

COMINAK BULLETIN

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<https://www.orano.group/reamenagement-cominak/en/home>



EDITORIAL

Mahaman Sani ABDOULAYE,
Managing Director of COMINAK



The issue of the second Newsletter on the remediation of the COMINAK site coincides with the arrival of a new team responsible for the company's governance.

Moussa SOULEY, COMINAK's Managing Director until June 30, 2021, is now eligible for his pension. On behalf of all COMINAK's employees, I want to pay him a well-deserved tribute and to give him our warmest thanks for his unflinching commitment to the success both of all stages in the closure of the mine and the plant, and of the start of remediation work at the Akouta site. My hearty congratulations to Moussa SOULEY for his work, performed to everyone's satisfaction.

The new governance team in place since July 1 (the Managing Director, the Director of the Akouta site and the Director of the site remediation project) will continue to fulfill all the undertakings given to employees, local inhabitants, civil society and the Nigerian authorities as regards the remediation of the COMINAK Site.

We thus undertake to discuss and communicate frequently throughout the project with all the stakeholders; to carry out remediation work that will leave the site safe, healthy and pollution-free, while complying with national standards and international recommendations; to support our employees and subcontractors both with a conversion plan and by developing appropriate and viable projects for entrepreneurs; and to work towards a long-term and sustainable societal transition that is of value and relevance to local inhabitants.

These undertakings have begun to be realized: there has been tangible action since April 2021 on each aspect of site remediation - technical, community and social measures.

This action includes technical invitations to tender for dismantling the plant, training for employees and subcontractors in IT and car driving, financial support to subcontractors, the return of electrical equipment to the authorities, the handover of the COMINAK hospital in the State of Niger, the transfer of the mining compound to the State and the drinking-water system to SEEN / SPEN, continued support to education and to market gardening, and the selection of business projects that could benefit from COMINAK's support, etc.

Finally, I shall now share with you all the work carried out in the main areas of remediation, in accordance with our undertaking to communicate regularly and transparently.



GOVERNANCE & ORGANIZATION

Starting on July 1st 2021, the governance and organization of the COMINAK Remediation Project has changed. Mahaman Sani ABDOULAYE has replaced Moussa SOULEY as COMINAK's Managing Director. As Managing Director, he supervises all the activities at COMINAK, both those related to the Remediation Project and those of other divisions that provide project support. He represents the company before its Board of Directors and before the Government of Niger.



Visit to the site by the Local remediation project Monitoring Committee

IN FULFILLING HIS ROLE, THE MANAGING DIRECTOR RELIES ON:



**Aboubacar
ABDOULAYE**

The Secretary General is responsible for the conduct of the company as a corporate legal entity, and assists the Managing Director with the policy on Quality, Safety, the Environment and Communication. In terms of the site remediation project, he coordinates the implementation of social measures.



**Modi
ARI KOULE**

The Site Director is the administration manager at the Akouta operations center. He represents the company before local and regional authorities.



**Brice
LEBRASSEUR**

The Director of the Remediation Project steers the project as a whole, in accordance with the commitments defined in the detailed basic design document and with the Orano standards.

IMPLEMENTATION OF MONITORING COMMITTEES - ENHANCED GOVERNANCE

The role of the different bodies within the State of Niger, including the technical departments in the Ministries and the various committees established by the State for the Remediation Project, is to validate the work done, to signal any deviations from the regulation, and at the same time to contribute to working assumptions.

- **The National Monitoring Committee** was set up on June 2, 2021. It provides a framework both for monitoring the results of the Project, using the assumptions in the Remediation Project (the detailed design) as a reference, and also for sharing and justifying possible changes to its implementation. The Committee members will visit the site at least twice a year to carry out inspections.

- **The Local Monitoring Committee**, chaired by the Prefect of Arlit (Chairman) and the mayor of Arlit (Vice-Chairman), includes representatives from the various ministries, from civil society (Sinergie and Aghir 'man), traditional chiefs and associations. It meets at least once a month, and has technical, community and societal sub-committees.

These two Committees supplement the Orientation Committee, set up in March 2020 to report to the Prime Minister of Niger. Its task is to direct participants so that COMINAK's activities are wound down and the site remediated successfully.

Dismantling the plant: work on schedule for an autumn start

Dismantling: a different sort of work site

The COMINAK plant is an imposing building over 30m high. The heaviest piece of equipment weighs 110 tonnes.

The dismantling work requires skills and resources that are far removed from those used in maintenance work or new works.



M. Yahaya
ABBA BRAH,
Plant dismantling manager

« The principal structures will be cut up using hydraulic clamps and cutters that can cut iron with a cross-section of 980 x 980 mm and reach heights of 32 m. In general terms, we are planning a work site that employs 5 demolition shovels weighing between 40 and 120 tonnes and high-capacity cranes. It will have exceptionally high work platforms, and experts in handling such equipment and the procedures for using it.»

