

March 19, 2020

Team,

In these unusual and uncertain times for us all, I would like to reach out and reassure you that we are taking COVID-19 extremely seriously. We are doing whatever we can to mitigate the risk to you – our people – and to our business and the communities that we operate within. Our focus and number one priority is people as we all continue to support our business and communities.

To date, we have not had any COVID-related incidents at our global sites or offices and we continue to operate our mines with no material impacts. We are monitoring this fast-evolving situation closely and are committed to keeping you informed.

Our response so far has been a true test of our values. With the situation changing by the day (and sometimes by the hour) we have had to be agile and collaborate closely across our global operations. It has taken courage and integrity to have difficult conversations that balance the needs of the business while always putting the health and safety of our people and communities first.

I want you to know that already, we have taken the following actions:

- Convened a global COVID Crisis Team, which meets on a daily basis to respond to this fast-evolving and unprecedented situation. This is comprised of Eldorado's Senior Leadership Team, Country Managers, General Managers, and Health & Safety and Communications teams.
- Followed recommendations of the World Health Organization, local health authorities and advice of jurisdictional governments and taken precautionary steps to educate each of you about the symptoms and transmission of the virus with clear instructions on what to do if you feel unwell.
- Put pre-emptive measures in place such as conducting thermometric testing before accessing site, encouraging increased hand-washing and social-distancing, and limiting all non-essential travel.
- Put in place isolation contingencies should an employee or contractor test positive for COVID-19.
- Limited access to our offices and sites to essential people only in order to reduce unnecessary exposure.
- Worked with local communities to distribute hygiene supplies and educate them on preventative measures to reduce the spread of the virus.
- Close liaison with governments, regulators and other external stakeholders to aid business continuity during this ever-changing situation.
- Ensured that each of our sites have in place:
 - Systems to monitor the numbers of employees that report to work and contingency plans to best sustain operations in the event that the number of operational employees reporting to work declines.
 - Supply chain continuity plans and associated contingency plans. Inventories of key suppliers, trade routes, and delivery times, have been reviewed and remain unaffected at this time.
 - A contingency plan to protect people, the environment and our assets should our operational capacity become impacted by workforce conditions or regulatory environment.
 - Site-specific emergency response plans and crisis management plans.



The courage and agility I have witnessed across our global team during this challenging time leaves me humbled. I see colleagues looking out for one another and sharing stories about their friends and families. I am reminded that kindness and compassion is at the heart of humanity. As a team, we stand in the face of adversity and together we will overcome this global crisis.

Thank you for your continued commitment to each other and to Eldorado's success. Stay safe and stay healthy.

Regards,

A handwritten signature in cursive script that reads "George R Burns".

George Burns
President and CEO