



Joint Foreword by Chairman and CEO



ITZHAK FISHER RDB CHAIRMAN



CLARE AKAMANZI RDB CEO

Randa is on an upward trajectory. The country has made tremendous progress over the last years. To grow the economy, the Government of Rwanda has put in place suitable infrastructure and fostered a conducive business environment. In addition, it has taken a developmental approach, jump starting sectors that were not previously served by the private sector. These strategies have proved to be successful and resulted in an annual average GDP growth rate of 7.5 percent over the past decade.

To deliver prosperity for all Rwandans and become an upper middle-income country by 2035, the private sector will be of paramount importance. Only a vibrant private sector will be able to sustainably create jobs and exports leading Rwanda's transformation into a knowledge-based economy.

The Rwanda Development Board has the mandate of accelerating this private sector led growth.

To deliver on its mandate, RDB has embarked on a journey to become a much more effective and customer oriented institution. Our new strategy, approved by the board in October 2017, focuses on three areas: (i) accelerating targeted export-oriented investments, (ii) fostering an attractive business environment, and (iii) building an effective institution.

With this strategy, RDB is more proactive, reaching out to private sector actors and forming partnerships to jointly develop strategic sectors. We also started to employ an ecosystem approach that considers complementarities of investments along the respective sectorial value chains.

RDB is furthermore placing much higher emphasis on supporting the success of already existing investors. Initiatives such as the Investor Open Day, RDB CEO Forum and Development Partner Roundtable have greatly increased aftercare services provided to investors.

We also believe that even much more than what we do, RDB's success depends on how we do it. We hence started to adapt more outcome-oriented performance management systems and aim to further transform RDB into an institution that resembles a private sector institution in its manner of operation.

Overall, 2017 has been an exciting year for RDB. We have laid the foundation for meaningful change in how we operate, what we focus on and how we will serve Rwanda in the years to come.

Itzhak Fisher
Chairman

Clare Akamanzi



RDB CEO (left) & Chairman

RDB 2017 Highlights



New Leadership

- CEO Clare Akamanzi and COO Emmanuel Hategeka appointed in February 2017
- Chairman Itzhak Fisher appointed in December 2017



New Strategy

New strategy approved by the board focusing on reducing trade deficit and creating jobs through 3 pillars;

 (1) Acceleration of targeted investments,
 (2) Fostering of attractive investment environment
 (3) Building exemplary
 RDB organization



Investment

- Registered investment commitments of \$1.67bn, expected to generate 37,548 jobs
- Attracted several transformative investments in logistics, tourism, agroprocessing, health and mining



Exports

- Overall exports grew by 36% compared to 2016, with merchandise exports driving growth
- In 2017, 100 export market destinations were served through 81 different products



Tourism

- Tourism revenues amounted to \$438 million in 2017, constituting almost 50% of all services exports
- 94k visits to national parks generated \$18.7 million in revenue (Volcanoes NP generating >90%)
- Rwanda was ranked as Africa's 3rd leading MICE tourism destination by ICCA



Business Environment

- 2nd in Africa, 41st in the World in World Bank's Ease of Doing Business report (up from 56th position)
- Rwanda implemented the highest number of reforms in Sub-Saharan Africa in the past 15 years



Organizational Excellence

- · Staff vacancies were reduced by 24%
- IREMBO platform was implemented for booking of all tourism permits
- Statutory internal meetings instituted weekly & monthly
- Clean financial audit report for the first time in 10 years

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Rwanda at a Glance I/II



Population size

11.3 million



Govt. & Parliament

Presidential republic
Bicameral parliament



Official languages

Kinyarwanda, French, English, Swahili



GDP per capita

USD 729 per capita



Literacy/Employment

86.1% / 45.0%



GDP (6 yr growth)

USD 8.0bn (5.9% p.a.)



Currency/exchange rate

Rwanda Francs (RWF) ~RWF 847/USD



Ratings

B+, "stable" - Fitch B. "stable" - S&P





Rwanda at a Glance II/II



... low risk

Safe and secure - 5th safest country to walk at night globally
Stable - lowest debt ratio in region; stable credit ratings
High level of governance - #1 govt. transparency in Africa



... fast growing

2nd fastest growing economy in Africa; **1st net FDI/GDP** in region **Most improved nation** in human development globally



... business friendly and modern

2nd for doing business in Africa; 6hr business registration Growing **bilingual and educated workforce** (~47,000 grad./yr) Modern: **95% network coverage; 4th** in global gender equality



... a regional platform

Free trade agreements with ~50 countries

Preferential access to immediate proximity market of 60m+

Strong African hub potential; highly connected African airline

3rd MICE ranking in Africa; +18 ranks in 3 years



... home to rich natural advantages

Rich raw material availability; 17+ agri-inputs

Highest gorilla population in Virunga Massif; 1.5m tourists

Sources: Gallup, Fitch, Transparency International - all 2017 | World Bank, S&P, UNDP, WEF, NISR, MINEDUC - all 2016



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RDB Institutional Overview

he Rwanda Development Board (RDB) was founded in 2008 with the mission to fast-track economic development in Rwanda by enabling private sector growth in order to transform Rwanda into a dynamic global hub for business, investment, and innovation.

