

U-FRESH FOOD LIMITED

PROPOSED BUSINESS PLAN FOR

The U-FRESH Mbeya Facility: Expanding Beverage Innovation in Tanzania



Prepared by:

U-FRESH Tanzania LTD,

MBEYA, TANZANIA

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EXECUTIVE SUMMARY

U-Fresh Tanzania Ltd. is at the forefront of redefining Tanzania's beverage industry by offering premium, health-conscious, and sustainably produced drinks. With a vision to transform the market, U-Fresh harnesses the richness of locally sourced ingredients, cutting-edge production technologies, and eco-friendly practices to create refreshing beverages that cater to the growing demand for wellness-oriented products. The company's product portfolio spans fruit juices, functional drinks, and sparkling beverages, all crafted with the commitment to maintaining freshness, natural quality, and nutritional value. Positioned in a rapidly growing industry shaped by increasing urbanization, rising disposable incomes, and a health-conscious consumer base, U-Fresh aligns its strategy to meet these evolving preferences while prioritizing sustainability and innovation. U-Fresh's business model integrates local sourcing, advanced manufacturing processes, and strong distribution networks to ensure quality and accessibility across Tanzania and beyond. Collaborations with local farmers, retail partners, and government agencies strengthen its supply chain and amplify its social and economic impact. The upcoming state-of-the-art processing facility in Mbeya will not only streamline production but also serve as a strategic hub for scaling operations into the Southern Highlands and the SADC region. Globally, the shift toward health and wellness, sustainable packaging, and functional beverages mirrors U-Fresh's value proposition. By leveraging these trends and continuously innovating, U-Fresh is poised to expand its product line to include offerings such as plant-based smoothies and fortified drinks, appealing to diverse consumer needs. Its strategic focus on sustainability—from eco-friendly packaging to responsible sourcing—further differentiates U-Fresh as a brand of choice for conscious consumers. Financially, U-Fresh is on a trajectory of sustainable growth, supported by robust revenue projections and a balanced funding strategy that includes equity investment and debt financing. With plans to increase production capacity, expand distribution channels, and optimize operations, the company is strategically positioned to capture new market segments and enhance profitability. Through its commitment to local sourcing, quality assurance, and innovation, U-Fresh delivers more than just beverages—it fosters economic development, supports local agriculture, and champions sustainability. As the company prepares for regional expansion and the launch of new product lines, it is well on its way to becoming a household name and a leader in Tanzania's beverage industry. With the right partnerships and continued consumer trust, U-Fresh is set to achieve transformative growth and shape the future of beverages in East Africa.

1. BUSINESS OVERVIEW

1.1 Navigating Tanzania's Beverage Industry Landscape

Tanzania's beverage industry is one of the fastest-growing sectors in East Africa, driven by an expanding population of over 63 million, a rising middle class, and increasing urbanization. In 2023, the Tanzanian non-alcoholic beverage market was valued at approximately \$1 billion, with a projected compound annual growth rate (CAGR) of 7.5% through 2028. This dynamic growth is underpinned by evolving consumer preferences toward health-conscious products and a growing demand for premium-quality beverages.

Urbanization, currently at 37%, is expected to surpass 50% by 2050, significantly increasing the demand for packaged beverages, particularly in metropolitan areas such as Dar es Salaam, Arusha, and Mwanza. With 70% of Tanzanian consumers under 35 years old, younger demographics are a key driver of change, favoring convenience, natural ingredients, and products that align with their wellness goals.

U-Fresh is positioned to capitalize on this transformation. By focusing on fresh fruit juices, premium beverages, and preservative-free alternatives, U-Fresh aligns with the shifting consumer demand for products that deliver both health benefits and exceptional taste. The company's emphasis on locally sourced ingredients not only ensures quality and freshness but also supports Tanzania's agricultural sector, making U-Fresh a standout brand in a competitive market.

1.2 Market Dynamics and Opportunities

Tanzania's beverage market is experiencing a structural shift as consumer preferences evolve:

Health Consciousness: In a 2023 survey of urban Tanzanians, 64% of respondents expressed a preference for beverages with natural ingredients, reduced sugar, and added health benefits such as vitamins or probiotics. This growing awareness of wellness is reshaping demand across all demographic segments.

Middle-Class Expansion: Tanzania's middle-class population is projected to grow by 35% over the next decade, increasing disposable income levels and fueling demand for premium, high-quality beverages.

Tourism Influence: The hospitality sector, bolstered by over 1.5 million annual international tourist arrivals, drives demand for fresh and innovative beverage offerings in hotels, resorts, and restaurants.

These dynamics present U-Fresh with a unique opportunity to introduce products that balance health, quality, and convenience. For example, U-Fresh's smoothies, cold-pressed juices, and functional beverages cater to both urban professionals and younger consumers seeking on-the-go refreshment.

1.3 Global Industry Trends

The global beverage industry, valued at \$1.8 trillion in 2023, mirrors many of the trends seen in Tanzania. With a forecasted CAGR of 6.2%, this market is shaped by significant shifts toward health-conscious, premium, and sustainable products:

Functional Beverages: Globally, the functional beverage market is expected to grow at a CAGR of 9%, fueled by consumer interest in products that support immunity, gut health, and energy levels. This trend is rapidly influencing East African markets.

Sustainability: Studies indicate that 73% of global consumers prefer products with sustainable packaging. U-Fresh's use of eco-friendly materials aligns directly with this demand, enhancing its appeal both locally and in future export markets.

Premiumization: Globally, premium beverages command an 8.1% CAGR as consumers increasingly value quality, natural ingredients, and ethical production. U-Fresh's product positioning aligns with this global movement, offering Tanzanian consumers a local alternative to imported premium brands.

By staying ahead of these trends, U-Fresh can draw inspiration from international innovations, applying best practices to the Tanzanian market while catering to regional preferences.

1.4 The Growth Potential of U-Fresh

U-Fresh is strategically positioned for exponential growth in Tanzania and the broader East African region. The company targets a Serviceable Available Market (SAM) of \$400 million in Tanzania, focusing on middle- to high-income consumers in urban and peri-urban areas. With plans to expand into neighboring countries within the East African Community (EAC) and Southern African Development Community (SADC), U-Fresh aims to access a Total Addressable Market (TAM) of over \$4 billion.

Key enablers of this growth include:

Production Capabilities: The planned Mbeya factory will increase U-Fresh's production capacity, enabling the company to scale operations while maintaining quality and freshness.

Regional Expansion: By leveraging Tanzania's strategic location and agricultural strengths, U-Fresh is poised to penetrate markets in Kenya, Uganda, Rwanda, and Zambia.

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Innovative Product Offerings: U-Fresh's commitment to product diversification—such as introducing kombucha, plant-based smoothies, and fortified juices—ensures it remains competitive in a rapidly evolving industry.

1.5 Industry Challenges

While the opportunities are abundant, U-Fresh faces several challenges in navigating the Tanzanian beverage industry:

Supply Chain and Logistics: Tanzania's infrastructure challenges, particularly in rural areas, complicate the transportation of fresh fruits and finished products.

Competitive Pressure: Multinational brands like Coca-Cola dominate distribution networks, while local players leverage low-cost models to compete.

Regulatory Compliance: Adhering to local food safety and international certification standards demands ongoing investment in quality assurance systems.

Volatile Input Costs: The fluctuating prices of fruits, packaging materials, and energy require efficient procurement and cost management strategies.

By focusing on local partnerships, streamlined logistics, and sustainability initiatives, U-Fresh mitigates these challenges while creating long-term competitive advantages.

1.6 U-Fresh's Strategic Approach

To overcome challenges and maximize opportunities, U-Fresh employs a holistic, innovation-driven strategy:

Local Sourcing and Sustainability: U-Fresh partners with over 500 Tanzanian farmers to secure fresh, high-quality raw materials while supporting rural livelihoods.

Product Diversification: By offering a range of beverages—from cold-pressed juices to functional drinks—U-Fresh caters to diverse consumer needs.

Brand Building: Targeted digital campaigns and collaborations with wellness influencers position U-Fresh as a leading health-focused brand.

Operational Efficiency: The Mbeya facility will integrate state-of-the-art technology to optimize production and minimize costs.

1.7 Social and Economic Impact

U-Fresh's commitment to sustainability and local empowerment delivers broad benefits:

Economic Development: Supporting local farmers and creating jobs contributes to Tanzania's GDP growth and aligns with government priorities.

Health Promotion: By providing nutritious, preservative-free beverages, U-Fresh improves access to healthier options for Tanzanians.

Environmental Stewardship: The use of eco-friendly packaging and sustainable practices reduces U-Fresh's carbon footprint, resonating with environmentally conscious consumers.

1.8 Foundation and ownership

U-Fresh was established with a clear vision of revolutionizing the beverage industry in Tanzania by providing fresh, health-conscious, and locally sourced beverages. The company operates as a private limited company and draws its strength from a robust ownership structure and strategic financing plan, ensuring a solid foundation for growth and sustainability.

1.9 Shareholder Details and Ownership Structure

U-Fresh is co-owned by two principal shareholders, each contributing equally to the company's share capital, reflecting a balanced and collaborative ownership framework. The details of the shareholders are summarized in Table 1 below:

Table 1: Overview of Shareholder Details and Ownership Structure

S/N/O	Shareholders Name	Address	Occupation of subscribers	Number of shares
1.	Chen Jian Yong	P.O.Box 14004, Dar es salaam-Tanzania	Private company by share, Domicile in Tanzania-Incorporate Number-95698	5000
2.	Chen Jin Song	P.O.Box NG 331, Nungua-Accra-Ghana	Private company by share, Domicile in Tanzania-Incorporate Number-95698	5000

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Each shareholder brings unique expertise and resources to the business, forming a strong governance and decision-making framework that prioritizes sustainable growth and adherence to U-Fresh's mission of health, quality, and innovation.

