

Remarks to the Mining and Metallurgical Society of America
By Retired Caterpillar Chairman Glen Barton
2007

It's an honor and a privilege to receive this Gold Medal from the Mining and Metallurgical Society of America. Quite frankly, I'm surprised and flattered to be included on a list of mining legends like Herbert Hoover and Robert Richards ... Robert Peele and Daniel Jackling ... Ian McGregor ... Harry Oppenhemier ... Milton Ward ... and so many others.

The men and women you've honored in the past have made mining an industry we can all be proud of ...

An industry that's safer, cleaner and more efficient than ever ...

An industry that's truly committed to meet society's demand for mineral products, without compromising the ability of future generations to meet their needs.

I'm humbled to have a place among this distinguished group of leaders and humanitarians ... and I thank you for viewing my own small contribution in the same light as theirs.

Although technically speaking, you've awarded the Gold Medal to me, I'm accepting it tonight on behalf of the people of Caterpillar and our worldwide dealer network... an exceptional group of people who work hard and work together to serve the worldwide mining community with integrity, excellence, teamwork and commitment.

My first exposure to the mining industry came early in my career at Caterpillar. I remember arriving in Robert's Field in Liberia near midnight –to visit the iron ore mines of that country. If you haven't been in places like that before, which I hadn't, you are a bit shocked by the environment to say the least. And what lay ahead of me for the next several days was a valuable lesson about the challenges many of you face all the time.

I'll never forget getting up early the next morning and joining up with a seasoned company traveler for breakfast. He proceeded to order a dozen eggs for breakfast with the advice, "In Africa eat whenever you can because you don't know when the next

meal is coming". After spending 8 hrs. or so in the back of a Landrover, before arriving in the mining camp, I fully understood what he meant!

This was back in the days of the 25-30 ton trucks, with literally dozens of them running around the site. One mine had already moved up to the "huge" 45 ton trucks. Who would have ever thought that someday they might even get larger!

I've always been inspired by the creative drive that's so prevalent in the mining equipment business—not just at Caterpillar of course—but across the industry. Our companies were built by some very resourceful people ... pioneers, in fact, who devoted their lives to finding new and better ways to move material. They infused their organizations with a spirit of innovation that endured throughout the last century ... and lives on today. Here's a quick look at the origin of that spirit ...

[Brief video clip that begins with Great Tractor Race and moves quickly through history - WWI, WWII, 50s, 60s, 70s]

It's fun to see the old film clips ... but you know, what really gets my heart pumping these days is the new generation of mining products and services. In the middle '80s, my company made the strategic decision to become a full-line supplier to the mining industry. Since then, mining equipment suppliers have applied their talent and creativity in remarkable ways ... answering the call for bigger—faster—tougher—and smarter products.

During that same time, we've also delivered a much broader line of services through our dealers—all aimed at helping our mining partners increase uptime, boost productivity and drive down cost per ton.

In Caterpillar's case, growth in our product and service offering has been explosive ... and exciting. Take a look ...

[Brief video clip spanning 1990s to the present, focus on larger machines and technology]

It's easy to see that mining products have grown larger, more powerful and more technologically advanced over the past two decades. But what's not nearly as visible is

the fact that this equipment has also become safer to operate, maintain and service. It's more fuel efficient too ... and generates less pollution.

Caterpillar and other equipment manufacturers have already made tremendous progress in the areas of product safety ... emissions reduction ... and sustainability. We'll continue to do that in the future, working together with our mining partners. And as bright people from across the industry develop innovative solutions to these challenges, we'll need to make sure we keep educating the public about the gains being made.

When I became Cat's delegate to the American Mining Congress in 1989 the mining industry was "under attack" with Mining Law Reform a legislative imperative. I quickly learned from the Milt Wards, Harry Congers, and Doug Yearleys that we needed to reach out to legislators from those states without significant mining interests...where Caterpillar and its dealers had contacts and influence.

In those joint visits to the "Hill", I became much more aware on a personal level of the need for mining education—and the challenges of providing it. And as we were becoming a full-line supplier to the industry, it became clear that in order to be considered a true partner in mining, we had to do more than just manufacture iron.

Public education had become a much higher priority for most of us than it used to be. We realized that it made good business sense to help people understand why mining was essential—and to show them how it actually gets done—in a safe and responsible manner.

It was about this time when our mining people suggested we needed to develop a video to support the importance of mining, and the focus current mining operations had on safe and environmentally correct operations. This was when Caterpillar launched the *Common Ground* project.

We asked mining companies and other industry leaders what kind of support they needed most, and the answer came back loud and clear: help us educate the public about the realities of mining.

