

OPERATIONALIZATION BLUEPRINT STRATEGIC ACTION PLAN AND ROADMAP FOR

KP-MDMCL

Submitted to



MINERALS DEVELOPMENT DEPARTMENT
Government of Khyber Pakhtunkhwa



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EXECUTIVE SUMMARY

“From Resources to Prosperity — A Strategic Journey Begins”

Khyber Pakhtunkhwa Mineral Development & Management Company Limited (KP-MDMCL) is at the outset of its journey, laying the foundation for sustainable growth and development in the province's mineral sector. The province’s vast mineral wealth spanning dimension stones, gemstones, metallic and industrial minerals, remains among Pakistan’s most underexploited strategic assets. With global markets increasingly prioritizing sustainable, ethically sourced, and technology-enabled mineral economy, KP-MDMCL is uniquely positioned to emerge as a trusted, competitive, and future-ready leader in the mineral sector, both domestically and internationally. This report presents a Strategic Action Plan and Roadmap serving as a comprehensive blueprint for operationalization. It outlines a carefully sequenced approach that integrates institutional strengthening, sustainability alignment, stakeholder engagement, and phased implementation. The ultimate objective is not simply the creation of a company, but the establishment of a responsive, competitive, and impactful institution that contributes substantively to the socio-economic advancement of Khyber Pakhtunkhwa.

Strategic Imperatives

Pillar	Core Focus
Institutional Capacity	Build a professional, transparent and agile institution with strong governance, regulatory compliance and risk management systems to sustain long-term credibility.
Market Positioning	Position KP-MDMCL as Pakistan’s leading mineral development entity with a global outlook, competitive edge in resource management and a trusted partner in international markets.
Sustainability & ESG	Embed ESG principles at every stage, ensuring environmental protection, responsible community engagement, inclusive growth and adherence to global sustainability standards.
Technology & Innovation	Leverage advanced exploration, mining, and processing technologies, while adopting digital platforms, automation and traceability to maximize efficiency and transparency.
Stakeholder Partnerships	Strengthen strategic alliances with government, investors, development agencies, mining leaders, and communities to co-create value and expand global market access.
Financial Resilience	Establish innovative financial instruments (e.g., MDF, EDF) and diversify revenue streams to support growth, ensure operational sustainability, and attract long-term investment.

Roadmap Highlights

Phase	Timeline	Key Milestones
Phase I Foundation	2026	Bill enacted, BoD formed, office setup, policies approved, affiliations secured.
Phase II Readiness	2027	Capital mobilized, MDF launched, investor engagement, EDF funding.
Phase III Pilot Ops	2028	3–4 projects launched, off-take agreements, small plants, thematic roadshows.
Phase IV Scale-Up	2029–30	9–10 projects operational, large plants, revenue consolidation, global roadshows.
Phase V Growth	2031+	Monitoring, new projects, diversification, downstream expansion.

Expected outcome

The implementation of this Strategic Action Plan is expected to result in the establishment of a fully operational, transparent and compliant mineral development company, capable of attracting both foreign and domestic investment into Khyber Pakhtunkhwa's mineral sector. It will generate sustainable provincial revenue streams through efficient, effective and value-driven mineral development while simultaneously fostering stronger community partnerships and contributing to the socio-economic uplift of the province. Consequently, this blueprint is not a static plan. It is a dynamic, living framework designed to evolve as KP-MDMCL grows, adapts and responds to market opportunities.

Conclusion

The Strategic Action Plan and Roadmap to Prosperity provides a clear and actionable framework for transforming Khyber Pakhtunkhwa's mineral wealth into a sustainable driver of economic growth. By integrating robust institutional capacity, ESG principles, modern technologies, and strong stakeholder partnerships, KP-MDMCL is positioned to evolve into a transparent, competitive, and future-ready institution. The phased roadmap, from laying foundational structures to achieving regional and global market positioning, ensures a disciplined yet adaptive approach, balancing immediate priorities with long-term aspirations. Together, these strategic imperatives and implementation phases chart a pathway that not only unlocks the province's mineral potential but also secures enduring socio-economic prosperity for its people.

INTRODUCTION

“Transforming Natural Wealth into Shared Prosperity”

Khyber Pakhtunkhwa (KP) possesses one of the richest and most diverse mineral landscapes in Pakistan, including various dimension stones, precious and semiprecious gemstones, metallic and industrial minerals. Yet, despite decades of recognition of this potential, the sector has remained largely fragmented, under-developed, and unable to fully materialize its optimum socio-economic value. Challenges such as lack of modern exploration and mining practices, limited investment, absence of downstream value addition, and weak institutional capacity have constrained its growth. The establishment of Khyber Pakhtunkhwa Minerals Development & Management Company Limited (KP-MDMCL) represents a bold and visionary step to transform province’s mineral wealth into a gleaming socioeconomic reality. The company has been conceived as a specialized, professional, and future-focused vehicle to develop KP’s mineral sector on modern lines, balancing economic growth, sustainability, and community benefits.

1. Background & Context

Pakistan’s mineral sector, despite its vast and diverse resource potential, continues to contribute only a marginal share to the country’s GDP, reflecting decades of underutilization and inefficiencies. Within this broader national context, Khyber Pakhtunkhwa holds a uniquely rich endowment of minerals that are not only critical to industrial development but also central to fostering employment opportunities and enhancing export revenues. At the same time, global market dynamics are rapidly evolving, with buyers and investors increasingly prioritizing minerals that are sourced through sustainable, traceable, and ESG-compliant supply chains. This changing landscape presents both a challenge and an opportunity for KP. However, in the absence of a structured institutional framework capable of professionalizing and regulating the sector, the province risks perpetuating the cycle of underutilization, missing out on revenue potential, and falling behind in meeting international standards.

THE GLOBAL IMPERATIVE

KP-MDMCL'S STRATEGIC PLAN ^c FOR SUSTAINABLE, TRACEABLE & ESG-COMPLIANT MINERALS

Global consumers, investors, and governments now demand mineral supply chains that are ethical, transparent, and environmentally responsible



SUSTAINABILITY

Beyond profit, the market prioritizes environmental stewardship. This includes a reduced carbon footprint, responsible water management, land rehabilitation, and a commitment to green mining practices.



TRACEABILITY

Investors and end-users require a clear chain of custody. Advanced digital technologies like blockchain and transparent public registries are used to verify the origin and movement of



ESG-COMPLIANCE

Compliance with global Environmental, Social, and Governance standards is no longer optional. This ensures ethical labor practices, positive community relations, and a commitment to reporting.

2. Purpose of this Report

The purpose of this report is to provide a comprehensive Operationalization Blueprint for KP-MDMCL, serving as both a governance guide and an investment confidence document. It integrates a Strategic Action Plan, which defines the company’s vision, objectives, and enabling factors, with an Operational Roadmap, which sequences the required actions, timelines, and milestones for implementation. Unlike a routine deliverable, this report is intended to act as a stand-alone reference framework for KP-MDMCL’s Board and Management in steering operations, for Government stakeholders in ensuring policy alignment and oversight, and for investors in assessing growth potential, sustainability, and return on investment. In view thereof, the initial idea is to provide an **Operationalization Blueprint**, focusing governance guide and an investor friendly objective, combining:

- A **Strategic Action Plan** → defining direction, objectives, and enablers.
- An **Operational Roadmap** → sequencing actions, timelines, and milestones.

3. Strategic Action Plan Vs. Roadmap for KP-MDMCL

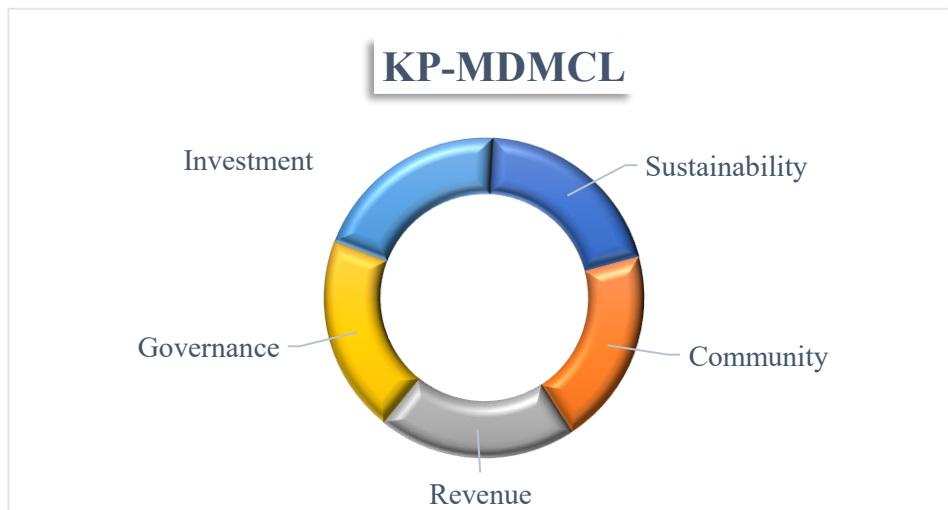
Aspect	Strategic Action Plan	Roadmap
Purpose	Defines <i>what</i> KP-MDMCL should achieve.	Explains <i>how and when</i> the strategic priorities will be executed.
Focus	Overarching priorities and imperatives—e.g., institutional capacity, sustainability, technology and partnerships.	Sequenced implementation, turning strategy into actionable steps, phases and milestones.
Guiding Question	<i>“What needs to be done and why?”</i>	<i>“How and when will it be achieved?”</i>
Nature	Provides vision, direction and organizational character.	Provides timelines, deliverables and structured progression.
Outcome	Establishes strategic intent and long-term direction.	Ensures disciplined execution, adaptability to market realities, and achievement of defined milestones.

Together, the Strategic Action Plan provides the vision and priorities, while the Road-map ensures the methodical execution and timely delivery of KP-MDMCL’s mandate. (Feels repetitive)

4. Strategic Rationale for KP-MDMCL

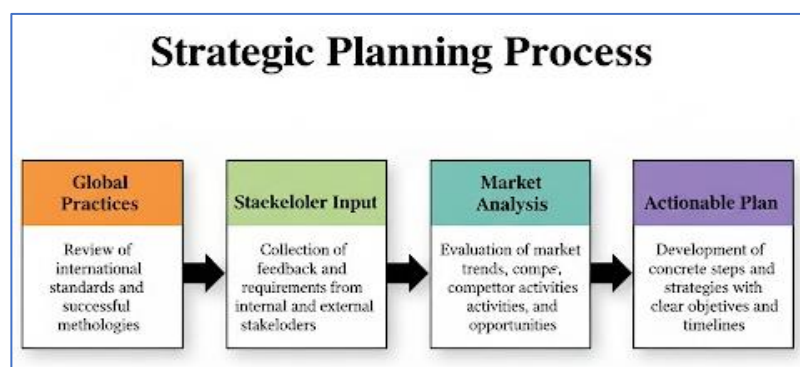
KP-MDMCL is uniquely positioned to institutionalize effective governance in the mineral sector, facilitate domestic and foreign investments by providing a transparent and credible interface, and maximize provincial revenues through structured mineral development. At the same time, it aims to contribute to socio-economic progress by generating employment opportunities and supporting community programs, while ensuring long-term sustainability by embedding Environmental, Social, and Governance (ESG) standards across its operations. In view thereof, KP-MDMCL is uniquely positioned to:

- ***Institutionalize governance in the mineral sector.***
- ***Facilitate investments by providing a transparent and credible interface.***
- ***Maximize provincial revenues through structured mineral development.***
- ***Strengthen socio-economic development by creating jobs/ community programs.***
- ***Ensure sustainability by embedding ESG standards in operations.***



5. Approach & Methodology

This blueprint has been developed through a carefully structured approach that draws on both international experiences and local realities. It involved a comprehensive review of global best practices adopted by state-owned mineral corporations in countries such as Botswana, South Africa, and Chile, with the aim of identifying models that could be tailored to the provincial context. Extensive stakeholder consultations were conducted within the Directorate of Mines and Minerals as well as the Commissionerate and Inspectorate of Mines & Minerals to ensure alignment with existing policies, regulatory frameworks and institutional priorities. The process also incorporated a detailed analysis of market dynamics, particularly the rising demand for industrial and metallic minerals to assess commercial opportunities and competitiveness. Furthermore, the Consultants carried out an assessment of institutional readiness, distinguishing between quick-win interventions that could deliver early results and long-term reforms required to build a resilient and sustainable mineral development framework. Together, these components form the foundation of a practical, forward-looking blueprint designed to guide the operationalization of KP-MDMCL.



