



FLYBOSKIES TANZANIA LTD

FEASIBILITY STUDY REPORT

Presented to:

Tanzania Civil Aviation Authority

Table of Contents

1	Executive summary.....	4
2	Company Summary	5
2.1	Shareholders.....	5
2.2	Directors.....	5
2.3	Company ownership	5
2.4	Start-up funding/ Investment	5
2.5	Company Location and Facilities	6
3	Market Overview.....	7
3.1	Tanzania’s Aviation Industry.....	7
3.2	Demand for Charter Services	7
3.3	Target Market Segments	7
4	Key Tanzanian Operators in air charter operations	8
4.1	Key operators in the Air Charter Market	8
4.2	Entry Strategy Recommendations for FlyBoskies Tanzania.....	8
5	Marketing Objectives	9
5.1	Brand Awareness & Positioning.....	9
5.1.1	Brand Messaging	9
5.2	Customer Acquisition & Lead Generation.....	9
5.3	Partnerships & Corporate Contracts.....	10
5.4	Revenue Growth & Market Share Expansion	10
5.5	Customer Loyalty & Retention.....	10
5.6	Implementation Strategy.....	11
6	Promotion strategy	12
6.1:	Digital Marketing Strategy	12
6.1.1:	Website & SEO Optimization	12
6.1.2:	Social Media Marketing	12
6.1.3:	Influencer & Celebrity Partnerships.....	12
6.1.4:	Advertising & Re-targeting.....	12
6.2:	Partnership & Networking Strategy.....	13
6.2.1.	Strategic Partnerships	13
6.2.2	Events & Sponsorships	13
6.3	Public Relations (PR) & Media Strategy	13
6.3.1	Press Coverage & Media Features	13
6.3.2	Crisis Management & Reputation Building.....	13

7	Pricing Strategy	14
7.1	Considerations for Future Pricing.....	14
8	Market Entry Strategy	15
8.1	Entry Mode and Operational Setup	15
8.2	Competitive Positioning	15
8.3	Marketing & Customer Acquisition.....	15
8.4	Introductory Promotions	16
8.5	Operational Readiness & Expansion Plan.....	16
8.6	Success Metrics & Performance Evaluation	16
9	Management Summary	17
11.1	Pay rates / scales	17
11.2	Benefits	17
11.3	In/out-sourcing	17
11.4	Management Team	17
11.5	Personnel Plan.....	18
11.5.1	Management and Administration	18
11.5.2	Pilots.....	18
12	Maintenance and safety Standards;	19
12.1	Compliance with Tanzania and ICAO Standards	19
12.2	Maintenance Considerations for Tanzania Fleet.....	19
12.3	Facility and Tools.....	19
13	Environmental Considerations.....	20
	APPENDICES.....	21
	Appendix 1: Certificate of Incorporation	22
	Appendix 2: TCAA AMO Certificate	23
	Appendix 3: Organizational Structure.....	25
	Appendix 4: Aircraft Livery Mock-ups.....	26
	Appendix 5: Brand Messaging	27
	Appendix 6: Taxpayer Identification Number Certificate	28
	Appendix 7: Key sales leads for the Tanzanian Market.....	30
	Appendix 8: Financial performance forecast	34

1 Executive summary

The aviation industry in East Africa, particularly in Tanzania, is experiencing significant growth due to increased demand for both business and leisure travel. As the middle class expands and the tourism industry flourishes, there is a substantial opportunity to provide reliable and affordable flight options to both local residents and international travelers. However, there remains a gap in the market for an air operator that combines affordability with high-quality service, especially for regional routes and underserved airports.

FlyBoskies Tanzania Ltd, a subsidiary company of Z. Boskovic Air Charters Ltd having capability in both Air Charter and Maintenance operations, intends to diversify into new markets by establishing a presence in Tanzania. Setting up these air operations includes assessment of various phases such as feasibility assessment, regulatory compliance, infrastructure setup, equipment acquisition, personnel hiring, and operational launch.

With a team of highly experienced aviation professionals, FlyBoskies Tanzania is positioned to deliver on safety and quality at affordable prices. Furthermore, the projected business model will involve local shareholders and management as financial and equity owners of the company, creating an automatic commercial advantage in the local market.

As noted, initial projections show a rough start, mainly attributed to establishment costs and rigorous marketing initiatives, geared towards brand growth. However, FlyBoskies Tanzania anticipates steady revenue growth over the next 3-5 years. The airline's financial strategy includes:

- Initial investment for infrastructure, marketing, and fleet expansion.
- Break-even achieved through the optimization of flight routes, efficient fleet management, and cost-control measures.
- Long-term profitability driven by increasing passenger traffic, expanding market share, and strategic partnerships.

With a well-defined business strategy, an expanding market opportunity, and a commitment to customer service excellence, FlyBoskies Tanzania is poised to succeed in and largely contribute to the growth of the local economy through job creation, infrastructure development, and increased connectivity.

2 Company Summary

FlyBoskies Tanzania Ltd is a limited liability company incorporated on 6th March 2025 under Section 15 of the laws of Tanzania Company Act, 2002 (attached Certificate of Incorporation, No. 182943487).

2.1 Shareholders

FlyBoskies Tanzania Ltd is a 100% subsidiary company of Z. Boskovic Air Charters Ltd, a KCAA approved operator based in Wilson Airport, Nairobi, Kenya (AOC #001). Z. Boskovic Air Charters Ltd was incorporated in 1964 and prides itself in its growth and sustenance for the last 60 years.

The shareholders, therefore, are;

- a) Z. Boskovic Air Charters Ltd, holding 9900 shares, representing 99% interest
- b) James Kibati, holding 100 shares, representing 1% interest

2.2 Directors

The current directors are;

- a) Mr. Kennedy Kulei
- b) Mr. Stefano Francescon
- c) Mr. James Kibati

2.3 Company ownership

Issued shares of FlyBoskies Tanzania Ltd are 10,000 ordinary shares which are held by Z. Boskovic Air Charters Ltd (9900 shares) and James Kibati (Kenyan with 100 shares).