1.9.1 Financing Sources and Capital Structure

To fund its ambitious growth plans, U-Fresh has secured a well-balanced financing plan, combining equity contributions and external debt to meet its operational and capital expenditure needs.

Equity Financing: The shareholders have committed \$550,000 in Year 1 and an additional \$100,000 in Year 2 from their own sources. This equity investment demonstrates their long-term commitment to the company's vision and ensures the company maintains operational flexibility during its critical growth phase.

Debt Financing: In addition to equity, U-Fresh has secured \$450,000 in Year 1 from external financing sources, including banks and financial institutions. This debt will primarily be used to fund the establishment of the planned Mbeya factory, procurement of modern production machinery, and initial working capital requirements.

Total Capital: The total financing required for the initial two years amounts to \$1,100,000, with \$1,000,000 allocated in Year 1 for startup costs and \$100,000 in Year 2 to support operations and expansion activities.

1.9.2 Strategic Allocation of Funds

The funds raised will be strategically deployed to establish U-Fresh as a market leader:

Factory Setup: A significant portion of the Year 1 financing is allocated to the establishment of a state-of-the-art factory in Mbeya. This facility will streamline production, reduce logistics costs, and support scalability.

Production Machinery: Cutting-edge equipment will be procured to ensure consistency and efficiency in manufacturing premium, preservative-free beverages.

Distribution and Marketing: Investments in building a robust distribution network and launching brand awareness campaigns will enhance U-Fresh's market presence.

Working Capital: Funds will also be utilized to maintain inventory, secure raw materials from local farmers, and meet day-to-day operational expenses.

2.PROBLEM & VALUE PROPOSITION

2.1 Target Customer

U-Fresh Tanzania targets a diverse and expanding customer base, reflecting the growing demand for premium, health-conscious beverages in Tanzania's dynamic market. The company's adaptability and product innovation allow it to effectively address both local needs and broader trends for natural, high-quality beverages. Key customer segments include:

Health-Conscious Consumers: U-Fresh's primary customers are individuals prioritizing nutritious, refreshing options such as fruit juices, smoothies, and functional drinks. These consumers value beverages free from artificial additives, seeking health benefits like antioxidants, vitamins, and minerals. U-Fresh aligns with their preferences by offering preservative-free, naturally sourced beverages.

Retailers and Distributors: U-Fresh collaborates with supermarkets, local grocery stores, and specialized beverage distributors to ensure its products are accessible nationwide. This robust B2B approach underpins its market penetration strategy by establishing reliable availability in urban and rural areas alike.

Foodservice Industry: Restaurants, hotels, and cafes seeking premium beverages to complement their offerings represent a key market segment. U-Fresh supports these businesses by delivering fresh, high-quality products that align with consumer preferences for health-conscious dining.

Health and Wellness Sector: Gyms, wellness centers, and organic food markets are crucial partners for U-Fresh. These establishments are drawn to its functional beverages, crafted to cater to consumers embracing wellness-focused lifestyles.

2.2 Challenges and Unmet Needs: Identifying Market Gaps

U-Fresh's market research highlights critical gaps in the Tanzanian beverage sector that reveal opportunities for differentiation:

Lack of Fresh, Locally-Sourced Beverages: The market is dominated by mass-produced beverages with artificial preservatives, limiting freshness and nutritional value. Consumers are actively seeking locally produced, natural alternatives, which are currently underserved.

Rising Health Consciousness: Growing awareness of the health risks associated with sugary and artificial drinks has spurred demand for beverages that are additive-free, natural, and wholesome. Most local

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producers fail to meet this need, giving U-Fresh an opportunity to establish itself as the leading health-focused brand.

Limited Access in Rural Areas: While urban centers enjoy a steady supply of fresh beverages, rural populations face limited access to such options. U-Fresh's expansion into these underserved markets through strategic distribution networks addresses this gap, reinforcing its commitment to nationwide accessibility.

2.3 U-Fresh's Solution

U-Fresh addresses these challenges through its innovative value proposition, which integrates freshness, quality, sustainability, and health-conscious innovation:

Freshness and Quality: U-Fresh uses advanced production processes and locally sourced fruits to deliver beverages that preserve natural flavors and nutritional integrity. This ensures a superior product experience while promoting consistency across its offerings.

Health-Conscious Offerings: With no artificial preservatives, colors, or sweeteners, U-Fresh's beverages cater to the wellness movement driving consumer behavior. Functional drinks with added health benefits position the company as a trusted partner for health-conscious consumers.

Support for Local Agriculture: Direct partnerships with Tanzanian farmers ensure a steady supply of high-quality raw materials while fostering rural economic development. This strategy reduces dependence on imports and strengthens U-Fresh's sustainability credentials, a key point of differentiation in the market.

Innovative Product Range: U-Fresh continually expands its offerings with fruit juices, smoothies, and functional beverages like kombucha and plant-based drinks. This diversification enhances its competitiveness and addresses the evolving preferences of its target audience.

2.4 Competitive Advantage

U-Fresh's competitive strength is embedded in its ability to integrate innovation, sustainability, and customer focus into every aspect of its operations, as aligned with its business model, market strategy, and distribution plan:

Local Sourcing and Sustainability: By prioritizing local ingredients, U-Fresh enhances product quality, reduces transportation costs, and supports the Tanzanian agricultural sector. Its eco-friendly practices,

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such as sustainable packaging, resonate with environmentally conscious consumers, reinforcing its brand value.

Health-Focused Brand: U-Fresh's emphasis on natural, preservative-free beverages sets it apart from competitors offering sugary, mass-produced options. This focus positions the company as the go-to choice for health-conscious individuals and businesses alike.

Advanced Quality Assurance: Using state-of-the-art technology, U-Fresh ensures freshness and consistency across its products, which builds customer trust and solidifies brand loyalty. These practices align with its strategy to meet international quality standards, enabling future regional expansion.

Strategic Partnerships: U-Fresh leverages collaborations with local farmers, distributors, and retailers to ensure efficient supply chain management and widespread availability. These partnerships are also integral to its competitive pricing model, allowing the company to offer premium products at accessible price points.

Table 2: Comparative Analysis of Competitive Factors – U-Fresh vs. Competitors

Competitive factors	U-Fresh Tanzania	Competitors
Pricing Strategy	Balances competitive pricing with a focus on premium, health-conscious products.	Competitors often prioritize either affordability or premium pricing, with limited balance.
Product Innovation	Offers a diverse range, including functional beverages, smoothies, and plant-based options.	Limited product innovation, often focusing on standard offerings such as sugary drinks or basic juices.
Sustainability Practices	Strong commitment to eco-friendly packaging, local sourcing, and reducing environmental impact.	Varies widely; some global players have sustainability initiatives, but many local competitors lack focus in this area.
Local Sourcing and Support	Partners directly with Tanzanian farmers, ensuring freshness and contributing to local economic growth.	Reliance on imported raw materials or inconsistent local sourcing, reducing freshness and community impact.
Market Access	Utilizes B2B and B2C channels, covering retail outlets, foodservice, e-commerce, and rural areas.	Distribution networks often lack reach in underserved rural areas or adaptability to evolving digital channels.
Production Efficiency	Advanced production systems at the planned Mbeya factory ensure scalability and quality control.	Competitors may face inefficiencies due to outdated production systems or reliance on imported processes.
Geographical Advantage	Strategic location in the Southern Highlands enables access to Tanzania and SADC markets.	Some competitors focus solely on urban centers, missing regional and cross-border opportunities.
Brand Positioning	Strong emphasis on health-conscious, preservative-free beverages, appealing to wellness-oriented consumers.	Limited emphasis on health and wellness, with many products still aligned with traditional sugary beverages.
Strategic Partnerships	Collaborates with farmers, distributors, and government agencies to streamline operations and ensure regulatory compliance.	Fewer strategic partnerships, often leading to supply chain inefficiencies and limited market penetration.
Professional Development	Invests in staff training and innovation, ensuring modern practices and competitive edge.	Varies; many competitors neglect structured professional development programs, leading to inconsistent service quality.

3. MARKET ANALYSIS

3.1 Current State of the Beverage Industry in Tanzania and East Africa

The beverage industry in Tanzania and East Africa is undergoing rapid transformation, driven by evolving consumer preferences, demographic shifts, and economic growth. Tanzania's GDP growth rate, which averaged 5.8% annually over the past five years, has bolstered disposable incomes, particularly in urban centers. The region's urbanization rate, currently around 37%, is expected to rise to 50% by 2050, significantly expanding the consumer base for packaged and health-conscious beverages.

The market for packaged beverages in East Africa, valued at approximately \$4 billion in 2023, is expected to grow at a compound annual growth rate (CAGR) of 6.5% through 2028. In Tanzania, the beverage sector alone accounts for an estimated \$1 billion annually, with local and international players competing for market share.

Fruit Juices: The Tanzanian market for fruit juices is growing at 7.8% CAGR, supported by increased demand for natural and health-focused products. Locally grown fruits such as mangoes, pineapples, and oranges dominate production, aligning with consumer preferences for fresh, locally sourced options.

Carbonated Beverages and Bottled Water: These segments remain strong due to affordability and availability. However, health-conscious consumers are increasingly shifting away from sugary carbonated drinks, opening opportunities for healthier alternatives like U-Fresh's offerings.

Government initiatives, including incentives for agro-processing and value addition in agriculture, further support the growth of companies like U-Fresh. With increasing health awareness and a burgeoning middle class, Tanzania's beverage industry is positioned for sustained expansion.

