

**PRE-FEASIBILITY STUDY REPORT ON:
INVESTMENT IN A PROJECT FOR RECYCLING USED OIL**

**Presented To:
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January 2024

HUALI INTERNATIONAL TRADING COMPANY LIMITED
Strategic Pre-feasibility Report

**HUALI INTERNATIONAL TRADING COMPANY LIMITED,
P. O. BOX 190,
DAR ES SALAAM, TANZANIA**

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HUALI INTERNATIONAL TRADING COMPANY LIMITED

Business Profile: Pre-feasibility Study Report

**HUALI INTERNATIONAL TRADING COMPANY LIMITED,
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**HUALI INTERNATIONAL TRADING COMPANY LIMITED,
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1. Executive Summary

Company & Project concept

HUALI INTERNATIONAL TRADING COMPANY LIMITED is limited Company incorporated in Tanzania under the Company Act of 2002. The Company was incorporated 5th December 2023, and bears Certificate of Incorporation #170542312. Company implements project which is under Manufacturing and Assembling of Motor Vehicles and Accessories.

HUALI INTERNATIONAL TRADING COMPANY LIMITED will be located at Dar es Salaam Region, Kigamboni District Council, Plot No. 194, Block a, At Kisarawell, Kigamboni Area.

Our goals and objectives are straightforward and seek to ensure we run a professional, profitable and ethical company, building relationships with customers, suppliers and investors.

Company Goals and Objectives:

In Summary **HUALI INTERNATIONAL TRADING COMPANY LIMITED** aims to;

- A Project for Manufacturing and Assembling of Motor Vehicles in Dar es Salaam Region, Kigamboni District Council, Plot No. 194, Block a, At Kisarawell, Kigamboni Area.
- Manage **HUALI INTERNATIONAL TRADING COMPANY LIMITED** by human resource policies which encourage and reward individual and unified effort and achievement, provide training and personal development opportunities and create a working environment in which staff can feel a real sense of job involve
- Build relationships with investors in Manufacturing Industry Sector,
- Achieve levels of profit sufficient to provide for reinvestment and suitable returns to shareholders and investors
- Seek to comply with all statutory legislation and other external relevant authorities. Define and keep under review Company policy, allowing flexibility for local requirements.
- Adopt best commercial practice and ethical standards in dealing with clientele, suppliers of goods and services and other contacts

Purpose of Business Plan

This document is prepared to the serve the purpose as a Pre-feasibility study report for **HUALI INTERNATIONAL TRADING COMPANY LIMITED** for investment in Manufacturing and Assembling Motor Vehicles. But also, the Pre-feasibility study

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report shall be submitted to TIC for an award of Certificate of Incentives. The implementation of this project will compromise the following activities:-

- Construction of a warehouse building which will accommodate Installation of Machines and Equipment for this project.
- Procurements Machineries and Equipment's for this project.
- Equipping the project will all necessary modern furniture and facilities

The project promoter, the project will be managed and operated by **HUALI INTERNATIONAL TRADING COMPANY LIMITED** is owned by a Chinese company from China with the following share distribution.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
ZHONG XIANGJUN	Chinese	50%
KONG WENWEN	Chinese	20%

Company Legality, the legal certificates and documents such as Memorandum and Article of Association, certificate of incorporation, Tax Identification Number. Justify that **HUALI INTERNATIONAL TRADING COMPANY LIMITED** is operating within the ambit of the law of the Land

Project Organization Structure, the management of **HUALI INTERNATIONAL TRADING COMPANY LIMITED** constituted by the following organization set up: - Board of Directors, General Manger who is responsible on the supervision on the entire operations of the Company, a company accountant, a Production Manager who will be directly responsible for all matters pertaining mining processing.