2.4 Start-up funding/ Investment

Start-up costs are expected to cover the establishment of the business in Tanzania, secure the necessary operational assets and business premises, and to commence training, commercial and support activity in advance of operations.

Total pre-operational start-up costs, including both expensed items and cash deposits / securities are expected to be in the region of TZS 17 Billion.

For the first 12 months, cost projections are;

YEAR	COST	AMOUNT (TZS)
2025	Aircraft (2 C208B)	3,901,900,800
	Spares	2,907,542,986
	Establishment	3,391,975,923
	Staff	7,308,469,583
TOTAL		17,509,889,292
2026	Deploy BE20	3,541,843,200
	Invest in new C208B	9,576,000,000

2.5 Company Location and Facilities

Proposed office location will be in Arusha. This decision is influenced by;

- (i) proximity to tourist attractions in Tanzania e.g. Mt. Kilimanjaro, Serengeti National park etc
- (ii) Central proximity within East African tourism catchment area
- (iii) projected provision of Customs and Immigration services in Arusha Airport easing travel and transfer times between Kilimanjaro International Airport and Arusha.
- (iv) Favourable weather considerations

We are currently in the process of identifying a suitable site in Arusha Airport to base operations.

We will also engage Servair Aviation Co. Ltd, a TCAA approved ground handler, for all ground handling arrangements across all airports in Kenya.

With regards to maintenance arrangements, FlyBoskies Tanzania will initially utilize Z. Boskovic Air Charters Ltd Approved Maintenance Organization (AMO), who are TCAA approved under the Civil Aviation Act, **Approval No. TCAA.AI/CA/2.24. (See Appendix 2)**

3 Market Overview

3.1 Tanzania's Aviation Industry

Tanzania's aviation sector is expanding, driven by tourism, business travel, mining, and humanitarian operations. Key hubs include Dar es Salaam (HTDA), Kilimanjaro (HTKJ), Zanzibar (HTZA), and Dodoma (HTDO).

Indicative growth drivers are:

- a) Tourism: Serengeti, Zanzibar, Ngorongoro, Mount Kilimanjaro.
- b) Business & NGOs: Mining sector (Mwanza, Shinyanga), UN operations in Arusha.
- c) Remote Access Needs: Limited road infrastructure in rural areas increases demand for air transport.

3.2 Demand for Charter Services

- a) Luxury safari operators require high-end air charters.
- b) Corporate clients (oil, gas, mining, and agribusiness sectors) need flexible transport options.
- c) NGOs and humanitarian agencies (e.g., UN, WHO, Red Cross) require charter flights for remote aid delivery.
- d) High-net-worth individuals (HNWIs) and diplomats prefer private air travel for convenience and security.

3.3 Target Market Segments

- a) **Luxury Safari Tourists:** High-end packages for game park flights.
- b) **Corporate Clients:** Business executives, oil & mining industry.
- c) **Humanitarian Flights:** NGOs requiring medical or supply transport.
- d) **Medical Evacuation Services:** Private and hospital emergency flights.

4 Key Tanzanian Operators in air charter operations

4.1 Key operators in the Air Charter Market

1. Coastal Aviation
2. Auric Air
3. Air Excel
4. Safari Plus
5. Tanzanair

4.2 Entry Strategy Recommendations for FlyBoskies Tanzania

- **Focus on Differentiation:** Provide premium services such as luxury charters, corporate VIP travel, or unique destinations.
- **Fleet Optimization:** Select aircraft that align with customer demand—smaller aircraft for remote destinations, larger ones for corporate charters.
- **Partnerships:** Collaborate with hotels, resorts, and tour operators to secure exclusive charter contracts.
- **Service Excellence:** Position FlyBoskies Tanzania as a **reliable, high-quality charter provider** with personalized customer experiences.

5 Marketing Objectives

As a newly established Air Charter company in Tanzania, FlyBoskies Tanzania needs clear marketing objectives to build brand awareness, attract high-value clients, and establish itself as a luxury, reliable, and safe air charter service.

Below are key marketing objectives:

5.1 Brand Awareness & Positioning

Objective: Establish FlyBoskies Tanzania as a premium, private air charter operator in 2025, based in Arusha Airport, United Republic of Tanzania.

- Develop a strong brand identity that aligns with FlyBoskies' parent company (luxury, safety, and reliability).
- Launch a high-impact digital marketing campaign, primarily targeting Tanzanian, East African and international travelers.
- Secure media coverage in aviation, business, and travel publications.

5.1.1 Brand Messaging

FlyBoskies Tanzania will establish an independent brand identity while maintaining the core messaging and values that define its parent company, Z. Boskovic Air Charters. The brand will uphold the same commitment to **luxury, reliability, safety, and quality**, ensuring that every charter experience reflects excellence. While FlyBoskies Tanzania will operate separately, catering specifically to the unique demands of Tanzania's **luxury and corporate charter market**, it will continue to embody the high standards, professionalism, and customer-centric approach that have made Z. Boskovic Air Charters a trusted name in aviation. (See Appendix 5)

5.2 Customer Acquisition & Lead Generation

Objective: Generate at least 30% of bookings from direct charter requests within the first year.

- Optimize a user-friendly website with instant charter booking functionality.
- Implement SEO & Google Ads targeting business executives, tourists, and VIP clients.
- Leverage social media (LinkedIn, Instagram, Facebook, YouTube, X, TikTok) to showcase the fleet, services, and unique charter experiences.

5.3 Partnerships & Corporate Contracts

Objective: Secure contracts with high-end safari lodges, hotels, corporate and humanitarian clients in 2025.