3.2 Emerging Trends: Insights into Industry Dynamics

Several key trends are shaping the beverage industry in Tanzania and globally:

Health and Wellness Consciousness: Global trends indicate a growing preference for natural, low-sugar, and functional beverages. In Tanzania, 64% of urban consumers report preferring beverages with added health benefits, such as vitamins or probiotics. This aligns with U-Fresh's preservative-free and nutrient-rich product lines.

Sustainability and Local Sourcing: Over 70% of Tanzanian consumers express a preference for locally sourced products due to perceived freshness and support for local communities. Globally, the

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sustainability movement emphasizes eco-friendly packaging, which U-Fresh addresses through its innovative practices.

E-commerce Growth: Post-pandemic, online retail channels for beverages grew by 32% in East Africa. While this market is still maturing in Tanzania, digital platforms are becoming increasingly vital for reaching younger, tech-savvy consumers.

Premiumization: Globally, the premium beverage market is growing at 8.1% CAGR. Tanzanian consumers, especially millennials and affluent urbanites, are showing willingness to pay for premium, organic, and high-quality beverages.

3.3 Total Available Market (TAM) and Global Perspective

The Total Available Market (TAM) for beverages globally reached \$1.8 trillion in 2023, with functional and health-oriented beverages representing the fastest-growing segment at a CAGR of 9%. Within East Africa, the TAM for packaged beverages is valued at approximately \$4 billion, with Tanzania contributing \$1 billion annually.

For U-Fresh:

Serviceable Available Market (SAM): Tanzania's middle- and high-income urban populations represent a \$400 million market for natural and health-focused beverages. Neighboring EAC countries, including Kenya, Uganda, and Rwanda, contribute an additional \$600 million SAM, creating substantial opportunities for regional growth.

Serviceable Obtainable Market (SOM): U-Fresh's focus on locally sourced, premium beverages positions it to capture an estimated 5-7% of the SAM in its first five years of operation, equating to \$50-70 million in annual revenue by 2028.

The company's unique value proposition—locally sourced, health-conscious beverages—gives it an edge over competitors reliant on imported ingredients or sugary products.

3.4 Strategic Positioning and Regulatory Challenges

U-Fresh's strategy emphasizes quality, sustainability, and innovation, allowing it to differentiate itself in a crowded market.

Competitive Positioning: The company leverages locally sourced ingredients and state-of-the-art production at its planned Mbeya factory to ensure freshness and efficiency.

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Challenges:

Logistics: Transporting fresh produce remains a challenge in rural Tanzania due to poor infrastructure.

Regulatory Hurdles: Meeting certification standards for local and international markets requires substantial investment.

Competition: Multinational brands such as Coca-Cola dominate distribution networks, requiring U-Fresh to adopt innovative approaches to market penetration.

3.5 Understanding Market Segmentation

The Tanzanian beverage market can be segmented into:

Health-Conscious Consumers: Millennials and Gen Z in urban areas, prioritizing natural, low-sugar, and functional beverages.

Corporate and Institutional Buyers: Hotels, restaurants, and catering services requiring premium beverages to enhance customer experience.

Retail Consumers: Middle- and high-income individuals purchasing ready-to-drink options like cold-pressed juices.

Export Markets: Opportunities in the SADC region, where demand for African-made, sustainable beverages is growing.

3.6 Strategic Approach to the Market

U-Fresh's approach focuses on:

Brand Development: Establishing itself as a leader in health-conscious beverages through targeted digital marketing and partnerships with wellness influencers.

Product Diversification: Introducing functional beverages such as vitamin-enriched drinks and kombucha to appeal to broader consumer needs.

Sustainability: Highlighting eco-friendly practices and local sourcing to attract environmentally conscious consumers.

Market Expansion: Targeting underserved rural areas and urban hubs in Tanzania, with plans to penetrate the EAC and SADC regions.

3.7 Strategic Pricing Approach

U-Fresh's pricing strategy balances affordability with premium quality:

Retail Pricing: Competitive rates for health-focused beverages, ensuring accessibility while maintaining profitability.

B2B Pricing: Bulk pricing for hotels and retailers, with long-term contracts offering added value.

Premium Offerings: Higher pricing for cold-pressed juices and functional drinks reflects their superior quality and nutritional benefits.

3.8 Utilization of Marketing Channels for Target Audience Engagement

U-Fresh will deploy a multi-channel marketing strategy:

E-commerce: Direct-to-consumer sales through digital platforms, leveraging the growing trend of online shopping.

Retail Partnerships: Collaborations with supermarkets, health stores, and cafes to ensure product availability.

Social media: Campaigns on Instagram, Facebook, and TikTok to engage health-conscious consumers.

Influencer Marketing: Partnering with local nutritionists and wellness advocates to build brand credibility.

3.9 Evaluating Marketing Effectiveness

Key Performance Indicators (KPIs):

Market Share Growth: Targeting a 5-7% market share within the first five years.

Customer Retention: Achieving a 70% repeat purchase rate through quality and innovation.

Brand Recognition: Increasing brand awareness by 25% annually via social media and influencer engagement.

Implementation Strategy: U-Fresh will use data analytics to monitor marketing effectiveness, adjust strategies, and benchmark against competitors to maintain market relevance and consumer trust.

4. ALTERNATIVE TECHNOLOGIES & COMPETITION

4.1 Competitive Landscape in the Tanzanian Beverage Sector

The Tanzanian beverage sector, particularly the fruit juice industry, is experiencing rapid growth, fueled by a rising middle class, increased health consciousness, and evolving consumer preferences. This sector is predominantly composed of local players and international brands seeking to tap into the growing demand for healthy and refreshing beverages. As a new entrant into this competitive market, U-Fresh must navigate a landscape that includes both traditional beverage producers and emerging challengers offering innovative products.

While the competition is diverse, key players in the market are typically segmented into three categories:

Established International Brands: These global beverage giants, such as Coca-Cola and PepsiCo, dominate the market with their wide-ranging product portfolios, including carbonated drinks, fruit juices, and bottled water. They leverage their vast distribution networks, established brand loyalty, and significant marketing budgets to maintain their market positions.

Local Juice Manufacturers: These players are carving out niches by focusing on local fruits and offering affordable, regionally-appealing products. With fewer regulatory hurdles, they are able to offer cost-effective alternatives while leveraging their understanding of local consumer preferences.

Emerging Brands and Health-Conscious Producers: In recent years, there has been a surge in health-conscious consumers, prompting the rise of brands like U-Fresh. These brands differentiate themselves by focusing on natural ingredients, no preservatives, and functional benefits such as vitamins and antioxidants.

U-Fresh enters this competitive arena with a unique value proposition centered on 100% natural, preservative-free juices, specifically targeting the growing segment of health-conscious consumers in both urban and rural areas of Tanzania. To succeed, U-Fresh must differentiate itself from these established players by offering high-quality products, effective distribution, and a compelling brand message that resonates with its target audience.

4.2 Key Players in the Tanzanian Beverage Sector

International Beverage Companies:

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Coca-Cola and PepsiCo maintain dominance in Tanzania's beverage sector, especially in the carbonated drinks and bottled water markets. They have well-established distribution networks and significant consumer awareness due to their global brand presence.

Local Juice Manufacturers:

Brands like Tanzania Juices and Jambo Juices offer fruit juices at a more affordable price point, often emphasizing local fruit sourcing and flavors that resonate with the Tanzanian palate. These companies focus on low-cost production models and capitalizing on local distribution channels.

Health-Focused Brands:

Companies like U-Fresh that focus on fresh, preservative-free, and healthy beverages are carving out a niche in the Tanzanian market. These brands leverage health-conscious trends to appeal to a new generation of consumers interested in wellness, natural products, and premium offerings.

4.3 Competitive Analysis: Strengths and Weaknesses

International Brands (Coca-Cola, PepsiCo)

Strengths:

Strong brand recognition and loyalty.

Extensive distribution network across urban and rural areas.

Deep financial resources for marketing and innovation.

Access to global supply chains, ensuring consistent quality.

Weaknesses:

Limited focus on health-conscious products, with a greater emphasis on sugary, carbonated drinks.

Potentially seen as less authentic or locally connected to Tanzanian consumer preferences.

Limited engagement in the growing natural beverage segment, especially in the non-carbonated juice market.

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Local Juice Manufacturers (Tanzania Juices, Jambo Juices)

Strengths:

Strong understanding of local tastes and preferences.

Cost-effective production, allowing for affordable pricing strategies.

Strong connections with local retailers and distribution channels.

Weaknesses:

Limited access to international distribution networks.

Product offerings may lack innovation or differentiation.

Potential concerns over preservatives and additives in the juices.

Health-Focused Brands (U-Fresh)

Strengths:

Positioning as a premium, healthy, natural juice brand with no preservatives.

Strong appeal to health-conscious, affluent urban consumers.

A growing trend of wellness-focused beverages that U-Fresh can capitalize on.

Weaknesses:

Higher price points compared to traditional juice brands may limit accessibility for price-sensitive consumers.

Limited brand recognition and market presence compared to established global and local players.

Distribution may be constrained by the need for specialized storage and handling of fresh, natural products.

4.4 U-Fresh's Competitive Edge

U-Fresh stands out in the Tanzanian beverage market by focusing on fresh, preservative-free juices that cater to a growing health-conscious consumer segment. This emphasis on quality and natural ingredients positions U-Fresh as a distinctive player in a market dominated by mass-produced, sugary beverages. To further capitalize on this competitive edge, U-Fresh can focus on several strategic initiatives:

Product Innovation and Differentiation: U-Fresh should continuously innovate by introducing new flavors, functional beverages (e.g., juices fortified with vitamins, minerals, or antioxidants), and regionally inspired products that resonate with Tanzanian culture. This will set U-Fresh apart from international and local competitors who may offer standard fruit juice products.

