



# High-Grade Financial Leadership of Mining Businesses

How the Best CFOs Help Deliver Outstanding Results

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# Foreword

An excellent mining CFO drives business value, helping to lead, support and empower their operational colleagues to deliver sustainable success. Yes, they produce the numbers and report the results – but the best CFOs do so much more.

Minerals production presents a range of opportunities and challenges, including underlying capital intensity, finite resource lives, and the typically cyclical nature of product pricing and input costs. Other sectors have some of these factors, but mining often draws them together in one intensive package.

Mastering these complex and often intersecting issues makes great mining CFOs a rare breed. Whether by nature or nurture, usually a decent measure of both, and scarred by the trials of wrestling pits, plants and markets to deliver sustained returns, mine finance leaders have much to offer their operational colleagues.

This guide provides insights from FTI Consulting, observed over years of close-quarters engagement, supporting mine finance leaders – as well as our own hands-on experience. It begins with a detailed exploration of the five key areas where top mining CFOs drive business returns:

**1. Business-aligned culture** – leading a commercial, operationally aware culture that sees the Finance team valued across the business.

- 2. Planning for success** – championing an integrated, pragmatic approach to Life-of-Mine planning, operational optimisation and risk management.
- 3. Smart capital strategy** – aligning the business's inherent risk and return profile with the capital flexibility to accommodate commodity price cycles and ore body variability.
- 4. Performance focus** – driving real-time measurement and reporting to keep everyone aware of business performance so they remain on task to deliver on integrated plans.
- 5. Continuous improvement** – focusing on repeated incremental enhancements of mining and processing performance to better the business's cost structure and risk profile.

We then conclude by outlining practical ways FTI Consulting assists clients to achieve their future state objectives in critical areas.

We hope this guide helps mining leaders to better identify, articulate and value those areas where top CFOs and their Finance teams make a real difference. Also, we hope that for some, it may assist in developing a road map for future improvement.



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# Five Key Areas That Set the Best Mining CFOs Apart



**Business-aligned culture**



**Planning for success**



**Smart capital strategy**



**Performance focus**



**Continuous improvement**

## 1. Business-Aligned Culture

The best mining CFOs lead teams that exude commercial and operational awareness. This sees them highly valued by the board, C-suite, and operations colleagues, particularly for their input into strategic decision-making, production planning, capital allocation, and business execution. Seven cultural themes contribute to this. Bundled together, they drive the CFO's influence well beyond the pages of the balance sheet and the front doors of head office, extending to the heart of business performance.



### SEVEN CULTURAL MARKERS OF A GREAT MINE FINANCE LEADER:

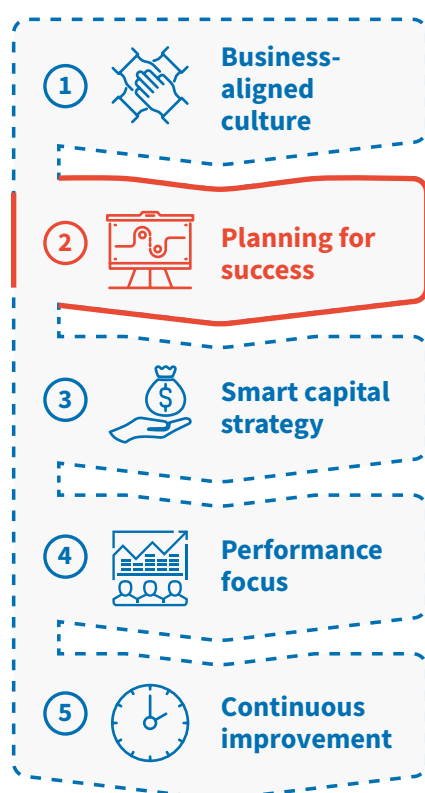
- 1. They understand the business** – While usually not trained in the technical disciplines of geology, mine engineering, metallurgy or environmental science, top mining CFOs understand and think of the key mining physicals as business value drivers. With this knowledge, they can articulate the business's objectives, successes, challenges – and their financial implications – using this information to influence and lead.
- 2. They are aligned with operations** – The best mining CFOs have a good and respected relationship with the business's operational leaders. They communicate with them directly, developing a shared understanding of business, financial and commercial imperatives, and helping to resolve challenges. They work hard to break down the 'head office versus site' mentality and actively educate the Finance team about its crucial role in supporting the business, modelling this by regularly attending site to interact directly with site-based colleagues.
- 3. They are commercially oriented** – Leading mining CFOs relish the chance to impact the bottom line. They see themselves as more than just someone who adds up the numbers but as business leaders who can affect revenues, costs, supply lines, logistics, capital investment and, as a result, financial returns. They use their deep understanding of the business and vantage point at the top of the finance tree, to actively search for opportunities and strategies to add value.

4. **They are committed team builders** – The best mining CFOs believe in the value of the team and have an innate ability to connect with people. They invest the time and energy to recruit a high-quality Finance team and then continue to invest in their development. They lead by example to draw out the best in these people, stressing individual opportunity (and accountability) and being open to new ideas.
5. **They are detail-oriented and great communicators** – The increasing complexity of corporate finance leadership means mining CFOs must master the details. However, the best of them understand the implications of information in its commercial context, presenting it in ways that cut through to the audience. They produce meaningful, accurate, timely financials, presenting business analysis – not just data. They develop trusted relationships with key external stakeholders, being known as ‘straight shooters’ who can be relied upon to communicate, whether the situation is good or bad.
6. **They are dedicated planners** – Top mining CFOs are committed to Life-of-Mine planning and optimisation, recognising the importance of physical, technical and commercial inputs to forecast quality. To create buy-in, they establish the business planning process as a structured, bottom-up affair involving those responsible for the physical delivery of the plan, to ensure the plan is soundly based and to avoid it being devalued and characterised as an ‘edict from above’.
7. **They are a trusted conduit for capital** – Capital markets have long memories. The best mining CFOs see themselves as a blend of strategist, educator, manager, advocate and moderator of the corporate message. All to maintain market confidence and access to competitively priced capital. They are fierce advocates for the business’s current and potential future value, yet are trusted in capital markets, where they develop valuable, long-term relationships.



## 2. Planning for Success

Strong mining CFOs recognise the value of whole-of-project or life-of-mine ('LOM') planning, which focuses on optimising value and delivering corporate goals in the long term. Integrated shorter-term planning cycles align with the LOM but drill down into the specifics of capital investment and operational delivery. Without a proper long-term planning process, short-term thinking can 'leave value on the table' through issues such as the sterilisation or loss of access to mineral resources, sub-optimal production rates and less efficient operations.



The journey from greenfields explorer to producer can be a roller-coaster ride. The thrill of first drill hits and a growing mineral resource gives way to the forensic rigour of technical feasibility and packaging up an economically viable business case. The final commitment of mine development capital can be a 'heart-in-mouth' moment, betting the balance sheet. From then, the discipline of delivery becomes critical as capital markets and other stakeholders focus on results. Top mining CFOs understand what it takes to succeed through this cycle.

