



The Big Best Company Limited

Presents

THE BIG BEST AQUA FEED PLANT

CONCEPT NOTE



Introduction and Background

The Big Best Company Limited is a fully Tanzanian-based aquaculture company headquartered in Mwanza. We are proud to operate one of Tanzania's largest cage fish farms located in Kasamiko, Ilemela, with a current operational capacity of 80 harvesting and 32 nursery cages and a planned expansion to 160 harvesting and 80 nursery cages by October this year. In addition, we are constructing a new, large-scale farm in Maare, Musoma, which will initially host 120 harvesting cages and 60 nursery cages.

As our aquaculture operations expand, so does our demand for high-quality, reliable, and cost-effective fish feed. Currently, the Tanzanian aqua feed supply chain is unable to meet our growing production needs in terms of quality, volume, pricing, and delivery efficiency. This limitation has created significant production constraints and operational inefficiencies.

In response, The Big Best Company Limited is proposing the establishment of a state-of-the-art fish/aqua feed plant in Mwanza to ensure feed supply self-sufficiency, controlled feed quality, improved turnaround time, and operational cost reduction. The plant will be developed in partnership with FAMSUN, a globally recognized manufacturer of advanced feed milling technologies.

Company Shareholders

The company is made up of 4 shareholders. The company's authorized share capital is TZS 50 billion made up of 10,000 shares of TZS 5,000,000 each as per the table below:

S/NO	NAME OF SHAREHOLDER	NO. OF SHARES	% OWNERSHIP
1	Goodward Mulubwa	1500	17.6%
2	Yvonne Mulubwa	500	5.8%
3	Carine Mukanda Mulubwa	1000	11.76%
4	Swift Cargo Services Limited	5500	64%
	TOTAL	8,500	100%

Project Objectives

- **To ensure reliable and consistent feed supply** for internal fish farming operations (Kasamiko and Musoma).
- **To produce high-quality, nutritionally balanced fish feed** tailored to local species and conditions.
- **To strengthen Tanzania's aquaculture value chain** by supplying commercial fish farms, hatcheries, and co-operatives.
- **To reduce dependency on imported or low-quality feed**, improving feed conversion ratios (FCRs) and profitability.
- **To create employment and industrial value addition** in Mwanza and surrounding regions.

Project Description

Project Name: Establishment of a Modern Aqua Feed Plant

Location: Mwanza City, Tanzania

Production Capacity: Minimum 120 metric tons per day (TPD)

Technology Partner: FAMSUN (China)

Scope of the Project

- ✚ Acquisition of industrial land for factory setup
- ✚ Construction of production facility, storage silos, laboratories, and administrative offices
- ✚ Import and installation of a fully automated aqua feed production line from FAMSUN
- ✚ Hiring and training of operational, technical, and management staff
- ✚ Marketing and distribution of feed to internal and external markets

Technical Specifications

Key Machinery & Functional Units

System	Functionality
Raw Material Intake & Cleaning	Removes impurities, stones, and dust from feedstock
Grinding (Hammer Mill)	Breaks down raw materials to optimal particle sizes (300–800 µm)
Mixing (Batch Mixer)	Ensures homogenous mixing of ingredients such as fishmeal, soy, maize, additives
Conditioning System	Adds steam to the feed mix, enhancing pellet durability and digestibility
Extruder (Floating/Sinking)	Shapes the feed into floating or sinking pellets of 1mm–6mm
Dryer & Cooler	Reduces moisture content for stable storage and longer shelf life
Oil Coating & Additive Spraying	Post-extrusion nutrient enrichment
Screening & Crumbling Unit	Segregates and optionally crumbles pellets for fry or juvenile fish
Bagging & Weighing Line	Automates packaging into 25kg or 50kg sacks
Laboratory Setup	Conducts QA/QC for raw materials and finished feed: protein, fat, moisture, PDI

Project Cost and Financing

Total Project Cost: USD 6,621,622

Component	Amount (USD)	Amount (TZS)
Machinery (FAMSUN)	3,621,602	8,999,680,970
Land, Infrastructure & Working Capital	2,500,018	6,212,544,730
Working capital	500,000	1,241,000,000
Total	6,621,622	16,454,725,700

Company Contribution (Paid)

- **USD 1,162,000** plant & machinery deposit already paid to FAMSUN.

