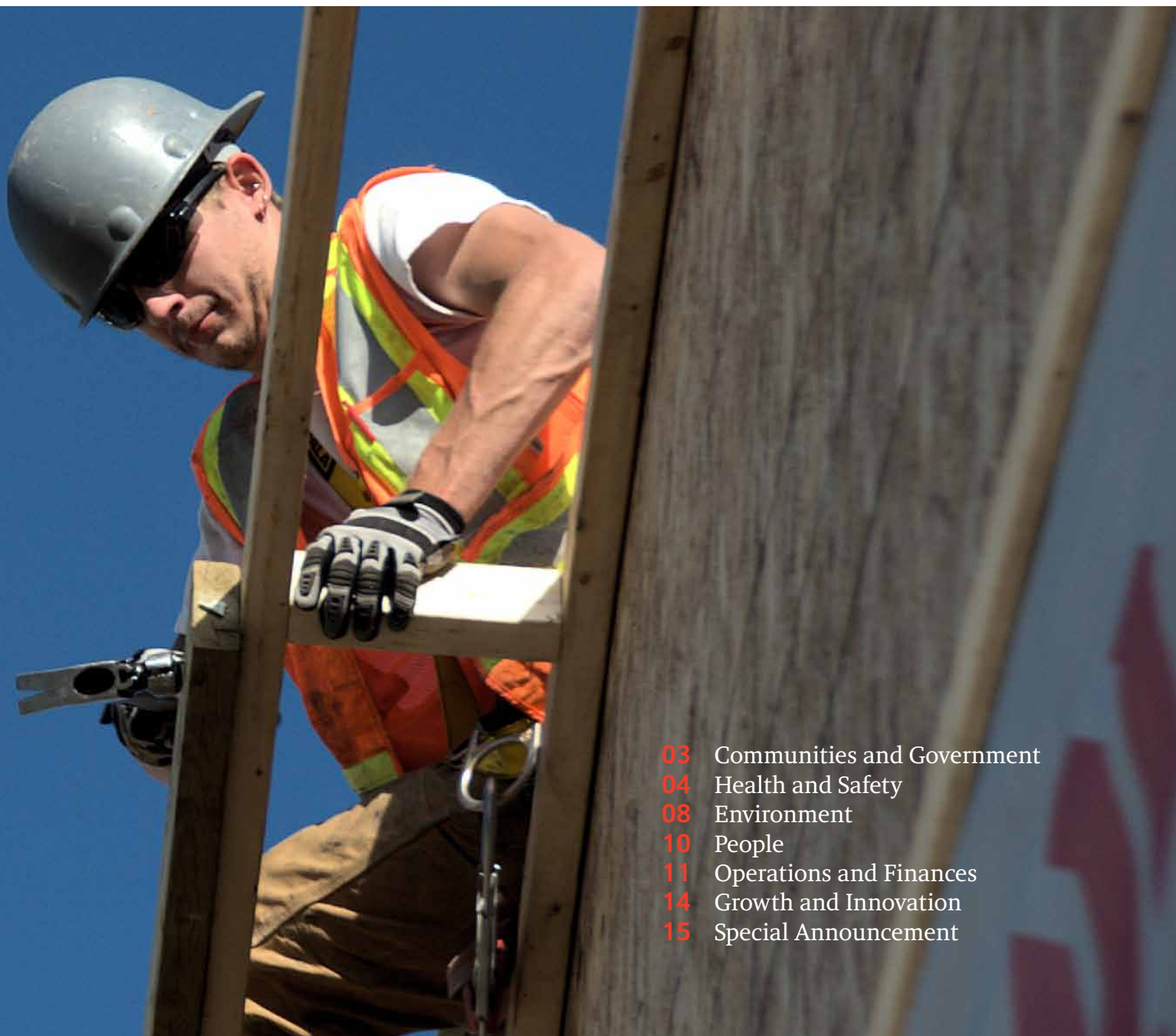


# Mine to Port

Mine to Port is published for the employees,  
retirees and partners of IOC.



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# Message from our President and CEO



**On the evening of August 15th we formally announced to the media and key stakeholders our plans to expand our business to 50 million tonnes (see Major Growth Ahead article on Page 14).**

Over the course of my conversations with many of you since that announcement, you have openly questioned whether we can safely grow our business to 50 million tonnes given some of the challenges we are facing today. I appreciate your openness in asking this important question.

First, let me say that we are very fortunate to have very large mineral inventory holdings, which is sufficient to support a significantly larger operation than we currently have. Further, there is an apparent trend toward higher quality ore and we have a favourable position within the industry given the low levels of impurities in our ore (our products have the lowest phosphorus content in the industry and also very low alumina content). The value of our product relative to that of our peers will only increase going forward.

While we are in a strong market, we need to be mindful of our position on the industry cost curve. We currently sit in the third quartile on delivered basis into China, the largest growing demand centre for iron ore. Our business is cyclical so when prices fall, our business struggles as we have seen numerous times in our history. We need to expand in order to improve our position on the cost curve and set ourselves up for success in years to come. While cost position is important, so is time to market. If we don't work our way into a strong cost curve position someone else will do it and as a result, displace us.

Next, I'd like to acknowledge the significant improvements in our production performance that we have achieved since the spring. We had a challenging start to 2011 and then were just shy of our production and shipping targets in May through to July. Then we finished the month of August with an annual concentrate production run rate of 18Mtpa. Congratulations to all involved for achieving this terrific result.

