



BUSINESS PLAN 2024

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Executive Summary

Mati Super Brand Ltd (MSBL) is the beverage company registered and incorporated in Tanzania on 11th October 2017 with the company's headquarters and factory in Bagara Ziwani, Korongo Mbili area in Babati district, Manyara Region.

It is a Tanzanian Company, owned by Tanzanian Investors that produces Tanzanite Premium Vodka, Strong Dry Gin, Sed Pineapple Flavored Gin, Strong Coffee Potable Spirit, TAI Original Potable Spirit and Max Care Hand Sanitizer. The company plans to introduce the new product in the whisky line known as Jax's Will Premium Whisky, recently.

Production is done by technically qualified staff to ensure that the quality of the products remain stable and consistent in the competitive markets. The company has modern machinery that guarantee constant supply of quality products into the market, making Mati Super Brands Limited products favorable choice to the consumers.

The company is able to distribute its products into 80% of Tanzanian regions. Distribution is done through appointed distributors, company owned depots and wholesale outlets to retailers i.e., shops, restaurants, bars, lounges, supermarkets, clubs and other outlets in Tanzania to ensure that the products are available and accessible to trade and consumers. The company has 11 depots and 50 distributors across the country.

Though located in Babati, Manyara, the company is able to deliver its products to locations all over the country through its well-established distribution network; appointed distributors and depots when and as required.

In addition to experience, the company has professional, skilled and experienced management and technical teams which emphasize on quality of products, valuable customer service and strategic planning.

Company Description

History Of the Company

Mati Super Brands Limited is private owned company which was established in 2017 by by Mr. David Damian Mulokozi and family. Mr David Mlukozi has distributed his shares to other members of his family which include Joyce David Daniel and Juliana John Raphael.

MSB Vision Statement

To provide top quality products and services of beverages to its customers nationally and internationally.

MSB Mission Statement

To produce and sell alcoholic and non-alcoholic beverages through the use of appropriate technology that adopts to constant changes and innovations while responding to consumers taste and preferences.

MSB Value Statement

- Trust and Respect to people
- Quality of its products and facilities
- Integrity and accountability
- Creative and Innovative
- Customer care
- Team work
- Business Excellence
- Empowering people
- Consciousness to the Environment
- Care of Community Welfare and progress
- Proficiency in the application of computer application

Location Analysis

The factory is located in Bagara Ziwani ward-Babati District-in Manyara Region where Clean and proper water is available which makes the product with good taste and appearance (no particles) and stabilizes the Alcohol content .The roads in and out of the factory are wide and all weather making it easy to transport outputs from the factory to the market and inputs from suppliers to the factory.

Legal Structure

- Company is registered under cap 212 of the company law for which Incorporation Certificate 138430 was issued on 11TH October 2017
- All company products are registered with BRELA
- Registration for VAT is as per VRN 40-027991-S
- Registration for TIN is TIN 134-903-740
- Industrial License No 0002983 Issued 11th Dec 2017.
- GCLA granted Registration No 9331-921420-0009 issued 16th Oct 2018,
- Business permit No. TAN 0318 F REG 0004 which was issued on 2nd January 2018,
- Tanzania Bureau of Standards (TBS) Certificate is no. 2057 (for Strong and Sed pineapple) of 07/02/2018.

MSB Products

Sed Pineapple Flavored Gin

Is an alcoholic beverage made from blending high quality purified water and pure cane distilled spirit with pineapple essence at 40% ABV It was tested by bureau of standards and conform to specifications No. TZS 1008:2018/EAC 145:2018

Strong Dry Gin

Is an alcoholic beverage made from blending high quality purified water and pure cane distilled spirit with Natural gin essence originated from organic botanicals (Specifically Juniper berries) at 40% ABV. It was tested by bureau of standards and conform to specifications No. TZS 1008:2018/EAC 145:2018.

Strong Coffee Flavor

Is an alcoholic beverage made from blending high quality purified water and pure cane distilled spirit with coffee flavor at 40% ABV It was tested by bureau of standards and conform to specifications No. TZS 1008:2018/EAC 145:2018.

