

**Proudfoot & Strategia:
Integrated Risk Management and Operational Excellence Practice**

“In an era of high volatility and low incident tolerance for Natural Resource companies, managing [all] risks and understanding the new aspects of risk, has never been more critical”

**PAMELA HACKETT,
PROUDFOOT CEO**

The future of
risk-managed
operational excellence
is (still) people

WHAT IF YOU COULD...

- protect your investment and transform any project to maximize value by implementing operational excellence
 - understand, test and manage risks even in the most complex and volatile environments
- ...While engaging your people in the process

HUMANIZE – OPTIMIZE – DIGITIZE – DE-RISK

We help expose unidentified risks and opportunities and unlock your organization's full operational potential to deliver projects on time and on budget — protecting and maximizing shareholder value.

How We Work

PRE-CAPEX

- Internal / External factor analysis
- Environmental, Social and Governance (ESG)
- Pre-project de-risk roadmap
- Safe Operations Behavior Models
- EPC Selection and Review
- Social Responsibility Plan Design
- Capability and Crewing models

CAPEX

- Project lifecycle roadmap
 - ESG
 - Operational Excellence
 - Interrelated Risk Management
- Safe Operations Behavior Implementation
- EPC Management
- Social Responsibility Action Plan Implementation
- Technical and Leadership Capability Development

AUDITS

- Operational Risk Audits
- Audit Gap Implementation Roadmaps
- Internal Capability Development

BESPOKE SOLUTIONS

- Failure Root Cause Analysis
- Failure Recovery Plan and Implementation
- Capability Development Programs
- Standard Operating Procedures
- Risk and Operations Continuity audits

**DE-RISKING
OPERATIONS
AND ACHIEVING
TOMORROW'S
RESULTS
TODAY.**

HOW PROUDFOOT & STRATEGIA CAN HELP

We help top mining companies shine at all stages of their project lifecycle.

We link risk and operations to strategy to drive implementation success. We harness the power of your people to design, implement and accelerate transformations — from mine concept to fully operational, world-class mining sites around the globe. We are known for our diverse industry experience and boots-on-the-ground approach, and through people, we deliver enduring and integrated transformations that improve performance, expand profitability and propel top-line growth.

INVESTMENT FEASIBILITY AND OPERATIONAL READINESS

You are a mining producer looking to attain financing or an investor looking to finance a mining project. In a high-risk industry, you need economic, geo-political, environmental, social and operational transparency — pre and post acquisition — to ensure you protect your investment and maximize returns.

We help you achieve this by working with you to attain a detailed and rigorous understanding of risks, particularly ESG, and marrying this assessment to operational roadmaps that focus on delivering projects safely, on time, on budget and with clear social responsibility plans.

SAFE, PRODUCTIVE SITE DEVELOPMENT AND RAMP-UPS

You require safe, responsible (social, environmental, political), protected (cyber, regulatory, security) and on-time capital project delivery combined with effective handover and ramp-up to attain your Net Present Value (NPV) and shareholder investment targets.

We help you do this by working with your project management team and contractors to design and implement operational Capital Project Control (CPP) and Integrated Planning Process (IPP), including military campaign planning methodology workshops to transfer, treat and tolerate identified risks.

RECOVERY: FORESEEABLE RISK OR POST FAILURE

You have identified a critical risk (operational, ESG, or other) or you have experienced failures in your operation or overall risk strategy. You need to accelerate the development and implementation of a recovery plan, establish preventive measures and stabilize your operating plan.

We help you by bringing clarity to your overall operating strategy by conducting failure root cause analysis and aligning everyone in the organization to a fast crisis management recovery plan. We develop the capabilities of your people, technical and tactical, to stabilize and improve the overall operating model and will stress test the organization through scenario planning to expose further unidentified risks that may threaten the organization and its investors.

