



Summary



Achievements

- Sales: 184 machine sales (106 MCTs, 57 Chaff Cutters, 21 Small Shellers), up from 132 last year
- Technical: Brought new products to market, managed leaner production process
- Management: Transitioned team and organization into new structure, received investment and grant support
- Impact: 60 service businesses started with Imara Tech products and 1200 farms mechanized!

Dear all,

We are happy to share with you Imara Tech's annual report for 2022.

This year, Imara Tech products enabled over 60 agricultural service businesses to start and provide 1200 farms with access to mechanization. Our mission to empower rural farmers with mechanization remains at the core of what we do and we see this reflected in our annual impact survey: when we asked our customers what Imara Tech does well, many spoke of Imara Tech's role in providing technology to communities and educating people about agricultural entrepreneurship. We are still a long way from mechanizing every farm in Tanzania but we are thankful for the chance to support our customers and for the ways in which they support us in our mission.

Underlying each of this year's achievements is a notable change in the way we operate. At the end of last year, we made a decision to change our leadership, organizational structure, and growth strategy. One year later, we remain confident that this was the right move. Every member of our team has adapted and grown and we are ending this year proud of the progress and motivated to take on the challenges ahead.

We are grateful to work alongside dedicated staff, operational partners, investors, funders, clients, and supporters that share our vision. Each one of you continues to play an important role in our journey – thank you for being a part of our year!

Alfred Chengula
Managing Director

Elliot Avila
Director



2022 Year in Review

Sales

Achievements

- Sales: 184 machine sales (106 MCTs, 57 Chaff Cutters, 21 Small Shellers), up from 132 last year
- Channels: A big focus on B2B sales: 40 units sold to 4 clients
- Territory: Greater team focus in Dodoma region of Tanzania: 47 sales
- Marketing: Traction from digital advertising and exhibitions: 31 sales from TV/Instagram leads, 26 from exhibitions

Challenges

- Agents: low ROI from agents (23 agents sold 37 units)
- Product quality: high costs on service and maintenance with B2B clients (see technical slide)

Looking Forward

- B2B: strong pipeline going into 2023
- Territory: focusing more on Dodoma where there is a strong partner presence, untapped market, and easy access to other regions





Technical

Achievements

- Team: Smaller full-time team reduced overhead costs
- Costs: Maintained COGS despite increased costs of off-the-shelf materials
- Products: New products reached market: 57 chaff cutters and 21 shellers sold

Challenges

- Product quality: challenges with breakage of beaters in MCT, finishing issues (welds and sharp edges), issues with off-the-shelf components (tires and engines)
- Reduced team size complicated the production process: increased reliance on contractors

Looking Forward

- Production: Investing in new welding equipment to improving welding, utilizing more CNC fabrication equipment, and investing more into building capacities of the technical team

Management and Head Office

Achievements

- Leadership: Alfred stepped into the role of MD and while co-founders Elliot and Adriana stepped into supporting roles
- Finance: no major cash flow issues/challenges! Better organized expense reporting
- Grants/Investment: Renewed Sprint project with WFP Innovation accelerator, secured grant from Commission of Science and Technology Innovation Fund for 40M, received angel investment support

Challenges

- Finance: Inventory (stock and CAPEX) management system still underdeveloped resulting in difficulties with accurate accrual-based accounting

Looking Forward

- Adopting an asset-management system that will help workshop, sales, and finance teams better account for inventory





