



Sweating Assets: Optimizing for Peak Performance

HATCH

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PGM Conference

The mining and metals sector is facing new and old challenges

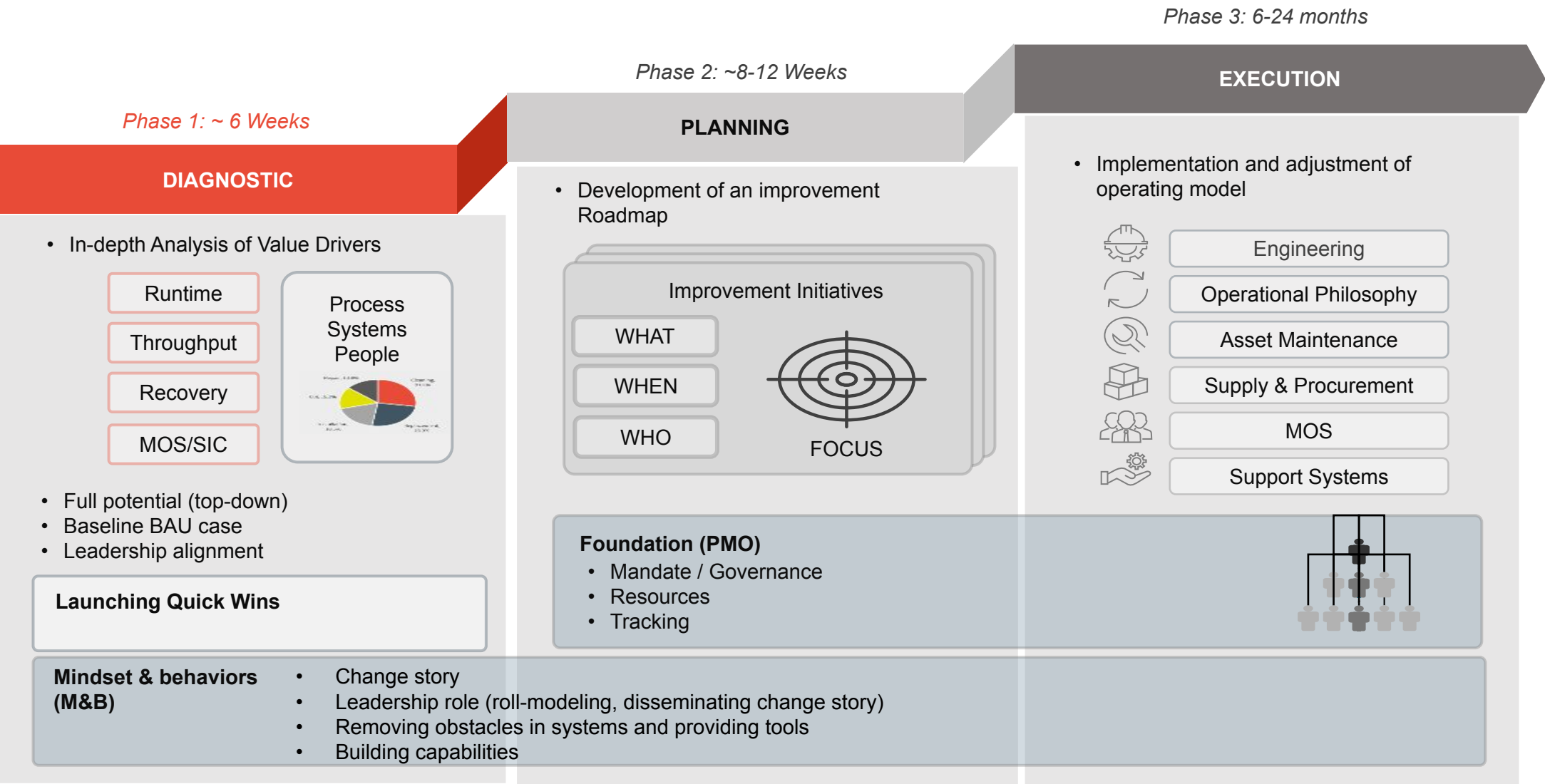
Current Challenges Facing Existing Assets

	Declining Ore Grade and Larger Mines
	Aging Assets and Maintenance Management Issues
	Labor Scarcity and Loss of Expertise
	Poor Cost Competitiveness
	Legal and Permitting Challenges

Future Challenges

	Commercializing New, Low-Grade Resources
	Leveraging AI to stay relevant
	Preference for Remote Work
	Applying Automation While Keeping Community Job Benefits

Hatch Operational Excellence Transformation approach is based on three distinct phases supported by PMO and M&B



Transformations are difficult

Most transformations are destined to fail, so how can we derisk the process and ensure full value capture?