RDB's focus on job creation and improvement of the current account is informed by the National Strategy for Transformation and Prosperity that lays out the need for modern infrastructure and competitive high value jobs and sectors.



The Rwanda Development Board headquarters in Gishushu, Kigali

OVERVIEW RDB Annual Report 2017 PAGE 3

RDB is governed by a Board of Directors



Left to right: Marie Grace Nishimwe, Evelyn Kamagaju, Dr. Clare Akamanzi, Itzhak Fisher, Dr. Shivon Byamukama, Dr. Diane Karusisi. Not in photo: Hannington Namara, Omari Issa

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RDB Board of Directors



ITZHAK FISHER CHAIRMAN

Itzhak Fisher is the Founder and General Partner of Pereg Ventures, a Nielsen-backed private equity fund.



DIANE KARUSISIMEMBER

Dr. Diane Karusisi is the CEO of Bank of Kigali and the former Head of the Strategy and Policy Unit at the Office of the President.



EVELYN KAMAGAJU VICE CHAIRMAN

Evelyn Kamagaju is the non-executive chairperson of Equity Bank Rwanda as well as chair of MTN Rwanda & Crystal Telecom Ltd. Formerly, she served as Auditor General of Rwanda



OMARI ISSA MEMBER

Omari Issa serves as the chief executive officer of the JMK Foundation. He previously headed the President's Delivery Bureau, Tanzania. And IFC's Investment Climate Facility for Africa.

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RDB Board of Directors



HANNINGTON NAMARA MEMBER

Hannington Namara serves as CEO and MD of Equity Bank Rwanda. Before this, he was the Country Director of TradeMark East Africa in Rwanda.



DR. SHIVON BYAMUKAMAMEMBER

Dr. Shivon Byamukama is the Deputy CEO of Babyl Rwanda. Prior to that she was the Company Secretary and Head of Corporate Affairs at Bank of Kigali.



MARIE GRACE NISHIMWE MEMBER

Marie Grace Nishimwe is the Head of Land Administration at the Rwanda Land Management and Use Authority as well as Deputy Director-General at Rwanda Natural Resources Authority (RNRA). Prior to that, she held various positions at the RNRA.



DR. CLARE AKAMANZI MEMBER

Dr. Clare Akamanzi is the CEO of the Rwanda Development Board. Prior to this role, she was Head of the Strategy and Policy Unit in the Office of the President and COO of RDB

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RDB Executive Team



CLARE AKAMANZI
CHIEF EXECUTIVE OFFICER

Clare Akamanzi has been leading the Rwanda Development Board as CEO since 2017. Prior to her appointment as CEO of RDB, Clare had already been COO as well as Deputy CEO of RDB. Clare held various positions as a diplomat at the World Trade Organization, as commercial attaché and furthermore led the Strategy & Policy Unit in the Office of the President.



MARK NKURUNZIZA CHIEF FINANCIAL OFFICER

Mark Nkurunziza has served as RDB's CFO since 2012. Prior to joining RDB, he was a Senior Financial Manager at MTN as well as Rwandair. Mark is a certified public accountant and is a member of the Governing council at the Institute of Certified Public Accountants of Rwanda (iCPAR).



EMMANUEL HATEGEKA
CHIEF OPERATING OFFICER

Emmanuel Hategeka has served as RDB's COO since 2017. Among Emmanuel's previous roles were his positions as Permanent Secretary in the Ministry of Trade and Industry, CEO of Rwanda's Private Sector Federation, National Coordinator of Northern Corridor of EAC. He also held various positions with the MTN Telecom Group and in the insurance industry.



BELISE KARIZA
CHIEF TOURISM OFFICER

Belise Kariza has served as RDB's CTO since 2015. In her capacity, she also holds the position of Chairperson of the Great Virunga Trans-boundary Collaboration Secretariat and serves as Chair of the Joint Marketing Committee under the Northern Corridor Integration Projects. Belise previously worked in the fast-moving consumer goods industry.

OVERVIEW RDB Annual Report 2017 PAGE 7

In October 2017, RDB's Board of Directors approved the institution's new strategic plan that focuses on three pillars.



