

HANWEN TRADE COMPANY LIMITED

Project Business Plan

This document is confidential and has been made available to the **TANZANIA INVESTMENT CENTRE** to which the address is shown in the cover page and it is addressed strictly on the understanding that its contents will not be disclosed or discussed with any third parties except for **TANZANIA INVESTMENT CENTRE** professional advisers.

This profile is strictly for information only and projections in the pre – feasibility study report have been compiled by the consultant with close cooperation of the Promoters of the Business ie. **HANWEN TRADE COMPANY LIMITED** and Sector Experts for illustrative purposes and do not constitute actual forecasts.

PROJECT BUSINESS PLAN HANWEN TRADE COMPANY LIMITED

1. Introduction

This Project Report is designed for investment into the Transportation Sector by Hanwen Trade Company Limited whose sole purpose is to conduct transport and trade business within the United Republic of Tanzania and its neighboring countries. The plans presented in this Project Report will be implemented for investment purposes in the management and operations of the transport business that Hanwen Trade Company Limited will conduct.

2. Company Overview

Hanwen Trade Company Limited hereinafter referred to as HTCL was registered on the 28th July 2019, whose main objective is to serve and

safeguard its own trade operations and those of prospected clients through the provision of a reliable transportation platform. As part of its duties, HTCL serves as the logistical support, transportation advisory and consultative wing that manages not just its own fleet but also services provided to the entire transport arena in Tanzania and East and Central Africa as a whole.

HTCL is registered under the Companies Act, 2002 in Dar es Salaam, Tanzania. Our offices are located at Plot No. 936, Mbezi beach Kawe area, Kinondoni, Dar es Salaam. The company officially begun its operations on 2020, Hanwen Trade Company Limited hereinafter referred to as "HTCL" was born through necessity to facilitate the logistical needs of trade contracts that have been entrusted to our portfolio.

HTCL has fully complied to its registration by possessing legal certificates and documents specifically;

- Memorandum and Articles of Association;
- Certificate of Incorporation;
- Business license;
- Tax Identification Number, and;
- Other transport related documents.

The above justify that Hanwen Trade Company Limited is conducting its business within the laws of the United Republic of Tanzania.

Project Promoters

The project promoter will be managed and operated by Hanwen Trade Company Limited whose investors as follows;

NAME OF SHAREHOLDER	NATIONALITY	PERCENT OF OWNERSHIP
SUN CHANG PO Box 33092, Dar Es Salaam	Chinese	40%
BAO YANRU PO Box 33092, Dar Es Salaam	Chinese	40%

GUO XIAOFENG PO Box 33092, Dar Es Salaam	Chinese	20%
--	---------	-----

- Description of the Company's employment team:

HTCL is managed by GUO XIAOFENG as a Director, employed 25 employees, with three(3) Chinese and 22 Tanzanian. Director has been with HTCL for over a year and in that time alone, the company's fleet has increased from one truck and trailer to 6 trucks.

- Operations

The business will be managed and operated by Hanwen Trade Company Limited. The company will run its activities in a more professional way and it seeks to satisfy its clients by delivering the services as declared in our objectives. Technology and proper people skills will be used to allow meeting all objectives for the purpose of the maximization of profits for the benefit of the shareholders.

- Project Location

Our business headquarters and registered office will be situated on Plot No. 936, Mbezi beach Kawe area, Kinondoni, Dar es Salaam.

- Services

HANWEN TRADE COMPANY LIMITED will adopt superior services to its clients and contracts. Transport and its supporting components including trade and opportunity in sub transport (return) deals will allow Hanwen Trade Co to provide better services to businesses.

We offer a comprehensive range of domestic and transit container transport services throughout East Africa. Our freight container transport service caters for both 20 feet and 40feet containers, and includes pick up, transportation and dropping off your shipping container at the final destination.

With our own transport fleet of trucks and trailers, we deliver fully integrated cost-effective transportation and distribution solutions to customers operating within the Sub-Saharan region.

When it comes to transporting bulk chemicals, Hanwen Trade Co supports its customers with efficient solutions and a broad range of services for safe and reliable transportation of liquid chemicals of all common hazardous goods classes. We have a state-of-the-art fleet of tankers and tank containers which can be used to reliably transport non-hazardous and hazardous chemicals to their destination. Additionally, we ensure our drivers have the necessary training and permits and have a full knowledge of HAZMAT rules so that chemicals are properly handled.

