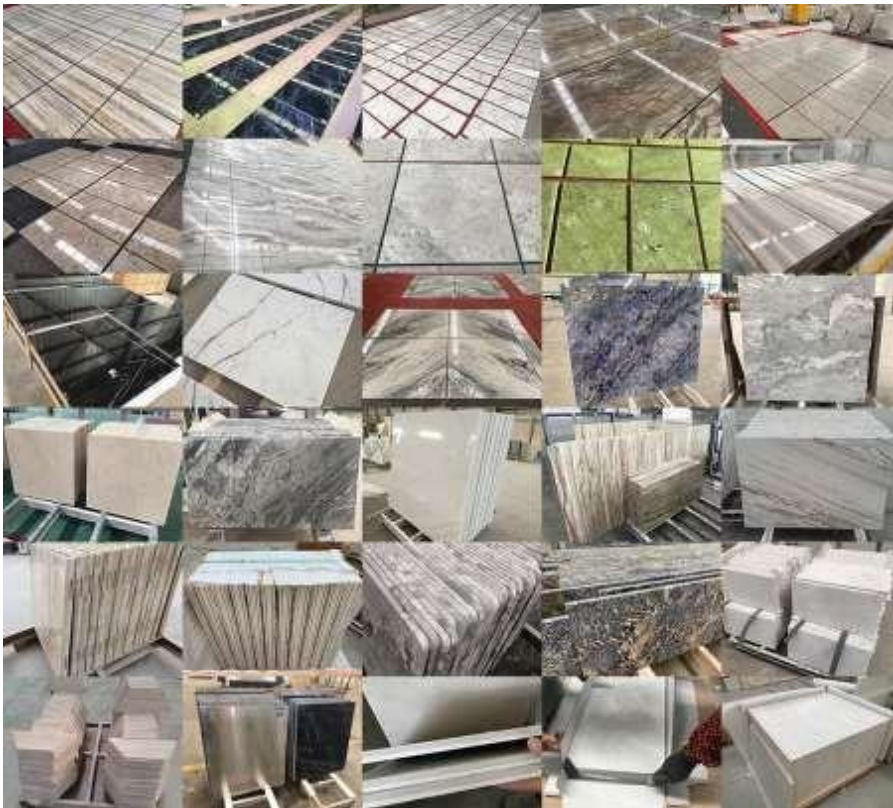




BENEFICIATION ACCELERATOR



Business Plan for DODOMA GRANITE BENEFICIATION AND PROCESSING (DGBP) PROJECT

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ABBREVIATIONS AND ACROYNMS

ABB	Agriculture and Beneficiation Business Ecosystem
CAGR	Compound Annual Growth Rate
CBD	Central Business District
CCTV	Closed Circuit Television
DGBP	Dodoma Granite Beneficiation and Processing
EBIT	Earnings Before Interest and Taxes
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
ESIA	Environmental and Social Impact Assessment
EMP	Environmental Management Plan
EU	European Union
FDI	Foreign Direct Investment
Forex	Foreign Exchange
GDP	Gross Domestic Product
GM	General Manager
GoT	Government of Tanzania
ICT	Information and Communications Technology
IMF	International Monetary Fund
IRR	Internal Rate of Return
MT	Metric Tonnes
NPV	Net Present Value
PAT	Profit After Taxes

PBT	Profit Before Taxes
SWOT	Strength, Weakness, Opportunities and Threats
USA	United States of America
USD	United States Dollars
VAT	Value Added Tax
Vijanatz	Vijanatz Industries Limited



**EXECUTIVE
SUMMARY**

EXECUTIVE SUMMARY

Business Opportunity

The Project Promoters have identified a significant commercial opportunity in the high-quality natural granite sector through the **Dodoma Granite Beneficiation and Processing (DGBP)** project. Centrally located just 14 kilometers from Dodoma City Centre, the venture is anchored by **Mining License ML 674/2022**, which grants extraction rights for granite and marble across 38 hectares in the Ntyuka-Ngongona and Mhande areas through September 2032. Extensive drilling assessments and exploration reports have confirmed the presence of premium-grade hard black granite, strategically positioned to meet the rigorous quality standards of both domestic and international export markets.

Building upon the site's history, the DGBP project marks a strategic shift from the previous model of exporting raw blocks to Italy for external processing. By establishing comprehensive on-site beneficiation—including advanced slab cutting and polishing for high-end applications such as kitchen countertops—the project internalizes the value chain within Tanzania. This transition to localized value addition is designed to catalyze a new industrial ecosystem, maximizing revenue while creating substantial direct and indirect employment opportunities specifically for youth and women in the region.

Market Size -Granite, Marble and Stone

The market for granite, marble and stone can be segmented into natural stone (granite and marble) and engineered stone (artificial marble):

- **Natural Marble:** The global marble building stone market was valued at \$20.6 billion in 2023 [Index box]. It's expected to continue growing at a steady pace.
- **Artificial Marble (Cultured Marble):** This market was valued at USD 61.12 billion in 2023 and is projected to reach USD 75.68 billion by 2030 [Verified Market Reports].
- **Artificial Marble (Overall):** The global artificial marble market size was valued at \$2.88 billion in 2021, and is expected to reach \$4.58 billion by 2031 [Allied Market Research].

In Tanzania, the demand for quality natural granite has skyrocketed because of the Government's investments in strategic infrastructure and decision in 2016 to move its Executive arm from Dar es Salaam to Dodoma. Natural granite marble has a higher market demand for residential, commercial and public properties due to its durability.

Our business model is taking advantage of the current Dodoma National Capital City Master Plan (2019 to 2039) which is estimated to cost TZS 5,396,756,821,361 (USD 2.25 Billion). We will target private sector residential and commercial developments projects which are also significant.

Proven Reserves.

The current estimated proven deposits amount to **763,200 CM**, furthermore, the quality of the granite boulders is the best within the Central Tanzania regions.

Our Products Range

Granite Blocks

Granite blocks of 1 to 3 Cubic Meters will be sawn from the boulders using specialized equipment with diamond saws. As with the previous owners, these will primarily be for the export market.

Granite Slabs

Some of the granite blocks will processing in house for value addition purposes. The blocks will be slice into slabs and then polished. These slabs will be directed at both the national and international markets.

Tiles, Pavers and Cladding materials

The smaller blocks that cannot be cut into slabs will be cut into various wall and floor tiles, drive way pavers and buildings cladding materials. These will be finished by polishing as well.

Project Promoter

VijanaTz Industries Limited.

Vijanatz Industries Limited is a Tanzanian limited liability company headquartered in Bahari Beach, Dar es Salaam, specializing in integrated agricultural development and the strategic prospecting, beneficiation, and trade of mineral resources. Operating as a **Beneficiation Accelerator**, the company leverages its extensive mineral deposits and agricultural holdings to drive two primary value-addition streams: the mechanical processing of granite into premium dimension stones and the crushing of waste materials for construction and industrial applications. By prioritizing the inclusion of growth-oriented youth and women entrepreneurs, Vijanatz aims to catalyze a resilient industrial ecosystem that fosters job creation, supplies high-demand local and international markets, and strengthens Tanzania's socio-economic landscape through increased tax contributions and foreign currency reserves.

To fuel this industrial expansion, the project is structured under a strategic joint venture via an Investment Partnership Agreement with **WHMK AS (Norway)**, which has committed one million Euro for a 30% equity stake, capitalizing on first-mover advantages within the sector. Furthermore, a Norwegian investor consortium—comprising **KIRSEBÆR AS, RRHK HOLDING AG, BLESS HOLDING AS, and SPJELKEVIK HOLDING AS**—has invested one million USD to facilitate the acquisition of specialized crushing machinery from Norway. This investment secures a 10% equity position and will operate as a distinct subsidiary entity under the Vijanatz Industries umbrella, ensuring specialized management of the crushing operations.

Our Vision

To pioneer a sustainable beneficiation ecosystem that catalyzes industrial innovation and shared prosperity.

Mission

To unlock the economic potential of agriculture and beneficiation through value addition industries.

Theory of Change

Our Theory of Change emphasizes a multi-pronged ecosystem approach designed to optimize the synergy between natural resource wealth and human capital. It asserts that through the convergence of mineral beneficiation, technological innovation, and targeted capacity building for youth and women, we can transform subsistence-level activities into high-value industrial ventures. Supported by evidence-based policies and the creation of strategic local and international market linkages, this model facilitates a transition toward a sustainable, value-driven economy that secures long-term socio-economic equity and shared prosperity.

Financing Plan.

The **Dodoma Granite Beneficiation and Processing (DGBP)** project requires a total capital investment of **TZS 11,025,411,961**. The proposed capital structure is composed of **90.6% debt (TZS 10,000,000,000)** and **9.4% equity (TZS 1,025,411,961)**.

To optimize cash flow and align with Venture Capital finance principles or strategic partnership models, the company has applied for a **TZS 10,000,000,000** facility repayable over a five-year tenure. Notably, this financing is structured as an **equity-return loan**; in lieu of a fixed interest rate, the lender will receive a return based on the project's performance, ensuring a shared-risk approach to the project's success.

Figure A- Investment Plan

Description	TZS
CAPEX	
Initial Investment	1,025,406,200
Specialized beneficiation machines for wall and floor tiles, drive way pavers and road/house buildings materials	5,147,124,432
Granite Processing and value addition equipment	3,526,900,000
Sub Total Capex	9,699,430,632
Working Capital	1,325,981,328
Total	11,025,411,961

CAPEX

Specialized beneficiation machines

- Granite rock crushers
- Trucks
- Wheel loaders
- Excavators

Granite Slicing and Polishing Assets

- A warehouse measuring 400 sq meters.
- Slicing machine
- Polishing machines
- Packaging machines.

Working Capital Budget

The working capital of TZS 1,325,981,328.

Financial Outcomes

The Dodoma Granite Beneficiation and Processing (DGBP) project demonstrates exceptional financial viability, characterized by a **Base Case Internal Rate of Return (IRR) of 46%**, a three year payback period, and a **Net Present Value (NPV) of TZS 43.9 billion**. These robust performance indicators underscore the project's capacity for high-yield returns and long-term fiscal stability within the Tanzanian industrial sector.

A primary driver of this profitability is the strategic acquisition of mineral reserves at their intrinsic value. By securing the entire deposit without the inflation of high-premium market valuations, the project maintains a **highly favorable asset-to-cost ratio**. This lean capital structure significantly reduces overhead and enhances overall margins, positioning the DGBP project as a high-value opportunity for stakeholders.

The base case Income Statement projections are also summarized in the following Figure B.

Figure B– Income Statement

TZS (Millions)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gross Revenues	10,328	14,485	18,521	18,892	19,269	19,655	20,048	20,449	20,858	21,275
Cost of Sales	6,519	6,964	7,220	7,388	7,560	7,737	7,919	8,105	8,297	8,494
Gross Profit	3,809	7,521	11,301	11,504	11,709	11,918	12,129	12,344	12,561	12,781
Gross Profit Margin	36.9%	51.9%	61.0%	60.9%	60.8%	60.6%	60.5%	60.4%	60.2%	60.1%
Admin & General	1,953	2,216	2,489	2,557	2,715	2,789	2,955	3,035	3,210	3,298
EBITDA	1,856	5,305	8,812	8,947	8,995	9,129	9,174	9,308	9,351	9,484
EBITDA Margin %	18.0%	36.6%	47.6%	47.4%	46.7%	46.4%	45.8%	45.5%	44.8%	44.6%
Depreciation	-	439	439	439	439	439	439	439	439	439
EBIT	1,856	4,866	8,373	8,508	8,555	8,690	8,735	8,869	8,912	9,044
EBIT Margins %	18.0%	33.6%	45.2%	45.0%	44.4%	44.2%	43.6%	43.4%	42.7%	42.5%
Total Interest	-	-	-	-	-	-	-	-	-	-
PBT	1,856	4,866	8,373	8,508	8,555	8,690	8,735	8,869	8,912	9,044
PBT Margin %	0.0%	33.6%	45.2%	45.0%	44.4%	44.2%	43.6%	43.4%	42.7%	42.5%
Taxation	557	1,460	2,512	2,552	2,567	2,607	2,621	2,661	2,673	2,713
PAT	1,299	3,406	5,861	5,955	5,989	6,083	6,115	6,208	6,238	6,331
PAT Margin %	12.6%	23.5%	31.6%	31.5%	31.1%	30.9%	30.5%	30.4%	29.9%	29.8%
Dividends	325	851	1,465	1,489	1,497	1,521	1,529	1,552	1,560	1,583
Retained Profits	974	2,554	4,396	4,466	4,491	4,562	4,586	4,656	4,679	4,748

Gross Revenues and Gross Profit Margins

The production volumes and related prices are summarized in Figure C below;

Figure C – Production Volumes

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Export Blocks (Cubic Meters)	1,440	1,980	2,340	2,340	2,340	2,340	2,340	2,340	2,340	2,340
Granite Slabs (SqM)	50,400	69,300	90,090	90,090	90,090	90,090	90,090	90,090	90,090	90,090
Tiles Pavers and Cladding (SqM)	72,000	99,000	117,000	117,000	117,000	117,000	117,000	117,000	117,000	117,000
Selling Prices (USD)										
Export Blocks (Cubic Meters)	1,384,500	1,412,190	1,440,434	1,469,242	1,498,627	1,528,600	1,559,172	1,590,355	1,622,162	1,654,606
Granite Slabs (SqM)	130,000	132,600	135,252	137,957	140,716	143,531	146,401	149,329	152,316	155,362
Tiles Pavers and Cladding (SqM)	31,200	31,824	32,460	33,110	33,772	34,447	35,136	35,839	36,556	37,287

The selling price is assumed to increase at 2% per annum.

The Gross Profit Margins are extremely healthy at +60% because the cost of production is only the

drilling, cutting, extraction, slicing and polishing.

EBITDA and EBITDA Margins

The major Administration and General include costs for the CEOs Office, Finance and Marketing Departments, and salaries being the main cost line. It will be noted that these will be very tightly managed resulting in an excellent EBITDA margin range of +45%.

Depreciation

Operating assets have been depreciated at between 5 and 20 years depending on the useful life of specific group or assets.

Interest Expense

Interest expense is NIL as the entire loan of **TZS 10,000,000,000** is free from interest.

Taxation

Taxation is estimated at 30% of annual profits.

Profit After Tax and PAT Margin %.

PAT margins are projected at a healthy range of +30%.

Social Economic Outcome

The Dodoma Granite Beneficiation and Processing (DGBP) project is poised to deliver a transformative socio-economic impact. Beyond the direct creation of **196 wage-based jobs** and an estimated **130,000 indirect employment opportunities**, the project secures long-term fiscal stability for the region. The company anticipates contributing an annual average of **TZS 2.5 billion in corporate income tax**, while its export-oriented strategy (targeting 60% of production) is projected to generate **USD 4.7 million in annual foreign exchange earnings**. Furthermore, the project serves as a catalyst for local infrastructure, facilitating the development of transportation networks, educational facilities, healthcare clinics, and improved access to clean water and electricity.

