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A JOURNEY TO  
*Success*



## Our People

### *The Heart of Mkwawa's Success*

Mkwawa Leaf Tobacco Ltd (MLTL) is one of Tanzania's leading tobacco companies, with a workforce of approximately 3,713.

We take pride in our people, whose passion, commitment, and expertise drive our success as we build a better future. Ambition, courage, and resilience are the qualities we seek in our team members, and our rapidly transforming industry demands these traits. We expect our people to learn swiftly, seize opportunities, and consistently achieve and own results.

As we evolve, we remain focused on the qualities that have always driven our success—fostering a culture of passionate ownership and inspiring leadership. We strive to have exceptional individuals, engaged teams, and a workplace that is truly great. Our people are the key to executing our strategy.



## Structure

### Company - Mkwawa Leaf Tobacco Limited (MLTL)

Shareholding – 100% Private: Mr. Ahmed Huwel – Previously Tanzania Leaf Tobacco Company Limited (TLTC). Shares were purchased June 2022 from Universal Tobacco Group rather than assets. TLTC had operated in Tanzania since 1968. When purchased TLTC had not been operating for 2 years, had a skeleton staff, no tobacco grower contracts or customers.

At the same time as purchasing MLTL, the shareholder purchased the tobacco factory - Previously Tanzania Tobacco Processors Limited (TTPL). Shares were purchased June 2022 from Universal Tobacco Group rather than assets. TTPL had operated in Tanzania since 1997/98 since privatisation. When purchased TTPL had also not been operating for 2 years, had no staff (oversight from TLTC - skeleton staff). The factory was in a separate company due to the privatisation process. Most operations in the world operate with everything in one company including the factory.

The current operations are all under MLTL. MLTL rents the factory premises and leases the factory plant and equipment from MTPL. Long-term once we have the approval from Government the factory premises and the factory plant and equipment will be moved from MTPL to MLTL. (This will be done at cost, tax values with no Stamp Duty or VAT outlays)

## DIRECTORS

### Mr. Ahmed Huwel

CEO/Owner

### Mr. Matthew Kapnias

Managing Director  
Ex TLTC and Universal

### Mr. Colin Stonebridge

Finance Director  
Ex TLTC

### Mr. Richard Sinamtwala

Deputy Managing Director /  
Corporate Affairs Director  
Ex TLTC

### Mr. Topkins Silindu

Leaf Operations Director  
Ex Universal and Hail and Cotton Malawi

### Mr Guy McDonald

Factory Director  
Ex Alliance One

### Mr. Roger Blair

Agronomy Director  
Ex TLTC and Universal

## MANAGERS

### Mr. David Crowhurst

Factory Manager  
Ex TTPL and Universal

### Mr. Egidi Buretta

Information Technology Manager  
Ex TLTC

### Mr. Anthony Kapnias

Leaf Blending Manager  
Ex TLTC and Universal

### Mr. Emmanuel Mhagama

Finance Manager  
Ex TTPL

## CONSULTANTS

### Mr. Paul Crossan

(Ex TLTC and Universal MD)

### Mr. Colin Blair –

(Agronomy -- Ex TLTC and Universal Agronomy)

### Mr. Mike Masora

Leaf Buying Operations Manager  
Ex Alliance One Tobacco

### Mr. Nicholas Kanyamala

Engineering Manager  
Ex TTPL

### Mr. Ezekiel Masinde

Head of Human Resources  
Ex TLTC and Universal

## Management



## Main timings – New Crop

**31 March 2024**

Main Customer indicative requirements to MLTL and MLTL indicative volumes to TTB

**31 August 2024**

Primary Society Contracts signed for next season volumes (volumes to be purchased May 2024)

**End April/Early May 2025 –**

Start purchasing volumes from Primary Societies – markets start and end around end of August / early September



# NEW CROP TIMING



**Late May/Early June/July**

Master Samples prepared, signed off with customers, sales volume and pricing confirmed and process of getting signed purchase offers starts.

**May to December 2025**

Processing of green for customers

**July 2025 to 31 March 2026 –**

Shipping of tobacco to customers



## Agronomy

### Main areas

Market preparation assistance and clearing markets

Recording of buying and preparation of tobacco payments after sales

Transport, logistics and storage

The department is the supporting pillar to farmers and provides several different services:

- Extension Services (GAP) - aims at ensuring sustainable, economically viable production to our farmers through our field technicians (FT's) to improve yields and efficiencies.
- Agricultural Labour Practices (ALP) – to promote awareness to all farmers, workers and communities on all ALP Principles, focusing mainly on Child Labour, Forced Labour, inadequate accommodation, fair treatment and safe working environment
- Sustainability / Forestry Management – a division in conjunction with Tanzania Forestry Services (TFS) to assist farmers with afforestation and sustainability.
- Briquettes – Project currently in early stages to establish the production of trial briquettes to compliment wood fuel usage.

# Our Departments



### Main areas

Assistance to Agronomy with road shows and training pre markets starting

Leaf Buying team - Buying the crop – note the TTB actual classify the entire crop so the process of buying is accepting or rejecting the TTB classification. After buying completed back to Morogoro where they assist with the processing.

Leaf Classification Team – Checking the tobacco grade when tobacco is received in Morogoro and assist with processing.



## Factory

### Main areas

- Pre-season maintenance
- Green receiving and storage
- Processing
- Storage of processed tobacco
- Quality Control
- Shipping based on customer shipping instruction, export permits



## Leaf Sales

### Main areas

- Crop analysis and Crop allocation for customers
- Master sample preparation
- Customer pricing and contracts/purchase offers
- Sample preparation
- Oversight of shipping
- Invoicing



## Mkwawa Transport

Own trucks and trailers used for green and dry tobacco transport. The fleet is managed and operated by Safari Hauliers which is owned by the MLTL shareholder. MLTL incur the depreciation cost, insurances and permit/tracking costs only and then receive 30% of all income generated from the trucks. Main reason is have own trucks is security of supply. Transport for tobacco is very limited especially with the exponential growth in the volume in the past two years.



