

**TANZANIA HIGH-TECHN SMARTCHEMISTRY COMPANY**

---

**COMPANY BUSINESS PLAN**

---

**JUNE, 2025**

**TANZANIA HIGH-TECH SMART CHEMISTRY COMPANY LIMITED**

**COMPANY BUSINESS PLAN**

**Physical Address**

**Head Office** in Songea, Ruvuma Region; a **Sub-Office** in Mabibo, Ubungo District, Dar es Salaam (Plot 014A/18, Block 10, Postal Code 16109); and its **Factory** located at Plot 197, Block A, Zegereni Industrial Area, Kibaha, Pwani Region (P.O. Box 14122).

## TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	vi
CHAPTER ONE.....	1
1.0 Introduction.....	1
1.1 Company Summary.....	1
1.2 Vision, Mission and Objectives.....	1
1.2.1 Vision.....	1
1.2.2 Mission.....	1
1.2.3 Objectives.....	1
1.2.4 Core Values.....	1
1.3 Legal Form of the Company.....	1
1.4 Products and Services.....	2
1.4 Owners Background.....	2
1.5 Location and Geographic Area.....	2
CHAPTER TWO.....	3
2.0 MARKET ASSESSMENT.....	3
2.1 Industrial Analysis.....	3
2.2 Market Analysis.....	3
2.2.1 Fertilizer Segment.....	3
2.2.2 Explosives Segment.....	3
2.2.3 Export Potential.....	4
2.3 Customer Analysis.....	4
2.3.1 Agricultural Distributors and Cooperatives.....	4
2.3.2 Mining Corporations.....	4
2.3.3 Government Procurement Units.....	4
2.3.4 Exporters and International Traders.....	4
2.3.5 Competition Analysis.....	4
2.3.6 Customer Analysis.....	6
2.3.7 Company Analysis: SWOC.....	7
2.3.8 Strategic Issues - Priority Areas.....	7
CHAPTER THREE.....	9

3.0 MARKETING PLAN .....	9
3.1 Targeted Market Segments .....	9
3.2 Marketing Plan Objectives .....	9
3.3 Products and Services Offered .....	9
3.4 Competitive Edge .....	10
3.5 Pricing Strategy .....	10
3.6 Place and Distribution Channels .....	11
3.7 People .....	11
3.8 Process .....	12
3.9 Physical Evidence .....	12
3.10 Customer Care and Feedback .....	12
3.11 Pricing Strategy .....	13
3.12 Place and Distribution Channels .....	13
3.13 Promotion .....	14
3.14 People .....	14
3.15 Process .....	14
3.16 Physical Evidence .....	15
3.17 Customer Care and Feedback .....	15
3.18 Products and Services Offered .....	16
3.19 Competitive Edge .....	16
3.20 Pricing Strategy .....	17
3.21 Place and Distribution Channels .....	17
3.22 Promotion .....	18
3.23 People .....	18
3.24 Process .....	19
3.25 Physical Evidence .....	19
3.26 Customer Care and Feedback .....	20
CHAPTER FOUR .....	21
4.0 OPERATIONS PLAN .....	21
4.1 Equipment .....	21
4.2 Key Operations .....	21
4.3 Quality Management .....	22

4.4 Utilities and Services.....	22
4.5 Key Operational Issues.....	22
4.4.1 Key Operations .....	23
4.4.2 Quality Management .....	23
4.4.3 Utilities and Services .....	23
4.4.4 Key Operational Issues.....	23
CHAPTER FIVE .....	24
5.0 MANAGEMENT AND ORGANIZATIONAL PLAN.....	24
Organizational Structure.....	24
5.1.1 CEO/General Manager .....	24
5.1.2 Chief Financial Officer .....	24
5.1.3 Sales and Marketing Lead .....	24
5.1.4 Operations Manager .....	24
5.2 Business Oversight.....	24
5.3 Record Keeping.....	25
5.4 Financial Management .....	25
CHAPTER SIX.....	26
6.0 DETAILED FINANCIAL PLAN & COSTING.....	26
6.1 Start-Up Capital Requirement.....	26
6.1.1 Capital Investment Requirements (TZS).....	26
6.2 Revenue Projections (in TZS).....	26
6.2.1 Projected Product Sales (Annual).....	26
6.3 Cost Structure (Annual) .....	26
6.4 Gross Profit and Net Income.....	27
6.5 Cash Flow Projections (Annual Summary).....	27
6.6 Financial Ratios (End of Year 5).....	27
6.7 Sources of Funding.....	27
6.8 Collateral for Debt Financing.....	27
6.9 Risk Mitigation Measures .....	28

## LIST OF ABBREVIATIONS

<b>Abbreviation</b>	<b>Meaning</b>
THTSC	Tanzania High-Tech Smart Chemistry Company Limited
ANFO	Ammonium Nitrate Fuel Oil (a type of industrial explosive)
TNT	Trinitrotoluene (a high-explosive compound)
LNG	Liquefied Natural Gas
EAC	East African Community
SADC	Southern African Development Community
CoGS	Cost of Goods Sold
CSR	Corporate Social Responsibility
ERP	Enterprise Resource Planning
QA/QC	Quality Assurance / Quality Control
HSE	Health, Safety, and Environment
ISO	International Organization for Standardization
SOPs	Standard Operating Procedures
TPM	Total Productive Maintenance
SCADA	Supervisory Control and Data Acquisition
DCS	Distributed Control System
FYDP	Five Year Development Plan
CRM	Customer Relationship Management
NEMC	National Environment Management Council
VAT	Value Added Tax
TZS	Tanzanian Shilling
VETA	Vocational Education and Training Authority (Tanzania)
CRM	Customer Relationship Management

## **EXECUTIVE SUMMARY**

Tanzania High-Tech Smart Chemistry Company Limited (THTSC), a subsidiary of China's Jinyimeng Group Limited, is initiating a transformative industrial project in Songea, Ruvuma Region, Tanzania. This investment will see the construction and operation of a state-of-the-art manufacturing facility with the capacity to produce 504,500 tons of urea and 304,500 tons of industrial explosives (including ANFO, emulsion, and TNT) annually. The estimated total capital investment for this undertaking is TZS 2.7 trillion.