I encourage you to read about the work that has been done to improve tire performance in this issue of Mine to Port (see Big Tires- The Foundation of the Business on Page 12) as it is a great example of how important each part of the business is to the bigger picture. We all have a role to play in the success of this business and it's important to take the time to celebrate successes like these and to recognize that we are capable of doing great things.

Finally, let's not forget that we are a significant player in the Rio Tinto portfolio. We have comparable earnings to three out of the five Rio Tinto product groups (similar to Aluminum, Energy and higher than Diamonds and Minerals). These groups are significantly larger than us on an asset basis.

All that being said, I think we have a lot to be proud of at IOC and it is a true reflection of the great work all of you are doing everyday. Let's continue to build strength in our business by working together with our community partners to overcome the challenges and plan for our future.

Congratulations on the achievements you and your teams have made so far this year within your areas.

**Please stay safe and remember, if it's not safe, don't do it.**

# Two Housing Projects Approved

During the last Dialogue tour with Zoë Yujnovich and her Executive Team, one common theme rang through from the Labrador City Operations - “housing, housing, housing”. So what’s being done?

IOC’s ongoing effort to ramp up recruiting also prompted the formation of an accommodation SWAT team whose mandate was to look at immediate relief options for IOC’s accommodation needs.

An early look at the issues clearly identified the lack of capacity within the community for apartment accommodations. With a 1 % vacancy rate in Labrador West it has become nearly impossible to find temporary housing for new hires and many short-term contractors, so the team looked immediately at high-density apartment options as well as temporary housing for contractors. With full support from the Executive team, two major housing projects have been approved.

## New apartments coming soon...

IOC has entered into an agreement with a local developer to construct two apartment buildings in Labrador City. The buildings will be two and three bedroom apartment complexes



Sustaining Capital Dorms – Labrador City Industrial Park

with all of the modern amenities, the first of which will be completed before Christmas

## Temporary workers camps

IOC’s contracted companies were also feeling the pressure of no rental availability within the community. A second critical need was to provide temporary workers housing for contractors completing sustaining capital work (shut-downs, rebuilds, etc...). So, in addition to providing 500 camp units for expansion projects, an

additional 200 units have been built for sustaining capital work. Another two dorms are currently being constructed in the Harrie Lake Business district and will house workers for CEP2. While both of these projects are great news there is still much work to be done as we anticipate that the housing needs will continue for many years to come. An extensive review is currently being conducted to look at the long-term solutions for both IOC and the communities in which we operate. Stay tuned!



Artist rendering of new apartment building.

# Building Communities

## IOC Community Investments 2011

IOC supports projects and events that contribute to stronger and more sustainable communities. So far in 2011, IOC has contributed over \$ 1 million in Labrador West and Sept-Îles . The projects and events listed below are those in which we have contributed \$ 1,000 or more. It does not include those under \$ 1,000 or the in-kind support we provide to a variety of community groups and events throughout the year.



### HEALTH

Total Funding Amount: \$ 65,200

#### Canadian Cancer Society's Relay for Life

Major sponsor in both Labrador City and Sept-Îles

#### CNIB Industrial Eye Safety Program

Support to educational program / workshops on eye safety

#### CACL / Ken Gage Memorial Bowling Tournament

Sponsored tournament in aid of individuals with developmental disabilities

#### Société canadienne de la sclérose en plaques, Section Côte-Nord

Sponsored annual fundraising event (Multiple Sclerosis Society)

#### Elyme Des Sables (Palliative Care Center)

3 years Partnership and participation to Radiothon

#### La Fondation du Centre Hospitalier Regional de Sept-Îles (Hospital Foundation)

### SPORTS AND RECREATIONS

Total Funding Amount: \$ 83,000

#### Cain's Quest

Major sponsor of the snowmobile endurance race

#### Menihék Ski Club's 2011 season

- | Junior Development
- | 36th Great Labrador Loppet
- | Iron City Duathlon
- | Run for the Hills

#### Camp Jeunesse Ushu Summer 2011 (Youth Camp)

**White Wolf Snowmobile Club** / Provided club funding

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**Tamarack Golf Club** / Platinum sponsor

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**Polaris Figure Skating Club annual ice show**  
Major sponsor

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**Audrey Vaillancourt (patinage artistique)**

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**Club Gallixtreme (Alpine Skiing)**  
Sponsored the Company Challenge event

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**Championnat Canadien de Judo Sept-Îles**

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**Sport-Etudiant Cote-Nord (Student Sports)**  
3 year partnership supporting school sports

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## SOCIAL AND WELFARE

Total Funding Amount: \$ 446,900

**Centraide Duplessis (United Way)**  
Match employee donations

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**Habitat for Humanity Cabot Labrador West Project**  
Legacy builder in the project,  
which built homes for two deserving families

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**Town of Labrador City 50<sup>th</sup> Anniversary**  
I Co-hosted a reception to honour pioneers  
I Construction of a splash pad for Centennial Park

---

**RAFT Recovery, Awareness, Family and Togetherness**  
Provided support for operating support group

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**Ronald McDonald House**

---

**Centre Alpha-Lira (Literacy Centre)**  
Supported the immigration project

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**CPE Sous le Bon Toit**  
3 year partnership (Outdoor Playground Development)

