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Daphney Tsatsi, Communication Officer, Platreef Project





Sustainability reporting framework and cycle

REPORTING CYCLE AND PERIOD

Annual, January 1, 2020 to December 31, 2020

REPORTING FRAMEWORKS

Frameworks, reporting guidelines and good practice standards that inform our approach to sustainability and the identification of material matters include the following:

- CDP (formerly Carbon Disclosure Project);
- Global disclosure system;
- Global Reporting Initiative (GRI)
 Reporting Principles and Core Option
 Standards:
- International Council of Mining and Metals' (ICMM) 10 Principles:
 A Best Practice Framework for Sustainable Development;
- Local Procurement Reporting Mechanism (LPRM);
- Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises:
- Task Force for Climate-related Financial Disclosures (TCFD);
- World Economic Forum's (WEF) International Business Council Stakeholder Capitalism Metrics (SCM):
- United Nations Guiding Principles on Business and Human Rights (UNGPs):
- United Nations Declaration of Human Rights (UNDHR);
- United Nations Global Compact (UNGC);
- United Nations Sustainable Development Goals (UN SGDs); and
- Voluntary Principles on Security and Human Rights.

The information in this Sustainability Report has been prepared and presented in accordance with the GRI's Core Option Standards.

MATERIAL TOPICS

Subjects are prioritized for inclusion in the Sustainability Report based on significance to Ivanhoe Mines' stakeholders and the mining and minerals sector in general, as well as significance of the organization's economic, environmental, and social impacts, as approve by the Sustainability Committee of the Board.

INDEPENDENT ASSURANCE

During the previous reporting period, the Company engaged professional services firm PricewaterhouseCoopers Inc. (PwC) to perform an independent assurance readiness review. During 2020, the Company continued to work towards assurance readiness on various of its Key Performance Indicators (KPIs), and further developed a comprehensive sustainability reporting manual for implementation across our projects. The Company will continue taking steps towards independent third party assurance in the future.

The Platreef Project has engaged Ernst & Young Incorporated (EY), in accordance with the International Standard on Related Services (specifically, ISRS 4400 Engagements to Perform Agreed-Upon Procedures), to perform specific procedures related to the accuracy of the following reporting elements:

- Local economic development (LED)
- Enterprise and supplier development (ESD);
- Human capital development plan;
- Collaborative partnership with the University of Limpopo;
- Employment equity and local employment and
- Preferential procurement.

Through the above process, the information relating to these performance areas of the Platreef Project has been independently tested as part of Platreef's regulatory reporting processes.

During the reporting period, the Sustainability Committee was further advised that a study would be undertaken to review Ivanhoe's potential participation in the various independent assurance bodies (e.g. ICMM, Initiative for Responsible Mining Assurance, Coppermark, etc.) in order to determine the best value proposition for Ivanhoe Mines. Provision has been made for this work to commence in the next reporting period.

REVIEW

This Sustainability Report has been reviewed and approved by Ivanhoe Mines' Sustainability Committee of the Board and senior management including the President and CFO; EVP Sustainability and Special Projects; EVP Technical Services; VP Finance, Treasury & Tax; Group Manager Legal; and Group Manager Business Services.

REPORT SCOPE

This Sustainability Report discloses information only on our material Projects over which Ivanhoe Mines has direct or joint management control. The following are our four principal projects, all located in Southern Africa, namely:

- 1 the Kamoa-Kakula Project in Lualaba Province, Democratic Republic of the Congo (DRC)
- the Platreef Project in Limpopo Province, Republic of South Africa (RSA)
- the **Kipushi Project** in Haut-Katanga Province, DRC
- the Western Foreland
 Exploration Project
 Lualaba Province, DRC

Only key elements and available historical data have been incorporated for the Western Foreland Exploration Project, Corporate and Group Services as they have only been included in the scope of reporting since 2019.

We disclose sustainability on a 100%-project basis, as if the Company owned 100% of all operations, even though each project has individual shareholding structures.

For occupational health and safety statistics purposes, 'total workforce' in this Sustainability Report means the average of 8,884 employees and contractors who are eligible for induction and/or medical surveillance and contributing to the safety statistics, as at December 31, 2020.

All figures stated herein are in U.S. dollars, unless otherwise specified.





Our approach to sustainability reporting

About this report

Ivanhoe Mines Ltd. (Ivanhoe or the Company) has published an annual sustainability report since 2017, providing updates on the economic, safety, environmental and social issues that are of greatest interest, importance and impact to our stakeholders, including the communities near our operations, our employees and our investors.

This 2020 Sustainability Report is our fourth annual public report published in accordance with the GRI Core Option Guidelines. It augments filings and public disclosures made by Ivanhoe under applicable securities laws and stock exchange rules, copies of which can be found under the Company's profile on the System for Electronic Document Analysis and Retrieval (SEDAR) at www.sedar.com. Detailed information regarding our nature of ownership, legal form, financial and operational results for the reporting period can be found in our Annual Information Form (AIF), 2020 Annual Management's Discussion and Analysis (MD&A) and Annual Financial Statements (AFS), and the Management Information Circular. This annual report reinforces the Company's objective of transparency in reporting on its sustainability initiatives, taking cognizance of the OECD Guidelines for Multinational Enterprises on disclosure practices, and consists largely of information about the Company's sustainability policies, practices and performance for the reporting period. Information for preceding years has been provided only where available and applicable.

This Sustainability Report aims to provide relevant disclosures and information that meet the needs of individuals and groups across various stakeholders, investment analysts and investors.



Message from the Chair of our Sustainability Committee Nunu Ntshingila

We strive to ensure that the social and economic benefits from our discoveries are shared as widely as possible through our community enhancement initiatives, as well as the stakeholder agreements concluded with our host communities, local entrepreneurs and employees. \$800 million of total value created and distributed in the 2020 reporting period.

To our valued stakeholders

Not long into 2020, we woke up in a completely different world. As we emerge from one of the worst pandemics of this century and start to re-forge our battered economies, we find ourselves in this unprecedented "new normal" which presents us with both challenges and opportunities. We now have the opportunity to bring about positive change to the way we live, work, do business and treat our planet. Ivanhoe's core purpose is and remains to responsibly provide the metals needed today to fuel the green revolution required to build a better world for tomorrow.

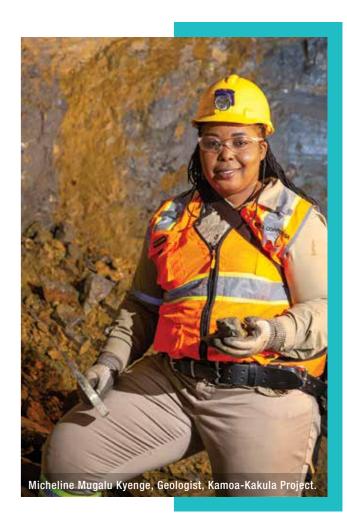
Our fourth Sustainability Report defines the policy imperatives and considerations underpinning the various sustainability initiatives implemented at our key projects, and further highlights our sustainability performance – which we are very proud of. It also seeks to acknowledge the disastrous human, social, economic and environmental impacts of the coronavirus pandemic and the phenomenal manner in which our teams have simply forged ahead and gotten on with the job. While climate change remains a critical risk driver, which the COVID-19 pandemic has made ever clearer, we have continued our efforts to further identify, minimize and plan for the possible risks to Ivanhoe's operations and host communities that will occur as a result of climate change impacts. During 2020 we conducted climate change training for our executive and management teams, as well as workshops to build on the climate change risk and vulnerability assessments undertaken for each of our projects in the previous year (see page 116).

The dynamic international dialogue on human rights, environmental stewardship, climate change and social acceptability continues to place ever greater focus on corporations in terms of accountability, disclosure and transparency. Recently we have seen a noteworthy manifestation of this conversation among investors and global stakeholders in the prioritization of embedding environmental, social and governance (ESG) frameworks and performance into organizational culture, strategy and process – a shift change from mere reporting practices – in order to validate companies' credentials and efforts. We at Ivanhoe Mines have always placed sustainable development at the forefront of our corporate policies, and welcome the opportunity to embrace exemplary ESG practices as an integral part of our culture, core purpose and strategy, recognizing the long-term, shared value it yields. We embrace the myriad of ESG ratings opportunities which only serve to bolster our commitment to being a leader in sustainable development. Key ESG themes coming out of 2020 into 2021 are (i) decreasing the social trust deficit; (ii) decarbonization; and (iii) good governance as a competitive advantage. Moreover, greater identification, articulation and disclosure of ESG data and performance leads to opportunities for enhanced performance and social trust.

Ivanhoe Mines acknowledges the ICMM imperative to implement good practices and innovation to improve social, environmental and economic performance, while also enhancing shareholder value. Ivanhoe Mines intends to create shared value for our shareholders and society by focussing on the WEF's four pillars for stakeholder capitalism - principles of governance, people, planet and prosperity - which are aligned to the UN SDGs. The SDGs have, in this reporting period, continued to inform our sustainability efforts. The SDGs provide, among other things, a roadmap to how the world might move towards a low-carbon future, drawing on concepts of waste minimization and concentration, and greenhouse gas reducing initiatives. These fundamentally innovative concepts drive our project development and future capabilities. Together with PwC, we have further embarked on an SDG road-mapping exercise during the reporting period, in order to commence the journey of embedding a strategic response to the SDGs in the longer term (see page 48).

As has always been our commitment, Ivanhoe Mines invests in the host communities where we operate. We strive to ensure that the social and economic benefits from our discoveries are shared as widely as possible through our community enhancement initiatives, as well as the stakeholder agreements concluded with our host communities, local entrepreneurs and employees. \$800 million of total value was created and distributed in the 2020 reporting period (see page 78).

Local recruitment and procurement efforts are driven by international best practice. Ivanhoe Mines has established a world-class mining training centre at our Kamoa-Kakula Project, which boasts state-of-the-art simulators and a strategic cadet training program for local community recruits, including females who had traditionally been barred from entry into the DRC mining sector (see page 70).



Pursuant to our commitment to our host African nations over the past quarter of a decade, and as we evolve from one of the world's finest explorers to a leading responsible producer of important green metals, we will continue to build and operate our mines as true showcases for responsible environmental stewardship, transformative social performance and ethical, transparent governance.

Ivanhoe Mines is firmly committed to ensuring the effective design, implementation and reporting of the sustainability initiatives at our four flagship Southern African projects. We have undertaken a review across our projects and have invested in new software systems that will equip our teams with enhanced monitoring and reporting tools, and ensure that all our operations are aligned from a reporting perspective. We also continue to make strides towards our readiness for independent assurance, and are continually evaluating new approaches and best-practice in respect of sustainability frameworks to guide our reporting.

As we progress through the development stages of our projects, and from the "new normal" to the post-COVID-19 ways of life, we believe that we are strongly positioned at the forefront of developmental opportunity – for our existing stakeholders and future generations.



Message from our President and CFO Marna Cloete

Despite the strain, grief and challenges presented during 2020, our teams have rallied together, providing their unwavering commitment and support, thereby enabling Ivanhoe Mines not only to navigate the unprecedented impacts of COVID-19 on our operations and daily engagements, but also to foster innovative partnerships and solutions to some of our problems which will have lasting, positive effects for our operations and host communities.

To Ivanhoe Mines stakeholders

It goes without saying that 2020 was a particularly unsettling and trying year for many. It has been a year during which the world has faced unprecedented times of hardship, uncertainty and personal stress. The COVID-19 pandemic brought with it immeasurable challenges, and significantly impacted many of us – whether emotionally, physically, financially, socially or mentally – and we humbly bring to mind those who have suffered as a result of the COVID-19 pandemic and other challenges, as well as those who are less fortunate than us.

Despite these and other challenges, it has been a bittersweet year for the Ivanhoe family and we have maintained a form of unity and strength, which has enabled Ivanhoe Mines and its projects to excel and to continue making significant strides. We thank one and all for their dedication, service and unwavering strength during this difficult year.

Health, well-being and creating a safe working environment is of the utmost importance to Ivanhoe Mines. We recognize the right to work for fair wages in safe and healthy conditions as a fundamental human right and we strive to ensure that worksites are designed to protect the safety and health of all workers. We will continue to go above and beyond to protect the health and safety of our employees and our local communities. Our people are our true wealth and we have to be relentless in our approach to reducing workplace injuries. It is therefore with great sadness that we report on the loss of life as a result of workplace injuries, and we keep the families of these employees in our thoughts and prayers.



A contractor's employee passed away due to fat embolism syndrome on February 7, 2020, following a broken bone sustained in a workplace accident at the Kamoa-Kakula Project on January 21, 2020. On August 16, 2020, a contractor's employee collided with the side wall of an access drive while attempting to move a drilling rig which he was not trained or authorized to do. The employee succumbed to the injuries sustained in this underground accident at the Kakula North workings. The Project continues to strive toward its workplace objective of zero harm to all employees and contractors. A number of additional safety interventions have been implemented throughout the year focusing on training, improving the safety culture, safety systems and lead-indicators to prevent accidents. At the end of 2020, the Kamoa-Kakula Project reached 2,618,438 work hours free of a lost-time injury with 7,000 employees and contractors on site.

At the Platreef Project, a fatal accident, claiming the lives of three valued employees, occurred on September 14, 2020. The accident occurred in Shaft 1 when the cable holding a kibble bucket was sheared in the headgear of the shaft and the kibble bucket subsequently fell down Shaft 1 and struck the northern side of the working platform (stage), where four employees were conducting routine water-pumping activities. One of the employees was rescued from underground and airlifted to a hospital in Johannesburg. He has been discharged and has returned to work. Sadly, the three other miners succumbed to their injuries.

The initial investigation by the Department of Mineral Resources and Energy (DMRE) has been concluded, but the formal enquiry by the DMRE is still pending. The preliminary finding is that this tragic accident was caused by a rare electronic device failure.

Leading industry specialists are assisting Ivanhoe Mines in determining the possible causes resulting in the accident, as well as installing and commissioning systems to prevent any chance of a reoccurrence. All safety devices associated with the initial shaft sinking winder and operation are being replaced and the winder will be configured with new and appropriate safety and operating devices and systems as required for the permanent hoisting configuration. A full safety review is scheduled for Q2 2021 with a focus on systems, safety leadership, team behaviour and empowering employees on safety aspects. There have not been any injuries recorded on the mine since the accident.

At the end of December 2020, the Kipushi Project reached a total of 2,918,693 work hours free of lost-time injuries and 766 lost-time injury free days. It has been more than two years since the last lost-time injury occurred at the Kipushi Project.

Despite the strain, grief and challenges presented during 2020, our teams have rallied together, providing their unwavering commitment and support and thereby enabling Ivanhoe Mines not only to navigate the unprecedented impacts of COVID-19 on our operations and daily engagements, but also to foster innovative partnerships and solutions to some of our problems which will have lasting, positive effects for our operations and host communities. One such example is the new hospital established by Kamoa-Kakula, which will have a dedicated infectious diseases department equipped to deal with COVID-19 and the outbreak of other infectious diseases (see page 62). The various technological advances implemented at the respective sites have also paved the way for exciting and efficient digitalization efforts in the future.

1 / Our approach to sustainability reporting

Message from our President and CFO / continued



Through the dedication, commitment and efforts of our lvanhoe family, we have managed to achieve the following key milestones and other highlights during 2020:

Extraordinary proactive measures were implemented to safeguard our people and mitigate the impact of COVID-19 on our mine development operations, enabling Kamoa-Kakula to ensure operational continuity and excellent progress on underground development, as well as to significantly enhance its on-site medical team and facilities, under the supervision of a world-leading infectious disease specialist (April 2, 2020).

Ivanhoe Mines issued its third annual Sustainability Report showcasing the Company's achievements towards its goal of producing the world's "greenest copper" (June 8, 2020).

Ivanhoe Mines appointed two distinguished South African female business leaders to the Company's board of directors (August 11, 2020).

Ivanhoe Mines and China Nonferrous Metal Mining Group signed a strategic partnership agreement to explore co-operation opportunities in Africa (August 18, 2020).

Ivanhoe Mines successfully hosted a virtual site tour of the Platreef Project, which included a video clip of Platreef taking up the Jerusalema dance challenge (December 4, 2020).

Ivanhoe Mines announced outstanding economic results of the independent Integrated Development Plan (IDP) for the tier one Kamoa-Kakula Project, placing Kakula in pole position to produce the world's most environmentally-responsible copper (September 8, 2020).

Kakula Copper Mine's northern and southern access tunnels successfully connected, thereby opening Kakula's high-grade core for immediate development, where the average grade is projected to exceed 8% copper (November 11, 2020).

Powerful results announced for the updated feasibility study (FS) for the world-scale Platreef Project and a preliminary economic assessment (PEA) for the phased development plan (an alternate scenario to expedite production, with much lower initial capital, using Shaft 1 for the mine's initial five years of production, followed by an expansion once Shaft 2 is completed), as well as significant interest from a number of finance providers to fund development, with advanced discussions underway (November 30, 2020).

A record 250,000 tonnes of development ore grading 4.85% copper mined by

Kamoa-Kakula in November, accelerating both grade and tonnage of copper ore added to the Project's surface stockpiles pre-production ore stockpiles brought up to 1.25 million tonnes grading 3.75% copper, containing more than 46,700 tonnes of copper - while underground development totaling 2,163 metres completed in November bringing the overall progress to more than 26.8 kilometres (9.0 kilometres ahead of plan); and the overall progress of Kamoa-Kakula's first phase, 3.8 Mtpa mining and milling operation now approximately 63% complete, with first copper concentrate production scheduled for July 2021 (December 2, 2020).

Kamoa-Kakula Project secured \$420 million in project level credit facilities, including a EUR 176 million (\$211 million) covered equipment financing facility with a \$9 million down payment facility, and a \$200 million line of credit from Zijin Mining (December 1, 2020).

Platreef successfully completed sinking of Shaft 1 to its final depth of approximately 1,000 metres below surface, (June 16, 2020).



The above successes are testament to the resounding efforts and teamwork of all of our employees who work tirelessly to advance the organizational mandate, and again we acknowledge and appreciate the co-operation and commitment of our workforce during this time. We also appreciate the strength of our diverse team and acknowledge that each one of them is Ivanhoe, and that everyone's role is an important contributor to our overall organizational success.

Ivanhoe Mines' fourth Sustainability Report details our safety, health, environmental (SHE) and social responsibility performance in 2020 and contains a number of success stories, in the form of 'special reports', of which we are immensely proud. We value our role as a good corporate citizen in the international market. The finite nature of the

environment's natural resources is becoming more and more pressing, and Ivanhoe Mines will make every effort to ensure that better long-term, sustainable benefit is derived from the African nations' natural resources through the creation of a social compact between government, labour, business and communities. The foundations of this compact have been progressed during this reporting period.

As we look ahead to 2021 and beyond, we will refresh and refocus our efforts. Ivanhoe Mines' strategy remains the creation of shared value for the whole of society through effectively crafted and successfully implemented safety protocols, social programs, and a focused approach to environmental stewardship and on-site SHE practices.



Message from our Executive Vice President, Sustainability and Special Projects Patricia Makhesha

Ivanhoe Mines' culture is the heartbeat of our organization and is integral to everything that we do. Our culture is one of caring for others, and therefore of operating with the best interests of our key stakeholders in **mind.** Our culture encourages open communication at all levels of the organization and behind the scenes at Ivanhoe we are all one big family, committed to each other and to the organizational mandate, which is rooted in a deep commitment to the sustainable development agenda.

To our valued stakeholders

It is imperative that host communities benefit from an enduring and sustainable local economy arising from the mines on their doorstep. Now, more than ever, as we start to rebuild our global economies, we must ensure that we make a meaningful, positive impact on our collective social, economic and environmental well-being. We at Ivanhoe Mines have made significant in-roads in building adequate foundations to support this agenda for our host communities and in 2020, notwithstanding the adverse global effect of the coronavirus pandemic, we continued to contribute towards growth and prosperity, enabling stakeholders to benefit from our presence.

Ivanhoe will continue to advance local participation in our mining projects, with targeted programs that provide high-quality educational initiatives, training programs and employment, as well as with opportunities for local business through our enterprise and supplier development programs. We also collaborate with strategic partners to enhance these initiatives and provide greater opportunities to our host communities, for example the African Business Education Initiative for Youth, in which we collaborate with the Japan International Cooperation Agency (JICA) to provide youth in Africa with opportunities to study for Masters degrees at Japanese universities and participate in internships at Japanese companies (see page 73).

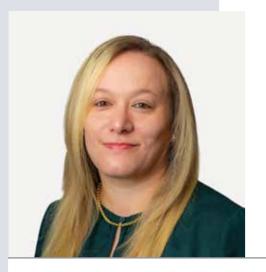
The pursuit of the underlying business objective of building shared value must be driven by the foundations of corporate



citizenship, which is in turn inextricably linked to respect for human rights. Embracing an intrinsic sense of respect for, and subscription to, fundamental human rights, which are undoubtedly affected by our operations, is therefore elevated to an obligation imposed not only on our employees, but also on our service providers, clients and workplace visitors (see page 47).

Ivanhoe Mines' culture is the heartbeat of our organization and is integral to everything that we do. Our culture is one of caring for others, and therefore of operating with the best interests of our key stakeholders in mind. Our culture encourages open communication at all levels of the organization and behind the scenes at Ivanhoe we are all one big family, committed to each other and to the organizational mandate, which is rooted in a deep commitment to the sustainable development agenda. We strive to holistically achieve and balance the WEF's objectives for governance, people, planet and prosperity and seek to transform lives, create a great place to work for our employees, bring about a positive, lasting contribution to the host communities and countries in which we operate, and minimize our environmental impact – all while generating superior long-term returns for our shareholders.

Operationally, sustainable development requires that we create an empowering environment and adopt a culture of technologically innovative and sustainable capabilities. In order to achieve these imperatives, we also ensure that we engage the right people, tools and equipment, procedures and systems, and leadership. We have placed continual and strengthened emphasis on capacity building, both within our workforce and in our host communities. We are tremendously proud of the growing diversity of our workforce, and we strongly believe that diversity is the key to nurturing talent and driving innovation at our operations. We invite you to read this Sustainability Report which highlights the most impactful of these efforts.



Message from our Group Manager, Sustainability Jasmine Abrahams

It is a spurious notion that sustainability can be the sole responsibility of one department or person within the organization. Ivanhoe Mines acknowledges that achieving sustainable development is as much the imperative of operational business and its teams on the ground as it is a matter of strategy. and we believe that real impacts can be made if we win the hearts and minds of our entire workforce.

To our valued stakeholders

For over 20 years, Ivanhoe Mines has invested in our social licence to operate through an approach underpinned by respect, reliability and trust; and further demonstrated by responsible environmental stewardship and inclusive opportunities for our local stakeholders.

Maintaining our social licence to operate is dependent upon our ability to honour our commitments and improve our ESG integration and performance. We have been and remain excited about the opportunities presented by the UN's 2030 Agenda for Sustainable Development – a renewed sense of hope and focus, now more impactful as we enter the Decade of Action – arming organizations with the tools to internalize and deliver against common, measurable sustainable development goals and targets.

At Ivanhoe we are continually evaluating and enhancing our ESG imperatives and corporate performance reporting to consider and keep abreast with an evolving discipline comprised of a myriad of new agendas, frameworks, policy drivers and targets. We have embarked on significant strategy revisions, workshops and assessments to align our focus on all aspects of sustainability performance, ensuring that the nuances of the environments in which our four principal projects are located are at the core of these efforts and outcomes. We further strive to enrich our transparency and accountability through timely, accurate and valuable reporting against these imperatives in partnership with our vibrant, talented, diverse workforce.

It is a spurious notion that sustainability can be the sole responsibility of one department or person within the organization. Ivanhoe Mines acknowledges that achieving sustainable development is as much the imperative of operational business and its teams on the ground as it is a

matter of strategy, and we believe that real impacts can be made if we win the hearts and minds of our entire workforce. To achieve this objective, we are undertaking an internal sustainability campaign aimed at awareness and capacity building, buy-in, and contribution. Ultimately, the sum of many parts makes a whole – every contribution matters – each and every member of our workforce has a role to play. During the reporting period, this process was initiated through securing organization-wide participation in our sustainability survey, the results of which will assist in shaping our approach moving forward (see below).

We engage and we listen. Not only to our employees, but also to our community stakeholders who are much better placed to advise on their own developmental goals and needs. We pride ourselves on inclusive stakeholder engagement and community development and are very proud of the award bestowed on our Kipushi Project during 2020 for exemplary community engagement and service (see page 40).

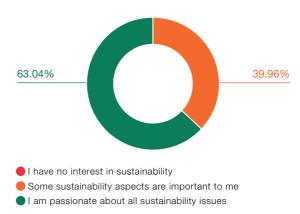
Looking ahead, and as we progress from development to operations in 2021, we will seek out innovative ways to reduce our energy use and greenhouse gas emissions, as well as to augment our water and waste management programs. We will also continue to enhance our track record of sustainable business success, shared value creation and social responsibility through a collective effort from our entire workforce and value chain.

Our 2020 sustainability survey

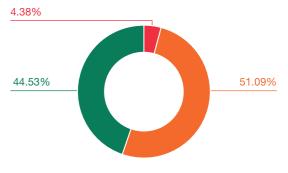
As part of our sustainability approach and in preparation for the 2020 Sustainability Report, we conducted a short sustainability survey to perform a health-check in respect of our workforce's understanding of, and attitude towards, sustainability.

The survey was based on three questions indicated by a red-amber-green status. The results reveal that our workforce understands what sustainability is and has some level of interest or feels passionate about aspects of sustainability, with some common themes being ecological protection, skills development, community development, shared economic prosperity, local business development and a reduced environmental footprint. The survey further sought to gain broad-based, multi-disciplinary insight into areas where lvanhoe can improve on its sustainable development approach, implementation and/or reporting, and some useful inputs were received. Moving forward, these inputs will greatly assist in our objective towards continuous improvement.

Please rank your knowledge and understanding of the term "Sustainability" and elabourate on what it means to you.

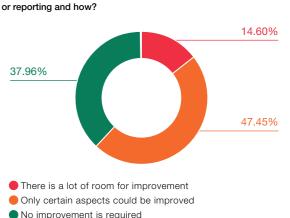


Please rank your commitment to Sustainability and elabourate on which element(s) are important to you and/ or what you are passionate about.



- I have no idea about sustainability concepts
- I know a little bit
- I am au fait (conversant) with sustainability aspects

Do you believe Ivanhoe Mines has the potential to improve our Sustainability approach, efforts, and/or reporting and how?



13

What does sustainability mean to Ivanhoe?

This is what our people had to say...











MARK FARREN Kamoa-Kakula CEO "It's critical to our future and will eventually

dictate our relevance."



MIKE FREER **Technical Services Manager** "Maintaining a healthy social and environmental project which adds to the bottom line."



OLIVIER BINYINGO VP Public Affairs DRC "Conducting business in accordance with ethical standards."



CHRISTIAN FONDA Senior HR Manager

".... a responsible operation which takes in account the presence of populations around the mines who must benefit from the positive spin-offs of the mining production."



MING HAI SHEN

Senior Overseer, Crushing "Sustainable development can only be realized if the four aspects of economy, society, environment and culture are co-ordinated."



IVANO MANINI

VP and Executive Head, Platreef operations "Ensuring that we do all the necessary as part of our strategic and day to day activities ... '



KRIMENTHA CHETTY Bookkeener

"Improving from the past and making things better going forward by taking action and

making decisions around us."



GUY MUSWIL

Head of Sustainability "The corporate sustainability culture has been understood at management level and is taking place across departments. Enforcing the culture is important for full compliance."



REGIS MUKUMBUZI Manager, Control Management

"... focusing our collective thinking and doing ..."



DAVID MITCHELL

Project Manager, Infrastructure "Mining in a manner that does not cause harm to employees, host communities and the environment but that does create long term improvements in the lives of employees and communities."



LOUIS WATUM

General Manager, Kipushi "Create wealth with due consideration to ESG, and transform lives through the creation of ecosystems of integrated development and capacitated entrepreneurship."



CASPER DE JAGER

Inbound Logistics Manager "We must make sure we leave our footprint clear and clean of potential risk to others."



THULI MOTSISI

environment."

STEVE AMOS

Head of Kamoa Project

be self-sufficient ..."

"... empowering people to

PIERRE JOUBERT

EVP Technical Services "... To show respect to

communities and people

rehabilitate the mine at the end of its life with minimum

damage to the environment ..."

where we operate, to

Administration and Office Manager "Long-term support for processes that can uphold indefinite benefit for humankind, the economy and the



Group Manager, **Business Services**

"All stakeholders should implement and practice sustainability within their areas of influence ..."



JACQUES MALAN

Senior Manager, Human Capital "The environment (biosphere) and people (civilization) coexisting forever ..."



CAMERON DINNIE Sustainability Compliance Coordinator



CHRISTO VAN DER MERWE Finance Manager

"... education,

awareness and empowerment ..."

"... looking at the long term effects of a business, ensuring there is a balance between people, profit and planet ..."



CANDICE MACK

Contracts Administrator

and Project Manager

"... making conscious

to a meaningful future."

choices in all aspects of life

that enables one to contribute





NATALIE KIKABA

Socio-economic Development Manager

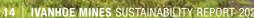
"... Innovation without compromising future generations way of life ..."





NICOLAS HEURZEAU DRC Corporate Affairs Manager

"Respect of internationally recognized Human Rights ..."



Our business at a glance

Our company and the metals to fuel the green revolution

Ivanhoe Mines is a mining, exploration and development company with a vision to build a leading, global commodity-diversified mining and exploration company.

We are realizing this vision through responsibly advancing our four key assets in Southern Africa that will produce many of the metals that the world urgently needs for cleaner air and water, and a low-carbon future: (1) the development of new underground major mines at the Kamoa-Kakula copper discoveries in the DRC; (2) the Platreef palladium, rhodium, platinum, nickel, copper and gold discovery in South Africa; (3) the extensive redevelopment and upgrading of the historic Kipushi copper, zinc, germanium, silver, lead mine, also in the DRC; and (4) the Western Foreland Exploration Project in the DRC. Advancing the Kipushi and Platreef Projects to production are key near-term objectives. At the Kamoa-Kakula Project, underground development and plant construction activities progressed in preparation for large-scale mining activities at the Kakula Mine, which culminated in production commencing in May 2021. At the Platreef Project, this includes shaft development and lateral underground development to establish access to the ore body, and construction of a processing facility on surface. At the Kipushi Project, existing underground infrastructure has been refurbished to facilitate a return to production and the Company now is focusing on finalizing project studies for the construction of surface infrastructure. Exploration and development continue to play key roles in the Company's business strategy, primarily at the Western Foreland Exploration Project.

During 2020 none of the Company's Projects were in production. Subsequently, on May 26, 2021, the Company announced that, after 24 years of dedicated exploration and development efforts, copper concentrate production at the Phase 1, 3,8 million tonne per annum Kamoa-Kakula mine has commenced. The Company strives to create shared value for all its stakeholders at its world-class projects through among others, sustainable job creation, paying taxes and investing in infrastructure. As the Projects move from development to production over time, the Company also strives to create value for shareholders through robust revenue and profit generation by operating its mines.

THE DEMOCRATIC REPUBLIC OF THE CONGO (DRC)

KAMOA-KAKULA

Copper discoveries and mine development **DRC's Central African Copperbelt**

39.6% owned

Zijin Mining 39.6%, Crystal River 0.8%,

WESTERN FORELAND

Copper exploration **DRC's Central African Copperbelt**

90% to 100% owned

Zinc, copper, silver and germanium at upgraded, historic, high-grade mine DRC's Central African Copperbelt

68% owned Gécamines 32%

PLATREEF Platinum-group metals, gold,

SOUTH AFRICA

nickel and copper South Africa's Bushveld Complex **64%** owned

Japanese consortium 10%, Broad-based Black Economic Empowerment Partners 26%

COPPER

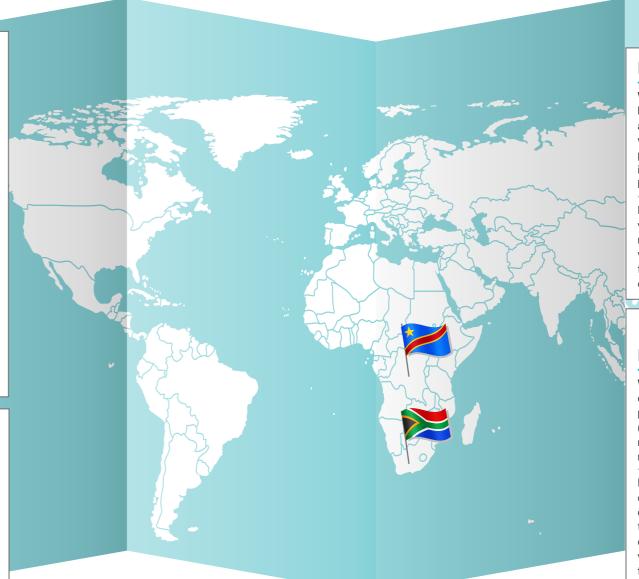
We are on the cusp of becoming a leading global copper producer, with our Kamoa-Kakula joint-venture mine in the DRC having commenced Phase 1 copper concentrate production in May 2021. We also have an extensive copper exploration program ongoing in the DRC on our Western Foreland exploration licences, adjacent to the Kamoa-Kakula Project.

Copper is the king of "green metals". With special conductive and sustainability properties, copper has become one of the most valuable metals for building the world's next generation of renewable technology, such as zero-emission electric vehicles. solar power, wind power and hydro power. Copper is also known to kill viruses and superbugs, as it is now used in hospitals to coat bed rails, call buttons, intravenous drip poles, taps and door handles.

ZINC

Restoration of commercial production at the past producing mine in the DRC would make our Kipushi joint venture the world's highest-grade major zinc mine.

Zinc is an essential micronutrient that is crucial for growth and brain development, and helps fight dangerous infections, especially in children. Zinc is most commonly used for coating of other metals to protect them from corrosion, and is an important ingredient in fertilizer.



NICKEL

When our Platreef Project in South Africa begins production, it is expected to be a significant producer of nickel. We are working with potential concentrateprocessing partners to study ways to incorporate an upgrading step to produce battery-grade nickel sulphate.

Nickel is a key metal needed for electricvehicle batteries. There is growing market realization that the new era of electric vehicles will be a disruptive, long-term force that will have a material impact on nickel demand.

PLATINUM GROUP METALS

We expect progressively to become one of the world's largest and lowest-cost producers of platinum group metals (PGMs) - namely platinum, palladium and rhodium – when our Platreef underground mine in South Africa begins production.

Platinum, palladium and rhodium are critical metals used in vehicle pollutioncontrol devices, where they help turn toxic pollutants into less-harmful carbon dioxide and water vapour. Platinum is also vital for zero-emission, hydrogen fuel cell

Our principal projects

The Kamoa-Kakula Project

The Kamoa-Kakula Project is a joint venture between Ivanhoe Mines and Zijin Mining Group Co., Ltd., within the Central African Copperbelt in the Democratic Republic of the Congo's (DRC) southern Lualaba province.

Following the signing of an agreement with the DRC government in November 2016 to transfer an additional 15% interest in the Kamoa-Kakula Project to the government of the DRC, Ivanhoe Mines and Zijin Mining each hold an indirect 39.6% interest in the Kamoa-Kakula Project, Crystal River Global Limited (Crystal River) holds an indirect 0.8% interest and the DRC government holds a direct 20% interest.

The Kamoa-Kakula Project is independently ranked as the world's fourth largest copper deposit by international mining consultant Wood Mackenzie.

Excellent progress was made at the Kakula mine which is projected to be the world's highest-grade major copper mine, with a first phase 3.8-Mtpa mining and milling operation, ramping up to 7.6 Mtpa in Q3 2022. Phase 1 is expected to produce approximately 200,000 tonnes of copper per year, and phases 1 and 2 combined are forecast to produce approximately 400.000 tonnes of copper per year. Based on independent benchmarking. the project's phased expansion scenario to 19 Mtpa would position Kamoa-Kakula as the world's second-largest copper mining complex, with peak annual copper production of more than 800,000 tonnes.

First ore was introduced into the concentrator plant on May 20, 2021 to perform initial hot commissioning tests on the ball mills and other processing equipment. The initial mill feed grade reached approximately 4% copper shortly after start-up. As of May 25, 2021, 5% to 6% copper ore is being

conveyed directly from Kakula's underground mining operations to the run-of-mine stockpile and the concentrator. Based on extensive testwork, the concentrator is expected to produce a very high-grade, clean concentrate grading approximately 57% copper, with extremely low arsenic levels.

The project's pre-production surface stockpiles contain approximately 3.3 million tonnes of high-grade and medium-grade ore at an estimated, blended average of 4.87% copper.

The Phase 2 concentrator expansion continues ahead of schedule and given the current copper price environment, the acceleration of the Kamoa-Kakula Phase 3 concentrator expansion from 7.6 Mtpa to 11.4 Mtpa, which may be fed from expanded mining operations at Kansoko, or new mining areas at Kamoa North (including the Bonanza Zone) and Kakula West is being explored.

The Platreef Project

Construction of the planned Platreef Mine on the Company's discovery of palladium, rhodium, platinum, nickel, copper and gold on the Northern Limb of South Africa's Bushveld Igneous Complex is in progress.

The Platreef Project is owned by Ivanplats (Pty) Ltd (Ivanplats), which is 64%-owned by Ivanhoe Mines. A 26% interest is held by Ivanplats' historically-disadvantaged, broadbased, black economic empowerment (B-BBEE) partners, which include 20 local host communities with approximately 150,000 people, project employees and local entrepreneurs. Ivanplats reached Level 4 contributor status in its most recent verification assessment on the B-BBEE scorecard.

A Japanese consortium of ITOCHU Corporation, Japan Oil, Gas and Metals National Corporation, and Japan Gas Corporation, owns a 10% interest in Ivanplats.

On November 30, 2020, the Company published the results of an independent, Integrated Development Plan 2020 (IDP20) which encompasses two development scenarios:

- The Platreef 2020 feasibility study which evaluates the development of a 4.4 Mtpa underground mine with two concentrators built in modules of 2.2 Mtpa.
- The Platreef 2020 preliminary economic assessment which evaluates an alternate phased development plant that fasttracks Platreef into production starting with an initial 700 ktpa underground mine using the existing Shaft 1.

The construction of the 996-metre-level station at the bottom of Shaft 1 was completed in July 2020. The completed Shaft 1 is located approximately 350 metres away from a high-grade area of the Flatreef orebody that is planned for bulk-scale, mechanized mining. The three development stations that will provide initial, underground access to the high-grade orebody have also been completed on the 750-, 850-, and 950-metre levels.

The changeover construction at Shaft 1 to a production shaft is progressing to plan and is on schedule for commencement of rock hoisting early in 2022. All equipment for the shaft changeover has been procured and is on site. The detailed engineering designs for the shaft changeover have been completed, reviewed and approved.





The Kipushi Project

The existing Kipushi Mine is located on the Central African Copperbelt in the DRC's southern Haut-Katanga province, one of Africa's major mining hubs.

The mine, which operated between 1924 and 1993, is approximately 30 kilometres southwest of the provincial capital, Lubumbashi, and less than one kilometre from the DRC-Zambia border. Ivanhoe Mines holds a 68% interest in Kipushi. The state-owned mining company, La Générale des Carrières et des Mines (Gécamines), holds the remaining 32% interest.

Although development and rehabilitation activities in Q1 2021, as well as for the year ending December 31, 2020 were limited, significant progress has been made in recent years to modernize the Kipushi Mine's underground infrastructure as part of preparations for the mine to resume commercial production, including upgrading a series of vertical mine shafts to various depths, with associated headframes, as well as underground mine excavations and infrastructure. A series of crosscuts and ventilation infrastructure still is in working condition and have been cleared of old materials and equipment to facilitate modern, mechanized mining. The underground infrastructure also includes a series of high-capacity pumps to manage the mine's water levels, which now are easily maintained at the bottom of the mine.

Shaft 5 is eight metres in diameter and 1,240 metres deep and has been upgraded and re-commissioned. The main personnel and material winder has been upgraded and modernized to meet international industry standards and safety criteria. The Shaft 5 rock-hoisting winder also is fully operational with new rock skips, new head- and tail-ropes, and attachments installed. The two newly-manufactured rock conveyances

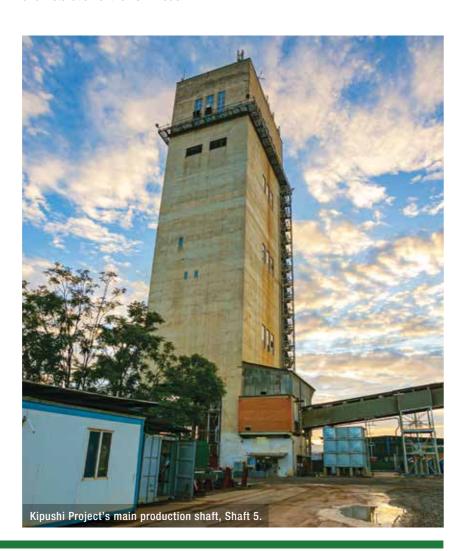
(skips) and the supporting frames (bridles) have been installed in the shaft to facilitate the hoisting of rock from the main ore and waste storage silos feeding rock on the 1,200-metre level.

The main haulage way on the 1,150-metre level, between the Big Zinc access decline and Shaft 5 rock load-out facilities, has been resurfaced with concrete so the mine now can use modern, trackless, mobile machinery and a new truck-tipping bin installed on this level. The old winder at P2 Shaft has been removed and construction of the new foundation, along with assembly and installation of the new modern

winder, has been completed and fully commissioned after passing safety inspection and testing procedures.

The Kipushi Project's pre-feasibility study announced by the Company on December 13, 2017, anticipated annual production of an average of 381,000 tonnes of zinc concentrate over an 11-year, initial mine life at a total cash cost of approximately \$0.48 per pound of zinc.

The draft feasibility study and development and financing plan for Kipushi is anticipated to be finalized in the second half of 2021.



The Western Foreland Exploration Project

Ivanhoe's DRC exploration group is targeting Kamoa-Kakula-style copper mineralization through a regional exploration and drilling program on its Western Foreland exploration licences, located in close proximity to the Kamoa-Kakula Project.

Ivanhoe's Western Foreland Exploration Project currently consists of 17 licences that cover a combined area of approximately 2,550 square kilometres, which are 90%-100%-owned.

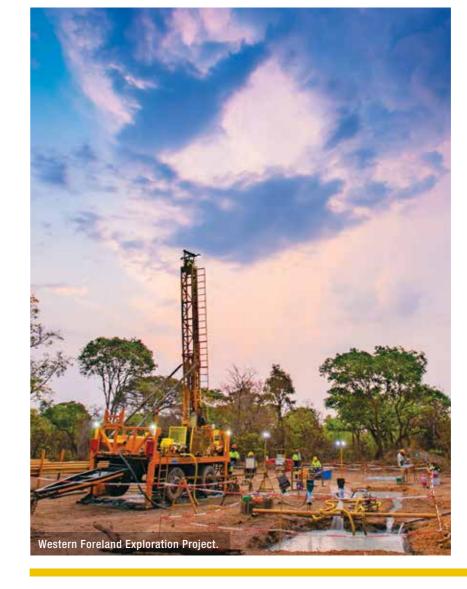
Exploration models that successfully led to the discoveries of Kakula, Kakula West, and the Kamoa North Bonanza Zone on the Kamoa-Kakula joint-venture mining licence, are being applied to the Western Foreland extensive land package by the

same team of exploration geologists responsible for the previous discoveries.

The recent Makoko West drilling is extremely significant for the exploration potential of the new exploration permits as it demonstrates that the target stratigraphy extends westward and that the copper mineralizing system on the western edge of the basin is laterally extensive. Future drilling in the Makoko West area will target specific structural locations that are conducive to developing higher copper grades.

A high-resolution magnetic and radiometric survey started during Q4 2020 with 61% of the data acquisition completed. This program has been put on hold while ground water level drops as this could affect the survey quality. The program will be completed during Q2 2021.

Construction of a 16-kilometre road to gain access to new exploration target areas on the new western permits continued during Q1 2021, running from the Makoko exploration area out to the west and now is nearly complete. In addition, a new bridge over the Lubudi River is currently being constructed, with a new 60-kilometre access spine road planned for the other side of the new bridge to access the new permits to the southwest targeted for exploration during 2021.



Our sustainability strategy and key objectives

Ivanhoe Mines is committed to contributing towards a better world by fostering prosperity through building and responsibly operating mines in thriving communities and ecosystems.

