

HARSHO MILLING &

Com LID

MINUTE SHEET

Dokezo
No.

1.0

Ag EXD done de-

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

(a) Minimum finance investment threshold has been exceeded, the project expects to invest US\$ 2.015

(b) Legal entity has been incorporated under certificate

No. 96593 of 22/01/2013

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. Senzia
DIF

10th September, 2013

2.

EXD

In response to the TIC letter of registration dated 4th September 2013

the project has submitted the required documents namely: -

(a) Company Board Resolution.

(b) Reference letter/Financing from Standard Chartered Ltd

(c) Letter of occupancy as evidence of land

With the above submission EXD is requested to sign Certificate of Incentives No. 042519 herein attached.

3/10/2013



[Signature]
DIF

MINUTE SHEET

Dokezo
No.

3. Immigration Inchange - (F-7)

For your kind attention please

~~Atleast~~

AG-D1F

19/12/2021

4 Record

F-7 & M.3

Done

~~19/12/21~~

MINUTE SHEET

7

Dokezo
No.

TO : Ag. DIF
ATT : IMMIGRATION DESK
CC : DAF
FROM : ZM (N)
DATE : 16TH FEBRUARY, 2021
REF : DOCUMENTS FOR FACILITATION OF RESIDENCE PERMIT CLASS 'B' INFO. Mr. MICHAEL MUSONDA OF M/s HARSHO MILLING COMPANY LIMITED



I am forwarding to you the documents showing the proof of payment of (facilitation fee) made by Mr. **Michael Musonda** of M/s **Harsho Milling Company Limited** for facilitating Residence permit Class B.

I have attached herewith the following documents for your reference;-

- Copy of bank slips showing the payment made
- TIC Receipt issued at our office (TIC- NZO, Moshi)

I submit

Riganda
Daudi Riganda
ZM - N



Jamhuri ya Muungano wa Tanzania

United Republic of Tanzania

Tanzania Investment Centre

Exchequer Receipt

Stakabadhi ya Malipo ya Serikali

Receipt No : **921042032658543**

Received from : **HARSHO MILLING COMPANY LIMITED**

Amount : **220.00 USD**

Amount in Words : **Two Hundred Twenty United States of America Dollar Only**

In respect of : **1403092 - Facilitation Fees**

Bill Reference : **Michael Musonda**

Payment Control Number : **995360014025**

Payment Date : **2021-02-11 00:00:00.0**

Issued by : **GASPER T TEMBO**

Date Issued : **15-02-2021 14:31:17**

Signature : 

Government Payment Gateway © 2017 All Rights Reserved (GePG)

**FG Executive Director
Tanzania Investment Centre**



Malipo yamepokelewa kwenda TIC

Ankara Na: 995360014025

Kiasi: 220 USD

Risiti Na: 921042032658543

Tarehe: 2021-02-11T13:57:34

Kupitia: EC100823931966

1 10:24

Payment Verified through CePA system

15/02/2021

flambly

Casper Tembo

IPB-N

6

TICC/PP.10/042519/6

14/02/2014

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.
042519**

M/S Harsho Milling Company Limited is a TIC registered company with certificate of incentives **No. 042519** which is valid up to **August 2016**

The company has been registered with objectives of establishing and operating milling Project.

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

Tic

5

HARSHO MILLING COMPANY LIMITED

BOX 810
MOSHI

PLOT NO. 08: Kwasadala Village

Commissioner of Customs & Excise
Tanzania Revenue Authority,
P.O.Box 9053
Dar es Salaam.

Date: 12 /02/2014

UFS
Executive Director
Tanzania Investment Centre
P.O. Box 938
DAR ES SALAAM.



*Received on
12/2/2014
M
TIC*

Dear Sir,

**RE: DUTY & VAT EXEMPTION ON CAPITAL/ DEEMED CAPITAL GOODS FOR
CERTIFICATE OF INCENTIVES NO: 042519**

We are Tic approved project with certificate of incentives No; 042519 which is valid up to August, 2016.

The Company has been registered with objectives of establish and operate milling project.

Attached herewith please find a list of Capital/Deemed Capital Goods for Duty/VAT exemption approved.

Yours sincerely

.....
MANAGING DIRECTOR.



00220308

Original
Signature: [Signature]
Date: 7/10/2013

THE UNITED REPUBLIC OF TANZANIA
Tanzania Investment Centre

Certificate of Incentives

(Section 17 of the Tanzania Investment Act, 1997)

042519

No:

This is to certify that

HARSHO MILLING COMPANY LIMITED

P.O. BOX 810

of address

MOSHI

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

HARSHO MILLING COMPANY LIMITED

PLOT NO. 8 KWASADALA VILLAGE

Which is located at

HAI - KILIMANJARO

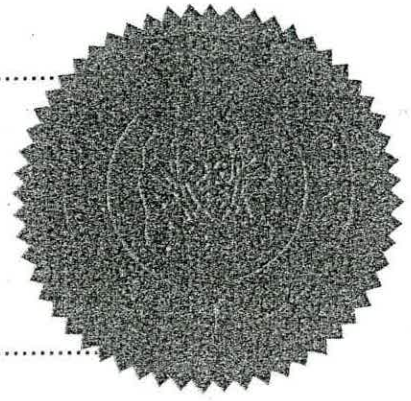
Further particulars required by Section 17 of the Tanzania Investment Act are set out overleaf.

Executive Director

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

4TH SEPTEMBER 2013

Dated



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 (%)
Helgha Salibaba	Tanzanian	15
Hellenlois Salibaba	Tanzanian	15
Hildakaren Salibaba	Tanzanian	15
Mary Grace H. Shoo	Tanzanian	20
Harold Alfayo Shoo	Tanzanian	30
2. Proposed Activities :.....
 To establish and operate milling project
3. Sector: Manufacturing Subsector: Animal Feed and Grain process
4. Investment cost: Foreign - Local USD 2.015m. Total USD 2.015m.
5. Project Financing: Equity USD 0.585m. Loans USD 1.43m. Total USD 2.015m.
6. Source, terms and conditions of loan.....
7. Assets to be invested:

	Foreign	Local	Total
Capital items:	<u>-</u>	<u>USD 2.015m.</u>	<u>USD 2.015m</u>
8. Technology Agreement None
9. Date of TIC Registration: 4th September 2013
10. Implementation period September 2013 - August 2016
11. Operative date..... September 2016
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



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

HARSHO MILLING COMPANY LIMITED

.....

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

120-795-538

.....

with effect from 13-May-13

.....

P. N. Kassera

OFFICIAL SEAL

COMMISSIONER FOR DOMESTIC REVENUE

PROPOSED WAREHOUSE AND BLOCK WALL FENCE

FOR

HARSHO MILLING CO. LTD

ON PLOT NO. 08; KWASADALA VILLAGE

IN HAI DISTRICT

KILIMANJARO REGION

SCHEDULE OF MATERIALS

NOTE :

1. This **Schedule of Materials** has been extracted from a prepared Bills of Quantities. An allowance has been added to cater for overlaps, wastages, shrinkages and the like while preparing these quantities.
2. This Schedule of Materials booklet comprises 13 Pages of assorted items of materials.



Signed :

TANZANIA

PROPOSED WAREHOUSE AND FENCE FOR HARSHO MILLING CO. LTD
 PLOT NO 8 Kwasadala, Hai - Kilimanjaro
 SCHEDULE OF MATERIALS

ITEM	DESCRIPTION	QUANTITY	UNIT
<u>SUMMARY SCHEDULE FOR CAPITAL GOODS & MACHINERY</u>			
<u>Electrical Installation</u>			
1	12 way TPN Distribution board c/w 63A/300mA RCD c/w outgoing	3	Nos
2	8 way TPN Distribution board c/w 63A/300mA RCD c/w outgoing	3	Nos
3	6 way TPN Distribution board c/w 63A/300mA RCD c/w outgoing	3	Nos
4	4 core x 25mm ² PVC/SWA/PVC/Cu cable from Tanesco Meter to	1,000	LM
5	4 core x 16mm ² PVC/SWA/PVC/Cu cable	1,000	LM
5	1 core x 16mm ² PVC/SWA/PVC/Cu cable	1,000	LM
6	1 core x 6mm ² PVC/SWA/PVC/Cu cable	1,000	LM
7	(a) 4 core x 35 mm PVC/SWA/PVC/Cu cable	1,000	LM
8	(b) 4 core x 96mm PVC/SWA/PVC/Cu cable	1,000	LM
9	(c) 4 core x 120mm PVC/SWA/PVC/Cu cable	1,000	LM
10	63A/100mA circuit breakers	24	PCS
11	Lighting wires 3 x 1.5mm ² PVC S/C CU cables	4,000	LM
12	20mm PVC conduits	5,000	LM
13	25mm PVC conduits	1,000	LM
14	32mm PVC conduits	500	LM
15	6A 1 gang 1 way white moulded plate switch	35	Nos
16	6A 2 gang 1 way white moulded plate switch	35	Nos
17	6A 3 gang 2 way white moulded plate switch	45	Nos
18	1 gang bell push switch as MEM (UK)	10	Nos
19	Motor Control Centre (MCC) & Central Control Cabinet (CCP)	6	Nos
20	Armoured KVV cable,wire,trunking including other auxiliary items In various sizes (16 - 350)mm ² diameter	1,000	LM



ITEM	DESCRIPTION	QUANTITY	UNIT
<u>Electrical Installation (cont'd)</u>			
21	GLS 60W (max) wall light with decorative shade	30	Nos
22	Security lights	40	Nos
23	T8; 2 x 36W; 1200mm TWIN FLOURESCENT Light Fittings with Primastic Diffuser	50	Nos
24	Socket outlets wires 2.5mm2 twin + earth PVC-insulated CU cables	3,500	LM
25	13A single switched socket plate c/w neon indicator	50	Nos
26	13A twin switched socket plate c/w neon indicator	50	Nos
27	13A single switched socket plate c/w neon indicator water proof	50	Nos
28	Hot water outlet wires 3 x 4.0mm2 PVC S/C CU cables	355	LM
29	20A DP control switch with neon indicator for water heater	15	Nos
30	Electric bell	10	Nos
31	Ceiling fan with regulator	30	Nos
32	Fire alarm system wires 2.5mm2 twin + earth PVC-insulated CU cables	2,500	LM
33	Fire Alarm Repeater Control Panel	10	Nos
34	Heat /Smoke Detectors	50	Nos
35	Transformer 500 - 1500 KVA with main control panel	2	Nos
36	Approved Generator 500KVA	2	Nos
<u>Vehicles</u>			
37	TOYOTA LAND CRUISER - Pick up truck	2	Nos
38	TOYOTA LAND CRUISER - PRADO	1	Nos
39	MITSUBISHI - Light truck- 2TONS -5TONS	5	Nos
40	SCANIA - Heavy truck	5	Nos
41	TOYOTA COASTER - Staff bus	3	Nos



ITEM	DESCRIPTION	MODEL	QTY
MACHINERY			
GROUP 1. RECEIVING AND PRECLEANING SECTION			
42	Intake Channel		2
43	Pulse Filter	TBLMF15-1500	2
44	Fan	4-72No.2A	5
45	Bucket Elevator	TDTG36/18 H=25m	3
46	Pellet Precleaner	SCY50	1
47	Tubular Magnet	TCT15	1
48	Pneumatic Two - way	TBDQ2X25X45	1
GROUP 2. GRINDING SECTION			
49	Prebin For Grinding	8m each Q235	2
50	High Level Indicator	Inductosyn	2
51	Long Rod	Inductosyn	2
52	Low Level		
53	Pneumatic Slide Gate	TZMQ40X40	2
54	Buffer Bin		1
55	Screw Feeder	TLSS20 L=2M	1
56	Hammer Mill	SFSP60X38E	2
57	Fan	4-72No.6A	1
58	Pulse Filter	TBLMFa.28-1500	1
59	Buffer Bin		1
60	Vertical	SWLL20 L=3M	1
61	Bucket Elevator	TDTG36/23 H=25m	1
62	Rotary Distributor	TFPX.8	1



ITEM	DESCRIPTION	MODEL	QTY
GROUP 3. DOSING AND MIXING SECTION			
63	Prebin For Dosing	Total160m3	8
64	High Level Indicator	inductosyn	8
65	Long		8
66	Dosing Screw	TWLL20 L=3M	6
67	Dosing Screw	TWLL16L=M	2
68	Discharge Scale	PCS-05	2
69	Discharge Valve	TZMQ40	1
70	Fan	4-72NO2.5A	1
71	Pulse Filter	TBLMFa.9-1000	1
72	Intake Channel		1
73	Level Indicator	Inductoyn	1
74	Double Shaft Mixer	SSHJ1D	2
75	Buffer Bin		2
76	Low level Indicator	Inductosyn	1
77	Drag conveyor	TGSU20,L =4m	2
78	Bucket Elevator	TDTG 36/23 H =25	1
79	Tubular Magnet	TCXT20	1
80	Pneumati Two -way	TBDQ2x25x45	1
GROUP 4. PELLETING SECTION			
81	Prebin For Pelleting	8m each Q235	2
82	High Level Indicator	Inductosyn	2
83	Lon Rod		2
84	Low Level Indicator	Inductosyn	2
85	Manual Slide Gate complete with iron mongeries		1
86	Pellet Mill	SZLH350	2