Financing Requested from CRDB Bank PLC

1. **Letter of Credit (LC) Facility**
 - **Amount: USD 2,459,622**

- **Purpose:** To finance the outstanding balance of the machinery purchase from FAMSUN
- **Proposed Terms:**
 - 12-month LC period
 - 12-month grace period after LC settlement
 - 36-month quarterly repayment tenure

2. Term Loan Facility

- **Amount:** USD 3,000,000
- **Purpose:** Land acquisition, infrastructure development & working capital.
- **Proposed Terms:**
 - 9% annual interest rate
 - 1-year grace period
 - 36-month quarterly repayment tenure.

Financing Arrangement

Capital injections	Amount in USD
Foreign Equity	1,162,000
Bank Loan (Local)	5,459,620

Marketing & Sales Strategy

Primary Market

- **Kasamiko Fish Farm:** 160 harvesting and 50 nursery cage capacity (high feed demand)
- **Musoma Fish Farm:** 120 harvesting and 60 nursery cage capacity (high feed demand)

Internal farms will provide a **guaranteed base demand** for feed products.

Secondary & External Markets

- Commercial cage fish farmers on Lake Victoria and other lakes in Tanzania
- Fish hatcheries and aquaculture cooperatives
- Small and medium-scale pond farmers in Tanzania
- Cross-border markets: Uganda, Kenya, Rwanda (where applicable)

Marketing Channels & Approach

- Direct sales to large farms
- Distributors and agro-dealers for smaller operations
- Trial feed samples and field demonstrations
- Technical extension services to support usage and maximize Feed Conversion Ratio (FCR) benefits

Operational Plan

i. Production Output

Target factory production (at minimum): 120 tons/day

Kasamiko Fish Farm Feed Requirement:

- Production will be 20 cages per month at 50 tons per cage. Total tons of fish produced per month will be 1,000 tons.
- Feed Conversion ratio is estimated at 1.4
- To get total feed required to produce 1000 tons of fish, we multiply 1000 tons times the FCR of 1.4. This gives us 1,400 tons of feed required every month.

Musoma Fish Farm

- Production will be 15 cages per month at 50 tons per cage. Total tons of fish produced per month will be 750 tons.
- Feed Conversion ratio is estimated at 1.4
- To get total feed required to produce 750 tons of fish, we multiply 750 tons times the FCR of 1.4. This gives us 1,050 tons of feed required every month.

Total Feed required for Both Farms per month: (1400t+750t) = 2450 tons

Factory Production Per Month: (120t*26 days): 3,120 tons

Excess Production of Feed Per Month: 670 tons (to be sold to the market)

ii. Workforce

Plant Manager & Engineers
Machine Operators
Quality Control Officers
Warehouse & Logistics Staff
Sales & Field Technical Team
Accounting & Finance Staff
Operations & Admin Staff

iii. Quality Control

- On-site laboratory to monitor quality and feed standards.
- Real-time monitoring of production parameters.
- Compliance with industry feed standards.

iv. Logistics & Distribution

- Feed stored in ventilated and spacious warehouses
- Distribution via company fleet or contracted transporters
- Flexible delivery scheduling.

Project Implementation Schedule

S/N	ACTIVITY	2025			2026												
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
1	Land acquisition & permits																
2	Civil works & infrastructure																
3	Machinery import & installation																
4	Staff hiring & training																
5	Pilot production & QA testing																
6	Commercial operations begin																

Risk Analysis & Mitigation

Risk Factor	Mitigation Strategy
Machinery imports delays	Strong agreement with FAMSUN and a well-structured LC process
Cost overruns	Contingency built into infrastructure budget
Feed market competition	Leveraging internal demand; value-based product quality differentiation
Power outages	Backup generator; future solar-hybrid integration
Regulatory or tax shifts	Continuous compliance; engagement with authorities
Raw Materials outages	Building proper storage facilities and sourcing enough materials for long term use