Investment Structure, the project is estimated to cost \$3,000,000, the money covers building structures but also allocated fund include investment in, building structure, Machineries and Equipment, furniture and fittings, pre expenses and working Capital. The equity contributed by the shareholders is \$3,000,000 equivalent to 100%. However, a financial policy of the Company state that the profits generated will be re-invested

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Forecasted financial Information, Financial information of **HUALI INTERNATIONAL TRADING COMPANY LIMITED** is projected within five years. The company projected profit and Loss, account show a respectable turnover (for reference you shall see table on page 18 and 19)

2. Statement of Purpose

This Profile is drawn for the purpose of seeking CERTIFICATE OF INCENTIVES from the TANZANIA INVESTMENT CENTRE and pre –feasibility study report for manufacturing and Assembling of Motor Vehicles.

2.1 Purpose of Investment

This document is prepared to the serve the purpose as a feasibility study for **HUALI INTERNATIONAL TRADING COMPANY LIMITED** for establishment of Manufacturing and Assembling. The implementation of the project will compromise of the following: -

- Construction of a warehouse building which will accommodate Installation of Machines and Equipment for this project.
- Installation of machines in the factory where the used oil will be produced
- Procurements Machineries and Equipment for this project.
- Equipping the project will all necessary modern furniture and facilities
- Procurement semi –processed raw materials
- Employing more than 50 people.

2.2. Investment financing plan

The company expect to invest \$3,000,000 from shareholders' funds. Profits generated frombusiness operation will be re-invested. Table below show the assumptions how the investment financing plan will look like.

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TABLE 1
FINANCING

<i>Financing</i>	\$
Long-term liabilities	
Long-term Equity	1,000,000
Owner's equity	
Cash	1000,000
Contributed asset value	1,000,000
Total	3,000,000.00

TABLE 2
INVESTMENT COST PLAN

<i>COST INVESTMENT STRUCTURE</i>	\$
Current assets	
Working capital	1,000,000
Opening inventory	00
Other	500,000
Property and equipment	
Land	50,000
Building	100,000
Equipment	700,000
Furniture and fixtures	10,000
Leasehold improvements	40,000
Plant	200,000
Motor Vehicles	100,000
Other _____	300,000
Total assets	3,000,000.00

2.3 Summary of the Expected Results

At the end, the project is expected to achieve the following: -

- Provide an opportunity for availability of Manufacturing and Assembling of Motor Vehicles.
- Import modern machine for purpose of setting an industry which contribute in advancing of new technology in Tanzania
- Increase 100 direct employment opportunities.
- Direct Domestic investment of more than \$1M within 2024 -2028.
- Increase tax contributed to the government
- Generate foreign currency.

3. BUSINESS DESCRIPTION

HUALI INTERNATIONAL TRADING COMPANY LIMITED is limited Company incorporated in Tanzania under the Company act of 2002. The Company was incorporated 5th December 2023, and bears Certificate of Incorporation # 170-542-312. Company implements project which is under industry sector.

The Company will be responsible among others activities, operating and managing mining activities.

3.1.1. Legal Status

Legal certificates and documents such as Memorandum and Article of Association, certificate of incorporation, business license, Tax Identification Number, and value added Tax certificates Justify that **HUALI INTERNATIONAL TRADING COMPANY LIMITED** is operating within the ambit of the law of the Land.

3.1.2. Mission and Vision

The company vision is to be one of the leading companies in manufacturing and assembling motor vehicles.

The current mission of the company is to penetrate the markets within mining sector in Tanzania. The company can achieve this through

- Manufacturing and Assembling of Motor vehicles
- Establishing sustainable business relationship with Industries and buyers
- Proper and reasonable remuneration of the personnel

- Continuing networking with our esteemed clients.

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3.1.3. Project Promoters

The project promoter, the project will be managed and operated by **HUALI INTERNATIONAL TRADING COMPANY LIMITED**. The Company is owned by Chinese nationals. Current shareholding status is hereby shown below.

NAME OF SHAREHOLDERS	NATIONALITY	SHARES%
ZHONG XIANGJUN	Chinese	50%
KONG WENWEN	Chinese	20%

3.1.4. Operations

The project will be managed and operated by **HUALI INTERNATIONAL TRADING COMPANY LIMITED**. The Company is finalizing acquisition of operation permits and Tax exemption clearance for machineries and equipment to start the implementation of the project. Management will establish sound operating guidelines to conduct the day-to-day operations of this project.

