

# BUSINESS PLAN FOR WINE PROCESSING PLANT

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**EJECO COMPANY LIMITED**

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## **BUSINESS EXECUTIVE SUMMARY**

Agriculture is the mainstay of the Tanzanian economy contributing about 24.1 percent of GDP, 30 percent of export earnings, and employing about 77.5 percent of the labor force. During the past decade, the agricultural sector grew at an average rate of 4.35 percent. The rate of growth in agriculture is higher than the average annual population growth rate of 2.6 percent, implying growth in incomes. However, the average agricultural growth rate of 4.4 percent is insufficient to lead to significant wealth creation and alleviation of poverty, due to the relatively low level of agricultural development, which, requires an annual agricultural growth rate of about 6 to 8 percent.

Dodoma is the main region in Tanzania where grapes are grown. According to data compiled by the Dodoma regional agricultural office, in the 2014/15 season there were about 4,810 acres (1,924 ha) under grape production in the region. The total annual production was about 10,800 tons (2015), equal to an average yield of 2.25 tons per acre. The grape production trend in Dodoma, which has steadily increased over the last 5 years, partially due to the increased processing capacity of local processors.

The recent introduction of smaller, more affordable processors, such as Kisitu, Uwazamam, Dane wine and EJEKO wines, have also given farmers incentive to produce grapes. As more processing options become available to farmers, production will increase, as farmers are

able to respond to the demand, as influenced by the price received. Aside from price, farmers consider many other factors to determine profitability of grape farming, including the costs of water resource management, inputs, transport and labor.

Profitability is strongly tied to price. While the typical price for raw grapes ranges between TZS 500/= to TZS 1,300/= per kg, traders offer relatively higher prices i.e. TZS 800/= to 1,300/= per kg. However, traders are the ones to grade produce, only take high-grade grapes, while processors will take everything in the vineyard. Because traders will not buy their entire crop, farmers prefer to work with processors. In spite of this, payment delays from processors have discouraged farmers as sometimes it takes up to six months to be paid. Bulk wine offers attractive prices i.e. TZS 2,500/= to TZS 6000/= depending on the quality of grapes. Therefore, training is vital for small processors to ensure they meet standards.

Based on empirical observation and market research, the EJECO Wine has discovered considerable revenue-generating opportunities in the agricultural/agribusiness sector, due to exponential increase in population (currently, 410,000) in the central zone (Dodoma region and nearby regions) stemming from the shift of the Central Government and other parastatal entities from Dar Es Salaam to the new capital of Dodoma. In short, the Kana EJECO recognizes that the marked demographic and socioeconomic transformation in the central zone will

invariably, foster demand for high-quality raw and value-added agricultural products including grape products.

### **The EJECO Company Limited**

EJECO Company Limited is a company domiciled in Tanzania. The company is registered under the Companies Act 2002 vide certificate of incorporation number 141729098 issued on 22nd May 2020. The address of the company's registered office is P.O Box 98, Dodoma.

The company is registered with the Tanzania Revenue Authority as taxpayer with Tax Identification Number (TIN) 141-729-098 and VRN 400-38518-E

### **CORPORATE GOVERNANCE OF THE COMPANY**

In compliance with the principles of good governance, the overall responsibility for the management and leadership of the company is vested in the Board of Directors. The Managing Director is responsible for ensuring that strategic and operational plans of the company are implemented.

The Board consists of two directors. The Board takes overall responsibility for the company, including the responsibility for identifying key risky, areas, considering and monitoring decisions. Considering financial matters and reviewing the performance of the management plans and budgets. The Board of Directors is also responsible for ensuring that comprehensive system of internal control policies are operative and

comply with sound corporate governance principles. The table below shows the composition of board of directors.

Table1: composition of board of directors.

| <b>Name</b>           | <b>Status</b> | <b>Nationality</b> |
|-----------------------|---------------|--------------------|
| Emmanuel Heven Chonjo | Director      | Tanzanian          |
| Jenipher Paul Macha   | Director      | Tanzanian          |

### **Business Location**

Wine Processing Factory headquarters is planned to be in Central Zone of Tanzania (Dodoma); however, the plant operations target to serve all regions as well as outside of the country. Nala is very strategic to locate the wine processing factory as the place is one of the planned industrial areas.

### **Financial Forecasts**

The proposed investment cost is TZS 6,667,900,900/=. Approximately 80% of these funds will be utilized as capital investment, while the remaining 20% will be used as working capital. Mr. Chonjo & Jenipher, the business owners have to contribute TZS 537,000,000/= as owner's equity, in terms of working capital and foundation of the factory building. The proposed funding amount of TZS 6,130,900,900/= will be contributed as TZS 537,000,000/= initial working capital and the remaining amount of TZS 6,130,900,900/= will be financed as capital expenditure from a lending financial Institution (Tanzania Agricultural

Development Bank, TADB) in the form of additional assets and working capital.

## **1. INTRODUCTION**

### **1.0. Background Information**

The business will be established by EJECO Company Limited who are Mr. Emmanuel H. Chonjo and Jenipher Paul Macha expect to start early in 2024 as the "WINE PROCESSING FACTORY". This is a medium scale industry which will be dealing with the buying and processing of a varieties of grapes products produced in Dodoma region. The business o will be a source of market to different grapes producers because these are key raw materials that will be used by the industry hence the industry will provide income to various people who are engaging in grapes production.

#### **1.1. EJECO Company Limited Profile**

Emmanuel Heven Chonjo and Jenipher Paul Macha of P.O. Box 98 Dodoma, are among the potential and experienced business owners in Dodoma, they have more than 7 years of ground experience in wine processing with their average 100,000 liters of wine making which identifies them as a medium scaled wine makers in the area. The expertise and experience the have in wine making can vividly tell a story about the passion they have into this subsector despite of the existing bottlenecks major being the sustainable and reliable market.

The authorized share capital of the company is TZS 250 million. The company is completely owned by Tanzanians as per table below:

Table 2: distribution of shares

| S/N          | Name of share holder  | Number of shares | Tzs            | % of share holding |
|--------------|-----------------------|------------------|----------------|--------------------|
| 1            | Emmanuel Heven Chonjo | 30,000           | 150,000        | 60%                |
| 2            | Jenipher Paul Macha   | 20,000           | 100,000        | 40%                |
| <b>Total</b> |                       | <b>50,000</b>    | <b>250,000</b> | <b>100%</b>        |

### 1.2.0 Key EJECO Company Limited Properties

- A total of 3 shops for selling wine and other drinks
- An industrial plot of land in Nala area for construction of the warehouse where wine processing machines will be installed

### 1.3. Location of the wine processing factory

The proposed location of EJECO wine Processing Factory headquarters is in Central Zone of Tanzania (Dodoma), however, the plant operations target to serve all regions as well as outside of the country. Nala is very strategic to locate the wine processing factory as the place is located at the industrial area, also, the area is nearby grapes farmers where by the land tenure supports production superb and testier grapes of different varieties ranging from table to wine grapes which fits into both local and international markets with favorable price.

## **1.4. Vision and Mission Statement**

### **1.4.1 The Vision Statement of the Business**

**EJECO Wine Processing Factory** is envisioning to be a greater grapes wine processing industry in the country and serve the market demands of wine and grapes products.

### **1.4.2 The Mission Statement of the Business**

The Mission of this factory is centered on maximizing the opportunities for the grape processing industry to meet growing domestic and global market demand of grapes products while increasing farmers' environmental and economic sustainability.