Socioeconomic & Development Impact

- a) **Reduced Production Costs:** Feed represents around 65% of operational costs in intensive fish farming systems. Establishing our own plant will significantly trim those costs by reducing dependence on imports and volatile markets.
- b) **Enhanced Feed Security & Quality Control:** With locally controlled production, the company will enjoy consistent quality, tailored nutrition profiles for different fish developmental stages, and fewer supply chain disruptions.
- c) **Competitive Advantage:** A feed plant producing 120 tons per day not only powers our farms (160 + 120 cages) but also gives us capacity to serve other markets inside and outside Tanzania, positioning your firm as a regional supplier and possibly a market leader.
- d) **Job Creation:** The aqua feed plant will create at least 50–70 direct jobs and a good number of indirect employments through raw material suppliers and logistics service providers.
- e) **Strengthening Local Value Chains:** The aquafeed industry in East Africa currently relies heavily on imported inputs, limiting value addition within the region. Local feed production can reverse this, boost supply chain resilience, and support regional agribusiness.

- f) **Boosting Aquaculture Growth & Food Security:** Globally, aquaculture has become the primary source of fish, surpassing wild catches. In Africa, fish remains a critical protein source, especially where per capita consumption is low—Tanzania averages around 8 kg per person, compared to the global average of 20.5 kg. To meet current and future demand—including population growth projections—East Africa’s aquaculture must expand drastically, with feed as a critical enabler.
- g) **Aquaculture Growth:** Improves feed access for smallholder farmers and out growers
- h) **Environmental & Sustainability Gains:** By substituting imported, often unsustainably sourced ingredients (e.g., wild-caught fish for fishmeal) with locally sourced alternatives or innovative inputs like insect protein, our plant will support sustainable aquaculture and conserve regional ecosystems.

Financial Projections

Project's Key Assumptions	
Conversion	
Exchange Rate (USD/TZS)	2,485
Annual inflation rate	4.04%
Annual Price increment	2%
Revenue growth(annually)	6%
Selling Prices for Products(wholesale)	
Powder (25kgs)	32
0.8mm-1mm floating feed(25kg)	28
2mm scramble 4 floating feed(25kg)	24
3mm-4mm scramble 5 floating feed(25kg)	21
Broadstock feed (25kg bag)	27
Variable Cost Inputs	
Maize price (per kg)	0.362
Soya cake (price per kg)	0.483
Sardines price (per kg)	0.604
Other raw materials price (per kg)	1.207
No. of kgs of maize required per month	200000
No. of kgs of soya meal required per month	200000
No. of kgs of sardines required per month	100000
No. of kgs of other raw materials per month	100000
No. of tons produced per hour	10
No. of production months	12
No. of production hours per day'	12
No. of production days in a month	20
Loss during collection & processing	3%
Other Drivers	
Advertising and promotional costs(% of total revenue)	2.0%
Repairs and Meintenance(% of total NBV)	2.0%
Collection & Distribution Expenses(% of revenue)	2%
Annual Depreciation:-	
Buildings and Properties	5%
Computers and Accessories	20%
Motor Vehicles	20%

Furniture and fittings	12.5%
Office equipment	12.5%
Machinery & Equipment	12.5%
Corporate tax	30%
Service Levy(% of revenue)	0.30%
Insurance: Motor Vehicles	3.50%
Insurance: Business Protection	0.14%

CAPEX & Working Capital Arrangement Total Cost (USD)

	Qty	Unit Price	380,197
I. LAND, BUILDINGS AND EXISTING MACHINERY & EQUIPMENT			
Land	1	130,181	130,181
Furniture and Equipment	1	21,991	21,991
Office Tools & Equipment	1	78,653	78,653
Computers and Equipment	1	10,262	10,262
Motor Vehicles	1	139,110	139,110
II. PLANT AND MACHINERY (New)			6,241,423
Plant Machinery & Equipment	1	3,621,602	3,621,602
Plant Buildings and Properties	1	2,119,821	2,119,821
Working Capital	1	500,000	500,000
TOTAL PROJECT COST			6,621,620
FINANCED BY;			
EQUITY	18%		1,162,000
LOAN			
Bank Loan	82%		5,459,620