We agreed to get involved ... and put a team of people to work on the project. After some research and analysis, the team recommended that a film be created for middle

school teachers to use in the earth science curriculum. They also suggested that a set of support materials be developed for the classroom—games, puzzles, project ideas, discussion questions and other things that would stimulate learning and reinforce the concepts presented in the film.

Developing a product that satisfied both the mining industry and the educational community proved to be quite challenging. But after several iterations, we got it right. We premiered the film at MINExpo, then released it to the public shortly after.

Teachers snapped it right up, as did people from many other walks of life. It was translated into Spanish and French and shown all over the world—in classrooms, at town meetings, even on public television.

One of the most interesting stories I heard about a *Common Ground* showing came from Peru. Evidently a couple of folks from a mining company there went out into the Andes—on foot—about three miles above sea level—carrying a portable generator set, a small television, a VCR and the Spanish-language version of *Common Ground*. They showed the program to hundreds of indigenous people in an effort to gain their trust and confidence prior to the opening of their mine.

I'm told that about 10 million people have seen *Common Ground* in the last 14 years. We've distributed more than 90,000 copies ... and I'd like to thank the MMSA, the Minerals Information Institute, and the Society for Mining, Metallurgy and Exploration for the support they've provided over the years to help us achieve that level of distribution. Public education is, of course, a fundamental aspect of the MMSA's mission. And we all appreciate the excellent work this organization, the Minerals Information Institute, and the National Mining Association does in the educational arena. These groups work tirelessly on behalf of the industry—delivering the facts, dispelling myths, raising awareness. It's a tough job, and an extremely important one too.

What astounds me is that we're still getting several thousand requests for the program every year. Remember – this is a film that debuted when Bill Clinton was first elected ... It came out at a time when CDs were just starting to surpass cassette tapes in terms of popularity ... a time when the first web browser was introduced to a world that had, for the most part, never used the Internet. So it's really ancient history, especially to its target audience. Yet the message is timeless ... and definitely gets results.

Let me show how it helped change the attitudes of several school children who viewed it in the 1990s.

[Brief video clip from *Education Works*]

The young people we just saw are young adults now ... and let's hope they've retained their enthusiasm about mining. Because some of those kids would probably make great employees—mining engineers, geologists, operations experts, technicians, equipment designers. And others are poised to become the educators, community leaders and public policy makers of this generation. We need them to believe in our business.

We need the support of a whole new generation of young people too.

That's why Caterpillar is refreshing the *Common Ground* message. We're developing a new program and set of educational materials—this time for high school and college students, as well as the general public. We'll retell the story of modern mining and the role mineral products play in everyday life—and incorporate a discussion of sustainable development. The new program will premiere at the next MINExpo.

We believe MINExpo is the perfect place to deliver our new message for the first time. I hope you'll all be there to see it. We're very fortunate to have a venue like MINExpo where once every four years we can gather together and celebrate mining. The National Mining Association deserves our thanks for the excellent work they do to make MINExpo happen – and for all the other support they provide to the industry as well.

These are interesting times for the worldwide mining community. Whether we're minerals producers, equipment manufacturers, product support providers or industry association representatives, our challenges are essentially the same.

Business is booming—and as a result, our resources are stretched to the limit. Talented people are in short supply.

Our critics are very vocal—not to mention well organized and heavily funded.

Safety is a never-ending concern.

Our environmental track record is under constant scrutiny.

We're responsible for establishing even stronger relationships with our neighbors—working in partnership to create sustainable communities—often in some of the most remote locations in the world.

And of course, our stockholders expect to see steadily improving results.

It will take all the creativity and imagination we can muster to overcome these challenges. But I have faith in our collective ability to get the job done.

I believe it was Admiral Robert Byrd, who, when asked about the energy and stamina required to continue exploring the South Pole over a 25-year period, answered very matter-of-factly ... "Few men ever exhaust the resources that dwell within them."

I'd have to agree with him ... although I'd certainly put women in the same category.

The women and men who are making the mining industry great harbor a vast store of inner resources that, in my mind, can't be depleted. Inspired by those who have come before them, they're applying their skills and expertise in new ways ... developing innovative solutions to the obstacles that stand in their way.

I have tremendous confidence in the current generation of mining professionals. I look forward to seeing where they'll take the business. And I trust that they'll continue to create a legacy we can all be proud of.

Thank you again to everyone involved in this special evening ... the Mining and Metallurgical Society of America ... the Society for Mining, Metallurgy and Exploration ... the Minerals Information Institute ... the National Mining Association ... all of you. It's my privilege to be a part of this impressive group of people ... and it's an honor to accept the Gold Medal on behalf of the Caterpillar family.