

OPERATIONAL PRODUCTIVITY OFFERINGS

Rapid Productivity Uplift (RPU)

How do we rapidly unlock value?

We quantify the size of the prize with a Top-Down / Bottom-Up diagnostic, build a prioritised roadmap tailored to your position on the unit cost curve, and work with you to deliver so the value is realised and sustained.

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OPERATIONAL PRODUCTIVITY OFFERINGS

Three offerings, one value journey

Operating Model designs the flow. MOS runs and improves it every day. RPU finds and unlocks value, fast.

OX Solutions helps businesses **lift productivity across the value chain through three connected offerings**, positioned as a strategic cascade. Each solves a different but interconnected problem, and each is methodically linked to bottom-line value through one Full Value Life Cycle, from value identification to value realisation.

Figure 1| THE STRATEGIC CASCADE



All three offerings share the same Full Value Life Cycle, so value is tracked the same way whichever door you come in through .

RPU IS THE CATALYST

Where Operating Model aligns the operation and MOS runs it, **RPU diagnoses, prioritises and delivers**. It is the accelerator of the productivity journey, and it does not depend on the other two being in place. RPU works at any point on the journey, from an operation that is out of control through to one chasing its full potential, jump-starting the work

where it is stalled and speeding it up where it is already moving. And it does not stop at the diagnosis. And it does not stop at the diagnosis. We stay to deliver, shoulder to shoulder with your teams - and our involvement scales to the support the situation demands, from coaching your people through to driving the delivery ourselves, putting measurable value on the bottom line fast.

Figure 2 | RPU WORKS AT ANY POINT ON THE JOURNEY

Out of Control	In Control	In Control & Improving	Full Potential
Stabilise and find quick value	Prioritise and target the prize	Accelerate the pace of capture	Refresh the portfolio, protect gains

Most improvement effort never reaches the bottom line

Value hides in the drivers behind unit cost, not in the line items

In industrial operations, cost pressure and productivity gaps are always visible. What is rarely clear is **where the real prize sits** and how big it is. So effort gets spread thinly across dozens of initiatives that feel equally important, and much of it never shows up in the profit line.

The reason is that most cost and productivity programs work on symptoms. They chase line-item reductions and local efficiency targets without connecting them to the physical drivers and technical limits that actually move value and the broader system.

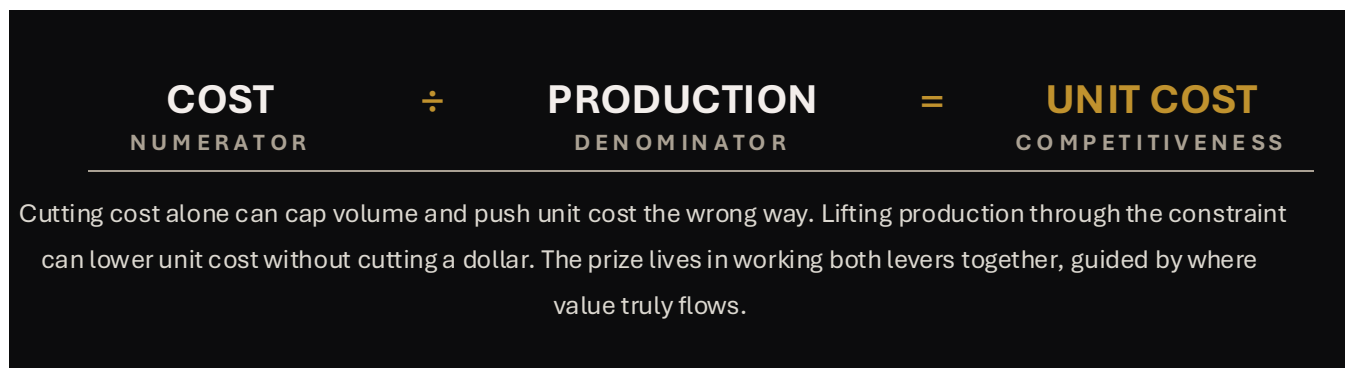
Spend that looks discretionary is often structural. Improvement that looks valuable often protects a non-constraint. The result is activity without an uplift.

Operational Value is a unit cost problem, and unit cost has two levers

We look at operations through a unit cost lens. Unit cost is not just what you spend, it is what you spend divided by what you produce. That means there are always two levers, the numerator and the denominator, and a diagnostic that pulls on only one of them leaves value on the table.