Tanzanite Premium Vodka

Is an alcoholic premium VODKA of 40% ABV Made exclusively from highly purified water and pure natural grains distilled spirit and unlike some other vodkas, it doesn't contain any added sugar. Tanzanite Premium Vodka was tested by bureau of standards and conform to specification No. TZS 920:2018/EAS 142:2018.

TAI Original Potable Spirit:

Is an alcoholic beverage made from blending high quality purified water and fine triple distilled spirit, blended with pepper mint flavor at 40% ABV. It was tested by bureau of standards and conform to specifications No. TZS 468:2018/EAS109:201.

Market Analysis

Consumer behavior and preference are constantly evolving in the alcohol industry understanding trends is crucial for MSB so as to stay relevant to the market and meet the changing demand of the customers. MSB will invest in flavoring its products. On one hand, the company distributes its products through appointed distributors in all trade centers in the country and on the other, it has opened its own depots in 13 regions to ensure that products are available and accessible by customers at all times.

Target Population

MSBL is targeting general member of the population at legal drinking age people from all races, gender and ethnicity from all over the world. MSB has employed distributors and agents from all over Tanzania and neighboring countries so as to supply its products different markets MSB has categories its market into

- Local market
- International market

Local Market

MSBL will employ distributors country wide all areas around Tanzania so as to distribute its products and reach its targeted population this will include distributors in

- Southern highlands zone – Iringa, Njombe, Mbeya, Songwe and Rukwa
- Lake zone – Tabora, Kigoma, Shinyanga, Kagera, Mwanza and Mara
- Coastal zone – Tanga, Morogoro, Dar es Salaam and Zanzibar
- Northern highland zone – Arusha and Kilimanjaro
- Southern Zone – Lindi, Mtwara and Ruvuma

International Markets

MSB has employee distributors for its products in the international markets here are some of the international markets

- Zambia
- DRC Congo
- Kenya
- South Africa

Competition Analysis

The competition in the market is high as the number of companies producing same products as MSBL is increasing. We direct all our efforts to the market to ensure we provide products with excellent quality and give our product a competitive price so as to increase demand of our product and hence higher supply.

Key to our success from the market competition

- Creative and innovative products from packaging to its taste.

- Controlled production cost
- Quality observation of the products

Competition Position and Comparative Advantage

The uniqueness of products due to variation of flavors, quality management and brand management give Mati Super Brands Limited a room of comparative advantage in the market. Primary goal of the company is to become the leading Gin and Vodka producers and distributors in Tanzania.

Competition from other spirit producers is increasing in Tanzania. In most cases however, producers have nearly the same or similar machinery and facilities as the company itself. The company is taking this opportunity as a wake-up call to prepare for serious competition by strengthening its production, sales and marketing efforts.

Major producers of Alcoholic Beverage and their Products.

NO	NAME OF PRODUCER	LOCATION	ADRESSS	PRODUCTS
1.	Tanzania Distilleries Ltd	Dar Es Salaam	Chang'gombe, Box 9412	Konyagi
2	Mega Beverage	Arusha	Sombetini, Box 14134	K-Vant
3.	Kilimanjaro Biochem Ltd	Kilimanjaro	Mwanga District	Kiwingu
4.	Serengeti Breweries Ltd	Kilimanjaro	Moshi, Pasua	Bongo Don
5.	East Africa Spirits	Shinyanga	Ibadakul Polt 28	Diamond Rock
6.	Derick Global Trading Company	Kilimanjaro	Kikavu River Box 929	Highlife

Direct Competitors

These are competitors that sell and produce spirits in Tanzania which are our direct competition

- Pan Master company
- Mega beverages
- East Africa Distillers
- Derick Global trading company
- Kilimanjaro Distillers ltd

- Tanzania Distillers ltd
- Dutch Kona ltd

Indirect Competitors

These are competitors that sell and produce different products but target the same clients as MSB since their product fulfill the same need

These are competitors that are off premises of the region of our operation they produce spirits in other locations

- Tanzania Breweries Limited
- Serengeti breweries
- Dodoma Wine Limited
- Wines of Tanzania Ltd

SWOT Analysis

Strengths

- A strong distribution network in Tanzania
- The company's low-cost strategy that enabled its products to be available at affordable price
- A good relationship has been established with the local community the government and regulatory authorities in the country.
- A strong support of the company's activities by authorities in Manyara and in the areas where we operate.
- The owners are eager to find new knowledge about spirits, and invest in new technology and product development.
- The company is located near all necessary raw materials and near source of packing materials.
- Products have been certified by the government chemist as fit for human consumption, thereby qualifying for certification by the Tanzania Food and Drug Administration (TFDA).
- Products have been certified by the Tanzania Bureau of Standards (TBS).
- The company has own premises for productive activities.
- The company has trained and skilled personnel to maintain the quality of existing products, and to develop new ones.

