can provide equipment for a computer café, training for small business managers, and possibly vocational training.

Outstanding Issues

- ~~*Identifying a building and providing money for renovation (1-505 the lead)*~~
- *Coordination between interested parties (Cliff Baker (Bearing Point), MoL, 304th CA)*
- *Feasibility and possible timeline of local government / civic organization training*

ACTION: L/U 1-505 FIR with ARDI for agriculture related labor intensive project (canal clearing)

50S identifies a building for business center and future facilities training.

Healthcare

Background: The issue of the poor healthcare situation in Fallujah was brought up as the number one problem affecting the people of Fallujah. Currently there is an old hospital (built 1977) containing 100 beds and a Jordanian hospital (just east of the city) that provides temporary care for 100 patients a day. We are working four main avenues to improve Fallujah's healthcare. During the [illegible] meeting the mayor again asked for better healthcare, specifically a new hospital and new Primary Health Clinic.

- **Primary Health Clinics funded by the Supplemental.** Right now the MoH is thinking that Fallujah needs three new health clinics. This information is based on information given by an assistant Minister in the MoH and is shown in Appendix 1. The minister that these clinics will begin being built in 3rd or 4th Quarter (app. Aug or Sep) of this year. MoH asked for assistance identifying 3 parcels of land (app. 2000m²) in Fallujah to better refine their planning.
- **Financing a new clinic through MoHC.** Ministry of Housing and Construction is going to the World Bank Donors conference with a $4Mil request to build a new Primary Health Clinic in Fallujah. MoHC is confident once the money is committed that the work can be [illegible].
- **Financing a new clinic using the CDF monies.** (b)(6) will submit a request through Stuart Jones for $1.5 million dollars to build a new clinic in Fallujah. When the money is identified the MoHC will take the lead to find the contractor and build the new clinic. Coordination will be made with the MoH for design and specification recommendations.
- **Refurbishing/Supplying the existing clinics through USAID.** The following programs dealing with Healthcare are being led by USAID.
  - a. Clinic equipment arriving Mid-March and continuing through April. 9 of the 11 Al Anbar Clinics are in Fallujah.

Al Ameriya PHC	Fallujah	Al Faris Arabi PHC	Fallujah
Al Saqlawia PHC	Fallujah	Al Wihdah PHC	Fallujah
Al Jumoori PHC	Fallujah	Al Julian (7 April) PHC	Fallujah
Al Siyahiah PHC	Fallujah	Dar Al Cement PHC	Fallujah
Al Hallabsa PHC	Fallujah	Al Karmah PHC	Fallujah

  - b. Six PHC centers will be supplied with dental supplies and instruments beginning in mid-February. Funded by [illegible] contract.
  - c. Nine clinics are identified by RTI/ABT for rebuild (Start date unknown).

RTI/ABT Clinics

	Amount	Committed	Spent
Al Ameriyah (PHC)	$24,500	$23,500	$0.00
Al Saqlawia (PHC)	$20,300	$0.00	$0.00
Al Hallabsa (PHC)	$3,571	$2,878	$2,878
Dor Al Cement Clinic (PHC)	$17,200	$5,600	$5,600
Al Jumoori Clinic (PHC)	$12,400	$0.00	$0.00
Al Seyahiyah (PHC)	$5,000	$0.00	$0.00
Al Faris Arabi (PHC)	$5,700	$0.00	$0.00
Hay Al Wahda Clinic (PHC)	$15,300	$0.00	$0.00
Al Julian(7 Nissan) (PHC)	$697	$697	$697
Al Kharma (PHC)	$12,400	$12,400	$0.00
Al Sadhar (SHC)	$15,923	$7,967	$7,967

Other Initiatives:

- 3/82d and the 82d Division are working to finance and manufacture mobile health vans. Financing is still pending, but CERP money may be used.
- USAID Contractor is also doing Healthcare training at the Universities (closest one to Fallujah is in Ramadi)

ACTION: (b)(6) [illegible] talk to Stu Jones about providing $1.5 million for clinic
(b)(6) -505 provide information on clinic rebuild
1-505 PIE identifies locations (app. 2000m² of public land)

Agriculture – (MoAG) During the 24 Feb 04 visit, (b)(6) down with the Agriculture Director in Fallujah. Key issues were fertilizer for the spring crops (b)(6) 82d Division) has done some work in the area and has identified some projects for DAI/Ag funding.
ACTION: (b)(6) coordinate time for interested Ag parties to meet. Possibly at CPA HQ, but if not during next trip at FOB Blue Mile.

Outstanding Issues

- ~~*Clearly identifying what help is available*~~ *(USAID)* USAID has funds earmarked through DAI/Ag that will contribute to anything in the Agriculture Value Chain. (b)(6) is coming out to Fallujah and can provide monies for Ag related projects.
- *Coordination between all interested parties.* Need to set up a meeting between everyone involved to develop clear Agriculture objectives.

ARDI Proposals:

- Agriculture - Proposals for ARDI Grants:
  - Agricultural Repair Parts for Al Anbar
    - Project will provide needed repair parts for tractors, harvesters and irrigation pumps to the central distribution system giving farmers increased access and supporting improved production. Project will also provide needed generators for irrigation pumps and pesticide application equipment to improve production.
  - Agricultural Training Program for Al Anbar
    - Project will develop a train the trainer program to be provided to the Agriculture and Irrigation Departments. This program will bring information on new irrigation techniques, planting procedures and plant and insect pest control methods to participants who will later use the information as they aid and instruct local farmers. It is recommended that two to three training sites be selected in the region and that not only government agriculture and irrigation workers be invited, but also agriculture and irrigation engineers that act as the go between for farmers and the government.
  - Agriculture/Irrigation Office in Fallujah
    - The project will provide an office area for Department of Agriculture and Department of Irrigation personnel to work as well as an area they can use to provide periodic training for the farmers. It will provide farmers with a single, dedicated location where they can obtain information about agriculture and irrigation. Eventually a small plot can be planted to demonstrate both irrigation methods and specialized crop practices.
  - Agricultural Inputs for Fallujah
    - To aid farmers during an economically difficult time in Fallujah with a transition period between a highly subsidized agricultural industry to a free market system where fewer supports are required from the government. Project will provide seed and other inputs to the Fallujah Director of Agriculture for distribution to local farmers.
  - Veterinary Hospital Replacement in Fallujah
    - Construction of a new clinic will provide more adequate work space for veterinarians and improved facilities for veterinary care. Construct a new veterinary clinic to provide office, laboratory, pharmacy and clinical area to be used by the veterinarians assigned to Fallujah.
    - There are 14 veterinarians/farmers in the Fallujah area.

USAID – ready to assist efforts in Fallujah pending coordination with DOD

- Sunni Triangle reports – outline for USAID strategy
- Programs and Contracts
  - Local Govt Program/Civic Education –
    - Designed to encourage dialogue and will provide limited finance in support of meetings / group discussions
    - Will be national level meetings to which Fallujah can send delegates
  - Construction – Creative Associates (secondary schools)
    - No additional monies are available from Creative Associates.
  - Rapid Response Grants – $700K currently ID'd for Fallujah

---

Economic Loans and Credit (Heather Fleming)

- 700K - All $700K is going to Fallujah. (b)(6) (Prov Sec Dev) worked action through the Board of Directors from the Bank of Baghdad. Private bank is ID'd and agreement should be signed soon. Training has started, but the bank manager has not signed the contract, and no Fallujan representatives are at the training. (b)(6) e exploring some other options—options include getting the Housing Bank of Jordan to Fallujah for a week of training, reducing military influence (excluding CA oversight), excluding all military influence by transferring whole program through the Ministry of Planning and making it entirely Iraqi (not preferred).

UNDP

- Possible funding source. (b)(6) stated that his impression of the UNDP is that they want to help, have the money to spend, but right now do not have any information on Iraq's needs. UNDP can not come into Iraq, contract anyone to come into Iraq, but they can hire Iraqis. Suggested that we work through the Ministry of Planning and Coordination.
  OUTSTANDING ACTIONS:
    - (b)(6) provide a list of possible projects that require funding
    - Possibly send a delegation of local Fallujans to pitch their projects

- C-130 available if there are 10 or more people, CPA SEDN approval, and truly an official CPA purpose.
    - 48hr advanced notice is necessary—but it is better to give more notice in order to coordinate with other groups
    - Alternative is to pay for a Chartered Airline Flight

CONCLUSION

- Continuity
- Schedule Next Session – Mon/3 Nov

Ministry of Industry and Minerals

وزارة الصناعة والمعادن

العدد: 227
التاريخ: 2004/4/10

To: (b)(6)
Senior advisor
MIM

Sub. : Damaged & Expired films

Dear (b)(6)

The State Company for Heavy Equipments has a factory to extract valuable minerals (gold silver) from expired and damaged materials such as x-ray films, Photographic films, and airplanes batteries, Electronic cards from electronic equipments. The factory will serve two objectives: -

1- Environmental protection
2- Financial revenues to the company

The Company had succeeded in collecting such materials and aims to collect the same from the following sites:

A- Iraqi Media net in Conference Palace in Baghdad
B- Taji (Al-Harith Company)
C- Al-Hurria Base in Kirkuk
D- Baghdad Base in Haditha
E- Al-Waleed Base (H3) in Rutba
F- Imam Ali Base in Nasiriya

The company's authorized personnel to collect the concerned material were not allowed access to the above sites as they were requested to obtain an authorization from Coalition Provisional Authority.

You are kindly requested to assist the company in obtaining the necessary permits to collect these materials under proper supervision.

Kind regards

Sami R. Al-Araji
Director General of planning
MIM

10/4/2004

No: 119
Date:

Minster Of industry
And Minerals
Heavy Industrial equipment Co.
To ATT: Ministry Of industry and Minerals protection and Security of Institutions
Subject: Receiving damaged materials and Films

Kindly give us your agreement to address the American supervision in Ministry of Industry and Minerals concerning contacting the sites which the American forces control, and supply us with a letter from CPA to receive the U/M materials under the supervision of the American official and after ruining the materials completely:

1- the used air photo films.
2- The damaged electronic cards.
3- The damaged movie films.

For your information, these materials are the base materials which are used in the process of gold and silver purification and we had received such materials before the liberation of Iraq.

The sites are:

1- Iraqi media net in conference place in Baghdad.
2- Taji
3- AL Huria base in Kirkuk
4- Baghdadi base in Haditha
5- AL- Waleed base in Ein Rotba
6- Imam- Ali base in Nasseria

We authorize the H/M engineers the receive the materials:

1- Mr. Leith Sami Songath.
2- Mr. Saad Aziz Khalaf.
3- Mr. Haydar Hassan Mahdi

The director general
Qais Khadhom Muslih
19 - 4 - 2004

COALITION PROVISIONAL AUTHORITY

BAGHDAD

MEMORANDUM FOR RECORD

SUBJECT: Recovery of Damaged & Expired Films

DATE: 28 March 2004

To: All Parties Concerned

This is a request for allowing employees of the State Company for Heavy Equipments access to the following sites for purposes of removing discarded, damaged and expired films, airplane batteries, and electronic cards. Representatives of the State Company for Heavy Equipments is fully authorized by this office of the Coalition Provisional Authority and its office of the Ministry of Industry & Minerals to enter the following locations.

1. Iraqi Media net, located in the Conference Palace, Baghdad
2. Al Harith Company, Taji
3. Al Hurie Base, Kirkuk
4. Baghdad Base, Haditha
5. Al Waleed Base (H3), Rutba
6. Imam Ali Base, Nairiya

The purpose of collecting and removing these items is for environmental protection and the recycling of industrial grade metal from these products.

POC for this MEMORANDUM is (b)(6)
(b)(6)

(b)(6)

Deputy Senior Advisor
Ministry of Industry & Minerals

COALITION PROVISIONAL AUTHORITY
BAGHDAD

MEMORANDUM FOR RECORD

SUBJECT: Return of Truck

DATE: [illegible] March 2004

To: All Parties Concerned

This is a request for the immediate return of a seized truck as listed below.

On or about 7 July 2003 a Nissan light duty truck, pick-up truck, belonging to the Ministry of Industry and Minerals - model 20[illegible] Plate # 4996, Chassis # [illegible], VIN # 22 0578520 was seized from Mr. Abed Zaid Hassan Mohammed by coalition forces in Dora, Baghdad.

Mr. Mohammed is an employee of the Ministry of Industry and Minerals, and was operating this vehicle with the authorization of the Ministry at the time of seizure.

You are requested to return the vehicle listed above to Mr. Abed Zaid Hassen Mohammed.

POC for this MEMORANDUM is: (b)(6)
(b)(6)

(b)(6)
Ministry of Industry & Minerals

Attachment (1) - (b)(6)
Note from 432 CA BN

2003 July 10 IE 997/03

Abed Zaid Hassan Mohammed
is a driver for the Ministry of
Industry. He was recently
stopped at a military checkpoint
in Dora Baghdad & the car was
taken by military personnel.
Rather than taking the vehicle to
the BIAP-TAW division, where
the car is believed to be in
Mosul & being used by U.S.
Soldiers. Please assist this
Abed in getting this car.

422nd CIVIL AFFAIRS BATTALION

[illegible]

Nissan Pickup

28 [illegible]

4 [illegible]

28 = 47 [illegible]

22 [illegible]
8 [illegible]

Mill

And [illegible]

[illegible]

COALITION PROVISIONAL AUTHORITY
BAGHDAD

MEMORANDUM TO WHOM IT MAY CONCERN

SUBJECT: Return of Confiscated Facility Protection Service Weapons

DATE: 11 March 2004

1. This is a request for the return of two (2), AK-47 weapons, serial numbers; 2304930 and 2842034, to the Ministry of Industry & Minerals and its' Facility Protection Service. It is further requested that these weapons be released to

2. On or about 22 February 2004, US soldiers confiscated two (2) AK-47 rifles from Guards employed by the Ministry of Industry & Minerals, Facility's Protection Service. These guards were on duty and on station at the time of these seizures. This occurred at the Iraqi Cement Company, Kubaisa, Iraq, a State Owned Enterprise under Iraq's Ministry of Industry & Minerals.

3. POC for this MEMORANDUM is. (b)(6)
(b)(6)

(b)(6)

Foreign Language

We took ~~three~~ two AK-47 from Ali Sattel Faraj. he did not have any paper work for the weapons to prove that the weapons belong to him. weapon serial numbers.

2804880

2898084

We will take the weapons and release

(b)(6)

[redacted]

- Kubusa Cement factory -

(b)(6)

From: (b)(6)
Sent: Thursday, March 18, 2004 5:48 PM
To: (b)(6)
Subject: FW: FPS ID's from Ministry

(b)(6)

(b)(6)

Heres an RFI for Hill

GST N109

-----Original Message-----
From: Dogen, Deirdre (b)(6) (CIV [illegible]
(b)(6) (b)(6)
Sent: [illegible]
To: (b)(6)
Cc: (b)(6)
Subject: FW: FPS ID's from Ministry

(b)(6)

Can you provide assistance or a POC for this request.

Thanks, (b)(6)

(b)(6)
MAJ, CA
Commander
Alpha Co./ 416th Civil Affairs Bn
DIVARTY Combat Team
First Armored Division
Baghdad, IZ
DNVT: (b)(6)

Sen - 22 Mar 04.
Message [illegible]

(b)(6)

-----Original Message-----
From: (b)(6) (1AD DIVARTY S2 SECURITY NCO)
Sent: Tuesday, March 16, 2004 10:32 PM
To: (b)(6)
Subject: FW: FPS ID's from Ministry

5107

(b)(6)

Sir,
Can you help here?

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Tuesday, March 16, 2004 10:11 AM
To: (b)(6)
Subject: FPS ID's from Ministry

Sir:

One of my patrols brought in a suspect looking FPS ID from the ministry of Industry and Minerals, issued by (b)(6) 352 CA. The card doesn't look anything like the typical FPS cards, and even has what appears to be a passport photo for a picture. I'm wondering if you can try to get ahold of these guys and find out if badge #4275 belongs to Hail Jawad Kathem. Thanks in advance for the help.

FUEL AUTHORIZATION REQUEST

Justification Must be Attached

(b)(6) [redacted]

Requestor's Name ______ Date: 1 MARCH 04

Unit / Company: [illegible] INDUSTRY - MINERALS Contact #: ______

Expire: 30 days

Government Owned Vehicle ______ Ministry Owned Vehicle X
Government Leased Vehicle ______ Ministry Leased Vehicle ______
Privately Owned Vehicle ______ Ministry Privately Owned Vehicle ______

VEHICLE INFORMATION:

	MAKE	MODEL	YEAR	COLOR	VIN / SERIAL	GP #	TAG #
①	TOYOTA	[illegible]	[illegible]	[illegible]	[illegible]		8560
②	TOYOTA	LANDCRUISER	[illegible]	[illegible]	[illegible]		61
③	MERCEDES	[illegible]	[illegible]	[illegible]	[illegible]		(DIYALA
④	TOYOTA	LAND[illegible]	[illegible]	[illegible]	[illegible]		[illegible]

REQUIREMENT DETERMINATION: Approve ______ Disapprove ______ Date: ______

(b)(6) [redacted]

Director of Logistics
CPA C-4, Baghdad

APPROVAL SIGNATURE: (b)(6) [redacted] ______

Administrative Contracting Officer
CPA, DCMA IRAQ

COALITION PROVISIONAL AUTHORITY
BAGHDAD

MEMORANDUM FOR RECORD

SUBJECT: Request for Fuel and Maintenance Authorization

DATE: 11 March 2004

To: Director of Logistics

Your approval is requested for the fueling and maintenance of vehicles listed on the attached request. These vehicles are owned and operated by the Ministry of Industry & Minerals and are used on a daily basis in the conduct of Ministry business.

POC for this MEMORANDUM (b)(6)
(b)(6)

(b)(6)
Deputy Senior Advisor
Ministry of Industry & Minerals

Attachment (1) -
Fuel Authorization Request

AL ZKHRIF LAND COMPANY

AL EKhnit

precast only
vs press formed and load bearing.

Fouad Abachian
nd Alsultan — open-tender w/ pre cast contracts —

- uniformity
- equipment
- time

27 — one & [illegible]
[illegible] tons max — Ecar of 16 mm diameter.
([illegible] meter length each)

* girders important for bridge —
commonly is [illegible] —

20 — use prestress
← not prestressed

- any bridge
- culvert
- any buildings
→ 7 meter in length — use pre stress —

(cost vs one to another)

(Requires each day
the company)

4 batching plant – another 2 batchy plants.
50 million per year.
(@150,000 per each)

Lebanon – brings in cement –
– power
– spare parts
– technical problems w/ equipmt
electrical power is an issue of
Concrete plant – needs a lot of power

AlSawar

(b)(6)
[redacted]

phone:

(b)(6)

From: (b)(6)

Sent: Sunday, June 27, 2004 [illegible] PM

To: (b)(6)

Cc: (b)(6)

Subject: The information I sent to you on 6-19-04

Dear (b)(6)

I just wanted to check up and see if all was well with you. I assume that you received the E-mail that I sent to you on June 19, 2005 and the financial detail that was in the attachment. I wanted be sure you understood the information I sent to you. If you have any questions please feel free to call or E-mail me or Brad Swanson.

Regards,
(b)(6)

(b)(6)
Financing Specialist
CPA--Private Sector Development
Baghdad, Iraq
(b)(6)

(b)(6)

From: (b)(6)

Sent: Saturday, June 19, 2004 1:08 PM

To: (b)(6)

Subject: Our Last Meeting and Financial Information

Dear (b)(6)

It was a pleasure to have met with all of you and to discuss your financing needs in regard to the development of a plant to produce pre-stressed concrete. I want to thank you for having Alberto and myself out to your offices and for providing such a wonder lunch.

From our last meeting with Adel and Redha I promised to send you some specific information that will hopefully assist you to prepare the type of information we need to move forward. We discussed the need for you to provide historical financial information for your company, in English, for the past three years. What I have provided for you are several spread sheets which you should complete with the appropriate financial information. The information in the third section titled Historical Financial Statements will supplement your company's financial statements which we still need to have provided.

Below I have listed the various spread sheets that we discussed and that I have prepared to assist you in providing the financial and other business information we need to consider you loan request.

Financing Needs:
This spread sheet shows the various needs for funds for this project. If we were to provide $3.5 million in financing then you would need to provide an additional $2.8 million. Beginning on line 40 of this sheet please fill in the information that shows the sources for the $2.8 million and the collateral which would be provided for this loan.

Contracts:
1. The next spread sheet is one that you need to provide particular information about your present contracts. Please just fill in the columns.

2. I am also requesting that you please provide a copy of your contracts.

3. In addition please list for me the contracts that you are bidding on, please provide a) the size of the contract. b). the beginning date of the project, and c). the expected completion date.

Historical Financial Statements:
There have been three Sales spread sheets provided and three Cost spread sheets. They each represent either 2002—full year, 2003—full year or 2004—year-to-date. Please fill in the revenue portion of the sheets—the one called Sales and the corresponding Cost sheets for each year.

If you have any questions regarding these spread sheet please give me a call. The information requested above is needed in order for us to go move forward and consider your loan request. Once we have the necessary information we will review it and determine what the next steps are in the loan request process.

Regards,
(b)(6)

(b)(6)
Financing Specialist
CPA--Private Sector Development
Baghdad, Iraq
(b)(6)

(b)(6)

From: (b)(6)
Sent: Thursday, June 10, 2004 [illegible]
To: (b)(6)
Cc:
Subject: RE: Urgent request

(b)(6)

I apologize, but I would like to postpone our meeting on Saturday from 10:00am to 2:00pm, if it is ok with you.

I would like to remind you a few items that we conclusively need for this meeting, which will be the last one before my team departs.

1. Historical financial information of your company (at least, the last two years). If you provide your number in English and the original are in Arabic, it would be good to get a copy of the originals.
2. A formal proposal, from Casagrande, for ALL the equipment that you planning to buy. At least, we need a budget for every single item that will be paying from the loan. It's no need to give us the final price, we understand that you still are negotiating with them, but we need, at least, a first proposal. It would also be good if you give us some proof, like brochures, website links… of the value of the equipment that you are buying by yourselves.
3. Evidence –bank account statements or similar- of existing funds that could finance the $2.8M that you need to bring to the deal to buy your part of the equipment and for the working capital. Please, provide us also with and estimate in $ of the value of the collaterals that you are bringing to the deal.
4. The MOUs of two of your clients or, at least, quotations of them stating that there is demand for your project and that the prices that you mentioned in your financial data would be competitive.

As I already told you, Saturday's meeting will be the final one to conclude our part of the job and we need these requests by then.

Let us know if you have any questions or if you may have any problem with this.

Best Regards,

(b)(6)
Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

(b)(6)

From: Alberto (b)(6)

Sent: Sunday, June 13, 2004 9:24 PM

To: (b)(6)

Subject: RE: Quick last thing

Hi, (b)(6)

Yesterday, we met the Managing Director, Mr. Adnan Nahidh, who is the owner of 25% of the company. Mr. Adel Nahidh, who we met last week, is the Executive Director and he has 50% of the ownership. The other 25% ownership belongs to Mr. Redha Saeid, the older guy, who was in both meeting and who is the major technical expert.

You will find all the contact info of them in the email that I sent you this morning. You will find more info in the BP or in the attached documents.

Best,

(b)(6)

Senior Business Development & Support Advisor
Firm Level Assistance – Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

-----Original Message-----
From: (b)(6)
Sent: Sunday, June 13, 2004 1:47 PM
To: (b)(6)
Subject: Quick last thing

(b)(6) you please let me know the name of the individual we met with at the company yesterday—I have the three that we met with from last time but the one owner I need the correct spelling of his name and title. Also may I have the same for the majority owner we met last time that was not there yesterday.

Thank you,

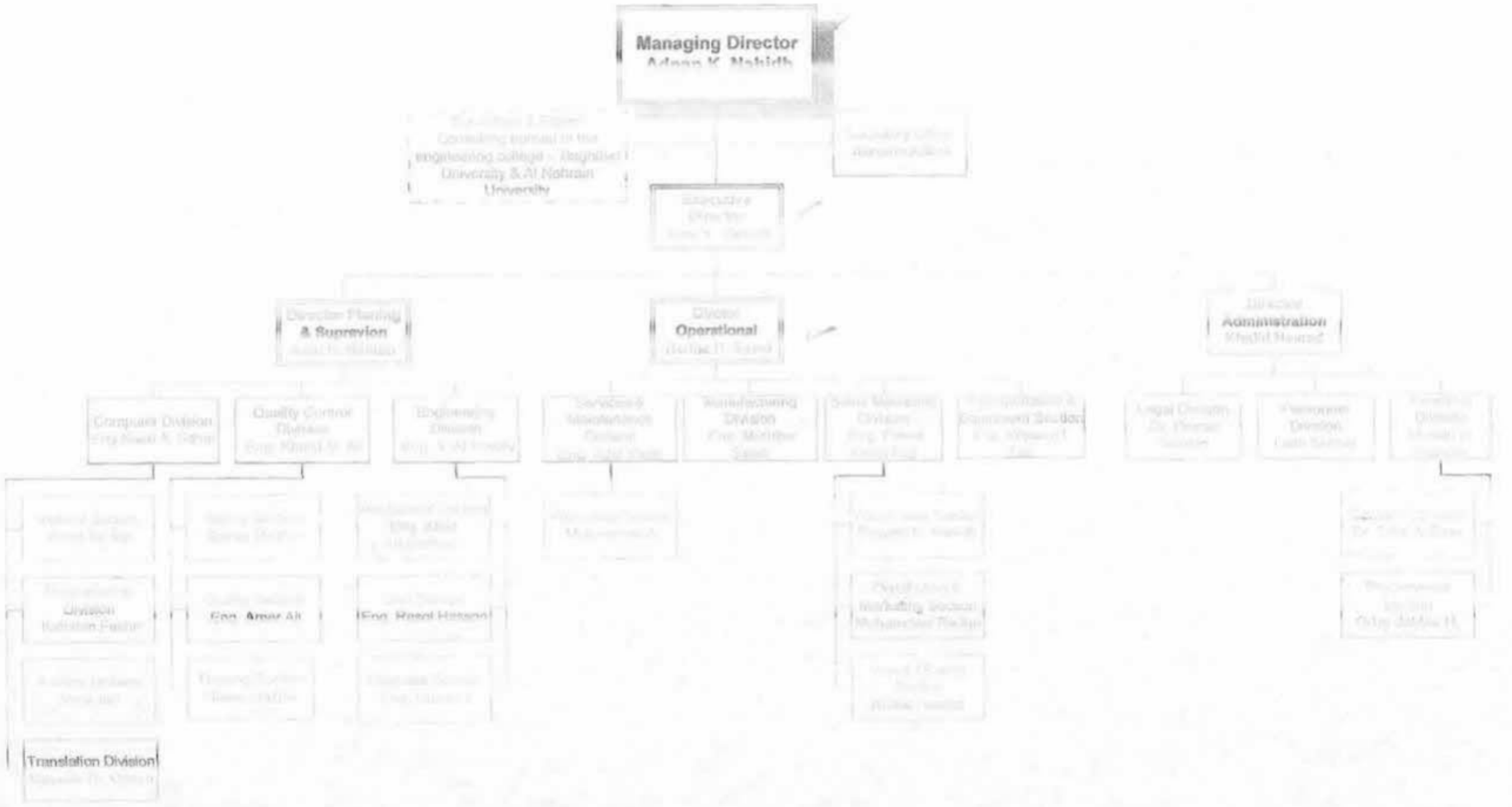
(b)(6)

(b)(6)

Financing Specialist
CPA–Private Sector Development
Baghdad, Iraq

(b)(6)

Al Zkhrif Land Company for General Construction



(b)(6)

From: Alberto (b)(6)

Sent: Friday, June 11, 2004 2:10 PM

To: (b)(6)

Subject: RE: Some questions

Hello, (b)(6)

They will have the historical financial information ready for this meeting. If they give us that then, I still can put them in a nice spreadsheet on Sunday.

In any case, if we get it, it will be as much as or even more than what we have got from any other co. I think we are still waiting for the same info from Al Tamen.

We are checking the info that they gave us about the projects that they are completing for Parsons, Bechtel and other companies/organizations, which I think will be the best reference since is third-party info.

The Iraq Business Centre already confirmed to Dinni -a BP's architect- that was helping me with this- that Al Zkhrif is an old established company, registered, and respectable.

The agenda would be getting and discussing the documentation I asked from them yesterday, discuss the term sheet, and any other issue that you want to include to feel comfortable with this deal.

I do not think that we have any problem to arrange the visit. Our security team has already being there several times.

Best,

(b)(6)
Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

-----Original Message-----
From: (b)(6)
Sent: Friday, June 11, 2004 [illegible]
To: Alberto
Subject: Some questions

(b)(6)

Do you have the financials we requested from them? If you do please forward them to me. If you have put them into a spread sheet that would be great. We need to be sure of the borrowing entity and what assets and cash flow it has. Do you feel we have enough to say we know the entity?

Do you have an agenda for the meeting for tomorrow? Have you heard form security?
Thank you,

(b)(6)

(b)(6)

[redacted]

(b)(6)

From: Alberto [a(b)(6)]
Sent: Sunday, June 13, 2004 11:55 AM
To: (b)(6)
Cc: 'Adrian Rouse'
Subject: Al Zkhrif

Good morning (b)(6)

Since it seems impossible to access to the Palace right now I started to work on the Al Zkhrif stuff that we discussed yesterday.

I prepared a form that we can you to ask for the resources, collaterals and historical financial information. I attach it.

I also attach the last version of the Financial Statement before any new feedback and the contact data.

Will you prepare the letter and the questions for Al Zkhrif according with the message that you want to send them?

Please, feel free to modify the Excel form. I'll send you the last version of the BP this afternoon.

Best,

Alberto Abadia
Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

(b)(6)

From: Alberto (b)(6)

Sent: Thursday, June 10, 2004 3:[illegible] PM

To: (b)(6)

Cc:

Subject: Al Zkhrif's Business Plan

Dear (b)(6)

I send you the last version of Al Zkhrif's Business Plan with all its slides.

The last information that Alex got this afternoon is this:

(b)(6) CC's Senior Estimator, confirmed that there are 8 bridges in construction at this point in Iraq that those projects will require pre-stressed concrete piles. The Ministry of Planning and Construction estimates that their need for pre-stressed will amount to, at least, $8M/year during the next 10-12 years.

(b)(6)
Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

(b)(6)

From: Alberto (b)(6)
Sent: Sunday, June 13, 2004 3:45 PM
To: (b)(6)
Cc:
Subject: Al Zkiff's Business Plan

Dear (b)(6)

I send you the last version of Al Zkiff's Business Plan with all its pieces.

The last information that we got this afternoon is this:

(b)(6) ECC's Senior Estimator, confirmed that there are 8 bridges in construction at this point in Iraq that those projects will require pre-stressed concrete piles. The Ministry of Planning and Construction estimates that their need for pre-stressed will amount to, at least, **$8M/year during the next 10-12 years**.

(b)(6)
Senior Business Development & Support Advisor
Firm Level Assistance – Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

RESUMES OF KEY PERSONNEL

Managing Director 2
Adnan K. Hamidh 2
Consultant 3
Foaad Ahmed Al- Jumaily 3
Executive Manager 4
Adel K. Hamidh 4
Operational Manager 5
Redha H. Saad 5
Senior Engineer (In Plant) 6
Faisal Ghani 6
Safety Manager (In Plant) 7
Sa'ed Mekher Abbas Al Jashe'mi 7
Technical Director (In Plant) 8
Khalid Abdulrahman 8
Financial Manager (In Plant) 9
Hussain Al Bassam 9
Sales Manager (In Plant) 10
Khalid Hamood Hassan 10
Supervisor (In Plant). 11
Laith Sabbar A. 11

POSITION	Managing Director
TITLE	Eng.
Name	Adnan K. Nahidh
Birth Day	April 23, 1976
Citizenship	Iraqi
Address	(b)(6) [redacted]
Contact	[redacted]
Phone	[redacted]
Education/Qualifications	Bsc. in economy – Baghdad university
Relevant Experience	Good skill in sales and negotiation. Companies' management. Projects management. Good skill in general trade.
Employment History	Management in stores, warehouse in Baghdad market for central trade. Management Al Siyah for trading agencies. Managing manager for Al Zkhrif Land Co. since 2008.
Note	

(b)(6) [redacted]

POSITION	Consultant
TITLE	P.HD in Civil and Structural engineering.
Name	Fouad (b)(6) [redacted] ally
Birth Day	April [redacted] -Iraq
Address	Bagh [redacted] Col
Contact	+964 [redacted]
Phone	+(964 1) 5429556
Education/Qualifications	P.HD in Civil and Structural engineering, university of Sheffield, UK 1981, M. Sc. Civil engineering, university of Baghdad- Iraq in 1973, B. sc. in Civil engineering, university of Alexandria university, Egypt 1966.
Relevant Experience	35 years of practice in civil engineering fields, chief designer and coordinator of design team of the following: Checking and approving the civil works of Al-Hindia barrage and rail way bridge (Designed by SOGREH, France). Al-Adim Dam, including (Dam body- Bottom outlet tunnels- power tunnels- hydro power station building- hydro mechanical equipments- irrigation outlet building). A break – water in Khor Abdullah (Arabian Gulf). Civil and structural design for many buildings. Consultant for many Civil Engineering problems including soil treatment and foundation problems.
Academic Experience	25 years of teaching experience for many under and postgraduates courses. Supervised 6 P.HD theses and 32 MSc projects. 21 research publications on fields of foundation engineering
Note	*Specialization:* Soil Mechanics, foundations and structural engineering.

