



**2023**

**UNSOLICITED BID FOR THE CONCESSION OF THE NATIONAL IRON ORE MINING COMPANY (NIOMCO)**

*SUBMITTED BY:*



## EXECUTIVE SUMMARY

It is with pleasure that we submit this unsolicited bid for the concession of National Iron Ore Mining Company (NIOMCO), Itakpe, Kogi State. Promethean Resources together with our partners including SMGB Group (Malaysia) have significant expertise in iron ore mining and processing, both at the local and global levels. We would like to bring this expertise to bear to achieve a rapid turnaround of the operations and infrastructure at the Itakpe mine and processing facilities.

Our proposed approach includes conducting a comprehensive site visit and detailed due diligence to thoroughly assess the current state of NIOMCO's facilities and operations. This will enable us to gather vital information and insights necessary for formulating a tailored proposal and valuation.

Our primary objective is to achieve a rapid turnaround of the Itakpe mine and processing facilities, leveraging our expertise in efficient mining practices, advanced ore processing technologies, and sustainable environmental management. Through the implementation of state-of-the-art technological solutions, we aim to optimize production efficiency, improve product quality, and minimize environmental impact.

Key areas of focus in our proposed plan include:

1. **Technological Upgrades:** Implement advanced exploration, mine planning, and ore processing technologies to enhance operational efficiency and optimize resource utilization.
2. **Infrastructure Enhancement:** Upgrade existing infrastructure and introduce modern material handling systems, automation, and control systems to improve productivity, safety, and environmental performance.
3. **Skills Development:** Invest in comprehensive training and capacity-building programs for the workforce, fostering a culture of continuous learning and innovation.
4. **Partnerships:** Engage in strategic partnerships with industry-leading organizations, technology providers, and research institutions to access cutting-edge knowledge and expertise.

5. **Environmental Sustainability:** Implement eco-friendly practices and technologies to minimize the environmental footprint of mining and processing activities, ensuring compliance with regulatory standards.

We are confident that our tailored approach and strategic plan will enable the revival and transformation of NIOMCO, positioning it as a leading player in the iron ore mining industry. We eagerly anticipate a favorable response from the Ministry of Finance Incorporated (MOFI), Ministry of Mines and Steel Development (MMSD), and Infrastructure Concession Regulatory Commission (ICRC), and we remain committed to working closely with all stakeholders to achieve mutual success.

We appreciate the opportunity to present this unsolicited bid and eagerly await the next steps in the concession process.

## BACKGROUND ON NIOMCO



The National Iron Ore Mining Company (NIOMCO) is a strategic government-owned iron ore mining and processing operation located in Itakpe, Kogi State. Established in 1971, NIOMCO was designed to explore, mine, and process iron ore as feedstock for the production of steel in Nigeria. The Itakpe mine holds substantial iron ore reserves estimated to be over 200 million tonnes.

Despite its potential, NIOMCO has faced various challenges over the years, resulting in suboptimal operations and underutilization of its resources. Issues such as outdated infrastructure, limited technological capabilities, and inadequate investment have hindered its productivity and profitability.

However, NIOMCO's strategic location in close proximity to major steel production centers, as well as its access to essential transportation networks, presents a significant opportunity for revitalization. The rehabilitation and modernization of NIOMCO would not only contribute to the growth of the mining sector but also boost the development of Nigeria's steel industry, promoting economic diversification and job creation.

As a consortium with extensive experience in the iron ore mining and processing sector, Promethean Resources, in collaboration with our partners, is

committed to leveraging our expertise to revive and upgrade NIOMCO. Our goal is to transform NIOMCO into a world-class mining operation, capable of meeting domestic steel production requirements and exploring export opportunities.

Through our proposed strategic plan, which includes comprehensive due diligence and the implementation of advanced technological solutions, we aim to address the existing challenges at NIOMCO. Our focus areas encompass infrastructure enhancement, technological upgrades, environmental sustainability, skills development, and collaborative partnerships.

By modernizing NIOMCO's infrastructure and adopting innovative mining and processing technologies, we will optimize operational efficiency, improve product quality, and enhance safety and environmental performance. Additionally, our commitment to skills development will ensure a well-trained and motivated workforce capable of driving sustainable growth.

