

# Business Plan

## Application for Certificate of Incentives

**Project Title:** Hungry Lion quick service restaurants establishment in Tanzania

**Operating Entity:** Hungry Lion Restaurants Tanzania Limited

**Submitted to:** Tanzania Investment and Special Economic Zones Authority

### 1.2 Executive Summary

This business plan outlines the strategic initiative by Hungry Lion to establish and operate a quick service restaurant network in Tanzania. The project is designed to deliver a quality, value-oriented fried chicken concept that aligns with local preferences and Tanzanian operating standards.

Our commitment to this venture is supported by a minimum initial investment of one million five hundred thousand United States Dollars (\$1,500,000.00). This qualifies our enterprise as a foreign investor under the Tanzania Investment Act. Our proposal focuses on sustainable growth. By introducing the Hungry Lion proprietary business system, we aim to create approximately one hundred and twenty direct jobs during the initial rollout, with an objective to increase this headcount as the store network expands. We anticipate additional indirect economic activity through local procurement, particularly with local poultry suppliers and others in the farming and distribution sectors.

The purpose of this submission is to secure a Certificate of Incentives from the Tanzania Investment and Special Economic Zones Authority. This certification provides essential non-fiscal guarantees for a foreign entity, including the right to repatriate capital and profits according to the applicable laws.

### 1.3 Company Description

Hungry Lion Restaurants Tanzania Limited is a legal entity incorporated in Tanzania. Founded in South Africa, the brand operates an extensive network across the African continent, including South Africa, Zambia, Namibia, Angola, Botswana, Eswatini, Lesotho, Mauritius, and Zimbabwe.

The holding company is Hungry Lion Mauritius Limited, which facilitates international investment. Hungry Lion Restaurants Tanzania Limited intends to implement our established business system to maintain quality and service consistency across all Tanzanian outlets.

## Part 2: Project and Market Analysis

### 2.1 Project Description

This document serves as the feasibility study for our investment project for the Tanzania Investment and Special Economic Zones Authority.

- **Project Objective:** To establish a network of quick service restaurants under the Hungry Lion brand to meet consumer demand and contribute to local economic activity and skills development.
- **Proposed Locations:** The project focuses on high-traffic commercial areas and urban centers. While some locations may be situated within designated economic zones, others will be located in general commercial districts to reach our target market. All operations will be conducted in accordance with the guidance of the Tanzania Investment and Special Economic Zones Authority.
- **Investment and Financing:** The total investment meets the requirements for a foreign investor certificate. Financing is provided through foreign loans from Hungry Lion Mauritius Limited.
- **Technology and Production:** We utilize high-efficiency kitchen equipment and point of sale systems that support local fiscalization requirements.

## 2.2 Market Analysis and Regulatory Feasibility

- Investment Security: We are applying for a Certificate of Incentives from the Tanzania Investment and Special Economic Zones Authority to ensure the stability of the long-term investment and the legal repatriation of profits.
- Supply Chain: We intend to prioritize local poultry suppliers and fresh produce providers, seeking to build a sustainable local supply network. We will also seek to utilize applicable investment benefits to manage the costs of specialized imported components.

## Part 3: Financials and Investment

### 3.2 Investment Security and Repatriation

The company is applying for a Certificate of Incentives from the Tanzania Investment and Special Economic Zones Authority. This certificate supports the right to repatriate capital and profits for our incorporated outlets, facilitating long-term commitment to the market.

