

PEOPLE

Meliadine's current success has been achieved through the contributions and commitment of all employees, working together towards the same goals.

Let's continue to make Meliadine a great place to work!

CRITICAL DRIVER	2023	2024	2025
Develop people to reach their full potential	Develop our people to reach their full potential		
	Leadership Development Program (LDP): Module 0 (Inuit Culture) and Module 3 (Mobilizing in Action) - Reinforce IIBA training for management	Leadership Development Program (LDP): Roll out final Module 4 and ensure completion of the first modules for new supervisors.	
	Revamp the IDP program (tools, follow-ups, support)		
Maintain our culture and focus, and increase our inclusivity, to remain a leading employer thriving through societal changes and risks	Foster the highest level of engagement of our workforce		
	Great Place To Work (GPTW) 2023 action plan	GPTW 2024 action plan	
	Ensure participation in the Collaboration Committee - Camp life: Keep the momentum and diversify the activities offered - Bring back the country kitchen - Review and improve bazar location/offer		
	Grow our Inuit workforce		
	Set and communicate objectives in terms of Inuit content - Inuit employment compliance***		
	Specific development plan for Inuit in supervisory and leadership roles		
	Diversity & Inclusion		
Ensure equal opportunities in leadership roles and provide more transparency on succession			
Execute workforce plans to ensure we have the right people in the right place at the right time	Workforce planning and management		
	Manage high-level workforce planning while optimizing camp capacity during construction and exploration efforts		
	Seamless integration of contractors in processes - Develop a clear understanding of the required training linked with a job position - Integration plan for all Agnico Eagle employees coming to Meliadine		
	Launch a Nunavut hiring committee - Better understand/review retention and attraction strategies - Analyze for possible work organisational changes (work from home, hybrid schedules, etc.)		

*** Must win battles

MELIADINE ROADMAP 2023-2025

PERFORMANCE

2022 marked the third consecutive year impacted by COVID-19. Even though the first three months of the year started with significant impacts from the pandemic (diminished workforce), the great collaboration of everyone helped reduce these impacts on our operations and the surrounding communities. It was a year in which we continuously adapted to the pandemic and learned to live with it to some extent.

Health and safety performances have been steadily improving, and a shift in the environmental culture at Meliadine has occurred in recent years. Both issues are now being added to everyone's on-site work assessment, as they are paramount to the success of safe operations in this pristine environment.

In terms of operations, we recovered well following a challenging start to the year. In the second half of 2022, Meliadine operations performed to the expected levels and delivered strong results.

We can also say with pride that some of the most challenging areas of our operations, for example, water management and underground backfilling, are now the best they have ever been since the start of Meliadine.

Thriving on these solid foundations, we are once again proving that we can and will continue to achieve safe and responsible production here at Meliadine.