To further elevate the project's contribution to the Tanzanian landscape, we have identified five additional socio-economic outcomes:

- **Women and Youth Economic Empowerment:** By dedicating specific procurement and entrepreneurial pathways to women and youth, the project fosters a new generation of industrial leaders, reducing the regional wealth gap and promoting gender-inclusive economic growth.
- **Technological Advancement and Knowledge Transfer:** Through the strategic redeployment of experienced international experts, the project ensures the seamless transfer

of advanced beneficiation techniques and mechanical skills to Tanzanian technicians, raising the local standard of technical expertise.

- **Import Substitution and Construction Quality:** By supplying high-grade, locally processed granite, the project reduces Tanzania's reliance on imported dimension stones. This not only retains capital within the country but also elevates the structural integrity of national infrastructure through superior material quality.
- **Small and Medium Enterprise (SME) Incubation:** The project's role as a "Beneficiation Accelerator" creates a secondary market for local SMEs to engage in logistics, maintenance, and retail, effectively stimulating a broader industrial ecosystem.
- **Environmental Stewardship through Waste Utilization:** The conversion of granite waste into construction aggregates promotes a circular economy. This minimizes the environmental footprint of mining activities while providing the local construction industry with sustainable, low-cost raw materials.
- The DGBP project will integrate the industry's most advanced processing technologies for both natural granite and cultured marble production. By utilizing a precise formulation of marble chips, polyester resin, specialized pigments, gel coats, and release agents, the facility will optimize process efficiency and significantly minimize material wastage. This technological edge ensures the production of superior-grade polished granite and artificial marble that meets rigorous international standards, positioning Vijanatz as a leader in high-end surfacing solutions.

Conclusion

In summary, the Dodoma Granite Beneficiation and Processing project represents a rare alignment of high-yield financial performance and profound social responsibility. With a projected **IRR of 46%**, the project offers an exceptional return on investment while serving as a powerful engine for Tanzania's industrialization. By empowering youth and women, generating substantial tax revenues, and securing vital foreign exchange reserves, Vijanatz Industries is not merely launching a facility—it is pioneering a sustainable, technology-driven ecosystem that will redefine the nation's mineral value-addition landscape for years to come.



INTRODUCTION

1. INTRODUCTION

Business Opportunity

Vijanatz Industries has identified a high-growth opportunity within the premium granite beneficiation and processing sector in Dodoma, Tanzania. To capitalize on this, the company has secured **Mining License ML 674/2022** (valid through September 2032), covering 0.26 square kilometers (38 hectares) in the strategically located Ntyuka-Ngongona and Mhande areas, just 14 kilometers from the Dodoma City Centre. Comprehensive exploration and drilling assessments have confirmed extensive deposits of **high-density black granite**, a world-class material highly sought after in both domestic and international luxury markets.

While previous license holders focused primarily on the extraction and export of raw granite blocks, Vijanatz is pivoting toward a high-margin, value-addition model. By transitioning from raw exports to the localized precision cutting and polishing of high-quality granite slabs, the project captures the full economic value of the resource, serving the growing demand for premium architectural finishes and interior surfacing.

Strategic Partnership and Investment Structure

The project is driven by a powerful consortium led by **Vijanatz Industries** in a strategic joint venture with prominent Norwegian partners. This collaboration is anchored by an Investment Partnership Agreement with **WHMK AS (Norway)**, which has committed one million Euro for a 30% equity stake, securing a first-mover advantage in the region's mineral processing landscape.

Additionally, a specialized Norwegian investment group—comprising **KIRSEBÆR AS, RRHK HOLDING AG, BLESS HOLDING AS, and SPJELKEVIK HOLDING AS**—has contributed one million USD specifically for the procurement of state-of-the-art crushing machinery from Norway. This investment represents a 10% equity position and will be managed as a dedicated subsidiary under the Vijanatz Industries umbrella. This structure ensures streamlined operations, specialized technical management, and a robust foundation for scaling Tanzania's industrial beneficiation capabilities.

Market Size -Granite, Marble and Stone

The global and domestic demand for premium surfacing materials presents a dual-track opportunity for natural and engineered stone products. This market is categorized into two primary segments:

- **Natural Stone (Granite & Marble):** The global marble building stone market reached a valuation of **USD 20.6 billion in 2023**, maintaining a trajectory of steady growth driven by luxury architectural demand.

- **Engineered Stone (Artificial/Cultured Marble):** This sector represents a massive growth vertical. Valued at **USD 61.12 billion in 2023**, the cultured marble market is projected to expand to **USD 75.68 billion by 2030**. Specialized segments of the artificial marble market are also seeing significant upticks, with projections reaching **USD 4.58 billion by 2031**.

The Tanzanian Context and Strategic Alignment

In Tanzania, the demand for high-quality natural granite has reached unprecedented levels. This surge is fueled by massive government investment in strategic infrastructure—including hospitals, schools, airports, and the Standard Gauge Railway (SGR)—and the landmark 2016 directive to relocate the nation’s executive capital to Dodoma. Due to its superior durability and aesthetic prestige, natural granite remains the preferred material for high-traffic public works and premium residential developments.

Leveraging the Dodoma Master Plan

Our business model is strategically synchronized with the **Dodoma National Capital City Master Plan (2019–2039)**, an ambitious urban development initiative valued at **TZS 5.4 trillion (approx. USD 2.25 billion)**. By establishing a local beneficiation hub, Vijanatz Industries is uniquely positioned to:

- Serve as a primary supplier for large-scale government infrastructure projects.
- Capture the burgeoning private sector demand for residential and commercial real estate in the new capital.
- Offer a localized, high-quality alternative to expensive imports, ensuring competitive pricing and reduced lead times for developers.

Resource Inventory and Product Strategy

Proven Reserves

The DGBP project is anchored by significant geological assets, with currently estimated **proven deposits of 763,200 cubic meters (CM)**. Independent assessments confirm that the quality of these granite boulders is superior to any other deposits within the Central Tanzania region, offering a distinct competitive advantage in terms of material density, color consistency, and structural integrity.

Product Portfolio

Our production strategy maximizes the utilization of every extracted boulder through a tiered value-addition process:

- **Premium Granite Blocks:** Using specialized diamond-wire saws, we will extract blocks ranging from 1 to 3 cubic meters. Following the successful model of previous operators, these

high-grade blocks will primarily serve the international export market, supplying global wholesalers.

- **Polished Granite Slabs:** To capture higher margins, a significant portion of our raw blocks will be processed in-house. These will be sliced into slabs and polished to a mirror finish, targeting the luxury architectural markets for kitchen countertops, flooring, and commercial interiors both domestically and abroad.
- **Tiles, Pavers, and Cladding:** Adhering to a zero-waste philosophy, smaller blocks unsuitable for large slabs will be repurposed into high-quality wall and floor tiles, durable driveway pavers, and decorative building cladding. These products will undergo professional finishing to ensure they meet premium construction standards.

Project Promoter: Vijanatz Industries Limited

Vijanatz Industries Limited is a Tanzanian-registered limited liability company headquartered in Bahari Beach, Dar es Salaam. The firm operates as a diversified **Beneficiation Accelerator**, managing a robust portfolio of mineral deposits and agricultural land.

The core mission of the Beneficiation Accelerator is to empower youth and women entrepreneurs with a growth-oriented mindset. By fostering a new ecosystem of value-added industrial ventures, Vijanatz aims to:

- **Drive Employment:** Build a network of companies that provide sustainable jobs for a significant number of youth and women.
- **Market Expansion:** Increase the availability of premium, locally-produced goods for both the Tanzanian and international markets.
- **National Impact:** Strengthen the national economy by expanding the tax base and boosting Tanzania's foreign currency reserves through aggressive export strategies.

Our Vision

To pioneer a sustainable beneficiation ecosystem that catalyzes industrial innovation and shared prosperity.

Mission

To unlock the economic potential of agriculture and beneficiation through value addition industries.

Theory of Change

Our Theory of Change emphasizes a multi-pronged ecosystem approach designed to optimize the synergy between natural resource wealth and human capital. It asserts that through the convergence of mineral beneficiation, technological innovation, and targeted capacity building for youth and women, we can transform subsistence-level activities into high-value industrial ventures. Supported by evidence-based policies and the creation of strategic local and

international market linkages, this model facilitates a transition toward a sustainable, value-driven economy that secures long-term socio-economic equity and shared prosperity.

The Vijanatz Beneficiation Business (VBB) Ecosystem

The **Vijanatz Beneficiation Business (VBB) Ecosystem** is modeled after the intricate synergy of a coral reef, where diverse organisms interact to maintain a healthy, thriving environment. In our model, this represents a complex network of interconnected organizations, individuals, and resources that depend on one another to create, deliver, and consume value-added products. This ecosystem is comprised of several key pillars:

- **Suppliers & Producers:** Providing raw agricultural and mineral inputs and transforming them into high-value finished goods.
- **Distributors & Retailers:** Ensuring benefited products reach local and international consumers efficiently.
- **Regulatory & Research Bodies:** Working with government agencies to ensure a fair playing field and collaborating with research institutions to integrate cutting-edge technologies.
- **Financial Partners:** Engaging with institutions to provide the necessary funding and capital to scale operations.

Operational Dynamics and Impact

Like a natural ecosystem, the VBB thrives on a balance of **collaboration and competition**. While companies within the network share resources, expertise, and knowledge to optimize efficiency, they also compete to drive innovation and service quality. This interconnectedness ensures that growth in one area—such as a breakthrough in granite processing—creates a positive ripple effect, benefiting suppliers, laborers, and the broader community alike.

For the future of Tanzania's youth, the VBB ecosystem is a critical engine for:

- **Innovation & Efficiency:** Creating a collaborative space for new ideas while optimizing resource utilization to minimize waste.
- **Resilience & Growth:** Building a robust network that can withstand external economic shocks while providing a platform for local companies to access global markets.

The Tanzanian Context: Integrated Value Chains

In Tanzania, Vijanatz is pioneering these ecosystems across two primary sectors:

- **Agri-Beneficiation:** We bridge the gap between mining and farming by connecting processors and distributors, creating a more profitable and sustainable value chain.

- **ICT Empowerment:** Through platforms like **TanzaElimu** and **VijanatzJobs**, we are nurturing young tech talent and streamlining their connection to the modern industrial workforce.

Business Plan Framework

This document is structured to provide a comprehensive roadmap for the **Dodoma Granite Beneficiation and Processing (DGBP)** project. It begins with a detailed review of Tanzania's **macro-economic environment**, identifying the key drivers that influence the granite sector's operations.

Subsequent chapters analyze current **quantitative and qualitative trends** within the Tanzanian granite sub-sector to pinpoint emerging opportunities and mitigate potential challenges. The plan concludes with an in-depth risk assessment and a rigorous **financial and socio-economic outcome analysis**, demonstrating the project's dual commitment to investor returns and national development.



TANZANIA ECONOMIC REVIEW

2. TANZANIA ECONOMIC OVERVIEW

Introduction

Macro-Economic Context

Tanzania stands as one of Africa's most resilient and fastest-growing economies. As of early 2026, the nation continues to navigate a path of robust expansion, though it remains vigilant against global volatility and persistent domestic hurdles.

Economic Strengths and Growth Drivers

- **Accelerated GDP Growth:** After a steady recovery from the pandemic, Tanzania's real GDP growth is projected to reach **6.3% to 6.5% in 2026**. This performance positions the country as a leading economic performer in East Africa.
- **Sectoral Outperformers:** Growth is primarily fueled by the **mining sector** (which saw 19% growth in 2025), construction, and a resurgent tourism industry. Gold exports reached a record **USD 4.7 billion** in late 2025, providing a significant fiscal buffer.
- **Strategic Infrastructure:** The government continues its aggressive infrastructure-led growth strategy, with 124 major projects currently in planning or construction, including the **Standard Gauge Railway (SGR)** and the **Julius Nyerere Hydropower Plant** (2,115 MW).

Prevailing Challenges

- **Persistent Poverty:** Despite high GDP growth, inclusive development remains a challenge. Approximately **41% to 43%** of the population lives below the international poverty line, and the "effective inflation" for low-income households (often 5.5%–6.5%) remains higher than the official headline rate.
- **Global Volatility:** While the economy has shown resilience, ongoing global conflicts (including those in Eastern Europe and the Middle East) have introduced volatility in energy, food, and fertilizer prices, impacting agricultural productivity and the cost of imports.
- **Infrastructure Gaps:** While improving, the need for further connectivity in rural areas remains essential to transition the **77%** of the population reliant on agriculture into more productive, value-added industrial roles.

Implications for the DGBP Project

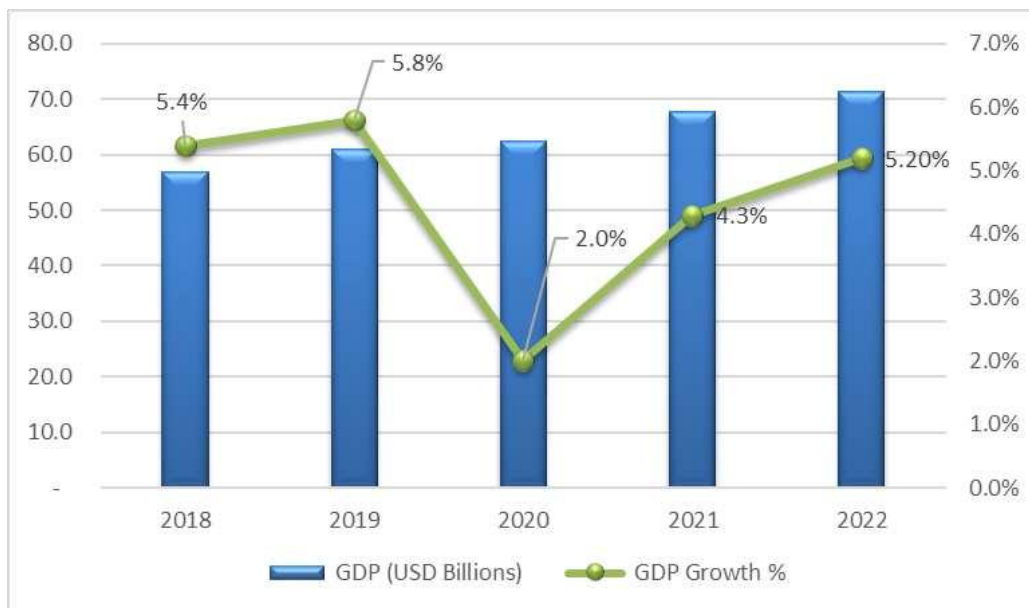
The macro-economic landscape for 2026 offers a "perfect storm" of opportunity for the **Dodoma Granite Beneficiation and Processing (DGBP)** project:

1. **High Demand:** The construction sector is projected to hit **TZS 40.44 trillion by 2030**, ensuring a massive domestic market for high-quality granite and marble.
2. **Capital Synergy:** The relocation of the executive arm to Dodoma and the associated **USD 2.25 billion Master Plan** provide a guaranteed localized market.
3. **Export Competitiveness:** With infrastructure improvements like the SGR and port upgrades, the DGBP project can more efficiently move products to international markets, capitalizing on favorable global stone prices.
4. **Socio-Economic Alignment:** By focusing on youth and women employment, the project directly addresses the government’s priority of making economic growth more inclusive and reducing rural poverty.

