

BUSINESS PLAN

CAMCO EQUIPMENT (TANZANIA) LIMITED

Camco Equipment (Tanzania) Limited
Urafiki Textile Mill, Morogoro Road,
Ubungo, Dar es Salaam, Tanzania.
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1.0 Brief Company Description

Camco Equipment (Tanzania) Limited was registered on August 19, 2021 in Tanzania, as part of CAMCO Group which was established in 1998, dedicated to providing customers with quality machinery and equipment. CAMCO presently operate in Zambia, Malawi, Kenya, Cameroon, Tanzania and China. There are currently more than 400 employees across operations.

Over the years CAMCO has emerged as one of the leading supplier of heavy-duty, husbandry, fishery, forestry, farming, agro and agro processing equipment, pump and irrigation as well as vehicles and generators. CAMCO is one of the first companies in the countries we operate to introduce the value addition machinery and equipment to agriculture, manufacturing and related sectors.

Camco retails more than 300 products and more than 80 different types of machinery and equipment. For over twenty four years now, Camco has continued to provide in Africa, equipment support for local infrastructure construction, agricultural mechanization, and agricultural product processing and feed processing. Camco has also contributed to the development of local “Vegetable basket” ‘rice bag’ projects and products of value-added agriculture. The business covers a market of more than 100 million people. Our Tanzanian operations are located at Urafiki Textile Mill Morogoro Road, Ubungo Dar es salaam.

1.1 Mission Statement

- “Provide equipment for infrastructure construction, agricultural mechanization and industrialization in Africa”.
- We are committed to providing our clients with durable and high-quality products. Helping our clients achieve their goals, so as to promote the development of local economy. Using the profits earned by the company, we are dedicating to achieve the needs of comprehensive development for the company; we also provide opportunities for our employees and shareholders to realize their goals.

1.2 Vision

“Be an excellent and respected company in Africa and China” .CAMCO Group is an organization with dreams, missions and sense of responsibility. We are committed to be a bridge that links the Chinese machinery manufacturers with African customers, boosting Chinese companies to “going global”, and promoting the poverty reduction and economic development in Africa.

We are not only pursuing to become a profitable and successful service-type enterprises, but also providing a platform for realizing dreams. We support our employees to achieve the value of their lives, and help customers’ sustained success, leading the development of industry and creating social value.

1.3 Strategies

Through continuous and unrelenting efforts, Camco Group become a leader of “going global” in Chinese engineering and agricultural machinery, creating a multi-dimensional business ecosystem based on chain operation, and becoming an integrated service provider to help Chinese engineering and

agricultural machinery go out.

Camco adheres to his “Focus Professional” strategic thinking and follows the strategic path of innovation and reservation, that is, the company will sustain its competitive advantage by innovation, on this basis, seeking strategic opportunities to support customers succeed.

1.4 Core Values

“Integrity, professional, action and happiness” is the cultural foundation of Camco Group, and it is the cultural gene that the company continues to pass on.

Integrity: Integrity is the most valuable professional quality of managers, as well as an important character to ensure the execution of company’s strategy and the sustainable and healthy development of employees. The company requires employees to be honest with the company, customers, and family. At the same time, the company also stresses the integrity to its customers, partners and employees. The company cares about the fundamental interests of its employees, and is committed to the “cultivating” and “fostering” of its employees to help them improve their ability, maturity and personal growth.

Professional: The evolution of commercial civilization calls for more experts in a specific field and professional companies. Specialty is the key support for companies and employees to succeed in the market. Specialty is reflected in the professional post ability (that is talent), and it is also reflected in the professional quality outside the post (that is virtue). We believe that the standard of professional judgment is “virtues come before talents”.

Action: The business ecology is innovating. Companies and the personnel who are truly persistent, keeping pace with the market, and continuing to forge ahead will have strong market vitality. The company is action-oriented, down-to-earth, and work hard to press ahead; we expect junior staff to continuously improve, the middle management to achieve their goals consistently, and the senior management to realize the innovation.