184 Machines Sold
resulting in...

60 Service Business Started with Imara Tech Products

\$50,400 in Customer Revenue

1200 New Farms Reached

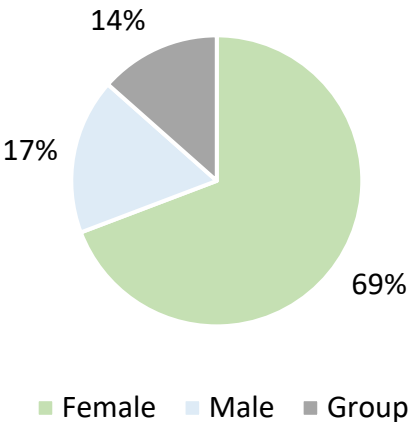
\$68,400 Saved by End-Users

Customer Impact Survey Results

From customers who purchased Imara Tech products

Customer Demographics

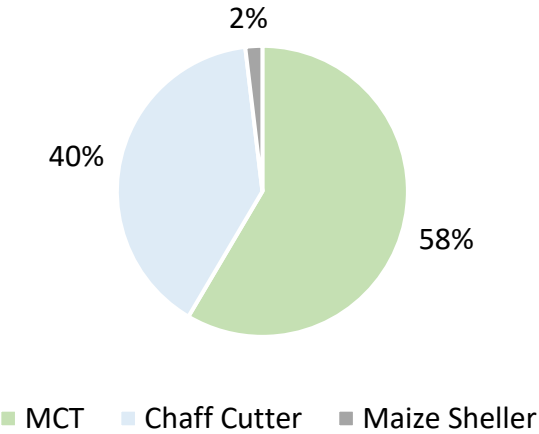
Ownership



52
Average Customer Age

7%
Beneficiaries Below 35

Product Owned

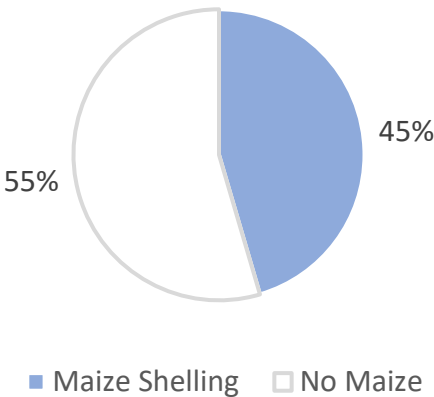


10%
Own More Than 1 Imara Tech Product

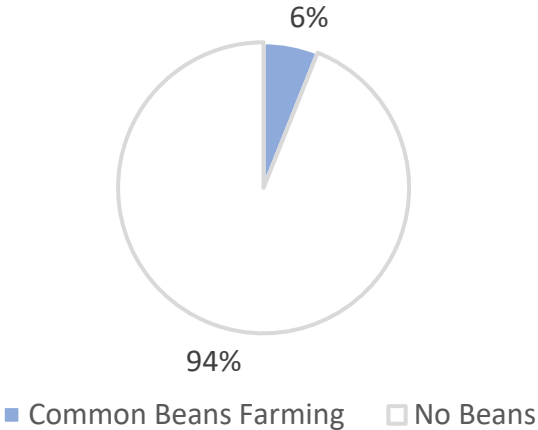
16 acres
Average Customer Farm Size

Crops Processed by Customers

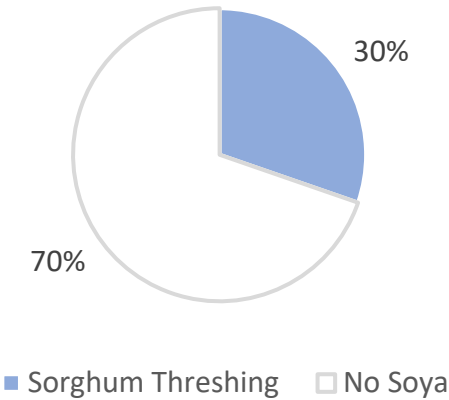
Maize



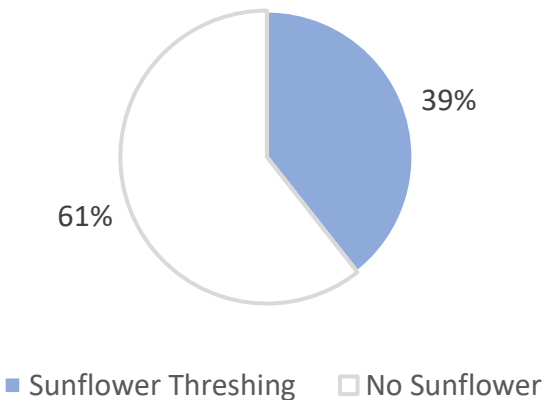
Beans



Sorghum

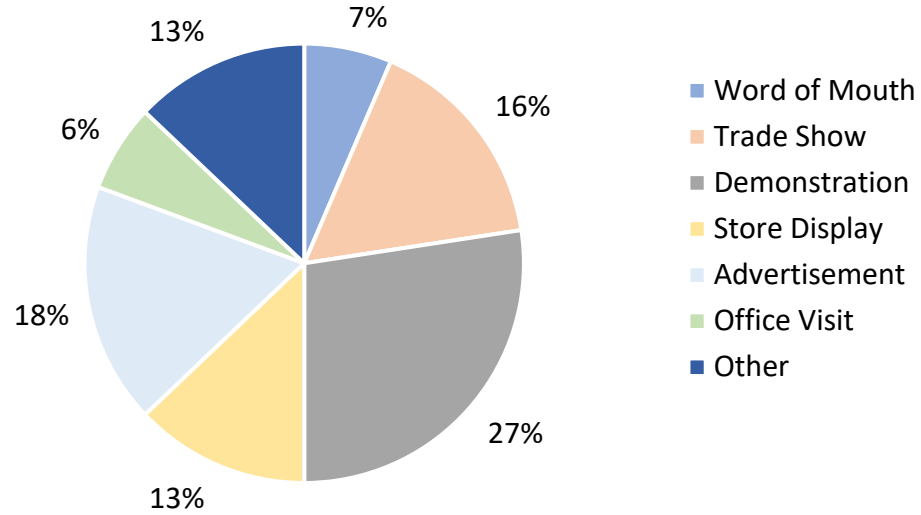


Sunflower

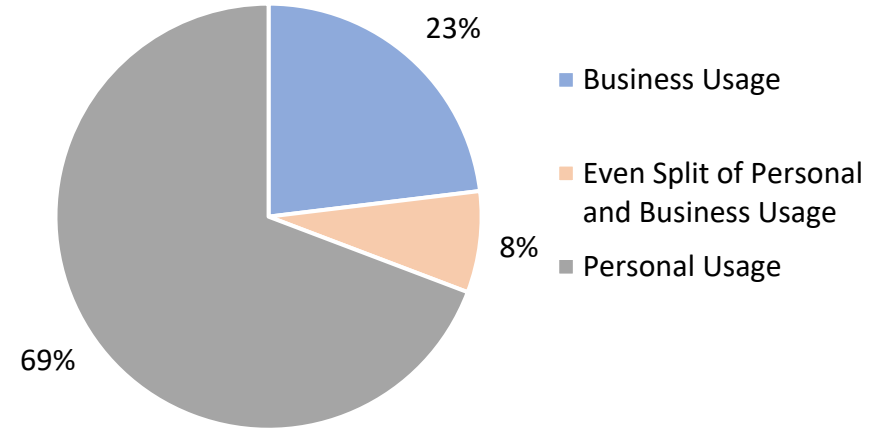


How Customers Use their Products

How Customers Learned About their Products

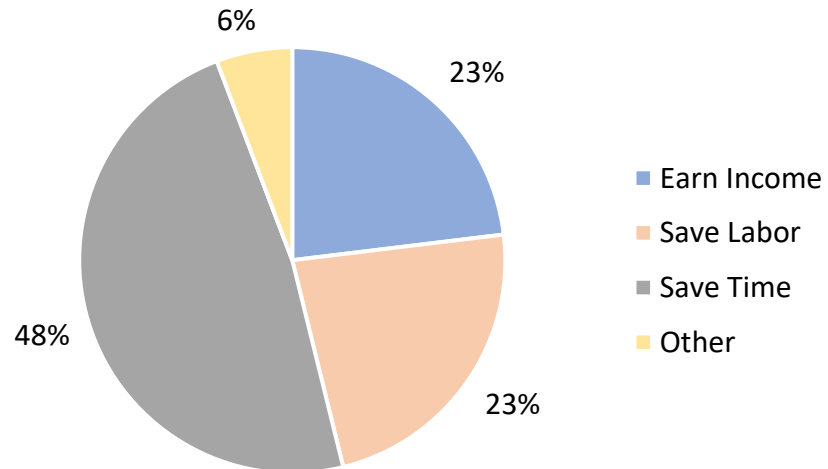


How Customers Use their Products

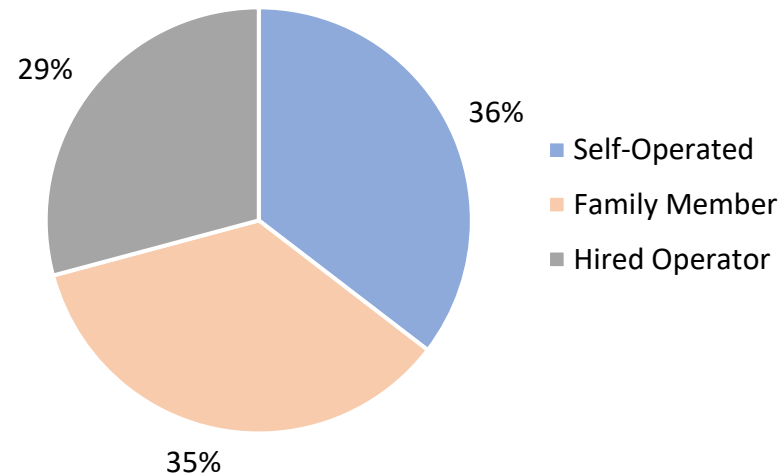


35 days
Average usage
per year

Why Customer's Bought Their Product



Who Operates the Machine?



