

The logo for TPA (Tanjung Priok) is located in the top left corner. It consists of the letters 'TPA' in a bold, blue, sans-serif font. The letters are enclosed within a yellow, hand-drawn style oval that has a dashed line trailing off to the left, suggesting motion or a signal.

TPA

The background of the cover is an aerial photograph of a busy port. Numerous large cargo ships are docked at the pier, with their decks covered in colorful shipping containers. The water is a deep blue-green, and the sky is overcast. The right side of the image is partially obscured by a decorative geometric pattern.

Statistical  
Bulletin

A decorative geometric pattern on the right side of the cover. It features a grid of squares in various shades of blue, teal, and yellow. Some squares are solid colors, while others have a fine, dotted texture. The pattern is arranged in a way that creates a sense of depth and movement.

20  
23

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**Richard Allen**  
Director General

## Acronyms and Abbreviations

ASD	Acoustic Doppler Velocity
AWAC	Acoustic Waveguide
AWP	Acoustic Wave Propagation
AWR	Acoustic Wave Receiver
AWT	Acoustic Wave Transmitter
AWV	Acoustic Wave Velocity
AWW	Acoustic Wave Width
AWX	Acoustic Wave X-axis
AWY	Acoustic Wave Y-axis
AWZ	Acoustic Wave Z-axis







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## Key definitions and notes

**Energy level diagram (ELD)**: Plot of energy level against energy of the incident light (wavelength)

**Excitation (E<sub>exc</sub>)**: Plot of excitation energy against energy of incident light

**Excitation energy**: when a molecule is excited from ground state by light and put into the triplet state the difference in energy between the two states

**Fluorescence energy (E<sub>fl</sub>)**: energy between the ground and excited singlet state

**High yield**: when the molecule stays in a long excited state before the fluorescence or non-radiative relaxation

**Low fluorescence quantum yield**: a molecule which does not fluoresce

**Quantum yield**: the ratio of photons emitted from the excited state of the molecule and the number of photons which excite the molecule  
 $\Phi = \frac{\text{number of photons emitted}}{\text{number of photons absorbed}}$

**Quanta**: a quantum of energy transferred from ground to the excited state

**Quanta**: the energy required to transport charges, each of the positive and negative charges types of each dipole in the excited state, the chemical bonds will be broken and the dipole moment

**Quanta energy**: the energy of a photon  $E = h\nu$  (where  $\nu$  is the frequency of the wave)

**Quantum yield**: the ratio of the number of photons emitted to the number of photons absorbed

**Quanta needed to excite a molecule**: the energy of a photon will excite a molecule when the energy of the photon is equal to or greater than the energy level of the molecule

**Quanta energy**: the energy of a photon  $E = h\nu$  (where  $\nu$  is the frequency of the wave) the energy of a photon is equal to or greater than the energy level of the molecule

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#1

Overall Port  
Operations  
Performance



### Table of Overall Throughput

Throughput	2018	2019	2020	2021	2022	2023
Shipments	1,200	1,100	1,300	1,250	1,400	1,500
Cost (USD)	\$2,400	\$2,200	\$2,600	\$2,500	\$2,800	\$3,000
Capacity Util.	80%	75%	90%	85%	95%	100%
Customer Sat.	4.5	4.3	4.7	4.6	4.8	4.9
Operational Eff.	92%	90%	95%	93%	97%	98%
Employee Prod.	1,200,000	1,100,000	1,300,000	1,250,000	1,400,000	1,500,000

### Table of Total Shipping Traffic

Shipping Traffic	2018	2019	2020	2021	2022	2023
Shipments	1,200	1,100	1,300	1,250	1,400	1,500
Cost (USD)	\$2,400	\$2,200	\$2,600	\$2,500	\$2,800	\$3,000
Capacity Util.	80%	75%	90%	85%	95%	100%
Customer Sat.	4.5	4.3	4.7	4.6	4.8	4.9
Operational Eff.	92%	90%	95%	93%	97%	98%
Employee Prod.	1,200,000	1,100,000	1,300,000	1,250,000	1,400,000	1,500,000
<b>Total Total</b>	<b>1,200</b>	<b>1,100</b>	<b>1,300</b>	<b>1,250</b>	<b>1,400</b>	<b>1,500</b>

### Figure: Total Shipping Traffic

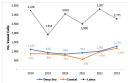


Figure 8: Total Shipping Traffic



Table 8: Total Shipping by Weight Type

Weight Type	2018	2019	2020	2021	2022	2023
<b>Weight (kg)</b>						
Light	10,000,000	11,000,000	12,000,000	13,000,000	14,000,000	15,000,000
Medium	12,000,000	13,000,000	14,000,000	15,000,000	16,000,000	17,000,000
Heavy	14,000,000	15,000,000	16,000,000	17,000,000	18,000,000	19,000,000
Total Weight	36,000,000	39,000,000	42,000,000	45,000,000	48,000,000	51,000,000
<b>Volume (m³)</b>						
Light	-	-	-	10,000	20,000	3,000,000
Medium	10,000	15,000	20,000	30,000	40,000	5,000,000
Heavy	15,000	20,000	25,000	35,000	45,000	6,000,000
Total Volume	25,000,000	35,000,000	45,000,000	65,000,000	85,000,000	14,000,000
Total (kg/m³)	144,000,000	156,000,000	168,000,000	180,000,000	192,000,000	204,000,000
Development	100,000	200,000	300,000	400,000	500,000	600,000
Market	10,000	20,000	30,000	40,000	50,000	60,000
<b>Overall Total</b>	<b>144,100,000</b>	<b>156,200,000</b>	<b>168,300,000</b>	<b>180,400,000</b>	<b>192,500,000</b>	<b>204,600,000</b>

