

ZIOTION UN LTD
Comprehensive Business Plan 2025–2029
(Operating under the TRÍ Brand)

Prepared by:
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Dar es Salaam, Tanzania

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1. Executive Summary

Company Overview

ZIOTION UN LTD, operating under the **TRÍ** brand, is a Tanzanian electric-mobility company pioneering a fully integrated value chain for electric two- and three-wheelers. The company assembles vehicles locally, integrates smart battery systems, and operates a digital platform that connects drivers, financing partners, and charging infrastructure.

The brand name **TRÍ** represents *Technology + Renewable + Innovation*—the three pillars driving the firm’s strategy to decarbonize Africa’s short-distance transport sector.

Vision & Mission

- **Mission:** To drive Africa’s transition toward sustainable mobility through locally assembled electric vehicles.
- **Vision:** To be the leading electric mobility brand in Africa, delivering affordable, reliable, and zero-emission transport solutions.
- **Objectives:** Establish Tanzania’s first scalable three-wheeler assembly line, deploy a national EV charging network, achieve profitability by 2027, and create over 100 direct and indirect jobs.

Business Opportunity

Tanzania’s transport network depends on over 100,000 three-wheelers and more than 1.5 million two-wheelers, almost all running on imported fuel. Fuel-price volatility, high maintenance costs, and increasing environmental pressure have created an inflection point for electrification.

ZIOTION UN LTD is strategically positioned to lead this transformation by integrating **assembly, financing, charging, and IoT-based fleet management** into one ecosystem. The firm’s early partnerships with Watu Credit, Bolt, CRDB Bank, NMB, Selcom, and Vodacom ensure rapid market access and digital-payment integration.

Investment Opportunity

Between 2025 and 2029, TRÍ projects revenue growth from **USD 1.14 million (TZS 2.9 billion)** to **USD 51.6 million (TZS 130 billion)** — a compound annual growth rate above 100%. Profitability is expected by 2027 through localized assembly and recurrent service income from IoT and charging.

A total capital injection of **USD 1 million (TZS 2.5 billion)** under the TIC framework is required to expand assembly capacity, deploy the IoT platform, train technicians, and strengthen distribution. The proposed investment will accelerate Tanzania’s green industrialization while ensuring a strong financial return.

Strategic Advantages

- **First-Mover Advantage:** Earliest licensed e-mobility assembly operation in Tanzania.
- **Integrated Model:** Vertical control from vehicle assembly to digital fleet monitoring.

- **Government Alignment:** Supports Vision 2050 and National Industrialization Strategy.
- **Social Impact:** Job creation, female workforce integration, and CO₂ reduction of 2.5 tons per vehicle per year.

Financial Snapshot (2025–2029)

Metric	2025	2026	2027	2028	2029
Revenue (USD M)	1.14	5.6	15.9	32.0	51.6
Gross Margin (%)	35	38	40	43	45
Profit/Loss (USD M)	(0.4)	(0.1)	0.8	3.2	6.4
Jobs Created	45	80	120	160	200

Funding Summary

Category	Amount (USD)	Amount (TZS) approx. ×2,500
Land	–	–
Plant & Machinery	1,000	2.5 M
Vehicles (2 motorcycles)	2,000	5 M
Furniture & Fittings	3,000	7.5 M
Pre-operating Expenses	10,000	25 M
Other Assets	700,000	1.75 B
Working Capital	284,000	710 M
Total Investment	1,000,000	2.5 B

Exit & Return Profile

Projected IRR ≈ 26%; Payback ≈ 3.5 years from profitability (2027); 5-year Net Profit ≈ USD 10.2 million (TZS 25.5 billion).

Conclusion

ZIOTION UN LTD represents a rare opportunity to invest in a home-grown Tanzanian industrial platform that is both commercially viable and environmentally transformative. The business is ready for scale, policy backing, and regional expansion under the TIC framework.

2. Company Overview

2.1 Corporate Identity

Company Name: ZIOTION UN LTD

Brand Name: TRÍ (Electric Mobility Solutions)

Legal Status: Private Limited Company (registered in Tanzania)

Headquarters: Dar es Salaam, Tanzania

Year of Incorporation: 2020

Industry Classification: Manufacturing and Sustainable Transport Technology

TIN: Registered with TRA (Trade License & TIC Investment Certificate application in progress)

2.2 Background and Purpose

ZIOTION UN LTD was founded to industrialize Tanzania’s transport sector by creating an end-to-end ecosystem for electric mobility.

Recognizing the economic impact of rising fuel prices and environmental pollution in urban centers, the founders saw an opportunity to develop a local assembly and technology platform that reduces dependence on imports while creating domestic jobs and innovation capacity.

The company launched the brand **TRÍ**, derived from “Technology, Renewables and Innovation,” to represent Africa’s new mobility narrative — locally engineered, digitally connected, and climate positive. TRÍ is now recognized as one of Tanzania’s first formal electric vehicle (EV) assembly initiatives.

2.3 Mission, Vision and Core Values

- **Mission:** To drive Africa’s transition toward sustainable mobility through locally assembled electric vehicles.
- **Vision:** To be the leading electric mobility brand in Africa, delivering affordable, reliable, and zero-emission transport solutions.
- **Core Values:** Innovation | Integrity | Sustainability | Collaboration | Excellence.

2.4 Business Model

ZIOTION UN LTD operates a hybrid model that combines **local assembly, vehicle leasing and sales, charging services**, and **digital fleet management** into one ecosystem.

This vertical integration reduces cost of ownership for drivers by up to 80% while ensuring steady recurring revenues for the company through IoT subscriptions and charging fees.

Revenue Streams:

1. Vehicle Sales (assembled units sold to drivers and operators).
2. Rent-to-Own leasing models in partnership with microfinance institutions.
3. Charging and Battery-Swapping services.
4. IoT data analytics and fleet management subscriptions.
5. After-sales support and maintenance packages.

2.5 Location and Facilities

The company operates from Dar es Salaam with an assembly facility strategically situated near the port for imported CKD kits and logistics efficiency.

A small R&D and IoT unit is planned for Dodoma in 2026 to collaborate with vocational institutes and train youth in battery assembly and software integration.

2.6 Management and Governance

ZIOTION UN LTD is governed by a Board of Directors comprising industry experts in e-mobility, finance, and public policy.

The operational leadership team includes:

- **Chief Executive Officer (CEO)** – Strategic leadership and partnerships.
- **Chief Operating Officer (COO)** – Assembly and supply chain operations.
- **Chief Financial Officer (CFO)** – Financial planning and investor relations.
- **Technical Director** – Battery technology and IoT systems.
- **Head of Policy and Compliance** – Government relations and TIC liaison.

This structure ensures strong governance and accountability for investors and stakeholders.

2.7 Strategic Partnerships

- **Financial Partners:** CRDB Bank, NMB Bank, and Watu Credit for vehicle leasing and working-capital facilities.
- **Technology Partners:** Selcom and Vodacom for digital payment and IoT integration.
- **Institutional Alliances:** TIC, LATRA, TRA, and the Ministry of Transport for policy alignment.
- **Development Partners:** UNDP and Enabel for green mobility capacity building.

