NATIVO RESOURCES PLC

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Peru ASM Gold Processing Sector

Benchmark Analysis: Five Operating Comparators and La Patona

Throughput · Revenue · Operating Margin · Human Capital Efficiency · Governance

Benchmark Peers	Dynacor 2025 Revenue	Paltarumi Revenue	La Patona Target
5	**US$397.6m**	**~US$268m**	**350 tpd**
Peru-based processors	12.4% gross margin	11.6% EBITDA margin	Full-build capacity

About This Report

This research note benchmarks the proposed La Patona gold ore processing plant — being developed by Nativo Resources plc in the Caravelí region of Peru — against the five most relevant operating comparators in Peru's institutional ASM gold processing sector. The analysis covers operational scale, financial performance, governance and traceability standards, and human capital efficiency.

Data for listed comparators (Dynacor Group Inc., Soleil Metals Corp.) is drawn from public company filings and press releases. Data for private Peruvian companies (Paltarumi, Mollehuaca, Laytaruma) is derived from SUNAT filings, MINEM registrations, EMIS, ZoomInfo and third-party workforce analytics. Where data is estimated or inferred, this is explicitly stated. All La Patona financial projections are modelled illustrative scenarios and are not profit forecasts.

Principal Conclusion

The benchmark analysis confirms that the ore-purchasing, asset-light gold processing model generates 10–13% operating margins at scale in Peru — validated by Dynacor (US$397.6m revenue, 12.4% gross margin, 2025) and Paltarumi (~US$268m revenue, 11.6% EBITDA). La Patona's proposed 350 tpd full-build plant is designed to operate within this benchmark range, with structural advantages in feed security, governance and human capital efficiency that distinguish it from current market participants.

EXECUTIVE SUMMARY

Peru's artisanal and small-scale mining (ASM) gold sector is one of the world's largest concentrations of high-grade gold extraction outside formal mine structures. The Caravelí and Chala belts of Arequipa region alone support multiple processing plants operating at 150–500 tpd throughput, purchasing ore from hundreds of registered ASM miners and selling doré to LBMA-accredited Swiss refineries.

Five comparators define the current institutional benchmark:

- **Dynacor / Veta Dorada:** The sector's most transparent financial benchmark. TSX-listed. 113,791 AuEq oz in 2025; US$397.6m revenue; 12.4% gross margin. LBMA-aligned chain of custody to Argor-Heraeus and Metalor.
- **Paltarumi S.A.C.:** The closest structural peer to La Patona. Private. 350 tpd, Caravelí belt. ~US$268m revenue, 11.6% EBITDA. High-grade feed discipline (est. 29–31 g/t Au).
- **Soleil Metals (OCIM):** Two-plant operator restarted July 2025 after Inca One receivership. Swiss Better Gold certified, aXedras digital traceability, Argor-Heraeus offtake. Predecessor collapse at 20% utilisation is the sector's most instructive cautionary case.
- **Mollehuaca:** Regional 150 tpd CIP + flotation operator in the Caravelí belt. Lean 75-person workforce (2.0 tpd/employee). Process analogue for La Patona's planned circuit.
- **Laytaruma:** Large-scale private operator with no public governance framework. Regulatory and reputational risk benchmark — illustrating the consequences of scale without transparency.

La Patona is designed to combine the financial performance of Dynacor and Paltarumi with the governance standard set by Soleil Metals/OCIM, the operational lean-ness of Mollehuaca, and the feed security advantage of own-ore production — a combination not currently available in any single existing operator.

1. BENCHMARK SUMMARY

The table below provides a structured overview of the five benchmark comparators and La Patona across key dimensions.