Happiness: Positive is the basic trait requirements of the employees in the company. At the same time, happiness is the development pursuit of Camco Group. The company hopes to achieve the happiness of the staff in substances and minds through unrelenting efforts, and builds the company into a platform for employees to realize their dreams.

1.5 Business Philosophy

“The rules of trust, service, altruism, and awe” is the core business philosophy for Camco Group, and it is the principles that Camco Group has always followed.

Trust: The core management of Camco Group is “people”, i.e. our employees, customers and partners. The trust of employees, customers and partners in the company and their growth with the company are the basis for the company’s sustainable and healthy development. We firmly believe that

trust is the source of the company's vitality!

Service: The core feature of business philosophy for the company is service. Service is important for strategic development and employee's work. The company's service culture is focused on customers, satisfaction and continuous value creation. It values hard workers and generated from operation and management.

Altruism: Altruism is the most essential way of thinking and behavior of Camco Group. With sincerity, we sincerely care about the fundamental interests of our customers, partners and employees, and cooperate with competitors to achieve mutual benefits..

The rule of awe: Camco Group maintains awe of the market and rules in his operations, and never sells the future for immediate benefits.

1.6 Social Responsibility

Taking the initiative to assume social responsibility is the initial intention of our business, and it is also an important principle for our business management.

We believe that the company's core social responsibility is to support our customers and employees. With our unrelenting efforts, we provide customers with valuable products and services, care for the key interests of employees in the company, and become a strong backup for employees both in work and life.

We promise not to do things that violate social responsibility in the process of running a company, nor to provide services to companies that clearly violate social responsibility.

2.0 Management Philosophy

2.1 Organizational Fitness

Organizational fitness is the core element of the company's operation and management. It is the core competitive advantage that the company distinguishes itself from other competitors and stands in the market. It is the basis for the company to provide continuous value contribution to customers and society.

Leaders (quantity and quality), excellent employees, partners and management skill levels are key elements of a company's organizational fitness. The establishment of the company's organizational fitness needs to be based on the company culture, with the leaders and excellent employees as the core, and the improvement of the management skill level as the starting point. Company culture is the foundation of organizational fitness and the "source of strength" for all the key elements of organizational fitness. The construction of excellent leaders and staffs is the core of the company's organizational fitness. The company's development relies on excellent leaders and employees, and the company pays more attention on the construction of team, selecting outstanding talents that match the

company's culture and integrate with the team and the company. Through the working mechanism and procedure, the values of outstanding employees are achieved on the company platform, and their ability are also enhanced, thus to realize a virtuous circle of the development of excellent talents, management mechanism and the company.

We believe that past success may not be able to support the company's future success! The company's organizational fitness formation needs to inject innovative elements, to motivate managers and employees to keep on learning and innovating, making the company's organizational fitness with vitality.

2.2 Business Focus

The customer is the focus of the company's business operations, and is the starting point for all business management decisions. Serving customers and providing them with effective value are the reasons for our existence. Only by helping the customer succeed can the company succeed and then in turn is the success of employees.

The chain sales of engineering and agricultural machinery are the main field of business development of the Group, and it is also the entrance and platform for the company to realize multi-dimensional business development. No matter how the environment changes, the company will keep the core advantages in this field, and focus on the continuously upgrade them.

2.3 Company Brand

Brand is the life of the company, the foundation of the company's business expansion, and the key to building the trust with customers and partners and enhancing customer loyalty.

We believe that company brand is a natural result of product value and customer satisfaction. Making good products and improving customer satisfaction is the key to improving brand value. The company will continue to optimize in the aspects of product design, marketing, and after-sales service, and strive to promote the positive interaction and improvement of the company's brand and operation services of high quality.

2.4 Marketing

Marketing is the "engine" of the strategic development of Camco Group and the core of the company's business chain. The company's market positioning is to become a leader of "going global" in the field of Chinese engineering and agricultural machinery.

Market position and customer loyalty in the target market are the focus of marketing for Camco Group. The company's marketing not only pursues sales and market share, but also pursues the per-capita sales of its employees and the cumulative contribution of its customers. The increase in per capita

sales requires companies to improve the ability of employees, the sales models and service. The indicator of customers' cumulative contribution reflects the customers' trust in the company and is the most direct reaction indicator of the customers' loyalty. The company insists that customers are not only purchasing machinery, but also paying attention to after-sales service. After-sales service is a key factor in sales success. Adhering to good after-sales service is the guarantees for attracting customers.

