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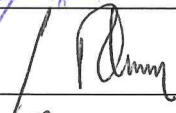
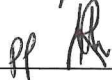

TRAFFIC MANAGEMENT PROCEDURE

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1. INTRODUCTION


1.1 Background

The Kabanga Nickel Project will be a mining and processing operation producing high-grade nickel, cobalt, and copper refined metals entirely in Tanzania. Our refining, using a hydrometallurgical processing technology, has the potential to be more cost-efficient than smelting and produces far less harmful carbon and sulfur dioxide.

Situated in the north-west of Tanzania, 1,305 km from Dar es Salaam, the country’s business hub, the Kabanga Nickel Project hosts one of the world’s largest development-ready nickel sulphide deposits. Mining operations will take place in Ngara, with the final metals to be refined in Kahama.

Figure 1: Project Footprint



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1.2 Objectives

The main objective is to provide a procedure for **Traffic Management during the Construction Phase and Operational Phase**, to ensure that all risks are minimized to an acceptable level and that the operation is conducted safely and effectively to achieve our goal of ZERO HARM.

Accordingly, this Procedure:

- Provides measures to minimize traffic impacts that may occur during the construction of surface infrastructure and new access roads and during the operational phase.
- Provides measures to ensure construction delivery and Concentrate vehicles utilise the safest route regarding sight distances and existing road environment (i.e., speed, alignment and people-machine interaction) when entering and exiting the Kabanga Nickel project or driving on public roads.
- Describes a program to monitor and report on the effectiveness of these measures.
- Ensures compliance with the Safety File (**TNCL-OHS-SOP-005, Contractor Management Procedure**).

The implementation and induction of all TNCL employees regarding the safe work methods and procedures discussed will be the responsibility of the Project Manager, assisted by Senior Site Staff in conjunction with the Training Department.

Additional training needs will be addressed when identified to ensure the required level of competence is maintained.


1.3 Statutory Requirements

This Traffic Management Procedure has been developed in accordance with the Tanzanian Road Traffic Act number 16 of 1996.

1.4 Road Networks for Delivery Vehicles


The Kabanga Nickel Project, 'The Project', can be accessed through two main access roads: The southern access road (Murusagamba Road) and the northern access road (Rulenge Road).

Refer to Annex A: TNCL Project Location


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2. DEFINITION

Term	Definition
Procedure	Approved document with detailed sequential steps describing how a specific task is performed. The procedure should either contain the content of the supporting Standard document or refer to the standard.
Process	A structured, measured set of tasks or activities designed to produce a specific output (service or product) for a particular customer (s).
Production	The development and winning of minerals.
Risk	<p>A combination of the likelihood of an occurrence of a hazardous event or exposure and the severity of injury, illness and/or impact that the event or exposure may cause.</p> <p>The likelihood of something happening will affect objectives. A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. The risk may have a positive or negative impact.</p>
Risk Assessment	A process of evaluating the risks arising from hazards, considering the adequacy of any existing controls, and deciding whether the risks are acceptable. This depends on the correct identification of hazards and an appropriate estimation of the risks arising from them, with a view to comparing them with acceptable risk criteria or goals to control them.
Safety	Freedom from unacceptable risk or harm.
Competent person	Is a person qualified by knowledge, training, skills, and experience to organize the work and its performance. The person is familiar with the provisions of the Act and the regulations which apply to the work to be performed; and, Has been trained to recognize any potential or actual danger to health or safety in the performance of the work with proper certification of competency.

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Abbreviation	Meaning
TNCL	Tembo Nickel Corporation Limited
SOP	Standard Operating Procedure
OHS	Occupational Health and Safety
SME	Surface Mobile Equipment
TMM	Trackless Mobile Machine
LV / LDV	Light Vehicle / Light Duty Vehicle
PPE	Personal Protective Equipment
GPS	Global Positioning System
HIAB	Truck-mounted crane (commonly referred to as HIAB)
DCP	Dry Chemical Powder (fire extinguisher agent)
FBC	Flexible Bulk Container
RFID	Radio Frequency Identification
HMI	Human-Machine Interface
TANROADS	Tanzania National Roads Agency

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3. RESPONSIBILITIES

3.1 Contractors and Service Providers

- i. The Kabanga Nickel Project, 'The Project' can be accessed through two main access roads: The southern access road (Murusagamba Road) and the northern access road (Rulenge Road), via the B3 highway from the Nyakahura junction. Refer to Annex A: TNCL Project Location.
- ii. Ensure that personnel under their control are made aware of the traffic rules and regulations.
- iii. Provides information when traffic rules are updated or changes are made to the document.
- iv. All contractors and service providers must ensure that all vehicles comply with TNCL vehicle safety standards (**TNCL-ENG-SOP-0012, Light Vehicle Procedure**) and the Journey Management Plan (**TNCL-PHS-PLN-0005, Journey Management Plan**).
- v. Contractors and service providers are to provide TNCL with the following:
 - a) A weekly delivery roster for all deliveries to the respective TNCL manager/supervisor.
 - b) A pre-start checklist for the vehicle (**TNCL-OHS-CHK-0004, Light Vehicle Pre-start Checklist**) before any site delivery; see Annex D: TNCL Light Vehicle Pre-start Checklist for an example.
 - c) A list of drivers and assistants' names, Tanzanian drivers' licenses, and vehicle registration documents.
 - d) A list of items being delivered.

3.2 Supervisors

- i. Monitor and maintain employee compliance with this Traffic Management SOP.
- ii. Ensure that only authorized and competent people operate equipment and vehicles.
- iii. Follow up on reported traffic incidents.
- iv. Investigate Mine and Delivery vehicle accidents.
- v. Ensure that only suitable vehicles are used for any given task.
- vi. Ensure that all legal requirements for drivers are met.
- vii. Ensure pedestrians walk along the established pathway for safe access to the construction area and back to the lay-down area.

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- viii. The receiver of the deliveries will collect and escort the truck at the boom gate.
- ix. There will be an escort vehicle that travels 40 meters in front of, and 40 meters behind, the vehicle.
- x. The security guard or boom gate operator will prevent any other traffic from entering the main access until the receiving supervisor has done their inspections and ensures that the delivery vehicle is safely parked and not obstructing traffic.
- xi. Drivers entering the site must wear the correct PPE. Drivers are not permitted to leave their vehicles without TNCL permission.

3.3 Trainers


- i. Must be part of the committee when investigating traffic-related incidents or accidents.
- ii. Must train, retrain, and test Trackless Mobile Machine (TMM) operators.
- iii. An induction session will be conducted for all delivery or collection drivers before entering the mine premises, which will be located at the Main Security Gate at the Truck Staging Area or Camp 1 training facility.