While we regard sustainability as a distinct discipline, we continue to embed multi-disciplinary sustainable development priorities and purpose-led sustainable development considerations into our business strategy, as well as in the way we plan and manage our activities. We have developed goals to help build environmental resilience, promote diversity and inclusion and foster inclusive growth and sustainable livelihoods in our host countries and communities. We believe that these efforts will also drive value for the Company, because when our communities thrive, our business thrives. We also work to support and contribute to the achievement of the UN SDGs and appreciate the need to focus our efforts where we can have the greatest impact. As such we are working towards embedding the SDGs in our business strategy and processes, and focusing on those priority SDGs (see page 48) which are most actionable in our operational environments

While Ivanhoe has highlighted six priority SDGs which are embedded in our strategic direction, we nevertheless adopt a holistic approach to the SDGs in recognition of the fact that the 17 SDGs and 169 associated impact targets are integrated and indivisible in demonstrating the scale and ambition of the 2030 Agenda. As such, we contribute towards, and achieve the targets and performance indicators of various of the SDGs, in addition to our priority SDGs, through our initiatives and efforts. For example, our Women In Mining, Her4Us and development projects with an emphasis on opportunities for women and young girls each contribute towards SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities) (see page 68 and 72); and our COVID response projects and new employee emotional wellness program seek to contribute to health and wellbeing now and in the future, thus contributing towards SDG 3 (see pages 59 and 62).

We are committed to implementing standards of practice which have been crafted based on international frameworks, principles, codes and programs. Our sustainable development policies are geared towards our commitment to health and wellness, to taking meaningful climate action, to the protection of human rights, to good corporate governance, and to minimizing the risks associated with the management of water, waste and tailings, to name a few. We promote a culture of excellence that encourages our employees to continuously improve their skills and performance in order to meet regulatory requirements and international best practice standards for health, safety and the environment.

We acknowledge that sustainability is fundamental to all phases of our operations from exploration to closure and we assess potential impacts and risks associated with our activities across the entire lifecycle of our projects and operations.

Historically, Ivanhoe's sustainability performance and reporting approach has been adapted from the International Integrated Reporting Council and underpinned by the 'six capitals' model of sustainable development. The Company is, however, constantly reviewing its proposed ESG and sustainable development practices and disclosures in light of emerging market/industry disclosure standards.

We acknowledge that becoming an "impact organization" is crucial to secure the full benefits of long-term success. The UN's 2030 Agenda for Sustainable Development and the global community's expectations that business, as a key role player in society, must take the lead in responding to the global challenges and national development agendas, means that now, having faced the biggest challenges of our time in the COVID-19 pandemic, recovery is a top priority. The interdependency between the different elements of sustainability – from ecosystem integrity to healthcare and the socio-economic prosperity that follows – is a key reminder that must inform our reaction to this and other crises. Ivanhoe Mines must heed the unique opportunity to re-shape our economy and society to be more resilient, inclusive and collaborative, and to thrive sustainably.

It is with this strategic direction in mind that Ivanhoe Mines has adopted the World Economic Forum's International Business Council Stakeholder Capitalism Metrics to disclose against its sustainability practices and achievements. This model, recently published in a white paper, recommends disclosures that can be used by organizations to align their mainstream reporting on performance against universal, material ESG indicators, and further track their contributions towards the SDGs on a consistent basis.

The WEF SCM model is thus aligned with the SDGs and principal ESG domains, and is organized into four pillars –









overnance Pe

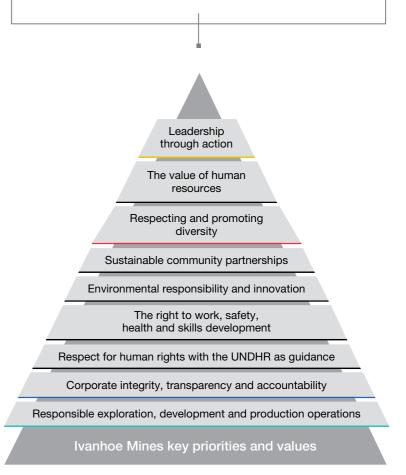
osperity

These pillars were drawn (wherever possible) from existing standards and disclosures, and the metrics have been selected for their universality across industries and business models.

The above four pillars encapsulate the vision for true stakeholder capitalism. Each of these pillars has an important bearing on the capacity of the Company to generate shared and sustainable value. Performance in one pillar is highly interdependent on that in the others and the corporate community's performance across all of them has an important influence on the pace at which society advances towards the broader aspirations enshrined in the SDGs.

Since 2017, Ivanhoe Mines has reported on a wide range of ESG topics in order to provide our stakeholders with greater visibility on how we are working to fulfil our sustainability commitments. The report covers our approach to assessing several of the issues most material to our business and outlines the commitments we have made and the progress we are making against the goals we have set for ourselves. It also provides an overview of how our governance and policies support the inclusion of these commitments in decisionmaking processes and the way we do business to adhere to the highest standards of business integrity and ethics. Our annual report has been prepared in accordance with the GRI's core option Standards and the GRI's recommendations have informed our Materiality Assessment. Separate from our Annual Report, our reporting takes into consideration key non-financial indicators and guidance from frameworks such as the GRI Standards, the UNGP's reporting framework, WEF SCM model, the TCFD and the relevant UN SDGs. We also participate in external disclosure programs such as CDP, a global disclosure system.

Our sustainability strategy and the external factors that affect our performance and reporting are periodically reviewed and evaluated to measure performance in relation to the established goals. Our strategy sets short-term goals, medium-term goals for 2025 and long-term goals for 2030. These goals are underpinned by our vision, mission, values and key priorities.



Our short-term goals are focused on addressing the most significant sustainability risks as determined by our materiality assessment. Our mediumand long-term goals seek to address a wider range of sustainability risks facing lvanhoe, together with the opportunities associated therewith.

The resilience of communities, governments, companies and individuals around the world has been tested by the COVID-19 pandemic. The pandemic has also reminded us of the importance of human connections, especially of being genuinely connected to the local communities where we live and work. We continue to acknowledge the impact of the pandemic on those around us and to support those who are ill or recovering or who have lost loved ones. We are committed to positively impacting the communities which we operate in and are a part of, and we look ahead with a renewed inspiration and focus.

Our 2020 sustainability objectives and targets



Governance



People

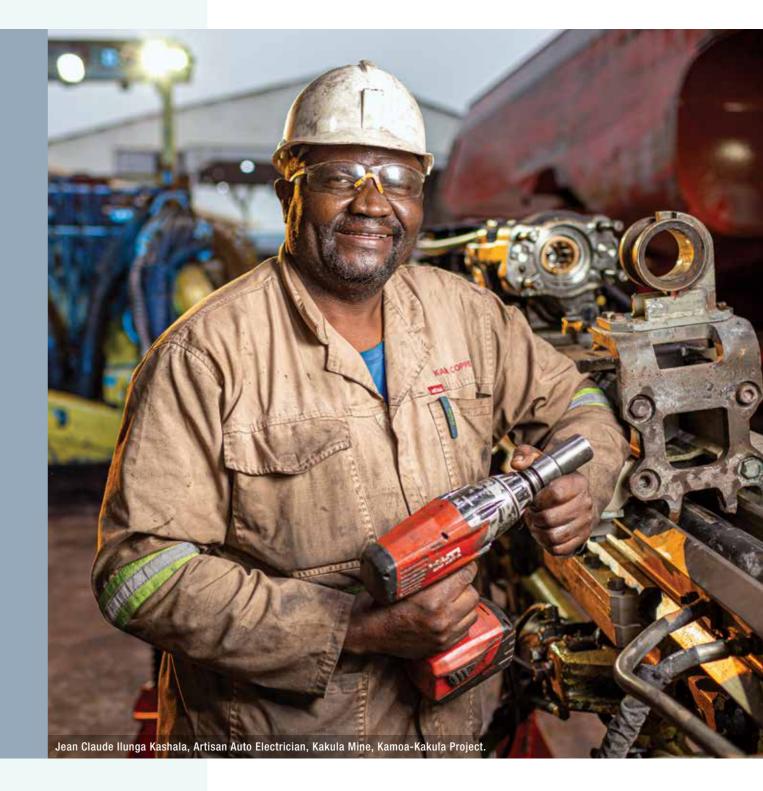


Prosperity



Planet

Embark on preliminary research to identify which strategic frameworks and index inclusion would be value accretive to Ivanhoe.	√
Publish 2019 Sustainability Report by May 2020.	√
Benchmark, assess and expand company-wide leadership and governance training.	>
Improved project safety using Total Recordable Injury Frequenc Rate ("TRIFR") as a measure which is calculated as the number of recordable injuries per 1,000,000 labour hours.	* Y
Improved project safety using Lost Time Injury Frequency Rate ("LTIFR") as a measure which is calculated as the number of los time injuries per 1,000,000 labour hours.	st X
Address diversity and inclusion at Kamoa-Kakula through targeted focus group surveys on current status regarding company culture, gender diversity, social integration and living conditions (Q1 and Q4).	>
Address diversity and inclusion at Kamoa-Kakula through identifying a Congolese talent pool and designing a fast track development program.	V
Monitor implementation of local procurement plan and measure to address DRC local content regulatory requirements. Illustrate improvements year on year through establishing local enterprise and key local partnerships.	, V
Expand water wells in more remote locations throughout the community at Kipushi.	V
At Platreef, obtain DMRE approval for the second Social and Labour Plan (SLP).	>
At Platreef, maintain B-BBEE contributor status rating with a threshold of 3 and a target of 2.	Х
Design forward-looking strategy to address the potential impact related to climate change and implement the following initiatives to address potential climate change:	
Kamoa-Kakula – monitor and follow-up on design and	
implementation of a biodiversity offset program;	



√ Achieve



In progress



Not achieved



GOVERNANCE

- 10,861 stakeholders engaged despite pandemic lockdowns
- Award received by the Kipushi Project for exemplary community engagement and service
- SDG strategic roadmap developed
- Human rights impact assessment undertaken at Kamoa-Kakula;
 Kamoa-Kakula Child and Forced Labour Policy approved
- Sustainability awareness and commitment increased through participation in organizational sustainability survey





PEOPLE

- 68% increase in workforce
- 8,884 employees and contractors
- 54 positions identified for succession planning
- 91% local workforce
- 2,918,693 work hours free of lost-time injuries at Kipushi
- 16,667 patients accessed occupational health services on-site
- 100% recovery rate for all COVID-19 patients treated







PROSPERITY

- 282 new local farmers supported
- 26 MW of additional renewable hydropower supporting the DRC national grid
- \$800 million total value created and distributed
- 5% increase in wages and benefits paid
- \$352 million spent on local procurement at Kamoa-Kakula
- 73 enterprise suppliers in support/training interventions
- 22 opportunities ring-fenced for community local suppliers







PLANET

- 91% of total electricity consumed was renewable
- 2,000 new beneficiaries from new solar-powered water wells established by the Kipushi Project
- 10,424 kl decrease of total water consumption
- ESIA amendment at Kamoa-Kakula approved
- Transformative river rehabilitation and waste programs at the Platreef Project
- Phase 2 grave relocation process at the Platreef Project complete









27

3

Our governance

10,861 stakeholders engaged

689 stakeholder meetings

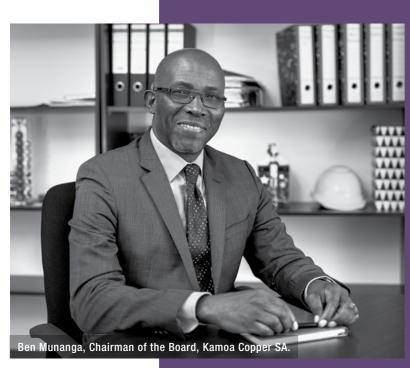
held at Kamoa-Kakula

Kipushi project award

for engagement and exemplary community service

SDG strategic roadmap developed

Our commitment to good governance





We strive to maintain the highest standards of ethics, corporate governance, honesty and accountability as directed by our Code of Business Conduct and Ethics.

We strive to adhere to a **strict anticorruption policy** by enacting robust corporate governance processes and by providing our employees with appropriate training thereon.

We strive to build and maintain effective, diverse and appropriately skilled boards and to provide our boards with adequate tools to equip them to fulfil their mandates.

We strive to take an **active approach to respecting human rights** in our operations and across our

We strive to maintain effective stakeholder engagement strategies and practices which enables our stakeholders to understand our activities and priorities and vice versa.

We strive to maintain effective feedback and grievance mechanisms which help us to understand and address our stakeholders' concerns.

We strive to further **embed ESG into our strategy, processes and operations,** thereby contributing to international developmental frameworks such as the SDGs, ICMM principles, UNGC principles and the UNGPs.

Alignment with Ivanhoe's priority SDGs





Our approach to governance

According to the WEF SCM model, governance is foundational for a company in setting purpose and provides oversight for a company's activities that contribute to a prosperous, sustainable society. Without good governance, companies lack the supportive context within which to make progress on the other three pillars and to achieve long-term value creation.

In seeking to align with the WEF's 'Principles of Governance' pillar, Ivanhoe Mines strives to ensure that its governance model and processes play a central, core role in identifying and managing risk and opportunity; making decisions; setting strategy and adding to the Company's competitive advantage – holistically and ethically. Ivanhoe Mines acknowledges that good governance and sound corporate citizenship are fundamental to maintaining its social licence to operate and to truly embed the fundamentals of ESG in its strategy, culture and operations. Our governance approach is further informed by country-specific regulatory requirements.

Governing body

In order to drive the above strategic and governing focus, Ivanhoe Mines strives to ensure that the form and function of its governing body - the Board of Directors (the Board) - is aligned to long-term value creation and embedded organizational purpose. The stewardship and governance of Ivanhoe Mines is the responsibility of the Board. The Board promotes Ivanhoe's success for the benefit of all and determines the purpose, vision and associated strategic direction of the organization. The Board fulfils its mandate of protecting shareholder interests and good corporate citizenship either directly or through delegation to its committees, as indicated below, at regularly scheduled meetings or as required. As at December 31, 2020, our Board is comprised of 11 members, six of whom are considered independent as of that date. The Board has four standing committees and one advisory committee. Comprehensive details of the composition of the Board committees may be found on Ivanhoe Mines Ltd.'s website.



Further information on our website, www.ivanhoemines.com/about/board-of-directors/

Various committees have been put in place in order to proactively staff and drive the differing organizational forces of the Company. A more detailed discussion of our approach to corporate governance and the activities of the various Board committees can be found in the Company's most recently filed management proxy circular.

The Audit Committee is responsible for financial oversight and risk management, while the Compensation and Human Resources Committee is charged with assisting the Board in discharging its responsibilities relating to the Company's securities-based compensation plans; and with determining the compensation and benefits of its executive officers and directors, in a manner that is equitable to shareholders, yet sufficiently attractive to recruit, motivate and retain accomplished executives who share Ivanhoe's long-term strategic vision.

3 / Our governance

Governing body / continued

At the forefront of the aspects and performance disclosures covered in this Sustainability Report is the Sustainability Committee, to which the Board of Directors has delegated various roles and responsibilities. The Sustainability Committee is responsible for the incorporation of internationally recognized standards and best practices of sustainable development and ESG criteria in our internal strategy and policies, by addressing issues such as labour, health, safety, operational security, the environment, human rights, climate change, water security, heritage and land access, community engagement and development, human resource development, and in conjunction with the Company's Nominating and Corporate Governance Committee, good governance.

The Sustainability Committee is charged with:

- annually determining the Company's priorities relating to its principal economic, social and environmental impacts;
- developing and implementing policies, strategies and management practices which achieve and integrate co-ordinated ESG and sustainability performance;
- considering and putting in place measures to adequately manage sustainability impacts, risks and opportunities and establishing adequate policies, procedures, management systems and controls to identify, prevent or mitigate, address, and manage these impacts, risks and opportunities; and embedding them across the Company's activities, while working towards continuous improvement;
- promoting a safe and healthy working environment as a primary objective which is fundamental to the Company's business operations;
- driving responsible environmental stewardship;
- promoting robust stakeholder engagement;
- striving for the maintenance of a healthy corporate culture;
- advocating for responsible supply chain management;
- driving local economic development; and
- ensuring compliance with regulatory requirements, including the provisions and recommendations for environmental and social impact assessments and associated permitting in each of the jurisdictions in which the Company is listed.

The Sustainability Committee reviews our business and sustainability strategies and activities at least twice each year to ensure that they meet the needs of the organization and our stakeholders while protecting, sustaining and enhancing human and natural resources, both present and future. At the time of writing this report, the Sustainability Committee is comprised of four members, 25 per cent of which are female. During 2020, the Sustainability Committee was not able to conduct a site visit pursuant to the global travel restrictions and our own lockdown measures, but two meetings were held which primarily dealt with the following matters:

AREA	ACTIVITIES
Policies and standards	Oversaw the review and release of the Ivanhoe Mines Sustainability Report (2019) and considered an assurance readiness assessment in respect of certain Key Performance Indicators therein.
	Worked with management to formulate position statements in respect of water, climate change and human rights.
Health and safety	Received immediate updates on serious workplace accidents, as well as periodic updates on general health and safety across the organization.
Committee operations	Reviewed the 2021 sustainable development strategy.
	Received bi-annual updates on sustainable development, including an ESG update.

Although the Board retains ultimate responsibility for all matters relating to the Company and its business, the responsibility for managing the day-to-day affairs of the Company has been delegated to a Board-appointed management Executive Committee and other senior management personnel. In discharging this responsibility, the Board retains a supervisory role and oversees and monitors significant corporate plans and strategic initiatives, including quarterly budget reviews and approvals, and discussions with management relating to strategic and budgetary issues. At least one meeting per year is devoted substantially to the review of strategic plans proposed by management. The Executive Committee is responsible for implementing strategy as approved by the Board, as well as identifying and managing risks and determining Company priorities relating to our principal economic, social and environmental impacts, risks and opportunities.

Our President and CFO chairs the Executive Committee and together with the Executive Vice President, Sustainability and Special Projects, is chiefly responsible for establishing the ESG criteria that informs our corporate strategy. Sustainability is regarded as a cross-functional discipline and the Executive Vice President, Sustainability and Special Projects is also responsible for convening and co-ordinating employees in other corporate functions or business units in support programs or activities that reinforce Ivanhoe's focus on ESG matters. Ivanhoe's sustainability strategy is also integrated into decisionmaking by embedding it into corporate and operational annual key performance areas (KPAs), as well as into the annual KPAs of senior management personnel and various other personnel as may be required.





Ethical behaviour

Our 2020 materiality assessment found business ethics to be a significant issue for our stakeholders, who seek reassurance of ethical conduct in business practices. Ivanhoe Mines is committed to fostering and maintaining the highest standards of corporate governance, ethical conduct and transparency. We have implemented governance mechanisms and corporate policies to adhere to the highest standards of business integrity and ethics and to embed our approach to sustainable development in the way we work from leadership through to all levels of our organization, as well as to our consultants, advisors and contractors. Our Code of Business Conduct and Ethics (the Code) underpins our governance approach and guides everything that Ivanhoe does. The Code sets out the ethical standards with which everyone is required to comply, and reflects our commitment to a culture of honesty, integrity, accountability and respect for the communities in which we operate. The Code further provides governance for interactions with third parties, requiring compliance with all laws, the disclosure of any relevant conflicts of interests, always acting in the best interests of the Company and conducting all dealings in an honest and ethical manner. It covers, among others, compliance with applicable laws, rules and regulations, conflicts of interest, corporate opportunities, confidentiality of information, improper payments, insider trading, fair dealing, corporate disclosure and the appropriate use of the Company's property.

We have established broad-based communication and training programs to ensure that all individuals working on our projects take cognizance of how they conduct their duties, and we ensure that the Code is included as part of contractual agreements with our consultants, advisors and contractors. Non-adherence to the Code for employees may lead to disciplinary action up to and including termination of employment, and for contractors, may lead to the termination

of their contracts. Our Code is regularly reviewed to ensure that it remains on par with industry standards, regulatory amendments and our operating environment. During the reporting period, work also commenced on reviewing the supplier and vendor on-boarding processes to ensure alignment with international and industry best practice standards and frameworks.

Our <u>Companion Booklet</u> to the Code of Business Conduct and Ethics serves as a resource and standard to all employees and stakeholders by providing general information on anti-bribery laws in Canada, the United States, the United Kingdom, South Africa and the DRC. A more detailed discussion of the Company's governance policies can be found in the Company's most recently filed <u>management proxy circular</u>.

In line with this commitment to integrity, we have established internal grievance mechanisms at all our places of business, as well as external grievance mechanisms at the Kipushi, Kamoa-Kakula and Platreef Projects, and we encourage our colleagues and third parties to express concerns through an independent whistle-blowing system. This system, which is directly overseen by the Audit Committee, allows for a simple, secure, confidential and, if desired, anonymous manner to raise concerns or report actual or suspected violations of law or policies, financial irregularities, including fraud and misconduct, management override and failed corporate governance.

Our ethical business conduct is bolstered by strong, accountable leadership and the development of management policies which guide our management personnel, employees and operations, and inform the development of site-level procedures and plans. Our corporate and project policy committees, comprised of members of senior management, are responsible for the formulation of our corporate policies.

Our risk management

The successful delivery of Ivanhoe's strategic objectives depends on the effective identification, understanding and mitigation of our risks together with any associated opportunities. Ivanhoe has an established risk management framework and wider system of internal controls which inform our decision making in support of creating shared value in a sustainable way.

Five "global shapers" of the risk landscape were identified in the WEF Global Risk Report (2020). These risks factors economic, environmental, geopolitical, societal and technological - each have a number of connections and, due to the complexity and interconnectedness of systems, a growing array of serious challenges lead to feedback loops, threshold effects and cascading disruptions. This interconnectedness is also evident amongst the 169 SDG Targets, as lack of progress on one goal hinders progress on others. The SCM model developed by the WEF, as discussed further below, recognizes that each of its four pillars has an important bearing on the capacity of an organization to generate shared and sustainable value, and that performance in each of the pillars is highly interdependent and has an important influence on advancing towards the commitments behind the SDGs. In a world of increasing inequality, civil unrest and environmental stress, business will likely only thrive if taking into account the wellbeing of "planet" and "people". Without a healthy planet to provide the clean air, fresh water, agriculture, forests and fisheries on which human

life depends, societies cannot succeed and companies cannot create long-term value. People, in turn, are at the centre of global economic prosperity, driving wealth creation, developing innovative products and services and supporting the communities in which they live and work. Companies perform better when their employees are well-trained, diverse and financially secure. This brings in the holistic focus on "prosperity" and "principles of governance". Ivanhoe will, therefore, need to invest in local environmental, social and governance priorities. Details of Ivanhoe's risks are set out on pages 79 to 99 of our AIF, and those that are most relevant in terms of ESG and sustainability are outlined below.

Ivanhoe must act to mitigate and manage these risks by ensuring that an appropriately skilled, diverse and responsible workforce and leadership team are attracted, developed and retained, and further that this team maintains a healthy business culture which encourages and supports ethical and concerted behaviours and decision making.

Risk and opportunity oversight - As a back-end, foundational function of governance, risk management requires the oversight of the effectiveness of the Company's risk management system and incorporating its outputs into corporate strategy, as well as identifying and developing opportunities intending to alleviate such risks. Ivanhoe Mines' governance approach prides itself on explicitly incorporating risks and opportunities associated with the economic, environmental and social material topics into its governance and related processes, in order to ensure that the most important issues and solutions are prioritized and addressed



Details of Ivanhoe's risks are set out on pages 79 to 99 of our AIF, and those that are most relevant in terms of ESG and sustainability are outlined below.



- Water
- Power
- Potential extreme weather and climate events
- Potential increased cost of compliance due to environmental laws
- Potential environmental remediation and refurbishment costs



- Potential opposition from local and international anti-extractives groups
- Effects of COVID-19 pandemic
- · Ability to attract qualified personnel
- Mining is inherently dangerous
- Dependence on qualified personnel
- · Labour disruptions and/or increased labour costs
- HIV/AIDS, malaria and tuberculosis



- Potential non-compliance with anti-bribery and anti-corruption laws
- Potential director conflicts of interest
- · Reliance on IT systems for uninterrupted operations





The definition of governance is evolving as organizations are increasingly expected to define and embed their purpose at the centre of their business. But the principles of agency, accountability and stewardship continue to be vital for truly "good governance."



An ambition to protect esources and taking he present and future

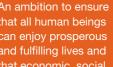


People

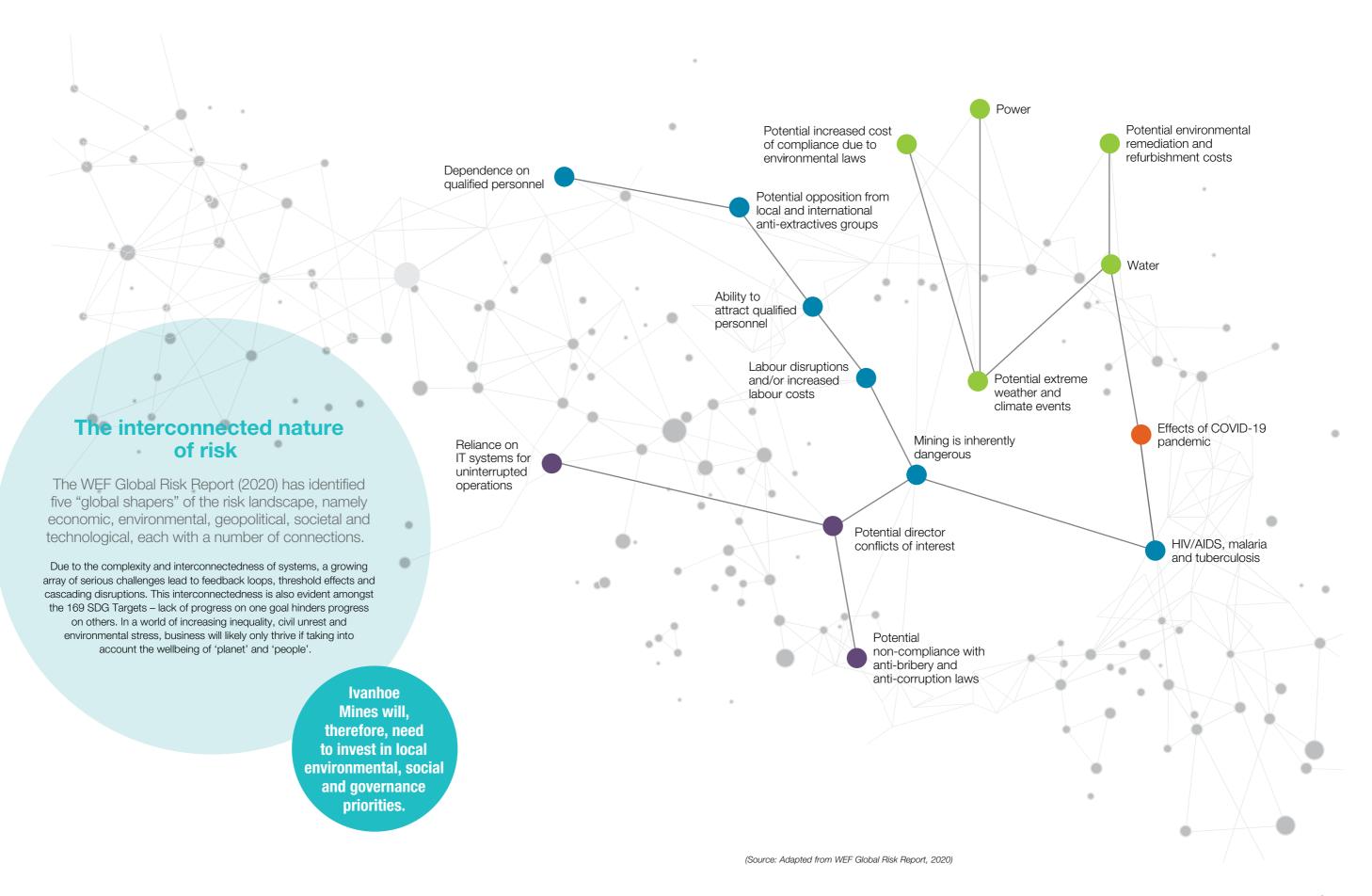
An ambition to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment.



Prosperity



that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.



Our strategic stakeholder management

Stakeholder engagement

The 2020 materiality assessment has again highlighted the significance our stakeholders place on engagement, and its critical position in maintaining a social licence to operate. Our approach to stakeholder management is built on fostering an open, transparent and respectful dialogue that encourages constructive collaboration and builds long-term trust-based relationships with our stakeholders. Our stakeholders are people, communities and organizations interested or concerned in, or affected by, our mission, strategy, operations and actions. We recognize that achieving and maintaining social acceptability, often referred to as a social licence to operate (SLO), is challenging for all mining companies, and is dependent on relationships established and built on deep, sustained trust from stakeholder groups. We are committed to an open-door policy and our continuous engagement with our stakeholders guides the Company's long-term strategy and decision-making since these engagements help us gain a deeper understanding of their perspectives; enhances our mutual understanding of interests, concerns and objectives; and ensures outcomes based on more reflective stakeholder views and input.

We respect and value all our stakeholders and therefore routinely update and improve our stakeholder mapping processes at our sites, to ensure all critical groups, including the vulnerable, are included in our engagement platforms. Our projects each have unique geological characteristics, geological settings and key stakeholder groups. These groups include: employees, contractors and consultants; host communities; nongovernmental organizations (NGOs); trade unions; suppliers and local businesses; national, provincial and local government; and our partners (see page 17 for ownership).

Kamoa-Kakula

Approximately **20,000** people **41** rural host villages
Two traditional authorities

Platreef

Approximately
150,000 people
20 peri-urban
host communities
Local traditional leadership

Kipushi

Approximately **180,000** people

Kipushi town and widespread rural communities

Local traditional leadership

We have designed site-based Stakeholder Engagement Plans targeting direct engagement with local stakeholders at each of our projects. We strive toward attaining the overarching goal of free, prior and informed consent and adopt engagement principles to meet international standards as determined in the Equator Principles (Equator Principles, 2012), International Finance Corporation's (IFC) Performance Standards (IFC, 2012) and best-practice quidelines for stakeholder engagement as prescribed by the International Association for Public Participation (IAP2, 2004). We also endeavour to engage in a transparent and accessible manner, reinforced by open dialogue, information sessions and our active presence in the communities. We heed the legitimate concerns of our stakeholders and our stakeholder engagement plans are therefore also aligned to our confidential grievance reporting mechanisms which allow us to include active engagements as part of our process of grievance resolution. During 2020, we have adapted our engagement approach to ensure adherence to COVID-19 prevention protocols, therefore masks are required and social distancing during meetings is strictly applied.



Our key engagement principles, throughout all phases of the mining lifecycle include:

The adoption of core values such as visibility, integrity, responsiveness, trust, inclusivity, fairness, respect, transparency, reliability, collaboration and partnership.

Appreciating the importance of social acceptability through relationships by adopting a people-centric approach.

Establishing an effective confidential grievance resolution process.

Aligning engagement plans with stakeholder mapping.

Widely communicating information in local languages, including translation both at community meetings and through a variety of media.

Identifying community needs and priorities for broad-based social investments through constructive engagement with local stakeholders.

Assessing and mitigating impacts and publicly disclosing results of impact assessments.

Ensuring that vulnerable groups are included during community engagement.

Openly negotiating impact benefit agreements.

Openly advertising local procurement and employment opportunities.

We use a web-based electronic system to manage our social engagements and sustainability practices. The system is used for data collection, record keeping and the generation of reports. All engagements, stakeholder groups, stakeholder platforms, engagement techniques, frequency of engagements and discussion content are uploaded onto the system.

Our projects each have unique geological characteristics, geographical settings and key stakeholder groups. Each project has a team dedicated to stakeholder relations, focusing on building relationships that foster trust and maintain our SLO. In addition to local stakeholders, each project has a unique set of employees, contractors, investors, government bodies (national, provincial/regional and local), suppliers and non-governmental organizations (NGO) interested in, and affected by, the respective projects. We respect and value all of our stakeholders and therefore update and improve our stakeholder mapping processes at the sites annually, in order to ensure all critical groups, including the vulnerable, are included in engagement platforms.

While we practice an open-door policy, which affords our local stakeholders the opportunity to engage with any of our management, personnel or teams, it is primarily our site-based community relations teams at the various projects who are responsible for the day-to-day engagement with local community and government stakeholders. Across our projects, the key issues raised by our stakeholders include access to employment, procurement and development opportunities; concerns in respect of land use and water use; and compensation owing to economic displacement or land use.

Pursuant to the COVID-19 pandemic, we have had to adapt to rapidly changing circumstances such as nationwide lockdowns, social distancing and remote working. Throughout this time, we have remained committed to our stakeholder engagement approach and acknowledge that continuous listening is imperative for us to keep abreast of the changing needs of our stakeholders.

As we look forward to 2021 and beyond, we will continue to apply our key engagement principles and strive towards maintaining our social licence to operate.

The statistics on the following pages list all stakeholder meetings per project, and indicate that the Kamoa-Kakula Project conducted significantly more engagements than the Platreef and Kipushi Projects, attributable to the fact that the stage of project development at the Kamoa-Kakula Project resulted in a large number of issues and processes requiring engagement, such as economic displacement and household relocation.



The Kamoa-Kakula Project

The Kamoa-Kakula Project is situated in the southern Lualaba Province of the DRC, approximately 25 kilometres west of the mining hub of Kolwezi. The area adjacent to the Kamoa-Kakula Project footprint is home to approximately 20,000 people in 41 villages governed by two traditional authorities. The community relations team is comprised of five members dedicated to maintaining the SLO through robust stakeholder engagement. There are also teams dedicated to local economic development and Kamoa's Livelihood Program.

The most discussed topics include employment, economic displacement, resettlement, environmental incidents, project development, and opportunities from the Project's supply chain, as well as the planned social development initiatives contemplated in terms of the Project's proposed regulatory social development plan, the *Cahier des Charges*.

20,000 people in **41** villages

January 2020 2019 35 44 519 305	February 2020 2019 43 35 516 327	March 2020 2019 56 44 420 182
April 2020 2019 89 65 1296 475	May 2020 2019 № 51 47 1033 1512	June 2020 2019 50 53 1294 970
July 2020 2019 56 29 720 135	August 2020 2019 62 42 564 704	September 2020 2019 71 35 1019 634
October 2020 2019 54 47 731 421	November 2020 2019 74 44 550 944	December 2020 2019 58 29 1122 935
Number of meetings TOTAL 2020 699	TOTAL 2019	
699 7 9784	\$\tilde{\pi} \ \frac{514}{7544}	



The Platreef Project

The Platreef Project is situated in the Limpopo Province of South Africa, close to the town of Mokopane. The region is characterized by semi-urban development and its 20 host communities comprise a total of approximately 150,000 residents.

The Platreef Project has a community relations team of six staff members dedicated to maintaining our SLO through continual engagement with local stakeholder groups, including traditional authorities, local government, civic groups, youth organizations, the Project's B-BBEE partners, local suppliers and individual local residents. The team engages with the community on various topics including: employment, local procurement, B-BBEE community trust processes and projects, surface lease process, project progress, heritage (grave relocations), water queries, livelihood restoration, safety, and the Project's social development initiatives contemplated in terms of the Project's proposed regulatory social development plan, the SLP.

150,000 residents in **20** host communities

January 2020 2019 6 3 6 2	February 2020 2019 9 9 123 70	March 2020 2019 11 15 185 126
April 2020 2019	May 2020 2019	June 2020 2019 6 1 67 28
July 2020 2019 5 17 48 231	August 2020 2019 - 5 - 74	September 2020 2019 1 4 9 40
October 2020 2019 2 4 24 105	November 2020 2019 10 16 99 336	December 2020 2019 3 7 23 176
Number of meetings TOTAL 2020 53	Number of participants TOTAL 2019 109	
640	1 636	

The Kipushi Project

The Kipushi Project is situated in the Haut-Katanga Province of the DRC, in the town of Kipushi. Kipushi is home to approximately 180,000 residents and surrounded by widespread rural communities.

The Kipushi Project has a community relations staff complement of four members dedicated to maintaining our SLO through continual engagement with local stakeholder groups including traditional authorities, local government, civic groups, artisanal miners, project partners and local residents. The most discussed topics include employment, local procurement, project development, community health safety and security, and artisanal mining.

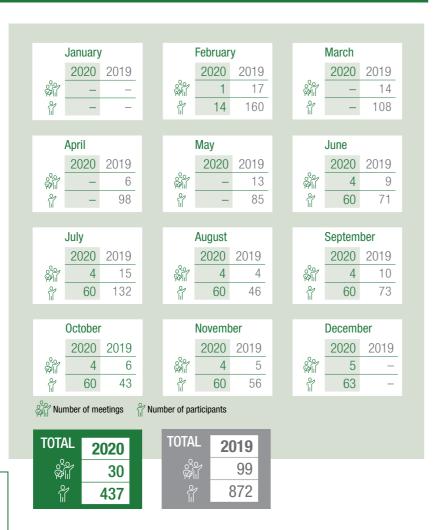
180,000 people surrounded by widespread rural communities



The Kipushi Project's award-worthy social trust

A mining project's SLO is earned. It is not the mere presence or continued existence of a mining project that grants it the social mandate to operate, but the host communities' trust in and approval of its operating practices.

The Kipushi Project has made monumental strides in receiving an award from the non-governmental organization, Congo Panorama, for its socio-economic contribution to the host communities, which we see as validation that the Project has obtained and maintained this social acceptance. The award bestowed on the company during 2020 was in celebration of its exemplary community service over the years, and we are very proud of this achievement.







Tracking community feedback, issues and grievances

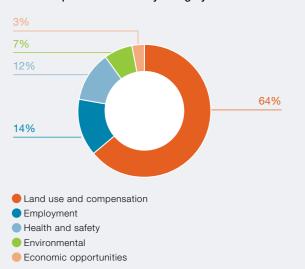
Our 2020 materiality assessment has identified stakeholder engagement and grievance management as material issues for our stakeholders. We appreciate that all stakeholders are unique and have their own preferred method of engaging with us. Our community relations teams engage extensively with local stakeholders in order to focus on getting community feedback on current or proposed activities and on identifying and resolving issues. In order to cater for all our stakeholders, we have established numerous channels for engagement or feedback, including individual, public or community liaison meetings, community portals, via phone, SMS or email, or through our website and anonymous whistleblower hotline. Functional, accessible multi-lingual and widely-published external grievance mechanisms are in place at our projects. Grievances are managed by the community relations teams at the respective projects, and recorded and tracked through a web-based stakeholder management system. We define a 'grievance' as a concern or complaint raised by an individual or group affected by our projects' activities averring that they have suffered some form of offence, detriment, impairment or loss as a result our business activities and/or employee or contractor behaviour. We acknowledge that both concerns and complaints can result from either real or perceived impacts of our business, and we treat all grievances as legitimate. Our mechanisms are widely communicated through local platforms and accepted techniques and the process for grievance resolution entails several steps which need to be completed in a timely manner. We are also implementing action plans to address the root causes of these grievances. Although we strive to handle all grievances internally, our process allows for escalation and we do accept the right of the complainant to access judicial remedies.

In 2020, we received a total of 69 complaints for our principal project sites, 54 (78%) of which were resolved by the end of the year. Kamoa-Kakula, with 66 grievances, of which 14 are still open, has a notably higher number of grievances recorded, attributable to the significant pace of development of the Project. At Platreef, three grievances were received of which only one is still open. At Kipushi, where activities were significantly reduced, no grievances were recorded. Most unresolved complaints were lodged during the last quarter and remain open for resolution in 2021.

Several of the grievances that were lodged during 2020 were related to access to opportunities, compensation, the nuisance of mining activities (pollution), health and safety (road traffic).

By way of illustration, the vast majority of grievances in the reporting period were related to compensation claims for land or crops impacted by our construction activities, and we have implemented additional mitigation measures to prevent the ongoing reoccurrence thereof.

2020 Complaints Received by Category



We remain committed to continually improving our social acceptability performance and ensuring that we analyze the trends and root causes of the issues raised through these formal grievance processes.

Materiality assessment

A strong governance model needs to be driven by the impacts, influences and issues which are most important to the Company's critical stakeholders, in order to ensure that we are operating responsibly and with accountability. It is thus important for us to understand our material impacts on the economy, environment and society in the contexts of where we operate, and stakeholders' material interests or issues in the mining and minerals sector in general and in our operations specifically. The annually identified material impacts inform our sustainability strategy as well as our efforts towards the SDGs, which we prioritize to create maximum positive impact.

The GRI defines materiality as: "Those topics and indicators that reflect the organization's significant economic, environmental, and social impacts or that would substantively influence the assessments and decisions of stakeholders."

Despite having refined our materiality assessment in 2019, the COVID-19 pandemic brought with it a host of new, nuanced and critical challenges and shift changes. Therefore, for 2020, we conducted a new materiality assessment to determine which aspects are most material to our stakeholders. Through this materiality assessment process, we mapped key economic, social and environmental issues on a matrix based on the degree of stakeholder interest and potential business impact. Our 2020 materiality assessment journey started during mid-2020 and concluded in April 2021, building on the materiality assessment methodology established in 2019.

		Materiality assessment methodology
<u>//</u>	Methodology design (Desktop research, textual and thematic analysis)	Desktop review of peer sustainability reports and external standards and best practice as well as review of internal and external documents focused on ESG issues and consideration of previous materiality assessments targeting continuous improvement. We used this list to compile our online survey, available in both English and French. Site-based teams compiled the final list of participants. Due to the rapid development of our projects towards production and the significant events which occurred in 2020, we thought it pertinent to undertake a primary data collection process to verify our internal assumptions of our material impacts.
5	Research, identify and list material indicators	Collection of primary data collection through an online survey in both South Africa and the DRC.
	Assess and prioritize	Similar indicators grouped together and applied a significance rating scale.
	Stakeholder selection, engagement and validation	Review of site level stakeholder engagement maps to identify appropriate stakeholder groups for participation in the survey. Selection of participants from five stakeholder groups, to participate in an online survey, which included: employees, suppliers, traditional leaders, local government officials, and community representatives.
		Conducted interviews and focus group sessions with internal and external stakeholders across the corporate office and all three project sites and obtained electronic inputs from selected participants at the corporate office. This step assisted both with compiling a long list and a final list of anticipated material impacts.
 	Review and consolidate results	All interview results were reviewed, scored and consolidated. A final list of material impacts was determined.
	Prioritization and final categorization	The consolidated, scored results were analyzed, categorized and prioritized. The most material impacts were regarded as those that were raised by more than one stakeholder at more than one location/site.

Primary data

The online survey was completed by 74 participants across our projects in the DRC and South Africa, as well as our corporate office and involved a diverse group of stakeholders including employees, community members, local government, suppliers and local leaders.

The findings from the 2020 materiality assessment are presented in the matrix below. This matrix illustrates the view of internal and external stakeholders interviewed, with the rankings assisting to inform the evolution of Ivanhoe Mine's sustainability and responsibility strategy. It is important to highlight that we do not view these issues in isolation, as in many cases they are interconnected.

Ivanhoe's 2020 materiality matrix



O People

Prosperity

Important	Material	Con	npulsory and child labour	Most materia
		Culture and heritage		
		• Water and sanitation	C Employee hea	alth and safety
		O Ethical beh		
	O Departisment of	O Socio-economic compliance economic displacement and livelihood res		
	C Resettlement, e	economic displacement and livelinood res	Environmental cor	mpliance
O Local emp	lovment			
Cocai emp			holder engagement	
			Physical and mental well- and education	being
		O Biodiversity		
		Air pollution		
		Local procurement		
O Mine closure	O Human rights	Community he		
	small-scale mining	Chergy and china	te change	
	O Diversity and equal opport	unity		
	O Freedom of ass	sociation and collective bargaining		

Significance of impacts on stakeholders

MANAGEMENT OF IVANHOE MINES TOP 10 MOST MATERIAL IMPACTS



Compulsory and child labour

Seeking to ensure that our projects and supply chains do not violate any human rights and assess for modern slavery and child labour.

See page 47 for more



Health and safety

Prioritizing the health and safety of our employees and communities and continuing to improve our practices.

See page 59 for more



Environmental compliances

Ensuring compliance with all environmental laws in our countries of operation.

See page 103 for more



Ethical behaviour

Promoting ethical behaviour through our internal policies, including our Code of Business Conduct and Ethics.

See page 31 for more



Physical and mental wellbeing

Moving beyond health and safety, to also look after the physical and mental wellbeing of our employees.

See page 66 for more



Culture and heritage

Protecting and respecting culture and heritage through appropriate policies, procedures and programs.

See page 123 for mor



Stakeholder engagement and grievance management

Maintaining effective stakeholder engagement plans and grievance mechanisms at all sites.

See page 36 for more



Training and education opportunities

Investment in training opportunities for our employees as well as education opportunities for host communities is core to our investment strategy.

See page 68 and 72 for more



Social compliance and investment

Regarding investment in our host communities as critical to our social licence to operate and valuing the contribution we can make to the prosperity of communities.

