

5.4.4 Appraisal of the Financial Viability of SBDA

(1) Base Case

Tables 5.4.6 – 5.4.8 show the projected financial statements of the SBDA's industrial sector.

As to the revenue, land sales revenue will be gained during the earlier ten years from 1989/90 to 1998/99, and thereafter SBDA's revenue source will only be the administrative charge. Accordingly, after 1999/2000, net income and net operating income even before depreciation will become negative. However, it is not so serious an issue, because these deficits will be covered by the internal reserves and fund management income which will be generated from the deposit of the land sales revenue.

According to the financial statements, the government will collect about 70% of its investment funds from SBDA as a tax by 2015/16. If the government considers its investment funds as a loan, this percentage is not satisfactory compared with the lender of the long-term loan in this project who will gain about 150% of the principal. However, we think the difference between 150% and 70% should be considered as the indispensable cost to lead this project to success and once factories locate and start operations, the government can expect to gain much more money at taxes from them. Short-term loans will be required only in two years: 1987/88 and 1988/89. In those years, SBDA will get no revenue, but operation costs will be necessary for land sales promotion.

In this case, financial indices are not useful for the analysis, because they do not take the internal reserves and fund management income into account which the financial management of SBDA will deeply depend on. However, the soundness of the continuing operations, the earning power and the debt repayment ability are proved by the projected cash flow balance shown in Fig. 5.4.1.

Fig. 5.4.1 Cash Surplus of the SBDA's Industrial Sector

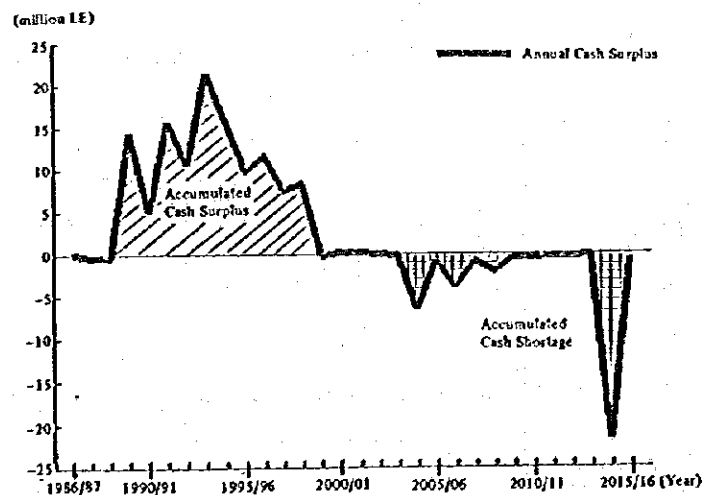


Table S.4.6 Projected Income Statement of the SBD's Industrial Sector (Base Case)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01	('000 LE)
Operating Revenues	0	0	0	14,838	8,915	16,711	19,592	22,614	19,005	12,392	12,392	8,970	8,970	2,076	2,076	
Sales of Factory Site				228	357	607	811	1,150	1,435	1,621	1,807	1,942	2,076	2,076	2,076	
Administrative Charge				15,080	9,271	17,318	14,403	23,764	20,440	13,013	14,199	10,911	11,046	2,076	2,076	
Total Operating Revenues	0	0	0	14,838	8,915	16,711	19,592	22,614	19,005	12,392	12,392	8,970	8,970	2,076	2,076	
Operating Expenses	0	0	0	15,080	9,271	17,318	14,403	23,764	20,440	13,013	14,199	10,911	11,046	2,076	2,076	
Cash Expenses	0	0	0	15,080	9,271	17,318	14,403	23,764	20,440	13,013	14,199	10,911	11,046	2,076	2,076	
Personnel Cost(IE)	0	69	69	104	104	156	156	156	156	156	156	156	156	156	156	
Personnel Cost(IFZ)	0	61	61	104	104	104	104	104	104	104	104	104	104	104	104	
Administrative Cost(IE)	0	22	22	41	41	62	62	62	62	62	62	62	62	62	62	
Administrative Cost(IFZ)	0	24	24	41	41	41	41	41	41	41	41	41	41	41	41	
Maintenance & Repairs	0	0	3	829	948	1,306	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	
Sub-Total	0	182	185	1,120	1,239	1,669	1,738	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	
Non-Cash Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Depreciation Expenses	0	0	0	7	1,270	1,411	1,976	2,063	2,735	2,735	2,735	2,735	2,735	2,735	2,735	
Amortization of Deferred Ast.	0	0	0	589	589	589	928	928	339	565	565	226	226	226	226	
Sub-Total	0	0	0	596	1,859	2,000	2,904	2,991	3,074	3,300	3,300	2,961	2,961	2,961	2,961	
Operating Expenses Total	0	182	185	1,716	3,097	3,669	4,642	5,203	5,286	5,512	5,512	5,173	5,173	5,173	5,173	
Net Operating Income (NOI)	0	-182	-185	13,365	6,174	13,649	9,761	18,561	15,154	8,501	8,687	5,738	5,738	5,738	5,738	
NOI before Depreciation	0	-182	-185	13,365	6,174	13,649	9,761	18,561	15,154	8,501	8,687	5,738	5,738	5,738	5,738	
Other Income & Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Fund Management Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Interest on Loans	0	0	0	0	335	458	837	1,096	1,612	1,992	2,228	2,508	2,602	2,894	2,894	
Interest on Long-term Loans	0	38	69	85	770	786	1,040	1,057	1,529	1,529	1,529	1,529	1,529	1,529	1,529	
Interest on Short-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Interest on Loans	0	38	69	85	770	786	1,040	1,057	1,529	1,529	1,529	1,529	1,529	1,529	1,529	
Net Income	0	-220	-281	13,210	5,739	13,321	9,558	18,601	15,237	8,963	9,386	6,717	7,037	1,524	1,520	
Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Net Income after Tax	0	-220	-281	13,210	5,739	13,321	9,558	18,601	15,237	8,963	9,386	6,717	7,037	1,524	1,520	
Net Income after Tax	0	-220	-281	13,210	5,739	13,321	9,558	18,601	15,237	8,963	9,386	6,717	7,037	1,524	1,520	
Net Income after Tax	0	-220	-281	13,210	5,739	13,321	9,558	18,601	15,237	8,963	9,386	6,717	7,037	1,524	1,520	

Table 5.4.7 Projected Cash Flow Statement of the SBDA's Industrial Sector (Base Case)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01
Cash Beginning	0	0	-183	-463	13,061	10,082	34,883	45,680	67,158	82,980	92,829	104,486	112,154	120,589	120,427
Cash Inflow															
Operating Revenues	0	0	0	15,080	9,271	17,318	14,403	23,704	20,440	14,012	14,199	10,911	11,046	2,076	2,076
Long-term Loans	0	760	407	17,131	407	6,350	407	11,814	0	0	0	0	0	0	0
Government Funds	371	7,220	8,322	13,444	10,334	10,337	5,877	6,293	0	0	0	0	0	0	0
Current Liabilities Increment	0	42	42	215	27	99	16	109	0	0	0	0	0	0	0
Current Liabilities Beginning	0	0	42	42	258	385	384	400	509	509	509	509	509	509	509
Current Liabilities Ending	0	42	42	258	285	384	400	509	509	509	509	509	509	509	509
Fund Management Income	0	0	0	0	335	458	837	1,036	1,612	1,992	2,224	2,508	2,692	2,894	2,890
Total	1,325	8,022	8,730	45,871	20,375	34,562	21,540	43,036	22,052	16,004	16,427	13,419	13,738	4,970	4,967
Cash Outflow															
Operating Expenses	0	182	185	1,120	1,239	1,069	1,738	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212
Addition to Assets	1,325	2,866	4,139	25,608	6,495	11,471	3,723	15,506	0	0	0	0	0	0	0
Loan Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest on Loans	0	38	96	154	770	786	1,040	1,057	1,529	1,529	1,529	1,529	1,529	1,529	1,529
Tax	0	0	0	0	5,284	2,295	3,823	7,440	6,095	3,583	3,754	2,687	2,687	2,687	2,687
Current Assets Increment	0	5	5	2,502	6	2,907	1,381	-493	-565	-1,093	32	-559	23	-1,525	0
Current Assets Beginning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Ending	0	5	5	2,502	6	2,907	1,381	-493	-565	-1,093	32	-559	23	-1,525	0
Inventories Increment	0	5,094	4,500	1,973	2,440	1,159	-502	-2,648	-4,385	-2,589	7,621	5,053	2,464	1,232	0
Inventories Beginning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories Ending	0	5,094	4,500	1,973	2,440	1,159	-502	-2,648	-4,385	-2,589	7,621	5,053	2,464	1,232	0
Total	1,325	5,094	9,684	11,657	14,107	15,265	14,673	12,027	7,621	5,053	2,464	1,232	0	0	0
Cash Inflow-Outflow	0	-163	-280	14,424	3,122	15,801	10,797	21,479	15,321	6,155	4,789	5,302	8,435	120,427	120,700
Cash Ending	0	-183	-463	13,061	19,082	34,883	45,680	67,158	82,980	92,829	104,486	112,154	120,589	120,427	120,700
Cash Excess	0	0	0	13,061	19,082	34,883	45,680	67,158	82,980	92,829	104,486	112,154	120,589	120,427	120,700
Short-term Loan	0	183	463	0	0	0	0	0	0	0	0	0	0	0	0