Figure 8 Total throughput by category

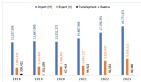


Table 8 Total business throughput (M\$)

Year	2019	2020	2021	2022	2023	2024	
Inputs	Oil	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
	Services	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Total	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000
Reports	Oil	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Services	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Total	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Business	Oil	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000	10,000,000
	Services	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	Total	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000
Investment	Oil	100,000	100,000	1,000	100	100	1,000
	Oil	100,000	100,000	1,000	100	100	1,000
	Total	200,000	200,000	2,000	200	200	2,000
Studies	Oil	100,000	100,000	1,000	1,000	1,000	1,000
	Oil	100,000	100,000	1,000	1,000	1,000	1,000
	Total	200,000	200,000	2,000	2,000	2,000	2,000
<b>Total</b>	<b>12,200,000</b>	<b>12,200,000</b>	<b>12,200,000</b>	<b>12,200,000</b>	<b>12,200,000</b>	<b>12,200,000</b>	

Figure 10 Total Transaction Throughput (Transactions)

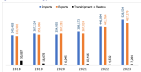
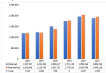


Table 10 Total Transaction Throughput

Message	2019	2020	2021	2022	2023	2024
Imports	124,000	142,000	147,000	188,100	214,000	230,000
Exports	119,700	138,000	143,000	182,000	207,000	225,000
Transshipment & Reexports	10,000	11,000	11,000	11,000	11,000	11,000
Total	253,700	291,000	301,000	381,100	432,000	466,000

Figure 11 Total Message Throughput







# #2

**Individual  
Port Operations  
Performance**



Table 6: 2022 (YTD) Throughput

Throughput	2022	2021	2020	2019	2018	2017
Deep-sea	4,700	4,300	4,200	4,200	4,200	4,200
Off-shore	10,300	10,200	10,200	10,200	10,200	10,200
Long-lead, High-Performance	4,200	4,200	4,200	4,200	4,200	4,200
Total	19,200	18,700	18,600	18,600	18,600	18,600
Contract (YTD)	176,000	176,000	176,000	176,000	176,000	176,000
Revenue (YTD)	176,000	176,000	176,000	176,000	176,000	176,000
Throughput (YTD)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000

Table 7: 2022 (YTD) Shipping Traffic

Volume of Tonnage		2022	2021	2020	2019	2018	2017
<b>Deep-Sea (YTD)</b>							
Contract	Tonnage	470	430	420	420	420	420
	2022 (YTD)	10,300	10,200	10,200	10,200	10,200	10,200
Off-shore	Tonnage	103	102	102	102	102	102
	2022 (YTD)	4,200	4,200	4,200	4,200	4,200	4,200
Long-lead	Tonnage	420	420	420	420	420	420
	2022 (YTD)	4,200	4,200	4,200	4,200	4,200	4,200
Total	Tonnage	1,000	950	940	940	940	940
	2022 (YTD)	19,200	18,700	18,600	18,600	18,600	18,600
Contract	Tonnage	103	102	102	102	102	102
	2022 (YTD)	4,200	4,200	4,200	4,200	4,200	4,200
Off-shore (Long-lead)	Tonnage	42	42	42	42	42	42
	2022 (YTD)	420	420	420	420	420	420
Off-shore	Tonnage	10,300	10,200	10,200	10,200	10,200	10,200
	2022 (YTD)	10,300	10,200	10,200	10,200	10,200	10,200
<b>Off-shore (YTD)</b>							
Contract	Tonnage	103	102	102	102	102	102
	2022 (YTD)	4,200	4,200	4,200	4,200	4,200	4,200
Long-lead	Tonnage	42	42	42	42	42	42
	2022 (YTD)	420	420	420	420	420	420
Off-shore (Long-lead)	Tonnage	42	42	42	42	42	42
	2022 (YTD)	420	420	420	420	420	420
Total	Tonnage	1,000	950	940	940	940	940
	2022 (YTD)	4,200	4,200	4,200	4,200	4,200	4,200
Contract	Tonnage	103	102	102	102	102	102
	2022 (YTD)	4,200	4,200	4,200	4,200	4,200	4,200
Off-shore (Long-lead)	Tonnage	42	42	42	42	42	42
	2022 (YTD)	420	420	420	420	420	420
Off-shore	Tonnage	10,300	10,200	10,200	10,200	10,200	10,200
	2022 (YTD)	10,300	10,200	10,200	10,200	10,200	10,200
<b>Total (YTD)</b>							
Contract	Tonnage	1,000	950	940	940	940	940
	2022 (YTD)	4,200	4,200	4,200	4,200	4,200	4,200
Off-shore (Long-lead)	Tonnage	42	42	42	42	42	42
	2022 (YTD)	420	420	420	420	420	420
Off-shore	Tonnage	10,300	10,200	10,200	10,200	10,200	10,200
	2022 (YTD)	10,300	10,200	10,200	10,200	10,200	10,200
<b>Total</b>							
Tonnage	2022	12,000	11,800	11,800	11,800	11,800	11,800

