



**Notice of Annual Meeting of Shareholders
to be held on June 6, 2019
and Management Proxy Circular**

Dated April 25, 2019

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April 25, 2019

Dear Shareholder:

You are invited to attend the Annual Shareholders' Meeting of the Company which will be held at:

Toronto Region Board of Trade
Lennox Hall East
First Canadian Place
77 Adelaide Street West
Toronto, ON M5X 1C1

on Thursday, June 6, 2019 at 4:00 p.m. (Toronto time).

The items of business to be acted upon are included in the notice of the 2019 Annual Meeting of Shareholders and accompanying Management Proxy Circular. Following the custom of past meetings, we will also review our business operations and will be answering your questions following the formal part of the meeting.

Your participation in Dundee Corporation's business is important. We have made it easy for you to vote by telephone, internet, mail, facsimile or by coming to the meeting in person.

Please consult the attached Management Proxy Circular which contains all of the information you need about the meeting and how to exercise your right to vote.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Jonathan Goodman", written in a cursive style.

Jonathan Goodman
Chairman and Chief Executive Officer

The accompanying Management Proxy Circular as well as our 2018 financial statements, annual information form, quarterly financial information and other information regarding Dundee Corporation is posted on our website at www.dundee corp.com and can be accessed through the System for Electronic Document Analysis and Retrieval at www.sedar.com.



20th FLOOR
1 ADELAIDE STREET EAST
TORONTO, ONTARIO
M5C 2V9

NOTICE OF 2019 ANNUAL MEETING OF SHAREHOLDERS

NOTICE is hereby given that the annual meeting (the "Meeting") of the shareholders of Dundee Corporation (the "Company") will be held on Thursday, June 6, 2019 at 4:00 p.m. (Toronto time) at the Toronto Region Board of Trade, Lennox Hall East, First Canadian Place, 77 Adelaide Street West, Toronto, Ontario, M5X 1C1 for the following purposes:

1. to receive the audited consolidated financial statements of the Company for the financial year ended December 31, 2018, together with the auditor's report thereon;
2. to appoint PricewaterhouseCoopers LLP as auditor of the Company for the ensuing year and to authorize the directors of the Company to fix the remuneration of the auditor;
3. to elect the directors of the Company for the ensuing year; and
4. to transact such other business as may properly come before the Meeting or any adjournment or postponement thereof.

The Company has opted to use the Notice and Access rules adopted by Canadian securities regulators to reduce the volume of paper in the Meeting materials distributed for the Meeting. Instead of receiving the enclosed Management Proxy Circular with the form of proxy or voting instruction form, shareholders received a Notice of Meeting with instructions for accessing the remaining Meeting materials online (the "Notice"). This Management Proxy Circular and other relevant materials are available via the internet at www.dundee corp.com or on the Canadian Securities Administrators' site at www.sedar.com.

DATED at Toronto, Ontario as of April 25, 2019.

By Order of the Board

A handwritten signature in black ink, appearing to read "Sivan Fox".

Sivan Fox, Vice President, Legal and
Corporate Secretary

All instruments appointing proxies to be used at the Meeting, or at any adjournment or postponement thereof, must be deposited with Computershare Investor Services Inc. at 100 University Avenue, 8th Floor, Toronto, Ontario, M5J 2Y1, by mail or via facsimile at (416) 263-9524 or 1-866-249-7775 or by telephone or internet at www.investorvote.com as provided in the Circular prior to 4:00 p.m. (Toronto time) on June 4, 2019 or, in the case of any adjournment or postponement thereof, not less than 48 hours (excluding Saturdays, Sundays and holidays) prior to the time of such adjourned or postponed meeting. Instruments appointing proxies not so deposited may not be voted at the Meeting or any adjournment or postponement thereof. See "Appointment and Revocation of Proxies" on page 1, "Voting by Registered Shareholders" on Page 2 and "Voting by Non-Registered Shareholders" on page 3 for voting instructions.

MANAGEMENT PROXY CIRCULAR
GENERAL PROXY MATTERS

NOTICE AND ACCESS

The Company has opted to use the Notice and Access rules adopted by Canadian Securities regulators to reduce the volume of paper in the Meeting materials distributed for the Annual General Meeting of Shareholders. Instead of receiving this Circular with the form of proxy or voting instruction form, shareholders received a Notice of Meeting with instructions for accessing the remaining Meeting materials online. The Company sent the Notice of Meeting and proxy form directly to registered shareholders. The Company intends to pay for intermediaries to deliver the Notice of Meeting request with voting instructions and other meeting materials to non-registered shareholders.

This Management Proxy Circular (“Circular”) and other relevant materials are available via the internet at www.dundecorp.com or on the Canadian Securities Administrators’ site at www.sedar.com.

If you would like to receive a paper copy of the current Meeting materials by mail, you must request one. There is no charge to you for requesting a copy.

Shareholders who wish to obtain paper copies of the materials prior to the Meeting date, please refer to the section of your Notice of Meeting entitled “How to Obtain Paper Copies of the Proxy Materials”.

To obtain paper copies of the materials after the Meeting date, please contact the Company as follows: by mail, Legal Department, Dundee Corporation, 1 Adelaide Street East, Suite 2000, Toronto, Ontario, M5C 2V9, Canada, or Toll Free: 1-888-332-2661.

SOLICITATION OF PROXIES

This Circular is furnished in connection with the solicitation of proxies by the management and directors of Dundee Corporation (the “Company”) to be used at the Annual Meeting of Shareholders of the Company (the “Meeting”) to be held on Thursday, June 6, 2019 at 4:00 p.m. (Toronto time) at the Toronto Region Board of Trade, Lennox Hall East, First Canadian Place, 77 Adelaide Street West, Toronto, Ontario, M5X 1C1 and at any adjournment or postponement thereof.

The Company will bear the cost of soliciting proxies. Proxies may be solicited by mail and the directors, officers or employees of the Company may solicit proxies personally, by telephone or by facsimile. None of these individuals will receive extra compensation for such efforts.

Appointment and Revocation of Proxies

THE PERSONS NAMED IN THE FORMS OF PROXY ACCOMPANYING THIS MANAGEMENT PROXY CIRCULAR ARE DIRECTORS AND/OR EXECUTIVE OFFICERS OF THE COMPANY. A SHAREHOLDER HAS THE RIGHT TO APPOINT A PERSON OR COMPANY (WHO NEED NOT BE A SHAREHOLDER), OTHER THAN THE PERSONS NAMED IN SUCH FORMS OF PROXY, TO ATTEND AND ACT FOR AND ON BEHALF OF SUCH SHAREHOLDER AT THE MEETING AND AT ANY ADJOURNMENT OR POSTPONEMENT THEREOF. SUCH RIGHT MAY BE EXERCISED BY EITHER INSERTING THE NAME OF THE PERSON TO BE APPOINTED IN THE BLANK SPACE PROVIDED IN THE FORM(S) OF PROXY, OR BY COMPLETING ANOTHER PROPER FORM OF PROXY AND, IN EITHER CASE, DELIVERING THE COMPLETED AND EXECUTED PROXY OR PROXIES TO COMPUTERSHARE PRIOR TO 4:00 P.M. (TORONTO TIME) ON JUNE 4, 2019 OR, IN THE CASE OF ANY ADJOURNMENT OR POSTPONEMENT THEREOF, NOT LESS THAN 48 HOURS (EXCLUDING SATURDAYS, SUNDAYS AND HOLIDAYS) PRIOR TO THE TIME OF SUCH ADJOURNED OR POSTPONED MEETING.

A holder of shares of the Company (“Shareholder”) cannot appoint a person to vote his or her Class A Subordinate Voting Shares (“Subordinate Voting Shares”) or Class B Common Shares (“Common Shares”) (collectively, “Shares”) other than the persons whose names are printed on the forms of proxy if the Shareholder decides to vote by telephone.

It is important to ensure that any other person that is appointed by a Shareholder as his, her or its proxyholder attends the Meeting and is aware of such appointment as such Shareholder’s proxyholder. Proxyholders should present themselves to a representative of Computershare at the Meeting. Any Shareholder who executes and delivers a proxy in the manner specified herein may revoke it at any time prior to use by: (i) depositing an instrument in writing that is signed by the Shareholder or by an attorney who is authorized by a document that is signed in writing or by electronic signature by such Shareholder or by transmitting an instrument by telephonic or electronic means that is signed by electronic signature of such Shareholder, either at the registered office of the Company or with Computershare, at any time up to and including the last business day preceding the Meeting or any adjournment or postponement thereof; (ii) depositing such instrument in writing with the Chairman of the Meeting on the day of the Meeting or any adjournment or postponement thereof; or (iii) in any other manner permitted by law. See also “*Voting by Non-Registered Shareholders*” below with respect to the revocation of a proxy by a Non-Registered Shareholder.

VOTING BY REGISTERED SHAREHOLDERS

Voting by Proxy

Depending on whether you hold Subordinate Voting Shares or Common Shares, you will receive a separate form of proxy in respect of your holding in each class of such Shares. Registered Shareholders can vote their Shares by proxy in the following four ways:

- by telephone, by calling the separate telephone number set out in the form(s) of proxy from a touch-tone phone and following the instructions set out on such form(s) of proxy (the required access code being the control number on such form(s) of proxy);
- on the internet, at www.investorvote.com by following the instructions set out in the form(s) of proxy (the required access code being the control number on such form(s) of proxy);
- by mail, by completing, dating and signing the applicable form(s) of proxy and returning such form(s) of proxy to Computershare (at 100 University Avenue, 8th Floor, Toronto, Ontario, M5J 2Y1) in the envelope enclosed with this Circular; or
- by facsimile, by completing, dating and signing the applicable form(s) of proxy and forwarding such form(s) of proxy by facsimile to Computershare in accordance with their instructions.

Proxies must be received by Computershare no later than 4:00 p.m. (Toronto time) on June 4, 2019 or, in the case of any adjournment or postponement of the Meeting, not less than 48 hours (excluding Saturdays, Sundays and holidays) prior to the time of such adjourned or postponed meeting.

Voting by Attendance at the Meeting

Registered Shareholders who intend to vote their Shares in person at the Meeting should not complete or return their form(s) of proxy, but rather should present themselves to a representative of Computershare at the Meeting.

VOTING BY NON-REGISTERED SHAREHOLDERS

Non-registered Shareholders are Shareholders who do not hold Shares in their own name, but whose Shares are registered in the name of an intermediary (such as a bank, trust company, securities dealer or broker or other financial institution) (each, a “Non-Registered Shareholder”).

Voting by Providing Instructions to Intermediaries

Non-Registered Shareholders will receive separate voting instruction forms in respect of their holding of each of the Subordinate Voting Shares or Common Shares. Non-Registered Shareholders should follow the directions of their intermediaries or relevant service provider with respect to the procedures for voting their Shares. These procedures generally allow voting in the following four ways:

- by telephone at 1-800-474-7493 (or 1-800-454-8683 for U.S. Non-Registered Shareholders) by following the instructions set out in the voting instruction form(s) (the required access code being the control number in the voting instruction form(s));
- on the internet at www.proxyvote.com by following the instructions set out in the voting instruction form(s) (the required access code being the control number in the voting instruction form(s));
- by mail, by following the instructions found in the voting instruction form(s); or
- by facsimile, by following the instructions found on the voting instruction form(s).

Non-Registered Shareholders must not use the facsimile number or send the form(s) of proxy to the mailing address of Computershare provided in this Circular under Voting by Registered Shareholders above, as these are reserved for Registered Shareholders and should instead use the information provided by the intermediary. If a Non-Registered Shareholder of the Company who has voted his, her or its Shares by following the directions of the intermediary wishes to revoke his, her or its vote, such Shareholder must contact his, her or its intermediary to determine the procedure to be followed and timing for receipt of voting instructions. Proxies must be received from your broker by Computershare prior to 4:00 p.m. (Toronto time) on June 4, 2019 or, in the case of any adjournment or postponement of the Meeting, not less than 48 hours (excluding Saturdays, Sundays and holidays) prior to the time of such adjourned or postponed meeting.

Voting by Attendance at the Meeting

The Company does not have access to the names and shareholdings of its Non-Registered Shareholders. Therefore, if a Non-Registered Shareholder wishes to attend the Meeting and vote in person at the Meeting, he or she should insert his or her own name in the space provided on the voting instruction form or request for voting instructions sent to the Non-Registered Shareholder by or on behalf of the intermediary and then follow the instructions provided by the intermediary to appoint such Shareholder as a proxyholder. As the Non-Registered Shareholder will be attending the Meeting in person, he or she should not otherwise complete the voting instruction form(s) or request for voting instructions sent by the intermediary. Any Non-Registered Shareholder who instructs the intermediary to appoint such Shareholder as proxyholder should present themselves to a representative of Computershare at the Meeting.

EXERCISE OF DISCRETION BY PROXYHOLDERS

All properly executed proxies, not previously revoked, will be voted on any ballot taken at the Meeting in accordance with the instructions of the Shareholders contained therein.

MANAGEMENT PROXIES CONTAINING NO INSTRUCTIONS REGARDING VOTING IN RESPECT OF THE MATTERS SPECIFIED THEREIN WILL BE VOTED IN FAVOUR OF SUCH MATTERS. IN THE EVENT, NOT CURRENTLY ANTICIPATED, THAT ANY OTHER MATTER IS PROPERLY BROUGHT BEFORE THE MEETING, OR ANY ADJOURNMENT OR POSTPONEMENT THEREOF, AND IS SUBMITTED TO A VOTE, THE PROXY MAY BE VOTED IN ACCORDANCE WITH THE JUDGMENT OF THE PERSONS NAMED THEREIN. THE PROXY ALSO CONFERS DISCRETIONARY AUTHORITY IN RESPECT OF AMENDMENTS TO, OR VARIATIONS IN, ALL MATTERS WHICH MAY PROPERLY COME BEFORE THE MEETING OR ANY ADJOURNMENT OR POSTPONEMENT THEREOF.

