

3M MINING INVESTMENT LIMITED

PRE-FEASIBILITY STUDY REPORT ON:

INVESTMENT IN MINING OF TIN ORES

Presented To:

TANZANIA INVESTMENT CENTRE

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3M MINING INVESTMENT LIMITED

1. Strategic Pre-feasibility Report

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This profile is strictly for information only and projections in the pre –feasibility study report have been compiled by the consultant with close cooperation of the Promoters of the Business the **3M MINING INVESTMENT LIMITED** and Sector Experts for illustrative purposes and do not constitute actual forecasts.

2. BRIEF SUMMARY PROJECT

COMPANY: 3M MINING INVESTMENT LIMITED

LOCATION: DAR ES SALAAM, KINONDONI, KAWE, PLOT NO.
1/402, BLOCK NO.2, HOUSE NO.1

CONTACTS: P. O. Box 11120 DAR ES SALAAM,

OBJECTIVE: INVESTMENT IN TIN ORES MINING

PROJECT VALUE: USD 750,000

BENEFITS: JOBS CREATION, GOVERNMENT INCOME, IMPORT
SUBSTITUTION,

IMPLEMENTATION PERIOD: 5YEARS

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4. 1.0 EXECUTIVE SUMMARY

1.1 Introduction

This Business Plan is prepared for 3M Mining Investment Limited and is intended to guide and support investment in tin ore mining operations. The plan outlines the company's strategic approach, operational framework, and financial objectives, and will be used to attract and manage investment throughout the course of the company's mining activities.

1.2 Company Description

3M Mining Investment Limited is a Limited company registered under the Companies Act. The Company was incorporated 26th March,2025 and bears Certificate of Incorporation No. 183584383. 3M Mining Investment Limited has its registered office in Kinondoni Municipality. Our company goals and objectives seek to ensure we generate an income that benefits both Nationals and non-Nationals so that we strengthen the economic status of the society. The company believes in customers, suppliers, and investors therefore it struggles to create good Rapport with both parties.

1.3 Business Description

3M Mining Investment Limited is limited Company incorporated in Tanzania under the Company Act. The Company was incorporated 26th March,2025 and bears Certificate of Incorporation No. 183584383. The Company will be responsible in investing in Tin Ore Mining Project.

1.4 Legal Status

Legal certificates and documents such as Memorandum and Article of Association, certificate of incorporation, business license, Tax Identification Number, and value added Tax certificates justify that 3M Mining Investment Limited is operating within the ambit of the law of Tanzania land.

1.5 Project Promoters

The project will be managed and operated by **3M MINING INVESTMENT LIMITED**.

NAME OF SHAREHOLDERS	NATIONALITY	SHARE PERCENTAGE
5. UBORA MINERALS COMPANY LIMITED	CHINESE	80
6. JUHUI HOLDINGS LIMITED	CHINESE	20

1.6 Operations

The Company shall undertake tin ore mining operations in the Murongo Area, Kagera Region, **in full compliance** with the Mining Act, 2010 (as amended) and other applicable laws of Tanzania. Operations will include securing and maintaining valid mining licences, conducting geological exploration and resource evaluation, and extracting tin ore using appropriate and safe mining methods. Extracted ore will be processed and beneficiated using modern mineral processing techniques and industrial mining equipment to improve recovery and product quality. The Company will implement environmental management measures in line with NEMC requirements, prioritize local employment and community engagement, ensure strict health and safety standards, and manage logistics, marketing, and sale or export of tin ore concentrates in accordance with regulations of the Minerals Commission and other relevant authorities.

1.7 Project Location

The project shall be located in Kagera Region, Kyerwa District in Murongo area

1.8 Services

The Company provides integrated services across the tin ore mining value chain, including:

- 1. Tin Ore Exploration Services**

Geological mapping, sampling, trenching, and drilling to identify, evaluate, and quantify tin ore deposits.

- 2. Tin Ore Mining and Extraction Services**

Licensed extraction of tin ore using mechanized and semi-mechanized mining methods in compliance with Tanzanian mining laws and safety standards.

3. Ore Processing and Beneficiation Services

Crushing, grinding, gravity separation, and concentration of tin ore to enhance grade, recovery rates, and commercial value.

4. Mineral Processing Equipment Operation

Installation, operation, and maintenance of industrial mining and mineral processing machinery to ensure efficient and continuous production.

5. Environmental Management and Mine Rehabilitation Centre

Implementation of environmental protection measures, waste management, land restoration, and post-mining rehabilitation in accordance with regulatory requirements.

6. Health and Safety Management Services

Provision of occupational health and safety systems, training, and risk management to ensure safe working conditions at mining sites.

7. Logistics and Transportation Services

Secure handling, storage, and transportation of tin ore and concentrates from mine sites to processing facilities or licensed buyers.

8. Marketing and Mineral Sales Services

Sale and supply of tin ore concentrates to licensed local and international buyers in compliance with Minerals Commission regulations.

9. Technical Support and Consulting Services

Provision of technical mining support, operational planning, and performance optimization services.

10. Community Engagement and Local Content Services

Employment of local labor, procurement from local suppliers, and support for community development initiatives around the mining area.

1.9 Industry Overview

The tin ore mining industry is a vital component of the global minerals and metals sector, supplying tin as a strategic and industrially important metal. Tin is primarily used in the manufacture of solder for electronics, tinfoil for food and beverage packaging, chemical compounds, alloys such as bronze, and

increasingly in renewable energy technologies, electric vehicles, and advanced electronic systems. The continued growth in global electronics manufacturing, infrastructure development, and technological innovation has sustained steady demand for tin, positioning the industry for long-term growth.

Globally, tin supply is concentrated in a limited number of producing countries, making new and reliable sources of tin ore increasingly important to international markets. This supply concentration, combined with rising demand, has contributed to favorable market dynamics for tin producers, particularly those able to deliver consistent quality, traceability, and responsible sourcing. As a result, tin ore mining projects with efficient operations and regulatory compliance are attractive to investors and off-takers.

In Tanzania, the mining sector plays a significant role in national economic development through employment creation, foreign exchange earnings, and infrastructure development. The country is endowed with diverse mineral resources, including tin ore, which occurs in several geological belts, notably in the **Kagera Region**. The presence of tin-bearing pegmatites and alluvial deposits in this region provides opportunities for both small-scale and medium-scale mining operations. Government policy actively promotes mineral development, value addition, and private sector participation under the **Mining Act, 2010 (as amended)** and associated regulations.

The tin ore mining value chain in Tanzania encompasses exploration, mine development, extraction, beneficiation, transportation, and marketing of concentrates. Exploration activities include geological mapping, geochemical sampling, and drilling to establish economically viable reserves. Mining operations typically utilize open-pit or shallow underground methods depending on deposit characteristics. Ore beneficiation relies mainly on gravity separation techniques, which are well suited to tin ore and allow for cost-effective upgrading of raw material into commercially saleable concentrates.

