

### **Crisis Management Improvement Plan**

Tacora is currently working towards achieving compliance of the Crisis Management Protocol for Corporate Indicators 1, 2, and 3, and Facility Indicators 1, 2, and 3. Tacora's goal is to achieve compliance for all indicators in 2025. To address these gaps, Tacora's has outlined specific actions in Tables 1, 2, 3, 4, 5 and 6 below.

Table 1 Indicator 1 – Corporate - Crisis Management and Communications Preparedness

| Level                    | Requirement Description   | Achieved? | Action Plan   | Schedule           |
|--------------------------|---|-----------|---|--------------------|
|                          |   | (Y/N)     |   |                    |
|                          | Has the CEO endorsed and demonstrated support for crisis management and communications planning?      Have credible threats and | N         | To demonstrate the endorsement of crisis management planning, Tacora's CEO will publish a commitment to support crisis management and communications planning in 2025.  | Q1 2025<br>Q4 2025 |
| Indicator 1<br>Corporate | risks to the company been identified?   |           | Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This plan will asses' credible threats and risks. |                    |
|                          | a. Have protocols been established to address identified threats and risks?   | N         | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This plan will               | Q4 2025            |



|                         | RESOURCES                       |   | T                               | 1         |
|-------------------------|---------------------------------|---|---------------------------------|-----------|
|                         |                                 |   | establish a protocol to         |           |
|                         |                                 |   | address identified threats      |           |
|                         |                                 |   | and risks.                      |           |
|                         |                                 |   |                                 | 0.4.000.5 |
|                         | <u>'</u>                        | N | Tacora currently has one        | Q4 2025   |
|                         | reviewed threats and risks      |   | mining facility, the Scully     |           |
|                         | identified by facilities and    |   | Mine. Therefore, documents      |           |
|                         | reflected these in corporate    |   | produced at the facility level  |           |
|                         | planning where relevant?        |   | are considered corporate        |           |
|                         |                                 |   | documents. Any threats          |           |
|                         |                                 |   | identified by the facility will |           |
|                         |                                 |   | therefore be reviewed by the    |           |
|                         |                                 |   | corporation.                    |           |
|                         |                                 |   |                                 |           |
|                         | 3. Has a Corporate Crisis       | N | Tacora currently has one        | Q4 2025   |
|                         | Management Team been            |   | mining facility, the Scully     |           |
|                         | established, with defined roles |   | Mine. Therefore, documents      |           |
|                         | and responsibilities?           |   | produced at the facility level  |           |
|                         | ·                               |   | are considered corporate        |           |
|                         |                                 |   | documents. The Tacora           |           |
|                         |                                 |   | Emergency Response Team         |           |
| r 1                     |                                 |   | has allocated resources in      |           |
| ato                     |                                 |   | 2025 to update the              |           |
| ndicator 1<br>Corporate |                                 |   | Emergency Response Plan         |           |
| <u>=</u> ŏ              |                                 |   |                                 |           |
|                         |                                 |   | to incorporate crisis           |           |
|                         |                                 |   | management which will           |           |
|                         |                                 |   | include defined roles and       |           |
|                         |                                 |   | responsibilities.               |           |
|                         | 4. Is there a notification      | N | Tacora currently has one        | Q4 2025   |
|                         | mechanism in place to activate  |   | mining facility, the Scully     | Q. 2020   |
|                         | the Corporate Crisis            |   | Mine. Therefore, documents      |           |
|                         | Management Team in the event    |   |                                 |           |
|                         | -                               |   | produced at the facility level  |           |
|                         | of a crisis?                    |   | are considered corporate        |           |
|                         |                                 |   | documents. The Tacora           |           |
|                         |                                 |   | Emergency Response Team         |           |
|                         |                                 |   | has allocated resources in      |           |
|                         |                                 |   | 2025 to update the              |           |
|                         |                                 |   | Emergency Response Plan         |           |
|                         |                                 |   | to incorporate crisis           |           |
|                         |                                 |   | management which will           |           |



|                          | RESOURCES  |   | include a notification mechanism.   |         |
|--------------------------|--|---|---|---------|
|                          | 5. Has a media spokesperson been assigned and trained, or do they demonstrate equivalent qualifications and competencies?                          | Y | N/A   | N/A     |
|                          | 6. Has key media and stakeholder contact information been prepared and is a system in place for tracking engagement with media and stakeholders?   | N | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This will include a key stakeholders list.   | Q4 2025 |
| Indicator 1<br>Corporate | 7. Has a Corporate Crisis Management and Communications Plan been developed and is it a controlled document?                                       | N | Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will be a controlled document. | Q4 2025 |
|                          | 8. Have all Corporate Crisis Management Team members received the Corporate Crisis Management and Communications Plan and key contact information? | N | Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. The Tacora Emergency Response Team has allocated resources in  | Q4 2025 |