Brand Building and Marketing: As the market for health-conscious products grows, U-Fresh must focus on brand awareness through targeted marketing campaigns that emphasize its 100% natural, preservative-free approach. Engaging storytelling that highlights local fruit sourcing and health benefits will resonate well with urban and affluent consumers.

Strategic Partnerships and Distribution: To compete with larger international players, U-Fresh must develop strong partnerships with local retailers, health food stores, and e-commerce platforms to ensure its products are accessible to a wide range of consumers. Collaborating with local farmers and creating an efficient supply chain for sourcing fresh fruits will help maintain quality and control over product offerings.

Sustainability and Corporate Social Responsibility (CSR): Emphasizing sustainability, such as reducing packaging waste or supporting local farmers, will not only enhance U-Fresh's brand but also appeal to environmentally conscious consumers. This can help U-Fresh differentiate itself from mass-market competitors and build long-term loyalty.

4.5 Monitoring and Analyzing Competitors

Monitoring the competitive landscape is essential for U-Fresh's strategic planning. The company should leverage business intelligence tools and market research to track trends in the beverage sector, including shifts in consumer preferences toward health-conscious products, and emerging distribution channels. This data-driven approach will allow U-Fresh to quickly adapt to market dynamics and stay ahead of competitors.

U-Fresh should also actively engage with consumers through feedback surveys and social media to understand their evolving preferences, which can inform future product development and marketing

strategies. Additionally, benchmarking performance against competitors in terms of product quality, pricing, and customer service will allow U-Fresh to continuously refine its business approach.

4.6 Differentiation Strategy

In a competitive beverage sector, U-Fresh must differentiate itself through a combination of product quality, innovation, and customer experience. By positioning itself as a premium brand offering fresh, preservative-free beverages, U-Fresh can attract health-conscious consumers who value natural ingredients. The company's branding and messaging should emphasize the purity of its products, its commitment to sustainability, and its focus on promoting wellness.

Branding and Messaging: U-Fresh's messaging should focus on the health benefits of its products, with a strong emphasis on its freshness, purity, and commitment to sustainable sourcing. By highlighting the superior quality of its juices compared to mass-produced options, U-Fresh can carve out a niche in the premium beverage segment.

Customer Experience: Providing an exceptional customer experience will be a key driver of U-Fresh's success. This includes not only high-quality products but also superior customer service, both in-store and online. U-Fresh can create a seamless shopping experience by offering easy-to-navigate online platforms and collaborating with retailers to ensure its products are readily available.

Sustainability and Social Responsibility: As consumer interest in sustainability continues to rise, U-Fresh can strengthen its competitive position by emphasizing eco-friendly packaging, waste reduction efforts, and its partnerships with local farmers to source ingredients responsibly. By aligning its business practices with social and environmental values, U-Fresh will differentiate itself as a socially responsible brand in the Tanzanian beverage market.

Table 3: Competitive Analysis Matrix: U-Fresh vs. Competitors

Competitive Factors	U-Fresh	International Brands (e.g., Coca-Cola, PepsiCo)	Local Juice Manufacturers (e.g., Tanzania Juices, Jambo Juices)	Emerging Health-Focused Brands
Product Offering	100% natural, preservative-free juices with premium health benefits. Focus on functional beverages.	Extensive portfolio, including carbonated drinks, fruit juices, and bottled water.	Affordable juices tailored to local tastes, using locally sourced fruits.	Limited but growing range of health-oriented beverages, often targeting affluent consumers.
Pricing Strategy	Competitive pricing for premium quality. Higher pricing for functional, organic beverages.	Affordable mass-market pricing, with premium options priced higher.	Low-cost pricing, catering to the price-sensitive local market.	Premium pricing, appealing to niche health-conscious segments.
Sustainability Practices	Strong commitment to eco-friendly packaging, local sourcing, and reduced environmental footprint.	Global initiatives in sustainability but limited local adaptation.	Some focus on local sourcing, but limited sustainability efforts in packaging and production.	Emphasis on sustainability but often limited by operational scale and resources.
Distribution Network	Growing B2B and B2C channels, focusing on retail, e-commerce, and direct-to-consumer sales.	Extensive and well-established distribution across urban and rural areas.	Strong connections with local retailers but limited regional and international reach.	Emerging distribution networks with limited geographical coverage.
Market Presence	Rapidly expanding in Tanzania, with plans to enter EAC and SADC markets.	Dominates urban and rural markets with strong brand recognition.	Regional focus, often limited to major cities and semi-urban areas.	Small but focused market presence in urban centers.
Innovation and R&D	Constantly innovating with functional beverages, kombucha, and vitamin-enriched juices.	Significant R&D budgets for global product innovation, though less focus on local preferences.	Limited innovation, with product offerings often centered on traditional juices.	Moderate innovation with a focus on wellness and organic ingredients.
Brand Strength	Building a health-conscious, premium	Iconic global brands with high loyalty but less focus	Recognized locally for affordability and regional	Gaining traction among affluent urbanites but

	image that emphasizes wellness and local authenticity.	on health-conscious consumers.	flavors but less premium appeal.	lacks widespread recognition.
Regulatory Compliance	Strong focus on meeting both local and international standards for certification and packaging.	Well-versed in global compliance but occasionally disconnected from local regulations.	Easier navigation of local regulations but often lack international certifications.	Focused on local compliance, with limited readiness for international markets.
Logistics and Operations	Mbeya factory (in progress) to centralize production and reduce transport inefficiencies.	Advanced logistics networks ensuring consistent supply and wide reach.	Dependence on smaller-scale operations limits efficiency in logistics and storage.	Often constrained by operational scale, impacting logistics and product consistency.
Customer Engagement	Engages through digital platforms, influencer marketing, and local community outreach.	Heavy investment in advertising, leveraging mass media and global campaigns.	Relies on traditional marketing channels like local retailers and distributors.	Focuses on social media and niche health-conscious marketing campaigns.

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5. BUSINESS MODEL

5.1 U-Fresh's Revenue Generation Strategy

U-Fresh's business model is designed to secure sustainable growth and establish the company as a regional leader in the fresh beverage and produce sectors. By integrating product diversification, dual revenue channels (B2B and B2C), and strategic infrastructure expansion, U-Fresh ensures profitability while addressing market gaps and unmet consumer needs.

Core Revenue Streams:

Fresh Produce and Packaged Foods: U-Fresh sources, processes, and supplies an extensive range of products, including fresh fruit juices, smoothies, functional beverages, and packaged fresh produce. The company focuses on B2B transactions with wholesalers, food distributors, and retailers to ensure consistent supply to large-scale businesses and smallholder traders. Complementing this, B2C channels serve individual customers via retail outlets, online platforms, and direct-to-consumer deliveries. This dual-channel approach aligns with the rising demand for health-conscious and convenient beverage options.

Factory and Processing Operations: The planned state-of-the-art factory in Mbeya serves as a cornerstone for U-Fresh's revenue generation strategy. By centralizing production and incorporating value-added services such as packaging, preservation, and product customization, the facility optimizes costs while enhancing product quality. This factory will cater to both domestic and regional markets, producing pre-packaged fruit and vegetable assortments, organic beverages, and functional drinks tailored to consumer preferences.

Distribution Channels: U-Fresh maintains robust B2B networks to supply products to retailers, supermarkets, restaurants, and hospitality establishments. Additionally, the B2C segment leverages digital platforms, retail partnerships, and home delivery services to ensure accessibility for urban and rural consumers. This diversified approach reinforces U-Fresh's presence in Tanzania while supporting future cross-border trade.

Strategic Partnerships and Market Penetration: Collaborations with local farmers, suppliers, and logistics providers ensure a steady supply of high-quality raw materials and seamless distribution. These partnerships underpin U-Fresh's ability to maintain competitive pricing while delivering premium, health-focused products to a growing customer base.

Table 4: U-Fresh Business Model Canvas- Key Components and Strategies

Business Model Canvas		U-Fresh Tanzania		
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> Local farmers and suppliers for fresh fruits Distribution partners (retailers, supermarkets, e-commerce platforms) Health and wellness influencers and nutritionists Technology providers for production automation and e-commerce Government agencies for regulatory compliance and agro-processing support 	<ul style="list-style-type: none"> Procurement and processing of locally sourced fruits Production of innovative beverage products, including functional drinks Distribution and logistics management to urban and rural areas Marketing and brand development Ensuring quality assurance and meeting regulatory standards 	<ul style="list-style-type: none"> 100% natural, preservative-free juices that promote health and wellness Premium quality with locally sourced ingredients Support for local agriculture through sourcing partnerships Eco-friendly packaging aligned with sustainability goals Innovative and customizable beverage offerings (e.g., functional and fortified drinks) 	<ul style="list-style-type: none"> Personal connections through loyalty programs and consumer engagement Engaging marketing strategies via social media and influencers Direct communication through digital platforms and in-store promotions Feedback-driven innovation through surveys and online reviews Value-driven relationships with distributors and institutional clients 	<ul style="list-style-type: none"> Health-conscious individual consumers (urban and rural areas) Hotels, restaurants, and cafes requiring high-quality beverages Corporate and institutional buyers (e.g., catering services, offices) Export markets, including the SADC and EAC regions Price-sensitive rural consumers seeking affordable, fresh, and natural beverages
	Key Resources <ul style="list-style-type: none"> Skilled workforce for production, marketing, and operations Processing facilities (Mbeya factory as a strategic production hub) Strategic partnerships with farmers and distributors Brand equity built on health, sustainability, and local authenticity Financial capital for scaling production and expanding operations 		Channels <ul style="list-style-type: none"> Retail outlets (supermarkets, health food stores, small grocers) E-commerce platforms for direct-to-consumer sales Partnerships with restaurants, hotels, and catering services Social media platforms for marketing and customer engagement Direct delivery services for urban and rural consumers 	
Cost Structure <ul style="list-style-type: none"> Cost of Goods Sold (COGS) for locally sourced fruits Production costs, including wages, utilities, and packaging Marketing and promotional expenses, including influencer partnerships Logistics and distribution costs Regulatory compliance and certification costs Investment in sustainable packaging solutions Technology and e-commerce platform maintenance 		Revenue Streams <ul style="list-style-type: none"> Retail sales of fruit juices and functional beverages Bulk sales to corporate and institutional buyers Subscription-based direct-to-consumer services Export revenues from sales in the SADC and EAC regions Premium pricing for functional and cold-pressed beverages B2B partnerships with health-focused retailers and restaurants Customized solutions for corporate clients and large-scale catering orders 		

International Expansion and Regional Integration: U-Fresh plans to expand into the SADC region, leveraging its Mbeya factory’s strategic location to establish B2B relationships with cross-border distributors and retailers. This initiative ensures compliance with international standards while positioning U-Fresh as a recognized regional leader in the fresh produce and beverage market.