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Cash Beginning	120,700	120,997	121,023	120,378	114,448	113,619	109,806	108,985	107,012	106,579	106,211	105,911	105,681	105,521	83,044
Cash Inflow															
Operating Revenues	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076
Long-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Liabilities Increment	509	509	509	509	509	509	509	509	509	509	509	509	509	509	509
Current Liabilities Beginning	509	509	509	509	509	509	509	509	509	509	509	509	509	509	509
Current Liabilities Ending	2,897	2,904	2,905	2,903	2,747	2,727	2,695	2,616	2,568	2,558	2,549	2,542	2,536	2,533	2,015
Fund Management Income	4,973	4,980	4,981	4,980	4,983	4,983	4,712	4,692	4,645	4,634	4,625	4,618	4,613	4,609	4,091
Total	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212
Cash Outflow															
Operating Expenses	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212
Addition to Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan Repayment	983	1,300	1,321	1,337	1,311	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911
Interest on Loans	1,481	1,442	1,320	1,337	1,260	1,184	1,104	1,031	955	878	802	725	649	572	496
Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Increment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Beginning	419	419	419	419	419	419	419	419	419	419	419	419	419	419	419
Current Assets Ending	419	419	419	419	419	419	419	419	419	419	419	419	419	419	419
Inventories Increment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories Beginning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories Ending	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	4,676	4,954	5,026	11,509	5,652	8,616	5,592	6,655	5,078	5,002	4,925	4,849	4,772	4,619	4,619
Cash Inflow-Outflow	257	26	-45	-6,530	-829	-3,815	-821	-1,373	-434	-267	-400	-231	-160	-160	-258
Cash Ending	120,997	121,023	120,978	114,448	113,619	109,806	108,985	107,012	106,579	106,211	105,911	105,681	105,521	83,044	83,416
Cash Excess	120,997	121,023	120,978	114,448	113,619	109,806	108,985	107,012	106,579	106,211	105,911	105,681	105,521	83,416	83,416
Short-term Loan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table 5.4.8 Projected Balance Sheet of the SBDA's Industrial Sector (Base Case)

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	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01
Assets															
Cash & Deposit	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Minus	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Excess	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fixed Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Depreciable Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction in Progress	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciable Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accumulated Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Depreciable Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Deferred Assets	1,323	2,381	2,048	2,922	2,896	2,510	2,147	1,408	852	482	226	0	0	0	0
Total Assets	1,323	2,381	2,048	2,922	2,896	2,510	2,147	1,408	852	482	226	0	0	0	0
Liabilities & Net Worth															
Liabilities															
Current Liabilities															
Short-Term Loans	0	183	483	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Liabilities	0	42	258	285	344	400	500	500	500	500	500	500	500	500	500
Total	0	225	741	285	344	400	500	500	500	500	500	500	500	500	500
Long-term Liabilities	954	1,714	2,121	19,252	19,059	20,609	20,416	38,230	38,230	38,230	38,230	38,230	38,230	38,230	38,230
Total Liabilities	954	1,939	2,627	19,537	19,403	20,809	20,816	38,730	38,730	38,730	38,730	38,730	38,730	38,730	38,730
Net Worth	371	759	1,591	15,913	29,957	39,002	39,029	55,206	62,159	62,159	62,159	62,159	62,159	62,159	62,159
Government Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retained Earnings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Net Worth	371	759	1,591	15,913	29,957	39,002	39,029	55,206	62,159	62,159	62,159	62,159	62,159	62,159	62,159
Total Liabilities & Net Worth	1,323	2,381	2,048	2,922	2,896	2,510	2,147	1,408	852	482	226	0	0	0	0

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Assets															
Cash & Deposit	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66
Cash Minus	120,087	121,023	120,978	114,448	113,618	109,808	106,985	107,012	106,579	106,211	105,811	105,681	105,621	105,621	105,621
Cash Excess	353	353	353	353	353	353	353	353	353	353	353	353	353	353	353
Other Current Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Total	121,416	121,442	121,307	114,667	114,026	110,225	109,404	107,431	106,908	106,630	106,233	106,030	105,940	105,940	105,940
Fixed Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Depreciable Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Construction in Progress	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciable Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accumulated Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Depreciable Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Fixed Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Deferred Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Assets	121,416	121,442	121,307	114,667	114,026	110,225	109,404	107,431	106,908	106,630	106,233	106,030	105,940	105,940	105,940
Liabilities & Net Worth															
Liabilities															
Current Liabilities															
Short-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Liabilities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Long-term Liabilities	36,045	34,744	33,424	31,512	30,601	29,689	28,778	27,867	26,956	26,045	25,134	24,223	23,312	22,401	21,490
Total Liabilities	36,045	34,744	33,424	31,512	30,601	29,689	28,778	27,867	26,956	26,045	25,134	24,223	23,312	22,401	21,490
Net Worth	85,371	86,698	87,883	83,155	83,425	80,536	80,626	79,567	79,952	80,585	81,100	81,807	82,718	83,540	84,450
Government Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Retained Earnings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Net Worth	85,371	86,698	87,883	83,155	83,425	80,536	80,626	79,567	79,952	80,585	81,100	81,807	82,718	83,540	84,450
Total Liabilities & Net Worth	121,416	121,442	121,307	114,667	114,026	110,225	109,404	107,431	106,908	106,630	106,233	106,030	105,940	105,940	105,940

(2) Sensitivity Analysis

Tables 5.4.9 – 5.4.11 give the financial statements in the case when the interest rate rises to 8.5%. Judging from the favorable cash flow balance, we conclude that SBDA can maintain its financial soundness.

Table S.4.9 Projected Income Statement of the SBDA's Industrial Sector (Sensitivity Analysis)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01
Operating Revenues															
Sales of Factory Site															
Administrative Charge															
Total Operating Revenues	0	0	0	14,858	8,915	16,711	13,592	22,614	19,005	12,302	12,302	5,370	8,070	2,076	2,076
Operating Expenses															
Cash Expenses															
Personnel Cost(IE)	0	69	104	104	104	104	156	156	156	156	156	156	156	156	156
Personnel Cost(IFZ)	0	61	104	104	104	104	104	104	104	104	104	104	104	104	104
Administrative Cost(IE)	0	28	41	41	62	62	62	62	62	62	62	62	62	62	62
Administrative Cost(IFZ)	0	24	41	41	41	41	41	41	41	41	41	41	41	41	41
Maintenance & Repairs	0	3	339	948	1,306	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849
Sub-Total	0	182	165	1,120	1,239	1,669	1,738	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212
Non-Cash Charges															
Depreciation Expenses	0	0	0	7	1,270	1,411	1,976	2,663	2,735	2,735	2,735	2,735	2,735	2,735	2,735
Amortization of Deferred Ast.	0	0	0	589	589	589	928	928	928	928	928	928	928	928	928
Sub-Total	0	0	0	596	1,859	2,000	2,904	3,591	3,663	3,663	3,663	3,663	3,663	3,663	3,663
Operating Expenses Total	0	182	165	1,716	3,097	3,669	4,642	5,803	5,875	5,875	5,875	5,875	5,875	5,875	5,875
Net Operating Income (NOI)	0	-182	-185	13,142	5,818	13,042	8,950	16,811	13,230	6,427	6,427	3,195	3,195	3,195	3,195
NOI before Depreciation	0	-182	-185	13,142	5,818	13,042	8,950	16,811	13,230	6,427	6,427	3,195	3,195	3,195	3,195
Other Income & Expenses	0	-182	-185	13,142	5,818	13,042	8,950	16,811	13,230	6,427	6,427	3,195	3,195	3,195	3,195
Fund Management Income	0	0	0	0	320	432	798	1,037	1,534	1,883	2,092	2,345	2,592	2,845	3,092
Interest on Loans	0	81	146	180	1,036	1,671	2,211	2,245	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Interest on Long-term Loans	0	34	88	88	0	0	0	0	0	0	0	0	0	0	0
Interest on Short-term Loans	0	81	180	269	1,036	1,671	2,211	2,245	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Total Interest on Loans	0	-363	-364	-13,090	-4,866	-12,410	-8,349	-17,353	-13,430	-7,134	-7,134	-4,822	-5,129	-3,658	-3,455
Net Income	0	-263	-364	5,238	1,947	4,964	3,339	6,941	5,376	2,854	2,854	1,024	1,024	1,024	1,024
Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income after Tax	0	-263	-364	5,238	1,947	4,964	3,339	6,941	5,376	2,854	2,854	1,024	1,024	1,024	1,024
Operating Revenues															
Sales of Factory Site															
Administrative Charge															
Total Operating Revenues	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076
Operating Expenses															
Cash Expenses															
Personnel Cost(IE)	156	156	156	156	156	156	156	156	156	156	156	156	156	156	156
Personnel Cost(IFZ)	104	104	104	104	104	104	104	104	104	104	104	104	104	104	104
Administrative Cost(IE)	62	62	62	62	62	62	62	62	62	62	62	62	62	62	62
Administrative Cost(IFZ)	41	41	41	41	41	41	41	41	41	41	41	41	41	41	41
Maintenance & Repairs	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849	1,849
Sub-Total	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212
Non-Cash Charges															
Depreciation Expenses	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735
Amortization of Deferred Ast.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735	2,735
Operating Expenses Total	4,947	4,947	4,947	4,947	4,947	4,947	4,947	4,947	4,947	4,947	4,947	4,947	4,947	4,947	4,947
Net Operating Income (NOI)	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871	-2,871
NOI before Depreciation	-136	-136	-136	-136	-136	-136	-136	-136	-136	-136	-136	-136	-136	-136	-136
Other Income & Expenses	2,604	2,564	2,518	2,470	2,267	2,201	2,065	2,002	1,912	1,860	1,811	1,764	1,720	1,680	1,125
Fund Management Income															
Interest on Loans															
Interest on Long-term Loans	3,147	3,064	2,953	2,841	2,679	2,516	2,354	2,191	2,029	1,866	1,704	1,541	1,379	1,216	1,054
Interest on Short-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Interest on Loans	3,147	3,064	2,953	2,841	2,679	2,516	2,354	2,191	2,029	1,866	1,704	1,541	1,379	1,216	1,054
Net Income	-3,414	-3,370	-3,306	-3,242	-3,282	-3,185	-3,159	-3,060	-2,987	-2,877	-2,764	-2,648	-2,529	-2,407	-2,279
Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income after Tax	-3,414	-3,370	-3,306	-3,242	-3,282	-3,185	-3,159	-3,060	-2,987	-2,877	-2,764	-2,648	-2,529	-2,407	-2,279