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**Vieux Quai en Fête Amasi (Summer Festival)**  
Sponsor the event

---

**Les Productions Innu Nikamu**  
Major sponsor

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## ENVIRONMENT

Total Funding Amount: \$ 458,400

**Greenspaces (play areas)**  
I AP Lowe Elementary School  
I Harrie Lake Subdivision  
I Community daycare at JRS School

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**Corporation protection environnement Sept-Îles**  
3 year partnership to support various programs

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**MRC de Sept-Rivières – Éco Patrouille (Environmental Group)**  
3 year partnership to support environmental programs

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**Association de protection de la rivière Moisie (APRM)**

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## CULTURE

Total Funding Amount: \$ 68,900

**East West North Summer Expo**  
Major sponsor of regional showcase of art,  
music and heritage

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**Labrador West Music Festival**  
Major sponsor of children's festival

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**Arts and Culture Centre Arts Workshop**  
Co sponsored children's musical theatre workshop

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**Salon du livre la Côte-Nord (Book Fair)**  
Major sponsor – Provided free entry to event for youth

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**Corporation de la Salle de Spectacle de Sept-Îles (Arts and Culture)** / Partnership – Les rencontres culturelles IOC

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## EDUCATION

Total Funding Amount: \$ 32,000

**Eldon Perry Memorial Scholarship**  
Established annual scholarship for CNA student

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**Fondation du Cégep de Sept-Îles (College)**

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**Institut Tshakapesh (Aboriginal Educational Institution)**  
Provided scholarship

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**Fondation IESI**  
Provided scholarship

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**Polyvalente Manikoutai (Highschool)** / Annual scholarships

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## RAIL / MARITIME

Total Funding Amount: \$ 8,500

**Port de Sept-Îles** / Sponsored annual event

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**La Fondation de L'Institut Maritime du Quebec Inc. (Mariner's Foundation)** / Provided scholarship

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**Forum de maintenance industrielle**  
Sponsored the industrial maintenance forum

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# Protect Your Health:

## What you need to know about influenza and the flu shot

**Colleen Rixon, Superintendent Occupational Health Services, has already been getting phone calls and rest assured she's on the task. With cold and flu season fast approaching, protecting the health of employees is her first priority.**

"The flu vaccine is ordered and I expect to start vaccinating some time in late October or early November," says Colleen. "We are asking employees to keep watching for more details in the coming weeks as we will be communicating times and locations for all sites where employees can get vaccinated."

Combined with regular hand washing, the flu shot is the best way to protect yourself and others from the virus. Canada's National Advisory Committee on Immunization (NACI) encourages all Canadians over the age of six months to get a flu shot.

"Each year there is a new vaccine to protect against new strains of the influenza virus," says Colleen. "The best time to get your influenza vaccine is early, between October and December, before the number of influenza cases increases in Canada. But, the shot is still effective even if you put off getting it until later in the season. It takes about two weeks after immunization before the flu shot gives you protection."

Employees can play an active role in staying healthy and preventing the spread of the flu virus by following these simple steps:

### Get your flu shot

While a good diet, vitamins and exercise contribute to your general health, it will not protect you from the influenza virus. Immunization every fall is the only prevention measure that has been proven to prevent influenza

and reduce complications caused by influenza.

### Wash your hands frequently

Wash your hands often with soap and warm water for at least 20 seconds to help remove bacteria and viruses. Wash before and after eating, after you have been in a public place, after using the washroom, after coughing and sneezing and after touching surfaces that may have been contaminated. An alcohol-based hand sanitizer is also effective in killing viruses.

### Keep your hands away from your face

In most cases, the flu virus enters the body through the eyes, nose or mouth.

### Cough and sneeze into your arm, not your hand

If you use a tissue, dispose of it as soon as possible and wash your hands.

### Keep common surface areas clean and disinfected

Doorknobs, light switches, telephones, keyboards and other surfaces can become contaminated with all kinds

of bacteria and viruses. Regular cleaning and disinfecting of these surfaces with normal household disinfectants can help. Viruses can live on hard surfaces for up to 48 hours.

### If you get sick, stay home

If you think you have the flu, you should stay home from school or work until your symptoms are gone. If your symptoms get worse, call your health care provider.

### Talk about staying healthy

Encourage others to follow these simple steps. If you have children, be a good role model. Teach them to count to 20 while washing their hands and show them how to cover up when they cough or sneeze.

**For more information on the flu shot, contact Colleen by email or visit your Occupational Health Clinic in Labrador City or Sept-Îles.**

## IS IT A COLD OR INFLUENZA?

COLD	SYMPTOM	INFLUENZA
rare	fever	usual high fever (102°F/39°C to 104°F/40°C) – sudden onset, lasts 3-4 days
rare	headache	usual – can be severe
sometimes, mild	general aches and pains	usual – often severe
sometimes, mild	fatigue and weakness	usual, severe, may last 2-3 weeks or more
unusual	extreme fatigue	usual early onset – can be severe
common	runny, stuffy nose	common
common	sneezing	sometimes
common	sore throat	common
sometimes, mild to moderate	chest discomfort, coughing	usual – can be severe
can lead to sinus congestion or earache	complications	can lead to pneumonia and respiratory failure; can worsen a current chronic condition; can be life-threatening

- wash hands frequently
- cough / sneeze into your sleeve

### PREVENTION

- annual vaccination
- wash hands frequently
- cough / sneeze into your sleeve

# Education is Key to Achieving Zero Harm

## Damaging Energy and Fatality Prevention Workshops

Embarking on any journey requires knowing where you are going and how you are going to get there safely. No one knows that better than Simone Wilshire, General Manager, Health, Safety, Emergency Services and Security.

