

**BUSINESS PLAN
FOR
LOGISTICS TRANSPORTATION**

**FOR
TSJEANDMEI INTERNATIONAL LIMITED**

Chapter I Basic introduction and personnel arrangement

Business Overview

Tanzania has long pursued a policy of friendship with China. Its geographical location is important, transportation is convenient, and logistics development potential is huge. There are Dar es Salaam Port, Tanzania-Zambia Railway, Central Railway and the vast number of Central, Eastern and Southern African landlocked countries.

Executive Summary

TSJIEANDMEI INTERNATIONAL Ltd. is a company incorporated in Tanzania and has obtained a certificate of compliance according to the "Company Law". The company is engaged in the logistics and transportation business, and they are interested in further expanding their business by radiating the surrounding landlocked countries with Dar es Salaam as the center.

After studying this market effectively, we believe that the strategy we have developed will enable us to compete with other logistics companies in the region and even around the world. In addition to basic cargo transportation services, we also intend to provide other services that will give us an advantage over competitors and attract our customers. Our goal is to become the top three top brands in the entire Tanzania. We will do this by providing the highest quality and speedy service.

TSJIEANDMEI INTERNATIONAL Ltd. drafted the pace of logistics enterprise management. To this end, we will continue to increase our vehicles, maintenance and other supporting facilities and provide continuous training in accordance with to ensure that our employees master the latest technology and innovation. We intend to provide excellent customer service to all customers in order to maintain repeat business with them. We will ensure that we listen carefully to their suggestions and opinions in a personal tone. We also hope to obtain guidance and skills, which will propel our business forward. We will also keep in touch with our customers and ensure that we provide them with stable and high-quality services.

Our Products and Services

TSJIEANDMEI INTERNATIONAL Ltd. not only intends to focus on container land transportation services, but also intends to provide customers with closely related projects such as bulk cargo, construction machinery and equipment transportation, and vehicle maintenance.

Our vision statement

Our vision is to become one of the three major logistics brands in the country.

Our mission statement

Our mission is to ensure that we do not forget our vision. We will do this by providing the most advanced and quality services and ensuring that the needs of current and potential customers are met.

Our Business Structure

In order to have a strong structure on ground, we TSJIEANDMEI INTERNATIONAL Ltd. intend to ensure that we start on the right footing by getting the right employees to carry out the

defined tasks that will make the company grow and make profit. We intend to invest in their welfare so that they could remain focused on growing the company.

We intend to cooperate with our broker so that both of us can benefit from this relationship. We will choose our broker carefully to expand its scope of influence and bring us other benefits. We will continue to ensure that we work hard to improve the relationship and listen to their complaints and suggestions on the way forward for the company.

We also plan to provide other products and services at TSJIEANDMEI INTERNATIONAL Ltd., so we know that we will need more manpower to be able to ensure business growth and smooth expansion to achieve our goals.

Roles and Responsibilities

Country Manager

Transportation Manager

Operation Manager

Human Resources and Admin Manager

Accountants

Truck Drivers

Customer Service Executives

Maintenance engineer

Country Manager

- Provides a clear strategic direction for the organization and communicate these strategies to appropriate channels
- Has an experience with the budgets as well as allocate resources appropriately
- Ensures that the right professionals are hired into the management team
- Builds corporate culture that would influence employees attitude and decision

Transportation Manager

- Formulate a reasonable and scientific transportation plan, vehicle operation plan, etc. according to the requirements of the relevant departments of the enterprise and organize the implementation.
- Improve the work process and standards of the transportation business in the work, ensure that the transportation work conforms to the national transportation laws and regulations, and ensure the safety of transportation.
- Timely accept emergencies in the transportation process, formulate solutions, and summarize the causes of the problems in time to avoid such problems from recurring.

Operation Manager

- Manage and coordinate the overall operation of the logistics operation department. And is responsible for rationally arranging the daily work distribution of the members of the operation department.
- Responsible for the operation and development of import customs clearance business.
- Responsible for the performance appraisal of the team, and report the work to the superiors on a regular basis. Responsible for establishing and maintaining a good cooperative

relationship with the carrier's customer service and operation departments.

- Responsible for the formulation and supervision of the implementation of operating specifications in cooperation with the carrier.