2.5 Products and Product Development

A high-quality product system that meets the demand of our customers is the source for the company to provide sustained value to its customers. We deem that the sales of engineering and agricultural machinery must constantly improve the product and its quality.

Excellent products with highly market recognition, this is an important part that determines the company's market value and brand influence! The research and development of products must be based on customers' demand and hit the mark. We strive to meet the personalization requirements of our customers, while the customer's common demand is the basis of our major product development. Companies must identify the market demand in product development; market demand, sustainable sales, and cost control are key principles that we must adhere to in the research and product development.

2.6 Customer Service

Serving customers is our vocation and it is also the key competitive advantage that distinguishes us from our competitors!

Service itself is an important part of our products. We strive to achieve the satisfaction of our customers, and let the service go into our heart. At the same time, we deem that service is valuable, and there must be a price of this value, the service quality and value can be improved by the service with corresponding price!

All is service, Service is all. The company advocates valuable and warm personal services in each work position and is committed to building a full-process service system based on customer needs. The research and product development, marketing and sales, product delivery, back-office support, derivative services, etc., are all important components in the company's service value chain. Creating value to customers is the basis for all the services of the company.

2.7 Finance

Finance is the bottom line for the company's survival, the baseline for safeguarding the company's safety, and the foundation for the company's sustainable development.

We have always maintained a safe and steady financial management style. Improve the company's financial management level and better serve for the company's strategic development, by continuously

improving the financial management system, information construction and decision-making thinking for managers based on the financial management.

The company continues to pay close attention to financial indicators such as cash flow, operating income, inventory turnover, cost and return on investment. We adhere to the usual practice of not providing financial guarantees for anyone or groups, and insist on zero tolerance to any form of corruption of any manager or employee. Confidentiality of the business information is a basic obligation that the company's top managements must assume.

Capital utilization is an important lever for the company's leap-forward strategic development. The development of the company requires financial investors, but strategic investors are more welcomed, thus to form complementation of resources and capabilities. The company hopes that we will grow together with investors.

2.8 Innovation

Innovation is the inexhaustible source of company vitality!

We know that the environment is constantly changing. The key factors of our success at present may not be able to support our continuous success. Indulging in past successful experiences, it is easy for us to turn a blind eye to environmental changes, threats and opportunities. The company's evergreen longevity can be maintained by learning from the past with consistent introspect, and learning from the future with continuous exploration. Our innovation is not to imitate others, but to improve the company's adaptability and survivability to the environment!

Innovation is not our goal, but a method and process. The key of innovation is to continuously create value for the company and its customers. Innovation contains "breaking the old" and "building the new" that can promote the progress of the company and customers. "Empty talk" is not innovation. Innovation should pay attention to actions and practices! The company creates a relaxed atmosphere for employees' innovation and encourages managers and employees to attempt with clear targets at their work. The company encourages employees to work more wisely and efficiently in their own positions. We expect mid-level managers to make micro-innovations in the areas of their business and management methods, and encourage senior managers to innovate in the fields of strategy, operation and management models.

2.9 Cooperation and Collaborators

Cooperation is an eternal theme! We embrace cooperation and collaborators with an open mind.

Investors, suppliers and peer excellent companies and so on are potential important partners now or in the future, and they are important supporters of the company's healthy development on organizational fitness. The company adheres to the principle of sincerity, symbiosis and mutual benefit, and maintains

long-term and healthy cooperative relations with important partners. We welcome those partners who have similar values, complementary resources and comparable capabilities.

2.9 Business Ecosystem

The competition among companies is not only the competition of products and services, but also the competition of business ecosystem. Creating a multi-dimensional business ecosystem chain is the only way for the breakthrough and leap-forward development of the company. It is an inevitable requirement for the company to create a multi-dimensional service system for customers and provide continuous value.