3.4 Safety Team

- i. Must conduct behaviour-based observations that shall include the operation of light vehicles and Surface Mobile Equipment (SME).
- ii. Where necessary, the result of these observations shall be incorporated when using it to motivate the need for retraining.
- iii. Assist with the safety and compliance assessments of all vehicles and plants used on the project.
- iv. Ensure the compliance and review of the Traffic Management Procedure.

3.5 Drivers and Operators

- i. Always safely operate vehicles.
- ii. Follow all procedures.
- iii. Obey all site traffic rules and signs.
- iv. Do pre-operational checks/mechanical inspection before operating any vehicle. Delivery vehicles will be checked at the gate before entering the mine premises to ensure compliance.
- v. Report damage and defects immediately.
- vi. Must be trained, found competent, and licensed.

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3.6 Conditions of Use

- i. To operate any vehicle on the mine, a person must be authorized by the Engineering Department. Persons authorized to operate Surface Mobile Equipment (SME) on-site must have a valid Tanzanian driver's license.
- ii. Persons authorized to operate Delivery Vehicles on-site must have a valid Tanzanian driver's license for the specific vehicle.
- iii. Vehicles must be maintained as per the manufacturer's service intervals and must be inspected before use to ensure safe operation.
- iv. All vehicles must only be used within the design specifications and limits set by the manufacturer.
- v. Weather and road conditions must be sufficient to allow safe operation to proceed. Headlights must always be turned on while in the project area.
- vi. No vehicle will be driven with any defect that may impact the safe operation of that vehicle or the Employees and the community. All delivery vehicles entering the mine property will undergo an inspection at the Main Security Gate and/or Truck Staging Area. Any deviations found on the delivery vehicle will not be allowed in the project area

Refer to Annex E: TNCL Vehicle Safety Compliance Form - Rev01.

Refer to Annex F: TNCL Equipment & Vehicle Inspection Form - Rev03.

Refer to Annex G: TNCL Pre-Use Inspection for Tipper Truck Form - Rev01.

4. PROCEDURE


4.1 Transport Rules

a. Access Roads

Driving is permitted on the Southern Access Road (Murusagamba Road) and the Northern Access Road (Rulenge Road) via the B3 Highway from the Nyakahura Junction, as shown in Annex A: TNCL Project Location Map.

Due to interaction with the public, additional controls are required along the Southern Access Road. This will be achieved through:


- Installation of appropriate signage.
- Issuing public information bulletins.

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- Community traffic awareness campaigns.
- Notifying the public that heavy loads will be using the road and that access beyond designated points is restricted to TNCL personnel and contractors.
- Dust suppression on the Southern Access Road (Murusagamba Road) and the Northern Access Road (Rulenge Road) will be undertaken by an appointed contractor/service provider, specifically through the villages.

b. General Transport Requirements

- No driving at night is permitted on either access road without written approval from the TNCL General Manager. All deliveries must occur between 06:00 am and 17:00 (last Gate entry).
- Deliveries arriving at the site after 16:00 will be offloaded the following day.
- Any accommodation required for late-arriving drivers will be at the contractor's/service provider's cost.
- All deliveries must, as far as reasonably practicable, travel in escorted convoys on the southern access road and northern access road.
- Contractors receiving delivery trucks are responsible for setting up staging areas and escorting at Nyakahura and Rulenge to batch the trucks and escort them to the site safely.
- Convoys must be escorted by light vehicles positioned in front and behind the load until arrival inside the Project Area.
- The escort vehicles for deliveries are the responsibility of the contractor receiving the goods.
- Escort vehicles must comply with the **TNCL-ENG-SOP-0012, Light Vehicle Procedure** and be fitted with rotating lights, a buggy whip, and reflective markings.
- Stopping in villages is strictly prohibited except in emergencies or if instructed by TNCL or relevant Tanzanian authorities. If there is an accident or breakdown, this must be reported immediately to TNCL Engineering and OHS management.
- If instructed to stop, vehicles must not park within 20 m above or below a hairpin bend/turn.
- Equipment must be parked on stable ground, level with wheels turned toward the curb to prevent rolling if brakes fail.
- Vehicles fitted with HIABs must carry valid lifting certificates.


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- All lifting/rigging equipment must be certified and inspected by the TNCL Engineering Department in line with TNCL Lifting & Rigging SOPs (**TNCL-GEO-SOP-0001, Drill Rig Operation Procedure & TNCL-ENG-SOP-0006, Safe Lifting Operations Procedures.**
- Alcohol testing is mandatory for all delivery operators. Anyone found under the influence will be removed from the site immediately.
- All contractors must maintain a Vehicle Recovery Risk Assessment and Vehicle Recovery Plan/Procedure, which must be submitted to and approved by the Client Engineer prior to commencement of works. Chains and slings are not permitted for recovery unless approved by the General Manager in an emergency.
- Loads must be properly secured using nylon tie-down straps.
- Chain and CAM-release load binder grab hooks are not permitted.
- Vehicles with unsecured loads will not be allowed into the Project Area.
- All delivery vehicles must be fitted with GPS tracking systems. Reports must be provided upon TNCL request.
- If any delivery is refused at off-loading, the driver must contact the Service Provider before leaving the site. The Service Provider must obtain instructions from TNCL and comply accordingly.

Note: TNCL will strictly monitor compliance. Any contractor, operator, or driver found in violation of these procedures will face disciplinary action and may be denied future access.

c. Intersections

- Unless otherwise stated or signposted, the Tanzanian Road Traffic Act (1996) applies to all traffic flows at intersections.
- All intersections will be treated as stops unless otherwise stated using traffic signs.
- All intersections crossing the main access road will be controlled using road signs, whereby the traffic using the main road will have right of way unless a stop sign controls the intersection.


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d. Speed Limits

The speed limits to be observed at the project and on the National roads linking various sites are as follows, unless otherwise signposted as less:

- 80 -100km/hr where signs are posted on public roads outside the Project Area. (National Highways)
- 50 km/hour where signs are posted on public roads outside the Project Area. (at the village on the national highways)
- 30 km/hour where signs are posted on public roads outside the Project Area. (on the south access and northern access roads passing villages and schools)
- Offsite public gravel and rough roads, maximum 40km/hr. Or less if so indicated.
- The general maximum speed limit on all roads within the project area is 50km/hr, for all LVs.
- Delivery trucks and vehicles travelling through villages' maximum speed is 30km/hr, if weather conditions and visibility are restricted, the above speed must be reduced to 20km/hr.
- Slow down when:
 - i. Other vehicles are passing you.
 - ii. In areas of reduced visibility, such as corners, fog, dusty and rainy conditions, etc.
 - iii. Intersections, unless indicated by a stop sign.
 - iv. Congested areas.
 - v. Unknown conditions may be present.
 - vi. When pedestrians, cyclists or animals are present.
 - vii. Poor road conditions.
 - viii. Drivers should always reduce their speed to be able to maintain safe control of their vehicles.