Resources and Admin Manager

- Ensures the development, management as well as implementation of
- personnel policies
- Recruits, retain and terminates staff appropriately
- Ensures that office practices are adhered to and in line with employment related laws
- Ensures that the administrative systems are constantly reviewed with an aim to being proactive instead of reactive
- Ensures that staff welfare and incentive.

Accountants

- Ensures that tax returns are prepared and that tax requirements, preparation and reporting are complied with
- Works with management and report all the finances regarding TSJIEANDMEI INTERNATIONAL LTD.
- Ensures that budgets are developed, and maintained periodically and also compare budgeted costs to actual costs
- Prepares and analyzes of accounting records, financial statements and reports in order to determine accuracy and conformance with accounting standards
- Carries out analysis of business operations including costs and revenues and use this to not only project future income and expenses but to proffer advice as well.

Truck Drivers

- Ensures that cargoes are loaded and unloaded at the appropriate times
- Ensures that all traffic laws are followed
- Inspects truck before and after every trip, and report any major defects found to the appropriate department
- Carries out light repairs and maintenance on trucks as at when due
- Ensures that clients get their products on time

Customer Service Executives

- Ensures that they answer calls that deal with complaints, orders, and inquiries
- professionally
- Processes orders and applications for clients
- Ensures that records of all customer interactions as well as transactions with the company are well kept
- Follows up on inquiries and complaints to ensure that appropriate actions had been taken by the company

Maintenance engineer

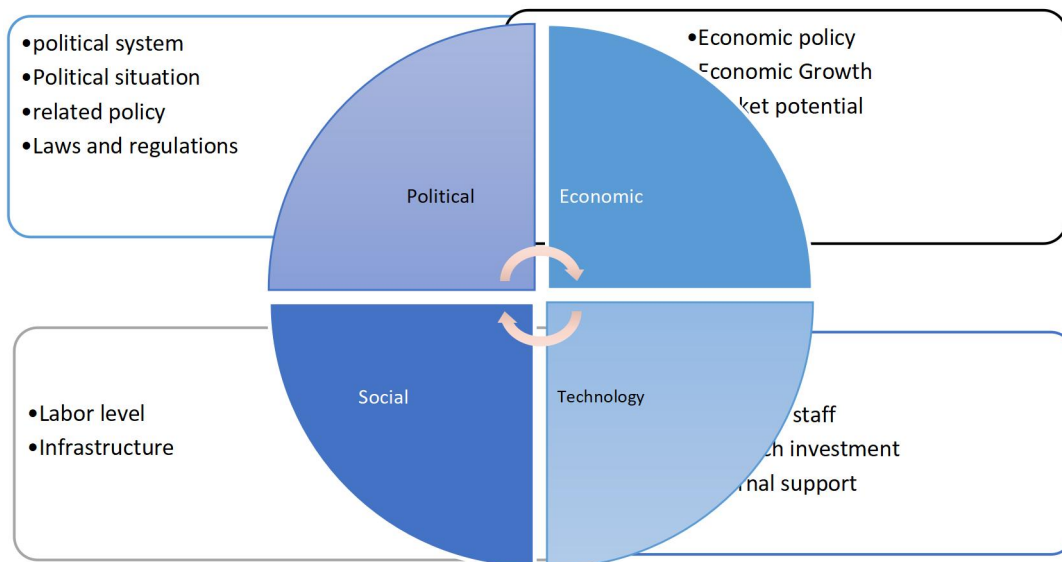
- Have more than 3 years of trailer maintenance work experience, and have the maintenance

- knowledge and maintenance skills of manual forklifts;
- Familiar with the working principles of oil extraction and electric forklifts, and be able to skillfully complete the daily maintenance of forklifts and engine overhauls;
- Can bear hardships and stand hard work, obey work arrangements, etc.

Chapter II Analysis of the external environment of the project

I. Tanzania's macro environment analysis

Tanzania is strategically located in the heart of Africa. As a member of the East African Community (EAC) and the Common Market for Eastern and Southern Africa (COMESA), Tanzania connects to other markets and prioritizes access to the EU, China, and the US market. At the same time, Tanzania is one of the direct beneficiaries of the Rome Convention and the African Development and Opportunity Act. From a macro-environment perspective, Tanzania's investment has good development potential:



From the perspective of political environment, The United Republic of Tanzania has a coalition government and a local government in Zanzibar. The coalition government implements a presidential system, and the cabinet is composed of the president, the vice president, the prime minister, the president of Zanzibar, and the ministers and deputy ministers. The current coalition government was formed on December 24, 2015 and is governed by the Revolutionary Party. In October 2017, President Magufuli reorganized the cabinet and increased the number of ministers from 35 to 42.