INFORMATION FOR ALL SHAREHOLDERS

This Circular does not constitute an offer to sell, or a solicitation of an offer to purchase, any securities, or the solicitation of a proxy, by any person in any jurisdiction in which such an offer or solicitation is not authorized or in which the person making such offer or solicitation is not qualified to do so or to any person to whom it is unlawful to make such an offer or solicitation of an offer or proxy solicitation. Neither the delivery of this Circular nor any distribution of the securities referred to in this Circular will, under any circumstances, create an implication that there has been no change in the information set forth herein since the date as of which such information is given in this Circular.

This Circular is delivered in connection with the solicitation of proxies by and on behalf of the management of the Company for use at the Meeting and any adjournment or postponement thereof for the purposes set forth in the accompanying Notice of Meeting. See “General Proxy Matters” on page 1 of this Management Proxy Circular.

No person has been authorized to give any information or make any representation in connection with the matters to be considered at the Meeting other than those contained, or incorporated by reference, in this Circular and, if given or made, any such information or representation must not be relied upon as having been authorized.

Unless otherwise noted, the information provided in this Circular is given as of April 10, 2019. All dollar references in this Circular are in Canadian dollars, unless otherwise noted.

Shareholders should not construe the contents of this Circular as legal, tax or financial advice and should consult with their own legal, tax, financial or other professional advisors in considering the matters contained in this Circular.

This Circular includes market and industry data and other information that has been obtained from third party sources, including industry publications and other publicly available sources. Although the Company believes such information to be reliable, the Company has not independently verified any of the data or information included in this Circular that was obtained from third party or publicly available sources, nor has the Company evaluated the underlying data or assumptions relied upon by such sources. References in this Circular to any publications, reports, surveys or articles prepared by third parties should not be construed as depicting the complete findings of the entire publication, report, survey or article. The information in any such publication, report, survey or article is not incorporated by reference in this Circular.

INFORMATION FOR UNITED STATES SHAREHOLDERS

Dundee Corporation is a corporation existing under the laws of the Province of Ontario, Canada. The solicitation of proxies is not subject to the requirements of Section 14(a) of the U.S. Exchange Act. The solicitation of proxies and transactions contemplated herein are being made by or on behalf of a Canadian issuer in accordance with Canadian corporate and securities laws, and this Management Proxy Circular has been prepared in accordance with disclosure requirements applicable in Canada. Shareholders should be aware that requirements under such Canadian laws and such disclosure requirements may differ from requirements under United States corporate and securities laws relating to United States corporations. The audited annual financial statements of the Company have been prepared in accordance with IFRS, and are subject to Canadian auditing and auditor independence standards, and thus may not be comparable to financial statements of United States corporations. Likewise, unless expressly noted, information concerning the Company, its current or expected businesses, properties and operations, contained or incorporated herein by reference has been prepared in accordance with disclosure requirements applicable in Canada and such disclosure requirements may be materially different from those applicable in the United States.

The enforcement by Shareholders of civil liabilities under the securities laws of the United States may be affected adversely by the fact that the Company is organized under the laws of a jurisdiction other than the United States, and that its officers and directors are residents of countries other than the United States. As a result, it may be difficult or impossible for Shareholders to affect service of process within the United States upon the Company, its officers and directors or the experts named herein, or to realize against them upon judgments of courts of the United States predicated upon civil liabilities under the securities laws of the United States. In addition, Shareholders should not assume that the courts of Canada: (a) would enforce judgments of United States courts obtained in actions against such persons predicated upon civil liabilities under the securities laws of the United States; or (b) would enforce, in original actions, liabilities against such persons predicated upon civil liabilities under the securities laws of the United States.

FORWARD-LOOKING INFORMATION

This Circular contains, and incorporates by reference, information that constitutes “forward-looking information” within the meaning of applicable securities laws. The forward-looking information in this Circular is presented for the purpose of providing disclosure of the current expectations of the Company for future events or results, having regard to current plans, objectives and proposals, and such information may not be appropriate for other purposes. Forward-looking information may also include information regarding the Company’s future plans or objectives and other information that is not comprised of historical fact. Forward-looking information is predictive in nature, depends upon or refers to future events or conditions and, as such, this Circular uses words such as “may”, “would”, “could”, “should”, “will”, “likely”, “expect”, “anticipate”, “believe”, “intend”, “plan”, “forecast”, “project”, “estimate” and similar expressions suggesting future outcomes or events to identify forward-looking information. The forward-looking information contained, or incorporated by reference, in this Circular relates, but may not be limited to: the anticipated business strategies of the Company and its ability to accomplish same; the Company’s objectives and priorities for 2019 and beyond; and expectations with respect to future general economic and market conditions. All such statements constitute forward looking information within the meaning of securities law and are made pursuant to the “safe harbour” provisions of applicable securities laws.

Any such forward-looking information is based on information currently available to the Company and is based on assumptions and analyses made by the Company in light of its experiences and perception of historical trends, current conditions and expected future developments, as well as other factors the Company believes are appropriate in the circumstances, including but not limited to the assumption that: no unforeseen changes in the legislative and operating framework for the businesses of the Company will occur; that the Company will meet its future objectives and priorities; that the Company will have access to adequate capital to fund its future projects and plans; that the Company’s future projects and plans will proceed as anticipated; and that future market and economic conditions will occur as expected.

A number of risks, uncertainties and other factors may cause actual results to differ materially from the forward looking statements contained in this Circular, including, among other factors, those referenced in the section entitled “Risk Factors” in the Company’s annual information form dated March 28, 2019 (the “AIF”), which include, but are not limited to, capital requirements of the Company, its subsidiaries and companies in which they invest (“Investees”) and dilution risk; the Company’s ability and the ability of its subsidiaries and Investees to raise additional capital through equity or debt financing and/or refinancing on acceptable terms; the illiquidity of certain of the Company’s investments; concentration in the Company’s portfolio of proprietary investments; risk of litigation against the Company, its subsidiaries and Investees; the ability of the Company’s subsidiaries and Investees to comply with debt covenants; managing risks affecting Investees; tax contingencies affecting the Company; credit risks from counter parties; volatility of commodity prices; reputational risk caused by adverse publicity; regulatory risk affecting asset managers; foreign country risks inherent in investing and doing business internationally; exposure to fluctuations in value of equity interests; risks inherent in operating in the resource industry; regulatory and environmental risks affecting Investees; the requirement of significant capital to advance or sustain operations of resource companies; uncertainties associated with resource exploration and development; infrastructure risks affecting resource companies; uncertainty of mineral resource estimates and oil and gas reserve estimates; agricultural investees’ risks relating to natural causes and extraordinary events; product contamination risk for agricultural Investees; operational risks; technology risks affecting Investees; competition; controlling shareholder risk; adequacy of insurance coverage; political and regulatory and environmental, health and safety risks affecting Investees; the reliance on skilled labour, key personnel and operators; regulatory capital requirements affecting Company subsidiaries; and other risks. The preceding list is not exhaustive of all possible risk factors that may influence actual results.

In evaluating any forward-looking information contained, or incorporated by reference, in this Management Proxy Circular, the Company cautions readers not to place undue reliance on any such forward-looking information. Any forward-looking information speaks only as of the date on which it was made. Forward looking statements contained in this Circular are not guarantees of future performance and, while forward looking statements are based on certain assumptions that the Company considers reasonable, actual events and results could differ materially from those expressed or implied by forward looking statements made by the Company. Circumstances affecting the Company may change rapidly. Except as may be required by applicable law, the Company does not undertake any obligation to update publicly or revise any such forward looking statements, whether as a result of new information, future events or otherwise.

THE MEETING

Time, Date and Place

The Meeting will be held on Thursday, June 6, 2019 at 4:00 p.m. (Toronto time) at the Toronto Region Board of Trade, Lennox Hall East, First Canadian Place, 77 Adelaide Street West, Toronto, Ontario, M5X 1C1.

Record Date for Notice and Shareholders Entitled to Vote

The Company has fixed the close of business on April 10, 2019 for the determination of Shareholders entitled to receive notice of, to attend and to vote at the Meeting, or any adjournment(s) or postponement(s) thereof, as described in this Circular. At the Meeting, each Subordinate Voting Share entitles the holder of record thereof to one vote per Subordinate Voting Share and each Common Share entitles the holder of record thereof to 100 votes per Common Share.

Business of the Meeting

At the Meeting, Subordinate Voting Shareholders and Common Shareholders will be asked to consider and, if applicable, vote upon the Annual Meeting Matters described below.

ANNUAL MEETING MATTERS

Presentation of Financial Statements

The audited consolidated financial statements of the Company for the financial year ended December 31, 2018 and the auditor's report thereon will be placed before the Meeting.

Appointment of Auditor

The board of directors of the Company (the "Board") recommends, on the advice of the Audit Committee, that PricewaterhouseCoopers LLP ("PWC") be appointed as auditor of the Company for the ensuing year at a remuneration to be fixed by the Board. Information with respect to audit and non-audit fees paid to the Company's auditor is contained under the heading "*External Auditor Service Fees*" in the 2018 Annual Information Form.

The appointment of PWC as auditor of the Company for the ensuing year at a remuneration to be fixed by the Board must be approved by a majority of the votes cast by Shareholders at the Meeting.

The persons named in the form of proxy which accompanies this Circular intend to vote FOR the appointment of PWC as the auditor of the Company to hold office until its successor is appointed and to authorize the Board to fix the remuneration of the auditor, unless it has been specified in

the form of proxy that the Shares represented by such form of proxy are to be withheld from voting in respect thereof.

Election of Directors

The Company's restated articles of incorporation provide for the Board to consist of a minimum of one and a maximum of twenty directors.

At the Meeting, voting by Shareholders for the election of the directors named below will be conducted on an individual, and not slate, basis. See also "Majority Voting Policy" below. The persons named in the form of proxy which accompanies this Circular intend to vote FOR the election of the nine nominees listed below as directors of the Company, unless it has been specified in the form of proxy that the Shares represented by such form of proxy are to be withheld from voting in respect of such nominees or certain nominees, as the case may be.

Management of the Company does not contemplate that any of the nominees will be unable to serve as a director of the Company, but if that should occur for any reason prior to the Meeting or any adjournment or postponement thereof, the persons named in the enclosed form of proxy have the right to vote for another nominee in their discretion. Each director elected will hold office until the next annual meeting of shareholders unless his or her office is earlier vacated or until his or her successor is elected or appointed in accordance with the by-laws of the Company.

Majority Voting Policy

The Company has adopted a majority voting policy for the election of directors. Accordingly, if a director standing for election or re-election in an uncontested election does not receive the vote of at least a majority of the votes cast at any meeting for the election of directors at which a quorum is present, the director will promptly tender his or her resignation to the Board. Within 90 days after the certification of the election results, the Board will decide, through a process managed by the Corporate Governance and Nominating Committee, whether to accept or reject the resignation and the Board's decision will be publicly disclosed.

THE NOMINATED DIRECTORS

Dundee Corporation believes that a key element of effective governance is ensuring that we evolve the diversity and experience on the Board to meet the needs of the business so that the Board possesses the appropriate mix of skills to meet our requirements, while balancing the need for continuity with renewal.

After dedicating 16 and 25 years respectively to the Board, Robert McLeish and K. Barry Sparks have elected to step down as directors, and in their respective capacities as Lead Director and Chairman of the Audit Committee. Mr. Garth McRae, a long-time director of the Company and member of the Audit Committee has indicated his willingness to serve in 2019 on the Audit Committee for an interim period of up to one year, to ensure an orderly transition of the composition of that committee. Following extensive discussions relating to Board renewal and a director search process which began in September 2018, three (3) new directors are proposed by management for election at the Meeting: Tanya Covassin, Isabel Meharry and Allen Palmiere. Biographical information for these three (3) nominees to the Board of Directors follows.

Tanya Covassin

Tanya Covassin has served as a director of various private and public companies. In addition to her global board work, Ms. Covassin has a background in both investment banking and private equity. She has originated, structured, executed and managed large-scale private and public investments and financings.

Ms. Covassin earned her Honours B.E.S. from the University of Waterloo and her MBA from the University of Toronto. She also holds an ICD.D certification from the Institute of Corporate Directors.

Isabel Meharry

Isabel Meharry FCPA, FCA is a board advisor and retired C-Suite leader with extensive experience in strategy, finance, operations, business development and investments. Her areas of expertise include financial, risk management, audit, and corporate governance. Ms. Meharry commenced her career at Peat Marwick (KPMG), and has held senior positions at Green Shield Canada, FEI Canada, Aviva, ICBC, Manulife/North American Life, and Canadian Tire Corporation. She is currently Chair of the Compliance Audit Committee for the City of Toronto, and a director of Aprio, and the Buffalo Fort Erie Bridge Authority.

Ms. Meharry holds an MBA from Schulich School of Business, and an Honours BA in Economics from the University of Toronto. She is a Director's College (McMaster University) graduate holding both her C. Dir and A.C.C. (Audit Committee Certified). In 2009, Ms. Meharry was awarded her fellowship by the Institute of Chartered Accountants of Ontario (CPA Ontario).

Allen J. Palmiere

Allen Palmiere is a Chartered Accountant by training, with over 35 years of extensive experience in managing operations in national and international environments. Mr. Palmiere's expertise includes extensive operational and management experience in dynamic environments, M&A and financing. Mr. Palmiere's former positions include Chief Executive Officer and Chairman of the Board, HudBay Minerals Inc., Executive Chairman, Barplats Investments Ltd., President and CEO, Silk Road Resources Ltd., Vice President, Chief Financial Officer, Zemex Corporation, President and Chief Executive Officer, Breakwater Resources Ltd.

