

Greenlink ReGen Limited
Business Plan

1. Executive Summary

Greenlink ReGen Limited is a proposed private company specializing in turn-key renewable energy systems and components, with a strong focus on solar photovoltaic (PV) solutions. Our operations will commence in Tanzania, strategically leveraging the country's growing energy demand, renewable energy policies, and TIC-supported investment incentives. Over time, Greenlink ReGen will expand across East Africa, including Kenya, Uganda, Rwanda, and Zambia, contributing to regional electrification goals.

Our mission is to deliver high-quality, affordable, and reliable renewable energy systems that empower households, businesses, and institutions to transition to cleaner energy, while actively promoting local economic development.

Greenlink ReGen's business model emphasizes direct procurement from leading international suppliers to ensure high-quality products at competitive prices. Systems will be sold directly to end-users and through certified installation partners, enabling wide market coverage and efficient service delivery. We aim to differentiate through fast deployment, transparent pricing, technical excellence, and full lifecycle support, including design, installation supervision, and after-sales maintenance.

Tanzania provides an ideal entry point due to its growing energy demand, renewable energy policies, and commitment to expanding electrification. Greenlink ReGen plans to build a strong local presence before extending operations into neighboring markets such as Kenya, Uganda, Rwanda, and Zambia. The regional growth strategy will capitalize on the rising demand for clean energy and ongoing grid expansion initiatives across East Africa.

To strengthen its market position, Greenlink ReGen will invest in capacity building and local partnerships. The Company intends to establish long-term collaborations with local contractors, training institutions, and community organizations to develop a skilled renewable energy workforce. This approach ensures not only consistent service quality but also meaningful community impact, supporting local job creation and fostering knowledge transfer within the renewable energy value chain.

Value Creation for Tanzania & TIC:

1. **Economic Impact:** Greenlink ReGen will employ and train local engineers, technicians, and support staff, starting with 50 employees and scaling to over 200 within 3–5 years. This supports TIC's vision of local employment, skill development, and knowledge transfer.
2. **Infrastructure Development:** By supplying turn-key renewable solutions to government, commercial, and rural clients, we will expand electrification, improve grid stability, and promote energy resilience.

3. **Technology Transfer & Capacity Building:** Partnerships with local contractors, universities, and technical institutions will ensure a skilled renewable energy workforce in Tanzania, fostering innovation and long-term sector growth.
4. **Sustainable Revenue & Investment:** Greenlink ReGen will generate recurring revenue through project implementation, maintenance contracts, and advisory services, attracting further domestic and foreign investment into Tanzania's energy sector.

Strategic Focus Areas:

- Tailored renewable solutions for households, SMEs, industries, and institutions.
- Flexible financing schemes to enhance access to clean energy.
- Regional expansion leveraging Tanzanian operations as a model for East Africa.
- Commitment to sustainability, operational integrity, and community impact.

In summary, Greenlink ReGen is uniquely positioned to accelerate Tanzania's energy transition, generate employment, promote skills development, and provide reliable renewable energy solutions—directly aligning with TIC's objectives for economic growth and sustainable development.

