MCAN MORTGAGE CORPORATION
(d/b/a MCAN FINANCIAL GROUP)

NOTICE OF ANNUAL GENERAL MEETING

OF SHAREHOLDERS

TO BE HELD MAY 7, 2024

AND

MANAGEMENT INFORMATION CIRCULAR

March 15, 2024

NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS OF MCAN MORTGAGE CORPORATION (d/b/a MCAN FINANCIAL GROUP)

NOTICE is hereby given that an annual general meeting ("**Meeting**") of the shareholders of MCAN Mortgage Corporation (d/b/a MCAN Financial Group) ("**MCAN**", or the "**Corporation**") will be held at Vantage Venues, 150 King Street West, Meeting Room S7, 27th Floor, Toronto, Ontario M5H 1J9, on Tuesday, May 7, 2024 at 4:30 p.m. (Toronto time), which will also be accessible online via live video webcast at **https://meetnow.global/MGDMT6J** for the following purposes:

1. to receive the consolidated financial statements of the Corporation for the year ended December 31, 2023 and the report of the Auditors thereon;
2. to elect the Board of Directors;
3. to appoint Auditors;
4. to consider, and if deemed advisable, approve an advisory resolution on the Board of Directors' approach to executive compensation; and
5. to transact such other business as may properly be brought before the Meeting.

The specific details of the matters proposed to be put before the Meeting are set forth in the Management Information Circular in respect of the Meeting.

MCAN is conducting a hybrid shareholder meeting, allowing participation both in person and online. Shareholders will have an equal opportunity to participate at the Meeting regardless of their geographic location or share ownership and will have the ability to engage with directors of the Corporation and management as well as other shareholders.

Shareholders who attend the Meeting online will do so by accessing a live webcast of the Meeting via the internet. Shareholders will be able to access the Meeting using an internet connected device such as a laptop, computer, tablet or mobile phone, and the meeting platform will be supported across Chrome, Safari, Edge and Firefox browsers and devices that are running the most updated version of the applicable software plugins.

Only registered shareholders and duly appointed proxyholders can vote online at the Meeting at **https://meetnow.global/MGDMT6J** where they can also participate and submit questions during the Meeting's live webcast. Beneficial shareholders (being shareholders who hold their common shares of the Corporation ("**Common Shares**") through a broker, investment dealer, bank, trust company, custodian, nominee or other intermediary) who have not duly appointed themselves as proxyholder will be able to attend the meeting online as guests and may ask questions, but will not be able to vote online at the Meeting.

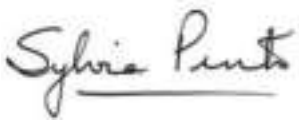
A shareholder who wishes to appoint a person other than the management nominees identified on the form of proxy or voting instruction form (including a beneficial shareholder who wishes to appoint themselves) must carefully follow the instructions in the Management Information Circular and on their form of proxy or voting instruction form. These instructions include the additional step of registering such proxyholder with MCAN's transfer agent, Computershare Trust Company of Canada at http://www.computershare.com/MCAN after submitting their form of proxy or voting instruction form. Failure to register the proxyholder with our transfer agent will result in the proxyholder not receiving an invite code to vote online and such proxyholder will only be able to attend the Meeting online as a guest.

Shareholders may register and log into the live webcast platform from 4:00 p.m. on Tuesday, May 7, 2024. You should allow ample time to check into the Meeting online and complete the related procedure.

Your vote is important regardless of the number of Common Shares you hold. Whether or not you are able to attend the Meeting, we encourage you to complete, date, sign and return the enclosed form of proxy or voting instruction form in accordance with the instructions therein so that your Common Shares can be voted at the Meeting or any continuation after an adjournment or postponement thereof in accordance with your instructions.

Please read the enclosed Management Information Circular to learn more about the Meeting, our director nominees, and our executive compensation and governance practices.