43%
Operators
Under 35

3%
Female
Operators

MCT Business Customer Findings

$$\begin{array}{ccccc} \$42 & & \times & & 20 & & = & & \$840 \\ \text{Median Reported} & & & & \text{Median Reported} & & & & \text{Expected Income per} \\ \text{Earning per End-user} & & & & \text{End-users Served} & & & & \text{MCT Customer} \end{array}$$

80 acres
Median Reported
End-user Farm Size

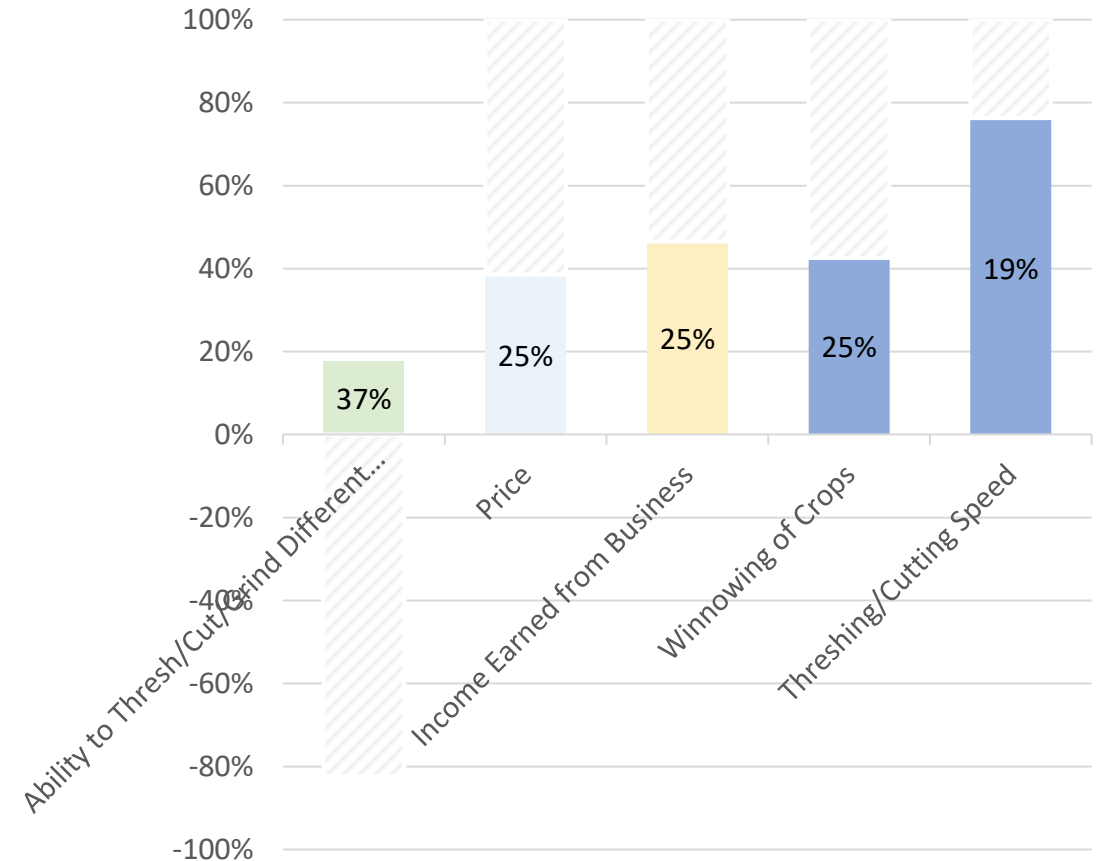
Maize

$$\begin{array}{ccccc} \$0.83 & & \times & & 21 & & = & & \$17.43 \\ \text{Average Threshing} & & & & \text{Average Bags} & & & & \text{Average Revenue} \\ \text{Price per Bag} & & & & \text{Threshed Per Hour} & & & & \text{Per Hour} \end{array}$$

Sorghum

$$\begin{array}{ccccc} \$1.01 & & \times & & 5.1 & & = & & \$5.15 \\ \text{Average Threshing} & & & & \text{Average Bags} & & & & \text{Average Revenue} \\ \text{Price per Bag} & & & & \text{Threshed Per Hour} & & & & \text{Per Hour} \end{array}$$