2. Company Description

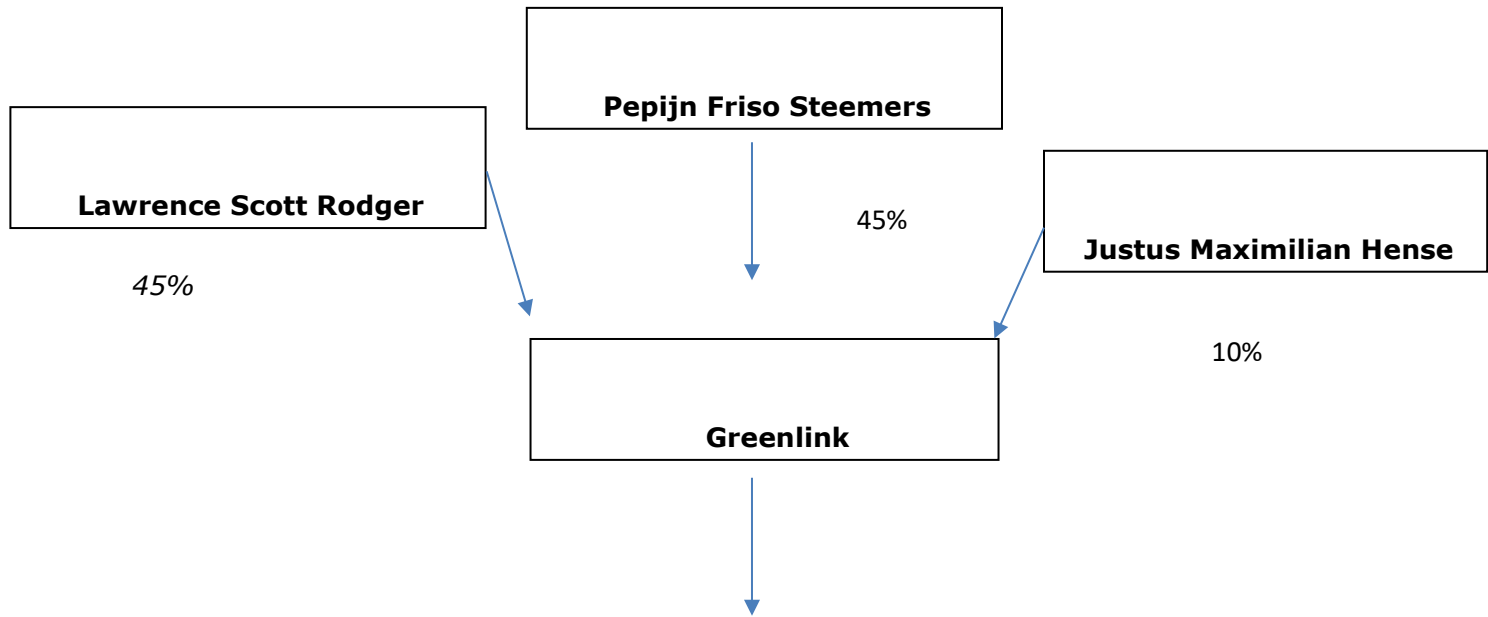
2.1 Legal Structure

Greenlink ReGen Limited is a company duly registered under the Business Registration and Licensing Authority Agency of Tanzania (BRELA) bearing incorporation number 170029801

1.a.1 Principal Members

- **Mr. Lawrence Scott Rodger** – Director and Shareholder
- **Mr Pepijn Friso Steemers** - Director and Shareholder
- **Amina Said Mbongo** -Company Secretary
- **Mr. Justus Maximilian Hense**- Shareholder

The structure will be as follows:



The Company will engage in the distribution and implementation of high-quality solar and renewable energy solutions across African markets. The Company will offer turnkey solar solutions tailored to each client’s needs, handling everything from system design and procurement to construction.

2.2 Products and Services

Greenlink ReGen Limited will supply the Tanzanian market with the following products and services:

- **Turn-Key Renewable Energy Systems:** Complete solar photovoltaic (PV) power solutions for homes, businesses, and institutions.
- **Renewable Energy Components:** Solar panels, inverters, batteries, and other key components sourced directly from reputable international manufacturers.
- **Energy Storage Solutions:** Battery systems designed to improve power reliability and maximize solar efficiency.
- **System Design and Engineering:** Professional energy assessments, customized system design, and installation supervision to ensure project quality and performance.

- **After-Sales Support:** Maintenance, monitoring, and technical assistance to ensure long-term system efficiency and customer satisfaction.

Revenue Streams

Our revenue model includes:

- **Product Sales** – Solar systems, batteries, and renewable energy components.
- **Service Contracts** – Design, installation oversight, maintenance, and technical support.
- **Consulting and Project Management** – Engineering design, site evaluation, and technical advisory.
- **Government and Private Tenders** – Participation in large-scale renewable energy projects and infrastructure development programs.

Long Term Aim of the Business

The long-term aim of Greenlink ReGen Limited in Tanzania is to establish itself as a leading provider of renewable energy systems and sustainable power solutions.