BY ORDER OF THE BOARD



SYLVIA PINTO
CORPORATE SECRETARY

March 15, 2024

TO BE COUNTED PROXIES MUST BE RECEIVED BY COMPUTERSHARE TRUST COMPANY OF CANADA NO LATER THAN 5:00 P.M. (TORONTO TIME) ON MAY 3, 2024

In order to ensure that your proxy is received in time for MCAN's Annual General Meeting to be held on Tuesday, May 7, 2024, we recommend that you vote in any of the following ways:

VOTING METHOD	REGISTERED SHAREHOLDERS/ NON-OBJECTING BENEFICIAL SHAREHOLDERS/EMPLOYEES If your Common Shares are held in your name and represented by a physical certificate or if your Common Shares are held with an investment dealer, a broker, bank or other intermediary or you are a participant in the Corporation's Employee Share Ownership Plan	OBJECTING BENEFICIAL SHAREHOLDERS If your Common Shares are held with an investment dealer, a broker, bank or other intermediary
INTERNET	Go to www.investorvote.com and follow the instructions. You will need your 15-digit control number, which is on your proxy form or voting instruction form.	Go to www.proxyvote.com and enter your 16-digit control number, which is located on the enclosed voting instruction form.
FAX	Complete, sign and date your proxy form or voting instruction form and send it by fax to Computershare Trust Company of Canada at 1-866-249-7775 (toll-free in North America) or 1-416-263-9524 (outside of North America).	N/A
MAIL	Complete, sign and date your proxy form or voting instruction form and return it in the envelope provided.	Complete, sign and date your voting instruction form and return it in the envelope provided.

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MANAGEMENT INFORMATION CIRCULAR

GENERAL INFORMATION

This Management Information Circular ("**Circular**") is furnished by the management of MCAN Mortgage Corporation (d/b/a MCAN Financial Group), ("**we**", "**MCAN**', "**our**", the "**Company**" or the "**Corporation**"), which is soliciting proxies for use at the Annual General Meeting of Shareholders of the Corporation (the "**Meeting**"), and at any continuation after an adjournment or postponement thereof, to be held at the date, time and place and for the purposes set forth in the foregoing notice of Meeting.

MCAN is conducting a hybrid shareholder meeting, allowing greater participation both in person and online. The Meeting is being held at Vantage Venues, 150 King Street West, Meeting Room S7, 27th Floor, Toronto, Ontario M5H 1J9, on Tuesday, May 7, 2024 at 4:30 p.m. (Toronto time), which will also be accessible online via live video webcast at **https://meetnow.global/MGDMT6J**. Shareholders will have an equal opportunity to participate at the Meeting regardless of their geographic location or share ownership and will have the ability to engage with directors of the Corporation and management as well as other shareholders.

Only registered shareholders and duly appointed proxyholders can vote online at the Meeting, where they can also participate and submit questions. Non-registered (beneficial) shareholders who have not duly appointed themselves as proxyholder will be able to attend the Meeting online as guests and may ask questions, but will not be able to vote online at the Meeting.

A summary of the information shareholders will need to attend and vote at the Meeting online is provided in this Circular.

We expect that the solicitation of proxies will primarily be by mail. Proxies may also be solicited personally, by telephone, e-mail, or other means of communication by management. All expenses in connection with the solicitation of proxies will be borne by MCAN.

The mailing of the proxy materials to registered shareholders and non-objecting beneficial owners will be completed by MCAN on or about April 9, 2024. In accordance with the requirements of National Instrument 54-101 – *Communication with Beneficial Owners of Securities of a Reporting Issuer*, the Meeting materials are being mailed to all registered shareholders (except those who have asked not to receive them) and to those beneficial shareholders who requested them (to the depository and intermediaries for onward distribution to such beneficial shareholders).

Unless otherwise stated, all information contained in this Circular is as at March 15, 2024.

INFORMATION ON VOTING

VOTING MATTERS

At the Meeting, shareholders will vote on the following matters:

1. The election of directors;
2. The appointment of auditors; and
3. The advisory resolution on the Board's approach to executive compensation.

RECORD DATE FOR NOTICE OF MEETING

The board of directors of the Company (the "**Board**") has fixed March 28, 2024 as the record date (the "**Record Date**") for the purpose of determining shareholders entitled to receive notice of and to vote at the Meeting.

COMMON SHARES OUTSTANDING AND OWNERS OF MORE THAN 10% OF THE COMMON SHARES

As at the close of business on March 15, 2024, there were 35,695,267 common shares of MCAN ("**Common Shares**") outstanding and these Common Shares are the only voting securities of the Corporation. Except with respect to the election of directors, for which cumulative voting shall apply, each Common Share entitles the holder thereof to one vote on each matter to be considered at the Meeting. The Common Shares trade under the symbol "MKP" on the Toronto Stock Exchange ("**TSX**").