POSITION	Executive Manager
TITLE	Eng.
Name	Adel K. Nahidh
Birth Day	Jan 01, 1973
Citizenship	Iraqi
Address	Baghdad Al Karada
Contact	(b)(6) [redacted]
Phone	[redacted]
Education/Qualifications	B. Sc Civil engineering – Baghdad University
Relevant Experience	- Road works. - Civil works. - Management, administration & marketing
Employment History	- General manager of Al Aula Co. for foods (Owner). - Manager for Al Aula and printing press materials Bureau. - General trading Co. (Manager) - Al Siyah trading agencies general manager. - Executive manager in Al Zkhrif Land Co. up to date.
Note	Many training courses for global marketing and management in Germany and Dubai.

POSITION	Operational Manager
TITLE	Mr.
Name	Raosh H. Saad
Birth Day	25/11/1967
Citizenship	Iraqi
Address	(b)(6) [redacted]
Contact	[redacted]
Phone	[redacted]
Education/Qualifications	B.Sc in Law Baghdad University 2002
Relevent Experience	- Good skill in contracting for 20 years. - Supervising on constructive design & project. - Managing civil works and sale building material.
Employment History	Al Zkhrif Land Co. 1985 up-to-date
Note	

(b)(6)
[redacted]

POSITION	Senior Engineer (In Plant)
TITLE	Civil Engineer
Name	Faisal Ghazi
Birth Day	1957
Citizenship	Iraqi
Address	(b)(6) [redacted]
Contact	[redacted]
Phone	[redacted]
Education/Qualifications	Baghdad University – 1979 B.Sc. Civil Engineering.
Relevant Experience	Constructions, Rehabilitation of infrastructures, pumping stations, pipelines.
Employment History	Designing of civil structures 10 years. R.E. with different foreign companies. Executive engineer (site) for many projects.
Note	

POSITION	Safety Manager (In Plant)
TITLE	Mr.
Name	Sa'ud Mezher Abbas Al Jasha'mi
Birth Day	Jan 6, 1974
Citizenship	Iraqi
Address	(b)(6) [redacted]
Contact	[redacted]
Phone	[redacted]
Education/Qualifications	Baghdad university Bsc. Economy science
Relevant Experience	- Administration. - Accounting. - Administrative design.
Employment History	- Al Nawras factory for aluminum. - Al Arrala bureau for computer services.
Note	

POSITION	Technical Director (in Plant)
TITLE	Eng.
Name	Khalid Abdulrahman
Birth Day	1937
Citizenship	Iraqi
Address	(b)(6) [redacted]
Contact	[redacted]
Phone	[redacted]
Education/Qualifications	B.Sc. Mechanical Engineering.
Relevant Experience	- Erection the machines. - Design some mechanical structure. - Design water projects sewage. - Pumping station. - supervising for manufacturing non standard equipment… etc.
Employment History	- Mechanic Engineer at agricultural machines project. - Jute Industry Company. - Paper factory state organization. - Nassir state enterprise for mechanical of industries. - Petro chemical project. - Vegetable oils industry
Note	

Position	Financial Manager (In Plant)
Title	Mr.
Name	Hussain Al Bassam
Birth Day	31/12/1947
Citizenship	Iraqi
Address	(b)(6) [redacted]
Contact	[redacted]
Phone	[redacted]
Education/Qualifications	Higher diploma in accountancy/ Al Mosul university 1968.
Relevent Experience	Ministry of trade 29 years.
Employment History	▪ Ministry of trade 1968. ▪ State company for cars 1978. ▪ State company for foods 1980.
Note	

POSITION	Sales Manager (in Plant)
TITLE	Mr
Name	Khalid Hameed Hassan
Birth Day	25/6/1961
Citizenship	Iraqi
Address	(b)(6) [redacted]
Contact	[redacted]
Phone	[redacted]
Education/Qualifications	Bsc Physical education – Baghdad university 1985.
Relevant Experience	- Export & import. - Sales pricing. - Good skill in negotiation.
Employment History	- Ramada Co. for export & import. - Al Maza group for commercial agencies. - Atlantic Company for trade. - Al Zkhrif Land Co. for general construction
Date	

Al Zkhrif Land Co. Ltd.,
For General Construction

شركة أرض الزخرف
للمقاولات العامة المحدودة

POSITION	Supervisor (In Plant)
TITLE	Mr.
Name	Laith Sabber A.
Birth Day	Feb 12, 1968
Citizenship	Iraqi
Address	(b)(6) [redacted]
Contact	[redacted]
Phone	[redacted]
Education/Qualifications	Technical diploma - Air force institute
Relevant Experience	▪ General trading. ▪ Manufacturing electrical & Devices. ▪ Safety & controlling. ▪ Transportation. ▪ Supervision.
Employment History	▪ Design 1988-1990 ▪ Export, Import & Shipment 1990-1999 ▪ Al Zkhrif Land Co.1999 up to date
Note	

Al-Zhoof Land Co. For General Contracting
The General Budget in December 31, 2003

No. of the accountant guide	The account	2003 Iraqi Dinar	2002 Iraqi Dinar	
assets	1			
Permanent assets book value	11	40185350	5531250	
Postponed revenues costs	118	251000	282156	
Circulating assets				
Debtors	16	4800363	2313434	
Cash money	18	7680649	9174959	
Total assets		52917364	23797018	
Financing resource	2			
Long term financing resource				
Paid capital	211	10,000,000	10,000,000	
Reserves	22	61856792	1341358	
Short term financing resource				
Short term allowances	23	1664000	1664000	
Creditors	26	103110108	9815659	
The total of the financing resource		52917364	23797018	

Signed and sealed by Public Accountant &Auditor SM Al-Saadi
Signed by Managing director Adnan K. Nahith
Signed by the company accountant Hussean Abid Ali

For discussion purposes only. This is not an offer of financing.

Funding Term Sheet

Date of Term Sheet: 8 June 2004

Borrower: Al Zawiff Land Company – *need legal name and address* (the Company).

Lender: Iraq Loan Finance Company (to be established June 2004). Only the board of the Lender, or those to whom it delegates this authority, can make an offer of financing on behalf of the Lender. This term sheet will be presented to the Lender for its consideration.

Type of Business: Presently the company is a general contractor for construction projects providing general project services of design, planning, engineering, manpower and transportation, they undertake the execution of construction projects where they are the general. The proposed loan would be to enter into a new, related, line of business. The manufacture of pre-stressed concrete products; mostly the large steel reinforced foundation pilings. The project would consist of building a manufacturing plant on presently owned land to produce the concrete products and purchasing the equipment and raw materials needed.

how to finance working cap?

Loan Purpose:

1. Construction of manufacturing plant for the production of concrete products.
2. Finance purchase of manufacturing equipment to produce new line of concrete products.

Loan Amount and Maturity:

1. Amount: $XXX not to exceed 80% of total project cost
2. Maturity: five year maturity from disbursement date.

Interest Rate:

5% (five per cent) over the cost of funds. The rate may either be fixed using the applicable US Treasury rate as the benchmark cost of funds or floating using 6 month LIBOR.

Fees:

1% of the facility commitment, paid at closing, may be paid from loan proceeds, however ~~the covenant levels may have to be adjusted if this option is chosen~~

Repayment Terms:

1. Interest paid Quarterly in arrears
2. Principal paid in seventeen equal quarterly payments commencing on the one year anniversary of the disbursement date. Option for "mortgage style" level payments in event of fixed rate. ~~Option two~~

would to calculate the quarterly payments as they are done ~~when the~~ interest rate is floating.

Collateral:

1. Perfected lien on all accounts receivable (subject to Iraqi law)
2. Perfected first position lien on all existing equipment and new equipment purchased, land, buildings, and other movable and immovable assets of the Company
3. Pledge of all Company shares.

Requirements Related to Equipment Collateral:

1. All existing and new equipment must be maintained in good working order.
2. Equipment loan proceeds will be paid directly to the vendor as part of the total cost of the equipment and its delivery and installation. If more than one payment is required then a Letter of Credit will be opened for all the payments after the initial payment. ✓
3. Transit insurance will be obtained on the new equipment purchased.
4. Insurance on all equipment and other assets that are collateral for this financing for the duration of the loan. [illegible] ?

Reporting Requirements:

1. Company financial statements, signed by the Company owners, certifying to their accuracy are to be provided quarterly, no later than 30 days after the reporting period.
2. The Company's fiscal year-end financial statements are to be provided to the Iraq Loan Finance Company (ILFC) no later than 90 days after the fiscal year-end and are to be in a form acceptable to the ILFC

Financial Covenants:

1. Maintain operating cash flow of two times annual debt service, tested semi-annually
2. Minimum equity of $xxxx
3. Current ratio greater than 1.0, tested quarterly
4. No other liens on assets other than those that arise in the normal course of business.
5. No other debt incurred above $xxxx and no distributions from the Company above $xxx annually; subject to annual review and revision

Representations and Warranties:

1. The Company's financial condition, as presented in statements dated 00/00/00, are true and fairly represent the financial condition of the Company, there are no material misstatements
2. The company will maintain books and records in good order and allow visitation/inspection of records and premises and will comply with the financial reporting requirements contained in this agreement
3. Certification to the use of proceeds
4. There is no material litigation existing or pending for the Company
5. The Company is not in default on any obligation

6. Taxes have been fully paid and are current
7. The Company is in compliance with all laws
8. The company agrees to maintain the present nature of its business unless written permission is granted by FINCO

Further Conditions:

1. Equity of $xxxx must be obtained in the business before loan funding and it must be retained for the period that the loan is outstanding
2. Maintain appropriate insurance on manufacturing facility including equipment
3. No substantial change in operating business without approval of Lender
4. No substantial dispositions/acquisitions without approval of Lender
5. The applicable law for matters pertaining to the loan facilities will be New York (subject to local law)

Events of Default:

1. Any representation or warranty or items in other certificates supplied by the borrower shall prove to have been incorrect in any material respect
2. Failing to pay principal or interest within five days of when due
3. Commencement of any case or action relating to bankruptcy, insolvency or relief of debts *(do they have any BK laws here—I thought they just cut off your hand—or other body parts!!)*

Latenight comment

4 material adverse change in financial or [illegible] property
Borrower in [illegible]

(b)(6)

From: (b)(6)
Sent: Thursday, June 10, 2004 10:36 AM
To: (b)(6)
Cc: (b)(6)
Subject: RE: Urgent request

Dear (b)(6)

I apologize, but I would like to postpone our meeting on Saturday from 10:00am to 2:00pm, if it is ok with you.

I would like to remind you a few items that we conclusively need for this meeting, which will be the last one before my team departs:

1. Historical financial information of your company (at least, the last two years). If you provide your number in English and the original are in Arabic, it would be good to get a copy of the originals.
2. A formal proposal, from Rasegrande's, for ALL the equipment that you planning to buy. At least, we need a budget for every single item that will be paying from the loan. It is no need to give us the final price, we understand that you still are negotiating with them, but we need, at least, a first proposal. It would also be good if you give us some proof -like brochures, website links ...- of the value of the equipment that you are buying by yourselves.
3. Evidence -bank account statements or similar- of existing funds that could finance the $2.6M that you need to bring to the deal to buy your part of the equipment and for the working capital. Please, provide us also with and estimate of the value of the collaterals that you are bringing to de deal.
4. The MoUs of two of your clients or, at least, quotations of them stating that there is demand for your project and that the prices that you mentioned in your financial data would be competitive.

As I already told you, Saturday's meeting will be the final one to conclude our part of the job and we need these requests by then.

Let us know if you have any questions or if you may have any problem with this.

Best Regards,

(b)(6)
Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

[flow of project - timing v accounting periods.

gross-receipt vs net income vs cash-flow
over period

contract w/ other than gov't.

(b)(6)

From: (b)(6)
Sent: Monday, June 07, 2004 [illegible]
To: (b)(6)
Cc: (b)(6)
Subject: RE: First Draft of Al Zkhm Financial Model

I agree with (b)(6) that we need to validate market demand for this product. We need to meet directly with at least 2 primes to understand their needs and work-arounds. One could be (b)(6) of ECC. (b)(6) you know him (b)(6) you [illegible], and he is helpful so ring him up and see if he'll come by and have a chat or talk on the phone about it.
Cheers,
(b)(6)

(b)(6)

To: (b)(6) [redacted]
Subject: First Draft of Al Zkhrif Financial Model

This is the first Draft of Al Zkhrif's Financial Model.

It includes all the Financial Statements, Ratio Analyses, Capital Budgeting and Sensitivity analyses for Capacity Utilization and Gross Margin.

The first spreadsheet of the file contains a summary of all the relevant items plus the assumptions.

The needed funds would be: ILFC loan: $3.535M; Al Zkhrif's land and other initial investment items: $1.18M; Al Zkhrif's cash-equivalent equity contribution for working capital: $1.85M

The only relevant weakness that I have seen till now is that the Principal & Interest Cover Ratio goes below 0 for the fifth year (1.32). This is mainly because of the three payments that they have in this last period, but they have enough accumulated cash from the previous years to cover any eventuality.

Now, we need to discuss this number with our client.

Regards,

(b)(6) [redacted]

Senior Business Development & Support Advisor
Firm Level Assistance – Private Sector Development
Tel: (b)(6) [redacted]

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

(b)(6) [redacted]

From: (b)(6) [redacted]
Sent:
To:
Cc:
Subject: RE: First Draft of Al Zkhrif Financial Model

He already met (b)(6) [redacted]

He gave us positive feedback but I do not put that into the BP because I was waiting to get the exact data that he promised to deliver to us.

We work on getting that done.

Best,

(b)(6) [redacted]
Senior Business Development & Support Advisor
Firm Level Assistance, Private Sector Development
Tel.: (b)(6) [redacted]

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

-----Original Message-----
From: (b)(6) [redacted]
Sent: Monday, June [illegible]
To: (b)(6) [redacted]
Cc: (b)(6) [redacted]
Subject: RE: First Draft of Al Zkhrif Financial Model

I agree with (b)(6) [redacted] that we need to validate market demand for their product. We need to meet directly with at least 2 buyers to understand their needs and work-arounds. One could be Rick [illegible] of ECC. Susan, you know him (Adrian, you know him too?), and it is helpful so ring him up and see if he'll come by and have a chat, or talk on the phone about it. Cheers, B

-----Original Message-----
From: (b)(6) [redacted]
Sent: [illegible]
To: [illegible]
Cc: (b)(6) [redacted]
Subject: RE: First Draft of Al Zkhrif Financial Model

(b)(6) [redacted]

Initially, we are right on the market study. It would be comforting to get some MOUs from possible clients - Mitsubishi, Bechtel, Parsons, stating that specifically there is a need for more pre-stressed concrete supply in Iraq and that they would consider buying from Zkhrif in xyz quantities at xyz time, should Zkhrif invest in production. We may be waiting for this information already!

Also, do we know what the alternatives are for the big primes if Zkhrif does not build a pre-stressed concrete plant? And do we have any idea of competitor pricing and competitor capacity. Can Bechtel et al confirm it is currently at least willing to pay the pricing Zahrif has given in its model i.e. $[illegible] and [illegible] per ton for p.s. and p.c. piles respectively, but cannot get supply?

I think the trick is to try and establish how the infrastructure and reconstruction investment cited in the WB/UN report ($88m in 2004 and [illegible] from 2005 to 2007) translates into pre-stressed concrete demand. Then show current supply falls short, and that imports are not logistically possible. Perhaps Bechtel et al could tell us that for every $ spent on infrastructure projects of the type cited in the WB UN report, they would typically expect to spend xyz on pre-stressed concrete.

A

From: (b)(6) [redacted]
Sent: [illegible]
To: (b)(6) [redacted]
Subject: [illegible]

This is the first draft of Al Zahrif's Financial Model.

It includes all the Financial Statements, Ratio Analyses, Capital Budgeting and Sensitivity analyses for Capacity Utilization and Gross Margin.

The first spreadsheet of the file contains a summary of all the relevant items plus the assumptions.

The needed funds would be: TLG loan [illegible] for Zahrif's land and other initial investment items [illegible] cash-equivalent equity contribution for working capital: [illegible]

The only relevant weakness that I have seen till now is that the Principal & Interest Cover Ratio goes below 1 for the fifth year ([illegible]). This is mainly because of the three payments that they have in the last period, but they have enough accumulated cash from the previous years to cover an eventuality.

Now, we need to discuss this number with our client.

Regards,

(b)(6)

Senior Business Development Support Advisor

Firm Level Assistance - Private Sector Development

Tel.: (b)(6)

USAID - BearingPoint

BearingPoint Camp

Presidential Palace

Baghdad, IRAQ

For discussion purposes only. This is not an offer of financing.

Funding Term Sheet

Date of Term Sheet: 12 June 2004

Borrower: Al Zwani Land Company —*need legal name and address* (the Company).

Lender: Iraq Loan Finance Company (to be established June 2004). Only the board of the Lender, or those to whom it delegates this authority, can make an offer of financing on behalf of the Lender. This term sheet will be presented to the Lender for its consideration.

Type of Business: Presently the company is a general contractor for construction projects providing general project services of design, planning, engineering, manpower and transportation. they undertake the execution of construction projects where they are the general. The proposed loan would be to enter into a new, related, line of business. The manufacture of pre-stressed concrete products; mostly the large steel reinforced foundation pilings. The project would consist of building a manufacturing plant on presently owned land to produce the concrete products and purchasing the equipment and raw materials needed.

Loan Purpose:

1. Construction of manufacturing plant for the production of concrete products
2. Finance purchase of manufacturing equipment to produce new line of concrete products

Loan Amount and Maturity:

1. Amount: $3,500,000 not to exceed 80% of total project cost
2. Maturity: Five year maturity from disbursement date

Interest Rate:

5% (five per cent) over the cost of funds. The rate may either be fixed using the applicable US Treasury rate as the benchmark cost of funds or floating using 6 month LIBOR.

Fees:

1% of the facility commitment, paid at closing, may be paid from loan proceeds

Repayment Terms:

1. Interest paid Quarterly in arrears
2. Principal paid in seventeen equal quarterly payments commencing on the one year anniversary of the disbursement date. Option for "mortgage style" level payments in event of fixed rate

Collateral:

1. Perfected lien on all accounts receivable (subject to Iraqi law)
2. Perfected first position lien on all existing equipment and new equipment purchased, land, buildings, and other movable and immovable assets of the Company
3. Pledge of all Company shares

Requirements Related to Equipment Collateral:

1. All existing and new equipment must be maintained in good working order.
2. Equipment loan proceeds will be paid directly to the vendor as part of the total cost of the equipment and its delivery and installation. If more than one payment is required then a Letter of Credit will be opened for all the payments after the initial payment
3. Transit insurance will be obtained on the new equipment purchased
4. Insurance on all equipment and other assets that are collateral for this financing for the duration of the loan

Reporting Requirements

1. Company financial statements, signed by the Company owners, certifying to their accuracy are to be provided monthly, no later than 30 days after the reporting period
2. The Company's fiscal year-end financial statements are to be provided to the Iraq Loan Finance Company (ILFC) no later than 90 days after the fiscal year-end and are to be in a form acceptable to the ILFC

Financial Covenants:

1. Maintain operating cash flow of two times annual debt service, tested quarterly
2. Minimum equity of $xxxx
3. Current ratio greater than 1.0, tested quarterly
4. No other liens on assets other than those that arise in the normal course of business.
5. No other debt incurred above $xxxx and no distributions from the Company above $xxx annually, subject to annual review and revision

Representations and Warranties:

1. The Company's financial condition, as presented in statements dated: 00/00/00 are true and fairly represent the financial condition of the Company; there are no material misstatements
2. The company will maintain books and records in good order and allow visitation/inspection of records and premises and will comply with the financial reporting requirements contained in this agreement
3. Certification to the use of proceeds
4. There is no material litigation existing or pending for the Company
5. The Company is not in default on any obligation
6. Taxes have been fully paid and are current
7. The Company is in compliance with all laws

8. The company agrees to maintain the present nature of its business unless written permission is granted by FINCO

Further Conditions:

1. Equity of $xxxxx must be obtained in the business before loan funding and it must be retained for the period that the loan is outstanding
2. Maintain appropriate insurance on manufacturing facility including equipment
3. No substantial change in operating business without approval of Lender
4. No substantial dispositions/acquisitions without approval of Lender
5. The applicable law for matters pertaining to the loan facilities will be New York (subject to Iran law)

Events of Default:

1. Any representation or warranty or items in other certificates supplied by the borrower shall prove to have been incorrect in any material respect
2. Failing to pay principal or interest within five days of when due
3. Commencement of any case or action relating to bankruptcy, insolvency or relief of debts
4. Material adverse change in financial or business prospects of Borrower, in lender's sole discretion

For discussion purposes only. This is not an offer of financing.

Funding Term Sheet

Date of Term Sheet: 12 June 2004

Borrower: Al Zuhrif Land Company —*need legal name and address* (the Company)

Lender: Iraq Loan Finance Company (to be established June 2004). Only the board of the Lender, or those to whom it delegates this authority, can make an offer of financing on behalf of the Lender. This term sheet will be presented to the Lender for its consideration.

Type of Business: Presently the company is a general contractor for construction projects providing general project services of design, planning, engineering, manpower and transportation; they undertake the execution of construction projects where they are the general. The proposed loan would be to enter into a new, related, line of business: The manufacture of pre-stressed concrete products; mostly the large steel reinforced foundation pilings. The project would consist of building a manufacturing plant on presently owned land to produce the concrete products and purchasing the equipment and raw materials needed.

Loan Purpose:

1. Construction of manufacturing plant for the production of concrete products
2. Finance purchase of manufacturing equipment to produce new line of concrete products

Loan Amount and Maturity:

1. Amount: $3,500,000 not to exceed 80% of total project cost
2. Maturity: Five year maturity from disbursement date

Interest Rate:

5% (five per cent) over the cost of funds. The rate may either be fixed using the applicable US Treasury rate as the benchmark cost of funds or floating using 6 month LIBOR

Fees:

1% of the facility commitment, paid at closing, may be paid from loan proceeds

Repayment Terms:

1. Interest paid quarterly in arrears
2. Principal paid in seventeen equal quarterly payments commencing on the one year anniversary of the disbursement date. Option for "mortgage style" level payments in event of fixed rate.

Collateral:

1. Perfected lien on all accounts receivable (subject to Iraqi law)
2. Perfected first position lien on all existing equipment and new equipment purchased, land, buildings, and other movable and immovable assets of the Company
3. Pledge of all Company shares

Requirements Related to Equipment Collateral:

1. All existing and new equipment must be maintained in good working order.
2. Equipment loan proceeds will be paid directly to the vendor as part of the total cost of the equipment and its delivery and installation. If more than one payment is required then a Letter of Credit will be opened for all the payments after the initial payment
3. Transit insurance will be obtained on the new equipment purchased
4. Insurance on all equipment and other assets that are collateral for this financing for the duration of the loan

Reporting Requirements:

1. Company financial statements, signed by the Company owners, certifying to their accuracy are to be provided monthly, no later than 30 days after the reporting period
2. The Company's fiscal year-end financial statements are to be provided to the Iraq Loan Finance Company (ILFC) no later than 90 days after the fiscal year-end and are to be in a form acceptable to the ILFC

Financial Covenants:

1. Maintain operating cash flow of two times annual debt service, tested quarterly
2. Minimum equity of $xxxxx
3. Current ratio greater than 1.0, tested quarterly
4. No other liens on assets other then those that arise in the normal course of business
5. No other debt incurred above $xxxx and no distributions from the Company above $xxx annually; subject to annual review and revision

Representations and Warranties:

1. The Company's financial condition, as presented in statements dated 00/00/00, are true and fairly represent the financial condition of the Company; there are no material misstatements
2. The company will maintain books and records in good order and allow visitation/inspection of records and premises and will comply with the financial reporting requirements contained in this agreement
3. Certification to the use of proceeds
4. There is no material litigation existing or pending for the Company
5. The Company is not in default on any obligation
6. Taxes have been fully paid and are current
7. The Company is in compliance with all laws

8. The company agrees to maintain the present nature of its business unless written permission is granted by FINCO

Further Conditions:

1. Equity of $xxxx must be obtained in the business before loan funding and it must be retained for the period that the loan is outstanding
2. Maintain appropriate insurance on manufacturing facility including equipment
3. No substantial change in operating business without approval of Lender
4. No substantial dispositions/acquisitions without approval of Lender
5. The applicable law for matters pertaining to the loan facilities will be New York (subject to Iraqi law)

Events of Default:

1. Any representation or warranty or items in other certificates supplied by the borrower shall prove to have been incorrect in any material respect
2. Failing to pay principal or interest within five days of when due
3. Commencement of any case or action relating to bankruptcy, insolvency or relief of debts
4. Material adverse change in financial or business prospects of Borrower, in lender's sole discretion

(b)(6)

From: (b)(6)
Sent: Thursday, June 10, 2004 6:25 PM
To: (b)(6)
Cc:
Subject: Car for Saturday 12, 1:30PM

Hello,

(b)(6) and (b)(6) (CPA) need a car on Saturday, June 12.

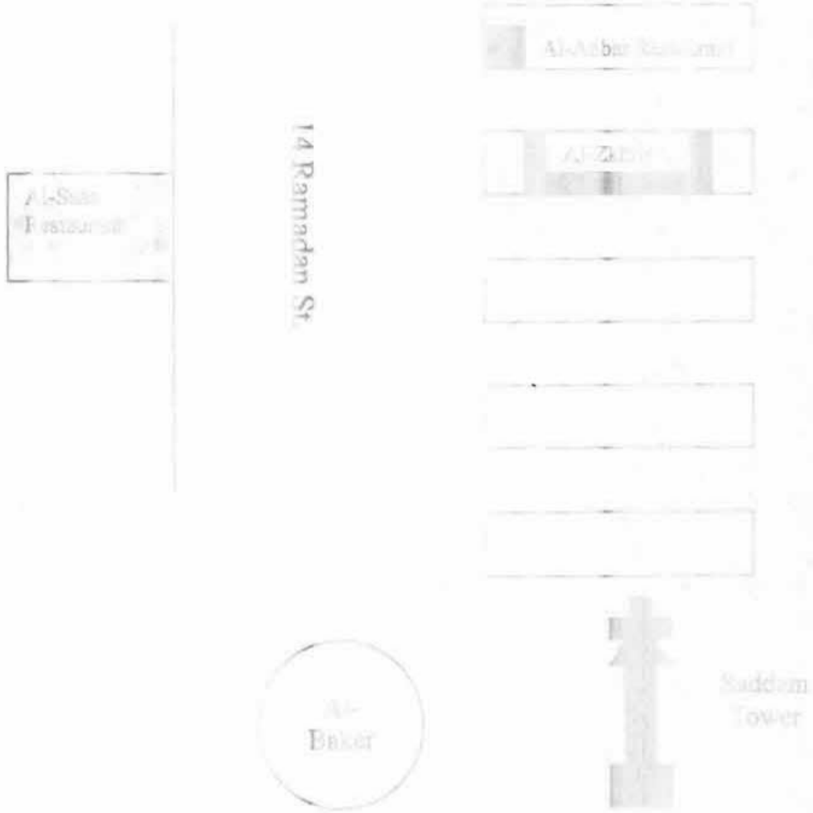
WE HAVE BEEN THERE SEVERAL TIMES WITH KROLL

From: *BearingPoint Camp*
To: ***Al Zkhrif Land**, 14 Ramadan Street (please see attached map)* Tel.: 790 190 8411
Time: *1:30PM*
PAX: *2*
ETA: *3 HOURS*
ETD: *5:00pm*

Best,

(b)(6)
Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: +(b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ


Al-Adbar Restaurant
Al-Zahra
Al-Saa Restaurant
14 Ramadan St.
Al-Baker
Saddam Tower

(b)(6)

From: Alberto (b)(6)
Sent: Monday, June 07, 2004 5:41 PM
To: (b)(6)
Subject: First Draft of Al Zkhrif Financial Model

This is the first Draft of Al Zkhrif's Financial Model.

It includes all the Financial Statements, Ratio Analyses, Capital Budgeting and Sensitivity analyses for Capacity Utilization and Gross Margin.

The first spreadsheet of the file contains a summary of all the relevant items plus the assumptions.

The needed funds would be: IFC loan: $3.835M; Al Zkhrif's land and other initial investment items: $1.16M; Al Zkhrif's cash-equivalent equity contribution for working capital: $1.65M

The only relevant weakness that I have seen so now is that the Principal & Interest Cover Ratio goes below 0 for the fifth year (1.32). This is mainly because of the three payments that they have in this last period, but they have enough accumulated cash from the previous years to cover any eventuality.

Now, we need to discuss the numbers with the client.

Regards,

(b)(6)
Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

(b)(6)

From: (b)(6)
Sent: (b)(6)
To: (b)(6)
Cc: 'Daniel Cotter'
Subject: RE: First Draft of Al Zkhrif Financial Model

(b)(6)

Initially, we are light on the market study, it would be comforting to get some MOUs from possible clients - Mitsubishi, Bechtel, Parsons, stating that specifically there is a need for more pre-stressed concrete supply in Iraq and that they would consider buying from Zkhrif in xyz quantities at xyz time, should Zkhrif invest in production. We may be waiting for this information already?

Also, do we know what the alternatives are for the big primes if Zkhrif does not build a pre-stressed concrete plant? And do we have any idea of competitor pricing and competitor capacity? Can Bechtel et al confirm it is currently at least willing to pay the pricing Zkhrif has given in its model i.e. $69.65 and $149 per ton for p.c. and p.c. piles respectively, but cannot get supply?

I think the trick is to try and establish how the infrastructure and reconstruction investment cited in the WB/UN report ($8Bn in 2004 and $559m from 2005 to 2007) translates into pre-stressed concrete demand, then show current supply falls short, and that imports are not logistically possible. Perhaps Bechtel et al could tell us that for every $ spent on infrastructure projects of the type cited in the WB/UN report, they would typically expect to spend xyz% on pre-stressed concrete.

A

From: (b)(6)
Sent: 07 June 2004 14:41
To: (b)(6)
Subject: First Draft of Al Zkhrif Financial Model

This is the first Draft of Al Zkhrif's Financial Model

It includes all the Financial Statements, Ratio Analyses, Capital Budgeting and Sensitivity analyses for Capacity Utilization and Gross Margin.

The first spreadsheet of the file contains a summary of all the relevant items plus the assumptions.

The needed funds would be: ILFC loan: $2.535M; Al Zkhrif's land and other initial investment items: $1.16M; Al Zkhrif's cash-equivalent equity contribution for working capital: $1.05M

The only relevant weakness that I have seen till now is that the Principal & Interest Cover Ratio goes below 0 for the fifth year (1.32). This is mainly because of the three payments that they have to this last period, but they have enough accumulated cash from the previous years to cover any eventuality.

Now, we need to discuss this number with our client.

Regards,

(b)(6)

Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

BearingPoint

USAID Iraq Economic Recovery, Reform and Sustained Growth Project
Temporary Offices: Coalition Provisional Authority
Room M-122
Administrative Mobile Telephone +1.914 [illegible]
CPA Office Land Line: 1.781.280.5863

MEMORANDUM

To Al Zkhri Date June 5, 2004

From Firm Level Assistance, Iraq Loan
Finance Company project team

Subject

Confirming meeting at the Convention Center on Sunday, June 6

This is to confirm that you are cordially invited to meet with our lending team tomorrow morning at 02:00 PM in room 2B of the Convention Center. This room is located on the second floor.

To enter the Convention Center you will need two forms of identification, one of which should be your birth certificate, and the other must have a photograph. Your Iraqi ID card, passport, or driver's license would be ideal. Please allow sufficient time to go through the security checks.

In the event that you have any difficulty entering the Convention Center (or finding us once you are inside), please call (b)(6) and we will come out to find you.

