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PRE-BID RISK ASSESSMENT FORM

Document Reference:	Revision Number	Original Issue Date	Review Date
BGC-CORP-FORM-002	0	January 20, 2025	January 18, 2030

Project Name: (Reference SOW)	Diagnostic Leach Testwork - Kibali Gold Mine
Project Description:	Outsourced diagnostic leach testwork on four (4) Kibali ore samples. All work will be performed at the Contractor's laboratory. Kibali will arrange and bear the cost of sample shipment from site to the laboratory.

Tasks	Hazards	Controls
Sample receipt, unpacking & handling	Manual-handling strain; cuts from packaging; dust exposure; dropped containers	Safe manual-handling techniques; inspect packaging before opening; suitable workbench/trolley; task-appropriate PPE; dust control and housekeeping where required.
Sample crushing / splitting	Dust inhalation; noise; flying particles; pinch points; contact with moving parts	Enclosed equipment/dust extraction; machine guards and interlocks; trained operators; eye/hearing protection as applicable; LOTOTO before cleaning or maintenance.
Sample milling to P80 75 µm	Rotating equipment; pinch points; noise; dust; hot surfaces	Guards/interlocks; LOTOTO; dust extraction; trained operators; hearing/eye protection as applicable; no access to moving equipment.
Preparation of diagnostic-leach test portions	Dust exposure; repetitive handling; ergonomic strain	Local dust control; suitable PPE; ergonomic work practices; clean work area and suitable handling tools.
Diagnostic leach - excess cyanide stage	Hazardous chemical exposure; splashes/fumes; potential incompatible chemical contact	Approved laboratory procedure and SDS controls; suitable containment/ventilation; restricted access; task-specific PPE; compatible storage; spill and exposure response equipment.
Acid treatment stages (HCl, HNO3 and H2SO4) followed by cyanide leach	Corrosive/toxic chemical exposure; splashes; fumes; exothermic reactions; chemical burns	SDS-controlled procedures; suitable fume extraction/containment; chemical-resistant PPE; compatible chemical storage/segregation; controlled additions; eyewash/safety shower and spill response equipment.

Roasting stage followed by cyanide leach	High temperature; burns; hot materials; fumes; fire	Trained personnel; controlled heating equipment; effective ventilation; heat-resistant PPE and face/eye protection; fire protection and emergency arrangements.
Gold analysis of solutions and final residues	Chemical exposure; hot equipment where applicable; glassware breakage	Approved analytical procedures; suitable ventilation and PPE; safe glassware handling; housekeeping; emergency equipment available.
Sample residues, solutions and laboratory waste handling	Chemical exposure; spills; incorrect segregation; environmental release	Segregate, label and store wastes/residues; approved disposal routes; spill containment and response; follow SDS and laboratory waste procedures.
Laboratory housekeeping	Slips, trips, falls; broken glass; obstruction of emergency access	Good housekeeping; immediate spill cleanup; clear walkways and emergency exits; routine workplace inspections.

Select all the Fatal Risks present:

☑ Stored Energy	☐ Falling from Heights	☐ Lifting	☐ Blasting and Explosives	☑ Hazardous Substances and Chemicals
☐ Confined Spaces	☐ Mobile Equipment	☐ Fall of Ground	☑ Rotating Equipment	☑ Fire

Control Effectiveness:	Controls are considered substantially effective through competent laboratory personnel, approved procedures/SDS, task-appropriate PPE, ventilation/containment, machine guarding and LOTOTO, chemical-management controls, emergency equipment and good housekeeping.
Additional actions needed before job start:	Confirm sample submission details and test method; laboratory personnel competency; applicable HSE procedures/SDS and task risk assessments; required PPE; emergency arrangements; and sample shipment/receipt documentation before testwork starts.
Identified Risk Level:	☐ Low ☒ Medium ☐ High ☐ Very High

Responsible	Name	Signature	Date
Technical Representative	Teddy Kapotwe		2026/08/21
Safety Representative	John Banza		2026/08/21

Appendix

Risk Ranking matrix:
Compares likelihood of the risk with the consequence level based on the consequence criteria.

*This matrix will be used to evaluate the significance of the risk and its priority for attention.