See page 78 for more



Water and sanitation management

Promoting responsible water stewardship that we are proud of and managing the resource together with our stakeholders.

See page 104 for more



Our materiality assessment methodology has been crafted to inform both our strategic imperatives and reporting in respect of material matters. In determining which economic, environmental and social impacts are most relevant to our business and our stakeholders, we strive to ensure that all voices from our stakeholders are represented in our assessment. The outcomes of this materiality assessment are considered by our executive and senior management for appropriate mitigation, and are used in the determination of our forward-looking sustainability priorities and the formulation of our strategic SDG roadmap.



The human rights lens

Our commitment to respect human rights underpins everything that we do. Respect for human rights is the foundation of Ivanhoe Mines' corporate culture. We believe that the realization of a broad, common good and the foundation for healthy, thriving, resilient communities can be assisted by an organization that demonstrates, through its corporate citizenship practices, its respect and support for human rights, especially at a time when the entire world is focused on recovering economically and socially from the devastating consequences of the COVID-19 pandemic. With our own colleagues and partners across our broader value chain, we have worked to embed respect for human rights both across our operations and within our sustainability initiatives, in order to provide an enabling environment where these rights are understood, supported and safeguarded. We appreciate that our approach to human rights requires multi-disciplinary collaboration to enable us to proactively identify and address actual and potential human rights impacts throughout our value chain, however, the sustainability department bears the responsibility of providing strategic direction and enhancing the level of visibility of our human rights approach throughout the organization.

A fundamental operating principle embedded in our Statement of Values and Responsibilities and our Human Rights Position Statement is respect for human rights wherever we do business, and recognition of the equality and dignity of the people with whom we interact every day. We use our experiences and the guidance from our engagement with stakeholders to continually progress our approach to respecting human rights. Our human rights approach is underpinned by the following core principles: leadership through action; responsible exploration and mining; people are our true wealth; right to work; environmental responsibility and innovation; and

respect for communities. The OECD Guidelines for Multinational Enterprises' recommendations concerning enterprises' respect for human rights and the United Nations Framework for Business and Human Rights' 'Protect, Respect and Remedy' approach have further framed our policy commitment to respecting human rights. We are further committed to the assessment of potential human rights risks associated with security arrangements that may be required from time to time, in order to maintain public and employee safety. Our security protocols and practices are aligned with industry best practice to ensure safe operations for our workforce, for visitors and for the host communities where we operate.

Our approach to human rights applies at every level of the organization to all employees, independent service providers, clients and visitors. Every employee has a responsibility to maintain a working environment that reflects respect for human rights, and that is free from all discrimination and harassment.

We also recognize that building internal capacity is a key aspect of our approach to support and embed greater multidisciplinary understanding of human rights issues and impacts, as well as engagement on human rights, and we are currently working on a digital human rights training program, planned for implementation in the latter half of 2021.

We seek to expand our understanding of human rights issues within specific contexts and from varying perspectives, therefore we customarily engage with diverse stakeholders including our host communities, NGOs, academic institutions, industry associations, suppliers, contractors, business partners and industry peers. For example, during 2020, we engaged on human rights issues with the Minerals Council of South Africa, the Carter Center (DRC) and local communities, as well as with several other industry bodies and peers, at the Alternative Mining Indaba.

In 2020, we also progressed our human rights approach by:

- conducting a thorough human rights risk assessment at our Kamoa-Kakula Project;
- the development of a Child and Compulsory Labour Policy for Kamoa-Kakula;
- participating in a dedicated human rights assessment with the Carter Center;
- training our security personnel and service providers on the Voluntary Principles on Security and Human Rights; and
- reviewing our contractual agreements with these security service providers to include the applicable human rights clauses and commitments.

Looking ahead to 2021, we plan to update our human rights policies at both the corporate and asset level and to finalize and implement our digital human rights training program with a view to embedding human rights into all our activities and programs. We also plan to assess our supply chain to conduct a gap analysis of current practices against best practice, which will inform updates to our supplier code of conduct and the further development of our supplier assessment tools. At Kamoa-Kakula, we also plan to undertake an in-depth human rights impact assessment, the scope of which will cover our operations and supply chain.

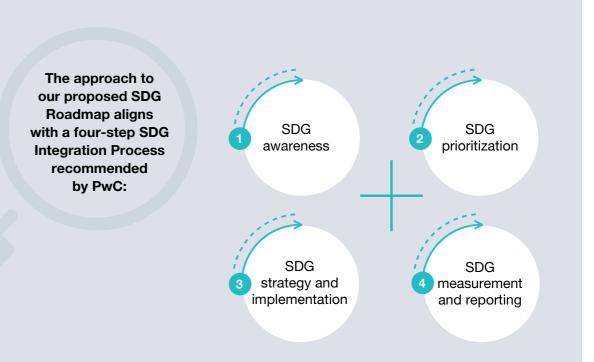


Ivanhoe Mines and the United Nations Sustainable Development Goals

There is growing recognition that businesses which embed sustainability (or ESG) within their core business strategy are more likely to have a sound standing in the communities in which they operate, thereby validating their social licence to operate; and are better positioned to respond to, and remain resilient despite, systemic global change or shocks (as evidenced by the most recent COVID-19 pandemic).

The SDGs cannot be viewed as another reporting lens, but must rather be understood as an opportunity and responsibility for the entire business to contribute to an international agenda.

In acknowledging that our projects' impact on the SDGs could shape our long-term strategy, enhance dialogue with our stakeholders, and support our licence to operate, Ivanhoe Mines has recognized that an effective response to the SDGs can also improve management of risk and realization of new opportunities. We have thus embarked on a journey to embed a strategic response to the SDGs in the longer term. PwC has helped Ivanhoe Mines along this journey, in order to identify and prioritize the main SDGs which the business focuses on, and thereafter ascertain the strategy, tools and culture needed to transform those commitments into tangible business actions. In so doing, Ivanhoe Mines is able to demonstrate to investors, peers and its own employees how and why the SDGs are helping improve our overall business now and sustaining it for the long term, thereby enabling us to address the SDGs effectively. Ivanhoe Mines nevertheless remains committed, beyond the prioritization of its most impactful SDGs, to contributing to as many of the SDGs as possible through our various initiatives detailed in this Report.



"The timing really could not be better for Ivanhoe to emerge as a modern, major mining company with leading ESG credentials, and a diversified portfolio of metals that are vital for green infrastructure and energy."

Robert Friedland,

Founder, Executive Co-Chairman and

Yufeng (Miles) Sun,

Non-Executive Co-Chairman

June, 2021

In developing a strategic roadmap for implementation of the selected SDGs, Ivanhoe Mines has also been informed by emerging issues and major mining and metals sector trends.



Access to resources



The sustainability agenda



A social

contract for

mining



The

geopolitics

of mining



Technological advances

Having undertaken the first stage of its SDG journey, in mapping the linkages between SDG performance, SDG commitments and the Company's material issues in the previous reporting period, we are now able to progress to the next stage in prioritizing the most impacted SDGs (and specific targets underpinning them) for a detailed implementation that will maximize our contribution over time. The results of this prioritization and alignment have identified the following "Top 6" SDGs for Ivanhoe Mines:

"Top 6" SDGs applicable to Ivanhoe Mines

SDG Overview

In order to achieve the SDGs, society and business at large must target those living in vulnerable situations, increasing access to basic resources and services, and support communities affected by conflict and climate related disasters. Research indicates that mining districts have larger consumption per capita and lower poverty rates than otherwise similar districts. Ivanhoe Mines is, accordingly, positioned to work in partnership with communities, government, and industry to reduce poverty in the areas in which the organization's projects operate.

Applicable targets

Target 1.1. By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.

Target 1.4. By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.



Some companies are using education and behaviour change programs to address societal needs, such as health, nutrition or sanitation, at the same time as building a new market for their products. Moreover, many programs are focused broadly on promoting economic development and driving market growth in low-income countries, by bringing previously marginalized groups, such as the poor or women, into the formal economy through education and employment. Ivanhoe Mines is no exception to this, however, the Company needs to consider if it should invest more widely in education to develop people with the skills for and perspective of a sustainable future.

Target 4.2. By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education.

Target 4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

Target 4.6. By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.

Target 4.7. By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

"Top 6" SDGs for Ivanhoe Mines

SDG Overview



Water security (quantity and quality concerns) is closely linked to climate change trends, overlaid with population growth, economic growth and local needs. A shared value approach to water management can turn risks into opportunities for both companies and communities. Ivanhoe Mines may need to incentivise water efficiency across its operations; and by identifying stakeholders and learning their concerns, Ivanhoe Mines can support in the development of a water management plan that effectively integrates social and technical priorities for its projects within and beyond the borders of their operations.

Applicable targets

Target 6.1. By 2030, achieve universal and equitable access to safe and affordable drinking water for all.

Target 6.2. By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paving special attention to the needs of women and girls and those in vulnerable situations.

Target 6.3. By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.

Target 6.4. By 2030, substantially increase water use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.



Poor management of aspects including chemicals, packaging and products at any stage in their life cycle, and through the value chain, from sourcing to product use and disposal, risks reputational damage and costly lawsuits. In addition to robust management systems, Ivanhoe Mines should consider the opportunities that circular economy (as opposed to linear) business models might offer for reducing costs and increase efficiencies, both by the company and those borne by local government, for achieving a more stable supply chain, and for strengthening sustainable practices for the health of the environment and vitality of society.

Target 12.2. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.

Target 12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Target 12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

Target 12.7. Promote public procurement practices that are sustainable, in accordance with national policies and priorities.

Target 12.8. By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.



If the world does not act now, and forcefully, the catastrophic effects of climate change will be far greater than the current pandemic. Governments and businesses should use the lessons learned and opportunities arising from this crisis to accelerate the transitions needed to achieve the Paris Agreement and the Sendai Framework for Disaster Risk Reduction 2015–2030, redefine our relationship with the environment, and make systemic shifts and transformational changes to become lowgreenhouse-gas emission and climate-resilient economies and societies. There is an opportunity for Ivanhoe Mines to contribute to getting out of ecological overshoot, improving resource security and securing alternative energy resources through the Company's business activities and supply chain.

Target 13.1. Strengthen resilience and adaptive capacity to climaterelated hazards and natural disasters in all countries.

Target 13.2. Integrate climate change measures into national policies, strategies and planning.

Target 13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning, climate-related hazards and natural disasters in all countries.



Even before any land is mined, activities associated with site preparation and clearing can have significant environmental impacts, especially if they are within or adjacent to ecologically sensitive areas. Ivanhoe Mines has considered how biodiversity loss could impact their business, and should take active steps toward reducing negative impact on the environment. There is also opportunity to evaluate how the business depends on ecosystem good and services, and to focus on ensuring the long-term viability or functioning of these support systems.

Target 15.3. By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation neutral world.

Target 15.5. Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

Enabling a strategic response to the SDGs is an iterative process of defining and embedding the priority SDGs into the organization's make-up, in line with material matters. Ivanhoe Mines' SDG Roadmap will provide suggested priorities for shaping future activities, and initializes the embedding of the SDGs into Ivanhoe Mines' strategy development.

4

Our people

41 years average employee age

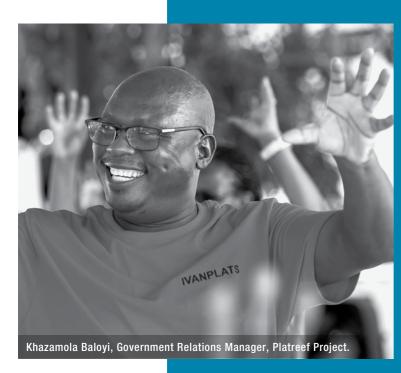
91% local workforce

16,667 consultations at site clinic

20-minute turnaround

from advanced rapid diagnostic coronavirus test

Our commitment to our people



Linah Baloyi, Junior HR Assistant and Women-in-Mining Co-ordinator, Platreef Project.

We strive to foster a culture founded on mutual respect, fairness and integrity.

We strive to foster **diversity and inclusion** and do not tolerate discriminatory conduct in the workplace.

We strive to provide **equal opportunity** by employing and promoting employees on the basis of merit.

We strive to enhance the **economic** and future aspirations of our employees by providing fair and competitive compensation and by providing appropriate training and development opportunities.

We strive to **communicate and consult** with our workforce and to provide a fair and non-discriminatory employee grievance system.

We strive to uphold **workplace rights** by recognizing the right of employees to freedom of association and collective bargaining.

We strive to maintain a **safe and healthy** work environment that is injury- and fatality-free.

We strive to enhance the **physical** and emotional well-being of employees, contractors and communities by identifying, preventing, eliminating or mitigating the risks to health, safety and occupational hygiene and by establishing effective programs for same.

.....

We strive to maintain a **high degree of emergency preparedness** to effectively respond to emergencies.

Alignment with Ivanhoe's priority SDGs







According to the WEF SCM model, the value of people can be divided into human capital (e.g. individual knowledge, skills, competencies and attributes) and social capital (e.g. networks, shared norms, values and understanding). Organizations are expected to embrace human rights, by fostering diverse, inclusive workplaces with equal pay for work of equal value and by offering all those with a stake in the company's value creation the opportunity to thrive and grow.

The UN's 2030 Agenda for Sustainable Development emphasizes the focus on people in declaring to ensure, among others, that all human beings can fulfil their potential with dignity and equality and in a healthy environment. The UN identifies people as an essential element for delivering on the SDGs, in particular those goals that aim to ensure healthy lives, knowledge and the inclusion of women and children.

In seeking to align with the WEF's 'People' pillar, Ivanhoe Mines acknowledges that people are crucially at the centre of its economic prosperity (as well as of global economic prosperity), by driving wealth creation, developing innovative products and services, and supporting the communities in which we live and work. Companies ultimately perform better when their employees are well-trained, diverse and financially secure.

Our approach to people

At Ivanhoe Mines, our success relies greatly on our people. Our approach to people is underpinned by the principles of dignity and equality. We therefore maintain our commitment and dedication to excellence, and we accordingly implement and oversee strategic and valuable recruitment, human resource development and workplace safety programs, among others.

We strive to provide safe, inclusive workplaces where our people can grow and advance. The world around us is evolving as technological innovation and automation take centre stage, calling for a new type of highly skilled workforce. We believe that the mining industry can play an important role in social and economic development by providing high-paying jobs and promoting the development of a more skilled local workforce, including through investment in the development and training of skills for the future – a key WEF SCM theme.

As an organization that seeks to remain resilient and retain its competitive advantage, we acknowledge the need to adapt to and strategically integrate these drivers which are shaping the future of mining. We are responding to these trends by creating local employment opportunities, supporting skills development for employees and host communities, building partnerships for multi-disciplinary collaboration, implementing workforce and recruitment management processes, and supporting initiatives to continue to diversify our workplace. Workforce diversity also enables us to look at challenges from multiple perspectives, better equipping us to identify effective solutions. We are proud of the diverse, highly-talented workforce that we attract, recruit, develop and retain through our fair recruitment and remuneration practices and career development opportunities, which are guided by our corporate values, policies, standards and statement of corporate citizenship, as well as by applicable country-specific targets and regulatory requirements in the jurisdictions within which we operate.

4 / Our people

Our approach to people / continued

Our diverse workforce and corporate culture are a competitive strength and advantage. The progression from development to operations brings with it rapid growth and change and as we evolve, it is imperative that we maintain our culture, ensuring that each person is valued and treated with dignity and respect.

As an equal-opportunity employer who takes pride in our diverse, talented workforce, we seek to enable decent work and economic growth, and encourage diversity of gender, background, religion, culture, disability, age, among many other things, as we regard this as vital to our innovation and success. We are committed to the principle that the overwhelming majority of jobs at our projects are made available to nationals of our host countries and to local people from our host communities, and to providing training, which further contributes to skills pools that are enduring assets in the development of sustainable livelihoods, communities and economies. As far as possible, we prioritize women and the vulnerable in these communities, such as people living with disabilities, including by affording these marginalized groups with opportunities for training and development. We seek and build strategic partnerships for the development and benefit of our people, we aim to build a strong pipeline of talent for future local employment by empowering our people and fostering an environment where ideas and innovation thrive, as our people reach their potential and performance.

Acknowledging that workplaces are likely to impact on certain human rights, we fundamentally respect the right to work for fair wages, as well as the right of our workers to establish or join trade unions and representative organizations of their own choosing. Labour relations are, accordingly, an important facet of our social capital management processes.

We further strive to ensure that our worksites are designed to protect the health and safety of all workers, particularly during the current COVID-19 pandemic, and conduct routine inspections to identify and remove, or minimize, potential hazards. In so doing, we also provide safety training and protective equipment for employees in hazardous work areas and basic safety-awareness briefings and information materials for all employees. We have adopted a specific health protocol for managing the pandemic at all our sites, which includes regular testing, sanitization and the mandatory use of masks. Employees are encouraged to immediately report unsafe equipment, practices or conditions on site and have the right to withdraw from unsafe conditions or refuse to work in unsafe environments. We are committed to a goal of zero harm, and seek to continuously improve our health and safety performance, thereby ensuring a safe and healthy working environment for our workforce and neighbouring communities.

54 positions identified for succession planning test

Our workforce

The productive capacity and earning potential of employees is influenced by skills, education, capacity and attributes. Ivanhoe aims to be a company where people want to work; providing an inclusive, fulfilling, safe and high-performing workplace.

It is accepted that the implementation of strategic human resource management requires at least the following:



Employee job satisfaction is supported by sound and effective human resource management, further supported by our value-driven objectives, which include fair remuneration, accountability and responsibility.

Our commitment to promoting equal opportunities for all employees in our projects within the local regulatory frameworks of the countries in which we operate is captured in our fair, transparent and inclusive employment equity, skills development and recruitment policies and procedures.

Our workforce as at December 31, 2020

8,884 employees and contractors

2019: 5,297 2018: 3,231

more than **60% increase per year**

This significant increase is attributable to the development and ramp-up of the Kamoa-Kakula Project to production, which commenced in May 2021.

Labour relations

At Ivanhoe Mines, we value and respect the rights of our employees, including the right to freedom of association and collective bargaining. We endeavor to preserve constructive relationships with our employees and their trade unions. Trade unions are afforded the statutory rights associated with their representation and/or as agreed through the Collective Bargaining Agreements at all our project sites. In 2020, 34% of our employees were unionized. In 2020, two protests in respect of demands for increased wages took place at Kamoa-Kakula, both of which were amicably resolved through discussion. At the Platreef Project, two strikes related to the retrenchment process for Platreef due to organizational restrictioning undertaken to mitigate the impact of COVID-19 on our Mine development operations and the main contractor due to end of contract. Neither strikes impacted on the finalization of the retrenchment processes.

Diversity, inclusion and local employment

We embrace the values of diversity, equality and strong governance. Diversity is a key imperative for business performance, as well as innovation. It also broadens an organization's talent pool, and leads to improved decision making, as well as increased insight into a broad range of issues. It drives employee engagement, and improves an organization's global image. Our ambition is to continue fostering an inclusive workplace which affords equal opportunities, in order to ensure that under-represented groups across our projects are not only represented but can also succeed and thrive in our organization. Everyone at Ivanhoe Mines should feel respected, comfortable and confident to bring their authentic selves to work every day and to grow at the pace of their talent. We make every effort to support our people to develop, grow and excel.

The number of women across all levels in the mining sector is low, and the current international focus on diversity and inclusion is a critical one. We are committed to playing a prominent role in addressing this and continue to work toward greater gender parity across all organizational levels. We believe in equal pay for equal work and we promote the diversity of teams and perspectives that bring innovative ideas to the table, in order to deliver and transform our organization. We strive towards embedding our diversity and inclusion strategy into our corporate culture, thereby bringing people together and maintaining an inclusive and diverse workplace where everyone feels that they belong no matter their personal characteristics or social identities, such as natural origin, race and ethnicity, gender and gender identity, sexual orientation, age, disability, socioeconomic status, and religion. Everyone at our Company has the responsibility to champion an equitable workplace and to root out discrimination of any kind.

Our Board recognizes that diversity is important to ensuring that the Board, as a whole, possesses the attributes, experience and skills to effectively oversee the strategic direction and management of the Company. Our diversity policy requires the Board to consider diversity, including the representation of women, diverse backgrounds and

other attributes, when identifying and nominating director candidates. It also considers background, experience and skill set relative to the balance of skills required by the Board and committees to meet their respective mandates, and any regulatory requirements. Women currently represent 18% of the Board's directorship, and have been appointed as chairs of the Sustainability Committee and the Compensation and Human Resources Committee of the Board of Directors. At the end of 2020, women comprised 25% of our executive team and 8% of our workforce. Our President and Chief Financial Officer, and Executive Vice President, Sustainability and Special Projects, are women and named executive officers (NEOs). We consider the representation of female executives in our succession planning and in the process for the appointment of executive and senior officers. While the workforce at our South African operations and corporate offices comprised 33% women during the reporting period, we are working very hard to increase female participation at our DRC operations by mitigating systemic barriers to the participation and advancement of women in the mining sector in the DRC (see page 71). Although we have not yet set targets for representation of women on the Board and executive officer positions, our diversity policy enables us to set targets and has a goal to increase the representation of women and other marginalized groups on our Board, in our management ranks, and in our Company generally, and is implemented through a range of Company-wide diversity initiatives. We continue to examine the appropriateness of setting targets, including targets for gender representation at all levels in the organization, and what targets are appropriate for the jurisdiction of our operations, industry and our organizational structure.

Ivanhoe Mines' recruitment policy fosters diversity through the prioritization of recruiting and retaining local people from our projects' host communities. We strive to maximize local employment. To this end, we have local recruitment procedures in place that ensure that all positions are advertized internally and locally first, and are subsequently filled externally and by non-local candidates only if a suitable local candidate cannot be found. All opportunities for casual labour, or which do not require specific skills, are filled locally. We ensure that all on-site contractors comply with these local recruitment policies and procedures. We have developed extensive training programs that are designed to prepare candidates from the local communities for work at our respective operations. In accordance with our skills transfer and development program, and regulatory requirements, an increasing number of management positions (Paterson C5 and above) are also being filled by local employees. We are further improving our internal systems, structures and approaches to ensure inclusion and diversity in our workforce and our Human Resource Development programs. This includes a Women in Mining initiative at our Platreef Project, where we set targets and measure the number of women in our workforce and seek to ensure that women are adequately represented in technical positions, as well as the Her4Us Project, where women ambassadors work to improve internal engagements with employees and identify critical issues. In order to improve opportunities for women and young girls in our communities, we implement our development projects with an emphasis on

4 / Our people

Diversity, inclusion and local employment / continued

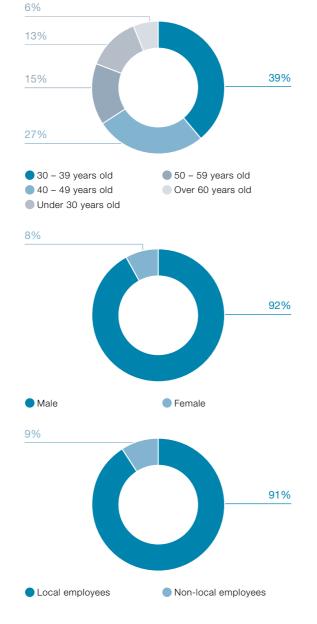
opportunities for women and young girls, by offering bursaries and scholarship projects; science, technology, engineering and medicine (STEM) projects; and information and computer technology (ICT) projects.

Owing to the increased demand for highly skilled and senior managerial employees at the Kamoa-Kakula Project during the final ramp-up to production, as well as the need to mix the mining crews to balance the crews on both day and night shifts with our newly trained local miners and experienced miners, we anticipate that the proportion of non-local employees will increase in the short to medium term. However, at our Kamoa-Kakula and Kipushi Projects, we have implemented a skills transfer program between expatriates and Congolese nationals to progressively increase the number of Congolese nationals in the projects' management. A skills transfer program has been implemented at Kamoa-Kakula and we plan to implement active management development programs. We expect that these interventions will normalize the proportion of local- and non-local employees in management at Kamoa-Kakula in the long-term.

As we advance our principal projects, having greater representation of diverse perspectives will enable us to better innovate and transcend the boundaries of mining as we know it. Ivanhoe is continually refining our reporting approach and believes that providing more transparency and updates on our annual efforts and progress in respect of diversity and inclusion both holds us accountable and creates opportunities for us to learn and prioritize our efforts to drive greater diversity and inclusion.

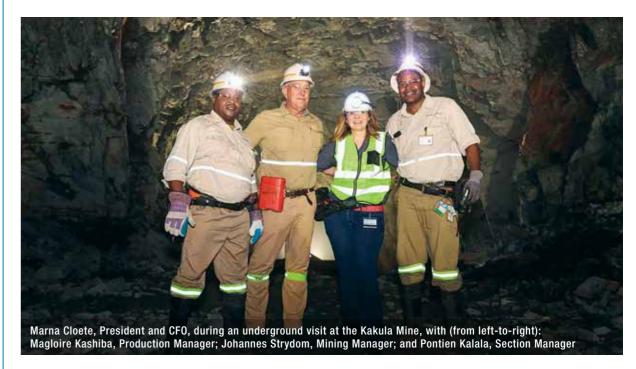


We track a number of diversity and inclusion indicators, both for our internal employees and those of our contractors. These include gender, age, local employment and local employees in management (see page 129 and 130).









Ivanhoe Mines fosters diversity and gender inclusion

The mining sector is notorious for its barriers to entry for women. For the longest time, the organizational values of gender parity, diversity and inclusion have been largely ignored in the industry.

The intrinsic components of organizational culture are and must be developed and maintained by the executive management of a company, such as its founder or Chief Executive Officer, and permeated through the workforce.

Ivanhoe was founded by Robert Friedland, a visionary who not only embraces diversity and recognizes the value that an inclusive team can bring, but is also determined to do things differently by embarking on a strategic effort to empower a new generation of highly-skilled women.

In March 2020, Marna Cloete, Ivanhoe's Chief Financial Officer, took over the reigns as President. This executive appointment acknowledges Marna's 14 years of commitment, dedication and hard work. In her capacity as CFO, Marna has worked closely with all of Ivanhoe Mines' shareholders and stakeholders, gaining detailed knowledge of the Company's asset base and operational personnel in all of the jurisdictions where the Company operates.

At the same time, Dr Patricia Makhesha, who has been with Ivanhoe since 2015, was promoted to Executive Vice President: Sustainability and Special Projects. Patricia's transformation vision and passion for people make her an invaluable asset to the team.

Together, Marna and Patricia progress the Company's strategic imperatives, while ensuring that Ivanhoe's culture, responsible mining agenda and drive for sustainable development remain in pole position.

Not only has Ivanhoe entrusted the stewardship of the Company to women, in August 2020, the Company also appointed two distinguished female business leaders to the Company's board as independent non-executive directors. Nunu Ntshingila, Regional Director of Facebook Africa, and Martie Janse van Rensburg, a Chartered Accountant who worked for South Africa's Trans Caledon Tunnel Authority from 1994 to 2008 (initially as its Chief Financial Officer and then advancing to become its Chief Executive Officer), each have more than 25 years' business experience with African-based companies. Nunu and Martie's unique African experience and insights have been acknowledged by Ivanhoe's executive management as capable of adding tremendous value.

Ivanhoe wishes to pay tribute to the diverse, remarkable women that make the Ivanhoe family so successful. We respect and value our diverse teams, acknowledging that every role within the Company is significant and every employee's path tells a story. Ivanhoe pays homage to the untold stories of all our female employees and recognizes the unsung heroines who ensure that the cog turns, from morning coffees to facilities and logistics. The eternal struggle of the working woman to find a work-life balance that caters to the many roles she must take on is evidence of the heroic abilities and traits that we must embrace from a cultural and organizational perspective. While the advancement of technology and the changing landscape of the workplace enable more flexible working arrangements, thus chipping away at the traditional glass ceiling, advocating for an open and unified environment of uninhibited contribution and participation will unlock the full potential of women, whose strengths far outweigh their vulnerabilities.



Performance monitoring, remuneration and retention

The performance of our executive management is measured by way of a corporate scorecard based on Ivanhoe Mines' annual corporate strategy. Key Performance Indicators (KPIs) within this scorecard inform the scorecards for each site, which, in turn, inform the objectives and scorecards for our employees. This structured performance management approach provides accountability, and enables our workforce to measure their performance relative to their objectives and associated KPIs through bi-annual performance assessments.

Employees are, in addition, provided with the opportunity to grow and develop through Individual Development Plans (IDPs) and associated career progression plans, which are discussed together with the performance assessments. Through these plans, our employees are identified for training, study or other development programs. Our human resources development approach and programs are discussed on page 52.

Dignity and equality in a workplace further requires that all employees feel valued and respected and receive fair treatment with appropriate compensation and benefits.

This is further supported by the basic human right to work for fair wages. Ivanhoe Mines strives to pay a living wage which meets both employees' basic needs and also includes some discretionary income. In the DRC, the local monthly minimum wage in the formal sector is \$81. It is estimated that 73% of the Congolese population, equaling 60 million people, live on less than \$1.90 a day. On average our entry level positions are remunerated 225% higher than the minimum in the DRC. In South Africa, the local minimum wage is \$210 and the average living wage is \$371. On average our entry level positions are remunerated higher than the living wage in South Africa.

To ensure that the employees are well compensated for work performed and that the wage is favourably comparable to the current prevailing market, Ivanhoe periodically performs market-based benchmarking studies with internationally recognized companies. Ivanhoe uses the Paterson Job Grading System to evaluate each job, thereby ensuring that equal pay for equal work is maintained.

Ivanhoe Mines strives not only to attract top talent, but also to retain such talent in our workforce through fair and competitive remuneration, as well as other benefits for full-time employees, including medical cover contributions; life insurance and funeral cover; and paid annual, maternity and parental leave. Certain categories of employees are eligible for participation in share-based programs. To aid our strategic agendas, we further track permanent employee turnover to ensure that we understand workforce dynamics and changes. Employee turnover refers to an employee exiting employment through dismissals, resignations or company reorganization. During 2019, the Company's turnover was, on average, less than 3%. However, an organizational restructure undertaken to mitigate the impact of COVID-19 on our mine development operations in 2020 has resulted in a higher than normal turnover.



Health, safety and well-being

The health, safety and well-being of our employees is paramount to us. As a material impact identified in our materiality assessment, we understand the significance of this issue to our stakeholders and employees, and therefore place great value on our performance.

We aspire towards a happy, healthy workforce, working towards continuous improvement and having every job, every day, completed safely. In order to mitigate workplace risk and keep our people safe, Ivanhoe Mines' ethos is that we are each responsible for our own safety, along with the safety of everyone and everything around us. To ensure our employees meet our workplace health and safety standards, we place a particular emphasis on health and safety training and awareness.



Ivanhoe Mines took swift, extraordinary steps in response to COVID-19

2020 was a year we will never forget. Some organizations flourished, some just pulled through and some had to close their doors. Some families thrived, and others fell apart. We have all been affected in one way or another. Some people were lucky and stayed healthy and sadly, some lost their lives. The world was forced to "take a break", to adapt to working from home with our loved ones and to reflect on how we live and really take care of our health.

As the COVID-19 pandemic continued to spread around the world, wave after wave, in an unprecedented series of events impacting on everyone's work and personal lives, we recognized that operational continuity is critical for jobs, the communities around our operations, and the local economies.

We thus took swift, extraordinary steps to both reduce the risk of the virus spreading to our projects and to ensure that we have the financial strength and resilience to weather the pandemic crisis, in order to protect the continuity of our business.

In an effort to remain as agile and resilient as possible, we were early adopters of a COVID-19 Response Plan, which commenced with the appointment of a team with overall responsibility for COVID-19 response planning. Following the guidelines outlined by the World Health Organization, while drawing on the experience of its Chinabased partners – CITIC Metal and Zijin Mining – Ivanhoe established a task team from senior management with overall responsibility for COVID-19 response planning well before the situation was declared a pandemic. The team, led by Dr. Nicolette Du Plessis, a specialist in Paediatric Infectious Diseases and a Professor at the University



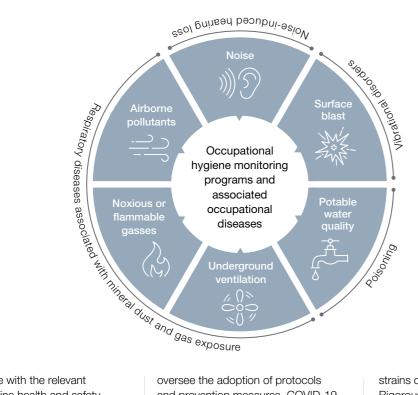
of Pretoria in South Africa, comprised of Company representatives with expertise in health and safety, operations, law, human resources, and communication, as well as outside counsel from world-leading epidemiologists. The task team, together with on-site project medical response teams and our medical service provider, Medical Support Solutions of the United Kingdom, has access to some of the best advice from medical experts from around the globe and has implemented key procedures across the business to ensure minimal disruption to operations.

As part of our COVID-19 Response Plan, the Company also focused particularly on the health and safety of all our employees and contractors, as well as our host communities, by implementing a number of measures to continue improving our health and hygiene protocols and emergency response capabilities, as well as to support the most vulnerable people in our society and to provide critical health, safety, and other supplies where the need is greatest.

We believe that through proactively working together in the spirit of cooperation, we will overcome one of the greatest challenges faced in our lifetimes, and we commend our teams' efforts undertaken to date.

Our health statistics and initiatives

At Ivanhoe Mines, we place a priority on our employees' health and wellness. Each of the projects has a fully-equipped medical team, as well as an emergency medical response team, and conducts regular occupational wellness campaigns that support employees' capacity to look after their own health and well-being. We also conduct routine occupational hygiene monitoring and programs that provide project teams with timely information to institute preventative measures that mitigate health and safety risks.



In compliance with the relevant labour and mine health and safety regulations applicable to our projects, we provide basic medical care to our employees and, where applicable, to their dependants. The Kamoa-Kakula and Kipushi Projects have concluded service-level agreements (SLAs) with local hospitals, to ensure that employees and their direct family members always have access to healthcare professionals. In South Africa, our employees and their immediate family members are provided with medical insurance or a subsidy for contributions to an approved medical scheme.

Employee health initiatives and training programs took place throughout the reporting period at all of our projects. While still undertaking our normal occupational health and hygiene monitoring programs and remaining cognizant of health risks, during 2020, many of the health efforts were targeted at minimizing the impact of the coronavirus pandemic, with all sites appointing a COVID-19 response task team and compliance officer to

oversee the adoption of protocols and prevention measures. COVID-19 awareness and communication portals were also developed by all projects.

In 2020, the Kamoa-Kakula Project conducted 2,726 annual occupational medicals, and conducted a hygiene and infectious diseases awareness campaign benefitting 2,726 employees. A total of 13.851 consultations were undertaken by the occupational health clinic for various conditions, including chronic diseases. 4.175 malaria tests were administered, with 1,443 vielding positive results and requiring treatment. Kamoa-Kakula conducts regular fogging, using an environmentally friendly mosquito control solution, in an effort to reduce the prevalence of malaria among the workforce. Mosquito repellants are also provided throughout the facilities.

The Kamoa-Kakula Project adopted a number of COVID-19 prevention measures during 2020 which remain strictly enforced, with further prevention being the focus as new COVID-19 strains continue to develop globally. Rigorous testing, social distancing, wearing of face masks, frequent hand washing and contact-tracing measures are in place to protect the safety and health of the workforce and community members. Quarantine requirements also apply for all international travellers. A COVID-19 isolation facility has been established at the Kamoa camp. Potential symptomatic patients are moved to this facility, where they are isolated, tested and treated. Once patients have recovered and are deemed no longer infectious, they can return to work only after an additional quarantine period determined by the project's medical staff. As the pandemic evolves, the medical team at Kamoa-Kakula continues to review and update its risk mitigation protocols. The project's preventative measures have been established and implemented at the highest international standards and, if there were to be internal cases, the risk of spreading or cross-contamination is considered to be very low.





During 2020 a total of 1,028 COVID-19 tests were administered by the Kamoa-Kakula Project, and 21 patients treated, with three being admitted into the intensive care unit (ICU) at the new Kamoa-Kakula Hospital. All patients made a full recovery. Kamoa-Kakula has also successfully sourced the latest COVID-19 rapid diagnostic tests (RDT) that test for antigens (the presence of viral particles). The tests are being used by the medical team at Kamoa-Kakula to screen all site arrivals and travellers. Test results are received within an average of 20 minutes, which further enhances the preventative measures already in place.

In 2020, the Platreef Project conducted 326 annual occupational medicals, and conducted an influenza vaccine campaign benefitting 196 employees. A total of 111 employees were treated at the occupational health clinic for various conditions, including chronic diseases, and 624 HIV tests were administered. The Platreef Project also adopted and updated a number of protocols and standard operating procedures in order to mitigate risks posed by the coronavirus pandemic, and to align with international bestpractice guidelines and meet the South African legislative and regulatory requirements. Rigorous preventative measures were followed throughout 2020 with all employees being routinely screened and tested for COVID-19 infection. The Platreef Project partnered with a local business operating a local guest house facility, the Masodi Lodge, to establish a government approved isolation or quarantine facility. The lodge has been

upgraded by Platreef and contains 51 fully equipped rooms with en-suite bathrooms to accommodate COVID-19 positive employees requiring isolation or for placing traced employee contacts in quarantine. A dedicated occupational health nurse working under the direction of the occupational medical practitioner and the project's emergency services team was charged with the responsibility for daily monitoring and well-being of any employees in isolation or quarantine in the facility.

In response to government-imposed travel restrictions and emergency protocols being introduced worldwide due to the COVID-19 pandemic, Kipushi temporarily suspended mine development operations in order to reduce the risk of exposure to the workforce and local communities. The project maintained a reduced workforce to safely and cost effectively maintain infrastructure and pumping systems and to execute planned projects. In 2020, the Kipushi Project conducted 477 annual occupational medicals, and conducted a hypertension awareness campaign benefitting 30 employees. A total of 2,705 consultations were undertaken by the occupational health clinic for various conditions, including chronic diseases, and 519 HIV tests were administered. 647 malaria tests were administered, with 582 yielding positive results and requiring treatment. During 2020, the Kipushi COVID-19 task team also participated in weekly COVID-19 surveillance meetings hosted by Dr Kizanga, Kipushi Health Zone Director.





Kamoa-Kakula's stellar COVID-19 response

In recognition of the importance of proactivity and preparation in preventing the spread of the coronavirus to the mine sites, Kamoa-Kakula acted swiftly to devise a COVID-19 response plan and appointed a task team from senior management with overall responsibility for COVID-19 response planning.

By the time the World Health
Organization (WHO) declared COVID-19
as a pandemic, Kamoa-Kakula had
a clear plan in place to protect
the health and well-being of its
employees, contractors and local
communities while ensuring
business continuity at the
Kamoa-Kakula Project.

The task team then identified the necessity to significantly enhance the effectiveness of its on-site medical team and facilities. During the initial stages of the pandemic, the health department needed a suitable facility that would accommodate a treatment facility. A COVID-19 ICU was established from an original church on the project site which was converted into a healthcare facility, with renovations and equipping taking place between April and May. Now, the facility has a 15-bed capacity where even the most severe cases can be treated. Construction of a 20-bed facility is currently underway. The hospital is capacitated with six highly qualified doctors, as well as a number of nursing and other support personnel.

The ICU is geared to treat any COVID-19 case, including intubation and ventilation for prolonged periods of recovery. Previously, the closest basic medical facilities were available 50 kilometres away, without any ventilation capabilities. The Company procured abundant critical protective supplies for its mine site medical professionals, including surgical gloves and N95 face masks. In addition, Ivanhoe's largest shareholder, CITIC Metal, assisted with the procurement of a substantial number of coronavirus diagnostic test kits.

The existing COVID-19 ICU is intended to be expanded to become a fully-fledged hospital, with expected completion being the end of June 2021. The Kamoa Hospital will include the additional services required to provide a holistic healthcare service, allowing the project to move from no possible care within a 400 kilometre radius, to having an onsite ICU capable of treating even the most severe cases. This venture is unique, in that it will equip the hospital with a fully equipped labouratory, advanced testing that was not previously available anywhere in the area, digital x-rays, trauma surgery facilities, and state of the art occupational health services. At Kakula, a new Trauma Surgery Unit (located at the Kakula Mine) will handle critical patients that need to be stabilised before being transferred to the Kamoa Hospital for further treatment or surgery.

The swift response to the threat of COVID-19 in 2020 successfully controlled the spread of cases in the camps and prevented fatalities related to the virus. Kamoa is committed to provide all employees and contractors with quality healthcare and a safe workplace, now and in the future.

Community-based health initiatives

The community relations and development teams at our projects prioritize engagement and support initiatives focused on community health and safety. We understand community health and safety as a material matter, and therefore implement a number of community health initiatives across our mining projects. During 2020, the focus was primarily on awareness and support measures to assist in the prevention of the COVID-19 pandemic.

At Kamoa-Kakula numerous awareness sessions were conducted throughout the year. Hygiene and medical equipment such as hand-washing facilities and rapid test kits were donated to local government and communities. Masks were also donated on an ongoing basis.

Besides the donation of N95 and cloth face masks to host communities, and the donation of hygiene equipment, rapid tests and infrared thermometers to the Health Zone management, the Kipushi Project focused their efforts on a COVID-19 awareness campaign by sponsoring the broadcasting of COVID-19 awareness and prevention messages in French and Swahili on a local community radio station, Mwaiseni (FM101Hz), which was transmitted six times a day over a three month period. Additional COVID-19 awareness efforts include signboards erected throughout the town and a motorized caravan which rotates within urban and rural areas thrice per week, broadcasting prevention messages.



The Kipushi Project's COVID-19 community health program saves lives

Ivanhoe Mines, like all companies the world over, had to confront the COVID-19 pandemic head-on in mitigating against its anticipated consequences and addressing its actual impacts for both employees and host communities. The sterling response of the Kipushi Project contributed to the project receiving an award from a local nongovernmental organization, Congo Panorama, for its robust engagement and socio-economic contributions.

At the outset, the Kipushi team initiated a Public Awareness and Education Campaign, using a motorized caravan and relying on internal collaboration between the Sustainability and Health units. The teams conducted information sessions over a two-month period, distributed approximately 2,400 pamphlets, erected six signboards throughout the town and provided sanitization to community members. In addition, 5,000 N95 facemasks were distributed and a donation of infrared thermometers was made to the Health Zone management.

The Kipushi Project thereafter proceeded to align existing socio-economic projects with the COVID-19 response project, which included the Kushona sewing centre which has been previously funded during 2018/19, to achieve maximum positive impact. The women in the sewing project were awarded a contract to produce 200 cloth-masks per month. These masks were then donated to community members, including scholars, transport association members and police officers. The shared value project meant that the Company could deliver on its social commitments to host communities, while enabling local entrepreneurs to earn an income and support their families and communities.



A second project that the Kipushi Project has invested in for years became even more critical during the pandemic the water-wells drilling project. Handwashing is crucial at all times for health and hygiene purposes and recognized as essential in combating the spread of COVID-19. The Kipushi team therefore continued with the implementation of this project and aligned it with the COVID-19 Response Project. As previously reported in the 2019 Sustainability Report, the solar-driven water-wells drilling project is anticipated to deliver 50 water wells, with each one assisting approximately 1,000 people. During 2020, two additional solar-power boreholes were established, thereby availing clean potable water to a further two host communities near Kipushi and bringing the total number of boreholes to seven, each at a cost of approximately \$17,000. This initiative forms part of Ivanhoe's strategic response to the SDGs, contributing to target 6.1., which seeks to achieve universal and equitable access to safe and affordable drinking water for all by 2030.

The Kipushi Project also continued the operation of a potable-water station for the daily supply of water to the municipality of Kipushi, which is pumped at 1 million liters per hour. This support project includes power supply, disinfectant chemicals, routine maintenance and security of the potable water pump station, and emergency repair of leaks to the primary reticulation on an as-needed basis.

While the focus on the COVID-19 pandemic is and remains important, the Company continued to deliver its other health-related interventions, including support to the Health Zone in its vaccination campaign and mosquito net distributions. Approximately 600 liters of fuel and human resources have been contributed to these interventions.

4 / Our people



Our safety statistics and initiatives

On February 7, 2020, a contractor's employee at the Kamoa-Kakula Project passed away due to fat embolism syndrome following a broken bone sustained in a workplace accident on January 21, 2020. On August 16, 2020, a contractor's employee collided with the side wall of an access drive while attempting to move a drill rig which he was not trained or authorized to operate. The employee succumbed to the injuries sustained in this underground accident at the Kakula North workings. The Project continues to strive toward its workplace objective of zero harm to all employees and contractors. Since the fatality in February, a number of additional safety interventions have been implemented focussing on training and improving the safety culture, safety systems and lead-indicators to prevent accidents.