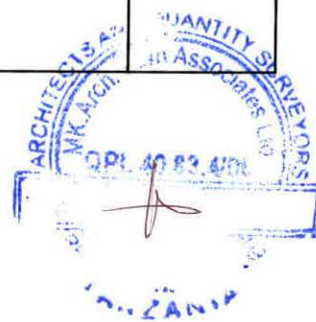
ITEM	DESCRIPTION	MODEL	QTY
GROUP 4. PELLETING SECTION CONT'			
87	Steam Pipes system		1
88	Airlock	TGFZ 16	1
89	Counter -flow Cooler	SKLN2.5	1
90	Fan	4- 72NO4.5A	1
91	Damper	JC- 4C	1
92	Cyclone	Ø800	1
93	Airlock	TGFZ.7	1
94	Crumbler	SSL G 15X150	1
95	Bucket Elevator	TDTG36/18 H= 25m	1
96	Rotary Screener	SFJH80x2E	1
97	Pneumatic Two -way	TBDQ2x20x45	1
98	Manual Two -way	219	1
GROUP 5. BAGGING SECTION			
99	Prebin For Finished Products	8m ³ each Q235	2
100	High Level Indicator	Inductosy	2
101	Long Rod		2
102	Low Level Indicator	Inductosy	2
103	Pneumatic Slide Gate	TZMQ40x40	2
104	Buffer Bin		1
105	Level Indicator	Inductosy	1
106	Bagging Scale	SDBY -P	5
107	Self-sewing Machine	TFKB40	6
108	Heavy Truck Weighing Scale 25-60Tons- Complete	25-60 Tons	2
109	Factory Convey belt heavy duty	10mm	415



ITEM	DESCRIPTION	MODEL	QTY
	GROUP 6. ASSISTANT SECTION.		
110	Fax	4-72NO4A	2
111	Pulse Filter	TBLMFa40(37)-200	1
112	Airolock	TGFZ.7	1
113	Fax	4-72N03.2A	1
114	Pulse Filter	TBLMFa15(12)-150	1
115	Airlock	TGFZ.5	1
116	Liquid Adding Machine and Pipes	SYTV32	2
117	Air Compressor	1.5m ³ /min	2
118	Air Tank	05m ³	3
119	Dryer	1.5m ³ /min	5
	MISCELLANEOUS & INSTALLATION MATERIALS		
120	Air network system for arbsorbing,dedusting and cooling	SET	1
121	Non-standard parts such as slide pipes,machine frame,platform, noise reducing and pipeline materials	SET	1
122	Auxiliary materials including;standard parts,seals,soldering parts	VARIABLE	5
123	Pneumatic components and air compressing accessories,etc	SET	2
124	COMPLETE FEED MILL PLANT Including GRINDING AND RAW MATERIAL RECEIVING SYSTEM	SET	1



ITEM	DESCRIPTION	QUANTITY	UNIT
125	Cement	1,250	T
126	Sand	694	CM
127	Aggregate	1,134	CM
128	Block walling 230mm thick	7,543	Nos
129	Ditto;150mm	43,327	Nos
130	Hardcore	290	CM
131	2000 mm wide DPM, 500 gauge	728	LM
132	230mm wide DPC	1,725	LM
133	Anti - termite treatment	7,250	LTR
134	Paving blocks 200 x100 x 75mm	20,100	NO
135	Kerb stones (a) 100 x 350mm (b) 100 x 550mm	922 464	NO NO
136	Sub base;Granular base materials	189	CM
137	<u>Reinforcement bars; high yield steel</u> Straight or bent;in any location		
	(a) 8mm diameter bar	1,766	KG
	(b) 12mm diameter bar	17,659	KG
	(c) 16mm diameter bar	1,688	KG
	(d) 20mm diameter bar	7,123	KG
	(e) 25mm diameter bar	1,000	KG
	(f) 25 x 25mm square bars	193	PCS
	(g) 14 x 14mm square bars	228	PCS



ITEM	DESCRIPTION	QUANTITY	UNIT
	<u>Reinforcements:</u>		
138	BRC Wire mesh; 4' x 8'	616	PCS
139	Binding wire (50 Kg roll)	134	PCS
140	<u>Formwork to in-situ concrete</u>		
	(a) 6" x 1" sawn cypress formwork	950	FT
	(b) 6" x 2" ditto	1,044	FT
	(c) 4" x 2" ditto	2,577	FT
	(d) 4" x 3" ditto	2,116	FT
	(e) 10" x 1" ditto	980	FT
	(f) 8' x 4' marine plywood; 20mm thick	118	PCS
141	<u>Paintwork</u>		
	(a) Bituminous paint	1,775	LTR
	(d) Vinly silk emulsion paint	1,985	LTR
	(e) Gloss oil paint	1,236	LTR
	(f) PVA weatherguard paint	3,156	LTR
	(g) Uniastar Primer	1,475	LTR
	(h) Red oxide primer paint	1,008	LTR
	(i) Macunart smoothing putty	765	KG
142	Stucco filler		
	(a) Décor plus ready mix plaster	1,852	LTR
143	Krystol water proofing compound	1,500	LTR

ARCHITECTS AND QUANTITY SURVEYORS
 M.K. Mch. Plan Associates Ltd.
 Sign: _____
 TANZANIA

ITEM	DESCRIPTION	QUANTITY	UNIT
144	<u>Metal Works 'MABANI STEEL'</u>		
	(a) 4' x 8' x 6mm thick steel plates	15	PCS
	(b) 4' x 8' x 10mm thick steel plates	15	PCS
	(c) 4' x 8' x 12mm thick steel plates	15	PCS
	(d) 4' x 8' x 16mm thick steel plates	15	PCS
	(e) 4' x 8' x 20mm thick steel plates	20	PCS
	(f) 20mm dia bolts; 150mm long	450	Nos
	(g) 16mm dia 'U' bolts; 450mm long	460	Nos
	(h) 24mm dia bolts; 150mm long	100	Nos
	(i) 30mm dia bolts; 150mm long	346	Nos
	(j) 36mm dia bolts; 150mm long	100	Nos
	(k) 25 mm diameter x 3mm thick pipe; 6.00m long	95	PCS
	(l) 40 mm diameter x 3mm thick pipe; 6.00m long	95	PCS
	(m) 50 x 50 x 6mm angle line; 6.00m long	228	PCS
	(n) 38 x 4mm flat bar; 6.00m long	243	PCS
	(o) Nuts in various sizes	1,000	Nos
	(p) Washers	1,000	Nos
	(q) Columns in various sizes	401	LM
	(r) Girders in various sizes	196	LM
145	<u>Tiles</u>		
	(a) Ceramic floor tiles 450 x 450 x 8mm	4,270	SM
	(b) Ditto; 300 x 200 x 6mm	945	SM
	(b) Tile Adhesive	6,585	KG
	(c) Tile Grout	1,755	KG
	(d) Tile edge strips	1,408	PCS
	(f) Metal tile strip	1,188	PCS



ITEM	DESCRIPTION	QUANTITY	UNIT
146	<u>Windows:</u>		
	(a) UPVC Window profiles sections 6m long	75	PCS
	(b) Mosquito Nets 50mts	10	ROLLS
	(c) 5mm Reflective glass	105	SM
	(d) Silicone	125	KG
147	<u>Aluminium sections as described:-</u>		
	Assorted aluminium sections	255	PCS
148	<u>Double sliding doors</u>		
	(a) 4000 X 4000mm	4	Nos
	<u>Reflective glass</u>		
149	6 mm thick glass	125	SM
150	<u>Aluminium mosquito gauze fixed to timber or aluminium frame:-</u>		
	Aluminium Mosquito wire gauze	125	SM
151	<u>Roofing Covering :-</u>		
	Industrial Troughed Aluminium Roofing Sheets		
	(a) 800mm wide sheets	850	LM
	(b) Ridge ventilators	20	Nos
152	<u>Roofing Structure :-</u>		
	<u>Metalworks; framed steel work 'MABANI STEEL'</u>		
	(a) 50 x 6mm flat bar; 6.00m long	87	PCS
	(b) 75 x 75 x 6mm angle bracing; 6.00m long	100	PCS
	(c) 'Z' Purlins	180	PCS
	(d) Sag bars; 6mm diameter 2000mm long	78	PCS
	(e) Rafters in various sizes	270	LM
	(f) Cable bracing	145	LM



ITEM	DESCRIPTION	QUANTITY	UNIT
153	Ceiling Materials		
	(a) 20 x 7mm x 25 gauge epoxy acrylic tee clips	110	PCS
	(b) Epoxy acrylic tee runners 3.00 m long	415	PCS
	(c) Gypsum Tape	200	ROLLS
	(d) Galvanised profiles	7,500	PCS
	(e) Gypsum Boards; 4' X 8' sheets	500	PCS
	(f) Corners Runners	750	LM
	(g) Gypsum Filler (Putty)	1,500	KG
154	Roof Drainage		
	(a) PVC down pipes; 100mm diameter; 6m long	72	PCS
	(b) Bend	120	PCS
	(c) Shoe	75	NO
	(d) Fulbora	75	NO
155	Complete steel structure building including; columns, girders, rafters, approved roofing sheets and the like.	3	NO
	<u>SANITARY FITTINGS & ACCESSORIES, PLUMBING AND RELATED ITEMS</u>		
156	<u>Sanitary Fittings per Armitage Shanks Ltd Catalogue:-</u>		
	(a) Lavatory basin "ROCA"	2	Nos
	(b) Pedestal "ROCA"	2	Nos
	(d) Cistern Tank "ROCA"	2	Nos
	(e) Seat & Cover "ROCA"	4	Nos
	(g) Victoria Washbasin Unit with Mirror, light "ROCA"	4	Nos
	(h) Towel Rail	4	Nos
	(i) Soap holder	4	Nos



ITEM	DESCRIPTION	QUANTITY	UNIT
	SANITARY FITTINGS CONT'D		
	(j) Towel ring	4	Nos
	(k) Toilet roll holder	4	Nos
	(l) Hook	8	Nos
	(o) Polished plate glass mirror	4	Nos
	(t) Hot & cold shower mixers	2	Nos
	(u) Wall Hung WC "ROCA"	4	Nos
	(v) Built In Tank "GROHE"	2	Nos
	(w) Actuation Plate "GROHE"	2	Nos
	(x) Body Concealed	4	Nos
	(y) Trimset	4	Nos
	(z) Anglevalves	20	Nos
	(a2) Shutoff	20	Nos
157	Plumbing		
	(a) IPS Water pipes - 15mm	150	PCS
	(b) Tees - 15mm	75	Nos
	(c) Elbows - 15mm	55	Nos
	(d) IPS Water pipes - 20mm	204	PCS
	(e) Tees - 20mm	82	Nos
	(f) Elbows - 20mm	77	Nos
	(g) Reducer; 15 x 20mm	67	Nos
	(h) Gate Valve 20mm	45	Nos
	(i) Gate Valves 15mm	58	Nos
	(j) Copper pipe tail; 15mm	246	Nos
	(k) Connectors; 15mm	122	Nos



ITEM	DESCRIPTION	QUANTITY	UNIT
157	<u>Drainage</u>		
	(a) HDPE pipes 100mm (6 metres)	150	Nos
	(b) Sweep Bend 100mm	175	Nos
	(c) Inspection Plug 100mm	200	Nos
	(d) HDPE pipes; 40mm	846	LM
	(e) Tee - 40mm	174	NO
	(f) Bend - 40mm	193	Nos
	(g) Nahan Trap	100	Nos
	(h) Gulley trap	100	Nos
158	<u>Equipments & Ancillaries</u>		
	(a) Hot water cylinder; 136 litres	6	Nos
	(b) 5,000 litres capacity; "Simtank"	6	Nos
	(c) Air condition system Machinery 81BTU	5	Nos



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 (%)
Helgha Salibaba	Tanzanian	15
Hellenlois Salibaba	Tanzanian	15
Hildakaren Salibaba	Tanzanian	15
Mary Grace H. Shoo	Tanzanian	20
Harold Alfayo Shoo	Tanzanian	30
2. Proposed Activities : **To establish and operate milling project**
3. Sector: **Manufacturing** Subsector: **Animal Feed and Grain process**
4. Investment cost: Foreign **—** Local **USD 2.015m.** Total **USD 2.015m.**
5. Project Financing: Equity **USD 0.585m.** Loans **USD 1.43m.** Total **USD 2.015m.**
6. Source, terms and conditions of loan.....
7. Assets to be invested:

Capital items:	Foreign	Local	Total
	—	USD 2.015m.	USD 2.015m
8. Technology Agreement **None**
9. Date of TIC Registration: **4th September 2013**
10. Implementation period **September 2013 - August 2016**
11. Operative date **September 2016**
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

7



JAMHURI YA MUUNGANO WA TANZANIA
THE UNITED REPUBLIC OF TANZANIA

STAKABADHI YA SERIKALI
EXCHANGER RECEIPT

NINIFONA KWA
KIASI

PARSHO MUMUUGU YA PROSISIYA CO. LTD - MOSHI

US\$ ONE THOUSAND ONLY

NA SENT _____ And Cents _____

SWA MATAWA
In respect of
KWA HUDA YA KASHI/TOHRI
NAME YA MROKA
SAMIHI YA MROKA

Kituo - Station
TIC - MOSHI

0009/2013
0009/2013

378966896

1

FFN 614 (REV. 8.94)

US\$	1000	=
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TICC/PP.10/042519/3

10th September 2013

Managing Director,
Harsho Milling Co Ltd,
P.O. Box 810

MOSHI

**RE: CERTIFICATE OF INCENTIVES FOR MILLING PROJECT IN
KILIMANJARO REGION**

We wish to acknowledge receipt of your project proposal to establish milling project as presented in the TIC P.A. 1 Form No. 03930 and Feasibility Study with a projected investment amounting to USD 2.015m.