Likelihood Level	1	2	3	4	5
5	Medium	Medium	High	Very High	Very High
4	Low	Medium	High	Very High	Very High
3	Low	Medium	High	High	Very High
2	Low	Medium	Medium	High	Very High
1	Low	Low	Medium	High	High
Consequence Level	1	2	3	4	5

Likelihood criteria:
Likelihood levels will be chosen from the table below based on the probability that the expected impact selected in from the consequence criteria will be experienced.

Level	Probability
5 Almost Certain	>90%
4 Likely	50% - 90%
3 Possible	>25% - <50%
2 Unlikely	10% - 25%
1 Very Unlikely	<10%

Consequence Criteria: Consequence levels will be chosen from the table below based on the expected impact on Barrick, choosing the worst case of the consequence types that are pertinent. This should reflect the assessment of the existing controls and their effectiveness.

Level	Financial (Operating cash flow)	Shareholder Value (NPV/ Market cap)	Health and Safety	Environment	Society (Community, NGO, Government, Media)	Legal
5	>$250m	>$1b	Multiple fatalities or significant loss of quality of life to multiple people.	Severe regional impact resulting in permanent long-term impact to the environment. Immediately reportable to Government or State	Significant loss of trust by affected, national and/ or government threatening the continued viability of the operation. International and national government, NGO and media condemnation. Systemic pattern of gross human rights violations affecting multiple people.	Prolonged litigation likely. Potential jail terms and/or high fines for executives and directors. Potential very high fines for the company.
4	>$100m<$250m	>$500m<$1b	Single fatality or critical injury with a permanent negative impact to quality of life for one person	Significant impact with medium to long-term impairment and residual ecosystem effects. Regulatory agency mandated remediation and/ or monitoring over a long-term period to determine extent of adverse environmental impact. Immediately reportable to Government or State.	Community unrest and/or protest requiring intervention and substantial management attention. National and/or regional media coverage over several days and/or NGO condemnation. Individual gross human rights violation or systemic negative human rights impacts.	Prosecution of individuals and/or significant fines for individuals and/or the company.
3	>$20m<$100m	>$50m<$500m	Serious injury to one or more persons resulting in temporary negative impact to quality of life (RDI & LTI)	Moderate impact resulting in medium – term impacts to the environment. Remediation completed in compliance with regulations over a medium-term period without any anticipated residual adverse environmental impacts. Potentially reportable to State or government, but not immediately.	Persistent community grievances, complaints, unrest or protests. National and/ or regional media coverage and/ or NGO scrutiny. Systemic or severe individual negative impacts on human rights	Significant legislation or permit non-compliance or litigation likely resulting in settlement costs and/or fines.
2	>$1m<$20m	>$10m<$50m	Reversible injury to one person, (no lost time to work performance) but requiring medical treatment (MTI)	Localized, minor impact within the current or planned disturbance area (or isolated offsite impacts.) Limited remediation, and/ or controls required to meet regulatory standards. Potentially reportable to State or Government but not immediately.	Persistent complaints and grievances, unrest or protests. Local Media coverage. Isolated negative impacts on human rights	Legislation or permit non-compliance or litigation likely resulting in need for legal engagement
1	<$1m	<$10m	Minor injury not affecting work performance and requiring only a single first aid treatment.	Environmental incident with an area already distributed by operations, with short-term impacts. Remediation carried out as part of routine processes. Not reportable to the government.	Minor complaints and grievances from local communities. No impact on human rights.	Minor non-compliance with legislation or permits

	Descriptor	Guide
Control Effectiveness: A relative assessment of the degree of modification that is currently present and effective compared with that which is reasonably achievable for a particular risk.	**Fully Effective**	Controls are as good as realistically possible, both well-designed and implemented as well as they can be.
	Substantially Effective	Controls are generally well-designed and well implemented but some improvement is possible in their design or implementation.
	Partially Effective	Controls are well-designed but are not implemented that well. OR While the implementation is diligent, it is clear that better controls could be devised.
	Largely Ineffective	There are significant gaps in the design or in the effective implementation of controls – much more could be done.
	Totally Ineffective	Virtually no credible controls relative to what could be done.