Our investment will promote business and employment for Tanzanian citizens, directly supporting local economic development and contributing to the national goal of universal energy access.

Initially, we intend to employ 50 local employees, including engineers, technicians, and support staff. Within a year, this number will grow to 150+ local employees, with a strong emphasis on local training and capacity building.

The growth of local people and the growth of Tanzania’s economy will be the true measure of our success.

2.4 Objectives

At GreenLink ReGen Limited we believe in quality & efficiency. We understand the success of any projects adds value to our company’s growth. To cater best and to sustain the growth we must maintain efficiency throughout. We have done many projects in the past years to give us vast knowledge in the industry.

2.5 Target Market

Our target market includes:

- **Government agencies and utilities** (e.g., TANESCO, Rural Energy Agency) seeking renewable energy systems to expand electrification and grid stability.

- **Commercial and industrial enterprises** (manufacturing plants, hotels, agribusinesses, mining companies) requiring reliable, cost-effective, and scalable solar power solutions.
- **Non-governmental organizations (NGOs) and development partners** implementing rural electrification, community energy access, and sustainability projects.
- **Residential and small business customers** in urban and peri-urban areas seeking affordable solar energy systems and backup power solutions.
- **Educational and healthcare institutions** (schools, universities, hospitals, clinics) needing dependable off-grid or hybrid power systems to ensure uninterrupted operations.

SWOT ANALYSIS

1. We have assessed the market for strengths, weaknesses, opportunities and threats, both for Greenlink ReGen Limited as well as other individual firms and for the industry as a whole in Tanzania. While most firms did identify their own situation, fewer firms provided an opinion on the industry as a whole or provided identical answers to those for their own firms.

In the lists below, items are arranged in order from most frequently mentioned to the least mentioned.

Strengths

- **Design and Engineering:** Greenlink ReGen Limited has strong capability in designing and engineering advanced renewable energy solutions tailored to the Tanzanian and East African markets. The company's design team ensures that systems are efficient, scalable, and sustainable.
- **Quality – ISO-Certified Products:** The company sources high-quality solar PV components, inverters, batteries, and other equipment from reputable global manufacturers. These products meet international standards for durability and performance, helping to establish customer trust.
- **Employees – Skilled Workforce:** Greenlink ReGen Limited has a skilled workforce and emphasizes continuous training and development. Staff are equipped with the latest technical knowledge and project management skills to meet market demands.
- **Partner Network:** The company leverages a vetted installation partner network to scale operations efficiently without significant fixed overhead, ensuring consistent service quality across multiple geographies.

Weaknesses

- **Skilled Labor Shortage:** Tanzania's market faces a shortage of locally skilled renewable energy technicians. Greenlink ReGen Limited mitigates this by recruiting experienced regional professionals and investing in training local employees to build long-term capacity.
- **Market Awareness:** As a new entrant in Tanzania, brand recognition is still developing. The company will focus on marketing, partnerships, and demonstrable project successes to build trust and credibility.

Opportunities

- **Economic Growth in Tanzania and East Africa:** Rising electrification demand, industrial expansion, and government initiatives in renewable energy present substantial growth potential.
- **Government and Private Sector Projects:** Numerous donor-funded programs, mini-grid projects, and commercial & industrial (C&I) initiatives create opportunities for Greenlink ReGen to supply turn-key systems, components, and engineering services.
- **Regional Expansion:** After establishing a presence in Tanzania, the company can expand to Kenya, Uganda, Rwanda, Zambia, and Southern Africa, leveraging its partner network and procurement model.
- **Technological Advancements:** Increasing adoption of hybrid and off-grid systems, energy storage, and IoT-enabled monitoring provides avenues for product differentiation and recurring service revenue.

Threats

Skilled Labor Shortage:

Continuing scarcity of trained technicians could impact operations and project timelines. Mitigation will include ongoing training programs, competitive compensation, and retention strategies.