To the knowledge of the directors and executive officers of MCAN, as at March 15, 2024, the only person or company who beneficially owns, directly or indirectly, or exercises control or direction over more than 10% of the issued and outstanding Common Shares is the following:

Name	Number of Common Shares	Percentage of Common Shares
KingSett Canadian Real Estate Income Fund LP	4,697,697	13.16%

VOTING BY PROXY

REGISTERED SHAREHOLDERS

Registered shareholders may vote at the Meeting or may give another person authority to vote at the Meeting on their behalf by appointing a proxyholder. **To be valid, a proxy must be received by our transfer agent, Computershare Trust Company of Canada ("Computershare"), at 100 University Avenue, 8th Floor, Toronto, Ontario M5J 2Y1 in the postage prepaid envelope provided, by facsimile at 1-866-249-7775 or (416) 263-9524, or over the internet at www.investorvote.com, no later than 5:00 p.m. (Toronto time) on Friday, May 3, 2024, or at least 48 hours (excluding Saturdays, Sundays and holidays) prior to the commencement of an adjournment or postponement of the Meeting.** If you use your 15-digit control number (the "**Control Number**") to login to the online Meeting and you accept the terms and conditions, you will be provided the opportunity to vote by online ballot at the appropriate time on the matters put forth at the Meeting. If you have already voted by proxy and you vote again during the online ballot, your online vote during the Meeting will revoke your previously submitted proxy. If you DO NOT wish to revoke a previously submitted proxy, do not vote again during the online ballot at the Meeting.

BENEFICIAL SHAREHOLDERS

The information set forth in this section is of significant importance if you do not hold your Common Shares in your own name. You are a non-registered shareholder or "**beneficial owner**" if your Common Shares are held by a nominee, that is, if your certificate has been deposited with or held by a bank, a trust company, an investment dealer, a stock broker, a trustee or any other institution. Under applicable securities legislation, a beneficial owner of securities is a "non-objecting beneficial owner" (or "**NOBO**") if such beneficial owner has, or is deemed to have, provided instructions to the intermediary holding the securities on such beneficial owner's behalf not objecting to the intermediary disclosing ownership information about the beneficial owner in accordance with said legislation, and a beneficial owner is an "objecting beneficial owner" (or "**OBO**") if such beneficial owner has or is deemed to have provided instructions objecting to the same.

If you are a NOBO, you received these materials from MCAN or its agent, and MCAN is required to seek your instructions as to the manner in which to exercise the voting rights attached to your Common Shares. **The voting instruction form that is sent to a NOBO by MCAN or its agent contains an explanation as to how you can exercise the voting rights attached to your Common Shares, including how to appoint yourself as proxyholder so you can vote at the Meeting. Please read such instructions carefully in order to ensure that your Common Shares are voted at the Meeting.**

If you are an OBO, you received these materials from your intermediary or its agent, and your intermediary is required to seek your instructions as to the manner in which to exercise the voting rights attached to your Common Shares. The Corporation has agreed to pay for intermediaries to deliver to OBOs the proxy-related materials and the relevant voting instruction form. **The voting instruction form that is sent to an OBO by the**

intermediary or its agent should contain an explanation as to how you can exercise the voting rights attached to your Common Shares, including how to appoint yourself as proxyholder so you can vote at the Meeting. Please read such instructions carefully in order to ensure that your Common Shares are voted at the Meeting.

Beneficial shareholders who have not duly appointed themselves as proxyholder will not be able to vote online at the Meeting and may only attend online as a guest. **If you are a beneficial shareholder and wish to vote at the Meeting, you have to appoint yourself as proxyholder, by inserting your own name in the Appointee Section of the voting information form you received, returning the completed form in the envelope provided, via facsimile or the internet, and following all of the applicable instructions provided by your intermediary.**

APPOINTING A PROXYHOLDER

A proxyholder is the person you appoint to act on your behalf at the Meeting and to vote your Common Shares in your name. You may choose anyone to be your proxyholder – the person you choose does not have to be a shareholder of MCAN. Simply follow the instructions below to appoint a proxyholder. You should be sure that the appointed person is aware that they have been appointed to vote your Common Shares. If you do not insert a name in the blank space, then the persons named on the form, being Derek G. Sutherland, or failing him, Brian W. Chu, each of whom is a director of MCAN, will be appointed to act as your proxyholder.

