

KYASI GROUP LIMITED

BUSINESS PLAN (2026-2031)

KYASI GROUP LIMITED – BUSINESS PLAN (2026–2031)

Company No.: 178396056

Incorporated in the United Republic of Tanzania

Registered Office: Plot No. 10, Handeni Road, Handeni District, Tanga Region, Tanzania

Email: kyasigroupltd@outlook.com | Tel: +255 762 368 926

Directors: Leonard Leonard Kyasi and William Leonard Kyasi

Company Secretary: William Leonard Kyasi

Authorized Share Capital: TZS 100,000,000 divided into 10,000 ordinary shares

Shareholding:

Leonard Leonard Kyasi (Tanzanian) – 80%;

William Leonard Kyasi (Tanzanian) – 20%

2. EXECUTIVE SUMMARY

Kyasi Group Limited is a privately incorporated Tanzanian company established in September 2024, focused on commercial agriculture with a strategic emphasis on palm oil cultivation, processing, and value-added production. The Company is headquartered in Tanga Region, a high-potential agro-ecological zone well suited for oil palm production due to favorable rainfall patterns, soil conditions, and proximity to port and domestic markets.

Kyasi Group Limited is positioned to capitalize on Tanzania's growing edible oil deficit, which currently relies heavily on imports to meet domestic demand. Palm oil has been identified by the Government of Tanzania as a priority crop under the Agriculture Sector Development Programme (ASDP II) and Vision 2025, due to its high yield per hectare, strong domestic consumption, and export potential within the East and Central African region.

The Company's business model integrates large-scale oil palm plantations, out-grower farmer schemes, and downstream processing through the establishment of a modern crude palm oil (CPO) extraction and refining facility. This vertically integrated approach is designed to enhance productivity, stabilize supply chains, improve farmer incomes, and maximize value retention within Tanzania.

Kyasi Group Limited plans an initial capital investment of USD 100,000, to be deployed towards:

- Land acquisition and plantation development;
- Nursery establishment and high-yield seedling propagation;
- Construction of a palm oil mill and primary processing infrastructure; and
- Operational setup, staffing, and compliance.

Over the 2026–2031 planning period, the Company aims to become a leading domestic producer of sustainably grown palm oil, reducing import dependency, supporting rural economic

development, and supplying high-quality palm oil to food processors, manufacturers, and regional export markets

3. COMPANY DESCRIPTION

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

Company Number: 186684133

Incorporation Date: 30th September, 2024

Sector: Agriculture

Activity Code: 0111 – Growing of Cereals

Mission Statement:

To develop and operate a commercially viable, environmentally responsible, and vertically integrated palm oil agribusiness that strengthens Tanzania’s domestic edible oil supply, supports rural economic development, and delivers consistent long-term value to shareholders by:

- **Agricultural Productivity:**
Establishing high-yield oil palm plantations using certified seedlings, best agronomic practices, mechanization, and modern farm management techniques to maximize output per hectare and ensure consistent production volumes.
- **Value Addition & Processing:**
Investing in modern palm oil milling and processing infrastructure to convert fresh fruit bunches (FFB) into high-quality crude palm oil (CPO) and palm kernel oil, reducing post-harvest losses and retaining value within Tanzania.
- **Sustainability & Environmental Responsibility:**
Applying climate-smart agriculture, responsible land-use planning, soil conservation, water management, and waste utilization practices to ensure long-term productivity while complying with NEMC and national environmental standards.
- **Farmer Integration & Capacity Building:**
Implementing structured out-grower and contract farming schemes that integrate smallholder farmers into the palm oil value chain through training, access to inputs, fair pricing mechanisms, and guaranteed off-take.
- **Operational Discipline & Governance:**
Maintaining strong corporate governance, transparent financial management, and compliance with all applicable agricultural, land, labor, and tax laws to build a resilient and credible agribusiness platform

Vision Statement:

By 2031, to become a leading Tanzanian palm oil producer and processor, recognized for sustainable agricultural practices, integrated value-chain operations, and contribution to national food security by:

- Developing large-scale, commercially productive oil palm plantations across suitable agro-ecological zones in Tanzania, with scalable land holdings exceeding 5,000 hectares.
- Operating modern palm oil processing facilities capable of meeting domestic demand from food processors, manufacturers, and institutional buyers while complying with food safety and industrial standards.
- Reducing Tanzania's dependence on imported edible oils by supplying locally produced palm oil that is competitively priced, reliable in quality, and consistent in volume.
- Building inclusive agricultural ecosystems through long-term partnerships with out-grower farmers, cooperatives, and rural communities, thereby improving incomes and livelihoods.
- Positioning the Company for regional exports within East and Central Africa as production capacity matures, leveraging Tanzania's strategic location and trade frameworks.
- Maintaining strong ESG performance, zero-harm safety culture, and independently auditable environmental and social compliance across all plantation and processing operations.
- Social Impact: Quality jobs, internships/apprenticeships, and community road/safety initiatives around hubs.

Core Values:

Integrity & Regulatory Compliance

We operate in full compliance with the Companies Act, Land Act, Village Land Act, Environmental Management Act, agricultural regulations, labor laws, and tax requirements. We maintain transparent governance, ethical conduct, and zero tolerance for corruption, fraud, or illegal land practices.

Sustainability & Environmental Stewardship

We are committed to responsible land acquisition, environmental conservation, and long-term resource management by:

- Preventing deforestation and protecting sensitive ecosystems.
- Implementing soil fertility management and erosion control measures.

- Optimizing water usage and waste recycling, including palm biomass utilization.
- Continuously improving environmental performance across plantations and mills.

Agricultural Excellence & Innovation

We pursue excellence in farming through:

- Adoption of high-yield oil palm varieties and improved nursery practices.
- Application of modern agronomy, mechanization, and data-driven farm management.
- Continuous improvement of yields, quality, and cost efficiency per hectare.

Farmer & Community Development

We believe sustainable agribusiness must uplift surrounding communities by:

- Integrating smallholder farmers throughout-grower schemes.
- Providing training, technical assistance, and market access.
- Creating decent employment opportunities and prioritizing local labor.
- Supporting community infrastructure and social development initiatives.

Value Creation & Financial Discipline

We focus on disciplined capital deployment, operational efficiency, and vertical integration to:

- Maximize returns on invested capital.
- Stabilize supply chains and pricing volatility.
- Ensure long-term profitability and balance sheet strength.

Health, Safety & People

We maintain a strong safety and people-first culture by:

- Enforcing occupational health and safety standards on plantations and mills.
- Investing in continuous staff training and skills development.
- Promoting gender inclusion, fair labor practices, and workforce well-being.

4. Strategic Objectives

Kyasi Group Limited's strategic goals are aligned with Tanzania's agricultural transformation agenda and are structured to deliver sustainable growth, food security, and strong financial return as follows:

- Develop and cultivate 5,000+ hectares of oil palm plantations by 2031, using high-yield hybrid varieties suitable for Tanzanian agro-climatic conditions.
- Establish a vertically integrated palm oil value chain, encompassing nurseries, plantations, milling, storage, and distribution to domestic and regional markets.
- Construct and commission a modern palm oil processing mill with scalable capacity to produce crude palm oil (CPO) and palm kernel oil, meeting local industrial and food-grade standards.

- Implement an out-grower and contract farming program, integrating smallholder farmers into the value chain to improve yields, incomes, and inclusive rural development.
- Achieve annual production capacity sufficient to substitute imports, contributing meaningfully to Tanzania’s edible oil self-sufficiency and balance-of-payments improvement.
- Reach annual revenues exceeding USD 8 million by Year 5, with strong operating margins driven by vertical integration and yield efficiency.
- Adopt sustainable and climate-smart agricultural practices, including responsible land use, soil conservation, water management, and compliance with environmental and social safeguards.
- Align fully with national policies, including Vision 2025, ASDP II, Kilimo Agenda 2030, and relevant environmental, land, and agricultural regulations.

5. Market Analysis

5.1 Industry Overview

Tanzania’s agricultural sector remains a central pillar of the national economy, employing over 60% of the population and contributing significantly to GDP. Within this sector, edible oil production particularly palm oil has been identified as a strategic priority due to persistent domestic supply deficits and heavy reliance on imports.

Tanzania currently imports a substantial portion of its edible oil requirements, primarily palm oil, to meet growing demand from households, food processors, hospitality industries, and manufacturers. This import dependence exposes the economy to foreign exchange pressure, price volatility, and supply chain disruptions.