The project directly responds to Tanzania's significant dependency on imports for fertilizer and explosives—critical inputs for agriculture and mining, respectively. With agriculture accounting for over 25% of GDP and mining rapidly growing, domestic production of these commodities will stabilize supply chains, reduce costs, and enhance national productivity. THTSC's operation will not only meet domestic demand but also create export opportunities within the East African Community (EAC) and Southern African Development Community (SADC) regions.

The initiative aligns with national strategic frameworks such as Vision 2025, the Third Five Year Development Plan (FYDP III), and the Investment Act of 2022 (Revised Edition), all of which emphasize industrialization and value addition. THTSC will capitalize on policy incentives including tax holidays, land access, and infrastructure support to implement this high-impact industrial development.

Beyond production, the company plans to develop a suite of integrated industrial parks—including a Smart Chemical Industrial Park, Biomedical Park, and Cassava Deep Processing Park—across regions such as Lindi and Dar es Salaam. These future ventures will further contribute to job creation, import substitution, industrial diversification, and technology transfer.

This flagship investment will generate over 1,000 direct jobs in its first phase, create capacity-building opportunities for Tanzanian graduates, and serve as a blueprint for international collaboration under the Belt and Road Initiative. In addition to operational gains, THTSC's presence is expected to influence policy formulation in chemical industry standards, safety protocols, and technical training institutions.

## CHAPTER ONE

### 1.0 Introduction

#### 1.1 Company Summary

Tanzania High-Tech Smart Chemistry Company Limited (THTSC) is a Tanzanian-registered limited liability company established to manage and operate high-tech chemical production facilities. It represents the strategic expansion of Jinyimeng Group into East Africa. The company's mandate includes the production of fertilizers, explosives, and future high-tech and bio-industrial products.

#### 1.2 Vision, Mission and Objectives

##### 1.2.1 Vision

To be a leading African hub for smart chemistry and industrial solutions by 2030.

##### 1.2.2 Mission

To advance Tanzania's industrial and agricultural transformation by producing high-quality urea fertilizers and industrial explosives locally, leveraging global technology and strategic partnerships.

##### 1.2.3 Objectives

- Establish a full-capacity production facility by 2026.
- Meet 100% of Tanzania's urea demand domestically.
- Replace over 80% of imported industrial explosives within 3 years.
- Expand to smart industrial parks across Tanzania by 2030.

##### 1.2.4 Core Values

- Innovation and Technology
- Environmental Sustainability
- Operational Excellence
- Stakeholder Collaboration
- Integrity and Transparency

#### 1.3 Legal Form of the Company

Registered as a Limited Liability Company under Tanzanian laws. Registration Address indicates that the company operates from three locations. The **Head Office** is located in Songea, Ruvuma Region, serving as the company's main administrative and strategic center. The **Sub-Office** is based in Mabibo Ward, Ubungo District, Dar es Salaam, at Plot No. 014A/18, Block 10, along Mabibo Road, with postal code 16109. Additionally, the company's **Factory and Production Facility** is situated at Plot No. 197, Block A, in the Zegereni Industrial Area, Kibaha District, Pwani Region, with postal address P.O. Box 14122

#### 1.4 Products and Services

- **Fertilizers:** Urea (504,500 tons/year)
- **Explosives:** ANFO, Emulsion, TNT (304,500 tons/year)
- **Future Diversification:** LNG, methanol, biomedical products, cassava-based ethanol, paper, new energy solutions

#### 1.4 Owners Background

NO	NAMES	POSITION	NATIONALITY
1	ZHANG LISHENG	DIRECTOR	CHINESE
2	ZHANG CHAO	DIRECTOR	CHINESE
3	SU ZHOU	DIRECTOR	CHINESE

#### 1.5 Location and Geographic Area

The production plant will be located in Songea, Ruvuma Region, a strategic area rich in natural resources such as coal, salt, and water, all essential for fertilizer and explosives production. The location offers proximity to key mining operations and agricultural hubs. The area benefits from existing road networks and is accessible via Mtwara and Dar es Salaam ports. THTSC plans to establish satellite facilities in Lindi and Dar es Salaam for future diversification into biomedical and cassava-processing sectors. Additionally, the area has potential for renewable energy integration due to solar and wind availability. The region provides strategic proximity to raw materials (coal, salt, and water), and future expansion is anticipated in Lindi and Dar es Salaam.

## CHAPTER TWO

### 2.0 MARKET ASSESSMENT

#### 2.1 Industrial Analysis

Tanzania's industrial landscape presents both an urgent need and a ripe opportunity for chemical manufacturing, particularly in urea and industrial explosives. The country's agriculture-based economy requires substantial fertilizer inputs, but currently, local production cannot meet demand. According to the Ministry of Agriculture (2024), Tanzania imports more than 400,000 tons of urea annually, contributing to high costs and delayed supply for farmers. Additionally, with fertilizer subsidies increasing, demand is projected to grow by at least 30% annually.

The mining sector, a significant contributor to the national GDP, also faces a shortage of domestically produced explosives. Currently, over 200,000 tons of industrial explosives are imported, which leads to increased operational costs for mining firms due to high import taxes, storage requirements, and transport logistics. The government's aim to reduce reliance on imports through industrialization offers a direct incentive for local chemical manufacturing.

Furthermore, the Tanzanian Investment Act (2022 Revised Edition) provides considerable tax holidays, land acquisition incentives, and infrastructure support to investors in key sectors such as agriculture and mining inputs manufacturing, creating an ideal environment for Tanzania High-Tech Smart Chemistry Company Limited to thrive.

#### 2.2 Market Analysis

The market for urea and explosives in Tanzania is well-established but largely dependent on imports. This leaves room for domestic players to fulfill local and regional demand while reducing costs.

##### 2.2.1 Fertilizer Segment

- Annual local demand exceeds 600,000 tons.
- Urea represents over 70% of all nitrogen-based fertilizers used.
- Government subsidies make fertilizers accessible but depend on stable supply chains.

##### 2.2.2 Explosives Segment

- High-volume consumers include gold, diamond, and rare earth mineral mines.
- Over 200,000 tons of explosives are imported annually, mostly from South Africa and Asia.
- The demand is expected to grow with exploration in central and southern Tanzania.

### **2.2.3 Export Potential**

- Surplus production can be exported to East African Community (EAC) and Southern African Development Community (SADC) countries.
- Existing port and logistics infrastructure in Dar es Salaam enables efficient regional distribution.