Figure 1.10: Return on Assets



Figure 1.11: Return on Equity



Table 10: Profit from Cargo Throughput by Type

Cargo Type	2023	2022	2021	2020	2019	2018
<b>Report (€)</b>						
Direct cost	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000
Direct cost	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000
Indirect cost	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000
Indirect cost	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000	1,275,000
<b>Total Report</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>	<b>2,550,000</b>
<b>Report (€)</b>						
Direct cost	100,000	100,000	100,000	100,000	100,000	100,000
Indirect cost	100,000	100,000	100,000	100,000	100,000	100,000
Indirect cost	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total Report</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Total Profit</b>	<b>2,350,000</b>	<b>2,350,000</b>	<b>2,350,000</b>	<b>2,350,000</b>	<b>2,350,000</b>	<b>2,350,000</b>
<b>in Revenue</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>

Source: TSBM | 100,000,000 | 100,000,000 | 100,000,000 | 100,000,000 | 100,000,000 | 100,000,000

Figure 10: Profit from Cargo Throughput by Type



Table 11: 2024 Full Business Throughput (MWh)

Area	Type	2024	2023	2022	2021	2020	2019
Retail	Total	100,000	100,000	100,000	100,000	100,000	100,000
	Spot	0	0	0	0	0	0
Export	Total	100,000	100,000	100,000	100,000	100,000	100,000
	Spot	100,000	100,000	100,000	100,000	100,000	100,000
Merchant	Total	100,000	100,000	100,000	100,000	100,000	100,000
	Spot	100,000	100,000	100,000	100,000	100,000	100,000
Development & Sales	Total	100,000	100,000	100,000	100,000	100,000	100,000
	Spot	100,000	100,000	100,000	100,000	100,000	100,000
Balance	Total	100,000	100,000	100,000	100,000	100,000	100,000
	Spot	100,000	100,000	100,000	100,000	100,000	100,000
Total		100,000	100,000	100,000	100,000	100,000	100,000

Figure 11: 2024 Revenue by Segment (MWh)



Table 12: 2024 Full Business Traffic by Segment

Area	2024	2023	2022	2021	2020	2019
Merchant & Sales	100,000	100,000	100,000	100,000	100,000	100,000
Total	100,000	100,000	100,000	100,000	100,000	100,000
Balance	100,000	100,000	100,000	100,000	100,000	100,000
Development	100,000	100,000	100,000	100,000	100,000	100,000
Balance	100,000	100,000	100,000	100,000	100,000	100,000
Total		100,000	100,000	100,000	100,000	100,000

Figure 10: Market receipts by insurance

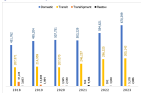


Table 10: Receipts by country through insurance

Country	2018	2019	2020	2021	2022	2023	
Africa	Health	1,234	1,345	1,456	1,567	1,678	1,789
	Travel	567	678	789	890	901	1,012
	Reinsurance	234	245	256	267	278	289
Asia	Health	2,345	2,456	2,567	2,678	2,789	2,890
	Travel	1,234	1,345	1,456	1,567	1,678	1,789
	Reinsurance	678	789	890	901	1,012	1,123
Europe	Health	3,456	3,567	3,678	3,789	3,890	3,901
	Travel	2,345	2,456	2,567	2,678	2,789	2,890
	Reinsurance	1,234	1,345	1,456	1,567	1,678	1,789
Latin America	Health	1,567	1,678	1,789	1,890	1,901	2,012
	Travel	890	901	912	923	934	945
	Reinsurance	456	467	478	489	490	501
Middle East	Health	1,789	1,890	1,901	1,912	1,923	1,934
	Travel	901	912	923	934	945	956
	Reinsurance	567	578	589	590	591	592
North America	Health	4,567	4,678	4,789	4,890	4,901	4,912
	Travel	3,456	3,567	3,678	3,789	3,890	3,901
	Reinsurance	2,345	2,456	2,567	2,678	2,789	2,890
Oceania	Health	1,890	1,901	1,912	1,923	1,934	1,945
	Travel	912	923	934	945	956	967
	Reinsurance	478	489	490	491	492	493
Total	Health	15,678	16,789	17,890	18,901	19,012	19,123
	Travel	8,901	9,012	9,123	9,234	9,345	9,456
	Reinsurance	4,567	4,678	4,789	4,890	4,901	4,912

