



Strategic Plan 2021-2025

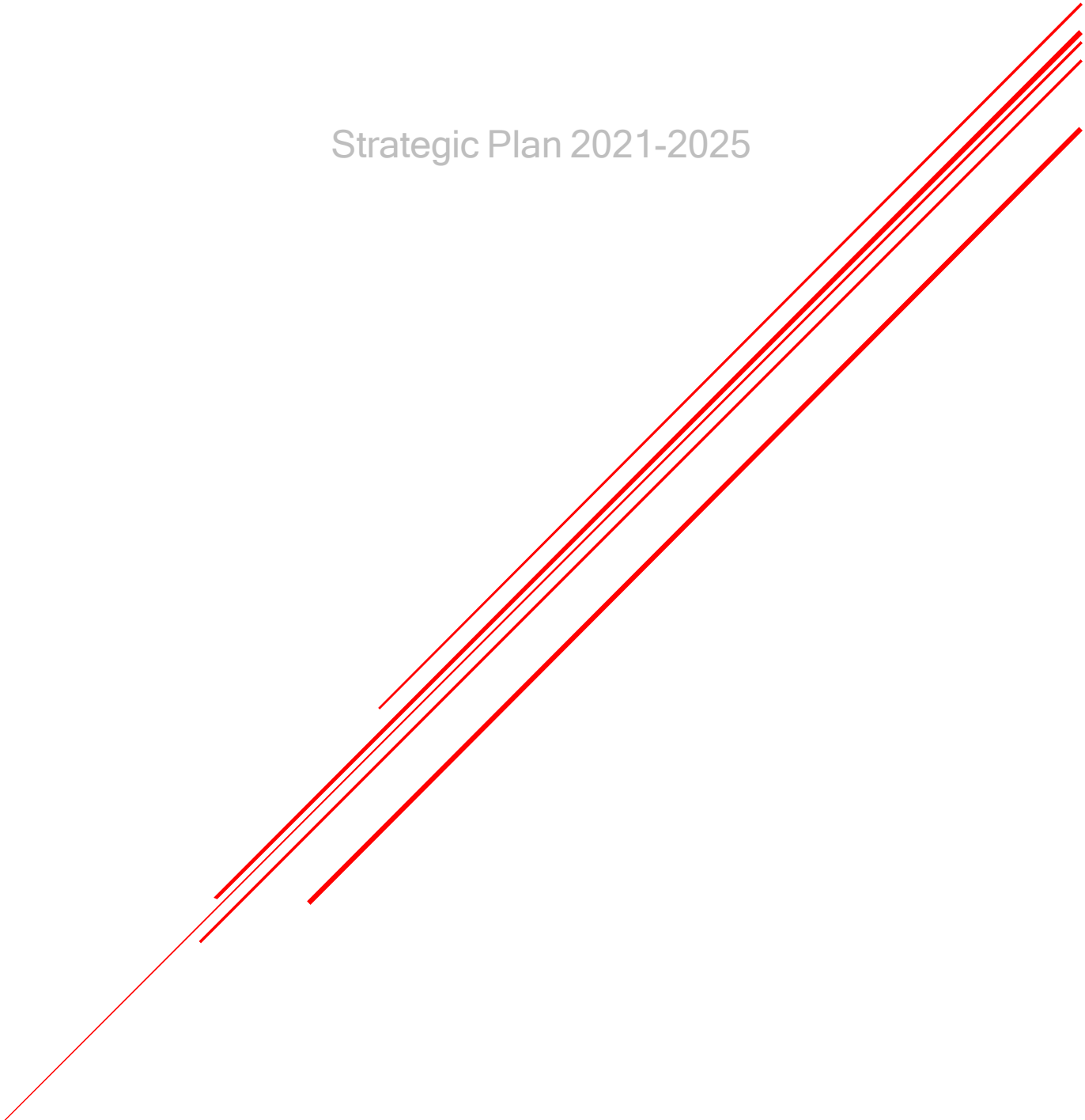


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1.0. EXECUTIVE SUMMARY

Bravo Logistics sees a future where we are conceiving and contributing to more sustainable supply chains and less availed to be subjected to supply chain shocks due to global or local macro-economic or socio-political volatility and thereon to our clients which also operate or work in the countries, we operate in.

Our primary focus is to ensure the countries we operate in are able to grow and that transport corridors are able to consolidate in making national or cross border trade as cost-effective and time-efficient as needed to keep our countries we are present in, the most competitive on the African continent.

To achieve Bravo Logistics' Vision and Mission, the Bravo Logistics Strategic Plan (2021-2025) has therefore been re-developed to strengthen efficiency for the logistics supply chain by catalyzing innovation, culture of service, range of quality services, control of the supply chain and continue build on a strong understanding of local logistics undertakings.

1.1. Our Vision

At Bravo Logistics, we are all about connecting people, communities, and businesses, which is focused on a better and prosperous future. We focus our vision towards being the No.1 preference of our customers by offering logistics solutions through reliable and innovative services.

1.2. Our Mission

To become Africa's preferred supply chain Logistics Company, aiming to apply service, insight, innovation, and quality to offer growth facilities for society and businesses. With the aim to achieve our cargo management goals with utmost assertiveness and confidence.

This Strategic Plan is a 5-year framework for the development and promotion of successful pathways for scaling up and scaling out logistics solutions to achieve sustainable growth and widespread impact. It has also been aligned with regional policy frameworks that aim to accelerate trade, growth and national industrialization, whilst providing cross border trade security at the most cost-effective manner.

1.3. Strategic Objectives

We have designed Strategic Objectives (SO's) which will give the business the direction on this 5-year framework which are summarized as follows to achieve our Plan over the next 5 years:



Ultimately, implementation of the Strategic Plan will enable Bravo Logistics to become market oriented and to become competitive in the market while ensuring sustainable growth.

The Strategic Plan also aims to inherently drive:

1. To enhance our 100% Local Content status, and as a Tanzanian company or an East African company, in all fields of our business units/activities and use it so it is in line with the economic development outlook of Tanzania and neighbouring EAC to SADC countries.
2. To develop our business through and through, in a manner that cuts across the following sectors or industries of intervention that are in line with the macro developments that will contribute most in the next 5 years to the growth and Industrialization in our region and with our current to new customers.