- Collaborate with luxury resorts, safari companies, and private tour operators in Tanzania for exclusive charter agreements.
- Build relationships with Tanzanian corporate travel agencies for business travel charters.
- Offer customized charter packages for businesses, government officials, and diplomatic missions.

We are presently targeting 110 companies based in Kenya, Tanzania and Rwanda for charter and commercial agreements for provision of services (see appendix 7)

5.4 Revenue Growth & Market Share Expansion

Objective: Capture at least 20% market share in the premium charter segment within two years.

- a) Price services competitively while maintaining exclusivity and premium value.
- b) Offer flexible charter packages (one-way, round-trip, multi-destination), in collaboration with Online Tour Agents (OTAs)
- c) Expand routes to under-served luxury and business travel markets in Tanzania and beyond.

5.5 Customer Loyalty & Retention

Objective: Achieve 85% customer retention rate through exceptional service and loyalty programs.

- Introduce a VIP membership program offering discounts and perks for repeat clients.
- Implement a personalized customer experience strategy (private check-ins, customized in-flight experiences).
- Establish a customer referral program rewarding loyal clients.

5.6 Implementation Strategy

Phase	Period	Deliverables
Phase 1	0 to 3 months	Branding, website launch, digital marketing setup
Phase 2	3 to 6 months	Branding, website launch, digital marketing setup
Phase 3	6 to 12 months	Expansion into key tourism and corporate markets.

6 Promotion strategy

To establish FlyBoskies Tanzania as a premium charter airline, the promotion strategy will focus on targeted digital marketing, strategic partnerships, offline engagement, and personalized customer outreach.

6.1: Digital Marketing Strategy

6.1.1: Website & SEO Optimization

Goal: Establish an authoritative online presence and attract high-intent clients.

- Develop a luxury-themed website with a sleek booking interface.
- Implement SEO strategies targeting keywords: Premier air charter solution
- Publish blog content and newsletters about corporate and safari charters to attract organic traffic.

6.1.2: Social Media Marketing

Goal: Engage high-end travelers and corporate clients through visually compelling content.

- **Instagram & Facebook** – Showcase luxury travel experiences, behind-the-scenes operations, and client testimonials
- **LinkedIn** – Target business executives, corporate travel planners, and government officials.
- **YouTube & Tiktok** – Create engaging video content on charter experiences, aerial views of Tanzania, and VIP testimonials.

6.1.3: Influencer & Celebrity Partnerships

Goal: Leverage social proof and word-of-mouth marketing.

- Collaborate with luxury travel influencers and celebrities to create content highlighting exclusive FlyBoskies experiences.
- Offer free or discounted flights to high-profile individuals in exchange for exposure.

6.1.4: Advertising & Re-targeting

Goal: Capture high-intent leads and drive bookings.

- **Google Ads** targeting searches like *"Private charters Dar to Serengeti," "Luxury air travel Tanzania."*
- **Retarget website visitors** with personalized offers for last-minute charters and VIP services.

6.2: Partnership & Networking Strategy

6.2.1. Strategic Partnerships

Goal: Secure long-term corporate and tourism partnerships.

- Collaborate with luxury safari lodges (Singita, Four Seasons Serengeti, &Beyond, Abercrombie and Kent, Cheli and Peacock) to provide exclusive flight packages.
- Partner with corporate travel agencies to offer executive air travel.
- Form alliances with embassies and government agencies for official air transport needs.

6.2.2 Events & Sponsorships

Goal: Increase brand visibility among High-Net-Worth Individuals and corporate decision-makers.

- Sponsor and participate in events (business summits, government and diplomatic gatherings, luxury travel expos).
- Host private networking events for CEOs, diplomats, and high-end travellers.

6.3 Public Relations (PR) & Media Strategy

6.3.1 Press Coverage & Media Features

Goal: Establish credibility and brand authority.

- Get featured in key travel magazines
- Distribute press releases announcing FlyBoskies Tanzania's launch, key partnerships, and new services.

6.3.2 Crisis Management & Reputation Building

- Establish a rapid response team to handle any customer service issues or PR crises.
- Ensure consistent messaging across all public communications.

7 Pricing Strategy

7.1 Considerations for Future Pricing

- **Introductory Price Duration** – introductory pricing will be implemented for the first 6 months, thereafter adjustments will be considered based on market reception and established operating costs
- **Premium Add-ons** – VIP services, lounge access, and concierge establishments to justify higher pricing in the future.
- **Seasonal Adjustments** – pricing will be adjusted during peak tourism seasons when demand is high.

8 Market Entry Strategy

FlyBoskies Tanzania will enter the market as a premium charter airline, leveraging its parent company's expertise and resources. Operations will begin with **two Cessna 208 Caravans**, reassigned from ZBAC's fleet, with a base in **Arusha**. The company will focus on high-net-worth individuals (HNWIs), luxury safari operators, business executives, and NGOs requiring reliable, safe, and efficient charter services.

8.1 Entry Mode and Operational Setup

- **Fleet:** Two **Cessna 208 Caravans** from the parent company's existing fleet.
- **Base of Operations:** Arusha, strategically located near major tourist destinations like the Serengeti and Ngorongoro.
- **Operational Staff: Engineering, flight crew, and ground operations** will be stationed in Arusha.
- **Reservations and marketing** will be managed by the parent company for the first six months to streamline processes and ensure brand consistency, thereafter consideration for setting up this function in Arusha

8.2 Competitive Positioning

- **Target Audience:**
 - Luxury safari operators
 - Corporate and business travelers
 - NGOs and government agencies
 - High-net-worth individuals (HNWI) seeking private charters

8.3 Marketing & Customer Acquisition

- **Leverage Parent Company, Trade Partners & Clients:** Utilize Z. Boskovic Air Charters' existing clients and partnerships to gain an initial customer base.
- **Digital & Direct Marketing:**
 - **Website & Social Media:** A dedicated FlyBoskies Tanzania website and social media presence with targeted advertising.
 - **Travel & Tourism Partnerships:** Collaboration with high-end lodges, resorts, and safari companies.

