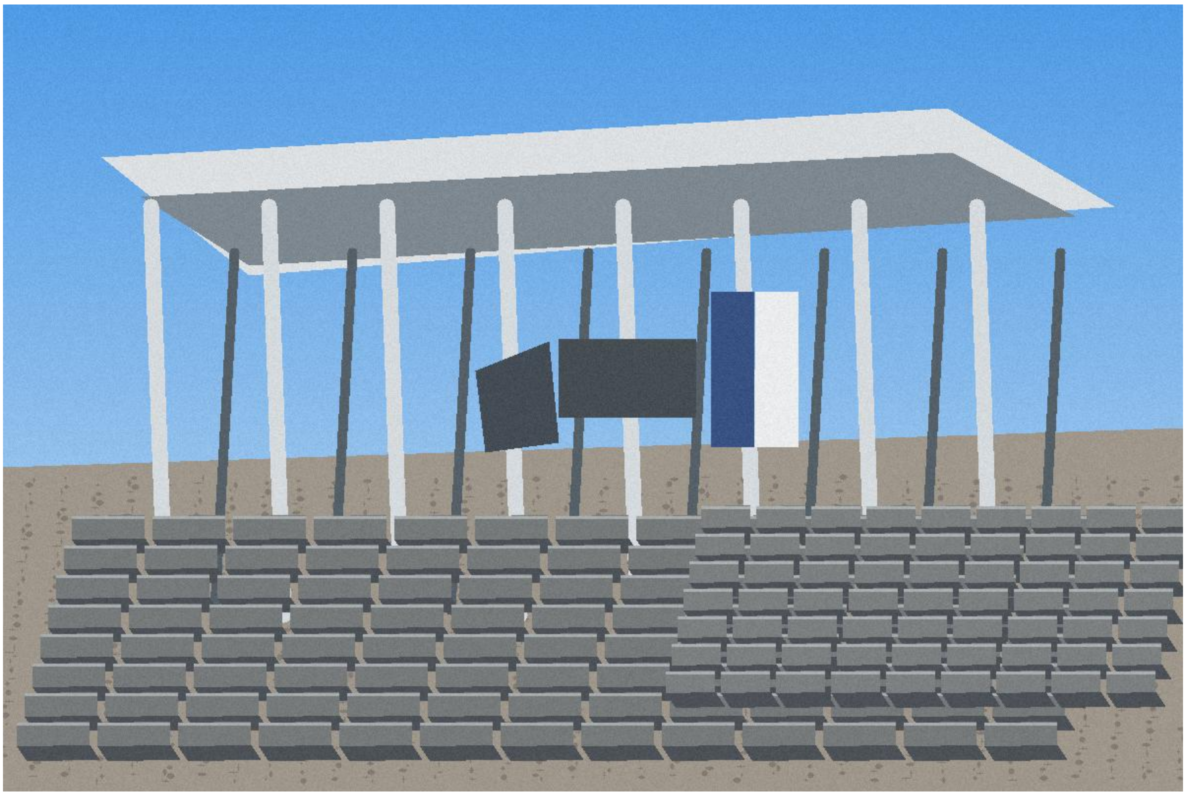
PRE-INCORPORATION AND FINANCING DOCUMENT

Mbarara Integrated Concrete Products Factory

Business Plan 2026-2035



Concept illustration of the planned lean facility; not evidence of an existing factory.

STARTING CAPITAL	ESSENTIAL PHASE 1 COST	PROTECTED BUFFER
UGX 130.0 Mio.	UGX 128.0 Mio.	UGX 2.0 Mio.

Prepared for	Founder	Location	Date
FAU Startup Advisory / Bianca Niemann	Hillary Arindamukama	Mbarara City, Uganda	11 August 2026

CONFIDENTIAL - WORKING DOCUMENT FOR ADVISORY AND FINANCING PREPARATION

Table of Contents

1. Executive Summary

Mbarara Integrated Concrete Products Factory (MICPF) is a planned, phased manufacturer of concrete blocks, paving products and selected precast items in Mbarara, Western Uganda. Phase 1 deliberately focuses on a small number of regularly demanded products and one semi-automatic starter line. Capital-intensive additions such as owned delivery trucks, heavy lifting equipment, large culvert moulds, ready-mix concrete and a second production line will be introduced only after demand and positive cash flow are demonstrated.

The funding requirement is strictly capped at UGX 130,000,000. UGX 128,000,000 funds essential equipment, site preparation, opening inventory and market entry, while UGX 2,000,000 remains a protected liquidity buffer. Feasibility depends on securing a site without purchasing land, keeping machine and mould quotations within the stated limits, and using hired delivery vehicles during the launch period.

Key metric	Value	Interpretation
Monthly revenue at stable base utilisation	UGX 140.020.000	Estimated; sales mix requires order evidence
Production and material cost	UGX 93.701.422	Current integrated costing model
Gross profit	UGX 46.318.578	33,1%
Monthly operating expenses	UGX 14.100.000	Labour, maintenance, administration and sales/logistics
Operating profit before tax	UGX 32.218.578	23,0%
Illustrative profit after 30% model tax	UGX 22.553.005	Before depreciation, financing and reinvestment
System break-even revenue	UGX 42.623.977	Assumes unchanged gross margin
Revenue for UGX 20m pre-tax profit	UGX 103.083.519	Approximately 74% of base revenue
Revenue for UGX 20m model profit after tax	UGX 128.994.751	Approximately 92% of base revenue

Investment decision

The model shows a credible opportunity, not a guarantee. Funding should be released only after site rights, three comparable machine and mould quotations, raw-material quotations, utility confirmation and initial customer letters of intent are documented.