## **1.5. Keys to Success**

- Meeting orders promptly: The industry will meet its orders promptly, supported by the organization's proximity to the main target market as well as having a distribution plan.
- Accessing adequate supply of high-quality products: The industry shall work with other farmers to build their capacity to produce and distribute high quality grapes.
- Supplying high quality bulk wine: The industry will carefully monitor quality standards as provided by TBS and ensure best production processes are followed.

- Receiving adequate orders and making distribution timely: The industry will establish a reliable network of buyers, to market and generate sufficient orders for the bulk wine produced.

### **1.6. Legal Status**

Mr. Emmanuel Heven Chonjo and Jenipher Paul Macha operate their business as a limited company. They employ and supervise staff with respect to performing daily project operational activities.

### **1.7. Promoter’s Past Financial Performance**

Table 1 below, shows a summary of the promoter’s business income for the 3-year period of 2021, 2022 and 2023. **Table 1** show a marked increase in income due to proper project and business management.

Table 1: 3-Year Summarized Income

| <b>Description</b>  | <b>2021</b>       | <b>2022</b>        | <b>2023</b>          |
|---------------------|-------------------|--------------------|----------------------|
| Sales               | 10,244,403,693    | 18,143,209,166     | 25,143,209,166       |
| Expenses            | 10,167,245,760    | 18,011,930,129     | 24,011,930,129       |
| <b>Gross profit</b> | <b>77,157,934</b> | <b>131,279,037</b> | <b>1,131,279,037</b> |

### **1.8. Purpose and Needs Statement of the Investment**

Wine grapes, the fundamental ingredient in the production of wine, are cultivated in Dodoma region, the region offering unique terroir that

influences the grape's characteristics. Market trends in the wine industry continuously evolve, reflecting changing consumer preferences and emerging market dynamics. In recent years, there has been a notable surge in demand for organic and sustainably produced wines, with consumers increasingly prioritizing eco-friendly practices and transparency in production. Additionally, the rise of low-alcohol and alcohol-free wine options caters to health-conscious consumers seeking alternatives to traditional wine products.

The thriving wine market is fueled by a growing demand for diverse, high-quality wines, especially at events like corporate functions and weddings. This trend, coupled with the rising popularity of wine due to its refreshing nature and lower alcohol content, continues to drive market expansion. EJEKO company Limited has been buying wine juice to local farmers almost 150,000 liters per year since 2019 and process different types of wine products locally, the company is aiming to increase the production of wine from 150,000 liters per year to 800,000 liters per year from 2027

To achieve this goal, EJEKO Company Limited is requesting a financial support from (Tanzania Agricultural Development, TADB) to consider a loan request for the indicated amount, as the optimal strategy to venture into wine processing and expand grapes business lines not only to him but surrounding farmers as well, moreover the expansion venture will be an option to create more employment opportunities to different community groups – especially, youths and women. In sum, the

promoter is requesting funds for developing a comprehensive factory setup, which includes: 1) full furnishing processing factory; 2) procuring and installing processing plant; and 3) supporting operational activities to full operational of the proposed expansion project.

## **2. PROJECT TARGET PRODUCTS AND SERVICES**

### **2.1. Primary Products**

Under this proposed project, the EJEKO CO LTD prioritizes into grapes processing to make Grapes Juice and Bulk Wine.

#### **2.2.1. Grapes Juice/Bulk Wine**

Grape juice is obtained from crushing and blending grapes into a liquid. The juice is often sold in stores or fermented and made into wine, brandy, or vinegar. Grape juice that has been pasteurized, removing any naturally occurring yeast, will not ferment if kept sterile, and thus contains no alcohol. In the wine industry, grape juice that contains 7–23% of pulp, skins, stems, and seeds is often referred to as "must". The most common grape juice is purple and made from Concord grapes, while white grape juice is commonly made from white grapes, both of which are varieties of native grapes. Hot filling is traditionally used to package grape juice. In this process, grape juice is heated to a minimum of 77-82 °C using a heat exchanger before the juice is poured into preheated containers made of materials such as glass or newer, heat resistant plastics. The target is to produce about **800,000 Liters** of Good wine in a year in the coming five years.

The grapes juice composes crucial nutritional materials including but not limited to: -

- Protein: 0.72 g
- Vitamin B6: 7% 0.086 mg

- Vitamin C: 4% 3.2 mg
- Vitamin E: 1% 0.19 mg

### 2.1.2. Wine

Wine is an alcoholic drink typically made from fermented grapes. Yeast consumes sugar in the grapes and converts it to ethanol and carbon dioxide, releasing heat in the process. Different varieties of grapes and strains of yeasts are major factors in different styles of the wine. These differences result from the complex interactions between the biochemical development of the grape, the reactions involved in fermentation, the grape's growing environment (terroir), and the wine production process. Many countries enact legal appellations intended to define styles and qualities of wine. These typically restrict the geographical origin and permitted varieties of grapes, as well as other aspects of wine production.

Table 2: Wine Nutritional Values

| <b>Nutritional value per 100 g (3.5 oz)</b> |                  |
|---|------------------|
| Energy                                      | 355 kJ (85 kcal) |
| Carbohydrates                               | 2.6 g            |
| Sugars                                      | 0.6 g            |
| Fat   | 0.0 g            |

|  |          |
|--|----------|
| Protein  | 0.1 g    |
| Other constituents   | Quantity |
| Alcohol (ethanol)  | 10.6 g   |
| <p>10.6 g alcohol is 13% vol.</p> <p>100 g wine is approximately 100 ml (3.4 fl oz.) Sugar and alcohol content can vary.</p>                                     |          |
| <ul style="list-style-type: none"> <li>• Units</li> <li>• <math>\mu\text{g}</math> = micrograms • mg = milligrams</li> <li>• IU = International units</li> </ul> |          |
| Source: USDA Food Data Central   |          |

The target is start to produce about **100,000 Liters** of wine a year and increase production based on the demand.

## 2.2. Offered Services

EJECO WINE FACTORY will be offering a processing facility leasing services at fee to a capable and willing grapes producer who wish to add value to their produced grapes but they are lacking the working machineries. This service will cutter for individual farmers, group of farmers as well AMCOS, the service will be properly arranged so that will not compromise the promoters' operational activities. The target is

to serve for processing of about **400,000 Liters** from surrounding farmers a year and with time to increase to **800,000 Liters**.

### **3. INDUSTRY AND MARKET ANALYSIS**

#### **3.1. Tanzanian Grapes Subsector Overview**

In Tanzania, grape is produced in Dodoma, as one of the biggest cash crops in the region. Grape production is the main stay for many farmers in Dodoma Municipal and the nearby districts of Chamwino and Kongwa. The urban Dodoma produces 70% of the grapes and rural Dodoma produces 30%. This crop has multi-usage such that it can be eaten raw or can be used for making jam, juice, jelly, wine, grape seed-extracts, raisins, vinegar and grape -seed oil. This crop is considered as a symbol crop for Dodoma region. Grapes were introduced to Dodoma by the missionaries 1960.

