



Suite 1875, 701 West Georgia Street  
Vancouver, British Columbia, V7Y 1C6  
Tel: 1 (866) 688-2001 Fax: (604) 688-2043  
Email: [IR@norzinc.com](mailto:IR@norzinc.com)  
Website: [www.norzinc.com](http://www.norzinc.com)

**Notice of Meeting**  
And  
**Information Circular**  
For  
**Annual General Meeting of Shareholders**

To be held on

**Wednesday, June 15, 2022**

at

**Bay Adelaide Centre,  
333 Bay St. #2400,  
Toronto, ON M5H 2T6**

## NorZinc Ltd.

Suite 1875, 701 West Georgia Street  
Vancouver, British Columbia V7Y 1C6

### NOTICE OF MEETING AND NOTICE THAT PROXY MATERIALS AVAILABLE ONLINE

TO: The Shareholders of NorZinc Ltd.

NOTICE IS HEREBY GIVEN THAT an annual general meeting (the "**Meeting**") of the shareholders of NorZinc Ltd. (the "**Company**") will be held at Bay Adelaide Centre, 333 Bay St. #2400, Toronto, on Wednesday, June 15, 2022, at the hour of 1:00 p.m., Toronto time, for the following purposes:

1. To receive the financial statements of the Company together with the auditor's report thereon for the financial year ended December 31, 2021;
2. To fix the number of directors of the Company at seven;
3. To elect directors of the Company for the ensuing year;
4. To appoint KPMG LLP as the auditors for the ensuing year and to authorize the directors to fix the remuneration to be paid to the auditors; and
5. To transact such further or other business as may properly come before the Meeting and any adjournments thereof.

Any adjournment of the Meeting will be held at a time and place to be specified at the Meeting.

The information circular with respect to the Meeting is available online, as further described below. It provides additional information about the matters to be dealt with at the Meeting and is deemed to form part of this notice. Disclosure regarding the election of directors may be found in the section of the information circular entitled "Election of Directors", disclosure regarding the appointment of auditors may be found in the section of the information circular entitled "Appointment of Auditors", disclosure regarding equity compensation arrangements (including approval of specific option grants) may be found in the section of the information circular entitled "Additional Matters to be Acted Upon".

**The information circular has been prepared to help you make an informed decision on each of the matters to be voted on at the Meeting. Please review the information circular carefully before voting.**

The Company has elected to use the notice-and-access provisions under National Instrument 54-101 – *Communication with Beneficial Owners of Securities of a Reporting Issuer* (the "**Notice and Access Provisions**") for the Meeting. The Notice and Access Provisions allow the Company to post proxy-related materials both on SEDAR and a non-SEDAR website, rather than delivering the materials by mail. Shareholders will still receive this Notice of Meeting and a form of proxy (or voting instruction form, if applicable) and may choose to receive a paper copy of the information circular. The Company will not use procedures known as "stratification" in connection with the Meeting. Stratification occurs when a reporting issuer using notice-and-access provides a paper copy of the relevant information circular to some, but not all, shareholders with the notice package in relation to the relevant meeting.

The Meeting materials, including the information circular, are available on the Company's website at <https://norzinc.com/annual-general-meeting/>. The Meeting materials are also available under the Company's profile on SEDAR at [www.sedar.com](http://www.sedar.com).

Any shareholder who wishes to receive a printed paper copy of the information circular may request a copy from the Company by calling 1 (866) 688-2001 or request by e-mail at [IR@norzinc.com](mailto:IR@norzinc.com). If a shareholder requests a printed copy of the information circular prior to the date of the Meeting, the Company will send a printed paper copy of the information circular to the requesting shareholder at no cost to them within three business days of the request. If a shareholder requests a printed paper copy of the information circular after the date of the Meeting, the Company will send printed paper copies of the information circular to requesting shareholders at no cost to

them within ten calendar days of their request. A shareholder may also contact the Company at the contact number or address above to request and receive a copy of the Company's financial statements and MD&A.

In order to allow for reasonable time to be allotted for a shareholder to receive and review a paper copy of the information circular prior to the proxy deadline, any shareholder wishing to request a paper copy of the information circular as described above, should ensure such request is received by June 1, 2022.

To obtain additional information about the Notice and Access Provisions, a shareholder may contact the Company by calling the toll-free following number: 1 (866) 688-2001.

Due to continuing restrictions surrounding the coronavirus pandemic, shareholders are encouraged to complete proxies where possible or appropriate before considering attending the Meeting in person. If the Company decides to make any change, such as to the date or location, or to hold the Meeting solely by remote communication, the Company will announce the change in advance and post details, including instructions on how shareholders can participate, on SEDAR. At this time, the Company does not plan to provide a fully virtual or remote meeting due to cost, administrative and technical requirements. However, to listen to the Meeting, you can join by Zoom, although joining by Zoom shall not constitute attendance and does not entitle you to vote. The Zoom particulars are as follows:

<https://norzinc.zoom.us/j/86127083624?pwd=NXVRQXloVnNNTC9hOTlB0tjdk00QT09>

Passcode: **156948**

Or One tap mobile:

Canada: +17806660144,,86127083624# or +12042727920,,86127083624#

Or Telephone (for higher quality, dial a number based on your current location):

Canada: +1 780 666 0144  
+1 204 272 7920  
+1 438 809 7799  
+1 587 328 1099  
+1 647 374 4685  
+1 647 558 0588  
+1 778 907 2071  
855 703 8985 (Toll Free)

US: +1 669 900 6833  
+1 929 205 6099  
+1 253 215 8782  
+1 301 715 8592  
+1 312 626 6799  
+1 346 248 7799  
877 853 5247 (Toll Free) or 888 788 0099 (Toll Free)

Webinar ID: 861 2708 3624

International numbers available: <https://norzinc.zoom.us/j/kdAA2kvszQ>

Only shareholders at the close of business on April 28, 2022 are entitled to receive notice of and vote at the Meeting. If you are a registered shareholder, you will have received this Notice of Meeting and a form of proxy. Registered shareholders who are unable to attend the Meeting are requested to read the notes included in the form of proxy enclosed and then to complete, date, sign and mail the enclosed form of proxy, or to complete the proxy by telephone or the internet, in accordance with the instructions set out in the proxy. Completed proxies must be received by 1:00 p.m. (Toronto Time) on June 13, 2022, unless the chairman of the Meeting elects to exercise his discretion to accept proxies received subsequently.

If you are a non-registered (beneficial) shareholder, you will have received this Notice of Meeting and a voting instruction form. Non-registered shareholders are requested to read the instructions included in the voting

instruction form enclosed and then to complete the voting instruction form in accordance with the instructions, and by the deadline, set out therein.

DATED this 28th day of April, 2022

**BY ORDER OF THE BOARD OF DIRECTORS**

*"Rohan Hazelton"*

---

Rohan Hazelton, President and CEO

---

# NorZinc Ltd.

Suite 1875, 701 West Georgia Street  
Vancouver, British Columbia V7Y 1C6

## INFORMATION CIRCULAR

(As at April 28, 2022, except as otherwise indicated)

This Information Circular is furnished in connection with the solicitation of proxies by the management of NorZinc Ltd. (the “**Company**”) for use at the annual general meeting of the holders of common shares of the Company to be held on Wednesday, June 15, 2022 and at any adjournments thereof (the “**Meeting**”). The solicitation will be conducted by mail and may be supplemented by telephone, electronic or other personal contact to be made without special compensation by directors, officers and employees of the Company. The cost of solicitation will be borne by the Company.

### NOTICE-AND-ACCESS

The Company has elected to use the notice and access provisions (“**Notice and Access Provisions**”) for the Meeting pursuant to National Instrument 54-101 *Communication with Beneficial Owners of Securities of a Reporting Issuer* (“**NI 54-101**”) with respect to the mailing to its non-registered (beneficial) shareholders. The Notice and Access Provisions allow the Company to post proxy-related materials both on SEDAR and a non-SEDAR website, rather than delivering the materials by mail. Shareholders will receive a Notice of Meeting and a form of proxy or voting instruction form and may choose to receive a printed paper copy of the Information Circular.

The Company is not using procedures known as ‘stratification’ in relation to the Notice and Access Provisions. Stratification occurs when a reporting issuer using the Notice and Access Provisions provides a paper copy of the Information Circular to some, but not all, shareholders with the Notice of Meeting.

### APPOINTMENT OF PROXYHOLDER

The purpose of a proxy is to designate persons who will vote the proxy on a shareholder’s behalf in accordance with the instructions given by the shareholder in the proxy. The persons whose names are printed in the enclosed form of proxy for the Meeting are officers or directors of the Company (the “**Management Proxyholders**”).

**A shareholder has the right to appoint a person other than a Management Proxyholder to represent the shareholder at the Meeting by striking out the names of the Management Proxyholders and by inserting the desired person’s name in the blank space provided or by executing a proxy in a form similar to the enclosed form. A proxyholder need not be a shareholder.**

### VOTING BY PROXY

**Only registered shareholders or duly appointed proxyholders are permitted to vote at the Meeting.** Shares represented by a properly executed proxy in the accompanying form will be voted or be withheld from voting on each matter referred to in the Notice of Meeting in accordance with the instructions of the shareholder on any ballot that may be called for and, if the shareholder specifies a choice with respect to any matter to be acted upon, the shares will be voted accordingly.

**If no choice is specified and one of the Management Proxyholders is appointed by a shareholder as proxyholder, such person will vote in favour of the matters specified in the Notice of Meeting for this Meeting and in favour of all other matters proposed by management at the Meeting.**

**The enclosed form of proxy also confers discretionary authority upon the person named therein as proxyholder with respect to amendments or variations to matters identified in the Notice of the Meeting and with respect to other matters which may properly come before the Meeting.** At the date of this

Information Circular, management of the Company knows of no such amendments, variations or other matters to come before the Meeting.

## COMPLETION AND RETURN OF PROXY

Completed forms of proxy must be deposited at the office of the Company's registrar and transfer agent, Computershare Investor Services Inc. ("**Computershare**"), Proxy Department, 100 University Avenue, 8<sup>th</sup> Floor, Toronto, Ontario, M5J 2Y1, not later than forty-eight (48) hours, excluding Saturdays, Sundays and holidays, prior to the time of the Meeting, unless the chairman of the Meeting elects to exercise his discretion to accept proxies received subsequently.

## NON-REGISTERED HOLDERS

**Only shareholders whose names appear on the records of the Company as the registered holders of common shares or duly appointed proxyholders are permitted to vote at the Meeting. Most shareholders of the Company are "non-registered" shareholders because the common shares they own are not registered in their names but are instead registered in the name of a nominee such as a brokerage firm, bank or trust company through which they purchased the common shares.** More particularly, a person is not a registered shareholder in respect of common shares which are held on behalf of that person (the "**Non-Registered Holder**") but which are registered either: (a) in the name of an intermediary (an "**Intermediary**") that the Non-Registered Holder deals with in respect of the common shares (Intermediaries include, among others, banks, trust companies, securities dealers or brokers and trustees or administrators of self-administered RRSPs, RRIFs, RESPs and similar plans); or (b) in the name of a clearing agency (such as CDS Clearing and Depository Services Inc. ("**CDS**")) of which the Intermediary is a participant. In accordance with the requirements of NI 54-101, the Company has distributed copies of the Notice of Meeting, the proxy and other materials (collectively, the "**Meeting Materials**") to the clearing agencies and Intermediaries for onward distribution to Non-Registered Holders.

Non-Registered Holders may be either "objecting beneficial owners" ("**OBOs**") or "non-objecting beneficial owners" ("**NOBOs**"), as such terms are defined in NI 54-101. The Company is not mailing directly to NOBOs and has forwarded the Meeting Materials to the Intermediaries to do so. The Company intends to pay for Intermediaries to deliver the proxy-related materials and Form 54-101F7 – *Request for Voting Instructions Made by Intermediary* to the OBOs.