Since her arrival last May, Simone and her team have been focused on leading IOC towards a zero harm culture through the development and coordination of various education and awareness initiatives.

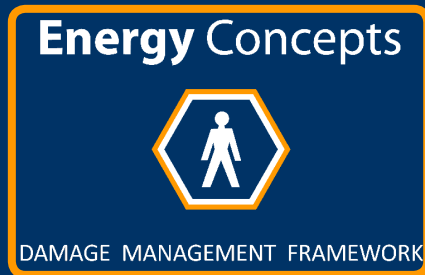
One such initiative was to coordinate the Fatality Prevention and Damaging Energy Workshops hosted by members of our senior leadership team: Zoë Yujnovich, Don Hyma and Mark Rogers. The workshops were held last August for union leaders, design engineers, expansion project contractor leaders, and general managers.

With a focus on the two recent fatalities at IOC, it was also important to look at national statistics to reinforce the importance of conducting these workshops.

Between 1994 and 2010, there were 710 fatalities across three provinces in the Canadian construction industry. In addition, there were 170 fatalities across three provinces in the Canadian mining industry. (Source: Infrastructure Health and Safety Association of Ontario, Government of Alberta, and Work Safe BC).

“The purpose of the workshops was to increase the understanding of what damaging energies are and to look at what caused the fatalities and how we can prevent them from happening

in the future,” said Simone. “These workshops were very successful and although we still have lots to do around education and awareness, this was a very positive step in the right direction as we continue on our journey towards a zero harm culture at IOC.”



### RISK IDENTIFICATION DAMAGING ENERGY PROMPT LIST

**Purpose:** To quickly and systematically establish the potential for damaging energies to produce serious injury, disease and fatalities in current and future activities.

PROMPT LIST	
DAMAGING ENERGY	FOCUSING QUESTIONS (IS THERE POTENTIAL FOR PERSONAL DAMAGE FROM...)
1. Human Energy	a) Heavy, difficult, awkward lift, push, pull, carry b) Cumulative damage through awkward, difficult, sustained postures c) Impact of part of body on an object e.g. head d) Near fall e) Mental stress
2. Gravitational Energy	a) Fall to same level e.g. slips, trips overbalancing on slippery, uneven surfaces b) Fall while ascending or descending e.g. climbing up or down steps, stairs, ladders, accessing vehicles, gearboxes, conveyors c) Fall to a lower level i.e. from height e.g. ladder, scaffold, roof, truck tray d) Struck by falling objects e.g. tools, rocks
3. Vehicular Energy	a) Collisions of vehicles, mobile plant with pedestrians b) Collisions of vehicles with another vehicle e.g. cars, forklifts, loaders, trucks, mobile cranes c) Vehicles over edges e.g. tip heads, windrows, batters d) Rollovers e) Vibration, jolt and jar riding in vehicles
4. Machine Energy	a) Contact with parts, components, attachment of a machine in operation b) Vibration other than vehicles, mobile plant e.g. machine decks, portable tools
5. Object Energy (Projectiles)	a) Struck by flying object - human energy imparted, machine energy imparted, vehicle energy imparted, pressure energy imparted, tension energy imparted, compression energy imparted
6. Electrical Energy	a) Power/lighting circuits b) Overhead power lines c) Buried cables d) Extension leads, power tools, welding
7. Thermal Energy	a) Contact with hot, cold objects b) Contact with hot, cold environment
8. Chemical Energy	a) Once off, longer term inhalation, external contact, absorption, injection, ingestion b) Oxygen deprivation
9. Radiation Energy	a) Natural sources e.g. UV, nuclear b) Man made sources e.g. x-rays, microwaves
10. Noise Energy	a) High intensity b) Medium intensity c) Low intensity
11. Other	a) Biological, biochemical, animal, atmospheric pressure, pressure energy
12. Susceptible Part	a) Any damage to eyes
13. Specialised Shape	a) Damage from sharp or pointed objects e.g. knives, splinters, glass
14. Disasters	a) Large explosions b) Structural collapse, cave in, land slides c) Large fires, floods d) Mass transportation e) Violent acts f) Natural disasters

InterSafe

# Recipe for Success

## Grade Four Students Get Cooking in the Wetlands!



**It was truly a recipe for success as four classes from the JR Smallwood Middle School participated in the IOC Wetland Education Program last June.**

Two days of classroom activities, led by Krista Coombs of IOC Environment, and Keith Connolly of Golder Associates, taught the children about what constitutes the development of a wetland (Wetland Recipe), and the different species of plants and animals that live in wetland environments.

“Keith used a very creative PowerPoint presentation he developed, and presented the basic concepts relevant to wetlands, such as biodiversity, habitat and what constitutes a wetland,

all while dressed up as a naturalist with mosquito net and binoculars – the children loved it,” said Krista Coombs.

They also played a game called the Web of Life, originally developed by Kathy Hogan of Golder Associates, which taught the children how all aspects of a wetland are tied together and if one aspect such as water is polluted or removed, how the entire web of life is impacted.