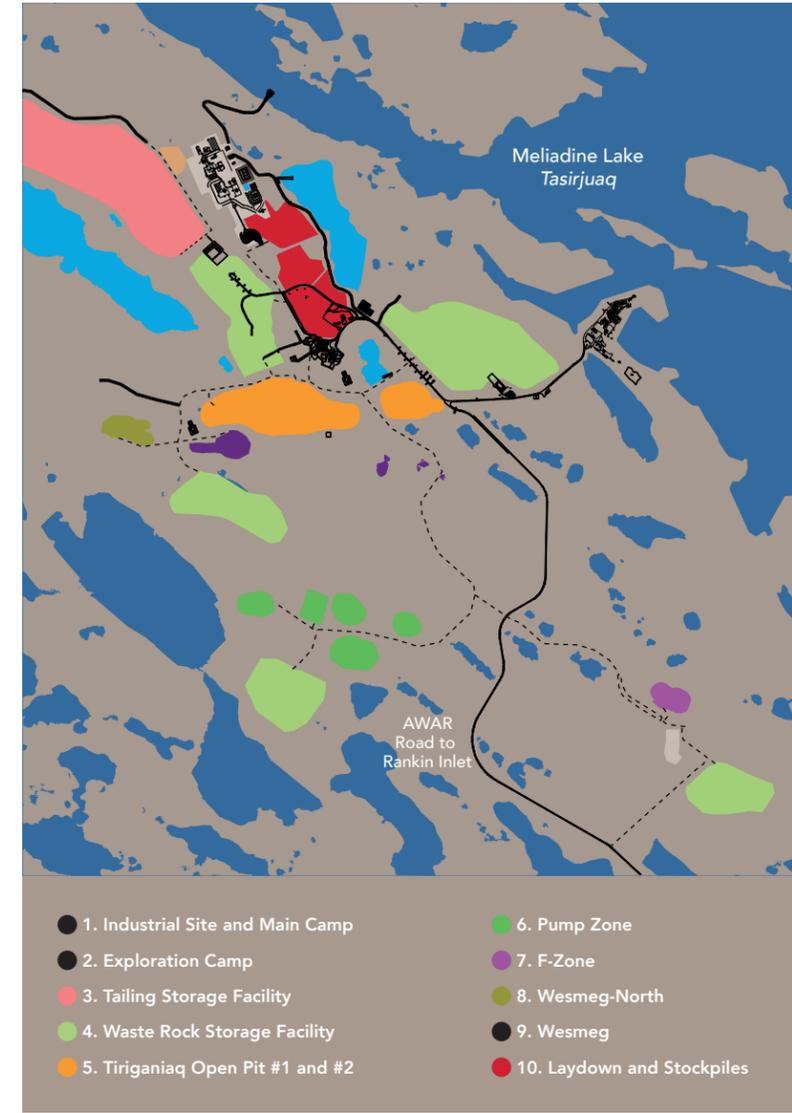


MELIADINE ROADMAP INUKTITUT



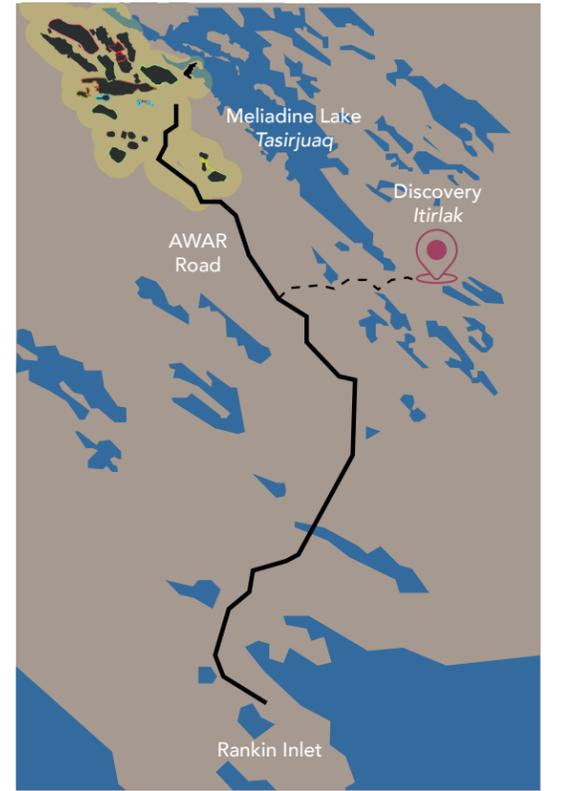
CRITICAL DRIVER	2023	2024	2025
Safely deliver production and estimates at, or better than, budget	Health & Safety: Our journey towards zero accidents		
	Maintain a solid foundation: Apply Meliadine Health & Safety standards		
	Continue building towards H&S excellence through various initiatives - Collision awareness action plan***	Continue building towards H&S excellence: Develop Contractor Management Plan (2024-25)	
	"The Key to Your Safety is You": Strengthen behaviour-based approach	"The Key to Your Safety is You": Take proactive actions in H&S	
	COVID-19: Continue to adapt to evolving situation		
	Environmental Stewardship & Water Management Excellence		
	Integrate environmental best practices into Meliadine culture - Implement new standards for Diamond Drilling (DDH)***	Continue to explore where improvements can be made while working together to build even stronger environmental management practices	
	Net Carbon Zero Emissions by 2050: Participate with Climate Change Committee		
	Saline Contact Water: Waterline construction and Operational Readiness Plan (ORP)	Saline Contact Water: Waterline construction, commissioning and operations with compliance of effluent	
	Surface Contact Water: Middle Zone - Options for contact water in Melvin Bay - Refine/deploy telemetry strategy	Surface Contact Water: Water management for Meliadine Extension - Deploy telemetry strategy	
	Community Relations: Be a trusted and desired partner at the local and regional level		
	Foundational shift in community relations support, part of the Terrestrial Advisory Group (TAG)**	Take community relation processes into account in all decisions - Take ownership of the Terrestrial Advisory Group (TAG)	
	Execute key projects that support the operation and our growth		
	Address critical system bottlenecks at Meliadine - Underground development - Start construction of Tiriganiaq Western Ventilation Intake***	Continue to address bottlenecks - Commissioning of Western Ventilation Intake	
	Meliadine Extension: Meliadine projects readiness plans - Start Middle Zone and Discovery activities, etc. - Mill expansion to 6,250 tpd*** - Carry out extension permitting activities***	Meliadine Extension: Construction of Middle Zone and Discovery Infrastructures - Ensure reception of Meliadine Extension permit***	
Seamless integration of the Permitting and Construction Team in meetings and processes: review the design/handoff process			
Deliver on budget objectives (production and costs)			
Produce 376,582 ounces of gold - Maintain or improve Cash Cost/AISC	Produce 380,872 ounces of gold - Maintain or improve Cash Cost/AISC		
Manage risk across the company	Maintain and improve compliance with internal and external standards and regulations		
	Revise and execute action plan from the 2022 audit	Proceed with the new audits and recommendations	
	Asset management processes		
	Execute on Asset Care Plan		
	Adapt to the new reality with supply chain challenges		
Adjust overall inventory to the new reality***			
Implement efficiency / cost reduction initiatives to achieve our 3 year productivity objectives and improve cashflow at our mine compared to current ELOM levels	Strategic Optimization		
	Follow up on projects' portfolio*** - Proper tracking of cost savings or value creation (objective of 3% vs 2023 final budget)***	Follow up on projects' portfolio	
	Deployment of automation and technology		
	Underground (UG) Projects Roadmap execution	Deliver on UG Projects Roadmap - Process Plant automation roadmap	Continue leveraging automation for UG Mine - Deliver on Process Plant automation roadmap
Optimize resource allocation decision-making process (capital, human, technical)	Cost and budgeting best practices		
	Transition to cost and budgeting best practices (ABB-ABC), integrate new Chart of Account (COA)		
	Logistics		
	Improve visibility and determine KPIs for Plane and Barge		
	Energy management		
	Develop ownership and robust processes for energy	Optimize Meliadine energy consumption	