In order to help facilitate a productive meeting, please be prepared to give us a brief background about your business history, as well as an overview about one or more proposed business expansion ideas. This will allow us to package your project(s) into loan proposals. Please bring whatever supporting documents you have that may be useful to explain your situation.

Feel free to contact us if you have any questions. We look forward to meeting you.

Sincerely,

(b)(6)

For the Firm Level Assistance Program

Financial Questions and Requests:

a. The financial assumption that you send us say that you produce your piles and p.c. in one single day, that you deliver them that day and you get pay that same day. Isn't it unrealistic? What would be:
   i. Time to manufacture your product (in day).
   ii. Time to deliver your merchandise.
   iii. Time to get pay after you deliver them.

   Please, provide us with an explanation if you will insist on 0 days for these items.
b. You reach a revenue figure that is the same after month 4. I would like to ask you:
   i. What is the capacity utilization (% of the maximum) that this number implies?
   ii. Would be more realistic extending this production increase for some more months before you reach your maximum? How would it be like?
c. Could you include security cost?
d. Could you explain to us what is covered by the insurance charge that you include in your assumptions?
e. What is the name of the local banks that you prefer to deal with?

meeting - [illegible] [illegible] hand [illegible] - 6-6-04

Questions:

1. will send
5. copies of chart of org. - will come -
2. send org. chart of plant -
+ [illegible] - relate to the project that
you have expertise -

3. [illegible] will provid 80% of project value -
loan -

4. S.O.E. [production [illegible] after construction

to construct plant.

2. prospects locations for plant -
120 sq meters - in Baghdad
125 " " " " further away
20M " " near veterinary college.
(across side of city)

production - [illegible] - [illegible]

280 cu. meters -

- [illegible] [illegible]
- [illegible] types of [illegible]
- Special breeds

calculating only working days -
[illegible] [illegible] - [illegible]% -
of production [illegible]

Supply project

#20 1.5 mm Betchel

only pre used parts

- Building - constructed cost ?? (3.5 mm) (new)
- equipment
- materials
- Cost to carry to cash flow

Collateral - [illegible]

(b)(6)

From: (b)(6)
Sent: Saturday, June 05, 2004 [illegible] PM
To: (b)(6)
Cc:
Subject: Invitation for tomorrow's meeting

Hello (b)(6)

As I explained to Mayada, we would like to have a meeting tomorrow afternoon to discuss the general questions that I sent you this morning and the financial questions that I attach. We would appreciate if you are able to answer most of them by email before the meeting or you bring them with you.

For this meeting, we would need someone to answer any doubt that may still remain (probably Raad) about the general questions, and someone who can answer our questions about your financial assumptions -and who have some financial expertise-

Regarding the questions and requirements that I asked this morning, there are some very important:

- *A group chart with all the subsidiaries and companies that you group have and which are your activities:* we need to have a clear understanding of which companies are members of your group and what is the exact relation among their managers and owners. We, therefore, also need an ownership chart for your group and its companies.
- *Exact address of the new plant and description of the location.* As we agreed, please send me this information so we can arrange a visit to the site as soon as possible.
- *How/who are the vendors of your equipment? We would need a copy of their proposal.* We would need to have it within the next 2-3 days.
- *Some historical financial reports.*

As I also discussed with Mayada, in addition to the meeting tomorrow to discuss our questions and the possible trip to visit the site, we would like to have a final visit to your office on Thursday to discuss the Term Sheet for your loan.

Regards,

(b)(6)
Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

> -----Original Message-----
> **From:** (b)(6)
> **Sent:** Saturday, June 05, 2004 [illegible] AM
> **To:** (b)(6)
> **Cc:**
> **Subject:** Urgent request
> **Importance:** High
>
> Dear Raad:

I send you a list of questions and requests for you. We need them really urgently. My team leaves by the end of the next week and we have to have your application ready by then or it won't be consider by the Committee in July.

Later, I will send another list of financial questions.

Please give me an answer for any question as soon as you have it one by one, if needed. Do not wait to send me them all together.

Here is my first list:

General Questions and Requests:

1. Resumes of the company's Management
2. Resumes of the new plant's Management
3. Details of the collateral and its value that you can provide for the loan
4. How long it will take to settle the factory? How long it will take to start production?
5. Organizational chart with the NAMES of the people in those positions
6. A group chart with all the subsidiaries and companies that you group have and which are your activities
7. Exact address of the new plant and description of the location (if there is already a building, detail description of it, square meters covered and uncovered...)
8. What is the capacity utilization that you plant to have? How much in three months? How much in six months? How much after?
9. Who are in your Board of Directors, if you have that?
10. How is/are the vendors of your equipment? We would need a copy of their proposal.
11. Who are your clients? Give me a list of, at least, 3 clients and how much revenues you expect to have with them during the first year. If you plan to use your production for your own, quantify it and give me the value of it.
12. Provide us with
    a. Letters of reference from clients
    b. Quotations from major suppliers
    c. Copies of contracts or leases
    d. Historical financial records

Best,

(b)(6)

Senior Business Development & Support Advisor
Firm Level Assistance | Private Sector Development
Tel: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

(b)(6)

From: (b)(6)
Sent: Saturday, June [illegible], 2004 [illegible]
To: (b)(6)
Subject: RE: Invitation for tomorrow's meeting

Convention Center, Room 2S

(b)(6)
Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

-----Original Message-----
From: (b)(6)
Sent: (b)(6)
To: alberto_[illegible]
Subject: (b)(6)

(b)(6)

I will go tomorrow and then maybe on Thursday too but count me in for tomorrow. I know it is at 2:00 PM – where?

Thank you
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, June [illegible], 2004 4:10 PM
To: (b)(6)
Subject: FW: Invitation for tomorrow's meeting

Hi, (b)(6)

Which of these meetings do you want to come to?

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, June [illegible], 2004 [illegible]
To: (b)(6) 'Raad A. Sahar'

Cc: (b)(6)
Subject: Invitation for tomorrow's meeting

Hello (b)(6)

As I explained to (b)(6) we would like to have a meeting tomorrow afternoon to discuss the general questions that I sent you this morning and the financial questions that I attach. We would appreciate if you are able to answer most of them by email before the meeting or you bring them with you.

For this meeting, we would need someone to answer any doubt that may still remain (probably, Raad) about the general questions, and someone who can answer our questions about your financial assumptions -and who have some financial expertise-.

Regarding the questions and requirements that I asked this morning, there are some very important:

- *A group chart with all the subsidiaries and companies that you group have and which are your activities*: we need to have a clear understanding of which companies are members of your group and what is the exact relation among their managers and owners. We, therefore, also need an ownership chart for your group and its companies.
- *Exact address of the new plant and description of the location.* As we agree, please send me this information so we can arrange a visit to the site as soon as possible.
- *How is/are the vendors of your equipment? We would need a copy of their proposal.* We would need to have it within the next 2-3 days
- *Some historical financial records.*

As I also discussed with (b)(6) in addition to the meeting tomorrow to discuss our questions and the possible trip to visit the site, we would like to have a final visit to your office on Thursday to discuss the Term Sheet for your loan.

Regards,

(b)(6)

Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel.: (b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

-----Original Message-----
(b)(6)
Sent: Saturday, June 05, 2004 9:41 AM
To: (b)(6)
Cc:
Subject: Urgent request
Importance: High

Dear (b)(6)

I send you a list of questions and requests for you. We need them really urgently. My firm leaves by the end of the next week and we have to have your application ready by then or it won't be consider by the Committee in July.

Later I will send another list of financial questions.

Please give me an answer for any question or section as you have it, one by one, if needed. Do not wait to send me them all together.

Here is my first list:

General Questions and Requests:

1. Resumes of the company's Management
2. Resumes of the new plant's Management
3. Details of the collateral and its value that you can provide for the loan
4. How long it will take to settle the factory? How long it will take to start production?
5. Organizational chart with the NAMES of the people in those positions.
6. A group chart with all the subsidiaries and companies that you group have and which are your activities.
7. Exact address of the new plant and description of the location (if there is already a building, detail description of it, square meters covered and uncovered...)
8. What is the capacity utilization that you plan to have? How much in three months? How much in six months? How much after?
9. Who are in your Board of Directors, if you have that?
10. Who is/are the vendors of your equipment? We would need a copy of their proposal.
11. Who are your clients? Give me a list of, at least, 3 clients and how much revenues you expect to have with them during the first year. If you plan to use your production for your own, quantify it and give me the value of it.
12. Provide us with:
    a. Letters of reference from clients
    b. Quotations from major suppliers
    c. Copies of contracts or leases
    d. Historical financial records

Best

(b)(6)

Senior Business Development & Support Advisor
Firm Level Assistance - Private Sector Development
Tel. +(b)(6)

USAID / BearingPoint
BearingPoint Camp
Presidential Palace
Baghdad, IRAQ

Confidential

BUSINESS PLAN

to support a

Loan Proposal to the Iraq Loan Finance Company

Al Zkhrif Land Co.

for au gen Ltd.

[illegible]

50 %

25 %

65

Al-Mansour, 14 Ramadan Street
Baghdad, Iraq

Contact:

Managing Director: (b)(6) [redacted]

(b)(6) [redacted]

May 2004

This information may not be copied, transmitted, or shared without the permission of Al Zkhrif Land Company

Table of Contents

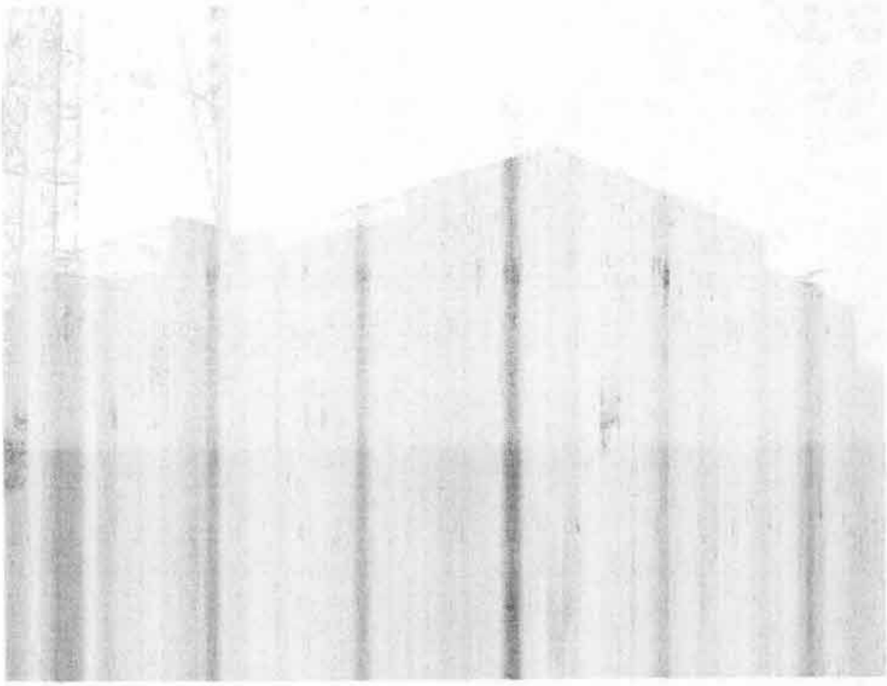
Table of Contents 2
Executive Summary 4
Description of the Business 4
Description of the Business 5
  Al Zuhrif Land Company for general constructions. Ltd. 5
  Basic Financial Information 5
  Offices 5
  Human Resources of the Company 6
    MANAGEMENT 6
  AZLC's Equipment List 7
  Products and Services 8
  1. Execution of Construction Projects 8
  2. General Project Services 8
  3. Designing, Detailing and Drafting (CADD) 9
  4. Planning and Development 9
  5. Manpower 10
  6. Engineering Consultation 10
  7. Transportations Services 10
Market 11
  The Infrastructure Construction Sector in Iraq 11
    Water and Sanitation 12
    Transport 13
    Telecommunication 15
  P.C. and P.C. Piles Industry Overview & Statement of Need 17
  Competitive Analysis 20
  Current Clients 21
The Pre-stressed Concrete Plant 24
  Location, Production, and Operations 24
    1 FACTORY 24
    2 NEW MACHINERY 24
    3 REQUIRED AREA 24
    4 ERECTION AND START-UP 25
    4.1 GENERAL 25
    4.2 SUPERVISION TO INSTALLATION AND START-UP TO THE PLANT ERECTION 25
    4.3 REQUIRED EQUIPMENT AND MANPOWER FOR THE ERECTION 25
    5. AVERAGE ENERGETIC CONSUMPTIONS 26
    6. PRODUCTION CAPACITY 26
  Management and Human Resources 27
    MANAGEMENT 27

DIRECT LABOR - REQUIRED PERSONNEL PER SHIFT 27
CONTACT INFORMATION 27
Financial Section 28
Investment Description 28
Appendices 31
APPENDIX 1 - LIST OF MACHINERY FOR PILE PRODUCTION AND PRICE 32
APPENDIX 2 – EQUITY INVEEMENT, USE OF FUNDS 37
APPENDIX 3 – INTERVIEW TO ENGINEER KAREEM SHAKER, DIRECTOR OF THE PRE CAST PILES PLANT, AS PROVIDED BY AZLC 38
APPENDIX 4 – INTERVIEW TO ENGINEER QASSIM RADHI MUTAR, HEAD OF PILES DEPARTMENT IN CONCRETE PILES PLANT, AS PROVIDED BY AZLC 39
APPENDIX 5 – REFERENCES AND CONTACTS 40
APPENDIX 6 – PAST CONTRACTS 42
APPENDIX 7 – ANNUAL INCOME STATEMENTS 44
APPENDIX 8 – ANNUAL BALANCE SHEET 44
APPENDIX 8 – ANNUAL BALANCE SHEET 45
APPENDIX 9 – ANNUAL CASHFLOW STATEMENT 46
APPENDIX 10 – FINANCIAL RATIO 46
APPENDIX 10 – FINANCIAL RATIO 47
Personal resumes 50
personal financial statements 50
letters of reference 50
quotations from major suppliers 50
copies of contract acceptance letter 50
historical financial statements (if available) 50
sample advertising or logo designs 50
videotape or CD presentation or demonstrations 50

Executive Summary

Al Zkhuf Land Company for general constructions, Ltd. (AZLC) requests a loan of $3,535,000 for the purpose of buying the adequate machinery to start a pre-stressed concrete (p.c.) plant. The total cost of the project is $5,035,000, and AZLC will provide ???, and machinery as collateral and will put up the balance of the total project costs in cash or equivalent. The new factory will be settled and ready to produce after ??? days.

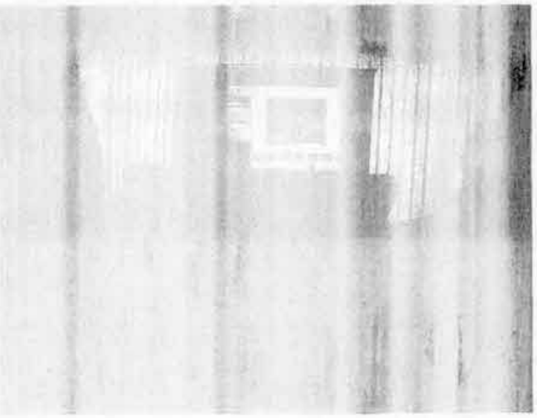
The funding will be used to purchase pile production machinery, pile dismantling equipment, moulds for p.c. pile production, reinforcement and production machinery for p.c. piles, and flanges manufacturing equipment, handling equipment, auxiliary systems, spare parts, packing, sea freight, shipment and transport c.i.f. to Baghdad, technical supervision (110 man/days), engineering and training equipment to establish one new production line of high-quality p.c. products and structures. The high-quality p.c. piles will be used to build bridges and other civil works in Iraq. The loan will be repaid over 5 years, and would create a minimum of 100 net new jobs (24 direct employees per shift plus 76 indirect jobs inside and outside the company).



Description of the Business

Al Zkhrif Land Company for general constructions, Ltd.[1]

Al Zkhrif Land Company for general constructions, Ltd. (AZLC) was established in 1985 and incorporated in 2002 as a Limited Liability Company. AL-Zkhrif land means the land of ornamentation in Arabic.



The scope of activities that AZLC performs is as follows:

1. Execution of Construction Projects
2. General Project Services
3. Designing, Detailing and Drafting (CADD)
4. Planning and Development
5. Manpower
6. Engineering Consultation
7. Transportations Services

Basic Financial Information

- AZLC's approximate revenue for year 2002 was $1,750,000
- AZLC's approximate revenue for year 2003 was $1,600,000

- AZLC's approximate profit for year 2002 was $ 350,000
- AZLC's approximate profit for year 2003 was $ 330,000

Offices

Headquarters	Baghdad – Al Mansour District
Baghdad office	Baghdad – Al Harthya District
Basrah office	Basrah – Ashaar District
Najaf office	Al Ansar District
Khanaqen office	City center
Diwaniya office	City center

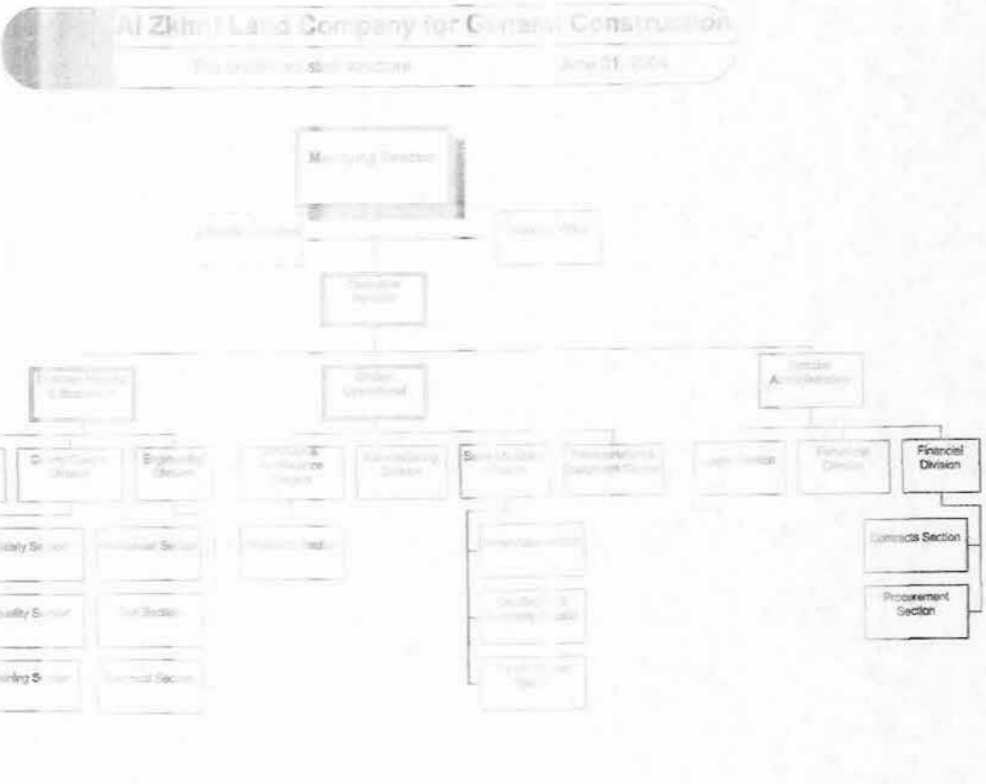
---

[1] AZLC Company Brochure, 2003; AZLC PowerPoint presentation

Human Resources of the Company

MANAGEMENT

Brief bio of the company's management, Organizational Chart, Resumes as an appendix.



ENGINEERS

Architects	[2]
Chemical	[1]
Civil	[15]
Computer	[4]
Design	[3]
Controls Eng.	[3]
Electrical	[4]
Electronics	[1]
Field	[4]
Maintenance	[2]
Mechanical	[4]
Procurement	[2]
Project Eng.	[4]
Safety	[3]
Welding Eng.	[2]
CADD / Drafting	[1]
Planning & Scheduling	[2]

MANAGEMENT

Building Serv.	[8]
Civil Superv.	[6]
Consultants	[28]
Maintenance	[2]
Electrical Superv.	[3]
Operations	[3]
General Services	[5]
Planner	[3]
Plant Mgr	[3]
Mechanical Superv.	[2]
Site Mgr	[6]
Surveyor	[6]
Quality Surveyor	[2]
Quality Assurance	[2]

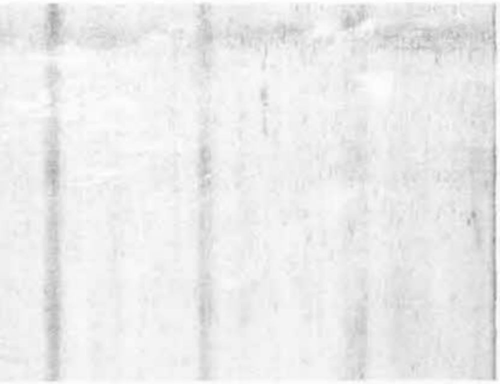
AZLC's Equipment List

Equipment_Type	Qty	Owner
Loading truck	10	18B
Low Bed	5	15B
Rig for piling	4	B
Shovels	4	B
Steel roller	3	B
Submerged pumps for heavy water	15	A
Tire roller	3	B
Trailer	2	B
Truck crane	10	B
Trucks with concrete mixer	3	B
Water Pump	6	A
Water truck	4	B
Welding equipment	2	A

Equipment Type	Qty.	Owner
Bulldozer	2	B
Cars with 12m Length	2	A
Cars for staff transportation (KIA Pregio Model 2000)	5	A
Compactors	3	B
Containers (3*2*3m)	2	A
Cranes	2	B
Diggers	2	B
Excavators	3	B
Forklift	8	B
Fuel truck	2	1A /B
Generator/Perkins type of 100 KVA	4	A
Graders	5	B
Jack hammer	3	B

Products and Services

1. Execution of Construction Projects



- Works of bridges, drilling of piles and all civil works.
- Carry out excavation and soil works for the structures.
- Carry out groundwater pumping.
- Undertake domestic water and severage networks.
- Concrete and concrete pouring for foundations, plinths, walls, ceilings and staircases.
- Carry out steel frameworks for structural works.
- Block building, wall partitioning and wall plastering.
- Execute Aluminum works, timber doors and all sorts of decorative works needed for the final finishing works.
- Execute and install electromechanical works (heating and air conditioning).
- Carry out the construction of warehouses for the storage of building materials.

2. General Project Services

AZLC also is fully prepared to:

- Ensure qualified and experienced staff and specialists in all construction areas (architectural, civil and electromechanical).
- Ensure unskilled labor for the different areas whatever the required numbers are to carry out projects in the various site locations. AZLC also can provide administrative support staff, covering all areas of administration and finance.
- Provide skilled labor and technicians to participate in the buildings and construction works (building, electrical works, air conditioning, carpentry, etc.)
- Ensure job shifts around the clock.
- Provided all building and construction materials in compliance with the required specifications and deliver them to different sites.

- Provide all equipment, tools and machinery necessary for the construction operations.

The accommodation and security are of the greatest importance for AZLC, which created a division (Accommodation and Security Division) dedicated to:

- Provide accommodation quarters for administrative staff. Such quarters will have all the required utilities in accordance with the standards and specifications set forth by clients or contractors.
- Provide full boarding accommodation and food for expatriate laborers and employees hired by clients or contractors.
- Ensure all sanitary and hygienic requirements in either the sites or accommodation quarters.
- Ensure a paramedics team on sites to provide all company employees with medical care.
- Provide security for all sites, warehouses and residential quarters by a specialized and well-trained security staff after having negotiated the basics of clients' requirements.
- Provide clients' VIPs, coming from abroad, with security protection as from the time of arrival to Iraq until they leave the country.

3. Designing, Detailing and Drafting (CADD)

AZLC's design effort is supported by group of consultants and experts, and its engineering designs are always created using modern computers and programs specialized in design and calculation.

4. Planning and Development

The Planning and Development Department makes general plans to administer projects and to provide the necessary information for all other Departments to ensure the best service for human and financial resources.

This Department also is in charge of:

- Scheduling training courses to develop the skills of the company's staff inside and outside the country.
- Securing participation of company's staff in local and international conferences.

5. Manpower

AZLC offers services in various fields as well as provide skilled, semi-skilled and unskilled labor that the clients' projects may require.

6. Engineering Consultation

AZLC contracts for its projects several consultation offices within the Iraqi Universities, like the Engineering Consultation Office at the Al Nahrain University, the Engineering Consultation Office at the Baghdad University. These offices have the most qualified Iraqi scientific personalities.

7. Transportations Services

AZLC's Transportation Service Division can furnish the following assistance:

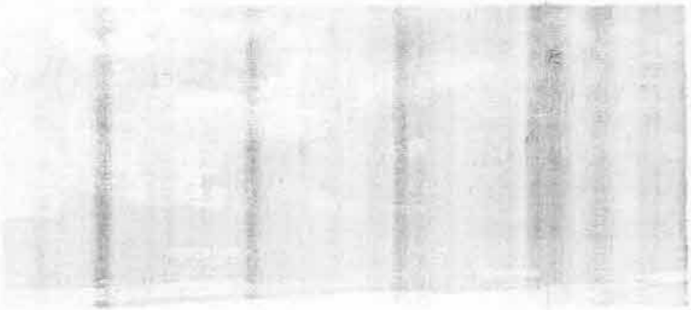
- Ensure the necessary transportation means to carry the materials from the storage points to the labor sites.
- Ensure the necessary transportation means for co-workers to and from the sites.
- Ensure all needed comforts for the staff and employees on site under the health standards set forth by clients.
- Provide port-a-cabins as required on sites to ensure best performance by the engineers and administrators, together with fitting such port-a-cabins with all utilities
- Ensure air conditioning and heating for all the sites, accommodation quarters and administrations.

Market

The Infrastructure Construction Sector in Iraq[2]

Infrastructure rehabilitation is an absolute priority in the recovery effort and will play a key role not only in improving service quality and coverage across a range of subsectors of the Iraqi economy but also in enhancing Iraq's competitiveness as it seeks to attract investment and promote development of the private sector. Some of the undergoing investments are also critical to facilitate the import and distribution of strategic commodities necessary for the overall reconstruction effort.

In addition to the immediate needs, policy and institutional issues related to infrastructure service delivery are already planned to be addressed early on to rationalize and realign regulatory oversight and delivery mechanisms across the sectors.



Years of embargo and highly centralized and politicized control of capital investment financing led to large-scale neglect of routine maintenance of assets and to a lack of investment on necessary large and middle-scale infrastructure projects.

According to the United Nations/World Bank Report called "Joint Iraq Needs Assessment" (October 2003), the reconstruction forecasted investments for the every Iraqi infrastructure sector could be described as follows:

---

[2] United Nations/World Bank, Joint Iraq Needs Assessment, October 2003

Water and Sanitation

Calendar Year 2004 and 2005-2007 Reconstruction Needs
(in US$ millions)

	2004	2005-2007	TOTAL
Investment Expenditures			
Rehabilitate/reconstruct water, wastewater networks and solid waste dumpsites	247.29	0	247.29
Investment to raise infrastructure to pre-1990 levels and expand networks/systems	337.50	[illegible]	4,000.67
Pay contractor claims against Iraq in Water and Sanitation	350.00	0	350.00
Priority 1: Develop and implement City Master Plans for water and sanitation	5.00	2.50	7.50
Priority 2: Raise Potable Water Access in Urban Areas by 15%	108.[illegible]	[illegible]	[illegible]
Priority 3: Raise Potable Water Access in Rural Areas by 25%	90.[illegible]	[illegible]	[illegible]
Priority 4: Reduce Water Loss by 20%	30.00	[illegible]	[illegible]
Priority 5: Raise Sanitation Coverage in Urban Areas by 30%	181.[illegible]	[illegible]	613.10
Priority 6: Raise Sanitation Coverage in Rural Areas by 50%	40.[illegible]	[illegible]	215.52
Priority 7: Improve Solid Waste Management	25.00	[illegible]	[illegible]
Priority 8: Build Capacity, integrating [illegible]	31.[illegible]	[illegible]	137.54
Total for Capital Investments	[illegible]	[illegible]	6842
Recurrent Costs			
Incremental O&M Costs	90.[illegible]	[illegible]	416
Total Investment and O&M Costs	[illegible]	[illegible]	7258

Transport

Calendar Year 2004 and 2005-2007 Reconstruction Needs
(in US$ millions)

	2004	2005-2007	TOTAL
Roads & Bridges			
Capital Investments			
Reconstruction/Rehabilitation	7.00	10.00	17.00
Equipment and TA for Road and Bridge Management System	0.50	1.50	2.00
Road and Expressway Master Plan; Prepare SCRB Restructuring (Highway Authority)	0.50	1.50	2.00
Replacement of 4 Floating Bridges	3.50	3.50	7.00
Completion of Expressway No. 1 (About 150 km)	30.00	189.00	219.00
Road Rehabilitation Program (100 km expressways, 775 km primary roads, 600 km secondary roads, and 150 km village roads)	59.05	178.45	237.50
Replacement of 5 Floating Bridges	0.00	15.00	15.00
Rehabilitation of 10 bridges	5.50	11.50	[illegible]
Construction of New Links to Expressway No. 1	5.00	45.0	50.00
Dualization of Selected Primary Roads (a Program of About 700 km)	3.00	87.00	90.00
Village Roads (400 km new village road)	3.75	26.25	30.00
Urban Freeways, By-passes and Ring Roads in Major Urban Areas	0.00	35.00	35.00
TOTAL INVESTMENT REQUIREMENTS	88	589	677
Civil Aviation			
Capital Investments			
Baghdad International Airport (for Full ICAO Certification)	67.20	55.80	123.00
Basra International Airport	39.00	21.00	60.00
Mosul Airport (for Full ICAO Certification)	13.20	1.50	14.70
National Air Traffic Management System (ATMS)	20.00	95.00	[illegible]
Civil Aviation Master Plan for Training Services	1.50	1.50	3.00
TOTAL INVESTMENT REQUIREMENTS	141	188	325
Ports			
Capital Investments			
Ports Master Plan and Port Restructuring	1.00	0.00	1.00
Dredging	10.00	20.00	30.00
Equipment to Improve Marine Traffic Management, Pilotage, Pollution Control, Fire-fighting, Marine Rescue, Navigational Safety Aids and Emergency Preparedness at the Port	5.00	20.00	25.00
Rehabilitation of Structures	40.00	70.00	110.00
Handling Equipment	15.00	21.00	36.00
TOTAL INVESTMENT REQUIREMENTS	71	136	207

Railways			
Capital Investments			
Reconstruction / Rehabilitation	6.00	3.00	9.00
Railway engineering study	0.50	1.00	1.50
Modernisation of the Railway training center	3.50	4.50	8.00
- Construction of a logistics platform in Baghdad (Regional Container Terminal) including acquisition of equipment [illegible]	4.00	6.00	10.00
- Studies for Repair/Maintenance/Upgrading of track, Rolling Stock, Signaling - Telecommunication	1.00	3.00	4.00
- Rehabilitation of all station buildings in all governorates and Central Station at Baghdad	7.00	13.00	20.00
- Overhauling of rolling stock: locomotives, coaches and wagons	10.00	50.00	60.00
- Signaling system for Baghdad - Basra - Umm Qasr (Tracking system with signaling)	10.00	20.00	30.00
- Signaling System (Block System) - Tokens [illegible] for (a) Baghdad - Mosul - Al Yarubiah (b) Baghdad - Al Qaim - Akashat and (c) Kirkuk - Bayji - Haditha	17.00	[illegible]	[illegible]
- Rehabilitation of workshops including [illegible] Baghdad and other workshops at Samawa, Bayji, Al Qaim and Kirkuk	7.00	18.00	25.00
- Replacement of track work for the Baghdad - Basra - Umm Qasr Line (536 Km) in the [illegible] instead of [illegible] work already in progress	35.00	208.00	243.00
- Rehabilitation of concrete sleeper factory [illegible]	1.00	4.00	5.00
- Provision of optical fiber communication system for Railway lines	2.00	6.00	8.00
- Replacement of track work for the Baghdad - Mosul - Al Yarubiah (Syrian Border) Line (528 Km) parallel to existing line instead of [illegible] work already in progress	35.00	210.00	245.00
TOTAL INVESTMENT REQUIREMENTS	135	550	685
Public Transport			
Capital Investments			
Reconstruction/Rehabilitation	6.00	4.00	10.00
Technical Assistance to Concessioned Out Bus Operations	0.50		0.50
Study to Organize and Regulate Public Transport	0.50		0.50
Studies for Bus Lanes and Bus Rapid Transit Systems in Baghdad and Basra	0.50	1.00	1.50
Implementation of Dedicated Bus Lanes		10.00	10.00
TOTAL INVESTMENT REQUIREMENTS	8	15	23
Freight Land Transport			
Capital Investments			
Land Transport Reform	0.50	0.00	0.50
TOTAL INVESTMENT REQUIREMENTS	0.50	0.00	0.50
Total Transport Sector Goods & Service Requirements	15	84	99
Total Transport Sector Reconstruction Costs	609	1441	2050

Telecommunications

Calendar Year 2004 and 2005-2007 Funding Requirements
(in US$ millions)

	2004	2005-2007	TOTAL
Capital Investments			
Rehabilitation / Reconstruction (back to March 2003 levels)	179.00	55.00	234.00
Phase 1 of consultancy services required for institutional strengthening	12.00	8.00	20.00
Setting up of an independent regulatory authority	10.00	10.00	20.00
Procurement of spectrum management systems for regulatory authority	10.00	20.00	30.00
Expansion of basic telephone network to achieve a teledensity of 8 percent	[illegible]	[illegible]	[illegible]
Phase 1 of long distance backbone network and data network, including connectivity with World	50.00	80.00	130.00
Phase 1 of the operation and business support systems	10.00	20.00	30.00
TOTAL INVESTMENT REQUIREMENTS	576	803	1379

Electricity Sector

Calendar Year 2004 and 2005-2007 Reconstruction Needs
(in US$ millions)

	2004	2005-2007	TOTAL
Building Renovations/Refurbishment	[illegible]	[illegible]	[illegible]
Rehabilitation & Reconstruction:			
– Generation	1051.2	2931	3982.2
– Transmission	291.7	315	606.7
– Substations	[illegible]	[illegible]	[illegible]
– Distribution	162	1028.6	1190.6
– SCADA	38.4	50	88.4
– Others	[illegible]	[illegible]	[illegible]
New Investments:			
– Generation	197	4443	4640
– Transmission	235.5	583	818.5
– Substations	18	[illegible]	[illegible]
– Distribution	1112.8	1075.7	2188.5
– SCADA	3	[illegible]	[illegible]
Funded-commitments [illegible]	[illegible]	[illegible]	[illegible]
Net Capital Investment Requirements	[illegible]	[illegible]	[illegible]
Technical Assistance/Capacity Building	20	34	54
Security	151.9	0	151.9
Total Investment and TA Costs	[illegible]	[illegible]	[illegible]
Total O&M Costs	[illegible]	[illegible]	[illegible]

Housing, Land and Urban Management Sector

Estimated Year 2004 and 2005-2007 Reconstruction Needs
(In US$ millions)

	2004	2005-2007	TOTAL
Housing and Land Management Expenditures			
Technical Assistance			
Institutional Capacity Building, Training, workshops and study tours	2.00	[illegible]	5.00
Review of housing and land supply policy and regulatory reform options	1.00	[illegible]	3.00
Review of Real Estate Bank policy and regulatory reforms and gradual de-regulation of the mortgage finance sector options	1.00	[illegible]	[illegible]
Total for Housing Technical Assistance	[illegible]	15.00	[illegible]
Capital Investments			
GIS for allocation and regularization of housing	[illegible]	[illegible]	7.00
Housing provision for Internally Displaced Persons (0.1 million units total / 10 yrs)	375.00	[illegible]	1,200.00
Repair & reconstruction of war-damaged homes (1,000 units)	100.00	[illegible]	125.00
Upgrading Program of sub-standard neighborhoods (all 18 Governorate Capitals)	30.00	70.00	100.00
Urban Pilot program of public/private partnership in housing and land supply	10.00	40.00	50.00
Total Capital Investment Housing Sector	[illegible]	[illegible]	[illegible]
Total TA and Capital Investment Housing Sector	[illegible]	[illegible]	1,418
Urban Management Expenditures			
Technical Assistance			
Training, Workshops and Study tours*	8.00	[illegible]	20.00
Local Resource Mobilization Capacity Building (Baghdad Municipality only)	3.00	6.00	9.00
Total for Urban Management Sector Technical Assistance	11.00	[illegible]	[illegible]
Capital Investments			
20-year Municipal [illegible] Rehabilitation Program including parks, sidewalks and the resurfacing of [illegible] of all major roads*	21.00	[illegible]	84.00
Information and Office Communication Technology*	8.00	12.00	20.00
Pilot Public-Private partnership program in municipal service provision*	25.00	75.00	100.00
20-year City-wide capital investment program of City development strategies*	45.00	135.00	180.00
Total Capital Investment Urban Management Sector	99.00	285.00	384.00
Total TA and Capital Investment Urban Management Sector	110.00	303.00	413.00
Incremental Recurrent Costs O&M Urban Management Sector			
20-year City-wide capital investment program of City development strategies	0.45	1.35	1.80
Total O&M for Urban Management Sector	0.45	1.35	1.80

* Includes Baghdad Municipality

According to these numbers, the expected total investment for the infrastructure sector in the year 2004 is $4.5B and, for the period between the year 2005 and the year 2007, $18B.