The successful revival and upgrade of NIOMCO will not only position the company as a key player in the Nigerian mining industry but also contribute to the country's economic development goals. We look forward to working closely with the Ministry of Finance Incorporated (MOFI), Ministry of Mines and Steel Development (MMSD), and Infrastructure Concession Regulatory Commission (ICRC) to realize the full potential of NIOMCO and create a sustainable future for the mining sector in Nigeria.

## A STRATEGIC TURNAROUND PLAN FOR NIOMCO

Our objective is to revitalize and upgrade the operations of the National Iron Ore Mining Company (NIOMCO) in Itakpe, Kogi State. We will focus on transforming NIOMCO into a modern and efficient mining operation, capable of meeting domestic iron ore production requirements for local steel producers, exploring export opportunities, and contributing to the growth of Nigeria's mining sector.

### 1. Site Assessment and Due Diligence:

- We will conduct a comprehensive site visit and assessment to re-confirm the current state of infrastructure, equipment, and resources.
- We will perform a detailed due diligence to identify operational bottlenecks, technological gaps, and environmental considerations.

### 2. Infrastructure Rehabilitation and Modernization:

- A priority area will be the upgrading of key infrastructure, including the rail transport links, processing plants, power supply systems, and transportation material handling and other logistical facilities.

### 3. Technological Upgrades:

- Our strategic plan for NIOMCO will emphasize the use of advanced mining technologies and equipment to increase productivity, enhance ore recovery rates, and optimize resource utilization.
- We plan to introduce state-of-the-art ore processing techniques, such as advanced sorting, crushing, grinding, and beneficiation methods, to improve product quality and reduce waste.

### 4. Skills Development and Capacity Building:

- Our local and international networks will be tapped to establish training programs to enhance the skills and capabilities of the

NIOMCO workforce, focusing on mining techniques, safety protocols, and environmental stewardship.

- We will foster a culture of continuous learning and innovation to adapt to changing industry trends and technological advancements.

## **5. Stakeholder Engagement and Partnerships:**

- We will collaborate with relevant government agencies, local communities, and industry stakeholders to foster a conducive business environment and ensure social acceptance.
- We will also seek strategic partnerships with local and international mining companies, technology providers, and steel producers to leverage expertise, access new markets, and attract investment.

## **6. Market Expansion and Diversification:**

- In parallel with stabilizing and scaling up production, we will begin to explore opportunities to expand NIOMCO's market reach beyond domestic steel production by identifying potential export markets for iron ore.

## **7. Continuous Improvement and Performance Monitoring:**




- We will implement a robust monitoring and evaluation system to track progress, measure key performance indicators, and identify areas for continuous improvement.
- We will regularly review and update the strategic plan to align with emerging industry trends, technological advancements, and evolving market dynamics.



## **8. Environmental Sustainability:**




- As responsible corporate citizens, we will develop and implement sustainable mining practices to minimize the environmental impact of operations.




- We will ensure compliance with environmental regulations and adopt measures to conserve water, mitigate air pollution, and manage waste and tailings responsibly.