Technological advancements have improved operational efficiency and recovery rates across the industry. Modern mineral processing equipment, improved mine planning, and mechanization have reduced operational risks, enhanced productivity, and improved environmental performance. These developments enable mining companies to achieve stable production levels while adhering to increasingly stringent safety and environmental standards.

The industry operates within a structured regulatory framework administered by the **Minerals Commission**, with oversight on licensing, production reporting, royalty payments, and mineral trading.

Environmental compliance is enforced through **Environmental and Social Impact Assessments (ESIA)** and continuous monitoring by the relevant authorities. In addition, there is growing emphasis on responsible mining practices, traceability, and compliance with international supply chain standards, which enhances market access for compliant producers.

Overall, the tin ore mining industry offers significant investment opportunities for well-capitalized and professionally managed operators. Favorable geology, supportive government policy, growing global demand, and improvements in mining technology collectively create a positive outlook for tin ore mining projects in Tanzania. Companies that integrate sound technical expertise, regulatory compliance, environmental stewardship, and efficient production systems are well positioned to succeed in this evolving and competitive industry.

1.10 Financial Overview

The financial framework of the tin ore mining project is structured to ensure long-term sustainability, profitability, and compliance with statutory obligations while delivering attractive returns to investors. The project's financial model is based on phased development, prudent capital allocation, efficient cost management, and stable revenue generation from the sale of tin ore concentrates. Initial financial projections are conservative and reflect prevailing industry standards, geological assumptions, operational realities, and regulatory requirements applicable to mining operations in Tanzania.

Capital expenditure for the project will primarily cover mine development, acquisition of mining and mineral processing equipment, site infrastructure, environmental compliance costs, and working capital requirements. Initial investments will include costs related to geological exploration, licensing and permitting, land preparation, construction of processing facilities, procurement of crushers, concentrators, gravity separation units, power supply systems, water management infrastructure, and security installations. Additional capital allocations will be made for environmental protection measures, health and safety systems, and rehabilitation provisions as required under Tanzanian mining regulations. Capital expenditure will be deployed in phases to align with production growth and minimize upfront financial risk.

Operating expenditures will constitute a significant portion of ongoing costs and will include labor expenses, fuel and energy costs, equipment maintenance, spare parts, consumables, transportation,

security, insurance, environmental management, and administrative overheads. The Company's financial strategy emphasizes cost efficiency through mechanized operations, optimized mine planning, preventive maintenance programs, and the use of locally sourced labor and services where feasible. This approach is intended to reduce unit production costs while maintaining operational reliability and regulatory compliance.

Revenue projections are primarily driven by projected tin ore concentrate production volumes and prevailing market prices. The Company's revenue model assumes the sale of beneficiated tin ore concentrates to licensed local buyers or international off-takers, subject to compliance with Minerals Commission regulations. Conservative price assumptions have been applied to account for market volatility and ensure resilience under varying market conditions. The financial model also considers potential upside from improved recovery rates, increased production capacity, and favorable price movements over the life of the mine.

Cash flow management is a central component of the project's financial planning. Positive operating cash flows are expected once steady-state production is achieved, enabling the Company to meet its operating obligations, service any debt facilities, and reinvest in mine expansion and efficiency improvements. Adequate working capital buffers have been incorporated to support day-to-day operations, manage payment cycles, and mitigate risks associated with delayed receivables or temporary production interruptions. The Company intends to maintain disciplined financial controls to ensure liquidity and financial stability throughout the project lifecycle.

The project's profitability indicators demonstrate strong financial viability under base-case assumptions. Forecasts indicate competitive operating margins supported by favorable ore grades, efficient beneficiation processes, and controlled cost structures. Key financial metrics such as gross margin, operating margin, and net profit margin are projected to improve progressively as production stabilizes and economies of scale are realized. Sensitivity analyses have been incorporated to assess the impact of changes in tin prices, operating costs, and production volumes, confirming the project's resilience under adverse scenarios.

Funding for the project may be sourced through a combination of equity contributions, strategic partnerships, and debt financing, depending on investor preferences and capital structure considerations.

Equity funding will support early-stage development and reduce leverage-related risks, while selective use of debt financing may be employed to enhance returns once stable cash flows are established. The Company remains committed to maintaining a prudent debt-to-equity ratio to preserve financial flexibility and investor confidence.

Statutory financial obligations, including royalties, taxes, and regulatory fees, have been fully incorporated into the financial projections. Royalties payable to the Government of Tanzania, corporate income tax, withholding taxes, and other applicable levies have been accounted for in accordance with existing laws. The Company's financial planning emphasizes transparency, accurate reporting, and timely settlement of government obligations to ensure compliance and maintain a positive regulatory standing.

In the medium to long term, the Company anticipates reinvesting a portion of retained earnings into mine expansion, equipment upgrades, and exploration activities aimed at extending the life of the mine and increasing production capacity. This reinvestment strategy is designed to enhance shareholder value while supporting sustainable mining operations. Dividend distribution policies will be aligned with cash flow performance, capital requirements, and investor expectations.

Overall, the financial outlook for the tin ore mining project is positive and reflects a balanced approach to growth, risk management, and value creation. Strong demand fundamentals for tin, favorable geological conditions, efficient operational planning, and disciplined financial management collectively underpin the project's financial viability. The Company's financial strategy is focused on delivering stable returns, maintaining regulatory compliance, and supporting long-term sustainable development of tin ore mining operations.

1.11 Organization Mission

Our mission is to responsibly explore, mine, and process tin ore in a manner that delivers sustainable value to our stakeholders while complying with all applicable laws and regulatory requirements. We are committed to operating safe, efficient, and environmentally responsible mining operations, promoting local employment and skills development, supporting community development, and contributing to national economic growth through value addition and ethical mineral production.

1.12 Vision Statement

To become a leading and trusted tin ore mining company recognized for responsible resource development, operational excellence, and sustainable value creation, while contributing to industrial growth, community development, and economic prosperity.

1.13 Goals and Objectives

Overall Goal

To establish and operate a sustainable, compliant, and profitable tin ore mining enterprise that delivers consistent value to investors while contributing to economic development, employment creation, and responsible mineral resource utilization.

Specific Objectives

Operational Excellence

To develop and operate efficient tin ore mining and beneficiation processes that ensure consistent production and high recovery rates.

Regulatory Compliance

To obtain and maintain all required mining licenses, permits, and approvals, and to comply fully with Tanzanian mining, environmental, and safety regulations.

Financial Performance

To achieve sustainable profitability through cost-effective operations, disciplined financial management, and competitive tin ore concentrate production.

Health, Safety, and Environment

To implement robust health, safety, and environmental management systems that minimize operational risks and environmental impact.

Value Addition

To enhance the value of extracted tin ore through effective beneficiation and processing prior to sale or export.

