



EXECUTIVE BRIEFING

Silverwing Advisory Services

www.swilservices.com

Executive Briefing

About the Firm

Enterprise transformation for complex, asset-intensive operations. Prepared for boards, investors and senior operating leadership evaluating whole-of-organisation transformation, turnaround and operational value creation mandates.

US\$2B+

Documented Results from the
Program Methodology

Est. 2014

Track Record

APAC and Africa

Regions Served

Embedded

Delivery Model

Prepared for boards, investors and senior operating leadership evaluating enterprise transformation, operational performance improvement and capability transfer.

EXECUTIVE SUMMARY

Enterprise Transformation Specialists Who Unlock Untapped Value

Silverwing Advisory Services is a division of Silverwing Investment Ltd. and part of the broader Silverwing Group, first established in 2014. We work across the Asia-Pacific and Africa, delivering transformation advisory mandates that produce verifiable bottom-line results.

Every engagement is led by senior practitioners who work alongside leadership and front-line teams as embedded operators, coaches and mentors. We transfer execution capability and remain accountable until the organisation can sustain the gains independently. Across the region, our work has delivered more than US\$2 billion in documented bottom-line results.

Bottom-up value creation	Performance-linked commercial discipline
Improvement is built and verified at the operating level, where planning, execution, maintenance and leadership routines determine performance.	Commercial terms are structured around agreed scope, KPIs and results, creating alignment between the client and Silverwing.
Embedded delivery model	Capability transfer
Senior practitioners work with client teams on the ground, build internal capability and support leadership through implementation.	The engagement is designed to leave behind management disciplines, tools and leadership routines that sustain the gains.

WHO WE ARE

A Practical Alternative for High-Stakes Transformation

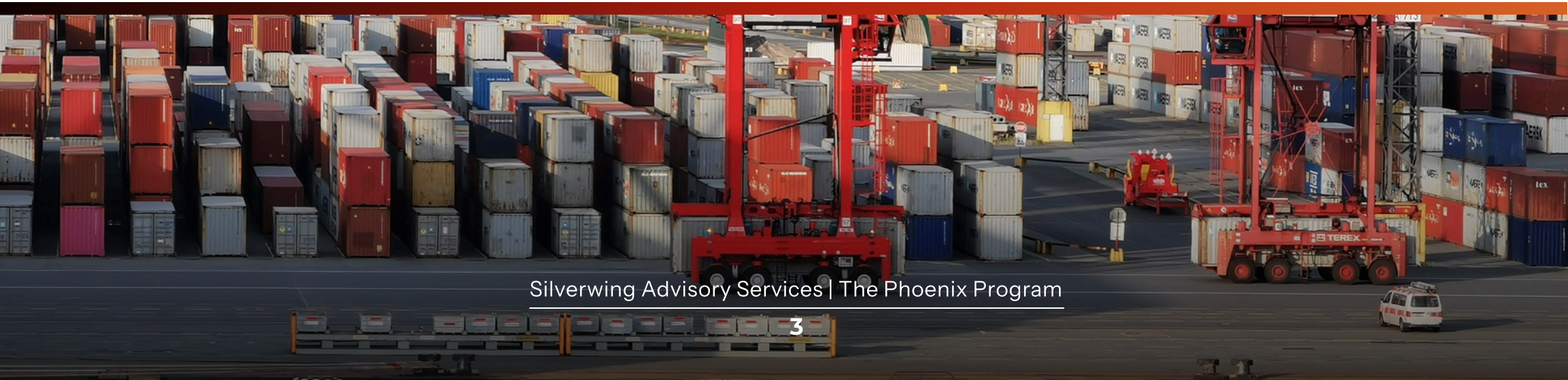
Silverwing focuses on complex, asset-intensive organisations where the value at stake is material and where implementation discipline determines the outcome. We operate across board, executive and site levels, connecting strategic direction with the daily operating routines required to make the change real.

Our practitioners have worked across demanding operating environments in mining, energy, transport, healthcare, government and investment-backed businesses. The common thread is the need to turn complexity into measurable operating results and enduring organisational capability.