Weaknesses

- Vulnerability to political agenda eg government can abolish PET and force a rapid shift to glass bottle that will increase cost of production
- Supply chain disruption due to reliance on specific high-quality ingredient can make supply chain more vulnerable to fluctuation of raw materials

Opportunities

- The possibility to expand the market to cover other areas of Africa and outside Africa
- Development possibilities to other Spirit and fruits wines e.g. Paw paw, grapes and Mango.

Threats

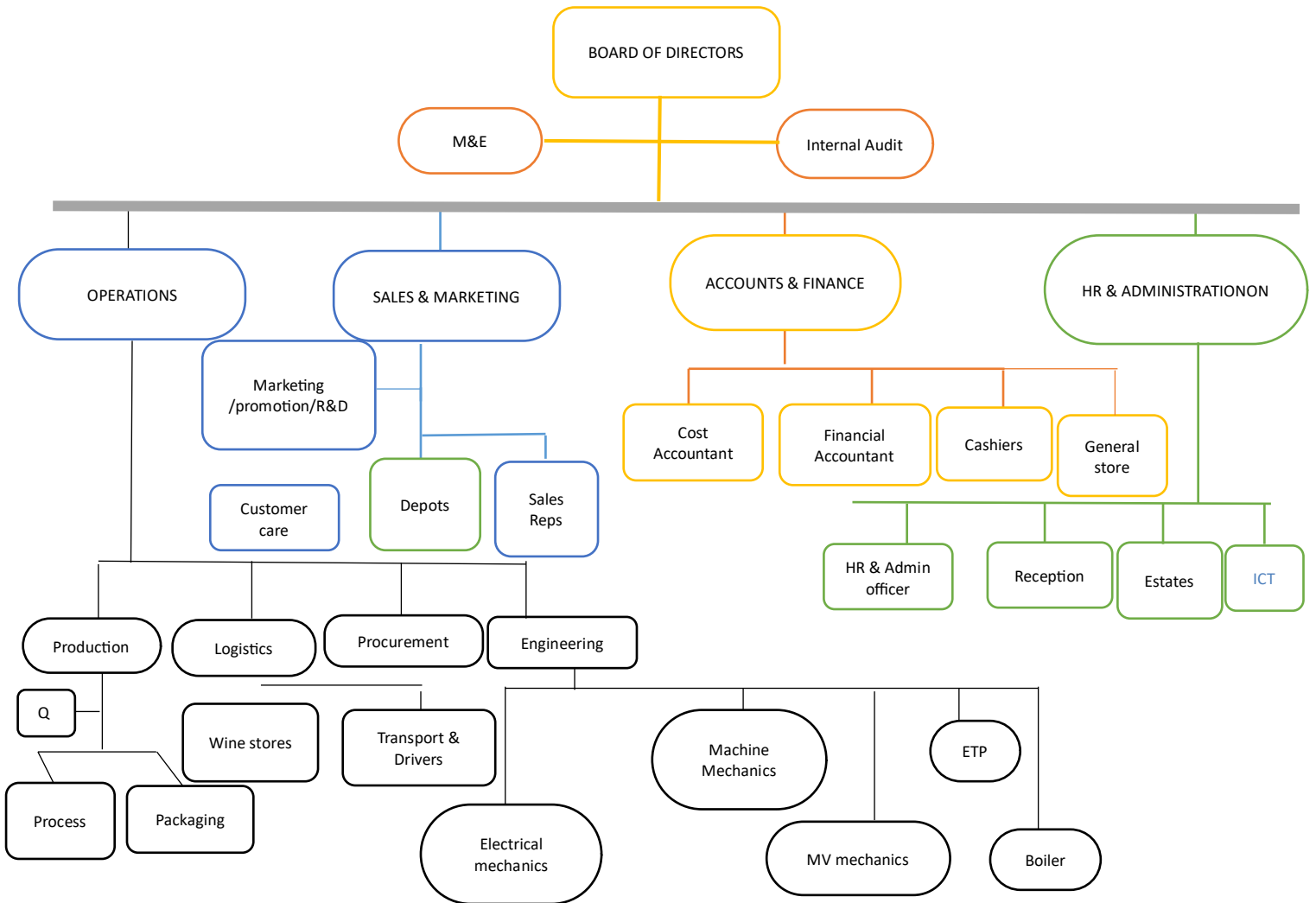
- A growing number of producers have entered the market of producing and selling of Spirit drinks same as we MSBL.
- A competitor may come up with superior power in capital, equipment, and technology and flood the market with cheap alternative products.
- Production of counterfeit /imitation products