Company / Plant	Business Model	Scale / Capacity	Production / Revenue	Key Market Insight
Dynacor Group Inc. / Veta Dorada	Ore purchasing and processing. TSX-listed. No mine ownership. LBMA-compliant doré to Swiss refiners.	~500 tpd; ~481 avg 2025	TSX-listed. 2025: 113,791 AuEq oz; US$397.6m revenue; 12.4% gross margin.	Definitive proof that the ore-purchasing, no-mine model generates 10–13% operating margins at institutional scale in Peru.
Paltarumi S.A.C.	Private Peruvian ore purchasing and processing. Largest single-plant processor in Peru.	350 tpd CIP + flotation; Caravelí belt	SUNAT: ~US$267–269m revenue; ~11.6% EBITDA; ~6% net margin.	Closest structural peer to La Patona: same scale, same process route, same regional ore catchment. Confirms benchmark economics.
Soleil Metals Corp. (OCIM) — Chala One & Kori One	TSX-V listed operator. Two plants in Chala region restarted July 2025 after Inca One receivership. LBMA-aligned; Swiss Better Gold certified.	500 tpd combined (150 + 350 tpd)	Restart July 2025. First traceable delivery to Argor-Heraeus December 2025. ~452 AuEq oz in first 14 days.	Sets the highest current governance and traceability standard. Predecessor collapse at 20% utilisation is the sector's clearest cautionary lesson on ore supply risk.
Compañía Procesadora Mollehuaca S.A.C.	Private Peruvian ore purchasing and processing. Regional CIP + flotation in the Caravelí belt.	150 tpd CIP + flotation	Est. ~12,500 oz Au pa; ~US$29.3m revenue (est.). Not publicly disclosed.	Regional process analogue confirming viability of smaller-scale operations in the same Caravelí geology. Lean 75-person workforce = 2.0 tpd per employee.
Minera Laytaruma S.A.	Private Peruvian processor. Large estimated throughput. No public governance framework; opaque financial disclosure.	Est. 400–800 tpd (unverified)	Revenue and production not publicly available.	Cautionary case. Illustrates that scale without governance transparency is not a sustainable competitive position in a market moving toward LBMA-aligned standards.
La Patona — Nativo Resources plc	Proposed ore purchasing and processing. Own Nativo ore (feed backstop) + purchased ASM ore. Phased 70 → 110 → 350 tpd build. LBMA-aligned from inception.	350 tpd full build; 70 tpd Phase 1	Modelled: 70 tpd → ~13,400 oz pa	Positioned to combine the financial benchmarks of Dynacor and Paltarumi with a lean workforce model, own-ore feed security and best-in-class LBMA governance. Modelled human capital metrics superior to all current comparators.

2. QUANTITATIVE OPERATING BENCHMARK

The following table presents key quantitative metrics across all comparators. La Patona data represents modelled targets, not operating results, and is highlighted for comparison.

Metric	Dynacor / Veta Dorada	Paltarumi S.A.C.	Soleil Metals (OCIM)	Mollehuaca	Laytaruma	La Patona (target)
Plant capacity (tpd)	~500 permitted; ~481 avg 2025	350 tpd	500 tpd combined (150 + 350)	150 tpd	Unverified; est. 400–800 tpd	**350 tpd full build; 70 tpd Phase 1**
Annual throughput	~175,565 t (2025)	~115,500 t	~182,500 t at full capacity	~54,750 t	Not disclosed	**~115,500 t full build**
Gold production	113,791 AuEq oz (2025)	~102,900 oz Au (est.)	~20,000 oz pa (partial restart)	~12,500 oz pa (est.)	Not disclosed	
Revenue (latest / est.)	US$397.6m (2025 prelim)	US$267–269m (SUNAT 2023)	~US$47m pa (partial ops)	~US$29.3m (est.)	Not available	
Operating / EBITDA margin	~12.4% gross (2025)	~11.6% EBITDA (est.)	Not yet available	Not available	Not available	
Revenue / oz (margin proxy)	~US$305/oz gross (2024)	~US$302/oz (est.)	Not yet available	Not available	Not available	
Implied head grade	20–24 g/t Au (Chala, MINEM)	29–31 g/t (inferred)	Not disclosed publicly	~18–22 g/t (regional est.)	Not disclosed	**15–25 g/t target purchase grade**
Recovery rate	~90% (MINEM standard)	~90% (inferred)	Not yet available	~88% (est.)	Not disclosed	**~90% target**
Governance / Traceability	TSX-listed; LBMA DDG; AML/KYC; chain of custody to Argor-Heraeus / Metalor	SUNAT-registered; MINEM-licensed; no LBMA certification confirmed	TSX-V; LBMA-aligned; Swiss Better Gold certified; aXedras xTrace; first traceable delivery Argor-Heraeus Dec 2025	MINEM-registered; no LBMA certification public	No public filings; opaque governance	**LBMA-aligned from inception; aXedras xTrace; MINEM REINFO; AML/KYC from day one**

Sources: Dynacor — TSX filings, January 2026 preliminary results. Paltarumi — SUNAT revenue records (estimated). Soleil Metals — TSX-V filings and press releases. Mollehuaca — MINEM registration; production estimated from capacity and grade assumptions. Laytaruma — EMIS 2024. La Patona — Nativo Resources internal model (illustrative, not a forecast).

3. HUMAN CAPITAL EFFICIENCY ANALYSIS

Human capital efficiency — measured by revenue, gold production and throughput per employee — is a structural differentiator that is not visible in capacity or margin figures alone. For ore-purchasing processors, fixed staffing costs must be covered by processing margin regardless of throughput level. Headcount discipline therefore directly determines financial resilience across the commodity cycle.