Local businesses, which remain agents for the consortia formed for the contracts, are supported by partners with the methods and the equipment essential to complete the works safely, to time and to the right quality.

The major demolition work will start during the last quarter of 2021, when the demolition shovels and special equipment coming from abroad arrives. The work will last about six months.

Partnerships, the key to the success of the dismantling work

The dismantling work as a whole is divided into two packages and assigned to two subcontractor consortia.

In July, COMINAK signed the first two contracts for dismantling the plant's industrial facilities. The number of responses to the invitation to tender was limited by the technical skills required, the financial scope, the need to agree a partnership in order to have access to expertise and to fulfill the COMINAK's commitment to have a high proportion of hours worked by locals. Nevertheless,

COMINAK's long-standing partners were keen to tender, and the teams supported them in this approach.

COMINAK'S COMMITMENT

90% of the hours to be worked by the local labor force

Criteria for selecting consortia

- To be familiar with dismantling work
- To have sufficient financial scope
- To have guaranteed support from financial institutions.
- To be familiar with the concept of a "turnkey" contract and to have the internal structures necessary to schedule, supervise and direct the works on site

INTERVIEW



**Illia
MAGAGI**

Project
Buyer, Orano
Mining

The dismantling contracts were awarded following a transparent purchasing process designed to address the challenges

« We needed the businesses to be open to partnerships and able to propose partnerships in the areas of expertise we wanted. We very quickly realized that for these very specialized contracts, the technical resources and the expertise did not exist locally.

Throughout the tendering process, we encouraged businesses in the activity sector that were interested in making terms with demolition specialists while at the same time remaining the major player in the contracts and COMINAK's preferred contact.

We had to define with them a suitable legal form that guaranteed the solidary nature of the partnerships, a single local entry point and a high proportion of local jobs, and that included clauses on sustainable development and skills transfer. »

Support activities: all the contracts were awarded to companies in the region

The support activities will employ only Nigerian staff, of whom 95% will be local. These activities include orders for activities preparatory to the works (e.g. preparing storage areas, cleaning and securing the facilities and adapting containers to store special waste) and monitoring activities (managing the area storing demolition products and providing HSE services, for instance).



The list of invitations to tender displayed in COMINAK's Information Office.



The process of purchasing and concluding the contract

The contracts awarded since production ceased concern two types of activity: those related to the conduct of the site (maintaining light vehicles and tracks, various contracts in areas of the industrial plant, landscaping, etc.); and those related to repurposing (dismantling offices, adapting containers for waste, sundry earthworks, blocking off the shaft and large holes, HSE support, etc.).

The process of purchasing and concluding the contract took a number of forms: open invitations to tender, extensions to existing contracts and changes to existing contracts to extend their scope.

According to Modi Ari Koule, the Site Director, if the technical resources, financial scope and expertise necessary to perform a contract corresponded to the abilities and experience of a local business, and if the financial proposal was within the contract price, then the contract was awarded systematically to the local firm. This has been the case for the majority of the contracts awarded to date.

INTERESTING TO NOTE

“Turnkey” contracts to guarantee safety, quality and on-time delivery

Almost all the contracts awarded for the remediation work at the COMINAK site are designed to be “turnkey” contracts: in addition to its know-how, the sub-contractor also provides its design skills, its equipment, its maintenance teams, its supervision of the work site, its HSE teams and its systems for managing work at the site (financial reporting, scheduling and contract management, etc.).

This choice reflects our wish to guarantee aspects of the work relating to HSE, quality and timescales by agreeing contracts with companies that specialize in areas where COMINAK lacks the necessary expertise (demolition and special earthworks, for instance).

Transition Plan **Update**

The transition plan extends over 5 - 10 years depending on the activity, so that support to the local community can be tailored to the circumstances, and the transition can be as smooth as possible.



The Minister for Mines, the Chairman of the Board of Directors and COMINAK's Managing Director with doctors from the hospital

Hospital: the assignment of staff from the Public Health Service has begun

COMINAK staff at Akokan Hospital will gradually be replaced by personnel from the Public Health Service over a period that officially started on July 1 2021 and will run for 5 years.

The Ministry for Public Health and Social Affairs has signed an Order assigning a doctor in internal medicine and 12 health workers to the COMINAK Hospital. The hospital employs a total of 3 doctors (including the occupational health physician) and 7 people with the status of nurse (2 midwives and 5 nurses).

The Monitoring Committee, under the aegis of COMINAK's Secretary General, is ensuring that the wind-down process runs smoothly. The Committee held its first working session between June 1 and June 3.

The Committee is chaired by the Director of Care Organization from the Ministry for Public Health and comprises 2 representatives from COMINAK, 2 from the Ministry of Public Health and 2 observers.