Strong points of investing in Tanzania include: High economic growth potential (the GDP growth over the last 10 years is around 7%, one of the fastest growing economies in Africa), Increasing economic stability (inflation down from 16% in 2012 to 4% in 2018), Rich natural resources (arable land and mineral subsoil), Strategic location (the country is a gateway to 6 landlocked countries - Uganda, DRC, Rwanda, Burundi, Zambia and Malawi), Three deep water ports that serve neighbouring countries, Access to Southern African Development Community free trade market, Political stability (the country has not experienced any conflict or civil war since

gaining independence.

On July 1, 2020, Tanzania was listed as a middle-income country by the World Bank, It means that Tanzania has achieved this goal 5 years ahead of schedule. Tanzania is the second country in East Africa to be included in the middle-income category (the other country is Kenya). According to World Bank standards, countries with per capital income between US\$1,006 and US\$3,955 are middle-income countries. In 2019, Tanzania's economic growth rate reached 7%, making it one of the fastest growing economies in Africa.

In the past 10 years, the average annual growth rate of Tanzania's GDP has been about 6.5%. According to data released by the Central Bank of Tanzania, in the 2018/19 fiscal year, the total GDP of Tanzania was 129 trillion tan shillings (57.15 billion U.S. dollars), a growth rate of 7.0%, and the per capital GDP was 2.5 million tan shillings (1104 U.S. dollars).

2.Tanzania Logistics Industry environmental analysis

According to Tanzania's Investment Law, government agencies encourage foreign investment and implement tax exemptions and tax cuts. The overall investment income is considerable. The transportation infrastructure has gradually improved, and the related supply such as gas stations is relatively complete, which provides conditions for investment.

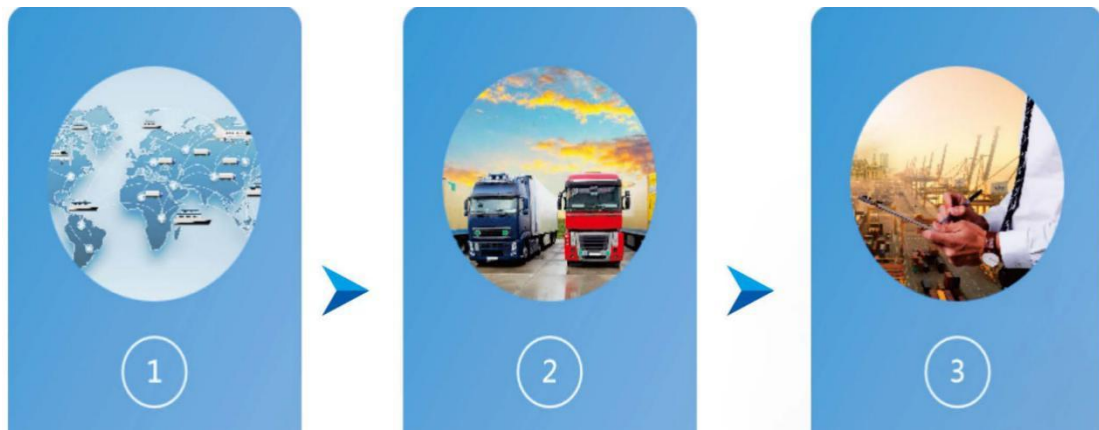
We are forecasting healthy levels of growth for Tanzania's freight and shipping sector in 2021 as the impact from the Covid-19 pandemic on global trade gradually subsides. Road freight will broadly dominate the overall freight mix in Tanzania over our forecast period. In addition, Tanzania's economic outlook has improved slightly since our last update as we now forecast real GDP growth coming in at 2.0% up from previous forecasts of 1.2%. This will improve further to 5.2% during 2021. Our long-term outlook remains positive owing to a steady stream of infrastructure projects in the pipeline.

Judging from the supply and demand situation, Tanzania's economy has grown steadily in recent years. Foreign investors and local investors have come to Tanzania to invest in factories. The construction materials, machinery and raw materials of the products need to be transported. In addition, various engineering projects have strong demand for logistics and transportation, providing a broad market for the development of the transportation industry.

