



JAMNARI ENGRAVERS  
READING LTD





# TANZANIA REVENUE AUTHORITY

TRA/CE/C/P.20/8

11<sup>th</sup> July, 2012

The Managing Director,  
M/s Jamaat Enterprises Ltd,  
P. O. Box 20431,  
**Dar es salaam**

Dear Sir,

**RE: DUTY/VAT EXEMPTION ON CAPITAL/DEEMED CAPITAL GOODS-  
CERTIFICATE OF INCENTIVES NO. 042093 OF 09.05.2012**

We are writing in response to your letter dated 11.06.2012 as supported by the letter TICC/PP.10/042093/7 of 21.06.2012 from Tanzania Investment Centre regarding the captioned subject.

We hereby approve and submit a **two-page list** of capital/deemed capital goods for establishment and facilitation of the project with the certificate of incentives mentioned above.

The approved items will be granted Import Duty and VAT exemption as per 2012/2013 Budgetary Changes in which among others:

- You will be required to pay 10% of the amount of Import Duty payable on the goods.
- You will be required to pay 55% of the amount of VAT Payable on the goods upon completion of VAT forms 224 dully approved by the Commissioner for Customs and Excise for all imported items and for locally procured items, the forms should be submitted for approval to the Commissioner for Domestic Revenue.
- The approval will not apply on motor vehicles which were manufactured eight years or more before importation.

Sincerely yours,

Godfrey Kitundu

**For: COMMISSIONER FOR CUSTOMS AND EXCISE**

RM/-

- c.c. Manager - Tax exemptions
- c.c. Regional Manager - Ilala
- c.c. Manager - Customs Service Centre

- ✓c.c. Executive Director,  
Tanzania Investment Centre, DSM

**ISO 9001 : 2008 Certified**

**CUSTOMS & EXCISE DEPARTMENT**

Sokoine Drive, P.O. Box 9053, Dar es Salaam, Tanzania

Tel: +255-22-2117765, or 255-22-2127783/4/6/8 Fax: +255 22 2138878/2135193



# MINUTE SHEET

Dokezo  
No.

# MINUTE SHEET

Direzo  
No.

1.0

## Ag. EXD

The approved project has fulfilled the investment requirements, which are: -

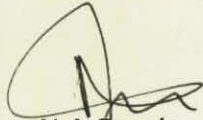
(a) Minimum finance investment threshold has been exceeded, the project expects to invest ..... US\$ 0.685 m .....

(b) Legal entity has been incorporated under certificate

No. .... 84843 ..... of 28/07/2011 .....

Based on the above, the letter of approval is hereby submitted for signature in order for the project to comply with the requirements of Section 17 of Tanzania Investment Act, 1997.

Submitted for signature.



N.A Senzia

DIF

13<sup>th</sup> September, 2011

## Ag. EXD

In response to the TIC letter of registration dated ... 13<sup>th</sup> September 2011 .....

The project has submitted the required documents namely:-

(a) Company Board Resolution

(b) Reference letter/Financing from ... RAW Bank of Kisumu Congo .....

(c) Lease Agreement as evidence of land .....

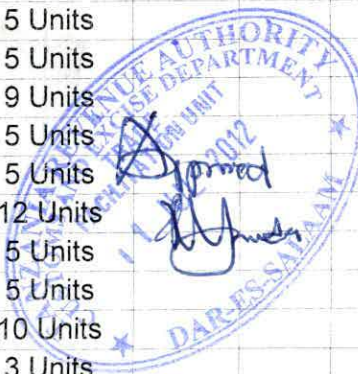
With the above submission EXD is requested to sign Certificate of Incentives No. .... 042093 ..... herein attached.

8/05/2012



DIF

NO:	ITEM NAME	UNIT MEASUREMENT	QUANTITY	ITEM GROUP	ITEM PRICE	TIN	EXEMPTION REFERENCE NO:	EXEMPTION DATE:	QUANTITY RECEIVED	TRA APPROVAL
1	POTATO WASHERS	Unit	5 Units							
2	POTATO PEELERS	Unit	5 Units							
3	POTATO SLICERS	Unit	5 Units							
4	POTATO HYDROS	Unit	5 Units							
5	POTATO FRYERS	Unit	5 Units							
6	POTATO DRIERS	Unit	5 Units							
7	FLAVOURING MACHINE	Unit	5 Units							
8	CONVEYOR OUT FEED	Set	5 set							
9	CONVEYOR IN FEED	Set	5 set							
10	Z Conveyor	Set	5 set							
11	SEALER MACHINE	Set	8 set							
12	PACKING MACHINE FFS	Set	3 set							
13	PACKING MACHINE VFS	Set	3 set							
14	PACKING LINES	Set	3 set							
15	SEMI AUTO LINES FOR SNACK FOOD	Set	2 Set							
16	AUTO LINES FOR SNACK FOOD	Set	2 Set							
17	BLOWING MACHINES FOR PACKAGING	Unit	5 Units							
18	FILLING MACHINES	Unit	5 Units							
19	GENERATOR	Unit	5 Units							
20	WATER FILTERATION SYSTEM/S	Set	3 set							
21	CARTON MAKING FOR DISTRIBUTION	Unit	2 Pairs							
22	EXTRUDER MACHINE FOR SNACK	Unit	5 Units							
23	COMPRESSOR	Unit	5 Units							
24	WELDING MACHINE	Unit	5 Units							
25	AIR BLOWER MACHINE	Unit	5 Units							
26	COATING MACHINE	Unit	9 Units							
27	TUB SEALING	Unit	5 Units							
28	TUB FILLING	Unit	5 Units							
29	WEIGHING SCALES	Unit	12 Units							
30	BAGGING MACHINES	Unit	5 Units							
31	POUCH SEALERS	Unit	5 Units							
32	FLOUR MIXER	Unit	10 Units							
33	PRESS MACHINE	Unit	3 Units							



This Certificate is issued in accordance with the provisions of Section 17 of the Tanzania Investment Act, 1997 and subject to the conditions prescribed under item 14 and 15 hereafter:—

1. Shareholders  

Shareholders	Nationality	Shareholding (%)
<u>Kumeil Habib Yusuf</u>	<u>Indian</u>	<u>50</u>
<u>Habib Yusuf Gulamhussain</u>	<u>Indian</u>	<u>50</u>
2. Proposed Activities : To establish a project for manufacturing snacks and Confectionaries
3. Sector: Manufacturing Subsector Snacks and Confectioneries Manufacturing
4. Investment cost: Foreign - Local USD 0.685m. Total USD 0.685m.
5. Project Financing:  
Equity USD 0.685m. Loans - Total USD 0.685m.
6. Source, terms and conditions of loan.....
7. Assets to be invested:  

Capital items:	Foreign	Local	Total
	<u>-</u>	<u>USD 0.685m.</u>	<u>USD 0.685m.</u>
8. Technology Agreement None
9. Date of TIC Registration: 13th September 2011
10. Implementation period September 2011 - August 2014
11. Operative date September 2014
- Investment Incentive Grade: As defined in part III Section 19 (1), (2) and Section 20 of the Tanzania Investment Act, 1997
  - (i) Applicable Import Duty And VAT as per Customs Tariff Act, 1976 & VAT Act, 1997
  - (ii) Applicable with-holding Tax As per Income Tax Act, 2004 (as amended)
  - (iii) Eligibility of Capital Allowances As per Income Tax Act, 2004 (as amended)
13. Protection of Investment, Arbitration and Transfer of Foreign Currency: as defined in part III Section 21, 22 and 23 of the Act.
14. Conditions attached to this Certificate of Incentives
  - (i) Date of Commencement of investment has to be notified to the Centre.
  - (ii) Certificate not to be transferred, assigned or amended
  - (iii) Failure to commence implementation within two years invalidates Certificate
  - (iv) Failure to operate investment must be notified to the Centre
  - (v) Changes in shareholding, project activities and level of invested capital must be notified to the centre
15. Additional conditions attached to Certificate  
Finished goods are not allowed under this Certificate

Signed  Executive Director

with the original  
of the original  
Signature  
Date 15/5/2012



For Executive Director  
Tanzania Investment Centre

THE UNITED REPUBLIC OF TANZANIA

00218758

# Certificate of Incentives

(Section 17 of the Tanzania Investment Act, 1997)

No: 042093

## This is to certify that

JAMAAT ENTERPRISES TRADING LIMITED

of address P.O. BOX 20431

DAR ES SALAAM

has been granted a Certificate of Incentives to invest in a new, ~~XXXXXX~~ enterprise known as

JAMAAT ENTERPRISES TRADING LIMITED

Which is located at PLOT NO. 75, KIPAWA

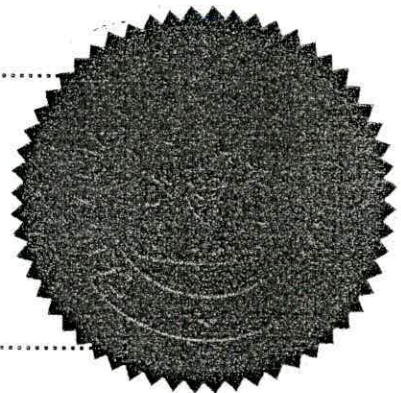
ILALA - DAR ES SALAAM

Further particulars required by Section 17 of the Tanzania Investment Act are set out overleaf.

Ag. Executive Director

Tanzania Investment Centre  
P.O. Box 938, Dar es Salaam

Dated 9TH MAY 2012



34	GGF packing machine	Unit	6 Units						
35	VVFS Packing System	Unit	6 Units						
36	Twenty Head Weigh Filler Machine	Unit	6 Units						
37	Fourteen Head Weigh Filler Machine	Unit	6 Units						
38	Ten Head Weigh Filler Machine	Unit	6 Units						
39	Four Head Weigh Filler Machine	Unit	6 Units						
40	Fill Seal Tub Machine	Unit	2 Units						
41	Fill Seal Sachet Machine	Unit	2 Units						
42	Fill Seal Tub Machine (Automatic Line)	Unit	3 Units						
43	Fill Seal Sachet Machine (Automatic Line)	Unit	3 Units						
44	Auger Filler Machine	Unit	6 Units						
45	Roaster	Unit	6 Units						
46	Oil Purifier	Unit	3 Units						
47	Confectionery Semi Auto Complete Line	Unit	3 Units						
48	Confectionery Auto Complete Line	Unit	3 Units						
49	Packing Lines For Confectionery	Unit	3 Units						
<del>50</del>	<del>TOOLS</del>	<del>Lot</del>	<del>Lot</del>						
51	Motors	UNIT	24 Units						
<del>52</del>	<del>ELECTRICAL TOOLS</del>	<del>Lot</del>	<del>Lot</del>						
53	HIGH PRESSURE WATER PUMP	Unit	5 Units						
54	WATER PURIFIER	Set	3 sets						
55	VACCUM PACKING MACHINE	Unit	8 Unit						
56	CLEANNING SYSTEM MACHINE	Unit	3 Units						
57	EXAUST SYSTEM	Unit	6 Units						
58	DRUM EVACUATION SYSTEM	Unit	6 Units						
59	AIR CONTROLING SYSTEM	Unit	6 Units						
60	WATER FILTERS (SECURITY QTY)	<del>Lot</del>	<del>Lot</del>						
61	CAMERA AND SECURITY SYSTEM	Set	3 sets						
62	PICK UP (Single Cabin)	Unit	2 Units						
63	LIGHT TRUCK	Unit	2 Units						
<del>64</del>	<del>MINIBUS / VAN</del>	<del>Unit</del>	<del>2 Units</del>						

Approved  


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# TANZANIA REVENUE AUTHORITY

TRA/CE/C/P.20/8

11<sup>th</sup> July, 2012

The Managing Director,  
M/s Jamaat Enterprises Ltd,  
P. O. Box 20431,  
**Dar es salaam**

Dear Sir,

**RE: DUTY/VAT EXEMPTION ON CAPITAL/DEEMED CAPITAL GOODS-  
CERTIFICATE OF INCENTIVES NO. 042093 OF 09.05.2012**

We are writing in response to your letter dated 11.06.2012 as supported by the letter TICC/PP.10/042093/7 of 21.06.2012 from Tanzania Investment Centre regarding the captioned subject.

We hereby approve and submit a **two-page list** of capital/deemed capital goods for establishment and facilitation of the project with the certificate of incentives mentioned above.

The approved items will be granted Import Duty and VAT exemption as per 2012/2013 Budgetary Changes in which among others:

- You will be required to pay 10% of the amount of Import Duty payable on the goods.
- You will be required to pay 55% of the amount of VAT Payable on the goods upon completion of VAT forms 224 dully approved by the Commissioner for Customs and Excise for all imported items and for locally procured items, the forms should be submitted for approval to the Commissioner for Domestic Revenue.
- The approval will not apply on motor vehicles which were manufactured eight years or more before importation.

Sincerely yours,

Godfrey Kitundu

**For: COMMISSIONER FOR CUSTOMS AND EXCISE**

RM/-

- c.c. Manager - Tax exemptions
- c.c. Regional Manager - Ilala
- c.c. Manager - Customs Service Centre

c.c. Executive Director,  
Tanzania Investment Centre, DSM

**ISO 9001 : 2008 Certified**

CUSTOMS & EXCISE DEPARTMENT

Sokoine Drive, P.O. Box 9053, Dar es Salaam, Tanzania

Tel: +255-22-2117765, or 255-22-2127783/4/6/8 Fax: +255 22 2138878/2135193

① DIF

We discussed with TRA  
R/s inform the investor.

Fax: +255 22 2182463  
Cellular: +255 786 059230

⑧

# JAMMAT ENTERPRISES TRADING LIMITED

Ag EXID 16/07/12

July 12, 2012

P.O Box No. 12477,  
Dar Es Salaam, Tanzania

The Executive Director  
Tanzania Investment Centre  
9A & B, Shaaban Robert Street  
P.O. Box 938  
Dar Es Salam  
Tanzania.



② ADAMS  
Please advise  
Hema of  
one above  
DIF  
30/7/12

## DUTY/VAT EXEMPTION ON CAPITAL/DEEMED CAPITAL GOODS CERTIFICATE OF INCENTIVES NO. 042093 OF 09.052012

Dear Sir,

③ DIF  
The matter was  
solved to allow  
grandfathering  
Mr  
31/7/12

This is with reference to the above mentioned subject wherein we received letter of exemption reference TRA/CE/CP.20/8 Dated 11<sup>th</sup> July, 2012 requires us to pay 10% duty on imports and 55% of the amount of VAT payable.

The letter contradicts TIC Act 19.-(1) which narrate A business enterprise in respect of which a certificate is able to that enterprise under the provisions of the Income Tax Act, 1973, the Customs Tariff Act 1976, the sales Tax Act, 1976m or of any other written law for the time being in force.

(2) For the purposes of creating a predictable investment climate, the benefits referred to under sub-section (1) shall not be amended or modified to the detriment of the investors enjoying those benefits.

As a matter of fact we obtained certificate of incentives on 9<sup>th</sup> May 2012 before budget which allow us to get 100% exemption on capital goods machineries etc therefore kindly requesting you to take up the matter with Tanzania Revenue Authority for revise letter.

Your support as always will be highly appreciated.

Yours faithfully,  
For JAMAAT ENTERPRISES LTD

  
(KUMEIL HABIB)  
Managing Director

Encl:  
TIC certificate  
TRA letter with approved list.



(2) For the purposes of creating a predictable investment climate, the benefits referred to under sub-section (1) shall not be amended or modified to the detriment of the investors enjoying those benefits.

20.—(1) For the purposes of promoting identified strategic or major investments, the Minister, may, by order published in the *Gazette*, and after consultation with appropriate government authorities and after consultation with the Minister of Finance, specify specific in addition to the benefits provided under section 19 of this Act for any period which the Board may specify.

Benefits for strategic or major investments

(2) Where the Ministers do not agree on any issue or matter in accordance with the provisions subsection (1); the Minister shall within one month from the date of the consultations referred to in subsection (1), submit the matter to the President for consideration.

21. Subject to this section, a business enterprise to which this Act applies shall be guaranteed unconditional transferability through any authorised dealer bank in freely convertible currency of—

Investment guarantees, transfer of capital, profits

- (a) net profits or dividends attributable to the investment;
- (b) payments in respect of loan servicing where a foreign loan has been obtained;
- (c) royalties, fees and charges in respect of any technology transfer agreement registered under this Act;
- (d) the remittance of proceeds (net of all taxes and other obligations) in the event of sale or liquidation of the business enterprise or any interest attributable to the investment;
- (e) payments of emoluments and other benefits to foreign personnel employed in Tanzania in connection with the business enterprise.

22.—(1) Subject to subsection (2) and (3) of this section—

- (a) no business enterprise shall be nationalised or expropriated by the Government, and
- (b) no person who owns, whether wholly or in part, the capital of any business enterprise shall be compelled by law to cede his interest in the capital to any other person.

Guarantee against expropriation

(2) There shall not be any acquisition, whether wholly or in part of a business enterprise to which this Act applies by the State unless the acquisition is under the due process of law which makes provision for—

- (a) payment of fair, adequate and prompt compensation, and
- (b) a right of access to the Court or a right to arbitration for the determination of the investor's interest or right and the amount of compensation to which he is entitled.

(3) Any compensation payable under this section shall be paid promptly and authorisation for its repatriation in convertible currency, where applicable, shall be issued.

23.—(1) Where a dispute arises between a foreign investor and the Centre or the Government in respect of a business enterprise, all efforts shall be made to settle the dispute through negotiations for an amicable settlement.

Settlement of disputes

(9) Where the holder of a certificate ceases, for any reason to operate the investment to which the certificate relates, he shall notify the Centre in writing and he shall be entitled to all rights and be liable to all obligations incurred under this Act up to the date he ceased to operate and on that date his certificate shall be deemed to have expired.

(10) A holder of a certificate shall inform the Centre in writing of the date of commencement of investment and the Centre shall forthwith verify the commencement of operations.

- (11) A holder of a certificate shall inform the Centre in writing when—
- (a) a person other than the person to whom the certificate was issued has succeeded to the investment;
  - (b) the name or description of the business or enterprise is changed;
  - or
  - (c) there is an enlargement of or substantial variation in the investment.

(12) Notwithstanding the provisions of subsection (7), a person other than the holder of a certificate who is affected by or is interested in a change or variation under subsection (8), may so inform the Centre if the holder of a certificate fails to inform the Centre within a reasonable time.

(13) Where the Centre is satisfied that a change or variation has occurred as provided in subsection (8) in respect of a certificate issued under this Act, the Centre shall amend the certificate to take into account the change or variation.

Establishment of enterprises

Cap. 212

**18.—**(1) The Centre shall co-ordinate the establishment of business enterprise to which this Act applies including—

- (a) incorporation or registration of business enterprises under the Companies Ordinance or under any other laws which are relevant to the establishment of enterprises;
- (b) the filling of Value Added Tax Forms;
- (c) the filling of investment Registration Forms as the Centre may from time to time prescribe;
- (d) facilitating the obtaining by investors of the necessary licences, approvals, facilities or services;
- (e) the filling of Immigration Forms.

(2) On submission of an application for the incorporation or registration of an enterprise under subsection (1) of this section, the officers responsible for the incorporation and registration shall, where the documents of the applicant are in order, complete the processing of the application and issue the requisite certificate to the applicant within a period not exceeding fourteen working days from the date of the submission of the application.

Benefits,  
Act No.  
33 of 1973  
12 of 1976  
13 of 1976

**19.—**(1) A business enterprise in respect of which a certificate is granted under this Act shall be entitled to the benefits which are applicable to that enterprise under the provisions of the Income Tax Act, 1973, the Customs Tariff Act 1976, the Sales Tax Act, 1976, or of any other written law for the time being in force.



7

**TICC/PP.10/042093/7**

**21/06/2012**

Commissioner for Customs & Excise,  
Tanzania Revenue Authority,  
P.O. Box 9053,  
**DAR ES SALAAM**

Dear Sir,

**RE: DUTY/VAT REMISSIONS ON THE CAPITAL/DEEMED  
CAPITAL GOODS OF CERTIFICATE OF INCENTIVES NO.  
042093**

**M/S Jamaat Enterprises Limited** is a TIC registered company with certificate of incentives **No. 042093** which is valid up to **August 2014**

The company has been registered with objectives of establishing a project for manufacturing snacks and confectioneries.

Attached herewith please find a list of Capital/ Deemed Capital Goods for Duty and VAT remissions approval.

Yours sincerely

**TANZANIA INVESTMENT CENTRE**



N.A. Senzia

**FOR: EXECUTIVE DIRECTOR**

This Certificate is issued in accordance with the provisions of Section 17 of the Tanzania Investment Act, 1997 and subject to the conditions prescribed under item 14 and 15 hereafter:—

Shareholders	Nationality	Shareholding (%)
Kumeil Habib Yusuf	Indian	50
Habib Yusuf Gulamhussain	Indian	50

2. Proposed Activities: To establish a project for manufacturing snacks and Confectionaries

3. Sector: Manufacturing Subsector Snacks and Confectioneries  
Manufacturing

4. Investment cost: Foreign — Local USD 0.685m. Total USD 0.685m.

5. Project Financing: Equity USD 0.685m. Loans — Total USD 0.685m.

6. Source, terms and conditions of loan

7. Assets to be invested:

Capital items:	Foreign	Local	Total
Technology Agreement	None	USD 0.685m.	USD 0.685m.