|                          | RESOURCES  |   |   |         |
|--------------------------|--|---|---|---------|
|                          |  |   | 2025 to update the Emergency Response Plan to incorporate crisis management and it will be distributed to relevant  |         |
|                          | 9. Has a physical, virtual, or hybrid crisis control centre been established and equipped?                 | N | personnel.  In 2025 a physical, virtual, or hybrid crisis control centre will be selected, established, and equipped.   | Q4 2025 |
| Indicator 1<br>Corporate | 10. Have communications mechanisms been established to alert employees to a crisis and to provide updates? | N | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will include mechanisms to alert employees. | Q1 2025 |

# Table 2 Indicator 2 - Corporate Crisis Management and Communications Preparedness

| Level                    | Requirement Description                 | Achieved? | Action Plan                        | Schedule |
|--------------------------|---|-----------|------------------------------------|----------|
|                          |   | (Y/N)     |                                    |          |
|                          | Is the Corporate Crisis  Management and |           |                                    |          |
|                          | Management and                          |           |                                    |          |
|                          | Communications Plan                     |           |                                    |          |
|                          | regularly reviewed and                  |           |                                    |          |
| 0 N                      | updated:                                |           |                                    |          |
| or<br>at                 |   |           |                                    |          |
| cat                      | a. when there is a change of            | N         | Tacora currently has one mining    | Q4 2025  |
| Indicator 2<br>Corporate | personnel of those associated           |           | facility, the Scully Mine.         |          |
| ٥                        | with implementation of the              |           | Therefore, documents               |          |
|                          | plan?                                   |           | produced at the facility level are |          |
|                          |   |           | considered corporate               |          |
|                          |   |           | documents. The Tacora              |          |
|                          |   |           | Emergency Response Team has        |          |



|                          | RESOURCES   |   |  | -       |
|--------------------------|---|---|--|---------|
|                          |   |   | allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. The Plan will be a controlled document that will be updated where there is a change in personnel.  |         |
|                          | b. when there is a change in business (e.g., a new mine)? AND/OR                                    | N | The Emergency Response Plan will be a controlled document that is regularly updated.   | Q4 2025 |
|                          | c. At least every two years?  | N | The Emergency Response Plan will be a controlled document that is regularly updated.   | Q4 2025 |
|                          | 2. Is the mechanism to notify the crisis management team tested at least twice per year?            | N | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will include a notification testing twice per year.  | Q4 2025 |
| Indicator 2<br>Corporate | 3. Is key media and stakeholder contact information reviewed or updated at least every two years?   | N | The Emergency Response Plan will include the key media and stakeholder contact information and will be regularly updated.  | Q4 2025 |
|                          | 4. Are mechanisms to alert employees to a crisis and provide updates tested at least once per year? | N | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management which will include a notification mechanism to alert employees to a crisis that is tested once per year. | Q4 2025 |
|                          | 5. Do processes exist to ensure that new Corporate  | N | The Tacora Emergency<br>Response Team has allocated  | Q4 2025 |

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| Crisis Manageme  | ent Team      | resource  | es in 2025 to update the |  |
|------------------|---------------|-----------|--------------------------|--|
| members are fan  | niliarized    | Emerger   | ncy Response Plan to     |  |
| with the Corpora | te Crisis     | outline p | processes to familiarize |  |
| Management and   | d             | new em    | oloyees with relevant    |  |
| Communications   | s Plan within | informat  | tion.                    |  |
| two months of jo | ining the     |           |                          |  |
| team?            |               |           |                          |  |
|                  |               |           |                          |  |

## Table 3Indicator 3 – Corporate – Facility

| Level     | Requirement Description   | Achieved? | Action Plan                     | Schedule |
|-----------|---------------------------|-----------|---------------------------------|----------|
|           |                           | (Y/N)     |                                 |          |
|           | 1. Are "tabletop" crisis  | N         | The Tacora Emergency            | Q4 2025  |
|           | simulation exercises      |           | Response Team has allocated     |          |
| က         | conducted annually at the |           | resources in 2025 to update the |          |
| ato       | corporate office?         |           | Emergency Response Plan to      |          |
| Indicator |                           |           | incorporate crisis management.  |          |
| عَ        |                           |           | The plan will require annual    |          |
|           |                           |           | crisis simulations.             |          |
|           |                           |           |                                 |          |

