



BUSINESS PLAN

2025 - 2029

**ADEM MUHDIN MOHAMED
DELTA PRODUCTION AND COMMERCIAL LIMITED |
P.O. BOX 11349 DAR ES SALAAM**

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1.0 EXECUTIVE SUMMARY

Delta Production and Commercial Limited is a pesticide importation company based on Dar es Salaam and founded by Adem Muhdin Mohamed and Thabit Khamis Abri. It is a limited liability company registered by Business Registration and Licensing Agency (BRELA) under the Companies Act No. 12 of 2002 (CAP. 212) with incorporation number 139735277 at Dar es Salaam on 20th day of August, 2019. It has also been registered with the Tanzania Revenue Authority and assigned the Taxpayer Identification Number (TIN) 139-735-277 with effect from 22 August, 2019.

Delta Production and Commercial Limited shall start its operations in the Year 2025 extensively offering pesticides products including Herbicides (to kill weeds), Insecticides (to kill bugs), Fungicides (to get rid of disease) and other agricultural inputs such as soil fumigants, desiccants, harvest aids, and plant growth regulators to the farming community to help them raise better and healthy crops. The company will also be willing to carry new types of inventories to suit the needs of new and current customers in Tanzania.

According to the feasibility study, pesticides importation is highly profitable and lucrative opportunity. Additionally, following the high demand for agricultural produce in the United Republic of Tanzania, and having considered the constraints and the factors limiting the maximum production of agricultural products in the country. We were able to spot a huge gap between supply and demand due to high rate of damage crops as a result of lack of pesticides used by the farmers. The owners and directors of Delta Production and Commercial Limited saw this challenge as a great business opportunity to go into pesticides importation and sales.

Delta Production and Commercial Limited intends to import high-quality pesticides at competitive prices. Importation of pesticides require a high level of knowledge, technical-know-how and experience in order to get the right result. To ensures importation of top-quality pesticides Delta Production and Commercial Limited will maintain constant communication with manufacturers and identify or station a quality control specialist at most export locations to determine and advise on quality before importation into the United Republic of Tanzania. Delta Production and Commercial Limited will be importing pesticides from Japan, Indonesia, India, and China or any other country among the most popular pesticides manufacturing countries in the world.

Delta Production and Commercial Limited will be importing pesticides from Japan, India, China, Kenya and other countries for sale and distribution in the United Republic of Tanzania. Besides the importation and marketing of high-quality pesticides, Delta Production and Commercial Limited intends to provide education programs to its distributors and retailers about the various types of pesticides, their uses, and their agricultural benefits. As sales volume increases, the company also plans to hold free public seminars to inform and educate the Tanzanian consumers about the benefits and usage of various pesticides.

The company aims to be known as the premier pesticides importing and marketing firm in United Republic of Tanzania. Its development goals are for steady expansion, with profitability by the second year.

1.1 Our Vision

Delta Production and Commercial Limited vision is to become the largest and most reliable high-quality pesticides provider in the agrochemical industry in Tanzania.

1.2 Our Mission

Delta Production and Commercial Limited's mission is to provide high quality pesticides at the affordable price and exceptional customer care services in a loving and caring way with strong emphasis on on-time delivery and sound condition of product upon delivery.

1.3 Our Values

Delta Production and Commercial Limited core values are:

- **Diversity and Respect** is our life blood and govern the way we do business and make our company stronger. Our diverse workforce mirrors different cultures and viewpoints to create a work environment for our people to express their thoughts and ideas. We treat each other with dignity and respect all individuals and their contribution to the team.
- **Customer Focus** where we value our customers as the fundamental reason for us to be in business. We act on our customers' terms by offering quality products and solutions, with the best customer service possible. We look for every opportunity where we can exceed our customers' expectations.
- **Commitment to Quality and Efficiency**, where we built on our business to deliver this promise at all time by providing value in all that we do.
- **Growth**, where we continuous strive to improve our people and services. This is to ensure our people are always knowledgeable, helpful, and highly qualified to provide courteous, prompt, and dependable service.
- **Responsibility and Result Orientation** characterised by our people taking ownership being accountable for what needs to be done and getting the business done despite obstacles and difficulties.

1.4 Objectives

Over the first three years of operations, Delta Production and Commercial Limited will seek to meet the following objectives:

- Establish warehouse and an outlet in Dar es Salaam, Tanzania
- Purchase two hundred and twenty 20 delivery van and 5 vehicles for staff uses
- Employ staff to fill the management positions and 20 full-time drivers and sales persons
- Get our share of the global market by importing pesticides at the lowest cost in the world and supplying them in a stable manner
- Acquiring and maintaining pesticides registrations in the United Republic of Tanzania
- Accelerating R&D and commercialization of new pesticides products
- Expanding the scale of our businesses by pursuing M&As and partnerships with other companies, and introducing agents from other regions.

1.5 Keys to Success

The keys to success in the Delta Production and Commercial Limited pesticides importation business are:

1. A high level of quality in our pesticide products line.
2. Maintaining and growing its referral networks to generate new and repeat sales.
3. Robust communication systems between drivers, bases, and clients
4. Setting delivery schedules that can be met (i.e. setting the right expectations)
5. Hiring and retaining reliable and safe drivers
6. Understanding what clients are trying to achieve, and helping them find the right solution to create long-term relationships
7. Charging competitive rates to our customers with regard to national authorities' standards
8. Improving efficiencies of operations to reduce the crop producers operating costs.
9. Link with best consulting offices for agriculture and scientific support to our customers.

1.6 Basic Philosophy

The basic philosophy at Delta Production and Commercial Limited are:

- Contribute to social development, protection of people, animals and plants life and environmental preservation
- Respect shareholders, customers, suppliers, local communities and employees
- Abide by laws and regulations; maintain transparency in business activities

1.7 Code of Conduct

- At Delta Production and Commercial Limited, we will strictly observe laws, regulations, social norms and Company rules, while steadfastly adhering to high ethical standards, so as to gain social trust in our business.
- In pesticides importation and supply activities, we will place the utmost priority on global environmental protection, as well as on worker safety, and will work to prevent any workplace accident or disaster.
- On the basis of respect for human rights, we will promote mutual understanding and cooperation among employees, in order to create an open and friendly workplace.
- To maintain transparency in our business activities, we will promote communication with local communities and society, and will disclose corporate information in a timely and appropriate manner.

1.8 Business Summary

Delta Production and Commercial Limited, a start-up pesticides importation business headquartered in Dar es Salaam, Tanzania. It has been incorporated by Business Registration

and Licensing Agency (BRELA) under the Companies Act, 2002 and given a Certificate of Incorporation of a Company number 139735277 at Dar es Salaam on 20th day of August, 2019. It has also been registered with the Tanzania Revenue Authority and assigned the Taxpayer Identification Number (TIN) 139-735-277 with effect from 22 August, 2019. After those registrations Delta Production and Commercial Limited has obtained a Business License (B.L. No. 20000057542) in business of Import and Sale of Packaging Materials.

Delta Production and Commercial Limited shall start its operations in the Year 2025 extensively offering pesticides products including Herbicides (to kill weeds), Insecticides (to kill bugs), Fungicides (to get rid of disease) and other agricultural inputs such as soil fumigants, desiccants, harvest aids, and plant growth regulators to the farming community to help them raise better and healthy crops. The company will also be willing to carry new types of inventories to suit the needs of new and current customers in Tanzania.

1.9 Business Ownership

Delta Production and Commercial Limited was founded and is owned by two shareholders namely; Adem Muhdin Mohamed and Thabit Khamis Abri, previous owners of different businesses. Directors share ownership at the ration of Adem Muhdin Mohamed 60% and Yakub Mabruk Salim 40% of the Ordinary Shares capital respectively.

Being owned by persons with vast experience in business the company enjoys the services of capable, experienced and dynamic management.

1.10 Locations and Facilities

Initially, Delta Production and Commercial Limited will maintain a leased office and will stock pesticides at the leased warehouse as well. This is not uncommon for start-up importation companies. As the Company grows, Delta Production and Commercial Limited will obtain our own land that provides a traditional office for employees to comfortably work as well as space to build a warehouse. Delta Production and Commercial Limited management expects that this land will be needed within the next three years of operation.

1.11 Start-up Summary

Delta Production and Commercial Limited start-up expenses include some of the basic set-up costs for the rent for the office and a large warehouse for one year's rent and one year's security at TZS 1,170,000 per month, and office furniture, computers and equipment, and office-stationery (business cards and letterhead). Marketing expenses include brochures and website development (see website plan for more details). Other expenses include legal consultation fees to ensure that all precautions are taken to limit the risk of the business and to establish templates for client and partner agreements, insurance premiums for the first year of operation to cover liability associated with the service, the office, and the delivery vans and other vehicles, and licenses and permits for the business.

Cash required will be used to fund the months of operation before cash flow break-even is achieved and to allow for adequate cash reserves to reduce the risk of running low on cash if targets are not met. Other current assets include office supplies, software for accounting, scheduling, and resource management and light equipment.

2.0 PRODUCTS AND SERVICES

Delta Production and Commercial Limited will select and deal with pesticides that will enable us to have large market share, good margin, and satisfy market needs. Delta Production and Commercial Limited's products include Herbicides (to kill weeds), Insecticides (to kill bugs), Fungicides (to get rid of disease) and other agricultural inputs such as soil fumigants, desiccants, harvest aids, and plant growth regulators to the farming community to help them raise better and healthy crops.

Currently Delta Production and Commercial Limited has no pesticides brands registered at the Ministry of Agriculture such as herbicide and insecticide type. However, we have selected the pesticides manufacturer from whom we will be importing pesticides products. This is Ishihara Sangyo Kaisha Limited, (ISK) from Japan.

We have excellent source of high-quality products with active ingredient, good packaging material performance, good processing formulation, and products variety according to customers needs. Meanwhile Delta Production and Commercial Limited's products will be quality guaranteed and passed quality tests at laboratory and field trial.

Delta Production and Commercial Limited's products shall be registered in Tanzania Plant Health and Pesticides Authority (TPHPA) and all the related authorities including bureau of standards to ensure that we sell products that are legal and trusted.

2.1 Products Features and Benefits

Delta Production and Commercial Limited's products features and benefits are as follows;

2.1.1 Insecticides

Delta Production and Commercial Limited's insecticides products includes; Chlorfluazuron, Cyclaniliprole and Flonicamid.

Chlorfluazuron

Chlorfluazuron is one of the leading benzoylphenyl urea IGR insecticides. This compound, discovered and developed by ISK, was launched in the late 1980's. Since then, Chlorfluazuron has been globally used under the trademark of Atabron for controlling Lepidopteran pests on cotton, bean, vegetables and fruit trees, etc. Chlorfluazuron is an insect growth regulator that inhibits chitin synthesis and provides good control of various pest insects, especially Lepidoptera, at a low dose rate. Chlorfluazuron has very little negative impact on natural enemies and pollinating insects, and can be used in integrated pest management programs.

Trade Names	ATABRON, ISHIPRON, NICE EAGLE, 愛扶農, 抑太保, etc
Formulation	5%EC, 10%SC
Registered Countries	China, India, Japan, Philippines, South Korea, Taiwan, Thailand, Vietnam, Argentine, Brazil, Peru, etc
Crops	Corn, Cotton, Fruit trees, Soybean, Tea, Turf, Vegetables, etc.

Application	Mode of Action
Control of Lepidoptera such as Helicoverpa, Spodoptera and Pseudo plusia on soybean; and Plutella, Spodoptera and thrips on vegetables; Adoxophyes, Ascotis on tea and fruit trees. Also used on potatoes, ornamentals and turf. Application rate: 10-100 g a.i./ha	Chlorfluazuron, which acts as an anti-molting agent, inhibits biosynthesis of chitin in the insect cuticle, which causes loss of cuticle elasticity and rmness, and results in abortive molting. It belongs to IRAC Group 15.
Characteristics	
<ul style="list-style-type: none"> • Chitin synthesis inhibitor • Interrupts insect moulting and growth • Active against larval stages of a broad spectrum of Lepidopteran insects • Long residual activity • Active against certain Coleoptera, Hemiptera, Thysanoptera and Blattodea • Stomach toxin - active through ingestion • Effective at low rates (10-100 g a.i./ha) • Easy to use (liquid formulation) • Safe to beneficial insects 	

Cyclaniliprole

Cyclaniliprole is a diamide insecticide (IRAC Group 28) discovered by ISK. Cyclaniliprole is highly effective against numerous insect pest in various orders, including Lepidoptera, Coleoptera, Hemiptera, Thysanoptera and Diptera. With its combination of good rainfastness and long-lasting efficacy the use of Cyclaniliprole will aid in reducing the number of necessary insecticide application. In addition to its outstanding efficacy, Cyclaniliprole has excellent crop safety for all registered crops. ISK has developed Cyclaniliprole since 2004 and obtained initial registrations in Korea, US, Canada and Japan in 2017. Cyclaniliprole is now registered in 13 countries. ISK is currently expanding the approved uses of Cyclaniliprole and is pursuing additional registrations in other countries.

Trade Names	TEPPAN, MUTEKI, HARVANTA, VERDEPRYN, SARISA, RAPITAN etc
Formulation	5%SL, 10%SL etc.
Registered Countries	Japan, Korea, Vietnam Australia Brazil, Canada, Chile, Colombia, Guatemala, Honduras, Mexico, Peru, USA
Crops	Fruit trees, Cereals, Potatoes, Cotton, Vegetables, Ornamentals, etc.

Mode of Action	
Cyclaniliprole acts by selective activation of the ryanodine receptor (RyR) in the sarcoplasmic reticulum of target insect pests. Once exposed, through contact or ingestion, Cyclaniliprole attaches to the insect RyR inducing the uncontrolled release of calcium stores present in muscle cells. Symptomology after treatment involves immediate feeding cessation, muscle contraction, paralysis and eventual death. In addition, Cyclaniliprole has been shown to be minimally active on the RyR of mammals due to its high selectivity and favorable toxicological profile.	
Characteristics	
<ul style="list-style-type: none"> • IRAC Group 28 • Mode of action: Ryanodine receptor modulator (RyRMs) • Broad spectrum activity protecting plants from numerous pest species • Highly effective in controlling most major species of lepidopteran pests • Efficacious by contact and ingestion • Requires less active ingredient compared to most other diamide insecticides • Provides rapid feeding cessation and long-lasting control • Excellent efficacy on various pest life stages resulting in reduced damage • Adulticidal activity leading to fewer eggs present in treated crops 	

Flonicamid

Flonicamid is a systemic insecticide discovered by ISK. ISK has developed Flonicamid on a global basis since the late 1990's, and it is registered in over forty countries including the Americas, Asia, Europe and Africa mainly as a foliar application. Flonicamid exhibits excellent performance for control of almost all important aphid species in apples, peaches, wheat, potato vegetables, cotton and ornamentals, etc. Flonicamid has no negative impact on pollinating insects or natural enemies, and thus, Flonicamid will provide a new option for integrated pest management programs. Flonicamid also has a good toxicological, environmental and ecotoxicological profile.