Fatal Risk	Critical Controls
Stored Energy	De-energize: Identify sources of energy and ensure they are zero-state
	LOTOTO: Remember to always lock out – tag out – try out
	Guards, Barriers, and Barricades: Ensure they are in position and effective
	Lock-out Device: Use the appropriate lock out device to isolate the energy source
	Personal Lock and Tag: Have your OWN lock and tag, with unique key
Falling from Heights	Rescue Plan: Ensure a rescue plan is in place before starting work above 1.8m.
	Fall Equipment: Inspect and wear the correct fall-restraint or arrest equipment when working above 1.8m.
	Tie Off: Stay 100% tied off at all times on approved anchor points.
	Elevated Platforms: Only work from certified elevated platforms.
	Barriers: Ensure barriers are in place to precent people or objects from falling over edge; ensure exclusion zones are demarcated.
Lifting	Lift Plan: Determine how the lift will be carried out with input from all persons involved.
	Equipment and Rigging: Ensure all lifting equipment is inspected, certified, and load is secured and controlled.
	Calculate and Confirm: Analyze the weight of the load and all associated equipment parameters.
	Drop Zone: Erect barricades and exclusion zones to restrict access to the area under a suspended load or within a drop zone.
	Communication: Positive communication from a single person to operator.
Blasting & Explosives	Communication: Scheduled and effective blast notification to all site personnel.
	Blast Design: Compliance with the approved drill and blast design.
	Transport Equipment: Safely transport explosives using approved, certified, and maintained explosives-transport equipment.
	Exclusion Zones: Establish and restrict access of personnel and equipment to blast exclusion zones with barricades.
	Access Control: Lock out – tag out on stinger and blast tag boards, to ensure all individuals are accounted for.
Hazardous Substances and Chemicals	PPE: Wear correct hazardous-materials PPE in line with Safety Data Sheet (SDS)
	Access: Restrict access to authorized personnel only
	Emergency Response: Containment: and exposure measures must be on hand and working according to SDS guidance
	Detection and Alarm Systems: Correct detection devices and alarms are in place and fully functional.
	Handling and Transfer: Protection protocols are in place when handling and transferring chemicals based on SDS.
Confined Space	Rescue Plan: Formulate a rescue plan and ensure that a spotter is in place at all times.
	Permit: Ensure you have a signed and complete permit to access entry point.
	Energy Isolation: All possible energy sources have been identified and controlled per lock out – tag out – try out (LOTOTO)
	Access Control: Work area to be demarcated and access control to be managed by a spotter at all entry points.
	Atmosphere: Test and confirm atmosphere is life-sustaining and continue monitoring.

Mobile Equipment	Pre-Use Inspection: Confirm functionality of braking, steering, and safety devices.
	Parking: Follow safe, secure, and stable parking practices in designated parking areas.
	Traffic Management Plan: Adhere to road designs, rules, signage, and segregation of equipment and pedestrians.
	Berms and Windrows: Ensure that berms and windrows are installed to standard and maintained.
	Communication: Ensure positive communication is maintained at all times.
	Mobile Devices: Do not use phones, smart watches, or tablets when driving.
Fall of Ground	Workplace Inspection: Inspected, properly scaled down, and made safe.
	Geotechnical Inspection: Ensure that inspections are completed, and workplaces are continuously monitored.
	Ground Control Management Plan: Ensure that the plan is implemented and communicated.
	Barricading and Exclusion Zones: Ensure exclusion zones have been identified and maintained.
	Water Management: Establish a water management plan.
Rotating Equipment	Guards, Barriers, and Barricades: Ensure these are effective, in place, and maintained.
	Safety Devices: Ensure safety devices and interlocks have been tested and are in working condition.
	Energy Isolation: All possible energy sources have been identified and controlled per lock out – tag out – try out (LOTOTO)_
Fire	Combustible Materials Storage: Store combustible/flammable materials separately and safely.
	Ventilation: Ensure adequate ventilation in working areas and that systems are functioning and maintained.
	Fire Detection, Alarm, and Suppression: Ensure fixed and mobile equipment has functional fire detection and suppression system.
	Evacuation Plan: Be prepared and know your emergency plan, egress, refuse chamber, self-rescuer, and muster point.
	Hot Work Permit: Obtain a permit and implement the associated controls before starting work.