Our expertise in chemical transportation also affords our customers the benefits of the increasingly important field of waste management logistics.

When cargo is different to standard sized services, HTCL can deliver the specialised logistics required to manage each unique cargo. Project cargo is usually transported as individual pieces due to being oversized and overweight. Whether being construction, mining or oil and gas related, HTCL is dedicated to our customers by setting high standards of quality, dependability and proficiency to the cargo management.

We have a fleet of specialised trailers and low-beds designed specifically to accommodate the movement of high value, time critical products and goods. This extends to us taking care of any additional services required, such as special cranes, and transport to ensure your cargo is loaded and unloaded without delay.

Hanwen Trade Co has access to specialized refrigerated trailers that support cold chain deliveries which is an area that requires absolute focus and we understand the needs of our customers to ensure all transportation and distribution are completed in the best conditions and within the agreed deadlines. Whether it's perishables, drinks or pharmaceuticals,

consistency is the key to supplying refrigerated goods of the highest quality, hence our processes focus on protecting your product, ensuring your temperature & humidity sensitive goods arrive in 'as sent' condition.

Loose cargo transportation is also part of our core business. We have experience in servicing mines with cargo inflows and outflows carrying mine inputs, both hazardous and non-hazardous. Our fleet has delivered successfully over 6000 metric tons of different goods including cement/gypsum/gravel, agricultural produce, hardware among others. Our fleet carrying capacity is 180 metric tons at one go however, if we factor in our subcontractors we can reach upwards of 1800 metric tons at a go.

As part of our entry into the mining services business, we operate a heavy duty truck rental service and site support vehicles. We can supply different brands vehicles & machines as customer shall demand.

As part of our logistics service portfolio, we organise tailor-made storage solutions for our clients. Be it bonded area, covered, or fully built facility, we work together to develop a storage solution to fit our clients demand.

- Financial Needs

Hanwen Trade Co has currently raised over Three Billion Tanzania Shillings and for its operations here in the United Republic of Tanzania. The same is going to be used to increase its fleet from the current 6 to 18 in less than one year including expenses that will be incurred in the course of the business from the initial to its targeted growth of 40 trucks and trailers with various uses.

- Business Mission

To provide efficient transport services that add value to our customers and to grow our business through safe operations, innovation and continued excellence.

- Business Vision

To be the transport company of choice and leader in providing quality and customized service.

- Core Values of our Transport Business

Listen and provide service excellence to our customers. We continually strive to be an employer of choice by:

1. Investing in our staff, supporting their growth and continued development
2. Functioning always as a team and fostering a positive work environment
3. Being an organization that strives for the highest ethical standards, values, safety, honesty and mutual trusts

2. Market Overview

¹The transport system in Tanzania consists of five modes: roads, rail, water, air and pipelines. A high proportion of the infrastructure was not modernised over time due to limited resources to invest and a large amount of infrastructure and equipment is now beyond its economic life. The economic reforms that were initiated in the 1990' s have delivered significant change to the structure of the economy through the introduction of market-based pricing and loosening controls on trade. However, for market forces to be successful, good transport services are essential.

In this respect it is necessary to look wider than just the infrastructure to make sure that complementary bottlenecks and non-tariff barriers are also removed. Such bottlenecks are encountered when policies do not promote high quality services and bureaucratic administrative procedures limit efficiency. Removal of non-tariff barriers is also important

¹ [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Tanzania -
Transport Sector Review.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Tanzania_-_Transport_Sector_Review.pdf)

for the efficient transport of long distance freight. Harmonisation of rules and regulations between countries is needed to promote the flow of goods and services between neighbouring countries.

1. Roads Subsector The road network in Tanzania currently comprises 86,472 km of roads in the formal inventory of which 12,786 km are categorised as trunk roads, 21,105 km as regional roads and the remaining 52,581 km as district, urban and feeder roads. The trunk and regional roads are under the responsibility of the Tanzania National Roads Agency (TANROADS) which is a semiautonomous agency under the Ministry of Works. The district, urban and feeder roads are the responsibility of local government authorities (LGAs) who are under the oversight of the Prime Minister's Office Regional Administration and Local Government (PMO-RALG). PMORALG has an oversight function of preparing policies and strategies in consultation with stakeholders as well as coordinating, monitoring, and providing support to LGAs in road works implementation activities.