Trade Names	ULALA, TEPPEKI, CARBINE, BELEAF, ARIA, TURBINE, 隆施, 四季紅, etc.
Formulation	10%DF, 50%DF, 50%SG, 1%G
Registered Countries	China, India, Japan, South Korea, Taiwan, Belgium, Czech Republic, France, Germany, Hungary Romania, Italy, Netherlands, Poland, Spain, Switzerland, UK, Canada, Brazil, Mexico, USA, etc.
Crops	Fruit trees, Cereals, Potatoes, Cotton, Vegetables, Ornamentals, etc.

Application	Mode of Action
With foliar spray application at the rates of 50-100 g a.i./ha, Flonicamid exhibits excellent aphicidal activity and also shows good insecticidal activity against other sucking insect pests such as thrips, whiteflies, planthoppers, leafhoppers, plant bugs, and mealybugs in fruit trees, cereals, rice, potatoes, cotton, vegetables and ornamentals. Flonicamid soil applications also provide control of the foliar pests mentioned above.	Flonicamid rapidly inhibits the feeding behavior of aphids, and has better action through ingestion than by contact. Its mode of action is different from other insecticides such as neonicotinoids, pymetrozine and pyrifluquinazon. Flonicamid belongs to IRAC Group 29 and is the only insecticide in this class.
Characteristics	
<ul style="list-style-type: none"> • Novel mode of action • No cross-resistance with other conventional insecticide has been reported. • Offers good residual control: 2-3 weeks • No adverse-effects on beneficials • Low application dose rate: 50-100 g a.i./ha • Fits in Integrated Pest Management System • Excellent activity to major aphid species • Effective against whiteflies, thrips, plant bugs, leafhoppers and planthoppers • Excellent translaminar and systemic activity through xylem vessels and control the aphid on untreated young leaves and in rolled leaves 	

2.1.2 Herbicides

Delta Production and Commercial Limited's herbicides products includes Flazasulfuron, Fluazifop-p-butyl, Nicosulfuron and Tolpyralate.

Flazasulfuron

Flazasulfuron is a sulfonylurea herbicide which was discovered and developed by ISK in the late 1980's. It controls a wide range of weeds covering both annual and perennial species. It is a selective systematic herbicide for pre-emergence and early post-emergence weed control. Flazasulfuron has been registered in various countries for use in crops such as almonds and other tree nuts, citrus, conifers, grapes, sugarcane, warm season turfgrass, and in non-crop areas.

Trade Names	CHIKARA, KATANA, MISSION, PARANDOL, FLAMARK, 芝草原, 秀百宮, シバゲンDF, etc.
Formulation	25%WG, 10%WP
Registered Countries	Taiwan, South Korea, Japan, Thailand, China, Belgium, Bulgaria, France, Germany, Hungary, Italy, Romania, Serbia, Switzerland, etc. USA, Brazil, Colombia, etc.

Crops	Almonds and other tree nuts, Citrus, Conifers, Grapes, Sugarcane, Warm season turfgrass, and in non-crop areas
Application	Mode of Action
Flazasulfuron can be applied PRE and POST to control broadleaf and grass weed control, including sedge control. Flazasulfuron can be applied in crops such as almonds and other tree nuts, citrus, conifers, grapes, sugarcane, warm season turfgrass, and in non-crop areas.	Flazasulfuron is rapidly absorbed by leaf and root tissue and is translocated, via the phloem and xylem, to meristem tissue. Flazasulfuron controls weeds by inhibiting acetolactate synthase (ALS), also called acetohydroxy acid synthase (AHAS). ALS is a necessary enzyme for the production of three branched-chain amino acids, isoleucine, leucine, and valine. Weeds treated with Flazasulfuron will first begin to develop chlorosis in the new growth and then gradually, as the weed continues to be starved of the vital branched-chain amino acids, the chlorosis symptomology will develop in older growth. Chlorotic symptomology then turns to necrosis and desiccation of the plant tissue occurs. Control typically takes 3-4 weeks, from treatment to plant death. Crop selectivity of Flazasulfuron exists based on the metabolic ability of some plants to breakdown Flazasulfuron into inactive metabolites.
Characteristics	
<ul style="list-style-type: none"> • ALS inhibitor • Excellent activity at low dosages (25–100 g a.i./ha) • Broad weed spectrum including grasses, broadleaf weeds and sedges • Safe to permanent crops such as grapevine and citrus, sugarcane and warm season turfgrass • Safe to birds, fish, bees and other beneficial insects 	

Fluazifop-p-butyl

Fluazifop-p-butyl was developed and commercialized by ISK in the 1980's and has been widely used numerous countries. Fluazifop-p-butyl is highly effective against annual and perennial grasses and is non-toxic to broadleaf crops such as soybean, peanut, cotton, oil palm, citrus, and vegetable, etc.

Trade Names	ONECIDE, NEW ONECIDE, HACHE UNO SUPER, 新萬帥, ワンサイドP, etc
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Formulation	15%EC, 17.5%EC
Registered Countries	Cambodia, China, Japan, South Korea, Philippines, Taiwan, Vietnam, Argentina, Chile, Peru, Uruguay, etc
Crops	Soybean, Oilseed rape, Sugar beet, Fodder beet, Potatoes, Vegetables, Cotton, Citrus fruit, Vines, Pineapples, Bananas, Strawberries, Sunflowers, Alfalfa, Ornamentals, and other broadleaf crops
Application	Mode of Action
Fluazifop-p-butyl is a post-emergence product and provides excellent control of annual and perennial grasses, including wild oat and volunteer cereals. Fluazifop-p-butyl is non-toxic to broadleaf plants and is therefore registered for use in a variety of broadleaf crops, such as soybean, oilseed rape, sugar beet, fodder beet, potatoes, vegetables, cotton, pome fruit, stone fruit, bush fruit, citrus fruit, vines, pineapples, bananas, strawberries, sunflowers, alfalfa, ornamentals, and other broadleaf crops. Application rate ranges from 125-375 g ai/ha.	Fluazifop-P-butyl is quickly absorbed into the leaf surface, hydrolysed to Fluazifop-P and translocated through the phloem and xylem, accumulating in the rhizomes and stolons of perennial grasses and the meristems of annual and perennial grasses. Weeds treated with Fluazifop-p-butyl stop growing within a few hours, show gradual discoloration on newer growth in 3 to 4 days, and eventually necrosis, desiccation, and plant death occurs within 2 to 3 weeks. Fluazifop-p-butyl inhibits acetyl CoA carboxylase (ACCase), which is an essential plant enzyme that acts in fatty acid synthesis, and selectivity due to the difference of the enzyme sensitivity between gramineae and non-gramineae plants.
Characteristics	
<ul style="list-style-type: none"> • Simple and convenient use instructions • Selective and systemic post-emergent herbicide • Controls annual and perennial weeds • Non-toxic to broadleaf crops Resistant to wash-off by rain, due to systemic activity • Safe to birds, fish, bees, and other beneficial insects 	

Nicosulfuron

Nicosulfuron is a sulfonylurea herbicide which was originally discovered by ISK. It controls a wide range of weeds covering both annual and perennial species. Because of its excellent performance, Nicosulfuron has been used by corn growers globally since it was launched in the early 1990's.

Trade Names	MOTIVEL, NISSHIN, FORNET, SAMSON, SANSON, NICO, 玉农乐, ワンホープ, etc.
Formulation	6%OD, 4%SC
Registered Countries	Japan, China, Korea, Thailand Portugal, Spain, Belgium, Czech, France, Greece, Netherland, Poland, Slovakia, Ukraine,

	Bulgaria, Romania, Croatia, Germany, Hungary, Serbia, Slovenia, Austria, USA, Brazil, Argentina, etc.
Application	Mode of Action
Nicosulfuron controls annual grass weeds, broad leaved weeds, and perennial weeds such as Sorghum halepense and Elymus repens at rates of 30–60 g a.i./ha. Nicosulfuron has excellent selectivity to corn. In cases where corn is stressed, nicosulfuron may cause yellowing of corn foliage; however, it is transient and does not affect yield.	Nicosulfuron is rapidly absorbed by leaf tissue and is translocated meristems via the phloem and xylem. Nicosulfuron controls weeds by inhibiting acetolactate synthase (ALS), also called acetohydroxy acid synthase (AHAS). ALS is a necessary enzyme for the production of three branched-chain amino acids, isoleucine, leucine, and valine. Weeds treated with Nicosulfuron will first begin to develop chlorosis in the new growth and then gradually, as the weed continues to be starved of the vital branched-chain amino acids, the chlorosis symptomology will develop in older growth. Chlorotic symptomology then turns to necrosis and desiccation of the plant tissue occurs. Control typically takes 3-4 weeks, from treatment to plant death. Nicosulfuron’s excellent selectivity to corn is due to the ability of corn to metabolize Nicosulfuron into inactive metabolites.
Characteristics	
<ul style="list-style-type: none"> • ALS inhibitor • Excellent activity at low dosages (30–60 g a.i./ha) • Broad weed spectrum including grasses, broadleaf weeds and sedges • Safe to corn • Safe to birds, fish, bees and other beneficial insect 	

Tolpyralate

Tolpyralate is a HPPDi (Hydroxyphenyl Pyruvate Dioxygenase Inhibitor, HRAC Group 27) herbicide discovered by ISK. Tolpyralate controls a wide range of broadleaf weeds and annual grasses and has excellent safety on all types of corn. Tolpyralate is also effective against weeds resistant to other modes of action including glyphosate and ALS inhibitors. Tolpyralate is a powerful tool for your fields.

Trade Names	BRUCIA, SHIELDEX, RAKER, RAKER PRO etc.
Formulation	40%SC, 10%OD etc.
Registered Countries	Japan, Korea, Philippines, Argentina, Canada, Chile, Mexico, USA

Application	Mode of Action
<p>Post-emergence application of Tolpyralate controls a wide range of broadleaf weeds and grass weeds. Tolpyralate helps to fight problematic weeds in corn field with low use rates of 30-50* g a.i./ha.</p>	<p>Tolpyralate is rapidly absorbed by leaf and stem tissue and works by disrupting an essential function in the plants physiology. Once absorbed by the plant Tolpyralate blocks the production of the HPPD (4-hydroxyphenylpyruvate dioxygenase) enzyme. This inhibits the plants ability to produce plastoquinone and alpha-tocopherol compounds. Without these compounds the formation of carotenoid pigments is interrupted causing the destruction of chlorophyll by sunlight, which is lethal to susceptible weeds. While complete weed death can take up to two weeks, once treated the weeds no longer compete with the growing corn. Corn plants can rapidly break down Tolpyralate into non-toxic substances, therefore it has excellent crop safety for all types of corn.</p>
Characteristics	
<ul style="list-style-type: none"> • HRAC Group 27 • Mode of action: Inhibition of 4-hydroxyphenylpyruvate dioxygenase (HPPD) enzyme • Excellent safety for all types of corn (field corn, sweet corn, popcorn, seed corn) • Controls a wide range of broadleaf weeds and annual grass weeds including difficult control weeds, such as Amaranthus spp, Setaria spp. • Low-use formulation with application rates between 30 to 50 g a.i./ha. • Effective for weeds resistant to other herbicide modes of actions including glyphosate and ALS inhibitors, including Amaranthus tuberculatus, Ambrosia trifida and Erigeron canadensis. • Excellent tank-mix partner with other commonly used herbicides such as chloroacetamides, glufosinate, atrazine, dicamba. 	

2.1.3 Fungicides

Delta Production and Commercial Limited's fungicides products includes Cyazofamid, Fluazinam, Isofetamid and Pyriofenone

Cyazofamid

Cyazofamid is a selective Oomycete fungicide discovered and developed – on a global basis – by ISK. After the first launch in 2001, ISK has started its commercialization in various crops in many countries. Cyazofamid, with its unique mode of action, is highly effective against Oomycete diseases. Cyazofamid also has good persistence and offers excellent rain fastness in many crops at low rates. Cyazofamid has no negative impact on beneficial insects and mites, and thus, it will be surely added to integrated pest management programs. Cyazofamid has good toxicological, environmental and ecotoxicological profiles

Trade Names	RANMAN TOP, RANMAN, SEGWAY, TORRENT, ランマン, 科佳, MILDICUT, VIDERYO, ドーシャス, グリーンワーク, etc.
Formulation	16%SC, 10%SC, 40%SC, 27.5%SC (Premixture), 44%SC (Premixture), 29%WP (Premixture)
Registered Countries	China, Japan, South Korea, Taiwan, Vietnam, Austria, Belgium, Denmark, France, Germany, Italy, Netherlands, Poland, Portugal, Romania, Serbia, Spain, Sweden, Switzerland, UK, Argentina, Brazil, Canada, Chile, Mexico, USA, Australia, New Zealand etc.
Crops	Potatoes, Grapes, Vegetables, Turf, etc.
Application	Mode of Action
Cyazofamid is applied at 80-100 g a.i./ha with foliar spray just before first disease symptoms are observed to control Oomycete diseases, such as late blight in potatoes, tomatoes, pepper and other vegetables, and downy mildew in grapevine, cucumber, melon and others.	Cyazofamid has proven to control Oomycetes by respiratory inhibition specifically at ComplexIII in the mitochondria of Oomycetes. Cyazofamid inhibits Qi (Quinone inside reducing site) of ComplexIII of the said oomycetes, which has not been so far reported for other fungicides. It is classified to FRAC code 21
Characteristics	
<ul style="list-style-type: none"> • Inhibits all stages in fungus life cycle (in vitro) • Low fungi application rate: 80-100 g a.i./ha or 50-100 ppm conc • Effective on fungi resistant to other chemical classes • Strong control activity against potato tuber blight • Strong rainfastness • Distribution on newly developing leaves • Inhibition of zoospore formation on leaves • No phytotoxicity concerns • No adverse effects on yeast or microbial activity of fermentation system • Very active against the following Oomycetes: Phytophthora, Pseudoperonospora, Plasmopara, Albugo and Blemia 	

Fluazinam

Fluazinam, discovered and developed by ISK, is a highly active fungicide with broad spectrum activity, including soil borne diseases. Furthermore, it has acaricidal activity. Fluazinam is a multi-site contact fungicide that belongs to the pyridinamine family. Fluazinam has launched in several countries since its commercialization in the early 1990's. Now Fluazinam has established a strong presence in potato late blight, soybean white mold or turf fungicide market.

