



Goldenpot



*Reducing malnutrition through affordable
ready-to-eat nutrition*

GOLDENPOT LTD

Business Plan

*Tanzania's domestic manufacturer of ready-to-eat breakfast cereal,
with 100% women-powered supply chain*

2024

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VISION

To be known as a renowned food processing company that utilises state-of-the-art infrastructure and technology to provide high-quality products at affordable pricing, contributing to a future in which hunger and poverty are eliminated throughout East Africa and the entire African continent.



1.0 EXECUTIVE SUMMARY

Current Situation: Food insecurity has been a continuous problem in Tanzania for the past three decades, resulting from poverty, climate change, and insufficient access to essential resources, such as water and arable land. The majority of individuals living in rural areas depend on subsistence agriculture, and they face difficulties in producing sufficient food given various climate shocks, such as droughts and floods. 900,000¹ people (13% of the population) are expected to experience acute food insecurity.

In 2024, the situation further deteriorated due to severe and widespread flooding, which was the result of El Niño phenomenon, which affected more than 51,000 households and displaced over 200,000 people. The floods caused extensive damage, resulting in lost harvests of 240,709 metric tons valued at \$69 million and 90,000 livestock valued at \$62 million in 14 districts. As the crop sector accounts for 25% of Tanzania's total GDP, while the livestock sector contributes 7%, the damage and loss caused by El Niño represent a significant setback to Tanzania's agricultural sector and overall economy.²

As of 2024, Tanzania is facing significant hunger issues, reflected in a Global Hunger Index score of 22.7³. This situation arises from 23.8% of the population being undernourished, 30% of children under five experiencing stunting, 3.1% suffering from wasting, and 4.1% of children not surviving past their fifth birthday.

Goldenpot as a Solution: In response to this escalating issue, companies such as Goldenpot are playing a crucial role in combating hunger and addressing malnutrition by providing high-quality, nutritious maize products at affordable prices. Goldenpot is a woman-founded business with a workforce comprised of 70% women, sourcing from a supply chain that is 100% women-powered.

Goldenpot is one of the leading local manufacturers in Tanzania, specializing in breakfast cereal and instant porridge. These products are sold in both retail and wholesale markets. The company has developed its own website to allow people to place online orders. Goldenpot's mission is to bring fortified, life-giving food to every corner of Tanzania, including the most remote areas.

¹https://knowledge4policy.ec.europa.eu/publication/tanzania-acute-food-insecurity-situation-november-2023-april-2024-may-october-2024_en#:~:text=Between%20November%202023%20and%20April,IPC%20Phase%203%20or%20above

²https://docs.wfp.org/api/documents/WFP-0000162247/download/?_ga=2.34104486.628640320.1732776013-754764326.1732776013

³ <https://www.globalhungerindex.org/pdf/en/2024/Tanzania.pdf>

The company utilises locally sourced inputs, value-addition technology, and a skilled workforce to produce nutritious food products. The company's mission is to produce nutritious maize products that are tasty and enriched with vital nutrients like Iron, Zinc, Folic Acid, and Vitamin B12. Central to its mission is the conviction that everyone deserves access to high-quality, nutrient-dense food. The company's offerings are carefully designed to fulfil these nutritional requirements while remaining budget-friendly.

Goldenpot procures all of its raw materials from local women farmers, who use high-quality seedlings and proven agriculture practices to boost productivity and crop quality. The company buys maize, soy, and wheat from 500 smallholder farmers, and processes it into instant porridge, corn puffs, and other breakfast cereal. The company empowers these smallholder farmers by providing climate-resilient, drought-tolerant, and high-quality seedlings designed to withstand harsh weather, boosting productivity and income. These women are trained on the best agricultural practices like agronomy support, post-harvest handling. The company offers a reliable market for their produce, which helps them avoid post-harvest losses. Through its initiatives, the company has assisted over 500 smallholder farms in boosting their income.

Current Capacity and Expansion Plan: The company operates from a rented facility that includes its manufacturing plant, office, and packaging unit. The current production capacity of the processing plant is approximately 9 tons per day, and it operates for 180 days each year. The reason for operating below normal capacity is the lack of adequate power and a sufficient labour force. Based on the latest available data, it is evident that the demand for the company's products significantly exceeds the supply. Therefore, the plan is to expand the production capacity of the existing factory to double its current output, reaching 18 tons per day, while gradually increasing the number of operational days to 260 by the end of 2029. This will be achieved by addressing the power issues and recruiting more skilled personnel. To facilitate this expansion, the company will need to lease additional land to install more machinery and store raw materials and finished products.

In addition to expanding the capacity of the existing facility, the company plans to construct a new factory at an alternative location with abundant power and human resources. The strategy also involves enhancing the storage and processing of maize to boost its value. The capacity of the new facility is estimated to be 45 tons per day. Construction is expected to commence in 2025, with an estimated duration of two years. The facility is anticipated to become operational at the beginning of 2027. Initially, it will operate at 20% capacity utilisation, with projections to reach 90% capacity by 2030. The plan is also to increase the range of product lines by adding corn flakes. The company's

primary long-term goal is to broaden its operations across Africa to tackle the hunger crisis and meet the need for healthy food.

2.0 BUSINESS MODEL

2.1 Problems and Solution

Farmers are plagued by several issues. These problems directly and indirectly affect their life.

Problem 1- Low Income Farmers Unable to Obtain Quality Inputs

Access to high-quality inputs is crucial for improving productivity and, in turn, incomes. In agriculture, the quality of seeds play a vital role in achieving higher crop yields and ensuring sustained growth in production. Unfortunately, in Tanzania, many farmers face challenges in accessing quality declared seeds and fertilizers. Every smallholder farmer knows the success of her crop depends on the quality of inputs, from the best seeds to proper irrigation and smart fertiliser use yet they cannot afford the best available options due to various financial and non-financial constraints. This issue is primarily due to the financial constraints faced by low-income farmers, who find it difficult to afford quality seeds that are priced higher than lower-quality alternatives. Moreover, high-quality inputs are often difficult to obtain; fertilizers may be adulterated, and seeds can be counterfeit. Women farmers face additional hurdles, often lacking equal land ownership and struggling to access extension services and credit. This leads to crop failure and loss of livelihood for farmers.

Problem 4 - Key Barriers to Enterprise Growth

Goldenpot has outgrown its current factory and space. The company has more orders than it can fulfil. The machinery needed to scale the production can not be fitted to the existing space. Additionally, frequent power outages in Tanzania hinder productivity. In 2023, the factory was operational for only 180 out of 260 days, and this issue persists. Further delay in production is caused by the reliance on government labs for food safety testing, which takes three weeks to provide results.

Solution

Goldenpot collaborates with 1,500 maize, wheat and soy farmers in the Manyara region. The company provides these farmers with the required infrastructure allowing them to handle crops with care so that post-harvest losses can be eliminated, and maximum produce can reach consumers' plates. The company has hired a team of five agronomists who conduct seasonal training sessions for the farmers to showcase sustainable practices. They have established 300 demonstration plots in each village. In groups of 20-30 women, the agronomists teach soil preparation and proper seed spacing in organised rows. Most of the farms rely on rainwater and do not use any agricultural inputs. Goldenpot has instructed them to prepare soil beds with manure in the weeks leading up to planting. The company also connects farmers with companies providing high-quality inputs such as Kibu Seeds and Balton. Moreover, as these farmers would experience an increase in income being associated with Goldenpot, they would be in a better position to spend on quality inputs and seeds. A common issue was intercropping with sunflowers, which is not ideal since sunflower stalks grow taller than maize, obstructing sunlight and competing for nutrients. Goldenpot has advised them to intercrop with beneficial crops like various bean types that enrich the soil with nitrogen. In Manyara, they prepare the soil in February, plant in March, and harvest in July. Soybeans, which can also be intercropped with maize, share the same growing season.

All these efforts on the part of Goldenpot help farmers increase their output and grow a quality crop. Benefits associated with joining Goldenpot as a farmer are outlined as follows:

- ✓ Most farmers cultivate 2-3 acres of land. The baseline yield is 700 kg per acre.
- ✓ Following training, this yield rises to 1,500 kg per acre.
- ✓ With irrigation, the yield can further increase to between 2,000 and 2,200 kg per acre.

The problem of high demand and low supply will be addressed by expanding the capacity of the current facility and building a new factory that has three times the capacity of the existing one. Goldenpot integrates training, continual support from agronomists, high-quality inputs, and a marketplace for smallholder farmers' crops.

2.2 Company Overview

Founded in 2017, Goldenpot is a leading processor of agricultural products. The company has been providing healthy ready-to-eat breakfast options and other food products derived from maize to people in Tanzania. The company operates in a dynamic industry dedicated to transforming raw ingredients into a diverse array of consumer-ready food products.

Goldenpot is currently operating through its processing facility in Wazo Hill, Dar Es Salaam, Tanzania. The processing facility has an area measuring 10,000 square meters and is outfitted with modern technology and equipment. The current capacity of the processing facility is 9,000 kg of maize per day.

The company offers a wide range of food products that have become household favourites, especially its breakfast cereal, helping keep people fueled for the busy world. Goldenpot collects maize from smallholder women farmers in Tanzania and uses it to produce instant porridge and breakfast cereal. The company is adopting a broader approach to the agriculture and food value chain and advancing toward enhanced integration between producers and consumers, both as a component of its long-term plan and as a way to guarantee that its products are traceable, responsibly sourced, and produced. The company is committed to maintaining high-quality standards for its products, sourcing high-quality ingredients, and following strict manufacturing processes to ensure consistency and safety.

The company is exploring opportunities to address the food crisis by producing healthy and nutritious food, supported by innovative agricultural solutions and technologies that impact the agri-commodity and food value chain.



100+

Women associated (small-scale women farmers)



5,000+

Households in Tanzania consume Goldenpot products

2.3 Partnerships

The company fosters growth through strategic collaborations with international donors and organisations worldwide. The current partners of the company are:

Past Partnerships



Current Partnerships



2.4 Products Offered

In today's fast-paced world, where lifestyles are dominated by deadlines and time constraints, ready-to-eat breakfast cereal has become a popular option for many. The company offers five products, fortified maize flour, instant porridge, and breakfast cereal: Corn Puffs, Honey Crunch, and Choco Pops. These items come in a range of packaging options, featuring different quantities. The Corn Flakes cereal line is anticipated to launch in 2027, and will be manufactured at the new processing plant, which is set to begin construction in early 2025.



Maize Flour



Honey Crunch



Corn Puffs



Instant Porridge



Choco Pops



Corn Flakes

The company's products are favored in the market due to their health and nutritional benefits, the convenience of quick preparation, and their affordability.

Maize Flour: The premium-quality fortified maize flour is enriched with important nutrients like Iron, Zinc, Folic Acid, and Vitamin B12 according to WFP standards.

Honey Crunch: Honey Crunch Cereal is a convenient and wholesome breakfast option that combines the natural sweetness of honey with the satisfying crunch of toasted grains. Each bite is enriched with essential vitamins.

Corn Puffs: The corn puffs differ significantly from those available in stores, as they are enriched with iron, zinc, vitamin B12, folic acid, and calcium. This fortification provides

consumers with a nutritious and irresistibly crunchy snack that delivers the genuine taste of corn in each bite. With their light, airy texture and Savory corn flavour, these puffs have become a popular choice among snack lovers.

Instant Porridge: This specially formulated porridge provides a balanced and satisfying meal choice, suitable for different situations such as emergency aid, school meal initiatives, and everyday nutrition for people of all ages. Instant Porridge is a healthy and easy-to-prepare option that meets the stringent criteria established by the World Food Programme (WFP) aimed at combating malnutrition.

Choco Pops: Choco pops Cereal is a delightful and chocolaty breakfast option. It is a chocolate-flavoured breakfast cereal made of crunchy puffed maize that turns milk chocolatey. It is a source of iron and contains no artificial colours or flavours.

Corn Flakes (a product line to be added in 2027): Corn Flakes stand out as a quick, customisable, choice available in delightful flavours. These will be prepared using the flakes of corn which will be toasted and then packaged. Corn flakes will be packed with minerals, vitamins, dietary fibres, proteins, and carbohydrates, which are essential for a healthy living.

2.5 Objectives

Short-Term Objectives

- ✓ Strictly adhere to stringent quality standards and utilise advanced processing technology to produce products that meet and surpass industry standards.
- ✓ Provide high-quality products at affordable pricing, while continuing to innovate with flavours and cereal combinations.
- ✓ Provide a safe, productive, and healthy working environment, and lead by example in healthy environmental practices.
- ✓ Support entrepreneurial and local economic growth with the objective of supporting small business owners.
- ✓ Work closely with local farmers to create a positive impact on livelihoods.
- ✓ Contribute to food security and empower women, farmers, and communities through fostering sustainable agricultural practices.

Medium-Term Objectives

- ✓ Expand to other African countries with high demand to help fill the malnutrition gap.
- ✓ Continue to make efforts to reach 312 million customers in East African community.
- ✓ Continue to innovate throughout the entire value chain.
- ✓ Invest in in-house lab equipment to deliver safe and consistently high-quality products that meet and exceed consumer expectations.
- ✓ Achieve a profitability by the end of 2030.
- ✓ Build a business that will survive on its own cash flow without injecting finance from external sources.
- ✓ Make additions or changes in product offerings based on changing customer tastes and preferences.
- ✓ Continue to search for business partners to widen the company's network.
- ✓ Continually spend on research and development initiatives to refine the business model.

Long-Term Objectives

- ✓ Lead the breakfast cereal and porridge industry in Africa.

- ✓ Continuously seek new opportunities and frame multiple strategies to capitalise on them.
- ✓ Achieve a significant share in the breakfast cereal and porridge industry.
- ✓ Continually explore new ideas to make Goldenpot a preferred choice for people throughout Africa.
- ✓ Identify innovative ways of raising revenue by leveraging its existing assets.
- ✓ Establish itself as a trusted and reliable food processing company across the target markets and expand the business reach worldwide.
- ✓ To be recognised for its absolute dedication to quality and attention to detail.
- ✓ Explore the opportunity to offer customised products.
- ✓ Build the business by focusing on returning customers and encouraging referrals.

2.6 Key Levers

- Orders Beyond Current Capacity: Given the existing infrastructure and human resources, the company is currently unable to meet the volume of orders it is receiving from customers. However, with the appropriate resources, the company possesses the potential to significantly increase its revenue.
- Production Log Jams in the Factory: Supply chain issues are causing production log jams, which can be removed by onboarding more suppliers/farmers, capable of providing the necessary inputs in a timely manner.
- Lower Production due to Manual Processes: At present, majority of the operations within the factory are conducted manually, resulting in extended time frames for job completion. Furthermore, adherence to manual processes indicates a dependence on human resources, consequently constraining the company's growth potential. Therefore, there exists an opportunity to automate these tasks through the integration of technology, which would enhance the efficiency of the production process, and help the company to fulfil the growing amount of orders.

2.7 Unique Value Proposition

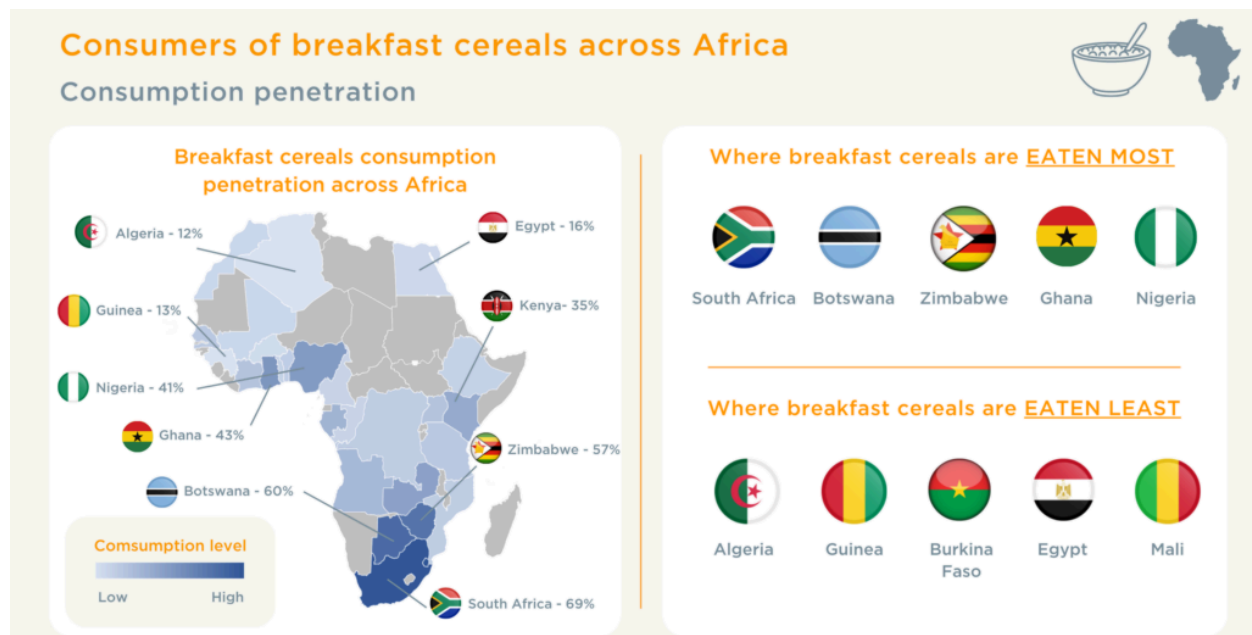
Women-owned and Focused Business: Women are crucial stakeholders in agribusiness value chain in Tanzania. They make up 54%⁴ of the agricultural workforce in the country. Women are integral to various stages of agriculture, including planting, cultivating, harvesting, processing, logistics, and sales. However, they encounter specific challenges that hinder their productivity and advancement. In contrast, Goldenpot is a woman-owned enterprise, with a significant portion of its production facility operated by female workers. More than 80% of the women working in the company work in agriculture. The company's supply chain is entirely focused on women, sourcing all necessary inputs from local female farmers.. The company helps women save in groups and issue loans to each other to invest in each other's small businesses. The founder is committed to empowering her employees through skills development. As a woman, she envisions elevating Goldenpot to be among the leading women-owned and operated businesses globally. Additionally, the new production facility will also employ tk% women.

High-quality affordable products: The majority of maize producers in Tanzania struggle to meet government quality standards, as it requires the collaboration of all participants in the maize value chain, starting with the farmers. Locally made complementary foods are often of poor quality and do not meet nutritional needs. Imported foods are often too expensive for low-income families that make up tk %of the Tanzanian population. However, Goldenpot stands out, as every member of its supply chain is dedicated to delivering top-quality products. Goldenpot's offerings are all-natural, free from additives, and the company employs a technology that dehydrates cereals without any preservatives. They ensure consistent food quality by following best practices, utilising advanced technology and systems, and adhering to established operational procedures. The company produces products that are ready-to-eat, nutritious, affordable, and convenient in every bite. The prices fixed by Goldenpot are also comparable to the market rates without compromising on the quality of products and availability. This is due to the flexible business cost structures, optimum utilisation of available resources, and efficiency of the team. Goldenpot is the most affordable fortified food brand in the market, selling below \$0.20, making it accessible to the most vulnerable populations.

⁴ <https://www.repoa.or.tz/wp-content/uploads/2021/02/REPOA-WOMEN-PARTICIPATION.pdf>

2.8 Future Expansion Plan

Geographic Expansion: After having established a strong foothold in Tanzania, the company will expand operations to other African countries with high demand for breakfast cereal and porridge, which is currently unmet. The 5 countries with the highest breakfast cereal market in Africa are South Africa (69%), Botswana (60%), Zimbabwe (57%), Ghana (43%), and Nigeria (41%)⁵. The market rate of breakfast cereal is higher in Southern Africa. Given that these markets are predominantly occupied by international firms that hold a significant share of the market, Goldenpot intends to broaden its geographic presence by entering other East African countries, including Kenya, Uganda and Malawi, along with Zambia, which remain largely untapped by current competitors. By focusing on these regions, the company aims to secure a first-mover advantage, the same way, as it has done in tanzania.