Contingency plans

The company is continually watching the market ready to take mitigation measures in the even that a more serious competition is evident.

Other contingency measures include diversifying the product portfolio by introducing other spirits and soft drink.

Organization Structure



Organization And Management

Key Management Personnel

Mati Super Brands Limited has professional, skilled and experienced management team working under the Managing Director. The management team comprises of the Chief Accountant, Human Resources Manager, Sales and Marketing Manager, Production Manager, Procurement & Supplies Manager, ICT Manager and Estates Manager.

Management Team

Name: David Damian Mulokozi

Title: Managing Director

Duties

Responsible for overall company strategy, reviews strategic direction, setting up general business strategy, monitoring of achievements against agreed targets, committing the company to major contracts and investments.

Experience

Over 30 years working in sales and marketing field in different beverage Manufacturing companies and in different work field

Qualifications

Master of Business Administration MBA

Name: Gwandumi Angolile Mpoma

Title: Sales and Marketing Manager

Reports to: Managing Director

Duties.

Prepares a marketing plan; executes promotion, recruit agents, sources for new markets and new outlets, motivates agency forces evaluates sales performance against targets and initiates remedial action, supervises sales team, overseas motor vehicle maintenance and maintains efficient allocation of vehicles to delivery routes.

Experience

Over 25 years working in sales and marketing field in different beverage Manufacturing companies (Including two years in Mati Super Brands Ltd)

Qualifications

Master of Business Administration (Mzumbe University-2011)

Name: Goodluck Didas Silayo

Title: Chief accountant

Reports to: The Managing Director

Duties

Overseas all company financial matters. Prepares and ensures budgets are followed, oversees preparation of financial reports, tax and other statutory returns. Evaluates performance against targets and advices remedial action where there are failures. Compiles quarterly company performance reports

Experience

Over 12 years of experience in Audit, Accounts, and Finance positions (Including 4 years' experience in Mati Super Brands Ltd).

Qualifications

Bachelor of Business Administration in accounting and Finance

Name: Eng Regnald Anthony

Title: Production Manager

Reports to; Managing Director

Duties

In charge of Production, quality issues and machinery Maintenance.

Experience

Over 5 years working experience working in Manufacturing Industries as a quality Assurance and Controller (Including 3years in Mati Super Brands Ltd).

Qualifications

Bachelor of Science in Food and Biochemical Engineering.

Name: Doreen Raphael Mushi

Title: Human Resources Manager

Reports to: Managing Director

Duties,

In charge of human resources, administration, and training

Experience:

(8 years' experience of HR including 6 in the same position at Mati Super Brands Ltd)

Qualification:

Bachelor of Business Administration in Human Resource Management

Input Description

The following table summarizes the major inputs required and the source

Major inputs and sources

No	Description of Input	Source
1	ENA(Spirits)	From Kilimanjaro Biochem Ltd
2	Flavors	Imported from Kenya
3	Lables	Imported and Locally from Mega Print and Meru Innovators
4	Bottles	Locally available from (Power pack, Polyfoam)
5	Water	BAWASA
6	Electricity	Local power supply by TANESCO

