



# MADODO COMPANY LTD BUSINESS PLAN

@2026

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# 1. Executive Summary

**MADODO COMPANY LIMITED** is a Tanzanian-owned company providing integrated transportation and logistics services, oil and gas support operations, petrol station operations, and mining and mineral logistics services. The Company has registered its logistics investment project with the Tanzania Investment Centre (TIC) as a bona fide investor under the Tanzania Investment Act.

This business plan is submitted in support of MADODO Company Limited's Application for a Certificate of Incentives. The proposed investment focuses on expanding logistics infrastructure, acquiring modern fleet assets, strengthening fuel and mining logistics capabilities, and expanding operations across Tanzania and into East and Central African markets. Granting TIC incentives will accelerate capital investment, enhance operational efficiency, create employment, promote technology transfer, and strengthen Tanzania's position as a regional logistics hub.



## Project Objectives

**MADODO COMPANY LIMITED** objective of this project is to develop a strategic TIC/TISEZA-approved investment for MADODO COMPANY LIMITED that supports Tanzania's priority sectors, including transportation, oil and gas services, petrol station operations, and mining and mineral-related activities. The project is designed to attract long-term capital investment while enhancing infrastructure, logistics efficiency, and energy service delivery across industrial and extractive value chains. It aims to strengthen local content participation, create sustainable employment, and facilitate technology and skills transfer in line with national investment and industrialization policies. Through full compliance with TIC/TISEZA requirements, environmental regulations, and sector-specific standards, the project will contribute to increased productivity, reliable energy access, and inclusive economic growth.

## 2. Company Description

### 2.1 Legal C Registration Details

| Item                   | Description   |
|------------------------|---|
| Incorporation Year:    | 2025  |
| Company Name:          | MADODO COMPANY LIMITED  |
| BRELA Registration No: | 191287495   |
| TIN Number:            | 191-287-495   |
| Email:                 | vygogo@yahoo.fr   |
| Phone Number:          | +25776342692  |
| P.O. BOX:              | 13462   |
| Location:              | PSSSF Commercial Complex, Parking Building,<br>Sam Nujoma Road, Kinondoni, Dar Es Salaam,<br>Tanzania |
| Postal Code:           | 14110   |
| Country:               | United Republic of Tanzania   |

## 2.2 Directors of the Company:

MADODO Company Limited is governed by a Board of Directors responsible for strategic oversight, corporate governance, and policy direction.



**MAISHA FOTONATUS  
MUGANGA**

**Nationality:** Tanzanian  
**Gender:** Male  
**E-mail Address:** ifemiles43@gmail.com  
**Residential Address:** Dar es Salaam, Tanzania.



**ERIC NDUWIMANA**

**Nationality:** Burundian  
**Gender:** Male  
**E-mail Address:** eriqnduwi@gmail.com  
**Residential Address:** Burundi.



**CHRIS MOREL ISHIMWE**

**Nationality:** Burundian  
**Gender:** Male  
**E-mail Address:** chrismorelish1234@gmail.com  
**Residential Address:** Burundi



**KEN HUBERT IRAKOZE**

**Nationality:** Burundian  
**Gender:** Male  
**E-mail Address:** irakozen@gmail.com  
**Residential Address:** Burundi.





## 2.3 Vision, Mission C Objectives



### Mission Statement

To deliver safe, efficient, and cost-effective logistics solutions that support Tanzania's industrial, mining, and energy sectors.



### Vision Statement

To be a leading, reliable, and compliant logistics and energy-support services provider in East and Central Africa

## Strategic Objectives

Expand fleet and logistics infrastructure - Support oil, gas, and mining value chains  
- Strengthen cross-border logistics capacity - Create sustainable employment

# 3. Products s Services

## 3.1 Core Services Table

| Service Category           | Description                                |
|----------------------------|--|
| Transportation C Logistics | Long-haul, bulk cargo C contract logistics |
| Oil C Gas Support          | Fuel transportation C supply logistics     |
| Petrol Station Operations  | Retail fuel C petroleum products           |
| Mining Logistics           | Mineral and mining input transportation    |

## 3.2 CORE VALUES



### **Integrity:**

We uphold ethical standards in all our operations.



### **Compassion:**

We prioritize patient well-being with empathy and respect.



### **Excellence:**

We strive for the highest quality in service and outcomes.