Main Reasons Why Transformation Projects Fail:



Poor Communication

Lack of clear, consistent communication leads to confusion, misaligned expectations, and missed deadlines, ultimately derailing project progress.



Lack of Leadership Alignment and Accountability

When leaders aren't unified, teams receive mixed messages, causing conflicting priorities and a lack of direction that undermines project success. Client accountability to own and drive a transformation **must be clearly defined, communicated, agreed and signed-off.**



Stakeholder Alignment & Inadequate Planning

Without thorough planning, projects face scope creep, resource mismanagement, and unforeseen risks.

Key Statistics

66

Major transformation projects fail

%
83

Executives feel their organizations are **not fully capable** of transformational plans

%
57

Employees believe their organizations are **incapable of managing change** effectively

%

A well-structured and disciplined approach to change management can improve project success rate by 6X through eliminating the key factors behind project failure

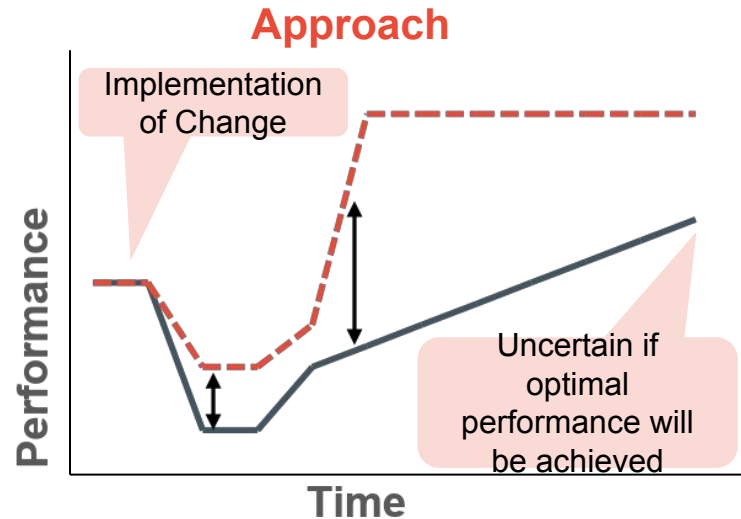
Our advantage is that we understand that ...

Change Management is the backbone of transformation

It ensures organizational changes are implemented smoothly and effectively, minimizing disruption and increasing the likelihood and speed of achieving desired outcomes

Benefits of effective change management

A structured Positive Change Approach



Benefits

- Reduce performance dip right after implementation of new change
- Faster ramp up to target performance

Main Goals



Reduce Disruption

Effective change management helps to minimize disruptions to operations during the transition period.



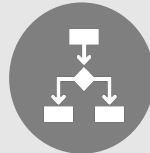
Increase Adoption

Properly managed change increases the likelihood that new processes, technologies, or strategies will be embraced by the employees.



Enhance Efficiency

Change management ensures that changes are implemented in a structured and efficient manner, reducing wasted time and resources.



Improve Outcomes

When change is managed well, the intended benefits of the change are more likely to be realized, leading to improved business performance.