We are pleased to inform you that your investment proposal is now officially registered by TIC and therefore the project will be granted a Certificate of Incentives 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

Also be informed that you will have to submit a project implementation Progress Report on the implementation of the project in every six months for centre's information and review. Guidelines for the preparation of the report are contained in annexure attached to this letter. Please do not hesitate to contact the Centre for any clarification if the need arises. Also note that a facilitation fee equivalent to US\$ 1000.00 is payable at the ruling exchange rate prior issuance of the Certificate of Incentives. Please make deposit direct to the bank as per bank details below:

.../2

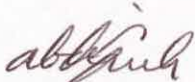
TICC/PP.10/042519/3

10th September 2013

*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



Abdi S. Kagomba
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



TIC Evaluation Report

Name of the Company
Harsho Milling Co. Ltd

Post Box	Kwasadala Village Hai	COI Number	96593	Contact	Harold Alfayo Shoo
Post Office	810	COI Date	22/01/2013	Designation	Managing Director
Region	Kilimanjaro	Application F. No	03930	Phone	0
Country	Tanzania	Status	New	Direct Phone	0
		Sector	Manufacturing	Cell Phone	0754 287 409
		Sub Sector	Animal Feed & Grain Processing	Fax	2753503
		File No	042519	E-Mail Address	Into@Harsho.Co.Tz

Project Location		Investment Finance Plan in Millions USD			
Plot/Block	Plot No. 8	Foreign Equity	Local Equity	Foreign Loan	Local Loan
Street	Kwasadala Village	0	0.585	1.43	0
District	Hai				
Region	Kilimanjaro				

Shareholders Detail			Investment Breakdown (USD Million)	
Name	Nationality	(%)	Land/Building	0.285
Helgha Salibaba	Tanzania	15	Plant	1.135
Hellenlois salibaba	Tanzania	15	Vehicles	0.205
hildakaren Salibaba	Tanzania	15	Furniture & Fittings	0.015
Mary Grace H. Shoo	Tanzania	20	Pre-expenses	0.034
Harold Alfayo Shoo	Tanzania	35	Others	0
			Working Capital	0.341
			Total	2.015

Employment	33	Evaluated By	wf officer4
Capacity	50,000mkg per day	Drawn By	wf registry2
Project Turn Over		Project Type	Mixed(Local & Foreign)

Description
To establish milling project

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

Decision

APPROVED BY EXD	
Sign:	
Date:	01/09/13



HARSHO
Milling & Processing Co. Ltd

Quality & Result

THE EXECUTIVE DIRECTOR,
TANZANIA INVESTMENT CENTRE
P.O. BOX 938
DAR ES SALAAM



Dear Sir,

RE: APPLICATION OF TIC CERTIFICATE OF INCENTIVES

We are submitting our application to be considered for registration of our project on the establishment of Animal feeds processing plants so as to granted Certificate of Incentives. As required in the application form, the supporting documents for the application are enclosed here with;

1. The memorandum and articles of association
2. Certificate of incorporation/registration
3. Business plan the project
4. Bank reference letter and
5. Evidence of land ownership for the project.

We are looking forward to receiving your favorable consideration and approval.

Yours truly

Harold Shoo
Managing Director

P.O.Box 810 Moshi - Tanzania
Tel: +255 732 974 309/+255 732 974 291 Fax: +255 732 974 310
Email: info@harsho.co.tz Web:www.harsho.co.tz

In reply please address to: The Managing Director



HARSHO
Milling & Processing Co. Ltd
Quality & Result

MINUTE OF THE BOARD MEETING HELD ON 3RD AUGUST, 2013

PRESENT

1. Harold Alfayo Shoo
2. Marygrace Harold Shoo
3. Hildakaren Salibaba
4. Hellenlois Salibaba
5. Helgha Salibaba

AT THEIR EXTRA ORDINARY BOARD MEETING WHICH WAS HELD AT THE REGISTERED OFFICE PREMISES AT KAWAWA STREET MOSHI. THE BOARD OF DIRECTORS RESOLVED AND AGREED AS FOLLOWS:-

- That the project be registered with Tanzania investment centre in conformity to Tanzania investment act and policy so as the project can enjoy tax incentives during the entire period of its implementation
- Mr Harold Shoo will wind up on signature for all necessary document

As there was no other Business the Chairman closed the meeting at exactly at 4.00pm.

BY THE ORDER OF THE BOARD

NAME: *Harold A. Shoo*

SIGNATURE *[Signature]*

P.O.Box 810 Moshi - Tanzania
Tel: +255 732 974 309/+255 732 974 291 Fax: +255 732 974 310
Email: info@harsho.co.tz Web:www.harsho.co.tz

In reply please address to: The Managing Director

TANZANIA



Certificate of Incorporation

Section 15

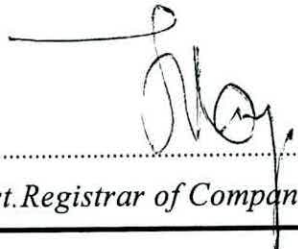
No 96593

I HEREBY CERTIFY THAT

HARSHO MILLING COMPANY 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 **22ND** day of **JANUARY****TWO THOUSAND AND THIRTEEN**
Asst. Registrar of Companies

CTIN.: 1446110

ISO 9001:2008 Certifi



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

HARSHO MILLING COMPANY LIMITED

.....

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

120-795-538

.....

with effect from 13-May-13

.....

P. N. Kassera

OFFICIAL SEAL

COMMISSIONER FOR DOMESTIC REVE

THE EXECUTIVE DIRECTOR
TANZANIA INVESTMENT CENTRE
P.O BOX 938,
DAR ES SALAAM

13th AUGUST, 2013

Dear Sir/Madam,

REF: HARSHO MILLING COMPANY LIMITED

This is to certify that, the above mentioned company above is our customer maintaining account number 0102070178500, 8700170344400 and 8750170198000 under names Harsho Milling Company Limited and Harold Alfayo Shoo respectively.

Mr. Harold Alfayo Shoo and Harsho Trading Company Limited have been operating with Standard Chartered Bank and have met the bank's satisfaction by complying with the regulations and policies set by the bank. Moreover, the bank is ready to finance expansion projects of this good client of ours if so requires because the customer's line of business is acceptable per our bank's lending policy.

Regarding our policy on customers' confidentiality, this information is disclosed to you because of the client's request for applying investment guarantee from your good office.

In case you may require any more information or clarification regarding our customer's bank operation, kindly revert back to us and we will immediately assist you.

Yours faithfully,

Standard Chartered Bank



Grace Leyaro

Branch Manager

CC: Harsho Milling Company Limited



No 00193571

THE UNITED REPUBLIC OF TANZANIA

MINISTRY OF LANDS AND HUMAN SETTLEMENTS DEVELOPMENT

The Land Act No. 4 of 1999

LETTER OF OFFER OF RIGHT OF OCCUPANCY

(Under section 27)

Telegrams: 'VIWANJA'

Telephone: 2121241-9

P. O. Box 9230,

Dar es Salaam.

Ref:

LD/HAL/KWS/8/CDM

Date 25/07/2009

To:

HARSTO PARVADING
CO. LTD
P.O. BOX 810
MOSHI

Sir/Gentlemen/Madam,

RE: PLOT NO.

8

BLOCK

KWASADALA

LOCATION:

KWASADALA

AREA OF THE PLOT:

SURVEY REG. PLAN NO.

57811

Your application for a long term Right of Occupancy (later in this letter called "the Right") over this plot has been approved. The terms and conditions of the Right are as follows:-

(i) Term:

33

years from

1st July 2009

(ii) Rent:

Per year which is revisable

(iii) User: The land shall be used for

Industrial/Residential only; use
group 'N' use class (b)

as defined in the Town and Country Planning

(Use Classes) Regulations, 1960 as amended in 1993. Only one main building/dwelling house together with the usual and necessary outbuildings shall be built. Commercial use shall not include the sale of vehicle fuels.

(a) Buildings to be in permanent materials

(b) Building plans to be submitted to the

HAI DISTRICT COUNCIL

within six months from the commencement of the Right.

(c) Building construction to begin within six months after approval of the plans.

(d) Buildings to be completed within

36

months from the commencement of the Right.

Further, you must pay fees, charges etc and refund any contribution in lieu of rates which may be paid by the government.

You shall be responsible for the protection of all beacons on the land throughout the term of the Right. Missing Beacons will have to be re-established at any time at your expenses as assessed by the Director for Surveys and Mapping.



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
Website: 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~~ HAROLD ALFARO SHOO
(director/directors/~~agent~~ of HARSHO MILLING COMPANY LIMITED
(name of business enterprise) apply for registration of TIC 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 KAWAHA STREET, MUSHI KILIMANJARO

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 KAWAHA STREET, MUSHI

4. The Principal Officers of the Company are HAROLD A SHOO & MARGARET H SHOO

5. Auditors of the Company are PETRO & ASSOCIATES / CERTIFIED PUBLIC ACCOUNTANTS, AUDITORS, TAX CONSULTANTS

6. The authorized share capital of the Company is Tshs./US\$ 2,015,000 USD

7. The intended capital investment of the Company in terms of Section 2(2) of the Act is ~~Tshs.~~/US\$ 2,015,000 USD

8. The month and day of the financial year end is DECEMBER

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\$ Recari no 37896891 \$ 100 Being the Registration Fees. *In the event this application is unsuccessful we understand that this fee will not be refunded.*

I, HAROLD ALFARO SHOO of Post Office Number 210 MOSHI

do solemnly and sincerely declare that I am a director/~~my~~ authorized agent of HARSHO MILLING COMPANY 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 15 day of August 2013 }



Applicant

Before me:



Commissioner for Oaths

APPLICATION SUMMARY

Company Name: Harsho Milling Company Limited

Certificate of Incorporation Number: 96593 Status:

Certificate of Incorporation Date: 23rd January 2013

Post Box: Box 210

Town: Moshi

Sector: Manufacturing

Sub-Sector: Animal feed & Grain Processing
Manufacturing

Investment Financing Plan in Million US\$/Tshs.

Foreign Equity	Local Equity	Foreign Loan	Local Loan
<u>USD 1,424,000</u>	<u>USD 591,000</u>	<u>USD 1,424,000</u>	<u>—</u>

Project Objectives: PELLET PRODUCTION, FEED PRODUCTION, GRAIN PROCESSING,
RETAIL OUTLET, TRAINING, FARMER'S RESEARCH AND TRANSPORT

Capacity: 50,000 kg PER DAY

Employment: Foreign: 3 Local: 30 Total: 33

Implementation Period: FOUR YEARS

Project Location

Site/Plot/Block No.: Plot no 8

Street: KWASAKALA VILLAGE District: HAI Region: KILIMANJARO
(Attach sketch map showing project location)

Shareholders	Nationality	%
<u>HAROLD ALFARO SIMO</u>	<u>TANZANIAN</u>	<u>35%</u>
<u>MARY GRACE HAROLD SIMO</u>	<u>TANZANIAN</u>	<u>20%</u>
<u>HILDAKAREN SALIBABA</u>	<u>TANZANIAN</u>	<u>15%</u>
<u>MELLENOWS SALIBABA</u>	<u>TANZANIAN</u>	<u>15%</u>
<u>HELGA SALIBABA</u>	<u>TANZANIAN</u>	<u>15%</u>

Investment Breakdown US\$/Tshs.M

Land/Building	USD 285,000
Plant	USD 1,135,000
Vehicles	USD 205,000
Furniture & Fittings	USD 15,000
Pre-expenses	USD 33,960
Others	-
Working Capital	USD 341,040
TOTAL	USD 2,015,000

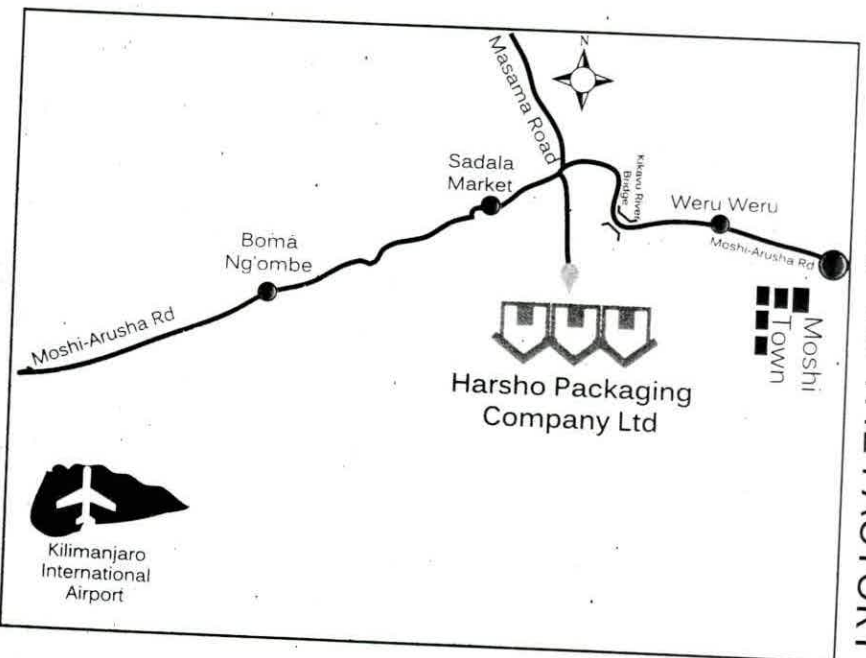
Contact Details:

Name:	HAROLD ALFARO SIMO	Title:	MANAGING DIRECTOR
Telephone:	+255 754 287409	Fax:	+255 27 2753503
Email:	info@harsho.co.tz		

Payments to be made payable to:

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

ROAD MAP TO THE FACTORY



Harsho Packaging Co. Ltd

P.O. Box: 810, Moshi- Tanzania

Phone: +255 732 974310

+255 732 974291

+255 754 287409

+255 713 287409

Fax: +255 732 974309

Email: info@harsho.co.tz WWW. harsho.co.tz

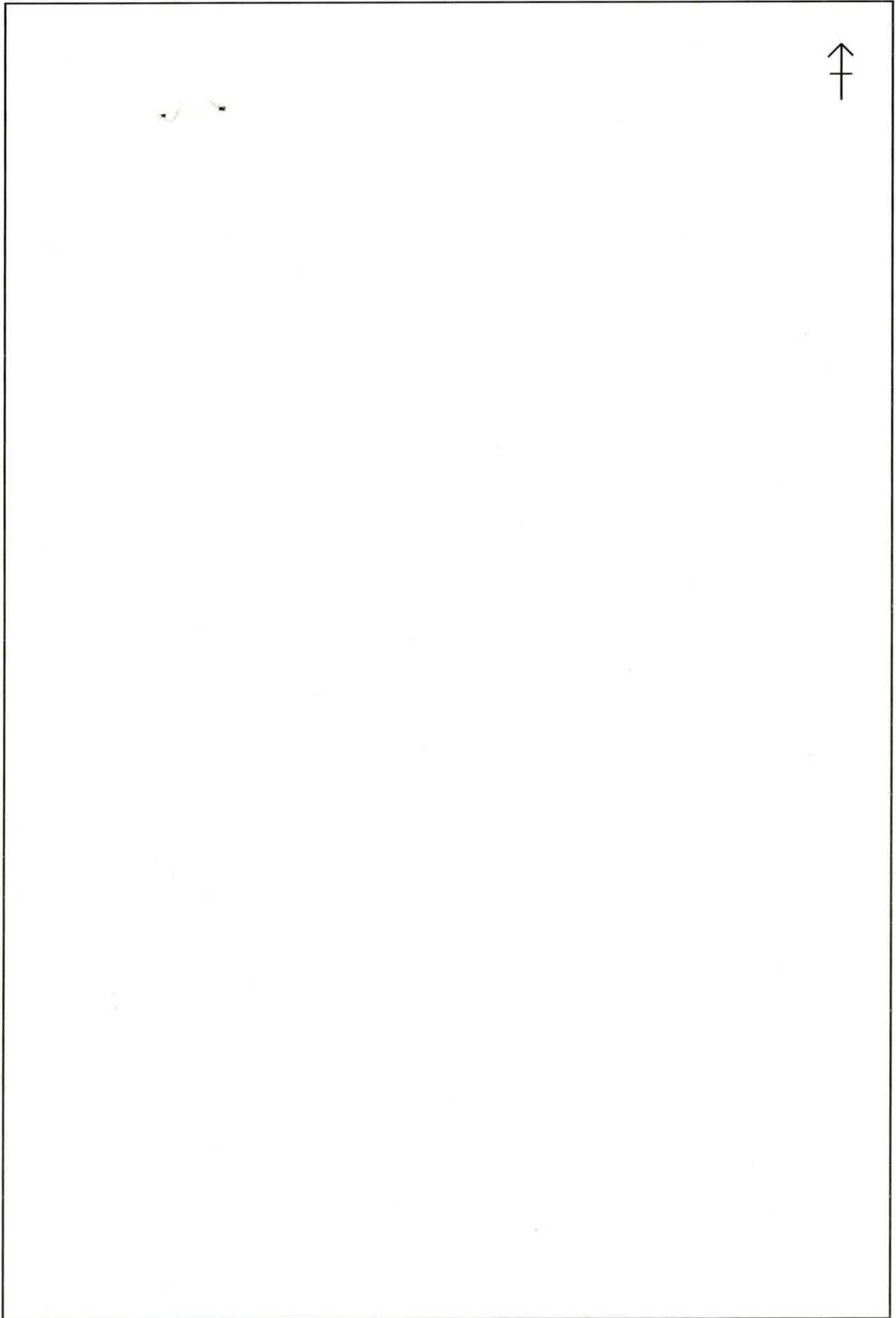
Moshi town office:

Tel: +255 27 2753503

Fax: +255 27 2753505



SKETCH MAP SHOWING PROJECT LOCATION





THE UNITED REPUBLIC OF TANZANIA

THE COMPANIES ACT, 2002

(Act No. 12 of 2002)

COMPANY LIMITED BY SHARES

MEMORANDUM

AND

ARTICLES OF ASSOCIATION

OF

Harsho Milling Company Limited

Incorporated this ____ day of _____ 2013

DRAWN BY

HAROLD SHOO

SUBSCRIBER

P.O.BOX 810

MOSHI

THE COMPANIES ACT No. 12 OF 2002


(CAP. 212)

COMPANY LIMITED BY SHARES

Memorandum of Association

Of

Harsho Milling Company Limited

TANZANIA
Stamp Duty Sls. 5000/-
PAID ON ORIGINAL
Receipt No. 31286 of 21/01/2012
Stamp Duty Office


TANZANIA
Stamp Duty Sls. 2500/-
Receipt No. 31286 of 21/01/2012
Asst. Registrar


1. The name of the Company is **Harsho Milling Company Limited**
2. The Registered Office of the Company shall be situated in the United Republic of Tanzania.
3. The Objects for which the company is established are:
 - a) To carry on the business as general distributors of all sorts and types of products and services to individual, offices, Industries, shops, schools, factories, hospitals, army, military, Ministries and all other government offices, Universities and all other places where the products of a supplier are needed.
 - b) To carry on the business of buyers, sellers, traders, importers, exporters, manufacturers, processors, commission agents, distributors, dealers and representatives in any legal form for all kinds of food and beverages including but not limited to fruits, vegetables, confectionery, infant nutrition, clinical nutrition, performance nutrition, cereals, coffee, tea, wheat, flour, food grains, pulses, cereals, rice, spices, sugar, sugar products, vegetable ghee, edible oil, cooking oil, mineral oil, cocoa based and other food products
 - c) To acquire, process, package, sell, import, export, preserve, deep freeze and otherwise deal in aerated, mineral and artificial waters and all kinds of beverages, non alcoholic drinks, syrups, juices, soft drinks, squashes, jams, milk and all types of dairy products, ice cream, meat, live cattle and sheep, fish, prawns, shrimps, poultry, eggs and in all branches of such respective trades or business.

- d) To establish an industrial unit for manufacturing of food and beverages and to do all such things as are incidental or conducive to the attainment of the object of the establishment and operation of such industrial unit.
- e) To carry on the business of milling of grains by taking on lease, hiring, purchasing, erecting, or otherwise acquiring rice mills, husking mills, grinding mills, cleaning, grading, polishing of all kinds of pulses, rice, spices, and other food grains and cereals in any or all its branches as would be required for effective discharge of these objects.
- f) To set-up and carry on the business of breeding, raising, buying, selling and dealing in all kinds of poultry, poultry products and seeds and to establish, develop, maintain and aid in establishment and maintenance of poultry and seed farms and ancillary operations like hatcheries, breeders houses, egg producing and distributing center, green houses and stores.
- g) To establish, develop and maintain and aid in establishment, development and maintenance of industries connected with the poultry and seed business like manufacturing of equipment for poultry farms and hatcheries, incubators, vaccines, insecticides and antibiotics and houses for brooders, lying and feed.
- h) To carry on the business of importing, exporting, preserving, dealing and trading of pure bred, inbred, poultry, meat, preserved or otherwise, eggs and sausages.
- i) To provide and arrange for technical training, education, aid and advice to any person in respect of any matter or problem connected with or incidental to the poultry or seed business or any other ancillary business which the company is considered to carry on.
- j) To set-up and carry on the business of cattle rearers, sheep farmers, poultry farmers, graziers, breeding and to purchase, breed, rear, sell, import, export, improve, deal and trade in cattle, horses, asses, donkeys, mules, sheep, goats, birds, poultry, eggs, meat, milk and live and dead stocks of every description of live stock.
- k) To provide and arrange technical training, education, aid and advice of cattle rearing, sheep farming, poultry farming, grazing and breeding to any persons and to do and perform all other acts and things as are incidental or conducive.
- l) To carry on the business as traders, suppliers of products and commodities and material in any form or shape manufactured, semi-manufactured, raw materials or


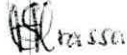



supplied by any company, firm, association of persons, body, whether incorporated or not, individuals, government, semi-government or any local authority, as permissible under law.

- m) To carry on the business as traders, suppliers of products and commodities and material in any form or shape manufactured, semi-manufactured, raw materials or supplied by any company, firm, association of persons, body, whether incorporated or not, individuals, government, semi-government or any local authority, as permissible under law.
- n) To receive goods on consignment, from any company, firm, association of persons, body, individuals, government, semi-government or any local authority and sell the same as agents or as principal.
- o) To plant, cultivate, produce and raise or purchase rice, starch, sugar cane, maize, sugar beets and other crops and to transact such other work or business as may be proper or necessary in connection with the above objects or any of them.
- p) To sell, trade, distribute in local market, export to other countries, store in warehouse, act as suppliers or otherwise deal in vegetable ghee, raw material, semi finished and finished products related to any matter to any of the above processes and to transport, carry or convey the same from one part of the country to another and from country to any other country.
- q) To import and / or locally purchase edible oil and other raw material, chemicals vitamins, plant and machinery, spare parts, and all types of semi finished and finished products necessary for and / or related to the manufacturing of vegetable ghee, and related products and by-products of all types.
- r) To transact or carry on all kinds of Agency business and in particular in relation to the investment of money, the sale of property, and the collection and receipt of money
- s) To carry any other trade or business whatever which can in the opinion of the Board of Directors be advantageously carried on by the Company in connection with the above business or the general business of the company.
- t) To borrow, raise or to secure the payment of money by bank overdrafts, by mortgage, or by the issue of debentures or debenture stock, perpetual or otherwise, or in such other manner over the company's property or assets, present and future, including its uncalled capital, and collaterally or further to secure any securities of the Company by a trust deed or other assurance

- u) To do all such other Activities or things as are incidental or conducive to the attainment of the above objects or any of them.
- 4. The liability of the members is limited.
- 5. The authorized share capital of the Company at the date of registration of this Memorandum of Association is Tanzanian Shillings Two Billions and Two hundred and Eight Million Tshs. 2,280,000,000/= divided into Twenty two Thousand and Eight Hundred 22,800 ordinary shares of Tanzanian Shillings, One Hundred Thousand Tsh.100,000/= each.

The Company has the power to increase or reduce such capital and to divide the shares in the capital for the time being, whether original or increased, in different classes, and to attach thereto respectively any preferential, deferred, qualified or special rights, privileges or conditions and so that unless the conditions of issue shall otherwise expressly declare every issues of shares, whether preference or otherwise, or any such rights, privileges or conditions shall not be altered or modified except in accordance with the Articles of association registered herewith.

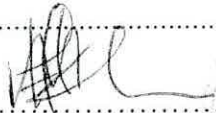
We, the several persons whose names, addresses and descriptions are subscribed, are desirous of being formed into a company in pursuance of this Memorandum of Association and we respectively agree to take the numbers of shares in the capital of the Company set opposite our respective names.

NAMES, ADDRESSES AND DESCRIPTION OF SUBSCRIBERS.	NUMBER OF SHARES TAKEN	SIGNATURE
HILDAKAREN SALIBABA P O BOX 810 MOSHI	3,420	
HELGA SALIBABA P O BOX 810 MOSHI	3,420	
HELLENLOIS SALIBABA P.O BOX 810 MOSHI	3,420	
MARYGRACE SHOO P.O.BOX 810 MOSHI	4,560	
HAROLD SHOO P.O.BOX 810 MOSHI	7,980	

DATED this 12th Day of January 2013

Witness to the above Signatures: -

Name:

Signature: 

Postal Address

Qualification Advocate



TANZANIA
Stamp Duty Sbs. 5000/-
PAID ON ORIGINAL
Receipt No. 37286 of 21/01/2013

[Signature]
Stamp Duty Officer

THE COMPANIES ACT NO. 12 OF 2002

PRIVATE COMPANY LIMITED BY SHARES

Articles of Association
Of
Harshal Milling Company Limited

TANZANIA
Stamp Duty Sbs. 2000/-
Receipt No. 31286 of 21/01/2013
[Signature]
Asst. Registrar (C)

1. The regulations in Table "A" in the First Schedule to the Companies Act shall not apply to the Company.
2. In these presents, if not inconsistent with the subject or context, the words standing in the first column of the table next hereinafter contained shall bear the meanings set opposite to them respectively in the second column thereof.

Table "A" Not to Apply

WORD	MEANING
The Act	The Companies Act No12 of 2002 and every other enactment for the time being in force concerning companies and affecting the Company. Definition
The Articles	Shall mean these Articles of Association, as now framed, or as from time to time altered by Special Resolution.
Office	The Registered Office of the Company.
Seal	The Common Seal of the Company.
Month	Calendar month.
Year	Calendar year.
Writing	Unless the contrary intention appears, "writing" shall be construed as including references to printing, lithography, photography, and other modes of representing or reproducing words in a visible form.
Dividend	Dividend and/or bonus.

The expressions "Debenture" and "Debenture holder" shall include "Debenture Stock" and "debenture Stockholder" , and the expression "Secretary" shall include a temporary or assistant secretary and any person appointed by the Directors to perform any of the duties of the Secretary

Save as aforesaid any words or expressions defined in the Act shall, if not inconsistent with the subject or context, bear the same meaning in these presents.

Director –shall include alternate director.

The marginal notes are inserted for convenience only and shall not affect the construction of these presents.

Words importing the singular number only shall include the plural and the converse shall also apply.

Words importing males shall include females.

1. The Company is a private company and accordingly:-

Private
Company

- (a) The right to transfer shares is restricted in manner hereinafter prescribed.
- (b) The members of the company (exclusive of persons who are in the employment 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 this Article, be treated as a single member;
- (c) Any invitation to the public to subscribe for any shares or debentures of the company is prohibited;
- (d) The Company shall not have power to issue share warrants to bearer.
- (e) The Company shall have the power to invite expert inside and outside the country.

SHARE CAPITAL

The Share Capital of the Company at the date of registration of these Articles is Tanzanian Shillings Two Billions, and Two hundred and Eighty Million Tshs. 2,280,000,000/= divided into Twenty two Thousand and Eight Hundred 22,800 ordinary shares of Tanzanian Shillings One Hundred Thousands Tshs.100,000/= each.

LOANS BY THE COMPANY

4. No part of the funds of the Company shall be employed in the purchase of or in loans upon the security of the Company's shares. The Company shall not, except as authorized by the Act, give any financial assistance for the purpose of or in connection with any purchase of shares in the company.

Company's own
shares not to be
purchased

SHARES

5. Subject to the provisions of Article 10, unissued shares shall be at the disposal of the Directors. No shares shall be issued at a discount, except in accordance with the Act.

Unissued shares
at the disposal of
Directors.

CERTIFICATES

6. Every person whose name is entered as a Member in the Register of Members shall be entitled without payment to receive within two months after allotment or lodgment of transfer (or within such other period as the conditions of issue shall provide) one certificate for all his shares. Every certificate shall be issued under the Seal. The certificate shall specify the shares or securities to which it relates and the amount paid up thereon.