The first small wineries were started in Bihawana and Hombolo missions. These wineries produced communal wine for church purposes only. Historically, grape production in Dodoma can be traced back to 1963 when the Isanga prison, the oldest prison started growing grapevine. In this year the Isanga prison started with only four acres and three years later the crop was gradually introduced to the five villages namely Mpunguzi, Msalato, Nala, Nkulabi and Mundemu. Subsequently, the National Service Camp at Makutupora - Dodoma accepted the idea thus increasing the acreage and the yields rising high from the grapes to be consumed fresh as table grapes to wine production. The first government institution to invest much in wine production was Isanga prison which prompted the construction of a

winery plant in 1969. This company was very famous in Africa and later became the sole buyer of grapes from farmers for wine processing. The establishments of a Makutupora research Centre to determine appropriate types of grapes of wines and encouraged more and more farmers to come forward and open grape farms

(<http://www.google.com> 25<sup>th</sup> March, 2014). “<sup>1</sup> SNV Tanzania a report on fresh fruits, 2005”

### **3.2. Global Grapes Crop Overview**

Grape is one of the world’s largest fruits crops with approximately 67.5 million tons produced each year. Grape grows best in the Mediterranean type of climate with long relatively dry summers and mild winters. Worldwide, Grape is mainly meant for wine production however, a certain portion is dried into raisins and a major part is marketed yearly as fresh fruit, making table grapes one of the world’s prominent fresh fruits crops. In US the consumption of fresh grapes has increased from 2.9 pounds per person in 1970 to 7.9 pounds in 2009. Moreover, grape is the most important and economical garden fruit crop in the world. In the year 2012, the US and Canadian market, price for fresh grapes jumped to \$1,340 per tons compared to those prices last peaked at \$986 per tons in 2006.

### **3.3. Challenges of Grapes Subsector in Tanzania**

Regardless of potentiality of grapes, small holder grape growers in Tanzania are facing production, processing, and marketing problems such as inadequate product quality, few processing plants or winery industry, low price, low incentives, low output, unreliable rainfall, insufficient agricultural extension services, shortage of buying posts, late payment, low labor productivity, poor infrastructure and poor-harvest management. Sometimes, some market actors violate set standard units of weights and product grades.

As a result, farmers ending up having unreliable markets and receive low price for their produced grapes. Lack of common price hinder the development of this crop in Tanzania, as most of the business operators tends to provide the buying price (Price Maker) for themselves in such a way that the grape growers

(Price Taker) continue to be enslaved and being poor. Glover and Kusterer (1990) argued that the market practices out of contract farming, buyer of crops can hold a monopoly position and exploit small-growers. Furthermore, investors especially wine processing industries purchase grapes from smallholder farmers on credit basis, hence money value of their produces keep on depreciating from period of harvesting to the time farmers receive money and due to that, most of the grape farmers are living in very poor life. In this case smallholder farmers produce grapes without being certain of the market.

During the grapes season, it is a common to see women carrying dishes, boxes and plastic basins moving around in the Municipal streets selling their grapes. Such kind of business practices will not provide much profit to grape growers in order to reduce poverty for these farmers. These practices will not make grape farmers move forward or change their life standards, instead having only survival needs of life. Emana and Gebremedhin (2007) argued that poor production handling and packing, imperfect pricing systems, and lack of transparency in market information are also among the impediments in the agricultural production and marketing. The Ministry of Industry, Trade and Marketing (MITM, 2008) argues that market constraints of smallholder farming were weak legal and regulatory framework on agricultural marketing; weak institutional set-up dealing with agricultural marketing; inadequate marketing research; inadequate marketing linkage; and inadequate capacities to utilize opportunities emerging in the domestic, regional and international markets and including preferential markets.

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<sup>2</sup> Khoshroo A. et al., 2013

<sup>3</sup> Economic Research Service (ESR), 2009

<sup>4</sup> Shahraki, Dahmardeh and Karbasi, 2012

<sup>5</sup> National Agricultural Statistic Services (NASS), 2013

<sup>6</sup> MITM, 2008; and MAFC, 2006

## 4. COMPETITION AND SWOT ANALYSIS

### 4.1. Competition

Most of grapes produced in Tanzania come from small-scale farmers with plot sizes of 0.1 to 2.0 ha. Also, the region is occupied by more than 30 SMEs processors most of processors. Thus, the bulk wine will be distributed to potential customers who are small and medium scale winery industries to processors of different varieties of grapes wine by adding further processes within the country and outside. These clients include ALKO Vintage, TDL, CETAWICO and other 30 SMEs in Dodoma Region.

Below Table shows the names of competitors and their position in the market.

Table 3: Existing Competitors List

| SN | Name of Organization   | Product Type                     | Market Size                                      | Strength   | Weakness  |
|----|------------------------|----------------------------------|--|--|---|
| 1  | Alco Vintage<br>Dodoma | Varieties of wines and bulk wine | Country wise but mainly central corridor regions | <ul style="list-style-type: none"><li>• Set of Skills</li><li>• Utilities and production capabilities (Technology)</li></ul> | <input type="checkbox"/> Market size not covering many regions. |

|   |                               |                                  |  |  |  |
|---|-------------------------------|----------------------------------|--|--|--|
|   |                               |                                  |  | <ul style="list-style-type: none"> <li>• Image/positioning</li> <li>• Capital</li> <li>• Sells</li> </ul>  |  |
| 2 | Tully's                       | Varieties of wines and bulk wine |  | <ul style="list-style-type: none"> <li>Set of Skills</li> <li>Utilities and production capabilities (Technology)</li> <li>Image/positioning</li> <li>Capital</li> <li>Sells</li> </ul> | <input type="checkbox"/> Market size not covering many regions.  |
| 3 | Hombolo Mleche Company (HOMC) | Varieties of wines and bulk wine | Dodoma Municipal (Alco vintage)<br>(Average of 40,000 Litres per year) | <ul style="list-style-type: none"> <li>• Skills</li> <li>• Experience in bulk wine business</li> </ul>   | <ul style="list-style-type: none"> <li>• Market size, targeting only one customer</li> <li>• Low technology</li> </ul> |

|   |          |           |                |  |  |
|---|----------|-----------|----------------|--|--|
| 4 | Uwazamam | Bulk wine | Dodoma<br>City | <ul style="list-style-type: none"> <li>• Skills</li> <li>• Experience in bulk wine business</li> </ul> | <ul style="list-style-type: none"> <li>• Market size, targeting only one customer</li> <li>• Low technology</li> </ul> |
|---|----------|-----------|----------------|--|--|

#### **4.2. Competitive Advantage**

Despite of the strength of the direct and indirect competitors, promoter still stand a better chance of winning the market and create a significant market share. Producing high-quality and standard products have consistently been the key factor for winning the rivals in the market, also, our focus is to produce quality products at affordable price to all customers of different income levels. The EJEKO has the outstanding experience in grapes value chain, will utilize the expertise to produces distinguished grapes value added products. Recently a EJEKO has a processing machine/facility and has already commenced the processing activities which gives a hands-on experience to master the wine making business as well.