Financing Plan(In USD)	2026	2027	2028	2029	2030
Capital injections					
Foreign Equity	1,162,000	1,162,000	1,162,000	1,162,000	1,162,000
Bank Loan (Local)	5,459,620	-	-	-	0
Revenue Streams:					
Sales Revenue	7,535,292	7,955,541	8,399,844	8,869,620	9,366,370
Total	14,156,912	9,117,541	9,561,844	10,031,620	10,528,370
Expenses:					
Direct expenses	4,641,149	4,828,652	5,023,729	5,226,688	5,437,846
Indirect Expenses	585,899	960,501	770,412	560,073	501,817
Loan Principal Repayments	380,948	1,642,774	1,851,119	1,540,839	
Total	5,607,996	7,431,927	7,645,260	7,327,599	5,939,663

Revenue in USD	2026	2027	2028	2029	2030
Powder (25kgs)					
No. of bags(25kg)	57,600	59,328	61,108	62,941	64,829
Price per bag	32	33	35	36	38
Revenue	1,854,326	1,987,118	2,129,419	2,281,911	2,445,324
0.8mm-1mm floating feed(25kg)					
No. of bags(25kg)	57,600	59,328	61,108	62,941	64,829
Price per bag	28	29	29	30	30
Revenue	1,622,535	1,704,635	1,790,890	1,881,509	1,976,713
2mm scramble 4 floating feed(25kg)					
No. of bags(25kg)	76,800	79,104	81,477	83,921	86,439
Price per bag	24	25	25	26	26
Revenue	1,854,326	1,948,155	2,046,731	2,150,296	2,259,101
3mm-4mm scramble 5 floating feed(25kg)					
No. of bags(25kgs)	57,600	59,328	61,108	62,941	64,829
Price per bag	21	21	22	22	23
Revenue	1,205,312	1,266,301	1,330,375	1,397,692	1,468,416
Broadstock feed (25kg bag)					
No. of bags(25kgs)	36,500	37,595	38,723	39,885	41,081
Price per bag	27	28	28	29	30
Revenue	998,793	1,049,332	1,102,428	1,158,211	1,216,816
Total Revenue	7,535,292	7,955,541	8,399,844	8,869,620	9,366,370

Direct Costs In USD	2026	2027	2028	2029	2030
Maize Procurement	1,086,519	1,130,414	1,176,083	1,223,597	1,273,030
Soya cake procurement	1,274,849	1,326,353	1,379,938	1,435,687	1,493,689
Sardine Procurement	724,346	753,610	784,055	815,731	848,687
Other raw material procurement	1,448,692	1,507,219	1,568,111	1,631,463	1,697,374
Clearing and Transportation charges	54,326	56,521	58,804	61,180	63,652
Water	9,399	9,779	10,174	10,585	11,012
Electricity	43,018	44,756	46,564	48,445	50,403
Total	4,641,149	4,828,652	5,023,729	5,226,688	5,437,846

Indirect Costs In USD	2026	2027	2028	2029	2030
Audit Fees	4,829	5,024	5,227	5,438	5,658
Bank Charges & commissions	102,370	106,506	110,808	115,285	119,943
Electricity & Water Charges(office)	5,044	5,248	5,460	5,680	5,910
License & government registrations	885	921	958	997	1,037
Office Expenses	10,258	10,672	11,103	11,552	12,018
Postage & Telephone	1,297	1,350	1,404	1,461	1,520
Service Levy	22,606	23,867	25,200	26,609	28,099
Salaries & Wages	98,888	102,883	107,039	111,364	115,863
Insurance costs	93,924	97,718	101,666	105,773	110,046

Travel and transportation	63,899	66,481	69,167	71,961	74,868
Miscellaneous expenses	21,187	22,043	22,934	23,860	24,824
Sub Total	427,213	444,739	462,994	482,009	501,817