However, the current situation could substantially reduce this investment.

P.C. and P.C. Piles Industry Overview & Statement of Need

"The soil in Iraq is divided in to three parts. In the north region the soil is hard; in the middle the soil is moderate while in the south region of the country the soil is fragile. Hence, most of the buildings and facilities in south of Iraq need to use piles in their foundations. Beside that, the massive reconstruction campaign in the country imposes a contentious need for such piles to carry out the on going projects. The current Piles plant in the Iraq is unable to satisfy the continuous demands for piles in the local markets. Moreover, the production of the spinning machinery would produce high quality of concrete, free of holes, which could be used in other products."

Engineer Kareem Shakir, Director of the Pre Cast Pile Plant

In the USA, owners and designers have long recognized the low initial cost, low maintenance needs and long-life expectancy of pre-stressed concrete bridges. This is reflected in the increasing market share of pre-stressed concrete, which has grown from zero in 1950 to more than 55 percent today.

Sources: National Bridge Inventory Data

Based on the information provided by AZLC's experts (Appendixes 3 & 4), an interview conducted with a construction expert (Appendix 5) and further research among contractors, the Ministry of Housing and Construction and the Environmental Chemical Corporation[3] (USA Contractor. Interview with Mr. Rick Ebel), it can be concluded that:

1. The quality of construction material and structure in Iraq is poor and there is a factual need of stronger, higher-quality structures.
2. Pre-stressed concrete is certainly a better standard structure to build complex and solid constructions than pre-cast concrete and other techniques.

---

[3] http://www.ecc.net/

3. The durability of some of these piles, like the hole type, reach 150% higher than the durability of other kind of piles with the same diameters.

4. Pre-stressed concrete allows to provide better quality and to build more efficiently by reducing the number of required columns.

5. Pre-stressed concrete piles would allow building over-water construction structures (bridges, platforms and docks) very efficiently.

6. Manufacturing such piles in Iraq would reduce great costs and periods required for constructions.

7. The time and the cost for producing p.c. piles are less than the time and cost required for other types of piles like the pre cast piles, for instance, which require joint parts.

8. These structures also avoid rusting.

According to the United Nations/World Bank Report called "Joint Iraq Needs Assessment" (October 2003), the forecasted investment for bridges and similar structures that may require p.c. pile will be $83M in 2004, and $569 from 2005 to 2007. These numbers do not include other structures that may require p.c. –all type of constructions- or p.c. piles like power transmission lines.

AZLC has also provided a list of international companies that are already demanding p.c. piles for project implementations in Iraq:

Client	Project Name	Order No.	Quantity required
MITSUBISHI HEAVY INDUSTRIES, LTD. TAKASAGO MACHINERY WORKS By Hyundai Co.	CIVIL WORKS FOR GAS TURBINE POWER PLANT IN IRAQ- In al Hartha power station in Bashrah 500Km south of Baghdad	9258194 Jan 28,2004	Pre stress pile 400 mm 5508 ML Pre stress pile 600 mm 1476 ML 2400 m^3 precast concrete
The Iraqi state enterprise for Electricity	Piling concrete piles for high tension power towers in Al Youshfiah	—	Supply and Digging 5500 ML pre cast concrete Pile (94 Towers)

Bechtel International Systems, Inc.	Basra Nissan Water Treatment Facility Reconstruction	2[illegible]-10-[illegible] - [illegible]	Supply and Rigging 31[illegible]00 Mt

Competitive Analysis

There is a large state-owned company, Al Farouk, which currently produces pre-stressed concrete in several locations around Iraq. However, our sources indicate that this company is inefficient and they don't produce the best quality. There also are two more private companies in Iraq producing similar products. One of them is Al A[illegible]n.

The experts that we have talked with agree to assert that these three companies are not meeting the current demand for these products.

We need more information on that.

Rick Abel will follow up with an email with more details on all of these companies and general market information for pre-stressed concrete and pipes.

Current Clients

AZLC's current primary existing customers include:

1. Bechtel Int'l. Systems, Inc.
2. Parsons Infrastructure and Technology Group, Inc.
3. The Iraqi state enterprise for Electricity.

AZLC's current existing projects include:

a.	i.	Contract No.	24190-60B-SSU-C000-051
	ii.	Contract Name	Rehabilitation of Rusthmiyah Sewage Treatment Plant
	iii.	Client	Bechtel Int'l. Systems, Inc.
	iv.	Contract Amount	US$ 1,350,000.00
	v.	Begin Date	Jan 17, 2004
	vi.	End Date	May 30,2004
	vii.	Brief Description	Rehabilitation and reconstructing civil work for Al Rustamiyah swage plant extension 3
	viii.	Contact Info	Helen J Baker, (Appendix 5 a)

b.	i.	Contract No.	743420-30109
	ii.	Contract Name	Rental Heavy equipment for 5 Sites in Iraq
	iii.	Client	PARSONS INFRASTRUCTURE AND TECHNOLOGY GROUP, INC.
	iv.	Contract Amount	US$ 1,750,000.00
	v.	Begin Date	Oct 11,2003
	vi.	End Date	April 22,2004
	vii.	Brief Description	Provide to the designated Ammunition Supply Points (ASP) work sites, 5 Sites around Iraq, rented heavy equipment in good working order with operators.

	viii.	Contact Info	(b)(6) (Appendix 5.b)

c.	i.	Contract No	743430-30129
	ii.	Contract Name	Rental Heavy equipment for Tikrit Sites
	iii.	Client	PARSONS INFRASTRUCTURE AND TECHNOLOGY GROUP, INC.
	iv.	Contract Amount	US$ 300,000.00
	v.	Begin Date	Dec 15,2003
	vi.	End Date	April 22,2004
	vii.	Brief Description	Provide to the designated Ammunition Supply Points (ASP) work site, in Tikrit, rented heavy equipment in good working order with operators.
	viii.	Contact Info	(b)(6) (Appendix 5.b)

d.	i.	Contract No.	743420-40148
	ii.	Contract Name	Building roads (Sub base)
	iii.	Client	PARSONS INFRASTRUCTURE AND TECHNOLOGY GROUP, INC.
	iv.	Contract Amount	US$ 89,000.00
	v.	Begin Date	Nov 11,2004
	vi.	End Date	Jan 14,2004
	vii.	Brief Description	Laying and compacting Sub base with all materials and labor in Al Najaf Site.
	viii.	Contact Info	(b)(6) (Appendix 5.c)

e.	i.	Contract No.	MH-19
	ii.	Contract Name	Piling concrete piles for high tension power towers in Al Yousfiyah 10 Km south of Baghdad.

	iii.	Client	The Consultant Engineering Bureau in Al Nahrain University as subcontractor with The Iraqi state enterprise for Electricity.
	iv.	Contract Amount	ID 350,000,000
	v.	Begin Date	Jan 5,2004
	vi.	End Date	May 5,2004
	vii.	Brief Description	Supplies and works required for platforms of high tension power towers.
	viii.	Contact Info	(b)(6) (Appendix 5.d)

f.	i.	Contract No.	**243420-30141**
	ii.	Contract Name	**Side Walks in Camp victory in Baghdad**
	iii.	Client	PARSONS INFRASTRUCTURE AND TECHNOLOGY GROUP, INC.
	iv.	Contract Amount	US$ 10962
	v.	Begin Date	Feb 2004
	vi.	End Date	March 2004
	vii.	Brief Description	Provide materials, work and supervision to implement the side walks around Parsons site in Camp Victory.
	viii.	Contact Info	(b)(6) (Appendix 5.b)

See a list AZLC's already completed projects in Appendix 6.

The Pre-stressed Concrete Plant

Location, Production, and Operations

1. FACTORY

The production plant will be located at ????. The location has ???? square meters of plant and manufacturing space, comprised of ???? square meters under roof and ???? square meters of outside work, receiving, loading, storage, and parking space. The cost of the rent of that facility is $16,000 per month.

2. NEW MACHINERY

The machinery that AZLC is intending to buy would be used for the production of pre-stressed concrete spun piles any cross section symmetrical shape, with or without end flanges. The proposal takes into consideration the maximum flexibility of production to manufacture regular shape concrete products any length and size. Machinery is suitable to produce piles of 600 mm max. Diameter and 17 m max. length.

Technical data

Piles diameter	300-350-400-450-500-600 mm
Pile length	600-17m
Wall thickness	60-70-70-75-80-100mm
Type of Pile	Cylindrical

The detailed list of the equipment that will be purchased with the loan is at the Appendix 1. The detailed list of the equipment that will be purchased with the equity contribution is at the Appendix 2.

3. REQUIRED AREA

- Pile covered production line: 2376 sq. m
- End flanges production line: 576 sq. m
- Light shed for auxillary services: 288 sq. m
- Pile stock yard: 3500 sq. m
- Other surfaces: 5260 sq. m

Plant COVERED AREA: 3240 SQ.M
TOTAL REQUIRED AREA: 12000 SQ.M

4. ERECTION AND START-UP

4.1 GENERAL

The equipment will be delivered within 6 months from the coming into force of the contract and from receiving complete basic data for pipe design (August and December excluded). The setting-up period will be of ??? months. The new factory will start its production after ??? months.

The payment of the equipment will be:

- 20 % of total amount by bank transfer as advanced payment
- 80 % against presentation of shipping documents (financial charges are excluded from the total price of the offer)

Al-Zkhrif Land Co. for General Construction will provide the necessary supervision to guarantee the best performances of the factory. During the supervision period (assembly, starting-up, production) Al-Zkhrif Land Co. for General Construction will use its own logistical facilities

4.2 SUPERVISION TO INSTALLATION AND START-UP TO THE PLANT ERECTION

The assembly of all machinery will be carried out by AZLC with its own manpower and equipment. Al-Zkhrif Land Co. for General Construction will supply management and assistance to put into successful operation all the machines and to hand over entire works as a completed unit in operational condition. During the erection period Al-Zkhrif Land Co. for General Construction will provide the assistance by using 2 technical supervisors for a period of 200 days/man (holidays and weekends included).

4.3 REQUIRED EQUIPMENT AND MANPOWER FOR THE ERECTION

During the erection period AZLC will provide the following equipment and manpower:

1 motorized crane for main equipment erection
2 forklifts for equipment handling
1 mechanical workshop
1 complete set of tools per each working team
2 teams of 6 workers for civil works
1 team of 4 workers for batching plant assembly
2 teams of 5 workers for machinery installation
1 team of 5 workers for steam and fluid system

1 team of 4 workers for electric system
1 team of 6 workers for conveyor

5. AVERAGE ENERGETIC CONSUMPTIONS

- Steam consumption for concrete curing: 3000 kg/h
- Compressed air consumption: 2100 lt/1'
- Installed electric power for three-phase utilization: 500 kW
- Electrical power utilization factor: 0,8
- Distributed electric power for three-phase utilization: 300 kW
- Distributed electric power for lighting: 40 kW
- El. voltage: mono-phase 220 V
  three-phase 380 V

6. PRODUCTION CAPACITY

Equipment will be able to produce 36 piles, 300 mm diameter and 12 m length, during 9-hour shift. The monthly production can be summarized as follows[4].

• Working days per month:	25
• Working shifts per day:	1
• Working hours per shift:	9
• Productivity per shift:	36 piles
(based on the average production of piles 300 mm dia.-15 m length)	
• Output of the factory per month:	900 piles

If required, the proposed equipment is suitable to produce P.C. spun poles for electrification and lighting using the same spinning line, with special moulds.

The new factory will achieve ??% of capacity utilization after 2 months of operations, and ??% after 6 months.

Alternatively, the plant can produce pre-cast concrete and pre-cast concrete structures if the expected demand is not attained.

---

[4] The exact range of lengths and the number of moulds in order to maximize the production have to be determined according to the local conditions.

Management and Human Resources

MANAGEMENT

Brief bio of the new plant's management. Organizational chart for the new plant. Resumes at the Appendix.

DIRECT LABOR – REQUIRED PERSONNEL PER SHIFT

❖ Production responsible	1
❖ Foreman	2
❖ Skilled workers	7
❖ Trained workers	10
❖ Laborers	4

REQUIRED MANPOWER PER WORKING SHIFT: 24

Other personnel for plant working (management, financial services, purchasing services, shipping services, drivers, guards, etc.) will be needed.

CONTACT INFORMATION

Corporate Office
Al Zkhrif Land Co. Ltd.
For General Construction
Iraq- Baghdad – Al Muthanah Quarter
Sec. 607 Alley 62 Bull. # 4

E-mail:
(b)(6)

Website: www.alzkhrifland.com

(b)(6)

(Board of directors or advisors, management structure chart)

(create a list of top 3-4 management people with titles and phone numbers)

Financial Section

Investment Description

A2LC will invest a total of $3,335,000 for a Vendor's p.c. Plant with a capacity of 5,750 m³ of p.c. or pre cast concrete, and 1,225 m³ of p.c. piles per month (see detail in Appendixes 1 and 2).

A2LC estimates that the new line will be running and producing at full capacity within ?/? months of receiving the funding, and loan repayments can begin after one year.

The company believes it can sell 69,000 m³ of p.c. per year at $69.65 per ton, generating $4,805,850 in sales, and 14,700 m^3 of p.c. piles per year at $349 per ton, generating $5,130,300 in sales.

Key target customers and estimated sales volume are given below:

Target Customer   Sales in volume/dollar units   Contact Person
(need to get this information)

See all the detailed Financial Information and Statements in Appendixes ? and ?

Investment Information

	Start-up	Year 1	Year 2	Year 3	Year 4	Year 5
New Equity Investments	$ [illegible]	$ -	$ -	$ -	$ -	$ -
New Liabilities	$ [illegible]	$ -	$ [illegible]	$ [illegible]	$ [illegible]	$ (983,611)
Minimum Cash Requirement	$ [illegible]	$ 16,513	$ [illegible]	$ [illegible]	$ 16,513	$ 16,513
Cash Available	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 4,866,258
Additional Financing Needs	$ -	$ -	$ -	$ -	$ -	$ -

SOURCE & USE OF FUNDS:

	IN		OUT
Contributed Capital	$ 1,500,000	Initial Cash	$ 340,000
		Water distribution system for m	$ 150,000
		Soundproofing structure used to	$ 30,000
		Covers for concrete curing with a	$ 20,000
		Equipment for reinforcement ass	$ 50,000
		Laboratory for concrete, cemen	$ 50,000
		El. distributing system for machi	$ 350,000
		Specific Area (Land) for factory	$ 200,000
		2 Shovels	$ 150,000
		1 loading truck 20 ton	$ 60,000
		Office furnitures, comminication	$ 100,000
Loan	$ 3,535,000	PILE PRODUCTION MACHINERY	$ 728,000
		PILE DISMANTLING EQUIPMENT	$ 441,000
		MOULDS FOR P.C. PILE PRODUC	$ 479,000
		REINFORCEMENT AND PRODUCT	$ 423,000
		END PLATES MANUFACTURING	$ 278,000
		HANDLING EQUIPMENT	$ 470,000
		AUXILIARY SYSTEMS	$ 260,000
		SPARE PARTS	$ 30,000
		Packing, sea freight, shipment an	$ 261,000
		Technical supervision (230 man d	$ 115,000
		Engineering and training	$ 50,000
TOTAL	$ 5,035,000		$ 5,035,000

Basic Financial Information about the new p.c. Plant

	Year 1	Year 2	Year 3	Year 4	Year 5
Sales (Income Statement)	$ 9,343,002	$ 9,887,[illegible]	$ 9,445,[illegible]	$ 9,20[illegible],554	$ 8,979,316
Cashflow before P&I	$ 1,324,042	$ 2,01[illegible]	$ 2,097,6[illegible]	$ 2,17[illegible],38[illegible]	$ 2,235,141
Cashflow before P&I / Sales	14.17%	20.[illegible]%	22.2[illegible]%	2[illegible].58%	24.89%
Principal & Interest Payments	$ 265,125	$ 1,039,279	$ 1,039,2[illegible]	$ 1,039,279	$ 1,039,279
Free Cashflow	$ 1,058,917	$ 974,[illegible]	$ 1,058,4[illegible]	$ 1,13[illegible],10[illegible]	$ 1,195,862
Cumulative Free Cashflow	$ 1,071,504	$ 2,0[illegible]	$ 3,[illegible]	$ 4,866,25[illegible]	$ 6,062,120

Income Statement Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues	$ 9,343,002	$ 9,887,[illegible]	$ 9,445,[illegible]	$ 9,20[illegible]	$ 8,979,316
Net Income (Loss)	$ 589,417	$ 1,2[illegible]	$ 1,437,[illegible]	$ 1,57[illegible],398	$ 1,709,973

Balance Sheet Summary

	Start	Year 1	Year 2	Year 3	Year 4	Year 5
Total Assets	$ 5,035,000	$ 5,624,417	$ 6,1[illegible]	$ 6,71[illegible]	$ 7,3[illegible]	$ 8,107,033
Total Liabilities	$ 3,535,000	$ 3,535,000	$ 2,744,[illegible]	$ 1,99[illegible]	$ 9[illegible]	$ 0
Total Owner's Equity	$ 1,500,000	$ 2,089,417	$ 3,3[illegible],817	$ 4,820,[illegible]	$ 6,3[illegible],06[illegible]	$ 8,107,033
Current Ratio		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Cash Flow from Ops. to Current Liabs.		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Leverage Ratio		[illegible]	[illegible]	3.54	7.50	########

Cash Flow Statement Summary

	Year 1	Year 2	Year 3	Year 4	Year 5
Cashflow before P&I	$ [illegible]	$ [illegible]	$ [illegible]	$ 2,171,385	$ 2,235,141
Free Cashflow	$ [illegible]	$ [illegible]	$ [illegible]	$ 1,132,106	$ 1,195,862
I&P Cover/ Cashflow Coverage Ratio	[illegible]	[illegible]	[illegible]	2.09	2.15

Appendices

APPENDIX 1 - LIST OF MACHINERY FOR PILE PRODUCTION AND PRICE

item	description	Q.TY	total price US$
6.1	PILE PRODUCTION MACHINERY		
6.1.1	Batching plant, 40 cum max. production: with • storage hoppers for inert aggregates divided in 3 compartments-50 cum/each one • mixer 1000 lt compacted concrete cap., with loading skip, mixing bath, discharge gates • automatic liter-counter for water batching • cement weighing hopper • cement silo, made of bolted steel panels, 50 cum capacity, with screw feeder • electric control board • dosing system for chemical additive	1	205,000, 00
6.1.2	Mobile hopper (MB1) model-1.5 cum, two, for concrete distribution on the lower half mould, which is positioned on special supports. It is able to fill two half moulds on the both sides of the machine	1	111.000,00
6.1.3	Set of supports 15m length, for lower half mould support during the filling phase	2	[illegible]0,000,00
6.1.4	Special equipment for simultaneous Pre-stressing of longitudinal bars inside the mould. Consisting of 4000 kN multi-wire piston, pile tensioning device with ram [illegible] internal pulling spindle, wheel-mounted body with hydraulic power unit electrically controlled	1	500.000,00
6.1.5	Pneumatic screwers for mould closing. Air consumption 500 l/1', idle speed 5500 rpm	4	8.000, 00
6.1.6	Spinning machine CP15/3 model for P.C. piles production 15m max. length. Composed of: • metal frame worked by tooling machines • steel wheels with supports and belt pulleys • special steel wheels having nominal dia. 500 mm • D.C. electric motor with transmission pulleys, cooling fan, steel frame and fixing bolts • operating control group for automatic working of the spinning cycle with potentiometers for speed indication, timers, cycle selectors Pitch of the wheels: 3 m Automatic/Manual operation of spinning cycle	1	190.000,00
6.1.7	Soundproofing structure used to reduce the noise level during the spinning phase	1	customer SUPPLY
6.1.8	Set of equipment for automatic closing of covers for steam curing	8	24.000,00
6.1.9	Covers for concrete curing with steam 12 moulds per chamber-18 m total length	8	customer supply

6.2	**PILE DISMANTLING EQUIPMENT**		
6.2.1	ADP15/3 pile dismantling equipment for easier demoulding operation of moulds and P.C. piles. Composed of 6 cradles containing the mould rolling rings and 6 thrust groups for pile ejection. The cradles are jointed together by special bar. They are all together kept in rotation by hydraulic cylinders. The machine is completed of vibrating unit, hyd. power unit and electric panel, max. mould/pole length: 17 m, distance between the cradle groups: 3 m		150.000,00
6.2.2	Special equipment for simultaneous detensioning of longitudinal bars inside the mould. Complete of 4000 kN multi-wire jack, pile stressing device, wheel-mounted hoist with hydraulic pump unit electrically controlled		110.000,00
6.2.3	Hydraulic cleaning bench 17m length, used to support and rotate the upper half-mould in the cleaning and oiling area		24.000, 00
6.2.4	Complete equipment used in the pile dismantling and cleaning area, including: • 1 set of supports for lower half mould • 2 pneumatic scrapers 500 l/1' air consump. • 4 pneumatic brushes 1200 l/1' • 1 mould oiling oil distribution equipment • manual grinding machines (2 pcs.)		30.000, 00
6.2.5	CPC10 motor driven cart for mould and pile transport in the production line. Including cable winder and steel wheels running on rails		38.000, 00
6.2.6	Crack bending test machine, 80 ton capacity		80.000, 00
6.3	**MOULDS FOR P.C. PILE PRODUCTION**		
6.3.1	Cylindrical mould for P.C. piles 300-mm dia., 12-m useful length. They are made in strong symmetry in parts of 3 m. Moulds are completed of rolling rings each one both-moulded in a single piece, longitudinal plates for mould seal and roundness, head flanges with holes for wire prestressing. Inner surfaces are accurately smoothed to provide minimum resistance while demoulding	1	16.000,00
6.3.2	Mould for P.C. piles 350-mm dia., 12-m useful length. Including cylindrical structure, rolling rings, head flanges for wire prestressing	1	16.000,00
6.3.3	Mould for P.C. piles 400-mm dia., 12-m useful length. Including cylindrical structure, rolling rings, head flanges for wire prestressing	22	341.000, 00
6.3.4	Mould for P.C. piles 450-mm dia., 12-m useful length. Including cylindrical structure, rolling rings, head flanges for wire prestressing	1	17.000, 00
6.3.5	Mould for P.C. piles 500-mm dia., 12-m useful length. Including cylindrical structure, rolling rings, head flanges for wire prestressing	1	18.000, oo

3.6	Mould for P.C. piles 600 mm max, 12-m maximum length. Including cylindrical structure, rings, head flanges for wire prestressing	1	10.000, 00
3.7	Set of P.C. end flanges for piles 300 mm dia.	1	3.000,00
3.8	Set of P.C. end flanges for piles 350 mm dia.	1	2.000, 00
3.9	Set of P.C. end flanges for piles 400 mm dia.	20	[illegible].000,00
3.10	Set of P.C. end flanges for piles 450 mm dia.	1	2.000, 00
3.11	Set of P.C. end flanges for piles 500 mm dia.	1	3.000, 00
3.12	Set of P.C. end flanges for piles 600 mm dia.	1	3.000,00
	Note: Number and type of moulds must be determined according to the required production. Since the cycle of one mould will be 330, the number of moulds to get the full production would be 22 pcs.		
4	REINFORCEMENT AND PRODUCTION MACHINERY FOR P.C. PILES		
4.1	Longitudinal prestressing wire cutting machine used to shape the steel wire necessary for the longitudinal prestressing. Max. wire dia. 9 mm, wire length 15m. Equipped with uncoiling device, cutting equipment with counters and control mode, wire locking device, wire guiding group.	1	(41.000,00)*
4.2	Steel head making machine for semi-spherical head manufacturing on the ends of the prestressing wires including mobile stand, hydraulic power unit, single-acting jacks for wire locking and head riveting. Max. PC wire dia. 9 mm; head manufacturing by cold riveting system.	1	25.000,00
4.3	Automatic cylindrical cage making machine for P.C. piles 800 mm max. dia. Composed of support structure, motorized head for wire translation and automatic welding system. The cage is made by winding of spiral wire on the longitudinal bars kept in rotation by a motorized. Max. cage length 12 m, pitch of the spiral 40-200 mm, max. speed 280/min.	1	200.000, 00
4.4	Automatic wire straightening and cutting equipment for longitudinal bars production. Composite of straightening group, feeding equipment with interchangeable rollers, length programming device, guide support to unload and collect the steel bars	1	65.000, 00
4.5	Equipment for stirrups manufacturing, (electric shears 30 mm max. wire dia./450 tensile strength) and bending machine (20 mm max. wire bending)	1	12.000,00
4.6	Equipment for reinforcement assembly (bench, carpenter and welder tools, welding machine)	1	CUSTOMER SUPPLY
5	END FLANGES MANUFACTURING EQUIPMENT		
5.1	Equipment to roll and bend the steel strips for the steel strips for the production of the steel	1	45.000,00

	bands		
6.5.2	Automatic drilling machine to drill the end flanges	1	(150.000,00)*
6.5.3	Manual shearing unit to cut the steel sheets	1	(5.000, 00)*
6.5.4	Oxy cutting equipment cnc control to cut the circular section	1	(80.000, 00)*
6.6	HANDLING EQUIPMENT		
6.6.1	Overhead bridge cranes for mould and pile handling to the production line. Equipped with: • double beam 17 meters span • winch with braking group 20 tons lifting cap. • variable speed el. motors with gradual starting • anti-collision equipment • inspection gangway	2	180.000,00
6.6.2	Lifting and handling beam equipment, hydraulic type, for moulds and P.C. piles, 15 tons capacity. Complete with steel beam, set of pliers for hydraulic locking of moulds, hydraulic power pack for jacks operation	2	130.000,00
6.6.3	Overhead gantry crane for pile stocking; 20 tons lifting capacity, 20 m span	1	(160.000,00)*
6.7	AUXILIARY SYSTEMS		
6.7.1	Steam production and distribution system for pile curing inside the factory, including: • boiler 5 bar max. pressure-1800000 kCal cap. equal to 3000 kg/h steam production • gasohol burner with multistage long head • water treatment system with double column softener having alternate regeneration • completion accessories for system working	1	170.000,00
6.7.2	Steam regulating groups with pneumatic valve, below valve, reductor gear filter, steam output manifold	8	40.000,00
6.7.3	Compressed air production system with: • electric air compressor 2100 lt/1' cap.-7 bar • Hiploc refrigerating air drier • air tank 2000 lt cap., with safety valve • tubing and single reduction sets	1	50.000,00
6.7.4	Water distribution system for machinery feeding and steam production for concrete curing	1	CUSTOMER SUPPLY
6.7.5	Laboratory for concrete, cement and aggregate tests	1	CUSTOMER SUPPLY
6.7.6	El. distributing system for machine feeding, distributed power: 300+40 kW. Including: • three-pole aluminium alloy bus-way • set of IP55 pull boxes for bus-way • water proof stando trolley • shunt electric boards with block switch • L/V general electric board • earthing system for pipe factory • internal and external lighting systems	1	CUSTOMER SUPPLY

1.9	SPARE PARTS		
1.9.1	Spare parts and consumable material required to assure continues running of machines for pilot production (one year operation)	1	30.000,00
	TOTAL PRICE EX WORKS CASAGRANDE FACTORY - ITALY		**1.673.000,00**

*OPTION - The price of the equipment is not included in the total price

APPENDIX 2 – EQUITY INVESMENT. USE OF FUNDS

1	Water distribution system for machinery feeding and steam production for concrete curing	$150,000.00
2	Soundproofing structure used to reduce the noise level during the spinning phase	$30,000.00
3	Covers for concrete curing with steam (2 moulds per chamber 18 m total length)	$20,000.00
4	Equipment for reinforcement assembly (bench, carpenter and welder tools, welding machines)	$50,000.00
5	Laboratory for concrete, cement and aggregate tests	$50,000.00
6	El. distributing system for machine feeding, distributed power 300÷400 kW, including: • three-pole aluminium alloy bus-way •set of IP55 pull boxes for bus-way •water proof blinds trolley • shunt electric boards with block switch •L/V general electric board • earthing system for pipe factory • internal and external lighting systems	$350,000.00
7	Specific Area (Land) for factory installation	$200,000.00
8	2 Shovels	$150,000.00
9	3 loading trucks 20 ton	$60,000.00
10	Office furnitures, communication equipment, heat & cooling systems and 2 mini bus for transportation	$100,000.00
	Total	$1,160,000.00

APPENDIX 3 – INTERVIEW TO ENGINEER KAREEM SHAKIR, DIRECTOR OF THE PRE CAST PILES PLANT, AS PROVIDED BY AZLC

"He stated during a documented interview (available in a video film and Cd). The following is translation for his statement.

