

TANJA Business Plan 2023

OS Trade and Investment Pte. Ltd.

August 2023



1. Company Profile

TANJA was established in April 2023, 100% owned subsidiary of OS Trading & Investments Pte. Ltd.(OSTI). OSTI, located in Singapore, was founded by Japanese^{*1} with various experiences investing in agribusiness in Asia and Africa. OSTI's first project was Rwanda Nut Company Ltd (RNUT) in 2012 in Rwanda, where it currently manages 210 hectare macadamia and coffee farming project with 350 staffs on the ground.

After significant success in Rwanda, OSTI made a strategic decision to enter Tanzanian agricultural business. Through TANJA, OSTI group aims to establish smart village via various value added operations geared around agriculture.



2. The concept of the Smart Village Project

The project is to build communities of sustainable well-being in rural Africa, the last-growth continent. The project has five targets as follows;

- (1) Realize sustainable income growth opportunities
- (2) Improve accessibility of the four basic infrastructures for the community surrounding the projects
 - 1) Electricity, 2) internet/WIFI, 3) clean drinking water, 4) education, 5) health care
- (3) Zero carbon/large-scale Co2 sequestration
 - 1) Generation of electricity from our solar power
 - 2) Large-scale Co2 absorption at macadamia plantations, Emissions trading
- (4) Creative Communities / Well-being for Life
- (5) Sustainable, profitable business

◇Projects Schedule & sites◇

<Phase 1> Smart Village 1 (Karatu-Tanzania)

<Phase 2> Smart Village 2 (TBD Tanzania/Zanzibar can be a candidate location)

¹ Chairman: Mr. Yoshiyuki SATO, Directors : Mr. Hideya KOMORI & Mr. Susumu TSUBAKI

3. The 1st Smart Village in Karatu District, Arusha Region

In the 1st phase of the Smart Village Project in Tanzania, TANJA develops Agribusiness in Karatu District, Arusha Region. This Project is the most significant Japanese investment in agribusiness in Sub Sahara Africa. Some major Japanese companies in different fields will be involved in the project. The total investment amount is expected to reach **over USD 10 million in the next ten years.**

The investment will contribute to foreign currency acquisition by exporting value-added agricultural products (Top Specialty Coffee, high-value Macadamia nuts and Avocado, processed Tomatoes, and Onion) from our farm to the global market. After ten years, when all trees are grown, and all facilities are operational, targeting expect to **export approximately \$50-60 million annually.**

(1) Project Site/Land Use Plan

TANJA intends to acquire the land (total size: 1,760 ha) in **Oldeani Ward, Karatu District, Arusha Region**, to establish the 1st Smart Village Project in Africa. This area has been developed for coffee farming since the 1920s. The project site is divided into three zones, 1) coffee farming, 2) unirrigated farm, and 3) natural reserve.

(Land Size of each zone) 1,760 ha in total

1) Coffee	2) Unirrigated	3) Natural Reserve
256 ha	Approx. 500ha	Approx. 1,000 ha

1) Coffee Farming (upgrade to Top Specialty Coffee and develop new market) (256ha)

In the 1st phase of the project, TANJA will improve the coffee farm's productivity and the products' quality as the first step. To enhance the quality of the coffee, TANJA will install a new processing machine and some Laboratory facilities. Our target is for our products to be **certified as Top Specialty Coffee** and develop new markets in Japan (the most significant coffee importer from Tanzania), other Asian countries, and the USA.



2) Unirrigated zones turn into Irrigated (Export value-added products) (approx. 500-600ha in total)

TANJA will **build a new irrigation system** for high-valued trees and vegetables to utilize this unirrigated zone.

(a) **Macadamia and Avocado:** TANJA has started management of planting macadamia and avocado trees on behalf of the current land owner in this zone to export to Japan, the U.S.A, and European countries.

(b) **Tomato:** Tomatoes also will be cultivated in this zone. Harvested tomatoes from our farm will be processed at the factory established within the project site and exported to EAC countries and others.



The Investment plan: The Smart Village Project in Arusha, Tanzania

3) Natural Reserve (approx. 900-1000ha)

The remaining undeveloped area with rich natural resources will be kept as Natural Reserve for the next generation. New trees will be planted in the area. This will contribute to the reduction of CO2 emissions.