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Accelerating targeted investments



DEAL ACCELERATION

Acceleration of initial/advanced deal discussions to negotiations



TRANSACTION SUPPORT & NEGOTIATION

Negotiations to ensure optimal deal structure, support to close deals



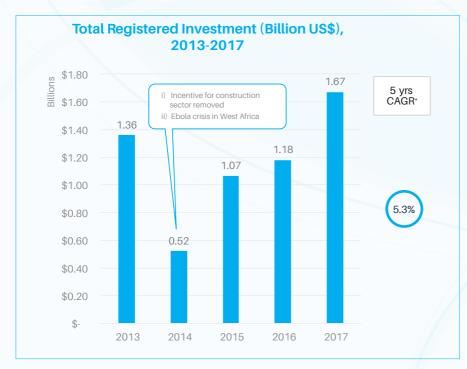
CHAMPION FOLLOW UP

Engagement with Champions & investors on issues/support

INVESTMENT STRATEGY

Strategy development & direction setting, sector prioritization, investor profiling, performance tracking across departments

In 2017, RDB attracted 137 investment commitments totaling US\$ 1.67 billion and expected to generate 37,548 jobs



Source: RDB One-Stop Center, 2018

Key Transformative Investments



Bugesera airport is a \$400m investment towards a new airport 40km south of Kigali International Airport.



DP World Logistics is a \$35m investment in a dry port in Kigali.



Singita Rwanda, Nyungwe House, Gorillas Nest Lodge are flagship investments into Rwanda's high-end tourism sector, totalling \$52m.



Oshen Healthcare is a \$25m investment in upgrading King Faisal Hospital infrastructure, equipment and management.



Unilever Tea Rwanda committed to invest \$23m in a commercial tea estate and factory in the next 5 years.



PRG Plc is establishing the first tantalum refinery in Rwanda, investing over \$12m in the first phase.

DEAL ACCELERATION RDB Annual Report 2017 PAGE 11

^{*}Note: CAGR refers to Compounded Annual Growth Rate

Construction, Mining and Energy registered the highest investment while most jobs were committed in the Agriculture, Manufacturing* and Energy sectors



Source: RDB One-Stop Center, 2018

Investment Promotion



Domestic Roadshows

 RDB conducted two domestic roadshows in the Northern & Eastern Province where RDB showcased investment opportunities, services provided at RDB and encouraged the local business community to invest in the respective opportunities.

International Outreach

- RDB attended international missions with the aim of promoting Rwanda as a foreign investment destination, connecting with potential foreign investors and pitching attractive investment opportunities, namely:
 - · Business for Africa Forum in Egypt
 - · Turkey-Africa Business Forum
 - Targeted Investor meeting in Jordan in textile and tourism sectors
- RDB collaborated with Commercial Attachés & Honorary Consuls to promote GoR interests in Singapore, China, Switzerland and USA (commercial attaché) as well as Australia and Italy (Honorary Consuls)

PAGE 12 RDB Annual Report 2017 DEAL ACCELERATION

^{*}Note: including investments in the agro-processing sector

In 2017, the top 3 regions accounted for 60% of the total investment value (\$1bn) while the top 10 foreign investor countries registered 61% of all investment volume (\$1.02 bn)

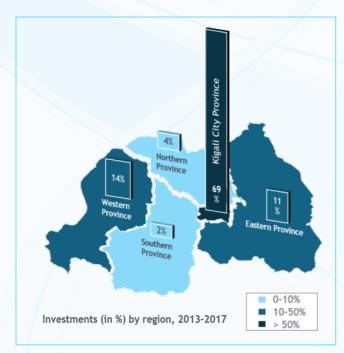
Region	EUROPE	ASIA	AFRICA*	MIDDLE EAST	NORTH AMERICA	RWANDA
2017	*	A CONTRACTOR OF THE PARTY OF TH	7			
Investment	\$713.4m	\$186.7m	\$100.8m	\$82.4m	\$44.5m	\$545.3m
Share	42.6%	11.2%	6.0%	4.9%	2.7%	32.6%
# Projects	24	32	18	6	8	58

Country	PORTUGAL	UK	INDIA	UAE	GERMANY	CHINA	UGANDA	USA	BANGLADESH	SPAIN
2017	(9)		•			*;	•			
Investment	\$398.7m	\$203.1m	\$83.1m	\$80.9m	\$64.0m	\$62.0m	\$49.8m	\$29.1m	\$28.7m	\$24.8m
Share	23.8%	12.1%	15.0%	4.8%	3.8%	3.7%	3.0%	1.7%	1.7%	1.5%
# Projects	1	10	13	5	2	15	1	5	2	1

Source: RDB One-Stop Center, 2018

^{*}Note: Excluding Rwanda

Over the last 5 years, 69% of all investments registered (\$4.0 bn) has flowed into the Kigali City Province whereas the Southern Province only attracted 2% (\$111m)



Source: RDB One-Stop Center, 2018

Province Investment Size & Top 3 Sectors Total Investment: 69% (\$4,000m) KIGALI CITY PROVINCE Largest Sectors: Construction (\$939m/ 23%), Services (\$796m/ 20%), ICT (\$679m/ 17%) Total Investment: 14% (\$803m) **WESTERN PROVINCE** Largest Sectors: Energy (\$553m/69%), Tourism (\$94m/12%), Mining (\$83m/10%) Total Investment: 11% (\$655m) **EASTERN PROVINCE** Largest Sector: Construction (\$399m/61%), Mining (\$87m/ 13%), Agriculture (\$81m/ 12%) Total Investment: 4% (\$233m) **NORTHERN PROVINCE** Largest Sector: Manufacturing (\$84m/36%), Tourism (\$64m/28%), Energy (\$56m/24%) Total Investment: 2% (\$111m) **SOUTHERN PROVINCE** Largest Sector: Mining (\$40m/36%), Agroprocessing (\$30m/27%), Agriculture (\$29m/26%)