In the process of business development, the company obeys the following guidelines:

1. Not give up or break away from existing superior resources;
2. Insist on not giving up control of all new business using the logo of Camco;
3. Adhere to the principle of absolute holding in the expansion of other diversified cooperation or investment business;

3.0 Organization Construction

3.1 Basic Guidelines for Organizational Construction

The company strives to create an organizational fitness that is adaptable to the market and operates efficiently, uniting all outstanding forces to achieve our mission. In the organization construction work, we must observe the following key guidelines:

1. It is based on the company's development strategy;
2. The Baseline is the company's sustained and healthy development;
3. It should be conducive to strengthening business vitality and responding quickly to customer and market needs;
4. It should be helpful for the internal training and development of outstanding talents;
5. It pays attention to the steady upgrade of the organization.

3.2 Corporate Governance Structure and Major Decisions

The company will continue to optimize a series of corporate governance practices such as corporate management structure, benefit sharing mechanism, and major decision-making mechanisms, creating a greater benefits framework and better integration of the power of shareholders, managers, employees, customers, external experts and so on; thus providing multidimensional and higher quality services for customers.

The board of directors is the company's highest management decision-making organization, responsible for the company's mission and strategic planning, and the decision-making of major business management issues. The board of directors has corresponding professional committees responsible for major issues in the corresponding fields.

The decision-making principle of the board of directors and its professional committees is democratic centralism. Major decisions of the company need to be fully discussed, including all negative opinions. The basis for decision-making is the company's mission, strategy and business philosophy. The principle of decision-making is to adopt wise suggestions from employees. The company emphasizes the wisdom and democratization of high-level business decision-making, integrating the professional wisdom inside and outside the company; emphasizes the enforcement of decisions with authority, clear goal and work responsibility, once the decision is made, it must be resolutely implemented.

3.3 Management and Support

The company implements different ways of managements and support based on differences in strategic positioning, business type and development stage.

The company will gradually improve the capacity of making decision of the Group headquarter, by taking control over company strategy, brand, major finance, important appointment and core resources. It will also run more efficiently by giving management authorization to headquarter and subsidiaries.

The company allocates the integrated resources to support the strategic development of subsidiaries in different ways. It also emphasizes on gaining resources through competition, giving more resources to those who treasures the resources and can create more value. The company will gradually perfect the incentive-constraint mechanism and strengthening the subject responsibility of subsidiaries, supporting all actions that help perfect the strategic aim and policy framework. At the same time, we oppose egotism of any form appearing in the company.

3.4 Intercultural Organizations

As a multinational company, the cultural integration of employees from different cultural backgrounds determines how far and how long the company can go!

We support employees of different cultural backgrounds with mutual respect, trust and support against all forms of racism and racial discrimination.

We strive to localize our company and increase local employment to keepsustainable development.

3.5 Expansion on Scale

Expansion on scale is an inevitable result and target of strategic developing of the company. In the process of expansion, the company must adhere to the following basic principles:

1. Principle of core cultural conformity priority: It is a prerequisite of the company respects the differences in business, areas, and work forces during the expansion on scale.
2. Principle of company entirety: It is required to keep control in all co-operations with Camco Brand.
3. The key prerequisite is providing value to our customers, it will help us to improve the vitality of company's operations and control the risks in our business.
4. Base on organizational fitness and steady expansion.
5. The appointed staff should have clear responsibility. .

3.6 Information Systems

As an important wealth of the company, information technology helps the company improve management, service level, linking the current and future business.

The company strives to improve the degree of accuracy of information of operation and management, introduces and optimizes information systems, improves the speed and efficiency of internal information communication, the company's collaborative management efficiency and wise decision-making level, and enhances customer service capabilities. The company insists on the introduction of advanced information systems and advocates the principle of minimizing independent development.

Based on years of information accumulated in business management, the company will explore new value points in companies, customers and partners, adopt new technologies, new products and new models that have been validated, and absorb and train professionals in the field of Internet. Iterative upgrade of the business model should be adopted to build a multidimensional ecological chain of the company's business.

4.0 Human Resources

4.1 Value of Talents

Talents are our future. The pattern and future of our company are decided by who we are working together with.

