

# **BUSINESS PLAN FOR HSSL LIME COMPANY LIMITED**

## **EXECUTIVE SUMMARY**

**HSSL Lime Company Limited** is a proposed industrial manufacturing company to be established at **Kange Industrial Park in Tanga Region, Tanzania**, specializing in the production of high-quality **cement and lime-based products** for the construction and infrastructure sectors. The company aims to contribute to Tanzania's growing demand for building materials while supporting national industrialization and regional economic development.

Tanga Region is strategically positioned for cement manufacturing due to its rich limestone deposits, proximity to the port of Tanga, and improving transport infrastructure. By locating at Kange Industrial Park, HSSL Lime Company Limited will benefit from access to key logistics corridors, reliable utilities, and a supportive industrial ecosystem, enabling efficient production and distribution to both domestic and regional markets including Kenya, Uganda, Rwanda, Burundi, and the Democratic Republic of Congo.

The company will focus on producing competitively priced, high-quality cement that meets **Tanzania Bureau of Standards (TBS)** requirements and international quality benchmarks. With the continued growth of infrastructure projects, real estate development, and government investment in roads, housing, ports, and public facilities, demand for cement in Tanzania and East Africa is expected to remain strong and sustainable.

HSSL Lime Company Limited's business strategy is built on:

- Efficient and modern production technology
- Strong quality control systems
- Competitive pricing through local sourcing of raw materials
- Strategic partnerships with distributors, contractors, and government projects
- Commitment to environmental sustainability and community development

The company's long-term vision is to become a **leading cement and lime manufacturer in Tanzania and the East African region**, recognized for product quality, reliability, and responsible industrial practices. Beyond profitability, the project will generate employment opportunities for local communities, support skills development, and contribute meaningfully to the economic growth of Tanga Region and Tanzania as a whole.

## COMPANY DESCRIPTION

**HSSL Lime Company Limited** is a private limited company established with the purpose of investing in industrial manufacturing within Tanzania's growing construction materials sector. The company will be located at **Kange Industrial Park in Tanga Region**, a strategic industrial zone with strong access to raw materials, transport networks, and regional markets. The core business of the company is the **manufacturing and supply of cement and lime products** for use in construction, infrastructure, and industrial applications.

The company is being developed in response to the increasing demand for quality cement driven by rapid urbanization, population growth, government infrastructure investments, and private sector real estate development across Tanzania and neighboring countries. By establishing operations in Tanga, HSSL Lime Company Limited will leverage the region's abundant limestone reserves and proximity to key transport corridors, including the Tanga Port, to achieve cost-efficient production and effective market distribution.

HSSL Lime Company Limited will operate with a strong focus on **quality, efficiency, and sustainability**. The company is committed to adopting modern production technologies that enhance productivity while minimizing environmental impact. Environmental protection measures, occupational health and safety standards, and regulatory compliance will be integrated into all operational processes.

### **Vision**

To become a leading and trusted manufacturer of cement and lime products in Tanzania and the East African region.

### **Mission**

To produce and supply high-quality cement and lime products using efficient, sustainable, and innovative manufacturing processes that support national development and deliver value to customers, shareholders, and communities.

### **Core Values**

- **Quality Excellence** – Commitment to producing products that meet and exceed industry standards
- **Integrity** – Honest and transparent business practices
- **Sustainability** – Responsible use of resources and environmental stewardship
- **Innovation** – Continuous improvement in technology and operations
- **Community Impact** – Supporting local employment and economic development

## **Business Objectives**

- Establish a modern cement and lime manufacturing plant at Kange Industrial Park
- Achieve competitive production costs through local sourcing of raw materials
- Build strong market presence in Tanga, Dar es Salaam, and other key regions
- Develop long-term partnerships with contractors, distributors, and government agencies
- Expand market reach to neighboring East African countries over time

## **BUSINESS OBJECTIVES**

HSSL Lime Company Limited's business objectives guide the company's strategic direction and operational priorities as it establishes and grows its cement and lime manufacturing operations at Kange Industrial Park, Tanga Region.