### AN INTEGRATED SYSTEM OF MINE PLANNING

As mining operations become more complex and involve more people, planning must be more disciplined and organised. Having a smart workflow aids good planning. Plans must be logically compiled, considering dependencies within the physical mining and processing areas that impact production capacity, revenue, costs and capital requirements. Planning and forecasting processes should be integrated with monitoring and reporting actual performance to help speed up planning iterations and increase certainty.

Figure 1 provides a visual overview of the key phases of integrated mine business planning cycles applied by some major producers. Well-run mid-tier miners and even some progressive juniors may implement some or all of these core elements.



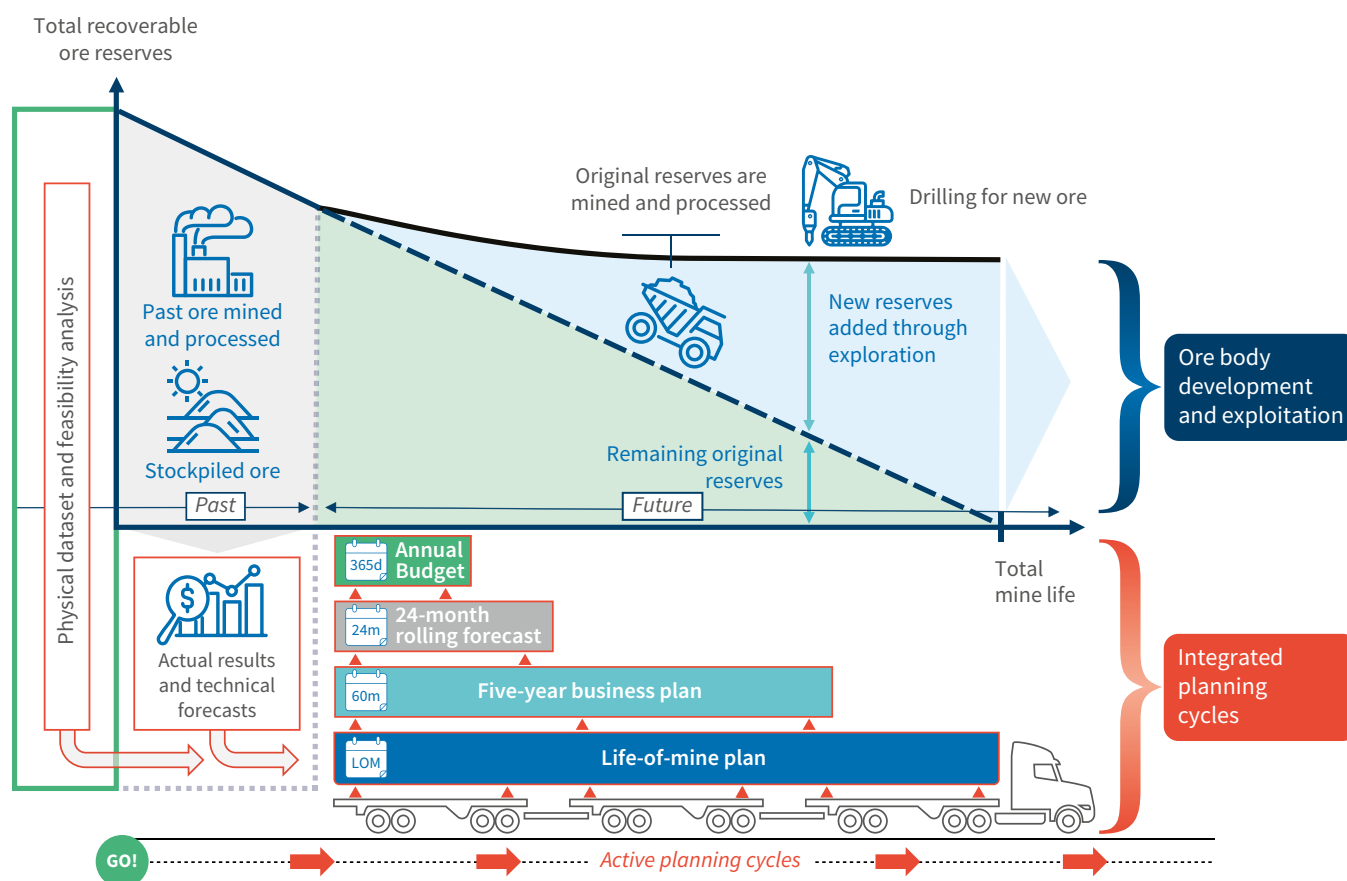


Figure 1 – A structure for integrated mine finance planning cycles

### KEY PLANNING ELEMENTS INCLUDE:

- **Life-of-Mine Plan ('LOMP')** – The LOMP should be the formal approved long-term plan. It is best developed with the key technical, operating and financial/commercial teams working closely together. This should result in full buy-in from those responsible for its delivery.
- LOMP development is a risk management exercise, weighing the imperatives of geology, mine engineering, metallurgy, environmental and other technical factors against operational and economic practicalities, statutory compliance and the social licence to operate. There isn't a best approach for all situations. Mine values, therefore, reflect a range of external inputs and assumptions, which can be grouped within scenarios.
- Major updates and reworking of the LOMP should occur every three to five years if there are no significant changes in the external operating environment, business inputs or internal operations - more frequently if there are. The LOMP is best treated as a living document, reviewed and updated regularly, in line with the Ore Reserve depletion model and reflecting significant operational developments.
- **5-year plan** – This is a critical medium-term link between the LOMP's high-level strategies and detailed shorter-term implementation plans. The five-year plan is best updated annually and modelled at least quarterly. It should provide enough time to identify and address long-lead activities and issues as they emerge on the planning horizon.
- **24-month rolling forecast** – This is aligned with the five-year plan but provides more granular detail about physical activities that drive revenues and costs. Importantly, the forecast is updated quarterly rather than annually, reflecting actual results. Properly executed, this forecast update cycle drives healthy management practices, requiring mine operators to routinely look ahead to avoid actions that may be expedient in the short term but could create problems and decrease value over the longer term.

