

**INDUSTRIAL
PARK
BUSINESS
PLAN**

**KAMAKA
COMPANY
LIMITED**

Confidentiality Agreement

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1. INTRODUCTION

1.1. BACKGROUND

Purpose

This project document gives details on a business proposal by KAMAKA Company Limited for which the company aims at developing a industrial **PARK** at its **Kikongo and Disunyara** areas in Kibaha District in Pwani region where the company plans to establish several industrial parks for would be investors mostly foreigners..

KAMAKA Company Limited is hereby applying for a Certificate of Incentives from the Tanzania Investment Centre (TIC) under Section 17 of the Tanzania Investment Act and Part IV of the Investment Regulations 2002 to implement the envisaged project.

The purpose of this document is to define, explain and articulate:

- The company structure, stakeholders and implementation and financial requirements to deliver the KAMAKA Company Limited at Disunyara, in Pwani region.

1.2. The Development

The development intentions for the KAMAKA Company Limited are to promote opportunities for industrial investment zone and development in accordance with the TIC which offers a wide range of attractive incentive packages, and protection for investment.

The company which is applying for the certificate of incentives has several Industrial Plots of different sizes which are **Nos 1-28 , 32-48 on Block B 'Kigongo' and plots Nos 202 -229** Block D Disunyara industrial which all together account for 3,329,686 rentable square meters. Investors can lease the land upon payment of a fee of 3 US dollars per square meter. The land will be available for construction of commercial service facilities and for housing development. Particulars are available upon application.

The envisaged firms are expected to be engaged in the manufacture or processing of cement factory, automotive industry, ceramic cum tiles, composite textile,

pharmaceutical industry, paper industry, footwear industry, woodworks, seed oil processing, bottling industry, home appliances and plastic (pvc). Others will be fish processing, steel industry, logistics & clearing, beef processing and canning, packing materials, gypsum board & powder, bottled water, cashew nut plant, tomato paste plant, coffee processing plant, coconut oil plant, flour milling plant, rice milling plant, fruits processing, tea processing plant, sesame cleaning & packing plant, garlic processing & packaging, cardamom cleaning & packaging, lime processing & packaging plant, onion packaging, avocado packaging, shoe polish, leather belts manufacturing, manufacturing of leather sandals, school bags, garbage collection, mosquito repellent, making carbon paper, making tooth paste, utensil clean powder, poultry feeds making, wax candles manufacturing, exercise books manufacturing, ball pen refills making, paint manufacturing, juice extraction –apples, manhole covers, paper bags, disposable syringes, pencils making, cheese making, plastic bottles caps, soya flour processing, detergent & laundry soap, leather luggage bags, mosquito coils making, plastic combs making, surgical gloves making, tooth brush making, wire nails manufacturing, soft toys making, air freshener making, mushroom canning factory, motorcycle assembly and tractor assembly.

1.3. THE KAMAKA COMPANY LIMITED

M/S KAMAKA Company Limited was registered and incorporated in the United Republic of Tanzania in Dar es Salaam on the 20th day of May, 1998 and issued with a Certificate of Incorporation Number 33981. The company is registered with the Tanzania Revenue Authority (TRA) with a Taxpayer Identification Number (TIN) 102-158-008 which was given on the 27th October, 2003. The company's postal address is P.O. BOX 78570 Dar es Salaam. The company's principal activities are stockists and suppliers of structural steel, with a broad product portfolio of building materials, accessories and tools and boasts of a fully equipped production plant with adequate stocking facilities in Dar es Salaam, making the same strategically positioned to serve all of the key industrial markets in building and construction in Tanzania, East, Southern Africa region. .

1.3.1. Shareholding Structure

The company shareholders and their shares they hold are as indicated below:

Name	Shares %	Nationality
YUSSUF SULEIMAN MANZI	6.6	TANZANIAN
JURIJS ANATOLIJS MARTINOVŠ	21.2	TANZANIAN
AKIF HALIT KARA	27	TANZANIAN
ALEKSANDRS NAUMOVICS	15	LATVIAN
SVETLANA MARTINOVA	5	LATVIAN
ANDZEJS STAROVOITOVS	10	LATVIAN
MARYNA ALEXANDER ARTSIKHOVICH	4.8	TANZANIAN
ANATOLIJS NIKOLAI MARTINOVŠ	10	TANZANIAN
YAUHENI ARTSIKHOVICH	0.2	BELARUSIAN
HALIT KARA	0.2	TURKISH

The KAMAKA Company Limited development will uphold the values of its shareholders; operate within strict legal and ethical guidelines based on national statutes and international best practice standards.

The company will nurture its employees and introduce measures to promote job satisfaction and career progression as the business grows

The KAMAKA Company Limited plans in this proposal are to attract about 71 foreign investors with a total capital of over USD 1,592.1 billion US dollars which will create over 183,111 jobs in the proportion of 35% skilled and 65% unskilled jobs and will boost the export revenues by 404.5 million US Dollars per annum which is equivalent to 80% of the total sales and US Dollars 101.1 million local sales which is equal to 20% of the total sales.