Production Process

The Spirit production involves purifying and filtering water and reducing minerals from water, removing dirt from the spirit by passing it carbon filter then blending of Spirit with appropriate flavors and water filling in bottles and labeling after which they are packed in cartons, The process involves the following machines; -

- a. Water purification plant,
- b. Blending and reserve tanks,
- c. Bottles rinsed machine,
- d. Filling Machine,
- e. Capping Machine,
- f. Batch printer Machine
- g. Labeling Machine and
- h. Stamp applicator

Packaging

MSBL products are packed in different bottle size here is the elaboration for each product packaging size and number of units in box

S/n	Item	UoM	Volume	Package
1	Sed Pineapple Flavored	Mls	200 mls	30.00
2	Strong Dry Gin	Mls	200mls & 250ml & 750ml	30.00
3	Strong Coffee Flavored	Mls	200mls	30.00
4	Tai Original Portable Spirit	Mls	200mls	30.00
5	Tanzanite Premium Vodka	Mls	250mls & 750ml	24.00

Uniqueness

MSBL is producing products that of great quality that is blended with professionals at clean environment with higher professional excellence to bring good taste. MSBL products are cost concisions as we bring it to general population, we have made it for people in Babati region and other region be able to afford our products. we are also environment conscious so our product will preserve the environment

Marketing And Sales Strategy

On one hand, the company distributes its products through appointed distributors in alltrade centers in the country and on the other, it has opened its own depots in 13 regionsto ensure that products are available and accessible by customers at all times.

Additionally, the company has recruited a skilled and competent sales and distribution team stationed

in the depots and distribution centers across the country.

Target Market

MSBL's main target market both low- and high-income earners

Market size

We estimate that the company commands about 60% of the population. Mati Super Brands Limited target market is highly medium and low-income consumers who cannot always afford expensive drinks but looking forward to quality. However, the company has introduced other brands and packages for high income consumers in both, rural and urban markets

Branding

For MSLB PRODUCTS the look and feel of the bottle itself is the most important content of the products we have made unique bottles for both smaller size 200 ml, 250ml to 750ml that are portable and convenient in accordance to the environment. We have also designed our labels in a very attractive way to tell the content of the products and this makes it attractive to the end users.

Distribution Channel

The company distribute its products all over East Africa, Central Africa and in Southern Region in Africa. We have appointed distributors and different agents to send our products all over the market to reach the target population all our products are also sent to bars through distributors and foot solders located in various places in all Regions that it serves.

The company's also have delivery vehicles that deliver the products to the agent's premises who in turn sell them to Retailers including bar and Super Markets. The company operates depots in Arusha, Kilimanjaro, Tanga, Dar es Salaam, Morogoro, Dodoma, Singida, Tabora, Mwanza, Iringa, Ruvuma, Simiyu and Mbeya. Other areas are being served by distributors appointed by the company in all trade centers across the country. The future plan is to open more depots in Kigoma, Mtwara and Lindi.

Promotion

Promotion covers large range of activities including advertising. MSLB value promotion a lot because it creates brand awareness. MSLB sponsor different community projects as the way to create awareness of the products.

Here are the common modes of promotion the MSBL uses

- Events Sponsorships:

The company sponsors and participates in various clients and corporate events in order to create and strengthen its products awareness in the market.

- Trade Exhibitions Participation:

The company participates in various exhibitions prepared by different institutions as the way of building up Public Relations and promote its products.

- Government Engagement:

The company is cooperating with government and its institutions at all levels in enabling various events and activities in order to strengthen the partnership and relationship.

- Other Promotion Approaches:

The company also uses various mechanism in promoting the products such as market blitzing, field activations and the use of media i.e., visual, audio and online.

Sales Strategy

The sales strategy is to build and open new locations in other countries apart from Tanzania in order to increase revenue. However, we will implement this strategy when the MSBL show growth as each individual market increase the number of products their purchasing it will increase revenue and support growth.

