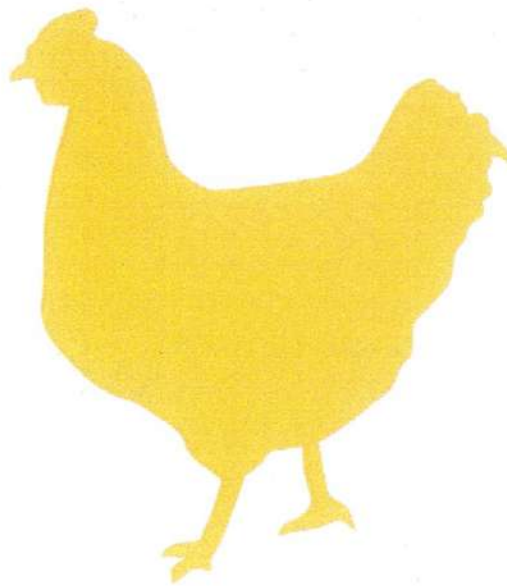


FRIDAS FARM L.L.C.

Building the largest poultry meat operation in the country



Prepared by:
L&D Trade L.L.C. – Consulting company
May 2023, Pristina



EXECUTIVE SUMMARY

Fridas Farm L.L.C. is a chicken farm production company that aims to provide high-quality chicken meat to its consumers. Their farm will be located in Drenas municipality in the Republic of Kosovo, with a total land area of approximately 10 hectares. Fridas Farm L.L.C. is specialised in raising chickens using sustainable and ethical farming practices, ensuring that its chickens are healthy and meet the demand of the target market. In terms of competitiveness, this planned investment will be the largest poultry meat operation in the country.

The planned investment will constitute of eight farms with a total capacity of 125 thousand broilers per month. The production process will start with 1-day old birds (broilers), being raised in a stress-free environment, free floor system with plenty of space which makes them grow in a suitable environment. This is followed with a state-of-art processing line, using the latest technology and equipment to ensure that the meat products are of the highest possible quality.

Fridas Farm is committed to sustainability and environmental responsibility by implementing eco-friendly practices to minimise its carbon footprint. Fridas Farm plans to sell its products through local and international distributors, reaching many retailers across the local and EU market. Its competitive advantage lies in the commitment to animal welfare, sustainability, and ethical farming practices, as well as their dedication to producing the highest quality chicken meat.

Fridas Farm envisions to lead the chicken farming industry into a sustainable and prosperous future, where their brand is synonymous with excellence, innovation, and a steadfast commitment to the well-being of the animals, the environment, and its customers. The company is committed to delivering high-quality, sustainably raised chicken meat to consumers. The company is confident that their unique approach to farming and processing will make Fridas Farm a leader in the industry, serving its customers for many years to come.

Main **highlights** of the proposed investment laid out in this business plan are:

<i>Name of the business</i>	"Fridas Farm L.L.C."
<i>Name of owner/ representative</i>	Nicole Inge Kürten
<i>Location</i>	Drenas, Kosovo
<i>Phone number</i>	+49 152 244 135 62
<i>E-mail</i>	Nicole.kuerten@icloud.com
<i>Unique identification number</i>	811978660
<i>Type of business</i>	Limited Liabilities Company - LLC
<i>Total investment cost (€)</i>	8,982,100
<i>Return of investment in years</i>	7.71
<i>Profit margin¹</i>	21%
<i>Cost of production per kg (€)</i>	1.93
<i>Cost of production per unit (head)² (€)</i>	2.96
<i>Net income for the whole production facility (€)¹</i>	1,164,424
<i>Cost of production per one flock (€)</i>	100,841
<i>Net income per one flock (€)¹</i>	26, 591
<i>Feed Conversion Ratio (FCR)</i>	1.77

¹ Without taking into account depreciation.

² The average weight of slaughter is 1.54 kg as carcass weight;

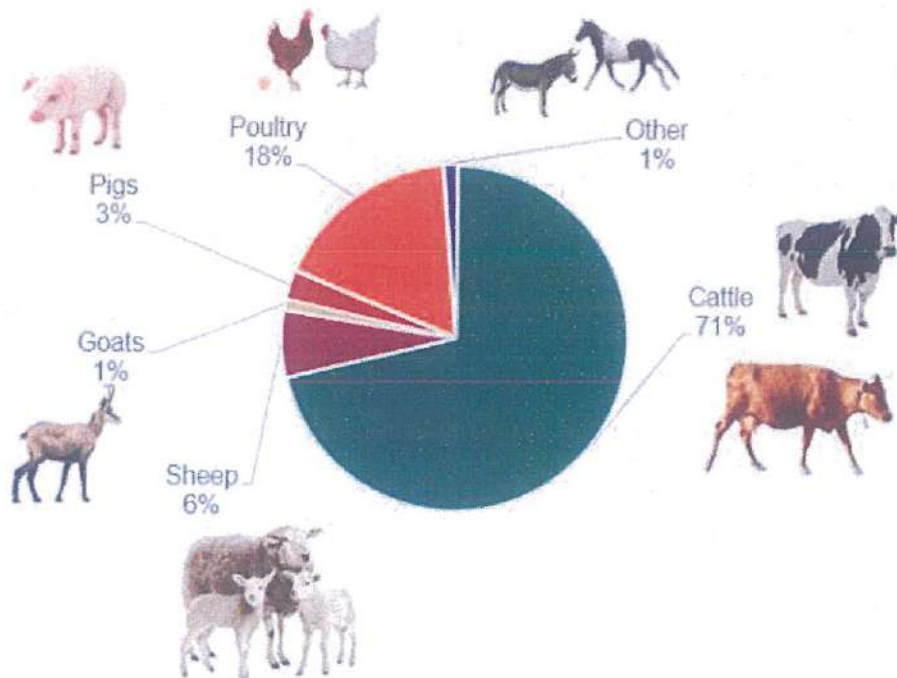


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Description of the livestock sub-sector in Kosovo

The most intensive subsector of agricultural production is Livestock farming, and is of multiple importance to both, producers, and consumers. Livestock production serves as the foundation for the significant growth of agricultural output, including plant productivity.

In Kosovo, even though, cattle constitute over half (51%) of livestock inventory, chicken constitute an important segment in this inventory with 30%. Out of the total number of chickens, the vast majority are laying hens (see the figure below).



Poultry sector in Kosovo is oriented mainly in egg production, whereas chicken meat production is still on its beginnings. From overall number of poultry inventory, 95% are chickens while other part of 5% are ducks, geese, and other fowl. Regarding the structure of the chickens, 77% are laying hens, 15% broilers and 8% others (birds, turkeys, and other chickens). Right after dairy sub-sector, one of the key sub-sectors that holds significant importance in the poultry farming industry is the egg laying hens sub-sector. This sub-sector stands out due to the considerable number of farmers engaged in this activity and the value of production it generates. In Kosovo, there are approximately 170 agricultural enterprises with over 2,000 egg laying hens, operating under intensive production methods. These enterprises collectively house more than 850 thousand egg laying hens. Additionally, there are approximately 1.1 million egg laying hens distributed among family farms in the region.

While egg production fulfils 100% of market needs for consumption, local production of chicken meat covers around 7% of market demand for consumption. Average consumption per capita estimated to be around 20kg per year, while only 1kg of chicken meat per capitals is secured by local production. In Kosovo, meat production is primarily considered a secondary activity, with livestock farming focused more on milk production and poultry farming on egg production. The number of specialized farms dedicated to meat production is relatively small compared to the country's demand for this essential agricultural product. Presently, Kosovo manages to meet approximately 50% of its bovine meat consumption needs and only about 7% of its chicken meat consumption needs³. Consequently, a significant amount of meat, including both bovine and chicken, is imported from neighbouring countries, the European Union, and other countries.

Description of the project (planned investment)

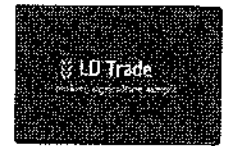
Considering the market possibility and the need for investment on chicken farms in Kosovo, Fridas Farm L.L.C. will constitute the biggest investment in this sub-sector in Kosovo. Considering the actual situation in the chicken meat industry and market in Kosovo which is only 6.9% fulfilment of the market demand by the local production, makes the investors believe that this project can be a success and a call for other investors to invest in Kosovo, not only on poultry sector of agriculture but in other areas as well.

Possibilities that are in Kosovo are good possibilities to succeed, considering here the labour force, economy of scale which is low production costs and ability of the youth to be engaged in the project. Also, what is considered an advantage is that Kosovo is a very well positioned country in Europe with good road connections and good road infrastructure with countries surrounding it. Therefore, possibility for better export of goods produced gives us a bigger advantage.

This proposed project is the biggest project that is planned to be implemented in poultry sector in Kosovo and widely in the region. Some of the main reasons outlining this investment and its relation to location are listed below:

- **Favourable meat-to-feed ratios** compared to other ruminants, together with its short production cycle, enables producers to respond quickly to market signals while allowing for rapid improvements in genetics, animal health, and feeding practices;
- **Low - production cost** is a suitable to concentrate production in this region and be competitive.
- **Large demand** in the local and export market, particular in the EU market;

³ MAFRD (2021) – Green Report;



- **Strategic location** which is located in the center of the Balkans. Kosovo offers easy access to air, road, rail and three seaports such as: Thessaloniki, Greece: 329.0 km, Durrës, Albania: 262 km and Tivar (Bar), Montenegro: 299 km.

The business environment in the Republic of Kosovo is becoming one of the most competitive in the region. The advantages created, such as the favourable tax system, abundant natural resources, quick and easy business registration, transparent laws on foreign investments and other advantages, make Kosovo an attractive and favourable environment for foreign investors. For companies looking to invest in a country with low costs and easy access to the EU, Central Europe and the Balkan markets, Kosovo represents a very attractive opportunity. The World Bank's Doing Business 2020 report, published on October 24, 2019, confirms Kosovo's gradual and steady progress towards creating a favourable business climate and attracting investment in the country.

Other business environment reasons are described below.

Low cost of operation

The main advantage of the Kosovar force is the low operating cost. Net monthly salary between €300 and €400.

New fiscal package (from September 2015) to boost the formal economy.

- VAT: 8% for basic products (services and food basket) and 18% for other products
- Dividend Tax: 0%

Import Liberalization:

- Production lines and production equipment
- Raw material for production (not produced in Kosovo)
- Information technology (IT) equipment

Electronic Procurement System

Corporate Income Tax: 10%

Personal Income Tax: 0 - 10% (progressive)

Compulsory pension contribution: 5%

Specific tax code for depreciation

Based on Article 15 of the Law on Corporate Income Tax (no. 03/L-162), the amount allowed for depreciation deduction for the tax period will be determined by applying the percentages below for capital accounts through the balancing method of discount:



- Category 1: Buildings; five percent (5%)
- Category 2: Vehicles and office equipment; twenty percent (20%)
- Category 3: Machinery and vehicles for heavy transport; fifteen percent (15%)

Free Market Regime

- Stabilization and Association Agreement (SAA) with the European Union (EU) - signed in October 2015 in force since April 1, 2016;
- Central European Free Trade Agreement (CEFTA), including 7 non-EU countries: Albania, Bosnia and Herzegovina, Kosovo, North Macedonia, Moldova, Montenegro, and Serbia Population: 21 million;
- Generalized System of Preferences (GSP) Program with the USA, Japan, and Norway
- Free Trade Agreement with Turkey.

Economic Stability

The real development of the economy, measured by the gross domestic product (GDP), has been favourable in recent years, showing a positive and constantly growing trend, despite the effects of the international financial crisis. Investments and consumption of the private sector are becoming the key factors in the rise of the economy. These investments are being driven mainly by the rapid expansion of the financial sector. Moreover, the Kosovo Government is implementing a stable and far-sighted fiscal policy. The tax revenue base has expanded so that the Government's expenses have increased, while on the other hand it has supported the growth of the economy.

Kosovo leads a very stable monetary policy. Kosovo is one of the few countries outside the EU that has presented the Euro as its official currency. By eliminating exchange rate risk, transaction costs have been reduced, and trade and investment promotion has been enabled.

OBJECTIVES

Mission

The mission of Fridas Farm is to produce exceptional chicken products that not only meet the highest quality standards but also nourish and delight its customers. Fridas Farm is driven by a deep commitment to responsible and sustainable farming practices, ensuring the welfare of its chickens and the preservation of the environment. With a focus on integrity, transparency, and continuous improvement, the company aims to contribute to the food supply, and inspire trust and loyalty among its customers.

Through this mission, Fridas Farm strives to make a positive impact on the community by supporting local



agriculture, fostering economic growth, and actively engaging in social responsibility initiatives. The company believes that by producing fresh, nutritious, and ethically sourced chicken, they can contribute to the well-being and satisfaction of their customers while promoting a more sustainable and resilient food system. Fridas Farm mission is more than just producing chicken; it is about fostering a culture of excellence, innovation, and responsibility in everything they do. The company values the trust that their customers will place in them and are dedicated to delivering products that not only satisfy their needs but also align with their values.

Vision

The vision of FRIDAS FARM is to revolutionize the chicken farming industry by setting new standards of excellence, sustainability, and customer satisfaction. The company aspires to be a trailblazer in the field, known for the unwavering commitment to animal welfare, product quality, and environmental stewardship. Through continuous innovation and a deep understanding of consumer needs, FRIDAS FARM aims to shape the future of chicken farming, creating a positive and lasting impact on the industry and the communities they serve.

Objectives

The main objectives of this business model are:

1. Implementation of national and EU standards for chicken meat products (hygiene, food safety, environmental protection, waste treatment, and others);
2. Uphold the highest standards of animal welfare, implementing sustainable farming practices that prioritize the health and happiness of the chickens;
3. Modernization of lines for slaughtering, cleaning, chopping, and packaging of chicken meat.
4. Increased efficiency, improved production quality, packaging, product labelling and improved marketing;
5. Increasing production capacity at the country and regional level;
6. Produce and deliver chicken products that consistently meet or surpass the most stringent quality and safety regulations, ensuring customer satisfaction and trust.
7. Expand the production capacity to meet the growing demand for the chicken products while optimizing operational efficiency and maintaining profitability.
8. Cultivate a strong brand reputation through strategic marketing initiatives, effective customer engagement, and active participation in community events.
9. Maintain financial stability, achieve sustainable growth, and maximize shareholder value through prudent financial management, cost optimization, and revenue diversification strategies.
10. Increase in social welfare for the residents of the area where the investment will be made;
11. Increasing competitiveness and import substitution, through increasing productivity and introducing new technologies and products;
12. Supporting economic and social development aiming at sustainable and inclusive growth, through the development of cooperative farmers.

SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - <i>High-quality Products: This chicken farm is known for producing high-quality chicken products that meet and exceed industry standards.</i> - <i>Sustainable Practices: The company prioritizes sustainable and ethical farming practices, which resonate with environmentally conscious consumers.</i> - <i>Strong Brand Reputation: The farm has built a strong brand reputation for reliability, trustworthiness, and superior customer service.</i> - <i>Experienced Team: The company has a dedicated team with extensive knowledge and experience in chicken farming and production.</i> - <i>Access to Resources: The farm has access to reliable resources such as land, water, feed suppliers, and veterinary services.</i> - <i>Modern production facility & operation in a low-cost country enables us to offer a competitive price in the export markets.</i> 	<ul style="list-style-type: none"> - <i>Market Competition: The chicken farming industry is highly competitive, and the company faces competition from established players in the market.</i> - <i>Limited Market Reach: The current distribution network may limit the market reach, requiring the company to explore additional distribution channels.</i> - <i>Dependence on Seasonal Factors: Seasonal variations in demand and availability of resources may impact the production and profitability.</i> - <i>Initial Capital Investment: The establishment and expansion of the chicken farm requires significant capital investment, which may pose financial challenges.</i> - <i>Dependence on External Factors: External factors such as disease outbreaks or regulatory changes can pose risks to farm operations.</i>
Opportunities	Threats
<ul style="list-style-type: none"> - <i>Growing Demand for Organic and Ethical Products: Increasing consumer awareness and demand for organic and ethically produced chicken products presents an opportunity for market expansion.</i> - <i>Collaborations with Local Retailers and Restaurants: Partnering with local retailers and restaurants can help the company expand its market presence and reach a wider customer base.</i> - <i>Export Opportunities: Exploring export markets can open new avenues for growth and revenue generation.</i> - <i>Technological Advancements: Embracing technology and automation in farming practices can enhance efficiency, reduce costs, and improve productivity.</i> - <i>Diversification of Product Offerings: Introducing value-added chicken products, such as ready-to-cook or marinated options, can cater to changing consumer preferences.</i> 	<ul style="list-style-type: none"> - <i>Disease Outbreaks: Outbreaks of diseases, such as avian influenza, pose a significant threat to the poultry industry and may impact production and sales.</i> - <i>Price Volatility: Fluctuations in feed prices, energy costs, and other input factors can affect profitability and financial stability.</i> - <i>Regulatory Changes: Changes in government regulations related to farming practices, food safety, or environmental standards can require adjustments and additional compliance measures.</i> - <i>Economic Uncertainty: Economic downturns or market instability can affect consumer spending habits and demand for poultry products.</i> - <i>Changing Consumer Preferences: Evolving consumer preferences, such as increased demand for plant-based alternatives, may impact the demand for chicken products.</i>

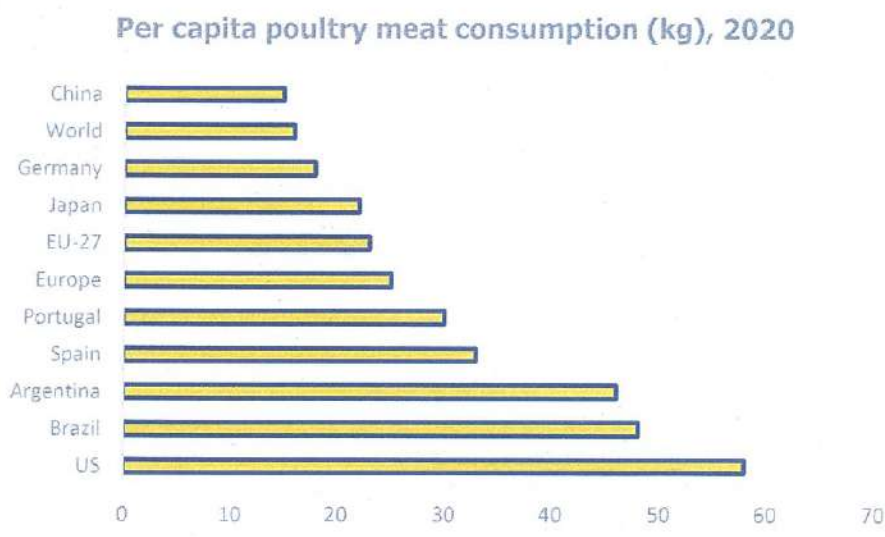
A thorough SWOT analysis helps the company to identify its strengths and weaknesses, capitalize on opportunities, and mitigate potential threats. By leveraging their strengths, addressing weaknesses, seizing opportunities, and developing strategies to overcome threats, FRIDAS FARM can position their chicken farm for long-term success and sustainability.

MARKET ANALYSIS & INVESTMENT PLAN

Market analysis for chicken meat

Chicken meat is one of the most consumed agricultural products across the globe. With a long history, and a variety of usage, this product takes an important piece in billions of kitchens. In 2020, the consumption per capita worldwide was estimated at 16 kg⁴, while the total poultry meat production was estimated at 134 Mt. Poultry meat is the second most important meat at the consumption perspective, coming right after fish, constituting 25% in the total meat consumption per capita estimate.

The biggest market for poultry meat consumption are North and South America and Europe (see Figure below). Out of 11 countries/ regions with biggest consumption, 3 are separate EU-27 countries. EU chicken meat imports increased 13 percent in Calendar Year (CY) 2022 and are expected to further increase by 8 percent in the following CY, 2023. The European market accounts the largest share of imported chicken from Brazil and Thailand which were initially disrupted by COVID-19 restrictions, however over this year, they have regained their market share.



⁴ According to FAO Estimates;

According to the FAO⁵, the overall consumption for poultry meat has dramatically increased between 1990 and 2009, with an increase by 76.6% per kilo per capita. Even more important that the worldwide poultry meat consumption has increased over the last decades, this trend is expected to continue, mainly due to population growth, and economic developments particularly in developing countries. In lower income developing countries, consumption increase is related to the lower price of poultry as compared to other meats, while in high-income countries this indicates an increased preference for white meats which are more convenient to prepare and perceived as a healthier food choice⁶. Globally, it is estimated an increase of 14% in global meat consumption by 2030, where poultry meat is expected to represent 41% of all the protein from meat sources in 2030.

In general, consumers are attracted to poultry due to lower prices, product consistency and adaptability, and higher protein/lower fat content.

Market segmentation & competitiveness & target market

The chicken farming industry in Kosovo faces a significant challenge on the availability of low-quality raw materials for chicken production. The raw material for chickens in Kosovo is characterized by its low quality, which can pose obstacles in meeting consumer demands for high-quality chicken products. This presents a unique market scenario that requires careful analysis and strategic considerations.

Currently, the poultry meat industry in Kosovo consists of a limited number of farms that have found success and remain active. It is estimated that there are approximately 9 to 12 farms in the country, each with a capacity ranging from 3 thousand to a maximum of 40 thousand chickens (broilers). These farms have demonstrated their ability to thrive in the market and have established a positive track record of success. Even though they face a tough competition from imports, mainly from Brazil, USA and UK, local producers are still competitive, particularly in price and the quality of the products. Even, smaller operation below 10 thousand broilers are still competitive in price. The presence of these successful and active farms in Kosovo clearly indicates a favorable market environment for poultry meat products.

Market analysis of local products indicates that their market is highly concentrated, not- structured and non-contracted marketing. Their sales are predominantly concentrated on a very narrow market, mostly with pre-orders or in their private small local stores or via small stores in their areas. **The demand is consistent**, and these producers have not face issues on marketing their products. This suggests that

⁵ <https://knowledgecenter.ubt-uni.net/cgi/viewcontent.cgi?article=2614&context=conference;>

⁶ <https://www.fao.org/3/cb5332en/Meat.pdf>

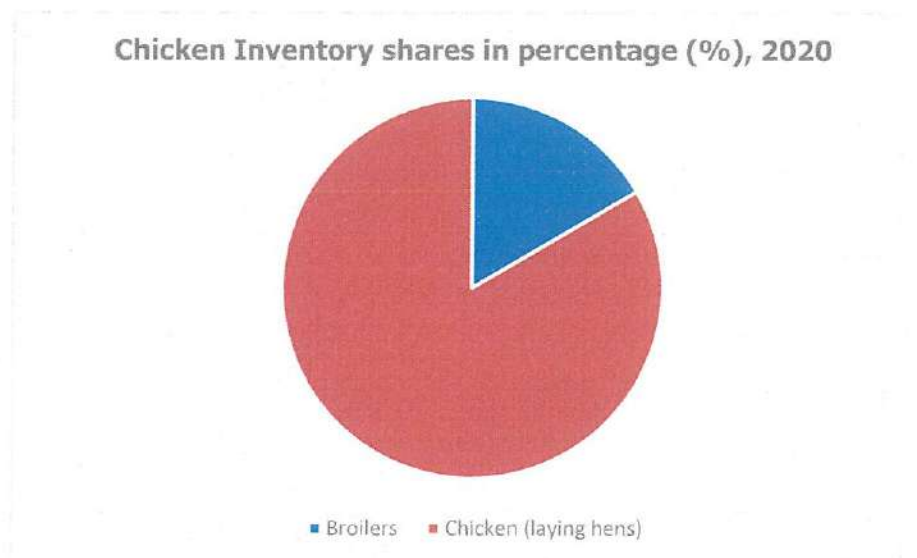
there is a viable customer base that values locally produced broilers and is willing to support and consume these products. This market segment appreciates the freshness, taste, and traceability offered by these farms, which sets them apart from imported alternatives.

Nevertheless, market analysis indicates that there is a growing segment of consumers who are willing to pay a premium for high-quality chicken products. By capitalizing on this demand, chicken farmers can carve out a niche market for themselves, focusing on producing chicken products that meet and exceed the quality expectations of discerning customers.

It is important to note that the number of farms in the market is highly limited, indicating a potential gap in supply compared to the overall demand for chicken products in Kosovo. Since the target market is exports, this production type with its products constitutes a competitive operation, offering high-quality chicken products for European customers. Considering this gap and the target market, the planned investment represents an opportunity for aspiring chicken farmers to enter the market and capitalize on the existing demand.

Industry Analysis – Industry at a glance & projected Industry Growth

The chicken industry in Kosovo is highly concentrated on the egg production. Over 95% of chicken farmers are destined for egg production, while the poultry meat constitutes a small share. The figure below represents the chicken inventory in the country in 2020.



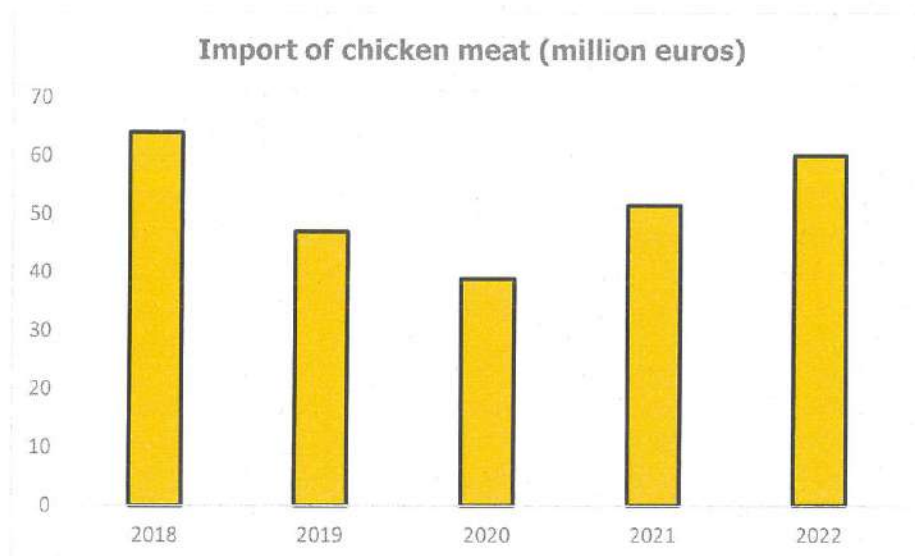
In terms of inventory, over 70% are laying hens, and only 13% of inventory are broilers.

The poultry meat production is highly concentrated across 12 producers in the country. These producers are characterized with relatively small structures, lack of developed value chain for further processing, mainly fresh-meat sales and sales designated to pre-orders and non-competitive products with frozen products from large poultry meat producers such as Brazil. However, these producers are competitive with

products originating from EU countries.

The main feature of local products is that they do not have a contracted and structured sale market. As noted above, their market is predominantly oriented on pre-sales and small stores in their nearby areas. Furthermore, another important feature is that the vast majority of local producers offer only fresh chicken meat, while only three companies offer frozen chicken meat⁷.

Nevertheless, **the local production capacities cover only 7% of the local demand in the country.** The rest is covered by imports. In 2021, the import of chicken meat was 40,502 tons with a value of **51.1 million euros.**

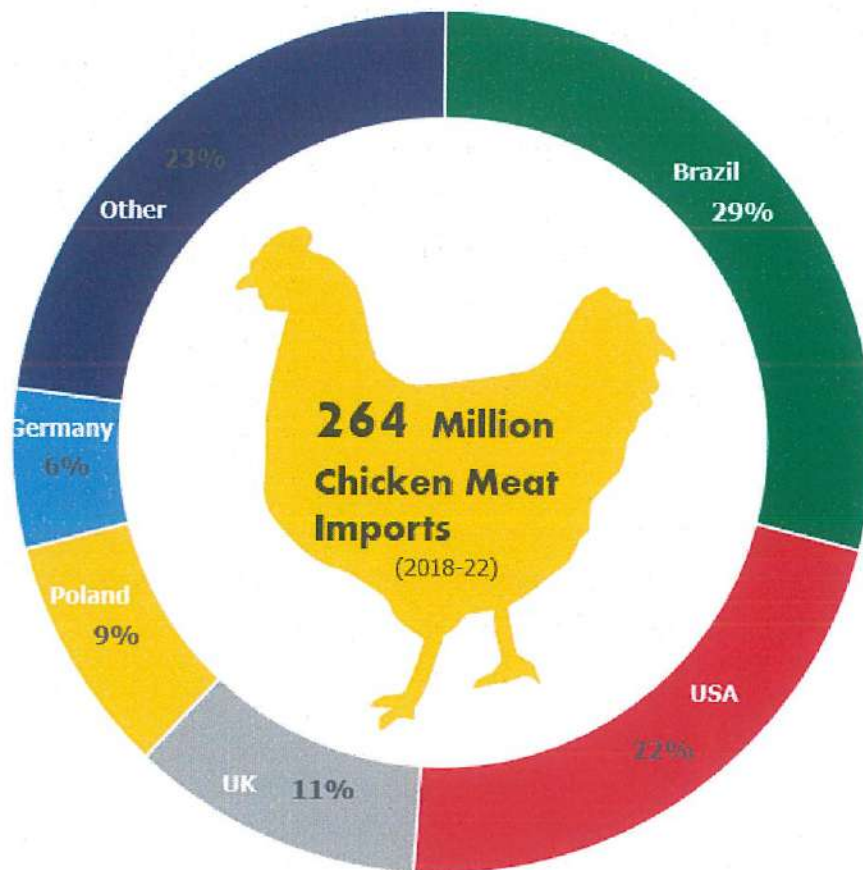


Out of the total amount imported, 33.9% was imported from Brazil, 15.3% from the United Kingdom, 14.0% from the United States of America, 6.5% from Poland, 5.1% from Turkey, 5.0% from Germany and 20.2% from the other countries with relatively small share each. The average consumption per capita in Kosovo is estimated at 24.5 kg/year and with the current production, Kosovo manages to cover only 6.9% of consumption needs⁸.

⁷ Currently, agricultural products with animal origin in Kosovo are not able to be exported in EU countries due to lack of databases on origin and production forms;

⁸ https://www.mbpzhr-ks.net/repository/docs/Raporti_i_Gjelber_20221.pdf

Import shares by country of origin, (%)



Considering the current production capacities, there is a huge opportunity for investments in the poultry meat industry, to cover the demand, both local and exports. Due to favourable investment conditions and huge demand, this industry is projected to grow to meet demand particularly in the EU market.

Marketing Strategy

The marketing strategy for the proposed investment consists of three main segments which are:

1. High quality;
2. Modern farming through modern production lines and modern facilities;
3. Competitive market price.

Chicken farms are mostly known for production of chicken meat and eggs. The focus of this investment is chicken farm facility for meat production.

FRIDAS FARM program will provide high meet quality production which is one of the key features aiming to maintain the contractual agreements and expands into future markets. High chicken meat quality is important for different factors. High quality chicken meat is synonym of rich source of protein with all essential amino acids required for growth and maintenance of the body, enhancement of the economic returns of production, as higher quality meat can be sold at a premium price and high-quality chicken meat has superior taste, texture, and nutritional value, which leads to higher consumer satisfaction and loyalty. Most important and crucial factor is the reputation of the company with its customers and future customers.

Secondly, to maintain a high-quality product, a modern production line is required, placed in a modern facility along with the required machineries. Therefore, the production process of the proposed investment has been organized in a state-of-art production line, starting from the early-stage production (one-day birds) up to the slaughtering process. The proposed facility will have a suitable environment and technology which will support growing of chickens (broilers) in the in the best way possible through the good care of the installed systems. Therefore, this will provide the desired quality of meat which then will head to the markets. Also, the large capacity of production will be able to fulfil the demand, local and export demand.

Besides investments in the production line, the planning of production process is completely digitalized and is being monitored 24/7 from the hired veterinarians that will be fully engaged in their operations. In addition, the qualified personnel will ensure that the production line is operating according to the production plan.