Kamoa-Kakula Project reached, 2,618,438 work hours free of lost-time injury at the end of 2020

7,000 employees and contractors on site

Kamoa-Kakula's approach to safety is underpinned by the continual improvement model for health and safety management which is grounded in best practice and achieved through five steps:



Kamoa-Kakula applies three safety principles when performing all day-to-day activities:

- believing that all injuries are preventable;
- implementing the correct preventive action to prevent the repeat of previous accidents and injuries; and
- having the correct programs and practices in place to maintain working conditions conducive of a safe working environment.

A total of 4,989 safety inductions were undertaken in 2020, and 1,808 employees benefitted from safety training initiatives covering topics such as hot work permits and working at heights. Other safety initiatives included the complete implementation and user-acceptance for the new digital health, safety and environment (HSE) management system, installation of fall of ground (FOG) lights, installation of electronic key control on trackless mobile machinery and a complete restructure of the safety department. During 2021, an extensive safety campaign in all operational languages is planned, with the purpose to promote the Project's safety culture and to provide greater organization-wide safety awareness and responsibility.

Our Platreef Project has adopted two safety slogans which underpin the team's safety approach -"Khumbul'ekhaya" which means "home without harm, everyone every day" and "Hlokomela", meaning "take care". A total of 572 safety inductions were undertaken in 2020, and 1,826 employees benefitted from safety training initiatives covering topics such as HIRA training, working at heights, standard operating procedures, etc. Regrettably only one out of three safety targets was achieved during 2020 and at the end of 2020, the Platreef Project reached a total of 81,298 lost-time, injury-free hours.

A tragic fatal accident, claiming the lives of three valued employees, occurred on September 14, 2020. The accident occurred in Platreef's Shaft 1 when the cable holding a kibble bucket was sheared in the headgear of the shaft and the kibble bucket subsequently fell down Shaft 1 and struck the northern side of the working platform (stage), where four employees were conducting routine water-pumping activities. One of the employees was rescued from underground and airlifted to a hospital in Johannesburg. He has been discharged and has made a full recovery. Sadly, the three other miners succumbed to their

injuries.

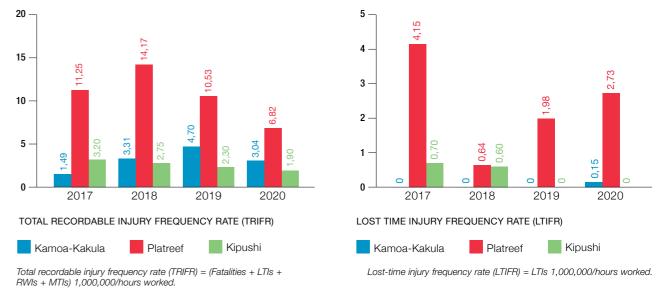
The initial investigation by the DMRE has been concluded, but the formal enquiry is still pending. The preliminary finding is that this tragic accident was caused by a rare electronic device failure. Leading industry specialists are assisting Ivanhoe Mines in determining the possible causes of the accident, as well as installing and commissioning systems to prevent any chance of a reoccurrence. All safety devices associated with the initial shaft sinking winder and operation are being replaced and the winder will be configured with new and appropriate safety and operating devices and systems as required for the permanent hoisting configuration. These systems will be installed and commissioned prior to commencing the equipping of the shaft. A full safety intervention

is scheduled for Q2 2021, with a focus on systems, safety leadership, team behaviour and empowering employees on safety aspects. No further injuries were recorded on the mine since the accident.

Pursuant to reduced activities at the Kipushi Project, only 60 safety inductions were undertaken in 2020, and 284 employees benefitted from general and other safety training initiatives covering topics such as first aid, firefighting and defensive driving.

Kipushi Project reached, **2,918,693 work hours** free of lost-time injuries and **766 days** free of lost-time injury at the end of 2020

It has been more than two years since the last lost-time injury occurred at the Kipushi Project.



As we move our projects forward to 2021 and beyond, we embrace the future with a renewed discipline and energy, as well as innovative approaches and technologies.

Employee wellness

Our care for the personal health and physical well-being of our employees is one of Ivanhoe Mines' top priorities. We provide the highest standard in the industry of onsite food and shelter. The materiality assessment highlighted this as a material matter to our internal and external stakeholders and we therefore will continue to prioritize well-being. All on-site accommodation is well equipped and comfortable. The nutritious and organically-grown food that we serve in the respective dining facilities is partly sourced from the food programs in the local communities (e.g. vegetables, eggs, fish, chicken and honey) and caters for the varied tastes of our multinational workforce. We understand health as a human right and ensure the standards at our projects meet the highest standards for accommodation and healthcare. Gyms and other recreational facilities are available to ensure workers' physical fitness and to offer respite from the work environment.

We encourage a healthy work-life balance, as well as keeping our employees physically fit and healthy. At our corporate office we have introduced a running club which caters for all ability levels and regularly participates in races. At our Kamoa-Kakula Project, we have introduced a cycling club and furnished employees with bicycles. These activities not only promote fitness, but also encourage fun and team-building.

In 2020 we launched a pilot program for our employee emotional wellness at our corporate office.







This program offers employee assistance and confidential specialist advice for employees and their immediate families in several areas including mental health, financial and legal advice.



Counseling on topics such as stress, anxiety, depression, bereavement, parenting, divorce, addiction, trauma and mental health are covered. The program also offers managerial training and support for dealing with employees' personal issues which may be inhibiting their performance. The 24-hour service is available through messaging, e-mail or a toll-free contact number and may take place either telephonically or face-to-face. In the later part of 2021, the efficacy of this program will be evaluated with a view towards organization-wide implementation thereof.





Crisis management planning and emergency preparedness

Natural disasters such as droughts, floods, etc. are on an upward trend, driven by factors such as climate change, urbanization and the degradation of natural ecosystems, resulting in harm to people and property in communities around the world. It is a business imperative for us to reduce disaster risk, to mitigate the impact of

such risk and to play a positive role in building communities that are more resilient to disasters. We conduct quarterly risk evaluations and routine emergency drills. Looking forward, we plan to further refine our Emergency and Disaster Preparedness and Response policies and procedures and to develop a toolkit for best practice.

We will also continually assess risks and opportunities for our host communities in order to contribute towards building their resilience and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters.



Skills for the future

Employee skills development

We are committed to developing our most precious resource – the people who work passionately and tirelessly to realize the vision of building a leading, diversified mining company in southern Africa. We have implemented strategic, comprehensive human resource development programs which are aimed both at employees, as well as host community members, in order to harness the skills necessary for the projects' needs – now and in the future.

At our mine sites, we focus on developing training initiatives to develop skills of the local workforce, and prepare our employees for future demands. Our main contractors are also held accountable to these principles of skills development and for complying with our employment standards, as regulated by the contractor and vendor frameworks established at each project. We recognize training and education as a material issue for our internal and external stakeholders and therefore prioritize opportunities.

We ensure our employees have the tools and skills they need to perform their jobs efficiently and safely and to achieve their full potential. We focus especially on building the capacity of local employees through continual skills development that enhances employees' personal and career development opportunities, such as on-the-job coaching and mentoring, augmented by study assistance in line with Individual Development Plans (IDPs) and associated career progression plans. In 2020, 175 employees across various organizational levels were enrolled in a wide range of educational development programs, such as certificate or diploma courses, degrees, including skills transfer programs related to succession planning.

We recognize star performers as part of a talent pool and fast-track their development. Skills transfer programs are also in progress. We are actively expanding our female workforce at our DRC projects and are providing our existing female employees with opportunities for development and career growth, in compliance with local legislation and best practice.

At our Kamoa-Kakula Project, our Human Resources Development (HRD) program takes into account the relatively remote setting of the Project, the multi-cultural workforce, our commitment to local employment, the expansion of the mineral resources, and the need for a future, skilled, local workforce. To reach these objectives, our Kamoa-Kakula HRD Department focuses on identifying and assisting high-potential Congolese nationals through training, mentoring, skills transfer programs, study assistance and active succession planning.

2020 performance in numbers

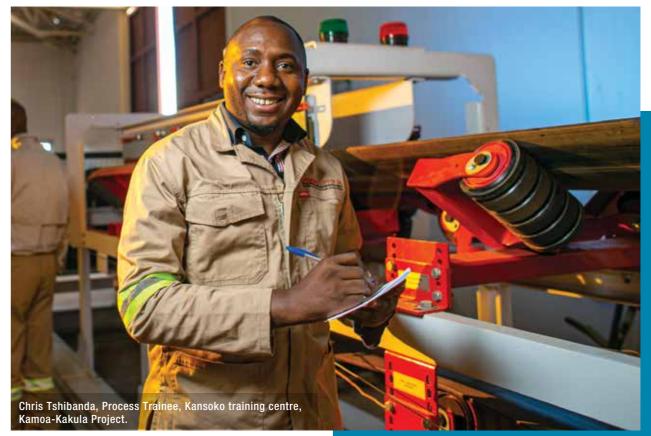
35 employees in a skills transfer program for succession planning

27 internships

24 mentorships

42 promotions







Cadetship Training Centre: A success story for women working underground

Ivanhoe Mines has established a world-class mining training centre at our Kamoa-Kakula Project at Kansoko, which boasts state-of-the-art simulators and a strategic cadet training program for local community recruits.

The Cadetship Program is targeted at career progression through a clear development plan, and is part of Ivanhoe Mine's continued strategic effort to empower a new generation of highly skilled women and men.

The Cadetship Program, a structured training program that provides a meaningful set of competencies, was designed in 2019 to provide skills training to local community members, in order to enhance their employment prospects. The program aims to provide people, particularly local youth, with an opportunity to gain tangible and meaningful skills to enhance their employability for entering the mining sector. Ivanhoe's mission with this program is for cadets with previously limited education to be upskilled and given the opportunity to advance their careers in mining. The Cadetship Program runs in parallel with the normal mining Traineeship Program.

The Kansoko training centre has, to date, been vital in providing a conducive learning environment for various training courses and was consequently identified as suitable to facilitate the Cadetship Program. The Company has set the target of providing cadetship placements to 30 people per year, over five years. In 2020, the training centre was provisionally closed pursuant to the COVID-19 pandemic lockdown, thus interrupting the planned training programs. However, by following the comprehensive health and safety protocols to prevent the spread of coronavirus, and the subsequent easing of operational restrictions, the training centre successfully trained and deployed five



operational crews for the Kakula Mine and two operational crews for the Kansoko Mine. Despite the difficulties posed by the unforeseen pandemic, the training objectives were exceeded by training and deploying two additional crews in addition to the planned five. The target was far exceeded in 2020 with 194 trainees successfully trained on a variety of courses, including tele-handler, agitator truck and utility vehicle training. At the same time, five cadets received underground utility vehicle training. These young women were from surrounding communities and had no prior experience in mining or the operation of mobile machinery.

Kamoa-Kakula continues to challenge the status quo by encouraging the growth of women in mining and increasing the number of trained Congolese women personnel in active underground mining work. Historically, there had been little consideration in the DRC mining sector to employing female Congolese personnel – especially complete novices – in active, underground mining work; and while there have been some instances in the past

where several Congolese females were employed as mining machine operators, these were generally operators with previous experience. There has also been a prevailing view that female cadets were to be trained in relatively low skilled roles, because of their limited education and experience. This innovative Cadetship Program has permitted a shift change in an effort to challenge these past expectations by investing in the training of female cadets, and intends to show that personnel recruited as cadets have the ability to learn and progress into skilled roles, and thus have longer-term career paths.

The utility vehicle training program takes four months to complete, commencing with a 1.5-day underground induction, followed by initial theory training in the components and operation of the Normet Multi-Mec machine. The program follows with "hands-on" operational training of the machinery on the surface, to enable practical application of the theoretical learnings. The trainees progress by

completing fully supervised underground operations training and, subject to the instructor's approval, the cadets advance to taking on roles under minimal supervision by assisting the operational mining crews.

The five women that completed the utility vehicle training program during the reporting period received their competency certificates, which were presented by Minty Cai, Kamoa-Kakula CFO, in a small graduation ceremony. The high-quality training these women have received is transferable in other operations in the mining sector, thereby evidencing the increased cross-functional value inherent in our training programs.

Ivanhoe Mines applauds the commitment and determination of the Congolese women and men in completing their training modules, and looks forward to continued and enriching skills training and development.

Our Platreef Project is guided by operational requirements and those mandated by the project's SLP, as well as the requirements of the Mining Charter and Employment Equity legislation. The SLP is crafted, implemented and reviewed in five-year intervals and is regulated by South African mineral legislation. The 2020 reporting period was the fifth year of implementation of the project's first SLP. Although the second SLP was pending approval from the DMRE in 2020, training initiatives continued at the Platreef Project throughout the year.

2020 performance in numbers

- **9** employees in skills program for succession planning
- 6 learnerships
- 4 internships
- 3 mentorships
- **1** promotion (local employee)

At our Kipushi Project, the employee skills development program is based on the progressive need for a variety of skills as the mine readies for production. A formal skills transfer program is underway, through which expatriate workers and highly-skilled nationals build the skills of local employees.

2020 performance in numbers

- **10** employees in skills program for succession planning
- **15** mentorships
- **2** promotions (local employees)

Community skills development

The 2020 materiality assessment has highlighted training and education at the community level as critical to our stakeholders, and we therefore prioritize opportunities for host communities. We recognize that Ivanhoe's principal projects are situated in emerging economies where discrepancies exist between the skill and educational levels of a significant portion of individuals in our host communities, and the skills required for employment at the mining projects or for establishing and growing a successful local business. We invest in adult literacy and education, scholarships and bursaries, livelihood projects and training interventions that enable community members to improve their living conditions and socio-economic status.

Pursuant to the Kamoa-Kakula Project's ramp-up to mining, our 2020 community skills development initiatives focused largely on providing 194 core-to-mining training opportunities at our Kansoko Training Centre. Other community skills development investments included 416 non-core-to-mining training opportunities, focused largely on agricultural and textile training.

At the Platreef Project, our community skills development efforts in 2020 focused on providing seven non-core-to-mining training opportunities and three core-to-mining training opportunities for local community members through collaboration with sector implementation partners. Educational efforts undertaken included a scholarship program for 109 learners from 13 local schools, a bursary program providing financial educational support for three qualifying tertiary students from host communities and an internship program providing practical field experience for three tertiary students from host communities.

Investment in education forms a core part of the Kipushi Project's socio-economic strategy. In 2020, Kipushi's community skills development efforts focused on the provision of adult education and literacy, implemented in collaboration with Alfa Congo, a local non-profit organization, benefiting 330 community members of which 60 were male and 270 female.

Further investments in educational initiatives include the bursary program for 52 students and scholarship program for 52 scholars. The Kipushi Project also afforded an internship training opportunity in the field of mine processing in 2020. Innovation and education are critical business imperatives that we implement throughout the business, from mining exploration, technology and information systems, to people management and research and development.





Japan-South Africa education partnership sees local beneficiary, Mmasabata Dolly Molekoa, thriving through a Master's Degree in Environmental Sciences

At the fifth Tokyo International Conference on African Development (TICAD), held in Yokohama in 2013, the Japanese government stated its policy of strengthening support for the ongoing dynamic growth of Africa with stronger public-private partnerships. Japanese Prime Minister Shinzo Abe announced the "African Business Education Initiative for Youth" (ABE), a strategic five-year plan providing 1,000 youths in Africa with opportunities to study for master's degrees at Japanese universities and participate in internships at Japanese companies, commencing from 2014.

The Japan International Cooperation Agency (JICA) was appointed to implement a master's degree and internship program within the ABE Initiative framework developed for countries whose official requests have been approved by the Government of Japan. The Platreef Project has endorsed four students through this program, three of whom have successfully completed the program. Dolly is the most recent beneficiary to be completing her studies.

Dolly from Ga-Molekana Village in Mokopane matriculated in 2013 and graduated from the University of Limpopo with an Environmental and Resources Bachelor's degree in 2017. The Platreef Project sponsored Dolly throughout her studies. Her hard work and dedication resulted in her being awarded a scholarship in Japan to further her studies in MSc Environmental Sciences at Hokkaido University.

On 31 August 2018, Dolly travelled to Japan, her first time out of South Africa, and began her journey as a research student for six months to be followed by two years as a master's student.

Dolly's research topic is "Assessment of spatio-temporal variations in Doorndraai dam water quality for sustainable water resource management". The objectives are to use a synergistic approach of remote sensing and in-situ measurements to quantify surface water quality, and to monitor physico-chemical analysis of surface water quality during dry and wet seasons, considering South African water quality guidelines and statistical modelling.

Dolly has published two papers during her studies, with the focus on ground and surface water quality studies in the Mokopane area. The papers will contribute to local Mogalakwena Municipality planning, with strategies to mitigate against the water quality crisis with a focus on Sustainable Development Goal 6 (SDG 6) which seeks to "Ensure availability and sustainable management of water and sanitation for all". Dolly did two internships while studying with Japan Space Systems in Tokyo and at the Institute for Global Environmental Strategies in Kanagawa.

Dolly expressed her gratitude for the amazing experience she had while being an international student in Japan. She made life-long friendships, built diverse educational and business networks and grew respect of the Japanese culture and beautiful country. One of her personal highlights was climbing Mount Fuji.

Dolly defended her masters thesis on February 12, 2021 and was awarded her degree on March 25, 2021. She has now started a two months internship in Yokohama to learn about wastewater treatment and learn how to solve water quality matters.

Building intellectual capital through quality education and industry innovation

We contribute to SDG 4 by investing in quality education in our workforce and host communities, thereby further reducing inequalities, as well as advancing SDG 9 through investment in technology, research and innovation.

Through our intellectual capital, we seek to contribute towards people and prosperity, and to a cleaner planet fuelled by the green metals that we will produce. Ivanhoe Mines defines 'intellectual capital' as knowledge that can be used to produce wealth. This knowledge is encapsulated in the human capital of the Company and carefully considered in our recruitment and retention strategies. The structures supporting employees in their work, such as information management systems, are also considered as an important part of intellectual capital.

Intellectual capital within Ivanhoe Mines is built up through the participation of our employees in training and mentoring initiatives and the collective learning that takes place when projects are implemented successfully, through sharing best practices and developing innovative solutions across our projects.

Resource development

Ivanhoe Mines prides itself on the discovery and development of highly unique mineral deposits which bear the "green metals" needed for the transition to a lower carbon economy.

Our geological experts come from varied backgrounds with experience in a wide range of environments, deposition styles and ore types. This broad base of experience provides a distinct competitive advantage that is used to drive and support mineral resource development within the Company.

This experience base is further supplemented by consultants who are considered to be the best in their field, and by significant involvement of academia (individuals and academic institutions), which further enhances the intellectual capital of the Company. This wealth of knowledge is being passed on to local employees at our projects, through skills transfer programs and on-the-job training, as well as specialized training at Canadian and Japanese institutions.

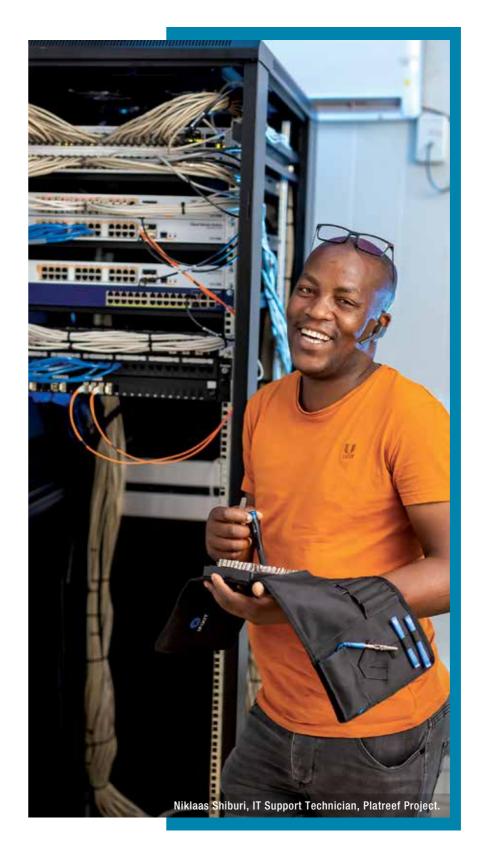
Significant volumes of data are collected using a variety of techniques to provide insights into our geological controls. Underground exposures have further enhanced the understanding of geological controls on mineralization. Employees are driven to understand these controls, and exploration is guided with great success by the insights obtained. Natural systems are difficult to understand and model, and are harder still to predict. Targeted exploration at Kakula West, Kamoa North and the Western Foreland are testimony to the success of our proprietary exploration model.

Our executive management's willingness to support mineral resource development, and to take the necessary risks, has allowed the Company to realize the wealth inherent in its intellectual capital, through the investment in resource development.



Mine development

International contractor teams from Australia and China, used in the initial development of the Kansoko and Kakula mines, have been specifically tasked to recruit and train local development crews and build intellectual capital. The same commitment is evident in the training of local employees during shaft sinking operations at Platreef. Our desire to develop and transfer skills is evident in the establishment of the Kansoko training centre under the guidance of our mining experts who bring diverse development and operational experience (see page 70). State of the art equipment and a dedicated underground mining section ensures that Ivanhoe Mines continues to build the knowledge-based assets required to realize the wealth of its many discoveries.



Information management systems

Ivanhoe Mines places a premium on the integrity and security of the information that comprises its intellectual capital. To this end, the Company has procured comprehensive specialist data management systems to enable employees to apply advanced techniques and analytics on a variety of subject areas, such as resource modelling; mine planning; risk, health, safety and environmental management; financial management and reporting; people management and stakeholder management. These systems provide employees with the tools to gain insight into different areas of operation at the Company's principal projects and enable a culture of innovative thinking. The Company also stays connected to the communities through community portals which include a "Talk to Us" application enabling feedback from communities in real-time. In 2020, we worked on developing a supplier portal, which will enable us to streamline our supply chain management and foster local supplier development

5

Our prosperity

\$800 million total value created and distributed

66% increase in national value distribution from 2019

203,417 eggs produced by Kamoa-Kakula's women-owned community cooperative

282 new local farmers supported

Our commitment to prosperity



Israel Kainda, 1st Grade, Musokantanda Agronomist Technical Institute. We strive to create **shared value and inclusive growth** for all our stakeholders.

We strive towards pursuing **continual improvement in social performance,** and contributing to the social, economic and institutional development of host countries and communities.

We strive to foster **local procurement by strengthening the small businesses** in our value chain and buying goods and services from locally based suppliers.

We strive to **engage with local suppliers** for all phases of the mining life cycle.

We strive to play an active role in becoming a catalyst for formalization and growth of micro-, small- and medium-sized enterprises, thereby stimulating entrepreneurship and indirectly generating employment and contributing towards community development and innovation.

We strive to attain **optimum return on our investments** in strategic infrastructure, education and capacity-building initiatives, measured through outcomes-based assessments

We strive to implement sustainable development initiatives in our host communities which enables them to benefit from economic development in their region, even after mining ceases.

We strive to **contribute towards the development of infrastructure** for sustainable cities and communities of the future.

We strive to forge **innovative partnerships through collaborations** with suppliers, industry peers, host governments and academics.

Alignment with Ivanhoe's priority SDGs







Our approach to prosperity

According to the WEF SCM model, prosperity highlights the importance of prosperous societies and the role of businesses in fuelling economic growth, innovation and shared wealth. The UN's 2030 Agenda for Sustainable Development further strives to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature. A company's value is increasingly reflected in the off-balance sheet intangible assets and value drivers associated with economic and social prosperity.

The Ivanhoe Mines materiality assessment has identified social compliance and investment as significant to our stakeholders and business, and we see the sustainable and shared value creation for the countries and communities in which we operate as a core business objective and corporate imperative. We appreciate that the most crucial building blocks of a sustainable mining operation are based on the ability to create inclusive shared value by contributing to the social, economic and institutional development of the host countries and communities in which we operate. In addition, social compliance, transformative innovation and investment in our host communities are material topics for Ivanhoe Mines in seeking to create significant economic value for employees, stakeholders and wider society through job creation and investing in the productive capacity of the economy. We recognize that the foundations of our SLO are reinforced by economies which are equitable and inclusive.

We create positive economic impacts through the value we create and distribute, including from tax revenues, salaries, and capital and operational expenditure allocated through our socio-economic development programs and local procurement. This fosters the creation of equal opportunities

for quality education, decent work and economic growth, which, in turn, build educated workforces and sustainable cities and communities. We strive to consciously and continuously increase these positive impacts and to further multiply their benefit through collaboration with government and partnerships with like-minded private sector peers and philanthropic organizations.

Our financial performance is primarily affected by ongoing exploration and development activities being conducted at our projects. This is currently constrained since Ivanhoe Mines has not yet earned any operating revenues, and expects to fund all of its exploration and development activities through debt and equity financing until operating revenues are generated. From an innovation, and specifically Research and Development perspective, we are proud of the work done in resource development where we have a distinct advantage.



For more information regarding our financial results for the year ending December 31, 2020, please refer to Ivanhoe Mines Ltd.'s Management Discussion and Analysis (MD&A) and AFS at

This section details Ivanhoe's contribution to local and national economic growth in the countries in which we operate.

Employment and wealth generation

Operational employment

Our workforce increased by 60% from 2019 to 2020, totaling 8,884 as at December 31, 2020, comprised of 2,163 employees and 6,721 contractors. Further details on the composition of our workforce. Can be found at $\frac{129}{2}$.

Total value created and distributed

Ivanhoe Mines' principal projects are being developed in emerging economies. Through our economic contributions, we seek to create enduring social and economic benefits, and leave a lasting legacy in the countries and communities where we are active. We acknowledge the importance of monitoring and disclosing the impact our projects have on regional and national economies in our footprint areas. Our economic contributions include taxes paid to local and national governments, payments to parastatals, salaries, investment in socio-economic development, and procurement. Our sustainable development strategy seeks to provide a platform for economic growth and diversification in order to create thriving, self-sustainable communities beyond life of mine. We recognize the importance of regional economic development and continually seek opportunities to maximize our economic impact through collaboration with different spheres of government, and various corporate and philanthropic organizations, role players and industry peers.

Total value created and distributed represents our economic contributions to emerging economies where we are active. This economic value represents actual and accrued expenditure incurred and its distribution is facilitated through payments and remittances to governments, local employees and suppliers, and through community-led socio-economic development initiatives.

Payments to governments represent mainly income taxes, payroll taxes and net value added taxes incurred in the tax jurisdictions where we operate. In addition, amounts are incurred for goods and services rendered by the government, primarily through the provision of electricity to our mine sites.

Employee economic value is created through payments of salaries and payroll benefits such as contributions for healthcare insurance, post-retirement funds and other allowances.

The amounts presented in the report are representative of the value created for employees who are citizens of the emerging economies where we are active.

Procurement expenditure is disclosed on an accrual basis for the reporting period presented and is the amount spent on goods and services acquired from local suppliers in these emerging economies.

Social economic development expenditure represents funding provided to indigenous communities within our project's footprint for the advancement of infrastructure, livelihood and upliftment initiatives.

All amounts are presented on a 100% basis.

Although we do not measure the direct and indirect economic impact of employee wage spending on local goods and services, it is an important factor in our economic contributions to our host communities. The events of 2020 have further highlighted the need for us to play a role in building inclusive and resilient communities that will thrive for years to come. The tables that follow show the total value created and distributed by Ivanhoe Mines during 2020, as well as 2019.

In 2020, Ivanhoe Mines created, distributed and provided a total value of **\$799,619,266**

\$77,956,610 in taxes

\$36,266,786 in wages and benefits



Total value created and distributed 2020**														
Project		Gover	nment			Socio- Economic Develop- mployees DRC								
	Payroll tax	VAT paid/ (net refund)	Other tax	Parastatal Companies	Employees		DRC	South Africa	Other African	National Value Distribution	South Africa	Democratic Republic of Congo	Other African	
Kamoa-Kakula*	18,120,424	44,677,302	3,909,268	28,574,124	18,235,786	9,485,	540	352,051,298	190,150,958	40,274,679	705,479,379	190,150,958	475,053,743	40,274,678
Platreef	1,748,907	(4,557,572)	_	453,102	4,214,468	715,	403	_	30,078,666	_	32,652,974	32,652,974	_	_
Kipushi	4,904,922	1,499,760	70,548	3,914,208	8,825,797	534,	183	7,428,383	2,601,319	1,022,253	30,801,373	2,601,319	27,177,801	1,022,253
Exploration	_	_	197,555	_	1,045,222		-	3,327,762	1,213,527	_	5,784,066	1,213,527	4,570,539	_
Corporate and Group Services	7,095,027	106,916	183,553	_	3,945,513	207,	747	920,537	12,442,181	_	24,901,474	20,829,595	4,071,879	_
TOTAL	31,869,280	41,726,406	4,360,924	32,941,434	36,266,786	10,942,	873	363,727,980	236,486,651	41,296,932	799,619,266	247,448,373	510,873,962	41,296,931
Total value created and distributed 2019**														
Kamoa-Kakula*	13,664,664	25,285,849	3,990,143	34,463,292	13,125,780	15,661,	146	164,205,482	70,241,346	587,555	341,225,257	70,241,347	270,396,355	587,555
Platreef	2,808,970	(5,731,550)	-	589,759	5,817,469	2,305,	030	_	37,802,188	_	43,591,866	43,591,866	-	-
Kipushi	6,516,312	3,592,124	764,406	6,429,410	10,961,266	904,	279	19,778,676	12,122,602	1,414,154	62,483,229	16,124,114	44,576,772	1,782,343
Exploration	_	_	2,583,706	_	-		-	6,897,504	1,207,174	_	10,688,384	1,207,174	9,481,210	_
Corporate and Group Services	6,481,313	769,380	822,448	_	4,791,101	354,	319	1,420,916	8,277,926	4,109	22,921,512	18,184,745	4,732,658	4,109
TOTAL	29,471,259	23,915,803	8,160,703	41,482,461	34,695,616	19,224,	774	192,302,578	129,651,236	2,005,818	480,910,248	149,349,246	329,186,995	2,374,007

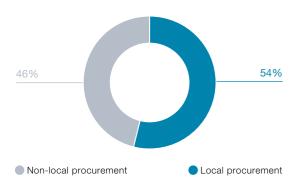
^{*} Total value created and distributed for the Kamoa-Kakula Project is reported on a 100% basis (and not just on Ivanhoe's 39.6% interest in the Project).

^{**} The 2020 amounts in the table have been translated to US Dollars at the average exchange rate for the 2020 year of assessment where applicable. The 2019 amounts were translated to US Dollars at the closing exchange rate as at December 31, 2019 where applicable.

Local procurement

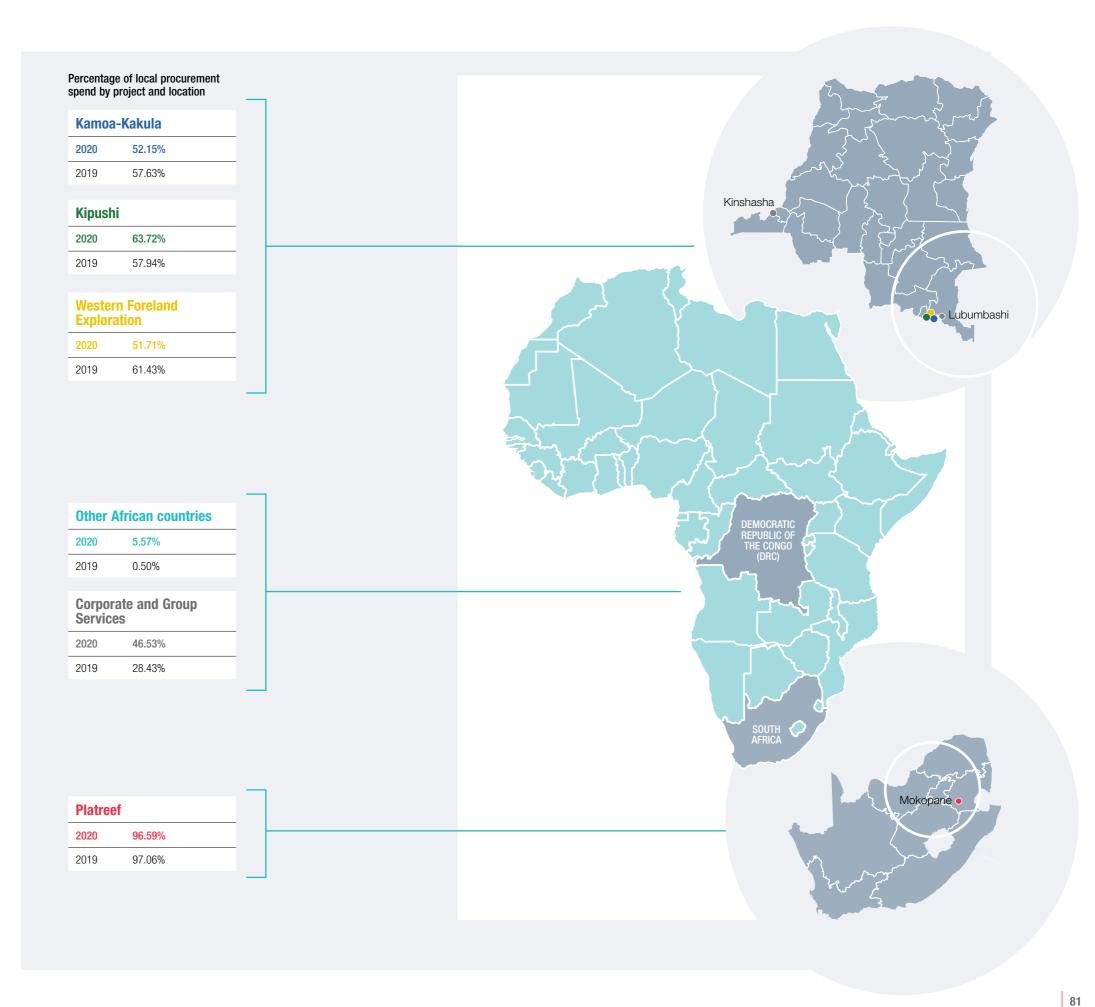
For purposes of this Sustainability Report, we define "local procurement" to be in-country procurement for our specific countries of operation, the DRC and South Africa. In 2020, our projects spent \$401.6 million on the procurement of goods and services in the local context.

2020 Local procurement spend as a percentage of total procurement spend



At Kamoa-Kakula and Kipushi, our local procurement strategy is guided by the applicable DRC regulatory framework, and at our Platreef Project, by the South African Mining Charter and the Department of Trade and Industry's (DTI) B-BBEE Codes of Good Practice. We set internal targets to ensure that the development of our projects bring direct benefit to local businesses through our supply chain, and implement measures to ensure that our commitments to local procurement are passed on to our contractors and suppliers. The Platreef Project has expanded implementation of the requirements of the mine's SLP by creating focused awareness for contractors and suppliers to locally source and procure; while our DRC-based projects in Kamoa-Kakula and Kipushi are updating and aligning the local procurement requirements as per procurement-related provisions of the amended DRC mining code. Based on OECD guidelines, Ivanhoe's group due diligence policy outlines the vetting process that must be undertaken both at the on-boarding stage and routinely with existing suppliers, addressing anti-corruption and money laundering, human rights abuses and HSE issues. Although this is applicable to all suppliers, small local suppliers are expected to comply with the minimum requirements, while larger suppliers are expected to be fully compliant (including on issues such as social and environmental stewardship).

As all our projects are being developed close to neighbouring communities, we are committed to supporting localized procurement in our host communities within each project site's social area of influence. Each project applies their own methodology for the purposes of categorizing suppliers for local procurement.





Four criteria are used to rate suppliers on a maximum of 100%, with each criterion (pillar) accounting for 25%:

- 1 DRC registered entity (25%);
- 2 Majority (50+) Congolese nationals owned:
- 3 Majority Management positions (50+) held by DRC nationals; and
- 4 Majority (50+) of DRC employees.

∫ \ Platreef

Suppliers are categorized by geographical location under the following:

- Local community all suppliers from community.
- Local all suppliers within
 50 km radius from the mine.
- **Limpopo** all suppliers in Limpopo.
- National all suppliers outside Limpopo but within South Africa.
- Foreign all suppliers outside South Africa.
- Suppliers are categorized in terms of ownership for black ownership, black women ownership, youth, disabled, women owned, HDSA, empowering supplier and designated group.

I Kipushi

Suppliers are categorized by geographical location under the following:

- Local suppliers registered as domiciled in Kipushi and surrounding areas reporting under the Kipushi territory.
- National suppliers registered within the country of the DRC but not in the Kipushi Territory.
- Foreign all other suppliers who are not DRC registered entities but are part of the Kipushi supplier address book.

To promote and facilitate access to business opportunities, we have instituted enterprise and supplier development (ESD) programs through which we provide workshops, entrepreneurial training and assistance to local suppliers. We seek to preferentially engage and support these community local suppliers, and to create opportunities for community suppliers to partner with established suppliers for skills transfer and shared wealth generation. Our local procurement strategy, comprised of our ESD programs, ring-fencing of procurement opportunities, the encouragement of joint venture initiatives and the unbundling of contracts, is geared to enable us to attain our long-term ambition of helping people find a way out of poverty, earn a living and begin the journey to enduring economic growth for themselves, their families and their communities.

In 2020, Ivanhoe supported 25 formal and 28 informal local enterprises. This support includes skills training; technical, legal and business-orientated guidance and facilitation; and financial assistance. We have created significant opportunities for local enterprises and all associated valued supply chain members, which continually contribute towards the achievement of SDG 8 by nurturing decent work for all women and men, including young people and people living with disabilities. Furthermore, we have ring-fenced 15 categories of work opportunities specifically for local suppliers including, but not limited to, waste services, catering services and construction supply.

Fostering a strong relationship with our suppliers is important to us. As part of the building blocks needed for a strong supplier relationship, Ivanhoe undertakes monthly due diligence training for our suppliers. In 2020, notwithstanding the setbacks brought about by extensive lockdown periods to deal with the coronavirus pandemic, we undertook 56 due diligence training sessions, against a target of 141. We are continually improving our relationships with suppliers through training methods, as well as increasing the frequency of quality communication. This has ensured reliability, safety and compliance throughout our procurement cycle.



Local procurement standards of practice

The Mining LPRM, developed by the Mining Shared Value initiative of Engineers Without Borders Canada, is a set of disclosures that seeks to standardize how the global mining industry and host countries measure and talk about local procurement. As reported in our previous Sustainability Reports, Ivanhoe Mines adopted the standards of practice as published in the LPRM with a view of standardizing our procurement practices across all of our projects, identifying any potential gaps at specific project locations and streamlining our group procurement reporting (see page 136).

This tool assists us in ensuring we can monitor and control the risk of compulsory labour, as well as child labour, as material impacts resulting from our materiality assessment.

The tool further provides crucial impact and risk management functions which Ivanhoe Mines relies significantly on in managing these material impacts, such as:



Group-level policies covering appropriate business practices (e.g. anti-corruption, human rights protection).



Local supplier databases and registration protocols.



Supplier grievance and dispute mechanisms.



Local procurement and preferential scorecards to inform tender processes.



Supplier training programs and capacity-building initiatives.



Local procurement incentive schemes and ring-fencing opportunities.

During 2020, we focused our efforts on the formulation of a Supplier Compliance Framework for the Kamoa-Kakula Project, which aims to bolster accountability and compliance at all project sites, and to align practices and reporting for all site contractors and project vendors.

Transformative innovation through enterprise and supplier development

Small- and medium-sized businesses are important in the communities where we work and contribute significantly to employment. In addition to the role our ESD programs play in creating opportunities for community suppliers to secure skills transfer and wealth generation, we also recognize the innovation that comes from many small businesses.

Through our enterprise development programs, we invest time and capital to help people establish, expand or improve businesses, often with a view to integrating these enterprises into our supply chain. Through our supplier development programs, we work with certain suppliers on a one-to-one basis to improve their performance and equip them to take advantage of opportunities within our supply

Our supplier development programs have been designed to support different groups of suppliers in our supply chain, and we have adapted our programs to their local context and their needs. Our supplier development teams support both large and small businesses. We have worked to adapt the tools we use in our own operations to support improvements in productivity and efficiency for smaller businesses that can be used at scale. For our small suppliers, we use a diagnostic assessment which then informs training plans for suppliers.

Empowering small businesses and entrepreneurs across our supply chain to help promote their success is crucial. We therefore have a critical role to play in supporting their development and growth by providing skills training, mentorship, opportunities to scale and gain access to needed resources like digital tools, financing and other critical inputs.

Particular attention is paid at site level to supplier and enterprise capacity building. Suppliers already in Ivanhoe's supply chain are supported through various group and individual training sessions. Existing enterprises in the formal and informal sectors are strengthened to increase business capacity and are gradually integrated into our supply chain where relevant.

We understand the role that technology can play in catalyzing the growth of small- and medium-sized businesses. In 2020, we developed a digital supplier portal. This free multi-language portal is available for all suppliers to register their businesses on our vendor database, and provides guidance in respect of the compliance frameworks and associated documents for our respective projects. The second phase of the portal development includes the development of an application for digital supplier training which aims to provide training on topics including contractors packs, financial management, people management and operational management.

At Kamoa-Kakula, our ESD initiatives during 2020 focused on training interventions. Enterprise development interventions covered training on company registration, shareholding selection, entrepreneurship, cash flow management, community recruitment, outsourced payroll, and audit and accounting procedures, with four enterprises joining the development program and one enterprise having graduated to Kamoa-Kakula's supply chain. From a supplier development perspective, 21 suppliers attended training on business management and regulatory compliance practices.



Sewing the local economy together

The Kamoa-Kakula Project has created an entrepreneurial masterclass through its community sewing project. The sewing project, nicknamed Salamah (meaning 'security and peace' in Swahili), was initiated by Kamoa-Kakula's Local Economic Development team in 2013 and has since seen continuous growth and development. As of November 2020, Salamah has been operating as an enterprise and has employed 28 local community members (comprising of 22 women and 6 men).

The sewing training classes commenced in 2013 for interested members within the host communities. After attending the training, a group of the attendees chose to collaborate for long-term benefit by setting up the Salamah sewing business. In 2018, Kamoa-Kakula initiated a second phase of training using semi-industrial machines, and by November 2020, the construction of the sewing block was completed. This allowed for the soft launch phase of the project where Salamah employees are trained for six months on full scale industrial sewing machines. Salamah is now in the middle of this soft launch phase, where quality and reliability trials are underway for personal protective equipment (PPE) for Kamoa-Kakula employees. Salamah plans to become fully and independently operational by mid-2021, having received its first purchase order from Kamoa-Kakula for the manufacture of 100 PPE items.

Salamah employees work independently from the mine, which currently supplies the sewing project with electricity. However, plans are in place to allow for the enterprise to operate on its own power supply, thus becoming 100% independent. The sewing project and subsequent business enterprise has bolstered local economic and social empowerment, which has created new opportunities for community members and local suppliers.

The sewing enterprise plans to relocate to the town of Kolwezi where it can act as a walk-in business for community members and attract a larger target audience. Salamah has the ambition to become the chosen supplier to local schools, providing annual uniforms across all ages and genders, thus promoting inclusivity and improving local well-being. In the long-term, the sewing enterprise envisages producing a diverse offering of affordable clothing and materials. The collaboration with Kamoa-Kakula will allow for future product diversification to include bedding and room materials. This project and resulting successful local enterprise has empowered local community members, particularly women, to take leading entrepreneurial action, which will further connect and empower all along the value and supply chain.



Salamah employs **28 local community members**

22 women and 6 men



In response to the persistent challenges faced by our local entrepreneurs in securing access to the finance and funding required to grow their businesses, the Platreef Project established a strategic partnership with Phakamani Impact Capital in 2019, which continued throughout 2020. Phakamani Impact Capital's holistic approach provides both a transformative and innovative financing solution, as well as hands-on business support to local enterprises. Implementing this integrated business training, business accelerator and small, medium and micro enterprise (SMME) financing platform, has allowed the Platreef Project to realize significant positive impacts in the number of preferential loans granted to local SMMEs, jobs created and the reach extended to vulnerable groups of entrepreneurs, such as women and the youth. A total of 10 loans were granted during the reporting period, directly leading to the creation of 104 jobs. Through Phakamani's unique Business Accelerator Program, a total of 48 SMMEs were trained. This intervention aligns with our policy of enhancing the financial and operational capabilities of historically disadvantaged entrepreneurs to drive meaningful economic growth in the community. In particular, we strive to address entrepreneurship, creativity and innovation targets and the formalization and growth of micro-, small- and mediumsized enterprises, including through access to financial services.

In 2020, the Platreef Project also supported four suppliers in learnership training interventions for new venture creation.

Pursuant to the COVID-19 restrictions, the enterprise and supplier development training initiatives that were planned for the Kipushi Project during 2020 have been rescheduled.

