

**IAMGOLD CORPORATION**  
**CÔTÉ PROJECT REVIEW COMMITTEE MANDATE**

**1. Overall Purpose and Objectives**

The Côté Project Review Committee (the “**Committee**”) of the Board of Directors (the “**Board**”) of IAMGOLD Corporation (the “**Corporation**”) has been established by the Board to take an active role in the oversight of the development and construction of the Côté Gold Project (the “**Project**”).

In addition to the powers and responsibilities expressly delegated by the Board to the Committee in this mandate, the Committee may exercise any other powers and carry out any other responsibilities delegated to it by the Board from time to time consistent with the Corporation’s by-laws. The powers and responsibilities delegated by the Board to the Committee in this mandate or otherwise shall be exercised and carried out by the Committee as it deems appropriate without requirement of Board approval, and any decision made by the Committee (including any decision to exercise or refrain from exercising any of the powers delegated to the Committee hereunder) shall be at the Committee’s sole discretion. To the fullest extent permitted by law, the Committee shall have the power to determine which matters are within the scope of the powers and responsibilities delegated to it.

**2. Authority**

- (a) The Committee shall have the authority to:
  - (i) Engage advisors and independent counsel as the Committee determines necessary to carry out its duties; and
  - (ii) Set compensation and authorize payment for any advisors employed by the Committee.
- (b) The Committee shall have unrestricted and unfettered access to all personnel and documents of the Corporation and shall be provided with the resources reasonably necessary to fulfill its responsibilities.

**3. Membership and Organization**

- (a) The Committee will be composed of at least three members of the Board with applicable technical and operational skills, knowledge and experience, each of whom shall be independent for the purposes of applicable securities laws. For the purposes of this mandate, the term “independent” shall have the meaning ascribed to it in National Instrument 52-110 – *Audit Committees*.
- (b) The chair of the Committee will be appointed by the Board on the recommendation of the Nominating and Corporate Governance Committee.
- (c) The Committee shall meet at times necessary to perform the duties described in this mandate in a timely manner but not less than four (4) times per year. The time and place at which meetings of the Committee are to be held will be determined from time to time by the chair of the Committee. A meeting of the Committee may be called by notice, which may be given by telephone, email or other electronic communication at least 48 hours prior to the time of the meeting; however, no notice of a meeting shall be necessary if all of the members are present either in person or by means of telephone, web conference or other

communication equipment, if those absent waive notice or otherwise signify their consent to the holding of such meeting or the meeting is an adjourned meeting as contemplated in this mandate.

- (d) Members may participate in a meeting of the Committee by means of telephone, web conference or other communication equipment which allows all members to hear each other.
- (e) A majority of the members of the Committee shall constitute a quorum. No business may be transacted at a meeting of the Committee without a quorum. If within 15 minutes of the time appointed for a meeting of the Committee, a quorum is not present, the meeting shall stand adjourned to the same hour on the next business day following the date of such meeting at the same place. If at the adjourned meeting a quorum as hereinbefore specified is not present within 15 minutes of the time appointed for such adjourned meeting, such meeting shall stand adjourned to the same hour on the second business day following the date of such meeting at the same place. If at the second adjourned meeting a quorum as hereinbefore specified is not present, the quorum for the adjourned meeting shall consist of the members then present.
- (f) The secretary of the Committee will be the Secretary of the Corporation, or such other person as is chosen by the Committee, who shall keep minutes in respect of the proceedings of all meetings of the Committee.
- (g) The Committee may invite such persons to meetings of the Committee as the Committee considers appropriate, except to the extent exclusion of certain persons is required pursuant to this mandate or applicable laws.
- (h) All decisions of the Committee shall be by simple majority, and the chair of the Committee shall not have a deciding or casting vote.
- (i) At each meeting, the Committee shall hold an in camera session consisting of only independent directors, unless such a session is not considered necessary by the members present.
- (j) The Committee may transact its business by a resolution in writing signed by all the members of the Committee (including in counterparts by electronic signature) in lieu of a meeting of the Committee.

#### **4. Role and Responsibilities**

The Committee shall regularly oversee, before commencement of commercial production, all material aspects of the progress of the development and construction of the Project, including, without limitation, the review of:

- (a) development and construction schedules and budgets;
- (b) material variances from development and construction schedules and budgets;
- (c) the progress of key development and construction deliverables;
- (d) the performance of material contractors;
- (e) revised development and construction schedules and budgets;
- (f) forecasted cash flows and other financial metrics;

- (g) management requests for Board approval of revised development and construction budgets and expenditures in excess of management monetary authority limits approved by the Board from time to time;
- (h) proposed strategies to finance development and construction;
- (i) the management and maintenance of material mineral tenure;
- (j) material permitting status and plans;
- (k) consultation with local communities, including relevant aboriginal groups, and relationships with such communities;
- (l) legal and regulatory developments, including changes in applicable laws, and correspondence with regulatory authorities;
- (m) an operational readiness plan, including personnel and training and a commissioning plan and ramp-up schedule;
- (n) risk assessments and mitigation plans;
- (o) health and safety performance against targets;
- (p) environmental performance against targets;
- (q) executive compensation based on the level of achievement of development and construction incentive targets;
- (r) the Corporation's relationships with its joint venture partners; and
- (s) resource development and expansion plans.

**5. Communication with the Board**

The Committee shall:

- (a) provide the Board with a summary of all actions taken at each Committee meeting or by written resolution; and
- (b) produce and provide the Board with all reports or other information required to be prepared under applicable law.

**6. Self-Assessment and Mandate Review**

- (c) The Committee and the Board shall periodically assess the effectiveness of the Committee with a view to ensuring that the performance of the Committee accords with best practices and applicable law.
- (d) The Committee will periodically review and assess the adequacy of this mandate and recommend any proposed changes to the Board for consideration.

**7. Approval Date**

Last updated, reviewed and approved by the Board on November 8, 2022.