9. Date of TIC Registration: 13th September 2011

10. Implementation period: September 2011 - August 2014

11. Operative date: September 2014

12. Investment Incentive Grade: As defined in part III Section 19 (1), (2) and Section 20 of the Investment Act, 1997

(i) Applicable Import Duty And VAT as per Customs Tariff Act, 1976

(ii) Applicable with-holding Tax As per Income Tax Act, 2004 (as amended)

(iii) Eligibility of Capital Allowances As per Income Tax Act, 2004 (as amended)

13. Protection of Investment, Arbitration and Transfer of Foreign Currency: as defined in part III Section 21, 22 and 23 of the Act.

14. Conditions attached to this Certificate of Incentives

(i) Date of Commencement of investment has to be notified to the Centre.

(ii) Certificate not to be transferred, assigned or amended

(iii) Failure to commence implementation within two years invalidates Certificate

(iv) Failure to operate investment must be notified to the Centre

(v) Changes in shareholding, project activities and level of invested capital must be notified to the centre

15. Additional conditions attached to Certificate

Finished goods are not allowed under this Certificate

Signed \_\_\_\_\_ Executive Director

Verified True Copy  
of The Original  
Signature  
Date



THE UNITED REPUBLIC OF TANZANIA

00218758

Tanzania Investment Centre  
Act Executive Director

# Certificate of Incentives

(Section 17 of the Tanzania Investment Act, 1997)

No: 042093

**This is to certify that**

JAMAAT ENTERPRISES TRADING LIMITED

of address P.O. BOX 20431

DAR ES SALAAM

has been granted a Certificate of Incentives to invest in a new, ~~expansion~~ ~~expansion~~ enterprise known as

JAMAAT ENTERPRISES TRADING LIMITED

at PLOT NO. 75, KIPAWA

Which ILALA - DAR ES SALAAM

Further particulars required by Section 17 of the Tanzania Investment Act are set out overleaf.

Ag. Executive Director

Tanzania Investment Centre  
P.O. Box 938, Dar es Salaam

Dated 9TH MAY 2012



This Certificate is issued in accordance with the provisions of Section 17 of the Tanzania Investment Act, 1997 and subject to the conditions prescribed under item 14 and 15 hereafter:—

1. Shareholders
 

Shareholders	Nationality	Shareholding (%)
<u>Kumeli Habib Yusuf</u>	<u>Indian</u>	<u>50</u>
<u>Habib Yusuf Gulamhussain</u>	<u>Indian</u>	<u>50</u>
.....	.....	.....
.....	.....	.....
  
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4. Investment cost: Foreign — Local USD 0.685m. Total USD 0.685m.
  
5. Project Financing:  
Equity USD 0.685m. Loans — Total USD 0.685m.
  
6. Source, terms and conditions of loan.....
  
7. Assets to be invested:  
  

Capital items:	Foreign	Local	Total
.....	<u>—</u>	<u>USD 0.685m.</u>	<u>USD 0.685m.</u>
  
8. Technology Agreement None
  
9. Date of TIC Registration: 13th September 2011
  
10. Implementation period September 2011 - August 2014
  
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  - (ii) Applicable with-holding Tax As per Income Tax Act, 2004 (as amended)
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13. Protection of Investment, Arbitration and Transfer of Foreign Currency: as defined in part III Section 21, 22 and 23 of the Act.
  
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Finished goods are not allowed under this Certificate

Signed  Executive Director



5

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Which is located at PLOT NO. 75, KIPAWA

ILALA - DAR ES SALAAM

Further particulars required by Section 17 of the Tanzania Investment Act are set out overleaf.

  
Ag. Executive Director

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P.O. Box 938, Dar es Salaam

Dated 9TH MAY 2012



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37	Fourteen Head Weigh Filler Machine	Unit	6 Units						
38	Ten Head Weigh Filler Machine	Unit	6 Units						
39	Four Head Weigh Filler Machine	Unit	6 Units						
40	Fill Seal Tub Machine	Unit	2 Units						
41	Fill Seal Sachet Machine	Unit	2 Units						
42	Fill Seal Tub Machine (Automatic Line)	Unit	3 Units						
43	Fill Seal Sachet Machine (Automatic Line)	Unit	3 Units						
44	Auger Filler Machine	Unit	6 Units						
45	Roaster	Unit	6 Units						
46	Oil Purifier	Unit	3 Units						
47	Confectionery Semi Auto Complete Line	Unit	3 Units						
48	Confectionery Auto Complete Line	Unit	3 Units						
49	Packing Lines For Confectionery	Unit	3 Units						
50	TOOLS	Lot	Lot						
51	Motors	UNIT	24 Units						
52	ELECTRICAL TOOLS	Lot	Lot						
53	HIGH PRESSURE WATER PUMP	Unit	5 Units						
54	WATER PURIFIER	Set	3 sets						
55	VACCUM PACKING MACHINE	Unit	8 Unit						
56	CLEANNING SYSTEM MACHINE	Unit	3 Units						
57	EXAUST SYSTEM	Unit	6 Units						
58	DRUM EVACUATION SYSTEM	Unit	6 Units						
59	AIR CONTROLING SYSTEM	Unit	6 Units						
60	WATER FILTERS	Lot	Lot						
61	CAMERA AND SECURITY SYSTEM	Set	3 sets						
62	PICK UP (Single Cabin)	Unit	2 Units						
63	LIGHT TRUCK	Unit	2 Units						
64	MINIBUS / VAN	Unit	2 Units						

NO:	ITEM NAME	UNIT MEASUREMENT	QUANTITY	ITEM GROUP	ITEM PRICE	TIN	EXEMPTION REFERENCE NO:	EXEMPTION DATE:	QUANTITY RECEIVED	TRA APPROVAL
1	POTATO WASHERS	Unit	5 Units							
2	POTATO PEELERS	Unit	5 Units							
3	POTATO SLICERS	Unit	5 Units							
4	POTATO HYDROS	Unit	5 Units							
5	POTATO FRYERS	Unit	5 Units							
6	POTATO DRIERS	Unit	5 Units							
7	FLAVOURING MACHINE	Unit	5 Units							
8	CONVEYOR OUT FEED	Set	5 set							
9	CONVEYOR IN FEED	Set	5 set							
10	Z Conveyor	Set	5 set							
11	SEALER MACHINE	Set	8 set							
12	PACKING MACHINE FFS	Set	3 set							
13	PACKING MACHINE VFS	Set	3 set							
14	PACKING LINES	Set	3 set							
15	SEMI AUTO LINES FOR SNACK FOOD	Set	2 Set							
16	AUTO LINES FOR SNACK FOOD	Set	2 Set							
17	BLOWING MACHINES FOR PACKAGING	Unit	5 Units							
18	FILLING MACHINES	Unit	5 Units							
19	GENERATOR	Unit	5 Units							
20	WATER FILTERATION SYSTEM/S	Set	3 set							
21	CARTON MAKING FOR DISTRIBUTION	Unit	2 Pairs							
22	EXTRUDER MACHINE FOR SNACK	Unit	5 Units							
23	COMPRESSOR	Unit	5 Units							
24	WELDING MACHINE	Unit	5 Units							
25	AIR BLOWER MACHINE	Unit	5 Units							
26	COATING MACHINE	Unit	9 Units							
27	TUB SEALING	Unit	5 Units							
28	TUB FILLING	Unit	5 Units							
29	WEIGHING SCALES	Unit	12 Units							
30	BAGGING MACHINES	Unit	5 Units							
31	POUCH SEALERS	Unit	5 Units							
32	FLOUR MIXER	Unit	10 Units							
33	PRESS MACHINE	Unit	3 Units							

This Certificate is issued in accordance with the provisions of Section 17 of the Tanzania Investment Act, 1997 and subject to the conditions prescribed under item 14 and 15 hereafter:—

1. Shareholders
 

	Nationality	Shareholding (%)
<u>Kumeli Habib Yusuf</u>	<u>Indian</u>	<u>50</u>
<u>Habib Yusuf Gulamhussain</u>	<u>Indian</u>	<u>50</u>
.....	.....	.....
.....	.....	.....
2. Proposed Activities : To establish a project for manufacturing snacks and Confectionaries
3. Sector: Manufacturing Subsector Snacks and Confectioneries  
Manufacturing
4. Investment cost: Foreign — Local USD 0.685m. Total USD 0.685m.
5. Project Financing:  
Equity USD 0.685m. Loans — Total USD 0.685m.
6. Source, terms and conditions of loan.....
7. Assets to be invested:  
  
Capital items:
 

	Foreign	Local	Total
.....	<u>—</u>	<u>USD 0.685m.</u>	<u>USD 0.685m.</u>
8. Technology Agreement None
9. Date of TIC Registration: 13th September 2011
10. Implementation period September 2011 - August 2014
11. Operative date September 2014
12. Investment Incentive Grade: As defined in part III Section 19 (1), (2) and Section 20 of the Tanzania Investment Act, 1997
  - (i) Applicable Import Duty And VAT as per Customs Tariff Act, 1976 & VAT Act, 1997
  - (ii) Applicable with-holding Tax As per Income Tax Act, 2004 (as amended)
  - (iii) Eligibility of Capital Allowances As per Income Tax Act, 2004 (as amended)
13. Protection of Investment, Arbitration and Transfer of Foreign Currency: as defined in part III Section 21, 22 and 23 of the Act.
14. Conditions attached to this Certificate of Incentives
  - (i) Date of Commencement of investment has to be notified to the Centre.
  - (ii) Certificate not to be transferred, assigned or amended
  - (iii) Failure to commence implementation within two years invalidates Certificate
  - (iv) Failure to operate investment must be notified to the Centre
  - (v) Changes in shareholding, project activities and level of invested capital must be notified to the centre
15. Additional conditions attached to Certificate  
Finished goods are not allowed under this Certificate

Signed  Executive Director



This Certificate is issued in accordance with the provisions of Section 17 of the Tanzania Investment Act, 1997 and subject to the conditions prescribed under item 14 and 15 hereafter:—

1. Shareholders
- | Shareholders             | Nationality | Shareholding (%) |
|--------------------------|-------------|------------------|
| Kumeil Habib Yusuf       | Indian      | 50               |
| Habib Yusuf Gulamhussain | Indian      | 50               |
2. Proposed Activities : To establish a project for manufacturing snacks and Confectionaries
3. Sector: Manufacturing Subsector Snacks and Confectioneries Manufacturing
4. Investment cost: Foreign - Local USD 0.685m. Total USD 0.685m.
5. Project Financing: Equity USD 0.685m. Loans - Total USD 0.685m.
6. Source, terms and conditions of loan.
7. Assets to be invested:
- | Capital items: | Foreign | Local       | Total       |
|----------------|---------|-------------|-------------|
|                | -       | USD 0.685m. | USD 0.685m. |
8. Technology Agreement None
9. Date of TIC Registration: 13th September 2011
10. Implementation period September 2011 - August 2014
11. Operative date September 2014
12. Investment Incentive Grade: As defined in part III Section 19 (1), (2) and Section 20 of the Tanzania Investment Act, 1997
- (i) Applicable Import Duty And VAT as per Customs Tariff Act, 1976 & VAT Act, 1997
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  - (v) Changes in shareholding, project activities and level of invested capital must be notified to the centre
15. Additional conditions attached to Certificate
- Finished goods are not allowed under this Certificate

Signed   
Ag. Executive Director

*Certified True Copy  
of The Original  
Signature  
Date*



THE UNITED REPUBLIC OF TANZANIA

00218758

*Tanzania Investment Centre  
Part Executive Director*

# Certificate of Incentives

*(Section 17 of the Tanzania Investment Act, 1997)*

No: 042093

**This is to certify that**

JAMAAT ENTERPRISES TRADING LIMITED

of address P.O. BOX 20431

DAR ES SALAAM

has been granted a Certificate of Incentives to invest in a new, ~~expansion~~ ~~or~~ ~~expansion~~ ~~or~~ ~~expansion~~ enterprise known as

JAMAAT ENTERPRISES TRADING LIMITED

Which is located at PLOT NO. 75, KIPAWA

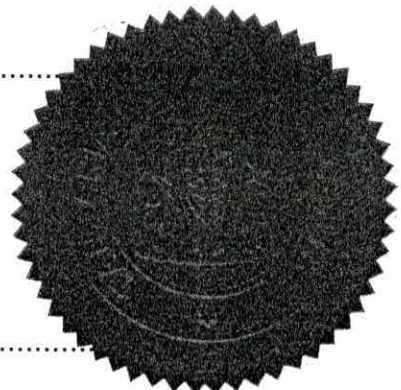
ILALA - DAR ES SALAAM

*Further particulars required by Section 17 of the Tanzania Investment Act are set out overleaf.*

Ag. Executive Director

Tanzania Investment Centre  
P.O. Box 938, Dar es Salaam

Dated 9TH MAY 2012



CTIN.:1868353

ISO 9001 : 2008 Certified



# TANZANIA REVENUE AUTHORITY

CERTIFICATE OF REGISTRATION

FOR

TAXPAYER IDENTIFICATION NUMBER (TIN)

(ISSUED UNDER SECTION 133 OF THE INCOME TAX ACT NO. 11 OF 2004)

**THIS IS TO CERTIFY THAT**

JAMAAT ENTERPRISES TRADING LIMITED

.....

has been registered with the Tanzania Revenue  
Authority and assigned the Taxpayer  
Identification Number

117-039-277

.....19-04-2012.....

with effect from .....

  
P. N. Kassera

Certificate is issued in accordance with the provisions of Section 17 of the Tanzania Investment Act, 1997 subject to the conditions prescribed under item 14 and 15 hereafter:—

Shareholders	Nationality	Shareholding (%)
Kumeli Habib Yusuf	Indian	50
Habib Yusuf Gulamhussain	Indian	50

Proposed Activities: **To establish a project for manufacturing snacks and Confectionaries**

Sector: **Manufacturing** Subsector: **Snacks and Confectionerie**  
**Manufacturing**

Investment cost: Foreign: - Local: **USD 0.685m.** Total: **USD 0.685m.**

Project Financing:  
Equity: **USD 0.685m.** Loans: - Total: **USD 0.685m.**

Source, terms and conditions of loan:

Assets to be invested:

Capital items:	Foreign	Local	Total
	-	<b>USD 0.685m.</b>	<b>USD 0.685m.</b>

Technology Agreement: **None**

Date of TIC Registration: **13th September 2011**

Implementation period: **September 2011 - August 2014**

Operative date: **September 2014**

Investment Incentive Grade: As defined in part III Section 19 (1), (2) and Section 20 of the Tanzania Investment Act, 1997

- (i) Applicable Import Duty And VAT as per Customs Tariff Act, 1976 & VAT Act, 1997
- (ii) Applicable with-holding Tax: **As per Income Tax Act, 2004 (as amended)**
- (iii) Eligibility of Capital Allowances: **As per Income Tax Act, 2004 (as amended)**

Protection of Investment, Arbitration and Transfer of Foreign Currency: as defined in part III Section 21, 22 and 23 of the Act.

Conditions attached to this Certificate of Incentives

- (i) Date of Commencement of investment has to be notified to the Centre.
- (ii) Certificate not to be transferred, assigned or amended
- (iii) Failure to commence implementation within two years invalidates Certificate
- (iv) Failure to operate investment must be notified to the Centre
- (v) Changes in shareholding, project activities and level of invested capital must be notified to the centre

Additional conditions attached to Certificate

**Finished goods are not allowed under this Certificate**

Signed   
A.G. Executive Director

11/5/2012  
Ag. Executive Director  
Tanzania Investment Centre



THE UNITED REPUBLIC OF TANZANIA

00218758

# Certificate of Incentives

(Section 17 of the Tanzania Investment Act, 1997)

No: 042093

This is to certify that

JAMAAT ENTERPRISES TRADING LIMITED

of address P.O. BOX 20431  
DAR ES SALAAM

has been granted a Certificate of Incentives to invest in a new, ~~expansion~~ ~~of the~~ enterprise known as

JAMAAT ENTERPRISES TRADING LIMITED

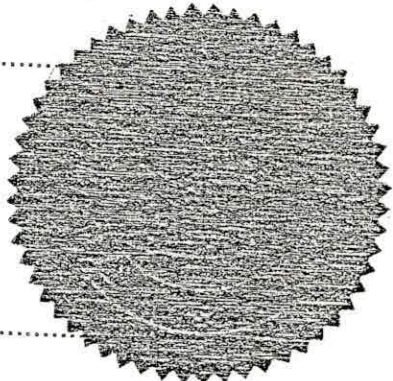
Which is located at PLOT NO. 75, KIPAWA  
ILALA - DAR ES SALAAM

Further particulars required by Section 17 of the Tanzania Investment Act are set out overleaf.

Ag. Executive Director

Tanzania Investment Centre  
P.O. Box 938, Dar es Salaam

Dated 9TH MAY 2012



TIC

6

**JAMAAT ENTERPRISES LIMITED.**

Plot # 75, Kipawa Industrial Area, Kiwalani, Off Nyerere road. P.O. BOX-12477,  
Dar -Es-Salaam, Tanzania.

Mobile :- +255 - 689661810.

Email :- yhabibg@yahoo.com

Date :- 11/06/12.

The Commissioner of Customs & Excise

Tanzania Revenue Authority.

UFS

Executive Director

Tanzania Investment Centre

P.O.Box -9038.

Dar Es Salaam.

Dear Sir,



RE: DUTY & VAT EXEMPTION ON CAPITAL /DEEMED CAPITAL GOODS FOR CERTIFICATE

OF INCENTIVE NO - 042093.

We are the TIC approved project with Certificate of Incentive No. -042093 which is valid up to September 2014.

The Company has been registered with objectives of manufacturing Snacks and Confectionery.

Attached herewith please find a list of Capital/Deemed goods for Duty /VAT Exemption approval.

Your Sincerely,

Yusuf Habib.

Director.



(k) This Agreement shall be governed by and interpreted in accordance with the Laws of Tanzania.

IN WITNESS WHEREOF the Lessor and the Sublessee have executed these presents on the day hereinbefore appearing:-

SIGNED and DELIVERED by:

METROPLAST LIMITED



LESSOR

Witnessed By the Said:

Name: .....  
Signature: .....  
Address: .....  
Qualification: .....



SIGNED, SEALED and DELIVERED by .....

For & on behalf of JAMAAT ENTERPRISES TRADING LTD

SUBLESSEE

Witnessed By the Said:

Name: .....  
Signature: .....  
Address: .....  
Qualification: .....



STAMP DUTY  
Shs. 574,200 = Collected  
Receipt No. 651013 Date: 3/4/2012  
Regional Manager - Ijala Tax Region

CERTIFIED TRUE COPY OF THE ORIGINAL  
ALIKO HERRY MWAMANENGE  
ADVOCATE NOTARY PUBLIC &  
COMMISSIONER FOR OATHS  
Sign: ..... Date: .....

Godown, and enter to show the Godown to prospective purchasers or tenants.

- (d) Except for failure to pay any sum that has become due, neither party shall bear responsibility for the complete or partial non-fulfillment of any of its obligations in the case of Force Majeure, as may be defined by the Government of Tanzania. It is also agreed that the following will be contractually considered to be cases of Force Majeure: acts of God, strikes, acts of war, riots, civil unrest, natural disasters or acts of government, or other circumstances beyond the parties' control. Any such act impacting upon the terms of this Lease shall be communicated by the affected party with knowledge of such act to the other Party in writing as soon as practicable.
- (e) Should circumstances causing Force Majeure be of a temporary nature and not cause any hindrance to either Party to fulfill the provisions of this Lease, then the affected party shall complete the performance of its obligations under this Lease.
- (f) In the case of Force Majeure, the Sublessor shall not obligate Sublessee to pay any penalty or penalties to the Sublessor or any third party for losses incurred (material or financial) at, or damage done to the Godown during the period of the Force Majeure.
- (g) It is expressly understood and agreed that the SubLessor shall not be responsible for loss, injury or damage to the personal property or person of Sublessee, his guests or occupants, caused directly or indirectly by or arising from any cause related to the occupancy of said Plot. The Sublessee is to insure his liability and personal property at his own expense.
- (h) Any notice required or otherwise given pursuant to this Lease shall be in writing; hand delivered, mailed certified return receipt requested, postage prepaid, or delivered, if to Sublessee, at the registered office address;
- (i) Conflicts related to the execution or interpretation of this Lease shall be settled amicably. Should the parties be unable to reach an amicable agreement, the parties shall undertake to proceed with Arbitration as a means of conflict resolution.
- (j) The Lease hereby created can be terminated by any of the parties in accordance with clause 5.0 (a); or by either party serving the other a written notice of not less than three months.