The pre stress piles are made by using stressed wires instead of steel. They would be made by using spinning machines these kinds of piles are known for their high durability. The durability of some of these piles, like the hole type, could 150 % more than the durability of other kind of piles with the same diameters. These types of piles are not available in the Iraqi markets. We usually depend on importing them from abroad.

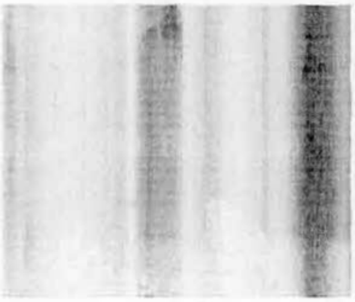
Manufacturing such piles in Iraq would reduce great costs and periods required for constructions. Most the buildings constructed in the current time are of high level. The usual foundations could not carry on such heavy loads. So there is great need for using piles in the foundations. In the current time we use in the works that required durable piles for loads more than the pre cast piles, sometimes piles like *Worn, Frankie and Tapery* Piles. Hence using the pre stress piles in the country would for sure save time and money in addition to the most important factor, the high quality of production.

The soil in Iraq is divided in to three parts. In the north region the soil is hard, in the middle the soil is moderate while in the south region of the country the soil is fragile. Hence most of the buildings and facilities in south of Iraq need to use piles in their foundations. Beside that the massive reconstruction campaign in the country imposes a contentious need for such piles to carry out the on going projects. The current Piles plant in the Iraq is unable to satisfy the contentious demands for piles in the local markets. Moreover, the production of the spinning machinery would produce high quality of concrete, free of holes, which could be used in other products. We might add to the above that the production of the batch plant might be used also to produce building blocks, concrete slabs and pre cast slabs.

This rapid review was to declare the ongoing demand for the pre stress piles in the country. It would also emphasis the importance of establishing a plant for this production in Iraq which would save a lot of time and costs in the on going projects."

APPENDIX 4 – INTERVIEW TO ENGINEER QASSIM RADHI MUTAR, HEAD OF PILES DEPARTMENT IN CONCRETE PILES PLANT, AS PROVIDED BY AZLC

"Had stated during a documented interview (available in a video film and Cd).
The following is translation for his statement



The pre stress piles are not available in Iraq, introducing such ones would consider as great step forward and specific movement. The durability of the mentioned piles is much higher than the durability of other types. In addition to that the duration and the cost for producing them are less than the time and cost required for other types of piles, as the pre cast piles for instance include joint part and that would add area and time on production. The idea of introducing pre stress piles to the country would have great impacts on the time and the quality of implementing works in Iraq.
Pre stress piles was known in Iraq and used by some of the foreign companies in their projects in the country. The3 Raymond Co., that had implemented water tanks project in Baghdad Al-Marah, had used Iraqi plant to produce pre stress piles with their special facilities. They had produced piles of 20&22 m in length. In the current time there are no available capabilities to produce such production. Producing the pre stress piles required special qualifications and materials that unavailable in the current time in Iraq. According to the current studies in Iraq we believe that the future demands for piles would concentrate on pre stress piles. Again producing the pre stress piles in Iraq would consider as a revolution in improving the quality of piles and the implementing projects."

APPENDIX 5 – REFERENCES AND CONTACTS

a.	i.	Name	**Helen J Baker**
	ii.	Company	Bechtel Intl Systems, Inc. Iraq Infrastructure Reconstruction Program
	iii.	Title	Contracts / Purchasing Specialist
	iv.	Iraq Mobile	(b)(6) [redacted]
	v.	Desk phone	[redacted]
	vi.	Thuraya	[redacted]
	vii.	Fax	[redacted]
	viii.	Email	[redacted]

b.	i.	Name	**RICHARD IRWIN**
	ii.	Company	PARSONS INFRASTRUCTURE AND TECHNOLOGY GROUP, INC.
	iii.	Title	Contracts Manager
	iv.	Mobile	(b)(6) [redacted]
	v.	Desk phone	
	vi.	Thuraya	
	vii.	Fax	
	viii.	Email	(b)(6) [redacted]

c.	i.	Name	**Chavez Jonny**
	ii.	Company	PARSONS INFRASTRUCTURE AND TECHNOLOGY GROUP, INC.
	iii.	Title	Contract Officer
	iv.	Mobile	(b)(6) [redacted]
	v.	Desk phone	
	vi.	Thuraya	
	vii.	Fax	

	viii.	Email	(b)(6)
d.	i.	Name	(b)(6)
	ii.	Company	The Consultant Engineering Bureau in Al Nahrain University
	iii.	Title	The Head of The Consultant Engineering Bureau in Al Nahrain University
	iv.	Office Phone	(b)(6)
	v.	Desk phone	
	vi.	Thuraya	
	vii.	Fax	
	viii.	Email	

APPENDIX 6 – PAST CONTRACTS

Works	Place
1. Development & modification of study halls and the building of the college of law, Al-Mustansiriyah University.	Baghdad
2. Development and Alteration of the plastic factory at the state company for batteries industries.	Baghdad
3. Supplying and implementing of floors paving works with stone material in Baghdad International Fair.	Baghdad
4. Executing water and sewerage foundations for the dwelling buildings in Al-Saifar region.	Baghdad
5. Executing water and sewerage foundations for the houses of the electric lamps factory in Al-Taji.	Al Taji
6. Design and implementation of dwelling buildings in Bab Al-Sharqi region, Al-Mutanabi street and Al-Adamiya region [the Royal cemetery].	Baghdad
7. Design and implementation of dwelling houses in Baghdad city for more than (25) projects.	Baghdad
8. Sewerage execution in Al-Fao city 5 St.—2 St. [illegible] on 1989 with 20km.	Basrah
9. Sewerage implementation and paving Al-[illegible] Quarter — piping stations.	Baghdad
10. Sewerage implementation in the [illegible] Quarter.	Baghdad
11. Sewerage implementation in [illegible] Quarter.	Baghdad
12. Sewerage implementation in Al-Amirya Quarter.	Baghdad
13. Sewerage implementation in Al-Thawra city.	Baghdad
14. Sewerage implementation in Al-[illegible] Quarter.	Baghdad
15. Implementation of sewerage networks linking for [illegible] region on 27/[illegible].	Baghdad
16. Implementation of forests sewerage in Al-Mosul city.	Mosoul
17. Executing some of Al-Yarmouk Quarter, sec. [illegible]	Baghdad
18. Reforming the collapse of (14) Ramadan street, sec. [illegible] on 3/[illegible].	Baghdad
19. Reforming the collapse of the martyr Adnan Khairallah Street on 23/[illegible].	Baghdad

Works	Place
20. Construction of rain drainage's for Suham Al-Hai Wail Street on 30/12/1991.	Baghdad
21. Construction of rain drainages for Suham Al-Mawali Street on 30/12/1991.	Baghdad
22. Works implementation of lining some of the lines of Al-Shafa city Al-Rahmaniya on Al-Sedawiya River on 20/5/1991.	Baghdad
23. Implementation links and collapses reformation in Hakam Gharbi Baghdad – Al-Washash / Al-Dawoodi/ Al-Salihiyah/ Al-Amiria on 10/12/1991.	Baghdad
24. Collapses reformation in sec. 212, Mousa Al-Kadhim Street on 25/4/1993.	Baghdad
25. Collapse reformation in Al-Hurriya sec. 416 on 4/12/1990.	Baghdad
26. Implementation Al-Dora pumping station (DOs) (mechanical and electrical) on 2/5/1991.	Baghdad
28. Excavating & constructing the foundations of shelter for the higher Iraqi Medical Specialization.	Baghdad
29. Establishing the pavement of port (No.1). In cooperation with Al-Mansour Co. (Formerly).	Basrah
30. Establishing the pavement of port (No.2). In cooperation with Al-Mansour Co. (Formerly).	Basrah
31. Constructing 18km sub-base and gravel road in Tikreet and Najaf.	Najaf Tikreet

APPENDIX 7 – ANNUAL INCOME STATEMENTS

	Year 1	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Revenues	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Raw material	$ 6,418,005	$ 6,097,105	$ 5,792,250	$ 5,502,637	$ 5,227,505	$ 29,037,503
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
[illegible] & Insurance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 46,428
Utilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 73,917
Maintenance	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 301,595
Transportation	$ 240,000	$ 228,000	$ 216,600	$ 205,770	$ 195,482	$ 1,085,852
Other Production costs	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cost of sales	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Gross Profit	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Advertising and Marketing	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000
Rent	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 960,000
General & Administrative (Office Salaries,	$ [illegible]	$ 99,984	$ 99,984	$ 99,984	$ 99,984	$ 499,920
[illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Depreciation	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Amortization	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Operating Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Operating Income (Loss)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Payable Income Taxes	$ 127,408	$ 228,247	$ 253,737	$ 228,168	$ 301,760	$ 1,189,340
Net Income (Loss)	$ 589,617	$ 1,293,399	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

APPENDIX B – ANNUAL BALANCE SHEET

	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Assets						
Current Assets						
Cash/Equivalents	$ [illegible]	$1,361,509	$2,336,724	[illegible]	[illegible]	$5,722,170
Accounts Receivables	$ -	$0	$0	$0	$0	$0
Prepaid expenses	$ -	$ -	$ -	$0	$0	$0
Raw Material Inventory	$ 21,593	$ 21,593	$ [illegible]	$ 21,593	$ [illegible]	$ 21,593
Finished Good Inventory	$ [illegible]	$ 16,000	$ 16,000	$ 16,000	$ [illegible]	$ 16,000
Other current assets	$ -	$0	$0	$0	$0	$0
Total Current Assets	$ 540,000	$1,398,917	$2,373,148	$3,431,565	$4,563,671	$5,759,533
Long-Term Assets						
Fixed Assets, net	$ 4,495,000	$4,225,500	$3,756,000	$3,286,500	$2,817,000	$2,347,500
Patent/Goodwill/Intangibles	$ -	$0	$0	$0	$0	$0
Total Long-Term Assets	$ 4,495,000	$4,225,500	$3,756,000	$3,286,500	$2,817,000	$2,347,500
Total Assets	$ 5,035,000	$5,624,417	$6,129,148	$6,718,065	$7,380,671	$8,107,033
Liabilities:						
Current Liabilities						
Accounts Payable	$ -	$0	$0	$0	$0	$0
Tax Payable	$ -	$0	$0	$0	$0	$0
Accrued and Other Current Liabilities	$ -	$0	$0	$0	$0	$0
Total Current Liabilities	$ -	$0	$0	$0	$0	$0
Long Term Liabilities						
Loan	$ 3,535,000	$3,535,000	$2,746,331	$1,897,403	$983,611	$0
Other Long Term Liabilities	$ -	$0	$0	$0	$0	$0
Total Long Term Liabilities	$ 3,535,000	$3,535,000	$2,746,331	$1,897,403	$983,611	$0
Total Liabilities	$ 3,535,000	$3,535,000	$2,746,331	$1,897,403	$983,611	$0
Owner's Equity						
Contributed Capital	$ 1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Retained Earnings (or Loss)	$ -	$589,417	$1,882,817	$3,320,662	$4,897,060	$6,607,033
Total Owner's Equity	$ 1,500,000	$2,089,417	$3,382,817	$4,820,662	$6,397,060	$8,107,033
Total Liabilities and Owner's Equity	$ 5,035,000	$5,624,417	$6,129,148	$6,718,065	$7,380,671	$8,107,033

APPENDIX D – ANNUAL CASHFLOW STATEMENT

	Start-up	Year 1	Year 2	Year 3	Year 4	Year 5
Operations						
Net Income	$0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Depreciation	$0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Amortization of Patent/Goodwill/Intangibles	$0	$0	$0	$0	$0	$0
(Increase) Decrease in Raw-material Inventory	-$21,393	$0	$0	$0	$0	$0
(Increase) Decrease in Finished-good Inventory	-$16,020	$0	$0	$0	$0	$0
(Increase) Decrease in Accounts Receivable	$0	$0	$0	$0	$0	$0
(Increase) Decrease in Prepaid Expenses	$0	$0	$0	$0	$0	$0
(Increase) Decrease in Other Current Assets	$0	$0	$0	$0	$0	$0
Increase (Decrease) in Accounts Payable	$0	$0	$0	$0	$0	$0
Increase (Decrease) in Tax Payable	$0	$0	$0	$0	$0	$0
Increase (Decrease) in Other Current Liabilities	$0	$0	$0	$0	$0	$0
Cash Flow from Operations	-$37,413	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Investing						
Acquisition of equipment + Land	-$4,695,000	$0	$0	$0	$0	$0
Patent/Goodwill/Intangibles	$0	$0	$0	$0	$0	$0
Cash Flow from Investing	**-$4,695,000**	**$0**	**$0**	**$0**	**$0**	**$0**
Financing						
Equity	$1,500,000	$0	$0	$0	$0	$0
Debt	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Dividends	$0	$0	$0	$0	$0	$0
Cash Flow from Financing	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Net Change in Cash	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Balance - Beginning of year	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Balance before Debt Service	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Interest & Principal Cashflows	$0	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Balance - End of year	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Minimum Cash Requirement	$16,513	$16,513	$16,513	$16,513	$16,513	$16,513
External Financing Needed	$0	$0	$0	$0	$0	$0

APPENDIX 10 – FINANCIAL RATIO

	Year 1	Year 2	Year 3	Year 4	Year 5
Profitability					
Gross Margin	19.91%	29.79%	30.22%	31.04%	32.80%
Profit Margin	8.31%	14.39%	15.22%	17.12%	19.04%
Return on Assets	10.40%	21.10%	21.40%	21.36%	21.03%
Return on Equity	39.29%	86.23%	95.86%	105.09%	114.00%
Operational and Resource Management					
Operating Expenses (% of Total Revenues)					
Sales, Advertising and Marketing	0.64%	0.62%	0.64%	0.65%	0.67%
Research and Development	2.06%	1.98%	2.03%	2.08%	2.14%
General & Administrative	0.61%	0.58%	0.60%	0.62%	0.63%
Total Asset Turnover	1.66	1.58	1.41	1.25	1.11
Account Receivable Turnover	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Days of Sales in Account Receivable	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Account Payable Turnover	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Days of Sales in Account Payable	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Liquidity					
Current Ratio	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Cash Flow from Operations to Current Liabilities	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Leverage Ratio	1.59	2.23	3.54	7.50	########
I&P Cover Ratio / Cashflow Coverage Ratio	4.99	1.94	2.02	2.09	2.15

APPENDIX 11 - CAPITAL BUDGETING

Capital Budgeting

Beta 1	1.00	r_f	2.00%
Beta 2	1.00	*Market Premium* $(R_m - r_f)$	15.00%
Beta	1.05	*(Cost of Capital)*	[illegible]

a proxy for real beta

Year 0, discounted @ WACC			*NPV:*	*Year:*	*IRR*
$	(5,072,413)	$	(5,072,413)	*0*	
$	[illegible]	$	[illegible]	*1*	[illegible]
$	[illegible]	$	[illegible]	*2*	[illegible]
$	[illegible]	$	[illegible]	*3*	[illegible]
$	[illegible]	$	[illegible]	*4*	30%
$	1,528,514	$	3,197,918	*5*	37%

NPV (after 5 years):
$ 3,197,918

IRR (after 5 years):
37%

Total NPV:
$ 3,197,918

Discounted Cashflows

	0	1	2	3	4	5
	Start-up	Year 1	Year 2	Year 3	Year 4	Year 5
EBIT(1-T)	$ -	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Depreciation	$ -	$ 469,500	$ 469,500	$ 469,500	$ 469,500	$ 469,500
Amortization	$ -	$ -	$ -	$ -	$ -	$ -
CAPEX	$ 5,000,000	$ -	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
ΔNWC	$ [illegible]	$ -				
DISTRIBUTIBLE CASH FLOW	$ (5,072,413)	$ 1,304,158	$ 2,764,586	$ 2,919,072	$ 2,066,253	$ 2,210,402
DISCOUNTED VALUE OF	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
TERMINAL VALUE	$ -	$ -	$ -	$ -	$ -	$ -
DISC. TERMINAL VALUE	$ -	$ -	$ -	$ -	$ -	$ -

WACC = 18%

g = 4%

Y= 15%

Free Cash Flows = $ 3,197,918
Terminal value = $ -
NPV = $ 3,197,918

APPENDIX 12 – SENSITIVITY ANALYSIS

Possible other items to include:

Personal resumes
personal financial statements
letters of reference
quotations from major suppliers
copies of contracts or leases
historical financial records (if available)
sample advertising or logo designs
videotape or CD presentation or demonstrations

CONTACT INFORMATION

Name of the company: [illegible]
Name of the Project: [illegible]
Contact Information: [illegible]

BASIC FINANCIAL INFORMATION

Sales (Income Statement)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cashflow before P&I	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cashflow before P&I / Sales	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Principal & Interest Payment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Free Cashflow	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cumulative Free Cashflow	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

INVESTMENT INFORMATION

Investment	$ [illegible]	$	$ -	$	$	$ -
New Liabilities	$ [illegible]	$	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Minimum Cash Requirement	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cash Available	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Additional Financing Needs	$ [illegible]	$	-			-

INCOME STATEMENT SUMMARY

Revenues	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Net Income	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

BALANCE SHEET SUMMARY

Total Assets	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Liabilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Total Owner's Funds	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Current Ratio	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Flow [illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Leverage Ratio	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

CASHFLOW STATEMENT SUMMARY

Cashflow before P&I	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Free Cashflow	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Principal & Interest Cover	[illegible]	[illegible]	[illegible]	[illegible]	3.01

SENSITIVITY ANALYSIS

Capacity Utilization

NPV after 5 years	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
IRR after 5 years	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cumulative Cashflow after 5 years	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

Gross Margin

NPV after 5 years	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
IRR after 5 years	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cumulative Cashflow after 5 years	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

Effect of Currency Fluctuation

Cashflow before P&I [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Principal & Interest Payment	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Free Cashflow after Currency Effect	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Principal & Interest Cover	[illegible]	[illegible]	[illegible]	[illegible]	3.01
Cumulative Cashflow after CE	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]

Minimum [illegible]	$ [illegible]
Minimum [illegible]	[illegible]
Cumulative [illegible]	$ [illegible]

SOURCES AND USES OF FUNDS

[illegible]	$ [illegible]	[illegible]	$ [illegible]	$ [illegible]
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
[illegible]	$ [illegible]	[illegible]	$ [illegible]	$ [illegible]
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	
		[illegible]	$ [illegible]	$ [illegible]

[illegible] (Specific Asset Fund) [illegible] already owned by the company

TOTAL [illegible]

BREAK EVEN ANALYSIS:

ASSUMPTIONS:

We have [illegible] looking [illegible] model [illegible] an [illegible] Factory, [illegible] following assumptions:

- Total [illegible] investment of $6.34[illegible], distributed as explained in the Source & Use of Funds Table
- Source of funds:
  - ILFC loan [illegible] 335K which includes the imported equipment [illegible] and the [illegible] training and [illegible]
  - Al [illegible] $21[illegible]; Other [illegible] total investment [illegible] Al [illegible] equipment [illegible] working capital [illegible]
- Loan terms [illegible] years, interest only in year [illegible] principal [illegible] final [illegible] day of [illegible] year
- Average capacity utilization during year [illegible] equivalent [illegible]. This capacity utilization may vary between [illegible] and 100% [illegible]
- Average capacity utilization after year [illegible] equivalent to [illegible]
- Gross Profit Margin over Raw Materials of [illegible]. The Actual [illegible] Margin is about [illegible]% now
- The [illegible] require to stay 40 days in the factory before [illegible]
- Finished Goods inventory needs [illegible] to 1 month [illegible]
- Raw materials are received in 1[illegible] days after the order is placed
- Payment [illegible] when the order is received, [illegible]% when [illegible] delivered, [illegible] a month later
- Days of Account Payable is 15 days [illegible]. Some [illegible] are paid [illegible] and others [illegible] month later
- A Depreciation Period of 10 years is applied
- An Income tax of 15% is applied

Name of the company: Al Zahrif Land Co. For General Construction

Name of the Project: Pre Cast Concrete and Piles Plant

Total Inv. Needs on Fixed Assets:	$4,695,000

Investment from the loan amount (max. 80% of total investment needs):

PILE PRODUCTION MACHINERY

	Name	Qty	Approximated Cost
6.1	PILE PRODUCTION MACHINERY		
6.1.1	Batching plant, 50 cum max. production, with * storage hoppers for ensiled aggregates divided in 3 compartments-30 tons each one * mixer 1000 lt compacted concrete cap., with loading skip, mixing bath, discharge gates * automatic litre-counter for water batching * cement weighing hopper * cement silos made of bolted steel panels, 65 cu.m. capacity, with screw feeder * electric control board * dosing system for chemical admixture	1	$285,000.00
6.1.2	Mobile hopper TMB15 model-1,5 cu.m. cap.,	1	$111,000.00

	for concrete distribution on the lower half mould, which is positioned on special supports, suitable to fill two [illegible] both sides of the machine		
6.1.3	Set of supports (5m length) for lower half mould support during the filling phase	2	$10,000.00
6.1.4	Special equipment for simultaneous Pre-stressing of longitudinal bars inside the mould. Composed of [illegible] pile stressing device with [illegible] internal pulling spindle, wheel-mounted [illegible] with hydraulic pump unit electrically controlled	1	$100,000.00
6.1.5	Pneumatic screwer for mould closing. Air consumption: 600 l/1', idling speed: 1900 rev/1'	4	$8,000.00
6.1.6	Spinning machine CP15/3 model for P.C. piles production 17-m max. length. Composed of: • metal frame worked by tooling machines • steel axles with supports and belt pulley • special steel wheels [illegible] • D.C. electric motor with transmission pulley, cooling fan, steel frame and fixing base • operating control board for automatic [illegible] of the spinning cycle [illegible] speed regulation, timers, cycle [illegible] Pitch of the wheels: [illegible] Automatic/Manual operation of spinning cycle	1	$100,000.00
6.1.7	Set of equipment for automatic closing of covers for steam curing	8	$24,000.00
6.2	PILE DISMANTLING EQUIPMENT		
6.2.1	ADP15/3 pile dismantling equipment for easier demoulding operation of moulds and P.C.	[illegible]	$159,000.00

	piles. Composed of 6 cradles containing the mould rolling discs and 6 thrust groups for pile ejection. The cradles are jointed together by special bar. They are all together kept in rotation by hydraulic cylinders. The machine is completed of vibrating unit, hyd. power unit and electr. panel. Max. mould/pile length: 12 m; distance between the cradle groups: 3 m.		
6.2.2	Special equipment for simultaneous detensioning of longitudinal bars inside the mould. Complete of 4000 kN multi-wire jack, pile stressing device, wheel-mounted hold with hydraulic pump unit electrically controlled		$110,000.00
6.2.3	Hydraulic cleaning bench 12m length, used to support and rotate the upper half-mould in the cleaning and oiling areas.		$24,000.00
6.2.4	Complete equipment used in the pile demoulding and cleaning area, including: • 1 set of supports for lower half mould • 2 pneumatic scrapers 600 lt/1' air consump. • 4 pneumatic brushes 1200 l/1' • 1 demoulding oil distribution equipment • manual grinding machines (2 pcs.)		$30,000.00
6.2.5	CPC10 motor driven cart for mould and pile transport in the production line, including cable winder and steel wheels running on rails		$38,000.00
6.2.6	Crack bending test machine, 80 ton capacity		$80,000.00
6.3	**MOULDS FOR P.C. PILE PRODUCTION**		
6.3.1	Cylindrical mould for P.C. piles 300 mm dia. 12-m useful length. They are made in strong carpentry in parts of 3 m. Moulds are completed of rolling rings each one heat		$10,000.00

	treaded in a single piece, longitudinal plates for mould seal and roundness, head flanges with holes for wire prestressing, inner surfaces are accurately smoothed to provide minimum resistance while demoulding		
6.3.2	Mould for P.C. piles 350 mm dia., 12-m useful length. Including cylindrical structure, rolling rings, head flanges for wire prestressing	1	$16,000.00
6.3.3	Mould for P.C. piles 400-mm dia., 12-m useful length. Including cylindrical structure, rolling rings, head flanges for wire prestressing	22	$341,000.00
6.3.4	Mould for P.C. piles 450-mm dia., 12-m useful length. Including cylindrical structure, rolling rings, head flanges for wire prestressing	1	$17,000.00
6.3.5	Mould for P.C. piles 500-mm dia., 12-m useful length. Including cylindrical structure, rolling rings, head flanges for wire prestressing	1	$18,000.00
6.3.6	Mould for P.C. piles 600-mm dia., 12-m useful length. Including cylindrical structure, rolling rings, head flanges for wire prestressing	1	$19,000.00
6.3.7	Set of P.C. end flanges for piles 300 mm dia.	1	$2,000.00
6.3.8	Set of P.C. end flanges for piles 350 mm dia.	1	$2,000.00
6.3.9	Set of P.C. end flanges for piles 400 mm dia.	20	$40,000.00
6.3.10	Set of P.C. end flanges for piles 450 mm dia.	1	$2,000.00
6.3.11	Set of P.C. end flanges for piles 500 mm dia.	1	$3,000.00
6.3.12	Set of P.C. end flanges for piles 600 mm dia.	1	$3,000.00
	Note: Number and type of moulds must be determined according to the required production, since the cycle of one mould will be 330' the number of moulds to get the full production would be 22 [illegible]	[illegible]	[illegible]

6.4 **REINFORCEMENT AND PRODUCTION**

6.4.1	Longitudinal prestressing wire cutting machine used to shape the steel wire necessary for the longitudinal prestressing. Max. wire dia. 8 mm, wire length 15m. Equipped with draft device, cutting equipment with bushes and electric motor, wire locking device, wire guiding group	1	$41,000.00
6.4.2	[illegible] head forming machine for [illegible] head manufacturing on the ends of the prestressing bars including work tools, hydraulic power unit, single-acting jacks for wire locking and head riveting. Max. P.C. wire dia. 8 mm; head manufacturing by cold riveting system	1	$25,000.00
6.4.3	Automatic cylindrical cage making machine for P.C. piles 800mm max. dia. Composed of support structure, motorized head for wire translation and automatic welding system. The cage is made by winding of spiral wire on the longitudinal bars kept in rotation by a mandrel. Max. cage length 17 m, pitch of the spiral 40-300	1	$280,000.00
6.4.4	Automatic wire straightening and cutting equipment for longitudinal bars production. Complete of shearing group, feeding assembly with interchangeable rollers, length programming device, guide support to unload	1	$65,000.00
6.4.5	Equipment for stirrup manufacturing. (electric shear, 20 mm max. wire dia./450 N/mm2 strength) and bending machine (20 mm max.	1	$12,000.00
6.5	**END FLANGES MANUFACTURING EQUIPMENT**		
6.5.1	Equipment to roll and bend the steel strips for the steel strips for the production of the steel bands.	1	$43,000.00
6.5.2	Automatic drilling machine to drill the end flanges	1	$150,000.00

6.5.3	Manual shearing unit to cut the steel sheets	1	$5,000.00
6.5.4	Oxy-cutting equipment cnc control to cut the circular section	1	$80,000.00
6.6	**HANDLING EQUIPMENT**		
6.6.1	Overhead bridge cranes for mould and pile handling in the production line. Equipped with: • double beam 17 meters span • winch with braking group 20 tons lifting cap. • double speed el. motors with gradual starting • anti-collision equipment • suspension pendant	2	$180,000.00
6.6.2	Lifting and handling beam equipment, hydraulic type, for moulds and P.C. piles, 15 tons capacity. Complete with steel beam, set of pliers for hydraulic locking of moulds, hydraulic power pack for locks operation	2	$130,000.00
6.6.3	Overhead gantry crane for pile stocking; 20 tons lifting capacity, 20 m span	1	$160,000.00
6.7	**AUXILIARY SYSTEMS**		
6.7.1	Steam production and distribution system for pile curing inside the factory, including: • boiler 5 bar max. pressure 1800000 kCal cap. [illegible] • gasoil burner with multistage firing head • water treatment system with double column softener, bypass, alternate regeneration • completion accessories for system working	1	$170,000.00
6.7.2	Steam regulating groups with pneumatic valve, bellow valve, reduction gear filter, steam outlet manifold	6	$90,000.00
6.7.3	Compressed air production system with: • electric air compressor 2100 lt/1' cap.-7 bar • monobloc refrigerating air drier • air tank 2000 lt cap., with safety valve • double and single reduction sets	1	$50,000.00

6.8	**SPARE PARTS**		
6.8.1	Spare parts and consumable material required to assure continues running of machines for piles production (one year operation)	1	$30,000.00
6.9	Packing, sea freight, shipment and transport C.I.F. Baghdad		$261,000.00
6.10	Technical supervision (230 man/days)		$115,000.00
6.11	Engineering and training		$50,000.00
	TOTAL		$3,535,000.00

Date: May 9,2004

Contact information (b)(6)

Investment from company's contribution (at least 30%)

Name	Approximate Cost	[illegible]
Water distribution system for machinery feeding and steam production for concrete curing	$150,000.00	
Soundproofing structure used to reduce the noise level during the spinning phase	$30,000.00	
Covers for concrete curing with steam (2 moulds per chamber [illegible])	$20,000.00	
Equipment for reinforcement assembly (bending, cutting and welding [illegible])	$50,000.00	
Laboratory for concrete, cement and	$50,000.00	
El. distributing system for machine feeding, distributed power [illegible] • three-pole aluminum sling bar-way •set of [illegible] pull boxes for bus way •water proof [illegible] • shunt electric boards with block switch •L/V general electric board • earthing system for pipe factory • Internal and external lighting systems	$350,000.00	

Specific Area (Land) for factory installation	$200,000.00	
2 Shovels	$150,000.00	
3 loading truks 20 ton	$80,000.00	
Office furnitures, communication equipment, heat & cooling systems and 2 mini bus for transportation	$100,000.00	
Totals	$1,160,000.00	

Total Investment Needs:	[illegible]

	($)
Initial Raw-material inventory needs	
Initial Finished-Good inventory needs	

	Days
Time from securing investment funds to first sale (to settle de factory)	
Account Receivable (days)	
Account Payable (days)	

IMPORTANT NOTE 1: Please, fill only the blue cells. Do not

Initial Raw Material Cost (first month):

Name	Approximated Cost ($/Quantity Units)	Initial Quantity of Units needed per day
Sand(m3)-Piles	$ 10.34	27.45
Agregate(m3)-Piles	$ 10.34	45.57
Pre stress Wire(m)-Piles	$ 1.50	100.00
Re inforcment steel(Ton))	$ 331.0	17.54
Cement(Ton)-Piles	$ 103.44	21.40
Spacers(Each)-Piles	$ 0.05	1,352.00
Additives (litre)-Piles	$ 1.50	367.50
Ring for the head of the pile	$ 6.50	98.00
Conecting Wires(Kg)	$ 0.98	73.50
Sand(m3) for concrete	$ 10.34	96.60
Agregate(m3) for concrete	$ 10.34	193.20
Cement(Ton) for concrete	$ 103.44	69.00
Raw Material 13		
Raw Material 14		
Raw Material 15		
TOTAL		

Initial Revenue (first month):

* The total production
100% capacity utilizat

Name	Approximated Sales Price ($/Quantity Units)	Initial Quantity of Units produced per day*
Pres stress piles (m3) of	$ 349	4.00
Concrete (m3)	$ 89.6	230.00
Service/Finished Product 3		
Service/Finished Product 4		

Service/Finished Product 5		
Service/Finished Product 6		
Service/Finished Product 7		
Service/Finished Product 8		
Service/Finished Product 9		
Service/Finished Product 10		
Service/Finished Product 11		
Service/Finished Product 12		
Service/Finished Product 13		
Service/Finished Product 14		
Service/Finished Product 15		
TOTAL		

Initial Raw-material inventory needs	
Initial Finished-Good inventory needs	

Working Capital Needs for Inventory	

modify the red ones.