### **Short-Term Objectives (Year 1–2)**

- Successfully establish and commission a modern cement and lime manufacturing plant at Kange Industrial Park.
- Obtain all required regulatory approvals and certifications, including registration, environmental permits, and Tanzania Bureau of Standards (TBS) certification.
- Achieve stable production capacity and consistent product quality within the first 12 months of operation.
- Build a reliable supply chain for raw materials, fuel, packaging, and logistics.
- Develop strong distribution networks in key markets such as Tanga, Dar es Salaam, Coast Region, and nearby regions.
- Recruit and train a skilled workforce, prioritizing employment opportunities for the local community.
- Introduce the HSSL brand to the market and establish customer trust through quality and reliability.

## Medium-Term Objectives (Year 3–5)

- Increase production capacity to meet growing market demand.
- Capture a significant share of the cement and lime market in Northern and Eastern Tanzania.
- Expand sales to regional export markets including Kenya, Uganda, Rwanda, Burundi, and the Democratic Republic of Congo.
- Strengthen long-term contracts with construction companies, infrastructure developers, and government projects.
- Improve operational efficiency to reduce production costs and increase profit margins.
- Implement advanced environmental management systems and achieve recognized environmental compliance standards.

## Long-Term Objectives (Beyond Year 5)

- Become one of the leading cement and lime manufacturers in Tanzania.
- Diversify product lines to include specialized cement products (e.g., blended cement, rapid-hardening cement, industrial lime products).
- Establish additional production facilities or expand capacity based on market growth.
- Develop the company into a strong, reputable brand recognized for quality, reliability, and sustainability across East Africa.
- Contribute significantly to national industrial development, job creation, and community development initiatives.

## PRODUCTS AND SERVICES

HSSL Lime Company Limited will specialize in the manufacturing and supply of high-quality cement and lime products designed to meet the needs of Tanzania's construction, infrastructure, and industrial sectors. All products will be produced in compliance with **Tanzania Bureau of Standards (TBS)** and relevant international quality standards to ensure reliability, safety, and customer satisfaction.

### Core Products

#### 1. Ordinary Portland Cement (OPC)

This will be the company's primary product, suitable for a wide range of construction applications including residential buildings, commercial structures, bridges, roads, and general civil works. OPC offers strong bonding properties, durability, and consistency, making it the most widely used cement type in the market.

## **2. Portland Pozzolana Cement (PPC)**

PPC is a blended cement that incorporates pozzolanic materials, improving workability, durability, and resistance to chemical attack. It is particularly suitable for mass concrete works, marine structures, and long-term infrastructure projects.

## **3. Hydrated Lime**

Hydrated lime will be produced for use in construction (plastering, mortar), water treatment, soil stabilization, and various industrial applications. This product will target both the construction sector and institutional buyers such as municipalities and industrial plants.

## **4. Quicklime (Burnt Lime)**

Quicklime will be supplied for industrial uses including metallurgy, chemical processing, sugar production, mining, and environmental applications such as flue gas treatment.

## **Value-Added Services**

In addition to manufacturing, HSSL Lime Company Limited will offer supportive services to strengthen customer relationships and enhance market competitiveness:

- **Bulk Supply Services** – Provision of cement and lime in bulk quantities for large construction projects and industrial clients.
- **Packaging Solutions** – Supply of cement and lime in different packaging options (e.g., 50kg bags and bulk) to meet diverse customer needs.
- **Technical Support to Clients** – Offering guidance on product selection, application methods, and best practices to contractors, engineers, and builders.
- **Reliable Logistics and Delivery** – Coordinating transportation and timely delivery of products to customers across Tanzania and the region.
- **Custom Supply Agreements** – Developing tailored supply contracts for large-scale projects and long-term clients.

## **Quality Assurance**

Quality will be a key competitive advantage for HSSL Lime Company Limited. The company will implement strict quality control procedures, including:

- Routine laboratory testing of raw materials and finished products
- Compliance with TBS and applicable international standards
- Continuous monitoring of production processes
- Regular calibration of production equipment and testing instruments

Through consistent quality, reliable supply, and responsive customer service, HSSL Lime Company Limited aims to build long-term trust with customers and establish a strong reputation in the cement and lime market.

## **JOB CREATION AND EMPLOYMENT IMPACT**

HSSL Lime Company Limited is committed to contributing to socio-economic development through meaningful job creation and skills development. The establishment of the cement and lime manufacturing plant at Kange Industrial Park, Tanga Region, will generate both direct and indirect employment opportunities for Tanzanians.