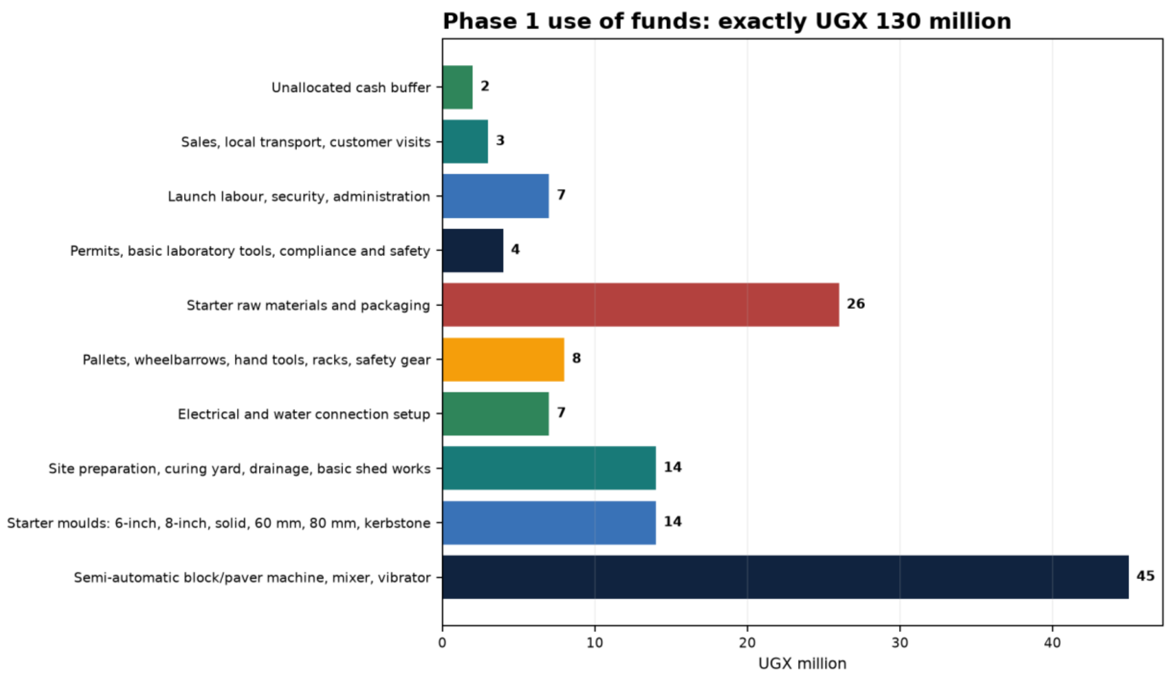


Figure 1: Phase 1 use of funds. Total including the protected buffer is UGX 130,000,000.

2. Founder, Mentor and Organisation

Hillary Arindamukama

Founder and intended Managing Director

International student at Friedrich-Alexander-Universität Erlangen-Nürnberg, studying B.Sc. Clean Energy Processes. Responsible for project leadership, strategy, financing coordination, business development and the integrated digital management platform.

Email: arindahillary222@gmail.com

Prakhar Singh is a mentor and professional sounding board. He is not presented as a co-founder, shareholder, director, authorised signatory or operating manager. Any later formal role requires a separate written agreement.

2.1 Planned Phase 1 Organisation

Function	Primary responsibility	Staffing status
Managing Director / Founder	Financing, strategy, partnerships and control	Hillary Arindamukama
Production supervisor	Daily plan, material usage, shift and machine control	Recruit locally before start
Machine operator	Mixing, mould changes, compaction and first-line control	Train before commissioning
QC / warehouse lead	Batches, curing, testing, stock and release	Combined launch role
Sales / administration	Quotations, customer files, invoicing and receipts	Lean part-time/shared role
General labour / safety	Handling, cleaning, pallets and site safety	Demand-led

Governance principle

Banking, procurement, discounts, customer credit and payments will have documented approval limits. Personal and business money will remain fully separate. The mentor has no ownership or signing rights without written authority.

3. Company and Business Model

MICPF is intended to be incorporated as a Ugandan private limited company. It will manufacture standardised concrete products, sell ex-factory and arrange site delivery for economically qualifying bulk orders through hired vehicles. Revenue will come from product margins, delivery charges and later project-specific manufacture. Credit sales will be limited to verified customers with approved limits.

Building block	Phase 1 configuration
Value proposition	Reliable dimensions, documented mixing and curing, batch release and planned delivery
Customers	Contractors, hardware stores, developers, schools, hospitals, hotels, churches, NGOs, public projects and residential builders
Sales	Direct outreach, dealer partnerships, site visits, website/WhatsApp enquiries and disciplined follow-up
Production	Semi-automatic line, limited mould set, planned mould changes and demand-led schedules
Payment	Deposits for made-to-order work; balance before dispatch; credit only after checks
Logistics	Ex-factory pricing, hired trucks and free delivery only where bulk-order economics support it
Scaling	New moulds and products only against confirmed orders or retained earnings

4. Customer Problem, Solution and Value

Concrete products in the target market are supplied by businesses with different levels of professionalisation. Builders can face variable dimensions, weak compaction, insufficient curing, absent batch records and unreliable delivery. MICPF addresses these risks through controlled production, recorded material use, defined hold/release status and transparent quotations and payment terms.

Customer problem	MICPF response	Measurable evidence
Variable product quality	Batch mixing and curing records	Test results, rejection rate and release status
Unreliable availability	Production and inventory planning	Confirmed order, committed delivery date
Unclear prices	Written UGX quotation with delivery and payment schedule	Quotation number and validity
Transport damage or delay	Route-based hired transport and documented handover	Dispatch plan and delivery note
Weak complaint process	Batch-linked complaint and corrective action	Traceable response by batch

5. Market and Target Customers

Market entry will be validated bottom-up. This business plan does not use an unverified market-size claim. Demand will be established through quotation requests, dealer interviews, construction-site visits and customer letters of intent. The initial focus is Mbarara City and short delivery corridors, followed by Rwampara, Isingiro, Ntungamo, Bushenyi, Ibanda, Kiruhura, Sheema, Lyantonde, Kabale and Rukungiri.