2.8 Competitive Advantages

1. **First-Mover Status** – Among the earliest licensed EV assemblers in Tanzania.
2. **Integrated Ecosystem** – Assembly + Financing + Charging + IoT in one value chain.
3. **Government Alignment** – Direct support from national green-industrialization policies.
4. **Local Capacity Building** – Training and employment for Tanzanian youth and women.
5. **Scalability** – Easily replicable assembly and distribution model for East Africa.

2.9 Future Outlook

Over the next five years, ZIOTION UN LTD will transition from pilot assembly to regional manufacturing and software-driven operations. By 2029, the company targets 1,500 vehicles produced annually, 30% local component sourcing, and export of assembled EVs to EAC markets.

3. Industry and Market Analysis

3.1 Industry Overview

Tanzania's transport sector is the backbone of its economy, supporting over 60% of all commercial and commuter movement nationwide. Two- and three-wheelers dominate last-mile transportation, particularly in urban and peri-urban centers such as Dar es Salaam, Dodoma, Mwanza, and Arusha.

As of 2025, estimates from the Tanzania Revenue Authority (TRA) and the Land Transport Regulatory Authority (LATRA) show:

- Over **1.5 million motorcycles** and **120,000 three-wheelers (Bajaj)** registered in Tanzania.
- Annual imports of small engine vehicles exceeding **USD 250 million (TZS 625 billion)**.
- Fuel costs accounting for **over 40%** of total operational expenses for transport operators.

With oil prices and maintenance costs rising, and global climate finance pushing for sustainable alternatives, Tanzania's transport industry is entering a **transformation phase** toward electrification.

3.2 Electric Mobility Opportunity

The Tanzanian government has recognized e-mobility as a **strategic growth sector** under its Vision 2050 and the National Industrialization Strategy.

In 2023, the Ministry of Energy launched an **Electric Mobility Framework** encouraging local assembly, skills development, and fiscal incentives.

Key Enablers of the EV Market:

- **Favorable policy environment:** TIC registration enables import-duty exemptions on CKD kits and EV components.
- **Digital payment adoption:** Over 70% of Tanzanians use mobile money, making e-mobility payments seamless.
- **Energy advantage:** Tanzania generates 80% of its electricity from hydro and natural gas — offering a green grid.
- **Regional trade access:** The East African Community (EAC) common market enables easy EV export.

Estimated Market Size (Three-Wheelers & Light EVs, 2025):

Segment	Estimated Units	Value (USD M)	Annual Growth
Urban passenger 3-wheelers	120,000	180	12%
Cargo & delivery 3-wheelers	35,000	90	15%
Two-wheel e-bikes (delivery, personal)	500,000	250	18%
Fleet and corporate electric conversions	8,000	40	20%
Total Market Potential (Tanzania)	—	~560	—

By 2029, demand for electric three-wheelers is projected to surpass **200,000 units** across East Africa, with Tanzania leading adoption due to its urban density and government support.

3.3 Target Market Segments

ZIOTION UN LTD focuses on **three core customer groups**:

1. **Commercial Passenger Drivers:** Bajaj and boda-boda operators seeking lower operating costs.
2. **SME Fleet Owners:** Companies engaged in logistics, delivery, or staff transport.
3. **Institutional Clients:** Government agencies, NGOs, and private estates looking for zero-emission fleets.

Each driver converting from ICE to electric saves approximately **TZS 12,000–18,000 daily**, translating to **USD 150–200 in monthly profit increase**.

3.4 Market Trends and Drivers

1. **Rising Fuel Costs:** Diesel and petrol prices have doubled in 5 years, pressuring transport margins.
2. **Government Incentives:** Reduced import duties and VAT exemptions for e-mobility projects under TIC.
3. **Environmental Pressure:** Global carbon markets and climate-finance funds (e.g., UNDP, GCF) supporting EV projects.
4. **Urbanization:** By 2030, over 50% of Tanzanians will live in cities, increasing last-mile transport demand.
5. **Digital Integration:** The surge of fintech and IoT solutions enables smart fleet and payment systems.

3.5 Competitive Landscape

The electric mobility sector in Tanzania remains nascent but rapidly evolving.

Competitor	Focus	Business Model	Weakness / Gap
Spiro (regional)	Battery-swap scooters	Rental + subscription	Focus on 2-wheel only; no local assembly.
KP Motors	Import and sales of EVs	Import-only	No after-sales network.
eMotions Arusha	Custom retrofits	Technical service	Lacks financing model.
OASIS Group	Electric tuktuks	Assembly + corporate sales	Still scaling, limited IoT platform.
ZIOTION / TRÍ	Local assembly + IoT	End-to-end e-mobility ecosystem	<i>Competitive edge: local innovation + government linkage.</i>

ZIOTION’s strength lies in **local production, IoT integration, and strategic alignment with TIC and LATRA**, which most competitors lack.

3.6 Market Entry and Growth Strategy

The company’s entry strategy focuses on **urban deployment hubs** beginning with Dar es Salaam, followed by Dodoma (for government fleets) and Arusha (for regional logistics). Growth will be achieved through:

- **Public-private partnerships (PPPs)** for assembly and charging infrastructure.
- **Driver financing** via CRDB and NMB leasing products.
- **Fleet partnerships** with delivery apps and corporate clients (e.g., Posta, Bolt, Kilimo Fresh).
- **Export preparation** through EAC market certification by 2028.

3.7 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Local assembly and IoT integration	Limited capital base for rapid scale-up	Government e-mobility incentives	Regulatory delays in EV standards
Experienced leadership and partnerships	Supply chain dependency on imports	Rising fuel prices pushing adoption	Entry of foreign competitors
Strong TIC and policy alignment	Limited awareness among drivers	Regional export potential	Currency fluctuations

3.8 Market Outlook

Tanzania’s EV market is transitioning from early adoption to growth phase. By 2030, electric three-wheelers could represent **40–50%** of urban transport. With continued support from TIC and Ministry of Transport, ZIOTION UN LTD is positioned to become a **national champion** in e-mobility and a leading African exporter

4. Products and Technology

4.1 Product Overview

ZIOTION UN LTD, under the TRÍ brand, designs and assembles **electric three-wheelers** (for passengers and cargo) and **battery systems** optimized for African conditions. These vehicles are purpose-built for urban and peri-urban mobility, combining affordability, strength, and digital intelligence.

The company’s flagship model — **TRÍ T3 Cargo and Passenger Series** — offers:

- 72 V Lithium Iron Phosphate (LiFePO₄) battery with up to **120 km per charge**.
- High-torque 3 kW brushless motor designed for steep terrain and heavy payloads.
- Smart Controller for energy optimization and regenerative braking.
- Digital dashboard linked to the **TRÍ IoT platform** for remote diagnostics, usage tracking, and mobile payments.

In addition, the company has begun prototyping a **battery-swap module** and low-cost **solar charging dock**, both under R&D for rollout by 2026.