3.1.5. Project Location

The project shall be implemented at constructed warehouses, administration block which will be very spacious to accommodate project of this nature. The project shall be located at Dar es Salaam Region, Kigamboni District Council, Plot No. 194, Block a, At Kisarawell, Kigamboni Area

3.1.6. Postal Address

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4. Core Activities of the company

HUALI INTERNATIONAL TRADING COMPANY LIMITED will be dealing with establishing and operating the following facilities;

4.1.1. Construction of warehouse facilities

In the first phase of the implementation of this project, the Company shall construct warehouse which shall be used to accommodate installation of Machineries and Equipment's.

4.1.2. Industry Plant

This consist installation of machineries and equipment and Fixtures and fittings which shall be used for manufacturing and assembling motor vehicle and Accessories.

4.2. Technical requirements of the project

The project implementation shall require some of technical facilities among others include: -

- Manufacturing Plant for production.
- Caterpillar for moving the waste from the industry pit to a designated place of storing the waste.
- Trucks
- Excavator

5. MANUFACTURING AND ASSEMBLING OF MOTOR VEHICLES INDUSTRY

5.1 MANUFACTURING AND ASSEMBLING MOTOR VEHICLES SECTOR IN TANZANIA

As of the latest insights, Tanzania's motor vehicle manufacturing and assembly industry plays a growing role in the country's economy, contributing to industrialization and economic development. Here are key aspects of this industry in Tanzania:

Production Facilities: Tanzania hosts several motor vehicle manufacturing and assembly facilities, ranging from small-scale assemblers to larger industrial operations. These facilities focus on assembling semi-knocked down (SKD) and completely knocked down (CKD) vehicle kits into finished vehicles, promoting local value addition and job creation.

Applications: The vehicles produced or assembled locally cater to diverse sectors, including passenger transport, logistics, agriculture, and construction. These vehicles support Tanzania's infrastructural development and mobility needs, while also offering cost-effective solutions tailored to local requirements.

Investment and Development: The motor vehicle manufacturing and assembly industry in Tanzania has seen increased investment, with local and international stakeholders aiming to expand production capacity and enhance operational efficiency. These investments target improving the quality of assembled vehicles, incorporating advanced technology, and fostering a robust supply chain network for spare parts and raw materials.

Regulatory Environment: The Tanzanian government has introduced policies and incentives to support the development of the local automotive industry. These include tax exemptions for imported assembly kits, subsidies for local manufacturers, and regulations promoting the use of locally assembled vehicles in public and private sectors. Such measures aim to reduce dependency on imports and stimulate domestic production.

Challenges: Despite its potential, the industry faces challenges, including limited infrastructure, high production costs, and a lack of skilled labor. Additionally, competition from imported second-hand vehicles remains a significant hurdle. Addressing these issues requires strategic interventions, such as improving infrastructure, offering vocational training, and implementing stricter controls on vehicle imports.

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Future Prospects

With the government's push for industrialization under initiatives like the Tanzania Industrialization Program, the motor vehicle manufacturing and assembly industry is poised for significant growth. Increasing demand for vehicles, coupled with supportive policies, innovation, and investment, offers promising prospects for the industry's expansion and its contribution to Tanzania's economic transformation.

5:2 IMPORTANCE OF MANUFACTURING AND ASSEMBLING OF MOTOR VEHICLES IN TANZANIA

The manufacturing and assembly of motor vehicles in Tanzania is a pivotal contributor to the country's economy. It generates significant revenue through the production and export of locally assembled vehicles, bolstering foreign exchange earnings and government revenues. These funds play a vital role in financing essential public services and infrastructure projects, driving economic growth and development.

Employment Opportunities: Manufacturing and assembly operations, encompassing both large-scale facilities and smaller enterprises, offer employment opportunities to a considerable portion of the Tanzanian population. This helps combat unemployment and poverty, especially in regions where automotive assembly plants are prominent.