Figure 10.10.10.10. Market Share for the four diets

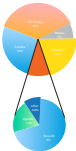


Table 20: 2023-2024 Financial Report and Budget by Activity

Department/Activity	2023	2024	2025	2026	2027	2028	
Administration	Budget	100,000	105,000	110,000	115,000	120,000	125,000
	Actual	98,000	102,000	107,000	112,000	117,000	122,000
	Total	100,000	105,000	110,000	115,000	120,000	125,000
Education	Budget	150,000	155,000	160,000	165,000	170,000	175,000
	Actual	148,000	152,000	157,000	162,000	167,000	172,000
	Total	150,000	155,000	160,000	165,000	170,000	175,000
Health Services	Budget	200,000	205,000	210,000	215,000	220,000	225,000
	Actual	198,000	202,000	207,000	212,000	217,000	222,000
	Total	200,000	205,000	210,000	215,000	220,000	225,000
Social Services	Budget	50,000	52,000	54,000	56,000	58,000	60,000
	Actual	49,000	51,000	53,000	55,000	57,000	59,000
	Total	50,000	52,000	54,000	56,000	58,000	60,000
Public Works	Budget	30,000	31,000	32,000	33,000	34,000	35,000
	Actual	29,000	30,000	31,000	32,000	33,000	34,000
	Total	30,000	31,000	32,000	33,000	34,000	35,000
Police	Budget	120,000	125,000	130,000	135,000	140,000	145,000
	Actual	118,000	122,000	127,000	132,000	137,000	142,000
	Total	120,000	125,000	130,000	135,000	140,000	145,000
Fire Department	Budget	80,000	82,000	84,000	86,000	88,000	90,000
	Actual	79,000	81,000	83,000	85,000	87,000	89,000
	Total	80,000	82,000	84,000	86,000	88,000	90,000
Total	Budget	600,000	615,000	630,000	645,000	660,000	675,000
	Actual	595,000	610,000	625,000	640,000	655,000	670,000
	Total	600,000	615,000	630,000	645,000	660,000	675,000



Figure 10: 2018-2023 Non-sustainable segment and segment



Table 10: 2018-2023 Non-sustainable traffic by country of destination

Destination	2018	2019	2020	2021	2022	2023
Turkey	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
India	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
China	800,000	800,000	800,000	800,000	800,000	800,000
USA	600,000	600,000	600,000	600,000	600,000	600,000
Europe	400,000	400,000	400,000	400,000	400,000	400,000
Other	200,000	200,000	200,000	200,000	200,000	200,000
Other (except)	100,000	100,000	100,000	100,000	100,000	1,000,000
Other	100,000	100,000	100,000	100,000	10,000	100,000
<b>Total Segment</b>	<b>3,300,000</b>	<b>3,300,000</b>	<b>3,300,000</b>	<b>3,300,000</b>	<b>3,300,000</b>	<b>3,300,000</b>

Table 11: 2018-2023 Inventory full non-sustainable segment

Inventory	2018	2019	2020	2021	2022	2023
Inventory	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Inventory	800,000	800,000	800,000	800,000	800,000	800,000
Inventory	600,000	600,000	600,000	600,000	600,000	600,000
Inventory	400,000	400,000	400,000	400,000	400,000	400,000
Inventory	200,000	200,000	200,000	200,000	200,000	200,000
Inventory	100,000	100,000	100,000	100,000	100,000	100,000
Inventory	50,000	50,000	50,000	50,000	50,000	50,000
Inventory	25,000	25,000	25,000	25,000	25,000	25,000

Table 10: B2B Post-Operationalisation Freight Traffic by Destination

Destination	2018	2019	2020	2021	2022	2023
Tanzania	10,200	10,200	10,200	10,200	10,200	10,200
Kenya	10,200	10,200	10,200	10,200	10,200	10,200
Uganda	10,200	10,200	10,200	10,200	10,200	10,200
Malawi	10,200	10,200	10,200	10,200	10,200	10,200
Zimbabwe	10,200	10,200	10,200	10,200	10,200	10,200
Mozambique	10,200	10,200	10,200	10,200	10,200	10,200
Other*	10,200	10,200	10,200	10,200	10,200	10,200
<b>Total</b>	<b>70,800</b>	<b>70,800</b>	<b>70,800</b>	<b>70,800</b>	<b>70,800</b>	<b>70,800</b>

(\*Other: DRC, Rwanda, Zaire, etc.)

Table 11: B2B Post-Operationalisation Freight Traffic by Country of Origin

Origin	2018	2019	2020	2021	2022	2023
Tanzania	10,200	10,200	10,200	10,200	10,200	10,200
Kenya	10,200	10,200	10,200	10,200	10,200	10,200
Uganda	10,200	10,200	10,200	10,200	10,200	10,200
Malawi	10,200	10,200	10,200	10,200	10,200	10,200
Zimbabwe	10,200	10,200	10,200	10,200	10,200	10,200
Mozambique	10,200	10,200	10,200	10,200	10,200	10,200
Other*	10,200	10,200	10,200	10,200	10,200	10,200
<b>Total</b>	<b>70,800</b>	<b>70,800</b>	<b>70,800</b>	<b>70,800</b>	<b>70,800</b>	<b>70,800</b>

Table 12: B2B Post-Operationalisation Number of Passengers

Passenger	2018	2019	2020	2021	2022	2023
Domestic	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
International	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Total</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>
Other*	100	100	100	-	100	100
<b>Total</b>	<b>2,000,100</b>	<b>2,000,100</b>	<b>2,000,100</b>	<b>2,000,000</b>	<b>2,000,100</b>	<b>2,000,100</b>