Local Content and Employment

To prioritize employment of local communities, develop workforce skills, and source goods and services locally where feasible.

Market Development

To establish reliable markets and long-term relationships with licensed buyers and off-takers for tin ore concentrates.

Sustainability and Growth

To reinvest in exploration, technology, and infrastructure to extend mine life and support long-term business growth.

7. 2.0 COMPANY OVERVIEW

2.1 Ownership

The tin ore mining project will be owned and operated by **3M Mining Investment Limited**, a registered company in Tanzania. While the company maintains its corporate offices in **Kinondoni Municipality, Dar es Salaam**, the tin ore mining operations are planned to be carried out in the **Murongo Area, Kagera Region**. The company will manage all aspects of mining operations, ensuring efficiency, regulatory compliance, and sustainable resource development.

8. 3.0 MARKETING STRATEGY

The marketing strategy for **3M Mining Investment Limited** is designed to ensure sustainable revenue generation, optimize value from tin ore production, and establish the company as a leading and reliable supplier in both local and international markets. The strategy integrates technical quality control, market intelligence, regulatory compliance, and structured buyer engagement to enhance competitiveness and profitability.

1. Market Analysis and Industry Outlook

Tin is a critical industrial metal with growing global demand driven by electronics manufacturing, renewable energy technologies, tinplate production, and alloy applications. Global tin supply is concentrated in a few countries, including Indonesia, China, and Peru, creating opportunities for Tanzanian producers to enter export markets. Tanzania's Kagera Region, specifically the Murongo Area, contains high-grade tin ore deposits suitable for both domestic consumption and export. Market intelligence will be continuously gathered to monitor international tin prices, buyer demand, import regulations, and emerging industry trends to inform production, pricing, and sales decisions.

2. Target Market and Customer Segmentation

The Company's target customers include:

- **Licensed domestic mineral buyers**, including smelters and mineral trading firms operating under the Minerals Commission framework.
- **International buyers and off-takers** in Europe, Asia, and Africa, particularly those sourcing tin concentrates for electronics, solder, and alloy production.
- **Industrial intermediaries and mineral brokers** that facilitate access to specialized global markets.

Customer segmentation will be based on technical requirements, volume capacity, delivery schedules, and long-term supply potential. The Company will prioritize high-grade concentrate buyers that value reliability, traceability, and regulatory compliance.

3. Product Quality and Technical Assurance

The Company will implement a strict quality control system to ensure all tin ore concentrates meet commercial specifications, including tin content, moisture levels, and impurity thresholds. Laboratory analysis, beneficiation performance tracking, and sampling protocols will be used to guarantee consistency. Certificates of analysis will be provided to all buyers, ensuring compliance with both Tanzanian regulatory requirements and international industrial standards. Maintaining high-quality, traceable products is central to the Company's strategy for building long-term relationships with both domestic and international buyers.

4. Pricing Strategy

Pricing will be technically determined based on the ore grade, recovery efficiency, international tin market prices, and associated logistics costs. The Company will employ a flexible pricing model that incorporates:

- Base commodity price from the London Metal Exchange (LME) and other recognized benchmarks.
- Premium or discount adjustments based on tin content, concentrate purity, and market demand.
- Long-term contract pricing to secure predictable revenue streams and mitigate market volatility.

Financial modeling and scenario analysis will be used to forecast revenue under varying market conditions, ensuring the Company maintains profitability across price fluctuations.

5. Sales and Distribution Channels

The Company will leverage multiple channels for product distribution:

- Direct sales to licensed buyers and smelters under formal supply agreements.
- Export channels through authorized Tanzanian export licenses and compliance with customs and minerals export regulations.
- Strategic partnerships with mineral brokers and international distributors to access specialized markets requiring certified tin ore concentrates.

The logistics strategy includes secure handling, storage, and transport systems for both domestic and export deliveries. Real-time tracking, inventory management, and quality assurance during transit will ensure product integrity and buyer satisfaction.

6. Promotion and Buyer Engagement

Promotion will focus on establishing the Company as a reliable, high-quality, and compliant supplier:

- Participation in industry trade fairs, mining exhibitions, and international commodity conferences.
- Publishing technical product specifications, beneficiation results, and compliance certifications.
- Maintaining active communication channels with buyers, including regular reporting on production, quality, and delivery schedules.

The Company will leverage these efforts to develop long-term supply agreements, volume commitments, and strategic partnerships that strengthen market presence and credibility.

7. Market Risk Management

Market risk management is critical due to fluctuations in tin prices, exchange rates, regulatory changes, and logistics challenges. The Company will implement:

- Price risk monitoring, using hedging strategies and forward contracts where feasible.
- Diversification of buyer base, minimizing reliance on a single customer or market.
- Regulatory compliance, ensuring all mining, sales, and export activities conform to Tanzanian laws and Minerals Commission guidelines.

- Operational risk mitigation, including secure transportation, stockpile management, and inventory monitoring.

8. Growth and Expansion Strategy

As production stabilizes and the Company gains market credibility, the marketing strategy will support growth through:

- Expanding into new international markets with high demand for tin concentrates.
- Exploring value-added processing opportunities, including higher-grade concentrate production or semi-refined tin products.
- Developing strategic alliances with industrial partners to secure long-term off-take agreements and facilitate financing for operational expansion.

9. PROJECT DESCRIPTION

10. PROJECT DESCRIPTION, LOCATION, AND SITE

3M Mining Investment Limited plans to develop and operate a tin ore mining project in the **Murongo Area, Kagera Region, Tanzania**, a location known for its commercially viable tin ore deposits. The project involves the full mining value chain, from exploration and extraction to beneficiation and sale of tin ore concentrates, with a focus on efficiency, sustainability, and compliance with Tanzanian mining and environmental regulations.

1. Project Description

The project encompasses the following key activities:

- **Exploration and Resource Assessment:** Geological mapping, sampling, and drilling to determine the extent, grade, and quality of tin ore deposits in the Murongo Area.
- **Mining and Extraction:** Mechanized and semi-mechanized mining operations designed to maximize ore recovery while maintaining safety standards.
- **Processing and Beneficiation:** Crushing, grinding, gravity separation, and concentration of tin ore to produce high-quality tin concentrates suitable for local sale or export.

- **Environmental Management:** Implementation of environmental protection measures, waste management, land rehabilitation, and compliance with NEMC and other regulatory requirements.
- **Logistics and Marketing:** Secure handling, storage, transportation, and marketing of tin ore concentrates to licensed buyers and off-takers.

The project is designed for phased development, allowing production scaling as resource evaluation and market demand dictate. Production processes will incorporate modern mining techniques, quality control systems, and sustainable operational practices to ensure efficiency and profitability.

2. Project Location

The tin ore mining site is located in the **Murongo Area of Kagera Region**, northern Tanzania. This region is strategically favorable due to:

- Proven tin ore mineralization and favorable geological formations.
- Access to transport infrastructure linking the site to regional highways and logistics hubs.
- Proximity to local labor markets and communities to support operations.