Attracting Foreign Investment: The presence of a growing automotive sector attracts foreign investment, stimulating economic expansion, fostering job creation, and facilitating the transfer of technology and expertise into the country. These investments help enhance the industry's global competitiveness and drive its growth.

Export Contributions: Tanzania is emerging as a regional player in vehicle assembly and export, contributing to foreign exchange earnings. These earnings support import activities, finance developmental initiatives, and bolster the country's balance of payments.

Infrastructure Development: The growth of the motor vehicle manufacturing and assembly industry often drives infrastructure development in industrial hubs. This includes investments in transportation networks, power infrastructure, and other essential facilities, benefiting both industrial operations and local communities.

Corporate Social Responsibility: Automotive companies frequently engage in corporate social responsibility (CSR) initiatives aimed at enhancing the well-being of neighboring communities. These initiatives encompass education, healthcare, and community development programs, contributing to social upliftment.

Economic Diversification: By diversifying Tanzania's economy through the manufacturing and assembly of motor vehicles, the country reduces its reliance on a single industry, fostering resilience against economic fluctuations. This diversification promotes a more stable and sustainable economic environment.

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Technological Advancement: The motor vehicle manufacturing and assembly sector spurs innovation and technological advancement, particularly in large-scale facilities that require sophisticated machinery and processes. These advancements support industrial development and build a foundation for further innovation.

Abundant Opportunities: Tanzania's strategic location and growing demand for vehicles present substantial opportunities for long-term growth and development in the automotive sector. These opportunities position Tanzania as a key player in regional and global markets.

Global Market Participation: As a significant player in the motor vehicle assembly industry, Tanzania can actively participate in regional and international trade dynamics, strengthening its position in global markets and enhancing economic ties with other nations.

Challenges and Sustainability: While the manufacturing and assembly of motor vehicles offer numerous benefits to Tanzania, the industry also faces challenges, including environmental considerations, social impacts, and the need for robust regulatory frameworks to ensure sustainable and responsible manufacturing practices.

Sustainable Development: Embracing sustainable development principles and implementing responsible manufacturing practices are essential to maximizing the positive impacts of the motor vehicle industry in Tanzania while mitigating potential adverse effects.

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5.3 MANUFACTURING AND ASSEMBLING MOTOR VEHICLES INDUSTRIES IN TANZANIA

Currently, several companies are engaged in the Manufacturing and Assembling of Motor Vehicles in Tanzania. These companies are as follows:

EcoAuto Innovations Ltd. is a leading manufacturer and assembler of motor vehicles in Tanzania, emphasizing sustainable production methods and environmental stewardship. Their operations contribute to Tanzania's industrialization goals while promoting economic development in rural areas.

Tanzania Auto Assemblers Ltd. is a locally-owned company dedicated to the manufacturing and assembly of motor vehicles. Their operations align with Tanzania's efforts to advance the automotive industry and reduce reliance on imported vehicles.

AutoTech Assembling Ltd. is a pioneer in the motor vehicle manufacturing and assembly sector in Tanzania, utilizing advanced technology to produce reliable and affordable vehicles. Their products cater to both domestic and international markets, contributing to Tanzania's industrial growth and technological advancement.

Assemble Motors Tanzania Ltd. is a subsidiary of an international automotive conglomerate, operating modern production facilities in Tanzania. Their investments in technology and infrastructure drive economic growth and job creation in the region.

Sustainable AutoWorks Ltd. is a key player in Tanzania's motor vehicle manufacturing and assembly industry, specializing in the production of eco-friendly and fuel-efficient vehicles. Their operations contribute to Tanzania's industrialization sector while fostering environmental sustainability and economic development.

