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# CFO Excellence in Mining

Unlocking Value in a Volatile World

MARCH 2026





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Founded in 1997 as a business unit within General Electric, Genpact became an independent company in January 2005, bringing its Lean management expertise to a broader market. It went public in 2007 and has since evolved into a leader in digital transformation and AI-powered solutions. As of 2025, Genpact employs over 140,000 professionals across more than 30 countries, including major hubs from New York to New Delhi.

Genpact's journey is driven by purpose and a relentless pursuit of making the world work better for people—through smarter processes, deeper insights, and bold transformation.

# Mining at Crossroads

## Navigating geopolitical shifts and commodity volatility

Over the last three decades, global supply chains were designed for efficiency. Mining and manufacturing activities were spread across the globe to capture differential in input costs and resource advantages. Historically, while this model has delivered low input costs and high levels of integration, it has built weaknesses as well – concentrated production in few regions, severe dependence on inter-continental transport and an inherent assumption of geo-political stability that is not guaranteed anymore.

The vulnerabilities are now more apparent as governments have started to step in to manage commodity flows. Tariffs, subsidies, and export limitations are now increasingly reshaping trade flows. In 2025, the US imposed duties on key commodities like aluminum, copper, and steel. Global trade is now driven more by resilience & strategic priorities than cost efficiency.

With the weakening of global integration, supply chains are being restructured into regional clusters with resilience & trusted partnerships. In North America, the green energy ecosystem is anchored by Mexico's Media Luna project, projected to deliver about 45 million pounds (~20,000 tonnes) of copper annually, complemented by Canada's Critical Minerals Strategy, which advances lithium, nickel, cobalt and rare earths through the Critical Minerals R&D Program and the Critical Minerals Infrastructure Fund. Europe is rolling out 47 strategic programs in Lithium, Cobalt & Aluminum. In Asia, India & Australia are ramping up mining to establish alternative hubs.

Beyond regionalization, supply-side measures are reshaping commodity markets. The Democratic Republic of Congo's cobalt export suspension in 2025 disrupted battery supply chains, while Indonesia imposed nickel limits to boost domestic smelting segment. Guinea's long-awaited Simandou project, expected to yield 100 million tons of iron ore each year, shows how interventions can shift global dynamics. Concurrently, emerging copper and lithium ventures in Africa and Latin America highlight how both producers and governments are repositioning to gain strategic advantages.

This calls for a strategic rethinking for miners, beyond cost efficiency. Few important imperatives emerge:

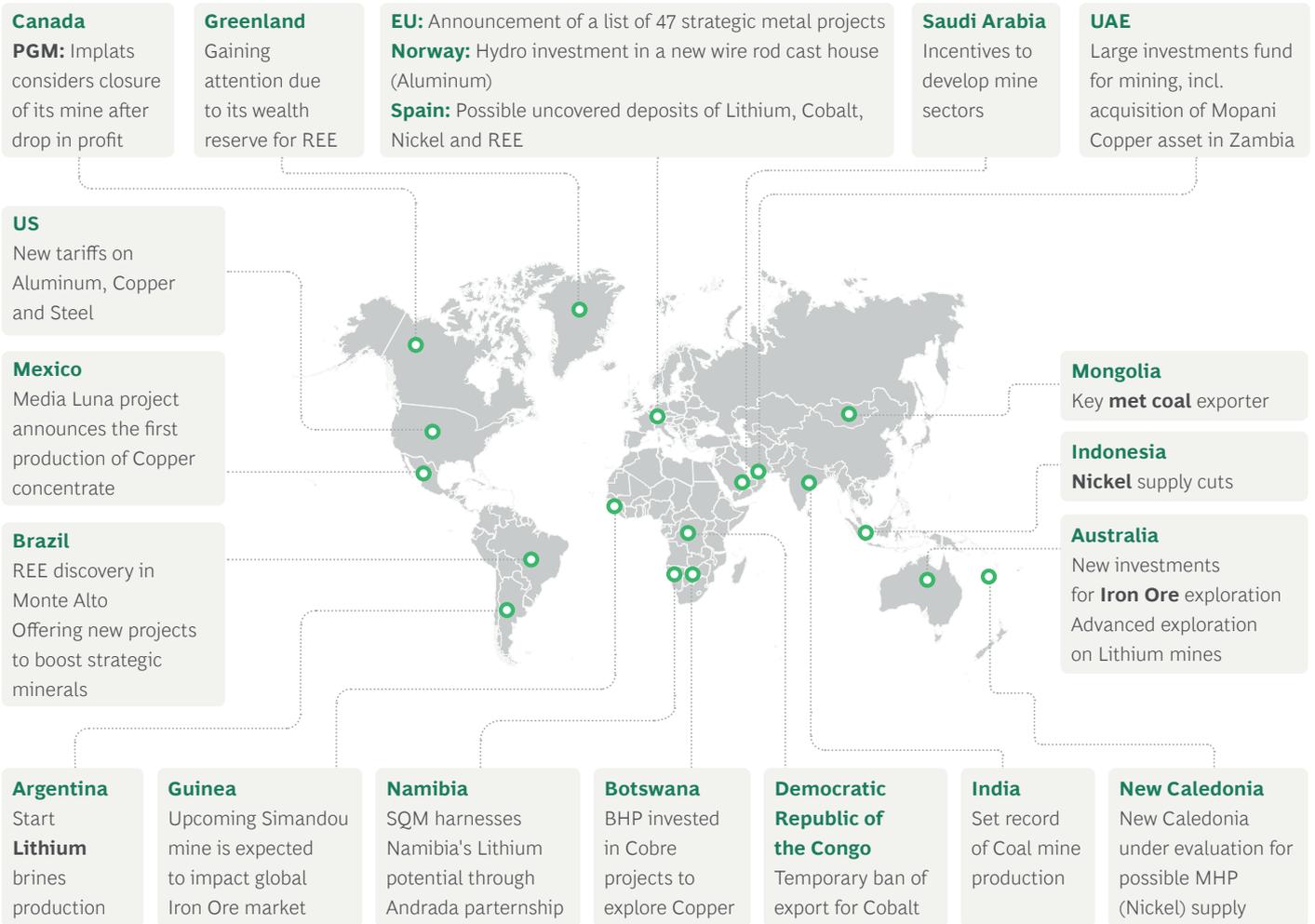
- Diversification of geographies to reduce geopolitical risks
- Expansion in energy-transition minerals
- Allocation of capital for sustainability and decarbonization
- Strategic alignment of corporate functions to fuel long-term growth

Long-term success will depend on weaving politics, regulation & market forces into cohesive corporate strategies.

**EXHIBIT 1**

# Commodities Market is Evolving with Shifting Dynamics - Fueled by M&A/ Divestments, Demand transition, Policy, and Supply changes

As of March 2025



**Source:** Reuters, Platts, GlobalData, press search, Natural Earth Country boundaries without large lakes  
**Disclaimer:** Focused on battery materials

# Digging deeper into Costs

## Why miners must strike gold in expense control

Post-2020 macroeconomic and geopolitical environment has led to broad inflationary pressures that have impacted the mining industry. Mix of surge in post-pandemic demand, strained supply chains, energy price shocks and tight labor markets have driven cost pressures. This has exposed the fragility in the mining supply chain: increased cost of labor, energy, and equipment, combined with supply bottlenecks have produced a cascading set of challenges for miners.

Between 2021-24, Mine-site costs increased by 32% for copper and by 19% for iron ore. Fuel, labor and electricity have emerged as the key inputs driving the cost pressures. Diesel shocks and longer haulage cycles due to deepening pits have driven up the per-ton expenditure.

Finance organizations are not just looking at managing volatilities but also finding levers for sustainable margin protection. With miners considering digital adoption and strategic partnerships to drive resilience, Finance is now being reimagined as a proactive performance enabler-supported by scalable partner ecosystems.