## SELECTED SENIOR TEAM PROFILES

 <p><b>Jude Abalaka</b></p>	 <p><b>Babatunde Edun</b></p>	 <p><b>Demola Gbadegesin</b></p>
<ul style="list-style-type: none"> <li>Jude Abalaka is the Managing Director of Tranos, a leading Nigerian engineering and manufacturing company.</li> <li>He has spearheaded the development of unique products across various sectors, including telecommunications and construction.</li> <li>Abalaka led Tranos to become the first Nigerian company to manufacture sockets and switches locally.</li> <li>He co-founded Nadabo Energy Limited, successfully managing and delivering several significant oil and gas projects.</li> <li>Prior to Tranos, he held roles at notable companies such as Hewlett Packard, Sprint PCS, Boston Consulting Group, and Mellon Ventures Private Equity.</li> <li>Abalaka holds a degree in Physics with Electronics from the Federal University of Technology Minna, and has furthered his education at prestigious institutions like The Wharton School, University of Pennsylvania, and the University of Cambridge Judge Business School.</li> <li>He is an associate member of the Nigerian Society of Engineers.</li> </ul>	<ul style="list-style-type: none"> <li>Managing Director at accat Nigeria Ltd (since June 2010)</li> <li>Director at C&amp;I Leasing Plc (since April 2019)</li> <li>Director at Tranos Contracting Limited (since January 2010)</li> <li>Director at COMENERGY (since August 2004)</li> <li>Other roles: Acting Managing Director at Linksoft Communications, Area Sales Manager at Dupre International</li> <li>Education: Lagos Business School</li> <li>University of Lagos</li> <li>King's College Lagos</li> </ul>	<ul style="list-style-type: none"> <li>Co-founded E-Motion Advertising Limited, incubating Dealdey and Gyst.</li> <li>Led principal investing at Ocean and Oil Holdings</li> <li>Structured investments for Promethean Resources</li> <li>Senior Adviser to Nigeria's Ministers of Solid Minerals and Finance.</li> <li>Other Roles: Hewlett Packard, Sprint PCS, Boston Consulting Group, Mellon Ventures Private Equity.</li> <li>Education: BSc and MSc in from Howard University and Stanford University; MBA from Harvard University.</li> </ul>

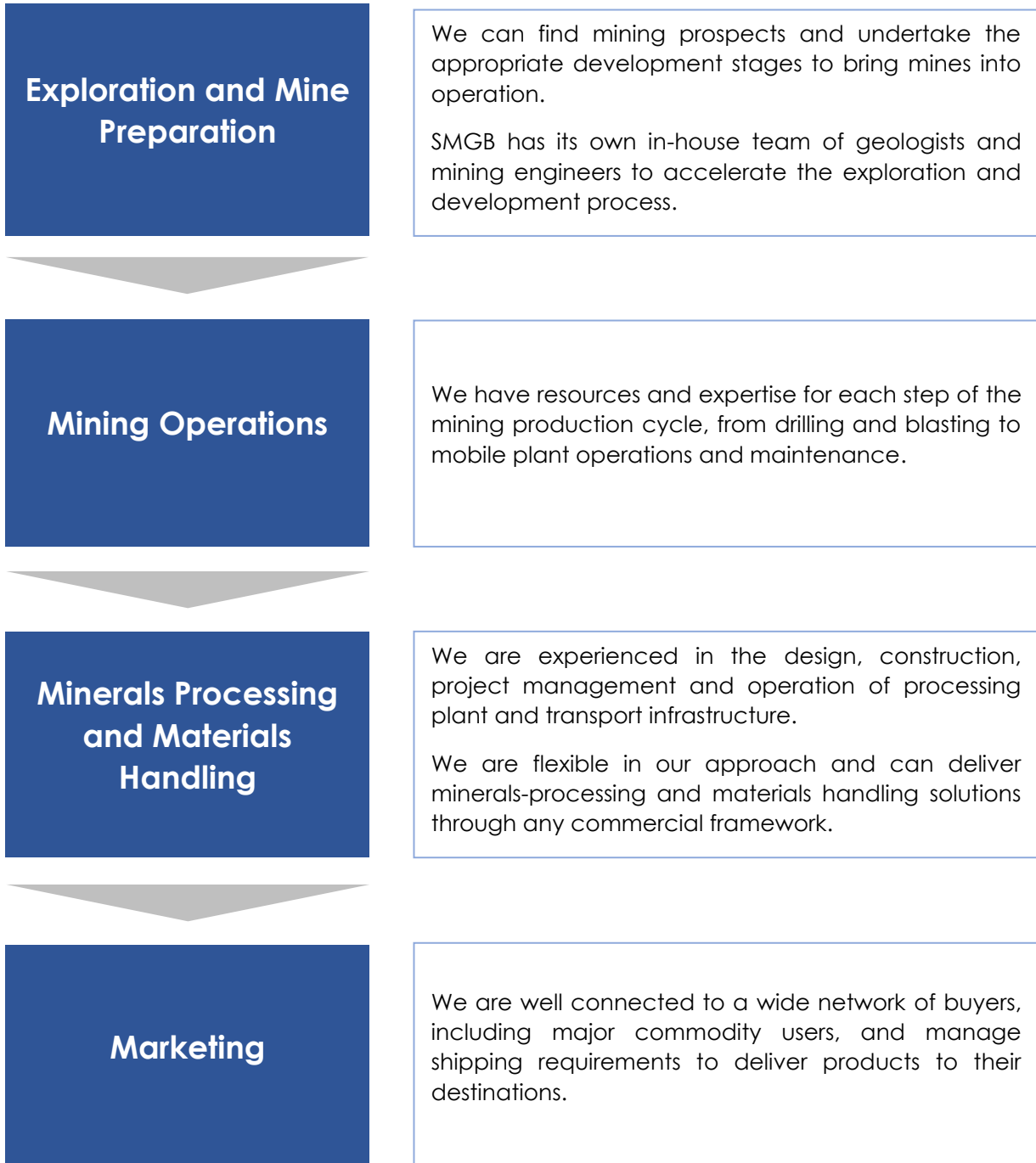
 <p><b>Mayowa Ogunmola</b></p>	 <p><b>Stephen Olusegun</b></p>
<ul style="list-style-type: none"> <li>• Legal and business professional with expertise in sectors like Construction, Real Estate, and Manufacturing.</li> <li>• Currently serves as Executive Director, Corporate, Legal and Regulatory Services at DPL Construction Limited.</li> <li>• Specializes in Legal Advisory, Contract Negotiation, Legal Compliance, and Corporate Restructuring.</li> <li>• Previous legal roles at Clad Limited and Jotna Nigeria.</li> <li>• Holds a Master of Laws in Commercial Law from the University of Lagos and an LLB in Law from Obafemi Awolowo University.</li> </ul>	<ul style="list-style-type: none"> <li>• CFO at Promethean Resources Ltd.</li> <li>• Over 15 years in strategic financial management and reporting.</li> <li>• Led multi-million business operations.</li> <li>• Developed comprehensive management systems.</li> <li>• Past roles: Chief Internal Auditor at Equity Assurance Plc, AGM at Equity Resort.</li> <li>• Education: Master's in Accounting and Finance, University of Lagos; ACA, Institute of Chartered Accountants of Nigeria.</li> </ul>

