

THE COMPANIES ACT No. 12 OF 2002

COMPANY LIMITED BY SHARES

Memorandum
and
Articles of Association
Of

Grumeti Air Limited

Incorporated thisday of 2013

DRAWN BY:

**MAWALLA - ADVOCATES
MAWALLA ROAD MAWALLA HERITAGE PARK
PLOT NO. 175/20, MAWALLA LAW OFFICES
P. O. BOX 6101, ARUSHA
Telephone: +255 732 978 503/ +255 732 978 610
Telephone/Facsimile: +255 732 972 468
'corporate.reception@mawalla.co.tz'**

THE UNITED REPUBLIC OF TANZANIA

CERTIFICATE OF INCORPORATION

NO.....

I HEREBY CERTIFY THAT

Grumeti Air Limited

**On this day incorporated under the Companies Act, No.12 OF 2002
and that the Company is a Private Company Limited by Shares.**

GIVEN under my hand at Dar es Salaam this.....day of.....Two Thousand and
Thirteen

.....

Asst. Registrar of Companies

- (5) To manufacture, deal in, the business of hiring, maintaining stores and warehouses, all engines, machinery, implements, utensils, appliances, apparatus, lubricants, cements, solutions, enamels, paints and all things capable of being used in connection with aviation on the foregoing machines whether in connection with the manufacture, repair maintenance or working thereof.
- (6) To insure against every description of aerial navigation risks which may legally be undertaken, relating to the perils of air travel, fire, war, acts of terrorism, reprisals and all others risks of a like nature incidental to (aerial) aircrafts, vessels and crafts of all descriptions.
- (7) To acquire by purchase exchange or otherwise, either in deemed or registered Right of Occupancy or for any larger or lesser estate or interest, whether in possession or in reversion and whether vested or contingent, any estates, farms, lands, houses, buildings, tenements and premises of any tenure, whether subject or not to any charges or encumbrances, and to hold or sell, let, alienate, mortgage, charge or otherwise deal with all or any of such lands, tenements, buildings or premises (including the development and improvement of such lands, tenements, buildings or premises) and to grant easements, profits or render any other rights in, over, or under the said lands and to acquire such rights in, over, or under any adjoining property.
- (8) To acquire by purchase, lease, exchange, hire or otherwise, hold for any estate or interest, any land, buildings, easement, rights, privileges, concessions, patents, patent rights, licences, trade marks, designs, machinery, plant, stock-in-trade and any real or personal property of any kind necessary or convenient for the purposes of or in connection with the Company's business.
- (9) To acquire any property, business or rights which appear to be necessary or convenient for the Company's purposes or which contribute to the Company's interests.
- (10) To borrow, raise or secure the payment of money for the purposes of or in connection with the Company's business, and to mortgage and charge the undertaking and all or any of the real and personal

property and assets, present or future, and all or any of the uncalled capital for the time being of the Company and to issue debentures at premium or discount, or for such consideration, and with and subject to such rights, powers, privileges and conditions, as may be thought fit, and to issue and deposit any securities which the Company has power to issue by way of mortgage to secure any sum less than the nominal amount of such securities and also by way of security for the performance of any contracts or obligations of the Company.

(11) To receive money on deposit, with or without allowance or interest thereon.

(12) To amalgamate or enter into partnership or any agreement whether perpetual or terminable, for sharing profits, union of interest joint venture, reciprocal concessions or co-operation with any person, firm, society, association or group of persons, carrying on or engaged in or about to carry on or engage in or (in the case of a company) formed to carry on or engage in any business or transaction within the objects of this Company or any business transaction or course of action which may seem to the Company capable of being conducted so as directly or indirectly to benefit the Company or to prevent or minimise apprehended loss, damage or cost to the Company or to such person, firm, society, association or group of persons, purchase, subscribe for or otherwise acquire and hold shares (fully or partly paid up) or stock in or securities of, or to lend money, to guarantee the contracts of, subsidise or otherwise assist any such person, firm, society, association or group of persons, and to sell, hold, re-issue with or without guarantee or otherwise deal with such shares, stock or securities.

(13) To lend and advance money or give credit to such persons and on such terms as may be deemed expedient and in particular to customers and others having dealings with the Company and to give guarantees or become surety for any such person.

(14) To join with any other company or companies in the issue of a joint debenture or joint debentures, to secure the performance of any of

the joint or several obligations of this Company and all or any or such other companies.

(15) To accept stock or shares in or the debentures, mortgage or other securities of any other company in payment or part payment for any services rendered or for any sale made to or debt owing from any such company.

(16) To acquire from any sovereign state or authority supreme local or otherwise any concessions, grants, decrees, rights or privileges whatsoever which may seem to the Company capable of being turned to account and to work, develop, carry out exercise and turn to account the same.

(17) To capitalize, if and when deemed advisable, the whole or part of the undivided profits of the Company and/or moneys standing to the credit of the Company's reserve fund and to distribute such sum either as bonus or in any other manner and either by way of shares credited as duly paid up or in such other manner as may seem expedient and whether amongst holders of shares in the Company or others.

(18) Upon any issue of shares, debentures or other securities of the Company, to employ brokers, commission agents and underwriters and to provide for the remuneration of such persons for their services by payment in cash, or by issue of shares, debentures or other securities of the Company, or by the granting of options to take the same, or in any other manner allowed by law.

(19) To enter into any arrangements with any governments or authorities supreme, municipal, local or otherwise, that may seem conducive to the Company's objects, or any of them and to obtain from any such government or authority, any rights, privileges and concessions which the Company may think desirable to obtain, and to work, develop, carry out, exercise, turn to account and comply with any such arrangements, rights, privileges and concessions and to subsidize any such authorities.

- (20) To act as agents or brokers and as trustees for any persons, firm, or company, and to undertake and perform sub-contracts, and also to act in any of the business of the Company through or by means of agents, brokers sub-contractors or others.
- (21) To sell, dispose of, or transfer the business, property and undertaking of the Company, or any part thereof, for any consideration which the Company may see fit to accept, and to sell, improve, manage, develop, exchange, lease, mortgage, enfranchise, dispose of, turn to account, or otherwise deal with all or any part of the property and rights of the Company.
- (22) To distribute in specie, or otherwise as may be resolved, any assets of the Company among its members and particularly the shares, debentures or other securities of any other company formed to take over the whole or any part of the assets or liabilities of the Company.
- (23) To promote the establishment, carrying on and development of trades and businesses of all kinds in any territories in which the Company is interested and to subsidize, grant special rights to, or otherwise assist, support, protect and encourage all persons and companies engaged or proposing to engage therein.
- (24) To do all or any of the things aforesaid, either alone or in conjunction with others, and either as principal or agent, and either by the Company itself or by sub-contractors or agents or otherwise and either in the United Republic of Tanzania or elsewhere.
- (25) To join, subscribe to, establish and support and aid in the establishment and support of the society or association (including co-operative societies) established for the purpose of assisting all or any of the objects of this Company.
- (26) Generally to do such things as may appear to be incidental or conducive to the attainment of any of the above objectives.