*A* *Hass*

CERTIFIED TRUE COPY OF THE ORIGINAL  
ALIKO HERI NIWAMANENGE  
ADVOCATE AT LARY PUBLIC &  
COMMISSIONER FOR OATHS  
Sign: ..... Date: *2/1/2020*

4.0 SUB LESSOR'S COVENANTS:

THE SUB LESSOR COVENANTS WITH THE SUBLESSEE as follows:

- (a) To keep the roof, main walls of the house, and the drains, septic tanks and water supply and the pipes in good and tenantable repair and condition before handing over the premises to the Sublessee and during the period of occupancy by the Sublessee;
- (b) SubLessor agrees that if Sublessee timely pays the rent and performs the other obligations in this Lease, SubLessor will not interfere with Sublessee's peaceful use and enjoyment of the premises;
- (c) Not to enter without permission the production/ Lab area of the lessee;
- (d) To permit the Sublessee paying the rent hereby reserved and observing the covenants and conditions hereby contained or implied and on its part to be performed and observed, peacefully and quietly to possess and enjoy the premises during the tenancy hereby created without any interruption from or by the Lessor or any person rightfully claiming from or under him;



5.0 PROVIDED ALWAYS AND IT IS HEREBY AGREED AND DECLARED as follows:

- (a) If default shall be made in the performance of any of the covenants on the part of the SubLessor or the Sublessee, then the term herein contained shall upon failure by the Sublessee or the SubLessor to remedy such default within thirty days of a written notice cease notwithstanding anything to the contrary and without prejudice to any right of action or remedy of the SubLessor in respect of any antecedent breach of any covenants by the Sublessee hereinbefore;
- (b) All alterations, changes, and improvements built, constructed, or placed on or around the Residence by Sublessee, with the exception of fixtures properly removable without damage to the Residence and movable personal property, shall, not require written agreement between SubLessor and Sublessee, be the property of SubLessor and remain at the expiration or earlier termination of this Lease.
- (c) During the last thirty (30) days of this Lease, SubLessor or SubLessor's agent may display "For Rent," "Vacancy" or similar signs on or about the

*[Handwritten initials/signature]*

CERTIFIED TRUE COPY OF THE ORIGINAL  
ALIKO BERRY MWAMANENGE  
ADVOCATE NOTARY PUBLIC &  
COMMISSIONER FOR OATHS  
Sign: *[Signature]* Date: 3/15/2020

- (f) That Security of the leased premises shall be the responsibility of the Sublessee and the lessor shall carry no liability of any theft or loss that may occur at the leased premises;
- (g) The Sublessee paying the rent hereby reserved and performing and observing the several covenants and stipulations herein on his part contained shall peacefully hold and enjoy the demised premises during the term created without unlawful intervention by the Lessor or any person or persons rightfully claiming under or in trust for the Lessor;
- (h) Tenant shall comply with all the health and sanitary laws, ordinances, rules, and orders of appropriate governmental authorities, homes associations, if any, with respect to the Property;
- (i) Not to conduct any illegal business or any business not permitted under the Laws of Tanzania and International laws.
- (j) Not to make any alterations in or additions to the Plot without the consent of the Lessor which consent shall not be unreasonably withheld or delayed;
- (k) Not to cut, maim or injure any of the walls or timbers of the Plot on the said building or suffer or permit the same to be done save as may be reasonably required;
- (l) To use the Plot for commercial purpose only;
- (m) Not to do anything that would invalidate the insurance policy or increase the premium payable for the Plot;
- (n) Unless otherwise agreed by the Lessor not to assign, lease or sublet the Plot or any part thereof without the written consent of the Lessor, but such consent shall not be unreasonably withheld or delayed;
- (o) In the event the Lease is not renewed at or before the expiry date of the initial term to yield up the Plot in such repair or condition as shall be in accordance with the Lessee's covenants herein contained.
- (p) At the expiration of this lease, Tenant shall quit and surrender the premises in as good a condition as it was at the commencement of this lease, except reasonable wear and tear and damages by the element.



**PROVIDED THAT:** The term hereby created may at the option of the Sublessee be extended for a further term of one year after serving to the Lessor written notice of at least three (3) months before the expiry of the initial term of the Lease granted.

**2.0 RENT PAYABLE:**

Monthly rent shall be US \$ 3,000/- (US Three Thousand Dollars Only) payable in advance for Six (6) Months on signature of this agreement.

**3.0 SUBLESSEE'S COVENANTS:**

**THE SUBLESSEE COVENANTS WITH SUBLESSOR as follows:**

- (a) The Sublessee shall not sublease the premises without the written consent of the SubLessor, such consent shall not be withheld unreasonably;
- (b) To pay all water, telephone and electricity bills during the tenancy period and as demanded by the relevant utility companies;
- (c) Not to erect any other buildings structures (apart from what has been agreed) and at all material time during the said term to keep the premises including doors, windows, water taps, electric light fittings and other SubLessor's fixtures and fittings in good and tenantable repair, damage arising from accidental fire or reasonable and proper use excepted;
- (d) To permit the SubLessor or its agent, at all reasonable times during the said term with or without workmen with prior reasonable notice to enter upon and examine the condition of the premises and in case the same shall be found to be defective or in need of repair to leave notice in writing on the premises of such defects or maintenance for which the Sublessee is liable under the provisions of paragraph (d) hereof and require the Sublessee to make good the same in a proper manner to the satisfaction of the Lessor within the space of one calendar month next after service to the Sublessee of every such notice;
- (e) To promptly notify Sub lessor of any damage to, defect in or destruction of the Residence, or the failure of any of Sub lessor's appliances or mechanical systems.

*Handwritten signature*

**CERTIFIED TRUE COPY OF THE ORIGINAL**  
**ALIKOMERY MWAMANENGE**  
**ASSOCIATE NOTARY PUBLIC &**  
**COMMISSIONER FOR OATHS**  
Sign:.....Date..... 03/05/2012

SUB LEASE AGREEMENT

THIS AGREEMENT is made on the 01<sup>st</sup> day of April, 2012.

BETWEEN

Metro Plastic Industries Limited of P. O. Box 12477 Dar es Salaam, Tanzania being the Tenant of One Mrs. Umulbanin Mustafa Jaffer (the "Superior Landlord") of Post Office Box Number 5588, with a valid Lease Agreement For a period of Five (5) Years (hereinafter called the "SubLessor" where the context so admits includes his successors and assigns) of the one part,

AND

JAMAAT ENTERPRISES TRADING LTD a limited liability company incorporated and existing under the laws of Tanzania of P. O. Box 656 Dar es Salaam (hereinafter referred to as the "Sublessee" where the context so admits includes his successors and assigns) of the other part.

WHEREAS

- A The Lessor is the Sublessee at Warehouse located on Plot No. 75, Kipawa area in Dar es Salaam, Dar es Salaam City, Tanzania (the "Property")
- B Whereas the Lessor assures the Sublessee that the Lease Agreement is a Sub Lease in accordance to and approval thereof under the Lease Agreement which permits the Lessor to Sub Lease the property
- C AND WHEREAS the Lessor has consulted the superior landlord who has been persuaded and consented to the sublease herein subject to the terms and conditions signed between the superior landlord and the lessor simultaneous with the signing of this agreement

NOW THEREFORE THIS AGREEMENT WITNESSETH as follows:

1.0 TERM OF THE TENANCY:

The term of this Lease is Four (4) years and shall start on 1st April, 2012 and end on 31st July 2016

security - USD 360  
 rent - USD 1800 (for 6 months only)  
 Total 2160  
 Exchange rate = 1595  
 2160 / 1595 = 1354.23

CERTIFIED TRUE COPY OF THE ORIGINAL  
 ALIKO HERRY MWAMANENGE  
 ADVOCATE NOTARY PUBLIC &  
 COMMISSIONER FOR OATHS  
 Sign: *[Signature]* Date: *23/5/2012*



4

# TANZANIA INVESTMENT CENTRE

Shaaban Robert Street, P.O. Box 938, Dar Es Salaam, Tel. +255 22 2116328-31, Fax: +255 22 2118253

RECEIPT REC006979

No. 001704

Received from : JAMAAT ENTERPRISES TRADING LTD

Address P.O BOX 20431 DSM

Received the sum of (In words): SEVEN HUNDRED FIFTY AND ZERO CENTS ONLY

Being payment in respect of : CERTIFICATE OF INCENTIVE

Amount : USD 750.00

Cash / Cheque No: D/DEPOSIT 293

Date : 03-May-2012

JSimba

Receiving Officer

03 MAY 2012

3

TICC/PP.10/042093/3

13<sup>th</sup> September, 2011

Managing Director,  
Jamaat Enterprises Trading Ltd.,  
P.O. Box 20431,  
**DAR ES SALAAM**

**RE: CERTIFICATE OF INCENTIVES FOR INVESTMENT IN THE  
ESTABLISHMENT OF MANUFACTURING SNACKS AND  
CONFECTIONARIES PROJECT**

We wish to acknowledge receipt of your project proposal to establish a project for manufacturing Snacks and Confectionaries as presented in the TIC P.A. 1 Form No. 09444 and Feasibility Study with a projected investment of USD 0.685m.

We have studied your project proposal and we are pleased to inform you that your investment proposal is now officially registered and therefore your project will be granted a CERTIFICATE OF INCENTIVES, given under authority conferred upon TIC under Part III, Section 17 (1-8) of the Tanzania Investment Act, 1997. In order to enable TIC prepare your Certificate of Incentives, You will be required to submit the following:-

- Certified document showing evidence of Land ownership for the location of the project.

You will also be required to submit to the Centre a Progress Report on the implementation of the project after every six months for our information and review. Guidelines for the preparation of the report are contained in annexure 2 also attached to this letter. Please do not hesitate to contact the Centre for any clarification if the need arises. Please also note that a facilitation fee equivalent to US\$ 750.00 is payable at the ruling exchange rate before your Certificate of Incentives is prepared. Please make deposit direct to the bank as per bank details below:-

JAMAAT ENTERPRISES TRADING  
LIMITED

BUSINESS PLAN FOR ESTABLISHMENT OF  
PROJECT FOR MANUFACTURING SNACKS  
AND CONFECTIONERIES

AUGUST 2011

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Proposed Establishment of Snacks & Confectioneries Manufacturing Project- Business Plan

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## 1.0 INTRODUCTION

### 1.1 FOREWORD

This project feasibility study report sets out proposals by M/S Jamaat Enterprises Trading Limited for establishing snacks and confectioneries manufacturing facilities at plot no. 75, Kipawa Industrial Area, Nyerere Road, Dar es salaam.

### 1.2 OBJECTIVES OF THE STUDY

The purpose of this business plan is to work out the technical and commercial details and the financial viability for the above mentioned project.

### 1.3 PROJECT PROMOTERS

The following sponsors are promoting the proposed facilities. Directors (shareholders) are namely:

Name & Address	Nationality	% Share-Holding
Habib Yusuf Gulamhussain	Indian	50%
Kumeil Habib Yusuf	Indian	50%

The current shareholders of the company have a wealth of experience in manufacturing snacks and confectioneries and are keen to exploit such experience to make this project a success.

#### 1.4 STUDY LAYOUT

This study is presented in one document comprising the following major chapters.

Chapter One	-Introduction
Chapter Two	-Executive Summary
Chapter Three	-Manufacturing Sector in Tanzania
Chapter Four	-Production Process and Technology
Chapter Five	-Machinery, Equipment and Civil Works
Chapter Six	-Production Inputs Requirement & Availability
Chapter Seven	-Manpower and Plant Organization
Chapter Eight	-Investment and Financing
Chapter Nine	-Costs of Operation
Chapter Ten	-Financial Analysis
Chapter Eleven	-Economic Analysis
Chapter Twelve	-Recommendations

## 2.0 EXECUTIVE SUMMARY

### 2.1 INTRODUCTION

The Study examines the possibility of establishing a project to manufacture various types of snacks such as potato chips and confectioneries such as candy. Recognition of market needs and demands will be the hallmark of the anticipated success in the company's manufacturing operations.

The project will be properly developed using leading edge technology to enable Jamaat Enterprises Trading Limited enjoy rapid expansion in all target markets as more and more consumers continue to appreciate the benefits of its products. The company will develop the capability to produce products to suit its target market.

It is expected that innovative design and consistency in the manufacturing process will earn the company's products an international reputation for excellence. Development of specialised technology is expected to contribute in positioning the company as leader in snacks and confectioneries manufacturing. All operations will have latest international standard accreditation, reassuring customers of products designed to meet their needs and produced to consistently high quality standards.

Founders of Jamaat Enterprises Trading Limited have enjoyed a proud history and the future looks even brighter for the proposed project. The following are reasons why one should select the company's products

- Strong Foundations:

A strict code of professionalism, quality and service will place the company at the top of other snacks and confectioneries manufacturers, and its reputation will be steadily extended through the obvious satisfaction of customers.

- Strong On Quality:

The company will manufacture snacks and confectioneries. Its range of products will be of superb quality. The factory will maintain high quality standards certified to universally recognized criteria.

## 2.2 SNACKS AND CONFECTIONERIES INDUSTRIES

### 2.2.1 Snacks Industry

The global snack foods manufacturing industry generates revenue of about \$280 billion. According to Global Industry Analysts Inc. (GIA) Europe and the US are the largest markets. The snack foods manufacturing industry includes companies that make roasted nuts and nut mixes; potato, tortilla, and corn chips; popped popcorn; hard pretzels; and peanut butter. Demand is driven by consumer tastes and health considerations. The profitability of individual companies depends on efficient operations, effective marketing, and

a strong sales force. Large companies have advantages in raw material purchasing, manufacturing efficiencies, distribution, and marketing budgets. Small operations can compete effectively by self-distributing products, selling online, or marketing snacks as gift items.

With the spread of convenience stores, packaged snack foods are now a significant business. Snack foods are typically designed to be portable, quick and satisfying. Processed snack foods are designed to be less perishable, more durable, and more portable than prepared foods. They often contain substantial amounts of sweeteners, preservatives, and appealing ingredients such as chocolate, peanuts, and specially-designed flavours such as flavoured potato chips. A snack eaten shortly before going to bed or during the night may be called a midnight snack.

### 2.2.2 Confectioneries Industry

According to a new comprehensive global report by Global Industry Analysts, Inc. (GIA) the global market for confectioneries is forecast to reach US\$186.3 billion by the year 2015, driven by the growing popularity of sugar-free categories, exotic flavors and region-specific products. This report says that value-addition portrays vibrant opportunities, while premiumization emerges as the best revenue earning strategy. It maintains that rapidly emerging Asian countries with increasing disposable incomes and propensity to experiment with new flavors hold promise for future expansion.

Confectionery, which was once considered as a value item, is transcending traditional notions and gradually attaining the status of staple snack in households in most of the developing markets. Growing disposable incomes in emerging countries is helping kindle the demand for confectioneries. Availability of value-goods increased as super market chains and malls mushroomed, contributing to rising sales of confectionery.

In the coming years, the global market for confectionery is forecast to be driven by value-added product innovation, strong marketing and promotion strategies by manufactures and innovative and elegant packaging of products. Sugarless confectionery, low fat products and functional confectionery would dominate product innovations in the near term. While mature markets would retain their position as the largest markets for confectionery, growth rates in developing nations are expected to be stronger and even outpace industrialized economies.

The global confectionery market is witnessing huge investments from producers towards product development and promotion. Heightening competition with high-value impulse items, hastening pace of lifestyle, maturity of major markets, growing health awareness and mushrooming product innovations and launches are driving up the costs of promotion and innovation in the industry. Advertisements of confectionery products are becoming more creative and focusing on the positive, health-giving aspects of consuming confectionery, rather than promoting the product as a mere

indulgence. Confectioners are also investing huge amounts in research and new product development.

### 2.3 MARKET AND MARKETING ASPECTS

A market assessment carried out reveals that there is a growing demand for snacks and confectioneries. There is a broad gap between supply and demand and as a result the country is forced to import snacks and confectioneries. In this regard business opportunity exists for establishing snacks and confectioneries production facilities to satisfy the market requirement. With increased local manufacturing facilities, the country will save foreign exchange lost each year in the course of importation of snacks and confectioneries.

### 2.4 PROCESS AND TECHNOLOGY

The project promoters are negotiating with world class suppliers of plant, machinery and equipments for production of snacks and confectioneries. State of the art facilities are to be acquired to achieve anticipated efficiency in production operations. Expatriate staff will be employed to impart skills to local staff in usage of machinery and manufacturing processes.

Another important aspect of this project will be its strict adherence to industry standards to enable production of snacks and confectioneries meeting international standards.

## 2.5 LOCATION

The plant will be located on industrial site on plot no.75, Kipawa Industrial Area, Nyerere Road, Dar es salaam.

## 2.6 MANPOWER REQUIREMENTS

The whole project will comprise more than 31 permanent employees and several others on temporary basis. Initially there will be a few technical expatriates who will give training to the local staff. Maximum employment will be given to the local work force. The factory will be organized into three major areas namely:

Production

Marketing

Finance and administration

## 2.7 IMPLEMENTATION

The project is planned to undergo two phases:

**Phase I:** Major activities to be involved include registration of the project establishment and approvals by the Tanzania Investment Centre (TIC), and mobilization of funds from sponsors. Other activities include identification of appropriate technology, sourcing of machinery and equipment, construction and renovation of buildings, staff recruitment and training of core personnel.

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Phase II: Will involve commencement of manufacturing operations under establishment phase.

### 2.8 PROJECT ECONOMICS

#### 2.8.1 Capital Investment Requirements

COST STRUCTURE	
PARTICULAR	AMOUNT USD
Land and Buildings	50,000
Machinery & Equipment	290,000
Motor Vehicles	75,000
Furniture & Fixtures	75,000
Pre exp	70,000
Others	45,000
Working Capital	80,000
TOTAL	685,000

\*US\$ 1 = Tshs 1,600

### 2.8.2 Expenditure on basic materials and Profitability

The main spending item is the purchase of various materials used in snacks and confectioneries manufacturing process. Project revenue will accrue from sale of snacks and confectioneries. Based on anticipated revenue at sustainable levels of production the project is quite lucrative.

## 2.9 RECOMMENDATIONS

The study shows the proposed project establishment is both technically and financially a feasible undertaking. Furthermore, it will create local employment for the national benefit. In view of the findings, the project is recommended for implementation.

### 3.0 MANUFACTURING SECTOR IN TANZANIA

#### 3.1 INTRODUCTION

Although an underdeveloped sector in Tanzania, manufacturing is nevertheless an important contributor to the country's GDP. But the burdens it struggles under are substantial. Hampered by the variability of the agricultural sector on which it is based, Tanzania's industries must also contend with high costs of production, low labour productivity, high interest rates and increased competition arising out of the policy of trade liberalization.

In this context, the sector is characterized by a narrow industrial base dominated by agro-industries, limited diversification, reliance on imported inputs of raw materials and intermediates, relatively underdeveloped industry linkages, prevalent use of obsolete technologies and production that is mainly focused on the domestic market.

Government recognizes that significant transformation of the sector is vital. In order to achieve this, it is necessary to promote and stimulate a change process which will make the sector exhibit a diversified structure of production; undertake processing of more of the natural resources with which Tanzania is endowed; and become export-oriented.

Taking into account the above factors, Government's goals for the industrial sector in the medium term are to optimize the exploitation of domestic

natural resources; to strengthen backward and forward linkages within the manufacturing sector and between the sector and rest of the economy; to ensure that industries are competitive in the domestic and international markets; to raise levels of technological capabilities; to create new employment opportunities; to absorb the rapidly growing labour force; to strengthen the SME sector and put emphasis on sub regional collaboration and south-south cooperation.

### 3.2 IMPORTANCE OF THE SECTOR AND PERFORMANCE

In terms of importance, the manufacturing sector, though not strong as it should be, continues to play a respectable role in the economy, contributing to 18.9% of export earnings and 8.6% to GDP - but this is still short of the planned target of 15% by 2020.

In the country's Development Vision-2025, it is projected that the contribution of the industrial sector to the economy will reach 25% like the semi-industrialized countries of South East Asia.

Tanzania's most important industries include agro food processing, beverages, oil refining, and cement. Other industries include the production of textiles, apparel, tobacco products, glass, paints, plastics, chemicals and pharmaceuticals, and the processing of metals and wood products.

The sector provides employment for an estimated workforce of over 100,000 people. Growth rate of the sector decelerated from 9.9 percent in 2008 to 8.0

percent in 2009. This trend was due to the effects of the global economic meltdown.

### 3.3 EXPORT DEVELOPMENT

The export market for manufactured goods comprises cotton yarn, manufactured coffee, manufactured tobacco, sisal products, plastics, textiles and apparel and iron steel.

During 2009, the export value of manufactured goods decline from US\$ 662.3 million recorded in 2008 to US\$ 497.6 million. The decline is partly attributable to the drop in demand for the manufactured products in the neighbouring countries following the global financial crisis.

### 3.4 MAJOR PRODUCTION AND INDUSTRIAL UNITS

#### *3.4.1 Food, Beverages and Tobacco*

The food manufacturing in Tanzania include manufacturing of dairy products, canning and preserving of fruits and vegetables, canning fish and similar foods, manufacture of animal and vegetable oils, grain milling, baking, sugar and confectionery as well as prepared animal feeds. The beverages include the distilling and blending of spirits; manufacture of wines, cider and beer; production of soft drinks and carbonated waters and the bottling of natural spring and minerals waters. The tobacco subsector comprises manufacturing of cigarettes, tobacco and other tobacco production.

#### *3.4.2. Textiles, Clothing, Leather and Footwear*

Activities undertaken in this category include spinning, weaving and finishing of textiles as well as garments, knitting and the manufacture of carpets, rugs, cordage, rope and twines. The leather and footwear subsector include tanneries; leather finishing and manufacturing of products from leather such as luggage, handbags and purposes.

#### *3.4.3 Wood products activities Accounted in the subsector*

Includes sawmills, planning and other wood mills manufacturing goods. Also included is the manufacturing of wooden containers, cane products and wooden products.