## **2.3 Customer Analysis**

Tanzania High-Tech Smart Chemistry Company Limited identifies three primary customer segments:

### **2.3.1 Agricultural Distributors and Cooperatives**

- These clients purchase fertilizers in bulk to supply smallholder and commercial farmers.
- They benefit from government subsidies and need consistent, affordable supply.

### **2.3.2 Mining Corporations**

- Both small and large-scale miners require steady access to industrial explosives.
- Reliability and safety standards are crucial for this customer base.

### **2.3.3 Government Procurement Units**

- Government tenders represent a significant opportunity for supplying urea for national food security programs.
- The company's production will contribute to national reserves and strategic stockpiling.

### **2.3.4 Exporters and International Traders**

- As the plant reaches full capacity, surplus products will be sold regionally through partnerships with logistics firms and trade agents.

### **2.3.5 Competition Analysis**

Current competition in Tanzania's fertilizer and explosives market is minimal in terms of local manufacturing. Most players in the market are heavily dependent on imports, which introduces significant vulnerabilities including global price volatility, shipping delays, and international trade risks. This has created a clear gap that Tanzania High-Tech Smart Chemistry Company Limited (THTSC) is poised to fill.

- **Fertilizer Competitions:**

- **Yara Tanzania:** A major multinational player involved in the import and distribution of fertilizers. While it holds significant market share, it relies entirely on imports, making it vulnerable to forex fluctuations and delays.

- **Export Trading Group (ETG):** Operates blending plants but lacks backward integration, relying on imported materials and providing limited scope for price competitiveness.
- **Other Local Blenders:** There are smaller players involved in bulk blending, but they cannot manufacture urea from raw materials and are limited in scale and capacity.
- **Explosives Completions:**
  - **Orica and AEL (African Explosives Limited):** Multinational giants with strong footprints in the African mining industry. Their operations in Tanzania are limited to distribution; production is done in South Africa and other countries, increasing their cost base.
  - **Local Importers:** Several Tanzanian firms act as agents or importers, focusing primarily on warehousing and reselling with minimal value addition.
- **THTSC's Advantage over these Competitors**
  - **Proximity to Raw Materials:** Direct access to coal, water, and salt ensures uninterrupted and cost-effective production.
  - **In-Country Production:** Enables real-time responsiveness, stable pricing, and quicker fulfillment compared to importers.
  - **Vertical Integration:** Full control of the supply chain from sourcing to delivery allows for competitive pricing and consistent quality.
  - **Government Support:** Enjoys investment incentives such as tax exemptions, infrastructure support, and fast-tracked licensing.
  - **Client Customization:** Ability to formulate explosives and fertilizers tailored to specific customer requirements.
  - **Scalability:** Designed for large-volume production, allowing THTSC to meet not only domestic but also regional demand
- **Market Conditions Reinforcing Competitive Edge:**
  - **Urea Segment:** Supported by government subsidies; the agricultural sector is growing rapidly, boosting demand.
  - **Explosives Segment:** Expansion in the mining sector, particularly in gold, lithium, and rare earths, is driving demand for reliable and affordable explosive supplies.
  - **Strategic Location:** Songea's position allows for optimized transport logistics to southern mines and access to Dar es Salaam port for exports.

This is to say, while competitors dominate the importation market, they lack THTSC's structural advantages in production, location, scale, and policy support. These differentiators position THTSC as a market disruptor with long-term strategic and operational superiority. The majority of products are imported by distributors, making the supply chain vulnerable to global price fluctuations, geopolitical tensions, and long logistics chains.

### 2.3.6 Customer Analysis

THTSC targets four key customer segments:

- **Agricultural Sector (Farmers, Distributors, Cooperatives)**
  - Require affordable, high-quality fertilizer with reliable delivery.
  - THTSC offers localized production, seasonal supply contracts, and training support.
  - Aligned with government input subsidy programs (e.g., NAIVS).
- **Mining Sector (Large and Medium Mining Firms)**
  - Demand bulk explosives with strict safety and logistics compliance.
  - THTSC provides in-country production of ANFO, emulsion, and TNT, plus technical advisory.
  - Ideal partner for cost-effective, timely, and compliant supply.
- **Government Agencies**
  - Ministries and public institutions procuring for national agriculture and defense.
  - THTSC meets regulatory requirements and offers scalable, audited supply with rapid delivery.
- **Regional Exporters & International Traders**
  - Looking for duty-free, high-volume exports of fertilizer and explosives.
  - THTSC leverages port access and EAC/SADC trade incentives to offer competitive exports.

**THTSC's customer advantage** lies in reliable domestic production, strategic logistics, product customization, and government alignment, ensuring value and resilience across sectors.

### 2.3.7 Company Analysis: SWOC

STRENGTH	WEAKNESS
World-class production technology with high automation and efficiency.	High initial capital investment required for infrastructure, plant, and machinery.
Strong financial and technical backing from Jinyimeng Group.	Limited local technical expertise in chemical and explosive manufacturing.
Access to cutting-edge R&D and international patents.	Dependence on Chinese expatriate labor in early stages.
Favorable government policy support and investment incentives.	Potential delays in obtaining necessary permits and licenses.
Integrated supply chain and control over raw materials (coal, salt).	Transporting large machinery and materials to remote project sites may be logistically challenging.
OPPORTUNITY	CHALLENGE
Government support for industrialization and import substitution.	Complex investment environment requiring coordination across multiple government departments.
Expanding markets in East and Southern Africa for both urea and explosives.	Risks associated with political and regulatory changes.
Local job creation and skills development enhancing community support.	Need for substantial investment in training and safety systems.
Future diversification into LNG, pharmaceuticals, and agro-processing.	Global market volatility in raw material prices affecting input costs.
Export potential due to port access and regional trade agreements (EAC, SADC).	Environmental compliance and social license to operate requiring ongoing engagement and monitoring.

### 2.3.8 Strategic Issues - Priority Areas

To ensure the successful implementation and sustainability of the project, the following strategic issues are identified as priority areas:

- **Land Acquisition and Development:** Secure over 5,045 acres of strategically located industrial land in Songea, with clear legal ownership and support infrastructure. This land must support factory construction, storage areas, housing, and future expansion phases such as the Smart Chemical Industrial Park.
- **Government Approvals and Regulatory Compliance:** Expedite the issuance of all necessary licenses and permits, including environmental impact assessments, construction approvals, and product certifications. Fast-track customs clearances for imported machinery and raw materials to prevent project delays.