Respecting talents is the core point in our company culture to maintain a diversified talent team. We believe that excellent employees who match the company's core values requirements are the foundation of the company's strategic development. We believe that integrity, professionalism, endeavor and happiness are the basic and most important characteristics of the talents. At the same time, the company respects the uniqueness of talents in different businesses and positions.

"Value endeavor employee" is the core talent concept that the company upholds. Endeavor does not mean advocating hardship endurance, but means getting rid of the "comfort zone" in spirit, learning,

innovating and creating value for the company continuously and daring to challenge goals in their respective positions.

The company's strategic development requires that we must respect for endeavor and innovation. The company's interest distribution policy must be carried out around discovering, motivating and giving back to the endeavor employee. It is necessary to ensure that the aspirant endeavor employee can obtain more resources in the company, getting higher recognition, honor and reward and a brighter career prospect. The company advocates being kind to the entire endeavor employee within limits, whether he or she is historical heroes, short-term value contributors or continuous value contributors. The company expects continuous contributors to work in Camco Machinery for the rest of their lives.

We insist that all employees of the company must undertake three basic responsibilities: advertise the company's brand, sell the company's products, and introduce outstanding talents.

4.2 Talents Selection

Talents selection is a key entry for the company's career development and cultural heritage.

Choosing the right talent is more important than cultivating talent. The company welcomes outstanding people who are law-abiding, positive, and ambitious to join us. We do not choose those who are opportunistic and neglect their filial duties. The company would rather pay more attention to the matching of talents with positions, teams and companies than blindly judge a talent from his or her academic qualifications, background and performance.

The company would rather adopt a model with multiple evaluation standards than use a single talent standard to judge talents. We believe that challenges and difficulties help cultivate and select talents. Only in the process of challenging goals and achieving high performance, can we find talents with a sense of mission and recognizing company values.

We adhere to selection strategy of international talents.

4.3 Cultivation of Talents and Development

Cultivation of talents and development contains not just training. The company is committed to establishing a talent cultivation and development system that enables talents to emerge continuously. It guides the development of employees through systematic cultivation mechanisms and supports employee growth through rich investment of resources. The cultivation and development of subordinates is an irreplaceable responsibility of the superiors. An important criterion for the company to judge candidates at all levels is to evaluate the ability and willingness of candidates to train and develop his subordinates. We believe that practice is the most efficient way of cultivating talents. The best way to cultivate employees is to undertake responsibility and face challenges.

The company strives to train its employees into a manager with excellent professionalism such as

integrity, professionalism and endeavor. We believe that the real managers are those who devote themselves to making a career of their professions. We firmly believe that managers with excellent professionalism deserve a brighter future.

4.4 Assessment and Evaluation

Assessment and evaluation mechanism is the company's most powerful strategic and cultural guide.

"Value endeavor" is the tenet for the company assessment and evaluation. "Value endeavor" does not mean that all employees should be judged with a single principle. Different expectations are placed on different employees. We expect that ordinary employees make progress continuously; middle management achieves their goals; senior management make innovations.

The company evaluates the individual performance of employees, respects the uniqueness of their business and posts, and desists from judging employees with a single evaluation model. In addition, we not only value the spirit of dedication to the work and the relentless pursuit of the goal, but also emphasize the smart work and the value contribution of the work.

4.5 Remuneration Distribution

The reward distribution mechanism is the key mechanism for the company's growth!

"Value endeavor" is the prior rule insisted in the distribution of remuneration. The company strives to establish and optimize the dynamic leap cycle among "strive, contribution and return" to lead the healthy growth of employees and the company. The company established a comprehensive remuneration system based on the output and performance. The remuneration distribution will be tilted towards the excellent endeavor employee. The income gap between employees with high performance and low performance should be widen so as to stimulate the impetus of working of employees, and those who work hard all the time can gain the return and happiness in both physical and spiritual aspects. At the same time, it is necessary to establish a linkage mechanism that matches employee income with corporate development for the purpose of letting employees and the company work together to share the business achievement of the company.