PAGE 14 RDB Annual Report 2017 DEAL ACCELERATION

As the chief negotiator for the Government of Rwanda, RDB closed 8 strategic deals in 2017, resulting in the registration of \$588m new investments



Artistic impression of Bugesera Airport

Source: RDB, 2018

Strategic Investment Negotiations

- In 2017, RDB negotiated 8 strategic investment deals with an expected investment value of more than \$588m
- Projects include: Albert Supply Textile Ltd, 30
 MW Thermal Power Plant, Strategic Oil Reserve,
 Gashora Horticulture, Bugesera International
 Airport, Rugabano Tea, Kigali Bulk Water &
 Agatobwe Micro Hydro Power Plant
- · The privatization law was updated

Sector	# of Projects
Agro-Processing	2
Construction	1
Energy	4
Manufacturing	1

As part of RDB's investor aftercare efforts, 75% of recorded general investor issues were resolved

Investor Aftercare



Resolved Investor Issues:

120 (75%)



Short-term pending Issues:

15 (9%)



Long-term pending Issues:

25 (16%)

Total Issues:

160



CEO Forums

3 forums were held with one forum dedicated to meeting CEOs and two forums focusing on the garment and tourism sector

Source: RDB, 2018



Investor Open Day at RDB



Investor Open Days

23 investor open days every Friday from 09.00-12.30 accorded every registered investor the opportunity to enter into dialogue with RDB

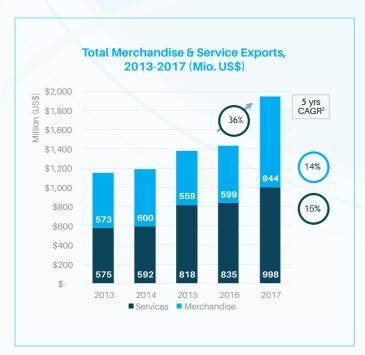


Development Partner Investor Roundtable

Facilitates the exchange between GoR & the international community around systematic investor issues

PAGE 16 RDB Annual Report 2017 CHAMPION FOLLOW-UP

Total exports¹ increased by 36% compared with 2016 almost reaching \$2bn as merchandise exports grew by 58%





Source: BNR, 2018

Note: 1. excluding informal exports; 2. CAGR refers to Compounded Annual Growth Rate

The Western Province contributes approximately half of the export revenue generated in both the Rwandan tea and coffee sectors



Source: NAEB, 2018

In 2017, the main export destination regions for Rwandan goods were the Middle East, Africa (without close neighbors) & Europe while major country destinations were UAE, Kenya & Switzerland

Region	MIDDLE EAST	AFRICA	EUROPE	EAC & DRC	ASIA	NORTH AMERICA
			Á		Bullion	
2017				44	Action.	
Export Value	\$258.5m	\$131.8m	\$120.8m	\$99.2m	\$60.4m	\$33.3m
Share	36.7%	18.7%	17.2%	14.1%	8.6%	4.7%



Country	UAE	KENYA	SWITZERL.	DRC	USA	UGANDA	SINGAPORE	BELGIUM	HONG-KONG	SUDAN
2017			+	*		6	C :		*	
Export Value	\$256.6m	\$116.7m	\$66.3m	\$63.0m	\$33.0m	\$32.3m	\$30.1m	\$21.2m	\$16.9m	\$10.8m
Share	36.4%	16.6%	9.4%	8.9%	4.7%	4.6%	3.0%	3.0%	2.4%	1.5%

Source: RRA Customs, 2018

^{*}Note: classified under HS chapters (2-digits)

In 2017, RwandAir's cargo weight totaled 84.3 tons with most cargo shipped to Brussels, Accra and London



Source: RwandAir, 2018

RwandAir, the national carrier, flies to over 25 destinations globally

RDB supported promising exporters as well as SMEs - yielding a 43% export increase for 8 leading manufacturing and agro-processing companies

Exporter Support



RDB* signed **MoUs with 8 leading manufacturing & agro-processing companies** providing support while companies pledged to increase production and exports



RDB availed factory space, trade fair participation, certification cost-sharing, access to finance and advocacy with other GoR institutions



One company entered **a new market** and collectively, all companies **increased exports in existing markets by 43%** from 2016-2017 (\$17.1m - \$24.6m)



RDB facilitated 33 companies to participate in **5** international trade fairs in Uganda, Italy, USA, Germany & UK