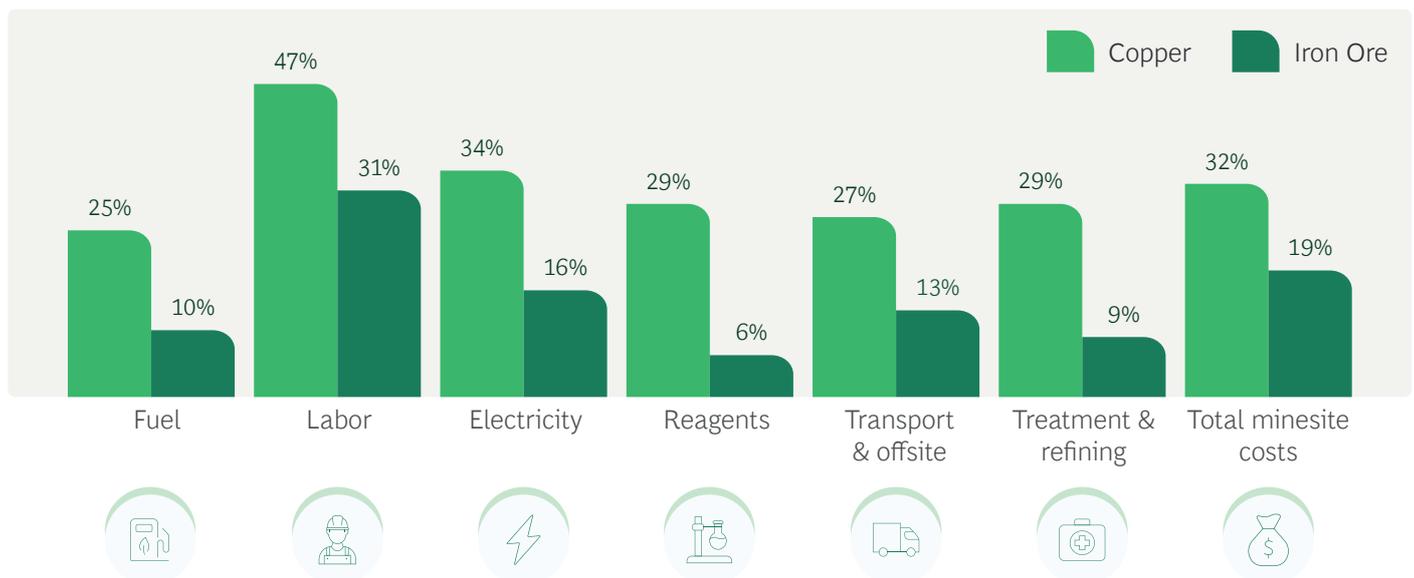
**“Lasting solutions do not come from stopgaps—they come from leveraging top-tier products and partners. Overlooking this ecosystem would be a mistake. Centralized processes ensure greater sustainability and enhanced security”**

— Global Head of shared services, Tier1 Miner

### EXHIBIT 2

Total Mine Site Costs Grew by ~32% for Copper Miners and ~19% for Iron Ore Miners from 2021 to 2024

Cost escalation between 2021 and 2024 (in cost/ton)



Source: S&P Global, BCG analysis

# C-suite Imperative

## A robust finance function built for impact

Under sustained volatility in costs and commodity portfolios, mining companies face a finance challenge unlike most industries. Finance footprints are shaped by where resources sit, often in remote regions where operations spring up quickly and support functions follow. The result is a patchwork of processes and teams scattered across countries and jurisdictions, making scale, control, and consistency exceptionally difficult to achieve. For CFOs, this decentralization collides with cost pressures and exposes the enterprise to risks that can't be solved by incremental fixes alone.

