

Business Plan

Ezos Company Limited

Transportation & Logistics Services

Registration No.: 179 234251 (Tanzania)

Prepared for: Tanzania Investment Centre (TIC)

Date: JULY 2025

1. Executive Summary

Ezos Company Limited is a duly registered transportation and logistics company in Tanzania, operating under Registration Number 179 234251. The Company owns a fleet of vehicles and supplements operations by renting additional vehicles when required. To expand its operations, the Company has rented a godown in Bagamoyo, serving as a strategic storage and distribution facility. The Company now seeks to formalize its growth trajectory through the Tanzania Investment Centre (TIC) and apply for a Certificate of Incentives.

2. Vision, Mission

Vision

To be Tanzania's most reliable and efficient transportation and logistics partner.

Mission

To deliver timely, safe, and cost-effective logistics services.

3. Objectives

Objectives:

- I. Expand fleet capacity (owned + rented).
- II. Enhance warehousing through the Bagamoyo facility.
- III. Improve efficiency using fleet management systems.
- IV. Establish strategic partnerships with trade players.
- V. Qualify for TIC incentives to maximize reinvestment.

4. Services Offered

1. Transportation Services – Cargo movement within Tanzania.
2. Fleet Leasing/Management – Supplement with hired vehicles.
3. Warehousing & Storage – Bagamoyo facility.
4. Logistics Solutions – End-to-end supply chain support.

5. Market Analysis

Industry Overview

Tanzania's logistics and transportation industry plays a pivotal role in supporting key economic sectors such as trade, agriculture, construction, and manufacturing. The government's continued investment in infrastructure—including the expansion of the Central Corridor, Standard Gauge Railway (SGR), and the planned Bagamoyo Mega Port—signals a long-term growth trajectory for logistics service providers.

Bagamoyo is emerging as a strategic logistics hub due to its proximity to Dar es Salaam, access to major arterial highways, and positioning as a gateway for cargo moving to upcountry regions and neighboring landlocked countries such as Rwanda, Burundi, Uganda, and the Democratic Republic of Congo. Businesses are increasingly seeking modernized transport and storage solutions to reduce turnaround times, improve cargo handling efficiency, and ensure compliance with evolving regulatory and safety requirements.

The company primarily serves:

- **Importers and exporters** handling containerized, bulk, and break-bulk cargo.
- **Agricultural producers and traders**, particularly in grains, cash crops, and perishables requiring timely movement from rural zones to markets and ports.
- **Manufacturing and industrial companies** requiring consistent supply chain coordination for raw materials and finished goods.
- **Small and Medium Enterprises (SMEs)** seeking flexible logistics support without the high cost or complexity of owning transport or storage assets.

The demand for **reliable third-party logistics (3PL) providers** is growing as more businesses shift from in-house transport models to outsourcing for cost efficiency and operational focus.

Competitive Advantage

- **Flexible Fleet Model:** A blended system of owned and leased trucks allows the company to scale capacity according to contract demand without incurring excess idle assets.
- **Strategic Bagamoyo Base:** The facility's location allows quick access to Dar es Salaam Port while bypassing inner-city congestion—resulting in reduced lead times and lower fuel consumption.
- **Regulatory Compliance and Professional Standards:** Full licensing and adherence to safety, labor, and transport regulations provide confidence to international and corporate clients.
- **Reliability and Client-Focused Operations:** The company maintains timely delivery performance, transparent communication, and problem-solving responsiveness—qualities that are often lacking in informal market competitors

SWOT Analysis

Strengths

- Flexible fleet structure (owned + leased) ensuring scalability and cost control
- Strategic positioning in Bagamoyo near key trade routes
- Strong compliance record enhancing credibility with formal sector clients
- Ability to adapt quickly to client needs due to lean operational structure

Weaknesses

- Reliance on rental vehicles for peak demand may weaken bargaining power over leasing rates
- Limited warehousing automation or digital tracking tools compared to large competitors
- Brand awareness still developing, especially outside Coast and Dar es Salaam regions
- Working capital constraints may limit capacity to capture larger contracts

Opportunities

- Expected development of Bagamoyo Port will significantly increase cargo traffic
- Growing demand for last-mile delivery and regional distribution services
- Potential partnerships with agro-cooperatives, FMCG distributors, and NGOs
- Formalization of logistics industry increasing demand for compliant providers

Threats

- Fluctuating fuel prices and escalating maintenance costs affecting operational margins
- Increased competition from large transport groups expanding into Coast Region
- Policy or tax changes affecting transport licensing, axle-load limits, or warehousing standards
- Road infrastructure degradation or construction delays could impact efficiency

6. Operational Plan

Fleet: Owned + leased vehicles.

Godown Facility: Rented warehouse in Bagamoyo.

Technology: Fleet management & inventory tracking.

