



Thursday, October 25, 2018, 8:30 a.m. to 4:15 p.m.

EY Tower, 100 Adelaide Street West, 31st Floor, Toronto

Register at <http://bit.ly/RocksStocks2018> by October 19th and save \$100

2018 AGENDA		
8:30 a.m.	Registration, Continental Breakfast and Networking	
8:45 a.m.	Opening and Welcome	Irene Gosende Seeney, Rocks & Stocks Chair
SESSION # 1: RISKS AND OPPORTUNITIES		SESSION CHAIR: Bereket A. Berhe
9:00 a.m.	Transforming Risk into Opportunity	Janice Zinck, CIM and Natural Resources Canada
9:30 a.m.	Trends and Innovation in Mining Finance	David Shaver, CIBC
10:00 a.m.	Spreading the Risk: JVs, Strategic Partners, Smaller Projects	Mohit Hasija, EY
10:30 a.m.	Networking Break	
SESSION # 2: PRACTICAL PERMITS		SESSION CHAIR: Shilika Mathur
10:40 a.m.	Social Risk Management - An Opportunity for Mining	Monica Ospina, O Trade
11:10 a.m.	Path to Project Permitting	Louise Grondin, Agnico Eagle Mines Limited.
11:40 a.m.	Developing Themes in Geopolitics from 1st to 3rd World	Cashel Meagher, Hudbay Minerals Inc.
12:10 p.m.	Open Floor Panel Discussion	Moderator: Sabrina Dias, SDC
12:40 p.m.	Lunch and Networking	
1:10 p.m.	Keynote Speaker Key Trends in Corporate Governance and Implications for the Mining Sector	Introduction: Larry Smith Richard Leblanc, Boardexpert.com and York University
1:50 p.m.	Networking Break	
SESSION # 3: DISRUPTORS		SESSION CHAIR: Warren Flannery
2:00 p.m.	The Talent Crunch is Here - We Need a New People Equation	Pamela Hackett, Proudfoot
2:30 p.m.	Recovering ROI Through Innovation	Douglas Morrison, Centre for Excellence in Mining Innovation
3:00 p.m.	Why the Future is Ours to Uncover	Ayelet Baron, Chief Purpose Officer, Genius 100 Visions
3:30 p.m.	Open Floor Panel Discussion	Moderator: Ryan Bergen, CIM Magazine and CIM Journal
4:00 p.m.	QUESTIONS AND CLOSING	Irene Gosende Seeney, Rocks & Stocks Chair



JANICE ZINCK

Director Green Mining Innovation CanmetMINING Natural Resources Canada
President CIM



Transforming Risk into Opportunity

The mining industry is fraught with many and varied risks covering the entire spectrum:

- Business risks, including pressure to increase a cost benefit ratio with declining ore grade;
- Resource replacement in a resource stressed world;
- Environmental and social issues that continue to evolve;
- Capital cost overruns that appear to be inevitable;
- Aging management talent with few experienced personnel to replace them; and
- Access to capital in a risk adverse world.

On top of these traditional concerns are:

- Recent threats surrounding cybersecurity and digitization; and
- Astonishing possibilities from innovation in an industry where the status quo is the norm.

Can we transform how we manage risk, and more importantly can we turn these risks into opportunity? For a sector that is frequently labelled as “traditional” and risk-adverse this transformation will require a strategic paradigm shift to re-examine risk approaches. How can this, ultimately, lead to increased productivity, lower costs, and stronger community confidence? The presentation will explore the potential for transformation and examine opportunities for strategic change.



DAVID SHAVER

Managing Director Mining Investment Banking
CIBC



Trends and Innovation in Mining Finance

The author will examine the latest trends and innovations in mining finance relating to equity, debt, convertibles, royalties and streams.

A review of the providers of capital to the mining sector as it has evolved will include retail and institutional investors, royalty and streamers, banks, private equity, and alternative capital.



MOHIT HASJA

Vice-President Valuation & Business Modelling Practice in Toronto
EY



Spreading the Risk: JVs, Strategic Partners, Smaller Projects

Volatility and an ever-changing macroeconomic environment have made executing deals difficult in the mining sector. The sector's focus remains cautious, although there are signs that companies are beginning to look toward strategic growth. However, an emphasis on capital discipline continues to force mining and metals companies to consider not only the potential returns of projects and acquisitions, but also the complexity of the project with regards to execution, and the transaction currency.

There is a growing appetite to spread the risk through joint ventures and strategic partnerships. Other options include acquiring smaller projects, expanding existing projects and/or taking a phased approach to capital spend.

