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2025

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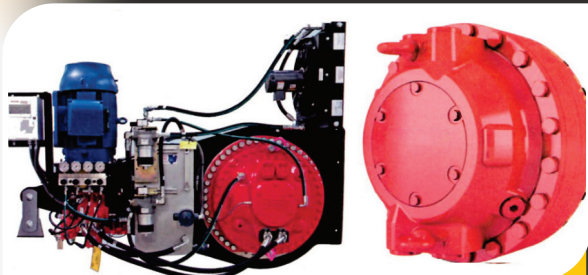
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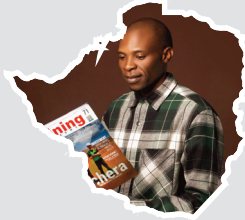
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THE CLEAR PERSPECTIVE



Keith Sungiso

Do you have any contributions or suggestions? Contact us on



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Welcome to this special edition of Mining Zimbabwe, focused on Mine Management, proudly distributed at the Association of Mine Managers of Zimbabwe (AMMZ) Annual Mining Conference and AGM.

This gathering of Zimbabwe's foremost mining professionals represents the heart of our nation's mining industry, where leadership, innovation, and technical excellence converge to shape the sector's future. It is here that critical conversations take place, from operational efficiencies and safety management to technology adoption and sustainable growth.

As Mining Zimbabwe, we are honoured to be part of this prestigious event. Our mission remains steadfast: to inform, connect, and celebrate the people driving Zimbabwe's mining sector forward.

In this issue, you will find stories that reflect both the challenges and triumphs within our industry, from advancements in Mine Management and automation to the continuous pursuit of safety, environmental stewardship, and community impact.

We extend our appreciation to the Mining Houses, industry partners, and advertisers who make this publication possible.

Your continued collaboration ensures that Mining Zimbabwe remains the country's most trusted mining information platform.

To all delegates, may this conference inspire fresh insights, strengthen professional networks, and reaffirm our shared commitment to responsible and profitable mining in Zimbabwe

.To the new AMMZ President, congratulations on your appointment. We at Mining Zimbabwe Wish you a strong, visionary, and impactful term ahead.

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Mono-Currency by 2030; *A journey in progress*

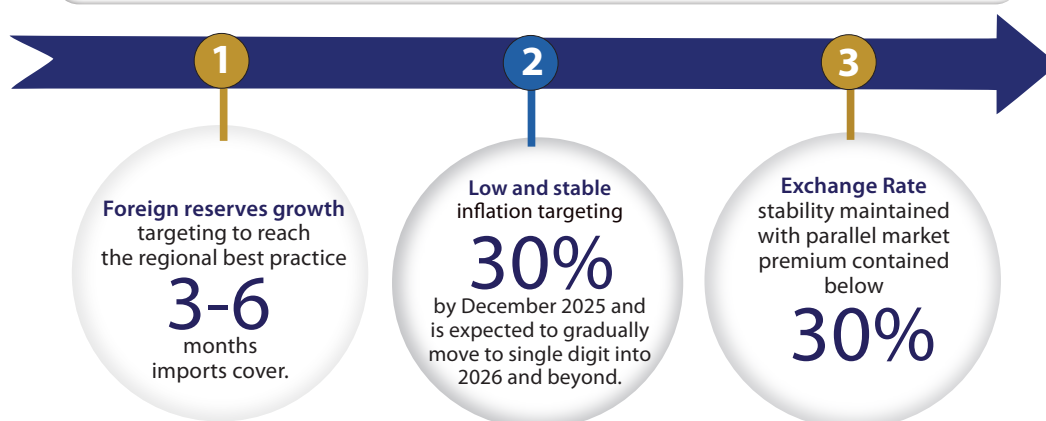
What Is It?

- Zimbabwe is currently under a multi-currency regime, where the local currency ZiG works concurrently with other foreign currencies as legal tender for domestic transactions.
- By 2030, Zimbabwe will be under a mono-currency regime where all domestic transactions will be conducted only in ZiG.
- Going mono - currency is not intended to be a re-denomination exercise. Just like in most economies, individuals and businesses will be able to hold local accounts (ZiG) and Foreign Currency Accounts. However, those holding foreign currency will be required to convert it into ZiG to conduct local transactions.
- Banks will continue to honour legitimate foreign currency requirements such as imports, travel, or medical expenses.

What is RBZ doing to facilitate the achievement of a mono-currency by 2030

- The journey which has already started will be supported by policy interventions that will ensure a gradual transition through widening the use and demand for ZiG, long-term stability of ZiG and availability of foreign currency on the market.
- With stability holding and expanded use and demand for ZiG, individuals, businesses and all economic agents will progressively start to use and accept ZiG indifferently as we move towards 2030.
- This organic market driven process supported by relevant policy interventions is expected to gradually usher Zimbabweans into the mono-currency regime.

Key Milestones Towards Achieving The Mono-currency Goal



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Eng. Abel Makura

Outgoing AMMZ President Reflects on His Tenure

As his term as President of the Association of Mine Managers of Zimbabwe (AMMZ) comes to an end, Eng. Abel Makura reflects on his journey, achievements, and the future of the mining profession in Zimbabwe. In this exclusive Mining Zimbabwe interview, Eng. Makura shares insights on leadership, industry challenges, and his hopes for the next generation of Mine Managers.

Eng. Makura, as you conclude your term as AMMZ President, how would you describe your journey leading the Association?

The journey of being a leader of this glamorous Association has been both a privilege and a responsibility. When I was elected into office, I set out to bring together professionals from across different sectors and commodities to converge towards a common goal of advancing the mining industry in the country through a community of practice.

I also strived to build professional excellence with a focus on future mining leaders who required support by creating learning opportunities for them. I allowed young leaders an opportunity to partake in most activities where they got the chance to learn from industry leaders.

Looking back, which achievements during your tenure are you most proud of, and why?

Two things stand out for me during my tenure:

(i) The impact beyond our borders, as the Association was invited to participate in regional events.

(ii) Inclusivity and leadership diversity, where we supported women and young professionals. We got the first woman into Council and provided, and still provide, speaking platforms for upcoming professionals at our events, as well as mentoring and coaching them.

How has AMMZ evolved and grown under your stewardship compared to when you first assumed the role?

It has grown to be a name synonymous with success an affiliation that brings recognition to mining professionals and leaders.

What five things would you change about Zimbabwe's mining industry today?

- Responsible mining practices in small to medium-scale mining
- Commodity transportation system upgrades
- Liberalized power wheeling rules
- Open data portal for geosurveys
- Incentives for energy efficiency.

What do you see as the most pressing issues facing Zimbabwe Mine Managers today, and how can they be addressed?

Lack of infrastructure to support digitalization and smart mining to take Zimbabwean mining to the next level. This can be alleviated by partnering with local and international tech companies that can bring in cutting-edge technology.

Inability to retain skills due to flawed training systems for young professionals. There is a need to respect the mining engineering

profession and realize that the future of this industry lies in today's young crop, who must be nurtured rather than seen as threats to the establishment.

Are there specific initiatives or programs introduced under your leadership that you feel have made a lasting impact?

The motion to register the Chamber of Mines as a constituent body for the registration of mining engineering professionals is an idea still being pursued, which, if successful, will create a hub for professional development.

The journey of being a leader of this glamorous Association has been both a **PRIVILEGE** and a **RESPONSIBILITY**.

continued on the page 9>>

How has AMMZ contributed to developing competent technical leaders in the Zimbabwean mining sector?

- Through collaborations with academic institutions, AMMZ has assisted in reviewing curricula to ensure fit-for-purpose learning is administered.
- The Association has also created mentorship and peer networks.
- Incentivizing best-performing students at tertiary institutions.

What trends in PGMs, gold, lithium, or ferrochrome mining should managers prepare for in the next 5-10 years?

PGMs

Focus should be on hydrogen fuel cell pathways, which are biased towards platinum and ruthenium. As such, emphasis should be placed on mining orebodies with higher prill splits for platinum while being cautious of higher palladium content to maximize the basket price.

Gold

Strike a balance between growth and net free cash flow to ride on the seemingly favorable current macro cycles. It's advisable at this stage to target assets with low all-in-sustaining costs and strong community relations.

Lithium

Focus should be on low-cost, high-quality orebodies.

Ferrochrome

Watch out for Indonesia's policy on ferroalloys.

Ensure the availability of anthracite.

What collaborations with government or industry stakeholders are you most proud of, and what outcomes did they achieve?

Collaboration with the Chief Government Mining Engineer's office to review mining regulations was a significant achievement that strengthened engagement between regulators and practitioners.

What advice would you give to young people aspiring to be Mine Managers in the future?

The journey is seldom a smooth one, but

one should never be discouraged by the trials and tribulations they may face. The appointment itself is a statutory one that carries accountability, so in addition to one's technical skills, interpersonal skills are quite key to excelling in this operationally complex role.

What are your hopes for the incoming AMMZ Executive Council and the next President, and what key priorities should AMMZ focus on over the next few years?

My hope is that they continue as torchbearers. There's no doubt that the incoming team will excel and continue to elevate the Association's profile.

Local equipment suppliers and service providers in Zimbabwe play a key role. What have you done in your tenure to ensure they are supported ahead of their regional or international counterparts?

We have always ensured that we walk the journey with them. At every event or visit we undertake at operations, they get the opportunity to understand the needs of their potential customers so that they deliver the best products and services aligned with those needs and expectations.

In your opinion, what key priorities should AMMZ focus on over the next few years?

Improving safety stewardship in the mines and promoting responsible mining practices among its membership to ensure the sustainability of operations.

Your parting shots to AMMZ members and the mining industry.

The support over the years has been enormous and highly appreciated. Let's keep propelling this vehicle forward, and together we will have a flourishing Zimbabwean mining industry.

Take these commitments forward:

- Non-negotiable standards
- Competence with humility
- Disciplined productivity
- Sustainable integrity
- Community with partnership

Where to from here?

Back to the work that matters — safe production, smart mining, and thriving communities. And hopefully, one day, it shall be back home.



Thompson Mutezo - Operations Executive Muriel Mine



Thompson Mutezo - Operations Executive Muriel Mine

Who is Thompson Mutezo?

