

BUSINESS PLAN
FOR
ZAS COMPANY LIMITED

Prepared by

ZAS COMPANY LIMITED

Chekeni Mwasonga, Plot No. 991, Block BB, Kigamboni

Dar es Salaam - Tanzania

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1. Executive Summary

ZAS Company Limited is a fully registered Tanzanian logistics and transportation company headquartered in Kigamboni, Dar es Salaam, one of the country's fastest-growing logistics corridors due to its proximity to the Port of Dar es Salaam and major transit routes. Incorporated under the Companies Act, 2002, and holding TIN Number 173-809-883, the company was established with the goal of providing reliable, safe, and cost-effective transportation solutions that meet both domestic and cross-border trade demands.

The core business of ZAS Company Limited focuses on domestic cargo transportation across Tanzania as well as transit cargo services supporting imports and exports to landlocked neighboring countries including Zambia, Rwanda, Uganda, Burundi, the Democratic Republic of Congo (DRC), and Malawi. The company operates with a strong emphasis on service quality, safety, timeliness, and technological innovation, making it well-positioned to meet the needs of industries such as manufacturing, mining, agriculture, and fast-moving consumer goods (FMCG).

The vision of ZAS Company Limited is to become a leading logistics solutions provider in East and Central Africa, recognized for innovation, operational excellence, and sustainability. To achieve this, the company has placed priority on fleet modernization, driver training and safety programs, digital logistics systems (GPS fleet tracking and automated dispatch), and sustainable environmental practices that align with international logistics standards.

The company is now seeking registration with the Tanzania Investment Centre (TIC) to access government-backed investment incentives and facilitation services. These incentives will significantly enhance its operational capacity through:

- 1) Acquisition of additional modern heavy-duty trucks to increase fleet size and reliability.
- 2) Development of a state-of-the-art truck yard and workshop to reduce downtime and ensure fleet readiness.

- 3) Integration of technology-driven logistics platforms to enhance real-time tracking, optimize routes, and reduce operational costs.
- 4) Expansion of human capital by creating over 50 direct and indirect jobs within three years, contributing to local employment and economic development.

The transportation sector in Tanzania is expanding rapidly, driven by increased industrialization, regional trade agreements, and ongoing infrastructure development projects. With its strategic location and commitment to quality service delivery, ZAS Company Limited is uniquely positioned to take advantage of these opportunities. By leveraging TIC support, the company will be able to secure preferential tax incentives, import duty exemptions on fleet expansion, simplified access to work permits for specialized foreign expertise, and other investment benefits that will fast-track business growth.

The projected initial investment is estimated at TZS 2.75 billion, primarily covering fleet acquisition, yard and office infrastructure, ICT systems, and working capital. With TIC's facilitation, ZAS Company Limited anticipates an increase in annual revenues from TZS 900 million in year one to TZS 2.2 billion by year three, alongside a significant improvement in profit margins and operational efficiency.

In summary, ZAS Company Limited is not only addressing a critical logistics gap but is also contributing directly to national priorities, including enhanced trade efficiency, reduced logistics costs, regional integration, and job creation. Registration with TIC will enable the company to accelerate its growth trajectory, strengthen its market position, and support the Government of Tanzania's vision for economic transformation through infrastructure and logistics excellence.

2. Company Background & Ownership

Company Name: ZAS Company Limited

TIN Number: 173-809-883

Certificate of Incorporation: 173809883

Date of Incorporation: 12th April 2024

Legal Status: Limited Liability Company

Business Address: Chekeni Mwasonga, Plot No. 991, Block BB,
Kigamboni, Dar es Salaam

Ownership Structure:

NAAZBIBI ABDALLAH HABIB 70% Shareholder

ADIL FIROZ SHARIF. 30% Shareholder

3. Vision, Mission & Core Values

To Vision

ZAS Company Limited envisions becoming East Africa's most reliable and innovative transport and logistics solutions provider. This vision reflects the company's ambition to set industry benchmarks in operational efficiency, technological advancement, and customer satisfaction. The goal is to deliver logistics solutions that go beyond transportation by providing end-to-end value for businesses engaged in manufacturing, trade, mining, agriculture, and international transit.