Trade Names	FROWNCIDE, SHIRLAN, OHAYO, SEKOYA, ALTIMA, LEGACY, WINBY,
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	OMEGA, ALLEGRO, SHOGUN, 福師得, フロンサイド, KUNSHI, EPOK, etc.
Formulation	50%SC, 50%WP, 0.5%D, 62.5%WG (Premixture), 60%SC (Premixture)
Registered Countries	Japan, South Korea, China, Taiwan, Belgium, Czech Republic, France, Germany, Greece, Italy, Netherlands, Poland, Russian Fed., Sweden, Switzerland, Ukraine, UK, Argentina, Brazil, Canada, Chile, Mexico, USA, etc.
Crops	Potatoes, Grapes, Vegetables, Onions, Top fruits, Soybean, etc.
Application	Mode of Action
Foliar sprays, applied at 150 – 750 g a.i./ha, controls: late blight, tuber blight, and Sclerotinia rot on potatoes; gray mold and downy mildew on grapevines; scab and Alternaria blotch on apples; gray mold, melanose (Diaporthe), and mites on citrus; Sclerotinia rot and southern blight on peanuts. Soil applications at the rate of 2-2.5 kg a.i./ha controls: Clubroot on crucifers, scab and powdery scab on potatoes, and white root rot and violet root rot on fruit trees.	Fluazinam has a multi-site mode of action that disrupts energy production in fungi. Fluazinam has great protective activity, and while it has limited curative or systemic activity, it possesses very good residual effect and rain fastness. FRAC code: 29
Characteristics	
<ul style="list-style-type: none"> • Broad fungicidal spectrum • Good persistence and rain fastness • Long spray interval (7 to 10 days) • Multi-site action and no cross-resistance to other fungicides • Control every stage of fungal life cycle • Safe to beneficials • Efficacy against soil borne disease (e.g. club root, soft rot, white root rot, etc.) 	

Isofetamid

Isofetamid is a novel SDHI (Succinate Dehydrogenase Inhibitor, FRAC code 7) fungicide discovered and under development by ISK. Isofetamid is a new chemical group (phenyl-oxo-ethyl thiophene amide) based on its thiophene carboxamide moiety. Due to this unique chemical structure, Isofetamid remains highly effective against the majority of fungal isolates that have developed resistance to other SDHI fungicides. As a broad-spectrum fungicide, Isofetamid exhibits excellent activity against a broad range of fungi, but is especially effective on the Ascomycota (such as Botrytis spp., Sclerotinia spp., Monilinia spp., Venturia spp.) at low dose rates. In addition to its outstanding efficacy, Isofetamid has no negative impacts on beneficial insects and mites, making it an excellent choice for integrated pest management programs.

Trade Names	KENJA, ZENBY, KRYOR, HAREGI, KABUTO, ASTUN, etc.
Formulation	40%SC
Registered Countries	China, Japan, Korea Belgium, Bulgaria, Czech Republic, France, Germany, Greece, Hungary, Italy, Luxembourg, Poland, Portugal, Romania, Spain, Slovenia, UK, Australia Brazil, Canada, Chile, Colombia, Ecuador, Mexico, Peru, USA, etc.
Application	Mode of Action
Isofetamid can control numerous isolates with confirmed resistance to other SDHI fungicides, including SdhB H272R and H272Y, which are the two most common field-collected isolates. Research has confirmed that Isofetamid fits the mutated binding pocket of SDHI-resistant fungal isolates (SdhB H272R and H272Y). It is hypothesized that the unique molecular structure of Isofetamid gives the molecule flexibility at the binding site, allowing Isofetamid to retain efficacy on these mutants.	Isofetamid acts specifically on the succinate dehydrogenase (SDH) of Complex II, a key enzyme of the mitochondrial respiratory chain at the crossroads of two metabolic pathways essential to fungal cell life. By inhibiting SDH, Isofetamid impairs energy (ATP) production by the respiratory chain and the synthesis of amino acids, lipids and fatty acids (metabolites essential to cell function) at the Krebs cycle stage.
Characteristics	
<ul style="list-style-type: none"> • SDHI class (FRAC code 7) with broad-spectrum fungicidal activity • Flexible molecular structure makes it effective on major SDHI resistant isolates • Inhibits all growth stages of fungal life cycle • Good persistence and rainfastness • Extension of shelf life by pre-harvest application • High safety for crop and beneficial organisms 	

Pyriofenone

Pyriofenone is a selective Powdery mildew fungicide discovered and developed by ISK. Pyriofenone has a unique mode of action, which disrupts actin function (FRAC code 50). Thanks to this MOA, Pyriofenone strongly inhibits conidia formation to prevent secondary infection and halts all steps of the infection process including hyphal growth and appressoria formation. Pyriofenone has excellent rainfastness and residual activity and also controls Powdery mildew through vapor action and translaminar movement. Pyriofenone has outstanding crop safety with little to no impact on beneficial organisms making it an excellent choice as a rotation product for your spray program.

Trade Names	PROPERTY, PROLIVO, KUSABI, UNCICUT, etc.
Formulation	30%SC, 18%SC
Registered Countries	Japan, Korea, Austria, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, France, Finland, Germany, Greece, Hungary, Italy, Lithuania, Luxembourg, Netherlands, Poland, Portugal, Romania, Slovenia, Spain, Sweden, UK, Australia, New Zealand Canada, Chile, Colombia, Ecuador, Guatemala, Honduras, Mexico, Peru, USA, etc
Mode of Action	
Subcellular localization of actin at hyphal apex is necessary for polar growth of hypha. Vesicles carrying the material for hyphal growth are transported toward localized actin. It is hypothesized that the mode of action of Pyriofenone is the induction of mislocalization of actin from the apex, resulting in disrupted apical transport, induced swelling, collapse and abnormal branching of hyphal tips.	
Characteristics	
<ul style="list-style-type: none"> • Specialized in Powdery mildew control • Unique mode of action (FRAC code 50) • Inhibits disease at every step of the infection process • Good vapor action • Decreases secondary infections by inhibiting conidia formation • Excellent rainfastness and residual activity • Outstanding crop safety with little or no impact on beneficial organisms 	

2.1.4 Nematicides

Fosthiazate

Fosthiazate is a nematicide discovered and developed by ISK. Fosthiazate provides a good and stable control of cyst, root-knot, root lesion and free-living nematodes in a wide range of crops such as potatoes, bananas, tomatoes, and other vegetables. The control activities of Fosthiazate remain unaffected by soil type, soil pH and soil temperature. Since the early 1990's, ISK has commercialized Fosthiazate in multiple countries.

Trade Names	NEMATHORIN, CIERTO, NEMABUSTER, 福氣多, etc.
Formulation	1.5%G, 5%G, 10%G, 30%SL, 150EC

Registered Countries	China, Japan, South Korea, Taiwan, Philippines, Belgium, France, Germany, Hungary Romania, Italy, Morocco, Netherlands, Spain, Turkey, UK, etc.
Crops	Vegetables, Potatoes, Sweet potatoes, Bananas, Pine tree, etc.
Application	Mode of Action
Broadcast and soil incorporation to control nematodes (Meloidogyne spp., Heterodera spp. and Pratylenchus spp.), aphids, mites, thrips, etc in vegetables, potatoes, tomatoes and bananas, etc. Applied mainly at 1.5-3.0 kg a.i./ha.	Inhibition of acetylcholine esterase in nematodes and other pests. Its excellent systemic action also provides high performance against nematodes and foliar insect pests. Acts against motile larval stages of nematodes in the soil and prevents invasion to roots of crops.
Characteristics	
<ul style="list-style-type: none"> • Excellent control of major plant parasitic nematode pests such as root-knot, root lesion, cyst, burrowing nematodes • It exhibits nematicidal and nemastatic activities. • Stable activities in various soil conditions (soil pH, temperature, moisture, etc.) • Improves yield and quality of crops • Excellent selectivity on crops • Applied at relatively lower dose rates compared with other soil applied insecticides & nematicide (1.5 to 3.0 kg a.i./ha) 	

2.2 Sourcing and Fulfilment

As previously noted, Delta Production and Commercial Limited will initially operate as an importer of pesticides from Agrochemical Manufacturing companies. Delta Production and Commercial Limited will be purchasing the products from companies producing pesticides from different countries of the world. At start Delta Production and Commercial Limited will be purchasing our products from Ishihara Sangyo Kaisha Limited, (ISK) from Japan.

2.3 Technology

Delta Production and Commercial Limited will use the internet, email and telephone communication to disseminate information, take orders and plan deliveries.

In the future, Delta Production and Commercial Limited will make improvements such as utilizing top-of-the-line software that tracks information detailing the location of all GPS-tagged distribution trucks and the status of deliveries, including expected arrival times for pick-up or delivery.

2.4 Future Products and Services

After the first five years in business, Delta Production and Commercial Limited plans to increase the number of products it offers at the market by entering into contracts directly with other pesticides manufacturing companies as opposed to only dealing with one supplier. This will allow Delta Production and Commercial Limited to increase revenue while having more freedom in products selection.

2.5 Benefits of our products and services

The benefits of our products and services are:

- Accurate and on-time distribution of goods throughout the country.
- Sound and quality management of freight during transportation to ensure optimum delivery condition, etc.
- Excellent customer care services all times.
- All our products being offered at the lowest possible price.

3.0 INDUSTRY ANALYSIS

3.1 Global Pesticides Industry Overview

The global pesticides market size was valued at \$ 45.7 billion in 2022, \$61.42 billion in 2023 and is expected to grow from \$64.18 billion in 2024 to 97.01 billion in 2032 at a CAGR of 5.3% during the analysis period from 2024 to 2032.

3.2 Growth Drivers

The global pesticides market growth drivers are:

- **Increasing Utilization of Crop Protection Solutions for High Yield to Fuel Growth**

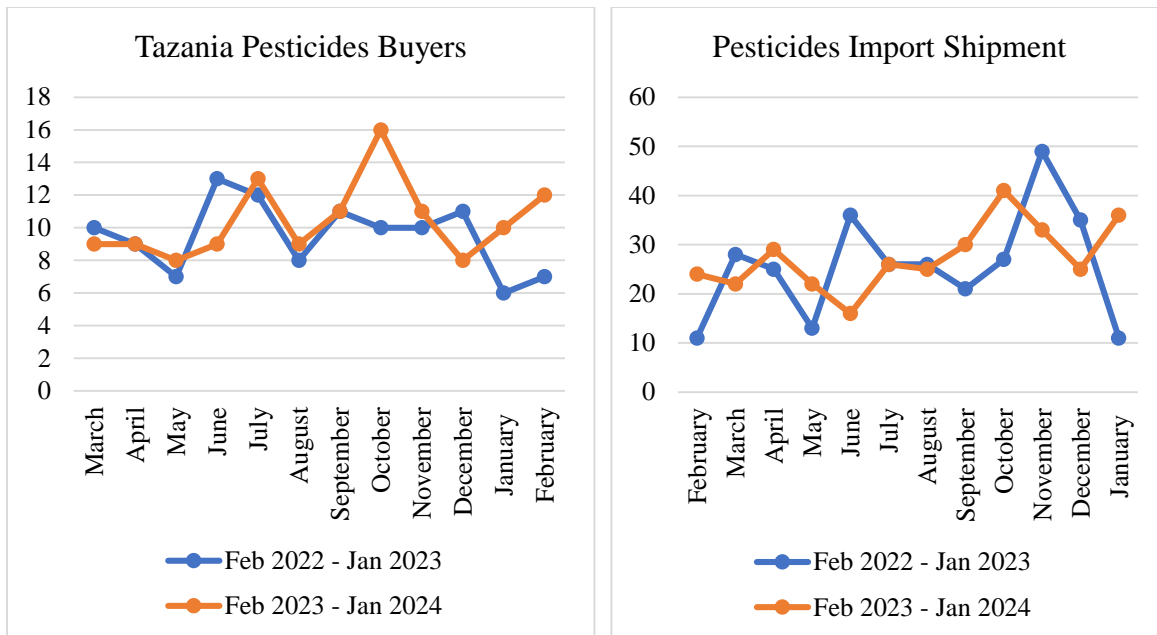
Crop protection chemicals are widely utilized in modern agriculture as an effective and economical solution to enhance crop yield by preventing crops from harmful pests and weeds. Thus, the rise in crop yield helps to ensure food security for the growing populations. According to the Food and Agriculture Organization (FAO), Brazil, China, and the U.S are major consumers of these protection products. High usage of pesticides in these countries can be identified as one of the main causes for rising crop yield.

- **Emergence of Pests and Diseases Due to Fluctuations in Climatic Conditions**

Changes in climatic conditions have accelerated the occurrence and prevalence of plant diseases and pests. Climatic fluctuations have a significant impact on crop production and susceptibility to pest problems. Climate change increases the susceptibility of crops to different pests and diseases, which, in turn, affects crop yield. Therefore, any change in the climate leads to deviation in farming practices, leading to a decline in productivity. Further, irregular rainfall in various regions led to a rise in the fungal population. These factors have increased the dependability of farmers on the products for efficient pest prevention, thereby fuelling the growth of the market.

3.4 Tanzania Pesticides Importation Industry Overview

Tanzania imports most of its Pesticides from India, China and Kenya. According to Volza's (a USA-based Market Research Company) Tanzania Import data, Tanzania imported 322 shipments of Pesticides during Feb 2023 to Jan 2024 (TTM). These imports were supplied by 96 foreign exporters to 47 Tanzania buyers Tanzania buyers, marking a growth rate of 6% compared to the preceding twelve months. Within this period, in Jan 2024 alone, Tanzania imported 35 Pesticides shipments. This marks a year-on-year growth of 192% compared to Jan 2023, and a 35% sequential increase from Dec 2024.