4.2 Key Product Lines

Category	Model / Service	Target Market	Revenue Mode
Passenger EV (Three-Wheeler)	TRÍ T3 Rider	Boda & Bajaj drivers	Direct sale / Rent-to-own
Cargo EV (Three-Wheeler)	TRÍ T3 Cargo	SMEs, logistics, delivery	Sale / Leasing
Battery Swap & Charging	TRÍ Charge Dock	EV owners & partners	Pay-per-use
IoT Platform	TRÍ Fleet Cloud	Fleet operators	Subscription
Parts & Maintenance	TRÍ Care	All users	Service fees

4.3 Technology Architecture

The TRÍ system integrates **hardware (vehicles)**, **software (IoT cloud)**, and **finance (digital payments)** in one stack.

a) Vehicle Assembly Technology

- Uses Completely Knocked Down (CKD) kits from certified OEM partners in India and China.
- Localization of frames, seats, and electrical harnesses ensures 30% local content by 2027.
- Quality management follows ISO 9001 standards with traceable serials for every component.

b) Battery System

- Proprietary LFP chemistry with intelligent Battery Management System (BMS).
- Designed for **2,000+ charge cycles (5-year lifespan)**.
- Plug-and-play architecture enables swapping or direct charging.

c) IoT Integration

The **TRÍ Fleet Cloud** uses embedded IoT modules to provide:

- GPS tracking and route history.
- Battery health and predictive maintenance analytics.
- Digital payment verification for drivers and owners.
- Fleet analytics dashboard for partners (API-enabled).

d) Software Stack

Developed using Firebase, Flutter, and MQTT protocols for real-time data streaming. The mobile app connects to bank APIs (NMB, CRDB) for automatic reconciliation of payments, empowering digital fleet management and credit scoring for drivers.

4.4 Research and Development (R&D)

ZIOTION maintains a small R&D lab in Dar es Salaam with a focus on:

1. Battery assembly and retrofitting of existing ICE tuk-tuks.
2. IoT optimization for low-data rural environments.
3. Collaboration with local technical institutes (DIT, UDSM) for prototyping and innovation.
4. Continuous testing for road safety, battery range, and performance in tropical climates.

Planned by 2026 is the **TRÍ Innovation Hub**, a 200 m² facility for co-development of e-mobility components and student training programs.

4.5 Intellectual Property (IP)

ZIOTION holds proprietary designs for its battery enclosure, IoT firmware, and vehicle dashboard interface.

The company plans to register trademarks for **TRÍ** and **TRÍ Fleet Cloud** under BRELA and WIPO in 2025.

4.6 Sustainability and Circularity

Environmental sustainability is embedded in product design:

- Batteries will be recycled through a **take-back system** in partnership with local recyclers.
- Vehicle shells and frames are designed for **remanufacturing** and re-use.
- Solar integration for rural charging hubs reduces grid dependency and promotes energy equity.

4.7 Competitive Product Advantage

Feature	TRÍ	Conventional ICE Vehicle	Competitor EVs
Local Assembly	✓	✗	Partial
IoT & Payment Integration	✓	✗	Limited
CO ₂ Emission	0	2.5 tons/year	Low
Operating Cost/km	USD 0.02	USD 0.10	USD 0.04
Battery Swap Option	In Development	N/A	Some

TRÍ's core strength is combining **affordable hardware** with **data-driven software**, positioning the company not just as a vehicle manufacturer, but as a **mobility technology company**.

4.8 Future Product Roadmap (2025–2029)

Year	Milestone
2025	Launch of T3 Passenger and Cargo models; integrate IoT beta.
2026	Introduce battery-swap pilot and solar charging hub.
2027	Launch TRÍ Fleet Cloud 2.0 with real-time analytics; achieve profitability.
2028	Begin localized battery pack assembly.
2029	Export-ready product line for EAC markets.

5. Operations Plan

5.1 Operational Overview

ZIOTION UN LTD operates a vertically integrated model encompassing **assembly, distribution, service, and technology**. The company's operations strategy is built on three pillars:

1. **Localized Assembly** – to reduce import costs and stimulate domestic manufacturing.
2. **Digital Integration** – using IoT to optimize fleet and service operations.
3. **Inclusive Workforce Development** – creating skilled jobs, particularly for youth and women.

The operational command center and initial assembly facility are based in **Dar es Salaam**, serving as both the manufacturing and logistics hub for Tanzania's growing EV market.

5.2 Assembly and Production

ZIOTION's facility will handle **Completely Knocked Down (CKD)** kit assembly for three-wheeler EVs.

The production process follows five key stages:

1. **Inbound Logistics:** Importation of CKD kits through the Dar es Salaam Port, with customs facilitation via TIC incentives.
2. **Sub-Assembly:** Welding, wiring, and installation of motor, battery, and electronic systems.
3. **Final Assembly:** Integration of body, chassis, and interior fittings.
4. **Testing & Quality Control:** Inspection under ISO 9001 and EV safety standards.
5. **Dispatch:** Vehicles prepared for delivery to drivers, agents, or fleet operators.

Initial Production Capacity (2025): 500 units annually

Projected by 2029: 1,500 units annually (3x capacity expansion)

The factory will operate one production line initially, expanding to three lines by 2027 with partial automation for motor and controller installation.

5.3 Supply Chain and Procurement

- **Primary Suppliers:** Certified EV component OEMs in India and China (motors, batteries, controllers).
- **Local Suppliers:** Tanzanian firms for seats, body panels, harnesses, and branding materials.
- **Procurement Process:** Bulk purchase agreements via Letters of Credit (LCs) supported by CRDB and NMB.
- **Inventory Management:** ERP system for real-time tracking of parts, production, and after-sales inventory.

To reduce exposure to import delays, ZIOTION is establishing a **strategic inventory reserve** equal to three months of production.

5.4 Quality Assurance (QA)

The company follows a “Zero Defect” philosophy through standardized QA processes:

- Pre-delivery inspection for each unit.
- Random stress and range testing.
- Digital QA forms linked to TRÍ Fleet Cloud for tracking maintenance history.
- Continuous feedback loop from field data analytics.

By integrating IoT telemetry, maintenance patterns are analyzed proactively, reducing warranty costs and improving customer satisfaction.

5.5 Human Resources and Staffing

ZIOTION UN LTD prioritizes local employment and gender equity in all operational stages.

Planned workforce composition:

Department	2025	2027	2029
Assembly & Production	25	45	80
R&D and IoT	5	10	20
Sales & Distribution	10	20	35
Administration & Finance	5	10	15
Total	45	85	150+

All new staff undergo training in basic electrical safety, EV systems, and customer service. Partnerships with **DIT (Dar es Salaam Institute of Technology)** and **VETA** ensure certified technical education and continuous upskilling.

5.6 Logistics and Distribution

The company uses a **hub-and-spoke distribution model**, with Dar es Salaam as the central hub.