The following table provides the name of each person nominated by management of the Company for election as a director of the Company, each such person's place of residence, and if such person is currently a director of the Company, the number of Board and committee meetings attended by such person during 2018 (and while a member of the relevant committee), all positions and offices with the Company now held by such person (including the committees of the Board of which such person was a member at the end of 2018), each such person's principal occupation, the year in which the person first became a director of the Company and the number of voting or other securities of the Company which are beneficially owned by each such person, directly or indirectly, or over which each such person exercises control or direction as of April 10, 2019:

| Name / 2018 Meeting Participation | Director Since | Committees at End of 2018 ⁽⁴⁾ | Holdings ⁽²⁾ | |
|---|----------------|--|---------------------------|---------|
| <u>Tanya Covassin</u> | | | | |
| Ontario, Canada Corporate Director | Proposed | N/A | N/A | N/A |
| <u>Jonathan Goodman</u>⁽¹⁾ | | | | |
| Ontario, Canada Chairman and Chief Executive Officer of the Corporation Mr. Goodman participated in 8 of 8 Board meetings held following his appointment as a director. | 2018 | N/A | Subordinate Voting Shares | 592,215 |

| Name / 2018 Meeting Participation | Director Since | Committees at End of 2018 ⁽⁴⁾ | Holdings ⁽²⁾ | |
|---|----------------|---|--|--|
| <u>Garth A. C. MacRae</u> | | | | |
| Ontario, Canada Director of the Company Mr. MacRae participated in 8 of the 9 Board meetings held and 4 of the 4 Audit Committee meetings held. | 1991 | Audit | Subordinate Voting Shares DSUs Arrangement DSUs Common Shares | 406,800 80,369 51,623 873 |
| <u>Isabel Meharry</u> | | | | |
| Ontario, Canada Corporate Director | Proposed | N/A | N/A | N/A |
| <u>Andrew Molson</u> | | | | |
| Quebec, Canada Director of the Company and Chairman of RES PUBLICA Consulting Group Mr. Molson participated in 8 of the 9 Board meetings held, 6 of the 6 Compensation Committee meetings held, and 5 of the 5 Corporate Governance and Nominating Committee meetings held. | 2015 | Compensation Corporate Governance and Nominating (Chair) | Subordinate Voting Shares DSUs | 0 74,812 |
| <u>Lila Murphy</u> | | | | |
| Texas, United States of America Ms. Murphy participated in 3 of 3 Board meetings held following her appointment and 1 of 1 Audit Committee meetings following her appointment. | 2018 | Audit | Subordinate Voting Shares DSUs | 0 7,776 |
| <u>Peter Nixon</u> | | | | |
| Ontario, Canada Mr. Nixon participated in 3 of 3 Board meetings; 1 of 1 Corporate Governance and Nominating Committee meetings; and 1 of 1 Compensation Committee meetings held, in each case following his appointment to the Board | 2018 | Compensation Corporate Governance and Nominating | Subordinate Voting Shares DSUs | 0 9,666 |
| <u>Allen J. Palmiere</u> | | | | |
| Ontario, Canada Chief Executive Officer Ferrox Holdings Ltd., a private mining development company | Proposed | N/A | N/A | N/A |

| Name / 2018 Meeting Participation | Director Since | Committees at End of 2018 ⁽⁴⁾ | Holdings ⁽²⁾ | |
|---|----------------|---|---|-------------------------------|
| <u>A. Murray Sinclair</u> | | | | |
| British Columbia, Canada Director of the Company and Chief Investment Officer, Earliston Investments Corp. Mr. Sinclair participated in 9 of the 9 Board meetings held, and 5 of the 6 Compensation Committee meetings held and 4 of the 5 Corporate Governance and Nominating Committee meetings held while he was a member of the Corporate Governance Committee during 2018. | 2012 | Compensation Corporate Governance and Nominating | Subordinate Voting Shares DSUs Arrangement DSUs | 0 156,760 3,273 |

Notes:

- (1) Jonathan Goodman was appointed Executive Chairman of the Company on January 10, 2018. On June 4, 2018 he was appointed Chief Executive Officer of the Company.
- (2) Information with respect to the class and number of securities beneficially owned, directly or indirectly, or over which control or direction is exercised, not being within the knowledge of the Company, has been provided to the Company by the respective director nominees. On May 30, 2013, the Company completed a corporate restructuring through a plan of arrangement (the "Arrangement") that resulted in the Company exchanging its 70% interest in Dundee Realty Corporation ("Dundee Realty") for shares of DREAM Unlimited Corp. ("DREAM"). Holders of the Company's DSUs immediately prior to the Arrangement received additional DSUs representing the fair value equivalent of the amounts distributed to holders of the Company's Subordinate Voting Shares pursuant to the Arrangement ("Arrangement DSUs"). Each such Arrangement DSU entitles the holder thereof to the market price of one DREAM Class A subordinate voting share.
- (3) Excludes Shares owned by Jodamada Corporation. See "*Principal Holders of Shares*" on page 31.
- (4) Mr. Robert MacLeish and Mr. Murray Sinclair were appointed to the Corporate Governance and Nominating Committee and the Audit Committee of the Board, respectively, effective January 30, 2018 following the resignation of Virginia Gambale from the Board. Following the appointment of Peter Nixon and Lila Murphy to the Board on August 14, 2018, Mr. Nixon replaced Mr. McLeish on the Corporate Governance and Nominating Committee and Lila Murphy replaced Murray Sinclair on the Audit Committee.

Corporate Cease Trade Orders

None of the directors of the Company are, or have been within the last ten (10) years prior to the date hereof, a director, Chief Executive Officer or Chief Financial Officer of any company that was the subject of a cease trade order or similar order or an order that denied the relevant company access to any exemptions under securities legislation for a period of more than thirty (30) consecutive days: (a) that was issued while such director was acting as director, Chief Executive Officer or Chief Financial Officer; or (b) that was issued after that person ceased to be a director, Chief Executive Officer or Chief Financial Officer of the company being the subject of such order and which resulted from an event that occurred while that person was acting in their capacity as director, Chief Executive Officer or Chief Financial Officer of the subject company.

Penalties or Sanctions

No director of the Company has: (i) been subject to any penalties or sanctions imposed by a court relating to Canadian securities legislation or by a Canadian securities regulatory authority or has entered into a settlement agreement with a Canadian securities regulatory authority; or (ii) been subject to any other penalties or sanctions imposed by a court or regulatory body that would be likely to be considered important to a reasonable investor making an investment decision.

Bankruptcies

Except as described below, no director of the Company: (a) is, as at the date hereof, or has been within the ten years before the date hereof, a director or executive officer of any company (including the Company) that, while acting in that capacity, or within a year of ceasing to act in that capacity, became

bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or was subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold its assets; or (b) has, within the ten (10) years before the date hereof, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceedings, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold his or her assets.

Mr. Murray Sinclair was a director of Allied Nevada Gold Corp. (“Allied Nevada”) which, together with certain of its domestic direct and indirect subsidiaries, filed voluntary petitions for relief under Chapter 11 of the Bankruptcy Code in the United States Bankruptcy Court for the District of Delaware on March 9, 2015. This was done to allow Allied Nevada to implement an agreement that was reached with certain holders of its 8.75% senior unsecured notes due 2019 and its secured bank lenders to effect a reduction in the company’s funded debt obligations and provide the company with additional liquidity. Allied Nevada will continue to operate its business as a “debtor-in-possession” under the jurisdiction of the Bankruptcy Court and in accordance with the applicable provisions of the Bankruptcy Code and the orders of the Bankruptcy Court.

Until March 2019, Garth A.C. MacRae was the Chairman of the board of directors of Dundee Energy Limited (“DEN”). Following the sale of DEN’s wholly owned subsidiary, Dundee Energy Limited Partnership, in November of 2018 pursuant to a court supervised sale process, DEN and certain of its subsidiaries filed an assignment for the benefit of creditors under the *Bankruptcy and Insolvency Act* (Canada) on March 27, 2019.

REPORT ON CORPORATE GOVERNANCE

The Company and the Board recognize the importance of corporate governance to the effective management of the Company and to its shareholders. The Company’s approach to corporate governance is designed with a view to ensuring that the business of the Company is effectively managed and that the Board functions independently of management.

Appendix “A” sets out the Company’s overview of its corporate governance practices, as assessed in the context of NI 58-101. This overview has been prepared by the Corporate Governance and Nominating Committee and has been approved by the Board.

COMPENSATION OF DIRECTORS

Directors’ Fees

The Company pays directors’ fees to non-executive directors of \$65,000 per annum (other than the lead director) plus \$1,500 per meeting of the Board or a committee thereof attended by each of its directors. The Chairman of each of the Corporate Governance and Nominating Committee and the Compensation Committee receives an additional \$15,000 per annum. The lead director receives a fee of \$100,000 per annum. On January 10, 2018, Mr. Jonathan Goodman was appointed Executive Chairman of the Company and Mr. Robert McLeish, the then Chairman of the Board, assumed the role of Lead Director. The Chairman of the Audit Committee receives an additional \$35,000 per annum and all Committee members receive an additional \$7,500 per annum. All directors of the Company are reimbursed for their expenses and travel incurred in connection with attending directors’ meetings. Other than \$25,000 of a directors’ annual retainer and 40% of the Lead Director’s fee, which must be taken in DSUs, directors have the option of receiving their fees in DSUs under the DSU Plan, in cash, or a combination of cash and DSUs. The directors’ fees are reviewed periodically and may be changed from time to time.

Director Compensation Table

The following table details all compensation provided to the directors of the Company in respect of the fiscal year ended December 31, 2018, other than Mr. Jonathan Goodman for whom this information is

included in the Summary Compensation Table under “Executive Compensation – Summary Compensation Table” below:

| Name | Fees Earned ⁽¹⁾⁽³⁾ | Share-Based Awards | Option-Based Awards | Non-Equity Incentive Plan Compensation | All Other Compensation ⁽²⁾ | Total |
|--------------------|-------------------------------|--------------------|---------------------|--|---------------------------------------|-----------|
| Garth A. C. MacRae | \$90,500 | - | - | - | - | \$90,500 |
| Robert McLeish | \$150,522 | - | - | - | - | \$150,522 |
| Andrew Molson | \$120,500 | - | - | - | \$12,000 | \$132,500 |
| Lila Murphy | \$32,831 | - | - | - | \$6,000 | \$38,831 |
| Peter M. Nixon | \$32,831 | - | - | - | - | \$32,831 |
| A. Murray Sinclair | \$112,522 | - | - | - | \$12,000 | \$124,522 |
| K. Barry Sparks | \$125,500 | - | - | - | - | \$125,500 |

Notes:

- (1) Represents aggregate fees earned as directors of the Company, and includes annual retainer, fees earned for Committee participation and meeting fees. For Mr. Garth A.C. MacRae amount excludes directors’ fees accrued but not paid by Dundee Energy Limited and Eurogas International Inc., subsidiaries of the Company.
- (2) For Mr. Andrew Molson, Ms. Lila Murphy and Mr. A. Murray Sinclair, amounts disclosed are for travel allowances. Effective March 28, 2019, the payment of travel allowances was discontinued.
- (3) For 2018, each of Andrew Molson and Murray Sinclair elected to take 25% and 100% of their director’s fees in DSUs, respectively, in addition to the payment of \$25,000 of such fees that is required to be paid to all directors in DSUs.

Except for DSUs outstanding to the current directors of the Company disclosed in the chart in this Circular detailing “The Nominated Directors”, no option based or share based awards are outstanding to Directors of the Company.

Director Share Ownership Guidelines

In order to better align the interests of the directors of the Company with the long-term interests of the Company and shareholders, a share ownership policy has been adopted for directors of the Company. Directors are required to hold Subordinate Voting Shares with an aggregate acquisition cost or market value equal to at least three times the director’s annual board fee. If a director has elected to receive all or part of his or her board fees in DSUs under the DSU Plan, DSUs awarded to such director shall be counted toward meeting the equity ownership requirement. New members of the Board are required to comply with the equity ownership requirement within three years of becoming a member of the Board.

EXECUTIVE COMPENSATION

Compensation Discussion and Analysis

This Compensation Discussion and Analysis describes and explains the Company’s executive compensation philosophy, principles, policies and programs, including the 2018 compensation of its named executive officers (“NEO’s”), being its Chief Executive Officer (“CEO”), Mr. Jonathan Goodman, its Executive Vice President and Chief Financial Officer (“CFO”), Mr. Robert Sellars, and Mr. Richard McIntyre, Executive Vice President and Chief Operating Officer of the Company. Compensation disclosure is also provided in respect of former officers who served as executive officers in 2018, namely, the former Chief Executive Officer, Mr. David Goodman, the former Executive Vice President and Chief Financial Officer, Ms. Lucie Presot, Mr. Mark Goodman, former President of the Company and Mr. Eric Klein, former Executive Vice President, Corporate Development of the Company.

Strategic Planning and the Company's Approach to Compensation

Dundee Corporation is a holding company that owns and manages a portfolio of publicly listed and privately held businesses. The Company's core business is focused on the active management and oversight of its portfolio of merchant capital investments. The Company has significant amounts of its own capital invested in these assets, alongside our clients and partners, helping ensure that our interests are appropriately aligned.

The Company's top strategic priority is to allocate and invest capital in a manner that consistently generates long-term value creation for our stakeholders and shareholders.

In 2018, the Company continued to focus on the rationalization of its merchant capital portfolio. As part of this process the Company is focusing on those investments which require more management oversight but which it also considers to be core to its expertise and aligned with its ability to generate sustainable growth and value for shareholders. This involves the ongoing disposition of non-core assets and the exiting of certain businesses, which has allowed for the redeployment of capital into core holdings and the re-allocation of management time.

At the corporate level, 2018 was a transformational year at Dundee. We have taken significant steps to strengthen our balance sheet by monetizing non-core assets, worked through a successful replacement and transition of key members of the executive team, and have taken significant steps toward renewal of our Board. At the same time, 2018 was not without its challenges. Our former Chief Executive Officer took a medical leave of absence in January and stepped down in June, 2018 and we have experienced disappointing share price performance. Following year end, we made some difficult decisions, including the decision to convert our First Preference Shares, Series 5 into Class A Subordinate Voting Shares of the Company. The Company continues to transition and reposition its cost profile. This is consistent with our broader strategic goal of adapting to a leaner organizational framework that is more reflective of a holding company. To that end, the Company has significantly reduced its head count. This has resulted in reduced overhead expenses which will translate to lower G&A costs moving forward.

