



Mining Advisory Services

ASSISTING CLIENTS TO IDENTIFY,
OPTIMISE AND REALISE RESOURCE VALUE



EXPERTS WITH IMPACT™



Providing the essential resources to advance and develop our world, the business of mining continues to evolve; applying new methods and efficiencies against the challenges of cyclical markets, increasing regulation and heightened community expectations.

We offer a global team of expert advisors who understand the mining industry from an owner, contractor, operator, economic and capital perspective.

Delivering solutions Realising opportunity

Our experts work seamlessly alongside senior management and the board to achieve your outcomes, whatever the situation. Our team actively identifies issues while pursuing and delivering solutions and we never lose sight of the bigger picture.

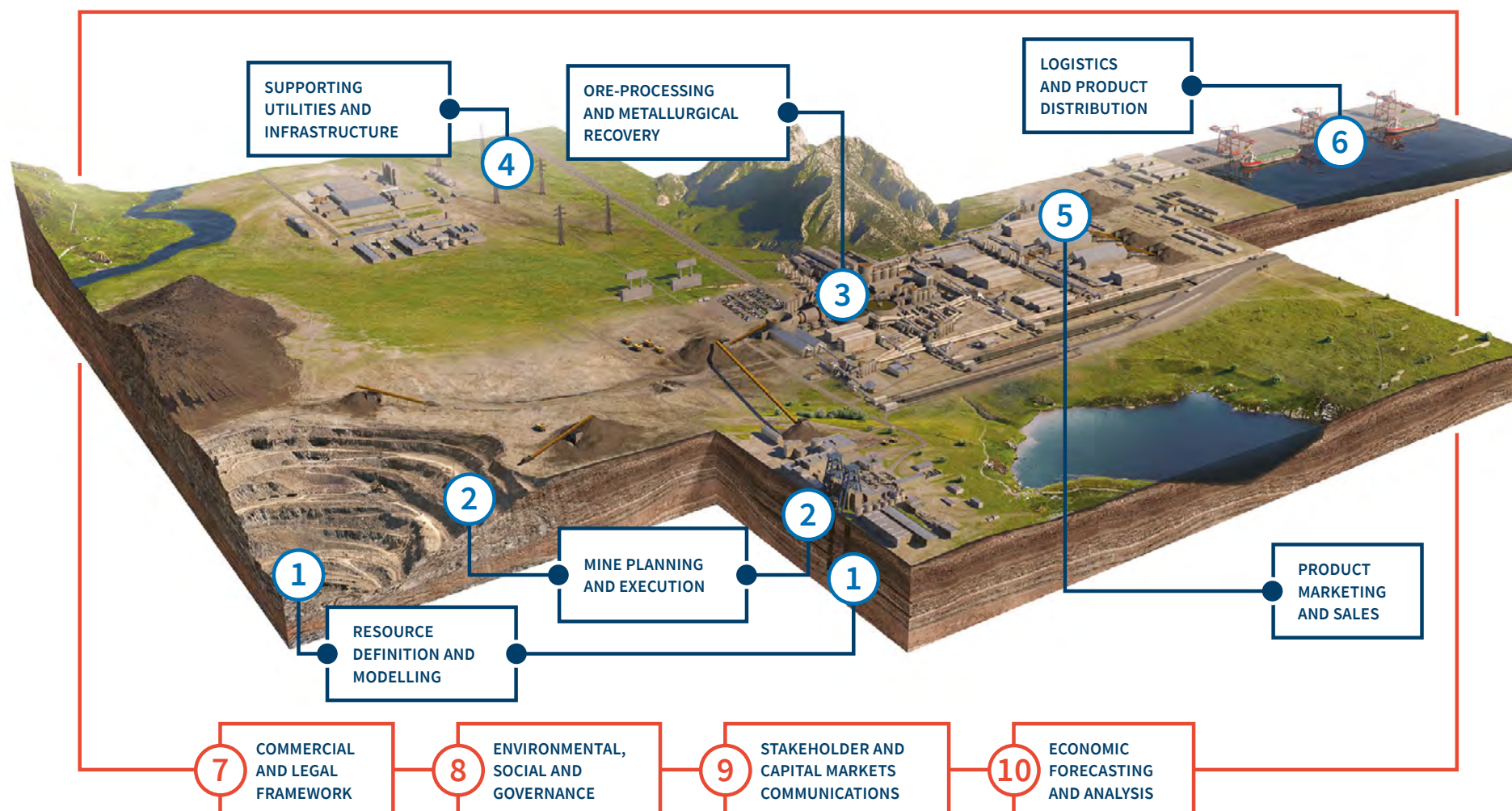
	GOLD		COPPER		OTHER BASE METALS		IRON ORE	
Commercial support								
Financial modelling and business case analysis								
Interim management								
Value-driven restructuring								
Transactions and capital raising								
Economic forecasting and analysis								
Stakeholder and reputation management								
Dispute resolution								
Construction and claims advisory								
Risk and investigations								
Cybersecurity								
Data privacy and information governance								
ESG strategy and reporting								
		BATTERY METALS		URANIUM		COAL		INDUSTRIAL MINERALS