This presentation includes a review and outlook for mining M&A and capital raising.



MES & CIM Toronto Branch Professional Development Series:

Smart Mining Business Strategies





MONICA OSPINA

Founder & Director, O Trade and Market Access
Head of Corporate Social Responsibility at Aurania



Social Risk Management: An opportunity for Mining

In an industry that understands technical risk and long-term investment, working towards mitigating social risk and monitoring social return on investment represents an opportunity not to be missed. In this presentation, Monica Ospina will discuss the connection between Social Risk Management and Corporate Social Responsibility, and how companies can translate social investment into value for the operation. Viewed from this perspective, investors and mining analysts not only observe good practices in social risk management but find operational efficiencies and value.



LOUISE GRONDIN, P.ENG.

Senior Vice-President Environment,
Sustainable Development and People
Agnico Eagle Mines Limited



Path to Project Permitting

A review will be presented of the fundamental steps to successful project permitting and some of the lessons learned by the Agnico Eagle team over the last fifteen years of permitting, in Canada and abroad. Louise Grondin will share her experience as to how can a company understand and adapt to changes in expectations from society, reflected in new regulatory requirement.



CASHEL MEAGHER

Senior Vice President and Chief Operating Officer
Hudbay Minerals Inc.



Developing Themes in Geopolitics from 1st to 3^d World

The mining industry's footprint creates constant negative pressure ranging from poor image, populist political ambition, NIMBYism, and environmental and CSR legacies. Every jurisdiction, from the first world to the third world, presents its special challenges and considerations. Cashel Meagher will explore some of the developing themes and issues facing the industry and will suggest ways to mitigate them.



KEYNOTE LUNCHEON SPEAKER

RICHARD LEBLANC

Associate Professor of Law, Governance & Ethics
York University/Boardexpert.com



Key Trends in Corporate Governance for the Mining Sector

Richard Leblanc's presentation will focus on:

- Trends and key issues in corporate governance;
- Diversity on boards and in the mining sector;
- Governance of non-financial risks, including social responsibility, sustainability and conduct risk;
- Anti-Corruption and Anti-Bribery governance within foreign jurisdictions with different business practices; and
- Role of Independent Directors on mining boards.



MES & CIM Toronto Branch Professional Development Series:

Smart Mining Business Strategies





PAMELA HACKETT

Chief Executive Officer
Proudfoot



The Talent Crunch is Here - We Need a New People Equation

There is a perfect storm in the mining industry. A retiring workforce, old management models, slow input of a new workforce who do not want to be managed the old way, changing skill requirements, shiny new technology, price cycle volatility, unforgiving shareholders and, of course, the need to be safe.

How do we navigate this storm?

We need a new people equation.



DOUGLAS MORRISON

President & Chief Executive Officer
Centre for Excellence in Mining Innovation



Recovering ROI Through Innovation

Productivity in the mining industry has been declining for over a decade and has eroded the return on investment. Current mining technology platforms are now thirty years old – few other industries have changed so little. Declining ROI reflects this.

Projects at CEMI have demonstrated the value derived from reducing the time to first revenue, reducing up-front capital cost and reducing operating cost:

- Getting to a new underground orebody as fast as possible is one of the most important things we can do - the choice of how to do this comes down to cost and risk.
- Automation and electrification of production systems is essential – but not sufficient.
- Batch ore transfer contacts the ore about 5% of the time; we need to move ore continuously at the highest possible ‘product transfer rate.’
- We need to reduce the energy cost of ventilation, particularly for cooling equipment and people in hot excavations.
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The adoption rate of new technology in mining has to be accelerated if the decline in ROI is to be reversed. But if this is to be achieved, investors will have to play a much greater role in making it happen.



AYELET BARON

Chief Purpose Officer
Genius 100 Visions. Inspired by Einstein



Why the Future is Ours to Uncover

Many people will tell you that the future is about disruption and will provide you with the “keys to success”.

Ayelet Baron believes that the future is human and that the biggest change we need in this century is one of mindset. Our world needs more conscious 21st Century leaders to build bridges and navigate a changing world where purpose and value are key to our collective future on the planet.

Register at <http://bit.ly/RocksStocks2018> by October 15th and save \$100

After Rocks & Stocks, please join CIM Toronto Branch’s Grubstake from 4:30 p.m. to 7:30 p.m.
at The National Club, 303 Bay Street (wine, beer, appetizers and more networking).



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