In order to successfully implement our strategic vision, there needs to be a strong alignment of interests among our stakeholders. The Company values entrepreneurship and is committed to rewarding performance, innovation and growth. Central to this is a willingness to provide key employees with an opportunity to share in the growth and profitability generated through their direct efforts.

Compensation Philosophy

As highlighted above, the Company's compensation program is designed to encourage, compensate and reward employees on the basis of individual and corporate performance, both in the short and long term. Compensation for the NEOs, as well as for other executives, consists of a combination of base salary, incentive compensation, benefits and perquisites. The Company takes a "total compensation" approach to compensation.

The components of the compensation program form a comprehensive strategy for achieving the following objectives with respect to the Company's executive officers, including the NEOs:

- (a) to attract highly qualified management;
- (b) to compensate executives at a level competitive with the Company's peers;
- (c) to motivate performance by linking incentive compensation to the achievement of business objectives, financial performance and individual performance;
- (d) to link the interests of the executives with those of shareholders; and
- (e) to encourage retention of key executives.

Roles in the Executive Compensation Process

Role of Management

Management is responsible for developing the Company's compensation framework and assists the Compensation Committee with its mandate by compiling information used by the Compensation Committee in its compensation determinations, reporting on historical compensation levels and reviewing and reporting on the performance of the senior officers other than the CEO.

The CEO may also provide input to the Compensation Committee in setting the compensation of the other NEOs as the CEO is best positioned to evaluate their performance and contribution to the Company. While the CEO may, at the invitation of the Compensation Committee, attend meetings of the Compensation Committee to provide advice and recommendations, he is not a member of the Compensation Committee and he is not entitled to vote on matters before the Compensation Committee. The CEO is excluded from *in camera* sessions of the Compensation Committee and from discussion of his own compensation, whether at the Compensation Committee or Board level.

Role of the Compensation Committee and Compensation Governance

The Compensation Committee assists the Board in its oversight of the Company's compensation policies and programs. A description of the Compensation Committee's mandate, and activities during 2018 are described under "*Compensation Committee*" in Appendix "A".

The Compensation Committee is responsible for, among other things, reviewing and making recommendations to the Board concerning the compensation of the NEOs and Board members. Each of the directors on the Compensation Committee has access to relevant information concerning compensation governance and applicable market practices, including access to compensation consultants and other experts from time to time to give them the tools required to make decisions relating to the suitability of the Company's compensation policies and practices. In addition, each member of the Committee holds or has held senior leadership positions in various organizations, and in such capacity obtained direct experience relevant to executive compensation.

The Compensation Committee meets as frequently as required to fulfill its mandate. In 2018, the Compensation Committee met six (6) times. The Chairman of the Compensation Committee reports to the Board at each regularly scheduled Board meeting. The Compensation Committee also reviews and approves the executive compensation disclosure included in this Circular.

The Compensation Committee is granted open access to information about the Company that is necessary to fulfill its duties. In addition, the Compensation Committee has the authority to retain, at the Company's expense, independent compensation consultants or other advisors to assist the Compensation Committee in fulfilling its duties and responsibilities.

Role of Compensation Consultants

Management and the Compensation Committee may each retain the services of independent compensation consultants from time to time.

Management retained the services of an independent compensation consultant, Meridian Compensation Partners ("Meridian") in 2018, to provide information and advice to the Chief Executive Officer and to the Compensation Committee in respect of the executive compensation programs of the Company, including the development of the 2019 compensation framework.

The decisions of the Compensation Committee are their responsibility and reflect factors other than the information and recommendations provided by Meridian.

Components of Compensation

The Company's focus in its executive compensation program is on total compensation. The main components of the Company's compensation program in 2018 were: base salary, an annual variable incentive component, and benefits and perquisites. Long-term awards, such as Options, have been awarded from time to time under the Share Incentive Plan, but historically were not part of the annual compensation program for executives. The actual compensation mix, and the portion of pay at risk, varies by executive level, the executive's ability to influence short and long term business results, and competitive practices.

Set out below are the rationales supporting the Company's decision to pay the various components of the Company's executive compensation program, as well as additional discretionary components.

Base Salary

Base salary compensates executives for the roles they perform for the Company and provides a base level of fixed compensation reflecting the executive's responsibilities, capabilities, knowledge and experience.

The Compensation Committee approves the compensation framework, which includes the base salaries of the executives of the Company taking into consideration input from compensation consultants, the recommendations of management, including the CEO of the Company, the position and responsibilities of such officers, the past, current and potential individual contribution to the success of the Company, and competitive industry pay practices for comparable positions at similar companies of a comparable size and within similar industries, thereby enabling the Company to compete for, and retain executives critical to the Company's long term success.

Incentive Compensation

Incentive compensation is determined annually by reference to corporate and individual performance. The CEO of the Company presents recommendations to the Compensation Committee with respect to annual incentive awards by the Company to the other NEOs and for certain officers of the Company. The compensation framework includes the annual incentive cash compensation to be paid by the Company to the NEOs and to the Company's other officers, and the portion of such annual awards to be taken in Restricted Share Units (as defined below) under the Retained Bonus Plan. The Board, upon recommendation of the Compensation Committee, approved bonuses to be paid to the NEOs in recognition of the significant initiatives undertaken by senior management in 2018 in the execution of the Company's strategic plan. The bonus awards approved by the Board to the NEOs in respect of 2018 were set below target in view of the continuing financial challenges faced by the Company.

Retained Bonus Plan

The Company approved a Retained Bonus Plan in 2016. Designated executives of the Company and its affiliates may participate in the Retained Bonus Plan, as determined from time to time by the Compensation Committee.

Under the Retained Bonus Plan, a portion of a plan participant's (a "Participant") annual incentive award in any year, as determined by the Compensation Committee, is paid in Restricted Share Units ("RSUs"). The number of RSUs credited to the Participant's account is computed by dividing (i) the cash value of the Retained Bonus as determined by the Board by (ii) the volume weighted average trading price of the Subordinate Voting Shares. Unless otherwise specified by the Board at the time of the granting of the RSUs (as reflected in the Award Notice), and except as otherwise provided in this Plan, each RSU will vest on December 1 of the third year following the year in which services were rendered by the Participant and in respect of which the award of RSUs is being made or the Retained Bonus was earned, as the case may be.

Should a dividend be declared on the Subordinate Voting Shares, a Participant's account will be credited with additional units ("Dividend Equivalents").

If the Participant no longer remains employed with the Company by reason of involuntary termination, disability, death or retirement, all RSUs and, if applicable, any accrued Dividend Equivalents will be prorated to reflect the time elapsed from the initial grant to the last day of employment with the Company.

If a Participant resigns from employment with the Company or an affiliate, or is terminated for cause, the participant will forfeit all the RSUs credited to the participant's account.

Except as required by law, the rights of Participants under the Retained Bonus Plan are not assignable.

The goal of the Retained Bonus Plan is to provide an incentive to participants to remain employees of the Company or an affiliate to the vesting date and to align the interests of Participants with those of shareholders of the Company.

Other Incentive Plans and Compensation Arrangements

The incentive plans and compensation arrangements described below are not part of the Company's standard compensation program.

Share ownership opportunities, provided through the Share Incentive Plan, align the interests of the officers with the longer term interests of shareholders. Each component of the Share Incentive Plan, being the Share Purchase Plan, the Share Option Plan and the Share Bonus Plan, is designed to give individuals an interest in preserving and maximizing shareholder value in the long term, to enable the Company to attract and retain individuals with experience and ability and to reward individuals for current performance and expected future performance. Officers are eligible to participate in the Share Incentive Plan on the same basis as all other employees of the Company. See "*Equity Compensation Plans – Share Incentive Plan*" for a description of the Share Incentive Plan and each of its components.

Awards under the Share Option Plan and the Share Bonus Plan, each being components of the Share Incentive Plan, are discretionary grants. In determining the number of Subordinate Voting Shares subject to Options granted under the Share Option Plan, the Compensation Committee may give consideration to, among other things, the individual's former, current and potential contribution to the success of the Company, the success of special projects and initiatives, the retention of key executives, the relative position of the individual, the years of service of the individual and the exercise price and the aggregate number of Options or Shares that would be held by the individual after the grant under consideration is made. The exercise price of Options is set at 100% of the market value of the Subordinate Voting Shares when such options are granted. The terms upon which Options are awarded are established by the Board. No Options have been awarded to executives under the Share Incentive Plan since 2009.

The Compensation Committee annually reviews the Share Purchase Plan component of the Share Incentive Plan and, if renewed, determines the terms of such renewal. The Company did not implement the Share Purchase Plan in respect of 2017 or 2018. However, on April 25, 2019, the Board approved the implementation of the Share Purchase Plan for employees of the Company commencing in June, 2019. Pursuant to the Share Purchase Plan, employees may elect to contribute up to a maximum of 10% of their base salary to the plan, and the Company will match such contributions.

The Performance Share Unit Plan

The Board approved a PSU Plan in March 2016 as a one-time award for executives of the Company and designated affiliates. Awards under the PSU Plan, were made pursuant to the bonus share component of the Share Incentive Plan, such that if awards under the PSU Plan are paid in the form of Subordinate Voting Shares issued from treasury, such awards will reduce availability to settle awards of other awards made pursuant to the Share Incentive Plan.

The PSU Plan was designed as a one-time grant to advance the interests of the Company and its shareholders through retention and motivation of executives engaged in the implementation of the Company's 2016 strategic plan. Awards under the PSU Plan are subject to the performance based vesting requirements, calculated as at the vesting date, as well as continued employment of the executive during the vesting period.

A participant is only eligible to participate in the PSU Plan if the participant remains with the Company for the full four (4) years, unless one of the exceptions below applies. If a participant does not remain employed with the Company for the full four years, he or she is only entitled to payment in respect of PSUs in the following circumstances: (i) when the participant ceases to be employed by the Company or an affiliate as a result of termination without cause; or (ii) by reason of disability, death, or retirement. In any such circumstance, the participant must have remained with the Company for at least two (2) years and will only be eligible for a pro rata distribution up to the date the participant ceased to be employed by the Company.

In addition, no PSUs will vest if in 2019, the volume weighted average price of the Subordinate Voting Shares does not trade at or above \$10.00 over a consecutive sixty (60) day trading period. If this target price is exceeded, a multiplier will be applied to the original award in proportion to the increase in share price. The market value of the Company's outstanding PSUs measured as at December 31, 2018 was nil as the market value of the Subordinate Voting Shares was below the \$10.00 minimum vesting threshold.

An aggregate of 940,000 PSUs were awarded in 2016 to executives of the Company (including the NEOs) and designated affiliates under the PSU Plan.

DSU Plan

The Compensation Committee may, from time to time, approve the participation of certain senior officers and directors in the DSU Plan (or others deemed as Participants). Current awards of DSUs under the DSU Plan vest immediately, but the participant will only be entitled to payment in respect of the DSUs granted to him or her when the participant ceases to be employed by the Company or an affiliate of the Company and/or as applicable, ceases to be a director. The purpose of the DSU Plan is to strengthen the link between the interests of eligible directors, officers and employees of the Company and affiliates thereof and shareholders of the Company by providing participants in the DSU Plan with long-term incentives tied to the long-term performance of the Subordinate Voting Shares. See also "*Equity Compensation Plans – DSU Plan*".

Benefits

The Company offers group life, health and dental insurance, paid time off and other benefits to executives as an investment in employee health and well-being. The Company does not have a pension plan, although it has a Supplementary Executive Retirement Plan for Mr. Ned Goodman the founder of the Company, and an annual retirement allowance benefit for Mr. Garth A. C. MacRae. See "*Executive Compensation – Compensation Discussion and Analysis – Retirement Arrangements*".

All employees of the Company may participate in the group retirement savings plan (the "GRSP") following six (6) months of continuous employment and, depending on a participant's years of service to the Company, he or she will be entitled to contribute 3%, 6% or 9% of his or her annual base salary to the GRSP and receive a 100% Company matching contribution. All contributions are subject to limits pursuant to the Tax Act.

Perquisites

The Company currently provides a limited number of perquisites to executives which the Board considers reasonable and competitive. Perquisites offered by the Company, which may include parking, car allowance and executive medical, vary among executives and are consistent with market practice.

2019 Compensation Framework

The Company has proposed changes to executive compensation design in 2019. These changes will simplify the compensation program and link compensation more closely to the successful execution of the Company's strategy. Given the current focus on restructuring and re-alignment at Dundee, management, together with input from its compensation consultant and the Board, has determined that standard financial objectives are difficult to employ in the 2019 compensation framework at this stage of the Company's turnaround initiative. Accordingly, annual incentives for 2019 will be tied to the achievement of

specific corporate objectives or milestones, as well as to specific individual objectives for members of the executive team. The allocation to corporate objectives and individual objectives will be differentiated by employee band, with a weighting of 100% to Corporate Objectives for the Chief Executive Officer and a weighting of 75% to Corporate Objectives and 25% to Individual Objectives for the other NEOs.

Compensation Risk

The Compensation Committee considers the implications of the risks associated with the Company's compensation policies and practices in the course of reviewing and recommending to the Board the compensation packages for the NEOs and other officers of the Company. The Company's compensation policies and practices incorporate features designed to mitigate risk without diminishing the incentive nature of the compensation, and to encourage and reward prudent business judgement and appropriate risk taking over the long term. Accordingly, the Compensation Committee's role in this respect is to ensure that there are adequate policies and procedures in place to mitigate excessive risk taking. Examples of such risk mitigation strategies include the deferred vesting and payout of a portion of an executive's annual bonus under the Retained Bonus Plan, the use of long term incentives which vest only upon the achievement of performance based and time based criteria, the adoption of an anti-hedging policy and the establishment of share ownership guidelines for directors and executives to ensure alignment with shareholder interests over the long term.