- Business & NGO Outreach: Direct engagement with corporations and NGOs for customized charter solutions.

8.4 Introductory Promotions

- First-time customer discounts or loyalty incentives.
- Exclusive offers for safari operators and travel agents.

8.5 Operational Readiness & Expansion Plan

Phase 1 (First 6 Months):

- Focus on establishing reliability and service excellence.
- ZBAC handles reservations and marketing to streamline operations.
- Build strategic partnerships with key players in the tourism and corporate sectors.

Phase 2 (Post 6 Months):

- Expand independent FlyBoskies Tanzania operations.
- Evaluate fleet expansion based on demand (additional aircraft or new routes).
- Introduce premium add-ons such as VIP concierge services and luxury cabin customization.

8.6 Success Metrics & Performance Evaluation

- **Customer Acquisition & Retention:** Number of charter bookings and repeat clients.
- **Revenue Growth:** Achievement of break-even targets within the first year.
- **Operational Efficiency:** Fleet utilization rate and on-time performance.
- **Brand Positioning:** Customer satisfaction and recognition in the premium charter market.

9 Management Summary

Along with aircraft acquisition and operating costs, personnel costs represent a major cost factor faced by FlyBoskies Tanzania. Additionally, personnel will largely determine the success of the venture. Therefore, it is crucially important to develop and implement an effective personnel operations and compensation plan. The company will utilize a mix of Tanzanian in-sourced and outsourced personnel for its work force.

11.1 Pay rates / scales

FlyBoskies Tanzania will Benchmark against operators and design a hierarchy and salary structure that is productivity oriented, customer care driven with rewards being geared towards excellent customer service. This will be economical as well as sufficiently attractive and competitive to enable the company to recruit good, qualified personnel whose hallmark will be Customer Focus.

11.2 Benefits

A good benefits package, consistent with the industry, and the more abstract benefits of being part of a well-respected, well-functioning, professional, winning team, also will be elements in attracting good employees.

11.3 In/out-sourcing

FlyBoskies Tanzania will outsource Ground Handling Services and Maintenance, while Flight Operations, Quality and Safety, Human Resources, Finance, Commercial and some functions of IT will be in-sourced.

11.4 Management Team

The board of directors of FlyBoskies Tanzania Ltd will be responsible for overall strategic and budgetary control and day-to-day management. The company will provide operational and safety support and further background skills and resources together with the expertise necessary to run effectively. However, the parties recognise a key imperative is for FlyBoskies Tanzania to be genuinely Tanzanian.

The management team will be made up of key positions:

- Accountable Manager
- Director of Operations (Post Holder),
- Chief Pilot (Post Holder)
- Director of Maintenance (Post Holder),

- Director of Safety (Post Holder)
- Quality Manager (Post Holder)
- Head of Finance
- Head of Commercial

Other positions will be sourced upon issuance of the Air Service Licence and Air Operator Certificate.

11.5 Personnel Plan

We will have robust training programme to ensure that the skills sets are further developed where necessary, and further honed as the business develops.

11.5.1 Management and Administration

Management teams in the key functions of Commercial, Finance, Flight and Ground Operations, Safety and Quality and Maintenance will be sourced and recruited in Tanzania.

11.5.2 Pilots

Tanzania has a large number of qualified pilots, whom we will consider in future recruitments.

There will be a three-phase approach to conducting the operations;

- Phase 1: Deploy Z. Boskovic Air Charters Captains and recruit Tanzanian First Officers.
- Phase 2: Hire Tanzanian Captains
- Phase 3: Line training for local pilots followed by release of Z. Boskovic Air Charters contract Captains.

12 Maintenance and safety Standards;

12.1 Compliance with Tanzania and ICAO Standards

1. Compliance with TCAA regulations as outlined in the Tanzania Civil Aviation Regulations (TCARs). (Air Operators certificate & Administration regulation 57-68)
2. Regular audits and inspections by TCAA to ensure compliance and operational safety.
3. FlyBoskies Tanzania to Audit Z. Boskovic Air Charters AMO for maintenance Services.

12.2 Maintenance Considerations for Tanzania Fleet

1. **Scheduled Maintenance**

- Routine maintenance checks as per Approved Maintenance programme and regulatory requirements. (This is to be carried out ZBAC AMO at base).

2. **Unscheduled Maintenance**

- The need to provide a licensed engineer to carry pre-flight, post-flight inspections and line maintenance. (By ZBAC AMO)
- Rapid response maintenance teams to address technical failures in Tanzania. (By ZBAC AMO)
- Identify existing TCAA-approved AMO's that can assist maintenance services e.g Hangar space, Equipment

12.3 Facility and Tools

- The need for a storage facility to store Aircraft parts (e.g. Tires, brakes), Tools

13 Environmental Considerations

FlyBoskies Tanzania Ltd will ensure sustainability practices are undertaken in its operations and shall adhere to NEMC (National Environment Management Council (NEMC) – Tanzania by:

1. Having an Environmental policy in place
2. Training staff guided by ISO 14001:2015 standards.
3. Participating in initiatives that promote environmental protection

APPENDICES

Appendix 1: Certificate of Incorporation

	TANZANIA	C.1  BUSINESS REGISTRATIONS AND LICENSING AGENCY
Certificate of Incorporation of a Company		
Section 15		
No: 182943487		
I HEREBY CERTIFY THAT		
FLYBOSKIES TANZANIA 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 6 th day of MARCH TWO THOUSAND AND TWENTY FIVE.		
		