As stated above, Intermediaries are required to forward the Meeting Materials to Non-Registered Holders unless a Non-Registered Holder has waived the right to receive them. Very often, Intermediaries will use service companies to forward the Meeting Materials to Non-Registered Holders. Generally, Non-Registered Holders who have not waived the right to receive Meeting Materials will either:

- (a) be given a form of proxy **which has already been signed by the Intermediary** (typically by a facsimile, stamped signature), which is restricted as to the number of shares beneficially owned by the Non-Registered Holder but which is otherwise not completed. Because the Intermediary has already signed the form of proxy, this form of proxy is not required to be signed by the Non-Registered Holder when submitting the proxy. In this case, the Non-Registered Holder who wishes to submit a proxy should otherwise properly complete the form of proxy and **deliver it to the Company's registrar and transfer agent** as provided above; or
- (b) more typically, be given a voting instruction form **which is not signed by the Intermediary**, and which, when properly completed and signed by the Non-Registered Holder and **returned to the Intermediary or its service company**, will constitute voting instructions (often called a "**proxy authorization form**") which the Intermediary must follow. Typically, the proxy authorization form will consist of a one page pre-printed form. Sometimes, instead of the one page pre-printed form, the proxy authorization form will consist of a regular printed proxy form accompanied by a page of instructions which contains a removable label containing a bar-code and other information. In order for the form of proxy to validly constitute a proxy authorization form, the Non-Registered Holder must remove the label from the instructions and affix it to the form of proxy, properly complete and sign the form of proxy and return it to the Intermediary or its service company in accordance with the instructions of the Intermediary or its service company.

In either case, the purpose of this procedure is to permit Non-Registered Holders to direct the voting of the common shares which they beneficially own. Should a Non-Registered Holder who receives one of the above forms wish to vote at the Meeting in person, the Non-Registered Holder should strike out the names of the Management Proxyholders and insert the Non-Registered Holder's name in the blank space provided. **In either case, Non-Registered Holders should carefully follow the instructions of their Intermediary, including those regarding when and where the proxy or proxy authorization form is to be delivered.**

## REVOCABILITY OF PROXY

Any registered shareholder who has returned a proxy may revoke it at any time before it has been exercised. In addition to revocation in any other manner permitted by law, a proxy may be revoked by instrument in writing, including a proxy bearing a later date, executed by the registered shareholder or by his attorney authorized in writing or, if the registered shareholder is a corporation, under its corporate seal or by an officer or attorney thereof duly authorized. The instrument revoking the proxy must be deposited at the registered office of the Company, at any time up to and including the last business day preceding the date of the Meeting, or any adjournment thereof, or with the chairman of the Meeting on the day of the Meeting. **Only registered shareholders have the right to revoke a proxy. Non-Registered Holders who wish to change their vote must, at least seven days before the Meeting, arrange for their respective Intermediaries to revoke the proxy on their behalf.**

## INTEREST OF CERTAIN PERSONS OR COMPANIES IN MATTERS TO BE ACTED UPON

Except as set out herein, to the knowledge of the management of the Company, no person who has been a director or executive officer of the Company at any time since the beginning of the Company's last financial year, no proposed nominee of management for election as a director of the Company, and no associate or affiliate of the foregoing persons, 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 other than the election of directors.

## VOTING SECURITIES AND PRINCIPAL HOLDERS THEREOF

The Company is authorized to issue an unlimited number of common shares without par value, of which as at the record date for the Meeting, April 28, 2022, a total of 757,315,810 common shares were issued and outstanding. The holders of common shares are entitled to one vote for each common share held. Holders of common shares of record at the close of business on the record date for the Meeting will be entitled to receive notice of and vote at the Meeting. The Company has only one class of shares.

Other than as set out below, to the knowledge of the directors and executive officers of the Company, as at the record date for the Meeting, no person or entity beneficially owns, controls or directs, directly or indirectly, shares carrying 10% or more of the voting rights attached to the common shares of the Company:

Name of Owner	Number of Common Shares	Percentage
RCF VI CAD LLC	365,878,773	48.31%

\* Based on filings made on the System for Electronic Disclosures by Insiders ([www.sedi.ca](http://www.sedi.ca)) website as of the Record Date.

## MAJORITY VOTING POLICY DISCLOSURE

As required by the policies of the Toronto Stock Exchange (the "TSX"), the Board of Directors of the Company adopted a majority voting policy (the "**Majority Voting Policy**"). In accordance with the requirements of the TSX, the Majority Voting Policy provides as follows:

- In an election of directors, other than at a Contested Meeting (as defined below), any director who receives a greater number of shares withheld, than shares voted in favour of his or her election, must immediately tender his or her resignation ("**Resignation**") to the Board of Directors.
- The Board shall determine whether or not to accept the Resignation within 90 days after the date of the relevant meeting.

- The Board shall accept the Resignation absent exceptional circumstances.
- The Resignation will be effective when accepted by the Board.
- The director tendering the Resignation will not participate in any Board or committee meeting at which the Resignation is considered.
- The Company shall promptly issue a news release with the Board's decision regarding the Resignation and send a copy to the TSX.
- If the Resignation is not accepted, the news release shall fully state the reasons for that decision.

For the purposes of the Majority Voting Policy, a "**Contested Meeting**" is a meeting at which the number of directors nominated for election is greater than the number of seats available on the Board.

## ELECTION OF DIRECTORS

Each director of the Company holds office until the next annual general meeting of shareholders or until his successor is elected or appointed.

At the Meeting, shareholders will be asked to fix the number of directors of the Company at seven.

No proposed director is to be elected under any arrangement or understanding between the proposed director and any other person or company, except the directors and executive officers of the Company acting solely in such capacity.

The table on the following page provides the names of the directors proposed by management and information concerning them, as furnished by the individual proposed directors.

In the absence of any instructions to the contrary, the Management Proxyholders intend to vote for the election of the proposed directors. Management does not contemplate that any of the proposed directors will be unable to serve as a director. The Board of Directors has an Audit Committee, a Compensation Committee, a Health, Safety & Social Committee and a Nominating Committee. Members of these committees are as set out below. The Company does not have an Executive Committee of its Board.

Name, Jurisdiction of Residence and Position Held with the Company <sup>(1)</sup>	Principal Occupation During Preceding Five Years	Date First Became Director of the Company
Shelley Brown <sup>(3),(6),(8)</sup> Saskatchewan, Canada Director	Director of Stantec Inc. and former Director of Deloitte LLP and Senior Auditor Partner, Deloitte LLP (Vancouver office) from 2001 to 2018	June 2019
Rohan Hazelton Ontario, Canada President, CEO and Director	President and CEO of NorZinc since May 3, 2021. CFO of Ascendant Resources Inc. (TSX: ASND) from 2016 to 2021. CFO of Cerrado Gold Inc. (TSXV: CERT) from 2019 to 2021. From 2002 to 2015 held progressively senior positions at Goldcorp (formerly Wheaton River Minerals), including VP Finance & CFO Mexican Operations and VP Strategy.	May 2021
Anita Perry <sup>(4),(7)</sup> Alberta, Canada Director	Vice President, Communications and External Affairs, BP Canada since 2005.	November 2018
Ian R. Ward <sup>(3),(5)</sup> Ontario, Canada Director	Professional Engineer (Ontario), Metallurgical Consultant. From 2010 to 2015 was Senior Advisor and Vice President of Metallurgy and Processing for Kinross Gold Corporation, and prior thereto Senior Vice President, Project Development for Mustang Minerals Corp. and previously President and Principal Metallurgist with Micon International Limited.	June 2016
John M. Warwick <sup>(4),(5),(6),(9)</sup> Ontario, Canada Chairman and Director	Financial Consultant (CFA) and special advisor to Paradigm Capital Inc; Director Sherritt International Corporation since 2017. Prior to 2018, Member of the Finance and Audit Committee of the Board of Governors of the Shaw Festival. Prior to 2015, Managing Director, Investment Banking, founding partner and Head of Corporate Finance of Paradigm Capital Inc.	June 2016
Gary A. Sugar <sup>(3),(6)</sup> Toronto, Ontario Director	Currently serves as a director of Seabridge Gold Inc. Gary holds a BSc in Geology and an MBA, both from the University of Toronto. Served more than 30 years with RBC Capital Markets including 24 as a Managing Director	November 2019



Name, Jurisdiction of Residence and Position Held with the Company <sup>(1)</sup>	Principal Occupation During Preceding Five Years	Date First Became Director of the Company
Stephen Flewelling <sup>(4)(5)</sup> Toronto, Ontario Director	Stephen Flewelling has more than 30 years of worldwide mining executive experience including exploration, feasibility planning, project development, construction and operations experience and is currently the Chief Development Officer at Noront Resources	November 2019

- (1) The information as to jurisdiction of residence, principal occupation and common shares beneficially owned or, controlled or directed, not being within the knowledge of the Company, has been furnished by the respective proposed directors individually.
- (2) Stantec Inc. is a reporting issuer in Canada, which trades on the Toronto Stock Exchange and the New York Stock Exchange. Shelley Brown is not a director of any other reporting issuers.
- (3) Member of the Audit Committee.
- (4) Member of the Health, Safety & Social Committee.
- (5) Member of the Compensation Committee.
- (6) Member of the Nominating Committee.
- (7) Health, Safety & Social Committee Chair
- (8) Audit Committee Chair
- (9) Mr. Warwick serves as the Nominating Committee Chair and continued as Compensation Committee Chair until August 18, 2021. Mr. Stephen Flewelling took over as Compensation Committee Chair as of August 18, 2021.

The following table sets forth the shareholdings, to the best of Management's knowledge, owned beneficially, directly or indirectly, by the Company's directors and officers as of April 28, 2022. There were 757,315,810 common shares issued and outstanding as of April 28, 2022.

Name	Common Shares beneficially owned, controlled or directed, directly or indirectly	Percentage of Outstanding Common Shares (%)	Stock Options, DSUs, and RSUs owned, controlled or directed, directly or indirectly
Rohan Hazelton	750,000	0.10%	17,299,328
Shelley Brown	1,264,976	0.17%	1,152,914
Anita Perry	-	-	1,508,587
Ian Ward	168,846	0.02%	1,921,613
John Warwick	1,176,792	0.16%	2,171,237
Gary A. Sugar	153,846	0.02%	1,005,283
Stephen Flewelling	-	-	1,005,283
Peter Portka	1,588,305	0.21%	6,203,733
Scott Fulton	1,060,844	0.14%	7,722,965
Total	6,163,609	0.82%	39,990,943

Other than Anita Perry and Stephen Flewelling, none of the proposed directors for election at the Meeting were atrumated by a shareholder of the Company. Anita Perry, who was appointed to the Board in November 2018, and Stephen Flewelling, who was appointed to the Board in November 2019, were nominated by RCF VI CAD pursuant to its rights under the Amended and Restated Investor Agreement dated April 24, 2020.

Except as described below, to the knowledge of the Company, no proposed director:

- (a) is, as at the date of this Information Circular, or has been, within 10 years before the date of this Information Circular, a director, CEO or CFO of any company (including the Company) that:
- (i) was the subject, while the proposed director was acting in the capacity as director, CEO or CFO of such company, of a cease trade or similar order or an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than 30 consecutive days.; or
  - (ii) was subject to a cease trade or similar order or an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than 30 consecutive days, that was issued after the proposed director ceased to be a director, CEO or CFO but which resulted from an event that occurred while the proposed director was acting in the capacity as director, CEO or CFO of such company; or
- (b) is, as at the date of this Information Circular, or has been within 10 years before the date of this Information Circular, a director or executive officer of any company (including the Company) that, while that person was acting in that capacity, or within a year of that person 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

- (c) has, within the 10 years before the date of this Information Circular, 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 the assets of the proposed director; or
- (d) has been subject to any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement agreement with a securities regulatory authority; or
- (e) has been subject to any penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable security holder in deciding whether to vote for a proposed director.

## STATEMENT OF EXECUTIVE COMPENSATION

### Compensation Discussion and Analysis

#### *Objectives of Executive Compensation*

##### Compensation Committee and Compensation Philosophy

The Board has appointed a Compensation Committee which has responsibility for recommending compensation for the directors and senior management. In 2021, the Compensation Committee consisted of John Warwick, Ian Ward and Stephen Flewelling (all considered independent directors). The Compensation Committee's responsibilities and composition are described below under the heading "Corporate Governance Disclosure – Compensation Committee."