“All activities were very well received,” added Krista.

The second component of the Wetland Education Program was a field trip to IOC tailings where IOC has been constructing wetlands and other

habitats around Patterson’s Pond. The children got to see first hand how IOC took the Wetland Recipe and turned it into a flourishing habitat that many different species of animals have claimed as their home.

“This year, the children were taken to a location around the pond less populated by trees and shrubs past year’s grade four classes have planted, so as to further enhance the wetland’s biodiversity,” said Krista. “The children were very eager to learn best ways to plant the young plants, and then to view ducks, geese, gulls and various insects along the pond and Tinto Brook’s banks.”



# Community Green Space Project

IOC and the Conservation Corps have partnered to complete the Community Green Space Project. This partnership creates relevant and challenging work experiences for local youth interested in working on environmental enhancement and restoration projects as well as sustainable development.

In the summer of 2011, the Green Team was hard at work removing garbage and debris from portions of the Tamarack Stream restoring and enhancing the natural aesthetics of the stream. As well, the Green Team played a vital role in the restoration of the town snow dump. The team removed garbage from the shoreline and transplanted vegetation to aid in the creation of nesting habitat for migratory birds. With the help of IOC, the snow dump area was hydroseeded with natural grasses to further restore the site to its natural condition and in turn created an ideal spot for birds and birders alike!



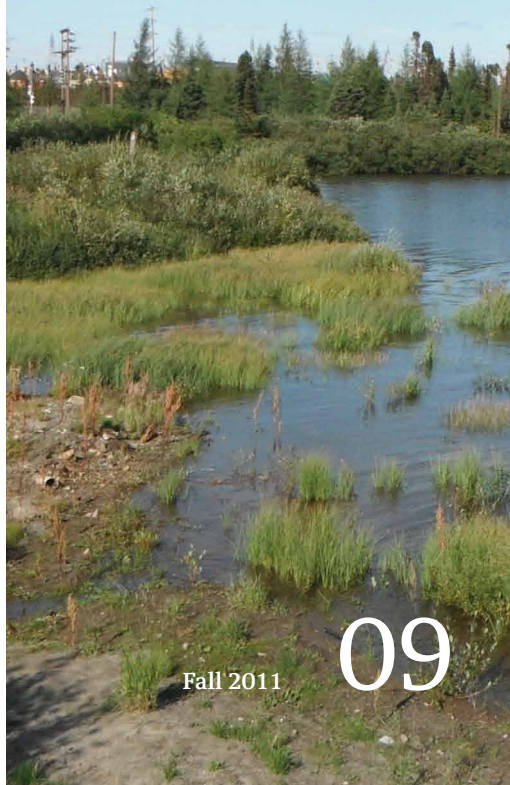
CBC TV and radio were on the scene to cover the story and captured the true essence of what this program is all about.

"We're digging up soil so that we can put the plants down so that animals and all other types of insects will come and make this a better place," said student Kyle Andrews.

The children planted several species of plants such as strawberries, winterberry shrubs and fir trees. These plant species should flourish in the tailings soils. The outdoor work was followed by some healthy snacks on the bus on their return to school.

In 2005, IOC was instrumental in Labrador City and Wabush signing the Municipal Wetland Stewardship Agreement and started a Wetland Education Program. The program was developed for Grade four students as it coincides with their science course and is timed when the students are learning about different habitats.

**For more information on the Wetland Education Program, contact Krista Coombs at 709 944-8400 ext 8698 or email [krista.coombs@ironore.ca](mailto:krista.coombs@ironore.ca).**



# Exploring Our Mentoring Program

**Are you a staff member who would like to be instrumental in motivating and supporting employees in our Graduate Development Program (GDP)?**

Employees in the Human Resources Department are preparing to launch the IOC Mentoring Program again this year and you might be just the person they are looking for!

The IOC Mentoring Program was developed in 2006 to meet the needs of the employees in our GDP and to meet the criteria established by Rio Tinto for the GDP. The GDP is a three year, rotation-based program, developed to provide a source of qualified

professionals for entry level positions at the Labrador City and Sept Iles locations in the areas of Engineering, Operations, Maintenance, IT, Business, and Geology.

The mentoring program is designed to incorporate the standards that our graduates have deemed essential for a successful mentoring relationship as well as the standards established by successful mentoring programs in other organizations. The goal of the program is to provide the graduates with access to a leader outside of their department with whom they can discuss career goals, aspirations, concerns, or seek feedback from who will not be in a position to evaluate their work

performance. Essentially, IOC's program has been developed 'by IOC, for IOC'.

"The mentoring program gives you the opportunity to learn from someone with a lot of experience in your field on a one-on-one basis. It gives you a great resource for your career development and to improve your overall skills," said Andrew Power, a Materials-Engineer-in-Training working with Process Engineering.

**For more information contact Meghan Saville at 709 944 8400 ext 8887.**

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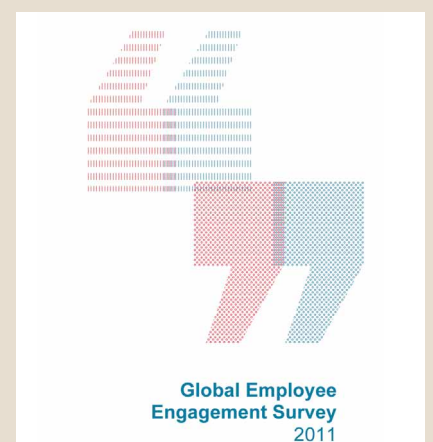
# Thank you for helping shape our future!