	<i>PRINC. ASST. REGISTRAR OF COMPANIES</i>	

Appendix 2: TCAA AMO Certificate



UNITED REPUBLIC OF TANZANIA
MINISTRY OF TRANSPORT
TANZANIA CIVIL AVIATION AUTHORITY



In reply please quote:

Ref. No. AC.41/576/108

Date: 26 February 2025

The Accountable Manager,
Z. Boskovic Air Charter Limited,
P. O. Box 45646-00100,
NAIROBI-KENYA.

Re: AMO AUTHORIZATION

Reference is made to your letter ref. 001/AMO-QD/2025 dated 06/01/2025 on the subject matter above.

2. Be advised that a **two (02) months authorization** is hereby granted to continue providing maintenance support on the aircraft registered in Tanzania until 28 April 2025 provided that your AMO approval by the local Authority (**KCAA**) is not suspended, cancelled or revoked.
3. This extension will be deducted from the twelve (12) months approval after the successful completion of the AMO audit for calendar year 2025/2026, which is scheduled to be conducted within this authorization period.

R. Khamis

For: **DIRECTOR GENERAL**

ISO 9001:2015 Certified

Aviation House Nyerere / Kitunda Road Junction, Banana Ukonga Area, P.O. Box 2819, 21111 Dar es Salaam,
Tanzania Tel: +255 22 219 8100 Fax: +255 22 2844304 Email: tcaa@tcaa.go.tz Website: www.tcaa.go.tz



MAINTENANCE ORGANISATION APPROVAL CERTIFICATE

Pursuant to the Civil Aviation (Approved Maintenance Organisation) Regulations for the time being in force and subject to the conditions specified below, the Authority certifies.

Z. BOSKOVIC AIR CHARTERS LTD
Approval No. TCAA/AI/CA/2.24

Physical Address:
**WILSON AIRPORT
LANGATA ROAD
NAIROBI-KENYA**

Postal Address:
**P.O. BOX 45646-00100
NAIROBI KENYA.**

As a Maintenance Organization approved to maintain aircraft and/or aero components listed in the attached approved Specific Operating Provisions.

CONDITIONS

1. This approval is limited to the scope of work listed on the Specific Operating Provisions and the approved Maintenance Procedures Manual
2. This approval remains valid on condition that the Maintenance Organisation complies with the requirements of The Civil Aviation (Approved Maintenance Organisation) Regulations currently in force.
3. This Certificate remains valid until **28 February 2025** unless cancelled, revoked, or suspended by the Authority.

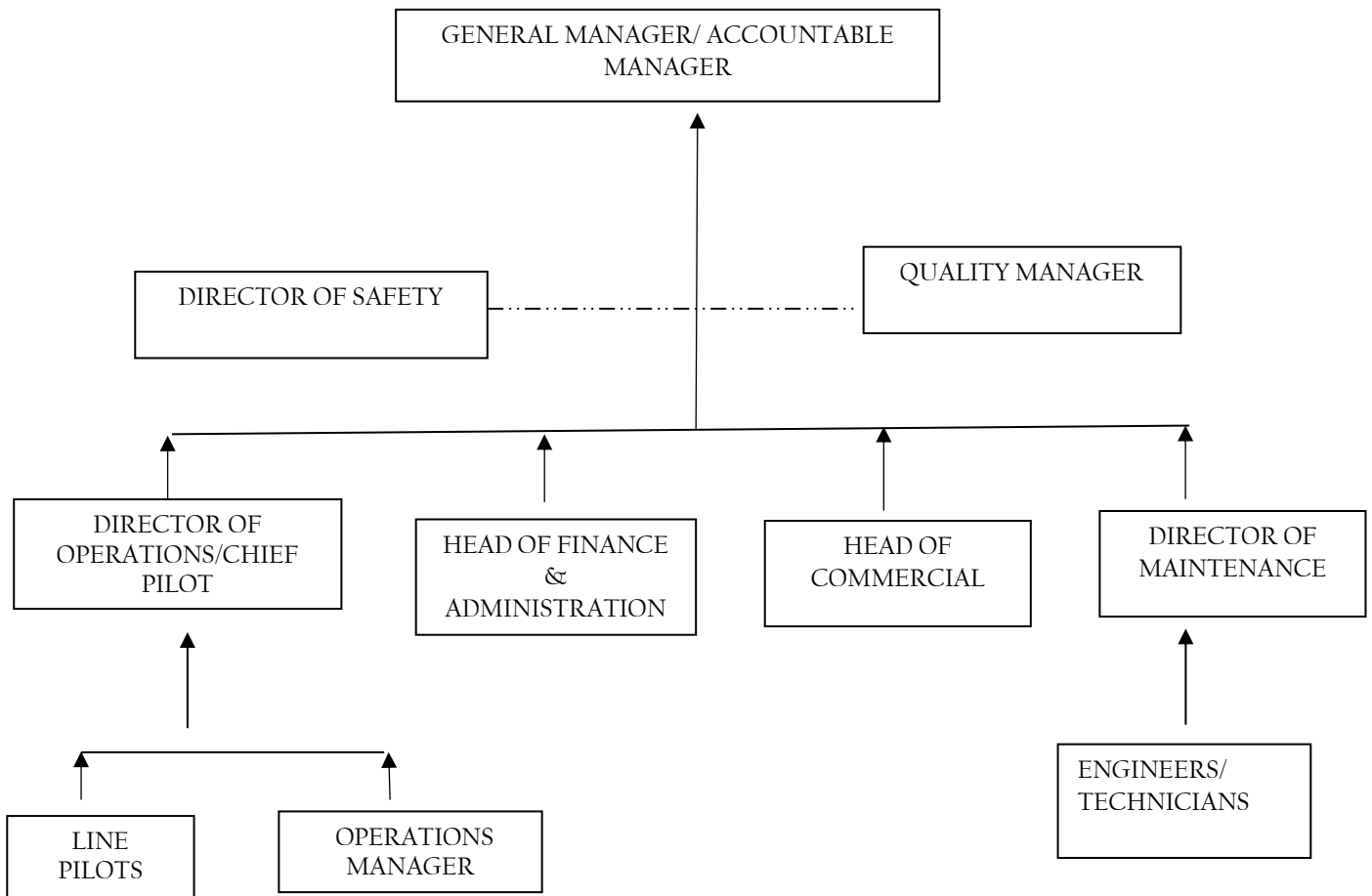
Date: 01 February 2024.