Source: Volza's (2024)

3.5 Significance of Pesticides Importation Industry

Pesticides are essential input for agriculture and benefits of the business in general are:

- a) Offering farmers and other pesticides clients quality Herbicides (to kill weeds), Insecticides (to kill bugs), Fungicides (to get rid of disease) and other pesticides and agricultural inputs such as soil fumigants, desiccants, harvest aids, and plant growth regulators improving agricultural production and social health.
- b) Importing pesticides to bridge the gap between supply and demand. Domestic pesticides production and existing import are inadequate to meet existing demand. The business will help meet the current and forecasted pesticides demand.
- c) Enhancing the environment and social health of the urban and rural population by providing a more reliable pesticides supply
- d) Providing employment in the Company, distributors and suppliers. Delta Production and Commercial Limited business of importation of pesticides will have nearly 8 employees during operation. Distributors will provide around 500 additional jobs while further employment will be created through the shipping, trucking and construction, security and cleaning services provided to the Company.
- e) Generating substantial revenue for the government of the United Republic of Tanzania. The importation business will contribute to government revenue. These payments are made as import duties, port revenue taxes, sales tax, and tax on profits and dividends.

3.6 Tanzania Agricultural Pesticides Market Synopsis

Tanzania Agricultural pesticides Market is experiencing significant growth and projected to attain more growth in the coming years due to enhancing crop productivity and safeguarding

food security. As the country relies heavily on agriculture, the demand for effective pest control solutions continues to grow. Local farmers are increasingly adopting modern agricultural practices, leading to an uptick in the use of chemical and bio-pesticides. According to the research, Tanzania Agricultural Pesticides Market size is expected to grow at a CAGR of 7% during the year 2024-2030.

3.7 Factors Driving the Growth of Tanzania Agricultural Pesticides Market

There are several factors are driving the growth of Tanzania Agricultural pesticides Market such as the increasing need for enhanced crop yields to meet the demands of a growing population is pushing farmers to adopt modern pest control methods. Secondly, government initiatives aimed at boosting agricultural productivity, including subsidies and training programs, are encouraging the use of pesticides as an effective farming tool. Additionally, growing awareness among farmers about integrated pest management practices is fostering a shift towards the use of both chemical and bio-pesticides. Furthermore, the expansion of distribution networks improving access to quality pesticide products is also a significant factor in driving market growth.

However, Tanzania Agricultural pesticides Market faces few restraints such as the limited access to high-quality pesticides, particularly in rural areas where farmers may struggle to find effective products. Additionally, regulatory hurdles can impede the introduction of new pesticides, creating delays in market entry and reducing options for farmers. Also, financial constraints among smallholder farmers, often resulting from inadequate access to credit, restrict their ability to invest in modern pest control solutions, ultimately hindering market growth.

3.8 Tanzania Agricultural Pesticides Market Government Regulations

Tanzania Agricultural pesticides Market is growing and government's regulation and policies are helping in extension of the market. One of the key strategies involves the implementation of subsidies for farmers, which reduces the financial burden of purchasing pesticides and encourages their use in crop production. Additionally, the government has launched training programs focused on best agricultural practices, equipping farmers with the knowledge on effective pest management and the safe application of pesticides. Regulatory frameworks are also being developed to improve access to quality products while ensuring that health and environmental standards are met.

Furthermore, initiatives promoting research and development in the agricultural sector aim to innovate and adapt pest control solutions to local needs, ultimately contributing to a more sustainable agricultural ecosystem in Tanzania. To fulfill these the Tanzania Plant Health and Pesticides Authority (TPHPA) which is the National Plant Protection Organization for Tanzania was formed through the merging of what was the Tropical Pesticides Research Institute and the Plant Health Services department in the Ministry of Agriculture. The Governing law giving TPHPA the legal mandate to act as the country's NPPO is the Plant Health Act of 2020, a repeal of the Plant Protection act of 1998. The major improvements in the law align the functioning of the NPPO to the requirements of the IPPC, ensuring Tanzania fulfils its obligations to the International Community.

3.9 Future Prospects of the Market

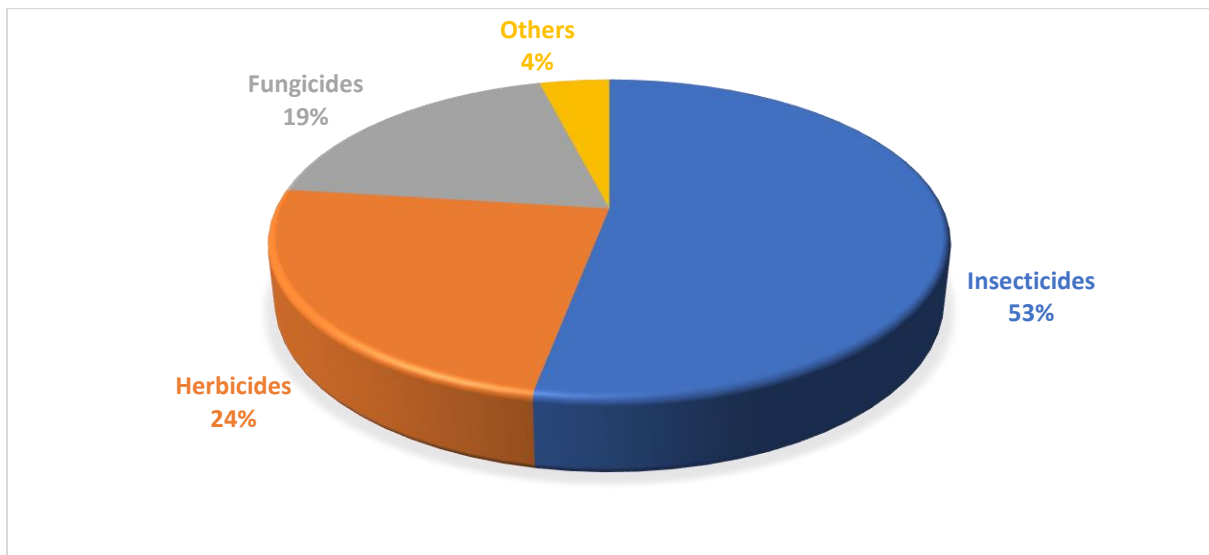
The future of Tanzania Agricultural pesticides Market looks promising due to shift towards bio-pesticides and integrated pest management (IPM) practices. This shift is expected to foster innovation as companies invests in research to develop more environmentally friendly

products. Additionally, advancements in technology, such as precision agriculture, will provide farmers with sophisticated tools to apply pesticides more efficiently and effectively, minimizing waste and environmental impact. The government's continued support in the form of educational initiatives will also play a crucial role in empowering farmers to make informed decisions regarding pesticide use. Furthermore, as global markets evolve, Tanzanian agricultural producers will benefit from increased access to international pesticide formulations and practices, further enhancing their competitiveness in the global agricultural landscape.

3.10 Tanzania Pesticides Market Segmentation by Types

According to the feasibility study, herbicides are expected to see the most significant growth in the coming years due to increasing need for efficient weed management solutions, particularly in the face of growing agricultural intensification, is driving demand for effective herbicidal products.

Chart: Tanzania Market Segmentation by Type of Pesticides



Source: Feasibility Study (2024)

3.11 Tanzania Pesticides Importation Key Players

According to Volza's Pesticides Import data of Tanzania, there are a total of 149 Pesticides Importers in Tanzania, importing from 211 suppliers globally. In the period from Mar 2023 to Feb 2024, 49 importers were active with Bididi Enterprises Limited, Triachem T Ltd and Osho Chemical Industries Limited accounting for 50% of Tanzania's globally total Pesticides imports.

Bididi Enterprises Limited is the leading Pesticides importer in Tanzania, constituting 21% of the total with 45 shipments. Following closely is Triachem T Ltd, with a 16% share of the total, equivalent to 34 shipments. Osho Chemical Industries Limited occupies the third spot, making up 13% of the total with 27 shipments.

4.0 MARKET ANALYSIS

4.1 Market Analysis Summary

The Tanzania pesticides importation industry serves as a key link between foreign pesticides manufacturers and wholesalers, distributors, retailers and farmers. Delta Production and Commercial Limited will compete in the market for pesticides in the United Republic of Tanzania.

4.2 Key Customers

Basically, there are four major segments of customer, namely wholesalers, distributors, agricultural sector (farmers associations, government organization, plantation companies, and individual farmers), Horticulture and floriculture industry, Pest control companies, Government and Public sector, Food processing and storage industry, Forestry and landscaping sector, and Residential consumers. Distributors choice by Delta Production and Commercial Limited depends on the demographic factor, size of coverage the service, and segmentation the customer and or products. Plantation companies and farmers associations can buy directly to Delta Production and Commercial Limited through direct purchase or a tender mechanism. Several government organizations and private companies that have a large plantation area usually perform with tenders in procurement pesticide products.

4.3 Customer Focus

Delta Production and Commercial Limited will target all businesses and individuals in need of pesticides. No matter the client, Delta Production and Commercial Limited will deliver a customer-centric experience where they will customize each pesticides to match the customer's specific requirements.

4.4 Market Segmentation

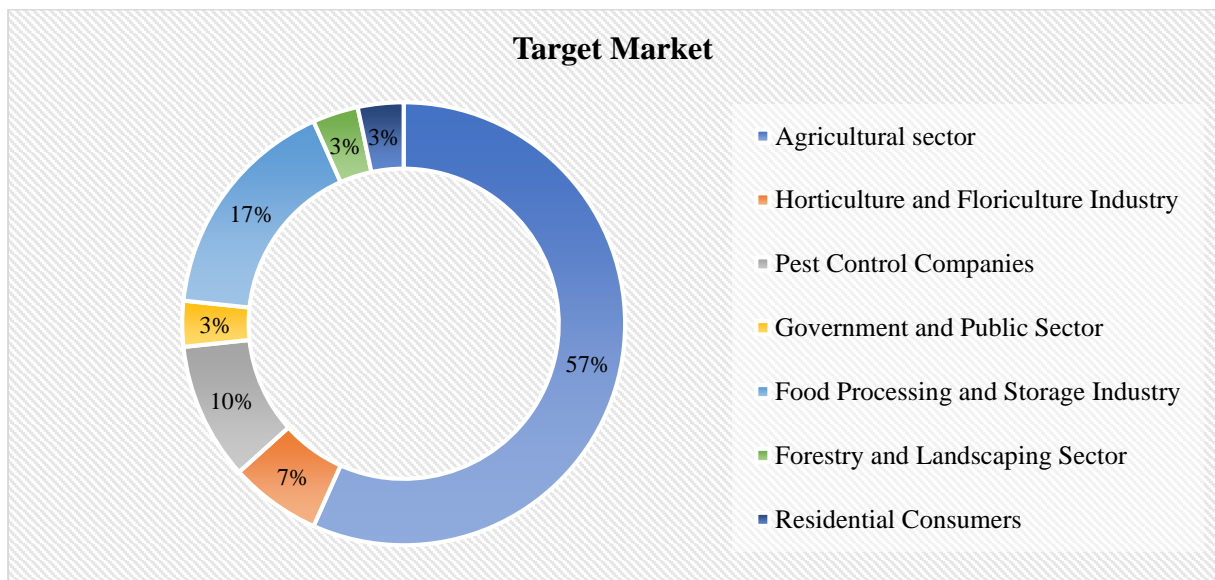
Our company provides an analysis of the key market in each sub-segment of the pesticides market, along with forecasts at the global, regional, and country level from 2024-2028. Our company has categorized the market based on the end-use and region.

4.5 Target Market

The target market for Delta Production and Commercial Limited business includes a wide range of customers who require and utilize pesticides for various purposes. These customers can be categorized into different segments based on their specific needs and industry requirements. Here are some of the key target markets for Delta Production and Commercial Limited:

1. **Agricultural Sector:** Farmers, agricultural companies, and plantation owners form a significant portion of the target market for pesticides manufacturers. This segment requires pesticides to protect crops from pests, diseases, and weeds, ensuring higher yields and better-quality produce.
2. **Horticulture and Floriculture Industry:** This sector includes nurseries, greenhouses, and garden centres that grow and sell plants, flowers, and ornamental trees. Pesticides are essential in this segment to control pests and diseases that can damage the plants and reduce their aesthetic value.

3. **Pest Control Companies:** Pest control businesses that offer services for residential, commercial, and industrial properties are also a key target market for pesticides manufacturers. These companies use pesticides to eliminate and control pests such as rodents, insects, and termites.
4. **Government and Public Sector:** Government agencies responsible for agriculture, public health, and environmental protection are potential customers for pesticides manufacturers. These organizations may require pesticides for pest management in public spaces, vector control programs, or invasive species eradication.
5. **Food Processing and Storage Industry:** Pesticides are also used in the food processing and storage industry to prevent infestations and maintain food safety. This segment includes manufacturers of processed foods, warehouses, and distribution centers.
6. **Forestry and Landscaping Sector:** Companies involved in forestry, landscaping, and maintenance of parks and public spaces often require pesticides to protect trees, shrubs, and other vegetation from pests and diseases.
7. **Residential Consumers:** Homeowners and garden enthusiasts who maintain their gardens and lawns represent a smaller but significant segment of the target market. These consumers purchase pesticides from retailers or directly from manufacturers to address pest issues in their homes and gardens.



4.6 Target Market Segment Strategy

Delta Production and Commercial Limited choice of target markets is based on comprehensive experience within the agriculture industry coupled with an in-depth understanding of the customers' needs.

We have taken a unique approach to satisfy our customers needs and wants and also simultaneously to answer all their questions and to air their fears about the effectiveness and efficiency of our products. Delta Production and Commercial Limited identified that only the on-site testing of the pesticides in the customers' fields could calm down even the most resistive and questionable customer.

Delta Production and Commercial Limited cannot be successful by just waiting for the customer to come for ordering. Instead, we must focus on the specific market segments whose needs match more to our series of products. Focusing on targeted segments is the key to Delta Production and Commercial Limited's future.

