



GLOLEX Ltd.

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NZAMURAMBAHO Malliavin, Managing Director

GLOLEX LTD: 5-Year Integrated Business Plan (2025-2030)

"Transforming Rwandan Agriculture through Vertical Integration and Value Addition"

Company: GLOLEX LTD

Location: Gasabo, Kigali, Rwanda

CEO: NZAMURAMBAHO Malliavin

Date: January, 2025

1.0 Executive Summary

GLOLEX LTD presents an ambitious and holistic 5-year plan to become a multi-faceted leader in Rwandan agribusiness. This expanded model integrates **six synergistic revenue streams**:

- 1) Green Coffee Export,
- 2) Specialty Coffee Processing & Training,
- 3) **Umurage** Natural Beverages,
- 4) Tea Export,
- 5) Horticultural Products (Fruits & Vegetables),
- 6) Agri-Tourism.

This strategy leverages our core competency in agricultural sourcing while maximizing value creation at every stage. We will move from commodity export to branded consumer goods, unique experiences, and fresh produce, all underpinned by a strong social and environmental mandate. Over five years, we project a total annual revenue to grow from **RWF 300 million in 2025 to over RWF 1.8 billion by 2030**, creating 70 plus permanent jobs and building a resilient, future-proof enterprise.

2.0 Company Description

GLOLEX LTD is a Rwandan agribusiness company with a mission to unlock and maximize the full economic potential of Rwanda's agricultural bounty. Our vision is to be a nationally recognized, vertically integrated brand known for quality, sustainability, and authentic Rwandan

experiences. Our core values are quality, innovation, community empowerment, and environmental stewardship.

3.0 Products and Services

- **Stream 1: Commodity Exports (Core Foundation):**
 - **Green Coffee Export:** Sourcing and exporting premium Rwandan specialty green coffee.
 - **Tea Export:** Sourcing and exporting high-quality Rwandan tea to international markets.
- **Stream 2: Value Addition & Branded Goods (Growth Engine):**
 - **GLOLEX Roasted Coffee known as “Orga Gourmet Coffee” & Barista Training:** Local roasting, packaging, and a professional training academy.
 - **Umurage Natural Beverages:** Manufacturing ready-to-drink beverages using our coffee, tea, and horticultural produce.
- **Stream 3: Diversified Revenue (Strategic Expansion):**
 - **Horticultural Products:** Sourcing, packing, and distributing fresh fruits (e.g., bananas, pineapples, passion fruit) and vegetables, both for the domestic market and for export.
 - **GLOLEX Agri-Tours:** Offering curated tourism experiences, including farm visits, processing unit tours (Roastery, ISOKO facility), and "Barista for a Day" workshops.

4 4.0 Market Analysis

- **Commodity Exports:** Stable global demand for Rwandan coffee and tea provides a reliable cash flow base.
- **Value-Added Products:** Strong growth in domestic and regional demand for premium, healthy, and locally made goods. The hospitality and tourism sectors are key drivers.
- **Horticulture:** A growing urban population in Rwanda and the EAC demands consistent, high-quality fresh produce. Export opportunities for unique Rwandan fruits exist.
- **Agri-Tourism:** Rwanda's thriving tourism industry, focused on sustainability and authentic experiences, presents a perfect niche. Tourists seek immersive cultural and educational activities beyond traditional safaris.

5.0 Implementation Strategy and Timeline (2025-2030)

This plan follows a phased, capital-efficient approach, using profits from earlier streams to fund later expansions.

Year	Phase	Key Activities & Milestones
2025	Phase 1: Foundation & Launch	<ul style="list-style-type: none"> - Launch Green Coffee & Tea Export operations. - Secure initial farmer contracts for horticulture. - Finalize designs for Roastery and Agri-Tour packages.

2026	Phase 2: Value Addition	<ul style="list-style-type: none"> - Q3: Commission Coffee Roastery & Barista Academy. - Begin local sales of roasted coffee. - Launch pilot Horticultural Packhouse for fresh produce. - Launch Agri-Tours on a limited, pre-booked basis.
2027	Phase 3: Branded Goods Entry	<ul style="list-style-type: none"> - Q1: Launch Umurage Beverages pilot production. - Use own coffee, tea, and fruits (e.g., passion fruit, banana) in Umurage products. - Scale horticultural operations and secure supermarket contracts. - Formalize and market Agri-Tour packages to tour operators.
2028	Phase 4: Optimization & Integration	<ul style="list-style-type: none"> - Scale Umurage production to semi-industrial levels. - Integrate supply chains: use horticultural produce in beverages, feature farms in tours. - Achieve profitability across all initial streams
2029-2030	Phase 5: Scale & Leadership	<ul style="list-style-type: none"> - Begin regional export of Umurage Beverages and selected horticultural products. - Establish the GLOLEX Agri-Tour as a must-do "Kigali Day Experience." - Explore value-added horticultural products (e.g., dried fruits, chilled juices).