From value comes opportunity with high-grade advice

Like the ore-bodies that shape them, we know each mining situation has its own unique characteristics and value drivers.

With extensive hands-on experience in board, senior executive and key advisor roles, our approach is founded on our appreciation of the key physical, financial, commercial and market factors that underpin mining opportunity.

We understand the fundamentals of mine value and the commercial drivers of a situation. We highlight the issues and align interests, assisting clients to identify, optimise, and where relevant, realise underlying resource value.



Our focus: driving mine value

① Resource definition and modelling

At the heart of any mining situation is the quality of the ore-body and the strength of its definition and modelling. We work with geologists, mining engineers and other technical disciplines to keep the focus on ore-body interpretation, as the platform of 'bankable' value.

② Mine planning and execution

We start by considering the Life-of-Mine Plan (LOMP) - knowing that beyond resource modelling choices such as equipment, mining method, phasing, scheduling, cut-off and stockpile strategy, can be critical to the overall economic result. Our focus on LOMP value guides our analysis and corporate advice.

③ Ore-processing and metallurgical recovery

Grade may not necessarily be king! Equally, increased metallurgical recoveries or process utilisation should not be a stand-alone objective. Trade-offs such as capital cost and / or throughput versus recovery rate, and grade / ore hardness variability versus processing bottlenecks, can be critical to production cashflow.

④ Supporting utilities and infrastructure

Sometimes relegated to secondary status, we know that aspects such as power, water, gas and tailings disposal are all integral to mining and metals production. As such, they require good planning, contracting, reliable operation and economic optimisation.

⑤ Product marketing and sales

From bulks to LME traded, to precious, battery and other specialty metals; product pricing and offtake are fundamental to project economics. They may even provide an avenue to project funding. Revenue aspects need to align with resource modelling and processing strategies for LOMP cashflows to be delivered.

⑥ Logistics and product distribution

Critical for the bulks, but not to be underestimated for LME, precious, battery and other specialty metals (especially in challenging jurisdictions), product supply chains can directly impact operating margins and even business viability. Our commercial strategies are mindful of these risks and opportunities.

⑦ Commercial and legal framework

The commercial deal can make or break a resource project - as can the foresight and reliability of its documentation. Working with boards, management, their lawyers and other advisors, we assess and optimise corporate value from this perspective.

⑧ Environmental, Social and Governance (ESG)

Previously an important consideration, ESG is now critical to an organisation's access to capital and ability to operate and realise resource value. Our strategies understand, value and work together with these key considerations.

⑨ Stakeholder and capital markets communications

As important as the quest for mine value is, so too is capital market recognition. Our strategic communications experts are leaders in mining investor and stakeholder relations, working closely with brokers, investors and funds as a conduit to mine investment and financing options.

⑩ Economic forecasting and analysis

Projects that are demonstrated to have net social benefits can be eligible for government support under a number of grant programs. Our team are able to demonstrate the social value of projects, in terms of economic development, employment and other key drivers of social value.

Solutions with impact

We support our clients to realise opportunities and cope with challenging events, applying insights, analysis, strategies and actions, informed by decades of industry experience.

Commercial support



As experienced mining finance professionals, we recognise, prioritise and articulate critical success factors, working to deliver outcomes alongside corporate teams. Our experts bring a range of experience in working capital enhancement, commercial assessment and negotiation, process optimisation and change management; to drive projects with sustainable results, fast.

Our industry experience and networks help us to deliver tangible results and new options for management teams.

- Cashflow optimisation
- Working capital solutions
- Whole of supply chain efficiency reviews
- Margin improvement and 'cost out' programs
- Budgeting and reporting
- Systems improvement
- Contract commercial analysis
- Investment analysis
- Operational readiness

Financial modelling and business case analysis



We offer specialist expertise in economic and financial modelling and independent business case analysis of mining businesses. Our relationships with financiers and strategic mining investors allow us to understand their requirements of economic and valuation models, so we can work alongside operational teams within businesses to achieve bankability.