6. Structure of the Report

The report is structured as follows:

- **Section 1 – Introduction:** Context, rationale, and purpose.
- **Section 2 – Strategic Action Plan:** Vision, objectives, enablers.
- **Section 3 – Operational Roadmap:** Phased actions, timelines, M&E.
- **Section 4 – Expected Outcomes:** Institutional, financial, and socio-economic results.
- **Section 5 – Conclusion & Way Forward:** Summary messages and continuity plan.

STRATEGIC ACTION PLAN

The Strategic Action Plan for KP-MDMCL establishes the foundation for transforming Khyber Pakhtunkhwa's mineral sector into a sustainable, competitive, and high-value contributor to economic development. It provides structured direction through clearly defined vision and mission, measurable objectives, strategic interventions, enabling mechanisms, and success indicators. This chapter also incorporates visual frameworks, timelines, and tabular representations to enhance clarity and operational applicability.

1. Vision & Mission Alignment

1.1 Vision:

To position KP-MDMCL as a pioneering, transparent and sustainable leader in Pakistan's mineral development sector, creating long-term economic value, strengthening provincial revenue, and contributing to inclusive community development.

1.2 Mission:

To operationalize a professional, accountable, and innovative institutional framework that ensures efficient exploration, responsible extraction, value addition, and equitable distribution of benefits, in alignment with provincial priorities and global ESG standards.

Alignment Table

Vision Statement	Mission Alignment
KP-MDMCL as sustainable leader from KP	Build strong governance, digital cadastre and compliance systems
Driving economic value & provincial revenue	Maximize revenues through value-added processing and PPPs
Inclusive community development	Integrate CSR, benefit-sharing and ESG into operations

2. Strategic Objectives

Objective	Description	Timeline (Indicative)	Relevant Roadmap Phases
Strengthen Institutional Capacity	Establish robust governance structures, compliance systems, digital platforms, and operational transparency to inspire investor and stakeholder confidence.	Short-Term (1–2 years)	Phase I Foundational & Legal Backbone
Enhance Mineral Value Chain	Develop an integrated value chain covering exploration, processing, beneficiation, and marketing to maximize economic returns.	Medium-Term (3–5 years)	Phase II Project Readiness & Financial Mobilization Phase III Pilot Operations & Early Revenue
Promote Investment & Partnerships	Build investor confidence, operationalize PPP/JV frameworks, and secure funding sources (MDF, EDF, private and international investors).	Short–Medium Term (1–5 years)	Phase II Project Readiness & Financial Mobilization Phase III Pilot Operations & Early Revenue Phase IV Scale-Up of Projects
Ensure ESG & Community Responsibility	Mainstream global ESG standards, adopt environment-friendly mining, ensure responsible waste management, and strengthen community engagement.	Continuous (across all phases)	All Phases (I–V)
Develop Human & Institutional Capital	Enhance workforce skills through training, international collaborations, and technical capacity building; strengthen institutional expertise.	Short–Medium Term (1–5 years)	Phase I Foundational Setup Phase II Financial Mobilization Phase III Pilot Operations
Generate Sustainable & Diversified Revenue	Scale revenues through high-value mineral processing, exports, and entry into global markets; ensure long-term financial resilience.	Medium–Long Term (5+ years)	Phase III Pilot Operations Phase IV Scale-Up of Projects Phase V Sustainable Growth

3. Priority Areas of Intervention

To deliver on its mandate and transform Khyber Pakhtunkhwa’s mineral sector, KP-MDMCL will focus on six interconnected priority areas that together form the “Transformation Engine.” These include:

- (i) *Exploration & Resource Mapping through advanced geological surveys, digital cadastre, and internationally recognized reporting standards;*
- (ii) *Value Addition & Industrial Linkages by establishing beneficiation, smelting, and processing industries to maximize local economic retention;*
- (iii) *Infrastructure Development in transport, logistics, and energy systems to enable commercial viability;*
- (iv) *Public–Private Partnerships (PPPs) to attract private capital, share risks, and build operational capacity;*
- (v) *Community Engagement through CSR-driven initiatives, local employment, and equitable benefit-sharing; and*
- (vi) *Sustainability by embedding ESG principles across all activities. Together, these interventions will ensure immediate impact, long-term growth, and global competitiveness of KP’s mineral economy.*

4. Key Enablers

The successful implementation of KP-MDMCL's Strategic Action Plan and Roadmap depends on a set of cross-cutting enablers that provide the foundation for all five phases of operationalization. These enablers act as the Five Pillars of Transformation, ensuring that the Company evolves into a technically sound, financially sustainable, and internationally credible mineral development entity.

- *Framework Concept:*
Visualized as a structured model with five strong pillars supporting the KP-MDMCL Transformation Framework, enabling stability and growth across all phases.
- *Governance:*
Establishing an empowered and independent Board of Directors with effective committees, guided by transparency, accountability, and integrity to drive strategic decision-making (Phase I onward).
- *Compliance:*
Ensuring full alignment with SECP regulations, tax laws, KP Mines & Minerals Act (as amended), and global mining codes/reporting standards such as JORC and NI 43-101, to secure credibility with investors and regulators (Phase I–II).
- *ESG Integration:*
Embedding environmental stewardship, social responsibility, and governance excellence across all projects, ensuring community trust, sustainable practices, and long-term license to operate (Phases II–V).
- *Technology & Innovation:*
Deploying GIS mapping, AI-based exploration tools, ERP-enabled financial/HR systems, process automation, and digital licensing platforms to modernize mineral operations (Phase I setup, expanded in Phases III–IV).
- *Human Capital Development:*
Implementing training programs, technical certifications, and global knowledge-sharing initiatives to build local expertise, generate employment, and foster continuous professional growth (Phases I–V).

5 Key Dimensions & Targets

Dimensions	Indicators	Targets (Aligned to Roadmap Phases)
Governance & Compliance	Independent Board operational, corporate policies in place, digital cadastre launched	Within 2 years (Phase I–II)
Operational Efficiency	% of mineral projects integrated into structured value chains	≥70% by 2030 (Phase IV)
Investment Growth	Growth in domestic and foreign investment through MDF and PPPs	+200% within 5 years (Phase II–III)
ESG Performance	All projects meeting international ESG and reporting standards	100% compliance by Phase V (2031 onwards)
Revenue Contribution	Mineral sector’s contribution to provincial GDP	Double in 10 years (Phase IV–V)
Workforce Development	Growth in trained/skilled workforce across KP	+50% within 5 years (Phase II–III)

Timeline Snapshot

- **Short-Term (1–2 years / Phase I–II)**
 1. Establish governance systems, Board of Directors, and compliance framework.
 2. Launch digital cadastre and initiate exploration surveys.
 3. Begin domestic roadshows and investor outreach.

- **Medium-Term (3–5 years / Phase II–III)**
 1. Operationalize priority pilot projects and processing units.
 2. Implement PPP projects and scale HR development initiatives.
 3. Secure major investment inflows and downstream industrial linkages.

- **Long-Term (6–10 years / Phase IV–V)**
 1. Expand large-scale MDF projects and export-oriented industries.
 2. Achieve full ESG compliance across all operations.
 3. Double GDP contribution and establish KP as a regional mineral-export hub.































6. Monitoring & Evaluation (M&E) Dashboard Concept

Rows: Key Performance Indicators (KPIs) / Success Dimensions

Columns: Roadmap Phases (I–V) with indicative timelines

Visuals: Use traffic-light style (● Not Started, ● In Progress, ● Achieved) or % completion bars

M&E Dashboard (Illustrative Table)

Dimension / KPI	Phase I (2026)	Phase II (2027)	Phase III (2028)	Phase IV (2029–30)	Phase V (2031+)
Governance & Compliance	BoD notification, compliance framework initiated 	Digital cadastre operational 	Full governance systems in place 	Annual disclosures institutionalized 	Continuous monitoring 
Operational Efficiency	Project pipeline mapped 	Feasibility studies completed 	3–4 pilot projects launched 	70% projects integrated into value chains 	Sector maturity achieved 
Investment Growth	Seed money + MDF notification 	Initial investor outreach, PPPs structured 	Investment inflows +200% 	Global JV scaling & export markets 	Sustained FDI and domestic growth 
ESG Performance	ESG framework designed 	ESG screening for pilot projects 	ESG-compliant pilot operations 	ESG compliance across 70% projects 	100% ESG compliance 
Revenue Contribution	Business plan approved 	Revenue streams initiated 	Initial exports from pilot projects 	GDP share doubled 	Sustained GDP growth 
Workforce Development	HR structuring, training programs 	Skills programs rolled out 	50% increase in skilled workforce 	Specialized expertise for scale-up 	Continuous workforce growth 

DEDICATED ROADMAP – Operationalization Blueprint

The operationalization of the Khyber Pakhtunkhwa Mineral Development and Mining Company Limited (KP-MDMCL) requires a carefully sequenced and priority-driven roadmap, aligned with its unique mandate as a government-owned entity entrusted with exploration, mining, processing, and value-addition across the mineral sector of Khyber Pakhtunkhwa. This roadmap is designed as a comprehensive blueprint to guide the Company’s activities from its legal foundation through to commercial maturity, ensuring that each stage builds logically upon the previous one.

Given the strategic importance of KP-MDMCL, the roadmap places legal and regulatory enablement at the highest priority, recognizing that the passage of the Draft Bill (2025) to amend the KP Mines & Minerals Act, 2017, is the cornerstone for empowering the Company. These legislative measures will provide the authority to obtain mineral leases directly, operationalize the Mineral Development Fund (MDF), and establish clear frameworks for public–private partnerships (PPPs), joint ventures, and downstream industrial development.

The roadmap is structured into five distinct phases, each with a defined set of activities and deliverables, also demonstrated as follows:



Foundational & Legal Backbone (Jan–Dec 2026): Centered on enactment of the Draft Bill, establishment of MDF, formation of the Board and management team, institutional setup, and preparatory work during the grace period. This includes identification and prioritization of the 13 sizeable MDF-backed projects (brownfield and greenfield) as the Company’s first operational pipeline.

Project Readiness & Financial Mobilization (Jan–Dec 2027): Focused on feasibility studies, project structuring, environmental and technical assessments, and financial mobilization through MDF, government allocations, donor/IFI support, and PPP arrangements. This phase also emphasizes domestic and international roadshows to showcase KP-MDMCL’s business plan and attract investor participation.

Pilot Operations & Early Revenue (2028): Envisages the launch of 3–4 priority MDF projects to generate early revenues and build operational credibility. Activities will include commissioning small-scale processing/value-addition facilities and conducting thematic roadshows targeting technology partners and off-takers.

Scale-Up & Commercial Expansion (2029–2030): Dedicated to bringing the remaining MDF projects into commercial operations, establishing large-scale processing plants, expanding into export markets, and securing long-term off-take agreements. This stage will be complemented by global expansion roadshows in North America, East Asia, and Europe.

Sustainable Growth & Diversification (2031 onwards): Focused on consolidation and diversification of mineral economy, development of downstream industries (e.g., ceramics, steel, fertilizers, packaging etc), regional collaborations, and continuous adherence to environmental, social, and governance (ESG) standards, roadshows in this phase will position KP-MDMCL as a responsible regional mining leader.

By aligning each phase with clear priority areas; legal foundation, institutional strengthening, financial mobilization, project execution, and global positioning; this roadmap provides a structured pathway for KP-MDMCL to evolve from inception to a mature, commercially viable, and strategically impactful institution in the mining sector.

Phase I – Foundational & Legal Backbone (Jan – Dec 2026)

Phase I (January–December 2026) lays the foundational and legal backbone of KP-MDMCL, establishing the institutional, regulatory and operational framework necessary for the Company’s long-term success. This stage focuses on enacting enabling legislation, fulfilling corporate obligations, setting up governance structures and building organizational capacity. Parallel efforts will be directed toward infrastructure development, international affiliations and domestic roadshows, while also initiating priority Mineral Development Fund (MDF) projects, positioning KP-MDMCL as a credible and structured entity ready for sustainable growth. Major roadmap activity would be as follows:

Enact Draft Bill (2025) → direct lease rights, creation of Mineral Development Fund (MDF), PPP/JV framework. Initiation of Draft Bill (2025) for seeking approval from the Provincial Cabinet and the Provincial Assembly, Government of KP.