2. FACTORS OF INDUSTRIAL ZONE

Location is the most crucial factor for the success of an Industrial Zone. Any investor investing in a zone will definitely want to reduce the cost of transportation in both ways i.e., for export of goods produced and import of raw materials.



As shown above the KAMAKA Company Limited is located on Plots No 1-48 Block B Kikongo and Plots 202 - 230 Block D Disunyara Industrial Plot, in Kibaha District, Coast Region, 45 Kms from Dar es Salaam City Center and the country's major Port and 60 Kms from Julius Nyerere International Airport (JNIA): All the above plots have been paid for to the Ministry of Lands, Housing and Human Settlement Development vide various exchequer receipts enclosed herewith this proposal. The KAMAKA Company Limited is located 8 km off the main tarmac road to Dar es Salaam from Mwanza, Dodoma, Tanga, Kilimanjaro and Mbeya within the country but also leading to other EAC

countries including, Kenya, Uganda, Rwanda, Burundi, Southern Sudan and DR Congo etc.

Another factor is political stability. With investors making a long-term commitment, the political situation is vital and they are naturally more worried about this than exporters would be. In this regard Tanzania is one of the most politically stable countries in Africa. Also the country has preferential access to potential world markets such as the EAC, SADC, the Far East and AGOA of the United States which is highly important.

Labor cost is clearly a major attraction. However, comparative differences between individual developing countries seem to matter much less than the basic cost differences between a western country and third world in general. Productivity levels do influence investors.

Transport and communication links are also vital. If a zone is not within reach of the right markets, it will be critically weaker. Other important factors include infrastructure, reliable utility services e.g., water, power, gas, telecommunication etc. land prices, supply of manpower transport links, communication network and environment. All these are available in Tanzania without any hassle.

3. THE PROPOSED KAMAKA COMPANY LIMITED

The KAMAKA Company Limited in Kibaha will be basically of three types:

- i. Manufacturing and processing
- ii. Warehousing and customs
- iii. Combination of both

The details of the proposed KAMAKA Company Limited are as follows:

- 1) Proposed No. of operating companies - 71
- 2) Export turnover – USD 452.3 million
- 3) Direct employment created – 183,111 skilled and unskilled
- 4) Technology Transfer - Dissemination of technology from countries of origin to Tanzania will be both horizontal and vertical technology transfer:

Horizontal technology transfer refers to the movement and use of **technology** used in one place, organization, or context to another place, organization, or context.

Vertical technology transfer refers to **transfer of technology** from basic research to applied research to development and then to production respectively

- 5) Total capital invested is USD 1,592.1 billion

The following are the proposed industries in the KAMAKA Company Limited

	NAME OF THE COMPANY	CAPITAL INVESTMENT IN USD	ANNUAL SALES IN USD	EMPLOYEES
1	CEMENT FACTORY	87,279,683	8,140,500	1,500
2	AUTOMOTIVE INDUSTRY	50,000,000	8,125,000	1,000
3	CERAMIC CUM TILES	100,000,000	2,500,000	2,000
4	COMPOSITE TEXTILE	500,000,000	35,000,000	2,500
5	PHARMACEUTICAL INDUSTRY	27,000,000	2,677,000	200
6	PAPER INDUSTRY	40,000,000	29,978,000	750
7	FOOTWEAR INDUSTRY	14,000,000	2,582,000	118
8	WOODWORKS	14,000,000	3,200,000	540
9	SEED OIL PROCESSING	20,000,000	4,255,000	400
10	BOTTLING INDUSTRY	15,000,000	1,890,000	150
11	HOME APPLIANCES	115,000,000	45,000,000	255
12	PLASTIC (PVC)	37,500,000	5,400,000	220
13	FISH PROCESSING	56,750,000	22,857,000	600