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Low Risk Scope of Work Form

Document Reference:	Revision Number	Original Issue Date	Review Date
BGC-CORP-FORM-003	0	January 20, 2025	January 18, 2030

Project Name	Diagnostic Leach Testwork - Kibali Gold Mine
Site Location:	Kibali Gold Mine / Contractor laboratory
Risk Rating of SOW: **(Based on Pre-Bid Risk Assessment)**	☐ **Low** ☒ **Medium** *(Check one)*

Approver	Name	Signature	Date
Technical Representative	Teddy Kapotwe		21 August 2026
Safety Only Required for medium risk projects	John Banza		21 July 2026

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1. PROJECT OVERVIEW

Outline the specific deliverables, objectives and boundaries of the project.

The scope covers outsourced diagnostic leach testwork on four (4) representative ore samples from Kibali Gold Mine. The objective is to determine gold deportment and identify the principal gold associations or locking mechanisms limiting cyanide extraction. All testwork will be performed at the Contractor's laboratory. BBWi testwork is excluded from this scope.

2. GENERAL DESCRIPTION OF WORK

2.1. DELIVERABLES (KPI'S)

Deliverable	Description	Expected Date
Deliverable 01	Receive, log and verify four (4) samples; confirm identification and condition; homogenize, split and prepare representative portions for testwork.	Within 2 working days of receipt
Deliverable 02	Prepare representative test portions, determine head Au assay and prepare diagnostic-leach feed to the specified target grind of P80 75 µm.	Week 1
Deliverable 03	Complete five-stage diagnostic leach testwork: excess cyanide leach; HCl treatment followed by cyanide leach; nitric acid treatment followed by cyanide leach; H2SO4 treatment followed by cyanide leach; and roasting followed by cyanide leach.	Week 2
Deliverable 04	Assay gold in relevant solutions and final residues and complete the stage-by-stage gold deportment / mass-balance interpretation for each sample.	Week 2
Deliverable 05	Identify the relative gold fractions and likely recovery constraints, with metallurgical interpretation and recommendations.	Week 2
Deliverable 06	Submit a comprehensive final technical report covering methodology, QA/QC, head assays, diagnostic leach results, gold deportment interpretation, conclusions and recommendations.	Within 2 weeks of testwork commencement*

2.2. PROJECT LOCATION

Provide an address and describe the specific location of the scope of work.

Kibali Gold Mine, Watsa district, Haut-Uele/DRC. Samples will be shipped to the Contractor's laboratory; no Contractor work at Kibali is anticipated.

2.3. EQUIPMENT AND TOOLS REQUIRED

List all equipment and tools required to perform the Job.

Items supplied by Contractor

. Qualified metallurgists, chemists and competent laboratory personnel. . Secure sample receiving, logging, storage and tracking facilities. . Sample preparation, splitting, milling and particle-size verification facilities. . Fit-for-purpose diagnostic leach and gold analytical facilities. . All required laboratory reagents, consumables, standards and certified reference materials. . Appropriate QA/QC systems and procedures. . Data processing, metallurgical interpretation and technical reporting. . Appropriate laboratory PPE, ventilation, emergency equipment and waste-management facilities.

Items supplied by Barrick

. Four (4) representative ore samples from Kibali Gold Mine. . Sample identification and relevant geological/metallurgical background information. . Appropriate packaging and sample submission documentation. . Arrangement and cost of sample shipment from Kibali Gold Mine to the Contractor's laboratory. . Technical liaison and clarification during execution of the testwork. . Purchase Order/contractual authorization for commencement of work.

2.4. INSURANCE AND WARRANTY REQUIREMENTS

Provide list of applicable insurances or warranties.
Requirements to be identified by the Contract Specialist

N/A

2.5. PROJECT RISK IDENTIFICATION

All project risks shall be identified within the Pre-Bid Risk Assessment taking into consideration all safety, environmental and community risks. Please attach the Pre-Bid Risk assessment to this document.

3. HEALTH AND SAFETY REQUIREMENTS

The Contractor shall apply all requirements established in Barrick's Health and Safety standards, as well as policies and procedures. The Contractor must consider all the requirements to prepare and submit a specific health and safety plan for the project using Barrick's Safe Work Plan form (please attach).

3.1 SPECIFIC SAFETY REQUIREMENTS

List the specific safety requirements associated with the job/work and all applicable procedures.