3. Capacity Planning in Project

Logistics is a sunrise industry in the 21st century. With social progress and rapid economic development, the development of modern logistics science has brought huge economic benefits to the development of the national economy and enterprises, and has received more and more attention from people. Logistics science research It is still in its infancy, advanced logistics is far from widespread, and the huge benefit potential contained in enterprise logistics is far from being fully realized. The logistics of many enterprises is still in a hidden state. It is foreseeable that the logistics industry will become a new part of Tanzania's economic development Economic growth point, the development of logistics business not only conforms to the national conditions but also has a broad market. We must seize the opportunity and present the industry with a brand-new logistics image. We have entered the 21st century. The market competition will become more intense. The level of logistics will also be an important factor in the future competition.

As an industry, logistics has played an important role in social development. Logistics not only includes physical operation facilities, but also includes the provision of logistics software, logistics systems, logistics solutions, logistics equipment, and third-party logistics, which are



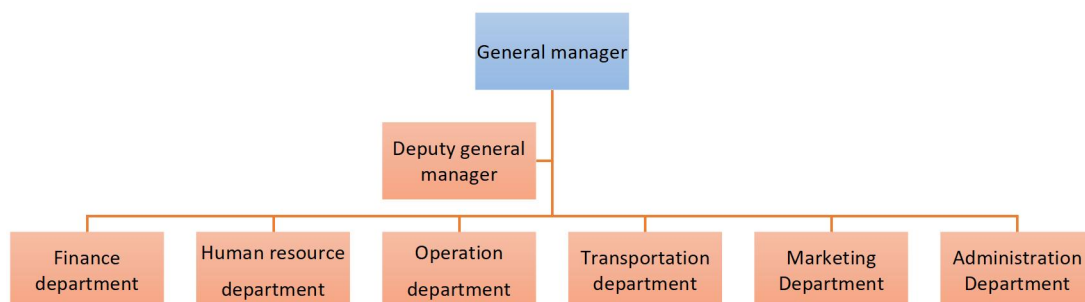
Engineering support

Mainline logistics
Straight line logistics

Logistics
Warehousing
Data platform

The company's operation and growth are accompanied by the national “Belt and Road” initiative and the implementation of the China-Africa cooperation plan, and the company is the pioneer of this strategy. Through rigorous market research, precise business positioning, scientific design operation management process, human resources system echelon reserve and localization and localization strategy, the company quickly establishes core competitiveness and comparative advantages in the regional market. The successively operated projects have gradually become the most influential and largest developers of logistics, transportation and supporting resources in each project country, shaping and solidifying the new business forms and ecology of the region.

3. Organizational structure



4. Company partners



5. Self-operated transport fleet





6. Accessory system





7.Management model

The company takes the market as the guide, based on the norms, strengthens the management of the enterprise, continuously improves the service quality, and forms a professional operation and management system.

Chapter IV Project Investment details

1. Corporate strategy for the next 3-5 years

To benefit from refined management is an operational strategy that our company has been advocating and following. The company's projects are in the leading position in the cost control and business process scheduling of each business unit. The company advocates the creation of a learning organization. Based on the basic management tools such as the Japanese company's 6 σ theory, the fish bone chart method, the 2/8 principle, and the QC team, the results are applied to our broader logistics industry application scenarios.

The successful implementation has provided valuable operational experience, reflected in the formulation of investment strategies, the application of investment policies, the selection of production equipment, the control of the consumption of accessories, and intensification. Purchasing forms cost advantages, site selection of yards and maintenance plants, cost control,

formation of localization teams, and establishment of a series of operational processes such as salary and salary system. This has enabled our company to enter and quickly break the original market ecology. The projects that have been operated have become the most influential and profitable Chinese-funded companies in the logistics and transportation sector in the country.

With the national “Belt and Road” strategy and the gradual advancement of a large number of China-Africa capacity cooperation projects, the company has brought unprecedented opportunities for the development of the company. Based on the main ports on the west coast of the Indian Ocean, it develops in depth and completes network radiation and coverage in the inland areas. It has created favorable conditions for the company to finally realize the construction and integration of China-Africa cross-border e-commerce platform and the implementation of large logistics network.

Adopting the mature domestic logistics system and operation management concept, providing integrated, one-stop large logistics and large transportation services to the Pan-East African economy; creating value for customers through timely, fast and efficient services; providing vehicle differentiation The whole process of visualizing one-stop logistics services to meet the diversified needs of various economies, and to establish a pan-African logistics data platform to realize the big data processing and integration capabilities of industrial chain resources.