## Storage/Warehouses

### Upcountry Current Capacity (Green)

#### Existing storage facilities

**52,668 m<sup>2</sup>**

#### MLT owned facilities

**27,302 m<sup>2</sup>**

Own warehouses Tabora, Urambo, Mpanda, Lupa

#### Rented facilities

**25,366 m<sup>2</sup>**

Mainly Kahama and Songwe (Mbeya)

#### Additional Storage Facilities in progress - 50,000 m<sup>2</sup>

Tabora and Urambo Total green capacity for Marketing & Storage for next crop is 102,668 m<sup>2</sup>



## Factory – processing capacity

### Upcountry Current Capacity (Green)

#### Existing storage facilities

**52,68 m<sup>2</sup>**

#### MLT owned facilities

**27,02 m<sup>2</sup>**

Own warehouse Tabora, Urambo, Mpanda, Lupa

#### Rented facilities

**25,6 m<sup>2</sup>**

Mainly Kahama and Songwe (Mbeya)

#### Additional Storage Facilities in progress - 50,00 m<sup>2</sup>

Tabora and Urambo Total green capacity for Marketing & Storage for next crop is 102,68 m<sup>2</sup>

### Upcountry Current Capacity (Green)

7 receiving docks with telescopic, extendable offloading conveyors Can receive 3,0 million kgs in a week per

single shift, inclusive of 100% bale inspection, classification and reweigh.

Rack system in place Storage facility is 26,000 m<sup>2</sup> –

potential storage capacity 18 million kgs green in racks.

# Our Approach

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Our focus is on driving high performance, developing future leaders, valuing diversity, encouraging entrepreneurial behavior, and fostering an engaging culture where both individuals and teams can thrive. Our values, which underpin our culture, guide how we deliver our strategy.

We are committed to developing talent from within and supporting our high-performing managers who will lead us forward. When recruiting externally, we seek individuals who bring additional knowledge and skills to strengthen our teams and enhance our business.

We aim to attract and retain talent that will help us succeed in growth markets and categories, including reduced-risk products.

Our goal is to create a dynamic and supportive environment that attracts and retains top talent, driving our strategy and success.

## Key Areas of Focus:

Environmental Stewardship, social responsibility, governance, resource optimization, innovative practices. As we evolve for the better, we view this transformation as a crucial opportunity for innovation, growth, and the creation of purpose-driven, impact-oriented, long-term value.

Therefore, we diligently integrate sustainability into every facet of our business and operations.



# Vision

To be the preferred supplier of sustainable smallholder FCV tobacco in Africa.

- A profitable organization with a diverse customer base
- Secure, motivated, and expanding farmer base
- Dynamic leadership and a unified workforce
- Entrepreneurship that embraces innovation and transformation.

# Core Values:

Integrity • Excellence • Environmental stewardship • Agility



# Leaders of Change.

Mkwawa Leaf Tobacco thought leaders share their insights and expertise on the changing face of business and how companies must pivot today to deliver



## FACTORY - processing capacity

Factory Factory capable of Threshing FCV, DFC, DAC and BUR using Multi-separator technology.

Backup generator in place 3-kilowatt capacity.

Current processing capacity is 20 Tons/hr. equivalent to 90 million kgs processed in a season.

## FACTORY PROJECTS

### Processing Line Upgrade in progress.

15 Ton/hr. Line equivalent to 70 million kgs additional processing. Total combined throughput of 60 million kgs processed in a season. – FY 2026.

### Dry Storage facility

38,000 m<sup>2</sup> of storage planned for construction to accommodate increase in Volume.

**2022**

Processed 7.5 million kilos

**2023**

Processed 44.8 million kilos

**2024**

Plan to process 90 million kilos

**2026**

Plan to increase processing capacity to 160 million kilos

# Sustainability.

At Mkwawa Leaf Tobacco Ltd, sustainability is integral to our mission and operations. We are committed to embedding sustainable practices across our business to drive innovation, growth, and long-term value.





## We promote:

- Adoption of Good Agricultural Practice
- Use of efficient barns.
- Adherence to Agricultural Labour Practice and,
- Sustainable forest management to ensure fuelwood supply.



## Farmer productivity:

- Current at **1400 kilos/Ha**
- Plan to increase productivity to **2000 kilos/ Ha** by **2026** through increased barn capacity and extension service.

# Community Investment

Mkwawa Leaf Tobacco Limited (MLTL) is dedicated to enhancing the well-being of the communities where we operate. We are committed to fostering inclusiveness and resilience by addressing key social and environmental issues. Our Community Investment initiatives reflect our dedication to making a positive impact and building a better future for all stakeholders involved. Through these efforts, we strive to contribute meaningfully to the advancement and sustainability of our communities.

50%

CUSTOMER BASE  
GROWTH



## Customers

Mkwawa Leaf Tobacco Limited (MLTL) we are committed to enhancing customer confidence and satisfaction and aims to be one of the competitive suppliers. Our goal is to grow our customer base by 50% while maintaining the high standards and trust that our current customers have come to expect. We achieve this by consistently delivering quality products, providing exceptional service, and fostering transparent relationships. By focusing on these core principles, we aim to attract new customers and ensure that our existing clients continue to value and rely on us for their tobacco needs.



PHILIP MORRIS  
INTERNATIONAL



BMJ  
INDUSTRIES FZ-LLC



EASTERN COMPANY S.A.E.

