



Stronger Together

2020 ANNUAL REPORT



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MESSAGE FROM THE CHAIR

I am pleased to present the Lundin Foundation's 2020 Annual Report — Stronger Together.

The theme of this year's report — Stronger Together — allows me to reflect on my vision when I created the Lundin Foundation 14 years ago: "Ensure communities benefit in a meaningful way from resource development projects." Despite the challenges presented by the global pandemic, the Foundation's programs across the globe endured demonstrating the resiliency of these entrepreneurs and the strength of our partnerships.

In 2020, Lundin companies contributed \$3.6 million USD through the Foundation to support programs worldwide, connecting community members with the necessary skills, knowledge and resources to unlock economic prosperity. These programs have enabled 700 small businesses to generate more than \$20 million in revenue and support 1,600 well-paying jobs.

Ensuring the long-term viability of our programs is central to everything we do — this is why I am proud that entrepreneurs from our historical programs continue to generate revenue and create jobs long after our contributions have ended. Soledad Reyes, featured on this year's cover, is an example of how our impacts have a multiplier effect for years to come.

Looking to the future, the Foundation's role of connecting sustainability professionals across the Lundin companies to respond to the most pressing Environmental and Social Governance (ESG) challenges is more important than ever. Together, we are elevating ESG performance and creating shareholder value for the Lundin companies.

This will be my final year as Chair of the Lundin Foundation — I am incredibly proud that a vision from fourteen years ago has led to an award-winning organization today. I want to express my appreciation to the Lundin Group companies for their commitment to the Foundation. I am grateful to the Board of Directors for their vision and the Foundation staff in their continued work to support communities around our operations to become stronger.

Sincerely,

A handwritten signature in blue ink, appearing to read "Lukas H. Lundin".

LUKAS H. LUNDIN
CHAIR

Advising and guiding the Lundin Group of Companies.

The Lundin Foundation is a registered Canadian non-profit supported by the Lundin Group of Companies. We elevate developmental practices across the Lundin Group, ensuring resource operations mobilize local economic opportunities and benefit surrounding communities.



Our Approach

Working with the Lundin Group of companies worldwide, we support our partners in developing strategic community investments and improving their Environmental and Social Governance (ESG) performance.

COMMUNITY EMPOWERMENT

Our team develops entrepreneurial opportunities that power lasting, sustainable impact at the local level. This starts by assessing untapped market prospects and building upon the inherent strengths of each community. When a program ends, community members are empowered to continue to contribute to the betterment of their societies.

INNOVATIVE SOLUTIONS

We believe communities deserve an individualized approach. A successful local solution demands out-of-the-box thinking, flexibility, and an in-depth understanding of the surrounding environment. Once a joint goal is established, we provide technical expertise and flexible financing solutions to bring our collective vision to life.

PARTNERSHIPS

We have forged partnerships and memberships with international organizations that share our commitment to ensuring resource operations mobilize local economic opportunities and benefit surrounding communities. This includes our commitment to creating impacts that contribute to the achievement of the 17 UN Sustainable Development Goals.

LONG-TERM IMPACT

The impacts of our solutions are designed to multiply over time, leading to lasting community benefits. We employ a multi-year perspective to create shared value in the communities where Lundin Companies operate. At a minimum, we look three years into the future and promote continuous improvement and innovation within our long-term programs. Each opportunity considers hiring local workers, procuring local goods, and developing local businesses to distribute benefits widely across communities. By making strategic investments in initiatives that enrich the local economy, we fuel ongoing change.

ELEVATING ENTREPRENEURS

Entrepreneurs and small businesses are the heartbeat of the communities where we operate. We leverage the power of the market and together with our stakeholders, design market-based solutions to increase the economic and social benefits to communities. Based on the needs of each community and program, we offer tailored financing in the form of grants, debt and equity to promote sustainable solutions. Determined and motivated to foster value, our initiatives serve to unlock this potential and empower new entrepreneurs for present and future generations.

Lundin ESG Leadership

The Lundin Foundation is connected to a global community committed to knowledge sharing and collaboration. We strive to elevate best practices, promote continuous learning and contribute to a diverse pool of international expertise to address pressing Environmental and Social Governance (ESG) topics. This enables us to effectively respond to emerging trends within the industry, elevating ESG performance across the Lundin Group of companies.

