The Power of Community

2019 ANNUAL REPORT
Letter from the Chair

I am pleased to present the Lundin Foundation’s 2019 Annual Report – the Power of the Community.

The Foundation supports the Lundin Group of Companies to ensure resource development has a transformational impact on local communities and is a catalyst for prosperity and resilience.

Throughout 2019, the Foundation’s strategic programming created long-lasting and scalable economic benefits for the communities in which our companies operate. We provided $5.6 million USD of funding and assistance to 700 small businesses that generated more than $55 million USD in revenue and supported 2,700 jobs. Graduates from our training programs secured long-term employment opportunities; local enterprises supplied over $14 million USD in goods and services to Lundin Group companies; and entrepreneurs launched 85 innovations to solve pressing environmental and social issues in their communities.

This year the Foundation unveiled a five-year strategic vision to position the Lundin Group of Companies as the resource developers and operators of choice resulting in stronger communities. To achieve this vision, the organization will build upon exceptional community investment results, promote sustainability leadership within the Lundin Group, and contribute to global Environmental, Social and Governance best practice.

Looking ahead at 2020, I am struck by the scale of the social and economic devastation of the COVID-19 pandemic. The Foundation has already begun to refocus its programming to support corporate and community partners in responding to the evolving crisis. Our commitment to unlocking economic resilience in local communities is more important than ever as we look ahead at a path to recovery.

In closing, I would like to express my appreciation to the Lundin Group of Companies for their contributions and commitment to the Foundation. I am grateful to the Board of Directors for strategic guidance, and the Foundation staff for their continued dedication to supporting communities around our operations become stronger.

Sincerely,

Lukas H. Lundin

Chair
About Us

The Lundin Foundation is a registered Canadian non-profit organization 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.

SINCE OUR 2007 INCEPTION, WE HAVE DISBURSED MORE THAN $72.6M USD INTO INITIATIVES THAT ENABLE LOCAL EMPLOYMENT, NURTURE SMALL BUSINESS GROWTH AND SUPPORT FINANCIALLY VIABLE SOCIAL AND ENVIRONMENTAL SOLUTIONS.

Our Approach

Empower Communities
At Lundin Foundation, we focus on entrepreneurial opportunities that power lasting, sustainable impact at the local level. Then, we look for untapped market prospects and build upon the inherent strengths of each community. When the project ends, the impact endures: community members have what they need to continue to contribute to the betterment of their societies.

Customize Solutions
We believe communities deserve an individualized approach. A successful local solution demands adaptability, experimentation and an in-depth understanding of the surrounding environment. In partnership with local community members, we create a joint goal. Then, we test innovative project and flexible financing solutions to bring our collective vision to life.

Foster Entrepreneurs
An entrepreneurial spirit lives within the communities where we operate: one that is determined and motivated to foster value. Our initiatives serve to unlock this potential and empower new entrepreneurs for present and future generations.

Generate Impact that Multiplies
Our solutions multiply over time, leading to lasting impacts. We develop opportunities to hire local workers, procure local goods, and develop local businesses to distribute benefits widely across communities. By making strategic investments in initiatives that enrich the local economy, we fuel ongoing change.

Convene Best Practices
With an eye toward the future, we monitor advancements in the Environmental and Social Governance fields to help our corporate partners respond to new developments.

Since 2016, we have united sustainability practitioners at the Lundin Foundation Business Sustainability Summit, focusing on community investment strategies, sustainability and approaches to addressing climate change.

Commit to Sustainable Development
In partnership with our corporate partners and communities, we are committed to creating impact that contributes to the achievement of the 17 UN Sustainable Development Goals.

Our Differentiators

The Lundin Group of Companies operates in 25 countries across the globe, discovering and developing natural resources and building world-class, responsible operations. We support companies within the Group to improve their Environmental and Social Governance (ESG) performance and develop strategic community investments to maximize economic and social benefits to communities.

A Collective Strength
The Lundin Foundation serves as a central hub that connects a vast pool of global experience and knowledge from the Lundin Group of Companies. We elevate performance across the Group by sharing knowledge and best practices to effectively respond to emerging trends within the industry.