25% of companies struck **deals with buyers** at the fairs with one company **exporting to the new market** (~ \$1.5m)

SME Support



81 SMEs were supported to attend expositions locally in Rwanda



50 tailors participated in a one-week workshop on new fashion & design techniques with 20% registering their business in aftermath



22 meat processing companies were coached in the HACCP certification process and are currently in process for application



14 SMEs received business development advisory services to support growth



9 SMEs were supported for S-Mark certification under the certification cost-sharing program



Under the **National Employment Program**, RDB provided funds to various districts to train business development advisors (BDAs)



BDAs provide continuous **capacity-building for start-ups** to develop business plans or related services aiming to **secure bank loans**

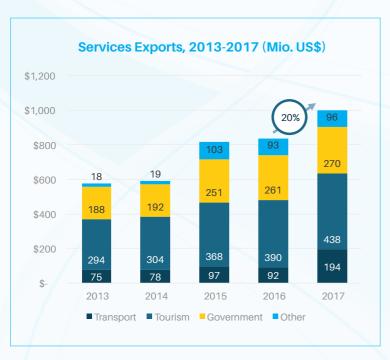


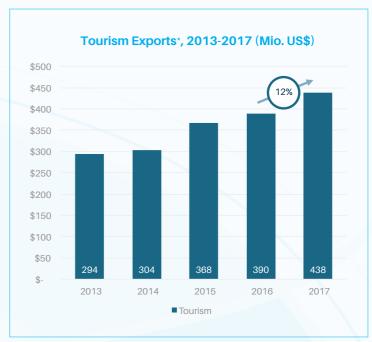
Through these efforts 23,639 business plans were developed, ~ \$20m of loans granted and an estimated 47,000 jobs created

Source: RRA Customs, 2018; RDB Data, 2018

^{*}Note: other GoR institutions involved: RDB, MINECOFIN, WDA, RSB, RRA, MINICOM, MININFRA, REMA, MINIRENA, BNR, MOH, MINAGRI, RAB

Service exports grew by 20% as tourism exports continued on a growth trajectory increasing by another 12% from 2016-2017





Source: BNR. 2018

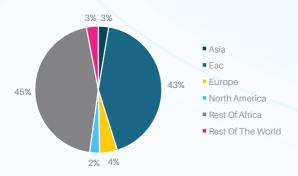
PAGE 22 RDB Annual Report 2017 TOURISM & NATIONAL PARKS

^{*}Note: Tourism statistics methodology currently under review. Results might be subject to updates.

88% of international arrivals come from other African countries and business travelers generated the highest revenue share

International Arrivals to Rwanda

International Arrivals⁽¹⁾ by Region, 2017

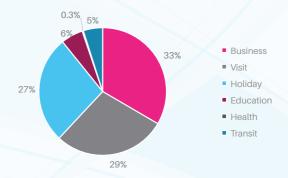


- In 2017, the majority of the 1.5 million international non-resident arrivals reached Rwanda by land (87%).
- While 43% came from the EAC region the largest group arrived from other parts of Africa (45%).

Source: (1) DGIE (2017), (2) NISR (2017)

International Tourism Revenue Share

Total Revenue Share (2) by Purpose, 2017



- Business travelers brought in the highest share of overall tourism revenue (33%) followed by Visits (29%) and Holiday travelers (27%).
- In terms of origin, visitors from the EAC, Europe and the Rest of Africa generated the highest revenue across all categories (25%, 22%, 21%).

TOURISM & NATIONAL PARKS

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Volcanoes National Park accounts for 38% of all visits and generates over 90% of all revenues



Source: RDB, 2018

Conservation Milestones



Through a grant by the Howard Buffett Foundation, RDB invested more than \$3m in conservation efforts within Rwanda's National Parks yielding:

- · 263 law enforcement rangers trained
- 16 new patrol posts constructed
- Anti-Poaching helicopter & Unit K9 established
- Eastern Black Rhinoceros re-introduced to Akagera National Park



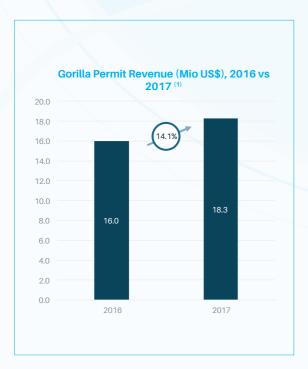
Akagera community freelance guide program was established creating 18 jobs and earnings of >\$100k



13th Kwita Izina was successfully hosted as one of Rwanda's unique tourism flagship events

PAGE 24 RDB Annual Report 2017 TOURISM & NATIONAL PARKS

In 2017, revenue from Gorilla tickets increased by 14.1% while permit sales slightly rose by 3.5%





Price increase effective May 6th 2017. Bookings that were done with Tour operators before May 6th but only registered with RDB later were exempted from price increase.