I am a seasoned Geologist with over 30 years of experience. I've had the privilege of working with various mining companies in the region, exploring for gold and navigating complex business cycles. My journey with Pan African Mining began in 2013, rising to become the Group Exploration Manager. In 2021, I took on the role of Mine Manager at Muriel Mine, where I led a plant expansion program and drove engineering innovations to improve production efficiency. Later in 2024, I transitioned to Operations Executive at Ever Rising Resources, focusing on optimising production and managing costs.

Explain the relationship between Pan African Mining and Ever Rising Resources.

Pan African Mining established Ever Rising Resources as a special-purpose vehicle to raise capital for Muriel Mine's dump retreatment project. This strategic partnership has enabled us to commission a state-of-the-art plant, optimising gold recovery and extending the mine's life.

What are the key operational strategies you've implemented to optimise production efficiency while managing cost?

As the Operations Executive, my focus is on integrating technology, financial discipline, and people empowerment to drive sustainable growth. At Muriel Mine, I led initiatives to improve metallurgical efficiency, optimise reagent usage, and

leverage data analytics. At Ever Rising, I've implemented production optimisation standards, driving efficiency and cost-effectiveness in the dump retreatment operation.

This is the largest dump retreatment operation in the country. Could you walk us through the technical processes involved and the innovations that make this project stand out?

Our dump retreatment operation is a testament to innovation and efficiency. We've implemented a high-volume, low-cost model, utilising hydrosluicing and CIL processes to maximise gold recovery. Our team has overcome complex metallurgical challenges, ensuring optimal recovery rates and minimal environmental impact.

What are the main metallurgical challenges associated with reclaiming and processing historical tailings, and how has your team addressed them to ensure optimal recovery rates?

Historical tailings present unique challenges, including ore variability and preg-robbing. We've addressed these through targeted interventions, such as converting to a full CIL plant and introducing pre-aeration stages. These innovations have improved leach kinetics and stabilised recovery.

From an exploration and resource evaluation perspective, how do you approach the assessment and classification of historical dumps compared to primary ore deposits?

We recognise historical dumps as known resources, focusing on understanding their composition, variability and metallurgical complexities. Our approach combines geological expertise with advanced data analytics, ensuring accurate assessment and optimal recovery.

Environmental sustainability is increasingly central to mining operations. What rehabilitation or environmental management frameworks has Muriel Mine adopted?

We're committed to responsible mining practices, prioritising environmental sustainability and rehabilitation. Our frameworks include lined TSFs, cyanide detoxification, process water recycling and progressive rehabilitation, aligning with UN SDGs and industry best practices.

What is the future of Muriel Mine after the Dumps?

Muriel Mine is poised for a strategic return to run-of-mine operations, leveraging our extensive exploration program and expertise. We're committed to extending the mine's legacy while driving sustainable growth and community development.

What advice would you offer to young geologists and managers entering the industry today?

I advise young professionals to blend field expertise with digital tools, becoming versatile leaders in mining. Stay curious, innovative, and committed to sustainability, and you'll drive the industry's future success.

Your parting shots?

Exploration is the foundation of the mining industry. Without it, there are no new mines, no production, and no revenue. I urge industry leaders to prioritise exploration, investing in the future of mining and national economic growth.





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Rebirth of Hilmax Engineering

A phoenix rising from the ashes

Written by: Mr J. P Mkushi

It is common knowledge that in February 2024 Hilmax Engineering went into corporate rescue. What may not be known by some is that on 31 July 2025, Hilmax came out of corporate rescue. Once a respected name in the industry, being put under corporate rescue left Hilmax shaken, tested and its spirit subdued. It was a business burdened with uncertainty and lacking in credibility.



Hilmax Chairman Mr J. P Mkushi

There are times in the life of almost every organisation when survival demands courage, honesty and unity. The former directors of Hilmax showed these traits by volunteering for the company to go into corporate rescue. This courageous decision could be the reason why Hilmax is still alive and well today.

While to many, Corporate Rescue seemed to be the end of Hilmax's story, it was only the beginning. Like a phoenix rising from the ashes of its own destruction, Hilmax has begun its own journey of renewal and transformation. On 31 July 2025 Hilmax was bought by new shareholders under the supervision of the Corporate Rescue Practitioner and the authority of the Master of the High Court of Zimbabwe. The new shareholders took over the settlement of the Hilmax creditors and the dues to employees. They also undertook to provide the necessary working capital to bring the company back to an operational footing. For Hilmax this was the birth of the journey of renewal and transformation. From mere survival the focus shifted to revitalisation and the beginning of sustainable growth.

The new shareholders saw in Hilmax a company with enduring potential not only in its assets and operations but in the relationships it had cultivated over the

years. It's those relationships Hilmax wishes to revive and build on to stronger and higher levels than before. We are greatly encouraged by the fact that most of Hilmax's long-standing partners remembered the value Hilmax had delivered in the past and that our outreach to re-establish business relationships with them has been met with trust and utmost professionalism. At the same time new connections are being forged as we demonstrate renewed stability, purpose and a commitment to excellence. It is clear to us that Hilmax's credibility has not been lost. It is ready to be built and expanded.

As the new shareholders our focus and priority is very clear. This is to deal with every stakeholder including employees, customers, suppliers and other business partners with honesty, integrity, transparency and consistency. These values will guide us on every step of the business rebuilding process and will shape the culture we are determined to entrench.

Rebuilding Hilmax will be an ongoing process. We are actively strengthening the governance and internal systems to ensure that accountability is embedded at every level of the organisation and that ethical practises are reinforced across the organisation. We would like to create a sustainable culture where trust and responsibility guide every decision we make.

One of our most critical challenges has been building trust and alignment across our team. Our employees are the heart of the whole organisation. Ensuring that they understand and embrace the company's new direction has required open communication, consistent leadership and a clear demonstration of our own values in action. We are convinced that over time as they see the organisation operating with integrity and purpose, confidence and commitment will be growing. While this has tested our rate of progress, we see it as part of renewal. Trust is not demanded, it is earned. Earning trust requires patience, fairness and consistent demonstration that integrity is not a slogan but a standard. Over time as employees experience leadership that embodies these principles, confidence grows and loyalties shift

towards the Hilmax we are all building together.

Despite internal challenges, we are making significant strides. Our teams are reconnecting with clients, restoring confidence in our services and steadily reinforcing the Hilmax reputation for reliability and professionalism. Each success large or small strengthens the foundation on which we continue to build.

We are deeply grateful to the following:

- a) Our staff who have chosen to embrace our new direction
- b) Our clients who continue to trust us
- c) Our service providers and regulators who engage with us constructively
- d) Our suppliers who have warmly welcomed us back after the rescue status was lifted.

All these people's collaboration is vital to our journey of transformation. Our recovery is powered by the people who believe, the teams who embraced change and are learning new systems and redefining what excellence means within the walls of Hilmax.

Our vision of the new Hilmax is to build an organisation that goes beyond just supplying goods and services. We would like to see a Hilmax that is at the forefront of the development of new and innovative industrial technologies, in tandem with worldwide technological developments. We want to offer solutions, and development opportunities to Zimbabwe's economy. Hilmax will deepen its presence in mining and industrial projects, introduce tech-driven service models and scale operations into regional markets. In short Hilmax wants to be the partner of choice for engineering excellence in Zimbabwe and beyond.

What began as a rescue process has become a renewal process, rooted not in appearance but in principle. The road ahead remains challenging but it is one we walk with clarity and conviction. Hilmax is still a work in progress but it is also a work of purpose - proof that with transparency, honesty and resolve even a turbulent past can lead to a stronger more principled future.

Hilmax Engineering: Re-Emerging Stronger to Power Zimbabwe's Mining Sector

Hilmax Engineering, a trusted name in Zimbabwe's engineering and mining supply industry for over a decade, has successfully emerged from corporate rescue as of 31 July 2025, with a renewed focus, capital injection, and strategic leadership direction. The company now stands on a redefined path of operational excellence, innovation, and customer-centric service delivery, positioning itself as a formidable partner to the mining and heavy industrial sectors of the Zimbabwe economy.



Hilmax MD Mr. Shephard Kembo

A New Chapter of Corporate Strength and Strategic Vision

Following its successful emerging out of corporate, Hilmax Engineering is now a 100% subsidiary of Kushi Green Energy Technologies, a diversified engineering and energy-focused investment holding company. This change in ownership marks a strategic repositioning—ushering in renewed governance discipline, improved financial capacity, and long-term operational stability.

Providing leadership at the helm of this transformation is Mr. John P. Mkushi, the Executive Chairman of Hilmax Engineering. With over 50 years of corporate and executive leadership experience, Mr. Mkushi's illustrious career includes being the first black President of the Confederation of Zimbabwe Industries (CZI), serving two terms on the Reserve Bank of Zimbabwe Board, chairing First Banking Corporation (FBC), and leading as Chief Executive of Shabani Mashava Mines (SMM) and Chairman of the Zimbabwe Mining Pension Fund. His return to engineering and mining space signals a new era of corporate governance, stakeholder confidence, and visionary leadership for Hilmax.

National Footprint and Technical Capacity

Hilmax Engineering now operates through five strategically located branches supported by a Head Office in Harare. The Head Office will be at 24 Telford Road, Granitesite. The branches are situated in Harare (Southerton), Bulawayo (Belmont), Kwekwe, Bindura, and Ngezi, enabling

nationwide coverage and swift response to client needs in mining, manufacturing, and industrial operations.

The company has successfully retained and renewed major commercial contracts with key mining clients while rebuilding its technical, operational, and service delivery capacity. This resurgence is further supported by a series of strategic distributorships and partnerships with internationally renowned Original Equipment Manufacturers (OEMs) and regional engineering supply companies.

Strategic Partnerships and Distributorships

Hilmax Engineering's renewed growth strategy is anchored on its collaborative distributorship agreements across critical engineering supply categories. These partnerships ensure that Zimbabwean mines and industries receive world-class products, backed by technical support, training, and availability of spares.