- Mine Feasibility financial modelling
- Bankable Life-of-Mine Plan financial models
- Quantitative ESG disclosure modelling
- Investment case modelling and presentation
- Capital program assessment
- Valuation opinions for transactions, tax and accounting compliance and other purposes

Interim management



We work alongside senior management to complement and leverage existing capabilities. Our commercial insight provides efficient execution of value enhancing initiatives and profit improvement strategies, whilst maintaining credibility in the market and preserving value for stakeholders. This strategic financial and operational oversight allows the executive team to focus on growth and execution of normal business.

- Non-executive directorships
- Interim CFO
- Chief Restructuring Officer (CRO)
- Chief Transformation Officer (CTO)
- Situation / project-specific execution roles
- Merger integration assistance
- Value focused corporate intervention strategies

Value-driven restructuring



Project planning, development and commissioning challenges in a volatile commodity price environment can place producers under serious pressure. This demands a lateral re-think of how the business is planned and run, and its capital structure. Resource driven integrated strategic planning can deliver a major uplift in cashflow and NPV, which can fundamentally improve the business' restructuring options. Balance Sheet transformation can be driven from such enterprise optimisation.

- Resource driven, Life-of-Mine Plan based, balance sheet assessment and debt sizing
- Independent business reviews
- Safe harbour advisory
- Turnaround management
- Performance and profitability improvement
- Secured creditor advisory
- Informal restructuring
- Formal insolvency appointments

Transactions and capital raising



We support transactions across the investment cycle, from acquisition to optimised divestiture. Our small, senior project teams have hands-on experience in formulating strategy and conducting value-enhancing transactions. We combine advisory with implementation and collaborate across the key transaction stakeholders to 'get it done', driving and delivering results.

- IPO readiness and support
- Buy and sell-side due diligence
- Preparation for business sale
- Business and asset valuations
- Independent expert report
- Capital markets transaction support
- Merger integration and carve-out support

Economic forecasting and analysis



Economic advisory services are critical through a number of phases of the mining life cycle. Our team have a strong track record in economic forecasting, and can assist in a range of matters that require forecasting of commodity prices, and the costs of key inputs including labour, capital goods and consumables. Our team are also experts in seeing the social benefits of mining and processing developments, that can assist in negotiations with government. Our economic advisory services include:

- Economic Advocacy and Analysis
- Economic Impact Assessments
- Economic Forecasting – prices and costs
- Disputes/Contracts



Stakeholder and reputation management



Our mining communications experts help clients to build and protect corporate reputations in a progressively volatile and unstructured media arena. As the industry continues to be challenged by legislative and regulatory initiatives, we help to ensure your voice is heard by policymakers and the wider market. We support clients through the life cycle of a financial event, including strategy and message development, materials development, announcement execution and post-event positioning, with the primary focus on maintaining the confidence and support of stakeholders.

- ESG strategy, qualitative mapping and gap analysis
- Stakeholder management
- Investor relations advisory
- Media and public relations advisory
- Government and public affairs advisory
- Transaction support
- Reputation audits and advisory

Dispute resolution



We synthesise financial, economic and industry information to help mining companies unravel the complexities through each stage of a dispute: determining if a claim is worth pursuing; identifying the correct methodologies for quantifying damages; evaluating economic loss; pinpointing the exact type of expertise, evidence and documentation required; and assisting with e-discovery and use of technology assisted review. Our thorough understanding of the links among damages, causation and liability results in highly defensible expert reports and testimony. Where litigation or arbitration is unavoidable, we provide expert witness services, integrating as part of our clients' legal team, providing support across the entire dispute life cycle, including:

- Joint venture, shareholder and post-acquisition
- Mine development and expansion
- Investor-state / treaty
- Class actions

Construction and claims advisory



Effective and swift resolution of disputes is essential to helping construction projects stay on track and minimise costs. We assist clients by identifying, allocating and mitigating risk across the entire construction project, effectively minimising delays and disruption to help prevent costly disputes.

We offer contract and project management services, both tactical and strategic, either as an integrated part of clients' existing teams, or by providing a dedicated consultancy solution.