Key Areas of Intervention	
Import	Export
Agriculture Inputs	Agriculture Outputs
Perishables Cold Chain	Perishables Cold Chain
Manufactured goods	Commodity Handling
Commodity Handling	Mining
Equipment	Value Addition Manufacturing
Dangerous / Hazardous goods	

- To develop sustainable logistics end-to-end solutions over 5 years that supports supply chains of Export and Import/Transit business (national and to landlocked countries), whilst it being developed on the back of our existing clients and realization of our logistics real estate projects (logistics hubs, multimodal hubs, icd's, etc.).
- To increase our capacity to earn more revenue and profit to improve the quality of our services and extend our ownership in the supply chain so we can control better the global service standards needed.

We therefore believe, our vision and mission needs a recalibration for the next 5-years on the basis of the values we embody (captured in this document), where we stand today (poised for growth), our ongoing projects that could lead to further growth and the outlook ahead of us:



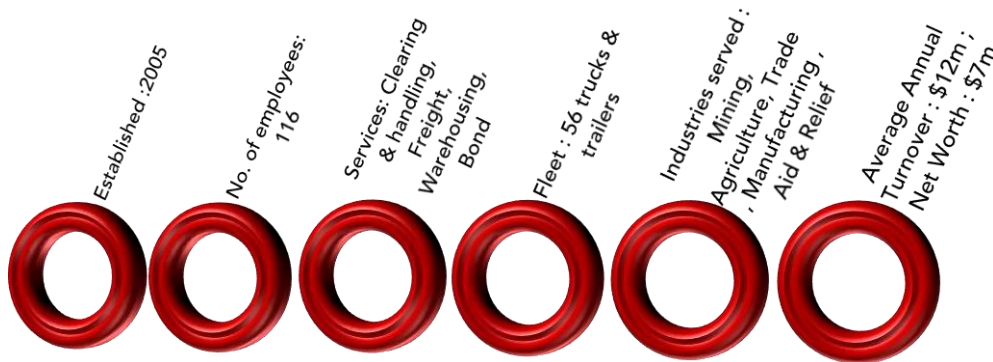
Be the Apex of customer service delivering innovative logistics solutions



Invest in quality resources and strategic partnerships and ultimately deliver bespoke logistics solutions

2.0. COMPANY BACKGROUND

2.1. Quick Facts



2.2. Overview

Founded in 2005 by Ms. Angelina Ngalula, has been in operations for about two decades now. From a one truck fleet, Bravo has grown to become one of the premier logistics company in the region. We have been largely focusing on building our foundation, strong and stable and were working towards creating a market visibility and trust. Our main area of operations were the Freight & Port Operations and Road Transportation. Today, Bravo Logistics is seen as an elite service poised for growth.

Presently, the company has:

- A fleet of over circa 56 trucks and trailers.
- Developing cold chain facilities.
- Provides Freight, Port Handling and terminal services to its clients.
- Nearing 2 decades' experience in the industry.

Bravo has always believed that Tanzania with its geo political advantage and the natural ports has the edge to beat competitors to become the regional leaders.

There are multiple projects in pipeline which is slated to take off in 2021. This includes Bravo's entry into Multimodal Logistics by entering into Rail Logistics, Cold Chain Logistics and Consolidation Logistics, Agricultural multi-modal Hub, Central Corridor development and others.

The aim of Bravo's mission sets the tone needed for forms of logistics based real estate to be developed which will support and cultivate the control needed in the logistics supply chain with



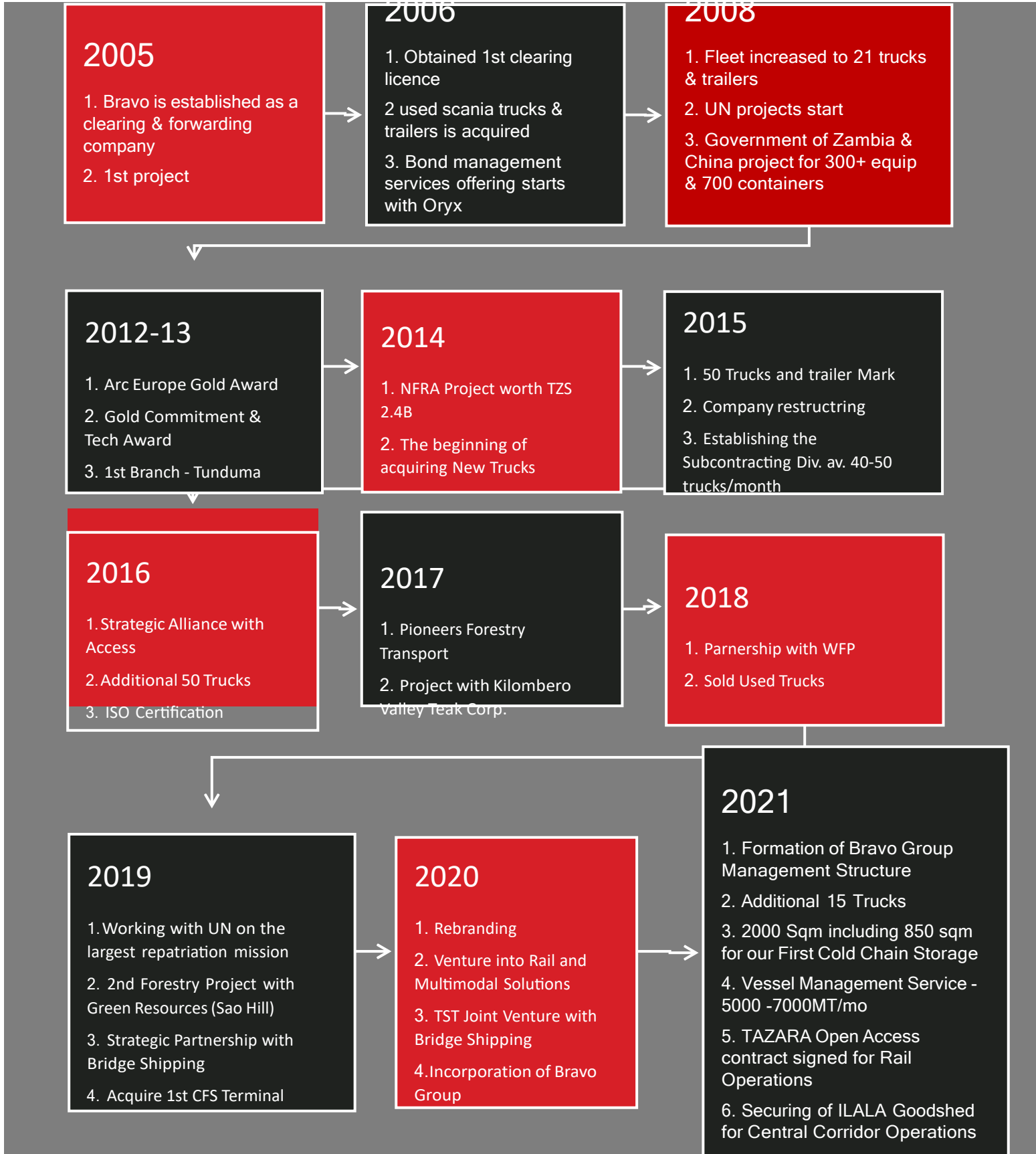
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solutions for solutions such as those that are 2PL, 3PL and 4PL, and generally require us to address:

- Revival and growth of the Rail Logistics Segment in the country by leveraging the segment by availing the existing resources and also by operating private block trains.
- Revolutionize and step up the development of multi modal and transit hubs where the export and import cargoes are handled simultaneously.
- Development of the First and Last Mile logistics solutions.

2.3. Our Milestones:

The historical milestones we have achieved will help us understand where we are heading and what intrinsically we can achieve, in light of the experience we have:



2.4. Vision and Mission Review

2.4.1. Our Vision:

Our current vision is as detailed below:

‘At Bravo Logistics, we are all about connecting people, communities, and businesses, which is focused on a better and prosperous future. We focus our vision towards being the No.1 preference of our customers by offering logistics solutions through reliable and innovative services.’”

Looking at our plans over the foreseeable future, we have seen the need to further refine our vision to adapt with the current outlook and plans in place on going with the Bravo Logistics. Our vision has to describe what the company desires to achieve in the long-run, in a time frame of five to ten years and onset growth. It has to depict what the company will look like in the future and will be used to define the direction for planning and execution of corporate level strategies.

Hence our new vision will be as below:

“Be the Apex of Customer Service delivering Innovative Logistic solutions.”

2.4.2. Our Mission:

Bravo’s current mission is:

‘To become Africa’s preferred supply chain Logistics Company, aiming to apply service, insight, innovation, and quality to offer growth facilities for society and businesses. With the aim to achieve our cargo management goals with utmost assertiveness and confidence.’

Our mission has been better refined to define what line of business the company is in and why it exists as the purpose it serves within our strategic plan. In order to achieve the vision as identified above, the company will need to:

“Investing in quality resources and strategic partnerships and ultimately deliver bespoke logistics solutions”

2.4.3. Company Values:

Company values embody our business culture needed to achieve the direction we need to maintain in next 5 years:

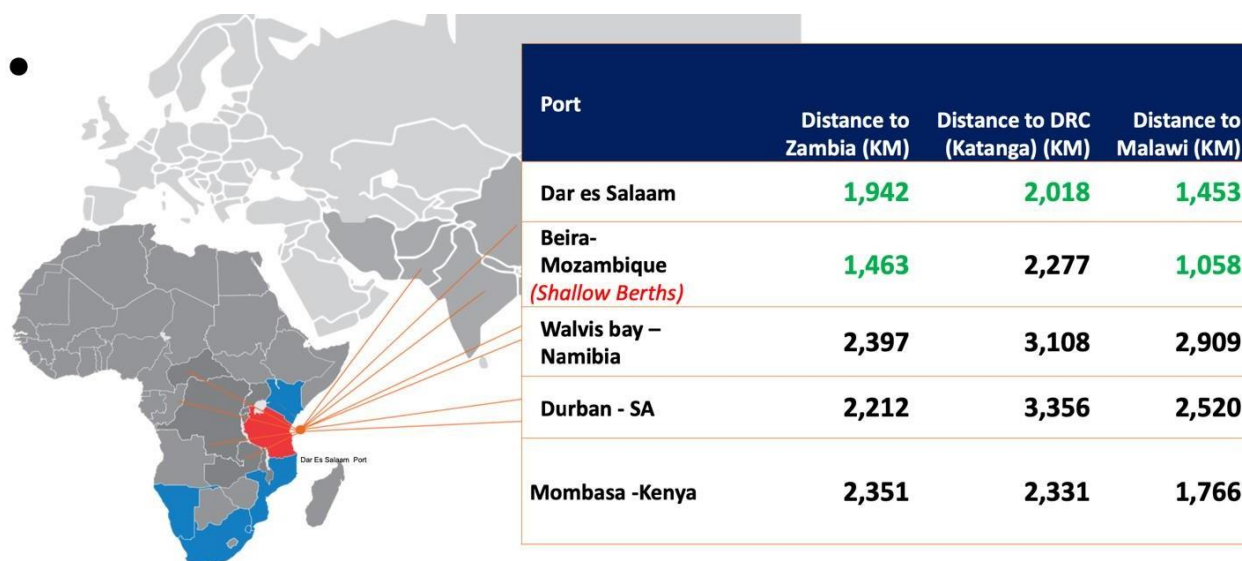
<p>Dedication</p>	<ul style="list-style-type: none"> • Facilitating national cooperation and economic integration in Tanzania and ultimately Africa.
<p>Outstanding quality</p>	<ul style="list-style-type: none"> • Providing only the best products and services to our partners.
<p>Flexibility</p>	<ul style="list-style-type: none"> • Swift adaptation to change.
<p>Integrity</p>	<ul style="list-style-type: none"> • Demonstrating honesty and having strong moral principles.
<p>Innovation</p>	<ul style="list-style-type: none"> • Providing innovative solutions to the challenges faced by farmers in the country.
<p>Reliability</p>	<ul style="list-style-type: none"> • Establishing and supporting mechanisms to reinforce and improve efficiency in product or service offerings.
<p>Customer focus</p>	<ul style="list-style-type: none"> • Always putting our customers first

2.5. SWOT Analysis



2.6. Logistics Industry in Tanzania

Logistics continues to be a significant contributor to the Country’s GDP. In spite of the scaring scenario risen out of the pandemic, Tanzania managed to keep its hold better during the tough times. Logistics industry, when compared to the same period during previous years, has put up an at par performance in terms of volumes. The Key gateway into East Africa continues to be the Port of Dar Es Salaam, in spite of the tough competition put up by the Port of Mombasa and Beira:



2.7. Key Volume/Efficiency features of the relevant Transport sector:

Tanzania’s national development strategy emphasizes that extensive and efficient infrastructure is critical to ensure the effective functioning of the country’s economy. Tanzania is the international gateway for several of its landlocked neighboring countries. Burundi, Rwanda, Uganda, DR Congo, Zambia and Malawi are all dependent to a great extent on the country’s transport network for their access to global markets.