The general compensation philosophy of the Company for executive officers, including for the CEO, is to provide a level of compensation that is competitive within the North American marketplace and that will attract and retain individuals with the experience and qualifications necessary for the Company to be successful, and to provide short-term and longer-term incentive compensation, such as the award of incentive bonuses and restricted share units and grant of stock options, which aligns the interest of executives with those of shareholders and encourages senior management to have a direct and identifiable impact on the performance of the Company and to develop and implement a long-range strategy for the benefit of all the Company's stakeholders.

The Company is primarily engaged in the exploration and development of its Prairie Creek Project (the "**Project**") located in the Northwest Territories, Canada. The Company is considered to be in the exploration and development stage, given that the Project is not in production and, to date, has not earned any significant revenues and does not generate revenues from operations. Accordingly, the Company is reliant upon funding from capital raising activities. Therefore, the use of traditional performance standards, such as corporate profitability, is not considered to be appropriate in the evaluation of corporate or executive performance. In addition, the Compensation Committee and the Board of Directors have to consider the financial situation of the Company in a wider context and involving the ongoing status of the Project, when setting its executive compensation levels.

##### Historical Compensation Approach

Historically, the compensation of executive officers of the Company has been comprised primarily of cash compensation and the allocation of incentive stock options and restricted share units. In establishing levels of remuneration and in granting stock options and restricted share units, the Compensation Committee, having taken into consideration the financial position of the Company, reviews the executive's performance, level of expertise, responsibilities and length of service to the Company, as well as comparable levels of remuneration paid to executives of other companies of comparable size and development within the industry. When determining an element of compensation to be paid to a particular NEO, the Compensation Committee takes into account the amount of each other element of compensation that has been paid to that NEO.

Historically, the Compensation Committee relied on the general knowledge and experience of its members, and recommendations from senior management, in reviewing appropriate levels of compensation for executive officers and the implementation of, or amendment to, any other aspects of compensation that the Compensation Committee may review from time to time. All Compensation Committee members have relevant general, but not direct, experience in executive compensation and compensation policies and practices in the junior mineral

resources business gained through current and prior experience in business, the minerals industry and government. In addition, the Compensation Committee reviewed compensation levels within the industry primarily through the use of third-party industry compensation surveys. These reports typically included information for mining companies and assist the Compensation Committee in determining approximately the salary levels and other benefits in place across the industry.

In August 2018, the Committee hired Willis Towers Watson (“**WTW**”), a global compensation consultant, to compare the Company’s current levels of compensation with a large basket of organizations or a “Peer Group” in the same industry and of similar size and stage of development. Over the period August to September 2018, WTW developed the Peer Group for compensation benchmarking and to review the Company’s compensation practices relative to such Peer Group. The Peer Group was developed based on companies at a comparable stage of development and of relevant size (approximately half to double) to the Company based on market capitalization.

Using this information from the WTW report, the Compensation Committee conducted a review of the Company’s compensation for Named Executive Officers (“**NEO**” defined below under the heading “Summary Compensation Table”) with benchmarking relative to the identified Peer Group, and recommended compensation adjustments for executive officers.

The Committee also recommended instituting a formal method of evaluating performance involving the use of key performance indicators (KPIs) for executive officers. Goals and objectives for the Company were previously typically set through discussions at Board meetings, and senior management would then work to achieve these goals and objectives. Follow-up on progress would typically take place at subsequent Board meetings. This formal method using KPIs was implemented for evaluating the performance of the CEO and for all NEOs and senior officers.

The Company continues to monitor and adjust the Peer Group, as market conditions warrant, in order to benchmark management compensation. In addition, the Compensation Committee reviews detailed industry compensation surveys as well as broader compensation reports in order to assess various elements of executive compensation.

### ***Elements of Executive Compensation***

There are three basic elements of NorZinc’s executive compensation program: base salary, short-term incentive (STI) awards and long-term incentive (LTI) awards.

#### **Base Salary**

The Company has traditionally provided executive officers with base salaries which represent their minimum compensation for services rendered during the fiscal year. Salary levels are based upon the executive’s experience, responsibilities and performance. Other elements of the Company’s compensation program are also considered when setting salary levels.

Base salaries are reviewed annually by the Compensation Committee to ensure executives are compensated in line with market and current role responsibilities.

#### **Short-Term Incentive (STI) Awards**

The Company has a formal annual short-term incentive bonus plan, which was formalized following the WTW compensation review in late 2018 and is based on the achievement of corporate and/or individual performance objectives. As part of this, the Compensation Committee instituted a formal method of evaluating the performance of the CEO involving the use of key performance indicators (KPIs).

Any award of a bonus to executive officers remains entirely at the discretion of the Board of Directors, based upon recommendations by the Compensation Committee. In considering the payment of any bonus to executive officers, the Compensation Committee takes into account the individual performance and efforts of the executive during the year, the progress made by the Company in furthering its business plan and the overall economic climate.

Annual STI award targets by position level are outlined in the following table:

	<b>President &amp; CEO</b>	<b>CFO</b>	<b>VP, Project Development</b>	<b>VP, CSR</b>
Target STI (% of Base Salary)	30%	25%	25%	25%
Award Range (% of Base Salary)	0 – 200%	0 – 150%	0 – 150%	0 – 150%

These targets are subject to annual review taking into consideration the performance of the business, as well as any changes to the Company’s compensation policies. The amount of any short-term incentive awards payable shall be at the sole discretion of the Board of Directors.

In 2021, the Compensation Committee set the following KPIs for the CEO, agreed for the period from January 1 to December 31, 2021:

<b>Weighting</b>	
<b>Corporate (60%)</b>	
Financial	21%
Permitting	6%
Indigenous Groups	6%
Project Development	21%
Health and Safety	6%
<b>CEO-Specific (40%)</b>	
Human Resources	10%
Marketing and Financing	20%
Commercial	6%
Technical	4%

Evaluation of the performance of the CEO in the period yielded an overall achievement of 90%, based on the following achievements:

- Major permitting approval– 2,400 tpd expansion to proceed without an Environmental Assessment required
- Final IBA signed with Lidlii Kue First Nation (Road Benefit Agreement)
- MOU signed with Parks Canada (valid for 5 years)
- MOU signed with Boliden to significantly increase zinc concentrate offtake
- Completed \$1.0M non-brokered private placement of shares to RCF VI CAD LLC (“RCF”)(May 2021)
- Completed a \$7.2M prospectus offering and concurrent private placement (August 2021).
- Completed the sale of its Newfoundland mineral properties, strengthening the financial position and enabling the Company to solely focus on the development of the Prairie Creek Project (November 2021).
- On October 21, 2021, the Company announce the results of a Preliminary Economic Assessment (“PEA”) for the Prairie Creek Project with an NPV of US\$299M and an after-tax IRR of 17.7%. The PEA base case used spot prices of \$1.20/lb zinc, \$1.05/lb lead, and \$24/oz silver. The PEA incorporates an updated mineral resource estimate and an increased 2,400 tpd mine plan over a 20-year mine life.
- Completed \$3.3 million non-brokered private placement of shares to RCF (December 2021)

Evaluation of the performance of the Company yielded and overall achievement of 70%, due primarily to the following factors:

- Conditions of the WL and LUPs for the All-Season Road issued by Parks Canada (“Parks”) and the Mackenzie Valley Land and Water Board (“MVLWB”) include the submission, review and approval of Management Plans related to the authorized activities. NorZinc submitted these plans to the regulatory bodies in Q3 and Q4 of 2021 and these plans have been going through review. Due to the regulatory process and steps required, the approval of these plans was not completed by the targeted start of Phase 1 All-Season Road construction resulting in a delay of the project by 1 year.
- Completed the surface drill program for the 2021 season with only 736 metres of diamond drill core and announced drill results of 391 g/t (or 12.6 oz/ton) Ag, 21.3% Zn, 10.1% Pb, and 1.6% Cu, for a combined zinc equivalent grade of 49.2% on August 31, 2021.

Based on this performance rating, the Compensation Committee awarded a cash bonus rating to the CEO of 23.4% of his base salary which was pro-rated for months of service to yield an effective 13.7% cash bonus.

Given the ongoing development of the Company, the KPIs for the CEO and other NEOs for 2022 and subsequent periods may differ from those set for 2021.

#### Long-Term Incentive (LTI) Awards

The Company awards long-term incentive (LTI) awards in the form of Restricted Share Units (RSUs) and stock options. The goal of the Company’s long-term incentive award plans is to align executive compensation with the interests of our shareholders by providing an incentive to achieve superior long-term performance. In addition, the Company’s LTI programs act as a critical retention tool and support the development of a culture of ownership and accountability.

Currently, the Company does not directly link executive compensation to total cumulative shareholder return, as the Company is not in active operations. Instead, the goals of the Company at this point in time are more qualitative and geared towards successfully progressing the development of the Project. The Compensation Committee does, however, consider the financial position of the Company and the general economic situation when assessing compensation.

Effective June 15, 2021, the Board approved an omnibus long-term equity compensation arrangement to allow more flexibility in the combination of the types of compensation securities issued to NEOs and other plan participants. This compensation arrangement provides that the maximum aggregate number of shares that will be reserved for issuance or made issuable under the RSU Plan, DSU Plan and Stock Option Plan will be 10% of the issued and outstanding shares of the Company from time to time.

#### *Restricted Share Units*

Effective June 15, 2021, the Company adopted an Amended and Restated Restricted Share Unit Plan (the “**RSU Plan**”) for the benefit of the Company’s employees, directors and consultants. The RSU Plan is intended to assist the Company in the recruitment and retention of highly qualified employees, directors and eligible consultants by providing a means to reward performance, to motivate participants under the RSU Plan to achieve important corporate and personal objectives and, through the proposed issuance by the Company of Common Shares under the RSU Plan, to better align the interests of participants with the long-term interests of Shareholders.

The Board uses Restricted Share Units (“**RSUs**”) issued under the RSU Plan as part of the Company’s overall executive compensation plan. Since the value of RSUs increase or decrease with the price of the Common Shares, RSUs reflect a philosophy of aligning the interests of executives with those of the Shareholders by tying executive compensation to share price performance. In addition, RSUs assist in the retention of qualified and experienced executives by rewarding those individuals who make a longer-term commitment.

The RSU Plan is administered by the Compensation Committee. Each RSU awarded conditionally entitles the participant to receive one Common Share (or the cash equivalent) upon attainment of the RSU vesting criteria.

Effective June 15, 2021, as part of its implementation of an omnibus long-term equity compensation arrangement, the aggregate number of shares issuable under the RSU plan, together with the Stock Option Plan and DSU Plan, shall not exceed a variable number equal to 10% of the issued and outstanding Common Shares of the Company as of the date of a grant on a non-diluted basis. These changes were approved by the shareholders on August 18, 2021.

Prior to June 15, 2021, the Company previously had adopted a Restricted Share Unit Plan (the "Old RSU Plan"). In 2020, under the Old RSU Plan, the Company granted a total of 3,520,020 RSUs (the "Old RSUs") to three executive officers, namely the CEO, CFO and COO. The Old RSUs granted vested immediately, subject to a payout date of 12 months, and an expiry date of 5 years.

For 2021, the Company granted a total of 4,500,956 RSUs to executive officers, employees and consultants. The RSUs granted vest one year after grant date, payout one day after it vests and has an expiry date of 5 years.

### *Stock Options*

The grant of stock options ("**Options**") to purchase common shares of the Company, pursuant to the Company's stock option plan, as amended on June 15, 2021 (the "**Stock Option Plan**"), is an integral component of executive officer compensation packages. The Stock Option Plan is administered by the Board of Directors, with option grants being recommended by the Compensation Committee to the Board. The Stock Option Plan is designed to give each option holder an interest in preserving and maximizing shareholder value in the longer 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. Previous stock option grants are considered when reviewing executive officer compensation packages as a whole.

In 2020 a total of 5,312,014 stock options were granted to executive officers, employees and consultants of the Company. No stock options were exercised in 2020.

In 2021 a total of 11,089,777 stock options were granted to executive officers, employees and consultants of the Company. No stock options were exercised in 2021.