Table 5.4.10 Projected Cash Flow Statement of the SBDA's Industrial Sector (Sensitivity Analysis)

('000 LE)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01
Cash Beginning	0	0	-326	-590	13,720	18,015	33,254	43,205	63,920	78,442	87,182	97,715	104,242	111,522	110,192
Cash Inflow	0	0	0	15,080	9,271	17,318	14,403	23,764	20,440	14,013	14,199	10,911	11,046	2,076	2,076
Operating Revenues	0	0	0	17,131	407	6,350	407	11,814	0	0	0	0	0	0	0
Long-term Loans	954	760	407	17,131	407	6,350	407	11,814	0	0	0	0	0	0	0
Government Funds	371	7,220	6,322	13,444	10,334	10,337	5,877	6,253	0	0	0	0	0	0	0
Current Liabilities Increment	0	42	1	215	27	90	16	109	0	0	0	0	0	0	0
Current Liabilities Beginning	0	0	42	258	384	384	384	400	509	509	509	509	509	509	509
Current Liabilities Ending	0	42	42	258	384	384	400	509	509	509	509	509	509	509	509
Fund Management Income	0	0	0	359	329	798	1,037	1,534	1,883	2,032	2,315	2,502	2,677	2,645	4,721
Total	1,325	8,022	8,730	45,871	20,368	34,537	21,501	42,977	21,974	15,896	16,291	13,257	13,548	4,753	2,212
Cash Outflow	0	182	185	1,120	1,232	1,659	1,738	2,312	2,212	2,212	2,212	2,212	2,212	2,212	2,212
Operating Expenses	1,325	2,866	4,139	25,608	6,435	11,471	3,723	15,506	0	0	0	0	0	0	0
Addition to Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan Repayment	0	81	180	269	1,636	1,671	2,211	2,245	3,250	3,250	3,250	3,250	3,250	3,250	3,250
Interest on Loans	0	0	0	0	5,238	1,947	4,064	3,339	6,941	5,376	2,854	3,012	1,934	2,052	0
Tax	0	0	0	2,592	0	0	0	0	-565	-1,093	32	-559	23	-1,525	0
Current Assets Increment	0	5	5	0	2,592	1,613	2,994	2,501	4,106	3,541	2,440	2,440	1,921	1,944	419
Current Assets Beginning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Ending	0	5	5	0	2,592	1,613	2,994	2,501	4,106	3,541	2,440	2,440	1,921	1,944	419
Current Assets Increment	0	5	5	0	2,592	1,613	2,994	2,501	4,106	3,541	2,440	2,440	1,921	1,944	419
Inventories Beginning	0	5,094	4,590	1,073	2,440	1,159	-592	-2,646	-4,385	-2,589	-2,589	-1,532	-1,232	0	0
Inventories Increment	0	0	0	5,094	9,684	11,657	14,107	15,265	14,673	12,027	7,641	5,053	2,464	1,232	0
Inventories Ending	0	5,094	9,684	11,657	14,107	15,265	14,673	12,027	7,641	5,053	2,464	1,232	0	0	0
Inventories Beginning	1,325	3,248	9,094	31,561	16,074	10,297	11,550	22,262	7,452	7,156	5,758	6,730	6,083	6,404	0
Inventories Ending	0	-226	-304	14,310	4,295	13,337	9,951	29,714	14,522	8,740	10,533	6,527	7,280	-1,330	-1,683
Cash Inflow-Outflow	0	-226	-304	14,310	4,295	13,337	9,951	29,714	14,522	8,740	10,533	6,527	7,280	-1,330	-1,683
Cash Ending	0	-226	-304	13,720	18,015	33,254	43,205	63,920	78,442	87,182	97,715	104,242	111,522	110,192	108,509
Cash Excess	0	0	0	13,720	18,015	33,254	43,205	63,920	78,442	87,182	97,715	104,242	111,522	110,192	108,509
Short-term Loan	0	226	304	0	0	0	0	0	0	0	0	0	0	0	0

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Cash Beginning	108,509	106,847	104,912	102,916	94,449	91,722	86,051	83,414	79,668	77,504	75,451	73,511	71,687	69,201	46,208
Cash Inflow	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076	2,076
Operating Revenues	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Long-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government Funds	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Liabilities Increment	509	509	509	509	509	509	509	509	509	509	509	509	509	509	509
Current Liabilities Beginning	509	509	509	509	509	509	509	509	509	509	509	509	509	509	509
Current Liabilities Ending	2,604	2,564	2,512	2,470	2,367	2,201	2,005	1,912	1,860	1,811	1,764	1,720	1,680	1,640	1,600
Fund Management Income	4,680	4,641	4,594	4,546	4,493	4,428	4,341	4,248	4,149	4,046	3,938	3,841	3,729	3,756	3,202
Total	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212
Cash Outflow	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Addition to Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan Repayment	983	1,300	1,321	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911	1,911
Interest on Loans	3,147	3,064	2,953	2,841	2,679	2,516	2,354	2,191	2,029	1,866	1,704	1,541	1,379	1,216	1,054
Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Increment	419	419	419	419	419	419	419	419	419	419	419	419	419	419	419
Current Assets Beginning	419	419	419	419	419	419	419	419	419	419	419	419	419	419	419
Current Assets Ending	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories Beginning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories Ending	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	6,342	6,576	6,580	13,013	7,070	7,948	6,778	7,825	6,152	5,990	5,827	5,665	5,502	26,829	5,177
Cash Inflow-Outflow	-1,662	-1,936	-1,905	-8,467	-2,727	-5,671	-2,637	-3,747	-2,104	-1,940	-1,824	-1,705	-23,073	-1,975	-1,975
Cash Ending	106,847	104,912	102,916	94,449	91,722	86,051	83,414	79,668	77,504	75,451	73,511	71,687	69,201	46,208	44,933
Cash Excess	106,847	104,912	102,916	94,449	91,722	86,051	83,414	79,668	77,504	75,451	73,511	71,687	69,201	46,208	44,933
Short-term Loan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table S.4.1.1 Projected Balance Sheet of the SBDA's Industrial Sector (Sensitivity Analysis)

(000 LE)