A Ten-Year Track Record
We draw upon over a decade of proven experience of impact investing and designing strategic community investments across the globe. Each year, our expertise grows. As we look to the next decade, we aim to transfer this knowledge and expertise to each of the Lundin Group companies and expand our advisory role.

A Long-Term Perspective
Change doesn’t happen overnight. We employ a multi-year perspective to create shared value in the communities where we operate. At a minimum, we look three years into the future and promote continuous improvement and innovation within our long-term programs. We develop a sustainable exit strategy to transfer knowledge and expertise to our community partners.

A Commitment to Market-Based Solutions
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.
Our **2019 Impact**

We invested $5.6 million USD into 37 initiatives. Through these investments, we grew and multiplied our impact and improved outcomes for local communities.

- **$10.9M** in additional 3rd party funding
- **$55M** in revenue generated
- **$9.6M** in household income
- **85** social & environmental innovations launched
- **703** small businesses supported
- **724** social entrepreneurs trained
- **2,776** local jobs supported
- **230** businesses led by women
- **203** local suppliers to Lundin Group companies
- **724** social entrepreneurs trained
- **703** small businesses supported

*FROM 2018*

**Recognition**

- UN Global Compact Canada SDG Leadership Award in partnership with Lundin Gold
- Green Virtue Award Global Environment Fund and UN Environment Program
- Upstream Oil and Gas – Kenya Nominated by International Finance Corporation
- Mining, Materials and the Sustainable Development Goals (SDGs) Book Contributor to chapter on UN SDG 4 - Quality Education

**Stronger Local Communities**

For every $ invested, households earned **$1.71** in income
A STRONGER SOCIETY STARTS WITH JUST ONE PERSON.

We work with corporate partners and communities to create jobs, stimulate the local economy and foster innovation. To ensure a lasting impact, we look for scalable solutions, a strong local partner, and a clear exit strategy.

Our programs fall into four core pillars:

Education & Skills Training
We develop and deliver industry-relevant programs to create a confident and skilled workforce.
Our multi-year training programs helped unlock meaningful employment opportunities for members of local communities:

- 545 people trained
- $1.5M in wages earned post-graduation

Local Supplier Development
We prepare local businesses to become suppliers to resource operations, stimulating local business growth.
By leveraging the purchasing power of a resource operation’s supply chain, we multiply economic benefits throughout local communities:

- 203 local businesses became suppliers
- $14.5M in commercial contracts with Lundin Group companies

Economic Diversification
We invest in non-resource dependent sectors to promote vibrant and diverse economies.
As a result, local small businesses grew and generated improved income benefits:

- 384 micro and small businesses grew
- $3.4M additional household income earned

Social & Environmental Innovation
We support entrepreneurs to develop innovative solutions to pressing social and environmental challenges.
Our early stage impact investments and anchor funding to incubator programs help launch scalable solutions and strengthen the impact investment ecosystem:

- 85 social and environmental innovations
- $8.5M in follow-on funding

Embedded within our four pillars of transformation is a commitment to connect people with tools and knowledge that unlock economic prosperity. It is their journey, and we serve as a catalyst for human potential.

Pioneering the way to zero emissions

With the introduction of innovative high-speed electrical propulsion systems, Norwegian-Canadian entrepreneur Leif Stavøstrand plans to eliminate boating emissions worldwide. Leif’s start-up, Evoy, emerged from Katapult Ocean, an accelerator and investment fund supported by Lundin Foundation and Lundin Energy, helping this promising start-up grow and scale.

“There are so many people that want to make it a more sustainable world for their children and their family... That’s really something that fuels my motivation.”

Promoting a vibrant indigenous culture

In Paquisha, Ecuador, Shuar Federation member Marlene Aguananchi feels proud to spread knowledge and awareness about her culture through the work she does at the Shuar Cultural and Interpretation Centre. In 2019, Lundin Foundation and Lundin Gold partnered with the Shuar Federation of Zamora Chinchipe to launch a strategy to help the Centre become a tourist destination, promote the Shuar culture, and generate employment for indigenous youth.

“I love my job. In a way, I’m helping to make the Shuar culture permanent.”
Our corporate partnerships demonstrate our collective commitment to responsible resource development. From Kenya to Chile and beyond, our dedication to sustainable solutions has a lasting impact on the communities where we operate.