.....
Director Safety Regulation

This Certificate is not Transferable.

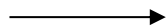
For: DIRECTOR GENERAL
TANZANIA CIVIL AVIATION AUTHORITY
P. O. Box 2819
DAR ES SALAAM
TANZANIA 

Appendix 3: Organizational Structure

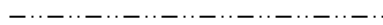


KEY

DIRECT REPORTING



LIASION



Appendix 4: Aircraft Livery Mock-ups



Appendix 5: Brand Messaging

Brand Name	FlyBoskies Tanzania Ltd
Brand Personality	FlyBoskies Tanzania brings the 60 years' experience of Z. Boskovic Air Charters Company while infusing every experience with the aviation knowledge and expertise, quality and safety and customer service. Our brand tone is clear, warm, and engaging, ensuring every interaction feels inclusive, friendly, and approachable. We are excited about new possibilities and committed to delivering premium, reliable, and seamless services, while always upholding the highest standards of safety, quality and excellence.
Logo	 The logo for FlyBoskies Tanzania features the brand name in a bold, sans-serif font. 'FlyBoskies' is in dark blue, and 'Tanzania' is in a smaller, lighter blue font below it. A yellow swoosh underline is positioned beneath the text, ending in a small yellow arrowhead pointing to the right.

Appendix 6: Taxpayer Identification Number Certificate

CTIN: 2246858	
	
TANZANIA REVENUE AUTHORITY	
CERTIFICATE OF REGISTRATION FOR TAXPAYER IDENTIFICATION NUMBER (TIN) <small>ISSUED UNDER SECTION 23 OF THE TAX ADMINISTRATION ACT 2015</small>	
THIS IS TO CERTIFY THAT	
FLYBOSKIES TANZANIA LIMITED	
HAS BEEN REGISTERED WITH THE TANZANIA REVENUE AUTHORITY AND ASSIGNED THE TAXPAYER IDENTIFICATION NUMBER	
182-943-487	
WITH EFFECT FROM: 06 MARCH 2025	
TRA LOCATION: KINONDONI	TAX OFFICE: MWENGE
PHYSICAL LOCATION: PLOT No. 3 BLOCK No. B	
STREET / AREA: MAKANGIRA	
	 ALFRED T. MREGI COMMISSIONER FOR DOMESTIC REVENUE
<small>NOTE: THE REQUIREMENTS UNDER WHICH THIS CERTIFICATE IS ISSUED ARE STATED OVERLEAF</small>	



TANZANIA REVENUE AUTHORITY

ISO 9001: 2015 CERTIFIED

TAX CLEARANCE CERTIFICATE

(Issued Under Regulation 103 of Tax Administration (General) Regulations, 2016)

Licencing Authority; TIN : 101-186-555
HALMASHAURI YA MANISPAA YA KINONDONI
MWANANYAMALA/ MWINJUMA ROAD
31902
DAR ES SALAAM

Tax Certificate Number:
131-0232-1232

Issuing Office: Kinondoni
Telephone: 022-2771841
Date of issue: 17 March 2025
Expiry Date: 31 December 2025

Taxpayer Name	FLYBOSKIES TANZANIA LIMITED		
Trading Name			
Taxpayer Identification Number	182-943-487	Vat Registration Number	
Company Registration Number			

Business Premises located at :
REGION : DAR ES SALAAM,
DISTRICT : KINONDONI,
STREET : MAKANGIRA

This is to certify that the above registered Taxpayer has complied with tax laws and has been granted Tax Clearance Certificate with respect to the following business(es):

1	Passenger air transport
---	-------------------------

Alfred T. Mregi
COMMISSIONER FOR DOMESTIC REVENUE
17 March 2025



Disclaimer :

1. This certificate is issued free of charge
2. This certificate should be tendered in its original form and it is valid only if it is embossed with QR Code
3. This Tax Clearance Certificate shall not preclude the Commissioner General from demanding and recovering taxes established after issuance of this Certificate.

Appendix 7: Key sales leads for the Tanzanian Market

TANZANIA /RWANDA TRAVEL AGENTS/TOUR OPERATORS

	Company Name	E-mail	Category	Country
1	Green Zanzibar Tours & Safari Limited	info@greenzanzibartours.com	Travel & Tours	Tanzania
2	Mufasa Tours and Travels	info@mufasatoursandtravels.com	Travel & Tours	Tanzania
3	Tanzania Specialist	safari@tanzaniaspecialist.co	Travel & Tours	Tanzania
4	Dakik Expeditions Ltd	dakikexpeditions@gmail.com	Travel & Tours	Tanzania
5	Basecamp Tanzania	management@basecamptanzania.com	Travel & Tours	Tanzania
6	Bright African Safaris	info@brightafricansafaris.com	Travel & Tours	Tanzania
7	HP Safaris (T) Limited	paul@hpsafaris.co.tz	Travel & Tours	Tanzania
8	Luitours and Safaris	info@luitours.com	Travel & Tours	Tanzania
9	Kilimanjaro Sky Limited	kiliskysafaris@gmail.com	Travel & Tours	Tanzania
10	Kiwoito Africa Safaris	info@kiwoitoafricasafaris.com	Travel & Tours	Tanzania
11	Serengeti Smile	info@serengetismile.com	Travel & Tours	Tanzania
12	Safari Avventura	info@safariavventura.com	Travel & Tours	Tanzania
13	Zohar African Safaris	contact@zoharafricansafaris.com	Travel & Tours	Tanzania
14	Brilliant Adventures and Safaris	info@brilliantadventures.com	Travel & Tours	Tanzania
15	Kilimanjaro Climb Africa Safaris	info@kiliclimbafrica.com	Travel & Tours	Tanzania
16	Serengeti Clarity	clarity@serengetisafaris.com	Travel & Tours	Tanzania
17	Brilliant Adventures and Safaris	info@brilliantadventures.com	Travel & Tours	Tanzania
18	Kilipath African Safari	info@kilipathafricansafari.com	Travel & Tours	Tanzania
19	Serengeti Green Tanzania	info@serengetigreentanzania.com	Travel & Tours	Tanzania
20	Lappet Faced Safaris	info@lappetfacedsafaris.com	Travel & Tours	Tanzania
21	Kontiki Africa	reservations@kontiki.africa	Travel & Tours	Tanzania
22	Mama Africa Safaris	lucy@mamaafricasafaris.co.tz	Travel & Tours	Tanzania