Sales tactics

- We will employ different sale tactic to enable MSBL to sell in big volume
- Listen to customers and solving their problem end users
- Keeping constant communication with end users from brand compliments for brand development
- Create sales enablement to our distributors and agents

- Provide sampling to population to create awareness and increase users of our product hence increase sales

Funding

Mati Superbrand is a private owned companies the main source of income is from its shareholders but also the company finance their operation with the following sources

- Internal source from ploughed back profits
- OD/Loan from Banks

Major uses of funds will be to finance

- Construction of new office and plant (Company own).
- Acquisition of new Machineries
- Procurement of production materials
- Portfolio diversification

FINANCIALS

Statement of Comprehensive statement Income 2024 -2026

Description	2024	2025	2026
Total Sales			
Other sales/Income	2,229,300,000.00	953,022,000.00	-
Sales Sed			
Sales sed 200ml	11,057,730,509.33	11,550,407,455.14	13,309,863,575.60
Sales Sed 250ml	165,012,712.09	4,083,050.85	-
Sales sed 750ml	138,933,092.45	2,477,118.64	-
Total Sales Sed	11,361,676,313.87	11,556,967,624.63	13,309,863,575.60
Sales Strong			
Sales strong 200ml	1,095,160,086.32	3,687,104,671.29	3,991,691,528.85
Sales strong 250ml	110,226,265.43	180,996,610.04	17,203,389.82
Sales strong 750ml	36,758,472.18	2,677,966.12	-
Total Sales Strong	1,242,144,823.93	3,870,779,247.45	4,008,894,918.67
Sales strong coffee 200ml	-	-	8,364,406.79
Sales Tai 200mls	-	-	922,434,744.03
Sales Tanzanite Premium Vodka	281,183,027.04	397,538,137.87	83,453,389.79
Total Sales	15,114,304,164.84	16,778,307,009.95	18,333,011,034.88
Total Income	15,114,304,164.84	16,778,307,009.95	18,333,011,034.88
Cost of Goods Sold			
Cost of goods sold			
Cost of sales			
Direct Cost of sales			
Cost of other sales	1,758,722,300.00	763,624,302.50	-
Cost of sales-Tai	-	-	337,959,055.41
Cost of sed	2,741,573,868.19	3,090,155,454.17	4,658,452,251.46
Cost of Strong Coffee	-	-	2,953,196.40
Cost of Strong Dry Gin	453,402,309.72	1,377,708,533.92	1,441,826,110.37
Cost of Tanzanite Premium Vodka	99,296,503.69	141,591,150.59	29,985,351.72
Total Direct Cost of sales	5,052,994,981.60	5,373,079,441.18	6,471,175,965.36
Production Overhead Bottles loss			
Bottle Loss	5,219,298.00	-	-
Box Loss	2,296,000.00	-	-
Cleaning materials	483,000.00	1,215,000.00	2,132,000.00
Direct Materials-Origin costs	3,400,000.00	-	-

Electric bill-Cos	12,315,200.00	24,260,000.00	26,567,500.00
Ena Loss	6,750,000.00	-	-
Excise duty -expense	9,057,082,417.00	9,974,218,028.00	10,085,857,509.24
Factory building repair	13,074,690.68	3,080,000.00	30,393,000.00
Factory working tools	182,000.00	0.00	-
Generator fuel	2,906,350.00	2,888,000.00	19,800,000.00
Label loss	1,300,500.00	-	-
Plant &Machinery repair	39,537,764.68	28,430,880.00	66,665,215.00
Production utilities/consumable	8,520,000.00	10,400,962.72	27,719,609.85
Water bill	6,447,450.00	11,272,425.00	19,306,000.00
Production Overhead - Other	-	-	265,000.00
Total Production Overhead	9,159,514,670.36	10,055,765,295.72	10,278,705,834.09
Total Cost of sales	14,212,509,651.96	15,428,844,736.90	16,749,881,799.45
Total COGS	14,212,509,651.96	15,428,844,736.90	16,749,881,799.45
Gross Profit	901,794,512.88	1,349,462,273.05	1,583,129,235.43