Corporate Obligation → Initiating and obtaining Certificate of Commencement of Business under Section 19 of the Companies Act, 2017.

Institutional Setup → called Governance and Institutional Framework; and involves (a) Notification of the Board of Directors (BoD) (b) Appointment of Chairman & CEO (c) Formation of Board Committees (to be done by BOD) (d) Approval of Corporate Policies, rules & regulations; and (e) HR Structuring and Capacity Building.

Infrastructure and Office setup → that includes (a) Establishment of Corporate Office: Hiring of building, renovation, furnishing, installation of IT systems, security and utilities (b) Digital Presence: Corporate website, Mineral Resource Database, Investor Relations Portal, Document Management System. ERP-based Financial and HR systems.

International Affiliation → Seeking international affiliation from world’s renowned networks such as International Council on Mining & Metals (ICMM) and World Association of Mining Lawyers (WAOML)

Grace Period Deliverables → 13 MDF projects (brownfield + greenfield), already identified and analyzed by IECnet Pakistan based on their respective feasibility studies to be initiated by the BOD/ Management of KP-MDMCL.

Roadshow Activities → Domestic Awareness Sessions (Q3–Q4 2026): Introductory roadshows in Peshawar, Islamabad and Karachi to showcase KP-MDMCL’s mandate, MDF-backed project pipeline, and business plan. Engage local investors, banks, and chambers of commerce.

Phase II - Project Readiness & Financial Mobilization (Jan – Dec 2027)

Financial Structuring and Investment Strategy

Investor Engagement

EDF – Export Development Fund

Phase II (January–December 2027) focuses on preparing KP-MDMCL for sustainable growth by ensuring project readiness and mobilizing financial resources. This stage emphasizes robust financial structuring, proactive investor engagement, and leveraging institutional funding streams such as the Export Development Fund (EDF). Collectively, these initiatives aim to strengthen the Company’s capital base, enhance market credibility, and secure long-term financing aligned with its Business Plan and Financial Model. Major roadmap activity would be as follows:

1. Financial Structuring and Investment Strategy
 - Secure initial paid-up capital/seed money from GoKP and issue share certificates.
 - Establish the Mineral Development Fund (MDF) based on the working paper already drafted.
2. Investor Engagement
 - Position Investor Engagement as a front-facing activity to build credibility and attract capital.
 - Conduct targeted marketing roadshows (domestic and international).
3. EDF – Export Development Fund
 - Develop a Board-level roadmap to secure EDF funding as a regular, high-value funding stream and Align EDF initiatives with the Business Plan and Financial Model of KP-MDMCL.

Phase III - Pilot Operations & Early Revenue (2028)

Phase III (2028) marks the transition from planning to execution, with KP-MDMCL entering pilot operations and generating early revenue streams. This phase prioritizes the launch of select projects, securing off-take agreements, and establishing small-scale processing units to demonstrate value-addition potential. Complementing these efforts, targeted roadshows will showcase opportunities in mining technology, innovation, and downstream processing, thereby attracting strategic partners and reinforcing the Company's operational credibility.

Pilot Launch

- Commence **3–4 priority projects**.
- Secure **off-take agreements** for initial output.
- Establish small-scale processing units for value-addition.

Roadshow Activities

- **Thematic Roadshows (2028):**
 - **Mining Tech & Innovation Roadshow** (with OEMs, equipment suppliers).
 - **Processing & Value-Addition Roadshow** to attract partners in beneficiation, smelting, and cutting/polishing industries.
- Focus on **technology providers & operational partners**.

Phase IV – Scale-Up of Projects (2029–2030)

Phase IV (2029–2030) represents the scale-up stage, where KP-MDMCL transitions from pilot operations to full-fledged commercial expansion. The focus will be on operationalizing the remaining Mineral Development Fund (MDF) projects, establishing large-scale processing facilities, and positioning the Company within global export-oriented industries. At the same time, KP-MDMCL will strengthen institutional practices through structured reporting and investor disclosures, while international roadshows in North America and East Asia will drive export promotion, strategic partnerships, and joint venture opportunities.

MDF Project Expansion

- Bring remaining **9–10 projects** into operations.
- Scale to **large processing plants** and export-oriented industries.

Commercial Expansion

- Consolidate revenue streams; expand into global markets.
- Institutionalize **annual reporting & investor disclosures**.

Roadshow Activities

- **Global Expansion Roadshows (2029–2030):**
 - North America (USA, Canada) → exploration tech, venture capital, large mining firms.
 - East Asia (Japan, South Korea) → rare earths, lithium, and battery mineral partnerships.
- Roadshows tied to **export promotion & JV scaling**.

Phase V – Sustainable Growth (2031 onwards)

Phase V (2031 onwards) focuses on achieving sustainable growth by strengthening monitoring and evaluation of ongoing projects, initiating new ventures, and diversifying into additional mineral blocks and international markets. This stage ensures long-term stability, resilience, and continued expansion of KP-MDMCL as a globally competitive mining corporation.

- * Monitoring & Evaluation of On-going projects
- * Targeting new projects
- * Diversify into **new blocks & markets**.

Priority Hierarchy with Roadshows Integrated

- **Legal & Regulatory Enablement (2026)** – Enactment of Draft Bill, lease rights, MDF creation, PPP/JV framework.
- **Institutional & Organizational Setup (2026)** – Governance, Board constitution, corporate policies, HR structuring, and office infrastructure.
- **MDF Project Pipeline & Structuring (2026–2027)** – Launch of priority MDF projects, financial structuring, and capital mobilization.
- **Domestic Roadshows (2026)** – Awareness sessions in Peshawar, Islamabad, and Karachi to build local investor confidence.
- **International Roadshows (2027)** – Investor engagement and financing partnerships in key markets.
- **Pilot Projects & Technology Roadshows (2028)** – Commencement of priority projects, off-take agreements, and thematic roadshows on mining innovation and value-addition.
- **Global Expansion Roadshows (2029–2030)** – Targeting North America and East Asia for export promotion, JV scaling, and technology partnerships.
- **Sustainability & Diversification Roadshows (2031 onwards)** – Showcasing KP-MDMCL globally as a responsible, diversified, and growth-oriented mining leader.

ACTIVITY WISE ROADMAP

The operationalization of KP-MDMCL calls for a structured and phased approach to ensure its evolution into a technically proficient, financially sustainable, and internationally credible minerals development company. Each major activity represents a broad area of focus that is further broken down into specific actions, forming component-level roadmaps which, when integrated, provide a cohesive pathway for implementation. This activity-wise roadmap has therefore been developed as an implementation blueprint, sequencing the essential steps required for KP-MDMCL's transformation. It covers legal and regulatory alignment, institutional strengthening, business development, financial planning and corporate governance, while embedding international best practices in mining, sustainability and public-sector corporate management. The following sections outline these activities in a phase-wise manner, providing clarity on what needs to be done, when and in what sequence, so that the Company achieves its strategic objectives effectively and credibly.

Phase I – Foundational & Legal Backbone (Jan – Dec 2026) Legal & Regulatory Priority

1. Draft Bill (2025) – Amendment to the KP Mines & Minerals Act, 2017

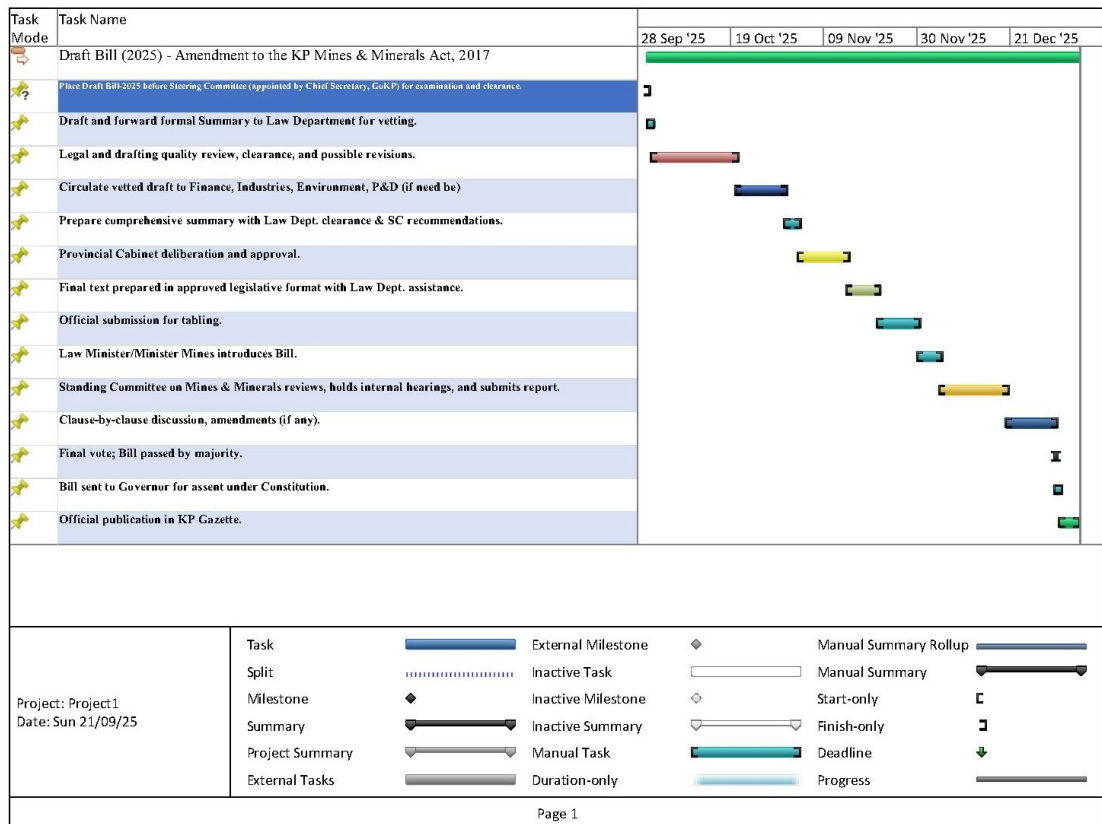
The very first and most crucial activity for KP-MDMCL at this defining stage is the strengthening of its legal and regulatory framework. For a company engaged in mineral development, legislative backing is not only the foundation for operational stability but also the prerequisite for every subsequent initiative. Without clear statutory authority and supportive laws, even essential matters such as hiring employees, entering into contracts, or mobilizing investment would remain vulnerable and potentially ineffective. Thus, the proposed amendment to the KP Mines & Minerals Act, 2017 serves as the cornerstone upon which all future development, expansion, and institutional credibility of KP-MDMCL will firmly rest. The tentative road-map is described and demonstrated as follows:

Stage	Activity / Action	Responsibility	Output / Deliverable	Timeline
Steering Committee Review	Place Draft Bill-2025 before Steering Committee (appointed by Chief Secretary, GoKP) for examination and clearance.	MDD / Steering Committee	SC clearance & recommendations	By 30 Sept 2025
Preparation of Summary for Law Dept.	Draft and forward formal Summary to Law Department for vetting.	MDD	Summary sent	1st week Oct 2025
Law Department Vetting	Legal and drafting quality review, clearance, and possible revisions.	Law Department, GoKP	Vetted Draft Bill	2–3 weeks (by 20 Oct 2025)
Inter-departmental Consultation	Circulate vetted draft to Finance, Industries, Environment, P&D (if need be)	MDD	Comments/ concurrence from departments	1–2 weeks (by 31 Oct 2025)
Summary for Cabinet Approval	Prepare comprehensive summary with Law Dept. clearance & SC recommendations.	MDD	Summary ready for Cabinet	1st week Nov 2025
Cabinet Approval	Provincial Cabinet deliberation and approval.	Provincial Cabinet	Cabinet decision / approval	2nd week Nov 2025