In 2020, sustainability professionals across the Lundin Group came together to tackle pressing topics of climate change, sustainability reporting and disclosure, and several aspects of COVID-19 responses. As a result of the dedication and innovative practices across the Lundin Group, we were able to support our community partners in diverse areas, including:



COVID
PROTOCOLS
& RESOURCES



HEALTH
& SAFETY
PRACTICES



CRISIS
COMMUNICATION



LOCAL
BUSINESS
SUPPORT



VIRTUAL
ENGAGEMENT
TECHNIQUE

Our 2020 Impact

Last year, the Lundin Foundation committed **\$3.65M** to strategic initiatives. This led to multiple community impacts...

30%
OF BUSINESSES
LED BY WOMEN

750
BUSINESSES
SUPPORTED

\$15.7M
THIRD PARTY
FUNDING
LEVERAGED

\$20.2M
REVENUE
GENERATED

1600
JOBS
SUPPORTED

\$5.5M
HOUSEHOLD
INCOME

Lasting Benefits

Historical investments continued to create significant economic benefits.

\$33M	1500	\$7.2M
BUSINESS REVENUE	JOBS SUPPORTED	HOUSEHOLD INCOME

Together, we create local impacts that last.

We work with corporate partners and communities to create jobs, stimulate economies and foster innovation that endures for years to come.



Our four pillars of transformation connect people with the tools, knowledge and skills to unlock economic prosperity.

Education & Skills Training

We develop and deliver industry-relevant programs to create a confident and skilled workforce.

85%

EMPLOYMENT POST-GRADUATION



LED TO LASTING HOUSEHOLD INCOMES

Local Supplier Development

We stimulate sustainable growth by preparing local businesses to become suppliers to resource operations.

\$8.0M

IN CONTRACTS WITH LUNDIN COMPANIES



RESULTED IN THRIVING LOCAL BUSINESSES

Economic Diversification

We invest in non-resource dependent sectors to promote vibrant and diverse economies.

490

DIVERSE SMALL BUSINESSES



OPERATING IN A VARIETY OF SECTORS

Social & Environmental Innovation

We support entrepreneurs to develop innovative solutions to pressing social and environmental challenges.

\$13.8M

IN THIRD-PARTY FUNDING



HELPED SCALE SOCIAL AND ENVIRONMENTAL SOLUTIONS

Our stories of human potential reveal the remarkable impact of individuals across the globe. As they enrich their lives, communities, and the world, we support them every step of the way.



Breaking down barriers in Ecuador's mines

Soledad Reyes feels proud that she transformed her fear of working in mining into a fulfilling, dynamic job she loves. Soledad completed the Training for Operations Program in Ecuador, a partnership between Lundin Gold and the Lundin Foundation to prepare community members for sustainable employment at the Fruta del Norte mine.

"I have changed myself, as a person and as a woman. I feel stronger than before, braver and empowered," Soledad said. "In addition, I'm grateful because the income from my work has improved the quality of life for my family and for myself."

Artisanal seafood for a better future

Gabriel Buguño believes his work at the Punta Frodden plant in Caldera, Chile, has changed his life and helped revitalize the community around him. Buguño obtained employment result of a 2018 initiative created by Lundin Foundation and Lundin Mining's Candelaria mine, which rehabilitated a local seafood processing plant and fostered new job opportunities.