Our services include:

- Construction advisory and project management
- Procurement assistance
- Capital program risk management
- Delay analysis
- Disruption and loss of productivity assessment
- Cost analysis and auditing
- Claims preparation and defence

Risk and investigations



We use our diverse skills to help clients assess risk, ensure regulatory compliance, safeguard data and conduct comprehensive investigations when necessary. We adopt an intelligence-based approach to uncover risks to reputation and operations and apply deep forensic expertise to regulatory, financial or misconduct investigations. Our global, multi-lingual team responds quickly in-country to safeguard assets and reputation, with minimum disruption to the business and recommend controls to prevent recurrences.

Risk assessment, compliance and investigations into:

- Anti-bribery and corruption
- Fraud and financial crime prevention
- Modern slavery
- Counter-party and supplier due diligence
- Political / security risk
- Financial, fraud, whistleblower and ethical allegations

Data privacy and information governance



We help manage data risk by assessing a mining company's data landscape. We offer solutions that improve compliance and reduce corporate risk, cut storage costs, secure data, improve e-discovery processes, increase data value and enable faster and deeper insights.

- Privacy-by-design
- Privacy and data program development and implementation
- Regulatory assessments
- Privacy managed services
- Data retention remediation
- Defensible cloud migrations
- Data intelligence and analytics
- M&A due diligence
- Backup remediation

Cybersecurity



We assist mining organisations increase their resilience to manage cyber threats and assist with maintaining the availability and integrity of their IT and operational technology environments whilst protecting its intellectual property. Our cybersecurity experts work with your team to evaluate your specific needs and tailor solutions that enhance security and readiness to defend against the mining industry's unique cybersecurity risks.

- Cybersecurity strategy, program delivery and compliance
- Policies, procedures, staff gap analysis and design
- Operational technology security
- M&A due diligence
- Penetration testing and red teaming
- Threat-hunting operations
- Third-party assessments
- Crisis simulation and table-top exercises
- Incident response
- Investigations and litigation support
- Virtual Chief Information Security Officer

ESG strategy and reporting



Managing ESG risks is complex. Mining companies are under increasing pressure from stakeholders to demonstrate they are taking a thoughtful, rigorous and defensible approach to ESG. With the right processes and reporting in place, a robust ESG program can generate significant value for a company, its customers, investors, and business partners. Our ESG team helps companies develop and communicate best-practice sustainability program elements rooted in materiality, stakeholder feedback, and meaningful alignment with business priorities.

- ESG strategy, qualitative mapping and gap analysis
- Materiality assessments
- Sustainability reporting & communications
- Board advisory

CASE STUDY

GASCOYNE RESOURCES LIMITED

An award-winning turnaround

We were appointed as Voluntary Administrators to Gascoyne Resources and its subsidiaries in June 2019 after it failed to deliver planned production at its Dalgara Gold Mine, Western Australia. We stabilised operations, updated and optimised the Life-of-Mine-Plan and oversaw significant capital investment to underpin a successful turnaround strategy, resulting in an A\$125 million recapitalisation. Operations continued uninterrupted, preserving underlying asset value, with creditors and shareholders kept whole via the use of a Deed of Company Arrangement in October 2020. Gascoyne was able to resume trading on the ASX following 16 months of administration and transformed to a profitable gold miner generating positive cash flow. Our engagement was awarded Mid-Size Turnaround of the Year in the 2021 Turnaround Managers Association of Australia awards.

CASE STUDY

PROJECT DISCOVERY

Independent Forensic Investigation

Our client, a global base metals producer, faced an extortionate claim worth billions from the local Revenue Authority for purported underpaid import duties at their African-based operation. FTI Consulting was engaged as an independent forensic investigator to review over 22,000 documents, assess the veracity of the claim, and defend the Company's position within a strict three-month deadline. Our cross-border team from Australia, South Africa and the UK used eDiscovery software to review the documents, they simultaneously quantified potential liabilities and assessed areas of potential further claims, standing ready to serve as expert witness in an international arbitration if required. Our investigation identified areas for improvement in future operations and allowed our client to settle with the Authority at a significantly reduced amount compared to the original claim sum.

CASE STUDY

ROY HILL

Recovering losses through arbitration

Our client was responsible for the construction of an iron ore project, for which they had engaged a subcontractor to supply the mechanical goods and equipment in a preassembled form. The subcontractor ultimately delivered the goods and equipment late, with defects and in an unassembled state that required assembly onsite by our client, incurring significant costs. Our Construction Solutions team was brought in to help recover the losses through arbitration. Our experts provided a Scott Schedule for the defective works identifying rectification costs. They also worked with the Client and their legal team to draft its pleadings, assist with witness statements, provide technical and quantum evidence for expert witnesses and subsequently prosecute its claims against the subcontractor at arbitration. The matter was resolved through arbitration.