Expand Product Portfolio: In addition to offering the current range of breakfast cereal and porridge, the company plans to add corn flakes production line to its new facility. The company aims to be the first domestic producer of corn flakes in Tanzania as well as instant baby food. Going forward, the team will consistently analyse market trends and factors influencing demand to identify which products are in high demand and will adjust their product portfolio accordingly.

⁵ <https://sagaciresearch.com/deep-dive-into-the-breakfast-cereal-market-in-africa/>

Expand Supplier Base: At present, the company is sourcing raw material and inputs from 500 local farmers and aims to increase this number to 1,500 farmers in the coming years. The increased base of suppliers will support its expansion plans.

2.9 Target Customers

Goldenpot targets both individual and corporate customers.

Individual Customers: This category includes a variety of groups such as children, families, and health-conscious consumers. These customers prefer cereals over other breakfast options, as they are convenient, easy to prepare, and can be consumed on a daily commute.

- ✓ Households, especially health-conscious, form the largest customer base for the company. Households with children purchase breakfast cereal most often.
- ✓ Urban residents, with limited kitchen space and hectic morning routines, are another major customer. Single-serve cereal packs cater to these individuals needing a portable breakfast option for busy mornings.
- ✓ The company also markets the single-serve packs to low-income customers, who can't afford to buy in bulk, and instead shop much more frequently.
- ✓ The company also markets its breakfast cereal as sports or energy nutrition, appealing to individuals seeking a quick source of energy before workouts or physical activities. Athletes and fitness enthusiasts are always in search of cereal products that provide essential nutrients and fuel for their active lifestyles.
- ✓ Students, especially those living in dormitories, opt for cereals due to their simplicity and minimal cooking requirements. The ease of storage and preparation makes cereals a practical choice for students juggling academics and busy schedules.

Corporate Customers: Majority of the Goldenpot's customers consist of corporate businesses who purchase the products in bulk quantity to be sold to the end users. This includes partnering with wholesalers, distributors, and retailers to ensure its products reach various points of sale, such as supermarkets, grocery stores, convenience stores, and online retailers. Leveraging these channels allows Goldenpot to maximise visibility and accessibility of its products.

- ✓ Supermarkets and hypermarkets have the largest market share for breakfast cereal.
- ✓ Schools and education institutions are another key business segment.

2.10 SWOT Analysis

Strengths:

- ✓ Already established business with strong brand presence in the local market.
- ✓ Founders' entrepreneurial spirit and deep domain expertise in the industry.
- ✓ High-quality products that are rich in nutrition and free from harmful additives.
- ✓ Competitive pricing.
- ✓ A women-focused business that includes 100% of its supply chain, comprising women farmers and entrepreneurs.
- ✓ Stringent quality control measures to guarantee that customers receive high-quality products.
- ✓ Focus on overall development of people involved in the value chain.
- ✓ An integrated value chain that allows for the control of each element of the supply chain.
- ✓ Strong distribution network to reach out to a wider audience.
- ✓ Focus on high-volume sales to increase profitability.
- ✓ Extensive reward and loyalty programs for customer acquisition and retention.
- ✓ Quick and fast delivery services.
- ✓ An appealing marketing campaign with clear goals and strategies.
- ✓ Ability to expand the business reach and customer base.
- ✓ Regular staff training to ensure a current knowledge base within the company.
- ✓ Clear and transparent communication within and outside the company.
- ✓ Problem-solving attitude with conceptual and practical thinking.

Weaknesses:

- ✓ Lack of financial resources to upgrade the machinery and equipment and execute the expansion plans.
- ✓ Frequent power outages hinder the facility's ability to operate at full capacity.
- ✓ Limited focus on marketing initiatives at present.

Opportunities:

- ✓ As a growing number of people are moving to urban areas, the demand for breakfast cereal is expected to grow in the future.

- ✓ A global food trend is driving interest in breakfast cereal, especially among younger consumers.
- ✓ The demand for fortified cereals is increasing as people become more aware of nutrition and health.
- ✓ Opportunity to expand the market reach by establishing additional processing facilities at locations with high demand for breakfast cereal.
- ✓ Opportunity to add more products to its portfolio depending on the market research.
- ✓ Busy and hectic schedules of people is increasing the popularity of ready-to-eat products that are convenient, quick, affordable & accessible.
- ✓ The growing awareness about the benefits of breakfast cereal will positively contribute to the development of the market.
- ✓ Opportunity for new ingredient combinations to create unique and enticing flavours.
- ✓ Implement smart manufacturing practices for more efficient production and reduced waste.

Threats:

- ✓ Possible supply chain bottlenecks that can hamper the growth of the market.
- ✓ Change in weather conditions can result in loss of crops.
- ✓ Quality control-related challenges and approaches can cause different types of political and legal challenges.
- ✓ Competition from alternative breakfast products like yogurt and breakfast bars, which offer similar convenience and nutritional benefits.
- ✓ Economic fluctuations and changes in purchasing power can impact the industry revenue.

2.11 Risk and Mitigation Strategies

RISK	MITIGATION STRATEGIES
Production Risks	<ul style="list-style-type: none"> ✓ The company has developed an effective manufacturing process. ✓ The operators adhere to a pre-planned production process and mechanism. ✓ The team follows a proper packaging mechanism to preserve the products from damage. ✓ Regular testing is conducted to ensure compliance with quality standards. ✓ The company invests a substantial amount in market research and consumer insights to take informed decisions concerning product development, branding, and marketing strategies.
Supplier Risks	<ul style="list-style-type: none"> ✓ A thorough risk assessment procedure is conducted prior to signing any contracts with farmers or suppliers. ✓ Financial due diligence is performed to ensure the long-term viability of suppliers. ✓ Efforts are consistently made to ensure that suppliers deliver high-quality inputs at competitive prices. ✓ The company consistently seeks suppliers to diversify its supplier base, reducing dependence on a limited number of suppliers and minimising associated risks. ✓ The team consistently maintains transparency with suppliers concerning sales projections, ensuring that the necessary inputs are available when needed. ✓ The company establishes buffers for inventory and capacity to facilitate expansion into new markets. ✓ Solid communication channels are established with suppliers and alternative sources to ensure that employees understand their responsibilities in the event of a supply chain disruption. ✓ Contracts with suppliers are not auto renewed without seeking legal advice.

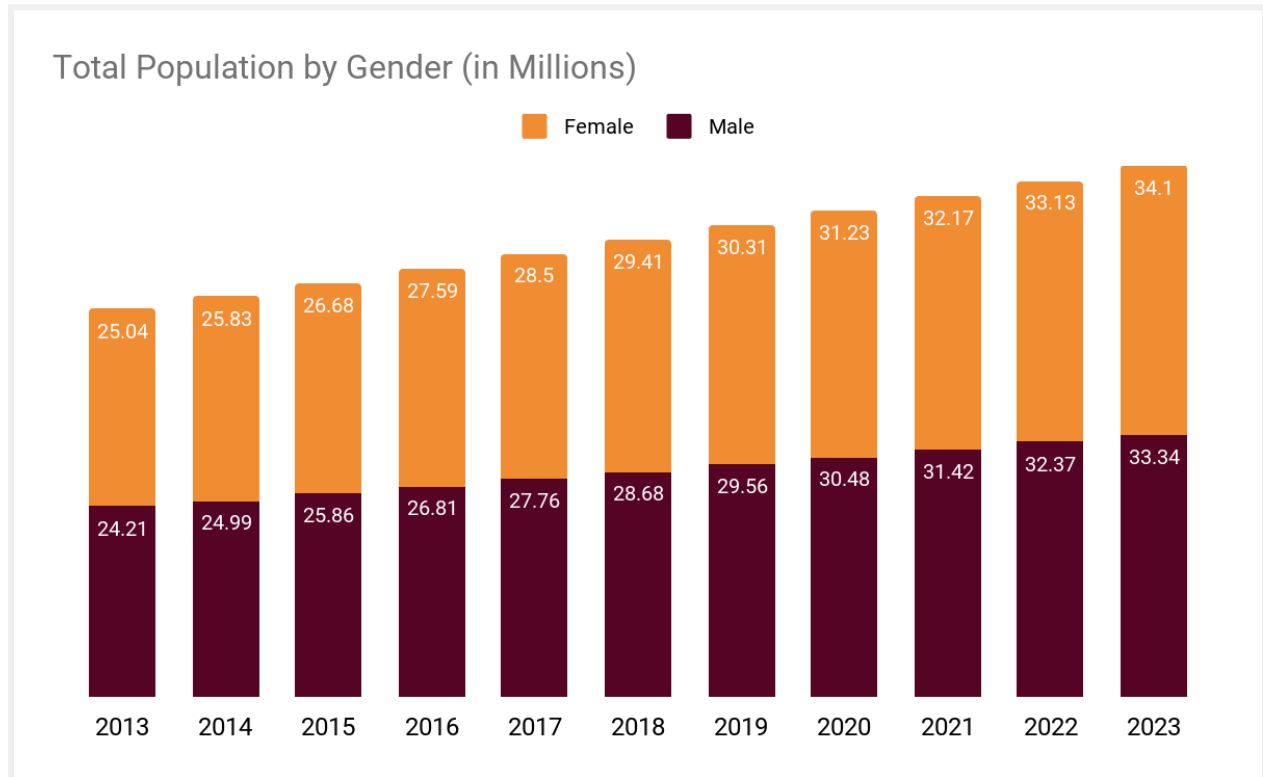
Employee Risks	<ul style="list-style-type: none"> ✓ A sufficient number of sales personnel who are familiar with local markets have been employed to generate leads from retailers. ✓ Adequate training programs have been developed for employees to improve their performance. ✓ The company rewards exceptional performance to foster continuous improvement. ✓ The founder stays informed about the latest changes in laws and regulations regarding employee compensation and benefits to prevent violations. ✓ Employees are treated fairly, provided with attractive remuneration packages. ✓ Outgoing staff are debriefed to identify areas for improvement that could enhance the company's reputation. ✓ The company has established a culture that empowers employees to identify, assess, and respond to operational risks.
Product Risks	<ul style="list-style-type: none"> ✓ The company consistently prioritises exceeding customer expectations by delivering high-quality products that offer exceptional value for money. ✓ The machinery and tools at the processing facility are checked and serviced at regular intervals to ensure adherence to quality and consistency. ✓ The quality of raw materials or inputs is assessed prior to entering into agreements with suppliers. ✓ Proper packaging and handling of the products are ensured to prevent damage. ✓ All products are handled with the utmost care to minimise unnecessary movement. ✓ No preservatives or harmful ingredients are added to increase the shelf life of products, ensuring they remain safe for consumption. ✓ Efforts are always in place to use the latest machines and technology capable of retaining the essential nutrients in final products.

	<ul style="list-style-type: none"> ✓ Quality control standards and testing procedures are implemented to prevent formulation errors, improper processing, and packaging defects, all of which can adversely affect product quality and increase the risk of recalls.
Tools and Machines	<ul style="list-style-type: none"> ✓ Competent and trained personnel are employed to operate machines effectively. ✓ All machines and tools brought onto the factory premises are inspected for quality and must meet statutory requirements. ✓ A pre-use visual inspection of the machinery is conducted to identify any obvious defects before commencing production each day. ✓ Regular and thorough inspections of the machinery are conducted every three months to identify breakdowns and obsolescence. ✓ Employees receive training on the safe operation of all job-related machinery and equipment.
Financial Risks	<ul style="list-style-type: none"> ✓ A comprehensive record-keeping system has been implemented to document daily transactions. ✓ Financial statements are utilised to benchmark financial and operational performance against industry averages. ✓ The company strategically utilises both long-term and short-term financing options. ✓ A healthy and positive cash flow is maintained throughout the projected period to ensure that financial obligations and liabilities are met promptly. ✓ Business operations are evaluated at regular intervals to reduce excessive costs. ✓ Insurance policies have been purchased to mitigate financial risk.

3.0 MARKET SITUATION

3.1 Population Demographics – Tanzania

Population in Tanzania: Over 60 million people live in Tanzania, the fifth biggest in Africa.⁶ The population is quite young, with the median age of 17 years. The population is projected to reach 76 million by 2029⁷ and 129 million by 2050.⁸



In 2023, Tanzania's female population amounted to 34 million, while the male population amounted to 33.3 million.⁹

Population in Dar es Salaam: Over 5.3 million people live in Dar es Salaam area.¹⁰ Dar is the second-fastest growing city in the world.¹¹

⁶ <https://www.statista.com/topics/7805/demographics-of-tanzania/#statisticChapter>,

<https://www.worldometers.info/population/countries-in-africa-by-population/>

⁷ <https://www.statista.com/statistics/447624/total-population-of-tanzania/>

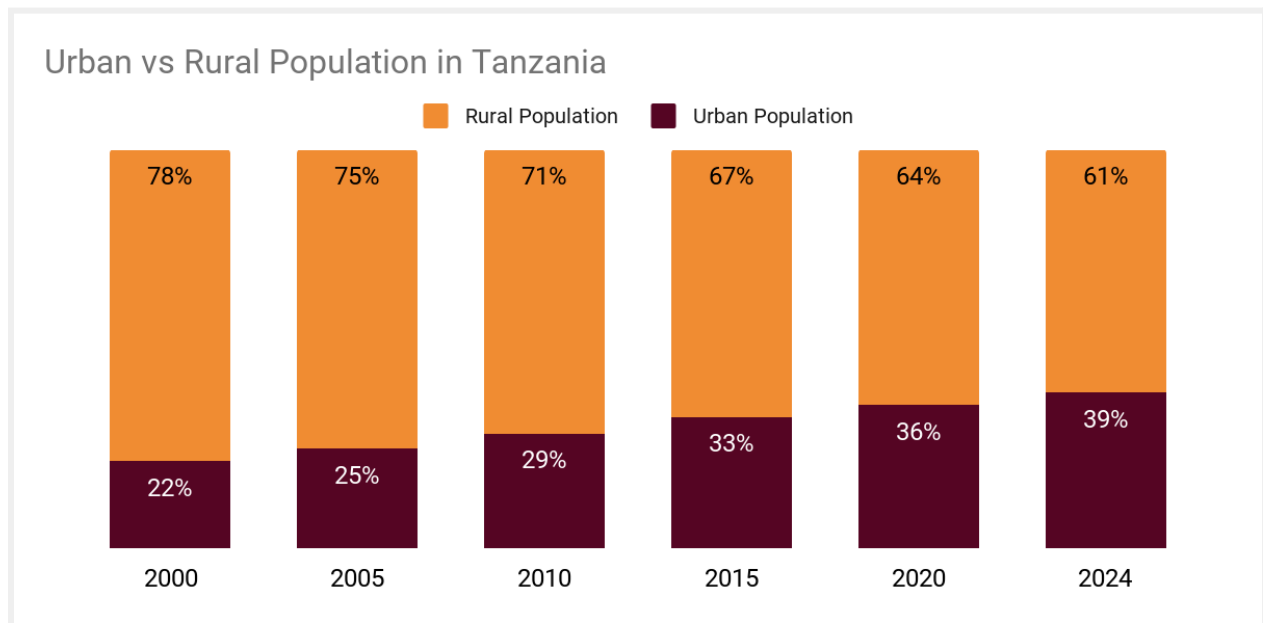
⁸ <https://www.statista.com/statistics/1218419/forecast-of-most-populated-countries-in-africa/>

⁹ <https://www.statista.com/statistics/967937/total-population-of-tanzania-by-gender/>

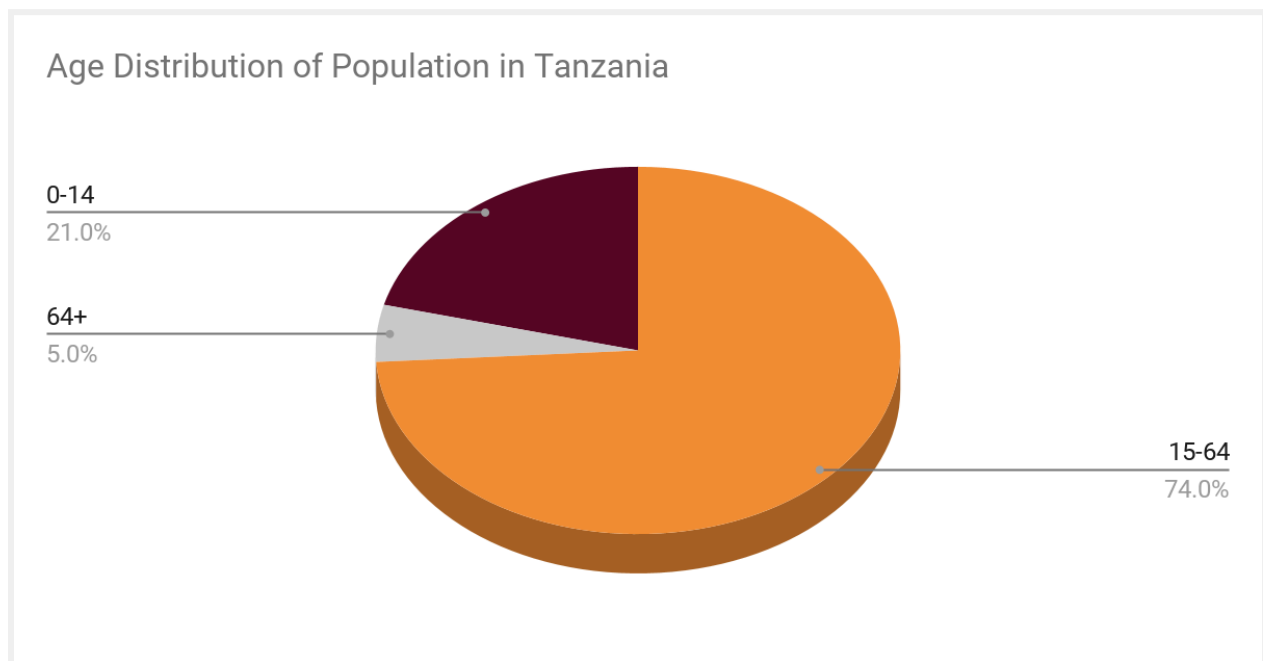
¹⁰ <https://www.worldometers.info/world-population/tanzania-population/>

¹¹ <https://tomorrowscities.org/dar-es-salaam/#:~:text=Remarkably%2C%20it%20has%20earned%20the,as%2013.4%20million%20by%202035>

Urban vs Rural Population in Tanzania: Currently, 39.3 % of the population of Tanzania is urban (26,929,194 people in 2024).¹²



Age Distribution of Population: Majority of the population in Tanzania belongs to the 15-64 age group.¹³



¹² <https://www.worldometers.info/demographics/tanzania-demographics/>

¹³ <https://data.who.int/countries/834>

Role of Agriculture in Tanzania: Agriculture plays a key role in the national economy and provides a livelihood for 70% of the population, with women making up most of the sector's labour force. Agricultural production in Tanzania suffers an estimated annual loss of \$200 million due to weather, pests, and diseases, which have been increasing in severity and frequency.¹⁴

Current Demand for Nutritious Food is Unmet in the County: Tanzania is a lower-middle-income country with a population of 60 million. The country has experienced steady economic growth in recent years. However, 27% of the population still live below the poverty line and an additional 8% live in extreme poverty. A significant share of the population remains malnourished, with high stunting (impaired growth due to undernutrition) and increasing rates of overweight, obesity, and vitamin and mineral deficiency. An estimated 59% of families cannot afford a nutritious diet. The rapid population growth, at 3.2% annually, is expected to reach 100 million by 2034 and 150 million by 2050.¹⁵ However, crop yields in Tanzania are lower than the sub-Saharan African average.