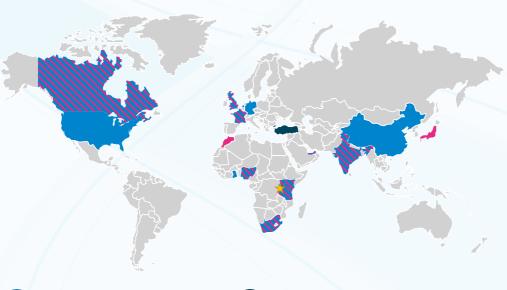
Source: RDB, 2018

Note: (1) Revenue is computed using cash accounting while (2) Ticket sales are computed using date of sale or reservation with RDB

TOURISM & NATIONAL PARKS

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Reaching over 173m people through global media exposure, Rwanda successfully positions itself as one of Africa's leading tourist destinations



...Tour Operators hosted on Familiarization Trips

...Regional & International Fairs



...International Travel Trade Show conducted



...Tembera U Rwanda domestic tours held

Major Tourism Awards Milestones 2017



Ranked as 3rd in Africa for convention tourism



Named 'Africa's leading destination for tourism in 2017'



H.E. Paul Kagame honoured for visionary leadership in sustainable tourism



Most promising New Destination Award



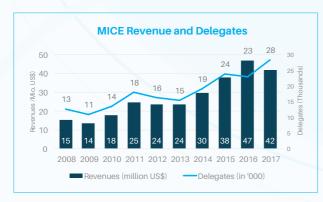
RDB awarded "Best Regional Tourism Board"

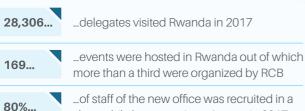


Best Small Booth

PAGE 26 RDB Annual Report 2017 TOURISM & NATIONAL PARKS

Over the last decade, MICE revenue grew by 180% while the number of delegates visiting Rwanda jumped from 15,000 to 28,300 in the same period





short while between June-August in 2017

Source: RDB, 2018; Pertinent key event websites

 $Note: 2016\ generated\ exceptional\ revenues\ mainly\ due\ to\ hosting\ African\ Championship\ (CHAN), WEF,\ AU\ \&\ the\ meeting\ of\ the\ MOP\ parties\ the\ meeting\ of\ the\ meeting\ of\ the\ MOP\ parties\ the\ meeting\ of\ the\ of\ the\ meeting\ of\ the\$

Key Events in 2017



Africa Organization for Research & Training in Cancer:

- · 1000 delegates attended
- Theme: promotion of cancer care and control in Africa



Youth Connect Africa:

- · 900 delegates attended
- Theme: youth technology entrepreneurship in Africa



FAO International Treaty Session:

- 600 delegates attended
- Theme: promote the full implementation of the Int.

Treaty on Plant Genetic Resources for Food & Agriculture



Afreximbank's 24th Annual General Meeting:

- 500 delegates attended
- Theme: annual general meeting of shareholders



Africa Hotel Investment Forum:

- 500 delegates attended
- Theme: connecting business leaders from the int. and local markets, driving investment into tourism

TOURISM & NATIONAL PARKS

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Fostering an attractive investment environment





BUSINESS CLIMATE

Continuous improvement of local business environment to enable investment/exports





INNOVATION

Creating an innovative, proof of concept business environment that is start-up friendly

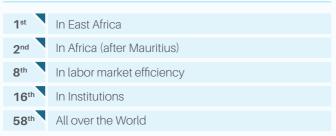
Rwanda implemented the highest number of reforms in Sub-Saharan Africa in the past 15 years* leading to formidable rankings in the Doing Business & WEF Global Competitiveness indices

Doing Business 2017 Ranking

1 st	In East Africa
2 nd	In Africa (after Mauritius)
2 nd	Globally in property registration
6 th	Globally in obtaining credit
41 st	All over the World



WEF Global Competitiveness 2017 Ranking





*Note: 52 reforms, followed by Kenya (32) and Mauritius (31) as measured by the World Bank Doing Business Report, 2017

BUSINESS CLIMATE RDB Annual Report 2017 PAGE 31

Rwanda has an enabling foreign investment environment



Business friendly regulation

- #2 in Africa for Ease of Doing Business¹ and #2 Global Competitiveness²
- #4 least corrupted Country in Africa
- 33% total effective tax, lowest in East African Community region



Multiple incentives – largely for exporters

- Preferential corp. income tax rate (15% if 50% exported, 0% for >80% exported outside EAC)⁵
- Accelerated first year depreciation rate 50%³
- Exempt capital gains & 0% tax if HO in Rwanda
- Duty-free imports of machinery & inputs⁴



Efficient, supported processes

- Highly digitalized and efficient administration (6 hours to register a business)
- · Free business registration
- One-stop center for investors with dedicated investment acceleration team



Commitment to foreign ownership

- No restrictions to foreign ownership
- No restrictions on capital flows

Sources: 1. World Bank; 2. WEF; 3. Subject to investing USD50k in business assets; 4. In accordance with EAC customs reg.; 5. 7 year tax holiday can be granted subject to investing \$50m in business assets, with 30% equity