Segment	Need	Initial offer	Route to market
Contractors	Large scheduled quantities	6/8-inch blocks, pavers and kerbstones	Direct visits and framework quotations
Hardware stores	Regular smaller releases	6-inch blocks and standard pavers	Dealer terms with minimum order
Developers	Quality, timing and documentation	Blocks, pavers and kerbstones	Project quotation and delivery plan
Institutions	Building and external works	Blocks, 60 mm pavers; drainage later	Needs calendar and site meeting
Public/NGO projects	Documentation and formal procurement	Kerbstones, pavers; drainage later	Prequalification and tender monitoring
Residential builders	Price, advice and availability	Blocks and pavers	Website, WhatsApp and dealers

5.1 Evidence Required Before Machine Ordering

- At least 20 structured customer interviews in Mbarara and neighbouring districts.
- At least five written purchase-intent letters or credible quotation requests.

- Three price checks for every core product, each recording date, location, unit and delivery terms.
- At least two potential hardware partners with a defined monthly minimum purchase.
- Documented payment habits and accepted deposit levels by customer segment.

6. Competition and Positioning

The existing competitor list is a research starting point rather than a verified market study. Named businesses and local producers must be confirmed by telephone, website or social-media review, quotation or field visit. No market-share conclusion is drawn from the starting list.

Competitor group	Examples from the starting list	Preliminary risk	Required check
Local block yards	Mbarara yards and BIMS Bloks Mbarara	High on price and proximity	Price, capacity, quality and delivery time
Paver/precast makers	iConic Concrete, Master Industries and Nicomah	Medium to high	Range, references and delivery area
Raw-material suppliers	Stone Providers Ltd and local quarries	Supply-chain relevance	Tonne price, moisture, weighing, credit
Cement distribution	Hima, Tororo, Kampala and Simba distributors	Supply relevance	Price, minimum order, delivery and credit

MICPF will not position itself as the cheapest supplier. Differentiation will come from documented quality, reliable dimensions, planned curing, clear delivery commitments, traceable prices and professional complaint handling. Discounts will be exchanged for volume, deposits and efficient delivery routes.

7. Product Portfolio and Phase 1 Priority

Product	Phase 1 status	Planned price	Strategic role	Data status
6-inch hollow blocks	Core	UGX 2,600/unit	Volume product for contractors and dealers	Estimated
8-inch hollow blocks	Core	UGX 3,400/unit	Structural wall applications	Estimated
60 mm pavers	Selective	UGX 2,400/unit	External works; only with confirmed margin	Quotation required
Kerbstones	Order-led	UGX 18,000/unit	High unit contribution, lower volume	Estimated
Solid blocks	Secondary	UGX 3,000/unit	Made only to verified demand	Estimated
80 mm pavers	Secondary	UGX 3,200/unit	Heavy-duty surfaces; verify price	Quotation required
4-inch hollow blocks	Conditional	UGX 1,800/unit	Only if mould is included or customer-funded	Estimated
Special pavers/drainage/culverts /ready-mix	Deferred	Quotation only	Only after proof of demand	Quotation required

Clear launch rule

The base revenue mix relies on 6-inch and 8-inch hollow blocks, 60 mm pavers and kerbstones. Solid blocks, 80 mm pavers and 4-inch blocks are made only against confirmed demand, protecting the UGX 130 million cap.

8. Product Mix Assumptions and Technical Validation

Product	Working mix assumption	Release condition
4-inch hollow block	1 cement : 6 stone dust	Trial mix, dimensions, strength and absorption
6-inch hollow block	1 cement : 7 stone dust	Trial mix, dimensions, strength and absorption
8-inch hollow block	1 cement : 6 stone dust	Trial mix, dimensions, strength and absorption
Solid block	1 cement : 5 stone dust : 1 sand	Trial mix and application-based release
60 mm paver	1 cement : 3 sand : 3 aggregate	Strength, abrasion, dimensions and surface
80 mm paver	1 cement : 2.5 sand : 3 aggregate	Strength and heavy-load suitability
Kerbstone	1 cement : 2 sand : 3 aggregate	Dimensions, edges, strength and handling

These ratios are launch assumptions rather than certified recipes. The final recipe must be set for each material source through controlled trials. No strength or standards-conformity claim will be published before testing and the UNBS pathway are confirmed.

9. Production, Machinery and Capacity

The UGX 45,000,000 machinery allowance covers a semi-automatic block/paver machine, mixer and vibration equipment. The specific manufacturer is not yet selected. At least three written quotations must be compared on the same technical specification before an order is placed.

Assessment criterion	Minimum evidence before deposit
Actual output	Guaranteed units by mould and eight-hour shift, not theoretical cycles only
Product changeover	Time, labour and waste during mould change
Power requirement	Motor rating, starting current, phases, protection and generator requirement
Moulds	Dimensions, material, service life and replacement cost
Service	Warranty, installation, operator training and response time
Spare parts	Critical wear parts held locally and lead time
Acceptance	Test production using local materials and defined QC checks

Product	Monthly quantity	Daily requirement at 26 days	Planned price	Monthly revenue
6-inch hollow block	26,000	1,000	UGX 2,600	UGX 67,600,000
8-inch hollow block	12,000	462	UGX 3,400	UGX 40,800,000
60 mm paver	5,000	192	UGX 2,400	UGX 12,000,000
Kerbstone	1,000	39	UGX 18,000	UGX 18,000,000
Delivery charges	-	-	-	UGX 1,620,000
TOTAL	44,000 units	Approx. 1,693	-	UGX 140,020,000

Capacity gate

The sales plan is released only if the selected supplier confirms the combined daily output after mould changes, cleaning, downtime and normal rejection.

10. Site, Layout and Logistics

The UGX 130 million plan contains no land purchase. It assumes a legally secured lease or use right for a suitable site in or near Mbarara. Before investment, the project must check heavy-vehicle access, drainage, power, water, neighbour separation, dust/noise control and expansion space.

Recommended material and quality flow

Figure 2: Recommended material and quality flow. Final arrangement requires surveying, drainage planning and authority review.

- Raw materials are separated, drained and protected from mixing.
- Cement remains dry, locked and issued under dosage control.
- Curing areas receive batch identification and controlled watering.
- Finished goods move into saleable stock only after internal release.
- Customer and delivery traffic remain separate from raw-material unloading.
- No delivery truck is purchased in Phase 1; vehicles are hired by route or order.