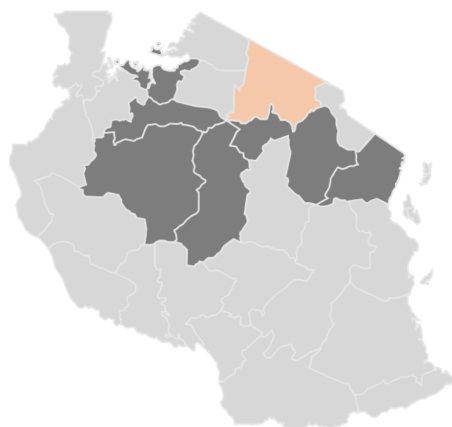
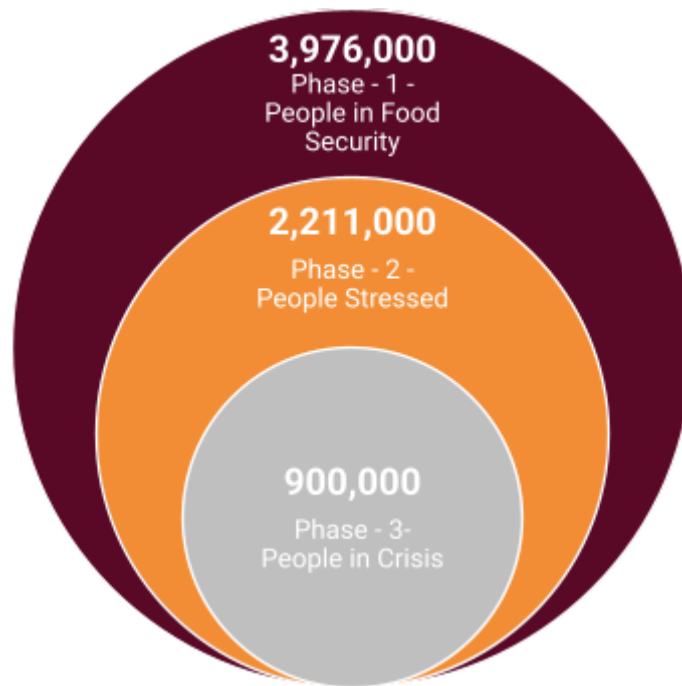
¹⁴ <https://www.farmafrica.org/our-work/countries-we-work-in/tanzania/>

¹⁵ <https://www.cgiar.org/news-events/news/media-release-helping-tanzania-develop-its-seed-sector-development-strategy-for-climate-resilience-and-food-security/>

3.2 Food Crisis in Tanzania

Tanzania mainland faces challenges related to food and nutrition security in some areas. Despite its vast agricultural potential, various factors such as erratic weather and limited access to inputs have contributed to food insecurity and malnutrition.

November 2023 – April 2024: During this period, approximately 900,000 people (13% of a population of 7.1 million people in 21 analysed district councils of mainland Tanzania experienced high levels of acute food insecurity. Two district councils (Longido and Monduli) were classified in IPC Phase 3 (Crisis), and the remaining 19 were classified in IPC Phase 2 (Stressed).



- Minimal
- Stressed
- Crisis
- Emergency
- Famine

Regional Analysis (November 2023 - April 2024):

District Council	Total Population Analysed	Phase 1		Phase 2		Phase 3		Phase 4		Phase 5		Area Phase	Phase 3+	
		# People	%	# People	%	# People	%	# People	%	# People	%		# People	%
Babati	387,918	213,355	55%	135,771	35%	38,792	10%	-	0%	-	0%	2	38,792	10%
Bahi	322,526	161,263	50%	129,010	40%	32,253	10%	-	0%	-	0%	2	32,253	10%
Busega	282,167	155,192	55%	84,650	30%	42,325	15%	-	0%	-	0%	2	42,325	15%
Chamwino	486,176	267,397	55%	170,162	35%	48,618	10%	-	0%	-	0%	2	48,618	10%
Handeni	384,353	230,612	60%	96,088	25%	57,653	15%	-	0%	-	0%	2	57,653	15%
Kishapu	335,483	201,290	60%	83,871	25%	50,322	15%	-	0%	-	0%	2	50,322	15%
Kongwa	443,867	221,934	50%	177,547	40%	44,387	10%	-	0%	-	0%	2	44,387	10%
Korogwe	272,870	136,435	50%	95,505	35%	40,931	15%	-	0%	-	0%	2	40,931	15%
Longido	175,915	61,570	35%	79,162	45%	35,183	20%	-	0%	-	0%	3	35,183	20%
Magu	421,119	231,615	55%	126,336	30%	63,168	15%	-	0%	-	0%	2	63,168	15%
Manyoni	279,069	223,255	80%	41,860	15%	13,953	5%	-	0%	-	0%	2	13,953	5%
Maswa	427,864	171,146	40%	192,539	45%	64,180	15%	-	0%	-	0%	2	64,180	15%
Mbulu	238,272	119,136	50%	95,309	40%	23,827	10%	-	0%	-	0%	2	23,827	10%
Meatu	380,338	190,169	50%	133,118	35%	57,051	15%	-	0%	-	0%	2	57,051	15%
Mkalama	255,514	153,308	60%	89,430	35%	12,776	5%	-	0%	-	0%	2	12,776	5%
Mkinga	146,802	95,421	65%	36,701	25%	14,680	10%	-	0%	-	0%	2	14,680	10%
Monduli	227,585	91,034	40%	91,034	40%	45,517	20%	-	0%	-	0%	3	45,517	20%
Nzega	574,498	344,699	60%	143,625	25%	86,175	15%	-	0%	-	0%	2	86,175	15%
Shinyanga	468,611	304,597	65%	93,722	20%	70,292	15%	-	0%	-	0%	2	70,292	15%
Simanjiro	291,169	174,701	60%	72,792	25%	43,675	15%	-	0%	-	0%	2	43,675	15%
Singida	284,895	227,916	80%	42,734	15%	14,245	5%	-	0%	-	0%	2	14,245	5%
Total	7,087,011	3,976,045	56%	2,210,966	31%	900,003	13%	-	0%	-	0%		900,003	13%

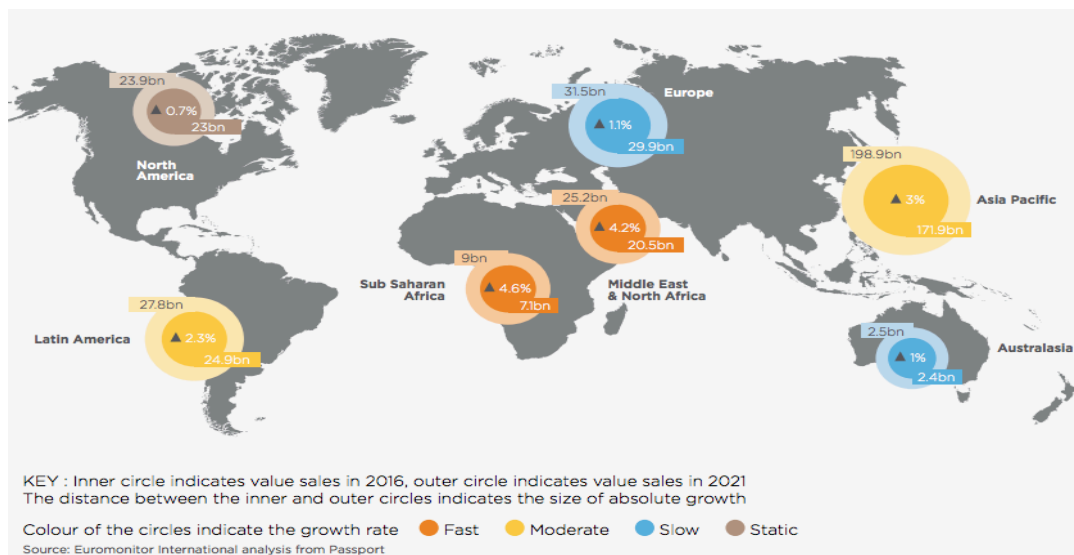
Regional Analysis (May 2024 - October 2024):

District Council	Total Population Analysed	Phase 1		Phase 2		Phase 3		Phase 4		Phase 5		Area Phase	Phase 3+	
		# People	%	# People	%	# People	%	# People	%	# People	%		# People	%
Babati	387,918	252,147	65%	116,375	30%	19,396	5%	-	0%	-	0%	2	19,396	5%
Bahi	322,526	209,642	65%	96,758	30%	16,126	5%	-	0%	-	0%	2	16,126	5%
Busega	282,167	225,734	80%	42,325	15%	14,108	5%	-	0%	-	0%	2	14,108	5%
Chamwino	486,176	364,632	75%	97,235	20%	24,309	5%	-	0%	-	0%	2	24,309	5%
Handeni	384,353	269,047	70%	76,871	20%	38,435	10%	-	0%	-	0%	2	38,435	10%
Kishapu	335,483	268,386	80%	50,322	15%	16,774	5%	-	0%	-	0%	2	16,774	5%
Kongwa	443,867	310,707	70%	133,160	30%	-	0%	-	0%	-	0%	2	-	0%
Korogwe	272,870	204,653	75%	54,574	20%	13,644	5%	-	0%	-	0%	2	13,644	5%
Longido	175,915	70,366	40%	79,162	45%	26,387	15%	-	0%	-	0%	2	26,387	15%
Magu	421,119	252,671	60%	147,392	35%	21,056	5%	-	0%	-	0%	2	21,056	5%
Manyoni	279,069	223,255	80%	55,814	20%	-	0%	-	0%	-	0%	2	-	0%
Maswa	427,864	342,291	80%	64,180	15%	21,393	5%	-	0%	-	0%	2	21,393	5%
Mbulu	238,272	154,877	65%	71,482	30%	11,914	5%	-	0%	-	0%	2	11,914	5%
Meatu	380,338	285,254	75%	76,068	20%	19,017	5%	-	0%	-	0%	2	19,017	5%
Mkalama	255,514	153,308	60%	102,206	40%	-	0%	-	0%	-	0%	2	-	0%
Mkinga	146,802	117,442	80%	22,020	15%	7,340	5%	-	0%	-	0%	2	7,340	5%
Monduli	227,585	102,413	45%	91,034	40%	34,138	15%	-	0%	-	0%	2	34,138	15%
Nzega	574,498	402,149	70%	114,900	20%	57,450	10%	-	0%	-	0%	2	57,450	10%
Shinyanga	468,611	351,458	75%	93,722	20%	23,431	5%	-	0%	-	0%	2	23,431	5%
Simanjiro	291,169	189,260	65%	87,351	30%	14,558	5%	-	0%	-	0%	2	14,558	5%
Singida	284,895	227,916	80%	56,979	20%	-	0%	-	0%	-	0%	2	-	0%
Total	7,087,011	4,977,607	70%	1,729,928	24%	379,476	5%	-	0%	-	0%		379,476	5%

3.3 Demand for Breakfast Cereal in Africa

Consumer trends show that many consumers ate more cereal in 2023 than 2022. Globally, cornflakes and oats or oats porridge have the highest market share. Africa’s demographic boom is accompanied by rapid urbanisation. As more rural people migrate to cities, their diets also change, with more shifting to breakfast cereal. The continent’s urban population is expected to grow from 472 million in 2015 to 1.34 billion by 2050. In 2022, Africa’s cereal imports were valued at over \$35 billion, highlighting the significant financial opportunity.

The map below further indicates the sales figures of cereals worldwide by region. By far the fastest growth in cereals stems from Africa, led by Sub-Saharan Africa, but with the Middle East and North Africa showing strong growth.¹⁶



East African Market Insights:

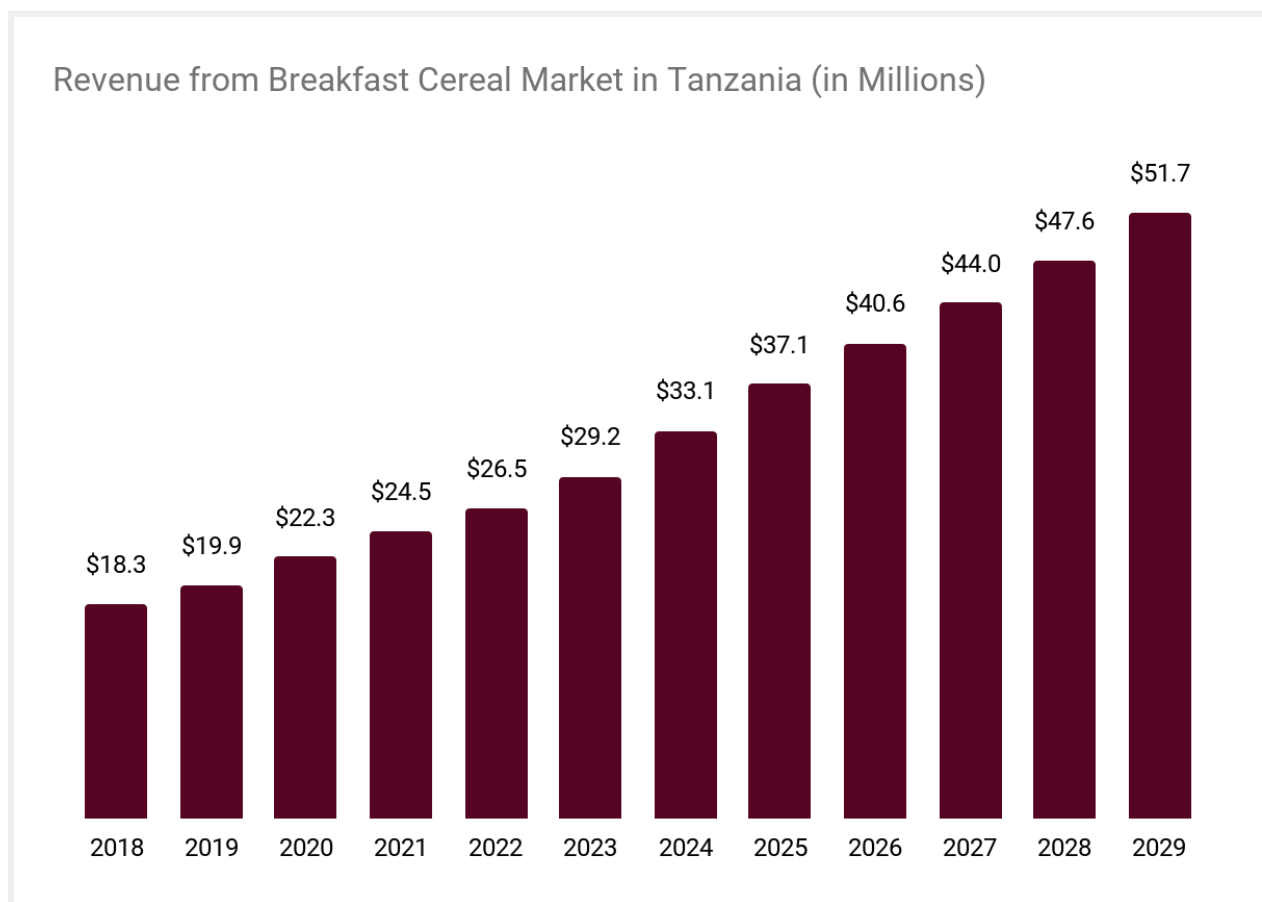
- ✓ Revenue in the Breakfast Cereal market is expected to reach \$0.82 billion in 2024. The market is expected to grow annually by 13.43% (CAGR 2024-2029).
- ✓ In relation to total population figures, per person revenues of US\$1.79 is projected to be generated in 2024.
- ✓ The volume is expected to amount to 212m kg by 2029. The Breakfast Cereal market is expected to show a volume growth of 7.4% in 2025.
- ✓ The average volume per person in the Breakfast Cereal market is expected to amount to 0.4kg in 2024.

¹⁶ <https://foodstuff-africa.com/africa-drives-growth-in-cereal-sales/>

3.4 Market Size of Breakfast Cereal in Tanzania

Cereal production is crucial for food security and poverty alleviation in Tanzania, especially in rural areas where most households depend on agriculture. The primary cereals in Tanzania include maize, rice, sorghum, millet, and wheat. Maize is the country's predominant staple, contributing 80% of calories and over 35% of protein.¹⁷ Maize production volume increased from 5.6 million metric tons in 2019 to 7 million metric tons in 2023.

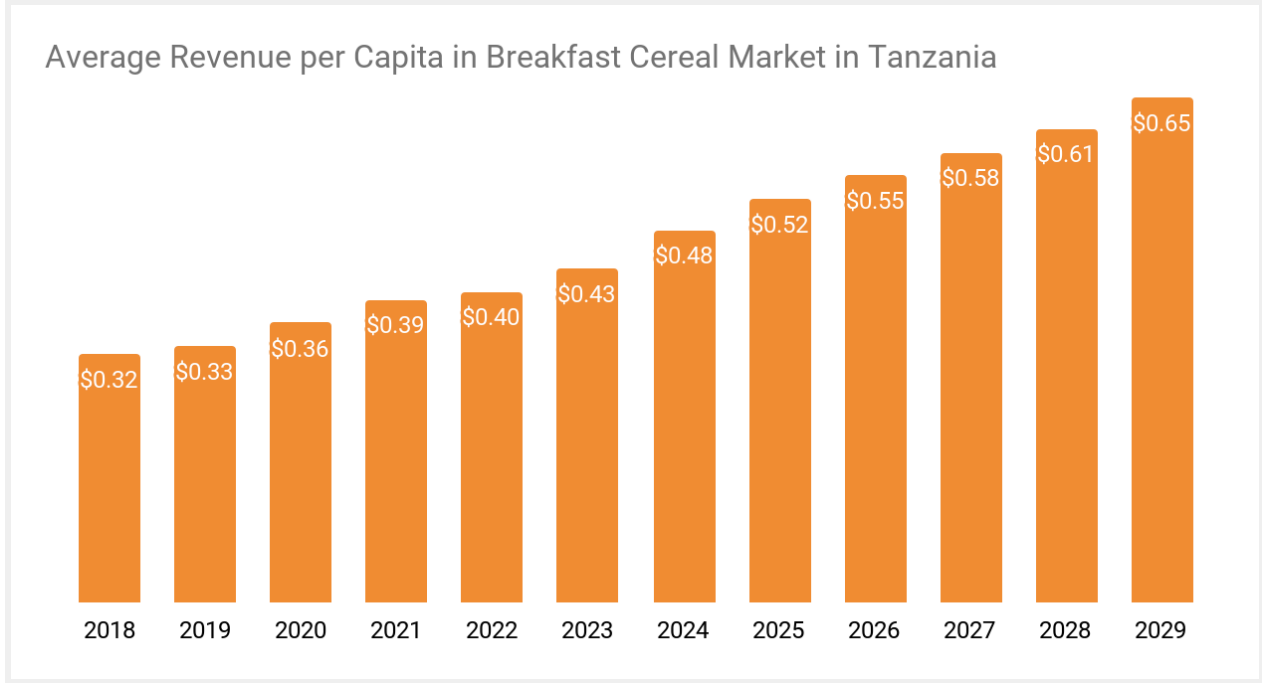
Industry Revenue: Revenue in the Breakfast Cereal market is expected to reach US\$33.11 million in 2024. The market is expected to grow annually by 9.31% (CAGR 2024-2029)¹⁸.