LIABILITY

4. The liability of the members is Limited.

CAPITAL

5. The Share Capital of the Company is **Tanzania Shillings Five Hundred Million (T.Shs 500,000,000.00) divided into Fifty Thousand (50,000.00) Shares of Tanzania Shillings Ten Thousand (T.Shs 10,000.00)** each, with power for the Company to increase or reduce the said capital and to issue any part of its capital, original or increased, with or without any preference, priority or special privilege or subject to any postponement of rights or to any conditions or restrictions, and so that unless the condition of issue shall otherwise expressly declared, every issue of shares, whether declared to be preference or otherwise, shall be subject to the powers herein before contained.

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

Name and Addresses of Subscribers	Number of shares taken by the Subscribers	Signatures of Subscribers
MAWALLA NOMINEES LIMITED ,		
P.O. BOX 6101, ARUSHA- TANZANIA		
Full Name : FRIDA BENEDICT A	90 Shares	
Signature : <i>[Signature]</i>		
Postal Address : P.O. BOX 6101,		
Designation : ARUSHA : DIRECTOR		
Full Name : HELKEN CHARLES		
Signature : <i>[Signature]</i>		
Postal Address : P.O. BOX 6101		
Designation : ARUSHA : COMPANY SECRETARY		
GRAHAM JACK LEDGER,		
P.O. BOX 65		
MUGUMU - SERENGETI		
	10 Shares	<i>[Signature]</i>

WITNESS to the above Signature

Full Name : UPEMBO JOEL

Signature : *[Signature]*

Postal Address : P.O BOX

Designation : ADVOCATE



Dated at Arusha this 13th day of March 2013

THE COMPANIES ACT NO. 12 OF 2002

COMPANY LIMITED BY SHARES

ARTICLES OF ASSOCIATION

OF

GRUMETI AIR LIMITED

PRELIMINARY

TANZANIA
Stamp Duty Shs 52670/-
PAID ON ORIGINAL
Receipt No. 52670/-
14/3/13
Stamp Duty Officer

TANZANIA
Stamp Duty Shs 32670/-
Receipt No. 32670/-
14/3/13
Asst Registrar of Companies

1. In these Regulations:

"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 on which it is to take effect;

"the holder" in relation to shares means the member whose name is entered in the register of members as the holder of the shares;

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

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

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

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

2. The regulations contained in Part 1 of Table A shall apply save for regulation 22.

3. The Company is a private company and accordingly:

- (a) The right to transfer shares is restricted in the manner hereinafter prescribed.
- (b) The number of members of the Company is limited to fifty as further provided for in the Act.
- (c) Any invitation to the public to subscribe for any shares or debenture of the Company is prohibited.
- (d) The Company shall not have power to issue share warrants to bearer.

The Share Capital of the Company is **Tanzania Shillings Five Hundred Million (T.Shs 500,000,000.00) divided into Fifty Thousand (50,000.00) Shares of Tanzania Shillings Ten Thousand (T.Shs 10,000.00) each.**

The directors may, in their absolute discretion and without assigning any reason thereof, decline to register any transfer of any shares, whether or not it is a fully paid share.

SHARE CAPITAL AND VARIATION OF RIGHTS

Subject to the provisions of the Act, and without prejudice to any rights attached to any existing shares, any share may be issued with such rights or restrictions, whether in regard to dividend, voting, return of capital or otherwise as the company may by Ordinary Resolution determine.

Subject to the provisions of section 61 of the Act, any shares may, with the sanction of an Ordinary Resolution, be issued on the terms that they are, or at the option of the company are liable, to be redeemed on such terms and in such manner as the company before the issue of the shares may by Special Resolution determine.

If at any time the share capital is divided into different classes of shares, the rights attached to any class (unless otherwise provided by the terms of issue of the shares of that class) may, whether or not the company is being wound up, be varied with the consent in writing of the holders of

three-fourths of the issued shares of that class, or with the sanction of a special resolution passed at a separated general meeting of the holders of the shares of the class. To every such separate general meeting the provisions of these Regulations relating to general meetings shall apply, but so that the necessary quorum shall be two persons at least holding or representing by proxy one-third of the issued shares of the class present in person or by proxy may demand a poll.

The rights conferred upon the holders of the shares of any class shall not, unless otherwise expressly provided by the terms of issue of the shares of that class, be deemed to be varied by the creation or issue of further shares ranking *pari passu* therewith.

The company may exercise the powers of paying commissions conferred by section 56 of the Act. Subject to the provisions of the Act, such commission may be satisfied by the payment of cash or the allotment of fully or partly paid shares or partly in one way and partly in the other.

Except as required by law, no person shall be recognized by the company as holding any share upon any trust, and the company shall not be bound by or be compelled in any way to recognize (even when having notice thereof) any equitable, contingent, future or partial interest in any share or any interest in any fractional part of a share of (except as otherwise provided by the articles or by law) any other rights or interests in respect of any share except an absolute right to the entirety thereof in the registered holder.

SHARE CERTIFICATES

Every member, upon becoming the holder of any shares, shall be entitled without payment to receive within two months after allotment or lodgement of transfer (or within such other period as the conditions of issue shall provide) one certificate for all the shares of each class held by him (and, upon transferring a part of his holding of shares of any class, to a certificate for the balance of such holding) or several certificates each for one or more of his shares upon payment for every certificate after the first such reasonable sum as the directors may determine. Every Certificate shall be sealed with the seal and shall specify the number, class and

distinguishing numbers (if any) of the shares to which it relates and the amount or respective amounts paid thereon. In respect of a share of 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 joint holder shall be sufficient delivery to all joint holders.

If a share certificate is defaced, worn out, lost or destroyed, it may be renewed on such terms (if any) as to evidence and indemnity and payment of expenses reasonably incurred by the company in investigating evidence as the directors may determine but otherwise free of charge, and (in the case of defacement or wearing out) on delivery up of the old certificate.

PRE-EMPTIVE RIGHTS

Where the Company and or a shareholder wishes to issue or transfer shares, the shareholders will have the first option to buy such shares before issued to any other person. The Company shall only issue such shares to persons other than the shareholders when it has made the offer to all shareholders in the Company, in proportion to their shareholding at the time of the issue, and the time limit given to the shareholders to accept the offer for the issue of shares has expired.

LIEN

The company shall have a first and paramount lien on every share (not being a fully paid share) for all money (whether presently payable or not) called or payable at a fixed time in respect of that share; but the directors may at any time declare any share to be wholly or in part exempt from the provisions of this regulation. The company's lien, if any, on a share shall extend to any amounts payable in respect of it.

The company may sell, in such manner as the directors determine, any shares on which the company has a lien if a sum in respect of which the lien exists is presently payable and is not paid within fourteen clear days after a notice in writing has been given to the holder of the share, or the person entitled thereto by reason of the death or bankruptcy of the holder, demanding payment and stating that if the notice is not complied with the shares may be sold.

To give effect to any such sale the directors may authorize some person to transfer the shares sold to, or in accordance with the

directions of, the purchaser thereof. The purchaser shall be registered as the holder of the shares comprised in any such transfer, and he shall not be bound to see to the application of the purchase money, nor shall his title to the shares be affected by any irregularity or invalidity in the proceedings in reference to the sale.

The net proceeds of the sale shall be received by the company and applied in payment of such part of the amount in respect of which the lien exists as is presently payable, and the residue, if any, shall (upon surrender to the company for cancellation of the certificate for the shares sold and subject to a like lien for sums not presently payable as existed upon the shares before the sale) be paid to the person entitled to the shares, at the date of the sale.

