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16<sup>th</sup> February, 2026

The Executive Director  
Tanzania Investment Centre  
Dar es Salaam  
Tanzania

**RE: APPLICATION FOR EXTENSION OF TIME FOR CERTIFICATE OF INCENTIVE**

**NO: 202331101**

We, Aleka Holdings Limited, hereby formally request an extension of time for our Certificate of Incentive No: 202331101, issued on 13th March 2023 for our project: Medical Devices Manufacturing.

Our company remains fully committed to the project as approved. Since issuance of the Certificate, we have achieved the following milestones:

- Introduced Three ISO Certified Medical Device products into the Tanzanian market, namely MEDICA<sup>®</sup> 3 Ply Surgical Masks, MEDICA<sup>®</sup> Hyperallergenic fixation roll, and MEDICA<sup>®</sup> Band aids Plaster.
- Employed and retained 17 Tanzanians directly, more than 50% of whom are women.
- Invested over TZS 800 million in an ISO 9001 certified manufacturing facility.

Notwithstanding the progress made, the Company has encountered operational and market-related challenges that necessitate additional time to fully realize the approved investment plan:

**1. Product Pipeline Expansion and Market Penetration:**

The planned introduction of additional medical devices, including diagnostic test kits, medical gauze, and examination gloves, requires extended market validation, regulatory alignment, and distribution channel development. Building sustainable procurement relationships with hospitals, government institutions, and private distributors has taken longer than initially projected.

**2. Capacity Expansion to Achieve Target Output:**

Scaling production to the targeted capacity requires further capital deployment in machinery optimization, quality control systems, and working capital to support higher production volumes. Phased expansion has been necessary to maintain compliance with quality standards and regulatory requirements.

### 3. **Strengthening Local Manufacturing Competitiveness:**

Competing with imported medical products—often priced aggressively—requires strategic investment in branding, distribution efficiency, and cost optimization to deliver high-quality products at affordable prices. Promoting local manufacturing while ensuring price competitiveness has required additional time and capital commitment.

Over time, the Company has effected changes to its shareholding structure, as reflected in the attached BRELA search and Board Resolution.


Attached to this application, please find:

- Detailed Progress Report
- Application Form for Extension of Time
- Copy of the Current Certificate of Incentive
- Photographs of the current project status
- BRELA Search

We respectfully request the Tanzania Investment Centre to grant an extension of time to enable completion of the remaining phases of the project in line with the approved investment framework.

We look forward to your favorable consideration.

Yours faithfully,

  
Vider R. Clemence  
**Chief Executive Manager**