Therefore, Delta Production and Commercial Limited's focus and marketing message will be not only the customer needs but also the after service and delivery services offered. A good marketing mix will develop our company's message, communicate it, and fulfill its commitment to excellence.

We at Delta Production and Commercial Limited will change the paradigm of being a product- and price-focused sales organization, to that of becoming a customer- and market-focused organization, aiming in sharing responsibility for customer satisfaction. We will accomplish this paradigm shift through the implementation of a balanced and continuous market research for agriculture needs and technology demands.

Planning and implementing specific strategies for each of the identified segments will be an ongoing process, and we will consult with marketing specialists, and our manufacturers, to further refine these efforts as we develop an effective marketing plan.

4.7 Competition and Buying Patterns

4.7.1 Buying Patterns

Our customers want pesticides that solve the problem well. They are paying a great deal of their annual income to purchase agricultural inputs and chemicals, and will not buy anything unless they have a clear demonstration that it is effective, or a recommendation about buying from another farmer they trust. Tanzanian farmers and agriculture producers are the last-minute men. They plan to buy a pesticide only when it is critical and necessary, and when they identify the need, they want immediate delivery.

4.7.2 Competition Analysis

According to The Fair Competition Act, 2003 (2), "Competition" means competition in a market in Tanzania and refers to the process whereby two or more persons: (a) supply or attempt to supply the same or substitutable goods or services to the persons in the same relevant geographical market; or (b) acquire or attempt to acquire the same or substitutable goods or services from the persons in the same relevant geographical market. (3) A person is a competitor" of another person if they are in competition with each other or would, but for an agreement to which the two persons are parties, be likely to be in competition with each other.

The pesticide industry is highly fragmented and very competitive between multinational companies with national companies and between national companies. Currently approximately more than 100 companies have been registered with more than one registered pesticide in the Ministry of Agriculture. Multinational company was leading in marketing and promotion

activities because they have advantages by patent product; and marketing cost. They were selling their products in a premium price with excellent service and distribution. In the other side, national companies have no more advantage in the product and marketing cost. This situation makes the price war between the national companies and multinational companies. Delta Production and Commercial Limited will run head-to-head competition with multinational companies, which have modern production facility, patent products, skilled human resources, massive marketing campaign, etc.

Table: Competitive Analysis

Analysis of each major competitor

Factor	DPCL	Strength	Weakness	Competitors					Importance to Consumer
				A	B	C	D	E	
Product	2	Good performance	Limited portfolio product	1	2				Very important
Price	2	Premium	High price	1	2	2	2	2	Very important
Quality	2	High quality	Limited customer	1	2	2	2	2	Very important
Selection	3	Segmented market	No alternative choices	1	2	2	2	2	Very important
Service	3	Simple organization	Limited coverage	1	2	2	2	2	Very important
Reliability	3	Limited distribution channel	Store unavailability	1	2	2	2	2	Very important
Stability	3	Sustainable supply	Slow penetration	1	2	2	2	2	Very important
Expertise	3	Herbicide plantation supply	NA	1	2	2	2	2	Very important
Company Reputation	3	Developing Company reputation	Limited information about company	1	2	2	2	2	Very important
Location	3	Warehouse on place	Limited representative	1	1	1	1	1	Very important
Appearance	3	Good performance	High cost	1	2	2	2	2	Very important
Sales Method	3	Direct and Indirect end user buying	Limited sales method	1	2	2	2	2	Very important
Credit Policy	3	Flexible credit to agents and clients	Still no standard form credit	1	2	2	2	2	Very important

Advertising	3	NA	Lack promotion activities	1	2	2	2	2	Very important
Image	3	NA	Lack of brand and Company image	1	2	2	2	2	Very important

From the Table Competitors are represented as A (Bididi Enterprises Limited), B (Triachem T Ltd), C (Osho Chemical Industries Limited), D (Farmbase Limited) and E (Pest Guard Limited)

Delta Production and Commercial Limited as a new player in the production and marketing of pesticides can harness its power to grab market opportunities from existing companies and strengthen weaknesses to face the challenges of the future.

Delta Production and Commercial Limited have strength on product appearance and quality. That can be used to build image that Delta Production and Commercial Limited's products are not cheap products or of poor quality. Besides the weaknesses of the current condition can be improved, especially in terms of service, availability, company reputation, and promotional activities in order to compete with a rival company that has a good reputation.

4.8 Niche Market

Based on the mapping of strengths and weaknesses as in the table above, in the shortly Delta Production and Commercial Limited focus on marketing particularly on maize, rice, cotton, tea, coffee, tobacco, sugarcane, sisal plantation in small to medium buyer. Currently Delta Production and Commercial Limited should build its reputation as a pesticides company that has good and high-quality products and excellent service.

4.9 Competition Strategy and Implementation Summary

Emphasize Customer Service

Delta Production and Commercial Limited will differentiate itself from other importers or manufacturers of pesticides by offering delivery services, professional advice to customers and other custom solutions depending on customer demands.

Build a Relationship-Oriented Business

Build long-term relationships with customers, not just selling the pesticides. Let them become dependent on company's assistance to help out in many situations. Make them understand the value of the relationship.

Focus on Target Markets

The company plans to rapidly develop marketing alliances with agriculture consulting offices. The market strategy is to capitalize on Delta Production and Commercial Limited ever-increasing customer base and contacts by offering the latest products and after sales service.

Delta Production and Commercial Limited's goal in the next year is to exhibit its products in the Agriculture state fair that will take place at Dar es Salaam and other regions next July and August which will allow for expanding our product market share.

4.10 Competitive Edge

Our competitive edge is our positioning as a strategic ally with our clients, who are clients more than customers. By supplying pesticides based on long-standing relationships with satisfied clients, we will be simultaneously building defences against competition. The longer the relationship stands, the more we will be helping our clients understand what we offer them and why they should both stay with Delta Production and Commercial Limited.

Wide range of pesticides will be differentiating Delta Production and Commercial Limited from its competitors. The company's pesticides series will be satisfying all needs and wants of the Tanzanian farmers. Our high-quality pesticides will allow farmers to produce higher-quality crops and give them a better competitive edge into Tanzanian Markets.

5.0 MARKETING STRATEGY AND IMPLEMENTATION

5.1 Overview

Delta Production and Commercial Limited will attempt to rapidly achieve awareness in Dar es Salaam about its business in the first year of operation, followed with awareness in other regions countrywide in future years.

The Company intends to maintain a marketing campaign that will ensure maximum visibility for the business in its targeted market. Below is an overview of the marketing strategies and objectives of Delta Production and Commercial Limited:

- Establish relationships with non-importing companies, wholesalers, distributors, retailers, agrovets in need of pesticides within the targeted market.
- Develop an online presence by developing a website and placing the Delta Production and Commercial Limited's name and contact information with online directories.

5.2 Marketing Strategy

Delta Production and Commercial Limited intends to use a multitude of marketing strategies to promote and expand its pesticides importation business. We will maintain a listing in the Yellow Pages, create marketing campaigns within local newspapers, television and radio and promote the business through word-of-mouth advertising.

Delta Production and Commercial Limited also intends to maintain a website that allows customers to contact them directly over email for more information regarding pesticides products and pricing quotes. As Delta Production and Commercial Limited expands, the website will be upgraded to include higher levels of functionality and support.

As an extra incentive for customers and potential customers to remember the name, Delta Production and Commercial Limited plans to distribute Jackets, Umbrellas, T-shirts, Caps, and other advertising specialties with the Delta Production and Commercial Limited's name.

Delta Production and Commercial Limited will develop compelling brochures to promote sales, its products and direct services it offers.

Delta Production and Commercial Limited will also rely heavily on word of mouth/ referrals from satisfied customers to maintain steady sales.

5.3 Brand & Value Proposition

Delta Production and Commercial Limited value proposition is empowering the agricultural sector with tailored solutions for enhanced profitability, informed decisions, and stronger relationships.

We put farmers at the heart of our business and to this end, all our businesses are geared towards making available high quality and valuable pesticides packages within our value chain to satisfy their needs.

We sell only the valuable product but also the transformation through using our products as our products offer farmers;

- The chance to transform their farming operations into sustainable enterprises by providing effective, eco-friendly that enhance plants health and crop yield. This will help them not only save money on poor quality pesticides but also contribute positively to the environment.
- Biological active ingredients that naturally enhance plants resilience and boost growth ensuring optimal crop performance.
- Customisable pest management solutions tailored to customers' specific crops and challenges increasing effectiveness.

Delta Production and Commercial Limited also provides our customers with;

- Subscription services that provide continuous support and delivery ensuring they always have what they need when they need.
- Community platform where farmers can share experiences and strategies with each other.
- A loyalty program that rewards sustainable practices and repeat purchases reinforcing long term partnership with them.

5.4 Promotion Strategy

Delta Production and Commercial Limited will promote the products using Above the line (ATL) strategy so as to reach a large audience through channels like television, radio ads, print media, media online, and social media and Below the line (BTL) strategy such as sponsorship, sales promotion, public relations, personal selling and direct marketing to generate consumer interest and awareness about our products. Common practice in pesticide promotion is doing the trial or product demonstration plot to show the product effectiveness and avoid the objections from prospective customers. Other promotion activities are product brochure and information, website and product catalogue, and product knowledge.

Delta Production and Commercial Limited will therefore use a combination of advertising, personal selling, sales promotion, public relations, and direct marketing tools to communicate with the current and prospective customers.

The following are areas at which Delta Production and Commercial Limited will focus its promoting strategy specifically:

- **Word of Mouth/Referrals:** Delta Production and Commercial Limited directors and staffs have built up an extensive list of contacts over the year by providing exceptional service and expertise to clients who are committed to help spread the word of Delta Production and Commercial Limited.
- **Professional Associations and Networking:** Delta Production and Commercial Limited will become a member of Agricultural Council of Tanzania (ACT). We will focus our networking efforts on expanding our client network.
- **Print Advertising:** Delta Production and Commercial Limited will invest in professionally designed print ads to include in industry publications.
- **Website/SEO Marketing:** Delta Production and Commercial Limited will utilize our in-house marketing director that designed our print ads to also design our website with visibility on search engines and in databases of pesticides importation companies. The

website will be well organized, informative, and list all of our products. The website will also list our contact information and provide information for people looking for pesticides suppliers. The Community Manager will also manage the company's website presence with SEO marketing tactics so that anytime someone types in the Google or Bing search engine "Tanzania pesticides company" or "Pesticides supplier near me", Delta Production and Commercial Limited will be listed at the top of the search results.

- **On-Time Reputation:** Building and maintaining an on-time reputation that commands revenue per mile slightly over the industry average
- **Emphasis on service:** Delta Production and Commercial Limited will differentiate itself by providing high quality products and delivery services to its customers. We will establish new business by offering competitive prices and flexibility for our clients' needs.
- **Build a relationship-oriented business:** Building long-term relationships with customers will be a strong attribute of Delta Production and Commercial Limited. Customers can trust that they will be provided the products and solutions they require.
- **Brochure:** Creating a compelling brochure of Delta Production and Commercial Limited services which will be distributed through direct mail, and kept in stock for networking events
- **Exhibition:** Exhibiting at Tanzania business service conferences, especially for sectors of the agricultural industry
- **Advertisements in trade publications**
- **Public Relation:** Public relations efforts including press releases related to the business launch and its unique preferred client account management package

5.5 Advertising

To disseminate information and getting attention about company and products that advertising is very common practice. However, for products with highly segmented as well as pesticide products on television advertising less significant effect. The use of radio advertising may still be considered, especially for retailers' market. Other advertising media such as newspapers, magazines and banners will be applying.

5.6 Promotional budget

Delta Production and Commercial Limited's marketing budget consist of two items which are product development and market development. Product development budget is used to new product registration and or label expansion, research and development activities, and demo plot trial. Market development budget is used for promotion activities, advertising, exhibitions, marketing tools material, and sales incentives.

5.7 Positioning

The strategy of Delta Production and Commercial Limited is to consolidate high quality pesticides with excellent customer service and a competitive pricing structure. Delta Production and Commercial Limited's goal in the next few years is to enter into direct contracts with distributors, agents, retailers, farmers associations, agrovets and other entities in need of pesticides products.

Delta Production and Commercial Limited will therefore seek to position itself not necessarily as the most inexpensive supplier, but as a high-quality pesticides supplier with the best solutions for agricultural problems coupled with advanced systems to help clients manage their requirements better.

5.8 Pricing

Since Delta Production and Commercial Limited is still new, many are expecting our expecting our products to be much better than our competitors. Due to this, the company management team will consider some factors in the pricing of the pesticides offered so as to fulfil both the company's objectives and the clients' expectations; that is, the company will ensure that all entities involved end up in a win-win situation. The factors that Delta Production and Commercial Limited intends to consider include:

- The cost involved in offering pesticides
- Our competitors' price
- The company's pricing objectives
- The level of demand in the pesticides market
- The urgency of need for our products
- The government policies
- The level of income of our target market

Considering this, Pricing of our products must remain initially competitive with our rivals. This is typical within the industry and can create higher margins. The pricing of Delta Production and Commercial Limited will be moderate and on par with competitors so customers feel they receive value when purchasing their products.

5.9 Place/Distribution

Delta Production and Commercial Limited will be using distributors, dealers, retailers, farmers associations and agriculture corporations as distribution channel. The distributors and retailers are the direct buyers from Delta Production and Commercial Limited, who in turn distribute to farmers or retailers, then the products will be delivered to the end user as free market. Distributor as the first channel in the retailer market. Delta Production and Commercial Limited can also be selling products direct to plantations, farmers associations or agriculture corporations if the appoint us as exclusive suppliers of pesticides.

Delta Production and Commercial Limited will also be providing delivery services to our large-scale buyers. Our delivery services will feature:

- Low Distribution Costs
- Fast Delivery
- Optimal Payload Utilization
- Quick Turnaround Times
- Proper Route Planning and Analysis
- Fuel Efficiency

In the future when the business grows, Delta Production and Commercial Limited will have representatives in every region across the United Republic of Tanzania. Each region will be handled by a regional manager and coordinated by regional sales manager as subordinate to Country sales manager.

5.10 Strategic Alliances

Delta Production and Commercial Limited will form strategic alliances with other wholesalers, retailers, distributors, agrovets, and farmers association in need of pesticides. Delta Production and Commercial Limited will serve as an independent supplier for these business units and organizations and hopes to call on them as the Company starts to take on its own direct customers.