CALLS ON SHARES

Subject to the terms of allotment, the directors may make calls upon the members in respect of any money unpaid on their shares (whether in respect of nominal values of premium) and not by the conditions of allotment thereof payable at fixed times, provided that no call shall exceed one-fourth of the nominal value of the share or be payable at less than one month from the date fixed for the payment of the last preceding call, and each member shall (subject to receiving at least fourteen clear days notice specifying when and where payment is to be made) pay to the company as required by the notice the amount called on his shares. A call may be required to be paid by instalments. A call may, before receipt by the company of any sum due thereunder, be revoked in whole or part and payment of a call may be postponed in whole or part. A person upon whom a call is made shall remain liable for calls made upon him notwithstanding the subsequent transfer of the shares in respect of which the call was made.

A call shall be deemed to have been made at the time when the resolution of the directors authorizing the call was passed.

The joint holders of a share shall be jointly and severally liable to pay all calls in respect thereof.

If a call remains unpaid after it has become due and payable, the person from whom the sum is due shall pay interest on the amount unpaid from the day it became due and payable to the time of actual payment at the rate fixed by the term of allotment of the share or, if no rate is fixed, at a rate not exceeding five percent per annum as the

directors may determine, but the directors may waive payment of such interest wholly or in part.

An amount payable in respect of a share on allotment or at any fixed date, whether in respect of nominal value or premium or as an instalment of a call, shall be deemed to be a call, and if it is not paid the provisions of the articles shall apply as if that amount has become due and payable by virtue of a call.

Subject to the terms of allotment, the directors may, on the issue of shares, differentiate between the holders as to the amount of calls to be paid and the times of payment.

The directors may if they think fit, receive from any member willing to advance the same, all or any part of the money un-called and unpaid upon any shares held by him, and upon all or any of the money so advanced may (until the same would, but for such advance, become [payable] pay interest at such rate not exceeding (unless the company in general meeting shall otherwise direct) six per cent per annum, as may be agreed upon between the directors and the members paying such sum in advance.

TRANSFER OF SHARES

The instrument of transfer of any share shall be in any usual form or any other form which the directors may approve and shall be executed by or on behalf of the transferor and, unless the share is fully paid up, by or on behalf of the transferee, and the transferor shall be deemed to remain a holder of the share until the name of the transferee is entered in the register of members in respect thereof.

If the directors refuse to register a transfer they shall within sixty days after the date on which the transfer was lodged with the company send to the transferee notice of the refusal.

The registration of transfers of shares or any transfers of any class of shares may be suspended at such times and for such periods (not exceeding thirty days in any year) as the directors may determine.

No fee shall be charged for the registration of any instrument of transfer or other document relating to or affecting title to any share.

TRANSMISSION OF SHARES

30. In case of the death of a member, the survivor of survivors where the deceased was a joint holder, and the personal representatives of the deceased where he was a sole holder or the only survivor of joint holders, shall be the only persons recognized by the company as having any title to his interest in the shares; but nothing herein contained shall release the estate of a deceased member from any liability in respect of any share which had been jointly held by him.

31. A person becoming entitled to a share in consequence of the death or bankruptcy of a member may, upon such evidence being produced as may properly be required by the directors and subject as hereinafter provided, either elect by notice to the company to be registered as holder of the share, or elect to have some person nominated by him registered as the transferee in which case he shall execute the appropriate instrument of transfer. All the articles relating to the right to transfer of shares shall apply to any such notice or transfer as if it were an instrument of transfer executed by the member and the death or bankruptcy of the member had not occurred.

32. A person becoming entitled to a share by reason of the death or bankruptcy of the holder shall have the rights to which he would be entitled if he were the registered holder of the share, except that he shall not, before being registered as the holder of the share, be entitled in respect of it to exercise any right conferred by membership in relation to meetings of the company.

FORFEITURE OF SHARES

33. If a call remains unpaid after it has become due and payable, the directors may give to the person from whom it is due not less than fourteen clear day's notice requiring payment of the amount unpaid, together with any interest which may have accrued. The notice shall name the place where payment is to be made and shall state that if the notice is not complied with, the shares in respect of which the call was made will be liable to be forfeited.

34. If the notice is not complied with, any share in respect of which it was given may, before the payment required by the notice has been made, be forfeited by a resolution of the directors to that effect and the forfeiture

shall include all dividends or other money payable in respect of the forfeited shares and not paid before the forfeiture.

Subject to the provisions of this Act, a forfeited share may be sold, re-allotted or otherwise disposed of on such terms and in such manner as the directors determine either to the person who was before the forfeiture the holder or to any other person, and at any time before a sale, re-allotment or other disposition the forfeiture may be cancelled on such terms as the directors think fit. Where for the purposes of its disposal a forfeited share is to be transferred to any person, the directors may authorise some person to execute an instrument of transfer of the share in question.

Any person whose shares have been forfeited shall cease to be a member in respect of the forfeited shares and shall surrender to the company for cancellation the certificate for the shares forfeited, were payable by him to the company in respect of the shares, but shall remain liable to the company for all money which, at the date of forfeiture, were payable by him to the company in the respect of the shares, but his liability shall cease if and when the company shall have received payment in full of all such money in respect of the shares, but the directors may waive payment wholly or in part or enforce payment without any allowance for the value of the shares at the time of forfeiture for any consideration received on their disposal.

A statutory declaration by a director or the secretary that a share has been forfeited on a date stated in the declaration shall be conclusive evidence of the facts stated therein as against all persons claiming to be entitled to the share, and the declaration shall (subject to the execution of an instrument of transfer if necessary) constitute a good title to the share, and the person to whom the share is disposed of shall not be bound to see to the application of the consideration, if any, nor shall his title to the share be affected by any irregularity or invalidity of the proceedings in reference to the forfeiture or disposal of the share.

ALTERATION OF CAPITAL

37. The company may by Ordinary Resolution:-
- (a) increase its share capital by new shares of such amount, as the resolution prescribes;
 - (b) consolidate and divide all or any of its share capital into shares of larger amount than its existing shares;
 - (c) 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;
 - (d) 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.
38. Whenever as a result of a consolidation of shares any members would become entitled to fractions of a share, the directors may, on behalf of those members, sell the shares representing the fractions for the best price reasonably obtainable to any person (including subject to the provisions of this Act, the company) and distribute the net proceeds of sale in due proportion among those members, and the directors may authorize some person to execute an instrument of transfer of the shares to or in accordance with the directions of the purchaser. The transferee shall not be bound to see to the application of the purchase money nor shall his title to the share be affected by any irregularity in or invalidity of the proceedings in reference to the sale.
39. Subject to the provisions of the Act, the company may by special resolution reduce its share capital, any capital redemption reserve fund or any share premium account in any way.
40. 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 notices 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.

41. All general meetings other than annual general meetings shall be called extraordinary general meetings.

42. The directors may, whenever they think fit, call an extraordinary general meeting and extraordinary general meetings shall also be convened on such requisitionists, or, in default, may be convened by such requisitionists, as provided by section 134 of the Act. If at any time there are not within the Territory sufficient directors to call the meeting, any director or any two members of the company may call the meeting in the same manner as nearly as possible as that in which meetings may be convened by the directors.