The project will create a total of **42 direct jobs**, of which **40 positions will be reserved for Tanzanian nationals** and **2 positions for foreign experts**. Among the Tanzanian employees, **30 will be male and 10 will be female**, reflecting the company's commitment to inclusive employment and gender participation in the industrial workforce. The two foreign employees will occupy specialized technical and managerial roles, with the objective of transferring skills and knowledge to local staff over time.

In addition to direct employment, the project is expected to generate approximately **100 indirect jobs** for Tanzanians through related economic activities such as transportation, raw material supply, packaging, maintenance services, food vending, security services, and other supporting businesses within and around the industrial park.

Through this employment structure, HSSL Lime Company Limited will not only support household incomes but also contribute to skills development, youth empowerment, and sustainable economic growth in Tanga Region and Tanzania at large.

## **PROJECT CAPACITY**

HSSL Lime Company Limited will operate a modern cement and lime manufacturing facility with an initial production capacity of **250 tons per day (TPD)**. This production capacity has been designed to efficiently meet the growing demand for cement and lime products in Tanga Region, across Tanzania, and in selected regional markets.

At full operational capacity, the plant is expected to produce approximately **7,500 tons per month** and **90,000 tons per year**, assuming continuous operation and routine maintenance schedules. This level of production will enable the company to serve large-scale construction projects, distributors, retailers, and industrial clients while maintaining consistent product availability in the market.

The 250 TPD capacity reflects a balanced approach between operational efficiency and market demand, allowing the company to remain competitive while also providing flexibility for future expansion as demand increases. The plant design will allow for potential scaling of production capacity in the future, subject to market conditions and strategic growth plans.

Through this production capacity, HSSL Lime Company Limited aims to strengthen the local supply of cement and lime products, reduce dependency on imports, stabilize market prices, and support infrastructure and industrial development in Tanzania.

## **IMPLEMENTATION SCHEDULE**

The implementation of the HSSL Lime Company Limited project will be carried out in structured phases to ensure smooth development, timely completion, and effective commencement of operations.

### **Phase 1: Project Preparation (Months 1–3)**

- Finalization of business plan and feasibility study
- Company registration and legal compliance
- Securing land at Kange Industrial Park
- Environmental Impact Assessment (EIA) and acquisition of environmental permits
- Engagement of consultants (engineering, legal, financial)
- Securing project financing (equity, loans, investors)

### **Phase 2: Design and Procurement (Months 4–6)**

- Detailed plant layout and engineering design
- Selection of plant technology and machinery specifications
- Identification and contracting of equipment suppliers
- Procurement of major equipment and machinery
- Recruitment of key management and technical personnel

### **Phase 3: Site Development and Construction (Months 7–12)**

- Site clearing and preparation
- Construction of plant buildings and infrastructure
- Installation of utilities (power, water, access roads, drainage)
- Delivery of machinery and equipment to site
- Installation of production lines and support systems

### **Phase 4: Installation and Testing (Months 13–15)**

- Mechanical and electrical installation completion
- Testing of machinery and production systems
- Trial production runs
- Quality control setup and laboratory commissioning
- Health, Safety, and Environment (HSE) system implementation

### **Phase 5: Training and Commissioning (Months 16–18)**

- Training of production, maintenance, and administrative staff
- Final commissioning of the plant
- TBS certification and regulatory inspections
- Commencement of commercial production

### **Phase 6: Full Operation and Market Expansion (From Month 19 onwards)**

- Production at 250 TPD capacity
- Strengthening distribution channels
- Marketing and brand development
- Continuous monitoring of performance and quality
- Planning for future expansion based on market demand

<b>Phase</b>	<b>Activity</b>	<b>Duration</b>
1	Planning & Approvals	Month 1-3
2	Design & Procurement	Month 4-6
3	Construction & installation	Month 7-12
4	Testing & Trial production	Month 13-15
5	Training & commissioning	Month 16-18
6	Full operation	Month 19 onwards

## **MARKET ANALYSIS**

### **Industry Overview**

The cement and lime industry in Tanzania are a critical sector supporting national development, particularly in infrastructure, housing, industrial construction, and public works. The government's continued investment in major projects such as roads, railways, ports, bridges, schools, hospitals, and housing programs has driven steady growth in demand for cement and related construction materials.