Price Undercutting by Competitors:

Other suppliers may attempt to offer lower-cost solutions. Greenlink ReGen will differentiate through high-quality products, superior engineering support, lifecycle services, and transparent performance guarantees.

Regulatory Changes:

Shifts in import regulations, energy policy, or permitting for embedded generation and mini-grids could impact operations. The company will maintain compliance and monitor policy developments to minimize disruption.

Supply Chain Risks:

Global procurement and shipping delays could affect project timelines. Greenlink ReGen manages this risk through diversified supplier relationships, regional inventory hubs, and project-specific procure-to-order planning.

3. FINANCIAL SUMMARY

Greenlink ReGen Limited is projected to achieve strong financial performance driven by its diversified offerings in renewable energy solutions. Revenue streams will come from turn-key solar PV systems, component distribution, and design, installation, and O&M services. The company's business model emphasizes direct procurement from global suppliers, efficient logistics, and a partner-based installation network, enabling cost-effective operations and consistent quality delivery.

The company expects steady growth in revenue as it expands its market share in Tanzania and, subsequently, in East African markets. By leveraging partnerships with government agencies, commercial clients, and NGOs, Greenlink ReGen Limited will participate in large-scale projects while providing recurring service contracts. Operational efficiency, professional service delivery, and compliance with local regulations will underpin sustainable financial performance.

Financial Plan (USD)

Financial Summary & 5-Year Projection

Capital Allocation & Use of USD 1,000,000

Category	Allocation (USD)	Purpose/Details
Land and Building	120,000	Establishing operational hubs, technical workshops, warehousing for solar and battery components, and regional service centers.
Plant and Machinery	500,000	Procurement of core renewable energy equipment: solar panels, inverters, energy storage batteries, controllers, hybrid system components, testing tools, and specialized installation machinery.
Vehicles	80,000	Field installation vehicles, maintenance/inspection vans, motorcycles for rapid site access, and fleet setup.

Furniture and Fittings	40,000	Office furniture, ICT systems, shelving for component storage, technician workstations, and equipment safety racks.
Pre Operational Expenses	110,000	Workforce development, certifications for engineers/technicians, marketing to government/NGOs, regulatory compliance, initial staffing, system design, project planning, and training programs.
Others (Working Capital + R&D + Contingency)	Working capital is 100,000 + USD 50,000 others (R&D + Contingency)	Working capital for logistics/customs, R&D on hybrid solutions and IoT-monitoring, and contingency for supply chain risks and emergency planning.

5-Year Financial Forecast (USD)

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue – Turn-Key Systems	1,000,000	1,800,000	2,600,000	3,500,000	4,500,000
Revenue – Components Distribution	3,000,000	4,500,000	6,000,000	7,500,000	9,000,000
Revenue – Services (Design/O&M)	100,000	150,000	250,000	350,000	500,000
Total Revenue	4,100,000	6,450,000	8,850,000	11,350,000	14,000,000
Cost of Goods Sold	2,870,000	4,500,000	6,150,000	7,850,000	9,700,000
Gross Profit	1,230,000	1,950,000	2,700,000	3,500,000	4,300,000
Operating Expenses – Payroll	180,000	250,000	340,000	450,000	600,000
Operating Expenses – Rent/Overheads	20,000	25,000	30,000	35,000	40,000
Operating Expenses – Marketing & Sales	40,000	60,000	80,000	100,000	120,000
Operating Expenses – Travel	40,000	50,000	70,000	90,000	120,000
Professional Fees	120,000	160,000	220,000	270,000	350,000
EBITDA	830,000	1,405,000	1,960,000	2,555,000	3,070,000

Assumptions:

- Gross margin improves gradually from 27% (Year 1) to ~31% (Year 5) due to procurement efficiency and economies of scale.
- Workforce scales with projects; marketing and travel expenses grow with market expansion.
- Project-based working capital managed via milestone billing to optimize cash flow.
- Financial plan integrates direct local investment, aligning with TIC's goals of economic growth, employment creation, and capacity building.

