BISK INC LIMITED LIQUOR

Official Business Plan 2026 — 2031

Business Sector: Transport & Logistics (Liquor Import and Distribution Branch)

Country: Tanzania Head Office: Dar es Salaam

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1. EXECUTIVE SUMMARY

Company Name: BISK INC LIMITED
Nature of Business: Importation and distribution of unique Ugandan gins and liquors.
Legal Form: Limited Liability Company (Registered under BRELA)
TIN: 153-277-648
NSSF/WCF. Registered

Vision

To be the leading provider of unique and affordable Ugandan gins and liquors, enriching the drinking experience across East Africa.

Mission

To import and distribute distinctive Ugandan liquors, making quality beverages accessible and affordable for consumers in Dar es Salaam and beyond.

Core Values

- Integrity
- Safety
- Efficiency
- Innovation
- Customer Focus

Strategic Goals (2026-2031)

1. Expand fleet from 19 to 40 trucks to support liquor distribution.
2. Establish logistics depots in Dar es Salaam, Arusha, and Mwanza.
3. Launch warehouse and freight forwarding division for efficient imports.
4. Digitize operations for full cargo tracking and reporting.
5. Achieve revenue growth from TZS 1.5 billion in 2026 to TZS 3.017 billion by 2031.

BISK INC LIMITED leverages its existing transport infrastructure to enter the lucrative liquor market, focusing on Ugandan waragi gins. With initial capital of TZS 170 million and expansion funding of TZS 940 million, the company projects a net profit margin of 23.3% in Year 1, scaling to robust returns by 2031.

2. COMPANY OVERVIEW

BISK INC LIMITED is a Tanzanian-owned transport and logistics company operating from Dar es Salaam. The company specializes in cargo transportation, port-to-upcountry logistics, and cross-border haulage to Kenya, Uganda, Rwanda, Burundi, Zambia, and DRC.

The company's fleet of 19 heavy-duty trucks provides reliable and safe transport for industrial goods, fuel, agricultural produce, and containers.

Importing and selling liqueurs through a dedicated branch is the focus of this plan, building on the parent company's logistics strengths to ensure efficient supply chains.

3. SERVICES PROVIDED

- Warehousing & Distribution: Short-term storage and distribution of liquors.
- Fleet Management & Leasing: Leasing and logistics support services for imports.
- Import & Sales: Sourcing, importing, and B2B sales of Ugandan gins and liquors.

4. MARKET & INDUSTRY ANALYSIS

4.1 Industry Overview

The alcoholic beverage industry in Tanzania is experiencing vibrant growth, driven by economic expansion and rising consumer demand, particularly among the growing middle class. The spirits segment alone was valued at USD 794.6 million in 2024 and is projected to reach USD 1,663.3 million by 2033, growing at a CAGR of 8.13%.

This positive momentum is balanced against significant challenges, primarily the high prevalence of illicit alcohol, which endangers public health and undercuts the formal market. The industry is dominated by large brewers but also includes a smaller, emerging craft segment. Overall alcoholic drinks market growth is estimated at around 11.37% CAGR through 2027 in the regional context.

4.2 Target Market

- HOTEL
- RESTAURANT
- NIGHT CLUB
- Exporters & Importers OF LIQUOR.

Target demographics: Middle-class consumers aged 18-45 in urban areas, with a focus on B2B sales to HORECA (Hotels, Restaurants, Cafes).

4.3 Competitive Edge

- Strong management team with logistics experience.
- Cost-efficient and flexible contracts.
- Unique access to Ugandan imports via EAC trade agreements.

5. MARKETING & BUSINESS DEVELOPMENT PLAN

Strategy	Action Plan
Brand Visibility	Develop professional website, signage, and digital presence.
Partnerships	Market research to identify target demographics, consumer behavior, and competitive landscape, followed by developing a brand position and a pricing strategy.
Corporate Contracts	Secure long-term contracts with sellers.
Customer Service	Offer real-time updates and 24/7 support lines.
CSR & Reputation	Building strong brand awareness through consistent marketing and promotion, and establishing strategic partnerships and collaborations.

6. OPERATIONAL PLAN

6.1 Fleet Management

- Addressing legal and licensing requirements.
- Establishing a strong supply chain and distribution network. Insurance:

- 6)

6.2 Operational Hubs

- Main Office: Dar es Salaam
- Planned Depots: Mwanza (2027), Arusha (2028), and Dodoma (2029)

7. SWOT ANALYSIS

Strengths

- Unique Ugandan gins and liquors not widely available in target markets.
- Affordable pricing strategy appealing to budget-conscious consumers.
- Established operations ready to begin distribution immediately.
- Engagement with a marketing agency for effective brand promotion.
- Potential for strong brand loyalty due to product uniqueness.