23	Golden Tulip	sales@goldentuliptanzania	DMC	Tanzania
24	Sparrowhawk	sales@sparrowhawkholidays.com	Travel & Tours	Tanzania
25	Golden Tulip	gm@goldentulipstonetownboutique.com	DMC	Zanzibar
26	Azadam Tours	info@azadamtours.com	Travel & Tours	Zanzibar
27	Flying Doctors Society of Africa	marketingtz@flyingdoctorsafrica.org	Medivac	Tanzania
28	Golden Tulip	sales@goldentulipadarcitycentre.com	DMC	Tanzania
29	Balloon Safaris	balloon@miracleexperience.co.tz	Travel & Tours	Tanzania
30	Solo adventures	info@soloadventures.co.tz	Travel & Tours	Tanzania
31	African Zoom Adventures	maggie@africanzoom.com	Travel & Tours	Tanzania
32	African Horizons	tanzania@african-horizons.com	Travel & Tours	Tanzania
33	ZAFS Tours	info@zafstours.com	Travel & Tours	Tanzania
34	Essque Zalu Zanzibar	sales@essquehotels.com	Travel & Tours	Tanzania
35	Moonway Travel	joseph@moonwaytravel.net	Travel & Tours	Tanzania
36	Meijo Safaris	info@meijosafaris.com	Travel & Tours	Tanzania
37	Sindbab	info@sindbadtourszanzibar.com	Travel & Tours	ZANZIBAR
38	Brea Tours & Safaris	info@breatours.com	Travel & Tours	Tanzania
39	Private climbing safari	info@bright-tanzania.com	Travel & Tours	Tanzania
40	bush 2 city adventure	info@bush2cityadventure.com	Travel & Tours	Tanzania
41	Thomson Safaris	www.thomsonsafaris.com	Travel & Tours	Tanzania
42	Asilia Africa	info@asiliaafrica.com	Travel & Tours	Tanzania
43	Ker & Downey Tanzania	info@kerdowneytanzania.com	Travel & Tours	Tanzania
44	Nomad Tanzania	reservations@nomadTanzania.com	Travel & Tours	Tanzania
45	Cedarberg Travel	info@cedarberg-travel.com	Travel & Tours	Tanzania
46	African Safari Company	info@africansafarico.com	Travel & Tours	Tanzania
47	African Travel, Inc.	www.africantravelinc.com	Travel & Tours	Tanzania
48	AndBeyond	reservations@andbeyond.com	Travel & Tours	Tanzania
49	Selous Safari Company	info@selous.com	Travel & Tours	Tanzania
50	Tanzania Odyssey	info@tanzaniaodyssey.com	Travel & Tours	Tanzania
51	Albatros Travel	info@albatros-travel.com	Travel & Tours	Tanzania
52	African Bush Camps	reservations@africanbushcamps.com	Travel & Tours	Tanzania

53	Mantis Collection	@mantiscollection.com	Travel & Tours	Tanzania
54	Zanzibar White Sand Luxury Villas & Spa	info@whitesandzanzibar.com	Travel & Tours	Tanzania
55	Pamoja Safaris	info@pamojasafaris.com	Travel & Tours	Tanzania
56	Safari Bookings	info@safaribookings.com	Travel & Tours	Tanzania
57	Shamba Safaris	info@shambasafaris.com	Travel & Tours	Tanzania
58	Tanzania Safari Experts	info@tanzaniasafari.com	Travel & Tours	Tanzania
59	Kiliwarriors Tanzania	info@kiliwarriors.com	Travel & Tours	Tanzania
60	Zara Tours	info@zaratours.com	Travel & Tours	Tanzania
61	Abercrombie & Kent Tanzania	info@abercrombiekent.com	Travel & Tours	Tanzania
62	Access2Tanzania	info@access2tanzania.com	Travel & Tours	Tanzania
63	Enchanting Travels	info@enchantingtravels.com	Travel & Tours	Tanzania
64	Kensington Tours	info@kensingtontours.com	Travel & Tours	Tanzania
65	Jacada Travel	info@jacadatravel.com	Travel & Tours	Tanzania
66	AngloGold Ashanti – Geita Gold Mine	jobs.geita@AngloGoldAshanti.com	Mining	Tanzania
67	Barrick Gold Corporation	info@barrick.com	Mining	Tanzania
68	Orca Energy Group	info@orcaenergygroup.com	Energy	Tanzania
69	AG Energies Co. Ltd Tanzania	info@agenergies.co.tz	Energy	Tanzania
70	Puma Energy Tanzania Limited	Tanzania@pumaenergy.com	Energy	Tanzania
71	Oryx Energies Tanzania	oryx.tanzania@oryxenergies.com	Energy	Tanzania
72	State Mining Corporation (STAMICO)	dodoma@stamico.co.tz	Mining	Tanzania
73	Photons Energy Ltd	info@photonsenergy.com	Energy	Tanzania
74	Duma Gold and Mines	info@dumagold.co.tz	Mining	Tanzania
75	Geita Gold Mining Ltd	jobs.geita@AngloGoldAshanti.com	Mining	Tanzania
76	Golden Rwanda Safaris	info@goldenrandasafaris.com	Travel & Tours	Rwanda
77	Hermosa Life Tours and Travel	info@hermosalifetours.com	Travel & Tours	Rwanda
78	Shadows of Africa	info@shadowsofafrica.com	Travel & Tours	Rwanda
79	Africa Tours Adventure	info@africatoursadventure.com	Travel & Tours	Rwanda
80	Expedition Rwindi Voyage	info@rwindi.com	Travel & Tours	Rwanda
81	Rwanda Eco Company and Safaris	info@rwandaecotours.com	Travel & Tours	Rwanda
82	Lion Safaris	info@lionsafaris.com	Travel & Tours	Rwanda