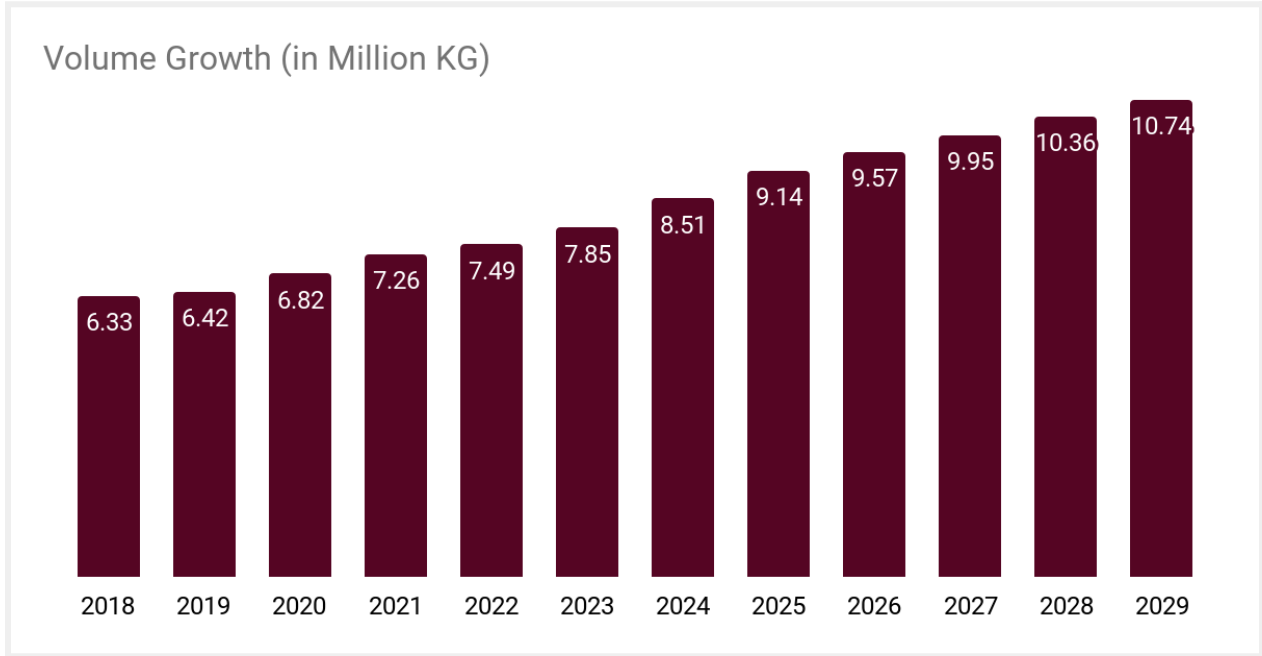
Per Capital revenue: In relation to total population figures, per person revenues of US\$0.48 are projected to be generated in 2024.

¹⁷ <https://www.mordorintelligence.com/industry-reports/grains-market-in-tanzania>

¹⁸ <https://www.statista.com/outlook/cmo/food/bread-cereal-products/breakfast-cereals/tanzania>

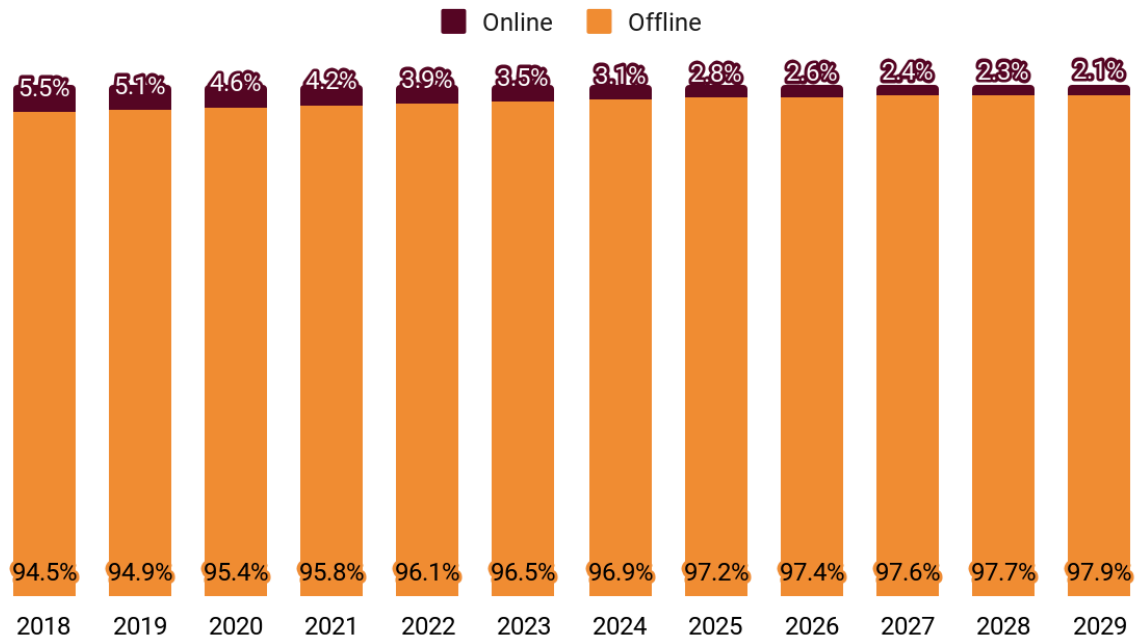


Sales Volume Growth: In the Breakfast Cereal market, volume is expected to amount to 10.74 million kg by 2029. The Breakfast Cereal market is expected to show a volume growth of 7.3% in 2025.



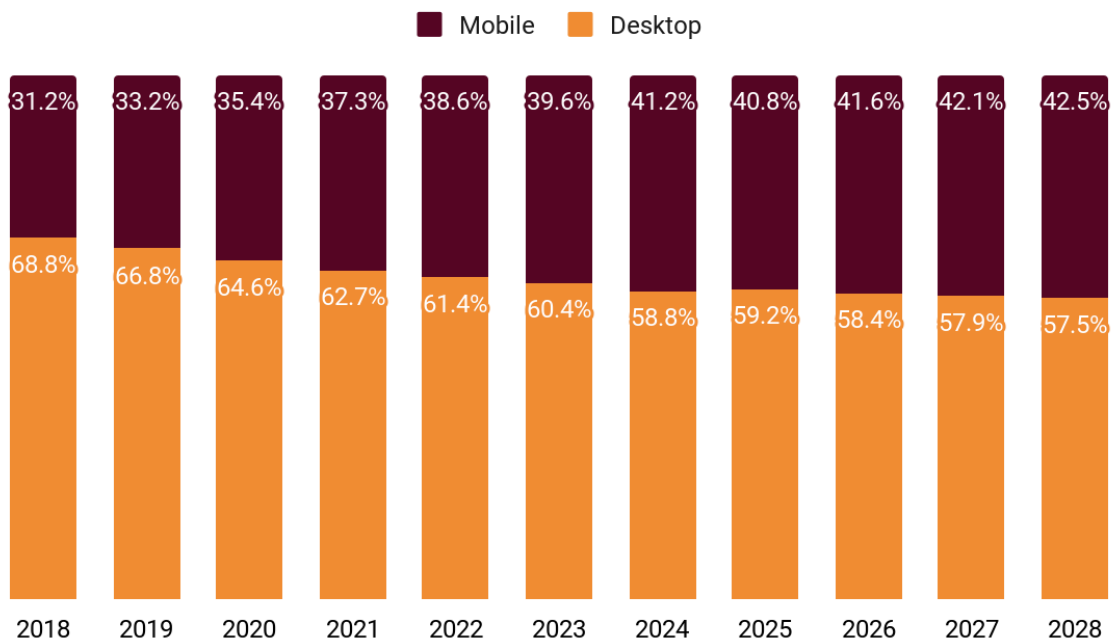
Sales Channels: Majority of sales in the country is generated through offline channels.

Sales Chanel



Mobile and Desktop Split: Majority of the online sales is generated through desktop.

Mobile and Desktop Split

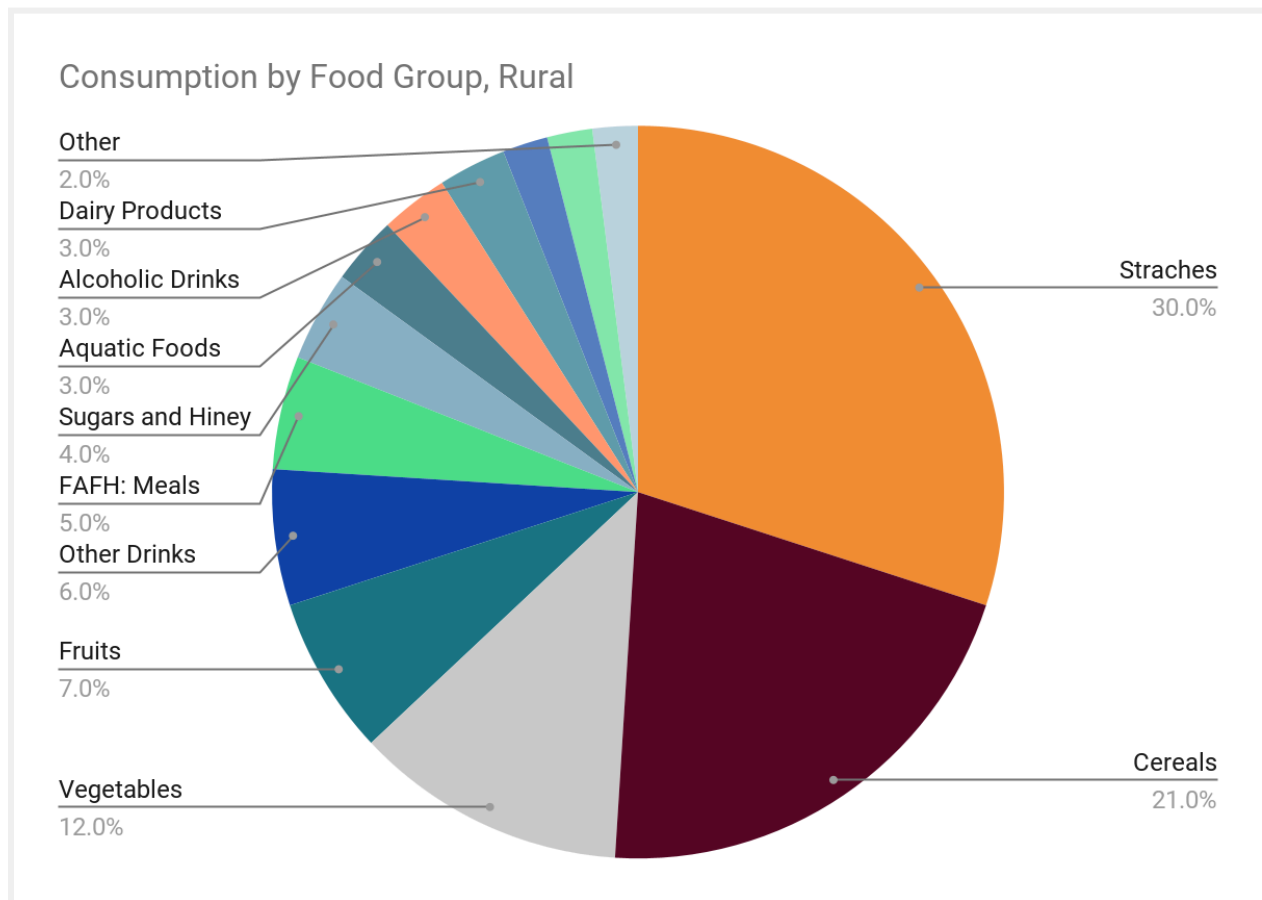


3.5 Demand for Breakfast Cereal in Tanzania

Cereal makes up 50% of Africans’ caloric intake and accounts for 50% of the cropland area in Africa. Tanzania ranks as the fifth largest producer of cereal in Africa, contributing 8% of the continent’s total production, equating 10 million metric tons.¹⁹

Regional Analysis:

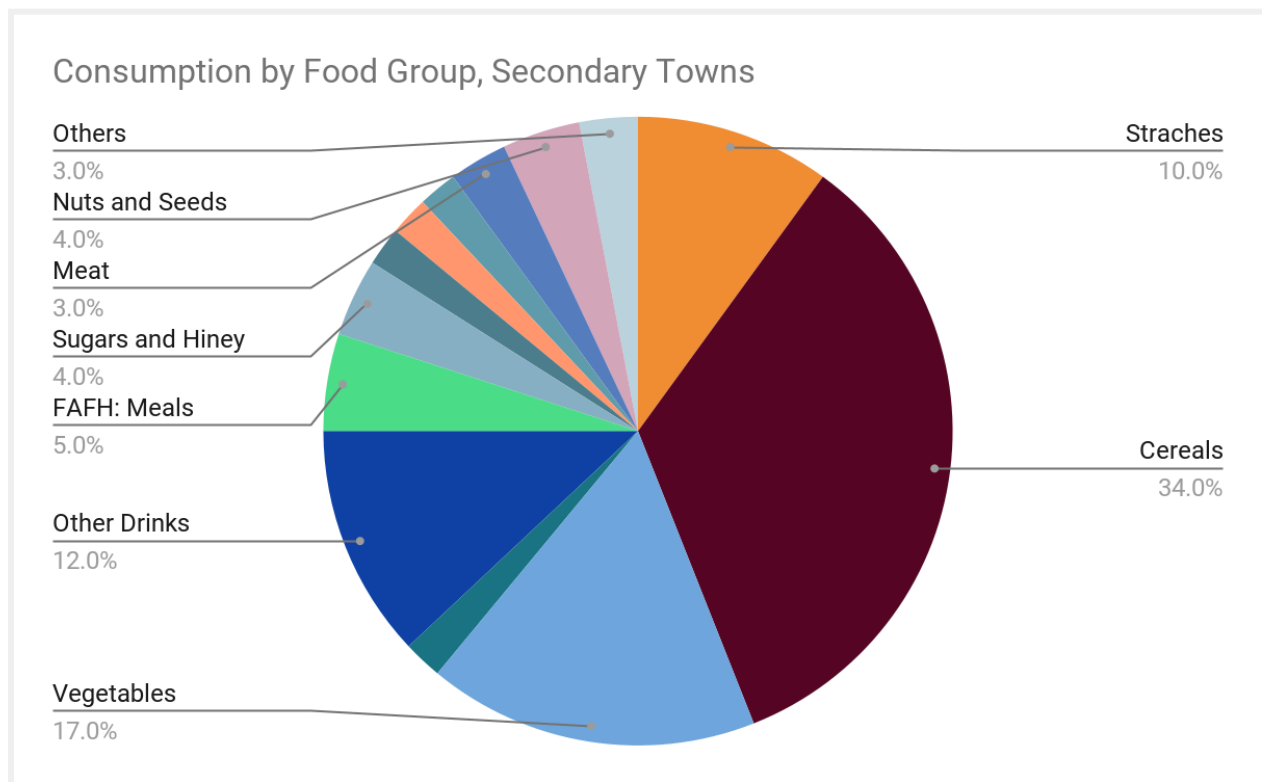
Rural Households: Rural households primarily consume starches, cereals, vegetables and fruit, making up 30%, 21%, 12% and 7% of their diet respectively.



About 48% of households are not reaching the daily recommended calorie intake. Between 40% and 80% of households in these areas do not consume enough of the vitamins and minerals that are important for physical and mental development, such as folate, vitamin B12, calcium, iron and zinc.

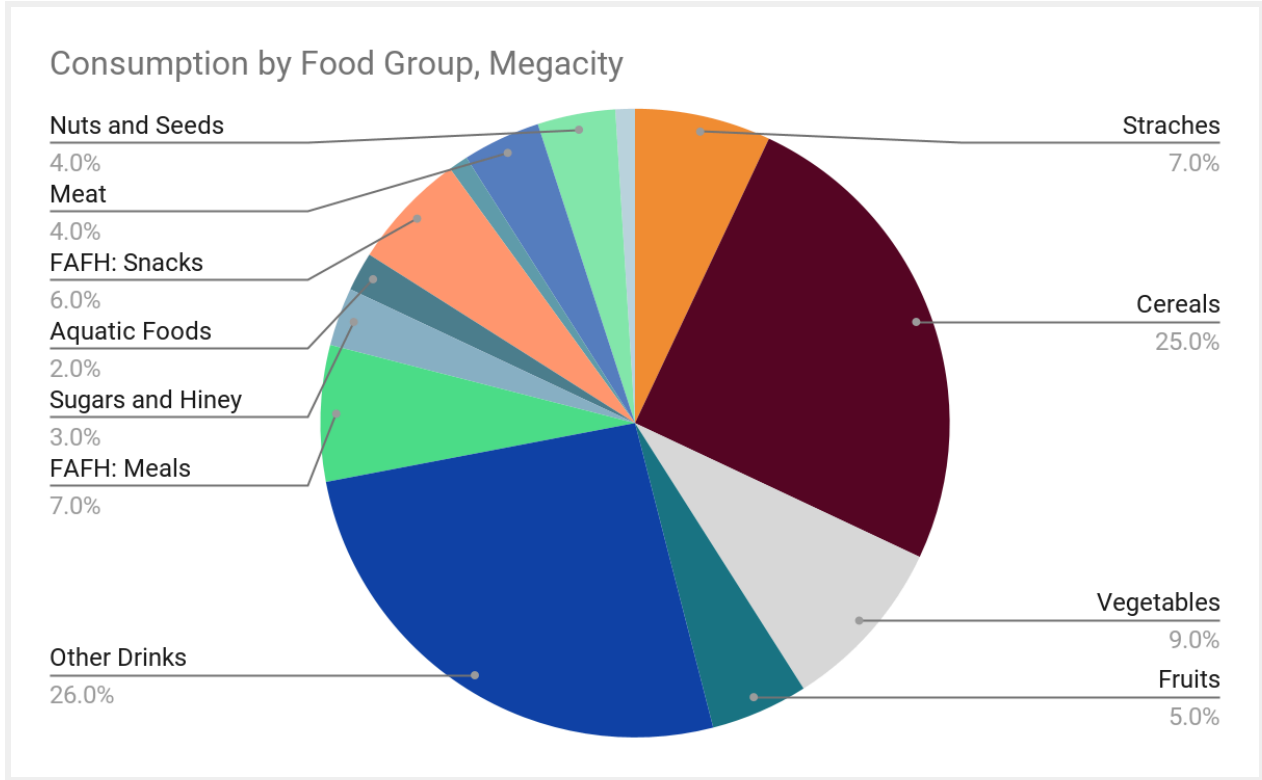
¹⁹https://www.researchgate.net/figure/Top-10-producing-countries-of-total-cereal-in-Africa-In-terms-of-total-production-of_fig1_379996511

Secondary Towns: In secondary towns, maize, rice, cassava, tomatoes and squash are eaten most frequently. In terms of quantity, these households tend to consume more, leading to lower levels of nutritional deficiencies than in rural areas. About 26% of households do not meet the recommended calorie intake, but this is better than in rural areas. These households consume about 20% more calories, fat and protein, all necessary for a healthy diet. The consumption of thiamine, niacin, vitamin B12, magnesium, iron and zinc also increased by between 15% and 45% compared to rural diets.