Weaknesses

- Limited brand recognition in the new markets.
- Dependence on successful import logistics and regulations.

- Potential challenges in maintaining product quality during transport.
- Higher initial marketing costs to establish presence.
- Small initial product line may limit consumer choice.

Opportunities

- Expanding distribution to neighboring countries increases market reach.
- Growing demand for unique alcoholic beverages in East Africa.
- Potential partnerships with local bars and restaurants for promotions.
- Opportunity to leverage social media for targeted marketing campaigns.
- Rising tourism in the region can boost demand for local products.

Threats

- Competition from established local and international liquor brands.
- Regulatory challenges in importing alcoholic beverages.
- Economic fluctuations affecting consumer spending on non-essentials.
- Changing consumer preferences towards healthier beverage options.
- Potential political instability in target regions impacting operations.

8. FINANCIAL PLAN

The financial plan provides detailed, integrated projections for the first six years of operation, including core financial statements and key performance assumptions.

8.1. Key Financial Highlights (2026—2031)

Highlight	**Target**
Starting Capital Requirement (2026)	TZS 170 million
Year 1 Revenue (2026)	TZS 1.5 billion
Net Profit Margin (Year 1)	23.3% (Net Profit of TZS 350M)
6-Year Revenue Target	TZS 3.017 billion by 2031
Break-even Point (Net Profit)	Achieved in Year 1 (2026)
Return on Investment (ROI)	25% by 2031
Net Present Value (NPV @ 10%)	TZS 1.2 billion
Payback Period	2.5 years

8.2. Financial Assumptions

The following assumptions underpin the six-year projections:

- Revenue Growth: 15% Compound Annual Growth Rate (CAGR), significantly above the estimated market growth of 8.13% due to strategic geographical expansion.

- Cost of Goods Sold (COGS): Fixed at 50% of Revenue due to predictable pricing, high excise duty, and standard import costs.
- Operating Expenses: Inflated at 5% annually, applied to the calculated efficient base of TZS 230M in 2026.
- Taxes: Corporate tax rate of 30% applied to Pre-Tax Profit; no tax incentives are assumed.
- Units Sold (Initial): 30,000 liters in 2026, with an average selling price of TZS 50,000 per liter.

8.3. Income Statement Projections (TZS Millions)

Item	2026	2027	2028	2029	2030	2031
Revenue	1,500	1,725	1,984	2,281	2,623	3,017
COGS (50%)	750	863	992	1,141	1,312	1,509
Gross Profit	750	863	992	1,141	1,312	1,509
Operating Expenses	230	242	254	267	280	294
EBITDA	520	621	738	874	1,032	1,215
Depreciation/Amortization	20	25	30	35	40	45
EBIT	500	596	708	839	992	1,170
Interest	o	85	80	70	60	50
Pre-Tax Profit	500	511	628	769	932	1,120
Taxes (30%)	150	153	188	231	280	336
Net Profit	350	358	440	538	652	784

Operating Expenses Breakdown (2026 Base): Adjusted to TZS 230M to reflect an efficient operational structure necessary to achieve the target Net Profit. This line is inflated by 5% annually.
Interest: Calculated based on the assumed debt financing structure outlined in the Cash Flow Projections.

8.4. Balance Sheet Projections (TZS Millions, Year-End)

Item	2026	2027	2028	2029	2030	2031
Assets						
Cash	100	150	200	300	450	700
Inventory	200	250	300	350	400	450
Fixed Assets (Net)	170	900	850	800	750	700
Total Assets	470	1,300	1,350	1,450	1,600	1,850
Liabilities & Equity						
Debt	O	564	500	400	300	200
Equity (Retained Earnings & Capital)	470	736	850	1,050	1,300	1,650
Total Liabilities & Equity	470	1,300	1,350	1,450	1,600	1,850