The Murongo site lies in a region characterized by a combination of alluvial and primary tin deposits, offering opportunities for both mechanized and selective mining techniques.

Project Site

The project site will include:

- **Mining area:** Delineated zones for ore extraction, stockpiling, and ore processing.
- **Processing facilities:** On-site beneficiation units, including crushers, grinders, and gravity separation systems.
- **Support infrastructure:** Site offices, workshops, storage facilities, power supply, water systems, and security installations.
- **Environmental and safety zones:** Waste management facilities, tailings storage areas, and land rehabilitation zones designed to minimize environmental impact and comply with regulatory standards.

The project site has been selected to optimize access to tin ore deposits while ensuring operational efficiency, safety, and environmental stewardship. Site planning incorporates space for future expansion, efficient logistics, and compliance with all statutory mining, health, and environmental requirements.

Promotion Strategy

The promotion strategy for **3M Mining Investment Limited** is designed to build awareness, credibility, and long-term relationships with buyers, investors, and key stakeholders in both domestic and international tin ore markets. The strategy integrates technical product promotion, compliance communication, market engagement, and strategic partnerships to ensure the company is recognized as a reliable, high-quality supplier of tin ore concentrates.

Brand Positioning

The Company will position itself as a **trusted and responsible tin ore producer** that delivers high-quality, traceable concentrates while maintaining strict adherence to Tanzanian mining, environmental, and safety regulations. Emphasis will be placed on operational excellence, sustainable practices, and product consistency to differentiate from competitors.

Target Audience

- **Licensed local mineral buyers:** Smelters, trading companies, and domestic industrial users.
- **International off-takers:** Buyers in Asia, Europe, and Africa requiring certified tin ore concentrates for electronics, alloys, and industrial applications.
- **Investors and financial partners:** Institutions and private investors seeking opportunities in the Tanzanian mining sector.

Promotion Channels

- **Industry Trade Shows and Conferences:** Participation in mining exhibitions and international commodity fairs to showcase production capabilities and establish direct buyer connections.
- **Direct Buyer Engagement:** Personal meetings, product demonstrations, and technical presentations to demonstrate tin concentrate quality and beneficiation performance.
- **Digital Platforms:** Company website, professional networks, and industry portals to provide product information, certifications, and company updates.

- **Technical Publications and Reports:** Sharing analytical reports, laboratory certifications, and production data to reinforce credibility and technical reliability.

4. Product Differentiation and Technical Promotion

Promotion efforts will emphasize the **technical quality of tin ore concentrates**, including:

- Tin content, impurity levels, and moisture specifications.
- Traceability from mine to buyer, demonstrating responsible sourcing.
- Compliance with Tanzanian Minerals Commission and NEMC standards.

Highlighting these technical attributes will increase buyer confidence, attract premium pricing, and enable long-term off-take agreements.

5. Relationship Management

Long-term relationships with buyers will be strengthened through:

- Reliable and timely delivery schedules.
- Consistent product quality verified through certificates of analysis.
- Transparent communication on production capacity, pricing, and market conditions.

6. Market Intelligence and Feedback

The Company will actively monitor market trends, buyer preferences, and competitor activity to refine promotional efforts. Feedback from buyers will inform production improvements, pricing strategies, and technical upgrades to enhance product appeal.

7. Community and Stakeholder Engagement

Promotion will also extend to local communities and regulatory bodies to demonstrate commitment to sustainable mining practices, local employment, and environmental stewardship. Positive stakeholder engagement enhances the company's reputation and reduces operational risks.

By combining **technical quality promotion, strategic engagement, and market intelligence**, 3M Mining Investment Limited aims to establish itself as a **leading supplier of tin ore concentrates**, ensuring sustainable demand, competitive pricing, and strong market presence.

Pricing Strategy

3M Mining Investment Limited will adopt a market-driven and technically informed pricing **strategy** for tin ore concentrates. Prices will be determined based on tin content, concentrate purity, prevailing international tin prices, and associated operational and logistics costs. The strategy will balance competitiveness with profitability, ensuring sustainable revenue while remaining attractive to both local and international buyers.

Key elements include:

- **Benchmarking against global tin prices** from recognized sources such as the London Metal Exchange (LME).
- **Premiums or discounts** applied based on ore grade, recovery rates, and product quality.
- **Flexible pricing agreements** for long-term contracts to stabilize revenue and reduce exposure to market volatility.
- **Cost-inclusive pricing** that accounts for production, beneficiation, transportation, and compliance costs.

This approach ensures that the Company maximizes revenue, maintains market competitiveness, and secures long-term off-take relationships while mitigating financial and market risks.

5.4 Customer Segmentation

3M Mining Investment Limited targets a diverse range of customers within the tin ore value chain, both domestically and internationally. Effective customer segmentation allows the Company to optimize sales, tailor product quality, and build long-term relationships while mitigating market risks.

1. Domestic Buyers

- **Licensed Mineral Traders and Smelters:** These buyers purchase tin ore concentrates for processing into refined tin or tin-based products.

- **Industrial Consumers:** Companies within Tanzania that use tin in manufacturing alloys, soldering materials, or other industrial applications.
- **Local Cooperatives and Mining Associations:** Entities that aggregate tin ore for resale or processing.

2. International Buyers

- **Global Smelters and Refiners:** Companies in Asia, Europe, and Africa that require tin concentrates for electronics, tinplate, and industrial alloys.
- **Commodity Traders and Brokers:** Firms that facilitate the international trade of tin ore and connect producers to end-users.
- **Industrial Manufacturing Companies:** Businesses in need of high-purity tin for production, including electronics, automotive, and packaging industries.

3. Customer Segmentation Criteria

Segmentation is based on:

- **Volume Requirements:** Large-scale off-takers vs. smaller, specialized buyers.
- **Technical Specifications:** Desired tin content, impurity levels, and concentrate quality.
- **Geographic Location:** Domestic vs. international markets, with consideration for logistics and export regulations.
- **Contractual Terms:** Spot sales versus long-term supply agreements.

4. Strategic Implications

By segmenting customers according to volume, technical requirements, and location, the Company can:

- Offer tailored product specifications and quality assurances.
- Negotiate competitive pricing and long-term contracts.
- Optimize logistics, reduce delivery costs, and enhance buyer satisfaction.
- Mitigate market risk by diversifying the customer base across domestic and international markets.

Through structured customer segmentation, **3M Mining Investment Limited** aims to maximize revenue, build strategic relationships, and establish a stable market presence for tin ore concentrates.