The transport system in Tanzania consists of five modes: roads, rail, water, air and pipelines. A high proportion of the infrastructure was not modernized 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 1990s 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.

The road network in Tanzania currently comprises 86,472 km of roads in the formal inventory of which 12,786 km are categorized as trunk roads, 21,105 km as regional roads and the remaining 52,581 km as district, urban and feeder roads. The Truck and Regional Roads are under TANROADS while the District, Urban and Feeder roads are under the Local Government Authorities which are overseen by the PMO directly.

The Rail Network under Tanzania Railway Corporation (TRC) has a length of about 2707 KMs. Of Meter Gauge lines (1000 mm), Comprising of the Central Corridor linking Port of Dar Es Salaam, Central and western Tanzania and terminating at Kigoma on the Lake Tanganyika in the west. Another Rail network called TAZARA, jointly owned by Governments of Tanzania and Zambia, a cape gauge (1067 mm) line, is of 1860 KMs. Of which 975 KMs is in Tanzania and 885 KMs is in Zambia. The performance of TAZARA over the past 30 years has been below expectations primarily because it was undercapitalized from the start.

The key issues in the rail subsector which can be seen as opportunities given our drive into rail:

- how to improve the operation of the railway systems
- revival of the linking spurs and side rails to mainlines
- investment in the track maintenance and signaling automation to improve frequency
- Investment and refurbishment of locomotives, cabooses, shunters and rolling stock
- Improve predictability of the service whilst avoiding derailment events
- Improving turn-around times around End of Track locations – especially at Dar es Salaam Port by 24 hours rotations and in Kapiri Mposhi, Ndola likewise in Kigoma or Isaka/Nzega.

On the TAZARA and TRC main lines, there needs to be agreement between the governments on how to energize the management and business operation of the railway. It is likely that the railway could be operated more efficiently and provide better quality services to customers with improved capitalization and business skills whilst partnering with organizations such as ours given the technical know-how being built with our JV partners. Realizing this partnership with TAZARA and TRC will help drive the opportunities rail present in making Bravo more competitive and efficient.

It is here where the Rail aspirations of Bravo assumes a huge significance. This is the genesis of Bravo's plan is to take the existing JV partnerships with the international rail operators and enter thereon bring TAZARA and TRC into partnership.

2.8. Economic Contribution of the sector and Reasons for Opportunities to Grow

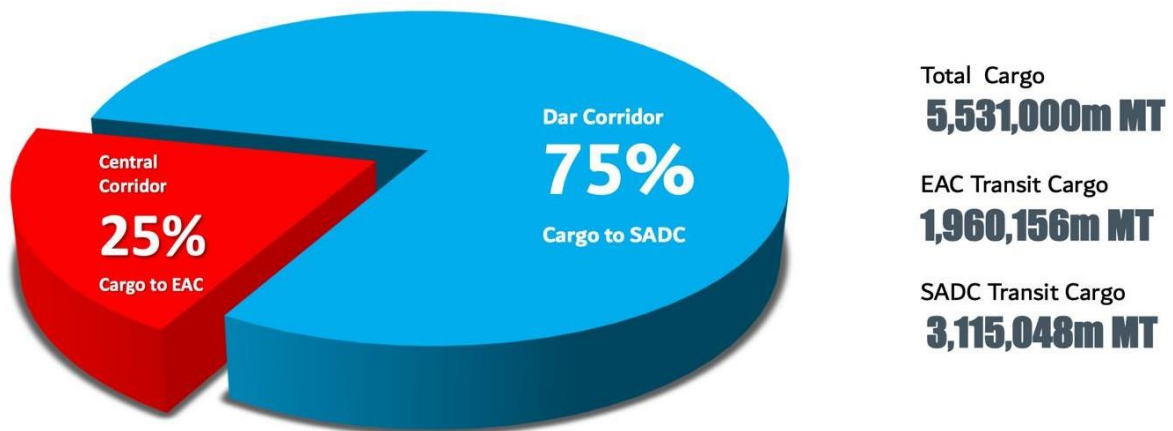
Logistics is one of the tools that play an important role in the change and improvement of economic indicators. Logistics industry provides significant macro contributions to national economy by creating employment, and creating national income and foreign investment influx.

Thus Logistics has a positive relationship with Economic Growth (GDP) in Tanzania and contributes significantly to the National Economy:

- During 2019/2020, expansion of the credit to private sector was more pronounced in building and construction, transport and communication.
- 17.7% credit growth in Transport and communication
- 8.8% contribution to GDP in 2020 equivalent of \$4.7B and ranked 4th after Construction (25.5%), Agriculture (19.4%), Industry (9.8%) (NBS 2020).

Logistics as a growing contributor to GDP (GDP) due to the 200M population base it delivers to via the port of Dar es Salaam:

- Main port of trade for local import and export rated at 90% of landed goods;
- 35% of all neighbor country transit goods are landed at Port
- Totals of:



The barriers to trade to access is what will increase trade if transport is properly addressed Tanzania and SADC markets which neighbor Tanzania (part landlocked or entirely) such as Zambia, Malawi, Burundi, Rwanda, parts of eastern DRC. The key areas to consider in deploying logistics solutions through Tanzania and our neighboring countries are:

- Volatility – socio political regime changes, economic reforms and lack of regional block integration (i.e. reduction of border-less activity);
- Lead time reductions on cargo handling to destination;
- Customer service and company accountability to avoid opacity in emerging markets;
- Management of product life cycles in line with international or consumable standards.