- **Human Resource Development:** Develop and implement a comprehensive workforce localization strategy. This includes identifying technical skill gaps, creating partnerships with vocational institutions, and establishing a training and mentorship pipeline to gradually replace expatriates with Tanzanian professionals.
- **Infrastructure and Utilities Readiness:** Collaborate with local and national authorities to ensure timely construction of access roads, power substations, water pipelines, and communication infrastructure necessary to support industrial operations.
- **Stakeholder Engagement and Social License:** Conduct regular consultations with local communities, regional authorities, and national stakeholders to foster a positive business environment. Develop Corporate Social Responsibility (CSR) initiatives focused on education, healthcare, and local development.
- **Logistics and Supply Chain Optimization:** Design efficient supply chain models for raw materials, finished goods, and export routes. Address potential bottlenecks in transport and storage, including partnerships with logistics providers.
- **Environmental Sustainability and Compliance:** Ensure environmental compliance through sustainable production practices, waste treatment systems, and renewable energy integration. Obtain required environmental certifications and engage in continuous improvement.
- **Financial Planning and Risk Mitigation:** Secure sufficient start-up and working capital, while establishing robust risk management practices to address currency fluctuations, supply disruptions, and operational uncertainties.
- **Policy Advocacy and Sector Alignment:** Work closely with the Tanzanian government to ensure that national policies continue to support industrialization, import substitution, and investor protections. Engage in policy dialogues that shape future regulatory landscapes.

## CHAPTER THREE

### 3.0 MARKETING PLAN

#### 3.1 Targeted Market Segments

THTSC targets a diversified customer base to ensure market resilience and growth:

- **Agricultural Supply Chains:** Including national and regional cooperatives, NGOs, large commercial farms, and input distributors.
- **Industrial Mining Operations:** Especially companies involved in gold, diamond, nickel, and rare earth mining.
- **Export Markets:** Countries in the East African Community (EAC) and the Southern African Development Community (SADC) seeking alternatives to high-cost imports.
- **Government Agencies:** Including ministries responsible for agriculture, defense, and mining, with consistent procurement needs.
- **Development Projects:** International donor-funded programs that require large-scale and timely supply of fertilizers or industrial chemicals.

#### 3.2 Marketing Plan Objectives

THTSC's marketing strategy is designed to secure early market dominance and long-term brand loyalty:

- Build a strong presence in the Tanzanian fertilizer and explosives market by capturing 60% market share in 2 years.
- Establish formal supply contracts with at least 5 major mining and agricultural distributors by the end of year 1.
- Penetrate at least 3 export markets in the region by year 4.
- Position THTSC as the most reliable and technologically advanced chemical manufacturer in East Africa.
- Promote sustainability and safety as key pillars of our customer value proposition.

#### 3.3 Products and Services Offered

THTSC delivers an integrated portfolio of high-quality, industry-grade products and services tailored to the agricultural and mining sectors:

- **Granulated Urea Fertilizer:** Uniformly granulated to enhance ease of application and maximize nitrogen efficiency for crops.

- **Industrial Explosives:** Including ANFO for blasting applications, emulsion explosives for high-density mining, and TNT for precision demolition, all manufactured under strict safety protocols.
- **Custom Formulations:** Ability to customize explosive formulations and urea blends for client-specific technical requirements.
- **Technical Advisory Services:** Expert-led consulting for safe handling, application methods, equipment calibration, and compliance training.
- **Bulk Delivery Logistics:** End-to-end transport solutions for large-scale clients, including loading, transit tracking, and offloading support.
- **After-Sales Support:** Technical troubleshooting, maintenance support for client systems, and periodic field visits.
- **Research & Co-Development:** Joint development of new chemical products with strategic clients or institutions.

### 3.4 Competitive Edge

THTSC's competitive position is reinforced by several structural and operational strengths:

- **In-Country Production:** Eliminates delays and high costs associated with international shipping and customs.
- **Parent Company Expertise:** Leverages Jinyimeng Group's five decades of global chemical industry leadership.
- **Advanced Production Infrastructure:** Fully automated systems, world-class environmental controls, and high output capacity.
- **Strategic Raw Material Access:** Secure upstream supply of coal, water, and salt—ensuring uninterrupted production.
- **Integrated Support Services:** Unmatched technical, logistical, and consulting support packaged with every transaction.
- **Market Entry Protection:** Preferential government policy discouraging competitors through import tariffs and licensing restrictions.

### 3.5 Pricing Strategy

THTSC applies a dynamic and strategic pricing framework aligned to client needs, industry norms, and market dynamics:

- **Cost-Plus Model:** Pricing starts with actual cost of goods sold (CoGS) plus a markup that accommodates strategic investments.

- **Bulk Purchase Discounts:** Structured tiers offering reduced pricing for higher-volume purchases and multi-season agreements.
- **Subsidy-Compatible Pricing:** Special pricing models that align with national subsidy schemes for fertilizers.
- **Flexible Contract Pricing:** Fixed-price or indexed contract options based on raw material price fluctuations or inflation projections.
- **Incentives for Repeat Clients:** Loyalty pricing packages, credit terms, and promotional rebates.

### 3.6 Place and Distribution Channels

THTSC employs a robust, hybrid distribution model that enables rapid, efficient, and wide-reaching market access:

- **Centralized Plant Dispatch:** All goods are dispatched from the Songea production facility through a digital inventory tracking system.
- **Regional Warehouses and Depots:** Key locations in Dodoma, Mwanza, and Mbeya serve as intermediaries to clients.
- **Dedicated Transport Fleet:** Trucks equipped with GPS and climate control to manage time-sensitive and hazardous goods.
- **Port-Based Export Infrastructure:** Close integration with Dar es Salaam port logistics, bonded warehouses, and clearing agents.
- **Digital Order System:** Online B2B portal allowing clients to place orders, track shipments, and manage invoices.

### 3.7 People

Our people strategy emphasizes knowledge, localization, safety, and innovation:

- **Multinational Expertise:** Core team includes engineers, chemists, safety officers, agronomists, and logistics professionals.
- **Human Capital Development:** Apprenticeships, scholarships, and certifications with Tanzanian universities and technical colleges.
- **Safety-Centered Culture:** All employees undergo routine HSE training aligned to global best practices.
- **Equal Opportunity Employer:** Inclusive hiring policies and programs to support gender equality and diversity in technical roles.
- **Performance Management:** SMART KPIs, annual reviews, and structured career advancement pathways.