Issue of
Certificates

TRANSFER OF SHARES

7. (a) Subject to the restrictions of these presents, all transfers of shares may be affected by transfer in writing in the usual common form or in any other form in writing under hand approved by the Directors.
- (b) The instrument of transfer of a share shall be in writing and shall be signed by or on behalf of the transferor and transferee, and the transferor shall be deemed to remain the holder of the share until the name of the transferee is entered in the Register of Members in respect thereof.

Form of Transfer

Execution

INCREASE OF CAPITAL

8. 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.

Power to
increase capital

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| <p>13. The holders of stock may transfer the same, or any part thereof in the same manner, and subject to the same regulations as and subject to which the shares from which the stock arose might previously to conversion have been transferred, or as near thereto as circumstances admit; and the Directors may from time to time fix the minimum amount of stock transferable but so that such minimum shall not exceed the nominal amount of the shares from which the stock arose.</p> | <p>Rights of stockholders to transfer stock</p> |
| <p>14. The holders of stock shall, according to the amount of stock held by them, have the same rights, privileges and advantages as regards dividends, voting at meetings of the Company and other matter as if they held the shares from which the stock arose, but no such privileges or advantage (except participation in the dividends and profits of the company and in the assets on winding up) shall be conferred by an amount of stock which would not, if existing in shares, have conferred that privilege or advantage</p> | <p>Other rights and privileges of stockholders</p> |
| <p>15. Such of the regulations of the Company as are applicable, to paid up shares shall apply to stock, and the words "share" and "shareholder" therein shall include "stock" and "stockholder".</p> | <p>Application of certain regulations to stock and stockholders</p> |

GENERAL MEETINGS

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p>16. A General Meeting shall be held as the Annual General Meeting once in every year, at such time (within a period of not more than fifteen months after the holding of the last preceding Annual General Meeting) and place as may be determined by the Directors. The General Meetings referred to in this Article shall be called "Annual General Meetings". All General Meetings other than Annual General Meetings shall be called "Extraordinary Meetings</p> | <p>Annual General Meeting</p> |
| <p>17. The Directors may call an Extraordinary Meeting as required by the Act. In the case of Extraordinary General Meeting called in pursuance of a requisition, unless the Directors shall have called such meeting, no business other than that stated in the requisition, as the objects of the meeting shall be transacted.</p> | <p>Extraordinary Meetings</p> |

NOTICE OF GENERAL MEETINGS

18. All meetings of Members shall be called by twenty-one days' notice in writing at the least. The notice shall be exclusive of the day on which it is served or deemed to be served and exclusive of the day for which it is given, and shall specify the place, the day, and the hour of meeting, and in case of special business, the general nature of such business (and in the case of a meeting convened for passing a Special Resolution), and shall be given in manner hereinafter mentioned to such persons as are, under the provisions herein contained, entitled to receive notices from the Company. With the consent in writing of all Members entitled to receive notices from the Company, a shorter notice may convene a meeting and in such manner as such Members may think fit.
19. The accidental omission to give notice to, or the non-receipt of notice by, any Member, shall not invalidate the proceedings at any General Meeting.

Notice of
General
Meetings
required

Omission and
non receipt of
notice

PROCEEDINGS AT GENERAL MEETINGS

20. All business shall be deemed special that is transacted at an Extraordinary Meeting, and also all business that is transacted at an Annual General Meeting, with the exception of declaring dividends, the reading and consideration of the accounts and balance sheet and the ordinary reports of the Directors and documents required to be annexed to the balance sheet, the election of directors and appointment of Auditors and other officers in the place of those retiring by rotation or otherwise, the fixing of the remuneration of the Auditors and the voting of remuneration or extra remuneration to the Directors.
21. No business shall be transacted at any General Meeting unless a quorum is present when the meeting proceeds to business; save as herein otherwise provided two members present in person or by proxy shall be a quorum for purposes.
22. The Chairman of the Board of Directors if any shall preside as Chairman at every General Meeting of the Company
23. At any General Meeting a resolution put to the vote of the meeting shall be decided on a show of hands.

Special business

Quorum

Chairman

VOTES OF MEMBERS

24. Subject to any special rights or restrictions as to voting attached by or in accordance with these presents to any class of shares, on a show of hands every Member who is present in person shall have one vote and on a poll every member who is present in person or by proxy shall have one vote for every share of which he is the holder. Method of Voting
25. Any corporation which is a Member of the Company may, by resolution of its directors or other governing body, authorize any person to act as its representative at any meeting of the Company or of any class of members of the Company, and such representative shall be entitled to exercise the same powers on behalf of the corporation which he represents as if he had been an individual shareholder, including power, when personally present, to vote on a show of hands. Voting rights for members

DIRECTORS

26. Unless and until otherwise determined by the company in a General Meeting the Directors shall not be less than two or more than five in number. The first directors of the Company shall be: Vote of corporation
1. III DAKAREN SALIBABA
 2. HELGA SALIBABA
 3. HELEN LOIS SALIBABA
 4. MARYGRACE SHOO
 5. HAROLD SHOO
27. The Directors shall be paid out of the funds of the Company by way of remuneration for their services, such sum as the Company in General Meeting may from time to time determine. The Directors shall also be paid all reasonable traveling, hotel and other expenses incurred by them in connection with attending and returning from Board Meetings or otherwise in connection with the business of the Company. Remuneration of Directors
28. Any Director who serves on any committee or who devotes special

attention to the business of the Company or who otherwise performs services which, in the opinion of the Board, are outside the scope of the ordinary duties of a Director, may be paid such extra remuneration by way of salary, percentage of profits or otherwise as the Board may determine, which shall be charged as part of the Company's ordinary working expenses.

29. The office of a Director shall be vacated in any of the following events, namely:-

- (a) If (not being an Executive Director holding office as such for a fixed term) he resigns his office by writing under his hand left at the Office.
- (b) If he be removed from office in accordance with the provisions of the Act.

30. The Directors shall elect from amongst their own body a Chairman of the Board of Directors on such terms and for such period (subject always to the provisions of these presents) as they may think fit.

31. Subject to any provisions to the contrary contained in the Act or in these presents, the Directors may entrust to or confer upon the Chairman and upon a Director holding any such executive office as aforesaid any of the powers exercisable by them as Directors upon such terms and conditions and with such restrictions as they think fit, and either collaterally with or to the exclusion of their own powers, and may from time to time revoke, withdraw, alter or vary all or any such powers.

32. The Company in General Meeting may from time to time increase or reduce the number of Directors.

33. The shareholders may by an extraordinary resolution remove any Director before the expiration of his period of office, and may appoint another person in his stead.

Removal of
Directors

POWERS OF DIRECTIONS

34. The business of the Company shall be managed by the Directors, who may exercise all such powers of the company as are not by the Act or by these presents required to be exercised by the Company in the General Meeting, subject nevertheless to any regulations of these presents, to the provisions of the Act and to such regulations, being not inconsistent with the aforesaid regulations or provisions, as may be prescribed by Special Resolution of the Company, but no regulation so made by the Company shall invalidate any prior act of the Directors which would have been valid if such regulation had not been made. The general powers given by this Article shall not be limited or restricted by any special authority or power given to the Directors by any other Article.
35. The Directors may from time to time and at any time by power of attorney under the Seal appoint any company, firm or person or any fluctuating body of persons, whether nominated directly or indirectly by the Directors, to be the attorney or attorneys of the Company for such purposes and with such powers, authorities and discretions (not exceeding those vested in or exercisable by the Directors under these presents) and for such period and subject to such conditions as they may think fit, and any such power of attorney may contain such provisions for the protection and convenience of persons dealing with any such attorney as the Directors may think fit, and may also authorize any such attorney to sub-delegate all or any of the powers, authorities and discretion vested in him.
36. The Company may exercise the powers conferred by the Act with regard to having an official seal for use abroad, and such powers shall be vested in the Directors.
37. The Company, or the Directors on behalf of the Company, may cause to be kept in any part of the world in which the Company transacts business, a Branch Register or Registers of Members resident there and the Directors may (subject to the provisions of the Act) make and vary such regulations as they may think fit respecting the keeping of any such Register.

General power
of Directors to
manage
Company's
business

Power to appoint
attorneys

Power to have a

BORROWING POWERS

seal for use
abroad

38. The Directors may raise or borrow for the purposes of the Company's business such sum or sums of money as they may in their absolute discretion think fit.
39. All cheques, promissory notes, bills of exchange, and other negotiable or transferable 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 by resolution determine

Power to have a
Branch Register

PROCEEDINGS OF DIRECTORS

40. (a) The Directors may meet together for dispatch of business, adjourn and otherwise regulate their meetings as they think fit. Questions arising at any meeting shall be determined by a majority of votes; the Chairman shall have a second or casting vote. A Director may, and the Secretary on the requisition of a Director shall, at any time, summon a meeting of the Directors.

Power or borrow
and to give
security

Provided that the requisite notices are served upon Directors and subject to the consent of a majority of such Directors, Directors can conduct their meetings on telephone, and all meetings so conducted shall be deemed to have the same status as meetings at which the Directors have physically convened

41. The Directors may fix the quorum necessary for the transaction of the business of the Directors, and unless so fixed at any other number shall be two.
42. A resolution in writing, signed by all the Directors for the time being, shall be effective as a resolution passed at a meeting of the Directors duly convened and held, and may consist of several documents in the like form, each signed by one or more of the Directors.

Board Meeting
Votes

ALTERNATE DIRECTORS

43. Any Director may at any time appoint any person approved by the Board to be an Alternate Director of the Company and may at any time remove any Alternate director so appointed by him from office. An Alternate Director so appointed shall not be entitled to receive any remuneration from the Company or to appoint an Alternate, but shall otherwise be subject to the provisions of these presents with regard to Directors. Quorum

MINUTES

44. The Directors shall cause proper minutes to be made in books to be provided for the purpose of all appointments of officers made by the Directors, of the proceedings of all meetings of Directors and committees of Directors and of the attendances thereat, and of the proceedings of all meetings of the Company and all business transacted, resolutions passed and orders made at such meetings, and any such minute of such meetings if purporting to be signed by the Chairman of such meeting, or by the Chairman of the next succeeding meeting of the Company or Directors or committee, as the case may be, shall be sufficient evidence without any further proof of the facts therein stated. Resolutions in writing
Provisions for appointing and removing Alternate Directors

THE SEAL

45. The Seal of the Company shall not be affixed to any instrument except by the authority of a resolution of the Board and shall be so affixed in the presence of at least one Director and the secretary or some other person approved by the Board, both of whom shall sign every instrument to which the Seal is so affixed in their presence.

DIVIDENDS

46. Subject to any special rights as to dividend attached to any new class of shares in accordance with these presents, the profits of the Company available for dividend and resolved to be distributed in respect of any financial year or other period for which the Company's accounts are made up and submitted to the Company in General Meeting shall be apportioned and paid to the Members according to the amounts paid on the shares held by them respectively 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 dividends as from a particular date, such share shall rank for dividends accordingly.

47. No dividend shall be payable except out of the profits of the Company, or in excess of the amount recommended by the Directors.
48. Any General Meeting declaring a dividend may resolve that such dividend be paid wholly or in part by the distribution of specific assets, and in particular of paid up shares, debentures or debenture stock of the Company, or paid up shares, debentures or debenture stock of any other company, or in any one or more of such ways.
49. Any Director may at any time appoint any person approved by the Board to be an Alternate Director of the Company and may at any time remove any Alternate director so appointed by him from office. An Alternate Director so appointed shall not be entitled to receive any remuneration from the Company or to appoint an Alternate, but shall otherwise be subject to the provisions of these presents with regard to Directors.
50. Any Director may at any time appoint any person approved by the Board to be an Alternate Director of the Company and may at any time remove any Alternate director so appointed by him from office. An Alternate Director so appointed shall not be entitled to receive any remuneration from the Company or to appoint an Alternate, but shall otherwise be subject to the provisions of these presents with regard to Directors.
51. Any Director may at any time appoint any person approved by the Board to be an Alternate Director of the Company and may at any time remove any Alternate director so appointed by him from office. An Alternate Director so appointed shall not be entitled to receive any remuneration from the Company or to appoint an Alternate, but shall otherwise be subject to the provisions of these presents with regard to Directors.
52. If and so far as in the opinion of the Directors the profits of the Company justify such payments, the Directors may pay to the holders of any class of shares interim dividends thereon of such amounts and on such dates as they think fit.
Payment of interim dividends
53. No unpaid dividend, bonus or interest shall bear interest as against the Company.
Dividends not to bear interest

RESERVES

54. The Directors may from time to time set aside out of the profits of the Company and carry to reserve such sums as they think proper which shall at the discretion of the Directors be applicable for meeting contingencies or for any purposes to which the profits of the Company may properly be applied. The Directors may also without placing the same to reserve carry forward any profits, which they may think it not prudent to divide.
- Carry profit to reserve
Power to carry forward profits

ACCOUNTS

55. 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 such receipt and expenditure takes place;
- (b) All sales and purchases of goods by the Company; and
- (c) The assets and liabilities of the Company.
56. The books of account shall be kept at the Office or at such other place as the Directors think fit, and shall always be open to the inspection of the Directors.
57. The Directors shall once at least in every year lay before the Company in General Meeting a profit and loss account and a balance sheet containing a general summary of the capital, the assets, and the liabilities of the Company arranged under suitable heads, both made up to a date not more than six months before the meeting.
58. Every such balance sheet as aforesaid shall be signed on behalf of the Board by two of the Directors, and shall have attached to it a report of the Directors as to the state of the Company's affairs and the amount which they recommend to be paid by way of dividend to the Members, and the amount (if any) which they have carried or propose to carry to the Capital Reserve, Fund, general reserve or reserve account shown specifically on the balance sheet or to be shown specifically on a subsequent balance sheet. The balance sheet shall also have attached or annexed to it, the Auditors' report and such other documents as the
- Directors to keep proper accounts
Inspection of goods
Submission of balance sheets and profits and loss account
Signature of balance sheet

AUDIT

59. The Company shall at each Annual General Meeting appoint an Auditor or Auditors to hold office until the next ensuing Annual General Meeting. The Auditor's report shall be read before the Company at the Annual General Meeting and shall be open to inspection by any Member. The Auditors' duties shall be regulated in accordance with Sections 170 and 174-1979 of the Act
60. No Director or other officer of neither the company nor any person who is a shareholder of the Company or an officer in the employment of the Company shall be capable of being appointed Auditor of the Company.