The Government of Tanzania, through Vision 2025, ASDP II, and the Kilimo Agenda, has prioritized the expansion of oil palm cultivation and agro-processing as a means to:

- Enhance food security;
- Reduce edible oil imports;
- Promote agro-industrialization; and
- Create rural employment and income opportunities.

Regions such as Tanga, Kigoma, Kagera, and parts of the Coast Region possess favorable agro-ecological conditions for oil palm cultivation, making domestic production commercially viable and scalable. The industry presents strong opportunities for private sector-led investment, particularly through vertically integrated plantation and processing models.

5.2 Market Demand

Demand for palm oil in Tanzania is structural, growing, and under-supplied, driven by multiple factors:

- **Household Consumption:** Palm oil is widely used for cooking due to affordability, availability, and suitability for local diets. Population growth and urbanization continue to drive steady demand increases.
- **Food Processing & Manufacturing:** Bakeries, snack manufacturers, margarine producers, and industrial food processors rely heavily on palm oil as a key input.
- **Hospitality & Institutional Buyers:** Hotels, restaurants, catering services, schools, and hospitals consume large volumes of edible oils on a recurring basis.
- **Industrial Use:** Palm oil and palm kernel oil are key raw materials for soap, detergent, cosmetic, and pharmaceutical manufacturers.
- **Regional Export Demand:** Neighboring countries within East and Central Africa face similar supply deficits, presenting export opportunities as local production capacity increases.

Given current consumption trends and limited domestic production, locally produced palm oil enjoys a ready market with minimal demand risk, particularly when priced competitively against imports.

5.3 Target Market

Kyasi Group Limited will target the following primary customer segments:

- **Domestic Food Processors and Manufacturers** requiring reliable, bulk supply of crude and refined palm oil.
- **Edible Oil Refiners and Distributors** seeking consistent local sourcing to reduce import exposure and logistics costs.
- **Hospitality Groups and Institutional Buyers** with recurring demand for cooking oil and edible oil products.
- **Industrial Manufacturers** (soap, detergent, cosmetics) utilizing palm oil and palm kernel oil as core inputs.
- **Regional Traders and Exporters** supplying East and Central African markets as production volumes scale.

The Company will prioritize long-term supply contracts and off-take agreements to stabilize revenues and manage price volatility.

5.4 Competitive Advantage

Kyasi Group Limited holds a strong competitive position within Tanzania's emerging palm oil sector due to the following factors:

- **Strategic Location:** Operations in Tanga Region provide access to suitable agricultural land, reliable rainfall, labor availability, and proximity to domestic markets and export routes via the Port of Tanga and Dar es Salaam.
- **Vertical Integration:** Control over plantation development, processing, storage, and distribution reduces reliance on third parties, lowers unit costs, and improves margin stability.
- **Import Substitution Advantage:** Locally produced palm oil avoids import duties, freight costs, and foreign exchange exposure, enabling competitive pricing.
- **Government Policy Alignment:** The Company's focus aligns with national priorities for edible oil self-sufficiency, agro-processing, and rural development, positioning it favorably for incentives and institutional support.
- **Scalability:** The business model allows phased expansion of both plantations and processing capacity in response Sustainability & Compliance to market demand.
- **Commitment to responsible land use, environmental compliance, and inclusive out-grower schemes enhances long-term license to operate and investor confidence.**

5.2. 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.

5.3. Competitive Advantage

- Strategic Handeni base linked to port and road networks.
- Scalable logistics and digital warehouse management systems.
- Bonded status and compliance under TRA and TISEZA.

6. Products & Services

The Company will establish and manage commercial scale oil palm plantations using certified, high-yield hybrid seedlings suited to Tanzanian agro-climatic conditions.

Key activities include:

- Land preparation, nursery development, planting, and field maintenance.
- Application of best agronomic practices, fertilization programs, and pest and disease control.
- Mechanized harvesting and efficient fresh fruit bunch (FFB) collection systems.
- Yield optimization through soil analysis, irrigation where necessary, and continuous monitoring.

Primary Output:

- Fresh Fruit Bunches (FFB) for in-house processing and contracted off-take.

Palm Oil Processing & Milling Services.