#### *3.4.4 Paper and Paper Products*

This comprises the manufacturing of pulp, paper, paperboard, fibreboards, light packaging, heavy packaging, stationery and other paper products.

#### *3.4.5 Chemicals, Petroleum, Rubber and Plastics*

The chemical subsector comprises the manufacture of basic industrial chemicals, fertilizers, pesticides, plastic materials and products, medicinal and pharmaceuticals, soap, detergents, perfumes and other cosmetics, paints and other chemical products. While the petroleum subsector comprise of petroleum refineries, fuel oils, lubricating oils and manufacture of asphalt materials.

Rubber products produced in the country include tyres and tubes conveyors and fan belts, rubber mats, groves, pipes and tanks, plastic sheets, kitchenware, furniture and footwear.

#### *3.4.6 Non-metallic Mineral Products*

This includes manufacture of pottery, china and earthenware, glass and glassware products, bricks, tiles, cement, concrete, gypsum and plaster products.

Boosted by robust growth in construction, Tanzania's cement industry has grown rapidly over the years, with three cement producers and a combined production capacity of 1.9 million tonnes per year.

#### *3.4.7 Basic Metal Products*

This comprises rolling mills and foundries to produce products such as slabs, bars, sheets, plates, strips, tubes, pipes and rods.

#### *3.4.8 Fabricated Metals, Machinery and Equipment*

These include manufacture of cutlery, hand tools and general hardware, furniture and fixtures, doors, metal staircases and window frames. Others are electrical motors transformers, electrical control devices and switchboard apparatus as well as radios and transport equipment, mainly bicycles and animal and auto-pulled carts.

#### *3.4.9 Other Manufacturing Industries*

This covers products such as jewels and related articles, furniture manufacture, measuring and controlling equipment and optical goods. Production in this category has experienced an average growth of over 12 percent over the last decade.

### 3.5 NOTABLE PERFORMANCE OF SOME LOCAL INDUSTRIES

The goods whose production skyrocketed include Konyagi, which increased by 151.9 %, from 4,049,000 litres in 2008, up to 10,201,000 litres in 2009. Production of pyrethrum agro-chemicals also increased from 73 tonnes in 2008, up to 266 tonnes, equivalent to 264.4 % increase.

Production of wheat flour increased from 287,925 tonnes in 2008 to 368,885 tonnes in 2009, representing 28.1 % increase. Production of Chibuku brew also increased sharply from 10,235 litres in 2008, up to 16,141 tonnes in 2009, equivalent to 57.7 % increase.

Likewise, production of iron sheets ballooned to 50,664 tonnes in 2009, from 31,743 tonnes in 2008, equivalent to 59.6 % increase.

Production of batteries also increased to 78 million batteries in 2009, from 53 million batteries in 2008, representing 47.2 % increase.

Moreover, production of cement increased from 1,756 tonnes in 2008 up to 1,941 tonnes in 2009. This was caused by high demand of the commodity as consumption of cement skyrocketed from 1,940,845 tonnes in 2008 to 2,399,458 tonnes in 2009, equivalent to 58.5% increase.

However production of aluminum declined from 105 tonnes in 2008 to 58 tonnes in 2009, registering a 44.8 % decrease. Production of garments also declined from 7,783,000 square metres in 2008 to 7,913,000 square metres in 2009, a 34.9 % decrease.

Other goods whose production declined during the period under review include logs (16.6%), biscuits and spaghetti (1.5%), beers (2 %), cigarettes (4.4%) and iron (13%).

### 3.6 INVESTMENT OPPORTUNITIES

The priority sectors for investment include the following export-oriented manufacturing operations: Textile and garments; leather processing and leather products; lapidary, including gold, diamonds and gemstones; agro processing; fish processing; wood and wood products; electrical and electronic appliances; and ICT industries.

### 3.7 POLICIES AND REGULATORY FRAMEWORK

The future discourse for industrial development in Tanzania is elaborated in the Sustainable Industrial Development Policy - SIDP". The main purpose of SIDP is to set out a path for industrializing Tanzania so that by the turn of the first quarter of the 21st Century it becomes a semi industrialized country.

In its approach SIDP embraces the principles of a market-led economy and competitiveness. It points out plainly that industry would only prosper in the hands of increased private sector participation both in decision making and implementation.

The government in this aspect has vowed to increasingly provide an environment which is welcoming, attractive, and stable and that can encourage private sector investment.

The private sector in its part should take all necessary initiatives to respond and manage challenges of globalization. Firms are challenged to pursue firm strategies which are geared towards building the necessary capabilities to enable them compete in the world market.

### 3.8 INDUSTRIAL SUPPORT ORGANISATIONS

The government has established several institutions to render support services to the industrial sector. Among them are: The National Development Corporation (NDC), the Small Industries Development Organization (SIDO), the Centre for Agricultural Mechanization and Rural Technology (CARMATEC), the Export Processing Zones Authority (EPZA), the Tanzania Industrial Research Development Organization (TIRDO), the Tanzania Engineering and Manufacturing Design Organisation (TEMDO) and Tanzania Bureau of Standards (TBS).

### 3.9 CHALLENGES FACING THE MANUFACTURING SECTOR

- ◊ Poor technology;
- ◊ Insufficient industries/ factories;
- ◊ Unreliable market for the final processed goods;
- ◊ High cost of power, unreliability of power and underdeveloped infrastructure;
- ◊ Unreliable availability of raw materials;
- ◊ Small number of trained manpower.

### 3.10 CONCLUSION

The manufacturing sector holds the key to Tanzania's economic growth given the desire to diversify from agriculture and tourism to other sectors. Although the sector's contribution to the national economy has not significantly improved lately, there is every reason to believe that with proper policies and investment incentives in place, manufacturing sector is a growth area.

## 4.0 PRODUCTION PROCESS AND TECHNOLOGY

### 4.1 BASIC PROCESSES

Considering the fact that a range of products are to be produced this review of production process and technology is based on selected snack and confectionery products.

#### 4.1.1 Potato Chips Production

Today, potato chips are the most popular snack in most parts of the world. According to the Snack Food Association, potato chips constitute 40% of snack food consumption, beating out pretzels and popcorn in spite of the fact that hardly anyone thinks potato chips are nutritious. Nonetheless, the major challenge faced by manufacturers has been to develop a tasty low-fat potato chip.

##### ❖ Raw Materials

Today's product is made from farm-fresh potatoes delivered daily to manufacturing plants. The sources vary from season to season. The potatoes are fried in either sunflower oil, corn oil, cottonseed oil, or a blend of vegetable oils. An antioxidizing agent is added to the oil to prevent rancidity. To further insure purification, the oil is passed through a filtration system daily. Salt and other flavouring ingredients, such as powdered sour cream and onion and barbecue flavour, are purchased from outside sources. Flake salt is

used rather than crystal salt. Some manufacturers treat the potatoes with chemicals such as phosphoric acid, citric acid, hydrochloric acid, or calcium chloride to reduce the sugar level, and thus improve the product's colour. The bags are designed and printed by the individual potato chip manufacturer. They are stored on rolls and brought to the assembly line as necessary.

❖ The Manufacturing Process

- When the potatoes arrive at the plant, they are examined and tested for quality. A half dozen or so buckets are randomly filled. Some are punched with holes in their cores so that they can be tracked through the cooking process. The potatoes are examined for green edges and blemishes.
- The potatoes move along a conveyer belt to the various stages of manufacturing. The conveyer belts are powered by gentle vibrations to keep breakage to a minimum.

*Destoning and peeling*

- The potatoes are loaded into a vertical helical screw conveyer which allows stones to fall to the bottom and pushes the potatoes up to a conveyor belt to the automatic peeling machine. After they have been peeled, the potatoes are washed with cold water.

### *Slicing*

- The potatoes pass through a revolving impaler/presser that cuts them into paper-thin slices. Straight blades produce regular chips while rippled blades produce ridged potato chips.
- The slices fall into a second cold-water wash that removes the starch released when the potatoes are cut. Some manufacturers, who market their chips as natural, do not wash the starch off the potatoes.

### *Colour treatment*

- If the potatoes need to be chemically treated to enhance their colour, it is done at this stage. The potato slices are immersed in a solution that has been adjusted for pH, hardness, and mineral content.

### *Frying and salting*

- The slices pass under air jets that remove excess water as they flow into troughs filled with oil. The oil temperature is kept at between 176.6-190.5°C. Paddles gently push the slices along. As the slices tumble, salt is sprinkled from receptacles positioned above the trough at the rate of about 0.79 kg of salt to each 45.4 kg of chips.
- Potato chips that are to be flavoured pass through a drum filled with the desired powdered seasonings.

### *Cooling and sorting*

- At the end of the trough, a wire mesh belt pulls out the hot chips. As the chips move along the mesh conveyer belt, excess oil is drained off and the chips begin to cool. They then move under an optical sorter that picks out any burnt slices and removes them with puffs of air.

### *Packaging*

- The chips are conveyed to a packaging machine with a scale. As the pre-set weight of chips is measured, a metal detector checks the chips once more for any foreign matter such as metal pieces that could have come with the potatoes or been picked up in the frying process.
- The bags flow down from a roll. A central processing unit (CPU) code on the bag tells the machine how many chips should be released into the bag. As the bag forms, gates open and allow the proper amount of chips to fall into the bag.
- The filling process must be accomplished without letting an overabundance of air into the bag, while also preventing the chips from breaking. Many manufacturers use nitrogen to fill the space in the bags. The sealed bags are conveyed to a collator and hand-packed into cartons.
- Some companies pack potato chips in cans of various sizes. The chips flow down a chute into the cans. Workers weigh each can, make any necessary adjustments, and attach a top to the can.

❖ Quality Control

Taste samples are made from each batch throughout the manufacturing process, usually at a rate of once per hour. The tasters check the chips for salt, seasoning, moisture, colour, and overall flavour. Colour is compared to charts that show acceptable chip colours.

Preventing breakage is a primary goal for potato chip manufacturers. Companies have installed safeguards at various points in the manufacturing process to decrease the chances for breakage. The heights that chips fall from conveyer belts to fryers have been decreased. Plastic conveyer belts have been replaced with wide mesh stainless steel belts. These allow only the larger chips to travel to the fryers and the smaller potato slivers to fall through the mesh.

❖ Byproducts/Waste

Rejected potatoes and peelings are sent to farms to be used as animal feed. The starch that is removed in the rinsing process is sold to a starch processor.

❖ The Future

Potato chips show no sign of declining in popularity. However, the public's increased demand for low-fat foods has put manufacturers on a fast track to produce a reduced-calorie chip that pleases the palate as well. Researchers are also working on genetically engineered potatoes with less sugar content since it is the sugar that produces brown spots on chips.

#### 4.1.2 Tortilla Chips Production

The basic method of tortilla chip production has changed little since ancient times. Traditional tortilla preparation involves cooking the corn in pots over a fire, steeping for 8 to 16 hours, pouring off the cooking liquor or nejayote, and washing the nixtamal which is the end product of the cooking, steeping, and washing/draining process. The nixtamal is then ground into dried and ground corn flour called masa with hand-operated grinders. The masa is either hand-molded or molded using a tortilla press to form thin disks, which are then baked on a hot griddle called a *comal*.

One of the most important industrial advancements has been the production of dry masa flour, a shelf-stable product. This dry flour has become popular because it meets standards for certain applications, reduces requirements for energy, labour, floor space, processing time, and equipment, and is convenient and easy to use. When compared with fresh masa flour, however, foods made from dry masa flour tend to be less flavourful and the cost per unit is higher. Smaller manufacturers that supply local restaurants with tortilla chips usually use dry masa flour, while larger manufacturers use fresh masa flour that is produced on-site.

❖ Raw Materials

Tortilla chips are made using yellow corn, white corn, flour, whole wheat, or blue cornmeal. Coarse masa is used in making corn tortilla chips. Masa consists of corn that has been soaked in a food-grade lime and water solution to break down the hulls; the kernels are then ground into flour. Frying oil, salt, and various seasonings complete the list of main ingredients. Other ingredients, such as preservatives, emulsifiers, gums, and acidulants, are used mainly to improve shelf life and to maintain certain properties of the product. The characteristics of the raw material determine the tortilla chips' quality, cooking parameters, and colour.

❖ The Manufacturing Process

*Preparing the masa (dough)*

- To make tortilla chips, manufacturers first mix the raw ingredients—water, moist corn, and lime—to form the masa or dough. Next, the mixture is heated in a large kettle, which is heated indirectly by steam. After steeping, which allows water to be absorbed, the solution is washed and pumped onto a conveyor belt for transport to the grinder.

Lime is used primarily as an aid in removing the pericarp during cooking and steeping. The lime also helps to increase the product shelf life by controlling microbial activity, and it affects the flavour, aroma, color, and nutritional value of the chips.

- This mixture is then batch-cooked in either a steam kettle or a vertical closed cooker. The kettle is indirectly heated by steam, and the grain contents are mechanically agitated. It is designed for cooking at or near the boiling point of the lime-water-corn solution. The vertical closed cooker uses direct steam injection to heat and agitate the lime-water-corn solution in a large tank, which serves for both cooking and steeping. Additional agitation is accomplished with compressed air. Because this system is designed for cooking at temperatures well below the solution boiling point of 85 degrees Celsius, the cooking time is longer than in the steam kettles. Cooking time can vary greatly from a few minutes to a half hour, depending upon which system is used. In general, temperatures above 68 degrees Celsius are considered to be the optimum cooking temperatures. Cooking depends on the characteristics of the corn and the interaction of time, temperature, lime concentration, cooking vessel size, and agitation. Nixtamal used for fried products is generally cooked less than nixtamal used for table tortillas.
- Immediately after cooking, the solution is rapidly cooled to about 68-72 degrees Celsius. This lower temperature decreases water absorption during the steeping process and the cooking time of the nixtamal. The result is a more consistent masa, which absorbs less oil during frying.
- The grain is then steeped for 8 to 16 hours in the cooking vat if a vertical cooker was used or transferred to a holding vat if a steam kettle was

used. The steeping process allows water to be absorbed, which helps to disintegrate the hull and soften the kernel. During the steeping process, the temperature is dropped to 40 degrees Celsius.

- After steeping, the solution is pumped into the washers. The cooking liquor is drained off, and the resulting nixtamal is washed with pressurized water or spraying systems. Most of the pericarp and excess lime is removed during this step. Washing in commercial processes is done in two types of equipment: the drum washer and the "lowboy" system. A drum washer consists of a conveyor that transports the nixtamal into a rotating perforated cylinder with internal flights and water sprayers located within the drum. After spraying, the nixtamal passes into a drain conveyor, where the excess water is removed. The lowboy system consists of a receptacle equipped with internal screens and sprayers. The washed nixtamal is continuously removed from the bottom of the receptacle by an inclined belt conveyor. In both systems, a conveyor transports the washed, drained nixtamal into a hopper, which then feeds the stone grinder. The end result, using the typical corn and lime mixture, will be 1.53 kilograms of 47 percent moist nixtamal.

### *Grinding*

- The washed nixtamal is then ground using two matched carved stones, one stationary and the other rotating at about 500 to 700 rpm. The stones are usually composed of lava or volcanic materials, although they

can also consist of synthetic materials made of aluminum oxide. For optimum efficiency, the lava stones must be frequently recarved; the synthetic stones last longer and require less recarving. A typical stone has radial grooves which become more shallow as they approach the perimeter of the stone. The number, design, and depth of the grooves in the stones vary with the intended product: stones carved for the production of table tortillas have more shallow grooves to produce a finer masa, whereas coarser masa for tortilla chips comes from deeper-grooved stones.

The masa particle size is the result of several interacting factors: degree of nixtamal cooking; size and depth of the grooves in the grinding stones; gap or pressure between the grinding stones; amount of water used during milling; and the type of corn used. The grinding breaks up the kernel structure and promotes "plastic" and cohesive properties in the masa. Once the masa is produced, it is important to use it immediately or to protect it against moisture loss. After grinding, the resulting mixture will be 1.65 kilograms of 51 percent moist coarse masa.

#### *Forming chips*

- Next, actual chips are produced using the coarse masa, which is kneaded and mixed into plastic masa by mixers and extruders and then fed to sheeter rolls. The plastic masa is sheeted into a thin layer, which is then cut or forced into a specific configuration; the thickness of the sheet

determines the final product weight. The sheeting starts when the masa is fed onto a pair of smooth rollers, usually

The washed solution is ground using two matched carved stones, one stationary and the other rotating. From there, the resulting coarse masa is cut into actual chips. The masa is fed onto a pair of smooth rollers, usually coated with Teflon, one rotating counterclockwise and the other clockwise. The masa is forced between the rolls, cut, and discharged into the oven for baking.

#### *Baking and cooling*

- A three-tiered gas-fired oven is used to bake the formed masa. Generally, the chips are baked at temperatures ranging from 260-290 degrees Celsius, with the baking time varying from 35 to 50 seconds. Baking enhances the alkaline flavor and reduces moisture and oil absorption during frying.
- The tortilla chips are then cooled by moving through a series of open tiers or cooling racks. During this cooling process, the chips lose additional moisture and the moisture within each chip becomes more evenly distributed.

#### *Frying and seasoning*

- The next step involves frying the chips using oil temperatures ranging from 170-190 degrees Celsius for 50 to 80 seconds. The frying

temperature and time depend on the type of product. Tortilla chips made from yellow corn require a lower frying temperature and a longer time than chips made from white or blended white and yellow corn. Most of the commercial fryers used are the continuous type with direct or indirect heating elements. Indirect-fired fryers are more expensive but more efficient, with lower operational costs.

- The salt and seasonings are applied immediately after frying while the chips are still hot. The hot chips are conveyed into an inclined rotating cylinder, where a liquid seasoning mix is sprayed on them. Generally, the liquid mix consists of hot oil, salt, seasonings, and flavouring and colouring agents. Upon cooling, the oil crystallizes, forming the seasoning coat. Salt can also be deposited on the chips as a liquid spray or by a granulated salt dispenser positioned over the conveying belts after the tumbling operation. The amount of salt usually added to tortilla chips is about 1 to 1.5 percent by weight.

#### *Cooling and packaging*

- The tortilla chips are then cooled to ambient temperature and immediately packaged in moisture proof bags. Because fried products are very hygroscopic, delayed packaging can cause a loss of crispness. The cooled tortilla chips, with about 1.5 percent moisture, are conveyed into a bagging machine. This machine automatically weighs and deposits them in a bag, which is then sealed.

❖ Quality Control

The quality control aspect of tortilla chip production is essential so that the chips can reach the customer at their freshest. The major parameters controlled during tortilla chip production are: temperature and relative humidity of corn silos and storage rooms for ingredients and products; the cooking, quenching, steeping, baking, and frying times and temperatures; types of grinding stones and their adjustment during milling; moisture content of the corn, nixtamal, masa, and, finally, the tortilla chips; operating condition of the equipment (such as the cooker, sheeter, oven, fryer, cooling rack, packaging equipment, etc.); frying oil and product deterioration; and the sanitation of equipment and personnel.

❖ The Future

The future trends for the corn and tortilla chip market are toward thinner, lighter, and smaller chips. Recently, tortilla chips made from white corn and whole wheat flour have become available and increasingly popular. Combinations of masa flour with wheat, legumes, and other flours will lead to interesting new products. New products fried with oils containing more unsaturated fatty acids or made from nutritionally improved corn will enhance the image of tortilla chips. Modified frying and new baking techniques that produce foods with a texture like that of fried foods will be used to make lower calorie snacks. The industry will move toward higher-

speed production lines, more automation, better quality control, and higher labor and equipment efficiency.

Corn and tortilla chips are becoming popular in many areas of the world. Experiencing a 50 percent increase in wholesale sales during the past five years, corn and tortilla snacks are rapidly moving into main-stream popularity. Future growth, however, depends on the industry's ability to keep pace with changing consumer demands.

#### 4.1.3 Lollipops Production

Refinements and variations on the traditional lollipop are myriad. Some have jawbreakers embedded in them, gum in the centre, sour centres, and sizzling candies inserted within. Sugar-free suckers are now produced, too, in order to help limit tooth decay.

##### ❖ Raw Materials

The ingredients used in the production of lollipops vary by manufacturer. The ingredients in a plain, hard-candy lollipop with no special centre include: water, sugar, corn syrup, flavourings, and malic or citric acid. The paper sticks are generally constructed using tightly-wrapped bright white paper that has been bleached and coated with a fine layer of wax. Wrappers vary in style. Some are clear cellophane, while others are made of printed and waxed paper.

❖ The Manufacturing Process

- Lollipops are made primarily from sugar and corn syrup. Most manufacturers produce lollipops in enormous quantities and the raw materials are brought into the factory in bulk. First, dry sugar is brought into the plant and is dissolved. Once the sugar is dissolved into the hot water, the sugary water is pumped into the pre-cooker.
- Corn syrup, a key ingredient in the manufacture of lollipops, is also delivered and pumped, in liquid form, into the pre-cooker.
- Once the corn syrup-liquid sugar mixture is in the pre-cooker, the solution is heated to around 109°C. The pre-cooker is essentially a set of coils through which the sweet slurry is sent. The coils are heated by steam.
- This heated syrup is then pumped from the pre-cooker and sent to the final cooker where it is cooked under a vacuum for about four minutes to a temperature of about 143°C. The vacuum is essential to this phase as it removes the moisture and heat from the candy.
- After the candy is cooked and just before it is mixed, colour, flavour, and citric acid or malic acid are added. These flavours and colours are in liquid form and have been carefully pre-measured in a vial before being added, by hand, to the candy batch. Citrus acid and malic acid are extremely important to the flavour of these pops. Citrus acid promotes the flavour of the citrus-based flavoured lollipops and cuts the excessive sweetness as well. Malic acid is used to enhance the flavour of non-citrus

flavours. The candy batch, now with flavour and colour added, is thoroughly mixed using two huge arms that push the candy around and lift it up, mimicking human kneading. Mixing not only thoroughly distributes flavour and colour but reduces temperature and removes air bubbles produced from cooking and mixing. Human touch using clean gloves is essential in order to feel the batch to ensure that the candy is at the right consistency and the right temperature to undergo the next step, extrusion.