Lastly, the modern production facility will enable to offer a competitive market price. This competitive price will come from utilising the modern production line, experienced staff, and economies of scale. The concept of economy of scale plays a crucial role in the success of the chicken farm business. Given the competitive nature of the industry, the proposed investment is strategically positioned to leverage the large production capacities and benefit from economies of scale. This allows **to optimize operations, maximize efficiency, and ultimately enhance profitability.** With the substantial production capacities, the production facility will have the advantage of producing chicken products on a larger scale, which leads to cost advantages and increased productivity. By spreading fixed costs over a larger output, this can achieve **lower production costs per unit, allowing to offer competitive prices in the market.** To fully capitalize on the economy of scale, FRIDAS FARM LLC will implement streamlined production processes, invest in modern and efficient equipment, and adopt advanced technologies. These measures will enable the company to achieve **higher production volumes, reduce waste, and optimize resource allocation, ultimately leading to improved cost-effectiveness.**

Furthermore, by operating on a larger scale, FRIDAS FARM LLC can benefit from increased bargaining

power with suppliers and negotiate favourable terms for raw materials, feed, and other essential inputs. This further enhances cost savings and helps to **maintain a competitive edge in the market.**

Strategy & Sales Plan

The primary strategy is to deliver high-quality chicken meat to the customers in the target market. FRIDAS FARM LLC aims to exceed its expectations by providing the target market with fresh, healthy, and delicious products. The company will achieve this objective by using sustainable and ethical farming practices, carefully selecting first class chickens (broilers), and ensuring that they are well-cared in the whole production process.

In terms of sales, the focus of this business is building a sales strategy that meet the needs of the target market. The company will focus on building brand awareness through marketing and advertising campaigns, social media, and participation in local events, such as fairs and farmers markets. FRIDAS FARM LLC will also collaborate with local retailers and restaurants to promote its products and build a loyal customer base.

The company is dedicated to catering to the needs of larger markets, offering high-quality chicken farm products to a wide range of customers. With its commitment to sustainable and ethical farming practices, FRIDAS FARM LLC aims to become a **trusted provider of premium chicken products in the industry.** To effectively target big markets, the company will employ a strategic approach that encompasses the following key elements: **Scalable Production, Robust Distribution Network, Competitive Pricing, Strategic Partnerships, Market Research and Consumer Insights.**

With this comprehensive strategy and unwavering commitment to quality, sustainability, and customer satisfaction, FRIDAS FARM LLC is confident in its ability to **penetrate and thrive in big markets.** With business growth, the company might consider also plans to expand its product line to include other value-added products such as chicken sausages, deli meats, and marinated chicken products. This will help the company reach a broader customer base and increase its sales revenue.

Lastly, exporting chicken meat to the EU requires strict compliance with food safety, animal health, and consumer protection standards. These include residue limits, animal welfare requirements, and passing official controls at border inspection posts. Only countries meeting the EU's stringent criteria are allowed to export chicken meat. By adhering to these standards, exporters ensure the delivery of safe and compliant products to EU markets.



In terms of sales plan⁹, the focus of FRIDAS FARM LLC will be to maximize sales with its main partners, predominantly partners in the export market. In this line, FRIDAS FARM LLC will center its efforts (sales plan) on maximising sales with its selling partners by offering a high-quality product that meets the demand requirements in the target market, excellent customer service and competitive pricing. FRIDAS FARM LLC will work closely with partners to ensure that its products are consistently available and meet signed criteria. Additionally, the company will explore opportunities for cross-promotion and product bundling to increase its sales revenue with these partners.

Besides the main target market and its partners, the sales strategy and plan constitutes also promotion activities, such as online presence through websites and social media platforms, participation in local farmers markets and events,










These events will be used by FRIDAS FARM LLC to showcase their products and build a loyal customer base. This will also give us an opportunity to receive feedback from customers and improve products and services accordingly. For the local market, the company will consider also offering special promotions and discounts to its customers to encourage repeating business. This might include loyalty programs, referral incentives, and seasonal promotions.

In conclusion, FRIDAS FARM strategy and sales plan for its chicken meat products is focused on delivering high-quality products to its main target market, building brand awareness, and expanding its customer base. FRIDAS FARM LLC will achieve this by collaborating with its international and local retailers, establishing an online presence, participating in international and local events, and offering special promotions and discounts. By implementing these strategies, FRIDAS FARM LLC aims to **become a leading provider of high-quality chicken meat in the region and beyond.**

⁹ A detailed sales plan needs to be developed later based on the production plan;

Products

The table below lists the products which could be derived from this proposed investment:

Product	Description	Picture
<i>Broiler Meat</i>	Primary product obtained from raising broilers is chicken meat	
<i>Whole Chicken</i>	Whole chickens are often sold intact, providing a versatile option for cooking. These chickens can be prepared as a roast or used to make soups, stews, curries, and other recipes that require a whole chicken.	
<i>Chicken Cuts</i>	Chicken cuts are parts such as drumsticks, thighs, wings, breasts, and chicken quarters. These cuts offer convenience and flexibility in cooking, as they can be used in a variety of dishes and cooking methods.	
<i>Ground Chicken</i>	Chicken meat is often ground to produce ground chicken, which can be used as an alternative to ground beef or pork. Ground chicken is used in recipes like burgers, meatballs, meatloaf, and various ground meat-based dishes.	
<i>Chicken Sausages</i>	Chicken meat can be processed into sausages. Chicken sausages come in various flavors and can be used as a protein-rich addition to breakfast meals, sandwiches, and other dishes.	
<i>Chicken Stock/Broth</i>	The bones, carcasses, and other leftover parts of broiler chickens can be used to make chicken stock or broth. Chicken stock is commonly used as a base for soups, stews, sauces, and gravies, providing flavour and nutrients.	
<i>Chicken Fat</i>	Broiler chickens have a layer of fat that can be rendered and used for cooking. Chicken fat, also known as schmaltz, is used in traditional recipes to add flavor and moisture to dishes.	
<i>Feather Meal</i>	The feathers of broiler chickens can be processed to create feather meal, which is used as a protein source in animal feed. Feather meal is rich in keratin, making it a valuable ingredient in livestock and pet food.	
<i>Chicken Offal</i>	Various organs and offal parts of broiler chickens, such as liver, gizzards, hearts, and feet, are often consumed as a delicacy in many cultures. They can be cooked in different ways, including frying, grilling, or stewing.	
<i>Biogas</i>	Biogas is a renewable source of energy that can be produced from chicken manure through a process called anaerobic digestion. Anaerobic digestion involves using bacteria to break down the organic matter in the manure, producing a gas mixture of primarily methane and carbon dioxide as byproducts. Biogas can be used as fuel to generate heat and electricity or can be further processed to produce natural gas	

	<p>for use in vehicles or injection into the natural gas grid. In addition to producing a renewable source of energy, anaerobic digestion of chicken manure can also help reduce the environmental impact of chicken farming by reducing greenhouse gas emissions and odors from manure storage. Overall, biogas production from chicken manure is a practical and sustainable way to manage and repurpose a waste product.</p>	
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Considering that capacity of the farm is very large and has closed cycle of production (raising broilers and slaughter) amount of waste, manure and other wastes which can be used as biomass for biogas production are very high and our business in 3 to 5 years period will consider own funds and investment grants for construction of waste treatment plant and biogas production. Gas, which further can be used for farm needs and lowering significantly the energy cost.

Biogas on chicken farm is produced from chicken manure through a process called anaerobic digestion. Biogas can be obtained from chicken manure over these steps:

- Collect chicken manure from poultry farms.
- Mix the chicken manure with water to create a slurry or pumpable mixture.
- Transfer the manure slurry to an anaerobic digester. An anaerobic digester is a sealed, oxygen-free container or system designed to facilitate the anaerobic digestion process.
- Biogas Production: During anaerobic digestion, the microorganisms break down the organic matter in the manure, releasing biogas as a byproduct. The biogas is primarily composed of methane (CH₄) and carbon dioxide (CO₂), along with traces of other gases.
- Biogas Collection: The biogas produced in the digester is collected and stored for further use.
- Biogas Utilization: The collected biogas can be utilized as a renewable energy source. It can be used for various applications, such as cooking, heating, electricity generation, and as a fuel for engines and vehicles.
- Digestate as Fertilizer: After the anaerobic digestion process, the leftover material, known as digestate, is rich in nutrients and can be used as an organic fertilizer.
- The process of biogas production from chicken manure¹⁰ provides an environmentally friendly approach to waste management, energy production, and nutrient recycling.

¹⁰ If there are issues with the manure amounts on where to be deposited, over the last months there is a new company in Kosovo which uses the manure to further produce organic manure for agricultural use. The company is named "Dhemetera" and this offer possibility to sell the excessive manure.

Investment Plan by milestones

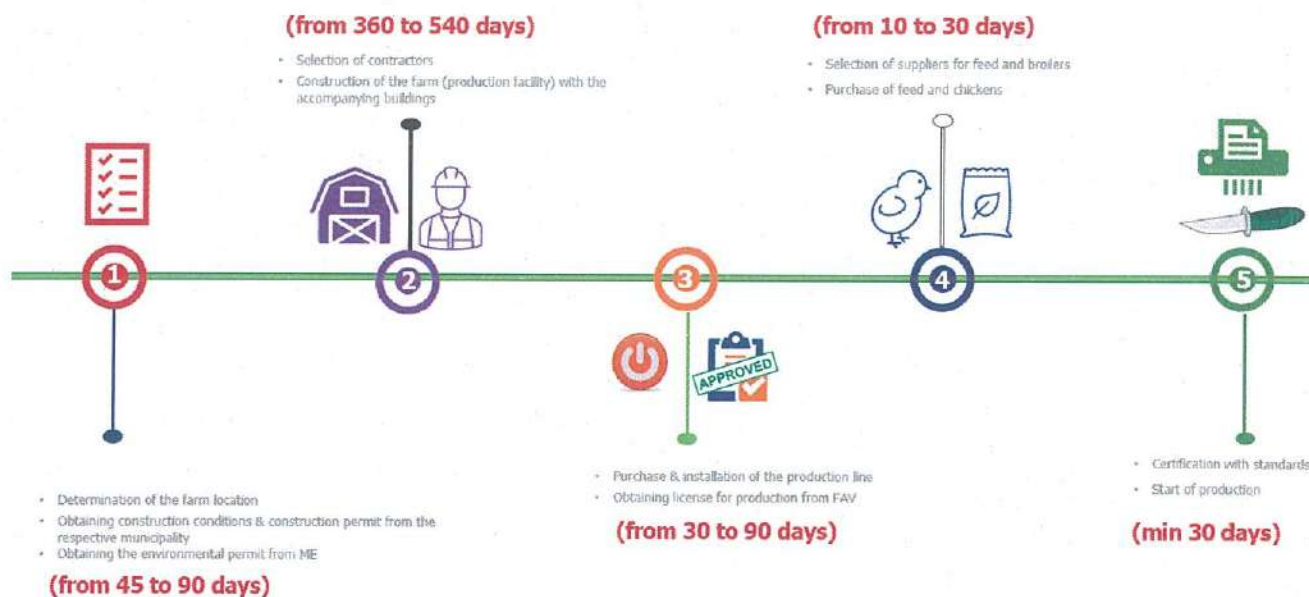
The proposed investment has been organized according to an investment plan which is described below. This investment plan described each stage, starting from the selection of investment location until the start of production phase.

The investment plan is summarized in the table below.

Table 1: Investment Plan divided by main investment parts

No.	Description	Unit	Quantity	Value /EURO	Total / EURO
1	Expenses for studies, design and marketing	service	1.00	153,000.00	153,000.00
2	The infrastructure of the farm complex Reservoir / well / development / roads / surroundings / outdoor area / fencing / lighting (flood spotlights)	full set	1.00	800,000.00	800,000.00
3	Construction of administration facility and the dressing room for workers (changing rooms, common rooms, showers all module construction)	full set	1.00	525,000.00	525,000.00
4	Construction of farms (Structures halls. special statics of the roofs because of solar plants)	pcs	8.00	120,000.00	960,000.00
5	Farm equipment based on the offer of VDL Agrotech	pcs	8.00	225,000.00	1,800,000.00
6	Transport and installation of farm equipment	full set	1.00	530,000.00	530,000.00
7	Solar plants - installation of solar panels on the farm roofs (1 farm = 370 kw x 8 farms = 2960 kW)	kw	2,960.00	800.00	2,368,000.00
8	Cooling modules	full set	1.00	170,000.00	170,000.00
9	Construction of manure storage house	m2	240.00	100.00	24,000.00
10	Construction of input and machinery building	m2	200.00	300.00	60,000.00
11	Construction of the slaughterhouse, cutting, packaging and storage area	m2	448.00	700.00	313,600.00
12	Production facility equipment / slaughtering line (not fully automatic)	full set	1.00	500,000.00	500,000.00
13	Waste water treatment plant	pcs	1.00	150,000.00	150,000.00
14	Tractor min. 100 HP with loading bucket	pcs	2.00	30,000.00	60,000.00
15	Trailer 6-8 t	pcs	2.00	10,000.00	20,000.00
16	Forklift min. 3 T	pcs	2.00	21,000.00	42,000.00
17	Double security retention (iron columns & galvanized mesh)	m1	2,000.00	20.00	40,000.00
18	Company vehicles 2 trucks 2 off-road vehicles	full set	1.00	90,000.00	90,000.00
19	Sales office city of Pristina	full set	1.00	300,000.00	300,000.00
20	PCs, cell phones, alarm system, cameras, security service, software	full set	1.00	50,000.00	50,000.00
21	Cash register system for direct sale	full set	1.00	10,000.00	10,000.00
22	Sales office container on site	pcs	1.00	8,000.00	8,000.00
23	Water reservoir for well water (100,000 l)	pcs	1.00	8,500.00	8,500.00

The investment is organized in a total of five phases. The figure below represents the main phases in a sequential order.



PHASE ONE (I)

Determination of the farm location

Choosing the right location is a critical factor for success. A well-chosen location can provide numerous advantages and opportunities for business growth. Factors to consider when selecting a location for investment include proximity to target markets, access to transportation and logistics networks, availability of skilled labour, infrastructure support, regulatory environment, and market conditions. By carefully evaluating these factors, identifying suitable locations, and conducting thorough market research, investors can make informed decisions that maximise the potential for success and ensure a solid foundation for their investment.

In this business plan, **the municipality of Drenas has been selected as a favourable location for the proposed investment.** This decision has been made considering some key advantages that this location has such as:

- the proximity to the highway (Ibrahim Rugova-M9),
- the climate,
- cheap and available labour force, and
- the favourable environment for doing business.



These factors are among the key factors that have determined this municipality as a potential place to realize this investment. The production facility will be in a particular zone designated for construction which necessarily requires to be suitable place due to road access, the cost of transportation, amortization of production distribution machinery, and minimal impact on the surrounding environment.

Obtaining required documentation

The first step in this milestone is conducting and carrying out work based on administrative procedures and laws in force. Through actors of agriculture field, the company must determine the impact on the environment, the conditions that must be followed for the construction of the facility, the general conditions on the farm for the well-being of the broilers and also the maintenance of the external environment. It is necessary that the construction plan to be detailed and according to the standards provided by the local and international laws on animal welfare.

Secondly, it is required the determination of the required standards for the construction of the farm. The determination of the required standards for the construction of the farm marks a significant milestone in the project. During this phase, careful consideration is given to various factors such as the size and layout of the farm, infrastructure requirements, biosecurity measures, and compliance with local regulations and industry standards. By setting clear and defined standards, the project can proceed with confidence, ensuring that the farm is built to meet the highest quality and safety standards. This milestone

serves as a foundation for the successful implementation of the project, providing a roadmap for construction activities and ensuring the farm is built to optimise productivity, efficiency, and the well-being of the chickens.

Obtaining construction conditions from the respective municipality

It involves complying with local regulations and requirements for building the farm, ensuring legal and safe construction. This milestone establishes a solid foundation for a successful business plan operation.

Obtaining the construction permit for the facilities from the respective municipality

It involves securing the necessary approvals to begin building the facilities. This ensures compliance with regulations and sets the stage for the construction phase.

Obtaining the environmental permit from the Ministry of Environment (ME)

This step involves writing a document that elaborates the impact of the investment (production facility) into the environment. Document must be outlined in accordance with the Ministry of Environment criteria. After this step, the company applies for the environmental permit at ME.



