Master Systems Integration for Mergers & Acquisitions in Mining

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In 2024 there were 754 mergers and acquisitions in the mining industry totalling just in excess of US$100 billion. Mergers and acquisitions in mining are among the most complex transformations, requiring the alignment of financial, legal, operational, cultural, and technical domains to ensure seamless business continuity. Preparing for Legal Day One (LD1) demands precision; operations must remain safe, employees paid, suppliers settled, and revenue flows uninterrupted.

Abstract

DXC's Master Systems Integration (MSI) provides the governance, structure and repeatable patterns to reduce risk and accelerate speed-to-value in mining mergers and acquisitions (M&A). By establishing a dedicated project management office (PMO) for IT & systems, MSI ensures critical legal day one (LD1) outcomes: IT/OT in place to support safe and stable operations, payroll compliance, cash flow management, supplier payments, and equipment maintenance.

There is also an added complexity in the mining industry --the consolidation of mining equipment and technology services (METS) software that is currently occurring. This translates to additional layers of out-of-the-box integrations that you're likely to get from original equipment manufacture (OEM) & software vendors as they try to capture more of the mining value chain in their portfolios. While you may strive to maintain a degree of simplicity in your current operation, you are likely to inherit a more complex landscape as part of any M&A activity.

Our approach, supported by DXC's mining reference architecture, integrates enterprise resource planning (ERP) and operational technology (OT) systems, manages data migration, embeds cyber security, and coordinates dependencies across all M&A streams, supported by structured organisational change management. Post-LD1, we deliver a stable, scalable environment handed over seamlessly to managed service providers.

Tailored to mining's unique complexities such as remote operations, safety imperatives, environmental approvals, and logistics interdependencies, MSI ensures operational stability, compliance, and faster synergy realisation.
The outcome: a safer, faster, and more cost-effective path to unlocking the full value of mining M&A.

The Challenge of Mining M&A

Mergers and acquisitions in mining are among the most complex transformations in the corporate world. They involve not just financial and legal negotiations, but the seamless alignment of operational technology (OT), information technology (IT), people, and culture across highly diverse environments.

As organisations prepare for legal day one (LD1), the pressure is immense: operations must remain safe, employees must be paid correctly, suppliers and partners must be settled, and revenue must continue to flow. Any misstep risks operational disruption, loss of value, or regulatory non-compliance.

MSI Explained Simply

Think of MSI as the conductor of an orchestra. Each vendor, system, and process plays its part — but without coordination, the result is noise. MSI provides the score, the timing, and the leadership so that every piece comes together as one harmonious performance.

In practice, MSI brings together multiple vendors, systems, and services into one coherent program. It ensures delivery on time, on budget, and with promised outcomes.

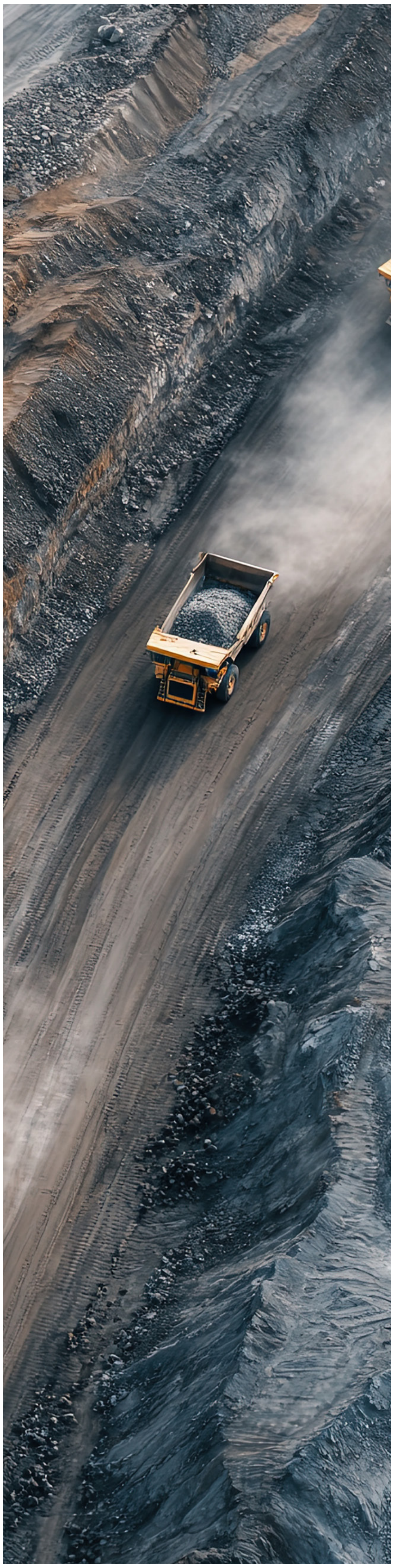
Successfully delivering large-scale transformations depends on two essentials:

1. **Methodology –** proven frameworks, systems, and tools to manage complexity.
2. **Mindset –** resilience, collaboration, and trust to overcome inevitable challenges.

