

BUSINESS CAPABILITIES STATEMENT

HarLin Consulting is your business partner for combining technical knowledge, risk management, and social licence with your corporate needs to accelerate commercial success.

Management Profile

Paul Dale is the Principal of Harlin Consulting. Offering over 26 years broad experience across the full resources sector value chain, Paul is an enthusiastic and engaging communicator who delivers value from first-rate natural resources development experience, technical knowledge, leadership, commercial management and a first-hand knowledge of the machineries of government & planning approvals processes.

Differentiators

Well respected within industry and government, Paul is service driven, diligent, insightful and diplomatic. The priorities which differentiate his approach are:

- investing shareholders money wisely in all actions;
- promoting commercial sustainability of the business;
- consider whether the project can ever be a viable mine;
- using an observation driven, minerals systems approach;
- nurturing a Discovery Focused culture in the whole team;
- authentic & tangible respect for all stakeholders;
- framework of strong relationships with land-owners.

Paul's ability to add value and resolve difficult issues arise from his inter-disciplinary and high level experience operating in complex and contentious environments. He brings hard-won learnings from working in exploration, development, operations, government, regulatory compliance, & entrepreneurial business settings.

He is passionate about encouraging the social licence of the industry, pro-actively managing ESG considerations, and fostering Indigenous self-determination. His attitude is tangible, leading to trust & strong stakeholder relationships. This is a durable place from where superior, mutually beneficial achievements can be delivered.

Capabilities

Exploration & Development

Operations, business development, resource assessment, technical excellence, project evaluations and due diligence, independent technical reporting, scoping & feasibility studies

Project Management

Construction and dismantling, complex projects, problem solving

Contract Work

Interim executive management, contract technical or supervisory engagements

Business Management

Change management, business improvement, independent business evaluation and statutory gap analysis, systems development and implementation

Corporate Advisory

Natural resources, governmental, ESG, strategic planning, risk management and transformation, statutory compliance, land use management, and business management

Government Engagement

Permitting, approvals, development planning, regulation and compliance, liaison, policy

ESG

Leveraging ESG opportunities, risk management, stakeholder engagement and management, strategy development

People & Culture

Wellbeing, developing people and teams, productive business cultures, performance management, large scale redundancy actions

Paul is an affiliate of **Mining Associates**, a global consulting network delivering solutions across the mining value chain. www.miningassociates.com