<u>Distributor / Partner</u>	<u>Country / Region</u>	<u>Products & Services Covered</u>
Hansa-Flex Hydraulics Systems (Germany)	Global (145 branches worldwide)	Hydraulic hoses and fittings, rams, cylinders, pumps, and motors; mild and stainless steel tubing; spiral guard; ultra-shield hose protection; food & beverage hoses; G-guns; O-rings; grease nipples; textile hose protection; oil coolers.
Continental Group Conveyor Systems (South Africa)	Regional	Conveyor system design, fabrication, and optimization; pulleys, idlers, gearboxes, chutes, vibrating feeders, and on-site structural engineering and steelworks.
Brelko Conveyor Systems (South Africa)	Regional / Global	Conveyor spillage and transfer point control systems; scrapers, skirting, high-impact systems, conveyor belt trackers, and complete conveyor safety solutions.
SMC Africa Corporation (South Africa / Japan)	Continental	Pneumatics and automation solutions: linear and rotary actuation, process monitoring and control, production optimization, energy use assessments, air audits, and spare parts management.
Rice Engineering (South Africa)	Regional	Conveyor systems and rubberizing products; conveyor belt splicing; preventative and diagnostic conveyor solutions; integrated materials handling systems.
Filtration Management Systems Africa	Africa-wide	Advanced fuel and lubrication filtration systems; contamination control and monitoring systems; lubrication optimization and maintenance support.
Brake and Components South Africa	Regional	Comprehensive range of braking systems, hoses, and components for industrial, mining, and heavy-duty equipment applications and motor vehicles maintenance

continued on the page 14>>

Commitment to Quality, Innovation, and Technical Excellence

Hilmax Engineering's new direction is firmly rooted in technical competence, innovation-driven service delivery, and a culture of reliability. Each distributorship partnership is reinforced through structured technical training programs, local stockholding for fast-moving components, and on-site engineering support ensuring minimized downtime and optimal operational efficiency for its clients.

The company's commitment to the mining industry extends beyond product supply; it includes technical consultancy, equipment optimization, preventive maintenance, and turnkey engineering solutions tailored for both surface and underground mining operations.

Looking Ahead: A Renewed Engineering Powerhouse

With a rejuvenated leadership team, strengthened financial base, and a clear

corporate strategy, Hilmax Engineering is well-positioned to reclaim and expand its footprint across Zimbabwe's mining and industrial landscape. The company is committed to driving sustainable engineering excellence, fostering local capacity development, and contributing to Zimbabwe's broader industrialization agenda.

"Engineering Reliability. Powering Industry."

Under the stewardship of its new Executive Chairman and the guiding vision of Kushi Green Energy Technologies, Hilmax Engineering stands ready to serve the nation's mines, factories, and industries with integrity, innovation, and engineering excellence.

The New Hilmax Executive Team is comprised of:

Executive Chairman: John P. Mkushi

Managing Director: Shephard Kembo

Technical Executive: Siyehlule Mangena

Finance Manager: Esthere -----

Sales and Marketing Executive: -----

Human Resources Manager : Stella

Nyirongo

Procurement Manager: Mike Mswaka

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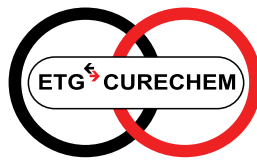


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Bridging the Old and the New:

A Conversation with Eng. Trymore Mambuma, Group Operations Manager at Avux Investments

In today's mining landscape, technology isn't just about efficiency — it's about transformation. At the centre of that shift is a new breed of engineer: one who understands both the complexity of machines and the human side of innovation.



Pr Eng. Trymore Mambuma

We sat down with Eng. Trymore Mambuma, a Professional Mechatronics Engineer and PRINCE2®-certified project manager, to unpack how Avux Investments is redefining operational technology in mining, from intelligent ventilation systems to data-driven fuel management.

Who is Trymore Mambuma?

I'm a Mechatronics Engineer by qualification, but I see myself as more of a bridge between traditional engineering and the smart, connected mine of the future.

My career started in the energy and power-generation sector, where I worked on process automation and control systems. That experience showed me how data and design could transform performance and I realised the same principles could make mining operations safer, more efficient, and more sustainable.

At Avux, I lead a team that focuses on using automation and intelligent systems to improve how mines breathe, move, and

think.

What inspired your journey into mining and operational technology?

I've always been fascinated by systems that "talk", machines, sensors, and people interacting seamlessly. When I worked on a large-scale power station control upgrade, I saw first-hand what intelligent automation could achieve.

So when I looked at mining, I saw endless potential. The underground environment is complex and unpredictable but that's exactly what makes it so rewarding. Every ventilation system we automate or every control network we modernise translates directly into safer conditions and smarter energy use. That's what keeps me motivated.

When designing automated ventilation doors, what's top of mind?

You have to think beyond the hardware. Yes, materials, airflow resistance, and control integration matter but reliability is everything.

These systems operate in harsh, dusty, high-pressure environments. A door has to open and close precisely every time, often in sync with sensors and fans miles apart. We design for that kind of trust. The result is a ventilation system that responds to what's actually happening underground in real time.



How do you balance airflow optimisation with energy efficiency?

We use data to make ventilation smart. By connecting sensors, variable-speed fans, and personnel-tracking systems, we can direct airflow only where it's needed.

If a section of the mine is empty, air is redirected. If gas levels rise, the system reacts instantly. It's called ventilation on demand, and it's a win-win, miners get cleaner air, and operators save a significant amount of energy.

Gas monitoring is critical underground. How does Avux approach it?

Gas monitoring is the mine's early-warning system. Sensors detect gases like methane and carbon monoxide, and the data feeds into a control platform that can automatically trigger alarms or adjust airflow.

The exciting part is how predictive analytics now plays a role. We can identify trends and potential risks before they become problems. It shifts ventilation from being reactive to being proactive and that's a huge safety leap.

Connectivity underground is always tough. How do you ensure reliability?

We design networks that can take a beating. That means industrial-grade

This means no more guesswork or loss from leaks and theft. The system also helps reduce idle time and emissions, making fleet operations greener. It's one of those rare cases where good technology saves both money and the environment.

You're PRINCE2® certified. How does that shape your leadership approach?

PRINCE2® gives structure to complexity. It ensures every project has clear objectives, defined risks, and transparent reporting.

At Avux, we blend that discipline with agility. We work closely with clients, involve their teams throughout, and make sure every phase from design to commissioning delivers measurable value.

watch their budgets, what's your advice?

Start small, but start smart. You don't need to automate everything on day one. Begin with projects that deliver quick wins like real-time monitoring or digital fuel tracking then scale from there.

And don't forget the people side. The best technology in the world won't work if the team doesn't buy into it. Training, communication, and collaboration are just as important as hardware.

I'm a Mechatronics Engineer by qualification, but I see myself as more of a bridge between traditional engineering & the smart, connected mine of the future.

Outside of work, how do you unwind and stay inspired?

Mentorship is a big part of my life I enjoy helping young engineers navigate their early careers. I also love reading about



wireless mesh or LoRaWAN systems for long-range communication, and fiber backbones where possible.

If one part of the network fails, the system reroutes automatically. In mining, downtime isn't just costly it can be dangerous. So reliability isn't just about uptime; it's about keeping people safe.

How does Avux's Fuel Management System drive both cost savings and sustainability?

Fuel is a huge cost centre for mines, and inefficiencies add up quickly. Our Fuel Management System tracks every drop in real time using RFID technology and cloud analytics.

It's not just about installing systems; it's about creating solutions that last.

What excites you most about the future of mining automation?

Artificial intelligence and machine learning without a doubt. We're heading toward mines that "think" for themselves: systems that predict ventilation needs, spot anomalies, and even plan maintenance before anything breaks.

In a few years, we'll see cognitive mines that are self-optimising and energy-aware. That's the next frontier, and we're already laying the groundwork for it.

For mines looking to modernise but

innovation and leadership, and when I need to recharge, you'll probably find me outdoors with my family.

Engineering can be intense, so balance is key. Stepping away reminds me that every system we build ultimately serves people, that's the real reward.

Closing Note

At Avux, leaders like Eng. Trymore Mambuma are shaping the future of mining by combining engineering precision with human insight. His journey is a reminder that innovation isn't just about technology, it's about purpose, safety, and progress.

Blasting with Engineer Walter Madzimure

Walter Madzimure is a seasoned Mining Engineer with over 18 years of experience in open-pit and underground operations, specializing in drilling, blasting, and explosives technical and sales. His career spans work across Zimbabwe's asbestos, diamond, limestone, and coal mines in various capacities before focusing on drill-and-blast and explosives engineering for both surface and underground mines, including restricted areas. This extensive exposure has equipped him with deep expertise across diverse mineral commodities. He currently serves as Operations Manager at Intrachem Pvt Limited.



Eng Walter Madzimure

How do you determine the optimal burden, spacing, and charge distribution for different rock types and bench heights in Zimbabwean mines?

We start by analysing rock properties such as density, strength, jointing and bench parameters like bench height and blast hole diameter. Using empirical design rules, we set initial burden and spacing, then refine through modelling and field trials. Performance indicators such as fragmentation, vibration, and throw guide adjustments to achieve safe, cost-effective blasts tailored to Zimbabwean conditions.

What key parameters influence fragmentation outcomes, and how do you measure and manage oversize or fines generation post-blast?

Fragmentation depends on how explosive energy is applied, and key to this are powder factor, charge distribution, timing, and rock mass characteristics. We measure fragmentation using digital image analysis tools like 3GSM and WipFrag software and validate with sieve tests. Oversize is managed by adjusting burden, spacing, and drilling accuracy; fines are controlled by avoiding overcharging and optimising blast design. Secondary blasting or mechanical breaking addresses residual oversize.

How do you model and control ground vibrations and air overpressure to ensure compliance with environmental and safety standards, especially near sensitive areas or communities?

We use site-calibrated empirical formulas such as PPV for vibration and logarithmic decay for air overpressure, supported by software like Intrachem Austin Powder's Paradigm. Advanced models incorporating machine learning improve prediction accuracy. Control measures include optimising charge per delay and timing, with real-time monitoring via seismographs to ensure compliance.

How have electronic blasting systems improved timing accuracy, safety, and overall blast performance compared to conventional non-electric detonators?