#### 3.2.3 Proforma Cashflow Statement Annual Totals in United States Dollars

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
New stores added	10	5	5	0	0	0	0	0	0	0
Cumulative stores	10	15	20	20	20	20	20	20	20	20
Total sales	2,700,000	6,885,000	9,831,780	11,461,046	11,690,267	11,924,073	12,162,554	12,405,805	12,653,921	12,907,000
Gross profit	1,134,000	2,891,700	4,129,348	4,813,639	4,909,912	5,008,111	5,108,273	5,210,438	5,314,647	5,420,940
Capital expenditure	-3,014,500	-1,537,395	-1,568,143	0	0	0	0	0	0	0
Remodel expense	0	0	0	0	0	-1,664,126	-848,704	-865,678	0	0
Net cash flow	-2,927,926	-868,605	-605,070	1,125,598	1,148,110	-493,054	345,789	352,705	1,242,751	1,267,606
Cumulative	-2,927,926	-3,796,531	-4,401,601	-3,276,003	-2,127,893	-2,620,947	-2,275,158	-1,922,453	-679,702	587,904

### 3.2.4 Financial Summary and Sustainability

The investment projections indicate a path toward fiscal sustainability. The initial years are dedicated to capital investment and store rollout. The model accounts for ongoing asset maintenance through planned remodeling expenditures to ensure operations remain compliant with Tanzanian operating standards under the Tanzania Investment and Special Economic Zones Authority.

## Part 4: Management Team

### Organizational Structure: Hungry Lion Tanzania Market Entry

The organizational structure is divided into two distinct components: the initial Project Management Team (responsible for set-up) and the subsequent Permanent Operational Team (responsible for execution and sales).

#### 4.1 The Project Management & Set-Up Team

This team is composed primarily of senior corporate experts seconded from the Head Office (South Africa) to execute the strategic launch blueprint. This team's size is small, focused on high-level strategy, governance, and skills transfer.

## 4.2 The Permanent Operational Team (20-Restaurant Network)

Role	Responsibility Focus	Required Qualification	Local / Foreign Status
Project Sponsor	Executive oversight and resource allocation (Head of African Expansion).	Executive Level; 10+ years Project/Retail Management.	Foreign (HL South Africa and not employed under Tanzania)
Country Manager (CM)	Accountable for the entire Tanzanian P&L. Manages local authorities, banking relationships, suppliers, and strategic growth.	University Degree (Finance/Ops); 5+ years QSR Management.	Foreign (Initial Deployment)
Country Head and Lead	Manages all country related setup and operations	10+ Market Experience	Foreign (HL South Africa and not employed under Tanzania)
Operations Management (OM)	Execution of the Business System: Ensures daily operational standards are met, manages local training schedules, optimizes labor hours, and maintains product consistency across all stores.	Diploma/Degree in Business/Ops Management; 5+ years multi-unit QSR Operations experience.	Foreign (Initial Deployment)

## 4.3 Per Store Staffing Template (24 Employees per Restaurant)

The final operational headcount is 24 employees per restaurant depending on the restaurant size and operational requirement, with the projected distribution across genders.

Position / Skill Level	Headcount per Store	Male Target	Female Target
<b>Store Management (3 Employees)</b>			
Branch Manager	1	1	0
Junior Branch Manager	1	0	1
Assistant Branch Manager	1	1	0
Subtotal Management	3	2	1
<b>Operational Staff (24 Employees)</b>			
Cashier	5	2	3
Lobby Host / Cleaner	2	0	2
Cook (Chicken Preparation)	4	3	1
Ice Cream Maker	2	1	1
Packer	3	1	2
Burger Station	2	1	1
Order Giver	2	1	1
Runner / Air Thawer	2	1	1
Chip Station	2	1	1

<b>Subtotal Operational</b>	<b>24</b>	<b>11</b>	<b>13</b>
<b>TOTAL HEADCOUNT PER STORE</b>	<b>27</b>	<b>13</b>	<b>14</b>

#### 4.4 Total Employment Impact & Local Commitment (20-Restaurant Network)

This final structure demonstrates the total commitment for the full network maturity (20 restaurants), demonstrating high local employment creation and equitable gender distribution.

<b>Role / Skill Level</b>	<b>Total Headcount for 20 Stores</b>	<b>Male Target</b>	<b>Female Target</b>
Total Store Operational Staff	480	220	260
Total Store Management (60 Positions)	60	40	20
Local Administrative Head Office	4	3	1
<b>Total Local Employment Commitment</b>	<b>≈544</b>	<b>263</b>	<b>281</b>