5.4 PROJECT JUSTIFICATION

The proposed project is under management of **HUALI INTERNATIONAL TRADING COMPANY LIMITED** is in line with Tanzania Government efforts in attempt to revamp the Manufacturing Industry. This has also been noted of recent drive of attracting investors in Tanzania in order to maximize her annual earnings from investment and also compete effectively with regional competitors. This also has been complemented by following measures

- i. The government is making a critical review of all existing laws and regulations, taxation and policies with ultimate aim of improving and creating conducive environment for private sector Investment, tourism sector is inclusive.
- ii. In 2007/2008 the Government reviewed the existing Industry and trade Policy, taking into consideration the social economic base and the dynamism of manufacturing industry in Tanzania.
- iii. In depth studies have been carried out in the following area
 - SMEs development study
 - Trade Integration Strategy, 2009-2013

Regarding the initiative undertaken by **HUALI INTERNATIONAL TRADING COMPANY LIMITED** sponsors, is justified by the following facts.

- The sponsors have a special invested interest in manufacturing and assembling of Motor Vehicles they have several years of experience.

Therefore, the establishment and operation of manufacturing and assembling motor vehicles facility will boost and at the same time strength manufacturing industry sector in Tanzania. The Company's marketing strategy and intention is to have a wide products base which focuses both to ordinary consumers and Industrial use.

5:5 SOCIAL AND ECONOMIC IMPACT OF THE PROJECT

The proposed project will result into the following social and economic impacts:

- Improve and increase of production of motor vehicles in Tanzania
- Increased competitiveness among manufacturer of motor vehicles in Tanzania
- The project will provide employment for more than 50 people

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- The Government and other agencies will benefit from various taxes, fees and commissions that will be paid to the Treasury etc. by this Company.

6. OPPORTUNITY DRIVERS

6.1 Increased demand of Manufacturing and Assembling of Motor Vehicles in Tanzania and all over the world

Tanzania is currently experiencing remarkable technological advancements in the manufacturing and assembling of motor vehicles. This sector holds immense potential for various applications, with its utilization across industries steadily growing and a rising demand both domestically and internationally.

6.2 Uniqueness location of the project

HUALI INTERNATIONAL TRADING COMPANY LIMITED.'s project will be one of the major Manufacturing Industry and Processors in Tanzania. And location of the Project shall be at Dar es Salaam Region, Kigamboni District Council, Plot No. 194, Block a, At Kisarawell, Kigamboni Area. The location of this project provides an opportunity to **HUALI INTERNATIONAL TRADING COMPANY LIMITED** to capture easily the market of all regions in Tanzania.

6.3 Government Policy

The Government of Tanzania has made the policy that intends to improve and promote Manufacturing Industry. This sector employs many people and it is a key driver towards transforming and developing the national economy.

6.4 Government Incentives package

In 1997 Tanzania Government enacted Investment law that offers and guaranteed reasonable incentives to both local and foreign investors.

7. Analysis of Strengths, Weaknesses, Opportunity and Threats

Table below present the analysis of the company's Strengths, Weaknesses, Opportunities and Threats (SWOTS)

<p>Strengths</p> <ul style="list-style-type: none"> ▪ It has a strong equity financing ▪ Strong management and well paid personnel ▪ Has a will to expand ▪ Access to reliable high technology 	<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Not yet emphasize on the marketing
<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Good government suitable facilitative policy ▪ Raising investments real estate sector ▪ Government development power supply project in Tanzania 	<p>Threats</p> <ul style="list-style-type: none"> ▪ Unawareness of the new entrants in the Industry in the same location ▪ Increment of inflation ▪ Presence of fake suppliers of the same products.

The company has prepared for the action plans by doing the following:

1. In future if needs arise the Company may seek more funds from bank to finishing phase of this project.
2. The company will employ expatriates for marketing of its products/services and develop marketing plan.

8. Marketing Information

8.1. Marketing Strategy

8.1.1. Overview

The success of **HUALI INTERNATIONAL TRADING COMPANY LIMITED** will be achieved by providing high tech products, providing friendly service and employing an aggressive marketing plan to build customer traffic. Today's market requires more than just products and service to make a **HUALI INTERNATIONAL TRADING COMPANY LIMITED** successful. **HUALI INTERNATIONAL TRADING COMPANY LIMITED** will constantly strive to enthusiastically win more customers by being proactive rather than reactive in our marketing efforts.

