Joburg THE INDABA

INVESTING IN RESOURCES AND MINING IN AFRICA

5 – 6 October 2016

www.joburgindaba.com
Dear Delegate

Leaders of the mining industry will once again gather at the Inanda Club in Johannesburg on the 5th and 6th October for the 2016 Joburg Indaba, a critical platform where CEOs, government, investors and major stakeholders gather to partake in open, honest conversations that are so critical for the industry.

As 2016 will undoubtedly go down as one of the toughest years the mining industry has seen – lower growth in China, low commodity prices, rising costs and macro economic factors and challengers, the question we ask ourselves is what factors are within our control and what is the roadmap for addressing these challenges?

Now in its fourth year, the Joburg Indaba is well established as the gathering for all stakeholders who have found it an important and influential platform to put forward their thoughts on the industry. Insightful contributions and meaningful conversations will ensure a robust engagement over key questions such as:
What can we, as miners, do for the economy?
What are we, as CEOs, actually doing to attract investment into the future of our companies and the industry?
What should the mining industry be doing to make itself a key driver of the economy?
How good (or bad) are we really when it comes to safety and productivity?

CEOs will come face to face with investment analysts, fund managers, union and community representatives who will give their views on capital allocation and how CEOs should be balancing the needs of current and future demands. How do we strike the right balance between past, present and future needs when it comes to diverse stakeholders, legacy issues, wages, houses and current and future mines?

These are just some of the questions that will form part of the frank conversations, stimulating discussions and lively debates that have become the hallmark of the Joburg Indaba. Join us and the many industry leaders who will gather on 5th & 6th October at the Inanda Club in Johannesburg to drive the way forward for the mining industry and share insights into global prospects and investment opportunities.

Bernard Swanepoel will of course be chairing the Joburg Indaba and we can once again look forward to his provocative insights, candour and rousing humour!

We hope to see you there.

Paula Munsie  
Founder and CEO

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**IT’S BACK – SAVE THE DATE**

**Don’t miss:**  
**JOBURG INDABA 2016**  
Registration now open!  
**Date:** 5 – 6 October 2016  
**Venue:** Inanda Club, Sandton, Johannesburg

And don’t miss the pre-conference dinner on 4th October, featuring our guest speaker Neal Froneman, CEO, Sibanye Gold.

www.joburgindaba.com

Dinner sponsored by [pwc]

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**SPONSORS OF THE 2016 JOBURG INDABA:**

[Logos of sponsors]
### Programme at a Glance

#### Conference Day One: Wednesday 5th October 2016

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<tr>
<td>09h00</td>
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<tr>
<td>09h15</td>
<td>Session One</td>
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| 09h15 | **Keynote Address:**  
What we, as miners, can and should do for the economy.  
What have we achieved so far? |
| 09h45 | **Keynote Address:**  
How will the South African mining industry become internationally competitive and attract the right investment to secure its future? |
| 10h15 | **Keynote Address:**  
What should the mining industry be doing to make itself a key driver of the economy? |
| 10h45 | Followed by a Panel Discussion  
Commentary on the challenges and solutions outlined above |
| 11h30 | Morning Refreshments                                                   |
| 12h00 | Session Two                                                           |
| 12h00 | What are CEOs actually doing to attract investment into the future of their companies and the industry? |
| 13h15 | Lunch and Networking                                                  |
| 14h15 | Session Three                                                         |
| 14h15 | Safety: How good (or bad) are we really?                               |
| 14h35 | Session Four                                                          |
| 14h35 | Industry Productivity: How bad (or good) are we really?                |
| 15h00 | Session Five                                                          |
| 15h00 | How are we, as CEOs, managing those elements that are within our control?  
Productivity, Costs, Safety, Volume |
| 16h15 | Afternoon Refreshments                                                |
| 16h45 | Session Six                                                           |
| 16h45 | The mining industry: taking charge of its future?                     |
| 16h45 | The platinum industry – what is it doing to stimulate demand and growth? |
| 17h10 | Are there lessons to be learnt for the platinum industry from gold in 1980 and manganese in 1995? |
| 17h30 | End of Day One                                                        |
| 17h30 - 19:00 | Cocktail Reception, sponsored by J.P.Morgan |
**Early Confirmed Speakers for 2016:**