Executive Share Ownership Guidelines

In order to better align the interests of the Company's executives with the long-term interests of the Company and its shareholders, the Board has approved the Executive Share Ownership Policy (the "ESOP") which outlines share ownership requirements for executives of the Company and designated subsidiaries. Each executive, based on position, is generally required to hold Subordinate Voting Shares of the Company based on the higher of the aggregate acquisition cost or market value that is a multiple of the executive's base salary. However, an executive is not expected to purchase additional Subordinate Voting Shares to compensate for or offset subsequent decreases in market value of Subordinate Voting Shares as long as he or she remains at the same salary and/or title level.

The following table sets out which designated individuals must own Shares (as defined below) and the minimum aggregate value of the Shares required to be held by such individual, expressed as a multiple of annual base salary ("ABS") (the "Share Ownership Threshold"):

| | |
|---|-----------------------|
| President and CEO | 5x ABS in Shares |
| CFO and COO of the Company Head of a Division President of a designated subsidiary of the Company | 3.0x ABS in Shares |
| EVP and/or Chief Investment Officer | 2.0x ABS in Shares |
| Vice President | 100% of ABS in Shares |
| Non-Executive Officer | 50% of ABS in Shares |

The applicable level of share ownership detailed above must, in each case, be attained by the designated individual by the later of (i) the fifth anniversary of the date the designated individual achieved the position requiring share ownership and (ii) the fifth anniversary of the implementation of the Policy. The applicable Share Ownership Threshold will remain in effect as long as the designated individual remains an executive of the Company and will be adjusted in the event of an increase in ABS.

For purposes of the ESOP, "Shares" means the Subordinate Voting Shares of the Company and any other equity securities of a designated subsidiary of the Company as may be approved by the Compensation Committee from time to time, as well as phantom or restricted share equivalents of such

shares. For greater certainty, “Share ownership” may be satisfied where Shares are acquired, or vested and unvested Shares or unit equivalents are awarded, allocated or held by the designated individual under the following plans: Deferred Share Unit Plan, Share Purchase Plan, Share Bonus Plan, Group RSP, Performance Share Unit Plan and any other compensation or equity purchase plan designated by the Compensation Committee of the Company as an eligible plan pursuant to this Policy.

Stock options, whether vested or unvested, are not included in meeting the Share Ownership Threshold, until such time as the option is exercised into Shares.

Anti-Hedging

Hedging is viewed as a poor practice as it insulates designated individuals from stock price movement and reduces alignment with shareholders. The ESOP prohibits designated individuals from using any strategies or products (such as derivative securities or short-selling techniques) to hedge against the potential changes in the value of Shares.

SUMMARY COMPENSATION TABLES

In 2018, the Company made a number of changes to senior management. Among such changes, Mr. Jonathan Goodman was appointed Chief Executive Officer, and Mr. Robert Sellars was appointed Executive Vice President and Chief Financial Officer of the Company. Each of Mr. David Goodman (former Chief Executive Officer), Mr. Mark Goodman (former President), Ms. Lucie Presot (former Executive Vice President and Chief Financial Officer) and Mr. Eric Klein (former Executive Vice President, Corporate Development) departed the Company in 2018.

The following tables (presented in accordance with *National Instrument 51-102 – Continuous Disclosure Obligations*) sets forth all annual and long-term compensation for services in all capacities to the Company and its subsidiaries for the financial years ended December 31, 2018, December 31, 2017 and December 31, 2016 in respect of each of the individuals who qualified as named executive officers (“NEOs”) for all or portion of 2018.

Summary Compensation Table – Current NEOs

| Name / Title / Company | Year | Salary ⁽²⁾ (\$) | Share-Based Awards ^{(3) (4)} (\$) | Option-Based Awards (\$) | Non-Equity Annual Incentive Plans ⁽⁵⁾ (\$) | All Other Compensation ⁽⁶⁾ (\$) | Total Compensation (\$) |
|--|------|-------------------------------|---|-----------------------------|--|---|----------------------------|
| Jonathan Goodman ⁽¹⁾ Chief Executive Officer | 2018 | 484,848 | - | - | - | 22,649 | 507,497 |
| Robert Sellars Executive Vice President and Chief Financial Officer | 2018 | 406,250 | 175,000 | - | 175,000 | 24,177 | 780,427 |
| | 2017 | 375,000 | - | - | 250,000 | 23,108 | 648,108 |
| | 2016 | 375,000 | 260,100 | - | 233,300 | 22,366 | 890,766 |
| Richard McIntyre Executive Vice President and Chief Operating Officer | 2018 | 400,000 | - | - | 450,000 ⁽⁵⁾ | 24,176 | 874,176 |
| | 2017 | 400,000 | - | - | 450,000 | 23,108 | 873,108 |
| | 2016 | 400,000 | 558,000 | - | 240,000 | 22,711 | 1,220,711 |

Notes:

- (1) Mr. Goodman was appointed Executive Chairman of the Company in January, 2018 and Chief Executive Officer in June, 2018.
- (2) Represents base salaries paid to each NEO in respect of the years ended 2018, 2017 and 2016. For Mr. Sellars, the amounts disclosed in respect of 2017 and 2016 reflect amounts earned in respect of Dundee Securities Ltd.
- (3) Mr. Sellars was awarded 50% of his annual bonus in RSU's under the Company's Retained Bonus Plan.
- (4) For Mr. McIntyre, the amount disclosed in respect of 2016 represents the cash value of the PSU Award. For Mr. Sellars, the amount disclosed in 2016 represents the cash value of the PSU Award plus the value of the retained annual bonus taken in RSUs awarded under the Company's Retained Bonus Plan, determined in each case, as at the date of the award. See "Executive Compensation – Compensation Discussion and Analysis – The Performance Share Unit Plan" and "Retained Bonus Plan" above. The fair value of the Company's PSUs was measured at \$4.78 per award, determined using a Monte Carlo simulation method assuming a risk free interest rate of 0.57%, expected volatility of 33.20% and 0% dividends. The vesting of the PSUs is subject to both performance based and time based conditions, including a minimum share price of the Company's Subordinate Voting Shares at \$10.00 for 60 consecutive days in 2019. If such vesting condition is not met, the RSUs will expire in December, 2019.
- (5) Represents the gross value of annual bonus awards paid in cash. \$150,000 of such cash bonus amount for Mr. McIntyre will be paid subject to the achievement of certain defined milestones.
- (6) Amounts disclosed represent the aggregate of any matching contributions made by the Company to the NEO under the GRSP and the value of any perquisites.

Summary Compensation Table – Former NEOs

| Name / Title / Company | Year | Salary ⁽¹⁾ (\$) | Share-Based Awards ⁽²⁾ (\$) | Option-Based Awards (\$) | Non-Equity Annual Incentive Plans ⁽³⁾ (\$) | All Other Compensation ^{(4),(6), (7), (8)} (\$) | Total Compensation (\$) |
|---|------|-------------------------------|---|-----------------------------|--|---|----------------------------|
| David Goodman Former Chief Executive Officer | 2018 | 248,250 | 131,087 | - | - | 46,547 | 425,884 |
| | 2017 | 508,333 | - | - | - | 23,112 | 531,445 |
| | 2016 | 700,000 | 1,638,400 | - | 300,000 | 22,250 | 2,660,650 |
| Lucie Presot Former Executive Vice President and Chief Financial Officer | 2018 | 159,375 | - | - | - | 1,699,164 ⁽⁶⁾ | 1,858,539 |
| | 2017 | 425,000 | - | - | 250,000 | 21,889 | 696,889 |
| | 2016 | 425,000 | 339,925 | - | 159,375 | 21,239 | 945,539 |
| Mark Goodman Former President of Dundee Corporation | 2018 | 450,000 | - | - | 1,523,691 ⁽³⁾ | 1,634,260 ⁽⁷⁾ | 3,607,951 |
| | 2017 | 450,000 | - | - | 450,000 | 23,108 | 923,108 |
| | 2016 | 450,000 | 877,300 | - | 337,500 | 22,250 | 1,687,050 |
| Eric Klein ⁽¹⁾ Former Executive Vice President, Corporate Development | 2018 | 23,958 | - | - | - | 551,194 ⁽⁸⁾ | 575,152 |
| | 2017 | 300,000 | - | - | 75,000 | 23,108 | 398,108 |
| | 2016 | 198,750 | 324,300 | - | 112,500 | 9,752 | 645,302 |

Notes:

(1) Represents base salary paid to each NEO in respect of the years ended December 31, 2016, December 31, 2017 and December 31, 2018. For 2018, base salary amounts were prorated to the date of departure of the executive.

(2) No share based awards were granted to the departed NEO's in 2018 or 2017, except for the award of 110,000 DSUs to Mr. David Goodman relating to the provision of transitional support services to the Company following his departure.

In respect of 2016, amounts disclosed represent the value of the PSUs awarded to the NEO in April 2016. See "Executive Compensation – Compensation Discussion and Analysis – The Performance Share Unit Plan" above. The fair value of the Company's PSUs was measured at \$4.78 per award, determined using a Monte Carlo simulation method assuming a risk free interest rate of 0.57%, expected volatility of 33.20% and 0% dividends. The vesting of the PSUs is subject to both performance based and time based conditions, including a minimum share price of the Company's Subordinate Voting Shares at \$10.00 or greater for 60 consecutive days in 2019. If such vesting condition is not met, the PSUs will expire in December, 2019.

(3) Represents the cash value determined as at the date of grant of annual bonus awards. None of the former NEO's received cash bonus awards in respect of 2018 except for Mr. Mark Goodman, for whom the amount disclosed relates to a one-time co-investment performance bonus.

(4) Amounts disclosed as relating to the Company represent the aggregate of any matching contributions made by the Company to the NEO under the GRSP and the value of any perquisites. For 2016, 2017 and 2018, the value of perquisites and other personal benefits for each NEO was less than \$50,000 or 10% of the amount of total compensation.

(5) David Goodman stepped down as Chief Executive Officer of the Company in June 2018. Mr. Goodman has agreed to provide transitional support services to the Company until June 30, 2023. In recognition of his prior services to the Company and continued transitional support, Mr. Goodman was granted 110,000 DSUs. In addition to the amounts reported in the table above, Mr. Goodman is entitled to an annual salary of \$100,000 per year for his transitional support services and the continuation of certain health and other benefits during that period.

(6) Lucie Presot departed her position as Executive Vice President and Chief Financial Officer in May, 2018 and agreed to continue in a transitional support capacity until May 15, 2020. The amount shown under "All Other Compensation" included \$1,650,000 in respect of departure payments in consideration of her prior services to the Company, \$30,240 in vacation and the continuation of certain health and other benefits during that period. In addition to the amount indicated

under "All Other Compensation", in her transition services role, Ms. Presot is entitled to additional payments of \$750,000 payable on a semi-monthly basis until May, 2020.

- (7) Mark Goodman departed his role as President of the Company effective December 31, 2018. The amount shown under "All Other Compensation" included \$ 1,608,173 payable Mr. Goodman in connection with his departure from the Company. Mr. Goodman is also entitled to the contribution of certain health and other benefits until June 30, 2021.
- (8) Eric Klein departed his position as Executive Vice President, Corporate Development of the Company on January 30, 2018. The amount shown under "All Other Compensation" includes \$536,538 payable to Mr. Klein in connection with his departure from the Company.

Outstanding Option-Based and Share-Based Awards – NEOs

Outstanding Share-Based Awards Table

The following table provides a summary of all outstanding share based awards to the NEOs as at December 31, 2018. The market value of the Subordinate Voting Shares as at December 31, 2018 was \$1.28.

| Share-Based Awards | | |
|--------------------|--|--------------------------------------|
| Name / Award Date | Number of Unvested Share Based Awards ⁽¹⁾ | Value of Unvested Share Based Awards |
| David Goodman | | |
| April 6, 2016 | 280,000 | \$0 ⁽³⁾ |
| Lucie Presot | | |
| April 6, 2016 | 60,000 | \$0 ⁽³⁾ |
| Mark Goodman | | |
| April 6, 2016 | 160,000 | \$0 ⁽³⁾ |
| Richard McIntyre | | |
| May 26, 2015 | 23,665 | \$30,291 ⁽²⁾ |
| April 6, 2016 | 100,000 | \$0 ⁽³⁾ |

Notes:

- (1) Represents the number of performance share units outstanding subject to vesting conditions, including the requirement that the volume weighted average price of the Subordinate Voting Shares trades at or above \$10.00 over a consecutive 60 day trading period in 2019. If such vesting condition is not met, the performance share units will expire in December, 2019.
- (2) Represents the value of the bonus shares based upon the value of the Subordinate Voting Shares on the TSX as at December 31, 2018.
- (3) The market value of the Company's PSUs measured as at December 31, 2018 was nil, as the market value of the Subordinate Voting Shares was \$1.28, below the \$10.00 minimum vesting threshold.

Outstanding Option-Based Awards

There were no option based awards to NEOs outstanding as at December 31, 2018.

Vesting of Option-Based and Share-Based Awards – NEOs

In 2018, 44,634 retained bonus awards vested to Mr. Richard McIntyre with an aggregate value of \$79,895 and 3,799 retained bonus awards vested to Mr. Eric Klein with an aggregate value of \$6,800. No option based awards vested to the NEOs in 2018.

RETIREMENT ARRANGEMENTS

Mr. Garth A. C. MacRae, formerly the Vice Chairman of the Company and currently a director of the Company, retired as Vice Chairman of the Company on March 22, 2004. Mr. MacRae receives from the Company an annual retirement allowance benefit of \$100,000. Mr. Ned Goodman, formerly the President and Chief Executive Officer of Dundee, receives from the Company an annual retirement allowance benefit of \$125,000.