In addition to the above efforts, our ESD programs geared towards waste collection and recycling have further (and will continue to) fostered shared prosperity and equitable growth, based on our sustainable production and consumption agenda. The various initiatives implemented at our projects seek to invest in small-to-medium enterprises by benefitting waste/recycling collectors and local business by adopting innovative business models and investments which create shared value (to our responsible consumption efforts, as well as to SMME prosperity and community livelihoods) (see page 125).

Community and social vitality

Broad-based black economic empowerment at our Platreef Project

In previous Sustainability Reports, we reported on the ownership structure at the Platreef Project, which includes a 26% interest transferred to a broad-based black economic empowerment special purpose vehicle (B-BBEE SPV). This is in conformance with South Africa's mining laws and in fulfilment of the requirement of the Company's Mining Right. In terms of this transaction, the B-BBEE shareholding is comprised of 3% local non-managerial employees, 3% local entrepreneurs (as well as a limited number of managerial employees), and 20% in a trust, established for the benefit of the 20 communities that surround the Platreef Project area.

The Bonega Communities Trust (the Trust) is operational and is registered with the South African Revenue Service as a Public Benefit Organization (PBO). This PBO status exempts the Trust from the payment of tax, provided that certain criteria are met, including that the Trust only funds philanthropic, non-profit-making initiatives. The Trust is governed by a Board of Trustees comprising eight members (three of whom are independent). The 20 host communities and Trust beneficiaries elect three representatives each to serve for a three-year period on the Trust Advisory Council (60 members), and of this number, three representatives are put forward to serve on the Board of Trustees.

The coronavirus pandemic impeded the activities of the Trust in 2020, however a number of projects were undertaken throughout the year, with the focus being on education, community health, access to technology and environmental stewardship.

Bonega Communities Trust Projects 2020			
Types of project	Project	Estimated number of beneficiaries	
Education	Ramagobudi High School Science Labouratory Project	872	
مآمآم	Unathi Drop-in Centre	40	
Community health and safety	Mokopane COVID-19 Hospital Ward Project	150,000	
	Mokopane Sanitizer Project	10,000	
Technology	Wi-Fi Hotspot Project	34,539	
Environment	Magopane River Clean-up Project	15	



A tripartite partnership for Mokopane's first COVID-19 hospital ward

The Mokopane Hospital in Mahwelereng approached the Bonega Communities Trust in February 2020 looking for assistance to upgrade an old building for use as a COVID-19 testing and observation facility. The Platreef Project and the Bonega Communities Trust both recognized the importance of preventing the spread of the virus to surrounding communities, and the COVID-19 Clinic Project was conceptualized and implemented in a tripartite partnership between the Platreef Project, the public sector and the Bonega Communities Trust. The partners set the goal of renovating an existing building as a stand-alone COVID-19 ward. The COVID-19 Clinic Project seeks, as its first objective, to allow for easier access to medical services for patients in the Platreef Project's host communities.

The project commenced on June 10, 2020. The refurbishment included the construction upgrades of the existing building, as well as equipping the clinic to effectively treat patients. The construction comprised of tiling floors, installing plumbing and ceramics in showers and bathrooms, painting, and installing air-conditioners and geysers. Patient rooms were equipped with beds and medical equipment. The newly renovated ward was also equipped with the latest security and monitoring systems.

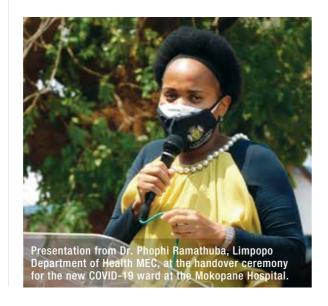
A handover ceremony was held on September 18, 2020, to celebrate the successful partnership and to officially hand over the completed ward to the South African Department of Health. Mr Jacob Motswaledi, Mr Mosima Kunutu and Dr. Phophi Ramathuba represented Ivanhoe, the Bonega Communities Trust and the Limpopo Department of Health, respectively.

Dr. Phophi Ramathuba, Limpopo Member of Executive Council for Health (MEC), officially handed over the refurbished COVID-19 hospital ward to the local hospital management team.



"As a province, we took a decision not to build new hospitals for COVID-19 response, instead we opted to capacitate existing infrastructures in our health facilities. We are pleased to see some of the Projects having been completed in partnership with the private sector as that will improve service delivery in our facilities", said MEC Ramathuba.

This much-needed infrastructure has brought about a positive change for the area, and will be helpful long after the plight of the recent COVID-19 pandemic, as it will be used to reinforce primary health care platforms and serve as a central facility for specialist services with short-stay admission capacity. Specialists will be given consultation rooms to admit patients for a short stay and efficient treatment without any delay. This will help provide the communities in Mokopane with access to quality healthcare services. Ivanhoe Mines wishes to commend the Platreef Project and the Bonega Communities Trust for its dedication to shared, long-term value creation in the midst of these trying times.



Community development and support

The dynamics, needs and expectations of host communities in the mining sector have changed dramatically in the last decade. Fostering positive, transparent and collaborative relationships with local communities is essential for building the foundations of a successful project, obtaining and maintaining social acceptance and trust - our social licence to operate (SLO) - and delivering socio-economic benefits. We act in a socially responsible manner and contribute to the communities in which we operate in order to make a positive difference in their everyday lives. We are committed to working with our employees, other stakeholders and rights holders to create growth and prosperity and enabling shared benefit from our mining experience. Failure to acknowledge and address community concerns and grievances poses a real risk to operations and is harmful to the industry as a whole, let alone to the impacted interests of the communities at stake. Acting in a socially responsible manner and delivering on sustainable development objectives requires companies to go beyond acceptability and work in partnership with others to leave a positive legacy for host communities.

We have strengthened our internal policies, procedures and practices to maintain high standards in stakeholder engagement, handling of grievances, accountability and transparency, and socio-economic development project design and delivery. We strongly believe in partnering with our communities and key external stakeholders to find solutions to pertinent socio-economic challenges. Our Group Sustainability Strategy includes our goals and targets for social development, and aligns our social projects with country regulatory frameworks and international frameworks, such as the SDGs. We are setting annual targets while working towards the medium- and long-term goals determined by the plans for community development – the Cahier des Charges in the DRC and the SLP in South Africa (both of which are valid for five years at a time), and our priority SDGs (2030).

At our Platreef Project, we have ensured compliance with the regulatory requirements of the SLP and the B-BBEE codes of best practice. We focus our spending on the following areas: local economic development (LED); employee and community skills development; and local procurement.

At the Kamoa-Kakula Project, we have focused on the critical needs of food security and access to potable water, educational infrastructure, job creation and road infrastructure.

At the Kipushi Project, we continue to invest in the town's water infrastructure through boreholes and solar supported water wells. The educational projects have been strengthened with a greater number of bursaries and scholarships to high-

performing students, as well as refurbishments at the local high school.

The long-term, sustainable, social development strategies for Kipushi and Kamoa-Kakula are under review to align them with the new requirements in the DRC Mining Code and Regulations, the regional development plans, and the technical studies that are being conducted.

Community infrastructure and support

Ivanhoe Mines has contributed significantly to community infrastructure which we consider as critical to the creation of functional and prosperous local economies. The sustainability of our community development projects is critical, and we work towards the hand-over, longevity and independence of projects from the start. We achieve this by identifying and appointing local champions in projects, supporting existing community-led initiatives and increasing partnerships in our work. We also ensure that the infrastructure of these projects is maintained and kept in good condition, and in the case of water infrastructure that potable water is routinely tested.

In 2020, at the Kamoa-Kakula Project approximately 10,903 beneficiaries benefitted from the provision of potable water and sanitation infrastructure, as well as infrastructure support for community clinics and infrastructure support for a local economic development sewing project.

During 2020, the Platreef Project implemented an intervention for the provision of community water infrastructure and provided free Wi-Fi at hotspots throughout the local community.

An additional two water wells were installed in local communities by the Kipushi Project in 2020. More than 100,000 beneficiaries were supported by the provision of water infrastructure and electricity in the Kipushi Project area.



Infrastructure in Poverty alleviation in Skills for the ICT access for Job education and water its multi-dimensional future creation employability and sanitation nature Food security Entrepreneurship Access to health Quality education through agricultural projects



Educational infrastructure and support

Delivering towards SDG 4: Quality Education is a business imperative for us, since the education, skills, qualifications and literacy levels in the surrounding communities not only affects our ability to hire future labour from the local context, but also influences the future economic potential of the regions where we operate. Education unlocks opportunities in all critical areas of well-being, and we are committed to improving the quality of education throughout the stages of progression, including early childhood development, schooling, tertiary education and work readiness. Over the last few years, we had invested in both educational infrastructure such as the construction of schools, renovation of classrooms, installation of science centres and computer rooms, access to running water at schools and educational support programs where learning was enhanced through direct training interventions with teachers or students. The impact of the coronavirus pandemic in 2020 resulted

in a shift away from a focus on education infrastructure and rather to an investment in health-related projects (see page 59).

Our key education focus in 2020 remained in the investment in young people through educational support and enrichment such as scholarships, bursaries, internships and learnerships, as well as through the upkeep of Wi-Fi hotspots, and managing the spread of the pandemic in schools. 257 scholars benefitted from the educational infrastructure support programs conducted during the reporting period.

In 2020, the Kamoa-Kakula Project constructed and equipped a high school in the local community. Looking ahead, plans for the establishment of two ECD centres in communities near Kamoa-Kakula are on track for implementation in 2021.

Delays in the approval of the Platreef Project's second SLP impacted on some of the planned educational enrichment programs, however E-learning, scholarships, bursaries and practical field training for local learners were supported throughout 2020.

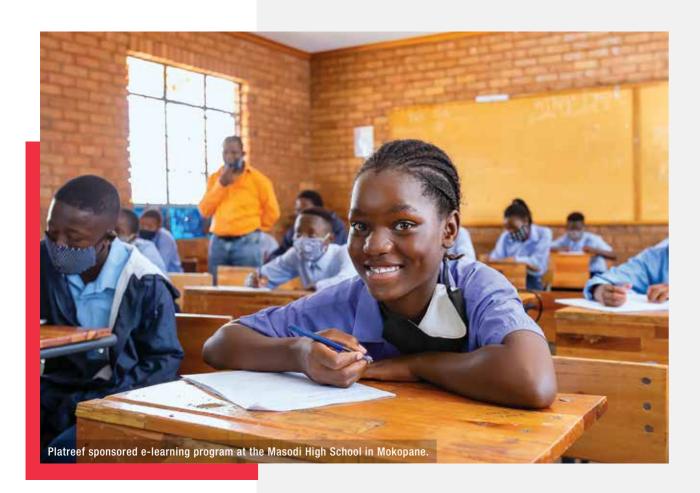
At our Kipushi Project, renovations at the Mungoti School continued in 2020. Through the Mungoti School upgrade, and assistance with the provision of power and water to two other secondary schools, the Kipushi Project benefitted approximately 1,000 scholars during 2020. Scholarships, bursaries and practical field training for 105 local learners were also supported throughout 2020.



E-learning **Case Study**

E-learning program background

The e-learning at Secondary School program commenced in 2018, with the endorsement of the Department of Basic Education (DoBE). The purpose of the program was to conduct remedial and enrichment lessons via an e-learning platform at the five participating schools for grade 10-12 learners in Physical Science, Mathematics, Life Sciences and English.



The program was implemented as follows:

- Educator development with Continuous Professional Development (CPD) reward accumulation was prioritized. This program enabled educators to complete the necessary 150 CPD points within a three-year cycle.
- Installation of smart boards and Electromeet (cloud technology for virtual classroom software).
- Appointment of school program coordinators and assistants.

- Provision of e-learning lessons.
- Training to integrate the 3D Eureka Software package at the five participating schools. This software package covers the target subjects from primary school to Grade 12. Furthermore, educator training in the schools also aimed at ensuring optimal usages of the Smart Board Technology.

IMPACT

Improved matric pass rate;

employment, educational

Increased percentage

of learners qualifying for higher education; Improved access to

and entrepreneurial

opportunities

The project focused on learners and educators alike. The intended project outcomes for learners are captured in the following theory of change.

INPUT

Financial support from Ivanhoe







THEORY OF

Remedial and enrichment lessons for learners

ACTIVITY



OUTPUT

with technology

Number of learners attending sessions; Number of learners proficient



OUTCOME

Improved grade pass rate; Improved confidence and learner behaviour



- > Improved matric pass rate
- > Increased number of learners qualifying for higher education
- > Improved access to employment, educational and entrepreneurial opportunities
- > Broader career prospective in STEM disciplines

FEED INTO MINE'S FUTURE WORKFORCE

The program in numbers

- $\mathbf{3}$ number of grades participating in the program (Grades 10 12)
- 4 number of subjects covered
- 4 number of days the program is held per week
- 5 number of participating schools
- 18 number of educators certified within the first year of the program

*Participating schools: Gobela Secondary School, Lekwa Secondary School, Masodi Secondary School, Alfred B Makapan Secondary School and Ben Hlongwane Secondary School

E-learning program

While learners are most often considered the key beneficiaries of education projects, this project intentionally included educator development as a focus area. The following theory of change demonstrates the intended impact on the educator.

Educators can participate in the program as coordinators or assistants (each school hired one coordinator and one assistant from the existing staff cohort), or as training participants and users of the smart technology. The coordinators are also awarded additional CPD points and they also receive remuneration for this position.

Training was offered to integrate the 3D Eureka Software package at the five participating schools. This software package covers the target subjects from primary school to Grade 12. Furthermore, educator training in the schools also aimed at ensuring optimal usages of the Smart Board Technology.

THEORY OF CHANGE: EDUCATOR



INPUT

Financial support from Ivanhoe



ACTIVITY

Coordination of program • Continuous development for educators • Technology training for educators



OUTPUT

Program plan • number of CPD hours • Technology and pedagogy training for educators



OUTCOME

Compliance in terms of CPD and the South African Council for Educators (SACE). Improved technological ability and pedagogy



IMPACT

Increased earnings for coordinators • Improved career growth

Increased earning potential as a result of career growth for all program participants

Key program successes

- Conducting virtual classes enabled Amoricom, an innovative virtual classroom platform, to hire educators that bring a different perspective and skill set to facilitate the classes.
- The Smart Boards are interactive, allowing learners to ask questions via the Smart Boards.
- The program is flexible, having also evolved to additional focused training being provided such as exam preparations and curriculum catch-up due to COVID-19.
- The program assisted with educator professional development.
- A slight improvement in student pass rates, however, the quality of passes (namely, passes that allow students access to further education and training) needs to be the focus of the program. However, due to COVID-19 delays and learners requiring time to get used to using new technologies, it is projected that the results will improve qualitatively, as the learners adjust to new teaching methodologies and have time to get a better understanding of the content.
- The educators benefit from the access to additional teaching material.
- The methodological approach implemented within the learning curriculum is a problem based / problem solving approach, thereby assisting learners and giving them the ability to solve problems and not just study the theoretical aspects.

Due to the effectiveness of the e-learning program, the DoBE has decided to place technicians in various districts to train educators in the use of these technologies and to assist in the maintenance of the technology.

"The improved performance of the learners especially the Grade 12's has been the biggest success story.

The ability to provide these additional teachings to the learners benefitted them in preparation for their final exams."

Principal of participating school

"The educators have benefited greatly from the program through the exposure the program provides to additional teaching material and ways of teaching.

It has also benefitted both the educators and the learners to get exposure to the technology-based learning"

Department of Basic Education representative

COVID-19 implications

School closures kept **90%** of all students out of school reversing years of progress in education.



Impact of COVID-19

The United Nations reports that progress against SDG Goal 4: Quality Education has been severely impacted, with up to 90% of learners globally being kept out of school.

The e-learning program was effectively used during lockdown due to contact/ face-to face classes not being available. This added great value to the learners and provided them the opportunity to catch up on lessons due to school closures.

Focus was placed on the Grade 12 learners after lockdown as the curriculum for the other grades were adjusted for time lost. However, the Grade 12 final exam papers had already been finalized and approved so their curriculum could not be changed.

Within the districts, for other schools, central COVID-19 compliant learning camps/ operating sites were erected to provide learning to the learners whom did not have access to the e-learning in a COVID-19 compliant manner. This however, required a lot of resources, unlike the e-learning program.

The CPD development program was regrettably put on hold due to COVID-19.

"Because of COVID-19, the teachers were unable to cover the entire curriculum, the e-learning program assisted greatly in covering all the material in preparation for the exams, without the program they would not have been able to write exams."

Grade 12 male learner from participating school

Intended future outcomes and impacts

As the program matures, the following potential outcomes and impacts may be achieved for the Grade 10-12 learners participating in the program:

- Improved learner competence in target subjects
- Improved learner confidence
- Increased matric pass rate
- Meeting university entrance requirements
- Improved employability prospects
- Improved technological skillset, in a world where the World Economic Forum estimates that 65% of children entering school today will find themselves in jobs that do not currently exist
- The flow of indirect benefits to beneficiaries who are not the primary beneficiaries

The program also benefits the educators who participate in the program. Potential future positive outcomes for the educators include:

- Improved subject knowledge
- Improved pedagogy
- Increased earning potential

Amoricom has also entered into an agreement with WITS University to leverage off the processes, material and procedures produced by WITS, including the utilization of the university expertise to integrate their knowledge into the Amoricom system.

From an Ivanhoe perspective, the team will be working closely with the schools, the service providers and the Department of Basic Education to determine the baseline academic results and use this to inform target-setting around the program.

"The e-learning has greatly benefited as it provides additional information. especially through the use of visual aids which has assisted me in better understanding the subject matter. I want to become a gynaecologist as I've observed the shortage of medical practitioners and I want to give back to my community. My marks have improved by more than 20% across all subjects since I've started this program, giving me a better chance of achieving this"

Grade 11 female learner from participating school

Infrastructure for sustainable cities and communities of the future

Ivanhoe Mines understands the responsibility of companies working in emerging economies to contribute towards infrastructure development. Our commitment to contributing to and delivering against the SDGs, focuses on developing quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure.

We deliver infrastructure such as electricity and roads, as well as the benefits related thereto. We are also investigating the viability of other bulk access infrastructure options, such as trans-border rail options, and we continually engage towards fostering productive public-private partnerships in our host countries.

Bulk infrastructure is vital to a country's economic development and prosperity. Developing mining projects in emerging economies poses a unique set of challenges, such as ensuring access to crucial infrastructure and infrastructural facilities. However, Ivanhoe Mines has not only positioned itself as a leader in public-private partnerships for bulk and access infrastructure development in Africa, but also demonstrated a proven track-record as successful implementers thereof.

Access infrastructure

The provision of reliable and safe infrastructure to the mining development areas is essential for efficient development work. Our operational teams have active partnerships with the relevant authorities in their areas of operation to ensure that employees and contractors can access their workplace easily and safely. In addition, ongoing engagements and collaboration with strategic partners will help enable efficient haulage of minerals.

A new provincial road linking Kamoa-Kakula with the Kolwezi airport has been constructed and is operational. Ivanhoe contributed to this project in accordance with an agreement entered into with the Province of Lualaba. This road, which is 27 km long, enables reduced commuting times and more convenient travel between Kolwezi and Kamoa-Kakula, benefiting both the Kamoa-Kakula Project and employees who regularly transit to Kolwezi. This access road will also allow trucks to and from Kakula to link to the main route to Zambia without going through Kolwezi town. 19 km of the 27 km road constructed by Kamoa is a public provincial road, which will be maintained by Kamoa. The remaining 8 km is a private mine road linking Kansoko Mine and Kakula Mine, and will also be used for ore hauling. All 27 km is constructed as a gravel road, but with foundations suitable for later asphalting.

Bulk power

In 2016 and 2018, Kamoa-Kakula constructed approximately 30 km of 120kV power lines to provide construction power to the project from the national grid. The Kansoko Mine, Kakula Mine and Kamoa camp have been connected to the national hydroelectric power grid since the completion of a 20 km 120 kV single circuit power line from the national grid to Kansoko in October 2016, and 12 km 120 kV dual-circuit power line between Kansoko and Kakula in December 2017. For the production phase, a 220 kV substation named the New Western Dispatch (NRO) is being constructed. The construction of a 35 km 220 kV dual-circuit power line from NRO to Kakula is completed, and feeds the 220 kV Kamoa Consumer Substation (KCS).

Ivanhoe Mines is a key partner in an initiative focusing on upgrading work at the Mwadingusha hydropower plant in the DRC. The work at Mwadingusha, part of a program to eventually overhaul and boost output from three hydro-power plants, is being conducted by engineering firm Stucky of Lausanne, Switzerland, under the direction of Ivanhoe Mines and Zijin Mining, and in conjunction with the DRC's stateowned power company, SNEL.





The Mwadingusha power station was historically shut down to replace sections of penstocks that were found to be in an advanced stage of corrosion. The power station then fell into complete disrepair and has since been totally inactive. The partnership launched between Ivanhoe and SNEL resolved to completely rebuild the mechanical and electrical equipment at the power station, including replacement of the six turbines and related equipment. This work is nearing completion and three of the six turbines have been started and are providing power to the national grid. The remaining three turbines will be commissioned by the middle of 2021. Each turbine will produce 13MW of power (10% more than the original equipment), enough to ensure that Kamoa-Kakula's power requirements have been secured ahead of the commissioning of the concentrator plant, in addition to meeting the national power demands. The Mwadingusha hydropower plant soon is expected to deliver 78 megawatts of clean power to the national electrical grid.

In December 2020, the 35-kilometre-long double circuit 220-kilovolt (kV) power line to Kamoa-Kakula was connected to the national electrical grid through the NRO substation in Kolwezi. Kamoa-Kakula's main 220-kV substation, KCS, was energized with 220-kV power from the national power grid on March 25, 2021. The main plant 33kV substation and all the plant medium-voltage and low-voltage substations also have been energized, providing power for the concentrator plant and entire mining complex. Work on the NRO substation for SNEL in Kolwezi is expected to be completed in Q3 2021, and once complete will form the permanent connection between the mine and the national grid.

In April, Kamoa-Kakula's energy company signed an agreement with the DRC's state-owned power company to upgrade Turbine 5 at the Inga II hydropower complex. Turbine 5 is expected to produce 162 megawatts of

renewable hydropower, providing the Kamoa-Kakula Copper Complex and associated smelter with abundant, sustainable electricity for future expansions.

Ivanhoe Mines strives to use renewable power sources. Kamoa-Kakula and Kipushi already are using hydropowergenerated electricity. At Kamoa-Kakula, a 220 kV dual supply line has been installed, and at Kipushi a 120 kV, to remove the risk of power failures.

At the Platreef Project, our management team negotiated partnerships with ESKOM, the public electricity utility in South Africa, as well as with local government and communities, to bring a five mega volt amp (MVA) powerline to the mine development site to provide electricity during the construction of the mine. In addition, the team has secured 70 MVA permanent electricity through negotiating a self-build option, through which the Company will build the required powerline infrastructure.

Energy efficient design and planning was applied throughout the feasibility study to ensure efficient use of resources.

The possibility of joining a third-party Independent Power Producer (IPP) 100 MVA solar project in the region was also investigated during the feasibility study.

The Platreef–ESKOM partnership, supported by local government and communities, which was negotiated to bring the above powerline project to the mine development site, continues to be the base for bulk power supply to the Platreef Project. The additional 70 MVA permanent electricity supply secured through negotiating a self-build option, through which the Company will build the required powerline infrastructure, remains within the Project's achievable milestones. As energy regulation and mindsets shift, renewable energy projects such as solar are also being investigated.



Building communities through collaborative partnerships

The main activities in the Ivanhoe Mines, Zijin and SNEL hydropower partnership are centred on the Mwadingusha power station. As part of the agreement, and in the spirit of cooperative partnership, Ivanhoe agreed to invest in corporate social investment initiatives at this site. The initiatives are aimed at improving the living and working conditions of the SNEL employees working with the Ivanhoe Mines teams to refurbish the power stations.

\$5.7 million has been earmarked for corporate social investment (CSI) initiatives to be undertaken as part of the Ivanhoe and SNEL hydropower partnership.

2020 CSI highlights

Potable water station installation **\$554,000**

Mwadingusha hospital refurbishment and equipping **\$417,000**

Ongoing COVID-19 prevention support

Economic and physical displacement, and livelihood restoration

Ivanhoe Mines is committed to upholding the best practice principles for resettlement and economic displacement as outlined in the IFC's Performance Standards. We are engaging in resettlement and livelihood restoration projects at both our Kamoa-Kakula and Platreef Projects, which are at different phases of completion.

Kamoa-Kakula Project

In 2017, the Kamoa-Kakula Project's requirement for operational surface areas triggered a multi-phased Resettlement Action Plan (RAP). The process commenced through surveys required to establish a baseline, and identify and register all project-affected persons (PAPs) and their assets. The RAP established the basis for the agreement with the affected parties, with the purpose of specifying all resettlement arrangements and measures for avoiding, minimizing or compensating losses or other negative social impacts resulting from resettlement. The host communities gave their consent for the resettlement and agreed on a compensation framework for economic displacement and household relocation, respectively. In addition, they agreed on communal compensation for loss of access to communal assets.

During 2020, additional surveys, including an updated host-site assessment, were undertaken by Alternatives Plus ONG, a local non-profit organization providing oversight into the process.

Houses are currently being constructed at two new site villages, Kaponda 1 and Samukoko, according to the agreement reached with the PAPs. As at the end of 2020, construction of resettlement houses for the second phase of the relocation program continued throughout the year with 27 families having been relocated. Relocation also took place for the third phase of the relocation program with 19 families relocated during the year.

The previous straw-hut hamlet structures were replaced with better, more spacious houses of a much higher quality, constructed from pre-cast concrete, hollow cement blocks, roof sheeting and steel frames. The houses are raised above the ground for drainage and flood prevention. Construction for communal infrastructure such as a school, solar-powered water wells, clinic, church and football pitch has also been undertaken. In 2020, the survey for Kakula North and all crop compensation has been completed, with 108 people receiving compensation pursuant to the economic displacement of their crops and farming structures. The entire Kakula Mine area, including the tailings dam area, will be secured once these relocation phases are complete.





Promoting sustainable local food economies at Kamoa-Kakula

Kamoa-Kakula's Sustainable Livelihood's Program was initiated in 2010 as an urgent response to hunger and poverty in the region surrounding the Project. The Program seeks to strengthen farming capacity in the host communities near Kamoa-Kakula by establishing an agricultural training garden and support for farmers at the community level, thereby creating skilled, diversified, thriving farming communities and ultimately building sustainable regional food economies in healthy ecosystems.

Our Kamoa-Kakula Project also relies on good quality, wholesome agricultural crops to provide for the well-being of our workforce. Our on-site catering provider, International Facilities Services (IFS), has implemented direct sourcing programs with 467 farmers in the region, to procure a variety of produce such as maize, vegetables, fruit, poultry, fish and honey.

Climate change remains the single greatest challenge for the future of our environment and prosperity. As the effects of climate change remain imperative and everincreasing, it is also crucial that our programs seek to alleviate, instead of exacerbate, any negative consequences of livelihood practices contributing to climate change. Conventional farming practices are seen to be significant contributors of greenhouse gas emissions, and it is thus crucial that our Sustainable Livelihood's Program encourages sustainable or regenerative farming practices and solutions, to create environments which enable communities themselves to support behavioural changes in mitigating and adapting to climate change. We saw the impacts of climate change on our communities where, for example, in 2020 a severe hailstorm resulted in damages to crops and losses amounting to approximately \$25,000. We work towards creating awareness and understanding within our communities and provide training which aims to support people in changing their behaviour, ultimately aiding climate change mitigation



and adaptation. Through expertise from our agronomists and researchers, we also help to build resilience through crop management, improved varieties and crop rotation. The Kamoa-Kakula Livelihood's Program improves the livelihoods of local farmers and fosters the security they require to invest in more sustainable farming practices.

A key objective of the Kamoa-Kakula Livelihood's Program is to ensure that local community farmers are skilled, provided with training and a start-up kit, and afforded ongoing support from Kamoa-Kakula's professional agronomists until they are able to farm independently. Business training and support is also provided by the ESD

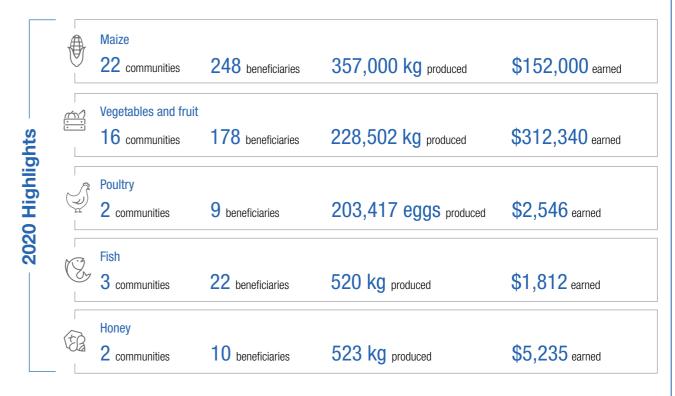
team. Through this training model, small scale farmers are developed into lead farmers, thereby enhancing agricultural skills transfer in the local community and building productive, resilient and financially sustainable agricultural businesses.

During 2020, an additional nine fish ponds were constructed and stocked. As Kamoa prepares to take the Livelihood's Program to the next level, an agronomy school, which will offer training programs to local farmers and serve as a research facility, has been constructed and equipped. Plans are also underway for a collaboration between the agronomy school and the University of Kolwezi, which will provide

further practical training for the students.

The long-term vision is to continue to expand all of these projects and to diversify into other business opportunities, such as agroprocessing. A total of 100 fish ponds are planned for construction in 2021.

The Livelihood's Program also forms an essential part of our Livelihood Restoration Program undertaken at Kamoa-Kakula as part of the resettlement and economic displacement activities resulting from loss of access to fields due to mine infrastructure development.





An "eggsellent" value chain

Research has shown that poultry microenterprises have flourished in rural areas around the world. Kamoa-Kakula's existing poultry project was created as part of the Sustainable Livelihood's Program, to maximize value and reduce waste by consciously thinking of each aspect of the value chain process from conception to its end products. The poultry project is thriving at the Mundjendje community, in which nine women manage and maintain the poultry farm. There are nine direct beneficiaries and over 6,000 indirect beneficiaries of this monumental project.

The farm has two types of chickens, including Black Australorp and Broiler chickens, for egg laying and meat production. Eggs and chicks are bought from local traders or transported from Zambia to Kolwezi. The poultry house and hatchery is built in a simple structure ensuring high ventilation, solar lighting, batteries and inverters, where the chicks are incubated for a total of 21 days before being vaccinated twice against Gumboro and Newcastle diseases. Protocols are followed by restricting entry into the poultry houses and a foot bath is undertaken using organic disinfectants to further prevent diseases. The chicks are fed with bought free range feed for one month before they are released into open spaces to feed free-range. The feed is selected with high amounts of sunflower and fish meal to provide essential nutrients of protein, calcium and amino acids. The water is sourced from the community borehole drilled by the Kamoa-Kakula Project.

A combination of the project camps, contractor camps and communities use the meat produced by the project. So as to maximize the value of the poultry meat, there is very little waste, comprising of just the chicken feathers. Moreover, between 15,000 and 27,000 eggs are delivered to the Kamoa camps each week. In 2020, 203,417 eggs were produced and \$2,546 earned by the female-owned cooperative.



Acknowledging that circular systems can help reduce waste, all chicken waste from the layers and broilers houses is used by the lead farmers in Kamoa-Kakula's Sustainable Livelihood Program as a source of fertilizers for vegetables. The waste is also used in the female-run banana plantation supported by the Kamoa-Kakula Project. The poultry farm is continuing to operate from strength to strength.

In 2020, the Kipushi team implemented its own poultry project and will apply the lessons learned from the poultry project at Kamoa-Kakula to make their project a success.

938% increase in egg production since in 2019



Platreef Project

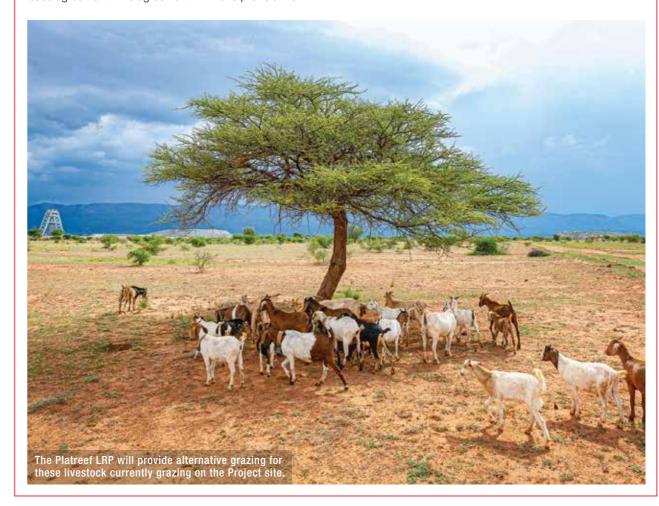
The surface area on which our Platreef Project is being developed is held by the South African National Department of Agriculture, Land Reform and Rural Development, and used by traditional villages or communities. The traditional authorities of each community are responsible for distributing parcels of land for residential or agricultural purposes to local community members.

Our Platreef Project has impacted on access to maize and grazing fields of individual subsistence farmers from three communities (Ga-Magongoa, Ga-Kgobudi and Tshamahansi), which has necessitated economic displacements and, as a result, the design and implementation of a LRP.

Extensive consultation is underway with the communities who are the lawful occupiers of the area required for mine surface infrastructure, and the Project is currently in the process of negotiating with the affected communities and landowners towards the conclusion of a long-term surface lease agreement. This agreement will make provision for

compensation to be paid to the affected communities for land used by the Project for mining purposes, in line with regulatory requirements. The Livelihood Restoration Process is also underway in the affected communities. This process, overseen by external consultant specialists, seeks to find a solution to provide either alternative land, or the creation of an alternative income, for landowners whose subsistence agricultural activities may have been affected by the mining activities.

Extensive consultation took place in 2020, informing the development of an entitlement framework matrix that is being discussed and negotiated with all stakeholders.



Our planet

ESIA amendment

for Kamoa-Kakula approved

2,000 new beneficiaries

from the Kipushi Project's new water wells

91% of total electricity purchased in 2020 was renewable

Phase 2 grave relocation process at Platreef concluded

Our commitment to the planet



Mushiya Kalonji Huguette (environmental labouratory to trainee), Israel community near the Kamoa-Kakula Proj water sample from newly-installed potable water taps.

We strive to **protect the planet and our** host countries' natural resources from pollution, contamination and degradation.

We strive to **take action in the** fight against climate change, by

We strive to **implement adequate waste** management and circular economy

We strive to **promote and ensure the** responsible use of water resources, especially in the water-stressed regions in

We strive to **enhance and promote** environmental awareness and knowledge transfer.

We strive to **protect and conserve** areas, species and ecosystems of

We strive to **respect and conserve** areas and objects of heritage value

We strive to **support the development** and implementation of sound, inclusive and transparent land use planning procedures and alternative

We strive to **implement best-practice** tailings management practices for safety during all phases of the mining

We strive to **minimize our project** footprints and to rehabilitate miningimpacted areas in the most sustainable

Alignment with Ivanhoe's priority SDGs









Our approach to environmental stewardship

According to the WEF SCM model, without a healthy planet to provide the clean air, fresh water, agriculture, forests and fisheries on which human life depends, societies cannot succeed and companies cannot create long-term value. Business dependencies on the environment need to be managed effectively through responsible consumption and production, to ensure business continuity within the context of planetary bounds.

These include – in addition to climate, pollution and water consumption data - issues such as:

- biodiversity,
- nature and land loss;
- waste management and circular economy thinking;
- freshwater availability;
- resource availability; and
- contamination of land- and water-based resources.

In acknowledging the importance of conserving the natural environment in the pursuit of sustainable development, Ivanhoe Mines recognizes the interdependent nature of environmental impacts and their consequences for societal well-being. Negative environmental impacts can result in significant societal harm, and the responses which we identify and apply to these impacts can create invaluable opportunities or devastating risks. It is thus crucial that our approach to environmental governance and stewardship is driven by the following:

It goes without saying that our governance approach must be rooted in compliance with all applicable environmental laws and regulations in our host country jurisdictions. Our governance approach should inform, drive and enable policy developments aligned to best-practice solutions for the global challenges we face.

The WEF SCM model further acknowledges that while corporate reporting for established environmental themes and data points have been largely formalized and is wellunderstood, the climate in which ESG and environmental stewardship is developing requires a holistic, contextualized view on a wider range of environmental issues which are equally pressing from scientific, societal and business

These issues drive not only our corporate reporting from a sustainability perspective, but avail opportunities for innovation; resource plannings management and conservation; business resilience and operational efficiency; building and maintaining social trust in our host communities; awareness creation; and strategically-driven and -mandated efforts to support projects, people and priorities which create sustainable solutions and long-term shared value. We recognize capacity building as a fundamental means of achieving these imperatives, and accordingly also strive to enhance environmental awareness by conducting appropriate training and awareness campaigns, and to promote knowledge transfer and scientific research development in environmental and social studies, where

Our environmental governance priorities are driven by our objectives of contributing to the achievements of our priority SDGs - SDG 6 (clean water and sanitation), SDG 12 (responsible consumption and production) and SDG 15 (life on land), as well as to SDG 13 (climate action). We strive to ensure sustainable consumption and production processes at each of our projects, in order to leave behind a legacy that supports the needs of both present and future generations.

6 / Our planet

We acknowledge that robust stakeholder engagement is required to appreciate the interconnectedness of the issues identified above and respecting the rights of employees, host communities and society to an environment that is not harmful to their health and well-being, as well as basic human rights such as access to clean water and sanitation.

Our holistic and integrated view of environmental stewardship and **governance** enables us to prepare and implement emergency response plans which are pro-active and risk-aware in case of incidents and crisis events.

As the COVID-19 pandemic has shown the world, the plight of the environment and that of societal health and well-being are interdependent and inseparable. We are immensely proud of our projects' structured and supportive responses to the various challenges which the pandemic manifested during the reporting period (see page 62).

Ivanhoe Mines strives to ensure that all role players in our value chain respect the natural environment in our host communities and host countries. We continuously review and implement international standards and best practices in integrated ecosystem management, water stewardship and climate change, as a priority. Our policies, standards and systems are principally aimed at avoiding negative impacts and mitigating unavoidable impacts, whilst at the same time striving for delivery against the three pillars of sustainable development.

We are committed to responsible environmental stewardship throughout our mining life cycle, from exploration to mining to closure and post-closure, and across our value chain. We value and respect ecosystems and our natural and heritage resources, and continually seek ways to improve our environmental performance and reduce our carbon, waste and water footprints in advocating for the least impact on the natural environment across our operations, supply chains and end-user products and services. Our strategic approach towards environmental stewardship comprises both proactive and sustained environmental management which are underpinned by continuous feedback and improvement.

Ivanhoe Mines' environmental stewardship strategic approach Continuous feedback and improvement Proactive environmental Response-driven management environmental management consumption and discharge Compliance with legal Water pollution framework Stakeholder environmental Effluent, tailings and waste capacity building Baseline, risk and Reporting to stakeholders environmental impact Circular economy assessments Efficient land use and Systems biodiversity conservation Engineering controls and Air pollution best practices Environmental monitoring Greenhouse gas emissions and data updates **Environmental Management** Climate change Timeous and effective Heritage protection response to incidents Resource availability Technology and innovation to reduce footprint Mitigate and manage impact Climate risk and vulnerability Climate change adaptation assessments and mitigation plans Continuous feedback and improvement



Compliance and monitoring

Ivanhoe has established and maintained a system of environmental management appropriate to the Company and each project, in line with the OECD Guidelines. Compliance with local regulations, licence conditions and best practice regarding our potential impact on the surrounding environment is managed as a crucial objective. Legal and project developments are continually monitored in line with dedicated monitoring programs. Environmental and Social Impact Assessment (ESIA) reports at our principal projects are at various stages of being updated, depending on the study phase and development of the respective project.

The environmental targets for our respective projects are stipulated in the Environmental Management Plan (EMP) of each project and include the following categories: incident prevention and management; continuous environmental risk assessment: environmental induction for all site staff and contractors; and staff and community capacity building on environmental topics.

The development of mining operations has a direct impact on the physical environment, and such activities can impact the natural environment in their vicinities. Ensuring that we understand the biodiversity in the areas where we operate is an important aspect of the ESIA processes that we undertake

at each project. Furthermore, ensuring that each EMP provides for safeguarding of the biodiversity in the areas in which we operate is prioritized in our environmental management strategy.

At our Kamoa-Kakula Project, a revised ESIA, based on the latest technical information for the Project, was submitted to DRC authorities for approval during 2019 and approved on January 12, 2020. In December 2020 Kamoa-Kakula submitted an additional amendment to the ESIA to deal with aspects related to the planned tailings storage facility (TSF). During 2020, a number of assessments were conducted by independent specialists for purposes of determining gaps related to the Project's environmental compliance, the results of which have been implemented. From time-to-time, further amendments to the ESIA may be considered and submitted for approval based on changing project requirements and/or the results of any updated project studies. The outcome of the feasibility study currently being undertaken for the phased development plan at the Platreef Project may trigger further amendments to the Project's ESIA. Studies related to an update of the ESIA for our Kipushi Project have been completed for submission to the regulatory authorities upon termination of the current force majeure event.

Based on the approved EMPs at our Kamoa-Kakula and Platreef Projects, and the updated standards of practice at our Kipushi Project, environmental monitoring as depicted below takes place on a continual basis at the respective projects.



Environmental monitoring practices at Ivanhoe's Projects



Air quality

Vibration blasting



Weather and

climate

Surface and ground water





Greenhouse gas emission data



Waste

(liquid and solid)



for communities and employee living quarters

Monitoring reports are submitted to the respective regulators as per the requirements of the EMPs and associated licences. The monitoring data indicate that currently there are no adverse material impacts as a result of development and construction activities. During 2020, two non-material environmental incidents were recorded at Kamoa-Kakula, both of which were mitigated and closed out according to the relevant standard operating procedures, and controls were implemented in the affected areas to prevent similar incidents.

Compliance with environmental regulations, licences and EMPs is managed from a central cloud-based compliance tracking tool at our Platreef Project, with system implementation progressing at Kamoa-Kakula during 2020 and planned for Kipushi in 2021.

Ivanhoe continues to ensure that environmental training and awareness is achieved. Each of our projects conducts monthly talk topics covering an array of subjects ranging from water, the efficient use and conservation thereof, and stormwater management, to deforestation and World Habitat Day, among many others. The topics follow the Global Environmental Calendar and are adapted to be more site-specific. The projects also conduct environmental staff capacity building throughout the year, such as the Kamoa-Kakula Project's training related to biodiversity management and the IFC performance standards undertaken in 2020.



Water stewardship

Water stewardship refers to monitoring freshwater availability, using water efficiently, maintaining water quality, and engaging with communities to collaboratively manage shared water resources throughout the mining life cycle. Water is an important interface between our operations, various regulatory agencies, our surrounding communities, environmental protection organizations, and the public in general. Through this interface, we are able to demonstrate how we make mining work by committing to responsible water consumption and protection of water quality.

Freshwater availability and water security

Ivanhoe Mines is committed to responsible water use in support of the SDGs with regard to access to water and sanitation, and responsible consumption and production.

Globally, the social, cultural, environmental, ecological and economic value of water has led to greater scrutiny of responsible water use and expectations from our stakeholders for improved resource stewardship. This increased awareness of water security, the acknowledgement of the human right to water and sanitation, and recognition of environmental linkages, such as climate change, form the basis of our strategic approach to securing and efficiently using water as a resource.

Ivanhoe Mines' water strategy is governed at the Board level through the Sustainability Committee. Our water use strategy and operational objectives are informed by robust engagement with a variety of stakeholders, including investors, policymakers, peer companies, non-governmental organizations and host communities.

The implementation of our strategic objectives for water use is underpinned by the following commitments:



The long-term viability of our principal projects and operations will rely on our ability to obtain the appropriate quantity and quality of water and to use this resource as efficiently as possible, in further recognition of the surrounding needs and use cases for water in these regions. Our projects require significant quantities of water for their mining development activities (shaft sinking, dust suppression, infrastructure construction, mineral processing) and are situated in different regions of the world where water risks and impacts range from water scarcity to excess. While our Kamoa-Kakula and Kipushi Projects in the DRC are continually mitigating the risks of flooding as a result of their net positive water balances, the Platreef Project faces water scarcity as a key risk. Moreover, disruptions due to a lack of freshwater will have significant adverse financial impacts and place the mining projects at risk, as well as threaten the livelihoods of communities, where our workforce and the surrounding communities themselves require freshwater. These risks are likely to be further impacted by climate change effects.