Exploring opportunities Our approach to mining situations

ENGAGEMENT AND APPROACH

- We apply the skills and experience of small, cohesive, senior teams - focussed on outcomes, working side-by-side with the board and senior executive group.
- We understand mining is a capital-intensive cyclical business and that miners need to plan and execute well to realise the full potential of their endowment.

ORE-BODY VALUE

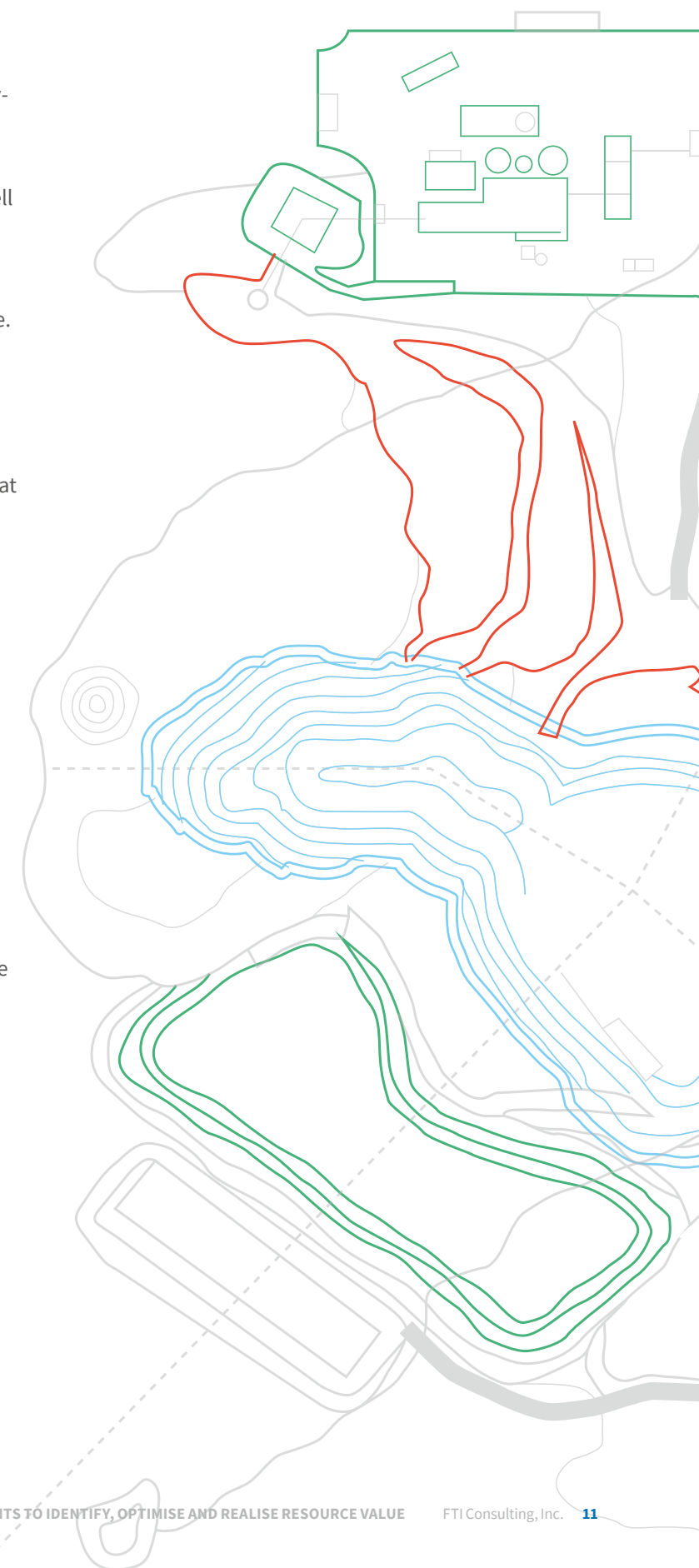
- We recognise the ore-body as central to business value. We think in terms of the current and potential future state of the business, through ore-body optimisation.
- Recognising the phases of ore-body development and working with the core technical disciplines, we develop an integrated view of value, understanding that strategic investment at the right time can be a 'game-changer'.