NOTICE OF GENERAL MEETINGS

43. Every general meeting shall be called by twenty-one clear days notice in writing. The notice shall specify the time and place of the meeting and the general nature of the business and, in the case of an annual general meeting, shall specify the meeting as such;

44. Provided that a meeting of the company may be called by shorter notice if it is so agreed.

(a) in the case of an 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 holding not less than 95 per cent in nominal value of the shares giving that right.

45. Subject to the provisions of the articles and to any restrictions imposed on any shares, 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 omissions 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 the meeting.

PROCEEDINGS AT GENERAL MEETINGS

46. All business shall be deemed special that is transacted at an extra ordinary 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, and the reports of the directors and auditors, the election of directors in the place of those retiring and the appointment of and the fixing of the remuneration of, the auditors.
47. 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 authorized representative of a corporation shall be a quorum.
48. 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 ceases to be 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 at such other time and place as the direction may determine.
49. 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 members to be chairman of the meeting and, if there is only one director present and willing to act, he shall be chairman.
50. 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 members to be chairman of the meeting.

51. A director shall, notwithstanding that he is not a member, be entitled to attend and speak at a general meeting and at any separate meeting of the holders of any class of shares in the company.
52. 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 and the general nature of the business to be transacted at an adjourned meeting.
53. 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:
- (a) by the chairman or,
 - (b) by at least two members having the right to vote at the meeting;
or
 - (c) by a member or members representing not less than one-tenth of the total voting rights of all the members holding shares conferring a right to vote at the meeting or
 - (d) by a member or members holding shares conferring a right to vote at the meeting being shares on which an aggregate sum has been paid up equal to not less than one-tenth of the total sum paid up on all the shares conferring that right; and a demand by a person as proxy for a member shall be the same as a demand by the member.
54. Unless a poll be so demanded, a declaration by the chairman that a resolution has on show of hands been carried or carried unanimously, or by a particular majority, or lost, or not carried by a particular majority and an entry to that effect in the minutes of the meeting shall be evidence of that fact.
55. The demand for a poll may, before the taken, be withdraw.

56. Except as provided in article 54, 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.

57. 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 casting vote in addition to any other vote he may have.

58. 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 not being or more than thirty days after the poll is demanded as the chairman of the meeting directs, and any business other than that upon which a poll has been demanded may be proceeded with pending the taking of the poll.

59. 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 members.

VOTES OF MEMBERS

60. Subject to any rights or restrictions attached to any share or class or classes of shares, on a show of hands every member (being an individual) present in person or (being a corporation) present by a duly authorized representative, not being himself a member entitled to vote, and on a poll every member shall have one vote for each share of which he is the holder.

61. In the case of joint holders the vote of the senior who tenders a vote, whether in person or by proxy, shall be accepted to the exclusion of the votes of the other joint holders; and for this purpose seniority shall be determined by the order in which the names stand in the register of members.

62. A member in respect of whose estate a manager has been appointed under section 26 of the Mental Disease Act, may vote, whether on a show of hands or on a poll, by his manager, and any such manager may, on a poll, vote by proxy.
63. No member shall be entitled to vote at a general meeting or at a separate meeting of the holders of any class of shares in the company unless all calls or other sums presently payable by him in respect of shares in the company have been paid.
64. No objection shall be raised to the qualification of any voter except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at such meeting shall be valid for all purposes. Any objection made in due time shall be referred to the chairman of the meeting, whose decision shall be final and conclusive.
65. On a poll votes may be given either personally or by proxy. A Member may appoint more than one proxy to attend on the same occasion.
66. The instrument appointing proxy shall be in writing executed by or on behalf of the appointor of his attorney duly authorized in writing, or, if the appointor 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.
67. The instrument appointing a proxy and any authority under which it is executed a copy of that authority certified notarially or in such other manner as approved by the directors shall be deposited at the registered office of the company or at such other place within Tanzania as is specified for that purpose in the notice convening the meeting, not less than 48 hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposed 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 the default the instrument of proxy shall not be treated as valid.
68. An instrument appointing a proxy shall be in the following form or a form is near thereto as circumstances admit.

GRUMETI AIR LIMITED

I/weof.....being a Member/members of the above named company, hereby appointofor failing himof as my/our proxy to vote for me/us on my/your behalf at the (annual or extraordinary as the case may be) general meeting of the company to be held on theday ofand at any adjournment thereof. Signed thisday of20....

69. Where it is desired to afford members an opportunity of voting for or against a resolution the instrument appointing a proxy shall be in the following form or a form as thereto as circumstances admit.

GRUMETI AIR LIMITED

I/weof.....being Member/members of the above named company hereby appointofor failing himas my/our proxy to vote for m/us on my/your behalf at the (annual or extraordinary as the case may be) general meeting of the company to be held on theday ofand at any adjournment thereof. Signed thisday of20.....

This form is to be used * in favour of against resolution; 1/2/3 etc; unless otherwise instructed, the proxy will vote as he thinks fit or abstain from voting.

This form is to be used * in favour of against resolution; 1/2/3 etc; unless otherwise instructed, the proxy will vote as he thinks fit or abstain from voting.

70. The Instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.

71. A vote given in accordance with the terms of an instrument of proxy, or poll demanded by proxy, or by the duly authorized representative of a corporation shall be valid notwithstanding the previous determination was received by the company at its registered office (or at such other place at which the instrument or proxy was duly deposited) before the commencement of the meeting or adjourned meeting at which the proxy is used.

CORPORATIONS ACTING BY REPRESENTATIVES AT MEETINGS

72. Any corporation which is member of the company may by a resolution of its directors or other governing body authorize such person as it thinks fit to acts as its representative at any meeting of the Company or any class of members of the company, and the person so authorized 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

73. The number of the directors and the names of the first director shall be determined in writing by the subscribers of the memorandum of association or a majority of them and until such determination the signatories to the Memorandum of Association shall be the first directors. Unless otherwise determined by ordinary resolution, the number of director shall not be subject to any maximum but shall be not less than two. The first Directors of the company shall be;

1. **STEVE WILLIAM BOYD PARKINSON**
2. **GRAHAM JACK LEDGER**
3. **ALEXANDER STEPHEN ZAMBETAKIS**

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.

POWERS AND DUTIES OF DIRECTORS

74. 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.

75. 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 power.

76. The directors may exercise all the power of the company to borrow money, and to mortgage or charge its undertaking property and uncalled capital, 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 of any third party.

77. The company may exercise the powers conferred upon the company by sections 124 to 127 of the Act with regard to the keeping of a branch register, and the directors may (subject to the provisions of those sections) make and vary such regulations as they may think fit respecting the keeping of any such register.

DIRECTORS APPOINTMENT AND INTERESTS

78. The directors may appoint one or more of their member to the office of managing director or to any other executive office under the company and may enter into an agreement or arrangement with any director for his employment by the company or for the provision by him of any services outside the scope of the ordinary duties of a director. Any such appointment, agreement may be made on such terms as the directors determine and they may remunerate any such director for his services as they think fit. Any appointment of a director to an executive office shall terminate if the ceases to be a director, but without prejudice to any claim to damage for breach of the contract of service between the director and the company. A managing director and a director holding any other executive office shall not be subject to retirement by rotation.