Elizabeth Lokolio always possessed the drive to improve her local community, a pastoral village in Turkana County, Kenya. Her strong entrepreneurial mindset pushed her to establish Silo, a small agricultural-veterinarian supply store. Through the Turkana Catalyst Initiative, a small business training and seed financing program implemented by Lundin Foundation and Africa Oil, Silo flourished while ensuring the health and wellness of vital livestock in the community.

Andres Catalan always dreamt of starting his own business. After being laid off from his metalworking job of 21 years, he took his severance package, found a need within the Atacama region in Chile, and made his vision a reality. Revestimiento Caucho Atacama was among the 30 businesses supported through a Supplier Development Program at Lundin Mining’s Candelaria mine to build capacity of local providers to be integrated into the company’s supply chain.

“This is a women-led company, I’ve managed. I’ve succeeded. I’ve gotten awards. I’ve sustained my family. Why can’t other women do it, if I’m an example? Let’s start small, and then we can grow big.”

“This business is definitely a dream come true. I made it happen, but it wasn’t easy,” Andres said. To hopeful entrepreneurs, he advises, “be persistent and know that you’re probably going to fall down and get up many times.”

Read more about our stories of human potential online. Visit: LUNDINFOUNDATION.ORG/HUMAN-POTENTIAL/
In partnership with the Foundation, Africa Oil supports multi-year initiatives focused on education, skills training and small business growth. In 2019, the company was recognized at the Upstream Oil and Gas Awards in Kenya for leadership in promoting local content and fostering innovative solutions.

Africa Oil maintains a long-term commitment to supporting small business growth and economic development in Turkana County, one of the poorest areas in Kenya. Through the Turkana Catalyst Initiative (TCI), the Foundation provides training and financing to help early-stage businesses benefit from resource development and diversify client bases. Since the program’s 2018 launch, participants have generated over $5 million USD in revenue, supported 700 jobs and contributed to $1.03 million in local household income. To help community members secure skilled employment opportunities, the Foundation provided multi-year technical assistance and developed a long-term sustainability plan for the Lodwar Vocational Technical Centre in Turkana. The Centre now offers 10 accredited programs to over 200 students annually. The program included the launch of a catering facility that offers a valuable training environment and a reliable revenue stream for the Centre. In 2019, the restaurant became a fully self-sustained operation.

In Ethiopia, Africa Oil created a new program to promote economic development, youth employment and entrepreneurship. Partnering with the International Centre of Insect Physiology and Ecology (ICIPE), the Foundation supports capacity building in beekeeping and silkworm farming enterprises and promotes market linkages to create economic opportunities for youth. The program included the launch of a study on water-use efficiency and Ecology (ICIPE), the Foundation supports capacity building in beekeeping and silkworm farming enterprises and promotes market linkages to create economic opportunities for youth.

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Lundin Energy develops oil and gas resources in Norway efficiently and responsibly for a sustainable, low-carbon future. In partnership with the Foundation, Lundin Energy makes impact investments in early-stage, scalable start-ups that address climate change, renewable energies and marine and ocean health. The Foundation also strengthens the regional investment ecosystem by serving as an anchor funder in local incubator programs.

In 2019, Lundin Foundation and Lundin Energy re-invested in Katapult Ocean, an innovative accelerator and investment fund. Launched in partnership with the World Wildlife Fund (WWF), Katapult Ocean targets the best in ocean technology start-ups from across the globe. Last year, the fund selected 23 businesses from more than 800 applicants worldwide to participate in the accelerator. Over half of selected businesses generated first revenues and secured more than USD $7 million from follow-on funders.

In partnership with Lundin Energy, the Foundation closed an equity investment in Evoy, a successful start-up emerging from the Katapult Fund. Evoy aims to achieve zero emissions in small marine industry through electric motor propulsion systems. Evoy received the SPIR 2019 award, which is given to Norway’s top green technology start-up. The Foundation also financed renewable energy companies in Africa through TRINE, a top Swedish financing platform. The Foundation and Lundin Energy continued their support of business incubator Arctic Accelerator, which helps innovative start-ups across northern Norway, and the CHARGE incubator, which supports first generation immigrant entrepreneurs.

Through these investments, Lundin Energy supported 51 start-ups that secured $8.3 million in follow-on funding.