Modes of Transport

Road transport is the most widely used form of transport throughout Tanzania:

Carrying over 90% of the passengers and 75% of the freight traffic in the country. The road network in Tanzania currently comprises 86,472 km of roads paved.

Railway transport is the second most important mode of transport after road and critical for long distance freight along the main transport corridors in Tanzania. Tanzania has a total of 3,676km of railway lines operated by two railway systems. The TAZARA line is 1,860 km in length, of which 975 km is in Tanzania and 885 km in Zambia and was designed to carry 5 Million Metric Tonnes of Cargo though has only apexed in early 1990's just above 1 Million Metric Tonnes handling, whereas today it sits at circa 300'000 Metric Tonnes due to competing road transport and also poor management of mainlines/maintenance of infrastructure driven by Zambia and Tanzania socio political events that has generated management negligence in the sustainability of the tracks and its stations

Similarly TRC lines (Tanzania) has seen a desire to develop further the line to be more competitive and this is set to grow given the interest of the Government of Tanzania to consider Open Access rights for limited use to increase the efficiency in transport of cargo across the country and un-congest the ports significantly for high volume commodities (copper, sulphur, nickel, rare earth, gold, fertilizers, ag commodities).

Air Transport: The total number of air passengers in Tanzania increased by 62% in the past 5 years, from 2.1m in 2010 to 3.5m in 2015, while Tanzania's cargo handling capacity rose by 7% during the same period, from 23,453t to 25,165t. Cold chain attachments are envisaged to be built and improved.

Tanzania Water Transport Tanzania: has a coastline of about 720 km on the Indian Ocean, and also borders Lake Victoria, Lake Nyasa, and Lake Tanganyika. Both sea and inland waterways ports in Tanzania are managed and operated by the Tanzania Ports Authority (TPA) which enables trade and transport of goods as an opportunity to the "last mile operations" to underserved eastern DRC and Western Tanzania.

The World Bank (WB) Intermodal and Rail Development Project supports Tanzania in achieving its infrastructure development goals by providing grants and credits for projects. In April 2014, the WB approved USD300m from the International Development Association (IDA) to support the Government of Tanzania's effort to create a reliable open access railway infrastructure on the Dar es Salaam - Isaka section of the East African Central Corridor and to strengthen the countries rail agencies' ability to manage the infrastructure, the traffic operations, and the

network regulation. The project has 4 components: Improvement of rail infrastructure includes the rehabilitation of key sections of the railway track and other infrastructure improvements to guarantee a reliable service between Dar es Salam Port and Isaka terminal. Rolling stock includes the procurement and leasing of locomotives and wagons. Development of Isaka terminal, Ilala terminal, and Dar es Salaam port platform comprises the development of intermodal container terminals in the port of Dar es Salaam, in Ilala and in Isaka to allow for more efficient intermodal transfers to and from the rail. Institutional strengthening and capacity building, which will support the project preparation and provide additional technical support to the implementing agency (IA) RAHCO, as well as support to Tanzania Railway Limited (TRL) and the Surface and Marine Transport Regulatory Authority (SUMATRA).

3.0. GROWTH DRIVERS IN THE SECTOR FOR VISION 2025:

3.1. Infrastructure Development: According to the Business Monitor International (BMI), the growth in the Construction industry over the next 10 years will be a main driver to the growth in the logistics sector. The infrastructure development plans of the Government in Roads and railway segment during the next five years shall be a key driver.

3.2. Agriculture Sector: The Increased output from the Agriculture sector is another key driver for the Logistics Industry. An increased flow of the agro inputs like seeds, fertilizers and related chemicals needs proper logistics planning and execution. This is driven by the Industrialization Vision 2025 whereby Agriculture Processing and Production will form a pillar given c.65% of the population of Tanzania (c.59Million) employment is derived from Agriculture.

3.2.1. Using the Export growth potential on the rise with multimodal hubs in strategic locations that can drive access and control of the Export supply chain – the opportunity to carry, handle, clear and service export cargo of the following “big items”:

TOPICS: Exports



4.0. THE STRATEGIC PLAN (2021 - 2025)

Today our 1% market share of the total Cargo handled in Dar es Salaam, can significantly be increased on what we can handle as capacity (through all our services, projects and strategic partnerships) and also benefit of the cargo growth which is on the increase at a 5% CAGR.

This can be performed by putting in place certain projects and services which will derive higher handling capacity and control of downstream services (i.e. Vessel Management / Support Services and not limited to development of multimodal hubs).

Market share at 1%, demonstrates we need a better market share through mechanisms to develop new services and projects which are built on a Strategic plan to develop our business.

4.1. Rationale

The rationale of the strategic plans for Bravo for the period of 2021 - 2025 is subjected to growth and diversification, amongst other factors attached.

For long, Bravo focused on the core logistics functions like C&F and Road Transportation. Starting 2021, Bravo envisages to diverse into Multimodal Logistics, Warehouse & Terminal operations, Cold Chain Logistics and Rail Operations. During this period, in view of the key



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drivers mentioned above, Bravo also plans to explore avenues to grow as an important stake holder in the Government Infra Projects, thus contributing to the nation building.

4.2. The Strategic Focus

As a reminder to what was highlighted in the executive summary, we intend the Strategic focus to be in line with the following:

4.3. General Objectives:

- 4.3.1. To enhance our 100% Local Content status, and as a Tanzanian company or an East African company, in all fields of our business units/activities and use it so it is in line with the economic development outlook of Tanzania and neighboring EAC to SADC countries.
- 4.3.2. Develop our business through in a manner that cuts across the following sectors or industries of intervention that are in line with the developments that will contribute most in the next 5 years to the growth and Industrialization in our region with our clients.

Key Areas of Intervention	
Import	Export
Agriculture Inputs	Agriculture Outputs
Perishables Cold Chain	Perishables Cold Chain
Manufactured goods	Commodity Handling
Commodity Handling	Mining
Equipment	Value Addition Manufacturing
Dangerous / Hazardous goods	

- 4.3.3. Develop sustainable logistics end-to-end solutions over 5 years that supports supply chains based on Export and Import/Transit business (national and to landlocked countries), whilst it being developed on the back of our existing clients and realization of our logistics real estate projects (logistics hubs, multimodal hubs, icd's, etc.).
- 4.3.4. Increase our capacity to earn more revenue and profit to improve the quality of our services and extend our ownership in the supply chain so we can control better the global service standards needed.