Appointment of Auditors

Directors not to be Auditors

NOTICES


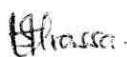



61. Any notice or document may be served by the Company on any Member wherever resident either personally or by fax or telex or by sending it through the post in a prepaid letter addressed to such Member at his registered address as appearing in the Register of Members, provided that if such address is outside Tanzania, such letter shall be sent by air mail or faxed, telegram, telex. In respect of joint holdings, all notices shall be given to that one of the joint holders whose name stands first in the Register of Members, and notice so given shall be sufficient notice to all the joint holders.

Service of Notices

WINDING-UP

62. If the Company shall be wound up (whether the liquidation is voluntary, under supervision, or by the Court), the liquidator may with the authority of a Special Resolution, divide among the Members the whole or any part of the assets of the Company according to the provisions of Act.

Provisions relating to liquidation

NAMES, ADDRESSES AND DESCRIPTION OF SUBSCRIBERS.	NUMBER OF SHARES TAKEN	SIGNATURE
HILDA KAREN SALIBABA P O BOX 810 MOSHI	3,420	
HELGA SALIBABA P O BOX 810 MOSHI	3,420	
HELLENLOIS SAIBABA P.O BOX 810 MOSHI	3,420	
MARYGRACE SHOO P.O.BOX 810 MOSHI	4,560	
HAROLD SHOO P.O.BOX 810 MOSHI	7,980	

DATED this 12th Day of January, 2013

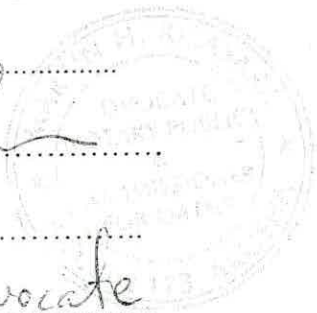
Witness to the above Signatures:

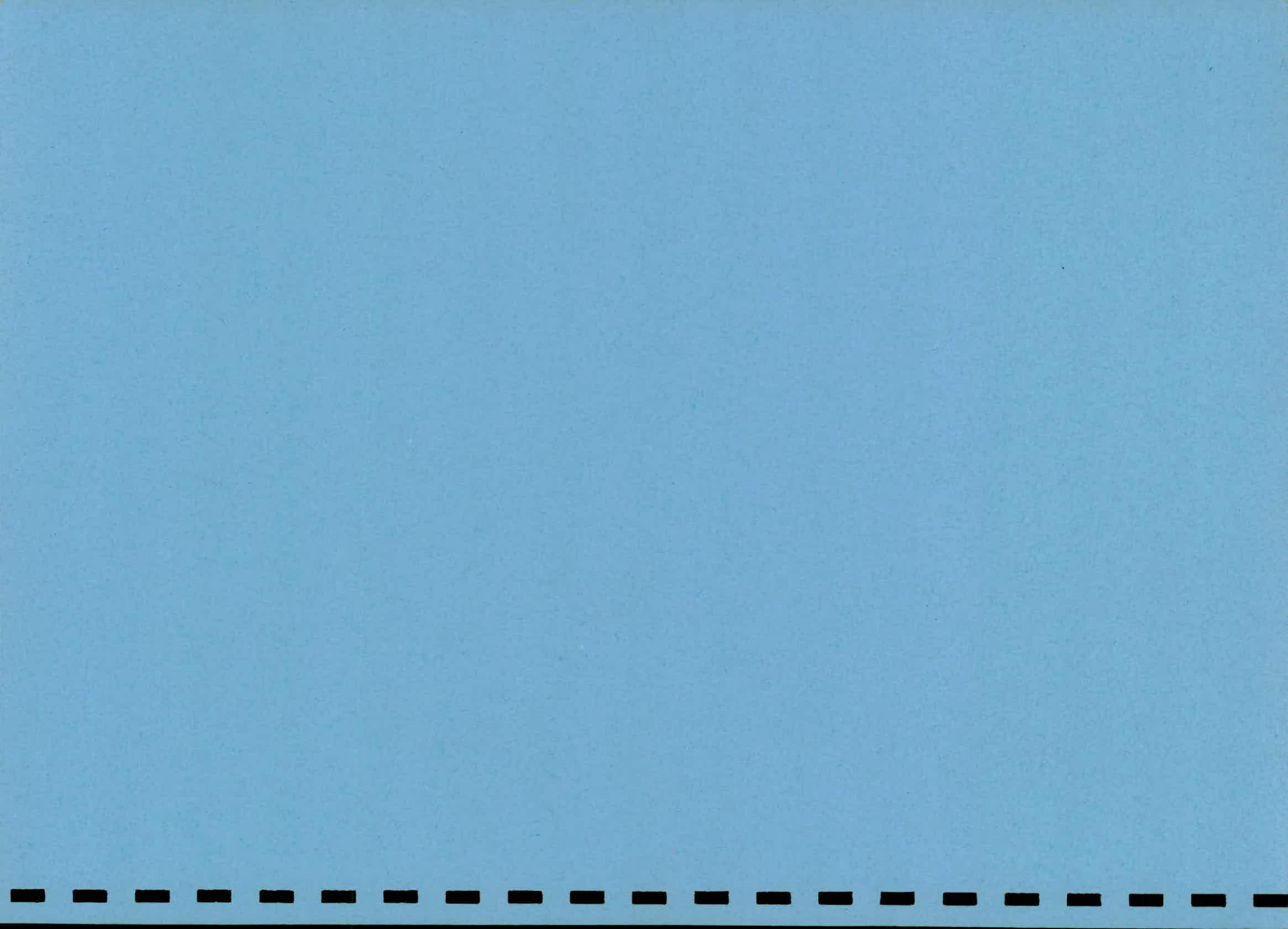
Name:

Signature: 

Postal Address

Qualification Advocate





HARSHO MILING COMPANY LIMITED

**FEASIBILITY STUDY FOR ESTABLISHMENT OF ANIMAL
FEEDS & POULTRY PELLET FEEDS PRODUCTION PLANT.**



Presented by
Company's Director
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Tel: +255272753503
www.harsho.co.tz

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PART I

EXECUTIVE SUMMARY

HARSHO COMPANY LIMITED

M/S HARSHO GROUP COMPANY LIMITED is formed with three main companies which are Harsho Trading Co. Ltd, Harsho Packaging Co. Ltd and Harsho Milling Company, Our company deals with manufacturing of PP woven sacks and animal feeds. The company is located in East Africa, Tanzania in Kilimanjaro region at Hai District along moshi Arusha road.

Harsho Milling Company Limited is registered in Tanzania under the Companies Act of 2002 and bears Certificate of Business Registration No 96593 issued 22nd January 2013.

Harsho Group Of Companies supply in wholesale & retail agricultural inputs and animal feeds as well as office equipment such as stationeries, computers, photocopiers, printers and many more. Quality service delivery and improved customer satisfaction is our mission.

The project promoters of Harsho Milling Company Limited are Tanzanian Citizen Entrepreneurs with diverse business in Tanzanian. They are well established in Kilimanjaro carrying out various businesses but majoring in animal feeds, packaging, milling and other product related to feeds products. Having been in business for several years In Tanzania they have identified promising business opportunity in manufacturing animal feeds and chicken pellet feeds around the north zone and decided to invest unto this project.

It is proposed that the whole project operational activities will be undertaken under one stop centre. Some of these operational activities of the project include the following:-

- I. Setting up modern Milling feeds and Pressing feeds pellet equipments.
- II. Setting up feeds processing/milling plant
- III. Installation of pellet feeds production equipments
- IV. Animal feeds processing unit and packaging machinery equipments

- V. storage facilities
- VI. Installation of Generators
- VII. Procurements of Light trucks
- VIII. Setting up a animal feeds processing plant

This document endeavors to serve as a Feasibility Study for Harsho Milling Company Ltd in the pellet feeds project as well as with the following goals:

- To facilitate later the application for Tanzania Investment Centre (TIC) Certificate of Incentives to access exemptions on duties, VAT deferments and other benefits and protections as statutorily provided for under Tanzania Investment Act (1997) for the Project.
- To assess the socio-economic viability of the project.

1:0 PROJECT PROMOTOERS

The project is sponsored by Harsho Milling Company Ltd of Moshi Kilimanjaro. The enterprise is limited liability Company by shares who have subscribed their shares as shown in the matrix below.

Name	Nationality	Shares%
Harold Alfayo Shoo	Tanzanian	35%
Marygrace Harold Shoo	Tanzanian	20%
Hildakaren Salibaba	Tanzanian	15%
Hellenlois Salibaba	Tanzanian	15%
Helgha Salibaba	Tanzanian	15%

1:1 LEGAL STRUCTURE

The Company is operating within the ambit of the law due the fact that, it has legal documents legitimizing its operation which include Business Registration Certificate, Tax Identification Number, Business License and value.

1:2 LOCATION

The Project is located at Kwasadala Hai District in Kilimanjaro Region.

The farm has adequate space to accommodate this project including litter and other farm waste. Additionally, the project location has passable road throughout the year, power energy cable is almost at site and full located with source of water.

The property legally owned by the project promoter Mr. Harold Alfayo Shoo, Marygrace Harold Shoo ,Hildakaren Salibaba , Hellenlois Salibaba and Helgha Salibaba. The project promoter is in the process to assign legally his property to be used for Investment for this project

1:3 MARKETS

The target markets of this project are the neighboring regions of Kilimanjaro, Arusha and Moshi through selling points such as shops and house hold consumers.

1:4 INVESTMENT

Total cost planned to be invested at this project is 2,015,000 USD. The project will be financed by 53% equity fund from the shareholders. The total cost investment of this project is projected to met 2014 - 2018. The profits generated from this project will be reinvested.

PART II

2:0 LIVESTOCK INVESTMENT OPPORTUNITIES IN TANZANIA & PROJECT ESTABLISHMENT BY HARSHO MILLING COMPANY LIMITED

Livestock contributes to the national food security; converts rangelands resources into products suitable for human consumption and is a source of cash incomes and inflation-free store of value. Livestock production is mainly for the domestic market with little or no export of live animals or livestock products. Despite of the large numbers of livestock, its contribution to the National Economy is only 6.1% of the Gross Domestic Product (Economic Survey- 2004). Some of the investment opportunities and the related and specific investment areas are as follows:

A large herd and diverse livestock resources and requirement of livestock and Animal health products give an opportunity for investment in:

- Vaccine and other inputs manufacturing and distribution
- Livestock products (Hides and skins, meat and milk)
- Livestock services delivery (input supply, extension, research, publications)
- Commercial
- pasture production and pasture seed multiplication and distribution
- Artificial Insemination (AI) and embryo transfer (beef, dairy animals)

The available large land resource base, diverse and favorable climate and agro-ecological zones, which can support a wide range of livestock species and activities and geographical location of the country makes it accessible to potential markets and gives opportunity for investment in:

- Ranching (Feedlots, beef and game ranching)
- Livestock multiplication Units
- Development of Marketing Infrastructure
- Large scale livestock Farms (piggery, Poultry, Dairy, beef and aquaculture)

Furthermore, sustainability of the investments is made possible by availability of trained manpower and cheap labour in most fields of livestock production

A wide range of valuable Indigenous technical Knowledge (ITK) related to livestock production and Existing political and social stability.

2:1 GOVERNMENT POLICY

The National Livestock Policy aims at stimulating development in livestock industry in order to exploit the available resource with due concern for the conservation of environment. The policy emphasizes the importance of competitive markets; commercialized livestock industry, addition of value of livestock products and sustainable livestock development. The policy is amongst many of the initiatives that invites and opens the doors to the private sector Investments.

The Agricultural and Livestock Policy of 1997 was in line with the ongoing reforms and redefined the roles of public and private sectors. The key elements of this policy are:

- To encourage livestock sector growth through private sector-based initiatives in the Industry
- To encourage increased exportation of livestock products, to increase foreign exchange earnings.
- Market information and market monitoring, quality control, promotion of institutional structures

However, during implementation of this policy other reforms emerged thus necessitating a review and formulation of a new policy - the National Livestock Policy 2006. Both policies seek to promote livestock production and productivity in order to ensure basic food security, increase export earnings, raise nutritional status and increase standard of living.

Further relevant policies include:

- The Presidential Circular No. 1 of 2002 (focuses on regulated animal movements for controlling animal diseases)
- The Empowerment Policy
- The Investment Policy. Investments in the public sector aim at creating an enabling environment to facilitate investments by the private sector. Broadly, investments in the public sector include inter alia infrastructure, agricultural

extension, research, policy formulation and regulatory functions. In order to facilitate foreign and domestic investors, the government has set up the Tanzania Investment Centre.

- The Land Policy 1995 (regulates the land tenure system whereby livestock owners should be allocated land so as to restrict uncontrolled animal movements)
- The Environment Management Policy (aims to control environmental degradation)

There are also a number of other global policies that poultry development is seeking to elaborate and implement. They include the National Trade Policy of 2003 and the Livestock Stakeholders Resolutions of 2001. The vision of the livestock industry as stated by the livestock stakeholders in April 2001 is that "By year 2025, there should be a livestock sector which to a large extent shall be commercially run, modern and sustainable, using improved and highly productive livestock to ensure food security, improved income for the household and the nation while conserving the environment".

2.2 PROJECT

Project Sponsors' office is at Kwasadala Hai District in Kilimanjaro Region where they have embarked on the establishment of pellet production activity. The project sponsors expect to acquire more markets as the expansion plan for this investment.

2.2.1 PROJECT DESCRIPTION:

Project will involve establishment and developing infrastructures for commercial pellet production activities at Kilimanjaro. The implementation of the project will therefore involve the following activities.