Urbanization, population growth, and increased private-sector real estate development have further strengthened market demand. As a result, cement consumption in Tanzania and the broader East African region continues to grow, creating strong opportunities for new and competitive manufacturers such as HSSL Lime Company Limited.

## **Market Demand**

Demand for cement and lime products is strong in:

- Residential housing construction
- Commercial buildings (offices, hotels, shopping centers)
- Infrastructure projects (roads, bridges, ports, railways, airports)
- Industrial developments (factories, warehouses)
- Government projects (schools, hospitals, public buildings)
- Agricultural and environmental applications (lime for soil treatment and water purification)

Tanga Region itself is experiencing industrial growth due to the development of industrial parks such as **Kange Industrial Park**, increased port activities, and cross-border trade with Kenya. This creates a reliable local market while also providing access to national and regional buyers.

## **Target Market**

HSSL Lime Company Limited will target the following customer segments:

- Construction companies and contractors
- Cement distributors and wholesalers
- Hardware shops and building material retailers
- Government institutions and public agencies
- Real estate developers
- Industrial users of lime (mining, water treatment plants, agriculture, and manufacturing)

The company will initially focus on Tanga, Coast Region, Dar es Salaam, Kilimanjaro, Arusha, and nearby regions, with gradual expansion into regional export markets.

## **Competitive Environment**

Tanzania's cement market includes several established manufacturers. However, there remains room for competitive players that can offer:

- Consistent product quality
- Competitive pricing
- Reliable supply
- Strong customer service
- Strategic location advantages

HSSL Lime Company Limited's location in Tanga provides a competitive edge through proximity to limestone raw materials, reduced transportation costs, and access to the port for regional distribution.

## **Competitive Advantage**

HSSL Lime Company Limited will differentiate itself through:

- Strategic location at Kange Industrial Park
- Efficient production capacity of 250 TPD
- Strong quality control and compliance with TBS standards
- Competitive pricing through local sourcing
- Reliable supply and customer-focused service
- Commitment to environmental and social responsibility

## **Market Opportunity**

The combination of growing infrastructure investment, expanding urban development, regional trade opportunities, and increasing industrialization presents a strong long-term opportunity for HSSL Lime Company Limited. With the right production efficiency and marketing strategy, the company is well-positioned to capture a meaningful share of the local and regional cement and lime market.

## **MARKETING STRATEGY**

HSSL Lime Company Limited's marketing strategy is designed to build a strong brand, secure consistent customers, and achieve sustainable sales growth in the highly competitive cement and lime market in Tanzania and the East African region.

## **Marketing Objectives**

- Create strong brand awareness for HSSL cement and lime products in Tanga and surrounding regions
- Secure long-term supply contracts with major construction companies and institutions
- Build a reliable distribution network across key markets
- Achieve steady sales volumes that match the 250 TPD production capacity
- Establish HSSL as a trusted brand known for quality, reliability, and fair pricing

## **Target Customers**

The company will focus its marketing efforts on:

- Large construction companies and civil contractors
- Cement distributors and wholesalers
- Hardware shops and building material retailers
- Real estate developers
- Government institutions and public agencies
- NGOs and infrastructure project implementers
- Industrial users of lime (water treatment plants, agriculture, mining, factories)

## **Brand Positioning**

HSSL Lime Company Limited will position itself as:

A reliable, high-quality, and affordable cement and lime manufacturer that supports Tanzania's development.

The brand will emphasize:

- Product quality and consistency
- Reliability of supply
- Competitive pricing
- Local production supporting the Tanzanian economy
- Responsible environmental and community practices

## **Pricing Strategy**

- Competitive pricing aligned with market rates
- Volume-based discounts for large buyers and long-term contracts
- Special pricing for distributors and strategic partners
- Flexible payment terms for trusted customers to build loyalty

## **Distribution Strategy**

To ensure product availability and market reach, the company will use:

- Direct sales to large construction projects and institutions
- Appointed distributors in major regions (Tanga, Dar es Salaam, Arusha, Kilimanjaro, Coast Region)
- Supply to wholesalers and hardware shops
- Bulk supply for major infrastructure projects
- Logistics partnerships with transport companies for efficient delivery

## **Promotion Strategy**

HSSL Lime Company Limited will promote its products using:

- Branding on cement bags, trucks, and company uniforms
- Roadside billboards in key towns and highways
- Radio advertisements in regional stations
- Participation in trade fairs and construction exhibitions
- Direct sales visits to contractors, developers, and institutions
- Distribution of brochures, product catalogs, and technical data sheets
- Digital marketing through social media and a company website

## **Customer Relationship Strategy**

The company will build long-term customer loyalty by:

- Ensuring consistent product quality
- Delivering on time
- Providing technical support to clients
- Responding quickly to customer feedback and complaints
- Maintaining strong after-sales service

## **OPERATIONS PLAN**

HSSL Lime Company Limited's operations plan outlines how the company will manage production, staffing, logistics, quality control, and day-to-day activities to ensure efficient and sustainable manufacturing of cement and lime products at the 250 TPD plant located in Kange Industrial Park, Tanga Region.

### **Location and Facilities**

The manufacturing plant will be established at **Kange Industrial Park, Tanga Region**, a strategic location offering:

- Proximity to limestone raw material sources
- Access to reliable transport networks (road and nearby port)
- Availability of industrial utilities (power, water, and infrastructure)
- Access to local labor and supporting services

The facility will include:

- Production plant and machinery
- Raw material storage areas
- Finished product warehouse
- Quality control laboratory
- Administrative offices
- Staff facilities (changing rooms, canteen, safety facilities)
- Maintenance workshop

## Production Process

The operations will follow standard cement and lime manufacturing procedures, including:

1. **Raw Material Sourcing**
  - Limestone sourced from nearby quarries
  - Other materials sourced locally where possible to reduce costs
2. **Crushing and Processing**
  - Raw materials crushed and prepared for processing
  - Controlled blending to ensure consistent quality
3. **Burning and Kiln Operation**
  - Materials processed in kilns using modern, energy-efficient technology
  - Strict monitoring of temperatures and process parameters
4. **Grinding and Final Processing**
  - Finished product ground to required fineness
  - Cement and lime prepared according to product specifications
5. **Packaging and Storage**
  - Products packed in 50kg bags or supplied in bulk
  - Stored safely in warehouses before distribution

## Production Capacity

- Daily production: **250 tons per day**
- Monthly production: approximately **7,500 tons**
- Annual production: approximately **90,000 tons**

Operations will be organized in shifts to ensure continuous production and optimal use of equipment.

## Human Resources and Staffing

The plant will operate with a structured workforce of:

- **42 direct employees** (40 Tanzanians and 2 foreign experts)
- Departments will include production, maintenance, quality control, administration, finance, sales, and security

Continuous training will be provided to improve skills, safety awareness, and operational efficiency.

## **Quality Control**

Quality assurance is a core operational priority. The company will:

- Establish an on-site laboratory for testing raw materials and finished products
- Ensure compliance with **Tanzania Bureau of Standards (TBS)**
- Conduct regular inspections and process monitoring
- Maintain proper documentation and quality records

## **Supply Chain and Logistics**

- Reliable suppliers will be contracted for raw materials, packaging, and fuel
- Transport partnerships will be established for distribution
- Efficient inventory management will ensure uninterrupted production and supply

## **Health, Safety, and Environment (HSE)**

HSSL Lime Company Limited will implement strong HSE practices including:

- Use of personal protective equipment (PPE)
- Regular safety training for staff
- Proper waste management systems
- Dust and emission control measures
- Compliance with environmental regulations and EIA requirements

## **Operational Efficiency**

To ensure sustainability and profitability, the company will focus on:

- Preventive maintenance of machinery
- Efficient energy use
- Minimizing production waste
- Continuous improvement in processes
- Monitoring performance through key operational indicators

## **ORGANIZATIONAL STRUCTURE**

HSSL Lime Company Limited will operate with a clear and efficient organizational structure to ensure smooth management, accountability, and operational efficiency. The structure is designed to support the company's production, sales, administrative, and technical functions while promoting strong leadership and teamwork.

## Ownership

HSSL Lime Company Limited is a **Private Limited Company** owned by its founding shareholders. The owners will provide strategic direction, approve major investments, and monitor company performance through regular reports and board meetings.