We have established that the focus of our business requires to be on LOGISTIC APPLICATIONS which is MORE than what our competitors provide. These APPLICATIONS can cut across the Key Areas of Intervention with a more holistic or complementary role (where services are added). Applications will always determine the shape, form of service we are providing to a



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specific sector/client/industry (i.e. what does it take and mean so when we speak of the “application of moving dangerous cargo or perishables” – each involve different levels, services, models of party logistics , including [2PL, 3PL, 4PL] in an import or export supply chain logistics). Each application will contain by default, for our reference:

1. Logistics Real Estate (i.e. warehouses, transit hubs, ICD's, etc.);
2. Transport (Rail, Road, Air, Sea/Lake);
3. Services (i.e. the ones we traditionally offer).

This will determine in all our opportunities we are presented with, how we shape our business. Applications will be put first to understand what is required in point 1-3 above (i.e. multi applications will have different or shared similar items for point 1-3).

For this reason, we approach the above as we do, to be able to cater to what competitors have difficulties in converging on and integrating services coherently - To offer seamless solutions we are looking for according to the Mission and Vision of the company.

Therefore, when determining our Applications we will be always asking first if the following supply chains apply:

1. Export, and;
2. Import/Transit.

This shapes also our mode of thought towards service and project building towards implementation of the service or model delivery of logistics solutions against a real estate facility. The strategic objectives (SO's) in this document will “talk up” to the same approach across the business, export/import supply chains or even all our facilities.

This is a generalized depiction of the Export-Import/Transit Supply chains where we will develop our Strategic Interventions to provide end to end solutions by involving the right applications. The below aligns with our aforementioned Objectives

Our Supply Chain (Main Building Blocks), for reference:

Export	Stage 0 >>>	Stage 1 >>>	Stage 2 >>>	Stage 3 >>>	Stage 4>>>	Stage 5
Manufactured products, Commodities, Mine Ores, Horticultural and Agricultural outputs	Manufacture/Process/Harvest /Extraction	Handling	Rail/Road Logistics	Warehousing & Handling*	Trading	Forwarding

Import/Transit	Stage 0 >>>	Stage 1 >>>	Stage 2 >>>	Stage 3 >>>	Stage 4>>>	Stage 5 >>>	Stage 6
Ag Inputs, Manufactured/Secondary Products, Perishables, Equipment (specialized and normal), Commodities, Dangerous/Hazardous goods, Perishable Goods	Trade at Origin	Vessel Management & chartering	Support Port Services	Warehousing & Handling *	Multimodal (including transport)	Clearing / Forward	Handling at customer/client-destination*

4.4. Strategies

Often competitors have difficulties in converging and integrating the Logistics, Transport and Services, and hence to focus on providing end-end solutions are critical to develop and align with our Mission, Vision, General Objectives.

The following strategies have been developed in light of the situation the Bravo finds itself in and the onset opportunities found in the market. These Strategic Objectives (SO's) will enable achieving our general objectives, whilst enabling the mission and vision of Bravo. Such SO's may be updated from time to time by adding Immediate Result (IR) undertakings to align further or detail how to achieve the mission and vision of Bravo but implement the strategies.

SO1: Horizontal Diversification of The Service Offering in the Logistics Supply Chain	
Horizontal diversification of service offering along the supply chain to first existing clients and thereon new clients which provide us a wider scope to offer diversified services.	
Purpose: To mitigate the risk around the current revenue sources, to increase customer retention and strengthen our core services.	
IR1 – Existing Clients	<ul style="list-style-type: none"> • Acquire rail siding warehouse for Access World. • Source for rail solution for Access World • Take over clearing & forwarding business for C.Steinweig Bridge (import & export) • Invest in more trucks to accommodate shunting services of copper & fertilizer for C.Steinweig Bridge • Appoint a dedicated project manager for KVTC and push for acquiring 100% volumes • Identifying other forestry products clients in Ifakara and expand client base in the area • Invest in more trucks and add volumes with Green Resources. • Negotiate with Najmi International to offer competitive rates to Oryx for bond management • Source for cargo to Kenya to complement business with Spectra • Engage Shipping Great Lakes for more volumes •

<p>IR2 – New Clients</p>	<ul style="list-style-type: none"> • Acquire shunting & long haul business from Dar es salaam Corridor Group • Secure contract with Mkaaendelevu for local transportation of coal briquettes • Secure clearing business with CCECC • Review pricing and ensure that we are competitive or in-line with market and the value proposition
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<p>SO2: Investment in Quality Resources</p>	
<p>Develop quality resources which will provide better control the supply chain in strategic locations in which we operate.</p>	
<p>Purpose: Ownership of resources attached to the supply chain which will increase our operational efficiency and control of service delivery.</p>	
<p>IR1 - Road Assets</p>	<ul style="list-style-type: none"> • Increase profit backed investment in our trucking fleet to supplement first & last mile service offering. Target to acquire up to 200 trucks and trailers over the next 5 years. • Improved maintenance of current fleet in order to extend the lifetime of the asset and limit down time.
<p>IR2 – Recruitment</p>	<p>Attract and recruit the best talent in the market, this will allow us a competitive edge as per the strategic plan requirements</p>
<p>IR3 – Equipment</p>	<ul style="list-style-type: none"> • Invest in equipment that will improve efficiency of the operations at our project sites thus maximizing the use of complementing assets -trucks with hub reduction, bell loggers, side loaders , forklifts, etc • Invest in mobile workshop units to reduce trucks down time
<p>IR4 - Bravo offices</p>	<ul style="list-style-type: none"> • Identify and develop Bravo HQ offices to accommodate all operations under one roof. • Expand Tunduma office to comfortably accommodate current staff and equipment • Increase operations and place bravo operations team at borders of strategic importance (Mutukula, Kabanga, Kigoma) thus allowing control of the clearing process across the country and allowing flexibility to our customers but ultimately global class services.