#### **4.3. SWOT Analysis**

Table 4: SWOT Analysis

| <b>STRENGTHS</b>  | <b>WEAKNESS</b>  |
|---|--|
| <ul style="list-style-type: none"> <li>• Market intelligence/ having knowledge of market and market players (including competitors) in the region and countrywide such as Alco Vintage, Hombolo,</li> <li>• Availability of finished building for the factory</li> <li>• EJECO and the management team commitment to achieve its Mission</li> <li>• Access to available of raw materials</li> <li>• Reliable and proven technology.</li> <li>• Strict conformation to environmental standards.</li> <li>• Team of expert professionals of related field.</li> </ul> | <ul style="list-style-type: none"> <li>• Lack of sufficient capital especially machinery capital compared to most of competitors. Thus, is why EJECO applying for loan and will continue applying for loans and to increase capital</li> <li>• Irregular supply of raw materials may occur due to climate change.</li> </ul> |
| <b>OPPORTUNITIES</b>  | <b>THREATS/CHALLENGES</b>  |

|  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• There are about 1,000 small holder farmers in Dodoma region where the factory is intending to be located. Thus, the EJECO plans to utilize their production effectively.</li> <li>• Availability of grape wine processing industries in Dodoma.</li> <li>• High demand of grape wines on Local and International Market.</li> </ul> | <ul style="list-style-type: none"> <li><input type="checkbox"/> Change of climatic conditions</li> <li><input type="checkbox"/> Rising costs of farm inputs and electricity</li> <li><input type="checkbox"/> Political instability may cause pose risks in expansion and business.</li> <li><input type="checkbox"/> Shortage of regular power supply. Unavailability of raw materials due to natural disasters and climate change.</li> <li><input type="checkbox"/> Sudden interruption in the machines.</li> <li><input type="checkbox"/> Change in technology.</li> <li><input type="checkbox"/> Foreign products.</li> </ul> |
|--|--|

## **5. TECHNICAL AND OPERATION PLAN**

### **5.1. Standard Production Process**

Production and Operation Process-make/buy, products, environmental considerations. For the production of internationally acceptable grape juice, grape wines and grape brandy and also to pass the Tanzania Bureau of Standards (TBS) certification the following are pre-condition which will be met by the factory:-

- (i). Good quality grapes free from severe infection of powdery/brown mildew and insects must be used. Farmers will be educated on the importance of good grape husbandry.
- (ii). The technology of bulk wine making should be such that it guarantees cleanliness and the right timing.
- (iii). Scientific analysis of grape wine must be done. This will be done at the analytical laboratory for research and product adjustment and a software package will be developed.
- (iv). The grapes will be collected and processed within twenty-four hours.

A promoter will deploy relevant technology from Italy for bulk wine processing including crusher, motorized presser, pump, Tanks and spiral.



Figure 1: Grapes Crusher Machinery



Figure 2: Fermentation Tanks

## **5.2. Required Company Permits/Licenses to Operate**

According to Tanzania policies, there are various rules and regulations required for a company to legally operate and conduct its production activities within the country. In particular, some of the key required licenses include:

- Businesses must be registered at the Business Registration and Licensing Agency (BRELA) and/or Local Government Authority depending on the opted legal form of the business.
- Businesses must be registered at the Tanzania Revenue Authority (TRA) as tax payer.
- Businesses must have a business license from Locality District Officer (LGA).
- Businesses must be registered at the National Environment Management Council (NEMC) for ensuring environment protections operations.

Currently, the promoter has all the required licenses to operate the company in Tanzania.

***(All operational activities are implemented based on  
Conceptualize Action Plan as Indicated in Annex 1)***

### 5.3. Procedures for Wine Production

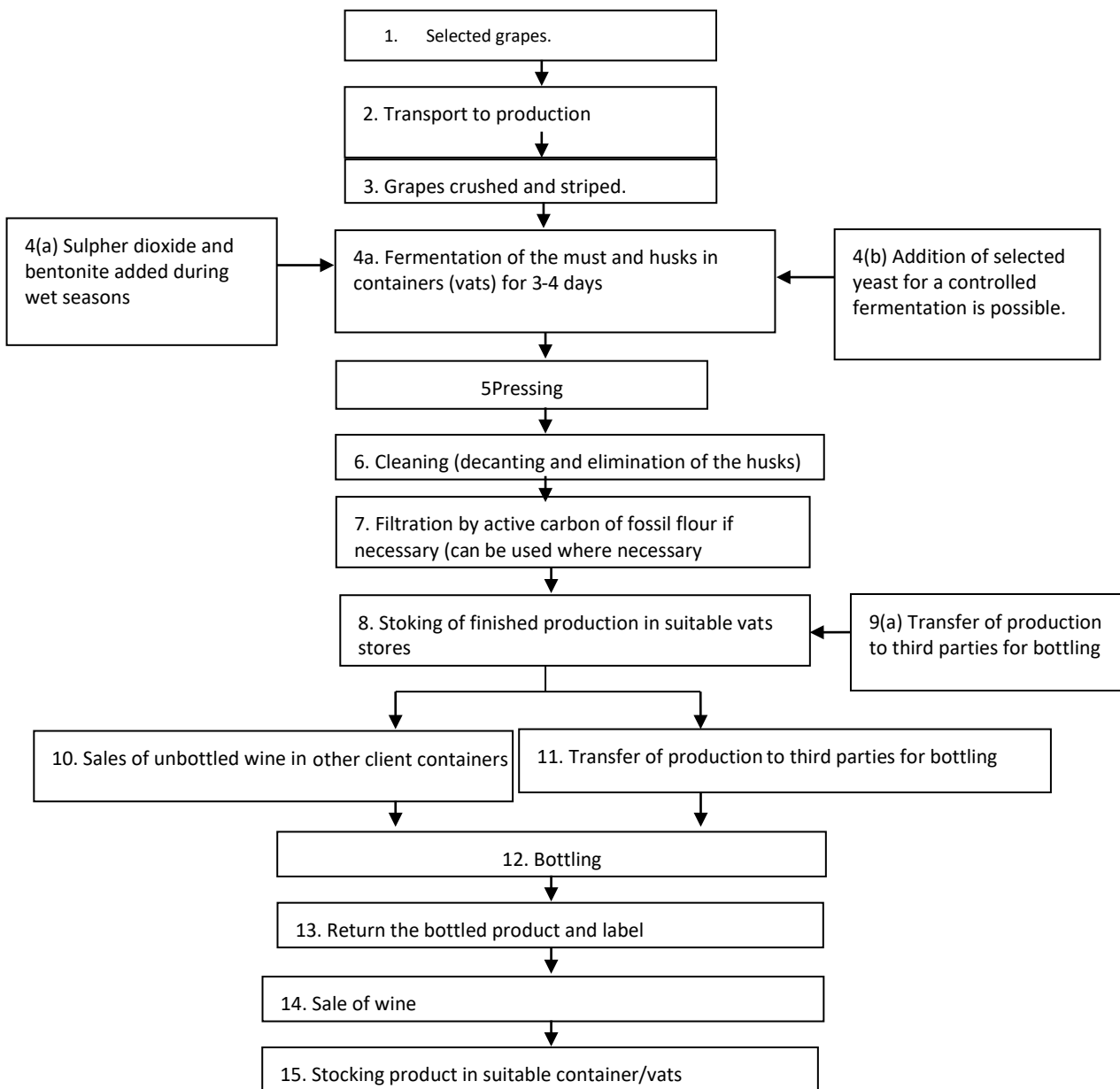


Figure 3: Procedures for Wine Production chart

**The production processes are geared towards the following objectives:**

- (i). Ensure juice and wine brandy are processed
- (ii). Ensure meeting quality standards

(iii). Reduce wastage of materials and manpower

(iv). Determine the timing of grape juice production with a view to balancing the workloads in the work sequence immediately that follows.