11. Raw Materials, Supply and Inventory Control

Input	Planned price	Primary control	Data status
Cement, 50 kg bag	UGX 36.000	Brand, manufacturing date and dry storage	Estimated
Stone dust, tonne	UGX 45.000	Grading, moisture and weighbridge evidence	Estimated
Sand, tonne	UGX 38.000	Cleanliness, grading and moisture	Estimated
Aggregate, tonne	UGX 60.000	Grading, strength and weighbridge evidence	Estimated
Electricity, kWh	UGX 780	Tariff, connection capacity and meter	Estimated
Water, m3	UGX 4.200	Quality, availability and curing need	Estimated
Diesel, litre	UGX 6.600	Delivery note and use by vehicle/generator	Estimated
Hired transport per truck	UGX 260.000	Route, payload, return load and unloading	Estimated

The UGX 26,000,000 opening-material allocation will not be spent at once. Purchasing will be released in tranches against confirmed orders and actual storage capacity. After the first production month, minimum stock, reorder points and consumption per product will be recalculated from measured data.

12. Quality Management and Laboratory

Quality is both the main point of differentiation and a material liability risk. Every production batch receives a batch ID, product description, operator, material quantities, mix ratio, water addition, production time, curing start, test status and release decision. Product on hold or failed status may not be dispatched.

Test	Phase 1 method	Decision
Dimensions	Measuring device/tape; batch sample	Pass, hold or rework
Visual defects	Edges, cracks, voids and surface	Reject or inspect again
Density	Mass and volume	Trend control
Water absorption	Defined laboratory procedure	Product-specific limit
Compressive strength	External accredited testing by product and age	Release against test plan
Curing age	Daily register and batch sign	No early sale

Relevant standards include US 2032:2019 for hollow concrete blocks, US 2033:2019 for solid concrete blocks and US 65:2019 for precast concrete paving units. The mandatory scope and product-certification process will be confirmed with UNBS before conformity claims or formal market release. [S8-S10]

13. Digital Management System

The existing React and TypeScript platform links financial simulation, inventory, production, quality control, sales, expenses, market intelligence and reporting. It is currently a functional planning and demonstration prototype. Until productive PostgreSQL migration, formal access controls and accounting integration are completed, it does not replace audited accounting, statutory tax records or controlled quality documentation.

Module	Business value	Go-live control

Module	Business value	Go-live control
Financial simulation	Price, cost and profit scenarios	Monthly reconciliation to evidence
Inventory	Stock, valuation, consumption and reorder levels	Physical count and dual control
Production	Daily output, materials, machine hours and rejection	Batch ID and supervisor release
QC/laboratory	Test results and certificates	Held product cannot be sold
ERP/sales	Customers, invoices, receipts and balances	Role permissions and daily backup
Market intelligence	Price and competitor monitoring	Source, date and confidence required

Public website: https://mbarara-concrete-factory.pages.dev

Integrated platform: https://mbarara-concrete-platform.pages.dev

14. Legal, Tax and Regulatory Roadmap

The recommended structure is a Ugandan private limited company. Legal and tax implementation must be confirmed by qualified Ugandan advisers. Formalisation includes company registration, TIN, the relevant trading licence and all applicable site, environmental, labour and product requirements. [S5-S7]

Authority/topic	Required action	Timing	Status
URSB	Check/reserve name and incorporate company	Before contracts and bank account	Open
URA	TIN, tax heads and record obligations	Before trade	Open
VAT/EFRIS	18% standard rate; plan exceeds UGX 150m annual or UGX 37.5m three-month threshold; confirm registration and EFRIS	Before first taxable invoice	Critical
Mbarara City/local authority	Trading licence and planning/building/use approval	Before site operation	Open
NEMA	Determine Project Brief or ESIA requirement	Before works/installation	Open
MGLSD/OSH	Register workplace, safety systems and machinery inspection	Before commissioning	Open
UNBS	Obtain standards and confirm testing/certification pathway	Before conformity claims	Open
NSSF/PAYE	Establish employer and employee obligations	Before/at recruitment	Open
Insurance	Plant, liability, accident, fire and transport cover	Before production	Open

Tax treatment

The base model treats UGX 32,218,578 as operating profit before tax. A simplified 30% corporation-tax illustration leaves UGX 22,553,005. The standard VAT rate is 18%; until confirmed by an adviser, planned selling prices should be read as net prices before VAT. Actual taxable profit depends on depreciation, allowable deductions, VAT, financing and legal structure. [S11-S12]

EXIST is not a core funding route for the Uganda-only model because incorporation and commercialisation in Germany may be required. A German structure will be considered only if it has genuine operational and legal substance. StArfrica is treated as a networking, learning and investor-access channel; funding is not assumed.

15. Sales, Pricing and Payment Strategy

The launch will begin with a controlled list of specific buyers rather than broad advertising. Each opportunity will record product, quantity, location, decision date, payment capacity and delivery route. Prices are maintained in UGX. Planned prices are ex-factory and before VAT unless an adviser confirms another presentation.

1. Build a top-50 target-customer list for Mbarara City and neighbouring districts.
2. Contact ten decision-makers and visit at least five sites or dealers each week.
3. Issue quotations within 24 hours, showing validity and delivery conditions.
4. Require deposits for made-to-order products and the balance before loading.

5. Grant credit only after documented checks, limits and due dates.
6. Record the reason for every lost order: price, quality, lead time, relationship or finance.