These speeds are maximums and must not be exceeded. Irrespective of signage, speed should be restricted to suit the prevailing weather, visibility, and road conditions.

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e. Overtaking

- Courtesy and consideration should be the hallmark of any person operating a vehicle in the project area. Neither the horn nor the headlights should be used to rebuke or intimidate other road users. A driver must not use the vehicle's horn except on the grounds of safety.
- Special caution is to be taken on the main access roads.
- Drivers must give clear signals in plenty of time. Where necessary, use an arm signal to emphasise or reinforce your signal. Watch out for signals from other road users and proceed only when satisfied it is safe to do so. Remember that signalling does not give you priority.

When overtaking another vehicle that is stationary or incapacitated in some way, the following overtaking rules shall be followed with due caution:

- Reduce your speed.
- There must be sufficient visibility of the road ahead.
- The stranded vehicle must be clear of any road intersection or junction.
- Indicate that you need to overtake way in advance.
- If possible, stop behind the stranded vehicle and only proceed when safe to do so.


d. Safe Following Distances

- The appropriate distance to be maintained between vehicles travelling is the amount of space needed to stop safely in any given situation. Where practical, let the vehicle in front be aware of your position. When safe to do so, the drivers of "trailer" vehicles must periodically position themselves so they can be observed in the mirrors of the vehicle they are following.
- The four-second rule must be applied as a safe following distance.

Hazardous conditions – when travelling in fog, rain, or dust, the driver must decrease speed, as these conditions reduce visibility and make it difficult to estimate distance.

At all times, the driver must increase the space in front, between the vehicles when:

- The road surface is poor.
- The driver cannot see over or around the vehicle ahead.
- The driver is being "tailgated" (followed too closely).
- The driver is conveying a heavy load or towing.

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Traffic Management Procedure for Concentrate: Kabanga Mine to Isaka Dry Port

To ensure the safe and efficient transportation of concentrate from the Kabanga mine to the Isaka Dry Port, the following procedure will be implemented:

4.1.1 Pre-Departure Preparation at Kabanga Mine

a. Loading of Trucks:

- Flexible Bulk Containers (FBCs) containing approximately 9.3 tonnes of wet concentrate each will be loaded onto tri-axle flatbed trucks using heavy-duty forklifts.
- Each truck will carry three FBCs, with a total payload of 28 tonnes.
- Trucks will be weighed at the Kabanga weighbridge to ensure compliance with weight limits.
- Loaded trucks will be staged in a designated area at the mine for final checks and preparation.
- All concentrate delivery trucks will be fitted with Tracker systems and always monitored.

b. Convoy Formation:

- Trucks will be grouped into convoys of 10-15 vehicles.
- Each convoy will have front and rear escort vehicles to ensure safety and security during transit.


4.1.2 Departure from Kabanga Mine

a. Scheduled Departure:

- Convoys will depart the mine in daylight to ensure visibility and safety during transit.
- Departure times will be staggered to avoid congestion on the road and at the weighbridge.

b. Route:

- Trucks will travel along the southern access road, which connects the Kabanga mine to the National B3 highway.
- The convoy will proceed to the Nyakahura weighbridge for inspection and batching.

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4.1.3 Traffic Management at Nyakahura Weighbridge

a. Batching Process:

- Convoys arriving at Nyakahura will be inspected at the weighbridge to ensure compliance with weight limits and safety standards.
- Trucks will be batched into groups of 10-15 vehicles for the next leg of the journey.
- Any trucks found to be non-compliant will be held at the weighbridge until issues are resolved.

b. Coordination with Escort Vehicles:

- Escort vehicles will wait at Nyakahura for the returning truck convoys carrying mine supplies and empty FBCs from Isaka.
- Once the returning convoy arrives, the escort vehicles will accompany the loaded trucks back to Kabanga mine.

4.1.4 Transit to Isaka Dry Port

a. Convoy Movement:

- Batched convoys will proceed along the National B3 highway to the TANROADS Kahama weighbridge for final inspection.
- After passing the Kahama weighbridge, the convoy will continue to the Isaka Dry Port.

b. Safety Measures:

- Convoys will adhere to speed limits and traffic regulations to minimize risks.


4.1.5 Arrival at Isaka Dry Port

a. Offloading and Inspection:

- Upon arrival, FBCs will be offloaded using forklifts and stockpiled (maximum two high).
- FBCs will be inspected for damage and scanned using RFID tags for tracking and inventory management.

b. Weighing and Loading:

- FBCs will be weighed again using integrated forklift weighing scales or industrial scales.
- Revised mass data will be captured before loading onto rail wagons for transport to Kwala Dry Port.

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4.1.6 Contingency Measures

a. Force Majeure Events:

- In case of road blockages or other emergencies, alternative routes will be identified and utilized.

This traffic management procedure ensures the safe, efficient, and secure transportation of concentrate from the Kabanga mine to the Isaka Dry Port while minimizing risks to road users and local communities.

4.2 Road Traffic Control Signs

Traffic signs used will conform to the Tanzanian Road Traffic Act 16 of 1996.

a. Installation

The Engineering Department will install appropriate signs at locations deemed necessary. These locations include, but are not restricted to:

- Intersections
- Where speed limits change.
- Where there are significant changes in the grade of roads.
- Where there are general road hazards.
- Where there are changes in normal traffic flow.
- Activity and operational-specific restrictions
- Pedestrian crossings.


Refer to Annex B: Maps of Existing Installed Traffic Signs within the Camp.

Refer to Annex C: TNCL Traffic Management Plan - Rev 01.

b. Maintenance

The maintenance supervisor must:

- Inspect road signs regularly for cleanliness, condition, and appropriateness.
- Take immediate action to rectify any problems with signage.
- Document inspections and actions, and with follow-ups, ensure corrective action.

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4.3 Parking Procedure

- As far as practical, all vehicles are to be parked in such a manner that if the parking brake is released, and the vehicle is out of gear, the vehicle will not move. Chock blocks are to be always used.
- All vehicles are to apply reverse parking while on site.
- If any vehicle is to be left unattended, it must be properly isolated, and keys must be removed from the ignition.
- Vehicles approaching surface mobile equipment for parking within twenty (20) meters thereof shall ensure that there is clear communication with the operator of that equipment, and the operator gives permission before approaching and parking.
- Where practical, the interaction between People and machines must be restricted to a minimum and, if possible, using a physical barrier.
- Where practical, the interaction between light and heavy vehicles must be restricted to a minimum and, if possible, using a physical barrier.