Electronic detonators deliver millisecond-level timing precision, enhancing fragmentation and reducing vibration. They enable remote programming and blast circuit diagnostics, minimising misfires and improving safety. The result: better muckpiles, compliance, and downstream efficiency compared to conventional non-electric detonator systems.

What are the most effective strategies for minimising blast-induced damage to pit walls or underground structures, particularly in highly jointed or weak rock formations?

Accuracy in timing, energy distribution, and blast geometry is critical. Predictive modelling helps forecast outcomes and refine designs in any rock formations. Techniques like presplitting, trim blasting, and charge decoupling are widely used to protect walls in weak formations.

How do you balance explosive cost, powder factor, and productivity for optimal cost-per-ton?

It's about the total cost, not just the explosive price or higher powder factors. Higher powder factors or explosive costs may raise upfront costs but improve fragmentation, reducing secondary blasting and crushing expenses. Tools like Intrachem's Austin Powder Paradigm optimise designs to find the sweet spot between energy input and overall productivity.

In your opinion, what things are small-scale miners doing wrong in blasting, and what can be done to make it right?

Common issues include unsafe handling and use of explosives, poor drilling, poor explosive selection and incorrect charging. Solutions start with acknowledging their role, then investing in training, licensing, and stakeholder support from government to suppliers to promote safe and efficient practices.

What advancements or best practices are you implementing to reduce flyrock incidents, noise pollution, and dust emissions during blasting operations?

We apply precise charge placement, proper stemming, and optimised timing to control flyrock. Noise pollution is mitigated through optimising charge placement and timing, coupled with the use of physical barriers, e.g. mats, while dust suppression involves timing control and pre/post blast watering. Data-driven designs ensure site-specific solutions.

It's about the total cost, not just the explosive price or higher powder factors. Higher powder factors or explosive costs may raise upfront costs but improve fragmentation, reducing secondary blasting and crushing expenses.

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A New Dawn for Zimbabwean Football: Scotland FC's World-Class Facility in Ruwa Sets a Global Standard

In the heart of Goromonzi District, a revolution is quietly taking shape, one that promises to redefine the landscape of Zimbabwean football. On a vast tract of land in Ruwa, Scotland FC, in a landmark investment by Better Brands Investments, is constructing what can only be described as a footballing utopia: a state-of-the-art complex designed to rival the best academies and club facilities on the international stage.



A visit to the site reveals a project that is not merely about building infrastructure but about forging a legacy. This is a holistic ecosystem meticulously designed to nurture talent, foster professionalism, and elevate the player experience to unprecedented levels.

By Rudairo Mapuranga

The vision of Better Brands Investments extends far beyond the white lines of the training ground. Recognising that champions are made in an environment that supports all aspects of their lives, the development features residential accommodations that blur the line between luxury and functionality.

Players are housed in a mix of exclusive four-bedroom villas, each complete with its own kitchen, lounge, and private swimming pool and 18 comfortable one-bedroom units. This setup provides a serene, home-like atmosphere crucial for mental recovery and team bonding. The profound impact of this environment is already being felt. One international signing, initially hesitant about moving to Zimbabwe, now describes a life where the

Players are housed in a mix of **exclusive four-bedroom villas, each complete with its own kitchen, lounge, and private swimming pool and 18 comfortable one-bedroom units.**

transition from an intense 90-minute game to a refreshing poolside recovery is seamless. The ability to manage his own nutrition in a fully equipped kitchen, relax in a private lounge, and enjoy a quality of life that supports his professional demands has been a transformative experience, making him feel valued and enabling peak performance.

At the core of the complex is a commitment to professional excellence. The club will operate its own restaurant and laundry facility, ensuring that players receive tailored nutritional support and that their kits are maintained to the highest standards. This centralised control over essential services eliminates external variables, allowing athletes to focus solely on their craft.

The crown jewel of the facility is the spectacular clubhouse. Dubbed "state of the art" by those who have seen it, this international-class building is designed to cater to both home and away teams. It boasts a cutting-edge gymnasium for strength and conditioning, alongside dedicated medical and rehabilitation rooms equipped to provide world-class treatment and recovery services for athletes.

The footballing infrastructure itself is a

testament to ambition. Two immaculate training pitches have already been completed, providing the first-team squad with perfect surfaces on which to hone their skills. These pitches have been described by players as "beautiful" and a significant upgrade from anything they have experienced before, directly contributing to the quality of training sessions.

And the vision soars even higher. The master plan for the land includes a future 25,000-seater stadium, a bold declaration that Scotland FC and Better Brands Investments are building not just for the present but for generations to come.

Through the visionary funding of Better Brands Investments, Scotland FC is sending a powerful message to the football world: Zimbabwe is ready to compete at the highest levels, not just with talent on the pitch, but with the infrastructure and professional environment off it to match. This project in Ruwa is more than a collection of buildings; it is the birthplace of a new footballing culture one where players are empowered, ambitions are nurtured, and the beautiful game is celebrated in a facility worthy of its potential.

The "Real Madrid of Zimbabwe" is not just a nickname, it is a standard being built, brick by brick, in Goromonzi.

Congratulations!

Betterbrands Group, would like to extend our biggest congratulations to **Scotland FC** on being crowned 2025 Castle Lager Premier Soccer League Champions.

This remarkable achievement reflects excellence, commitment, and teamwork. Well done to the players, technical team, management, and loyal supporters for making history.

Betterbrands Group celebrates this exceptional victory with you and is looks forward to more successful seasons.

Makorokoto, Amhlophe, Congratulations!



Mine Planning (Gold Mine) with Eng Nigel N.B. Mukonoweshuro

BSc. (Hons) Mining Engineering, GMDP, CPM, MSAIMM, SAIMM-YPC (Secretary), MAusIMM

How does the geological model influence stope design, development layout, and overall mine planning strategy in your gold operation?

The geological model dictates not just where we mine, but how safely and efficiently we can do so. The geological model forms the foundation for all mine planning decisions. It defines the orebody's geometry, grade continuity, structural controls and rock mass conditions.

What key parameters guide your selection between conventional narrow reef stoping, long-hole open stoping, or mechanised methods for different ore zones?

The type of mining method employed for every operation is driven mainly by the following: orebody geometry, rock mass quality, depth and stress regime, grade distribution and dilution sensitivity, available infrastructure and fleet (or machinery type). Narrow reef stoping is suitable for thin reefs, approximately less than 1.2m in thickness, high grades and with steep orebodies, whereas long-hole open stoping is applied to thicker orebodies greater than 2.5m with more competent zones and can be mechanised to reduce the unit mining cost. All these trade-offs are evaluated to ensure safety and economic objectives are met.

How do you balance short-term production targets with long-term resource optimisation in your mine plan?

An integrated planning approach is key where your long-term (strategic), medium-term (tactical) and short-term (operational) objectives are to be met. Regular reconciliation between the mine's call factor (MCF), grade control and the resource model is done. A rolling plan should also be maintained to allow for adjustment based on actual performance and updated resources. Overall, discipline and excellent communication between your technical departments and operations are key to maintaining this balance.

What planning techniques or controls are in place to minimise dilution and ore loss during stoping and development?

Several techniques can be applied to minimise dilution and ore loss. Use of design envelopes with dilution limits less than or equal to 10% being applied whilst post mining stope analysis helps to ensure continuous improvement. Stope shape optimisation using grade shells and wireframe snapping can be applied. Maintaining tight control on drill and blast design ensuring correct drilling parameters can also be implemented. Geological mapping and laser scanning for stope boundary control is also a good modern approach utilising LiDAR scanning technology. Real time reconciliation of tonnage and grades, and selective mucking of material using guidance systems in mechanised setups can also be implemented.

How is ventilation, haulage, and backfill infrastructure incorporated into the mine planning process to ensure efficiency and safety?

All these factors are considered at the concept stage. Airflow models are developed using simulation software to ensure adequate and qualitative airflow to all underground workings. Decline gradients, level spacing, and equipment turnaround is simulated to minimise haulage distances and congestion. Stope mining is sequenced to ensure backfill access, adequate curing time, and geotechnical support for adjacent stopes. Integration of infrastructure into the stope and level layouts early improves safety, operational efficiency and accuracy in scheduling.

What digital tools or software are used for mine design, scheduling, and optimisation, and how have they improved decision-making?

There are several tools available for mine design, scheduling and optimisation, and these enhance accuracy, visualisation, and speed of decision making. The most popular software suppliers include the following: Datamine, Dassault Systems, Deswik, Autodesk, Bentley Systems, Maptek, and Micromine to mention a few of the popular providers. The choice of software used is mainly centred on the organisation's requirements, proficiency of the users and affordability (purchasing and periodic licensing).



Eng Nigel N.B. Mukonoweshuro

The cut-off grade (COG) is dynamic and can be reviewed when the cost or price conditions shift, for example, when the gold price rises, you can reduce your COG and thereby increase your mineable tonnage, and the opposite is true, when your costs increase or the price falls, the COG rises to protect margins. The break-even formula is given as:

$$COG = \frac{C_m + C_p + C_{g\&a}}{R * P}$$

- C_m = Mining cost in \$/t
- C_p = Processing cost in \$/t
- $C_{g\&a}$ = General and Administration costs in \$/t
- R = Recovery rate (given as a decimal e.g. 0.85 based on lab test and plant performance)
- P = Metal price in \$/oz for precious metals such as gold.

How does a mine plan account for progressive rehabilitation, resource conversion, and extending mine life beyond the current reserves?

The main goal is a "rolling life of mine", maintaining or extending reserves whilst reducing the final closure liability. Progressive rehabilitation is integrated into LOM plans through resource to reserve conversion, near mine exploration, backfilling, and progressive closure works to comply with environmental plans.

What new technology do you recommend as a must-have/ use for Mine Planners?

Several technologies are being developed, and their application will differ from operation to operation and for each organisation's requirements. To list a few new technologies that are/will be useful for Mine









Planning, we have the following:

1. AI-based scheduling for automated constraint-based optimisation.
2. Drone photogrammetry and LiDAR scanning for accurate volumetric and stope reconciliations.
3. Digital twinning models integrating geological, scheduling and ventilation data.

There are several tools available for **mine design, scheduling and optimisation**, and these enhance **accuracy, visualisation**, and speed of decision making.