14	STEEL INDUSTRY	47,400,000	3,662,825	126
15	LOGISTICS & CLEARING AND FOR	20,832,631	16,240,000	317
16	BEEF PROCESSING AND CANNING	20,000,000	8,400,000	1,200
17	PACKING MATERIALS	5,361,500	2,600,000	260
18	GYPSUM BOARD & POWDER	16,690,000	12,089,400	140
19	BOTTLED WATER	250,000	386,483	28
20	CASHEW NUT PLANT	5,298,600	25,658,062	360
21	TOMATO PASTE PLANT	221,000	120,000	24
22	COFFEE PROCESSING PLANT	145,714,000	99,840,000	166,000
23	COCONUT OIL PLANT	19,500,000	12,447,137	144
26	FLOUR MILLING PLANT	30,000,000	52,142,857	1,000
27	RICE MILLING PLANT	40,000,000	5,142,860	600
28	FRUITS PROCESSING	120000000	16483516	600
29	TEA PROCESSING PLANT	3,500,000	5,200,000	420
30	SIMSIM CLEANING & PACKING PLANT	1,500,000	750,000	68
31	GARLIC PROCESSING & PACKAGING	2,700,000	900,000	72
32	CARDIMON CLEANING & PACKAGING	1,760,000	820,000	55
33	LIME PROCESSING & PACKAGING PLANT	5,700,000	2,200,000	120
34	ONION PACKAGING	550,000	1,200,000	48
35	AVOCADO PACKAGING	680,000	1,700,000	42
37	SHOE POLISH	600,000	95,996	34
38	LEATHER BELTS MANUFACTURING	20,079,725	2,808,000	72
39	MANUFACTURING OF LEATHER SANDALS	81,150	546,000	36
40	SCHOOL BAGS	50,290	374,400	24
42	GARBAGE COLLECTION	34,645	360,000	28
43	MOSQUITO REPELLANT	83,703	187,400	31
44	MAKING CARBON PAPER	412,194	468,000	56
45	MAKING TOOTH PASTE	45,102	87,360	48
46	UTENSIL CLEAN POWDER	515,273	546,000	60
47	POULTRY FEEDS MAKING	27,500	78,000	34
47	WAX CANDLES MANUFACTURING	20,814	26,316	38

48	EXERCISE BOOKS MANUFACTURING	93,745	156,333	41
49	BALL PEN REFILLS MAKING	22,295	31,200	44
50	PAINT MANUFACTURING	24,452	449,280	12
52	JUICE EXTRACTION - APPLES	19,265	1,170,000	15
53	MANHOLE COVERS	33,659	187,000	24
54	PAPER BAGS	13,980	93,600	10
55	DISPOSABLE SYRINGES	19,250	312,000	25
56	PENCILS MAKING	12,750	468,000	30
57	CHEESE MAKING	20,825	936,000	16
58	PLASTIC BOTTLES CAPS	19,190	468,000	22
59	SOYA FLOUR PROCESSING	12,900	312,000	31
60	DETERGENT & LAUNDRY SOAP	1,500	312,000	35
61	LEATHER LUGGAGE BAGS	20,315	33,696	16
62	MOSQUITO COILS MAKING	76,304	93,600	22
63	PLASTIC COMBS MAKING	208,303	300,000	52
64	SURGICAL GLOVES MAKING	16,492	110,256	14
65	TOOTH BRUSH MAKING	478,825	468,000	55
66	WIRE NAILS MANUFACTURING	302,265	419,880	40
67	SOFT TOYS MAKING	37,068	93,600	24
68	AIRFRESHNER MAKING	13,434	124,800	27
69	MUSHROOM CANNING FACTORY	13,619	624,000	36
70	MOTORCYCLE ASSEMBLY	3,129,125	1,835,604	96
71	TRACTOR ASSEMBLY	4,332,126	51,428,571	106
	GRAND TOTAL	1,595,059,497	505,592,533	183,111

4. FACILITIES THAT WILL BE AVAILABLE IN THE KAMAKA COMPANY LIMITED

4.1. Facilities

One-window operation with simplified procedures

All facilities like water, electricity, gas and telecommunications will be made available as well as Peaceful, secure, environmentally protected, and pollution-free work area

Inter-unit transfer

4.2. Facilitation Desk

This desk will act like a reception center for all enquires about the KAMAKA Company Limited.

4.3. Clearing/Forwarding Services

The KAMAKA Company Limited will have approved clearing/forwarding agents holding valid Custom House Licenses and against deposit of KAMAKA Company Limited fee.

4.4. Water, Electricity, Gas, Telephone Facilities at Site

The KAMAKA Company Limited will process all applications for utilities' connections at the factory premises. KAMAKA Company Limited will facilitate in obtaining electricity, gas, telephone and water connections by coordinating with utility agencies and keep a follow-up on all matters relating to billing or any other issue.

4.5. Construction Bye-Laws:

The factories in the required zones are to be constructed in accordance with approved construction bye-laws. The investors may hire their own contractors or can avail the services of contractors already working in the KAMAKA Company Limited.

4.6. Issuance Of Identification To Investors

The VIP identification will ensure to the investors a hassle-free movement in the zone.

4.7. Generalized System of Preference Certificate

This certification is issued by the Authority to eligible categories of units.

4.8. Authentication of Identity Cards To Labour

The KFPZ will authenticate the ID Cards issued to the labor by zone units. Unauthorized entry will be strictly prohibited into the zone.

4.9. Other Public Services in the Zones

The Zone is will have Banking, Restaurants, Hotels, Insurance companies, Public Bus stands, Parking lots. Areas of worship, Shopping malls, Police posts and hospitals etc.