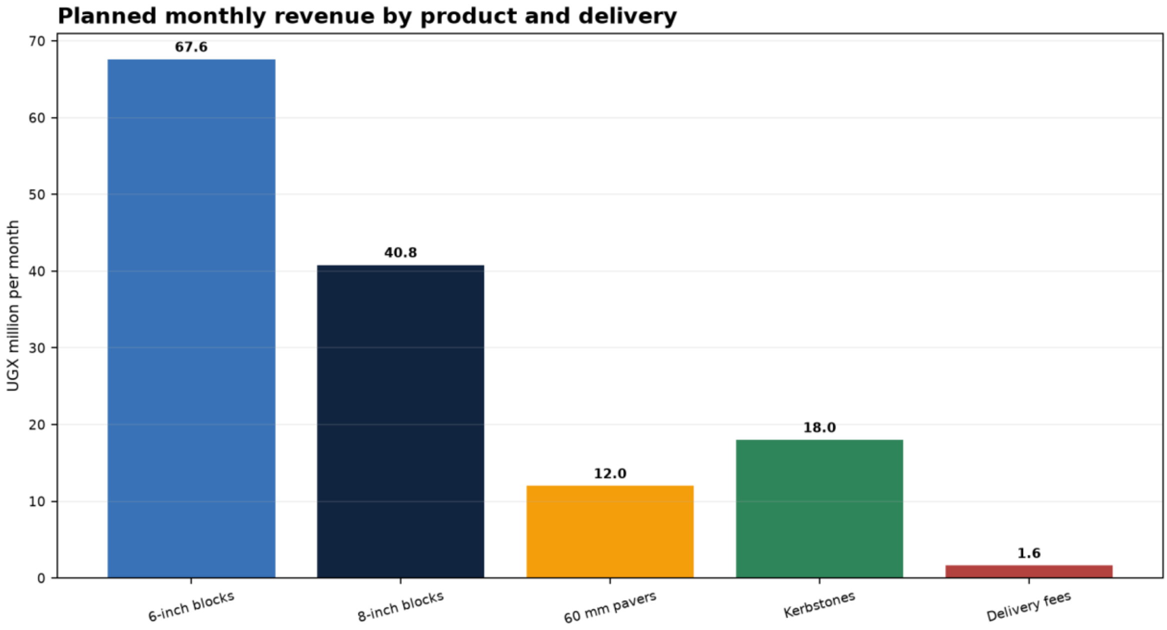


Figure 3: Revenue mix under the stable base model. Every selling price remains subject to market confirmation.

16. Sustainability and Impact

Environmental positioning will be cautious and measurable. The project does not claim carbon neutrality. Initial contributions come from longer-lasting products, lower rejection, shorter regional delivery routes, controlled dosing, process-water reuse where technically acceptable and later permeable paving systems. Socially, the factory will create formal local jobs and improve dependable construction-material supply in Western Uganda.

Impact area	Indicator	Phase 1 target
Material efficiency	Rejection rate	Below 3% after month three, then reduce further
Quality	Batches with complete dataset	100%
Water	m3 per 1,000 products	Measure from day one; set target after baseline
Energy	kWh per 1,000 products	Measure from day one; maintenance/load management
Employment	Formal local positions	Lean team, growing with secured sales
Supply chain	Share of regionally sourced inputs	Maximise subject to quality conformity

17. Implementation and Milestones

Period	Work package	Release criterion
Days 0-30	Site rights, customer interviews, quotation structure and three supplier quotations	Evidence folder complete
Days 31-60	Company, TIN, bank account and site/environment/OSH pre-check	Legal and approval pathway confirmed
Days 61-90	Machine decision, contract, mould list and site works	Budget not exceeded
Days 91-120	Delivery, installation, power/water and recruitment	Acceptance and safety training
Days 121-150	Trial mixes, test plan, rejection and capacity test	QC release for core products
Days 151-180	Controlled market start and first deliveries	Deposits, positive contribution and batch records
Months 7-12	Increase utilisation to 75-100%	Repeat customers and monthly management close

18. Phase 1 Investment Budget

The following use of funds is the binding maximum for the starter project. Items marked quotation required may be committed only after written confirmation. The cash buffer is not a general purchasing allowance.

Use of funds	Amount	Control
Semi-automatic block/paver machine, mixer, vibrator	UGX 45.000.000	Essential quotation required
Starter moulds: 6-inch, 8-inch, solid, 60 mm, 80 mm, kerbstone	UGX 14.000.000	Essential only
Site preparation, curing yard, drainage, basic shed works	UGX 14.000.000	Lean starter works
Electrical and water connection setup	UGX 7.000.000	Essential utilities
Pallets, wheelbarrows, hand tools, racks, safety gear	UGX 8.000.000	Starter handling
Starter raw materials and packaging	UGX 26.000.000	Working stock
Permits, basic laboratory tools, compliance and safety	UGX 4.000.000	Basic QC only
Launch labour, security, administration	UGX 7.000.000	Opening month reserve
Sales, local transport, customer visits	UGX 3.000.000	Launch campaign
Unallocated cash buffer	UGX 2.000.000	Do not spend unless necessary
TOTAL	UGX 130.000.000	Exactly within the cap

Excluded from the Phase 1 budget

Land purchase, owned delivery truck, ready-mix plant, transit mixer, heavy culvert moulds, crane/forklift, second line, large laboratory equipment, regional depots and the founder's private costs.

19. Financial Model and Monthly Result

The model uses 26 working days per month and the defined sales mix. Monthly revenue of UGX 140,020,000 requires the sale of 44,000 products plus UGX 1,620,000 in delivery charges. All values are before financing cost, and tax is a simplified illustration.