The transportation and logistics industry has been flourishing in recent years since the Government of Tanzania increased cargo handling capacity at the Port of Dar es Salaam. This coupled with the government's focus on industrial growth and undertaking of major infrastructure projects, has spurred the transport and logistics business within the country and East Africa as a whole. In recent years, the Tanzanian economy has experienced a robust GDP growth averaging 6-7 percent annually. To sustain this growth, the government emphasized and invested in stable and reliable infrastructure projects including water supply, electricity, roads, railways, irrigation schemes and healthcare facilities. This developmental focus and stable growth has attracted new investors, and encouraged existing investors to expand their businesses and invest in new ventures. Consequently, the demand for transport and logistics services has increased tremendously. As result in order to capitalize on these governing industry trends, Hanwen Trade Co has positioned itself strategically to provide for this service sector whilst maintaining a

competitive edge. Hanwen Trade Co will capitalize on the strong demand for transport and logistics to leverage on its assets.

With management aimed at growing the existing business and exploring new business territories, the company believes it has the potential for exponential growth within this service industry.

- Identification of the target market:

The target market is countries within the East African Community and Southern African Development Community (SADC).

- Company Strategy, Visibility and Sales Strategy:

Under transport unit our focus is on transporting cargo to different destinations both local and cross border i.e. ZAMBIA, CONGO, BURUNDI, MALAWI, KAMPALA AND KENYA.

Our key operational goals are to have;

- Zero break down
- Delivery on time
- Zero accident
- Zero product loss
- Increase market share both local and Transit
- Increase truck turnaround (fleet utilization)
- Institute and be governed by health and safety policies and procedures throughout our operations.
- Maintain sustainability

Hanwen Trade Co has a total fleet of 6 trucks on ground dealing with both wet and dry cargo. With the support from our shareholders and solid contracts we have the financial capabilities of adding more than 34 semi used trucks as per our current demand and requirements. This current in-house demand pushes us to delegate more than 50 trucks to operations in both Local & Transit routes as per our demand requirements.

In terms of sustainability of service; in order to ensure the high level standard of maintenance of our trucks, we have an in-house modern workshop facility equipped with high technology diagnosis tools with highly trained technicians to effectively monitor our fleet.

This in-house modern workshop facility needs Hanwen Trade Co to own its own yard for the purposes of maintaining smart technology on a more permanent basis.

With an exceptionally well maintained fleet of trucks we have the ability to handle different types of cargoes under high and low pressure, we can handle with surety all types of Container haulage, Bulk chemicals, Break bulk/Project Cargoes, Consumer products, loose cargoes, off road and Heavy duty loads (Abnormal wide loads).

Tracking is one of the main components of HTCL quality assurance programs. Tracking enables us to view the vehicle's last received position on the map. All the fleet of trucks in Hanwen Trade Co are being tracked using telematics software. This provides a real-time view of all assets current positions. This innovative software displays other useful information such as Geo-fence, speed, driving behaviour, ignition status, driving violations and a trail of where the asset has been. Tracking enables Hanwen Trade Co to efficiently and effectively manage the fleet, the service also extended for customer access.

3. Project Presentation and Exhibition

- Project presentation:

The Project is to support existing business contracts within Tanzania, the East African Community Countries, Southern African Development Community (SADC) and other countries within contracts.

- SWOT Analysis and BCG Matrix for HTCL:

Hanwen Trade Company Limited	As one of the upcoming companies in its industry, HTCL has numerous strengths that
------------------------------	--

<p>STRENGTHS</p>	<p>enable it to thrive in the market place. These strengths not only help it to protect the market share in existing markets but also help in penetrating new markets such as Democratic Republic of Congo (DRC). Strengths are:-</p> <ol style="list-style-type: none"> 1. Its customers include Cement Factories, Coal Mines, Hardware Supplies and Agricultural Produce for export both within and outside Africa.; 2. Disciplined culture of trust, safety and service; 3. The business units are experienced; 4. Demand/Contracted related growth, and; 5. HTCL has assorted transportation solutions that meet bulk transportation demand in key industries extractive industries.
<p>Hanwen Trade Company Limited</p> <p>WEAKNESES</p>	<p>Weakness are the areas where HTCL can improve on. These weaknesses are being addressed continuously within the company. Weaknesses observed are:-</p> <ol style="list-style-type: none"> 1. Slow adaptability to changed transportation demands or changed load requirements from clients; 2. Organization structure is only compatible with present business model thus limiting expansion in adjacent product segments, and; 3. Timely investment in new technologies. Given the scale of expansion and different geographies the company is planning to expand into, HTCL needs to put more money in technology to integrate the processes across the board. Right now the investment in