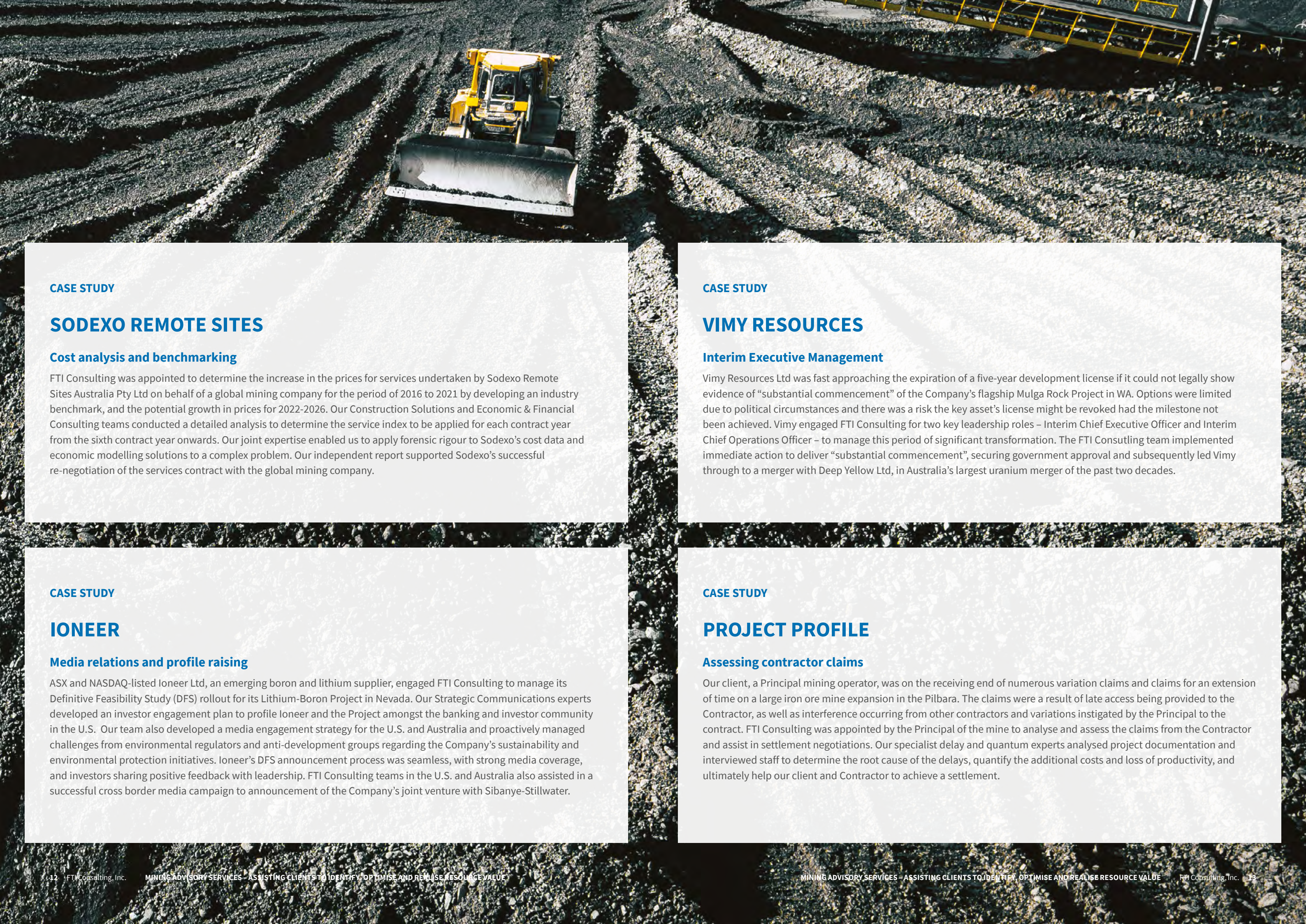
ECONOMIC AND COMMERCIAL

- As economic modellers, we compile and analyse the opportunity in financial terms - drawing together and critiquing the inputs of the technical disciplines to derive optimised value.
- We don't get caught in one-dimensional analysis. We assess the numerous economic factors that affect the economic outcome of the mine plan, from multiple angles.
- We understand the commercial arrangements and contract structures that are transacted in mining situations and support miners and contractors to value and resolve their commercial claims.

CAPITAL AND STAKEHOLDERS

- Banks and investment funds know and trust us to provide an incisive independent view.
- Our communication strategies cut through to make a difference, both within the business and with its key external stakeholders.
- We distil the situation, articulating mining developments in a way that the market can support.
- We understand the importance of debt and equity capital markets - applying our international platform, perspective, skills, experience and networks to deliver new funding and valuable solutions.