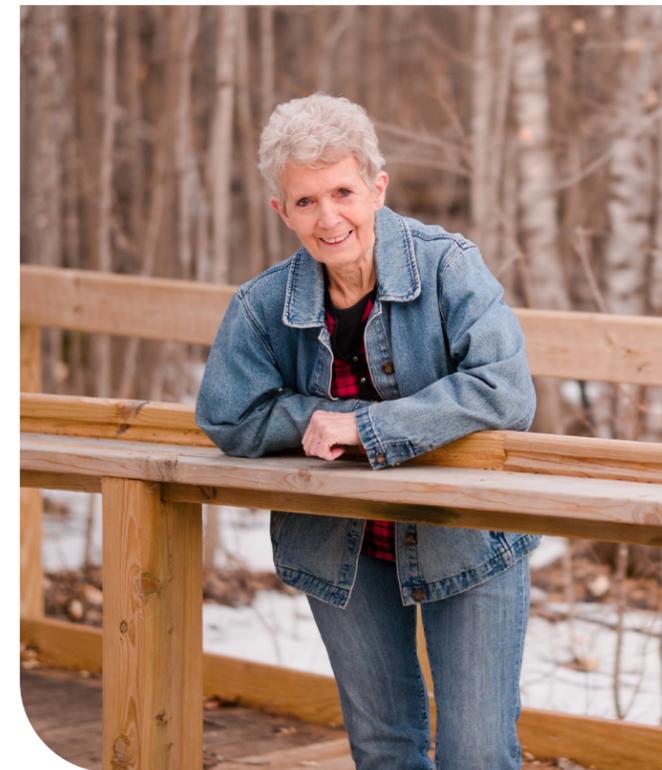
At just 21, Gabriel says he's already achieving his dreams, thanks in part to the opportunity. "I've learned a lot. I feel very proud of my work and what I've accomplished at my job."



Sharing the natural beauty of small-town America

In Michigan, Darlene Turner, Lucy Wilcox and Sven Gonstead work to transform their home of Big Bay into a more accommodating, welcoming and prosperous place for locals and visitors alike. Since 2019, the Lundin Foundation and Lundin Mining's Eagle Mine have supported the community to leverage responsible tourism for local economic and social benefits.

"Everyone here, they've got a strong sense of place," Darlene said. "They're supportive of the family and pristine landscape and wildlife habitat. All the residents want to enjoy what we have, support local businesses, and make it economically feasible... now, it's all happening."



Making waves with green technology

In Sweden, Mikael Sidenmark of Ocean Harvesting Technology (OHT) believes his efficient wave energy technology has the potential to power everything from offshore oil and gas platforms to power plants, from fish farms to off-grid island communities. In 2020, Lundin Foundation and Lundin Energy closed a sizable equity investment into the company to accelerate its path to commercialization.