4.4 Seat Belts

All mobile Moving Equipment and delivery vehicles shall be equipped with approved seat belts, and the seat belts must be always worn.

4.5 Fire Extinguishers

All Light vehicles shall be fitted with a fire extinguisher type “Stored pressure Dry chemical powder (DCP)”, 4 kg dry


Heavy Vehicles will have a minimum of 2 “Stored pressure Dry chemical powder (DCP)”, 9 kg dry.

4.6 Breakdown and Recovery

All drivers must report breakdowns to their supervisors immediately. All contractors and service providers must have a Vehicle Recovery Risk Assessment and Vehicle Recovery Plan/Procedure in place, submitted to and approved by the Client prior to commencement of works.


Vehicle Recovery Procedure as a minimum

1. **Immediate actions (driver/operator):** Stop in the safest location available, switch on hazard lights, apply park brake, place transmission in neutral/park,

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shut down the engine where safe, and account for all occupants. If on a grade, chock wheels where safe to do so.

2. **Secure the scene:** Establish initial controls to protect the public and workers (e.g., emergency triangles, cones, flaggers). Where practical, position escort vehicles to warn approaching traffic. Do not stand downhill of the vehicle or in line with potential movement.
3. **Notification and escalation:** Immediately notify the supervisor and TNCL Engineering and OHS management. Provide location (road name, nearest landmark/GPS if available), vehicle type, load status, injuries (if any), traffic impact, and immediate hazards (e.g., slope, unstable ground, fuel leak).
4. **Do not commence recovery without approval:** Recovery activities must not begin until the contractor's Vehicle Recovery Risk Assessment and Vehicle Recovery Plan/Procedure have been reviewed and approved by the Client and the specific recovery is authorised by the responsible TNCL representative.
5. **Assess and control hazards:** Conduct a site-specific risk assessment considering at minimum: road conditions, slope/rollover risk, stability of vehicle/load, ground conditions, overhead/underground services, weather/visibility, traffic volumes, public interface (villages/schools), and potential stored energy (tensioned lines, suspended loads).
6. **Traffic management and exclusion zones:** Implement a traffic control plan appropriate to the location (stop/go, detours, escorting, reduced speed). Establish an exclusion zone around the recovery area to prevent unauthorised entry; keep all non-essential persons and the public outside the zone. Use competent flaggers where required.
7. **Select recovery method and equipment:** Use fit-for-purpose recovery vehicles and rated recovery points. Lifting/rigging equipment must be certified and inspected. Chains and slings are not permitted unless approved by the

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General Manager in an emergency. Winch lines, snatch blocks and shackles must be correctly rated and used within manufacturer limits.

8. **Pre-recovery briefing:** Appoint a recovery lead/spotter and confirm communications (radio/hand signals). Brief all participants on the plan, roles, exclusion zones, line-of-fire risks, emergency stop signal, and contingency actions.
9. **Execute recovery:** Position recovery equipment on stable ground, apply stabilisers (if fitted), and connect only to approved attachment points. Tension lines slowly and recover in controlled stages. Stop immediately if there is unexpected movement, equipment damage, loss of communication, or public encroachment into the exclusion zone.
10. **Post-recovery checks:** Once recovered to a safe location, inspect the vehicle for damage (brakes, steering, tyres, lights, load security) before any onward travel. Confirm the road is safe and remove traffic controls only when authorised.
11. **Reporting and close-out:** Record the event, controls used, approvals obtained, and any lessons learned. All incidents, near misses, property damage, and public interface issues must be reported in line with TNCL incident reporting requirements.


4.7 Lights

When using vehicles in the Project Area:

- All vehicles will have their headlights turned on during operation. (If fitted, the low beams must be used.)
- It is the driver's responsibility to ensure lights are clean and in operation.

4.8 Reflective Taping

3M Diamond-grade Conspicuity Vehicle Marking Tape Series 983 or equivalent in fluorescent yellow should be used on the sides of all vehicles. Red tape should be applied to the rear and white tape to the front of the vehicle to increase visibility, especially at night.

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4.9 Emergency Equipment

All vehicles/mobile equipment used on the project will be equipped with two emergency roadside triangles.

4.10 Fatigue Management

- Supervisors will be responsible for implementing a fatigue management plan to ensure their vehicle operators are not fatigued.
- Drivers/operators will not be allowed to drive vehicles on long-distance trips after completion of a full working shift. Rest breaks for drivers/operators of earth-moving equipment, haul and delivery trucks must be implemented to ensure a rest break after every two hours of operation.

4.11 Procedural Responsibilities


- It is the responsibility of every employer on the project to ensure compliance with this management plan as a minimum baseline requirement.
- Management will be responsible for ensuring training and communication of the contents of this plan to their workforce.

4.12 General Responsibilities

Vehicle selection shall be based on a risk assessment that considers the task, application, environment, and rollover/crash ratings.

All vehicles to be used for official Company business shall be equipped with seat belts for the driver and all occupants of the vehicles. This includes buses, minibuses, LDVs, Trucks and standard motor vehicles. Please note the following:

- The driver and all passengers of the vehicle shall always wear seat belts while the vehicle is in motion.
- The number of passengers carried in any vehicle shall not exceed the rated capacity for that vehicle.
- Persons transported in Company vehicles should only be transported in a suitable personnel carrier; travelling on the back of open LDVs or Trucks is not permitted.
- No hitchhikers may at any time or under any circumstances be transported in Company or delivery vehicles.
- When an official business trip is undertaken with a vehicle, the headlights of such a vehicle shall be switched on day and night.

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- Pre-operation checks of tyre pressures, oil/water levels and whether windscreen wipers are working shall be performed before the daily operation of vehicles commences. Proof (in the form of a Pre-Shift Inspection) must be readily available in the vehicle. (This will apply to all vehicles, as well as contractor and delivery vehicles.)
- The driver shall not use cell/Mobile phones while the vehicle is in motion.
- All speed limits, road traffic signs, and special road instructions shall always be observed, including all traffic signs/ road instructions within operational areas.
- Due to the inherent risks caused by low visibility and fatigue when traveling at night, it is recommended that travel for official Company business should preferably be carried out during daylight hours, as far as is reasonably possible. Traveling at night must be approved by the site's General Manager.
- Fire extinguishers to be fitted to all SMEs.
- All damage to vehicles or accidents shall be reported to the Line Manager immediately upon their occurrence, and an Incident Report must be submitted.
- Drivers will be personally liable for all fines incurred, due to speeding, reckless driving, or any other transgressions of law, whilst driving Company vehicles.
- Personnel must always consciously protect the Company's image when they use the Company's vehicles, also for private purposes.
- Travel must be reduced to the minimum as far as possible by arranging for people to travel together wherever possible.