#### 5.4. Management Plan

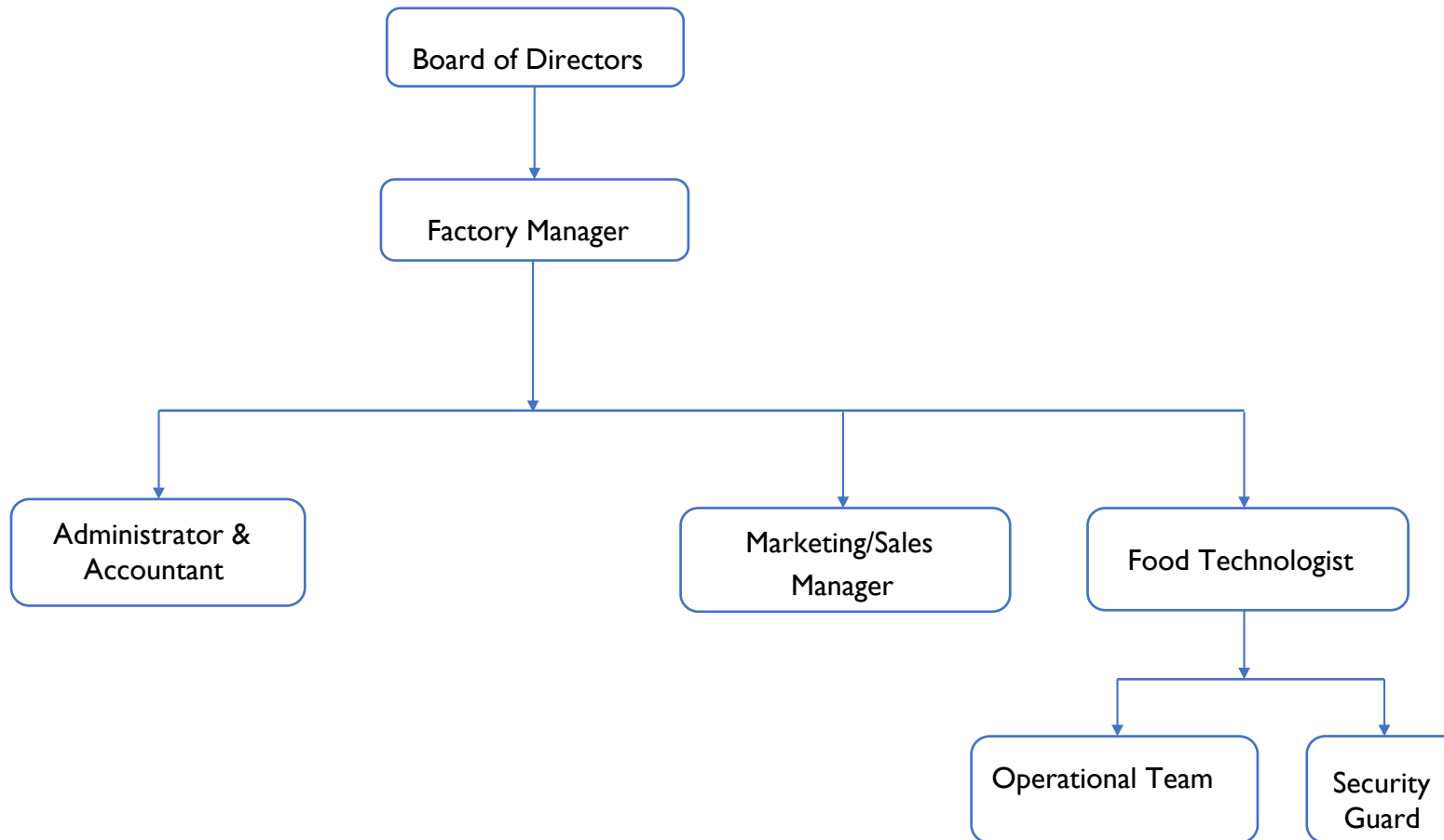


Figure 4: Management structure

**PROJECT IMPLEMENTATION SCHEDULE**

Table 5: Project implementation schedule

| <b>Activity</b>                                | <b>M- 1</b> | <b>M- 2</b> | <b>M- 3</b> | <b>M- 4</b> | <b>M- 5</b> | <b>M- 6</b> | <b>M-7</b> | <b>M-8</b> | <b>M-9</b> | <b>M-10</b> | <b>M-11</b> | <b>M-12</b> |
|--|-------------|-------------|-------------|-------------|-------------|-------------|------------|------------|------------|-------------|-------------|-------------|
| All Required permit and Licenses               |             |             |             |             |             |             |            |            |            |             |             |             |
| Finishing of Processing Factory                |             |             |             |             |             |             |            |            |            |             |             |             |
| Processing machineries Procurement             |             |             |             |             |             |             |            |            |            |             |             |             |
| Processing Machineries Installations and setup |             |             |             |             |             |             |            |            |            |             |             |             |
| Testing and Commissioning                      |             |             |             |             |             |             |            |            |            |             |             |             |
| Full of processed Products                     |             |             |             |             |             |             |            |            |            |             |             |             |
| Project M & E                                  |             |             |             |             |             |             |            |            |            |             |             |             |

## **6. MARKET AND MARKETING PLAN**

### **6.1. The Market Definition**

The business will target SMEs of all income levels, from small scale wine makers/processors to large scale in Tanzania and outside Tanzania

### **6.2. Forecasted Market Size and Trends**

Currently the Ministry of Agriculture estimates to have about 15,000 grape growers in Dodoma Region who produce about 4,000 tons of raw grapes per year which makes a total of 3,000,000 liters of bulk wine per year. Dodoma Municipal produces 70% and Chamwino District produces 30% of total production. Currently there are about 30 Small and Medium Enterprises producing grapes wine in Dodoma Region. EJECO to have 30% market share at the first year and will increase yearly due to product uniqueness and growing demand.

### **6.3. Promotion and Customer Reaching Strategy**

At this level, EJECO targeted customers are basically grapes producers and wine sellers of all levels in Dodoma region, central corridor regions and eventually the whole of Tanzania and outside Tanzania.

Customer awareness will be created through targeted marketing, advertisement and inviting targeted customers to witness production process. A special marketing program will involve offering special discount to wholesalers and retailers who will be able to take bigger quantities of bulk

wine. We will concentrate on the unserved market segment, from low to large scale wine processors in the country.

Proper distribution techniques will be deployed including taking orders through phones and emails to suppliers and large-scale processors who procure large quantities of bulk wine.

Different promotion strategies will be adopted for the sake of advertising; we shall use media such as newspaper, local radio stations, brochures, and TV shows as well as various social medias such as Facebook, WhatsApp, tweeter and Instagram. Products will be promoted in various Agriculture and non-agricultural shows such as Saba Saba, Nane Nane exhibitions and in farmer's trainings/workshops. Sales literature such as posters and brochures will be distributed to processors throughout the country via Agriculture education and extension Officers and other organizations.

#### **6.4. Products and Services Pricing Strategy**

Market environment and competitiveness have been key factors in determining the pricing strategy. The business is determined to ensure that the return on investment is robust and break-even is achieved within a short period of time.

Table 6: Offered Product and Service Price List

| <b>S/No.</b> | <b>ITEM-DESCRIPTION</b>     | <b>UNITS</b> | <b>UNIT SELLING PRICE<br/>(TZS)</b> |
|--------------|-----------------------------|--------------|-------------------------------------|
| 1            | Processed Wine              | Litter       | 10,000                              |
| 2            | Processing Facility Renting | Litter       | 2,000                               |

### **6.5. Products Distribution**

The firm targets to go for both:

- Business-to-business (B2B) distribution which occurs between a producer and customers (regional and local farmers and processors, wholesales and/or commission agents etc.) of grapes products and wine juice needed for further processing to be a wine and selling to the final consumers or manufacturer of various finished products through agreed contracts.
- Business-to-consumer (B2C) distribution which occurs between the producer and the final user (restaurants, hotels, and specialized supermarkets services) mainly for wine product.