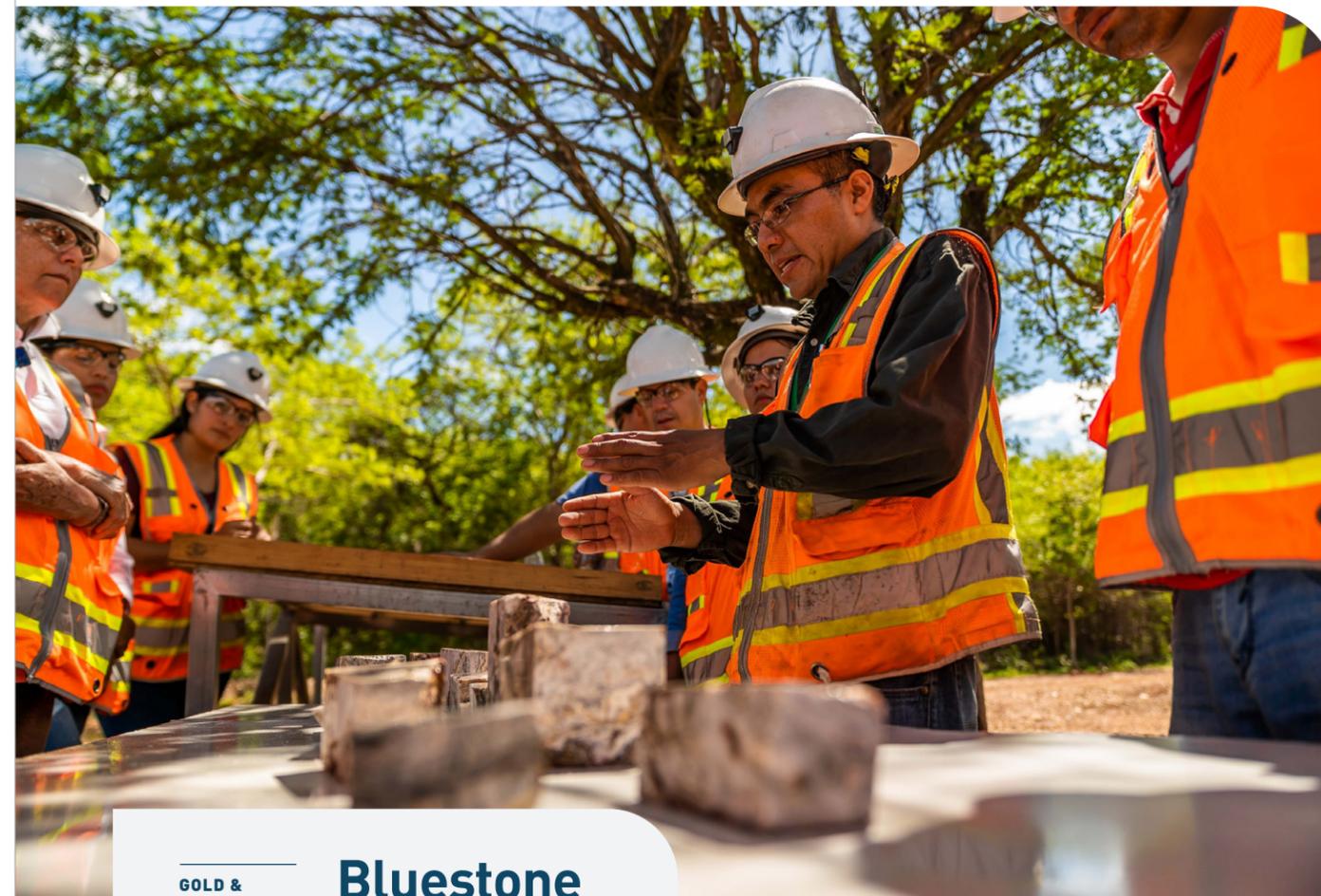
"Climate change awareness is growing quickly," Mikael said, and green technology like OHT "is getting more attention and financing." "I am very proud of the endurance we have shown and the innovative technological development we have achieved."



Our partnerships forge solutions for thriving societies.

Our corporate partnerships demonstrate our commitment to responsible development. From Ecuador to Norway and beyond, our dedication to sustainable solutions has an enduring impact on the communities where we operate.

LEARN MORE ABOUT OUR CORPORATE PARTNERS AT [LUNDINFUNDATION.ORG/PARTNERS/](https://lundinfoundation.org/partners/)



GOLD & GEOTHERMAL PROJECTS

Bluestone Resources

LOCATION Guatemala

SUSTAINABLE DEVELOPMENT GOALS



Bluestone Resources leads the way for sustainable resource development in Guatemala by advancing the Cerro Blanco high-grade gold project and Mita Geothermal renewable energy project. As a values-based company, Bluestone commits to investing in its people and local communities, operating safely and sustainably, utilizing innovation, and respecting the natural environment.

In 2020, the Foundation began working with Bluestone to support the company's sustainability priorities and develop programs to provide economic benefits for local communities during construction and into operations.

Collaborating closely with Bluestone, the Foundation assists in building the framework for community investment and developing sustainability management and reporting practices. Together, the team forges partnerships with international organizations to create programs of mutual interest.

The Foundation leverages its award-winning track record and experience with other Lundin Group companies to collaborate with Bluestone to develop local content programs for training, hiring, and procurement to maximize benefits for local communities. Together, Bluestone and the Foundation pave the way for creating shareholder value through sustainable resource development.

INITIATIVE OBJECTIVES

International Standards Alignment with international sustainability standards

Strategy & Communications Integrated sustainability strategy, in-country communications plan, and interim sustainability report

Local Content Local training, hiring and procurement programs for construction

Social Investment & Partnerships Local socio-economic development programs and partnerships



COPPER-GOLD PROJECT

Josemaria Resources

LOCATION Argentina

SUSTAINABLE DEVELOPMENT GOALS



INITIATIVE **OBJECTIVES**

International Management Standards Alignment with international and social and environmental sustainability standards

Economic Diversification and Local Suppliers Support to identify local economic diversification opportunities and capacity development of catering and logistics suppliers