4.1 Sales Strategy of Greenlink ReGen Limited

Leveraging the extensive experience and reputation of our management team, **Greenlink ReGen Limited** is strategically positioned to identify and engage potential customers across its portfolio of renewable energy solutions. Our initial focus is on **turn-key solar PV systems, energy storage solutions, and related components**, targeting commercial, industrial, public, and off-grid clients in Tanzania. This strategy supports our longer-term goal of regional expansion into East African markets. While the majority of systems will fulfill pre-contracted projects, any surplus capacity will be marketed to capitalize on emerging opportunities across diverse sectors.

To effectively reach potential clients, Greenlink ReGen will collaborate with **installation partners, technical consultants, and industry brokers** who have established relationships within the energy sector. These partners provide access to a strong customer base and ensure that our solutions reach both large-scale institutional clients and distributed residential/SME markets. This approach maximizes efficiency, leverages existing networks, and accelerates market penetration.

4.2 Sales Forecast

Our sales forecast is based on the assumption that Greenlink ReGen Limited will supply high-value renewable energy systems and components suitable for commercial, industrial, and institutional clients. Demand is driven by rising energy costs, the need for reliable off-grid solutions, and government initiatives to expand electrification and promote sustainability. By diversifying revenue streams across **turn-key systems, component sales, and O&M services**, the company will reduce dependency on any single market segment and ensure sustainable growth and profitability.

4.3 Competitive Analysis

Competitors in Tanzania's renewable energy sector include both local and international suppliers of solar PV systems and components. Greenlink ReGen Limited differentiates itself through:

- **Comprehensive turn-key solutions**, including design, procurement, installation oversight, and lifecycle support.
- **Direct procurement from reputable global suppliers**, ensuring quality, reliability, and competitive pricing.
- **Strong partnerships with regulators, installation partners, and industry stakeholders**, enabling rapid deployment and compliance.
- **Commitment to sustainability, operational excellence, and technical innovation**, including hybrid and off-grid systems with storage.

4.4 Business Operations & Expansion Strategy

4.4.1 Operational Plan

- Head office in **Dar es Salaam**, with regional service centers for on-ground project management and support.
- Strong local workforce complemented by international technical expertise.
- Integration of **digital monitoring and IoT-enabled O&M platforms** for remote system management and performance optimization.

4.4.2 Expansion Strategy

Short-Term (1–2 years): Strengthen current operations in Tanzania, improve service delivery, and expand partnerships with installation contractors.

Mid-Term (3–5 years): Enter secondary cities, diversify solutions (e.g., mini-grids, solar water pumping, hybrid systems), and invest in R&D to support innovative system designs.

Long-Term (5+ years): Become the **leading provider of renewable energy solutions in East Africa**, known for quality, reliability, and sustainable impact.

5. Risk Management & Business Continuity

To ensure business resilience, **Greenlink ReGen Limited** implements a **Business Continuity Plan (BCP)** covering:

- **Risk Assessment & Business Impact Analysis** – identifying potential threats to operations, including supply chain disruptions, equipment failures, regulatory changes, and natural hazards, and assessing their potential impact on service delivery.
- **Backup Strategies & Data Security Measures** – maintaining secure backups of project designs, client information, and operational data, alongside robust cybersecurity protocols to protect digital monitoring and O&M platforms.
- **Regulatory Compliance & Emergency Response Plans** – ensuring all renewable energy systems and installations comply with local and regional regulations, and establishing clear procedures for emergency situations (e.g., system faults, grid outages, or on-site safety incidents).
- **Periodic Testing & Employee Training** – regularly testing contingency plans and training staff to respond effectively to operational interruptions or crises, minimizing downtime and preserving client trust.

5.1 Objectives

The principal objective of the Business Continuity Plan is to provide a **well-structured and clear framework** that enables rapid restoration of renewable energy operations and services, ensuring minimal disruption to clients and stakeholders.

Additional objectives include:

- Documenting key system and service recovery processes to maintain operational consistency.
- Conducting scheduled testing of recovery processes to ensure documentation remains up to date.
- Ensuring all employees understand their roles and responsibilities in the event of an incident.
- Verifying adherence to operational policies across all planned activities; and
- Establishing contingency arrangements that are **cost-effective, efficient, and scalable**, supporting business sustainability even under adverse conditions.