The company will adopt a mature logistics operation management system and experience, and develop the logistics business breakthroughs in a relatively short period of time to develop to economies on the east coast of Africa.

2. Development Plan

Investment Plan for the next 3-5 years					
2022	2023	2024	2025	2026	Total Amount
\$105,000	\$600,000	\$300,000	\$300,000	\$200,000	\$1,505,000

Development Plan					
Index	2022	2023	2024	2025	2026
Plan	1.Add trailer trucks 2.Set up , office, parking lot ,garage 3. Adopt a scientific technology system	1.Add trailer trucks 2.Set up warehouse	1.Add trailer trucks 2. Further construction 3. Build OTS system-PLOT I	1.Further expand the scale 2. Establish APP-plot I	1. Build OTS system-plot II

3. Source of investment funds

All investment funds in this project and planned future investment funds come from the profits made by shareholders in normal business activities in Tanzania and other countries and bank loans.

4. Investment cost for 3~5 years

The Total development cost is estimated at USD\$ 1,505,000.00 a summary of the breakdown is as indicated in the table below

ITEMS	USD\$
Company registration fee and legal expenses in Tanzania	30,000.00
Obtain of licenses and permit	50,000.00
Operational cost (payment for utilities,employee salaries)	150,000.00
Insurance coverage (General Liability, workers' compensation, cargo lost,truck damaged)	50,000.00
Furniture and other equipment for office	20,000.00
Repair truck (Vehicle repair and maintenance)	50,000.00
Cost of important vehicles (Depends on operational efficiency)	1,100,000.00
Repair vehicle equipment(Depends on operational efficiency)	50,000.00
Adopt a scientific technology system	5,000.00
Marketing and publicity promotion expenses	5,000.00
cost of administrative start-up expenses (computers, printers, phones)	5,000.00
Sub total	1,515,000.00
Initial working capital	20,000.00
GRAND TOTAL	1,535,000.00

From the above requirements, we would need an estimate of \$ USD\$ 1,605,000.00 (More or less than this amount depends on the company's operating conditions) to successfully start and operate our logistic company in Tanzania. This amount can successfully cover our first three years to five years of operations.

Investment breakdown					
YEAR	2022	2023	2024	2025	2026
	US\$	US\$	US\$	US\$	US\$
Company legal expenses and Obtain of licenses and permit fee	6500	6000	5000	5000	5000
Operational cost (payment for utilities,employee salaries)	6000	24000	30000	40000	50000
Insurance coverage cost (General Liability, workers' compensation, cargo lost,truck damaged)	4000	8000	12000	12000	14000
Truck repair cost (Vehicle repair and maintenance)	8000	9000	1000	11000	12000
Cost of important vehicles (Depends on operational efficiency)	100000	1000000	-	-	-
Repair vehicle equipment cost(Depends on operational efficiency)	-	-	20000	20000	10000
Adopt a scientific technology system cost	-	2000	3000	-	-

cost of administrative start-up expenses (computers, printers, phones)	3000	1000	1000	-	-
Total cost	127500	1050000	72000	88000	91000

Projected Cash Flow					
	2022	2023	2024	2025	2026
	US\$	US\$	US\$	US\$	US\$
Cash Received	20,000				
Cash from Operations:					
Cash Sales	120,800	228,032	255,034	287,808	327,423
Cash from Receivables	-	-	-	-	-
Subtotal Cash from Operations	140,800	228,032	255,034	287,808	327,423
Additional Cash Received					
VAT On Sales	7,344	22,326	23,442	24,849	26,588
Borrowing (For Investment)	70,000	130,000	200,000		
Capital	20,000	-	-	-	-
Subtotal Cash Received	97,344	152,326	223,442	24,849	26,588
Total Cash Received	238,144	380,358	478,476	312,656	354,011
Expenditures					
Expenditures from Operations:					
Operating Expense	116,666	92,601	95,271	95,225	95,168
Payment of Accounts Payable	-	-	-	-	-
Subtotal Spent on Operations	116,666	92,601	95,271	95,225	95,168
Additional Cash Spent					
VAT On Purchases	45,473	12,998	12,911	13,737	14,626
Purchase Long-term Assets	230,160	174,290	132,442	101,004	77,319
Subtotal Spent on Operations	275,633	187,289	145,352	114,741	91,944
Total Spent on Operations	392,300	279,890	240,623	209,965	187,112
Net Cash Flow	-154,155.53	100,468.13	237,852.59	102,690.87	166,898.67
Cash at Beginning of Period	20,000.00	-134,155.53	-33,687.40	204,165.19	306,856.06
Cash Balance	-134,155.53	-33,687.40	204,165.19	306,856.06	473,754.73