 <p><b>Tunku Mohamed Alauddin Tunku Naquiyuddin</b></p>	 <p><b>Tengku Azran Abdul Jawaad bin Tengku Tan Sri Azlan</b></p>	 <p><b>Dato' Lee Chung Han</b></p>
<ul style="list-style-type: none"> <li>• Chairman of SMGB Group</li> <li>• Co-founded iron-ore trader, Bedrock Resources Sdn Bhd and Chairman of Guardian Bedrock Sdn Bhd with iron and gold tenements in Pahang and Negeri Sembilan in Malaysia</li> <li>• Personal Assistant to Chairman at Sino Hua-An International Berhad from 2007 to present.</li> <li>• Personal Assistant to Chairman at Noble Mineral Resources (an ASX listed mining company) from 2012 to 2013.</li> <li>• Director at Yikon Corporation Berhad from 2009 to 2011.</li> <li>• Director at Sri Aman Ventures Sdn Bhd from July 2008 to present, where he secured contracts for recycling materials such as Metals and Plastics</li> <li>• Director at Antah Healthcare Group from September 2005 to the present. General Manager at Antah Bumimedic Sdn Bhd from July 2002 to September 2005</li> <li>• B.Sc, Marketing from BostonCollege, U.S.A. and Trustee on Yayasan Tunku Naquiyuddin</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director of SMGB Group</li> <li>• Co-founded iron-ore trader, Bedrock Resources Sdn Bhd and Director of Guardian Bedrock Sdn Bhd with iron and gold tenements in Pahang and Negeri Sembilan in Malaysia</li> <li>• Secured a 500 acre tenement in Telang, Kuala Lipis, Pahang for iron ore and gold, with an estimated reserve of 6m tonnes of DSO grade iron ore</li> <li>• Secured Bedrock Resources as registered and preferred supplier of iron ore for Ann Joo Steel Sdn Bhd, a subsidiary of Ann Joo Berhad</li> <li>• Chairman of MSA Steel Sdn Bhd (steel trading) and a Director of Tijaz Corporation Sdn Bhd</li> <li>• Leading the exploration of Bauxite in Guinea (Africa) with a target of more than 100 million tonnes</li> <li>• Member of the royal family of the State of Pahang and N. Sembilan</li> <li>• Bachelor of Commerce in Marketing from Deakin University</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director/CEO of SMGB Group, Chairman of Guardian Group and Guardian Mining, overseeing exploration, commercial, operations and investments.</li> <li>• Previously Executive Director and CFO of Tune Group of Companies, help set-up Tune Talk, Tune Hotels, Tune Money, Tune Entertainment and Tune Sport.</li> <li>• Founding member and CFO of the Lotus FI Team</li> <li>• Five years with CIMB investment banking division originating debt and equity deals and M&amp;A.</li> <li>• Bachelor of Science (Honours) in Economics from the London School of Economics and Political Science</li> <li>• Masters of Business Administration from the University of Oxford under full scholarship from Tan Sri Tony Fernandes</li> <li>• Chairman of the Oxford Business Alumni Kuala Lumpur Chapter</li> <li>• Member of the Malaysian Chambers of Mines (MCOM)</li> </ul>

