

**AGMT LIMITED**

**BUSINESS PLAN**

**(2025–2030)**

## **AGMT LIMITED – BUSINESS PLAN (2025–2030)**

Company No.: 186684133

Incorporated in the United Republic of Tanzania

Registered Office: Plot No. 27, Kilwa Road, Kurasini Industrial Area, Temeke, Dar es Salaam, Tanzania

Email: legal@alastairgroup.com | Tel: +255 769 445 086

Directors: Alistair Andrew James, Alden James, Angelo Caruso

Company Secretary: Nicholas Adrian Edward Zervos

**Authorized Share Capital:** TZS 10,000,000 divided into 10,000 ordinary shares

### **Shareholding:**

AHC Holdings Limited ( Mauritian)– 99.9%;

Alistair Andrew James (American) – 0.1%

## **2. EXECUTIVE SUMMARY**

AGMT Limited is a privately incorporated Tanzanian company established in July 2025 to provide logistics, warehousing, and bonded storage solutions across Tanzania’s key trade corridors. Strategically headquartered in Dar es Salaam, AGMT is positioned to capitalize on Tanzania’s role as a logistics gateway for Zambia, DRC, Malawi, Burundi, and Rwanda, leveraging proximity to the Port of Dar es Salaam, TAZARA, and the SGR.

The company’s strategic vision is to build a network of modern logistics depots, bonded warehouses, and cargo distribution centers serving industrial, mining, and agricultural clients within the Copper Belt corridor.

AGMT’s initial capitalization of USD 2,000,000 will finance the construction of its first Grade A warehouse and logistics terminal in Kurasini, with future expansion to Dodoma, Mbeya, and Kigoma.

Strategic Goals:

- Develop 100,000 sqm of modern warehousing and industrial storage by 2030.
- Operate bonded storage facilities for import/export cargo.
- Establish regional fleet and transport logistics for copper and industrial materials.
- Achieve annual revenues of USD 8 million by Year 5 with an ROI above 20%.
- Align with the Government’s industrialization agenda under TISEZA and Vision 2025.

## **3. COMPANY DESCRIPTION**

Legal Form: Private Limited Company registered under the Companies Act, 2002.

Company Number: 186684133

Incorporation Date: 9<sup>th</sup> July 2025

Sector: Logistics, Warehousing, and Industrial Infrastructure

Activity Code: 5210 – Warehousing and Storage

### **Mission Statement:**

To deliver reliable, technology-driven, and sustainable logistics infrastructure that measurably improves Tanzania's industrial productivity and trade efficiency by:

- **Reliability:** 24/7 operations, OTIF  $\geq$  98%, inventory accuracy 99.5%, and 48-hour average dwell time for fast-moving cargo.
- **Technology:** Warehouse Management System (WMS) with barcode/RFID, client self-service portal, real-time dashboards, and EDI links with customs and shippers.
- **Sustainability:** Solar PV, rainwater harvesting, efficient lighting, and waste segregation at all hubs to reduce energy intensity year-on-year.
- **Capacity Building:** Train Tanzanian talent, enforce HSE standards, and procure 30% of goods/services from local SMEs.

**Vision Statement:** By **2030**, become East & Central Africa's leading integrated logistics and warehousing partner by:

- Operating **100,000 sqm** of Grade-A warehousing across **Dar es Salaam, Pwani, Dodoma, and Songwe regions**.
- Running **two TRA-licensed bonded facilities** and a regional cold-chain network.
- Achieving **interoperability** with SGR, TAZARA, and port systems for seamless multimodal flows.
- Maintaining independently audited **ESG performance** and Zero-Harm safety culture.

### **Core Values:**

- **Integrity:** Comply with Companies Act, TRA, OSHA, NEMC, and SEZ/port rules; zero tolerance for fraud or facilitation payments; transparent pricing and audited accounts.
- **Innovation:** Apply IoT/telematics, route optimization, and digital twins to reduce cost per ton; quarterly improvement sprints with KPI reviews.
- **Sustainability:** Deploy solar PV and water-efficiency measures; track carbon intensity; source 30% from local SMEs.
- **Excellence:** Lean operations (5S/Kaizen), SOPs for every process, and continuous skills development.
- **Client Focus:** Contracted SLAs with OTIF  $\geq$ 98%; 24/7 support, escalation matrix, and quarterly business reviews.

- **Social Impact:** Quality jobs, internships/apprenticeships, and community road/safety initiatives around hubs.

#### 4. Strategic Objectives

1. **Develop 100,000 sqm of warehousing by 2030.**
  - Phase targets: 20k sqm (2026), 50k sqm (2028), 100k sqm (2030).
  - Grade-A specifications: clear height  $\geq 10\text{m}$ , floor load  $\geq 5\text{t/m}^2$ , 24/7 power & fire systems.
2. **Construct and operate two TRA-licensed bonded warehouses.**
  - Sites: Kurasini (2026) and Dodoma (2027).
  - Compliance: TRA licensing, bonded inventory controls, and EDI connectivity.
3. **Deploy digital WMS and real-time inventory tracking.**
  - WMS live by Q2-2026; RFID/barcode coverage  $\geq 95\%$ ; cycle count variance  $\leq 0.5\%$ .
  - Client portal with live stock, ASN/dispatch, and automated billing.
4. **Achieve USD 8M turnover by Year 5 with 18–22% margin.**
  - Mix: 65% storage/handling, 20% bonded services, 15% cold-chain & value-add.
  - Cost discipline: energy intensity  $\downarrow$ ; OPEX per sqm benchmarked quarterly.
5. **Expand to Dodoma and Mbeya as regional hubs.**
  - Dodoma depot (10k sqm) live by 2027; Mbeya transit hub by 2028.
  - Intermodal links with SGR/TAZARA and preferred-carrier agreements.