How Customers Plan to Use Their Income

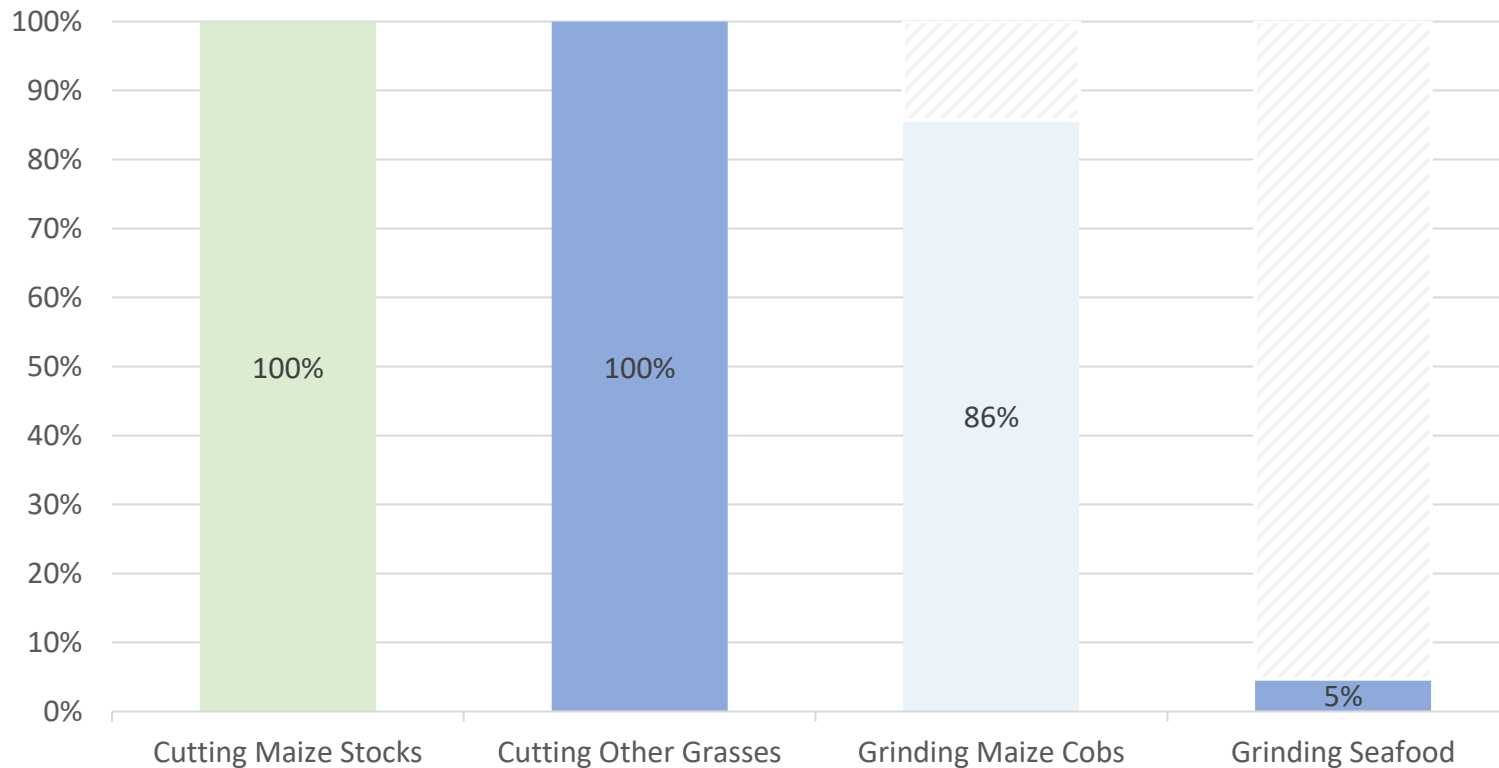


Chaff Cutter Findings

9% Use their Chaff Cutter as a business,
which earns them...