CASE STUDY

SODEXO REMOTE SITES

Cost analysis and benchmarking

FTI Consulting was appointed to determine the increase in the prices for services undertaken by Sodexo Remote Sites Australia Pty Ltd on behalf of a global mining company for the period of 2016 to 2021 by developing an industry benchmark, and the potential growth in prices for 2022-2026. Our Construction Solutions and Economic & Financial Consulting teams conducted a detailed analysis to determine the service index to be applied for each contract year from the sixth contract year onwards. Our joint expertise enabled us to apply forensic rigour to Sodexo's cost data and economic modelling solutions to a complex problem. Our independent report supported Sodexo's successful re-negotiation of the services contract with the global mining company.

CASE STUDY

VIMY RESOURCES

Interim Executive Management

Vimy Resources Ltd was fast approaching the expiration of a five-year development license if it could not legally show evidence of “substantial commencement” of the Company's flagship Mulga Rock Project in WA. Options were limited due to political circumstances and there was a risk the key asset's license might be revoked had the milestone not been achieved. Vimy engaged FTI Consulting for two key leadership roles – Interim Chief Executive Officer and Interim Chief Operations Officer – to manage this period of significant transformation. The FTI Consulting team implemented immediate action to deliver “substantial commencement”, securing government approval and subsequently led Vimy through to a merger with Deep Yellow Ltd, in Australia's largest uranium merger of the past two decades.

CASE STUDY

IONEER

Media relations and profile raising

ASX and NASDAQ-listed Ioneer Ltd, an emerging boron and lithium supplier, engaged FTI Consulting to manage its Definitive Feasibility Study (DFS) rollout for its Lithium-Boron Project in Nevada. Our Strategic Communications experts developed an investor engagement plan to profile Ioneer and the Project amongst the banking and investor community in the U.S. Our team also developed a media engagement strategy for the U.S. and Australia and proactively managed challenges from environmental regulators and anti-development groups regarding the Company's sustainability and environmental protection initiatives. Ioneer's DFS announcement process was seamless, with strong media coverage, and investors sharing positive feedback with leadership. FTI Consulting teams in the U.S. and Australia also assisted in a successful cross border media campaign to announcement of the Company's joint venture with Sibanye-Stillwater.

CASE STUDY

PROJECT PROFILE

Assessing contractor claims

Our client, a Principal mining operator, was on the receiving end of numerous variation claims and claims for an extension of time on a large iron ore mine expansion in the Pilbara. The claims were a result of late access being provided to the Contractor, as well as interference occurring from other contractors and variations instigated by the Principal to the contract. FTI Consulting was appointed by the Principal of the mine to analyse and assess the claims from the Contractor and assist in settlement negotiations. Our specialist delay and quantum experts analysed project documentation and interviewed staff to determine the root cause of the delays, quantify the additional costs and loss of productivity, and ultimately help our client and Contractor to achieve a settlement.



Global reach – boots on the ground where our clients need us

Australian and cross-border solutions delivered.*

Our Australian mining team has an extensive international track record of managing complex situations. With offices in the major mining hubs of Perth, Johannesburg, Cape Town, Toronto, Vancouver, Denver, and Sao Paulo, we work seamlessly with our global colleagues to deliver high value and efficient cross-border solutions to the key mining jurisdictions globally.

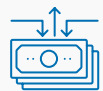
*Relevant mining experience for the past 10 years, FTI Consulting Australia

Commodity

- | | | |
|------------------------|-------------------|----------------------------|
| Au Gold | Cu Copper | W Tungsten |
| Fe Iron Ore | Ni Nickel | B Other Base Metals |
| C Coal | Zn Zinc | O Other |
| M Mineral Sands | Pb Lead | |
| U Uranium | Li Lithium | |