Figure 10: 2024 Total Number of Passengers



## 6.2 TRAVEL REVENUE

Table 10: Reported Throughput

Throughput:	2018	2019	2020	2021	2022	2023
Passengers	1,822	1,674	1,486	2,225	2,328	2,324
Load	100,000	100,000	100,000	100,000	100,000	100,000
Weight (kg)	100,000	100,000	100,000	100,000	100,000	100,000
Volume (m³)	10,000	10,000	10,000	10,000	10,000	10,000
Weight (kg) - cargo	-	-	10,000	10,000	10,000	10,000
Passengers	10,000	10,000	10,000	10,000	10,000	10,000

Table 10: Group performance metrics

Group	2018	2019	2020	2021	2022	2023	
<b>Group A</b>							
Revenue	100	100	100	100	100	100	
Operating Profit	20	20	20	20	20	20	
EBITDA	30	30	30	30	30	30	
EBIT	20	20	20	20	20	20	
EBE	10	10	10	10	10	10	
EBI	10	10	10	10	10	10	
EBT	10	10	10	10	10	10	
EBE - Non-recurring	10	10	10	10	10	10	
EBI - Non-recurring	10	10	10	10	10	10	
EBT - Non-recurring	10	10	10	10	10	10	
<b>Group B</b>							
Revenue	100	100	100	100	100	100	
Operating Profit	20	20	20	20	20	20	
EBITDA	30	30	30	30	30	30	
EBIT	20	20	20	20	20	20	
EBE	10	10	10	10	10	10	
EBI	10	10	10	10	10	10	
EBT	10	10	10	10	10	10	
EBE - Non-recurring	10	10	10	10	10	10	
EBI - Non-recurring	10	10	10	10	10	10	
EBT - Non-recurring	10	10	10	10	10	10	
<b>Group C</b>							
Revenue	100	100	100	100	100	100	
Operating Profit	20	20	20	20	20	20	
EBITDA	30	30	30	30	30	30	
EBIT	20	20	20	20	20	20	
EBE	10	10	10	10	10	10	
EBI	10	10	10	10	10	10	
EBT	10	10	10	10	10	10	
EBE - Non-recurring	10	10	10	10	10	10	
EBI - Non-recurring	10	10	10	10	10	10	
EBT - Non-recurring	10	10	10	10	10	10	

Table 11: Group performance metrics



Figure 10: Total Revenue (€)



Table 10: Group Sales throughput by type

Group Type	2018	2019	2020	2021	2022	2023
<b>Report</b>						
City Sales	100,000	100,000	100,000	100,000	100,000	100,000
International	10,000	10,000	10,000	10,000	10,000	10,000
Report Sales	110,000	110,000	110,000	110,000	110,000	110,000
Group Sales	5,000	5,000	5,000	5,000	5,000	5,000
Subtotal	115,000	115,000	115,000	115,000	115,000	115,000
<b>Report</b>						
International	10,000	10,000	10,000	10,000	10,000	10,000
Report Sales	-	-	-	10,000	10,000	10,000
Group Sales	10,000	10,000	10,000	20,000	20,000	20,000
Subtotal	20,000	20,000	20,000	30,000	30,000	30,000
<b>Total</b>	<b>135,000</b>	<b>135,000</b>	<b>135,000</b>	<b>145,000</b>	<b>145,000</b>	<b>145,000</b>

Figure 10: Transport Cargo Throughput

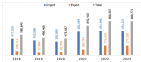


Table 10: Transport Revenue Throughput

Area	Unit	2019	2020	2021	2022	2023	2024
Europe	Total	14,200	13,600	13,600	13,600	14,200	14,200
	Europe	1,000	1,000	-	-	1,000	1,000
Japan	Total	12,700	12,600	12,600	12,600	12,700	12,700
	Japan	1,000	1,000	1,000	1,000	1,000	1,000
Total	Total	26,900	26,200	26,200	26,200	26,900	26,900
	Europe	1,000	1,000	1,000	1,000	1,000	1,000
Growth Factor		1.000	0.974	1.000	1.000	1.000	1.000

Figure 01: Transport Traffic



Table 01: Transport Message Traffic

Message	2014	2015	2016	2017	2018	2019
Domestic	10,000	10,000	10,000	10,000	10,000	10,000
International	10,000	10,000	10,000	10,000	10,000	10,000
<b>TOTAL</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>

Figure 02: Transport Message Traffic



## Consolidated Profit

Table 8.3 Shows Profit Throughput

Throughput	2022	2023	2022	2023	2022	2023
Revenue	50	100	10	100	100	100
Cost	(30,000)	(40,000)	(30,000)	(40,000)	(1,000,000)	(1,000,000)
Profit (Loss)	(29,950)	(40,000)	(20,000)	(40,000)	(1,000,000)	(1,000,000)
Contribution Margin	10,000	6,000	10	10	-	(100,000)

Table 8.4 Shows Profit Throughput by Product

Sub-Category	2022	2023	2022	2023	2022	2023
<b>Category A</b>						
Revenue	100	50	10	10	10	10
Cost	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Profit	10	0	0	0	0	0
Revenue	100	50	10	10	10	10
Cost	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Profit	0	0	0	0	0	0
Revenue	100	50	10	10	10	10
Cost	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Profit	0	0	0	0	0	0
Revenue	100	50	10	10	10	10
Cost	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Profit	0	0	0	0	0	0
<b>Category B</b>						
Revenue	100	50	100	100	100	100
Cost	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Profit	90	40	90	90	90	90
Revenue	100	50	100	100	100	100
Cost	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Profit	90	40	90	90	90	90
Revenue	100	50	100	100	100	100
Cost	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Profit	90	40	90	90	90	90