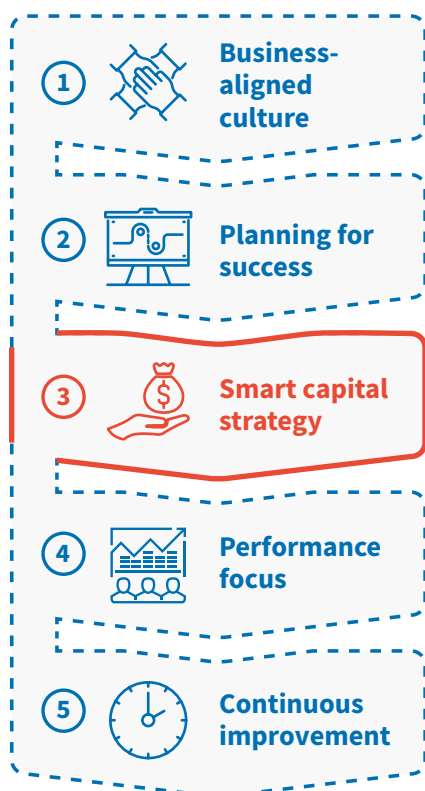
- **Annual budget** – Good mining CFOs see the Annual Budget as the costing of the year’s detailed operating plan, whose financial implications are summarised in three-way (logically linked) profit, cash flow and balance sheet forecasts. In this way, the budget is much more than just a series of financial targets.
- An Annual Budget developed within an integrated planning system will align with the LOMP and related medium-term plans and, therefore, should hold few surprises. It should also have the buy-in of key business leaders, being the product of a well-coordinated, collegiate, bottom-up process. This is important for team culture – in particular, for operational accountability.
- The annual budget drills down into monthly operational details, scheduling the year’s key operating decisions, physical activities, revenues, costs, and capital investment. Beyond its financial schedules, the budget should include a narrative describing how the operational plan has been derived, what revenue and cost assumptions have been applied and other vital aspects. Compiling the narrative often assists the planning process.



“An Annual Budget developed within an integrated planning system... should hold few surprises. It should also have the buy-in of key business leaders, being the product of a well-coordinated, collegiate, bottom-up process. This is important for the team culture, in particular for operational accountability.”

### 3. Smart Capital Strategy

A smart capital structure has the capacity to deliver outstanding equity returns when times are good, with enough flex to protect stakeholder interests when times are tough. This is more easily said than done in mining, especially given the time required to progress from exploration to mine development and then production in volatile commodity markets. Leading mining CFOs develop bespoke capital solutions that respond to these challenges.

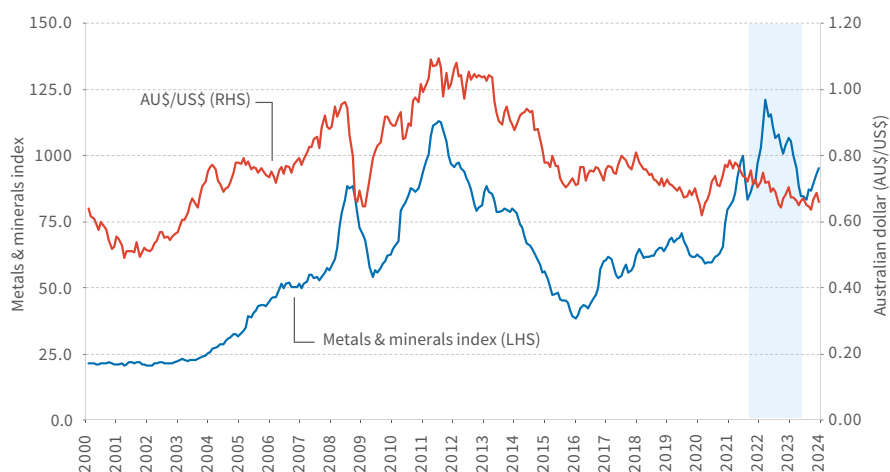


#### MANAGING COMMODITY PRICE VOLATILITY

Effective mining CFOs understand that because commodity prices are cyclical, they require strategies that allow their business to bank the benefits of peaks and ride out the troughs. A well-executed risk management strategy will enhance the bankability of a mining project, ultimately providing a more robust capital structure for the business.

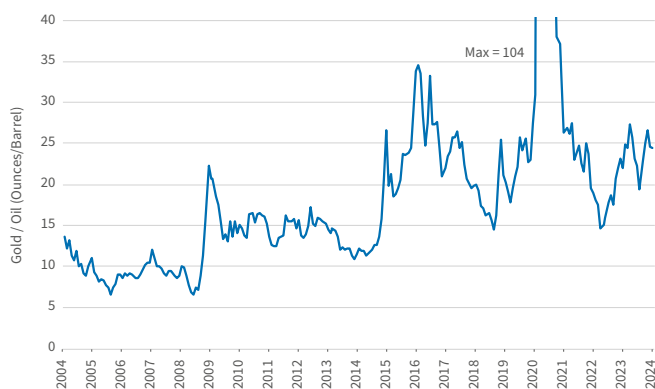
The two charts below demonstrate the potential to add value to a mining project by understanding and managing the relationships between:

- (i) commodity prices and currencies (i.e., revenue protection); and
- (ii) commodities as costs (i.e., cost protection).



**Figure 2 – Metals and Minerals Index vs AU\$/US\$ Exchange Rate**

Figure 2<sup>1</sup> shows the relationship between the metals and minerals index and the Australian dollar/US dollar exchange rate ('AU\$/US\$') in the 21st century. These exhibit a strong correlation, with the exception of 2022 to mid-2023, where the extraordinary levels of global COVID stimulus, followed by the commencement of the Ukraine conflict, drove commodities prices higher but did not equally support the Australian Dollar. In short, the Australian Dollar has historically provided a strong natural hedge against base metal price volatility. CFOs can build this knowledge into their debt and hedging strategies, understanding that Australian Dollar exchange rate movements can cushion falling base metal prices, but may also act as a headwind in times of rising commodity prices.



**Figure 3 – Gold-to-oil price ratio, 2004–2023**

Another example lies in the relationship of gold to oil pricing. Figure 3<sup>2</sup> shows the gold-to-oil price ratio, which could be used to measure one of the significant input costs for gold mining (diesel fuel) in terms of equivalent gold production value. The chart shows the ratio is currently relatively high, in terms of the trend over the past 20 years, following an extraordinary spike in the ratio during the first rounds of COVID.

## FRONT-END NATURE OF MINE CAPITAL DEVELOPMENT

A common area of difference between mining and industrial businesses is the relationship between upfront and ongoing capital investment levels.

Industrial businesses often benefit from a measured ramp-up of capital investment over time. For example, a trucking company may start with a small fleet and add new trucks as the business grows. In this case, the incremental cost of adding each vehicle will trend lower due to improved financing arrangements as the business matures and gains the ability to spread fixed costs over a larger fleet.