Human Resources: Drivers, warehouse staff, managers.

7. Management & Organization

Board of Directors

The company is governed by a Board of Directors composed of its founding shareholders. The Board provides strategic oversight, approves major investments, and ensures long-term sustainability. Their collective expertise spans logistics, law, finance, and public administration, enabling balanced decision-making and structured governance.

Management Team

Position	Key Responsibilities
Managing Director	Provides overall leadership and strategic direction. Oversees business development, key client relations, and expansion planning. Responsible for stakeholder engagement and corporate governance.
Operations Manager	Manages daily fleet and warehouse operations. Coordinates dispatch scheduling, driver supervision, route planning, and timely delivery performance. Ensures compliance with safety and maintenance standards.
Finance & Compliance Officer	Handles budgeting, accounting, invoicing, and financial reporting. Manages statutory compliance including tax filings, insurance, licensing, and contract documentation. Oversees internal controls and risk management.
Warehouse Supervisor	Oversees storage operations at the Bagamoyo facility. Manages loading/unloading, inventory control, and cargo safety. Coordinates with operations staff to ensure seamless turnaround between inbound and outbound consignments.

Human Resources & Support Staff

In addition to the core management structure, the company engages:

- **Drivers and Assistants** trained in cargo handling and road safety protocols
- **Mechanics and Maintenance Technicians** (in-house or outsourced) for vehicle servicing
- **Administrative Assistants** supporting documentation, client communication, and scheduling

8. Investment & Financial Plan

Capital Requirement: USD 600,000 for fleet, warehousing, and operations.

Financial Plan

➤ Startup Capital & Funding

- **Total Shareholder Equity:** USD 600,000 = **TZS 1,500,000,000**
- Foreign Partner Contribution (92%): TZS 1,380,000,000
- Local Partner Contribution (8%): TZS 120,000,000
- **Planned Bank Loan:** TZS 40,000,000
- **Total Initial Funding: TZS 1,540,000,000**

➤ Use of Funds (Initial Capital Expenditure)

- Purchase of 4 x 10-Ton Trucks: TZS 1,200,000,000
- Purchase of 2x 28-Seater Coaster Buses: TZS 220,000,000
- Office Equipment & Furniture: TZS 50,000,000
- Vehicle Registration, Insurance & Licenses: TZS 30,000,000
- **Remaining Cash for Operations:** TZS 40,000,000

EZOS COMPANY LIMITED BALANCE SHEET As at 31ST JULY, 2025

ASSETS	TZS
NON-CURRENT ASSETS	
Building	750,000,000
Vehicles	1,420,000,000
Office Equipment	50,000,000
Total Non-Current Assets	2,220,000,000
CURRENT ASSETS	
Cash and Cash Equivalents	285,000,000
Prepaid Expenses	40,000,000
Other Current Assets	35,000,000
Total Current Assets	360,000,000
TOTAL ASSETS	2,580,000,000
EQUITY AND LIABILITIES	
TZS	
SHAREHOLDERS' EQUITY	
Share Capital - Foreign Partner (92%)	1,380,000,000
Share Capital - Local Partner (8%)	120,000,000
Retained Earnings (8 months)	140,000,000
Total Shareholders' Equity	1,640,000,000
LIABILITIES	
NON-CURRENT LIABILITIES	
Long-Term Loan	40,000,000
CURRENT LIABILITIES	
Accounts Payable	100,000,000
Total Liabilities	140,000,000
TOTAL EQUITY AND LIABILITIES	2,580,000,000

EZOS COMPANY LIMITED TRIAL BALANCE As at 31ST JULY, 2025

Account Name	Debit (TZS)	Credit (TZS)
ASSETS		
Cash and Cash Equivalents	285,000,000	
Building	750,000,000	
Vehicles	1,420,000,000	
Office Equipment	50,000,000	
Prepaid Expenses	40,000,000	
Other Current Assets	35,000,000	
LIABILITIES		
Long-Term Loan		40,000,000
Accounts Payable		100,000,000
EQUITY		
Share Capital - Foreign Partner		1,380,000,000
Share Capital - Local Partner		120,000,000
Retained Earnings		140,000,000
TOTALS	2,580,000,000	2,580,000,000

9. Incentives Sought from TIC

1. Import duty & VAT exemptions.
2. Work & local permits support.
3. Land facilitation for permanent facilities.

10. Risk Analysis & Mitigation

Fleet Risks: Routine maintenance & leasing.

Market Risks: Reliability & godown advantage.

Financial Risks: TIC incentives & reinvestment.

Regulatory Risks: Compliance with TRA, TIC, BRELA.

11. Conclusion

Ezos Company Limited is positioned to expand transportation and logistics operations in Tanzania.

With TIC incentives, the Company will create jobs, reduce costs, and strengthen Tanzania's trade and economic growth.