TOTAL DAILY EXPENDITURE PER RAW MATERIAL	Time from placing the order to receiving the raw material (days)	Time from placing the order to cashing payment (days) - Account Payables	Raw-material inventory needs
$ [illegible]	0.50	15	$ [illegible]
$ [illegible]	0.50	15	$ [illegible]
$ [illegible]	[illegible]	15	$ [illegible]
$ [illegible]	0.50	15	$ [illegible]
$ [illegible]	[illegible]	15	$ [illegible]
$ [illegible]	0.50	15	$ [illegible]
$ [illegible]	0.50	15	$ [illegible]
$ [illegible]	7.00	15	$ [illegible]
$ [illegible]	0.50	15	$ [illegible]
$ [illegible]	0.50	15	$ [illegible]
$ [illegible]	0.50	15	$ [illegible]
$ [illegible]	[illegible]	15	$ [illegible]
$			
$			
$			
$ [illegible]	[illegible]		$ [illegible]

of every single line, which simultaneously produce/provide several of these products/services

ion. Keep that rule in mind if you maximize the units for these different items

MAXIMUM TOTAL DAILY REVENUE PER SERVICE/PRODUCT	Time from starting production to delivering this service/product (days)	Time from delivering this service/product to getting paid (days) - Account Receivables	Finished-goods inventory needs
$ [illegible]	[illegible]	7	[illegible]
$ [illegible]	[illegible]	5	[illegible]
$		[illegible]	
$			

$				
$				
$				
$				
$				
$				
$				
$				
$				
$				
$				
$	33,121	$ [illegible]	[illegible]	[illegible]

	Days		Days
Raw-material delivery time (days)	14.95	**Account Payable (days)**	15.00
Finished-goods delivery time (days)	20.65	**Account Receivable (days)**	30.37

Other Working Capital Needs	$ 853,465	**Total Working Capital Needs**	$ 1,94[illegible],907

Increase in Raw material delivery time	Increase in Account Payable
0.01	[illegible]
[illegible]	[illegible]
0.21	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
0.00	[illegible]
0.01	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
1.00	[illegible]
[illegible]	[illegible]

s below, CANNOT exceed

Increase in Finished-goods delivery time	Increase in Account Receivable
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

	0.00		0.00
	0.00		0.00
	0.00		0.00
	0.00		0.00
	0.00		0.00
	0.00		0.00
	0.00		0.00
	0.00		0.00
	0.00		0.00
	0.00		0.00
	0.00		0.00
	20.65		30.87

IMPORTANT NOTE 1: *Please, fill only the green*
IMPORTANT NOTE 2: *Please, add lines for any c*

	Year 1	
Production:	Month 1	
Piles		
Price	$	[illegible]
Units sold(m3)		0
Total Dollars	$	[illegible]
Concrete		
Price	$	70
Units sold		5720
Total Dollars	$	400 300
TOTAL PROD. FOR SALES:	$	400 500
TOTAL SALES:	$	[illegible]

***cells.** Do not modify the res ones*

***ther** revenue item that you want to add and eliminate those that you do not ne*

Month 2	Month 3	Month 4
$ 349	$ 349	$ 349
750	1,225	1225
$ 261,750	$ 427,525	$ 427,525
$ 70	$ 70	$ 70
5750	5750	5750
$ 400,500	$ 400,500	$ 400,500
$ 662,250	***$ 828,025***	***$ 828,025***
$ -	***$ 594,334***	***$ 828,025***

eed

Month 5	Month 6	Month 7
$ 349	$ 349	$ 349
1225	1225	1225
$ [illegible]	$ [illegible]	$ [illegible]
$ 70	$ 70	$ 70
5750	5750	5750
$ [illegible]	$ [illegible]	$ [illegible]
$ [illegible]	$ [illegible]	$ [illegible]
$ [illegible]	$ [illegible]	$ [illegible]

Month 8	Month 9	Month 10
$ 349	$ 349	$ 349
1225	1225	1225
$ 427,525	$ 427,525	$ 427,525
$ 70	$ 70	$ 70
5750	5750	5750
$ 400,500	$ 400,500	$ 400,500
$ 828,025	***$ 828,025***	***$ 828,025***
$ 828,025	***$ 828,025***	***$ 828,025***

Year 2			
	Month 11	Month 12	Month 13
$	349	$ 349	$ 349
	1225	1225	2450
$	427,525	$ 427,525	$ 855,050
$	0	$ 0	$ 700
	5750	5750	10,500
$	[illegible]	$ [illegible]	$ [illegible]
$	828,025	$ 828,025	$ 2,656,[illegible]
$	828,025	$ 828,025	$ 2,656,[illegible]

Month 14	Month 15	Month 16
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 801,000	$ 801,000	$ 801,000
$ 1,656,050	$ 1,656,050	$ 1,656,050
$ 1,656,050	$ 1,656,050	$ 1,656,050

Month 17	Month 18	Month 19
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 801,000	$ 801,000	$ 801,000
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*

Month 20	Month 21	Month 22
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 801,000	$ 801,000	$ 801,000
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***

Month 23	Month 24	Year 3 Month 25
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ [illegible]
11500	11500	11500
$ 801,000	$ [illegible]	$ [illegible]
$ 1,656,050	*$ 1,656,050*	*$ 2,156,050*
$ 1,656,050	*$ 1,656,050*	*$ 2,156,050*

Month 26	Month 27	Month 28
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 805,000	$ 805,000	$ 805,000
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***

Month 29	Month 30	Month 31
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 0	$ [illegible]	$ [illegible]
11500	11500	11500
$ 801,000	$ 801,000	$ 801,000
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*

Month 32	Month 33	Month 34
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 805,000	$ 805,000	$ 805,000
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***

		Year 4
Month 35	Month 36	Month 37
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 801,000	$ 801,000	$ 800,000
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*

	Month 38	Month 39	Month 40
$	349	349	349
	2450	2450	2450
$	851,050	851,050	851,050
$	70	70	70
	11500	11500	11500
$	805,000	805,000	805,000
$	*1,656,050*	*1,656,050*	*1,656,050*
$	*1,656,050*	*1,656,050*	*1,656,050*

Month 41	Month 42	Month 43
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 805,000	$ 805,000	$ 805,000
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*

	Month 44	Month 45	Month 46
$	349	349	349
	2450	2450	2450
$	855,050	855,050	855,050
$	70	70	70
	11500	11500	11500
$	801,000	801,000	801,000
$	*1,656,050*	*1,656,050*	*1,656,050*
$	*1,656,050*	*1,656,050*	*1,656,050*

		Year 5
Month 47	Month 48	Month 49
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 805,000	$ 805,000	$ 805,000
$ 1,660,050	*$ 1,660,050*	*$ 1,660,050*
$ 1,660,050	*$ 1,660,050*	*$ 1,660,050*

Month 50	Month 51	Month 52
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 801,000	$ 801,000	$ 801,000
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***

Month 53	Month 54	Month 55
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 801,000	$ 801,000	$ 801,000
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*
$ 1,656,050	*$ 1,656,050*	*$ 1,656,050*

Month 56	Month 57	Month 58
$ 349	$ 349	$ 349
2450	2450	2450
$ 855,050	$ 855,050	$ 855,050
$ 70	$ 70	$ 70
11500	11500	11500
$ 801,000	$ 801,000	$ 801,000
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***
$ 1,656,050	***$ 1,656,050***	***$ 1,656,050***

	Month 59		Month 60
$	349	$	349
	2450		2450
$	[illegible]	$	[illegible]
$	0	$	0
	11500		11500
$	[illegible]	$	[illegible]
$	*1,656,050*	$	*1,656,050*
$	*1,656,050*	$	*1,656,050*

ASSUMPTIONS

	1	2
	Year 1	
	Month 1	Month 2
Expected Total Revenue	*$0*	*$0*
Revenue Growth Rate from Year 0:	*0.0%*	*0.0%*
Annual Price Increase	*0.0%*	*0.0%*
Total Sales Increase (quantity)	*0.0%*	*0.0%*
Annual Fixed Cost Increase	*0.0%*	*0.0%*
Annual Variable Cost Increase	*0.0%*	*0.0%*
Annual Inflation + Currency Fluctuation	*0.0%*	*0.0%*
Variable Cost Growth from Year 0:	*0.0%*	*0.0%*
Fixed Cost Growth from Year 0:	*0.0%*	*0.0%*
Cost of Goods Sold - no growth		
Raw material	$ -	$ -
Salaries from operations	$ 30,000	$ 30,000
Registration & Insurance	$ 833	$ 833
Utilities	$ 1,389	$ 1,389
Maintenance	$ 5,555	$ 5,555
Transportation	$ 20,000	$ 20,000
Other Production costs	$ 37,217	$ 37,217
Cost of Goods Sold		
Raw material	$ -	$ -
Salaries from operations	$ 30,000	$ 30,000
Registration & Insurance	$ 833	$ 833
Utilities	$ 1,389	$ 1,389
Maintenance	$ 5,555	$ 5,555
Transportation	$ 20,000	$ 20,000
Other Production costs	$ 37,217	$ 37,217
SGA - Selling, General & Adm. Costs		
Advertising and Marketing	$ 4,999	$ 4,999
General & Administrative (Office Salaries,...)	$ 8,332	$ 8,332
Financing Commitment Fee	$ 35,350	
Other Costs (travel, meals, meetings, ...)	$ 4,722	$ 4,722
Depreciation	$ 39,125	$ 39,125

Amortization			$ -	$ -
Interest Expenses			$ -	$ -
Cost of Goods Sold			$ 94,994	$ 94,994
SGA - Selling, General & Adm. Costs			$ 92,528	$ 57,178
Total Costs:			*$ 187,522*	*$ 152,172*
Current Assets (% of Total Revenues)				
Account Receivable (days)	10.9		36%	36%
Prepaid expenses (days)	0.0		0%	0%
Other current assets (days)	0.0		0%	0%
Long-Term Assets				
Fixed Assets	$4,605,000		$ -	$ -
Fixed Assets Incremental Investment Factor	0%			
Patent/Goodwill/Intangibles	$0		$ -	$ -
Current Liabilities (% of Total Revenues)				
Account payable (days)	15.0		50%	50%
Accrued Liabilities and Others (days)	0.0		0%	0%
Long-Term Liabilities				
Contributed Capital	$2,809,907	44.29%	$ -	$ -
Loan	$3,535,000	55.71%	$ -	$ -
Total Long-Term Liabilities + Equity	$6,344,907	100.00%	$ -	$ -

Other Assumptions:

Raw Material Inventory	$ 319,776
Finish Good Inventory	$ 1,012,065
Loan Payable period (years)	4
Libor 1 year	2.05%
Annual Interest Rate	7.06%
Financing Commitment Fee	1.00%
Annual Price Increase (above Inflation)	0.00%
Total Sales Increase (capacity utilization)	0.00%
Annual Fixed Cost Increase	0.00%
Annual Variable Cost Increase	**0.00%**
Annual Inflation	**0.00%**
Currency Fluctuation	**0.00%**

In. Statement:	*Forecast:*	
	MONTH 1	MONTH 2
Net Income	*-$187,522*	*-$152,172*
Cumulative NI	YEAR 1	YEAR 2
Gross Profit	***$1,860,087***	***$5,056,809***
EBIT	$1,138,601	$4,370,673
EBT	***$1,013,815***	***$4,133,122***
Net Income	$840,590	$3,513,154
Revenue:		
Cumulative Rev:		
Cashflows:		

Min Cash Required - Working Capital Needs	$	1,649,907	26.00%
Equity Equipment Investment	$	960,000	15.13%
Land	**$**	**200,000**	3.15%
Loan Equipment Investment	$	3,535,000	55.71%
Depreciation (useful life)		10	
Amortization of Patent, Goodwill/Intangibles		10	
Income Tax Rate		15%	

Capital Budgeting:

Beta 1	1.00
[illegible]	[illegible]
r_f	1.00%
Market Premium ($R_m - r_f$)	15.00%
[illegible]	1.00
Ks (Cost of capital)	16.00%

	MONTH 1	MONTH 2
Cumulative CF	*$1,902,472*	*$1,789,425*
	YEAR 1	YEAR 2
Cumulative at TBP	[illegible]	[illegible]
Before Loan TBP	$3,446,904	[illegible]
PW Period	$1,316,746	[illegible]
TBP	$124,796	$930,600

Loan Payments:

	0	1
	[illegible]	[illegible]
Principal:	$ -	$ -
Interest Exp.:		$ 124,786
Totals	$	$ [illegible]

3	4	5	6	7	8	9	10
Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
$534,334	*$828,025*	*$828,025*	*$828,025*	*$828,025*	*$828,025*	*$828,025*	*$828,025*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
$ 308,060	$ 534,834	$ 534,834	$ 534,834	$ 534,834	$ 534,834	$ 534,834	$ 534,834
$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 17,497	$ 17,497	$ 17,497	$ 17,497
$ 833	$ 833	$ 833	$ 833	$ 833	$ 833	$ 833	$ 833
$ 1,389	$ 1,389	$ 1,389	$ 1,389	$ 1,389	$ 1,389	$ 1,389	$ 1,389
$ 5,555	$ 5,555	$ 5,555	$ 5,555	$ 5,555	$ 5,555	$ 5,555	$ 5,555
$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
$ 37,217	$ 37,217	$ 37,217	$ 37,217	$ 37,217	$ 37,217	$ 37,217	$ 37,217
$ 308,060	$ 534,834	$ 534,834	$ 534,834	$ 534,834	$ 534,834	$ 534,834	$ 534,834
$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 17,497	$ 17,497	$ 17,497	$ 17,497
$ 833	$ 833	$ 833	$ 833	$ 833	$ 833	$ 833	$ 833
$ 1,389	$ 1,389	$ 1,389	$ 1,389	$ 1,389	$ 1,389	$ 1,389	$ 1,389
$ 5,555	$ 5,555	$ 5,555	$ 5,555	$ 5,555	$ 5,555	$ 5,555	$ 5,555
$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
$ 37,217	$ 37,217	$ 37,217	$ 37,217	$ 37,217	$ 37,217	$ 37,217	$ 37,217
$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125

$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-
$	-	$	-	$	-	$	-	$	124,786	$	-	$	-	$	-
$	403,054	$	629,828	$	629,828	$	629,828	$	617,325	$	617,325	$	617,325	$	617,326
$	57,178	$	57,178	$	57,178	$	57,178	$	181,964	$	57,178	$	57,178	$	57,178
$	*460,232*	$	*687,006*	$	*687,006*	$	*687,006*	$	*799,288*	$	*674,503*	$	*674,503*	$	*674,503*
	36%		36%		36%		36%		36%		36%		36%		36%
	14%		0%		0%		0%		0%		0%		0%		0%
	0%		0%		0%		0%		0%		0%		0%		0%
$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	
$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-
	50%		50%		50%		50%		50%		50%		50%		50%
	0%		0%		0%		0%		0%		0%		0%		0%
$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-
$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-
$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-

MONTH 3	MONTH 4	MONTH 5
$134,102	*$129,552*	*$119,866*
YEAR 3	YEAR 4	YEAR 5
$5,056,809	*$5,056,809*	*$5,056,809*
$4,370,673	$4,370,673	$4,370,673
$4,182,916	*$4,230,287*	*$4,277,627*
$3,555,478	$3,600,844	$3,635,983

MONTH 3	MONTH 4	MONTH 5
$1,901,346	*$2,098,741*	*$2,257,732*
YEAR 3	YEAR 4	YEAR 5
$9,902,498	*$13,176,619*	*$15,979,234*
$10,833,106	$14,107,238	$17,375,148
$3,282,127	$3,274,121	$2,802,616
$930,609	$930,609	$1,395,913

2	3	4	5	6	7	8	9
Month 13	Month 19	Month 25	Month 31	Month 37	Month 43	Month 49	Month 55
$ 340,519	$ 352,539	$ 364,984	$ 377,868	$ 391,207	$ 405,016	$ 419,313	$ 434,115
$ 124,786	**$ 112,765**	**$ 100,321**	**$ 87,437**	**$ 74,098**	**$ 60,288**	**$ 45,991**	**$ 31,189**
$ 465,304	$ 465,304	$ 465,304	$ 465,304	$ 465,304	$ 465,304	$ 465,304	$ 465,304

11	12	13	14	15	16	17	18
		Year 2					
Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18
$828,025	$828,025	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
$ 534,834	$ 534,834	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 17,497	$ 17,497	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 833	$ 833	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 1,389	$ 1,389	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 5,555	$ 5,555	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 20,000	$ 20,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 37,217	$ 37,217	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 534,834	$ 534,834	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 17,497	$ 17,497	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 833	$ 833	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 1,389	$ 1,389	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 5,555	$ 5,555	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 20,000	$ 20,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 37,217	$ 37,217	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125

$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
$ -	$ -	$ 124,786					
$ 617,325	$ 617,325	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650
$ 57,178	$ 57,178	$ 181,964	$ 57,178	$ 57,178	$ 57,178	$ 57,178	$ 57,178
$ 674,503	*$ 674,503*	*$ 1,416,613*	*$ 1,291,828*	*$ 1,291,828*	*$ 1,291,828*	*$ 1,291,828*	*$ 1,291,828*
36%	36%	36%	36%	36%	36%	36%	36%
0%	0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
50%	50%	50%	50%	50%	50%	50%	50%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
$ -	$ -	$ (349,519)					
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

	10 Month [illegible]
$	449,439
$	15,865
$	465,304

19	20	21	22	23	24	25	26
						Year 3	
Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Month 25	Month 26
$1,656,050	*$1,656,050*	*$1,656,050*	*$1,656,050*	*$1,656,050*	*$1,656,050*	*$1,656,050*	*$1,656,050*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125

$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
$ 112,765						$ 100,321	
$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650
$ 169,943	$ 57,178	$ 57,178	$ 57,178	$ 57,178	$ 57,178	$ 157,490	$ 57,178
$ 1,404,593	$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,392,140	$ 1,291,828
36%	36%	36%	36%	36%	36%	36%	36%
0%	0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
50%	50%	50%	50%	50%	50%	50%	50%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
$ (352,539)						$ (364,984)	
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

27	28	29	30	31	32	33	34
Month 27	Month 28	Month 29	Month 30	Month 31	Month 32	Month 33	Month 34
$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125

$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
				$ 87,437			
$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650
$ 57,178	$ 57,178	$ 57,178	$ 57,178	$ 144,614	$ 57,178	$ 57,178	$ 57,178
$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,379,264	$ 1,291,828	$ 1,291,828	$ 1,291,828
36%	36%	36%	36%	36%	36%	36%	36%
0%	0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$ -	$ -	$ -	$	$ -	$ -	$ -
$ -	$ -	$ -	$ -	$	$ -	$ -	$ -
50%	50%	50%	50%	50%	50%	50%	50%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$ -	$ -	$	$	$ -	$	$
				$ (377,868)			
$ -	$ -	$ -	$	$ -	$	$	$

35	36	37	38	39	40	41	42
		Year 4					
Month 35	Month 36	Month 37	Month 38	Month 39	Month 40	Month 41	Month 42
$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125

$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
		$ 74,098					
$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650
$ 57,178	$ 57,178	$ 131,276	$ 57,178	$ 57,178	$ 57,178	$ 57,178	$ 57,178
$ *1,291,828*	$ *1,291,828*	$ *1,365,925*	$ *1,291,828*	$ *1,291,828*	$ *1,291,828*	$ *1,291,828*	$ *1,291,828*
36%	36%	36%	36%	36%	36%	36%	36%
0%	0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$ -	$ -	$ -	$ -	$	$	$ -
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
50%	50%	50%	50%	50%	50%	50%	50%
0%	0%	0%	0%	0%	0%	0%	0%
$	$	$ -	$	$	$	$	$
		$ (391,207)					
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

43	44	45	46	47	48	49	50
						Year 5	
Month 43	Month 44	Month 45	Month 46	Month 47	Month 48	Month 49	Month 50
$1,656,050	*$1,656,050*	*$1,656,050*	*$1,656,050*	*$1,656,050*	*$1,656,050*	*$1,656,050*	*$1,656,050*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
0.0%	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*	*0.0%*
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125

$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
$ 60,288						$ 45,991	
$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650
$ 117,466	$ 57,178	$ 57,178	$ 57,178	$ 57,178	$ 57,178	$ 103,169	$ 57,178
$ 1,352,116	$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,337,819	$ 1,291,828
36%	36%	36%	36%	36%	36%	36%	36%
0%	0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$ -	$ -	$ -	$	$ -	$	$ -
$ -	$	$	$ -	$ -	$	$ -	$ -
50%	50%	50%	50%	50%	50%	50%	50%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$	$	$	$ -	$ -	$	$
$ (405,016)						$ (419,313)	
$ -	$ -	$ -	$ -	$ -	$ -	$ -	$

51	52	53	54	55	56	57	58
Month 51	Month 52	Month 53	Month 54	Month 55	Month 56	Month 57	Month 58
$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050	$1,656,050
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,566	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125	$ 39,125

$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
				$ 31,189			
$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650
$ 57,178	$ 57,178	$ 57,178	$ 57,178	$ 68,367	$ 57,178	$ 57,178	$ 57,178
$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,291,828	$ 1,303,017	$ 1,291,828	$ 1,291,828	$ 1,291,828
36%	36%	36%	36%	36%	36%	36%	36%
0%	0%	0%	0%	0%	0%	0%	0%
0%	0%	0%	0%	0%	0%	0%	0%
$ -	$ -	$	$ -	$	$	$ -	$
$	$ -	$ -	$ -	$	$ -	$	$ -
50%	50%	50%	50%	50%	50%	50%	50%
0%	0%	0%	0%	0%	0%	0%	0%
$	$ -	$	$ -	$ -	$	$	$
				$ (434,115)			
$	$ -	$	$ -	$ -	$	$	$ -

59	60
Month 59	Month 60
$1,656,050	*$1,656,050*
0.0%	*0.0%*
0.0%	*0.0%*
0.0%	*0.0%*
0.0%	*0.0%*
0.0%	*0.0%*
0.0%	*0.0%*
0.0%	*0.0%*
0.0%	*0.0%*
$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994
$ 1,666	$ 1,666
$ 2,778	$ 2,778
$ 11,110	$ 11,110
$ 40,000	$ 40,000
$ 74,434	$ 74,434
$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994
$ 1,666	$ 1,666
$ 2,778	$ 2,778
$ 11,110	$ 11,110
$ 40,000	$ 40,000
$ 74,434	$ 74,434
$ 4,999	$ 4,999
$ 8,332	$ 8,332
$ 4,722	$ 4,722
$ 39,125	$ 39,125

$ -	$ -
	$ 15,865
$ 1,234,650	$ 1,234,650
$ 57,178	$ 73,043
$ 1,291,828	$ 1,307,693
36%	36%
0%	0%
0%	0%
$ -	$ -
$ -	$ -
50%	50%
0%	0%
$ -	$ -
	$ (449,439)
$	$

Monthly Income Statement

		1		2
	Year 1			
	Month 1		Month 2	
Revenues	$	-	$	-
Raw material	$	-	$	-
Salaries from operations	$	30,000	$	30,000
Registration & Insurance	$	833	$	833
Utilities	$	1,389	$	1,389
Maintenance	$	5,555	$	5,555
Transportation	$	20,000	$	20,000
Other Production costs	$	37,217	$	37,217
Cost of sales	$	94,994	$	94,994
Gross Profit	$	(94,994)	$	(94,994)
Advertising and Marketing	$	4,999	$	4,999
General & Administrative (Office Salaries,...)	$	8,332	$	8,332
Financing Commitment Fee	$	35,350	$	-
Other Costs (travel, meals, meetings, ...)	$	4,722	$	4,722
Depreciation	$	39,125	$	39,125
Amortization	$	-	$	-
Interest Expenses	$	-	$	-
Operating Expenses	$	92,528	$	57,178
Operating Income (Loss)	$	(187,522)	$	(152,172)
Taxes	$	(28,128)	$	(22,826)
Prev. Accumulated Tax Exemption	$	28,128	$	50,954
	$	-	$	-
Taxes	$	-	$	-
Net Income (Loss)	$	(187,522)	$	(152,172)

Month 3		Month 4		Month 5		Month 6	
$	**594,334**	$	828,025	$	828,025	$	828,025
$	308,060	$	534,834	$	534,834	$	534,834
$	30,000	$	30,000	$	30,000	$	30,000
$	833	$	833	$	833	$	833
$	1,389	$	1,389	$	1,389	$	1,389
$	5,555	$	5,555	$	5,555	$	5,555
$	20,000	$	20,000	$	20,000	$	20,000
$	37,217	$	37,217	$	37,217	$	37,217
$	**403,054**	$	629,828	$	629,828	$	629,828
$	**191,280**	$	198,197	$	198,197	$	198,197
$	4,999	$	4,999	$	4,999	$	4,999
$	8,332	$	8,332	$	8,332	$	8,332
$	-	$	-	$	-	$	-
$	4,722	$	4,722	$	4,722	$	4,722
$	39,125	$	39,125	$	39,125	$	39,125
$	-	$	-	$	-	$	-
$	-	$	-	$	-	$	-
$	**57,178**	$	57,178	$	57,178	$	57,178
$	**134,102**	$	141,019	$	141,019	$	141,019
$	20,115	$	21,153	$	21,153	$	21,153
$	30,839	$	9,686	$	(11,467)	$	(32,620)
$	-	$	11,467	$	21,153	$	21,153
$	-	$	11,467	$	21,153	$	21,153
$	**134,102**	$	129,551	$	119,866	$	119,866

	7		8		9		10
Month 7		**Month 8**		**Month 9**		**Month 10**	
$	828,025	$	828,025	$	828,025	$	828,025
$	534,834	$	534,834	$	534,834	$	534,834
$	17,497	$	17,497	$	17,497	$	17,497
$	833	$	833	$	833	$	833
$	1,389	$	1,389	$	1,389	$	1,389
$	5,555	$	5,555	$	5,555	$	5,555
$	20,000	$	20,000	$	20,000	$	20,000
$	37,217	$	37,217	$	37,217	$	37,217
$	617,325	$	617,325	$	617,325	$	617,325
$	210,700	$	210,700	$	210,700	$	210,700
$	4,999	$	4,999	$	4,999	$	4,999
$	8,332	$	8,332	$	8,332	$	8,332
$	-	$	-	$	-	$	-
$	4,722	$	4,722	$	4,722	$	4,722
$	39,125	$	39,125	$	39,125	$	39,125
$	-	$	-	$	-	$	-
$	124,780	$	-	$	-	$	-
$	181,984	$	57,178	$	57,178	$	57,178
$	28,737	$	153,522	$	153,522	$	153,522
$	4,311	$	23,028	$	23,028	$	23,028
$	(36,930)	$	(59,959)	$	(82,987)	$	(106,016)
$	4,311	$	23,028	$	23,028	$	23,028
$	4,311	$	23,028	$	23,028	$	23,028
$	24,426	$	130,494	$	130,494	$	130,494

11		12		13		14	
				Year 2			
Month 11		Month 12		Month 1		Month 2	
$	**828,025**	**$**	**828,025**	**$**	**1,656,050**	**$**	**1,656,050**
$	534,834	$	534,834	$	1,069,668	$	1,069,668
$	17,497	$	17,497	$	34,994	$	34,994
$	833	$	833	$	1,666	$	1,666
$	1,389	$	1,389	$	2,778	$	2,778
$	5,555	$	5,555	$	11,110	$	11,110
$	20,000	$	20,000	$	40,000	$	40,000
$	37,217	$	37,217	$	74,434	$	74,434
$	**617,325**	**$**	**617,325**	**$**	**1,234,650**	**$**	**1,234,650**
$	**210,700**	**$**	**210,700**	**$**	**421,401**	**$**	**421,401**
$	4,999	$	4,999	$	4,999	$	4,999
$	8,332	$	8,332	$	8,332	$	8,332
$	-	$	-	$	-	$	-
$	4,722	$	4,722	$	4,722	$	4,722
$	39,125	$	39,125	$	39,125	$	39,125
$	-	$		$		$	
$	-	$		$	124,788	$	-
$	**57,178**	**$**	**57,178**	**$**	**181,966**	**$**	**57,178**
$	**153,522**	**$**	**153,522**	**$**	**239,437**	**$**	**364,223**
$	23,028	$	23,028	$	35,916	$	54,633
$	(129,044)	$	(152,072)	$	(187,988)	$	(242,621)
$	23,028	$	23,028	$	35,916	$	54,633
$	23,028	$	23,028	$	35,916	$	54,633
$	**130,494**	**$**	**130,494**	**$**	**203,522**	**$**	**309,589**

15	16	17	18
Month 3	**Month 4**	**Month 5**	**Month 6**
$ 1,656,050	**$ 1,656,050**	**$ 1,656,050**	**$ 1,656,050**
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,234,650	**$ 1,234,650**	**$ 1,234,650**	**$ 1,234,650**
$ 421,401	**$ 421,401**	**$ 421,401**	**$ 421,401**
$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ -	$ -	$ -	$ -
$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125
$ -	$ -	$ -	$ -
$ -	$ -	$ -	$ -
$ 57,178	**$ 57,178**	**$ 57,178**	**$ 57,178**
$ 364,223	**$ 364,223**	**$ 364,223**	**$ 364,223**
$ 54,633	$ 54,633	$ 54,633	$ 54,633
$ (297,255)	$ (351,888)	$ (406,521)	$ (461,155)
$ 54,633	$ 54,633	$ 54,633	$ 54,633
$ 54,633	$ 54,633	$ 54,633	$ 54,633
$ 309,589	**$ 309,589**	**$ 309,589**	**$ 309,589**

19	20	21	22
Month 7	**Month 8**	**Month 9**	**Month 10**
$ 1,656,050	**$ 1,656,050**	**$ 1,656,050**	**$ 1,656,050**
$ 1,069,666	$ 1,069,666	$ 1,069,666	$ 1,069,666
$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,234,650	**$ 1,234,650**	**$ 1,234,650**	**$ 1,234,650**
$ 421,401	**$ 421,401**	**$ 421,401**	**$ 421,401**
$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ -	$	$	$
$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125
$ -	$	$	$
$ 112,765	$ -	$	$ -
$ 169,943	**$ 57,178**	**$ 57,178**	**$ 57,178**
$ 251,458	**$ 364,223**	**$ 364,223**	**$ 364,223**
$ 37,719	$ 54,633	$ 54,633	$ 54,633
$ (498,874)	$ (553,507)	$ (608,140)	$ (662,774)
$ 37,719	$ 54,633	$ 54,633	$ 54,633
$ 37,719	$ 54,633	$ 54,633	$ 54,633
$ 213,739	**$ 309,590**	**$ 309,590**	**$ 309,590**

23	24	25	26
		Year 3	
Month 11	Month 12	Month 1	Month 2
$ 1,656,050	$ 1,656,050	$ 1,656,050	$ 1,656,050
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,234,650	$ 1,234,650	$ 1,234,650	$ 1,234,650
$ 421,401	$ 421,401	$ 421,401	$ 421,401
$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ -	$ -	$ -	$ -
$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125
$ -	$ -	$ -	$ -
$ -	$ -	$ 100,321	$ -
$ 57,178	$ 57,178	$ 157,499	$ 57,178
$ 364,223	$ 364,223	$ 263,902	$ 364,223
$ 54,633	$ 54,633	$ 39,585	$ 54,633
$ (717,407)	$ (772,041)	$ (811,626)	$ (866,259)
$ 54,633	$ 54,633	$ 39,585	$ 54,633
$ 54,633	$ 54,633	$ 39,585	$ 54,633
$ 309,589	$ 309,589	$ 224,317	$ 309,589

	27		28		29		30
Month 3		**Month 4**		**Month 5**		**Month 6**	
$	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**
$	1,069,668	$	1,069,668	$	1,069,668	$	1,069,668
$	34,994	$	34,994	$	34,994	$	34,994
$	1,666	$	1,666	$	1,666	$	1,666
$	2,778	$	2,778	$	2,778	$	2,778
$	11,110	$	11,110	$	11,110	$	11,110
$	40,000	$	40,000	$	40,000	$	40,000
$	74,434	$	74,434	$	74,434	$	74,434
$	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**
$	**421,401**	**$**	**421,401**	**$**	**421,401**	**$**	**421,401**
$	4,999	$	4,999	$	4,999	$	4,999
$	8,332	$	8,332	$	8,332	$	8,332
$	-	$	-	$	-	$	-
$	4,722	$	4,722	$	4,722	$	4,722
$	39,125	$	39,125	$	39,125	$	39,125
$	-	$	-	$	-	$	-
$	-	$	-	$	-	$	-
$	**57,178**	**$**	**57,178**	**$**	**57,178**	**$**	**57,178**
$	**364,223**	**$**	**364,223**	**$**	**364,223**	**$**	**364,223**
$	54,633	$	54,633	$	54,633	$	54,633
$	(920,892)	$	(975,526)	$	(1,030,160)	$	(1,084,793)
$	54,633	$	54,633	$	54,633	$	54,633
$	54,633	$	54,633	$	54,633	$	54,633
$	**309,589**	**$**	**309,589**	**$**	**309,589**	**$**	**309,589**