Project Income Statements					
	2022	2023	2024	2025	2026
	US\$	US\$	US\$	US\$	US\$
Sales	120,800	406,800	466,740	539,096	627,843
Direct Cost of Sales	90,688	299,444	307,023	319,652	333,910
Production Payroll	-	-	-	-	-
Total Cost of Sales	90,688	299,444	307,023	319,652	333,910

Gross Margin	30,112	107,356	159,717	219,444	293,933
Gross Margin %	-137%	-34%	-21%	-10%	3%
Expenses:					
Administrative Expenses	154,084	204,166	208,249	212,414	216,662
Human Resources Expenses	18,177	18,904	19,471	19,471	18,904
Statutory Expenses	30,491	31,748	32,696	33,480	3,812
Marketing & Advetising Expenses	4,468	4,558	4,649	4,742	4,837
Finance Expenses	2,980	3,043	3,107	3,172	3,239
Depreciation Allowance	55,870	41,849	31,438	23,685	17,895
Total Operating Expenses	266,071	304,267	299,610	296,964	265,349
Profit Before Interest and Taxes	(235,959)	(196,911)	(139,893)	(77,520)	28,584
Interest Expense	-	-	-	-	-
Taxes Incurred (30%)	(70,788)	(59,073)	(41,968)	(23,256)	8,575
Net Profit	(165,171)	(137,838)	(97,925)	(54,264)	20,009
Net Profit/Sales	-136.7%	-33.9%	-21.0%	-10.1%	3.2%

Chapter V Project Estimated Benefits

1. Economic benefit

1.1 Promote economic growth

In the transportation process of vehicles, we will serve various projects and enterprises, and promote the construction of local factories, the production of raw materials and transportation. Throughout the chain process, it radiates local and foreign-related transportation-related industries, thereby promoting local economic development and promoting economic structure.

1.2 Increase local taxes

The implementation of the project will greatly increase the level of local economic activity and wealth, thereby increasing social taxes.

2. Social benefit

2.1 Increase employment opportunities

The implementation and operation of the entire project requires substantial financial, material and human resources. At present, the company has more than 100 local employees. In the process, the company will continue to implement the employee localization strategy unswervingly, which will create a large number of labor and employment opportunities in Tanzania.

2.2 Realizing employee value

Financial Business Plan Income Statements - Projected

**Pro Forma
Balance Sheet**

	2022	2023	2024	2025	2026
	US\$	US\$	US\$	US\$	US\$
Assets					
Current Assets					
	(227,6	(113,777			
Cash	90))	167,583	348,471	669,072
Accounts Receivable		-	-	-	-
Other Current Assets	-				
Total Current Assets	(227,690)	(113,777)	167,583	348,471	669,072
Long-term Assets					
	230,16				
Long-term Assets	0	230,160	230,160	230,160	230,160
Accumulated Depreciation	(55,870)	(97,719)	(129,157)	(152,842)	(170,737)
Total Long-term Assets	174,290	132,442	101,004	77,319	59,423
Total Assets	(53,399)	18,665	268,586	425,790	728,496

Liabilities and Capital

Current Liabilities					
	100,00		700,00	900,00	1,000,00
Accounts Payable	0	500,000	0	0	00
Subtotal Current Liabilities	100,000	500,000	700,000	900,000	1,000,000
Long-term Liabilities					
	-	-	-	-	-
Total Liabilities	100,000	500,000	700,000	900,000	1,000,000

Equity

Contributed Capital	20,000	20,000	20,000	20,000	20,000
Retained Earnings	(165,171)	(303,009)	(400,934)	(455,198)	(435,190)
Total Liabilities and Capital	(45,171)	216,991	319,066	464,802	584,810

(8,228.16) (198,326.62) (50,479.61) (39,011.91) 143,685.12

In the project, local employees and channel distributors are trained in strict and standardized training to improve their skill level and comprehensive professional quality, so that employees can realize their self-worth while improving their professional skills.