P&L Projections In USD	2026	2027	2028	2029	2030
Sales Revenue	7,535,292	7,955,541	8,399,844	8,869,620	9,366,370
Direct cost (COGS)	4,641,149	4,828,652	5,023,729	5,226,688	5,437,846
Gross Profit	2,894,142	3,126,889	3,376,115	3,642,932	3,928,524
Operating & Admin Expenses					
Payroll expenses	98,888	102,883	107,039	111,364	115,863
Repair and maintenance	108,015	93,021	78,027	63,033	48,039
Service Levy	22,606	23,867	25,200	26,609	28,099
Other Operating expenses	328,325	341,856	355,955	370,645	385,954
Total Expenses	557,833	561,626	566,220	571,651	577,954
Earning Before Interest, Tax & Depreciation	2,336,310	2,565,263	2,809,895	3,071,281	3,350,570
Depreciation	590,713	749,699	749,699	749,699	749,699
Interest Expense	158,686	515,763	307,418	78,064	
Net Pre-Tax Profit	1,586,910	1,299,801	1,752,778	2,243,518	2,600,870
Taxes	476,073	389,940	525,833	673,055	780,261
Net Profit	1,110,837	909,861	1,226,945	1,570,463	1,820,609

Projected Balance Sheet in USD	2026	2027	2028	2029	2030
Non-Current Assets					
Property, plant and Equipment	5,400,726	4,651,027	3,901,327	3,151,628	-
Total Non-Current Assets	5,400,726	4,651,027	3,901,327	3,151,628	-
Current Assets					
Trade and Other Receivables	627,941	653,880	690,398	729,010	769,839
Cash and Cash Equivalents	2,085,255	3,734,287	5,690,447	7,988,678	10,535,514
Total Current Assets	2,713,196	4,388,167	6,380,845	8,717,688	11,305,352
Total Assets	8,113,922	9,039,193	10,282,172	11,869,316	11,305,352
Equity and Liabilities					
Equity					
Share Capital	1,162,000	1,162,000	1,162,000	1,162,000	1,162,000
Retained Earnings	1,110,837	2,020,698	3,247,643	4,818,105	6,638,714
Total Equity	2,272,837	3,182,698	4,409,643	5,980,105	7,800,714
Liabilities					
Non - Current Liabilities					
Bank Loan	5,459,620	5,459,620	5,459,620	5,459,620	5,459,620
Total Non-Current Liabilities	5,459,620	5,459,620	5,459,620	5,459,620	5,459,620

Current Liabilities					
Trade and other payables	381,464	396,875	412,909	429,591	446,946
Total Current Liabilities	381,464	396,875	412,909	429,591	446,946
Total Liabilities	5,841,084	5,856,495	5,872,529	5,889,211	5,906,566
Total Equity and Liabilities	8,113,922	9,039,193	10,282,172	11,869,316	13,707,281

Projected Cash Flow Statement In USD	2026	2027	2028	2029	2030
Cash flow from operating activities					
Profit before taxation	1,586,910	1,299,801	1,752,778	2,243,518	2,600,870
Depreciation	590,713	749,699	749,699	749,699	749,699
Movements in working capital					
Trade receivables	(627,941)	(25,939)	(36,518)	(38,612)	(40,829)
Trade payables	381,464	15,411	16,034	16,682	17,355
	1,931,147	2,038,973	2,481,993	2,971,287	3,327,096
Corporate Tax	(476,073)	(389,940)	(525,833)	(673,055)	(780,261)
Net cash from operating activities	1,455,074	1,649,032	1,956,160	2,298,232	2,546,835
Cash flows from investing activities					
Purchase of PPE	(5,991,439)	-	-	-	-
Net cash from investing activities	(5,991,439)	-	-	-	-
Cash flows from financing activities					
Proceeds from equity	1,162,000	-	-	-	-
Proceeds from debt	5,459,620	-	-	-	-
Grant Income	-	-	-	-	-
Repayment of loans	-	-	-	-	-
Net cash used in financing activities	6,621,620	-	-	-	-
Net increase/(decrease) in cash and cash equivalents	2,085,255	1,649,032	1,956,160	2,298,232	2,546,835
Cash and cash equivalents at beginning of period	-	2,085,255	3,734,287	5,690,447	7,988,678
Cash and cash equivalents at the end of period	2,085,255	3,734,287	5,690,447	7,988,678	10,535,514

Conclusion

This modern aqua feed plant will serve as a cornerstone for Tanzania's aquaculture industry—anchoring The Big Best Company Limited's internal supply needs while catalyzing regional market development. With a secured machinery partner (FAMSUN), a clear operational roadmap, and existing captive demand from our own large-scale farms, the project is technically and financially viable.