 <p><b>EuBon Yong, Jeffrey</b></p>	 <p><b>Dr. Alistair Reed</b></p>	 <p><b>Yansi Surya Novianto</b></p>
<ul style="list-style-type: none"> <li>• Executive Director of SMGB Group</li> <li>• He has 20 years of experience in operations and logistics</li> <li>• He spent 10 years as the Managing Director of the SafeMine Mining Group, with mines in Malaysia, Indonesia and the Solomon Islands covering iron ore, tin and gold, during which time he produced in excess of 2.5 million tonnes of iron ore and was involved in the export of one of Malaysia's largest iron ore shipment, of 70,000 MT, to China</li> <li>• Highly experienced in prospecting, mine development to final production as well as marketing of product to domestic and international markets</li> <li>• He was the co-founder of Matrix Splendid Sdn Bhd which is a jerry can factory supplying packing material to pail oil filling plants. This company later merged with Able Perfect Sdn Bhd, to become a leading supplier for containerized</li> <li>• palm based cooking oil in Malaysia.</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Geo-Tech SMGB Group</li> <li>• A geologist with over 25 years experience in mineral exploration and the mining industry</li> <li>• He is currently the Principal of Metalstocks Australia Pty Ltd., director of Paragon Resources Pty. Ltd. and partner in the Independent Geologist Group of companies.</li> <li>• In 2006 he became a founding Director of ASX listed iron producer, Pluton Resources, responsible for iron ore resource development. He developed the Universal Drilling Platform which won the Golden Gecko Award for environmental excellence in Western Australia</li> <li>• He has held various technical roles with BHP Minerals, WMC Resources, MIM Exploration and Australian governments</li> <li>• B.Sc., University of Auckland; B.Sc. (Hons), University of Western Australia; PhD, University of Western Australia; Bachelor of Business from the University of Tasmania He is a state elected chairman of the Australian Institute of Geoscientists ("AIG") and is on the national committee of AIG which is the joint signatory body for the JORC code.</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Coal Mining SMGB Group</li> <li>• Experienced commodity trader in minerals trading and mining industry</li> <li>• Founding member and Managing Director of Bedrock Resources/Bedrock Partners involve in dry bulk commodities trade and mining; iron ore, coal and bauxite. Director at Guardian Bedrock of SMGB Group, a holding company set up to acquire mining rights in South East Asia. Founding member of Benua Mining, coal special purpose acquisition company (SPAC) aim to list in Bursa Malaysia 2016.</li> <li>• Previously in-charge of marketing and procurement for the Asia-Pacific region at pT Adibuana Sariutama, a coal supplier to Vale's subsidiary PT INCO, Glencore, Noble, and various cement plants in Indonesia and Malaysia.</li> <li>• Worked in gold and silver trading under the position of research and business development manager with Standard Bullion Malaysia, a subsidiary of Hong Kong-based Standard Bullion Financial Group, a member of the Chinese Gold and Silver Exchange Society</li> <li>• Bachelor of Business Administration (Hons) from the University of East London, MBA from Charles Sturt University</li> </ul>