Gross Domestic Product (GDP) Profile

Tanzania’s nominal GDP is estimated to reach **USD 95–97 billion in 2026**, with the population now exceeding **69 million**. While the "post-Covid" era was dampened by global supply chain disruptions, the current resurgence—characterized by a **6.3% growth rate** and a stable inflation target of **3.5% to 4.0%**—provides a highly stable environment for large-scale industrial investment. The DGBP project is timed to capture this upward trajectory, transforming raw mineral wealth into sustainable national prosperity.

Figure 2.1- GDP Trends



Source: Bank of Tanzania QER- September 2023.

Sectoral Performance: Agriculture and Value Addition

The agricultural sector remains the backbone of the Tanzanian economy, contributing approximately **25.3% to 26.7% of the GDP** and employing over **65% to 75% of the national workforce**. Historically, the sector has registered growth rates slightly below the overall GDP average, a factor that has contributed to a persistent poverty gap in rural areas and accelerated rural-to-urban migration.

However, as of early **2026**, recent data indicates a significant shift toward higher productivity and value-added processing. In late 2025, the agricultural sector saw a surge in output—with a **29.8% increase in specific sub-sectors** like cashew and tobacco—driven by favorable weather, improved input distribution, and a strategic government focus on "Agri-Beneficiation." This momentum, combined with robust performance in transportation, storage, and financial services, has created a fertile environment for industrial projects like the DGBP to thrive.

Inflation and Fiscal Stability

Tanzania continues to maintain one of the most stable inflationary environments in the East African Community (EAC). After a brief spike in 2022 due to global supply chain disruptions and energy costs, the government's application of prudent monetary and fiscal policies has successfully anchored the economy.

- **Satisfactory Inflation Levels:** As of **April 2026**, the annual headline inflation rate stands at a steady **3.2%**, remaining well within the Bank of Tanzania's (BoT) medium-term target of **3.0%–5.0%**.
- **Monetary Transition:** The BoT's transition to an **interest rate-based monetary policy** in early 2024 has enhanced the precision of economic management, helping to mitigate the "imported inflation" caused by global energy and food price volatility.
- **Fiscal Prudence:** The stabilization of energy and fuel prices, alongside moderated service inflation, reflects a successful synergy between government spending and central bank oversight. This stability provides the DGBP project with a predictable cost environment for machinery imports and operational overhead.

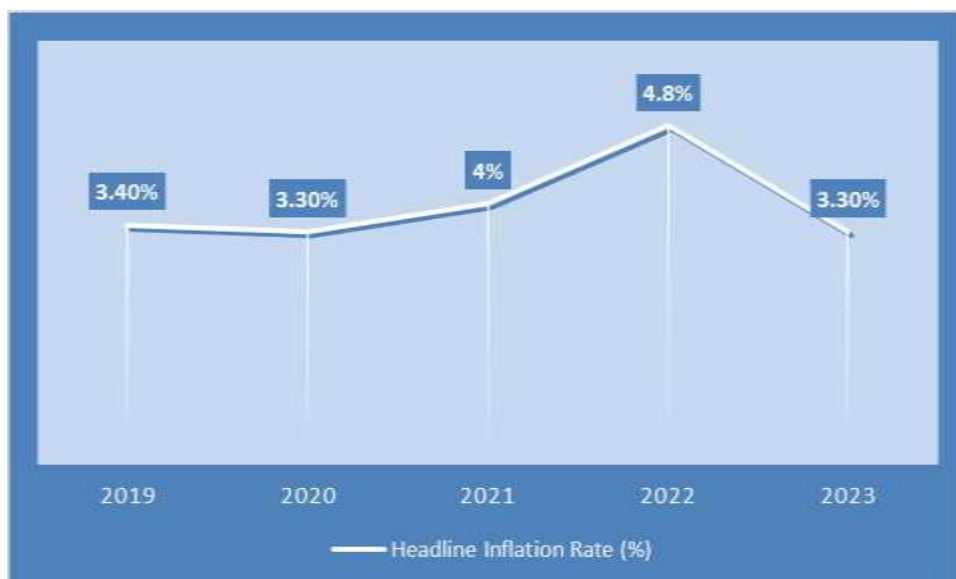
Macro-Economic Summary for DGBP Strategy

Indicator	Current Status (April 2026)	Strategic Implication for DGBP
GDP Growth	6.3% – 6.5%	High demand for construction materials in a growing

Indicator	Current Status (April 2026)	Strategic Implication for DGBP
		economy.
Headline Inflation	3.2%	Stable operational costs and predictable long-term pricing.
Agriculture GDP	25.3% - 26.7%	Strong base for integrated agri-mineral industrial models.
Gold & Mining Exports	USD 4.9+ Billion	Increased forex reserves supporting stable exchange rates.
Monetary Policy	Interest-rate based	Improved credit availability for local industrial expansion.

This stable macro-economic backdrop ensures that the DGBP project is not only financially viable but also perfectly timed to contribute to Tanzania's broader industrialization and "Value-Addition" agenda.

Figure 2.2- Inflation Rate

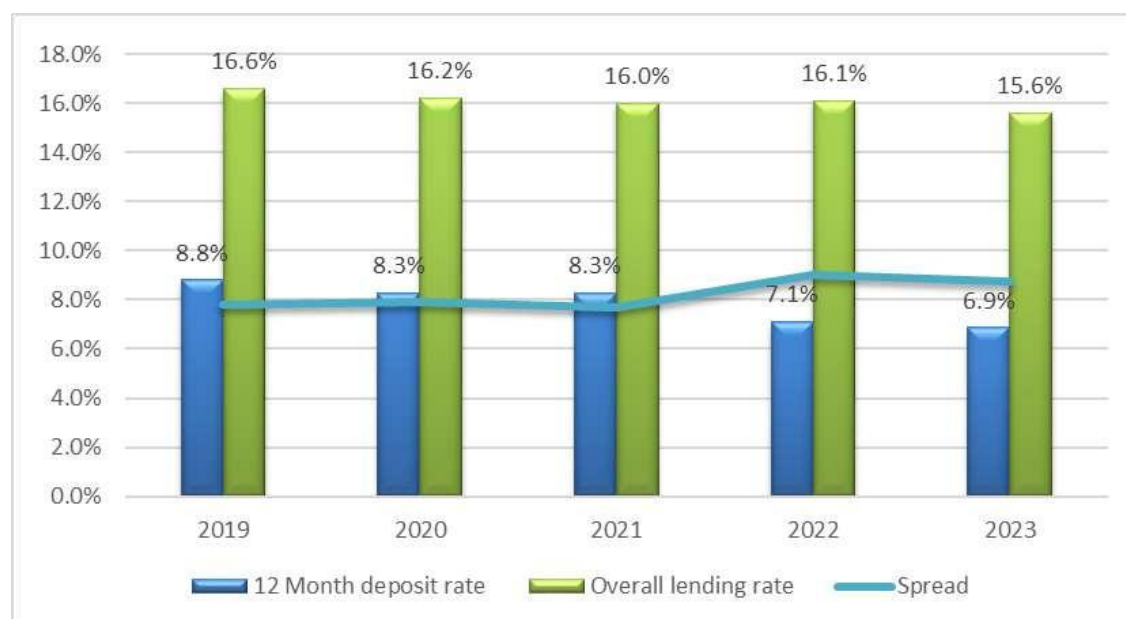


Source: Bank of Tanzania QER- September 2023.

Interest Rates

Figure 2.3 below depicts trends in the Tanzania shillings interest rates regime.

Figure 2.3- Interest Rates



Source: Bank of Tanzania QER- September 2023.

Interest Rates and Credit Accessibility

The financial landscape in Tanzania has been characterized by relatively high borrowing costs, with the average lending rate for the Tanzanian Shilling recorded at **15.6%** as of late 2023. While these rates have historically dampened the demand for private-sector credit, the **Bank of Tanzania (BoT)** has proactively shifted toward a more accommodative monetary policy. This strategic loosening is designed to alleviate liquidity constraints and stimulate credit growth for industrial and agricultural expansion.

A notable challenge remains the high interest rate spread, which persists at over **6.7%**. This gap is primarily driven by the prevalence of Non-Performing Loans (NPLs) within the banking sector. However, as the government continues to implement structural reforms to improve credit risk environments, we anticipate a gradual narrowing of this spread, providing a more favorable financing climate for capital-intensive projects like the DGBP.

Public Debt and Fiscal Sustainability

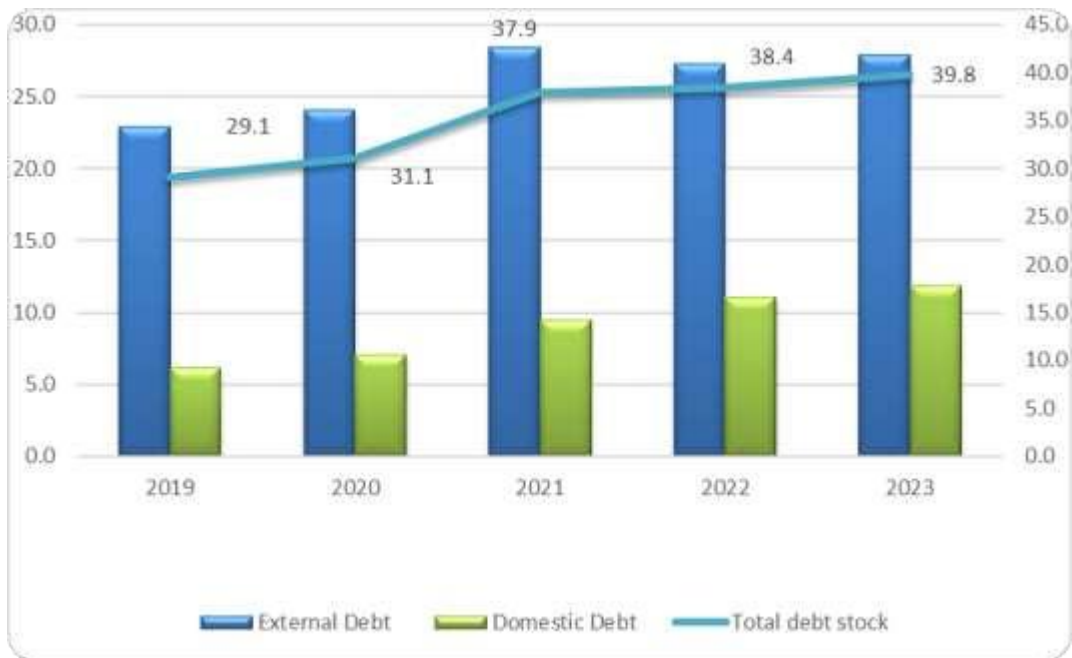
To bridge funding gaps for major infrastructure and developmental projects, the Government of Tanzania has utilized both domestic and international credit markets. As a result, public debt reached approximately **USD 39.84 billion** in recent periods.

According to the most recent **Debt Sustainability Analysis (DSA)** conducted by the International Monetary Fund (IMF), Tanzania remains at a **moderate risk of debt distress**. This classification underscores the government's ability to service its obligations while maintaining a cautious approach to new non-concessional borrowing. For investors in the DGBP project, this indicates a stable sovereign environment where the government remains committed to fiscal discipline while prioritizing high-impact industrial investments that can generate the foreign exchange necessary for long-term debt sustainability.

Summary of Financial Indicators

Metric	Status/Value	Strategic Impact
Avg. Lending Rate	15.6%	High, but trending toward relief via BoT intervention.
Interest Spread	6.7%	Reflects cautious banking sector; necessitates strong project collateral.
Public Debt	USD 39.84 Billion	Managed growth focused on infrastructure-led returns.
Risk Rating	Moderate (IMF)	Stable macro-fiscal environment for long-term JV partnerships.

Figure 2.4- Public Debt

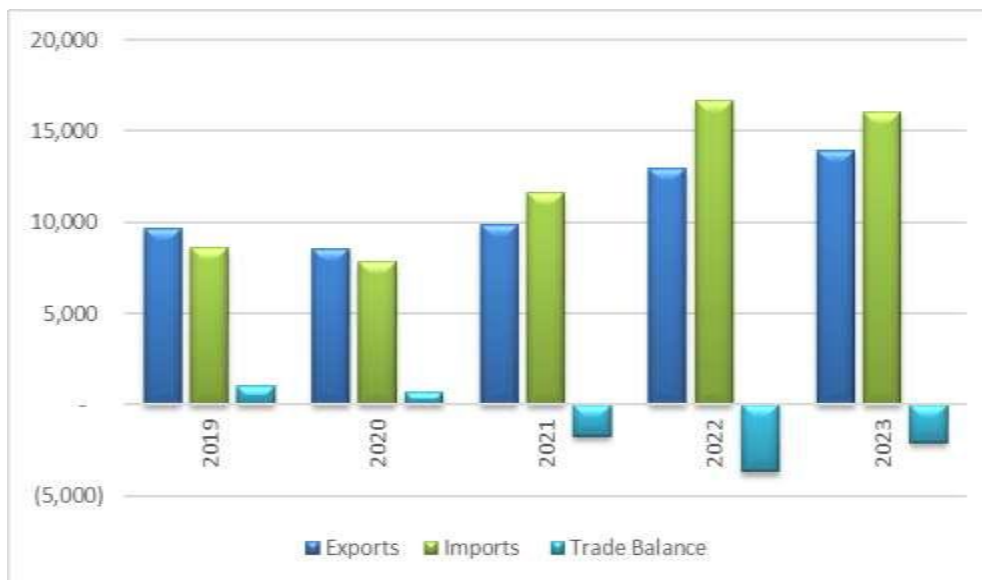


Source: Bank of Tanzania QER- September 2023.

External Trade

The external trade trend is summarised in Figure 2.5 below.

Figure 2.5- External Trade Trends



Source: Bank of Tanzania QER- September 2023.

Trade Performance and External Stability

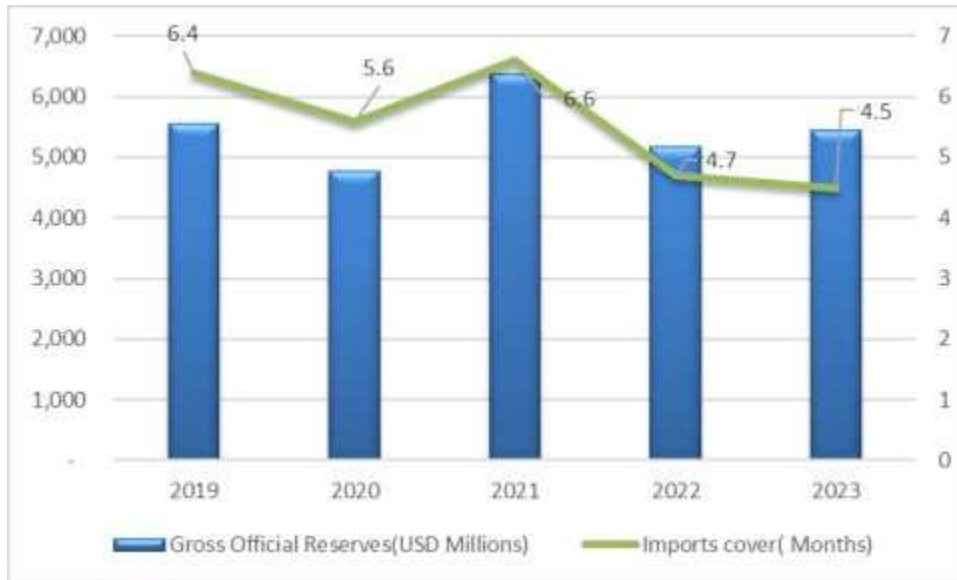
Tanzania's external sector has demonstrated remarkable resilience and growth over the past three years. As of early 2026, the nation has successfully transitioned into a period of robust export expansion and stable foreign exchange management.