EQUITY COMPENSATION PLANS

Share Incentive Plan

The Share Incentive Plan is designed to advance the interests of the Company by encouraging employees, officers and directors of the Company and affiliates thereof, which may be designated from time to time in accordance with the Share Incentive Plan, to hold equity in the Company. The Share Incentive Plan consists of the Share Purchase Plan, the Share Bonus Plan and the Share Option Plan, each of which is described in greater detail below.

Awards under the Share Incentive Plan are not assignable or transferable other than pursuant to a will or by the laws of descent and distribution unless otherwise approved by the directors of the Company, except for the assignability in certain circumstances of Options awarded pursuant to the Share Option Plan. See "*Share Option Plan*" below.

The Share Incentive Plan provides that the Board may approve, and shareholder approval is not required for, amendments to the Share Incentive Plan, except for any amendment or modification that: (i) increases the number of Subordinate Voting Shares reserved for issuance under the Share Incentive Plan (except for the purpose of maintaining award value in connection with a stock split, consolidation, share dividend, recapitalization, change of control, or similar event); (ii) reduces the exercise price of an award to the benefit of an insider (except for the purpose of maintaining award value in connection with a stock split, consolidation, share dividend, recapitalization, change of control, or similar event); or (iii) extends the exercise term of an award beyond the original expiry date of such award.

The aggregate maximum number of Subordinate Voting Shares available under the Share Incentive Plan is 15,480,000. As of April 10, 2019, an aggregate of 9,257,297 Subordinate Voting Shares have been issued, 910,967 Subordinate Voting Shares are issuable pursuant to awards that have been granted and remain outstanding and 5,311,736 remain available for issuance under the Share Incentive Plan, representing 15.96%, 1.57% and 9.16%, respectively, of the Company's outstanding Subordinate Voting Shares.

Subordinate Voting Shares which would have been issuable upon exercise of Options or settlement of other awards under the Share Incentive Plan that are surrendered, forfeited or cancelled or that terminate or expire without being exercised or settled, and Subordinate Voting Shares that are surrendered to the Company as payment of exercise price, withholding tax or as part of an award exchange program, will again become available for issuance under the Share Incentive Plan.

The Share Incentive Plan provides that the number of Subordinate Voting Shares issuable to insiders of the Company, at any time under all security based compensation arrangements of the Company, shall not exceed 10% of the total number of Subordinate Voting Shares then issued and outstanding, and the number of Subordinate Voting Shares issued to insiders, within any one year period, under all security based compensation arrangements of the Company, shall not exceed 10% of the total number of Subordinate Voting Shares then issued and outstanding.

Share Purchase Plan Component

The Share Purchase Plan permits eligible participants, who are designated from time to time and elect to participate in the Share Purchase Plan, to contribute to the Share Purchase Plan up to the amount established from time to time in accordance with the Share Incentive Plan, which amount may not exceed 10% of the basic annual remuneration of the participant or such other maximum amount to be determined in accordance with the Share Incentive Plan. The Company may match up to the full amount of each participant's contribution to the Share Purchase Plan. Under the Share Purchase Plan: (i) Subordinate Voting Shares may be issued to each participant from treasury having a value equal to the aggregate amount contributed to the Share Purchase Plan by the participant and the Company in respect of such participant and, in such case, Subordinate Voting Shares are deemed to be issued at a price equal to the simple average of the high and low trading prices of such shares on the TSX for the five prior consecutive trading days ending three trading days immediately prior to the date of issue of such shares; or (ii) Subordinate Voting Shares may be purchased on the open market having a value equal to the amount contributed to the Share Purchase Plan by the participant and the Company in respect of such participant instead of issuing Subordinate Voting Shares from treasury.

If there is a take-over bid or issuer bid (within the meaning of the *Securities Act* (Ontario)), other than an exempt take-over bid or exempt issuer bid for the purposes of the *Securities Act* (Ontario), made for the outstanding Subordinate Voting Shares, or if the Subordinate Voting Shares become convertible into Common Shares as a result of a take-over bid being made for the Common Shares, the directors of the Company may permit the issue and/or delivery to participants of unvested Subordinate Voting Shares (if any) under the Share Purchase Plan in order to permit such Subordinate Voting Shares or Common Shares, as the case may be, to be tendered to such take-over bid or issuer bid.

Subject to any employment agreement, in the event of a participant ceasing to be employed by the Company and its designated affiliates due to retirement, long-term disability or death, the participant shall automatically cease to be entitled to participate in the Share Purchase Plan. Delivery of any unvested Subordinate Voting Shares, if any, shall not be accelerated and shall occur on the date the Subordinate Voting Shares would otherwise have been delivered.

Subject to any employment agreement, in the event of a participant ceasing to be employed by the Company and its designated affiliates for any reason other than retirement, long-term disability or death, the participant shall automatically cease to be entitled to participate in the Share Purchase Plan and any cash portion of the participant's contribution shall be paid to the participant and any cash portion of the Company's contribution shall be forfeited. Subject to the discretion of the directors of the Company to release Subordinate Voting Shares to the participant, in respect of the Subordinate Voting Shares then held in safekeeping for the participant (if any), a participant to whom Subordinate Voting Shares are to be issued from treasury will receive an amount equal to the lesser of the participant's contribution and an amount equal to the participant's prorated share of the loss on the Subordinate Voting Shares, and a participant in respect of whom Subordinate Voting Shares are to be purchased on the open market will receive the Subordinate Voting Shares on the date they otherwise would have been delivered.

During the year ended December 31, 2018, no Subordinate Voting Shares were issued by the Company under the Share Purchase Plan.

Share Option Plan Component

Under the Share Option Plan, Options may be granted to eligible participants designated under the Share Incentive Plan, who then become optionees. Optionees to whom Options will be granted, the number of Options to be granted and the exercise price of each Option will be determined in accordance with the Share Incentive Plan. The exercise price per Subordinate Voting Share may not be less than the closing price of the Subordinate Voting Shares on the TSX or on such other stock exchange or over-the-counter market on which the Subordinate Voting Shares are then listed or quoted, as the case may be, on the last trading day immediately preceding the day the Option is granted or, if the Subordinate Voting Shares are not then listed or quoted on a stock exchange or over-the-counter market, as otherwise determined in accordance with the Share Incentive Plan. Each Option, unless terminated pursuant to the Share Option Plan, will expire on a date to be determined in accordance with the Share Incentive Plan at the time the

Option is granted, which date may not exceed 10 years from the date of the grant of the Option. If the directors of the Company do not otherwise determine the option period for an Option, the option period shall be 10 years commencing on the date of grant of the Option. Each Option will be exercisable over such period as is determined at the time of grant; provided that, if no vesting period is determined at the time of grant, the Option will be exercisable as follows: as to one-third, after one year from the grant of such Option; as to an additional one-third, after two years from the grant of such Option; and as to the remaining one-third, after three years from the grant of such Option.

If there is a take-over bid or issuer bid (within the meaning of the *Securities Act* (Ontario)), other than an exempt take-over bid or exempt issuer bid for the purposes of the *Securities Act* (Ontario), made for outstanding Subordinate Voting Shares, or if the Subordinate Voting Shares become convertible into Common Shares as a result of a take-over bid being made for the Common Shares, all Options outstanding may be permitted by the directors of the Company, in accordance with the Share Option Plan, to become immediately exercisable in order to permit the Subordinate Voting Shares issuable under such Options, or the Common Shares into which they are exercisable, as the case may be, to be tendered to such take-over bid or issuer bid. If, pursuant to a take-over bid and any compulsory acquisition, an offeror acquires 100% of the Subordinate Voting Shares, or the Subordinate Voting Shares become convertible into Common Shares as a result of a take-over bid being made for the Common Shares and an offeror acquires 100% of the Common Shares, and, in either case, the consideration under the take-over bid includes equity securities of the offeror, the directors of the Company may send a notice to all optionees requiring them to surrender their Options within 10 days of the mailing of such notice provided that: (i) the offeror delivers with such notice an irrevocable and unconditional offer to grant replacement options to purchase such equity securities; (ii) the directors of the Company have determined, in good faith, that such replacement options have substantially the same economic value as the Options being surrendered; and (iii) the surrender of Options and the granting of replacement options can be effected on a tax free roll-over basis under the Tax Act.

The Share Option Plan also provides for share appreciation rights. An optionee may, rather than exercise any Option which such optionee is then entitled to exercise under the Share Option Plan, terminate such Option, in whole or in part, and, in lieu of receiving the Subordinate Voting Shares to which the terminated Option relates: (a) receive that number of Subordinate Voting Shares (disregarding fractions) which, when multiplied by the fair value of the Subordinate Voting Shares (which shall be the weighted average price of the Subordinate Voting Shares on the TSX for the five trading days immediately preceding the date of termination of such Option or, if the Subordinate Voting Shares are not then listed or quoted on a stock exchange or over-the-counter market, as otherwise determined in accordance with the Share Incentive Plan) to which the terminated Option relates, has a total value equal to the product of the number of such Subordinate Voting Shares multiplied by the difference between the fair value and the exercise price of the terminated Option, less any amount required to be withheld on account of income taxes; or (b) with the consent of the Company, receive cash equal to the product of the number of Subordinate Voting Shares to which the Option so terminated relates multiplied by the difference between the fair value of the Subordinate Voting Shares to which the terminated Option relates and the exercise price of the terminated Option, less any amount required to be withheld on account of income taxes.

Subject to approval by the Board, and, if required, regulatory approval, an optionee may assign Options in limited circumstances.

Subject to any employment agreement, in the event of retirement, long-term disability or death of an optionee, any vested Options held by such optionee are immediately exercisable by the optionee, or the person or persons to whom the rights pass by the will of the optionee or the laws of descent and distribution, for a period of time that ends on the earlier of: (i) twelve (12) months after the date of retirement, long-term disability or death; and (ii) the expiry of the period during which the Options are exercisable. All unvested Options terminate immediately on the date of termination of employment.

Subject to any employment agreement, in the event an optionee ceases to be employed by, or provide services to the Company and its designated affiliates for any reason other than retirement, long-term disability or death or termination for "cause" or in the event of a participant ceasing to be a director of the Company and its designated affiliates, the optionee may only exercise vested Options for the period that ends on the earlier of: (i) 60 days following such event; and (ii) the expiry of the period during which the

Options are exercisable. All unvested Options terminate immediately on the date of termination of employment.

During the year ended December 31, 2018, no Subordinate Voting Shares were issued by the Company upon exercise of Options. As of April 10, 2019, an aggregate of 7,767,355 Subordinate Voting Shares have been issued on the exercise of Options. As of April 10, 2019, there were no Options outstanding to purchase Subordinate Voting Shares.

Share Bonus Plan Component

The Share Bonus Plan permits Subordinate Voting Shares to be issued as a discretionary bonus to eligible participants who are designated from time to time on terms established in accordance with the Share Incentive Plan.

During the year ended December 31, 2018, the Company issued 49,043 bonus shares to designated employees pursuant to previous awards under the Share Bonus Plan.

As of April 10, 2019, an aggregate of 341,048 Subordinate Voting Shares have been issued under the Share Bonus Plan, representing 0.59% of the Company's outstanding Subordinate Voting Shares.

DSU Plan

The purpose of the DSU Plan is to significantly strengthen the link between the interests of the participants of the DSU Plan, being eligible directors, officers and employees of the Company and affiliates thereof, and the interests of shareholders by providing participants with long-term incentive tied to the long-term performance of the Subordinate Voting Shares. The DSU Plan is administered by the Compensation Committee. Under the DSU Plan, a participant may be granted, on an annual or more frequent basis, DSUs in such number and effective as of such date as the Compensation Committee shall specify and based on certain criteria determined by the Compensation Committee including services performed or to be performed by the participant. In addition, the Compensation Committee may, in its sole discretion, impose certain conditions on the grant of DSUs which would have to be met for the participant to be entitled to receive payment in respect of the DSUs granted. The DSUs are credited to an account maintained for the participant by the Company or its affiliates, as specified by the Compensation Committee, and are subject to adjustment for dividends and anti-dilution events including the subdivision, consolidation or reclassification of the outstanding Subordinate Voting Shares.

A participant is only entitled to payment in respect of DSUs granted to him or her when the participant ceases to be employed by the Company or an affiliate thereof for any reason and the participant is not a director of the Company or an affiliate thereof. Upon termination, the participant (or the legal representative of such participant's estate) may irrevocably elect the entitlement date, being the date as of which the value of his or her DSUs shall be determined and paid, based on certain criteria set out in the DSU Plan. The redemption value of the DSUs in respect of a participant as at such date will be the product of: (i) the number of DSUs credited to the participant's account; and (ii) the market value of a Subordinate Voting Share on the TSX as at the entitlement date. The redemption value shall, as specified by the Compensation Committee in its sole discretion, after deduction of any applicable taxes and other required source deductions, be satisfied and paid to the participant (or the legal representative of such participant's estate) in its entirety or as a combination of: (i) a conversion into and issuance from treasury of Subordinate Voting Shares; (ii) a cash payment; or (iii) Subordinate Voting Shares acquired in the open market.

The maximum number of Subordinate Voting Shares that may be issued from treasury under the DSU Plan is 1,500,000. For the year ended December 31, 2018, 302,357 DSUs were granted under the DSU Plan and the Company redeemed 686,888 DSUs following the retirement of certain directors. As of April 10, 2019, 404,161 Subordinate Voting Shares have been issued on the exercise of DSUs and an aggregate of 995,109 DSUs were outstanding.

In addition to the 995,109 DSUs outstanding under the DSU Plan, in connection with the DREAM Arrangement, holders of DSUs at the time of the DREAM Arrangement received additional DSUs

("Arrangement DSUs"), which, at the election of the Company, may be redeemed for cash or Subordinate Voting Shares under the DSU Plan, in each case determined in accordance with the terms of the DREAM plan of arrangement dated April 12, 2013. As of April 10, 2019, an aggregate of 486,270 Arrangement DSUs were outstanding.