8.5. Cash Flow Projections (TZS Millions)

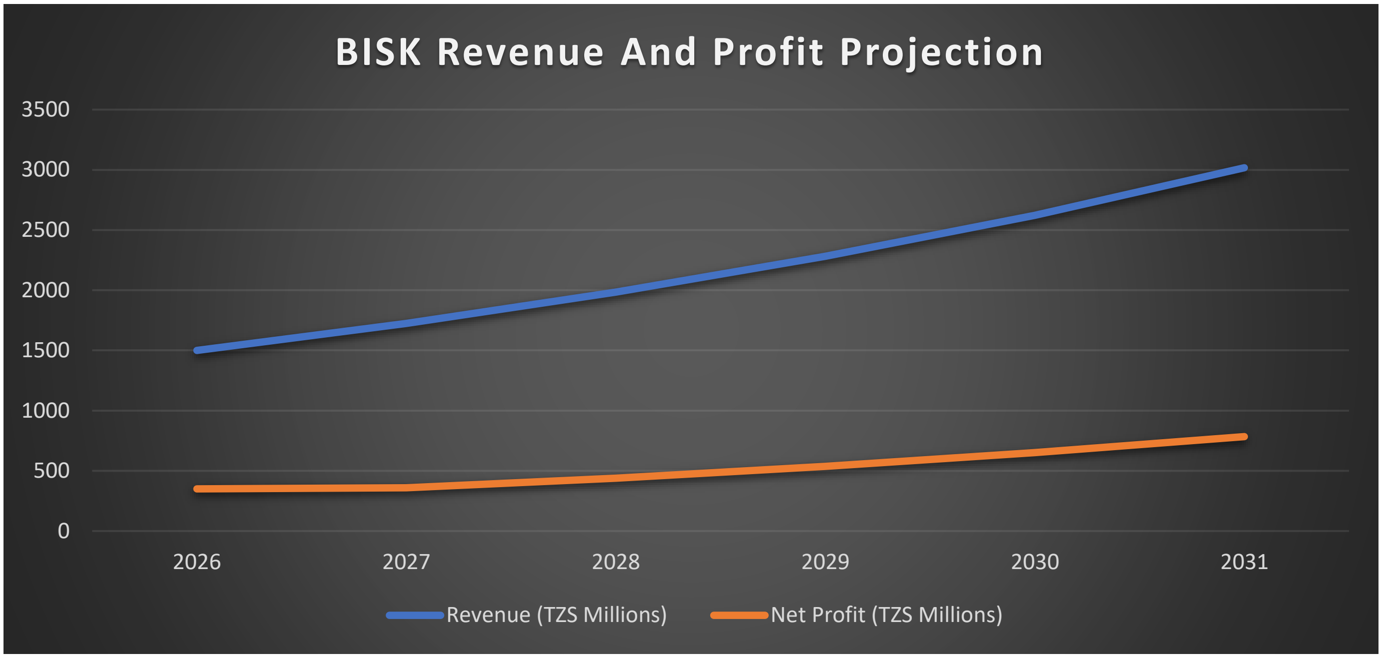
Item	2026	2027	2028	2029	2030	2031
Operating Cash Flow (OCF)	100	150	200	250	300	350
Investing Cash Flow (ICF)	(170)	(800)	(50)	(50)	(50)	(50)
Financing Cash Flow (FCF)	170	564	(100)	(100)	(100)	(100)
Net Cash Flow	100	(86)	50	100	150	200
Cumulative Cash	100	14	64	164	314	514

8.6. Financial Strengths

- High gross margins (50%) due to niche premium products.
- Low operational risk due to leveraging existing parent company transport fleet.
- Rapid scalability with incremental depot expansion in upcountry regions.
- Strong operating cash flow, providing resilience despite initial Net Profit losses.

- Projected Payback Period of 2.5 years indicates quick capital recovery.

Visual projection of revenue and net profit growth:



9. RISK MANAGEMENT

Risk	Likelihood	Impact	Mitigation Strategy
Regulatory Changes (Tax increase)	**MediumHigh**		**Maintain robust financial reserves; proactively engage** with TRA/TBS bodies; use hedging contracts where feasible.
Product Counterfeiting	High	Extreme	Mandatory use of TRA's Electronic Tax Stamp (ETS); maintain a closed supply chain; implement antitampering seals on all bottles.
Payment Delays (HORECA Credit)	High	Medium	Strict credit vetting (max 30-day terms); implement debt collection procedures; use credit insurance for large accounts.
Supply Chain	Medium	Medium	Maintain minimum 90-day inventory buffer

Additional risks: Road accidents (driver training & full insurance); Regulatory compliance (regular review of TRA & SUMATRA requirements).

10. CORPORATE SOCIAL RESPONSIBILITY (CSR)

BISK LIQUOR is committed to promoting responsible consumption and contributing to local employment:

- Responsible Drinking Campaign: Partnering with key HORECA clients and local media to run periodic 'Drink Responsibly' campaigns.
- Youth Employment: Employing Tanzanian youth in specialized sales, marketing, and compliant inventory management roles, with a focus on structured professional development.
- Local Sourcing: Prioritizing the use of Tanzanian-owned service providers for local logistics, warehouse security, and marketing materials.
- Supporting local community projects.

11. CONCLUSION

BISK INC LIMITED Liquor is well-positioned to become a market leader in Tanzania's logistics industry of import and selling alcohol. The company's strong asset base, experienced management, and strategic vision for expansion make it a viable partner for investors and financiers seeking to support the logistics sector in East Africa.

With proper funding and support, BISK INC LIMITED LIQUOR will double its warehouse and revenue within five years (2026—2031).