PHASE TWO (II)

The second phase consists of construction of the farm (production facility) for the capacity of 400 thousand chickens with complete infrastructure. This phase occurs after first phase (phase I) and on this stage, the construction of all the necessary structures and facilities to accommodate the large-scale operation occurs, including the chicken houses (a total number of 8), feeding and watering systems, ventilation and lighting systems, waste management facilities, and other associated essential infrastructure. The construction process requires careful planning, adherence to industry standards, and coordination with contractors and suppliers. An important activity in this stage is selection of the construction company and other respective contractors. By successfully completing the construction phase with complete infrastructure, the farm will be ready to house and support the production of 400 thousand chickens, ensuring optimal conditions for their health, welfare, and overall productivity.

PHASE THREE (III)

Purchase & installation of the production line

The third phase consists of purchasing and installation of the complete production line for the full functionalization of the production facility. This step requires acquiring and setting up the necessary machinery and equipment to support the efficient operation of the production facility. Key machines may include feed processing equipment, automatic feeding and watering systems, ventilation and climate control systems, waste management equipment, and other specialized machinery relevant to the specific needs of the farm. The process includes sourcing reliable suppliers, ensuring the compatibility and suitability of the machines, and conducting proper installation and testing. By successfully completing this milestone, the farm will be equipped with the necessary machinery to support the daily operations and production processes, contributing to the overall success and productivity of the chicken farm.

Obtaining license for production from the Food and Veterinary Agency (FAV)

After the production line is installed, the company must apply and obtain the license for production from FAV. This license includes production of poultry meat, including raising broilers, slaughtering, packaging and storage. This license is a must for a lawful operation in Kosovo.

Solar plants - installation of solar panels on the farm roofs

Fridas farm plans to be self sustainable in terms of energy sources (electricity). Their electricity will be produced from their solar photovoltaic (PV) installation. Besides the objective to contribute into the environment, another objective of the company as self-producers is to meet their needs for electricity. As businesses in Kosovo are increasingly challenged by rising energy prices and frequent energy shortages, they are increasingly looking for more options for generating their own energy for their business



operations.

Investments in solar energy have numerous benefits for business as well as for the environment. Instead of paying an electricity bill every month, we can finance an investment in a solar PV system, to produce for the company's needs and to enjoy the excess production.

Besides the immense benefits towards the environment, investing in green energy will improve the energy security of the business and increase its competitive advantage in the local and international market.

PHASE FOUR (IV)

The fourth phase (Phase IV) consists of purchasing the feed and chickens (broilers). This is a preparation phase for starting the production process. An important activity of this phase is selection of suppliers for feed and broilers, as both constitute a large capacity.

Procuring high-quality feed that meets the nutritional requirements of the chickens at various growth stages is a must to ensure consistent production that maintains the required quality. It also includes sourcing healthy and genetically suitable chickens from reputable suppliers. The selection of feed and chickens should consider factors such as nutritional composition, feed quality control, breed selection, health status, and compliance with regulations.

By successfully completing the purchase of feed and chickens, the farm will have the necessary resources to support the growth and further development of the flock. This milestone ensures that the chickens receive proper nutrition and care, contributing to their health, welfare, and optimal production. It marks an important step towards establishing a thriving and sustainable chicken farm operation.

PHASE FIVE (V)

Certification with standards¹¹

In addition to obtaining the required licenses for local operation, obtaining ISO standards is another significant milestone in the project. This involves complying with the regulations and standards of target export markets where the chicken meat will be first produced and then marketed. For the proposed investment, it is advisable to obtain **the ISO 22000 standard**. This standard can be obtained simultaneously while the production process has started. This standard demonstrates the farm's commitment to producing safe and high-quality chicken meat products that meet international requirements.

By successfully obtaining these standards, FRIDAS FARM LLC gains access to local and global markets and

¹¹ Besides ISO standards, other certifications might be obtained, depending on the target market;



can confidently sell its products to its buyers. This milestone signifies the farm's readiness to meet the rigorous standards and regulations of different markets, ensuring the quality and safety of the poultry meat products.

Start of production

The start of production is a pivotal milestone in the project, signifying the launch of active chicken farming operation. It involves the implementation of key activities such as bird placement, feed management, health monitoring, and overall management of the production process. During this phase, the farm's production systems and processes are put into action, ensuring the growth, well-being, and optimal performance of the first flock.

The start of production marks a significant step towards fulfilling the farm's goals, as it signifies the beginning of regular output and the generation of chicken products. It requires meticulous execution of production plans, adherence to biosecurity protocols, and continuous monitoring of production indicators to maintain quality and maximise productivity.

By successfully initiating production, the farm is set on the path to meet market demands and contribute to the supply of fresh chicken products. This milestone represents the realisation of the farm's operational potential and serves as a foundation for future growth and success in the poultry industry.

OPERATIONAL PLAN

Feeding & Feed Supply

Supply of one-day birds

After the completion of the farm's infrastructure, the supply of birds begins. Birds are the most important element in business success. The selection must be made by a company with tradition on raising broilers. Considering that such a company does not exist in Kosovo, therefore FRIDAS FARM LLC must necessarily rely on imports. The birds are imported as 1-day-old birds. Special importance should be given to the breed of the birds and the flock from which the eggs are taken, as it is the most important element that they have the quality of fast growth, and resistance to diseases and infections (selection must be made on the breeds that have been tested with success in the climatic conditions prevailing in Kosovo). **The ROS 308 breed has been shown to be the most successful breed** for raise (production) in the conditions of Kosovo.

The actual market price for one-day birds (as wholesale price) **over 30 thousand pieces is EUR 0.435** (including all custom taxes and transportation to farm). **Broilers are not subject of VAT on import.**

One-day birds (broilers) import can be done from regional countries such as Bulgaria, Greece, Hungary,

Italy, and Serbia. Bulgaria and Serbia are the most favourable options, particularly in the economical aspect.

It is very important to note the following farm operations (activities) before broilers' placement into the farm;

- The testing of equipment should be conducted to see if they are functioning properly;
- Food and drinking nipples systems should be tested;
- The operation of the clean air supply and ventilation system must be tested;
- The lighting system must be tested;
- The air-cooling system should be tested (during summer);
- The heating system should be tested. Inside farm temperature in the farm placement day of one-day birds (broilers) should be 34°C, then gradually every two days decreasing the temperature to 20°C in the 26th day during the growing process, which should be kept until the slaughtering day.

The whole management system of the abovementioned parameters and other parameters should be automatized/ digitalized and should have electronic self-management in conformity with initial program. Broilers need a particular period (as number of days) to be grown in order to achieve the slaughter weight. Broiler growing process (**on floor raising system**), depending on final destination, **lasts from 34 until 42 days**. In day 34 broiler should weight 1.5-1.6 kg (as carcass weight GROSS) or around 1.1kg NET weight after removal of useless organs (inside organs, legs, head, and feathers). It is estimated that 30% are losses from carcass weight¹² up to 2.2 kg weight. From 2.2 to 2.5 kg weight, losses are estimated from 27% up to 28% because the weight gain as meat weight at this stage is greater in proportion to the growth of the internal organs. Body parts which can be subjected to further processing such as legs for soups or feathers for textile industries, currently do not have implementation (usage) in Kosovo. Mainly, one-day birds (broilers) which are slaughtered from day 34 to 36 are destined to be sold as **whole chicken** (mainly used for grill or whole chicken for family economies). From day 37-42 broilers reach gross weight over 2.5 kg or on the average 1.75kg net weight and mainly are destined to be sold in parts (white meat, thighs, wings and chicken back meat).

Controlling the weight gain of the birds (broilers)

The control the weight gain of the birds in the flock is an important process in the production process. This procedure is described on the paragraphs below.

On the placement day or day 0 (zero) broilers' average weight is 0.40kg. After placement, 30 broilers are randomly selected for weight measurement. Broilers are selected in different parts of the farm as

¹² Dressed weight or dead weight; Dressed weight (also known as dead weight or carcass weight) refers to the weight of an animal after being partially butchered, removing all the internal organs and often the head as well as inedible (or less desirable) portions of the tail and legs.

determined by preliminary plan (determined by veterinarian/ farm manager). Weight measurements are done on these days: Day 7, 14, 21, 28, 35 and 42.

It is important to calculate the average days of growth for the whole flock in the farm. This value should not exceed 38 days in total (some broilers are slaughtered in 33rd day, 36th day or 40th day, however in general the average days of growth should not exceed 38 days). In this way, a balance between broilers growth and food consumption in relation with body weight gain from broilers is achieved.

As well, depending on the target market, the number of slaughters per day is calculated. One generation of broilers which is grown inside the same farm building, should be slaughtered within a maximum of 6 to 8 working days. For example, **if a farm has capacity of around 125 thousand broilers per month, slaughter capacity and processing after slaughter should be around 5 thousand heads per day.**

Feeding of broilers

One of the key elements in a successful production facility with raising broilers activity is efficient management of broilers feeding. Based on financial analysis, results that the most important component in production cost is food. **The feeding in the estimations of this business plan participates with 62% in the total production cost per head.** Therefore, feeding plan should be monitored carefully because errors on broilers feeding carry over high costs and often, irreparable. In similar error cases, particularly two mistakes are inevitable:

- Production cost is increased;
- Planned broiler weight is not reached for the planned period of growth.

Also, the same importance as good planning of feeding phases, has the quality of feed that is used. Thus, the content of nutrients in ideal proportion to the stage of feeding the birds. Broiler feeding should be planned in three phases (only in specific cases when growth is done over 42 days, phase four should be applied). Broiler growth in over 42 days has huge risk to justify the weight in report to feeding cost and slaughtering is destined only for cutting into pieces and sale in divided parts.

Standard feeding phases are:

1. *Starter*
2. *Grower*
3. *Finisher*

1. **Starter**: is the feed that is used from day 0-11 in maximum of 12 days. Quantity of this feeding type that is used to achieve efficiency in broilers weight gain that are grown in floor growing system is 0.500 kg per head. This food contains 22% proteins.
2. **Grower**: is the feed that is used from day 12 until day 21 or 22. Quantity of this feeding type which is used to achieve efficiency in broilers weight gain is 1 kg per head. This type of feed



should contain 19-20% proteins.

3. **Finisher** is the feed which is used from day 22 until the slaughter day. Quantity of this type of feed which is used to achieve efficiency for weight gain of broilers vary from the slaughter day of the broiler, approximately in this phase a broiler eats from 2 to 2.4 kg (on average 120 grams/day). This type of feed should contain 18% proteins.

Based on what is written above, average of broiler growth of one generation in farm should not be longer than 38-39 days. Consequently, it is very important that food quantity should not be longer than 38-39 days, and this quantity that is used to maintain high efficiency level of farm, should not exceed 3.7 kg/ broiler.

To achieve the objective of the company for slaughtering 125 thousand broilers per month, the above-described feeding plan in the production cycle should be organized strictly.

Feed strategy

A broiler's needs change during its life: the need for protein drops and the need for energy increases. This also occurs in the wild. Young birds are mainly fed worms (protein) and gradually learn how to eat grain (energy). To meet these changing requirements, poultry farmers often work with three or four types of feed.

Starter feed (0-10 days)

- Crumb or mini-pellet (better feed intake and end weight)
- Optimal development of organs, bones, and muscles
- High in protein, vitamins, and minerals for maximum growth during this very critical period
- Add very little or no wheat
- Expensive

Grower feed (11-22 days)

- Crumb (2-3.5 mm diameter)
- Gradually decrease protein content and increase energy
- Feed structure aimed at maximum intake
- Start wheat addition at maximum 10%

Finisher feed (23-end)

- Crumb or pellet (3.5 mm diameter)
- Continue to reduce protein and increase energy
- Maximum wheat addition from 50 to 55%
- Metabolic conversion of protein to fat results in poorer feed conversion, so it is important to give enough energy in this phase
- Highest feed costs due to high intake during this period

Non-Medicated Finisher feed

- Feed without medicines or anticoccidials must be given at the end right up to slaughter. Some anticoccidials have a withdrawal time of 0 days so they may be used in Non-Medicated Finisher feed.

Growth

A healthy chick gains weight every day. Growth retardation could be a sign that the birds have consumed less feed, that the feed is nutritionally deficient or that they are not allocating their energy to growth but instead, for instance, to resistance, stress/heat stress or physical activity. The need to combat an infection can easily increase a chick's energy needs by some 25%. The chick's growth is then suspended. Weigh the animals at set times in order to monitor the average growth in a flock and record the weight along a timeline. Absolute weight is less likely to provide useful data. Weight increases per unit of time provides a quicker picture of abnormalities.

$$\text{Growth: } \frac{\text{weight day Y} - \text{weight day X}}{\text{number of days}}$$

Mortality

Remove dead birds daily. Count them and be alert if the death rate is slightly higher than in previous days. For a regular flock, the sum of the number of deceased chicks in week 1 and week 6 is higher or equal to half of the total death count during the whole cycle. For example: The total death count in a cycle is 4%; then the death rate in the first and last week is typically 2% or slightly higher. Strive for a total death rate below 1% in the first week and 0.06% per day, 0.1% per day and 3.5% for the entire cycle is still acceptable.

$$\text{Mortality (\%): } \frac{\text{number of dead birds}}{\text{number of day} - \text{old chicks}} \times 100$$

Feed Conversion Ratio (FCR)¹³

Feed conversion ratio is a measure of how efficiently the chicks use the feed for growth. The lower this value, the more efficient the conversion.

Take relevant results from other countries with a grain of salt, since feed compositions and climatic conditions are different there. Only compare your data to those of farms in your region and that use the same feed.

¹³ The coefficient FCR in the value of 1.6 is considered as optimal production. Any value above 2 is considered a production going towards losses;

$$\text{Feed Conversion Ratio: } \frac{\text{feed intake}}{\text{weight gain}}$$

The estimated FCR for the proposed investment:

Feed conversion ratio (FCR)		
Feed consumption per head		3.89
Feed conversion in meat		2.52
Feed conversion ratio (FCR)		1.77

Feed supply

The most feasible approach to secure feed supply for this large production facility (capacity) is the production of feed in separate sectors within the company. This idea can be developed as a separate project in the 3-5 years period due to the high cost of the initial investment. The investment for a sophisticated feed production line for broilers has a cost of 800 thousand to 1 million euros. This line, in case of investment in the future, should be planned to be used for the sale of feed to other parties as well (other producers in the industry).

For this particular of the proposed investment, at the beginning of the operation, feed must be provided by regional suppliers as in Kosovo there are no companies that produce high quality feed and they do not have capacities to fulfil the needs of the proposed chicken farm (for this planned production). The best options (economically more favourable and taking into account a high quality) are supplies from Croatian, Hungarian or Serbian companies, which have relatively long traditions in the production of specific feed for broilers based on their growth stage. Nevertheless, it is very important that the contract for the supply of feed is negotiated before the start of production phase in order to obtain the most favorable price, taking into account the large amount of consumption from the farm, and also considering that the heaviest burden in the Cost of Production (COP) is feed.

Production capacities & Production plan

The sub-chapter below describes the **organization of the production cycle on the farm (based on the request of the proposed investment by the investor).**

To achieve objectives of the company (taking into consideration farms capacity), the process organisation of the broiler production should be done in strictly in that form that enables the maximal usage of farms in full accordance with raising standards, food security and biosecurity measures. An appropriate broiler production process organization enables continuous cycle and constant slaughtering. Hence, if the

company has an effective production process organization, particularly in between **raising** process and **slaughtering** process, then the company can successfully manage the whole production cycle while using efficiently the whole production chain.

It is important to note that organization process of broiler production process in farms can be organized also based on seasonality of the market demands. This organization is done with the aim of utilizing the maximum utilization of the production capacities, suggesting that there is a demand in the market for the whole production.

Production/raising process cycle of one generation until the slaughter lasts 42 days (slaughter starts in 34th day and ends on 42nd day). After the end of production, farms as per standards of biosecurity¹⁴ should at least relax (remain empty without broilers) for 21 days. New production cycle in the same farms can start only after 21 days. Accordingly, raising period of broilers in farm and the biosecurity period (cleaning and disinfection period) lasts for a total 63 days.

The table below presents the production capacities of the proposed investment¹⁵.