- **Export Growth and Diversification:** For the year ending **February 2026**, total exports of goods and services surged by **12.4%**, reaching **USD 18.39 billion**. This growth is underpinned by a significant shift toward value-added production. Notably, **manufactured goods** recorded a powerful **26.1% increase**, totaling **USD 1.71 billion**, driven by rising demand from neighboring regional markets.
- **Tourism Recovery:** Travel receipts have fully surpassed pre-pandemic levels, amounting to **USD 3.9 billion** in the year ending January 2026. This was supported by a 6.1% increase in international visitor arrivals, reaching over **2.28 million tourists**, which provides a critical and consistent source of hard currency.
- **Import Dynamics:** While the value of imports rose to **USD 18.63 billion** due to high demand for productive inputs—such as industrial transport equipment, machinery, and building materials—the overall import bill has been moderated by softer global oil prices. This trend highlights the country's intense focus on **Capital Goods** to fuel its ongoing industrialization and infrastructure projects.

Foreign Exchange (Forex) Reserves

Tanzania's reserve position remains a cornerstone of its macro-economic stability, providing a vital buffer against external shocks and ensuring orderly conditions in the foreign exchange market.

Figure 2.6- Forex Reserves



Source: Bank of Tanzania QER- September 2023.

Foreign Exchange Dynamics and Currency Stability

While Tanzania’s macro-economic fundamentals remain strong, the country has recently encountered localized challenges regarding foreign exchange (forex) availability. These liquidity constraints are being closely monitored by the **Bank of Tanzania (BoT)**, which has implemented a series of strategic interventions in the Interbank Foreign Exchange Market to ensure the orderly availability of hard currency. For the **DGBP project**, these challenges present a manageable operational risk; beyond the initial capital requirement for specialized machinery and equipment, the project's ongoing forex demand will be limited to routine dividend remittances and spare parts procurement. Furthermore, as an export-oriented venture (targeting 60% of production), the project will serve as a **net generator of foreign exchange**, naturally hedging against local liquidity fluctuations.

Exchange Rate Trends

The Tanzanian Shilling (TZS) has demonstrated remarkable resilience compared to several of its regional peers. Analyzing the five-year trend leading into **April 2026**, the currency has maintained a stable trajectory with a modest annualized depreciation rate of approximately **1.5%**.

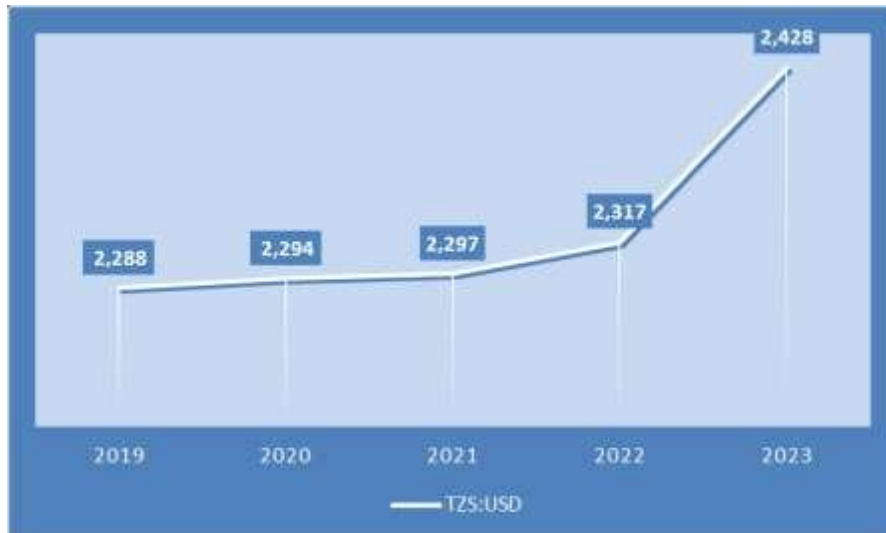
- **Current Valuation:** As of April 10, 2026, the exchange rate is approximately **TZS 2,597 per USD**.
- **Stability Drivers:** This relative stability is underpinned by the BoT's "managed float" regime and a robust "war chest" of international reserves, which currently stand at **USD 6.2 billion** (providing nearly 5 months of import cover).

- **Outlook:** While global geopolitical tensions have recently introduced volatility in energy prices—briefly increasing the demand for USD for fuel imports—the high price of gold and surging tourism receipts continue to provide a strong counter-balance, supporting long-term currency predictability for international investors.

Forex and Currency Summary

Metric	Value / Trend (April 2026)	Business Implication
Forex Reserves	USD 6.2 Billion	High buffer to support machinery imports.
Import Cover	4.8 Months	Exceeds EAC benchmark; ensures liquidity.
Depreciation Rate	~1.5% (Annualized)	Low volatility facilitates long-term financial planning.
Exchange Rate	~2,597 TZS/USD	Competitive rate for export-oriented manufacturing.

Figure 2.7- Exchange rate TZS: USD



Source: Bank of Tanzania QER- September 2023.

Foreign Direct Investment (FDI)

The trajectory of Foreign Direct Investment (FDI) in Tanzania serves as a powerful barometer of international confidence in the nation's industrial strategy. Despite the "polycrisis" of recent years—characterized by global supply chain disruptions and geopolitical volatility—Tanzania has maintained a **counter-cyclical performance**, outperforming broader continental trends.

- **Resilient Inflows:** While FDI across the African continent saw fluctuations, Tanzania's inflows grew from **USD 1.2 billion in 2021** to approximately **USD 1.72 billion by the end of 2024**.
- **Recent Momentum:** As of the first quarter of **2025**, the Tanzania Investment Centre (TIC) reported a significant surge in investor appetite, with mining sector growth reaching **16.6%** and manufacturing accounting for **35%** of all new FDI flows.
- **2026 Outlook:** Projections for 2026 remain optimistic, with nominal GDP expected to reach **USD 91.5 billion**, supported by sustained FDI in "green transition" minerals like graphite and nickel, as well as large-scale infrastructure and energy projects.

Strategic Source Markets

The DGBP project's partnership with **Norwegian investors** aligns perfectly with the current trend of diversifying FDI sources. While the UAE and China remain primary investors in logistics and infrastructure, there is a growing presence of **European and Australian firms** specializing in high-tech mineral exploration and beneficiation.

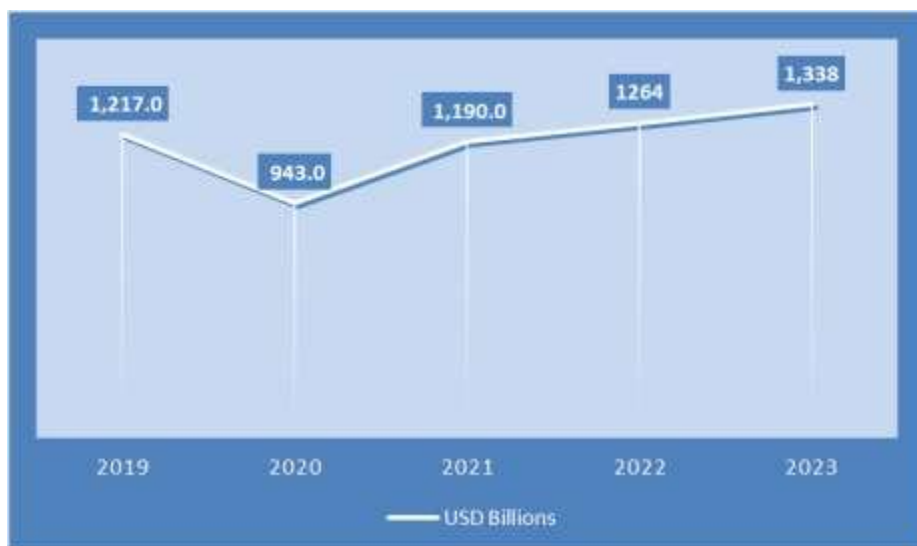
Investment Incentives for the DGBP Project

Tanzania's current investment climate offers several "Special Strategic Investment" incentives that directly benefit the DGBP project's financial model:

- **Duty Remissions:** 100% import duty and VAT exemptions on **machinery, equipment, and spare parts** during the construction and initial operational phases.
- **Capital Allowances:** A **100% capital allowance deduction** on initial expenditures, significantly accelerating the project's three-year payback period.
- **Export Incentives:** For a project targeting **60% exports**, the government provides additional exemptions on goods produced for international markets, enhancing our projected **USD 4.7 million annual forex earnings**.

FDI Confidence Indicators (2025-2026)

Metric	Performance	Strategic Implication
Annual FDI Inflow	USD 1.7B+	High global appetite for Tanzanian industrial assets.
Mining Growth (Q1 2025)	16.6%	Validates the DGBP project's focus on mineral value-addition.
Projected 2026 GDP	USD 91.5B	Expanding domestic economy increases local granite demand.
Investor Incentives	VAT/Duty Exemptions	Lowered CAPEX for the acquisition of Norwegian machinery.



Source: Bank of Tanzania QER- September 2023.

Short and Medium-Term Prospects (2026–2030)

As of April 2026, the Tanzanian economy has transitioned from post-pandemic recovery into a phase of sustained industrial expansion. With the global volatility in energy and food costs stabilizing, the outlook for the national economy is exceptionally favorable. Supported by a **6.3% GDP growth forecast for the 2026/27 fiscal year**, the government has proposed an ambitious **TZS 62.3 trillion budget**, signaling a major shift toward fiscal self-reliance and massive infrastructure scaling.

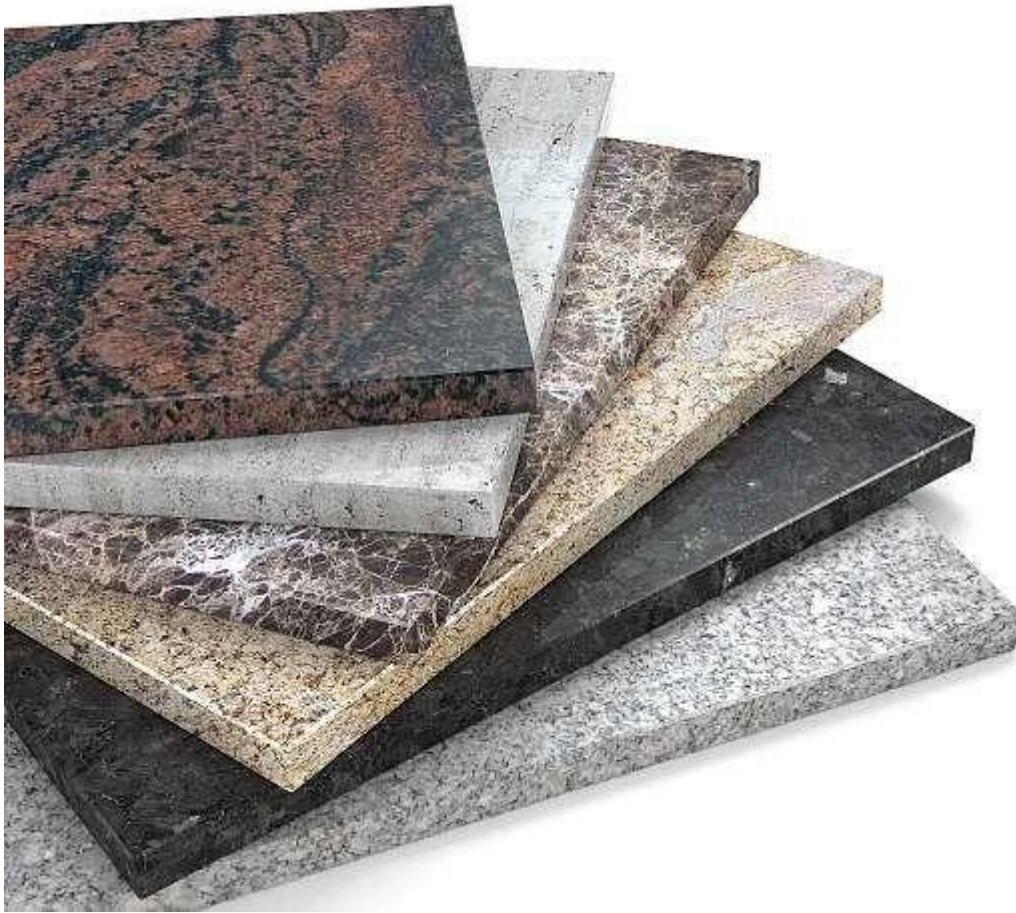
For the **Dodoma Granite Beneficiation and Processing (DGBP)** project, the medium-term prospects are particularly compelling due to several converging factors:

- **Explosive Construction Growth:** The Tanzanian construction market is projected to reach **TZS 29.26 trillion in 2026** and expand to **TZS 40.44 trillion by 2030**. This 6.7% annualized growth rate is anchored by the ongoing development of the **Dodoma National Capital City Master Plan** and major regional projects like the **110.2 km Dodoma Outer Ring Road**, which is nearing its 2027 completion milestone.
- **Monetary & Fiscal Support:** The Bank of Tanzania (BoT) has maintained an accommodative monetary policy, lowering the Central Bank Rate (CBR) to **5.75%** to support private sector credit growth. With inflation well-controlled at approximately **3.2%**, the cost environment for industrial operations remains predictable.
- **Infrastructure Synergy:** Strategic investments in the **Standard Gauge Railway (SGR)** and the **Julius Nyerere Hydropower Plant (JNHPP)** are unlocking manufacturing potential by lowering logistics costs and providing stable industrial power. These advancements directly enhance the feasibility of high-tech beneficiation at the Ntyuka site.
- **Investment Confidence:** Despite temporary forex liquidity challenges, FDI inflows remain robust, particularly in the mining and manufacturing sectors. The government's commitment

to an enabling environment for private sector participation ensures that strategic partnerships—such as the one between **Vijanatz Industries and our Norwegian investors**—are well-positioned to capitalize on this decade of transformation.

Economic Outlook Summary (2026–2030)

Indicator	Forecast / Target	Business Impact for DGBP
Real GDP Growth	6.3% (2026/27)	Broad-based demand for luxury surfacing.
Construction Market	TZS 40.44 Trillion (2030)	Massive domestic captive market for granite.
Inflation Target	3.0% – 5.0%	Protection of profit margins and purchasing power.
Forex Reserves	USD 6.3 Billion (4.9 mo. cover)	Security for technical remittances and imports.
Budget Composition	35%+ Development Expenditure	Guaranteed government infrastructure contracts.