The EJEKO plans to use its trucks to distribute the products to the destination's markets at certain agreed delivery costs.

## 7. FINANCIAL PLAN

### 7.1 Key Economic Assumptions

Table 7: Key economic assumptions

| Assumptions                | 2024     | 2025     | 2026     | 2027     | 2028     |
|----------------------------|----------|----------|----------|----------|----------|
| Description/Years          | 2024     | 2025     | 2026     | 2027     | 2028     |
| <b>General Assumptions</b> |          |          |          |          |          |
| Economic Assumptions       |          |          |          |          |          |
| Business Expansion         | 5%       | 5%       | 5%       | 5%       | 5%       |
| Inflation rate             | 3%       | 3%       | 3%       | 3%       | 3%       |
| Exchange rate<br>(USD/TZS) | 2,596    | 2,645    | 2,660    | 2,757    | 2,757    |
| <b>Taxation</b>            |          |          |          |          |          |
| Corporate Tax              | 30%      | 30%      | 30%      | 30%      | 30%      |
| Value added Tax            | 18%      | 18%      | 18%      | 18%      | 18%      |
| Depreciation:              |          |          |          |          |          |
| Land and Buildings         | 3%       | 3%       | 3%       | 3%       | 3%       |
| Plant & Machine            | 13%      | 13%      | 13%      | 13%      | 13%      |
| Motor vehicle              | 25%      | 25%      | 25%      | 25%      | 25%      |
| Furniture                  | 13%      | 13%      | 13%      | 13%      | 13%      |
| <b>Operating</b>           |          |          |          |          |          |
| Stock                      | 90 Days  | 90 Days  | 90 Days  | 90 Days  | 90 Days  |
| Debtors (collection)       | 30 Days  | 30 Days  | 30 Days  | 30 Days  | 30 Days  |
| Creditors (payment)        | 1 Day    | 1 Day    | 1 Day    | 1 Day    | 1 Day    |
| Days in a year             | 365 Days | 365 Days | 365 Days | 365 Days | 365 Days |

### Additional Economic Assumptions:

1. Discount Rate/Capital Cost – 18%
2. All purchase and Payment are made locally and Foreign currency.

### 7.2 Cost Estimations and Projections

Below are the list of required facilities and corresponding costs, the items to be purchased based on local currency.

List of the proposed items to be financed:

- Building processing factory
- Machinery Set (Crusher, Pressing, Filling Pump and Transfer pump)
- Storage tanks
- Fermentation tanks
- Bottling line.

Table 8: Cost details as indicated in the table below.

| INVESTMENT CAPITAL |                                   |          |                        |                      |                      |
|--------------------|-----------------------------------|----------|------------------------|----------------------|----------------------|
|                    | ITEM -DESCRIPTION                 | QTY      | FINANCING REQUIREMENTS |                      | TOTAL INVESTMENT     |
|                    |                                   |          | Owners Equity          | Bank Loan            |                      |
| <b>A</b>           | <b>LAND AND BUILDINGS</b>         |          |                        |                      |                      |
| 1                  | Land                              |          | 30,000,000             |                      | 30,000,000           |
| 2                  | Factory Building                  |          | 100,000,000            | 1,900,000,000        | 2,000,000,000        |
| 3                  | Standby Generator                 |          | 57,000,000             |                      | 57,000,000           |
|                    | <b>Sub-total</b>                  |          | <b>187,000,000</b>     | <b>1,900,000,000</b> | <b>2,087,000,000</b> |
| <b>B</b>           | <b>PLANT AND MACHINERIES</b>      |          |                        |                      |                      |
| 1                  | Crushing mashinery                |          |                        | 75,000,000           | 75,000,000           |
| 2                  | Pump mashinery (Transfer machine) | Full Set |                        | 83,700,000           | 83,700,000           |
| 3                  | Bottling mashinery                | Full Set |                        | 910,000,000          | 910,000,000          |
| 4                  | Wine Filtration Machine           |          |                        | 151,947,900          | 151,947,900          |
| 5                  | Pressing mashinery                |          |                        | 260,253,000          | 260,253,000          |
| 6                  | Storage Tanks                     |          |                        | 1,750,000,000        | 1,750,000,000        |
| 7                  | Fermentation Tanks                |          |                        | 500,000,000          | 500,000,000          |
|                    | <b>Sub-total</b>                  |          |                        | <b>3,730,900,900</b> | <b>3,730,900,900</b> |
|                    |                                   |          |                        |                      | 0                    |
| <b>C</b>           | <b>FURNITURES</b>                 |          |                        |                      | 0                    |
| 1                  | Office Tables and Chairs          |          | 100,000,000            |                      | 100,000,000          |
|                    | <b>Sub-total</b>                  |          | <b>100,000,000</b>     |                      | <b>100,000,000</b>   |
|                    |                                   |          |                        |                      | 0                    |
| <b>D</b>           | Initial Working Capital           |          | 250,000,000            | 500,000,000          | 750,000,000          |
|                    | <b>Sub-total</b>                  |          | <b>250,000,000</b>     | <b>500,000,000</b>   | <b>750,000,000</b>   |
|                    |                                   |          |                        |                      | 0                    |
|                    | <b>TOTAL</b>                      |          | <b>537,000,000</b>     | <b>6,130,900,900</b> | <b>6,667,900,900</b> |

### 7.3 Direct Cost and Indirect Cost:

These include cost of raw materials, Labor, overhead expenses which include wages and salaries packaging materials, branding, and advertising rent, administrative and other related cost.

Table 9: Direct cost and indirect costs

| EJECO CO LTD                                |                |               |               |               |                |               |               |               |               |               |               |               |
|---|----------------|---------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| COST CALCULATION (000)                      |                |               |               |               |                |               |               |               |               |               |               |               |
| Particulars/Months                          | Mnth 1         | Mnth 2        | Mnth 3        | Mnth 4        | Mnth 5         | Mnth 6        | Month 7       | Mnth 8        | Mnth 9        | Mnth 10       | Mnth 11       | Mnth 12       |
| <b>DIRECT COST CALCULATIONS</b>             |                |               |               |               |                |               |               |               |               |               |               |               |
| Purchase of Bulk wine                       | 750,000        |               |               |               | 750,000        |               |               |               |               |               |               |               |
| Packaging Materials                         | 8,000          | 8,000         | 8,000         | 8,000         | 8,000          | 8,000         | 8,000         | 8,000         | 8,000         | 8,000         | 8,000         | 8,000         |
| Administrative                              | 7,000          | 7,000         | 7,000         | 7,000         | 7,000          | 7,000         | 7,000         | 7,000         | 7,000         | 7,000         | 7,000         | 7,000         |
| Marketing/Advertisement                     | 5,250          | 5,250         | 5,250         | 5,250         | 5,250          | 5,250         | 5,250         | 5,250         | 5,250         | 5,250         | 5,250         | 5,250         |
| Wages, and salaries (3% of total revenue)   | 8,350          | 8,350         | 8,350         | 8,350         | 8,350          | 8,350         | 8,350         | 8,350         | 8,350         | 8,350         | 8,350         | 8,350         |
| Utilities Electricity (2% of total revenue) | 2,000          | 2,000         | 2,000         | 2,000         | 2,000          | 2,000         | 2,000         | 2,000         | 2,000         | 2,000         | 2,000         | 2,000         |
| Miscellaneous Cost                          | 9,250          | 9,250         | 9,250         | 9,250         | 9,250          | 9,250         | 9,250         | 9,250         | 9,250         | 9,250         | 9,250         | 9,250         |
| <b>TOTAL</b>                                | <b>789,850</b> | <b>39,850</b> | <b>39,850</b> | <b>39,850</b> | <b>789,850</b> | <b>39,850</b> | <b>39,850</b> | <b>39,850</b> | <b>39,850</b> | <b>39,850</b> | <b>39,850</b> | <b>39,850</b> |

## 7.4 Funds Requirement and Sources

The proposed investment cost is TZS 6,667,900,900/= . Approximately 80% of these funds will be utilized as capital investment, while the remaining 20% will be used as working capital. Mr. Chonjo, the business owners have to contribute TZS 537,000,000/= as owner’s equity, in terms of working capital and foundation of the factory building. The proposed funding amount of TZS 6,130,900,900/= will be contributed as TZS 537,000,000/= initial working capital and the remaining amount of TZS 6,130,900,900/= will be financed as capital expenditure from a lending financial Institution (Tanzania Agricultural Development Bank, TADB) in the form of additional assets and working capital.