4.10. Exports from the KAMAKA Company Limited

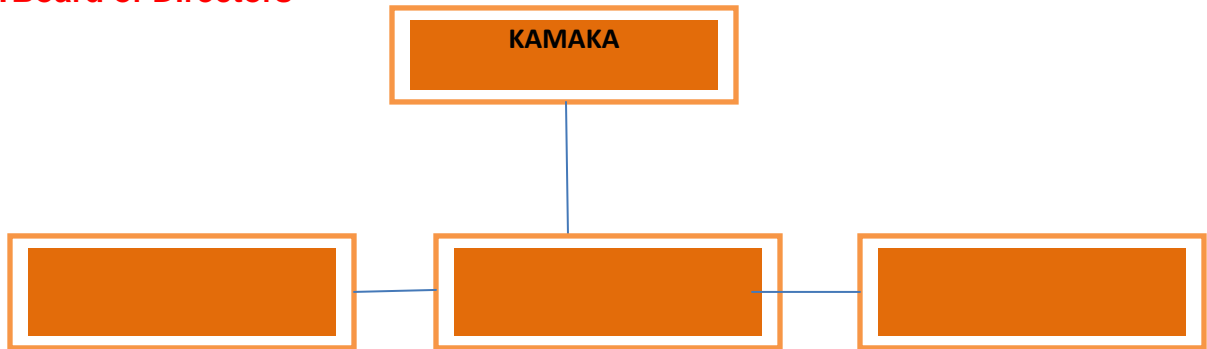
The 71 industries 80% production will be for export to countries such as China, Europe, SADC countries, and other EAC countries. The remaining 20% of the 71 industries production will be sold within the country.

5. MANAGEMENT AND ADMINISTRATION

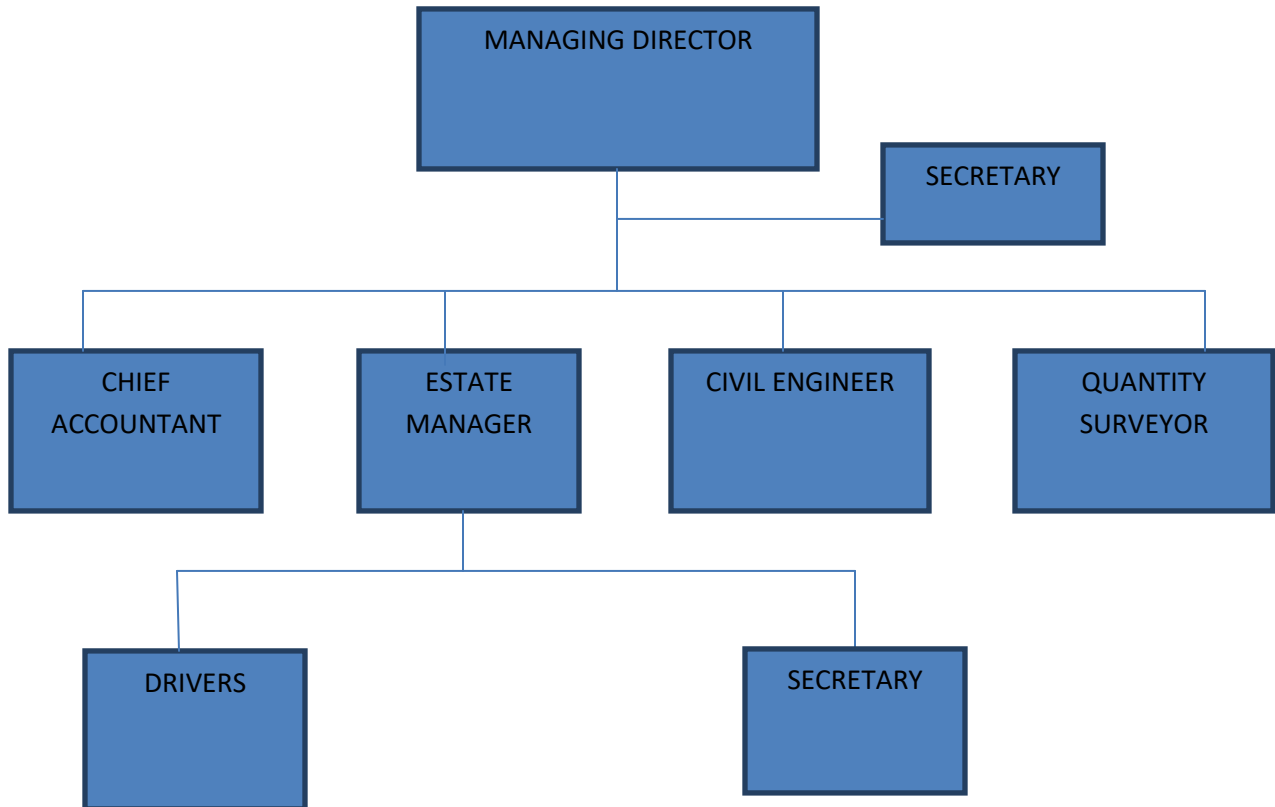
5.1. Organization Structure

The KAMAKA Company Limited structure below will be typical of a private limited company. It has been structured to ensure that the Board of Directors is functional and efficient, whilst engaging Non-Executive Directors who are strategically placed to advise the board of local and operational matters.

