



**INTEGRATED GROWTH STRATEGY: A BUSINESS PLAN FOR
DOMESTIC CONSOLIDATION AND EXPORT EXPANSION**

Submitted to: Tanzania Investment and Special Economic Zones Authority (TISEZA)

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Executive Summary

Farmers Centre Ltd. submits this business plan in support of two linked applications to the Tanzania Investment and Special Economic Zones Authority (TISEZA): (i) Tanzania Investment Centre (TIC) registration for its existing Tabata manufacturing facility, and (ii) approval of an Export Processing Zone (EPZ) development for a new export-oriented facility in Kigamboni, Dar es Salaam.

Investment Highlights & National Impact Dashboard (TISEZA)

A. Investment Snapshot

Indicator	Value
Total New Investment	TZS 19.61 Billion
Investment Type	Manufacturing (Veterinary Pharmaceuticals & Agrochemicals)
Project Structure	TIC (Tabata) + EPZ (Kigamboni)
Ownership	100% Tanzanian
Project Horizon	Long-term (25+ years)

B. Employment & Skills Impact

Category	Impact
Existing Jobs Secured	160+
New Direct Jobs Created	250+
Total Direct Employment	410+
Skill Profile	Engineers, scientists, technicians, operators

Impact Narrative: The project prioritizes skilled industrial employment and long-term career development, supporting Tanzania's human capital and manufacturing depth.

C. Export & Foreign Exchange Impact

Metric	Projection
EPZ Export Share	≥ 80% of output
Export Markets	SADC, EAC, West Africa, GCC
Year 5 Export Revenue	TZS 10.8 Billion
FX Contribution	Sustained annual inflows

Impact Narrative: The EPZ facility directly supports Tanzania's export diversification and foreign exchange generation objectives.

D. Industrial & Technology Impact

Area	Contribution
Manufacturing Capability	GMP-aligned, export-grade production
Technology Transfer	Modern equipment and formulations
R&D Capacity	Local formulation and product development
Import Substitution	Reduced reliance on imported veterinary products

E. Local Content & Linkages

Area	Commitment
Local Procurement	Packaging, excipients, services
Backward Linkages	Support to Tanzanian SMEs
Logistics & Services	Local transport, warehousing

F. Alignment with TISEZA Mandate

TISEZA Objective	Project Alignment
Industrialization	Expansion of high-value manufacturing
EPZ Performance	Export-focused production model
Employment	Large-scale skilled job creation
FX Generation	Regional and GCC exports
Technology	Modern industrial processes

G. Alignment with TISEZA National Objectives

TISEZA Priority Area	Project Contribution
Industrialization	Expansion of pharmaceutical and agrochemical manufacturing capacity
Export Promotion	80% of EPZ output dedicated to export markets
Employment Creation	250+ new skilled industrial jobs
Foreign Exchange	Sustained export revenues from Africa and GCC markets
Technology Transfer	Modern equipment, GMP-aligned processes, R&D capability
Local Content	Strong backward linkages with Tanzanian suppliers

The dual-stream structure allows Farmers Centre Ltd. to **secure domestic supply continuity** while **accelerating export-led growth**, fully aligned with TISEZA's mandate.

1. Company Overview

1.1 Background

Farmers Centre Ltd. was founded in 1996 and incorporated in 2003 as a fully Tanzanian-owned enterprise. The company operates across manufacturing, importation, exportation, and distribution of veterinary pharmaceuticals and agrochemical products.

1.2 Company Snapshot

Indicator	Value
Years of Operation	25+ years
Ownership	100% Tanzanian
Employees (2025)	160+
2024 Turnover	TZS 13.46 billion
Total Assets (2024)	TZS 7.19 billion
Export Markets	9 countries

1.3 Strategic Strengths

- Vertically integrated business model
- Established regional export footprint
- Strong regulatory and quality compliance culture
- Proven reinvestment history

2. Strategic Growth Framework

2.1 Rationale for Dual-Stream Structure

The proposed structure separates domestic-focused production from export-oriented manufacturing, ensuring regulatory clarity, operational efficiency, and policy compliance.

Facility	Regulatory Framework	Strategic Role
Tabata	TIC Registration	Domestic supply, food security, import substitution
Kigamboni	EPZ License	Export growth, FX generation, regional competitiveness

Explanation for TISEZA: This approach avoids dilution of EPZ objectives while preserving uninterrupted supply to the local market.

2.2 Sector Classification

- Manufacturing: Veterinary pharmaceuticals and agrochemicals
- High-value industrial processing with strong downstream linkages to agriculture and livestock sectors

3. Investment Plan – Kigamboni EPZ Project

3.1 Total Project Cost Summary

The Kigamboni EPZ project represents a total planned investment of **TZS 19.61 billion**, with a strong emphasis on capital infrastructure and advanced manufacturing capability.