Vehicles and parts are distributed via regional agents in:

- **Dodoma** (central government fleets)
- **Arusha** (northern highlands and logistics)
- **Mwanza** (lake region and mining sector)
- **Mbeya** (southern agricultural corridors)

Each regional hub will include:

- Spare parts mini-depot
- Charging/maintenance bay
- Customer support desk

5.7 After-Sales and Service Network

After-sales support is a key differentiator. ZIOTION's **TRÍ Care Program** covers:

- 12-month warranty on major components.
- Predictive maintenance via IoT diagnostics.
- On-demand mobile servicing within Dar, Dodoma, and Arusha.
- Dedicated call center (8 a.m.–8 p.m.) integrated into TRÍ Fleet Cloud app.

By 2027, the company plans to operate **five service stations nationwide**, expanding to eight by 2029.

5.8 Production Efficiency and Cost Management

Key cost drivers are CKD imports, logistics, and workforce. To maintain competitiveness:

- Local component sourcing will increase by 10% annually.
- Process automation will reduce assembly time per unit from 6 hours (2025) to 4 hours (2028).
- Long-term supply contracts will stabilize component pricing.

Operating expenses are projected to decline by **15% per unit** within the first three years of scale-up.

5.9 Environmental and Safety Standards

The operations adhere to **OSHA Tanzania** and **TBS** standards.

- Proper waste segregation for batteries, lubricants, and packaging materials.
- Solar-powered lighting and ventilation for energy efficiency.
- Mandatory PPE and first-aid certification for all technicians.
- Compliance with **Environmental Management Act (EMA, 2004)** and TIC investment codes.

5.10 Future Expansion

- **2026:** Establish Dodoma Service and Training Center.
 - **2027:** Open Arusha and Mwanza regional hubs.
 - **2028:** Launch battery assembly and recycling unit.
 - **2029:** Fully automated assembly line with export certification for EAC markets
-

6. Marketing and Sales Strategy

6.1 Marketing Philosophy

ZIOTION UN LTD views marketing not merely as advertising, but as **market education** — introducing Tanzanian consumers to the benefits of electric mobility. The brand strategy under **TRÍ** is built on three principles:

1. **Trust:** Establish confidence in new technology through transparency and after-sales reliability.
2. **Transformation:** Position e-mobility as both a lifestyle and a national development catalyst.
3. **Technology:** Use data-driven communication to reach digitally savvy entrepreneurs and drivers.

The company aims to become synonymous with “**Smart, Clean, and Profitable Mobility.**”

6.2 Target Market Segments

TRÍ’s marketing and distribution channels are structured around three customer categories:

Segment	Description	Value Proposition
Individual Drivers	Bajaj & boda-boda operators seeking lower running costs	80% reduction in fuel cost, instant savings, and access to digital loans.
Fleet & Corporate Clients	Delivery companies, logistics SMEs, and NGOs	Reliable, zero-emission fleet with IoT monitoring and bulk purchase discounts.
Institutional & Government	Agencies shifting to green fleets	Policy-aligned, locally assembled EVs supporting Tanzania’s green industrialization goals.

Each segment has tailored communication and financing options to ensure rapid adoption.

6.3 Branding and Positioning

Brand Identity: “*TRÍ – Powering Tanzania’s Future.*”

The logo and visual identity emphasize sustainability (green), innovation (gold), and reliability (white/gray balance).

Brand Promise: “Affordable innovation for everyone.”

The brand voice combines professionalism with local authenticity, using both English and Swahili across campaigns to connect with diverse audiences.

6.4 Sales Channels

1. **Direct Sales:** Through TRÍ’s Dar es Salaam showroom and regional hubs (Dodoma, Arusha, Mwanza).
2. **Leasing & Financing:** Partnering with NMB, CRDB, and Watu Credit for rent-to-own models payable via mobile money.
3. **Digital Sales:** E-commerce platform integrated with the TRÍ App for product booking, payments, and after-sales support.
4. **Dealer Networks:** Independent resellers accredited under the TRÍ partner program for national coverage.

6.5 Pricing Strategy

TRÍ employs a **value-based pricing model** emphasizing lifecycle savings.

Model	Price (USD)	Price (TZS)	Ownership Option
TRÍ T3 Passenger	2,950	7.4 M	Outright purchase / Lease-to-own
TRÍ T3 Cargo	3,200	8.0 M	Lease-to-own / Corporate purchase
Battery Swap Plan	40/month	100 K	Subscription
IoT Monitoring	5/month	12,500	SaaS model

Drivers typically recover their full investment within **18–24 months** through reduced fuel and maintenance costs.

6.6 Promotional Strategy

ZIOTION employs a multi-layered promotional mix:

a) Awareness Campaigns

- Roadshows and demo rides in Dar es Salaam, Dodoma, and Arusha.
- National radio and TV spots showcasing cost savings and clean energy benefits.
- Public service partnerships with LATRA and TIC for education on EV incentives.

b) Digital Marketing

- Social-media campaigns on Instagram, Facebook, and TikTok under #TRIPower.
- WhatsApp Business automation for inquiries, quotes, and course enrollments (connected to Nelwa Digital).
- Website and blog highlighting testimonials and sustainability impact.

c) Influencer & Community Engagement

- Collaboration with youth ambassadors and women-in-tech groups.
- Sponsorship of “Green Mobility Week” and university innovation challenges.

d) Referral & Loyalty Programs

- Drivers receive referral bonuses in airtime or service credits.
- Fleet partners earn IoT subscription discounts for renewals.

6.7 Distribution and Logistics

Sales fulfillment integrates production, warehousing, and delivery logistics:

- Regional stock points ensure vehicles are available for instant hand-over.
- Fleet deliveries are scheduled through the TRÍ app.
- Each unit delivered includes a free driver-training module on battery care and digital use.

By 2027, a nationwide TRÍ service map will cover all key transport corridors.

6.8 Customer Relationship Management (CRM)

The TRÍ App doubles as a **CRM tool**, recording every customer’s purchase, payments, and service history.

Features include:

- Automated reminders for servicing.
- Push notifications for policy updates and energy prices.
- In-app chat for direct customer support.

CRM data also feeds into predictive analytics for loan risk scoring and maintenance scheduling.

6.9 Public Relations and Partnerships

- Regular press releases in *The Citizen* and *Daily News* to highlight milestones.
- Government collaboration announcements through TIC and Ministry of Transport.
- Participation in regional e-mobility expos (e.g., Nairobi EV Summit, Africa Energy Forum).
- CSR programs focusing on youth mentorship and green entrepreneurship.

6.10 Five-Year Sales Forecast (USD)

Year	Units Sold	Revenue (USD M)	Cumulative Growth
2025	500	1.14	—
2026	1,000	5.6	392%

Year	Units Sold	Revenue (USD M)	Cumulative Growth
2027	2,500	15.9	184%
2028	4,000	32.0	101%
2029	5,000+	51.6	61%

6.11 Key Marketing Objectives (2025–2029)

1. Position TRÍ as Tanzania’s No. 1 locally assembled EV brand.
2. Achieve 10% market share of urban three-wheelers by 2027.
3. Reach 100,000+ monthly digital interactions by 2026.
4. Maintain customer satisfaction above 90% through after-sales excellence.