5.2. Board of Directors



5.3. Operational Management Structure



5.4. Obligations to the KAMAKA Company Limited

KAMAKA Company Limited shall:

- Comply with all project consents and approvals from relevant authorities to the extent they are relevant to the works
- Ensure all approvals and license requirements are valid and up to date
- Wherever possible, use local resources to benefit the local and wider community
- Work alongside the respective local authorities to ensure timely construction, delivery and connection to statutory services
- Exercise all reasonable skill and care in performing the services and ensure that the services are performed in accordance with Good Industry Practice for residential, commercial and retail mixed use developments
- Employ and consult with leading market individuals, with the required knowledge and technical experience to deliver this best in class development

5.5. Obligations to the Investors

Investors shall:

- Ensure that they are financially capable to establish the intended projects
- Design, build and operate the projects in accordance with the sales and purchase agreement
- Ensure that while construction is in progress, all required insurances are in place and valid until handover of the projects
- Use its reasonable endeavors to ensure that the most suitably qualified and experienced contractors are utilized on the projects to ensure timely delivery and quality compliance
- Establish the legal, operational and financial structure of the eventual “Owners” that will take over the facilities management of the community upon completion

6. Current Market Climate in Tanzania and Africa

- In the first two quarters of 2017 the Tanzanian economic growth averaged 6.8% and was estimated at 6.5% for the full year. Growth is projected to remain robust at 6.7% in 2018 and 6.9% in 2019, representing one of the best performances in East Africa.
- GDP will grow at the current growth rate of 6.8% resulting in more economic activities, especially in a global climate where many countries are struggling to maintain positive growth.
- As GDP increases, it is expected that the population will also grow creating an increasing segment of more affluent residents. The result of this middle class growth will demand more modern communities, better infrastructure, greater connectivity and lifestyle leisure choices. This is where KAMAKA Company Limited is positioned.
- Presently, commercial entrepreneurs and investors are constantly searching for centers within the country that provide better industrial park services. There is a distinct lack and visible shortfall of quality such industrial park services and offices, increasingly demanded by the middle class locals as well as foreign investors.
- Driven by this research, KAMAKA Company Limited are offering something unique in the market and catering to the demands of a large section of the

local and regional community, while providing for the expatriate community who are looking for, a safe and secure address to reside doing their legal businesses.

- Disunyara, in Kibaha, is destined to be the only **Planned Community** project in Pwani region so far to meet the above criteria, with KAMAKA Company Limited in Pwani region being the first zone to be constructed.

6.1. Rental returns in Tanzania

Real estate growth at premium / niche end of the market has been relatively strong particularly in Dar es Salaam. The attractiveness of this sector for developers to engage in is evidenced by the following facts:

- Dar es Salaam achieves some of the highest property rental rates on the African continent.
- The high rentals are surprising when one compares the levels of quality industrial parks available in cities such as Johannesburg, Gabarone and Nairobi with those of Dar es Salaam. This provides validation of demand for industrial parks by foreign investors, based on the political stability of the country, which is an opportunity for KAMAKA Company Limited
- Other factors are largely due to limited supply of free processing zones in the country and increased demand in industrial parks in the post liberalization period.

7. FINANCIAL IMPLICATION

Preliminary Costs

The estimated capital expenditure on preliminary costs was USD 140,835 or TZS 18,139,837,500 which has been spent during the commencement of the project. The preliminary costs covered include: Architectural drawings and demarcation, District Council levy, Title Dees charges Power (Electricity), Water, Soft landing fee, Stationery and Printing and initial Consultancy fees as shown below.:

		Unit cost	USD	TZS
Architectural drawings and demarcation	1	32,088	32,088	73,000,000
District Council levy	Lump sum	42,813.19	42,813	97,400,000
Title Dees charges	1	65,934	65,934	150,000,000

Power (Electricity)		5,274,725	5,274,725	12,000,000,000
Water		2,505,495	2,505,494.51	5,700,000,000
Soft landing fee		40,000	40,000	91,000,000
Stationery and Printing		7,500	7,500	17,062,500
Consultancy Fees		5,000	5,000	11,375,000
Total Preoperational expenses			140,835	18,139,837,500

Others were of course Land acquisition, fencing, construction of 3 kilometers tarmac Road/ walkways and 15 kilometers gravel Road/ walkways which spent a total of USD 4,281,319 or TZS 9,740,000,000 as is shown below:

Land & Building	SM		USD	TZS
Land acquisition	1,000 acres	439,560	439,560	1,000,000,000
Fencing	1,000 acres	2,500	2,500,000	5,687,500,000
Road/ walkways and landscaping	3 kilometers tarmac road	1,318,681	1,318,681	3,000,000,000
Road/ walkways and landscaping	15 kilometers Gravel road	23,077	23,077	52,500,000
Total Land & Buildings		439,560	4,281,319	9,740,000,000

The depreciation charges have also been built in the financial model. These charges are used to accumulate surplus reserves from internal cash flows, which could be used for future replacement of various assets. The depreciation charges on buildings and other civil works are estimated at a rate of 4.5% per annum, and preoperational expenses will be 20%. The basis is straight line for the buildings and diminishing balance method for the other assets.

7.1. Cash Tax Rate

Tax policies and applicable rates have a significant impact on the viability of the project and on capital structure implications because they affect the timing and magnitude of the cash flows. In this report, assumption is made of 30% corporation tax situation for

the KAMAKA Company Limited. However, other operating costs are projected inclusive of value added tax and other duties as per the prevailing laws in Tanzania.

7.2. Cost of Capital

An essential part of the Discounted Cash Flow (DCF) methodology is the discounting of future cash flows at an appropriate risk adjusted cost of capital. The discount rate is calculated to reflect the opportunity cost of the investment funds, which is a function of both the financial and business risks.

The cost of capital could be defined as a minimum annual economic rate of return that providers of capital require to induce them to invest in a business. When considering whether or not to supply a business with capital, investors consider the rate of return they can expect to earn from the business after taxation. They will decide whether to invest by comparing the returns from business with likely post-tax returns from other investments of similar risks.

Under best practices, the KAMAKA Company Limited will realize an internal rate of return with a total cost of capital of 26.31% which is above the weighted average nominal cost of applied capital denominated in Tanzanian shilling of 18% as is shown below.

7.3. Growth Projection Period

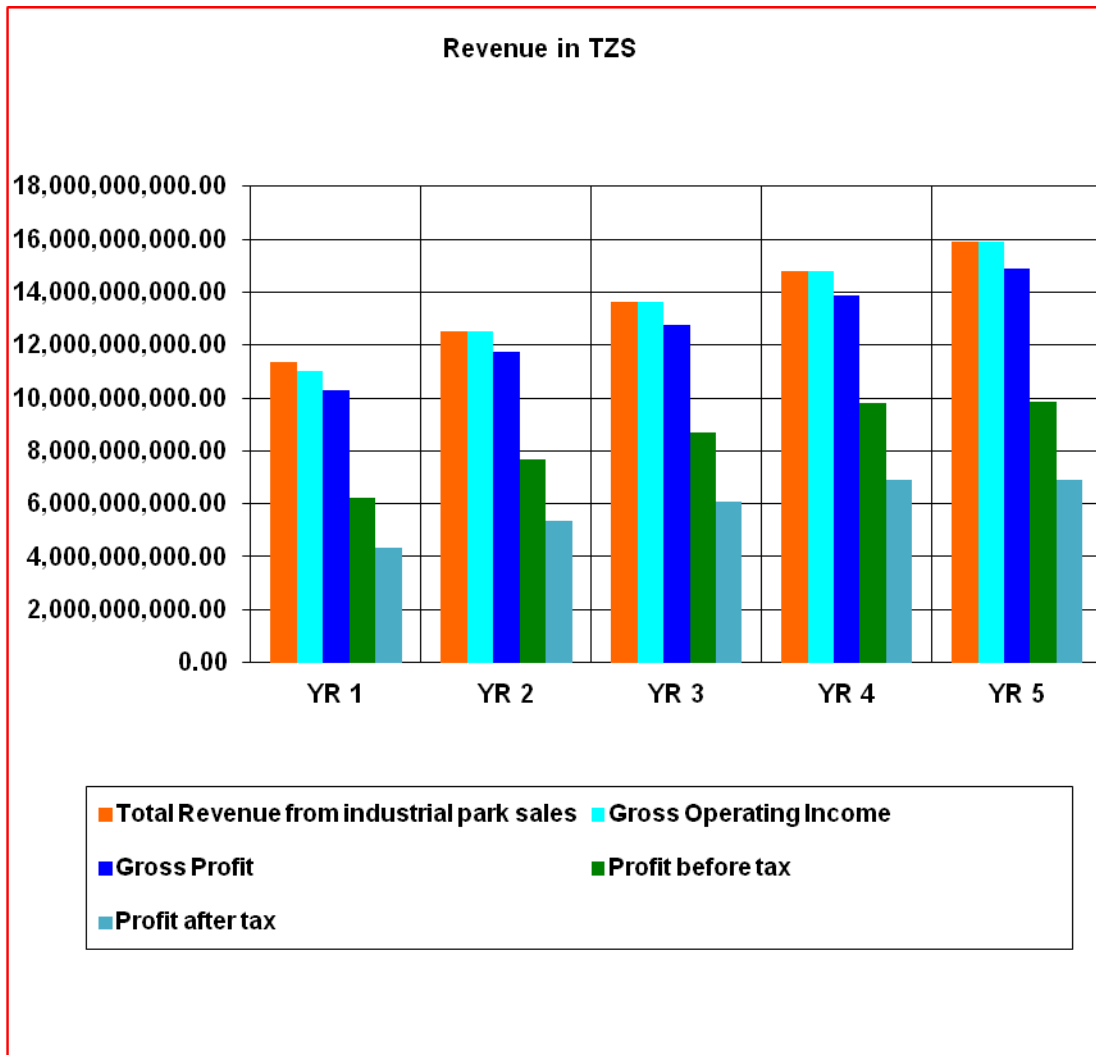
This is the period over which the project viability will be assessed. The basis of the financial modeling for this feasibility study is duration of 5-year period. Normally a longer period of 30 years would be more appropriate for service provision of this nature however; the 5-year period has been adjusted with Terminal Value assuming on-going business after the projection period. The Terminal Value has been calculated on the basis of Free Cash Flow after fifth year (2023).