Pay secrecy policy is implemented in the company. The company pursues fairness in the distribution of remuneration. However, we also know that there is no absolute fairness in the world. The way to judge the fairness is to compare the rewards of employees with the contribution of employees, not simply to compare the labor of employees. It is to evaluate whether the reward is consistent with its contribution, rather than to make a horizontal comparison among employees because this cannot evaluate employees in an objective way.

4.6 Managers Management

The quantity and quality of managers are key factors for high-efficiently running of the company.

The company will continue to invest in the construction and development of the managers' echelon and adhere to the priority principle of cultivating managers' through internal training and selection. We believe that good managers should be high-performance employees, but high-performance employees are not necessarily good managers. The company selects employees who recognize and practice the company's culture, having successful performance experience, team leadership and management potential, and a strong desire for the company's success to enter the company's management team.

The core responsibility of company management is to lead the team to create performance, practice and inherit the company culture. We emphasize that managers should adopt practical spirit in the team, and focus on business and goals; managers should actively participate in the company's democratic decision-making, contribute wisdom, and firmly execute the company decision. We insist that managers should have a wide mind on the position adjustment.

4.7 Retention of Talents

A stable and excellent talent echelon cultivating system is the key foundation for the company's sustainable development.

To establish a relatively stable and excellent talent echelon team, the company is committed to absorbing and retaining outstanding talents through continuous optimization of comprehensive rewards, ability growth, career development, career platform, and corporate culture. At the same time, the company also knows that the cultivation of talents cannot depend solely on talent retention. The company also needs to establish and improve the talent absorption and training mechanism for talents to emerge.

The company expects employees who are able to continuously provide value contribution can work for the company throughout their lives. The company respects the value of talents and respects the choices of talents in career development. We take up an open attitude towards the flow of talents. Based on the principle of employees who leave the company are also the company's wealth, the company will strive to create a benign talent ecosystem for potential employees, current employees and departing employees.

5.0 Cultivation Outline of Staff Spirit

Camco Group has been working hard with continuous reflection and accumulation. We are fully aware that the cultivation and cohesion of the employee's spiritual level is the solid foundation for the company's vitality and it is an important support for employees to achieve greater success on the company's platform. According to the company's management experience of many years, we have

summarized nine points that need Camco Group employees to persevere.

5.1 One Dream

Be an excellent and respected company in Africa and China

5.2 Two Insists

- 1) Insist on our mission
- 2) Insist on being honest and professional managers

5.3 Three keys

- 1) Right direction
- 2) Good method
- 3) Careful scheme

5.4 Four Must

- 1) Must pay attention to customer development and maintenance
- 2) Must do a good job in the execution of company policies and processes
- 3) Must adopt a well-established customer service system
- 4) Must do a good job in cultivation of the management team

5.5 Five Dare

- 1) Dare to overcome difficulties
- 2) Dare to take risks of making mistakes
- 3) Dare to be wronged
- 4) Dare to be criticized
- 5) Dare to overcome setback

5.6 Six Encourage

- 1) Encourage endeavor
- 2) Encourage innovation
- 3) Encourage taking actions
- 4) Encourage communication
- 5) Encourage study
- 6) Encourage doing startup

5.7 Seven Don't

- 1) Don't evade

- 2) Don't falsify
- 3) Don't be arrogant
- 4) Don't be extravagant
- 5) Don't receive bribe
- 6) Don't abuse seniority
- 7) Don't refuse demotion

5.8 Eight Believe

- 1) Believe that all achievements are built by ordinary people. As long as we work hard, we will find a respected company.
- 2) Believe that perfect man does not exist. Only perfect team does exist. No matter how outstanding a person is, he is a part of team. We should respect every member, improve ourselves continuously and be kind to others.
- 3) Believe that any difficulty and pain are transient. Tomorrow's success will prove that those difficulties and pains are the cornerstone of our success!
- 4) Believe that my effort will pay off. The glory of the results must come from the solidity of the process; paying attention to every detail will inevitably bring a perfect ending!
- 5) Believe that being modest, cautious and eager to learn is a characteristic of a great person. Success is our ambition and excellence is our pursuit!
- 6) Believe that someone who has pursuit can own true happiness. Enjoying the process which makes happiness is more important than gaining a result!
- 7) Believe that ability is the secret of winning other's respect and recognition. We will live and learn!
- 8) Believe that globalization is one of the most important ways to promote social progress. As long as we work hard, we will certainly contribute to social progress!