<p>IR5 - Technology</p>	<ul style="list-style-type: none"> • Invest in new MIS system (SAP) to manage entire business operations. • Identify and acquire CRM system for improved sales pipeline tracking. • Invest in offsite biometric system to accommodate remote operations • Acquire block chain tools to ensure better visibility of goods
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<p>SO3: Develop strategic partnerships</p>	
<p>Develop strategic partnerships (i.e. mergers, JVs, Understandings, Alliances, etc.) and develop resources jointly with these world class leaders in our sector.</p>	
<p>Purpose: To encourage controlled resource expenditure in the acquisition of projects and clients in the most profit orientated, long-term and sustainable manner.</p>	
<p>IR1 - Joint Ventures / Partnerships</p>	<ul style="list-style-type: none"> • Nurture and monitor partnership with C.Steinweige Bridge for developing CFS (Tanzania Super Highway) to ensure entry and presence into the business segment. • Alliance with Traxtion for diversification into rail operations offerings with minimum capital expenditure requirement • Identify strategic partners for exploring the business potential posed by the EACOP project. • Continue to develop joint ventures with eventual shareholders that are able to financially invest in resources that will expedite the growth of our customer and asset portfolio together. The growth potential will be catalyzed by lowering barriers to entry in the country (i.e. by offering local expertise amongst other services to our eventual shareholders).
<p>IR2 - Alliances</p>	<ul style="list-style-type: none"> • Ally with other organizations that have mutual interests along the projects or clients that we are pursuing with the aim of acquiring and amplified service revenue. This can pertain especially on Rail given the size of the rail operator market being small (regionally) E.g. Kerry Logistics (Global logistics co), All Cargo (Global logistics co)
<p>IR3 - Trade Networks</p>	<ul style="list-style-type: none"> • Join effective trade networks in the region in order to increase inquiry uptake, market knowledge and standards.

SO4: Invest in Operational Efficiency to enhance our service level

Invest in Operational Efficiency that will develop the company’s service levels for its current and future client portfolio whilst harnessing automated processes with the right human capital to derive the optimal service levels.

Purpose: To reinforce our operational excellence in the core services we offer at a competitive advantage in all the markets or services we perform in.

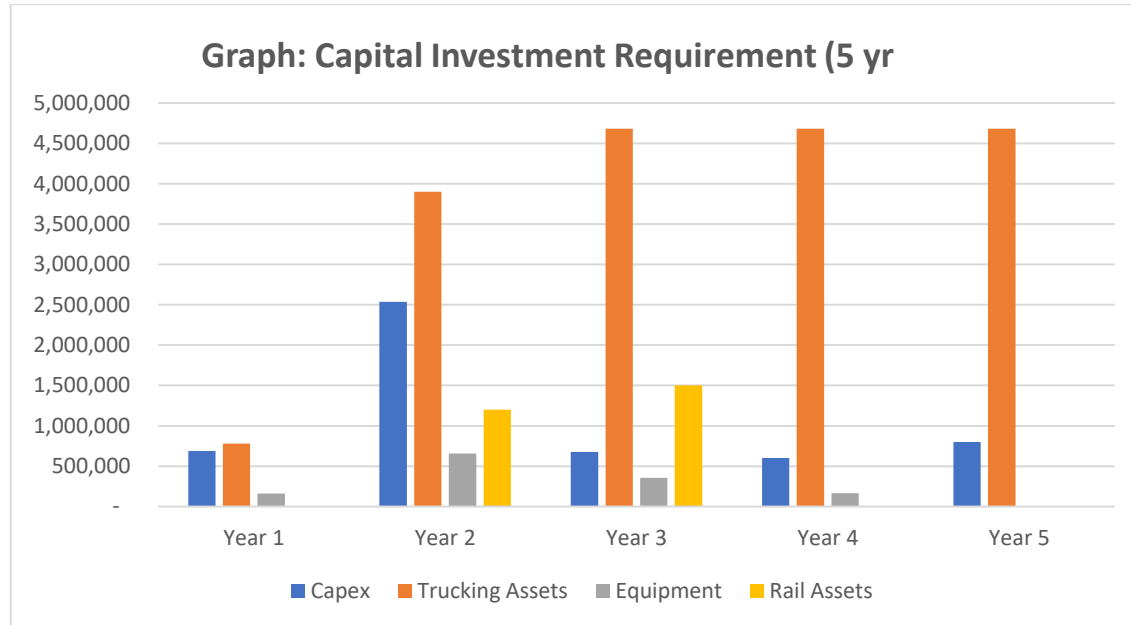
IR1 - Training	<ul style="list-style-type: none"> • Train the current pool of staff to increase their knowledge and productivity. • Implement Training programme on lean 6 sigma and Kaizen and come up with efficiency improvement projects • Upskill (coaching & mentorship) the current human resources allowing us to fill the strategic roles internally.
IR2- Processes	<ul style="list-style-type: none"> • Review the current SOPs and close the gaps in addition to implementing systems that allow for reporting of non-conformances. • Standardize all operational processes across the company to ensure continuity • Establish KAM system for all high value clients and Implement customer complaint mechanisms to ensure that the customer experience is being monitored and improved. • Develop SLA’s with our customers which include customer-based SOP’s and set response times based on the client level (i.e. Client types: Emerging, Key Account, Corporate Account). • Develop a system of internal & process compliance audit • Develop efficient supply chain management mechanisms to ensure the company attains value for money in all its procurement processes.
IR3 - Market Hire	<ul style="list-style-type: none"> • Streamline market hire suppliers’ selection to ensure we only work with reliable and efficient service providers. • Ensure onward cargo for market hire fleet and hence bind them for return leg.
IR4 - Brand visibility and guidelines	<ul style="list-style-type: none"> • Develop a marketing plan that will ensure brand visibility and drive reputation-based inquiries.