OUR SERVICES

Four Disciplines That Convert Complexity Into Verifiable Value

Service	What it addresses	Typical outputs
Transformations and Turnarounds	Whole-of-organisation, whole-of-site and asset-specific programs for underperforming operations and already-profitable operations with material uplift potential.	Transformation program, workstreams, implementation leadership, KPI governance and capability transfer.
Transaction Advisory	Buy-side, sell-side and exit advisory where operational value, execution risk or post-transaction performance matters.	Operational value case, acquisition or exit preparation, integration priorities and investment-linked improvement plan.
Diagnostics and Performance Review	A structured entry point for understanding value leakage, operational constraints and improvement potential.	Evidence-based assessment, baseline, opportunity sizing, KPI framework and costed recommendation.
Capability Building and Culture Change	Leadership, workforce engagement and operating discipline required to make improvement permanent.	Management operating system, leadership routines, coaching, capability assessment and handover plan.





THE PHOENIX PROGRAM

The Methodology Behind Every Engagement

The Phoenix Program is Silverwing's proprietary transformation methodology. It is built on top-down strategy, cross-level participation and bottom-up implementation. It provides the operating structure for diagnosing value leakage, designing the intervention, implementing the change, building capability and handing over sustained performance.

OUR SERVICES

Four Disciplines That Convert Complexity Into Verifiable Value

Principle	What it means
Back-to-basics	Establish reliable planning, scheduling, supervision, measurement and operating rhythm before improvement begins.
Enthusiastic Ownership	Build genuine ownership across leadership, management, supervisors and front-line teams.
Value Chain Partnerships	Align owners, contractors, suppliers and internal functions across the full value chain.
Making Ourselves Redundant	Transfer capability so results can be sustained by the client organisation after handover.

The program is delivered through five phases: Diagnostic, Solution Design and Commercial Terms, Implementation and Coaching, Capability Building, and Transition and Handover.



Core Values

- Refreshed
- Embedded
- Visible action
- Recognition
- Workforce buy-in

Focus Group

- Whole of operation
- Full day
- Executive attendance
- Collaboration

Commercials

- Cost/ton
- Site profit
- Finance target
- Recognition

Continuous Improvement

- Focus group ideas implementation
- Bottom line and organizational improvement measured
- Linkage to recognition

Organisational and Capability Development

- Fit for today
- Flexible to suit
- Skills for today
- Skills for tomorrow
- Mentoring
- Individual and Group
- Coaching

Community Engagement

- Inclusive
- Collaborative
- Active
- Local Business Development

Communications and Branding

- All inclusive: owned
- by everyone
- Regular and simple
- Brand Pride

Management Engagement

- Regular catchups
- Formal/informal
- Rapid updates
- Attending prestarts

Integrated From Strategy Through Delivery

Silverwing can operate directly with clients or alongside professional services firms, investors and technical specialists within one coordinated transformation structure. The collaborative model combines board-level transformation leadership, strategic and financial input, specialist expertise and embedded implementation capacity.

- One integrated transformation agenda.
- Joint leadership at board and executive level.
- Clearly allocated workstream responsibilities.
- Aligned KPIs, governance and reporting cadence.
- Senior practitioners embedded within the operation.
- Continuity from strategy through implementation, capability building and handover.

INDUSTRIES

Methodology Customised to the Operating Context

Mining and Metals Productivity, safety, cost and maintenance improvements across open-pit and underground operations.	Power and Renewables Operational transformation for energy assets and businesses navigating new performance, reliability and transition requirements.
Transport and Logistics Planning discipline, fleet utilisation, workforce engagement and operating rhythm across distributed operations.	Healthcare Operational improvement for hospital networks and healthcare operations working to maintain service quality, compliance and capacity.
Government and SOEs Enterprise transformation in complex institutional environments with multiple stakeholder, governance and implementation requirements.	Private Equity Operational improvement structured around the investment thesis, value creation plan and post-acquisition performance agenda.

HOW TO ENGAGE

A Controlled Path From First Review to Full Mandate

Silverwing generally recommends beginning with a Diagnostics and Performance Review. This creates a fact base, quantifies the opportunity and provides a costed recommendation before the client commits to a larger transformation mandate.