- Now the candy is made ready to be formed into a lollipop. The cooling candy is sent to the batch roller, which extrudes the candy through cones and rolls it into a fat rope. Then, the batch is sent to the sizing wheels, which reduces the rope to a smaller size.
- The candy rope is then sent to the forming machine, which presses the heads into a spherical shape and inserts a paper stick at the same time. The lollipops are then cooled in a cooling drum that rotates slowly while the pops are exposed to cool air. After four minutes, they are at room temperature and come out one end of the cooling drum.
- After the lollipops cool, they are moved by conveyor belts and dropped into the wrapping machine. The pops are automatically wrapped and sent to either a boxing operation or a bagging operation, depending on how they are to be retailed.

❖ Quality Control

There are two places for quality control—in the laboratory and on the floor of the plant. The labs check the quality of all raw ingredients sent to the manufacturing floor. They check the sugar quality and make sure they have what was ordered. The chemists perform heat tests on the corn syrup, since poorly processed syrup turns brown and can ruin the colour of the lollipop. The laboratory also pulls samples of the candy batch from the cooker and analyzes the moisture content, because too much corn syrup will make the candy too malleable and it will melt in warmer weather. Flavours and colours are carefully checked and tested, and measured precisely for inclusion in the batch.

In the factory, operators ensure that the machinery is clean and running properly. Some machines turn off the processes at certain temperatures or when the batch reaches a certain weight, so these machine-tripping devices must be carefully maintained as well.

❖ Byproducts/Waste

Any candy that falls onto the floor cannot be consumed by humans. It is usually sent to a landfill. Candy that is determined to be inferior in shape or colour is generally ground up, melted down, filtered, and pumped back into the pre-cooker so that it may be re-used in a lollipop.

❖ The Future

While each company produces new flavours in different ways, one company revealed how it actively develops new flavors that sell well immediately upon introduction. New flavours are developed using a *hedonic taste panel*, which tries a variety of potential new flavours. Each member of the panel ranks these possible products in a variety of categories based on whether they like or dislike it extremely. Once the potential flavours are narrowed down to a few, trained panels of tasters are asked to test them again as a group. Then, decisions are made based on the results of the two panels.

4.1.4 Caramels Production

Originally, the production of caramels occurred using copper pots over direct gas flames, watched carefully by a master confectioner who used a candy thermometer to monitor the temperature, and poured out the cooling caramel batch onto a marble slab or a water-cooled table and scored it into squares. The heavy, deep candy kettles have given rise to batch cookers with vacuum systems for quick cooling of the caramel syrup that run with little assistance from a machine operator.

❖ Raw Materials

The raw materials vary with the manufacturer and type of caramel under production. However, the most frequently made caramel, the vanilla caramel, contains many ingredients if it is mass-produced. The ingredients include

milk, sometimes sweetened condensed milk, corn syrup, sugar, oil, whey, calcium carbonate, salt, flavour, butter, another type of fat such as vegetable oil, molasses, and corn starch. Milk is essential to distinguish the caramel from a hard candy, and it is the milk solids that change chemically to produce the caramel. Corn syrup lends additional sweetness to the candy batch but also keeps the mixture from becoming grainy, which would indicate there is too much sugar in the batch. Corn syrup also lends body to the slurry. At least one fat is added to the mixture as well. Butter is often the only fat added by gourmet caramel-makers as it provides superior taste, but this proves to be very expensive for mass-production. So other fats are added along with a fairly small amount of butter. As maple caramels or other flavoured caramels are produced, the ingredients vary accordingly.

#### ❖ The Manufacturing Process

There are a number of different caramel-making systems used for the mass-production of these candies. The process described below utilizes one of the many different systems for this purpose. The process is essentially the same, however—the batch is machine mixed, cooked steadily, cooled, extruded, and formed into small squares.

- All of the ingredients listed above are automatically batched and weighed using a batching and dissolving machine made expressly for the manufacture of caramels. The liquid and the dry ingredients are loaded into the machine. Then, the ingredients are weighed with great precision

by computer in the upper weigh tank. The ingredients are mixed by propellers in this upper weigh tank.

- After blending, this milky slurry drops automatically to the lower mixing and dissolving tank. Steam heat brings the mixture up to a pre-determined temperature. In the mix tank, gear-driven agitation equipment dissolves the ingredients thoroughly. Surface scrapers skim along the bottom and sides where burned protein solids have a tendency to accumulate. These burned solids are redistributed and mixed back into the slurry to ensure that the whole mixture is a homogeneous batch.
- The heated mixture is then sent to the heated surge tank. An operator's command transfers the batch into a stainless steel scraped surface heat exchanger for the final evaporation. Here a small variable-speed gear motor drives a scraping system within the evaporator. The syrup is forced through a small space that is jacketed with steam, thus forcing evaporation within the mixture.
- The batch has now had much of its moisture removed and is thickening. It is gravity-fed into a steam-jacketed caramelizing tank where the caramelizing is ensured by exposing the batch to steam. The caramelizing mixture is re-circulated from the bottom to the top of the tank, with incoming syrup mixing with the caramelizing slurry, promoting homogeneity of the product. A discharge valve directs the mixture into the next processing machine, the cooling wheel.

- This caramel candy, now at about 116°C, has to be cooled. There are many ways to cool the caramel, including moving it into cool rooms and running it through cooling tunnels. The system described above utilizes a cooling wheel. The caramel is water-cooled on the outside surface of a large wheel that is four feet wide and twelve feet in diameter. The caramel is laid in a film about 3.2-mm thick on this wheel. The wheel completes a half turn and the caramel comes off the wheel, becoming solid and of a consistency so that the candy may be cut and packaged.
- A batch roller takes the caramel film and shapes it into a rope. The rope is then shaped and sized into the thickness of a finished caramel. Caramels are not molded; instead, they are shaped by being cut from the thick rope. As the caramels are cut they are automatically individually wrapped. From there, the caramels may be weighed and placed in a sealed bag and packed into cartons for shipping. If caramels are cooked to just the correct temperature, they can be shipped easily in any type of weather and will hold their shape. If they are undercooked just by a few degrees, they may do poorly after packaging and become too soft.

#### ❖ Quality Control

The machinery involved in the process of candy making is automated. The making of caramels requires precise measurements of ingredients, since too

much sugar makes the candy grainy and makes it an inferior product. If there is too much moisture in the product, the caramel will be too gooey in warm weather. Too little moisture and cooked at too high a heat, and a "long" or chewy caramel is the result. So, the machinery must be very carefully checked and calibrated for accuracy in the mixing and weighing of materials. Temperature controls, too, must be extraordinarily accurate, since just a few degrees can affect the consistency of caramels. Human operators on the floor use their eyes and hands in order to maintain quality.

As with all food manufacture, the quality of all consumable ingredients must be checked for quality. Corn syrup must be of the high quality needed for this candy manufacture. All other ingredients must be tested for quality as represented by the suppliers.

#### 4.2 ENVIRONMENT PROTECTION

With a conscious mind, Jamaat Enterprises Trading Limited expects to undertake eco-friendly manufacturing processes and make sure that less effluent and smoke are released. It will take the following three concerns seriously as defined by some of the well-known regulatory bodies.

- Reduction in hazardous environmental release
- Recycling of waste products
- Use of environmentally preferable products

For this, the company will source some of the latest and high performing machines for its factory.

## 5.0 MACHINERY EQUIPMENT AND CIVIL WORKS

### 5.1 MACHINERY & EQUIPMENT

The project promoters M/s Jamaat Enterprises Trading Limited will acquire proper snacks and confectioneries manufacturing machinery and equipment. The technology to be used will be modern to achieve high quality snacks and confectioneries production. The company is already negotiating with suppliers of required machinery and equipment for supply of the same once all necessary preparations are completed.

### 5.2 PLANT LOCATION AND CIVIL WORKS

#### 5.2.1 Site and Location

As mentioned earlier the plant shall be located on industrial site at plot no.75, Kipawa Industrial Area, Nyerere Road, Dar es salaam. This location takes into consideration such important factors like availability of reliable power.

#### 5.2.2 Production Building Required

The built up area required for production will be medium sized taking into consideration the kind of operations to be undertaken

#### 5.2.3 Office Building

An office block to accommodate the administrative and clerical staff will also be required.

### 5.3 UTILITY SERVICES

#### 5.3.1 Water

A three-inch diameter pipeline to the premises from the main pipeline is adequate. To avoid incidences of water shortage a water reservoir of capacity 20,000 liters is recommended to be constructed.

#### 5.3.2 Electricity

It is assumed that Tanzania Electric Supply Company Ltd. (TANESCO) will continue providing the required amount of electricity from the national grid. However standby generators will be acquired to provide power in case there is failure by power supply company in providing needed power for manufacturing operations.

## 6.0 PRODUCTION INPUT REQUIREMENTS AND AVAILABILITY

### 6.1 INPUTS

The major inputs in the production of snacks and confectioneries have been reviewed when explaining production process for selected snack and confectionery products.

### 6.2 UTILITIES

#### 6.1.1 Water

We have explained that water will be supplied to the premises from the main pipeline. A water reservoir of capacity 20,000 has been recommended for construction

#### 6.1.2 Power

As said earlier in this report, the source of energy for the proposed project will be electric power.

A standby power generator has also been budgeted for to avoid inconveniences caused by frequent power cuts by TANESCO.

## 7.0 MANPOWER AND PLANT ORGANIZATION

The proposed project will have three independent departments, namely:

- Production
- Sales and Marketing
- Administration and Finance

### 7.1 ORGANIZATION

The Board of Directors of M/s Jamaat Enterprises Trading Limited shall manage the project at policy level. The top most person in the day to day running of the company will be the Managing Director. Under the Managing Director's office will be the three Departments mentioned above. Each will be under a Manager and will comprise a number of Sections each headed by a Section Head as follows.

#### PRODUCTION DEPARTMENT

Sections:

- Operations
- Maintenance

## SALES AND MARKETING DEPARTMENT

Sections:

- Research & Promotion
- Sales

## ADMINISTRATION AND FINANCE DEPARTMENT

Sections:

- Human Resources & Administration
- Finance & Accounts

Each Department will be manned by a number of personnel with varying education levels and work experiences.

The management team of M/s Jamaat Enterprises Trading Limited will comprise the Managing Director, Production Manager, Finance & Administration Manager and Sales & Marketing Manager.

### 7.2 RESPONSIBILITIES

Responsibilities will be as follows:

#### 7.2.1 Production Department

The Manager will be responsible for snacks and confectioneries manufacturing operations planning and overseeing daily production activities being carried

out. He will further be responsible for repair and maintenance of company assets and research and development activities. The Department will comprise Sections, namely:

- The Production Section which would be responsible for overseeing manufacturing operations. An expatriate will be employed to train the local technicians in this aspect of operations.
- Maintenance Section which will manage snacks and confectioneries manufacturing plant and machinery maintenance

#### 7.2.2 Finance and Administration Department

An Administration and Finance Manager will head the Department. He will be responsible for the administration of the company as well as overseeing the financial aspects of the company. An Accountant will manage the finance function while a Human Resources Head will oversee company human resource issues. The following important units will be under the Department.

- The personnel and administration unit which will be responsible for the general administrative matters of the company as well as personnel issues.
- The finance unit, which will be responsible for financial issues. It will also be responsible for the proper maintenance of books of accounts and financial planning.

- The purchasing unit which will be responsible for the purchase of raw materials, spare parts and equipment. This section will also be responsible for the receipt, storage and issue of purchased materials.

### 7.2.3 Sales and Marketing Department

This Department will be headed by the Sales and Marketing Manager who will be responsible for the development of a sustainable sales and distribution network. This will involve developing distribution network and recruitment and training of qualified and well motivated marketing and sales personnel.

There will be two Section Heads under the Department. One Section will be responsible for Research & Promotion and another will handle Sales function.

## 7.3 MANPOWER REQUIREMENT

The permanent manpower requirement for running the proposed factory is 31. Several other employees will be contracted on temporary basis.

## 7.4 SOURCE OF MANPOWER

Manpower for proposed project will be employed from local sources, except for a few expatriates who would basically be engaged in the training of local staff. The workers will be given on-the-job training for familiarize them with the proposed machinery and equipment.

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After the initial 2 years, depending on the results of the training, local counter parts will replace the expatriates.

## 8.0 INVESTMENT AND FINANCING

### 8.1 ASSUMPTIONS

The financial projections to determine the viability of the project by M/s Jamaat Enterprises Trading Limited are based on the following key assumptions:

- Establishment of snacks and confectioneries manufacturing facilities will start immediately. Thereafter production of snacks and confectioneries will commence.
- The company market will be local as well as export based on current operations
- Financial calculations are based on current market prices and costs are assumed constant throughout the operating period under view on the assumption that if operation costs change, selling prices will change proportionally to preserve the profit margins.
- The project has adopted the currency exchange rate of United States Dollar 1 = Tanzania Shilling 1,600.00 as prevailing during August 2010.

## 8.2 SUMMARY OF CAPITAL COSTS

On completion of project implementation, the total investment will reach to US\$ 0.685 million as shown in attached schedules.

## 8.3 BUILDING AND CIVIL WORKS COSTS

The main civil works required involves renovation of factory buildings in which the machinery will be installed .Other civil works will be electrification and water supply, tank installation, etc. Total investment on land and buildings is estimated at US\$ 50,000

## 8.4 PLANT MACHINERY AND EQUIPMENT COSTS

The main plant and machinery for the envisaged project will be for snacks and confectioneries manufacturing operations as explained when reviewing production process and technology. Other supporting equipment, tools, accessories, etc. will also be required.

The total investment on machinery and equipment is based on a quotation received from major suppliers for main production machinery and amount to US\$ 290,000 approximately.

## 8.5 MOTOR VEHICLES

For company work, the promoters intend to procure various vehicles at total cost of US\$ 75,000. The breakdown of costs for acquisition of such motor vehicles is provided hereunder

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S/N	Item	Units	Per Unit Cost US \$	Total Cost US \$
1	Pick Up-Single Cabin	3	10,000	30,000
2	Light Trucks	3	15,000	45,000
	Total			75,000

#### 8.6 PRE-PRODUCTION CAPITAL EXPENDITURES

These include project development cost for feasibility study and start-up expenses. A budget of US\$ 70,000 is considered adequate for this item

#### 8.7 INITIAL WORKING CAPITAL

Initial net working capital requirement at maximum for the proposed project works out at about US\$ 80,000. This is mainly for the procurement of initial stocks of raw materials. Rest of the requirement of the working capital will be raised from commercial banks as and when the need arises. This will fluctuate as per stocks in hand.

#### 8.8 FINANCING PATTERN

The financing of the project will be from shareholder's equity contribution as well as bank loans. The financing of the project will take the following form

	EQUITY(US\$)	LOAN(US\$)
FOREIGN	205,500	479,500
LOCAL	-	-

## 9.0 COST OF OPERATIONS

The anticipated costs for operating the project are detailed in the following sections and summarized in attached schedules. The summarized costs are based on the fifth year of operation.

### 9.1 UTILITIES

A total of US\$ 34,040 will be required as water bills and for the purchase of electric power at sustainable production level.

### 9.2 VEHICLE RUNNING EXPENSES

Vehicle running expenses include fuel, lubricants, road licenses, etc. The cost has been estimated at US\$ 109,274

### 9.3 SALARIES AND WAGES

The number of employees, along with their incomes, is shown in attached schedules. The total annual wage package is estimated at US \$ 149,507 including fringe benefits and related taxes

### 9.4 MARKETING

The marketing costs are estimated at US\$ 47,101 in the fifth year of operation as per attached schedules

### 9.5 DEPRECIATION

The following is a depreciation schedule for major assets to be employed in manufacturing operations of the project.

DEPRECIATION	YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
Land & Buildings	5,000	5,000	5,000	5,000	5,000
Plant & Equipment	29,000	29,000	29,000	29,000	29,000
Motor Vehicles	7,500	7,500	7,500	7,500	7,500
Furniture & Fixtures	7,500	7,500	7,500	7,500	7,500
ANNUAL DEPRECIATION	49,000	49,000	49,000	49,000	49,000

## 10.0 FINANCIAL ANALYSIS

### 10.1 INCOME AND EXPENDITURE

#### 10.1.1 Income

The proposed project by M/s Jamaat Enterprises Trading Limited expects to earn its income through revenue generated from sale of snacks and confectioneries. The total sales are expected to stand at US\$ 942,017 in the fifth year of operation.

#### 10.1.2 Expenditure

Some project costs have been discussed in Chapter 9 and are summarized in detail in attached schedule.

### 10.2 NET INCOME STATEMENT HIGHLIGHTS

The project's annual after tax net income during the fifth year of production is estimated to reach US\$ 15,774 as presented in the Income Statement of the financial statements appendix.

### 10.3 CASH FLOW HIGHLIGHTS

This is shown in the financial statements. The project has a positive end of the year cash flow from year 1 of operation to the 5th year as shown hereunder.

1 <sup>st</sup> Year	62,702.00
2 <sup>nd</sup> Year	82,552.00
3 <sup>rd</sup> Year	104,540.00

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4 <sup>th</sup> Year	128,645.00
5 <sup>th</sup> Year	153,834.00

#### 10.4 BALANCE SHEET

The projected Balance Sheet of the projected is shown in the financial statements under same heading. Net worth of the project increases from US\$ 211,591.00 in the first year of operation to US\$ 261,017.00 in the 5<sup>th</sup> year.

1 <sup>st</sup> Year	211,591.00
2 <sup>nd</sup> Year	220,217.00
3 <sup>rd</sup> Year	231,421.00
4 <sup>th</sup> Year	245,243.00
5 <sup>th</sup> Year	261,017.00

## 11.0 ECONOMIC ANALYSIS:

### 11.1 ASSUMPTIONS AND CONSIDERATIONS

The basic assumptions underlying economic benefits and costs are:

11.1.1 Taxes on capital costs have not been considered.

11.1.2 Conversion factors have been used to determine economic costs and benefits.

11.1.3 Economic life of the project is assumed to be 5 years.

### 11.2 ECONOMIC BENEFITS OF THE PROJECT

The successful operation of the Project will contribute significant economic benefits to Tanzania. In summary the benefits which will be realized are as follows:-

- o This project will boost investment in manufacturing sector which is important for the economy, contributing to research and other skills development. It will provide vital support to the manufacturing sector.
- o Employment opportunities for at least 31 permanent staff when the project is fully operational.
- o The direct income for the workers, combined with other social benefits that the Management of M/s Jamaat Enterprises Trading Limited will provide, will help in overall efforts of alleviation of poverty in the Region.

- o Provision of a market for goods and services demanded by expanded tax base to the Treasury and local Government authorities and generation of substantial income to the Government.

## 12.0 RECOMMENDATIONS

The project is technically feasible, financially and economically viable and environmental friendly. A fast implementation of the project is highly recommended to avoid cost overruns and for the project to be able to realize the benefits outlined above; especially at this juncture when the Government is making effort to boost investment in various sectors in the economy.

In view of the above it is further strongly recommended that the project be approved by Tanzania Investment Centre and be granted the TIC Certificate of Incentives with its associated privileges and benefits as provided for under Tanzania Investment Act, 1997 to facilitate smooth implementation.