HUMANIZE – OPTIMIZE – DIGITIZE – DE-RISK

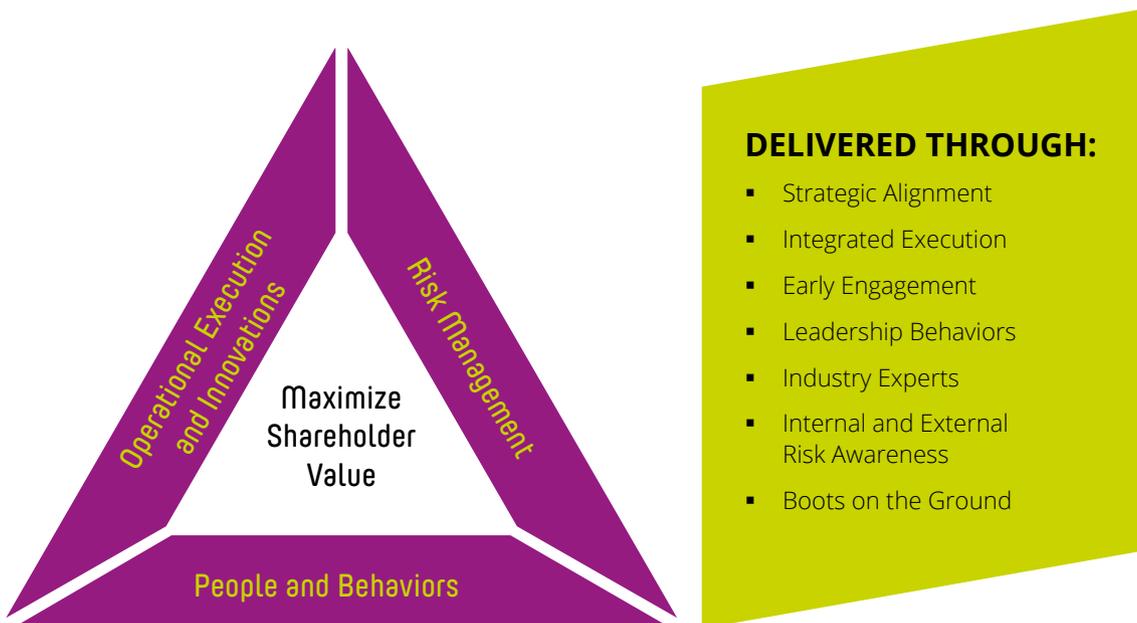
HOW PROUDFOOT & STRATEGIA CAN HELP

We partner with the world's Natural Resources leaders and investors to accelerate value through risk-managed operations (pre and post ramp-up) ...

...by identifying risks and their interdependencies (operational, social, environmental, regional, political, stakeholder/reputational, cyber, security, safety, etc.) and creating direct and clear paths to operational excellence.

We work with our clients at every stage of a project to understand, design, test, implement and accelerate operational excellence — protecting client investments and realizing accelerated results today. We combine seven decades of achieving P&L results through people in operational transformation, military

best-practice methodologies, wide industry experience and technical know-how to expand profitability, propel top-line growth, and deliver an agile workforce capable of understanding risk, crisis management, world-class Total Operating Models and the links among them.



✓ **One Project** ✓ **One success story** ✓ **One transformation journey**

Proudfoot results scorecard

Each engagement we undertake starts with a business case and a baseline that tracks results weekly. We conclude with your agreed and signed off benefits: operational, financial and cultural.

621

IMPROVEMENT PROGRAMS

Of our last 1000 engagements, 621 had specific targeted financial benefits. The remaining were milestone measurements.

\$5.6^{bn}

YEAR 1 BENEFITS REALIZED

\$16bn within 3 years. These benefits are audited and agreed with our clients.

110%

RESULTS DELIVERED

Financial benefits achieved compared to targeted benefits at the beginning of the project.

400%

YEAR 1 RETURN ON INVESTMENT

Average ROI gained by clients.

According to Source Global Research, “only 38% of clients agree that consulting firms add more in value than they charge in fees.” At Proudfoot, we have consistently overachieved, delivering an average ROI of over 400% in the first year for our last 1000 engagements.

We get people involved and engaged

While we achieve hard, measurable financial results, we also:

- Help **people** understand and gain alignment to their aspirations and the scope of their challenge.
- We enable **people** to participate so they can step up and feel all-in for the journey, allowing for greater speed and scale when implementing transformation.
- We **roll up our sleeves** and put on our safety boots (physically or metaphorically) to help implement the transformation.
- And **we help make it stick...** until the organization needs to change again.

Importantly, we focus on **developing and building the capability** of our client’s people so that next time, they can **do it themselves**.

In short, **we help people change** the way they work to change their business for the better.

They change their outcomes.

We help them realize tomorrow’s results today.

Humanize - Optimize - Digitize - De-Risk

About Proudfoot



1. We are an operational consulting startup that's over 70 years old

Proudfoot has been delivering measurable operational and financial results for companies since the 1940s. As we head into 2020, we are committed to continuing to deliver those measurable results in innovative, people-centric ways — ways that change your business for the better.

2. Delivering Value Creation for Maximum Shareholder Returns

We understand how to accelerate the delivery of value for companies in a wide range of industries. We help asset companies optimize operations, release cash, reduce cost, upskill your people, align and engage your leadership teams and improve the overall customer and stakeholder journey.

3. Getting your people to lead the results

Our people know how to successfully coach and guide your people and teams to develop their capabilities — not just in new ways of working to achieve today's results but learning how to transform and change their business to achieve the results you need tomorrow, long after we have left the site.