\$75 per month by renting out their machine

How Customers Use Their Chaff Cutter



Overall Impressions

25%

NPS Score for All Products

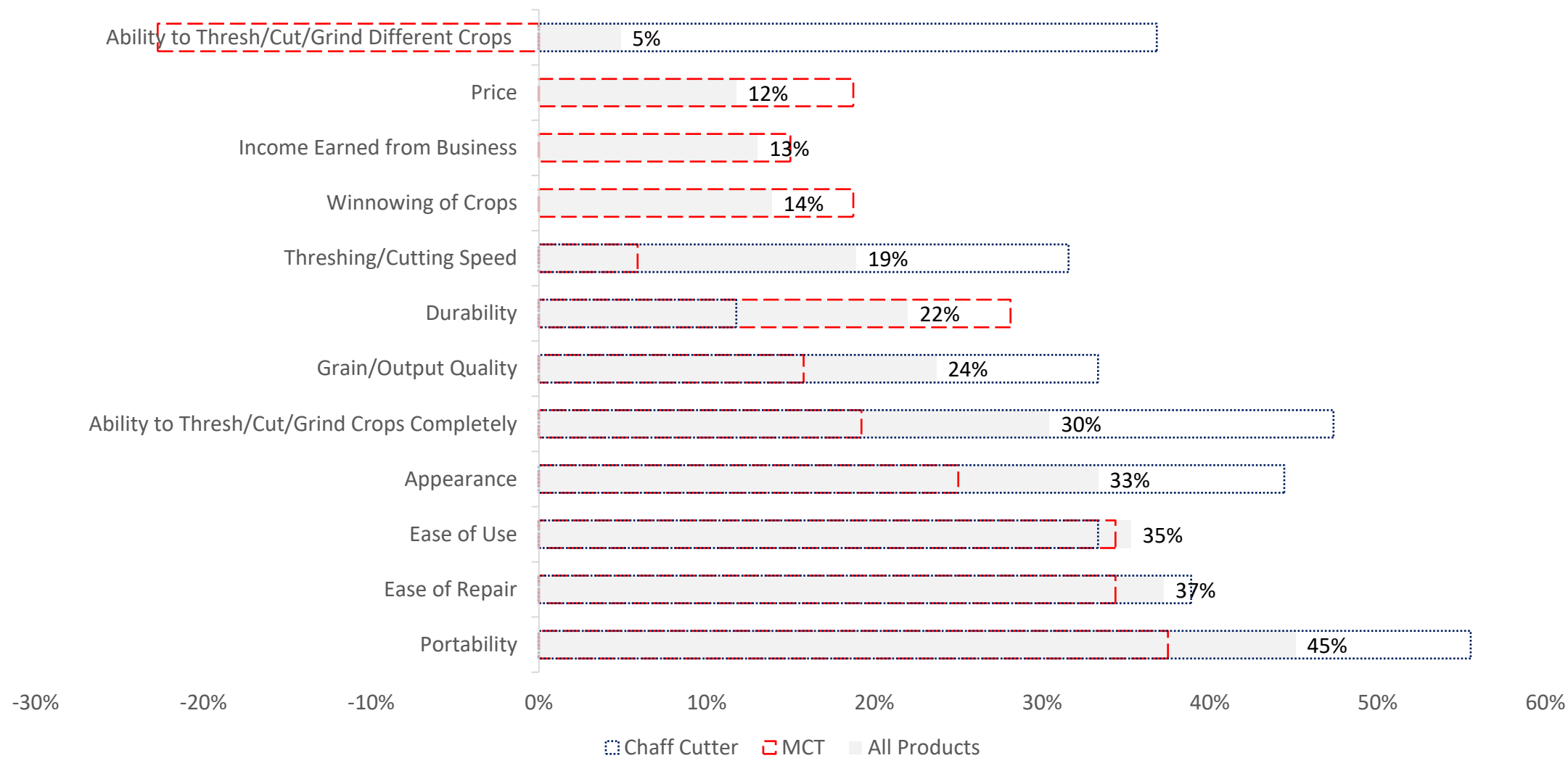
9%

NPS Score for MCT

60%

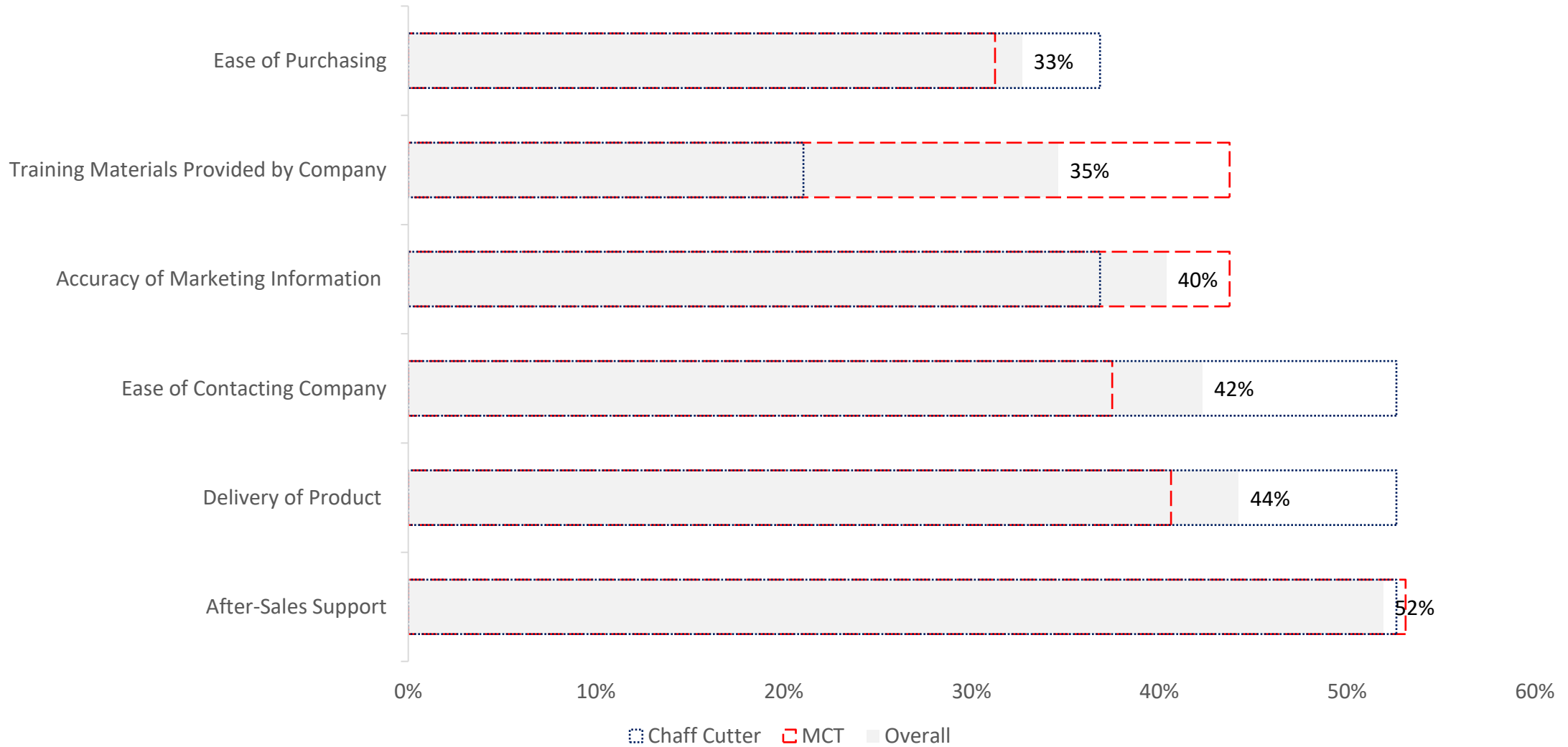
NPS Score for Chaff Cutter

Net Promoter Score of Imara Tech Product Features



Q44: Please rank the following features of your product:
Options were Very Poor, Poor, Neutral, Good, or Very Good. NPS calculated by Very Good respondents counted as Promoters, Good counted as Passives, and all others counted as Detractors

Net Promoter Scores of Imara Tech Service

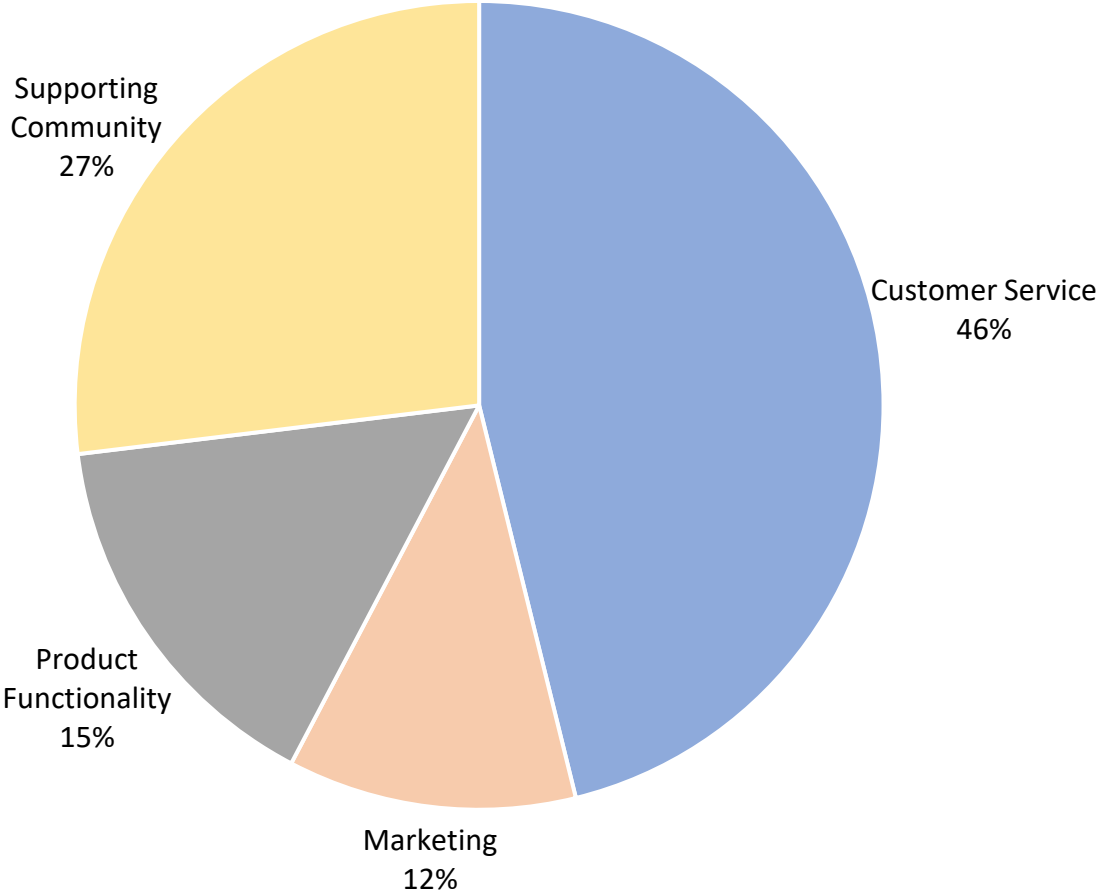


Q45: Please rank the following based on your interactions with the Imara Tech team:

Options were Very Poor, Poor, Neutral, Good, or Very Good. NPS calculated by Very Good respondents counted as Promoters, Good counted as Passives, and all others counted as Detractors

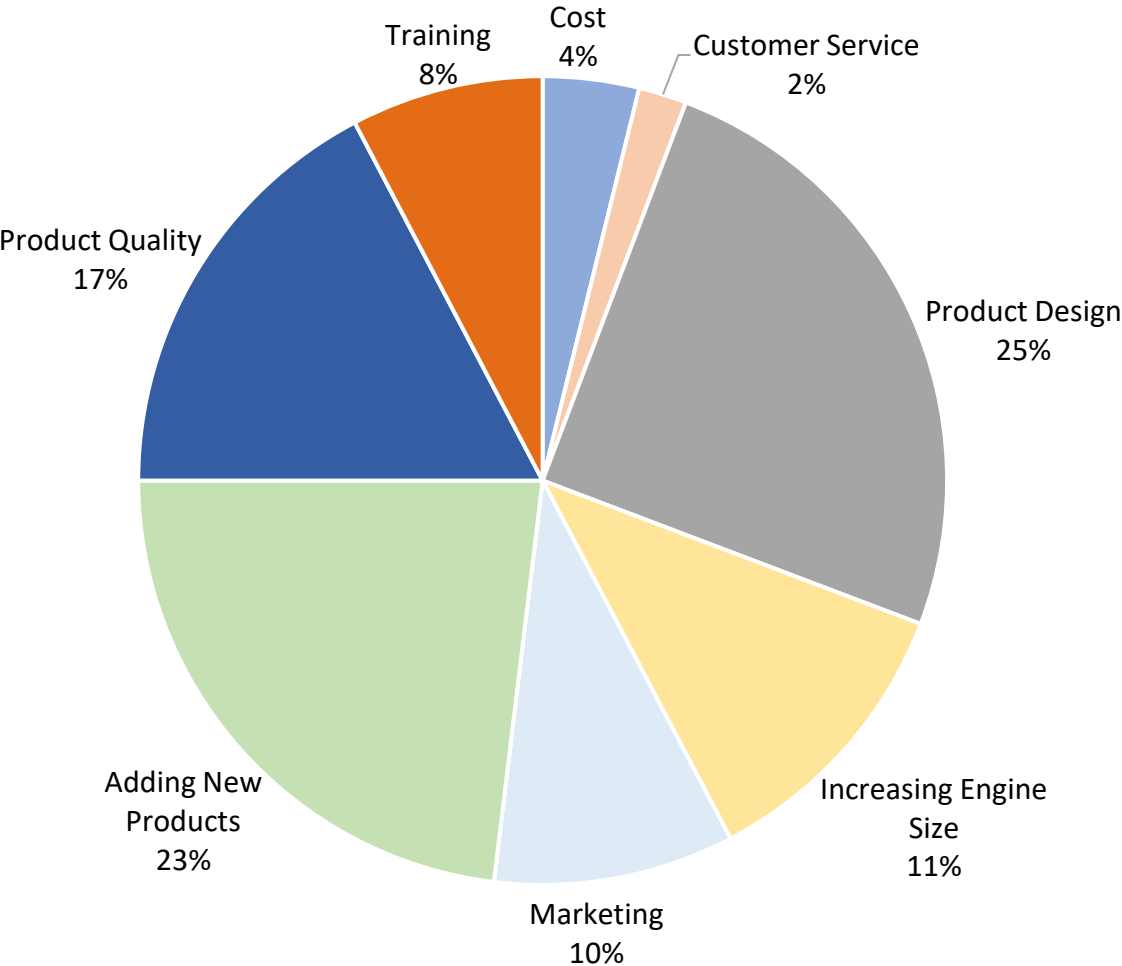
What Customers Think of Imara Tech (Open-Ended)

What Customers Think Imara Tech is Doing Well



“Training society of being entrepreneurs”
“Provide a good customer care and service”
“Supporting the farmers through the technology it's reduce losses and it reduced costs”

What Customers Think Imara Tech Should Improve



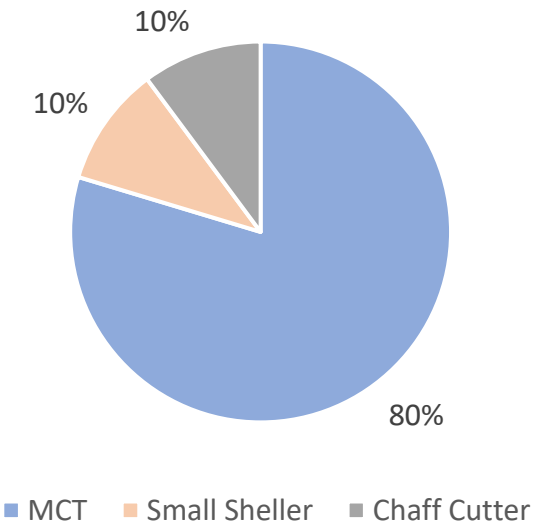
“To improve on maintenance of machine”
“Hp should be above 7.5HP”
“Increase marketing so as to reach every farmers from urban to interior rural areas”