7.4. Financial Statements

7.4.1. Projected Income and Expenditure

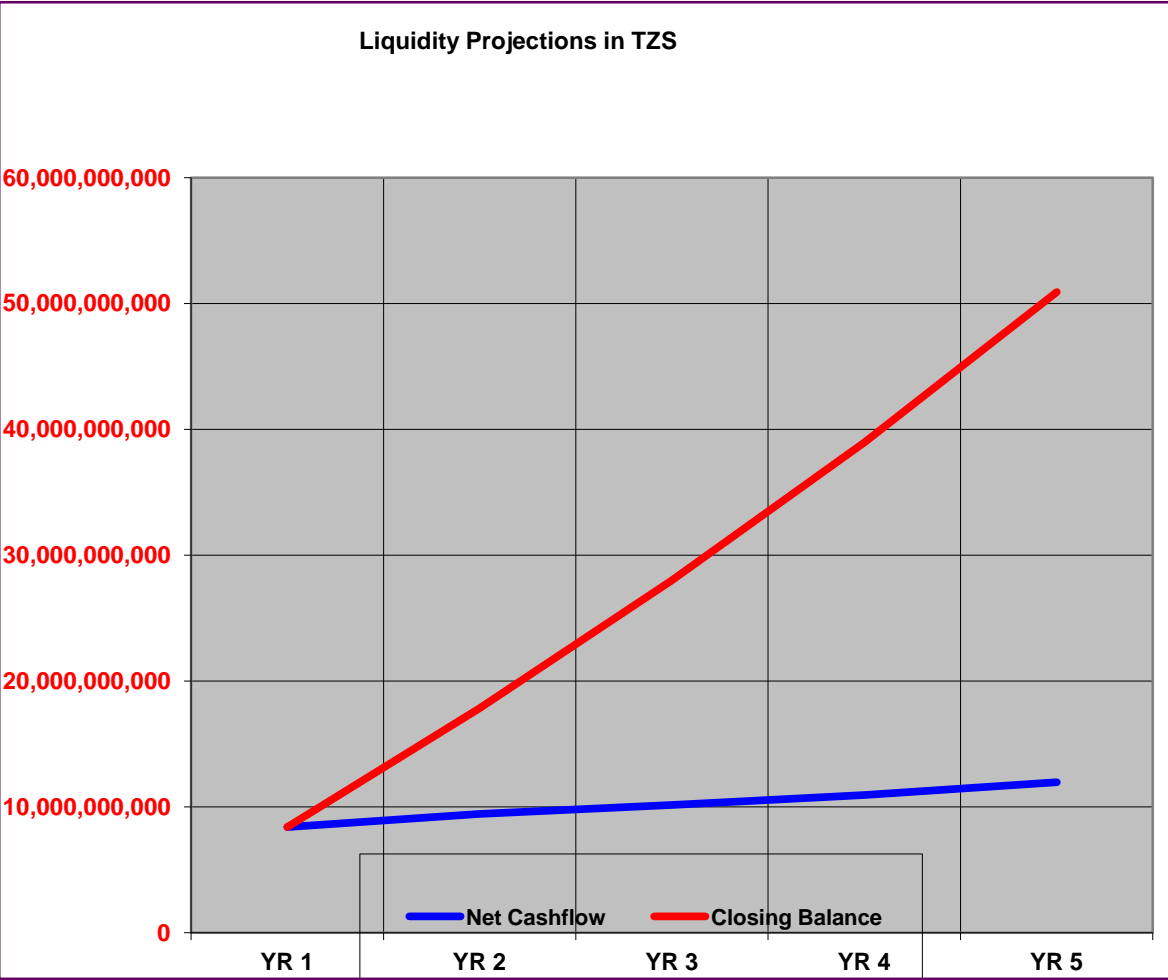
The projected income and expenditure account of the KAMAKA Company Limited shows promising results. The project is expected to generate a surplus income from the first year of its operation. The accumulated retained surplus during the projection period is growing from TZS 4,650,339,406 to TZS 31,051,430,288. The projections are inclusive of tax charges. The projected income and expenditure account shows KFPZ will be able to generate high income that will cover its operating costs as shown below.