This range of water-related challenges calls for innovative approaches to ensuring access to quality water sources for our projects and our host communities, and further informs our risk-and-opportunity management approaches. Current and emerging issues related to the sensitivity of key commodities/raw materials to water are also included in the water risk assessments. Disclosure of water-related risks is undertaken annually in the Company's AIF, MD&A, Sustainability Report and CDP Water Disclosure.

Because our operations are greatly dependent on water, Ivanhoe needed to identify whether we are operating in waterstressed areas. Ivanhoe accordingly used the WWF Water Risk Filter, which provides an interactive regional mapping tool, which indicated that the Platreef Project is the only project situated in a water scarce area. The map highlighted that the Limpopo region already has a high baseline water stress level and that a large proportion of the region has a very high risk of water shortages. In addition, enforcement of water related legal frameworks and government performance are also partially at very high risk. These factors thus put water security at risk. The relative scarcity of water in the region led to Ivanhoe undertaking innovative mine planning and a closed water system during construction, as well as the consideration of environmentally sustainable bulk water supply for the production phase. The DRC is currently not considered a water-stressed area. However, the drought frequency probability in some areas is at moderately high and high risk. Therefore, our operations in the DRC may be at water risk in future.

In order to secure sufficient sources and quantities of water for our Platreef Project, we have further embarked on strategies to secure an interest in, or access rights to, forthcoming water development projects. The means of such access include securing commercial entitlement to the water source, developing the infrastructure to transport water to the Project and obtaining necessary government and regulatory permits. Continual assessment of the availability of bulk water for future operations is also done at all Ivanhoe Projects in conjunction with a specialist water consultant, using the probabilistic dynamic water balance model.

On May 7, 2018, Ivanhoe announced the signing of a new agreement to receive local, treated water to supply most of the bulk water needed for the first phase of production at Platreef. The Mogalakwena Local Municipality (MLM) has agreed to supply a minimum of 5 million litres of treated wastewater a day for 32 years, beginning in 2022, from the town of Mokopane's new Masodi Waste Water Treatment Works; subject to the Company providing financial assistance to the MLM for certified costs of up to a maximum of ZAR 248 million (approximately \$19.6 million) to complete the Masodi treatment plant. The Platreef Project will purchase its initial supply at a reduced rate of ZAR 5.00 per thousand litres for the first 10 megalitres per day to offset a portion of the initial capital contributed, and used in Platreef's ongoing underground mine development and surface infrastructure construction. During 2020 the MLM continued with the process of seeking the regulatory approvals required for the project to commence.

South Africa's natural water resources are owned by the government, and held in trust for its people. Undertaking regulated water uses is thus subject to licensing or authorization by national government. Our Platreef Project received its Integrated Water Use Licence in January 2020, which is valid for 30 years and enables the Project to make use of water, among others, from boreholes adjacent to the Project. Process water from the mine development is also recycled and reused.

At Kamoa-Kakula, surface and groundwater is used to supply the Project's water requirements. In Kipushi, groundwater is the main source of process water used. For both Kamoa-Kakula and Kipushi operations, groundwater supply is abundant and readily available for operational use. A further priority risk area is Kamoa-Kakula's current use of hydropower-generated electricity. Extreme rainfall and flooding could negatively impact this efficiency, and fluctuating water volumes could potentially affect the functionality of hydropower stations and thus electricity generation. Without uninterrupted electricity supply, Kamoa will be unable to operate (or unable to operate efficiently), leading to reduction and disruption in our production capacity. In order to minimize these risks during times of floods from the hydropower plants, the Company is researching methods of incorporating solar power and vanadium flow batteries into the grid-supplied electricity to Kamoa-Kakula. In addition, infrastructure investments can be made to ensure that the hydropower plants operate efficiently, even during extreme rainfall and flood events.

2020 highlights

551% decrease in the Group's total water consumption by 10,424 kl

91% decrease in Kamoa-Kakula's water withdrawal by 3,716 kl

100% water withdrawn used by the Platreef Project (193 kl), resulting in zero discharges

10% decrease of water withdrawal by the Kipushi Project by 2,625 kl

Our projects are situated in emerging markets in Africa and can be subjected to sudden regulatory changes. Water-related regulatory frameworks are thus relevant at both operational and executive levels, and are included in our water risk assessments. Our legal, corporate and government relations teams in both South Africa and the DRC closely monitor possible changes in water regulation to ensure that our projects can manage possible risks related to regulatory changes. In addition, the Company's sustainability team keeps a close eye on the impact of climate change on future water availability and alerts the project teams of probable future risks.

Water is a critical underlying component of the SDGs and is crucial in achieving the targets of our priority SDG 6 (clean water and sanitation). Water is also one of the areas that is of specific relevance to the African context, as water is considered, in many areas, a scarce resource. This does not only relate to the availability of water, but also access to clean water. Ivanhoe is acutely aware of the water challenges faced in both South Africa and the DRC. In this regard, our water risk management systems integrate a number of contextual issues including, but not limited to:

- Water availability at a basin/catchment level;
- Stakeholder conflicts concerning water resources at a basin/catchment level;
- Water-related regulatory frameworks;
- Status of ecosystems and habitats; and
- Access to fully-functioning, safely managed WASH services for all employees.

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Water pollution

Water quality is an issue that may negatively impact Ivanhoe's operations and cause disruptions to production if not monitored and managed appropriately. It can further have devastating consequences for the host communities who rely on water for consumption, hygiene and sanitation. Water quality is continually monitored at all of our projects in order to ensure legal compliance and alignment with our environmental stewardship principles. Both current and emerging issues related to water quality at basin/ catchment level, as well as emanating from operational use cases, are included in our water risk assessments.

From a construction perspective, we acknowledge that the status of ecosystems and habitats is critical to Ivanhoe, both in maintaining our social licence to operate and in adhering to environmental management standards and laws. At the Platreef Project, the ESIA informed several construction methods, such as curtain grouting the shaft, to prevent contamination of groundwater and avoid a negative impact on the ecosystems surrounding the mine. In addition, water consumption at the Platreef Project is controlled through the implementation of a closed water system with minimal discharge. Part of environmental compliance consists of assessing water-related risks and the potential impacts on ecosystems and habitats. In our HSE policy. Ivanhoe committed to develop. implement and maintain the highest practicable standards of environmental management.

From an operations perspective, although the DRC projects are situated in generally water-abundant regions, our Kamoa-Kakula and Kipushi Projects remain at risk of flooding, with the additional incurrence of rainfall events likely to become more extreme as a result of climate change. The resulting increased risk and intensity of floods could lead to tailings and water storage facilities overflowing, with further consequences of contamination of potable water and groundwater, as well as soil degradation. Groundwater contamination and tailings dam overflows will result in major health and safety hazards not only for employees at the mine but also for its surrounding communities. The DRC is already earmarked as a region of poor water quality and possible further contamination of water associated with flooding could result in additional social, health and environmental harm, as well as untreatable water.

In response to the risk of flooding that could lead to social and environmental harm from our DRC projects, Ivanhoe has put risk management strategies in place that support the installation of primary dewatering systems and backup systems in case of failure, as well as implementing flooding emergency response plans and strict adherence to regulated floodlines. In addition, Ivanhoe is focused on improving the maintenance of mine infrastructure, such as for the dam walls and stormwater management. Protection of the nonperennial streams and riparian zones through litter removal and prevention of over-grazing is a further strategic imperative, as these river systems

allow for water purification and reduce flood risks to local communities, the workforce and infrastructure. Ivanhoe continuously evaluates and ensures that the necessary capital expenditure is available for these response strategies.

The importance of water quality for host community livelihoods is also crucial. The Kamoa-Kakula Sustainable Livelihoods Program therefore has a demonstration garden where environmentally friendly farming practices are tested and adjusted before community members are trained on applying the practices in their own food gardens.

From an employee health perspective,

water is considered an important vector for the potential spread of pollution. making it a critical compliance issue and a risk factor (to the environment and human health) if not responsibly managed. Each project accordingly ensures that the workforces obtain access to clean potable and wash water for sanitation services, through the provision of fully-functioning, safely managed WASH services for all employees. Ivanhoe Mines monitors the availability of fully-functioning WASH purposes at each of the projects, with a special focus on providing safe, accessible facilities to female employees. In addition, at the Platreef Project, we have provided over 130 sanitation units in public places in recognition of the human right to sanitation in our host communities. In addition, our environmental teams on the project sites perform regular capacity building sessions to ensure appropriate water stewardship.



Bringing back life to local ecosystems through the Magopane River Rehabilitation Program

As part of Ivanhoe Mines' commitment to a cleaner planet, we have established a collaboration with EnviroVito, a local non-profit organization based in the Ga-Madiba village of Mokopane, near the Platreef Proiect, EnviroVito's mission is to implement life-changing development programs and sustainable livelihood schemes that alleviate environmental degradation and aim to create a well-protected environment inhabited by dignified members with sustainable livelihoods. The first initiative undertaken through this collaboration is the Magopane Rehabilitation Program which was implemented during 2020. The program is focused on rehabilitating the Rooisloot River, known as the Magopane by locals, which is located a few kilometers north of Mokopane Town. It is a significant stretch of non-perennial river that flows into the greater Mogalakwena River and which thousands of people rely on for agricultural, sanitation and drinking purposes. It also holds great cultural and spiritual significance for local communities. Population growth together with inadequate waste management has turned the local river into a dumping ground.

The Magopane River Rehabilitation Program was conceptualized and developed in 2019, based on extensive stakeholder engagement with the national Department of Human Settlements, Water and Sanitation, Department of Agriculture, Land Reform and Rural Development, provincial Department of Economic Development Environment and Tourism (LEDET) and local municipalities. In 2020, the Program was funded by the Bonega Communities Trust and launched on site, with a team of 15 community members volunteering to clean up the local river and headed up by Tshepo Madiba, a passionate local community and environmental activist.



"Working for the environment is but a responsibility bestowed upon those whose passion and experience of life is beyond the boundaries of their intellectual identity, an opportunity to participate in an activity which ensures the sustainability of life is nothing less than the honour of collaborating with the Divine." Tshepo Madiba

The program aims to restore the Magopane River to its original pristine quality and to benefit local communities, including Mahwelereng, Ga-Madiba, Masehlaneng and Maroteng, further benefitting downstream environments and communities. The program will achieve this through a three-phased approach:

- Clearing of all illegal dumping sites in and around the river;
- clearing of alien plants, and
- establishing alternative dumping sites for the communities.



The Magopane Rehabilitation Program has, to date, brought awareness to local communities about protecting the integrity of the local environment. The behaviour of local communities has progressively changed, showing greater responsibility to manage their waste. The Magopane Rehabilitation Program is just the start of the work that EnviroVito and Ivanhoe Mines wishes to perform to ultimately create and cultivate an environmentally conscious culture amongst ourselves and our communities. Looking ahead to 2021, EnviroVito and Ivanhoe Mines will seek to undertake a collaborative school waste campaign, as well as an arbour campaign at local schools.



Ivanhoe's response to water risk for our host communities

Ivanhoe recognizes that local communities are an integral part of water management practices because water is a shared resource, without which neither Ivanhoe nor local communities can survive. Managing any potential stakeholder conflict concerning water resources is thus relevant to maintaining our social licence to operate. Water availability and quality are frequently raised as concerns by host communities. Formal stakeholder engagement and grievance and complaint mechanisms are accordingly in place at each project. In addition, the 2020 materiality assessment has identified water and sanitation as a material issue for our stakeholders.

SDG 6 targets which are relevant to Ivanhoe's operations and commitment to local communities include enabling access to safe drinking water, improving water quality by reducing pollution, and enabling access to adequate and equitable sanitation. Water-related community development projects are therefore strategically included in our sustainable development programs.

Our Water Security Position Statement accordingly reflects the interplay between the reliance on our ability to obtain the appropriate quantity and quality of water to progress and sustain our principal projects, and to use this resource as efficiently as possible; and the situation of our projects in different regions of the world where water risks and impacts range from water scarcity to excess. The incumbent water-related challenges call for innovative approaches to ensuring access to quality water sources for our projects and our host communities.

Ivanhoe has, in response to these challenges, developed and implemented various initiatives across our principal projects, including our "boreholes and water wells project", which seeks to make provision for clean potable water to the host communities in South Africa and the DRC, where our principal projects are situated, as well as the provision of safe WASH facilities at local schools and central community areas. The coronavirus pandemic has highlighted that the need for these facilities cannot be overstated.

Finally, Ivanhoe also recognizes that farmers and communities of nearby towns are other water users at catchment level that need to be included in our water risk assessments, again, because water is a shared resource - particularly in the waterscarce Limpopo region of South Africa. Neighbouring mines have also been established prior to the Platreef Project and have existing water-use rights - as these mines ramp-up, they may require additional water, thereby competing with Ivanhoe for water uptake. These stakeholders have a right to adequate water supplies and conflicts can impact our social licence to operate. Ivanhoe Mines accordingly engages in regional water planning bodies at the Platreef Project to leverage the need for water by other stakeholders in the same region. The management team of the Platreef Project is an active member of the Joint Water Forum which is part of the Olifants River Water Resources Development Project, in which companies in the Olifants river basin collaborate to find solutions to waterbased challenges.



Showcasing Ivanhoe's response to water risk for our host communities through water initiatives implemented at our Kipushi Project

The Kipushi Project supplies potable water to the entire Kipushi town, as well as supplemental water wells for outlying communities.

To date, we have provided 2,000 megalitres of potable water per month to approximately **180,000 urban residents in our host community at our Kipushi Project.**

The potable water wells initiative, a community support program and strategic five-year plan, seeks to provide access to clean water to host community villages through boreholes and solar-powered water wells. Each potable water well is comprised of two 5,000-litre water tanks, solar panels and a well drilled to a depth of 80 metres.

In 2020, the Kipushi Project expanded their beneficiary reach by approximately 2,000 people through the installation of two new solar-powered water wells in local communities, one of them being at Bonne Semence, a small village near the Kipushi Mine, which will allow approximately 70 families to collect their daily water at the new well.

The host community relies heavily on natural resources within the project area for drinking water. Most of the drinking water in the host community is collected informally from streams and rivers. But despite the DRC's abundance of water resources, the tropical regions of the DRC still experience problematic access to potable water. Surface water analyses conducted in the region have indicated that the water quality was well below the World Health Organization (WHO) standards for potable water. Consequently, contamination of the surface water sources, such as the Kipushi River, has an impact on the downstream users from a health perspective. In addition, the contamination of the river could have an adverse impact on the surrounding ecosystem. The effects of climate change may further exacerbate vulnerabilities in this respect.

The rising temperatures in this region, coupled with the anticipated increase in frequency of intense precipitation results in lower water quality and quantity, increased erosion and sedimentation and more damage to water network infrastructure in the region. Drought risks anticipated for this area coupled with the increased rainfall expected will lead to increased water contamination, exacerbating the existing issues regarding potable water availability to these areas.

Assistance in the provision and securing of access to clean potable and drinking water is thus crucial in this region, as the Company is committed to overriding these challenges to the best of its abilities, in order to protect and secure the host communities' fundamental human rights.



Climate change, energy and greenhouse gas (GHG) emissions

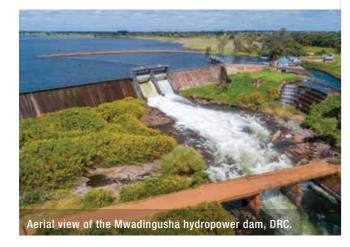
Climate change

A sustainable and secure supply of critical metals for clean technologies – such as copper, PGMs and nickel – is one of the most important hurdles to overcome as we embrace an electric future. Ivanhoe continues to advance Platreef and Kipushi to supply a spectrum of electric metals to global markets, including copper, platinum, palladium, nickel, rhodium, zinc and germanium. A proactive response to climate change is foundational to achieving our objective to develop our projects in a sustainable, and environmentally and socially responsible manner.

Ivanhoe Mines understands and accepts the assessment of the progressive regime on climate change science, which findings include that temperatures are gradually rising globally due to human activities and that physical impacts are unavoidable. We believe humanity must pursue the twin objectives of limiting global temperature increase in line with current international agreements, while actively pursuing access to innovative, reliable and affordable energy to support economic development and improved living standards. Both of these objectives are essential to sustainable development.

As indicated by current scientific global climate change analyses, fossil fuels will continue to be a significant source of energy for the foreseeable future, while alternative energy sources gain momentum. Therefore, an accelerated effort is needed to drive energy efficiencies, develop and deploy low-emissions technologies, and adapt to the impacts of climate change.

SDG 13 requires that resilience and adaptive capacity to climate-related hazards and natural disasters must be strengthened; that climate change measures must be integrated into policies, strategies and planning; and that education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning must be improved



Consequently, responding to climate change is governed at Ivanhoe Mines' Board level through the Sustainability Committee. Executive management has primary responsibility for the design and implementation of an effective position on, and response to, climate change, as our projects are being developed and mature into the operational phase. Robust engagement with a variety of stakeholders – including investors, policymakers, peer companies, non-governmental organizations and host communities – informs our climate change strategy and operational objectives.

In support of the Paris Agreementon climate change, and in the spirit of the commitments at the recent virtual global climate conference by the Chinese and American governments to sharply cut emissions, Ivanhoe Mines has committed to work with its joint-venture partners and leading underground mining equipment manufacturers to ensure that Kamoa-Kakula becomes the first net-zero operational carbon emitter among the world's top-tier copper producers.

Since the Kamoa-Kakula mine and concentrator plant already are powered by clean, renewable hydrogenerated electricity, the focus of the company's net-zero commitment will be on electrifying the project's mining fleet with new, state-of-the-art equipment powered by electric batteries or hydrogen fuel cells.

Looking ahead to 2021, we aim to update our climate change position statement to incorporate the climate change work concluded over the past two years, to recognize increasing global trends such as setting science-based targets and positioning for a low carbon economy and to incorporate Ivanhoe's pledge to achieve net-zero emissions (Scope 1 and 2) at Kamoa-Kakula.

Ivanhoe Mines' strategy uses the following four aspects to inform climate change integration into our business: low-emissions technology, portfolio positioning, reporting pathways and stakeholder resilience.

Low-emissions technology



Portfolio positioning



Reporting pathways



Stakeholder resilience



We are focused on the responsible development and operation of our highly unique mineral deposits in Southern Africa – two of which are internationally acclaimed discoveries made by Ivanhoe Mines' geologists using innovative exploration methods. It is with the same spirit of innovation that our mining teams are pursuing new, low-carbon emission technologies to develop and operate our mines. We concentrate on powering our mines primarily with electricity generated from clean, renewable energy sources, such as hydro-, solar and wind power, where applicable, to help minimize the Company's environmental footprint. Our Kamoa-Kakula and Kipushi Projects in the DRC are already using clean, sustainable, hydropower-generated electricity, and we are looking at ways to incorporate solar power to augment grid-supplied power at all our operations. As technology advances, we plan to incorporate electric and, where appropriate, automated vehicles into our mining fleet, replacing diesel-powered alternatives to further reduce emissions and keep our employees safe.

We acknowledge that responsible mining can play a key role in supplying the metals critical to helping humanity meet the challenges caused by climate change. The electrification of the automobile industry expected in the next 20 years, resulting in part from legislated orders to reduce air pollution as a response to international climate change treaties, will be one of the most significant transformations of our time. We are witnessing the dawn of an era of full-electric, hybrid-electric and hydrogen fuel-cell vehicles – cars, trucks, buses, trains and even autonomous aerial vehicles. Ivanhoe Mines plans to be at the forefront of the mining industry's drive to produce some of the key metals - copper, nickel, platinum, palladium and zinc - that are essential for the new generation of environmentally friendly vehicles. Climate change mitigation strategies involving clean energy production, such as wind and solar energy, depend largely on the availability of critical resources, such as copper, nickel, platinum, palladium and zinc. Zinc plays a critical role in solar energy. Galvanized steel is the material of choice for the structures that support and align solar panels, while zinc is also a component of high-efficiency solar cells. The very high energy potential of zinc has made it a leading candidate in a range of future fuel cell and battery designs for grid storage and micro-grid generation.

We are committed to taking a proactive approach in publicly reporting on our climate change-related activities while our principal projects still are in the development phase and as we continue to grow our Company as an explorer and mine operator. We believe this approach will assist in maturing our reporting processes in a timely manner, and build a culture of energy efficiency and climate change resilience awareness in our workforce. In this regard, we have adopted the TCFD framework and we voluntarily disclose our climate change information on the CDP platform.

We acknowledge that climate change-related events potentially impact the people residing in the host communities of our projects and operations, as they come on stream. Our projects and operations are situated in emerging economies, and our host communities are vulnerable to the potential impacts of global climate change. We prioritize strengthening the resilience of people and groups in our host communities through a variety of activities aimed at economic diversification, food security, water provision and digital inclusion. A leading example is the agroforestry bee-keeping project we have implemented at our Kamoa-Kakula Project, to strengthen food security, alleviate poverty and combat deforestation.

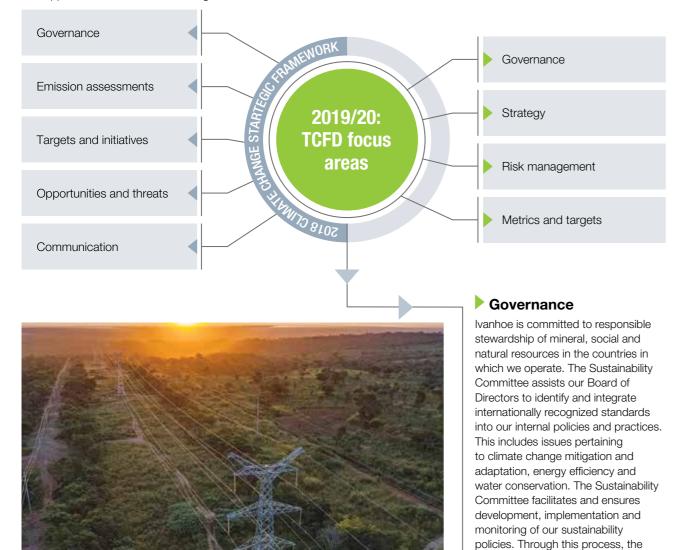
Climate change reporting

Overhead 220 kV powerlines, Kamoa-Kakula Project.

Ivanhoe's climate change strategy focuses on Governance, Strategy and Risk Management, with Metrics and Targets.

Our annual climate-related disclosures align with global best practice climate and sustainable development reporting methods, in accordance with the TCFD recommendations. The TCFD also aligns with the recently released Sustainable Development Goals Disclosure (SDGD) Recommendations.

In 2018, Ivanhoe introduced the climate change strategic framework which addresses governance, emissions assessments, targets and initiatives, opportunities and threats and communication in light of climate change. Since 2019, we have integrated our strategic climate focus to align with the TCFD recommendations on Governance, Strategy, Risk Management, and Metrics and Targets. This approach is summarized in the figure below.









Principle	Relevance to Ivanhoe	Progress in 2020
Climate accountability	Ivanhoe's Sustainability Committee Charter includes specific climate change related focus points. These include assessing climate change risks, the oversight of climate action and integration, and building climate resilience in host communities.	Ivanhoe continued to identify and report on our climate change risks and opportunities, our greenhouse gas inventory, and the impacts on water, through initiatives like the CDP. Through this, we continued to be accountable for our impact on climate change and were able to identify ways to mitigate these impacts.
Command of the climate subject	Ivanhoe embarked on a process to articulate the impacts of climate change on our business and use the material produced in this process, to ensure our Board is kept informed of climate change and related risks and opportunities.	During 2020, Ivanhoe conducted workshops to build on the two in-depth climate risk and vulnerability assessments concluded for each of our operational countries (i.e., South Africa and the DRC). We also conducted climate change training for our executive and management teams. In 2021, we will embark on a climate change scenario analysis to further guide our decisions and set out, in detail, the transitional- and market-related risks associated with climate change, impacting our operations.
Board structure	The Sustainability Committee is responsible for overseeing the climate change response. This committee falls under direct management by the Board of Directors.	The Board has remained committed to understanding and addressing climate change related risks and opportunities.
Material risk and opportunity assessment	The Sustainability Committee manages and continually assesses short-, medium- and long-term risks and opportunities of climate change impacts.	Assessments of risks and opportunities have been conducted through our voluntary participation in the CDP, as well as specific climate change risk and vulnerability assessments conducted at each of our operations.
Strategic integration	The Board considers sustainability as a cornerstone to our business.	Climate-related risks on the operations and communities of each operation have been unpacked, to assist us in making effective decisions and beneficial investments.
Incentivization	The Sustainability Committee is in the process of introducing incentives associated with the integration of climate change across the various business streams in Ivanhoe.	The Company's corporate objectives scorecard is linked to the KPAs and remuneration of our executive team. Incentives associated with the integration of climate change across the various business streams in Ivanhoe are being considered. As a first step, Ivanhoe has incorporated climate change initiatives for each project in the key performance indicators on the scorecard. All of these initiatives are still in development stages.
		A net zero target has been set for Kamoa-Kakula. Ivanhoe's other mines are not yet in production – once in production, clear targets and incentives will be set.
Reporting and disclosure	Ivanhoe Mines reports in accordance with the Global Reporting Initiative (GRI) Core Option Guidelines.	We have been collecting data and disclosing information voluntarily, including participation in the CDP.
Exchange	With each operation, relevant stakeholders are identified and consulted, including investors, employees, government and non-government role-players, labour unions, local suppliers, as well as urban and rural surrounding communities.	We have installed a new IsoMetrix software system to ensure increased availability of climate-related data – specifically for the Kamoa-Kakula and Kipushi operations – and more continuous data modelling available for strategic planning and climate change managements.

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Committee encourages continuous performance against our sustainability

Ivanhoe has endorsed the eight climate governance principles recommended by the TCFD, to guide and inform our climate awareness, and adaptation and mitigation measures. These principles are discussed in the

commitments.

table alongside.

Strategy

Ivanhoe Mines is acutely aware of the potential social, environmental, infrastructure and financial impacts that the effects of climate change have on our projects. However, we also recognize the crucial role of the mining sector, particularly of copper mining, in contributing towards the shift to a low-carbon economy.

Therefore, our response to climate change has been integrated into our business strategy. We have developed a strategic approach to managing environmental impacts and conserving natural resources for climate-related risk management. Our continuous feedback model defines our strategic approach to climate change impacts (see page 102). In 2020 we communicated and integrated the results of the two in-depth climate risk and vulnerability assessments concluded for our projects in South Africa and the DRC and established the foundation for the ongoing assessment and consideration of climate-related risks and opportunities for our core operations, social and natural environments and supply chain. Following on this work, we intend to conduct a more detailed climate-related scenario analysis, per project, during 2021.

We recognize that climate change influences our overall business through:

- Physical climate-related parameters;
- Regulatory pressures from host countries;
- The Paris Agreement, and subsequent calls for greater ambition to achieve a 1.5°C target; and
- Community vulnerability in countries of operation.

In relation to the above, the climate change risk and vulnerability studies prepared for our principal projects in 2020 identified the following actions relevant to our strategic approach:

- Governance measures to support climate mitigation;
- Emissions management;
- Climate mitigation awareness and communication; and
- Climate change impact management.

These actions comprise several key activities related to both our strategy and governance in terms of climate change mitigation. We will integrate these activities going forward.

Risk Management

Risk management (including that of climate change related risks) is embedded into our day-to-day operational business processes. Business risks associated with climate change impacts (including regulatory risks, physical climate parameter changes and others) are noted as significant risks to our operations.

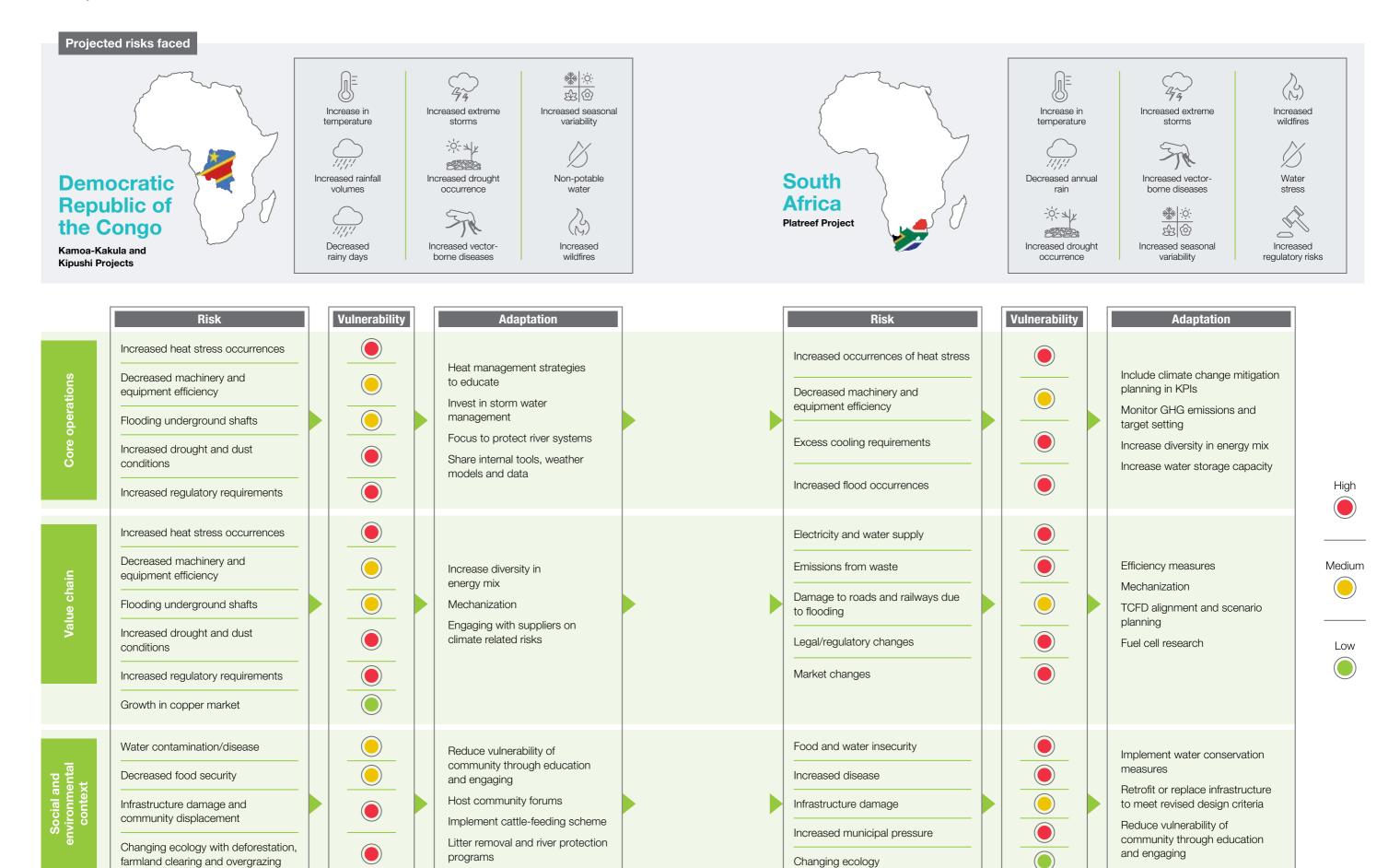
Ivanhoe has implemented various risk management measures, including conducting climate change risk and vulnerability assessments to be continuously updated, integrating climate-related risks into mainstream risk management plans and processes (see page 116).

Metrics and Targets

Ivanhoe introduced a cloud-based monitoring system to streamline monitoring and reporting practices across our operations. This system assists with operations- and climate-related metrics reporting, as well as in monitoring our sustainability targets.



6 / Our planet



The infographic summarizes our key risks per operation, as determined during our climate change risk and vulnerability studies conducted in 2020. Internal engagement on the studies conducted has contributed to increased alignment of our risk management processes across all business units.

Energy

Powering our mines with primarily renewable energy sources, such as hydro- and solar power, is a key target to minimize our environmental footprint, and align with the SDGs. Currently, the Kamoa-Kakula and Kipushi Projects mainly make use of hydro-power grid-based electricity. The instability of the hydro-power grid is supported by onsite diesel generators, however, the projects aim to minimize their reliance on generators in future. We have partnered with the DRC's Société Nationale d'Électricité (SNEL) to upgrade and re-commission three hydro-electricity plants (with total capacity of 200 MW) (see page 87). This will ensure adequate and more secure grid-based electricity supply to both DRC-based projects.

Ivanhoe's energy consumption over the past two years is summarized on page 134. Of all energy used for Ivanhoe's operations, 57% is now obtained from renewable energy sources. This year, Ivanhoe has increased the renewable electricity purchased to 91% of our total electricity purchased. In addition, Ivanhoe was able to reduce the onsite fuel consumption by 6.9% from 2019 to 2020, to 38,883 MWh.

Ivanhoe is committed to implementing energy efficiency practices and transitioning our operations to source all energy from more renewable energy sources. The past reporting period indicates this improvement.

We are also researching methods of incorporating solar power and vanadium flow batteries into the grid-supplied electricity to Kamoa-Kakula and Kipushi mines. Considerations around electric vehicle uptake for our mining fleet are also being

The Platreef Project, on the other hand, makes use of electricity from the South African National Grid, which is primarily supplied by coal-based electricity sources. Energy-efficient design and planning were applied to Platreef to minimize the operation's electricity demand. In addition, an investigation into joining a third party, solar-powered 100 MVA independent power provider (IPP), is underway.

We recognize the vital role that technology plays in the stimulation of operational efficiency, specifically in terms of managing climate change risks, such as verifying energy emissions and ensuring energy efficiency. Ivanhoe has implemented a new software system towards the end of 2020. This system aims to collect data related to, among other things, monitoring and reporting on energy and energy usage. This improved data monitoring system will allow us to effectively manage our energy usage, develop appropriate efficiency measures and drive energy use reductions.

Greenhouse gas emission mitigation

Ivanhoe Mines, as a responsible corporate citizen, acknowledges the contribution of greenhouse gas emissions to climate change. In light of SDG 13: Climate Action, and the global transition to a low-carbon economy, we have increased our focus on greenhouse gas emission reductions. The Scope 1, 2 and 3 emissions from each operation are summarized below. We recognize our contribution to greenhouse gas emissions, not only in terms of direct emissions, but also in terms of our value chain and indirect emissions. Therefore we have started including Scope 3 emissions in our reporting this year. The Scope 3 emissions are estimated values in anticipation of increasing data collection and achieving greater transparency in our greenhouse gas reporting.

The group-wide Scope 1 emissions for calendar year 2020 was calculated to be $11,427 \ {\rm CO_2e}$ which is an increase from the 2019 values calculated. This can be attributed to the significant ramp-up in activities at the Kamoa-Kakula Project. The group-wide Scope 2 (location-based) emissions, on the other hand, decreased in 2020 to 5,971 ${\rm tCO_2e}$ for the year. The decrease in Scope 2 emissions, specifically at Platreef, can be attributed to the lockdown occurrence in South Africa due to the COVID-19 pandemic, resulting in less energy usage at our Platreef operations.

In the transition to a low-carbon economy, we seek to concentrate more on greenhouse gas emission reductions. We further recognize the significant role that technology plays in greenhouse gas emission mitigation. In 2020, Ivanhoe Mines made a significant investment in the development and implementation of software geared towards timely and accurate monitoring of environmental data which, in turn, informs strategies and interventions for mitigation and reduction. The new software system has been introduced at all project sites, and provides more accurate values through real-time monitoring and in-build trend analysis techniques. The Scope 1 and 2 emissions, and estimated Scope 3 emissions, from each project are summarized on page 135.

The emissions intensities calculated in previous years for Ivanhoe Mines make use of two intensity denominators: (1) revenue intensity and (2) full-time employment intensity. The emissions intensity per unit revenue has remained unchanged as zero, since our operations currently do not yet generate revenue. However, our full-time employee intensity has decreased by 19% from 2019 to 2020. The number of full-time employees has increased by around 800 people, while our Scope 1 and 2 emissions have increased by 5,824 tCO $_2$ e from 2019 to 2020. This illustrates the growth of our operations and active efforts to minimize Ivanhoe's greenhouse gas emissions.



Kamoa-Kakula's GHG intensity metric

As part of our efforts to reduce our GHG emissions, we have embarked on a process to unpack our GHG emissions data, per operation, in more detail. During 2020, we conducted a GHG inventory and intensity metric estimation calculation for the copper to be produced as part of the Phase 1 Kakula underground copper mine and surface processing complex at our Kamoa-Kakula Project.

Scope 1 and Scope 2 GHG emissions were estimated based on the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. The emissions sources considered include heavy machinery and vehicles used in the mine and around the concentrator, an emergency diesel generator, an incinerator, mining explosives, and purchased electricity from SNEL.

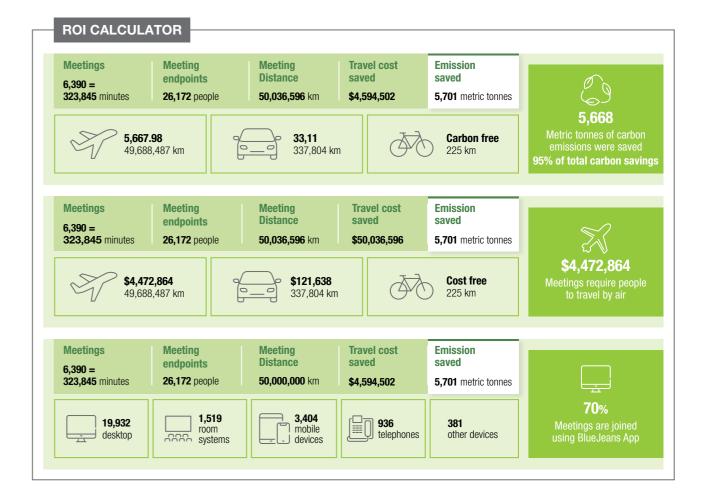
The average Scope 1 and 2 GHG intensity over this period was estimated to be 0.16

tonnes of carbon dioxide equivalent per tonne of copper in concentrate produced (tCO₂e/ tCu) at the mine.

As part of this study, we compared the GHG emissions intensity of the Phase 1 Kakula mine at the Kamoa-Kakula Project with similar mines and concentrators, globally.

This study has contributed to the climate action undertaken by Ivanhoe in 2020, furthering our efforts to meet the objectives under SDG 13.

The study found that Ivanhoe's GHG intensity at the Kamoa-Kakula Project was the lowest in comparison to the international mines considered.



Air pollution

Localized air pollution, in the form of fine particulate matter and oxides of sulphur and nitrogen, is a leading cause of ill-health and premature death globally. These priority air pollutants are also typically generated and emitted during mining processes and across the mining value chain. We follow rigorous air quality monitoring programs at all of our projects.

Adaptation

Ivanhoe Mines has invested in extensive climate change risk and vulnerability impact analyses on all our operations, to best recognize the risks faced by our operations, our value chains and the surrounding communities and natural environments. This investment aligns with the group-wide strategy to build community resilience, specifically considering climate change and its associated uncertainties and increasing vulnerabilities. The infographic on page 116 summarizes our key adaptation actions per operation as determined during 2020. Internal engagement on the studies conducted has contributed to increased alignment of our risk management processes across all business units.

Engagement

Cross-cutting stakeholder engagements are held as and when they are required. At this stage of development for each project, primary engagements occur between local government departments, municipalities, local development organizations and Ivanhoe Mines' representatives. Communities, policymakers, government departments and local tribal authorities are earmarked as the key base-level stakeholders. These are complimented by investors, shareholders and other related stakeholders which make up our stakeholder community. We keep our extended stakeholders aware of our development and plans through annual reporting methods and CDP disclosure.

Biodiversity and land use

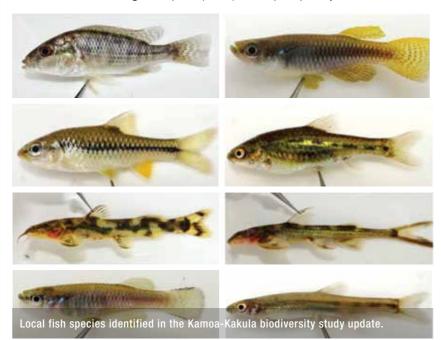
The environment is made up of the surroundings within which humans exist, made up of the land, water and atmosphere of the earth, as well as micro-organisms, plant and animal life. This biodiversity includes any part or combination of these elements and the interrelationships among and between these organisms. These elements also carry inherent physical, chemical, aesthetic and cultural properties, and conditions that influence human health and well-being. Biodiversity, in turn, is the variability among living organisms from all sources and ecosystems and the ecological complexes of which they are part, and also includes diversity within and between species and of ecosystems.

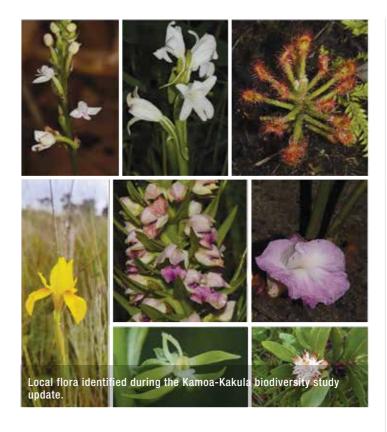
In grasping the full extent of what the environment, land and biodiversity comprises, Ivanhoe Mines has a profound appreciation for the natural environment, ecosystems and communities inhabiting the vicinity of our projects. This drives our commitment to responsible stewardship of the natural environment where our exploration, construction and mining activities are likely to impact their surroundings. In proactively seeking to manage these environmental impacts, or to mitigate those impacts which are unavoidable, we have put in place integrated and innovative systems and solutions.

Ivanhoe Mines is dedicated to supporting biodiversity and integrating conservation actions into our planning and operations. We recognize that our biodiversity footprint extends beyond the limits of our projects to areas of immediate influence. Careful land-use planning, done in consultation with local communities, is another way for us to make mining work. It allows us to identify critical habitat and species, and put forward initiatives to monitor, study, protect, conserve and support ecosystems now and in the future.

Biodiversity may be affected by the impacts of mining activities on water, land and ecosystems. Our local stakeholders are valuable sources of knowledge concerning biodiversity. We work closely with our local communities to identify sensitive areas and monitor any potential impacts. We incorporate all stakeholder concerns into our environmental stewardship approach.

These systems and solutions are fundamentally driven by our understanding of the relevant natural environments derived from the Environment Impact Assessment (EIA) processes that we undertake at each of our projects. This information translates into environmental management plans (EMPs) whose principal objectives are to







secure the protection of the environment, and to propose management, mitigation, protection or remedial measures that will be undertaken to address identified environmental impacts. Especially acknowledging that Africa is immensely rich in biodiversity and that its living organisms comprise around a quarter of global biodiversity, safeguarding the biodiversity in the areas in which we operate is prioritized in our environmental management strategy.

Our biodiversity strategy, which includes a concurrent reclamation approach, is linked to each stage of development of our projects. At our Kamoa-Kakula Project, biodiversity risks are actively mitigated through ongoing field mapping of fauna and flora, as well as vegetation clearance disturbance assessments and reforestation or biodiversity offset initiatives. An updated biodiversity study was undertaken and a Biodiversity Management Plan has been completed. A beekeeping program has also been implemented to offset deforestation activities.

A Biodiversity Management Plan is in place at each of our principal projects and all activities are monitored in accordance therewith. Management issues covered in the respective management plans are based on the understanding and acknowledgement that conservation of biodiversity is essential for the Company to provide the ecosystem services that support human activities and life in general and to mitigate the effects of climate change.

This includes traditional use of natural resources as in the case of medicinal plants. Construction and drilling activities, and continued operations, thus have the potential to negatively impact on biodiversity by:

- Permanently removing or temporarily disturbing native vegetation;
- Disturbing significant vegetation, communities and habitats; (terrestrial or aquatic) either directly or indirectly through off-site impacts;
- Increasing activity levels and vehicle movements causing noise and dust, which may make habitats undesirable;
- Habitat disturbance, fragmentation or removal;
- Fauna capture in open excavations; and
- Introducing and spreading of exotic species and diseases.

Objectives, performance indicators, management strategies, monitoring protocols, and data recording and reporting requirements are consequently put in place to manage these issues and concerns.

By way of example, typical annual activities at the Platreef Project in respect of biodiversity management include: Arbour Day tree planting, eradication of alien invasive plants, protection of wildlife, preservation of protected plants, vegetation of soil stockpiles, seeding of soil stockpiles with local grasses, and biomonitoring of streams and rivers.

Invasive species management plans are separately established and implemented at each of the principal projects, to address the establishment or spreading of weeds and/or invasive species by:

- The use of earthmoving equipment, vehicles, and construction materials from elsewhere outside the mining licence introducing weeds and/or invasive species.
- Vegetation clearing and soil disturbance creates suitable conditions for the establishment and spread of weeds and/or invasive species. Once weeds/invasive species become established they compete with native vegetation and can adversely affect native flora and fauna.
- Landscaping activities around camps often involve contractors who have the potential to introduce weeds and/ or invasive species into the camp during their work.