Current Status and Plan (Area size and production per year, subject to change)		
1) Coffee		
Area	256 ha → 256ha	Plant new varieties of coffee, Modernize the processing process, Export as Top Specialty Coffee
Production	100-150 tons → 200-250 tons	
2) Irrigated area (500-600 ha)		
Macadamia (new)		
Area	none → 100-200ha	Process and Pack in Tanzania, Export to the USA, Japan
Production	none → 1,500-3,000 tons	
Avocado (new)		
Area	none → 200-300 ha	Export to Asian countries, and develop new markets in Japan.
Production	none → 4,000-5,000 tons	
Tomato (new)		
Area	none → 20-30ha	Process and export to EAC and others
Production	none → 1,400-2,800 tons	

Securing enough water for the farm is the biggest challenge. Some wells may be drilled at several points, and water reservoirs will be constructed within the site.

(2) Innovative IOT technology (smart agricultural technology)

TANJA will introduce innovative IOT technology (Smart Agricultural Technology) in collaboration with a Japanese IOT Company (Toppan Inc.) to improve productivity and quality management of agricultural products. A detailed plan for implementing smart farming technologies will be developed after a careful study. This will contribute to modernizing agriculture in Tanzania by allowing other farmers to learn the new technology.



Example: Toppan's monitoring system for Vegetable

(3) Facilities for value-added products

TANJA will establish **processing factories** for products such as coffee, macadamia nut, avocado, and tomatoes from our farm in collaboration with a major Japanese food processing company.

Cold storage with innovative technology will also be constructed on the site to keep freshness of the agricultural and value-added products from our farm and factory for export to the global market.

Additionally, purchasing onions from local farmers at a fair price



RNUT's Processing factory in Rwanda

The Investment plan: The Smart Village Project in Arusha, Tanzania

and producing value-added onion products are also under consideration. Local farmers will enjoy our logistical and storage service at affordable prices in the future. Through this initiative, TANJA will contribute to promoting the local economy in Arusha.

(4) Job Creation (Target: 1,000 jobs)

In April, TANJA made contracts with 296 staff, including administrative staff and workers at the farm. TANJA will continue to create more jobs, **eventually employing 800-1,000**. Moreover, TANJA will provide job opportunities seasonally to at least 300 community members, especially women, for income generation. TANJA will offer a global standard working environment for all staff's safety, cleanliness, and well-being.

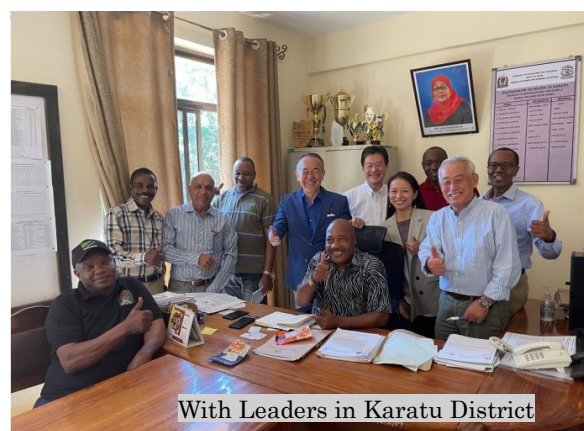


(5) Realize Zero carbon/large-scale Co2 sequestration

TANJA will install a solar power system on the project site to generate renewable energy for all project activities to realize Zero carbon/large-scale Co2 sequestration. TANJA will produce all products environmentally friendly by adapting scientific/innovative technology. This will contribute to the sustainability of the project and the livelihoods of the community people.

(6) With/for the community (CSR)

With its business partners in Japan, TANJA will contribute to improving the accessibility of the basic infrastructures, such as education and health care, for the community surrounding the project, especially people in Oldeani Ward, with a total population of 6,984 (Census, 2022). Moreover, TANJA will conduct a feasibility study on clean and safe water, WIFI access, and clean cooking energy and provide to community with affordable prices for their better livelihood.



(end)

INVESTMENT BREAKDOWN	US\$
Adm (Land/Office vehicles and others)	3,601,000
Factory (Coffee, Avocado, Macadamia)	24,000
Farm (Dam, Irrigation, others)	265,000
TOTAL	3,890,000