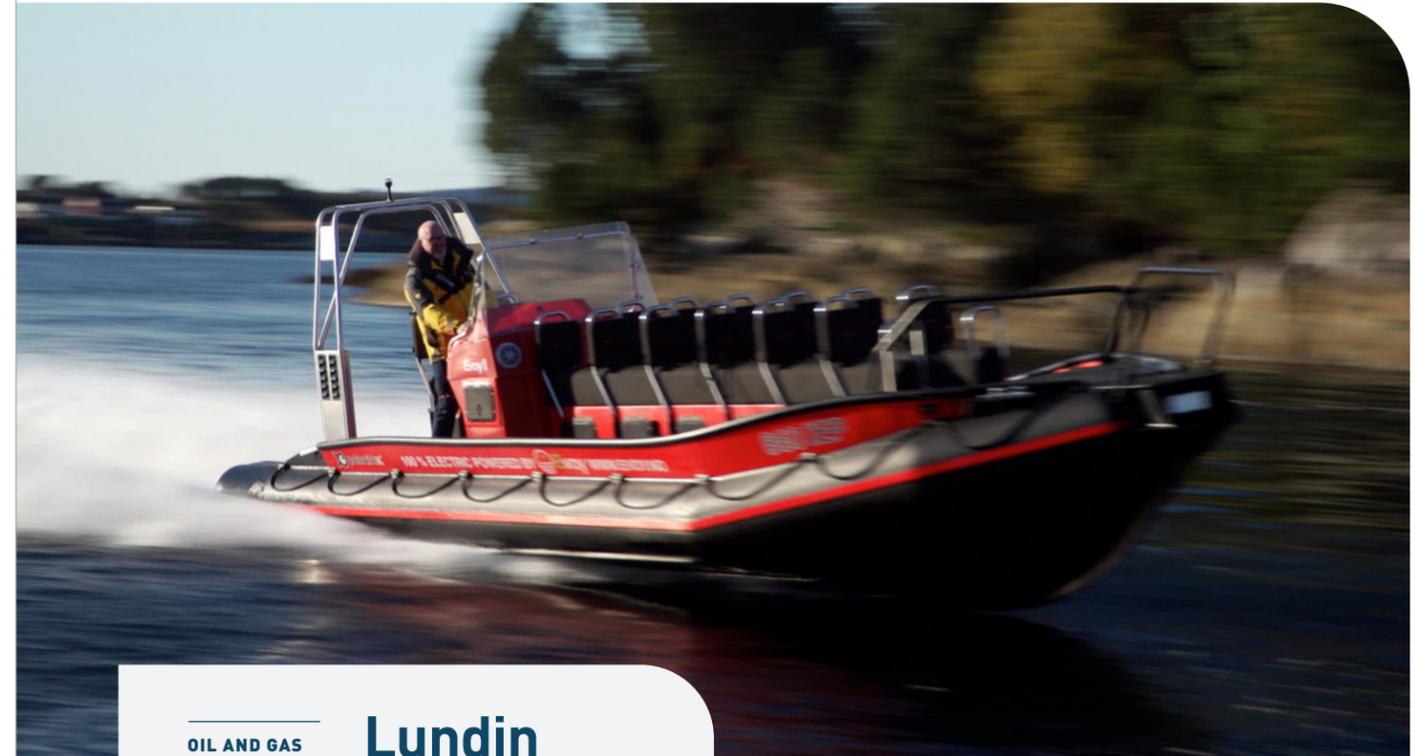
Entrepreneurial Development Program Capacity building program for small local companies

Josemaria Resources is advancing a copper-gold project in San Juan Province, Argentina. Essential to a low-carbon future, copper is poised to be in high demand for decades to come. Josemaria works in partnership with the Lundin Foundation to lay the groundwork for best practices in responsible mineral development in Argentina.

Josemaria Resources and the Foundation work together to align with leading international standards for social and environmental sustainability to secure social license to operate and access to financing. The partnership approach reflects the company's values of accountability, respect, integrity, honesty and transparency.