## Table 4 Indicator 1 – Facility – Crisis Management and Communications

| Level                   | Requirement Description   | Achieved? | Action Plan  | Schedule |
|-------------------------|---|-----------|--|----------|
|                         |   | (Y/N)     |  |          |
| Indicator 1<br>Facility | 1. Have credible threats and risks been identified?                         | N         | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This plan will asses' credible threats and risks. | Q4 2025  |
| Indi                    | a. Have protocols been established to address identified threats and risks? | N         | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management. This plan will establish a                        | Q4 2025  |



|                         | RESOURCES   |   | protocol to address threats and risks.   |         |
|-------------------------|---|---|--|---------|
|                         | b. Has the facility<br>communicated identified<br>threats and risks to the<br>corporate office?                           | N | The Emergency Response Plan will be communicated to staff.   | Q4 2025 |
|                         | 2. Has a Facility Crisis  Management Team been established, with defined roles and responsibilities?                      | N | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management that will define the crisis management team.   | Q1 2025 |
| Indicator 1<br>Facility | 3. Is there a notification mechanism in place to activate the Facility Crisis Management Team in the event of a crisis?   | Z | Tacora currently has one mining facility, the Scully Mine. Therefore, documents produced at the facility level are considered corporate documents. The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan to incorporate crisis management and include a notification mechanism. | Q4 2025 |
|                         | 4. Has a media spokesperson been assigned and trained, or do they demonstrate equivalent qualifications and competencies? | Y | N/A  | N/A     |
|                         | 5. Has key media and stakeholder contact information been prepared and is a system  | N | The Tacora Emergency<br>Response Team has allocated<br>resources in 2025 to update the<br>Emergency Response Plan to   | Q1 2025 |



|                         | in place for two plants and a group out |            | in compande quieis management     |          |
|-------------------------|---|------------|-----------------------------------|----------|
|                         | in place for tracking engagement        |            | incorporate crisis management.    |          |
|                         | with media and stakeholders?            |            | This will include a key           |          |
|                         |   |            | stakeholders list.                |          |
|                         | 6. Has a Facility Crisis                | N          | The Tacora Emergency              | Q1 2025  |
|                         | Management and                          |            | Response Team has allocated       |          |
|                         | Communications Plan been                |            | resources in 2025 to update the   |          |
|                         | developed and is it a controlled        |            | Emergency Response Plan to        |          |
|                         | document?                               |            | incorporate crisis management.    |          |
|                         |   |            | This plan will be a controlled    |          |
|                         |   |            | document.                         |          |
|                         | 7.11                                    | <b>N</b> 1 |                                   | 0.4.0005 |
|                         | •                                       | N          | Once complete, the Emergency      | Q4 2025  |
|                         | Management Team members                 |            | Response Plan will be             |          |
|                         | received the Facility Crisis            |            | distributed to relevant           |          |
|                         | Management and                          |            | personnel.                        |          |
|                         | Communications Plan and key             |            |                                   |          |
|                         | contact information?                    |            |                                   |          |
|                         | 1 , , ,                                 | N          | In 2025 a physical, virtual, or   | Q4 2025  |
| _                       | hybrid crisis control centre been       |            | hybrid crisis control centre will |          |
| tor<br>ity              | established and equipped?               |            | be selected, established, and     |          |
| Indicator 1<br>Facility |   |            | equipped.                         |          |
| Ind                     | 9. Have mechanisms been                 | N          | The Tacora Emergency              | Q1 2025  |
|                         | established to alert employees          |            | Response Team has allocated       |          |
|                         | to a crisis and to provide              |            | resources in 2025 to update the   |          |
|                         | updates?                                |            | Emergency Response Plan to        |          |
|                         |   |            | incorporate crisis management     |          |
|                         |   |            | which will include mechanisms     |          |
|                         |   |            | to alert employees.               |          |
|                         |   |            |                                   | 04.005-  |
|                         |   | N          | The Tacora Emergency              | Q1 2025  |
|                         | of interest had the opportunity         |            | Response Team has allocated       |          |
|                         | to engage on the Facility Crisis        |            | resources in 2025 to update the   |          |
|                         | Management Plan?                        |            | Emergency Response Plan to        |          |
|                         |   |            | incorporate crisis management.    |          |
|                         |   |            | Engagement with local             |          |
|                         |   |            | communities will be completed     |          |
|                         |   |            | to develop the plan.              |          |
| l                       |   |            |                                   |          |



| Ī    | ır   | 11. Do annual meetings take     | Υ | N/A | N/A |
|------|------|---------------------------------|---|-----|-----|
|      | ator | place with senior members of    |   |     |     |
| dica | ס    | the local emergency response    |   |     |     |
|      | 드    | authorities (where they exist)? |   |     |     |