STRATEGIC ACTION PLAN AND ROADMAP TO PROSPERITY

Stage	Activity / Action	Responsibility	Output / Deliverable	Timeline
Drafting of Assembly Bill (Legislative Format)	Final text prepared in approved legislative format with Law Dept. assistance.	MDD & Law Department	Final Draft Assembly Bill	3rd week Nov 2025
Submission to Assembly Secretariat	Official submission for tabling.	MDD via Law Dept.	Bill placed in Assembly agenda	By end Nov 2025
Introduction in Assembly (First Reading)	Law Minister/Minister Mines introduces Bill.	Minister, Mines & Minerals / Law Minister	Bill formally introduced	Early Dec 2025
Committee Referral & Scrutiny	Standing Committee on Mines & Minerals reviews, holds internal hearings, and submits report.	Provincial Assembly Committee	Committee report with recommendations	2–3 weeks (by 20 Dec 2025)
Assembly Debate & Consideration (Second Reading)	Clause-by-clause discussion, amendments (if any).	Provincial Assembly	Debate concluded	Late Dec 2025
Voting & Passage (Third Reading)	Final vote; Bill passed by majority.	Provincial Assembly	Bill passed	End Dec 2025
Governor's Assent	Bill sent to Governor for assent under Constitution.	Assembly Secretariat / Governor	Governor's approval	Early Jan 2026
Gazette Notification	Official publication in KP Gazette.	Law Dept. / KP Printing Press	Notified Amendment Act	Within Jan 2026

GANTT CHART FOR THE LEGAL ACTIVITY

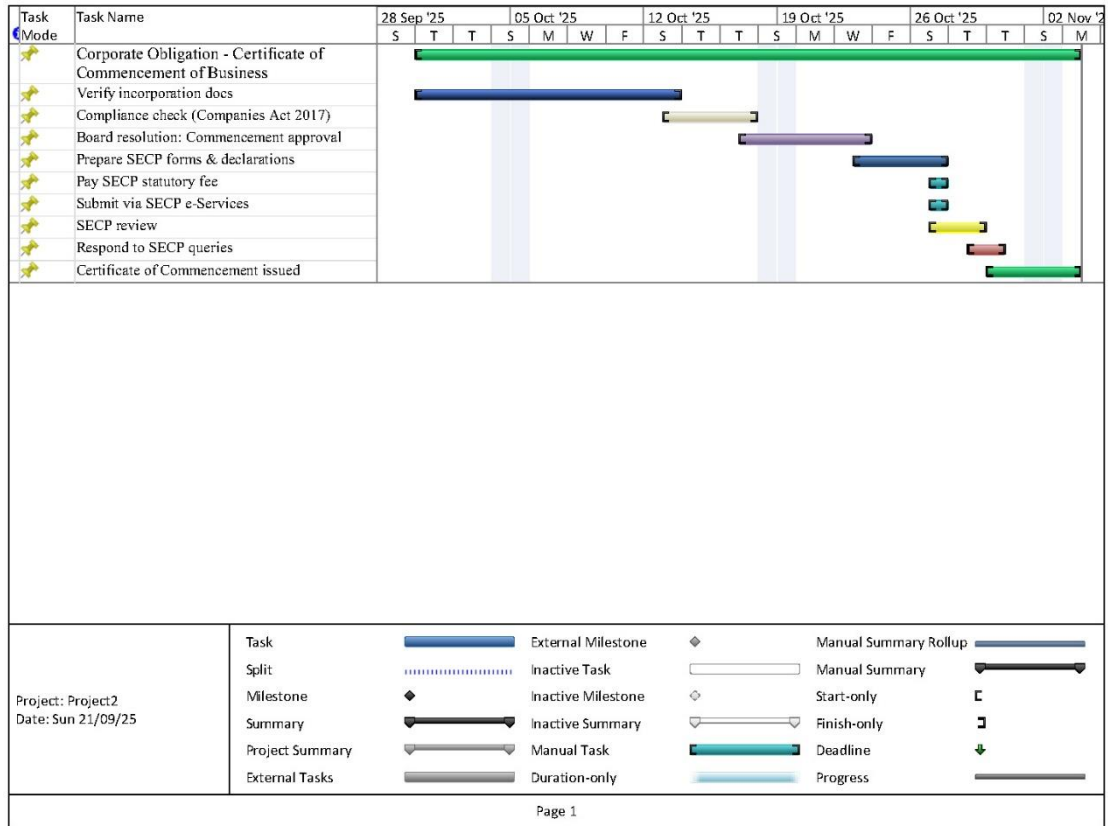


2. CORPORATE OBLIGATION

Besides others, the major corporate obligation at the company's end is to obtain formal Certificate of Commencement of Business from the Securities & Exchange Commission of Pakistan (SECP), as required under Section 19 of the Companies Act, 2017. This is a mandatory requirement and requires to be initiated and processed strictly as per law and to the satisfaction of the SECP, failing which the company and its management is liable to face consequences that includes penalties under the law, and the company's business undertaken if any, shall be treated void *ab initio*.

Stage	Activity / Action	Responsibility	Output / Deliverable	Timeline
Corporate Documentation Review	Ensure Memorandum & Articles of Association, Incorporation Certificate, and statutory filings are in order. Verify compliance with Companies Act, 2017 requirements.	Company Secretary / Legal Advisor (MDD/KP-MDMCL)	Compliance checklist	1 week
Board Resolution	Pass a Board Resolution authorizing application for commencement of business.	Board of Directors, KP-MDMCL	Certified Board Resolution	1 week
Preparation of Application	Prepare and compile required forms, declarations, and supporting documents for submission to SECP (e.g., Form 21, statement of compliance, etc.).	Company Secretary / Legal Team	Application dossier	1–2 weeks
Payment of Fees	Deposit statutory fee with SECP for processing commencement certificate.	Finance Department / Company Secretary	Challan receipt / proof of payment	Same week as application
Submission to SECP	File application electronically via SECP's e-Services portal, along with scanned copies of supporting documents.	Company Secretary	Acknowledgment of submission	Immediate after preparation
SECP Review & Queries	SECP examines application, may seek clarifications or corrections.	SECP	Observations (if any)	1–2 weeks
Response to Queries	Address SECP's observations/queries, provide additional documents if required.	Company Secretary / Legal Advisor	Clarification response filed	1 week (if needed)
Issuance of Certificate	SECP issues Certificate of Commencement of Business upon satisfaction.	SECP	Official Certificate of Commencement of Business	2–3 weeks from submission

**GANTT CHART FOR CORPORATE
COMMENCEMENT OF BUSINESS**



Institutional Setup

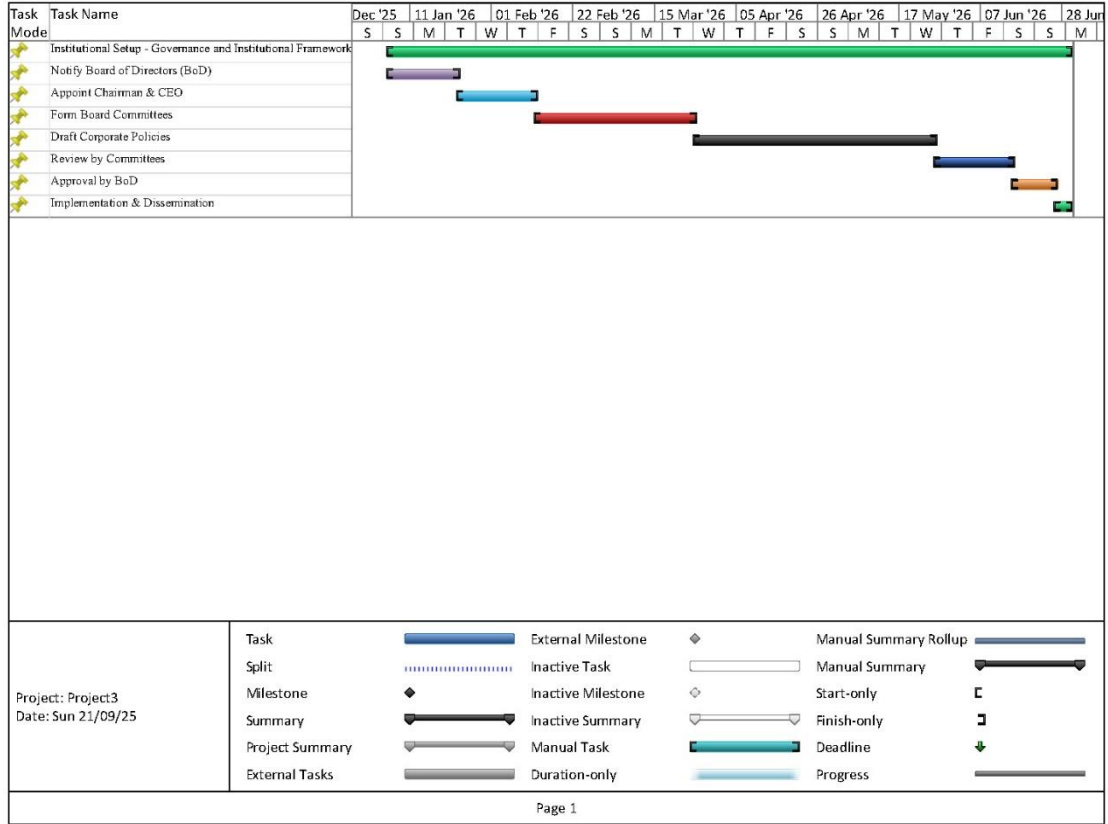
3. Governance and Institutional Framework

- Notification of the Board of Directors (BoD):
Appointment of a diverse, merit-based Board with independent directors, Government representatives and sector experts.
- Appointment of Chairman & CEO:
Chairman from independent directors; CEO selected through competitive & merit-based process.
- Formation of Board Committees (to be done by BOD)
Audit Committee, HR & Remuneration Committee, Technical & Investment Committee and Procurement Committee etc.
- Approval of Corporate Policies:
Financial controls, procurement framework, HR policies through a dedicated HR Manual, sustainability standards and risk management policies, endorsed by BOD.

Stage	Activity / Action	Responsible Entity	Output / Deliverable	Indicative Timeline
Notification of Board of Directors (BoD)	Issue formal notification of appointment of a diverse, merit-based Board including independent directors, Government representatives, and sector experts.	Minerals Development Department (MDD) / GoKP	Gazette / official notification of BoD	2–3 weeks
Appointment of Chairman & CEO	Selection of Chairman from among independent directors; CEO appointed through transparent, competitive, merit-based recruitment process.	BoD (Chairman election); GoKP (CEO appointment)	Appointment orders of Chairman & CEO	4–6 weeks (parallel with Stage 1)
Constitution of Board Committees	Formation of key committees: Audit Committee, HR & Remuneration Committee, Technical & Investment Committee, Procurement Committee.	BoD	Committee charters / TORs and notifications	2–3 weeks after BoD constitution
Development of Corporate Policies (Drafting Stage)	Prepare draft corporate policies including financial controls, procurement framework, HR manual, sustainability standards, and risk management policies.	CEO & Management Team (with consultants/legal advisors)	Draft policy documents	6–8 weeks
Review & Endorsement by Committees	Relevant committees review policies before submission to BoD (e.g., Audit Committee reviews financial controls, HR Committee reviews HR manual).	Board Committees	Committee-approved drafts	2–3 weeks
Approval by BoD	Formal approval of corporate policies and adoption by the Board in a BoD meeting.	BoD	Approved corporate policy framework	1 week after committee reviews
Implementation & Dissemination	Roll out policies across the organization; train staff, communicate standards, and set monitoring mechanisms.	CEO / Management	Operationalized governance framework	2–4 weeks after approval