Kyasi Group Limited will construct and operate a modern palm oil mill to process FFB into crude palm oil (CPO) and palm kernel oil.

Processing services include:

- Reception, weighing, sterilization, threshing, pressing, clarification, and storage of CPO.
- Palm kernel recovery and preliminary processing.
- Quality control to meet food-grade and industrial standards.
- Scalable processing capacity to accommodate both Company-grown and out-grower FFB.

Primary Products:

- Crude Palm Oil (CPO)
- Palm Kernel Oil (PKO)
- Palm Kernel Cake (by-product for animal feed)

Out-Grower & Contract Farming Services:

To promote inclusive agricultural growth, the Company will implement structured out-grower and contract farming programs for smallholder and medium-scale farmers.

Services provided:

- Supply of certified oil palm seedlings.
- Technical training, extension services, and agronomic support.
- Guaranteed off-take of FFB at transparent and market-linked pricing.
- Access to inputs and productivity-enhancing support mechanisms.

Outcome:

- Stable raw material supply for processing facilities.
- Improved farmer incomes and productivity.

Palm Oil Refining & Value-Added Products (Phase II):

As production scales, Kyasi Group Limited will expand into downstream refining and value-added palm oil products, increasing margins and market reach.

Planned products include:

- Refined, Bleached and Deodorized (RBD) palm oil.
- Cooking oil for domestic and institutional consumption.
- Industrial palm oil inputs for soap, detergent, and cosmetic manufacturers.

This phase will reduce reliance on crude oil sales and strengthen domestic industrial linkages.

Storage, Handling & Agricultural Logistics:

The Company will provide specialized storage and handling services for palm oil products and agricultural inputs.

Services include:

- Bulk storage tanks for CPO and refined palm oil.
- Warehousing for agricultural inputs and packaging materials.
- Internal logistics, handling, and dispatch management.
- Quality preservation and inventory management systems.

By-Product Utilization & Sustainable Energy Inputs

Kyasi Group Limited will maximize resource efficiency through utilization of palm oil by-products, including:

- Palm kernel cake for animal feed markets.
- Empty fruit bunches (EFB) and fiber for organic fertilizer and biomass energy use.
- Shells and biomass for on-site energy generation, reducing operational energy costs.

Advisory, Technical & Plantation Management Services (Selective)

On a selective basis, the Company may offer:

- Plantation development and management advisory services.
- Technical support to partner farms and institutional projects.
- Agribusiness feasibility studies and operational support for third-party investors.

7. Operations Plan

Phase 1 – 2027:

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

Phase 2 – 2027–2028:

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

Phase 3 – 2029–2031:

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

2. Management Structure

- **Managing Director:** Alistair Andrew James
- **Director:** Leonard Leonard Kyasi
- **Director:** William Leonard Kyasi
- **Company Secretary:** William Leonard Kyasi
- **Finance Manager, Operations Manager, Sales & Marketing Head** (to be appointed in 2027)

3. 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.

4. Financial Plan (in USD)

| Item | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-----------------------------|----------|-----------|-----------|-----------|-----------|
| Revenue | 0 | 1,200,000 | 3,000,000 | 3,600,000 | 4,200,000 |
| Capital | 800,000 | 600,000 | 1,000,000 | 1,200,000 | 1,000,000 |
| Operational Expenses | 200,000 | 300,000 | 400,000 | 500,000 | 600,000 |
| Net Profit | -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

5. Risk Assessment & Mitigation

| Risk | Impact | Mitigation Strategy |
|--|---------------|--|
| 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 by William Leonard Kyasi. |
| Market competition | Medium | Focus on niche bonded and cold-chain markets. |
| Financing delays | High | Maintain DFI relationships and staged investment approach. |

6. 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**
- **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 100 Tanzanians by Year 5.
- Install solar energy and rainwater harvesting systems.
- Prioritize local contractors and SMEs in supply chains.
- Create internship and agriculture training programs for youth.

13. CONCLUSION

Kyasi Group 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, Kyasi Group Limited presents a scalable, sustainable, and high-return investment opportunity in East Africa’s logistics infrastructure sector.

14. Appendices

Appendix A – Implementation Timeline (2026–2031)

Appendix B – Financial Forecast Summary

Appendix C – Key Legal and Regulatory Documents