5.9 Nine Growth Concept

- 1) Attitude determines success.
- 2) If there is a problem, first to find the cause from oneself.
- 3) One of the requirements for success is determination.
- 4) Lifelong learning makes me unique
- 5) Make a little bit progress every day.
- 6) There is always a practical way to succeed.
- 7) Instead of waiting, take actions to achieve the goal.
- 8) God helps those who help themselves.
- 9) Team takes precedence over me!

6.0 Management and Organisation

According to the Organization and Position Plan, the positions shall be as follows:

1. One General Manager : responsible for overall daily operation and management;
2. One Operation Manager: responsible for purchasing, logistics and after-sales service;
3. One Marketing Manager: in charge of the agro and agro product processing equipment, pump and irrigation equipment, and generator, construction equipment, heavy duty and mining equipment;

The position of each department areas follows:

6.1 Operation Department

1. Operation Manager: in charge of purchasing, logistics, after-sales service, and report to the General Manager;
2. Storekeeper: Responsible for the daily management of the warehouse and report to the Operation Manager;
3. Assistant to Storekeeper: Responsible for assisting the storekeeper in the management of the whole machine or spare parts warehouse, and report to the storekeeper;
4. Workshop Supervisor: Responsible for the daily management of the after-sales service, report to the Operation Dept. Manager;
5. Senior Technician: responsible for mechanical repairing and inspection, and report to the Workshop Supervisor;
6. Technician: responsible for mechanical repairing, reporting to the Workshop Supervisor;
7. Electrician: responsible for electrical repairing, report to the Workshop Supervisor.

6.2 Marketing Department-Agriculture, Pump &Irrigation Equipment,Generator , Construction, Heavy-duty&Mining Equipment

1. Marketing Manager: Responsible for the marketing, sales and overall work of the department, reporting to the General Manager;
2. Senior Sales Engineer: Responsible for sales and assist Dept. Manager to manage sales in showroom, reporting to the Department Manager;
3. Sales Engineer: Responsible for sales and report to the Department Manager;
4. Marketing Officer: Responsible for marketing and promotion and report to the Marketing Manager.

6.3 HR and Admin Dept. (Group HR and Admin Dept. II)

1. HR and Admin Supervisor: responsible for human resources and administrative work, report to the company's General Manager (the first reporter) and the Group HR and Admin Director (the second reporter);

2. Driver: report to the HR and Admin Supervisor;
3. Cleaner: report to the HR and Admin Supervisor;
4. Chief: report to the HR and Admin Supervisor.

6.4 Finance Dept. (Group Finance Dept. III)

1. Account Assistant: report to the Group Finance Dept. III Accountant ;
2. Chief Cashier: report to the Account Assistant.

7.0 Financials

The investment is premised on the assumption that the company should start posting profits after three years of operations. Below are detailed financials for the company.