Table 2: Production capacities of the proposed investment¹⁶

Number of farms	8
Capacity per one farm	35,000
Slaughter capacity per year (piece)	1,500,000
Slaughter monthly average (piece)	125,000
Slaughter weekly average (piece)	30,000

If there are 8 farms available, to maintain constant cycle of the production, the company should start new generation (the new flock of raising broilers) every 6-8 days in different farms according to production/raising plan (see Annex 1).

Based on the above-mentioned program of the production, yearly slaughter capacity is over **1.5 million broilers. The average of the monthly slaughter is over 125 thousand heads or around 30 thousand heads per week.**

Slaughter process of one generation maximally lasts 8 days, but it is preferably to be done in 6 days (in accordance with average weight goal). Raising process until slaughtering process can be organized in this form:

- e.g., if broiler raising process in farm 1 starts on the date 15.02.2024, raising in farm 2 should start 6-8 days after the start of broiler raising in farm 1, so around the date 22.02.2024, and so on. In this

¹⁴ A longer description of the biosecurity measures is provided at Annex 2 - Biosecurity protocols in a broiler farm;

¹⁵ The production capacities are estimated based on the offer of the company from Netherlands, which covers 8 farmhouses (barns);

¹⁶ 3.5% is the estimated average of deaths in the barn. In the table above, this estimate has not been taken into account.

planning way where slaughter process in farm 1 is in the last day, then the company should start taking broilers from farm 2 which have reached the slaughter phase. In the beginning of the slaughter process, always selection of broilers is done in selective way and selected broilers are those who are seemed to have gained more weight.

This logic of utilization is the most economic (efficient and effective) possible way, where the capacities of production (raising), slaughtering, selling, and most importantly the labour force are fully utilised, and most importantly, the cycle of production/raising and slaughtering **continue consistently with the maximum potential capacities**. The production cycle can vary in proportion to market demands and the processing capacity for slaughtering and further processing until the final destination. What does this form of utilization of production capacities offer?

- The production organization in the format proposed in Annex 1 of the Business Plan **ensures the utilization of the annual production capacity up to 93%**. The average utilization of farms for **1 year is 5.4 cycles of production until slaughter**;
- It enables the continuous and number-consistent production of slaughters on a weekly, monthly, and annual basis;
- Enables the rational use of the workforce and a smaller number of engaged workforces compared to other forms of production organization.

Day-old chicks:

Many things are known about day-old chicks: parent animals, hatching egg quality and hatchery and transport all affect the quality of the day-old chick.

The task on the broiler farm is to give these animals the best possible care.

Mistakes made when the chicks arrive and during the first week can't be undone later on.

Week 2

The basis has been laid and now the bird needs to start growing and developing its organs, skeleton, and muscles properly if they are to keep pace with this rapid growth.

Week 3

The focus now shifts to the gastrointestinal system, the prerequisite for growth. Feed intake increases rapidly, and the feed type is often changed at this stage, so there is a lot of pressure on the gastrointestinal tract, increasing the risk of gut problems. This is a vulnerable time for the chicks. Pay special attention to the droppings.

Week 4



The broilers need to be kept warm in the first few weeks of their lives. But by now they are producing so much heat themselves that they have difficulty getting rid of it. They do this mainly via the airways, and it's around this time that most respiratory problems occur.

Week 5

The broiler house is getting fuller and fuller with broilers that are busy eating and drinking...and excreting. With such a thick blanket of birds, the litter doesn't dry out so easily anymore. Coupled with the fact that the broilers are getting heavier and rest a lot, this regularly leads to foot problems and breast and hock irritations.

Week 6

You'll see another strong growth spurt in the last week. It's too late to make any more adjustments now, although avoiding problems around this time makes all the difference between profit and loss. At slaughter even more signals become apparent that are literally under the skin. They won't help you this time around, but they can help you do things even better next time.

MANAGEMENT & ORGANIZATION

The proposed investment plans to build a farm production facility with a capacity of 400,000 broilers per month. Translating this production capacity into the number of required employees, this will require around 60 regular employees¹⁷ which will be engaged in different stages of production, starting from purchasing and supplies manager, birds inspection (animal veterinarian), food inspection (food technologist), meat inspection (meat technologist), shift manager and other employees engaged in all processes on the farm, from raising boilers on the farm to the process of packaging and delivering the product to the designated market. With the low labour cost and the general cost of production, FRIDAS FARM LLC is enabled to be more efficient in the use of the farm equipment and resources, and in this way, the price offered to the market will be competitive, benefiting consumers both internally and externally.

Organization structure & management

Organization structure and management will consider organizational and production positions; however they may vary depending on the specific organization, size of the operation, and industry practices. FRIDAS FARM LLC will have a similar organization structure which includes a CEO and CFO as managerial heads, manager of production, manager of employees, manager of purchases and supplies, food technologist, poultry technologist, veterinarian, and other employees involved in production process. The sub-chapter below describe the main positions.

¹⁷ Based on the dynamic plan of the construction work, 120-160 additional workers will be engaged over a period of a minimum 24 months.



Personnel Plan

MANAGEMENT DEPARTMENT

CEO (Chief Executive Officer)

Responsible for overall strategic direction, decision-making, and coordination of the company. The CEO plays a pivotal role in the chicken farm business, providing leadership, strategic direction, and decision-making. They oversee operations, manage finances, and ensure compliance. The CEO will build relationships, inspires teams, and will drive growth and profitability of FRIDAS FARM LLC in the competitive poultry meat industry.

CFO (Chief Financial Officer)

Oversees financial operations, budgeting, financial planning, and reporting. The CFO holds a critical position in the chicken farm business, responsible for managing financial operations and ensuring effective financial stewardship. CFO oversees budgeting, forecasting, and monitoring of financial performance. Also, CFO's expertise contributes to profitability, compliance, and strategic decision-making within the organisation.

PRODUCTION DEPARTMENT

Production Manager

Supervises the overall production operations and ensures efficient and effective processes. Responsible for coordinating production schedules, managing resources, and quality control. The Manager of Production is a key figure in the chicken farm business, responsible for overseeing and coordinating all production activities. This role involves ensuring smooth operations, resource management, and adherence to quality standards. With a focus on optimising productivity, implementing best practices, and meeting production targets, the Manager of Production plays a crucial role in driving the success of the business and meeting customer demands.

Manager of Employees

Handles human resources functions, including recruitment, employee training, performance management, and employee relations. Manager of Employees is responsible for overseeing and managing the workforce. Main responsibilities include recruitment, training, and development of employees, ensuring a skilled and motivated team. The Manager of Employees implements effective HR policies, promotes a positive work environment, and handles employee relations. They play a key role in fostering employee engagement, productivity, and satisfaction, contributing to the overall success of the chicken farm business.

Manager of Purchases and Supplies

This will be one of the most important positions in the chicken farm business. Considering that the proposed investment deals with a production facility that has a large capacity, purchases and supplies are

one of the most important points for the success of the planned business. This is due an important reason which the supply plan must be detailed and carried out on time, by monitoring the market, particularly monitoring prices and availability of products so that the supply is on time in accordance with the production program. Another important task is the purchase of feed and its supply. In coordination with the production manager, they make daily, monthly, and annual supply plans, target supply companies and negotiate prices due to the large production capacity. This position also carries out other supplies and purchases based on the needs of the company.

Food Technologist

Food Technologist role is crucial in ensuring the safety, quality, and nutritional value of the chicken products. This position will be specialised in the science and technology of food production, conducting research and developing recipes to optimise the food production process. Food technologist carefully analyses ingredients, conducts sensory evaluations, and ensures that the company meets all food regulations and industry standards, particularly those in the country of operation and target market.

Poultry Specialist (Broiler production)

The Poultry Specialist plays a crucial role in the chicken farm business, focusing on the technical aspects of poultry production. He will be specialised in poultry science and technology with an experience on broiler production, utilising their expertise to optimise the health, welfare, and productivity of the flock. The Poultry Specialist monitors the growth of the birds, implements disease prevention strategies, and ensures appropriate nutrition and environmental conditions. They stay informed about industry advancements, adopting innovative practices to enhance the efficiency of poultry production.

Veterinarian

The Veterinarian plays a crucial role in the chicken farm business, focusing on the health and well-being of the flock. Their responsibilities include disease prevention, diagnosis, and treatment to ensure optimal animal health. They conduct regular check-ups, administer vaccinations, and provide medical care when needed. The Veterinarian also collaborates with other team members to implement biosecurity measures and maintain high hygiene standards. Their expertise is instrumental in promoting the overall health and productivity of the chickens, contributing to the success and sustainability of the chicken farm.

Other Production Employees

Includes farm workers, technicians, operators, and support staff involved in day-to-day production activities. Responsibilities may include feeding, housing, cleaning, maintenance, and data recording.

Labour force description

Kosovo has high percentage of population able to work and therefore becomes more attractive to invest



considering that there are people that can be engaged in the business and make it grow more in coming years. Unemployment and scale of unemployment only in first quarter of 2022 as per statistical data of Kosovo Agency of Statistics is in total is 54,395 for the age groups from 25-34; 35-44 and 45-54 or expressed in percentage for the age group 25-34 is **22.1%**; 35-44 is **13.6%** and 45-54 is 11%.

In the particular investment location – municipality of Drenas, the unemployment rate is similar, around **25%**, where **the age group from 25 to 34 years old has the highest share of unemployed – 22%**. Besides high unemployment rate, Drenas is known as a municipality with high population density, Which offers another positive factor indicating enough available labour force which is easier to be accessed.

Considering these results, the proposed investment is highly likely to find employees and attract them to become part of the company with better conditions than the labour market conditions in Kosovo. Creating more job opportunities in local communities can provide individuals with options for employment without the need to migrate. This can be achieved through economic development initiatives, entrepreneurship support, and attracting investment to create new businesses and industries.

FRIDAS FARM LLC through job offers will ensure fair wages, decent working conditions, and labour rights protection can incentivise individuals to stay in their home regions. When people have access to better-paying jobs and reasonable working environments, they may be less compelled to migrate in search of better opportunities elsewhere.

Project management in terms of labour

Project management in terms of labour involves effectively planning, organizing, and managing the human resources or labour component. Management plan includes activities such as workforce planning, resource allocation, team coordination, performance monitoring, and ensuring the availability of skilled and qualified labour throughout the project lifecycle.

Some key aspects of project management related to labour are described below:

- **Workforce Planning**

Assessing the labor requirements of the project, identifying the necessary skill sets, and estimating the number of workers needed at different stages.

- **Recruitment and Hiring**

Identifying, attracting, and selecting suitable candidates for the project roles. This may involve conducting interviews, evaluating resumes, and verifying qualifications and experience.

- **Resource Allocation**

Assigning labour resources to specific tasks and activities based on their skills, availability, and project



requirements. Balancing workload and ensuring an optimal allocation of labor resources is crucial for project efficiency.

- **Team Coordination**

Facilitating effective communication and collaboration among team members. This includes clarifying roles and responsibilities, setting expectations, providing necessary training, and fostering a positive team environment.

- **Performance Management**

Monitoring and evaluating the performance of the labor workforce. This involves tracking progress, addressing issues, providing feedback, recognizing achievements, and implementing corrective measures when necessary to ensure project objectives are met.

- **Training and Development**

Providing training programs or opportunities for skill development to enhance the capabilities and competencies of the labour workforce. This can help optimize performance and adapt to changing project requirements.

- **Compliance with Labour Laws and Regulations**

Ensuring compliance with labour laws, regulations, and health and safety standards. This includes adhering to labour rights, fair employment practices, and maintaining a safe working environment.

- **Contingency Planning**

Anticipating potential labor-related risks and developing contingency plans to mitigate them.

- **Stakeholder Engagement**

Engaging and communicating with labour stakeholders, such as workers, labour unions, and subcontractors helping on maintaining positive relationships, addressing concerns, and manage expectations throughout the project.

FINANCIAL PLAN

Profit and Loss

It is calculated at the COP part.

Projected Cash Flow

See Annex 4.

Detailed Cost of Production (COP) Analysis

The Production Cost per head of slaughtered broiler is presented on the table below.

Product: slaughtered broiler (head)					
Cost per head / considering 3.5 % death rate in flock cycle	Unit	Quantity	Price Unit	Total cost/Euro	%
REVENUES	0	-	0	-	
Slaughtered broiler	kg	1.54	2.45	3.77	
Total of income				3.77	100%
Variable cost					
Inputs					
Day old broiler	Pieces	1.00	0.435	0.44	
Feeding- Starter	kg	0.50	0.50	0.25	
Feeding - Grower	kg	1.00	0.48	0.48	
Feeding - Finisher	kg	2.30	0.46	1.06	
Straw	straw 10 kg	0.02	1	0.02	
Heating (gas), electricity and diesel	Lump sum	0.00	2500	0.07	
Packaging	Lump sum	0.97	0.3	0.29	
Disinfection of farm	Lump sum	1.00	0.01	0.01	
Other expenses	Lump sum	1.00	0.01	0.01	
Total i inputeve				2.63	
Machinery services					
Manure removal and transportation	Lump sum	1.00	0.01	0.01	
Other works	Lump sum	1.00	0.00	0.00	
Total of services				0.01	
Marketing costs					
Marketing	Lump sum	1.00	0.00	0.00	
Total of marketing				0.00	
Total of variable cost	0	-	0	2.64	72%
BRUTO MARGIN	0	-	0	1.13	
Work force					
Workers in whole production process	p/m	1.00	0.26	0.26	
Total of workforce	0	1.00	0	0.26	7%
NET INCOME				0.87	21%

The Production Cost per entire flock in one farm (barn) is presented on the table below.

Cost per 35,000 heads / considering 3.5 % death rate	Unit	Quantity	Price Unit	Total cost/Euro	%
REVENUES					
Slaughtered broiler	kg	52,013.50	2.45	127,433.08	
Total of income				127,433.08	100%
Variable cost					
Inputs					
Day old broiler	Pieces	35,000.00	0.44	15,225.00	
Feeding- Starter	kg	17,500.00	0.50	8,750.00	
Feeding - Grower	kg	35,000.00	0.48	16,800.00	
Feeding - Finisher	kg	78,750.00	0.46	36,225.00	
Straw	straw 10 kg	800.00	1.00	800.00	
Heating (gas), electricity and diesel	Lump sum	1.00	2500.00	2,500.00	
Packaging	Lump sum	33,775.00	0.30	10,132.50	
Disinfection of farm	Lump sum	1.00	300.00	300.00	
Other expenses	Lump sum	1.00	500.00	500.00	
Total inputs				91,232.50	
Machinery services					
Manure removal and transportation	Lump sum	1.00	200.00	200.00	
Other works	Lump sum	1.00	100.00	100.00	
Total of services				300.00	
Marketing costs					
Marketing	Lump sum	1.00	100.00	100.00	
Total of marketing				100.00	
Total of variable cost				91,632.50	72%
BRUTO MARGIN				35,800.58	
Work force					
Workers in whole production process	p/m	1.00	9,209.30	9,209.30	
Total of workforce		1.00		9,209.30	7.23%
NET INCOME				26,591.27	20.87%

The Production Cost for the entire production facility for one year is presented on the table below.

Full production yearly cost					
Expences	Unit	Quantity	Unit price-Euro	Total cost - Euro	Notes
Inputs					
Day old broiler	Pieces	1,505,000.00	0.44	654,675.00	
Feeding- Starter	kg	752,500.00	0.50	376,250.00	
Feeding - Grower	kg	1,505,000.00	0.48	722,400.00	
Feeding - Finisher	kg	3,386,250.00	0.46	1,557,675.00	
Straw	straw 10 kg	34,400.00	1.00	34,400.00	
Heating (gas), electricity and diesel	Lump sum	1.00	107,500.00	107,500.00	
Packaging	Lump sum	1,452,325.00	0.30	435,697.50	
Disinfection of farm	Lump sum	1.00	12,900.00	12,900.00	
Unplanned expenses	Lump sum	1.00	500.00	500.00	
Total of inputs				3,901,997.50	
Machinery services					
Manure removal and transportation	Lump sum	1.00	8,600.00	8,600.00	
Other works	Lump sum	1.00	4,300.00	4,300.00	
Total of services				12,900.00	
Work force					
Workers in whole production process	p/m	1.00	396,000.00	396,000.00	
Total of workforce		1.00		396,000.00	
Marketing costs					
Marketing costs	Lump sum	1.00	4,300.00	4,300.00	
Total of marketing				4,300.00	
Total cost				4,315,197.50	
Sales revenues	Kg	2,236,580.50	2.45	5,479,622.23	
Earnings/losses				1,164,424.73	

A summary of production cost per one full entire production cycle per one farm (barn) is presented on the table below.