Step	Client decision	Silverwing output
Initial executive briefing	Determine whether the issue and value at stake justify a diagnostic.	Senior discussion, fit assessment and proposed diagnostic scope.
Diagnostics and Performance Review	Decide whether to proceed with a larger mandate.	Baseline, opportunity sizing, constraints map, KPI framework and costed recommendation.
Solution design	Agree scope, governance, resources, KPIs and commercial terms.	Implementation plan, workstreams, milestones and performance framework.
Implementation and capability transfer	Commit leadership support and operational access.	Embedded delivery, coaching, tools, routines and handover plan.

Relevant Situations

Silverwing generally recommends beginning with a Diagnostics and Performance Review. This creates a fact base, quantifies the opportunity and provides a costed recommendation before the client commits to a larger transformation mandate.

- A profitable asset is under-delivering against its achievable potential.
- A site or business unit requires a turnaround and the value at stake is material.
- A transaction depends on operational value creation after acquisition.
- Leadership needs an evidence-based view of value leakage before committing to a major program.
- The organisation has completed strategy work and now needs disciplined execution.
- A client or partner requires a senior embedded team capable of carrying accountability through implementation.

Request an Executive Briefing

Speak directly with Silverwing leadership about a transformation mandate, diagnostic review, transaction-related value creation plan or potential collaborative engagement.



About Us

WHO WE ARE

A Focused Firm Built on Deep Operating Experience

Silverwing Advisory Services is the transformation advisory practice of the Silverwing Group. We deploy the Phoenix Program across mining, energy, healthcare, transport and logistics, government and state-owned enterprises, and other asset-heavy sectors in Asia-Pacific and Africa. Our senior practitioners have held leadership and delivery roles within the industries and operating environments they now advise. That experience allows us to work at owner, board and executive level while remaining grounded in the operational realities of implementation. We do not separate strategy from delivery. The people who help shape the transformation remain accountable for carrying it through to measurable and sustainable results.

Silverwing Investment Ltd. is an Asia-Pacific investment holding and M&A advisory firm headquartered in Hong Kong, with offices in Singapore, Jakarta and Brisbane. We originate transactions, invest in selected opportunities and create value in underserved and undervalued businesses across the region, with a focus on high-growth and asset-intensive sectors. By combining capital, sector expertise and disciplined execution, we turn overlooked opportunities and complex operating challenges into scalable, profitable businesses. Our investments and advisory work span energy, healthcare, digital, B2B services, mining, transport and infrastructure.

WHAT WE DO

Our Services

Silverwing delivers measurable outcomes across four areas of support, each powered by the proven Phoenix Program methodology. The methodology remains constant. What changes is the problem we are brought in to solve and how we apply it to a client's specific mandate.