STRATEGIC ACTION PLAN AND ROADMAP TO PROSPERITY

GANTT – CHART FOR GOVERNANCE AND INSTITUTIONAL FRAMEWORK

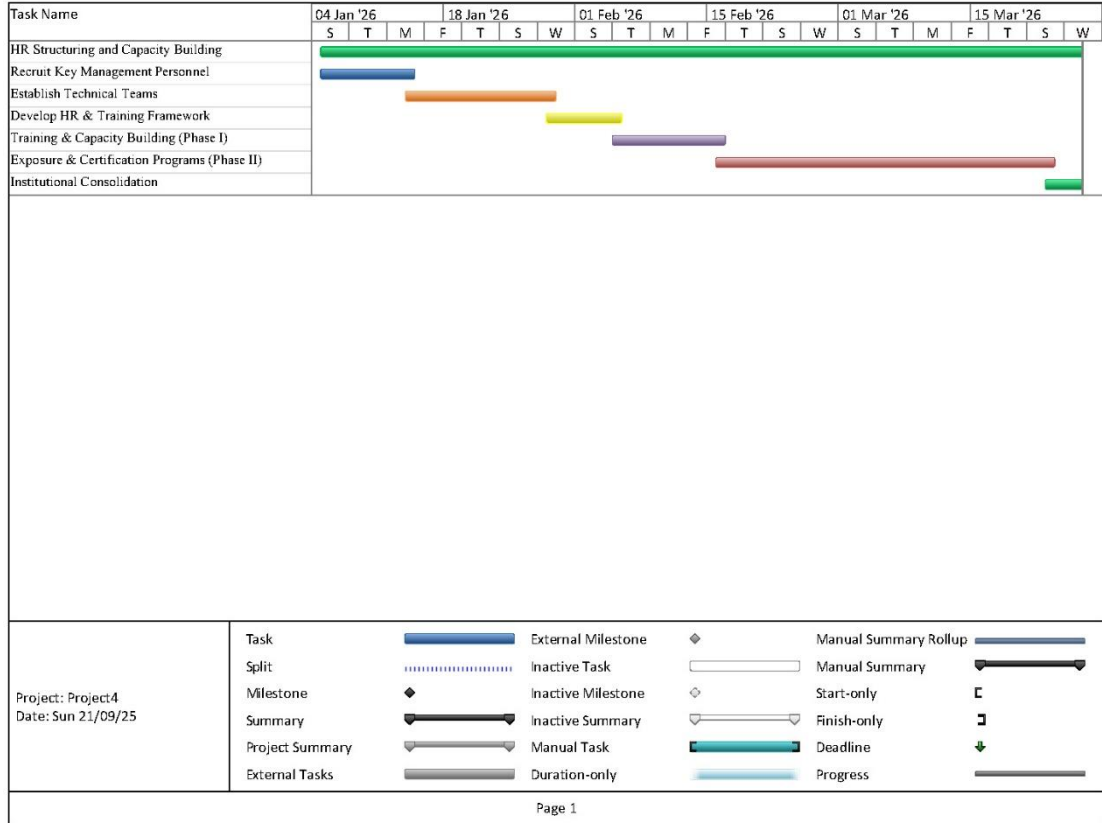


4. HR Structuring and Capacity Building

Since the legislative approval (Provincial Cabinet clearance of the amendment) is the gateway activity, all subsequent corporate and institutional actions (including formation of BoD, recruitment, and HR build-up) must be sequenced after Cabinet approval. Below is a roadmap for the human resource build-up and institutional strengthening phase:

Stage	Activity / Action	Responsible Entity	Output / Deliverable	Tentative Timeline
Recruitment of Key Management Personnel	Competitive recruitment of CEO, CFO, Chief Internal Auditor, Company Secretary, and General Managers (Exploration, Mining, Processing, Legal, Admin, HR, Finance).	MDD & BoD (once notified)	Appointment of top management team	Dec 2025 -Jan 2026
Establishment of Technical Teams	Hire Geologists, Mining Engineers, Environmental & Social Safeguards Specialists, and other experts as per BoD-approved HR plan.	CEO & HR Committee	Core technical workforce inducted	Jan-Mar 2026
Development of HR & Training Framework	Prepare structured HR policy covering recruitment, retention, training, and international alignment.	HR Committee / CEO	Approved HR & Training Framework	Feb-Mar 2026
Training & Capacity Building (Phase I)	On-the-job training, internal workshops, and skill enhancement programs aligned with company policies.	HR & Admin Department	First batch of trained staff	Mar-May 2026
Exposure & Certification Programs (Phase II)	International certifications (e.g., mining safety, sustainability), and exposure visits to best-performing mining jurisdictions.	HR & Technical Depts. (with donor/government facilitation)	Certified & internationally trained teams	May-Nov 2026
Institutional Consolidation	Align management & technical teams under BoD committees for effective operational readiness.	BoD / CEO	Fully functional organizational structure	By Nov 2026

GANTT CHART – HR STRUCTURING & CAPACITY BUILDING



5. Infrastructure and Office Setup

Since the infrastructure-setup is a *parallel enabler* to the senior management hiring, the infrastructure and office set up, both should be triggered immediately after the Cabinet’s approval for the proposed amendment in the KP Mines and Minerals Act, 2017, in Nov 2025. The infrastructure and office setup is a vast term which attracts a number of activities, however, for purposes of initial roadmap, these may be confined to (a) Establishment of Corporate Office with Digital Presence and (b) International Affiliation by seeking membership from the world’s renowned network, such as International Council on Mining & Metals (ICMM), at this stage of time.

5.1 Office setup with digital presence:

Stage	Activity / Action	Responsible Entity	Output / Deliverable	Tentative Timeline
Establishment of Corporate Office – Identification & Lease	Secure suitable premises in Peshawar/Islamabad for KP-MDMCL head office through transparent process.	MDD / CEO (once appointed)	Signed lease agreement / notified head office	Dec 2025
Renovation, Furnishing & Fit-out	Renovation, furnishing, and workspace planning to meet corporate & professional standards.	Admin Dept. / Procurement Committee	Renovated & furnished office	Jan – Feb 2026
IT Systems & Utilities Setup	Install IT network, servers, internet, security systems (CCTV, access control), power backup, and utilities.	Admin / IT Team	Operational corporate IT infrastructure	Feb – Mar 2026
Digital Presence (Phase I)	Develop and launch corporate website, investor relations portal, and digital outreach.	IT Dept. / Consultants	Public-facing corporate website & portal	Feb – Apr 2026
Digital Presence (Phase II – Data Systems)	Build Mineral Resource Database, Document Management System, and ERP-based financial & HR systems.	IT Dept. / Consultants	Integrated digital systems live	Apr – Aug 2026
Operationalization & Maintenance	Ongoing maintenance, cybersecurity, updates, and scaling of infrastructure.	IT Dept. / Admin	Fully functional & secure digital + physical infrastructure	From Aug 2026 onward

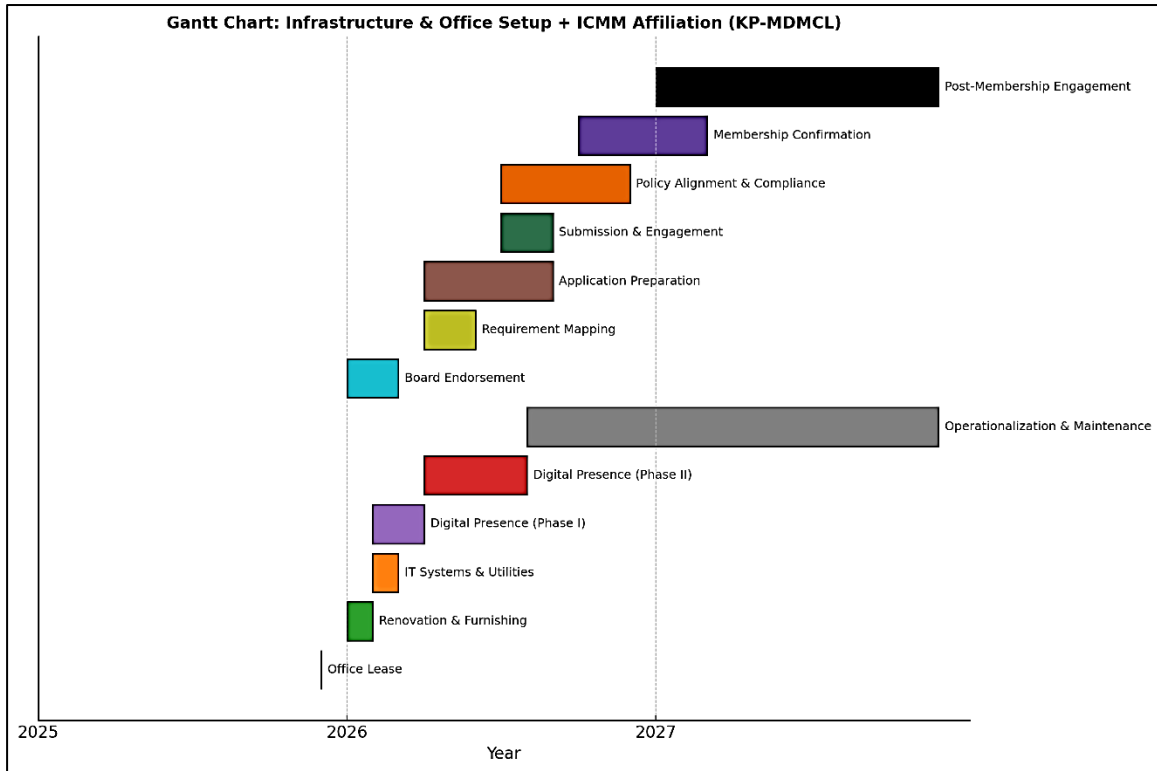
5.2 International Affiliation - ICMM

KP-MDMCL will pursue international affiliation with the International Council on Mining & Metals (ICMM) during 2026 to align itself with global best practices in sustainability, governance and responsible mining. The roadmap of this particular activity includes obtaining Board approval, preparing and submitting the membership application and aligning internal policies with ICMM principles to demonstrate compliance. Securing ICMM membership by early 2027 will significantly enhance the Company’s international credibility, strengthen its ESG framework and provide access to global knowledge-sharing platforms, thereby improving investor confidence and positioning KP-MDMCL as a credible player in the international minerals development sector. The activity-wise action plan is given hereunder:

STRATEGIC ACTION PLAN AND ROADMAP TO PROSPERITY

Timeline	Activity	Key Actions	Responsibility	Expected Outcomes
Q1 2026	Board Endorsement	<ul style="list-style-type: none"> - Prepare note on strategic benefits of ICMM affiliation. - Obtain Board of Directors' approval to pursue membership. 	BoD / Management	Formal go-ahead to initiate ICMM process.
Q2 2026	Requirement Mapping	<ul style="list-style-type: none"> - Review ICMM membership criteria (sustainability, ESG, governance). - Identify internal policy and compliance gaps. - Assign focal person for membership process. 	Management / Legal & CSR Units	Internal readiness roadmap aligned with ICMM standards.
Q2–Q3 2026	Application Preparation	<ul style="list-style-type: none"> - Compile supporting documents: corporate profile, mandate, project pipeline, ESG framework. - Draft application letter and supporting commitment statements. 	Management / Technical & Legal Teams	Complete application package ready.
Q3 2026	Submission & Engagement	<ul style="list-style-type: none"> - Submit ICMM membership application. - Initiate dialogue with ICMM secretariat. - Respond to additional queries/requirements. 	Management / Legal Wing	Formal application lodged and under review.
Q3–Q4 2026	Policy Alignment & Compliance	<ul style="list-style-type: none"> - Align company policies with ICMM principles (safety, environmental stewardship, governance, community engagement). - Conduct internal awareness sessions. 	Management / CSR & Compliance Units	Enhanced governance and ESG alignment demonstrated.
Q4 2026 – Q1 2027	Membership Confirmation	<ul style="list-style-type: none"> - Secure membership approval. - Publicly announce affiliation via press release and roadshows. - Integrate ICMM logo/brand into corporate communication. 	BoD / Management	ICMM membership confirmed and leveraged as a credibility milestone.
Q1 2027 onward	Post-Membership Engagement	<ul style="list-style-type: none"> - Participate in ICMM forums, working groups, and training. - Leverage ICMM membership in investor outreach and project marketing. 	Management / Technical & CSR Units	International recognition, knowledge sharing, and investor confidence enhanced.