Effective June 15, 2021, as part of its implementation of an omnibus long-term equity compensation arrangement, the Board adopted changes to the Stock Option Plan to provide that the aggregate number of shares issuable under the plan, together with the DSU Plan and RSU Plan, shall not exceed a variable number equal to 10% of the issued and outstanding Common Shares of the Company as of the date of a grant on a non-diluted basis. These changes were approved by the shareholders on August 18, 2021.

### *Other Perquisites*

The Company's health benefit plan is available to all full-time employees. The benefit plan is designed to protect the health of all employees and their dependents, and to provide coverage in the event of disability or death.

In 2020, the Company introduced a voluntary Registered Retirement Savings Plan ("**RRSP**") program, whereby the Company matches employee RRSP contributions up to a maximum of 4% of base salary or the legislated maximum.

Perquisites and personal benefits provided to executive officers reflect competitive practices and particular business needs. They are not considered a material component of the executive compensation program.

### *Other Matters*

The Compensation Committee is responsible for considering the risks associated with the Company's compensation policies and practices and has not identified any specific risks associated with the Company's compensation policies and practices that are reasonably likely to have a material adverse effect.

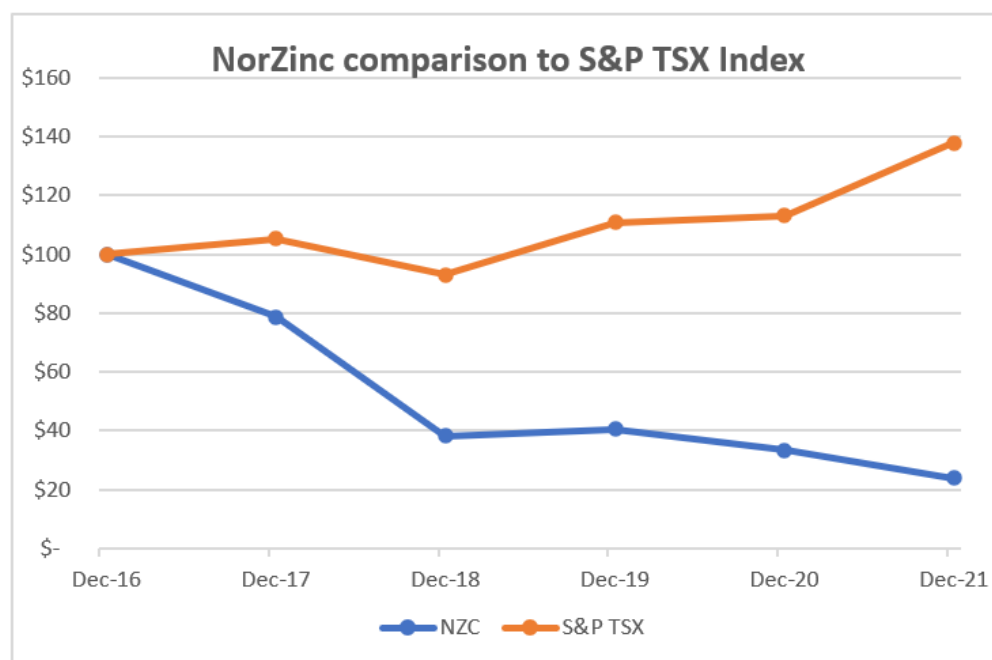
Because of the current scale and scope of the Company's operations, and the limited number of senior management and employees, and the oversight by the Board of all significant activities, including risk management, the Compensation Committee does not believe that the Company's compensation policies and practices would encourage any executive officer to take inappropriate or excessive risk.

The Company has not prohibited its executive officers or directors from purchasing financial instruments that are designed to hedge or offset a decrease in market value of any securities of the Company granted as compensation or held, directly or indirectly, by an executive officer or director.

## Performance Graph

The following graph compares the yearly percentage change in the cumulative total shareholder return over the last five financial years of the common shares of the Company, assuming a \$100 investment in the common shares of the Company on December 31, 2016, with the S&P/TSX Composite Index during such period, assuming dividend reinvestment.

### CUMULATIVE VALUE OF A \$100 INVESTMENT AS OF DECEMBER 31



	Dec-16	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21
<b>NZC</b>	\$ 100	\$ 79	\$ 38	\$ 40	\$ 33	\$ 24
<b>S&amp;P TSX</b>	\$ 100	\$ 105	\$ 93	\$ 111	\$ 113	\$ 138

## SUMMARY COMPENSATION TABLE

The following table sets out all annual and long term compensation for services in all capacities to the Company for the three most recently completed financial year ended on December 31, 2021, in respect of each of the individuals comprised of each CEO and the CFO (who acted in such capacity for all or any portion of the most recently completed financial year), and each of the three most highly compensated executive officers, or the three most highly compensated individuals acting in a similar capacity, (other than the CEO and the CFO), as at December 31, 2021 whose total compensation was, individually, more than \$150,000 for the financial year and any individual who would have satisfied these criteria but for the fact that individual was neither an executive officer of the Company, nor acting in a similar capacity, at the end of the most recently completed financial year (collectively, the "Named Executive Officers" or "NEOs").

Name And Principal Position	Year	Salary (\$)	Share-based awards <sup>(1)</sup> (\$)	Option-based awards <sup>(1)</sup> (\$)	Non-equity incentive plan compensation (\$)		Pension value (\$)	All other compensation <sup>(3)</sup> (\$)	Total Compensation (\$)
					Annual incentive plans <sup>(2)</sup>	Long-term incentive plans			
Robert J. (Don) MacDonald Former President, CEO and Director <sup>(4)</sup>	2021	124,845	159,962	159,962	Nil	Nil	Nil	738,000 <sup>(7)</sup>	1,182,769
	2020	369,000	219,555	104,207	157,748	Nil	Nil	Nil	850,510
	2019	369,000	117,520	83,495	166,050	Nil	Nil	Nil	736,065
Rohan Hazelton President, CEO and Director <sup>(5)</sup>	2021	260,882	Nil	105,000	51,188	Nil	Nil	Nil	417,070
Scott Fulton VP, Project Development	2021	285,600	57,120	57,120	57,120	Nil	Nil	Nil	456,960
	2020	280,000	78,400	37,211	77,000	Nil	Nil	Nil	472,611
	2019	186,667	55,000	19,000	57,867	Nil	Nil	Nil	318,534
Peter Portka CFO	2021	234,600	46,920	46,920	49,413	Nil	Nil	Nil	377,853
	2020	230,000	64,400	41,862	57,500	Nil	Nil	Nil	393,762
	2019	19,167	Nil	Nil	4,792	Nil	Nil	Nil	23,959
Claudine Lee VP, Corporate Social Responsibility <sup>(6)</sup>	2021	164,955	Nil	34,000	29,677	Nil	Nil	Nil	228,632

(1) The value of share-based and option-based awards represents the grant date fair value of the RSUs, DSUs or stock options awarded. The share-based awards granted are subject to an immediate to 18-month vesting period, an expiry date of 5 years, and are assigned a fair value based on the share price at time of issuance. The following are the Black-Scholes Assumptions for the respective years: 2021 – risk-free interest rate of 0.45% to 0.48%, an expected life of options of 1.0 to 3.5 years, an expected volatility of 103% to 129%, no expected dividends and a forfeiture rate of zero to 1.0%; 2020 – risk-free interest rate of 1.77%, an expected life of options of 2.5 years, an expected volatility of 73%, no expected dividends and a forfeiture rate of zero to 0.7%; 2019 – risk-free interest rate of 1.43% to 1.77%, an expected life of options of 2.6 to 3.5 years, an expected volatility of 68% to 86%, no expected dividends and a forfeiture rate of zero to 1%;

(2) The amounts earned as non-equity incentive pay compensation were paid during the subsequent financial year.

(3) Perquisites have not been included, as they do not exceed 10% of total salary for the financial years presented.

(4) On May 3, 2021 Robert (Don) MacDonald ceased to be the President, Chief Executive Officer and a director Company.

(5) Rohan Hazelton was appointed President and Chief Executive effective May 3, 2021.

(6) Claudine Lee was appointed as VP, Corporate Social Responsibility effective May 3, 2021.

(7) This amount is being paid over a period of 24 as severance to Mr. MacDonald following his departure from the Company.

## INCENTIVE PLAN AWARDS

The following table shows all awards outstanding to each Named Executive Officer as at December 31, 2021.

Name	Option-based Awards				Share-based Awards		
	Number of securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options <sup>(1)</sup> (\$)	Number of shares or units of shares that have not vested (#)	Market or payout value of share-based awards that have not vested <sup>(2)</sup> (\$)	Market or payout value of vested share-based awards not paid out or distributed <sup>(2)</sup> (\$)
Robert J. (Don) MacDonald <sup>(3)</sup> Former President, CEO and Director	2,500,000	0.20	May 3, 2023	Nil	2,132,820	106,641	Nil
	2,000,000	0.10	May 3, 2023	Nil			
	1,872,096	0.08	May 3, 2023	Nil			
	1,009,858	0.075	May 3, 2023	Nil			
Rohan Hazelton <sup>(4)</sup> President, CEO and Director	3,000,000	0.076	May 14, 2023	Nil	Nil	N/A	N/A
Scott Fulton VP, Project Development	500,000	0.10	May 4, 2024	Nil	761,600	38,080	Nil
	891,332	0.08	Feb 14, 2025	Nil			
	1,442,424	0.075	Jan 25, 2026	Nil			



Name	Option-based Awards				Share-based Awards		
	Number of securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options <sup>(1)</sup> (\$)	Number of shares or units of shares that have not vested (#)	Market or payout value of share-based awards that have not vested <sup>(2)</sup> (\$)	Market or payout value of vested share-based awards not paid out or distributed <sup>(2)</sup> (\$)
Peter Portka CFO	1,002,749 1,184,848	0.08 0.075	Feb 14, 2025 Jan 25, 2026	Nil Nil	625,600	31,280	Nil
Claudine Lee <sup>(5)</sup> VP, Corporate Social Responsibility	685,383	0.08	Feb 22, 2026	Nil	361,916	18,096	Nil

- (1) Calculated based on the difference between the market value of the shares underlying the option-based awards at the end of the most recently completed financial year, which was \$0.05, and the exercise or base price of the option-based award.
- (2) Calculated based on the market value of the shares underlying the restricted share units at the end of the most recently completed financial year which was \$0.05.
- (3) On May 3, 2021 Robert (Don) MacDonald ceased to be the President, Chief Executive Officer and a director Company.
- (4) Rohan Hazelton was appointed President and Chief Executive effective May 3, 2021.
- (5) Claudine Lee was appointed as VP Corporate Social Responsibility effective May 3, 2021.

### Incentive plan awards – value vested or earned during the year ended December 31, 2021:

Name	Option-based awards – Value vested during the year <sup>(1)</sup> (\$)	Share-based awards – Value vested during the year (\$)	Non-equity incentive plan compensation – Value earned during the year <sup>(2)</sup> (\$)
Robert J. (Don) MacDonald <sup>(3)</sup> Former President, CEO and Director	Nil	246,999	Nil
Rohan Hazelton <sup>(4)</sup> President, CEO and Director	Nil	N/A	51,188
Scott Fulton <sup>(5)</sup> VP, Project Development	Nil	88,200	57,120
Peter Portka CFO	Nil	72,450	49,413
Claudine Lee <sup>(6)</sup> VP, Corporate Social Responsibility	Nil	N/A	29,677

- (1) The value of vested options or share-based awards represents the aggregate dollar value that would have been realized if any of the options granted had been exercised on the vesting dates. The dollar value of vested options is the difference between the market price of the underlying securities at exercise and the exercise price of the options on the vesting date.
- (2) The amounts earned as non-equity incentive pay compensation were paid during the subsequent financial year.
- (3) On May 3, 2021 Robert (Don) MacDonald ceased to be the President, Chief Executive Officer and a director Company.
- (4) Rohan Hazelton was appointed President and Chief Executive effective May 3, 2021.
- (5) Scott Fulton was hired as Project Manager on May 6, 2019. He was appointed to the position of Vice President, Project Development on August 15, 2019.
- (6) Claudine Lee was appointed as VP Corporate Social Responsibility effective May 3, 2021.