4.13 Operator and Vehicle Responsibilities


The following rules shall apply to all vehicles:

- Drivers shall be suitably permitted for the use of a particular class of vehicle and must renew their permits as soon as they expire.
- If the vehicle is to be used on Mine property, the driver shall also meet the licensing and other requirements of Tanzania.
- Cargo barriers and physical restraints shall be installed and used for all load-carrying vehicles where the cargo is not separated from the occupant carrying space.

4.14 Vehicle Care and Maintenance

Drivers of vehicles and/or people to whom vehicles have been allocated will fulfill the following responsibilities:

- Keep vehicles clean and neat inside.


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- Drive with closed windows in dusty areas and leave windows closed when vehicles are not in use.
- Arrange to have vehicles cleaned inside and outside – at least once per week, or more regularly whenever necessary.
- Fill up with fuel once per week, or as and when required.
- Check oil and water levels every week and arrange for a fill-up when required.
- Ensure that tires are correctly inflated as per manufacturing specifications, to maximize tire life.
- No smoking is allowed in any vehicle.
- Check service intervals and kilometre readings and arrange for vehicle services at the intervals prescribed by the vehicle’s manufacturer.

The supervisor will conduct a formal vehicle inspection to record any damage to vehicles or when vehicles are out of service specifications.

4.15 Pedestrians and Interface on the Project

- Pedestrians will be separated from traffic by using designated walkways.
- Bus stops and terminals will be identified using road signs and will be positioned to ensure safe road crossing and limited interfacing with traffic during peak times on site.
- A 20-meter rule will be enforced on site, whereby employees are not allowed to get closer than 20 meters from any moving plant or equipment. This will be implemented through induction, toolbox talks, and a **Human-Machine Interface (HMI)** system.
- When operators see employees within a 20m radius of their plant and equipment, they must stop the equipment and ensure the employees are moved away from the area.
- When employees approach plants and equipment, they must always approach from the front for the operator's visibility. Only once the operator has acknowledged their presence and switched off the machine may an employee approach.
- Pedestrians will be forced to make use of designated safety walkways, and vehicles will have the right of way.
- Walkways are to be constructed of hard barricading, berms, or scaffold pipes and orange snow netting with a 3-wire strand system

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- All Project construction and mine haul roads must have a berm in the middle to separate machine - machine interaction, no less than half the size of the biggest tyre on site.
- Where crews are working close to traffic, additional precautions will be taken to keep visibility and early warning at a maximum. These may include local watering of dust-generating areas, wearing high-visibility vests, and posting additional traffic controllers at the extremities of the work environment.
- Flagging Spotters and other people working near heavy equipment are required to wear high visibility vests or clothing and always utilise the correct signage.

4.16 Flagging

The primary function of a flagger is to guide the flow of traffic (loaders, dozers, dump trucks, excavators, automobiles, etc.) safely and expeditiously through or around work areas or where traffic lanes are intermittently blocked.


i. Flagging Traffic

- Flagging personnel are used to control traffic flow through work areas at decreased speeds to reduce the hazards to personnel working in the area.
- The flagger must be clearly visible from a distance to permit an appropriate response to the flagger's instructions by a vehicle operator.
- If at any point the flagger is not visible, all equipment moving through that area must shut down.

ii. Flagging Procedures

The following methods of flagging shall be used:

- To stop traffic, the flagger shall face approaching traffic and extend the flag horizontally across the traffic lane in a stationary position so that the full area of the flag hanging below the staff is visible. The free arm may be raised with the palm turned toward approaching traffic.
- When it is safe for the vehicle operator to proceed, the flagger shall turn parallel to the traffic movement. When the flag is used, drop the arm with the flag to lower it out of the vehicle operator's view and motion traffic ahead with the free arm. The orange flag shall never be used to signal traffic to proceed.
- To slow traffic with the flag, the flagger shall give the stop signal and then change to the signal to proceed before the vehicle comes to a stop.

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5. SYSTEM EVALUATION

This procedure shall be reviewed at least every two years by members of the Engineering Department and presented to the Standards Committee for approval, or when organizational changes take place or are required as part of internal and external audits. The TNCL Document Controller will monitor compliance with the document control system on an ongoing basis.

6. DISTRIBUTION

List physical locations which require a controlled copy of this document.

Copy	Controlled Document Folder Location
Master	Controlled Documents Central Filing System

7. CONTRAVENTION

Any breach of this procedure shall be regarded as a refusal/failure to carry out a lawful instruction and will be dealt with in accordance with the disciplinary procedure.


8. DOCUMENT CHANGE PROCESS

The process of document change begins when the document custodian identifies a need to modify the document. The document custodian/owner shall complete the document change request form, sign it, and submit it to the Document Controller.

The Document Controller shall issue the controlled Word copy of the document to the respective document custodian/owner so that changes may be made. The document custodian/owner shall resubmit the updated document to the Document Controller so that the document can be controlled and updated within the filing system, ready for use by end users.

8.1 Reason for Change

A	As a result of incidents	F	Change in training requirements
B	As a result of the audit findings	G	Results of risk assessments
C	New / changes in governance documents	H	Change due to spelling or grammatical error
D	Changes in legislation	I	New document format

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E	Changes in technology	J	To integrate special instruction into the document control system
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8.2 History of Change

Date of Change	Revision No	Revised Item (paragraph Number reference if required)	Reason Code	Name of Reviewer
21.11.2025	01	All	B, H, G, I, J	Eng. Michael Mhanuka
20.02.2026	02	Annex A, B, C, D, E,F, G	G, J	Renatus Malongo

9. RECORD CONTROL


Document Title:	Document ID:	Responsible for Maintenance:	Responsible for Filing:	Location of Storage:	Retention Period:	Method of Disposal:
Traffic Management	TNCL-ENG-SOP-0009	Document Controller	Document Controller	OHS Department	Hard Copy Two Years	Hard copy shared file, electronic