Drawing on experience from other Lundin Group mining projects — including Ecuador's Fruta del Norte project — the Foundation identifies opportunities to support economic diversification and develop local companies to become part of the mining supply chain. Josemaria supports a training program for small local companies to build the skills, resources and knowledge needed to grow their businesses.

In 2020, Josemaria donated vital personal protective equipment, test kits and sanitary supplies to support the public health response to the COVID-19 pandemic in rural communities in the project's area of influence.



OIL AND GAS PRODUCTION & EXPLORATION

Lundin Energy

LOCATION Norway, Sweden

SUSTAINABLE DEVELOPMENT GOALS



INITIATIVE **OBJECTIVES**

EVØY (Norway) Equity investment into electric boat motor company to reduce emissions in marine transportation

Ocean Harvesting Technologies (Sweden) Equity investment into wave energy company to support clean energy production

Katapult Ocean (Norway) Accelerator and fund focusing on early-stage businesses dedicated to protecting the oceans

TRINE (Sweden) Debt financing to renewable energy companies

Arctic Accelerator (Norway) Incubator program supporting early-stage entrepreneurs

CHARGE Incubator (Norway) Incubator program supporting first-generation immigrant entrepreneurs

Lundin Energy develops oil and gas resources in Norway efficiently and responsibly for a more sustainable future. By propelling a new generation of innovative, lower-carbon solutions, the Foundation supports Lundin Energy's Decarbonization Strategy.

Lundin Energy and the Foundation invest in early-stage, scalable start-ups. In 2020, the partnership supported 62 start-ups that generated \$8.3 million USD in revenue and secured \$14 million in follow-on funding.

In 2020, the partnership made an equity investment in Ocean Harvesting Technologies (OHT), a pre-commercial wave energy company. The investment accelerated the path to commercial launch and helped secure a matching grant from the Swedish Energy Authority.

With the support of the Foundation, Norwegian start-up Evoy secured a \$2.1 million EUR grant and won the Nordic Startup Award for "Best Newcomer." The rapidly growing business launched the world's fastest electric motor propulsion systems, bringing it closer to achieving its mission of zero emissions in the small marine industry.

The partnership's investment in Katapult Ocean Fund continues to prosper, with portfolio companies securing \$10.9 million in follow-on funding. Looking to the future, Lundin Energy is supporting the launch of a bespoke climate accelerator program to support tech entrepreneurs advancing zero and low-carbon solutions.



GOLD PRODUCTION & EXPLORATION

Lundin Gold Inc.

LOCATION Ecuador

SUSTAINABLE DEVELOPMENT GOALS



INITIATIVE	OBJECTIVES
NEXO	Business development program for local suppliers
Takataii	Technical assistance and financing to local agricultural suppliers
ECOLAC	Technical assistance and financing to improve income for local dairy producers
APEOSAE	Enhanced market access and income opportunities for coffee, plantain and cocoa producers
Shuar Cultural and Interpretative Centre	Capacity building and promotion of indigenous cultural and eco-tourism initiative
Advisory Services	Advisory support for the development of Lundin Gold's sustainability strategy

Lundin Gold pioneers responsible mineral development in Ecuador with award-winning, sustainable mining practices. Despite the challenges 2020 presented, Lundin Gold and the Foundation's flagship programs continued operations, demonstrating the perseverance of the entrepreneurs and the resilience of the partnerships.

In 2020, Lundin Gold and the Foundation's joint initiatives enabled 520 small businesses to generate more than \$10 million USD in revenue. The partnership supported 1,146 jobs, creating a significant contribution to beneficiaries' household income.

To support suppliers during the COVID-19 pandemic, the Foundation developed digital tools, distributed personal protective equipment, and helped implement rigorous health and safety protocols. These measures enabled local producers to maintain operations while diversifying their local consumer base.

Catering Las Peñas, a locally owned company that provides catering and laundry services to the Fruta del Norte mine, made operational changes to maintain service and respond to the challenges presented by the COVID-19 pandemic. Meanwhile, the partnership's agricultural programs maintained their profitability by focusing on market diversification, online tools and new clients. Lundin Gold and the Foundation are proud of the resiliency of these entrepreneurs.

