UGANDA NATIONAL OIL COMPANY LIMITED (UNOC)

Kabalega Petro-Based Industrial Park (KIP)

Investor Guide

Preparing Your Expression of Interest (EOI)

Everything you need to know before you apply

KIP Investor Portal | kip.unoc.com

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1. Welcome to the Kabalega Petro-Based Industrial Park

The Kabalega Petro-Based Industrial Park (KIP) is Uganda's flagship petroleum-based industrial park, developed by the Uganda National Oil Company Limited (UNOC) through its subsidiary, Uganda Refinery Holding Company Ltd (URHC). KIP is designed to host a diverse mix of refining, petrochemical, manufacturing, and support-service investors, anchored by shared infrastructure and strategic access to Uganda's oil and gas value chain.

This guide walks you through everything you need to prepare before you begin your Expression of Interest (EOI) application on the KIP Investor Portal. It is designed so that you can gather your documentation, understand what is required, and complete your application confidently and independently without needing a third party to interpret the requirements for you.

Tip: *Read this guide fully before you start your online application. Most delays in EOI evaluation happen because a requirement was misunderstood, not because it was difficult to meet.*

2. How the EOI Process Works

The Expression of Interest is the first formal step in applying for land allocation at KIP. It is a screening stage: UNOC uses the information and documents you submit to confirm your company's legal standing, technical and financial credibility, and track record, before shortlisting qualified applicants to the Request for Proposal (RFP) stage.

The Process at a Glance

Step	What Happens	What You Need to Do
1. Register	Create an account on the KIP Investor Portal	Provide basic company and contact details
2. Pay the EOI Fee	Pay the non-refundable application fee	Make payment and upload proof
3. Complete the EOI Form	Six sections covering your company, project, and track record	Gather documents using this guide, then complete online
4. Submit	Final declaration and submission	Review, sign, and submit before the deadline
5. Evaluation	UNOC's Technical Committee reviews your submission	Respond promptly to any request for clarification
6. Outcome	Compliant applicants are shortlisted	Shortlisted applicants proceed to the RFP stage

The Six Sections of the EOI Form

Section	Covers	In Short
1. Preliminary Information	Legal identity, ownership, authorization, contact details	Who you are, and who is legally authorized to apply on your behalf
2. Land Area & Business Profile	Land size required, proposed business, track record	What you want to build, and proof you can build it
3. Utilities & Infrastructure	Water, power, and ICT requirements	What your facility will need from KIP's shared infrastructure
4. H3SE	Health, Safety, Security, Social & Environment track record	Your demonstrated safety and compliance history
5. National Content	Ugandan employment and training record	Your track record of employing and developing Ugandans
6. Declaration	Final sign-off	Confirming everything submitted is true and accurate

Site visits to KIP are available ahead of your application, so you can assess the land and plan your facility footprint before submitting your EOI. Booking is available through the KIP Investor Portal.

3. Before You Begin: Your Document Checklist

Use this checklist to gather your documentation before you start your online application. Having everything ready in advance will make the online form significantly faster to complete. A detailed explanation of each item follows in Section 4 of this guide.

Company & Legal Documents

☐ Certificate of Incorporation/Registration

☐ Memorandum and Articles of Association (or equivalent constitutive document)

☐ Company Search/Status Report or Register of Members (dated within the last 6 months)

☐ Notarized Power of Attorney or Board Resolution authorizing your company representative

☐ Passport or National ID copies for all individual shareholders

☐ Company organogram

☐ Signed Letter of Expression of Interest, on company letterhead

Financial & Statutory Documents

☐ Proof of payment of the EOI application fee

☐ Tax Identification Number (TIN) and Tax Clearance Certificate (or home-country equivalent)

☐ NSSF Compliance Certificate, where applicable

☐ Current Business/Trading License relevant to your proposed activity

Track Record & Technical Evidence

☐ Evidence of similar or related projects completed (descriptions, capital invested, outcomes)

☐ Supporting certificates, purchase orders, or contracts for projects cited

☐ Utility requirement figures for your proposed facility (water, power, ICT)

H3SE Documents

☐ H3SE policy document, signed and dated

☐ H3SE organizational chart

☐ Current safety/environmental certifications (e.g. ISO 45001, ISO 14001), with certificate numbers and validity dates