4. Mobile digital mapping and Augmented Reality (AR) tools for underground inspections and,
5. Data integration platforms that will allow real-time decision-making.

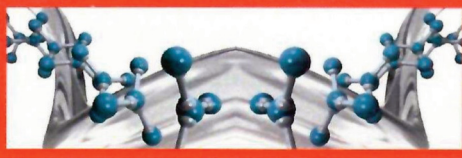
You can get in touch with Engineer Nigel Mukonoweshuro on nigelnynasha@gmail.com

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POWERING ZIMBABWE'S MINING INDUSTRY WITH PRECISION AND PERFORMANCE

In Zimbabwe's heavy-duty engine repair sector, a new force is redefining reliability and performance — Diesel Repair Centre (DRC). Founded by Leslie Chiremba, a seasoned professional with decades of technical experience, the company was established to offer world-class diesel diagnostics, overhauls, and rebuilds designed to meet the demanding needs of Zimbabwe's mining and industrial sectors.

STATE-OF-THE-ART FACILITY

Located at 58 Martin Drive, Msasa, Harare, Diesel Repair Centre operates from a modern workshop featuring six fully equipped service bays, capable of handling large haul trucks and industrial machinery. At the heart of the facility lies its standout innovation — One of Zimbabwe's 1200HP Engine Dyno Test Facility. This high-capacity dynamometer enables real-world testing, tuning, and performance optimization for heavy-duty diesel engines, ensuring every rebuild meets or exceeds OEM standards. The workshop is also equipped with specialized diagnostic tools for major global engine brands including Deutz, Volvo, Caterpillar, Mercedes-Benz, and Detroit, giving DRC a technical edge that few competitors can match.

OEM QUALITY PARTS AND TRUSTED SUPPLY CHAIN

Diesel Repair Centre uses only Original Equipment Manufacturer (OEM) parts, maintaining genuine performance and durability. The company has strong supply partnerships in South Africa and Canada, ensuring efficient procurement and quick turnaround times on critical components.

EXPERTISE YOU CAN TRUST

With a management and technical team boasting over 45 years of combined experience, DRC's expertise spans across engines, transmissions, and generators. The company's technicians are certified in Deutz, Cummins, and Volvo systems, guaranteeing precision workmanship backed by global standards.

SERVING THE MINING SECTOR

Diesel Repair Centre understands that in the mining industry, downtime equals lost revenue. That's why DRC provides on-site and emergency field services to remote mine locations, minimizing downtime and keeping fleets running efficiently. Preventative maintenance contracts are also available to clients seeking long-term reliability. The company services a wide range of heavy-duty equipment, including excavators, loaders, dozers, dump trucks, drill rigs, and bolters — making it a one-stop centre for complete diesel system care.

COMMITMENT TO SAFETY AND QUALITY

Safety and compliance are at the core of DRC's operations.

The company adheres strictly to Zimplat's BMS safety policy and employs qualified safety officers at every workshop. These standards ensure both employees and clients benefit from a secure and professional working environment.

INTEGRITY, PRECISION, AND TRUST

At Diesel Repair Centre we are committed to delivering exceptional engine repair services with precision, integrity, and transparency. Our expert technicians diagnose and repair engines to the highest standards, ensuring vehicles are back on the road safely and efficiently. We build lasting relationships through personalized service, competitive pricing, and a warranty on all our work.

LOOKING AHEAD

As DRC officially opens its doors on 20 November 2025, it sets a new benchmark for diesel engine performance testing and repair in Zimbabwe. With its cutting-edge technology, skilled personnel, and unwavering commitment to quality, Diesel Repair Centre is ready to power the nation's mining industry — one engine at a time.



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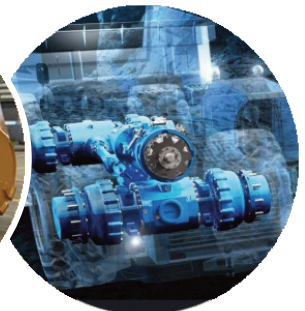
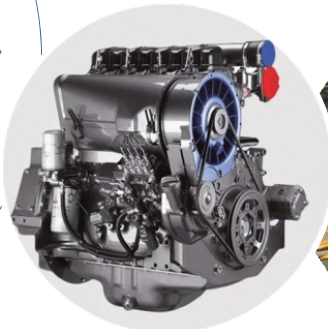
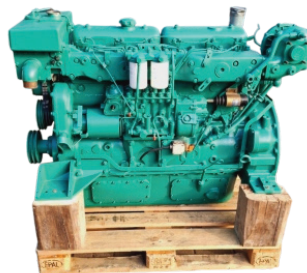
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An Exclusive Interview with Eng. Experience Kagodi, Mine Manager – Bikita Minerals

As Zimbabwe strengthens its position in the global battery minerals value chain, Bikita Minerals continues to stand out as a pioneer in lithium production and innovation. Under the leadership of Engineer Experience Kagodi, the mine has embraced cutting-edge technologies, sustainable practices, and strong community partnerships. In this exclusive interview, Mining Zimbabwe explores Eng. Kagodi's journey, his vision for Bikita, and how the mine is adapting to the evolving demands of the green energy revolution.



Eng. Experience Kagodi

Q: Engineer Kagodi, could you tell us a bit about your background and journey in mining?

I began my career on March 2, 1998, as a Learner Mining Official at the Zimbabwe German Graphite Mines' Lynx Graphite Mine in Karoi. That experience gave me a solid foundation in mining principles and operations.

Since then, I've had the privilege of working across a variety of commodities graphite, gold, platinum, nickel, copper, and now lithium in both underground and open-pit operations. My career has taken me through Zimplats, Blanket Mine, Mimosa, BCL Mining in Botswana, and Venice Mine Complex before taking on the role of Mine Manager here at Bikita Minerals. Each step has reinforced the value of adaptability, teamwork, and continuous improvement.

Q: Having worked in such diverse mining environments, what differences stand out between these commodities?

Every commodity has its own technical and geological challenges. Gold, for instance, can involve deep underground or surface operations. Platinum and nickel often occur in narrow reefs requiring precise extraction. Graphite demands care in preserving flake integrity, while lithium

is all about achieving high purity and product consistency.

Managing these differences means assembling the right multidisciplinary teams metallurgists, geologists, and engineers and applying a data-driven, risk-based management approach. Technology has become a key enabler across all these operations.

Q: What makes Bikita's deposit unique from a geological and geotechnical perspective?

Bikita sits within the Masvingo greenstone belt and hosts a classic LCT (Lithium-Cesium-Tantalum) pegmatite. We have lepidolite, petalite, and spodumene alongside tantalum and rubidium. The deposit's structure is influenced by major faults such as the NE-SW Gono and N-S Popoteke faults.

Different pits, such as Dam Site and Victor's, vary in mineral composition, so selective mining is crucial. We also use adaptable processing technologies gravity separation, flotation, and optical sorting to ensure both stability and recovery efficiency.

Q: How do you ensure sustainable production while maintaining profitability and mine life?

It's about balance. We align our production with market demand while protecting long-term resource value through selective mining and efficient beneficiation. Our expansion projects including new caesium and lithium sulphate plants aim to improve yield and reduce waste.

Sustainability underpins everything we do: progressive rehabilitation, water recycling, and community engagement are integral to our mine planning.

Q: Maintaining consistent feed quality is key in lithium operations. How do you manage that?

The challenge lies in varying spodumene and petalite mineralisation. Each responds differently to processing methods flotation for spodumene and Dense Media Separation (DMS) for petalite.

My career has taken me through Zimplats, Blanket Mine, Mimosa, BCL Mining in Botswana, and Venice Mine Complex before taking on the role of Mine Manager here at Bikita Minerals.

We've addressed this by implementing geometallurgical mapping, disciplined stockpile management, and real-time monitoring to stabilise feed quality and optimise plant performance.

Q: What innovations have recently been implemented at Bikita Minerals?

We've expanded our DMS capacity, introduced semi-automated density control systems, and started recycling low-cost dumps that don't require blasting or crushing. Our plants now run with SCADA-based controls, which improve precision and operational efficiency.

We've also diversified our concentrate grades for different markets, increasing flexibility and resilience against price fluctuations.

Continued on page 27>>

Q: How is digital technology improving efficiency and safety at the mine?

We use SCADA systems for real-time monitoring of plant performance pressure, flow rates, and density allowing us to identify and resolve issues early. CCTV systems also support safety supervision, while digital dashboards enhance operational visibility and decision-making.

This fusion of automation and human oversight has significantly improved productivity and accountability.

Q: You established the first mine rescue team at Mimosa. How does your safety philosophy reflect at Bikita?

Safety is a culture, not a rulebook. At Bikita, our "Five Safe Work Principles" ensure everyone takes ownership of safety. We've gone further by partnering with the Radiation Protection Authority of Zimbabwe to assess non-ionising radiation risks a proactive move in lithium processing.

Our biggest risks include dust, mobile equipment collisions, and chemical exposure. We mitigate these through engineering controls, training, and emergency readiness programs.

Q: How is Bikita aligning with global ESG standards?

We're proud of our proactive ESG strategy. We conduct progressive land rehabilitation, run annual tree-planting campaigns, recycle water, and closely

monitor tailings facilities.

Community engagement is a cornerstone, we operate transparently and ensure our projects uplift surrounding communities.

Q: Water and tailings are key environmental focus areas. How do you manage these responsibly?

We operate a closed-loop system where process water is recycled, reducing reliance on fresh sources. Boreholes around the tailings dam continuously monitor groundwater quality.

We maintain safe freeboard levels, and an Engineer of Record conducts regular audits to ensure compliance with international tailings management standards.

Q: Bikita Minerals has been praised for its community work. What projects are you most proud of?

We've invested heavily in community infrastructure drilling 38 boreholes, rehabilitating roads, building a modern clinic, and launching a US\$2 million rural electrification project with ZETDC.

We also support local schools, provide scholarships, and manage a Community Development Fund under Chief Marozva's leadership. These projects build trust and ensure shared prosperity.

Q: How are you developing local talent within the organisation?

We prioritise employing and upskilling local professionals. Engineers, technicians, and interns receive continuous mentorship and hands-on experience. We host regular technical workshops, fostering a culture of innovation and accountability.