5.2 Scalability and Growth Strategies

Scalability is embedded in U-Fresh’s operational framework, enabling the company to expand production, diversify offerings, and optimize resources while meeting rising consumer demand for fresh and natural products.

Key Growth Drivers:

Factory Expansion in Mbeya: Central to U-Fresh’s scalability is the establishment of the Mbeya processing facility. This factory not only reduces transportation costs but also increases production capacity to cater

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to local and regional markets. The facility's ability to scale operations without proportionally increasing overhead ensures high profit margins and long-term operational efficiency.

Product Diversification: U-Fresh's growth strategy emphasizes expanding its product portfolio to include functional beverages, organic offerings, and packaged foods. These innovations align with global health and wellness trends, ensuring that the company remains competitive and relevant to evolving consumer preferences.

Market Penetration and Regional Expansion: U-Fresh's strategic entry into underserved rural areas and urban hubs within the Southern Highlands and SADC region strengthens its market share. By addressing logistical challenges and aligning pricing with market demand, U-Fresh ensures accessibility and affordability across diverse demographics.

Strategic Partnerships and Joint Ventures: By forming alliances with local and international partners, U-Fresh accelerates market access, enhances brand visibility, and strengthens its supply chain. Collaborations with government agencies, distributors, and retailers further amplify the company's scalability potential.

Technology Integration and Automation: Investments in advanced technologies such as automated processing systems, supply chain management software, and e-commerce solutions optimize operations and reduce costs. These advancements ensure U-Fresh's ability to scale efficiently while maintaining product quality and customer satisfaction.

5.3 Financial Projections and Revenue Growth

U-Fresh's financial strategy aligns with its multi-channel approach and infrastructure expansion, projecting significant growth over the next five years. Key financial highlights include:

Revenue Growth: The Mbeya factory and expansion into the SADC region are expected to drive revenue from \$975,000 in Year 1 to \$6,000,000 by Year 5, supported by both B2B and B2C operations.

Cost Optimization: The centralized factory reduces transportation and operational costs, allowing for competitive pricing and improved profit margins.

Sustainable Profitability: With economies of scale and strategic investments, U-Fresh anticipates EBITDA margins to grow from 10-12% in the initial years to 44% by Year 5, driven by increased production capacity and market penetration.

5.4 Long-Term Vision for U-Fresh

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U-Fresh envisions becoming a household name in Tanzania and a leading brand in the SADC region, synonymous with premium, health-conscious, and sustainable beverage solutions. Key milestones include:

Expanding Regional Presence: By leveraging the Mbeya facility and strategic partnerships, U-Fresh aims to establish a robust presence in East and Southern Africa.

Driving Innovation and Sustainability: Continuous investment in eco-friendly packaging, organic product lines, and functional beverages underscores U-Fresh's commitment to meeting global health and environmental standards.

Fostering Economic Development: By supporting local agriculture, creating jobs, and promoting sustainable practices, U-Fresh contributes to Tanzania's socio-economic growth while building a loyal customer base.

6. BUSINESS DEVELOPMENT / COMPANY MILESTONES

6.1 Milestones Achieved

U-Fresh Tanzania, established as a key player in the East African beverage market, has continuously grown its presence by providing a range of high-quality carbonated soft drinks, milk-flavored drinks, and can juices. Our company has successfully reached over 20,000 customers across Tanzania, with a portfolio of over 35 product lines, reflecting our ability to innovate and meet diverse market demands.

A notable achievement in U-Fresh's growth journey is securing land and obtaining permits for the construction of a new factory in Mbeya. This will allow us to serve the Southern Highlands and SADC regions more efficiently, overcoming logistical challenges related to transporting products across long distances. This move will not only enhance our operational efficiency but also extend our market reach in an underserved region with great potential for growth.

The timeline for U-Fresh's ongoing expansion includes:

Securing government incentives, particularly through the Tanzania Investment Centre, for the importation of machinery and other essential infrastructure components.

The opening of the Mbeya factory, set to begin operations in mid-2025, after securing the necessary permits and government approvals.

Strengthening our position as a leading regional beverage provider with a focus on sustainable growth and market leadership.

6.2 Future Milestones for Expansion and Growth

The establishment of a production facility in Mbeya marks a major milestone in U-Fresh's journey. With this expansion, we aim to:

Enhance Regional Production: The opening of the Mbeya factory will reduce transportation costs and streamline product delivery across the Southern Highlands and SADC regions, making U-Fresh a more competitive player in the East African beverage market.

Leverage Government Support: U-Fresh will work closely with the Tanzania Investment Centre to access vital government incentives, including tax breaks and financial support for infrastructure development. This will support our ability to import necessary machinery and expand production capacity.

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Expand Product Distribution: With the new facility in place, U-Fresh will enhance its product distribution networks to ensure a steady supply of beverages to the Southern Highlands and neighboring countries within the SADC region, thereby capitalizing on untapped market potential.

Table 5: Timeline of U-Fresh Tanzania’s Milestones and Ongoing Initiatives

Time	Activity	Status
2025 (Mid-Year)	Opening and operation of new Mbeya production facility	Pending
2025	Securing government incentives for machinery imports	Pending
2025	Expanding distribution networks within the Southern Highlands	Pending
2025-2026	Increasing product variety tailored to Southern Highlands/SADC	Planned
2026	Full operational capacity of the Mbeya factory	Pending

6.3 Validating Market Demand: U-Fresh’s Expansion Strategy

In validating market demand and ensuring that our growth is aligned with regional needs, U-Fresh has made considerable strides in market analysis and customer feedback, demonstrating the viability of our planned expansion:

Initial Market Research: U-Fresh has conducted in-depth market research to understand consumer preferences and product demand in the Southern Highlands and SADC regions. This research has highlighted the growing demand for affordable, high-quality beverages, especially in the underserved areas of Tanzania.

Partnerships with Local Distributors: U-Fresh has already established strategic partnerships with local distributors in target regions, which will help build the foundation for successful market penetration. These partnerships serve as an indication of trust and confidence in U-Fresh’s brand and product offerings.

Customer Feedback: Ongoing customer feedback from both urban and rural markets helps guide product development, ensuring that U-Fresh is responsive to evolving consumer needs. We continue to improve our product portfolio based on feedback and market trends.

6.4 Future Milestones to Prove Market Demand

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As U-Fresh continues to expand, the following milestones will help further validate market demand and strengthen our position:

Market Expansion Initiatives: U-Fresh plans to expand into additional regions of Tanzania and the broader SADC market, targeting both urban and rural demographics. Our efforts will focus on brand recognition and consumer loyalty in these new markets.

Product Portfolio Expansion: U-Fresh intends to diversify its product line further by introducing new beverage categories, catering to emerging consumer preferences and health-conscious trends, such as sugar-free or fortified drink options.

Customer Retention and Loyalty: Tracking retention rates, repeat purchases, and customer satisfaction will provide valuable insights into the long-term viability of our market position and help refine our product offerings.

Monitor Regional Competitor Trends: Continuous analysis of competitor activities across the Southern Highlands and SADC regions will help U-Fresh stay competitive by adjusting its marketing and operational strategies accordingly.

By executing these milestones and aligning our expansion strategies with market demands, U-Fresh aims to solidify its position as the leading beverage company in East Africa, driving both regional growth and long-term success.

7. FINANCIAL PLANNING

7.1 Overview of U-Fresh's Financial Strategy

U-Fresh's financial strategy centers around a balanced approach to growth, sustainability, and profitability. The company aims to establish a strong market presence within the beverage industry by leveraging operational efficiencies, strategic capital investments, and a focused expansion plan. U-Fresh's financial structure emphasizes prudent resource allocation across key operational areas, including infrastructure development, technology investment, market expansion, and product innovation. At the same time, the company maintains a robust debt-equity ratio to ensure flexibility and long-term profitability.

This strategy is designed to meet the company's financial objectives while managing risks associated with market fluctuations, competitive pressures, and capital requirements. A critical component of U-Fresh's financial plan is to secure steady revenue growth over the next five years while maintaining strong profit margins. The projections are based on conservative assumptions, emphasizing operational efficiency and judicious capital management.