PIPELINE



In the 2023 Roadmap timeline, Meliadine will be evolving towards its next phase of growth:

- Key projects include the Waterline, Process Plant expansion from 4,800 tonnes per day to 6,250 tonnes per day, the extension to the other deposits, and Tiriganiaq Western Ventilation Intake.
- Dynamic exploration will continue to be at the forefront of our strategy and as proven in the past, the immense geological potential of the property will certainly reward us (120km Diamond Drilling/year, Tiriganiaq Exploration Drift development).



CRITICAL DRIVER	2023	2024	2025
Fully replace mined reserves and target 10+ years of reserve life per operating region	Develop Meliadine's Full Potential Model - Develop options to deliver on our guidance and maximize Meliadine's Net Asset Value		
	Reach renewal objectives of reserves*** - Execute Meliadine exploration strategy (DDH and explo drift)***		
Advance internal projects towards LOM through the ELOM/Scenario Analysis process	Continuous improvement of base Life of Mine (Scenario Analysis) - Deliver UG production increase study (+500TPD)	Continuous improvement of base Life of Mine (Scenario Analysis)	
	Develop Meliadine's first Enhanced Life of Mine (ELOM) in line with our Full Potential Model	Continue evaluating Meliadine's potential through ELOM/SLOM	
Bring/add at least one project that will be in operation before 2025	Conversion of Fzone UG - Convert Normeg UG into reserves	Conversion of Fzone UG - Determine next conversion target	
	Execute Tiriganiaq exploration drift plan with organic conversion to reserves		
Align and focus exploration and investment activities with corporate strategy	Seamless integration of Regional Exploration with operations - Participate in Regional Exploration decision-making regarding Meliadine property - Promote Regional Exploration at Meliadine		