Your appointed proxyholder is authorized to vote and act for you at the Meeting, including any continuation after an adjournment or postponement of the Meeting. On the form you should indicate how you want your proxyholder to vote your Common Shares.

Shareholders who wish to appoint a third party proxyholder to represent them at the online Meeting MUST submit their proxy or voting instruction form (as applicable) appointing such third party proxyholder prior to registering the third party proxyholder, as described below. Registering your proxyholder is an additional step to be completed AFTER you have submitted your proxy or voting instruction form. Failure to register the proxyholder will result in the proxyholder not receiving an invite code to participate or vote at the online Meeting (an "Invite Code").

- **Step 1** - Submit your proxy or voting information form: To appoint a third party proxyholder, insert such person's name in the blank space provided in the form of proxy or voting instruction form (if applicable) and follow the instructions for submitting such form of proxy or voting instruction form. This must be completed prior to registering such proxyholder, which is an additional step to be completed once you have submitted your form of proxy or voting instruction form.

- **Step 2** - Register your proxyholder: To register a proxyholder, shareholders MUST visit http://www.computershare.com/MCAN by 5:00 p.m. (Toronto time) on Friday, May 3, 2024 and provide Computershare with the required proxyholder contact information, so that Computershare may provide the proxyholder with an Invite Code via email. Without an Invite Code, proxyholders will not be able to participate at the online Meeting.

If you are a beneficial shareholder and wish to participate or vote at the online Meeting, you have to insert your own name in the space provided on the voting instruction form sent to you by your intermediary, follow all of the applicable instructions provided by your intermediary AND register yourself as your proxyholder, as described above. By doing so, you are instructing your intermediary to appoint you as proxyholder. It is important that you comply with the signature and return instructions provided by your intermediary.

VOTING DISCRETION OF PROXYHOLDER

If you give directions on how to vote your Common Shares, your proxyholder must vote your Common Shares according to your instructions. If your proxy form or voting instruction form does not specify how to vote on a particular issue, then your proxyholder can vote your Common Shares as they see fit. If your proxyholder does not attend and vote at the Meeting, your Common Shares will not be voted.

If you have appointed a person designated by MCAN as proxyholder as provided in the form of proxy and you do

not provide any instructions concerning a matter identified in the Notice of Meeting, the Common Shares represented by such proxy will be voted as follows:

FOR the election of each of the nine persons nominated for election as a director;

FOR the appointment of Ernst & Young LLP as auditors; and

FOR the advisory resolution accepting the Board's approach to executive compensation disclosed in this Circular.

The form of proxy confers discretionary authority on the persons named therein with respect to amendments or variations to matters identified in the Notice of Meeting and with respect to other business which may properly be brought before the Meeting. At the date of this Circular, Management of the Corporation knows of no such amendments, variations or other business to be brought before the Meeting.

CUMULATIVE VOTING

Pursuant to MCAN's by-laws and the *Trust and Loan Companies Act* (Canada) (the "**Act**"), directors of MCAN are to be elected through cumulative voting in certain circumstances. Under the cumulative voting system, each shareholder has the right to cast a number of votes equal to the number of votes attached to the Common Shares held by the shareholder multiplied by nine, being the number of directors to be elected at the Meeting. The shareholder may cast all such votes in favour of one nominee or distribute them among the nominees in any manner. For example, a shareholder owning 100 Common Shares could cast 900 votes in favour of one nominee or distribute the 900 votes equally in favour of all nominees or distribute the votes in any other manner among the nominees, as long as the total number of votes cast for the nominees does not exceed 900.

If a shareholder votes for more than one nominee without specifying the distribution of the votes among the nominees, the votes will be distributed equally among the candidates voted for by that shareholder. If a shareholder wishes to distribute votes other than equally among the nominees, the shareholder should do so by following the instructions on the form of proxy provided with this Circular. Shareholders are advised to read this section carefully, as proxies purporting to allocate more votes than a shareholder is entitled to, or otherwise completed in error, will be void.

The form of proxy enclosed with this Circular offers shareholders three options with respect to the election of directors. Shareholders may select only one option. Shareholders may:

1. vote for the election of all the nominees proposed in this Circular, distributing their votes equally among them;

2. vote for one or more of the nominees proposed in this Circular by indicating beside each nominee's name the number of votes which the shareholder wishes to allocate to that nominee; or

3. withhold from voting for the election of directors.