Monthly line item	UGX	% of revenue
Revenue	UGX 140.020.000	100.0%
Production/material cost	UGX 93.701.422	66,9%
Gross profit	UGX 46.318.578	33,1%
Operating expenses	UGX 14.100.000	10,1%
Operating profit before tax	UGX 32.218.578	23,0%
Illustrative corporation tax at 30%	UGX 9.665.573	6,9%
Illustrative profit after tax	UGX 22.553.005	16,1%

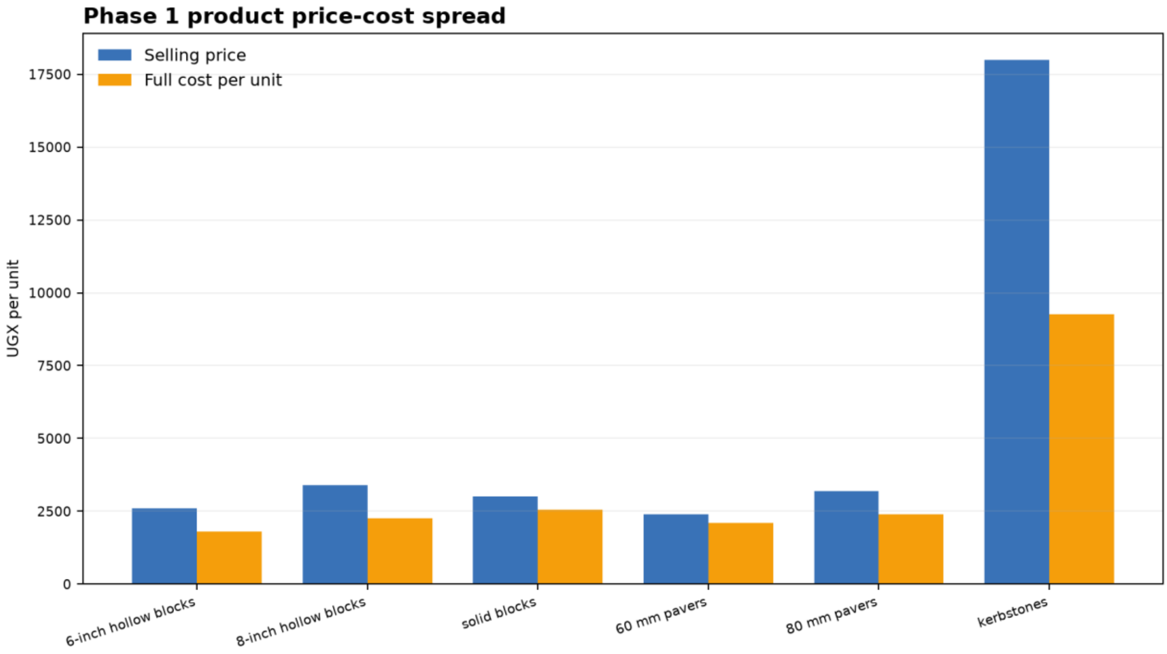


Figure 4: Planned selling price and full cost per unit. 60 mm pavers and solid blocks require particularly strict pricing discipline.

Product	Planned price	Full cost	Unit contribution	Margin	Status
6-inch hollow blocks	UGX 2.600	UGX 1.796	UGX 804	30,9%	Estimated
8-inch hollow blocks	UGX 3.400	UGX 2.264	UGX 1.136	33,4%	Estimated
solid blocks	UGX 3.000	UGX 2.551	UGX 449	15,0%	Estimated
60 mm pavers	UGX 2.400	UGX 2.112	UGX 288	12,0%	Quotation Required
80 mm pavers	UGX 3.200	UGX 2.400	UGX 800	25,0%	Quotation Required
kerbstones	UGX 18.000	UGX 9.261	UGX 8.739	48,5%	Estimated

20. Break-even, Profit Target and Sensitivity

The integrated model produces monthly break-even revenue of UGX 42,623,977. The more important management threshold is the target profit: at the same gross margin, approximately UGX 103,083,519 of monthly revenue is required for UGX 20,000,000 of pre-tax profit. For a simplified UGX 20,000,000 profit after 30% model tax, the revenue threshold rises to approximately UGX 128,994,751.

Scenario	Assumptions	Revenue	Total cost	Pre-tax profit	Model profit after tax
Downside	65% volume; -5% price; +8% unit cost; +5% OPEX	UGX 86.462.350	UGX 80.583.398	UGX 5.878.952	UGX 4.115.266
Base model	Defined sales mix and current assumptions	UGX 140.020.000	UGX 107.801.422	UGX 32.218.578	UGX 22.553.005
Upside	+10% volume; +3% price; -2% unit cost; +8% OPEX	UGX 158.642.660	UGX 116.238.133	UGX 42.404.527	UGX 29.683.169

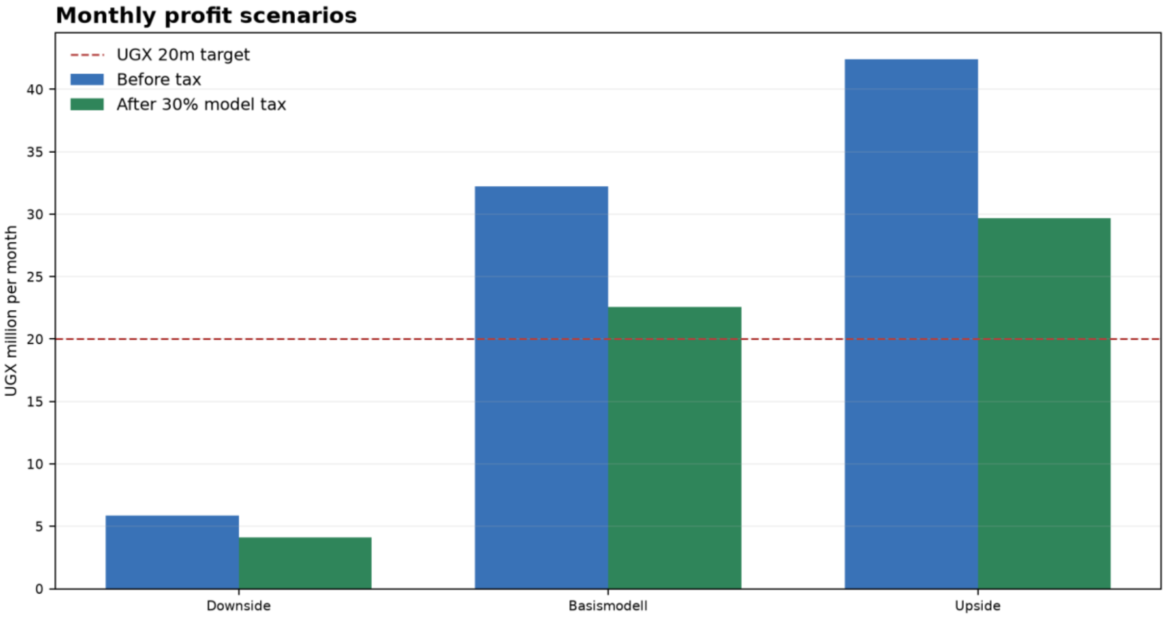


Figure 5: The UGX 20 million target is achieved in the base model but missed materially in the downside case.