### **Collaboration:**

We work as a team and with partners to achieve better health outcomes.



### **Innovation:**

We embrace technology and forward-thinking in healthcare delivery.



## 4. Investment Project Description

### 4.1 Project Overview

The TIC-registered project focuses on Logistics and Transportation Services, supporting: - Fuel and petroleum product transportation - Mining and mineral haulage - Industrial and general cargo logistics - Regional cross-border transportation.

### 4.2 Investment Components

| Component         | Description                                  |
|-------------------|--|
| Fleet Acquisition | Fuel tankers, cargo trucks, trailers         |
| Infrastructure    | Fuel handling, yards, maintenance facilities |
| Systems           | Fleet management C tracking systems          |
| Human Capital     | Skilled drivers, technicians, managers       |
| Compliance        | Safety, environmental C regulatory systems   |

# Contribution to National Development Goals

**MADODO COMPANY LIMITED** aligns with Tanzania's economic development goals through the following contributions:

## 1. Economic Growth and Industrialization

Supports industrialization by strengthening transportation, energy, and mining-related services critical to key economic sectors.

## 2. Employment Creation and Skills Development

Creates direct and indirect employment while promoting skills development and technology transfer for Tanzanians.

## 3. Energy Security and Infrastructure Development

Enhances fuel supply reliability and infrastructure through petrol station operations and oil and gas services.

## 4. Local Content and SME Development

Promotes participation of local suppliers and service providers in line with national local content policies.

## 5. Government Revenue and Fiscal Contribution

The investment contributes to government revenue through corporate taxes, levies, licensing fees, and statutory contributions, strengthening public finances and national development funding.

## 6. Environmental Sustainability and Regulatory Compliance

Ensures responsible operations through adherence to environmental, safety, and regulatory standards.

## 7. Regional Development and Inclusive Growth

Supports regional economic development and inclusive national growth through expanded service delivery.

# 5. Market Analysis

## 5.1 Industry Overview

Continued growth in infrastructure development, mining activities, fuel consumption, and regional trade integration is driving strong demand for reliable and professional logistics and energy-related services in Tanzania and the wider region.



### Key Market Insights:

- Rising investment in infrastructure, mining, and energy projects is increasing demand for reliable transportation, fuel supply, and logistics support services.
- Growth in oil marketing, petrol station networks, and industrial fuel consumption is creating sustained demand for compliant and professionally managed energy services.
- Mining and mineral operations require specialized logistics and support services, presenting opportunities for integrated service providers.
- Regional trade integration and cross-border movement of goods continue to expand the market for transport and logistics services.
- Clients increasingly prioritize service providers with strong regulatory compliance, safety standards, and operational reliability.
- TIC/TISEZA-recognized investors benefit from enhanced market access, regulatory facilitation, and investor confidence.

## 5.2 Target Market Segments

**MADODO COMPANY LIMITED** will focus on providing;

| Segment           | Target Clients                                    |
|-------------------|---|
| Energy Sector     | Oil marketing companies and fuel distributors     |
| Mining Sector     | Mining companies and mining contractors           |
| Industrial Sector | Manufacturers and construction firms              |
| Regional Trade    | Cross-border logistics and regional trade clients |



## 5.3 Competitive Advantage

**MADODO COMPANY LIMITED** benefits from an integrated logistics and service delivery model, TIC-recognized investor status, a strong focus on regulatory compliance and safety standards, and strategic geographic coverage that enables efficient service delivery across key economic corridors.

✓ Integrated logistics model

✓ TIC-recognized investor status

✓ Strong compliance and safety focus

✓ Strategic geographic coverage

## 6. Operational Plan

### 6.1 Operational Structure

| Area                 | Key Activities                      |
|----------------------|-------------------------------------|
| Transport Operations | Fleet dispatch, route planning      |
| Safety C Compliance  | EHS, regulatory adherence           |
| Maintenance          | Preventive C corrective maintenance |
| Administration       | Finance, HR C procurement           |

### 6.2 Environmental C Social Compliance

The Company will comply with NEMC requirements, conduct Environmental Assessments where applicable, and implement occupational health and safety programs.