**From September 1 – 23, like all companies of the Rio Tinto Group, we completed the third Global Employee Engagement Survey. Thanks to our active participation, we beat last year's completion rate!**

Our data is currently being compiled by an external firm. Results will be communicated to you by December 31, 2011. Based on the key findings of these results, we will conduct focus groups with employees from different

functions / sectors / locations in order to identify the main areas where we need to improve. We will then work together to come up with a realistic action plan that will prioritize our engagement focus for 2012.

We thank all employees who took the time to complete the questionnaire. Your contribution will help to shape our future!



# Brand New Ballast Cars



**Each year, significant investments are made in the QNS&L Railway. One such investment during 2011-2012 involves the renewal of part of our equipment fleet, dating back to the start of IOC's operations in 1955.**

Earlier this year, the QNS&L work train team received 29 new ballast cars. Ballast is the rock we use to top up the track and/or raise it. The process involves the cars moving along the rails at a walking pace and the operators spreading ballast between the ties.

Not only do the new cars offer a series of advantages at the operational level, most importantly, they enhance the safety of employees who use this equipment. When unloading the old cars, employees had to walk alongside and open the gates manually with an iron bar – a job entailing a high risk of falling and being injured.

The gates of the new cars open automatically thanks to a remote control also used to control ballast flow. The improved method, which represents a \$ 4M+ investment, allows for unloading the cars from a safe distance of up to 100 metres away. Employees also avoid breathing the resulting dust and can even control, to a certain extent, dust production by reducing the flow rate.

The new cars also have a greater capacity: the tonnage previously carried in 42 cars can now be transported in 27.

The car renewal project is the result of exemplary teamwork between the Railway, Maintenance and Engineering operations. Thanks go to Dave Gagnon, Senior Operator Maintainer – Track Maintenance; Martin Gagné, Marc Giroux and Harold Méthot, Maintainers / Operators Mechanical 2 – Car Shops; Paul Mercier, Senior Mechanical Technologist – Engineering; Sean Sefsik, Supervisor – Station and Yard; Éric Thibeault and Alain Vaillancourt, Supervisors – Work Trains; Martin Thiboutot, Senior Engineer and Project Manager; and Mario Boudreau, Senior Engineer, for radio frequency verification and recording.

The train team will work on other great projects between now and the end of the year and during 2012. A new cooking car should soon be in operation and IOC is in the process of purchasing 20 bilateral unloading cars.

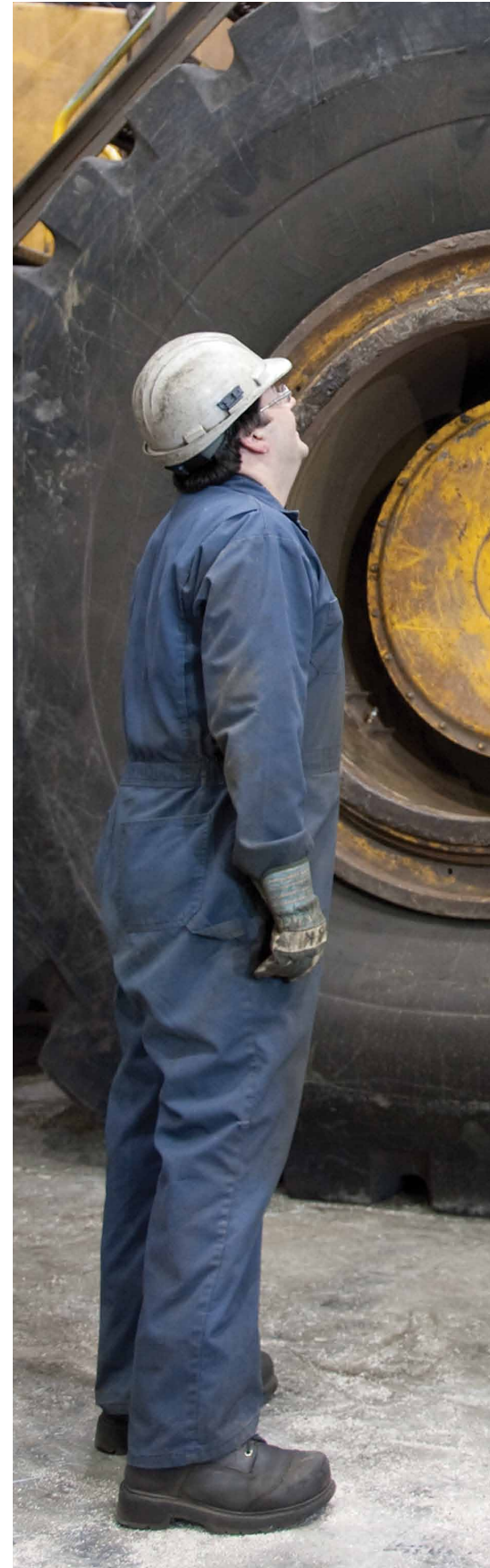
# Big Tires

## The Foundation of the Business

**Big tires bring big challenges but it's nothing the employees in Mining Operations can't handle.**

In 2010, a total of 215 haul truck tires were scrapped, of these 66 were scrapped with less than 3000 hours and were recorded as premature failures. In terms of global tire performance, IOC's performance in 2010 was one of the worst within the Rio Tinto Group. With the potential for another world tire shortage and the total number of tire maintenance events for 2010 reaching 355, there was clearly an opportunity for improvement.