- Pellet production. – Production of pellet at a capacity of 50,000kg per month
- Retail outlet- animal feeds to serve the community in the area.
- Having training facilities for our employees and other small scale farmers in the community,
- Room facilities for processing animal feeds
- Trucks in order to maintain the chain, from the milling machine to the consumer

To support the implementation of the operation of the pellet production activities the following technical equipments will be installed.

- Modern animal feeds processing plant
- Modern Milling Plant
- Modern Packaging Facilities

2:3 SOCIAL AND ECONOMIC IMPACT OF THE PROJECT

The proposed project will result into the following social and economic impacts:

- Increase the provision of high quality services in the distribution of pellet products and services.
- Increased availability of quality distribution and marketing pellet products along side competitive prices of these products which will result in increased healthy competition among all producers.
- The proposed project of animal feeds investment in this sector will provide employment for more than 30 people
- The Government and other agencies will benefit from various taxes, fees and commissions that will be paid to the Treasury etc. by Harsho Milling Company Ltd
- The project will provide added training facilities to the area around the farm, which at the moment is a rural area.

2:4 MANAGEMENT STRUCTURE

The management of Harsho Millng Company Limited is planned to have the following organization set up:-

- ✓ Managing Director who will be responsible on the supervision on the entire operations of the Company
- ✓ Company Accountant\Manager
- ✓ Sales Manager
- ✓ Farm Managers who will be supervising pellet production activities.
- ✓ Technical workshop supervisor
- ✓ Plant expert on electricity engineer
- ✓ Plant production manager

2:4 INVESTMENT PLANS OF HARSHO MILLING COMPANY LIMITED

As stated in preamble chapter that, total cost planned to be invested at this project is 2,015,000 USD. The investment will be financed by equity fund from the investors as well loan facility from financial Institutions. The profits generated will be reinvested.

The investment structure as far as the implementation of this project is concern will be as follows:-

FINANCING PLAN	%	2013	2014	2015	TOTAL
		AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
EQUITY	29.33	238,000	235,000	118,000	591,000
LOAN	70.66	952,000	380,000	92,000	1,424,000
TOTAL FINANCING	100	1,190,000	615,000	210,000	2,015,000

PROJECT COST SUMMARY	2013	2014	2015	TOTAL
	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
Land & Buildings	195,000	90,000	0	285,000
Plant Machinery & Equipments	845,000	200,000	90,000	1,135,000
Motor Vehicles	120,000	60,000	25,000	205,000
Furniture & Fittings	0	15,000	0	15,000
Pre operational Expenses	18,960	15,000		33,960
Total Capital Cost	1,178,960	380,000	115,000	1,673,960
Working Capital	11,040	95,000	235,000	341,040
TOTAL PROJECT COST	1,190,000	475,000	350,000	2,015,000

PART III

3:0 MARKET AND INDUSTRY INFORMATION

The main economic activity in rural Tanzania is agriculture; it accounts for about 45% of the country's GDP and is the main occupation of 70% of the Tanzanian population. Livestock production is part and parcel of the rural economy and constitutes one of the major agricultural activities in Tanzania.

3.1 ANIMAL FEEDS PRODUCTION.

There has been an increase in animal feed production in the last five years in Tanzania, particularly in Dar es Salaam and surrounding areas. This has followed increased demand for animal feed which has attracted a good number of feed manufacturers into the business. Feeds account for more than 60% of the production costs of poultry. In 2001, the total animal feed produced increased progressively to the current production. Most of the feed is sold through agents located throughout the urban and peri-urban areas. The retail price of animal feeds varies depending on the type of feed and the mill.

Most unregistered feed producers do not usually send feed samples for chemical or nutritional analyses. Even amongst the registered feed companies, only a few very occasionally send their samples for nutritional analyses, mostly to Tanzania Industrial Research Development Organization (TIRDO), Sokoine University of Agriculture (SUA), Tanzania Bureau of Standards (TBS), to Kenya (Unga Feeds, KBS) and to The Netherlands. However, most producers complain that the charges for feed analysis in Tanzania - especially those of TBS and TIRDO - are too high and results take a long time to be processed.

Poor quality feed is an issue for commercial farming in Tanzania. Based on the chemical composition of the feeds, some studies done in 2005 revealed that the quality of almost all the feeds manufactured in Eastern and north-eastern Tanzania were lower than the requirements of animals. Crude protein and metabolisable energy contents of the feeds

were below the recommended levels and this contributed to the low performance of animals.

Harsho products are developed and tested in Harsho factories, during production process quality is ultimate goal. HTC boasts of more than nine brand names of animal feeds and mineral supplements. Selling of products is in retail and whole sale in our sales outlets in Moshi town and Boma town Hai district. Harsho own and maintain a chain of transport trucks which ensure that delivery is efficient and just in time.

3.2 SERVICES OFFERED BY HARSHO MILLING COMPANY LTD

The company is licensed to operate among others pellet production and related activities. Harsho Company Limited will indulge in the provision of the following Products and Services.

3.2.1 LIVESTOCK FEEDS.

Harsho Company is planning to use by products of ginned cotton cake, sunflower cake Soya meal,maize and other related fat and oil of ginned seeds to make animal feeds for both local market and export as well.

3.2.2 FEED MILLING SERVICES PLANT

Feed mill plant that will be installed by Harsho Company Limited will concentrate in the following activities /issues among others are:-

- Receiving Pit (from grain truck) — Loads are tested & weighed
- Scalper — Removes straw & cereal husk
- Storage — For wheat ,barley& Maize
- Hammer Mill — Grinds grain to uniform size
- Storage — Ingredients held in separate bins
- Mixer — Mixes ingredients
- Feed Bin (in the barn) — Provides feed to one room
- Grading Process ,Batching and Mixing Process
- Pelleting Process and Baging

The outputs processed feed mill will be for feeding livestocks in the farms and the will be sold to livestock keepers to increate the revenue of Harsho Company Limited.

Parts of the Feed Mill which will be set up by Harsho Company Ltd to this project are such as; Out loading Bins, Receiving Pit, Finished Feed Distributor Head, Finished feed Leg, Receiving Leg, Distributor Head for incoming Grain, Drag Conveyor for Unloading Bins, 20 Tonne Grain Bin, Drag Conveyor to Load Bins, 10 Tonne Ingredient Bin, 80-100 Tonne weighing scale.

3.2.3 PELLET FEEDS PRODUCTION MILL

Harsho Company Limited is planning to produce more than the normal feeds on the market. The Company will be manufacturing animal feeds to start with the Company shall focus in the manufacturing pellet feeds for poultry industry. These animal feeds improve the live weight of the animal, and also reduce the costs to farmers by reducing the amount of waste by scratching and the animal being selective feeders.

3.4 DISTRIBUTION OF ANIMAL FEEDS PRODUCTS

Harsho Company Limited will be engaging in production of poultry feeds pellet production thereafter making wholesaling distribution of animal feeds pellet products of canned and packaged products direct to their customers after receiving orders. The Company shall procure trucks to ease the logistics functions.

3.6 PRICING STRATEGY

Harsho Company Limited will determine its pricing structure for all its products and services on basing on the criteria such as fuel costs, electricity bill, water bill, distribution cost etc. Harsho Company Limited intends to offer best quality products and services that comply with the price charged. The price will reflect the targeted market segment in focus. After the 2014 seasons the company will analyze its pricing structure once again to reflect the cost of the various components of its products and will adjust accordingly.

3.7 SALES AND MARKETING COMMUNICATION

Under the implementation plan the following sales and marketing communication approaches will be carried out:-

- ✓ Advertising through Word of Mouth
- ✓ Person Selling too the targeted market outlets
- ✓ Advertising through local City print media
- ✓ Advertising through internet social media
- ✓ Company website



PART IV

4:0 FINANCIAL INVESTMENT ASPECTS

4.1 INVESTMENT Plan Project implementation is expected to take four years. In this regard project completion will be in **2017**

RANK

	ACTIVITY	PERIOD
1.	Project proposal submission to TIC	August – October 2013
2.	Application for Exemption for Duty and VAT on Capital Goods/Deemed Goods	December – August 2014
3.	Phase one of Importation of pellet Facilities	September – November 2014
4.	Clearance of imported facilities and Setting up the facilities	January – April 2015
5.	Phase two of Importations of feed mill Equipments and clearance to Holili Dry Port	May – December 2015
6.	Setting up all project Infrastructures of the Phase two	January - April 2016
7.	Preparation of Production Process	May – December 2016
8.	Full scale operation of both farm and animal feeds processing plant plant.	January 2017 – onwards

4.2 Land & Building 285,000 USD

The total cost of Investment on this item is estimated to be 285,000 USD which covers the costs for land acquisition spent and procurement of all building materials for setting up the infrastructures of this project such as cements, reinforcement steel, ceramic floor tiles, roofing tiles, sinks etc.

4.3 Machinery and Equipments 1,135,000 \$

Some of the 100,000\$ is anticipated to be spent on the purchase of various machines and equipments. The equipments for feed mill will include things like Out loading Bins ,Receiving Pit ,Finished Feed Distributor Head, Finished feed Leg ,Receiving Leg ,Distributor Head for incoming Grain, Drag Conveyor for Unloading Bins ,40 Tonne Grain Bin ,Drag Conveyor to Load Bins ,30 Tonne Ingredient Bin etc.

Also to be included is the purchase of water pumps, Generator, pressure cleaners etc

4:5 Office Furniture, fittings and storage 15,000

This investment Cost item has been estimate to cost 15,000 USD .It will consist office tables, chairs, telephone, fax machines, computer, File cabinets, sofa chairs, storage facilities etc.

4:6 Pre Operational Expenses 33,960 USD

The cost covers things like Business registration, expenses spent by Directors of Harsho Company Limited in exploring the viability of the project. The pre operational cost covers issues like consultancy fees, legal, recruitment and training costs of personnel.

4:7 Motor Vehicles: 205,000

The project will need vehicles at estimated cost of 205,000 USD. The vehicles will be for delivering of Pellet products to the market Outlets. Some vehicles will be outsourced for carriage of animal feeds.

4:8 Working Capital 341,000

A provision working capital has been made at 341,000 USD from project operation. This will take care of Employee, training, salaries fuel etc.

**HARSHO MILLING COMPANY LTD
PROJECTED FINANCIAL STATEMENTS FOR THE
YEARS 2014 TO 2018**

HARSHO MILLING CO. LTD
PROJECTED PROFIT AND LOSS STATEMENTS FOR THE PERIOD

	2014 AMOUNT USD \$	2015 AMOUNT USD \$	2016 AMOUNT USD \$	2017 AMOUNT USD \$	2018 AMOUNT USD \$	2019 AMOUNT USD \$
Sales Revenue	0	908,960	1,008,780	1,169,343	1,349,019	1,472,117
Less: Cost of Sales	0	245,553	265,410	285,637	307,412	316,534
Gross Profit	0	663,407	743,370	883,706	1,041,607	1,155,583
Administration Expenses	15,000	321,744	323,187	325,575	327,599	329,383
Operating Profit	-15,000	341,663	420,182	558,132	714,009	826,199
Capital & Financial Charges						
Depreciation	0	126,421	164,096	178,471	178,471	178,471
Loan Interest	0	0	95,904	92,938	83,644	75,279
Sub Total	0	126,421	260,000	271,409	262,115	253,750
Profit before Tax	-15,000	215,242	160,182	286,723	451,894	572,449
Taxable Income	-15,000	215,242	160,182	286,723	451,894	572,449
Tax (30%)	-4,500	64,573	48,055	86,017	135,568	171,735
Profit After Tax	-10,500	150,670	112,128	200,706	316,326	400,714
Profit brought Forward	-1	0	150,670	249,657	427,845	706,962
Profit for Appropriation	-10,501	150,670	262,797	450,364	744,171	1,107,677
APPROPRIATION ACCOUNT						
Dividends Rate	-1	0	5%	5%	5%	5%
Amount	10,501	0	13,140	22,518	37,209	55,384
Revenue Reserve	-21,002	150,670	249,657	427,845	706,962	1,052,293
Total	-10,501	150,670	262,797	450,364	744,171	1,107,677

HARSHO MILLING CO. LTD

PROJECTED CASH FLOW STATEMENTS FOR THE PERIOD

	2014	2015	2016	2017	2018	2019
	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
CASHFLOW FROM OPERATIONS						
Sales	0	881,691	978,517	1,099,182	1,281,568	1,427,953
Subtotal Cash Received		881,691	978,517	1,099,182	1,281,568	1,427,953
Expenditures from Operations:						
Cost of Sales	0	245,553	265,410	285,637	307,412	316,534
Administrative expenses	11,040	378,568	373,224	418,744	457,221	496,778
Subtotal Cash payment	11,040	624,121	638,635	704,381	764,632	813,312
Cashflow From Operations	-11,040	257,570	339,882	394,802	516,936	614,641
CASH FROM INVESTMENTS:						
Investments Outflow	-1,190,000					
Re-Investment		-475,000	-115,000			
Cash from Investment	-1,190,000	475,000	-115,000		0	0
CASH FLOW FROM FINANCING:						
Owners Equity	238,000	95,000	23,000			
Bank Loan	952,000	380,000	92,000			
Bank Loan repayment		0	-133,200	-129,080	-116,172	-104,555
Interest on Loan		0	-95,904	-92,938	-83,644	-75,279
Dividends		0	-13,140	-22,518	-37,209	-55,384
Cash from Financing	1,190,000	475,000	-127,244	-244,536	-237,024	-235,218
NET CASHFLOW FOR PERIOD	0	257,570	97,638	150,266	279,911	379,423
CASHFLOW AT START OF YEAR			257,570	355,209	505,475	785,386
CASHFLOW AT THE END OF YEAR	0	257,570	355,209	505,475	785,386	1,164,809

