



SILVERWING
ADVISORY
SERVICES

a division of Silverwing Investment Ltd.



THE PHOENIX PROGRAM
Workforce-Driven Transformations



SILVERWING ADVISORY SERVICES

The Phoenix Program

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The Phoenix Program

Program Overview

A proven transformation methodology built for complex, large-scale operations. Developed through live engagements across the Asia-Pacific and Africa, and accountable for measurable results from day one.

4

Core Principles

5

Delivery Phases

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

A Proven Operating System for Transformation

The Phoenix Program is Silverwing Advisory Services' proprietary transformation methodology. It provides the operating structure for engagements that need measurable performance improvement, clear commercial accountability and capability transfer into the client organisation.

The program was developed and refined through live engagements across mining, energy, healthcare, transport and logistics operations in the Asia-Pacific and Africa. Its principles and delivery phases remain consistent across sectors. The application is tailored to the client's operating environment, workforce, mandate and performance constraints.

Purpose of This Document

A proven transformation methodology built for complex, large-scale operations. Developed through live engagementThis overview is designed as a website download for boards, investors and senior operating leadership. It explains what the Phoenix Program is, how it is delivered, where it creates value and how a client can engage Silverwing through a structured diagnostic entry point. engagements across the Asia-Pacific and Africa, and accountable for measurable results from day one.

CORE PRINCIPLES

The Four Principles

The four principles are operating commitments. They govern how each engagement is structured, how performance is measured and how the client organisation retains the capability after handover.



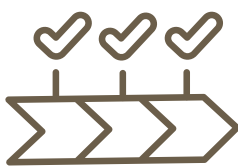
Back-to-Basics

The engagement starts with the fundamentals of work: planning, scheduling, supervision, measurement, maintenance discipline, contractor alignment and operating cadence. A reliable baseline is established before improvement begins.



Enthusiastic Ownership

Sustainable change requires ownership across the organisation. Silverwing works with leadership, management, supervisors and front-line teams so the improvement agenda becomes something the organisation actively owns.



Value Chain Partnerships

Many performance problems sit between functions, contractors, suppliers and operating teams. The program aligns planning, execution, maintenance, procurement, contracting and commercial interfaces as one operating system.



Making Ourselves Redundant

Each engagement is designed to transfer capability into the client organisation. Success is achieved when the client team can maintain the disciplines, routines and performance gains independently.

DELIVERY MODEL

Five Phases. One Outcome.

Phase	Purpose	Primary Outputs
1. Diagnostic	Establish the facts, quantify the opportunity and identify where value is leaking.	Baseline assessment, value opportunity, constraints map, KPI framework, costed recommendation.
2. Solution Design and Commercial Terms	Convert the diagnostic into a practical implementation program with clear accountability.	Scope, schedule, governance model, workstreams, resourcing plan, KPIs and commercial terms.
3. Implementation and Coaching	Embed senior practitioners alongside client teams to implement the agreed changes.	Workstream delivery, constraint removal, operating rhythm, KPI reporting and management coaching.

Phase	Purpose	Primary Outputs
4. Capability Building	Build the disciplines, tools and leadership behaviours required to sustain the improvement.	Management operating system, role clarity, routines, toolkits, training and capability verification.
5. Transition and Handover	Convert the diagnostic into a practical implementation program with clear accountability.	Handover plan, sustainability review, capability sign-off and post-engagement maintenance plan.

HOW IT WORKS

From Evidence to Sustainable Performance

The program works because it links evidence, commercial accountability, operating discipline and capability transfer in one method. The diagnostic identifies the value case. The solution design converts that value case into a measurable plan. The implementation phase embeds practitioners where the work happens. Capability building ensures the client organisation can continue the disciplines. Transition and handover protect the gains.

- Evidence first: the engagement starts with data, site observation, interviews, operating routines and performance baselines.
- Accountability for outcomes: scope, KPIs, governance and commercial terms are agreed upfront.
- Embedded delivery: senior practitioners work directly with leadership and front-line teams.
- Capability transfer: tools, routines and behaviours are embedded into the client organisation.
- Measured handover: Silverwing exits when capability and sustainability have been verified.



WHERE IT APPLIES

Built for Complex, Asset-Intensive Operations

The Phoenix Program is suited to environments where performance depends on the coordination of people, assets, contractors, planning systems and leadership routines. It is particularly relevant where the improvement opportunity is material and where sustained execution matters as much as strategy.

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.

CLIENT ROLE

What Silverwing Needs From the Client

The Phoenix Program requires active sponsorship and access to operating reality. The client provides leadership commitment, access to relevant data, time with management and front-line teams, and decision-making cadence. Silverwing provides the methodology, senior practitioners, diagnostic discipline, implementation leadership and transfer framework.