Megacity like Dar es Salaam: Dietary patterns change when comparing rural areas and towns to a megacity like Dar es Salaam. Cereals, including bread and pasta, were 25% of the city diet. Full meals bought outside the home were the next largest category. Vegetables made up only about 8.5% of their diet. The consumption of snack foods such as chapatis and doughnuts was high.²⁰

²⁰<https://theconversation.com/diet-and-nutrition-how-well-tanzanians-eat-depends-largely-on-where-they-live-224008>



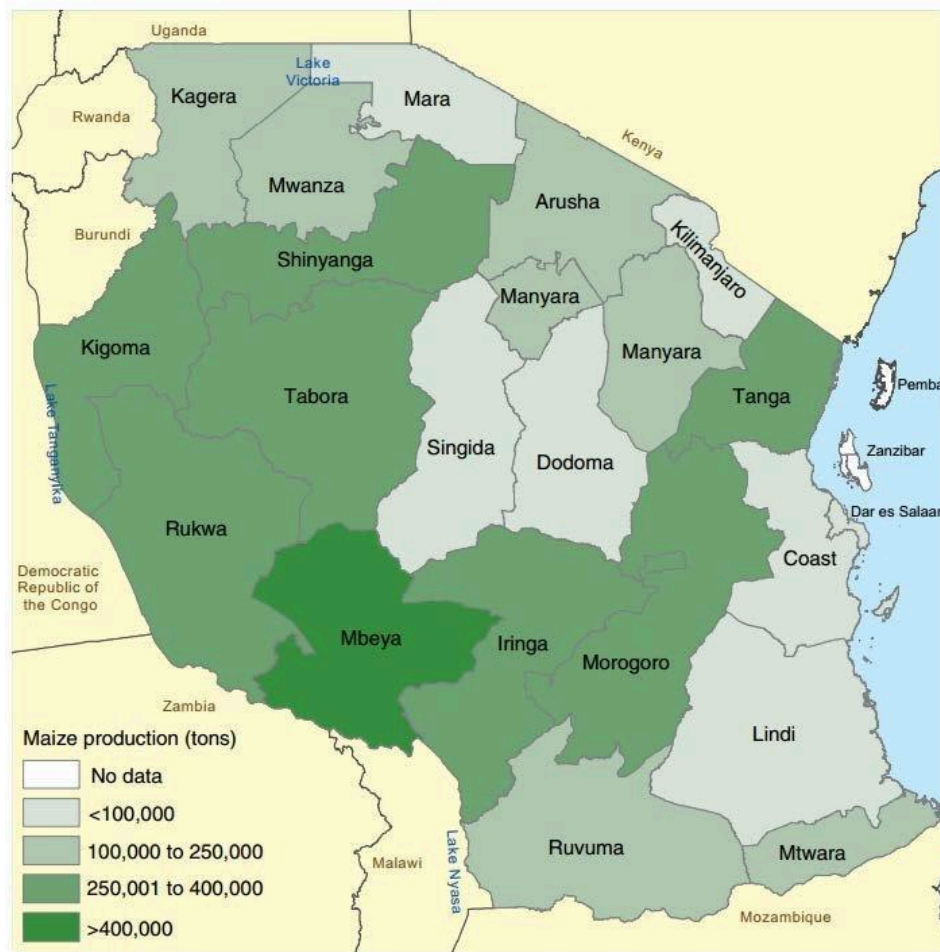
A key element shared by these three types of regions is the intake of cereals, with an average of 27% of households.

3.6 Maize Market in Tanzania

Maize Production in Tanzania: Tanzania has ranked among the top 25 maize producing countries in the world in the last two decades. Tanzania produces over 6 million tons of maize annually on average. In 2023-2024, production is estimated to increase to 6.5 million tons. Most maize (80%) is produced by small-scale farmers and is grown both for subsistence and as a cash crop.²¹

Demand for Maize in Tanzania: Demand for maize in Tanzania is increasing, with Dar es Salaam the second-fastest growing city in the world.. The annual per capita consumption of maize in Tanzania is estimated to be more than 115 kg. This is one of the highest maize consumption rates in the world. Nearly 90% of the population of Tanzania consumes maize.

Maize production area in Tanzania



²¹ https://www.fao.org/fileadmin/user_upload/ivc/PDF/SFVC/Tanzania_maize.pdf

4.0 COMPETITIVE LANDSCAPE

4.1 Competitors Profile

Nestlé:

Nestlé Cerelac is a range of instant infant cereals that are intended for babies from six months to three years old. The Swiss food giant controls 20% of the baby-food market, valued at nearly US\$70 billion.



Nestlé came to Africa towards the end of the 19th century and established its industrial presence in 1927, when the company opened its first factory in South Africa. Today, Nestlé operates 26 factories in Africa and directly employs 14,300 people and indirectly 50,000 people.²²

Weaknesses: Nestlé has been criticised for adding high levels of sugar to its baby food products sold in African countries as compared to European nations. One example of this is Nestlé’s biscuit-flavoured cereals for babies aged six months and older. In Senegal and South Africa, they contain 6g of added sugar. In Switzerland, where Nestlé is based, the same product has none. In South Africa, Nestlé promotes its wheat cereal Cerelac as a source of 12 essential vitamins and minerals under the theme “little bodies need big support.” Yet all Cerelac products sold in this country contain high levels of added sugar.²³

Address	Plot 565, Old Bagamoyo Road, Kawe Beach, Infotech Place, 105665, Tanzania, Dar es Salaam
Revenue Generated from Asia, Oceania, and Africa (AOA)	21.4% ²⁴
Presence in African Countries	53
Number of Factories in Africa	26 (1 in Ghana, 5 in South Africa, 1 in Senegal, 3 in Nigeria, 1 in Morocco, 1 in Kenya, 2 in Egypt, 1 in Cameroon, 1 in Angola, and 2 in Algeria) ²⁵

²²<https://www.nestle.com/sites/default/files/asset-library/documents/media/news-and-features/2010-july/ear-factsheet-02072010.pdf>

²³<https://scroll.in/article/1067328/sugar-in-nestle-baby-food-sold-in-african-countries-shows-how-corporations-influence-public-policy>

²⁴<https://www.statista.com/statistics/268894/food-sales-of-the-nestle-group-by-region/>

²⁵<https://www.nestle.com/sites/default/files/2024-02/2023-annual-review-en.pdf>

Sales in Asia, Oceania, and Africa (2023)	CHF 17.5 Billion
Representative Offices in Africa	Ethiopia, Tanzania, Madagascar and Uganda

Gerber:

GERBER®, a brand dedicated to child nutrition, was founded in 1927 by a mother (by Dorothy Gerber) looking for high quality, healthy food options for her little one. Reaching mothers in over 40 countries, GERBER® provides age-appropriate options to meet the dietary needs of children. The company also produces other products, including cereal, juices, and Gerber Graduates toddler food, along with baby bath and skin care products, bottles, breastfeeding accessories, spill-proof cups, and infant toys.²⁶



In 1994, Gerber merged with Sandoz Laboratories. Two years later, Sandoz merged with CIBA-Geigy to form Novartis, one of the largest pharmaceutical companies in the world. Gerber was acquired by Nestlé in 2007 for \$5.5 billion. At the time of acquisition, Gerber had 82% of the US baby-food market, sales of \$1.95 billion and 4,500 employees.²⁷

Weaknesses: More expensive than expected.

Headquarters	Fremont, Michigan, the U.S.
Founder	Dorothy Gerber
Acquirer	Nestlé
Acquisition Year	2007
Industry Experience	90+ years
Presence	80 countries worldwide
Price	US\$30 for 908 grams
Revenue in 2007	US\$1.95 Billion

²⁶https://tracxn.com/d/companies/gerber-products-company/_Snh1gaSHTqLHDSb-8w2SiA4Xn6v9Lskb61aulXG6q3A#competitors-and-alternates

²⁷ <https://www.nestle.com/investors/overview/mergers-and-acquisitions/gerber-acquisition>

A+ Uji Tayari:

Rumishael and Daughters Food Co., a new food company in Tanzania, launched A+ Uji Tayari, a breakfast porridge fortified with essential vitamins and minerals to combat malnutrition and promote good health among children and pregnant and lactating mothers in 2020. With no previous background in food processing, the owners initially struggled to turn their idea into a viable business. Through Feed the Future's Alliance for Inclusive and Nutritious Food Processing, the company received collaborative support and advice from business experts to get their business up and running and bring the new, nutritious product to market. Rumishael and Daughters Food Co. also received support from other U.S. companies, including General Mills and Cargill, for product logo design and the development of a product-costing tool to help them appropriately price the product for the local market.



A+ Uji Tayari's porridge flour incorporates local ingredients, including maize, soy, milk powder, wheat, and sugar and is fortified with essential vitamins and minerals²⁸.

Headquarters	Dar es Salaam, Tanzania
Founder	Rumishael and Daughters
Founding Year	2020
Target Customers	Caregivers of infant and young children, pregnant women, lactating mothers, school and university students, organisations and institutions which provide nutritious food to targeted, disadvantaged groups, people who are sick, and workers who need a healthy and filling instant meal while at work
Distribution	Sales Agents model
Target Geography	Tanzania
Ownership	Female: Male owned (60:40)

²⁸<https://www.feedthefuture.gov/article/promoting-good-health-through-breakfast-porridge-in-tanzania/#:~:text=Rumishael%20and%20Daughters%20Food%20Co,and%20pregnant%20and%20lactating%20mothers.>

Rosho Lishe:

Rosho Lishe porridge is available in 2 blends, where one (Baby Lishe) caters to babies from the age of 6 months onwards and the second (Lishe Classic) to anyone who wants a nutritious healthy snack. The product is packed with superfoods, energy boosters, and essential vitamins for brain development and growth.



Headquarters	Tanzania
Founder	Mohamed Hussein and Sabiha Rashid
Founding Year	2020
Target Customers	Babies and adults of any age
Distribution	Third Party Websites
Target Geography	Tanzania, Kenya, UK, and Saudi Arabia
Ownership	Female: Male owned



4.2 Competitive Advantage

Experienced Founder

Haika Mtei, the CEO and founder of Goldenpot, has over 18 years of combined experience in marketing and agriculture. Throughout her career, she has helped many organisations establish their reputations while also growing her own agricultural business into a well-known name in Tanzania's food and beverage industry. The diverse industry experience has equipped her with valuable knowledge and skills that facilitate the efficient management of business operations and enable the identification of future growth opportunities. She leverages her expertise, strong domain knowledge, and personal networks to create a successful business venture and establish long-term supplier and customer relationships. Effective management of the business will further present opportunities for business expansion in the future (opportunity to enter more African countries and add additional food products to the portfolio of offerings).

Strong Team

In addition to offering high-quality products, it is important for a business to prioritise employee satisfaction, as this contributes to the value and quality of its products and services. Goldenpot aims to enhance the customer experience by ensuring high levels of employee satisfaction. The higher the motivation level of the working force, the better the quality of its products and services. This helps the company retain its customers in the long run while generating referral business.

Training and Development Initiatives

Goldenpot employs a highly skilled workforce for its processing facility and keeps them updated with the latest food processing techniques through ongoing training and development initiatives. The company invests strongly in the training and development of its employees resulting in a workforce that is not only highly skilled but also motivated to achieve more. The highly motivated workforce continually make efforts to maintain the quality of fresh food products by executing the operations as planned and making continual improvements to maximise the yield. Additionally, expert agronomists support suppliers in properly planting their crops using modern techniques, which helps maintain the quality of inputs needed for the processing facility.

Multiple Distribution Channels

Goldenpot markets its products in both B2B and B2C markets through wholesalers and retailers including supermarkets, schools, institutions, and consumer goods stores, as well as through its own website and various digital platforms. The founder also leverages her personal network to create a brand presence in the local markets. Reaching customers through multiple sources allows the company to target and cater to a wide range of customers. The decision to operate through multiple distribution channels initially was taken to make people aware of the high-quality food products brand. The primary and long-term focus of the company is to sell the products through its website to save the extra cost in terms of commission or fees paid to

third-party platforms or distributors to sell the products. Selling online will also allow the company to cater to a wider geographical area.

Strong Industry Relationships

Goldenpot has established long-term agreements with high-quality, organic seedling and fertiliser suppliers, agricultural equipment vendors, and third-party distribution partners. These partnerships ensure that suppliers receive quality inputs for their farms, enabling them to harvest high-quality crops while minimising post-harvest losses. As a result, customers consistently receive premium products at competitive prices. Furthermore, having spent over a decade in the local market has fostered strong relationships with industry leaders and experts, whose insights are regularly sought to enhance production efficiency and maintain compliance with industry standards.

5.0 MARKETING STRATEGY

5.1 Marketing Channels

Interactive Website: The website has been the first business card for and continues to serve its purpose, and has adapted in the age of mobile. Google and other search engines are favouring websites that are optimised for mobile. Considering this, the founder has already developed a visually stunning, user-friendly, highly interactive, and mobile-supported website aimed at attracting online food and beverage shoppers. The website lists all the basic information regarding its processing facility, associated suppliers, types of products available along with pricing, details about the founder and team, and links to social media pages to inform customers regarding upcoming activities and programs, competitions, and discount offers. It features an easy-to-use navigation menu that enables customers to explore the product list and add items to their cart for purchase. The company engages its customers through its website by posting relevant content in the form of pictures and videos of staff working at its farm and facility, sharing recipes, and giving them more reasons to stay connected with the business. The regularly updated website content and feature keep it at the top of search engine results.

Sales Professionals: Goldenpot has employed experienced sales professionals and assigned them the geographical areas to generate leads. These professionals proactively schedule meetings with B2B clients, such as retail store owners and wholesalers, to showcase the diverse range and high quality of products offered by the company. They also highlight the advantages of partnering with Goldenpot. Additionally, these sales experts maintain communication with existing customers to encourage repeat orders and secure referrals.

E-mail Marketing: Email marketing is highly effective for promoting food and beverage businesses and enhancing customer loyalty. It allows businesses to educate customers about the health benefits of eating nutrition-rich breakfast cereal, announce new products, share information about new product promotions or sales offers, and share the story behind the company's formation. The company gathers customers' email addresses through various online and offline methods. It reaches out to potential and existing customers with updates, offers, and valuable information. Additionally, the company segments its email list based on customer interests or purchasing habits, which further improves the relevance and effectiveness of its campaigns.

Customer Reviews: Customer reviews can enhance brand loyalty, credibility, and authenticity. A recent survey revealed that 99% of consumers check reviews, and 97% say those reviews impact their buying decision²⁹. Given the influence of reviews on customer decisions, the company plans to request feedback from customers after product delivery and will also encourage suggestions for new products and improvements to existing ones. These reviews will be posted on its website and third-party reviewing websites. The reviews will help the company build trustworthiness and will also assist potential customers in making decisions to purchase products. Genuine customer reviews will also strengthen Goldenpot's presence in the online marketplace.

Social Media: 54% of social media³⁰ users rely on social platforms to research products and services, and more than two-thirds of those who have a positive interaction with a brand on social media are likely to recommend it to friends and family. Platforms like Instagram, Facebook, Twitter, and LinkedIn are perfect for showcasing high-quality images of products, sharing customer testimonials and industry insights, and running promotional campaigns. Goldenpot has already created a presence on [Facebook](#), [Instagram](#), [LinkedIn](#), and YouTube, and will further expand its reach by creating accounts on other popular social media platforms. These social media channels are used to reach a wider audience, and share information regarding the latest discount offers, coupons, or upcoming online competitions. Customers are encouraged to post positive reviews and photos and videos of their experiences on social media, as 90% of customers say their decisions are influenced by online reviews.

A detailed strategy to market through social media channels has been outlined as follows:

Facebook: It is one of the largest networks in the world, with over 2.9 billion users worldwide. The number of estimated active Facebook users in Tanzania is 6.5 million, with 43 million in East Africa. Goldenpot's Facebook page serves as a second website. The company populates its Facebook page with photos, videos, and reviews/testimonials put together independently by customers, content creators, and influencers. Moving forward, it will continue to post relevant daily content on its Facebook page, including offers on special occasions and contests and competitions encouraging customers to participate and earn discounts. The company will ensure that it complies with current trends in the social media industry by including and utilising new features such as "Live Video" and "Status Update" to advertise its products.

²⁹ <https://www.wgal.com/article/survey-finds-most-consumers-look-at-online-reviews-before-making-purchase/60737814>

³⁰ <https://www.searchenginewatch.com/2020/11/20/how-social-media-influence-71-consumer-buying-decisions/>

LinkedIn: The company has showcased all its information on its LinkedIn page, utilising its brand colours to emphasise key details and attract more users. Moving forward, it will create brand films and platform-specific advertisements featuring behind-the-scenes interviews with employees at the facility, which will be shared on its LinkedIn page. Having a LinkedIn presence also helps connect with agricultural input suppliers, machines & equipment manufacturers, and technology companies, who can be the potential suppliers for the company.

Instagram: Instagram is a visual platform, making it an excellent choice for food and beverage businesses. It ranks among the top social media platforms, boasting 15 times the engagement of Facebook. Goldenpot posts frequently on their feed, featuring a combination of images and videos, while utilising hashtags like #healthybreakfastcereal, #locallysourcedcereal, and #healthyandnutritiousnackoptions to boost their follower count. These hashtags enhance visibility for users searching for locally sourced and healthy breakfast cereal products. Moreover, interacting with followers by replying to comments and messages create a community around the brand.

Twitter: Businesses that are the most active on Twitter are benefiting from the community on Twitter, representing a diverse, open-minded, and interested target groups that like to try new products. The company shares information regarding new products, pricing updates, and attractive offers with new and existing customers and continues to grow its network through Twitter.

Industry Associations: Goldenpot will join various national food and beverage industry associations and organisations to connect with people and resources, share ideas, network with industry stakeholders, collaborate on challenges and opportunities, and stay at the forefront of technological advancements. Being part of these associations will provide networking opportunities, access to industry insights, and participation in collective marketing efforts. Potential associations include Food and Nutrition Association of Tanzania (FONATA), The Tanzania Association of Food Scientists and Technologists among others.

Discounts and Offers: Promotions are an effective tool in attracting new customers, while loyalty programs help in retaining them. Goldenpot offers special discounts on selected days and bundle deals to encourage customers to try different products or buy in larger quantities. It also introduces limited-period discounts to create a sense of urgency, encouraging customers to act quickly to take advantage of special deals. Meanwhile, loyalty programs will also be

introduced to reward repeat purchases, which will foster customer retention and encourage word-of-mouth marketing. These strategies will not only increase sales but also strengthen client relationships by making them feel valued.

Retargeting: Retargeting involves delivering targeted advertisements to individuals who have previously engaged with a business's website or digital platforms. Over 90% of web visitors do not make a purchase during their initial visit. By utilising retargeting, Goldenpot can encourage potential customers to complete their purchases for items they have placed in their shopping carts. These retargeting ads will re-engage visitors by displaying highly specific ads to those who have already visited the site or taken certain actions on it.

Host Events and Workshops: One creative way to market the products is by hosting events or workshops that showcase the quality and versatility of a company's products. In line with this, Goldenpot will host cooking classes and demonstrations from time-to-time, offering hands-on experiences that foster strong relationships between the brand and its customers. These events will also be promoted across social media platforms to reach a wider audience. Additionally, partnering with local chefs or food influencers for these events will enhance their reach through cross-promotion. The goal is to create memorable experiences that encourage customer loyalty.

Search Engine Optimisation (SEO): According to Google, 28% of searches for something nearby result in a purchase or action. Google plays a significant role in assisting online shoppers in discovering quality products, understanding product availability, and making informed purchasing decisions. Search engine optimisation (SEO) is the process of enhancing website pages to achieve higher rankings in search results for targeted keywords and phrases. The company plans to create a comprehensive SEO strategy to increase traffic to its website, which will help elevate its position in search engine rankings. It will identify relevant keywords such as "top breakfast cereal brands in Tanzania," "locally sourced breakfast cereal," etc. to improve its search engine visibility and attract more visitors. The SEO-friendly platform of the company will leave a lot of potential traffic and revenue on the table.