4. Delivering operational solutions to strategic challenges you need solved

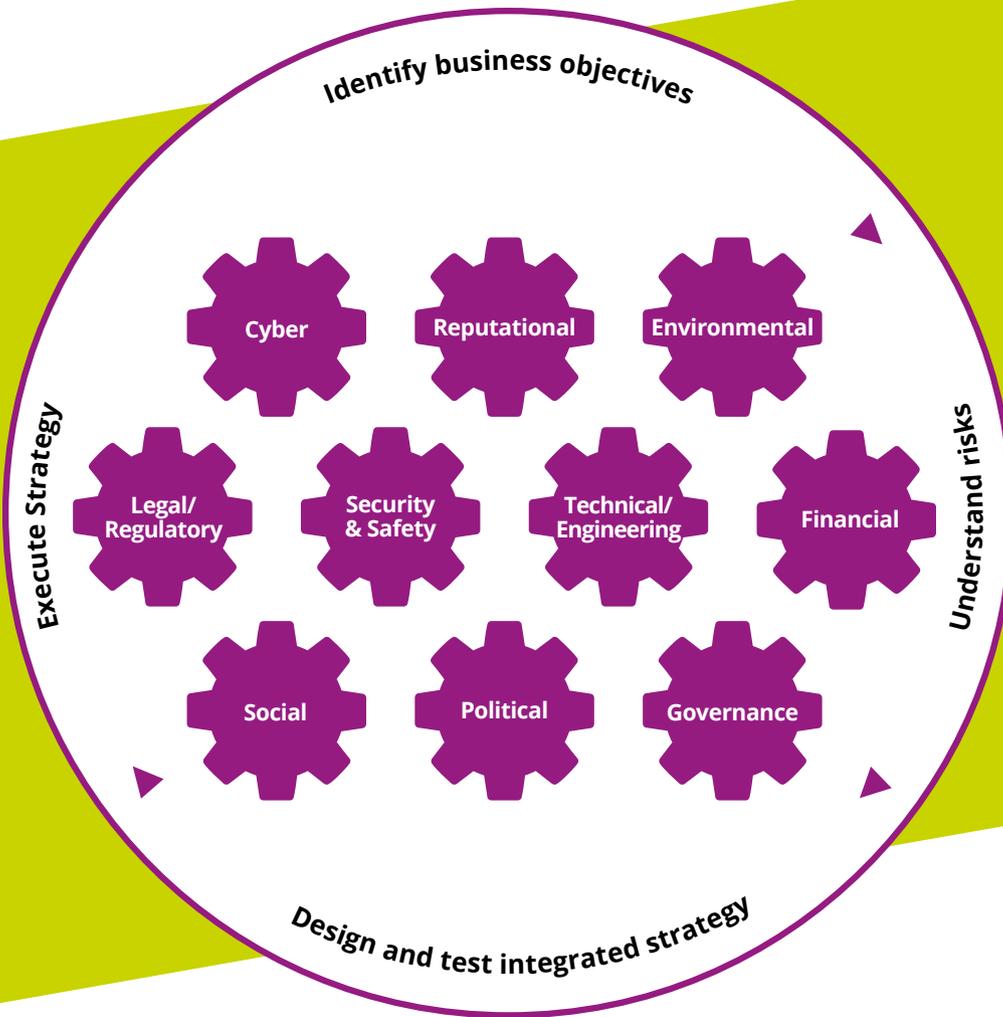
We partner with organizations to solve strategically important problems through collaboration with your asset senior executives and leadership management teams. We collaborate with management, operating partners, and frontline teams to transform operations and the business they do to generate lasting increased EBITDA and financial results that hit your asset's P&L.

5. We do the things you expect from a true partner

Our people are boots on the ground where the work gets done — there is no other way to help you achieve sustainable change. We understand the technical and subject matter expertise required to safely achieve results on site with speed and scale.



About Strategia



1. From the battlefield to Boardroom: Hands-on military experience enabling the utilization of best-in-class military methodologies

2. We understand, test and manage interconnected risks through rigorous methodologies that utilize risk assessment, strategy planning and execution, war-gaming and crisis management

3. We have a global network of associates carefully chosen for their regional, sector and technical expertise.

4. We are hands-on, on-site, helping you manage risk.



Let's start a conversation

About how we can help you generate tomorrow's results today while building capacity for future risk, change and challenges.

email: info@proudfoot.com

" A key outcome of our project with Proudfoot was moving complexity out of the operations and into the planning process. Once done, operations leaders and supervisors could focus on executing a safe, detailed plan instead of reacting to variability"

CEO, MINING INDUSTRY

" Strategia worked with our team on the ground to quickly understand, analyze and propose concrete solutions for a number of complex and interconnected problems we were facing. The approach they used allowed us to situate the problems that mining companies face in a broader context and develop strategies to better manage risk"

PRESIDENT BARRICK GOLD

Proudfoot

www.proudfoot.com



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