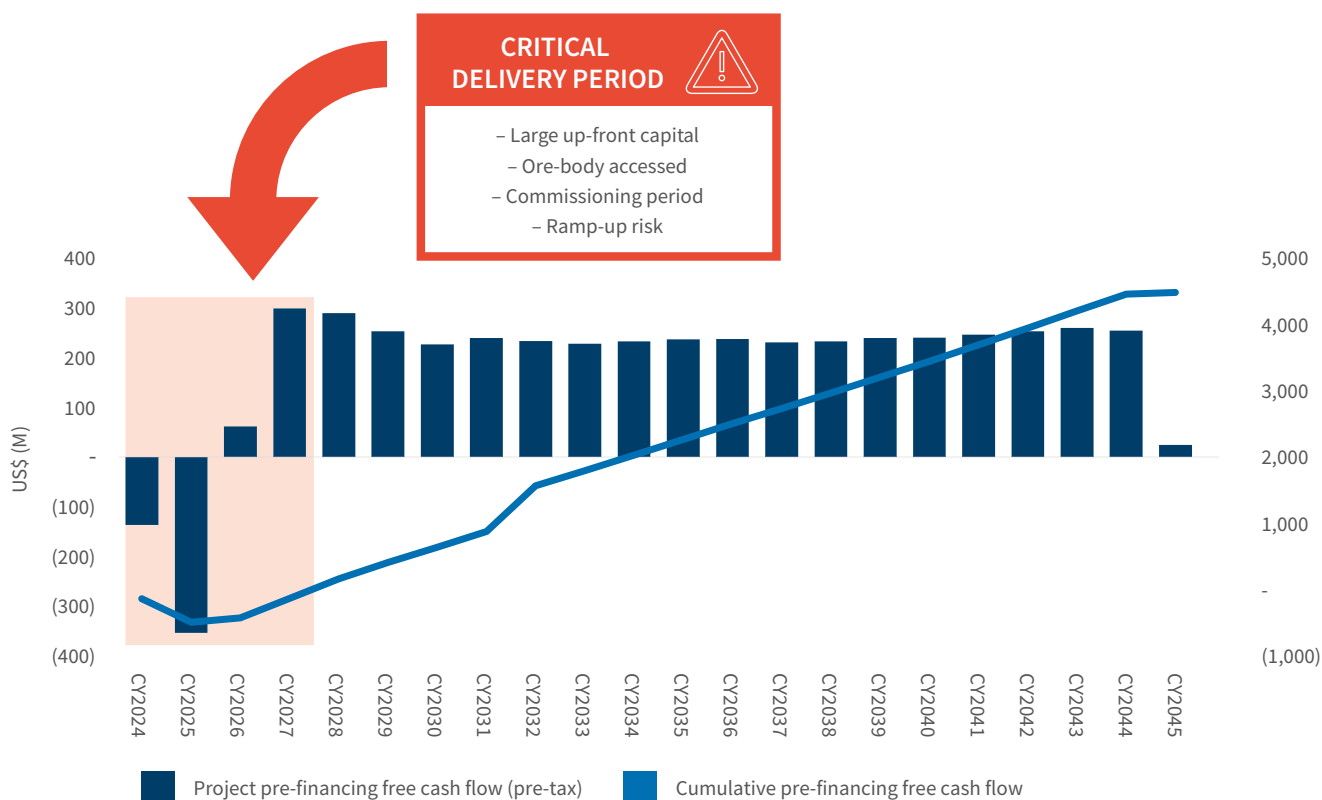
Conversely, as illustrated in Figure 4, most mining businesses require nearly all project capital to be invested up-front in assembling the mining fleet, pre-stripping or underground development, and setting up the processing plant, tailings storage and ancillary infrastructure. Annual sustaining capital for a mine typically runs at around 5% to 7.5% of the up-front capital costs. Therefore, a typical mining project requires its most significant level of financing before a single tonne, ounce or carat is produced – i.e. when the project is at its riskiest.

Consequently, mining projects can end up relatively underfunded, as the cost of equity for a pre-development, pre-production and pre-profit asset can appear very high.

Raising that extra \$20 million of equity can sometimes seem too expensive.



“A typical mining project requires its most significant level of financing before a single tonne, ounce or carat is produced – i.e., when the project is at its riskiest.”



Cash flow profile included in chart is illustrative only, does not reflect a specific project. Cash flow trend is based on FTI Consulting industry experience.

**Figure 4 – Cash flow risk changes through the life of a typical mining project**

## MINING EQUITY RISK AND RETURN PROFILE

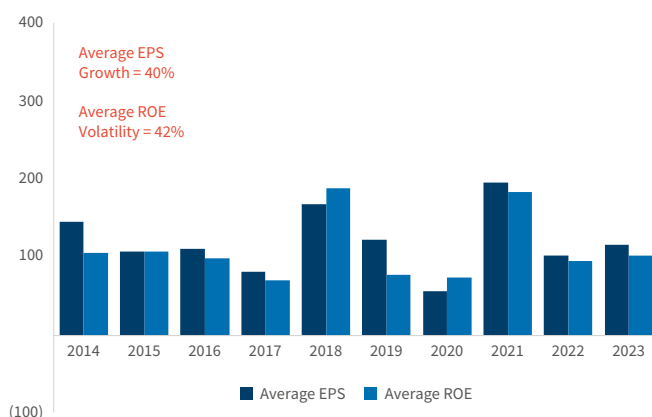
Mining is an estimation game. It's impossible to know exactly how much metal is in an ore body until it's mined, processed and turned into its end product. Even then, actual metal content versus the true metallurgical recovery may remain uncertain.

Everything prior to final production involves estimation based on limited sampling (e.g., assaying of drill core), extrapolation (e.g., geological modelling that

'joins the dots' between drill results) and interpretation (e.g., applying limited trial mining or metallurgical test results). Beyond the ore body, other calls are made on factors such as future input costs, statutory operating frameworks and environmental constraints. Feasibility studies seek to cost-effectively strike an acceptable balance of risk across these and other development factors, but the underlying risk remains.

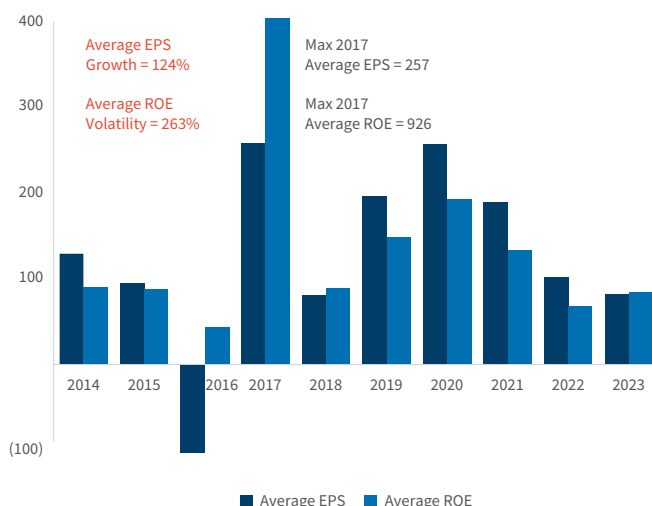


### Industrial Cohort - 10-Year Average EPS & ROE



**Figure 5 – 10-year EPS and ROE growth for selected ASX 100 industrial companies**

### Mining Cohort - 10-Year Average EPS & ROE



Source: Capital IQ, FTI Consulting analysis

**Figure 6 – 10-year EPS and ROE growth for selected ASX 100 resources companies**

We can see the effect this underlying risk creates in Figures 5<sup>3</sup> and 6<sup>4</sup>, which show the considerably higher volatility of earnings per share (EPS) and return on equity (ROE) over the past ten years of eight ASX 100 companies from different sectors:

- **Industrial cohort** – Brambles, Ramsay Health Care, REA Group and Westpac Banking
- **Mining cohort** – BHP, Rio Tinto, Fortescue, and Northern Star Resources

The average ROE volatility for the four resource companies over ten years is 263% – about six times higher than the industrial cohort.