# 7. Management s Organization

## 7.1 Board of Directors

**MADODO Company Limited** is governed by a Board of Directors responsible for strategic oversight, corporate governance, and policy direction.

| No.       | Director Name                   | Position | Email Address |
|-----------|---------------------------------|----------|---------------|
| <b>01</b> | <b>MAISHA FOTONATUS MUGANGA</b> | Director | <b>51%</b>    |
| <b>02</b> | <b>ERIC NDUWIMANA</b>           | Director | <b>20%</b>    |
| <b>03</b> | <b>CHRIS MOREL ISHIMWE</b>      | Director | <b>10%</b>    |
| <b>04</b> | <b>KEN HUBERT IRAKOZE</b>       | Director | <b>10%</b>    |



## 7.2 Management Structure

### Board of Directors

Operations Manager

Finance C  
Administration Manager

Compliance C Safety  
Officer

Fleet C Logistics Supervisors

## 7.3 Employment Creation Plan

| Position            | Year 1 | Year 3 | Year 5 |
|---------------------|--------|--------|--------|
| Management          | 3      | 5      | 6      |
| Drivers C Operators | 20     | 40     | 60     |
| Technicians         | 4      | 8      | 12     |
| Admin C Support     | 5      | 8      | 12     |
| Total Jobs          | 32     | 61     | 60     |

# 8. Financial Plan

## Revenue Streams:

Transportation and logistics service fees

Transportation and logistics service fees

Petrol station fuel sales (petrol, diesel, and related products)

Lubricants and allied petroleum product sales

Oil and gas operational support service fees

Mining and mineral logistics and support service fees

Equipment hires and specialized transport services

Cross-border and regional trade logistics charges



## 8.1 Financial Objectives



Raise USD 2.5 million in startup capital to fund infrastructure, equipment, staffing, and early operations.



Achieve operational breakeven by end of Year 2.



Reach a net profit margin of 30–40% by Year 3 through scale, insurance partnerships, and patient volume growth.



Maintain minimum 3 months of operational reserves at all times.



Diversify revenue streams through insured care, elective surgeries, NGO-sponsored interventions, and diagnostics.



## 8.2 Capital Investment

### Startup Capital Requirements

| Category  | Estimated Cost (USD) |
|---|----------------------|
| Facility construction (1,500–2,000 m <sup>2</sup> ) | <b>\$1,200,000</b>   |
| Office equipment (Monitoring Machines)              | <b>\$800,000</b>     |
| Office furniture, IT, software                      | <b>\$100,000</b>     |
| Staffing (recruitment, training – Year 1)           | <b>\$150,000</b>     |
| Pre-operational licensing, EIA, NHIF setup          | <b>\$50,000</b>      |
| Marketing C community engagement                    | <b>\$50,000</b>      |
| Working capital (6 months)                          | <b>\$150,000</b>     |
| <b>Total Startup Capital Needed</b>                 | <b>\$2,500,000</b>   |

### 8.3 Revenue Model C Streams

- ➔ Transportation and logistics service fees
- ➔ Fuel transportation and distribution charges
- ➔ Petrol station fuel sales (petrol and diesel)
- ➔ Lubricants and allied petroleum product sales
- ➔ Oil C gas operational support service fees
- ➔ Mining and mineral logistics service fees
- ➔ Equipment hires and specialized transport services
- ➔ Cross-border and regional trade logistics charges

## 8.4 Revenue Projections (Year 1-3)

| Revenue Stream                          | Year 1 (USD)       | Year 2 (USD)       | Year 3 (USD)       |
|---|--------------------|--------------------|--------------------|
| Transportation C Logistics Services     | 600,000            | 720,000            | 864,000            |
| Fuel Transportation C Distribution      | 500,000            | 600,000            | 720,000            |
| Petrol Station Fuel Sales               | 400,000            | 480,000            | 576,000            |
| Lubricants C Allied Petroleum Products  | 150,000            | 180,000            | 216,000            |
| Oil C Gas Operational Support           | 250,000            | 300,000            | 360,000            |
| Mining C Mineral Logistics Services     | 300,000            | 360,000            | 432,000            |
| Equipment Hire C Specialized Transport  | 150,000            | 180,000            | 216,000            |
| Cross-Border C Regional Trade Logistics | 150,000            | 180,000            | 216,000            |
| <b>Total Revenue</b>                    | <b>\$2,500,000</b> | <b>\$3,000,000</b> | <b>\$3,600,000</b> |