End-User Impact Survey Results

For farmers who purchase the services from Imara Tech customers

End-User Demographics

Respondents' Product Used

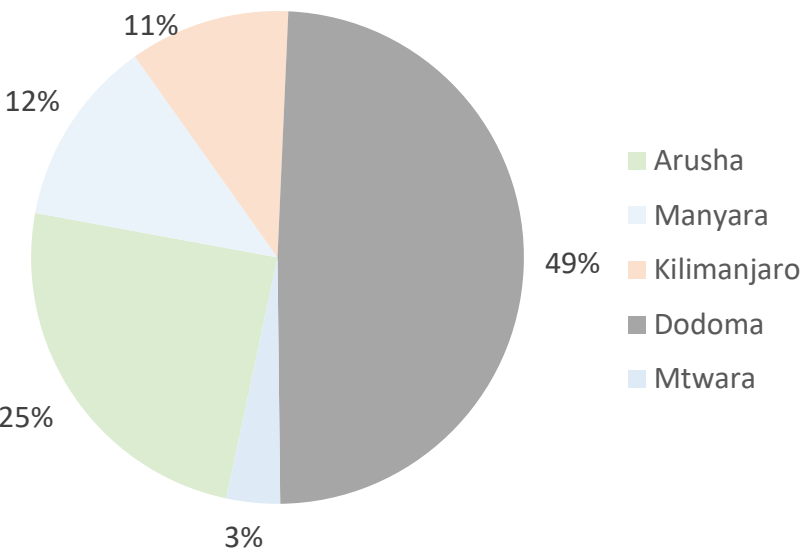


42
Average End-User Age

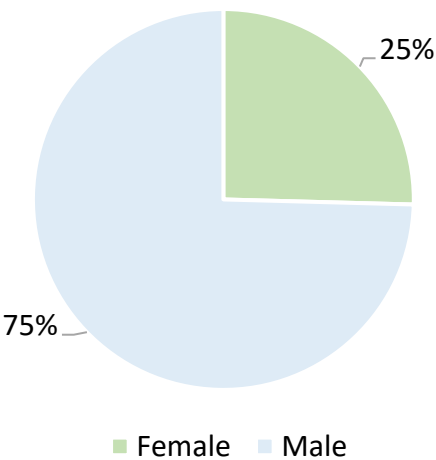
28%
End-Users Below 35

5.9
Average Family Size

Respondent Locations



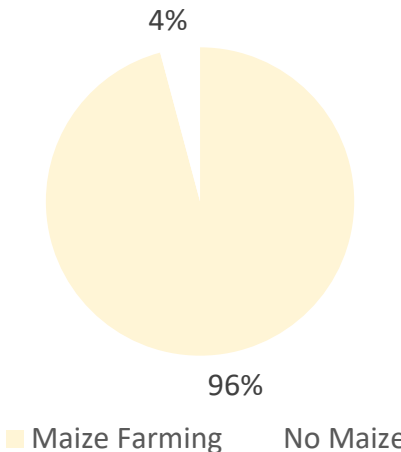
Respondent Gender



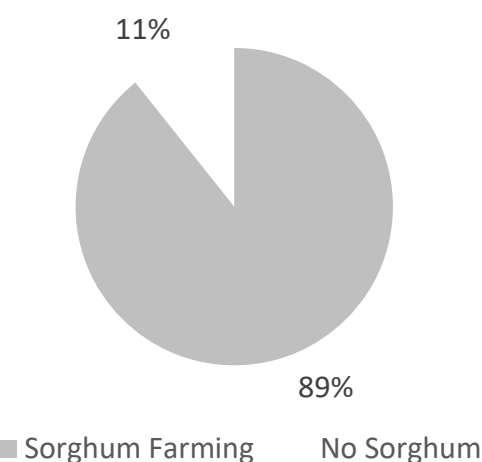
6.2 acres
Average Farm Size

1 Min
70 Max
9 SD

Maize – All Regions Except Dodoma



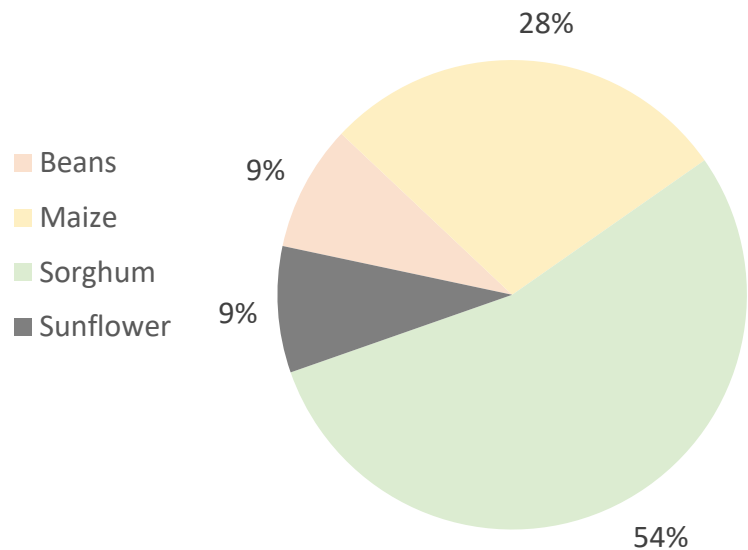
Sorghum – Dodoma Only



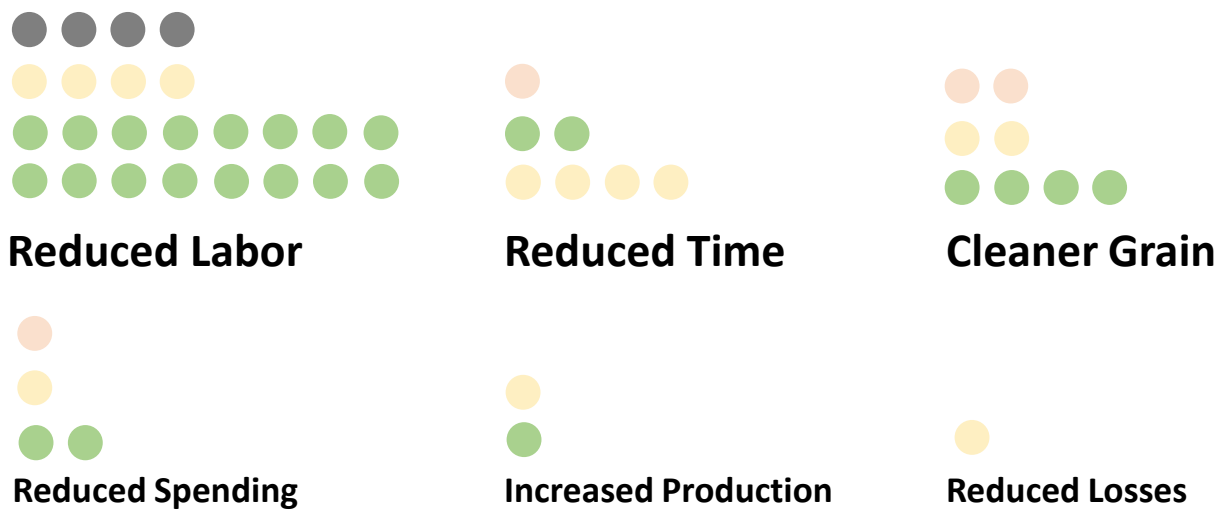
MCT: End-User Impacts by Crop

	Respondents	Average Time Saved (Hours)	Average Money Saved (\$)	Average Bags of Grain	Average NPS Score
Beans	4	9	\$24	47	50%
Maize	13	16	\$66	98	54%
Sorghum	25	17	\$81	57	68%
Sunflower	4	7	\$73	40	50%
All Crops	46	13	\$57	63	61%

Crops Threshed by Respondents



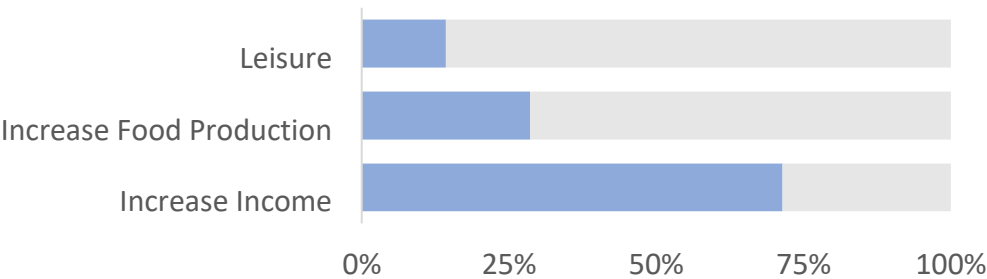
Primary Benefit Received From MCT



End-User Responses: MCT

15%
**End-Users of the MCT
Reported Reduced
Time as the Primary
Benefit**

What did users with the time saved?