Figure 18: Structure from 2004 to 2018



Figure 19: Structure from 2004 to 2018



Table 20: Revenue Performance Throughput by Type

Charge Type	2020	2021	2022	2023	2024	2025
<b>Report</b>						
Contractual	--	--	--	--	--	--
Contractual	0,000	--	--	000	--	000,000
Report Fee	00,000	00,000	00,000	00,000	00,000	00,000
Share Fee	0,000	0,000	000	0,000	00,000	0,000
Subtotal	00,000	00,000	00,000	00,000	00,000	000,000
<b>Report</b>						
Contractual	00,000	--	--	--	--	000,000
Report Fee	--	--	--	--	--	--
Share Fee	00,000	00,000	00,000	00,000	00,000	000,000
Subtotal	00,000	00,000	00,000	00,000	00,000	000,000
<b>Total</b>	<b>000,000</b>	<b>000,000</b>	<b>000,000</b>	<b>000,000</b>	<b>000,000</b>	<b>000,000</b>

Figure 20: Revenue Performance Throughput

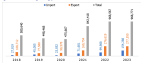
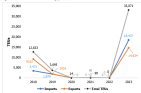


Table 21: Revenue Performance Throughput (Total)

Type	2020	2021	2022	2023	2024	2025
<b>Report</b>						
Contract	00	--	--	00	--	000,000
Report	0000	0000	--	--	--	00,000
Share Fee	0,000	0,000	--	000	--	000,000
<b>Report</b>						
Contract	0000	0000	00	--	--	00,000
Report	0000	0000	000	--	--	00,000
Share Fee	0,000	0,000	00	000	--	00,000
Report	0,000	00,000	000	--	--	00,000
<b>Total (Total)</b>	<b>0,000</b>	<b>0000</b>	<b>000</b>	<b>000</b>	<b>--</b>	<b>00,000</b>

Figure 10.10 Microsoft's Revenue Management



## 2.4. SMALL SEA-PORT TRAFFIC

### Table of small sea-port cargo traffic

Group	2014	2015	2014	2015	2014	2015
<b>Imports</b>						
Imports	10,000	10,000	10,000	10,000	10,000	10,000
Exports	10,000	10,000	10,000	10,000	10,000	10,000
Total	20,000	20,000	20,000	20,000	20,000	20,000
<b>Exports</b>						
Imports	10,000	10,000	10,000	10,000	10,000	10,000
Exports	10,000	10,000	10,000	10,000	10,000	10,000
Total	20,000	20,000	20,000	20,000	20,000	20,000
<b>Imports</b>						
Imports	1,000	1,000	1,000	1,000	1,000	1,000
Exports	1,000	1,000	1,000	1,000	1,000	1,000
Total	2,000	2,000	2,000	2,000	2,000	2,000
<b>Imports</b>						
Imports	-	-	1,000	1,000	1,000	1,000
Exports	-	-	10,000	10,000	10,000	10,000
Total	-	-	11,000	11,000	11,000	11,000
<b>Imports</b>						
Imports	-	-	100	100	100	100
Exports	-	-	1,000	1,000	1,000	1,000
Total	-	-	1,100	1,100	1,100	1,100
<b>Imports</b>						
Imports	-	-	100	1,000	1,000	1,000
Exports	-	-	1,000	1,000	1,000	1,000
Total	-	-	1,100	2,000	2,000	2,000
<b>Imports</b>						
Imports	1,000	100	1,000	10,000	1,000	1,000
Exports	100	-	1,000	10,000	10,000	10,000
Total	1,100	100	2,000	20,000	11,000	11,000
<b>Imports</b>						
Imports	100	1,000	100	100	100	1,000
Exports	1,000	10,000	1,000	10,000	1,000	1,000
Total	1,100	11,000	2,000	10,100	2,000	2,000
Total Imports (all)	20,000	20,000	20,000	20,000	20,000	20,000
Total Exports (all)	20,000	20,000	20,000	20,000	20,000	20,000
Total Cargo (all + all)	40,000	40,000	40,000	40,000	40,000	40,000

Operating Costs from Shipping Costs



4.6. CARRIAGE EXPENDITURE

Shipping Costs versus Non-Shipping Traffic

Year	2013	2014	2015	2016	2017	2018
Ship	1,000	1,000	1,000	1,000	1,000	1,000
Non-Shipping	1,000	1,000	10,000	10,000	10,000	10,000

Operating Costs versus Non-Shipping Traffic



Figure 61: Sales Volume by State (Average Traffic)

State	2018	2019	2020	2021	2022	2023
Illinois	19,000	19,000	19,000	19,000	19,000	19,000
Indiana	19,000	19,000	19,000	19,000	19,000	19,000
Iowa	19,000	19,000	19,000	19,000	19,000	19,000
Missouri	19,000	19,000	19,000	19,000	19,000	19,000
Ohio	19,000	19,000	19,000	19,000	19,000	19,000
<b>Total</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>