<p>IR5 – Financial efficiency</p>	<ul style="list-style-type: none"> • Identify cost saving strategies which will ensure that we always maintain our EBT (Earning Before Tax) at no less than 20%; • Secure sources of emergency funding for business operations to ensure company financial obligations are serviced in time always. • Ensure company liquidity is maintained at 2:1 by implementing strategies to improve cashflows. • Develop strategies to maximize equity investment over debt without compromising shareholder value. • Develop a project costing tool to regulate return on investments for projects which should be at least 3% above the country’s GDP • Ensure balance sheet financing for cross boarder expansion projects/operations. • Establish a system of annual asset valuation to maximize balance sheet net worth. • Achieve international bankability by implementing the “Big Four “auditing standard.
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<p>SO5: Optimization of Supply Chain Performance Excellence</p>	
<p>Acquire cross border activity, by owning our business and facilities which result in the opening of new key cross border offices as an extension to our last mile/first mile operations.</p>	
<p>Purpose: To manage regulatory and free-market volatility shocks that could affect the logistics sector (directly or indirectly), and increase the revenue to profits we obtain from the most stable markets in our network coverage.</p>	
<p>IR1 – Rail Operation integration</p>	<ul style="list-style-type: none"> • Identify and enter into contracts with existing rail operators globally to achieve Bravo presence in the rail operations segment of transport. • Secure financing for acquiring wagons and 1 locomotive • Identify under-served corridors to landlocked countries. • Set up a dedicated rail business development team
<p>IR2 – Warehousing & goods consolidation</p>	<ul style="list-style-type: none"> • Develop and operate a cargo consolidation warehouse at Mivinjeni which will cater for cold chain and general road transport cargo. • Secure and develop a warehouse for agricultural commodities storage and handling (Mazao Hub); based on concessionary rate model.

	<ul style="list-style-type: none"> • Acquire an existing rail side warehouse in Kapiri Mposhi i.e. direct ownership/lease to own to facilitate expansion of activities on rail first and last mile operations. • Develop warehouse capabilities in Ilala to cater for opportunistic business along the central corridor. • Secure land and develop a rail siding warehousing facility in Kigoma based on concessionary rate model (Pay for space used) • Identify and secure business prospects for all the warehousing facilities in the pipeline.
<p>IR3 – Corridor Deployment</p>	<ul style="list-style-type: none"> • With Cross border activity in setting up new business units we need to explore new corridors through establishing presence in markets that complement Tanzania (i.e. Zambia’s to Walvis Bay, Zimbabwe, Beira corridors) with different modes of transport. • Looking at concretely to start with the Central Corridor deployment at a first instance to accelerate trade with western regions of Tanzania, Burundi and DRC – as it remains underserved. This will require, research, visits and multiple feasibility studies to be realized.
<p>IR5 – Multimodal Terminals (i.e. ICD’s, other types)</p>	<ul style="list-style-type: none"> • Undertake the necessary research around the Ilala Goodshed use, Kigoma allocation of terminals needed, Isaka dry port evaluation on how we want to take part in deploying through multimodal terminals and ICDs on the Central Corridor. The latter to be performed during 2021 for planning execution in 2022.

The focus this year 2021 is to finalize the realization of projects which will draw down to our liquidity position based on a YoY (Year on Year) basis:



We are suggesting 200 trucks which will be evenly split to keep capacity and capture market hire business losses (circa 80 as of now), but to also second our growing operations, as follows:

- 10 trucks and trailers provision per annum (totaling 50) to refurb existing ageing fleet that are factored towards the Bravo existing contracts we have in 2021 and to service growth of existing contracts and new contract acquisitions for national and also transit;
- 190 trucks and trailers attached over 5 years, to be attached to our Central Corridor projects (as part of the dedication to the Last Mile) which are to be deployed on realization of our Central Corridor Capex investments.

Therefore, rail and trucks, as assets are the most prized investments to align with our strategy to integrate/assist distribution networks for our hub 4PL-like facilities.

6.0. SOURCE OF FUNDS

The financing of intervention activities for Bravo will continue to be through a variety of sources with:

- Asset Financing for Equipment (local and international);
- Credit terms of up to 90 days with suppliers where possible;
- Local and Regional Bank Financing or where possible Trade Finance.



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- Project financing (value chain based) for some real estate developments (i.e. Cold Chain or other) or tied in as part of international financing around equipment-EPC based.

The intention is to ensure precise and on-time payment of installments supplemented by own reserves which have been accumulating over the years, whilst protecting liquidity but more so amplifying close to double the current profit streams and cash flow origination in business.

This way liquidity position will increase on quantum figures whilst maintain the solvency ratios of the business in place (debt to equity ratio vs. total assets).

7.0. CONCLUSION

This Strategic Plan (2021-2025) is a 5-year framework for the development and promotion for the growth of Bravo Logistics.

It involves organizational growth and sustainability, and scaling up and scaling out our involvement in the supply chains for export/import/transit with technologies and innovations to achieve impact at scale. The Strategic Plan is aligned with government policy frameworks, and aims at accelerating agriculture growth, improving value chain processes, enhanced industrial development and trade. The goal is to lower barriers to doing business for all businesses dependent on logistics nationally and cross border, whilst boosting trade, it also tackles industry challenges and takes advantage of existing opportunities.

The Strategic Plan also serves as a reference for orienting Bravo employees and policy decision-makers and development partners to the Bravo Vision of achieving 'efficient and effective total solutions. This Strategic Plan will be implemented gradually over the next five years. The company's annual business plan will outline mechanisms, procedures and actions for the implementation of this Strategic Plan. The Plan addresses institutional and organizational innovation consisting of mainstreaming capacity strengthening interventions for corporate governance and transforming them into key results to provide opportunities for business growth and improved competitiveness.

This Strategic Plan provides opportunities for national and regional stakeholders to work in clusters to address common challenges and to provide foresight and visioning to build consensus on research priorities including, agricultural modernization, policy changes, funding patterns and market dynamics and increased investments in value addition agro processing. This is to ensure successful improvement of the industry, commissioned and competitive projects, as well as identification of best practices for the generation, dissemination, uptake and effective adoption of global standard quality/services/processes, technologies and



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innovations. This output will be achieved by creating a more conducive environment for the adoption and use of agricultural technologies for sustainable increases in logistics management, for local industries for export or requiring imports and to feed into land locked countries dependent on the corridors we sit at origin (i.e. port of Dar es Salaam or others) which feed into domestic, regional, and world markets.

Finally, this Strategic Plan will encourage transformation of the Supply Chain and allow industries to be more market-oriented and to be competitive entrepreneurs in sophisticated markets while ensuring continued growth for Bravo.

END