STRATEGIC ACTION PLAN AND ROADMAP TO PROSPERITY



6. Grace Period Deliverables

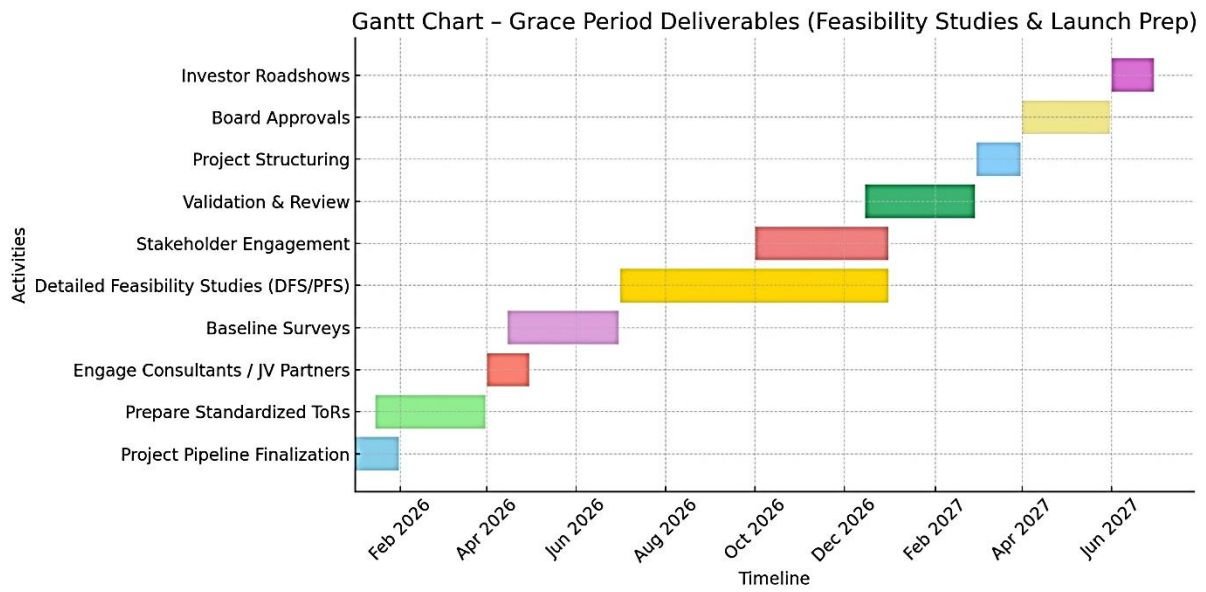
During the Grace Period, KP-MDMCL will focus on initiating and completing feasibility studies for the 13 identified brownfield and greenfield projects recommended by IECnet Pakistan, to be undertaken through Mineral Development Fund (MDF) resources or joint venture arrangements. The sequence of actions includes finalizing the project pipeline and engaging consultants in early 2026, conducting baseline surveys and detailed feasibility work by the end of 2026, validating results against the Company’s business norms of profitability, compliance, transparency, and governance in early 2027, and thereafter structuring projects for MDF, JV, PPP, or blended finance models, leading to Board approvals and investor roadshows. By mid-2027, a bankable portfolio of projects will be ready for launch, providing early operational momentum and positioning KP-MDMCL as a credible, investment-ready minerals development company.

**Activity-wise Roadmap
Grace Period Deliverables**
(Feasibility Studies & Launch Preparations for 13 MDF Projects)

Phase / Timeline	Key Actions	Responsibility	Resources / Mode	Expected Outcomes
Q1 2026	Confirm priority list of 13 MDF projects (brownfield + greenfield) identified by IECnet Pakistan and align them with KP-MDMCL’s business plan objectives.	BoD / Management with GoKP & DGMM	MDF allocations; consultant reports	Approved project pipeline consistent with business norms.
Q1–Q2 2026	Prepare standardized ToRs for feasibility studies, ensuring inclusion of technical, financial, legal, environmental, and ESG criteria.	Management / Technical & Legal Wings	Internal staff + external advisors	ToRs aligned with international standards and corporate governance practices.
Q2 2026	Engage feasibility consultants / JV partners through transparent procurement, ensuring adherence to KP-MDMCL’s financial and compliance norms.	Procurement & Legal Committees	MDF + JV partner resources	Contracts signed in line with business integrity standards.
Q2–Q3 2026	Carry out baseline geological & technical surveys , integrating with market potential assessments.	Consultants / Technical Team	DGMM data + GIS/Survey tools	Evidence-based resource mapping.
Q3–Q4 2026	Conduct detailed feasibility studies (DFS/PFS) including mine plans, capital/operational expenditure, financial models, and ESG compliance.	Consultants with KP-MDMCL oversight	MDF + JV financing	Draft DFS/PFS prepared for all projects.
Q4 2026	Community & stakeholder engagement as per CSR and ESG frameworks, ensuring project acceptance and sustainability.	Management / CSR Unit	MDF + GoKP facilitation	Social license to operate secured.
Q4 2026 – Q1 2027	Internal review & validation of feasibility reports; ensure they comply with KP-MDMCL’s business norms (profitability, risk management, compliance).	Management / Technical & Finance Committees	Internal + peer review	Bankable feasibility studies validated.
Q1 2027	Develop project structuring options (MDF-funded, JV, PPP, or blended finance) aligned with risk-sharing and revenue norms.	Management / Finance & Legal Wings	MDF + investor inputs	Sustainable financing and operational models finalized.

STRATEGIC ACTION PLAN AND ROADMAP TO PROSPERITY

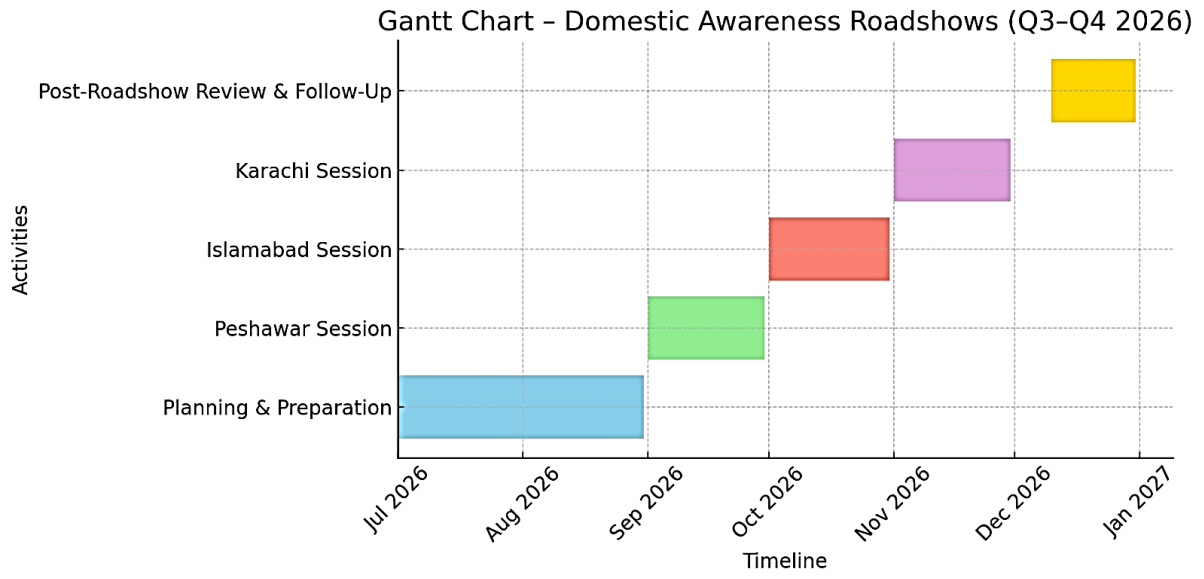
Phase / Timeline	Key Actions	Responsibility	Resources / Mode	Expected Outcomes
Q1–Q2 2027	Management review and Board approval of selected projects for launch in accordance with business plan norms (priority sequencing, financial viability, governance safeguards).	BoD / Management	Board resolutions	Approved projects cleared for launch.
Q2 2027	Conduct Investor Roadshows (domestic & international) to present approved feasibility packages and attract capital.	BoD / Management	Feasibility reports + pitch decks	



7. Roadmap Domestic Awareness Roadshows

As part of its Roadshow Activities, and one of the essential activities of Phase-1 of the roadmap, the KP-MDMCL will organize domestic awareness sessions during Q3–Q4 2026 in Peshawar, Islamabad and Karachi to showcase its mandate, MDF-backed project pipeline, and business plan focusing on prospects of JVs. These sessions, led by the Board of Directors, will engage local investors, banks and chambers of commerce to build credibility, generate investor interest, and establish partnerships. The activity will culminate with a review and follow-up in December, 2026, ensuring documented outcomes and a clear pathway for subsequent investor engagement, including prospects of investment in or from Baluchistan and that of international outreach.

Timeline	Activity	Key Actions	Responsibility	Expected Outcomes
Q3 2026 (July–Aug)	Planning & Preparation	<ul style="list-style-type: none"> - Finalize roadshow objectives, themes, and key messages (mandate, MDF pipeline, business plan). - Prepare promotional material (presentations, brochures, project teasers). - Identify venues and confirm dates in Peshawar, Islamabad, and Karachi. - Coordinate with chambers of commerce, business councils, and banks for participation. 	BoD / Management with Communications Wing	Detailed roadshow plan, material ready, and stakeholder invitations sent.
Q3 2026 (Sept)	Peshawar Session	<ul style="list-style-type: none"> - Host inaugural session in provincial capital. - Highlight GoKP support, KP-MDMCL mandate, and local opportunities. - Engage provincial chambers, SMEs, and financial institutions. 	BoD / Management	Strong local investor awareness and stakeholder buy-in.
Q4 2026 (Oct)	Islamabad Session	<ul style="list-style-type: none"> - Conduct national-level awareness event. - Showcase MDF-backed projects to policymakers, donor agencies, and major banks. - Engage federal-level chambers and diplomatic circles. 	BoD / Management	Enhanced visibility at national level and credibility with institutions.
Q4 2026 (Nov–Dec)	Karachi Session	<ul style="list-style-type: none"> - Hold roadshow in Pakistan’s financial hub. - Present investment-ready pipeline to corporate groups, private investors, and capital market stakeholders. - Build linkages with trade bodies and investor networks. 	BoD / Management	Investor interest generated and MoUs/LOIs explored.
Q4 2026 (Dec)	Post-Roadshow Review & Follow-Up	<ul style="list-style-type: none"> - Collect feedback and expressions of interest. - Shortlist potential partners/investors. - Report to BoD with recommendations for next steps (international roadshows, JV negotiations). 	BoD / Management	Documented outcomes, follow-up strategy approved, and pipeline for investor engagement established.



Phase II – Project Readiness & Financial Mobilization (Jan – Dec 2027)

Creation of Mineral Development Fund (MDF)
 Issuance of Paid up Capital – Seed Money / Initial Deposits
 EDF- Exploring seeking EDF Assistance
 Roadshow Activities

8. Financial Structuring and Investment Strategy

- **Initial Paid up Capital/ Seed-money:** Obtaining funds (seed-money/initial paid up capital) from GoKP, and issuance of share certificates there-against.
- **Creation of Mineral Development Fund (MDF):** Initiating strategic financial instruments based on working paper already drafted, and to manage issuance of formal Notification form the GoKP.

Stage	Activity / Action	Responsible Entity	Output / Deliverable	Tentative Timeline
Release of Initial Paid-up Capital / Seed Money	Obtain seed funding from GoKP budgetary allocation; formal transfer of funds into KP-MDMCL’s designated account.	Finance Dept. GoKP / MDD	Capital transferred & accounted	Dec 2025 – Jan 2026
Issuance of Share Certificates	Issue share certificates to GoKP against paid-up capital, in line with Companies Act, 2017.	CEO / Company Secretary	Share certificates issued & recorded	Jan – Feb 2026
Operational Budget Preparation	Develop first-year operational budget (HR, infrastructure, IT, exploration prep).	CEO / Consultant (with Finance/Admin team)	Approved annual operating budget	Feb – Mar 2026
Initiation of MDF with Finance Dept.	MDD to initiate case with Finance Dept. for establishing Mineral Development Fund, based on Cabinet-approved Act amendment.	MDD / Finance Dept. GoKP	Draft proposal submitted to Finance Dept.	Feb 2026
Creation & Notification of MDF	Secure Finance Dept. and GoKP approval; issue formal notification for MDF establishment.	Finance Dept. GoKP / MDD	Notified & operational MDF	Mar – Apr 2026
Structuring of MDF Instruments	CEO to design financial and investment instruments under MDF (e.g., guarantees, revolving funds, blended finance).	CEO / Consultants	MDF operating guidelines	Apr – Jun 2026
Alignment with Investment Strategy	CEO to align MDF with KP-MDMCL’s medium-term investment strategy (exploration, processing, beneficiation projects).	CEO / BoD	Approved investment strategy	Jun – Jul 2026
Scaling & Capital Mobilization	Leverage MDF to attract further injections (GoKP, IFIs, PPPs, private sector).	CEO / BoD / GoKP	Mobilized multi-source financing	Aug – Dec 2026

9. Investor Engagement

This stream is about the Investor(s)' Engagement, which is the *front-facing activity* for KP-MDMCL (the 'company'). The Investor Engagement represents a critical, front-facing activity for the Company, aimed at building credibility, attracting capital and fostering strategic partnerships once the Company is formally structured. The aforementioned stream encompasses targeted marketing roadshows, execution of Memoranda of Understanding (MoUs) with reputable national and international development agencies and collaboration with leading mining companies. It also provides the Board of Directors with essential insights and strategic options ("food for thought") to guide decision-making for long-term growth and sustainability of the mineral sector in Khyber Pakhtunkhwa.