In 2020, the United Nations' Global Compact Ecuador Network announced that Lundin Gold and Takataii, the Foundation-supported initiative to develop agricultural producers that supply Catering Las Peñas, each received Good Practice awards for exemplary work in the areas of education and food security.



COPPER, ZINC, GOLD, NICKEL PRODUCTION & EXPLORATION

Lundin Mining Corp.

LOCATION Brazil, Chile, Portugal, Sweden, United States

SUSTAINABLE DEVELOPMENT GOALS



INITIATIVE	OBJECTIVES
Punta Frodden Fish Processing Plant (Candelaria, Chile)	Technical assistance to help artisanal fishing union sell value-added products to international markets
Inventa (Candelaria, Chile)	Community-led social and environmental innovation program
Eagle Emerging Entrepreneurs Fund (Eagle, US)	Loan guarantee fund for local entrepreneurs
Big Bay Responsible Tourism Initiative (Eagle, US)	Economic opportunity enhancement through responsible tourism
Zinkgruvan rethink (Zinkgruvan, Sweden)	COVID-19 small business recovery program

Lundin Mining commits to responsibly mining base metals vital to society while creating meaningful value for stakeholders. The company develops programs to cultivate diverse local business opportunities, build local capacity and forge community-led solutions.

In 2020, Lundin Mining and the Foundation collaborated to deliver joint programs supporting 180 small businesses that collectively generated \$34 million USD in local economic impact and supported 1,440 local jobs.

In Chile, the partnership helped diversify the local economy through the expansion of the Punta Frodden seafood processing plant. The Foundation provided technical assistance, capacity building, and marine conservation and rehabilitation programs. The Inventa program supported regional start-ups, 50% led by women, to launch innovations in renewable energy, diversity and inclusion, and waste reduction.

The Foundation and Eagle Mine in Michigan helped the Big Bay community launch a responsible tourism brand that promotes economic development and leverages community recreation assets.

In Sweden, the Foundation supported small business COVID-19 recovery efforts by launching a specialized training program for small businesses located in Askersund Municipality.

Lundin Mining helped prepare schools in Brazil to deliver education safely through a contribution to UNICEF Canada via the Foundation.

OUR TEAM Board of Directors

LUKAS LUNDIN

CHAIR

Mr. Lundin is known for recognizing value and superior global investment opportunities in the natural resource sector. The vision for the Lundin Foundation came from an impactful journey Mr. Lundin took in 2006 when he rode his motorcycle from Cairo to Cape Town. Following in the adventurous spirit of his father, Adolf Lundin, his experiences and commitment to bringing a global awareness of critical issues inspired the creation of the Lundin Foundation.

ADAM LUNDIN

Mr. Adam Lundin has many years of experience in capital markets and public company management across the natural resources sector. His background includes oil & gas and mining technology, investment advisory, international finance and executive management. He began his career working for several Lundin Group mining companies in various countries before moving into finance, where he specialized in institutional equity sales, ultimately becoming co-head of the London office for an international securities firm. In addition to serving as President, CEO and Director of Josemaria Resources Inc., Mr. Lundin is Chairman of Filo Mining Corp., Africa Energy Corp., and a Director of Lundin Energy and NGEx Resources Corp.

JACK LUNDIN

Mr. Jack Lundin is the CEO of Bluestone Resources. He was recently involved in the successful execution of Lundin Gold's Fruta del Norte (FDN) Gold Mine in Southern Ecuador, where he served as the Project Superintendent, gaining experience in mine project development. He brings with him a recognized legacy and years of natural resource technical and economic expertise. Mr. Lundin holds a Bachelor of Science degree in Business Administration from Chapman University and a Master of Engineering degree in Mineral Resource Engineering from the University of Arizona. Mr. Lundin is a Director of Lundin Mining, Josemaria Resources Inc. and Denison Mines Corp.

CHRISTINE BATRUCH

Ms. Batruch, a historian and lawyer, is based in Geneva and works in the non-profit and business sectors. After acting as Vice President Corporate Responsibility at Lundin Energy, responsible for the company's sustainability strategy, she is currently a Director of Josemaria Resources. Ms. Batruch is also President of the Board of the Bohdan Hawrylyshyn Family Foundation in Kyiv.