Mission

The mission of ZAS Company Limited is to deliver safe, timely, and affordable transportation services using a state-of-the-art fleet and advanced logistics technology. We are committed to addressing the challenges of the logistics sector by ensuring reliable cargo delivery, adopting digital fleet management systems, and implementing strict safety standards. Our mission emphasizes partnership, innovation, and excellence, ensuring that every client receives seamless logistics support that enhances their business productivity and competitiveness in local and regional markets.

Core Values

Our core values define our corporate culture and guide every decision, operation, and interaction with clients, partners, and stakeholders:

Integrity

We uphold the highest ethical standards in all our dealings, ensuring transparency, honesty, and trustworthiness as the foundation of long-term partnerships.

Customer Focus

Our clients are the center of everything we do. We listen to their unique needs and provide tailor-made solutions that meet and exceed expectations.

Safety

Safety is paramount in our operations. We are committed to protecting lives, cargo, and the environment through rigorous driver training, vehicle maintenance, and adherence to transport regulations.

Sustainability

We are conscious of our environmental and social impact. We strive to reduce carbon emissions by investing in modern, fuel-efficient vehicles and supporting initiatives that promote environmental conservation and community development.

Together, these guiding principles position ZAS Company Limited not just as a transportation service provider but as a trusted logistics partner that contributes to sustainable economic growth across Tanzania and the East African region.

4. Business Objectives

ZAS Company Limited has set clear, strategic objectives to guide its growth and ensure that it becomes a leading logistics and transportation company in East and Central Africa. These objectives focus on scalability, operational efficiency, technology integration, and social impact.

1. Expand Fleet Capacity

The company aims to increase its fleet from 5 to 15 heavy-duty trucks within three years. This expansion will enable ZAS to handle larger cargo volumes, meet diverse client needs, and strengthen its ability to provide both domestic and cross-border transportation services. A modern, well-maintained fleet will

improve reliability, reduce downtime, and position the company as a preferred logistics partner for high-volume clients.

2. Secure Long-term Contracts

A key goal is to establish long-term transportation agreements with major manufacturing companies, agricultural exporters, mining firms, and international trade partners. These contracts will create stable revenue streams and enhance financial predictability, allowing the company to reinvest in further growth and service innovation.

3. Implement Digital Logistics Systems

ZAS Company Limited is committed to embracing modern logistics technologies, including GPS fleet tracking, automated dispatching, and digital route optimization systems. This technological integration will improve operational efficiency, enhance real-time cargo visibility for clients, reduce fuel costs, and minimize delivery delays. Advanced data analytics will also be leveraged to optimize resource allocation and improve customer satisfaction.

4. Create Employment and Build Skills

The company plans to create over 50 direct and indirect jobs by 2026, including professional drivers, fleet supervisors, logistics planners, mechanics, and administrative staff. This objective not only contributes to reducing unemployment but also builds local capacity through continuous training in transport safety, technology, and customer service.

Overall Impact

Collectively, these objectives are designed to make ZAS Company Limited a trusted logistics partner, improve trade facilitation across Tanzania and neighboring countries, and contribute to national priorities such as industrialization, regional integration, and job creation. These objectives align with the company's vision of delivering safe, timely, and

technology-driven logistics solutions while promoting sustainable economic growth.

5. Market Analysis

5.1 Industry Overview

The logistics and transportation industry in Tanzania plays a critical role in supporting economic growth, industrialization, and regional trade integration. Tanzania serves as a strategic gateway for imports and exports for several landlocked neighboring countries, including Zambia, Rwanda, Uganda, Burundi, and the Democratic Republic of Congo (DRC), largely facilitated through the Port of Dar es Salaam. Government initiatives such as the Tanzania Development Vision 2025, industrial park development, and road and port infrastructure investments have created favorable conditions for logistics operators. With increasing industrial production, agricultural commercialization, mining operations, and rising regional trade, the demand for reliable and efficient transportation services continues to grow rapidly. According to recent industry trends, logistics and transport contribute significantly to GDP growth, job creation, and the reduction of trade costs, making this sector one of Tanzania's fastest-growing industries.