Management will endeavour to create and maintain a positive, appealing image for the customers. This image will be consistently portrayed throughout all marketing channels and sales promotions. The following exemplifies some of the tactics we will use to drive more sales.

8.1.2. Customer Database

HUALI INTERNATIONAL TRADING COMPANY LIMITED will aggressively seek to build a database of Customers. Customers will have an opportunity to be included in the database so they can participate in sales promotions such as birthday or anniversary cards; email notification of upcoming specials; coupons; etc. The database will be gathered and maintained on special software. **HUALI INTERNATIONAL TRADING COMPANY LIMITED** will gather names in a variety of manners including staff requests; business card drop for free lunch; guests' sign-up book with promotional signage; menu insert promotion; etc.

8.1.3. Advertising

HUALI INTERNATIONAL TRADING COMPANY LIMITED will adopt an aggressive advertising strategy. Outdoor signage for **HUALI INTERNATIONAL TRADING COMPANY LIMITED** will describe outdoor and changeable copy advertisement and elaborate design signage depends upon lease space restrictions; designed within allowable limits to achieve maximum exposure.

HUALI INTERNATIONAL TRADING COMPANY LIMITED will utilize both traditional non-traditional methods of advertising. Management's viewpoint on advertising is state in your own words, the philosophy **HUALI INTERNATIONAL TRADING COMPANY LIMITED** will adopt towards the use of traditional advertising such as radio, newspaper, billboards or television.

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8.1.4. Costing and Pricing

The costing and pricing is done by the management of **HUALI INTERNATIONAL TRADING COMPANY LIMITED**. The costing takes into consideration various aspects depending on the cost which has already been incurred, inflation factor and Operating costs. The project promoters of the company are in business for long time i.e. they are business oriented personnel.

8.1.5. Customers

HUALI INTERNATIONAL TRADING COMPANY LIMITED is targeting to all regions in Tanzania and outside of Tanzania specifically targeting the following customers: Wholesale and retail hardware suppliers.

8.1.6. Products

As it has been explained in preamble chapters, **HUALI INTERNATIONAL TRADING COMPANY LIMITED** will set project which will be indulging in Manufacturing and Assembling Motor Vehicles in Tanzania

8.2 Marketing Plan

The company has both short term and long-term marketing plan:

The short-term marketing plan includes:

- Participating in business show case exhibitions
- Building sustainable long-term relationship with manufacturers who use other raw materials for production of different products.
- Training of sales staff sales and Marketing.

Long Term Plans includes:

- Join to the network of Manufacturing and Assembling Motor Vehicles companies to market and exploit more business opportunities
- Investing Market Research and Development

9. Management & Administration

9.1. Management

The management team of **HUALI INTERNATIONAL TRADING COMPANY LIMITED** planned to be constituted by the following management team:-

9.1.1. Board of Directors

HUALI INTERNATIONAL TRADING COMPANY LIMITED be managed by the board of Directors which is the apex body for strategic decision making of the project. Directors of the Company are the ones who have shares in **HUALI INTERNATIONAL TRADING COMPANY LIMITED**, The Company which shall manage this project.

9.1.2. General Manager

Immediately after the Board of Directors there shall be a General Manager who will be responsible to take care of matters pertaining to operations and managing daily activities of the project as well as other staffs' welfare and report them to the board of directors.

9.1.3. Production Manager

Production Manager will be employed who is expected to have an extensive background in the manufacturing industry. As the Production Manager will be directly responsible for all processing functions including processing of graphite.

Under the Production Manager there shall be a reasonable number of technical staffs who will be involved in daily processing within this project.

9.1.4. Accountant/cash

An accountant will be employed who is expected to have good experience in accounting systems as well as he will be responsible in managing cash of **HUALI INTERNATIONAL TRADING COMPANY LIMITED** but also keeping books of accounts properly.

9.1.5. Management Agreements

Management Agreements will be executed between **HUALI INTERNATIONAL TRADING COMPANY LIMITED** and other team managers. The purpose of these agreements is to define the expectations of both parties, establish an incentive structure, and define the grounds under which the agreement may be terminated.