Management response in the downside case

Stop expansion investment, produce 60 mm pavers only against orders, review prices weekly, buy inputs in smaller tranches, suspend credit sales and concentrate machine and staff time on profitable core products.

21. Financial Plan 2026-2035

The plan treats 2026 as a preparation, financing and procurement year with no operating revenue. The first full operating year is 2027 at an average 70% of stable base utilisation. From 2031, limited capacity expansion from retained earnings is assumed. Revenue and production cost escalate by 3% a year and operating expenses by 5%. Expansion capital expenditure, depreciation, financing and specific tax deductions are excluded.

Year	Utilisation	Revenue	Total cost	Pre-tax profit	Model profit after tax
2026	Preparation	UGX 0	UGX 0	UGX 0	UGX 0
2027	70%	UGX 1.18 Mrd.	UGX 956.3 Mio.	UGX 219.9 Mio.	UGX 153.9 Mio.
2028	85%	UGX 1.47 Mrd.	UGX 1.16 Mrd.	UGX 309.0 Mio.	UGX 216.3 Mio.
2029	95%	UGX 1.69 Mrd.	UGX 1.32 Mrd.	UGX 373.6 Mio.	UGX 261.6 Mio.
2030	100%	UGX 1.84 Mrd.	UGX 1.42 Mrd.	UGX 411.5 Mio.	UGX 288.0 Mio.
2031	105%	UGX 1.99 Mrd.	UGX 1.53 Mrd.	UGX 451.2 Mio.	UGX 315.8 Mio.
2032	110%	UGX 2.14 Mrd.	UGX 1.65 Mrd.	UGX 492.8 Mio.	UGX 345.0 Mio.
2033	115%	UGX 2.31 Mrd.	UGX 1.77 Mrd.	UGX 536.5 Mio.	UGX 375.5 Mio.
2034	120%	UGX 2.48 Mrd.	UGX 1.90 Mrd.	UGX 582.2 Mio.	UGX 407.6 Mio.
2035	125%	UGX 2.66 Mrd.	UGX 2.03 Mrd.	UGX 630.1 Mio.	UGX 441.1 Mio.

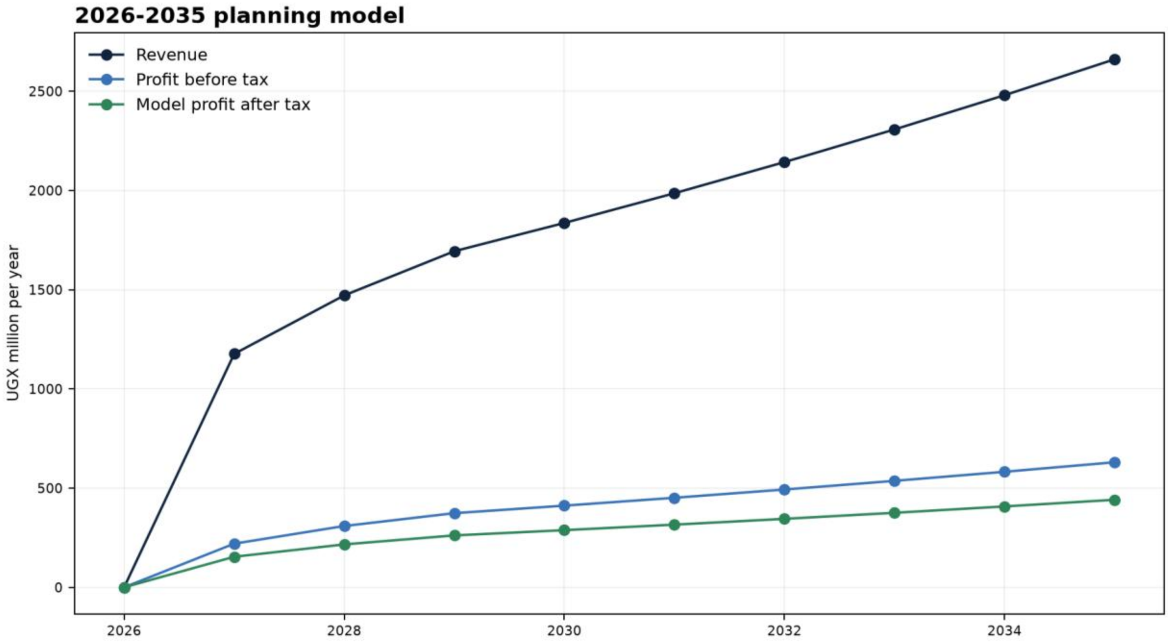


Figure 6: Ten-year planning model. Values after 2031 assume capacity additions financed from retained cash flow.

22. Financing and Capital Strategy

The total requirement is UGX 130,000,000. Suitable funding may combine grant support, patient equity, a shareholder loan, equipment finance or supplier credit. Valuation and equity percentage should be set only after the site, quotations, customer evidence and legal structure are documented.

Capital source	Suitability	Protection condition
Grant/impact award	Useful for prototype, testing and environmental action	Avoid dependence on a single competition
Patient equity	Suitable for long-term industrial build	Written valuation, governance and exit rights
Shareholder loan	Clear repayment while founder retains control	Repayment only from sufficient cash flow
Equipment/supplier finance	Reduces immediate cash requirement	Verify total cost, guarantees and title
Customer deposits	Strengthens working capital and validates demand	Clear delivery schedule and secure custody

The theoretical run-rate profit could imply a very short payback period, but this document does not present that number as a return promise. The operating objective is payback within 12 to 18 months after commercial start, subject to ramp-up, tax, rejection, working capital, investor terms and reinvestment.