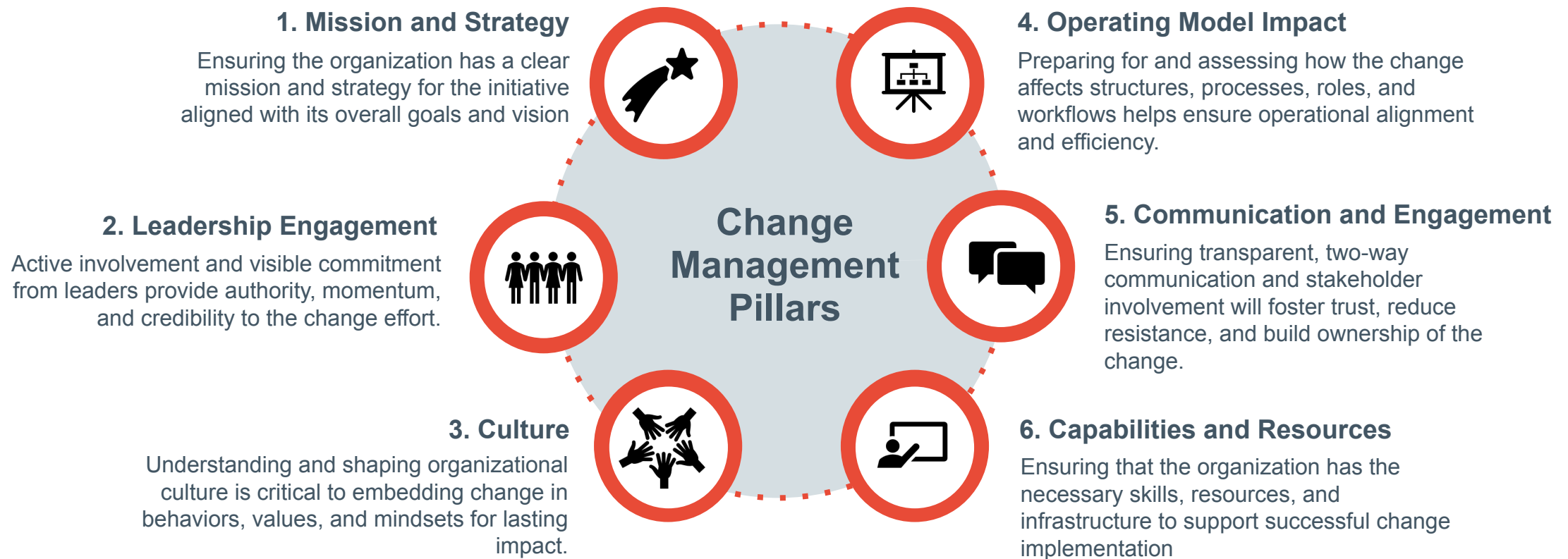


Increase Sustainability

Focus on embedding new behaviors and processes into the organizational structure for sustained, long-term success.

Hatch Applies Six Pillars of Change Management to Enable Transformation

Hatch's change management approach aligns purpose, people, and process through six pillars to enable meaningful and sustainable transformation in organizations.



Real examples of the impact that we have seen in various commodities

Zn Concentrator, Central Asia Pb-Zn Concentrator Transformation 2022 - 2024

Context

- A new Pb-Zn concentrator is not able to reach its nameplate capacity.

Hatch scope of work

- Phased transformation approach that included diagnosis, planning and execution. Implementation of quick solutions during the diagnostic phase to address immediate production needs. Complete transformation of all aspects of the operation from mine to final concentrate, including engineering and operational support.
- Complex transformation that involved the development of technical solutions, as well as organizational changes.
- Continuous on-site presence throughout the transformation process.

Key points

- The transformation resulted **significant production increase of Pb (+300%) / Zn (+200%) concentrates** and an overall impact of +200M USD in EBITDA, while reducing the TRIFR by 42%.



Phosphoric Acid Plant, Africa Acid Plant Transformation 2021-2022

Context

- The transformation was initiated to turnaround a phosphoric acid plant with the goal of increasing production capacity.

Hatch scope of work

- Complete transformation of all aspects of the operation from the mine to final acid.
- Continuous site presence throughout the transformation process.
- Debottlenecking of supply chains to ensure the availability of stable supply of phosphate concentrate into the plant to avoid production disruptions.

Key points

- Radically transformed the maintenance culture on site to focus on preemptive planning and execution and improve equipment availability by 80%
- **Improved phosphoric acid production from 550 ton P_2O_5 per day to 1,100 ton P_2O_5 per day.**
- Impact of +170M USD per annum.



Aluminum Producer, Middle East Detailed Design and Implementation 2020 - 2021

Context

- Transformation initiative to support amperage creep and increase the production capacity of the asset.

Hatch scope of work

- Evaluation of reduction technologies for cell upgrades.
- Process and debottlenecking studies throughout the smelter.
- Anode Size increase studies.
- Preliminary Design of a Booster Test Section c/w Rectifier.

Key points

- **Increased production by 40,000 metal tones with an additional value of +\$100M USD per annum.**





Q&A

For more information,
please visit www.hatch.com