5.2 Risk Assessment & Business Impact Analysis (BIA)

5.2.1 Risk Categories

- **Natural Disasters:** Floods, fires, earthquakes, and pandemics that could disrupt project execution, on-site installations, or regional operations.
- **Technological Failures:** Solar system or energy storage component malfunctions, monitoring platform outages, cybersecurity threats, and data breaches affecting operational systems or client information.
- **Operational Disruptions:** Power outages, supply chain delays for imported equipment, transportation challenges, or partner installation interruptions that could affect project timelines.
- **Security Threats:** Theft, vandalism, or unauthorized access to solar installations, storage facilities, or regional service centers.

5.2.2 Business Impact Analysis

Each department within Greenlink ReGen Limited is required to assess **Recovery Time Objectives (RTOs)** and **Recovery Point Objectives (RPOs)** to determine acceptable downtime and potential data loss. This includes:

- Establishing critical system and service priorities for rapid restoration.
- Evaluating the impact of disruptions on project delivery, client operations, and revenue.
- Implementing mitigation strategies to minimize downtime and data loss.
- Ensuring coordination among all departments to maintain continuity of operations and client satisfaction.

5.2.3 Contact Details of Key Personnel

- Country Manager: Pepijn Steemers – pepijn@greenlink-regen.com
- Compliance & Performance Manager: Justus Hense– justus@greenlink-regen.com
- Administrative Senior Officer: Lawrence Rodgers– lawrence@greenlink-regen.com

5.3 Notification Procedure

Each party may escalate any reported problem if they are not satisfied with the progress of the conclusion of the fault, or if response and repair times have not been achieved.

Fault Escalation Stages	Incidence Response Team
Identification of the problem	Evans Kakai – Operations Manager evans@greenlink-regen.com
When the problem is not resolved within 2 hours	Tharun Jayraj – Project Manager: tharun@greenlink-regen.com
When the problem is not resolved within 3 hours	Justus Hense (Lead Engineer): justus@greenlink-regen.com

5.4 Plan Coverage and Distribution

Plan Coverage

The focus of this Business Continuity Plan is on the critical operational environments that support Greenlink ReGen Limited’s renewable energy systems and services. These environments include:

- Production Environment:** This environment supports the delivery, installation, and ongoing operation of turn-key solar PV systems, energy storage solutions, and monitoring platforms. Access is strictly restricted to members of the **Operations and Security teams** to ensure system integrity and service continuity.
- Staging Environment:** Used to test new procedures, system updates, or monitoring software before deployment to the production environment. This environment does **not store any customer operational data**. Access is granted to members of the **engineering team** for testing purposes, while changes are restricted to the **Operations team**. The staging environment supports **performance and security testing** that cannot safely be conducted on live systems.
- Testing Environment:** Dedicated to the active development of new solutions, such as updated solar system monitoring software, O&M platforms, or integration with hybrid

energy systems. Access and operational restrictions mirror those of the staging environment, ensuring security and stability while supporting innovation and R&D.

5.5 Plan Distribution

- The update process for the Business Continuity Plan (BCP) is structured and controlled to ensure accuracy and operational readiness. Whenever changes are made to the plan, they are **fully tested**, and any associated **procedures, processes, and training materials** are updated accordingly before notifying staff of the revisions.
- Copies of the BCP, along with all supporting documentation, are securely stored in **Greenlink ReGen Limited's SharePoint system**. Access is provided to authorized personnel only, ensuring that the latest version is always available to relevant teams while maintaining confidentiality and data security.