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10. DECLARATION

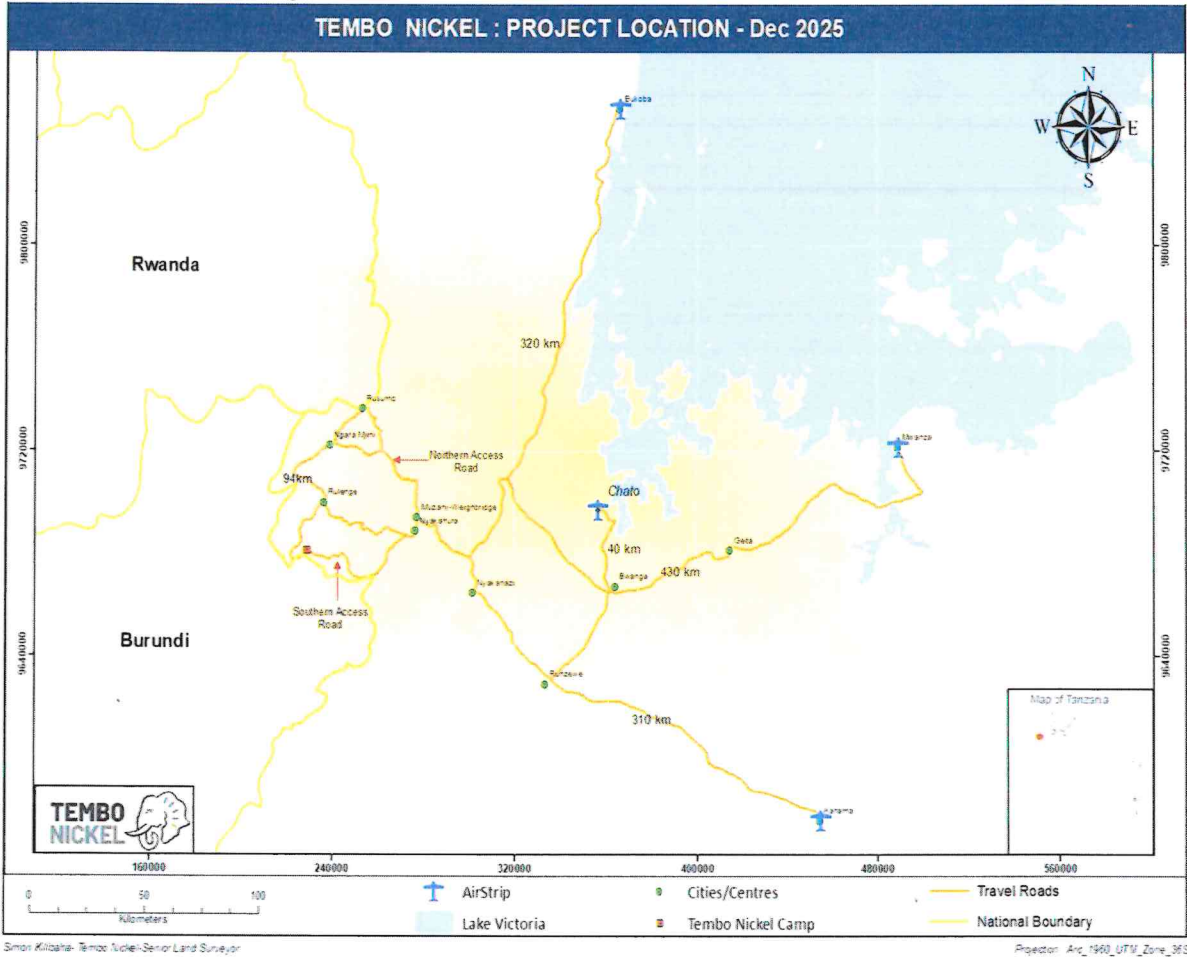
I hereby declare that I have taken part in the discussion of this procedure, that I understand its contents, and that I commit to ensuring compliance herewith:

	Name and Surname	Company Number	Designation / Role	Signature	Date Signed
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
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18.					
19.					

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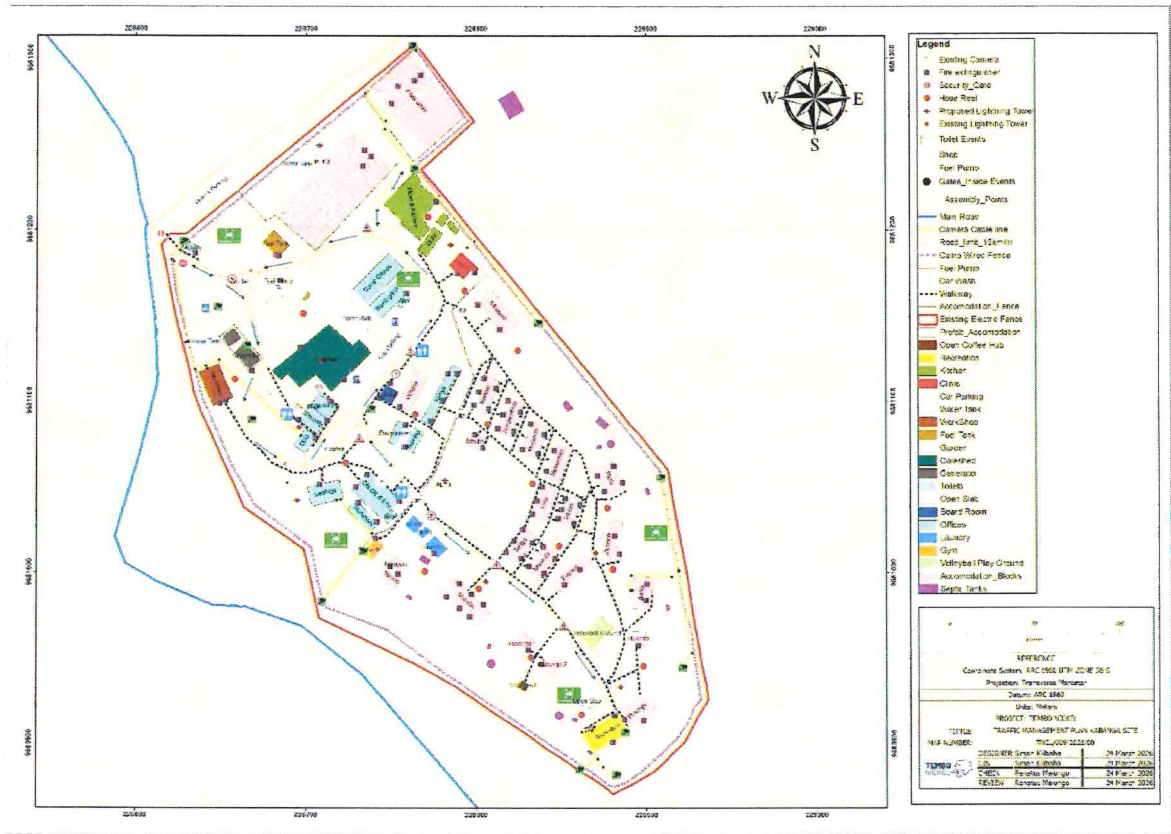
11. APPENDICES