7.2 Capital Requirements

The capital requirements for U-Fresh are segmented into specific areas necessary to support the company's growth. These investments will ensure the company's scalability, market penetration, and profitability. Below is a breakdown of the short-term capital requirements:

Infrastructure Development: Significant capital will be allocated to the development of production facilities, including manufacturing units, warehouses, and distribution channels. U-Fresh will allocate approximately \$200,000 in Year 1 towards machinery and equipment to ensure that production capabilities align with forecasted sales.

Operational Expenses: These expenses cover salaries, office costs, travel, advertising, and administrative expenses. U-Fresh projects operational costs of \$145,000 in Year 1, with increases each year due to scaling operations, rising to \$176,248 by Year 5.

Research and Development (R&D): U-Fresh places a strong emphasis on product innovation. Capital will be allocated to R&D to enhance existing products and explore new opportunities. These costs will be managed to align with the company's growth trajectory and revenue expectations.

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Market Expansion: U-Fresh plans to diversify its product range and penetrate new regional and international markets. Capital investments will be directed towards marketing, expanding the distribution network, and developing new product lines to meet emerging market needs.

Technology Investment: U-Fresh will invest in state-of-the-art technology to streamline operations, increase productivity, and maintain operational excellence. This includes automated production systems, inventory management software, and data analytics tools.

Table 6: Summary of Forecasted Sales, Cost of Sales and revenue from sales

		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Forecasted Sales						
Annual revenues from sales of	Carbonated soft drinks	800,000	1,200,000	2,000,000	2,800,000	4,000,000
Unit price (USD)		0.80	0.80	0.80	0.80	0.80
Units sold		1,000,000	1,500,000	2,500,000	3,500,000	5,000,000
Annual revenues from sales of	Milk flavored drinks	100,000	200,000	400,000	600,000	800,000
Unit price (USD)		1.00	1.00	1.00	1.00	1.00
Units sold		100,000	200,000	400,000	600,000	800,000
Annual revenues from sales of	Can juices	75,000	180,000	375,000	750,000	1,200,000
Unit price (USD)		1.50	1.50	1.50	1.50	1.50
Units sold		50,000	120,000	250,000	500,000	800,000
Total revenues from sales		975,000	1,580,000	2,775,000	4,150,000	6,000,000
Costs of Sales						
Costs of sales per unit of	Carbonated soft drinks	0.40	0.40	0.40	0.40	0.40
Costs of sales per unit of	Milk flavored drinks	0.50	0.50	0.50	0.50	0.50
Costs of sales per unit of	Can juices	1.00	1.00	1.00	1.00	1.00
Total costs of sales		500,000	820,000	1,450,000	2,200,000	3,200,000
GROSS OPERATING PROFIT		475,000	760,000	1,325,000	1,950,000	2,800,000
GROSS PROFIT MARGIN		49%	48%	48%	47%	47%

7.3 Funding Strategy

U-Fresh's funding strategy is designed to ensure a balanced capital structure, combining equity investment and debt financing to fuel growth while minimizing the cost of capital.

Equity Investment: Initially, U-Fresh will focus on raising equity capital from private investors. In Year 1, the company aims to secure \$550,000 in equity funding. This capital will be allocated to infrastructure, operational expenses, and working capital (see Table 7 for further details on equity funding and its allocation).

Loans: U-Fresh will also seek external loans to meet its capital requirements. A loan of \$450,000 is projected for Year 1, which will be used for machinery, equipment, and expansion needs. These loans will be repaid in equal annual installments over a five-year period, reducing the principal balance gradually (see Table 7 for loan structure and repayment schedule).

Table 7: Breakdown of Funding Sources and Debt Repayment Schedule

Venture Financing Plan						
Financing needed	Year 1	Year 2				
Equity (own sources/funds)	550,000	100,000				
Debt (external financing eg. Banks)	450,000	0				
Total financing	1,000,000	100,000				
Debt repayment schedule (amortization schedule)						
Terms	Year 1	Year 2	Year 3	Year 4	Year 5	
Number of years to repay	5					
Annual installments	90,000	90,000	90,000	90,000	90,000	90,000
Outstanding principal balance (closing balance)	360,000	270,000	180,000	90,000	-	
Interests payments	5%	22,500	18,000	13,500	9,000	4,500
Summary of Forecasted Investment and Financing Activity						
Operating profit & loss statement	Year 1	Year 2	Year 3	Year 4	Year 5	
Total fixed assets (net book value)	240,000	180,000	120,000	60,000	-	
Total equity	550,000	550,000	550,000	550,000	550,000	
Total debt	360,000	270,000	180,000	90,000	-	
Total sources of financing	910,000	820,000	730,000	640,000	550,000	

7.4 ProForma Financials

U-Fresh’s proforma financial projections are based on historical data and industry benchmarks, offering a detailed forecast of the company’s anticipated growth and profitability.

Sales Growth: U-Fresh projects significant sales growth, starting with \$975,000 in revenue in Year 1, with a 60% annual growth rate. By Year 5, total revenue is expected to reach \$6,000,000, driven by increasing unit sales and a diversified product range (see Table 6 for detailed revenue projections).

Operating Expenses: Operating expenses will rise as the company expands. These are expected to increase from \$145,000 in Year 1 to \$176,248 in Year 5, reflecting the scaling of operations and the need to support business growth (see Table 8 for detailed breakdown of operating expenses).

Table 8: Detailed Breakdown of Operating Expenses

Operating Expenses (Fixed Costs)						
Salaries	60,000	63,000	66,150	69,458	72,930	
Office expenses	10,000	10,500	11,025	11,576	12,155	
Travel	8,000	8,400	8,820	9,261	9,724	
Advertising	20,000	21,000	22,050	23,153	24,310	
Rental costs	15,000	15,750	16,538	17,365	18,233	
Maintenance and Repairs	12,000	12,600	13,230	13,891	14,586	
Insurance	7,000	7,350	7,718	8,103	8,508	
Licensing and permits	5,000	5,250	5,513	5,788	6,078	
Miscellaneous costs	8,000	8,400	8,820	9,261	9,724	
Total operating expenses	145,000	152,250	159,864	167,856	176,248	
OPERATING PROFIT / LOSS (EBITDA)	330,000	607,750	1,165,136	1,782,144	2,623,752	
EBITDA MARGIN	34%	38%	42%	43%	44%	
Summary of Forecasted Operating Activity						
Operating profit & loss statement	Year 1	Year 2	Year 3	Year 4	Year 5	
Total Revenues	975,000	1,580,000	2,775,000	4,150,000	6,000,000	
Total cost of sales	500,000	820,000	1,450,000	2,200,000	3,200,000	
Gross operating profit	475,000	760,000	1,325,000	1,950,000	2,800,000	
Operating expenses	145,000	152,250	159,864	167,856	176,248	
Net operating income/EBITDA	330,000	607,750	1,165,136	1,782,144	2,623,752	

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Profit Margins: U-Fresh anticipates a modest profit margin of 10-12% during the first two years of operation, improving as economies of scale take effect. By Year 5, EBITDA margins are expected to reach 44%, reflecting the company's increased market share and operational efficiencies (see Table 8 for profit margin forecasts).

Taxation: The company operates under a corporate tax rate of 15%, with income tax obligations projected to rise in line with profitability, from \$37,125 in Year 1 to \$383,888 by Year 5 (see Table 9 for projected tax liabilities).

Depreciation: Machinery and equipment will be depreciated over five years, with annual depreciation expenses projected to be \$60,000. This will be factored into the company's net income and cash flow (see Table 10 for depreciation breakdown).

Table 9: Initial Machinery and Equipment Investments with Depreciation Schedule

Initial Investment Requirement		
	Year 1	Year 2
Machinery	200,000	0
Equipment	100,000	0
Other		
Total capital expenditure	300,000	-
Cash needed in business	250,000	150,000
Total investment in business	550,000	150,000

Depreciation/Amortization of Assets						
Expected life of equipment	Life in years	Year 1	Year 2	Year 3	Year 4	Year 5
Depreciation (Year 1 to 5)						
Machinery	5	40,000	40,000	40,000	40,000	40,000
Equipment	5	20,000	20,000	20,000	20,000	20,000
Other	5	-	-	-	-	-
Total depreciation		60,000	60,000	60,000	60,000	60,000
Net book value						
Machinery		160,000	120,000	80,000	40,000	-
Equipment		80,000	60,000	40,000	20,000	-
Other		-	-	-	-	-
Total		240,000	180,000	120,000	60,000	-

Cash Flow: Cash flow is a critical component of U-Fresh's financial management, particularly in the early stages. The company expects to generate positive operating cash flows from Year 1, with cash inflows increasing as sales and profitability rise (see Table 11 for cash flow projections).

7.5 Financial Projections Overview

U-Fresh's financial projections provide a comprehensive overview of its expected financial performance over the next five years.

Revenue Growth: U-Fresh expects robust revenue growth, increasing from \$975,000 in Year 1 to \$6,000,000 in Year 5. This is supported by growth in product sales and market expansion (see Table 6).