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JAMAAT ENTERPRISES TRADING LTD						
PROJECTED INCOME & EXPENDITURE STATEMENT						
		YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
Sales Revenue		775,000	813,750	854,438	897,159	942,017
Cost of Sales		294,500	309,225	324,686	340,921	357,967
Gross Profit		480,500	504,525	529,751	556,239	584,051
Operating Expenses:						
Administrative Expenses:		93,000	97,650	102,533	107,659	113,042
Motor Vehicle running expenses		89,900	94,395	99,115	104,070	109,274
Salaries and wages		123,000	129,150	135,608	142,388	149,507
Pension contribution		12,300	12,915	13,561	14,239	14,951
Depreciation		49,000	49,000	49,000	49,000	49,000
Marketing Costs		38,750	40,688	42,722	44,858	47,101
Interest Expense		10,549	10,549	10,549	10,549	10,549
Utility costs		23,250	25,575	28,133	30,946	34,040
Insurance		27,400	27,400	27,400	27,400	27,400
Communication		4,650	4,883	5,127	5,383	6,652
Total Expenses		471,799	492,204	513,746	536,492	561,516
Profit before Tax		8,701	12,321	16,006	19,747	22,534
Tax (30%)		2,610	3,696	4,802	5,924	6,760
Profit After Tax		6,091	8,625	11,204	13,823	15,774

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JAMAAT ENTERPRISES TRADING LTD						
PROJECTED BALANCE SHEET						
		YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
<u>Fixed Assets</u>						
Long-term Assets		490,000	441,000	392,000	343,000	294,000
Depreciation		49,000	49,000	49,000	49,000	49,000
Total Long-term Assets		441,000	392,000	343,000	294,000	245,000
<u>Current Assets</u>						
Cash		62,702	82,552	104,540	128,645	153,834
Accounts Receivable		193,750	203,438	213,609	224,290	235,504
Stock		216,225	227,036	238,388	250,307	262,823
Total Current Assets		472,677	513,025	556,537	603,243	652,161
Total Assets		913,677	905,025	899,537	897,243	897,161
<u>Current Liabilities</u>						
Accounts Payable		336,026	317,571	299,643	282,227	265,008
Other Current Liabilities		23,560	24,738	25,975	27,274	28,637
Subtotal Current Liabilities		359,586	342,309	325,618	309,501	293,645
<u>Long-term Liabilities</u>						
Long-term Liabilities		342,500	342,500	342,500	342,500	342,500
Total Liabilities		702,086	684,809	668,118	652,001	636,145
Net Assets		211,591	220,217	231,421	245,243	261,017
<u>Capital and Reserves</u>						
Owners Contribution		205,500	205,500	205,500	205,500	205,500
Retained Earnings		6,091	14,716	25,920	39,743	55,517
Total Capital		211,591	220,216	231,420	245,243	261,017

Proposed Establishment of Snacks & Confectioneries Manufacturing Project- Business Plan

JAMAAT ENTERPRISES TRADING LTD						
PROJECTED CASHFLOW						
		YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
CASHFLOW FROM OPERATIONS:						
Cash Sales		620,000	651,000	683,550	717,728	753,614
VAT Receipt		155,000	162,750	170,888	179,432	188,403
Subtotal Cash Received		775,000	813,750	854,438	897,159	942,017
Expenditures from Operations:						
Purchases		265,050	278,303	292,218	306,829	322,170
Additional Cash Spent		422,799	443,204	464,746	487,492	512,516
VAT payments		58,900	61,845	64,937	68,184	71,593
Interest Expense		10,549	10,549	10,549	10,549	10,549
Subtotal Cash payment		757,298	793,901	832,449	873,054	916,829
CASH FROM OPERATIONS		17,702	19,850	21,988	24,106	25,189
CASH FLOW FROM INVESTMENTS:						
Purchase of Assets		- 490,000				
Working capital		- 150,000				
CASH FLOW FROM INVESTMENTS:		-640,000	-	-	-	-
CASH FLOW FROM FINANCING:						
Owners Equity Contribution		205,500				
Bank loan		479,500				
CASH FLOW FROM FINANCING		685,000	-	-	-	-
NET CASHFLOW FOR PERIOD		62,702	19,850	21,988	24,106	25,189
CASHFLOW AT START OF YEAR		-	62,702	82,552	104,540	128,645
CASHFLOW AT THE END OF YEAR		62,702	82,552	104,540	128,645	153,834

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SCHEDULE 1

JAMAAT ENTERPRISES TRADING LTD					
SCHEDULES AND GRAPHS					
REVENUE PROJECTION					
PRODUCTS	YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
Snacks	450,000	472,500	496,125	520,931	546,978
Confectioneries	325,000	341,250	358,313	376,228	395,040
	775,000	813,750	854,438	897,159	942,017

SCHEDULE 2

OTHER OPERATING COSTS					
OTHER OPERATING COST	YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
Motor vehicle running expenses	89,900	94,395	99,115	104,070	109,274
Salaries and wages	123,000	129,150	135,608	142,388	149,507
Pension contribution	12,300	12,915	13,561	14,239	14,951
Depreciation	49,000	49,000	49,000	49,000	49,000
Administrative expenses	93,000	97,650	102,533	107,659	113,042
Marketing Costs	38,750	40,688	42,722	44,858	47,101
Interest Expense	10,549	10,549	10,549	10,549	10,549
Utility costs	23,250	25,575	28,133	30,946	34,040
Insurance	27,400	27,400	27,400	27,400	27,400
Communication	4,650	4,883	5,127	5,383	5,652
Total costs	471,799	492,204	513,746	536,492	560,516

Proposed Establishment of Snacks & Confectioneries Manufacturing Project- Business Plan

SCHEDULE 3

COST STRUCTURE	
PARTICULAR	AMOUNT USD
Land and Buildings	50,000
Plant, Machinery & Equipment	290,000
Motor Vehicles	75,000
Furniture & Fittings	75,000
Pre expenses	70,000
Others	45,000
Working Capital	80,000
<b>TOTAL</b>	<b>685,000</b>

SCHEDULE 4

FIXED ASSETS SCHEDULE					
NAME OF ASSETS	YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
Land and Buildings	50,000	45,000	40,000	35,000	30,000
Machinery & Equipment	290,000	261,000	232,000	203,000	174,000
Motor Vehicles	75,000	67,500	60,000	52,500	45,000
Furniture & Fixtures	75,000	67,500	60,000	52,500	45,000
<b>TOTAL</b>	<b>490,000</b>	<b>441,000</b>	<b>392,000</b>	<b>343,000</b>	<b>294,000</b>
DEPRECIATION	YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
Land and Buildings	5,000	5,000	5,000	5,000	5,000
Machinery & Equipment	29,000	29,000	29,000	29,000	29,000
Motor Vehicles	7,500	7,500	7,500	7,500	7,500
Furniture & Fixtures	7,500	7,500	7,500	7,500	7,500
<b>ANNUAL DEPRECIATION</b>	<b>49,000</b>	<b>49,000</b>	<b>49,000</b>	<b>49,000</b>	<b>49,000</b>
<b>CLOSING FIXED ASSETS</b>	<b>441,000</b>	<b>392,000</b>	<b>343,000</b>	<b>294,000</b>	<b>245,000</b>

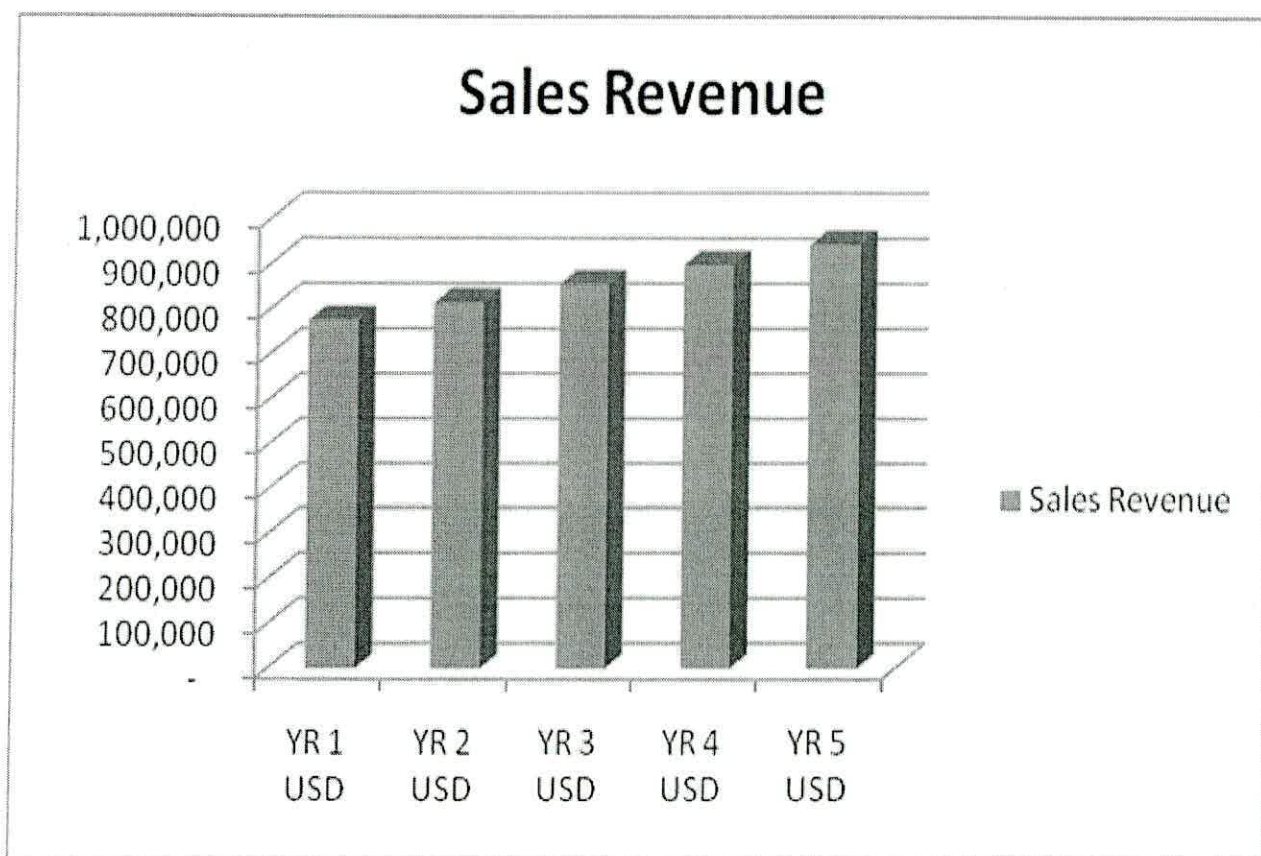
Proposed Establishment of Snacks & Confectioneries Manufacturing Project- Business Plan

SCHEDULE 5

SALARIES & WAGES					
NO	DEPARTMENTS/DESIGNATION	NO.	SALARY PER MONTH	SUBTOTAL MONTHLY SALARY	ANNUAL GROSS SALARY
1	Managing Director	1	1500	1500	18,000
2	Finance and Administration Manager	1	1000	1000	12,000
3	Production Manager	1	1000	1000	12,000
4	Sales and Marketing Manager	1	1000	1000	12,000
5	Marketing Officer	2	600	1200	14,400
6	Accountant	1	600	600	7,200
7	Machine Operators	5	250	1250	15,000
8	Technicians	2	250	500	6,000
8	Secretary	1	250	250	3,000
9	Drivers	5	150	750	9,000
10	Casual Labourers	7	100	700	8,400
11	Security Guards	2	100	200	2,400
12	Office Assistant	2	150	300	3,600
	TOTAL USD \$	31	6,950	10,250	123,000

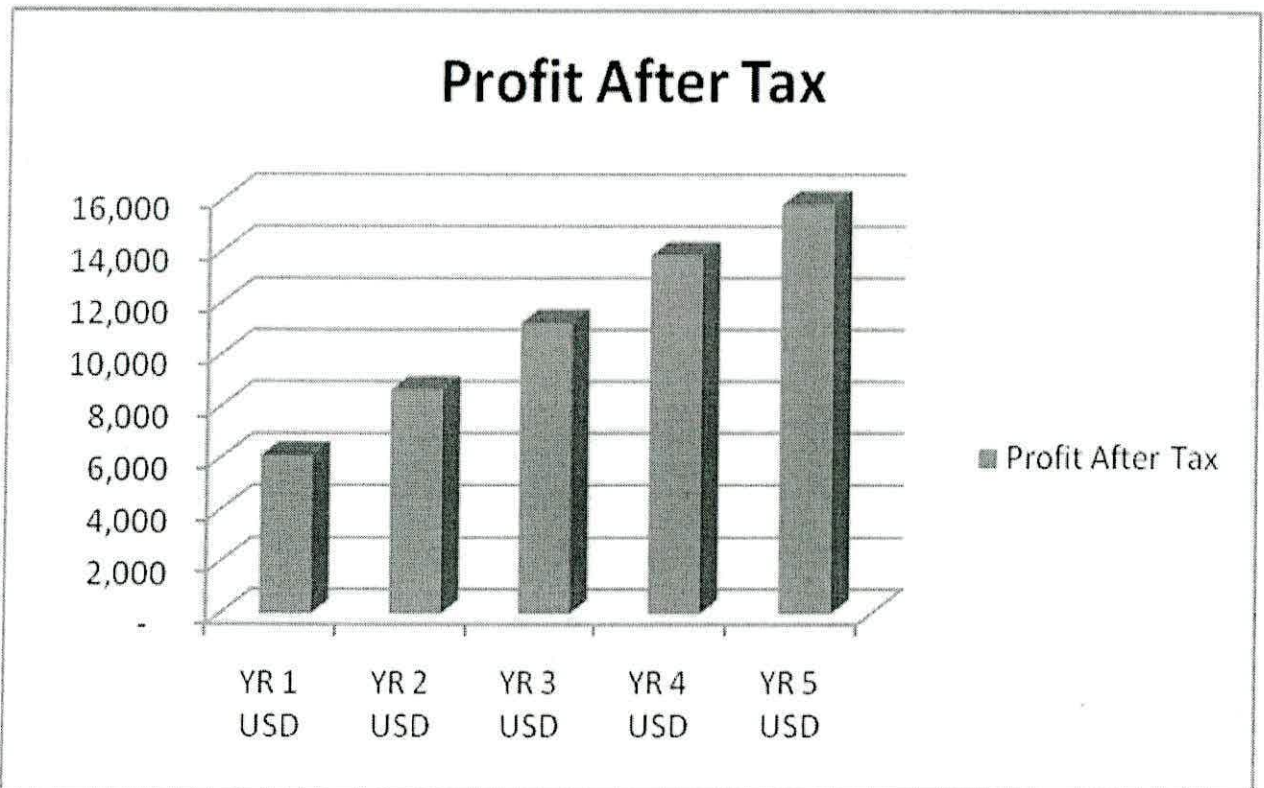
Proposed Establishment of Snacks & Confectioneries Manufacturing Project- Business Plan

REVENUE PROJECTION					
	YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
Sales Revenue	775,000	813,750	854,438	897,159	942,017



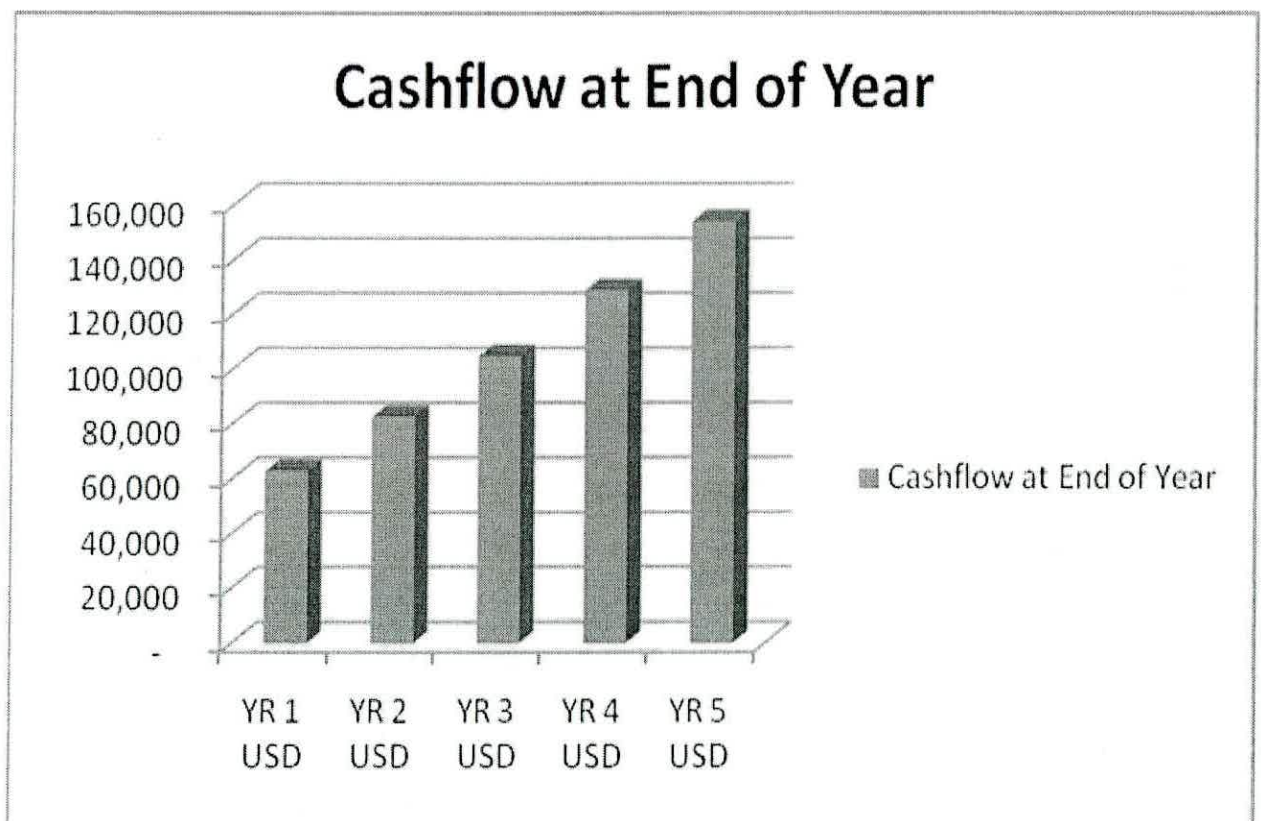
Proposed Establishment of Snacks & Confectioneries Manufacturing Project- Business Plan

PROFIT PROJECTION					
	YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
Profit After Tax	6,091	8,625	11,204	13,823	15,774



Proposed Establishment of Snacks & Confectioneries Manufacturing Project- Business Plan

CASH FLOW PROJECTION					
	YR 1 USD	YR 2 USD	YR 3 USD	YR 4 USD	YR 5 USD
Cash flow at End of Year	62,702	82,552	104,540	128,645	153,834



**THE UNITED REPUBLIC OF TANZANIA**

**THE COMPANIES ACT, 2002**

---

**COMPANY LIMITED BY SHARES**

---

**Memorandum**

**and**

**Articles of Association**

**of**

**JAMAAT ENTERPRISE TRADING  
LIMITED**

---

**Incorporated this 28th day of July 2011**

---

**Drawn by:**

**SHABBIR REMTULLA ALIMOHAMED  
PROMOTER OF THE COMPANY  
P. O. BOX 20431  
DAR ES SALAAM**

**THE UNITED REPUBLIC OF TANZANIA**

**THE COMPANIES ACT, 2002**

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DAR ES SALAAM**

THE COMPANIES ACT, 2002

COMPANY LIMITED BY SHARES

MEMORANDUM OF ASSOCIATION  
OF

JAMAAT ENTERPRISE TRADING LIMITED

TANZANIA

Stamp Duty Shs. 5000/-

PAID ON ORIGINAL

Receipt No. 17229-26-7-2011

Stamp Duty Officer

TANZANIA

Stamp Duty Shs. 2500/-

Receipt No. 17229-26-7-2011

Stamp, Registrar of Companies

1. The name of the company is "JAMAAT ENTERPRISE TRADING LIMITED"
2. The registered office of the company will be situated in Tanzania.
3. The objects for which the company is established are:
  - a) To carry on the business of importers, exporters, wholesalers and retailers of food and food products of all kinds and description including fresh and frozen foods, biscuits, juices, pastas, rice, wheat, pulses, sugar, jaggery, tinned foods, groceries, spices, sweets and confectioneries, milk and dairy products, and generally deal in all types of consumer goods and merchandise of all kinds.
  - b) To operate hotels, cafes, supermarkets, and carry on the business of caterers, bottlers and packers and buy, sell, import, produce, manufacture or otherwise deal in food and food products including meat, poultry, fish, groceries, fruits, beverages and other items required in the said business and manage; establish and promote the business of suppliers of meals, snacks and all kinds of drinks on mobile, static or tented restaurants.
  - c) To cultivate, grow, buy, prepare for local and export market cotton, sisal, tea, coffee, cocoa, cashewnuts, cassava, rice, sugar cane, coconut and coconut fibre, raffia fibre, crops of all kinds as well as flowers, vegetables, fruits, dairy or mineral produce and to dispose off, sell or deal in any such produce either in its raw, manufactured or processed state, and to deal with, pack, can or otherwise preserve the same for market.
  - d) To carry on the business of manufacturers and dealers of all types of packaging materials, polythene bags, polypropylene bags and paper cartons.
  - e) To establish, manage and deal in the business of hardware, building materials, sanitary ware and paints.
  - f) To carry on the business of property development and real estate developers and to act as promoters, designers, planners, builders, contractors, renovators, decorators, owners, buyers, sellers, lessors and lessees of residential houses, public houses, office blocks, apartments, housing estates, shopping malls, arcades, entertainment houses, leisure centres, leisure parks, industrial buildings, warehouses, parking lots, shelters of all kinds and buildings of all types.
  - g) To carry on business as a general commercial company and clearing and forwarding agents.