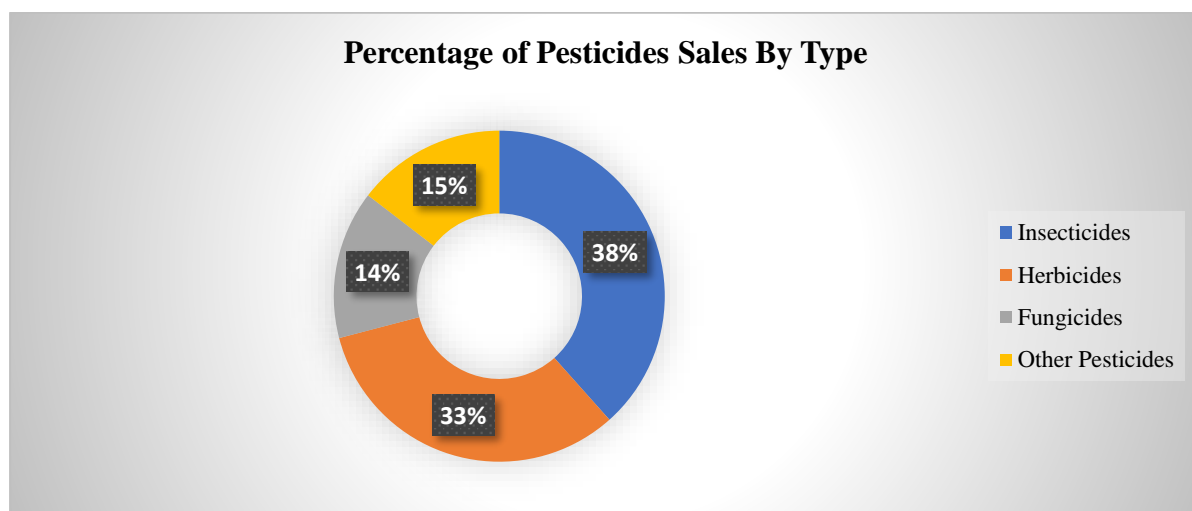
Additionally, Delta Production and Commercial Limited intends to continually develop a number of referral and contractual relationships with retailers and distribution companies. Since these businesses are regularly seeking transit services, the owners see a significant opportunity to partner with these firms.

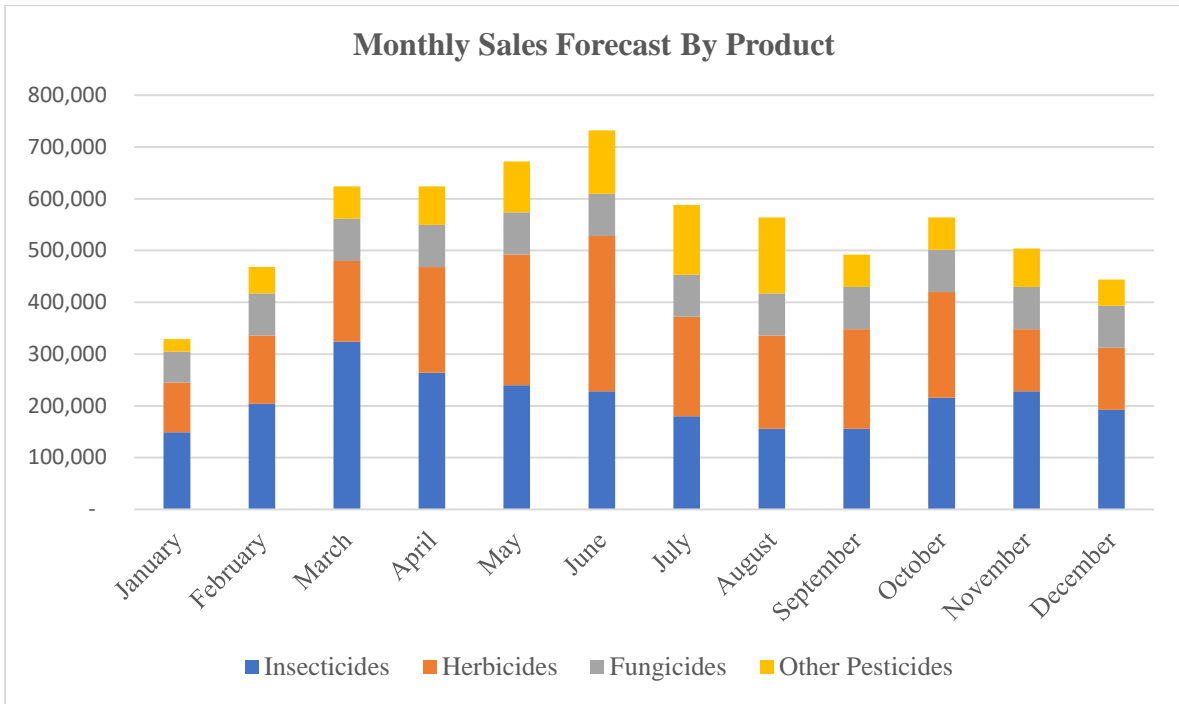
5.11 Sales Strategy

Adem Muhdin Mohamed will manage sales for the business, making appointments with and traveling to client businesses in the regions when necessary to establish relationships based on an understanding of the client’s needs for pesticides.

5.12 Sales Forecast

The important elements of the Sales Forecasts are shown in the chart and table below. Our sales are based on Government authorities’ approval of our pesticides products at the end of 2024, which will allow us to import pesticides, our customers to purchase from us and Delta Production and Commercial Limited to be competitive within the new market. Our exclusive contracts with Japan pesticides manufacturers ISK, and our knowledge of the local pesticides market and buying tendencies will allow us to capture a large part of that market share. We project a sales increase over 50% next year. We project an increase in gross margin as we gain market share and develop better contracts with our suppliers. Farmers buy pesticides seasonally, so sales vary by month.





5.13 Milestones

The following table lists important program milestones, with dates and managers in charge, and subjective budgets for each. The milestone schedule indicates our emphasis on planning for implementation. The most important programs are the sales and marketing programs listed in detail in the previous topics.

Company also is putting a great emphasis on the 2025 Sabasaba and Nanenane Agriculture Fair which takes place July and August of every year in the Tanzania.

Milestone	Start Date	End Date	Manager
Seek Financing	5/11/2024	6/12/2024	Adem Muhdin Mohamed
Order of Assets	6/12/2024	8/01/2025	Adem Muhdin Mohamed
Pesticides Orders	6/12/2024	8/01/2025	Adem Muhdin Mohamed
Marketing associates Contact	6/12/2024	8/01/2025	Adem Muhdin Mohamed
Printing Advertising Stationery	8/01/2025	9/02/2025	Adem Muhdin Mohamed
Direct Marketing	6/01/2025	10/03/2025	Adem Muhdin Mohamed
Contact Fair Organizers	11/03/2025	12/06/2025	Adem Muhdin Mohamed
Sabasaba Fair	01/07/2025	07/07/2025	Adem Muhdin Mohamed
Nanenane Fair	01/08/2025	08/08/2025	Adem Muhdin Mohamed

6.0 MANAGEMENT SUMMARY

The Delta Production and Commercial Limited is led by Board of Directors headed by a chair which comprises of experts in value chain, finance, legal and the private sector all with vast experience in running business. The organizational Structure is given below.



6.1 Board of Directors

The Board of Directors meets at least once a month to make decisions concerning important matters, report on the progress of business execution, review performance, and discuss and decide on how to deal with related issues. Outside Directors supervise the business execution of Delta Production and Commercial Limited from an independent and fair standpoint without being directly involved in business execution.

The Executive Management Team has been established under the Board of Directors to speed up decision-making at the Board of Directors and efficiently monitor and assess the progress of important business projects. It deliberates on overall important management matters and important business execution matters, and submits or reports to the Board of Directors as needed.

6.2 Executive Management Team

As the other tier of the company, the management team is directly responsible for the company's day-to-day operations and profitability.

Chief Executive Officer (CEO)

As the top manager, the CEO is typically responsible for the Delta Production and Commercial Limited's entire operations and reports directly to the board of directors. It is the CEO's responsibility to implement board decisions and initiatives, as well as to maintain the smooth operation of the Delta Production and Commercial Limited with senior management's assistance. The CEO will also be designated as the company's president and therefore shall be one of directors of the board of directors of Delta Production and Commercial Limited.

Adem Muhdin Mohamed will be the CEO managing the strategic direction, sales and marketing of Delta Production and Commercial Limited. He developed experience in all of these areas through work in his previous business.

Chief Operations Officer (COO)

Responsible for the corporation's operations, the COO looks after issues related to marketing, sales, production and personnel. Often more hands-on than the CEO, the COO looks after day-to-day activities while providing feedback to the CEO. The COO is often referred to as a senior vice president.

The Chief Operating Officer position will be filled by Thabit Khamis Abri. He will manage operations, finances, human resources, and procurement.

Chief Financial Officer (CFO)

Also reporting directly to the CEO, the CFO is responsible for analyzing and reviewing financial data, reporting financial performance, preparing budgets, and monitoring expenditures and costs. The CFO is required to present this information to the board of directors at regular intervals.

The Accountant

Delta Production and Commercial Limited plans to hire an accountant to handle company administration and financial report, all clients accounting, and ensure company compliance with tax regulation across the country.

The Accountant is under the CFO, and makes an account and stock taking of all inputs and outputs. This is supposed to be done on a daily basis. It is the accountant who reports if the business is forging or not.

Sales and Marketing Manager

Once Delta Production and Commercial Limited start the pesticides importation business, a Sales and Marketing Manager will be hired to solicit new business. This will also allow Adem Muhdin Mohamed to dedicate more time into company management.

Safety Manager

At Delta Production and Commercial Limited the Safety Manager will provide oversight on all maintenance and safety inspections of the warehouses, vehicles and drivers.

The Secretary/Administrator

At Delta Production and Commercial Limited the Secretary is in charge of all secretariat duties and bookkeeping.

Community Manager

The Community Manager duties and responsibility will be managing the online resources and content, website update, social media and all diverse sources of communication.

Other Workers

These are the ‘engine’ of Delta Production and Commercial Limited, they ensure that activities are done and done rightly. In our Delta Production and Commercial Limited, they include; Drivers, Sales persons, Warehouse attendants and others. These individuals will be managed by the COO and the CEO, respectively.

6.3 Recruitment

At start CEO will be recruiting but later when Delta Production and Commercial Limited hire the Human Resource Manager, he or she will be responsible for recruiting new employees of the company. The process of job analysis will be crucial when coming up with the job description and specifications which will be specific to the job. Incentives and attractive job salaries will be attached to the job description and descriptions. In order to ensure that the business recruits the best employees the following procedures will be used during the recruitment process:

- Analysis of the vacancy
- Identification of the possible source for the possible candidates
- Conducting of extensive advertising for the job description and requirements
- Internal promotion or transfer from branches will be considered

The selection process will be as follows:

- Receiving the application from the applicants
- Assessment of the applications and shortlisting
- Conducting interviews of the shortlisted applicants
- Selecting the best candidates for the jobs
- Conducting orientation of the candidates chosen for the jobs

6.4 Training

Training in Delta Production and Commercial Limited will involve:

- The newly employed employees will undergo mandatory orientation to learn more about Delta Production and Commercial Limited. This will help them understanding of how the daily operations of the company are done. The other older employees will help them in their duties for the first two weeks and then they will have a one-week evaluation of their performance. During the orientation they will also be introduced to other employees, the company in general, learn on the organizational structure and the services as well as the objectives and goals of the company.
- The employees will also be trained after every year or any time in case there is need to do so while still working so as to ensure they are up to date with the changes in the pesticides industry.
- When there occurs transfer of an employee, he or she will undergo through orientation and introduction of the new branch that they on to.
- When employees have been promoted, they will also be trained of their new duties and responsibilities.

- Delta Production and Commercial Limited will also conduct benchmarking activities where employees can visit other bigger companies so that they can learn more and improve on their performance.
- Delta Production and Commercial Limited will also offer short courses like leadership skills, risk management and stress management for free to the employees to help them level up their skills and performance.

6.5 Employees Promotion

Delta Production and Commercial Limited will promote its personnel with criteria based on the level of education, self-development, best performance of work, contribution on achieving company's objectives and the years of service to the company. The methods of promotion will include:

- A rise in salary
- A new personal office
- Allowances
- Gifts for having a good performance appraisal

Personnel Plan Table

Position	Monthly	2025	2026	2027	2028	2029
CEO	1,000	12,000	12,000	12,000	12,000	12,000
COO	1,000	12,000	12,000	12,000	12,000	12,000
CFO	800	9,600	9,600	9,600	9,600	9,600
Accountant	600	7,200	7,200	7,200	7,200	7,200
Sales & Marketing Associate	600	7,200	7,200	7,200	7,200	7,200
Secretary 1	400	4,800	4,800	4,800	4,800	4,800
Sales Persons 10	4,000	48,000	48,000	48,000	48,000	48,000
Safety Manager 1	400	4,800	4,800	4,800	4,800	4,800
Community Manager	400	4,800	4,800	4,800	4,800	4,800
Drivers 10	3,000	10,800	10,800	10,800	10,800	10,800
Dispatch Persons 3	900	36,000	36,000	36,000	36,000	36,000
Total Payroll	157,200	157,200	157,200	157,200	157,200	157,200
Total People	30	30	30	30	30	30

6.6 Incentives

Delta Production and Commercial Limited intends to be giving its employees additional benefits as a form of motivation. The incentives will be financial or non-financial. The financial are sponsored trip to the place of their choice, bonuses, premium pays, commissions and a plan where employees also enjoys that the company has made. The non-financial are staff career path, conducive working environment, social events, annual leaves and free meals

7.0 RISK MANAGEMENT AND ANALYSIS

We in the Delta Production and Commercial Limited will pursue risk management with the aim of preparing for various risks that could seriously impact the smooth operation of our business, and in the event of an emergency, appropriately and swiftly addressing it in order not to harm the health, safety, or interests of stakeholders, restoring our business operations as soon as possible, protecting our corporate resources, and minimizing the damage to our business.