## CAPABILITIES AND EXPERIENCE

Promethean Resources and our consortium partners bring world class expertise and capabilities for every aspect of the iron ore mining and processing value chain:



## SELECTED PROJECTS

### IRON ORE MINE PROJECT – KERAMBIT, PAHANG

- We procured all necessary resources, including plant equipment, labor, and marketing expertise for the iron ore mining project, employing 150 workers since May 2009.
- Prior to our takeover, the mine operated for over 2 years, extracting only 20,000 tonnes and incurring significant losses.
- We significantly improved operations, producing over 20,000 tonnes within the first three months and currently producing over 30,000 tonnes per month.
- We managed all aspects of the mine, from exploration to government approval, construction, production, quality assurance, and sales/marketing.
- The project was developed in-house by experienced geologists, mine engineers, and managers.
- Key development features included a 5-lake water recycling system, construction of processing facilities with two parallel lines for high-grade iron ore production, and the setup of laboratory facilities.



### IRON ORE MINE PROJECT – KERAMBIT, PAHANG

- Dr. Alistair Reed co-founded and listed Pluton Resources on the Australian Stock Exchange, a company voted best new float in 2007.
- Dr. Reed occupied a key management and director position, helping to take the company from a market capitalisation of A\$16 million, up to close to A\$250 million.
- Identified a mixed hematite and magnetite resource in excess of 500 million tonnes iron ore.
- Part of a team that was ultimately instrumental in the acquisition of the Cockatoo Island iron ore mine from Cliffs Natural Resources.
- Situated 140 KM off the Kimberly coast of Western Australia, the mine has produced over 45 mil tonnes of ultra-high-grade concentrate (>64% Fe).
- Current production targets are 1.5 mil tonnes per annum.
- Targeted resource size of 15-20 mil tonnes.
- Unique logistic advantage as the project has access to its own ship loader allowing for significant cost savings.



## IRON ORE MINE PROJECT – ULU GALAS, GUA MUSANG, KELANTAN

- Exploration at Ulu Galas commenced in 2014, involving trenching and drilling.
- ML and OMS have been secured.
- Production commenced in July 2016.
- The reserve is estimated to be half a million to 3 million tonnes.
- Iron grade between of about 58-- 62 Fe.



## CONCLUSION

In conclusion, Promethean Resources, in collaboration with our partners, is fully committed to revitalizing and upgrading the National Iron Ore Mining Company (NIOMCO). We are confident that our extensive experience and expertise in the iron ore mining and processing sector will be instrumental in transforming NIOMCO into a world-class mining operation.

Our strategic plan is comprehensive and focuses on key areas that we believe are crucial for NIOMCO's success. These include infrastructure rehabilitation, technological upgrades, skills development, stakeholder engagement, market expansion, continuous improvement, and environmental sustainability. Each of these focus areas is designed to address the specific challenges currently faced by NIOMCO and to position the company for long-term success.

As a first step in our strategic plan, we propose to conduct a comprehensive due diligence site visit. This visit will allow us to assess the current state of NIOMCO's facilities and operations, identify operational bottlenecks, technological gaps, and environmental considerations. The insights gained from this visit will be invaluable in formulating a detailed and tailored proposal for the revitalization and upgrade of NIOMCO.

Following the site visit, we will develop a more detailed proposal outlining our specific plans and strategies for each of our focus areas. This proposal will provide a roadmap for the transformation of NIOMCO, detailing the steps we will take to enhance operational efficiency, improve product quality, enhance safety and environmental performance, and foster a culture of continuous learning and innovation among the workforce.

We believe that our approach, combined with our commitment to working closely with all stakeholders, will significantly enhance NIOMCO's productivity and profitability. This, in turn, will contribute significantly to the growth of Nigeria's mining sector and broader economic development.

We eagerly anticipate a favorable response from the Ministry of Finance Incorporated (MOFI), Ministry of Mines and Steel Development (MMSD), and Infrastructure Concession Regulatory Commission (ICRC). We are excited about the potential of this project and look forward to the opportunity to work together to realize the full potential of NIOMCO.