Recent experience*

Delivering outcomes no matter the metal

Commodity	Country	FTI Scope													
			Commercial Support	Cashflow Analysis	Life-of-Mine Modelling	Interim Management	Business Case Development	Value-Driven Restructuring	Transaction Support	Capital Raising	Stakeholder Management	Forensic Investigation	Construction & Claims Advisory	Dispute & Expert Witness Services	Economic Forecasting and Analysis
 Al Bauxite/HPA	Australia	Feasibility Financial Model		✓	✓										
	Guinea	Cost & Strategic Options Analysis	✓	✓	✓		✓				✓				
	Guinea	Care & Maintenance Transition Planning	✓	✓		✓	✓	✓			✓				
 C Coal	Australia	Independent Expert Loss Determination												✓	
	Global	Crisis Communications									✓				
 Cu Copper	Australia	Feasibility Financial Model	✓	✓	✓		✓								
	Chile	Feasibility Financial Model	✓	✓	✓		✓								
	Panama	Global Fiscal Benchmarking Assessment	✓				✓		✓		✓				
 Au Gold	Australia	Investor, Media Relations									✓				
	Australia	Voluntary Administrator, Investor, Media Relations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
	Australia	Independent Expert Determination (post acquisition dispute)												✓	
	Australia	Non-Executive Chairman	✓	✓		✓	✓		✓	✓	✓				
	Ghana	Investor, Media Relations							✓	✓	✓				
	Guinea	Information Memorandum	✓				✓		✓	✓	✓				
	West Africa	Board & Management Advisory	✓	✓	✓				✓	✓					
	Australia	Independent Benchmarking & Indexation Assessment											✓	✓	
 Fe Iron Ore	Australia	Economic Forecasting													✓
	Australia	Investor, Media Relations							✓		✓				
	Australia	Royalty Assessment	✓				✓		✓						
	Australia	Global Benchmarking Assessment					✓		✓						
 Li Lithium	Gabon	Feasibility Financial Model	✓	✓	✓		✓								
	Australia	Project Controls & Delay Analysis											✓		
	Australia	Economic Impact Assessment													✓
	Australia	Economic Advocacy and Analysis													✓
	Australia	Carbon Impact Analysis													✓
	Australia	Feasibility Financial Model	✓	✓	✓		✓								
 Ti/Zr Min. Sands	Australia/Mali	Investor, Media Relations									✓				
	Democratic Republic of the Congo	Feasibility Financial Model	✓	✓	✓		✓								
	Australia	Quantum Expert Services/Claims Assessment												✓	
	Australia/Sierra Leone	Investor, Media Relations							✓		✓				
 Ni Nickel	Australia	Construction Advisory Role - Claims Defence & Management											✓		
	Australia	Investor, Media Relations							✓	✓	✓				
	Australia	Buy-side Due Diligence	✓	✓					✓						
	Australia	Informal Advisory	✓	✓	✓	✓				✓	✓				
 Nd/Pr Rare Earths	Australia	Board Advisory	✓		✓		✓		✓		✓				
 U Uranium	Australia	Interim CEO/MD, Investor, Media Relations, Construction Advisory	✓	✓	✓	✓	✓		✓	✓	✓		✓		
 V Vanadium	Australia	Investor, Media Relations								✓	✓				
 Zn/Pb Zinc/Lead	Australia	Voluntary Administration	✓	✓		✓		✓	✓		✓	✓			
	Australia	Voluntary Administration	✓	✓	✓			✓							
 Alumina & Manganese	Australia	Board Advisory									✓				
	Global	Crisis Communications									✓				
 Potash/ Tin	Australia	Corporate Communications								✓	✓				
	Australia	Stakeholder Relations								✓	✓				
 Diamonds	Australia	Investor, Media Relations							✓	✓	✓				
 Mining Services	Australia	Acquisition Financial Model	✓	✓			✓		✓						
	Australia	Economic Forecasting													✓
	Australia	Investor, Media Relations									✓				
	Australia	Voluntary Administration	✓	✓		✓		✓	✓		✓	✓			

*Relevant mining experience since 2020, FTI Consulting Australia

Our mining team



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Local & global recognition



2022 - 2023
**Top Ranked Among Best
Management Consulting Firms**
Forbes



2023
**Restructuring Deal
of the Year**
Turnaround Managers
Association of Australia



2021 - 2022
**Communications
Firm of the Year**
The M&A Advisor



2021
**Mid-Size Turnaround
of the Year**
Turnaround Managers
Association of Australia



2016 - 2023
Consulting Firm of the Year
Who's Who Legal Awards



2023
**Recognised in Chambers
Litigation Support 2023 Guide**
Chambers Litigation Support



2015 - 2019, 2021 - 2023
**Global Turnaround Consulting
Firm of the Year**
Global M&A Network's
Turnaround Atlas Awards



2007 - 2023
Ranked #1 Restructuring Advisor
The Deal's Bankruptcy
League Tables

EXPERTS WITH IMPACT™

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.

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