### **7.5. Funds' Utilization**

The funds will be utilized as follows: 80% for capital investments, (i.e., purchasing investment items such as machineries) while the remaining 20% will be allocated as working capital to finance operation activities.

### **7.4. Debt Repayment Plan**

The repayment of debt will be made after every 12 month, Both principal and accrued interest will be repaid at the same time, with a requested grace period of 12 months. Based on the required debt, the repayment will be completed within Five years of operations.

### **7.5. Revenue Streams**

Currently the business is making money from the wine processed and other drinks sales to the target customers and target costing pricing strategy. As the business grows the streams of income will increase. As such, the goal is to venture into more value addition processing of different grapes products.

## **8. BUSINESS IMPACT TO THE COMMUNITY**

The firm envisioned to impact the community at large in various settings for bringing both community economic prosperity and enhancing food security.

EJECO is ought to bring the following benefits to the community and the country economy as a whole;

- The business has a greater potential in contributing to poverty reduction through job creation, as the production techniques/technologies employed are partly labour intensive, more unemployed groups who are mainly youths and women have opportunity of being employed and increase their basic incomes.
- The business has a greater potential in contributing to reducing postharvest losses and grapes wastes through assurance of effective markets of grapes products at the local and regional levels whereby most of producers will be selling their raw grapes to the firm for processing.
- Tanzania especially Dodoma has abundant places with excellent weather conditions for the sector which guarantees benefits to more rural people. Grapes Processing Factory Impact is looking into providing a platform for local producers and small-scale farmers to benefits through contract farming and market assurance for feeding the huge fetched available markets of grapes and grapes wine juice.

- EJEKO is looking into hosting several capacity building programs to different grapes producing groups of the community not limited to processing technical skills trainings, marketing and branding training, industry field tours etc. for providing a vast of learning experiences to beneficiaries in improving their industry processes and experience hence creating vibrant industrial and grapes subsector in Tanzania.

## **9. CONCLUSIONS AND RECOMMENDATIONS**

### **9.1. Recommendation**

It is recommended that, promoter has to follow the strategic advice explained in this business plan, especially when it comes to operational plans and firm management requirements and hygiene to ensure efficient and effective productivity with high quality.

### **9.2. Conclusion**

The financial and technical analysis shows that, it is viable to undertake wine processing business in the proposed area. It is therefore recommended that a five-year term loan of **TZS 6,130,900,900/=** with a grace period of at least 12 months to be granted to **EJECO LIMITED COMPANY** for investing in a proposed venture.

## 10. ANNEX: ADDITIONAL DETAILS

### Annex 1: Projected Income Statement (Profit and Loss)

| PROJECTED PROFIT AND LOSS STATEMENT:   |                      |                      |                      |                      |                      |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|
| Particulars/ Year                      | Year 1               | Year 2               | Year 3               | Year 4               | Year 5               |
| Total Revenue                          | 4,758,000,000        | 5,328,000,000        | 5,518,000,000        | 5,708,000,000        | 6,183,000,000        |
| Less: Direct Costs                     | 2,550,000,000        | 2,856,000,000        | 2,958,000,000        | 3,060,000,000        | 3,315,000,000        |
| <b>Gross Profit</b>                    | <b>2,208,000,000</b> | <b>2,472,000,000</b> | <b>2,560,000,000</b> | <b>2,648,000,000</b> | <b>2,868,000,000</b> |
| Less: Indirect Costs                   | 201,200,000          | 251,500,000          | 314,375,000          | 392,968,750          | 491,210,938          |
| Net Profit Before Interest & Tax       | 2,006,800,000        | 2,220,500,000        | 2,245,625,000        | 2,255,031,250        | 2,376,789,063        |
| Less: Financial costs - interest on WC | -                    | -                    | -                    | -                    | -                    |
| Financial Costs - Interest on TL       | 562,412,500          | 486,252,474          | 345,649,349          | 205,046,224          | 64,443,099           |
| Less: Capital Costs/Depreciation       | 163,250,000          | 163,250,000          | 163,250,000          | 163,250,000          | 163,250,000          |
| <b>Net Profit Before Tax</b>           | <b>1,281,137,500</b> | <b>1,570,997,526</b> | <b>1,736,725,651</b> | <b>1,886,735,026</b> | <b>2,149,095,964</b> |
| Less: Corporate Tax                    | -                    | -                    | -                    | -                    | -                    |
| Net Profit After Tax                   | 1,281,137,500        | 1,570,997,526        | 1,736,725,651        | 1,886,735,026        | 2,149,095,964        |
| Net Profit/(Loss) b/f                  | -                    | 1,281,137,500        | 2,852,135,026        | 4,588,860,677        | 6,475,595,703        |
| <b>Retained Profit</b>                 | <b>1,281,137,500</b> | <b>2,852,135,026</b> | <b>4,588,860,677</b> | <b>6,475,595,703</b> | <b>8,624,691,667</b> |

## Annex 2: Projected Financial Cash-flow

| PROJECTED CASH FLOW STATEMENT:      |                      |                      |                      |                      |                      |                       |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
|                                     | Year 1               | Year 2               | Year 3               | Year 4               | Year 5               | Total                 |
| <b>INFLOWS:</b>                     |                      |                      |                      |                      |                      |                       |
| Net Profit Before Tax               | 1,281,137,500        | 1,570,997,526        | 1,736,725,651        | 1,886,735,026        | 2,149,095,964        | 8,624,691,667         |
| Depreciation                        | 163,250,000          | 163,250,000          | 163,250,000          | 163,250,000          | 163,250,000          | 816,250,000           |
| Existing Investments                | 155,000,000          | -                    | -                    | -                    | -                    | 155,000,000           |
| Shareholders Equity                 | 1,446,750,000        | -                    | -                    | -                    | -                    | 1,446,750,000         |
| Short & Medium Term Loans           | 4,326,250,000        | -                    | -                    | -                    | -                    | 4,326,250,000         |
| <b>Total Inflows</b>                | <b>7,372,387,500</b> | <b>1,734,247,526</b> | <b>1,899,975,651</b> | <b>2,049,985,026</b> | <b>2,312,345,964</b> | <b>15,368,941,667</b> |
| <b>OUTFLOWS:</b>                    |                      |                      |                      |                      |                      |                       |
| Investments & Re-Investments        | 5,928,000,000        | -                    | -                    | -                    | -                    | 5,928,000,000         |
| Working Capital Increase/(Decrease) | - 28,920,000 -       | 3,480,000 -          | 1,160,000 -          | 1,160,000 -          | 2,900,000 -          | 37,620,000            |
| Loan Repayment                      | -                    | 1,081,562,500        | 1,081,562,500        | 1,081,562,500        | 1,081,562,500        | 4,326,250,000         |
| <b>Total outflows</b>               | <b>5,899,080,000</b> | <b>1,078,082,500</b> | <b>1,080,402,500</b> | <b>1,080,402,500</b> | <b>1,078,662,500</b> | <b>10,216,630,000</b> |
| Net Cashflow                        | 1,473,307,500        | 656,165,026          | 819,573,151          | 969,582,526          | 1,233,683,464        | 5,152,311,667         |
| Balance b/f                         | -                    | 1,473,307,500        | 2,129,472,526        | 2,949,045,677        | 3,918,628,203        |                       |
| <b>Closing Balance</b>              | <b>1,473,307,500</b> | <b>2,129,472,526</b> | <b>2,949,045,677</b> | <b>3,918,628,203</b> | <b>5,152,311,667</b> |                       |