Without MSI: complexity breeds risk, cost and confusion.

With MSI: leaders gain control, accountability and confidence.

The success formula is based on a joint partnership model, not an adversarial client–supplier relationship. It requires clear accountability, trust, and shared ownership. Transformation requires more than systems and processes — it requires partnership, alignment, and a one-team mindset.



MSI as the Enabler of Safe, Fast and Reliable Integration

DXC's Master Systems Integration (MSI) provides the governance, frameworks, and repeatable patterns to reduce risk and accelerate speed-to-value in mining M&A. Unlike narrow technology services, MSI coordinates all technology interdependencies across streams—legal, financial, technical, cultural, and environmental—with a disciplined focus on the IT & systems stream, the backbone that enables business continuity.

For LD1, our minimum viable IT/OT environments must ensure that companies can:

1. Operate safely and stably.
2. Pay employees on time and in line with awards.
3. Receive revenue for product shipped.
4. Pay suppliers for goods and services.
5. Maintain equipment to keep mines and infrastructure running

How DXC Delivers MSI in Mining M&A

Our Mining Solutions Architects and MSI teams bring deep domain knowledge, mining sector experience, and global transformation expertise. We deliver by:

1. Establishing a dedicated PMO for the IT & systems stream, ensuring strong governance, and alignment across all other M&A workstreams.
2. Breaking down the integration into manageable projects that hit critical LD1 milestones.
3. Leading ERP and OT integration, data migration, and target system instantiation.
4. Designing and provisioning the infrastructure required to accommodate the merged entity.
5. Embedding cyber security, identity, and access management from day one.
6. Onboarding and integration of transferred systems.
7. Managing onboarding and system access for transferred staff through structured change management.
8. Coordinating technology dependencies across all streams—from environment and approvals to logistics, procurement, and people & culture.

Post-LD1, DXC hands over the integrated environment seamlessly to your managed service provider—whether that's DXC or a third party—ensuring stability, scalability, and resilience.

Structured MSI Delivery Framework

DXC Technology will lead mining organisations' transformations through a structured Master Systems Integration (MSI) approach that ensures strategic alignment, operational efficiency, and measurable business outcomes.

The program is governed by **four pillars:**

1. Program Governance
2. Program Office
3. Technology Governance
4. Business Governance

Each pillar drives execution with precision and accountability, ensuring consistency across all streams. Additionally, we augment your business so that your Business as usual (BAU) teams have the time and the resources to focus on your M&A activity.

A dedicated leadership team, headed by an Executive Program Director, oversees delivery and decision-making. Technology integration across multiple vendors (e.g. SAP, Microsoft, and cloud platforms) is managed using DXC's Modern Architecture Framework, ensuring secure, scalable, and interoperable solutions.

Business governance is executed through DXC's Experience-Led Transformation (XLT) methodology, embedding stakeholder engagement, training, and communication into every phase. A Center of Excellence (CoE) for Organizational Change Management (OCM) coordinates change activities across all streams, ensuring readiness and alignment.

The Business Analysis (BA) Chapter maintains cross-functional alignment and ensures that transformation outcomes are enterprise-wide and business-driven. Benefits Realisation Management is embedded throughout the lifecycle to track, measure, and sustain value.

Roles and responsibilities are clearly defined to ensure ownership, collaboration, and sustained success.

Why It Works for Mining

Mining M&A brings additional layers of complexity: remote operations, OT and IT convergence, environmental approvals, safety imperatives, and the heavy interdependence of logistics and supply chains. DXC's MSI approach is specifically designed for these realities.

We work with clients to design the optimal IT/OT operating model for the new entity—whether migrating the acquired business onto existing platforms or implementing new systems that better support the combined operation. Our global experience in large-scale mining transformations ensures that value is captured quickly while protecting safety, compliance, and stakeholder trust.

The Outcome

By applying Master Systems Integration, mining companies can de-risk the transaction, deliver operational continuity on LD1, and accelerate synergy realisation. The result is a safer, faster, and more cost-effective path to unlocking the value of the merger or acquisition—ensuring that strategy on paper is delivered in practice.

Learn more at **dxc.com/au/mining**

About DXC Technology

DXC Technology (NYSE: DXC) helps global companies run their mission-critical systems and operations while modernizing IT, optimizing data architectures, and ensuring security and scalability across public, private and hybrid clouds. The world's largest companies and public sector organizations trust DXC to deploy services to drive new levels of performance, competitiveness, and customer experience across their IT estates. Learn more about how we deliver excellence for our customers and colleagues at **DXC.com**.