### Stock Option Plan

Under the Stock Option Plan, options to purchase common shares of the Company may be granted to employees, officers and directors of the Company or subsidiaries of the Company and other persons or companies engaged to provide ongoing management or consulting services for the Company or any entity controlled by the Company. In determining the number of common shares of the Company subject to each option granted under the plan, consideration is given to the present and potential contribution by such person or company to the success of the Company and the appropriate number and percentage of options that should be awarded and held by each party granted options relative to the total number of shares issued and stock options granted.

At December 31, 2021, there were 21,038,062 stock options outstanding, representing approximately 2.79% of the Company's issued and outstanding common shares as of December 31, 2021. The Company may grant an additional 16,656,628 stock options, equal to approximately 2.21% of the Company's issued and outstanding Common Shares as at April 28, 2022.

The purpose of the Company's equity compensation plans is to attract and motivate directors, officers and employees of and service providers to the Company (collectively, the "Optionees") and thereby advance the Company's interests by affording such persons with an opportunity to acquire an equity interest in the Company

through the stock options.

The Stock Option Plan authorizes the Board of Directors (or compensation committee) to grant Options to the Optionees on the following terms:

- Options may be granted to directors, officers and employees of the Company as well as persons or corporations engaged to provide services to the Company (or any entity controlled by the Company) and any individuals employed by such persons or corporations.
- The total number of Common Shares issuable to all insiders of the Company at any time, under all security based compensation arrangements of the Company, cannot exceed 10% of the Company's issued and outstanding Common Shares.
- The number of Common Shares issued to insiders of the Company as a group, within any one year period, under all security based compensation arrangements of the Company, cannot exceed 10% of the Company's issued and outstanding Common Shares as at the end of such one year period.
- The exercise price for Options granted under the Stock Option Plan must be not less than the closing market price on the day preceding the date of grant of the Options.
- Vesting of Options will be at the discretion of the Board of Directors, or any committee authorized by the Board of Directors to administer the Stock Option Plan.
- The maximum term of Options granted under the Stock Option Plan will be ten years from the date of grant, subject to extension in the event of a management imposed black-out period.
- Any outstanding Options with an expiry date occurring during a management imposed black-out period or within five days thereafter will be automatically extended to a date that is ten trading days following the end of the black-out period.
- If an Optionee ceases to be eligible to receive Options under the Stock Option Plan as a result of termination for cause, any outstanding Options held by such Optionee on the date of such termination shall be cancelled as of that date.
- If an Optionee ceases to be eligible to receive Options under the Stock Option Plan for reasons other than termination for cause (or death), any outstanding Options held by such Optionee at such time shall remain exercisable for a period ending on the earlier of the expiry time of such Option or three months after the Optionee ceases to be eligible to receive Options. Notwithstanding the foregoing, the Board of Directors may, on a case by case basis, allow such Options to remain in full force and effect until any time up to the original expiry time of such Options, irrespective of whether such expiry time is more than three months after the Optionee ceases to be eligible to receive Options.
- Any outstanding Options held by an Optionee at the time of his or her death shall remain exercisable by the person or persons to whom the rights of the Optionee's Options are passed by the will of the Optionee or the laws of descent and distribution for a period ending on the earlier of the expiry date of such Options or one year after the Optionee's death.
- The Board of Directors may from time to time, without shareholder approval and subject to applicable law and to the prior approval, if required, of TSX or any other regulatory body having authority over the Company or the Stock Option Plan, suspend, terminate or discontinue the Stock Option Plan at any time, or amend or revise the terms of the Stock Option Plan or of any Option granted under the Stock Option Plan to:
  - (a) make amendments of a clerical or typographical nature and to include clarifying provisions in the Stock Option Plan;
  - (b) implement features or requirements that are necessary or desirable under applicable tax and securities laws;
  - (c) change vesting provisions;
  - (d) change termination provisions for an insider provided that the expiry time does not extend beyond the original expiry time under the Stock Option Plan;
  - (e) change termination provisions for an Optionee who is not an insider beyond the original expiry time;
  - (f) reduce the exercise price of an Option for an Optionee who is not an insider; and
  - (g) implement a cashless exercise feature, payable in cash or securities;

provided that no such amendment, revision, suspension, termination or discontinuance shall in any manner adversely affect any Option previously granted to an Optionee under the Stock Option Plan

without the consent of that Optionee. Any other amendments to the Stock Option Plan or Options granted there under will be subject to the approval of the shareholders.

- The Stock Option Plan does not contain any provisions relating to the provision of financial assistance by the Company to Optionees to facilitate the purchase of Common Shares upon the exercise of Options.
- Options granted under the Stock Option Plan are not assignable, but may be exercised by the personal representative of a deceased Optionee.
- The Stock Option Plan requires adjustments to the numbers of Common Shares which may be acquired and the exercise price of Options in the event the Company proceeds with certain changes or transactions in which the Company's share capital is altered, some form of corporate reorganization or special distribution is completed, a merger, amalgamation, spinout transaction, plan of arrangement, takeover bid, compulsory acquisition or going private transaction is completed. In such case the provisions typically entitle the Optionee to acquire, at the same aggregate price, the shares, cash, securities or other property to which the Optionee would have been entitled had the Optionee held the shares issuable under the Option before such transaction, with certain exceptions.

## **Restricted Share Unit Plan**

### ***Administration of Plan and Eligible Participants***

The RSU Plan is administered by the Compensation Committee of the Board or such other Committee of the Board as may be designated by the Board (the "**Committee**"). Employees, directors and eligible consultants of the Company and its designated subsidiaries are eligible to participate in the RSU Plan. In accordance with the terms of the RSU Plan, the Company, under the authority of the Board of Directors through the Committee, will approve those employees, directors and eligible consultants who are entitled to receive RSUs and the number of RSUs to be awarded to each participant. RSUs awarded to participants are credited to them by means of an entry in a notional account in their favour on the books of the Company. Each RSU awarded conditionally entitles the participant to receive one Common Share (or the cash equivalent) upon attainment of the RSU vesting criteria. The Committee may impose additional conditions to any particular RSU award.

### ***RSUs Outstanding***

During the year ended December 31, 2021, the Company issued 4,500,956 (2020 – 4,650,516) RSUs to executive officers, employees and consultants and redeemed 4,529,438 (2020 – 4,489,000) RSUs. The RSUs granted in 2021 vest 1 year after grant date; a payout date 1 day after it vests; an expiry date of 5 years; and are assigned a fair value based on the share price at time of issuance. At December 31, 2021, there were 4,432,956 RSUs outstanding, equal to 0.59% of the Company's issued and outstanding Common Shares (December 31, 2020 – 4,529,438 and 0.81%). At December 31, 2021, there were an additional 18,183,858 RSUs remaining available for issuance under the RSU Plan, equal to 2.41% of the issued and outstanding Common Shares.

### ***Maximum Number of Common Shares Available for Issue Under the RSU Plan***

The maximum number of Common Shares which may be reserved, set aside and made available for issuance under the RSU Plan is currently a variable number equal to the issued and outstanding Common Shares of the Company as of the date of the grant on a non-diluted basis. The RSU Plan provides that the maximum number of Common Shares issuable to insiders pursuant to the RSU Plan, together with any Common Shares issuable pursuant to any other security-based compensation arrangement of the Company, will not exceed 10% of the total number of outstanding Common Shares. In addition, the maximum number of Common Shares issued to insiders under the RSU Plan, together with any Common Shares issued to insiders pursuant to any other security-based compensation arrangement of the Company within any one year period, will not exceed 10% of the total number of outstanding Common Shares (the "**RSU Insider Limit**").

### ***Vesting***

The vesting of RSUs is conditional upon the expiry of a time-based vesting period. The duration of the vesting period and other vesting terms applicable to the grant of the RSUs shall be determined at the time of the grant by the Committee.

Once the RSUs vest, the participant is entitled to receive the equivalent number of underlying Common Shares or cash equal to the Market Value of the equivalent number of Common Shares. The vested RSUs may be

settled through the issuance of Common Shares from treasury, by the delivery of Common Shares purchased in the open market, in cash or in any combination of the foregoing at the discretion of the Company. If settled in cash, the amount shall be equal to the number of Common Shares in respect of which the participant is entitled multiplied by the Market Value of a Common Share on the payout date. "Market Value" per share is defined in the RSU Plan and means, as at any date (if the Common Shares are listed and posted for trading on the TSX), the volume-weighted average price of the Common Shares traded on the TSX for the five (5) trading days on which a board lot was traded immediately preceding such date. The RSUs may be settled on the payout date, which shall be the third anniversary of the date of the grant or such other date as the Compensation Committee may determine at the time of the grant, which in any event shall be no later than the expiry date for such RSUs. The expiry date of RSUs will be determined by the Committee at the time of grant. However, the maximum term for all RSUs is two years after the participant ceases to be an employee or eligible consultant of the Company. All unvested or expired RSUs are available for future grants.

### ***Cessation of Entitlement***

Unless otherwise determined by the Company in accordance with the RSU Plan, RSUs which have not vested on a participant's termination date shall terminate and be forfeited. If a participant who is an employee ceases to be an employee as a result of termination of employment without cause, in such case, at the Company's discretion (unless otherwise provided in the applicable Grant Agreement), all or a portion of such participant's RSUs may be permitted to continue to vest, in accordance with their terms, during any statutory or common law severance period or any period of reasonable notice required by law or as otherwise may be determined by the Company in its sole discretion. All forfeited RSUs are available for future grants.

### ***Transferability of RSUs***

RSUs are not assignable or transferable other than by operation of law, except, if and on such terms as the Company may permit, to a spouse or minor children or grandchildren or a personal holding company or family trust controlled by a participant, the sole shareholders or beneficiaries of which, as the case may be, are any combination of the participant, the participant's spouse, minor children or minor grandchildren, and after the participant's lifetime shall enure to the benefit of and be binding upon the participant's designated beneficiary, on such terms and conditions as are appropriate for such transfers to be included in the class of transferees who may rely on a Form S-8 registration statement under the U.S. Securities Act of 1933, as amended, to sell Common Shares received pursuant to the RSU.

### ***Amendments to the RSU Plan***

The Board may, without notice, at any time and from time to time, without shareholder or RSU Plan participant approval, amend certain provisions of the RSU Plan in such manner as the Board, in its sole discretion, determines appropriate including:

- (a) for the purposes of making formal minor or technical modifications to any of the provisions of the RSU Plan;
- (b) to correct any ambiguity, defective provision, error or omission in the provisions of the RSU Plan;
- (c) to change the vesting provisions of RSUs;
- (d) to change the termination provisions of RSUs or the RSU Plan that does not entail an extension beyond the original expiry date of the RSU;
- (e) to preserve the intended tax treatment of the benefits provided by the RSU Plan, as contemplated therein; or
- (f) any amendments necessary or advisable because of any change in applicable laws;

provided, however, that:

- (g) no such amendment of the RSU Plan may be made without the consent of each affected participant if such amendment would adversely affect the rights of such affected participant(s) under the RSU Plan; and

- (h) Shareholder approval shall be obtained in accordance with the requirements of the TSX for any amendment that results in:
- (i) an increase in the percentage of the outstanding Common Shares issuable pursuant to the RSU Plan;
  - (ii) an extension of the expiry date for RSUs granted to insiders under the RSU Plan;
  - (iii) other types of compensation through Common Share issuance;
  - (iv) expansion of the rights of a participant to assign RSUs beyond what is currently permitted in the RSU Plan;
  - (v) the addition of new categories of participants, other than as already contemplated in the RSU Plan;
  - (vi) a change in the issue price of Common Shares issuable pursuant to the RSU Plan benefitting an insider;
  - (vii) a change to the amendment provisions of the RSU Plan; or
  - (viii) an amendment to remove or exceed the RSU Insider Limit.