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<tr>
<th>Name</th>
<th>Title/Position</th>
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<tr>
<td>Sacha Backes</td>
<td>Senior Investment Officer, Mining Investment Division – Africa</td>
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<td></td>
<td>International Finance Corporation</td>
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<tr>
<td>Frans Baleni</td>
<td>Business Development Director, Rand Merchant Bank</td>
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<tr>
<td>Sandra du Toit</td>
<td>Head: Mining &amp; Metals, Africa Corporate Finance, Standard Bank</td>
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<tr>
<td>Henk de Hoop</td>
<td>Business Development Director, Rand Merchant Bank</td>
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<tr>
<td>Neal Froneman</td>
<td>Chief Executive Officer, Sibanye Gold</td>
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<tr>
<td>Chris Griffith</td>
<td>Chief Executive Officer, Anglo American Platinum</td>
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<tr>
<td>Nick Holland</td>
<td>Chief Executive Officer, Gold Fields</td>
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<tr>
<td>Andrew Lane</td>
<td>Africa Energy and Resources Leader, Deloitte</td>
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<tr>
<td>Fidelis Madavo</td>
<td>Executive Head: Listed Investment, Public Investment Corporation (PIC) of South Africa</td>
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<tr>
<td>Peter Major</td>
<td>Director: Mining, Cadiz Corporate Solutions</td>
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<tr>
<td>Joseph Mathunjwa</td>
<td>President, AMCU</td>
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<tr>
<td>Norman Mbazima</td>
<td>Deputy Chairman, Anglo American South Africa</td>
</tr>
<tr>
<td>Deshnee Naidoo</td>
<td>Chief Executive Officer, Zinc International and CMT</td>
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<tr>
<td>Sipho Nkosi</td>
<td>Non-Executive Chairman, Talent 10</td>
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<tr>
<td>Fiona Perrott-Humphrey</td>
<td>Adviser, Rothschild Mining Team, Rothschild London</td>
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<tr>
<td>Steve Phiri</td>
<td>Chief Executive Officer, Royal Bafokeng Platinum</td>
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<tr>
<td>Andile Sangqu</td>
<td>Executive Head, Anglo American South Africa and Vice President, Chamber of Mines of South Africa</td>
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<tr>
<td>Mike Schmidt</td>
<td>Chief Executive Officer, African Rainbow Minerals</td>
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<tr>
<td>Keith Scott</td>
<td>Chairman, The MSA Group</td>
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<tr>
<td>Dion Shango</td>
<td>South Africa CEO and South Market Area Regional Senior Partner, PwC</td>
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<tr>
<td>Peter Steenkamp</td>
<td>Chief Executive Officer, Harmony Gold</td>
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<tr>
<td>Bernard Swanepoel</td>
<td>Chairman, Joburg Indaba</td>
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<tr>
<td>Mike Teke</td>
<td>Founder and Chairman, Masimong Group</td>
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<tr>
<td>Piet Viljoen</td>
<td>Chairman, Regarding Capital Management (RECM)</td>
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<tr>
<td>Barry Weir</td>
<td>Co-Head of Global Mining, Managing Director, J.P. Morgan</td>
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**Highlights from 2015**

Mark Bristow, CEO Randgold Resources, one of the few companies to buck the downward trend in equities and deliver real returns to investors inspired us at the Joburg Indaba pre-conference dinner, now a permanent feature on the Joburg Indaba programme.

Bernard Swanepoel facilitated a conversation between Joseph Mathunjwa and Terence Goodlace, a conversation we believe to be the first ever of its kind held in the public domain.

We were also honoured to welcome Trevor Manuel in 2015 as he contextualised mining and the NDP for us.

Jim Rutherford once more lived up to his enviable reputation for delivering astute and insightful comments in his usual lively and engaging manner. As Peter Major pointed out, we would all do well to take on board his advice, as a blueprint for the industry.

The extensive media coverage highlights the relevance of the conversations held and the appreciation for the open and frank manner in which speakers such as Bobby Godsell, James Motlatsi and many others publicly shared their unique perspectives and thoughts about the industry.

These were just a few of the many highlights of the event which saw investors, CEOs, unions, government, board directors, management teams and young professionals all engage in meaningful and constructive dialogue.

Come and join in the lively debates and high calibre engagement that have become the hallmark of the Joburg Indaba! **SAVE THE DATE: 5 & 6 OCTOBER 2016.**
Developed through wide consultation with the industry, the 2016 Joburg Indaba once again promises to be a highlight in the mining industry’s calendar. The platform is set for lively debates, thought provoking discussions while also enabling you to do business in a memorable way by providing direct access to investors, entrepreneurs and captains of industry. Meet the game changers and though leaders in the industry in an environment conducive to interaction and conversation where thinking can be shared, opportunities explored and solutions found. Speakers and participants will include CEOs, Exco members of leading companies in the mining industry, management teams, investment houses, government, commodity market and financial analysts, academia, consulting and advisory services.

Delegates are invigorated by the lively debates and passion shown by speakers as well as the chance to mingle and converse with industry heavyweights in an intimate environment.