Summary					
Expences	Inputs and materials	Services-works	Labour force	Marketing costs	Total EUR
One cycle raising (35000 Broiler)	91,232.50	300.00	9,209.30	100.00	100,841.80
TOTAL	91,232.50	300.00	9,209.30	100.00	100,841.80

Description of whole production cycle					
Expences	Unit	Quantity	Unit price-Euro	Total cost - Euro	Notes
Material expences					
Day old broiler	Pieces	35,000.00	0.44	15,225.00	
Feeding- Starter	kg	17,500.00	0.50	8,750.00	
Feeding - Grower	kg	35,000.00	0.48	16,800.00	
Feeding - Finisher	kg	78,750.00	0.46	36,225.00	
Straw	straw 10 kg	800.00	1.00	800.00	
Heating (gas), electricity and diesel	Lump sum	1.00	2,500.00	2,500.00	
Packaging	Lump sum	33,775.00	0.30	10,132.50	
Disinfection of farm	Lump sum	1.00	300.00	300.00	
Unplanned expenses	Lump sum	1.00	500.00	500.00	
				-	
Materials in total				91,232.50	
Machinery services					
Manure removal and transportation	Lump sum	1.00	200.00	200.00	
Other works	Lump sum	1.00	100.00	100.00	
Total of services				300.00	
Work force					
Workers in whole production process	p/m	1.00	9,209.30	9,209.30	
Total of workforce		1.00		9,209.30	
Marketing costs					
Marketing costs	Lump sum	1.00	100.00	100.00	
Total of marketing				100.00	

Total cost	Whole production cycle			€	100,841.80
Sales revenues	Kg	52,013.50	€	2.45	€ 127,433.08
Earnings/losses				€	26,591.27

The production cost per head of broiler is presented on the table below.

Expenses per head					
Expences	Price / Euro	Kg/head	€	%	
Day old broiler	0.44	1.00	0.44	14.69	
Food / feeding	0.47	3.89	1.83	61.77	
Straw	0.02	1.00	0.02	0.80	
Heating (gas), electricity and diesel	0.07	1.00	0.07	2.50	
Packaging	0.30	1.00	0.30	10.13	
Disinfection of farm	0.01	1.00	0.01	0.30	
Unplanned expenses	0.01	1.00	0.01	0.50	
Workers in whole production process	0.27	1.00	0.27	9.21	
Marketing costs	0.00	1.00	0.00	0.10	
Total			2.96	100.00	

ROI

According to financial analysis, which includes the investment in the complete infrastructure of the production facility, including farm building with the full accompanying infrastructure and estimations on usage of farms with production/ raising according to Annex 1, **the return of investment (ROI) is achieved in a period of 6.5 years.**

Sensitivity Analysis & Risk Management

The main sensitivity analysis and risks of the proposed investment are described below.

Production risk

This risk is directly related to the possibility that the number of products produced and sold by the company will be smaller than its capacity. Sources of this risk are especially related to the sale of products imported from Latin America, the reduction of the quality of production on the farm, due to the use of inadequate and not well-balanced food, various diseases, or damage to the production during storage or transport.

To manage production risk, the company "Fridas Farm LLC" must apply these measures:

- To sign regular legal contracts with partners for continuous supply based on the production capacity of the farm and the way of organizing the production/raising of broilers.
- To hire a veterinarian who continuously supervises the growth of broilers and takes care of the prevention and proper management to prevent the spread of diseases and infections in the farm.
- To train the employees, related to the good practices and protocols of performing the work on the farm and the process of slaughtering, cutting, packaging, storage and transportation.

Marketing risk

This risk is related to the possibility of the company losing the market for its products, or the price being lower than expected. This situation may be the result of a higher supply of the product than the market demand, and the weak marketing power of the company.

To avoid these consequences, the company must periodically perform in-depth market analysis, to understand the sales trend and the competition. Also, the company is expected to conduct studies related to consumer preferences and demands, as well as take measures to add value to its products, in order to satisfy consumer expectations.

Financial risk

The financial risk includes the possibility that "Fridas Farm LLC." will not have sufficient liquidity to pay off its obligations to suppliers and creditors. Some recommendations that the company should apply to better

manage this risk include:

- Compilation of good and realistic Business Plan (already done).
- Negotiating with suppliers and buyers to review prices;
- Careful planning for any investment that the company plans to make in the future;
- Application to the supporting programs of the Ministry of Agriculture, the European Commission and donor organizations, in case of large investments.

Legal and environmental risk

This risk consists in the level of fulfilment of business agreements and contracts. Legal risk is also related to food safety and environmental protection. Some recommendations for better management of this risk by the company are listed below:

- The company's manager and other responsible persons must carefully read and understand the contracts with suppliers, buyers, and financial institutions.
- The company must take measures to apply hygiene practices and food safety standards.
- The company must know and strictly implement the laws and regulations of the state, related to food safety and environmental protection.

Human resource management risk

This risk is related to the poor management of both qualified personnel and ordinary employees contracted by the company. Consequently, it happens that there are frequent departures and recruitments of personnel, their inability to perform a certain operation in the company's activity, as well as a poor performance in work efficiency. The company must take these measures to minimize this extremely delicate risk:

- Agreement of regular contracts with female workers, in accordance with the Labour Law.
- Respecting all the rights of workers that are determined by law, such as: payment of contributions, 40-hour work week, ordinary leave, maternity leaves for employed women and other similar measures.
- Personnel training, so that they specialize in the work they do in the company.

The risk of property damage due to natural causes

This includes the risk of damage to farms and workplaces from major factors, such as: fire, floods, and earthquakes. For this, every year, the company should consider insuring its assets with insurance companies. Placing smoke detectors, keeping specialized equipment for fire extinguishing, placing in a visible place the number of the nearest fire department, training workers on how to react in case of fires, etc.; are some of the measures that the company "Fridas Farm LLC" should apply to avoid and prevent



fire damage.

The risk of diseases outbreak in farm

This risk constitutes one of the biggest risk for the chicken farm business. Every year, millions of broilers are cut off from production lines due to different disease outbreaks. Therefore, to minimize this risk, FRIDAS FARM LLC must conduct the following measures:

- Regular health check-ups & monitoring from the hired veterinary;
- Strictly respecting and adhering to biosecurity measure (cleaning and disinfection phase);
- Carrying out vaccination and testing according to the national plan;
- Compliance with FAV¹⁸ notices and registration of all broilers in the production line;

These, as mentioned above, are some of the risks that have been identified. The company engages in the monitoring of these risks, aiming at the efficiency of the application of the measures foreseen for their mitigation, therefore, there will also be a risk management plan. The company also undertakes to perform, once a year, an analysis of the effectiveness of the risk management plan. If necessary, it will take measures to improve risk management, with the aim of responding more efficiently and in time to changes caused by internal and external factors.

CONSTRUCTION OF THE FACILITY

Conceptual project

Sent as separate document.

Detailed Scope of Work (SW)

Sent as separate document.

¹⁸ FAV applies state compensation measures in the event of the appearance of diseases and destruction of the herd by order of FAV, compensation is made in the value of 80% of the damage caused.

ANNEX

Annex 1

Broiler placement farm/ DAY 0	in	First production cycle (l)	Farm 1	Farm 2	Farm 3	Farm 4	Farm 5	Farm 6	Farm 7	Farm 8
15/02/2024		Farm 1 / Slaughter	20.03.24-28.03.24							
22/02/2024		Farm 2 / Slaughter		27.03.24-04.04.24						
29/02/2024		Farm 3 / Slaughter			03.04.24-11.04.24					
07/03/2024		Farm 4 / Slaughter				10.04.24-18.04.24				
14/03/2024		Farm 5 / Slaughter					17.04.24-25.04.24			
21/03/2024		Farm 6 / Slaughter						24.04.24-02.05.24		
28/03/2024		Farm 7 / Slaughter							01.05.24-09.05.24	
04/04/2024		Farm 8 / Slaughter								08.05.24-16.05.24

Broiler placement farm/ DAY 0	in	First production cycle (l)	Farm 1	Farm 2	Farm 3	Farm 4	Farm 5	Farm 6	Farm 7	Farm 8
18/04/2024		Farm 1 / Slaughter	22.05.24-30.05.24							
25/04/2024		Farm 2 / Slaughter		29.05.24-06.06.24						
02/05/2024		Farm 3 / Slaughter			05.06.24-13.06.24					
09/05/2024		Farm 4 / Slaughter				12.06.24-20.06.24				
16/05/2024		Farm 5 / Slaughter					19.06.24-27.06.24			
23/05/2024		Farm 6 / Slaughter						26.04.24-04.07.24		
30/05/2024		Farm 7 / Slaughter							03.07.24-11.07.24	
06/06/2024		Farm 8 / Slaughter								10.07.24-18.07.24

Broiler placement farm/ DAY 0	in	First production cycle (l)	Farm 1	Farm 2	Farm 3	Farm 4	Farm 5	Farm 6	Farm 7	Farm 8
20/06/2024		Farm 1 / Slaughter	24.07.24-01.08.24							
27/06/2024		Farm 2 / Slaughter		31.07.24-08.08.24						
04/07/2024		Farm 3 / Slaughter			07.08.24-15.08.24					
11/07/2024		Farm 4 / Slaughter				14.08.24-22.08.24				
18/07/2024		Farm 5 / Slaughter					21.08.24-29.08.24			

25/07/2024	Farm 6 / Slaughter	28.08.24-05.09.24
01/08/2024	Farm 7 / Slaughter	04.09.24-12.09.24
08/08/2024	Farm 8 / Slaughter	11.09.24-19.09.24

Broiler placement farm/ DAY 0	in	First production cycle (I)	Farm 1	Farm 2	Farm 3	Farm 4	Farm 5	Farm 6	Farm 7	Farm 8
22/08/2024		Farm 1 / Slaughter	25.09.24-03.10.24							
29/08/2024		Farm 2 / Slaughter		02.10.24-10.10.24						
05/09/2024		Farm 3 / Slaughter			09.10.24-17.10.24					
12/09/2024		Farm 4 / Slaughter				16.10.24-24.10.24				
19/09/2024		Farm 5 / Slaughter					23.10.24-31.10.24			
26/09/2024		Farm 6 / Slaughter						30.10.24-07.11.24		
03/10/2024		Farm 7 / Slaughter							06.10.24-14.11.24	
10/10/2024		Farm 8 / Slaughter								13.11.24-21.11.24

Broiler placement farm/ DAY 0	in	First production cycle (I)	Farm 1	Farm 2	Farm 3	Farm 4	Farm 5	Farm 6	Farm 7	Farm 8
24/10/2024		Farm 1 / Slaughter	27.11.24-05.12.24							
31/10/2024		Farm 2 / Slaughter		04.12.24-12.12.24						
07/11/2024		Farm 3 / Slaughter			11.12.24-19.12.24					
14/11/2024		Farm 4 / Slaughter				18.12.24-26.12.24				
21/11/2024		Farm 5 / Slaughter					25.12.24-02.01.25			
28/11/2024		Farm 6 / Slaughter						01.01.25-09.01.25		
05/12/2024		Farm 7 / Slaughter							08.01.25-16.01.25	
12/12/2024		Farm 8 / Slaughter								15.01.25-23.01.25

Broiler placement farm/ DAY 0	in	First production cycle (I)	Farm 1	Farm 2	Farm 3	Farm 4	Farm 5	Farm 6	Farm 7	Farm 8
26/12/2024		Farm 1 / Slaughter	29.01.25-06.02.25							
02/01/2025		Farm 2 / Slaughter		05.02.25-13.02.25						
09/01/2025		Farm 3 / Slaughter			12.02.25-20.02.25					

16/01/2025	Farm 4 / Slaughter	19.02.25- 27.02.25
23/01/2025	Farm 5 / Slaughter	26.02.25- 06.03.25
30/01/2025	Farm 6 / Slaughter	05.03.25- 13.03.25
06/02/2025	Farm 7 / Slaughter	12.03.25- 20.03.25
13/02/2025	Farm 8 / Slaughter	19.03.25- 27.03.25

Annex 2

Biosecurity protocols in a broiler farm

Biosecurity protocols are essential in maintaining the health and preventing the spread of diseases in a broiler farm. Here are some key elements to include in a biosecurity protocol:

1. **Restricted Access:** Control access to the farm by establishing restricted entry points. Limit the number of people entering the farm and implement a visitor log system. Provide designated farm-specific footwear or footbaths for all personnel and visitors to disinfect their footwear before entering the farm.
2. **Sanitation:** Ensure proper hygiene and sanitation practices within the farm. Provide handwashing stations or hand sanitizers at strategic locations. Regularly clean and disinfect equipment, vehicles, and facilities to prevent the introduction and spread of pathogens.
3. **Separation of Areas:** Establish zones or separate areas within the farm based on the level of biosecurity risk. Implement a strict separation between the production area, quarantine area, and office/administrative area. Use separate clothing and footwear for each designated area.
4. **All-in, All-out Production:** Adopt an all-in, all-out production system where birds are introduced and removed from the farm as a group. This minimizes the risk of disease transmission between different batches of birds.
5. **Pest Control:** Implement measures to control pests, including rodents, wild birds, and insects. Regularly inspect and maintain the farm perimeter to prevent unauthorized entry of pests. Use appropriate pest control methods to minimize the risk of disease transmission.
6. **Disease Monitoring and Surveillance:** Implement a regular disease monitoring and surveillance program. Monitor the health status of the birds through regular veterinary inspections, disease testing, and record-keeping. Report any unusual signs, symptoms, or mortalities promptly to a veterinarian.
7. **Vaccination Program:** Develop a vaccination program in consultation with a veterinarian. Follow a proper vaccination schedule to protect the birds from common diseases prevalent in the area.
8. **Personnel Training:** Provide training to all farm personnel on biosecurity protocols and disease prevention. Ensure that all employees understand and follow the established procedures to minimize the risk of disease introduction and spread.
9. **External Biosecurity Measures:** Coordinate with neighboring farms to establish collective biosecurity measures. Communicate and collaborate with local veterinary authorities, industry associations, and experts to stay updated on disease outbreaks and prevention strategies.
10. **Record-Keeping:** Maintain accurate and detailed records of all farm activities, including bird sourcing, feed and medication usage, vaccinations, and mortalities. These records can be valuable for disease traceability and audits.

Regularly review and update the biosecurity protocol based on the latest scientific knowledge, industry best practices, and specific regional disease risks. Consulting with a veterinarian or poultry health specialist is recommended to tailor the biosecurity protocol to the specific needs of the broiler farm.