	31		32		33		34
Month 7		**Month 8**		**Month 9**		**Month 10**	
$	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**
$	1,069,668	$	1,069,668	$	1,069,668	$	1,069,668
$	34,994	$	34,994	$	34,994	$	34,994
$	1,666	$	1,666	$	1,666	$	1,666
$	2,778	$	2,778	$	2,778	$	2,778
$	11,110	$	11,110	$	11,110	$	11,110
$	40,000	$	40,000	$	40,000	$	40,000
$	74,434	$	74,434	$	74,434	$	74,434
$	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**
$	**421,401**	**$**	**421,401**	**$**	**421,401**	**$**	**421,401**
$	4,999	$	4,999	$	4,999	$	4,999
$	8,332	$	8,332	$	8,332	$	8,332
$	-	$	-	$	-	$	-
$	4,722	$	4,722	$	4,722	$	4,722
$	39,125	$	39,125	$	39,125	$	39,125
$	-	$	-	$	-	$	-
$	87,437	$	-	$	-	$	-
$	**144,615**	**$**	**57,178**	**$**	**57,178**	**$**	**57,178**
$	**276,786**	**$**	**364,223**	**$**	**364,223**	**$**	**364,223**
$	41,518	$	54,633	$	54,633	$	54,633
$	(1,126,311)	$	(1,180,944)	$	(1,235,578)	$	(1,290,211)
$	41,518	$	54,633	$	54,633	$	54,633
$	41,518	$	54,633	$	54,633	$	54,633
$	**235,268**	**$**	**309,589**	**$**	**309,589**	**$**	**309,589**

	35		36		37		38
				Year 4			
Month 11		Month 12		Month 1		Month 2	
$	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**
$	1,069,668	$	1,069,668	$	1,069,668	$	1,069,668
$	34,994	$	34,994	$	34,994	$	34,994
$	1,666	$	1,666	$	1,666	$	1,666
$	2,778	$	2,778	$	2,778	$	2,778
$	11,110	$	11,110	$	11,110	$	11,110
$	40,000	$	40,000	$	40,000	$	40,000
$	74,434	$	74,434	$	74,434	$	74,434
$	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**
$	**421,401**	**$**	**421,401**	**$**	**421,401**	**$**	**421,401**
$	4,999	$	4,999	$	4,999	$	4,999
$	8,332	$	8,332	$	8,332	$	8,332
$	-	$	-	$	-	$	-
$	4,722	$	4,722	$	4,722	$	4,722
$	39,125	$	39,125	$	39,125	$	39,125
$	-	$		$	-	$	-
$	-	$		$	74,098	$	
$	**57,178**	**$**	**57,178**	**$**	**131,276**	**$**	**57,178**
$	**364,223**	**$**	**364,223**	**$**	**290,125**	**$**	**364,223**
$	54,633	$	54,633	$	43,519	$	54,633
$	(1,344,845)	$	(1,399,478)	$	(1,442,997)	$	(1,497,630)
$	54,633	$	54,633	$	43,519	$	54,633
$	54,633	$	54,633	$	43,519	$	54,633
$	**309,589**	**$**	**309,589**	**$**	**246,606**	**$**	**309,589**

39		40		41		42	
Month 3		**Month 4**		**Month 5**		**Month 6**	
$	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**
$	1,069,668	$	1,069,668	$	1,069,668	$	1,069,668
$	34,994	$	34,994	$	34,994	$	34,994
$	1,666	$	1,666	$	1,666	$	1,666
$	2,778	$	2,778	$	2,778	$	2,778
$	11,110	$	11,110	$	11,110	$	11,110
$	40,000	$	40,000	$	40,000	$	40,000
$	74,434	$	74,434	$	74,434	$	74,434
$	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**
$	**421,401**	**$**	**421,401**	**$**	**421,401**	**$**	**421,401**
$	4,999	$	4,999	$	4,999	$	4,999
$	8,332	$	8,332	$	8,332	$	8,332
$	-	$	-	$	-	$	-
$	4,722	$	4,722	$	4,722	$	4,722
$	39,125	$	39,125	$	39,125	$	39,125
$	-	$	-	$	-	$	-
$	-	$	-	$	-	$	-
$	**57,178**	**$**	**57,178**	**$**	**57,178**	**$**	**57,178**
$	**364,223**	**$**	**364,223**	**$**	**364,223**	**$**	**364,223**
$	54,633	$	54,633	$	54,633	$	54,633
$	(1,557,264)	$	(1,606,897)	$	(1,661,530)	$	(1,716,164)
$	54,633	$	54,633	$	54,633	$	54,633
$	54,633	$	54,633	$	54,633	$	54,633
$	**309,589**	**$**	**309,589**	**$**	**309,589**	**$**	**309,589**

43	44	45	46
Month 7	**Month 8**	**Month 9**	**Month 10**
$ 1,656,050	**$ 1,656,050**	**$ 1,656,050**	**$ 1,656,050**
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,234,650	**$ 1,234,650**	**$ 1,234,650**	**$ 1,234,650**
$ 421,401	**$ 421,401**	**$ 421,401**	**$ 421,401**
$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ -	$ -	$ -	$ -
$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125
$ -	$	$ -	$
$ 60,288	$ -	$ -	$
$ 117,466	**$ 57,178**	**$ 57,178**	**$ 57,178**
$ 303,934	**$ 364,223**	**$ 364,223**	**$ 364,223**
$ 45,590	$ 54,633	$ 54,633	$ 54,633
$ (1,761,754)	$ (1,816,387)	$ (1,871,021)	$ (1,925,654)
$ 45,590	$ 54,633	$ 54,633	$ 54,633
$ 45,590	$ 54,633	$ 54,633	$ 54,633
$ 258,344	**$ 309,589**	**$ 309,589**	**$ 309,589**

	47		48		49		50
				Year 5			
Month 11		**Month 12**		**Month 1**		**Month 2**	
$	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**	**$**	**1,656,050**
$	1,069,668	$	1,069,668	$	1,069,668	$	1,069,668
$	34,994	$	34,994	$	34,994	$	34,994
$	1,666	$	1,666	$	1,666	$	1,666
$	2,778	$	2,778	$	2,778	$	2,778
$	11,110	$	11,110	$	11,110	$	11,110
$	40,000	$	40,000	$	40,000	$	40,000
$	74,434	$	74,434	$	74,434	$	74,434
$	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**	**$**	**1,234,650**
$	**421,401**	**$**	**421,401**	**$**	**421,401**	**$**	**421,401**
$	4,999	$	4,999	$	4,999	$	4,999
$	8,332	$	8,332	$	8,332	$	8,332
$	-	$	-	$	-	$	-
$	4,722	$	4,722	$	4,722	$	4,722
$	39,125	$	39,125	$	39,125	$	39,125
$	-	$	-	$	-	$	-
$	-	$	-	$	45,991	$	-
$	**57,178**	**$**	**57,178**	**$**	**103,169**	**$**	**57,178**
$	**364,223**	**$**	**364,223**	**$**	**318,232**	**$**	**364,223**
$	54,633	$	54,633	$	47,735	$	54,633
$	(1,980,288)	$	(2,034,921)	$	(2,082,656)	$	(2,137,289)
$	54,633	$	54,633	$	47,735	$	54,633
$	54,633	$	54,633	$	47,735	$	54,633
$	**309,589**	**$**	**309,589**	**$**	**270,497**	**$**	**309,589**

	51		52		53		54
	Month 3		Month 4		Month 5		Month 6
$	1,656,050	$	1,656,050	$	1,656,050	$	1,656,050
$	1,069,668	$	1,069,668	$	1,069,668	$	1,069,668
$	34,994	$	34,994	$	34,994	$	34,994
$	1,666	$	1,666	$	1,666	$	1,666
$	2,778	$	2,778	$	2,778	$	2,778
$	11,110	$	11,110	$	11,110	$	11,110
$	40,000	$	40,000	$	40,000	$	40,000
$	74,434	$	74,434	$	74,434	$	74,434
$	1,234,650	$	1,234,650	$	1,234,650	$	1,234,650
$	421,401	$	421,401	$	421,401	$	421,401
$	4,999	$	4,999	$	4,999	$	4,999
$	8,332	$	8,332	$	8,332	$	8,332
$	-	$		$	-	$	-
$	4,722	$	4,722	$	4,722	$	4,722
$	39,125	$	39,125	$	39,125	$	39,125
$	-	$		$	-	$	-
$	-	$		$	-	$	-
$	57,178	$	57,178	$	57,178	$	57,178
$	364,223	$	364,223	$	364,223	$	364,223
$	54,633	$	54,633	$	54,633	$	54,633
$	(2,191,923)	$	(2,246,556)	$	(2,301,189)	$	(2,355,823)
$	54,633	$	54,633	$	54,633	$	54,633
$	54,633	$	54,633	$	54,633	$	54,633
$	309,589	$	309,589	$	309,589	$	309,589

55	56	57	58
Month 7	**Month 8**	**Month 9**	**Month 10**
$ 1,656,050	**$ 1,656,050**	**$ 1,656,050**	**$ 1,656,050**
$ 1,069,668	$ 1,069,668	$ 1,069,668	$ 1,069,668
$ 34,994	$ 34,994	$ 34,994	$ 34,994
$ 1,666	$ 1,666	$ 1,666	$ 1,666
$ 2,778	$ 2,778	$ 2,778	$ 2,778
$ 11,110	$ 11,110	$ 11,110	$ 11,110
$ 40,000	$ 40,000	$ 40,000	$ 40,000
$ 74,434	$ 74,434	$ 74,434	$ 74,434
$ 1,234,650	**$ 1,234,650**	**$ 1,234,650**	**$ 1,234,650**
$ 421,401	**$ 421,401**	**$ 421,401**	**$ 421,401**
$ 4,999	$ 4,999	$ 4,999	$ 4,999
$ 8,332	$ 8,332	$ 8,332	$ 8,332
$ -	$ -	$ -	$ -
$ 4,722	$ 4,722	$ 4,722	$ 4,722
$ 39,125	$ 39,125	$ 39,125	$ 39,125
$ -	$ -	$ -	$ -
$ 31,189	$ -	$ -	$ -
$ 88,367	**$ 57,178**	**$ 57,178**	**$ 57,178**
$ 333,033	**$ 364,223**	**$ 364,223**	**$ 364,223**
$ 49,955	$ 54,633	$ 54,633	$ 54,633
$ (2,405,778)	$ (2,460,411)	$ (2,515,045)	$ (2,569,678)
$ 49,955	$ 54,633	$ 54,633	$ 54,633
$ 49,955	$ 54,633	$ 54,633	$ 54,633
$ 283,078	**$ 309,589**	**$ 309,589**	**$ 309,589**

	59		60
	Month 11		**Month 12**
$	**1,656,050**	**$**	**1,656,050**
$	1,069,668	$	1,069,668
$	34,994	$	34,994
$	1,666	$	1,666
$	2,778	$	2,778
$	11,110	$	11,110
$	40,000	$	40,000
$	74,434	$	74,434
$	**1,234,650**	**$**	**1,234,650**
$	**421,401**	**$**	**421,401**
$	4,999	$	4,999
$	8,332	$	8,332
$	-	$	-
$	4,722	$	4,722
$	39,125	$	39,125
$	-	$	-
$	-	$	15,865
$	**57,178**	**$**	**73,043**
$	**364,223**	**$**	**348,358**
$	54,633	$	52,254
$	(2,624,311)	$	(2,676,565)
$	54,633	$	52,254
$	54,633	$	52,254
$	**309,589**	**$**	**296,104**

Annual Income Statement

	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	CUMULATIVE
Revenues	$ 8,066,560	$ 19,872,604	$ 19,872,604	$ 19,872,604	$ 19,872,604	$ 87,536,975
Raw material	$ 5,121,564	$ 12,836,011	$ 12,836,011	$ 12,836,011	$ 12,836,011	$ 56,465,606
Salaries- Food operations	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Registration & Insurance	$ 9,946	$ 19,892	$ 19,892	$ 19,892	$ 19,892	$ 89,564
Utilities	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Maintenance	$ 66,660	$ 133,320	$ 133,320	$ 133,320	$ 133,320	$ 599,940
Transportation	$ 240,000	$ 480,000	$ 480,000	$ 480,000	$ 480,000	$ 2,160,000
Other Production cost	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Cost of Sales	$ 6,186,474	$ 14,815,795	$ 14,815,795	$ 14,815,795	$ 14,815,795	$ 65,449,652
Gross Profit	$ 1,880,087	$ 5,056,809	$ 5,056,809	$ 5,056,809	$ 5,056,809	$ 22,087,323
Advertising and Marketing	$ 59,988	$ 59,988	$ 59,988	$ 59,988	$ 59,988	$ 299,940
General & Administrative (Office Salaries,...)	$ 99,984	$ 99,984	$ 99,984	$ 99,984	$ 99,984	$ 499,920
Financing Commitment Fee	$ 35,350	$ -	$ -	$ -	$ -	$ 35,350
Other Costs (travel, meals, meetings, ...)	$ 56,664	$ 56,664	$ 56,664	$ 56,664	$ 56,664	$ 283,320
Depreciation	$ 469,500	$ 469,500	$ 469,500	$ 469,500	$ 469,500	$ 2,347,500
Amortization	$ -	$ -	$ -	$ -	$ -	$ -
Interest Expenses	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
Operating Expenses	$ [illegible]	$ [illegible]	$ 873,893	$ 820,522	$ 779,182	$ [illegible]
Operating Income (Loss)	$ 1,033,815	$ 4,133,122	$ 4,182,916	$ 4,236,287	$ 4,277,627	$ 17,863,767
Payable Income Taxes	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 641,644	$ [illegible]
Net Income (Loss)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ 3,635,983	$ 15,146,049

Monthly Balance Sheet

		1	2	3
	Start-up	Month 1	Month 2	Month 3
Assets:				
Current Assets				
Cash/Equivalents	$353,465	$252,565	$139,518	$251,439
Accounts Receivables	$0	$0	$0	$215,337
Prepaid expenses	$0	$0	$0	$0
Raw Material Inventory	$319,776	$319,776	$319,776	$319,776
Finished-good Inventory	$976,665	$976,665	$976,665	$976,665
Other current assets	$0	$0	$0	$0
Total Current Assets	$1,649,907	$1,549,007	$1,435,960	$1,763,217
Long-Term Assets				
Fixed Assets, net	$4,695,000	$4,655,875	$4,616,750	$4,577,625
Patent/Goodwill/Intangibles	$0	$0	$0	$0
Total Long-Term Assets	$4,695,000	$4,655,875	$4,616,750	$4,577,625
Total Assets	$6,344,907	$6,204,882	$6,052,710	$6,340,842
Liabilities:				
Current Liabilities				
Accounts payable	$0	$47,497	$47,497	$201,527
Tax Payable	$0	$0	$0	$0
Accrued and Other Current Liabilities	$0	$0	$0	$0
Total Current Liabilities	$0	$47,497	$47,497	$201,527
Long Term Liabilities				
Loan	$3,535,000	$3,535,000	$3,535,000	$3,535,000
Other Long Term Liabilities	$0	$0	$0	$0
Total Long Term Liabilities	$3,535,000	$3,535,000	$3,535,000	$3,535,000
Total Liabilities	$3,535,000	$3,582,497	$3,582,497	$3,736,527
Owner's Equity				
Contributed Capital	$2,809,907	$2,809,907	$2,809,907	$2,809,907
Retained Earnings (or Loss)	$0	($187,522)	($339,694)	($205,592)

Total Owner's Equity	**$2,809,907**	**$2,622,385**	**$2,470,213**	**$2,604,315**
Total Liabilities and Owner's Equity	$6,344,907	$6,204,882	$6,052,710	$6,340,842

4	5	6	7	8	9
Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
$448,834	$607,825	$766,817	$824,117	$993,736	$1,163,355
$300,006	$300,006	$300,006	$300,006	$300,006	$300,006
$0	$0	$0	$0	$0	$0
$319,776	$319,776	$319,776	$319,776	$319,776	$319,776
$976,665	$976,665	$976,665	$976,665	$976,665	$976,665
$0	$0	$0	$0	$0	$0
$2,045,281	$2,204,273	$2,363,264	$2,420,564	$2,590,183	$2,759,802
$4,538,500	$4,499,375	$4,460,250	$4,421,125	$4,382,000	$4,342,875
$0	$0	$0	$0	$0	$0
$4,538,500	$4,499,375	$4,460,250	$4,421,125	$4,382,000	$4,342,875
$6,583,781	**$6,703,648**	**$6,823,514**	**$6,841,689**	**$6,972,183**	**$7,102,677**
$314,914	$314,914	$314,914	$308,662	$308,662	$308,662
$0	$0	$0	$0	$0	$0
$0	$0	$0	$0	$0	$0
$314,914	$314,914	$314,914	$308,662	$308,662	$308,662
$3,535,000	$3,535,000	$3,535,000	$3,535,000	$3,535,000	$3,535,000
$0	$0	$0	$0	$0	$0
$3,535,000	$3,535,000	$3,535,000	$3,535,000	$3,535,000	$3,535,000
$3,849,914	**$3,849,914**	**$3,849,914**	**$3,843,662**	**$3,843,662**	**$3,843,662**
$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907
($76,040)	$43,827	$163,693	$188,120	$318,614	$449,108

$2,733,867	$2,853,734	$2,973,600	$2,998,027	$3,128,521	$3,259,015
$6,583,781	$6,703,648	$6,823,514	$6,841,689	$6,972,183	$7,102,677

10	11	12	13	14	15
Month 10	**Month 11**	**Month 12**	**Month 1**	**Month 2**	**Month 3**
$1,332,974	$1,502,593	$1,672,212	$1,562,996	$1,931,710	$2,280,425
$300,006	$300,006	$300,006	$600,012	$600,012	$600,012
$0	$0	$0	$0	$0	$0
$319,776	$319,776	$319,776	$319,776	$319,776	$319,776
$976,665	$976,665	$976,665	$976,665	$976,665	$976,665
$0	$0	$0	$0	$0	$0
$2,929,421	$3,099,040	$3,268,659	$3,459,449	$3,828,164	$4,176,878
$4,303,750	$4,264,625	$4,225,500	$4,186,375	$4,147,250	$4,108,125
$0	$0	$0	$0	$0	$0
$4,303,750	$4,264,625	$4,225,500	$4,186,375	$4,147,250	$4,108,125
$7,233,171	$7,363,665	$7,494,159	$7,645,824	$7,975,414	$8,285,003
$308,662	$308,662	$308,662	$617,325	$617,325	$617,325
$0	$0	$0	$0	$0	$0
$0	$0	$0	$0	$0	$0
$308,662	$308,662	$308,662	$617,325	$617,325	$617,325
$3,535,000	$3,535,000	$3,535,000	$3,194,481	$3,194,481	$3,194,481
$0	$0	$0	$0	$0	$0
$3,535,000	$3,535,000	$3,535,000	$3,194,481	$3,194,481	$3,194,481
$3,843,662	$3,843,662	$3,843,662	$3,811,806	$3,811,806	$3,811,806
$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907
$579,602	$710,096	$840,590	$1,044,112	$1,353,701	$1,663,290

$3,389,509	$3,520,003	$3,650,497	$3,854,018	$4,163,608	$4,473,197
$7,233,171	$7,363,665	$7,494,159	$7,665,824	$7,975,414	$8,285,003

16	17	18	19	20	21
Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
$2,629,139	$2,977,853	$3,326,568	$3,226,892	$3,575,607	$3,924,321
$600,012	$600,012	$600,012	$600,012	$600,012	$600,012
$0	$0	$0	$0	$0	$0
$319,776	$319,776	$319,776	$319,776	$319,776	$319,776
$976,665	$976,665	$976,665	$976,665	$976,665	$976,665
$0	$0	$0	$0	$0	$0
$4,525,592	$4,874,307	$5,223,021	$5,123,346	$5,472,060	$5,820,774
$4,069,000	$4,029,875	$3,990,750	$3,951,625	$3,912,500	$3,873,375
$0	$0	$0	$0	$0	$0
$4,069,000	$4,029,875	$3,990,750	$3,951,625	$3,912,500	$3,873,375
$8,594,592	$8,904,182	$9,213,771	$9,074,971	$9,384,560	$9,694,149
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$0	$0	$0	$0	$0	$0
$0	$0	$0	$0	$0	$0
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$3,194,481	$3,194,481	$3,194,481	$2,841,942	$2,841,942	$2,841,942
$0	$0	$0	$0	$0	$0
$3,194,481	$3,194,481	$3,194,481	$2,841,942	$2,841,942	$2,841,942
$3,811,806	$3,811,806	$3,811,806	$3,459,267	$3,459,267	$3,459,267
$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907
$1,972,880	$2,282,469	$2,592,058	$2,805,797	$3,115,386	$3,424,976

$4,782,786	$5,092,376	$5,401,965	$5,615,704	$5,925,293	$6,234,883
$8,594,592	$8,904,182	$9,213,771	$9,074,971	$9,384,560	$9,694,149

22	23	24	25	26	27
Month 10	**Month 11**	**Month 12**	**Month 1**	**Month 2**	**Month 3**
$4,273,035	$4,621,750	$4,970,464	$4,868,922	$5,217,636	$5,566,351
$600,012	$600,012	$600,012	$600,012	$600,012	$600,012
$0	$0	$0	$0	$0	$0
$319,776	$319,776	$319,776	$319,776	$319,776	$319,776
$976,665	$976,665	$976,665	$976,665	$976,665	$976,665
$0	$0	$0	$0	$0	$0
$6,169,489	$6,518,203	$6,866,917	$6,765,375	$7,114,090	$7,462,804
$3,834,250	$3,795,125	$3,756,000	$3,716,875	$3,677,750	$3,638,625
$0	$0	$0	$0	$0	$0
$3,834,250	$3,795,125	$3,756,000	$3,716,875	$3,677,750	$3,638,625
$10,003,739	$10,313,328	$10,622,917	$10,482,250	$10,791,840	$11,101,429
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$0	$0	$0	$0	$0	$0
$0	$0	$0	$0	$0	$0
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$2,841,942	$2,841,942	$2,841,942	$2,476,958	$2,476,958	$2,476,958
$0	$0	$0	$0	$0	$0
$2,841,942	$2,841,942	$2,841,942	$2,476,958	$2,476,958	$2,476,958
$3,459,267	$3,459,267	$3,459,267	$3,094,283	$3,094,283	$3,094,283
$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907
$3,734,565	$4,044,154	$4,353,744	$4,578,061	$4,887,650	$5,197,239

$6,544,472	$6,854,061	$7,163,651	$7,387,968	$7,697,557	$8,007,146
$10,003,739	$10,313,328	$10,622,917	$10,482,250	$10,791,840	$11,101,429

28	29	30	31	32	33
Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
$5,915,065	$6,263,779	$6,612,494	$6,509,019	$6,857,733	$7,206,448
$600,012	$600,012	$600,012	$600,012	$600,012	$600,012
$0	$0	$0	$0	$0	$0
$319,776	$319,776	$319,776	$319,776	$319,776	$319,776
$976,665	$976,665	$976,665	$976,665	$976,665	$976,665
$0	$0	$0	$0	$0	$0
$7,811,518	$8,160,233	$8,508,947	$8,405,472	$8,754,187	$9,102,901
$3,599,500	$3,560,375	$3,521,250	$3,482,125	$3,443,000	$3,403,875
$0	$0	$0	$0	$0	$0
$3,599,500	$3,560,375	$3,521,250	$3,482,125	$3,443,000	$3,403,875
$11,411,018	$11,720,608	$12,030,197	$11,887,597	$12,197,187	$12,506,776
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$0	$0	$0	$0	$0	$0
$0	$0	$0	$0	$0	$0
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$2,476,958	$2,476,958	$2,476,958	$2,099,090	$2,099,090	$2,099,090
$0	$0	$0	$0	$0	$0
$2,476,958	$2,476,958	$2,476,958	$2,099,090	$2,099,090	$2,099,090
$3,094,283	$3,094,283	$3,094,283	$2,716,415	$2,716,415	$2,716,415
$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907
$5,506,829	$5,816,418	$6,126,007	$6,361,276	$6,670,865	$6,980,454

$8,316,736	$8,626,325	$8,935,914	$9,171,183	$9,480,772	$9,790,361
$11,411,018	$11,720,608	$12,030,197	$11,887,597	$12,197,187	$12,506,776

34	35	36	37	38	39
Month 10	**Month 11**	**Month 12**	**Month 1**	**Month 2**	**Month 3**
$7,555,162	$7,903,876	$8,252,591	$8,147,115	$8,495,830	$8,844,544
$600,012	$600,012	$600,012	$600,012	$600,012	$600,012
$0	$0	$0	$0	$0	$0
$319,776	$319,776	$319,776	$319,776	$319,776	$319,776
$976,665	$976,665	$976,665	$976,665	$976,665	$976,665
$0	$0	$0	$0	$0	$0
$9,451,615	$9,800,330	$10,149,044	$10,043,569	$10,392,283	$10,740,997
$3,364,750	$3,325,625	$3,286,500	$3,247,375	$3,208,250	$3,169,125
$0	$0	$0	$0	$0	$0
$3,364,750	$3,325,625	$3,286,500	$3,247,375	$3,208,250	$3,169,125
$12,816,365	$13,125,955	$13,435,544	$13,290,944	$13,600,533	$13,910,122
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$0	$0	$0	$0	$0	$0
$0	$0	$0	$0	$0	$0
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$2,099,090	$2,099,090	$2,099,090	$1,707,884	$1,707,884	$1,707,884
$0	$0	$0	$0	$0	$0
$2,099,090	$2,099,090	$2,099,090	$1,707,884	$1,707,884	$1,707,884
$2,716,415	$2,716,415	$2,716,415	$2,325,208	$2,325,208	$2,325,208
$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907
$7,290,044	$7,599,633	$7,909,222	$8,155,828	$8,465,418	$8,775,007

$10,099,951	$10,409,540	$10,719,129	$10,965,735	$11,275,325	$11,584,914
$12,816,365	$13,125,955	$13,435,544	$13,290,944	$13,600,533	$13,910,122

40	41	42	43	44	45
Month 4	**Month 5**	**Month 6**	**Month 7**	**Month 8**	**Month 9**
$9,193,258	$9,541,973	$9,890,687	$9,783,140	$10,131,854	$10,480,569
$600,012	$600,012	$600,012	$600,012	$600,012	$600,012
$0	$0	$0	$0	$0	$0
$319,776	$319,776	$319,776	$319,776	$319,776	$319,776
$976,665	$976,665	$976,665	$976,665	$976,665	$976,665
$0	$0	$0	$0	$0	$0
$11,089,712	$11,438,426	$11,787,140	$11,679,594	$12,028,308	$12,377,022
$3,130,000	$3,090,875	$3,051,750	$3,012,625	$2,973,500	$2,934,375
$0	$0	$0	$0	$0	$0
$3,130,000	$3,090,875	$3,051,750	$3,012,625	$2,973,500	$2,934,375
$14,219,712	$14,529,301	$14,838,890	$14,692,219	$15,001,808	$15,311,397
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$0	$0	$0	$0	$0	$0
$0	$0	$0	$0	$0	$0
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$1,707,884	$1,707,884	$1,707,884	$1,302,867	$1,302,867	$1,302,867
$0	$0	$0	$0	$0	$0
$1,707,884	$1,707,884	$1,707,884	$1,302,867	$1,302,867	$1,302,867
$2,325,208	$2,325,208	$2,325,208	$1,920,192	$1,920,192	$1,920,192
$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907
$9,084,596	$9,394,186	$9,703,775	$9,962,119	$10,271,709	$10,581,298

$11,894,503	$12,204,093	$12,513,682	$12,772,026	$13,081,616	$13,391,205
$14,219,712	$14,529,301	$14,838,890	$14,692,219	$15,001,808	$15,311,397

46	47	48	49	50	51
Month 10	**Month 11**	**Month 12**	**Month 1**	**Month 2**	**Month 3**
$10,829,283	$11,177,997	$11,526,712	$11,417,020	$11,765,735	$12,114,449
$600,012	$600,012	$600,012	$600,012	$600,012	$600,012
$0	$0	$0	$0	$0	$0
$319,776	$319,776	$319,776	$319,776	$319,776	$319,776
$976,665	$976,665	$976,665	$976,665	$976,665	$976,665
$0	$0	$0	$0	$0	$0
$12,725,737	$13,074,451	$13,423,165	$13,313,474	$13,662,188	$14,010,902
$2,895,250	$2,856,125	$2,817,000	$2,777,875	$2,738,750	$2,699,625
$0	$0	$0	$0	$0	$0
$2,895,250	$2,856,125	$2,817,000	$2,777,875	$2,738,750	$2,699,625
$15,620,987	$15,930,576	$16,240,165	$16,091,349	$16,400,938	$16,710,527
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$0	$0	$0	$0	$0	$0
$0	$0	$0	$0	$0	$0
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$1,302,867	$1,302,867	$1,302,867	$883,554	$883,554	$883,554
$0	$0	$0	$0	$0	$0
$1,302,867	$1,302,867	$1,302,867	$883,554	$883,554	$883,554
$1,920,192	**$1,920,192**	**$1,920,192**	**$1,500,879**	**$1,500,879**	**$1,500,879**
$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907
$10,890,887	$11,200,477	$11,510,066	$11,780,563	$12,090,152	$12,399,742

$13,700,794	$14,010,384	$14,319,973	$14,590,470	$14,900,059	$15,209,648
$15,620,987	$15,930,576	$16,240,165	$16,091,349	$16,400,938	$16,710,527

52	53	54	55	56	57
Month 4	Month 5	Month 6	Month 7	Month 8	Month 9
$12,463,163	$12,811,878	$13,160,592	$13,048,680	$13,397,395	$13,746,109
$600,012	$600,012	$600,012	$600,012	$600,012	$600,012
$0	$0	$0	$0	$0	$0
$319,776	$319,776	$319,776	$319,776	$319,776	$319,776
$976,665	$976,665	$976,665	$976,665	$976,665	$976,665
$0	$0	$0	$0	$0	$0
$14,359,617	$14,708,331	$15,057,045	$14,945,134	$15,293,848	$15,642,562
$2,660,500	$2,621,375	$2,582,250	$2,543,125	$2,504,000	$2,464,875
$0	$0	$0	$0	$0	$0
$2,660,500	$2,621,375	$2,582,250	$2,543,125	$2,504,000	$2,464,875
$17,020,117	$17,329,706	$17,639,295	$17,488,259	$17,797,848	$18,107,437
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$0	$0	$0	$0	$0	$0
$0	$0	$0	$0	$0	$0
$617,325	$617,325	$617,325	$617,325	$617,325	$617,325
$883,554	$883,554	$883,554	$449,439	$449,439	$449,439
$0	$0	$0	$0	$0	$0
$883,554	$883,554	$883,554	$449,439	$449,439	$449,439
$1,500,879	$1,500,879	$1,500,879	$1,066,764	$1,066,764	$1,066,764
$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907	$2,809,907
$12,709,331	$13,018,920	$13,328,510	$13,611,588	$13,921,177	$14,230,767

$15,519,238	$15,828,827	$16,138,417	$16,421,495	$16,731,084	$17,040,673
$17,020,117	$17,329,706	$17,639,295	$17,488,259	$17,797,848	$18,107,437

58	59	60
Month 10	**Month 11**	**Month 12**
$14,094,823	$14,493,538	$14,329,327
$600,012	$600,012	$600,012
$0	$0	$0
$319,776	$319,776	$319,776
$976,665	$976,665	$976,665
$0	$0	$0
$15,991,277	$16,389,991	$16,225,781
$2,425,750	$2,386,625	$2,347,500
$0	$0	$0
$2,425,750	$2,386,625	$2,347,500
$18,417,027	$18,776,616	$18,573,281
$617,325	$617,325	$617,325
$0	$0	$0
$0	$0	$0
$617,325	$617,325	$617,325
$449,439	$449,439	$0
$0	$0	$0
$449,439	$449,439	$0
$1,066,764	$1,066,764	$617,325
$2,809,907	$2,809,907	$2,809,907
$14,540,356	$14,849,945	$15,146,049