5.2 Target Market

ZAS Company Limited's primary clients include:

- **Local Manufacturing Companies:** Particularly those in construction materials, agricultural processing, mining products, fast-moving consumer goods (FMCG), and energy supply. These industries require consistent and reliable cargo delivery within Tanzania.
- **Cross-Border Transit Clients:** Businesses engaged in import and export to and from landlocked neighboring countries such as Uganda, Rwanda, DRC, Zambia, and Burundi. These clients rely heavily on Tanzanian logistics operators for efficient movement of goods to international markets via the Port of Dar es Salaam.

The company's ability to serve both domestic and regional markets positions it strategically to benefit from increasing trade and industrial activity across East and Central Africa.

5.3 Competition

The Tanzanian logistics sector is highly fragmented and dominated by small-scale transport operators who often lack advanced technology, modern fleet capacity, and strong operational systems. Many competitors rely on old trucks with limited reliability and often offer inconsistent service quality.

ZAS Company Limited differentiates itself by emphasizing:

- **Professionalism:** Well-structured operations and client-focused service delivery.
- **Fleet Reliability:** Investment in modern, well-maintained trucks to minimize breakdowns and delays.
- **Technology Integration:** Adoption of GPS fleet tracking and logistics management systems to improve delivery accuracy, transparency, and real-time cargo monitoring.

By offering high-quality, technology-driven logistics solutions, ZAS Company Limited is well-positioned to capture market share from traditional operators while meeting the growing demand for reliable and efficient transport services in Tanzania and the region.

6. Services Offered

ZAS Company Limited provides a comprehensive range of transport and logistics solutions designed to meet the needs of both domestic and regional clients. The company focuses on delivering safe, reliable, and efficient transportation services by leveraging a modern fleet, skilled personnel, and advanced logistics technologies.

1. Domestic Goods Transportation

ZAS Company Limited offers reliable cargo transport services within Tanzania, covering major industrial and commercial hubs, including Dar es Salaam, Dodoma, Arusha, Mwanza, Mbeya, and Mtwara. The company serves manufacturing firms, wholesalers, agricultural

producers, and distributors requiring efficient movement of goods across cities and rural areas.

Key features of domestic goods transportation include:

- Scheduled and on-demand deliveries.
- Capacity to handle bulk and palletized goods.
- Strict adherence to delivery timelines.
- Safety-first approach, ensuring goods are transported securely and arrive in perfect condition.

2. Cross-Border Transit Transportation

The company specializes in cross-border cargo transport to and from landlocked neighboring countries, including Uganda, Rwanda, Burundi, Zambia, and the Democratic Republic of Congo (DRC). These services support the regional economy by providing a reliable logistics link between the Port of Dar es Salaam and inland countries dependent on Tanzanian trade corridors.

Key features of cross-border transportation include:

- Seamless customs clearance and documentation support.
- Long-haul fleet equipped with GPS tracking for real-time cargo visibility.
- Professional drivers trained in cross-border transport regulations and safety compliance.
- Strong focus on minimizing transit times and enhancing cost efficiency for clients.

3. Special Cargo Handling

ZAS Company Limited also caters to special cargo transportation needs, including fragile, perishable, and high-value goods. Such cargo

requires specialized handling techniques and equipment to maintain product quality and security throughout the journey.

Key features of special cargo handling include:

- Temperature-controlled transport for perishable goods.
- Secure packaging and tracking for fragile or sensitive cargo.
- Dedicated routes and delivery schedules to ensure timely arrival.
- Enhanced security protocols, including escorts for high-value goods when required.

Commitment to Quality Service

Through these services, ZAS Company Limited positions itself as a one-stop logistics solution provider, capable of meeting diverse transportation demands while ensuring timeliness, safety, and customer satisfaction. By integrating advanced technologies, employing experienced personnel, and adhering to strict operational standards, ZAS delivers logistics solutions that build trust and long-term partnerships with its clients.

7. Operations & Location

The head office is located at **Chekeni Mwasonga near Dar es Salaam Zoo, Kigamboni**. Operations will be supported by a truck yard, maintenance workshop, and administrative office.

8. Organizational Structure & Management

Key Positions:

ZAS Company Limited has established a well-defined organizational structure to ensure efficient management, smooth operations, and high-quality service delivery. The structure is designed to support the company's growth, promote accountability, and enhance decision-making processes while ensuring compliance with industry standards and regulatory requirements.