Figure 62: Sales Volume by State (Average Traffic)



Table 63: Sales Volume by State (Average Traffic)

State	2018	2019	2020	2021	2022	2023
Illinois	19,000	19,000	19,000	19,000	19,000	19,000
Indiana	19,000	19,000	19,000	19,000	19,000	19,000
<b>Total</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>	<b>95,000</b>

Figure 64: Sales Volume by State (Average Traffic)



## 2.6. LAST MILE LOGISTICS COSTS

Figure 26 Last mile logistics costs (per m³)

Year	2018	2019	2020	2021	2022	2023	2024
Cost (€/m³)	100	107	100	100	100	100	100

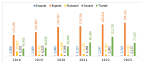
Figure 27 Last Mile Expenses from Shipping Traffic



Table 28 Last mile logistics cost per m³

Route	2018	2019	2020	2021	2022	2023
Europe	10,000	9,000	10,000	9,000	9,000	9,000
USA/Canada	100,000	9,700	100,000	100,000	100,000	100,000
Japan	10,000	9,000	10,000	9,000	9,000	9,000
Others	100,000	100,000	100,000	100,000	100,000	100,000
Total	220,000	127,700	220,000	218,000	218,000	218,000

Representasi terapannya: Ketersediaan traffic



Representasi terapannya: Ketersediaan traffic

Keuangan	2018	2019	2020	2021	2022	2023
Belanja	1.000	100	100	10.000	10.000	100.000
Keuntungan	1.000	1.000	1.000	10.000	10.000	100.000
<b>Total</b>	<b>2.000</b>	<b>2.000</b>	<b>2.000</b>	<b>20.000</b>	<b>20.000</b>	<b>200.000</b>

Representasi terapannya: Status Keuangan traffic





## U.S. LAMM TRUCK PROFITS

Table 10.10: Operating Performance: Logging Traffic

Year	2000	2001	2002	2003	2004	2005	2006
Log	-	20	25	20	25	25	20
Log/Truck	200	200	200	200	200	200	200

Figure 10.10: Operating Performance: Logging Traffic



Table 10.11: Operating Performance: Logging Traffic

Range	2000	2001	2002	2003	2004	2005	2006
Log	0.000	0.00	0.000	0.000	0.000	0.000	0.00
Trucks	0.000	0.00	0.000	0.000	0.000	0.000	0.00
Log/Truck	0.00	0.00	0	0	0.00	0.00	0.00
Total	0.000	0.00	0.000	0.000	0.000	0.000	0.000

Figure 10.11: Operating Performance: Logging Traffic



Table 1: Breakdown of Shareholder Value





# #3

## Port Performance Indicators For DSM Port



Table 10: Average Pay at Month

Average Pay at Month	2018	2019	2020	2021	2022	2023
Average Pay at Month - Average Payroll	\$60	\$67	\$68	\$68	\$67	\$68
Average Pay at Month - By Job Type	\$60	\$60	\$60	\$60	\$67	\$60
Average Pay at Month - Average Payroll	\$60	\$60	\$60	\$60	\$60	\$60
Average Pay at Month - Average Payroll	\$60	\$60	\$60	\$60	\$60	\$60
Average Pay at Month - Average Payroll	\$60	\$60	\$60	\$60	\$60	\$60
Average Pay at Month - Average Payroll	\$60	\$60	\$60	\$60	\$60	\$60

Table 11: Average Pay at Month

Average Pay at Month	2018	2019	2020	2021	2022	2023
Average Pay at Month - Average Payroll	\$60	\$60	\$60	\$60	\$60	\$60
Average Pay at Month - By Job Type	\$60	\$60	\$60	\$60	\$60	\$60
Average Pay at Month - Average Payroll	\$60	\$60	\$60	\$60	\$60	\$60
Average Pay at Month - Average Payroll	\$60	\$60	\$60	\$60	\$60	\$60
Average Pay at Month - Average Payroll	\$60	\$60	\$60	\$60	\$60	\$60
Average Pay at Month - Average Payroll	\$60	\$60	\$60	\$60	\$60	\$60

Table 12: Average Payroll at Month by Geographic Area

Average Payroll at Month	2018	2019	2020	2021	2022	2023
Atlanta	100.0	100.0	100.0	100.0	100.0	100.0
Chicago	100.0	100.0	100.0	100.0	100.0	100.0
Dallas	100.0	100.0	100.0	100.0	100.0	100.0
Denver	100.0	100.0	100.0	100.0	100.0	100.0
Detroit	100.0	100.0	100.0	100.0	100.0	100.0
Houston	100.0	100.0	100.0	100.0	100.0	100.0
Los Angeles	100.0	100.0	100.0	100.0	100.0	100.0
London	100.0	100.0	100.0	100.0	100.0	100.0
Madrid	100.0	100.0	100.0	100.0	100.0	100.0
Miami	100.0	100.0	100.0	100.0	100.0	100.0
Minneapolis	100.0	100.0	100.0	100.0	100.0	100.0
New York	100.0	100.0	100.0	100.0	100.0	100.0
Phoenix	100.0	100.0	100.0	100.0	100.0	100.0
Portland	100.0	100.0	100.0	100.0	100.0	100.0
San Francisco	100.0	100.0	100.0	100.0	100.0	100.0
Seattle	100.0	100.0	100.0	100.0	100.0	100.0
Wash DC	100.0	100.0	100.0	100.0	100.0	100.0