### ***Withholding Tax***

The Company may withhold from any amount payable to a participant, either under the RSU Plan, or otherwise, such amount as may be necessary so as to ensure that the Company will be able to comply with the applicable provisions of any federal, provincial, state or local law relating to the withholding of tax or other required deductions, including on the amount, if any, includable in the income of a participant. The Company shall also have the right in its discretion to satisfy any such withholding tax liability by retaining, acquiring or selling on behalf of a participant any Common Shares which would otherwise be issued or provided to a participant under the RSU Plan.

### **Deferred Share Unit Plan**

#### ***Administration of Plan and Eligible Participants***

The Amended and Restated Deferred Share Unit Plan (the “**DSU Plan**”) is used for the benefit of the Company’s non-executive directors. The Board may award Deferred Share Units (“**DSUs**”) under the DSU Plan to a non-executive director (each a “**Participant**”) in such number as the Board deems advisable to provide the director with appropriate equity-based compensation for the services he or she renders to the Company.

A DSU is a unit credited to a Participant by way of a bookkeeping entry in the books of the Company, the value of which is equivalent to a Common Share. All DSUs paid with respect to such awards will be credited to the director by means of an entry in a notional account in their favour on the books of the Company (a “**DSU Account**”). The Board shall determine the date on which such DSUs may be granted and the date as of which such DSUs shall be credited to the director’s DSU Account. The Company and a director who receives such an award of DSUs shall enter into a DSU award agreement to evidence the award and the terms applicable thereto.

Additionally, the DSU Plan provides that non-executive directors may elect to receive up to 50% of their annual compensation amount (the “**Annual Base Compensation**”) in DSUs. All DSUs paid with respect to Annual Base Compensation will be credited to the director’s DSU Account when such Annual Base Compensation is payable. The director’s DSU Account will be credited with the number of DSUs calculated to the nearest thousandth of a DSU, determined by dividing the dollar amount of compensation payable in DSUs on the payment date by the Share Price of a Common Share at the time. Share Price is defined in the DSU Plan and means (if the Common Shares are listed and posted for trading on the TSX) the volume-weighted average price of a Common Share on the TSX over the five (5) consecutive trading days immediately preceding the date of grant or the redemption date, as the case may be. Fractional Common Shares will not be issued and any fractional entitlements will be rounded down to the nearest whole number.

Generally, a participant in the DSU Plan shall be entitled to redeem his or her DSUs during the period commencing on the business day immediately following the date upon which the non-executive director ceases to hold any position as a director of the Company and its subsidiaries and is no longer otherwise employed by the Company or its subsidiaries, including in the event of death of the participant (the "**Termination Date**") and ending on the 90th day following the Termination Date. Redemptions under the DSU Plan may be in Common Shares issued from treasury, may be purchased by the Company on the open market for delivery to the director, or may be settled in cash or any combination of the foregoing at the discretion of the Company. The Committee may impose additional conditions to any particular DSU award.

### ***DSUs Outstanding***

During the year ended December 31, 2021, the Company issued 3,020,990 (2020 – 2,965,071) DSUs to directors. As at December 31, 2021, a total of 8,228,261 DSUs remained outstanding, equal to 1.09% of the Company's issued and outstanding Common Shares. As at December 31, 2021, there were 6,849,615 DSUs remaining available for issuance under the DSU Plan, equal to 0.91% of the Company's issued and outstanding Common Shares. The DSUs are fully vested upon issuance and are assigned a fair value based on the five day volume weighted average share price and later, subject to the conditions of the plan are paid out upon retirement.

### ***Maximum Number of Common Shares Available for Issue Under the DSU Plan***

DSUs may be granted in accordance with the DSU Plan. The DSU Plan provides that the maximum number of Common Shares issuable to insiders pursuant to the DSU Plan, together with any Common Shares issuable pursuant to any other security- based compensation arrangement of the Company, will not exceed 10% of the total number of outstanding Common Shares. In addition, the maximum number of Common Shares issued to insiders under the DSU Plan, together with any Common Shares issued to insiders pursuant to any other security-based compensation arrangement of the Company within any one year period, will not exceed 10% of the total number of outstanding Common Shares (the "**DSU Insider Limit**").

### ***Transferability of DSUs***

No right to receive payment of deferred compensation or retirement awards shall be transferable or assignable by any participant under the DSU Plan except by will or laws of descent and distribution.

### ***Amendments to the DSU Plan***

The Board may at any time, and from time to time, and without shareholder or DSU Plan participant approval, amend certain provisions of the DSU Plan, subject to any regulatory or stock exchange requirement at the time of such amendment, including:

- (a) for the purposes of making formal minor or technical modifications to any of the provisions of the DSU Plan including amendments of a "clerical" or "housekeeping" nature;
- (b) to correct any ambiguity, defective provision, error or omission in the provisions of the DSU Plan;
- (c) amendments to the termination provisions of the DSU Plan;
- (d) amendments necessary or advisable because of any change in applicable laws;
- (e) amendments to the transferability of DSUs;
- (f) amendments relating to the administration of the DSU Plan; or
- (g) any other amendment, fundamental or otherwise, not requiring shareholder approval under applicable laws;

provided, however, that:

- (h) no such amendment of the DSU Plan may be made without the consent of each affected participant in the DSU Plan if such amendment would adversely affect the rights of such affected participant(s) under the DSU Plan; and

- (i) shareholder approval shall be obtained in accordance with the requirements of the TSX for any amendment:
- (i) to increase the maximum number of Common Shares which may be issued under the DSU Plan;
  - (ii) to the amendment provisions of the DSU Plan;
  - (iii) to the definition of “Participant”;
  - (iv) to remove or exceed the DSU Insider Limit; or
  - (v) to change the issue price of Common Shares issuable pursuant to the DSU Plan benefitting an insider.

## EQUITY COMPENSATION PLAN INFORMATION

The following table sets out certain details as at December 31, 2021 with respect to compensation plans pursuant to which equity securities of the Company are authorized for issuance:

Plan Category	Number of securities to be issued upon exercise of outstanding options, warrants and rights <sup>(1)</sup>	Weighted-average exercise price of outstanding options, warrants and rights <sup>(2)</sup>	Number of securities remaining available for future issuance under equity compensation plans (excluding securities reflected in column (a))
	(a)	(b)	(c)
Stock Option Plan <sup>(3)</sup>	21,038,062	\$0.10	16,656,628
Deferred Share Unit Plan <sup>(3)</sup>	8,228,261	n/a	6,849,615
Restricted Share Unit Plan <sup>(3)</sup>	4,432,956	n/a	18,183,858
<b>Total</b>	<b>33,699,279</b>	<b>n/a</b>	<b>41,690,100</b>

(1) Represents the number of common shares reserved for issuance upon exercise of outstanding options, RSUs and DSUs.

(2) Since RSUs and DSUs do not have an exercise price, they have not been factored into the weighted average price calculation.

(3) The Company's omnibus long-term equity compensation arrangements provides that the maximum aggregate number of shares that will be reserved for issuance or made issuable under the RSU Plan, DSU Plan and Stock Option Plan will be 10% of the issued and outstanding shares of the Company from time to time

## PENSION PLAN BENEFITS

The Company does not provide any form of group pension plan benefits to employees, officers or directors. As previously noted, the Company introduced a voluntary RRSP program in 2020, whereby the Company matches employee RRSP contributions up to a maximum of 4% of base salary.

## TERMINATION AND CHANGE OF CONTROL BENEFITS

Except as otherwise disclosed herein, the Company has no compensatory plan or arrangement in respect of compensation received, or that may be received, by a Named Executive Officer in the Company's most recently completed or current financial year to compensate such NEO in the event of the termination of employment (whether voluntary, involuntary or constructive), resignation, retirement, a change of control of the Company or a change in responsibilities of the NEO following a change in control.

The Company entered into an Employment Agreement dated May 4, 2018 with Mr. Robert J. (Don) MacDonald for his continuing services as an officer of the Company (the “**MacDonald Agreement**”). Pursuant to the terms of the MacDonald Agreement, on May 3, 2021, when Mr. MacDonald ceased to be the CEO of the Company, Mr. MacDonald became entitled to receive an amount equal to 200% of his then current salary plus accrued vacation, for an aggregate of \$861,606 payable in equal installments on the Company's regularly scheduled payroll deposit dates until May 3, 2023.

The Company entered into an Employment Agreement dated April 13, 2021 with Mr. Rohan Hazelton, CEO for his services as an officer of the Company (the “**Hazelton Agreement**”). Certain provisions in the Hazelton Agreement deal with events around termination of employment or resignation following a change of control of the

Company, which is defined as the acquisition by any entity, directly or indirectly, of not less than fifty percent (50%) of the outstanding voting securities of the Company or the votes attached to those securities that are sufficient, if exercised, to elect a majority of the Board of Directors, or the disposition of more than 50% of the assets of the Company (a "**Change of Control**"). Should Mr. Hazelton's employment with the Company be terminated without cause, Mr. Hazelton is entitled to receive an amount equal to 100% of his then current annual salary upon termination. In the event of a Change of Control and subsequent termination by the Company without cause, or resignation of Mr. Hazelton, within 3 months of the Change of Control, Mr. Hazelton is entitled to receive an amount equal to 150% of his then current annual salary.

A summary of the potential payments to Mr. Hazelton, assuming the applicable resignation or termination had occurred on December 31, 2021, is: termination without cause - \$375,000; termination without cause or resignation following a change of control - \$562,500.

The Company entered into an Employment Agreement dated December 2, 2019 with Mr. Peter Portka, CFO, for his continuing services as an officer of the Company (the "**Portka Agreement**"). Certain provisions in the Portka Agreement deal with events around termination of employment or resignation following a change of control of the Company, which is defined as the acquisition by any entity, directly or indirectly, of not less than fifty percent (50%) of the outstanding voting securities of the Company or the votes attached to those securities that are sufficient, if exercised, to elect a majority of the Board of Directors (a "**Change of Control**"). Should Mr. Portka's employment with the Company be terminated without cause, Mr. Portka is entitled to receive an amount equal to 100% of his then current salary. In the event of a Change of Control and subsequent termination by the Company without cause of Mr. Portka, within 3 months of the Change of Control, Mr. Portka is entitled to receive an amount equal to 150% of his then current annual salary.

A summary of the potential payments to Mr. Portka, assuming the applicable resignation or termination had occurred on December 31, 2021, is: termination without cause - \$234,600; termination without cause following a change of control - \$351,900.

The Company entered into an Employment Agreement dated March 14, 2019 with Scott Fulton, VP Project Development. Mr. Scott Fulton, VP Project Development, for his continuing services as an officer of the Company (the "**Fulton Agreement**"). Certain provisions in the Fulton Agreement deal with events around termination of employment or resignation following a change of control of the Company, which is defined as the acquisition by any entity, directly or indirectly, of not less than fifty percent (50%) of the outstanding voting securities of the Company or the votes attached to those securities that are sufficient, if exercised, to elect a majority of the Board of Directors (a "**Change of Control**"). Should Mr. Fulton's employment with the Company be terminated without cause, Mr. Fulton is entitled to receive an amount equal to 100% of his then current salary. In the event of a Change of Control and subsequent termination by the Company without cause of Mr. Fulton, within 3 months of the Change of Control, Mr. Fulton is entitled to receive an amount equal to 100% of his then current annual salary.

A summary of the potential payments to Mr. Fulton, assuming the applicable resignation or termination had occurred on December 31, 2021, is: termination without cause - \$285,600; termination without cause following a change of control - \$285,600.

The Company entered into an Employment Agreement dated February 1, 2021 with Claudine Lee, VP Corporate Social Responsibility. Ms. Claudine Lee, VP Corporate Social Responsibility, for her continuing services as an officer of the Company (the "**Lee Agreement**"). Certain provisions in the Lee Agreement deal with events around termination of employment or resignation following a change of control of the Company, which is defined as the acquisition by any entity, directly or indirectly, of not less than fifty percent (50%) of the outstanding voting securities of the Company or the votes attached to those securities that are sufficient, if exercised, to elect a majority of the Board of Directors (a "**Change of Control**"). Should Ms. Lee's employment with the Company be terminated without cause, Ms. Lee is entitled to receive an amount equal to 100% of her then current salary. In the event of a Change of Control and subsequent termination by the Company without cause of Ms. Lee, within 3 months of the Change of Control, Mr. Fulton is entitled to receive an amount equal to 100% of her then current annual salary.