5.5 Competitive Analysis

The tin ore mining industry in Tanzania is moderately competitive, with a mix of established mining companies, small- and medium-scale operators, and international suppliers influencing market dynamics. **3M Mining Investment Limited** differentiates itself through the production of high-quality, consistently beneficiated tin ore concentrates, operational efficiency, and full compliance with Tanzanian mining, environmental, and safety regulations. While challenges such as price volatility, logistics limitations, and regulatory requirements exist, the Company’s focus on reliable supply, customer-centric service, and sustainable practices positions it as a trusted supplier capable of competing effectively in both domestic and international markets.

5.6 Competitive Advantage

3M Mining Investment Limited holds a competitive advantage in the tin ore mining industry through its combination of high-quality ore production, operational efficiency, and strict regulatory compliance. The Company leverages mechanized mining and modern beneficiation techniques to deliver consistent, high-grade tin concentrates that meet both domestic and international buyer specifications. Its commitment to environmental stewardship, health and safety standards, and community engagement further strengthens credibility and market trust. By ensuring reliable supply, optimized production costs, and a customer-focused approach, the Company is well-positioned to differentiate itself from competitors and secure sustainable long-term market presence.

Operational Plan

Year	Key Activities / Milestones	Outputs / Goals
Year 1	<ul style="list-style-type: none"> - Obtain mining licences, permits, and regulatory approvals - Conduct geological surveys, sampling, and drilling - Establish site infrastructure (offices, workshops, storage) - Procure and mobilize mining equipment - Recruit and train core workforce 	<ul style="list-style-type: none"> - Confirm tin ore reserves - Site prepared for operations - Workforce ready for initial mining

Year	Key Activities / Milestones	Outputs / Goals
	<ul style="list-style-type: none"> - Pilot-scale mining operations - Implement beneficiation (crushing, grinding, gravity separation) 	<ul style="list-style-type: none"> - Initial tin concentrates produced - Quality assurance in place
Year 2	<ul style="list-style-type: none"> - Set up quality control and laboratory systems - Test logistics and concentrate transport - Initiate community engagement programs - Scale up to full production 	<ul style="list-style-type: none"> - Supply chain tested and functional
Year 3	<ul style="list-style-type: none"> - Optimize beneficiation efficiency - Strengthen logistics and delivery systems - Formalize long-term contracts with buyers - Expand workforce and safety systems - Achieve optimal production capacity 	<ul style="list-style-type: none"> - Steady-state production achieved - High-quality concentrates delivered - Secure sales and off-take agreements
Year 4	<ul style="list-style-type: none"> - Introduce advanced beneficiation technologies - Explore additional mining zones - Expand domestic and international market reach - Conduct workforce technical training - Consolidate operations and profitability - Implement sustainable mining and environmental practices 	<ul style="list-style-type: none"> - Maximized tin recovery and output - Expanded market and customer base - Enhanced operational efficiency
Year 5	<ul style="list-style-type: none"> - Evaluate value addition opportunities - Strengthen long-term strategic partnerships - Conduct comprehensive operational and financial review 	<ul style="list-style-type: none"> - Fully sustainable and profitable operations - Long-term market positioning secured - Plan for next phase of expansion

The operational plan outlines the key activities, milestones, and job creation aspects of the project, ensuring that the CIP machine installation and service operations in Tanzania are executed efficiently and sustainably.

6.2 Job Creation:

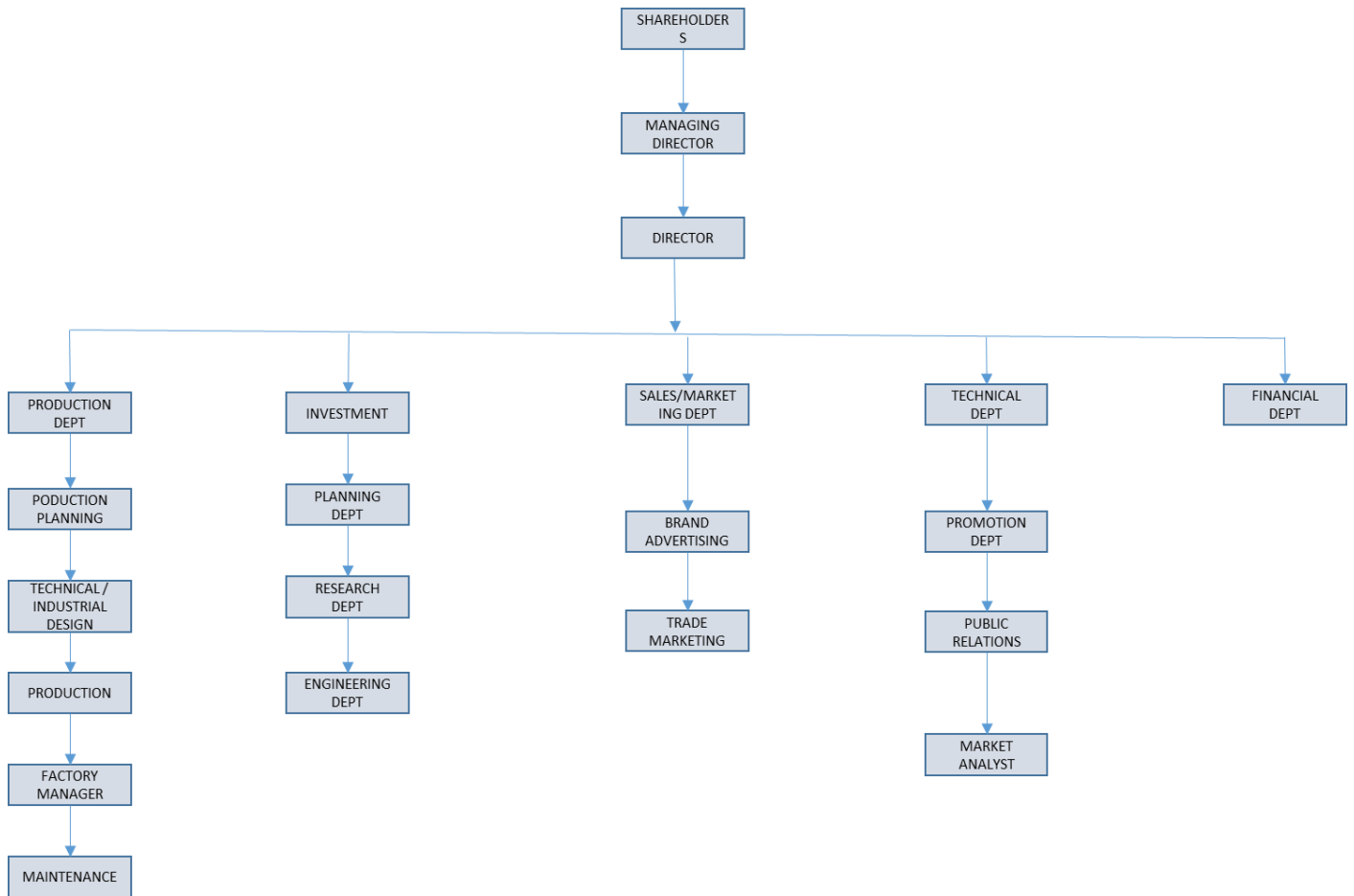
3M Mining Investment Limited is committed to contributing to local employment and skills development while also incorporating specialized foreign expertise. The project is expected to create a total of **230 jobs** during the operational phase, distributed as follows:

- **Foreign Workforce:** 20 men and 10 women will be employed in technical, management, and specialist roles requiring international mining expertise.
- **Local Workforce:** 150 men and 50 women from the Murongo area and surrounding communities will be employed in mining, processing, administrative, logistics, and support functions.