23. Risk Register

Risk	Likelihood	Impact	Control
Machine offer exceeds UGX 45m	High	High	Three comparable quotations; reduce specification rather than use buffer
Site rights not secured	Medium	High	Signed lease/use right and land-use review before order
Sales below plan	High	High	Interviews, letters of intent, deposits and weekly pipeline
Cement/input inflation	High	High	Frequent pricing, quotation validity and escalation clauses
Paver contribution too low	High	Medium	Order-only production with minimum contribution
Quality or curing failure	Medium	High	Batch limits, tests, training and external reference tests
Machine breakdown	Medium	High	Maintenance plan, spare-parts pack and service clause
Power/water interruption	Medium	High	Storage, alternatives, load plan and emergency operation
Payment delay	Medium	High	Deposits, credit limits, due-date control and delivery stop
Approval delays	Medium	High	Early URSB, URA, NEMA, local authority, OSH and UNBS checks
Founder operates remotely	Medium	High	Local accountable lead, digital control and clear authority
Fraud or inventory loss	Medium	High	Segregated duties, counts, document trail, access control and banking
Premature expansion	Medium	High	Defer ready-mix, culverts and specialist moulds until gates are met

24. Decision Gates and 90-Day Work Plan

7. Site file: ownership/lease evidence, plan, access, power, water, drainage and neighbour conditions.
8. Legal file: URSB incorporation route, TIN, trading licence and NEMA, OSH and UNBS pre-consultation.
9. Procurement file: three machine quotations, three mould quotations, warranty, spare parts, training and acceptance plan.
10. Market file: 20 interviews, five letters of intent or credible quotation requests and three price checks per core product.
11. Finance file: UGX 130 million budget, milestone drawdown, bank account and evidence/approval rules.
12. Quality file: work instructions, sampling plan, curing register, release tests and complaint process.
13. People/governance file: local roles, contracts, authority, controls and reporting frequency.

Gate	Required condition	Action if not met
G1 Finance	UGX 130m committed and milestone drawdown agreed	Do not order
G2 Site	Rights, approval path and connections confirmed	Change site or renegotiate
G3 Machine	Capacity, moulds, power, warranty and cost documented	Reduce specification or supplier
G4 Market	Letters/quotations support the core sales plan	Reduce start volume and raw stock
G5 Quality	Trial mixes and release criteria passed	Do not sell; adjust recipe/process
G6 Expansion	Six positive cash-flow months and confirmed orders	Continue starter portfolio

25. Conclusion

MICPF is financeable in principle as a lean starter project restricted to core products. Its strength is the combination of local demand validation, production discipline, documented quality and digital management. The critical success factor is controlled execution of four core products, positive unit contribution, customer deposits and strict adherence to the investment ceiling.

The next sensible decision is conditional financing rather than immediate full investment. Once the six gates are supported by evidence, Phase 1 can proceed and later be updated using actual monthly data.

Recommendation for startup advisory

Support the founder with financing strategy, investor readiness, relevant networks, Green Impact Award preparation, governance and realistic milestone funding. The venture remains a Ugandan company; German programmes should be pursued only where site and commercialisation conditions are genuinely satisfied.

Appendix A: Assumptions and Data Register

Category	Planned value/claim	Status	Next evidence
Budget	UGX 130m; UGX 128m essential; UGX 2m buffer	Internally reconciled	Funding commitment and use-of-funds plan
Machine	UGX 45m	Quotation required	Three written quotations
Moulds	UGX 14m	Quotation required	Mould list and service life
Site	Mbarara; no land purchase in budget	Open	Title/lease and authority pre-check
Monthly revenue	UGX 140.02m	Estimated	Letters, orders and capacity evidence
Monthly pre-tax profit	UGX 32.219m	Model value	Actuals after three months
Product prices	See financial model	Estimated/quotation required	Dated market quotations
Input prices	See Section 11	Estimated	Supplier quotations and weighbridge evidence
Competitors	Starting list	Needs verification	Field visit, phone, website or quotation
Taxes	30% simplified model tax	Official rate; application to verify	Ugandan tax adviser

Appendix B: Sources

ID	Source	Use/link
S1	MICPF Funding Data, 9 July 2026	Local project file; budget, costing and metrics
S2	MICPF seedData.ts / calculations.ts	Local integrated data and calculation model
S3	MICPF Master Report 2026-2035	Structure and context only; stale financial figures excluded
S4	FAU Spin-off Advisory Checklist	Founder profile, motivation, idea and advisory needs
S5	Uganda Registration Services Bureau	https://ursb.go.ug/services/business-registration/
S6	Uganda Revenue Authority: Formalisation/TIN	https://ura.go.ug/en/business-formalisation/
S7	NEMA: Project Brief and ESIA	https://www.nema.go.ug/en/project-brief/
S8	UNBS Product Certification	https://unbs.go.ug/content.php?pg=content&src=product-certification
S9	UNBS US 2032:2019 Hollow concrete block	https://webstore.unbs.go.ug/store.php?preview=&src=3873
S10	UNBS US 65:2019 Precast paving units	https://webstore.unbs.go.ug/store.php?preview=&src=3872
S11	URA Corporation Tax	https://ura.go.ug/en/corporation-tax/
S12	URA VAT registered category / EFRIS	https://ura.go.ug/en/vat-registered-category/
S13	MGLSD OSHMIS Workplace Registration	https://oshmis.mglsd.go.ug/
S14	NSSF Uganda Employer Registration	https://www.nssfug.org/media-center/resource-center/resource-center/

Appendix C: Verification and Disclaimer

This business plan is not a promise of funding, return, certification or market success. It is based on the current integrated project model and clearly labelled assumptions. Machinery cost, input price, selling price, competitor information, site rights, construction and environmental requirements, product standards, tax treatment and supplier terms must be reconfirmed before binding contracts. The model tax is not tax advice, and the technical mixes are not certified recipes or structural designs.

Mbarara Integrated Concrete Products Factory | Hillary Arindamukama | August 2026