	1966/87	1967/88	1968/89	1969/90	1970/91	1971/92	1972/93	1973/94	1974/95	1975/96	1976/97	1977/98	1978/99	1979/2000	2001/02
Assets															
Current Assets															
Cash & Deposit	0	0	0	3	0	34	18,015	39,254	43,205	63,920	78,442	87,182	97,715	104,242	111,522
Cash Minimum	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Excess	0	0	0	3	0	34	18,015	39,254	43,205	63,920	78,442	87,182	97,715	104,242	111,522
Other Current Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Total	0	0	0	3	0	34	18,015	39,254	43,205	63,920	78,442	87,182	97,715	104,242	111,522
Inventories	0	0	5	6	6	16,317	19,638	35,248	45,706	68,026	81,953	89,681	106,184	113,400	110,611
Fixed Assets	0	5,094	9,664	11,657	14,107	15,855	14,673	12,027	7,641	5,053	2,404	1,232	0	0	0
Non-depreciable Assets															
Land	0	1,630	1,630	2,805	2,805	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753
Construction in Progress	0	3,471	0	1,968	0	865	0	0	0	0	0	0	0	0	0
Sub-Total	0	1,630	3,471	2,805	4,773	3,753	4,618	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753
Depreciable Assets															
Accumulated Depreciation	0	0	193	27,642	31,694	43,530	45,824	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630
Net Depreciable Assets	0	0	0	7	2,777	4,063	6,726	9,461	12,190	14,891	17,066	20,461	23,136	25,871	28,871
Total Fixed Assets	0	1,630	5,143	27,635	34,471	48,391	52,590	71,091	73,821	76,511	83,697	104,091	127,767	139,271	139,501
Deferred Assets	1,925	2,781	2,781	2,781	2,781	2,781	2,781	2,781	2,781	2,781	2,781	2,781	2,781	2,781	2,781
Total Assets	1,925	5,010	18,104	61,386	71,733	98,393	106,667	140,857	147,355	149,113	153,789	155,364	156,673	152,857	148,439
Liabilities & Net Worth															
Liabilities															
Current Liabilities															
Short-term Loans	0	226	590	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Liabilities	0	42	358	265	384	480	509	509	509	509	509	509	509	509	509
Total	0	268	948	265	384	480	509	509	509	509	509	509	509	509	509
Long-term Liabilities	954	1,714	2,121	19,252	19,659	26,009	26,416	38,230	38,230	38,230	38,230	38,230	38,230	38,230	38,230
Total Liabilities	954	1,982	2,754	19,510	19,944	26,303	26,816	38,739	38,739	38,739	38,739	38,739	38,739	38,739	38,739
Net Worth	371	7,591	15,310	20,357	39,692	50,020	55,006	62,150	62,150	62,150	62,150	62,150	62,150	62,150	62,150
Retained Earnings	0	0	-263	-627	7,231	10,150	17,597	22,606	33,018	41,081	45,161	40,870	52,780	55,857	52,150
Net Income	0	-263	-304	11,096	4,868	12,410	8,349	17,333	13,430	7,134	7,500	4,634	5,129	-3,658	-3,658
Total, Net Worth	371	7,328	15,286	41,820	51,789	72,390	81,855	102,118	108,616	110,974	115,050	116,673	120,068	114,258	110,492
Total Liabilities & Net Worth	1,325	9,310	18,040	61,336	71,733	98,393	108,667	140,857	147,355	149,113	153,789	155,364	156,673	152,857	148,439
Assets															
Current Assets															
Cash & Deposit	66	66	66	66	66	66	66	66	66	66	66	66	66	66	66
Cash Minimum	106,847	104,912	102,916	94,449	91,722	88,051	83,414	79,668	77,304	75,451	73,511	71,687	69,981	46,008	44,922
Other Current Assets	353	353	353	353	353	353	353	353	353	353	353	353	353	353	353
Current Assets Total	107,266	105,331	103,338	94,669	92,141	88,471	83,834	80,087	77,927	75,870	73,930	72,100	70,401	47,367	45,252
Inventories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fixed Assets															
Non-depreciable Assets															
Land	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753
Construction in Progress	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753
Sub-Total	7,506	7,506	7,506	7,506	7,506	7,506	7,506	7,506	7,506	7,506	7,506	7,506	7,506	7,506	7,506
Depreciable Assets															
Accumulated Depreciation	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630
Net Depreciable Assets	26,606	31,341	33,973	30,659	33,126	32,552	34,986	36,210	38,946	41,681	44,416	47,151	49,886	51,131	54,866
Total Fixed Assets	88,236	92,871	95,603	94,789	94,686	94,186	98,796	104,926	107,626	113,367	118,101	124,837	131,573	136,967	140,722
Deferred Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Assets	144,043	139,372	134,745	129,592	124,398	119,301	114,230	109,259	104,360	99,572	94,897	90,308	85,897	81,578	76,666
Liabilities & Net Worth															
Liabilities															
Current Liabilities															
Short-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Liabilities	509	509	509	509	509	509	509	509	509	509	509	509	509	509	509
Total	509	509	509	509	509	509	509	509	509	509	509	509	509	509	509
Long-term Liabilities	36,645	34,744	33,424	31,513	29,601	27,689	25,778	23,866	21,955	20,043	18,132	16,220	14,309	12,407	10,496
Total Liabilities	37,154	35,253	33,933	31,022	29,110	27,198	25,287	23,375	21,464	19,552	17,640	15,729	13,817	11,906	10,994
Net Worth	62,159	62,159	62,159	62,159	62,159	62,159	62,159	62,159	62,159	62,159	62,159	62,159	62,159	62,159	62,159
Retained Earnings	46,744	45,330	41,960	38,633	35,412	32,129	28,944	25,785	22,725	19,728	16,861	14,097	11,450	8,921	6,513
Net Income	-3,414	-3,370	-3,202	-3,282	-3,185	-3,150	-3,086	-2,987	-2,877	-2,764	-2,648	-2,529	-2,407	-2,280	-2,153
Total, Net Worth	107,689	104,119	100,815	97,571	94,289	91,103	87,944	84,868	81,807	78,833	75,899	73,019	70,188	67,407	64,873
Total Liabilities & Net Worth	144,043	139,372	134,745	129,592	124,398	119,301	114,230	109,259	104,360	99,572	94,897	90,308	85,897	81,578	76,666

5.4.5 Appraisal of the Profitability of the Project itself

(1) Base Case

There are no ongoing industrial development projects in the subject area of this short-term plan. Therefore, the revenue and the cost estimated in sections 5.4.1 – 5.4.4 (1) of this volume, of course after reduction according to the method mentioned in Table 5.3.14, addition of the short-term loans to the cost, and replacement of the port operating revenue with the land sales revenue and administrative charge, can be employed for the calculation of the financial internal rate of return (FIRR).

As a result of the calculation, we project a FIRR of 8.9%. This exceeds the lower limit of 1.7% which is determined by the same method as used for the port sector, and we can conclude that this project is feasible.

(2) Sensitivity Analysis

Sensitivity analysis is conducted on the same cases used in analyzing the port sector. Table 5.4.12 gives the results and every case can be considered to be feasible. The impact of the revenue decrease which may be caused by the land sales delay does not seem to be so serious, but it would not be desirable as it would give a negative image to the foreign and local enterprises.

Table 5.4.12 FIRR of the Industrial Sector Project

(%)

Case	FIRR	Lower Limit
Cost Decrease by 10%	13.8	(3.7) ^{*2} 1.7 ^{*1}
Revenue Increase by 10%	13.3	
Base Case	8.9	
Cost Increase by 10%	4.2	
Revenue Decrease by 10%	3.7	

Note: ^{*1} In the case of an 4.0%/year interest rate on the foreign currency portion funds

^{*2} In the case of an 8.5%/year interest rate on the foreign currency portion funds

5.5 Consideration of the Composite Financial Status

5.5.1 Appraisal of the Financial Viability of SBDA

(1) Base Case

Tables 5.5.1, 5.5.2 and 5.5.3 give the joint income statement, cash flow statement and balance sheet, respectively.

As shown in the income statement, the business size is larger in the port sector than in the industrial sector. Through the study period, SBDA's revenue will always exceed its expenditure (see Fig. 5.5.1), and the cash shortage in the industrial sector in 1987/88 and 1988/89 can be covered by the port sector income.

Even though we employ worse rates of the financial indices in the industrial sector, which do not reflect the real status as mentioned in section 5.4.4 of this volume, the working ratio and the operating ratio fluctuate within a range of 16.8 – 24.6% and 22.0 – 52.2%, respectively as shown in Fig. 5.5.2. The return on net fixed assets always exceeds 7%, which is the tentatively set standard for appraisal, and the debt service ratio will maintain a position far above 1.0 times during the study period as Fig. 5.5.2 indicates.

Accordingly, we can conclude that the financial viability of SBDA will be guaranteed.

Fig. 5.5.1 Projected Total Revenue and Expenditure (Base Case)

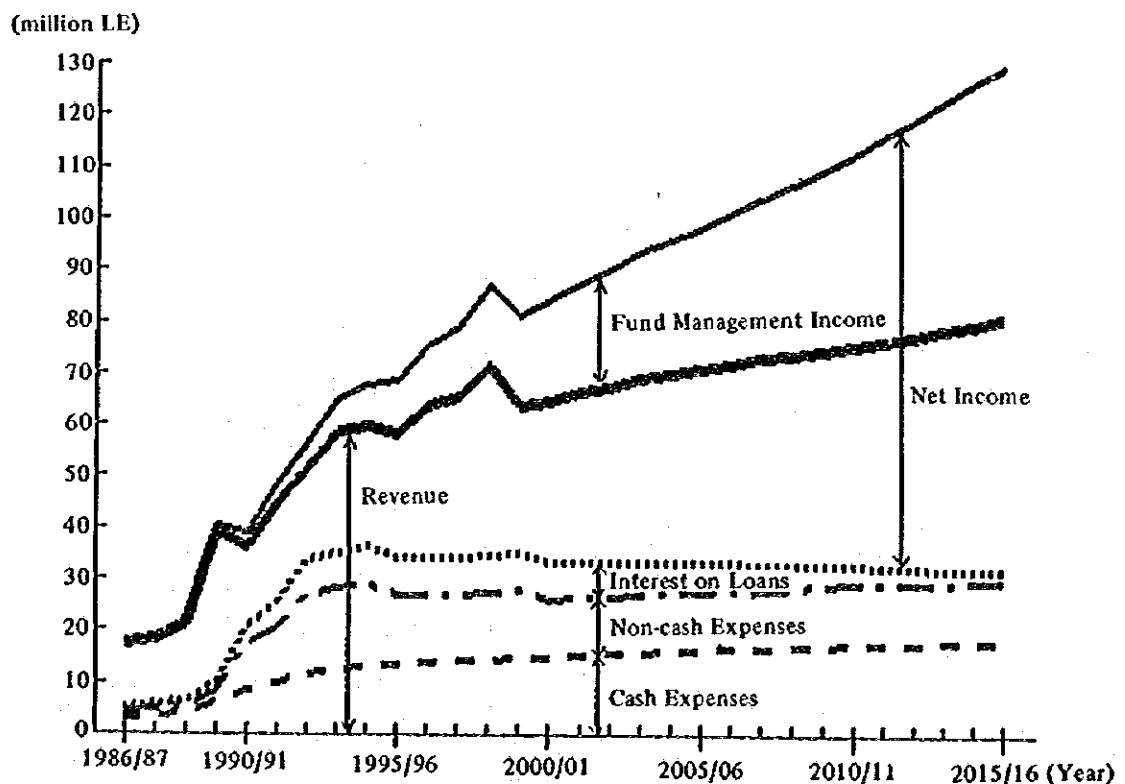


Fig. 5.5.2 Composite Financial Indices (Base Case)