Less: Other Expenses

Administration Expenses

Audit fee	5,000,000.00	5,000,000.00	10,000,000.00
Courier & postage service	672,000.00	1,139,600.00	760,000.00
Director's meeting expenses	380,000.00	363,650.00	3,000,000.00
Donation	500,000.00	200,000.00	2,000,000.00
Electricity bil-admin	2,451,900.00	8,495,000.00	9,399,990.00
Fine and penalty	10,232,620.00	1,560,000.00	1,790,538.64
Furniture Fixture & Fitin repair	832,000.00	4,110,000.00	12,267,929.29
Insurance,permit &Busnes Licens	7,374,231.00	52,638,112.00	32,205,500.00
Internet & Computer Expenses	6,949,809.00	17,890,363.24	50,000.00
Meals and Entertainment	26,544,500.00	13,750,151.00	17,164,000.00
Medical expenses	1,183,000.00	96,000.00	2,970,040.00
Mv Fuel admin	13,370,497.00	17,758,900.00	55,000.00
Mv Repair Admin	5,494,160.00	8,557,909.60	3,734,144.08
Office Repair	350,000.00	238,000.00	3,731,906.79
Office Supplies	489,000.00	1,696,900.00	4,223,920.00
Printing and Stationeries	543,000.00	1,288,505.00	2,450,000.00
Professional &Inspection fees	5,832,000.00	12,600,000.00	8,450,000.00
Rent Expense-Admin	11,790,000.00	1,400,000.00	1,800,000.00
Security expenses	1,170,000.00	450,000.00	900,000.00
Telephone and Postage expenses	2,691,280.00	1,270,000.00	1,850,000.00

Training expenses/fees	750,000.00	600,000.00	5,000,000.00
WHT -Expenses	1,260,000.00	-	-
Total Administration Expenses	105,859,997.00	151,103,090.84	123,802,968.80
Finance Expenses			
Bank Service Charges	9,420,663.73	20,629,100.14	22,427,000.00
Interest expense	12,930,375.99	30,116,787.07	41,463,599.93
Total Finance Expenses	22,351,039.72	50,745,887.21	63,890,599.93
Payroll Expenses			
Casual-expense	40,129,000.00	51,308,000.00	51,308,000.00
Nssf Expense-permanent	26,462,629.00	49,354,167.20	49,354,167.00
Nssf expenses-Casual	0.00	5,130,800.00	5,130,800.00
SDL Expense-Casual	0.00	2,052,320.00	2,052,320.00
SDL Expense-permanent	10,585,051.60	19,741,666.88	19,741,666.00
Staff Salary-Permanent	264,626,290.00	493,541,672.00	493,541,672.00
WCF Expense	2,646,262.90	3,600,573.54	3,600,573.00
Total Payroll Expenses	344,449,233.50	624,729,199.62	624,729,198.00
Sales and Marketing Expenses			
Advertisement&promo	97,074,767.00	116,682,294.66	181,996,657.61
Entry & permit	361,973.00	309,300.00	1,200,000.00
MV Fuel sales	102,560,328.00	177,678,106.00	299,848,458.00
MV Repair sales	67,340,406.15	58,806,303.06	72,252,477.19
Rent of premises	20,730,000.00	25,380,000.00	8,023,920.00
Service charge on rent	2,095,680.00	169,920.00	50,000.00
Service Levy	8,095,583.65	16,511,024.73	12,122,463.00
Transport Hire	3,970,000.00	-	1,345,000.00
Travel and Accomodation	14,435,500.00	18,095,000.00	12,543,000.00
Weigh & measure service	2,000,000.00	85,000.00	13,000.00
Sales and Marketing Expenses - Other	-	-	4,333,000.00
Total Sales and Marketing Expenses	318,664,237.80	413,716,948.45	593,727,975.80
Total Expense	791,324,508.02	1,240,295,126.12	1,406,150,742.53
Income before tax	110,470,004.86	109,167,146.93	176,978,492.90
Corporate tax	26,582,417.96	-	53,093,547.87
Net Income	83,887,586.90	109,167,146.93	123,884,945.03

Appendices

MSBL – Mati Super Brands limited

TANESCO – Tanzania Electric Supply Limited

PT – Polyethylene Terephthalate

BAWASA – Babati Urban Water Supply and Sanitation Authority

ICT -Information and Communication Technology

UoM- Unit of measure

ENA – Extra Neutral Alcohol

TBS- Tanzania Bureau of Standards

BRELA – Businesss Registration and Licensing Agency

TFDA – Tanzania Food and Drug Association