## 5. MARKET ANALYSIS

### 5.1. Industry Overview

Tanzania's logistics sector is expanding rapidly, driven by regional trade, industrial growth, and investment in transport infrastructure. The Standard Gauge Railway (SGR), Dar Port modernization, and TISEZA special economic zones have opened opportunities for bonded storage and cross-border freight services.

### 5.2. Market Demand

- Regional industries require efficient warehousing for raw materials and exports.
- Mining operations in Zambia, DRC, and Tanzania depend on secure copper and mineral transit storage.
- Rising e-commerce and FMCG distribution increase urban warehousing demand.
- Logistics costs present scope for efficiency-driven operators like AGMT.

### 5.3. Target Market

- Mining and manufacturing firms (copper, cement, steel, chemicals).
- Freight forwarders and customs agents.
- Importers/exporters using the Dar Corridor.
- Industrial SMEs and regional distributors.

### 5.4. Competitive Advantage

- Strategic Kurasini base linked to port and road networks.
- Internationally experienced directors and legal governance via SVTL Advisory.
- Scalable logistics and digital warehouse management systems.
- Bonded status and compliance under TRA and TISEZA.

## 6. Products & Services

1. **General Warehousing:** Short- and long-term dry storage units ranging from 500–5,000 sqm.
2. **Bonded Warehousing:** Licensed facilities under TRA for imported goods awaiting clearance.
3. **Cold Chain Logistics:** Temperature-controlled facilities for perishable goods and pharmaceuticals.
4. **Distribution & Fleet Management:** Truck and forklift leasing, inventory handling, and distribution support.
5. **Build-to-Suit Facilities:** Custom-built logistics spaces tailored to corporate clients.

## 6. Operations Plan

### Phase 1 – 2025:

- Land acquisition and permits for the Kurasini logistics hub.
- Design and feasibility studies for the first 20,000 sqm facility.
- Partner engagement and investor onboarding.

### Phase 2 – 2026–2027:

- Construction and commissioning of the Kurasini hub.
- Begin operations and client acquisition.
- Develop digital warehouse management and client portal.

### Phase 3 – 2028–2030:

- Expansion to Dodoma and Mbeya.
- Establish cold storage and bonded facility network.
- Launch REIT structuring and international partnerships.

## 7. Management Structure

- **Managing Director:** Alistair Andrew James
- **Director:** Alden James
- **Director:** Angelo Caruso
- **Company Secretary:** Nicholas Adrian Edward Zervos
- **Legal & Compliance Advisor:** SVTL Advisory
- **Finance Manager, Operations Manager, Sales & Marketing Head** (to be appointed in 2026)

## 8. Marketing & Sales Strategy

- Establish partnerships with shipping companies, freight forwarders, and industrial manufacturers.
- Attend TIC, TISEZA, and Chamber of Commerce exhibitions.
- Launch digital campaigns targeting diaspora investors and export-driven SMEs.
- Develop service-level agreements (SLAs) with long-term clients.

## 9. Financial Plan (in USD)

Item	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Revenue</b>	0	1,200,000	3,000,000	3,600,000	4,200,000
<b>Construction &amp; CapEx</b>	800,000	600,000	1,000,000	1,200,000	1,000,000
<b>Operational Expenses</b>	200,000	300,000	400,000	500,000	600,000
<b>Net Profit</b>	-600,000	300,000	1,100,000	1,600,000	2,520,000

**Total Investment:** USD 2,000,000

**ROI (5-Year):** 145%

**Break-even:** Mid-Year 3

### Funding Sources:

- Equity (Seed Capital)

- Bank Loans and DFI Support
- Strategic Private Investors

## 10. Risk Assessment & Mitigation

<b>Risk</b>	<b>Impact</b>	<b>Mitigation Strategy</b>
Land titling and permit delays	High	Early engagement with TISEZA, and NEMC.
Inflation and material cost escalation	Medium	Fixed-price supplier contracts and contingency reserves.
Policy and tax changes	Medium	Continuous compliance monitoring via SVTL Advisory.
Market competition	Medium	Focus on niche bonded and cold-chain markets.
Financing delays	High	Maintain DFI relationships and staged investment approach.

## 11. Legal, Regulatory & Governance Framework

AGMT Limited operates in full compliance with the following Tanzanian laws and regulations:

- **Companies Act (Cap 212)**
- **Investment Act, 2022**
- **TISEZA Act, 2025**
- **Land Act and Village Land Act**
- **Building Code, 2019**
- **Environmental Management Act, 2004 (as amended)**

All board decisions will be documented under corporate governance procedures and audited annually by certified auditors.

### 11. EXIT STRATEGY

- Asset Retention: Maintain core assets for rental income and balance sheet strength.
- Institutional Sale: Package stabilized income assets for private equity or REIT sale by Year 7.

- Public Listing: Explore REIT formation under CMSA framework (Year 8–10).
- Strategic Merger: Partner or merge with international logistics operators for scale and liquidity.

## **12. CSR AND SUSTAINABILITY**

- Employ over 120 Tanzanians by Year 5.
- Install solar energy and rainwater harvesting systems.
- Prioritize local contractors and SMEs in supply chains.
- Create internship and logistics training programs for youth.

## **13. CONCLUSION**

AGMT Limited is uniquely positioned to capitalize on Tanzania’s expanding logistics market, combining international expertise with local insight. With solid governance, strong financial fundamentals, and clear growth milestones, AGMT presents a scalable, sustainable, and high-return investment opportunity in East Africa’s logistics infrastructure sector.

## **14. Appendices**

**Appendix A – Implementation Timeline (2025–2030)**

**Appendix B – Financial Forecast Summary**

**Appendix C – Key Legal and Regulatory Documents**