REVOKING YOUR PROXY

If you are a registered shareholder and change your mind and wish to revoke your proxy, you may do so by signing a written statement outlining your instructions to revoke your previously submitted proxy (or authorizing your attorney in writing to sign a written statement to this effect) and delivering it to the Corporate Secretary at the head office of MCAN, 200 King Street West, Suite 600, Toronto, Ontario M5H 3T4, any time before 5:00 p.m. (Toronto time) on May 6, 2024, being the last business day immediately preceding the Meeting, or by depositing it with the Chair of the Meeting on May 7, 2024, prior to commencement of voting at the Meeting. **If as a registered shareholder you are using your Control Number to login to the online Meeting and you accept the terms and conditions, you will be provided the opportunity to vote by online ballot at the appropriate time on the matters put forth at the Meeting. If you have already voted by proxy and you vote again during the online ballot, your online vote during the Meeting will revoke your previously submitted proxy. If you DO NOT wish to revoke a previously submitted proxy, do not vote again during the online ballot at the Meeting.**

Beneficial shareholders should contact their intermediaries to discuss whether revocation is possible and, if so, for the procedures to be followed.

PARTICIPATING AT THE MEETING

MCAN is holding the Meeting as a hybrid meeting, allowing participation both in person and online. Registered shareholders and duly appointed proxyholders can attend the Meeting in person or online at **https://meetnow.global/MGDMT6J** where they can participate, vote, and submit questions during the Meeting's live webcast. Non-registered (beneficial) shareholders who have not duly appointed themselves as proxyholder will be able to attend the Meeting online as guests and may ask questions, but will not be able to vote at the Meeting. In order to participate or vote online at the Meeting, shareholders must have a valid Control Number or an Invite Code. A summary of the information shareholders will need to attend the Meeting online is provided below. The Meeting will begin at 4:30 p.m. (Toronto Time) on May 7, 2024.

Registered shareholders and duly appointed proxyholders will be able to participate and vote at the Meeting online at **https://meetnow.global/MGDMT6J**. Such persons may enter the Meeting by clicking "**Shareholder**" and entering a Control Number or an Invite Code before the start of the Meeting.

Registered shareholders: The 15-digit Control Number located on the form of proxy or in the email notification you received.

- If as a registered shareholder you are using your Control Number to login to the online Meeting and you accept the terms and conditions, you will be provided the opportunity to vote by online ballot at the appropriate time on the matters put forth at the Meeting. If you have already voted by proxy and you vote again during the online ballot, your online vote during the Meeting will revoke your previously submitted proxy. If you DO NOT wish to revoke a previously submitted proxy, do not vote again during the online ballot at the Meeting.
- **Duly Appointed proxyholders**: Computershare will provide the proxyholder with an Invite Code by e-mail after the voting deadline has passed.
- **United States Beneficial holders**: To participate or vote online at the Meeting, you must first obtain a valid legal proxy from your broker, bank or other agent and then register in advance of the Meeting. Follow the instructions from your broker or bank included with this Circular, or contact your broker or bank to request a legal proxy form. To register to attend the Meeting online, you must submit a copy of your legal proxy form to Computershare. Requests for registration should be directed to Computershare at 100 University Avenue, 8th Floor, Toronto, Ontario M5J 2Y1, or by e-mail at uslegalproxy@computershare.com. Requests for registration must be labelled as "Legal Proxy" and be received no later than 5:00 p.m. (Toronto time) on Friday, May 3, 2024. You may participate and vote your Common Shares at the Meeting online at **https://meetnow.global/MGDMT6J**. Please note that you are required to register your appointment as proxyholder at http://www.computershare.com/MCAN.

Only registered shareholders and duly appointed proxyholders who have a Control Number or Invite Code will be entitled to vote online at the Meeting. Beneficial shareholders who have not duly appointed themselves as proxyholder may login as a guest, by clicking on "**Guest**", completing the online form and accepting the terms and conditions of the webcast. Guests will be able to listen to the Meeting and ask questions, but will not be able to vote at the Meeting.

Shareholders who wish to appoint a third party proxyholder to represent them at the online Meeting (including beneficial shareholders who wish to appoint themselves as proxyholder to participate or vote at the online Meeting) MUST submit their duly completed proxy or voting instruction form AND register the proxyholder (please see the information under the heading "Appointing a Proxyholder" above for further details).

