

## **Andrew John Fulton CEng FIMMM)**

### **Profile**

Business and Technical lead with a track record for determining best value options and delivering sustained positive outcomes from both established and emerging mineral assets.

### **Recent Assignments**

#### **Operational Improvement**

- \$70m mining business turnaround from a three-year loss-making position to sustained profitability. Reorganisation of the business and challenging the historic status quo. (UK)
- Design and delivery of an operating strategy to take a mining business that, while still profitable, was struggling to provide safe and stable performance to one focused on its core business, maximising value and performing at industry best. Outlook to deliver a \$300m improvement in the business's NPV over five years. (South Africa)
- Mine asset end-to-end mineral grade control review and improvement program. Engagement from geological model to mine design and execution through to processing control philosophies. Realising potential of 5.0% PbZn from a 3.5% PbZn base (Turkey).
- Leadership coaching and Lean Six Sigma program management for UK mining and construction businesses (UK).

#### **Technical Evaluation**

- Mining operational due diligence ahead of a \$1.5Bn investment and asset acquisition (Zambia)
- Due-diligence and EPC(M) Contract negotiations on behalf of a Central Asian state-owned company (Turkmenistan)
- Technical design and operational readiness assessment to meet an accelerated project delivery timeline for a \$3Bn mining project. (UK)
- Operational and Technical turnaround of a domestic coal asset owned and operated by a local end user and cement manufacturer (India).
- Lead in the completion of a feasibility study and development plans for green field energy assets to supplement the raw mineral demand of India's largest domestic cement manufacturer (India)
- Integration of business planning processes to improve the identification, control and delivery of business risk reduction and best value opportunities. (various locations)
- Appraisal and determination of the best value operating options for a \$1Bn mineral extraction project. (Russia)

#### **Business Strategy**

- Capacity Development Consortium – an asset acquisition and support program delivering in country Know-How, Standards, Technology and Education (Middle East)
- Key role within the design and delivery of a restructure to separate a mining business from its property business and dissolve its restrictive debt of c\$90m. (UK)
- Strategically positioned a mining business to realise the best value from its assets through market consolidation, stakeholder management and site operational and technical reorganisation. A key enabler to guarantee further funding and a net cash headroom target of \$75m. (UK)

## Career Summary

Business Founder and Principal Director, GatesBridge Ltd: April 2013 to date

Vice President, ICL UK Boulby: January 2018 to September 2022

Site Operations Manager, ICL UK Boulby: October 2015 to January 2018

Director of Operations, UK Coal PLC: October 2011 to March 2013

Regional General Manager and General Manager, Anglo American: Oct 2008 to Sept 2011

## Career Responsibilities and Achievements

### ICL UK Boulby.

### Potash and Polyhalite

Responsibility: VP and General Manager of ICL's Boulby Polysulphate business with an annual turnover of \$150m and 560 staff. High hazard / Upper Tier COMAH equivalent site. Boulby is a key asset for ICL, a leading Global specialty food and minerals company.

### Achievements:

- Led the business's \$70m turnaround from a three-year loss-making position to sustained profitability in 2022.
- Best product and process optionality review. Including technical designs and securing IP for multiple processing concepts. From full powder granulation to SOP from Polyhalite.
- Reorganisation of the business – challenging the historic status quo, from 'Pick Point' to 'Point of Sale'.
  - Staff reduction program of around 500 persons and restructured the Senior Leadership Team,
  - Enhanced all operating and reporting structures to form an integrated operationally focused management team,
  - Restructured full reward scheme – including pension, allowances and bonuses.
- Transformed the site safety culture from one with a history of unwanted events to a site proud of its success in both personal safety and major hazard management.
- Delivered a complex planning application for a major development within a National Park to achieved consent of operation for a further 25 years.
- Strengthened business governance processes: Reporting and compliance standards, ESG and operational audits, permitting and planning, lease holdings and financial reporting practices.
- Established a Lean Six Sigma leadership, learning and competency program to deliver a site culture of continuous improvement. Provoked a culture of transparency, diversity and fairness to enable staff to challenge, innovate and embrace change, diversity and inclusion.

### GatesBridge.

### Various Commodities and Regions

Responsibility: Founder and Principal Director of a minerals sector advisory and technical consultancy delivering solutions through an established international network of partners and associates covering the EU, Middle-East, Americas, Africa and Central Asia.