7.1 Risk Management System

We shall have “risk management regulations” governing our basic policy on risk management and risk management system. We have also established the Corporate Risk Management Committee, aimed at appropriately managing and preparing for various risks surrounding our business. The Corporate Risk Management Committee is held twice a year, or whenever necessary, summarizing risk assessments, selecting major risks with high priority, discussing plans for risk countermeasures, and confirming progress on those countermeasures.

7.2 Risk Management Process

Based on the risk assessment results, we select persons and divisions responsible for addressing the relevant risks. The selected persons and divisions formulate and implement plans for countermeasures. The progress of these plans is monitored by separately established persons and divisions responsible for monitoring, which review the countermeasure plans and improve the countermeasures.

Regarding level of effect on business and probability of occurrence, we set risk scenarios and assess each risk impact or damage in order for assessors to have a common understanding. The risk scenario used here is a worst-case scenario, i.e. the biggest threat among the possibilities.

Delta Production and Commercial Limited defines risk as any possibility of physical or economic damage to Delta Production and Commercial Limited, loss of trust, or others causing disadvantages.

The table below shows our business’s major risk and our major measures to address those risks.

	Major Risks	Major Measures
1	Delay in, or failure to achieve, pesticide approval or registration This is the risk of postponement, or abandonment of introduction of new pesticides due to stricter agrochemical related regulations.	<ul style="list-style-type: none">• Take proper approach to country’s pesticides registration agencies and authorities• Assess other companies’ pesticides registration and survey their registration status• Secure personnel with expertise in highly specialised fields, ensure handover of registration know-how• Use consultants and other means to gather information on trend

		<p>related to the rules and approval of the regulatory authorities</p> <ul style="list-style-type: none"> • Team up with contact manufacturers or sales partners
2	<p>Difficult procuring products, problem at or supplier</p> <p>This is a risk of supply shortage for a specific pesticide due to limitations on procurement, operational accidents, political instability, or stricter environmental regulations in toll manufacturers countries.</p>	<ul style="list-style-type: none"> • Purchase from various suppliers in multiple countries • Closely coordinate with subcontractors and suppliers • Perform rapid planning adjustment and proper inventory control • Expand the range of usable raw materials
3	<p>Poor governance at the company</p> <p>Risk of accounting fraud, bribery, or quality fraud because of lack of thorough control</p>	<ul style="list-style-type: none"> • Organise and clearly stipulate the function and roles of Three Line Model (Business division, Back-office division, Internal division) • Refine and publicise internal rules, strengthen internal auditing
4	<p>Worker shortage, non-transfer of skills and techniques</p> <p>This is risk of not securing human resources, or skills and techniques not being passed from the experienced to younger employees, due to fewer young people, an aging population. Change in the supply-demand balance of the labour market and increased job mobility</p>	<ul style="list-style-type: none"> • Hire employees through diverse channels • Compile know-how • Train human resources, and study ways to make work environment more pleasant to expand employee support systems so as to retain employees

8.0 FINANCIAL PLAN

Delta Production and Commercial Limited will establish its business with one warehouse, twenty delivery trucks, five forklifts and five heavy duty cranes, ten vehicles financed by loan and the owners' and investor's equity. Profits will swing positive from the first year of operation. Dividends will not be paid out, as cash will be used in the business to prepare for expansion to additional offices and purchase equipment on better terms going forward.

All the financial projections figures are in USD.

8.1 Start-up Funding

Shareholders will provide the majority of start-up funding out of savings from their previous businesses and personal finance. Additional investment will be from investing partners and a five years bank loan.

Start-up Funding

Start-up Purchases to Fund	6,291,072
Start-up Expenses to Fund	851,953
Start-up Assets to Fund	1,433,000
Total Funding Required	8,576,025

Assets

Non-cash Assets from Start-up	1,433,000
Cash Requirements from Start-up	
Additional Cash Raised	
Cash Balance on Starting Date	125,305
Total Assets	1,558,305

Liabilities and Capital

Liabilities

Current Borrowing	
Long-term Liabilities	1,433,000
Accounts Payable (Outstanding Bills)	
Other Current Liabilities (interest-free)	
Total Liabilities	1,433,000

Capital

Planned Investment	
Shareholders	125,305
Investors	
Additional Investment Requirement	7,143,025
Total Planned Investment	7,268,330
Loss at Start-up (Start-up Expenses)	(7,143,025)
Total Capital	125,305

Total Capital and Liabilities	1,558,305
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8.2 Important Assumptions

The key underlying assumptions of our financial plan are:

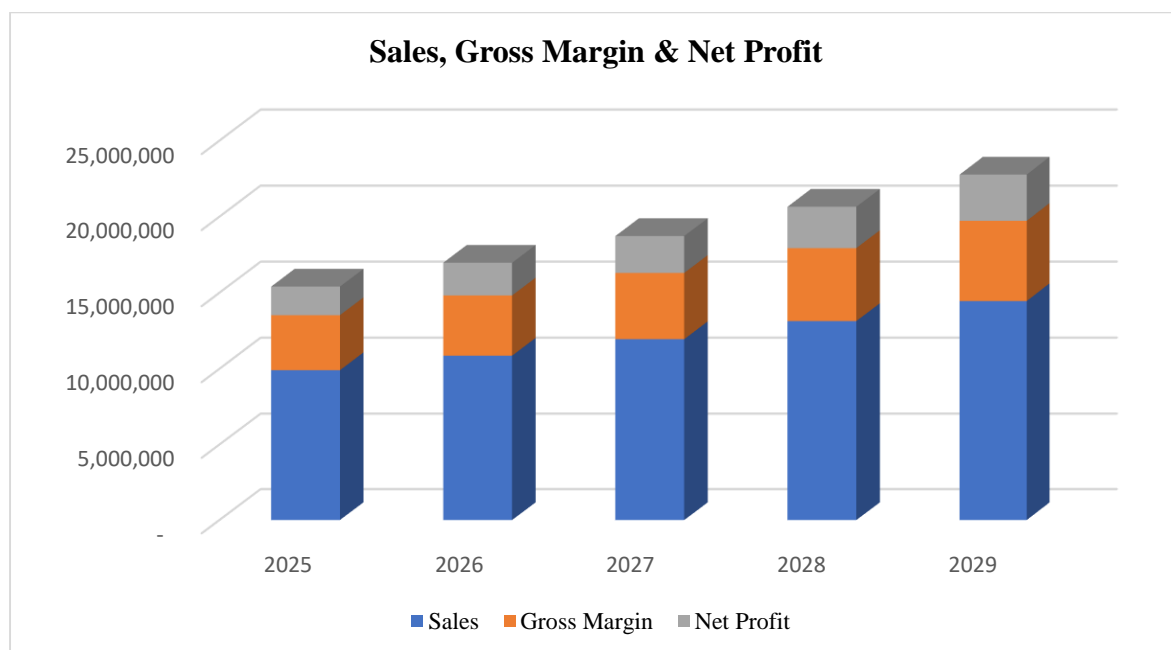
1. We assume access to the funding necessary to start the pesticides importation business, and to provide adequate initial capitalization for a wider range of pesticides products.
2. We assume realistic to minimum sales, against highest expenses.
3. The business assumes the prices and cost of pesticides importation at an average of the five years, the same as today's prices and costs. However, if pesticides become significantly more expensive, the gross margins of the business will drop.

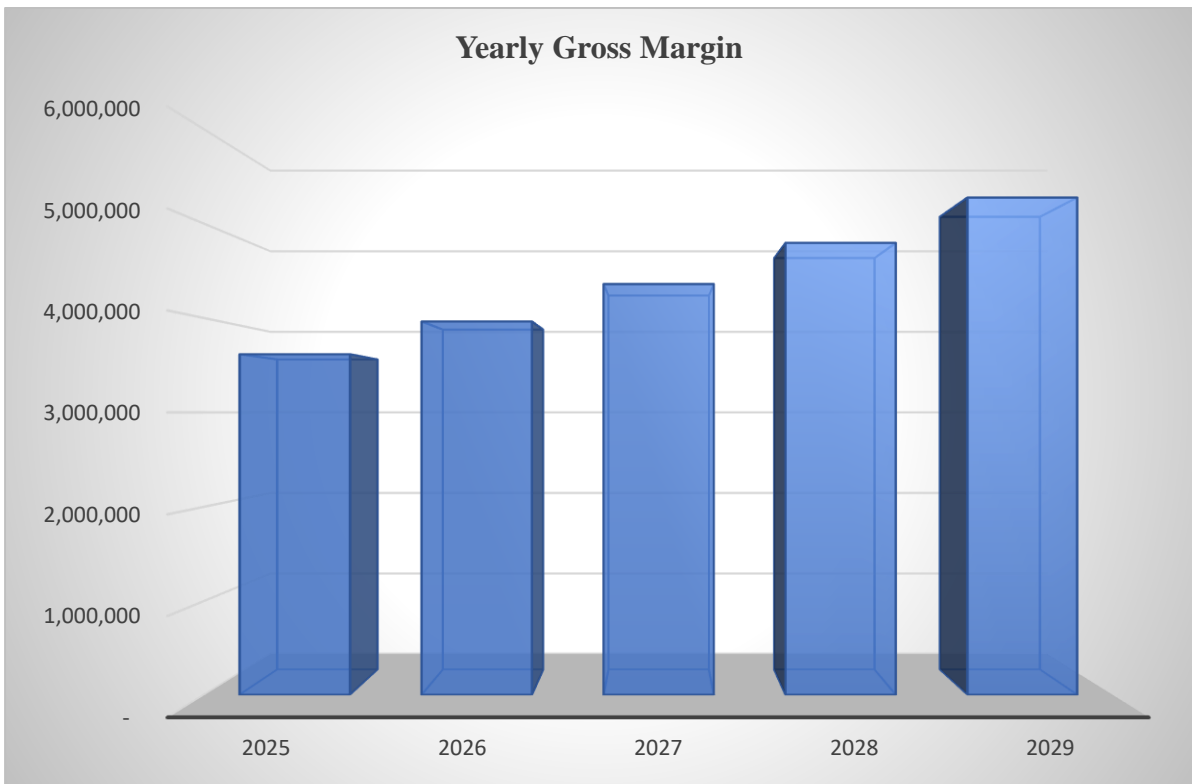
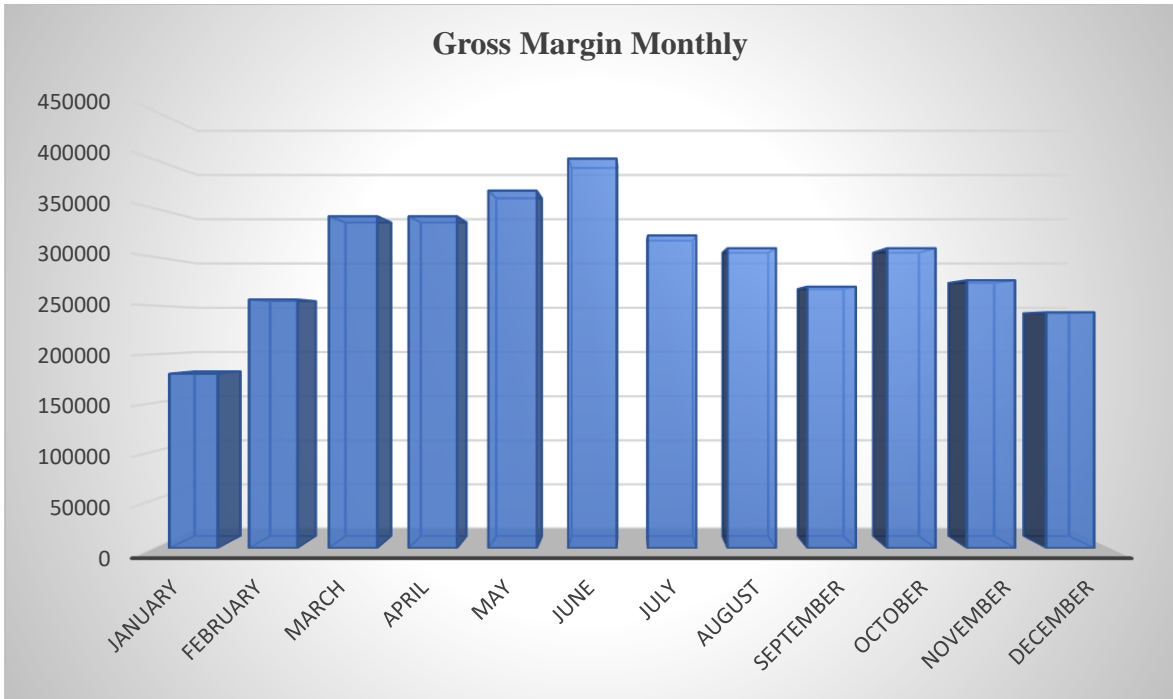
8.3 Projected Profit and Loss