And the denominator is not just volume: it is saleable product. Quality matters at every step of the value chain and in the final product, where it sets the price the market will pay - so we read cost, volume and quality together, across the full chain.

Figure 3 | THE UNIT COST LENS



THE PRIZE IS QUANTIFIED BEFORE IT IS CHASED

Our point of view is simple. **Quantify the full potential first, model it rather than guess it, agree it with leadership, and only then build a prioritised roadmap against it.** When the size of the prize is known and committed to, effort

concentrates on the few initiatives that carry most of the value, and every initiative can be traced back to bottom-line impact. From there, the work is about disciplined delivery and embedding the gains so they last.

How the problem shows up on site

Operations leaders, does any of this sound familiar?

It usually starts with a familiar situation:

- Production keeps missing plan, and every review produces a different explanation
- Unit cost is climbing while volumes stand still
- The improvement agenda is bigger than the team expected to deliver it
- The budget already banks improvements that nobody has scoped or owned

And when the operation tries to close the gap, the same symptoms appear:

01 The prize is guessed, not modelled. Full potential is not quantified, so targets feel arbitrary, and every initiative feels equally important.

04 The roadmap is agreed, but nothing lands. Direction is set, delivery stalls, and no one takes accountability for the value.

02 No clear link to the bottom line. Initiatives cannot be traced to the value they are meant to deliver.

05 Activity without visibility. Work is under way, but progress is not measurable, and the key levers are not moving.

03 Cost cutting that caps production. Reductions made without understanding the physical drivers, eroding volume and unit cost.

06 Gains that do not stick. A short-term lift in performance reverts as soon as attention moves elsewhere.

“We are doing a lot, but we are not seeing enough on the bottom line.”

When effort is not anchored to a quantified prize and a clear view of where value flows, the operation stays busy while the uplift stays out of reach.

Left unaddressed, these symptoms compound. Teams lose confidence that improvement work pays off, leaders default to across-the-board cuts under pressure, and the operation drifts further from its full potential. **RPU is designed to break that cycle at the root: start with facts about where value sits, align leadership and commit to the prize, deliver the priority initiatives with momentum, and embed the routines so the gains sustain.**

From size of the prize to sustained value

We work the full value life cycle - you choose how much of it we run with you

RPU is not just a diagnostic. It quantifies the prize and builds the roadmap, then delivers the work to realise the value and embed the gains. We support the **full life cycle**, and you choose how much of it we run with you.

Figure 4 | THE FOUR PHASES



The diagnostic phase typically runs 6 to 8 weeks, producing the fact base, quantified prize and prioritised roadmap. From there RPU carries into delivery, at the pace and intensity the situation demands.

LINE-LED WHEN POSSIBLE, OX-LED WHEN THE SITUATION DEMANDS

When an operation is losing money or under administration, speed matters. **RPU can start narrow and move fast**, with an OX team embedded to deliver the priority initiatives - or, in Turnaround Leadership mode, with OX providing interim line leadership under agreed governance to deliver change from day one.

RPU can be modular. Start with a standalone diagnostic, extend into implementation of the priority initiatives, or engage us through to value realisation.

Whatever the scope, we believe improvement should be line-led, owned and driven by the people who run the operation, because they are the ones who will live with the results.

We also know the line has finite capacity and real day-to-day responsibilities. So we flex how hands-on we are, keeping momentum without overloading your team. Your leaders stay in front in the first three modes; in a turnaround, ours step in.

LINE LEADS THROUGHOUT		OX INVOLVEMENT SCALES → FROM COACHING TO TURNAROUND LEADERSHIP	
Advisory & coaching We guide, challenge and build capability while your team does the work.	Shared delivery We work side by side with your people, sharing the load on analysis and initiatives.	Hands-on delivery An embedded OX team runs delivery and drives results, always alongside your people.	Turnaround leadership OX assumes senior line roles with decision rights. Diagnostic and deployment run in parallel, change is delivered from day one.

You choose the balance, and it can change through the engagement as priorities and capacity shift.

BUILT TO LAST

Whatever the degree of support, our job is to transfer knowledge and embed the routines, tools and cost-management systems into your MOS, so the operation can keep finding and holding value after we step back. A diagnostic that is not embedded falls over within a year. Sustainability is not an add-on to RPU, it is the point.