GLOBAL GRANITE, MARBLE and NATURAL STONES SUB-SECTOR OVERVIEW

3. GLOBAL GRANITE, MARBLE, AND NATURAL STONE SUB-SECTOR

3.1 Historical Evolution

The narrative of the natural stone industry is fundamentally the history of human architecture. From the granite-core pyramids of Giza to the Carrara marble of the Roman Pantheon, these materials have symbolized durability and prestige for millennia. The transition from manual labor to the **Industrial Revolution** introduced steam-powered extraction, but the most radical shift occurred in the late 20th century with the globalization of trade.

Today, the industry is defined by **technological precision**. The integration of diamond wire saws and CNC (Computer Numerical Control) machinery has moved the sector from a craft-based trade to a high-efficiency industrial manufacturing process. As we operate in 2026, the focus has shifted toward **sustainability and circularity**, with the industry prioritizing lower carbon footprints in transportation and the secondary use of processing waste—a core pillar of the Vijnatz "Beneficiation Accelerator" model.

3.2 Market Size and Dynamics

The global stone market operates across two distinct yet complementary verticals:

Natural Stone (Granite & Marble)

Natural stone remains the gold standard for high-end construction due to its unique aesthetic and longevity.

- **Market Valuation:** As of 2026, the global natural stone market has surpassed **USD 42 billion**, on its trajectory toward a projected **USD 48.5 billion by 2031**.
- **Strategic Note:** While granite and marble are often grouped in trade data, granite holds a dominant share in structural and high-traffic applications due to its superior hardness (Mohs scale 6–7) compared to marble.

Engineered & Artificial Stone (Cultured Marble)

The artificial stone market is the fastest-growing segment, driven by urban affordability and design versatility.

- **Cultured Marble Growth:** Recent industry valuations place the engineered stone sector at approximately **USD 65 billion**, reflecting its massive adoption in standardized residential developments.
- **Synergy:** Our DGBP project is uniquely positioned to capture both segments by processing premium natural slabs and utilizing granite chips/waste for cultured stone production.

3.3 Global Trade Patterns: The "Big Five"

The global supply chain for granite is highly concentrated, with five nations controlling approximately **70% of the world's export market.**

Top Global Exporters

Rank	Country	Market Share	Competitive Edge
1	India	30%	Vast reserves of premium colors (Black/Red Galaxy).
2	Brazil	15%	Exotic patterns and large-scale mechanized quarries.
3	China	10%	Massive processing capacity and competitive pricing.
4	Spain	5%	Advanced technology and luxury architectural finishes.
5	Italy	4%	Global hub for high-end design and precision machinery.

Top Global Importers

The demand side is driven by major economies with high infrastructure and real estate requirements:

- **China & USA:** The primary consumers of raw blocks and finished slabs respectively.
- **Germany & Japan:** High-precision markets focused on premium quality and durability.
- **Italy:** A strategic importer of raw blocks for high-value re-export as finished "Italian-designed" products.

Strategic Alignment: By deploying experienced experts from the Indian market (the world leader) and machinery from Norway, Vijanatz Industries is effectively "importing" the global gold standard of beneficiation to Tanzania. This allows us to compete directly with these global leaders by offering the same quality at a lower logistical cost to the African and European markets.



TANZANIA GRANITE, MARBLE, AND NATURAL STONES SUB-SECTOR OVERVIEW

4. TANZANIA GRANITE, MARBLE, AND STONES SUB-SECTOR

4.1 Overview of Natural Stone Diversity

Tanzania possesses a thriving natural stone industry, characterized by a vast spectrum of colors and geological patterns. The nation is home to globally competitive varieties of granite, marble, and onyx, sought after for their durability and aesthetic prestige in architecture and high-end interior design.

- **Granite:** Renowned for structural strength, Tanzanian varieties like **Black Gold Granite** (black with gold veining) and **Tanzania Red Granite** (vibrant red with dark speckles) are primary choices for facades and high-traffic flooring.
- **Marble:** Prized for luxury applications, notable types include **Tanzania White Marble** (pure white with grey veining) and the warm, beige **St. Benedikt Marble**.
- **Onyx:** Highly valued for its translucent properties, varieties such as **Tanzania Green** and **Red Onyx** are frequently utilized in decorative lighting, luxury furniture, and artisanal jewelry.

4.2 Market Applications and Key Players

The industry serves both a booming domestic construction sector and a growing international export market. Key applications include premium countertops, durable flooring tiles, wall cladding, and monumental sculptures.

The sector is supported by established players such as **NS Marble & Granite**, **Sonnet Stone Overseas Limited**, and **R K Marble**, who facilitate the extraction and distribution of these resources, contributing significantly to the national mineral value-addition agenda.

4.3 Market Size and Growth Trajectory

While exact USD valuations for the local sub-sector are fluid, market research from firms like **6Wresearch** indicates a strong upward trajectory through 2030.

- **GDP Contribution:** In 2021, the Beneficiation and Quarry sector contributed **7.2%** to **Tanzania's GDP**.
- **Growth Drivers:** Demand is catalyzed by the global shift toward sustainable, natural building materials and Tanzania's internal infrastructure boom.
- **Export Reach:** There is expanding global appetite for Tanzanian stone in the **USA, Italy, France, Belgium, and China**.

4.4 Regulatory and Legislative Framework

The granite and marble business operates under a comprehensive legal framework to ensure sovereignty, safety, and environmental stewardship:

- **Primary Acts:** The Mining Act (2010), the Natural Wealth and Resources (Permanent Sovereignty) Act (2017), and the Environmental Management Act.
- **Licensing:** Operations require a valid Mineral Right/License (typically 10 years, renewable).
- **Fiscal Obligations:** A **5% royalty rate** is applicable on the market value of extracted granite.
- **Local Content:** Legislation mandates a preference for Tanzanian suppliers, contractors, and the training of local citizens, aligning with Vijanatz's mission to empower youth and women.

4.5 Technological Adoption and Innovation

Currently, technological integration in the Tanzanian stone market remains relatively basic. This presents a **significant competitive opportunity** for the DGBP project. By introducing advanced **Norwegian and Indian beneficiation technologies**, Vijanatz will move beyond traditional raw block exports toward automated, high-precision slab production, significantly reducing wastage and improving safety standards.

4.6 Regional Resource Distribution

While our primary operations are centered in **Dodoma**, Tanzania's granite wealth is distributed across several key regions:

- **Northern Zone:** Arusha and Kilimanjaro (noted for vast deposits near Arumeru and Mt. Kilimanjaro).
- **Lake Zone:** Mwanza (active mining and processing hub).
- **Southern/Western Highlands:** Mbeya, Rukwa, and Morogoro regions.

4.7 Strategic Market Drivers: The "Dodoma Factor"

The most significant domestic driver is the relocation of the Government's Executive Arm to **Dodoma**. This has triggered an unprecedented construction wave, including:

- **Government Infrastructure:** New ministry headquarters and administrative blocks.
- **Transportation:** The **Msalato International Airport** and the **75 km Dodoma Outer Ring Road**.
- **Housing Deficit:** National Housing Corporation (NHC) estimates a deficit of **2.0 million units**, creating a massive captive market for affordable and premium granite tiles and slabs.

Vijanatz Industries is positioned at the intersection of this infrastructure boom and the global demand for sustainable, natural materials, providing a "Beneficiation Accelerator" that transforms raw stone into national wealth.



PROJECT DESCRIPTION

5. MANAGEMENT TEAM & ORGANIZATIONAL STRUCTURE

The Dodoma Granite Beneficiation and Processing (DGBP) project is supported by a robust, multi-disciplinary management structure designed to bridge the gap between Tanzanian strategic vision and international technical excellence. Our organizational framework ensures that every stage of the value chain—from geological assessment to global export—is managed with precision and accountability.

5.1 Executive Leadership

- **Chief Executive Officer (CEO):** Responsible for the overall strategic vision, investor relations, and high-level government liaison. The CEO leads the "Beneficiation Accelerator" mission. Given the technical complexity, Vijanatz is committed to recruiting a leader with extensive international experience in the mineral processing sector, utilizing expatriate talent if a suitable national candidate is not identified.
- **Chief Operating Officer (COO):** Focuses on the seamless integration of the quarrying and processing divisions, ensuring that the transition from raw blocks to polished slabs meets rigorous ISO and international quality standards.
- **Chief Financial Officer (CFO):** Manages the **USD 3 million** investment lifecycle, oversees the TZS 43.9 billion NPV projection, and ensures compliance with Tanzanian tax laws and Norwegian investor reporting requirements.

5.2 Operations & Technical Excellence

To ensure the DGBP project outperforms regional competitors, we have structured our technical team to include:

- **Quarry & Production Management:** This duo supervises the 38-hectare Ntyuka site, utilizing diamond-wire saw technology and automated processing lines to minimize wastage and maximize block recovery rates.
- **The Technical "Brain Trust":**
 - * **Geologists:** Tasked with the ongoing assessment of the **763,200 CM proven reserves** to ensure consistent color and density across production batches.
 - **Beneficiation Engineers:** Experts (including deployed Indian specialists with 7+ years of specific experience) who design the chemical and mechanical workflows for both natural granite and artificial "cultured" marble.
 - **Maintenance & IT Managers:** Crucial for the upkeep of sophisticated Norwegian-sourced machinery and the implementation of digital quarry management tools.

5.3 Sales, Marketing & Sustainability

- **Global Sales & Marketing:** Dedicated teams focused on capturing the **USD 2.25 billion Dodoma Master Plan** domestic market while simultaneously establishing distribution channels in the USA, Italy, and China.
- **Environmental & Safety Officers:** These roles are non-negotiable gatekeepers for our **OSHA and Environmental Management Act** compliance. They ensure that our granite processing remains a "green" industrial model through waste-crushing and water-recycling systems.

5.4 Human Resources & Socio-Economic Impact

- **HR Management:** Manages a diverse workforce of **196 direct employees**. A key KPI for this department is the implementation of the Vijanatz mandate to prioritize the recruitment and technical training of **youth and women** from the local Dodoma communities.
- **Knowledge Transfer Protocol:** HR facilitates the "Back-Deployment" of international experts to mentor Tanzanian technicians, ensuring that within the first three to five years, high-level technical skills are fully localized.

Organizational Summary

Category	Key Objective	Personnel Count (Direct)
Executive	Strategic Governance	3
Technical/Ops	Precision Extraction & Processing	145
Sales/Mktg	Market Expansion & Revenue	12
Admin/Support	HR, Safety, & IT	36
TOTAL		196

This management structure is built to be scalable, allowing Vijanatz Industries to evolve from a single-site processing plant into a regional leader in the African natural stone ecosystem.



ENVIRONMENTAL and SOCIAL IMPACT ASSESSMENT (ESIA)

6. ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT (ESIA)

6.1 Regulatory Background

In strict adherence to the **Environmental Management Act (2004)**, Vijanatz Industries has conducted a comprehensive ESIA for the Dodoma Granite Beneficiation and Processing (DGBP) project. This assessment identifies potential ecological and communal friction points and establishes a framework for sustainable industrialization that aligns with both Tanzanian law and international best practices.

6.2 Environmental Impact Analysis & Mitigation

The extraction and processing of granite present specific environmental challenges that require rigorous management protocols:

- **Land & Biodiversity Preservation:** To counter land degradation and habitat loss, the project employs a **progressive rehabilitation strategy**. Topsoil is preserved for future reclamation, and extraction is restricted to the licensed 38-hectare area to prevent fragmentation of local flora and fauna.
- **Water Resource Management:** Recognizing the potential for sediment contamination, the facility integrates a **closed-loop water recycling system**. This significantly reduces raw water consumption and ensures that no untreated industrial effluent enters the local ecosystem.
- **Air Quality & Dust Control:** Processing activities utilize **wet-cutting technology** and dust suppression sprayers. These measures minimize the release of Fine Particulate Matter (PM), protecting both the regional air quality and the respiratory health of our workforce and neighbors.
- **Noise Abatement:** High-impact machinery is fitted with modern silencers, and operational hours are strictly scheduled to minimize disturbances to nearby communities and local wildlife.

6.3 Social Impact & Community Integration

Vijanatz recognizes that industrial success is inseparable from the well-being of the local population. Our social management strategy focuses on:

- **Livelihood Protection:** The project is situated to minimize displacement. Where land use shifts occur, Vijanatz prioritizes "Benefit Sharing," ensuring that local communities are the primary beneficiaries of the **196 direct jobs** and secondary service contracts.
- **Health and Occupational Safety:** The site operates under **OSHA-compliant standards**, providing comprehensive Personal Protective Equipment (PPE) and regular health screenings for staff to mitigate risks associated with noise and dust.
- **Infrastructure & Traffic Safety:** To manage increased traffic volumes from granite transport, we have implemented a **Logistics Management Plan**. This includes driver safety training and coordination with local authorities to ensure road maintenance and prevent congestion on community transit routes.

- **Resource Synergy:** By utilizing recycled water and efficient processing, we ensure that the DGBP project does not compete with local agriculture or domestic sectors for vital water resources.

6.4 Environmental Management Plan (EMP)

The findings of the ESIA have been synthesized into a dynamic **Environmental Management Plan (EMP)**. This document serves as the operational manual for the project's entire lifecycle—from construction through to eventual decommissioning.

The EMP acts as a "live" tool, ensuring that:

1. **Avoidance:** Potential adverse impacts are designed out of the process before they occur.
2. **Enhancement:** The positive socio-economic benefits, such as local infrastructure development (schools, clinics, and freshwater access), are maximized.
3. **Monitoring:** Regular audits and environmental reporting provide transparency and allow for real-time adjustments to mitigation strategies.

Through this dual-track approach of rigorous assessment and active management, Vijanatz Industries ensures that the DGBP project stands as a model of **Responsible Mining** in Tanzania.

A close-up photograph of a man in a dark suit and light-colored shirt sitting at a desk. He is pointing with his right index finger at a document on the desk. To his left is a silver laptop. In the foreground, a white coffee cup is partially visible. The background shows a bookshelf with several books. The overall scene is professional and focused on business strategy.

**SALES AND MARKETING
STRATEGY**

7. SALES AND MARKETING STRATEGY

7.1 Market Overview and Target Segmentation

The marketing strategy for the Dodoma Granite Beneficiation and Processing (DGBP) project is designed to capitalize on the massive shift in Tanzania's construction landscape. As of April 2026, the national construction market is projected to reach **TZS 29.26 trillion**, driven by a 7.0% annual growth rate. Our strategy segments the market to capture high-value opportunities:

- **Infrastructure & Public Sector:** We are strategically targeting the **Dodoma National Capital City Master Plan (2019–2039)** and the **Dodoma Integrated and Sustainable Transport (DIST) Project**. With major road dualing and CBD improvements underway, there is a consistent demand for durable granite pavers and cladding for public monuments and government headquarters.
- **Commercial & Hospitality:** High-growth zones such as **Kigamboni (Dar es Salaam)** and **Njiro (Arusha)**, which are seeing property price appreciation of 9–14% in 2026, represent prime markets for our polished slabs. The luxury hospitality sector in Zanzibar also presents a captive market for high-end interior finishes.
- **Residential & Property Developers:** We are addressing the **2.0 million unit housing deficit** by supplying tiles and countertops to gated communities and modern apartment complexes, which are the top-performing property types in 2026.
- **Export Markets:** While 40% of production serves the domestic boom, 60% is earmarked for export to the **USA, Italy, Germany, and China**, where demand for authentic, sustainable natural stone remains a dominant 2026 design trend.