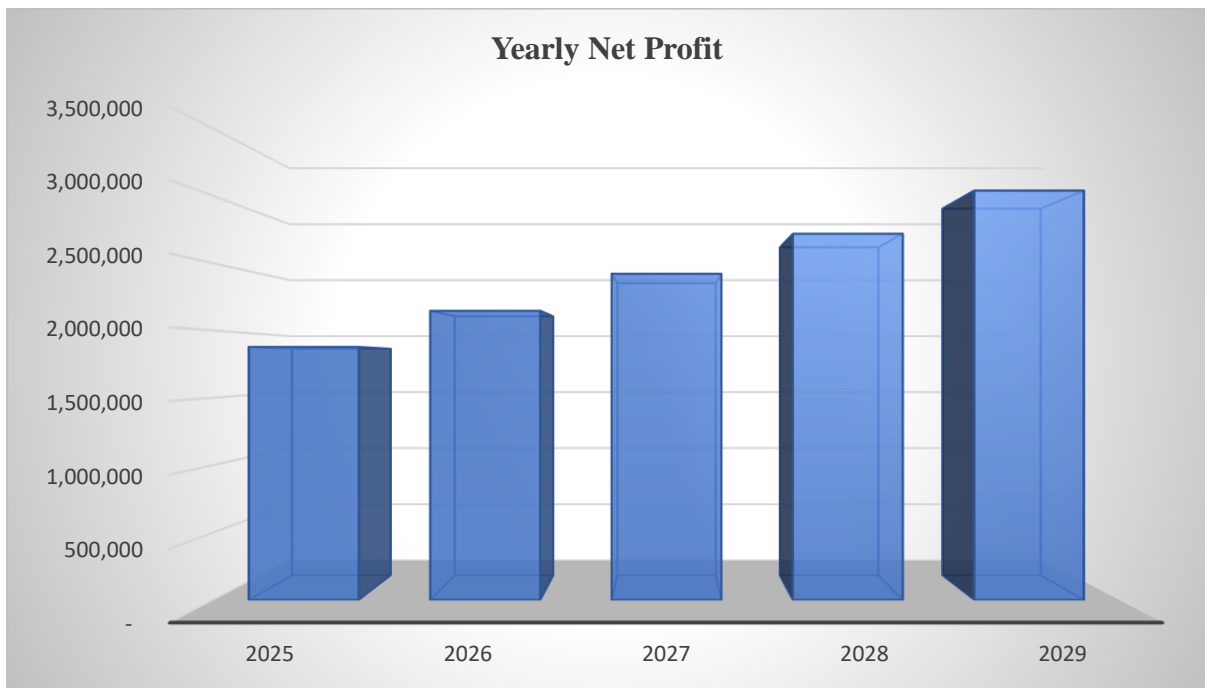
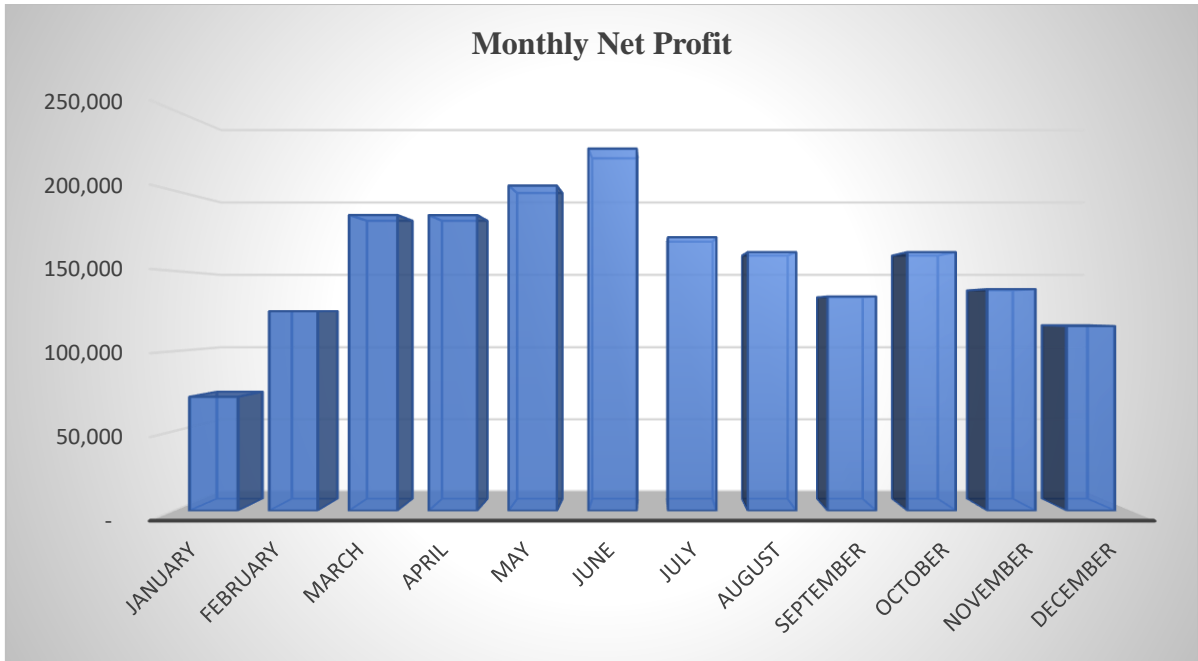
Profit and Loss accounting figures are in USD. Major expenses include:

- **Payroll:** Covers the management, staff, and truck driver wages.
- **Marketing/Promotion:** Projected higher in the first year and then dropping due to extra marketing devoted to the launch and the weaning off of search engine marketing over time
- **Depreciation:** Reflects the growing investment in assets over the years. Assets are depreciated on a 10-years straight-line schedule.
- **Rent:** Projected to be the same for the first five years of operations due to the contract regardless of inflationary increases.
- **Insurance:** Will decrease with the decrease in value of the assets.
- **Payroll Taxes:** Applied to payroll as listed.

The business expects a net profit in the first year as operations and sales scale up appropriately.







Pro Forma Profit and Loss

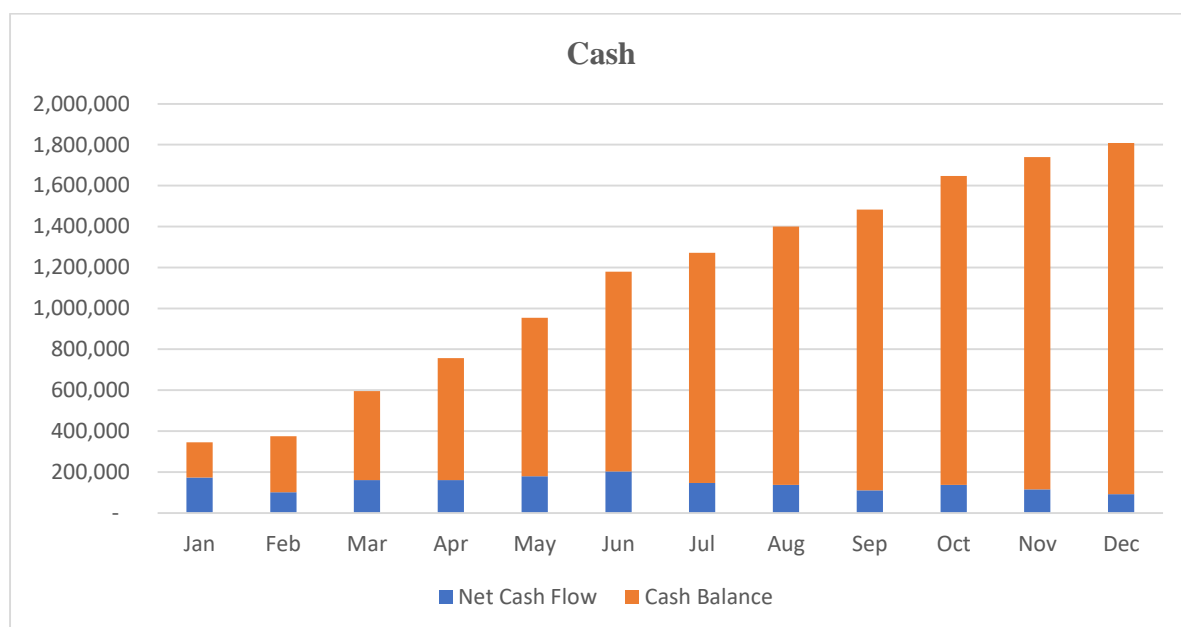
	2025	2026	2027	2028	2029
Sale of Pesticides	6,604,800	7,238,880	7,962,768	8,759,040	9,634,944
Sale of Delivery services	3,302,400	3,619,440	3,981,384	4,379,520	4,817,472
Total Sales	9,907,200	10,858,320	11,944,152	13,138,560	14,452,416
Direct Cost of Sales	6,291,072	6,895,033	7,584,537	8,342,986	9,177,284

Total Cost of Sales	6,291,072	6,895,033	7,584,537	8,342,986	9,177,284
Gross Margin	3,616,128	3,963,287	4,359,615	4,795,574	5,275,132
Gross Margin %	36.50%	36.50%	36.50%	36.50%	36.50%
Operating Expenses					
Payroll	157,200	157,200	157,200	157,200	157,200
Payroll Taxes (PAYE & SDL)	30,299	30,299	30,299	30,299	30,299
Depreciation & Amortization	143,300	143,300	143,300	143,300	143,300
Repairs & Maintenance	284,212	229,280	200,620	171,960	143,300
Insurance	60,395	48,722	42,632	36,542	30,451
License and Permits	4,444	4,444	4,444	4,444	4,444
Marketing/Promotion	8,400	8,100	7,800	7,500	7,200
Office consumables	1,200	1,350	1,400	1,550	1,700
Rent	19,200	19,200	19,200	19,200	19,200
Security	3,000	4,000	5,000	6,000	7,000
Electricity	2,808	2,310	2,812	3,314	3,816
Water	1,440	1,840	2,240	2,640	3,040
Fuels and Transport Expenses	74,280	89,136	106,963	128,356	154,027
Telephone & Internet	4,500	5,400	6,480	7,776	9,331
Travelling expenses	50,400	63,000	78,750	98,438	123,047
Web Hosting and Development	6,875	8,250	9,900	11,880	14,256
Total Operating Expenses	851,953	815,832	819,041	830,398	851,612
Profit Before Interest and Taxes	2,764,175	3,147,455	3,540,575	3,965,176	4,423,520
EBITDA	2,620,875	3,004,155	3,397,275	3,821,876	4,280,220
Interest Expense	57,200	57,200	57,200	57,200	57,200
Taxes Incurred	829,252	944,237	1,062,172	1,189,553	1,327,056
Net Profit	1,877,722	2,146,019	2,421,202	2,718,423	3,039,264
Net Profit/Sales	28.43%	29.65%	30.41%	31.04%	31.54%

8.4 Projected Cash Flow

Cash flow reflects the seasonal purchasing of our customers. Our Cash Balance will increase as customers return to us for repeat sales, after their initial great experiences with us, based on the reasonable assumption.

The Cash Flow table shows the projected new long-term loan amount USD 1,433,000 five year loans to be secured in 2025 which will be used to purchase assets for 100% of the purchase price. The purchases will be USD 310,000 for ten 4WD Pick-ups, USD 600,000 for twenty Delivery Trucks, USD 300,000 for five Heavy Duty Cranes, USD 125,000 for five Forklift, USD 10,000 for Machinery (Handy Trolleys), USD 80,000 for Electric Generators and USD 8,000 for other equipment. Payments on this loan will be 286,600 plus interest per month, for the life of the loans.



Pro Forma Cash Flow

	2025	2026	2027	2028	2029
Operations					
Cash Receipt from Sale of Pesticides	6,604,800	7,238,880	7,962,768	8,759,040	9,634,944
Cash Receipt from Delivery services	3,302,400	3,619,440	3,981,384	4,379,520	4,817,472
Subtotal Cash Received From Operations	9,907,200	10,858,320	11,944,152	13,138,560	14,452,416
Cash Paid For					
Inventory Purchases	6,291,072	6,895,033	7,584,537	8,342,986	9,177,284
Operating and Administrative Expenses	851,953	815,832	819,041	830,398	851,612
Interests	57,200	57,200	57,200	57,200	57,200
Income Taxes	829,252	944,237	1,062,172	1,189,553	1,327,056

Net Cash Flow From Operations	1,877,722	2,146,019	2,421,202	2,718,423	3,039,264
Investing Activities					
Cash Receipt From	-	-	-	-	-
Sales of Long-term Assets	-	-	-	-	-
Sales of Other Current Assets	-	-	-	-	-
Sale of Investment securities	-	-	-	-	-
Cash Paid for					
Purchase of Long-term Assets	1,433,000	-	-	-	-
Purchase of Other Current Assets	-	-	-	-	-
Purchase of Investment securities	-	-	-	-	-
Net Cash Flow from Investing Activities	(1,433,000)	-	-	-	-
Financing Activities					
Cash Receipt From	-	-	-	-	-
Issuance of Stock	-	-	-	-	-
New Long-term Liabilities	1,433,000	-	-	-	-
New Investment Received	125,305	-	-	-	-
Cash Paid For					
Repurchase of Stock	-	-	-	-	-
Repayment of Long-term Liabilities	286,600	286,600	286,600	286,600	286,600
Other Liabilities Principal Repayment	-	-	-	-	-
Dividends	-	-	-	-	-
Net Cash Flow from Financing Activities	1,271,705	(286,600)	(286,600)	(286,600)	(286,600)
Net Cash Flow	1,716,427	1,859,419	2,134,602	2,431,823	2,752,664
Cash at Beginning of Period	-	1,716,427	3,575,846	5,710,448	8,142,271
Net Change in Cash	1,716,427	1,859,419	2,134,602	2,431,823	2,752,664
Cash at End of Period	1,716,427	3,575,846	5,710,448	8,142,271	10,894,935

8.5 Projected Balance Sheet

Estimated balance sheets for the years 2025-2029 are provided below with all the accounting figures in USD. The balance sheet illustrates the launch of the business on equity financing and augmented by cash and safe debt over its first five years of operation to purchase new assets. This will allow cash and assets, as well as net worth, to continue to grow. Retained earnings will be set positive in the first year of operation.

Pro Forma Balance Sheet

	2025	2026	2027	2028	2029
Assets					
Current Assets					
Cash	1,841,732	1,859,419	2,134,602	2,431,823	2,752,664
Accounts Receivable	61,794	59,016	64,920	71,412	78,552
Inventory	437,095	412,785	413,893	415,283	416,811
Other Current Assets	-	-	-	-	-
Total Current Assets	2,340,621	2,331,220	2,613,415	2,918,518	3,248,027
Long-term Assets					
Long-term Assets	1,433,000	1,433,000	1,433,000	1,433,000	1,433,000
Accumulated Depreciation	143,300	286,600	429,900	573,200	716,500
Total Long-term Assets	1,289,700	1,146,400	1,003,100	859,800	716,500
Total Assets	3,630,321	3,477,620	3,616,515	3,778,318	3,964,527
Liabilities and Capital					
Current Liabilities					
Accounts Payable	194,294	218,962	220,347	222,195	224,206
Current Borrowing	-	-	-	-	-
Other Current Liabilities	-	-	-	-	-
Subtotal Current Liabilities	194,294	218,962	220,347	222,195	224,206
Long-term Liabilities	1,433,000	1,112,639	974,966	837,700	701,057
Total Liabilities	1,627,294	1,331,601	1,195,313	1,059,895	925,263
Paid-in Capital	125,305				
Retained Earnings	1,877,722	2,146,019	2,421,202	2,718,423	3,039,264
Earnings					
Total Capital	2,003,027	2,146,019	2,421,202	2,718,423	3,039,264
Total Liabilities and Capital	3,630,321	3,477,620	3,616,515	3,778,318	3,964,527
Net Worth	2,003,027	2,146,019	2,421,202	2,718,423	3,039,264