How we find the prize

Three principles that make RPU diagnostic different

RPU rests on three connected ideas. Together they ensure the diagnostic targets real value, not just visible cost, and produces a roadmap the operation can actually deliver.

01 We think in unit cost, both numerator and denominator
Competitiveness is set by unit cost, cost over production. We look at both levers at once, taking cost out of the numerator while protecting and lifting the production denominator. This is the same discipline our clients apply through frameworks like Value Optimisation, improving competitiveness by raising production, quality and cost efficiency together rather than trading one for another.

02 We optimise the value chain, not the departments
Built on the Theory of Constraints, our Value Chain Optimisation lens follows the flow of value, volume, quality, yield and cost, rather than the flow of material. Capacity is set by the constraint, so volume effort focuses there while every other node subordinates to support it and to strip out waste and cost. This is how we avoid the trap of improving a non-constraint and consuming resources for zero system value.

03 We work Top-Down and Bottom-Up - with your teams, not at them
Top-Down analysis sizes the prize quickly and models full potential. Bottom-Up work builds it with the people who own the cost and run the process - working with your teams, not at them, validating findings as we go. When the two meet in a prioritised portfolio ranked by value, effort and risk, alignment is already done: leadership and the line have tested it, shaped it and committed to it.

Figure 5 | THE TWO HALVES OF THE DIAGNOSTIC

Top-Down

- Plan and cost structure review
- Time series and historical performance analysis
- Value driver trees and cost modelling
- Benchmarking against internal best and technical limits, external where reliable

Bottom-Up

- Consultation and interviews with cost owners and SMEs
- Idea generation workshops
- Value chain, capacity and constraint analysis
- Activity-based analysis of non-value-added work
- Zero-based budgeting

THE APPROACH IS TAILORED TO YOUR POSITION ON THE COST CURVE

Where an operation sits on the unit cost curve changes what 'good' looks like, which levers are addressable, and how hard each technique is applied. Because we work in unit cost, **the unit cost curve reflects both volume and dollars, not cost alone**. We calibrate the approach accordingly.

POSITION	APPROACH
Cost Conscious	Address compressible costs while maintaining production and labour, supported by robust cost management processes and practices.
Marginal Producer	Strategic changes including volume levers to optimise cost and outputs, with production potentially capped at current levels.
Survival	The above plus structural changes, with workforce rightsizing and footprint rationalisation as addressable levers.

The intensity of each Top-Down and Bottom-Up technique is dialled up or down to match the client’s aspiration and cost-curve position.

One diagnostic, four lenses

RPU flexes to the question that matters most for your operation.

Cost	Throughput	Productivity	Capital
Cost reduction diagnostic	Volume and production optimisation	Labour and asset productivity	Capital efficiency

WHAT YOU RECEIVE

Full potential quantified A modelled, agreed size of the prize, built on facts rather than assumptions.
Prioritised improvement portfolio Every opportunity ranked by value, effort and risk, with clear sequencing.
Roadmap with targets A cost and productivity roadmap with targets, owners and governance built in.

WHAT THE PORTFOLIO LOOKS LIKE

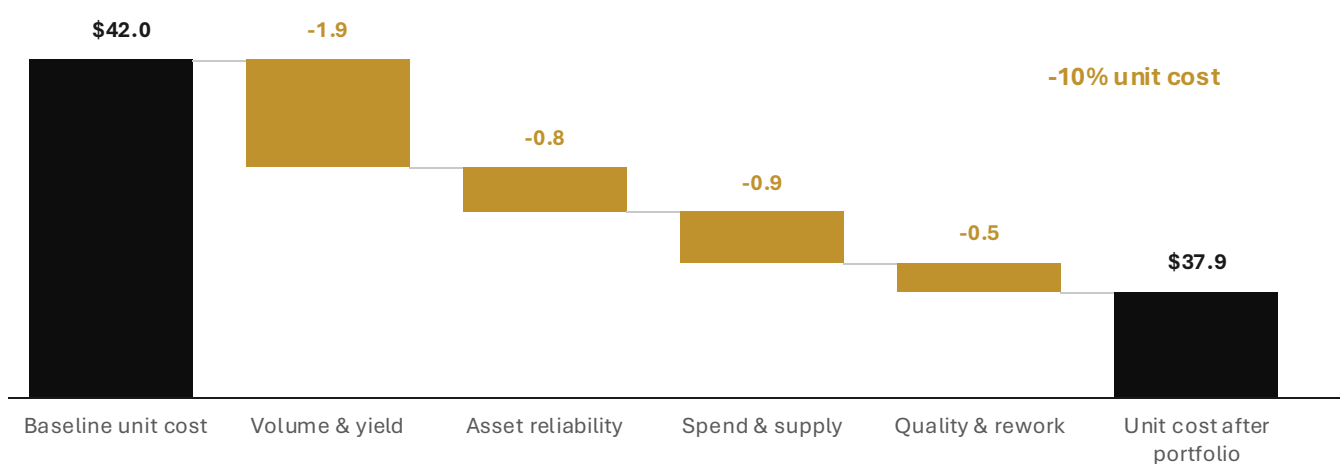
The diagnostic's central output: every initiative valued, sized and owned