Annex 3

The meat ratio per broiler head

Meat Ratio / broiler head				
Kg/live weight	Meat ratio	Kg/meat	Euro/Kg/meat	Total/Euro
1.50	70%	1.05	2.45	€ 2.57
1.70	70%	1.19	2.45	€ 2.92
1.80	70%	1.26	2.45	€ 3.09
2.00	70%	1.40	2.45	€ 3.43
2.10	70%	1.47	2.45	€ 3.60
2.20	70%	1.54	2.45	€ 3.77
2.30	71%	1.63	2.45	€ 4.00
2.40	71%	1.70	2.45	€ 4.17
2.50	72%	1.80	2.45	€ 4.41



Annex 4

FRIDAS FARM, LLC

I. REVENUES

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
a) Revenues from activity													
Sales from production 1	-	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	5,479,622.23
Sales from production 2													
Sales from production 3 Initial cash													
Total revenues from activities by month	-	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	5,479,622.23
b) Non-activity sales													
Personal contribution	1,000,000.00												1,000,000.00
Loans													
Other incomes													
Total non-activity income by month:	1,000,000.00	-	-	-	-	-	-	-	-	-	-	-	1,000,000.00
Total income from the activity and outside of it by months (a+b)	1,000,000.00	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	498,147.48	6,479,622.23
Expenses													
c) Related to activity													
Purchase 1: day-old broiler	54,556.25	54,556.25	54,556.25	54,556.25	54,556.25	54,556.25	54,556.25	54,556.25	54,556.25	54,556.25	54,556.25	54,556.25	654,675.00
Purchase 2: Food/Concentrate	221,360.42	221,360.42	221,360.42	221,360.42	221,360.42	221,360.42	221,360.42	221,360.42	221,360.42	221,360.42	221,360.42	221,360.42	2,656,325.00
Purchase 3: Packaging	36,308.13	36,308.13	36,308.13	36,308.13	36,308.13	36,308.13	36,308.13	36,308.13	36,308.13	36,308.13	36,308.13	36,308.13	435,697.50
Purchase 4: Bedding / straw	2,866.67	2,866.67	2,866.67	2,866.67	2,866.67	2,866.67	2,866.67	2,866.67	2,866.67	2,866.67	2,866.67	2,866.67	34,400.00
Wages	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	396,000.00
Rents	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5,000.00
Expenditure. of heating (gas), electricity and diesel	8,958.33	8,958.33	8,958.33	8,958.33	8,958.33	8,958.33	8,958.33	8,958.33	8,958.33	8,958.33	8,958.33	8,958.33	107,500.00
Maintenance, Utilities, Tel. etc.,	3,883.33	3,883.33	3,883.33	3,883.33	3,883.33	3,883.33	3,883.33	3,883.33	3,883.33	3,883.33	3,883.33	3,883.33	46,598.96
Withdrawals for business needs													
LOANS													
Others...													
Total activity related expenses by month	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	4,336,197.46
d) outside activity													
Return of loan debt													
Other obligations etc....													
Total non-activity expenses by month (c+d)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total expenses from the activity and non-activity by month (c+d)	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	361,349.79	4,336,197.46
Balance between incomes and expenses by month (+ or -)	638,650.21	136,797.69	136,797.69	136,797.69	136,797.69	136,797.69	136,797.69	136,797.69	136,797.69	136,797.69	136,797.69	136,797.69	2,143,424.77
Monthly balance (carried over) by month (+ or -)	638,650.21	775,447.90	912,245.59	1,049,043.27	1,185,840.96	1,322,638.65	1,459,436.33	1,596,234.02	1,733,031.71	1,869,828.39	2,006,627.08	2,143,424.77	

Annex 5

Data Collection Chart Broiler

Starting Date: _____
House number: _____
Number of broilers: _____

Breed: _____
Hatchery: _____
Breeder farm: _____
Age of mother hens: _____

Date	Age	Mortality			House temperature			Weight		Feed intake				Wheat %	Water intake			Comments
		Per day	Sel.	Total	Advice	Minimum	Maximum	Stabdard value	Actual	Standard value per day	Actual per day	Norm cum.	Actual cum.		Litre per day	Indication	Actual per broiler	
	0				36			40		0	0				0			CO ₂ max. 2.500 ppm
	1				60	35		49		15	15				24			
	2					34		61		17	32				28			
	3					33		78		20	53				37			
	4					32		95		22	74				42			
	5					31		120		25	99				50			
	6					30.5		145		28	127				56			
	7					30.5		175		30	157				60			
	8					30.5		205		34	191				68			
	9					30		238		38	229				76			
	10					29.5		273		43	272				86			
	11					29		315		48	320				86			
	12					29		357		52	372				94			
	13					28.5		400		58	430				103			
	14					28		455		64	494				113			
	15				65	28		495		68	562				120			
	16					27.5		547		74	636				130			
	17					27.5		601		80	716				141			
	18					27		658		86	802				151			
	19					27		717		92	894				160			
	20					27		778		98	992				172			Minotor Salmonella and Comapylobacter in this period N.B.I. The results are valid for 20 days.
	21				67	26.5		745		104	1096				182			
	22					26.5		913		110	1206				193			
	23					26.5		984		116	1322				203			
	24					26		1057		120	1441				210			
	25					26		1130		124	1566				217			
	26					25.5		1203		128	1694				224			
	27					25.5		1276		132	1826				231			Fill in and send slaughter-ready report
	28					24.5		1350		136	1962				238			
	29				70	24		1427		140	2102				245			If necessary: 2nd monitoring of Salmonella and Campylobacter.
	30					23.5		1504		144	2246				252			
	31					23		1862		147	2393				257			
	32					22.5		1660		151	2544				264			
	33					22		1739		154	2698				270			
	34					21.5		1819		158	2856				277			
	35					21.5		1900		162	3018				284			



PASQYRAT FINANCIARE

Për vitin që përfundon me 31.12.2022

MARS 2023

Pasqyrat Financiare për vitin që përfundon më 31 dhjetor 2022

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Deklarata e Pajtueshmërisë

Për pasqyrat financiare për vitin që përfundon me 31.12.2022

Deklaroj që pasqyrat financiare të kompania Fridas Farm L.L.C. për vitin raportues 2022 paraqesin pamje të drejtë dhe të vërtetë të pozitës financiare, rezultateve të operacioneve, dhe rrjedhave të parasë dhe që pasqyrat financiare janë përgatitur në pajtim me të gjitha kërkesat e Ligjit 06/L-03 Për Kontabilitet, Raportim Financiar dhe Auditim.

Drejtori Ekzekutiv



(Emri, Mbiemri, nënshkrimi)

Kontabilisti

(Emri, Mbiemri, nënshkrimi)

Hyrje

Duke u bazuar në Udhëzimin Administrativ 02/2014 - Zbatimi i SNRF për NVM-të, nga data 01.01.2015 të gjitha ndërmarrjet të cilat klasifikohen si NVM sipas Ligjit Nr. 04/L-014 për Kontabilitet, Raportim Financiar dhe Auditim, pa marrë parasysh statusin e tyre fizik ose juridik, si kompani për raportim financiar duhet të aplikojnë Standardin Ndërkombëtarë për Ndërmarrjet e Vogla dhe të Mesme të lëshuar nga Bordi i Standardeve Ndërkombëtare të Kontabilitetit (BSNK / IASB).

Pasqyrat financiare sipas SNRF për NVM-të përfshijnë:

- 1) Pasqyra e pozitës financiare në datën raportuese;
- 2) Pasqyra e të ardhurave gjithëpërfshirëse për periudhën raportuese;
- 3) Pasqyra e ndryshimeve në ekuitet për periudhën raportuese;
- 4) Pasqyra e rrjedhjes së parasë së gatshme për periudhën raportuese;
- 5) Shënimet shpjeguese, përfshirë përmbledhjen e politikave domethënëse kontabël, si dhe informacionet tjera shpjeguese.

Raport i Kontabilistit për Përpilimin e Pasqyrave Financiare

Fushëveprimi

Në bazë të informacionit të dhënë dhe në përputhje me angazhimin e shërbimit të rënë dakord, ne kemi përpiluar pasqyrat financiare për kompania Fridas Farm L.L.C. për vitin e mbyllur që përfundon me 31 dhjetor 2022. Këto pasqyra janë përgatitur në përputhje me politikat kontabël të përshkuara në Shënime të këtyre pasqyrave financiare.

Përgjegjësitë

Menaxhmenti i kompanisë është plotësisht përgjegjës për informacionin që përmbajnë pasqyrat financiare e përcaktuar nga Standardet Ndërkombëtare të Raportimit Financiar për Ndërmarrje të Vogla dhe të Mesme (SNRF për NVM) të kërkuara nga Këshilli i Kosovës për Raportim Financiar. Ne jemi angazhuar për të plotësuar kërkesat ligjore si dhe për të përmbushur nevojat për qëllimin që janë përgatitur këto pasqyra financiare.

Pasqyrat financiare janë përgatitur ekskluzivisht për përfitimin tuaj. Ne nuk pranojmë përgjegjësi ndaj asnjë personi tjetër për përmbajtjen e pasqyrave financiare.

Nuk janë kryer procedura auditimi/ rishikimi

Procedurat tona përdorin ekspertizën e kontabilitetit për të bërë përpilimin e pasqyrave financiare nga informacionet që na janë ofruar. Procedurat tona nuk përfshijnë procedurat e verifikimit ose vlefshmërisë. Asnjë angazhim auditimi ose rishikimi nuk është kryer dhe në përputhje me rrethanat nuk është shprehur asnjë siguri.

Pavarësia

Ne nuk kemi asnjë përfshirje tjetër në kompaninë Fridas Farm L.L.C. përveç përgatitjes së pasqyrave financiare duke u bazuar në informacionin financiar të cilit kompania na e ka ofruar.

Heqja e përgjegjësisë

Ne kemi përpiluar këto pasqyra financiare bazuar në informacionin e dhënë i cili nuk ka qenë subjekt i një angazhimi të Auditimit ose rishikimit. Prandaj, ne nuk pranojmë asnjë përgjegjësi për besueshmërinë, saktësinë apo tërësinë e informacionit financiar të përpiluar të përfshirë në pasqyrat financiare. Nuk pranojmë asnjë përgjegjësi të çfarëdo lloji, përfshirë përgjegjësinë për shkak të pakujdesisë, ndaj cilitdo person për humbjet e bëra si rezultat i besimit në këto pasqyra financiare.

Pasqyrat Financiare për vitin që përfundon me 31 dhjetor 2022

I Pasqyra e Pozicionit Financiar me 31.12.2021				
		Shënimet	31.12.2021	31.12.2020
	PASURITË			
	Pasuritë afatshkurtra		€	€
1000	Paraja dhe ekuivalentët e parash	5	9,013	-
1050	Investimet financiare afatshkurtra		-	-
1100	Llogaritë e arkëtueshme tregtare dhe të tjera	6	-	-
1150	Stoqet		-	-
1200	Pasuritë e tjera afatshkurtra , parapagime	6	-	-
A	Gjithsej pasuritë afatshkurtra		2,652	-
	Pasuritë afatgjata		11,665	-
1300	Investimet në pjesëmarrje / Investimet në filiale		-	-
1400	Investimet financiare afatgjata		-	-
1450	Prona, pajisjet dhe implantet	8	-	-
1500	Prona investuese / Investimet në vijim		10,659	-
1600	Pasuritë e paprekshme		-	-
1650	Pasuritë e shtyra tatimore		-	-
1700	Pasuritë e tjera afatgjata		-	-
B	Gjithsej pasuritë afatgjata		10,659	-
C=A+B	Gjithsej pasuritë		22,324	-
	DETYRIMET			
	Detyrimet afatshkurtra			
2000	Mbierheqja bankare	9	-	-

Pasqyrat Financiare për vitin që përfundon me 31 dhjetor 2022

2050	Llogaritë e pagueshme tregtare dhe të tjera	10		
2100	Kreditë dhe huatë, pjesa afatshkurtër	9	546	-
2150	Interesi i pagueshëm / Provizionet afatshkurta		-	-
2200	Tatimin në litim i pagueshëm		-	-
2300	Detyrimet ndaj lizingut financiar, pjesa afatshkurtër		-	-
2350	Detyrimet e tjera afatshkurtra	10	-	-
D	Gjithsej detyrimet afatshkurtra		1,070	-
	Detyrimet afatgjata		1,615	-
2400	Kreditë dhe huatë, pjesa afatgjatë	9		
2450	Provizionet afatgjata		-	-
2500	Detyrimet ndaj lizingut financiar, pjesa afatgjatë		-	-
2550	Detyrimet e shtyra tatimore		-	-
2600	Detyrimet e tjera afatgjata		-	-
E	Gjithsej detyrimet afatgjata		50,006	-
	Gjithsej detyrimet		50,006	-
	EKUITETI		51,621	-
3000	Kapiali i Pronarit		-	-
3100	Fitimet e mbajtura		-	-
3200	Rezervat tjera		(29,297)	-
F	Gjithsej ekuiteti		(29,297)	-
G=D+E+F	Gjithsej ekuiteti dhe detyrimet		22,324	-

Pasqyrat Financiare për vitin që përfundon me 31 dhjetor 2022


Pasqyra e Pozicionit Financiar me 31.12.2022			
	Shënimet	31.12.2022	31.12.2021
PASURITË			
Pasuritë afatshkurtra		€	€
Paraja dhe ekuivalentët e parasë	5	19,956	-
Investimet financiare afatshkurtra		-	-
Llogaritë e arkëtueshme tregtare dhe të tjera	6	-	-
Stoqet		-	-
Pasuritë e tjera afatshkurtra , parapajime	6	53	-
Gjithsej pasuritë afatshkurtra		20,009	-
Pasuritë afatgjata			
Investimet në pjesëmarrje / Investimet në filiale		-	-
Investimet financiare afatgjata		-	-
Prona, pajisjet dhe impiantet	8	-	-
Prona investuese / Investimet në vijim		-	-
Pasuritë e paprekshme		-	-
Pasuritë e shtyra tatimore		-	-
Pasuritë e tjera afatgjata		-	-
Gjithsej pasuritë afatgjata		-	-
Gjithsej pasuritë		20,009	-
DETYRIMET			
Detyrimet afatshkurtra			
Mbitërheqja bankare	9	-	-
Llogaritë e pagueshme tregtare dhe të tjera	10	20,350	-
Kreditë dhe huatë, pjesa afatshkurtër	9	-	-
Interesi i pagueshëm / Provizionet afatshkurtra		-	-
Tatimin në fitim i pagueshëm		-	-
Detyrimet ndaj lizingut financiar, pjesa afatshkurtër		-	-
Detyrimet e tjera afatshkurtra	10	-	-
Gjithsej detyrimet afatshkurtra		20,350	-
Detyrimet afatgjata			
Kreditë dhe huatë, pjesa afatgjatë	9	-	-
Provizionet afatgjata		-	-
Detyrimet ndaj lizingut financiar, pjesa afatgjatë		-	-
Detyrimet e shtyra tatimore		-	-
Detyrimet e tjera afatgjata		-	-
Gjithsej detyrimet afatgjata		-	-
Gjithsej detyrimet		20,350	-
EKUITETI			
Kapiali i Pronarit		-	-
Fitimet e mbajtura		(340)	-
Rezervat tjera		-	-
Gjithsej ekuiteti		(340)	-
Gjithsej ekuiteti dhe detyrimet		20,010	-



 Drejtuesi

 (Emri, Mbiemri, nënshkrimi)

Kontabilisti



 (Emri, Mbiemri, nënshkrimi)

Pasqyra Financiare për vitin që përfundon me 31 dhjetor 2022

**Pasqyra e fë ardhurave gjithëpërfshirëse
për vitin që përfundon më 31 dhjetor 2022**

	Shënimet	31.12.2022	31.12.2021
Të hyrat	12	-	-
Kostoja e shitjes	13	-	-
Fitimi / (humbja) bruto		-	-
Te ardhurat tjera		-	-
Shpenzimet e shpendarjes	14	-	-
Shpenzimet administrative	14	340	-
Shpenzimet e tjera	8	-	-
Gjithsej Shpenzimet operative		340	-
Fitimi / (humbja) operativ		(340)	-
Shpenzimet financiare	16	-	-
Të ardhurat tjera		-	-
Fitimi / (humbja) para tatimit		(340)	-
Shpenzimet e tatimit në fitim		-	-
Fitimi / (humbja) i/e vitit		(340)	-
Të ardhurat tjera gjithëpërfshirëse:			
Diferencat këmbimore dhe financiare		-	-
Të ardhurat tjera gjithëpërfshirëse të vitit		-	-
Gjithsej të ardhurat / (humbjet) e vitit		(340)	-

Pasqyrat Financiare për vitin që përfundon me 31 dhjetor 2022

**Pasqyra e ndryshimeve në Ekuitet
për vitin që përfundon më 31 dhjetor 2022**

Pasqyra e ndryshimeve në Ekuitet Për vitin që përfundon më 31.12.2022	Shë.	Kapitali	Fitimet e	Rezervat	Gjithsej
		aksionar	mbajtura	e tjera	
		€	€	€	€
Gjendja më 1 janar 2021		-	-	-	-
Fitimi / (humbja) i/e vitit -		-	-	-	-
Diferencat nga përkthimet valutore -		-	-	-	-
Dividendët -		-	-	-	-
Deponimet e kapitalit shtesë +		-	-	-	-
Ndarja e rezervave -		-	-	-	-
Gjendja më 31 dhjetor 2021		0	0	0	-
Fitimi / (humbja) i/e vitit + -		-	(340)	-	(340)
Diferencat nga përkthimet valutore + -		-	-	-	-
Dividendët -		-	-	-	-
Deponimet e kapitalit shtesë +		-	-	-	-
Ndarja e rezervave -		-	-	-	-
Gjendja më 31 dhjetor 2022		0	-340	0	(340)