7. Organizational Structure

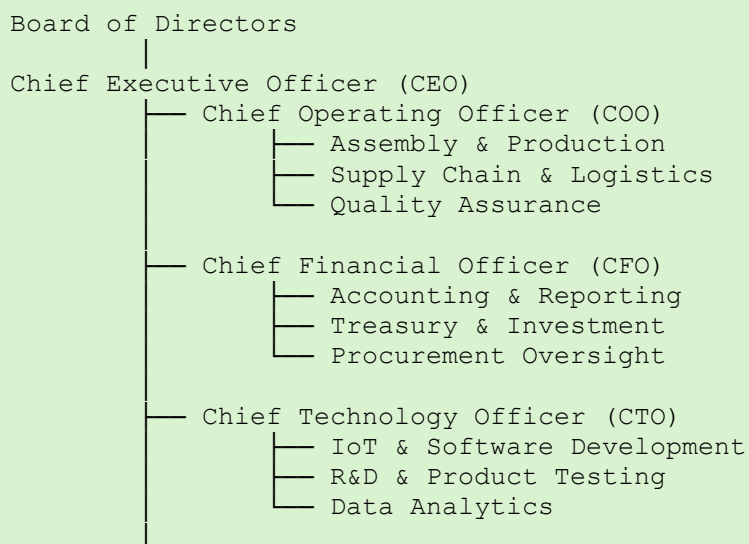
7.1 Overview

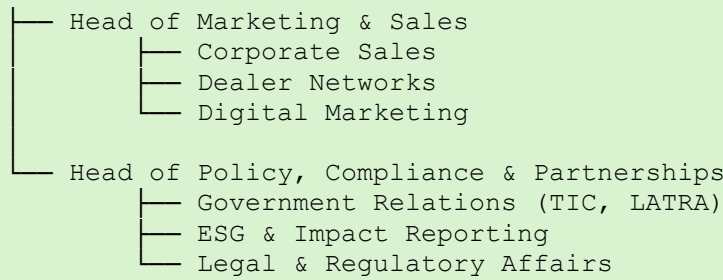
ZIOTION UN LTD operates a **functional organizational structure** optimized for flexibility and efficiency. Each department is led by qualified professionals reporting directly to the Chief Executive Officer (CEO).

The governance model integrates **corporate oversight, technical leadership, and policy alignment** with TIC and government agencies.

The structure ensures clear accountability across assembly, technology, finance, and operations — essential for a company scaling from startup to industrial mid-size enterprise within five years.

7.2 Organizational Chart (2025–2029)





7.3 Board of Directors

The Board provides strategic direction, financial oversight, and corporate governance. It includes seasoned professionals from the private sector, academia, and technology.

Proposed Board Composition:

Role	Expertise	Responsibility
Chairperson	Policy & Governance	Oversight, Board leadership
CEO (Executive Director)	Strategy & Operations	Implementation and business growth
Finance Director	Corporate Finance	Investment and capital allocation
Technical Director	Engineering & Manufacturing	Quality, safety, and R&D guidance
Independent Director	Legal & Compliance	Risk and ethics

The Board meets quarterly and maintains committees for audit, ESG, and HR development.

7.4 Management Team

Chief Executive Officer (CEO): Responsible for corporate vision, partnerships, and strategic growth.

Chief Operating Officer (COO): Oversees production, supply chain, and logistics efficiency.

Chief Financial Officer (CFO): Manages budgeting, reporting, investor relations, and TIC financial compliance.

Chief Technology Officer (CTO): Leads IoT platform development, data analytics, and hardware-software integration.

Head of Policy and Compliance: Ensures adherence to TIC codes, environmental standards, and corporate governance.

Head of Sales and Marketing: Directs all customer acquisition, brand positioning, and channel growth activities.

Each executive maintains annual Key Performance Indicators (KPIs) aligned to strategic goals under the **2025–2029 Operational Framework**.

7.5 Staffing and Human Capital Development

The company prioritizes a balance between technical expertise and local empowerment.

Staff Distribution (2025–2029 Projection):

Department	2025	2026	2027	2028	2029
Assembly & Production	25	35	45	60	80
R&D / IoT	5	10	15	18	20
Sales & Marketing	10	15	20	25	30
Finance & Admin	5	7	10	12	15
Policy & Partnerships	3	5	8	10	12
Total Employees	48	72	98	125	157

Recruitment will prioritize graduates from Tanzanian institutions such as DIT, UDSM, and VETA.

Employees undergo continuous professional training in:

- EV assembly and diagnostics
- IoT software use
- Occupational Health and Safety (OSHA)
- Customer experience and corporate governance

7.6 Gender Equity and Inclusion

ZIOTION UN LTD integrates gender balance as part of its ESG policy:

- At least **40% of new hires** are women, especially in assembly, administration, and sales.
- A **Women in Mobility Initiative (WIMI)** will provide technical internships and leadership coaching.
- Equal pay policy across all job levels.

By 2029, the company aims for **gender parity at the management level**.

7.7 Organizational Culture

The TRÍ brand culture blends **innovation, discipline, and purpose**.

Core principles include:

- **“Own the Mission”** – Each employee contributes to national transformation.
- **“Integrity Over Speed”** – Long-term trust over short-term gain.

- “**Continuous Learning**” – Empowerment through knowledge.

This culture supports both productivity and employee satisfaction, which are key to retention and performance.

7.8 Future Governance Enhancements

By 2027, ZIOTION UN LTD plans to:

- Establish a **Corporate Advisory Council** to engage industry experts.
- Adopt **IFRS and ESG reporting standards** for financial transparency.
- Introduce an **Employee Share Ownership Plan (ESOP)** to reward performance.

These governance structures will align the company with international best practices and strengthen its credibility with investors and regulatory bodies.

8. Financial Plan

8.1 Overview

The financial plan presents a five-year projection (2025–2029) illustrating ZIOTION UN LTD’s sustainable growth under the **TRÍ** brand.

The projections are built on realistic assumptions reflecting Tanzania’s evolving e-mobility market and TIC’s fiscal incentives (duty exemptions, VAT relief, and import facilitation).

The goal is to achieve **financial self-sufficiency by 2027**, supported by scale, IoT recurring revenues, and optimized operations.