The diagnostic lands in an opportunity portfolio: every initiative anchored to a physical driver, valued against the baseline, sized for effort, and owned by a named accountable leader - with the combined effect read directly in unit cost.

Figure 6 | THE OPPORTUNITY PORTFOLIO (ILLUSTRATIVE)

Initiative	Physical driver	Lever	Annual value	Effort	Time to value	Owner
Lift throughput at the constraint	Processing rate at bottleneck	Production	\$4.2M	Medium	3 months	Processing Manager
Improve process recovery	Yield at the final processing step	Production	\$3.4M	High	6 months	Technical Lead
Reduce unplanned downtime on critical fleet	Equipment availability	Production	\$2.8M	Medium	4 months	Maintenance Manager
Rightsize contractor activity	Contractor hours per unit	Cost	\$1.9M	Low	2 months	Operations Manager
Reduce off-spec product and rework	Product within specification	Both	\$1.6M	Medium	3 months	Quality Lead
Reduce material losses between process steps	Material loss across the chain	Production	\$1.4M	Medium	4 months	Operations Manager
Cut energy cost per unit produced	Power per unit	Cost	\$1.1M	Low	6 weeks	Engineering Lead
Qualify alternative vendors for a critical consumable	Unit price of key consumable	Cost	\$0.9M	Low	3 months	Supply Manager

Figure 7 | HOW THE PORTFOLIO MOVES UNIT COST (ILLUSTRATIVE)



Illustrative example: eight initiatives, \$17.3M annual value, grouped into four unit-cost levers. 'Lever' shows how each initiative moves unit cost: the cost numerator, the production denominator, or both. Actual portfolios are built from your data and governed through your Management Operating System.

HOW WE RELEASE THE VALUE

Three principles that make our delivery different

Finding the prize is only half the job. Releasing it depends on the team doing the work and the governance that keeps it moving. Three principles set our delivery apart.

01 The right people, at the right intensity, in the field

Our involvement scales to what the situation needs - from coaching your team through to delivering alongside them, and up to leading the turnaround. Wherever we sit on that scale, we work in the field, shoulder to shoulder, as another member of your team. And we bring what the work demands: professionals with real operational experience and technical depth in the areas where value sits - mining, processing, maintenance, supply, organisation design, others - combined with the methodology to turn that experience into results: operating systems, value chain and improvement discipline.

02 We embed the governance in your Management Operating System

Portfolio governance is not a parallel bureaucracy - it is installed as part of your Management Operating System. The governance establishes the processes, systems and tools to manage the improvement portfolio, and the rhythms and routines, set at the right cadence, maintain momentum, provide visibility, and ensure the value is banked and locked into the plan.

03 We deliver fast, without the burden

We accelerate results. Governance stays lean and proportionate - enough rigour to trust the numbers, never an administrative burden. We do not overcomplicate: solutions are tested early in the field and scaled when they prove themselves. Speed and momentum are deliberate - value delivered without delay.

WHAT YOU RECEIVE

A mobilised delivery team

Initiative leads, coaches and technical specialists matched to your value areas, working with your line from day one.

Detailed short-term plans and charters

Execution-ready plans for quick wins, charters for medium and long-term initiatives.