Content Marketing: Consumers today are more interested than ever in knowing where their food comes from, how it's processed, and the best ways to prepare it. By providing valuable information on these topics, Goldenpot can not only establish itself as a trusted authority but also engage the audience on a deeper level. The company creates blog posts about different types of breakfast cereal options available and their health benefits, nutritional content in each

of the products, cooking tips, and recipes that make use of the products it offers. A picture is worth a thousand words, especially when it showcases the freshness and quality of products with impeccable clarity. The company utilises the latest technology tools to capture high-quality images and graphics that complement the written content. Regularly updating the website keeps it relevant and engaging. The valuable content not only educates the audience but also improves SEO and drives traffic to the platform.

Influencers Marketing: Influencer marketing is a powerful tool for breakfast cereal brands to reach new audiences and generate interest in their products. Consumers want to hear recommendations from people they trust while making purchase decisions. Goldenpot will develop healthy relationships with influencers and niche food and mom bloggers, who will advocate its healthy and nutritious breakfast options. These influencers will create authentic and engaging stories for online shoppers. The company will carefully select the influencers and create campaigns for the company's brand so that it will continue to uphold the brand's values and other marketing strategies. The company will contact small-tier, mid-tier, and large influencers to spread the word about the brand's platform in the local and national markets.

5.2 Marketing Mix

Product: Goldenpot is a food logistics company dedicated to combating hunger, poverty, malnutrition, unemployment, and gender inequality through its breakfast cereal products and porridge. The company sources raw ingredients from local women suppliers and processes them in its state-of-the-art facility to create wholesome maize products that are ready to eat. Quality control is ensured by providing ongoing support to the women suppliers, which includes training, access to high-quality seedlings, agricultural tools and equipment, and viable financing options. The company's unique selling proposition is its commitment to the comprehensive development of individuals engaged in the supply chain, as well as its dedication to delivering highly nutritious and affordable breakfast cereal to the people of Tanzania and its surrounding regions. Moving forward, the company plans to increase its production capacity to cater to the growing demand for its products, which is beyond the capacity of its existing processing facility.

Price: Goldenpot follows a competitive pricing strategy to stay ahead of the competition and gain a substantial market share in the breakfast cereal industry. This strategy aims to balance offering value to consumers and generating a healthy profit margin. The company continuously makes efforts to reduce its operating cost through establishing synergies among different

divisions, and in turn, pass on the benefit to its customers in the form of reduced pricing. The pricing of its products starts as low as \$0.20, making them accessible to every member of the population in Tanzania.

Place: Goldenpot has been established and is currently operating in Tanzania. The country is regarded as an ideal location to start a business due to its stable political climate, abundant natural resources, growing economy, and strategic access to six landlocked countries: Uganda, Rwanda, Burundi, the Democratic Republic of Congo, Zambia, and Malawi. Demand for food products is huge in Tanzania. No matter how much food products are made, more are needed to meet the growing population in the country. Maize and rice flour are major staple foods for a large proportion of the population in Tanzania including middle-class families that consume it regularly. The primary customers for maize and rice flour are supermarkets, shops, schools, institutions, and individuals. All these factors make Tanzania an ideal location for food processing businesses.

Promotion: The company's promotional strategy revolves around various online and offline marketing channels. Satisfied customers are the first marketing tool of the company. In addition to that, the company distributes brochures at strategic locations to build a customer base. The company also promotes its products through social media, website, word-of-mouth, email marketing, referral incentives, etc. The company attends industry events and exhibitions to promote its business, gain valuable leads, and build a brand presence in the target market.

6.0 MANAGEMENT SUMMARY

6.1 Management Team

Overview: Haika Mtei has been managing the business of Goldenpot as the Founder and CEO. She is responsible for managing relationships with vendors and suppliers, providing strategic planning, developing expansion plans, and providing leadership to the company's employees, eliciting maximum performance and dedication. With Goldenpot, she has been able to improve incomes and livelihoods of over a thousand women in Manyara region..



Experience: Haika has 11 years of experience in digital marketing assisting brands such as CRDB Bank, Azania Bank, Tigo Tanzania, Total Energies, Caleb Security, and many others. She graduated with a Bachelor of Arts degree in Political Science and Sociology from The University of Dar es Salaam in 2012, after which she entered the digital marketing industry by working in local companies. After 18 months working, she started her own successful digital marketing agency, Dreamlane, in 2015. While running this business, she came across the opportunity to enter the agriculture industry by trading in maize. This is where she realised that farmers are facing multiple problems such as pre-harvest and post-harvest losses, and lack of resources and inputs, which is resulting in output loss for them, while contributing to the problem of malnutrition in the region.

As the Chief Executive Officer of Dreamlane and Goldenpot, Haika's vision extends beyond mere business success to advocate for a world where zero hunger is a reality.

6.2 Cap Table

The company is currently owned by two shareholders, namely Haika James Mtei and Africa Eats. The cap table depicting ownership change over the period has been provided as follows:

Accelerator		
Shareholder Name	Number of Shares	Ownership (%)
Haika James Mtei	7,000	70%
Glory Onesphory Jared	2,400	24%
Fledge Series LLC	600	6%
Total	10,000	100%

2020		
Shareholder Name	Number of Shares	Ownership (%)
Haika James Mtei	7,000	67.3%
Glory Onesphory Jared	2,400	23.1%
Africa Eats	1,000	9.6%
Total	10,400	100%

An amount of \$15,000 was invested by Africa Eats for a share of 9.6%. The value per share rose to \$37.50.

February 2022		
Shareholder Name	Number of Shares	Ownership (%)
Haika James Mtei	7,000	61.4%
Glory Onesphory Jared	2,400	21.1%
Africa Eats	2,000	17.5%
Total	11,400	100%

Africa Eats has made an investment of \$50,000, increasing its ownership stake to 17.5%, with each share priced at \$50.

July 2022		
Shareholder Name	Number of Shares	Ownership (%)
Haika James Mtei	7,000	55.8%
Glory Onesphory Jared	2,400	19.1%
Africa Eats	3,150	25.1%
Total	12,550	100%

Africa Eats has made an investment of \$80,000, increasing its ownership stake to 25.1%, with each share priced at \$69.75.

December 2022		
Shareholder Name	Number of Shares	Ownership (%)
Haika James Mtei	7,000	53.7%
Glory Onesphory Jared	2,400	18.4%
Africa Eats	3,634	27.9%
Total	13,034	100%

Africa Eats has made an investment of \$35,000, increasing its ownership stake to 27.9%, with each share priced at \$72.31.

February 2023		
Shareholder Name	Number of Shares	Ownership (%)
Haika James Mtei	9,400	70.6%
Africa Eats	3,910	29.4%
Total	13,310	100%

Glory Onesphory Jared exited the business by selling stake to Haika Mtei, while Africa Eats invested another \$20,000, bringing the share price to \$72.46.

July 2023		
Shareholder Name	Number of Shares	Ownership (%)
Haika James Mtei	9,400	68.1%
Africa Eats	4,405	31.9%
Total	13,805	100%

Africa Eats has made an investment of \$50,000, increasing its ownership stake to 31.9%, with each share priced at \$101.01.

March 2024		
Shareholder Name	Number of Shares	Ownership (%)
Haika James Mtei	9,400	66.4%
Africa Eats	4,751	33.6%
Total	14,151	100%

Africa Eats has made an investment of \$70,000, increasing its ownership stake to 33.6%, with each share priced at \$202.31.

7.0 CAPITAL EXPENDITURE

In order to expand the production capacity of existing processing facility and build a new one, Goldenpot will have to make significant investments in acquiring land, constructing factory buildings, buying machinery and essential equipment, hiring staff, and stocking up on raw materials. The details regarding the capital required is outlined as follows:

DETAILS OF CAPITAL EXPENDITURE					
Equipment and Machinery	Unit	Unit Cost in TZS	Unit Cost in US\$	Total Cost	Year
250 kv Gas Generator	1	TZS 242,631,000	\$90,000	TZS 242,631,000	2026
Soya Grinding and Dehulling Machine	1	TZS 55,265,950	\$20,500	TZS 55,265,950	2026
Washing and Drying Grain Machine	1	TZS 84,920,850	\$31,500	TZS 84,920,850	2026
Distributions vans	6	TZS 88,964,700	\$33,000	TZS 533,788,200	2026
Total				TZS 916,606,000	

Land and Building Cost	Unit	Unit Cost in TZS	Unit Cost in US\$	Total Cost	Year
Property (Purchases of land and first phase of development)	1	TZS 2,695,900,000	\$1,000,000	TZS 2,695,900,000	2025
Storage Facility (Silo)	1	TZS 808,770,000	\$300,000	TZS 808,770,000	2025
Cornflakes Line	1	TZS 539,180,000	\$200,000	TZS 539,180,000	2025
Expansion of Current Working Space	1	TZS 161,754,000	\$60,000	TZS 161,754,000	2025
Total				TZS 4,205,604,000	

Inventory	Unit	Unit Cost in TZS		Total Cost	
Maize (MT)	5000	TZS 714,414	\$265	TZS 3,572,067,500	2027
Packaging Paper Cans 600gm	47376	TZS 4,583	\$2	TZS 217,125,629	2027
Packaging Sachets 50g Roller	720	TZS 163,911	\$61	TZS 118,015,718	2027
Cereal Packaging	1	TZS 119,967,550	\$44,500	TZS 119,967,550	2027
Flavours	1	TZS 673,975,000	\$250,000	TZS 673,975,000	2027
Total				TZS 4,701,151,398	

Buffer Cash for Operating Procedures	Unit	Unit Cost in TZS		Total Cost	
AR (Average Receivables)	N/A	TZS 539,180,000	\$200,000	TZS 539,180,000	2027
Sales and Marketing	N/A	TZS 215,672,000	\$80,000	TZS 215,672,000	2027
Human Resources	N/A	TZS 169,841,700	\$63,000	TZS 169,841,700	2027
Total				TZS 924,693,700	

8.0 SOURCES OF FUNDS

Goldenpot plans to raise the required funds in a combination of equity, Daraja Loan, and convertible loan. In addition to raising funds from external sources, the profits generated from business operations will also be utilised to fund expansion after keeping a buffer cash of TZS 5 million for each year under projection. After taking into account the capital expenditure plan as depicted in the table above, the company will need to raise the following amount from 2025 to 2027. The total required over the three year period is TZS 10,748,055,098 (\$Tk)

Particulars	2025	2026	2027
Total Funds Required per Year	TZS 4,205,604,000	TZS 916,606,000	TZS 5,625,845,098

The funds mentioned above will be raised from multiple sources, depicted in the table below:

SOURCES OF FUNDS	2025	2026	2027
Cash Flow with the Company	TZS 311,559,761	TZS 2,574,829,706	TZS 687,464,700
Cash Balance Required to be Maintained	TZS 5,000,000	TZS 5,000,000	TZS 5,000,000
Cash Utilised from Internal Company Funds	TZS 306,559,761	TZS 916,606,000	TZS 682,464,700
Daraja Loan	TZS 673,975,000	TZS 0	TZS 0
Equity	TZS 1,322,278,388	TZS 0	TZS 2,026,785,963
Convertible Loan	TZS 1,902,790,851	TZS 0	TZS 2,916,594,434
Total Funds	TZS 4,205,604,000	TZS 916,606,000	TZS 5,625,845,098

9.0 HISTORICAL FINANCIALS

The financial information presented below in the form of income statement, cash flow, and balance sheet has been compiled using audited financial statements from the years 2021 to 2023. For the year 2024, the financial data was available for up to October 2024, which has been extrapolated to arrive at full year values.

9.1 Income Statement

INCOME STATEMENT	2021	2022	2023	2024
Revenue				
Maize	TZS 0	TZS 522,684,535	TZS 0	TZS 0
Maize Flour	TZS 564,410,000	TZS 382,085,442	TZS 1,391,002,160	TZS 2,002,485,676
Karacoco	TZS 0	TZS 166,217,123	TZS 1,054,865,430	TZS 72,960,500
Instant Porridge	TZS 0	TZS 0	TZS 453,344,750	TZS 1,286,805,121
Corn Puff	TZS 0	TZS 0	TZS 374,909,330	TZS 2,195,271,036
Honey Crunch	TZS 0	TZS 0	TZS 97,908,470	TZS 509,117,586
Choco Pops	TZS 15,400,000	TZS 19,332,900	TZS 45,086,670	TZS 552,122,527
Total Revenue	TZS 579,810,000	TZS 1,090,320,000	TZS 3,417,116,810	TZS 6,618,762,447
Direct Cost				
Cost of Goods Sold	TZS 478,361,748	TZS 817,377,450	TZS 2,187,522,525	TZS 3,996,182,469
Total Direct Cost	TZS 478,361,748	TZS 817,377,450	TZS 2,187,522,525	TZS 3,996,182,469

Gross Profit	TZS 101,448,252	TZS 272,942,550	TZS 1,229,594,285	TZS 2,622,579,977
Gross Margin	17%	25%	36%	40%
Other Income				
Grant from Development PP	TZS 0	TZS 0	TZS 0	TZS 92,680,000
Total Other Income	TZS 0	TZS 0	TZS 0	TZS 92,680,000
<u>Operating Expenses</u>				
Sales Expenses	TZS 6,541,250	TZS 45,641,000	TZS 142,810,500	TZS 707,154,124
Advertising: Digital Channels	TZS 1,456,700	TZS 13,600,000	TZS 102,900,050	TZS 0
Distribution Expenses	TZS 16,879,450	TZS 35,879,000	TZS 131,101,050	TZS 0
Bank & Mobile Transactions Charge	TZS 985,062	TZS 1,975,460	TZS 4,812,870	TZS 6,912,101
Insurance	TZS 0	TZS 0	TZS 700,000	TZS 5,195,000
Janitorial	TZS 0	TZS 0	TZS 2,150,000	TZS 5,400,000
Maintenance Cost	TZS 4,560,045	TZS 3,114,625	TZS 4,564,080	TZS 9,249,714
Printing & Stationery	TZS 561,230	TZS 601,254	TZS 1,555,480	TZS 7,453,994
Legal and Professional Fee	TZS 0	TZS 1,500,000	TZS 19,400,000	TZS 8,500,000
Rent	TZS 600,000	TZS 7,200,000	TZS 33,000,000	TZS 54,000,000
Security	TZS 0	TZS 0	TZS 1,950,000	TZS 6,000,000
Salaries	TZS 42,456,000	TZS 40,279,480	TZS 191,300,000	TZS 598,562,426
Staff Food	TZS 1,684,000	TZS 2,456,000	TZS 0	TZS 0
Travel	TZS 1,896,000	TZS 5,508,750	TZS 28,491,320	TZS 32,278,307

Technical Support				TZS 184,234,600
Utilities	TZS 1,265,000	TZS 6,684,501	TZS 14,500,000	
Total Operating Expenses	TZS 78,884,737	TZS 164,440,070	TZS 679,235,350	TZS 1,624,940,266
Earnings before Interest, Tax, Depreciation, and Amortisation	TZS 22,563,515	TZS 108,502,480	TZS 550,358,935	TZS 1,090,319,711
Depreciation and Amortisation	TZS 7,984,576	TZS 8,564,102	TZS 20,622,430	TZS 124,613,516
Profit before Interest and Tax	TZS 14,578,939	TZS 99,938,378	TZS 529,736,505	TZS 965,706,195
Interest Expense	TZS 0	TZS 0	TZS 0	TZS 33,254,241
Profit before Tax	TZS 14,578,939	TZS 99,938,378	TZS 529,736,505	TZS 932,451,954
Tax Expense	TZS 4,373,682	TZS 29,981,513	TZS 158,920,952	TZS 294,321,866
Profit after Tax	TZS 10,205,257	TZS 69,956,865	TZS 370,815,554	TZS 638,130,088
Profit after Tax (%)	2%	6%	11%	10%

9.2 Cash Flow Statement

CASH FLOW STATEMENT	2021	2022	2023	2024
<u>Cash Flows from Operating Activities</u>				
Profit before Tax	TZS 14,578,939	TZS 99,938,378	TZS 529,736,505	TZS 932,451,954
Adjustments:				
Depreciation	TZS 7,984,576	TZS 8,564,102	TZS 20,622,430	TZS 124,613,516
Interest	TZS 0	TZS 0	TZS 0	TZS 33,254,241
Tax	TZS 0	TZS 0	TZS 0	TZS 0
Change in:				
Trade Debtors	-TZS 3,207,500	-TZS 37,121,700	-TZS 109,563,459	-TZS 607,457,165
Trade and Other Payable	TZS 38,860,820	TZS 9,922,672	TZS 3,021,897	TZS 5,125,255
Stocks	-TZS 80,426,738	-TZS 332,213,044	TZS 206,470,342	-TZS 170,809,860
Short-Term Liabilities	TZS 12,174,050	-TZS 12,174,050		
Income Taxes Paid	-TZS 4,373,682	-TZS 29,981,513	-TZS 158,920,952	-TZS 294,321,866
Net Cash Flow from Operating Activities	-TZS 14,409,535	-TZS 293,065,155	TZS 491,366,764	TZS 22,856,075
<u>Cash Flow from Investing Activities</u>				
Acquisition of Property	TZS 0	TZS 0	TZS 0	TZS 0
Acquisition of Plant and Equipment	TZS 57,204,489	TZS 19,794,924	TZS 520,825,220	TZS 173,900,000

Acquisition of Investment Property	TZS 0	TZS 0	TZS 0	TZS 0
Acquisition of Other Investment	TZS 0	TZS 0	TZS 0	TZS 0
Net Cash Flow from Investing Activities	TZS 57,204,489	TZS 19,794,924	TZS 520,825,220	TZS 173,900,000
<u>Cash Flow from Financing Activities</u>				
Share Capital	TZS 187,985,074	TZS 480,637,952	TZS 11,591,948	TZS 183,328,595
Loan Raised	TZS 0	TZS 0	TZS 130,000,000	TZS 130,948,997
Loan Repayment				TZS 298,049,241
Net Cash Flow from Financing Activities	TZS 187,985,074	TZS 480,637,952	TZS 141,591,948	TZS 16,228,350
Opening Cash Balance	TZS 50,092,921	TZS 166,463,971	TZS 334,241,844	TZS 446,375,336
Changes in Cash during the Year	TZS 116,371,050	TZS 167,777,873	TZS 112,133,491	-TZS 134,815,575
Closing Cash Balance	TZS 166,463,971	TZS 334,241,844	TZS 446,375,336	TZS 311,559,761

9.3 Balance Sheet

BALANCE SHEET	2021	2022	2023	2024
ASSETS				
<u>Non-Current Assets</u>				
Property, Plant and Equipment	TZS 103,141,824	TZS 114,372,646	TZS 614,575,435	TZS 797,707,922
Investment property	TZS 0	TZS 0	TZS 0	TZS 0
Total Non-Current Assets	TZS 103,141,824	TZS 114,372,646	TZS 614,575,435	TZS 797,707,922
<u>Current Assets</u>				
Inventories	TZS 63,507,458	TZS 395,720,502	TZS 189,250,160	TZS 505,330,120
Trade and Other Receivable	TZS 17,394,300	TZS 54,516,000	TZS 164,079,460	TZS 719,918,035
Cash and Cash Equivalent	TZS 166,463,971	TZS 334,241,844	TZS 446,375,336	TZS 311,559,761
Total Current Assets	TZS 247,365,729	TZS 784,478,346	TZS 799,704,955	TZS 1,536,807,916
TOTAL ASSETS	TZS 350,507,553	TZS 898,850,992	TZS 1,414,280,390.40	TZS 2,334,515,838
EQUITY AND LIABILITIES				
<u>Equity</u>				
Share Capital	TZS 243,735,074	TZS 724,373,026	TZS 735,964,974	TZS 876,578,594
Retained Earnings	TZS 53,837,609	TZS 123,794,474	TZS 494,610,027	TZS 1,450,725,189
Total Equity	TZS 297,572,683	TZS 848,167,500	TZS 1,230,575,001	TZS 2,327,303,783

Loan	TZS 0	TZS 0	TZS 130,000,000	TZS 0
<u>Current Liabilities</u>				
Trade and Other Payables	TZS 39,577,549	TZS 48,608,211	TZS 52,879,089	TZS 7,212,055
Accruals	TZS 1,183,271	TZS 2,075,281	TZS 826,300	
Short-Term Liabilities	TZS 12,174,050	TZS 0	TZS 0	
Total Current Liabilities	TZS 52,934,870	TZS 50,683,492	TZS 53,705,389	TZS 7,212,055
TOTAL EQUITY AND LIABILITIES	TZS 350,507,553	TZS 898,850,992	TZS 1,414,280,390.40	TZS 2,334,515,838

10.0 FINANCIAL PROJECTIONS

As Goldenpot plans to expand the production capacity of the existing facility as well as build a second one, we have analysed the profitability of these two processing facilities separately. We have prepared individual income statements of these two facilities and then a combined income statement to showcase overall profitability.