- h) To carry on the business of importers, dealers and distributors of oil, kerosene, petrol, motor spirit, mineral oil, crude oil, petroleum, lubricating oil, grease and all other kinds of mineral and petroleum products.
- i) To operate car wash centres and carry on the business of car hirers, taxi/cab operators and transporters.
- j) To carry on the business of tour operators, safari promoters, bureaux de change and secretarial services.
- k) To acquire, take over, promote, establish, engage in and carry on the business or profession of farmers, planters, harvesters, sprayers, seed growers, breeders of and dealers in livestock, agriculturists, horticulturists, poultry, dairymen.
- l) To carry on the business of wholesale or retail, of automotive spares and parts of all description, tyres and tubes, batteries, battery solution and all other spares, accessories and goods as may be conveniently sold therewith and all things capable of being used therewith or in the maintenance, repair and manufacture thereof.
- m) To carry on the business of saw mills and the preparation of timber for market and the manufacture of and dealing in all articles made of or principally made of wood.
- n) To deal in advertising and marketing, manage exhibitions, displays and conferences of all kinds and operate modeling agencies.
- o) To establish, own and operate pre-schools and schools of all levels, swimming schools, gymnasiums and institutions of higher learning.
- p) To remunerate any person, firm or company rendering services to this company, whether by cash payment or by the allotment to him or them of shares or securities of the company credited as paid up in full or in part or otherwise.
- q) To lend and advance money and give credit to such persons or companies as may seem expedient and in particular to members of the company, customers and others having dealings with the company.
- r) To draw, make, accept, endorse, discount, execute and issue cheques, promissory notes, bills of lading, warrants, debentures and other negotiable or transferable instruments, and also bills of exchange.
- s) To do all or any of the above things in any part of the world as principals, agents, contractors, trustees or otherwise alone or in conjunction with others.
- t) To carry on any other business which may seem to the company capable of being conveniently carried on in connection with the above or calculated directly or indirectly to enhance the value of or render profitable any of the company's property or rights.
- u) To establish depots and agencies in different parts of the world for the purpose of carrying on any or all of the business of the company.
- v) To carry on the business of general merchants, general storekeepers, universal providers, importers, exporters, and wholesale and/or retail traders of or otherwise dealers of and in cotton, silk, woolen goods and textile fabrics of all kinds.

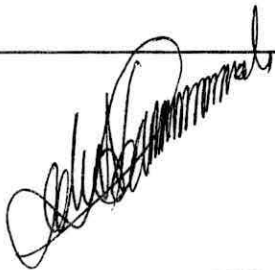

- w) To enter into any arrangements and contracts with governments or authorities (supreme, municipal, local or otherwise) or any corporations, companies or persons, having objects that may seem conducive to the company's objects or any of them, and to obtain from any such government authority, corporation, company or persons any charters, contracts, decrees, rights, privileges and concessions which the company may think desirable.
- x) To purchase, take on lease, exchange or otherwise acquire in any part of the world, prospecting rights and contracts, leases, mineral properties, grants, concessions, charges, privileges, licences or authorities over any mines, land and mineral or other properties either absolutely or conditionally.
- y) To borrow or raise or secure the payment of money in such manner as the company shall think fit, and in particular by the issue of debenture stock, certificates or other securities perpetual or otherwise charged upon all or any other company's rights and property (present and future) including any uncalled capital or without any such security and to purchase, redeem or pay off any such security or loan.
- z) To amalgamate with, or enter into partnership or into any arrangement for sharing profits, union of interest, cooperation, joint venture, reciprocal concession or otherwise, with any person or company carrying on or engaged in, or about to carry on or engage in, any business or transaction which this company is authorised to carry on, or engage in any business or transaction capable of being conducted so as directly or indirectly to benefit this company. And to take or otherwise acquire shares and securities of any such company, and sell, hold, reissue with or without guarantees, or otherwise deal with the same.
- zi) To promote another company for the purpose of acquiring all or any of the property and liabilities of this company, or for any other purpose which may seem directly or indirectly calculated to benefit this company.

The objects set forth in any sub-clause shall not, except when the context expressly so requires, be in anyway limited or restricted by reference to or inference from the terms of any sub-clause or by the name of the company. None of such sub-clause or other objects therein specified or the powers thereby conferred shall be deemed subsidiary or auxiliary merely to the objects mentioned in the first sub-clause of this clause, but the company shall have full power to exercise all or any part of the word and notwithstanding that the business undertaking, property or acts proposed to be transacted, acquired, dealt with or performed do not fall within the objects of the first sub-clause of this clause.

AND it is hereby declared that the word "COMPANY" in this clause, except where used in reference to this company, shall be deemed to include any partnership or other body of persons, whether incorporated or not and whether domiciled in Tanzania or elsewhere and the intention is that the objects specified in each paragraph of this clause shall except where otherwise expressed in such paragraph be independent main objects and shall in no way be limited or restricted by a reference to or inference from the terms of any other paragraph or the name of the company.

- 4. The liability of the members is limited.
- 5. The initial capital is Shs. 1,000,000,000/= divided into 1,000 shares of Shs. 1,000,000/= each and the company shall have the power to divide the original or any increased capital into several classes, and to attach thereto any preferential, deferred, qualified or other special rights, privileges, restrictions or conditions.

WE, the several persons whose names and addresses are subscribed are desirous of being formed into a company in pursuance of this Memorandum of Association, and respectively agree to take the number of shares in the capital of the company set opposite our respective names.

NAMES, ADDRESSES & DESCRIPTION OF SUBSCRIBERS	NUMBER OF SHARES	SIGNATURE
HABIB YUSUF GULAMHUSSAIN P. O. BOX 20431 DAR ES SALAAM  DIRECTOR	1	
KUMEIL HABIB YUSUF P. O. BOX 20431 DAR ES SALAAM  DIRECTOR	1	


DATED at Dar es Salaam this 22<sup>nd</sup> day of July 2011.

WITNESS to the above signatures:



.....  
 MOHAMED A. HASSAM

**M.A. HASSAM & Co.**  
 Certified Public Accountants in Public Practice  
 P.O.Box: 20719, Tel.: 2137352  
 Dar es Salaam - Tanzania

CERTIFIED TRUE COPY OF THE ORIGINAL  
 UPENDO HAJI  
 ADVOCATE, NOTARY PUBLIC &  
 COMMISSIONER FOR OATHS  
 Signature:   
 Date: 22/08/2011

COMPANY LIMITED BY SHARES

ARTICLES OF ASSOCIATION

OF

JAMAAT ENTERPRISE TRADING LIMITED

TANZANIA

Stamp Duty Sbs. 5000/-

PAID ON ORIGINAL

Receipt No. 17229/26-7-2011

Stamp Duty Officer

TANZANIA

Stamp Duty Sbs. 25000/-

Receipt No. 17229/26-7-2011

Asst. Registrar of Companies

Interpretation

1. In these articles:-

"the Act" means the Companies Act;

"the articles" means the articles of the company;

"clear days" in relation to the period of a notice means that period excluding the day when the notice is given or deemed to be given and the day for which it is given or on which it is to take effect;

"the seal" means the common seal of the company;

"Secretary" means any person appointed to perform the duties of the secretary of the company.

Expressions referring to writing shall, unless the contrary intention appears, be construed as including references to printing, lithography, photograph, and other modes of representing or reproducing words in a visible form.

Unless the context otherwise requires, words or expressions contained in these articles shall bear the same meaning as in the Act or any statutory modification thereof in force at the date at which these articles become binding on the company.

Any words importing the singular shall include the plural and vice versa; words importing the masculine gender shall include females and words importing persons shall include bodies, corporations, partnership, firms, co-operative societies, etc.

Shares

2. The company is a private company and accordingly:

a) The right to transfer shares is restricted in manner hereinafter prescribed.

b) The number of members of the company (exclusive of persons who are in the employment of the company or persons who having been formerly in the employment of the company were while in such employment and have continued after the termination of such employment to be members of the company) is limited to fifty; provided that where two or more persons hold one or more shares in the company jointly, they shall for the purpose of these articles be treated as a single member.

c) Any invitation to the public to subscribe for any shares or debentures of the company is prohibited.

3. The directors may in their discretion and without assigning any reason thereof refuse to register the transfer of any share to any person whom it shall in their opinion deem undesirable for any reason whatsoever to admit to membership.
4. Subject to clauses 2 and 3 hereof the right of members to transfer their shares shall be restricted as follows:
  - a) No share shall be transferred to a person who is not a member except any member or any person selected by the directors as one who it is desirable in the interest of the company to admit to membership.
  - b) Every shareholder or trustee in bankruptcy, or any person who may desire to sell or transfer any such shares and every personal representative of a deceased shareholder shall give notice in writing to the directors that he desires to make such sale or transfer. Such notice shall make the board of directors of the company his agent for the sale of such shares to any member or members of the company at a price to be agreed upon between the party giving such notice and the board or in case of difference, to be determined by the auditor of the company.
  - c) Upon price of such shares being agreed on or determined as per clause (b) above, the Board shall forthwith give notice to each shareholder other than the shareholder desiring to sell or transfer the said shares, stating the number and price of such shares inviting the person to whom notice is sent to state within 21 days' from the date of such notice whether he is willing to purchase any, if so, what maximum number of such shares. At the expiration of such 21 days' notice the board shall apportion such shares amongst the shareholders (IF MORE THAN ONE) who shall have expressed their desires to purchase the same and as far as may be 'prorate' according to the number of shares already held by them respectively, or if there be only one such shareholder, the whole of such shares shall be sold to him provided that no shareholder shall be obliged to take more than the maximum number of such shares stated in his answer to the said notice. Upon such apportionment being made or such one shareholder notifying his intention to purchase, as the case may be, the party desiring to sell or transfer such shares shall be bound upon payment of the said price to transfer the shares to the respective shareholders or the single shareholder who shall have agreed to purchase the same.
5. Every person whose name is entered as a member in the register of members shall, without payment, be entitled to a certificate under the common seal of the company specifying the share or shares held by him and the amount paid up thereon, provided that in respect of a share or shares held jointly by several persons the company shall not be bound to issue more than one certificate, and delivery of a certificate for a share to one of several joint holders shall be sufficient delivery to all.
6. If a share certificate is defaced, lost or destroyed, it may be renewed on payment of such fee and indemnity as the directors think fit.
7. The directors may from time to time make calls upon the members in respect of any moneys unpaid on their shares, and each member shall (subject to receiving at least fourteen (14) days' advance notice specifying the time or times of payment) pay to the company at the time so specified, the amount called on his shares. A call shall be deemed to have been made the time when the resolution of the directors authorizing the call was passed.
8. The joint holders of any shares shall be jointly and severally liable to pay all calls in respect thereof.
9. If a member fails to pay any call or installment of a call on the day appointed for payment thereof, the directors may at any time thereafter during such time as any part of such call or installment remains unpaid, serve a notice on him requiring payment of so much of the call or installment as is unpaid.
10. The notice shall name a further day (not earlier than the expiration of fourteen (14) days from the date of the notice) on or before which the payment required by the notice is to be made, and shall state that in the event of non-payment at or before the time appointed, the shares in respect of which the call was made will be liable to be forfeited.

11. If the requirements of any such notice as aforesaid are not complied with, then any share in respect of which the notice has been given may at any time thereafter, before the payment required by the notice has been made, be forfeited by a resolution of the directors to that effect.
12. A forfeited share may be sold or otherwise disposed of on such terms and in such manner as the directors think fit, and at any time before a sale or disposition the forfeiture may be cancelled on such terms as the directors think fit.

### **Alteration of Capital**

13. The company may, from time to time by ordinary resolution, increase its share capital by such sum, to be divided into shares of such amount, as the resolution shall prescribe.
14. Except so far as otherwise provided by the conditions of issue, any capital raised by the creation of new shares shall be considered part of the original capital and shall be subject to the same provisions with reference to payments of calls, transfer, transmission and forfeiture as the shares in the original share capital.
15. The company may by ordinary resolution:-
  - a) consolidate and divide all or any of its share capital into shares of larger amount than its existing shares;
  - b) subject to the provisions of section 65(1)(d) of the Act, sub-divide its existing shares, or any of them, into shares of smaller amount than is fixed by the memorandum of association;
  - c) cancel shares which, at the date of the passing of the resolution, have not been taken or agreed to be taken by any person and diminish the amount of its share capital by the amount of the shares so cancelled.
  - d) reduce its share capital in any manner and with and subject to any consent required by law.

### **General Meetings**

16. The company shall in each year hold a general meeting as its annual general meeting in addition to any other meetings in that year, and shall specify the meeting as such in the notice calling it; and not more than fifteen months shall elapse between the date of one annual general meeting of the company and that of the next, provided that so long as the company holds its first annual general meeting within eighteen months of its incorporation, it need not hold it in the year of its incorporation or in the following year. The annual general meeting shall be held at such time and place as the directors shall appoint.
17. All general meetings other than annual general meetings shall be called extraordinary general meetings.
18. The directors may, whenever they think fit, convene an extraordinary general meeting, and extraordinary general meetings shall also be convened on such requisition, or, in default, may be convened by such requisitionists, as provided by section 133 of the Act. If at any time there are not within Tanzania sufficient directors capable of acting to form a quorum, any director or any two members of the company may convene an extraordinary general meeting in the same manner as nearly as possible as that in which meetings may be convened by the directors.

### **Notice of General Meetings**

19. Every general meeting shall be called by twenty-one clear days' notice in writing at the least. The notice shall specify the place, the day and hour of meeting and, in case of special business, the general nature of that business:

Provided that a meeting of the company shall, notwithstanding that it is called by shorter notice than that specified in this article be deemed to have been duly called if it is so agreed-

- a) in the case of a meeting called as the annual general meeting, by all the members entitled to attend and vote thereat; and

- b) in the case of any other meeting, by a majority in number of the members having a right to attend and vote at the meeting, being a majority together representing not less than ninety-five percent of the total voting rights at that meeting of all the members.
20. Subject to the provisions of the articles, the notice shall be given to all the members, to all persons entitled to a share in consequence of the death or bankruptcy of a member and to the directors and auditors. The accidental omission to give notice of a meeting to, or the non receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.

### Proceedings at General Meetings

21. All business shall be deemed special that is transacted at an extraordinary general meeting, and also all that is transacted at an annual general meeting, with the exception of declaring a dividend, the consideration of the accounts, balance sheets, and the reports of the directors and auditors, the election in the place of those retiring and the appointment of, and the fixing of the remuneration of the auditors.
22. No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business; two persons, entitled to vote on the business to be transacted, each being a member or a proxy for a member or a duly authorised representative of a corporation, shall be a quorum.
23. If within half an hour from the time appointed for the meeting a quorum is not present, or if during the course of a meeting a quorum is not present, the meeting shall stand adjourned to the same day in the next week, at the same time and place, or to such other day and at such other time and place as the directors may determine.
24. The chairman, if any, of the board of directors or in his absence some other director nominated by the directors shall preside as chairman of the general meeting, but if neither the chairman nor such other director (if any) be present within fifteen minutes after the time appointed for the holding of the meeting and willing to act, the directors present shall elect one of their number to be chairman of the meeting and, if there is only one director present and willing to act, he shall be chairman.
25. If at any meeting no director is willing to act as chairman or if no director is present within fifteen minutes after the time appointed for holding the meeting, the members present shall choose one of their number to be a chairman of the meeting.
26. The chairman may, with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at any adjourned meeting other than the business which might properly have been transacted at the meeting had the adjournment not taken place. When a meeting is adjourned for fourteen days or more, at least seven clear days notice of the adjourned meeting shall be given specifying the time and place of the meeting and the general nature of the business to be transacted. Save as aforesaid it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.
27. At any general meeting a resolution put to the vote of the meeting shall be decided on a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded-
- by the chairman; or
  - by at least two members present in person or by proxy; or
  - by any member or members present in person or by proxy and representing not less than one-tenth of the total voting rights of all the members having the right to vote at the meeting.

Unless a poll be so demanded a declaration by the chairman that a resolution has on a show of hands been carried or carried unanimously, or by a particular majority, or lost and an entry to the effect in the book containing the minutes of proceedings of the company shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.

The demand for a poll may, before the poll is taken, be withdrawn.

28. Except as provided in article 18, if a poll is duly demanded it shall be taken in such manner as the chairman directs, and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded.
29. In the case of an equality of votes, whether on a show of hands or on a poll, the chairman of the meeting shall be entitled to a second or casting vote.
30. A poll demanded on the election of a chairman, or on a question of adjournment, shall be taken immediately. A poll demanded on any other question shall be taken either immediately or at such time as the chairman of the meeting directs, and any business other than upon which a poll has been demanded may be proceeded with pending the taking of the poll.
31. A resolution in writing executed by or on behalf of each member who would have been entitled to vote upon it if it had been proposed at a general meeting at which he was present shall have effect as if it had been passed at a general meeting duly convened and held, and may consist of several instruments in the like form each executed by or on behalf of one or more member.

#### **Vote of Members**

32. Every member shall have one vote for each share held.
33. A member in respect of whose estate a manager has been appointed under section 26 of the Mental Diseases Ordinance, may vote, whether on a show of hands or on a poll, by his said manager, and any such manager may, on a poll, vote by proxy.
34. No member shall be entitled to vote at any general meeting unless all moneys presently payable by him to the company have been paid.
35. On a poll, votes may be given either personally or by proxy.
36. The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorised in writing, or, if the appointer is a corporation, either under seal or under the hand of an officer or attorney duly authorised. A proxy need not be a member of the company.
37. The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed or a notarially certified copy of that power or authority shall be deposited at the registered office of the company or at such other place within the Territory as is specified for that purpose in the notice convening the meeting, not less than 48 hours before the time for holding the meeting of adjourned meeting at which the person named in the instrument proposes to vote, or, in the case of a poll, not less than 24 hours before the time appointed for the taking of the poll, and in default the instrument of proxy shall not be treated as valid.
38. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.

#### **Corporations Acting By Representation at Meetings**

39. Any corporation which is a member of the company may by resolution of its directors or other governing body authorise such person as it thinks fit to act as its representative at any meeting of the company, and the person so authorised shall be entitled to exercise the same powers on behalf of the corporation which he represents as that corporation could exercise if it were an individual member of the company.

#### **Directors**

40. Unless otherwise determined by ordinary resolution, the number of directors shall not be subject to any maximum but shall not be less than two.
41. The shareholding qualification for directors may be fixed by the company in general meeting, and unless and until so fixed no qualification shall be required.

42. The following persons shall be the first directors of the company.

1. HABIB YUSUF GULAMHUSSAIN
2. KUMEIL HABIB YUSUF

### **Borrowing Powers**

43. The directors may exercise all the powers of the company to borrow money, and to mortgage or charge its undertaking and property, or any part thereof, and to issue debentures, debenture stock and other securities, whether outright or as security for any debt, liability or obligation of the company or any third party.

### **Powers and Duties of Directors**

44. Subject to the provisions of the Act, the memorandum and the articles and to any directions given by special resolution, the business of the company shall be managed by the directors, who may exercise all the powers of the company. No alteration of the memorandum or articles and no such directions shall invalidate any prior act of the directors which would otherwise have been valid. The powers given by this article shall not be limited by any special power given to the directors by the articles and a meeting of directors at which a quorum is present may exercise all powers exercisable by the directors.
45. The directors may by power of attorney appoint any person to be the attorney or agent of the company for such purposes and on such conditions as they determine, including authority for the attorney or agent to delegate all or any of his powers.
46. All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments, and all receipts for moneys paid to the company, shall be signed, drawn, accepted, endorsed, or otherwise executed, as the case may be, in such manner as the directors shall from time to time determine.
47. The directors shall cause minutes to be made in books provided for the purpose:-
- a) of all appointments of officers made by the directors;
  - b) of the names of the directors present at each meeting of the directors and of any committee of the directors;
  - c) of all resolutions and proceedings at all meetings of the company, and of the directors, and of committees of directors.

### **Disqualification of Directors**

48. The office of director shall be vacated if the director:-
- a) without the consent of the company in general meeting holds any other office of profit under the company; or
  - b) becomes bankrupt or makes any arrangement or composition with his creditors generally; or
  - c) ceases to be a director by virtue of any provision of the Act or becomes prohibited by law from being a director; or
  - d) becomes of unsound mind; or
  - e) resigns his office by notice in writing to the company; or
  - f) is requested by all his co-directors to resign; or
  - g) shall for more than six consecutive months have been absent without permission of the directors from meetings of the directors held during that period and the directors resolve that his office be vacated.

- h) is directly or indirectly interested in any contract with the company and fails to declare the nature of his interest in manner required by the Act.

A director shall not vote in respect of any contract in which he is interested or any matter arising thereat, and if he does so the vote shall not be counted.

49. The company may by ordinary resolution appoint a person who is willing to act as director to fill a vacancy or be an additional director.
50. The company may by ordinary resolution, remove any director before the expiration of his period of office notwithstanding anything in the article or any agreement between the company and such director.
51. The company may by ordinary resolution appoint another person in place of a director removed from office under the immediately preceding article.

### **Proceedings of Directors**

52. Subject to the provisions of the articles, the directors may regulate their meetings as they think fit. Questions arising at a meeting shall be decided by a majority of votes. In case of an equality of votes, the chairman shall have a second or casting vote. A director may, and the secretary at the request of a director shall, call a meeting of the directors. It shall not be necessary to give notice of a meeting of directors to any director who is absent from Tanzania.
53. The quorum necessary for the transaction of the business of the directors may be fixed by the directors, and unless so fixed shall be two.
54. The continuing directors may act notwithstanding any vacancy but, if and so long as their number is reduced below the number fixed by or pursuant to the articles of the company as the necessary quorum of directors, the continuing directors or director may act for the purpose of increasing the number of directors to that number, or of summoning a general meeting of the company, but for no other purpose.
55. The directors may appoint one of their number to be the chairman of the board of directors and determine the period of which he is to hold office. Unless he is unwilling to do so, the director so appointed shall preside at every meeting of directors at which he is present. But if no such chairman is appointed, or if he is unwilling to preside, or if at any meeting the chairman is not present within five minutes after the time appointed for holding the same, the directors present may choose one of their number to be chairman of the meeting.
56. The directors may delegate any of their powers to any committee consisting of one or more directors; any committee so formed shall in the exercise of the powers so delegated conform to any regulations that may be imposed on it by the directors. Subject to any such regulations, the proceedings of a committee with two or more members shall be governed by the articles regulating the proceedings of directors so far as they are capable of applying.
57. All acts done by a meeting of the directors or of a committee of directors or by a person acting as a director shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such director, or that any of them were disqualified from holding office, or had vacated office, or were not entitled to vote, be as valid as if every such person had been duly appointed and was qualified and had continued to be a director and was entitled to vote.
58. A resolution in writing, signed by all the directors entitled to receive notice of a meeting of the directors, or of a committee of directors, shall be as valid and effectual as if it had been passed at a meeting of the directors or (as the case may be) a committee of directors duly convened and held, and may consist of several documents in the like form each signed by one or more directors.