### Annex 3: PROJECTED BALANCE SHEET (000)

| PROJECTED BALANCE SHEET:         |                      |                      |                      |                      |                       |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Particular/Year                  | Year 1               | Year 2               | Year 3               | Year 4               | Year 5                |
| <b>FIXED ASSETS:</b>             |                      |                      |                      |                      |                       |
| Total Fixed Assets Cost          | 5,928,000,000        | 5,928,000,000        | 5,928,000,000        | 5,928,000,000        | 5,928,000,000         |
| Less: Accumulated Depreciation   | 163,250,000          | 326,500,000          | 489,750,000          | 653,000,000          | 816,250,000           |
| <b>Net Fixed Assets</b>          | <b>5,764,750,000</b> | <b>5,601,500,000</b> | <b>5,438,250,000</b> | <b>5,275,000,000</b> | <b>5,111,750,000</b>  |
| <b>CURRENT ASSETS:</b>           |                      |                      |                      |                      |                       |
| Cash                             | 1,473,307,500        | 2,129,472,526        | 2,949,045,677        | 3,918,628,203        | 5,152,311,667         |
| Debtors                          | 47,580,000           | 53,280,000           | 55,180,000           | 57,080,000           | 61,830,000            |
| <b>Total Current Assets</b>      | <b>1,520,887,500</b> | <b>2,182,752,526</b> | <b>3,004,225,677</b> | <b>3,975,708,203</b> | <b>5,214,141,667</b>  |
| <b>CURRENT LIABILITIES:</b>      |                      |                      |                      |                      |                       |
| Payables                         | 76,500,000           | 85,680,000           | 88,740,000           | 91,800,000           | 99,450,000            |
| <b>Total Current Liabilities</b> | <b>76,500,000</b>    | <b>85,680,000</b>    | <b>88,740,000</b>    | <b>91,800,000</b>    | <b>99,450,000</b>     |
| Net Current Assets               | 1,444,387,500        | 2,097,072,526        | 2,915,485,677        | 3,883,908,203        | 5,114,691,667         |
| <b>Total Net Assets</b>          | <b>7,209,137,500</b> | <b>7,698,572,526</b> | <b>8,353,735,677</b> | <b>9,158,908,203</b> | <b>10,226,441,667</b> |

### ANNEX 4: FINANCING PLAN

The following are the financing plan of the Project.

|          |                                   | INVESTMENT CAPITAL |                        |                      |                      |
|----------|-----------------------------------|--------------------|------------------------|----------------------|----------------------|
|          | ITEM - DESCRIPTION                | QTY                | FINANCING REQUIREMENTS |                      | TOTAL INVESTMENT     |
|          |                                   |                    | Owners Equity          | Bank Loan            |                      |
| <b>A</b> | <b>LAND AND BUILDINGS</b>         |                    |                        |                      |                      |
| 1        | Land                              |                    | 30,000,000             |                      | 30,000,000           |
| 2        | Factory Building                  |                    | 100,000,000            | 1,900,000,000        | 2,000,000,000        |
| 3        | Standby Generator                 |                    | 57,000,000             |                      | 57,000,000           |
|          | <b>Sub-total</b>                  |                    | <b>187,000,000</b>     | <b>1,900,000,000</b> | <b>2,087,000,000</b> |
| <b>B</b> | <b>PLANT AND MACHINERIES</b>      |                    |                        |                      |                      |
| 1        | Crushing mashinery                |                    |                        | 75,000,000           | 75,000,000           |
| 2        | Pump mashinery (Transfer machine) | Full Set           |                        | 83,700,000           | 83,700,000           |
| 3        | Bottling mashinery                | Full Set           |                        | 910,000,000          | 910,000,000          |
| 4        | Wine Filtration Machine           |                    |                        | 151,947,900          | 151,947,900          |
| 5        | Pressing mashinery                |                    |                        | 260,253,000          | 260,253,000          |
| 6        | Storage Tanks                     |                    |                        | 1,750,000,000        | 1,750,000,000        |
| 7        | Fermentation Tanks                |                    |                        | 500,000,000          | 500,000,000          |
|          | <b>Sub-total</b>                  |                    |                        | <b>3,730,900,900</b> | <b>3,730,900,900</b> |
| <b>C</b> | <b>FURNITURES</b>                 |                    |                        |                      | 0                    |
| 1        | Office Tables and Chairs          |                    | 100,000,000            |                      | 100,000,000          |
|          | <b>Sub-total</b>                  |                    | <b>100,000,000</b>     |                      | <b>100,000,000</b>   |
| <b>D</b> | <b>Initial Working Capital</b>    |                    | 250,000,000            | 500,000,000          | 750,000,000          |
|          | <b>Sub-total</b>                  |                    | <b>250,000,000</b>     | <b>500,000,000</b>   | <b>750,000,000</b>   |
|          | <b>TOTAL</b>                      |                    | <b>537,000,000</b>     | <b>6,130,900,900</b> | <b>6,667,900,900</b> |

Table 10: Machines to be purchased.



ENOVENETA RECEPTION



PLATINUM MONOPUMP FOR THE TRANSFER OF WINE ONLY, NOT SOLIDS



ENOVENETA DESTEMMER/CRUSHER



PLATINUM MONOPUMP WITH STAINLESS STEEL HOPPER AND AUGER



ENOVENETA PNEUMATIC MEMBRANE PRESS



SHEETFILTER



KISELGHUR FILTER



STAINLESS STEEL TANKS/ FERMENTATION



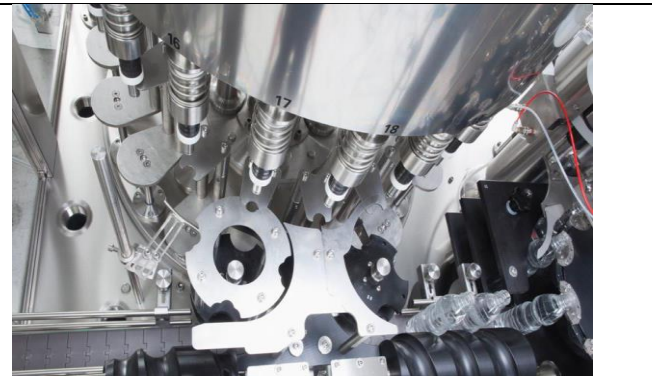
COOLING UNIT



BOTTLING LINE



STORAGE TANKS



BOTTLING LINE