9.1.6. Confidentiality Agreements

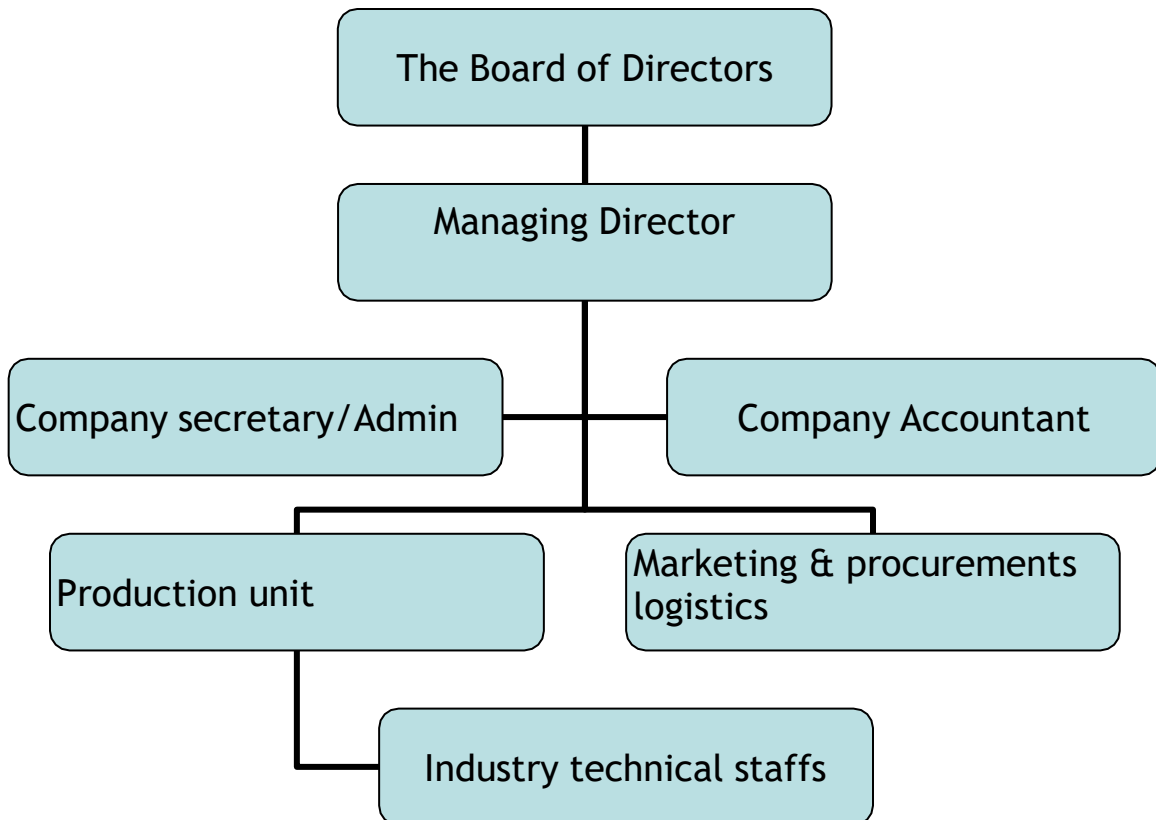
HUALI INTERNATIONAL TRADING COMPANY LIMITED will enforce that all employees sign a confidentiality agreement. Confidentiality agreements with our employees and partners will protect our

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products, operating systems, policies and procedures. Having a confidentiality agreement in place is essential to protect the company's trade secrets, and show our employees that we take our business seriously.

9.1.7 Organization Structure

The management of **HUALI INTERNATIONAL TRADING COMPANY LIMITED** is planning to have the following organization structure.



10. Conclusion

- Revenue will be contributed to the Government through various taxes.
- The project will offer continuous direct employment to almost 50 people and create other indirect employment to other people.
- The company looks technically feasible and financially viable. It is therefore recommended that the project be supported.