### Assignments:

- Mining operation due-diligence ahead of a \$1.5Bn investment and asset acquisition (Zambia)
- Mine asset end-to-end mineral grade control review and improvement program. Engagement from geological model to mine design and execution through to processing control philosophies. Realising potential of 5.0% PbZn from a 3.5% PbZn base (Turkey)
- EPC(M) Contract negotiations on behalf of a Central Asian state-owned company (Turkmenistan)

- Operational and Technical turnaround of an Indian coal asset owned and operated by a local end user and cement manufacturer (India).
- Leadership coaching and Lean Six Sigma program management for UK mining and construction business – active project.
- Technical design and operational readiness assessment to meet an accelerated project delivery timeline for a \$3Bn mining project in the UK.
- Project appraisal and determination of the best value operating option for a \$1Bn mineral extraction project in Russia,
- On-site turnaround assignment for Russia's largest coal operator. Delivered a 60% improvement in operational efficiency over the assignment period,
- Regional security and business risk analysis for a \$250m new mining project in Africa,
- Due diligence of a large African copper asset for international reinvestment for sustained performance and local stakeholder benefits.

#### **UK Coal.**

#### **Thermal and Met Coal**

**Responsibility:** Director for Operations and Technical Services across all underground assets. 1300 personnel and an annual turnover of \$350m.

#### **Achievements:**

- Leadership role in the design and delivery of a restructuring to separate the mining business from its property business and dissolve its restrictive debt (c\$90m),
- Strategically positioned the mining business to realise the best value from its assets through market consolidation, stakeholder management and site operational and technical reorganisation. A key enabler to guarantee further funding and a net cash headroom target of \$75m
- Established a program of targeted improvement projects to overcome priority performance issues, each with a measured contribution of between £30k and £2.5m,
- Established integrated business planning processes to improve the identification, control and delivery of both business risk reduction and best value opportunities.

#### **Anglo American – South Africa:**

#### **Thermal and Met Coal**

**Responsibility:** Regional General Manager - Responsible for operating the largest underground coal mine in Southern Africa: Leadership of 2500 personnel and an annual turnover of \$300m. Design and delivery an operating strategy to take a mining business that, while still profitable, was struggling to provide stable performance to one focused on its core business, maximising value and performing at industry best.

**Achievements:** Over two years delivered the first phases of the strategy with a forecasted outlook to deliver a \$300m improvement in the business's NPV over five years.

**Responsibility:** General Manager of a South African mining operation supplying 10.5m tonnes of coal, on a 'cost plus' basis, to the dedicated and nationally owned 3000 MW power station.

Owner's representative for construction and asset procurement projects. Total annual project expenditure of \$95m per annum

Operating Committee Member during the successful merger of two mining divisions with a combined annual turnover of \$225 million.

#### **Regional and Industry Involvement, Voluntary**

- Mining Association of the UK (MAUK) President, Board Member and contributor. MAUK is the sectoral voice for the underground mining sector, representing 28 mines in all four nations across 12 different minerals - Active

- Mineral Products Qualifications Council – Board Member. Providing governance, challenge and support to the running of the not-for-profit organisation whose purpose is to fulfil the extractive sector's need for a safe, competent and sustainable workforce - Active
- Tees Valley Combined Authority Local Enterprise Partnership (TVCA LEP) – Thematic Lead, Chemicals and Processing. Considered to be one of the most effective and integrated nationally the TVCA LEP brings local authorities and businesses together to set local economic priorities, drive economic growth, improve infrastructure, raise skills and create jobs.
- Committee member for the Institute of Materials, Minerals and Mining (IOM3) Mining and Technology Division (MTD) - Active
- Redcar and Cleveland (R&C) Place Board, Vice Chairperson – regional stakeholder engagement and working-party group to significantly improve the identity of the region and promoting R&C as a great place to work, live and do business.

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#### **Formal Education and Professional Qualifications**

- Chartered Mining Engineer (CEng) registered with the Engineering Council of the UK
- Bachelor of Engineering with Honours, BEng Mining: Nottingham University, UK
- Fellow of the Institute of Materials, Minerals and Mining (FIMMM)
- Advanced Management Program (AMP): University of Stellenbosch, South Africa