Stage	Activity / Action	Responsible Entity	Deliverable / Output	Tentative Timeline
Investor Engagement Strategy	Draft a strategy defining priority sectors (gemstones, metallic minerals, rare earths), target investors (FDI, PPP, DFIs, JV partners), and engagement channels.	CEO / BoD / Investment Committee	Approved Investor Engagement Strategy	Dec 2025 – Jan 2026
Branding & Marketing Collateral	Develop investor pitch decks, project teasers, corporate profile, and promotional videos highlighting KP's mineral potential.	CEO / Marketing & Comms Wing	Complete investor marketing package	Jan – Feb 2026
Investor Roadshows (Domestic & International)	Organize targeted roadshows in Islamabad, Karachi, Dubai, Doha, London, and Beijing with embassies/trade bodies support.	CEO / GoKP / Intl. Liaison	Investor seminars & networking sessions	Mar – Jul 2026
Strategic Partnerships & MoUs	Negotiate MoUs/LOIs with international mining companies, DFIs (IFC, ADB), and development agencies for technical assistance and financing.	CEO / BoD / Legal Advisors	Signed MoUs / LOIs	Apr – Sep 2026
Investor Facilitation Desk	Establish a one-window Investor Facilitation Desk at KP-MDMCL HQ to assist investors with regulatory clearances, data, and JV structuring.	CEO / Ops & Legal Team	Fully operational facilitation desk	Jun 2026
First Investor Conference (KP Mineral Summit)	Host a flagship KP Mineral Investment Summit in Peshawar/Islamabad showcasing projects, inviting global/mining investors, and announcing signed MoUs.	BoD / CEO / GoKP	Successfully held summit with international participation	Sep – Oct 2026

10. EDF – Export Development Funds.

A Board-level Roadmap plan for EDF funding that ties directly to the Business Plan and Financial Model, treating it as a regular, high-value funding stream. Below is a Board-focused roadmap with activities staged in sequence, aligned to the operationalization scenario of KP-MDMCL:

Stage	Activity / Action	Responsible Entity	Deliverable / Output	Tentative Timeline
1. Board Resolution & Strategic Direction	Place EDF funding on Board agenda; approve EDF as a recurring source for export-linked infrastructure (labs, warehouses, logistics, processing hubs).	BoD (Chairman/CEO to initiate)	BoD Resolution authorizing EDF strategy	Dec 2025
2. Dedicated EDF Taskforce	Constitute a Taskforce within the Company (CEO-led, supported by Finance, Technical & Ops teams) to coordinate with GoKP, Ministry of Commerce, and EDF Secretariat.	CEO / BoD Nominee	EDF Taskforce Notification	Jan 2026
3. Project Pipeline Alignment	Match priority projects (value addition, testing facilities, mineral warehouses) from Business Plan with EDF eligibility criteria.	CEO / Technical Team	EDF Priority Projects List	Jan – Feb 2026
4. Proposal Preparation & Costing	Prepare full proposals with financial models, CAPEX/OPEX estimates, and export earnings justification.	CEO / Finance & Planning	EDF Proposal Dossiers	Feb – Mar 2026
5. Stakeholder Engagement & Sponsorship	Engage GoKP Commerce Dept. & Finance Dept. for forwarding EDF proposals to Federal authorities.	CEO / EDF Taskforce	Endorsements from GoKP line departments	Mar – Apr 2026
6. Submission & Negotiation with EDF Board	Submit proposals, represent Company before EDF Board, negotiate allocation & disbursement schedule.	CEO / EDF Taskforce	EDF Allocations (Approval Letters)	May – Jun 2026
7. Fund Utilization & Infrastructure Roll-out	Implement EDF-funded projects (testing labs, logistics hubs, warehouses, processing units) in phased manner.	CEO / Ops & Procurement Committees	Contracts signed & projects initiated	Jul – Dec 2026 (Phase 1)
8. Monitoring, Compliance & Renewed Bids	Submit utilization reports; prepare next cycle proposals for EDF to ensure recurring allocations.	CEO / Finance & Compliance	Quarterly EDF Progress Reports	From Sep 2026 onwards (quarterly)

**Phase III
Pilot Operations & Early Revenue (2028)**

Pilot Launch
Roadshow Activities

11. **Pilot Operations & Early Revenue (2028) Roadmap**

Phase III marks the transition of KP-MDMCL from a planning and structuring entity into an operational company, generating its first streams of revenue. The focus during 2028 will be on the successful launch of 3–4 priority pilot projects, backed by secure off-take agreements and the establishment of small-scale processing units to initiate local value addition. This phase will also leverage thematic roadshows to attract technology providers, operational partners and value-addition projects, thereby strengthening credibility in the market. Through these action plans from one of the major roadmap activities in this phase, KP-MDMCL aims to validate its operational model, demonstrate commercial viability and set the foundation for large-scale expansion in subsequent years.

Timeline	Activity	Key Actions	Responsibility	Expected Outcomes
Q1 2028	Pilot Project Launch Preparation	<ul style="list-style-type: none"> - Finalize selection of 3–4 priority projects (from completed feasibility studies). - Secure Board approvals and financing (MDF, JV, PPP). - Mobilize contractors and technical partners. 	BoD / Management / Technical Teams	Ready-to-launch pipeline with financing and partners in place.
Q2 2028	Commencement of Pilot Operations	<ul style="list-style-type: none"> - Start mining operations on 3–4 projects. - Set up small-scale processing/value-addition units for beneficiation. - Establish compliance and monitoring systems. 	Project Management Teams / Operations Wing	Initial production output achieved; processing capacity initiated.
Q2–Q3 2028	Off-Take Agreements	<ul style="list-style-type: none"> - Negotiate and secure off-take agreements with local and international buyers. - Structure contracts to ensure early revenue and market access. 	Management / Legal & Finance Teams	Signed off-take agreements ensuring revenue inflows.
Q3 2028	Thematic Roadshow – Mining Tech & Innovation	<ul style="list-style-type: none"> - Organize roadshow with OEMs and equipment suppliers. - Showcase pilot projects and technology needs. - Explore technology-transfer partnerships. 	BoD / Management	Strategic partnerships with mining tech providers secured.
Q4 2028	Thematic Roadshow – Processing & Value-Addition	<ul style="list-style-type: none"> - Organize industry-focused event on beneficiation, smelting, cutting/polishing. - Present pilot outputs and future scaling plans. - Attract operational partners for processing ventures. 	BoD / Management	Partnerships in value-addition industries secured.
Q4 2028	Operational Review & Scale-Up Planning	<ul style="list-style-type: none"> - Evaluate performance of pilot projects (technical, financial, ESG). - Report to Board with lessons learned and scaling strategy for 2029 onward. 	Management / BoD	

Phase IV – Scale-Up of Projects (2029–2030)

MDF Project Expansion
Commercial Expansion
Roadshow Activities

12. Scale-Up of Projects

Phase IV marks the transition of KP-MDMCL from a pilot-stage entity to a fully scaled, globally competitive minerals development company. During this period, the focus will shift towards operationalizing the remaining MDF-backed projects, establishing large-scale processing plants, and consolidating commercial revenues to ensure long-term financial sustainability. The Company will also expand aggressively into regional and international markets, institutionalize governance and investor disclosure practices, and undertake global roadshows in North America and East Asia to attract strategic partners, technology providers, and capital investors. This phase represents the consolidation of earlier efforts into a mature, export-oriented, and internationally credible mining and minerals enterprise.

Timeline	Activity	Key Actions	Responsibility
2029–2030	MDF Project Expansion	<ul style="list-style-type: none"> • Bring remaining 9–10 projects into full-scale operations. • Establish large processing plants for beneficiation and value-addition. • Develop export-oriented industries and supply chains. • Secure JV agreements with global mining firms. 	BOD, Technical Teams, Project Management Units
2029–2030	Commercial Expansion	<ul style="list-style-type: none"> • Consolidate revenues from operational projects. • Expand into regional and global markets with targeted exports. • Institutionalize annual reporting, investor disclosures, and governance frameworks aligned with global standards. 	BOD, Finance & Strategy Teams, Investor Relations
2029–2030	Global Roadshows	<ul style="list-style-type: none"> • North America (USA, Canada): Engage exploration tech providers, venture capitalists, and major mining firms. • East Asia (Japan, South Korea): Build partnerships in rare earths, lithium, and battery minerals. • Align with export promotion & JV scaling strategy. 	BOD, Corporate Affairs, Investor Engagement Team

Phase V – Sustainable Growth (2031 onwards)

Monitoring & Evaluation of On-going projects

Targeting new projects

Diversify into **new blocks & markets**.

13. Phase V – Sustainable Growth (2031 onwards)

Phase V represents the long-term vision of KP-MDMCL, centered on sustaining growth, diversifying operations, and consolidating its position as a leading mining and minerals development company. Building upon the foundation of earlier phases, the Company will focus on continuous monitoring and evaluation of its operational projects to ensure efficiency, compliance, and profitability. At the same time, KP-MDMCL will strategically target new projects, explore untapped mineral blocks, and diversify into emerging domestic and international markets. This phase should be treated as a strategic action plan, rather than the roadmap, which underscores a way forward to sustainable growth, innovation and adaptability, ensuring that the Company remains resilient, competitive and aligned with global best practices.

Timeline	Activity	Key Actions	Responsibility
2031 onwards	Monitoring & Evaluation of Ongoing Projects	<ul style="list-style-type: none"> • Conduct regular performance audits and impact assessments of all projects. • Strengthen environmental and social compliance frameworks • Institutionalize M&E systems for continuous improvement. 	BOD, Monitoring & Evaluation Unit, Independent Auditors
2031 onwards	Targeting New Projects	<ul style="list-style-type: none"> • Identify and develop new mineral opportunities based on market demand. • Prioritize projects in critical minerals and high-value resources • Prepare feasibility studies and investment cases for GoKP and private investors. 	Technical Teams, Strategy & Planning, GoKP Liaison
2031 onwards	Diversification into New Blocks & Markets	<ul style="list-style-type: none"> • Expand operations into new exploration blocks within KP and beyond. • Penetrate international markets, building on export credibility with EDF assistance • Diversify into downstream industries in accordance with BOD’s strategic directions. 	BOD, Business Development, International Partnerships Division

EXPECTED OUTCOMES

The operationalization of KP-MDMCL's strategic roadmap over the first ten years is expected to yield far-reaching results not only for the Company itself but also for the Government of Khyber Pakhtunkhwa (GoKP), investors, local communities and the broader minerals and industrial ecosystem. The outcomes span four core domains: Institutional Strengthening, Financial Sustainability, Stakeholder Engagement & Partnerships and Community Development & ESG Impact. Together, these outcomes create a sustainable pathway for KP-MDMCL to emerge as a regional leader in mineral exploration, mining, processing and the value addition.

1. Institutional Strengthening

1. Organizational Maturity & Capacity Building

- Establishment of an effective organizational framework, with specialized units for exploration, mining operations, mineral processing, R&D, finance, ESG compliance and investor relations.
- Development of technical expertise within KP-MDMCL through structured training programs, international knowledge partnerships and hiring of domain experts.
- Adoption of digital tools, GIS-based resource mapping and integrated project management systems to enhance efficiency and transparency.

2. Policy Alignment & Governance

- Strengthening the regulatory interface with provincial and federal institutions to streamline licensing, environmental approvals and revenue-sharing mechanisms.
- Adherence to good corporate governance practices, aligning KP-MDMCL operations with SECP and SBP regulatory frameworks, and international standards such as EITI (Extractive Industries Transparency Initiative).

