

# Sustainability at Barrick

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# CAUTIONARY STATEMENT ON FORWARD-LOOKING INFORMATION

Certain information contained or incorporated by reference in this presentation, including any information as to our sustainability strategy and vision, projects, plans, or future financial or operating performance, constitutes "forward-looking statements". All statements, other than statements of historical fact, are forward-looking statements. The words "believe", "expect", "target", "plan", "objective", "aim", "continue", "potential", "may", "will", "can", "could", and similar expressions identify forward-looking statements. In particular, this presentation contains forward-looking statements including, without limitation, with respect to (i) Barrick's sustainability strategy and vision; (ii) Barrick's environmental, health and safety, corporate social responsibility (including sustainable development, community relations and security matters); (iii) potential reductions in energy use and the development of greenhouse gas reduction targets; (iv) the potential impact and benefits of Barrick's digital transformation; (v) the anticipated timing for resumption of normal operations at our Veladero mine; (vi) joint ventures and partnerships; (vii) targeted debt and cost reductions; (viii) projected capital and operating expenditures; (ix) expectations regarding future performance and other outlook or guidance; and (x) the estimated timing to achieve environmental, social and energy reduction targets.

Forward-looking statements are necessarily based upon a number of estimates and assumptions that, while considered reasonable by the Company as at the date of this presentation in light of management's experience and perception of current conditions and expected developments, are inherently subject to significant business, economic and competitive uncertainties and contingencies. Known and unknown factors could cause actual results to differ materially from those projected in the forward-looking statements, and undue reliance should not be placed on such statements and information. Such factors include, but are not limited to: damage to the Company's reputation due to the actual or perceived occurrence of any number of events, including negative publicity with respect to the Company's handling of environmental matters or dealings with community groups, whether true or not; increased costs and risks related to the potential impact of climate change; risks associated with the implementation of Barrick's digital transformation initiative, and the ability of the projects under this initiative to meet the Company's capital allocation and other objectives; failure to comply with environmental and health and safety laws and regulations; changes in national and local government legislation, taxation, controls or regulations, and/or changes in the administration of laws, policies, and practices, expropriation or nationalization of property and political or economic developments in Canada, the United States, and other jurisdictions in which the Company does or may carry on business in the future; risk of loss due to acts of war, terrorism, sabotage and civil disturbances; litigation; contests over title to properties, particularly title to undeveloped properties, or over access to water, power and other required infrastructure; risks associated with working with partners in jointly controlled assets; employee relations; fluctuations in the spot and forward price of gold, copper, or certain other commodities (such as silver, diesel fuel, natural gas, and electricity); the speculative nature of mineral exploration and development; changes in mineral production performance, exploitation, and exploration successes; risks associated with the fact that certain Best-in-Class and other initiatives are still in the early stages of evaluation, and additional engineering and other analysis is required to fully assess their impact; increased costs, delays, suspensions, and technical challenges associated with the construction of capital projects; operating or technical difficulties in connection with mining or development activities, including geotechnical challenges, and disruptions in the maintenance or provision of required infrastructure and information technology systems; timing of receipt of, or failure to comply with, necessary permits and approvals; uncertainty whether some or all of the Best-in-Class initiatives and targeted investments and projects will meet the Company's capital allocation objectives; business opportunities that may be presented to, or pursued by, the Company; and availability and increased costs associated with mining inputs and labor. In addition, there are risks and hazards associated with the business of mineral exploration, development and mining, including environmental hazards, industrial accidents, unusual or unexpected formations, pressures, cave-ins, flooding and gold bullion, copper cathode or gold or copper concentrate losses (and the risk of inadequate insurance, or inability to obtain insurance, to cover these risks).

Many of these uncertainties and contingencies can affect our actual results and could cause actual results to differ materially from those expressed or implied in any forward-looking statements made by, or on behalf of, us. Readers are cautioned that forward-looking statements are not guarantees of future performance. All of the forward-looking statements made in this presentation are qualified by these cautionary statements. Specific reference is made to the most recent Form 40-F/Annual Information Form on file with the SEC and Canadian provincial securities regulatory authorities for a more detailed discussion of some of the factors underlying forward-looking statements and the risks that may affect Barrick's ability to achieve the expectations set forth in the forward-looking statements contained in this presentation.

The Company disclaims any intention or obligation to update or revise any forward-looking statements whether as a result of new information, future events or otherwise, except as required by applicable law.

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# Barrick's Sustainability Vision

*We partner with host governments and communities to transform their natural resources into sustainable benefits and mutual prosperity.*

*We aim to be a welcome and trusted partner of host governments and communities, the most sought-after employer, and the natural choice for long-term investors.*



# Partnership Model



# Business Plan Review

- Single agile networked team
- License to Operate performance is tracked and reported
- Speeds identification and resolution of issues



# A Company of Owners

- Align employee and shareholder interests by making employees, shareowners





## First Wave of Digital Projects

- Implementation of short interval control system underground
- Underground Tele-remote/ Autonomous Implementation
- Digital maintenance work management
- Processing plant automation
- Consolidated data platform



WiFi Connected to Jumbo Drill

## Water Recycled



78% of the water we use is recycled water

## Water Discharged



We returned 25 Mm<sup>3</sup> of treated clean water to the environment

## Water Intensity



We maintained low water intensity

(0.38 m<sup>3</sup>/t of processed ore; c.f. 0.50 m<sup>3</sup>/t for a typical gold mine)

## Jabal Sayid, Saudi Arabia

- Patented flotation technology using seawater, brackish water or waste water in processing copper ore



## Real Time Water Monitoring



## Virtual Reality Site Tours



- Energy costs have fallen by 44% since 2014 (\$391M over 2yrs)
- Innovation will drive GHG reductions
- Climate change focus in 2017
  - Conduct risks assessments
  - Develop targets
- CDP Leadership (A- score)



# Sustainability Vision – Digital Innovation



# Veladero – Remediation Plans Underway

- On March 28, 2017, a coupling on a pipe failed
  - Solution released from the rupture was contained within the operating site
- Third process solution leak within 18 months
- Implementing remediation plan designed in collaboration with the authorities, to reduce the likelihood of such incidents
- Includes an updated community investment plan that focuses on hiring more local people, in addition to enhanced engagement with communities and government partners
- Increased transparency by installing cameras for 24-hour monitoring of critical parts of the mine



# Corporate Social Responsibility Advisory Board

- Formed in 2012
- Twice-yearly meetings
- Advises on a range of sustainability issues





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