From a ground disturbance, land clearing and land use management perspective, each project presents a nuanced set of challenges. In this case,

management issues typically arise from mine exploration, development and operation activities which have significant effects on the environment and in defining optimum post-mining land use, given that ground disturbance and land clearing are required for all ground disturbance activities on the project sites.

Unauthorized ground disturbance and vegetation clearing can lead to the following:

- Increased erosion potential, which can lead to uncontrolled erosion and sedimentation of waterways;
- Degradation or loss of flora and fauna habitat;
- Damage or loss of protected flora species;
- · Visual scarring of the landscape;
- · Prosecution and fines;
- · Loss of reputation; and
- Damage to cultural heritage sites.

Individualized management plans therefore cater to these issues, and include coverage of aspects such as erosion and sediment control. Erosion of soils can degrade flora and fauna habitat, scar the landscape and cause sedimentation of downstream waterways. Excess sediment loads in waterways can further negatively impact freshwater ecosystems and downstream water users and topsoil management. Recognizing that plants produce seeds which accumulate in the soil and become a vital resource for rehabilitation activities, therefore rendering it essential to collect and correctly manage the soil resource as a result of land disturbance activities as it often means the difference between rehabilitative maturation success and failure.

Legislative and regulatory developments, and ongoing engagement with different stakeholder groups, guide the landuse planning protocols at each of our projects, in addition to baseline information provided by the studies currently in place. Ivanhoe Mines recognizes the value in partnerships, which facilitate biodiversity conservation for future generations and strategic land-use planning.







World Ozone Day climate change action and awareness campaign

September 16 was designated as the International Day for the Preservation of the Ozone Layer, in commemoration of the date, in 1987, on which nations signed the Montreal Protocol on Substances that Deplete the Ozone Layer. To raise the necessary awareness among youth and to encourage waste recycling activities at schools, our Platreef Project embarked on a World Ozone Day awareness campaign.

The campaign involved visiting two schools in the Limpopo region in communities near the project – namely, Gobela Secondary School and Kgopedinota Primary School. The initiative included the planting of donated indigenous trees, as well as the donation and installation of colour coded dustbins and capacity building in environmental educational content to encourage the practice of recycling. Participating learners also received snack packs and were practically taught the importance of separating the waste from the snack packs.

The trees used for the campaign, including the sausage trees (Kigelia African), fever trees (Acacia xanthoploea), karee trees (Rhus Lancea), wisteria trees (Bolasathus specious), wild plum trees (Harpephyllum Caffrum) and river bush willow trees (Erythrophyllum), were procured from the nursery established at the Lesedi Care Centre. The nursery at Lesedi was established in an effort to make the centre financially independent and sustainable following the end of the support received from the Platreef Project during the first five-year SLP. In order to increase the scale of the initiative, the Platreef team partnered with the environmental team from Webber Wentzel Attorneys.

The information booklet provided to the school children covered what the ozone is, how humans affect the ozone, what the Montreal Protocol is and how it has helped, ensuring good health and well-being in line with the SDGs, and what we can all do to contribute to reducing ground-level ozone (such as planting trees) and furthering the waste hierarchy imperatives.

MATERIAL TOPIC

Culture and heritage

The 2020 materiality assessment has highlighted the significance our stakeholders place on this issue and lvanhoe is committed to implement best practice recommendations in the treatment of cultural heritage at our sites. Cultural heritage encompasses properties and sites of archaeological, historical, cultural, artistic, and religious significance. It also refers to unique environmental features and cultural knowledge, as well as intangible forms of culture embodying traditional lifestyles that should be preserved for current and future generations.

The IFC Performance Standard (PS 8) requires companies to protect cultural heritage from adverse impacts of project activities and support its preservation. It also promotes the equitable sharing of benefits from the use of cultural heritage.

Ivanhoe's impacts (and consequently, our prevention and mitigation measures) on heritage resources are informed by the EIA processes undertaken in support of each project. Specialist heritage studies and management plans inform the Company's management of cultural heritage resources impacted by its activities, as further required by the incountry regulatory frameworks.

As far as possible, we seek to preserve cultural heritage resources in situ, moving them only when there is no other alternative. In 2020, the Platreef Project completed the second phase of grave relocations. Following extensive consultations and signed agreements, these ancestral graves which were scattered across the Project's proposed surface area have now been moved to community and municipal cemeteries which are much more accessible to the next-of-kin of the deceased. A third phase of grave relocations is anticipated and should commence in 2021.

The Company's Supplier Compliance Framework, which is currently being developed, will also inform and prescribe contractor and vendor activities and requirements when operating near heritage or other restricted sites, which, includes compliance with the Projects' Chance Find Procedures.

Tailings and waste management

Solid waste

Sustainable development demands circular economy-based business models, and mining presents an opportunity to integrate waste management solutions into business functioning, through recovering or recycling most waste and seeking opportunities to make effective use of the waste, such as waste-based fuel operations. We are continually reviewing our waste management plans and programs to reduce our waste footprint and conform to international changes to best practices.

At our Kamoa-Kakula and Platreef Projects, waste rock dumps are managed according to specified dimensions and are vegetated to prevent dust and erosion.

South African municipalities continue to struggle with landfill capacity, with industry reporting a 'waste crisis' and landfills being near unable to accept more waste. The Polokwane Declaration, which sets strict targets for mines, seeks to attain zero-waste-to-landfill by 2022, and ensure that 70% of mining waste is diverted from South Africa's landfills. Therefore, our Platreef Project has embarked on an assessment of alternatives to waste disposal at the Project (where the waste management hierarchy, at a policy level, requires that waste be disposed of as a last resort).









"Resourceful waste" at Ivanhoe's Projects

Millions of people make their living from waste collection and recycling, and the majority of these people working as recyclers and collectors provide crucial income for households. The informal waste recovery sector, known as "waste pickers", is fast being seen as a sustainable solution to South Africa's landfill crisis

Ivanhoe Mines is continually assessing our value chain to determine potential involvement in recycling programs across our projects, and we recognize the vital contribution of recycling collectors in many countries, and particularly the role of women within these value chains. Through different programs across our operations, we look to creating partnerships and encouraging innovation to work with formal and informal recycling collectors, to assist us in understanding the impacts affecting recycling collectors and guiding the identification of effective solutions.

At our Kamoa-Kakula Project, we are developing a project that will benefit collectors and local businesses, as well as increase our waste management and collection efficiency, improve the livelihoods of recycling collectors and contribute towards our commitment in respect of responsible consumption and production as envisaged by SDG 12.

The Platreef Project has launched its waste entrepreneurship program, which will augment the current on-site waste management practices. A joint venture has been established, in partnership with Pandae Green Solutions, in terms of which the Company has implemented a mine waste management system which will be managed by Bhasisa Recycling, a local waste management company appointed by the Platreef Project in 2020. Bhasisa Recycling is a beneficiary of the Company's SLP, receiving both financial and business development support. Director of Bhasisa Recycling, Thabitha Langa, is passionate about creating a "zero waste to landfill" environment through which a more sustainable mining operation can be achieved. The project was approved at the end of 2020, with plans to provide sustainable solutions, including recycling, for all forms of solid waste on site now taking shape.

Tailings management

Mining of economic mineral deposits typically produces by-product materials during operations that are composed of finely-ground rock, fine mineral particles and water separated from ore minerals during the milling process. Tailings storage facilities (TSFs) are designed to allow for the safe storage and management of this by-product material through mine operation and closure.

Wherever possible, Ivanhoe plans to minimize the surface storage of tailings from its mining operations, by storing them underground in the mined-out workings. For example, at Kamoa-Kakula, where the backfill plant will be used to mix tailings from the processing plant with cement to produce paste backfill. The backfill will be pumped back into the mine and used to help support mined-out areas. Approximately one half of the mine's tailings will be sent back underground, significantly reducing the surface tailings storage.

Ivanhoe Mines is committed to tailings management that meets or exceeds global best practices for safety during all phases of the mine lifecycle. The Company's first producing mine — the Kamoa-Kakula joint-venture copper mine in the DRC — commenced production in Q2 2021 and the TSF construction was also completed with first tailings deposited in the same quarter.

Our position statement on tailings stewardship will be used to inform the management standard applicable to tailings at each of our projects, as well as the development of an executive reporting protocol.

Ivanhoe Mines expressed its concern regarding the recent international TSF failures in its 2019 Sustainability Report and consequently appointed two international independent experts with 44 and 48 years (respectively) of experience in tailings management, to conduct engineering audits of its planned TSFs to further safeguard employees and neighbouring communities. The recommendations from this review were subsequently implemented in the design of the three new TSFs that Ivanhoe and its joint-venture partners are planning to develop at the Kamoa-Kakula, Platreef and Kipushi Projects.



A high-level management plan for the historical tailings facility at Kipushi is also underway — pending Gécamines' (Ivanhoe's joint-venture partner at Kipushi) approval.

Our mine design team continues to work closely with international experts and independent reviewers while designing TSFs for each of our projects in line with our safe, modern and innovative approach to mine design and development.

From an industry perspective, the Investor Mining & Tailings Safety Initiative is an investor-led engagement convening institutional investors which are active in extractive industries, including major asset owners and asset managers. Inputs into the investor process have been sought from communities impacted by recent disasters, leading international experts, government representatives, leading international technical advisors, and company representatives. The Initiative is governed through a Steering Committee Chaired by the Church of England Pensions Board and the Swedish Council of Ethics of the AP Funds.

The Initiative recently co-convened the Global Tailings Review on behalf of the Principles for Responsible Investment (PRI), alongside the ICMM and the United Nations Environment Programme (UNEP), following the Brumadinho tailings facility failure that resulted in the loss of 270 lives. Following lengthy multi-stakeholder consultations and formal approval from ICMM, UNEP and PRI, this review resulted in the publication, on August 5, 2020, of the first Global Industry Standard on Tailings Management. The Standard, to be adopted as industry best practice, is seen to significantly mitigate the risks of TSF failures, and has been designed to be implementable across the mining sector.

The Initiative has requested members of the extractives industry to publicly adopt the Standard and confirm a date by which their operations will achieve compliance with same, noting that ICMM members have committed for all of their member-owned facilities that are classified as having 'Extreme' or 'Very high' potential consequences of failure, as defined by the Standard, to be in conformance with the Standard within three years, and all other facilities within five years. Ivanhoe acknowledges and fundamentally supports the work by the PRI on the Global Tailings Review and applauds the launch of the Standard. We share the visions of the PRI, the ICMM and the UNEP, as well as the principles of tailings risk management, and we look forward to advancing best practice on tailings safety management in the near future.

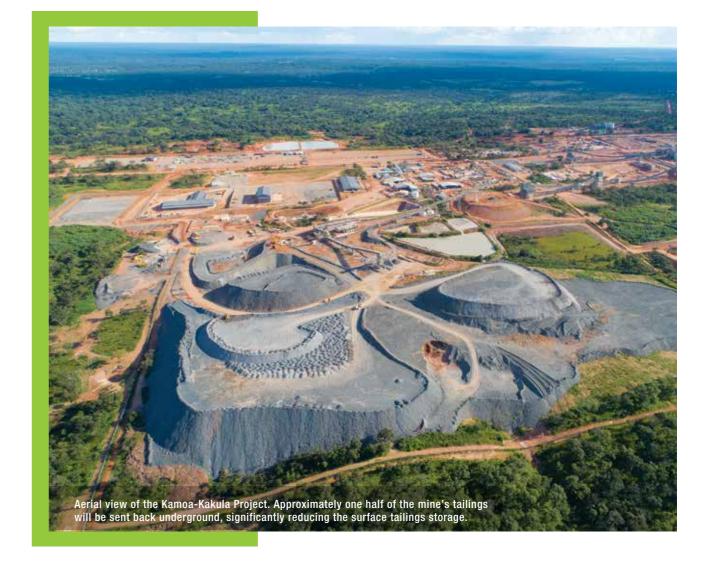
During 2020, Ivanhoe participated in the Investor-led Mining and Tailings Safety Initiative through the disclosure of information to the Church of England Pensions Board, Chair of the Steering Committee for the initiative. We have also made this information publicly available on our website

As we progress from development to mining, we plan to formulate rigorous training and capacity-building programs, to raise awareness and educate our workforce, contractors and communities on tailings risk and our tailings stewardship approach.

Mine closure

Since ore bodies are finite and exhausted over time, we believe that one can never start planning for closure too early. Closure planning is a core element of our business strategy. In accordance with best practices, we integrate closure considerations early in operations planning and engineering processes. The legislative frameworks governing mine closure are constantly evolving, and we therefore strive to ensure that we are designing our operations within the sustainable development mindset, which includes planning for the sustainable closure or end state of each mining operation. The environmental management plans and closure plans for each project are constantly viewed and reviewed in this context. We are also cognizant of the socio-economic challenges resulting from mine closure, and the dynamic shift changes that the recent COVID-19 pandemic and other crises have brought with them. We therefore strive to develop proactive, comprehensive land reclamation strategies, in collaboration with host communities, in order to ensure that we leave behind a natural and socio-economic environment that is healthy, flourishing and fit for meaningful use by local communities.

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7

Key performance data

Our Governance				
Governing Body		2020	2019	2018
Nominated Directors		11	11	10
% Independent Directors		55%	55%	60%
% Female Board of Directors		18%	9%	10%
% Female Executive Officers		33%	25%	25%
% Female Senior Management (employ	vees)	11%	18.9%	18.9%
Ethical Behaviour				
Confirmed incident of corruption		-	*	*
Monetary losses from unethical behaviour		-	*	*
Stakeholder Engagement				
Meetings held	Total	772	728	1,016
	Kamoa-Kakula	689	514	602
	Platreef	53	115	74
	Kipushi	30	99	340
Participants engaged	Total	10,861	10,052	15,035
	Kamoa-Kakula	9,784	7,544	9,236
	Platreef	437	872	4,477
	Kipushi	640	1,636	1,322
Grievances				
Grievances received	Total	69	81	34
	Kamoa-Kakula	66	71	28
	Platreef	3	4	3
	Kipushi	-	6	3
% grievances resolved by year-end	Total	78%	98%	85%
	Kamoa-Kakula	79%	100%	89%
	Platreef	67%	50%	33%
	Kipushi	_	100%	100%

^{*} Data not available / not previously measured

Our workforce		2020	2019	2018
Total workforce comprised of	Total	8,884	5,287	3,231
employees and contractors	Kamoa-Kakula	7,890	3,889	1,696
	Platreef	238	631	861
	Kipushi	590	630	674
	Exploration	20	20	*
	Corporate and Group Services	146	117	*
Total employees by location	Total	2,163	1,305	990
	Kamoa-Kakula	1,431	514	319
	Platreef	108	157	171
	Kipushi	484	522	500
	Corporate and Group Services	140	112	*
Total contractors by location	Total	6,721	3,964	2,241
	Kamoa-Kakula	6,459	3,357	1,377
	Platreef	130	474	690
	Kipushi	106	108	174
	Exploration	20	20	*
	Corporate and Group Services	6	5	*
Labour relations				
Labour relations by % of workforce	Total	34%	~39%	*
unionized	Kamoa-Kakula	33%	*	*
	Platreef	32%	*	*
	Kipushi	46%	*	*
	Corporate and Group Services	3%	*	*
Number of strikes, lockouts or protests	Total	4	*	*
	Kamoa-Kakula	2	*	*
	Platreef	2	*	*
	Kipushi	-	*	*
	Corporate and Group Services	-	-	_
Diversity, inclusion and local employ	ment	,		
% female employees	Total	8%	13%	9%
	Kamoa-Kakula	3%	6%	3%
	Platreef	23%	32%	30%
	Kipushi	7%	6%	5%
	Corporate and Group Services	40%	49%	*

^{*} Data not available / not previously measured

[~] Approximately

Our workforce		2020	2019	2018
% local employment	Total	91%	94%	
. ,	Kamoa-Kakula	87%	89%	879
	Platreef	100%	78%	719
	Kipushi	97%	93%	929
	Corporate and Group Services	92%	-	
% local employees in management,	Total	58%	*	359
where local employees are either Congolese nationals or historically	Kamoa-Kakula	32%	36%	27
lisadvantaged South Africans in the DRC and RSA respectively	Platreef	42%	53%	589
	Kipushi	90%	57%	33
	Corporate and Group Services	42%	47,54%	
% employees living with disabilities	Total	0.25%	*	
	Kamoa-Kakula	0.28%	*	
	Platreef	0.93%	*	
	Kipushi	-	*	
	Corporate and Group Services	-	-	
Performance monitoring, remunerat	ion and retention		·	
% employees receiving regular performance and career development	Total	24%	*	
	Kamoa-Kakula	13%	*	98'
reviews	Platreef	100%	*	100
	Kipushi	25%	*	24
	Corporate and Group Services	73%	-	
Health, Safety and Well-Being		'	,	
Number of patients accessing	Total	16,667	10,396	4,51
occupational health services on site	Kamoa-Kakula	13,851	9,222	1,73
	Platreef	111	1,060	1,68
	Kipushi	2,705	114	1,09
	Corporate and Group Services			
Number of patients tested	Total	1,461		
or COVID-19	Kamoa-Kakula	1,028		
	Platreef	115		
	Kipushi	318		
	Corporate and Group Services	26		
Number of patients tested positive	Total	26		
and treated for COVID-19	Kamoa-Kakula	21		
	Platreef	5		
	Kipushi	-		
	Corporate and Group Services	8		

^{*} Data not available / not previously measured

Health, Safety and Well-Being		2020	2019	2018
Number of hours worked	Total	14,937,236	10,639,982	6,984,43
Number of flours worked	Kamoa-Kakula	13,172 334	7,233,906	3,614,136
	Platreef	733,302	1,518,983	1,553,106
	Kipushi	1,031,600	1,887,093	1,817,189
	Corporate and Group Services	1,001,000	1,001,000	1,011,100
Work-hours free of a lost-time	Total	5,618,429	4,688,507	
injury (LTI)	Kamoa-Kakula	2,618,438	2,629,889	
	Platreef	81,298	171,525	
	Kipushi	2,918,693	1 887,093	
	Corporate and Group Services			
Lost-time injuries	Total	4	3	
	Kamoa-Kakula	2	_	-
	Platreef	2	3	-
	Kipushi	-	-	-
	Corporate and Group Services			
Lost-time injury frequency rate (LTIFR)	Kamoa-Kakula	0.15	-	-
	Platreef	2.73	1.98	0.64
	Kipushi	-	-	0.6
	Corporate and Group Services			
Total recordable injury frequency rate	Kamoa-Kakula	3.04	4.7	3.3
(TRIFR)	Platreef	6.82	10.53	2.7
	Kipushi	2	2.3	14.17
	Corporate and Group Services			
Fatalities	Total	5	1	
	Kamoa-Kakula	2	1	
	Platreef	3	-	
	Kipushi	-	-	
	Corporate and Group Services			
Number of employees (including	Total	11,662	6 ,730	~11,45
contractor employees) participating in inductions and safety-related training	Kamoa-Kakula	6,797	2,342	3,209
interventions	Platreef	4,521	3,328	4,09
	Kipushi	344	1,060	~4,149
	Corporate and Group Services	11	*	:

^{*} Data not available / not previously measured

[~] Approximately

Our People				
Skills for the future		2020	2019	2018
Number of employees in programs for	Total	190	209	227
upgrading employee skills, including skills transfer related to succession planning	Kamoa-Kakula	96	81	153
	Platreef	46	88	63
	Kipushi	33	40	11
	Corporate and Group Services	15	*	*
Number of community beneficiaries in	Total	976	2,070	1,010
training interventions	Kamoa-Kakula	416	277	420
	Platreef	125	1,388	306
	Kipushi	435	405	284
	Corporate and Group Services	-	_	_

^{*} Data not available / not previously measured

Prosperity				
Employment and wealth generation	(\$) ('000)	2020	2019	2018
Total value created and distributed	Total	799,619	480,910	270,566
	Kamoa-Kakula	705,479	341,225	133,737
	Platreef	32,653	43,592	50,035
	Kipushi	30,801	62,483	58,748
	Exploration	5,784	10,688	9,746
	Corporate and Group Services	24,902	22,922	18,300
Value created in the local community	Total	547,253	*	*
	Kamoa-Kakula	466,535	*	*
	Platreef	32,653	*	*
	Kipushi	24,205	*	*
	Exploration	4,571	*	*
	Corporate and Group Services	19,289	*	*
Total employee remuneration	Total	36,267	34,695	28,705
	Kamoa-Kakula	18,236	13,126	8,899
	Platreef	4,214	5,817	5,384
	Kipushi	8,826	10,961	9,301
	Exploration	1,045	*	*
	Corporate and Group Services	3,946	4,791	5,121

^{*} Data not available / not previously measured

Employment and wealth generation (\$) ('000)	2020	2019	2018
Total socio-economic development	Total	10,943	19,224	4,92
spend	Kamoa-Kakula	9,486	15,661	1.92
	Platreef	715	2,305	1,44
	Kipushi	534	904	1 55
	Exploration	_	_	
	Corporate and Group Services	208	354	
Proportion of spending on local	Total	401,610	323,960	163,14
suppliers	Kamoa-Kakula	352,051	164,205	63,17
	Platreef	31,102	37,802	39,95
	Kipushi	7,428	19,779	12,12
	Exploration	3,195	6,898	8,41
	Corporate and Group Services	7,834	8,278	6,8
Total tax paid	Total	77,957	61,548	39,20
	Kamoa-Kakula	66,707	42,941	20,11
	Platreef	(2,809)	(2,923)	2,75
	Kipushi	6,475	10,873	11,09
	Exploration	198	2 584	29
	Corporate and Group Services	7,386	8,073	4,94
Number of enterprises and suppliers in	Total	73	293	27
support and/or training interventions	Kamoa-Kakula	21	51	1(
	Platreef	52	220	13
	Kipushi	-	22	2
	Exploration	_	-	
	Corporate and Group Services	-	_	
Number of opportunities ring-fenced for	Total	22	*	
ocal community suppliers	Kamoa-Kakula	8	*	
	Platreef	10	*	
	Kipushi	4	*	
	Exploration	-	_	
	Corporate and Group Services	_	_	

^{*} Data not available / not previously measured

Environmental Compliance		2020	2019	2018
Number of environmental spills	Total	2	*	*
·	Kamoa-Kakula	2	*	*
	Platreef	_	*	*
	Kipushi	_	*	*
Environmental fines and sanctions	Kamoa-Kakula	_	*	*
(Number and monetary value in \$ '000)	Platreef	-	*	*
	Kipushi	3	*	*
		1,090	*	*
Water management (kl)				
Water withdrawal	Total	23,558	30,154	24,357
	Kamoa-Kakula	338	4,054	957
	Platreef	193	448	9
	Kipushi	23,027	25,652	23,391
Water discharged	Total	36,293	27,844	17,637
	Kamoa-Kakula	18 622	2,001	905
	Platreef	-	194	-
	Kipushi	17,671	25,649	16,732
Water consumption	Total	(12,734)	2,310	6,720
	Kamoa-Kakula	(18,284)	2,053	52
	Platreef	193	254	9
	Kipushi	5,357	3	6,659
Energy (MWh)				
Total energy consumption from grid and	Total	104,748	117,811	77,765
non-renewable fuels	Kamoa-Kakula	33,694	20,337	12,715
	Platreef	6,568	7,121	3,349
	Kipushi	64,522	90,353	61,701
Total energy grid consumption	Total	65,901	95,864	69,734
	Kamoa-Kakula	2,206	497	5,917
	Platreef	6,010	6,442	2,892
	Kipushi	57,685	88,925	60,925
Energy from renewable grid	Total	59,891	89,422	66,842
	Kamoa-Kakula	2,206	497	5,917
	Platreef	-	-	_
	Kipushi	57,685	88,925	60,925

^{*} Data not available / not previously measured

Our Planet				
Energy (MWh)		2020	2019	2018
Energy from non-renewable grid	Total	6,010	6,442	2,892
	Kamoa-Kakula	-	-	_
	Platreef	6,010	6,442	2,892
	Kipushi	-	-	-
Energy from non-renewable fuels	Total	38,883	21,947	8,031
	Kamoa-Kakula	31,488	19,840	6,798
	Platreef	558	679	457
	Kipushi	6,837	1,428	776

Total GHG Emissions	Total	34,194	11,619	11,260
	Kamoa-Kakula	22,764	6,150	3,488
	Platreef	8,047	4,967	7,190
	Kipushi	3,383	502	582
Direct GHG Emissions (Scope 1)	Total	11,427	6,805	3,936
	Kamoa-Kakula 9,368		6,090	3,270
	Platreef 164		213	237
	Kipushi	1,895	502	429
Indirect GHG Emissions (Scope 2)	Total	5,971	4,814	7,324
	Kamoa-Kakula	9	60	218
	Platreef	5,731	4,754	6,953
	Kipushi	231	0.4	153
Scope 3 (estimate)	Total	16,796	*	*
	Kamoa-Kakula	13,388	*	*
	Platreef	2,151	*	*
	Kipushi	1,257	*	*

^{*} Data not available / not previously measured

8 Reporting frameworks

Ivanhoe Mines' reporting frameworks

The Company reports, primarily, against the GRI Core Option Standards and disclosures, as well as the WEF Stakeholder Capitalism Metrics; Task Force on Climate-related Financial Disclosures (TCFD); UN SDG performance indicators; CDP (formerly, Climate Disclosure Project); and the Mining Local Procurement Reporting Mechanism (LPRM). In addition, the Company's methodology and approach to sustainability reporting is informed/influenced by the following frameworks and principles: The GRI Reporting Principles; International Council on Mining and Metals (ICMM) 10 Mining Principles; UN Guiding Principles; UN Global Compact 10 Principles; International Finance Corporation (IFC) Performance Standards; Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises; and Voluntary Principles on Security and Human Rights.

GRI Content Index				5 · · · · · · · ·					LPRM Disclosures	IFC Performance Standards	IVN Materiality
GRI Standards Disclosure	Disclosure details/ WEF SCM Pilla and metric	WEF SCM Pillar, theme and metric	ICMM Principles	Priority UN SDGs and indicators		UNGP Principles	UNGC Principles	TCFD and CDP Disclosures			
102-1 - Name of the organization	Front cover Our approach to sustainability reporting, About this report, p2 Our business at a glance, p16	Governance: Governing purpose; Setting purpose	1: Ethical Business (1.1)	SDG 12 (12.6.1; 12.8.1)		A1.3; A2; B4; C1.1; C2.3; C3.2			LPRM 100, Context for local procurement systems		
102-2Activities, brands, products, and services	Our approach to sustainability reporting, About this report, p2; Our business at a glance, p16	Governance: Governing purpose; Setting purpose	1: Ethical Business (1.1)	SDG 12 (12.2.1; 12.6.1; 12.7.1; 12.8.1)		A1.3; A2; B4; C1.1; C2.3; C3.2			LPRM 100, Context for local procurement systems		
102-3 - Location of headquarters	Information and contact details, p169	Governance: Governing purpose; Setting purpose	1: Ethical Business (1.1)	SDG 12 (12.6.1; 12.8.1)		A2; B4; C1.1; C2.3; C3.2			LPRM 100, Context for local procurement systems		
102-4 - Location of operations	Our approach to sustainability reporting, About this report, p2; Our business at a glance, p16	Governance: Governing purpose; Setting purpose	1: Ethical Business (1.1)	SDG 12 (12.2.1; 12.6.1; 12.8.1)		A1.3; A2; B4; C1.1; C2.3; C3.2			LPRM 100, Context for local procurement systems		
102-5 - Ownership and legal form	Our business at a glance, p16;	Governance: Governing purpose; Setting purpose	1: Ethical Business (1.1; 1.2; 1.4)	SDG 12 (12.6.1; 12.8.1)		A2; B4; C1.1; C2.3; C3.2			LPRM 100, Context for local procurement systems		
102-6 - Markets served	Our business at a glance, p16	Governance: Governing purpose; Setting purpose	1: Ethical Business (1.1; 1.5)	SDG 12 (12.6.1; 12.8.1)		A2; B4; C1.1; C2.3; C3.2			LPRM 100, Context for local procurement systems		
102-7 - Scale of the organization	Our business at a glance, p16	Governance: Governing purpose; Setting purpose	1: Ethical Business (1.1)	SDG 12 (12.6.1; 12.8.1)		A2; B4; C1.1; C2.3; C3.2			LPRM 100, Context for local procurement systems		
102-8 - Information on employees and other workers	Our approach to people, p53; Our workforce, p54	Prosperity: Employment and wealth generation; Absolute number and rate of employment	1: Ethical Business (1.1; 1.2)	SDG 12 (12.6.1; 12.7.1; 12.8.1)		A2; B4; C1.1; C2.3; C3.2	Principle 2 Principle 3 Principle 6		LPRM 100, Context for local procurement systems	PS2: Labour and Working Conditions	

8 / Ivanhoe Mines' reporting frameworks

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GRI Standards Disclosure	Disclosure details/ weblink	WEF SCM Pillar, theme and metric	ICMM Principles	Priority UN SDGs and indicators	-	UNGP Principles	UNGC Principles	TCFD and CDP Disclosures	LPRM Disclosures	IFC Performance Standards	IVN Materiality
102-9 - Supply chain	Employment and wealth generation, Total value created and distributed, p78; Local procurement standards of practice, p83; Transformative innovation through enterprise and supplier development, p83	Prosperity: Employment and wealth generation, Economic contribution; Innovation of better products and services; Social value generated; Community and social vitality, Additional tax remitted and Total tax paid by country for significant locations	9. Social performance (9.1 – 9.2)	SDG 12 (12.6.1; 12.7.1; 12.8.1)		A1; A2; A2.3; A2.4; B4 C1.1; C2.3; C3.1; C3.2 C4.3; C5.1; C6.1 - C6.5	Principle 1 Principle 2 Principle 4 Principle 10		LPRM 200, Procurement systems; LPRM 300, Local procurement spending by category; LPRM 400, Local procurement due diligence; LPRM 500, Methods to incentivize local procurement	PS1: Risk Management PS2: Labour and Working Conditions	
102-10Significant changes to the organization's size, structure, ownership or supply chain	Our business at a glance, Our Company and the metals to fuel the green revolution, p16; Our principal projects, p18	Governance: Quality of governing body; Governance body composition Prosperity: Employment and wealth generation; Absolute number and rate of employment	1: Ethical Business (1.1; 1.2; 1.4)	SDG 12 (12.2.1; 12.6.1; 12.7.1; 12.8.1)		A2; B4; C1.1; C2.3; C3.2	Principle 1 Principle 2 Principle 4 Principle 10		LPRM 100, Context for local procurement systems	PS2: Labour and Working Conditions	
102-11Precautionary principle or approach	Our approach to sustainability reporting, p3 Our approach to governance, p29 Our risk management, p32	Governance: Governing purpose, Purpose-led management; Risk and opportunity oversight; Integrating risk and opportunity into business process	2. Decision- making (2.1)	SDG 12 (12.6.1; 12.8.1)		A1.3	Principle 7	TCFD Risk Management	LPRM 100, Context for local procurement systems	PS1: Risk Management PS3: Resource Efficiency and Pollution Prevention	
102-12 - External initiatives	Our approach to sustainability reporting, About this report, p2 Ivanhoe Mines' reporting frameworks, p136	Governance: Quality of governing body, Progress against strategic milestones	4. Risk management (4.1 – 4.4)	SDG 12 (12.6.1; 12.8.1)		A1.3; C1	Principle 1 Principle 7		LPRM 100, Context for local procurement systems	All	
102-13 - Membership of associations	Our approach to sustainability reporting, About this report, p2		1: Ethical Business (1.1; 1.4)	SDG 12 (12.6.1; 12.8.1)		A1.3; A2; B4 C1.1; C2.3; C3.2	Principle 1 Principle 7		LPRM 100, Context for local procurement systems		
102-14 - Statement from senior decision maker	Our approach to sustainability reporting, Message from the Chair of our Sustainability Committee, p4; Message from the President; Message from our Executive Vice-President, Sustainability and Special Projects, p10; Message from our Group Manager, Sustainability, p12	Governance: Governing purpose; Purpose-led management	1: Ethical Business (1.1; 1.4)	SDG 12 (12.6.1; 12.8.1)		A1.3; A2; B4 C1.1; C2.3; C3.2			LPRM 100, Context for local procurement systems		

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GRI Standards Disclosure	Disclosure details/ weblink	WEF SCM Pillar, theme and metric	ICMM Principles	Priority UN SDGs and indicators	UNGP Principles	UNGC Principles	TCFD and CDP Disclosures	LPRM Disclosures	IFC Performance Standards	IVN Materiality
102-15 - Key impacts, risks and opportunities	Our governance, Our risk management, p32; Materiality assessment, p42; Climate change, energy and GHG emissions, Climate change reporting, p112	Governance: Stakeholder engagement; Material issues impacting stakeholders; Risk and opportunity oversight; Integrating risk and opportunity into business process	4: Risk management (4.1)	SDG 12 (12.6.1; 12.8.1)	A1; C1	Principle 1 Principle 2 Principle 4 Principle 6	TCFD, Risk Management: (b) Risk management process; and Strategy (b) Impact of the organizations businesses, strategy and financial planning	LPRM 100, Context for local procurement systems	PS1: Risk Management PS2: Labour and Working Conditions PS3: Resource Efficiency and Pollution Prevention PS4: Community Health, Safety and Security PS7: Indigenous Peoples	√
102-16 - Values, principles, standards and norms of behaviour	Our approach to sustainability reporting, p3 Our governance, Our approach to governance, p29; Ethical behaviour, p31; The human rights lens, p47	Governance: Governing purpose; Setting purpose and Purpose-led management	1: Ethical Business (1.1) 3: Human rights (3.1)	SDG 12 (12.6.1; 12.8.1)	A1.1 – A1.3; A2.1 – A2.5; B1; B2; B4; C1.1; C2; C2.1 – C2.3; C3.1; C3.2; C4.1 – C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 4 Principle 6 Principle 10		LPRM 402, Anti-corruption policy	PS2: Labour and Working Conditions PS3: Resource Efficiency and Pollution Prevention	√
102-17 - Mechanisms for advice and concerns about ethics	Our governance, Ethical behaviour, p31; Our strategic stakeholder management, p36	Governance: Ethical behaviour; Protected ethics advice and reporting mechanisms	1: Ethical Business (1.1)	SDG 12 (12.6.1; 12.8.1)	A2; B4; C1.1; C2.3; C3.2	Principle 10		LPRM 402, Anti-corruption policy	PS1: Risk Management	V
102-18 - Governance structure	Our governance, Governing body, p29	Governance: Governing purpose; Setting purpose	1: Ethical business (1.1 – 1.2)	SDG 12 (12.6.1; 12.8.1)	A2; B4; C1.1; C2.3; C3.2		TCFD, Governance: (a) Board oversight.			
102-19 - Delegating authority	Our governance, Governing body, p29	Governance: Governing Purpose; Setting Purpose	1: Ethical business (1.4)	SDG 12 (12.6.1; 12.8.1)	A2; B4; C1.1; C2.3; C3.2		TCFD, Governance: (a) Board oversight.			
102-20 - Executive-level responsibility for economic, environmental and social topics	Our governance, Governing body, p29	Governance: Governing purpose, purpose-led management; Quality of governing body; Progress against strategic milestones; Risk and opportunity oversight; Economic, environmental and social topics in capital allocation framework	1: Ethical business (1.4)	SDG 12 (12.6.1; 12.8.1)	A2; B4; C1.1; C2.3; C3.1; C3.2; C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 4 Principle 5 Principle 6 Principle 7 Principle 8	TCFD, Governance: (a) Board oversight TCFD, Governance: (b) Management's role.		PS1: Risk Management PS2: Labour and Working Conditions PS3: Resource Efficiency and Pollution Prevention PS4: Community Health, Safety and Security PS5: Land Acquisition and Involuntary Resettlement	
102-21Consulting stakeholders on economic, environmental, and social topics	Our governance, Our strategic stakeholder management, <u>p36</u>	Governance: Stakeholder engagement; Material issues impacting stakeholders	10: Stakeholder engagement (10.1)	SDG 12 (12.6.1; 12.8.1)	A1; C3.1; C3.2; C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 6 Principle 7			PS1: Risk Management PS2: Labour and Working Conditions PS5: Land Acquisition and Involuntary Resettlement	
102-22Composition about the highest governance body and its committees	Our governance, Governing body, <u>p29</u>	Governance: Quality of governing body; Governance body composition	2: Decision- making (2.1)	SDG 12 (12.6.1; 12.8.1)			TCFD, Governance: (b) Management's role.			

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GRI Standards Disclosure	Disclosure details/ weblink	WEF SCM Pillar, theme and metric	ICMM Principles	Priority UN SDGs and indicators		UNGP Principles	UNGC Principles	TCFD and CDP Disclosures	LPRM Disclosures	IFC Performance Standards	IVN Materiality
102-26Role of highest governance body in setting purpose, values, and strategy	Our governance, Governing body, <u>p29</u>	Governance: Quality of governing body; Governance body composition; Governing purpose, setting purpose and purpose-led management	1: Ethical Business (1.1, 1.4) 2: Decision making (2.1)	SDG 12 (12.6.1; 12.8.1)		A2; B4; C1.1; C2.3; C3.2		TCFD, Governance: (a) Board oversight.			
102-29 - Identifying and managing economic, environmental, and social impacts	Our governance, Governing body, <u>p29</u>	Governance: Governing purpose, purpose-led management; Quality of governing body; Governance body composition	2: Decision making (2.1) 4: Risk management (4.1)	SDG 12 (12.6.1; 12.8.1)		C1; C3.1; C3.2; C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 4 Principle 5 Principle 6 Principle 7 Principle 8 Principle 9	TCFD, Governance: (a) Board oversight; and Risk Management: (a) Risk identification and assessment process.		PS1: Risk Management PS2: Labour and Working Conditions PS3: Resource Efficiency and Pollution Prevention PS5: Land Acquisition and Involuntary Resettlement PS7: Indigenous Peoples	
102-30 - Effectiveness of risk management processes	Our governance, Our risk management, p32; Our people, Health, safety and well-being, Crisis management planning and emergency preparedness, p67	Governance: Quality of governing body; Governance body composition; Risk and opportunity oversight, Integrating risk and opportunity into business process	4. Risk Management (4.1 – 4.4)	SDG 12 (12.6.1; 12.8.1)		C1; C2.3; C3.1; C4.3; C5.1		TCFD, Risk Management: (a) Risk identification and assessment process.		PS1: Risk Management PS2: Labour and Working Conditions	
102-31 - Review of economic, environmental and social topics	Our governance, Governing body, <u>p29</u>	Governance: Quality of governing body; Governance body composition; Risk and opportunity oversight; Economic, environmental and social topics in capital allocation framework	2. Decision- making (2.1)	SDG 12 (12.6.1; 12.8.1)		C3.1; C3.2; C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 4 Principle 5 Principle 6 Principle 7 Principle 8 Principle 9	TCFD, Governance: (a) Board oversight and Risk Management: (a) Risk identification and assessment process.		PS1: Risk Management PS2: Labour and Working Conditions PS5: Land Acquisition and Involuntary Resettlement PS7: Indigenous Peoples	
102-32Highest governance body's role in sustainability reporting	Our governance, Governing body, <u>p29</u>	Governance: Governing purpose; Purpose-led management; Quality of governing body; Governance body composition	1: Ethical business (1.4) 2. Decision-making (2.1)	SDG 12 (12.6.1; 12.8.1)		A1.3; A2; B4; C1.1; C2.3; C3.2		TCFD, Governance: (a) Board oversight.			
102-40 – List of stakeholder groups	Our governance, Our strategic stakeholder management, p36	Governance: Stakeholder engagement; Material issues impacting stakeholders	10: Stakeholder engagement (10.1)	SDG 12 (12.6.1; 12.8.1)	A	A1				PS1: Risk Management PS2: Labour and Working Conditions PS4: Community Health, Safety and Security	V

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GRI Standards Disclosure	Disclosure details/ weblink	WEF SCM Pillar, theme and metric	ICMM Principles	Priority UN SDGs and indicators	UNGP Principles	UNGC Principles	TCFD and CDP Disclosures	LPRM Disclosures	IFC Performance Standards	IVN Materiality
102-41Collective bargaining agreements	Our people, Labour relations, p55	People: Dignity and equality, Freedom of association and collective bargaining at risk	3: Human rights (3.1; 3.4; 3.8)	SDG 12 (12.6.1; 12.8.1) SDG 4 (4.7.1)	A1; A1.2; A2.1 – A2.5; B1; B2; B4; C1.1; C2.1 – C2.3; C3.1; C3.2; C4.1 – C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 3			PS1: Risk Management PS2: Labour and Working Conditions	
102-42Identifying and selecting stakeholders	Our governance, our strategic stakeholder management, stakeholder engagement, p36	Governance: Stakeholder engagement, Material issues impacting stakeholders	10: Stakeholder engagement (10.1)	SDG 12 (12.6.1; 12.8.1)	A1				PS1: Risk Management	√
102-43Approach to stakeholder engagement	Our governance, Our strategic stakeholder management, p36	Governance: Stakeholder engagement, Material issues impacting stakeholders	10: Stakeholder engagement (10.1)	SDG 12 (12.6.1; 12.8.1)	A1				PS1: Risk Management	√
102-44 - Key topics and concerns raised	Our governance, Our strategic stakeholder management, Tracking community feedback, issues and grievances, p41; Materiality assessment, p42	Governance: Stakeholder engagement, Material issues impacting stakeholders	9: Social performance (9.3) 10: Stakeholder engagement (10.1)	SDG 12 (12.6.1; 12.8.1)	A1; C3.1; C3.2; C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 7			PS1: Risk Management PS2: Labour and Working Conditions PS4: Community Health, Safety and Security PS5: Land Acquisition and Involuntary Resettlement	√
102-45 - Entities included in the consolidated financial statements	Our approach to sustainability reporting, About this report, p2; Our business at a glance, p16 MD&A		1: Ethical business (1.1; 1.5) 2: Human rights (2.2)	SDG 12 (12.6.1; 12.8.1)	A1; A1.3; A2; B4; C1.1; C2.3; C3.2	Principle 1 Principle 2				
102-46Defining report content and topic boundaries	Our approach to sustainability reporting, About this report, p2; Our governance, Materiality assessment, p42		1: Ethical business (1.1)	SDG 12 (12.6.1; 12.8.1)	A1.3; A2; B4; C1.1; C2.3; C3.2	Principle 1 Principle 7				
102-47 - List of material topics	Our governance, Materiality assessment, p42	Governance: Stakeholder engagement, Material issues impacting stakeholders	4: Risk management (4.1)	SDG 12 (12.6; 12.8)	C1	Principle 1 Principle 7	TCFD, Risk, Strategy & Governance		PS1: Risk Management	√
102-48 - Restatements of information	Our approach to sustainability reporting, About this report, p2		1: Ethical business (1.1)	SDG 12 (12.6.1; 12.8.1)	A1.3; A2; B4; C1.1; C2.3; C3.2					
102-49 - Changes in reporting	Our approach to sustainability reporting, About this report, p2; Our governance, Materiality assessment, p42		1: Ethical business (1.1)	SDG 12 (12.6.1; 12.8.1)	A1.3; A2; B4; C1.1; C2.3; C3.2					
102-50 - Reporting period	Our approach to sustainability reporting, About this report, p2		1: Ethical business (1.1)	SDG 12 (12.6.1; 12.8.1)	A1.3; A2; B4; C1.1; C2.3; C3.2					

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102-51 - Date of most recent report	Our approach to sustainability reporting, About this report, p2		1: Ethical business (1.1)	SDG 12 (12.6.1; 12.8.1)	A1.3; A2; B4; C1.1; C2.3; C3.2					
102-52 - Reporting cycle	Our approach to sustainability reporting, About this report, p2		1: Ethical business (1.1)	SDG 12 (12.6.1; 12.8.1)	A1.3; A2; B4; C1.1; C2.3; C3.2					
102-53Contact point for questions regarding the report	Information and contact details, p169		1: Ethical business (1.1; 1.4)	SDG 12 (12.6.1; 12.8.1)	A2; B4; C1.1; C2.3; C3.2					
102-54Claims of reporting in accordance with the GRI Standards	Our approach to sustainability reporting, About this report, p2		1: Ethical business (1.1)	SDG 12 (12.6.1; 12.8.1)	A1.3; A2; B4; C1.1; C2.3; C3.2					
102-55 - GRI content index	Ivanhoe Mines' reporting frameworks, p136		1: Ethical business (1.1)	SDG 12 (12.6.1; 12.8.1)	A2; B4; C1.1; C2.3; C3.2					
102-56 – External assurance	Our approach to sustainability reporting, About this report, p2		1: Ethical business (1.1) 10: Stakeholder engagement (10.4)	SDG 12 (12.6.1; 12.8.1)	A1; A1.3; A2; B4; C1.1; C2.3; C3.2					
103-1 - Explanation of the material topic and its boundary	Our governance, Materiality assessment, p42 Ethical behaviour: Our governance, Our approach to governance, p29; Ethical behaviour, p31 Stakeholder engagement and grievance management: Our governance, Our strategic stakeholder management, p36	Governance: Stakeholder engagement, Material issues impacting stakeholders	1: Ethical business (1.1) 2: Decision making (2.1) 4: Risk management (4.1)	SDG 12 (12.6.1; 12.8.1)	C1; A2; B4; C1.1; C2.3; C3.2	Principle 7			PS1: Risk Management	√