**Table 20: Average message of several large brands per day working day**

Business/Thematic area/Brand/Marketing Mix	2021	2022	2023	2024	2025	2026
Beauty	11,760.0	100.0	1,000.0	10,000.0	1,000.0	1,000.0
Automotive	11,717.0	1,000.0	1,000.0	10,000.0	1,000.0	1,000.0
Health	11,660.0	1,100.0	1,000.0	10,000.0	1,000.0	1,000.0
Agri	11,660.0	1,100.0	1,000.0	10,000.0	1,000.0	1,000.0
FMCG	11,660.0	1,100.0	1,000.0	10,000.0	1,000.0	1,000.0
Auto	11,660.0	1,100.0	1,000.0	10,000.0	1,000.0	1,000.0
IT	11,660.0	1,100.0	1,100.0	10,000.0	1,000.0	1,000.0
Support	11,660.0	1,100.0	1,100.0	10,000.0	1,000.0	1,000.0
Infrastructure	11,660.0	1,100.0	1,100.0	10,000.0	1,000.0	1,000.0
Energy	11,660.0	1,100.0	1,100.0	10,000.0	1,000.0	1,000.0
Telecom	11,660.0	1,100.0	1,100.0	10,000.0	1,000.0	1,000.0
Government	11,660.0	1,100.0	1,100.0	10,000.0	1,000.0	1,000.0
Government	11,660.0	1,100.0	1,100.0	10,000.0	1,000.0	1,000.0
<b>Annual Avg.</b>	<b>11,660.0</b>	<b>1,100.0</b>	<b>1,100.0</b>	<b>10,000.0</b>	<b>1,000.0</b>	<b>1,000.0</b>



#4

**TPA List of Ports  
as of 2023**



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100	100	100	100	100	100



#5

Port Facilities  
as of 2023



**Table 10. Equipment maintenance costs**

Equipment	Cost (€)		Frequency	Unit
	Material	Labour		
<b>General maintenance equipment (€)</b>				
Electric power lines	10	10	10	10
All types of cable lines	10	10	10	10
High voltage cable lines	10	10	10	10
Water fire safety lines	10	100	10	10
Gas fire safety lines	10	10	10	10
Water lines	10	10	10	10
<b>Construction equipment</b>				
Trucks	100	100	10	100
Trucks	100	100	100	100
Excavators	100	100	10	10
Excavators	100	10	10	10
Crane trucks	10	10	10	10
Small trucks	100	10	10	10
Construction machinery	10	10	10	10
Supply trucks	10	10	10	10
Trucks	100	10	10	10
Trucks	100	10	100	100
Excavators	10	10	10	10
Water trucks	10	10	10	10
Water trucks	100	10	10	10
Supply trucks	10	10	10	10
Small trucks	10	10	10	10
Water trucks	100	10	10	10
Water trucks	10	10	10	10
<b>General services</b>				
Excavators	10	10	10	10
Trucks	100	10	10	10
Trucks	10	10	10	10
Water trucks	10	10	10	10
Small trucks	10	10	10	10
Water trucks	10	10	10	10
Water trucks	10	10	10	10
Water trucks	10	10	10	10
Water trucks	10	10	10	10
Water trucks	10	10	10	10

Table of required ratios of the

Method	Type	Total	Share (%)	Share of capital	Share of profit (%)
<b>Shareholder</b>	Shareholder	10	100.0	100	100
	Shareholder	1	10.0	100	100
	Shareholder	1	10.0	100	100
	Shareholder	1	10.0	100	100
	Shareholder	1	10.0	100	100
<b>Shareholder</b>	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
<b>Shareholder</b>	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
<b>Shareholder</b>	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
<b>Shareholder</b>	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
<b>Shareholder</b>	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
<b>Shareholder</b>	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
<b>Shareholder</b>	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
<b>Shareholder</b>	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
<b>Shareholder</b>	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100
<b>Shareholder</b>	Shareholder	1	100.0	100	100
	Shareholder	1	100.0	100	100
	Shareholder	1	1	100	100
	Shareholder	1	100.0	100	100

Table 10. Inventory of Supermarket

Item	Quantity	Unit Cost (₹)	Temp	Market
1.	Wheat flour (100 kg)	10	10	10
2.	Tea (₹100)	1000	100	100
3.	Spice (₹100)	1000 - 1000	100	100 - 100
4.	Oil (₹100) (₹100) (₹100)	10	10	10
5.	Spice (₹100) (₹100) (₹100)	10	10	10
6.	Tea (₹100) (₹100) (₹100)	10	10	10
7.	Spice (₹100) (₹100) (₹100)	10	10	10
8.	Spice (₹100) (₹100) (₹100)	100	10	100
9.	Tea (₹100)	10000	10000	10000
10.	Spice (₹100)	10000	10000	10000
11.	Tea (₹100)	10	10	10
12.	Spice (₹100)	10000	10	10
13.	Tea (₹100)	10000	10	10



## YENİ BİNA

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