3. Knowledge Hub for KP's Mineral Sector

- KP-MDMCL is envisioned to serve as a knowledge and innovation hub for the province's mineral sector, providing baseline data, feasibility models, and frameworks for sustainable mineral development.
- Creation of institutional memory through documentation of lessons learned, to inform future mining projects and policy reforms.

2 Financial Sustainability & Revenue Generation

1. Revenue Streams from Brownfield Projects

- Early-stage brownfield projects (Gypsum, Feldspar, Copper, Soapstone, Marble and Phosphate etc.) are expected to generate positive cash flows within 3–5 years of operationalization.
- By diversifying mineral portfolios, KP-MDMCL will establish steady revenue inflows, ensuring reduced dependency on public sector financing.

2. Leveraging Joint Ventures for Capital-Intensive Projects

- JV structures will allow the company to undertake high-capex projects (Iron Ore, Chromite, Rare Metals, and Gemstones) without overburdening MDF resources.
- Equity sharing, technology transfers, and profit-sharing models will attract foreign direct investment (FDI) and private sector participation.

3. Financial Sustainability Indicators

- **Break-even milestone:** Achieved within 6–7 years of operations as cumulative revenues overtake initial investment.
- **Revenue projection:** By Year 10, KP-MDMCL’s annual revenues are expected to exceed Rs. 10–12 billion, providing a strong base for reinvestment and dividends to GoKP.
- Creation of mineral development reserves, enabling reinvestment in exploration and downstream value chains.

3. Stakeholder Engagement & Partnerships

1. Government & Policy Makers

- Strengthened alignment with GoKP development goals, creating synergies with industrial, trade, and infrastructure policies.
- KP-MDMCL’s operations will provide critical fiscal revenues through royalties, taxes, and dividends to the provincial exchequer.

2. Private Sector & Investors

- Creation of a secure investment environment for local and foreign mining companies.
- Attraction of global mining and processing technology providers through JV opportunities.

3. Academia & Research Institutions

- Partnerships with local universities (e.g., PAF-IAST, UET, IMSciences, University of Peshawar, Kohat, Karak & Bannu Universities of Science & Technologies) for applied research, internships, and specialized mineral technology courses.
- Establishment of R&D laboratories, and centres of excellence for mineral beneficiation, metallurgy and gemstone grading.

4. Local Communities & Tribal Stakeholders

- Structured dialogue with tribal elders, local councils, and community-based organizations to ensure participatory decision-making.
- Transparent benefit-sharing agreements, including employment quotas and local supplier participation.

4 Community Development & ESG Impact

1. Employment & Skills Development

- Direct employment of thousands of skilled and semi-skilled workers in mining, processing, logistics, and administrative functions.
- Indirect employment opportunities across supply chains, including transport, equipment, and services.
- Vocational training programs to enhance local employability, particularly in newly merged districts (NMDs).

2. Social Infrastructure Development

- Development of roads, energy, and water supply networks to serve both mining operations and surrounding communities.
- Corporate social responsibility (CSR) initiatives focusing on education, healthcare, and community welfare in mining regions.

3. Environmental, Social & Governance (ESG) Compliance

- Adoption of environmentally responsible mining practices, including rehabilitation of mined areas and efficient water/energy use.
- Implementation of international ESG frameworks (such as IFC Performance Standards and UN SDGs alignment).
- Annual sustainability reporting to ensure accountability and transparency in environmental and social performance.

4. Regional Stability & Inclusion

- Empowerment of marginalized regions (e.g., NMDs) through integration into the formal economy.
- Reduction of illicit mining practices through regulated, transparent, and community-backed operations.
- Contribution to peacebuilding and socio-economic stability by generating legitimate livelihood opportunities.

Conclusion

The successful execution of KP-MDMCL's Strategic Action Plan and Roadmap will serve as a transformative milestone for the mineral sector of Khyber Pakhtunkhwa. The phased approach, covering institutional strengthening, regulatory reforms, financial sustainability, technical innovation and project development, creates a balanced pathway from inception to maturity. By reinforcing corporate governance, establishing transparent systems and ensuring compliance with national and international standards, the Company will secure long-term credibility and investor confidence.

Parallel to governance reforms, KP-MDMCL's focus on building financial resilience through diversified revenue streams, strategic partnerships and resource mobilization, including domestic and international financing, will ensure operational continuity and growth. The roadmap also integrates strong and an effective stakeholder engagement, positioning the Company as a collaborative partner to government bodies, private investors, local communities and international development agencies. Equally critical is the Company's commitment to environmental, social and governance (ESG) principles. By embedding sustainability, community development and responsible mining practices at the core of its operations, KP-MDMCL will not only mitigate risks but also enhance its social license to operate. This alignment with global best practices in ESG ensures that economic gains are balanced with social inclusivity and environmental stewardship.

In sum, the Road-map provides a holistic framework that balances institutional development, financial strength, technical expertise and social responsibility. Its timely and disciplined implementation will enable KP-MDMCL to evolve into a world-class mining company, catalyzing regional economic growth, generating employment and contributing significantly to the Pakistan's GDP. Ultimately, this journey will establish Khyber Pakhtunkhwa as benchmark for sustainable mineral sector transformation in South Asia.

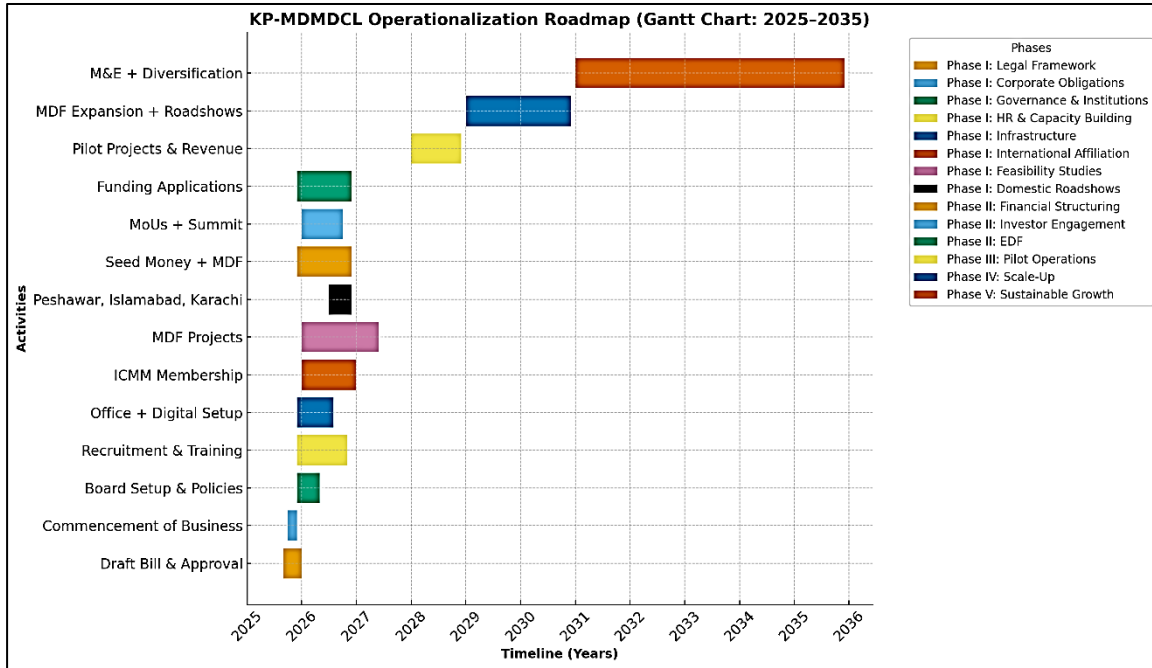
Expected Outcomes Matrix – KP-MDMCL Roadmap

Outcome Area	Strategic Objective	Key Performance Indicators (KPIs)	Indicative Timeline	Responsible Unit(s)
Institutional Strengthening	Build an efficient, transparent, and capable institutional framework	<ul style="list-style-type: none"> - Functional departments established (Exploration, Mining Ops, Processing, Finance, ESG, R&D) - Implementation of digital GIS-based resource mapping system - Adoption of corporate governance code & compliance reports 	Years 1–3 (2025–2028)	Board of Directors, CEO Office, HR & Admin, IT Unit
	Establish KP-MDMCL as a mineral knowledge hub	<ul style="list-style-type: none"> - Annual publication of Mineral Sector Reports - Database of resources & feasibility studies accessible to stakeholders - Number of training programs conducted 	Years 2–5 (2026–2030)	Planning & Research, Exploration Directorate
Financial Sustainability & Revenue Generation	Achieve steady revenue flows from early-stage brownfield projects	<ul style="list-style-type: none"> - Revenue targets achieved per project (Gypsum, Feldspar, Copper) - % of annual operating expenses covered by internally generated funds 	Years 3–5 (2027–2031)	Finance, Mining Operations
	Leverage JV investments for capital-intensive projects	<ul style="list-style-type: none"> - Value of JV investments mobilized annually - Ratio of MDF vs. JV funding (target: ≤60% MDF) - Number of active JV agreements signed 	Years 3–10 (2027–2036)	Finance, Legal & Investor Relations
	Ensure long-term financial resilience	<ul style="list-style-type: none"> - Break-even point achieved (target: Year 6–7) - Annual revenues exceeding Rs. 10–12 billion by Year 10 - Creation of Mineral Development Reserve Fund 	Years 6–10 (2031–2036)	Finance, Strategy
Stakeholder Engagement & Partnerships	Enhance policy alignment with government	<ul style="list-style-type: none"> - Number of policy frameworks/agreements facilitated - Royalties & tax contributions to GoKP annually 	Ongoing (2025–2036)	CEO Office, Government Relations
	Attract private sector & FDI	<ul style="list-style-type: none"> - Amount of FDI attracted per year - Number of foreign/local investors onboarded - Technology transfer agreements executed 	Years 3–10 (2027–2036)	Investor Relations, Legal
	Build academia-industry linkages	<ul style="list-style-type: none"> - No. of MoUs signed with universities - Research projects co-funded - Students/interns engaged in operations 	Years 2–6 (2026–2031)	R&D, HR & Training
	Strengthen local community partnerships	<ul style="list-style-type: none"> - % of local workforce employed (target: ≥40%) - Number of community consultations held annually - Grievance redress mechanism established & operational 	Years 2–10 (2026–2036)	CSR & Community Relations, HR

STRATEGIC ACTION PLAN AND ROADMAP TO PROSPERITY

Outcome Area	Strategic Objective	Key Performance Indicators (KPIs)	Indicative Timeline	Responsible Unit(s)
Community Development & ESG Impact	Generate employment & skills development	<ul style="list-style-type: none"> - Number of jobs created (direct & indirect) - No. of vocational training programs conducted - % of trained workforce absorbed into KP-MDMCL projects 	Years 2–10 (2026–2036)	HR, CSR Unit
	Deliver social infrastructure & CSR benefits	<ul style="list-style-type: none"> - Number of CSR projects completed (schools, health clinics, water supply) - Annual CSR budget utilization (target: ≥90%) - Road & utility infrastructure developed in project areas 	Years 3–10 (2027–2036)	CSR & Infrastructure Unit
	Ensure ESG compliance & sustainability	<ul style="list-style-type: none"> - Environmental management plans approved & implemented - % of projects with rehabilitation plans in place - Annual Sustainability Reports published 	Years 2–10 (2026–2036)	ESG Compliance, HSE (Health, Safety & Environment)
	Promote regional stability & inclusion	<ul style="list-style-type: none"> - Reduction in illicit mining activities reported - Local contracts awarded (% of procurement from local suppliers) - Social impact assessments completed 	Years 3–10 (2027–2036)	Community Relations, Legal & Compliance

CONSOLIDATED GANTT CHART 2025-2035



CONCLUSION

This roadmap consolidates institutional reforms, financial structuring, human capital development and project implementation into a single coherent strategy. It provides KP-MDMCL with a clear 10-years pathway that aligns governance with operational priorities and financial sustainability. By implementing this phased roadmap, KP-MDMCL will not only establish itself as a credible mining corporation but also transform Khyber Pakhtunkhwa into a hub for mineral-driven economic growth. This section serves as the most critical component of the Operationalization Blueprint, offering a comprehensive guide for government, investors, and stakeholders on the Company's way forward.



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