The collaboration between local and expatriate teams ensures global expertise is transferred effectively.

Q: What operational improvements have you achieved under your leadership?

We've commissioned three new DMS plants, introduced optical sorting, and launched flotation circuits for spodumene and pollucite. These investments have improved recovery rates, reduced costs, and diversified our product offerings.

Our operations are now more efficient and better positioned to weather global lithium price swings.

Q: Finally, what advice would you offer to upcoming mine managers in the critical minerals sector?

Stay adaptable and committed to learning. Prioritise safety, sustainability, and people. Technology is vital, but leadership and integrity make the real difference.

Remember mining is not just about extracting minerals; it's about building communities and creating lasting value.



Mine Surveying with AMSZ President, Stewart Gumbi

The mine surveying profession in Zimbabwe is rapidly evolving from traditional measurement work to a strategic role at the heart of mine management. Stewart Gumbie, President of the Association of Mine Surveyors of Zimbabwe (AMSZ), explains how technology, regulation, and collaboration are transforming the profession from “Survey to Strategy.”



Stewart Gumbi

MZ: Thank you for discussing the changing role of mine surveyors. How would you describe the evolution of the profession?

SG: The role of the mine surveyor has evolved from purely measuring and mapping to strategic leadership in mining operations. Surveyors are now custodians of spatial data, production auditors, and key players in linking digital mine plans to physical operations. With new technologies and regulations from the Ministry of Mines and Mining Development (MMMD), we ensure safe, compliant, and efficient mining.

MZ: What is the newest technology every mine surveyor should adopt?

SG: SLAM-based Mobile Laser Scanning (MLS) is the most transformative tool, particularly underground. It allows surveyors to walk through tunnels, capturing real-time 3D data without GPS. What used to take a shift can now be done in minutes, enabling daily scans and proactive operational advice. This shift moves us “from survey to strategy.”

MZ: What are the key responsibilities of a mine surveyor in both open-pit and underground operations?

SG: In open pits, surveyors set control networks, perform UAV topographic surveys, and monitor pit walls and slopes. Underground, they transfer surface coordinates, guide tunnelling, and perform stope surveys with SLAM scanners for reconciliation. Across both, accuracy and safety are paramount.

MZ: How do you ensure accuracy and consistency in data collection?

SG: AMSZ and MMMD enforce a national framework based on the UTM Arc 1950 system. All instruments must be calibrated, surveyors must be registered professionals, and data is collected following strict SOPs. Centralised digital management ensures transparency and auditability eliminating disputes and strengthening investor confidence.

MZ: Which technologies have most improved mine surveying?

SG: UAVs and LiDAR have revolutionised surveying. UAVs deliver rapid, high-resolution data with minimal risk, while LiDAR scanners (static and mobile) collect millions of points for unmatched accuracy. These tools shift the challenge from data capture to data management, making surveyors critical data analysts.

MZ: What is the surveyor's role in validating mine designs?

SG: Surveyors bridge plans and reality preparing accurate 3D models for design and validating work through on-site set-outs, as-built surveys, and deviation reporting. Their data ensures compliance, optimises future designs, and ties performance directly to financial outcomes.

MZ: How do surveyors collaborate with geologists and planners?

SG: Through shared data and integrated systems. Geologists build resource models; planners use survey maps; surveyors verify results. Continuous feedback ensures safe, cost-efficient operations. Shared standards and software maintain consistency and communication.

MZ: How do you ensure accurate stockpile and production reconciliation?

SG: Stockpiles are surveyed with UAVs or LiDAR to create 3D models compared against baselines. Errors are reduced by using high-density data, verified bulk densities, and regular sampling. For full reconciliation, surveyors compare resource models, mined material, and plant outputs pinpointing discrepancies that

improve efficiency and reduce losses.

MZ: How do surveyors maintain accuracy underground where GPS is unavailable?

SG: We rely on traverses, gyro-theodolites for true north, closed loops, and redundant measurements. SLAM scanners complement this by mapping secondary areas quickly, but are always tied to the main control. Accuracy is non-negotiable, entire operations depend on it.

MZ: What are Zimbabwe's statutory survey requirements?

SG: As of July 2025, all mining surveys must be conducted by registered surveyors using survey-grade instruments aligned to UTM Arc 1950. Handheld GPS devices are banned. The AMSZ maintains the national register, enforces standardised rates, and provides continuous training to ensure compliance.

MZ: How will automation and AI shape mine surveying?

SG: Automation, AI, and real-time data will redefine mining. Drones and robots will collect data autonomously; AI will analyse and reconcile it instantly. These tools will maintain “digital twins” of mines—live 3D replicas for real-time management. Surveyors will oversee data accuracy and system integrity, evolving into strategic data architects.

MZ: Any final message for the mining community?

SG: Mine surveyors are the bridge between safety, accuracy, and profitability. As AMSZ, we are committed to empowering surveyors through technology, compliance, and collaboration with partners such as the Association of Mine Managers of Zimbabwe (AMMZ) and the Chamber of Mines. Their continued support enables us to innovate, train, and uphold professional excellence. An empowered mine surveyor strengthens every mine's operational resilience and the entire mining sector's sustainability.

Accuracy is non-negotiable, entire operations depend on it.

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In Conversation with Vimbayi Nyakudya – CEO of CAFCA

Vimbayi Nyakudya is an experienced industrial and strategy executive. I have extensive experience in manufacturing, processing, equipment maintenance, and power infrastructure. Prior to being CAFCA CEO, I was Group CEO of Zimplow Holdings Limited.



Why should miners choose CAFCA?

They should choose CAFCA because of the reliability of the CAFCA quality. Every metre of cable manufactured out of the CAFCA factory is designed, tested and therefore trusted for its quality. CAFCA is a Zimbabwean manufacturer that has stood the test of time, having opened its doors in 1947 and has always provided value through its lead times, after-sales support and can tailor make solutions to suit the needs of our customers.

Do you offer payment terms?

Yes, CAFCA adapts to the needs of the customers and therefore we structure solutions in line with the cashflow capabilities of the customers.

You have extensive experience across mining, manufacturing, and equipment operations. How has this background influenced your leadership approach at CAFCA?

Exposure and experience help understand the needs of the customers. In order to respond to a need, you must have a technical understanding of the application. You are then able to draw the appropriate resources to attend to the challenge. In addition, you can draw knowledge and connections that add value to the customers.

CAFCA operates in a highly specialised segment—what recent technological advancements in cable manufacturing or materials science have you found most transformative for your operations?

In order to stay competitive and be able to give value to the customer, you ought to understand the game. For CAFCA, it has been about the ability to understand the materials to exceed the quality specifications using the least resources. Recently, a new Electrolysis plant was commissioned. In addition, new testing technologies have been acquired over the years to allow for a lot of analysis and testing of materials, conductors and cables. In addition, a series of new equipment to automate the processes and limit human interventions have been installed at CAFCA. The application of AI is potentially the single most

continued on the page 31>>

transformational. CAFCA is adopting AI to enhance better maintenance of plant machinery, production planning and our business systems in general; and the company is already yielding positive results.

How does CAFCA ensure consistent product quality and reliability, especially given the challenging conditions under which electrical infrastructure operates in Zimbabwe?

The CAFCA quality assurance system, which involves policies, processes and procedures, is the bedrock upon which our reputation for quality cables is built. The CAFCA Factory Control system ensures that:

1. All incoming raw materials are tested and passed for compliance to standards
2. In-process testing and control happen to guarantee conformity to electrical and mechanical parameters
3. Final product tests at our well-equipped laboratory provide the ultimate guarantee of quality

As a chartered accountant turned industrialist, how do you balance financial discipline with the need for technical innovation and capital investment?

My training as a CA, to understand the business and the technical applications that make the business, has been key to capital allocation and value creation. As an industrialist, I have learnt to effectively rely on my technical people, the engineers and technicians. This means I have had to study more, gather data on the subject matter to be able to reduce everything to first principles or common language, and critique from different vantage points, in

order to draw the right solutions.

Mines have always raised concerns about local companies' delivery turnaround time when product has been paid for. If you have been paid, how long does it take you to deliver product, no matter how big the order?

CAFCA has an installed capacity to produce over 400 tons of cables and conductors in a month. This provides the company with an exceptional advantage over other manufacturers in the region and abroad. Whereas the standard delivery lead times in the region range from 12 to 16 weeks, CAFCA's delivery commitment is up to 2 weeks. Our strong balance sheet allows us to hold stocks of all key raw materials and fast-moving product lines, and our agility in production allows CAFCA to have the best delivery lead times. There are numerous testimonies to confirm this assertion from numerous mining houses in Zimbabwe.

What are the main challenges currently facing Zimbabwe's manufacturing sector, and how can local companies like CAFCA remain resilient?

The biggest threat is the cheaper, sub-standard imports. Many industrial firms are grappling with this challenge, and CAFCA is no exception. In order to survive this threat, local manufacturers should reduce their costs of production without compromising on quality and then be able to justify the value of their products to the highly price-sensitive market.

What should be done to ensure Miners support local companies, as currently it seems some favour buying from beyond borders?

For CAFCA, it has been about the ability to understand the materials to exceed the quality specifications using the least resources.

There ought to be a strategic understanding between Miners and local producers. Miners demand quality products which are priced right and supplied in the quickest delivery lead times. And local suppliers require economies of scale to be competitive against regional or international counterparts. Therefore, for the greater good of Zimbabwe, Mining houses must collaborate with the local manufacturers through a framework of a local content strategy to achieve a win-win position.

CAFCA is constantly seeking effective collaboration to support the mining community through quality cables and the best value.

What initially drew you to the industrial and manufacturing sector, given your accounting background?

Whilst I did Accounting and Auditing in my first degree, the truth is, you never stop learning. My interest has always been on creating products and services that meet the needs of industries and the general population. Thankfully, after my articles of clerkship, I went into a mining and processing environment, then plastics manufacturing, mining again, then fabrication and equipment engineering and now cables.

What advice would you offer to young professionals aspiring to lead in Zimbabwe's industrial or manufacturing sectors?

Follow your passion. Apply yourself fully. Enjoy what you do, and success will definitely locate you.