A working governance system

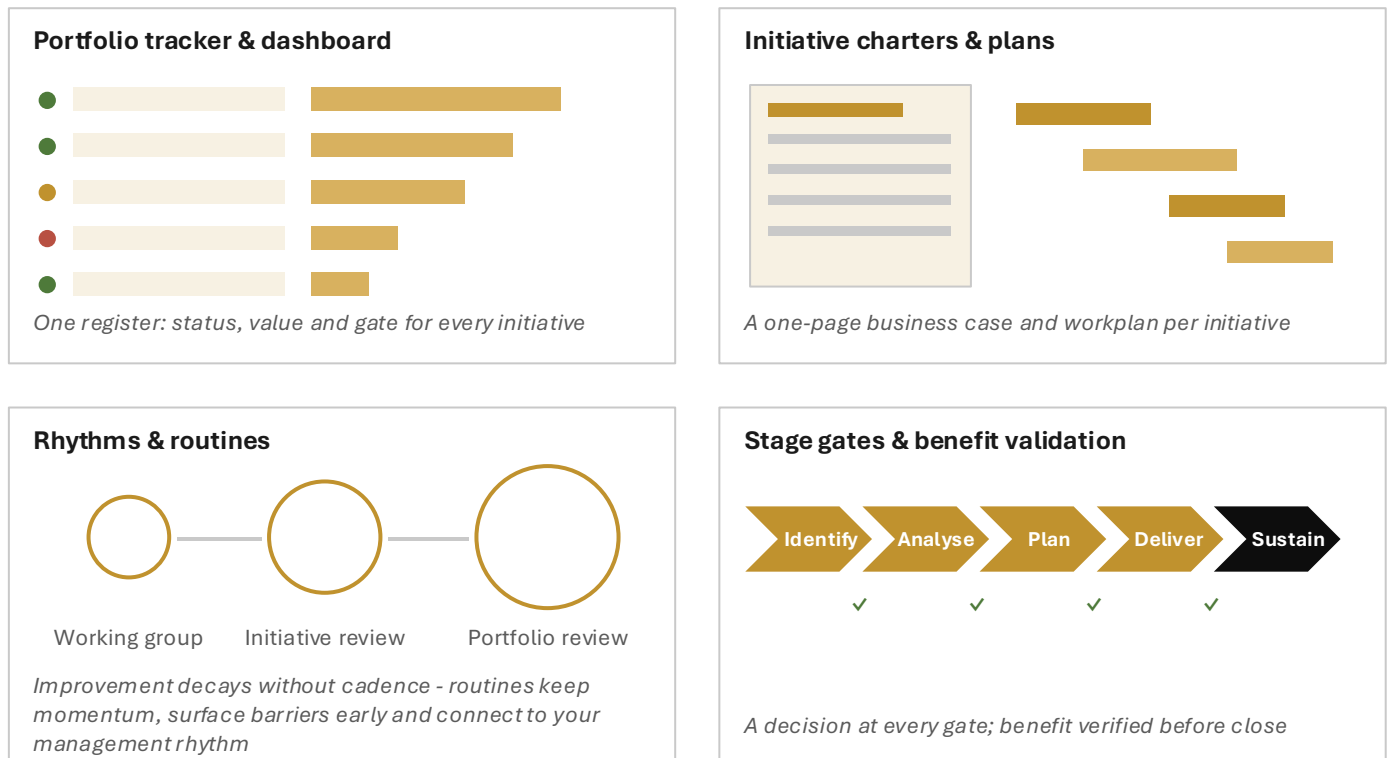
Portfolio register and dashboard, initiative charters and plans, benefits baselines and tracking - installed in your Management Operating System, running, and owned by your team.

WHAT DELIVERY LOOKS LIKE

The delivery system in action - and the test for stepping back

Identifying value is only the start - delivery is a system, not a heroic effort. We field the team, install the tools and cadence that keep the portfolio moving, and hold ourselves to a clear test for stepping back.

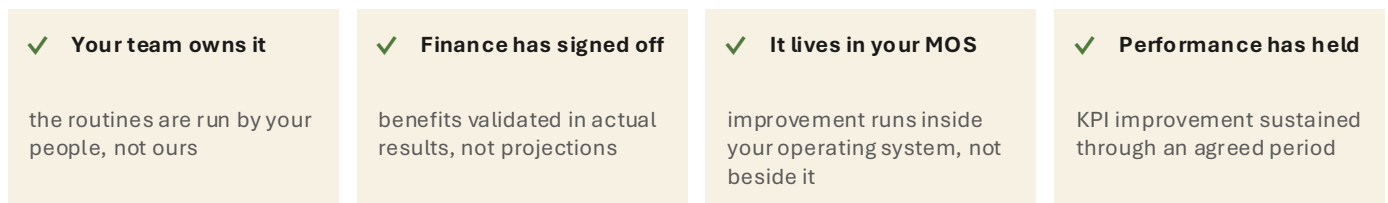
Figure 8 | THE DELIVERY SYSTEM (ILLUSTRATIVE)



OX IN THE FIELD Initiative leads and coaches working as part of your team - in the field, not in a back office.