A summary of the potential payments to Ms. Lee, assuming the applicable resignation or termination had occurred on December 31, 2021, is: termination without cause - \$138,750; termination without cause following a change of control - \$185,000.



## DIRECTOR COMPENSATION

The following table shows director compensation for each director, other than directors that are also Named Executive Officers, for the year ended December 31, 2021.

Name	Fees earned (\$)	Share-based awards <sup>(1)</sup> (\$)	Option-based awards <sup>(2)</sup> (\$)	Non-equity incentive plan compensation (\$)	Pension value (\$)	All other compensation (\$)	Total (\$)
Anita Perry	37,500	30,000	Nil	Nil	N/A	Nil	67,500
Ian Ward	35,000	30,000	Nil	Nil	N/A	Nil	65,000
John Warwick	47,000	36,000	Nil	Nil	N/A	Nil	83,000
Gary A. Sugar	35,000	30,000	Nil	Nil	N/A	Nil	65,000
Stephen Flewelling	37,500	30,000	Nil	Nil	N/A	Nil	67,500
Shelley Brown	40,000	30,000	Nil	Nil	N/A	Nil	70,000

(1) Upon issuance, the DSUs are fully vested and are assigned a fair value based on the five-day volume weighted average share price. Subject to the terms and conditions of the DSU Plan, DSUs are paid out upon retirement.

(2) The value of option-based awards represents the grant date fair value of the stock options awarded.

In the fourth quarter of 2018, the Compensation Committee conducted a review of the Company's compensation for directors. The Committee, with the assistance of information provided by WTW, compared the then current level of compensation for directors with that paid by other comparable companies in the mining industry. Using this information, the Compensation Committee recommended that the compensation of Directors be increased to a total annual value of \$50,000, payable in a combination of cash, DSUs and stock options.

Effective January 1, 2019, with the approval of the Board of Directors, the annual cash compensation of Directors was increased to an annual fee of \$35,000. It was also agreed to award annual retainers to directors that chaired a meeting such that the Chairman of the Board would receive an additional annual retainer of \$7,000, the chairs of the Audit and Compensation Committees would receive an additional annual retainer of \$5,000 and all other committee chairs would receive an additional annual retainer of \$2,500. All annual cash compensation is paid quarterly.

### Outstanding share-based awards, option-based awards and non-equity incentive plan compensation

The following table shows all option-based and share-based awards outstanding to each director, other than those that are also Named Executive Officers, as at December 31, 2021.

Name	Option-based Awards				Share-based Awards		
	Number of securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options <sup>(1)</sup> (\$)	Number of shares or units of shares that have not vested (#)	Market or payout value of share-based awards that have not vested (\$)	Market or payout value of vested share-based awards not paid out or distributed <sup>(1)</sup> (\$)
Anita Perry	300,000	0.10	December 5, 2023	Nil	Nil	Nil	Nil
Ian Ward	300,000	0.10	December 5, 2023	Nil	Nil	Nil	Nil
John Warwick	300,000	0.10	December 5, 2023	Nil	Nil	Nil	Nil
Gary A. Sugar	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Stephen Flewelling	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Shelley Brown	Nil	Nil	Nil	Nil	Nil	Nil	Nil

(1) Calculated based on the market value of the shares underlying the share-based awards at the end of the most recently completed financial year which was \$0.07.

### Incentive plan awards – value vested or earned during the year

The following table shows all incentive plan awards values vested or earned for each director, other than those that are Named Executive Officers, during the year ended December 31, 2021.

Name	Option-based awards – Value vested during the year <sup>(1)</sup> (\$)	Share-based awards – Value vested during the year <sup>(2)</sup> (\$)	Non-equity incentive plan compensation – Value earned during the year (\$)
Anita Perry	Nil	30,000	Nil
Ian Ward	Nil	30,000	Nil
John Warwick	Nil	36,000	Nil
Gary A. Sugar	Nil	30,000	Nil
Stephen Flewelling	Nil	30,000	Nil
Shelley Brown	Nil	30,000	Nil

(1) The value of vested options represents the aggregate dollar value that would have been realized if any of the options granted had been exercised on the vesting dates. The dollar value is the difference between the market price of the underlying securities at exercise and the exercise price of the options on the vesting date.

(2) The value of vested share-based awards represents the aggregate dollar value that would have been realized if the share-based awards granted had been exercised on the vesting dates.

Other than the DSU Plan, the Company has no plans pursuant to which cash or non-cash compensation was paid or distributed to directors during the most recently completed financial year or is proposed to be paid or distributed in a subsequent year.

In 2021, the Company adopted the DSU for the benefit of the Company's, directors. The DSU Plan is intended to assist the Company in the recruitment and retention of qualified, directors by providing a means to compensate directors and through the proposed issuance by the Company of Common Shares under the DSU Plan, to better align the interests of directors with the long-term interests of Shareholders.

Directors are eligible to participate in the Stock Option Plan and the DSU Plan. During the financial year ended December 31, 2021, the Company issued 3,020,990 DSUs to its Participants.

### Directors' and Officers' Liability Insurance

Section 21 of the Articles of the Company provides for mandatory indemnification of directors and former directors against all costs, charges and expenses in respect of any proceeding to which they are made a party by reason of being a director or officer of the Company, subject any limitations contained in the Articles and in the Business Corporations Act (British Columbia). The Company maintains insurance for the benefit of the Company's directors and officers against liability incurred by them in their capacity as directors and officers. No claims have been made to date.

### INDEBTEDNESS TO COMPANY OF DIRECTORS AND EXECUTIVE OFFICERS

As at April 28, 2022, there was no indebtedness outstanding of any current or former Director, executive officer or employee of the Company or any of its subsidiaries which is owing to the Company or any of its subsidiaries or to another entity which is the subject of a guarantee, support agreement, letter of credit or other similar arrangement or understanding provided by the Company or any of its subsidiaries, entered into in connection with a purchase of securities or otherwise.

No individual who is, or at any time during the most recently completed financial year was, a Director or executive officer of the Company, no proposed nominee for election as a Director of the Company and no associate of such persons:

- (i) is or at any time since the beginning of the most recently completed financial year has been, indebted to the Company or any of its subsidiaries; or

- (ii) whose indebtedness to another entity is, or at any time since the beginning of the most recently completed financial year has been, the subject of a guarantee, support agreement, letter of credit or other similar arrangement or understanding provided by the Company or any of its subsidiaries,

in relation to a securities purchase program or other program.

## INTEREST OF INFORMED PERSON IN MATERIAL TRANSACTIONS

No informed person or proposed director of the Company, or any associate or affiliate of any informed person or proposed director, has had a material interest, direct or indirect, in any transaction of the Company since the commencement of the Company's last fiscal year or in any proposed transaction which has materially affected or would materially affect the Company.

## MANAGEMENT CONTRACTS

Except as disclosed under the heading "*Disclosure of Corporate Governance Practices – Other Committees*", no management functions of the Company or any of its subsidiaries are performed to any substantial degree by a person other than the directors or executive officers of the Company.

## DISCLOSURE OF CORPORATE GOVERNANCE PRACTICES

The following discloses the Company's corporate governance practices as required by National Instrument 58-101 – *Disclosure of Corporate Governance Practices*.

### Independence of Members of Board

At the end of 2021, the Board of Directors consisted of seven directors. Six of the directors, John Warwick, Shelley Brown, Anita Perry, Gary A. Sugar, Ian Ward and Stephen Flewelling, were considered independent of management and of any significant shareholder and are considered competent to exercise independent judgment in carrying out their responsibilities as directors. None of these directors has any direct or indirect material relationship with the Company or its subsidiaries nor any relationship pursuant to which he may accept, directly or indirectly, any consulting, advisory or other compensatory fees, other than as remuneration for acting in his capacity as a member of the Board of Directors or a committee of the Board. The Company has not entered into service contracts with the independent directors nor does it provide for benefits upon termination or retirement.

Rohan Hazelton, is not considered independent in that he was appointed President and CEO of the Company on May 3, 2021.

The Chairman of each of the Audit Committee and the Compensation Committee is an independent director, who provides leadership to those committees, and the Chairman of the Board sits on the Compensation Committee. The following Board members are Chairs of the respective committees

- Stephen Flewelling – Compensation Committee\*
- Shelley Brown – Audit Committee
- Anita Perry – Health, Safety & Social Committee
- John Warwick – Nominating Committee

\*Mr. John Warwick served as the Compensation Committee Chair until August 18, 2021, after which Mr Flewelling assumed duties.

On April 24, 2020, the Company entered into the second amended and restated investor agreement with RCF VI CAD (the "**Investor Agreement**") which contains various rights granted to RCF VI CAD, including among other things : (a) for so long as the percentage of the common shares of the Company held by RCF VI CAD is at least 10%, require the Company to maintain the size of the Board at seven directors unless otherwise agreed to by RCF VI CAD; (b)(i) for so long as the percentage of the common shares of the Company held by RCF VI CAD is at least 10%, RCF VI CAD may nominate one director to the Board; (ii) if at any time that percentage is at least 20%, RCF VI CAD may nominate up to two Directors to the Board; and (iv) RCF VI CAD has the right to appoint additional Directors in proportion to its percentage interest in the Company, and by way of example, for so long as

the Board is comprised of seven members, RCF VI CAD may nominate up to three directors to the Board at any time it holds at least 43% of the Company's shares, four directors to the Board at any time it holds at least 57% of the Company's shares, five Directors to the Board at any time it holds at least 71% of the Company's shares, and six Directors to the Board at any time it holds at least 86% of the Company's shares; (c) for so long as the percentage of the common shares of the Company held by RCF VI CAD is at least 10%, the Company has certain monthly reporting obligations to RCF VI CAD and RCF VI CAD has quarterly Prairie Creek Project visitation and inspection, and budget review and consultation rights; (d) require the Company to maintain a technical committee and an environmental and social committee, including at least one RCF VI CAD appointee; and (e) for so long as the percentage of the common shares of the Company held by RCF VI CAD is at least 10%, provide RCF VI LLC with certain Board and committee observer rights, including the right to receive all information, materials and documentation provided to the Board and the right from time to time, at its sole discretion, to nominate one or more observers to sit in on the general Board meetings and on any meetings of the technical, social, financial and other committees established by the Board and to receive all information and documentation provided to the other members of such committees.

Under the Investor Agreement with RCF VI CAD, the Company is required to maintain both a compensation committee and a nomination committee, each consisting of up to five members, comprising Directors and, if requested by RCF VI CAD, at least one of the Directors nominated as a director by RCF VI CAD, and each subject to a committee charter that is acceptable to the Company and RCF VI CAD.

### Management Supervision by the Board

The Company Officers report upon the operations of the Company directly to the Board on a regular basis. The Company does not have an appointed lead director. The independent directors are able to meet at any time they consider necessary without any members of management, including non-independent directors, being present. The Audit Committee is composed of independent directors who meet with the Company's auditors, and without management in attendance, if considered necessary or desirable. The independent directors have regular and full access to management. Although the independent directors do not hold regularly scheduled meetings at which non-independent directors and members of management are not in attendance, the independent directors are able to meet at any time without the non-independent directors being present if considered necessary or desirable. The independent directors hold in camera discussions at every quarterly Audit Committee meeting to facilitate open and candid discussion amongst themselves.

### Participation of Directors in Other Reporting Issuers

The participation of the Directors in other reporting issuers is described in the following table:

Name of Director	Name of Other Reporting Issuer
Gary A. Sugar	Seabridge Gold Inc.
John Warwick	Sherritt International Corporation
Ian Ward	Xali Gold Corp.
Shelley Brown	Deloitte Canada, Stantec Inc.
Anita Perry	Atrum Coal

### Participation of Directors in Board Meetings

In the year ended December 31, 2021, 12 Board meetings were held. In addition, there were 4 meetings of the Audit Committee, 4 meetings of the Compensation Committee and 8 of the Health, Safety & Social Committee. The attendance record of each director for the Board and applicable committee meetings held is as follows:

Name of Director	Board Meetings Attended	Committee Meetings Attended
Rohan Hazelton <sup>(1)</sup>	10 of 10	NA
Anita Perry <sup>1)</sup>	12 of 12	8 of 8
Ian Ward	12 of 12	8 of 8
John Warwick	12 of 12	12 of 12

Name of Director	Board Meetings Attended	Committee Meetings Attended
Gary A. Sugar	12 of 12	4 of 4
Stephen Flewelling	12 of 12	12 of 12
Shelley Brown	12 of 12	4 of 4

**Notes:**

(1) Rohan Hazelton was appointed as a director of the Company effective May 3, 2021, replacing Robert J. (Don) MacDonald.

