



The Southern African Institute of Mining and Metallurgy
Founded in 1894

Annual General Meeting

PRESIDENTIAL ADDRESS

The President and Council of the Institute invite members, their guests, and members of other constituent societies to attend the Annual General Meeting 2012

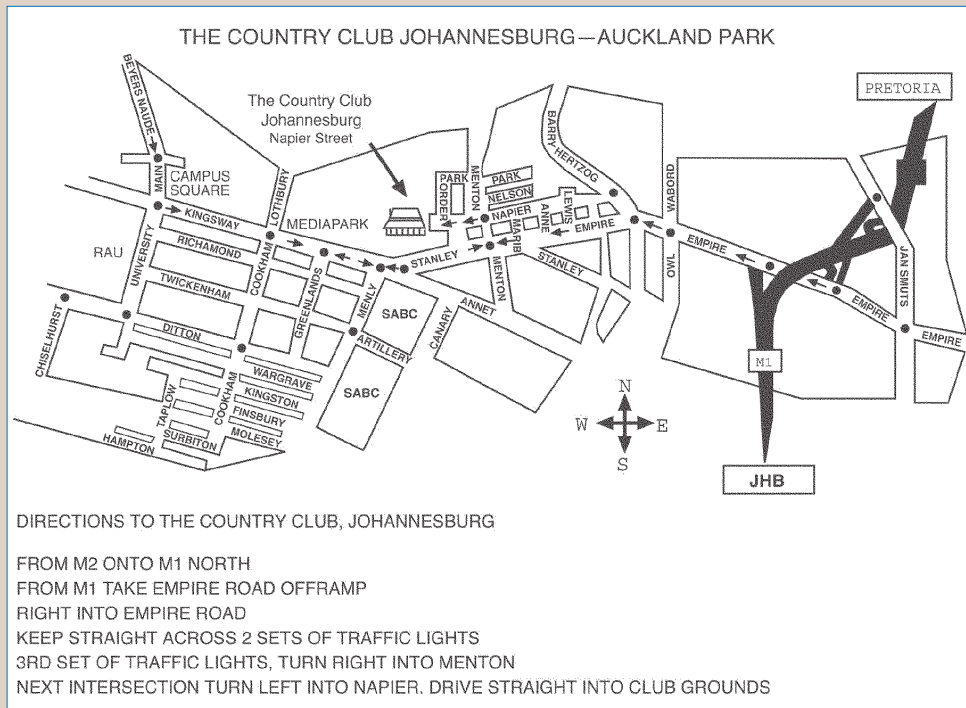
Wednesday, 15 August 2012

**The Country Club, Johannesburg, Napier Road, Auckland Park, 2006
at 16:30**

AGENDA

1. Welcome
2. Confirmation of minutes
3. Obituaries
4. Special mention D.J. van Niekerk
5. Brigadier Stokes Memorial Award
6. Presentation of awards, medals, and certificates
7. Presentation of student prizes
8. Annual report of the Council and accounts for the year ended 30 June 2012
9. Declaration of election of office bearers and members of Council for the year 2012/2013
10. Election of auditors and honorary legal advisors for the year 2012/2013
11. General
12. Induction of President—G.L. Smith
13. Presidential address
14. Vote of thanks
15. Photographs of all Council members

A cocktail party will be held after the meeting



GORDON LESLIE SMITH



Gordon commenced his mining career in 1979 as a learner miner with Rio Tinto Zimbabwe at Empress Nickel Mine. On completion of his learnership he attended the Bulawayo School of Mines, obtaining a technicians diploma in mining before commencing studies, at the age of 23, at the University of the Witwatersrand for a BSc Engineering (Mining) in 1981. Following graduation in 1984 he was assigned to Renco Gold Mine in Zimbabwe and progressed rapidly through a variety of production positions before moving to the Falcon Mines plc Group as Group Projects Officer in 1986. During his subsequent tenure as Underground Manager, Mine Superintendent

and Group Technical Adviser he was instrumental in the introduction of a variety of new operating procedures, mining layouts, and technologies to the Falcon Mines operations in Zimbabwe.

Gordon emigrated to South Africa in 1989 and joined COMRO (Chamber of Mines Research Organisation) as a Principal Engineer in the Stopping Technology Laboratory. In this role he was involved in the development of new mining technologies in the fields of rockbreaking and rock handling. In 1992 he completed an MSc Engineering at Wits, based on the development of an economic model for the evaluation of new mining technologies. In 1993, following the formation of the CSIR Division of Mining Technology, from COMRO, he was involved in rock engineering research (deep-level remnant extraction techniques), and later was tasked with the establishment of their Rock Engineering Consultancy Services. In 1995 he completed a part-time MBA, also at Wits, and undertook subsequent roles as Manager: Marketing and Business Development, and Programme Manager: Environmental Safety and Health, before accepting the position of Manager: International Business Development in April 1998. In late 1998, following the structuring of the Snowden Mining Industry Consultants international joint venture, he was appointed as Managing Director and Consultant Mining Engineer of Snowden-Africa.

In 2001 Gordon co-established an independent mining company, Metallon Mineral Resources, with the objective of developing medium-scale diamond, tantalite and gold mining operations in the southern African sub-region. Control of Metallon and its associated subsidiaries passed to an empowerment group in 2003 and Gordon moved to Anglo American Platinum Limited in December 2003 in the capacity of Head: Strategic Long Term Planning. In 2009, following a reorganization of operations he assumed responsibility as Head: Mineral Resource Management with accountability for Mining Technical Services, Business

Planning, Strategic Long Term Planning, and Projects Coordination. In 2011 Gordon completed a PhD at Wits based on the strategic long-term planning processes, tools and techniques he developed and implemented at Anglo American Platinum during his tenure as Head: Strategic Long Term Planning.

Gordon is a director of a number of companies, a registered Professional Engineer with the Engineering Council of South Africa, a Fellow of the Southern African Institute of Mining and Metallurgy, a Fellow of the Mine Ventilation Society of South Africa and a member of the International Society for Rock Mechanics.

Having joined the SAIMM in 1983 as a student member, Gordon became a Member in 1990 and a Fellow in 1998. Since 1995 he has served in a number of capacities in the committee structures: as secretary and chair of the Johannesburg branch, as member and chair of the TPC mining and membership committees, and on the mining awards and publications committees. He was elected to Council in 2001 and became an office bearer in 2009. In 2007 he was elected to the ECSA professional advisory committee for mining. He also serves on the SAMREC and SAMVAL committees as an SAIMM representative.

Gordon is married to Wendy, whom he met at university, and they have a 25-year old son, Richard. Rest and recreation revolve around cooking and carpentry, weekend farming, fly-fishing and travel.

PRESIDENTIAL ADDRESS

Strategic long-term planning in mining

The fundamental challenge facing mineral and metal companies is how to create sustainable value while operating within mandated strategic bounds, identified constraints and variable market and economic conditions.

This can be achieved by allowing the fixed physical nature of the mineral asset to drive definition of the optimal technical solution to mining and processing activities, and developing and resourcing a strategically aligned portfolio of production entities that creates flexibility to near- and longer-term shifts in the business environment, i.e. a production mix that allows variation of output to respond to short-term market variation, within a long-term context.

The practical achievement of this outcome is enabled by the concept of strategic long-term planning—a logic construct that enables delivery of an optimized, strategically aligned business plan from the mineral asset portfolio using a set of tools and techniques with a common language, standards, systems and processes to align decisions and actions on a cyclical basis. The core elements of strategic long-term planning in the metals and minerals industry, and the relationship between them, are expanded.