The obstacles run deep. Change is hard when language barriers are steep, digital skills are limited, and frontline employees lack devices or connectivity to engage with ERP systems. Levels of digitization often lag manufacturers in urban centers, with handwritten invoices, statements, and pay slips still common. Regulations further complicate matters: local content laws prevent certain finance activities from moving offshore, with requirements differing from one jurisdiction to the next. On the ground, fraud risk and control lapses are real, in some communities, AP clerks, bank tellers, and vendor owners may be connected, while audits from headquarters remain infrequent due to remoteness.

Mining companies need to have 'Process at the Center' philosophy to address these bottlenecks. An integrated finance architecture builds a replicable foundation across

core processes: Accounts Payable (three-way match, invoice and T&E resolution, payment execution), Record-to-Report (journals, reconciliations, statutory reporting), etc. Standardization of E2E processes along with a robust operating model can help miners reduce fragmentation at a local level and drive tailored execution to meet local laws and content requirements. The right balance can deliver both compliance and visibility and ensure corporate control.

AI-enabled modernization multiplies this impact. The operating blueprint brings together a reinvented finance offering with digital modernization (AI/GenAI/ Agent AI), end-to-end process re-imagining, new operating models, and talent. In practice, this looks like AI-assisted subledger closing and consolidation, OCR-led invoice capture and matching with terms optimization, predictive cash-forecasting and exposure management, and GenAI-generated variance narratives and ad-hoc insights delivered as governed capabilities, not isolated pilots.

An integrated finance function, augmented by AI, elevates mining finance from transactional reliability to decision-ready performance enablement: faster closures, tighter controls, clearer cash, and sharper, real-time insights where they matter most.

# AI in Finance

## Catalyst for future-ready CFOs

The finance function of the future must be AI-integrated, augmenting the ERP/RPA spine. For miners, embedding cognitive and predictive capabilities into the operating backbone elevates finance from periodic reporting to

always-on decision support in environments defined by price volatility, multi-site operations, and tight regulatory windows. This will enable precision at speed: shorter cycles, cleaner data lineage, and tighter control.

### EXHIBIT 3

## AI-integrated Future Finance Function to Unlock Benefits for Miners

#### Planning, budgeting, & forecasting

**FP&A:** AI-based budget & forecast models, sensitivity analysis, etc.

**GenAI-created variance investigation and commentary generation**

**Benchmarking:** Competitor benchmarking and assessment, etc.

#### Reporting and business intelligence

**Ad hoc reporting:** GenAI-based data search and visualization, performance analysis and insight generation

**Proactive monitoring (e.g., overspend, project delays) and optimization (e.g., working capital)**

#### General accounting

**Subledger close:** AI-enabled journal/trial balance entries, proactive/predictive close monitoring

**Consolidation & filings:** AI-based balance sheet reconciliations, preparation of statutory reports

**Compliance & policies:** AI-based controls and error detection, GenAI policy and guidebook writing

#### Finance operations

**Procure to pay:** AI/OCR invoice processing and matching, payment terms monitoring, supplier spend/risk analytics + optimization suggestions

**Contract management:** Contract review & drafting, error/duplication-detection, compliance monitoring

Others (payroll, fixed assets, etc.)

#### Expert functions

**Treasury:** AI-based cash forecasting, FX exposure & hedge-recommendation bot

**Tax:** AI-based provisioning calculation, proactive flags for deferred tax impacts

**Investor relations:** Earnings call Q&A prep, investor sentiment analysis

**Risk management:** Early warnings using pattern recognition; fraud detection

### Impact

Provides customized document generation, freeing up analyst time for other work

Increases analysis accuracy and quality of insights

Expedites reporting and review processes to be completed in timely manner

Real-time analysis & reports, better process control

■ Text analysis
 ■ Data Analysis
 ■ Code optimization
 ■ Insights generation

Source: BCG analysis

Integration must span the full finance catalogue. In planning, budgeting, and forecasting, models become driver-based and sensitivity-rich, with variance narratives. Reporting and BI shift to conversational, self-serve analysis across sites, commodities, and cost drivers. General accounting becomes exception-light through predictive close monitors, AI-assisted journals and reconciliations, and embedded policy checks. In finance operations, AI/OCR handles invoice capture, triages exceptions, monitors terms, and surfaces supplier-risk signals; contract intelligence flags clause deviations and compliance gaps.