Figure 1: Projected Revenue from various sources in TZS



7.4.2. Projected Operating cash Flows

The cash flows statement provides information about the project’s liquidity position and the breakdown of the sources and uses of its funds. The projected liquidity statement indicates a sound financial position for the proposed project of the KAMAKA Company Limited. However, this is before taking into account the future capital adequacy maintenance. The analysis shows that positive net cash flows from operation will be available throughout the projection’s period. The positive cash flows generated from project’s operations could be used for increasing operating assets, replacing fixed assets, diversifying business and or paying interest to the external financiers as depicted below.



The business is projected to attain an attractive payback period of 2 years and 11 months as indicated in Appendix 9. Break-even revenue is projected at TZS 5,816,078,006 with a break-even capacity utilization of 36.56% as indicated in Appendix 10.

Payback Period

	Investment	Net Cash flow	Cumulative cash flow
	TZS	TZS	TZS
INVESTMENT PERIOD	(27,879,837,500)	-	(27,879,837,500)
YEAR 1		8,409,796,906	(19,470,040,594)
YEAR 2		9,437,426,248	(10,032,614,345)
YEAR 3		10,158,247,932	125,633,586
YEAR 4		11,960,705,102	12,086,338,688
PAYBACK PERIOD (Years)	2.99		

7.4.3. Internal Rate of Return (IRR)

Through the Discounted cash flow (DCF) method (Appendix 11) the proposed investment is projected to realize an Internal Rate of Return (IRR) of 26.31% which is above the applied cost of capital and also above the cost of capital in the economy. This demonstrates that the project is financially viable.

DISCOUNTED CASHFLOW PROJECTIONS IN TZS

APPENDIX 11

	NPV	Year 0	Year 1	Year 2	Year 3	Year 4
Net Cash flow		(27,879,837,500)	8,409,796,906	9,437,426,248	10,158,247,932	10,947,263,650
PRESENT VALUE AT 18%	3,082,156,159	(27,879,837,500)	7,126,946,531	6,777,812,589	6,182,623,303	5,646,476,804
PRESENT VALUE AT 22%	23,033,602,338	(27,879,837,500)	8,409,796,906	9,437,426,248	10,158,247,932	10,947,263,650
Internal Rate of Return (IRR)	26.31%					

8. CONCLUSION

The **KAMAKA COMPANY LIMITED'S INDUSTRIAL PARK** is designed to attract part of the international investment funds and to draw upon the manufacturing expertise and marketing know-how of international investors. By attracting mobile capital and technology the KAMAKA Company Limited is expected to:

- i. Generate employment directly and indirectly through subcontracting and sourcing of local raw materials and services
- ii. Increase foreign exchange earnings through the promotion of non-traditional exports and through use of hard currency in relation to purchase of local raw materials and services.
- iii. Gain in technology transfer and expertise in management, marketing and production
- iv. Link domestic economy to international markets thereby offering international exposure to local enterprise, the demonstration effect of which will eventually diffuse across the domestic economy
- v. Promote backward linkages in agro- and natural resource processing activities and in services for equipment maintenance, legal, accounting and other services which would stimulate economic activities within the domestic economy

In addition, the Government has fully appreciated the imperative to maintain an overall favorable investment climate to ensure efficient operating conditions in the zones and address infrastructure constraints faced by investors; therefore it will be highly appropriated for the KAMAKA Company Limited to be granted with a Certificate of Incentive by the Tanzania Investment centre (TIC)

- vi. Industrial **Park** as a major source of job creation

As national competition for jobs and foreign investment intensifies, KAMAKA Company Limited will proliferate country-wide as a source of employment. Apart from the direct labor in the envisaged 71 industries, other indirect employment will be create to provide for services, such as clearing and forwarding companies, customs bonded warehouses, hotels and restaurants, hospitals, Police posts, Fire brigades, Banking etc.

In view of the above intended investment, **KAMAKA Company Limited** is hereby applying for a **Certificate of Incentives** from the Tanzania Investment Centre (TIC) under Section 17 of the Tanzania Investment Act and Part IV of the Investment Regulations 2002.

It is therefore recommended that the Tanzania Investment Centre (TIC) provide the necessary support to the company by approving this application for **Certificate of Incentive**.