Operational challenges and resource depletion pointed Out as Key Mining Risks in 2026

Global miners are heading into 2026 facing a complex mix of risks and opportunities, with operational challenges and resource depletion emerging as the most pressing threats to production and profitability, according to Ernst & Young's latest report on the Top 10 Business Risks and Opportunities in Mining and Metals 2026.



Based on responses from 500 senior executives worldwide, the survey shows a shift from strategic and geopolitical concerns toward short-term operational issues that directly affect productivity and costs. Miners are under mounting pressure to maintain consistent output as ore grades decline, mines deepen, and input costs climb.

By Ryan Chigoche

The report notes that the mining sector is entering a new phase of unpredictability, with “operational complexity” topping the risk index for the first time.

“Operational complexity is the focus, not just because of uncertainty but because the sector recognises it must disrupt traditional ways of operating to win. As mines age or are replaced, complexity will inevitably increase an issue exacerbated by the need to control costs and improve productivity,” said Paul Mitchell, EY Global Mining & Metals Leader.

For miners in Zimbabwe, these global insights resonate strongly. Many local operations face similar challenges, including ageing infrastructure, limited technical expertise, and the need to maintain predictable output to attract investment. While the report is global, its findings provide a useful lens for Zimbabwean miners preparing for the year ahead. Below are the identified top risks for

the mining and metals sector for 2026.

Operational Challenges Bite

The rise of operational complexity has tangible effects on daily mining operations. Expertise gaps in mine planning, geotechnics, and logistics continue to challenge miners worldwide, and Zimbabwean operations are no exception. Companies are responding by investing in tighter planning, predictive maintenance, and digital tools that stabilise output and improve efficiency.

Rising Costs and Productivity Pressures

Operational challenges drive rising costs. High energy and labour expenses, fragmented operations, and supply chain disruptions strain margins. AI and digital transformation are gaining traction globally, but full benefits remain limited where initiatives are siloed or misaligned. Zimbabwean miners seeking to remain competitive can benefit from integrating technology with human expertise and optimising processes.

Resource Depletion: A Looming Threat

Closely linked to operational pressures is

the long-term risk of resource depletion. Declining quality of mined reserves, not a lack of minerals is threatening future supply worldwide. Stagnant exploration budgets raise the risk of supply gaps and price volatility. Globally tested strategies, such as maximising brownfield sites, recovering minerals from tailings, and using AI to identify new deposits, offer lessons for Zimbabwean miners aiming to secure long-term output.

License to Operate and Workforce Gaps

EY emphasises that regulatory compliance alone is no longer enough. Building trust with communities and governments is critical. The sector also faces a universal talent shortage, with retirements and limited interest from younger professionals affecting key roles. Improving diversity, equity, and inclusion, alongside partnerships with universities and governments, is essential to building a capable, adaptable workforce particularly relevant for Zimbabwe.

Based on responses from 500 senior executives worldwide, the survey shows a shift from strategic and geopolitical concerns toward short-term operational issues that directly affect productivity and costs.

According to EY, despite these challenges, opportunities exist. Digital transformation, AI, and innovative business models such as vertical integration, domestic processing, joint ventures, and urban recycling allow miners to capture more value along the supply chain and reduce exposure to market volatility. Zimbabwean miners can explore similar approaches to enhance competitiveness and resilience.

For miners globally and in Zimbabwe, 2026 will be a year of balancing risks and opportunities. Operational complexity, rising costs, and resource depletion demand smarter planning, greater technology adoption, and closer engagement with communities. Those who act decisively can navigate these challenges while positioning themselves to benefit from growing global demand for minerals essential to the energy transition, technology, and defence sectors.

While Q3 Production Dipped from Q2 High, Eureka's 0.22% Budget Overrun Extends Impressive Streak

Dallaglio Investments-owned Eureka Gold Mine in Guruve has demonstrated that consistent performance isn't about constant new records but about reliably exceeding expectations.



While gold production for the third quarter of 2025 saw a decline from a stellar Q2, the mine's actual output still surpassed its budgeted target for the third consecutive quarter this year, Mining Zimbabwe can report.

By Rudairo Mapuranga

According to figures released to this publication by Eureka General Manager Nelson Banda, the mine produced 494 kg of gold in Q3 against a budget of 492.9 kg a narrow but significant overrun of 0.22%. This follows an exceptionally strong second quarter where production hit 530.4 kg, surpassing the budget of 483.3 kg by an impressive 9.74%.

The sequential dip from Q2's high does little to overshadow the mine's formidable year-to-date performance. Eureka has consistently outperformed its production targets, building on the momentum from a highly successful 2024.

"Our performance reflects a combination of operational discipline and long-term planning," Banda told Mining Zimbabwe earlier this year a sentiment that continues to ring true.

This growth builds on a highly successful 2024 in which Eureka recorded 1,811.03

kilograms of gold, 6.69% above its annual production target. The final quarter of 2024 alone saw production beat forecasts by 12.19%, a trend that has carried through into the new year.

A key enabler of Eureka's dependable output is its tailings infrastructure investment strategy, with US\$4 million allocated in 2025 to expand its Tailings Storage Facility (TSF). To date, over US\$12 million has been invested in the TSF programme ensuring environmental compliance, uninterrupted processing, and long-term sustainability.

"The capex is part of an ongoing annual investment into the TSF construction programme. The facility is currently downstream and will transition into a modified upstream arrangement in 2026," Banda explained.

Eureka's TSF is also one of the most technologically advanced in the country. The mine has installed pressure sensors, flow meters, delivery line interlocks, and 24/7 CCTV surveillance ensuring safety, efficiency, and early detection of faults. Moreover, water recycling systems have been implemented to promote sustainability and reduce environmental

impact.

The mine's ISO 14001 certification and progress toward compliance with the Global Industry Standard on Tailings Management (GISTM) further demonstrate its commitment to world-class practices.

"We are not just building infrastructure; we are securing the future of our operations, protecting our environment, and ensuring the safety of our workers and surrounding communities," Banda added.

With consistent production levels and sustained infrastructure development, Eureka Gold Mine is increasingly being viewed as a benchmark for responsible gold mining in Zimbabwe. Its role in supporting the nation's Vision 2030 is becoming more prominent with each passing quarter.

By consistently beating its budgets even amidst typical operational fluctuations Eureka is proving that deliberate planning, investment in sustainability, and adherence to global standards are the true drivers of exceptional and reliable performance.

The mine produced
494 kg of gold in Q3 against a budget of 492.9 kg a narrow but significant overrun of 0.22%.

Lower Production Pushes Mimosa's Costs Per Ounce Higher in Q3 2025

The country's second-largest platinum group metals (PGM) producer, Mimosa Mining Company, jointly owned by Sibanye-Stillwater and Impala Platinum (Implats), saw output decline in the third quarter ending September 2025, a drop that contributed to higher unit costs, Mining Zimbabwe can report.

According to Sibanye's latest quarterly report, attributable PGM production from Mimosa stood at 29,646 ounces of 4E metals, representing a 6% decline year-on-year. This drop in output directly contributed to a 16% increase in all-in sustaining costs (AISC), which rose to US\$1,327 per 4E ounce.

Sibanye attributed the higher AISC primarily to increased royalty tax expenses and lower by-product metal credits, which more than offset the benefit of reduced capital expenditure. The company's data also suggests that the cost escalation was largely a consequence of lower production rather than deteriorating cost control, reflecting a quarter of subdued throughput.

Partially mitigating the cost impact, sustaining capital spending declined during the quarter. This reduction followed the commissioning of a new tailings storage facility in April 2024, a major milestone for the mine.

The project replaced Mimosa's previous tailings dam, which had reached its design capacity. Completed on schedule and within budget, the new facility is expected to support operations for the next decade while enhancing environmental performance and compliance with updated national residue management regulations.

Despite the short-term dip in output, Mimosa continues to demonstrate operational discipline. The completion of the tailings project underscores the mine's long-term sustainability focus, positioning it for more consistent production in upcoming quarters.

Meanwhile, across the Sibanye-Stillwater group, South African PGM operations posted stronger results for the quarter, with total production rising 4% year-on-year to 493,863 ounces of 4E metals. Underground production increased by 8% to 464,803 ounces, led by higher output from Rustenburg and Marikana.

The group also benefited from a 36% increase in the average 4E basket price to US\$1,839 per ounce, which lifted adjusted EBITDA by 213% year-on-year to US\$281 million.

Total capital expenditure across the PGM portfolio rose 6% to US\$82 million, driven mainly by ongoing upgrades to rhodium, iridium, and ruthenium plants at the Precious Metals Refinery, a programme set to continue through 2029.

The contrast between Mimosa's subdued quarter and the group's broader recovery highlights the diverse dynamics within Sibanye's PGM portfolio.

While the South African mines capitalised on stronger production and higher prices, Mimosa's focus remained on strategic infrastructure and operational stability, a foundation likely to underpin improved performance once volumes normalise.

Caledonia advances Drilling at Blanket & Motapa as Gold Potential Expands

Caledonia Mining Corporation is uncovering new opportunities to expand gold resources at its Blanket and Motapa projects, in what could bolster production and strengthen the mine's long-term outlook, Mining Zimbabwe can report.

According to the miner's latest update for the third quarter ended September 2025, exploration continues to take centre stage at Blanket, where the company is probing deeper underground and along the surface for extensions of its mineralised zones.

Deep drilling at Blanket is showing promising results, with several key underground areas appearing to extend beyond previously mapped limits.

Early indications suggest that grades and widths are higher than expected in the current life-of-mine plan, and further results due in the fourth quarter of 2025 could allow some inferred resources to be upgraded to indicated status, strengthening the mine's long-term outlook. On the surface, a trenching programme at

the "K-Pits" area has already flagged promising gold values across roughly 53,000 square metres, about 270 metres from the underground Sheet orebody.

Caledonia has launched a follow-up 5,000-metre reverse circulation drilling campaign to test the continuity of this zone below ground, with results expected in early 2026. If successful, this could open near-surface mining opportunities to supplement Blanket's underground operations.

While exploration pushes forward, Blanket's production remained steady. The mine produced 19,106 ounces of gold during the quarter, slightly above the 18,992 ounces recorded in Q3 2024, supported by higher throughput in the milling plant.