### 3.8 Process

Each THTSC production line is designed to optimize productivity, quality, and safety:

- **Urea Process Flow:** Coal gasification → Ammonia synthesis → Urea conversion → Granulation → Packaging.
- **Explosives Flow:** Ammonium nitrate purification → Mixing with fuels/emulsifiers → Sensitization → Quality testing → Packaging.
- **Compliance Gateways:** Environmental impact checks, emissions testing, and effluent monitoring embedded at each stage.
- **Traceability:** Each product batch is tagged with digital IDs for origin tracking and recall management.
- **Redundancy Planning:** Backup systems in power, process controls, and raw material sourcing.

### 3.9 Physical Evidence

THTSC demonstrates its value through tangible infrastructure, branding, and customer-facing tools:

- **Production Complex:** 500+ acre facility with world-class buildings, storage silos, and safety zones.
- **Digital Interfaces:** Branded client dashboard for live updates on orders, invoices, and delivery ETAs.
- **On-Site Facilities:** Quality testing labs, training rooms, and safety control centers for client and stakeholder tours.
- **Branded Materials:** Uniforms, equipment, packaging, and transport vehicles visibly reflect the brand.
- **Certifications:** Display of ISO and government regulatory compliance certificates at all client-facing points.

### 3.10 Customer Care and Feedback

We prioritize service excellence with a proactive and personalized approach:

- **Multi-Channel Access:** Support via phone, email, WhatsApp, online portal, and in-person consultations.
- **Service SLAs:** Time-bound resolutions to inquiries and issues with internal escalation pathways.

- **Client Onboarding:** Walkthrough of safety practices, product specifications, and delivery schedules.
- **Satisfaction Surveys:** Distributed semi-annually with analytics used to improve internal SOPs.
- **Complaint Resolution Team:** Special unit to investigate, resolve, and log client concerns with root-cause analysis.
- **Technical Hotline:** Immediate access to engineers and product specialists for field support.  
THTSC's differentiation is based on strategic advantages that translate into tangible client benefits:
- **Vertical Integration:** Direct access to raw materials reduces costs and ensures consistent supply.
- **Strategic Location:** Proximity to key clients and export infrastructure.
- **Advanced Technology:** Use of patented production techniques and high-quality control systems.
- **Government Support:** Tax incentives, land access, and regulatory facilitation.
- **Speed to Market:** Faster lead times compared to import-dependent rivals.

### 3.11 Pricing Strategy

Pricing is structured to maximize competitiveness without compromising quality:

- **Cost-Plus Pricing:** Flexible markup applied to cover operational costs and profit margin.
- **Tiered Pricing:** Discounts for high-volume purchases and long-term contracts.
- **Subsidy Alignment:** Structured pricing to support government-subsidized agricultural programs.
- **Promotional Offers:** Introductory discounts for new clients and seasonal promotions.

### 3.12 Place and Distribution Channels

THTSC will use a hub-and-spoke distribution model. The main hub in Songea will manage production and bulk storage. Spokes include regional distribution centers in Dodoma, Mbeya, Mwanza, and Arusha. A dedicated logistics fleet will handle transport to wholesalers, cooperatives, and mines. Export logistics will be managed via partnerships with bonded warehouses and port-based logistics operators in Dar es Salaam. This network ensures efficiency, traceability, and speed across the value chain. Efficient and responsive distribution is key to customer satisfaction:

- **Direct Sales:** Through in-house sales team and client account managers.
- **Regional Warehouses:** Satellite depots in Dodoma, Mbeya, and Mwanza.
- **Transport Fleet:** Company-owned vehicles to ensure timely and secure delivery.
- **Export Coordination:** Partnerships with freight forwarders and clearance agents at Dar es Salaam Port.

### 3.13 Promotion

THTSC employs a multi-channel promotional strategy:

- **Industry Events:** Participation in agricultural and mining expos.
- **Media Campaigns:** Television, radio, and social media awareness programs.
- **Client Education:** Training seminars, demo days, and safety workshops.
- **Partnerships:** Collaborations with government agencies and NGOs for joint outreach.

### 3.14 People

THTSC values people as its most important asset. The company employs a mix of international experts and Tanzanian professionals across production, safety, finance, R&D, logistics, and sales. A Talent Development Program will be launched to promote localization through mentorship and vocational training. Human Resources will establish a performance-based incentive system, continuous learning paths, and a safe, inclusive workplace culture. Employee retention will be enhanced through career progression tracks, housing, and health benefits. Human capital is at the core of our service delivery.

- **Multidisciplinary Teams:** Engineers, agronomists, marketing specialists, and safety officers.
- **Localization Program:** Training and promoting Tanzanian staff into key roles.
- **Incentives:** Competitive compensation and performance-based bonuses.

### 3.15 Process

Production processes at THTSC follow international quality and environmental standards. The manufacturing of urea and explosives involves multi-stage operations, starting from raw material conversion to final granulation or blending. Each stage is monitored by automated SCADA systems and managed through SOPs. Quality Assurance teams ensure compliance with ISO and environmental regulations. Continual improvement methods such as Six Sigma and Kaizen will be implemented to optimize performance and minimize waste. Efficient and quality-assured processes enhance customer trust:

- **Process Automation:** Reduces errors and ensures uniform quality.

- **Environmental Management:** Waste treatment and emission control systems in place.
- **Continual Improvement:** Regular process audits and client feedback integration.

### 3.16 Physical Evidence

The company's physical infrastructure will reflect its operational scale and brand identity. This includes a modern manufacturing complex in Songea, equipped with high-tech laboratories, automated production lines, and secure storage facilities. Visible branding on packaging, vehicle fleets, and distribution centers reinforces corporate presence. Client-facing touchpoints such as a digital customer portal, mobile apps, and interactive kiosks at regional offices enhance the customer experience and affirm operational transparency. THTSC's physical presence reinforces credibility:

- **Modern Production Facility:** Fully equipped and ISO-certified plant in Songea.
- **Branded Packaging:** Tamper-proof and traceable product packaging.
- **Client Testimonials:** References and endorsements from early adopters.