What makes this event different? ... by the industry for the industry...

Since its inaugural event in 2013, the Joburg Indaba, has become known as a mining conference which has raised the bar and established a clear competitive advantage by creating an environment where passionate industry leaders can have honest, open and direct conversations in an intimate atmosphere.

Conversations, that are not really taking place anywhere else. Truly, conversations "by the Industry, for the Industry."

Since its inception, these conversations have continued: in response to the pressing need to focus on relevant and crucial issues throughout the course of the year. In addition to the Joburg Indaba, we hold the Junior Indaba, now in its second year, and several Breakfast Indabas held at intervals through the year which have zeroed in on critical issues facing the industry.

Paula Munsie is Founder and CEO of the Joburg Indaba.

Resources 4 Africa is an entrepreneurial company specialising in conferences on Investment in Africa’s Resource sectors. Passionate about Africa and driven by the need to increase investment into the African continent and particularly South Africa, the Resources 4 Africa team aims to create fresh, inspiring and thought-provoking events that make a difference.

Paula Munsie is the founder and CEO of Resources 4 Africa.

THINKspiration is a specialist consultancy dedicated to getting corporate strategy understood by distilling it into a compelling visual story that all employees know, understand and want to deliver. We have a deep understanding of strategy and leadership and have successfully helped companies translate strategy from the boardroom to the rock face/shop floor. We use stories to create meaning and visual stories to make the meaning memorable. We then equip leaders at all levels to conduct meaningful conversations around the content with their people. (Read more on our website: www.thinkspiration.co.za)

Tracey Swanepoel is the founder and CEO of THINKspiration.
THINKspiration was at work once again at the 2015 Joburg Indaba mapping the conversation and the route forward in captivating visuals where a picture told a thousand words.

A summary of thefindings and outcomes that emerged from the open, honest and constructive conversation amongst industry stakeholders, can be accessed on the website www.joburgindaba.com
PREVIOUS ATTENDING COMPANIES:

- 3S Media - Inside Mining Magazine
- AARD Mining Equipment
- Acrrux Resources
- AdamAu Mining and Resources
- African Mineral Exploration and Development Fund
- African Mining Brief
- African Spirit
- African Sun Mining
- Amec Foster Wheeler
- Andiamo Exploration
- Anglo American
- AngloGold Ashanti Limited
- Antofagasta Plc
- Appian Capital
- Applied Geology and Mining
- APT
- Aurecon South Africa
- Auriant Africa Holdings
- Australian Trade Commission
- Aveng Mining Shafts & Underground
- Bakgatla-Ba-Kgafela Investment Holdings
- Beulah Africa
- Brad Pitts Consulting
- Breeze Court Investment
- Brooke Pattrick Publications
- Brunswick
- Bureau Veritas Inspectorate Laboratories
- Busara Capital
- Business Day
- Cadiz Corporate Solutions
- Caldas Engineering
- Canadian High Comm Trade Office
- Canyon Coal
- Canyon Shared Services
- Capital Drilling Ltd
- Challenger Energy
- Chamber of Mines of South Africa
- Chrometco
- Coastal Fuels
- Coga Mining Services
- Concentrate Capital Partners
- Copperzone Resources Ltd
- Credit Suisse
- Deloitte & Touche
- Department of Mineral Resources
- DiamondCorp
- Digrim Group
- DRA Projects SA
- DRD Gold
- EBJ Mining Construction
- Elemental Minerals
- Elephant Copper
- eNCA
- Engineering News Cremer Media
- Engineers Without Borders Canada
- ENSafrica
- Equator Drilling
- Era Resources Inc
- Ernst & Young
- Euronix
- Evolve and Partners
- Falcon and Hume Inc
- Fasken Martineau
- Finvision VAT Specialists
- Firestone Diamonds
- FLSmidth
- Fox Consultants & Projects Managers
- Galaletso
- GCS-SA
- General Exploration Limited
- Geo Explore Store
- Geodrill Limited
- Gestro Mining & Civil Construction
- GRBCT
- Global Diamond Network
- Gold One Management Services
- GreyStreet Capital
- Grindrod Rail Operations
- Group Five Projects
- Hall Core Drilling
- Hannam & Partners
- HCl Coal
- Herbert Smith Freehills South Africa
- HiBarwa JV
- Hogan Lovells SA
- Hydro Power Equipment
- IFC
- Imara African Resources Fund
- Imara S P Reid
- Impala Platinum
- Information TV
- International Finance Corporation
- Ivanhoe Mines/Ivanplats
- Jonah Capital
- JSE
- Kgaiso Resources
- KPMG
- Kumuka Africa
- Ledjadja Coal
- Lerama Resources
- Letaba Elhilie Investments LEI
- Lifa Communications
- Lonmin Platinum
- Lordwick Real Estate Investment Trust
- Lurco Coal
- MAC Consulting
- Malan Scholes
- Masimong Group
- Merafe Resources
- Mergermarket Group
- Metallion Corporation
- Mimosa
- Mindset Mining Consultants
- Mine and Explore Africa
- Mineweb
- Mingenmet International
- Mining CSI
- Mining Prospects
- Mining Review Africa
- Mining Weekly
- Miningmx
- Mintek
- Momentum SP Reid Securities
- Montero Mining
- Motjoli Resources
- MRA Resources
- MSA Group
- Mukundi Mining Resources
- Mvelo Minerals
- Mwana Africa PLC
- Namakwa Diamonds