PAGE 32 RDB Annual Report 2017 BUSINESS CLIMATE

Several strong brands with global recognition have invested in Rwanda



Carnegie Mellon University





































RDB recognized the achievements of various private sector players during the 5th Edition of the Business Excellence Awards

RDB Business Excellence Award Winners (5th Edition)



Investor of the Year:Africa Improved Foods



Manufacturer of the Year:

Bakhresa Grain Milling



Exporter of the Year: Rwanda Mountain Tea



Service Provider of the Year: I&M Bank



Made in Rwanda Enterprise of the Year:

Uzuri K&Y Designs



Young Entrepreneur of the Year:
Sanit Wing



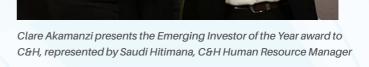
Woman Entrepreneur of the Year:

Pharmalab



Innovator of the Year:
Ignite Solar

Source: RDB IPF, 2018



PAGE 34 RDB Annual Report 2017 BUSINESS CLIMATE

RDB registered more than 13,500 companies in 2017





Source: RDB ORG, 2018

*Note: CAGR refers to Compounded Annual Growth Rate

BUSINESS CLIMATE RDB Annual Report 2017 PAGE 35

The Customer Care & Regulatory division conducted a number of initiatives in order to endorse tourism entities in Rwanda and promote a culture of service delivery

Customer Care Awareness

300	Transporters trained in customer care (with RURA)
200	Businesses from Rwanda called to establish Client Service Charters
149	Staff from RDB trained in service delivery and professional ethics (Volcanoes, Nyungwe & HQ)
26	RDB staff awarded customer service champions
10	Winners emerged from the customer care quiz
4	Radio shows held during International Customer Service Week
3	Service delivery workshops organized with PSF, RURA, MINICOM and hoteliers

Licensing and grading of tourism entities

393	Tourism entities (Hotels, Bars, Restaurant, and nightclubs) inspected countrywide for service delivery
132	Firms licensed in online system for tourism entities
51	Hotels were graded according to star rating system (1-star to 5-star)
31	Hotel assessors trained through EAC accommodation and restaurant classification training program
4	Awareness workshops on tourism law held

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In 2017, the Kigali Special Economic Zone attracted \$87.2m in investment generating \$36m export revenue and 5205 permanent jobs

Kigali SEZ Phase I:

- 98 ha 94 plots 100% booked
- · 65 companies operating
- 15 companies constructing
- Infrastructure development: 99%

Kigali SEZ Phase II:

- 178 ha 66 plots >90% booked
- · 4 companies operational
- 7 companies constructing
- · Infrastructure development: 95%



The Special Economic Zones Authority of Rwanda (SEZAR) reviewed designs and data provided by dwellers approving 6 construction & occupation permits and licensing 3 companies for EPZ* status

Technical & Legal Regulation



In conjunction with MINICOM, SEZAR reviewed the SEZ Policy, which has been adopted by Cabinet

Economic Regulation



Special Economic Zone performance is monitored with companies generating \$127.8m in turnover, \$87.2m in firm investment, \$36m export revenue, creating 5205 permanent jobs in 2017

Other Support Services



Through marketing of the zone, 352 potential investors received information or visited the Kigali Special Economic Zone



A steering committee of all governing parties of the KSEZ (SEZAR, PEZ, users) was established in order to effectively solve issues



An aerial view of the Kigali Special Economic Zone

Source: SEZAR, 2018

*Note: 3 Export Processing Zone Licenses were issued in 2017

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Out of Rwanda's 10 designated Special Economic Zones the Bugesera SEZ is most advanced

Nyabihu

- · 44 Ha park, fully expropriated
- · Feasibility & engineering study complete
- · Zoning & demarcation complete

Muhanga

- · 63 Ha park, not yet expropriated
- · Feasibility & engineering study complete
- Not yet expropriated

Rusizi

- 45 Ha park, fully expropriated
- · Feasibility & engineering study complete
- · Zoning & demarcation complete

Huye

- · 50 ha park, fully expropriated
- Feasibility & engineering study complete
- Zoning & demarcation complete

Source: SEZAR, 2017

Musanze

- 164 Ha park, not yet expropriated
- · Not yet expropriated
- Engineering studies completed

Musanze

Nyabihu

Huye

Nyagatare

Rwamagana

Kigali special

Nyagatare

- · 50 Ha park, fully expropriated
- · Feasibility & engineering study complete

Rwamagana

- · 80 Ha park
- · Feasibility & engineering study complete
- · Expropriation completed on 50Ha
- Ring road completed

Kicukiro SME Park

- · 43.2 Ha park,
- Feasibility & engineering study complete
- Construction works for murram roads started

Bugesera

MOST ADVANCED

- 330 Ha park, fully expropriated
- Feasibility & engineering study complete
- · Construction of phase I, 100 ha is at 40%

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The Kigali Innovation City forms a core pillar of Rwanda's ICT development strategy

Kigali Innovation City

The **Kigali Innovation City (KIC)** is an innovation ecosystem that brings together world-class **learning institutions**, **technology companies and innovation friendly financing** allowing them to maximize their synergies and develop a thriving tech sector in Rwanda.