"Safety compliance, low tire life, and high unscheduled failure rates contributes significantly to increased downtime, lost production, and increased cost, not to mention has the potential to put our employees at risk if not managed safely" says Graham Taylor, Superintendent Mine Services.





## On the Path to Improvement

### *Safe and Efficient Tire Maintenance*

Tire maintenance is a high risk task and if not executed properly it can expose our employees to extreme risk. To ensure the right amount of focus is given to the task, a trained and competent tire maintenance crew was formed. This dedicated team has been exposed to specialized training which has allowed them to become subject matter experts in tire maintenance. IOC has also employed the services of Klinge & Co., a company who specializes in all areas of tire management and training and are recognised as global leaders in this highly specialized field. Klinge & Co's primary role at IOC is to build the tire team's capability in all aspects of tire management and maintenance which will allow our employees to change tires efficiently and safely.

Over the last few months, the tire team has implemented a number of initiatives that have significantly reduced their risk exposure while also reducing the overtime required to change a haul truck by nearly 80 percent. A fantastic achievement!

### Improve Tire Life

#### *Eliminate premature failures*

Once the tires are installed safely on the truck, the tire then needs to achieve a required life. Through 2009 and 2010, IOC's tire life performance was one of the worst within the Rio Tinto group. To address this, dedicated personnel and resources were selected to form the Road Crew Team. This team has been focused on improving haul road design and road maintenance in order to allow tires to perform to their maximum life. The concept is pretty simple; improved roads reduce premature tire failures thus reducing unplanned truck downtime. Improved roads also allow haul trucks to travel faster leading to improved cycle times thus increasing truck performance.

The Road Crew Team's efforts have been instrumental in achieving exceptional improvements to tire life

in 2011. When compared to 2009 and 2010, the number of premature scrapped tires has declined drastically. When comparing the first half of the year, only 62 tires were scrapped as of July 2011 compared to 136 in July 2010, a 74% improvement.

Overall scrap tire hours has also increased achieving a 13% increase on the 830E trucks and a 29% increase on 930E trucks. We also have some tires achieving record scrap lives of *over 10,000 hours* which is an amazing achievement and a positive sign that everyone who has an impact on tire life is putting in the effort required to improve.

"Tires are the foundation of the business. When tires don't perform, our business doesn't perform," says Richard Whittington, General Manager Mining Operations. "The work that the Tire Maintenance Team and the Road Crew Team have been doing has been instrumental in ensuring IOC is able to deliver safe production while also building team capability to allow IOC to become a leader in tire management and performance."



# Major Growth Ahead Project Genesis Announcement

Our President recently announced that a study is currently underway for the expansion of our mining and infrastructure assets in Labrador City and Sept-Îles. The objective of Project Genesis is to develop IOC's abundant resource base to accelerate product delivery to the global iron ore market, which is experiencing significant and projected demand growth.

The study will evaluate options to initially increase production to 50 Million Tonnes per annum from 2016, as well as consider the pathway for further expansions beyond this capacity.

"The timing is right for us to look at a project of this magnitude. With the strong market demand for iron ore, the abundance of IOC's resources and the success of our ongoing concentrate expansion program, it is clear that we need to look at how we further grow the business," says Zoë Yujnovich, President and CEO. "We will evaluate large-scale growth options to improve our competitiveness, and which will have significant continuing economic benefits for the communities where we operate."

The integrated study will consider multiple alternatives for the expansion, which may include new concentrators, mining pits and related mine, rail, stock handling, and port infrastructure. All options considered will have a particular focus on community, social and environmental impacts.

While the announcement generated much excitement about the potential benefits to the community and the economy, understandably so, employees and community stakeholders remain cautiously optimistic about what the future holds.

Rio Tinto's commitment to sustainable development will help guide IOC



through the planning and ensure that supports are given to our communities to help plan for this future growth.

"We can expect population increases, increased demands on infrastructure and well as great opportunity for business growth," says Zoë. "As with any large-scale development social issues will accompany the growth, so we have to be diligent about managing the risks to the communities. It is only by working together with our community partners that we will achieve this, so we will be working closely with them throughout each phase of the project."

Rest assured, IOC will make sure that the growth will occur in an orderly fashion in collaboration with the regional communities."

Employees are encouraged to speak with their supervisors and communicate thoughts and ideas so that we can all work together to ensure this most exciting time is managed to the best of our ability while keeping safety, social, and environmental concerns always top of mind.

"It is truly an exciting time to be part of the IOC family," says Zoë. "Thank you for your continued efforts in making IOC a stronger and safer business."

## SPECIAL ANNOUNCEMENT

### Rio Tinto Senior Leaders visit Lab City and Sept-Îles

During the week of Aug. 15 Alan Davies and other senior leaders from the Rio Tinto Iron Ore International Operations group spent three days visiting our Labrador City and Sept-Îles operations to learn more about our business.

The team was very pleased with their visit and left with a good understanding of where we are as a business and the challenges that we face going forward. "I think there were many intangibles that they could never have experienced by reading reports on IOC," said Zoë Yujnovich, President and CEO. "I would like to thank all of the employees who helped make this visit a tremendous success."