8.2 Financial Objectives

1. Raise **USD 1,000,000 (TZS 2.5 billion)** for expansion under the TIC investment framework.
2. Achieve **positive EBITDA** by Q4 2026 and full profitability by FY 2027.
3. Maintain gross margins above **35%**, growing to **45%** by 2029.
4. Reach total revenues exceeding **USD 51.6 million (TZS 130 billion)** by 2029.
5. Secure sustainable cash flows through IoT subscriptions, battery swaps, and charging revenues

8.3 Key Assumptions

Parameter	Value / Range	Notes
Exchange Rate	1 USD = 2,500 TZS	Average 2025–2029 rate
Average Vehicle Price	USD 3,000	TRÍ T3 standard unit
Gross Margin	35–45%	Based on local assembly savings
Lease Period	24 months	Rent-to-own model
IoT Subscription Fee	USD 5 / month	SaaS-based recurring income
Annual Unit Growth	+60%	Market expansion through TIC incentives

8.4 Investment Breakdown

This breakdown represents the allocation of the USD 1,000,000 capital investment sought under TIC:

Category	Amount (USD)	Amount (TZS)	Purpose
Land	—	—	Rented facility in Dar es Salaam industrial zone
Plant & Machinery	1,000	2,500,000	Equipment for assembly line setup
Vehicles (2 motorcycles)	2,000	5,000,000	Logistics and field support
Furniture & Fittings	3,000	7,500,000	Office and training facilities
Pre-operating Expenses	10,000	25,000,000	Registration, TIC processing, branding
Other Assets	700,000	1,750,000,000	CKD components, IoT hardware, and initial inventory
Working Capital	284,000	710,000,000	Operational reserves and salaries
Total Investment	1,000,000	2,500,000,000	—

Allocation by function:

- **70%** Operations & Equipment
- **20%** R&D and Technology Development
- **10%** Training and Contingency

8.5 Five-Year Financial Projection Summary (USD)

Year	2025	2026	2027	2028	2029
Units Assembled	500	1,000	2,500	4,000	5,000+
Revenue (USD M)	1.14	5.6	15.9	32.0	51.6
Gross Margin (%)	35	38	40	43	45

Year	2025	2026	2027	2028	2029
Operating Profit (USD M)	-0.4	-0.1	0.8	3.2	6.4
Cumulative Net Profit (USD M)	-0.4	-0.5	0.3	3.5	9.9
Cash Reserves (USD M)	0.25	0.42	0.95	2.8	6.1

8.6 Key Financial Ratios (Shared ...)

Metric	2025	2026	2027	2028	2029
Current Ratio	1.8x	2.1x	2.6x	3.2x	3.5x
EBITDA Margin	-5%	8%	22%	30%	33%
Debt-to-Equity	0.8x	0.5x	0.4x	0.3x	0.2x
Net Profit Margin	-35%	-2%	5%	10%	12%

8.7 Revenue Composition (2025–2029)

- **Vehicle Sales (60%)** — Main revenue stream in early years.
- **Leasing (15%)** — Rent-to-own and corporate clients.
- **IoT Subscriptions (10%)** — Recurring SaaS revenue from TRÍ Fleet Cloud.
- **Charging Services (10%)** — Public and private EV charging hubs.
- **Spare Parts & Maintenance (5%)** — After-sales operations.

By 2028, recurring revenue (IoT + Charging + Leasing) will contribute **35%** of total income, stabilizing cash flows and enhancing valuation.

8.8 Break-even and ROI

- **Operational Break-even:** Q3 2026 (approx. 900 units cumulative).
- **Full Profitability:** FY 2027.
- **Payback Period:** ~3.5 years post-investment.
- **Internal Rate of Return (IRR):** 26–28%.
- **Net Present Value (NPV):** USD 3.1 million at 10% discount rate.

8.9 Financing Strategy

ZIOTION UN LTD is open to a blended financing structure comprising:

- **Equity (60%)** – From founders, local investors, and impact funds.
- **Debt (30%)** – From Tanzanian financial institutions under TIC guarantees.

- **Grants/Concessional (10%)** – For R&D and gender empowerment programs.

The company seeks impact-oriented investors aligned with green industrialization, inclusive growth, and regional integration goals.

8.10 Financial Controls and Reporting

Financial reporting complies with **IFRS** and TIC investor guidelines.

- Monthly management reports prepared by the CFO.
- Annual audits by independent accounting firms (PwC or equivalent).
- Digital accounting using QuickBooks integrated with TRÍ Fleet Cloud for automated reconciliations.
- Separate TIC investment account for transparency of fund utilization.

8.11 Financial Outlook and Investor Proposition

By 2029, ZIOTION UN LTD projects cumulative sales exceeding **USD 105 million (TZS 262 billion)** with retained earnings of USD 9.9 million (TZS 25 billion).

The company will be positioned to expand into **battery manufacturing, component exports, and carbon-credit monetization**.

The investment of **USD 1 million (TZS 2.5 billion)** represents a rare opportunity to participate in Tanzania’s first scalable electric-mobility assembly platform — combining industrial, digital, and environmental value creation.

9. Risk Analysis and Mitigation

9.1 Overview

Every emerging industry faces unique operational, financial, and regulatory risks. For ZIOTION UN LTD, the e-mobility transition in Tanzania presents both opportunity and uncertainty.

This risk framework identifies major exposure areas and outlines mitigation strategies to safeguard the company’s sustainability and investor confidence.

9.2 Key Risk Categories and Mitigation Measures

Risk Category	Description	Impact Level	Mitigation Strategy
Market Adoption Risk	Slow uptake of EVs by drivers and operators	High	Conduct continuous public demos, driver financing programs, and

Risk Category	Description	Impact Level	Mitigation Strategy
	due to low awareness or perceived cost.		education campaigns in collaboration with LATRA and TIC. Offer lease-to-own models through NMB, CRDB, and Watu Credit.
Supply Chain & Logistics	Delays in CKD kit delivery, rising freight costs, or customs clearance bottlenecks.	High	Maintain 3-month inventory reserves; diversify suppliers (India, China, South Africa); engage TIC and TRA for import facilitation.
Capital & Liquidity Risk	Limited access to working capital or delayed fund disbursement.	Medium	Establish credit lines with partner banks; retain minimum liquidity coverage ratio of 1.8x; apply for TIC fast-track investment incentives.
Regulatory & Policy Risk	Shifts in tax policy, customs duties, or EV import classification.	Medium	Maintain proactive engagement with TIC, LATRA, and the Ministry of Transport; participate in policy forums and task forces.
Technology & Product Reliability	Potential malfunction of battery or IoT systems in local conditions.	Medium	Continuous R&D with DIT and OEM partners; adopt ISO-certified quality standards; implement predictive maintenance alerts through TRÍ Fleet Cloud.
Currency & Inflation Risk	Exchange-rate volatility affecting component imports.	Medium	Hedge major purchases using USD-based supplier contracts; align pricing models to exchange-rate trends; maintain multi-currency accounts.
Operational Risk	Accidents, theft, or production disruptions.	Medium	Comprehensive insurance for plant, stock, and vehicles; disaster recovery plan; routine safety drills.
Talent Retention Risk	Shortage of skilled EV technicians and software developers.	Medium	Partner with vocational institutions for workforce pipeline; offer training stipends and long-term contracts.
Environmental & ESG Risk	Improper disposal of batteries or materials affecting compliance.	Low	Establish recycling agreements with certified recyclers; adhere to OSHA and EMA environmental codes; implement internal ESG audit.
Cybersecurity & Data Risk	Vulnerability of IoT and financial data systems.	Low	Use encrypted servers and two-factor authentication; periodic system audits; compliance with Tanzania Data Protection Act (2022).