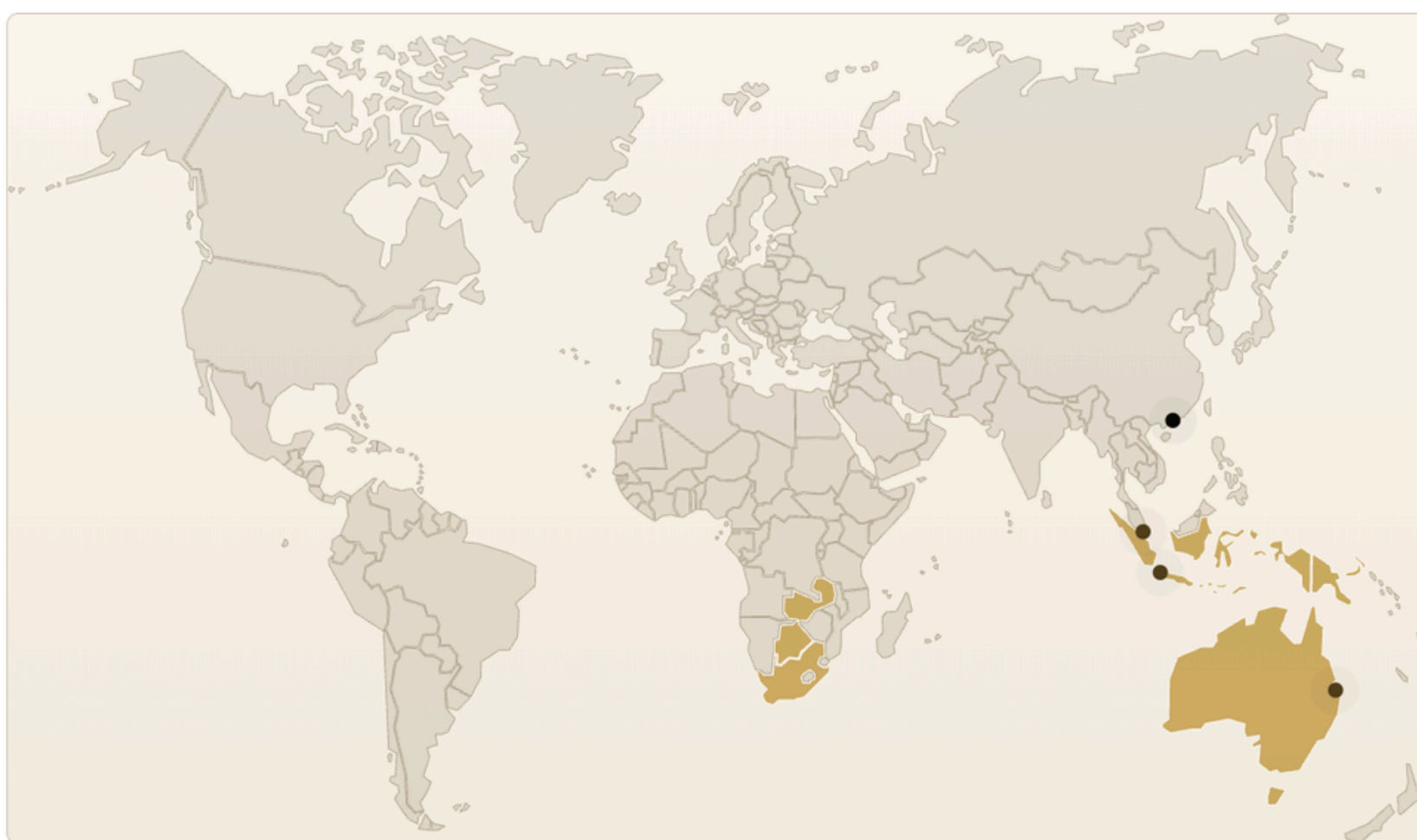
Whether that is transforming an entire operation, advising on a complex transaction or strategic decision, diagnosing where value is being lost, or building the capability that makes change permanent. Every engagement is led by senior practitioners who work on the ground alongside client leadership and operational teams. From the start, we establish clear outcomes, defined accountabilities and measurable performance targets.

OUR REACH

Present Across Asia-Pacific and Africa

We operate across Asia-Pacific and Africa, with offices in Hong Kong, Singapore, Jakarta and Brisbane. Our engagement history includes Australia, Indonesia, Papua New Guinea, South Africa, Zambia and Botswana, as well as other markets across the regions in which we operate. Our teams bring direct in-country experience of the regulatory, institutional, workforce, cultural and operational conditions relevant to each mandate. This allows us to adapt the Phoenix Program to the realities of the jurisdiction without changing its core principles, disciplines or accountability framework.

● Headquarters ● Office ● Engagement Countries



STRATEGIC DELIVERY PARTNERSHIPS

Working Alongside Leading Global Firms

We work alongside leading global professional services firms, investors and technical specialists on complex enterprise transformation mandates. Silverwing participates as an equal strategic and delivery partner. Our leadership works with owners, boards and executive teams to shape the transformation agenda, establish the value case and govern the program. Our senior practitioners then provide the embedded capacity required to carry the transformation through implementation, capability building and handover.

Our partners contribute complementary strategic, financial, governance, regulatory, technical and institutional capabilities. Together, we operate through one coordinated program with clearly defined responsibilities, aligned KPIs and accountability from strategic design through to sustainable operational results.



SILVERWING ADVISORY SERVICES

a division of Silverwing Investment Ltd.

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