Typically, the maximum financial risk of a mining project occurs in the first two years of production – ore body reconciliations will have just commenced, metallurgical characteristics are being refined, costs are being optimised and customers are still evaluating the product. However, during this period, a mining company often carries its largest level of debt and amortisation of this debt is scheduled. No wonder most mining company collapses or ‘near death experiences’ occur within the first 18 months of commencing operations.

These events typically involve a series of deeply discounted capital raisings at progressively lower prices.

Does that extra \$20 million up-front seem expensive now?

During times of potentially heightened financial risk, the CFO’s strategic financial leadership can make a significant difference. By delivering a funding strategy that accommodates unpredicted operational challenges and seeks to match revenue, costs and debt obligations, the CFO allows operating and technical teams to focus on safe, sustainable mining, knowing that financial risks are being actively managed.

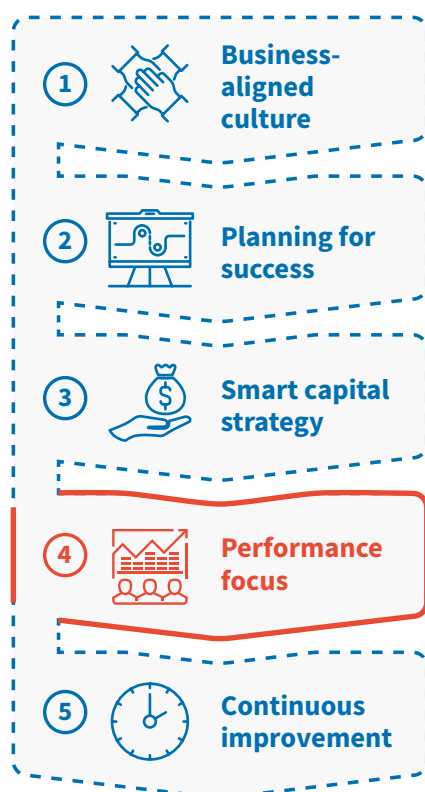
“ROE volatility for the four resource companies over ten years is 263%, about 6 times higher than the industrial cohort”.



## 4. Performance Focus

*‘Poor performance + good excuse = poor performance!’*

Mine sites can be unforgiving places. We once saw these words written in large red letters on a whiteboard behind the daily production meeting room table. Uncompromising as this statement is, it demonstrates a healthy management approach based on quality planning and performance monitoring. In short, an ingrained performance focus.



### REAL-TIME KPI REPORTING – THE FRONT LINE OF PERFORMANCE TRACKING

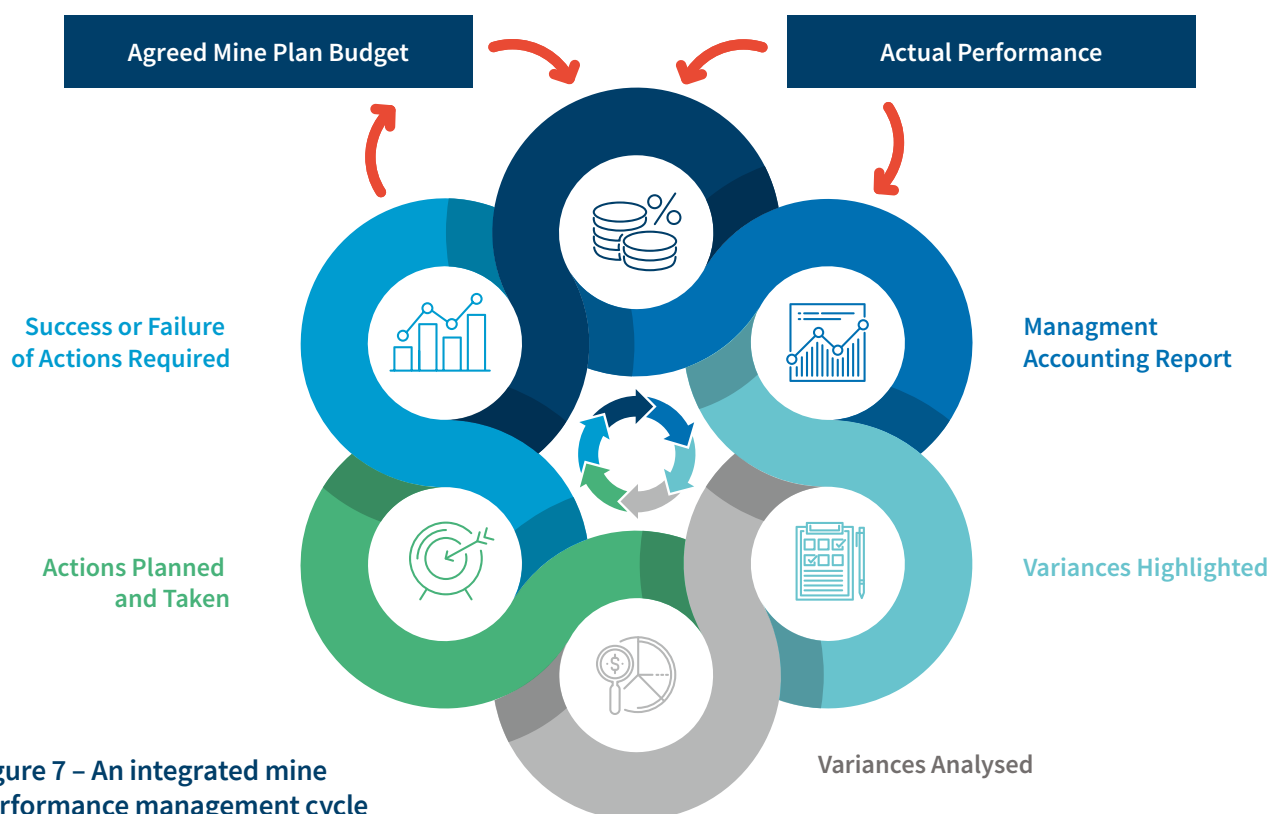
With integrated planning in place, management accountability can be driven by real-time performance measurement and feedback loops that reference performance forecasts, facilitated by cascading KPIs down through the mine’s operational management structure. KPIs should include:

- **Hard factors** such as the amount of ore mined, the grade delivered, process plant throughput and total metal produced; and
- **Soft factors** which may include team development, team management and delivery of corporate values.

Senior management KPIs should strike a balance in emphasis between short-term performance measures and maintaining or growing Life-of-Mine (LOM) value. Focusing solely on short-term plans and annual budget outcomes can compromise LOM value. For example, quick wins such as the ‘high grading’ of mining operations, slowing underground development or slashing sustaining capital spend can boost short-term cash flow but may have dire consequences for a mine’s medium to longer-term future.

Continual short-term operational problems and constantly operating in crisis mode can cause mine managers to question the efficacy of their planning systems. Even the best-planned mine may face issues occasionally, but the business should not continually lurch from crisis to crisis.