ANNEX A: TNCL Project Location

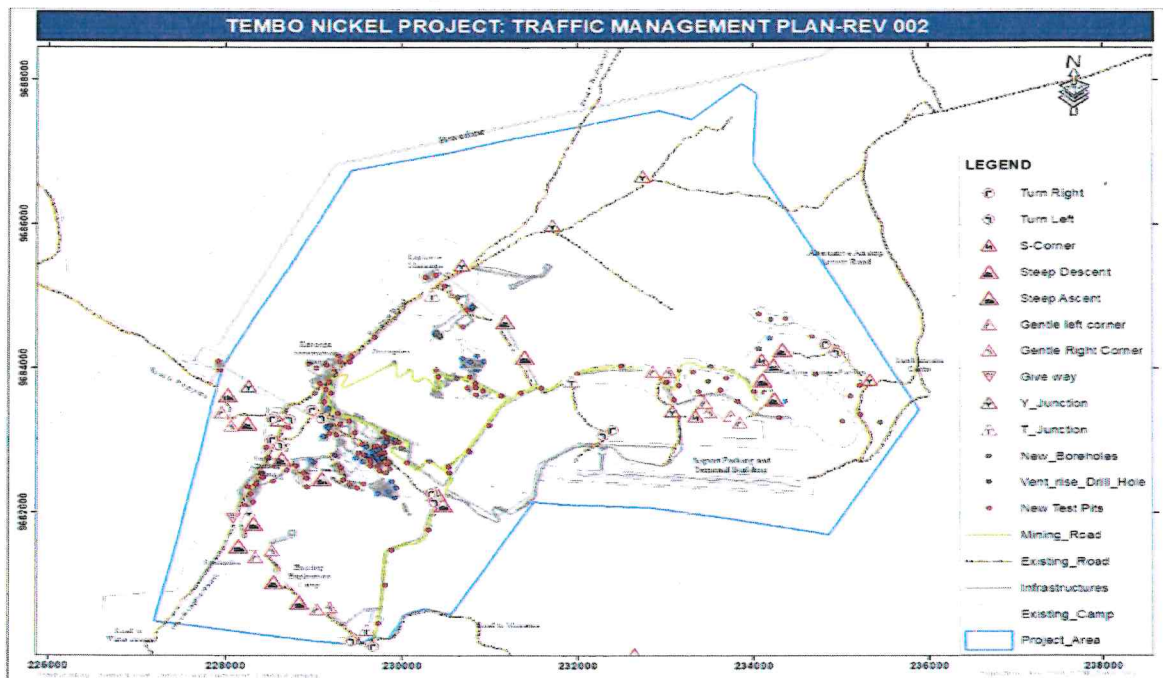



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ANNEX B: Map of Existing Installed Traffic Signs within The Camp




ANNEX C: TNCL Traffic Management Plan - Rev 02



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ANNEX D: TNCL Light Vehicle Pre-start Checklist – Rev02



LIGHT VEHICLE PRE-START CHECKLIST
(PLEASE PRINT)

Document ID: TNCL OHS-CHK-0004
 Document Owner: OHS Manager
 Revision: 02
 Approval Date: 19 March 2026

Driver Name: _____ Date: _____
 KM Reading: _____ Number: _____

(Ensure each item is marked ✓ for OK or ✗ for defective)

CATEGORY A FAULTS					
The vehicle MUST NOT be operated. The supervisor must be notified immediately.					
	✓ ✗	Action (Y/N)	Initial		✓ ✗
Steering				Service Brakes	
Seat Belts				Park Brake	
4WD				Windscreen	
Fire Extinguisher				Lights & indicators	
Clutch pedal/fluid				Fuel Leaks	
Flashing Light				Tires / Rims / Nuts	

CATEGORY B FAULTS					
The vehicle MUST NOT be operated unless a fault is rectified or approved by the supervisor.					
	✓ ✗	Action (Y/N)	Initial		✓ ✗
Oil Leaks				Horn, backup alarm	
Water Leaks				Mirrors	
Spare wheel, Chocks				Wipers/Washers	
First Aid Kit				Aerial Flag	
Gauges				Tow Hitch	
Wheel Nuts Indicators				Dash Camera	


CATEGORY C FAULTS					
The vehicle may be operated. Corrective action is required. Report it to your supervisor.					
	✓ ✗	Action (Y/N)	Initial		✓ ✗
Fuel/Oil/Water Levels				Tool Kit	
LV Clean / Damaged				Air Conditioner	
Cab Clean				Exhaust system	

Comments: _____

A pre-start check MUST be completed at the beginning of every shift, or prior to the operation of the light vehicle during the shift.

Drivers' Name: _____ Signature: _____ Date: _____

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LIGHT VEHICLE PRE-START CHECKLIST
(PLEASE PRINT)

Document ID: TNCL OHS-CHK-0004
 Document Owner: OHS Manager
 Revision: 02
 Approval Date: 19 March 2026

Driver Name: _____ Date: _____
 KM Reading: _____ LV Number: _____

(Ensure each item is marked ✓ for OK or ✗ for defective)

CATEGORY A FAULTS					
The vehicle MUST NOT be operated. The supervisor must be notified immediately.					
	✓ ✗	Action (Y/N)	Initial		✓ ✗
Steering				Service Brakes	
Seat Belts				Park Brake	
4WD				Windscreen	
Fire Extinguisher				Lights & indicators	
Clutch pedal/fluid				Fuel Leaks	
Flashing Light				Tires / Rims / Nuts	

CATEGORY B FAULTS					
The vehicle MUST NOT be operated unless a fault is rectified or approved by the supervisor.					
	✓ ✗	Action (Y/N)	Initial		✓ ✗
Oil Leaks				Horn, backup alarm	
Water Leaks				Mirrors	
Spare wheel, Chocks				Wipers/Washers	
First Aid Kit				Aerial Flag	
Gauges				Tow Hitch	
Wheel nuts indicators				Dash Camera	


CATEGORY C FAULTS					
The vehicle may be operated. Corrective action is required. Report it to your supervisor.					
	✓ ✗	Action (Y/N)	Initial		✓ ✗
Fuel/Oil/Water Levels				Tool Kit	
LV Clean / Damaged				Air Conditioner	
Cab Clean				Exhaust system	

Comments: _____

A pre-start check MUST be completed at the beginning of every shift, or prior to the operation of the light vehicle during the shift.