79. A director who is in any way, whether directly or indirectly, interested in contract or proposed contract with the company shall declare the nature of his interest at a meeting of the directors in accordance with section 209 of the Act.

80. Subject to the provision for the Act, and provided that he has disclose to the directors the nature and extent of any material interest of his, a director notwithstanding his office:-

- (a) may be a party to, or otherwise interested in, any transaction or arrangement with the company or in which the company is otherwise interested;
- (b) may be a director or other officer of, or employed by, or a party to any transaction or arrangement with or otherwise interested in any body corporate promoted by the company or in which the company may be interested;
- (c) shall not, by reason of his office, be accountable to the company for any benefit which he derives from any such office or employment remuneration or other benefits received by him as a director or officer of, or from his interest in, such other company unless the company otherwise directs.

Provided that nothing herein contained shall authorise a director or his firm to act as auditor to the company.

81. For the purpose of articles 76 and 77 -

- (a) a general notice given to the directors that a director is to be regarded as having an interest of the nature and extent as specified in the notice in any transaction or arrangement in which a specified person or class of persons is interested shall be deemed to be a disclosure that the director has an interest in such transaction of the nature and extent specified; and
- (b) an interest of which a director has no knowledge and of which it is unreasonable to expect him to have knowledge shall not be treated an interest of his.

82. 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 in such manner as the directors shall from time to time by resolution determine

MINUTES

83. The directors shall cause minutes to be made in books 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, of the holders of any class of shares in the company, and of the directors, and of committee of directors.

REMUNERATION AND EXPENSES: GRATUITIES AND PENSIONS

84. The remuneration of the directors shall be determined by Ordinary Resolution of the company and, unless the resolution otherwise provides, such remuneration shall be deemed to accrue from day to day. The directors may also be paid all travelling, hotel and other expenses properly incurred by them in attending and returning from meetings of the directors or any committee of the directors or general meetings or separate meetings of the holders of any class of shares or of debentures of the company or otherwise in connection with the business of the company.

85. The directors on behalf of the company may pay a gratuity or pension or allowance on retirement to any director who had held any other salaries office or place of profit with the company or to his widow or dependants and may make contributions to any fund and pay premium for the purchase or provisions of any such gratuity, pension or allowance

DISQUALIFICATION AND REMOVAL OF DIRECTORS

86. The office of director shall be vacated if the director-
- (B) ceases to be director by virtue of any provisions of the Act or he becomes prohibited by law from being a director, or
 - (C) becomes bankrupt or makes any arrangement or composition with his creditors generally; or
 - (D) becomes of unsound mind ;or
 - (E) resigns his office by notice in writing to the company; or
 - (F) shall for more than six consecutive months have been absent without permission of the director from meetings of the directors

held during that period and the directors resolve that his office be vacated.

APPOINTMENT AND RETIREMENT OF DIRECTORS

87. The members may by Ordinary Resolution appoint a person who is willing to act to be a director either to fill a vacancy or to be an additional director.

88. The directors may appoint a person who is willing to act to be a director either to fill a vacancy or as an additional director, provided that the total number of directors does not exceed the number fixed by or in accordance with these articles. A director so appointed shall hold office only until the next following annual general meeting, and shall then be eligible for re-election.

89. The members may by ordinary resolution, or of which special notice has been given in accordance with section 144 of the Act, remove any director before the expiration of his period of office notwithstanding anything in these articles or in any agreement between the company and the director. Such removal shall be without prejudice to any claim the director may have for damage for breach of any service contract with the company.

90. The members may by Ordinary Resolution appoint another person in place of a director removed from office under the immediately preceding regulation, and without prejudice to the power of the directors under article 85 the company may by Ordinary Resolution appoint any person to be director either to fill a vacancy or as an additional director.

PROCEEDINGS OF DIRECTORS

91. Subjects 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 director, If shall not be necessary to give notice of a meeting directors to any director who is absent from Tanzania.

92. 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.
93. The continuing directors may act notwithstanding any vacancy in their number but, if their number is reduced below the number fixed as the necessary quorum, the continuing directors or director may act only for the purpose of filling vacancy or of calling a general meeting.
94. The directors may appoint one of their members 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 as 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 members to be chairman of the meeting.
95. 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. Subjects 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.
96. 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 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 if every such person had been duly appointed and was qualified and had continued to be a director and was entitled to vote.
97. A resolution in writing, signed by all the directors entitled to receive notice of a meeting of the director or of 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 and signed by one or more directors.

98. Save as otherwise provided in the articles, a director shall not vote at a meeting of directors or of a committee of directors on any resolution concerning a matter in which he has, directly or indirectly, an interest or duty which is material and which conflict or may conflict with the interest of the company. Subject to and in accordance with the provisions of the Act, an interest of a person who is connected with a director shall be treated as interest of the director.

99. The company may by Ordinary Resolution suspend or relax to any extent, either generally or in respect of any particular matter, any provision of the articles prohibiting director from voting at a meeting of directors or of committee directors.

100. Where proposals are under consideration concerning the appointment of two or more directors to office or employment with the company or any body corporate in which the company is interested, the proposals may be divided and considered in relation to each director separately and (provided he is not for another reason precluded from voting) each of the directors concerned shall be entitled to vote and be counted in the quorum in respect of each resolution except than concerning his own appointment.

101. If a question arises at a meeting of directors or of a committee of directors as to the right of directors to vote, the question may, before the conclusion of the meeting, be referred to the chairman of the meeting and his ruling in relation to any director other than himself shall be final and conclusive.

SECRETARY

102. 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.

103. A provision of the Act or these Regulations requiring or authorizing a thing to be done by or to a director and the secretary shall not be

satisfied by its being done by or to the same person acting both as director and as, or in place of the secretary.

THE SEAL

104. The seal shall only be used by the authority of the directors or of a committee of the directors authorized 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.

DIVIDEND AND RESERVE

105. Subject to section 180 of the Act, the company may by Ordinary Resolution declare dividends in accordance with the respective rights of the members, but no dividend shall exceed the amount recommended by the directors. Dividends and or capital distribution shall be paid in proportion to the amount of fully paid up shares.

106. Subject to the provisions of the Act, 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 available for distribution.

107. The directors may before recommending any dividend, set aside out of the profits of the company such sums as they think proper as 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 the directors may from time to time think fit. The directors may also without placing the same to reserve carry forward and any profits which they may think prudent not to divide.

108. Except as otherwise provided by the rights attached to shares, all dividends and capital distribution shall be declared and paid according to the amounts paid on the shares in respect of which dividend is paid. All dividends shall be apportioned and paid proportionately to the amount paid on the shares during any portion or portions of the period in respect of which the dividend is paid; but if any share is issued on

terms providing that it shall rank for dividend as from a particular date that shall rank for dividend accordingly.

109. Any general meeting declaring a dividend may, upon the recommendation of the directors, direct payment of such dividend wholly or partly by the distribution of assets and, where any difficulty arises in regard to the distribution, the directors may settle the same, and in particular may issue fractional certificates and fix the value for distribution of any assets and may determine that cash payment shall be made to any members upon the footing of the value so fixed in order to adjust the rights of members, and vest any assets in trustees.