☐ Historical safety performance figures for the last 3 years (incident rates, fatalities, environmental incidents, regulatory penalties)

National Content Documents

- ☐ Ugandan employment data for the last 3 years (headcount and percentages)
- ☐ NSSF remittance records
- ☐ Training completion records for Ugandan staff, last 3 years

4. Step-by-Step: What Each Section Requires

4.1 Application Fee & Payment

A non-refundable EOI processing fee of USD 1,000 per plot applied for is payable before your application can be evaluated. Payment details are provided on the portal at the start of your application. Once paid, upload your deposit slip or transfer confirmation as proof of payment.

Tip: *Keep your payment confirmation. You will need to upload it as part of your submission.*

4.2 Section 1: Preliminary Information

This section establishes who your company is and who is authorized to apply on its behalf.

Legal Status

☐ **Company Name, Registration Number, Date and Country of Incorporation:** *As shown on your Certificate of Incorporation*

☐ **Legal Form:** *Private Limited Company, Public Limited Company, Partnership, Joint Venture, or other*

☐ **Attach:** *Certificate of Incorporation/Registration and Memorandum & Articles of Association*

Power of Attorney of the Signatory

If someone other than a company director is submitting or signing on your company's behalf, you must provide formal written authorization not just a signed letter. Your Power of Attorney or Board Resolution should clearly state: who is being authorized, what they are authorized to do, when the authorization takes effect and expires, and who has signed it on the company's behalf. It should be notarized, and legalized if issued outside Uganda.

Shareholder Information

☐ **List of Shareholders:** *Full names, nationalities, and percentage shareholding of each shareholder*

☐ **Attach:** *Passport or National ID for each individual shareholder*

Contact Details

☐ **Company Address, Email, and Phone Number:** *Official company contact details, not personal ones*

☐ **Letter of Expression of Interest:** *Signed, on letterhead, stating your proposed business activity*

4.3 Section 2: Land Area & Business Profile

This section is where you describe what you intend to build, and demonstrate that your company has the experience to deliver it.

☐ **Land Area Required:** *State in acres or square metres, based on your full facility footprint including any planned expansion*

☐ **Business Description:** *What you will produce or offer, your scale of operation, and your target market*

☐ **Trading License:** *A license matching your proposed KIP activity a license for an unrelated trade class will not be accepted*

☐ **Evidence of Similar Projects:** *Description, location, capital invested, and outcome of comparable projects you have completed*

Tip: *Be specific about scale and outcomes rather than general. "We have relevant industry experience" is not sufficient. Describe the actual project, its capacity or output, and how it performed, supported by documentation such as certificates, contracts, or purchase orders.*

4.4 Section 3: Utilities & Infrastructure Requirements

Provide clear, quantified figures for what your facility will require — this helps UNOC plan shared infrastructure capacity across the Park.

☐ **Water Supply and Wastewater:** *In cubic metres per day (m^3/day)*

☐ **Power Supply:** *In megawatts (MW) or kilowatts (kW), including backup generation capacity if planned*

☐ **ICT/Connectivity:** *In Mbps, noting any special requirements such as fibre connectivity*

Tip: *Give specific figures rather than general statements like "standard supply." If you are unsure of exact figures at this stage, provide your best engineering estimate.*

4.5 Section 4: Health, Safety, Security, Social & Environment (H3SE)

This section captures your company's actual, demonstrated safety and environmental track record — not a stated intention to operate safely. Provide figures for the last three completed calendar years.

☐ **Safety Performance Figures:** *Incident rates, fatalities (if any), environmental incidents, and any regulatory penalties, for each of the last 3 years*

☐ **Certifications Held:** *Current certifications only (e.g. ISO 45001, ISO 14001), with certificate number and validity dates*

☐ **H3SE Policy:** *A signed, dated policy document, plus the date it was first adopted and last reviewed*

☐ **H3SE Organizational Structure:** *Who is responsible for H3SE within your company, and your organizational chart*

Note: A detailed H3SE Plan specific to your proposed KIP project is not required at EOI stage. This will be requested separately at the RFP stage, once your company has been shortlisted.

