

1. PERFORMANCE UNDER CURRENT LICENCE WITH A DETAILED ASSESSMENT

1.1 ACHIEVEMENT ON OPERATIONS:

Our company has achieved notable progress since obtaining our current license. We have made significant investments in expanding our transportation capabilities by purchasing additional trucks, including state-of-the-art fridge trucks. This has allowed us to provide our clients with a comprehensive and reliable transportation service, ensuring that their shipments are handled with the utmost care and delivered in pristine condition from the point of origin to their final destination. We are committed to continuously improving our service delivery to meet and exceed our clients' expectations.

In order to comply with regulatory requirements, RSL provides clearing codes to its staff for accessing the system to perform clearing activities. To ensure the staff is equipped with the necessary skills, we conduct internal training programs and monthly staff meetings where operational expectations are discussed. During these meetings, we address current and future processes and any necessary modifications to services are communicated.

Attached to this message, you will find the audited financial statements for the two fiscal years of 2021/2022 and 2022/2023. These statements have been thoroughly examined and verified for accuracy and completeness.

1.2 CHALLENGES IN OPERATIONS:

The outbreak of COVID-19 has proven to be one of the most challenging pandemics in history. The pandemic has caused a significant shift in cross-border operations, resulting in delays in meeting service level agreements with some clients, particularly non-essential commodity providers. The delivery time lead has been impacted due to the new cross-border requirements, which has led to an increase in the time it takes to deliver goods and services. Despite these challenges, businesses and organizations are working tirelessly to adapt to the new normal and ensure that they

continue to provide quality services to their clients amidst the ongoing pandemic.

The closure of factories has a significant impact on our business operations since factories constitute a significant portion of our clientele. When a factory shuts down, the volume of shipments we transport decreases, which negatively affects our operations. At times, we find ourselves in a precarious situation that leads to staff turnover and layoffs, putting additional strain on the well-being and complement of our staff.

Our goal is to consistently provide high-quality service to our clients. We believe in the value of meeting with our clients in person, listening attentively to their concerns, and offering solutions face-to-face whenever possible. However, due to the social distancing requirements necessitated by the COVID-19 pandemic, we were unable to engage in physical contact with clients during this time. As a result, we had to communicate remotely to ensure that we continued to provide our clients with the same level of service and support they have come to expect from us.

2. COMPLIANCE WITH LICENSE TERM, LAWS AND REGULATORY DIRECTIVES FOR THE PAST TWO YEARS.

Confirmation for compliance with the license by drafting a list of license terms and conditions and assessing your compliance towards each. Where you did not comply explain the reasons

TERMS AND CONDITIONS	COMPLIANT (YES/NO)	COMMENT
Regulatory Annual fees	Yes	The payment was made annually
Audited Financial statements	Yes	Submitted periodically
Authority's Activities	Yes	Attending meetings and functions
Client Complaints Management System	Yes	Helping client's claim for their faulty cargo(es)

A List of Complaints Received and Responses to Such Complaints

Source/Nature of Complaint	Resolved/Pending	How They Were Resolved
Shipments Tempered with and or missing shipments	Resolved	Claims were processed and Clients were reimbursed by the supplier i.e. UPS

The statistical analysis was not possible, complaints were lodged through email per individual client and the resolution was reached through the client, supplier and us. Normally the client lodges his/her complaint and as a company, we forward the claim to the supplier to generate the claim number. The claim number is sent to the supplier for reimbursement either through a re-supply of a similar commodity or financially directly to the client's resolve.

NB: There seems to be some downside on our client's complaint system, as such we are unable to provide the list required and I feel we have to improve on the recording for statistical analysis and reporting. I will devise a recording which will enhance easy and effective reporting going forward.

3. CONTRIBUTION TO THE SOCIOECONOMIC DEVELOPMENT OF THE NATION.

- Our company has contributed immensely to the job creation in Lesotho in the past 30 years of its service.
- We started with 2 employees and the number increased to more than ten, but now due to the after-effects of COVID-19, the complement has substantially reduced by 25%.
- We paid school fees and necessities for one needy child, a child for RCJ Express employee who passed on.