The Inca One collapse (predecessor to Soleil Metals) is the definitive case study: a workforce sized for full throughput became unsustainable when ore supply fell to 20% of permitted capacity, with fixed employee costs persisting. Dynacor's superior resilience through multiple gold price cycles reflects, in part, its disciplined workforce management relative to throughput.

La Patona is designed for lean operation from inception: 65–100 employees total (including approximately 15 head office staff) for a 350 tpd full-build plant. With no listed-company corporate overhead, no multi-country exploration team and no multi-site staffing complexity, La Patona's modelled human capital metrics are structurally superior to all current comparators.

Metric	Mollehuaca	Soleil Metals (OCIM)	Paltarumi (est.)	Dynacor	Laytaruma	La Patona (target, full build)
Estimated headcount	~75	~250	~300 (est.)	~540	~613	**65–100 (incl. ~15 HO)**
Plant capacity (tpd)	150	450	350	500	Unverified	**350**
Capacity per person (tpd / employee)	2.0	1.8	1.17	0.93	—	**3.5–5.4**
Annual gold production (oz)	~12,500	~20,000	~102,900	~113,791	Not disclosed	
Oz per employee	~167	~80	~343	~211	—	
Illustrative / reported revenue	~US$29.3m	~US$47m	~US$268m	US$397.6m (2025)	Not public	
Revenue per employee	~US$391k	~US$188k	~US$893k (est.)	US$736k	—	

Company-by-Company Analysis

Dynacor / Veta Dorada: Revenue Leadership with Corporate Overhead

At US$736k revenue per employee, Dynacor is the absolute revenue leader among comparators. However, its 0.93 tpd/person ratio — the lowest in the peer group — reflects a large corporate structure: a Montreal headquarters, legal and compliance teams for a TSX-listed entity, multi-country exploration programmes in Ecuador and Senegal, and investor relations functions. These overheads are not inefficiency — they are the cost of institutional credibility, public market access and the governance framework that supports premium refinery relationships.

Paltarumi S.A.C.: Best Private-Sector Revenue Efficiency

Paltarumi's estimated ~300-person workforce (ZoomInfo: 201–500 range, midpoint used) generates the highest absolute revenue per employee of the private comparators at approximately US$893k. This reflects 350 tpd throughput, high-grade feed discipline (29–31 g/t Au inferred) and approximately US$268m of revenue. The estimate carries material uncertainty: at 200 employees the metric rises to ~US$1.34m; at 500 employees it falls to ~US$536k. Even at the wide end of the range, Paltarumi's per-employee efficiency exceeds Dynacor's.

Soleil Metals (OCIM): Efficiency Constrained by Underutilisation

At ~US$188k revenue per employee, Soleil Metals carries the heaviest efficiency drag of the peer group. Approximately 250 staff across two plants running at ~20% of combined 500 tpd capacity under the former Inca One structure created an unsustainable cost ratio that drove receivership. OCIM's restart — with a materially improved governance framework — should deliver significant per-employee improvement as throughput ramps toward permitted capacity.

Mollehuaca: Lean Regional Operator

Mollehuaca's ~75-person workforce operating a 150 tpd CIP + flotation plant achieves the highest capacity-per-person ratio of the current operating comparators at 2.0 tpd/employee. The concentration of headcount in direct plant operations, with minimal corporate overhead, explains the efficiency. Absolute revenue per employee (~US$391k) is constrained by the plant's smaller scale rather than operational inefficiency.

La Patona: Structurally Superior Human Capital Model

La Patona's target workforce of 65–100 people for 350 tpd full-build operation.

Critically, the structural advantage is not gold-price dependent. At US$3,000/oz.

The driver is the lean staffing design — no listed-company corporate infrastructure, no multi-country exploration functions, no multi-site management layer — combined with 350 tpd throughput concentrated in a single plant.

These figures are modelled targets, not operating results. They are contingent on achieving the stated throughput, grade and recovery assumptions.

Headcount sources: Revelio Labs (Mollehuaca ~75, Dynacor ~540); LinkedIn (Soleil Metals ~250); ZoomInfo 201–500 range (Paltarumi ~300 midpoint); EMIS 2024 (Laytaruma ~613). All non-Dynacor figures are estimates. Dynacor is the only comparator with a listed-company disclosure obligation.

4. FINANCIAL BENCHMARKS

The Dynacor dataset provides the most transparent financial benchmark available for the sector. In 2024, Dynacor generated US$284 million of revenue from 117,552 AuEq ounces at a gross operating margin of 12.6% — approximately US$305 per AuEq ounce. In 2025, preliminary results indicate US$397.6 million revenue at a 12.4% gross margin from 113,791 AuEq ounces. These figures confirm that the core business model is both durable and scalable across a wide range of gold prices.