4.6 Section 5: National Content

This section captures what your company has actually delivered on Ugandan employment and skills development, completed activity, not future plans.

☐ **Ugandan Employment Data:** *Total headcount and percentage of Ugandan employees, including in senior and technical roles, for the last 3 years*

☐ **NSSF Remittance Record:** *Evidence of consistent, verifiable NSSF remittance for your Ugandan staff*

☐ **Training Completed:** *Number of Ugandan employees who completed formal training or upskilling in the last 3 years, with supporting records*

Tip: *Only include training and development activity that has actually been completed. Planned or proposed training programmes are not assessed at this stage.*

4.7 Section 6: Declaration

The final step of your application is a formal declaration confirming that the information you have submitted is true and accurate, signed by your Authorized Representative. This should be the same individual named in your Power of Attorney.

5. Quick Reference: Local and International Investors

Requirements are broadly the same for all applicants, with a few points where local and international companies follow different documentation paths.

Requirement	How It Differs
Company Registration	Local: URSB certificate. International: home-country equivalent, plus Uganda branch registration if one already exists.
Tax Compliance	Local: Uganda TIN and URA Tax Clearance Certificate. International: home-country tax reference and clearance certificate, with a written undertaking to register in Uganda upon award.
Business License	Local: current Uganda trading license. International: equivalent operating license from your home jurisdiction or wherever you currently operate a similar facility.
NSSF	Local: NSSF Compliance Certificate required. International: not applicable unless you already have Uganda-based employees — mark "Not Applicable" if so.

6. Tips for a Strong Submission

Tip: *Be specific, not general. Wherever a figure, date, or measurable outcome is requested, provide the actual number rather than a general statement.*

Tip: *Match your evidence to your proposed activity. Track record and licenses should relate directly to the type of business you propose for KIP. Unrelated experience, however extensive, may not be accepted as sufficient evidence.*

Tip: *Ensure your Power of Attorney is complete. It should name a specific individual, state clearly what they are authorized to do, and be properly signed, sealed, and notarized.*

Tip: *Don't leave fields blank. Where a requirement genuinely does not apply to your company, state "Not Applicable" with a brief explanation, rather than leaving it empty.*

Tip: *Submit clear, legible PDF documents, each under 5MB. Any document not in English should include a certified English translation.*

Tip: *Start early. Several documents, such as a notarized Power of Attorney or a Tax Clearance Certificate, can take time to obtain. Begin gathering your documentation as soon as you decide to apply.*

7. Frequently Asked Questions

Is the EOI application fee refundable?

No. The USD. 1,000 application fee is non-refundable, regardless of the outcome of your application.

What happens after I submit my EOI?

UNOC's Land Allocation Technical Committee reviews your submission against the requirements in this guide. If any item needs clarification, you will be contacted directly. Applicants found fully compliant are shortlisted to the Request for Proposal (RFP) stage.

Do I need a detailed H3SE plan for my proposed project at this stage?

No. At EOI stage, you only need to demonstrate your company's historical H3SE track record. A project-specific H3SE Plan is required later, at the RFP stage.

My company is newly established and does not have three years of history. What should I submit?

Where your company is a newly formed entity, for example, a special-purpose vehicle set up for this investment you may submit the historical track record of your parent company or group, clearly identifying the relationship between the two entities.

Can I save my application and finish it later?

Yes. The KIP Investor Portal allows you to save a partially completed application and resume it before the submission deadline.

What format should my documents be in?

All attachments should be clear, legible PDF files, each no larger than 5MB. Documents not in English must include a certified English translation.

Who can I contact if I have questions this guide doesn't answer?

You can reach the KIP Investor Relations team using the contact details in Section 8 of this guide.

8. Need Help?

If you have questions about the EOI process, your documentation, or your application, the KIP Investor Relations team is available to assist.

Channel	Details
Investor Portal	kip.unoc.com
Email	Support.kip@unoc.com / kip.investorrelations@unoc.com
Phone	+256-414-231921
Office	Uganda National Oil Company (UNOC) Plot 15 Yusuf Lule Road, Kampala, Uganda

This guide is intended to help you prepare thoroughly before you begin your online application. It does not replace the official Notice of Expression of Interest or the Standard EOI Application Form, which remain the governing documents for the KIP land allocation process.