SPONSORS OF THE 2016 JOBURG INDABA:
HEAR WHAT PAST ATTENDEES HAD TO SAY

"It was, without doubt, the most interesting and informative two days I have ever spent at such an event."

"Well done on organising an event which makes a great contribution to the discourse about mining."

"The event went superbly - you should be very proud."

"I thoroughly enjoyed the debate and conversations during Joburg Indaba... A job well done to you and your entire team."

"The speakers and subjects covered were carefully and well chosen. I missed only one of the presentations. For somebody like me who has a notoriously short attention span, that speaks to how thought provoking they were. All this and seamless organisation and great catering too!"

"...as far as I'm concerned, it is by far the best mining conference in terms of the interaction - obviously very much due to the calibre of the speakers (myself excluded!) and Bernard's inimitable style!"

"I thought the event was very well organised and I really enjoyed attending. Well done to you and your team."

"It was a pleasure to be part of the Joburg Indaba, I thought it was great and thoroughly enjoyed the experience. Well done to you and your team."

"...thought provoking and fun panels where speakers entered fully into the spirit of the occasion and were prepared to put up with occasional goading...the commentary really did land home...the feedback was very positive and you deserve a lot of credit...I really enjoyed the whole interaction."

"Well done on organising an event which makes a great contribution to the discourse about mining."

"Well done on another interesting conference. Without a doubt, I consider this the best mining conference going, throwing up A-grade speakers and topics. The coup with Mathunjwa must be particularly satisfying for you. No one else has managed it."

"Thank you for another interesting conference. We are extremely happy with our involvement with the Joburg Indaba. I think this year's event was a resounding success. Congratulations to you and all involved in organising it. It's really heartening to read the feedback you have received from various delegates. Thoroughly enjoyed the experience."

"...I thought the Indaba was first class, and I enjoyed every minute of it! Well done, and I hope to see you guys again next year."

"I enjoyed the conference and was pleasantly surprised - very well organised, novel / African-centric panel discussions (providing really good insight), and serious attendees. I thought your session-ending summaries were terrific!"

"...well done...like this year, you can count on our full commitment in 2016!"

"Congratulations to you on hosting an excellent world class event."

"Your unique approach is a breath of fresh air compared to the mundane outdated structures of many events."

"To echo the sentiments of (the rest of our team)... We are extremely happy with our involvement with the Joburg Indaba. I think this year's event was a resounding success. Congratulations to you and all involved in organising it. It's really heartening to read the feedback you have received from various delegates. Thoroughly enjoyed the experience."

"I thoroughly enjoyed the debate and conversations during Joburg Indaba... A job well done to you and your entire team."

"Thank you, we enjoyed the event and we are comfortable that we are receiving value from it."

"Well done...like this year, you can count on our full commitment in 2016!"

A selection of testimonials from delegates, speakers and sponsors:
DELEGATE REGISTRATION FORM

Please note that delegates’ attendance at the conference cannot be confirmed until payment in full has been received. For any enquiries please contact the registrations department on:
+27 (0)11 463 7799 or registrations@resources4africa.com. Please email the completed form to registrations@resources4africa.com or fax it to +27 (0)86 455 2301

Banking details for Joburg Indaba delegate fees payments:
Bank: FNB, Acc. Name: Resources for Africa Investment Conferences, Acc. No. 6241 133 1151, Branch: Hyde Park, Branch Code: 255 805,
Note: Credit Card payments are available through the payment portal on the Joburg Indaba website.

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<th>2 day conference package PLUS pre-conference dinner (4th October)</th>
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<td>☐ R10 990</td>
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<tr>
<td>Other (Suppliers)</td>
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<td>☐ R12 950</td>
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* Prices quoted are exclusive of VAT

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**Signature:**

Date:

**Terms & Conditions:** [ ] I accept the terms and conditions. (Mark with ‘X’)