110. Any dividend, interest or other money payable in cash in respect of shares may be paid by cheque sent through the post to the registered address of the holder or in the case of joint holders, to the registered address of that one of the joint holders who is the first named in the register of members or to such person and such address as the holder or joint holder may in writing direct. Every such cheque or warrant shall be made payable to the order of the person to whom it is sent, and payment of the cheque shall be a good discharge to the company. Any one of two or more holders may give effectual respects for any dividends or other moneys payable in respect of the held by them as joint holders.

111. No dividend or other money payable in respect of a share shall bear interest against the company unless otherwise provided by the rights attached to the share.

112. Any dividend which has remained unclaimed for twelve years from the date when it become due for payment shall, if the directors so resolve, be forfeited and cease to remain owing by the company

ACCOUNTS

113. The directors shall cause proper books of account to be kept with respect to:-

- (G) all sums of money received and expended by the company and the matters in respect of which the receipt and expenditure takes place;
- (H) all sales and purchases of goods by the company; and

(l) 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 company's affairs and explain its transactions.

114. 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.

115. 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 authorized by the directors or by Ordinary Resolution of the company.

116. The directors shall, in accordance with sections 153, 155 and 159 of Act, cause to be prepared and to be laid before the company in general meeting such profit and loss accounts, balance sheets, cash flow statements, group accounts (if any) and reports as are referred to in those sections.

117. In accordance with section 163 of the Act, the company's annual accounts to be laid before the company in general meeting together with a copy of the director's report and the auditor's report shall not less than twenty one days before the date of the meeting be sent to every member of, and every holder of debentures of the company. Provided that this regulation shall not require a copy of those documents to be sent to any person of whose address the company is not aware or to more than one of the joint holders of any shares or debenture.

CAPITALISATION OF PROFITS

118. The Directors may, with the authority of an ordinary resolution of the company; Resolve to capitalise any part of the amount for the time being standing to the credit of any of the Company's reserve accounts or to the credit of the profit and loss account or otherwise available for distribution and that such sum be capitalised to the members who would have been entitled to it were distributed by way of dividend and

in the same proportions and apply such sum be capitalised to the members who would have been entitled to it were distributed by way of dividend and in the same proportions and apply such sum either in or towards paying up any amounts for the time being unpaid on any shares held by such members respectively or in paying up in full in issued shares debentures of the company to be allotted and distributed.

AUDIT

119. Auditors shall be appointed and their duties regulated in accordance with sections 170 to 179 of the Act.

NOTICES

120. 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 wither personally or by sending it by post in a prepaid envelop 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, preparing, 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 and address within Tanzania at which notices may be given him shall be entitled to receive any notice from the company.

121. A notice may be given by the company to the joint holders of a share by giving the notice to the joint holder first named in the register of members in respect of the share.

122. A notice may be given by the company to the persons entitled to a share in consequence of the death or bankruptcy of a member by sending or delivering it, in any manner authorized by the articles, addressed to them by name, or by the title of representatives of the deceased, or trustee of the bankrupt, or by any like description, at the address, if any, within Tanzania supplied for the purpose by the persons claiming to be so entitled. Until such an address has been

supplied, a notice may be given in any manner in which it might have been given if the death or bankruptcy had not occurred.

123. A member present, either in person or by proxy, at any meeting of the company or of the holders of any class of shares in the company shall be deemed to have received purpose for which it was called.

WINDING UP

124. If the company is wound up, the liquidator may, with sanction of a special resolution of the company and any other sanction required by the Act divide amongst the members in specie the whole or any part of the assets of the company and may, for that purpose, set such value as he deems fair upon any property to be divided and may determined how such division shall be carried out as between the members or any part of the of members. The liquidator may, with the like sanction, vest the whole or any part of the assets in trustees upon such trusts for the benefit of the members as the liquidator, with the like sanction, shall determine, but no member shall be compelled to accept any shares or other securities upon which there is a liability.

INDEMNITY

125. Subject to the provisions of the Act, but without prejudice to any indemnity to which a director may otherwise be entitled, every director or other officer or auditor of the company shall be indemnified out of the assets of the company against any liability incurred by him in defending any proceedings, whether civil or criminal, in which judgment is given in his favour or in which he is acquitted or in connection with any application under section 481 of the Act in which relief is granted to him by the court from liability for negligence default, breach of duty or breach of trust in relation to the affairs of the company.

Name and Addresses of Subscribers	Number of shares taken by the Subscribers	Signatures of Subscribers
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MAWALLA NOMINEES LIMITED,

P.O. BOX 6101,

ARUSHA - TANZANIA

90 Shares

Full Name	: FRIDA BENEDICT
Signature	: 
Postal Address	: P.O. BOX 6101,
	: ARUSHA
Designation	: DIRECTOR

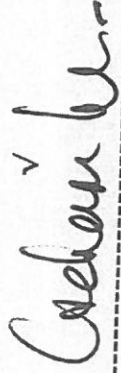
Full Name	: HELLEN CHARLES
Signature	: 
Postal Address	: P.O. BOX 6101
	: ARUSHA
Designation	: COMPANY SECRETARY

GRAHAM JACK LEDGER,


P.O. BOX 65,

MUGUMU SERENGETI

10 Shares



WITNESS to the above Signature

Full Name	: UPEMBO JOEL
Signature	: 
Postal Address	: P.O BOX
	:
Designation	: ADVOCATE



Dated at Arusha this 13th day of March 2013



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LEGEND

GR	Grumeti Reserves Ltd
GA	Grumeti Air Ltd

EXECUTIVE SUMMARY

Grumeti Air is a small, personalised safari air transfer company, flying between key destinations in the world renowned Serengeti region of northern Tanzania. Founded and managed by a team that has been operating world class tourism lodges and aviation services in the area for over 10 years, Grumeti Air's objectives are primarily safety and adopting a flight timetable that suits the traveller, thus minimising travel time so that our passengers can rather spend their time on the ground exploring the incredible beauty of the Serengeti and enjoying the many wonders that it has to offer.

Grumeti Air offers both scheduled and charter flight options, with it's base in Arusha and servicing Kilimanjaro, Ngorogoro, Sasakwa, Lamai and Kogatende on a scheduled basis, with charters throughout Tanzania and to other regional destinations including Rwanda and Kenya.

Looking ahead, Grumeti Air is seeking to expand and diversify its fleet with the addition of several King Air aircraft – this is planned for action in 2021 and 2022. The addition of the King Airs to the fleet is in response to market feedback, where many HNWI's will only fly on twin engined aircraft. The capacity of the King Airs will also allow for charters further afield, as far as the Seychelles for example, a destination often included on a long-haul African itinerary.

Grumeti Air remains deeply committed to development and skills transfer, training up First Officers to Captain positions, and employing locally wherever possible.

BACKGROUND

GRUMETI AIR LTD (GA) has operated since 2005, almost since the inception of **GRUMETI RESERVES LTD**, initially as an internal division of the company and more recently as a separate business entity.