$17,350,263	$17,659,852	$17,955,956
$18,417,027	$18,726,616	$18,573,281

Monthly Cash Flow Statement

		Year 1
	Start-up	Month 1
Operations		
Net Income	$0	-$187,522
Depreciation	$0	$39,125
Amortization of Patent/Goodwill/Intangibles	$0	$0
(Increase) Decrease in Raw-material Inventory	-$1,119,776	$0
(Increase) Decrease in Finished-Good Inventory	-$126,665	$0
(Increase) Decrease in Accounts Receivables	$0	$0
(Increase) Decrease in Prepaid Expenses	$0	$0
(Increase) Decrease in Other Current Assets	$0	$0
Increase (Decrease) in Accounts Payable	$0	$47,497
Increase (Decrease) in Tax Payable	$0	$0
Increase (Decrease) in Other Current Liabilities	$0	$0
Cash Flow from Operations	-$1,246,442	-$100,900
Investing		
Acquisition of equipment	-$4,695,000	$0
Patent/Goodwill/Intangibles	$0	$0
Cash Flow from Investing	-$4,695,000	$0
Financing		
Equity	$2,659,907	$0
Loan	$3,635,000	$0
Dividend	$0	$0
Cash Flow from Financing	$6,294,907	$0
Net Change in Cash	$353,465	-$100,900
Cash Balance - Beginning of month	$1,649,907	$2,003,372
Cash Balance before I&P - End of month	*$2,003,372*	*$1,902,472*
Interest & Principal Cashflows	$0	$0
Cash Balance - End of month	*$2,003,372*	*$1,902,472*
Minimum Cash Requirement	$1,649,907	$1,649,907
External Financing Needed	$0	$0

2	3	4	5
Month 2	**Month 3**	**Month 4**	**Month 5**
-$152,172	$154,102	$129,552	$119,866
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	-$215,336	-$84,670	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$134,030	$113,387	$0
$0	$0	$0	$0
$0	$0	$0	$0
-$113,047	**$111,921**	**$197,395**	**$158,991**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
-$113,047	**$111,921**	**$197,395**	**$158,991**
$1,902,472	$1,789,425	$1,901,346	$2,098,741
$1,789,425	***$1,901,346***	***$2,098,741***	***$2,257,732***
$0	$0	$0	$0
$1,789,425	***$1,901,346***	***$2,098,741***	***$2,257,732***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	**$0**	**$0**	**$0**

6	7	8	9
Month 6	Month 7	Month 8	Month 9
$119,866	$21,426	$130,494	$130,494
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	-$3,252	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$158,991	**$57,300**	**$169,619**	**$169,619**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$158,991	**$57,300**	**$169,619**	**$169,619**
$2,257,732	$2,416,724	$2,474,023	$2,643,642
$2,416,724	***$2,598,809***	***$2,643,642***	***$2,813,261***
$0	-$124,786	$0	$0
$2,416,724	***$2,474,023***	***$2,643,642***	***$2,813,261***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	**$0**	**$0**	**$0**

10	11	12	13
			Year 2
Month 10	Month 11	Month 12	Month 1
$130,494	$130,494	$130,494	$203,522
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$300,006
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$308,662
$0	$0	$0	$0
$0	$0	$0	$0
$169,619	**$169,619**	**$169,619**	**$251,303**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	$0	$0	-$340,519
$0	$0	$0	$0
$0	**$0**	**$0**	**-$340,519**
$169,619	**$169,619**	**$169,619**	**-$89,216**
$2,813,262	$2,982,881	$3,152,500	$3,322,119
$2,982,881	***$3,152,500***	***$3,322,119***	***$3,698,207***
$0	$0	$0	-$465,304
$2,982,881	***$3,152,500***	***$3,322,119***	***$3,232,903***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	**$0**	**$0**	**$0**

14	15	16	17
Month 2	**Month 3**	**Month 4**	**Month 5**
$309,589	$309,589	$309,589	$309,589
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$348,714**	**$348,714**	**$348,714**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$348,714	**$348,714**	**$348,714**	**$348,714**
$3,232,903	$3,581,617	$3,930,331	$4,279,046
$3,581,617	***$3,930,331***	***$4,279,046***	***$4,627,760***
$0	$0	$0	$0
$3,581,617	***$3,930,331***	***$4,279,046***	***$4,627,760***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	**$0**	**$0**	**$0**

18	19	20	21
Month 6	**Month 7**	**Month 8**	**Month 9**
$309,589	$212,739	$309,589	$309,589
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$251,864**	**$348,714**	**$348,714**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	-$352,539	$0	$0
$0	$0	$0	$0
$0	**-$352,539**	**$0**	**$0**
$348,714	**-$91,675**	**$348,714**	**$348,714**
$4,627,760	$4,976,474	$4,876,799	$5,225,513
$4,976,474	***$5,342,184***	***$5,225,513***	***$5,574,228***
$0	-$465,304	$0	$0
$4,976,474	***$4,875,799***	***$5,225,513***	***$5,574,228***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	**$0**	**$0**	**$0**

22	23	24	25
			Year
Month 10	**Month 11**	**Month 12**	**Month 1**
$309,589	$309,589	$309,589	$224,317
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$348,714**	**$348,714**	**$263,442**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	$0	$0	-$364,984
$0	$0	$0	$0
$0	**$0**	**$0**	**-$364,984**
$348,714	**$348,714**	**$348,714**	**-$101,542**
$5,574,228	$5,922,942	$6,271,656	$6,620,371
$5,922,942	***$6,271,656***	***$6,620,371***	***$6,984,133***
$0	$0	$0	-$465,304
$5,922,942	***$6,271,656***	***$6,620,371***	***$6,518,829***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	$0	$0	$0

26	27	28	29
Month 2	**Month 3**	**Month 4**	**Month 5**
$309,589	$309,589	$309,589	$309,589
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$348,714**	**$348,714**	**$348,714**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$348,714	**$348,714**	**$348,714**	**$348,714**
$6,518,829	$6,867,543	$7,216,257	$7,564,972
$6,867,543	***$7,216,257***	***$7,564,972***	***$7,913,686***
$0	$0	$0	$0
$6,867,543	***$7,216,257***	***$7,564,972***	***$7,913,686***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	**$0**	**$0**	**$0**

30	31	32	33
Month 6	Month 7	Month 8	Month 9
$309,589	$235,268	$309,589	$309,589
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	$274,393	$348,714	$348,714
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	-$377,868	$0	$0
$0	$0	$0	$0
$0	-$377,868	$0	$0
$348,714	-$103,475	$348,714	$348,714
$7,913,686	$8,262,400	$8,158,926	$8,507,640
$8,262,400	*$8,624,230*	*$8,507,640*	*$8,856,355*
$0	-$465,304	$0	$0
$8,262,400	*$8,158,926*	*$8,507,640*	*$8,856,355*
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	$0	$0	$0

34	35	36	37
			Year 4
Month 10	Month 11	Month 12	Month 1
$309,589	$309,589	$309,589	$246,606
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$348,714**	**$348,714**	**$285,731**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	$0	$0	$391,207
$0	$0	$0	$0
$0	**$0**	**$0**	**-$391,207**
$348,714	**$348,714**	**$348,714**	**-$105,475**
$8,856,355	$9,205,069	$9,553,783	$9,902,498
$9,205,069	***$9,553,783***	***$9,902,498***	***$10,262,327***
$0	$0	$0	-$465,304
$9,205,069	***$9,553,783***	***$9,902,498***	***$9,797,022***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	**$0**	**$0**	**$0**

38	39	40	41
Month 2	Month 3	Month 4	Month 5
$309,589	$309,589	$309,589	$309,589
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$348,714**	**$348,714**	**$348,714**
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$348,714**	**$348,714**	**$348,714**
$9,797,022	$10,145,736	$10,494,451	$10,843,165
$10,145,736	***$10,494,451***	***$10,843,165***	***$11,191,880***
$0	$0	$0	$0
$10,145,736	***$10,494,451***	***$10,843,165***	***$11,191,880***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	$0	$0	$0

42	43	44	45
Month 6	Month 7	Month 8	Month 9
$309,589	$258,344	$309,589	$309,589
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$297,469**	**$348,714**	**$348,714**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	-$405,018	$0	$0
$0	$0	$0	$0
$0	**-$405,018**	**$0**	**$0**
$348,714	**-$107,547**	**$348,714**	**$348,714**
$11,191,880	$11,540,594	$11,433,047	$11,781,761
$11,540,594	***$11,898,351***	***$11,781,761***	***$12,130,476***
$0	-$465,304	$0	$0
$11,540,594	***$11,433,047***	***$11,781,761***	***$12,130,476***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	$0	$0	**$0**

46	47	48	49
			Year 5
Month 10	Month 11	Month 12	Month 1
$309,589	$309,589	$309,589	$270,497
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$348,714**	**$348,714**	**$309,622**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	$0	$0	-$419,313
$0	$0	$0	$0
$0	**$0**	**$0**	**-$419,313**
$348,714	**$348,714**	**$348,714**	**-$109,691**
$12,130,476	$12,479,190	$12,827,904	$13,176,619
$12,479,190	***$12,827,904***	***$13,176,619***	***$13,532,232***
$0	$0	$0	-$465,304
$12,479,190	***$12,827,904***	***$13,176,619***	***$13,066,927***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	$0	$0	$0

50	51	52	53
Month 2	**Month 3**	**Month 4**	**Month 5**
$309,589	$309,589	$309,589	$309,589
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$348,714**	**$348,714**	**$348,714**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$348,714	**$348,714**	**$348,714**	**$348,714**
$13,066,928	$13,415,642	$13,764,356	$14,113,070
$13,415,642	***$13,764,356***	***$14,113,070***	***$14,461,785***
$0	$0	$0	$0
$13,415,642	***$13,764,356***	***$14,113,070***	***$14,461,785***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	$0	$0	**$0**

54	55	56	57
Month 6	**Month 7**	**Month 8**	**Month 9**
$309,589	$283,078	$309,589	$309,589
$39,125	$39,125	$39,125	$39,125
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$0	$0	$0	$0
$348,714	**$322,203**	**$348,714**	**$348,714**
$0	$0	$0	$0
$0	$0	$0	$0
$0	**$0**	**$0**	**$0**
$0	$0	$0	$0
$0	-$434,115	$0	$0
$0	$0	$0	$0
$0	**-$434,115**	**$0**	**$0**
$348,714	**-$111,912**	**$348,714**	**$348,714**
$14,461,785	$14,810,499	$14,698,587	$15,047,302
$14,810,499	***$15,163,892***	***$15,047,302***	***$15,396,016***
$0	-$465,304	$0	$0
$14,810,499	***$14,698,587***	***$15,047,302***	***$15,396,016***
$1,649,907	$1,649,907	$1,649,907	$1,649,907
$0	$0	$0	$0

58	59	60
Month 10	**Month 11**	**Month 12**
$309,589	$309,589	$296,104
$39,125	$39,125	$39,125
$0	$0	$0
$0	$0	$0
$0	$0	$0
$0	$0	$0
$0	$0	$0
$0	$0	$0
$0	$0	$0
$0	$0	$0
$0	$0	$0
$348,714	**$348,714**	**$335,229**
$0	$0	$0
$0	$0	$0
$0	$0	$0
$0	$0	$0
$0	$0	-$449,439
$0	$0	$0
$0	$0	-$449,439
$348,714	**$348,714**	**-$114,210**
$15,396,016	$15,744,730	$16,093,445
$15,744,730	***$16,093,445***	***$16,444,539***
$0	$0	-$465,305
$15,744,730	***$16,093,445***	***$15,979,234***
$1,649,907	$1,649,907	$1,649,907
$0	$0	$0

Annual Cash Flow Statement

	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Operations					
Net Income	$0	$840,590	$3,513,154	$3,555,478	$3,600,844
Depreciation	$0	$469,500	$469,500	$469,500	$469,500
Amortization of Patent/Goodwill/Intangibles	$0	$0	$0	$0	$0
(Increase) Decrease in Raw-material Inventory	-$319,776	$0	$0	$0	$0
(Increase) Decrease in Finished-Good Inventory	[illegible]	$0	$0	$0	$0
(Increase) Decrease in Accounts Receivables	$0	-$300,000	-$300,000	$0	$0
(Increase) Decrease in Prepaid Expenses	$0	$0	$0	$0	$0
(Increase) Decrease in Other Current Assets	$0	$0	$0	$0	$0
Increase (Decrease) in Accounts Payable	$0	[illegible]	[illegible]	$0	$0
Increase (Decrease) in Tax Payable	$0	$0	$0	$0	$0
Increase (Decrease) in Other Current Liabilities	$0	$0	$0	$0	$0
Cash Flow from Operations	-$1,296,452	$1,310,236	$3,993,310	$4,024,978	$4,070,344
Investing					
Acquisition of equipment	-$5,695,000	$0	$0	$0	$0
Patent/Goodwill/Intangibles	$0	$0	$0	$0	$0
Cash Flow from Investing	-$5,695,000	$0	$0	$0	$0
Financing					
Equity	$2,008,907	$0	$0	$0	$0
Loan	[illegible]	$0	-$693,058	-$742,853	-$796,223
Dividends	$0	$0	$0	$0	$0
Cash Flow from Financing	$8,346,007	$0	-$693,058	-$742,853	-$796,223
Net Change in Cash	[illegible]	$1,310,236	$3,300,252	$3,282,125	$3,274,121
Cash Balance - Beginning of year	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Cash Balance before IBP - End of month	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Interest & Principal Cashflows	$0	-$124,706	-$930,609	-$930,609	-$930,609
Cash Balance - End of year	*$2,003,372*	*$5,222,119*	*$6,826,171*	*$9,902,498*	*$13,176,619*
Minimum Cash Requirement	$1,640,907	$1,640,907	$1,640,907	$1,640,907	$1,640,907
External Financing Needed	$0	$0	$0	$0	$0

[illegible]

$3,635,983
$469,500
$0
$0
$0
$0
$0
$0
$0
$0
$0
$4,105,483

$0
$0
$0

$0
$1,302,867
$0
-$1,302,867

$2,802,616

$13,176,619

$17,375,148
-$1,395,913
$15,979,234

$1,648,302

$0

Ratio Analysis

Profitability					
Gross Margin	23.12%	25.45%	25.45%	25.45%	25.45%
Profit Margin	10.45%	17.68%	17.89%	18.12%	18.30%
Return on Assets	11.22%	33.07%	26.46%	22.17%	19.58%
Return on Equity	29.92%	125.03%	[illegible]	[illegible]	[illegible]
Operational and Resource Management					
Operating Expenses (% of Total Revenues)					
Sales, Advertising and Marketing	0.75%	0.20%	0.20%	0.20%	0.20%
Research and Development	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
General & Administrative	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Account Receivable Turnover	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Days of Sales in Account Receivable	[illegible]	11.02	11.02	11.02	11.02
Account Payable Turnover	20.04	24.00	24.00	24.00	24.00
Days of Sales in Account Payable	18.21	15.21	15.21	15.21	15.21
Liquidity					
Current Ratio	10.59	11.12	16.44	21.74	26.28
Cash Flow from Operations to Current Liabilities	4.27	6.47	6.52	6.59	6.65
Leverage Ratio	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Capital Budgeting

Beta 1	1.00	r_f	1.00%
Beta 2	1.00	*Market Premium ($Rm-r_f$)*	15.00%
Bnm	1.00	*Rs (Cost of capital)*	16.00%

a proxy for real beta

Year 0, discounted @ WACC		*NPV*	*Years*	*IRR*
$ (7,641,349)	$	(7,641,349)	*0*	[illegible]
$ 1,246,523	$	(6,394,825)	*1*	[illegible]
$ 3,631,307	$	(2,763,518)	*2*	10%
$ 3,156,792	$	393,273	*3*	27%
$ 2,750,849	$	3,144,122	*4*	32%
$ 2,612,641	$	5,756,763	*5*	40%

NPV (after 5 years)	*IRR (after 5 years)*	*Total NPV*
$ 5,756,763	40%	$ 5,756,763

Discounted Cashflows

	0	1	2	3	4	5
	Initial	Year 1	Year 2	Year 3	Year 4	Year 5
EBIT*(1-T)	$ -	$ 967,810	$ 3,715,072	$ 3,715,072	$ 3,715,072	$ 3,715,072
Depreciation	$ -	$ 469,500	$ 469,500	$ 469,500	$ 469,500	$ 469,500
Amortization	$ -	$ -	$ -	$ -	$ -	$ -
CAPEX	$ 6,344,907	$ -	$ (603,058)	$ (742,852)	$ (796,223)	$ (1,302,867)
ΔNWC	$ 1,296,442	$ (8,656)	$ (8,656)	$ -	$ -	$ -
DISTRIBUTABLE CASH FLOW	$ (7,641,349)	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]	$ [illegible]
DISCOUNTED DISTRIB. CF	$ (7,641,349)	$ 1,246,523	$ 3,631,307	$ 3,156,792	$ [illegible]	$ [illegible]
TERMINAL VALUE	$	$ -	$ -	$ -	$ -	$ -
DISC. TERMINAL VALUE	$ -	$ -	$ -	$ -	$ -	$ -

g = 0%

WACC = 16%

T= 15%

Free Cash Flows = $ 5,756,763

Terminal value = $ -

NPV = **$ 5,756,763**

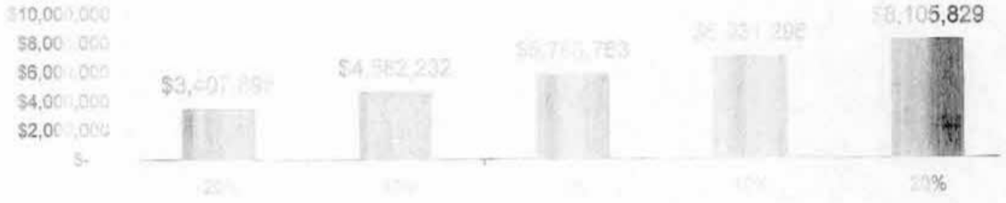
NPV = Free Cash Flow + Terminal value = (Σ(EBIT (1-T) + Depreciation - CAPEX - ΔNWC)) + ((Forecasted Cfl * (1+ g))/(WACC -g))

Principal & Interest Cover

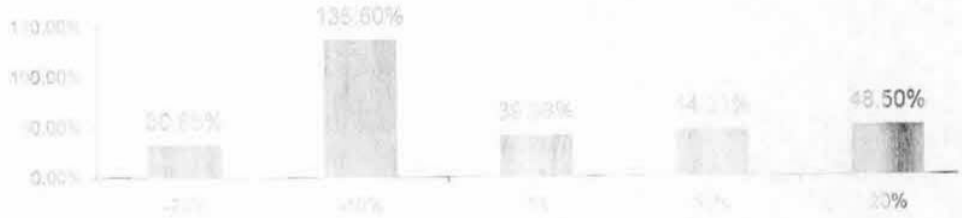
Capacity Utilization [illegible] 0.00%

	-20%	-10%	0%	10%
NPV after 5 years	$ 3,407,698	$ 4,582,232	$ 5,756,763	$ 6,931,296
IRR after 5 years	30.35%	135.50%	36.98%	44.31%
Cumulative Cashflow after 5	$ 12,224,882	$ 14,103,055	$ 15,979,234	$ 17,855,415

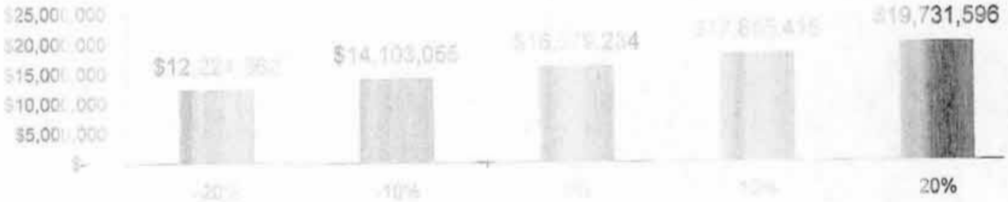
NPV after 5 years



IRR after 5 years

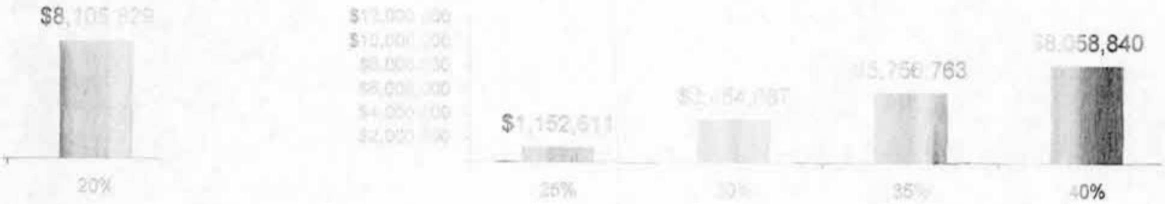


Cumulative Cashflow after 5 years

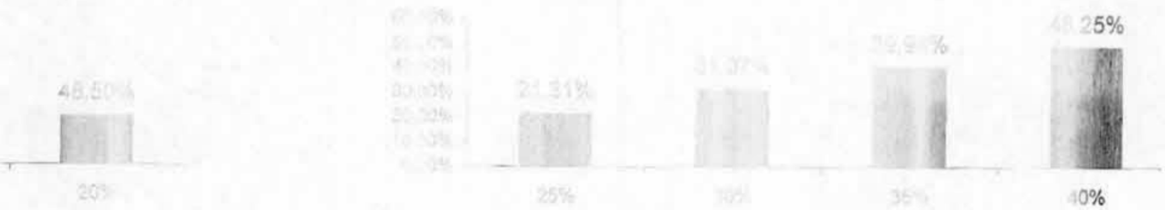


20%	Gross Margin	25%	30%	35%
$ 8,105,829	NPV after 5 years	$ 1,152,611	$ 3,454,687	$ 5,756,763
48.50%	IRR after 5 years	21.31%	31.07%	39.98%
$ 19,731,598	Cumulative Cashflow after 5	$ 8,445,457	$ 12,211,284	$ 15,579,234

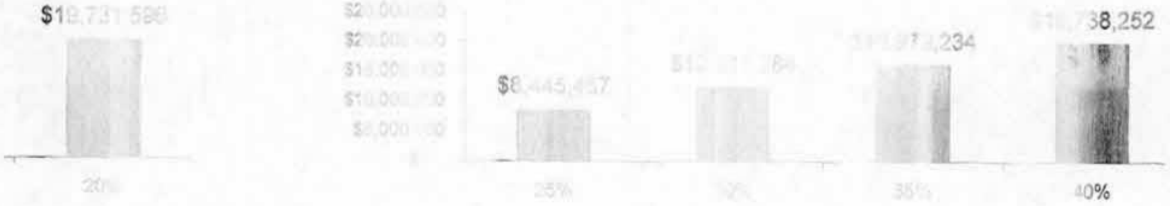
NPV after 5 years



IRR after 5 years

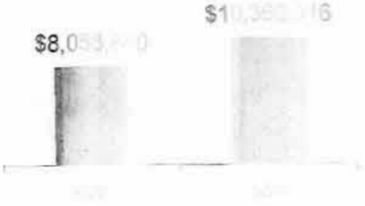


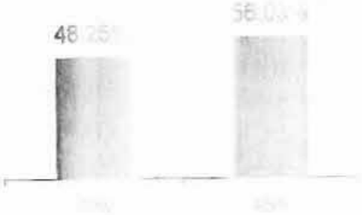
Cumulative Cashflow after 5 years

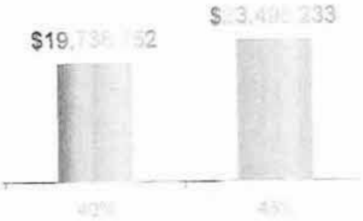


35.00%

	40%		45%
$	8,053,840	$	10,360,916
	48.25%		56.03%
$	19,736,252	$	23,496,233







Horizon Messo Trading Company

(b)(6)

(b)(6)

From: (b)(6)
Sent: Monday, July 05, 2004 5:27 PM
To: (b)(6)
Cc:
Subject: RE: Trading in Iraq- Horizon Messo- Refred by City Bank Dubai- Mr Abbas

Dear (b)(6)
Thank you for your message. I think your business will be eligible to apply for a loan under the Small Business Grant for Loan Program, which we are currently standing up. Under this program, we will make grants available to Iraqi banks that agree to make medium term loans to Iraq small businesses – loans of up to $500,000. The program will be available next month. Please check back with me regarding the start date later this month.

I hope this information is useful.

Best regards,
(b)(6)
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, July 03, 2004 1:59 PM
To: (b)(6)
Subject: Trading in Iraq- Horizon Messo- Refred by City Bank Dubai- Mr Abbas

Dear (b)(6)

I would like to express my thanks for your direction regarding my telephone conversation for Iraq Business last week

We are Iraqi company trading in Iraq and the Distributor for Kodak from 1995, and we are working toward finalizing the same with
Colgate/ Palmolive.
Our Capital as Iraqi companies are not high but we have invested about $200,000 Dollars to import the goods
and sale it in Iraq our turnover now in the region of $150,000.
It is required to keep proper stock for around $250,000-300,000 to maintain permanent supply in the market place.

I would like to seek the possibility of funding the Letter of credit with Kodak/ Colgate for that region of investment.

Kodak advise us to discuss that with Citibank/ Dubai , then city bank recommend we take the matter further to yourself

I shall be very grateful if you can recommend the way forward to secure the funding of the suggested amount as the Iraqi bank does not support such funding without 100% Property Collateral.

Thank you

Your faithfully

(b)(6)

Horizon [illegible] Trading Ltd

Al-Salam Earth Station

(b)(6)

(b)(6)

From: (b)(6)
Sent: Sunday, July 04, 2004 7:20 AM
To: (b)(6)
Cc:
Subject: Major Please Give Me A Call

(b)(6)

Please give me a call when you have an opportunity—it does not have to be today – Monday is fine since today is the 4th—Happy Holiday to you. You may use the number below or the land line which is: 703-343-8106

Thank you

(b)(6)

(b)(6)

From: (b)(6)

Sent: Sunday, July 04, 2004 7:18 AM

To: ali ali

Cc: (b)(6)

Subject: RE: A Proposal REPLY

Dear (b)(6)

Thank you for sending me your E-mail. I have attached a copy of the Mid-Market Loan Guidelines. Please review them and prepare a written proposal to us here at the US Mission in the Private Sector Development Group. The questions in the Guidelines will help us review your business activities and proposal and determine if they are a good fit with the loan program. If you have any questions please feel free to call me and I will be glad to discuss with you any of the items in the Guidelines. I look forward to your written submission.

Regards,
(b)(6)

-----Original Message-----
From: ali ali (b)(6)
Sent: Saturday, July 03, 2004 1:55 AM
To: (b)(6)
Subject: A Proposal

Dear Sir,

My greetings

I will be very glad to introduce my self .I am (b)(6) ,the manager of Al-Salam Earth Station .
After A long chat with (b)(6) from the 5th BCT -So in a meeting about an internet project and reading your Guideline - Loan Proposals upon his advice .I was be honored to submit my proposal for an internet project .This project had the purpose of connecting as a start fife switches by a network ,more than 10000 users will have the opportunity of using the phone lines in Al-Rasheed sectore in Baghdad.
This service will cover more than 20_km in diameter via 56 kbps through telephone lines.
I had discussed all the details with (b)(6)
I will be ready to submit any further informations will be needed .

I will be looking forward for your reply

My best regards

(b)(6)
Al-Salam E.S.

(b)(6)

From: ali at (b)(6)
Sent: Saturday, July 03, 2004 1:40 AM
To: (b)(6)
Subject: A Proposal

Dear Sir

My greetings

I will be very glad to introduce my self ,I am (b)(6) the manager of Al-Salam Exch Station .
After A long chat with (b)(6) from the 5th BCT -S6 in a meeting about an Internet project and reading your Guidelines Loan Proposals upon his advice ,I will be honored to submit my proposal for an Internet project. This project had the purpose of connecting as a start, fife switches by a network ,more than 10000 users will have the opportunity of using the phone lines in Al-Rasheed sec tore in Baghdad.
This service will cover more than 20 km in diameter via 56 kbps through telephone lines.
I had discussed all the details with Maj.Marlatt .
I will be ready to submit any further informations will be needed .

I will be looking forward for your reply

My best regards

(b)(6)
Al-Salam E.S.
I.T.P.C.

Do you Yahoo!?
Yahoo! Mail - 50x more storage than other providers!

National Foam and Furniture Industries Company

(b)(6)

(b)(6)

From: (b)(6)
Sent: Friday, July 02, 2004 5:47 PM
To: (b)(6)
Cc:
Subject: FW: National Foam and Furniture Ind. company

Dear (b)(6)
I am willing to meet with you to discuss this project. Does 1400 Sunday at the Al Rashid work?
Thks
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Friday, July 02, 2004 9:38 AM
To: (b)(6)
Subject: National Foam and Furniture Ind. company

Dear (b)(6)

Enclosed are two attachments representing a summary of the expansion plans for National Foam and Furniture Industries Company. This we started off this company last year and are already into manufacturing. The operation so far shows bigger than estimated results.

This application is for a loan of $2,350,000 to be awarded by end 2004, at a flat interest rate of 10% paid annually. The loan repayment will start within 24 months of award and the full loan will be paid back within 4 years.

Our initial plan was to produce the full range of articles presented here. We couldn't do that due to the lack of financing. We hope you find this project worthy of support and approve the loan.

As we agreed the enclosed presents an abridged version of our business plan, and I would appreciate if you give me the time to present/discuss the case with your team and present the full hard copy version. I shall be leaving Baghdad to discuss a new machinery options between July 2nd and 15th.

thanks for the support you're giving our economy.

Sincerely

(b)(6)

----- Original Message -----
From: (b)(6)
To: (b)(6)

Sent: Saturday, June 19, 2004 4:14 PM
Subject: RE: Loan Candidate

You wrote: I can give a short and informative presentation that explains everything

That would be great, preferably electronically, we can follow up with a mtg.
Thks and regds,
B

(b)(6) Deputy Director
CPA - Private Sector Development
Fixed: +1 201 343 810[illegible]
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, June 19, 2004 3:05 AM
To: (b)(6)
Subject: Re: Loan Candidate

Dear (b)(6)

Thanks for your prompt response ... and I appreciate very much what you guys are doing for Iraq.

Yes indeed I do have the patience (I've been knocking on doors since June of 2003, this is the first one that opens up!), and I've already seen the guidelines, actually on may 1st when they first surfaced at the Ministry of Industry. Accordingly I have prepared an initial 2 projects which I believe are excellent candidates for any loan. Excellent returns, guarenteed market share, short pay back period, etc. If you have the patience to read on I appreaciate that and promise to cut it short.

Iraq has a very poor Private sector backbone. Poor capital resources and poor Banking sector. A group of decent people and myself formed *Industrial development group of Iraq*. Our intention is to Gather capital from more than one source and develop industrial projects that are very promising. our guidelines for projects have the wellbeing of the place and people, as well as investors and financiers in mind.

Our projects are too big for Iraqi banks, too small for IFC so we're caught in the middle. Then you come along.

We started with our first project. It's on plan to make at least 43% ROI in the first year of operation. We're planning to expand downstream immediately. Our second project shows excellent returns as well and we need support to get it going.

I am ready to submitt these projects as hard copy (which I prefer) or through e-mailing MSWord and MSExcell files. I would really appreciate if you and your team have the time. I can give a short and informative presentation that explains everything.

Please inform me of your direction of how to proceed from here.

Again, thanks for the time you're putting in these terribly hot and difficult conditions.

Sincerely
[redacted]

----- Original Message -----
From: (b)(6)

(b)(6)
Cc: (b)(6)
Sent: Wednesday, June 16, 2004 8:21 PM
Subject: RE: Loan Candidate

Hi (b)(6) Thank you for your message. We like to receive good projects even if we are so overloaded right now that we can't process new ones immediately. If you have a bit of patience and would like to start a dialogue, that would be great. I've attached the guidelines for loan proposals to give you a feel for the information we look for. Please give me some basic information to form a understanding of your project, then we can arrange a meeting.
Best wishes,

(b)(6)

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Wednesday, June 16, 2004 4:38 PM
To: (b)(6)
Cc:
Subject: RE: Loan Candidate

Hi, My name is (b)(6) and I'm the Chief Executive of Industrial development group of Iraq, the group that Dr. Sami Al Araji refers to.

I was expecting a call or e-mail regarding the projects we're applying for. We already have one project ready for application and would appreciate very much a meeting to discuss the issue with anyone from your side.

I will be available on my Iraqi mobile (b)(6) anytime, or by e-mail.

Sincerely,
(b)(6)

-----Original Message-----
From: (b)(6)
To: [illegible]
Cc: (b)(6)
Sent: Thursday, June 10, 2004 3:10 PM
Subject: Loan Candidate

(b)(6) called to introduce us to some investors with a project that we should take a look at. They would like to meet with you or Brad to discuss their ideas. I do not have their names, but they can be reached at (b)(6)

Please let me know what you find out.

Thanks.

(b)(6)

[illegible] Office of Private Sector Development
(b)(6)