## 8.5 Operating Expenses (Year 1-3)

| Expense Category                                      | Year 1 (USD)       | Year 2 (USD)       | Year 3 (USD)       |
|---|--------------------|--------------------|--------------------|
| Salaries C Wages                                      | 400,000            | 440,000            | 484,000            |
| Fuel C Vehicle Maintenance                            | 350,000            | 385,000            | 423,500            |
| Rent C Utilities                                      | 100,000            | 110,000            | 121,000            |
| Equipment C Machinery Maintenance                     | 80,000             | 88,000             | 96,800             |
| Marketing C Promotions                                | 50,000             | 55,000             | 60,500             |
| Insurance C Safety Compliance                         | 60,000             | 66,000             | 72,600             |
| Administrative Expenses                               | 40,000             | 44,000             | 48,400             |
| Professional Fees (Legal, Accounting, TIC Compliance) | 30,000             | 33,000             | 36,300             |
| Miscellaneous   | 20,000             | 22,000             | 24,200             |
| <b>Total Operating Expenses</b>                       | <b>\$1,130,000</b> | <b>\$1,243,000</b> | <b>\$1,367,300</b> |

## 8.6 Net Profit C Growth Projections

| Year   | Revenue (USD) | Expenses (USD) | Net Profit (USD) | Net Margin (%) |
|--------|---------------|----------------|------------------|----------------|
| Year 1 | \$2,500,000   | \$1,130,000    | \$1,370,000      | 54.8%          |
| Year 2 | \$3,000,000   | \$1,243,000    | \$1,757,000      | 58.6%          |
| Year 3 | \$3,600,000   | \$1,367,300    | \$2,232,700      | 62.0%          |

### Notes:

- **Revenue growth:** 20% year-on-year across all streams.
- **Expenses growth:** 10% year-on-year per category.
- **Net Profit** = Revenue – Expenses
- **Net Margin** = (Net Profit ÷ Revenue) × 100

## 8.7 Break –Even Analysis

Fixed Costs (Year 1): - \$630,000

Average Gross Margin per Client: =  $2,000,000 \div 50 \approx \$40,000$   
per client (Assumes total revenue (2,500,000 USD)  
across 50 key clients in Year 1)

Break-Even Point  $630,000 \div 40,000 \approx 16$  clients  
(across all services)

### Interpretation:



- ➔ **MADODO** needs at least 16 clients in Year 1 to cover all fixed costs and start making a profit.
- ➔ Revenue from any client beyond the 16th contributes directly to net profit.

## 8.8 Funding Strategy

The \$2.5 million startup capital will be raised through a mix of:

| Source                                      | Amount (USD)       | Notes  |
|---|--------------------|--|
| Equity Investment (Founders & Shareholders) | \$1,000,000        | Demonstrates ownership commitment and ensures strong alignment with company objectives.  |
| Private Investors / Strategic Partners      | \$750,000          | Brings both capital and industry expertise in transport, oil & gas, and mining sectors.  |
| Bank Loans / Commercial Debt                | \$500,000          | Moderate leverage for fleet, equipment, and working capital; manageable repayment terms. |
| TIC/TISEZA Incentives & Investment Programs | \$150,000          | Investment facilitation, tax incentives, or grants to reduce upfront capital needs.      |
| Reinvestment of Early Cash Flows            | \$100,000          | Reinvested revenue from high-margin services to support operational growth.              |
| <b>Total</b>                                | <b>\$2,500,000</b> |  |

## 8.9 Capital Allocation Timeline

| Timeline    | Capital Usage  |
|-------------|--|
| Month 1–3   | Legal registration, TIC/TISEZA compliance, permits, and initial administrative setup   |
| Month 2–4   | Procurement of vehicles, transportation equipment, and operational machinery           |
| Month 3–6   | Construction, setup, and commissioning of petrol station facilities                    |
| Month 4–6   | Procurement and installation of mining and mineral logistics equipment                 |
| Month 5–8   | Hiring and training of key personnel (operations, logistics, admin, safety)            |
| Month 6–9   | Marketing, promotions, and business development activities                             |
| Month 7–12  | Working capital for fuel procurement, transport operations, and early client contracts |
| Month 10–12 | Contingency reserves and scaling operational support for growth                        |