In the expert domains, treasury runs liquidity maps, exposure sensing, and hedge-recommendation support on the existing stack (with in-house banking/connectivity where required); tax uses provisioning signals and deferred-tax flags; investor relations gains synthesis for Q&A and sentiment; risk benefits from early-warning signals on spend leakage, project delays, and fraud.

As an operating capability, AI can create a systemic impact. Models, prompts, approvals, and controls are governed; data lineage is auditable; and the capability is delivered through the same partner-operated fabric that already industrializes AP and the R2R backbone. The result is a single finance architecture that becomes faster and more accurate without fragmentation, releasing analyst capacity from drafting to analysis while raising assurance and consistency across geographies.

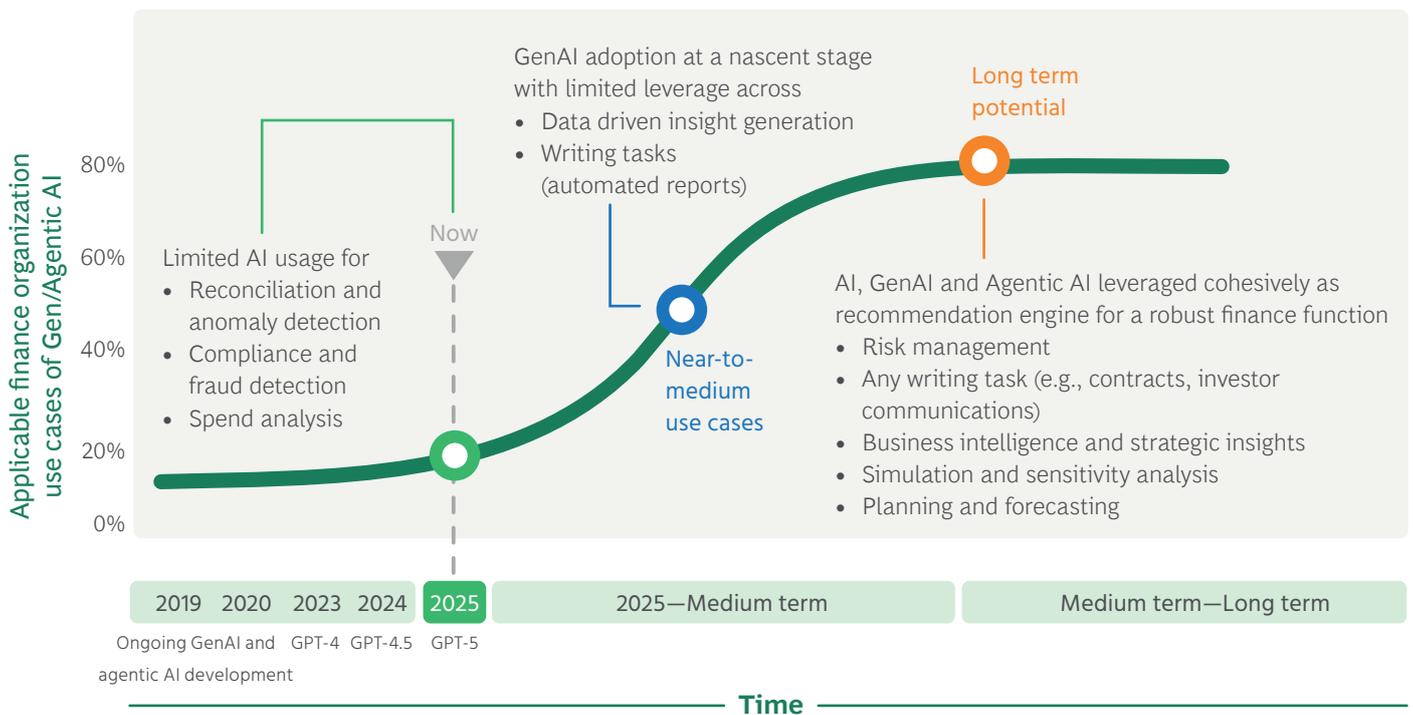
Artificial intelligence must go hand-in-hand with process intelligence: standardized processes at the center allow miners to scale reliably while tailoring execution to local laws and content requirements. However, integrating AI across processes would demand deliberate change management. Mining workforces often face language barriers, limited digital aptitude, and low connectivity; without governance, training, and cultural alignment, empowering employees with AI-enabled systems would be difficult.