Many of you had the chance to chat with Alan during his visit and he commented on the strong sense of engagement that he felt from all of our employees. He appreciated your openness and honesty which was demonstrated by your willingness to show him things that are good in the business and also not so good.

"These are qualities that I highly appreciate as well," said Zoë. "It allows us to work together to find innovative solutions to our challenges and to celebrate the great work that is being done well everyday."

### Board of Directors Meetings Held in St. John's



For the first time in its history, our Board of Directors held its quarterly meeting in St. John's from September 6th to 8th. The Board of Directors includes representatives from Rio Tinto, Mitsubishi Corporation, and the Labrador Iron Ore Royalty Corporation.

IOC President and CEO Zoë Yujnovich explained that the time was right for the Board of Directors to hold a meeting in St. John's. "Through our expansion project – ongoing and projected – IOC continues to support the province of Newfoundland and Labrador with significant economic contributions, infrastructure development, corporate social responsibility and valuable employment opportunities. It is important to the Board of Directors that they have a good understanding of the place in which we operate, so it makes perfect sense that they travel to the Capital City and see first hand the beauty and splendor of this region of the province," she said.

In addition to regular board and committee meetings, while in St. John's Ms. Yujnovich hosted a welcome reception for the Board of Directors. It was an opportunity for the shareholders and IOC executive and management to meet with business leaders and government officials.

"We are excited about the expansion of our Labrador West operations, and the benefits it will bring to our company, our employees, our communities and to the province of Newfoundland and Labrador. It has been an incredible opportunity to visit St. John's, see some of the amazing sites, and visit with business and government leaders," said Alan Davies, Chairman, IOC Board of Directors.

### Rio Tinto Heroes Coming to a site near you...

In previous Global Employee Engagement Surveys you have said we needed to do a better job in how we recognise and reward employees.

Well, on 3 October, Rio Tinto's first global employee recognition program, Rio Tinto Heroes has been launched. With Rio Tinto Heroes you can recognise your colleagues who best embody Rio Tinto values of accountability, respect, teamwork and integrity. To add even more excitement, Rio Tinto Heroes is part of our London 2012 sponsorship and

75 of the employees nominated will have the opportunity to experience the 2012 Olympic and Paralympics Games themselves. Visit the microsite at <http://londonzo2oriotinto.org/fr> and think about which colleagues you would like to nominate.

Your Rio Tinto Hero could be closer than you think!



# boutique



## IOC's new E-boutique IS OPEN!

[www.ironore.ca/boutique](http://www.ironore.ca/boutique)

### What the store offers?

- | IOC Promotional Items
- | Apparel
- | Office supplies
- | Environmentally friendly items

**BE SURE TO CHECK OUT  
THE BOUTIQUE**  
to see all it has to offer



## In memoriam

We extend our deepest sympathy to the families of

Lukz Guanish, February 18, 2011  
 Frank Mack, February 20, 2011  
 Joaquim Santos, March 11, 2011  
 Arthur Pike, March 21, 2011  
 Roger Colbourne, April 4, 2011  
 Michael Blanchard, April 6, 2011  
 Cecil Guilbeault, April 13, 2011  
 George MacIsaac, April 20, 2011  
 Robert Lemelin, April 22, 2011  
 Joseph Smith, April 24, 2011  
 Joseph Brake, April 26, 2011  
 Lionel Vallée, April 26, 2011  
 Frederick Ezekiel, May 2, 2011  
 Felix Hunt, May 5, 2011  
 Gilbert Gagnon, May 7, 2011  
 Gerald McDonald, May 16, 2011  
 Adrien Bois, May 17, 2011  
 Mark Charrette, May 17, 2011  
 Normand Bastarache, May 20, 2011

Roland Mayo, June 3, 2011  
 Alfred Burford, June 18, 2011  
 Frank Fewer, June 20, 2011  
 Conrad Salvat, June 23, 2011  
 Marcel Aubert, June 29, 2011  
 Gerard Dennis, June 30, 2011  
 Leo Paul Martin, July 1, 2011  
 Noël Cyr, July 13, 2011  
 Edward Turner, July 13, 2011  
 Mario Depani, July 27, 2011  
 Jean-Claude Cyr, August 8, 2011  
 Tony D'Ardes, August 18, 2011  
 Leo Taylor, August 18, 2011  
 Hubert Whitten, August 19, 2011  
 Jacques Dupéré, August 25, 2011  
 Wayne Price, August 25, 2011  
 Morris Reid, September 7, 2011  
 Berrick Williams, September 8, 2011

### Mine to Port **The team:**

**Julie Cusson**, Communications and Public Relations, Quebec  
**Jeanette O'Keefe**, Internal Communications  
**Pascale Gauthier**, Environment  
**Barry Hillier**, Engineering  
**Sean Hiscock**, Health and Safety  
**Hugues Lapierre**, Terminal  
**Judith Leclerc**, Lean  
**Nicolas Mercier**, IPT  
**Krista Norman**, External Relations

**Glenn Penney**, Pellet Plant  
**Randy Philpott**, Central Services  
**Carl Poirier**, Engineering  
**Natalie Rouleau**, Internal Communications  
**Kelly Nippard**, External Communications  
**Meghan Saville**, External Communications  
**Chantil Strangemore**, IS&T  
**Richard Whittington**, Mining Operations



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