If you are eligible to vote at the Meeting, it is important that you are connected to the internet at all times during the Meeting in order to vote when balloting commences. It is your responsibility to ensure connectivity for the duration of the Meeting. You should allow ample time to check into the Meeting online and complete the related procedure.

VOTING AT THE MEETING

Registered shareholders, or beneficial shareholders who have appointed themselves or a third party proxyholder to represent them at the Meeting, will appear on a list of shareholders prepared by Computershare, the transfer agent and registrar for the Meeting. To have their Common Shares voted at the online Meeting, each registered shareholder or duly appointed proxyholder will be required to enter their Control Number or Invite Code provided by Computershare at **https://meetnow.global/MGDMT6J**, prior to the start of the Meeting (please see the information under the heading "Participating at the Meeting" above for further details). In order to vote, beneficial shareholders who have appointed themselves as proxy holder or their duly appointed third party proxyholders MUST register with Computershare at http://www.computershare.com/MCAN after submitting their voting instruction form in order to receive an Invite Code (please see the information under the heading "Appointing a Proxyholder" above for further details).

SUBMITTING QUESTIONS

Following the Meeting, MCAN will hold a live question and answer session, during which a representative of senior management and the Board will answer questions submitted during the Meeting. Shareholders, duly appointed proxyholders and guests may submit questions at the Meeting. **To ask your question during the online Meeting, you may write through the live webcast at https://meetnow.global/MGDMT6J after logging-in, type your question into the "Ask a Question" field, and click "Submit".**

The Chair of the Meeting reserves the right to edit or reject questions he deems profane or otherwise inappropriate. Any questions pertinent to the Meeting that cannot be answered during the Meeting due to time constraints will be responded to by e-mail after the Meeting. The Chair of the Meeting has broad authority to conduct the Meeting in an orderly manner. To ensure the Meeting is conducted in a manner that is fair to all shareholders, the Chair of the Meeting may exercise broad discretion in the order in which questions are asked and the amount of time devoted to any one question.

CONFIDENTIALITY

Proxies returned to Computershare are counted and tabulated independently of MCAN to preserve the confidentiality of individual shareholder votes. Computershare does not inform MCAN's management about how individual shareholders have voted except where comments made by shareholders are intended for the attention of management or where required by law.

QUESTIONS

For general shareholder enquiries, you can contact Computershare by:

Phone 1-800-564-6253 (toll-free within Canada and United States)

Fax 1-888-453-0330 (toll-free within Canada and United States)

Email service@computershare.com

Mail Computershare Trust Company of Canada
100 University Avenue
8th Floor, North Tower
Toronto, Ontario M5J 2Y1

BUSINESS TO BE TRANSACTED AT THE MEETING

FINANCIAL STATEMENTS

The audited consolidated financial statements of MCAN for the year ended December 31, 2023, and the auditors' report thereon will be placed before the Meeting. These audited consolidated financial statements form part of the 2023 Annual Report of MCAN.

The full text of the 2023 Annual Report is available on the System for Electronic Document Analysis and Retrieval + ("**SEDAR+**") at www.sedarplus.ca or on MCAN's website at www.mcanfinancial.com.

ELECTION OF DIRECTORS

The election of MCAN's directors will take place by cumulative voting. Usually, shareholders of a public company are entitled to one vote per common share on all matters and a simple majority of the votes cast determines whether nominees are elected to the Board. However, the Act requires cumulative voting for the election of directors where more than 10% of the voting shares of a company governed by the Act are beneficially owned, directly or indirectly, by a shareholder. The process of cumulative voting is described on page 4. **Shareholders are urged to read that section carefully, as proxies purporting to allocate more votes than a shareholder is entitled to, or otherwise completed in error, will be void**.

The Board has established nine as the number of directors to be elected at the Meeting. If there are additional nominees, pursuant to MCAN's advance notice provisions for the nomination of directors, there will be a separate vote for each nominee. If the number of nominees exceeds the number of director positions to be filled, the nominees receiving the lowest number of votes will be eliminated and the nominees having the most votes will be elected as directors.

The management representatives named in the enclosed form of proxy intend to cast the votes to which the Common Shares represented by the proxy are entitled equally among the proposed nominees who are listed under "Information Concerning Nominees as Directors" starting at page 8, unless the shareholder who has given such proxy has directed that the Common Shares be otherwise voted or withheld from voting in respect of the election of directors.