Adoption of advanced AI follows an S-curve. Now, footholds are pragmatic: reconciliations and anomaly detection, compliance/fraud checks, spend analytics, and early GenAI for data-led drafting and insight. Next, the arc moves to orchestrated processes: predictive, AI-assisted close and consolidation; proactive working-capital optimization; richer self-serve analytics that keep leadership in the facts every day, not just at month-end. At full scale, powering businesses with AI becomes not a system upgrade but a transformation of mining finance itself.

Leveraging a single fabric finance partner can help miners reduce overheads by **30-40%**

**EXHIBIT 4**

AI will likely follow an S-Curve for Use Cases in the Finance Function



Source: BCG analysis

# Call to Action

The CFO role is shifting decisively towards that of a Chief Performance Officer, accountable for driving strategic direction and enterprise-wide decision making. Meeting this mandate requires stronger data stewardship, with

finance taking ownership for building new insights and analytics that reflect evolving business priorities. This necessitates miners to effectively collaborate with the right partners to advance their strategic objectives.

1

Act as **Custodian of Value**, managing organization-wide financial data and enabling real-time access and intelligence that empowers sharper, faster decision making across the business



2

Expand the service catalogue to a broader range of capabilities from traditional reporting to advanced solutions **leveraging AI at the core**



3

Enhance finance talent and skill sets with **best-in-class shared service centers** supported by an **integrated anchor partner** enabling enterprise-wide resilience



4

Embed **predictive financial analytics capabilities** via specialized partners, utilizing advanced modeling and forecasting tools to proactively manage volatility and inform strategic financial decisions



5

Drive **future-centric digital finance transformation** by leveraging partners' investments in GenAI/ Agentic AI automation, blockchain-enabled transaction traceability, and intelligent finance operations



# About the Authors



**Rajiv Gupta** is a Managing Director and Senior Partner in BCG's New Delhi office and leads the Global Business Services & Innovation hubs service offering of BCG and is the leader for Technology, Media & Telecommunications practice area in the Asia-Pacific region. You may contact him by e-mail at [Gupta.Rajiv@bcg.com](mailto:Gupta.Rajiv@bcg.com)



**Marc Schmidt** is a Managing Director and Senior Partner in BCG's Singapore office and serves as BCG's Topic Leader for mining in the Asia-Pacific region and has advised multiple industrial goods and commodities clients on large-scale transformation, process redesign, and new ways of working. You may contact him by e-mail at [Schmidt.Marc@bcg.com](mailto:Schmidt.Marc@bcg.com)



**Mandeep Kohli** is a Managing Director & Partner in the Delhi office of BCG. He is a core member of Telecommunications, Media & Technology (TMT) practice and has led multiple strategy and transformation projects for IT services players. You may contact him by e-mail at [Kohli.Mandeep@bcg.com](mailto:Kohli.Mandeep@bcg.com)



**Diwakar Singhal** is a Business Leader at Genpact, where he leads the Manufacturing and HiTech Hardware unit covering some of the company's largest global clients. He also serves on the BPM Council of NASSCOM and is an Independent Director at the Rajasthan Venture Capital Fund. You may contact him by e-mail at [Diwakar.Singhal@genpact.com](mailto:Diwakar.Singhal@genpact.com)

## For Further Contact

If you would like to discuss this report, please contact the authors.

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