Visit by the Minister for Mines

On July 1, 2021, the Niger Minister for Mines, Ousseini Hadizatou Yacouba, accompanied by the Chairman of COMINAK's Board of Directors, visited COMINAK Hospital and shared her impressions on the quality of the technical facilities, which compare well with those in the national hospitals.

DID YOU KNOW?

Akokan Hospital

- Date of construction: 1978
- Staff: 30
- Number of medical procedures in 2020: over 100,000
- Implementation of tools for operational excellence in-line with COMINAK's System for Integrated Management and for Health, Safety and the Environment



Infrastructures

The Ministry for Town Planning task force on site

On June 22, 2021, a taskforce from the Ministry for Town Planning visited Akouta to prepare for COMINAK's handover of the mining compound to the State of Niger.

The members of the taskforce took an inventory of the dwellings and were able to talk to potential beneficiaries.

The Ministry for Town Planning is responsible for deciding how the housing in the mining compound will be allocated to inhabitants.

The transfer to the State of the infrastructures in the mining compound, which has over 1,400 buildings, became effective on July 1, 2021.

249 houses in the management area are reserved for COMINAK staff working on the Remediation project. The remaining houses are allocated in priority to COMINAK employees who were in the workforce on March 31, 2021.

The water and electricity systems have now been transferred to the national operators

The work to install individual water meters in the Akokan houses, and connecting them to the network of SPEN, the national operator, started at the beginning of June and should be complete by the end of July, the date when COMINAK actually transfers the water system.



The delegation from the Ministry of Town Planning studying the compound's cadastral plan

For electricity, the agreement to transfer the system to Nigelec operator took effect on July 1, 2021. Each user must now take out a contract with the operator.

From now on, the national tariffs will apply to water and electricity used by the inhabitants at Akokan. Before, the mining company covered the costs of water and electricity for the mining compound.



Market-garden industry: project to supply the gardens with water

Water is essential for the industry of market gardening. Up until 2018, COMINAK distributed over one million m³ of used water and 400,000 m³ of

drinking water to market gardeners in the commune.

In order to mitigate the impact of the cessation of industrial activity on the market gardeners, COMINAK decided to make available the three wells that form part of COMINAK's water production network to gardeners in Akokan. One of these wells (COMI 23) has already been transferred, and the transfer of the other two is underway.

In addition, in order to temper the cost of the electricity needed to operate the boreholes, a pumping system using solar equipment is being designed, and an invitation to tender was launched in June 2021.

COMINAK is also planning to build or repurpose lagoons near three sets of gardens, North, South and West Gendarmerie, since the basins will no longer be supplied with water from the compound's utilities.



Solar panel powering the well COMI 23

Entrepreneurship support: 56 project initiators will benefit from long-term support

The laureates of COMINAK's entrepreneurship support program launched in December 2020 were announced on June 1, 2021 at an official ceremony in Arlit. 56 project leaders (6 more than the target) were selected from among 1,300 applicants following an objective and rigorous selection process.

In order to ensure the long-term success of the projects, a one-week training session for all the winners has been set up, followed by individualized coaching to develop each of their business plans. The maximum duration of the coaching is 2 years to help the promoters to implement their project and to manage and develop their company independently.

The selected projects cover diversified sectors of activity and reflect the major lines of regional (departmental) development

500 million CFA francs

Budget allocated by COMINAK to support entrepreneurship

INTERESTING TO NOTE

- 30% of the awarded projects are initiated by COMINAK employees.
- 20% of the projects are initiated by COMINAK subcontractors. The number of subcontractors selected is twice the commitment made by the company.
- 80% of the projects are located in the Agadez region. The projects outside Agadez are projects undertaken by COMINAK employees.
- 20% of the projects are women-led.



Laureates of the entrepreneurship support program

policy in Arlit and Iférouane. Once they reach maturity, these projects will create jobs and thus contribute to the reduction of the unemployment rate in the region.

COMINAK honoring its commitments with regards to subcontractors' employees

To go further in alleviating the impacts of the cessation of its activities on its subcontractors, COMINAK has voluntarily engaged in a societal action towards these stakeholders. This action has several components including funding, training and entrepreneurship.

Financial contribution

On May 14, 2021, COMINAK handed over to the Prefect of the department of Arlit a check in the amount of 323,389,003 CFA francs, corresponding to an end-of-



activity contribution for the employees of the subcontractors. The amount of this contribution is equal to the legal severance rights owed by their employers. This contribution is exclusively reserved for the employees of the companies in effective contract with COMINAK and present within their workforce, in permanent employment as at December 31, 2020.

Aid for the reconversion of the subcontractors: IT training



60 employees of the contractor companies have benefited from IT training organized within the framework of the MOU signed on 21 April 2021 between COMINAK, the authorities and the contractor companies represented by BEN SYNTRAMIN. The 16-day training started on May 19.