## Management Team

The management team will oversee daily operations, strategic planning, and business growth. Key positions include:

1. **Managing Director (MD)**
  - Provides overall leadership and strategic direction
  - Oversees all company operations, finance, and business development
  - Reports to the Board of Directors
2. **Operations/Plant Manager**
  - Manages production, maintenance, and quality control
  - Ensures production targets of 250 TPD are met efficiently
  - Implements safety and environmental policies
3. **Finance and Administration Manager**
  - Handles budgeting, accounting, payroll, and reporting
  - Oversees administrative tasks and human resources
  - Ensures compliance with financial regulations and statutory requirements
4. **Sales and Marketing Manager**
  - Develops marketing strategies and sales plans
  - Manages client relationships, distribution, and customer service
  - Monitors market trends and competitor activities
5. **Technical/Quality Control Manager**
  - Oversees quality assurance for raw materials and finished products
  - Implements laboratory testing and TBS compliance
  - Ensures continuous improvement in production quality
6. **Procurement and Logistics Officer**
  - Sources raw materials and equipment
  - Manages inventory, warehousing, and transportation of products

## Support Staff

- Production operators and kiln technicians
- Maintenance technicians
- Laboratory staff for quality control
- Administrative and clerical staff
- Security personnel and general laborers

## Staffing Numbers

- **Direct Employees:** 42 (40 Tanzanians, 2 foreign experts)
- **Indirect Employees:** Approximately 100 (Tanzanians, in logistics, supply, and support roles)

## Key Principles

- Clear roles and responsibilities to avoid overlap
- Efficient communication between departments
- Regular performance reviews and training programs
- Encouragement of innovation, safety, and productivity

## FUNDING REQUIREMENTS

HSSL Lime Company Limited requires a total investment of **Tanzania Shillings (TZS) 2,580,000,000/=** to establish a modern cement and lime manufacturing plant at **Kange Industrial Park, Tanga Region**. The investment will cover land development, plant construction, machinery and equipment, working capital, staff recruitment, and initial operational costs.

## Sources of Funds

The total funding will be sourced as follows:

Source of Funding	Amount (TZS)	Percentage of Total
<b>Local Equity (Shareholders' Contribution)</b>	780,000,000	30%
<b>Local Loan / Debt Financing</b>	1,800,000,000	70%
<b>Total Investment Required</b>	2,580,000,000	100%

## Use of Funds

The investment will be allocated across key areas as follows:

1. **Land and Site Development**
  - Land acquisition, site preparation, and infrastructure development
2. **Plant Construction**
  - Civil works, buildings, warehouses, administrative offices, staff facilities
3. **Machinery and Equipment**
  - Cement and lime production machinery, kilns, crushers, grinders, laboratory equipment, packaging machines

#### 4. Working Capital

- Initial procurement of raw materials, fuel, and packaging materials
- Salaries and operational expenses for the first 6–12 months

#### 5. Training and Human Resources Development

- Recruitment and training of direct staff, including technical skills and safety training

#### 6. Marketing and Distribution

- Branding, product promotion, logistics, and initial market entry

### Funding Rationale

- **Local Equity:** Demonstrates shareholders' commitment and confidence in the project.
- **Local Loan / Debt Financing:** Provides the remaining capital required to implement the project fully while keeping ownership largely with Tanzanian investors.
- The funding mix ensures a balance between **equity risk** and **debt leverage**, optimizing financial sustainability.

### Expected Returns

With the plant operating at **250 tons per day**, the company expects steady revenue generation from domestic and regional sales of cement and lime. The strong market demand, competitive pricing, and strategic location will allow HSSL Lime Company Limited to achieve profitability within the first few years of operation, with sustainable growth potential over the medium and long term.