Highlights

- Dedicated air operation focused on providing a seamless air transfer option for guests between Arusha/Kilimanjaro and the lodges, including routings via Manyara
- Operates two Cessna Caravan aircraft with each aircraft always flown by two fully trained and experienced crew
- Also provides flights for staff and consultants
- Carries perishable cargo for the lodges two to three times per week according to guest occupancy requirements
- Manages all operations to the highest safety levels and in full compliance with all TCVA requirements
- Adheres to the strictest aircraft servicing programme

The airwing division of Grumeti Reserves initially operated as an internal support services department only, providing flights for staff and for the movement of perishable cargo from Arusha to site. However it became increasingly apparent that there was an opportunity to extend the airwing onto a commercial footing to meet the needs of Grumeti's guests who were looking for more direct routings to the Serengeti by an operator that was first and foremost focused on safety and able to provide a service that minimised in transit time.

Almost without exception, Grumeti Reserves' guests arrive by air, routing into Sasakwa airstrip from Arusha or Kilimanjaro, often with multiple stops en route. Difficulty in accessing Grumeti Reserves has been cited by guests and tour operators as the greatest frustration when travelling to the Serengeti.

Market feedback indicated that safari clients to the East African region were looking to maximise their safari time and minimise in transit travel as much as possible – providing a swifter and safer means of travelling to the Serengeti was critical to this market and key to their decision-making process when selecting a destination and has a meaningful impact upon the long term success and sustainability of world class lodge operations in the region.

The importance of seamless air travel cannot be over emphasized. The high cost of long-haul travel has resulted in Tour Operators combining a number of popular destinations into one manageable itinerary, and operators that simplify travel are often the deciding factor for high end travellers.


Grumeti Air's mission statement underscores the company's commitment to enhancing the guest experience:

“Grumeti Air is a small, personalised safari air transfer company, flying between key destinations in the world renowned Serengeti region of northern Tanzania. Founded and managed by a team that has been operating world class tourism lodges and aviation services in the area for over 10 years, Grumeti Air's objectives are primarily safety and adopting a flight timetable that suits the traveller, thus minimising travel time so that our passengers can rather spend their time on the ground exploring the incredible beauty of the Serengeti and enjoying the many wonders that it has to offer.”

BUSINESS REGISTRATION

GRUMETI AIR LTD was registered as its own business entity on March 14th, 2013. A copy of the business registration certificate is shown below.

TANZANIA



Certificate of Incorporation
Section 15
No 97809

I HEREBY CERTIFY THAT
GRUMETI AIR 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 14TH day of MARCH
TWO THOUSAND AND THIRTEEN

[Signature]
Asst Registrar of Companies

BUSINESS SET UP

Registered Office	Grumeti Air Ltd PO Box 0 Arusha, Tanzania
Directors	Mr Graham Jack Ledger (British) Mr Simon Ryan (Tanzanian) Mr Russell Lee-Foon (Canadian)
Secretary	Ms Jackline Tweve Mawalla Advocates PO Box 6101 Arusha, Tanzania
Auditor	Ernst & Young 4 th Floor, Tanhouse Tower, Plot No. 34/1, Ursino South New Bagamoyo Road PO Box 2475 Dar es Salaam, Tanzania
Main Bankers	National Bank of Commerce Ltd PO Box 3004 Arusha, Tanzania First National Bank Tanzania Limited Mezzanine Floor, PPF Plaza Old Moshi Road

The shareholding of the Company is as stated below:

2019	
No. of Shares	% Shareholding
90	90%
10	10%
100	100%

Mawalla Nominees Ltd
Mr Graham Jack Ledger

Staffing

GRUMETI AIR LTD currently employs 17 staff on a permanent basis.

This payroll comprises:

- 1 x Accountable Manager
- 1 x Chief Pilot
- 3 x Captains
- 3 x First Officers
- 1 x Aircraft Engineering Technician
- 4 x Flight Operations Officers
- 1 x Airstrip Attendant
- 2 x Apron Handlers
- 1 x Ground Handler

As a standard, operations are guided by the following prescribed protocols:

- Two pilot crew on all flights
- Pilot safety training completed annually in the United States
- Supported by a ground operations team of 5 comprising an operations coordinator, flight safety officer, maintenance engineer, and 2 apron handlers
- Aircraft serviced every 100 hours by Tanzanian Air Services Ltd in Dar es Salaam
- Fully licensed maintenance manager based at Arusha Airport
- Maintenance office at Arusha Airport, fully equipped and audited by Tanzanian Air Services Ltd and the Tanzanian Civil Aviation Authority
- SpiderTrack satellite system allows for “real time” flight following for ultimate safety

Training and Compliance

Without doubt the most critical focus area for Grumeti Air is safety at all times, together with professional pilot interaction including detailed pre-flight checks and passenger briefings, as well as information en route, in flight information and refreshments.

Training is absolutely paramount and significant budget is allocated every year to pilot training, safety training, dangerous goods handling and first aid – training includes both crew and ground staff.

Grumeti Air's recruitment policies require that pilots have the appropriate qualifications, extensive previous experience and above minimum flying hours. Mentorship is a key component of daily flight operations, with First Officers gaining as much experience and flying hours as possible.

Grumeti Air is deeply committed to training Tanzanian pilots – the payroll includes a dedicated Training Captain, all first officers are Tanzanian with a comprehensive succession planning programme in place that champions internal promotion through the ranks, including the promotion of a Tanzanian First Officer to the position of Captain in 2019.

Grumeti Air is highly cognisant of all mandatory licensing and audit requirements, and ensures 100% prompt and full compliance with all TCAA regulations, pilot licenses, air worthiness certification and airstrip inspections.

The standard schedule is designed to coincide with flights arriving from Nairobi early in the morning (for guests who came into Kenya the previous evening on one of the international carriers), and for guests that arrived into Kilimanjaro the previous evening with KLM. Grumeti Air operates daily flights between Arusha and Grumeti Reserves via Kilimanjaro - guests depart from Kilimanjaro, and fly onto Sasakwa, with the possibility of one stop en route at Ngorogoro. Guests then have the option of travelling onto Lamai or Kogatende. This number of stops is **significantly** less than many of the other operators in the area and provides a swifter and more comfortable transfer for Grumeti guests.

A proper technical and scientific study was conducted on the Ngorongoro Crater Rim Airstrip as a regular destination - while this was an effort to attract more Grumeti business, it also attracted interest from &Beyond, Nomad Tanzania and other operators who expressed their desire to use the service – this route was successfully introduced in November 2019.

This routing from Kilimanjaro allows guests to experience a scenic one hour journey to Grumeti Reserves with a quick 15 minute onward flight to Lamai for guests staying at Mara River Tented Camp.

Grumeti Air currently operates 2 Cessna Grand Caravan G1000 EX aircraft – purchased in 2017 and 2019 respectively.

It is intended that a third aircraft, a King Air 250, be added to the fleet as soon as the global travel and tourism situation has stabilised, likely towards the end of 2020. Detailed feasibility exercises were conducted which proved the viability of this expansion plan and internal company approvals have been granted to proceed once the tourism situation allows for lodge occupancies and air travel to return to normal.

Thereafter a 4th aircraft, a King Air 350, is planned for introduction to the fleet in 2021.

Market feedback and feasibility studies have shown that these faster aircraft would be the preferred choice for the high end travellers that visit Grumeti. The King Air aircraft offer a twin-engine alternative to the Cessna Caravan, often a factor when charter enquiries are received and particularly for High Net Worth individuals, for whom a twin-engine aircraft is non-negotiable.