**Figure 7 – An integrated mine performance management cycle**

### THE DISCIPLINE OF REAL-TIME MEASUREMENT AND REPORTING ROUTINES

Management accounting and reporting systems are ideally fully integrated so operating managers can monitor ongoing production, labour, materials and equipment performance against budget.

Daily or weekly performance summaries should align with the later monthly management accounting reports that follow. The exception may be where physical processes, such as stockpile surveys and ore grade assays, take time and necessitate the periodic reconciliation of preliminary estimates. Where such factors are at play, a close working relationship between the Finance and Metallurgical Accounting teams can help reduce such discrepancies.

With these routines in place, there should be few surprises in monthly reviews of management accounting reports. If operators are closely monitoring daily and weekly performance, line managers may already be taking action to correct adverse trends before senior management's monthly review of actual results against the mine plan. Such dynamic integration of performance monitoring and management against the plan can pre-empt frustrations that often occur in more static systems, where financial results differ from the operators' perceptions of performance.

### ANALYSING VARIANCES FROM THE PLAN

Ineffective mine performance reporting can read along the lines of 'the reason for the variance is that the numbers are different'. A true statement, but not that helpful! Good mining CFOs motivate their teams to deliver insightful analysis to help uncover the root cause of the variance and highlight what's really driving outcomes.

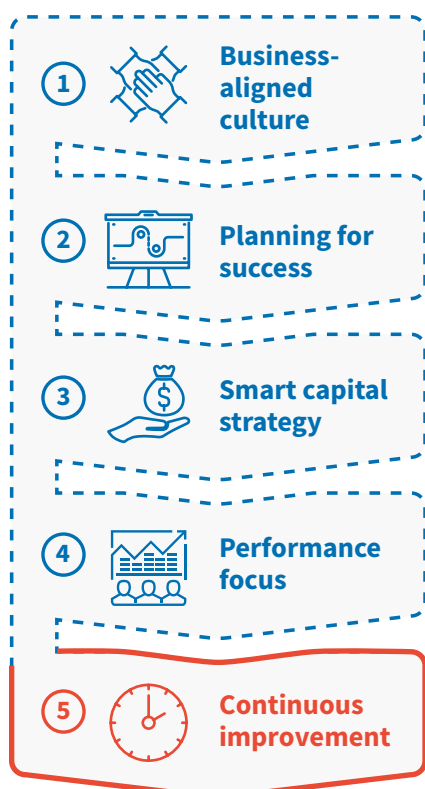
Figure 7 illustrates the components of effective performance reporting, management actions and control routines in an integrated management cycle.

The initial output of the management accounting system should be cost and performance reports showing actual and planned results and the resulting variances. Larger variances that occur infrequently are often analysed and corrected easily. However, smaller ongoing variances that continually erode results may require longer-term corrective action and careful monitoring.

Strong finance teams drive the ethos that managers are better equipped to determine the corrective actions to address adverse trends by analysing the reasons behind significant variances. A review of favourable variances is also necessary to demonstrate how highly efficient performance can lead to consistent improvements, which can be shared with other operational managers. Corrective actions defined in this process must be specific, not vague or immeasurable. Immeasurable action plans are typically less effective.

## 5. Continuous Improvement

The concept of continuous business improvement (CBI) sounds simple. However, finding a sustainable and systematic way of achieving it can be challenging. At its heart, CBI in mining is the practice of eliminating waste and improving production margins, supported by measurement and reporting practices that provide timely information to inform decision-making across the mine management structure.



Experienced, commercially minded mining CFOs inherently understand and target areas of waste within their operations, working closely with their site colleagues to identify and address the root causes. Applying a triage mentality, they often start by focusing on significant bottlenecks in mining and processing activities, looking for the changes that will boost efficiency the most.

### WINNING THE WAR ON WASTE

The loss of value through waste in mining can come in various forms across the mine site as shown in Figure 8. Some examples, grouped within eight broad categories, include:

- 1. Overproduction:** Mining capacity outpaces ore processing, leading to stockpile build-ups, as can occur where continuous production processes feature 'push' systems.
- 2. Waiting:** Underinvestment in open-pit pre-stripping or underground development leads to idle mobile equipment, inappropriate working conditions or environment (e.g., inadequate ventilation to remove dust and gases), causing workforce downtime.
- 3. Unnecessary transport and conveyance:** Poor pit and haul road design, inefficient layout for transportation and logistics services, stockpile double handling or inefficient movement of extracted ore before its final delivery.
- 4. Overprocessing and incorrect processing:** Only optimising the mine plan for ore grade while ignoring processing economics factors, such as reagent consumers and ore hardness. Processing ore to a higher final product specification than the customer is willing to pay for.
- 5. Excess inventory:** Not flexing procurement practices in line with production volumes, resulting in a build-up of consumables and spare parts.
- 6. Unnecessary movement:** Poor pit or underground mine design, inefficient waste dump designs, pit backfill that could be replaced by in-pit tailings deposition or failure to secure land access that could shorten ore or waste haulage paths.
- 7. Defects:** Rework or repairs, substandard reagents and production consumables, lack or failure of predictive or preventive equipment maintenance routines or plant and equipment not matched to ore handling and processing characteristics or mine longevity.
- 8. People and culture:** Poor leadership and communication, lack of accountability, lack of planning and awareness of profit drivers, inadequate training leading to the use of unskilled labour, inefficient shift schedules, absenteeism or incorrect assignment of people to tasks.