1. Managing Director (MD)

The Managing Director provides strategic leadership and overall direction for the company. The MD is responsible for setting organizational goals, managing stakeholder relationships, overseeing financial performance, and ensuring the company operates in alignment with its vision and mission.

2. Operations Manager

The Operations Manager oversees the day-to-day logistics and transport activities, ensuring that client requirements are met efficiently and on time. Responsibilities include scheduling, route planning, resource allocation, and ensuring compliance with transport regulations and safety standards.

3. Finance & Administration Officer

This position is responsible for financial planning, budgeting, and reporting, as well as general administration and human resource functions. The officer ensures proper accounting practices, cost control, and regulatory compliance while supporting overall organizational management.

4. Logistics & Fleet Supervisors

The Logistics and Fleet Supervisors manage the company's vehicle fleet, drivers, and cargo handling operations. They

ensure optimal vehicle performance, manage preventive maintenance schedules, monitor fuel consumption, and track fleet operations through GPS systems to guarantee timely and safe deliveries.

5. Drivers and Support Staff

The Drivers and Support Staff form the operational backbone of the company. Drivers are trained in safety, defensive driving, and cargo handling, ensuring goods are delivered securely and on time. Support staff handle loading, unloading, vehicle maintenance, and customer service support, ensuring operational efficiency and client satisfaction.

Management Philosophy

ZAS Company Limited values professionalism, accountability, and teamwork. The organizational design ensures clear reporting lines, effective communication, and the flexibility to adapt to changing market conditions. As the company expands, additional specialized positions, such as a Human Resource Manager and IT Systems Coordinator, will be incorporated to strengthen governance and operational capacity.

9. Human Resources Plan

ZAS Company Limited recognizes that **its workforce is the most valuable asset** in achieving operational excellence, customer satisfaction, and sustainable business growth. The company's human resources plan is designed to ensure the recruitment, development, and retention of competent professionals who will drive its strategic goals and maintain high service standards in a competitive logistics environment.

1. Staffing Plan

At the commencement of operations, ZAS Company Limited will employ **25 full-time employees** across various departments to ensure smooth service delivery and effective management. As the company expands its fleet, customer base, and geographic reach, the workforce is projected to **grow to 50 employees by the third year**. This growth will accommodate increased operational demands, expanded administrative functions, and advanced technology integration.

Initial Staffing (Year 1)

Executive Management: Managing Director and Operations Manager to provide strategic leadership and oversee daily operations.

Finance & Administration: Finance & Administration Officer responsible for financial management, human resources, and administrative support.

Logistics & Fleet Team: Logistics Supervisors, Fleet Coordinators, and a small team of mechanics to ensure vehicle maintenance and operational efficiency.

Drivers: Experienced professional drivers trained in defensive driving, cargo handling, and safety protocols.

Support Staff: Office assistants, security personnel, and loading/unloading teams to support day-to-day activities.

Projected Staffing (Year 3)

Expanded logistics and fleet management teams.

Dedicated IT and fleet tracking specialists for digital logistics solutions.

Additional finance and HR personnel to support a larger workforce.

Customer service representatives to improve client support and relationship management.

2. Training and Development

Employee training and continuous professional development are integral to the company's human resources strategy. ZAS Company

Limited is committed to creating a **learning culture** focused on skills enhancement and operational excellence.

Key Training Initiatives

Driver Safety Training:

- Defensive driving techniques.
- Cargo handling and securing procedures.
- Compliance with road transport safety regulations and emergency response protocols.

Logistics Systems Training:

Operation and management of GPS fleet tracking systems.
Digital dispatching and route optimization tools.
Basic IT literacy for logistics and administrative staff to enhance efficiency.

Customer Service Excellence:

Training for front-line and support teams to ensure effective client communication and service delivery.

Management and Leadership Development:

Training for supervisors and managers to improve leadership, decision-making, and people management skills.

3. Human Resources Philosophy

The company's HR approach emphasizes:

Merit-based recruitment and promotion to attract and retain top talent.

Competitive compensation and benefits packages to motivate employees.

Safe and inclusive workplace culture that supports diversity and employee well-being.

Performance evaluation systems to monitor productivity and align individual goals with corporate objectives.