83	Silverbird Tours Agency	info@silverbirdtours.com	Travel & Tours	Rwanda
84	New Horizon Africa Safaris	info@newhorizonafricasafaris.com	Travel & Tours	Rwanda
85	Empirical Tour and Travel	info@empiricaltourandtravel.com	Travel & Tours	Rwanda
86	Mufasa Tours and Travels	info@mufasatoursandtravels.com	Travel & Tours	Rwanda
87	Active African Vacations	info@activeafricanvacations.com	Travel & Tours	Rwanda
88	The Travel Company	rwtravel@rwanda1.com	Travel & Tours	Rwanda
89	Magic Safaris	rwanda@magic-safaris.com	Travel & Tours	Rwanda
90	Primate Safaris	primatesafaris@rwanda1.com	Travel & Tours	Rwanda
91	Kiboko Tours & Travel	kiboko@rwanda1.com	Travel & Tours	Rwanda
92	Cycads African Safaris	info@cycadssafaris.com	Travel & Tours	Rwanda
93	Rwanda Eco-Tours	info@rwandaecotourism.com	Travel & Tours	Rwanda
94	Tully Luxury Travel	info@tullyluxurytravel.com	Travel & Tours	Rwanda
95	Volcanoes Safaris	info@volcanoessafaris.com	Travel & Tours	Rwanda
96	Rwanda Gorilla Tours	info@rwandagorillats.com	Travel & Tours	Rwanda
97	Prime Safaris & Tours	info@primatesafaris.com	Travel & Tours	Rwanda
98	Rwanda Tourism	info@rwandatourism.com	Travel & Tours	Rwanda
99	African Horizon Safaris	info@africanhorizonsafaris.com	Travel & Tours	Rwanda
100	Gorilla Trek Africa	info@gorillatrekafrica.com	Travel & Tours	Rwanda
101	Umuti Tours	info@umutitours.com	Travel & Tours	Rwanda
102	Rwanda Adventure Safaris	info@rwandaadventuresafaris.com	Travel & Tours	Rwanda
103	Tailor Made Rwanda	info@tailormaderwanda.com	Travel & Tours	Rwanda
104	Rwanda Energy Group (REG)	info@reg.rw	Energy	Rwanda
105	Kigali Mining Company	info@kigaliminings.com	Mining	Rwanda
106	Gahinga Tin Mine	info@gahingatins.com	Mining	Rwanda
107	Rwanda Mines, Petroleum and Gas Board (RMB)	info@rmb.gov.rw	Mining	Rwanda
108	East African Power (EAP)	info@eapower.com	Energy	Rwanda
109	Photons Energy Ltd	info@photonsenergy.com	Energy	Rwanda
110	Rwanda Energy Development Corporation (EDCL)	info@edcl.reg.rw	Energy	Rwanda

Appendix 8: Financial performance forecast

Amount in TZS '000'	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030
Hours Flown	878	965	1,062	1,168	1,285	1,413
Operating Revenue	3,358,248	3,694,073	4,063,480	4,469,828	4,916,811	5,408,492
Other Income						
Total Revenue	3,358,248	3,694,073	4,063,480	4,469,828	4,916,811	5,408,492
Direct Operating Costs						
DOCs excl Fuel	1,167,371	1,284,109	1,412,519	1,553,771	1,709,149	1,880,063
Fuel	556,462	612,108	673,319	740,651	814,716	896,188
Total DOCs	1,723,833	1,896,217	2,085,838	2,294,422	2,523,865	2,776,251
Gross Profit	1,634,415	1,797,856	1,977,642	2,175,406	2,392,946	2,632,241
GP Margin %	48.7%	48.7%	48.7%	48.7%	48.7%	48.7%
Overheads						
Staff Expenses	1,007,474	1,108,222	1,219,044	1,340,948	1,475,043	1,622,548
Establishment Exps	175,075	195,224	217,389	254,980	295,009	324,510
Admin Exps	268,660	295,526	325,078	357,586	393,345	432,679
Total Overheads	1,451,209	1,598,972	1,761,511	1,953,514	2,163,397	2,379,736
EBITDAR	183,205	198,884	216,130	221,891	229,550	252,505
EBITDAR Margin %	5.5%	5.4%	5.3%	5.0%	4.7%	4.7%
Fleet Ownership Costs						
Depreciation	145,310	139,498	133,918	128,561	123,419	118,482
Total Fleet Costs	145,310	139,498	133,918	128,561	123,419	118,482
Financial Costs						
Interest on Loan	26,420	39,630	52,840	52,840	52,840	52,840
Total Net Fin Costs	26,420	39,630	52,840	52,840	52,840	52,840
Profit before Tax	11,475	19,756	29,373	40,490	53,291	81,183
Tax @ 30%	-3,443	-5,927	-8,812	-12,147	-15,987	-24,355
Profit After Tax	8,033	13,829	20,561	28,343	37,304	56,828
PAT Margin	0.2%	0.4%	0.5%	0.6%	0.8%	1.1%