9.3 Risk Prioritization Matrix

Impact	Probability (Low–High)	Risk Level	Examples
High	Medium	Critical	Market adoption, supply chain

Impact	Probability (Low–High)	Risk Level	Examples
Medium	Medium	Moderate	Technology, liquidity, currency
Low	High	Managed	Cybersecurity, ESG compliance

The company maintains a **quarterly risk review** chaired by the CFO and the Head of Compliance, ensuring continuous adaptation to market and policy changes.

9.4 Business Continuity Plan

ZIOTION UN LTD has designed a continuity framework to sustain operations during external shocks:

- Dual-supplier model for critical components (batteries, controllers).
- Local manufacturing of non-electronic parts by 2027.
- Cloud-based data backups for IoT and financial systems.
- Emergency fund allocation equal to one month of operating expenses.

9.5 Insurance and Legal Protection

The company maintains comprehensive coverage including:

- Property and equipment insurance.
- Product liability insurance.
- Public and worker compensation insurance (OSHA-compliant).
- Cybersecurity policy (via partner insurer).

Additionally, all major supplier and distributor agreements include **force majeure and arbitration clauses** governed under Tanzanian law.

9.6 Strategic Risk Mitigation Partnerships

- **TIC:** Policy facilitation, investor protection, and duty exemption support.
- **LATRA:** Licensing and regulatory compliance for EV operations.
- **TRA:** Simplified customs process for CKD imports.
- **CRDB & NMB:** Liquidity buffers through revolving credit facilities.
- **UNDP / Enabel:** Technical assistance for sustainability and gender integration.

9.7 Residual Risk and Outlook

While certain macroeconomic risks (such as exchange rate volatility) cannot be fully eliminated, the diversified business model — spanning assembly, IoT, leasing, and energy — ensures resilience.

By 2027, with profitability and stable recurring revenues, the company’s overall **risk exposure will decline from “high” to “moderate”**, positioning ZIOTION as a reliable investment for scale and export readiness.

10. Social, Environmental, and Gender Impact

10.1 Overview

ZIOTION UN LTD's business model is not only industrial but also transformational. Operating under the **TRÍ** brand, the company embeds **Environmental, Social, and Governance (ESG)** principles at every operational level.

The goal is to create an industrial venture that contributes to **Tanzania's Vision 2050**, the **Sustainable Development Goals (SDGs)**, and **Agenda 2063** while promoting gender inclusion and circular economy practices.

10.2 Social Impact

The company's operations directly empower communities through **job creation, capacity building, and entrepreneurship**.

Key Social Benefits:

- 1. Employment Generation:**
 - Over **150 direct jobs** created by 2029 across production, R&D, and sales.
 - More than **600 indirect jobs** through supply chains, maintenance hubs, and local vendors.
- 2. Youth Skill Development:**
 - Partnerships with DIT, VETA, and UDSM for training in EV assembly, battery handling, and IoT diagnostics.
 - Internship and apprenticeship programs offering hands-on experience in green manufacturing.
- 3. Income Enhancement for Drivers:**
 - Average drivers save **TZS 12,000–18,000 daily**, increasing net monthly income by 50–60%.
 - Access to lease-to-own programs enables ownership and financial inclusion.
- 4. Community Engagement:**
 - CSR programs focused on road safety, renewable energy education, and green entrepreneurship for youth.
 - Collaboration with municipalities for clean transport initiatives.

10.3 Environmental Impact

Electric mobility directly addresses Tanzania's pressing environmental challenges, including urban air pollution, noise, and greenhouse gas emissions.

Key Environmental Outcomes:

- 1. Carbon Reduction:**
 - Each electric three-wheeler replaces an internal combustion engine (ICE) vehicle, reducing **2.5 tons of CO₂ annually**.

- By 2029, ZIOTION’s fleet will cumulatively offset **over 200,000 tons of CO₂**.
- 2. **Reduced Fuel Imports:**
 - Annual fuel savings of over **10 million liters** projected by 2029, improving Tanzania’s trade balance.
- 3. **Waste Management and Recycling:**
 - Implementation of a **battery take-back and recycling system** by 2026 in partnership with local recyclers.
 - Reuse of packaging materials and safe disposal of electronic waste in compliance with **EMA (2004)**.
- 4. **Energy Efficiency:**
 - Solar integration for charging hubs and administrative buildings.
 - Transition to paperless systems through TRÍ Fleet Cloud for digital documentation.
- 5. **Noise Reduction and Air Quality Improvement:**
 - Silent operation of electric vehicles contributes to cleaner and quieter urban environments, reducing respiratory-related health cases.

10.4 Gender Impact

Gender inclusion is a core principle of ZIOTION UN LTD’s operational framework. Through the **Women in Mobility Initiative (WIMI)**, the company is actively working to create equal opportunities for women in technical, managerial, and entrepreneurial roles.

Key Gender Equity Goals:

- **40% female representation** across departments by 2027.
- **30% of assembly technicians** trained through targeted VETA programs for women.
- Dedicated **female mentorship programs** for future leaders in EV technology.
- Equal pay policy across all roles and transparent promotion systems.
- Partnership with NGOs and ministries (e.g., Ministry of Community Development, Gender, Women, and Special Groups) to enhance women’s participation in the green economy.

ZIOTION believes empowering women is essential not only for equity but for **economic resilience and innovation**.

10.5 Alignment with National and Global Goals

Framework	Goal Supported	Company Contribution
Tanzania Vision 2050	Green industrialization	Establishing first scalable EV assembly plant.

Framework	Goal Supported	Company Contribution
TIC Investment Objectives	Job creation & local value addition	Manufacturing, R&D, and training within Tanzania.
National Industrialization Strategy 2025	Manufacturing diversification	Introducing e-mobility as new industrial frontier.
Sustainable Development Goals (SDGs)	SDG 7 (Affordable Clean Energy), SDG 9 (Industry Innovation), SDG 13 (Climate Action), SDG 5 (Gender Equality), SDG 8 (Decent Work).	Direct contribution through employment, innovation, and carbon reduction.
African Union Agenda 2063	Inclusive green growth	Promoting African-led innovation in transport.

10.6 ESG Reporting Framework

ZIOTION UN LTD will adopt a **triple bottom line** reporting approach by 2026:

- **People:** Social inclusion and training outcomes.
- **Planet:** Emission reduction, recycling, and energy efficiency.
- **Profit:** Transparent and responsible financial performance.

Annual sustainability reports will be shared with TIC, investors, and partners, ensuring continuous accountability.

10.7 Long-Term Impact Vision (2025–2029)

By 2029, ZIOTION UN LTD aims to demonstrate how African-led innovation can produce measurable national transformation:

- Over **150 skilled jobs** in manufacturing and tech.
- Over **200,000 tons of CO₂ reduction**.
- **40% gender representation** across all staff.
- Export-ready Tanzanian-made EVs with regional recognition.

The broader outcome will be a **new national industrial narrative** — one that blends technology, sustainability, and inclusion into a global model for green African entrepreneurship.

11. Implementation Timeline (2025–2029)

11.1 Overview

ZIOTION UN LTD’s implementation plan is designed in **five structured phases**, spanning 2025–2029.