The DSU Plan provides that the number of Subordinate Voting Shares issuable to insiders of the Company, at any time under all security based compensation arrangements of the Company, shall not exceed 10% of the total number of Subordinate Voting Shares then issued and outstanding, and the number of Subordinate Voting Shares issued to insiders, within any one year period, under all security based compensation arrangements of the Company, shall not exceed 10% of the total number of Subordinate Voting Shares then issued and outstanding.

EQUITY COMPENSATION PLAN INFORMATION

The following table sets forth details of the securities authorized for issuance under the Company's equity compensation plans as at December 31, 2018:

| Plan Category | Number of Securities to be Issued upon Exercise of Outstanding Options, Warrants and Rights | Weighted-Average Exercise Price of Outstanding Options, Warrants and Rights | Number of Securities Remaining Available for Future Issuance Under Equity Compensation Plans (Excluding Securities Reflected in the First Column) |
|---|---|---|---|
| <i>Equity Compensation Plans Approved by Securityholders</i> | | | |
| Share Incentive Plan | | | |
| Share Purchase Plan | N/A | N/A | N/A |
| Share Bonus Plan | 910,967 | N/A | N/A |
| Share Option Plan | N/A | N/A | N/A |
| Share Incentive Plan Total | 910,967 | N/A | 5,311,736 |
| DSU Plan | 995,109 | N/A | Nil |
| Total | 1,906,076 | N/A | 5,311,736 |
| <i>Equity Compensation Plans Not Approved by Securityholders</i> | | | |
| Total | N/A | N/A | N/A |

The following table sets out the annual burn rate for each of the three prior fiscal years for the Company's Share Incentive Plan and Deferred Share Unit Plan.

| | 2018 | 2017 | 2016 |
|--------------------------|-------|-------|-------|
| Share Incentive Plan | 0% | 0.68% | 1.87% |
| Deferred Share Unit Plan | 0.50% | 0.20% | 0.13% |

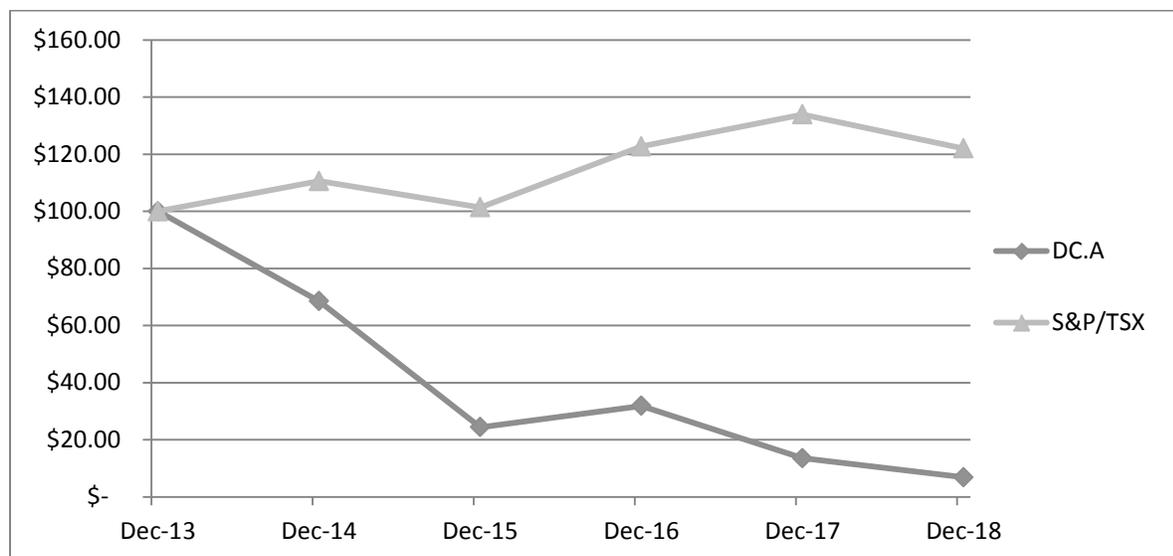
Executive Benefit Plan

Executive officers are eligible to participate in the Company's executive benefit plan (the "Executive Benefit Plan"). The Executive Benefit Plan is funded by the Company and uses contributions made by the Company to purchase previously issued Subordinate Voting Shares. The Executive Benefit Plan is administered by the Compensation Committee, which determines the timing and terms of any awards granted to participants under the Executive Benefit Plan.

No transactions were undertaken in 2018 in respect of the Executive Benefit Plan.

SHAREHOLDER RETURN PERFORMANCE GRAPH

The following graph compares the yearly percentage change in the cumulative total shareholder return on the Subordinate Voting Shares, for the last five financial years, with the cumulative total return of the S&P/TSX Composite Index, assuming an investment of \$100 on December 31, 2013 and assuming dividend reinvestment and excluding trading commissions and taxes. The Company has not paid dividends on the Subordinate Voting Shares. However, taking into account the 3 for 1 stock split in 2007, the Company has since 1994 purchased for cancellation an aggregate of 57,373,855 Subordinate Voting Shares and Common Shares at an average price of \$11.36 per share, including 10,000,000 Subordinate Voting Shares at a price of \$23.75 per share under a substantial issuer bid in 2011.



As discussed above under "Executive Compensation – Compensation Discussion and Analysis", the Company approaches executive compensation on an overall basis, with different elements of compensation being used to address different expectations of executive performance. Base salary, as a fixed component, does not correlate directly to the market price of the Subordinate Voting Shares but rather reflects factors such as expertise, ability, skill, experience and the role the executive plays in the overall structure of the Company. As such, the fixed components of compensation have remained relatively stable over the measurement period and have not fluctuated with changes in the market value of the Subordinate Voting Shares. Annual variable cash compensation and incentive awards vary year-to-year based on individual performance factors and corporate performance, or awarded in respect of contributions made toward the achievement of corporate objectives, including the execution of strategic transactions, and/or the performance of the Company's investment portfolio, which may include consideration of the market value of the Subordinate Voting Shares, but are not necessarily directly linked to the change in the market value of the Subordinate Voting Shares.

The Common Shares are not listed on the TSX or any other recognized exchange.

Principal Holders of Shares

As of April 10, 2019, there were 57,999,885 Subordinate Voting Shares and 3,114,804 Common Shares issued and outstanding. Each Subordinate Voting Share has the right to one vote and each Common Share has the right to 100 votes on each matter to be voted on at the Meeting.

At the Meeting, the holders of Subordinate Voting Shares and Common Shares will also be voting, together as a group, on the appointment of the Company's auditor and the election of directors. See "*Appointment of Auditor*" and "*Election of Directors*", respectively, for further information. The Subordinate Voting Shares represent an aggregate of 15.70% of the outstanding votes and the Common Shares represent an aggregate of 84.30% of the outstanding votes, in each case as it relates to the total votes of the outstanding Subordinate Voting Shares and Common Shares taken together.

On March 25, 2019, an aggregate of 4,895,462 Subordinate Voting Shares and 3,086,583 Multiple Voting Shares of Dundee, held directly or indirectly by Ned Goodman, were transferred to the Ned and Anita Goodman Joint Partner Trust for estate planning purposes. The trustees of the Trust are Jonathan Goodman, David Goodman, Mark Goodman and Daniel Goodman (the "Trustees"), and all decisions on behalf of the Trust must be made by at least three of the four Trustees.

Following the transfer, the Trust controls all of the shares of Dundee previously controlled directly or indirectly by Ned Goodman, and which represent 8.44% of the outstanding Subordinate Voting Shares and 99.09% of the outstanding Multiple Voting Shares, and collectively a 84.86% voting interest in the total votes represented by the outstanding Voting Shares and Multiple Voting Shares taken together.

Jodamada Corporation, a private company owned as to 25% each by Messrs. Jonathan Goodman, David Goodman, Mark Goodman, and Daniel Goodman, owns in aggregate 6,488,006 Subordinate Voting Shares, representing 11.19% of the Subordinate Voting Shares and a 1.76% voting interest in the total votes represented by the outstanding Subordinate Voting Shares and Common Shares taken together.

As of February 28, 2019, Polar Asset Management Partners Inc., on behalf of client accounts over which it has discretionary trading authority, exercised control or direction over 8,464,690 Subordinate Voting Shares representing 14.59% of the Subordinate Voting Shares and a 2.29% voting interest in the total votes represented by the outstanding Subordinate Voting Shares and Common Shares taken together.

The positions reported for the Ned and Anita Goodman Joint Partner Trust, Jodamada Corporation and Polar Asset Management Partners Inc. are based upon public filings on SEDAR and SEDI.

Other than as set out above, to the knowledge of the directors and executive officers of the Company, no person beneficially owns, or controls or directs, directly or indirectly, voting securities of the Company carrying 10% or more of the voting rights attached to any class of outstanding voting securities of the Company.

Interest of Informed Persons in Material Transactions

To the knowledge of the Company, no informed person of the Company, or any associate or affiliate of any informed person, has had any interest in any transaction since the commencement of the Company's most recently completed financial year or in any proposed transaction which has materially affected or could materially affect the Company or any of its subsidiaries.

Interest of Directors and Executive Officers in Matters to be Acted Upon

To the knowledge of the Company, other than as disclosed elsewhere in this Management Proxy Circular, no person who has been a director or executive officer of the Company at any time since the commencement of the Company's most recently completed financial year, or any associate or affiliate of any of the foregoing, has any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, in any matter to be acted upon at the Meeting.

GENERAL INFORMATION

The information contained in this Circular is given as of April 10, 2019, except as otherwise indicated. The contents of this Circular and the sending thereof to the Shareholders of the Company have been approved by the directors of the Company.

By Order of the Board

A handwritten signature in black ink, appearing to read 'Sivan Fox', written in a cursive style.

Sivan Fox, Vice President, Legal and
Corporate Secretary

April 25, 2019

APPENDIX “A” – REPORT ON CORPORATE GOVERNANCE

Dundee is committed to corporate governance and believes that good governance improves performance and benefits all stakeholders. The Board recognizes that governance practices will continue to evolve over time, and with the changing scope of the Company's business and operations and emerging best practices. As part of its mandate, the Corporate Governance and Nominating Committee reviews and evaluates Dundee's governance practices against best practices in order to continue to meet the Board's objectives. The Committee reports to the Board regularly to ensure that matters coming before the Committee are appropriately discussed and deliberated with the Board. The Board has made some notable changes to its governance practices in 2018/2019. Key highlights and initiatives include the following:

- Focused on Board succession and renewal - welcomed two new directors in 2018 to complement the existing Board profile, adding expertise in the mining sector and fresh perspectives to the Board, and initiated a Board search to further advance its Board renewal objectives, resulting in three (3) new directors being proposed for election at the Meeting.
- Focused on management succession and renewal - hired a new CEO and CFO of the Company and oversaw a successful transition of the executive team and re-alignment of corporate strategy.
- Strengthened and formalized the governance framework- adopted a Board mandate, governance guidelines and position descriptions for the Chairman, Chief Executive Officer (CEO) and Lead Director.
- Enhanced focus on diversity- adopted a formal Diversity Policy, and recruited two (2) additional female directors to stand for election at the Meeting. If elected, 3 of 9 members of the Board will be female.
- Strengthened and formalized the Company's investment governance framework – established an Investment Committee, Investment Mandate and Proxy Voting Policy.

Fundamental to the Company's governance framework are Board and corporate policies, governance guidelines, Board and Committee mandates, and position descriptions, all of which are used to further define the expectations, responsibilities and accountabilities of the Board, management and employees of Dundee. Dundee's core governance policies and practices are described more fully below.

Board of Directors

The Board is responsible for oversight of the business and affairs of the Company, including the Company's strategic planning and direction, identifying the principal risks of the Company's business and ensuring the implementation of systems to manage risk, succession planning and creating a culture of integrity throughout the organization. The Board discharges its responsibilities directly and through the committees of the Board: the Audit Committee, the Corporate Governance and Nominating Committee and the Compensation Committee. Each committee of the Board operates under a formal charter or mandate which is reviewed, and if necessary, updated on an annual or more frequent basis. In fulfilling its responsibilities, the Board delegates day-to-day authority to management of the Company, while reserving the ability to review management decisions and exercise final judgment on any matter. In March 2019, the Board adopted a formal Board Mandate, which sets out the responsibility of the Board for the stewardship of the business of the Company. The Board seeks to discharge such responsibility by reviewing and approving the strategic plan and organization structure and supervising managements discharge of its duties.

Corporate Strategy

Management is responsible for the development of the Company's long-term strategy, while the role of the Board is to review, question, validate and propose changes to the strategy, with a view to arriving at an approved strategy to be implemented. The Board reviews the Company's long-term strategy on a regular basis.

Composition of the Board and Board Renewal

As at December 31, 2018, the Board was comprised of eight (8) directors. The number of nominees proposed for election at the Meeting has been increased to nine (9) on a transitional basis to allow for an orderly transition of responsibilities of its members, particularly the Audit committee, as Mr. Sparks has determined that he will not stand for re-election at the Meeting. All members of the Board standing for re-election at the Meeting are independent, with the exception of Mr. Jonathan Goodman, the Chief Executive Officer of the Company.

While the Board is of the view that the proposed slate allows for a diversity of experience and knowledge, following the annual self-assessment process held in March, 2018, the Board committed to conduct a review of its succession plan and renewal of its membership. Such renewal initiative continued through 2018 and focused on both supporting gender diversity in the composition of the Board, ensuring appropriate succession planning for the Audit Committee of the Board, while at the same time identifying and recruiting the best new Board candidates to support the Company's revised strategic plan.

The Board has not adopted fixed targets relating to gender representation on the Board, on the basis that appropriate skills and experience must remain the overriding criteria for nomination. However, in March 2019, the Board approved the Company's Diversity Policy. See "Diversity" below.

Individual Elections and Majority Voting Policy

Voting for the election of the directors is conducted on an individual, and not slate, basis.