### 3.17 Customer Care and Feedback

THTSC has developed a comprehensive customer care strategy to foster long-term relationships and continuous improvement. Clients will access support through a 24/7 hotline, online chat systems, and regional service desks. A multilingual Customer Relationship Management (CRM) platform will track client interactions, service history, and feedback. Annual client satisfaction surveys and quarterly focus groups will guide enhancements in products and services. A dedicated after-sales team will offer technical support, training, and site visits to ensure product efficacy and safety.

Client engagement is an ongoing process:

- **24/7 Hotline:** Multilingual customer service team.
- **CRM System:** Tracks client interactions and order history.
- **Feedback Loops:** Surveys and user experience interviews to guide improvements.
- **After-Sales Support:** On-site visits and remote consultation services.
- Capture 60% of local market by year 2
- Expand to 3 regional export markets by year 4
- Establish brand recognition as a smart chemical solutions provider

### 3.18 Products and Services Offered

THTSC offers a broad and integrated range of chemical products and value-added services designed to serve the needs of agricultural and mining sectors in Tanzania and the broader East African region:

- **Bulk Fertilizer Sales and Delivery:** Granulated urea packaged and delivered in bulk quantities with quality assurance measures.
- **Customized Explosives Solutions:** Formulated ANFO, emulsion, and TNT explosives tailored to the blasting requirements of different mining environments.
- **Technical Advisory and Consulting:** Safety training, application support, equipment calibration, and regulatory compliance assistance provided by in-house experts.
- **Logistics and Warehousing Services:** Fleet-supported delivery systems and regional warehouses ensure consistent supply and fulfillment.
- **After-Sales Services:** Routine follow-up visits, field troubleshooting, client training, and responsive technical support.
- **Collaborative R&D Services:** Joint research initiatives with clients to develop new products and enhance existing formulations.
- **Digital Ordering and Monitoring Platform:** Online client portal for placing orders, tracking deliveries, and accessing usage guides and compliance documents.
- Explosives customized per client requirements
- Technical advisory and consulting

### 3.19 Competitive Edge

THTSC enjoys a unique market position thanks to multiple competitive strengths that elevate the company above current and prospective competitors:

- **Cost Leadership Through Local Production:** Locally sourced raw materials and in-country production drastically reduce logistical and import-related costs.
- **End-to-End Supply Chain Control:** Full integration from raw material acquisition to final distribution provides flexibility, scalability, and efficiency.
- **Technology Transfer and Innovation:** Leveraging Jinyimeng Group's cutting-edge chemical engineering technologies and patents.
- **Regulatory Backing:** Strong support from Tanzanian investment authorities, providing expedited permits, tax incentives, and infrastructure collaboration.
- **Location Advantage:** Situated close to mining zones and agricultural hubs, facilitating faster deliveries and reduced logistics costs.

- **Product Customization and Value-Added Services:** THTSC offers bespoke chemical blends and personalized advisory to large clients—something most importers cannot match.
- **Safety, Compliance, and Certification:** International certification (ISO, health & safety, environmental management) reassures clients of product integrity and reliability.
- Proximity to clients
- High standards in safety and quality

### 3.20 Pricing Strategy

THTSC employs a flexible and responsive pricing model that meets market demands while ensuring sustainability and competitiveness:

- **Cost-Plus Pricing with Benchmarking:** Prices are derived from real-time production costs plus a strategic markup, benchmarked against regional and international rates.
- **Subsidy-Compatible Pricing Models:** Structure aligned with national agricultural subsidy programs to maintain affordability for farmers.
- **Volume Discounts and Contract Pricing:** Clients purchasing in bulk or under long-term supply agreements benefit from discounted unit pricing.
- **Promotional and Seasonal Incentives:** Discounts for early adopters, off-season buyers, and clients in new markets.
- **Loyalty-Based Programs:** Tiered discount structures for repeat clients and referrals, reinforcing long-term partnerships.
- **Indexed Pricing for Explosives:** Allows automatic adjustments in line with changes in raw material or fuel costs, offering transparency to mining clients.
- Government-aligned pricing for fertilizer subsidy programs

### 3.21 Place and Distribution Channels

THTSC ensures availability and delivery efficiency through a strategic combination of direct, regional, and export distribution systems:

- **Direct Plant Delivery:** Major clients receive shipments directly from the Songea plant through a dedicated, GPS-enabled transport fleet.
- **Regional Distribution Centers:** Depots in key zones (Dodoma, Mbeya, Mwanza, Arusha) for easy access and rapid restocking by local dealers.
- **Port Logistics for Exports:** Coordination with bonded warehouses, freight forwarders, and port handlers at Dar es Salaam to facilitate seamless export processes.

- **Retail and Wholesale Agents:** Authorized dealers in high-demand regions operate under service-level agreements to uphold brand standards.
- **Digital Fulfillment:** Integrated ordering and inventory platform accessible to distributors and wholesalers for real-time tracking and planning.
- **Mobile Distribution Units:** Small delivery trucks deployed during peak farming seasons to reach underserved or remote agricultural communities.
- Distribution partners in agricultural and mining zones
- Export logistics from Dar es Salaam Port

### 3.22 Promotion

- Participation in national expos
- Strategic partnerships with government and industry bodies
- Targeted digital marketing campaigns

### 3.23 People

THTSC's workforce strategy combines local empowerment with international best practices, ensuring sustainable skills development and operational excellence:

- **Blended Talent Pool:** The team consists of seasoned Chinese engineers, Tanzanian technicians, logistics experts, chemists, and support staff.
- **Localization and Succession Planning:** Structured capacity-building programs with the goal of 80% Tanzanian staffing by year 3.
- **Vocational Partnerships:** Collaboration with VETA, universities, and technical institutions to develop accredited training modules.
- **Workforce Wellness and Retention:** Provision of housing, medical insurance, canteen services, and family-friendly leave policies.
- **Inclusive and Diverse Culture:** Gender parity targets and active promotion of underrepresented groups in engineering and science roles.
- **Employee Recognition and Advancement:** Career ladders, quarterly incentives, and innovation awards to boost morale and productivity.
- Structured knowledge transfer and training programs

### 3.24 Process

THTSC's production and operational processes are engineered for reliability, safety, and sustainability, utilizing international standards and proprietary methods:

- **Fully Integrated In-House Production:** From coal and salt to final urea granules and TNT cartridges, the process remains within controlled facilities.
- **Modular Manufacturing Units:** Parallel systems for urea and explosives to prevent cross-contamination and improve output management.
- **Digitized Process Control:** SCADA and DCS networks monitor production metrics in real-time and alert engineers to anomalies.
- **Lean Manufacturing Principles:** Use of Six Sigma and Total Productive Maintenance (TPM) to reduce waste and downtime.
- **Sustainability Integration:** Closed-loop water systems, waste heat recovery, and emissions scrubbing integrated into facility design.
- **Traceability and Compliance Auditing:** Every product batch is logged with origin, date, and quality parameters for full traceability.
- End-to-end quality and environmental controls

### 3.25 Physical Evidence

THTSC demonstrates operational legitimacy and product quality through strong physical and visual indicators:

- **Flagship Plant in Songea:** A 500+ acre industrial complex featuring high-rise granulators, automated control rooms, blast-proof storage, and truck bays.
- **Branded Transportation and Warehousing:** Clearly marked delivery trucks, storage tanks, and containers build visibility and brand recall.
- **Standardized Packaging:** Multi-layered, tamper-proof bags and drums with chemical composition labeling, handling instructions, and batch tracking.
- **Digital Access Tools:** A responsive customer portal with order history, real-time updates, safety manuals, and payment options.
- **Certifications on Display:** ISO 9001, ISO 14001, and government safety clearances displayed at entry points and on all official documents.
- **Customer-Facing Infrastructure:** Board rooms, demo plots, and training centers open for client visits and institutional collaborations.
- Certified chemical laboratory and logistics fleet

### 3.26 Customer Care and Feedback

Customer care is embedded across all touchpoints in THTSC's operations, aimed at delivering satisfaction and accountability:

- **Omni-Channel Support:** Toll-free hotline, WhatsApp, email, live chat, and in-person service centers at each depot.
- **Multilingual Assistance:** Support provided in Kiswahili, English, and Chinese.
- **Dedicated CRM System:** Tracks sales history, complaint logs, technical queries, and delivery performance for each client.
- **Feedback Integration:** Every feedback instance is logged, categorized, and used in quarterly quality review meetings.
- **Technical Support On Demand:** Mobile response teams available for field site visits, equipment calibration, and training.
- **Client Engagement Program:** Annual stakeholder conference, digital newsletters, and loyalty rewards program for frequent buyers.
- Annual customer satisfaction surveys

## CHAPTER FOUR

### 4.0 OPERATIONS PLAN

#### 4.1 Equipment

The project will utilize advanced and specialized equipment tailored to the production of fertilizers and explosives. Major equipment categories include:

- **Gasification Units:** Used to convert coal into synthesis gas, a key raw material for urea production.
- **Urea Synthesis and Granulation Lines:** These include high-pressure reactors, scrubbers, granulators, and drying systems to produce market-grade urea.
- **Explosives Mixing and Packaging Systems:** Designed for safe, continuous production of ANFO, emulsion, and TNT explosives. Includes mixers, pumps, filling machines, and safety enclosures.
- **Power Generation Plant:** An integrated thermal plant to support production operations and maintain grid independence. It includes steam turbines, condensers, and backup generators.
- **Storage and Handling Equipment:** Silos, tanks, pipelines, loading systems, and automated conveyors.
- **Safety and Monitoring Systems:** Gas detectors, emergency shutdown systems, fire suppression infrastructure, and environmental monitoring sensors.

#### 4.2 Key Operations

Key operational functions are segmented across production, logistics, quality control, and safety:

- **Raw Material Handling:** Coal, ammonium nitrate, sulfuric acid, and other raw inputs are sourced, tested, and stored securely.
- **Chemical Processing:** Core operations involving gasification, synthesis, nitration, emulsification, granulation, and neutralization.
- **Packaging and Storage:** Products are automatically bagged, labeled, and transferred to secure storage zones or dispatched for distribution.
- **Maintenance Management:** Preventive and corrective maintenance procedures for all machinery and utility systems.
- **Logistics Coordination:** Scheduling and execution of product transport across domestic and export markets.

- **Regulatory Compliance:** Daily monitoring of environmental impact, waste treatment, and emission controls.

### 4.3 Quality Management

Quality is a critical success factor at THTSC, ensured through:

- **ISO-Certified QA/QC Protocols:** Covering raw material inspection, in-process checks, and finished goods testing.
- **In-house Laboratory Testing:** Equipped with chromatographs, spectrometers, and chemical analyzers for high-precision testing.
- **Process Control Systems:** SCADA and DCS software monitor real-time production data for consistency.
- **Employee Training:** Ongoing workshops on SOPs, safety, and product quality standards.

### 4.4 Utilities and Services

Essential utilities are planned for self-sufficiency and operational resilience:

- **Water Supply:** Two large reservoirs will be constructed, sourcing from nearby rivers; used for processing, cooling, and domestic purposes.
- **Power Supply:** A coal-fired power plant supplemented by solar panels for auxiliary loads.
- **Communication Infrastructure:** On-site network towers, data centers, and dedicated high-speed internet lines.
- **Sanitation and Housing:** Worker housing, canteens, and health facilities to ensure staff welfare and retention.

### 4.5 Key Operational Issues

To ensure successful implementation and sustainability, the following issues are prioritized:

- **Skilled Labor and Localization:** Structured training programs to upskill Tanzanian workers and gradually reduce dependence on expatriates.
- **Health, Safety and Environmental (HSE) Compliance:** Stringent adherence to Tanzanian and international environmental laws; regular audits and drills.
- **Financial Management:** Integrated budgeting tools, inventory control systems, and cost-tracking applications.
- **Security Management:** On-site security force, fencing, and CCTV to protect personnel and assets.

- **Emergency Preparedness:** Fire safety systems, evacuation routes, emergency response teams, and coordination with local hospitals and fire brigades.
- **Waste Management:** Dedicated waste processing units for hazardous and non-hazardous materials, aligned with NEMC standards.

Operations will be continuously optimized through data analytics, feedback loops, and industrial benchmarking practices.

#### **4.4.1 Key Operations**

- Daily production operations
- Regular machinery maintenance
- Supply chain and logistics

#### **4.4.2 Quality Management**

- ISO-certified QA/QC standards
- Process audits and traceability systems

#### **4.4.3 Utilities and Services**

- Water: two reservoirs and river access
- Power: own plant and grid access
- Roads and Internet infrastructure

#### **4.4.4 Key Operational Issues**

- Skilled labor and localization
- Health, Safety and Environmental (HSE) regulations
- Financial and operational transparency

## CHAPTER FIVE

### 5.0 MANAGEMENT AND ORGANIZATIONAL PLAN

#### Organizational Structure

##### 5.1.1 CEO/General Manager

- Strategic oversight
- Provides overall leadership and strategic direction for the company.
- Represents the company in high-level government and investor engagements.
- Ensures adherence to the company's mission and vision.