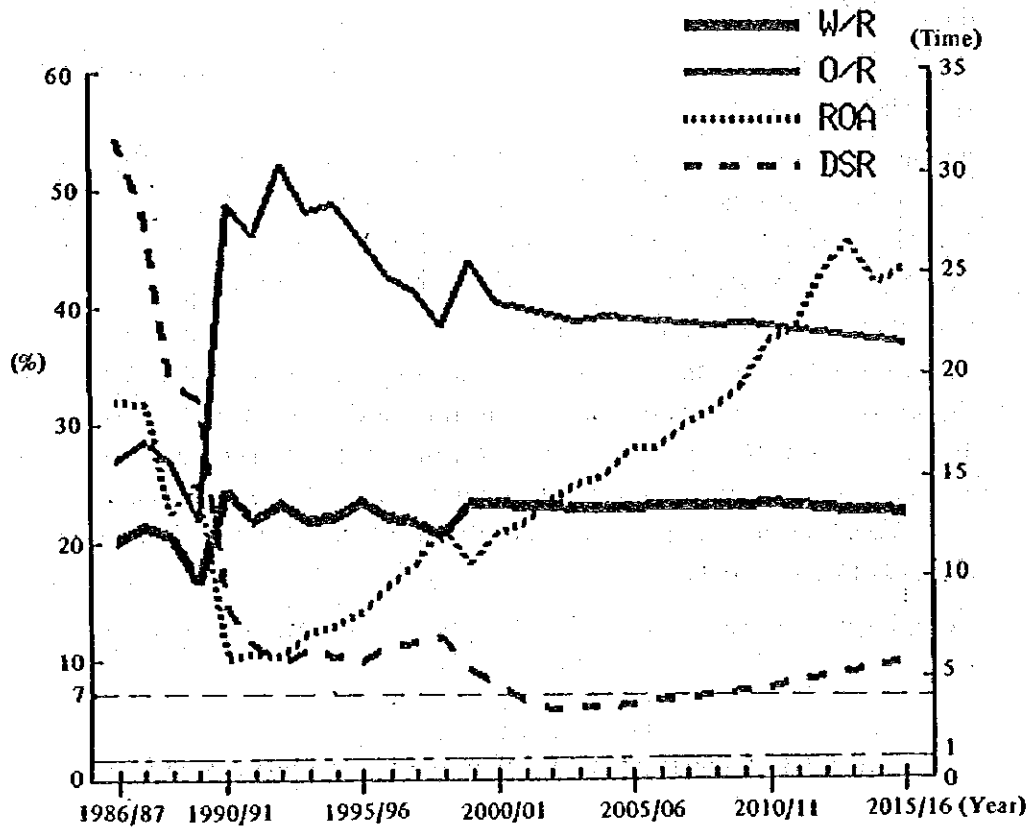


Table S.5.1 Projected Joint Income Statement (Base Case)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/00	2000/01	2005/06	30/10/11	2015/16
Operating Revenues	17,614	18,641	21,188	24,118	27,091	27,909	37,340	35,134	39,445	44,698	49,489	54,856	60,392	61,812	62,879	68,313	73,500	78,810
I.E. & I.F.Z.	0	0	15,060	9,271	17,318	14,403	23,764	20,440	14,013	14,193	10,911	11,046	11,046	2,076	2,076	2,076	2,076	2,076
Operating Revenues Total	17,614	18,641	21,188	33,389	44,409	42,317	61,104	55,574	53,458	58,811	60,400	65,892	71,438	63,888	64,955	70,390	75,576	80,886
Cash Expenses	3,551	3,800	4,176	5,465	7,692	8,304	10,342	10,759	11,165	11,621	11,907	12,367	12,847	13,016	14,214	15,430	16,032	
I.E. & I.F.Z.	0	162	185	1,120	1,530	1,669	1,738	2,312	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212	2,212
Cash Expenses Total	3,551	3,962	4,361	6,585	9,224	9,973	12,079	12,371	13,377	13,833	14,119	14,579	15,059	15,228	16,426	17,642	18,244	
Non-Cash Charges	1,229	1,371	1,371	1,435	7,007	8,057	11,098	12,408	12,884	9,839	9,839	9,839	9,839	10,078	8,325	8,325	8,755	8,886
I.E. & I.F.Z.	0	0	0	596	1,850	2,000	2,504	2,991	3,074	3,300	3,300	2,961	2,961	2,961	2,735	2,735	2,735	2,735
Non-Cash Expenses Total	1,229	1,371	1,371	2,031	8,850	10,057	13,602	15,400	15,958	13,130	13,130	12,700	12,700	13,039	11,060	11,060	11,490	11,621
Operating Expenses Total	4,780	5,332	5,732	8,016	17,074	20,030	26,082	28,460	29,334	26,963	27,248	27,368	27,368	26,034	26,289	27,781	29,141	29,465
Net Operating Income (NOI)	12,834	13,288	15,457	25,373	27,439	24,387	35,022	27,114	24,114	31,748	33,153	38,524	43,570	37,854	38,666	42,609	46,459	51,031
NOI before Depreciation	14,063	14,659	16,828	32,613	27,431	35,254	39,564	45,927	46,509	44,878	40,560	51,350	56,850	48,693	49,727	54,563	57,924	62,642
Other Income & Expenses	0	544	1,000	1,477	2,749	3,592	4,288	6,475	8,243	10,147	11,949	13,537	15,542	17,555	19,364	21,529	24,214	28,950
Fund Management Income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest on Loans	443	400	790	1,646	2,454	4,233	5,612	5,782	5,782	5,782	5,782	5,716	5,691	5,652	5,569	4,768	2,206	1,533
Port	0	38	69	85	770	786	1,040	1,057	1,529	1,529	1,529	1,529	1,527	1,521	1,520	1,560	878	496
I.E. & I.F.Z.	443	400	790	1,646	2,454	4,233	5,612	5,782	5,782	5,782	5,782	5,716	5,691	5,652	5,569	4,768	2,206	1,533
Sub-Total	443	400	790	1,646	2,454	4,233	5,612	5,782	5,782	5,782	5,782	5,716	5,691	5,652	5,569	4,768	2,206	1,533
Interest on Short-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Income	12,391	13,305	15,604	30,328	18,090	22,850	22,997	30,074	31,443	34,507	41,113	44,853	53,104	46,034	50,842	63,129	79,863	97,842
Tax	4,957	5,322	6,242	13,131	7,236	9,140	10,199	12,023	12,538	13,869	16,115	17,343	20,877	18,413	20,377	26,051	31,945	39,137
Net Income after Tax	7,434	7,983	9,362	17,197	10,854	13,710	13,798	18,051	18,905	20,638	24,998	27,510	32,227	27,621	30,465	37,078	47,918	58,705