### **Dividends and Reserve**

59. The company in general meeting may declare dividends, but no dividend shall exceed the amount recommended by the directors.

60. The directors may from time to time pay to the members such interim dividends as appear to the directors to be justified by the profits of the company.
61. No dividend shall be paid otherwise than out of the profits.
62. Subject to the rights of persons, if any, entitled to shares with special rights as to dividends, all dividends shall be declared and paid according to the amounts paid on the shares, but if and so long as nothing is paid up on any of the shares dividends may be declared and paid according to the amount of the shares.
63. The directors may, before recommending any dividend, set aside out of the profits of the company such sums as they think proper as a reserve or reserves which shall, at the discretion of the directors, be applicable for any purpose to which the profits of the company may be properly applied, and pending such application may, at the like discretion, either be employed in the business of the company or be invested in such investments (other than shares of the company) as they may think fit. The directors may also without placing the same to reserve carry forward any profits which they may think prudent not to divide.

#### **Secretary**

64. The secretary shall be appointed by the directors for such term, at such remuneration and upon such conditions as they may think fit; and any secretary so appointed may be removed by them.

#### **The Seal**

65. The seal shall only be used by the authority of the directors or of a committee of the directors authorised by the directors. The directors may determine who shall sign any instrument to which the seal is affixed and unless otherwise so determined it shall be signed by a director and by the secretary or by a second director.

#### **Accounts**

66. The directors shall cause proper books of account to be kept with respect to:-
  - a) all sums of money received and expended by the company and the matters in respect of which the receipt and expenditure takes place;
  - b) all sales and purchase of goods by the company; and
  - c) the assets and liabilities of the company.

Proper books shall not be deemed to be kept if there are not kept such books of account as are necessary to give a true and fair view of the state of the company's affairs and to explain its transactions.

67. The books of account shall be kept at the registered office of the company, or subject to section 151(4) of the Act, at such other place or places as the directors think fit, and shall always be open to the inspection of the directors.
68. No member shall (as such) have any right of inspecting any accounting records or other book or document of the company except as conferred by statute or authorised by the directors or by ordinary resolution of the company.
69. The directors shall from time to time in accordance with sections 153, 155 and 150 of the Act, cause to be prepared and to be laid before the company in general meeting, such profit and loss accounts, balance sheets, group accounts (if any) and reports as are referred to in those sections.

#### **Audit**

70. Auditors shall be appointed and their duties regulated in accordance with sections 170(5) and 174-179 of the Act.

### **Notices**

71. Any notice to be given to or by any person pursuant to the articles shall be in writing except that a notice calling a meeting of directors need not be in writing. The company may give any notice to a member either personally or by sending it by post in a prepaid envelope addressed to the member at his registered address, or by leaving it at that address. Where a notice is sent by post, service of the notice shall be deemed to be effected by properly addressing, prepaying, and posting a letter containing the notice, and to have been effected at the expiration of seventy-two hours after the letter containing the same was posted. A member whose registered address is not within Tanzania and who gives to the company an address within Tanzania at which notices may be given to him shall be entitled to have notices given to him at that address, but otherwise no such member shall be entitled to receive any notice from the company.

### **Indemnity**

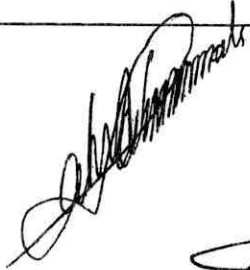
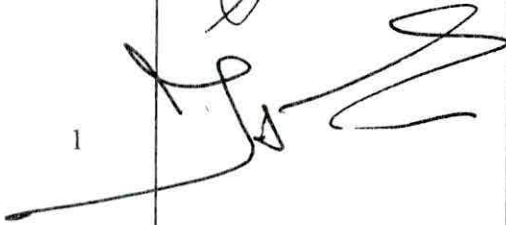
72. Every director, managing director, agent, auditor, secretary and other officer for the time being of the company shall be indemnified by the company against any liability incurred by him in defending any proceedings, whether civil or criminal, by reason of any contract entered into, or act or thing done by him in the discharge of his duties, except any such as shall have arisen from his own willful acts or defaults.

### **Alteration of Articles**

73. Subject to the provision of the Companies Act, 2002, and to those contained in the Memorandum of Association, the company may by special resolution make alterations or additions which shall be as valid and effectual as if originally contained in these Articles and be subject in like manner to alteration by special resolution.

### **Winding Up**

74. With the sanction of a special resolution of the shareholders any part of the assets of the company including any shares in other companies may be divided between the members of the company in specie or may be vested in trustees for the benefit of such members and the company dissolved, but so that no member shall be compelled to accept any shares whereupon there is any liability.


NAMES, ADDRESSES & DESCRIPTION OF SUBSCRIBERS	NUMBER OF SHARES	SIGNATURE
HABIB YUSUF GULAMHUSSAIN P. O. BOX 20431 DAR ES SALAAM  DIRECTOR	1	
KUMEIL HABIB YUSUF P. O. BOX 20431 DAR ES SALAAM  DIRECTOR	1	

DATED at Dar es Salaam this 22<sup>nd</sup> day of July 2011.

WITNESS to the above signatures:



.....  
 MOHAMED A. HASSAM

CERTIFIED TRUE COPY OF THE ORIGINAL  
 UPENDO HAJI  
 ADVOCATE, NOTARY PUBLIC &  
 COMMISSIONER FOR OATHS  
 Signature:   
 Date: 26/08/2011

**M.A. HASSAM & Co.**  
 Certified Public Accountants in Public Practice  
 P.O.Box: 20719, Tel.: 2137352  
 Dar es Salaam - Tanzania



# TANZANIA INVESTMENT CENTRE

## REGISTRATION FORM

FOR

## CERTIFICATE OF INCENTIVES

**(Tanzania Investment Act 1997, Section 17 and 18,  
and the Investment Regulations:  
Regulation 42, Government Notice No. 318A of 2002)**

**Tanzania Investment Centre**  
9A & B Shaaban Robert Street  
P. O. Box 938  
**DAR ES SALAAM**  
Tel. 022 2116328  
Fax. 022 2118253  
e-mail: [information@tic.co.tz](mailto:information@tic.co.tz)  
Website: [www.tic.co.tz](http://www.tic.co.tz)

**(Please fill the form in duplicate)**

UNITED REPUBLIC OF TANZANIA

THE TANZANIA INVESTMENT ACT

(No. 26 of 1997)

APPLICATION FOR REGISTRATION

(Made under Regulation 42)

To: The Executive Director  
Tanzania Investment Centre  
P. O. Box 938  
DAR ES SALAAM  
Tanzania

1. I/we HABIB YUSUF GULAMHUSAIN  
(director/directors/agent of JAMAAT ENTERPRISES TRADING LIMITED  
(name of business enterprise) apply for registration of CERTIFICATE OF INCENTIVES  
under Section 17 of the Act and Part IV of the Investment Regulations, 2002.

2. The registered office of the company will be situated at PLOT NO. 75, KIPAWA INDUSTRIAL AREA, NYERERE ROAD, DAR ES SALAAM

Copies of the following documents are attached to this application:

- (i) The Memorandum and Articles of Association/or partnership agreement
- (ii) Certificate of Incorporation/Registration
- (iii) A copy of the Project Profile or Feasibility Study showing the implementation period, programme of implementation and operative date
- (iv) Evidence of financing and evidence of land ownership for the project

3. The Head Office of the Company will be situated at PLOT NO. 75, KIPAWA, DAR ES SALAAM

4. The Principal Officers of the Company are 1. HABIB YUSUF GULAMHUSAIN  
2. KUMAIL HABIB YUSUF

5. Auditors of the Company are T.B.A

6. The authorized share capital of the Company is Tshs./US\$ 1,000,000,000/=

7. The intended capital investment of the Company in terms of Section 2(2) of the Act is Tshs./US\$ 685,000.00
8. The month and day of the financial year end is 31<sup>st</sup> DEC

Note: *failure to provide all the required information will result in the return of the application by the Centre.*

I/We enclose a cheque/cash made payable to the **Tanzania Investment Centre** for Tshs./US\$ 100.00 Being the Registration Fees. *In the event this application is unsuccessful we understand that this fee will not be refunded.*

I, HABIB YUSUF GULAMHUSAIN of Post Office Number 20431 DAR ES SALAAM

do solemnly and sincerely declare that I am a director/~~duly~~ authorized agent of JAMAAT ENTERPRISES TRADING LIMITED

AND that all the requirements of the Tanzania Investment Act, 1997 in respect of matters precedent to the registration of the business enterprise under the Act and incidental thereto have been complied with, AND I make this solemn declaration conscientiously believing the same to be true.

Declared at Dar es Salaam }  
 ..... }  
 The 26 day of AUGUST 2011 }

  
 Applicant

Before me:

  
 Commissioner for Oaths



APPLICATION SUMMARY

Company Name: JAMAAT ENTERPRISES TRADING LIMITED

Certificate of Incorporation Number: 84843 Status: NEW

Certificate of Incorporation Date: 28th JULY 2011

Post Box: 20431

Town: DAR ES SALAAM

Sector: MANUFACTURING... Sub-Sector: SNACKS AND CONFECTIONERIES MANUFACTURER

Investment Financing Plan in Million US\$/Tshs.

Table with 4 columns: Foreign Equity, Local Equity, Foreign Loan, Local Loan. Local Equity and Local Loan have dashes below them.

Project Objectives: TO ESTABLISH A PROJECT FOR MANUFACTURING OF SNACKS AND CONFECTIONERIES

Capacity:

Employment: Foreign: 5 Local: 26 Total: 31

Implementation Period: 5 YEARS

Project Location

Site/Plot/Block No.: 75

Street: KIPAWA District: ILALA Region: DAR ES SALAAM (Attach sketch map showing project location)

Table with 3 columns: Shareholders, Nationality, %. Rows include HABIB YUSUF, GULAMHUSAIN, KUMAIL HABIB YUSUF, all with Nationality INDIAN and % 50.

**Investment Breakdown US\$/Tshs.M**

Land/Building	50,000.00
Plant	290,000.00
Vehicles	75,000.00
Furniture & Fittings	75,000.00
Pre-expenses	70,000.00
Others	45,000.00
Working Capital	80,000.00
<b>TOTAL</b>	<b>685,000.00</b>

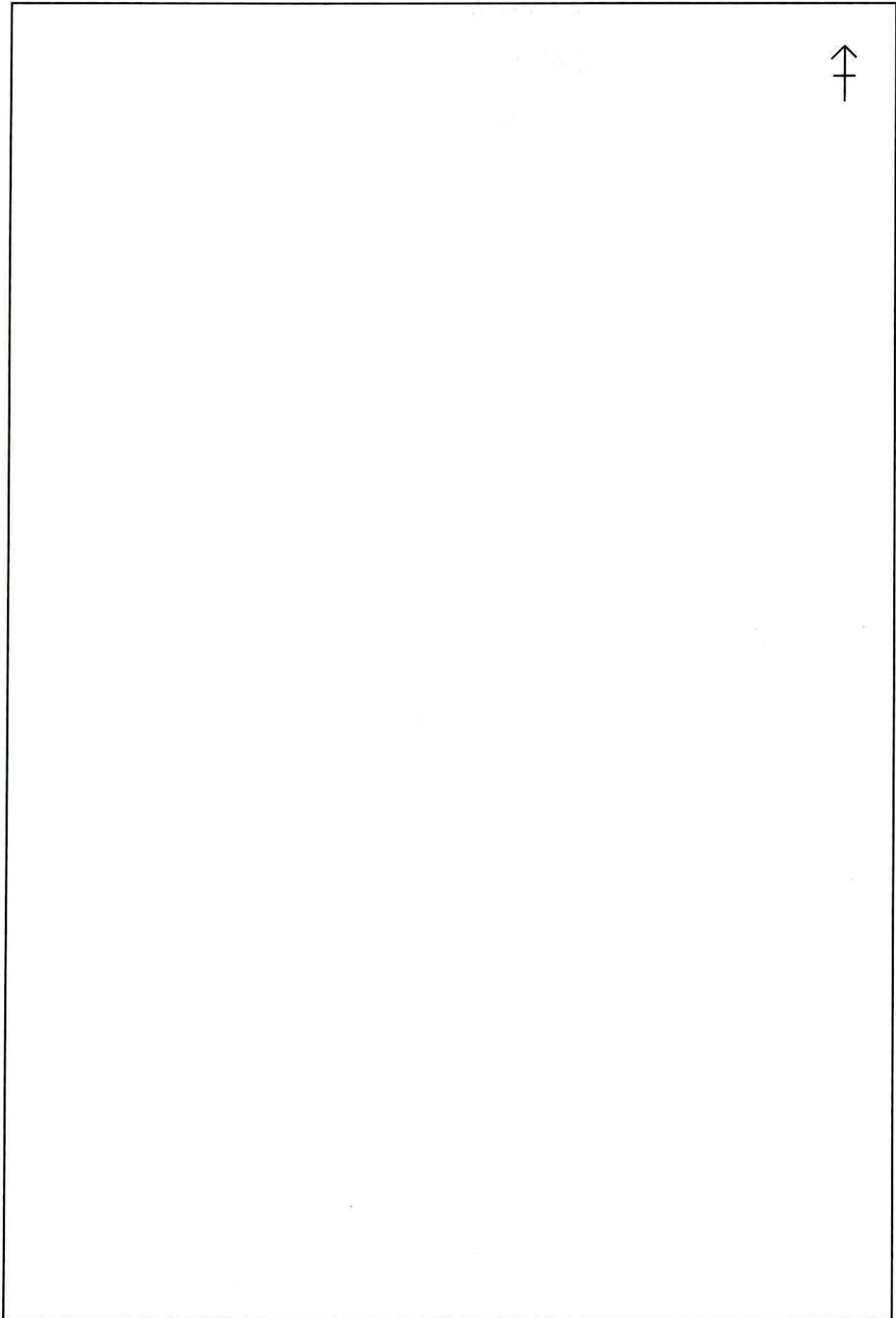
**Contact Details:**

Name: HABIB - Y. GULAMHUSAIN Title: DIRECTOR  
Telephone: 0689 661 810 Fax: 022 - 2182463  
Email: ghulam@metro-tz.com

**Payments to be made payable to:**

TANZANIA INVESTMENT CENTRE  
STANDARD CHARTERED BANK TANZANIA LTD.  
SWIFT ADDRESS: **SCBLTZTX**  
ACCOUNT NO.: **8702006002000**

**SKETCH MAP SHOWING PROJECT LOCATION**





TANZANIA



Certificate of Incorporation

Section 15

No 84843

I HEREBY CERTIFY THAT  
**JAMAAT ENTERPRISES TRADING LIMITED**

is this day incorporated under the Companies  
Act, 2002 and that the Company is Limited.

Given under my hand at Dar es salaam

this 28TH day of JULY

**TWO THOUSAND AND ELEVEN.**

CERTIFIED TRUE COPY OF THE ORIGINAL  
UPENDO HAJI  
ADVOCATE, NOTARY PUBLIC &  
COMMISSIONER FOR OATHS  
Signature: [Signature]  
Date: 26/08/2011

[Signature]

Asst. Registrar of Companies

**ATTESTATION AB/RB/2011/567**

We, RAWBANK SARL, whose headquarters are located on 3487, Boulevard du 30 Juin, Kinshasa, Democratic Republic of Congo, hereby certify that **Mr. HUSSAIN YUSUF HABIB** is having account number **95101-00100850002-05/USD** under client ID n° **008500** in our books.

We also certify that **Mr. HUSSAIN YUSUF HABIB** maintains a satisfactory banking relationship with us since the opening of his account, on July 09, 2008.

This attestation is issued on the request of **Mr. HUSSAIN YUSUF HABIB** and it should not be deemed or construed in any way as engaging any liability or responsibility whatsoever of our Bank or of the undersigned.

Dated this 19<sup>th</sup> day of August, 2011.

For RAWBANK s.a.r.l

  
**Audin LUNTADILA Y.**  
 Risk Officer

  
**Sudhir SUDHAKARAN**  
 Assistant Risk Manager



# JAMAAT ENTERPRISES TRADING LIMITED

## EXTRACT FROM A MEETING OF THE BOARD OF DIRECTORS AND SHAREHOLDERS OF JAMAAT ENTERPRISES TRADING LIMITED

At a duly convened and constituted meeting of the board of directors of Jamaat Enterprises Trading Limited held at the registered offices of the company on the 4th day of August 2011, the following resolutions were passed:

1. That the company establish a project for production of snacks and confectioneries at plot no. 75, Kipawa Industrial Area, Nyerere Road, Dar es salaam.
2. That funds amounting to US\$ 685,000 be raised by shareholders to facilitate implementation of the project.
3. That the project be registered with Tanzania Investment Centre so as to enjoy fully investment incentives, benefits and protection as statutorily provided for under Tanzania Investment Act, 1997.

Certified True Extract  
(By order of the Board)

  
-----  
Chairman

  
-----  
Secretary

# JAMAAT ENTERPRISES TRADING LIMITED

P.O. Box 20431, Dar es salaam, + Tel: +255 689 661810

Date: 23rd August 2011

The Executive Director  
Tanzania Investment Centre  
P.O. Box 938  
Dar es Salaam  
TANZANIA



Dear Sir,  
RE: APPLICATION FOR TIC CERTIFICATE OF INCENTIVES

Our company plans to undertake snacks and confectioneries manufacturing project at plot no. 75, Kipawa Industrial Area, Nyerere Road, Dar es salaam. It is due to this reason that we hereby submit our application for TIC Certificate of Incentives to facilitate establishment of this project.

Attached herewith please find the following basic documents for your kind approval:

1. Duly completed and signed Application Form
2. A copy of our Certificate of Incorporation
3. A copy of the company's Memorandum and Articles of Association
4. Company Board Resolution to register with TIC
5. A copy of our Business Plan
6. Evidence of land ownership for location of the project
7. Bank reference letter

Thanking you for your kind cooperation.

Yours' sincerely  
JAMAAT ENTERPRISES TRADING LIMITED

  
Habib Yusuf Gulamhussain  
MANAGING DIRECTOR





## TIC Evaluation Report

Name of the Company  
**Jamaat Enterprises Trading Ltd.**

Post Box	Kipawa, Plot No. 75	COI Number	84843	Contact	Mr. Habib Y. Gulamhussain
Post Office	20431	COI Date	28/07/2011	Designation	Director
Region	Dar Es Salaam	Application F. No	09444	Phone	0
Country	Tanzania	Status	New	Direct Phone	0
		Sector	Manufacturing	Cell Phone	0689 661 810
		Sub Sector	Snacks And Confectioneries Manufacturing	Fax	022 2182463
		File No	042093	E-Mail Address	Ghulam@Metro-Tz.Com

Project Location		Investment Finance Plan in Millions USD			
Plot/Block	Plot No. 75	Foreign Equity	Local Equity	Foreign Loan	Local Loan
Street	Kipawa				
District	Ilala				
Region	Dar es Salaam				
		0	0.685	0	0

Shareholders Detail			Investment Breakdown (USD Million)	
Name	Nationality	(%)	Land/Building	0.05
Kumeil Habib Yusuf	Indian	50	Plant	0.29
Habib Yusuf Gulamhussain	Indian	50	Vehicles	0.075
			Furniture & Fittings	0.075
			Pre-expenses	0.07
			Others	0.045
			Working Capital	0.08
			Total	0.685

Employment	31	Evaluated By	,wf officer3
Capacity	xxxxx	Drawn By	wf registry1
Project Turn Over		Project Type	Local

### Description

To establish a project for manufacturing snacks and Confectionaries

### Recommendations

Be approved subject to providing evidence as required by section 17 of Tanzania Investment Act, 1997

### Decision

*Approved*  
*Registry*  
*Ag. E. J.*  
*10/9/2011*

TICC/PP.10/042093/3

13<sup>th</sup> September, 2011

Tanzania Investment Centre  
Standard Chartered Bank (T) Ltd  
US Dollar A/C 8702006002000  
T.Shs A/C 0102006002000

We wish you every success in the implementation of the project.

Yours sincerely,  
**TANZANIA INVESTMENT CENTRE**



B.D. Chonjo

**FOR: EXECUTIVE DIRECTOR**

**Copy to:** Permanent Secretary,  
Ministry of Finance,  
P. O. Box 9111,  
**DAR ES SALAAM**

Permanent Secretary,  
Ministry of Industry, Trade and Marketing,  
P.O. Box 9503,  
**DAR ES SALAAM**

Commissioner General,  
Tanzania Revenue Authority,  
P. O. Box 11491,  
**DAR ES SALAAM**