10.1 Unit Economies

The sales price and cost per unit for each of the products has been shown in the table below:

Product	Sales Price per KG	Cost Price per KG
Maize Flour	TZS 1,197	TZS 986
Instant Porridge	TZS 14,977	TZS 5,982
Corn Puff	TZS 29,826	TZS 15,794
Honey Crunch	TZS 9,080	TZS 6,625
Choco Pops	TZS 13,192	TZS 6,719
Corn Flakes	TZS 20500	TZS 10,250

10.2 Income Statement – Existing Facility

EXISTING FACTORY	2025	2026	2027	2028	2029	2030
Revenue from Product Sales						
Maize Flour	TZS 2,693,558,136	TZS 4,148,079,529	TZS 4,751,436,552	TZS 5,238,458,798	TZS 5,674,997,032	TZS 5,958,746,883
Instant Porridge	TZS 1,761,349,854	TZS 2,712,478,775	TZS 3,107,021,142	TZS 3,425,490,809	TZS 3,710,948,377	TZS 3,896,495,795
Corn Puff	TZS 3,507,535,200	TZS 5,401,604,208	TZS 6,187,292,093	TZS 6,821,489,533	TZS 7,389,946,994	TZS 7,759,444,343
Honey Crunch	TZS 792,673,980	TZS 1,220,717,929	TZS 1,398,276,901	TZS 1,541,600,283	TZS 1,670,066,973	TZS 1,753,570,322
Choco Pops	TZS 1,151,674,053	TZS 1,773,578,042	TZS 2,031,553,030	TZS 2,239,787,215	TZS 2,426,436,150	TZS 2,547,757,957
Total Revenue	TZS 9,906,791,223	TZS 15,256,458,483	TZS 17,475,579,717	TZS 19,266,826,638	TZS 20,872,395,525	TZS 21,916,015,301
Direct Cost						
Maize Flour	TZS 2,218,500,000	TZS 3,383,952,000	TZS 3,839,247,360	TZS 4,192,458,117	TZS 4,498,574,107	TZS 4,678,517,071
Instant Porridge	TZS 703,483,200	TZS 1,073,046,374	TZS 1,217,419,887	TZS 1,329,422,516	TZS 1,426,491,462	TZS 1,483,551,120
Corn Puff	TZS 1,857,374,400	TZS 2,833,115,085	TZS 3,214,297,842	TZS 3,510,013,243	TZS 3,766,299,924	TZS 3,916,951,921
Honey Crunch	TZS 578,362,500	TZS 882,195,600	TZS 1,000,891,008	TZS 1,092,972,981	TZS 1,172,777,357	TZS 1,219,688,451
Choco Pops	TZS 586,568,700	TZS 894,712,790	TZS 1,015,092,329	TZS 1,108,480,824	TZS 1,189,417,519	TZS 1,236,994,220
Total Direct Cost	TZS 5,944,288,800	TZS 9,067,021,850	TZS 10,286,948,426	TZS 11,233,347,681	TZS 12,053,560,369	TZS 12,535,702,783
Gross Profit	TZS 3,962,502,423	TZS 6,189,436,634	TZS 7,188,631,292	TZS 8,033,478,958	TZS 8,818,835,156	TZS 9,380,312,518
Gross Margin	40%	41%	41%	42%	42%	43%

Operating Expenses						
Sales, Advertising, and Distribution Expenses	TZS 860,056,096	TZS 1,324,486,388	TZS 1,517,138,954	TZS 1,672,645,697	TZS 1,812,032,838	TZS 1,902,634,480
Bank & Mobile Transactions Charge	TZS 14,769,873	TZS 22,745,604	TZS 26,054,056	TZS 28,724,597	TZS 31,118,313	TZS 32,674,229
Insurance	TZS 5,402,800	TZS 5,618,912	TZS 5,843,668	TZS 6,077,415	TZS 6,320,512	TZS 6,573,332
Janitorial	TZS 5,616,000	TZS 5,840,640	TZS 6,074,266	TZS 6,317,236	TZS 6,569,926	TZS 6,832,723
Maintenance Cost	TZS 13,530,934	TZS 10,148,201	TZS 16,068,569	TZS 7,257,015	TZS 4,558,185	TZS 3,161,713
Printing & Stationery	TZS 7,752,154	TZS 8,062,240	TZS 8,384,730	TZS 8,720,119	TZS 9,068,924	TZS 9,431,681
Legal and Professional Fee	TZS 7,644,000	TZS 7,949,760	TZS 8,267,750	TZS 8,598,460	TZS 8,942,399	TZS 9,300,095
Rent	TZS 108,000,000	TZS 112,320,000	TZS 116,812,800	TZS 121,485,312	TZS 126,344,724	TZS 131,398,513
Security	TZS 6,240,000	TZS 6,489,600	TZS 6,749,184	TZS 7,019,151	TZS 7,299,917	TZS 7,591,914
Salaries	TZS 817,440,000	TZS 850,137,600	TZS 884,143,104	TZS 919,508,828	TZS 956,289,181	TZS 994,540,749
Staff Food	TZS 41,132,996	TZS 42,778,316	TZS 44,489,448	TZS 46,269,026	TZS 48,119,787	TZS 50,044,579
Travel	TZS 78,532,044	TZS 81,673,326	TZS 84,940,259	TZS 88,337,869	TZS 91,871,384	TZS 95,546,239
Technical Support	TZS 191,603,984	TZS 199,268,143	TZS 207,238,869	TZS 215,528,424	TZS 224,149,561	TZS 233,115,543
Utilities	TZS 41,462,769	TZS 63,852,665	TZS 73,140,325	TZS 80,637,208	TZS 87,356,976	TZS 91,724,824
Total Operating Expenses	TZS 2,199,183,650	TZS 2,741,371,395	TZS 3,005,345,982	TZS 3,217,126,358	TZS 3,420,042,627	TZS 3,574,570,614
Earnings before Interest, Tax,	TZS 1,763,318,773	TZS 3,448,065,239	TZS 4,183,285,309	TZS 4,816,352,600	TZS 5,398,792,529	TZS 5,805,741,904

Depreciation, and Amortisation						
Depreciation and Amortisation	TZS 199,426,981	TZS 149,570,235	TZS 382,729,174	TZS 194,815,512	TZS 140,759,692	TZS 114,647,898
Profit before Interest and Tax	TZS 1,563,891,792	TZS 3,298,495,004	TZS 3,800,556,136	TZS 4,621,537,088	TZS 5,258,032,837	TZS 5,691,094,006
Interest Expense	TZS 0	TZS 0	TZS 0	TZS 0	TZS 0	TZS 0
Profit before Tax	TZS 1,563,891,792	TZS 3,298,495,004	TZS 3,800,556,136	TZS 4,621,537,088	TZS 5,258,032,837	TZS 5,691,094,006
Tax Expense	TZS 469,167,538	TZS 989,548,501	TZS 1,140,166,841	TZS 1,386,461,126	TZS 1,577,409,851	TZS 1,707,328,202
Profit after Tax	TZS 1,094,724,254	TZS 2,308,946,503	TZS 2,660,389,295	TZS 3,235,075,962	TZS 3,680,622,986	TZS 3,983,765,804
Profit after Tax (%)	11%	15%	15%	17%	18%	18%

10.3 Income Statement – New Facility

NEW FACTORY	2025	2026	2027	2028	2029	2030
Revenue from Product Sales						
Maize Flour	TZS 0	TZS 0	TZS 2,407,394,520	TZS 8,381,534,077	TZS 12,106,660,334	TZS 14,300,992,520
Instant Porridge	TZS 0	TZS 0	TZS 1,054,167,887	TZS 3,670,168,724	TZS 5,301,354,824	TZS 6,262,225,385
Corn Puff	TZS 0	TZS 0	TZS 2,099,259,817	TZS 7,308,738,785	TZS 10,557,067,134	TZS 12,470,535,552
Honey Crunch	TZS 0	TZS 0	TZS 456,482,150	TZS 1,589,278,642	TZS 2,295,624,706	TZS 2,711,706,684
Choco Pops	TZS 0	TZS 0	TZS 663,221,779	TZS 2,309,058,985	TZS 3,335,307,423	TZS 3,939,831,893
Corn Flakes	TZS 0	TZS 0	TZS 1,030,617,000	TZS 3,588,174,450	TZS 5,182,918,650	TZS 6,122,322,655
Total Revenue	TZS 0	TZS 0	TZS 7,711,143,154	TZS 26,846,953,664	TZS 38,778,933,070	TZS 45,807,614,689
Direct Cost						
Maize Flour	TZS 0	TZS 0	TZS 1,945,218,662	TZS 6,707,932,987	TZS 9,596,958,094	TZS 11,228,440,970
Instant Porridge	TZS 0	TZS 0	TZS 413,053,176	TZS 1,424,381,267	TZS 2,037,844,945	TZS 2,384,278,586
Corn Puff	TZS 0	TZS 0	TZS 1,090,565,339	TZS 3,760,728,475	TZS 5,380,428,463	TZS 6,295,101,302
Honey Crunch	TZS 0	TZS 0	TZS 326,751,360	TZS 1,126,776,269	TZS 1,612,065,096	TZS 1,886,116,162
Choco Pops	TZS 0	TZS 0	TZS 331,387,530	TZS 1,142,763,736	TZS 1,634,938,170	TZS 1,912,877,659
Corn Flakes	TZS 0	TZS 0	TZS 505,539,840	TZS 1,743,314,227	TZS 2,494,138,450	TZS 2,918,141,986
Total Direct Cost of Sales	TZS 0	TZS 0	TZS 4,612,515,908	TZS 15,905,896,961	TZS 22,756,373,219	TZS 26,624,956,666
Gross Profit	TZS 0	TZS 0	TZS 3,098,627,246	TZS 10,941,056,702	TZS 16,022,559,851	TZS 19,182,658,023
Gross Margin	NA	NA	40%	41%	41%	42%
Operating Expenses Sales, Advertising, and Distribution Expenses Bank & Mobile Transactions Charge	TZS 0	TZS 0	TZS 669,441,349	TZS 2,330,712,906	TZS 3,366,585,309	TZS 3,976,778,897
	TZS 0	TZS 0	TZS 11,496,417	TZS 40,025,684	TZS 57,814,877	TZS 68,293,823

Insurance	TZS 0	TZS 0	TZS 10,800,000	TZS 11,232,000	TZS 11,681,280	TZS 12,148,531
Janitorial	TZS 0	TZS 0	TZS 11,232,000	TZS 11,681,280	TZS 12,148,531	TZS 12,634,472
Maintenance Cost	TZS 0	TZS 0	TZS 7,090,296	TZS 10,112,134	TZS 8,468,676	TZS 6,608,433
Printing & Stationery	TZS 0	TZS 0	TZS 15,600,000	TZS 16,224,000	TZS 16,872,960	TZS 17,547,878
Legal and Professional Fee	TZS 0	TZS 0	TZS 14,400,000	TZS 14,976,000	TZS 15,575,040	TZS 16,198,042
Security	TZS 0	TZS 0	TZS 12,000,000	TZS 12,480,000	TZS 12,979,200	TZS 13,498,368
Salaries	TZS 0	TZS 0	TZS 1,437,576,192	TZS 1,495,079,240	TZS 1,554,882,409	TZS 1,617,077,706
Staff Food	TZS 0	TZS 0	TZS 72,337,805	TZS 75,231,317	TZS 78,240,570	TZS 81,370,193
Travel	TZS 0	TZS 0	TZS 6,949,545	TZS 7,227,526	TZS 7,516,627	TZS 7,817,292
Technical Support	TZS 0	TZS 0	TZS 0	TZS 0	TZS 0	TZS 0
Utilities	TZS 0	TZS 0	TZS 32,273,351	TZS 112,362,219	TZS 162,300,983	TZS 191,718,036
Total Operating Expenses	TZS 0	TZS 0	TZS 2,301,196,955	TZS 4,137,344,307	TZS 5,305,066,464	TZS 6,021,691,672
Earnings before Interest, Tax, Depreciation, and Amortisation	TZS 0	TZS 0	TZS 797,430,291	TZS 6,803,712,395	TZS 10,717,493,387	TZS 13,160,966,350
Depreciation and Amortisation	TZS 0	TZS 0	TZS 168,880,203	TZS 271,461,571	TZS 261,518,170	TZS 239,630,548
Profit before Interest and Tax	TZS 0	TZS 0	TZS 628,550,088	TZS 6,532,250,825	TZS 10,455,975,218	TZS 12,921,335,802
Interest on Convertible Loan	TZS 38,055,817	TZS 38,055,817	TZS 96,387,706	TZS 0	TZS 0	TZS 0
Interest on Daraja Loan	TZS 61,628,377	TZS 41,158,211	TZS 15,078,688	TZS 0	TZS 0	TZS 0
Profit before Tax	-TZS 99,684,194	-TZS 79,214,028	TZS 517,083,695	TZS 6,532,250,825	TZS 10,455,975,218	TZS 12,921,335,802
Tax Expense	TZS 0	TZS 0	TZS 155,125,109	TZS 1,959,675,247	TZS 3,136,792,565	TZS 3,876,400,741
Profit after Tax	-TZS 99,684,194	-TZS 79,214,028	TZS 361,958,587	TZS 4,572,575,577	TZS 7,319,182,652	TZS 9,044,935,062
Profit after Tax (%)	NA	NA	5%	17%	19%	20%

10.4 Consolidated Income Statement

CONSOLIDATED INCOME STATEMENT						
	2025	2026	2027	2028	2029	2030
Revenue						
Revenue from Existing Factory	TZS 9,906,791,223	TZS 15,256,458,483	TZS 17,475,579,717	TZS 19,266,826,638	TZS 20,872,395,525	TZS 21,916,015,301
Revenue from New Factory	TZS 0	TZS 0	TZS 7,711,143,154	TZS 26,846,953,664	TZS 38,778,933,070	TZS 45,807,614,689
Total Revenue	TZS 9,906,791,223	TZS 15,256,458,483	TZS 25,186,722,871	TZS 46,113,780,302	TZS 59,651,328,595	TZS 67,723,629,990
Direct Cost						
Direct Cost of Existing Factory	TZS 5,944,288,800	TZS 9,067,021,850	TZS 10,286,948,426	TZS 11,233,347,681	TZS 12,053,560,369	TZS 12,535,702,783
Direct Cost of New Factory	TZS 0	TZS 0	TZS 4,612,515,908	TZS 15,905,896,961	TZS 22,756,373,219	TZS 26,624,956,666
Total Direct Cost	TZS 5,944,288,800	TZS 9,067,021,850	TZS 14,899,464,333	TZS 27,139,244,642	TZS 34,809,933,587	TZS 39,160,659,449
Gross Profit	TZS 3,962,502,423	TZS 6,189,436,634	TZS 10,287,258,538	TZS 18,974,535,660	TZS 24,841,395,007	TZS 28,562,970,540
Gross Margin	40%	41%	41%	41%	42%	42%
Operating Expenses						
Operating Expenses of Existing factory	TZS 2,199,183,650	TZS 2,741,371,395	TZS 3,005,345,982	TZS 3,217,126,358	TZS 3,420,042,627	TZS 3,574,570,614
Operating Expenses of New factory	TZS 0	TZS 0	TZS 2,301,196,955	TZS 4,137,344,307	TZS 5,305,066,464	TZS 6,021,691,672
Total Operating Expenses	TZS 2,199,183,650	TZS 2,741,371,395	TZS 5,306,542,937	TZS 7,354,470,665	TZS 8,725,109,091	TZS 9,596,262,286
Earnings before Interest, Tax, Depreciation, and Amortization	TZS 1,763,318,773	TZS 3,448,065,239	TZS 4,980,715,601	TZS 11,620,064,995	TZS 16,116,285,916	TZS 18,966,708,254

Depreciation and Amortization	TZS 199,426,981	TZS 149,570,235	TZS 551,609,377	TZS 466,277,082	TZS 402,277,862	TZS 354,278,446
Profit before Interest and Tax	TZS 1,563,891,792	TZS 3,298,495,004	TZS 4,429,106,224	TZS 11,153,787,912	TZS 15,714,008,055	TZS 18,612,429,808
Interest on Loan	TZS 99,684,194	TZS 79,214,028	TZS 111,466,393	TZS 0	TZS 0	TZS 0
Profit before Tax	TZS 1,464,207,598	TZS 3,219,280,976	TZS 4,317,639,831	TZS 11,153,787,912	TZS 15,714,008,055	TZS 18,612,429,808
Tax Expense	TZS 469,167,538	TZS 989,548,501	TZS 1,295,291,949	TZS 3,346,136,374	TZS 4,714,202,416	TZS 5,583,728,942
Profit after Tax	TZS 995,040,061	TZS 2,229,732,475	TZS 3,022,347,882	TZS 7,807,651,539	TZS 10,999,805,638	TZS 13,028,700,866
Profit after Tax (%)	10%	15%	12%	17%	18%	19%

10.5 Consolidated Cash Flow Statement

PARTICULARS	2025	2026	2027	2028	2029	2030
<u>Cash Flow from Operating Activities</u>						
Inflows						
Revenue from Existing Factory	TZS 9,906,791,223	TZS 15,256,458,483	TZS 17,475,579,717	TZS 19,266,826,638	TZS 20,872,395,525	TZS 21,916,015,301
Revenue from New Factory	TZS 0	TZS 0	TZS 7,711,143,154	TZS 26,846,953,664	TZS 38,778,933,070	TZS 45,807,614,689
Total Inflows	TZS 9,906,791,223	TZS 15,256,458,483	TZS 25,186,722,871	TZS 46,113,780,302	TZS 59,651,328,595	TZS 67,723,629,990
<u>Outflows</u>						
Direct Cost of Existing Factory	TZS 5,944,288,800	TZS 9,067,021,850	TZS 10,286,948,426	TZS 11,233,347,681	TZS 12,053,560,369	TZS 12,535,702,783
Direct Cost of New Factory	TZS 0	TZS 0	TZS 4,612,515,908	TZS 15,905,896,961	TZS 22,756,373,219	TZS 26,624,956,666
Operating Expenses of Existing factory	TZS 2,199,183,650	TZS 2,741,371,395	TZS 3,005,345,982	TZS 3,217,126,358	TZS 3,420,042,627	TZS 3,574,570,614
Operating Expenses of New factory	TZS 0	TZS 0	TZS 2,301,196,955	TZS 4,137,344,307	TZS 5,305,066,464	TZS 6,021,691,672