Lucara Diamond’s contributions to the development of the local communities extends beyond creating jobs. Lucara works to strengthen local entrepreneurial capacity, develop community infrastructure and support community-driven initiatives. In 2019, Lucara Botswana announced the underground expansion of the Karowe mine, which will expand mine life by 18 years to the benefit of local communities.

In 2019, with the dual aim of long-term sustainability and enhancing Lucara Botswana community investment team capacity, the Foundation transitioned management of strategic community investments to Lucara Botswana. Lucara Botswana continues to support the Mokubilo Cooperative Society to operate a community-led commercial farm. The Foundation provided initial technical support, start-up capital and governance and management training to the board and farm management. After aiding in the operations launch and initial sales, the Foundation transitioned project management to Lucara Botswana’s community investment team, which helped the farm establish a solid commercial foundation.

Staffed by members of the community, more than half of whom are women, the farm offers access to fresh, healthy food that was previously unaffordable to many locals. In 2019, the farm reached operational profitability. It offers improved nutrition to four local schools and more than 2,100 students. The core of the community projects lies in the hands of the community, which continues to power it toward a brighter, healthier future.

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Lundin Gold fosters sustainable development in Ecuador through responsible mining practices. In 2019, as the Fruta del Norte mine progressed from construction to operations, Lundin Gold and the Foundation implemented a program to help workers transition to new roles. Through specialized training, education and certification, the program ensures the local community reaps income opportunities from surrounding resource development.

Last year marked the conclusion of the Foundation and Lundin Gold’s joint Training for Operations program, which prepared community members for underground mine and process plant operator positions. Ninety-five percent of graduates, including 16 members of the Shuar indigenous community, successfully obtained long-term employment.

In partnership with indigenous leaders of the Shuar Federation of Zamora Chinchipe, the Foundation and Lundin Gold launched an initiative to promote the Shuar culture while generating employment for indigenous youth. In 2019, the Shuar Cultural and Interpretation Centre welcomed its first visitors.

Since 2016, the Foundation and Lundin Gold have collaborated on a dynamic local supplier development program. In 2019, the program integrated 387 small businesses as suppliers to Fruta del Norte. Collectively, all the initiatives contributed to $15 million in local economic impact.

Lundin Gold received the 2019 UN Global Compact Canada SDG leadership award for its training and local supplier development programs.

Lundin Gold commits to responsibly mining base metals vital to society while creating meaningful value for stakeholders. The Foundation works closely with each site to increase the capacity of regional suppliers, develop untapped business opportunities, and foster community-led, sustainable solutions.

In Chile, the Supplier Development Program (PDP) completed its third and final year, supporting the growth of 30 local businesses, generating over 870 local jobs and securing over $1.5 million in contracts with Candelaria.

In Portugal, economic diversification continued to be an essential priority to strengthen communities around the Neves-Corvo mine region.

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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 global awareness of critical issues inspired the creation of the Lundin Foundation.

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 currently acts as Senior Strategic Advisor to Lundin Energy. 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

Mr. Hochstein is currently the 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 Josemaría Resources Inc.

Erin Johnston

Ms. Johnston serves as Managing Director of the Lundin Foundation. She draws upon over 15 years’ 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.

Senior Management

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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 at 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.

Simon Maurice
TRAINING DIRECTOR

Mr. Maurice joined the Foundation to train community members at Lundin Gold’s Fruta del Norte project to occupy long-term operator positions. He brings more than 20 years of large-scale mining experience in developing countries and remote locations including Papua New Guinea, the Dominican Republic, Argentina, and Zambia. He has led corporate mining training programs and established training standards globally.

Ana Lucia Jaramillo
PROGRAM MANAGER, ECUADOR

Ms. Jaramillo has extensive experience in business administration, project management, corporate relations and relationship management between organizations and stakeholders such as communities, government entities and suppliers. She has been in charge of value chain and business sector development and has participated in the management of capacity building and training initiatives. She moderates and coordinates roundtables, dialogues and community negotiation processes.

Eva Kigo
PROGRAM MANAGER, KENYA

Ms. Kigo joined the Foundation’s Nairobi office to support the implementation of strategic initiatives including project management, evaluation of investment opportunities and impact monitoring. She has a strong background in business consulting, financial analysis and managing initiatives with a range of stakeholders.