- We provided a wheelchair to one patient in Leribe.

4. CORPORATE INVESTMENT

Contributions to the society:

- Provision of free transportation to the Tzi-chi Foundation, to help them transport food parcels to the needy in the remotest areas of Lesotho.
- Free transportation for cake collection for King's birthday from Johannesburg to Lesotho.

5. FUTURE PLANS AND PROJECTIONS: Inclusive of the financial forecast for the first two years after the renewal of the license

a) Financial Plan:

Although the cash flow for the fiscal year ending on March 31, 2023, has reduced as compared to the previous years, it can be attributed to various factors such as changes in market conditions, increased competition, or issues with cash management. However, this presents an opportunity to analyse the factors that contributed to the decline and implement measures to address them. The business can use this as a learning experience to improve its cash flow management strategies and enhance its overall performance.

b) Technical Plan:

We resolve to put in a plan to comprehensively offer a meaningful reporting, complaint system and robust complaint management, i.e. suggestion box, complaints recording and analysis strategy and resolution mechanism. Our service delivery is already a quality in its own right but there is always room for improvement, hence plan to revive "the most preferred custom program "with Revenue Service Lesotho (RSL), aimed at expediting cross-border cargo(es) movement in the quest to improve delivery turnaround time for the client quality service provision.

c) Market Plan:

Planned target market; all consumers who need to move shipments around the world. We are already providing these services to Government ministries, parastatals, NGOs, families and or individual clients. We plan to widen our scope by investing more in advertising our operations for the wider populace to know more about our services.

d) Geographical coverage:

RCJ provides comprehensive shipping services that span both national and international borders. We can transport shipments to and from all ten districts within Lesotho, even those that are located in remote or challenging areas. Whether you require delivery to a bustling urban centre or a more isolated locale, our extensive network and reliable transportation options enable us to fulfil your shipment requirements with ease. Our services are characterized by a high degree of professionalism, efficiency, and dependability, and we are committed to ensuring that all shipments are delivered securely and on time. With our unparalleled expertise and dedication to customer satisfaction, we are the premier choice for all of your shipping needs.

e) Roll-out plan:

As delineated in the section about our geographical coverage and marketing strategy, our approach will involve the dissemination of pamphlets during the delivery of clients' shipments. Additionally, we are contemplating the utilization of technology to propagate this plan, which is expected to have a positive impact on our nationwide coverage.

f) Human Resource Plan:

Please find enclosed an organogram that illustrates the management structure. The attached Annexures 1 & 2 provide a comprehensive outline of each manager's specific set of responsibilities. Kindly peruse the annexures at your convenience for a better understanding of the management structure.

We proudly report that RCJ's team is thriving, and we are committed to upholding this standard of excellence. As part of our constant drive to optimize performance, we are planning to expand our staffing levels by 2%. We are

confident that this investment in our team will produce significant dividends and elevate our ability to deliver exceptional outcomes to our esteemed clients.

Our technical staff requires training and testing on codes from RSL to enhance access to their system, allowing for our system to interface with theirs. However, due to the nature of our operations, we are unable to follow a three-year training plan. Instead, we align ourselves with RSL's planned annual exam, which is mandatory for us to take. For our other staff, such as drivers, we conduct short meetings to discuss operations requirements and ways to improve the quality of our service.

6. ANY OTHER INFORMATION THE LICENSEE MAY DEEM APPROPRIATE

RCJ We should be granted license renewal as the company would be forced to lay off above 30 employees. Non-renewal thereof will put their work in jeopardy, not only that even the services to our clients whom we have built the best relationships with over the years shall be compromised. These are major reasons over and above others which become so important for this contract to be renewed.

Further, as a company, we believe there are compelling reasons why our licence should be renewed, including these significant concerns. Additionally, as a company, we are committed to adhering to all LCA requirements and standards. We pledge to comply with these standards and requirements at all times, seeking guidance from the relevant authorities as necessary.

We respectfully request that you consider renewing our license. Our unwavering adherence to high service standards has made us a valuable asset to the community. We want you to know that we value your time and the thoughtfulness you will give to our request.