Drivers' Name: _____ Signature: _____ Date: _____

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ANNEX E: TNCL Vehicle Safety Compliance Form – Rev01

	STANDARD FORM	Document ID	TNCL-OHS-FRM-0026
		Document Owner	OHS Manager
	VEHICLE SAFETY COMPLIANCE FORM	Revision	01
		Approval Date	21 st August 2024


VEHICLE SAFETY COMPLIANCE FORM

VEHICLE IDENTIFICATION	
<ul style="list-style-type: none"> • Company Name • Vehicle Registration No. • Vehicle Make model • Odometer Reading • Inspection Date • Next Inspection Date 	
BRAKES	
<input type="checkbox"/> Brake Components	<input type="checkbox"/> Brake pipe condition
<input type="checkbox"/> Service Brake	<input type="checkbox"/> Park Brake
STEERING AND SUSPENSION	
<input type="checkbox"/> Steering Wheel	<input type="checkbox"/> Steering Free Play
<input type="checkbox"/> Arms/Linkages/Components	<input type="checkbox"/> Steering Box/Pump condition
<input type="checkbox"/> Shock Absorbers	<input type="checkbox"/> Air Bag/Spring/Coil
WHEELS, TYRES AND HUBS	
<input type="checkbox"/> Wheels/Rims	<input type="checkbox"/> Wheel Nuts/Fasteners
<input type="checkbox"/> Tyres condition	<input type="checkbox"/> Hubs
<input type="checkbox"/> Wheel Bearings	<input type="checkbox"/> Spare tire
<input type="checkbox"/> Wheel nut indicators	
STRUCTURE, BODY AND INTERIOR CONDITIONS	
<input type="checkbox"/> Body Panels/Fittings	<input type="checkbox"/> Body and Mounting
<input type="checkbox"/> Mudguards	<input type="checkbox"/> Mud flaps
<input type="checkbox"/> Door handle and lock	<input type="checkbox"/> Cabin/Body Condition
<input type="checkbox"/> Number Plates	<input type="checkbox"/> Front Underrun Protection
<input type="checkbox"/> Electrical Equipments	<input type="checkbox"/> Horn
<input type="checkbox"/> Chassis	<input type="checkbox"/> Dash camera
<input type="checkbox"/> Gauges	<input type="checkbox"/> 4WD
<input type="checkbox"/> Tow Hitch	<input type="checkbox"/> IVMS (Tracking system)
SEATS AND SEATBELTS	
<input type="checkbox"/> Seat condition	<input type="checkbox"/> Seatbelts


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ANNEX F: TNCL Equipment & Vehicle Inspection Form – Rev03

	STANDARD FORM	Document ID	TNCL-OHS-FRM-0016
		Document Owner	OHS Manager
	EQUIPMENT & VEHICLE INSPECTION FORM	Revision	03
		Approval Date	6 th September 2025

(LONG TERM AND DELIVERIES PERMIT)

Dept (Long Term Host)		Company Name	
Seats		Vehicle REG No	
Gross Vehicle weight		Type of Engine (diesel/ Petrol)	
Equip / Vehicle Type		Model Number	
Hour Meter		Series / Equip Number	
Reason for Permit		Area of Delivery	


Drivers' Name	Drivers' ID number	Drivers' License (validity)	Vehicle Insurance (validity)

In order <input checked="" type="checkbox"/>	Out of Order <input checked="" type="checkbox"/>	Not Applicable <input type="checkbox"/>
--	--	---


INTERIOR, EXTERIOR, VISIBILITY, LIGHTS AND GENERAL


SN	Areas to be inspected	Yes, No NA	Areas to be inspected	Yes, No NA
1	Windows broken, missing or cracked?		Tyres condition	
2	Are mirrors in good condition?		Tyres (spare)	
3	Windscreen		Wheel nuts	
4	Seats in good condition?		Wipers	
5	Seat adjustable? (driver's seat)		Tow bar	
6	Seatbelt function and secure?		Cargo barrier	
7	Gauges functioning?		Cargo Restraint	
8	Emergency stop functioning?		Reflective tape (on the side and rear)	
9	Controls - condition?		Signage (Company name displayed)	
10	ROPS / FOPS structure condition		Strobe Lights	
11	Fire extinguisher is suitable for the size of the?		Front, Tailings, Brake Lights	
12	Fire extinguisher — inspected?		Indicators & Reverse Lights	
13	Fire extinguisher – secured?		Wheel chocks	
14	First aid kit		Winches, Lifts, Cranes, etc.	
15	Automatic fire suppression if applicable?		Flag	
16	Doors lockable?		Triangle	
17	Loose items in the cab?		Two-way Radio	
18	Air condition operational?		Body condition	

GENERAL COMMENTS:			
DATE	TIME	INSPECTED BY:	SIGNATURE

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		Document Owner	Engineering Manager
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ANNEX G: TNCL Pre-Use Inspection for Tipper Truck Form – Rev01

	STANDARD FORM	Document ID	TNCL-ENG-FRM-0008
		Document owner	Engineering Manager
	PRE-USE INSPECTION FOR TIPPER TRUCK	Revision	01
		Approve Date	03 rd October 2025

Date:		Plant number:			<ul style="list-style-type: none"> Observe all procedures Observe any special instruction DO NOT operate machine if in an unsafe condition Ensure machine is isolated and locked out before and after shift work Use ticks/crosses in each box to indicate condition
Shift:		Statutory inspection			
Operator name:		No-Go Hazard: No Go Report Immediately	Go Hazard: Go But Report		
Operator license expiry date:		The equipment must not be used if any of the below-mentioned No-Go hazard components are faulty, any Go hazards are to be repaired within the same shift as report reported.			
Hour meter reading:					
Litres diesel filled:					

POINTS TO BE CHECKED MUST BE IN SOUND CONDITION							
Item	Hazard Class	✓ / ✗	Comments	Item	Hazard Class	✓ / ✗	Comments
Lock-out devices present and operational	No-Go			Stop blocks and triangle available	No-Go		
Tires pressure adequate (visually)	No-Go			VDS & PDS	No-Go		
All wheel studs and nuts present	No-Go			Fire extinguisher/suppression system, present, sealed and checked	No-Go		
Headlights operational and secure	No-Go			Steering and controls functional	No-Go		
Rotating lights operational and secure	No-Go			Hooster and Reverse alarm	No-Go		
Tail Brake lights	No-Go			Operator door and handle operational	No-Go		
Service brake test done Time	No-Go			Oil and hydraulic leaks	Go-But		
Park brake test done Time	No-Go			First Aid Kit	No-Go		
Safety belts present for all seats	No-Go			Windscreen cracked or the wipers not working	Go-But		
Mirrors in good condition	No-Go			Seat condition	Go-But		
Handrails and steps	No-Go			Dash warning lights not indicating any fault	Go-But		
Air conditioner	No-Go			Housekeeping	Go-But		
License on operator	No-Go			Site license on vehicle valid	No-Go		

SIGNATURES:			
Operator Name:		Operator Sign:	
Acknowledged Foreman Name:		Acknowledged Foreman Sign:	