

20st February, 2026

Director General,
Tanzania Investment and Special Economic Zones Authority,
P.O. Box 938,
DAR ES SALAAM
Tanzania

Dear Sir,

RE: APPLICATION FOR CERTIFICATE OF INCENTIVES

Please refer to the heading above,

VANGUARD FOOTWEAR MANUFACTURING LIMITED is a Company incorporated in Tanzania applying for certificate of incentives to establish a project for manufacturing of footwear and related products

Attached herewith are the following Copy documents:

- i. TIC application form
- ii. TIN Certificate
- iii. Business Plan
- iv. Board resolution
- v. Bank statement
- vi. Lease Agreement
- vii. Certificate of incorporation
- viii. Company Memorandum and Article of Association

Yours sincerely,

任德文

MR.REN DEWEN
Director
VANGUARD FOOTWEAR MANUFACTURING LIMITED