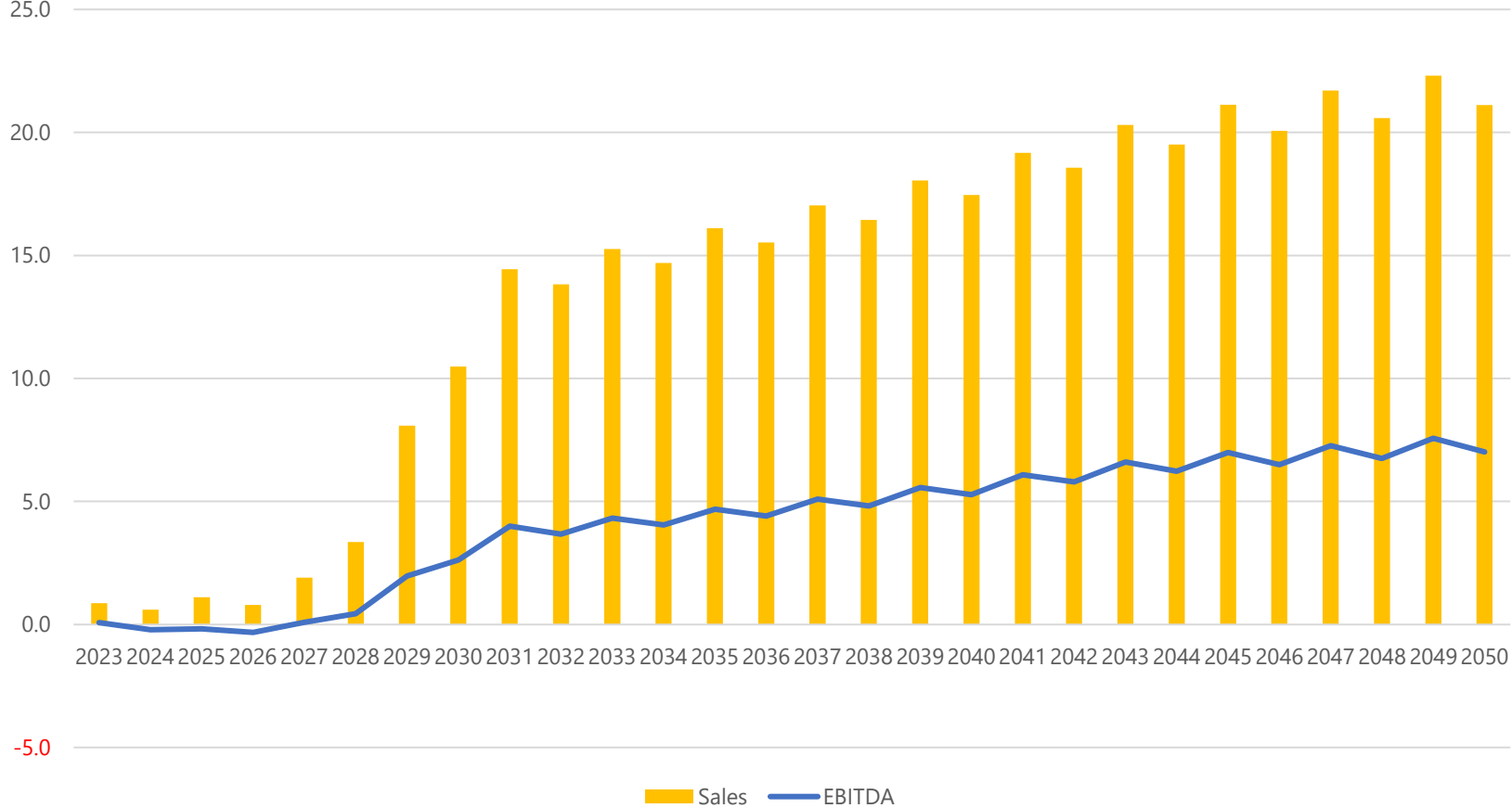
TANJA CORPORATION'S PROFIT AND LOSS PROJECTION

k USD	2024	2025	2026	2027	2028
Sales - Total	867	601	1,104	789	1,905
Coffee	867	601	1,104	789	1,522
Macadamia	0	0	0	0	0
Avocado	0	0	0	0	383
COGS	643	570	978	983	1,157
Gross Profit	224	31	127	-194	748
SG&A	198	510	540	512	630
Operation Profit	26	-479	-414	-706	118
Net Profit after tax	26	-479	-414	-706	118

Investment total	3,890	577	426	680	0
Adm(Land,Office Vehicle,Others)	3,601	250	0	0	0
Factory(Coffee,Avocado,Macadamia)	24	0	75	50	0
Farm(Dam,Irrigation,others)	265	327	351	630	0

TANJA Business Plan 2023 - 2050 V5.5

M USD
25.0



	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050
Sales	0.9	0.6	1.1	0.8	1.9	3.3	8.1	10.5	14.4	13.8	15.3	14.7	16.1	15.5	17.0	16.4	18.1	17.5	19.2	18.6	20.3	19.5	21.1	20.1	21.7	20.6	22.3	21.1
EBITDA	0.1	-0.2	-0.2	-0.3	0.1	0.4	2.0	2.6	4.0	3.7	4.3	4.0	4.7	4.4	5.1	4.8	5.6	5.3	6.1	5.8	6.6	6.2	7.0	6.5	7.3	6.7	7.6	7.0

Total Investment : 10M - 20M (10 years)

TANJA Opening Ceremony July 2023





Our Staffs