Table 5.5.2 Projected Joint Cash Flow Statement (Base Case)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01	2005/06	2010/11	2015/16
Cash Beginning	0	11,336	20,967	30,773	37,369	44,842	51,811	58,886	65,711	71,438	75,576	79,990	84,855	90,166	95,821	101,824	108,184	114,900
Cash Inflow	17,614	16,041	21,168	39,198	36,362	45,227	51,644	58,886	65,711	71,438	75,576	79,990	84,855	90,166	95,821	101,824	108,184	114,900
Operating Revenues	1,170	7,322	21,395	29,182	44,988	34,528	4,806	548	0	0	0	0	0	0	0	0	0	0
Long-term Loans	954	760	407	17,131	407	6,350	407	11,814	0	0	0	0	0	0	0	0	0	0
I.E. & I.F.Z.	2,124	6,282	21,804	17,313	45,395	40,878	5,212	12,362	0	0	0	0	0	0	0	0	0	0
Government Funds	300	1,321	14,576	15,509	14,232	9,378	8,554	185	0	0	0	0	0	0	0	0	0	0
I.E. & I.F.Z.	371	7,250	8,022	13,444	10,334	5,877	6,253	0	0	0	0	0	0	0	0	0	0	0
Government Funds Total	1,271	8,540	22,809	28,954	24,566	19,815	14,431	484	0	0	0	0	0	0	0	0	0	0
Current Liabilities Increment	817	99	87	512	240	484	205	93	105	66	69	83	50	54	53	54	54	28
Current Liabilities Beginning	0	817	916	1,003	1,514	2,054	2,778	2,983	3,077	3,162	3,247	3,316	3,390	3,449	3,493	3,523	3,548	3,574
Current Liabilities Ending	817	916	1,003	1,514	2,054	2,778	2,983	3,077	3,162	3,247	3,316	3,390	3,449	3,493	3,523	3,548	3,574	3,600
Fund Management Income	0	544	1,006	1,477	2,749	3,592	4,968	6,475	8,243	10,137	11,943	13,537	15,442	17,555	19,304	27,529	37,214	48,850
Total Cash Inflow	21,826	36,106	66,985	107,453	109,612	109,652	76,759	84,378	88,222	68,953	75,693	79,475	87,683	84,373	98,871	112,843	129,764	149,764
Cash Outflow	3,351	3,951	4,360	6,585	8,931	9,973	12,079	12,971	13,377	13,833	14,119	14,419	14,773	14,995	15,228	16,426	17,651	18,244
Cash Expenses	2,070	3,542	37,464	35,891	59,221	44,106	13,350	4,150	0	8,844	0	4,664	0	3,463	0	0	0	10,596
Port	1,323	2,886	4,139	25,608	3,435	11,471	3,723	15,506	0	0	0	0	0	0	0	0	268	0
I.E. & I.F.Z.	3,395	11,728	41,603	51,239	65,716	55,577	17,082	19,656	0	8,849	0	4,664	0	3,463	0	268	0	10,596
Loan Repayment	0	0	0	0	0	260	260	260	260	260	260	260	260	260	260	260	260	260
Port	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I.E. & I.F.Z.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan Repayment Total	443	4,957	5,322	6,242	12,131	7,236	9,140	9,199	12,025	13,833	16,443	17,884	20,537	18,413	25,011	30,640	37,778	45,932
Tax	3,101	187	3,288	3,733	6,861	6,449	7,988	9,142	10,402	10,582	11,249	11,613	12,588	13,277	14,499	15,533	16,643	17,843
Interest on Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Increment	3,101	3,101	3,288	3,733	6,861	6,449	7,988	9,142	10,402	10,582	11,249	11,613	12,588	13,277	14,499	15,533	16,643	17,843
Current Assets Beginning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Current Assets Ending	3,101	3,101	3,288	3,733	6,861	6,449	7,988	9,142	10,402	10,582	11,249	11,613	12,588	13,277	14,499	15,533	16,643	17,843
Inventories Increment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories Beginning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventories Ending	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash Outflow	10,490	26,475	57,179	80,958	92,039	80,783	45,777	47,539	28,773	31,201	42,509	37,607	45,123	43,608	48,152	56,416	61,166	77,542
Cash Inflow-Outflow	11,336	9,631	9,806	26,495	17,573	29,059	30,983	36,938	39,450	37,752	33,094	41,768	41,938	37,685	36,220	42,155	51,677	52,221
Cash Ending	11,336	20,967	30,773	57,269	74,842	103,911	134,893	171,732	211,161	248,933	292,027	323,795	365,733	403,418	439,638	615,666	826,959	1,069,932
Cash Excess	11,336	20,967	30,773	57,269	74,842	103,911	134,893	171,732	211,161	248,933	292,027	323,795	365,733	403,418	439,638	615,666	826,959	1,069,932
Short-term Loan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table 5.5.3 Projected Joint Balance Sheet (Base Case)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	1996/97	1997/98	1998/99	1999/2000	2000/01	2005/06	2010/11	2015/16	(000 LE)
Assets																			
Current Assets																			
Cash & Deposit	107	119	131	106	264	299	302	369	401	415	424	433	443	450	457	493	530	547	530
Cash Minimum	11,336	20,967	30,773	57,269	74,642	103,911	134,893	171,732	211,181	248,233	282,027	323,795	365,733	403,418	439,638	615,666	826,959	1,069,932	1,069,932
Cash Excess	2,594	3,169	3,602	6,664	6,182	7,689	8,779	10,013	9,981	10,825	11,181	12,144	12,827	11,042	12,068	12,848	13,751	13,751	13,751
Other Current Assets	14,437	24,256	34,506	64,130	81,291	111,899	144,035	182,133	221,763	259,329	293,376	335,408	378,321	414,695	451,137	628,227	840,336	1,084,230	1,084,230
Inventories	0	5,094	9,684	11,657	14,107	15,285	14,673	12,037	7,641	5,053	2,404	1,232	0	0	0	0	0	0	0
Fixed Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Depreciable Assets																			
Land	3,000	3,047	5,747	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649	6,649
Port	0	1,830	1,830	2,805	2,805	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753	3,753
I.E. & I.F.Z.	3,000	5,777	7,577	9,454	9,454	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402
Construction in Progress	0	463	18,693	13,300	7,422	5,048	0	0	0	0	0	0	0	0	0	0	0	0	0
Port	0	0	3,471	0	1,968	0	863	0	0	0	0	0	0	0	0	0	0	0	0
I.E. & I.F.Z.	0	463	22,163	13,300	5,380	5,048	863	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	3,000	6,240	29,740	22,784	18,844	15,450	11,267	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402
Non-Depreciable Assets Total	3,000	6,240	29,740	22,784	18,844	15,450	11,267	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402	10,402
Depreciable Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Port	38,149	38,149	41,927	75,216	139,167	184,914	202,589	204,516	204,516	204,516	204,516	204,516	204,516	205,763	205,993	207,363	209,015	209,883	209,883
I.E. & I.F.Z.	0	103	27,642	31,604	43,530	45,824	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630	61,630
Accumulated Depreciation	38,149	38,149	42,030	102,858	170,772	228,444	248,412	266,145	266,145	266,145	266,145	266,145	267,392	267,392	267,623	268,993	270,644	271,312	271,312
Port	1,229	2,600	3,375	4,810	7,010	11,159	16,249	24,520	32,630	40,702	48,005	52,554	52,554	60,089	66,082	72,323	78,235	83,749	83,749
I.E. & I.F.Z.	1,229	2,600	3,375	4,810	7,010	11,159	16,249	24,520	32,630	40,702	48,005	52,554	52,554	60,089	66,082	72,323	78,235	83,749	83,749
Sub-Total	36,020	35,540	38,035	48,011	62,265	74,586	82,912	91,276	93,887	93,887	94,260	93,059	93,059	84,125	81,854	82,343	83,515	84,615	84,615
Net Depreciable Assets	39,920	41,790	48,936	59,822	74,021	86,132	94,654	102,858	102,858	102,858	102,858	102,858	102,858	103,673	104,237	104,640	104,640	104,640	104,640
Fixed Assets Total	39,920	41,790	48,936	59,822	74,021	86,132	94,654	102,858	102,858	102,858	102,858	102,858	102,858	103,673	104,237	104,640	104,640	104,640	104,640
Deferred Assets	2,070	9,502	22,563	29,425	25,794	21,720	17,645	13,571	8,763	7,811	5,358	3,505	1,753	0	0	0	0	0	0
Port	1,523	2,381	2,946	2,922	2,868	2,873	2,910	2,178	1,808	1,243	878	422	226	0	0	0	0	0	0
I.E. & I.F.Z.	3,395	11,880	29,509	32,947	28,692	24,593	20,186	15,718	10,571	8,254	5,936	3,958	1,579	0	0	0	0	0	0
Deferred Assets Total	57,753	83,022	138,095	228,090	305,410	381,806	415,590	474,437	496,285	523,364	551,475	585,029	608,364	637,209	782,172	965,468	1,201,529	1,201,529	1,201,529
Assets Total	38,149	38,149	42,030	102,858	170,772	228,444	248,412	266,145	266,145	266,145	266,145	267,392	267,392	267,623	268,993	270,644	271,312	271,312	271,312
Liabilities & Net Worth																			
Liabilities																			
Current Liabilities																			
Short-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Liabilities	817	916	1,003	1,514	2,054	2,294	2,778	2,963	3,077	3,182	3,247	3,316	3,395	3,449	3,502	3,778	4,060	4,196	4,196
Current Liabilities Total	817	916	1,003	1,514	2,054	2,294	2,778	2,963	3,077	3,182	3,247	3,316	3,395	3,449	3,502	3,778	4,060	4,196	4,196
Long-term Liabilities	6,379	13,901	35,298	53,480	100,469	134,736	139,281	139,599	139,298	139,048	138,787	138,468	137,773	136,008	133,234	100,436	65,349	31,563	31,563
Port	954	1,714	2,121	19,252	19,659	26,099	26,416	38,230	38,230	38,230	38,182	38,096	37,990	37,990	37,028	29,601	20,043	10,486	10,486
I.E. & I.F.Z.	7,393	15,615	37,430	74,793	120,158	160,745	165,897	177,799	177,338	177,378	177,017	176,651	175,870	173,999	170,262	130,837	85,392	42,949	42,949
Long-term Liabilities Total	8,150	16,531	38,422	76,247	122,182	163,039	168,475	180,782	180,615	180,459	180,265	179,967	179,269	177,448	173,765	133,815	85,431	43,435	43,435
Liabilities Total	8,967	17,447	39,425	77,761	124,241	181,333	186,950	189,739	189,692	189,593	189,512	189,283	188,664	186,947	187,270	167,630	130,895	84,631	84,631
Net Worth																			
Government Funds																			
Port	36,840	38,161	52,737	66,246	82,478	92,026	100,610	100,795	100,795	100,795	100,795	100,795	100,795	100,795	100,795	100,795	100,795	100,795	100,795
I.E. & I.F.Z.	371	7,591	15,013	20,157	39,693	50,020	58,206	62,150	62,150	62,150	62,150	62,150	62,150	62,150	62,150	62,150	62,150	62,150	62,150
Government Funds Total	371	7,962	16,750	21,303	42,171	52,046	62,016	62,945	62,945	62,945	62,945	62,945	62,945	62,945	62,945	62,945	62,945	62,945	62,945
Retained Earnings	12,391	13,305	15,604	30,128	45,099	53,631	67,341	81,340	95,384	118,374	139,042	163,700	190,615	221,928	249,542	420,274	633,104	894,888	894,888
Net Income	49,602	66,491	99,672	152,712	183,237	218,766	247,055	274,368	292,822	315,825	343,099	371,508	405,760	430,916	463,444	646,357	876,016	1,155,284	1,155,284
Net Worth Total	57,752	83,022	138,924	228,090	305,410	381,805	415,590	474,436	496,285	523,364	551,474	585,029	608,364	637,209	782,172	965,467	1,201,529	1,201,529	1,201,529