This employment strategy ensures a balanced mix of international expertise and local labor participation, promotes knowledge transfer, and contributes to the socio-economic development of the Kagera Region. The Company will also implement training and skills development programs to enhance the capacity and career progression of local employees, particularly in mining operations, equipment handling, and safety management.

11. ORGANIZATION AND MANAGEMENT PLAN

Organizational Structure



12. MANAGEMENT STRATEGY

3M Mining Investment Limited will implement a structured management strategy to ensure efficient, safe, and profitable tin ore mining operations in the Murongo Area, Kagera Region. The Company will operate a hierarchical organizational structure with dedicated departments for mining operations, processing, health and safety, logistics, marketing, human resources, and finance. Leadership will comprise experienced foreign specialists providing technical expertise, complemented by skilled local managers ensuring compliance with Tanzanian mining regulations and effective community engagement. Standard operating procedures (SOPs), key performance indicators (KPIs), and regular audits will guide operations, monitor productivity, and maintain accountability across all departments.

The management strategy emphasizes workforce development, with continuous training programs in mining, processing, safety, and technical skills for both local and foreign employees. Transparent

governance, regulatory compliance, and adherence to environmental and labor laws will underpin all operations. By combining technical expertise, local knowledge, and structured oversight, **3M Mining Investment Limited** aims to achieve operational excellence, maintain high-quality tin ore production, and ensure sustainable, long-term growth while creating meaningful employment and contributing to the socio-economic development of the Kagera Region.

BUDGET MANAGEMENT

3M Mining Investment Limited will implement a structured budget management system to ensure that all financial resources are allocated efficiently, costs are controlled, and operations remain financially sustainable throughout the life of the tin ore mining project. The budget will cover capital expenditure (CAPEX), operating expenditure (OPEX), and contingency funds, with clear allocations for mine development, equipment procurement, site infrastructure, labor, environmental compliance, logistics, and marketing.

The budget management process will include:

1. **Planning and Forecasting:** Detailed financial projections for each operational phase, aligned with the 5-year implementation plan, to ensure sufficient funding for exploration, mining, beneficiation, and marketing activities.
2. **Monitoring and Control:** Continuous tracking of actual expenditures against budgeted amounts to identify variances, control cost overruns, and adjust allocations as necessary.
3. **Cost Optimization:** Implementation of cost-efficiency measures, including preventive maintenance, optimized production schedules, energy management, and procurement of goods and services from reliable local and international suppliers.
4. **Financial Reporting:** Regular financial reporting and auditing to ensure transparency, support decision-making, and maintain compliance with Tanzanian regulatory requirements, including tax and royalty obligations.
5. **Contingency Planning:** Setting aside contingency funds to mitigate unexpected operational, environmental, or market-related risks that may impact the project budget.

Through disciplined budget management, **3M Mining Investment Limited** aims to maintain financial stability, ensure efficient allocation of resources, and maximize profitability, while supporting sustainable growth and investor confidence.

TIME MANAGEMENT

3M Mining Investment Limited will implement a structured **time management framework** to ensure that all phases of the tin ore mining project are executed efficiently, deadlines are met, and operational milestones are achieved on schedule. The framework is aligned with the Company's **5-year operational plan**, covering exploration, mining, beneficiation, logistics, marketing, and administrative functions.

Key elements of the time management strategy include:

1. **Project Scheduling:** Detailed planning of all activities with defined timelines, including exploration, site preparation, equipment procurement, pilot and full-scale mining, beneficiation, and market delivery.
2. **Milestone Tracking:** Identification of critical milestones for each operational phase to monitor progress and ensure timely completion of key deliverables.
3. **Resource Allocation:** Coordinated assignment of human resources, equipment, and capital to prevent bottlenecks and optimize operational efficiency.
4. **Monitoring and Reporting:** Regular progress reviews, production reporting, and time audits to detect delays early and implement corrective actions.
5. **Contingency Planning:** Allocation of buffer periods for unforeseen delays due to weather, logistics, regulatory approvals, or technical challenges.
6. **Continuous Improvement:** Periodic evaluation of operational timelines to enhance efficiency, reduce idle time, and improve coordination across departments.

By applying a disciplined time management system, **3M Mining Investment Limited** aims to maintain operational efficiency, ensure timely delivery of tin ore concentrates to buyers, and achieve project objectives within the planned 5-year implementation period.

RISK MANAGEMENT

3M Mining Investment Limited recognizes that tin ore mining involves multiple operational, financial, environmental, and market risks. A structured risk management framework will be implemented to identify, assess, mitigate, and monitor risks throughout the project lifecycle, ensuring operational continuity, regulatory compliance, and investor confidence.

1. Operational Risks

- **Equipment Failure:** Regular preventive maintenance, spare parts inventory, and skilled technical staff will minimize downtime.
- **Production Delays:** Detailed mine planning, phased implementation, and time management systems will ensure consistent production schedules.
- **Labor and Safety Risks:** Health, safety, and environmental (HSE) protocols, training programs, and emergency response plans will protect employees and contractors.

2. Financial Risks

- **Price Volatility:** Revenue sensitivity to global tin prices will be mitigated through long-term off-take agreements, diversified customer base, and market monitoring.
- **Cost Overruns:** Strict budget management, cost controls, and contingency funds will reduce financial exposure.
- **Funding Risks:** Adequate capital allocation and phased investment will ensure the availability of funds for operational and expansion activities.

3. Environmental and Regulatory Risks

- **Environmental Impact:** Tailings management, land rehabilitation, and compliance with NEMC regulations will minimize ecological harm.
- **Regulatory Compliance:** Continuous monitoring of mining, labor, and tax regulations will prevent legal or operational interruptions.

4. Market and Logistics Risks

- **Supply Chain Disruptions:** Secure transport arrangements, multiple logistics options, and buffer stock will reduce delivery risks.
- **Market Access:** Diversification of domestic and international buyers ensures stable demand for tin concentrates.

5. Risk Monitoring and Review

The Company will maintain a Risk Register to track identified risks, mitigation measures, responsible personnel, and review timelines. Regular audits and management reviews will ensure proactive risk response and continuous improvement of risk management practices.

Through this structured approach, **3M Mining Investment Limited** aims to mitigate operational, financial, environmental, and market risks, ensuring the sustainability, safety, and profitability of the tin ore mining project.