Source: RDB ICT Business Development Department, 2018



Artistic impression of Kigali Innovation City

Committed Institutions

- · Carnegie Melon University
- African Leadership University
- African Institute for Math. Science
- · University of Rwanda
- · L.E.A.F. Pharma
- · Cooper Pharma

Construction Phase

- Basic infrastructure has been substantially completed
- Real estate development and funding to develop the KIC sight next to Kigali Special Economic Zone is progressing
- Construction is estimated to cost \$315m and provide direct jobs to ~50,000 people

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The ICT Innovation Capacity project and Rwanda Innovation Fund are further instruments aiming to foster ICT development

ICT Innovation Capacity

The project is located in Kigali IPRC and co-funded by the Government of Korea and the Government of Rwanda. The respective developmental agencies KOICA and RDB are overseeing project implementation.

It is expected to contribute to job creation, the growth and **development of the ICT industry** in Rwanda through boosting innovation and capacity

PROJECT STATUS

- Construction and full equipment of the ICT Innovation Center is at 73%
- · The Masterplan of the center was developed
- The center will be operational from December 2018

Rwanda Innovation Fund

The **Rwanda Innovation Fund (RIF)** aims to mobilize \$100m in direct commitments from the Rwandan Government and private investors, while targeting a leverage **multiplier effect of up to US \$300m in follow-on investments over a 10 year** time horizon. The Government of Rwanda commits to contribute \$30 million (supported through a loan from AfDB), while \$70 million is expected to come from the private sector.

GOALS

- ICT and venture capital ecosystem development
- Training of tech-oriented
 entrepreneurs in business planning & management
- · Equity financing for SMEs
- Raise awareness for intellectual property rights in Rwanda & beyond

TARGETS

- Support more than 150 companies at various stages
- Investment in ~ 20 early growth stage opportunities
- Creation of > 2,000 direct jobs and > 6,000 jobs
- Capacity building for 7-10 incubators & accelerators
- · Facilitation of 3-5 angel networks
- Training of 30,000 regional entrepreneurs

Source: RDB ICT Business Development Department, 2018

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Building exemplary RDB organization



EXEMPLARY RDB ORGANIZATION

Attracting and developing talent, creating engagement and motivation among employees, instilling high performance culture and clarity on roles/responsibilities. Streamlining processes and ensuring stringent and logical project management

RDB underwent structural changes and divested most of its shares in order to focus more on its core mandate

Government Hand-Overs



RDB handed over the **Kitabi College of Conservation & Environmental Management (KCCEM)**, a college
that trains conservationists, to the
Ministry of Education



RDB's ICT department was transferred to the newly formed Rwanda Information Society Authority (RISA);

RISA manages ICT infrastructure projects while **RDB focuses on investment promotion**



RDB formed the **Rwanda Convention Bureau (RCB)** to promote the MICE strategy as well as handle events and conferences on behalf of Government.

Divestments



RDB has **transferred all shares** held in the following subsidiary companies from RDB to the **Agaciro Development Fund:**

- Broadband Systems Corporation (BSC)
- · Gasabo 3D Ltd
- · Africa Olleh Services (AoS)
- · Korea Telecom Rwanda Networks (KTRN)
- · Dubai World Nyungwe Lodge



RDB retains shares in two separate companies as these companies are used to execute part of RDB's mandate, i.e. Tourism and Conservation:

- Akagera Management Company
- Rwanda Convention Bureau

Several organizational improvements were adopted in 2017 in order to further enhance operations and service delivery of RDB



People

In the **Human Resources department**, vacant positions were reduced from 51 to 39

Sector	1 st Jan 2017	31st Dec 2017
Staff on approved Structure	222	222
Available Staff (Active)	170	180
Available Staff (Inactive) on SL	1	3
Vacant positions	51	39



Processes

RDB was issued a **clean financial audit report** and implemented 77% of all recommendations in its **organizational audit**.

Recommendation Status	# of findings
Implemented	53
Partially Implemented	14
Not yet implemented	2
Relevant recommendations	69
Implemented relevant recommendations	77%
Not applicable	17
Total Recommendations	86



Systems

IREMBO platform was fully implemented as RDB's tourism booking system eradicating cash transactions and ensuring that revenue leakage is curbed

As a pioneering public organizations that introduced **electronic procurement**, RDB eased the process of proposing for bids and increasing transparency while reducing the amount of paper used

Business processes were automated allowing RDB staff to approve and sign documents through mobile devices and reducing cost and time A comprehensive **Disaster Recovery System** was
established that recovers data in
case of data loss assuring a 99%
availability of RDB's services