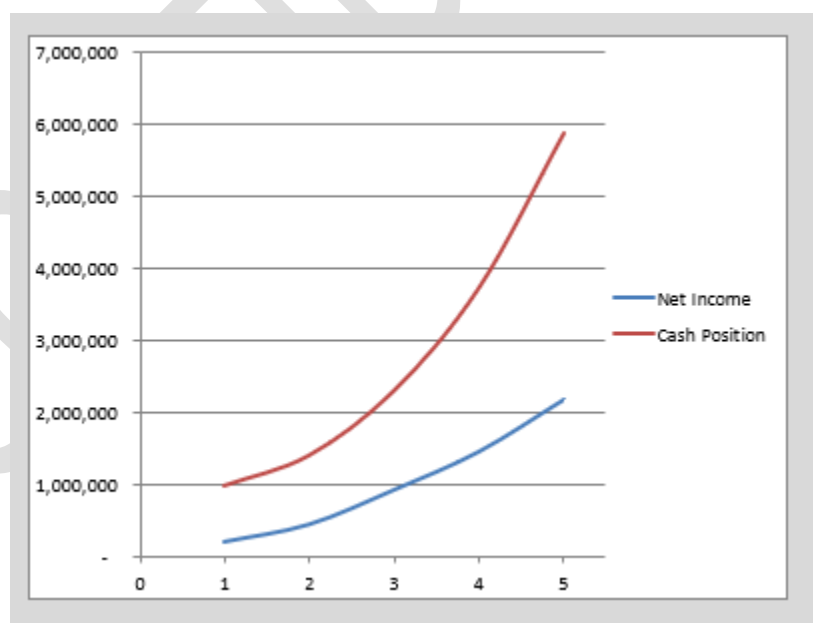
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Cost of Goods Sold (COGS): COGS will increase in line with sales growth, from \$500,000 in Year 1 to \$3,200,000 by Year 5 (see Table 12 for details on COGS).

Net Income: Net income will steadily rise as a result of revenue growth and cost control. The company projects net income to grow from \$210,375 in Year 1 to \$2,175,364 by Year 5 (see Table 10 for net income projections).

Table 10: Projected Income Statement (Year 1 - Year 5)

Income Statement	Year 1	Year 2	Year 3	Year 4	Year 5
Revenues from sales (from budget)	975,000	1,580,000	2,775,000	4,150,000	6,000,000
Cost of Sales (from budget)	500,000	820,000	1,450,000	2,200,000	3,200,000
Gross operating profit	475,000	760,000	1,325,000	1,950,000	2,800,000
Operating expenses (from budget)	145,000	152,250	159,864	167,856	176,248
Operating Income (EBITDA)	330,000	607,750	1,165,136	1,782,144	2,623,752
Depreciation	60,000	60,000	60,000	60,000	60,000
Interest payment	22,500	18,000	13,500	9,000	4,500
Income before taxation	247,500	529,750	1,091,636	1,713,144	2,559,252
Taxes	37,125	79,463	163,745	256,972	383,888
Net income	210,375	450,288	927,891	1,456,172	2,175,364
Corporate income tax rate - in %	15.0%				



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Cash Flow: U-Fresh anticipates positive cash flow from operations, which will support its capital expenditures and expansion initiatives (see Table 11 for cash flow details).

Table 11: Cash Flow Projections

Cash Flow Statement	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Operating cash flows						
Operating income after taxation		229,500	465,588	939,366	1,463,822	2,179,189
Depreciation		60,000	60,000	60,000	60,000	60,000
Total operating cash flows		289,500	525,588	999,366	1,523,822	2,239,189
Investing cash flows						
Capital Expenditures	(300,000)	-				
Total investing cash flows	(300,000)	-				
Financial cash flows						
Change in equity (equity/own funds)	550,000	100,000				
Change in debt	450,000	-				
Debt repayment		(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Interest payments after taxation		(19,125)	(15,300)	(11,475)	(7,650)	(3,825)
Total financial cash flows	1,000,000	(9,125)	(105,300)	(101,475)	(97,650)	(93,825)
Total cash flow	700,000	280,375	420,288	897,891	1,426,172	2,145,364
Cash at the beginning	-	700,000	980,375	1,400,663	2,298,553	3,724,726
Cash at the end (ending balance)	700,000	980,375	1,400,663	2,298,553	3,724,726	5,870,090

7.6 Balance Sheet Projections

The balance sheet projections detail U-Fresh's expected financial position, including assets, liabilities, and equity. As U-Fresh scales its operations, assets (including fixed assets like machinery) will increase. Liabilities will primarily consist of loans that will be repaid over five years, and equity will be bolstered by both the initial equity investments and retained earnings (see Table 12 for balance sheet projections).

Table 12: Projected Balance Sheet Overview

Balance Sheet	Year 0 - opening balance	End Year 1	End Year 2	End Year 3	End Year 4	End Year 5
ASSETS						
Fixed assets (at net book value)	300,000	240,000	180,000	120,000	60,000	-
Cash	250,000	980,375	1,400,663	2,298,553	3,724,726	5,870,090
Total current Assets	250,000	980,375	1,400,663	2,298,553	3,724,726	5,870,090
Total Assets	550,000	1,220,375	1,580,663	2,418,553	3,784,726	5,870,090
LIABILITIES & EQUITY						
Loans	450,000	360,000	270,000	180,000	90,000	-
Total liabilities	450,000	360,000	270,000	180,000	90,000	-
Capital invested	550,000	650,000	650,000	650,000	650,000	650,000
Net income for year	0	210,375	450,288	927,891	1,456,172	2,175,364
Retained earnings	0	210,375	660,663	1,588,553	3,044,726	5,220,090
Total Equity (or Net Worth)	550,000	860,375	1,310,663	2,238,553	3,694,726	5,870,090
Total Liabilities and equity	1,000,000	1,220,375	1,580,663	2,418,553	3,784,726	5,870,090

7.7 Valuation

U-Fresh's valuation is based on projected revenue growth, profitability, and market potential. The company's robust financial outlook positions it as an attractive investment opportunity. A detailed valuation model, including discounted cash flow (DCF) analysis, will be developed to estimate U-Fresh's worth, taking into account future revenue streams and profitability (see Table 13 for valuation model assumptions).

Table 13: U-Fresh Valuations

Company Valuation at the End of Year 3 and Year 5							
Valuation based on EBITDA Multiple		Year 3	Year 5				
EBITDA of your business		1,165,136	2,623,752				
EBITDA multiple		5	5				
Enterprise Value at the end of a given year							
		5,825,680	13,118,760				
Net Debt at the end of a given year							
		(2,118,553)	(5,870,090)				
Equity Value at the end of a given year							
		7,944,233	18,988,850				
Valuation based on Discounted Cash Flows		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Ownership of Investor (shareholder)		100%					
Discount Rate		15%					
Future Free Cash Flows to Investors	(550,000)	289,500	525,588	999,366	1,523,822	2,239,189	
Terminal Value						14,927,928	
Present/discounted value of future Cash Flows	(550,000)	251,739	397,420	657,099	871,250	1,113,273	
Present/discounted value of Terminal Value						7,421,819	
Enterprise Value at the beginning of Year 1	10,162,600						
Net Debt at the beginning of Year 1	200,000						
Total Equity Value at the beginning of Year 1	9,962,600						
Value of the share of Investor (shareholder) at the beginning of Year 1	9,962,600						
Margins		Year 1	Year 2	Year 3	Year 4	Year 5	
Gross profit margin		49%	49%	49%	49%	49%	
Operating profit margin		28%	35%	40%	41%	43%	
EBITDA margin		34%	38%	42%	43%	44%	
Net profit margin		22%	28%	33%	35%	36%	
Rates of return		Year 1	Year 2	Year 3	Year 4	Year 5	
ROA		17%	28%	38%	38%	37%	
ROE		24%	34%	41%	39%	37%	
ROCE (ROIC)		31%	194%	522%	1220%	3632%	

8. MANAGEMENT AND ORGANIZATION

CHAIRMAN:

The Chairman brings extensive experience in strategic leadership and corporate governance. As Chairman, they provide guidance on overall business direction, foster board effectiveness, and ensure alignment with organizational goals at U-Fresh.

CHIEF EXECUTIVE OFFICER:

The CEO possesses strong leadership skills and a strategic vision for business growth at U-Fresh. In this role, they oversee the implementation of company strategies, drive operational excellence, and foster a culture of innovation and collaboration.

HEAD OF MARKETING:

The Head of Marketing at U-Fresh is a seasoned marketing professional with expertise in brand management, market research, and customer engagement. They lead initiatives to enhance brand visibility, drive customer acquisition, and develop targeted marketing campaigns.

CHIEF FINANCE OFFICER:

The CFO brings financial acumen and expertise in financial management and analysis. They are responsible for financial planning, budgeting, and ensuring fiscal discipline to support U-Fresh's growth objectives.

PROCUREMENT ADVISOR:

The Procurement Advisor offers valuable insights and guidance in procurement strategies and supplier relationship management. With their expertise, they advise on optimizing procurement processes, negotiating favorable contracts, and ensuring supply chain efficiency at U-Fresh.

BUSINESS DEVELOPMENT MANAGER:

The Business Development Manager at U-Fresh brings a wealth of experience in business development and strategic partnerships. In their role, they focus on identifying growth opportunities, forging strategic alliances, and expanding the company's market presence.

HEAD OF PROCUREMENT:

The Head of Procurement specializes in procurement and supply chain management, with a focus on optimizing procurement operations and driving cost efficiencies at U-Fresh. They oversee sourcing strategies and vendor relationships to support business objectives.

ACCOUNTANT:

The Accountant at U-Fresh is skilled in financial reporting, analysis, and compliance. In their role, they manage financial records, prepare accurate financial statements, and ensure regulatory compliance.

8.2 Network

8.2.1 Major Collaborators and Expert Support

U-Fresh Tanzania thrives on a robust network of collaborators, partners, and experts whose collective expertise and support are instrumental in driving our growth in the beverage industry. From strategic alliances with local suppliers and manufacturers to invaluable guidance from industry experts in beverage production, marketing, and distribution, U-Fresh Tanzania benefits from a diverse ecosystem of support that amplifies our impact and ensures sustained growth and innovation.