HARSHO MILING CO. LTD
PROJECTED BALANCE SHEET FOR THE PERIOD

	2014	2015	2016	2017	2018	2019
	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
	USD \$	USD \$	USD \$	USD \$	USD \$	USD \$
NON CURRENT ASSETS						
Land & Buildings	195,000	285,000	285,000	285,000	285,000	285,000
Plant Machinery & Equipments	845,000	1,045,000	1,135,000	1,135,000	1,135,000	1,135,000
Motor Vehicles	120,000	180,000	205,000	205,000	205,000	205,000
Furniture & Fittings	0	15,000	15,000	15,000	15,000	15,000
Pre operational Expenses	18,960	33,960	33,960	33,960	33,960	33,960
Working capital	11,040	95,000	0	106,040	0	0
Total	1,190,000	1,653,960	1,673,960	1,780,000	1,673,960	1,673,960
Less Accumulated Depreciation	0	290,517	468,988	527,459	705,930	705,930
Non Current Assets	1,190,000	1,363,443	1,204,972	1,252,541	968,030	968,030
CURRENT ASSETS						
Stocks	0	34,986	69,272	23,490	83,672	34,565
Debtors	0	43,780	59,725	34,998	89,358	22,354
Cash and Bank Balance	0	257,570	355,209	505,475	785,386	1,164,809
Total Current Assets	0	336,337	484,205	563,963	958,415	1,221,728
CURRENT LIABILITIES						
Creditor	0	86,544	16,338	66,324	22,673	27,673
Tax Payable	0	25,767	10,322	16,268	20,608	25,608
Total Current Liabilities	0	112,311	26,660	82,593	43,282	53,282
NET CURRENT ASSETS	0	224,026	457,545	481,370	915,134	1,168,446
TOTAL NET ASSETS	1,190,000	1,587,469	1,662,517	1,733,911	1,883,164	2,136,476
FINANCED BY						
Share Capital	238,000	238,000	238,000	238,000	238,000	238,000
Revenue Reserve	0	150,670	262,797	450,364	704,171	1,107,677
Net worth	238,000	388,670	500,797	688,364	942,171	1,345,677
Loan	952,000	1,198,800	1,161,720	1,045,548	940,993	0
TOTAL	1,190,000	1,587,470	1,662,517	1,733,912	1,883,164	2,136,476

INTERNAL RATE OF RETURN

	O	2014	2015	2014	2015	2016
	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
	USD \$	USD \$	USD \$	USD \$	USD \$	USD \$
INFLOWS						
Operating Profit		341,663	420,182	558,132	714,009	826,199
Residual Value						
Recoupment of Working Capital						
Total		341,663	420,182	558,132	714,009	826,199
OUTFLOWS						
Investments	1,190,000					
Re -Investments		475,000	475,000	115,000	0	0
Taxation		64,573	48,055	86,017	135,568	171,735
Change in Working Capital		41,755	53,847	33,095	2,730	-20,675
Total		581,327	576,902	234,112	138,298	151,060
NET CASHFLOW		-239,664	-156,720	324,020	575,710	675,139
DCF (15%)	0.15	0.870	0.756	0.658	0.683	0.621
NPV AT (15%DCF)		-208,404	-118,503	213,048	393,210	419,262
Total NPV at 20% DCF	698,614					
DCF (10%)	0.1	0.909	0.826	0.751	0.683	0.621
NPV AT (10%DCF)		-217,877	-129,520	243,441	393,210	419,262
Total NPV at 10% DCF	708,516					
IRR=	12.52					

HARSHO MILLING CO. LTD

CAPITAL INVESTMENT COSTS

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FINANCING PLAN	2013	2014	2015	TOTAL	PERCENTAGE
	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
EQUITY	238,000	235,000	118,000	591,000	29.33
LOAN	952,000	380,000	92,000	1,424,000	70.67
TOTAL FINANCING	1,190,000	615,000	210,000	2,015,000	100.0

2

PROJECT COST SUMMARY	2013	2014	2015	TOTAL
	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
Land & Buildings	195,000	90,000	0	285,000
Plant Machinery & Equipments	845,000	200,000	90,000	1,135,000
Motor Vehicles	120,000	60,000	25,000	205,000
Furniture & Fittings	0	15,000	0	15,000
Pre operational Expenses	18,960	15,000		33,960
Total Capital Cost	1,178,960	380,000	115,000	1,673,960
Working Capital	11,040	95,000	235,000	341,040
TOTAL PROJECT COST	1,190,000	475,000	350,000	2,015,000

3

COST OF CARS	QTY	PRICE USD \$	AMOUNT USD \$
Toyota Fusso	3	35000	105,000
RAV4	1	20,000	20,000
Pick up	2	40,000	80,000
TOTAL COST OF CARS			205,000

4

DEPRECIATION & AMORTISATION SCHEDULE

GROSS FIXED ASSETS		2014 AMOUNT USD \$	2015 AMOUNT USD \$	2016 AMOUNT USD \$	2017 AMOUNT USD \$	2018 AMOUNT USD \$
Land & Buildings		195,000	285,000	285,000	285,000	285,000
Plant Machinery & Equipments		845,000	1,045,000	1,135,000	1,135,000	1,135,000
Motor Vehicles		120,000	180,000	205,000	205,000	205,000
Furniture & Fittings		0	15,000	15,000	15,000	15,000
Pre operational Expenses		18,960	33,960	33,960	33,960	33,960
TOTAL		1,178,960	1,558,960	1,673,960	1,673,960	1,673,960
ANNUAL DEPRECIATION	RATE	AMOUNT				
Land & Buildings	2%	3,900	5,700	5,700	5,700	5,700
Plant Machinery & Equipments	12.50%	105,625	130,625	141,875	141,875	141,875
Motor Vehicles	12.50%	15,000	22,500	25,625	25,625	25,625
Furniture & Fittings	12.50%	0	1,875	1,875	1,875	1,875
Pre operational Expenses	10%	1,896	3,396	3,396	3,396	3,396
Total Annual Depreciation		126,421	164,096	178,471	178,471	178,471
Accumulated Depreciation		126,421	290,517	468,988	527,459	705,930
NET FIXED ASSETS		1,052,539	1,268,443	1,204,972	1,146,501	968,030

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PAYBACK PERIOD ANALYSIS

	YEAR 0	2009	2010	2011	2012	2013
	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
Profit After Tax		150,670	112,128	200,706	316,326	400,714
Depreciation		126,421	164,096	178,471	178,471	178,471
Total		277,091	276,224	379,177	494,797	579,185
Discounted Cashflow		256,565	255,763	351,090	458,145	536,283
Capital Cost	1,190,000					
Remaining amount		-933,435	-677,672	-326,582	131,563	667,846
Pay Back Period					4	

6.

BREAK EVEN ANALYSIS

	2014	2015	2016	2017	2018	2014
	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
Sales Revenue		908,960	1,008,780	1,169,343	1,349,019	1,472,117
Variable Costs		245,553	265,410	285,637	307,412	316,534
Contribution Margin		663,407	743,370	883,706	1,041,607	1,155,583
Fixed Costs		448,165	583,187	596,983	589,714	583,134
Contribution Margin Ratio %		72.99	73.69	75.57	77.21	78.50
Beak even Sales		6,140	7,914	7,899	7,638	7,429
Break even Point (%)		0.68	0.78	0.68	0.57	0.50

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LOAN REPAYMENT SCHEDULE		2014	2015	2016	2017	2018
ITEM	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
Opening Balance		952,000	1,332,000	1,290,800	1,161,720	1,045,548
Repayments		0	133,200	129,080	116,172	104,555
Closing Balance		952,000	1,198,800	1,161,720	1,045,548	940,993
Interest (8%p.annum)	8.0%	0	95,904	92,938	83,644	75,279
Total Annual Payment		0	229,104	222,018	199,816	179,834

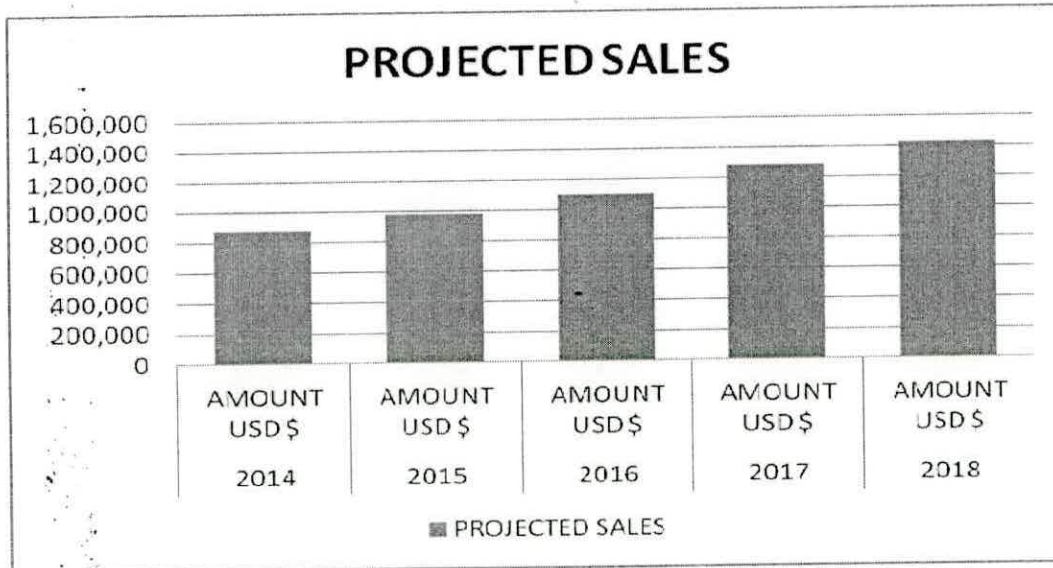
SALARIES & WAGES	NUMBER	MONTHLY PAY	MONTHS	ANNUAL PAY
Director	1	1500	12	18,000
Production Managers	2	900	12	21,600
Officers	4	850	12	40,800
Salesmen	2	250	12	6,000
Production Engineer	2	800	12	19,200
Machine operators	15	100	13	19,500
Drivers	3	200	12	7,200
Secretary	1	12	12	144
Watchmen	4	50	12	2,400
	31	11,237	12	134,844
Add Allowances 30%		3371		40,453
Sub -Total	31	14608		175,297
GRAND TOTAL SALARIES				175,297

REVENUE ESTIMATES	2014	2015	2016	2017	2018
ITEM	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
Daily installed Capacity sqm	1235	1290	1345	1400	1455
Annual working Days	200	200	200	200	200
Annual Installed Capacity sqm	247,000	258,000	269,000	280,000	291,000
Production Target %ageof Capacity	80%	85%	90%	95%	95%
Planned Production sqm	197,600	219,300	242,100	266,000	276,450
Planned Extraction Recovery Rate	0.250%	0.00225	0.00225	0.00225	0.00225
Average Price per sqm	Us\$ 4.60	4.60	4.83	5.07	5.33
Planned Revenue Export Sales	Us\$ 908,960	1,008,780	1,169,343	1,349,019	1,472,117
VAT	20%	20%	20%	20%	20%
Value of Tax Us\$	181,792	201,756	233,869	269,804	294,423
Net Sales Revenue	908,960	1,008,780	1,169,343	1,349,019	1,472,117

COST OF SALES	2014	2015	2016	2017	2018
ITEM	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
Output in sqm	197,600	219,300	242,100	266,000	276,450
Cost of Raw Materials					
Average cost@sqm of materials \$	0.5	0.5	0.5	0.5	0.5
Cost of Materials \$	103,740	115,133	127,103	139,650	139,650
Packing materials (1% Sales)	9,090	10,088	11,693	13,490	14,721
Sub Total Cost Us\$	112,830	125,220	138,796	153,140	154,371
Utilities	5,312	5,591	5,763	6,166	6,635
Consumables	22,700	23,835	25,027	26,278	27,592
Oil & lubricants	28,375	29,794	31,283	32,848	34,490
Repair & Maintenance	71,025	75,379	79,005	82,813	86,811
Total inputs	240,241	259,819	279,874	301,245	309,899
<i>Capacity Utilisation</i>	80%	85%	90%	95%	95%
<i>Cost of Electricity kwh</i> 90	94	99	95	99	104
<i>Estimated cost@kwh</i> \$	0.07	0.07	0.07	0.07	0.08
<i>Cost of Electricity Power</i>	3,846	4,048	4,048	4,452	4,921
	0	0	0	0	0
Sub Total Energy cost (\$)	3,846	4,048	4,048	4,452	4,921
<i>Water Requirement (Litres)</i> 12000	10260	10800	12000	12000	12000
<i>Cost@ Litres</i> \$	0.14	0.14	0.14	0.14	0.14
Total Cost of Water	1,466	1,543	1,714	1,714	1,714
Total Utilities Cost	5,312	5,591	5,763	6,166	6,635
Consumables Spares (2%Machinery value)	22,700	23,835	25,027	26,278	27,592
Oils/Lubricants(10%Machinery value)	28,375	29,794	31,283	32,848	34,490
Maintenance Productive Assets					
Buildings(1%of value) 1%	1,950	2,850	2,850	2,850	2,850
Motor Vehicles (15%of value) 15%	18,000	18,900	19,845	20,837	21,879
Furniture& Fittings (5%of value) 5%	0	0	0	0	0
Sub Total Maintenance cost	71,025	75,379	79,005	82,813	86,811
COST OF SALES	245,553	265,410	285,637	307,412	316,534

PROJECTED SALES

	2014	2015	2016	2017	2018
	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$	AMOUNT USD \$
SALES	881,691	978,517	1,099,182	1,281,568	1,427,953



PROJECTED PROFIT

	2014 AMOUNT USD \$	2015 AMOUNT USD \$	2016 AMOUNT USD \$	2017 AMOUNT USD \$	2018 AMOUNT USD \$
PROJECTED PROFIT	150,670	262,797	450,364	744,171	1,107,677



CASH FLOW PROJECTION

	2014 AMOUNT USD \$	2015 AMOUNT USD \$	2016 AMOUNT USD \$	2017 AMOUNT USD \$	2018 AMOUNT USD \$
CASH FLOW	257,570	355,209	505,475	785,386	1,164,809