10. Marketing & Sales Strategy

Here is the professional version of the Marketing & Sales Strategy:

Marketing & Sales Strategy

ZAS Company Limited has developed a comprehensive marketing and sales strategy to position itself as a trusted logistics partner within Tanzania and across the East and Central African region. The strategy is designed to create strong brand visibility, build long-term client relationships, and leverage digital platforms for market outreach, ultimately driving revenue growth and competitive advantage.

1. Branding of Fleet and Offices

The company recognizes the importance of corporate branding as a key driver of visibility and client confidence. All trucks, trailers, and company premises will feature consistent corporate colors, logos, and contact information, projecting a professional image that reflects reliability and operational excellence. This approach ensures that ZAS Company Limited's presence is easily recognizable across major highways and customer locations, reinforcing brand awareness and trust.

2. Strategic Partnerships with Manufacturers and Exporters

ZAS Company Limited's primary customer base includes ****manufacturing companies, agricultural producers, mining companies, and exporters****. The company will proactively build long-term relationships with key industry players through:

- Targeted business-to-business (B2B) meetings and presentations.
- Offering customized transportation solutions tailored to the specific logistics needs of each client.
- Establishing contractual agreements that secure consistent cargo volumes and recurring revenue streams.

These partnerships will not only provide financial stability but also enable the company to gain valuable industry insights, fostering innovation and improved service delivery.

3. Digital Marketing and Online Presence

The company will leverage modern digital marketing tools to enhance market reach and strengthen brand reputation. Key initiatives include:

- Developing and maintaining a professional website with service details, client testimonials, and real-time contact options.
- Utilizing business-to-business (B2B) online networks and logistics platforms to reach potential clients and expand into regional markets.
- Implementing targeted online advertising and social media campaigns to raise awareness of the company's services among decision-makers in key industries.

4. Participation in Industry Events and Exhibitions

ZAS Company Limited will actively participate in logistics, transport, and trade exhibitions, both locally and regionally.

These events provide a platform to:

- Showcase the company's capabilities and technological advancements.
- Network with industry stakeholders and potential customers.
- * Stay updated on emerging industry trends and innovations.

Sales Approach

The sales team will adopt a solution-oriented approach, focusing on understanding client-specific logistics challenges and delivering tailor-made solutions. This approach will be complemented by competitive pricing, efficient service delivery, and strong after-sales support to enhance client satisfaction and retention.

Through these combined efforts, ZAS Company Limited aims to establish itself as a reputable, technology-driven logistics provider, capable of meeting the evolving needs of Tanzania's growing industrial and trade sectors.

11. Environmental & Social Impact

ZAS Company Limited is committed to conducting its business operations in a manner that promotes **environmental sustainability** and **positive social contributions**. As a responsible corporate citizen in Tanzania's logistics sector, the company recognizes the importance of minimizing its ecological footprint while supporting the well-being and development of local communities.

1. Environmental Impact and Sustainability Initiatives

ZAS Company Limited prioritizes the use of **fuel-efficient, modern heavy-duty trucks** to reduce greenhouse gas emissions and minimize environmental pollution. By investing in newer vehicles with advanced engine technologies, the company aims to:

- Lower fuel consumption and operational costs.

- Reduce carbon dioxide (CO₂) and particulate matter emissions, contributing to cleaner air quality.

- Comply fully with Tanzania's environmental regulations and international standards on transport emissions,

Additionally, the company implements a **preventive vehicle maintenance program** to ensure optimal engine performance and lower emissions. Drivers are trained in **eco-driving techniques**, emphasizing smooth acceleration, speed control, and minimizing

idling times, all of which contribute to fuel conservation and reduced wear and tear on vehicles.

ZAS Company Limited also supports the adoption of **digital logistics management systems**, which optimize route planning and fleet utilization. This reduces unnecessary trips, idle times, and traffic congestion, further diminishing environmental impact.

2. Social Impact and Corporate Social Responsibility (CSR)

The company is dedicated to contributing positively to the social fabric of the communities in which it operates, especially in Kigamboni and greater Dar es Salaam. Its CSR initiatives include:

Local Employment Creation:

ZAS Company Limited prioritizes hiring from local communities, providing direct and indirect employment opportunities. By creating over 50 jobs within three years, the company helps reduce unemployment and promotes economic empowerment.