7.1 Profit & Loss Projections

	Jan - Dec 22	Jan - Dec 23	Jan - Dec 24	Jan - Dec 25
Ordinary Income/Expense				
Income				
Other income	100,000.00	110,000.00	123,200.00	139,216.00
Sales	1,861,314,754.16	1,954,380,491.87	2,097,050,267.77	2,373,860,903.12
Total Income	1,861,414,754.16	1,954,490,491.87	2,097,173,467.77	2,516,608,161.33
Cost of Goods Sold		5.00%	7.30%	13.20%
Closing Stock	-1,686,958,057.93	-2,058,088,830.67	-2,222,735,937.13	-2,178,281,218.39
Duty,Clearing & Forwading Costs	536,200,077.50	482,580,069.75	434,322,062.78	443,008,504.03
Opening Stock	1,072,584,835.00	1,686,958,057.93	2,058,088,830.67	2,222,735,937.13
Purchases - Resale Items	1,780,876,662.13	1,602,788,995.92	1,442,510,096.33	1,471,360,298.25
Total COGS	1,702,703,516.70	1,714,238,292.97	1,712,185,052.72	1,958,823,521.16
Gross Profit	158,711,237.46	240,252,198.90	384,988,415.06	557,784,640.17
	8.53%	12.29%	18.36%	23.50%
Expense				
Advertising and Marketing	124,581,555.85	112,123,400.27	89,698,720.21	62,789,104.15
Bank Service Charges	5,509,550.83	5,619,741.85	5,732,136.68	5,846,779.42
Cleaning Expenses	2,817,025.42	2,873,365.93	2,930,833.25	2,989,449.91
Computer Expenses	530,423.73	541,032.20	551,852.85	562,889.91
Consumables	6,688,392.39	6,822,160.24	6,958,603.44	7,097,775.51
Depreciation Expense	43,695,772.93	44,569,688.39	45,461,082.16	46,370,303.80
Donations	200,000.00	204,000.00	208,080.00	212,241.60
Employers Contribution - NHIF	3,119,500.00	3,181,890.00	3,245,527.80	3,310,438.36
Employers Contribution - NSSF	10,813,413.44	11,029,681.71	11,250,275.34	11,475,280.85
Employers contribution - SDL	4,441,065.67	4,529,886.98	4,620,484.72	4,712,894.42
Employers contribution - WCF	592,246.55	604,091.48	616,173.31	628,496.78
Fines & Penalties	90,000.00	0.00	0.00	0.00
Fuel,Oil & Lubricants	15,243,432.47	15,548,301.12	15,859,267.14	16,176,452.48
Insurance Expense	11,447,671.27	11,676,624.70	11,910,157.19	12,148,360.33
Internet costs	5,050,000.00	5,151,000.00	5,254,020.00	5,359,100.40
Legal Fees	7,580,000.00	7,731,600.00	7,886,232.00	8,043,956.64
Levies	6,698,560.27	6,832,531.48	6,969,182.10	7,108,565.75
Licenses & Permits	6,287,691.96	6,413,445.80	6,541,714.72	6,672,549.01
Loan interest	33,609,887.96	34,282,085.72	34,967,727.43	35,667,081.98
M.V Expenses & Transport	5,498,200.00	5,608,164.00	5,720,327.28	5,834,733.83
Office Expense	8,674,204.89	8,847,688.99	9,024,642.77	9,205,135.62
Professional Fees	6,522,812.50	6,653,268.75	6,786,334.13	6,922,060.81
Rent and Rates	88,240,609.25	90,005,421.44	91,805,529.86	93,641,640.46
Repairs and Maintenance	1,333,900.82	1,360,578.84	1,387,790.41	1,415,546.22
Salaries & Wages	109,812,713.53	112,008,967.80	114,249,147.16	116,534,130.10
Security	6,101,694.96	6,223,728.86	6,348,203.44	6,475,167.51
Stationery & Printing	678,225.42	691,789.93	705,625.73	719,738.24
Telephone & Postage	2,062,900.00	2,104,158.00	2,146,241.16	2,189,165.98
Transport / Offloading	1,583,600.00	1,615,272.00	1,647,577.44	1,680,528.99
Travelling and Entertainment	29,548,425.80	30,139,394.32	30,742,182.20	31,357,025.85
Utilities	1,289,080.00	1,314,861.60	1,341,158.83	1,367,982.01
Work Permits & Visas	13,145,988.50	13,408,908.27	13,677,086.44	13,950,628.16
Total Expense	563,488,546.41	559,716,730.64	546,243,917.19	528,465,205.07
Net Ordinary Income	-404,777,308.95	-319,464,531.74	-161,255,502.14	29,319,435.11
Other Income/Expense				
Other Expense				
Exchange Gain or Loss	56,667,338.81	34,000,403.29	17,000,201.64	6,800,080.66
Total Other Expense	56,667,338.81	34,000,403.29	17,000,201.64	6,800,080.66
Net Other Income	-56,667,338.81	-34,000,403.29	-17,000,201.64	-6,800,080.66
Profit for the Year	-461,444,647.76	-353,464,935.03	-178,255,703.78	22,519,354.45