Cost Category	Amount (TZS Billion)	Share
Capital Expenditure	17.28	88%
Working Capital	2.33	12%
Total Investment	19.61	100%

3.2 Capital Expenditure Breakdown

Item	Amount (TZS Billion)
Factory Construction & Civil Works	12.00
Manufacturing & Packaging Equipment	5.00
Utilities & Effluent Treatment	0.20
Office & IT Systems	0.08

Explanation: Capital expenditure dominance reflects the company’s strategy to build a long-term, high-capacity, internationally compliant production facility rather than a short-term assembly operation.

4. Employment and Development Skills

4.1 Direct Employment Impact

The expansion will significantly increase employment, positioning Farmers Centre Ltd. as a major industrial employer.

Facility	Current Jobs	New Jobs	Total
Tabata	160+	–	160+
Kigamboni	–	250+	250+
Total (Year 3)			410+

4.2 Skills Composition (Kigamboni Facility)

Category	% of Workforce
Technical & Machine Operators	37%
Quality, R&D & Scientists	15%
Engineering & Maintenance	12%

Category	% of Workforce
Logistics & Warehouse	10%
Administration & Management	26%

Explanation: The workforce structure prioritizes technical and scientific roles, ensuring skills transfer, productivity, and long-term industrial capability.

5. Financing Structure and Financial Sustainability

5.1 Funding Mix

Source	Amount (TZS bn)	%	TISEZA Relevance
Shareholder Equity	3.92	20%	Demonstrates sponsor commitment
Long-Term Debt	15.69	80%	Industrial asset-backed financing
Total	19.61	100%	

5.2 Financial Sustainability Assessment

- Strong historical cash flows from Tabata operations
- Conservative leverage relative to projected EBITDA
- Break-even within 24 months of operations

Explanation: The financing structure minimizes fiscal risk and ensures long-term project viability, a key TISEZA evaluation criterion.

6. Supply Chain and Local Content Strategy

6.1 International Inputs

Active Pharmaceutical Ingredients (APIs) and specialized chemicals will be sourced from certified international suppliers to ensure compliance with global quality standards.

6.2 Local Sourcing Commitment

The company will prioritize Tanzanian suppliers for: - Packaging materials - Excipients and non-active raw materials - Ancillary inputs and services

This approach strengthens backward linkages and supports domestic industrial development.

7. Market Expansion and Export Strategy

The EPZ facility enables a structured, phased export expansion aligned with production ramp-up and regulatory approvals.

Export Growth Phases

Phase	Timeline	Key Markets	Strategic Focus
Phase 1	Years 1–2	SADC, Rwanda, Oman	Market deepening, distributor partnerships, registrations
Phase 2	Years 3–4	West Africa	Market diversification, logistics hub
Phase 3	Years 4–5	GCC	High-value markets, ISO/GMP certification

Explanation: This phased approach reduces market-entry risk, allows regulatory learning, and aligns capital deployment with demand growth.

8. Implementation Timeline and Regulatory Milestones

Project Timeline (36 Months)

Phase	Key Activities	TISEZA / Regulatory Interface
Phase 1	Design, NEMC approval, permits, financing	Environmental and planning compliance
Phase 2	Construction, equipment procurement	EPZ monitoring and inspections
Phase 3	Installation, training, trial runs	GMP and quality readiness
Phase 4	Commercial operations	Export compliance and reporting

Explanation: Regulatory approvals are embedded early to ensure smooth coordination with authorities.

9. Financial Performance Outlook

9.1 Revenue and Profitability Trend (Kigamboni EPZ)

Year	Revenue (TZS bn)	EBITDA (TZS bn)	Net Profit (TZS bn)
Year 1	3.2	0.37	(0.02)
Year 2	4.8	0.86	0.45
Year 3	7.2	1.61	1.17
Year 4	9.0	2.15	1.32
Year 5	10.8	2.68	1.72

Chart Narrative: - Revenue grows steadily as export markets are added - EBITDA margin expands with scale and efficiency - Break-even achieved in Year 2

10. Production Capacity Post-Expansion

Manufacturing Capacity Comparison

Product Type	Current Capacity	Added Capacity	Total Capacity
Solid Products (Tonnes/year)	1,747	3,500	5,247
Liquid Products (Litres/year)	224,748	500,000	724,748

Explanation: The Kigamboni facility more than doubles total output capacity, positioning Farmers Centre Ltd. as a regional manufacturing hub capable of serving both domestic and export demand.

11. Conclusion and Formal Request to TISEZA

Farmers Centre Ltd. respectfully submits this proposal for consideration by the TISEZA Committee. The proposed TIC registration for the Tabata facility and EPZ development in Kigamboni are mutually reinforcing initiatives that directly advance Tanzania's industrialization, export diversification, and employment objectives.

The company has demonstrated operational capability, financial strength, and long-term commitment to local value addition. Approval of these applications will enable Farmers Centre Ltd. to scale its contribution to national development while positioning Tanzania as a competitive regional producer of veterinary pharmaceuticals and agrochemical products.

Formal Request: - Approval of TIC registration for the Tabata manufacturing facility - Grant of EPZ developer/operator status for the Kigamboni export facility

Farmers Centre Ltd. stands ready to comply with all regulatory, reporting, and monitoring requirements stipulated by TISEZA.