Since 2013, the Company has had a Majority Voting Policy for the election of directors. Accordingly, if a director standing for election or re-election in an uncontested election does not receive the vote of at least a majority of the votes cast at any meeting for the election of directors at which a quorum is present, the director will promptly tender his or her resignation to the Board. Within 90 days after the certification of the election results, the Board will decide, through a process managed by the Corporate Governance and Nominating Committee, whether to accept or reject the resignation and the Board's decision will be publicly disclosed.

Outside Directorships

The following table provides a listing of other reporting issuers for which the proposed members of the Board served as directors as at April 10, 2019:

| Name | Directorship(s) with Other Reporting Issuers |
|-------------------------------|--|
| Tanya Covassin | N/A |
| Jonathan Goodman | Dundee Precious Metals Inc. and Toachi Mining Inc. |
| Garth A. C. MacRae | Eurogas international Inc., GeneNews Limited and Uranium Participation Corporation |
| Isabel Meharry | Buffalo Fort Erie Public Bridge Authority |
| Andrew Molson | Molson Coors Canada Inc. |
| Lila Murphy | N/A |
| Peter M. Nixon ⁽¹⁾ | Dundee Precious Metals Inc., Midas Gold Corp., Reunion Gold Corp. and Toachi Mining Inc. |
| Allen Palmiere | N/A |
| A. Murray Sinclair | N/A |

⁽¹⁾ Mr. Nixon will cease to be a director of Stornoway Diamonds Corp. effective May 14, 2019.

Director Independence

Of the nine directors nominated for election, the Board has determined that eight are independent, as that term is defined in NI 52-110. NI 52-110 defines an “independent director” as a director who has no direct or indirect material relationship with the Company. A “material relationship” is defined as a relationship which could, in the view of the Board, be reasonably expected to interfere with the exercise of such member’s independent judgment, and certain relationships are deemed to be material.

The Board has determined that all of the directors are independent, other than Mr. Goodman, who serves as Chief Executive Officer of the Company.

The Board has established procedures to enable it to function independently of management and to facilitate open and candid discussions among the independent directors. In March, 2019 the Board and Committee mandates were amended to provide that an *in camera* session would be held after each regularly scheduled Board and Committee meeting. In addition to the above-noted independence measures, all committees of the Board are comprised entirely of independent directors, and independent directors engage in informal discussions outside of regularly scheduled Board meetings.

Succession Planning

The Board regards management succession as an ongoing activity to be reviewed by the Board, with input from management, as appropriate. In 2018, the Board has focused on succession planning for the Board.

Diversity

In 2019, the Board approved a formal policy that sets out a framework for the Board’s commitment to promote diversity in all characteristics of difference, such as gender, education, skills, experience, ethnicity, age, and others, placing a special focus on the gender diversity of its Board and in executive officer and senior management positions.

While the Board encourages diversity and gender equality, it does not support the adoption of quotas or targets regarding gender representation on the Board or in executive officer positions. The Company is committed to maintaining a robust campaign to identify and recruit the best qualified candidates whose appointments will be made based on merit, in the context of skills, experience, independence, and knowledge. The Company values diversity and believes that diversity enhances both the quality and effectiveness of the Company’s performance and is an important aspect of effective corporate

governance. In connection with the Company's Board renewal initiative, management engaged a third party consultant to assist with the identification and recruitment of experienced female Board candidates. If elected at the Meeting, female representation on the Board will increase from 1 of 8 Board members, to 3 of 9 Board members, representing 33% of the Board.

With respect to executive appointments, the Company recruits, manages and promotes on the basis of an individual's competence, qualification, experience and performance. Currently, 2 of the 6 officers of the Company holding the title of Chief Executive Officer, Executive Vice President or Vice President are female, representing 33% of management.

Retirement Policy and Term Limits

The Board believes that mandatory retirement and term limits may result in the loss of effective directors with deep knowledge of the Company. Accordingly, determination of a director's continued fitness for service as a member of the Board is assessed on an ongoing basis and through the implementation of Board and individual director assessments. In respect of 2018, the Chairman of the Corporate Governance Committee administered a director self-evaluation process in order to review the composition and skill set of the members of the Board. The results of such evaluation were reviewed by the Corporate Governance Committee and presented and discussed by the full Board.

Role of the Chairman of the Board, Lead Director and the Chief Executive Officer

In March, 2019 the Board adopted a written position description for the Chairman of the Board, the Lead Director and the Chief Executive Officer of the Company. The responsibilities of Mr. Jonathan Goodman, the Chairman of the Board and Chief Executive Officer of the Company include the efficient organization and operation of the Board. The Chairman of the Board is also responsible for ensuring effective communication between the Board and management and that the Board effectively carries out its mandate. The Lead Director of the Board, as an independent director, provides leadership to the Board during *in camera* meetings, and otherwise where it may be inappropriate for the Chief Executive Officer, as the most senior representative of management of the Company, to discharge these responsibilities.

The corporate objectives for which the Chief Executive Officer is responsible are determined by strategic and financial plans that are approved by the Board.

Compensation of Chief Executive Officer

The Compensation Committee, when reviewing the compensation of the Chief Executive Officer, makes an overall assessment of the performance of the Chief Executive Officer in directing the Company in the execution of its strategic plan and corporate objectives, reviews the compensation of the Chief Executive Officer against the achievement of such objectives as well as against the compensation paid to other chief executive officers of comparable companies and recommends to the Board the approval of the Chief Executive Officer's compensation package. See "*Annual Meeting Matters – Executive Compensation – Compensation Discussion and Analysis*" in the Management Proxy Circular for further information relating to the compensation of the Chief Executive Officer.

Disclosure and Insider Trading Policy

The Board has approved a disclosure policy (the "Disclosure Policy") that is designed to formalize the Company's policies and procedures relating to the dissemination of material information. The Disclosure Policy designates certain employees as authorized spokespersons of the Company and establishes disclosure guidelines for determining whether information is material and how it is to be disclosed. The Disclosure Policy also includes procedures designed to avoid selective disclosure and to ensure that timely and accurate information is provided by the consolidated subsidiaries of the Company to senior management of the Company for inclusion in the Company's statutory disclosure documents. Disclosed information is released through mailings to shareholders, newswire services, the general media and the

Company's website and/or SEDAR. The Board and, as applicable, the Audit Committee, approve the statutory disclosure documents prior to their distribution to shareholders.

Director Attendance

Board members are expected to attend all board meetings and meetings of committees of the Board on which they serve. Each current directors' attendance record during the 2018 financial year is disclosed under the heading "Annual Meeting Matters – Election of Directors – The Nominated Directors" in the Circular.

Compensation of Directors

The composition and responsibilities of the Compensation Committee, which recommends to the Board the directors' compensation, is described more fully below. Further details on director compensation can be found under the heading "Annual Meeting Matters – Compensation of Directors" in the Circular.

Orientation and Continuing Education

The Company has adopted various practices with respect to the orientation and ongoing education of its directors. Directors of the Company are provided on the Board portal with a directors' information guide updated on a periodic basis which contains information about the Company and its affiliates, the Company's recent regulatory filings such as its annual information form and proxy material, the regulatory environment applicable to the Company and its subsidiaries, the reporting requirements of the directors of the Company, information with respect to the committees of the Board and the written mandates of each such committee and certain policies and procedures of the Board. Directors of the Company are kept informed of best practices with respect to the role of the Board and of emerging trends that are relevant to their roles as directors. The Company may hold Board retreats which assist with the orientation of new Board members, as necessary, and provide Board members with an opportunity to interact with, and gain exposure to, the executive management team. The Company may also make available to its directors, at the Company's expense, certain third-party professional development courses to further enhance the education of the Company's directors. In the event that a new director is elected or appointed to the Board, he or she will be given the opportunity to meet with senior management and other directors of the Company in order to become familiar with the business and activities of the Company and his or her responsibilities as a director of the Company.

Ethical Business Conduct

The Company is committed to conducting its business in compliance with all applicable laws and regulations and in accordance with the highest standard of ethical principles.

The Board has not adopted a written code of business conduct and ethics, however, in addition to the relevant provisions of the *Business Corporations Act* (Ontario) applicable to directors of the Company, directors are required to disclose all actual or potential conflicts of interest. Also, directors of the Company are required to recuse themselves from any discussion or decision on any matter in which the director is precluded from voting as a result of a conflict of interest. The Board and the Company promote a "tone at the top" culture intended to instil ethics, openness, honesty and accountability throughout the organization.

The Company permits the Board, any committee thereof, and any individual director to engage independent external advisors at the expense of the Company when necessary.

Audit Committee

Current members: Barry. Sparks (Chairman), Lila Murphy and Garth MacRae

The Audit Committee is comprised of three independent directors and is mandated to assist the Board in fulfilling applicable public company obligations respecting audit committees and its oversight responsibilities with respect to financial reporting. Each of the members of the Audit Committee is financially literate within the meaning of NI 52-110. An individual is financially literate if he or she has the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the Company's financial statements. The Audit Committee is responsible for overseeing, among other matters, the work of the Company's external auditor, the integrity of the Company's financial statements and financial reporting process, the qualifications and independence of the external auditor and the work of the Company's financial management and external auditor in these areas. The Audit Committee reviews and recommends to the Board for approval, the Company's annual and interim consolidated financial statements and related management's discussion and analysis and selected disclosure documents, including information pertaining to the Audit Committee contained in the Company's annual information form and any other financial information required by regulatory authorities, in each case, before they are released to the public or filed with the appropriate regulators. The Audit Committee reviews its charter at least annually and recommends changes to the Board with respect to its charter, as necessary.

Through the Audit Committee, the directors also monitor the principal financial risks and the implementation of the Company's risk management systems. Such principal risks and the implementation of systems to manage these risks are disclosed in the 2019 Annual Information Form and in the Company's management's discussion and analysis for the year ended December 31, 2018. In addition, in accordance with NI 52-110, the Audit Committee ensures that there are procedures in place for the receipt, retention and treatment of complaints received by the Company regarding accounting, internal accounting controls or auditing matters and the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters. In this regard, the Company has established a Whistleblower Policy outlining such confidential reporting process.

For additional information about the Audit Committee, see the section "*Audit Committee*" of the Annual Information Form for the year ended December 31, 2018 available on SEDAR at www.sedar.com.

Corporate Governance and Nominating Committee

Current members: Andrew Molson (Chairman), Murray Sinclair and Peter Nixon

The Corporate Governance and Nominating Committee is comprised of four members, each of whom is an independent director. The Corporate Governance and Nominating Committee is responsible for developing the Company's approach to corporate governance issues and is charged with enhancing the Company's governance through an ongoing assessment of the Company's approach to corporate governance. The Corporate Governance and Nominating Committee also coordinates an annual evaluation of the Board, identifies individuals qualified to become Board members and recommends such individuals to the Board for nomination for election to the Board in consultation with the Executive Chairman of the Company.

The mandate of the Corporate Governance and Nominating Committee includes reviewing the size and overall composition of the Board with a view to assisting the Board in determining whether it is appropriate to undertake a program to increase or decrease the number of directors of the Company, reviewing proposed new nominees to the Board and reviewing and assessing, on a periodic basis, the performance and contribution of the directors of the Company. Typically, directors of the Company complete self-evaluation, corporate governance evaluation and assessment of Board performance evaluation forms in this regard.

In respect of 2018, the Corporate Governance and Nominating Committee conducted an extensive Board renewal initiative, including an assessment of requisite Board skills and competencies. In addition, the committee conducted a survey of the directors of the Company with respect to their views on the effectiveness of the Board, each committee of the Board and its Chairman and provided similar

evaluation forms to members of the Audit Committee and Compensation Committee. The results of these assessments are used by the Board and its committees to evaluate past performance and identify areas for continued improvement. The Corporate Governance and Nominating Committee also implemented a review and update of its governance policies and procedures, a review of its mandate and the mandates of the Compensation Committee and Audit Committee and recommended their approval to the Board with minor modification, reviewed and approved the corporate governance disclosure contained in this Appendix “A”; and reviewed and confirmed the independence of Board members.

Compensation Committee

Current members: Robert McLeish (Chairman), Andrew Molson and Murray Sinclair.

The Compensation Committee is comprised of three members, each of whom is an independent director. The Compensation Committee is charged with overseeing the administration of the Company’s equity compensation plans, discharging the Board’s responsibilities relating to the compensation of certain of the Company’s executives, reviewing and making recommendations on director compensation, and preparing the Company’s report on executive compensation, as required by applicable securities laws.

As part of its oversight of the implementation of the Company’s compensation plans, the Compensation Committee reviews and makes recommendations to the Board with respect to the adoption of, or amendments to, the incentive compensation and equity compensation plans of the Company. The Compensation Committee also approves the compensation for certain senior executives and makes recommendations to the Board respecting approval of the Chief Executive Officer’s compensation package. In setting compensation, the Compensation Committee considers all factors it deems relevant, including individual performance, the Company’s performance and relative shareholder return, the value of similar incentive awards to those with similar responsibilities at comparable companies and the awards given by the Company in prior years. In addition, the Compensation Committee reviews the adequacy of the compensation of directors of the Company, including the Chairman of each of the committees of the Board, to ensure that their compensation adequately reflects the responsibilities and risks involved in being an effective director of the Company.

The Compensation Committee conducts an annual review of its mandate, and recommends changes to the Board with respect to such mandate, as necessary.

In fulfilling its responsibilities, the Compensation Committee has the authority to retain a compensation consultant for assistance, if required, in the evaluation of employee, officer and director compensation.

During 2018, the Compensation Committee reviewed its mandate and recommended its approval to the Board without modification, assessed its performance and that of each of its members, and reviewed and approved the disclosure relating to compensation contained in the Company’s management proxy circular for the year ended 2017, including the approval of the disclosure related to compensation discussion and analysis.

In addition, in 2019 the Compensation Committee reviewed its mandate and recommended its approval to the Board with minor modifications, assessed its performance and that of each of its members, made recommendations to the Board in respect of compensation awards for 2018, and reviewed and approved the disclosure relating to compensation contained in the Circular, including the approval of the disclosure contained in the section entitled “*Executive Compensation*”.



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