8.2.1.1 Strategic Partnerships

- **Local Suppliers and Manufacturers:** Collaborations with reputable local suppliers and manufacturers of beverage ingredients, packaging, and production equipment form the cornerstone of U-Fresh Tanzania's supply chain strategy. By forging strategic partnerships with trusted entities, U-Fresh secures a steady supply of high-quality products and materials, ensuring the reliability and consistency of our offerings to customers.
- **Distribution Networks and Retail Partners:** Partnerships with distribution networks and retail partners across Tanzania enable U-Fresh to expand its reach, ensuring that our beverages are widely available in both urban and rural markets. Through these partnerships, U-Fresh enhances the accessibility of its products and strengthens its position in the Tanzanian beverage sector.
- **Government Collaboration:** U-Fresh actively collaborates with government agencies and regulatory bodies to uphold industry standards and comply with Tanzanian food and beverage regulations. By fostering constructive relationships with governmental entities, U-Fresh contributes to the formulation of policies and regulations that promote public health and safety while facilitating a conducive business environment for the beverage industry in Tanzania.

8.2.1.2 Expert Support

- **Beverage Industry Experts and Consultants:** U-Fresh works closely with industry experts and consultants specializing in beverage production, quality control, and marketing. These experts provide valuable guidance in optimizing production processes, ensuring compliance with health standards, and implementing best practices in beverage innovation. Their expertise supports U-Fresh's mission of producing high-quality, refreshing beverages that meet the tastes and needs of the Tanzanian market.

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- **Marketing and Branding Professionals:** The expertise of marketing and branding professionals plays a crucial role in U-Fresh's commitment to building a strong brand presence in the Tanzanian market. By collaborating with experts in brand strategy, U-Fresh ensures that its products are marketed effectively to consumers, fostering brand loyalty and increasing market share.

Table 14: Expected Total Number of Employees at U-Fresh Tanzania

Role	Number of employees
Beverage Production Managers	5
Quality Control Specialists	6
Supply Chain Managers	3
Distribution Managers	4
Marketing and Sales Managers	6
Customer Service Associates	8
Warehouse Staff	10
Finance and Admin Personnel	5
Production Technicians	12
Packaging Technicians	8
Total	57

8.3 Overall Impact

Through its strategic partnerships and expert support, U-Fresh Tanzania is positioned to drive significant growth and transformation within the Tanzanian beverage sector. By leveraging the collective strength of our collaborators and industry experts, U-Fresh is focused on enhancing the accessibility, affordability, and quality of its beverages. With a commitment to local sourcing, sustainable practices, and innovation, U-Fresh Tanzania aims to make a lasting positive impact on the beverage industry, contributing to the overall economic development of the country while delivering refreshing products to consumers nationwide.

9. EXIT STRATEGY

As U-Fresh Tanzania strengthens its position in the East African beverage market, an exit strategy is essential to ensure value creation for stakeholders while facilitating a smooth transition for the company to its next growth phase. With a robust business model, scalable operations, and a commitment to innovation and sustainability, U-Fresh is well-positioned to attract strategic interest from investors and industry leaders. The exit strategy leverages the company's growing market presence, operational efficiencies, and brand value to maximize returns for shareholders while maintaining continuity for employees, partners, and customers.

Preferred Exit Strategy: Strategic Acquisition

The preferred exit strategy for U-Fresh Tanzania is acquisition by a strategic buyer within the beverage industry. Potential acquirers could include multinational corporations, regional market leaders, private equity firms, or conglomerates seeking to expand their footprint in East Africa. This approach aligns with industry norms and reflects the company's scalable growth potential, particularly in the premium beverage and health-conscious segments.

The acquisition process is anticipated to occur between Year 5 and Year 7, depending on market conditions, financial performance, and strategic goals. This timeline allows U-Fresh to achieve key operational milestones, such as the successful expansion of its product portfolio, the completion of the Mbeya factory, and entry into the SADC regional markets, all of which will increase its valuation and attractiveness to acquirers.

Key Value Drivers for Acquisition

The valuation of U-Fresh will be based on its financial performance, strategic assets, and competitive advantages, ensuring a fair and transparent process:

Financial Performance: Strong financial projections highlight sustained revenue growth driven by diverse product lines, effective market penetration, and expanding regional operations. By Year 5, the projected revenue of \$6 million and EBITDA margins of 44% position U-Fresh as a financially attractive asset for acquirers.

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Market Position and Brand Strength: With over 20,000 customers and a growing presence in Tanzania's beverage sector, U-Fresh's reputation for quality, sustainability, and innovation enhances its appeal. Its strategic expansion into the SADC region further strengthens its market position.

Intellectual Property and Product Innovation: U-Fresh's proprietary beverage formulations, focus on locally sourced ingredients, and health-conscious branding provide differentiation in a competitive market. These factors increase the strategic value of the company to potential buyers.

Sustainability Commitments: U-Fresh's eco-friendly packaging solutions, support for local agriculture, and alignment with global sustainability trends add significant non-financial value, appealing to socially conscious investors and acquirers.

Acquisition Process and Strategic Planning

The acquisition process will be meticulously planned to ensure continuity and value retention. Key steps include:

Operational Readiness: U-Fresh will ensure its systems, processes, and financial reporting align with international standards, making the transition seamless for an acquirer. The Mbeya facility will be fully operational by this time, showcasing the company's scalability and production capacity.

Preservation of Brand Identity: Maintaining U-Fresh's brand values and identity will be a priority during the acquisition. The management team will work closely with the acquirer to integrate operations while retaining the unique attributes that differentiate U-Fresh in the market.

Leveraging Synergies: Post-acquisition, the combined resources and networks of U-Fresh and the acquiring entity will enable greater market penetration, enhanced operational efficiency, and further product innovation.

Alternative Exit Options

While a strategic acquisition is the preferred strategy, U-Fresh will also evaluate alternative options based on market conditions and stakeholder goals:

Initial Public Offering (IPO): In the event of favorable market conditions and robust financial performance, U-Fresh may consider going public. This option would enable the company to raise additional capital for expansion while providing shareholders with liquidity.

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Management Buyout: A management-led buyout could be explored if existing leadership desires to retain control while transitioning ownership to employees and key stakeholders.

Strategic Milestones Leading to Exit

To ensure the exit strategy aligns with the company's vision, U-Fresh will focus on achieving the following milestones:

Completion of the Mbeya Facility: Operationalizing the factory will demonstrate scalability and efficiency, increasing the company's valuation.

Regional Market Expansion: Establishing a strong foothold in the SADC region will showcase U-Fresh's ability to compete beyond Tanzania.

Product Line Growth: Diversifying the portfolio with functional beverages and organic offerings will appeal to a broader customer base.

Sustainability Leadership: Strengthening sustainability practices will position U-Fresh as a forward-thinking, socially responsible brand, attractive to modern investors.

Realizing Value for Stakeholders

The execution of this exit strategy represents a strategic milestone in U-Fresh's growth journey. By maximizing shareholder value through a carefully planned acquisition or alternative exit route, the company will secure its legacy as a leader in the East African beverage industry. Whether through acquisition, public offering, or continued growth under new leadership, U-Fresh's commitment to quality, sustainability, and innovation ensures its long-term impact on the industry.

10. CONCLUSION

U-Fresh Tanzania has positioned itself as a trailblazer in the East African beverage industry, blending innovation, sustainability, and consumer-focused strategies to meet the dynamic demands of a growing market. By addressing critical gaps such as the need for fresh, health-conscious, and locally sourced beverages, the company has developed a business model that not only generates revenue but also creates significant economic and social impact.

The company's dual revenue generation strategy, combining B2B and B2C channels, ensures broad market access while fostering trust and loyalty among its customers. Its focus on leveraging local partnerships with farmers and suppliers strengthens its supply chain, enhances product quality, and supports Tanzania's agricultural sector. These efforts, paired with advanced production capabilities and plans for a state-of-the-art facility in Mbeya, underscore U-Fresh's commitment to scalability and operational excellence.

U-Fresh's robust market analysis and strategic approach to product diversification have enabled it to capitalize on emerging global and regional trends, such as the demand for health-conscious products and sustainable packaging. The company's innovative offerings, including functional beverages and organic options, reflect a deep understanding of evolving consumer preferences. These initiatives ensure U-Fresh remains competitive in a rapidly growing sector while laying the groundwork for regional expansion into the SADC market and beyond.

Financially, U-Fresh demonstrates a clear path to sustainable growth, with conservative yet promising revenue projections and a balanced funding strategy that supports infrastructure development, market penetration, and product innovation. Its focus on efficiency, profitability, and scalability positions it as a prime candidate for investment and partnership opportunities.

As U-Fresh prepares for its next phase of growth, the company's well-rounded exit strategy—anchored in a potential acquisition or alternative routes such as an IPO—demonstrates its commitment to delivering value to stakeholders. This forward-thinking approach ensures that U-Fresh's legacy as a leader in the beverage industry will continue to grow, fostering trust among investors, customers, and employees.

In conclusion, U-Fresh's comprehensive business model, innovative product portfolio, and sustainability-driven mission collectively position the company to redefine the beverage industry in Tanzania and the East African region. By maintaining its unwavering commitment to quality, health, and community impact,

U-Fresh is poised to achieve transformative growth, becoming not just a market leader but a brand synonymous with excellence in the global beverage sector.

12. TIC APPENDICES

The following appendices are included as supporting documents to accompany the business plan. These documents are prepared in alignment with the requirements set forth by the Tanzania Investment Centre (TIC) and provide essential details to strengthen the proposal:

1. Overall covering letter summarizing all the attached documents
2. TIC application forms been duly filled, and provide evidence of submission
3. Company Board Resolution indicating the decision to register the project with TIC, provide Minutes sheet of the board resolution
4. Copy of the shareholder's page in the Memorandum.
5. If applicable, provide members of the supervisory board or advisory board
6. Provide a copy of the certificate of incorporation