Paltarumi's SUNAT-derived data supports this picture: approximately US$267–269 million of revenue at an 11.6% EBITDA margin from a 350 tpd plant — precisely the scale at which La Patona is designed to operate at full build. The alignment of the Dynacor and Paltarumi margin ranges (10–13%) across different ownership structures, governance models and production profiles is a strong indicator that this is the achievable market benchmark, not a company-specific outlier.

Soleil Metals' partial restart (452 AuEq oz in the first 14 days of operation, December 2025) does not yet provide a reliable financial benchmark. However, the OCIM governance framework — Swiss Better Gold certification, aXedras xTrace digital traceability, Argor-Heraeus offtake — represents the current highest standard for chain-of-custody compliance in the Peruvian ASM sector and the commercial template that La Patona is designed to follow.

5. STRATEGIC CONTEXT: FIVE LESSONS FROM THE BENCHMARK

Five strategic conclusions emerge from the full benchmark analysis that have direct relevance to investors assessing La Patona:

1. Ore Supply Security Is the Primary Variable

The Inca One / Soleil Metals experience is the sector's most instructive example: the business failed not because of process failure or governance inadequacy but because ore supply collapsed to 20% of capacity while fixed costs — including approximately 250 employees — remained. Every design decision at La Patona is informed by this lesson. Own-ore production from Nativo's mining assets provides a feed backstop that no pure third-party processor can replicate, directly addressing the single largest risk in the business model.

2. The 10–13% Margin Range Is the Validated Benchmark

Both Dynacor (12.4–12.6%, 2024–2025) and Paltarumi (~11.6% EBITDA) confirm this range is achievable and sustainable. It is not a function of exceptional gold prices — it held across US$1,800–3,500/oz gold over the period covered.

3. LBMA Governance Is a Commercial Prerequisite

The Soleil Metals / OCIM restart establishes a new market standard. The first fully traceable delivery to Argor-Heraeus in December 2025 demonstrates that LBMA-compliant chain of custody is achievable for Peruvian ASM-origin gold. Processors unable to meet this standard face shrinking offtake options as LBMA-accredited refineries tighten their supply chain requirements. La Patona, built LBMA-aligned from inception with aXedras digital traceability, is positioned for the premium tier of the refinery market.

4. Grade Discipline Drives Economics

Paltarumi's superior revenue efficiency relative to Dynacor reflects, in part, higher head grades (29–31 g/t vs 20–24 g/t). Grade discipline is not just a technical parameter — it is the primary commercial lever in an ore-purchasing business. La Patona's purchase pricing model will incorporate grade floors and pre-acceptance assay protocols as a commercial discipline from Phase 1.

5. Lean Workforce Design Is a Structural Competitive Advantage

The human capital analysis confirms that La Patona's modelled 65–100 person workforce for 350 tpd is not merely a cost management strategy — it is a design-led structural advantage. La Patona's human capital efficiency is substantially superior to all current operating comparators. This advantage cannot be easily replicated by listed-company peers constrained by multi-country corporate structures and public-market overhead requirements.

6. LA PATONA: OPERATIONAL BENCHMARKS AND TARGETS

The following benchmarks are derived from the peer analysis and represent the metrics against which La Patona's operational performance should be assessed as production commences. They are grounded in the Dynacor and Paltarumi track records and calibrated to La Patona's planned scale.

- **Operating margin per tonne processed:** Dynacor benchmark: ~US$2,050/t at 12.4% gross margin.
- **Gross margin per AuEq ounce recovered:** Dynacor benchmark: ~US$305/oz (2024).
- **Plant utilisation rate:** Target ≥85% of permitted throughput. Inca One operated at 20% — a benchmark for the floor below which the business model becomes unviable.
- **Head grade of purchased ore:** Minimum 15 g/t Au; target 20–25 g/t. Grade discipline is the primary commercial lever in ore-purchasing economics.
- **Recovery rate:** Target ≥90% by ore type, rolling monthly. CIP + flotation dual-route provides flexibility across 5–25 g/t Au range.
- **Revenue per employee (full build):** Dynacor US$736k, Paltarumi ~US$893k (est.).
- **Chain-of-custody compliance:** 100% traceable deliveries from first shipment. Zero tolerance on sourcing exceptions.

These benchmarks define the operational baseline for investor assessment as La Patona moves from development into production.