	technologies is not at par with the vision of the company.
Hanwen Trade Company Limited OPPORTUNITIES	External Strategic Factors are:- 1. Opening up of new markets and Trade relationships pushed by Government agreements; 2. Economic uptick and increase in customer spending, after years of recession and slow growth rate in the industry, is an opportunity for HTCL to capture new customers and increase its market share.
Hanwen Trade Company Limited THREATS	1. Rising costs of mechanical spares 2. Increasing unknown costs 3. External business risks 4. Uncertain price changes to fuel caused by the war in Ukraine. 5. Unstable prices of road tolls and fines 6. Upgrading of existing railway lines and establishment of new ones

4. FINANCIAL PLAN

The company expects to invest Tanzania Shillings One billion from shareholder's funds. The funds will be used to primarily to increase its fleet taking into account the diversified needs of the contracted clients and the distances that need to be covered to deliver such goods and services as will be needed or demanded.

- Expansion Implementation:

Hanwen Trade Company Limited intends to utilize the injection of more capital from its shareholders to be able to acquire trucks and trailers to

continue ongoing business contracts that HTCL already has and also for those that are in the course of being concluded. Main expansion is for contracts for transport with the DRC, Rwanda, Uganda and Malawi and the acquisition of yard/warehouse for the trucks to centralize maintenance and upkeep of the vehicles.

- **Investment Cost Plan**

DESCRIPTION	AMOUNT IN TZS
Truck and Trailers (USED)	1,279,600,000
Truck and Trailers (USED)	4,140,000,000
Main Truck Yard	160,000,000
Human Resources and Staffing	100,561,500
Administration and	1,197,356,664
TOTAL	6,877,518,164

- CAPEX and OPEX cost exposure:

Yearly Cash Flow Projection
HANWEN TRADE COMPANY LIMITED

	Pre-Startup	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	2023-2024
1. CASH ON HAND [Beginning of month]	-	-	903,024,305	8,647,509	3,719,614	47,527,527	59,565,441	75,603,354	111,641,268	146,079,181	177,592,095	1,704,605,009	196,117,922	
2. CASH INFLOW														
a) Capital	1,279,600,000	1,000,000,000	-	50,000,000	1,760,000,000	-	-	-	-	-	1,500,000,000	-	-	4,310,000,000
b) Loan Received	-	-	-	-	-	-	-	-	-	-	-	-	-	-
c) Revenue	-	72,000,000	72,000,000	72,000,000	144,000,000	144,000,000	144,000,000	144,000,000	144,000,000	144,000,000	144,000,000	144,000,000	144,000,000	1,512,000,000
3. TOTAL CASH RECEIPTS [2a + 2b + 2c=3]	1,279,600,000	1,072,000,000	72,000,000	122,000,000	1,904,000,000	144,000,000	144,000,000	144,000,000	144,000,000	144,000,000	1,644,000,000	144,000,000	144,000,000	5,822,000,000
4. TOTAL CASH AVAILABLE [Before cash paid] (4+3)	1,279,600,000	1,072,000,000	975,024,305	130,647,509	1,907,719,614	191,527,527	203,565,441	219,603,354	255,641,268	290,079,181	1,821,592,095	1,848,605,009	340,117,922	340,117,922
5. CASH OUTFLOW (CAPEX)														
Scania USED 6*4	1,279,600,000.00	-	890,000,000	50,000,000	1,750,000,000	-	-	-	-	-	-	1,500,000,000	-	4,140,000,000
land and Infrastructure	-	50,000,000	-	-	-	-	20,000,000	-	-	-	-	40,000,000	-	160,000,000
Total Ops Capex	1,279,600,000	50,000,000	890,000,000	50,000,000	1,750,000,000	-	20,000,000	-	-	-	-	1,540,000,000	-	4,300,000,000
6. CASH OUTFLOW (HR/STAFFING)														
3.A. HANWEN TRADING CO.LTD														
Salaries and Wages	-	6,700,000	7,050,000	7,400,000	7,400,000	7,400,000	7,400,000	7,400,000	7,400,000	7,400,000	7,400,000	7,400,000	7,400,000	87,750,000
NSSF Contribution by Employer	-	670,000	705,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	740,000	8,775,000
IDL Expenses	-	268,000.0	282,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	296,000	3,510,000
MCF Expenses	-	40,200	42,300	44,400	44,400	44,400	44,400	44,400	44,400	44,400	44,400	44,400	44,400	576,500
Sub-total	-	7,678,200	8,079,300	8,480,400	8,480,400	8,480,400	8,480,400	8,480,400	8,480,400	8,480,400	8,480,400	8,480,400	8,480,400	100,561,500
7. ADMIN AND OPERATING EXPENSES														
land Rent	15,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	70,000,000
Printing and Stationary	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	6,000,000
loan repayments (Principal +Interest)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
insurance for Motor Vehicles and equipments	30,000,000	-	-	-	-	24,000,000	-	-	-	-	-	-	-	54,000,000
Fuel Costs - Vehicle & Equipment	35,360,000	35,360,000	35,360,000	35,360,000	48,620,000	48,620,000	48,620,000	48,620,000	48,620,000	48,620,000	48,620,000	48,620,000	48,620,000	543,660,000
Electricity and Water costs	150,000	150,000	150,000	150,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,150,000
Travel Expenses and Accommodation	3,878,667	3,878,667	3,878,667	3,878,667	3,878,667	3,878,667	3,878,667	3,878,667	3,878,667	3,878,667	3,878,667	3,878,667	3,878,667	46,544,000
Motor Vehicle Repair and Maintenance	6,009,119	6,009,119	6,009,119	6,009,119	8,412,766	8,412,766	8,412,766	8,412,766	8,412,766	8,412,766	8,412,766	8,412,766	8,412,766	93,742,251
loading and Offloading Charges	2,025,000	2,025,000	2,025,000	2,025,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	50,175,000
Carrying And Clearing Cost	1,080,000	1,080,000	1,080,000	1,080,000	3,480,000	3,480,000	3,480,000	3,480,000	3,480,000	3,480,000	3,480,000	3,480,000	3,480,000	34,560,000
Car Wash Service	675,000	675,000	675,000	675,000	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000	2,175,000	21,600,000
Mileage	1,800,000	1,800,000	1,800,000	1,800,000	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	4,320,000	44,280,000
Weight Bridge Cost	540,000	540,000	540,000	540,000	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000	1,740,000	17,280,000
Other Vehicle Operating Expenses	7,000,000	7,000,000	7,000,000	7,000,000	11,830,000	11,830,000	11,830,000	11,830,000	11,830,000	11,830,000	11,830,000	11,830,000	11,830,000	138,289,000
Office and Admn expenses	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	6,000,000
internet and telephone	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	270,000	3,240,000
GPS subscription	1,920,000	1,920,000	1,920,000	1,920,000	2,240,000	2,240,000	2,240,000	2,240,000	2,240,000	2,240,000	2,240,000	2,240,000	2,240,000	33,600,000
Facilitation Expenses	354,544	354,544	354,544	354,544	709,087	709,087	709,087	709,087	709,087	709,087	709,087	709,087	709,087	7,445,414
Service Levy Expenses	3,216,000	3,216,000	3,216,000	3,216,000	5,712,000	5,712,000	5,712,000	5,712,000	5,712,000	5,712,000	5,712,000	5,712,000	5,712,000	67,344,000
Fire Inspection	34,167	34,167	34,167	34,167	34,167	34,167	34,167	34,167	34,167	34,167	34,167	34,167	34,167	410,000
Cash Out Charges	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	480,000
vehicle inspection	945,000	945,000	945,000	945,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	15,435,000
SUBTOTAL - OPEX (HR, MARKETING AND ADMIN)	118,975,695	76,376,795	76,376,795	76,627,895	110,192,096	131,962,086	107,962,086	107,962,086	109,562,086	112,487,086	116,987,086	112,487,086	116,986,086	1,297,918,164
3. TOTAL CASH PAID OUT [Total 5 thru 7]	1,279,600,000	168,975,695	966,376,795	126,927,895	1,860,192,086	131,962,086	127,962,086	107,962,086	109,562,086	112,487,086	116,987,086	1,652,487,086	116,936,086	5,597,918,164
8. CASH POSITION [End of month] (4 minus 8)	-	903,024,305	8,647,509	3,719,614	47,527,527	59,565,441	75,603,354	111,641,268	146,079,181	177,592,095	1,704,605,009	196,117,922	224,081,836	224,081,836