Sustainability is not an afterthought - it is the exit criteria. From day one we work towards a defined handover: the point where your operation runs the improvement system without us. Four conditions tell us, and you, that the value will hold.

Figure 9 | THE HANDOVER TEST - WE STEP BACK WHEN FOUR THINGS ARE TRUE



What changes when RPU is done well

The outcomes we hold ourselves to, and how they feel on site

A good RPU is judged by two things, whether it delivers the outcomes we promise, and whether the operation experiences it as clarifying rather than disruptive.

FROM THE CLIENT'S PERSPECTIVE

"I know where the value is"

The full potential is modelled and agreed with my leadership - not guessed.

"My leadership team agrees on the priorities"

The portfolio is ranked by value, effort and risk. Everyone knows what comes first.

"Value is landing, and Finance can verify it"

Measurable value lands in the first weeks, against a baseline Finance signed off.

"The improvements continue after OX has left"

The routines live in our operating system, so the gains hold and compound.

FROM THE OX PERSPECTIVE

- **Leadership is aligned and committed.** There is a shared, fact-based view of the problem, the prize and the plan, not a report that sits on a shelf.
- **Every dollar is traceable.** Each initiative links to a value driver and a physical driver, so benefits can be tracked and verified.
- **The operation owns the outcome.** Cost owners and SMEs helped build the roadmap, so they believe in it and can run it.
- **Capability is left behind.** The routines and tools to keep finding value stay with the team after we leave.

The measure of a good diagnostic is not the quality of the deck. It is whether, twelve weeks later, **value is landing on the bottom line and the team knows exactly what to work on next.**

Partners in your success, not just advisers

Our values and our approach are the differentiator

We are your operational productivity partners in the resources industry. We do not hand over recommendations and leave. We work shoulder to shoulder with your team to release value and make it stick.

Deep industry knowledge and consulting experience

Our team has run mining operations and led improvement across the value chain. You do not spend the diagnostic explaining the basics, and the roadmap is grounded in what is realistic on site.

An engaging experience

Improvement should replenish your team's energy as much as it uses it. We make the process collaborative and enjoyable, so leaders come out of it energised rather than burnt out.

True collaboration, a people-first approach

We work "with you", not "at you". We validate findings at each level before moving up, adjust to your schedule, and bring your people into every step from problem definition to initiative scoping. Buy-in, not technical correctness alone, is what turns a diagnostic into delivered value.

We are partners in your success

Our greatest satisfaction comes from seeing you and your operation hit your goals. We stay in the trenches through implementation, navigating the challenges with you and driving towards the outcome.



Capability across three connected fronts

Where to focus, how the operation is designed, and how it is run day to day are rarely separate problems. An RPU diagnostic almost always surfaces issues that reach into the Operating Model and the MOS. Because we bring capability across all three, we can pick those up in the same engagement rather than handing you to someone else. RPU is the natural entry point, and as we deliver it, we can support the operating model and operating system elements it uncovers, so the whole system moves forward together.

Start with the prize, not the cuts

Where should you focus first?

Cost pressure is not going away, and neither is the temptation to cut across the board. There is a better first move. **Quantify the full potential, understand where value really flows through your value chain, and build a prioritised roadmap your team believes in and can deliver.**

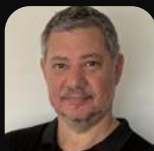
That is what Rapid Productivity Uplift does. In a short, focused diagnostic it replaces guesswork with a modelled size of the prize,

scattered effort with a ranked portfolio, and generic cost cutting with an approach tailored to your position on the cost curve. And it does not stop at the roadmap: we stay to deliver, scaling our involvement from coaching through to turnaround leadership, so measurable value lands quickly and the routines stay behind to keep the gains compounding after we step back.

CONTACT US

The first step is a conversation.

Tell us where the pressure is and what “good” would look like for your operation. We will show you how RPU would size the prize and where we would focus first.



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