SOCIAL AND ECONOMIC IMPACT OF THE PROJECT

3M Mining Investment Limited's tin ore mining project in the **Murongo Area, Kagera Region** is expected to have significant positive social and economic impacts on the local community, the region, and Tanzania as a whole.

1. Economic Impact

- **Employment Creation:** The project will create approximately **230 jobs**, including 170 local employees (150 men and 50 women) and 30 foreign specialists (20 men and 10 women), providing direct income and improving livelihoods.
- **Local Business Development:** Procurement of goods and services from local suppliers will stimulate small and medium enterprises, enhance local commerce, and encourage entrepreneurship.
- **Revenue Generation:** The mining project will contribute to government revenues through **royalties, taxes, and licensing fees**, supporting public infrastructure, social services, and regional development.

- **Skills and Technology Transfer:** Employment and training programs will equip local workers with technical skills in mining, beneficiation, logistics, and safety, promoting long-term workforce development.

2. Social Impact

- **Community Development:** The Company will implement social programs such as education, healthcare support, and infrastructure improvements in the Murongo area, fostering community well-being.
- **Gender Inclusion:** By employing women in both skilled and support roles, the project promotes gender equality and women’s participation in the mining sector.
- **Environmental Responsibility:** The project will adhere to strict environmental management plans, minimizing land degradation, preserving water resources, and promoting sustainable mining practices, which benefits the broader community.
- **Health and Safety Awareness:** The introduction of occupational health and safety standards, safety training, and monitoring will improve overall workplace and community safety culture.

Through these measures, **3M Mining Investment Limited** aims to deliver sustainable socio-economic benefits, supporting local development, enhancing the regional economy, and contributing positively to Tanzania’s mining sector while maintaining environmental and social responsibility.

DRIVERS TO INVESTMENT IN TIN ORE MINING

Investment in tin ore mining in Tanzania, particularly in regions like **Murongo, Kagera**, is driven by several strategic, economic, and market factors that make the sector attractive to both local and foreign investors:

1. High Market Demand for Tin

Tin is a critical industrial metal used in electronics, soldering, alloys, and packaging industries. Global demand, particularly from the electronics and renewable energy sectors, is growing, creating a favorable market for producers of high-quality tin ore concentrates.

2. Favorable Geological Potential

Tanzania, and specifically the Kagera Region, is rich in tin ore deposits with both alluvial and primary sources. The Murongo area has been identified as having commercially viable deposits, offering investors the opportunity to exploit high-grade tin ore.

3. Government Support and Mining Policy

The Tanzanian government encourages investment in the mining sector through policies that support mineral exploration, licensing, and investment protection. Incentives such as tax breaks, export facilitation, and legal frameworks under the **Mining Act, 2010 (as amended)** make the sector conducive to investment.

4. Potential for Value Addition

Investors have the opportunity to increase returns through beneficiation, producing high-grade tin concentrates or semi-refined tin products. Value addition not only enhances profitability but also contributes to national industrial development.

5. Infrastructure and Market Access

Improved transport links, including regional roads and access to ports, facilitate the movement of tin ore concentrates to domestic and international markets. Tanzania's strategic location provides access to African and global buyers.

6. Socio-Economic Benefits and Local Support

Mining projects in regions like Murongo offer significant local economic benefits, including job creation, skills development, and community investment. Social acceptance and community engagement enhance project sustainability and reduce operational risks.

7. Favorable Investment Climate and Global Interest

The mining sector in Tanzania is attracting global investors due to high commodity prices, growing industrial demand, and a legal framework that allows foreign participation in mineral exploration and production.

13.FINANCIAL ANALYSIS

Considerations and Assumptions:

The corporate tax charged is 30% of the profits. Capital investment allowance is 50%. The capital assets are exempted from custom duty and Value Added Tax. The straight-line method to depreciate the project's capital items has been applied. Revenues have been conservatively estimated based on experience of the promoters and trends in the packaging materials products industry.

Project Investment

The estimated capital investment cost of the project is US\$ **750,000** out of which US\$ **300,000** will be fixed investment costs.

3M MINING INVESTMENT LIMITED COST STRUCTURE

PARTICULAR	US\$
Land and Buildings	60,000.00
Machinery & Equipment	280,000.00
Motor Vehicles	140,000.00
Furniture & Fixtures	20,000.00
Pre exp	65,000.00
Others	35,000.00
Working Capital	150,000.00
TOTAL	750,000.00

For the project to be a reality a total investment amounting to US \$ 750,000 is needed

Financing pattern

The project will be financed by equity **US\$ 400,000** and loan **US\$ 350,000**

Project operating costs

In order to realize its intended objective, the project will have to meet operating cost not exceeding 15% of annual total revenue and 75% of total revenue is cost of sales

Projected Revenue

For projection purposes, it is assumed that the economic life of the project is five years, and that revenue from the project commences from the first year of operation.

3M MINING INVESTMENT LIMITED SUMMARY OF REVENUE "US\$"

	1	2	3	4	5
Revenue	2,610,000	2,818,800	3,044,304	3,287,848	3,550,876

Projected Profit and Loss Statement

The Income and Expenditure Statement show the projected income for the 5 years' period.

The position depicted is that the project earns profit throughout its life.

Accumulated after tax profits grow from. US\$ in first year **154,875** to US\$ in the year 5th **858,503**

3M MINING INVESTMENT LIMITED PROJECTED INCOME & EXPENDITURE STATEMENT (US\$)

	1	2	3	4	5
Revenue	2,610,000.00	2,818,800.00	3,044,304.00	3,287,848.32	3,550,876.19
Cost of Sales	1,957,500.00	2,114,100.00	2,283,228.00	2,465,886.24	2,663,157.14
Operating Expenses	391,500.00	422,820.00	456,645.60	493,177.25	532,631.43
Profit before Depreciation & Interest	261,000.00	281,880.00	304,430.40	328,784.83	355,087.62
Interest	24,000.00	180,000.00	16,000.00	6,000.00	-
Depreciation	15,750.00	15,750.00	15,750.00	15,750.00	15,750.00
Gross Profit	221,250.00	86,130.00	272,680.40	307,034.83	339,337.62
Tax (30%)	66,375.00	25,839.00	81,804.12	92,110.45	101,801.29
Profit After Tax	154,875.00	60,291.00	190,876.28	214,924.38	237,536.33
Accumulated Profit	154,875.00	215,166.00	406,042.28	620,966.66	858,503.00

Projected Cash Flows

This is shown in the financial statements. The project has a positive end of year cash flow from year 1 US\$**194,625.** of operation to the 5th year US\$ **1,183,25**

3M MINING INVESTMENT LIMITED PROJECTED CASH FLOWS STATEMENT (US\$)

	0	1	2	3	4	5
SOURCES:						
Profit before interest and depreciation	0	261,000.00	281,880.00	304,430.40	328,784.83	355,087.62
Equity	205,000.00					
Loan	300,000.00					
Total Sources	505,000.00	261,000.00	281,880.00	304,430.40	328,784.83	355,087.62
Applications:						
Capital expenditure	325,000.00		-	-	-	-
working Capital & Others	180,000.00	-	-	-	-	-
Cash	0	194,625.00	256,041.00	222,626.00	256,674.00	253,286.00
Tax	-	66,375.00	25,839.00	81,804.12	92,110.45	101,801.29
Sub total	505,000.00	261,000.00	281,880.00	304,430.12	348,784.45	355,087.29
Total applications	505,000.00	261,000.00	281,880.00	304,430.12	348,784.45	355,087.29
Accumulate dcash		194,625.00	450,666.00	673,292.00	929,966.00	1,183,252.00

Projected Balance Sheet

The projected Balance Sheet of the projected is shown in the financial statements under same heading. Shareholder's equity increases from US\$**205,000** in the first year of operation to US\$**547,536** in the 5th year.