(2) Sensitivity Analysis

Tables 5.5.4 – 5.5.6 are the financial statement under the case with an 8.5% interest rate, and Fig. 5.5.3 illustrates the total revenue and expenditure. According to those data, SBDA's revenue always exceeds its expenditure, the return on not fixed assets always exceeds 7%, and the lowest debt service ratio is 2.36 times in 2002/03. Accordingly, we can consider that SBDA's financial position will be sound.

Fig. 5.5.3 projected Total Revenue and Expenditure (Sensitivity Analysis)

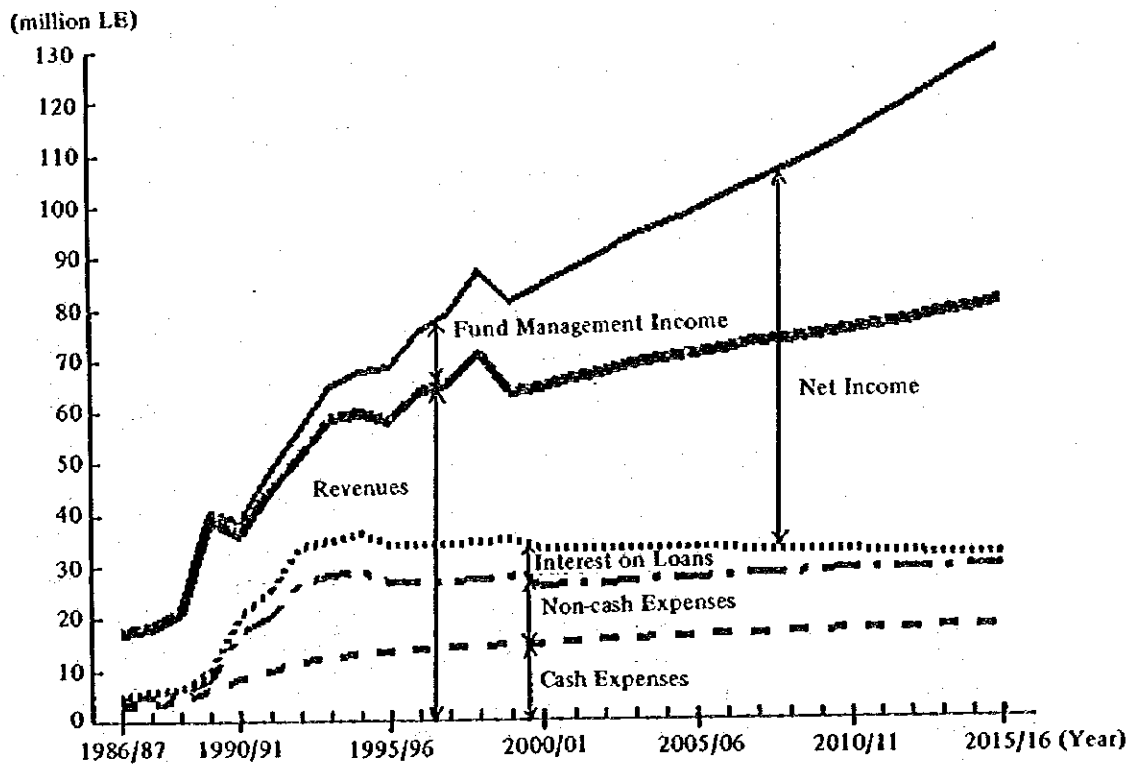


Table S.5.4 Projected Joint Income Statement (Sensitivity Analysis)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	2000/01	2005/06	2010/11	2015/16	(000 LE)
Operating Revenues															
Port	17,614	18,641	21,188	24,118	27,991	27,909	37,240	35,134	39,445	44,698	62,879	68,913	73,500	76,810	
I.E. & I.F.Z.	0	0	0	13,880	9,271	17,318	14,403	23,764	20,440	14,013	2,076	2,076	2,076	2,076	
Operating Revenues Total	17,614	18,641	21,188	38,198	36,362	45,227	51,644	58,898	59,886	58,711	64,955	70,990	75,576	80,886	
Operating Expenses															
Cash Expenses	9,551	3,800	4,176	5,465	7,892	8,304	10,342	10,759	11,165	11,621	13,016	14,214	15,439	16,932	
I.E. & I.F.Z.	0	182	185	1,120	1,330	1,660	1,738	2,212	2,212	2,212	2,212	2,212	2,212	2,212	
Cash Expenses Total	9,551	3,981	4,360	6,585	9,222	9,964	12,080	12,971	13,377	13,833	15,228	16,426	17,651	19,144	
Non-Cash Charges															
Port	1,229	1,371	1,371	1,435	7,007	8,957	11,998	12,498	12,884	9,829	8,325	8,599	8,755	8,886	
I.E. & I.F.Z.	0	0	0	596	1,850	2,000	2,304	2,991	3,074	3,300	2,735	2,735	2,735	2,735	
Non-Cash Expenses Total	1,229	1,371	1,371	2,031	8,857	10,957	14,302	15,489	15,958	13,129	11,060	11,334	11,490	11,621	
Operating Expenses Total	4,780	5,352	5,731	8,616	17,979	20,920	26,382	28,480	29,334	26,952	26,289	27,760	28,141	29,805	
Net Operating Income (NOI)	12,834	13,289	15,457	30,582	18,565	24,307	25,262	30,438	30,551	31,759	58,666	53,229	47,435	51,081	
Other Income & Expenses	14,063	14,659	16,826	32,613	27,431	35,254	39,594	45,927	46,509	44,878	49,727	54,563	57,924	62,642	
Fund Management Income	0	544	1,002	1,452	2,062	3,379	4,378	5,812	7,343	8,971	16,804	23,470	31,718	41,998	
Interest on Loans															
Interest on Long-term Loans	443	542	1,182	3,000	4,716	8,540	11,453	11,839	11,863	11,841	11,561	9,134	6,151	3,257	
Port	0	81	146	1,180	1,636	1,871	2,211	2,245	3,250	3,250	3,229	2,679	1,866	1,054	
I.E. & I.F.Z.	0	620	1,327	3,181	6,352	10,211	13,663	14,064	15,113	15,091	14,790	11,812	8,017	4,311	
Sub-Total	443	620	1,327	3,181	6,352	10,211	13,663	14,064	15,113	15,091	14,790	11,812	8,017	4,311	
Interest on Short-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Interest on Loans Total	443	620	1,327	3,181	6,352	10,211	13,663	14,064	15,113	15,091	14,790	11,812	8,017	4,311	
Net Income	12,391	13,209	15,131	26,853	14,674	17,466	18,577	22,166	22,762	25,630	40,661	54,867	70,136	86,708	
Tax	4,957	3,284	6,033	11,541	6,986	6,231	6,866	9,113	9,113	10,252	16,272	21,955	28,054	35,483	
Net Income after Tax	7,434	9,925	9,098	15,312	7,688	11,235	11,711	13,053	13,649	15,378	24,389	32,912	42,082	51,225	

Table S.5.5 Projected Joint Cash Flow Statement (Sensitivity Analysis)