7.2 Product Portfolio

Our "Zero-Waste" production model ensures that every cubic meter of the **763,200 CM proven reserves** is utilized:

- **Granite Blocks (1–3 CM):** Raw export units for international value-addition partners.
- **Slabs & Countertops:** Precision-cut, polished surfaces for luxury residential and commercial kitchens.
- **Tiles & Cladding:** Standardized units for flooring and aesthetic wall treatments.
- **Pavers:** High-density stones for outdoor driveways and urban landscaping.
- **Monuments & Art:** Specialized carved stones for memorials and architectural features.

7.3 Strategic Pricing Framework

Vijanatz will employ a dynamic pricing model to ensure both market penetration and long-term profitability:

- **Cost-Plus Pricing:** Ensuring all overhead and the **30% Norwegian equity** returns are secured.

- **Skimming Pricing:** Applied to premium "Black Gold" varieties to capitalize on early adopters in the luxury Dodoma real estate market.
- **Penetration Pricing:** Used for crushed stone and pavers to gain rapid market share against cheaper, lower-quality imports.

7.4 Distribution and "Place" Strategy

Ensuring the right product reaches the right project involves a multi-channel logistics network:

- **Direct-to-Project:** Supplying large-scale contractors for the **Dodoma Outer Ring Road** and government ministry buildings.
- **Retail Partnerships:** Establishing presence in major building material hubs in Dar es Salaam, Dodoma, and Mwanza.
- **Logistics Excellence:** Leveraging the **Standard Gauge Railway (SGR)** and improved port facilities to reduce the "landlocked" cost-penalty for exports.

7.5 Promotion and 2026 Design Trends

Our promotional efforts align with the 2026 interior design shift toward "**Sensory Homes**" and **sustainable materiality**.

- **Digital & Content Marketing:** High-definition visual catalogs on Instagram and Pinterest showcasing the "textural authenticity" of Tanzanian stone.
- **Architectural Partnerships:** Forging referral networks with designers who prioritize "Back to Nature" aesthetics using solid natural stone over synthetic finishes.
- **Showroom Experience:** A flagship display in Dodoma allowing developers to experience the durability and unique veining of the Ntyuka deposits firsthand.

7.6 Competitive Advantage

While competition exists from Indian and Chinese imports, the DGBP project holds a **geographic and qualitative edge**. Our site-specific granite quality exceeds that of other regional quarries, and by processing locally, we eliminate the high lead times and forex-dependency associated with international stone imports.



IMPLEMENTATION PLAN

8. IMPLEMENTATION PLAN

The implementation of the Dodoma Granite Beneficiation and Processing (DGBP) project follows a phased, multi-disciplinary approach designed to transition from site preparation to full-scale industrial production. This plan synchronizes technical setup with market entry and human capital development.

8.1 Core Beneficiation Operations

The operational rollout is focused on establishing a high-efficiency extraction and processing workflow at the Ntyuka site:

- **Site Preparation:** Having already secured **Mining License ML 674/2022**, the immediate focus is on land clearing and the establishment of internal access roads for heavy machinery.
- **Infrastructure Setup:** Installation of the specialized **Norwegian crushing machinery** and diamond-wire saws. This includes establishing a robust logistics system for the on-site transportation of raw boulders.
- **Technological Integration:** Implementing the "Zero-Waste" processing system for both natural granite slabs and artificial "cultured" marble, supported by **Indian technical experts**.
- **Regulatory Adherence:** Continuous monitoring of the **Environmental Management Plan (EMP)** and safety protocols to maintain full compliance with OSHA and environmental standards.

8.2 Sales and Marketing Execution

The commercial strategy is being executed in parallel with technical commissioning:

- **Network Building:** Establishing direct channels with the **Dodoma National Capital City Master Plan** project managers and large-scale construction firms.
- **Digital Brand Launch:** The recruitment of the Sales and Marketing team is currently underway to manage the professional website launch and a social media presence focused on 2026's "sustainable luxury" trends.
- **Market Intelligence:** Continuous research to monitor competitors and adjust pricing—such as **Skimming for premium black granite**—to reflect current demand.

8.3 Human Resource Development

The DGBP project is a significant employer for the region, with a total workforce of **196 staff**:

- **Specialized Recruitment:** Hiring of miners, equipment operators, and administrative staff, with a priority on **youth and women** from the local community.

- **Skill Localization:** Implementation of training programs where international experts transfer advanced beneficiation knowledge to Tanzanian technicians.
- **Safety Culture:** Mandatory provision of PPE and rigorous safety training to ensure a zero-harm work environment.

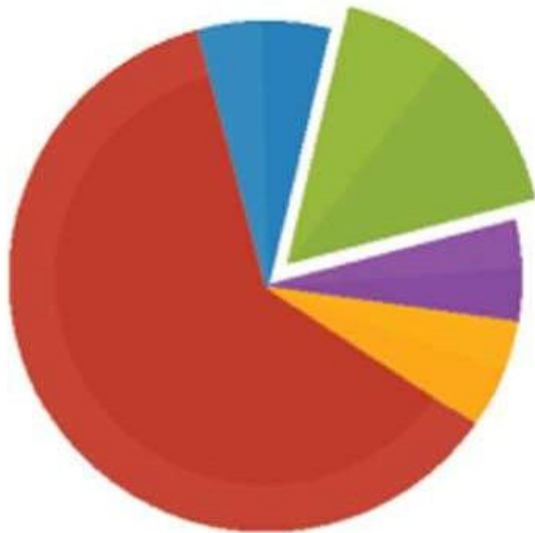
8.4 Financial Management and Oversight

Robust fiscal controls are central to securing the **USD 3 million investment** and achieving the projected **46% IRR**:

- **Budgetary Control:** Deployment of financial software to monitor CAPEX for machinery and OPEX related to labor and energy.
- **Revenue Tracking:** A systematic approach to tracking domestic sales and export earnings (targeting **USD 4.7 million annually**) to manage foreign exchange flows and dividend remittances to our Norwegian partners.

Implementation Timeline Summary

Phase	Key Activity	Status (April 2026)
I: Pre-Op	Licensing, Geological Surveys, & Market Research	Completed
II: Setup	Site Clearing, Machinery Installation, & HR Recruitment	In Progress
III: Launch	Commissioning of Slabs & Crushed Stone Production	Scheduled Q3 2026
IV: Scale	Full Export Operations & SME Ecosystem Incubation	Scheduled 2027



SWOT ANALYSIS



9. SWOT ANALYSIS

A strategic assessment of the **Dodoma Granite Beneficiation and Processing (DGBP)** project reveals a robust competitive position within the Tanzanian industrial landscape, balanced by proactive mitigation strategies for identified risks.

Strengths

- **Visionary Leadership:** A highly enthusiastic team of project sponsors with a proven track record in the Tanzanian "Beneficiation Accelerator" model and strong entrepreneurial characteristics.
- **Geological Superiority:** The Ntyuka-Ngongona deposits are assessed as world-class, offering **high-density black granite** that exceeds the aesthetic and structural standards of regional competitors.
- **Strategic Infrastructure:** The license area is uniquely positioned with the **new SGR railway line** and the **Dodoma Outer Ring Road** passing directly through or adjacent to the site.
- **Operational Readiness:** The site has immediate access to the national electricity grid (within 100 meters) and established high-speed internet, significantly reducing initial utility setup costs.
- **Competitive Pricing:** A lean capital structure and localized processing allow for a high-value proposition that significantly undercuts expensive international imports.

Weaknesses

- **New Market Entry:** As a fresh venture for the promoters, there is an inherent learning curve. **Mitigation:** Appointment of an elite management team with decades of combined granite industry experience and the "back-deployment" of seasoned Indian experts.
 - **Technical Talent Gap:** Limited local availability of specialized stone-processing technicians. **Mitigation:** Implementation of a rigorous internal training academy to transfer skills from international partners to Tanzanian youth.
 - **Domestic Credit Constraints:** High interest rates (15.6%) and tight liquidity in national banks. **Mitigation:** Secured **USD 3 million in Norwegian equity and machinery investment**, reducing reliance on expensive local debt.
-

Opportunities

- **The "Dodoma Boom":** The **USD 2.25 billion National Capital City Master Plan** creates a massive, guaranteed domestic market for premium surfacing and infrastructure materials through 2039.

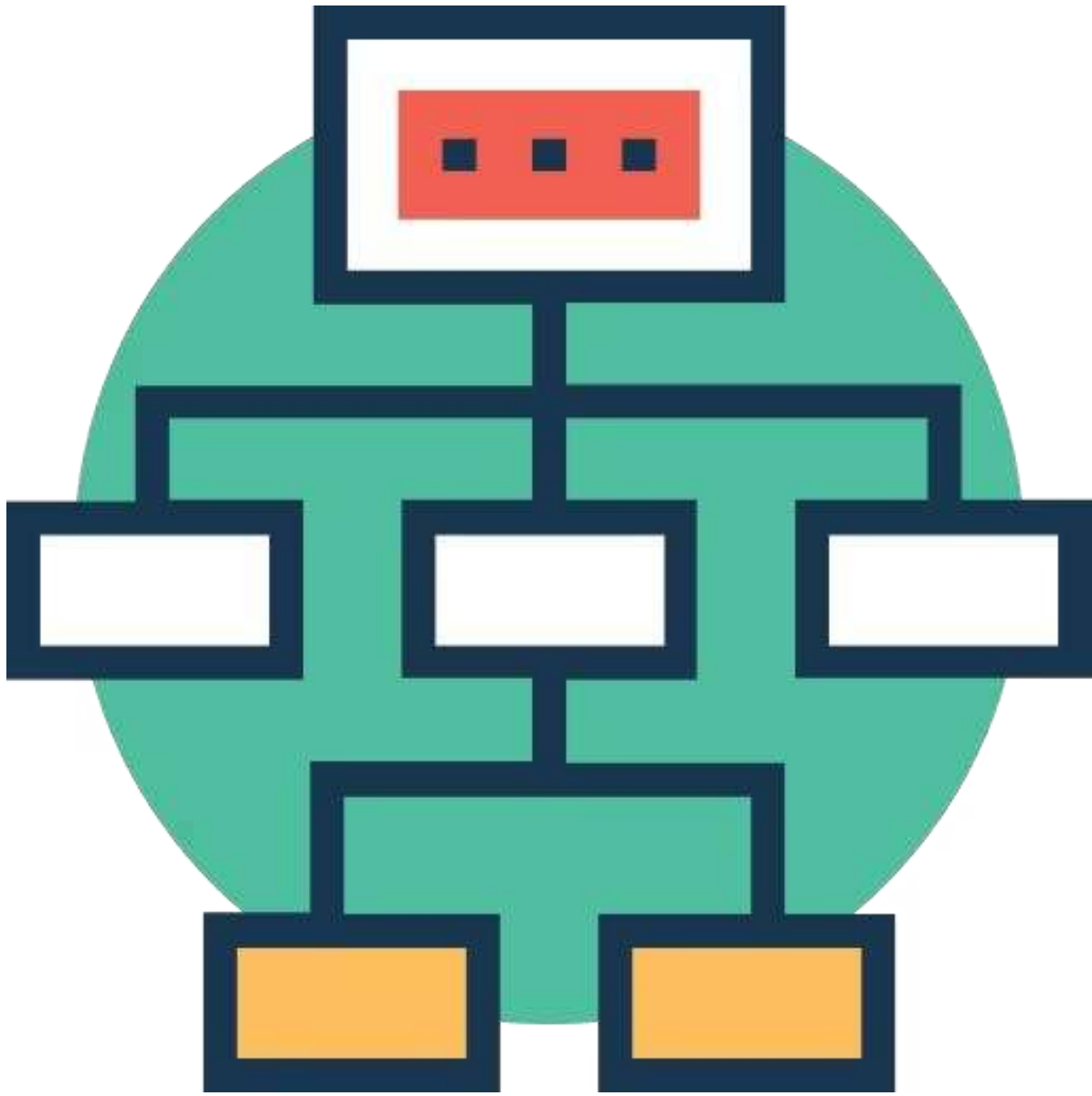
- **Strategic Networks:** Promoters have established high-level entry points within both the public and private sectors, facilitating streamlined procurement for government infrastructure and large-scale commercial developments.
- **Global Export Demand:** The 2026 trend toward "Sustainable Materiality" in the West positions Tanzanian natural stone as a highly desirable, eco-friendly alternative to synthetic materials.

Threats

- **Market Entry & Competition:** Relatively low barriers to entry for basic quarrying could invite new players. **Mitigation:** Vijanatz's focus on **high-tech beneficiation** (polished slabs and cultured marble) creates a technological moat that simple "block-cutters" cannot easily cross.
- **Human Capital Poaching:** Competitors may attempt to recruit staff trained by Vijanatz. **Mitigation:** Competitive compensation packages and a performance-based incentive system to foster long-term loyalty.
- **Forex Volatility:** Potential scarcity of foreign exchange in the local market. **Mitigation:** The project is a **net forex generator**, with 60% of production targeting export markets, ensuring a natural internal hedge for dividend remittances and spare parts.

Strategic Summary

The DGBP project leverages its **prime location and superior mineral quality** to capitalize on the **historic transformation of Dodoma**. By mitigating technical and financial weaknesses through international partnerships, Vijanatz Industries is positioned not just as a quarry operator, but as a dominant player in the East African high-value stone market.



ORGANIZATIONAL STRUCTURE

10. ORGANIZATIONAL STRUCTURE

The organizational framework for Vijanatz's DGBP project is designed to ensure seamless integration between the extraction of raw materials and the high-tech beneficiation required for premium stone products. This structure is divided into nine core functional areas, providing a clear chain of command and specialized oversight for Phase I and Phase II.

10.1 Functional Departments

1. **Board of Directors / Executive Leadership:** Sets the overarching strategic vision, manages investor relations (particularly with our Norwegian partners), and ensures long-term fiscal and regulatory compliance.
2. **Chief Operating Officer (COO) / General Manager:** The central pivot for daily operations, responsible for departmental synergy and reporting directly to the Board.
3. **Beneficiation Department:** The "Extraction Core," consisting of geologists and quarry managers who handle exploration, drilling, and the systematic recovery of granite blocks.
4. **Processing Department:** The "Value-Addition Hub," where raw blocks are transformed into finished slabs, tiles, and countertops using advanced diamond-wire and polishing technology.
5. **Sales and Marketing:** Tasked with capturing the **USD 2.25 billion Dodoma Master Plan** market and managing the 60% export quota to international wholesalers.
6. **Finance and Administration:** Handles the complex fiscal management of a multi-million dollar venture, including budgeting, tax compliance, and HR functions.
7. **Quality Control:** An independent department ensuring every slab and tile meets international ISO standards and specific customer blueprints.
8. **Logistics and Supply Chain:** Manages the movement of heavy stone products via the **SGR railway** and road networks to ensure timely delivery to sites and ports.
9. **Environmental and Social Responsibility:** The gatekeepers of our **ESIA and EMP**, focused on sustainable mining practices and community benefit-sharing.