5.6 Backup Strategy and High Availability

- **5.6.1 Servers**
- **Physical Security:** Greenlink ReGen Limited's primary data servers are housed in a secure data center facility with **multi-layered access control, reinforced walls, and surveillance systems**. Only authorized personnel can access the facility. The infrastructure is engineered to be **concurrently maintainable**, minimizing downtime and ensuring reliable operations.
- **Power and Backups:** To maintain continuous uptime, the data center is equipped with **multiple power sources**, including:
 - Grid power
 - Backup generators
- **Cooling Services:** The facility manages climate control, fire suppression, and power systems. Air-cooled units maintain optimal server temperatures, and backup units are in place to prevent disruptions in case of individual unit failures.
- **Bandwidth and Uptime:** Continuous internet connectivity is provided through well-established service providers, ensuring uninterrupted access to monitoring platforms, remote O&M systems, and cloud-based services.

- **Backup Strategy:** Each primary server has a corresponding **cloud-based backup** to ensure data integrity and availability under all circumstances. This layered backup approach safeguards operational data and project information, ensuring continuity even in unforeseen events.
- **High Availability:** The primary servers, hosted locally with a vendor such as **Fasthub**, serve as the main data processing and storage infrastructure. The system is designed for **high availability, reliability, and scalability**, with advanced configurations for permissions, monitoring, alerts, and incident response. **Auto-scaling** is implemented to maximize uptime and ensure uninterrupted service delivery across all Greenlink ReGen operations.

5.7 Database

Database backup snapshots occur daily and are stored for 14 days in multiple regions. In the event that we need to roll back data, we can restore the database to a 'point in time', or a snapshot can be used to populate an entirely new database and data can be extracted from this as required.

5.8 Records Retention

Records relating to this Business Continuity Plan and its associated procedures must be maintained in accordance with **Tanzania's Data Retention Policy** or any other applicable local or country-specific regulations, whichever period is longer. This ensures that all operational, technical, and recovery documentation is available for compliance audits, risk assessments, and operational reviews.

5.9 Periodic Testing

Greenlink ReGen Limited conducts **periodic testing** of all critical systems, processes, and procedures on a **risk-based frequency**. The specific testing criteria and schedules are defined under the **Business Continuity Testing Policy**.

Testing may include, but is not limited to:

- Recovery and failover of production and backup servers.
- Functionality checks of cloud-based monitoring and O&M platforms.
- Validation of data backup integrity and restoration processes.
- Simulation of operational disruptions, including power failures, equipment outages, or supply chain interruptions.

Periodic testing ensures that all systems and processes remain effective, employees are familiar with their responsibilities, and the organization is prepared to respond efficiently to any incident or disruption.

5.10 Business Continuity Testing & Training

5.10.1 Periodic Testing

Greenlink ReGen Limited conducts systematic testing of its Business Continuity Plan (BCP) to ensure preparedness and operational resilience:

- **Quarterly:** Simulated business disruption exercises, including system outages, supply chain interruptions, and on-site operational incidents.
- **Annually:** Full-scale business continuity tests covering all critical departments, including engineering, operations, and customer support.
- **Unscheduled:** Random readiness assessments to evaluate the organization's ability to respond effectively to unforeseen incidents.

5.11 Employee Training

Greenlink ReGen Limited ensures that all employees are fully prepared to execute business continuity procedures:

- **Mandatory BCP Training** for all new employees during onboarding.
- **Annual refresher courses** for all staff to reinforce knowledge and operational readiness.
- **Specialized training** for key personnel, including Operations, Engineering, and IT teams, on disaster recovery protocols, system failover, and emergency response procedures.

5.12 Compliance & Regulatory Considerations

Greenlink ReGen Limited maintains strict adherence to all relevant local and regional regulations to ensure business continuity and legal compliance:

- Compliance with **Tanzania Investment Centre (TIC)** and other relevant regulatory bodies.
- Coordination with government agencies, regulatory authorities, and financial institutions for operational compliance and project approvals.
- **Regular internal audits** to verify adherence to business continuity policies, regulatory requirements, and operational standards.

5.13 Revision History

Name	Role	Date	Revision Summary
Lawrence Rodger	Administrative Senior Officer	10/03/2025	Document created
Justus Hense	Performance & Compliance Manager	12/03/2025	Reviews
Pepijn Steemers	Country Manager	14/03/2025	Final Edits




Name: Pepijn Friso Steemers