('000 LE)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	2000/01	2005/06	2010/11	2015/16
Cash Beginning	0	11,336	20,872	30,243	55,453	70,400	95,371	121,086	152,995	186,896	350,089	488,996	660,789	874,967
Cash Inflow	17,614	18,641	21,188	39,198	36,262	45,227	51,644	58,808	59,890	58,711	64,555	70,390	75,576	80,866
Operating Revenues	1,170	7,522	21,098	20,182	44,988	34,530	4,806	548	0	0	0	0	0	0
Long-term Loans	954	760	407	17,131	407	6,350	4,407	11,814	0	0	0	0	0	0
I.E. & I.F.Z.	2,124	6,282	21,804	37,313	45,393	40,878	5,212	12,382	0	0	0	0	0	0
Government Funds	900	1,321	14,576	15,509	14,232	9,578	8,564	185	0	0	0	0	0	0
Port	371	7,220	9,322	13,444	10,334	10,307	6,283	6,287	0	0	0	0	0	0
I.E. & I.F.Z.	1,271	8,540	22,800	28,954	24,566	19,915	14,431	6,438	0	0	0	0	0	0
Government Funds Total	817	90	87	312	340	240	484	2,705	93	105	54	53	54	28
Current Liabilities Increment	817	916	916	1,003	1,514	2,094	2,234	2,705	2,083	3,072	3,449	3,725	4,066	4,169
Current Liabilities Beginning	0	817	1,003	1,514	2,054	2,234	2,705	2,983	3,072	3,182	3,502	3,778	4,066	4,198
Current Liabilities Ending	0	544	1,003	1,452	2,862	3,379	4,578	5,912	7,313	8,971	16,804	23,470	31,718	41,998
Fund Management Income	21,826	36,106	66,980	107,428	109,525	100,639	76,349	83,715	67,922	67,787	81,813	94,513	107,348	122,912
Total Cash Inflow	3,551	3,981	4,360	6,385	8,931	9,973	12,079	12,971	13,377	13,833	15,228	16,426	17,651	18,244
Cash Outflow	2,070	8,842	37,464	35,891	59,221	44,106	13,350	4,150	0	0	3,463	0	0	10,596
Addition to Assets	1,323	2,886	4,139	25,808	6,493	11,471	9,723	15,506	0	0	0	268	0	0
I.E. & I.F.Z.	3,393	11,728	41,603	61,299	65,716	55,577	17,082	19,656	0	0	3,463	0	0	10,596
Loan Repayment	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Port	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I.E. & I.F.Z.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan Repayment Total	443	623	1,327	2,181	6,382	10,211	13,663	14,084	15,113	15,091	14,790	11,812	8,929	8,609
Interest on Loans	0	4,957	5,204	6,053	11,541	5,250	6,986	6,231	8,806	9,113	14,398	20,877	26,705	34,074
Tax	3,101	187	444	3,128	3,112	1,538	1,154	1,260	180	-186	222	153	162	227
Current Assets Increment	3,101	3,288	3,733	6,861	6,449	7,988	9,142	10,402	10,402	10,282	11,277	12,408	13,216	14,071
Current Assets Beginning	0	3,101	3,733	6,861	6,449	7,988	9,142	10,402	10,402	10,282	11,277	12,408	13,216	14,071
Current Assets Ending	0	3,094	4,599	1,973	2,449	1,157	1,592	-2,385	-2,385	-2,552	-1,499	0	0	0
Inventories Increment	0	3,094	3,094	1,973	2,449	1,157	1,592	14,573	13,937	7,641	0	0	0	0
Inventories Beginning	0	3,094	3,094	1,973	2,449	1,157	1,592	14,573	13,937	7,641	0	0	0	0
Inventories Ending	0	3,094	3,094	1,973	2,449	1,157	1,592	14,573	13,937	7,641	0	0	0	0
Total Cash Outflow	10,490	26,571	57,009	82,218	94,577	84,008	50,654	51,817	33,411	35,522	51,838	56,465	61,484	76,121
Cash Inflow-Outflow	11,336	9,335	9,371	25,210	14,948	24,971	25,716	31,898	33,911	32,285	29,075	36,047	45,884	46,791
Cash Ending	11,336	20,872	30,243	55,453	70,400	95,371	121,086	152,995	186,896	219,161	380,064	525,003	706,683	921,728
Cash Excess	11,336	20,872	30,243	55,453	70,400	95,371	121,086	152,995	186,896	219,161	380,064	525,003	706,683	921,728
Short-term Loan	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table 5.5.6 Projected Joint Balance Sheet (Sensitivity Analysis)

	1986/87	1987/88	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94	1994/95	1995/96	2000/01	2005/06	2010/11	2015/16
Assets														
Current Assets														
Cash & Deposit	107	119	131	198	268	299	362	389	401	415	457	403	530	537
Cash Excess	11,336	20,872	30,243	55,453	70,400	95,371	121,086	152,985	186,896	219,161	380,064	525,003	706,683	921,758
Other Current Assets	2,524	3,160	3,692	6,182	7,689	9,589	10,913	10,913	10,131	9,291	11,042	12,068	12,448	12,751
Current Assets Total	14,437	24,160	33,976	62,814	76,850	109,359	130,228	163,387	197,478	229,557	391,563	537,564	720,064	936,054
Fixed Assets	0	5,094	9,684	11,057	14,107	15,265	14,673	12,027	7,641	5,053	0	0	0	0
Non-depreciable Assets														
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Port	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I.E. & I.F.Z.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciable Assets Total	0	463	463	463	463	463	463	463	463	463	463	463	463	463
Depreciable Assets	3,000	3,047	3,094	3,141	3,188	3,235	3,282	3,329	3,376	3,423	3,470	3,517	3,564	3,611
Port	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I.E. & I.F.Z.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Accumulated Depreciation	3,000	3,047	3,094	3,141	3,188	3,235	3,282	3,329	3,376	3,423	3,470	3,517	3,564	3,611
Port	0	0	0	0	0	0	0	0	0	0	0	0	0	0
I.E. & I.F.Z.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub-Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Depreciable Assets	36,970	35,545	34,653	33,761	32,869	31,977	31,085	30,193	29,301	28,409	27,517	26,625	25,733	24,841
Fixed Assets Total	38,020	41,790	45,564	49,338	53,112	56,886	60,660	64,434	68,208	71,982	75,756	79,530	83,304	87,078
Deferred Assets														
Port	2,070	9,502	22,563	29,425	25,794	21,720	17,645	13,571	8,761	7,011	0	0	0	0
I.E. & I.F.Z.	1,325	2,381	2,946	2,922	2,838	2,754	2,670	2,586	2,502	2,418	2,334	2,250	2,166	2,082
Deferred Assets Total	3,395	11,883	25,509	32,347	28,632	24,514	20,159	15,718	10,571	8,254	0	0	0	0
Assets Total	57,753	82,926	117,564	227,143	300,977	379,266	401,723	436,403	450,151	466,513	577,035	691,509	845,191	1,053,355
Liabilities & Net Worth														
Liabilities														
Current Liabilities														
Short-term Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Current Liabilities	817	916	1,003	1,514	2,054	2,394	2,778	2,983	3,077	3,182	3,502	3,778	4,060	4,196
Current Liabilities Total	817	916	1,003	1,514	2,054	2,394	2,778	2,983	3,077	3,182	3,502	3,778	4,060	4,196
Long-term Liabilities														
Port	6,373	13,901	35,298	55,480	100,469	134,730	139,281	139,569	139,308	139,048	139,436	139,436	139,436	139,436
I.E. & I.F.Z.	954	1,714	2,121	19,252	26,009	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416	26,416
Long-term Liabilities Total	7,327	15,615	37,420	74,732	126,478	161,146	165,697	165,985	165,724	165,464	165,852	165,852	165,852	165,852
Liabilities Total	6,150	16,531	38,423	76,247	128,542	162,182	168,475	168,782	168,615	168,512	173,755	173,755	173,755	173,755
Net Worth														
Government Funds														
Port	36,840	38,161	32,737	68,246	82,478	92,056	100,610	100,795	100,795	100,795	100,795	100,795	100,795	100,795
I.E. & I.F.Z.	37,211	45,751	68,503	97,603	122,570	143,628	156,506	162,129	162,129	162,129	162,129	162,129	162,129	162,129
Government Funds Total	74,051	83,912	101,240	165,849	205,048	235,684	257,116	262,924	262,924	262,924	262,924	262,924	262,924	262,924
Retained Earnings	12,901	15,200	15,131	28,833	44,674	49,800	49,800	49,800	49,800	49,800	49,800	49,800	49,800	49,800
Net Income	43,602	60,395	93,142	150,896	178,795	210,226	233,248	255,621	269,536	286,054	403,670	557,694	755,740	1,007,119
Liabilities & Net Worth Total	57,752	82,926	137,564	227,143	300,977	379,265	401,723	436,403	450,151	466,513	577,035	691,508	845,191	1,053,355

5.5.2 Appraisal of the Profitability of the Project itself

The financial internal rate of return (FIRR) of the base case and the results of the sensitivity analysis are summarized in Table 5.5.7.

The situation is similar to that of the port sector because of its dominant share in the whole business scale.

Table 5.5.7 Projected Composite FIRR

(%)

Case	FIRR	Lower Limit
Cost Decrease by 10%	4.8	(5.3) ^{*2} 2.5 ^{*1}
Revenue Increase by 10%	4.6	
Base Case	3.3	
Cost Increase by 10%	2.1	
Revenue Decrease by 10%	2.0	

Note: ^{*1} In the case of an 4.0%/year interest rate on the foreign currency portion funds

^{*2} In the case of an 8.5%/year interest rate on the foreign currency portion funds

5.6 Conclusion

From the viewpoints of the financial viability of SBDA and of the profitability of the project itself, it is concluded that this project is feasible based on the analysis presented above. However, SBDA will be required to minimize costs and to maximize revenues in order to maintain a comfortable profit margin.



JAPAN INTERNATIONAL COOPERATION AGENCY