### Investment Breakdown

Item	Amount (TZS)	Percentage of Total
Land and Buildings	520,000,000	20.16%
Plant and Machinery	912,000,000	35.35%
Vehicles	200,000,000	7.75%
Furniture and Fittings	100,000,000	3.88%
Pre-Expenses	48,000,000	1.86%
Others	600,000,000	23.26%
Working Capital	200,000,000	7.75%
<b>Total Investment</b>	<b>2,580,000,000</b>	<b>100%</b>

## **FINANCIAL PROJECTIONS (5-YEAR FORECAST)**

### **ASSUMPTIONS**

These projections are based on realistic figures for a 250 TPD cement & lime production facility:

<b>Variable</b>	<b>Value/Assumption</b>
Plant capacity	250 tons per day
Operating days per year	300
Annual production	75,000 tons
Average selling price per ton	TZS 120,000
Revenue growth	8 % per year (industry growth)
Cost of Goods Sold (COGS)	60 % of revenue
Operating expenses	15 % of revenue
Corporate tax rate	30 % of profit before tax (standard TRA rate)
VAT on sales	18 % on taxable supplies (not in profit tables, but part of pricing)

### **REVENUE PROJECTION**

<b>Year</b>	<b>Production (Tons)</b>	<b>Sales Revenue (TZS)</b>
<b>Year 1</b>	75,000	9,000,000,000
<b>Year 2</b>	81,000	9,720,000,000
<b>Year 3</b>	87,480	10,497,600,000
<b>Year 4</b>	94,478	11,277,408,000
<b>Year 5</b>	102,035	12,244,120,640

### **COST AND EXPENSE PROJECTIONS**

#### **Cost of Goods Sold (COGS): ~60 % of revenue**

Includes raw materials, fuel, packaging, and direct production costs.

<b>Year</b>	<b>COGS (TZS)</b>
Year 1	5,400,000,000
Year 2	5,832,000,000
Year 3	6,298,560,000
Year 4	6,766,444,800
Year 5	7,346,472,384

## Operating Expenses: ~15 % of revenue

Includes administration, marketing, logistics, salaries (excluding COGS).

Year	Op Exp (TZS)
Year 1	1,350,000,000
Year 2	1,458,000,000
Year 3	1,574,640,000
Year 4	1,691,611,200
Year 5	1,836,618,096

## PROFIT BEFORE TAX (PBT)

Year	Revenue	COGS	Op Exp	PBT (TZS)
Year 1	9,000,000,000	5,400,000,000	1,350,000,000	<b>2,250,000,000</b>
Year 2	9,720,000,000	5,832,000,000	1,458,000,000	<b>2,430,000,000</b>
Year 3	10,497,600,000	6,298,560,000	1,574,640,000	<b>2,624,400,000</b>
Year 4	11,277,408,000	6,766,444,800	1,691,611,200	<b>2,819,352,000</b>
Year 5	12,244,120,640	7,346,472,384	1,836,618,096	<b>3,061,030,160</b>

## CORPORATE INCOME TAX (30 %)

TRA requires resident companies to pay **corporate tax at 30 % on taxable profits**.

Year	PBT	Tax (30 %)	Net Profit After Tax
Year 1	2,250,000,000	675,000,000	<b>1,575,000,000</b>
Year 2	2,430,000,000	729,000,000	<b>1,701,000,000</b>
Year 3	2,624,400,000	787,320,000	<b>1,837,080,000</b>
Year 4	2,819,352,000	845,805,600	<b>1,973,546,400</b>
Year 5	3,061,030,160	918,309,048	<b>2,142,721,112</b>

## PROFIT GROWTH SUMMARY

### Net Profit After Tax (TZS)

- Year 1: 1.58 billion
- Year 2: 1.70 billion
- Year 3: 1.84 billion
- Year 4: 1.97 billion
- Year 5: 2.14 billion

This shows strong and sustainable profitability as the business expands its market reach and gains operational efficiencies.

## **RISK ANALYSIS**

HSSL Lime Company Limited recognizes that, like any industrial venture, the cement and lime manufacturing business is exposed to operational, financial, market, regulatory, and environmental risks. Identifying and mitigating these risks is crucial for sustainable growth and profitability.

### **1. Market Risk**

#### **Description:**

- Fluctuations in demand due to changes in construction activity, government projects, or economic slowdowns.
- Price volatility due to competition or changes in import/export dynamics.

#### **Mitigation Strategies:**

- Diversify target markets across Tanga, Dar es Salaam, and neighboring regions.
- Maintain competitive pricing and strong product quality.
- Build long-term supply contracts with contractors, government agencies, and distributors.
- Monitor market trends regularly and adjust production planning.

### **2. Operational Risk**

#### **Description:**

- Plant downtime, equipment failure, or supply chain disruptions.
- Inadequate staffing or technical expertise.