“engaging in poultry activities”

“focus on my boda boda business”

“spend time on my retail shop”

“Participating in other agricultural activities”

End-Users Testimonials: Positive Features

“It save time of threshing and increase quality of the maize than doing manually”

“Minimizing manual hired personnel”

“Portable and highly efficient”

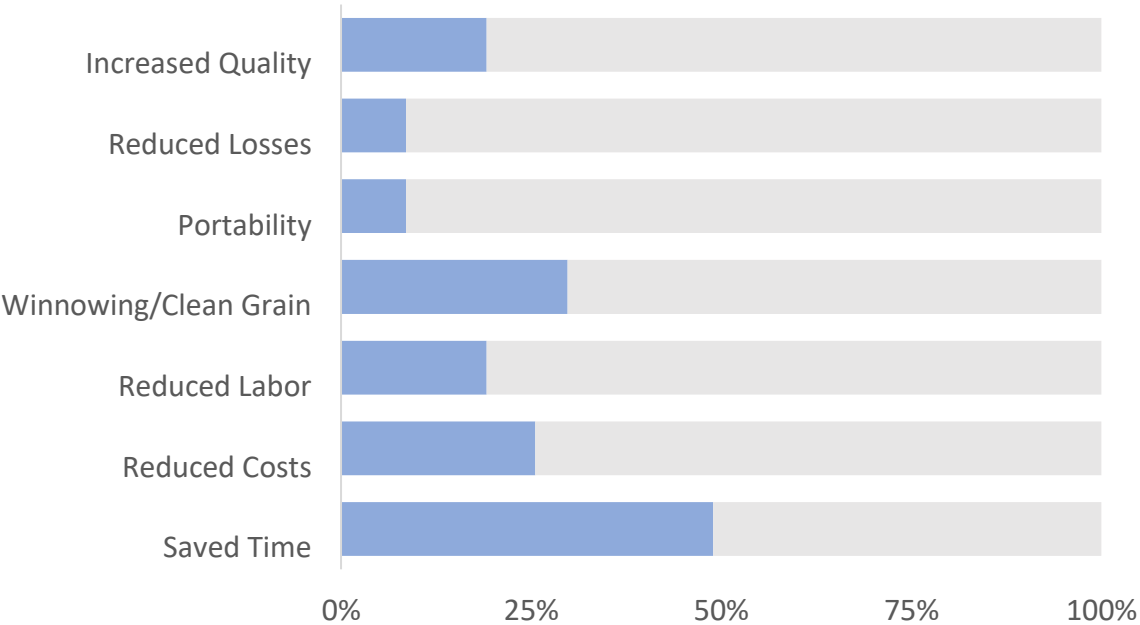
End-Users Testimonials: What Should Change

“It should be more faster and able to operate nonstop”

“More engine Capacity”

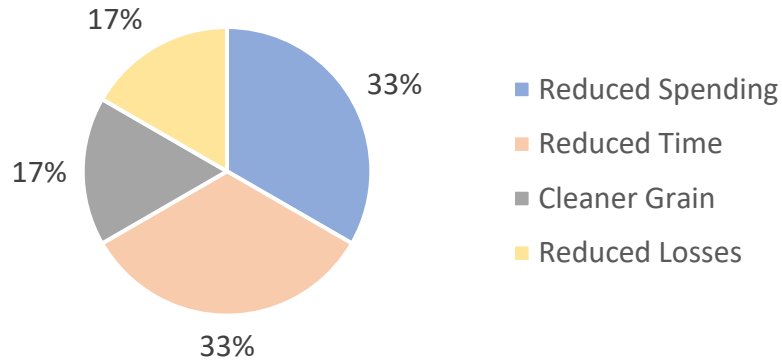
“Nothing”

What did users talk about in testimonials?



End-User Responses: Maize Sheller

Primary Benefit



What were users able to do with the time saved?

“increase my farming size”

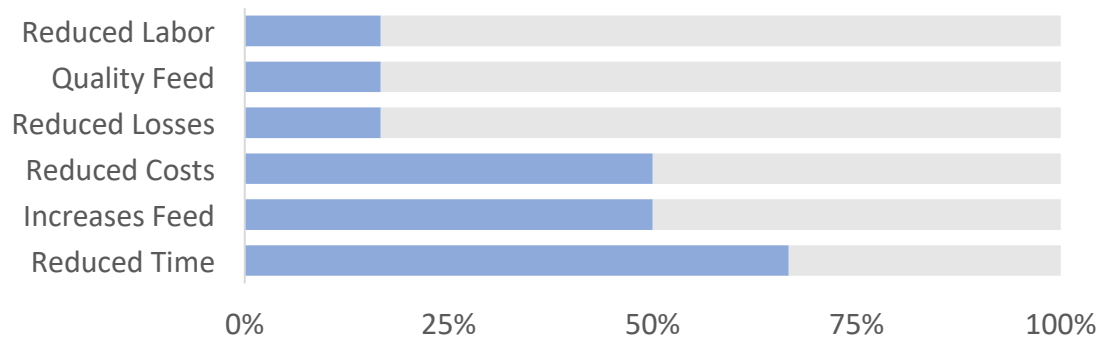
“to run business”

50%

**End-user NPS
for Maize Sheller**

End-User Responses: Chaff Cutter

What End-Users Talked About



“It make good animal feed, it save time and cost”

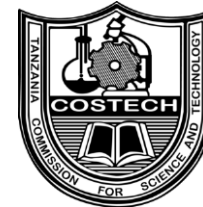
“Increase animals feed by grinding maize cobs, it's save cost and time”

83%

**End-User NPS
for Chaff Cutter**

Thank you

to all of Imara Tech's partners and supporters!



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