PAUL CONIBEAR

Mr. Conibear is a professional engineer who brings more than 30 years of senior leadership experience from predominantly developing countries. Mr. Conibear is the former President and CEO of Lundin Mining and President and CEO of Tenke Mining Corporation in the Democratic Republic of Congo. Mr. Conibear serves as a Director of several Lundin Group companies and is a founding Board Member of the Lundin Foundation.

RON HOCHSTEIN

The current President and Chief Executive Officer of Lundin Gold Inc., Mr. Hochstein, has worked for the Lundin family directly and as a consultant for more than 20 years and served as President and Chief Executive Officer of Denison Mines Corporation from 2009 to 2015. Mr. Hochstein is Director of Lundin Gold Inc., Denison Mines Corp., and Josemaria Resources Inc.

ERIN JOHNSTON

Ms. Johnston serves as Managing Director of the Lundin Foundation. She draws upon over 15 years of experience working in the private sector, advising companies on Environmental and Social Governance (ESG) issues to reduce non-technical risks of resource development projects in Latin America, Asia and Africa. Ms. Johnston previously oversaw British Columbia's investment in skills training and has served on the Board of Directors of several not-for-profit organizations.

Senior Management

ERIN JOHNSTON

MANAGING DIRECTOR

Ms. Johnston serves as Managing Director of the Lundin Foundation. She draws upon over 15 years of experience working in the private sector advising companies on Environmental and Social Governance (ESG) issues to reduce non-technical risks of resource development projects in Latin America, Asia and Africa. Ms. Johnston previously oversaw British Columbia's investment in skills training and has served on the Board of Directors of a number of not-for-profit organizations.

KA-HAY LAW

VICE PRESIDENT, IMPACT AND INVESTMENTS

Ms. Law serves as the Vice President of Impact and Investments at the Lundin Foundation. She is responsible for impact measurement and management for the Foundation's initiatives, enhancing impact management capacity within corporate partners, and overseeing the Foundation's impact investment portfolio. She joined the Foundation in 2011, helping to build the Foundation's impact investment portfolio across Africa. She brings deep insight into the needs of small businesses, drawing from over 15 years of experience providing management support and innovative financing to small businesses, social enterprises and private sector development programs.

MARK SITTER

VICE PRESIDENT, SUSTAINABILITY

Mr. Sitter serves as the Vice President of Sustainability of the Lundin Foundation. He has more than 20 years of experience in sustainability, government relations, communications and international development across the globe. Mr. Sitter's experience provides him with insight into the intersection of commercial aspirations and societal expectations. He previously held senior roles at Sherritt International.

SEBASTIAN PEREZ

REGIONAL MANAGER, LATIN AMERICA

Mr. Perez serves as Regional Manager, Latin America, overseeing development projects, investments and providing sustainability advisory services in the region. He brings over a decade of experience developing sustainability strategies, systems and reporting, community development programs, impact finance and Human Rights. He has experience across Latin America, working in diverse sectors and multi-lateral organizations. His experience includes interventions in complex social and environmental contexts, engagement with vulnerable populations, ethnic groups and conflict-affected communities.

JENNY CARENCO

REGIONAL ADVISOR, SCANDINAVIA

Ms. Carenco serves as the Foundation's Regional Advisor Scandinavia based in Stockholm, Sweden. She is responsible for deal sourcing, investment management, program oversight and impact monitoring of the Foundation's portfolio of investments and programs in Norway and Sweden. She brings 5 years of impact investing experience and a unique perspective of an experienced entrepreneur, having built and sold a successful business herself. She is a respected regional leader in impact investing and sits as the General Secretary of the Swedish National Advisory Board for Impact investment. She holds an MBA from HEC where she was also a visiting professor in Entrepreneurship.

ANA LUCIA JARAMILLO

PROGRAM MANAGER, ECUADOR

Ms. Jaramillo has extensive experience in project management, corporate relations and relationship management between diverse stakeholders including communities, government entities, indigenous groups and suppliers. She has led value chain and business sector development and has participated in capacity building and training initiatives. She moderates and coordinates roundtables, dialogues and community negotiation processes.



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