#### **Mitigation Strategies:**

- Invest in modern, reliable machinery and schedule preventive maintenance.
- Train local staff and implement continuous skills development programs.
- Maintain strategic inventory of raw materials and spare parts.
- Establish a robust operations management system with clear responsibilities.

### **3. Financial Risk**

#### **Description:**

- Fluctuations in currency exchange if importing equipment or materials.
- Interest rate changes impacting loan repayment.
- Delays in cash flow from clients.

### **Mitigation Strategies:**

- Use local suppliers for raw materials and equipment where possible.
- Negotiate fixed-rate loans to reduce interest rate exposure.
- Implement strict credit policies and monitor accounts receivable.
- Maintain working capital to cover short-term operational costs.

## **4. Regulatory and Compliance Risk**

### **Description:**

- Non-compliance with Tanzanian laws (TRA, environmental regulations, TBS standards) may lead to fines, sanctions, or production stoppages.
- Changes in tax law or industry regulations.

### **Mitigation Strategies:**

- Ensure full compliance with **Tanzania Revenue Authority (TRA)**, environmental, and industrial regulations.
- Hire legal and compliance advisors to monitor regulatory changes.
- Obtain all necessary permits before commencing operations.
- Conduct regular audits and internal compliance checks.

## **5. Environmental Risk**

### **Description:**

- Dust, emissions, and waste from cement production can impact local communities and lead to regulatory penalties.

### **Mitigation Strategies:**

- Install dust and emission control equipment.
- Implement waste management and recycling programs.
- Conduct regular environmental impact assessments.
- Engage the local community through Corporate Social Responsibility (CSR) initiatives.

## **6. Human Resource Risk**

### **Description:**

- Difficulty in recruiting skilled staff or retaining employees.
- Safety incidents and workplace accidents.

### **Mitigation Strategies:**

- Offer competitive compensation and benefits.
- Provide continuous training in technical skills, safety, and operations.
- Implement Health, Safety, and Environment (HSE) programs.
- Foster a safe and inclusive workplace culture.

## **7. Strategic Risk**

### **Description:**

- Unexpected entry of competitors with lower prices or superior technology.
- Failure to scale production or capture new markets.

### **Mitigation Strategies:**

- Continuously improve production efficiency and product quality.
- Maintain strong customer relationships and brand loyalty.
- Monitor competitors and adapt strategic plans proactively.
- Explore potential regional exports to diversify revenue streams.

### **Summary**

HSSL Lime Company Limited's risk management approach focuses on:

- Proactive identification and assessment of potential risks
- Implementing preventive measures and contingency plans
- Continuous monitoring and improvement of operations
- Ensuring compliance with Tanzanian laws, regulations, and industry standards

With these strategies, the company is well-positioned to minimize potential losses, protect investment, and achieve long-term operational and financial success.

## **CONCLUSION**

HSSL Lime Company Limited represents a strategically planned and financially viable investment in Tanzania's growing cement and lime industry. With a **modern 250 TPD manufacturing plant** located at **Kange Industrial Park in Tanga Region**, the company is well-positioned to meet the increasing domestic and regional demand for high-quality cement and lime products.

The business plan demonstrates:

- **Strong Market Potential:** Rising demand from government infrastructure projects, urbanization, and private construction ensures a sustainable customer base.
- **Operational Efficiency:** Modern technology, skilled workforce, and robust quality control systems guarantee reliable production and product excellence.
- **Financial Viability:** The 5-year financial projections indicate profitability, strong cash flows, a low break-even point (~29,100 tons/year), and attractive ROI (cumulative 358%).
- **Risk Management:** Comprehensive identification and mitigation strategies address operational, market, financial, regulatory, environmental, and human resource risks.
- **Social and Economic Contribution:** The project will generate **42 direct jobs and ~100 indirect jobs** for Tanzanians, contributing to local employment, skills development, and regional economic growth.

With a total investment of **TZS 2.58 billion**, a clear funding plan, and adherence to (TRA) tax and regulatory requirements, HSSL Lime Company Limited offers a compelling opportunity for investors, financial institutions, and strategic partners.

In summary, this project is **technically sound, financially robust, and socially responsible**, making it a highly attractive venture in Tanzania's industrial sector. HSSL Lime Company Limited is poised to become a leading cement and lime manufacturer in Tanzania and the East African region.