A larger fleet would also allow for Rwanda to be linked to the existing routing network – Grumeti's sister property at Volcanoes National Park opened in 2019, and East African travel itineraries very regularly include a combination of a Serengeti safari together with a gorilla experience.

Market research has shown a high interest in a seamless East African experience, with lodge experiences in both Rwanda and Tanzania serviced by Grumeti Air.

An ongoing technical and scientific study is being conducted on opening the airfield at Musanze, Rwanda to enable enhanced seamless travel between the two destinations. This offering would serve to further enhance Tanzania's place on the world tourism stage – simplified destination access typically contributes towards longer stays and higher occupancies, which in turn translates to higher tax collections and revenue earning capacity.

A software programme called Aero CRS is utilised to handle GA bookings. The GA team work together with the Grumeti Reserves Travel Desk team to manage bookings, issue invoices, compile passenger manifests and update aircraft movements. Bookings are taken for guests, staff, other visitors and for cargo. All booking confirmations are handled electronically and include detailed terms and conditions, in terms of luggage restrictions, safety protocols and cancellation policies.

GA aircraft are based either at Arusha Airport or at Sasakwa airstrip in the Serengeti.

The Sasakwa airstrip was constructed by Grumeti Construction in 2003 and measures 1400 metres long x 30 metres wide, comprising a compacted murrum surface. The strip is equipped with lighting in the event of emergency night time medivac situations. Refuelling at Sasakwa is handled by a fuel bowser. A hangar at the Sasakwa airstrip was constructed in 2015 and provides for secure aircraft storage and maintenance. The airstrip also included a lounge with bathroom facilities, manned by an airstrip attendant. Communications are via airband radio.

Singita Connect - ground handling service - was launched in 2016 to provide meet and greet and transfer services to Grumeti guests arriving in Kilimanjaro and Arusha. It is likely this service will be extended to Dar es Salaam in the near future. Together with Grumeti Air, Singita Connect allows for a point-to-point, white glove experience in Tanzania for Grumeti guests.

Guests travelling to Sasakwa arrive mid-morning, and Lamai just after noon, in time for lunch and an afternoon game drive. When departing, Lamai guests leave at 13h00, and guests from Sasakwa at 14h00, thus allowing for a final game drive that morning before freshening up and enjoying a brunch or early lunch before departure. This scheduling is designed to enhance the guest experience, maximise safari time and minimise layover time in airports.

Grumeti Air also accepts charter bookings within mainland Tanzania, and to Zanzibar, Kenya and Rwanda. The addition of the King Air planes to the fleet will allow for longer haul charters, including to destinations such as the Seychelles for example.

Pending approval from the Tanzanian Airport Authority, GA plans on developing an old hanger at Arusha Airport into an elegant lounge, office space, briefing room and franchised café - this would enhance the guest experience and improve GA's visibility at the airport.

Serviceing

All GA aircraft are serviced every 100 flying hours by TanZan Air in Dar es Salaam.

In addition to this, the company operates a Maintenance office at Arusha Airport, fully equipped and audited by TanZan Air and the Tanzanian Civil Aviation Authority and manned by a fully licensed maintenance manager based at Arusha Airport.

ASSETS

GRUMETI AIR LTD currently operates a fleet comprising 2 aircraft and 5 vehicles, detailed below:

Description	Quantity
Cessna Caravan G1000 EX	2
Fuel Bowser	1
Pick Up	4
Hangar	1

GA operates primarily out of an office in Arusha, together with an on site office facility at Sasakwa in the Serengeti.

PLANNED ACTIVITIES FOR 2020 AND 2021

The 2020 budget allowed for the addition of the 3rd aircraft – a King Air 250 – in the first quarter of the year however this was delayed with the implementation of the various global travel bans and restrictions. It is intended to pursue this expansion programme as soon as travel and tourism returns to its regular form. As mentioned above, a 4th aircraft is planned for 2021/2022.

GA's 10 year forecast is attached to this document as Addendum A.

FINANCIAL EXPENDITURE TO DATE

All costs associated with Grumeti Air were originally incurred by Grumeti Reserves, in that GA did not exist as a separate business entity at the time. However, since registration the aviation fleet has now been transferred and resides under GA.

Expenditure Category	Total USD
Aircraft	\$5 260 304
Buildings	\$205 576
Furniture & Fittings	\$33 010
IT Equipment	\$13 258
Leasehold Improvements	\$139 621
Machinery Equipment	\$17 361
Operating Equipment	\$13 977
Vehicles	\$1 473
Total USD	\$5 684 581

FINANCING

GRUMETI AIR LTD generates income through ticket sales to guests and staff, and through the invoicing of perishable cargo billed to individual Grumeti departments, charged on a per kg basis and carefully invoiced according to each flight's cargo manifest.

Grumeti Air was initially funded by Grumeti Reserves Ltd.

Grumeti Air - Ten Year Projection

	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
		5% Inc Income + COS 6.5% Inc Opex	5% Inc Income + COS 6.5% Inc Opex	5% Inc Income + COS 6.5% Inc Opex	5% Inc Income + COS 6.5% Inc Opex	5% Inc Income + COS 6.5% Inc Opex	5% Inc Income + COS 6.5% Inc Opex	5% Inc Income + COS 6.5% Inc Opex	5% Inc Income + COS 6.5% Inc Opex	5% Inc Income + COS 6.5% Inc Opex	
Income	4 333 054	6 709 706	7 045 192	7 397 451	7 767 324	8 155 690	8 563 475	8 991 648	9 441 231	9 913 292	78 318 062
Cost of Sales	1 147 404	1 420 775	1 491 813	1 566 404	1 644 724	1 726 960	1 813 308	1 903 974	1 999 172	2 099 131	16 813 666
Gross Profit	3 185 649	5 288 932	5 553 378	5 831 047	6 122 600	6 428 730	6 750 166	7 087 675	7 442 058	7 814 161	61 504 397
Opex	1 366 842	1 806 986	1 946 880	2 095 625	2 253 782	2 421 952	2 600 771	2 790 919	2 993 116	3 208 130	23 485 001
Routine Capex	240 000	15 000	10 000	15 000	10 000	15 000	10 000	15 000	10 000	15 000	355 000
Net Profit	1 578 808	3 466 946	3 596 498	3 720 423	3 858 818	3 991 778	4 139 395	4 281 756	4 438 943	4 591 032	37 664 395
Engine Replacement Accrual	240 000	360 000	360 000	360 000	360 000	360 000	360 000	360 000	360 000	360 000	3 480 000
Cash Down Payment	350 000	600 000									950 000
Total Loan Repayment CARAVAN X 2	708 605	708 605	708 605	354 302							2 480 116
Total Lease Payments KING AIR X 2	420 000	1 080 000	1 080 000	1 080 000	1 080 000	1 080 000	1 080 000	1 080 000	1 080 000	1 080 000	10 140 000
Net Profit / Loss	(139 797)	718 341	1 447 894	1 926 121	2 418 818	2 551 778	2 699 395	2 841 756	2 998 943	3 151 032	20 614 279
NPV at 10%											11 009 900

Grumeti Air Ltd