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103-2 - The management approach and its components	Compulsory and child labour: Our governance, The human rights lens, p47 Health and safety and physical and mental well-being: Our people, Health safety and well-being, p59; Key performance data, p128 Training and education opportunities: Our people, Our approach to people, D53; Skills for the future, p68; Prosperity, Community and social vitality, p85; Social compliance and investment: Prosperity, Our approach to prosperity, p77; Employment and wealth generation, p77	Governance: Stakeholder engagement, Material issues impacting stakeholders	1: Ethical business (1.1) 2: Decision making (2.1) 4: Risk management (4.1)	SDG 12 (12.6.1; 12.8.1)	A1; A2; B4; C1; C1.1; C2.3; C3.1; C3.2; C4.3; C5.1	Principle 1 Principle 2 Principle 4 Principle 5 Principle 6 Principle 7 Principle 8 Principle 9 Principle 10	TCFD, Governance: (a) Board oversight. TCFD, Governance: (b) Management's role; and Risk Management: (a) Risk identification and assessment process.		PS1: Risk Management	
103-3 - Evaluation of the management approach	Environmental compliance: Our planet, Our approach to environmental stewardship, p101; Compliance and monitoring, p103; Key performance data, p128 Water and sanitation management: Our planet, Our approach to environmental stewardship, p104; Water stewardship, p104; Culture and heritage: Our planet, Biodiversity and land use, p123 Our business at a glance, Our 2020 sustainability objectives and targets, p24	Governance: Stakeholder engagement, Material issues impacting stakeholders; Quality of governing body; Progress against strategic milestones	1: Ethical business (1.1) 2: Decision making (2.1) 4: Risk management (4.1)	SDG 12 (12.6.1; 12.8.1)	A2; B4; C1.1; C2.3; C3.1; C3.2; C4.3; C5.1	Principle 2 Principle 4 Principle 6 Principle 7 Principle 8 Principle 9	TCFD, Strategy: a) Climate-related risks and opportunities; b) Impact of the organizations businesses, strategy and financial planning; c) Resilience of the organization's strategy; and Risk Management: a) Risk identification and assessment process; b) Risk management process; and c) Integration into overall risk management.		PS1: Risk Management PS2: Labour and Working Conditions PS3: Resource Efficiency PS4: Community Health, Safety and Security PS5: Land Acquisition and Involuntary Resettlement PS 6: Biodiversity Management PS7: Indigenous Peoples PS8: Cultural Heritage	
201-1 - Direct economic value generated and distributed	Prosperity, Employment and wealth generation, Total value created and distributed, p78	Prosperity: Employment and wealth generation, Economic contribution; Community and social vitality, Total tax paid; Innovation of better products and service, Social value generated	1: Ethical business (1.5)	SDG 1 (1.4.1)	A2; B4; C1.1; C2.3; C3.2		TCFD, Strategy: a) Climate-related risks and opportunities.		PS1: Risk Management PS7: Indigenous Peoples	V

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201-2 - Financial implications and other risks and opportunities due to climate change	Our planet, Climate change, energy and GHG emissions, p110	Planet: Climate change, Greenhouse gas emissions and Paris-aligned GHG emissions targets	4: Risk management (4.1; 4.3)	SDG 1 (1.5.3)	C1	Principle 7 Principle 8 Principle 9	TCFD, Risk Management: (b) Risk management process and Strategy: b) Impact of the organizations businesses, strategy and financial planning.		PS1: Risk Management PS2: Labour and Working Conditions PS3: Resource Efficiency and Pollution Prevention	
202-2 - Proportion of senior management hired from the local community	Our people, Diversity, inclusion and local employment, p55; Key performance data, p128	Prosperity: Employment and wealth generation, Absolute number and rate of employment	3. Human rights (3.8)	SDG 12 (12.6.1; 12.8.1)	A1.1 – A1.2; A2.1 – A2.5; B1; B2; B4; C1.1; C2; C2.1 – C2.3; C3.1; C3.2; C4.1 – C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2			PS2: Labour and Working Conditions	
203-1 - Infrastructure investments and services supported	Prosperity, Infrastructure for sustainable cities and communities of the future, p87	Prosperity: Employment and wealth generation, Infrastructure investments and services supported	9. Social performance (9.1; 9.2)	SDG 1 (1.4.1; 1.4.2) SDG 4 (4.2.1; 4.2.2; 4.4.1; 4.6.1; 4.7.1; 4.a.1; 4.b.1) SDG 6 (6.1.1; 6.2.1; 6.3.1; 6.4.1; 6.5.1; 6.b.1)	C3.1; C3.2; C4.3; C5.1; C6.1 – C6.5	Principle 8			PS2: Labour and Working Conditions	√
203-2 - Significant indirect economic impacts	Prosperity, e-learning case study, p92 Infrastructure for sustainable cities and communities of the future, p94; Economic and physical displacement and livelihood restoration, p96	Prosperity: Employment and wealth generation, Significant indirect economic impacts	9. Social performance (9.1; 9.2)	SDG 1 (1.5.3) SDG 4 (4.2.1; 4.2.2; 4.4.1; 4.6.1; 4.7.1; 4.a.1; 4.b.1) SDG 6 (6.1.1; 6.2.1; 6.3.2; 6.4.1; 6.4.2; 6.5.1; 6.b.1)	C3.1; C3.2; C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 4 Principle 5 Principle 6 Principle 8			PS4: Community Health, Safety and Security PS5: Land Acquisition and Involuntary Resettlement PS7: Indigenous Peoples	
204-1 - Proportion of spending on local suppliers	Prosperity, Employment and wealth generation, p77; Local procurement, p80	Prosperity: Innovation of better products and services, Social value generated; Community and social vitality, Additional tax remitted and Total tax paid by country for significant locations	9. Social performance (9.2)	SDG 1 (1.1.1) SDG 6 (6.b.1)	A1; A2.3; A2.4; C3.1; C3.2; C4.3; C5.1; C6.1 – C6.5			LPRM 300, Local procurement spending by category	PS1: Risk Management PS2: Labour and Working Conditions	√
205-2 - Communication and training about anti-corruption policies and procedures	Our governance; Ethical behaviour, p31	Governance: Ethical behaviour; Anti-corruption	1: Ethical business (1.2)	SDG 12 (12.6.1; 12.8.1) SDG 4 (4.7.1)	A2; B4; C1.1; C2.3; C3.2	Principle 10				√
205-3 - Confirmed incidents of corruption and actions taken	Key performance data, p128	Governance: Ethical behaviour; Anti-corruption	1: Ethical business (1.2)	SDG 12 (12.6.1; 12.8.1)	A2; B4; C1.1; C2.3; C3.2	Principle 10				V

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207-1 - Approach to tax	AIF AFS	Prosperity: Innovation of better products and services; Social value generated; Community and social vitality; Additional tax remitted and Total tax paid by country for significant locations	1: Ethical business (1.5)	SDG 1 (1.1.1)	A2; B4; C1.1; C2.3; C3.2				PS1: Risk Management	
207-2 - Tax governance, control, and risk management	AIF AFS	Prosperity: Innovation of better products and services; Social value generated; Community and social vitality; Additional tax remitted and Total tax paid by country for significant locations	1: Ethical business (1.5)	SDG 1 (1.1.1)	A2; B4; C1; C1.1; C2.3; C3.2				PS1: Risk Management	
207-4 - Country-by-country reporting	Prosperity; Employment and wealth generation, p77	Prosperity: Employment and wealth generation; Economic contribution; Innovation of better products and services; Social value generated; Community and social vitality; Additional tax remitted and Total tax paid by country for significant locations	1: Ethical business (1.5)	SDG 1 (1.1.1; 1.4.1; 1.4.2; 1.5.3) SDG 4 (4.2.1; 4.2.2; 4.4.1; 4.6.1; 4.7.1; 4.a.1; 4.b.1) SDG 6 (6.1.1; 6.2.1; 6.3.1; 6.3.2; 6.4.1; 6.4.2; 6.5.1; 6.b.1)	A2; B4; C1.1; C2.3; C3.2					
302-1 - Energy consumption within the organization	Our planet; Climate change, energy and GHG emissions, p110; Key performance data, p128	Planet: Climate change; Greenhouse gas emissions and Paris-aligned GHG emissions targets	6: Environmental performance (6.5)	SDG 12 (12.2.2) SDG 13 (13.2.1)	C1	Principle 7 Principle 8 Principle 9	TCFD, Metrics and targets: (a) Climate-related metrics in line with strategy and risk-management process; and (c) Climate-related targets and performance against targets.		PS3: Resource Efficiency and Pollution Prevention	
302-2 - Energy consumption outside of the organization	Our planet; Climate change, energy and GHG emissions, p110; Key performance data, p128	Planet: Climate change; Greenhouse gas emissions and Paris-aligned GHG emissions targets	6: Environmental performance (6.5)	SDG 12 (12.2.2) SDG 13 (13.2.1)		Principle 7 Principle 8 Principle 9	TCFD, Metrics and targets: (a) Climate-related metrics in line with strategy and risk-management process; and (c) Climate-related targets and performance against targets.		PS3: Resource Efficiency and Pollution Prevention	

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302-4 - Reduction of energy consumption	Our planet, Climate change, energy and GHG emissions, p110; Key performance data, p128 Our prosperity, Infrastructure for sustainable cities and communities of the future, p87	Planet: Climate change; Greenhouse gas emissions and Paris-aligned GHG emissions targets; Resource availability; Resource circularity	6: Environmental performance (6.5)	SDG 12 (12.2.1; 12.2.2) SDG 13 (13.2.1)		Principle 7 Principle 8 Principle 9	TCFD, Metrics and targets: (a) Climate-related metrics in line with strategy and risk-management process; and (c) Climate-related targets and performance against targets.		PS3: Resource Efficiency and Pollution Prevention	
303-1 - Interactions with water as a shared resource	Our planet, Water stewardship, p104; Key performance data, p128	Planet: Freshwater availability; Impact of freshwater consumption and withdrawal; Water pollution; Impact of water pollution	6: Environmental Performance (6.2)	SDG 6 (6.1.1; 6.2.1; 6.3.2; 6.4.1; 6.4.2; 6.5.1; 6.b.1)	C1; C2.3; C3.1; C4.3; C5.1	Principle 1 Principle 2 Principle 7 Principle 8 Principle 9	TCFD, Risk: (b) Risk management process and Metrics and targets (c) Climate-related targets and performance against targets.		PS1: Risk Management PS2: Labour and Working Conditions PS3: Resource Efficiency and Pollution Prevention PS4: Community Health, Safety and Security	√
303-2 - Management of water discharge-related impacts	Our planet, Water stewardship, p104; Key performance data, p128	Planet: Freshwater availability; Impact of freshwater consumption and withdrawal; Water pollution; Impact of water pollution	6: Environmental Performance (6.2)	SDG 6 (6.3.1; 6.3.2; 6.5.1; 6.b.1)	C1; C2.3; C3.1; C4.3; C5.1	Principle 1 Principle 2 Principle 7 Principle 8 Principle 9	TCFD, Metrics and targets: (c) Climate-related targets and performance against targets.		PS1: Risk Management PS3: Resource Efficiency and Pollution Prevention PS4: Community Health, Safety and Security	√
303-3 - Water withdrawal	Our planet, Water stewardship, p104; Key performance data, p128	Planet: Freshwater availability; Water consumption and withdrawal in water- stressed areas	6: Environmental Performance (6.2)	SDG 6 (6.3.2; 6.4.1; 6.4.2; 6.5.1)	C1; C2.3; C3.1; C4.3; C5.1	Principle 7 Principle 8 Principle 9	TCFD, Metrics and targets: (c) Climate-related targets and performance against targets.		PS3: Resource Efficiency and Pollution Prevention	√
303-4 - Water discharge	Our planet, Water stewardship, p104; Key performance data, p128	Planet: Freshwater availability; Water consumption and withdrawal in water- stressed areas	6: Environmental Performance (6.2)	SDG 6 (6.3.1; 6.3.2; 6.4.1; 6.4.2; 6.5.1)	C1; C2.3; C3.1; C4.3; C5.1	Principle 7 Principle 8 Principle 9	TCFD, Metrics and targets: (c) Climate-related targets and performance against targets.		PS3: Resource Efficiency and Pollution Prevention	V
303-5 - Water consumption	Our planet, Water stewardship, p104; Key performance data, p128	Planet: Freshwater availability; Water consumption and withdrawal in water- stressed areas	6: Environmental Performance (6.2)	SDG 6 (6.3.2; 6.4.1; 6.4.2; 6.5.1)	C1; C2.3; C3.1; C4.3; C5; C5.1	Principle 7 Principle 8 Principle 9	TCFD, Metrics and targets: (c) Climate-related targets and performance against targets.		PS3: Resource Efficiency and Pollution Prevention	√
304-1 - Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Our planet, Biodiversity and land use, p120	Planet: Nature loss; Land use and ecological sensitivity	7: Conservation of Biodiversity (7.1; 7.2)	SDG 15 (15.3.1; 15.5.1; 15.8.1)		Principle 7 Principle 8 Principle 9	TCFD, Risk: (c) Integration into overall risk management.		PS 6: Biodiversity Management	
304-2 - Significant impacts of activities, products, and services on biodiversity	Our planet, Biodiversity and land use, p120	Planet: Nature loss; Impact on land use and conservation	7: Conservation of Biodiversity (7.1; 7.2)	SDG 15 (15.3.1; 15.5.1; 15.8.1)		Principle 7 Principle 8 Principle 9	TCFD, Risk Management: (a) Risk identification and assessment process.		PS1: Risk Management PS5: Land Acquisition and Involuntary Resettlement PS 6: Biodiversity Management	

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305-1 - Direct (Scope 1) GHG emissions	Our planet, Climate change, reporting strategy, p112; GHG emission mitigation, p110; Key performance data, p128	Planet: Climate change; Greenhouse gas emissions and Paris-aligned GHG emissions targets	6: Environmental. Performance (6.5)	SDG 12 (12.2.2) SDG 13 (13.1.3; 13.2.1; 13.3.2)		Principle 7 Principle 8 Principle 9	TCFD, Metrics and Targets: (a) Climate-related metrics in line with strategy and risk-management process; (b) Scope 1,2, and 3 greenhouse gas (GHG) metrics and the related risks; and (c) Climate-related targets and performance against targets.		PS3: Resource Efficiency and Pollution Prevention	
305-2 - Energy indirect (Scope 2) GHG emissions	Our planet, Climate change, reporting strategy, p112; GHG emission mitigation, p110; Key performance data, p120	Planet: Climate change; Greenhouse gas emissions and Paris-aligned GHG emissions targets	6: Environmental Performance (6.5)	SDG 12 (12.2.2) SDG 13 (13.1.3; 13.2.1; 13.3.2)		Principle 7 Principle 8 Principle 9	TCFD, Metrics and Targets (a) Climate-related metrics in line with strategy and risk-management process; and (b) Scope 1, 2, and 3 greenhouse gas (GHG) metrics and the related risks.		PS3: Resource Efficiency and Pollution Prevention	
305-3 - Other indirect (Scope 3) GHG emissions	Our planet, Climate change, reporting strategy, p112; GHG emission mitigation, p110; Key performance data, p128	Planet: Climate change; Greenhouse gas emissions and Paris-aligned GHG emissions targets	6: Environmental Performance (6.5)	SDG 12 (12.2.2) SDG 13 (13.1.3; 13.2.1; 13.3.2)		Principle 7 Principle 8 Principle 9	TCFD, Metrics and targets: (b) Scope 1, 2, and 3 greenhouse gas (GHG) metrics and the related risks.		PS3: Resource Efficiency and Pollution Prevention	
306-3 - Significant spills	Key performance data, p128	Planet: Water pollution; Impact of water pollution	6: Environmental Performance (6.4)	SDG 6 (6.3.1; 6.3.2; 6.5.1) SDG 12 (12.2.2; 12.5.1)	C1; C2.3; C3.1; C4.3; C5.1	Principle 7 Principle 8 Principle 9	TCFD, Metrics and Targets: (a) Climate-related metrics in line with strategy and risk-management process.		PS3: Resource Efficiency and Pollution Prevention	
307-1 - Non-compliance with environmental laws and regulations	Our planet, Compliance and monitoring, p103	Planet: All themes	1: Ethical business (1.1)	SDG 12 (12.6.1; 12.8.1)	A2; B4; C1.1; C2.3; C3.2	Principle 7 Principle 8 Principle 9	TCFD, Metrics and Targets: (a) Climate-related metrics in line with strategy and risk-management process.		PS1: Risk Management PS3: Resource Efficiency and Pollution Prevention	√
401-2Benefits provided to full time employees that are provided to temporary or part time employees	Our people, Performance monitoring, remuneration and retention, p58		3: Human rights (3.4; 3.5; 3.8)	SDG 12 (12.6.1; 12.8.1) SDG 4 (4.7.1)	A1.1; A1.2; A2.1 – A2.5; B1; B2; B4; C1.1; C2.1 – C2.3; C3.1; C3.2; C4.1 – C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 6			PS1: Risk Management PS2: Labour and Working Conditions	
401-3 - Parental leave	Our people, Performance monitoring, remuneration and retention, p58		3: Human rights (3.4)	SDG 12 (12.6.1; 12.8.1) SDG 4 (4.7.1)	A1.1; A1.2; A2.1; - A2.5; B1; B2; B4; C1.1; C2.1 - C2.3; C3.1; C3.2; C4.1 - C4.3; C5.1; C6.1 - C6.5	Principle 1 Principle 2			PS1: Risk Management PS2: Labour and Working Conditions	

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403-2 - Hazard identification, risk assessment, and incident investigation	Our people; Health, safety and well-being, p59	People: Health and well- being; Health and safety, and Employee well-being	4: Risk Management (4.3)	SDG 1 (1.5.3) SDG 6 (6.5.1)	C1; C2.3; C3.1; C4.3; C5.1	Principle 1 Principle 2 Principle 7			PS1: Risk Management PS2: Labour and Working Conditions PS4: Community Health, Safety and Security	
403-3 - Occupational health services	Our people; Health, safety and well-being, p59	People: Health and well-being; Health and safety	5: Health and safety (5.1; 5.2)	SDG 1 (1.5.3) SDG 6 (6.1.1; 6.2.1; 6.5.1)	C1; C2.3; C3.1; C4.3; C5.1				PS2: Labour and Working Conditions	V
403-4 - Worker participation, consultation, and communication on occupational health and safety	Our people; Health, safety and well-being, p59	People: Health and well-being; Health and safety	5. Health and safety (5.1; 5.2)	SDG 1 (1.5.3) SDG 6 (6.1.1; 6.2.1; 6.5.1)	C1; C2.3; C3.1; C4.3; C5.1	Principle 1 Principle 2			PS1: Risk Management PS2: Labour and Working Conditions	V
403-5 - Worker training on occupational health and safety	Our people; Health, safety and well-being, p59; Key performance data, p131	People: Health and well-being; Health and safety	5: Health and safety (5.2)	SDG 1 (1.5.3)	C1; C2.3; C3.1; C4.3; C5.1				PS2: Labour and Working Conditions	√
403-6 - Promotion of worker health	Our people; Health, safety and well-being, p59	People: Health and well-being; Health and safety	5: Health and safety (5.1; 5.2)	SDG 1 (1.4.1; 1.5.3) SDG 6 (6.1.1; 6.2.1)	C1; C2.3; C3.1; C4.3; C5; C5.1	Principle 1 Principle 2 Principle 4			PS1: Risk Management PS2: Labour and Working Conditions	V
403-7 - Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our people; Health, safety and well-being, p59	People: Health and well-being; Health and safety	4: Risk management (4.3) 5: Health and safety (5.1; 5.2)	SDG 1 (1.5.3) SDG 6 (6.1.1; 6.2.1; 6.5.1)	C1; C2.3; C3.1; C4.3; C5.1	Principle 4		LPRM 401, Due diligence process and 403, Training and guidance for suppliers	PS1: Risk Management PS 2: Labour and Working Conditions	V
403-8 - Workers covered by an occupational health and safety management system	Our people; Health, safety and well-being, p59; Key performance data, p130	People: Health and well-being; Health and safety	3: Human rights (3.4) 5: Health and safety (5.1)	SDG 1 (1.5.3) SDG 6 (6.5.1)	A1.1; A1.2; A2.1– A2.5; B1; B2; B4; C1.1; C2.1 – C2.3; C3.1; C3.2; C4.1 – C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2		LPRM 401, Due diligence process and 403, Training and guidance for suppliers	PS 2: Labour and Working Conditions	V
403-9 - Work related injuries	Our people; Health, safety and well-being, p59; Key performance data, p131	People: Health and well-being; Health and safety	4: Risk management (4.3) 5: Health and safety (5.1)	SDG 1 (1.5.3)	C1; C2.3; C3.1; C4.3; C5; C5.1	Principle 1 Principle 2			PS 2: Labour and Working Conditions	V
403-10 - Work-related ill health	Our people; Health, safety and well-being, p59	People: Health and well-being; Employee well-being	4: Risk management (4.3) 5: Health and safety (5.1)	SDG 1 (1.5.3)	C1; C2.3; C3.1; C4.3; C5.1	Principle 1 Principle 2			PS 2: Labour and Working Conditions	√

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404-2Programs for upgrading employee skills and transition assistance programs	Our people, skills for the future, p68 Key performance data, p128	People: Skills for the future; Training provided and Number of unfilled skilled positions	3: Human rights (3.4)	SDG 1 (1.1.1) SDG 4 (4.4.1; 4.6.1; 4.b.1)	A1.1; A1.2; A2.1 – A2.5; B1; B2; B4; C1.1; C2; C2.1 – C2.3; C3.1 – C3.2; C4.1 – C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2 Principle 6			PS 2: Labour and Working Conditions	V
404-3 - Percentage of employees receiving regular performance and career development reviews	Our people; Performance monitoring, remuneration and retention, <u>p58</u> ; Key performance data, <u>p130</u>	People: Skills for the future, training provided	3: Human rights (3.4)	SDG 1 (1.1.1) SDG 4 (4.7.1)	A1.1; A1.2; A2.1 - A2.5; B1; B2; B4; C1.1; C2.1 - C2.3; C3.1; C3.2; C4.1 - C4.3; C5.1; C6.1 - C6.5	Principle 1 Principle 2 Principle 6			PS 2: Labour and Working Conditions	
405-1 - Diversity of governance bodies and employees	Our people; Diversity, inclusion and local employment, p55 Key performance data, p128	Principles of Governance: Quality of governing body, Governance body composition People: Dignity and equality, Diversity and inclusion, and pay equality	3. Human rights (3.8)	SDG 4 (4.7.1)	A2.3; A2.4; C1	Principle 1 Principle 2 Principle 6			PS 2: Labour and Working Conditions	
407-1 - Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Our people, Labour relations, <u>p55;</u> Key performance data, <u>p129</u>	People: Dignity and equality, Freedom of association and collective bargaining at risk	4: Risk management (4.2)	SDG 4 (4.7.1)	A1.1; A1.2; A2.1 - A2.5; B1; B2; B4; C1.1; C2.1 - C2.3; C3.1; C3.2; C4.1 - C4.3; C5.1; C6.1 - C6.5	Principle 1 Principle 2 Principle 3			PS1: Risk Management PS 2: Labour and Working Conditions	
408-1 - Operations and suppliers at significant risk for incidents of child labour	Our governance, The human rights lens, p47	People: Dignity and equality, Risks for incidents of child, forced or compulsory labour; and Human rights review, grievance impact and modern slavery	3: Human rights (3.1; 3.4)	SDG 4 (4.7.1)	A1.1; 1.2; A2.1 - A2.5; B1; B2; B4; C1.1; C2.1 - C2.3; C3.1 - C3.2; C4.1 - C4.3; C5.1; C6.1 - C6.5	Principle 1 Principle 2 Principle 5			PS1: Risk Management PS 2: Labour and Working Conditions PS7: Indigenous Peoples	V
410-1 - Security personnel trained in human rights policies or price	Our governance, The human rights lens, p47	People: Dignity and equality, Human rights review, grievance impact and modern slavery	3: Human rights (3.1; 3.3)	SDG 4 (4.7.1)	A1.1; 1.2; A2.1 - A2.5; B1; B2; B4; C1.1; C2.1 - C2.3; C3.1 - C3.2; C4.1 - C4.3; C5.1; C6.1 - C6.5	Principle 1 Principle 2			PS1: Risk Management PS4: Community Health, Safety and Security PS7: Indigenous Peoples	
412-1 - Operations that have been subject to human rights reviews or impact assessments	Our governance, The human rights lens, p47	People: Dignity and equality, Human rights review, grievance impact and modern slavery	3: Human rights (3.1 – 3.8)	SDG 4 (4.7.1)	A1.1; 1.2; A2.1 - A2.5; B1; B2; B4; C1.1; C2.1 - C2.3; C3.1 - C3.2; C4.1 - C4.3; C5.1; C6.1 - C6.5	Principle 1 Principle 2 Principle 4 Principle 5 Principle 6			PS1: Risk Management PS 2: Labour and Working Conditions PS4: Community Health, Safety and Security PS7: Indigenous Peoples	

GRI Content Index / continued

GRI Content In	ndex									
GRI Standards Disclosure	Disclosure details/ weblink	WEF SCM Pillar, theme and metric	ICMM Principles	Priority UN SDGs and indicators	UNGP Principles	UNGC Principles	TCFD and CDP Disclosures	LPRM Disclosures	IFC Performance Standards	IVN Materiality
412-2Employee training on human rights policies or procedures	Our governance, The human rights lens, p47	People: Dignity and equality, Human rights review, grievance impact and modern slavery	3: Human rights (3.1; 3.4)	SDG 4 (4.7.1)	A1.1; A1.2; A2.1 - A2.5; B1; B2; B4; C1.1; C2.1 - C2.3; C3.1; C3.2; C4.1 - C4.3; C5.1; C6.1 - C6.5	Principle 1 Principle 2 Principle 4 Principle 6			PS1: Risk Management PS 2: Labour and Working Conditions PS7: Indigenous Peoples	
413-1 - Operations with local community engagement, impact assessments, and development programs	Our governance, Our strategic stakeholder management, p36; Our people, Skills for the future, p68; Our Prosperity, Employment and wealth generation, Transformative innovation through enterprise and supplier development, p83; Community and social vitality, p85	Prosperity: Employment and wealth generation, Infrastructure investments and services supported; Innovation of better products and services, Social value generated	9: Social Performance (9.1 – 9.3)	SDG 1 (1.4.1; 1.4.2; 1.5.3) SDG 4 (4.2.1; 4.2.2; 4.1.1; 4.7.1; 4.a.1; 4.b.1) SDG 6 (6.1.1; 6.2.1; 6.3.2; 6.4.2; 6.5.1; 6.b.1) SDG 12 (12.2.1; 12.2.2; 12.7.1; 12.8.1) SDG 15 (15.3.1)	A1; C3.1; C3.2; C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2		LPRM 500, Methods to incentivize local procurement	PS1: Risk Management PS4: Community Health, Safety and Security PS5: Land Acquisition and Involuntary Resettlement PS7: Indigenous Peoples	
413-2 - Operations with significant actual and potential negative impacts on local communities	Our governance, Our strategic stakeholder management, p36; Our prosperity, Economic and physical displacement and livelihood restoration, p96	Prosperity: Employment and wealth generation, Significant indirect economic impacts	3: Human rights (3.1; 3.2; 3.6; 3.7)	SDG 1 (1.4.1; 1.4.2; 1.5.3) SDG 6 (6.1.1; 6.2.1; 6.4.2; 6.5.1; 6.b.1) SDG 12 (12.2.1) SDG 15 (15.3.1)	A1.1; A1.2; A2.1 – A2.5; B1; B2; B4; C1.1; C2.1 – C2.3; C3.1; C3.2; C4.1 – C4.3; C4.2; C4.3; C5.1; C6.1 – C6.5	Principle 1 Principle 2			PS1: Risk Management PS4: Community Health, Safety and Security PS5: Land Acquisition and Involuntary Resettlement PS6: Biodiversity Management PS7: Indigenous Peoples PS8: Cultural Heritage	

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APPENDICES

Qualified Persons and NI 43-101 Technical Reports

Disclosures of a scientific or technical nature regarding the development scenarios at the Kamoa-Kakula Project in this report have been reviewed and approved by Steve Amos, who is considered, by virtue of his education, experience and professional association, a Qualified Person under the terms of NI 43-101. Mr. Amos is not considered independent under NI 43-101 as he is the Head of the Kamoa Project. Mr. Amos has verified the technical data disclosed in this report.

Disclosures of a scientific or technical nature regarding the Kakula and Kansoko stockpiles in this report have been reviewed and approved by George Gilchrist, who is considered, by virtue of his education, experience and professional association, a Qualified Person under the terms of NI 43-101. Mr. Gilchrist is not considered independent under NI 43-101 as he is the Vice President, Resources of Ivanhoe Mines. Mr. Gilchrist has verified the other technical data disclosed in this report.

Other disclosures of a scientific or technical nature in this report (including those with respect to the Platreef and Kipushi Projects) have been reviewed and approved by Stephen Torr, who is considered, by virtue of his education, experience and professional association, a Qualified Person under the terms of NI 43-101. Mr. Torr is not considered independent under NI 43-101 as he is the Vice President,

Project Geology and Evaluation.

Mr. Torr has verified the other technical data disclosed in this report.

Ivanhoe has prepared a current, independent, NI 43-101-compliant technical report for each of the Platreef Project, the Kipushi Project and the Kamoa-Kakula Project, which are available under the Company's SEDAR profile at www.sedar.com and on the Company's website at www.ivanhoemines.com:

- > The Kamoa-Kakula Integrated
 Development Plan 2020 dated
 October 13, 2020, prepared by
 OreWin Pty Ltd., China Nerin
 Engineering Co., Ltd., DRA
 Global, Epoch Resources, Golder
 Associates Africa, KGHM Cuprum
 R&D Centre Ltd., Outotec Oyj,
 Paterson and Cooke, Stantec
 Consulting International LLC, SRK
 Consulting Inc., and Wood plc.,
 covering the Company's KamoaKakula Project;
- > The Platreef Integrated Development Plan 2020 dated December 6, 2020, prepared by OreWin Pty Ltd., Wood plc (formerly Amec Foster Wheeler), SRK Consulting Inc., Stantec Consulting International LLC, DRA Global, and Golder Associates Africa, covering the Company's Platreef Project; and
- > The Kipushi 2019 Mineral Resource Update dated March 28, 2019, prepared by OreWin Pty Ltd., MSA Group (Pty) Ltd., SRK Consulting (South Africa) (Pty) Ltd, and MDM (Technical) Africa Pty Ltd. (a division of Wood PLC), covering the Company's Kipushi Project.

These technical reports include relevant information regarding the effective dates and the assumptions, parameters and methods of the mineral resource estimates on the Platreef Project, the Kipushi Project and the Kamoa-Kakula Project, as well as information regarding data verification, exploration procedures and other matters relevant to the scientific and technical disclosures in respect of the Platreef Project, Kipushi Project and Kamoa-Kakula Project.

Forward-looking statements

Certain statements in this report constitute "forward-looking statements" or "forward-looking information" within the meaning of applicable securities laws. Such statements and information involve known and unknown risks. uncertainties and other factors that may cause the actual results, performance or achievements of the Company, its projects, or industry results, to be materially different from any future results, performance or achievements expressed or implied by such forwardlooking statements or information. Such statements can be identified by the use of words such as "may", "would", "could", "will", "intend", "expect", "believe", "plan", "anticipate", "estimate", "scheduled", "forecast", "predict" and other similar terminology, or state that certain actions, events or results "may", "could", "would", "might" or "will" be taken, occur or be achieved. These statements reflect the Company's current expectations regarding future events, performance and results and speak only as of the date of this report.

Such statements include without limitation, the timing and results of: (i) statements regarding the concentrator is expected to produce a very high-grade, clean concentrate grading approximately 57% copper, with extremely low arsenic levels;

(ii) statements regarding Kakula is projected to be the world's highestgrade major copper mine, with an initial mining rate of 3.8 Mtpa, ramping up to 7.6 Mtpa in Q3 2022, with Phase 1 expected to produce approximately 200,000 tonnes of copper per year, and phases 1 and 2 combined are forecast to produce approximately 400,000 tonnes of copper per year; (iii) statements regarding, that based on independent benchmarking, the project's phased expansion scenario to 19 Mtpa would position Kamoa-Kakula as the world's second-largest copper mining complex, with peak annual copper production of more than 800,000 tonnes; (iv) approximately one half of the Kamoa-Kakula's tailings will be mixed with cement and pumped back underground; (v) statements regarding refurbishment of six turbines at the Mwadingusha hydro-electric power plant and that electricity from all of Mwadingusha's six turbines are expected to be online by the middle of 2021; (vi) statements that the work on the New Western Dispatch (NRO) substation for SNEL in Kolwezi is expected to be completed in Q3 2021; (vii) statements that each turbine at Mwadingusha will produce 13MW of power; (viii) statements regarding the achievement of a net-zero carbon emissions target for the Kamoa-Kakula Project; (ix) statements that remedial measures that will be undertaken to address identified environmental impacts resulting from environmental studies; (x) statements that existing COVID-19 ICU is intended to be expanded to become a fully-fledged hospital, with expected completion by the end of June 2021; and (xi) statements that the Platreef Project is expected to be a significant producer of nickel when in production.

As well, all of the results of the feasibility study for the Kakula copper mine, the Kakula-Kansoko 2020 pre-feasibility study and the updated and expanded Kamoa-Kakula Project preliminary economic assessment, the feasibility study of the Platreef Project, the Platreef 2020 preliminary economic assessment and the

pre-feasibility study of the Kipushi Project, constitute forward-looking statements or information, and include future estimates of internal rates of return, net present value, future production, estimates of cash cost, proposed mining plans and methods, mine life estimates, cash flow forecasts, metal recoveries, estimates of capital and operating costs and the size and timing of phased development of the projects. Furthermore, with respect to this specific forward-looking information concerning the development of the Kamoa-Kakula, Platreef and Kipushi projects, the Company has based its assumptions and analysis on certain factors that are inherently uncertain. Uncertainties include: (i) the adequacy of infrastructure; (ii) geological characteristics; (iii) metallurgical characteristics of the mineralization; (iv) the ability to develop adequate processing capacity; (v) the price of copper, nickel, zinc, platinum, palladium, rhodium and gold; (vi) the availability of equipment and facilities necessary to complete development; (vii) the cost of consumables and mining and processing equipment; (viii) unforeseen technological and engineering problems; (ix) accidents or acts of sabotage or terrorism; (x) currency fluctuations; (xi) changes in regulations; (xii) the compliance by joint venture partners with terms of agreements; (xiii) the availability and productivity of skilled labour; (xiv) the regulation of the mining industry by various governmental agencies; (xv) the ability to raise sufficient capital to develop such projects; (xvi) changes in project scope or design, and (xvii) political factors.

Forward-looking statements and information involve significant risks and uncertainties, should not be read as guarantees of future performance or results and will not necessarily be accurate indicators of whether or not such results will be achieved. A number of factors could cause actual results to differ materially from the results discussed in the forward-looking statements or information, including, but not limited to, the

factors in the Company's Annual Information Form and MD&A available at www.sedar.com, as well as unexpected changes in laws, rules or regulations, or their enforcement by applicable authorities; the failure of parties to contracts with the Company to perform as agreed; social or labour unrest; changes in commodity prices; and the failure of exploration programs or studies to deliver anticipated results or results that would justify and support continued exploration, studies, development or operations.

Although the forward-looking statements contained in this report are based upon what management of the Company believes are reasonable assumptions, the company cannot provide assurances that actual results will be consistent with these forward-looking statements. These forward-looking statements are made as of the date of this report and are expressly qualified in their entirety by this cautionary statement. Subject to applicable securities laws, the Company does not assume any obligation to update or revise the forward-looking statements contained herein to reflect events or circumstances occurring after the date of this report.

Broad-based Black Economic Empowerment (B-BBEE) Scorecard 2020: Platreef Project

EMPOWER LOGIC

Broad Based Black Economic Empowerment Verification Certificate

Ivanplats (Pty) Ltd

Level 4 Contributor

BEE Procurement Recognition Levels

2 ≥ 95 but < 100

3 ≥ 90 but < 95

4 ≥ 80 but < 90 5 > 75 but < 80

≥ 70 but < 75

≥ 55 but < 70

≥ 40 but < 55

086 111 4003

086 505 7284

125%

100%

80%

60%

50%

10%

0%

Measured Entity

Ivanplats (Pty) Ltd **Company Name** 1988/000334/07 **Registration Number VAT Number** 4090202880 Address 7 2nd Street Old Industrial Area

Mokopane

B-BBEE Status									
B-BBEE Status Level	Level 4								
Element Points Obtained	EO: 16.85 point points; SED: 5	s; MC: 11.07 points; SD: 11.78 points; points	ESD: 40.27						
Discounting Principle Applied	No	Measurement Period Year End	31/12/2019						
Empowering Supplier	Yes								
*Black Owned: >=51% and full points for Net Value		*Black Women Owned: >=30% and full points for Net V	'alue						
Black Voting Rights	26.00%	Black Women Voting Rights	1.27%						

*Black Owned: >=51% and full points for Net Value		*Black Women Owned: >=30% and full points for Net Value		
Black Voting Rights	26.00%	Black Women Voting Rights	1.27%	
Black Economic Interest	26.00%	Black Women Economic Interest	1.27%	
51% Black Owned *	No	30% Black Women Owned *	No	
Black Designated Groups	20.08%	Normal Flow Through Principle Applied		

Issue Date 01/07/2020 **Expiry Date** 30/06/2021 ELC9557RGENBB **Certificate Number**

Applicable Scorecard Amended Codes - Generic **Applicable BBBEE Codes** Amended Generic Codes Gazetted on 11 October 2013

and Amendments Gazetted on 31 May 2019 EmpowerLogic (Pty) Ltd Reg. No.: 1995/000523/07



SANAS Accredited

BBBEE Verification Agency Moneth

Per Marissa Smith Member - Verification Committee

This certificate supersedes any previous certificates issued to the Measured entity. This certificate is the result of an independent and impartial verification of the BBBEE status of the measured entity measured against the Codes of Good Practice on Broad Based Black Economic Empowerment. This certificate has been issued in accordance with the EmpowerLogic Verification Certificate Policy, EmpowerLogic uses the Law Trust advanced electronic signature system (AeSign) which is compliant with the Electronic Communications and Transactions Act no 25 of 2002. The validity of the certificate is ensured as

Abbreviations

AFS	Annual Financial Statements
AIF	Annual Information Forum
B-BBEE	Broad-Based Black Economic Empowerment
B-BBEE SPV	Broad-Based Black Economic Empowerment
	Special Purpose Vehicle
CDP	Carbon Disclosure Project
CFO	Chief Financial Officer
COVID-19	Novel Coronavirus-19
CPD	Continuous Professional Development
CSI	Corporate Social Investment
DRC	Democratic Republic of the Congo
DMRE	Department of Mineral Resources and Energy
EMP	Environmental Management Plan
ESD	Enterprise and Supplier Development
ESG	Environmental, Social and Governance
ESIA	Environmental and Social Impact Assessment
FOG	
	Fall of Ground
FS	Feasibility Study
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HDSA	Historically Disadvantaged South African
HIV	Human Immunodeficiency Virus
IAP2	International Association for Public
	Participation
ICMM	International Council of Mining and Metals
ICT	Information and Communications Technology
ICU	Intensive Care Unit
IDP	Individual Development Plans
IFC	International Finance Corporation Council
IPP	Independent Power Producer
JICA	Japan International Cooperation Agency
KCS	Kamoa Consumer Substation
KL	Kilolitres
KPA	Key performance area
KPIS	Key Performance Indicators
LED	Local Economic Development
LPRM	Local Procurement Reporting Mechanism
LTI	Lost-time injury
LTIFR	Lost-Time Injury Lost-Time Injury Frequency Rate
MD&A	
	Management Discussion and Analysis
MLM	Mogalakwena Local Municipality
MVA	Megavolt-Ampere
MW	Megawatt
MWH	Megawatt Hour
NEOs	Named Executive Officers
NGO	Non-Governmental Organization
OECD	Organisation for Economic Co-Operation and
	Development
PAP	Project-Affected Person
PBO	Public Benefit Organization
PEA	Preliminary Economic Assessment
PGMS	Platinum Group Metals

Q Quarter RAP Resettlement Action Pla RSA Republic of South Africa	a
RSA Republic of South Africa	a
	nt Goals Disclosure
SDGD Sustainable Developme	
SEDAR System for Electronic D	ocument Analysis and
Retrieval	
SDG Sustainable Developme	nt Goal
SHE Safety, Health and Envir	onment
SLAs Service Level Agreemen	nts
SLO Social Licence to Opera	ite
SLP Social and Labour Plan	
SMME Small, Medium and Mic	ro Enterprise
SNEL Societe Nationale D'elec	ctricite
STEM Science, Technology, Er	ngineering and
Mathematics	
TCFD Task Force for Climate-I	Related Financial
Disclosure	
TICAD Tokyo Conference on A	frican Development
TRIFR Total Recordable Injury	Frequency Rate
TSF Tailing Storage Facility	
UN United Nations	
UNDHR United Nations Declarat	ion of Human Rights
UNEP United Nations Environr	nent Program
UNGC United Nations Global C	Compact
UNGP United Nations Guiding	Principles on
Business and Human R	
VPSHR Voluntary Principles on S	Security and Human
Rights	
WASH Water, Sanitation and H	
WEF World Economic Forum	
WEF SCM World Economic Forum	Stakeholder
Capitalism Metrics	
WHO World Health Organizati	on

Glossary

2030 Agenda	2030 Agenda for Sustainable Development
Board	Board of Directors
Code	Ivanhoe Mines Ltd. Code of Business Conduct
	and Ethics
Company	Ivanhoe Mines Ltd.
Crystal River	Crystal River Global Limited
Gécamines	Gécamines SA (Democratic Republic of the
	Congo) state-owned mining company
Ivanhoe Mines	Ivanhoe Mines Ltd.
or Ivanhoe	
The Trust	Bonega Communities Trust
Zijin or Zijin	Zijin Mining Group Co. Ltd.
Mining	

long as the digital signature details corresponds with the Technical Signatory's details as displayed on the certificate.

Stakeholder feedback form

We encourage all stakeholders to share their views on Ivanhoe Mines' performance related to delivering on its strategic commitment to create shared value for the Company and its stakeholders and to minimize the impact the Company's activities has on the environment.

Your opinion matters. Please share your views with us.

wnich stakeholder group do you b	elong to? (You may tick mor	re tnan one)			
Employee	Shareholder	Investor		Customer	
Analyst	Supplier	Community		NGO	
Other					
Does the report address issues of	greatest interest to you?				
Comprehensively	Partially	Not at all			
Please identify any additional mat	ters that you think should be	e reported on:			
	'				
What was your overall impression	of the report in terms of:				
	Excellent	Good	Fair	Poor	
Content and scope	Excellent	Good	Fair	Poor	
Content and scope Special reports	Excellent	Good	Fair	Poor	
•	Excellent	Good	Fair	Poor	
Special reports				Poor	
Special reports Design and layout				Poor	
Special reports Design and layout				Poor	
Special reports Design and layout				Poor	
Special reports Design and layout				Poor	
Special reports Design and layout				Poor	
Special reports Design and layout	ents on the report or on Ivan			Poor	
Special reports Design and layout Do you have any additional commo	ents on the report or on Ivan			Poor	

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Independent Auditor

E-mail: mary@ivancorp.net

 ${\bf Price water house Coopers\ Inc.}$

Directors

Robert Friedland Yufeng "Miles" Sun Tadeu Carneiro Jinghe Chen William Hayden Martie Janse van Rensburg Manfu Ma Peter Meredith Kgalema Motlanthe Nunu Ntshingila Guy de Selliers

Transfer Agent

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We encourage all stakeholders to share their views on Ivanhoe Mines' performance related to delivering on its strategic commitment to create shared value for the Company and its stakeholders and to minimize the impact the Company's activities has on the environment.

Your opinion matters.
Please share your views with us.