Driver license training

120 employees of the subcontractors, split into 8 groups of 15 people, have been trained to obtain their driver licenses (categories B, C, D or E). The sessions began on May 31 and continued through the end of August 2021.

49 people passed their B license.

Mobility within the Orano group, a source of redeployment for employees

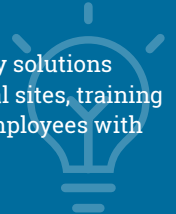
Of the 350 employees assisted in finding a new career path, about 50 have found a new position within the Orano group at the nearby SOMAÏR mining site or abroad.

The international sites that have welcomed former COMINAK employees include the French sites in Paris and Bessines, as well as the Trekkopije site in Namibia. These geographically mobile employees can now put their multiple skills acquired within COMINAK to good use in other entities of the Group.

DID YOU KNOW?

The objective of the **Reclassification Unit, which is a unique initiative in Niger set up by COMINAK, is to support its employees in their projects and professional reconversion efforts.**

The Reclassification Unit's HR team has set up internal mobility solutions within the Orano group, including opportunities at international sites, training programs and a campaign to promote the skills of COMINAK employees with industrial companies in Niger.



Reclassification KPI:

Number of solutions recorded (early retirement, retirement, self-employment, outplacement, mobility within the Group, or solution proposed but turned down)

STATUS ON 15 JULY 2021

52%

of solutions recorded

OBJECTIVE FOR 31 DECEMBER 2021

90%

of solutions recorded

FORMER COMINAK EMPLOYEES SHARE THEIR EXPERIENCE AND MOBILITY PROJECTS

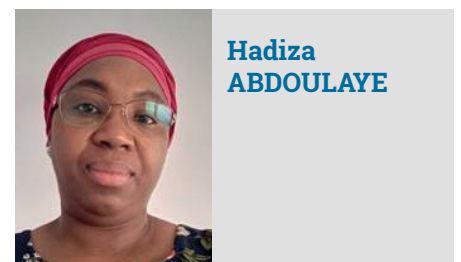


Ibrahim CHAIBOU

Heap Leach Shift Manager at SOMAÏR

Formerly mill shift supervisor at COMINAK

« I really can't count all the skills I acquired at COMINAK that are useful to me today because I'm a pure product of COMINAK. But if I had to pick out some of them, I'd say the strong company and safety culture through actions such as safety visits, team management with the implementation of 5S and MIF (Manager in the Field) campaigns, visual performance management and last but not least, problem-solving methods such as A3. »



Hadiza ABDOULAYE

Operational Excellence Manager, Orano Mining, France

Formerly Operational Excellence manager at COMINAK

« During my 19 years at COMINAK, I learned how to manage the change that always goes along with the implementation of a new tool or Operational Excellence project. This change management requires a good mastery of multidisciplinary teamwork where different professions and specialists must work together so that everyone can give their best. I learned to communicate with different



stakeholders to get them on board with the project. In addition, COMINAK taught me how to take into account intercultural differences, to integrate them and to turn them into a driver for the success of projects. All these skills will be very useful in my new position. »



**Moussa
ABDOULKARIM
DJIBO**

**Mining Engineer, Mining Techniques,
Orano Mining, France**

**Formerly Head of the Public Works and
Quarry Department at COMINAK**

« At COMINAK, from 2012 to 2021, I started out in the core discipline of geology and finished my journey there in mining operations. This has allowed me to develop strong skills in geological control of mining operations, reserve studies, the mining plan process, directing the work of earthmoving machinery and finally in quarrying. All these skills will be useful in my new position focused on mining techniques,

with the real benefit of facilitating my interactions with the geologists through a good ability to understand the geological and practical subtleties of the subjects, plus having the perspective from the mining operations end. »



**Maman
Laminou IDI
GAMBO**

Plant Electrician, SOMAÏR

Formerly plant electrician at COMINAK

« I have gained a lot of experience at COMINAK such as the use of delta v code 8, programming and installation of variable speed drives and converters. I acquired a strong knowledge of the MY2 and MY3 motor troubleshooting system, the preparation and execution of new works, the wiring of electrical boxes and cabinets, the detection of electrical failures, the team management required for conducting electrical works in complete safety. In short, everything that makes a good electrician. »



**Amadou
MOUSSA**

**Maintenance Manager, Orano Mining
Namibia**

**Formerly maintenance engineer at
COMINAK**

« I worked for 10 years at COMINAK. I was in charge of preventive and corrective maintenance in order to provide production with equipment and machinery in good working order. Here in Namibia I will have to tackle maintenance that consists of monitoring and protecting equipment outside of production periods. My skills cover managing a maintenance plan, sourcing spare parts and monitoring KPI's as well as ensuring safe conditions for my teams to operate.»



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