7. INVESTMENT IMPLICATIONS

The benchmark analysis supports the following conclusions for investors assessing the La Patona opportunity:

The Business Model Is Proven at Institutional Scale

Dynacor and Paltarumi have together demonstrated, across multiple gold price environments, that the ore-purchasing, asset-light processing model generates revenues of US$260–400m and margins of 10–13% in Peru without mine ownership. This is not a theoretical proposition — it is a documented, audited track record in the same operating environment that La Patona will enter.

The Governance Standard Has Been Set

Soleil Metals' December 2025 delivery to Argor-Heraeus using aXedras digital traceability establishes a new benchmark for LBMA-aligned chain of custody in Peruvian ASM gold processing. La Patona, designed to this standard from inception, is positioned for the premium-tier offtake relationships that will be increasingly required — not merely preferred — by LBMA-accredited refineries.

Feed Security Is the Critical De-Risking Factor

The Inca One / Soleil Metals history is the most important risk reference in the sector. Nativo's own mining assets provide a feed backstop that eliminates the primary failure mode of the pure third-party processor model. No listed comparator in this benchmark set has this advantage. Combined with a contracted ASM supplier network built through Phase 1 operations, La Patona's ore supply position is structurally more resilient than any peer.

Human Capital Efficiency Is a Differentiating Metric

At 65–100 employees for a 350 tpd full-build plant, where US$736k for Dynacor and an estimated US$893k for Paltarumi.

The Phased Build Limits Capital at Risk

La Patona's 70 → 110 → 350 tpd build sequence provides stage-gate discipline that was explicitly absent from the Inca One build (which committed to full-scale capacity before ore supply was secured). Phase 1 at 70 tpd proves the model — ore supply relationships, assay protocols, processing margin, governance framework — before the full 350 tpd capital commitment is made.

INVESTMENT THESIS IN BRIEF

The ore-purchasing, asset-light gold processing model has been proven at institutional scale in Peru. Dynacor and Paltarumi together demonstrate US$260–400m of revenue, 10–13% operating margins, and sustainable competitive positions — without owning a mine. Soleil Metals' OCIM restart demonstrates that LBMA-aligned, digitally traceable operations are now achievable in the Peruvian ASM sector. The market is real, the benchmarks are robust, and the governance standard has been set.

La Patona enters this market with three structural advantages that distinguish it from existing operators: own-ore feed security (the critical de-risking factor absent from Inca One), LBMA-aligned governance from inception (positioning for premium refinery offtake), and a lean 65–100 person workforce.

The phased 70 → 110 → 350 tpd build limits capital at risk at each stage. At full build, La Patona's illustrative economics — are forecast to be consistent with what Dynacor and Paltarumi have demonstrated is achievable. The case rests on benchmarks, not projections.

SOURCE NOTES AND DISCLAIMER

This research note was prepared by Nativo Resources plc in July 2026. It is intended for investor information purposes and may be published on the Nativo Resources website. All data is believed accurate as at the date of preparation but has not been independently verified.

Dynacor Group Inc. (TSX: DNG): 2025 preliminary results (January 2026); 2024 annual report; MINEM plant registrations. Production, revenue and margin figures sourced from company filings.

Paltarumi S.A.C.: SUNAT revenue records; MINEM registration; industry estimates. All financial data is estimated from SUNAT filings and is not audited.

Soleil Metals Corp. (TSX-V: SOIL): Press releases July–December 2025; newsfilecorp.com; Swiss Better Gold certification; aXedras documentation. Financial data represents partial restart period and is not a full-year result.

Compañía Procesadora Mollehuaca S.A.C.: MINEM registration; Montan Mining Corp. 2015 acquisition announcement; Revelio Labs workforce data. Current operational status post-acquisition not confirmed from public sources. Financial data is estimated.

Minera Laytaruma S.A.: EMIS 2024 (613 employees); no public financial filings. Capacity estimated from workforce scale and is unverified.

Human capital data: Revelio Labs (Mollehuaca ~75 employees; Dynacor ~540 employees); LinkedIn (Soleil Metals ~250 employees); ZoomInfo (Paltarumi 201–500 range — midpoint ~300 used); EMIS (Laytaruma ~613, 2024). All non-Dynacor headcount figures are third-party estimates. Dynacor is the only comparator with a statutory obligation to report workforce data.

La Patona (Nativo Resources plc): All financial projections, throughput targets and human capital metrics are modelled illustrative scenarios based on Nativo's internal planning assumptions. They are not profit forecasts, operating results or audited figures. Gold price assumptions: US$3,500/oz (base case), US$3,000/oz (conservative), US$4,500/oz (optimistic). Headcount: 65–100 total employees including approximately 15 head office.

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