3M MINING INVESTMENT LIMITED PROJECTED BALANCE SHEET STATEMENT (US\$)

Fixed Assets		1	2	3	4	5
Openin gbalance	-	325,000	290,250	255,500	220,750	186,000
Total Long- term Assets	-	325,000.00	290,250.00	255,500.00	220,750	186,000
Less depreciation	-	15,750.00	15,750.00	15,750.00	15,750	15,750
Closing balance	-	309,250.00	274,500.00	239,750.00	205,000	170,250
Workin gcapital	180,000	180,000.00	180,000.00	180,000.00	180,000	180,000
Accumulate dcash	-	194,625.00	450,666.00	673,292.00	929,966	1,183,252
Total assets	180,000	683,875.00	905,166.00	1,093,042.00	1,314,966	1,533,502
Financed by						
Equity	205,000	310,000.00	310,000.00	310,000.00	310,000	310,000
Net profit	-	154,875.00	60,291.00	190,876.28	214,924	237,536
Total equity	205,000	464,875.00	370,291.00	500,876.28	524,924	547,536
Long term loan	300,000	225,000	150,000	75,000	0	0
Total debts	300,000	225,000.00	150,000.00	75,000.00	-	-
Total equity and debts	505,000	689,875.00	520,291.00	575,876.28	524,924	547,536

PROJECTED PAYBACK PERIOD

Total investment is **US\$1,550,000** cash accumulation in 54th years is **US\$683,966** which is more than the initial investment by **US\$ US\$ 17,8966**, the project payback Period is within **3 years**

**3M MINING INVESTMENT IMITED PROJECTED PAYBACK PERIOD
STATEMENT (US\$)**

Year	Profit After Tax	Depreciation	Total Cash Flow	Accumulated Cash Flow
1	154,875.00	15,750.00	170,625.00	170,625.00
2	60,291.00	15,750.00	76,041.00	246,666.00
3	190,876.28	15,750.00	206,626.28	453,292.28
4	214,924.38	15,750.00	230,674.38	683,966.66
5	237,536.33	15,750.00	253,286.33	937,252.99

24.

Projected loan repayment

Total loan is **US\$ 620,000** to be repaid within 4years withinterest of 8%

**3M MINING INVESTMENT LIMITED PROJECTED LONG TERM LOAN
REPAYMENT**

Year	Principle	Loan Interest (8%)	Total Amount Paid	Loan Balance
0				
1	75,000	24000	99,000	300,000
2	75,000	18000	93,000	225,000
3	75,000	12000	87,000	150,000
4	75,000	6000	81,000	75,000
5	0	0	0	0
6	0	0		0

25.PROJECT MAN POWER AND INVESTMENT

Management: The project will be managed by **20** key staffs; the Management Officer will be the Chairperson. Under him/her will be the General manager, the Chief Engineer, the Finance Manager and the Marketing manager.

Manpower: The project will have a high -tech installment of machinery and new technology application

Employees Distribution Summary

Employment	Foreign Skilled	Local Skilled	Local Unskilled	Total
Women	20	20	30	70
Men	10	50	100	160
TOTAL	30	70	130	230

Training: All workers inclusive will benefit from the internal training for proper operations, quality and security observance. There will be out-dooring trainings for recommended staffs depending on their working requirements. Generally, the plant will apply sophisticated machinery of high technology, it is through the trainings that the Management team plans to transfer technology and skills to local workers and makeSure, those foreign workers are employed where inevitable.

Health and Insurance: The project will provide medical treatments to its workers as per Country policy requirements and will enroll workers to social security institutions as per the country policy too.

26.

27. Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Strengths

- **High-Quality Ore:** The Murongo area contains commercially viable tin ore deposits with favorable grades.
- **Operational Expertise:** Use of mechanized mining techniques ensures efficiency, higher recovery rates, and safety.
- **Regulatory Compliance:** Adherence to Tanzanian mining, environmental, and safety regulations builds credibility and market trust.
- **Market Demand:** Strong global demand for tin in electronics, alloys, and industrial applications.
- **Workforce Strategy:** Balanced mix of foreign specialists and local employees ensures technical expertise and community integration.

Weaknesses

- **High Initial Capital Requirement:** Mining and beneficiation infrastructure requires significant upfront investment.
- **Dependence on Skilled Labor:** Reliance on specialized foreign technical staff for some operations may pose continuity risks.
- **Limited Infrastructure:** Remote mining locations may face logistics and transport challenges.
- **Market Exposure:** Revenue is partially dependent on global tin prices, which can be volatile.

Opportunities

- **Export Potential:** Access to international buyers and high-value markets for tin concentrates.
- **Value Addition:** Opportunities to produce higher-grade or semi-refined tin products locally.
- **Government Incentives:** Tanzanian mining policies encourage investment and offer support to compliant operators.
- **Community Development:** Engagement with local communities can strengthen social license to operate and create goodwill.

- **Technological Advancements:** Adoption of modern beneficiation and processing technologies can increase recovery rates and reduce costs.

Threats

- **Price Volatility:** Global tin prices can fluctuate, affecting revenue projections.
- **Regulatory Changes:** Unexpected changes in mining or environmental regulations could impact operations.
- **Environmental Risks:** Potential land degradation, water contamination, or other environmental impacts if not properly managed.
- **Competition:** Competition from established domestic and international tin producers may affect market share.
- **Operational Risks:** Equipment failure, accidents, or delays could disrupt production.

28.RECOMMENDATION

To ensure the success of the business in Tanzania's mining sector, it is recommended to leverage government incentives, focus on customer education and brand awareness, and develop strategic partnerships with established industry players. Expanding service offerings like technical support and maintenance contracts, while promoting sustainability, will enhance customer loyalty. Additionally, securing diverse financing options and focusing on regional expansion can increase market reach. A strong risk management plan and continued investment in innovation will help the company stay competitive and resilient, ensuring long-term growth and profitability in the mining industry.