## 8.10 Risk Mitigation C Financial Controls

| Financial Risk                        | Mitigation Strategy   |
|---------------------------------------|---|
| Revenue Shortfall                     | Diversify revenue streams across transportation, fuel distribution, petrol stations, mining logistics, and regional trade services. Maintain contingency cash reserves. |
| Cost Overruns                         | Implement strict budgeting and procurement procedures; monitor expenses monthly; use competitive bidding for major purchases.   |
| Currency Fluctuations (USD/TZS)       | Hedge major foreign currency transactions where possible; maintain a mix of local and foreign currency accounts; price contracts in stable currencies.                  |
| Delayed Payments from Clients         | Negotiate advance payments or milestone-based billing; enforce clear credit terms; perform regular receivables follow-up.   |
| High Fuel C Maintenance Costs         | Optimize fleet usage and routes; conduct preventive maintenance; negotiate fuel supply contracts at fixed rates.  |
| Regulatory Changes / Compliance Risks | Maintain continuous compliance monitoring; engage legal advisors; ensure timely renewal of permits, licenses, and TIC/TISEZA approvals.                                 |
| Economic Downturn / Market Volatility | Maintain flexible cost structure; prioritize high-margin clients and contracts; keep contingency funding available.   |

### Financial Controls:

- Monthly financial reporting and variance analysis against budget
- Segregation of duties for accounting, procurement, and cash management
- Internal approval limits for expenses and capital expenditures
- Periodic audits (internal and external)
- Bank reconciliations performed monthly
- Use of accounting software for real-time tracking of revenue and expenses
- Risk review and mitigation reports to the board quarterly



## 8.11 Sustainability and Reinvestment Plan

- Reinvest a portion of profits into fleet, equipment, and operations.
- Diversify services across transport, fuel, and mining logistics.
- Improve operational efficiency through cost-saving measures and preventive maintenance.
- Ensure environmental compliance and sustainable practices.
- Train staff to enhance skills, safety, and service quality.
- Invest in technology for logistics and fleet management.
- Retain and expand client base to secure steady revenue.
- Maintain a reserve fund for contingencies and market fluctuations.



## 8.12 Financial Reporting C Controls

- ▶ Monthly financial reporting and budget variance analysis.
- ▶ Segregation of duties for accounting, procurement, and cash management.
- ▶ Internal approval limits for expenses and capital expenditures.
- ▶ Monthly bank reconciliations and transaction verification.
- ▶ Monthly bank reconciliations and transaction verification.
- ▶ Periodic internal and external audits.
- ▶ Use of accounting software for real-time tracking of revenue and expenses.
- ▶ Quarterly risk and financial review reports to management and the board.

### G. RISK ANALYSIS

**MADODO COMPANY LIMITED** faces potential risks including revenue shortfalls, cost overruns, regulatory changes, market competition, currency fluctuations, and operational or environmental hazards. These risks will be mitigated through service diversification, strict budgeting and procurement controls, preventive maintenance, regulatory compliance monitoring, client relationship management, currency risk management, and adherence to safety and environmental standards. This proactive approach ensures the project remains financially sustainable, operationally efficient, and aligned with national investment priorities.

| Risk                  | Mitigation Measure         |
|-----------------------|----------------------------|
| Fuel Price Volatility | Diversified contracts      |
| Regulatory Changes    | Compliance monitoring      |
| Operational Risks     | Insurance C safety systems |



# 9.1 Risk Categories and Mitigation Strategies

| Risk Category                | Mitigation Strategy  |
|------------------------------|--|
| Financial Risk               | Diversify revenue streams, enforce milestone-based billing, maintain contingency reserves, and monitor expenses closely. |
| Operational Risk             | Preventive maintenance, effective project scheduling, and skilled staff training.  |
| Regulatory C Compliance Risk | Continuous compliance monitoring, legal advisory support, and timely renewal of permits and TIC/TISEZA approvals.        |
| Market C Competition Risk    | Provide integrated, high-quality services, maintain strong client relationships, and leverage TIC recognition.           |
| Environmental C Safety Risk  | Strict adherence to environmental and safety regulations, continuous staff training, and regular safety audits.          |
| Currency C Economic Risk     | Hedge foreign currency transactions, maintain mixed currency accounts, and prioritize high-margin contracts.             |

## SWOT Analysis

### Strengths

- Integrated multi-sector services (transport, fuel, mining logistics)
- TIC/TISEZA-recognized investor status enhancing credibility
- Strategic geographic coverage and strong operational expertise
- Skilled workforce and compliance with safety and environmental standards