Pasqyrat Financiare për vitin që përfundon më 31 dhjetor 2022

**Pasqyra e rrjedhjes së parasë
për vitin që përfundon më 31 dhjetor 2022**

Rrjedha e parasë nga aktivitetet operative	Shënime	Viti 2022 €	Viti 2021 €
Fitimi / (humbja) i / e vitit		(340)	-
Rregullimi i zërave jo në para të shpenzimeve dhe të hyrave		-	-
Zhvlerësimi i pronës, pajisjeve dhe impianteve		-	-
Dëmtimi i pronës, pajisjeve dhe impianteve		-	-
Amortizimi i pasurive të paprekshme		-	-
Humbjet nga dëmtimi në pasuritë e paprekshme		-	-
Ndryshimi i vlerës së pronës investuese		-	-
Të ardhurat financiare		-	-
Shpenzimet financiare		-	-
(Fitimi) / humbja nga shitja e pronës, fabrikës dhe pajisjeve		-	-
Shpenzimet e tatimit në fitim		-	-
Ndryshimet në pasuritë dhe detyrimet operative		-	-
(Rritja) / zvogëlim në llogaritë e arkëtueshme tregtare		(53)	-
(Rritja) / zvogëlimi në stoqe		-	-
(Rritja) / zvogëlimi në pasuritë e tjera		-	-
Kritja / (zvogëlimi) në llogaritë e pageshme tregtare		-	-
Rritja / (zvogëlimi) në detyrimet e tjera		20,350	-
Tatimi në fitim i paguar		-	-
Interesi i paguar		-	-
Rrjedha neto e parasë nga aktivitetet operative		19,957	-
Rrjedha e parasë nga aktivitetet investuese			
Pagesat për blerjet e pronës investive, pajisjeve dhe impianteve		-	-
Arkëtimet për shitjet e pronës, pajisjeve dhe impianteve		-	-
Pagesat për blerjet e pasurive të paprekshme		-	-
Arkëtimet për shitjen e pasurive të paprekshme		-	-
Interesi i arkëtuar		-	-
Dividendat e arkëtuara		-	-
Rrjedha neto e parasë nga aktivitetet investuese			
Rrjedha e parasë nga aktivitetet financuese			
Deponimet e kapitalit shtesë		-	-
Dividendat e paguara		-	-
Arkëtimet nga kreditë dhe huatë		-	-
Ripagimi i kredive dhe huave		-	-
Pagesat e lizingut financiar		-	-
Rrjedha neto e parasë nga aktivitetet financuese			
Rritja/(zvogëlimi) neto i parasë dhe ekuivalentëve të parasë		19,957	-
Paraja dhe ekuivalentët e parasë në fillim të vitit		-	-
Paraja dhe ekuivalentët e parasë në fund të vitit		19,957	-

**POLITIKAT KONTABËL DHE SHËNIMET SHPJEGUESE NË PASQYRAT FINANCIARE PËR
VITIN QË PËRFUNDON MË 31 DHJETOR 2022**

I. INFORMATA TË PËRGJITHSHME

Shënimet e përgjithshme:

Fridas Farm L.L.C. është themeluar si shoqëri tregtare me datë 19/10/2022 në bazë të nenit 25 të Ligjit Nr.02/L-123 Mbi Shoqëritë Tregtare. Themelues dhe pronar i Shoqërisë është Nicole Inge Kürten me kapital 450.00€ dhe 45% aksione, Lirim Destani me kapital 450.00€ dhe 45% aksione, Asdren Jerliu me kapital 100.00€ dhe 10% aksione.

Shoqëria ka selinë e ka në Bratilloc, Fshati Huboc, pn,ka NUI 811978660, përfaqësohet nga Nicole Inge Kürten, në cilësinë e Drejtorit menaxhues.

Shoqëria aktivitet kryesor të saj e ka : Kultivimi i drithërave (përveç orizit), i bimëve bishtajore dhe i farërave vajore.

Numri i punëtorëve me 31 dhjetor 2022 ishte 0 (31 dhjetor 2021:0)

II. BAZA E PËRGATITJES DHE POLITIKAT E PËRGJITHSHME TË KONTABILITETIT

KONVENTA E KONTABILITETIT

Pasqyrat financiare janë përgatitur në përputhshmëri me Standardet Ndërkombëtare të Kontabilitetit të aprovuara nga Bordi për Standarde në Raportimet Financiare. Raportet janë përgatitur në bazë të konventës e kostos historike.

VALUTA E RAPORTIMIT

Librat dhe regjistrimet janë mbajtur në valutën Euro ("EUR"). Në përputhje me legjislacionin e Unionit Monetar Evropian dhe Udhëzimeve të lëshuar nga Banka Qendrore e Republikës së Kosovës ("BQK"), Euro është adoptuar si valutë legale në Kosovë prej 1 janarit 2002.

Pasqyrat Financiare për vitin që përfundon me 31 dhjetor 2022

5. PARAJA E GATSHME DHE EKVIVALENTET E SAJ

Paraja e gatshme dhe ekuivalentët e saj përbëhen nga paratë në arkë dhe paratë në bankë.

5. Paraja dhe ekuivalentët e parasë		
Përshkrimi	Viti 2022	Viti 2021
Paraja në arkë	-	-
Paraja në bankë	-	-
Depozitat afatshkurta bankare	19,956	-
Gjithsej:	19,956	-

12. TË HYRAT

Të hyrat nga shitja janë njohur në bazë të parimit aktual për njohjen e të hyrave. Të hyrat njihen me rastin e faturimit. Të hyrat për vitin 2022 kapin vlerën prej 0€.

12. Të hyrat		
Përshkrimi	Viti 2022	Viti 2021
Te hyrat nga nga shitja	-	-
Te hyrat nga shërbimet	-	-
Të hyrat nga qeraja	-	-
Të hyrat tjera	-	-
Gjithsej:	-	-

13. KOSTO E MALLIT TË SHITUR

Kosto e mallit të shitur për vitin 2022 ka qenë 0€, ndërsa në vitin 2021 ishte 0€.

13. Kosto e mallit të shitur		
Përshkrimi	Viti 2022	Viti 2021
Stoqet në fillim	-	-
Blerjet gjate vitit	-	-
Gjithsejt stoqet në fillim+blerjet	-	-
Stoqet në fund 31.Dhjetor	-	-
Gjithsejt KMSH-ja	-	-

14. SHPENZIMET OPERATIVE

Përshkrimi	Viti 2022	Viti 2021
SHPENZIMET E KONTABILITETIT	296	-
SHPENZIMET E KRYERJËS SE SHËRBIMEVE	44	-
Totali i shpenzimeve operative	340	-

Pasqyrat Financiare për vitin që përfundon me 31 dhjetor 2022

14.1. SHPENZIMET E PAGAVE

Shpenzimeve bruto për paga të vitit 2022 ishin 0€, dhe për dallim prej vitit 2021, janë të njëjta për 0€, ku shpenzimet për paga ishin 0€. Ndërmarrja në janar të vitit 2022 i ka pasur 0 të punësuar, ndërsa në dhjetor ka pasur 0 të punësuar.

15. Shpenzimet për Pagat dhe medijtjet		
Përshkrimi	Viti 2022	Viti 2021
	€	€
Shpenzimet e pagave		
Pagat dhe medijtjet	-	-
Kontributet pensionale	-	-
Githesëj Pagat :	-	-

8. MJETET THEMELORE

Mjetet kryesore janë prezantuar në Pasqyrën e Bilancit të Gjendjes duke u bazuar në vlerën historike të kostos së tyre të korrigjuar me zhvlerësimin e akumuluar. Ndërmarrja zotëron mjete themelore në pronësi të saj, dhe në fund të vitit 2022 vlera e tyre në libra të kontabilitetit ishin 0€.

Pasuritë e paprekshme

Pasuritë e paprekshme janë softueri kompjuterik i blerë që njihet me koston minus amortizimin e akumuluar dhe çdo humbje të akumuluar nga dëmtimi (rënia në vlerë). Amortizohen gjatë jetës së tyre të llogaritur prej 5 vjetësh duke përdorur metodën lineare. Nëse ka një tregues se ka pasur një ndryshim të rëndësishëm në normën e amortizimit, jetës së dobishme ose vlerës së mbetur të një pasurie të paprekshme, amortizimi rishikohet për të pasqyruar pritshmëritë e reja.

Dëmtimi (rënia në vlerë) i pasurive

Në çdo datë të raportimit, prona, pajisjet dhe implantet, pasuritë e tjera të paprekshme dhe investimet në pjesëmarrje rishikohen për të përcaktuar nëse ka ndonjë tregues se këto pasuri kanë pësuar ndonjë dëmtim, përkatësisht ndonjë humbje nga rënia në vlerë. Nëse ka një tregues për rënie të mundshme, shuma e rikuperueshme e çdo pasurie të prekur (ose grup pasurish të ngjashme) vlerësohet dhe krahasohet me vlerën e saj kontabël. Në qoftë se shuma e vlerësuar e rikuperueshme është më e ulët, vlera kontabël ulët deri në shumën që vlerësohet se do të merret, ndërsa shuma e dëmtimit (humbja nga rënia në vlerë) njihet menjëherë në pasqyrën e të ardhurave.

8. ZHVLERËSIMI DHE/OSE AMORTIZIMI

Shoqëria ka bërë zhvlerësimin duke e paraqitur vlerën neto të mjeteve kryesore duke u bazuar në vlerën historike të kostos së tyre.

Metoda për zhvlerësimin e mjeteve kryesore është metoda drejtvizore. Sipas kategorive të mjeteve kryesore Shoqëria ka shfrytëzuar këto norma të zhvlerësimit:

Pasqyrat Financiare për vitin që përfundon me 31 dhjetor 2022

Ndërtesa	5%
Impiantet	10%
Pajisjet dhe veturat	20%

Mjetet themelore të ndërmarrjes i takojnë kategorisë së ndërtesave, të cilat janë zhvlerësuar me 5% dhe kategorisë së pajisjeve dhe veturave e të cilat janë zhvlerësua me shkallë 20%. Shpenzimet e zhvlerësimit të pajisjeve për 2021 ka qenë 0€, dhe janë paraqitur në tabelën më poshtë:

8. Shpenzimet e Zhvlerësimit		
Përshkrimi	Viti 2022	Viti 2021
Shpenzimet e Zhleresimit Grupi I 5%	-	-
Shpenzimet e Zhleresimit Grupi II 20%	-	-
Shpenzimet e Zhleresimit Grupi II 20%- pajisje tjera	-	-
Gjithsej:	-	-

7. STOQET

Veprimtaria e Shoqërisë ka të bëjë me tregim të mallrave prandaj nuk mbanë stogë, vlera e të cilave në fund të vitit ka qenë 0:

7. Stoqet		
Përshkrimi	Viti 2022	Viti 2021
Stoqet në fillim	-	-
Blerjet gjatë vitit	-	-
Gjithsej stoqet në dispozicion për shitje	-	-
KMSH	-	-
Stoqet në fund	-	-

6. LLOGARITË E ARKËTUESHME TREGTARE DHE TË TJERA

Llogaritë e pagueshme tregtare janë kërkesa në bazë të afatëve normale të debitimit dhe nuk bartin interes. Të arkëtueshmet tregtare të shprehura në monedhë të huaj shprehen në valutën Euro, duke përdorur kursin e këmbimit në datën e raportimit. Fitimet ose humbjet e këmbimit valutor janë të përfshira në të ardhurat e tjera apo shpenzimet e tjera.

Në fund të vitit 2022 ka pasur saldo të llogarive të arkëtueshme 0:

6. Llogaritë e arkëtueshme tregtare dhe të tjera		
Përshkrimi	Viti 2022	Viti 2021
Të arkëtueshmet tregtare – neto	-	-
Parapagimet	53	5
Të arkëtueshmet nga palëve të lidhura	-	-
Kreditë ndaj palëve të lidhura	-	-

Pasqyrat Financiare për vitin që përfundon me 31 dhjetor 2022

Të arkëtueshmet e përlogaritura	-	-
Të arkëtueshmet tjera	-	-
Gjithsej:	53	5

11. PASURITË E TATIMIT TË SHTYRË

Pasuritë e tatimit të shtyrë janë shumat e tatimeve mbi të ardhurat, të rikuperueshme për periudhat e ardhshme në lidhje me ndryshimet e përkohshme të zbritshme.

10. LLOGARITË E PAGUESHME TREGTARE DHE TË TJERA

Llogaritë e pagueshme tregtare janë detyrime në bazë të afateve normale të kreditimit dhe nuk bartin interes. Të pagueshmet tregtare të shprehura në monedhë të huaj shprehen në valutën Euro duke përdorur kursin e këmbimit në datën e raportimit. Fitimet ose humbjet e këmbimit valutor janë të përfshira në të ardhurat e tjera apo shpenzimet e tjera. Në fund të vitit 2022 ka pasur saldo të llogarive të pagueshme 20,350:

10. Llogaritë e pagueshme tregtare dhe të tjera		
Përshkrimi	Viti 2022	Viti 2021
Të pagueshmet ndaj furnitorëve	350	*
Të pagueshmet ndaj palëve të lidhura	-	-
Të pagueshmet të përlogaritura (Pagat e punëtorëve)	-	-
Të pagueshmet ndaj tatimeve	-	-
Të pagueshmet tjera	20,000	-
Të hyrat e shtyra	-	-
Gjithsej:	20,350	-

9. KREDITË DHE DETYRIMET TJERA AFATSHKURTA DHE AFATGJATA

Kërkesat tjera afatshkurta janë kërkesa në bazë të afateve normale të debitimit dhe nuk bartin interes. Kërkesat tjera afatshkurta të shprehura në monedhë të huaj shprehen në valutën Euro, duke përdorur kursin e këmbimit në datën e raportimit. Fitimet ose humbjet e këmbimit valutor janë të përfshira në të ardhurat e tjera apo shpenzimet e tjera. Në tabelat 9 dhe 9.1 poshtë janë paraqitur kreditë dhe mbitërheqjet e ndërmanjes:

9. Kreditë dhe huatë afatshkurta		
Përshkrimi	Viti 2022	Viti 2021
Afatshkurtra	€	€
Mbitërheqja bankare	-	-
Kreditë dhe huatë, pjesa afatshkurtër	-	-
Gjithsej:	-	-

Pasqyrat Financiare për vitin që përfundon me 31 dhjetor 2022

9.1 Kreditë dhe huatë afatgjata		
Përshkrimi	Viti 2022	Viti 2021
Afatgjata	€	€
Kreditë dhe huatë, pjesa afatgjatë	-	-
Gjithsej:	-	-

16. SHPENZIMET FINANCIARE

16. Shpenzimet financiare		
Përshkrimi	Viti 2022	Viti 2021
Shpenzimet e interesit nga kreditë dhe bakare	-	-
Shpenzimet e interesit nga mbitërheqjet	-	-
Gjithsej:	-	-

17. KAPITALI AKSIONAR

Pronari ka të regjistruar kapital në ARBK me rastin e themelimit, ndërsa gjatë viteve ka arritur kapitalin, i cili me 31.12.2022 vlerësohet gjithsej -340€, duke përfshirë këtu fitimet e mbajtura. Kapitali është i investuar në tërësi ndërsa nuk ka aksion të tregtueshme publikisht.

18. DETYRIMET KONTINGJENTE

Gjatë vitit 2022 nuk ka njohur se ka obligime kontingjente. Në këto pasqyra financiare nuk është njohur asnjë provizion meqë menaxhmenti nuk mendon se do të ketë një humbje të mundshme.

19. NGJARJET PAS PËRFUNDIMIT TË PERIUDHËS RAPORTUESE

Nuk ka ngjarje të rëndësishme pas datës së raportimit që mund të kërkojnë rregullim ose shpallje në pasqyrat financiare.

20. TRANSAKSIONET ME PALËT E LIDHURA

Kompania gjatë vitit 2022 nuk ka transaksione me palë të lidhura.

21. APROVIMI I PASQYRAVE FINANCIARE

Pasqyra financiare janë aprovuar nga menaxhmenti dhe janë autorizuar për publikim më 31.03.2023.