## Board Mandate

The Board does not have a written mandate. The mandate of the Board is to supervise the management of the business and affairs of the Company. As part of its overall stewardship, the Board of Directors assumes responsibility for strategic planning, identification of the principal risks associated with the Company's business and ensuring appropriate management of these risks and making all senior officer appointments, including responsibility for evaluating performance, management development and succession planning.

## Position Descriptions

The Board has not developed written position descriptions for the Chairman of the Board or the chairs of each of the Board Committees. The Board is of the view that the role and responsibilities of the Chairman of the Board and of the Chairs of the respective Committees are sufficiently familiar that no separate written position descriptions are necessary or advisable. Their primary roles are the managing of the affairs of the Board or such committee including ensuring the Board or such committee is organized properly, functions effectively and meets its obligations and responsibilities. Each chairman conducts the affairs of the committees in accordance with the charters of such committee.

The CEO is responsible for the day to day operations of the Company and reports directly to the Board on a regular basis. The Board responds to, and if it considers appropriate, approves with such revisions as it may require, recommendations which have been brought forward by the Chief Executive Officer. In addition to those matters which by law must be approved by the Board, all significant activities and actions proposed to be taken by the Company including in particular capital budgets, financing, property acquisitions or dispositions, senior appointments and compensation are subject to approval by the Board.

## Orientation and Continuing Education

The Company does not have a formal orientation or education program for directors. New Board members are provided with information respecting the functioning of the Board and its Committees. In addition, directors receive copies of Board materials, corporate policies and procedures, and other information regarding the business and operations of the Company. Board members are expected to keep themselves current with industry trends and developments and are encouraged to communicate with management and, where applicable, auditors and technical consultants of the Company, and visit the Company's offices on a regular basis. Board members have access to legal counsel to the Company in the event of any questions or matters relating to the Board members' corporate and director responsibilities and to keep themselves current with changes in legislation. Board members have full access to the Company's records and general industry information and material of interest is circulated to directors on a regular basis.

## Ethical Business Conduct

The Board assumes responsibility for the Company's approach to corporate governance matters. The Board views good corporate governance and ethical business conduct as an integral and essential component to the supervision and management of the Company and to meet responsibilities to shareholders, employees and other stakeholders.

The Board has adopted a written Code of Ethics for directors, officers and employees – a copy of this Code can be found on the Company's website at [www.norzinc.com](http://www.norzinc.com). The Code is intended to define the ethical and regulatory standards applicable to all directors, officers and employees (including contractors) of the Company, and their family members, and provides guidance as to the following matters (being a summary and not an exhaustive list): honest and ethical conduct; avoidance of conflicts of interests, whether actual or perceived; full, fair, accurate, timely and understandable disclosures; compliance with legislation and regulations; prompt internal disclosure of any violation of the Code; and accountability for any failure to respect the Code.

The Code is not considered a comprehensive guide to all of the Company's policies or to individuals' responsibilities under applicable laws and regulations. The Code is intended to provide general parameters and expectations of the Company and is provided to all directors, officers, employees, and key contractors when they commence their services with the Company.

The Board conducts periodic reviews of the Company's corporate governance practices and procedures in the light of applicable rules and guidelines and the current status and stage of development of the Company.

Directors are expected to adhere to all corporate law requirements in respect of any transaction or agreement in which they may have a material interest. It is a requirement of applicable corporate law that directors who have an interest in a transaction or agreement with the Company promptly disclose that interest at any meeting of the Board at which the transaction or agreement will be discussed and abstain from discussions and voting in respect to same if the interest is material. Where appropriate, any director having a material conflict of interest is expected to withdraw from the meeting and not participate in the meeting where such matter is being considered, so that the remaining directors may properly exercise independent judgment.

### **Nomination of Directors**

The Board has appointed a Nominating Committee consisting of John Warwick, Shelley Brown and Gary A. Sugar. The mandate of the Nominating Committee is to identify the experience and competency the Board requires, assess the skills of current board members, determine if the Board would benefit from new directors and, having regard to the rights of RCF VI CAD pursuant to the Investor Agreement to nominate directors and the obligation to maintain the size of the Board at seven directors unless otherwise agreed to by RCF VI CAD, evaluate and recommend suitable director candidates.

Nominations, as they arise, are generally the result of discussions between members of the Board and the CEO, and discussions with RCF VI CAD. Nominations to the Board are determined, after appropriate review investigation and recommendation of the Nominating Committee, by the Board of Directors.

In April 2020, the Company entered into the Investor Agreement with RCF VI CAD, which contained various rights granted to RCF VI CAD as described above, including certain nomination rights.

Anita Perry, who was appointed to the Board in November 2018, and Stephen Flewelling, who was appointed to the Board in November 2019, were nominated by RCF VI CAD.

### **Compensation Committee**

The Board has appointed a Compensation Committee which has responsibility for determining compensation for the directors and senior management. In 2021, the Compensation Committee of the Board consisted of John Warwick, Ian Ward and Stephen Flewelling (all considered independent directors). The Compensation Committee relies on the general knowledge and experience of its members, and recommendations from senior management, in reviewing appropriate levels of compensation for executive officers and the implementation of, or amendment to, any other aspects of compensation that the Compensation Committee may review from time to time. All Compensation Committee members have relevant general, but not direct, experience in executive compensation and compensation policies and practices in the junior mineral resources business gained through current and prior experience in business, the minerals industry and government.

Pursuant to its Charter, the Compensation Committee has, among others, the following responsibilities:

- Review and make recommendations to the Board regarding the Company's compensation plans, including with respect to incentive-compensation plans and equity-based plans, policies and programs.
- Review the level and form of the directors' compensation and recommend changes to the Board for consideration and approval.
- Review and monitor the Company's employee and management compensation and benefit plans and policies, provide oversight of any employee benefit plan, and review and approve the compensation of the Company's executive officers.
- Annually review and approve corporate goals and objectives relevant to CEO compensation, evaluate the CEO's performance in light of those goals and objectives and establish the individual elements of the CEO's total compensation based on this evaluation.

- Review and make recommendations to the Board with regard to grants and/or awards of restricted stock, stock options and other forms of equity-based compensation under the Company's stock option, incentive-compensation and equity-based plans (as applicable).
- Review and make recommendations to the Board, when and if appropriate, of employment agreements, severance agreements and change in control provisions / agreements for the CEO and other executive officers.

The Compensation Committee makes recommendations to the Board with respect to the compensation of the President and CEO. The Compensation Committee meets as requested by the Board or the CEO, or as considered desirable by the Compensation Committee. The Compensation Committee has the authority to retain independent advisors as it may deem necessary or appropriate to allow it to discharge its responsibilities.

### **Other Committees**

In addition to the Audit Committee, the Nominating Committee and the Compensation Committee, the Board also has a Health, Safety & Social Committee comprised of Board members Anita Perry, John Warwick and Stephen Flewelling, along with the Prairie Creek Site Managers. The function of the Health, Safety & Social Committee is to review the Company's Health Safety & Social Policies, practices and programs, to oversee and regularly evaluate the Company's health and safety performance and to monitor and advise the Board on current and anticipated future best practices and regulatory issues relating to health and safety.

### **Assessment**

The Board of Directors continuously reviews on an ongoing informal basis the effectiveness of the Board as a whole and the effectiveness, contribution and performance of the Board, its committees and individual directors. Each year, when it determines the number of directors to be elected at the annual meeting of shareholders, the Board considers its appropriate size and composition to properly administer the affairs of the Company and to effectively carry out the duties of the Board, given the Company's current status and stage of development.

### **Director Term Limits and Other Mechanisms of Board Renewal**

The Company does not impose term limits on its directors. The Company believes term limits are an arbitrary mechanism for removing directors and can result in highly qualified and experienced directors forced out solely based on the length of their service.

### **Policies Regarding the Representation of Women**

The Company has not adopted a written policy relating to the identification and nomination of female directors, as it believes that the interests of the Company would be best served by ensuring that new directors are identified and selected from the widest possible group of potential candidates. A formalized written diversity policy governing the identification and selection of potential female candidates may unduly restrict the Board's ability to select the best and most suitable candidate.

The Board is responsible for establishing qualifications and skills necessary for an effective Board and for various committees of the Board, including but not limited to factors such as professional experience, particular areas of expertise, personal character, potential conflicts of interest, diversity and other commitments.

Although diversity (which includes diversity in gender, age, ethnicity and cultural background) is one of the factors considered in the Company's director identification and selection process, other factors, including knowledge and relevant experience, or particular areas of expertise, are given greater consideration in the director identification and selection process. In light of the Company's view that candidates should be selected from the widest possible group of qualified individuals, the level of representation of women may be considered, but is not a major factor in identifying and nominating candidates for election to the Board.

In November 2018, Anita Perry was appointed to the Board of Directors. Shelley Brown was appointed to the Board of Directors in June 2019. On February 1, 2021, the Company appointed Claudine Lee, as the Vice President – Corporate Social Responsibility of the Company.

The Company's views with respect to the representation of women in executive officer positions when making executive officer appointments is the same as its views on the representation of women in the director identification

and selection process. In making decisions as to executive officer appointments, the Company believes that decisions to hire or promote an individual should be based on that person's knowledge and experience, particular areas of expertise, character and merit. Accordingly, the representation of women in executive officer positions may be considered but is not a major factor when making executive officer appointments.

The Company has not adopted a target regarding the representation of women on the Board or in executive officer positions for the reasons set out above. The Company believes that adopting such a target may unduly restrict its ability to select, hire or promote the best and most suitable candidate for the position in question.

The Company currently has two female Board members (29%). The Company does have one female executive officer (25%).

## **AUDIT COMMITTEE DISCLOSURE**

The Company's audit committee is governed by a written charter that sets out its mandate and responsibilities. A copy of this charter and the disclosure on the Audit Committee, including the qualifications and experience of its members, as required by National Instrument 52-110 *Audit Committees*, is contained under the heading "Audit Committee Information" in the Company's Annual Information Form dated March 23, 2022 for the year ended December 31, 2021 which may be viewed under the Company's profile on SEDAR at [www.sedar.com](http://www.sedar.com).

## **APPOINTMENT OF AUDITORS**

Unless such authority is withheld, the Management Proxyholders intend to vote for the re-appointment of KPMG LLP, as auditors of the Company for the 2021 fiscal year, and to authorize the directors to fix their remuneration.

## **ADDITIONAL INFORMATION**

Additional information relating to the Company is available under the Company's profile on SEDAR at [www.sedar.com](http://www.sedar.com) and on the Company's website at [www.norzinc.com](http://www.norzinc.com). Financial information is provided in the Company's Financial Statements and Management's Discussion and Analysis ("**MD&A**") for the year ended December 31, 2021.

Shareholders may request copies, free of charge, of the Company's Financial Statements, MD&A and Annual Information Form by contacting the Company at:

Suite 1875, 701 West Georgia Street  
Vancouver, British Columbia V7Y 1C6  
Tel: (604) 688-2001 Fax: (604) 688-2043  
Email: [invest@norzinc.com](mailto:invest@norzinc.com)

## **OTHER MATTERS**

Management of the Company is not aware of any other matter to come before the Meeting other than as set forth in the notice of Meeting. If any other matter properly comes before the Meeting, it is the intention of the Management Proxyholders to vote the shares represented thereby in accordance with their best judgment on such matter.

DATED at Vancouver, British Columbia as of the 28<sup>th</sup> day of April, 2022.

## **BY ORDER OF THE BOARD OF DIRECTORS**

*"Rohan Hazelton"*

---

Rohan Hazelton, President and CEO