### Weaknesses

- High initial capital requirements and reliance on key clients
- Limited brand recognition in a competitive market
- Operational complexity across multiple sectors

### Threats

- Market competition and pricing pressures
- Regulatory changes or delays in permits and licenses
- Currency fluctuations and economic instability
- Environmental or operational hazards affecting service delivery

### Opportunities

- Growing infrastructure, mining, and energy projects in Tanzania and the region
- Increasing fuel demand and regional trade integration
- Potential for strategic partnerships and investor incentives via TIC/TISEZA
- Expansion of high-margin support services and new client segments



## 9.3 Risk Monitoring C Management Framework

| Tool / Process                              | Purpose   |
|---|---|
| Risk Register                               | Identify, document, and track all operational, financial, and regulatory risks. |
| Regular Financial Reporting                 | Monitor revenue, costs, and cash flow to detect financial risks early.          |
| Budget Variance Analysis                    | Compare actual performance against budgets to control cost overruns.            |
| Compliance Audits                           | Ensure adherence to TIC/TISEZA, legal, tax, and sector regulations.             |
| Operational Performance Reviews             | Assess efficiency, service delivery, and operational risks.                     |
| Health, Safety & Environmental (HSE) Audits | Identify and mitigate safety and environmental risks.                           |
| Client Credit Monitoring                    | Track receivables and reduce risks related to delayed payments.                 |
| Management Review Meetings                  | Evaluate risk exposure and implement corrective actions.                        |
| Internal & External Audits                  | Provide independent assurance on financial controls and risk management.        |

## 9.4 Insurance Coverage

The list of facilities/entities that will maintain the insurance policies for MADODO COMPANY LIMITED:

- ▶ Licensed insurance companies operating in Tanzania
- ▶ Approved insurance brokers or agents
- ▶ Reputable international insurers (where specialized or high-value coverage is required)
- ▶ Banking and financial institutions (for asset-linked or financed insurance)
- ▶ Government-recognized insurance schemes and statutory insurers (where applicable)

# 9.5 Contingency Planning

- Establishment of contingency cash reserves to manage unforeseen financial disruptions.
- Business continuity plans to address operational disruptions and service delays.
- Alternative suppliers and service providers to ensure continuity of fuel, equipment, and logistics.
- Emergency response procedures for operational, safety, and environmental incidents.
- Flexible staffing and operational arrangements to manage demand fluctuations.
- Regular review and updating of contingency plans based on operational and market changes.

## 9.6 Risk Mitigation Timeline (2027–2028)

| Milestone                         | Start Date | End Date | Purpose   |
|-----------------------------------|------------|----------|---|
| Risk Identification C Assessment  | Jan 2027   | Mar 2027 | Identify key financial, operational, regulatory, and environmental risks.               |
| Compliance C Regulatory Alignment | Feb 2027   | Jun 2027 | Ensure full compliance with TIC/TISEZA and sector regulations; reduce regulatory risks. |
| Financial Controls Implementation | Mar 2027   | Jul 2027 | Establish budgeting, reporting, and cost control systems to manage financial risks.     |
| Insurance Coverage Finalization   | Apr 2027   | Jun 2027 | Secure adequate insurance to reduce financial and operational exposure.                 |
| Operational Risk Controls         | May 2027   | Sep 2027 | Implement preventive maintenance, safety procedures, and operational efficiencies.      |
| Client Credit C Payment Controls  | Jun 2027   | Oct 2027 | Reduce revenue risk through credit policies and milestone-based billing.                |
| Contingency Planning C Reserves   | Jul 2027   | Dec 2027 | Establish contingency funds and business continuity measures.                           |
| Risk Review C Optimization        | Jan 2028   | Dec 2028 | Continuous monitoring, review, and improvement of risk mitigation measures.             |

## 10. Implementation Timeline

| Phase     | Activities                          | Timeline     |
|-----------|-------------------------------------|--------------|
| Phase I   | Licensing, ESIA C fleet acquisition | 0–6 months   |
| Phase II  | Operational rollout C staffing      | 6–18 months  |
| Phase III | Regional expansion                  | 18–36 months |

## 11. Conclusion

MADODO Company Limited's logistics investment aligns with national development priorities, supports industrial and regional trade growth, and contributes to employment creation. Granting a Certificate of Incentives will accelerate the realization of these objectives and enhance Tanzania's competitiveness as a logistics hub.