Client Provides	Silverwing Provides
Executive sponsorship and decision authority.	Senior practitioners with board-level and operating-level transformation experience.
Access to operating data, sites, teams and contractors.	Diagnostic methodology, value leakage assessment and KPI framework.
Timely participation from leadership, supervisors and front-line teams.	Embedded implementation, coaching and management operating system design.
Governance cadence and commitment to act on agreed decisions.	Capability transfer, sustainability testing and structured handover.

The Pillars of The Phoenix Program



RECOMMENDED ENTRY POINT

Start With a Diagnostics and Performance Review

A Diagnostics and Performance Review is the recommended first step. It provides a structured, low-risk assessment of the operation before any larger commitment is made. The review establishes the current baseline, identifies the improvement opportunity and produces a costed recommendation for the next stage.

Request an Executive Briefing

Explore the Phoenix Program in greater detail, review the documented track record or speak directly with a senior practitioner about the improvement opportunity in your organisation.

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.

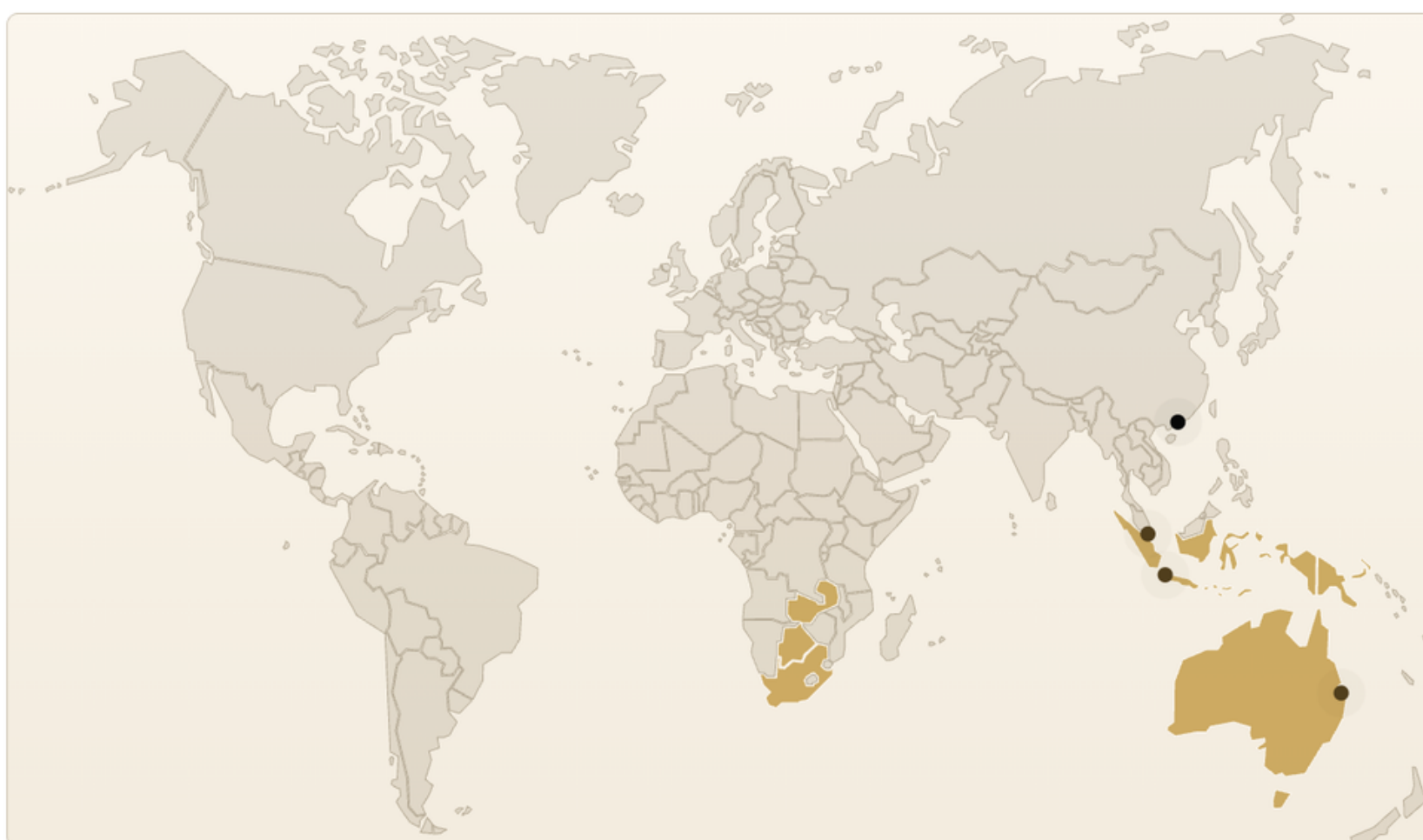
Whether that is transforming an entire operation, advising on a complex transaction or strategic decision, diagnosing where value is being lost, or building the capability that makes change permanent. Every engagement is led by senior practitioners who work on the ground alongside client leadership and 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.



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