#### Table 5 Indicator 2 - Facility - Review

| Level                   | Requirement Description         | Achieved?<br>(Y/N) | Action Plan                    | Schedule |
|-------------------------|---------------------------------|--------------------|--------------------------------|----------|
|                         | 1. Is the Local Crisis          |                    |                                |          |
|                         | Management and                  |                    |                                |          |
|                         | Communications Plan regularly   |                    |                                |          |
|                         | reviewed and updated when       |                    |                                |          |
|                         | there is:                       |                    |                                |          |
|                         | a. a change of personnel of     | N                  | The Emergency Response Plan    | Q4 2025  |
|                         | those associated with           |                    | will be a controlled document  |          |
|                         | implementation of the plan?     |                    | that is regularly updated.     |          |
|                         | b. When there is a change in    | N                  | The Emergency Response Plan    | Q4 2025  |
|                         | business (e.g., a mine          |                    | will be a controlled document  |          |
|                         | expansion)? AND/OR              |                    | that is regularly updated.     |          |
| y 2                     | c. At least every two years?    | N                  | The Emergency Response Plan    | Q4 2025  |
| dicator<br>Facility     |                                 |                    | will be a controlled document  |          |
| Indicator 2<br>Facility |                                 |                    | that is regularly updated.     |          |
| =                       | 2. Is the mechanism to notify   | N                  | The Tacora Emergency           | Q3 2025  |
|                         | the Facility Crisis Management  |                    | Response Team has allocated    |          |
|                         | Team tested at least twice per  |                    | resources in 2025 to update    |          |
|                         | year?                           |                    | the Emergency Response Plan    |          |
|                         |                                 |                    | and include a notification     |          |
|                         |                                 |                    | testing twice per year.        |          |
|                         | 3. Is key media and stakeholder | N                  | The updated Emergency          | Q4 2025  |
|                         | contact information reviewed    |                    | Response Plan will include the |          |
|                         | or updated at least every two   |                    | key media and stakeholder      |          |
|                         | years?                          |                    | contact information and will   |          |
|                         |                                 |                    | be regularly updated.          |          |

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| Indicator 2<br>Facility | 4. Are mechanisms to alert       | N   | The Tacora Emergency            | Q3 2025 |
|-------------------------|----------------------------------|-----|---------------------------------|---------|
|                         | employees to a crisis and its    |     | Response Team has allocated     |         |
|                         | developments tested at least     |     | resources in 2025 to update     |         |
|                         | once per year?                   |     | the Emergency Response Plan     |         |
|                         |                                  |     | and will include a notification |         |
|                         |                                  |     | mechanism to alert              |         |
|                         |                                  |     | employees to a crisis that is   |         |
|                         |                                  |     | tested once per year.           |         |
|                         | 5. Is the facility's plan shared | N/A | N/A                             | N/A     |
|                         | with the corporate office?       |     |                                 |         |
|                         | 6. Do processes exist to         | N   | The Tacora Emergency            | Q4 2025 |
|                         | ensure that new crisis team      |     | Response Team has allocated     |         |
|                         | members are familiarized with    |     | resources in 2025 to update     |         |
|                         | the plan within two months of    |     | the Emergency Response Plan     |         |
|                         | joining the team?                |     | that outlines processes to      |         |
|                         |                                  |     | familiarize new employees       |         |
|                         |                                  |     | with relevant information.      |         |

#### Table 6 Indicator 3 – Training

| Level       | Requirement Description   | Achieved | Action Plan   | Schedule |
|-------------|---|----------|---|----------|
|             |   | ? (Y/N)  |   |          |
| Indicator 3 | 1. Are "tabletop" crisis simulation exercises conducted annually at the facility? | N        | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan and. The plan will require annual crisis simulations.      | Q4 2025  |
|             | 2. Is a full crisis simulation conducted every three years?                       | N        | The Tacora Emergency Response Team has allocated resources in 2025 to update the Emergency Response Plan. The plan will require full simulations every three years. | Q4 2025  |