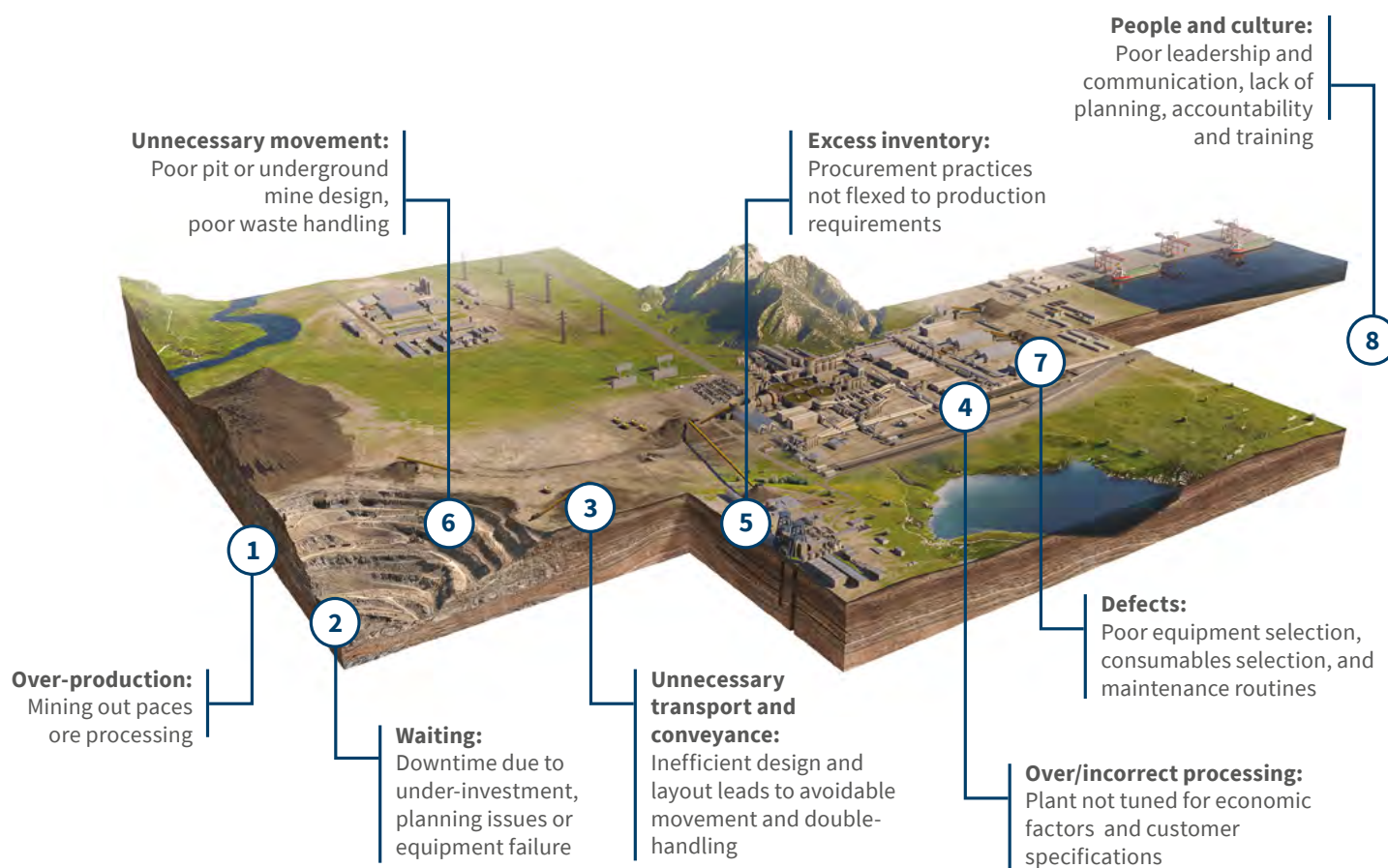


Figure 8 – Examples of waste in mining which are addressable through CBI

## A PRACTICAL APPLICATION OF THE THEORY OF CONSTRAINTS

The CFO's value-driven war on waste in mining can embody strategies championed in the Theory of Constraints ('TOC'), which is successfully applied across many other industries. This methodology asserts that prioritising the elimination of bottlenecks and efficiency constraints is the best way to improve an operation's profitability.

Applying TOC requires structured analysis that focuses on:

- **Considering the entire system** in terms of 'net margin per bottleneck unit' to help to determine what to change rather than how to change.
- **Increasing throughput and leveraging fixed costs** rather than solely relying on cutting costs or minimising variability. According to TOC, the benefits of cost-cutting have a natural limit and when this is reached, further cuts may be counterproductive, reducing productivity and hence profits.

- **Implementing key changes that will make the greatest positive difference** rather than making lots of small changes.
- **Exhausting the least-expensive improvement options** before considering more expensive options, such as those requiring significant capital investment.
- **Using buffers to deal with uncertainty** rather than planning for perfection.

A constraint can relate to a physical capacity (e.g., a particular piece of equipment) or a policy. Policy constraints and inefficient practices must be addressed before physical constraints.

A key symptom of a policy constraint is the so-called 'wandering constraint'. In this situation, it appears that physical constraints exist, but in reality, the constraint simply draws together several limitations of policy and practice. Policy constraints and inefficient practices must be addressed before physical constraints.

# Transforming Your Mine's Financial Set-Up

## Optimising the Eight Key Disciplines

The sections above highlight how finance teams can play a critical role in supporting their operations colleagues to drive returns. The best mining finance teams go beyond adding up the numbers by delivering strategic leadership, systems and analysis for enhanced operational, financial and commercial decision-making.

FTI Consulting supports these endeavours, providing the capability and bandwidth to help our clients achieve real change. Our experts work along side boards and management teams, delivering transformational solutions and Future State Objectives, across the eight key mine financial and commercial disciplines, adapted to individual business circumstances:

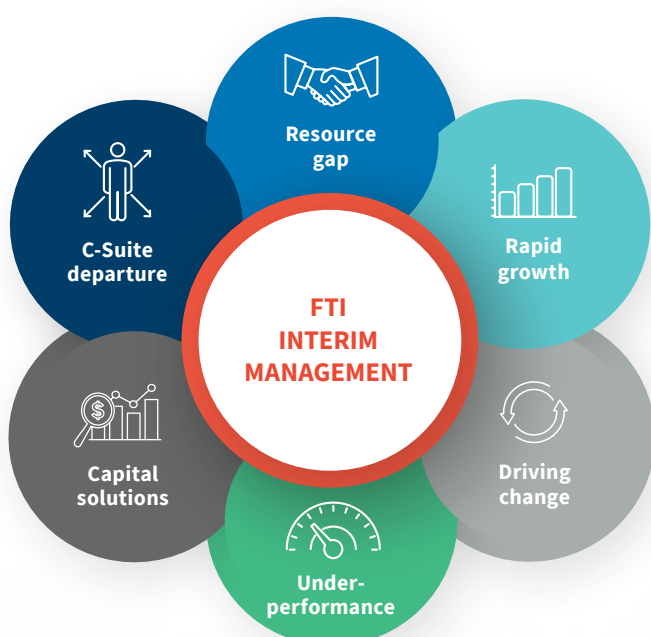


## Filling the Void When Dealing With Leadership, Financial or Operational Challenges

Maintaining momentum is critical when C-suite leadership faces new challenges, opportunities or executive turnover. The performance of the business and the interests of boards, customers, employees and other stakeholders must continue to be managed effectively. Progressive businesses recognise they need assistance from time to time, using trusted professionals to provide the bandwidth to help them deliver their corporate objectives.

Our interim experts seamlessly integrate into management teams or take formal board appointments to fill the resource gap, effectively addressing temporary management ‘capacity’ and ‘skills’ shortages. They provide specialist expertise while allowing management to continue to operate the business. This adds value to mining businesses, particularly in situations where experience, relationships, sector-specific knowledge and subjectivity are required.

### INTERIM MANAGEMENT SOLUTIONS



#### Transitional Management

- **Interim executive roles** – when transitioning CEO, CFO, COO or other executives or board-level leaders.
- **Enterprise management services** – when preparing for investment and/or transitioning from acquisitions, divestitures, and changes of control.
- **Finance function management** – when businesses need assistance and transformation to achieve their financial and commercial goals.
- **Management of major initiatives and projects** – when launching/exiting business areas and implementing new systems, performance initiatives and more.