10.2 Key Leadership Roles and Responsibilities

The Board of Directors

The Board serves as the governing body, focusing on:

- **Strategy & Planning:** Evaluating expansion opportunities and monitoring the implementation of the "Beneficiation Accelerator" model.
- **Corporate Governance:** Maintaining ethical conduct and adhering to the **Natural Wealth and Resources Act (2017)**.
- **Financial Oversight:** Approving major capital expenditures, such as the acquisition of additional Norwegian crushing units.

General Manager (GM)

The GM provides the "boots-on-the-ground" vision, developing business plans and ensuring that the various departments function as a single, cohesive ecosystem.

Quarry Manager (QM)

The QM is responsible for meeting production targets at the Ntyuka site. They oversee the critical safety protocols and technical aspects of extraction, including drilling and loading.

Marketing Manager (MM)

The MM drives revenue growth by identifying new market segments and overseeing the sales team to ensure domestic and international targets are met.

Finance and Administration Manager (FAM)

The FAM ensures the financial sustainability of the project, managing everything from high-level financial reporting to the recruitment and performance management of the workforce.

10.3 Phase I Staff Complement

In its initial operational phase (Phase I), the DGBP project will directly employ a focused team of **107 staff members**. This team includes:

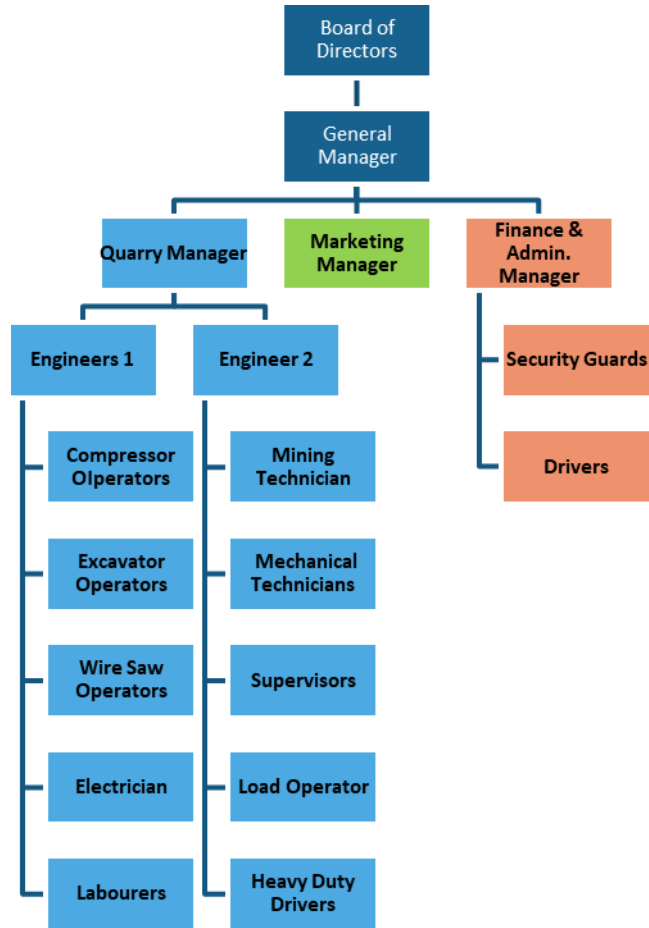
- **Specialized Technical Staff:** Miners, equipment operators, and mechanics.
- **Management & Admin:** Department heads and support staff.
- **Safety & Compliance:** Dedicated officers for OSHA and environmental monitoring.

As the project scales into Phase II and the broader "Beneficiation Business Ecosystem" matures, the total workforce is projected to expand to **196 direct employees**, further cementing Vijanatz's role as a primary driver of industrial employment for Tanzanian youth and women.

Current Proposed Organizational Structure for Phase I

The proposed team is shown in the following Operations organization structure.

Figure 9.1 granite Operations Organization Structure





MENTORSHIP PROGRAMS

11. MENTORSHIP AND KNOWLEDGE TRANSFER PROGRAMS

11.1 Introduction

The sustainability of the DGBP project relies on the continuous elevation of our human capital. Vijanatz Industries views professional development not merely as a corporate requirement, but as a core pillar of our "Beneficiation Accelerator" philosophy. To ensure that our Tanzanian workforce achieves international performance standards, we have established a dedicated **Norwegian-Tanzanian Skills Transfer Program**.

Central to this initiative is the appointment of **Mr. Lars Petter Larsen**, a representative of our Norwegian investor group, who serves as the lead Mentor and Coordinator. Through this senior mentorship framework, we bridge the gap between European industrial expertise and Tanzanian potential, fostering both operational success and individual personal growth.

11.2 Mentorship Philosophy and Key Training Verticals

Our training curriculum is structured to provide a comprehensive blend of technical mastery, safety consciousness, and administrative excellence.

Technical & Operational Mastery

- **Granite Production Techniques:** Staff receive hands-on training in the complete value chain—from precision quarrying and grading to advanced cutting and mirror-finish polishing.
- **Equipment Operation & Maintenance:** specialized training for the safe operation of heavy machinery (excavators, loaders, and Norwegian granite cutters). This includes a heavy focus on **preventative maintenance** and troubleshooting to minimize operational downtime.
- **Quality Control (QC) & Laboratory Testing:** Employees are trained in rigorous sampling techniques and the interpretation of laboratory results to ensure every batch of granite meets international architectural specifications.

Safety, Health, and Environment (SHE)

- **Safety & Emergency Protocols:** Comprehensive training on fall prevention, dust mitigation, and noise control. Staff are drilled in emergency evacuation procedures and the mandatory use of Personal Protective Equipment (PPE).
- **Environmental Stewardship:** Training covers water management, land reclamation, and biodiversity conservation to ensure our operations remain in strict compliance with the Environmental Management Act.

- **Health & Ergonomics:** Given the physically demanding nature of stone processing, we provide education on proper lifting techniques and postural health to prevent long-term work-related injuries.

Commercial and Regulatory Excellence

- **Customer Service & Communication:** Front-facing staff, including sales representatives and dispatchers, are trained in professional business principles and conflict resolution to build lasting relationships with our global and domestic clientele.
- **Regulatory Compliance:** Comprehensive modules on the **Mining Act of 2010**, labor laws, and environmental permits ensure that every employee understands the legal landscape governing the Tanzanian mineral sector.

11.3 Impact of the Mentorship Program

By pairing veteran international experts with the next generation of Tanzanian industrial workers, Vijanatz creates a self-sustaining cycle of innovation. This program ensures that once the initial investment phase is complete, the local workforce possesses the **autonomous technical capacity** to lead Tanzania's stone industry into the future.



SOCIAL INCLUSION PROGRAM

12. SOCIAL INCLUSION AND COMMUNITY EMPOWERMENT

12.1 Program Vision

The Vijanatz DGBP project is built on the principle that industrial success must translate into tangible social progress. Our **Social Inclusion Program** is designed to transform the Ntyuka-Ngongona community into a thriving economic hub, with a specific focus on the empowerment of women and youth. By integrating Norwegian mentorship with local grassroots initiatives, we aim to create a model for inclusive industrialization in Tanzania.

12.2 Strategic Pillars of Social Inclusion

Community Engagement and Collaboration

- **Active Dialogue:** We maintain transparent communication through regular public town halls and community newsletters.
- **Community Advisory Board:** A dedicated committee of local leaders ensures that the community has a direct seat at the decision-making table.
- **NGO Partnerships:** Collaboration with local NGOs and TAYOA (Tanzania Youth Alliance) to synchronize our resources with existing community health and education goals.

Employment and Vocational Skills Development

- **Local-First Hiring:** Prioritizing the recruitment of residents from the immediate Dodoma area for the **196 direct roles**.
- **Bridging the Gap:** Offering structured internships and apprenticeships for local students to gain hands-on experience in high-tech mineral processing.
- **Targeted Training:** Developing vocational programs that align specifically with the stone industry, ensuring long-term employability beyond the project's lifespan.

Education and Health Initiatives

- **School Support:** Providing bursaries for higher education and investing in physical infrastructure such as libraries and computer labs in local schools.
- **Public Health:** Organizing health camps in coordination with local centers to provide vaccinations, medical screenings, and hygiene education.
- **WASH Projects:** Supporting community access to clean water and sanitation infrastructure, reducing the burden of water-borne diseases.

Environmental Stewardship

- **Reforestation:** Organizing tree-planting campaigns to combat climate change and restore local biodiversity.
- **Green Operations:** Implementing advanced dust control and water recycling to ensure the community's air and water quality remain pristine.

12.3 Local Economic Development: The Retail Catalyst

A unique feature of the DGBP project is our **Micro-Entrepreneurship Pathway**. To foster local wealth creation:

- **Bulk Supply Program:** Vijanatz provides low-priced, bulk supplies of granite tiles and crushed stone specifically to local **youth and women-led cooperatives**.
 - **Retail Empowerment:** These groups are empowered to act as official retail distributors, allowing them to generate independent income and build their own small businesses within the construction value chain.
-

12.4 The Lars Petter Larsen Mentorship Integration

Under the guidance of **Mr. Lars Petter Larsen**, our lead Mentor and Norwegian Investor Representative, the Social Inclusion Program receives an international dimension of "Knowledge Diplomacy":

- **Senior Citizen Mentorship:** Utilizing the experience of Norwegian industrial veterans to mentor young Tanzanian entrepreneurs in business ethics, global quality standards, and sustainable management.
- **Cross-Cultural Skills Bridge:** Mr. Larsen coordinates the "Norwegian-Tanzania Skills Transfer," ensuring that social inclusion isn't just about financial aid, but about the **transfer of world-class intellectual capital**.
- **Global Network Access:** Through this mentorship, local community leaders and high-performing staff gain insights into international market requirements, preparing them to compete on a global stage.

12.5 Accountability and Reporting

To ensure trust and transparency, Vijanatz Industries commits to:

- **Annual Social Inclusion Reports:** Publishing detailed audits of our community impact, highlighting both successes and areas for improvement.
- **Impact Assessments:** Regularly surveying community members to adjust our programs based on their evolving needs.

By combining the technical rigor of Norwegian industry with the vibrant entrepreneurial spirit of Tanzanian youth, the DGBP project ensures that every slab of granite processed contributes to a stronger, more inclusive Tanzania.



RISKS ASSESSMENT

13.1 Risk Prioritization Matrix

Our assessment categorizes risks into three tiers:

- **High Priority:** Significant impact with a high likelihood (e.g., Infrastructure and Production risks).
- **Medium Priority:** Moderate impact with a possible likelihood (e.g., Market and Forex risks).
- **Low Priority:** Minor impact with an unlikely occurrence (e.g., HR and Liquidity risks).

13.2 Detailed Risk Register and Mitigants

#	Risk Type	Description	Impact	Likelihood	Mitigation Strategy
1	Technical	Procurement of incorrect or inefficient machinery.	Moderate	Possible	Leverages 25+ years of Civil Engineering experience from project promoters and a highly seasoned General Manager.
2	Market	Insufficient demand due to oversupply or quality issues; logistics gaps.	Moderate	Possible	Capitalizing on the USD 2.25 Billion Dodoma Master Plan . Quality is verified high-grade, and our model targets both natural and artificial marble growth.
3	Production	Machinery breakdown or workplace accidents.	Significant	Possible	Daily maintenance schedules; 7-year expert deployment (Indian specialists); mandatory OSHA-compliant PPE and training for all 196 staff.
4	Infrastructure	Unreliable power/water; inadequate road access.	Significant	Possible	Site is 100m from the grid; acquisition of standby generators for backup. Strategic location on the Dodoma Outer Ring Road ensures logistics access.
5	Legal Compliance &	Failure to meet health, safety, or environmental (noise/dust)	Moderate	Possible	Strict adherence to ESIA/EMP guidelines. The site's remote location (no immediate villages) and technical audits ensure

#	Risk Type	Description	Impact	Likelihood	Mitigation Strategy
		standards.			sustainable operations.
6	Forex	TZS devaluation affecting foreign debt servicing.	Moderate	Possible	Natural hedge: 60% of products are exported , generating USD revenue to cover foreign currency obligations and dividend remittances.
7	Human Resources	Shortage of skilled labor; over-reliance on expats.	Insignificant	Unlikely	Robust HR capacity with a Norwegian-Tanzanian Skills Transfer program led by Lars Petter Larsen to localize technical expertise.
8	Interest Rate	Rising cost of borrowing over the loan duration.	Moderate	Possible	Securing flexible interest rate facilities and prioritizing equity-heavy funding (e.g., the USD 3M Norwegian investment).
9	Credit	Counterparty default on payments.	Insignificant	Unlikely	Local sales are primarily cash-based ; international exports are secured via Letters of Credit (LC) after creditworthiness assessments.
10	Liquidity	Inability to meet short-term financial obligations.	Insignificant	Unlikely	Management maintains rolling monthly cash flow projections to ensure sufficient working capital at all times.

13.3 Summary of Resilience

The DGBP project's risk profile is remarkably balanced. By anchoring our operations in the **high-demand Dodoma region** and securing **international technical and financial partnerships**, we have effectively mitigated the "high-consequence" risks associated with infrastructure and production. Our status as a net exporter further protects the venture from local currency volatility, ensuring a stable and profitable outlook for our investors.



FINANCING and INVESTMENT PLANS

14. FINANCING AND INVESTMENT PLAN

The Dodoma Granite Beneficiation and Processing (DGBP) project is supported by a robust financial structure designed to maximize investor returns while maintaining a lean debt profile. By securing the entire mineral reserve as a baseline asset, the project achieves exceptional capital efficiency.

14.1 Investment and Funding Structure

The total project funding requirement is **TZS 11.03 billion**. This is structured to prioritize high-capacity machinery and sufficient operational liquidity.

- **Financing Mix:** The project is funded through a combination of **90.6% debt (TZS 10.0 billion)** and **9.4% equity (TZS 1.03 billion)**.
- **Strategic Advantage:** A landmark achievement for this project is the acquisition of a **TZS 10 billion interest-free loan**, repayable over five years. This "NIL interest" status significantly reduces the project's break-even point and enhances cash flow stability.

14.2 Capital Expenditure (CAPEX) Breakdown

The investment is primarily directed toward state-of-the-art Norwegian and specialized beneficiation equipment.

Category	Description	Investment (TZS)
Initial Investment	Pre-operational setup and licensing	1,025,406,200
Block Cutting	Diamond saw drilling & cutting, 50MT Gantry Crane, 30MT Loaders	5,147,124,432
Value Addition	Slicing, Polishing, and Packaging machines; Warehouse (200 sqm)	3,526,900,000

Category	Description	Investment (TZS)
Working Capital	Initial operational liquidity for Year 1	1,325,981,328
TOTAL		11,025,411,961

14.3 Projected Financial Performance

The DGBP project demonstrates world-class financial indicators, driven by low raw-material costs and high-value outputs.