##### 5.1.2 Chief Financial Officer

- Budgeting and compliance
- Oversees all financial operations including planning, risk management, and reporting.
- Ensures compliance with Tanzanian and international financial regulations.
- Manages relationships with banks, auditors, and financial institutions.

##### 5.1.3 Sales and Marketing Lead

- Market growth and outreach
- Market growth and outreach
- Develops and executes marketing strategies to grow customer base.
- Leads market research and client relationship management.
- Coordinates with production to align output with market demand.

##### 5.1.4 Operations Manager

- Plant efficiency and logistics
- Manages day-to-day plant operations, including scheduling and maintenance.
- Oversees logistics, warehousing, and supply chain management.
- Implements safety, quality, and environmental compliance protocols.

#### 5.2 Business Oversight

The business oversight structure of THTSC integrates governance best practices to ensure compliance, accountability, and efficiency. The Board of Directors, comprising representatives from the Jinyimeng Group and Tanzanian stakeholders, will conduct quarterly strategic reviews. Key decisions are guided by annual business plans and risk registers. Operational audits, legal

compliance checks, and sustainability assessments will be conducted semi-annually. An internal control committee will review procurement, payroll, and asset management activities to maintain financial and operational integrity.

- Monthly reporting to Board of Directors
- Quarterly compliance reviews

### **5.3 Record Keeping**

THTSC will implement a robust record-keeping system that complies with Tanzanian regulatory standards and international best practices. All business transactions will be digitized using an Enterprise Resource Planning (ERP) system. Financial records, HR files, contracts, and regulatory documents will be stored on secure cloud-based and on-premise servers with backup protocols. Data privacy policies will be enforced, and access will be role-based. Regular data audits and system updates will ensure integrity and security.

- ERP-based accounting system
- Secure digital and physical storage

### **5.4 Financial Management**

- International Financial Reporting Standards (IFRS)
- External and internal audits
- Dedicated tax planning and filing

## CHAPTER SIX

### 6.0 DETAILED FINANCIAL PLAN & COSTING

#### 6.1 Start-Up Capital Requirement

##### 6.1.1 Capital Investment Requirements (USD 335 Million)

Category	Amount (USD)	% of Total Capital
Land Acquisition & Site Development	15,000,000	4.5%
Factory Construction	60,000,000	17.9%
Machinery and Equipment	110,000,000	32.8%
Power & Utility Infrastructure	20,000,000	6.0%
Safety, QA/QC, and Laboratory Set-Up	10,000,000	3.0%
Vehicles & Logistics Fleet	8,000,000	2.4%
Working Capital (First Year Ops)	40,000,000	11.9%
ERP, ICT & Security Systems	5,000,000	1.5%
HR & Talent Development	5,000,000	1.5%
Marketing, Distribution, & Branding	7,000,000	2.1%
Contingency (10%)	30,000,000	9.0%
<b>Total</b>	<b>335,000,000</b>	<b>100%</b>

#### 6.2 Revenue Projections (in TZS)

##### 6.2.1 Projected Product Sales (Annual - Year 1 to Year 5)

Product	Annual Capacity (Tons)	Price per Ton (USD)	Annual Revenue (USD)
Urea Fertilizer	504,500	350	176,575,000
Industrial Explosives	304,500	600	182,700,000
<b>Total Revenue</b>	—	—	<b>359,275,000</b>

*Assumption:* Revenue is expected to grow by 5–8% annually based on export expansion and subsidy-backed local demand.

#### 6.3 Cost Structure (Annual)

Cost Category	Annual Cost (USD)
Raw Materials	95,000,000
Labor and Human Resources	18,000,000
Utilities and Energy	20,000,000
Maintenance and Repairs	7,000,000
Marketing and Distribution	5,000,000

Admin and Management Expenses	6,000,000
Insurance and Licensing	2,000,000
R&D and Training Programs	2,500,000
<b>Total Annual Cost</b>	<b>155,500,000</b>

#### 6.4 Gross Profit and Net Income

Indicator	Amount (USD)
Gross Revenue	359,275,000
Less: Total Costs	(155,500,000)
<b>Gross Profit</b>	<b>203,775,000</b>
Less: Taxes (30%)	(61,132,500)
<b>Net Income</b>	<b>142,642,500</b>

*Break-even point anticipated in Year 5.*

#### 6.5 Cash Flow Projections (Annual Summary)

Year	Inflows (USD)	Outflows (USD)	Net Cash Flow (USD)
Year 1	180,000,000	170,000,000	10,000,000
Year 2	250,000,000	180,000,000	70,000,000
Year 3	300,000,000	200,000,000	100,000,000
Year 4	340,000,000	215,000,000	125,000,000
Year 5	375,000,000	230,000,000	145,000,000

#### 6.6 Financial Ratios (End of Year 5)

- Net Profit Margin: 38%
- Return on Investment (ROI): 42.6%
- Debt to Equity Ratio: 1.5 (assuming 60% loan, 40% equity)
- Current Ratio: 2.1
- Break-even Point: Expected in Year 5

#### 6.7 Sources of Funding

Source	Amount (USD)	% Share
Equity Investment (Parent)	134,000,000	40%
Long-term Bank Loans	167,500,000	50%
Strategic Partners/Grants	33,500,000	10%
<b>Total</b>	<b>335,000,000</b>	<b>100%</b>

#### 6.8 Collateral for Debt Financing

1. 5,045 acres of industrial land in Songea (Title: 99-year leasehold)

2. Production plant and infrastructure (factory, warehousing)
3. Machinery and equipment (insured and registered)
4. Vehicle fleet and fixed assets
5. Product inventory and receivables

#### **6.9 Risk Mitigation Measures**

- **Exchange Rate Hedging:** Contracts to reduce forex loss exposure
- **Cost Control Systems:** Regular budgeting, audits, ERP integration
- **Insurance Cover:** Assets and business interruption insured
- **Regulatory Compliance:** Active engagement with TIC, NEMC, and TRA
- **Diversification Strategy:** New product lines (LNG, pharma) in pipeline to spread revenue risk