#### Turnaround Management

- **Financial restructuring leadership** – we provide interim CEO, CFO and Chief Restructuring Officer (“CRO”) resources to lead and rapidly implement financial restructuring plans.
- **Optimising operational efficiencies** – our interim COOs and Project Managers lead and develop sustainable improvements to assist day-to-day operations.
- **Liquidity management** – our experts help companies to understand, optimise and improve their budgeting and cash flow situation and manage any liquidity crises.

## Delivering a Best Practice, Fit for Purpose, Mine Financial Model

FTI Consulting assists clients to deliver mine financial models which match the integrity of bankable feasibility studies and their associated technical works. We understand that the ore body drives corporate value. From experience, we emphasise the factors which shape ore body value and the bankability of an optimised study. We know what a bankable project looks like and can help identify, quantify and deal with issues as they arise during the study phase.

### Nine key attributes of an FTI Consulting mine feasibility financial model

#### Efficient and robust

Consistent, fit-for-purpose, self-reliant and doesn't break.

#### Scenario flexibility

Can answer the key 'what-ifs', or a combination of 'what-ifs'.

#### Verified and auditable

Inputs checked to the underlying information and cross-referenced to the source.

#### User friendly

Self-explanatory, intuitive. Visual cues and other helpful structures assist navigation.

#### Minimises complex calculations

Breaks down multi-factor computations to bite-size pieces. Avoids macros and 'hard coding'.

#### Three-way financial forecasts

Produces profit and loss, cash flow and balance sheet forecasts - tied together and reconciled.

#### Layout reflects physicals

Follows the flow of materials and activities from mine, through processing, to finished product.

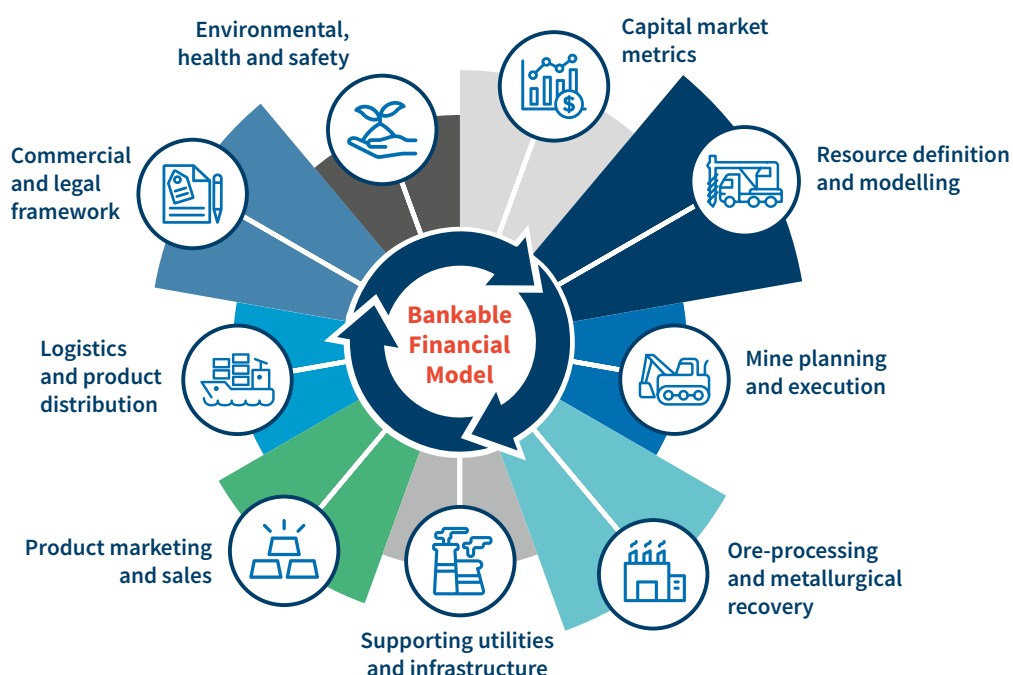
#### Built-in integrity checks

Visual cues throw up red flags where expected logical relationships are not evident.

#### Outputs support purpose

Pre-thinks what key users need. Answers key questions, delivered with clarity.

### FTI Consulting's mine financial modelling approach: drawing together the key elements of feasibility



# Helping You Through the Big Moments

FTI Consulting works with mining leaders to identify, optimise and realise resource value. Our global team understands the mining industry from an owner, explorer, contractor, operator, economic and capital perspective.

## SOLUTIONS WITH IMPACT

With experts in economics, corporate finance, communications, valuation, restructuring, investigations, and disputes, our advisors make a difference in specialised and complex situations by applying insights, analysis, strategies and actions; informed by decades of industry experience.

Our core mining advisory services include:

- Commercial support
- Financial modelling & business case analysis
- Economic forecasting & analysis
- Transactions & capital raising support
- Interim management
- ESG strategy & reporting
- Stakeholder & reputation management
- Turnaround and restructuring
- Construction, projects & disputes
- Risk & investigations
- Cybersecurity
- Data privacy & information governance
- Operational readiness
- Capital management systems

Please contact our Mining Team if you'd like to discuss any of the ideas in this Guide or to find out how we can help you deliver more value to your business.

## THE FTI CONSULTING DIFFERENCE



### Industry knowledge

Our experts include former senior mining finance executives with decades of experience who maintain a strong industry network.



### Proven solutions

We apply deep experience, developing and adapting proven fit-for-purpose finance and commercial systems to deliver business outcomes.



### Hands-on approach

We deploy small, senior teams with the commercial, technical and interpersonal skills to support boards, senior management and key stakeholders.



### Improvement focus

Understanding the critical role of Finance for corporate development and mine production success, our experts quickly identify areas to make a difference through practical, actionable solutions.



### Stakeholder perspective

Our experts recognise the differing interests of corporate stakeholders and their important implications for corporate management, financial reporting and messaging.

# Local and global recognition



2022 - 2024  
**Top Ranked Among Best  
Management Consulting Firms**  
Forbes



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



2021 - 2023  
**Communications  
Firm of the Year**  
The M&A Advisor



2021, 2024  
**Mid-Size Turnaround  
of the Year**  
Turnaround Managers  
Association of Australia



2016 - 2024  
**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

# Our mining team



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<sup>1</sup> Historical Data, 'Exchange Rates – Monthly – January 2010 to latest complete month of current year', Reserve Bank of Australia, (accessed 1 March 2024), <https://www.rba.gov.au/statistics/>  
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<sup>2</sup> 'Chart Builder: Crude Oil - Brent Spot 2000- 2024', S&P Capital IQ, (accessed 1 March 2024), <https://www.capitaliq.spglobal.com/web/client?auth=inherit#chartbuilder>  
'Chart Builder: Gold Spot prices 2000- 2024', S&P Capital IQ, (accessed 1 March 2024), <https://www.capitaliq.spglobal.com/web/client?auth=inherit#chartbuilder>

<sup>3</sup> 'Dashboards | Metals and Mining | Financial Highlights', S&P Capital IQ, (accessed 1 March 2024), <https://www.capitaliq.spglobal.com/web/client?auth=inherit#dashboard/>  
*This article requires a subscription.*

<sup>4</sup> Ibid.