Inventory	TZS 251,034,841	TZS 408,437,079	TZS 3,536,349,358	TZS 0	TZS 0	TZS 0
Tax Expense for Existing Factory	TZS 469,167,538	TZS 989,548,501	TZS 1,140,166,841	TZS 1,386,461,126	TZS 1,577,409,851	TZS 1,707,328,202
Tax Expense for New Factory	TZS 0	TZS 0	TZS 155,125,109	TZS 1,959,675,247	TZS 3,136,792,565	TZS 3,876,400,741
Changes in Working Capital	TZS 354,053,766	TZS 576,050,263	TZS 190,901,559	TZS 194,832,640	TZS 174,636,574	TZS 113,513,773
Total Outflows	TZS 9,217,728,595	TZS 13,782,429,087	TZS 25,228,550,137	TZS 38,034,684,321	TZS 48,423,881,669	TZS 54,454,164,451
Net Cash Flow from Operating Activities	TZS 689,062,628	TZS 1,474,029,396	-TZS 41,827,266	TZS 8,079,095,981	TZS 11,227,446,926	TZS 13,269,465,539
Cash Flow from Investing Activities						
Equipment and Machinery	TZS 0	TZS 916,606,000	TZS 0	TZS 0	TZS 0	TZS 0
Land and Building Cost	TZS 2,102,802,000	TZS 2,102,802,000	TZS 0	TZS 0	TZS 0	TZS 0
Net Cash Flow Used in Investing Activities	TZS 2,102,802,000	TZS 3,019,408,000	TZS 0	TZS 0	TZS 0	
Cash Flow from Financing Activities						
Equity	TZS 1,322,278,388	TZS 0	TZS 2,026,785,963	TZS 0	TZS 0	TZS 0

Convertible Loan	TZS 1,902,790,851	TZS 0	TZS 2,916,594,434	TZS 0	TZS 0	TZS 0
Daraja Loan	TZS 673,975,000	TZS 0	TZS 0	TZS 0	TZS 0	TZS 0
Interest on Daraja Loan	TZS 61,628,377	TZS 41,158,211	TZS 15,078,688	TZS 0	TZS 0	TZS 0
Repayment of Daraja Loan	TZS 122,350,728	TZS 262,772,374	TZS 288,851,897	TZS 0	TZS 0	TZS 0
Interest on Convertible Loan	TZS 38,055,817	TZS 38,055,817	TZS 96,387,706	TZS 0	TZS 0	TZS 0
Net Cash Flow from Financing Activities	TZS 3,677,009,317	-TZS 341,986,402	TZS 4,543,062,106	TZS 0	TZS 0	TZS 0
Opening Cash Balance	TZS 311,559,761	TZS 2,574,829,706	TZS 687,464,700	TZS 5,188,699,541	TZS 13,267,795,522	TZS 24,495,242,448
Changes in Cash during the Year	TZS 2,263,269,945	-TZS 1,887,365,006	TZS 4,501,234,840	TZS 8,079,095,981	TZS 11,227,446,926	TZS 13,269,465,539
Closing Cash Balance	TZS 2,574,829,706	TZS 687,464,700	TZS 5,188,699,541	TZS 13,267,795,522	TZS 24,495,242,448	TZS 37,764,707,987

10.6 Consolidated Balance Sheet

PARTICULARS	2025	2026	2027	2028	2029	2030
ASSETS						
<u>Fixed Assets</u>						
Equipment and Machinery						
Opening Balance	TZS 797,707,922	TZS 598,280,942	TZS 448,710,706	TZS 1,023,987,530	TZS 767,990,647	TZS 575,992,985
Additions	TZS 0	TZS 0	TZS 916,606,000	TZS 0	TZS 0	TZS 0
Depreciation	TZS 199,426,981	TZS 149,570,235	TZS 341,329,177	TZS 255,996,882	TZS 191,997,662	TZS 143,998,246
Closing Balance	TZS 598,280,942	TZS 448,710,706	TZS 1,023,987,530	TZS 767,990,647	TZS 575,992,985	TZS 431,994,739
Land and Building Cost						
Opening Balance	TZS 0	TZS 0	TZS 0	TZS 3,995,323,800	TZS 3,785,043,600	TZS 3,574,763,400
Additions	TZS 0	TZS 0	TZS 4,205,604,000	TZS 0	TZS 0	TZS 0
Depreciation	TZS 0	TZS 0	TZS 210,280,200	TZS 210,280,200	TZS 210,280,200	TZS 210,280,200
Closing Balance	TZS 0	TZS 0	TZS 3,995,323,800	TZS 3,785,043,600	TZS 3,574,763,400	TZS 3,364,483,200
Capital Work in Progress	TZS 2,102,802,000	TZS 5,122,210,000	TZS 0	TZS 0	TZS 0	TZS 0
Total Fixed Assets	TZS 2,701,082,942	TZS 5,570,920,706	TZS 5,019,311,330	TZS 4,553,034,247	TZS 4,150,756,385	TZS 3,796,477,939
<u>Current Assets</u>						
Cash Balance	TZS 2,574,829,706	TZS 687,464,700	TZS 5,188,699,541	TZS 13,267,795,522	TZS 24,495,242,448	TZS 37,764,707,987
Trade and Other Receivable	TZS 1,077,554,562	TZS 1,659,434,026	TZS 1,900,806,248	TZS 2,095,638,888	TZS 2,270,275,462	TZS 2,383,789,235
Inventory	TZS 756,364,961	TZS 1,164,802,039	TZS 4,701,151,398	TZS 4,701,151,398	TZS 4,701,151,398	TZS 4,701,151,398
Total Current Assets	TZS 4,408,749,229	TZS 3,511,700,766	TZS 11,790,657,186	TZS 20,064,585,807	TZS 31,466,669,307	TZS 44,849,648,619

Total Assets	TZS 7,109,832,171	TZS 9,082,621,472	TZS 16,809,968,516	TZS 24,617,620,055	TZS 35,617,425,693	TZS 48,646,126,559
LIABILITIES						
Equity	TZS 2,198,856,982	TZS 2,198,856,982	TZS 4,225,642,945	TZS 9,045,028,231	TZS 9,045,028,231	TZS 9,045,028,231
Reserves and Surplus	TZS 1,450,725,189	TZS 2,445,765,250	TZS 4,675,497,724	TZS 7,697,845,606	TZS 15,505,497,145	TZS 26,505,302,783
Profit/Loss for the Year	TZS 995,040,061	TZS 2,229,732,475	TZS 3,022,347,882	TZS 7,807,651,539	TZS 10,999,805,638	TZS 13,028,700,866
Closing Balance	TZS 4,644,622,232	TZS 6,874,354,707	TZS 11,923,488,551	TZS 24,550,525,375	TZS 35,550,331,013	TZS 48,579,031,879
<u>Long-Term Liabilities</u>						
Daraja Loan	TZS 673,975,000	TZS 551,624,272	TZS 288,851,897	TZS 0	TZS 0	TZS 0
Repayment of Bank Loan	TZS 122,350,728	TZS 262,772,374	TZS 288,851,897	TZS 0	TZS 0	TZS 0
Closing Balance	TZS 551,624,272	TZS 288,851,897	TZS 0	TZS 0	TZS 0	TZS 0
Convertible Loan	TZS 1,902,790,851	TZS 1,902,790,851	TZS 4,819,385,285	TZS 0	TZS 0	TZS 0
Total Long-Term Liabilities	TZS 2,454,415,123	TZS 2,191,642,748	TZS 4,819,385,285	TZS 0	TZS 0	TZS 0
Current Liabilities						
Trade and Other Payables	TZS 10,794,816	TZS 16,624,017	TZS 67,094,680	TZS 67,094,680	TZS 67,094,680	TZS 67,094,680
Total Current Liabilities	TZS 10,794,816	TZS 16,624,017	TZS 67,094,680	TZS 67,094,680	TZS 67,094,680	TZS 67,094,680
Total Liabilities and Equity	TZS 7,109,832,171	TZS 9,082,621,472	TZS 16,809,968,516	TZS 24,617,620,055	TZS 35,617,425,693	TZS 48,646,126,559

10.7 Financial Snapshot

Financial Summary	2025	2026	2027	2028	2029	2030
Revenue	TZS 9,906,791,223	TZS 15,256,458,483	TZS 25,186,722,871	TZS 46,113,780,302	TZS 59,651,328,595	TZS 67,723,629,990
Total Cost	TZS 8,911,751,162	TZS 13,026,726,009	TZS 22,164,374,989	TZS 38,306,128,763	TZS 48,651,522,956	TZS 54,694,929,124
Net Profit	TZS 995,040,061	TZS 2,229,732,475	TZS 3,022,347,882	TZS 7,807,651,539	TZS 10,999,805,638	TZS 13,028,700,866
Cash Balance	TZS 2,574,829,706	TZS 687,464,700	TZS 5,188,699,541	TZS 13,267,795,522	TZS 24,495,242,448	TZS 37,764,707,987

Net Present Value	TZS 11,772,374,895
Average Net Profit	15%
Internal Rate of Return	34%

10.8 Key Financial Ratios

RATIO	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Gross Margin	17%	25%	36%	40%	40%	41%	41%	41%	42%	42%
Profit after Tax (%)	2%	6%	11%	10%	10%	15%	12%	17%	18%	19%
Current Ratio	4.67	15	15	213	408	211	176	299	469	668
Quick Ratio	3.14	6.59	8.31	43	239	41	77	198	365	563
Return on Assets	3%	8%	26%	27%	14%	25%	18%	32%	31%	27%
Inventory Turnover Ratio	7.53	2.07	12	7.91	7.86	7.78	3.17	5.77	7.40	8.33
Assets Turnover Ratio	1.65	1.21	2.42	2.84	1.39	1.68	1.5	1.87	1.67	1.39

The projected ratios may vary in actual based on actual performance during the years under projections.

REFERENCES:

Rubric/Checklist

Name of BP Writer	Kulzinder Kaur	
Name of Reviewer + date	Chelsea Ellingsen	
Item	Rate on a scale of 1 to 5	Add comments.
<u>Levers</u> : Did the writer find the three key levers of this business? What are they?		<p>The 3 levers are : 1) geographic expansion to other African countries with high cereal eating, 2) add product lines (corn flakes instant baby food) 3) Increase farmers 3x from 500 to 1,500.</p> <p>I had thought the 3 levers were 1) Goldenpot has more orders than they can fill 2) Production log jams in factory 3) Production is slowed from manual work in factory that could be mechanized</p>
<u>Problem</u> : Did the writer find the root cause(s)? Did they use 5 Whys?	2	<p>They list problems as: 1- PHL Causing Food Shortage and Malnutrition 2- Rainfed Smallholder Maize farmers are vulnerable to Climate Change 3- Non-availability of Quality Inputs 4 - Key Barriers to for Enterprise Growth</p> <p>I would frame the basic problem as maize farmers having low income from being too far away in the value chain from any processors. Problems 2 and 3 are weaker,</p>

		as Goldenpot doesn't really address vulnerability from climate change– farmers need to purchase irrigation. 3 is weaker as Goldenpot is not an input distributor. But farmers can in theory buy better inputs when they are earning more money from Goldenpot. Problem 4 was clear.
<u>Solution</u> : Is the solution responsive to the root cause(s)? Did they use 3 Hows to get back to a practical level?	4	The solution was clearly stated, but doesn't fully address the problems of 1,2,3, suggestion to rephrase the problem, as the primary "solution" of Goldenpot is increasing farmer incomes, which then decreases their vulnerability to climate change (if a flood wipes out their harvest they have some savings), and increases their ability to buy inputs.
<u>Unique Value Proposition UVP/What makes them special</u> : is this compelling explained in a sentence? Does it incorporate the key levers?	1	No this was not explained in a sentence. Could be made tighter - first section discusses women in ag globally when the focus could be on women in ag in Tanzania.
<u>WhyUs?</u> : Is this UNIQUE to them?	4	The Why Us seemed to be distilled as a women -focused business, an affordable product, and the only domestic breakfast cereal brand in Tanzania. This 3rd point is part of the marketing and it might have been true when they started but there are other brands now, so this point is not unique. The fact they are women led, 100% women farmers, and women customer base is a strong selling point however.
<u>WhyNow?</u> : What is the ONE thing that is special about now compared to 5 years ago?	4	5 years ago they didn't have a factory, they were at very low revenue. in 2024 they are on a clear upward trajectory with revenues \$1m+

<p><u>Competitive Analysis</u>: is there at least 1 benefit AND one downside compared to competitors? Have they framed the competition correctly?</p>	3	<p>The competitive analysis could be more focused on the Tanzanian market – details about Gerber and Nestle Cerelac global performance did not feel entirely relevant. Who are the main competitors in Tanzania? I mentioned another Tanzanian porridge company (Tosho Lishe). Who are their competitors for corn flakes?</p>
<p><u>Product/Technology/Service</u>: in simple terms, what do customers buy?</p>	5	<p>Customers buy fortified maize flour , baby porridge and breakfast cereals (corn puffs, honey crunch, choco pops)</p>
<p><u>Distribution</u>: Is it clear how the product gets from production to the customers hands, step by step?</p>	5	<p>Yes clear that maize and soy is purchased from farmers, Goldenpot processes into flour, cereal, porridge, and then sells B2B to wholesalers, shops, supermarkets, where end users purchase.</p>
<p><u>Marketing</u>: which channel is used? Is value created in the minds of customers? How much awareness does it raise? How does it change how customers perceive the product? E.g. “Vegan” leather vs vinyl seats</p>	3	<p>The marketing section is mostly focused on online channels (website, email, social media); what is missing is the on-the-ground marketing team Goldenpot employs. They are not full positions but a team that Haika deploys at certain times for marketing/sales.</p> <p>The marketing in the business plan puts too much emphasis on breakfast cereal being “healthy,” “nutritious,” when the convenience, and affordability (in the case of the porridge) would be better emphases.</p>
<p><u>Sales</u>: What channel is used? What are the mechanics of the sales process? Is there a thorough assessment of how sales were done in the past?</p>	3	<p>There was not a thorough assessment of how past sales were done. The marketing section felt very focused on end users, when the actual customers are the businesses purchasing Goldenpot’s products. What is the plan to reach more wholesalers, supermarkets? Visit trade fairs? Pitch them</p>

		directly? Hire a new Sales Director with these contacts? Having social media campaigns and working with influencers are good for brand awareness, but do not connect Goldenpot with supermarkets etc to purchase.
GoToMarket : Are they boiling the ocean or choosing specific lowing hanging fruit to pick first?	2	the go to market did not seem logical to me– targeting the 5 countries in africa with the highest % of breakfast cereal when they are all over the continent. SA, Nigeria, Ghana were 3 of them listed. Goldenpot has the most competitive advantage by first expanding in Tanzania, and feeding its rapidly growing population. Then it would make sense to export 1-2 products to neighboring countries - Kenya as they also speak swahili, Malawi, Zambia, Uganda are other potential markets. I would think SA is the most competitive breakfast cereal market on the continent, so hard to break into.
Phases of Growth/Scale Up Plan : 3ish phases with one already complete, the second believable and the 3rd inspiring	n/a	This framework was not explicitly included in the BP, but from what I gathered the 3 phases are: 1st Phase: from founding to 2024: establish business, manufacture cereal. 2nd Phase: exapnd producion capcity of factory, build 2nd factory, increase supply chain. 3rd Phase: expand across Africa (this felt like the least believable).
Impact : is the ONE metric that drives impact identified?	3	There is not an impact section but I think the main impact communicated is addressing malnutrition of babies, young children and farmer livelihoods.
Sustainability : fact-based argument for financial, social and environmental sustainability?		There is not an explicit sustainability section, but it can be derived that Goldenpot increases social sustainability by paying farmers more, increasing their yields, and

		providing Tanzanians with affordable breakfast products. The current environmental footprint is low as Goldenpot has a local value chain, but due to outgrower network hard to determine other environmental factors (e.g. rate and use of pesticides).
<u>Customer/Stakeholder Story</u> : how much does the story inspire you on a scale of 1 to Forest Gump?	0	This wasn't included.
<u>Target Customers/Demographics</u> : age, gender, location is table-stakes. What about the demographics relates to the key business levers and the Why Now?		Target customers section has been included (2.8)
<u>KPIs</u> : are there 5? Are they MECE?		KPIs not specific, but there is a section on short term, medium term, and long term objectives. There were way too many and tended to sound more like platitudes, and difficult to measure, esp Long Term Objectives e.g. "Inspire healthier living by connecting people to healthy and nutritious eating options." I offered some suggestions in-line about how to make a couple objectives more specific and time-bound.
<u>Traction</u> : 3-5 bullet point reasons why this company is fundable.		This is already covered under why us.
<u>Risks</u> : list 25 risks with probability, severity, risk score and mitigation measure at the very least. Make sure no major risks are missed	2	The risk section is incomplete - the risk description, probability, severity are missing. It listed the risk mitigation but not the risk itself.
<u>Team</u> : name, role, specific previous experience (3 years as field manager for m-kopa, not vague "has years of experience	2	Haika mentioned, but no one else on the team is.

in the field"). Has org chart with positions to be filled through phase 2		
<u>Corporate structure</u> : Which companies own which other companies?	0	not included
<u>Cap Table</u> : List of shareholders as well as convertible debt/SAFEs and desired exit	0	Included under Management Summary section
<u>Partners</u> : do they have specific roles? Do they fill in gaps in the Risks?	2	The Partnerships Section includes logos of partners. This section could be improved by making a distinction between past partnerships Fledge, US Department of State, Oklahoma State- as an aside I think the last 2 were fellowships for Haika) and current partnerships: Africa Eats, DEG Impulse, KFW. More could be added with what Africa Eats provides (funding, mentorship), and what Goldenpot is doing for DEG.
<u>Scalability</u> : Is there a clear path to being a 100x bigger?		There is multiple mention of scaling across Africa but this stretches the imagination (to me).
<u>Innovation</u> : On what dimension or combination of dimensions is this clearly new?	3	This is new for the context , and by trying to equitably include smallholder farmers in modern value chains.
<u>Financials</u> : breakdown of historical financials in meaningful segments (like by product type), net profit and projection of future financials, important financial ratios like gross profit, current ratio, etc.		Historical and projected financials have been provided
<u>Unit Economics</u> : Breakdown of costs that go into producing one unit of product/service		Included under financial projections

<p><u>Financing</u>: All previous financing and projected co-financing possible.</p>		<p>Previous financing deals have been disclosed in the cap table.</p>
<p><u>FinancialProjections</u>: sensitivity analysis summary of key points. Expected key changes in important financial ratios, if any.</p>		<p>Key Financial Ratios section has been added under financial projections (section 10.8)</p>
<p><u>Exit</u>: Plausible scenario given</p>		
<p><u>Valuation</u>: number given with justification</p>		
<p><u>Company colors/font/branding</u>: colors (with HTML color codes, eg #000000), font, voice, logo</p>	4.5	<p>Branding nicely done, there are just times when black font is used on magenta. The opening photo should be changed from a mechanized field with a large tractor to one of their smallholder farmers, or demonstration plots.</p>
<p>Notes on grammar style:</p>		<p>Cereal stays singular, it does not become plural. Breakfast Cereal, not Breakfast Cereals. I have changed this where I saw it.</p> <p>In terms of pronouns, the normal style is to use first person: we, our, the company, Goldenpot. The BP is written in third person and using its. Something to check if it should be in the first person.</p> <p>All citations need a source.</p> <p>I found a number of “weasel words” - additionally, also, however, further. I removed these as I saw fit.</p>