6.0 Organizational Structure & Management

- **CEO (NZAMURAMBAHO Malliavin):** Strategic oversight and investor relations.
- **Head of Sourcing & Agronomy:** Manages all farmer relationships for coffee, tea, and horticulture.
- **Head of Value Addition:** Oversees Roastery’’Orga Gourmet Coffee’’, Umurage Beverages Production, and Quality Control.
- **Head of Sales & Marketing:** Manages all sales channels (Export, Domestic, Retail) and the Umurage brand.
- **Training & Agri-Tours Manager:** Runs the Barista Academy and develops/operates the Agri-Tour experiences.

7.0 Financial Plan (5-Year Projection)

7.1 Key Assumptions:

- Steady annual volume growth across all segments.
- Value-added products (Orga Gourmet Roasted Coffee, Umurage, Agri-Tours) command higher margins.

- Operational expenses grow in a controlled manner with scaling.

7.2 5-Year Financial Projection (Summarized):

Beverages Metric/Revenue Streams(FRW Million)	2025	2026	2027	2028	2029	2030
Green Coffee & Tea Export	300	400	450	500	550	600
Roasted Coffee & Training	-	60	120	180	250	320
Umurage Beverages	-	-	80	320	500	600
Horticultural Products	-	40	100	200	300	350
Agri-Tours	-	5	15	30	50	80
Total Revenue	300	505	765	1,230	1,650	1,950
Cost of Goods Sold (COGS)	(255)	(380)	(535)	(820)	(1,075)	(1,235)
Gross Profit	45	125	230	410	575	715
Operational Expenses (Opex)	(35)	(85)	(135)	(205)	(280)	(350)
Net Profit (Pre-Tax)	10	40	95	205	295	365
Cumulative Net Profit	10	50	145	350	280	350

7.3 Funding Request and Use of Funds:

- Total Project Cost (Expanded):** RWF 475,000,000
- GLOLEX Equity/Leverage:** RWF 162,100,000
- Funding Requested: RWF 312,900,000**
 - RWF 197,900,000:** Component I (Roastery & Training)
 - RWF 65,000,000:** Component II (Umurage Beverage Scaling)
 - RWF 35,000,000:** Horticultural Packhouse & Cold Storage Setup.
 - RWF 15,000,000:** Agri-Tours Development (Site setup, vehicles, marketing).

8.0 Social, Environmental, and Economic Impact

- Job Creation:** Creation of **70+ permanent jobs** and hundreds of seasonal positions by 2030.
- Farmer Impact:** Sustainable income for **800+ smallholder farmers** across coffee, tea, and horticulture.

- **Empowerment:** Maintaining a target of >50% of jobs and training for women and 40% for youth.
- **Skills Development:** Training 200+ baristas and providing modern agricultural techniques to partner farmers.
- **Environmental Commitment:**
 - **Zero-Waste Ambition:** Using imperfect fruits in ISOKO beverages.
 - **Circular Economy:** Coffee cherry husks from the roastery and other organic waste composted and returned to partner farms.
 - **Eco-Packaging & Green Logistics** for all products.
 - **Sustainable Farming:** Promoting and incentivizing climate-smart practices across our supply chain.

9.0 Risk Analysis and Mitigation

Risk	Mitigation Strategy
Price Volatility (Commodities)	Diversified portfolio reduces reliance on any single commodity. Focus on value-added products with stable, higher margins.
Perishability (Horticulture)	Investment in cold storage. Diversification of buyers (local markets, exporters, internal use in ISOKO).
Seasonality & Climate Risks	Work with farmers in different agro-ecological zones. Promote drought-resistant crops. Invest in irrigation support.
Seasonality & Climate Risks	Phased implementation. Robust management structure with clear KPIs for each business unit.

10.0 Exit Strategy

The expanded, diversified model makes GLOLEX an even more attractive and resilient company for a future exit (post-2030). Options include:

- **Strategic Acquisition:** By a major regional agribusiness or FMCG company seeking our integrated supply chain and brand portfolio.
- **Private Equity Investment:** To fund further rapid pan-African expansion.
- **Partial Divestment:** The founder retains control while bringing in investors to provide liquidity and growth capital.

NZAMURAMBAHO Malliavin