- **Key Indicators:** * **Internal Rate of Return (IRR):** 46% (Base Case)
 - **Payback Period:** 3 Years
 - **Net Present Value (NPV):** TZS 43.9 Billion
- **Revenue Growth:** Gross revenues are projected to grow from **TZS 10.3 billion in Year 1** to over **TZS 21.2 billion by Year 10**, assuming a conservative 2% annual price appreciation.
- **Profitability Margins:** * **Gross Profit Margin:** Stable at +60% due to the intrinsic value of the secured deposits.
 - **EBITDA Margin:** Projected at +45%, reflecting lean administrative management.
 - **Profit After Tax (PAT):** Maintaining a healthy +30% **margin**, ensuring consistent dividend capacity for our Norwegian partners.



SOCIAL-ECONOMIC OUTCOMES

15. SOCIO-ECONOMIC OUTCOMES AND IMPACT

The Dodoma Granite Beneficiation and Processing (DGBP) project is engineered to be a catalyst for regional transformation, aligning industrial profitability with national development goals. By transitioning from raw resource extraction to high-tech value addition, Vijanatz Industries secures a multi-faceted impact on Tanzania's socio-economic landscape.

15.1 Employment and Wealth Creation

- **Direct Job Creation:** The project will establish **196 new wage-employment opportunities**, prioritizing recruitment from local communities in Dodoma.
- **Indirect Impact:** We estimate the creation of **130,000 indirect jobs** through the broader "Beneficiation Business Ecosystem," supporting SMEs in logistics, retail, and maintenance services.
- **Fiscal Contribution:** Vijanatz will contribute an annual average of **TZS 2.5 billion in corporate income tax**, strengthening the government's capacity for public service delivery.
- **Foreign Exchange Earnings:** With an export-oriented strategy (60% of production), the project will generate approximately **USD 4.7 million in annual forex**, supporting the stability of the Tanzanian Shilling.

15.2 Technological Advancement and Knowledge Transfer

- **Expert Deployment:** We are "re-deploying" experienced **Indian technical experts**—who managed this specific beneficiation process for seven years prior to our acquisition—to ensure immediate operational excellence.
- **Advanced Material Science:** The facility utilizes the latest technology in **cultured marble production**, blending marble chips with polyester resins and high-grade pigments. This maximizes resource efficiency and creates a zero-waste environment.
- **Infrastructure Externalities:** The project's presence will naturally accelerate the development of local transportation networks, healthcare clinics, educational facilities, and community access to reliable electricity and freshwater.

15.3 The Lars Petter Larsen Mentorship Integration

Under the guidance of **Mr. Lars Petter Larsen**, our lead Mentor and Norwegian Investor Representative, the DGBP project introduces a sophisticated layer of "**Knowledge Diplomacy**":

- **Senior Citizen Mentorship:** We leverage the profound expertise of Norwegian industrial veterans to mentor young Tanzanian entrepreneurs. This focus goes beyond technical skills, instilling world-class standards in **business ethics, sustainable management, and global quality benchmarks**.
- **Cross-Cultural Skills Bridge:** Mr. Larsen coordinates a seamless "**Norwegian-Tanzania Skills Transfer**." This ensures that our social inclusion strategy moves beyond financial aid to the transfer of invaluable **intellectual capital**.

- **Global Market Access:** Through this high-level mentorship, our staff and community leaders gain direct insights into international market requirements, equipping them with the tools to compete and succeed on the global stage.

15.4 Conclusion: A Model for Sustainable Growth

The DGBP project stands as a testament to the power of international collaboration. By combining **Tanzanian natural wealth, Indian technical experience, and Norwegian strategic mentorship**, we are building more than a factory—we are establishing a sustainable industrial legacy that empowers the youth and women of Tanzania for generations to come.



CONCLUSION: A PARADIGM SHIFT IN INDUSTRIAL EVOLUTION

The Dodoma Granite Beneficiation and Processing (DGBP) project transcends traditional resource extraction, standing as a high-performance engine for both investor wealth and national transformation. With a projected **IRR of 46%** and an **NPV of TZS 43.9 billion**, the venture offers an exceptional financial return while delivering profound socio-economic dividends to the youth and women of Tanzania. By integrating world-class Norwegian investment with a "Zero-Waste" industrial model, Vijanatz Industries is not merely launching a facility; it is pioneering a sustainable, technology-driven ecosystem that secures increased tax revenues, vital foreign exchange, and the permanent transfer of cutting-edge beneficiation technologies to the Tanzanian workforce.

As the Special Purpose Vehicle initiative built upon a rigorous **Theory of Change**, this project serves as a blueprint for the "Beneficiation Business Ecosystem." By unlocking the economic potential of Tanzania's natural wealth through strategic capital, technological innovation, and the mentorship of veteran Norwegian experts like **Mr. Lars Petter Larsen**, we are dismantling the barriers to industrialization. This multi-pronged approach—focusing on skilled workforce development, value-addition industries, and the creation of global market pathways—is designed to catalyze a more prosperous, self-sustaining future where the benefits of Tanzania's resources are shared across generations.

CORPORATE PROFILE: VIJANATZ INDUSTRIES LIMITED

Vijanatz Industries Limited is a premier Tanzanian limited liability company headquartered in Bahari Beach, Dar es Salaam, specializing in integrated agricultural development and the strategic prospecting, beneficiation, and trade of high-value mineral resources. Operating as a **Beneficiation Accelerator**, the company leverages its diverse mineral deposits and extensive agricultural holdings to drive two primary value-addition streams: the precision mechanical processing of granite into premium dimension stones and the innovative crushing of waste materials for industrial and construction applications. By empowering growth-oriented youth and women entrepreneurs, Vijanatz is catalyzing a resilient industrial ecosystem that fosters large-scale job creation, supplies high-demand international markets, and enhances Tanzania's socio-economic landscape through significant tax contributions and the strengthening of foreign currency reserves.

The project is structured under a strategic joint venture via an Investment Partnership Agreement with **WHMK AS (Norway)**, which has committed **one million Euro** for a 30% equity stake, capitalizing on first-mover advantages within the sector. Furthermore, a distinguished Norwegian investor consortium—comprising **KIRSEBÆR AS, RRHK HOLDING AG, BLESS HOLDING AS, and SPJELKEVIK HOLDING AS**—has invested **one million USD** to facilitate the acquisition of specialized, state-of-the-art crushing machinery from Norway. This investment secures a 10% equity position and will operate as a distinct, independently managed subsidiary under the Vijanatz Industries umbrella, ensuring specialized technical oversight and operational excellence in the production of construction aggregates.

APPENDICES

1. Exploration Report
2. Financial Projection

EXCHANGE RATE	2,600									
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Fixed Assets										
Operating Assets	9,699,430,632	9,259,982,163	8,820,533,693	8,381,085,223	7,941,636,754	7,502,188,284	7,062,739,815	6,623,291,345	6,183,842,875	5,744,394,406
Current Assets	2,624,993,422	3,597,034,574	7,045,978,163	9,975,500,416	12,914,741,256	15,939,786,202	20,973,058,060	26,092,070,365	31,217,596,398	36,428,599,875
Trade Receivables	-	-	-	-	-	-	-	-	-	-
Other Assets*	-	-	-	-	-	-	-	-	-	-
Cash & Bank	2,624,993,422	3,597,034,574	7,045,978,163	9,975,500,416	12,914,741,256	15,939,786,202	20,973,058,060	26,092,070,365	31,217,596,398	36,428,599,875
Total assets	12,324,424,054	12,857,016,736	15,866,511,857	18,356,585,640	20,856,378,009	23,441,974,486	28,035,797,875	32,715,361,710	37,401,439,273	42,172,994,281
Current Liabilities	873,353,023	851,486,714	1,465,245,747	1,488,830,170	1,497,155,923	1,520,688,388	1,528,627,944	1,552,047,945	1,559,531,377	1,582,771,596
Dividend Payable	324,753,023	851,486,714	1,465,245,747	1,488,830,170	1,497,155,923	1,520,688,388	1,528,627,944	1,552,047,945	1,559,531,377	1,582,771,596
Overdraft	-	-	-	-	-	-	-	-	-	-
Trade Payables	-	-	-	-	-	-	-	-	-	-
Short Term Loan	548,600,000	-	-	-	-	-	-	-	-	-
Non Current Liabilities	10,000,005,761	8,000,004,608	6,000,003,456	4,000,002,304	2,000,001,152	0	-	-	-	-
Term Loan 1	10,000,005,761	8,000,004,608	6,000,003,456	4,000,002,304	2,000,001,152	0	-	-	-	-
Represented By										
Equity	476,806,200	476,806,200	476,806,200	476,806,200	476,806,200	476,806,200	476,806,200	476,806,200	476,806,200	476,806,200
Retained Profits	974,259,070	3,528,719,213	7,924,456,453	12,390,946,965	16,882,414,734	21,444,479,898	26,030,363,731	30,686,507,565	35,365,101,696	40,113,416,484
	1,451,065,270	4,005,525,413	8,401,262,653	12,867,753,165	17,359,220,934	21,921,286,098	26,507,169,931	31,163,313,765	35,841,907,896	40,590,222,684
Grand Total	12,324,424,054	12,857,016,736	15,866,511,857	18,356,585,640	20,856,378,009	23,441,974,486	28,035,797,875	32,715,361,710	37,401,439,273	42,172,994,281

TZS (Millions)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Gross Revenues	10,328	14,485	18,521	18,892	19,269	19,655	20,048	20,449	20,858	21,275
Cost of Sales	6,519	6,964	7,220	7,388	7,560	7,737	7,919	8,105	8,297	8,494
Gross Profit	3,809	7,521	11,301	11,504	11,709	11,918	12,129	12,344	12,561	12,781
Gross Profit Margin	36.9%	51.9%	61.0%	60.9%	60.8%	60.6%	60.5%	60.4%	60.2%	60.1%
Admin & General	1,953	2,216	2,489	2,557	2,715	2,789	2,955	3,035	3,210	3,298
EBITDA	1,856	5,305	8,812	8,947	8,995	9,129	9,174	9,308	9,351	9,484
EBITDA Margin %	18.0%	36.6%	47.6%	47.4%	46.7%	46.4%	45.8%	45.5%	44.8%	44.6%
Depreciation	-	439	439	439	439	439	439	439	439	439
EBIT	1,856	4,866	8,373	8,508	8,555	8,690	8,735	8,869	8,912	9,044
EBIT Margins %	18.0%	33.6%	45.2%	45.0%	44.4%	44.2%	43.6%	43.4%	42.7%	42.5%
Total Interest	-	-	-	-	-	-	-	-	-	-
PBT	1,856	4,866	8,373	8,508	8,555	8,690	8,735	8,869	8,912	9,044
PBT Margin %	0.0%	33.6%	45.2%	45.0%	44.4%	44.2%	43.6%	43.4%	42.7%	42.5%
Taxation	557	1,460	2,512	2,552	2,567	2,607	2,621	2,661	2,673	2,713
PAT	1,299	3,406	5,861	5,955	5,989	6,083	6,115	6,208	6,238	6,331
PAT Margin %	12.6%	23.5%	31.6%	31.5%	31.1%	30.9%	30.5%	30.4%	29.9%	29.8%
Dividends	325	851	1,465	1,489	1,497	1,521	1,529	1,552	1,560	1,583
Retained Profits	974	2,554	4,396	4,466	4,491	4,562	4,586	4,656	4,679	4,748

EXCHANGE RATE	2,600										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
CASH INFLOWS											
Net Revenues	10,328,020,560	14,485,048,835	18,521,150,143	18,891,573,146	19,269,404,609	19,654,792,701	20,047,888,555	20,448,846,326	20,857,823,253	21,274,979,718	
Term Loan 1	10,000,005,761	-	-	-	-	-	-	-	-	-	
Equity/ Cash	-	-	-	-	-	-	-	-	-	-	
Working Capital- Debt	-	-	-	-	-	-	-	-	-	-	
Short Term Loan	-	-	-	-	-	-	-	-	-	-	
Gross Inflows	20,328,026,321	14,485,048,835	18,521,150,143	18,891,573,146	19,269,404,609	19,654,792,701	20,047,888,555	20,448,846,326	20,857,823,253	21,274,979,718	
OUTFLOWS											
Operating Assets	8,674,024,432	-	-	-	-	-	-	-	-	-	
Repayment of short term Loan	-	548,600,000	-	-	-	-	-	-	-	-	
Management Fees	516,401,028	724,252,442	926,057,507	944,578,657	963,470,230	982,739,635	1,002,394,428	1,022,442,316	1,042,891,163	1,063,748,986	
Cutting/Processing	1,217,787,925	1,287,364,063	1,363,909,057	1,391,718,264	1,420,105,109	1,449,082,011	1,478,661,673	1,508,857,089	1,539,681,549	1,571,148,650	
Quarry Operations	4,033,185,000	4,219,123,723	4,326,796,198	4,437,643,930	4,551,776,655	4,669,308,476	4,790,358,057	4,915,048,820	5,043,509,164	5,175,872,686	
Tiles, Pavers, Cladding	1,267,957,899	1,498,870,464	1,570,138,724	1,599,316,728	1,629,102,400	1,659,508,868	1,690,549,562	1,722,238,220	1,754,588,898	1,787,615,978	
Admin.and General	1,075,349,146	1,084,631,146	1,148,932,786	1,190,770,869	1,322,219,882	1,369,190,047	1,507,674,933	1,560,105,712	1,705,998,634	1,764,236,372	
Marketing	361,608,000	365,720,160	373,034,563	380,495,254	388,105,160	395,867,263	403,784,608	411,860,300	420,097,506	428,499,456	
Term Loan 1 Interest Payment	-	-	-	-	-	-	-	-	-	-	
Term Loan 1 Principal Repayment	-	2,000,001,152	2,000,001,152	2,000,001,152	2,000,001,152	2,000,001,152	2,000,001,152	-	-	-	
Overdraft Interest Repayment	-	-	-	-	-	-	-	-	-	-	
Overdraft Principal Repayment	-	-	-	-	-	-	-	-	-	-	
Taxation	556,719,469	1,459,691,510	2,511,849,851	2,552,280,292	2,566,553,011	2,606,894,379	2,620,505,047	2,660,653,620	2,673,482,361	2,713,322,736	
Dividend	-	324,753,023	851,486,714	1,465,245,747	1,488,830,170	1,497,155,923	1,520,688,388	1,528,627,944	1,552,047,945	1,559,531,377	
Total Outflows	17,703,032,899	13,513,007,684	15,072,206,553	15,962,050,893	16,330,163,769	16,629,747,755	15,014,616,696	15,329,834,021	15,732,297,220	16,063,976,241	
Net annual in/(out) flows	2,624,993,422	972,041,152	3,448,943,590	2,929,522,253	2,939,240,839	3,025,044,946	5,033,271,859	5,119,012,305	5,125,526,033	5,211,003,477	
Brought forward	-	2,624,993,422	3,597,034,574	7,045,978,163	9,975,500,416	12,914,741,256	15,939,786,202	20,973,058,060	26,092,070,365	31,217,596,398	
Balance carried forward	2,624,993,422	3,597,034,574	7,045,978,163	9,975,500,416	12,914,741,256	15,939,786,202	20,973,058,060	26,092,070,365	31,217,596,398	36,428,599,875	