The following shall be applied: . All laboratory activities shall be performed under the Contractor's approved HSE management system, laboratory procedures and applicable legislation. . Only trained and competent personnel shall perform sample preparation, diagnostic leach and analytical work. . Appropriate PPE shall be worn according to task hazards and SDS requirements. . Effective dust extraction/ventilation shall be used during sample preparation and milling. . Hazardous reagents shall be handled, stored and disposed of in accordance with SDS and laboratory procedures. . Rotating equipment shall have guards/interlocks and LOTOTO controls for cleaning or maintenance. . Heating/roasting activities shall use suitable heat, ventilation and fire controls. . Eyewash, safety shower, spill kits and fire protection shall be readily accessible where applicable. . No Contractor work at Kibali is anticipated; therefore Kibali plant induction/site mobilization is not applicable to this scope.

3.2 HEALTH AND SAFETY PROCEDURES

List all applicable Health and Safety operational procedures.

The Contractor shall apply its approved laboratory HSE procedures, task risk assessments/JHAs, SDS controls, chemical handling and storage procedures, LOTOTO where applicable, incident reporting, emergency response, spill response and laboratory housekeeping requirements. Personnel shall be trained and competent for the tasks performed. Barrick site induction is not applicable because all testwork will be conducted at the Contractor's laboratory.

4. ENVIRONMENTAL REQUIREMENTS

The Contractor shall apply all the requirements established in Barrick's Environmental Guidelines for Contractors, comply with Barrick's Environmental Policy, and meet all other applicable environmental requirements, procedures or standards to present the specific environmental management plan for the project if applicable.

4.1 ENVIRONMENTAL SPECIFIC REQUIREMENTS

List the specific Environmental requirements associated with the job/work and all applicable procedures.

The following specific environmental requirements must be implemented: . Laboratory reagents, solutions, assay wastes and sample residues shall be managed in accordance with applicable legislation and the Contractor's approved procedures. . Measures shall prevent chemical spills, uncontrolled releases and contamination. . Laboratory wastes shall be segregated, labelled, stored and disposed of through approved methods. . Sample residues shall be retained or disposed of in accordance with agreed Kibali instructions. . Appropriate spill prevention and response measures shall be maintained throughout the testwork.

4.2 ENVIRONMENTAL PROCEDURES

List all applicable Environmental operational procedures.

In lign with Barrick standards

5. SOCIAL REQUIREMENTS

For the development of this project, the Contractor must apply all the social requirements established in Barrick's social performance policy, with the objective to support the company's social commitment to sustainable development.

5.1 SOCIAL SPECIFIC REQUIREMENTS

List the specific social requirements associated with the job/work and all applicable procedures.

. Maintain strict confidentiality of all Kibali geological, metallurgical, analytical and diagnostic leach information. . Project data, results, samples or reports shall not be published, disclosed, shared or used outside the contracted scope without prior written authorization from Kibali Gold Mine. . All project information and testwork results shall remain securely managed and accessible only to authorized personnel.

5.2 SOCIAL PROCEDURES

List all applicable Social operational procedures.

As per applicable Barrick requirements and contractor's approved policies/procedures

6. CERTIFICATIONS AND COMPETENCIES

Mark an X in the box next to all applicable certifications and competencies.

COMPETENCE	Applies	COMPETENCE	Applies
Fall From Heights	☐	Fire (Hot Work)	☐
Confined Space	☐	Hazardous Substances	☒
Stored Energy (LOTOTO)	☒	Excavations and Penetration (trenching)	☐
Lifting	☐	Working with High Voltage Lines	☐
Hazards Recognition/ Risk Assessment	☒	Mobile Equipment	☐
Blasting and Explosives	☐	Other:	☐

Other Applicable Competencies/Certifications

Laboratory chemical handling / diagnostic leach competency

7. SOW MANAGEMENT

The following documents must be attached when submitting this form to the Contract Specialist:

- ☒ Pre-Bid Risk Assessment
- ☐ Reference Documents: Images, documents, drawings
- ☐ Other: Click or tap here to enter text.

8. APPENDIX

Documents:
Drag and drop documents from your files here…

Images/drawings:
Drag and drop images from your files here…

Diagnostic leach tests

No	DESIGNATION	Qty
1	Sample Preparation	4
2	Diagnostic leach testswith 5 stages	4
3	Management (reporting data processing and interpretation)	4

Uom	Price	Total Cost	Observation
AU		$ -	
AU		$ -	
AU		$ -	
	TOTAL	$ -	