Sales also increased, rising 6.4% to 20,355 ounces, demonstrating that the mine is balancing growth-oriented exploration with reliable production.

At Motapa, exploration is following up on strong results from 2024. By the end of the

quarter, the company had completed 17,787 metres of reverse circulation drilling and 1,763 metres of diamond drilling as part of a US\$2.8 million programme.

A maiden resource for part of Motapa is anticipated in the first half of 2026. The project's proximity to Bilboes also provides potential synergies that could accelerate development if a viable resource is confirmed.

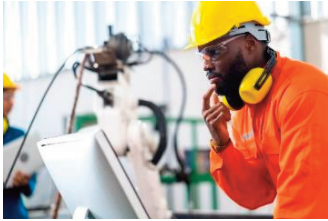
Caledonia is also progressing the Bilboes feasibility study, with a summary expected shortly and the full report due by the end of November.

On the infrastructure side, Blanket has completed 5,624 metres of on-mine development, opening three new production levels and preparing a fourth. The completion of a new tailings storage facility ensures safe, sustainable operations while supporting ongoing exploration and future growth.

Taken together, Caledonia's third-quarter update highlights a clear exploration-led strategy.

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Zimbabwe's PGM Miners Reeling Under Cost Pressures: Can They Fully Benefit from Current Price Recovery?

Zimbabwe's platinum sector faces a striking paradox: while global PGM prices are recovering, local producers continue to struggle with rising costs, fiscal burdens, and operational inefficiencies that threaten profitability. Recent quarterly reports from major miners paint a challenging picture, Mining Zimbabwe can report.

Rising Costs Outpacing Gains

Zimplats, the country's largest PGM producer, continues to grapple with cost pressures despite steady operations. In its third-quarter 2025 report, the miner recorded lower mined and milled volumes alongside a 21% year-on-year surge in operating costs driven by higher labour expenses, smelter maintenance, and equipment servicing.

Quarter-on-quarter costs rose a further 18% due to salary adjustments, mill relines, and conveyor belt replacements. Although Zimplats benefited from solar power credits after commissioning its solar plant in August 2024, repairs to the smelter led to a build-up of concentrate inventory worth US\$10.7 million, which was reclassified from operating costs to stock.

Despite these efforts, the cash cost of metal produced increased by 27% year-on-year and 30% quarter-on-quarter, underlining how inflation & maintenance costs continue to erode margins.

Similarly, Mimosa Mining Company, jointly owned by Sibanye-Stillwater and Impala Platinum, reported a 6% decline in attributable 4E production to 29,646 ounces for the quarter ending September 2025. All-in sustaining costs (AISC) rose 16% to US\$1,327 per ounce due to higher royalties and reduced by-product credits. The miner highlighted that operational savings were outweighed by fiscal pressures and escalating input costs.

Valterra Platinum's Unki Mine, the country's third-largest PGM producer, saw output drop 8% to 57,500 ounces, mainly due to weaker head grades and persistent operational constraints. Electricity tariffs now absorb more than 20% of Unki's revenues, while inflation continues to push up input costs. These pressures are forcing mine management to make difficult trade-offs between sustaining output and preserving profitability.

Fiscal and Operational Squeeze

Zimbabwe's PGM miners face an increasingly tight cost environment shaped by policy, fiscal, and energy challenges. Under the current foreign currency

retention system, miners can keep only 70% of their earnings in forex, with the remaining 30% converted into local currency. This restriction hampers liquidity in a capital-intensive sector reliant on imports for spares, consumables, and equipment. Delays in remitting export proceeds further complicate operations and cash flow planning.

In the first half of 2025, PGM exports reached approximately US\$690 million, yet producers remain constrained by outstanding local-currency settlements.

Fiscal measures have also added weight to the burden. The gradual removal of tax incentives, the 5% export tax on unrefined PGM concentrates, and rising royalty rates have collectively pushed up the cost of production, squeezing margins and discouraging new investment in mine expansion and exploration.

Energy remains another critical challenge. Zimbabwe's unreliable power supply and frequent load-shedding have forced miners to depend on costly diesel-powered generators or temporarily curtail operations. While Zimplats has invested in solar power and Unki is exploring similar projects, grid instability continues to undermine productivity across the sector.

Lower ore grades at mature mines and higher stripping ratios further elevate unit costs, leaving producers with limited flexibility to absorb global market shocks. By late 2025, this combination of policy uncertainty, energy costs, and currency volatility had created what one analyst described as "a profitability crisis in disguise."

Global Price Upswing: Limited Relief

The recent rebound in global PGM prices has offered some optimism but relief may be short-lived.

Globally, the PGM basket price has risen to about US\$1,916 per ounce a 30% increase from the same period last year and the highest since early 2023. The recovery has been driven by a weaker US dollar, resilient industrial demand from China, and renewed investor interest amid inflation and geopolitical uncertainty.

Platinum remains supported by sustained demand from internal combustion engine catalysts, particularly in China and India. However, palladium and rhodium markets are gradually transitioning toward hybrid and electric vehicle technologies, potentially moderating future demand growth.

For Zimbabwean miners, the price rally provides only partial cushioning. High operational and fiscal costs continue to erode margins, meaning the benefits of higher global prices are not being fully realised at mine level.

Mines struggling with declining grades or logistical bottlenecks may see little improvement in profitability, even as prices rise. The reality is that global market gains cannot easily offset domestic inefficiencies and policy-induced costs.

The Path Forward: Balancing Price Gains and Policy Reform

The experiences of Zimplats, Mimosa, and Unki reveal a consistent pattern:

Zimbabwe's PGM producers are caught between favourable global prices and deteriorating local cost structures. Without decisive policy and infrastructural reforms, rising market prices may not translate into sustainable sectoral growth.

Analysts and industry leaders have repeatedly called for policy realignment—particularly around fiscal incentives, energy security, and currency stability to help miners reinvest and expand. Addressing these issues could restore competitiveness and ensure that Zimbabwe retains its position as the world's third-largest PGM producer.

For the government, aligning these reforms would secure more consistent output, tax revenue, and export earnings. For miners, it would create an environment conducive to long-term planning and operational stability.

Zimbabwe's PGM industry stands at a crossroads. The sector has an opportunity to capitalise on the global price recovery—but unless costs are reined in and policies recalibrated, that opportunity may fade as quickly as it emerged.



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Zimplats Achieves Major Safety Milestone with Zero Lost-Time Injuries, Cementing its Zero-Harm Aspiration

In a powerful demonstration of resilience and unwavering commitment to workplace safety, Zimplats, Zimbabwe's leading platinum group metals producer, has announced a landmark achievement: zero lost-time injuries (LTIs) for the quarter ended 30 September 2025, Mining Zimbabwe can report.



This milestone marks a significant turnaround for the miner, which had navigated a challenging period of safety incidents in previous quarters, and solidifies its path towards its ultimate goal of zero harm.

By Rudairo Mapuranga

The achievement, detailed in the company's latest quarterly report, signifies the culmination of a concerted and strategic effort to reinforce safety protocols across all operations. The report states, "Zimplats' safety performance improved, with zero lost-time injuries in the period under review. The Group remains committed to promoting safe production in line with its aspiration to achieve zero harm."

The significance of this zero-LTI quarter is amplified when viewed in the context of the preceding months. The journey to this milestone was paved with proactive responses to setbacks:

Quarter Ended December 2024: The company reported five lost-time injuries. In response, management immediately implemented strategic safety measures, focusing on the rigorous application of recommendations from accident investigations to prevent recurrences.

Quarter Ended March 2025: A further six LTIs were recorded, stemming from two separate incidents. This consecutive setback prompted an even more intensified focus. Zimplats reaffirmed its zero-harm commitment, with remedial

actions including enhanced operational discipline, refresher training, and strengthened communication with employees and contractors.

Quarter Ended June 2025: The corrective actions began to yield results, with the company reporting a substantial improvement, only one LTI was recorded. The continued implementation of remedial action plans demonstrated a clear, positive trajectory.

This consistent and transparent approach to each incident, treating them not as failures but as critical learning opportunities, laid the groundwork for the subsequent success.

Zimplats' ability to achieve this safety milestone is not accidental but is rooted in a long-standing, deeply embedded safety culture. The company has historically been recognised for its exemplary performance, having previously achieved nearly five million fatality-free shifts.

This culture is underpinned by a certified framework, including the ISO 45001:2018 certification for its Occupational Health and Safety Management Systems, ensuring adherence to international best practices. Furthermore, Zimplats has consistently fostered collaboration through safety symposiums that bring together contractors and stakeholders, aligning all parties with the unified "Zero Harm"

objective. The company's excellence in first aid and safety practices has also earned it numerous national accolades.

The achievement of zero lost-time injuries in the September 2025 quarter is a testament to the collective effort of every employee, contractor, and manager at Zimplats. It validates the company's methodical approach to safety management, investigating incidents thoroughly, implementing corrective actions decisively, and engaging its workforce continuously.

While celebrating this achievement, Zimplats maintains a forward-looking posture. As stated in its recent reports, the Group remains steadfast in its commitment to delivering a safe working environment for all. This latest success serves as both a reward for past efforts and a powerful motivator to sustain this high standard, proving that with relentless focus, the aspiration of zero harm is an attainable goal.

As Zimplats continues its production and expansion, this safety milestone reinforces its position not only as a leader in PGM production but also as a champion for worker welfare and sustainable mining in Zimbabwe. The industry will be watching closely as the company strives to maintain this impeccable standard in the quarters to come.

The achievement, detailed in the company's latest quarterly report, signifies the culmination of a concerted & strategic effort to reinforce safety protocols across all operations.



Association of Mine Managers of Zimbabwe (AMMZ)

2025 TECHNICAL VISITS



AMMZ technical visits are site-specific, in-person events (with online Live broadcast by Mining Zimbabwe) organised by the Association of Mine Managers of Zimbabwe (AMMZ) for its members to gain hands-on knowledge about various mining operations and related industries. These visits provide opportunities for technical presentations, discussions, and guided tours of facilities like mines, processing plants, and manufacturing sites. The goal is to share best practices, network with industry professionals, and understand the latest technologies and techniques.



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