Road Safety Awareness:

Recognizing that road safety is critical to protecting lives and property, the company actively participates in and supports road safety campaigns. These initiatives involve educating drivers, clients, and the wider community on safe driving practices, adherence to traffic laws, and accident prevention measures.

Community Engagement:

ZAS Company Limited engages with local leaders and organizations to identify and support community development projects, including infrastructure improvements and youth training programs related to transport and logistics.

3. Compliance and Reporting

The company commits to regular environmental and social impact assessments, ensuring transparency and accountability. These reports will be shared with relevant regulatory bodies, investors, and stakeholders as part of ongoing compliance with Tanzanian laws and TIC requirements.

12. Lower fuel consumption and operational costs.
Reduce carbon dioxide (CO₂) and particulate matter emissions, contributing to cleaner air quality.
Comply fully with Tanzania's environmental regulations and international standards on transport emissions,

13. Risk Analysis & Mitigation

Fuel Price Fluctuation: Long-term supply contracts.

Fleet Breakdown: Preventive maintenance program.

Market Competition: Differentiated customer service.

14. Compliance & Legal Framework

1. ZAS Company Limited is fully registered with the Business Registrations and Licensing Agency (BRELA) and the Tanzania Revenue Authority (TRA) under TIN Number 173-809-883.

2. The company holds a valid Business License issued by the relevant local authorities, ensuring compliance with Tanzanian commercial regulations.

3. ZAS Company Limited is in the process of applying for a Certificate of Incentives from the Tanzania Investment Centre (TIC) to benefit from government investment facilitation and incentives aimed at supporting business growth and expansion.

4. The company is committed to maintaining full legal compliance across all operational aspects, including tax obligations, labor laws, environmental regulations, and transport licensing.

15. TIC Incentive Justification

IZAS Company Limited qualifies for Tanzania Investment Centre incentives based on the following:

Investment Above Minimum Threshold:

The company's proposed capital investment of **TZS 2.75 billion** exceeds the minimum requirement for TIC consideration, demonstrating significant financial commitment towards business growth and modernization.

Local Job Creation:

The business plan forecasts the creation of **more than 50 direct and indirect jobs within three years**, contributing substantially to Tanzania's employment objectives and socio-economic development.

Contribution to National Logistics Infrastructure:

By expanding fleet capacity, implementing technology-driven logistics systems, and enhancing cargo transport efficiency, ZAS Company Limited supports the government's agenda for improved trade facilitation and infrastructure development, aligning with Tanzania's Vision 2025 and regional integration goals.

16. Conclusion

ZAS Company Limited is strategically positioned to contribute significantly to Tanzania's economic growth by providing efficient, reliable, and innovative transportation and logistics services tailored to meet the evolving needs of domestic and regional markets. The company's strong focus on fleet modernization, through the acquisition of advanced, fuel-efficient vehicles, ensures enhanced operational reliability and reduced environmental impact. Furthermore, the integration of cutting-edge logistics technology—including GPS tracking and digital dispatch systems—will optimize fleet utilization, improve customer service, and increase overall supply chain transparency.

By creating employment opportunities, with a projected workforce growth from 25 to over 50 employees within three years, ZAS Company Limited is directly supporting the government's objectives of

job creation and human capital development. These efforts align with Tanzania's Vision 2025 goals, emphasizing industrialization, infrastructure development, and regional economic integration under frameworks such as the East African Community (EAC).

Access to investment incentives and facilitation services from the Tanzania Investment Centre (TIC) will be critical in enabling ZAS Company Limited to realize its growth ambitions. TIC support will help reduce capital costs, expedite importation of modern fleet assets, and streamline administrative procedures, thus accelerating the company's ability to scale operations and improve service quality.

In doing so, ZAS Company Limited will play a pivotal role in enhancing Tanzania's logistics infrastructure—supporting smoother trade flows, reducing transportation costs, and increasing competitiveness for local manufacturers, exporters, and transit clients. The company's commitment to sustainable practices and corporate social responsibility further ensures that its growth contributes positively to environmental stewardship and community development.

Overall, ZAS Company Limited's expansion will not only generate economic value for its stakeholders but also contribute meaningfully to Tanzania's broader development agenda, fostering greater regional connectivity and supporting the country's emergence as a logistics hub in East Africa.