HUALI INTERNATIONAL TRADING COMPANY LIMITED

CASH FLOWS PROJECTION FOR FIVE YEARS FROM 2023 TO 2027

	Pre-Startup EST	,2023	2024	2025	2026	2027	Total
Cash on Hand (beginning of month)	\$ -	\$ 500,000	\$ 500,000	\$ 1,900,000	\$ 3,340,000	\$ 4,924,000	\$ 11,164,000
CASH RECEIPTS							
Cash Sales			\$ 1,000,000	\$ 1,000,000	\$ 1,100,000	\$ 1,210,000	\$ 4,310,000
Collections fm CR accounts		\$ -	\$ 400,000	\$ 440,000	\$ 484,000	\$ 532,400	\$ 1,856,400
Estimated Capital for startup Loan	\$ 500,000		\$ -	\$ -	\$ -	\$ -	\$ 500,000
TOTAL CASH RECEIPTS	\$ 500,000	\$ -	\$ 1,400,000	\$ 1,440,000	\$ 1,584,000	\$ 1,742,400	\$ 6,666,400
Total Cash Available (before cash out)	\$ 500,000	\$ 500,000	\$ 1,900,000	\$ 3,340,000	\$ 4,924,000	\$ 6,666,400	\$ 17,830,400
CASH PAID OUT							
Purchases other fixed		\$ -	\$ 7,200	\$ 7,920	\$ 8,712	\$ 9,583	\$ 33,415
Purchases vehicles		\$ 80,000	\$ -	\$ 41,000	\$ -	\$ -	\$ 121,000
Gross wages (exact withdrawal)		\$ 15,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 255,000
Payroll expenses (taxes,		\$ 4,500	\$ 20,400	\$ 20,400	\$ 20,400	\$ 20,400	\$ 86,100
Supplies (office & oper.)		\$ 1,000	\$ 1,100	\$ 1,210	\$ 1,331	\$ 1,464	\$ 6,105
Repairs & maintenance		\$ 1,250	\$ 1,375	\$ 1,513	\$ 1,664	\$ 1,830	\$ 7,631
Advertising		\$ 150	\$ 165	\$ 182	\$ 200	\$ 220	\$ 916
Car, delivery & travel		\$ 1,800	\$ 1,980	\$ 2,178	\$ 2,396	\$ 2,635	\$ 10,989
Accounting & legal		\$ 4,500	\$ 4,950	\$ 5,445	\$ 5,990	\$ 6,588	\$ 27,473
Rent		\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000	\$ 180,000
Telephone & internet		\$ 120	\$ 132	\$ 145	\$ 160	\$ 176	\$ 733
Utilities		\$ 150	\$ 165	\$ 182	\$ 200	\$ 220	\$ 916
Insurance		\$ 21,200	\$ 21,412	\$ 21,626	\$ 21,842	\$ 22,061	\$ 108,141
Taxes (real estate, etc.)		\$ 240	\$ 240	\$ 240	\$ 240	\$ 240	\$ 1,200
Interest		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Miscellaneous		\$ 200	\$ 220	\$ 242	\$ 266	\$ 293	\$ 1,221
SUBTOTAL	\$ -	\$ 241,110	\$ 230,339	\$ 273,282	\$ 234,400	\$ 236,710	\$ 1,215,840
Loan principal payment		\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 2,431,681
Capital purchase (land)		\$ 100,000					\$ 4,829,946
Capital purchase (excavators)		\$ -	\$ 1,000,000	\$ 100,000	\$ -	\$ -	\$ 9,538,892
Owners' Withdrawal			\$ -	\$ -	\$ 10,000,000	\$ 12,500,000	\$ 18,736,684
TOTAL CASH PAID OUT	\$ -	\$ 1,091,110	\$ 1,980,339	\$ 1,123,282	\$ 10,984,400	\$ 13,486,710	\$ 36,753,042
Cash Position (end of month)	\$ 500,000	\$ (591,110)	\$ (80,339)	\$ 2,216,718	\$ (6,060,400)	\$ (6,820,310)	\$ (18,922,642)