Each phase focuses on expanding production capacity, deepening technology adoption, and achieving national and regional impact.

The timeline aligns with the company’s capital deployment plan under the TIC framework and Tanzania’s **Vision 2050 industrial roadmap**.

11.2 Implementation Phases

Phase	Timeline	Key Objectives	Major Deliverables
Phase I – Establishment & Pilot	Q1–Q4 2025	Set up local assembly operations and finalize TIC registration.	<ul style="list-style-type: none"> - TIC investment certificate secured. - Assembly facility commissioned (Dar es Salaam). - 500 units assembled and distributed. - Staff training for 45 personnel. - IoT beta platform operational. - Annual production increased to 1,000 units. - CRDB and NMB leasing partnerships formalized.
Phase II – Market Expansion & Partnerships	2026	Scale production and build strong brand awareness.	<ul style="list-style-type: none"> - Dodoma Service Hub established. - Battery swap pilot launched. - First public EV awareness campaign with LATRA and TIC. - 2,500 units produced. - Full integration of TRÍ Fleet Cloud 2.0.
Phase III – Profitability & Technology Consolidation	2027	Achieve breakeven and enhance IoT and fleet management services.	<ul style="list-style-type: none"> - 3 regional hubs operational (Dar, Dodoma, Arusha). - Profitability achieved. - ESG reporting introduced.
Phase IV – National Expansion & Battery Assembly	2028	Localize production and strengthen supply chain.	<ul style="list-style-type: none"> - Launch of battery assembly & recycling unit. - Production expanded to 4,000 units. - 30% local content

Phase	Timeline	Key Objectives	Major Deliverables
Phase V – Regional Scale-Up & Export Readiness	2029	Achieve regional presence and investor consolidation.	<p>achieved.</p> <ul style="list-style-type: none"> - Export license secured under EAC framework. - Workforce exceeds 120 employees. - 5,000+ units produced. - Export to Kenya, Rwanda, Uganda begins. - Partnership with logistics and energy firms. - Cumulative revenue surpasses USD 50 million. - Impact certification under TIC and SDG framework.

11.3 Key Milestones

Year	Milestone Summary
2025	Operationalize first assembly line, complete TIC registration, assemble 500 EVs, deploy IoT beta platform.
2026	Launch battery-swap pilot; open Dodoma hub; begin national marketing campaigns; reach 1,000 cumulative units.
2027	Achieve profitability; expand to Arusha and Mwanza; full IoT and ESG integration.
2028	Begin local battery assembly and recycling; 30% local component sourcing achieved.
2029	Export to EAC markets; achieve 5,000+ annual unit output; expand workforce to 150+.

11.4 Departmental Rollout Plan

Department	2025–2026 Focus	2027–2028 Focus	2029 Focus
Assembly & Operations	Setup line, pilot production, QA.	Scale up to 3 lines, introduce automation.	Export-certified production.
Sales & Marketing	Awareness campaigns, dealer recruitment.	Fleet partnerships, government tenders.	Regional export branding.
Finance & Administration	TIC compliance, audits, system integration.	IFRS reporting, performance-based budgeting.	Capital restructuring and reinvestment.
Technology (IoT)	Platform testing and beta app.	Fleet Cloud 2.0 release, predictive analytics.	Integration with national EV data systems.

Department	2025–2026 Focus	2027–2028 Focus	2029 Focus
Policy & ESG	TIC coordination, risk reporting.	ESG certification, battery recycling policy.	Regional compliance expansion.

11.5 Monitoring and Evaluation (M&E)

To ensure accountability and track progress, ZIOTION UN LTD will adopt an **M&E Framework** with quarterly and annual reviews.

Key Performance Indicators (KPIs):

- Annual unit output.
- Revenue growth and margin improvement.
- Job creation (with gender breakdown).
- Customer satisfaction index (NPS score).
- Carbon emission reductions (tons CO₂ offset).
- Compliance and ESG audit results.

Reports will be shared annually with **TIC**, investors, and development partners to ensure full transparency.

11.6 Long-Term Vision Beyond 2029

By the end of 2029, ZIOTION UN LTD will evolve from an assembly venture into a **fully-fledged manufacturing and technology company**, producing:

- Locally assembled EV components and battery modules.
- Proprietary fleet management software for regional export.
- Carbon credits from verified emission reductions.

The 2025–2029 roadmap therefore marks the **foundation of a multi-decade transformation**, positioning Tanzania as a green industrial hub for East Africa.

12. Conclusion and Call to Action

12.1 Strategic Summary

ZIOTION UN LTD, operating under the TRÍ brand, is more than an electric mobility venture — it represents **Tanzania’s industrial evolution toward clean, smart, and inclusive**

transportation.

The company's five-year plan (2025–2029) lays a practical yet visionary roadmap that aligns perfectly with national priorities on **industrialization, environmental stewardship, and job creation.**

With an initial investment of **USD 1 million (TZS 2.5 billion)**, ZIOTION will unlock local value addition, reduce dependency on imported fossil-fuel vehicles, and stimulate knowledge-based employment. The project offers tangible financial returns and measurable social and environmental benefits.

12.2 Key Investment Highlights

Proven Concept: Successful pilot assembly operations, IoT integration, and government alignment.

Strong Market Demand: Growing national need for affordable transport and reduced fuel dependency.

Clear Path to Profitability: Break-even projected by 2026; IRR of 26–28%.

Scalable Model: Ready for EAC export by 2029.

Impact Alignment: Directly contributes to Vision 2050, SDGs 7, 9, 13, and 5.

12.3 Strategic Imperatives for Investors

Investors and partners are invited to collaborate on three key fronts:

1. **Equity Investment:** Contributing to the USD 1 million capital requirement under TIC for plant expansion, equipment, and IoT system scaling.
2. **Technology Partnership:** Joint development of battery and IoT technologies for future export markets.
3. **Policy & Development Collaboration:** Working with TIC, LATRA, and government stakeholders to strengthen Tanzania's e-mobility framework.

These partnerships will ensure that Tanzania not only consumes but also **produces and exports green technology.**

12.4 Long-Term Vision

By 2029, ZIOTION UN LTD will stand as:

- **Tanzania's first full-scale EV assembly and innovation hub.**
- **A regional exporter** of vehicles, components, and IoT fleet solutions.

- **An inclusive employer**, enabling more than 40% female participation in industrial roles.
- **A sustainability leader**, offsetting over 200,000 tons of CO₂ annually.

The TRÍ ecosystem will continue expanding through research, innovation, and training — proving that African-led enterprises can define the continent’s technological future.

12.5 Final Statement

This business plan is respectfully submitted to the **Tanzania Investment Centre (TIC)**, **financial institutions**, and **strategic partners** for consideration under the T-SALES investment registration framework.

ZIOTION UN LTD is ready — in structure, strategy, and spirit — to **power Tanzania’s future**.

Together, through this investment, we will build not only electric vehicles but a **new industrial identity for Africa**.

Prepared by:

ZIOTION UN LTD

(Operating under the TRÍ Brand)

Dar es Salaam, Tanzania — 2025