Each director elected at the Meeting will thereafter hold office until the close of the next annual meeting of shareholders following the election of the directors unless the director's office is earlier vacated in accordance with the Corporation's by-laws and the Act. Eight of the nine nominees listed on page 8 are currently directors of the Corporation, have been directors since the dates indicated and have held their present occupations for more than five years, except as noted in the respective director profiles starting at page 12. Gordon J. Herridge is not standing for re-election at the Meeting. Management does not contemplate that any nominee will be unable to serve as a director, but if this should occur for any reason prior to the Meeting, the persons named in the enclosed form of proxy reserve the right to vote for another nominee at their discretion unless specifically instructed on the proxy form that the Common Shares are to be withheld from voting in respect of the election of directors.

ADVANCE NOTICE FOR NOMINATION OF DIRECTORS

In 2015, the Board approved certain by-law amendments including the adoption of advance notice provisions (the "**Advance Notice Provisions**") in circumstances where director nominations are made by shareholders of the Corporation, other than in connection with a requisitioned shareholders' meeting or a shareholder proposal in accordance with the Act. The Advance Notice Provisions fix a deadline by which shareholders must submit director nominations to the Corporation in writing prior to any annual or special meeting of shareholders where directors are to be elected and sets forth the specific information that a nominating shareholder must include in such notice for an effective nomination to occur.

Pursuant to the Advance Notice Provisions, in the case of an annual meeting of shareholders, notice to the Corporation must be made not less than 30 days prior to the date of that meeting; provided, however, that if the first public announcement of the date of the annual meeting is less than 50 days prior to the meeting date, notice may be made not later than the 10th day following such public announcement. In the case of a special meeting of shareholders (which is not also an annual meeting) called for any purpose which includes the election of directors, notice to the Corporation must be made not later than the 15th day following the day on which the first public announcement of the date of the special meeting was made.

INFORMATION CONCERNING NOMINEES AS DIRECTORS

The nine nominees as directors, listed below, have supplied the information concerning their principal occupation and the number of Common Shares beneficially owned or over which control or direction is exercised. Each director's term of office will expire at the close of the next annual meeting of shareholders following the election of directors or until their successor is elected or appointed.

Name and Municipality of Residence	Director since	Occupation	Common Shares Owned and/or Controlled
BONNIE AGOSTINHO Burlington, Ontario, Canada	May 2022	Corporate Director MCAN Mortgage Corporation	4,436
BRIAN W. CHU Toronto, Ontario, Canada	May 2021	Founding Partner Bogart Robertson & Chu LLP	11,170
JOHN E. COKE Toronto, Ontario, Canada	May 2021	Corporate Director MCAN Mortgage Corporation	34,395
DONALD E. COULTER Markham, Ontario, Canada	December 2023	President & Chief Executive Officer MCAN Mortgage Corporation	991
GLENN DORÉ Montréal, Québec, Canada	May 2020	President Teff Administration Inc.	182,240
PHILIP C. GILLIN Toronto, Ontario, Canada	May 2020	Corporate Director MCAN Mortgage Corporation	11,433
KAREN L. MARTIN Toronto, Ontario, Canada	N/A	Interim Chief Financial Officer Northwest Healthcare Properties REIT	48,329
GAELEN J. MORPHET Toronto, Ontario, Canada	January 2018	President Morphet Family Wealth Advisors Inc.	23,937
DEREK G. SUTHERLAND Toronto, Ontario, Canada	May 2017	Chair of the Board MCAN Mortgage Corporation	843,178

Management and the Board recommend that shareholders vote FOR the election of each of the nominees listed above.

APPOINTMENT OF AUDITORS

At the Meeting, the shareholders will be called upon, as recommended by the Board to appoint Ernst & Young LLP ("**E&Y**") to hold office until the close of the next annual meeting of shareholders. E&Y reports directly to the Audit Committee and has been MCAN's external auditor since November 1991.

In addition to performing the audit of the Corporation's consolidated financial statements, E&Y provided other services to the Corporation and its subsidiaries. The Corporation performs an annual assessment of E&Y and, at least every five years, a comprehensive review of E&Y.

Fees paid to E&Y for the past two years are as follows. Amounts listed below represent the amount billed in the year.

Category	2023 $	2022 $
Audit Fees	525,087	817,095
Audit-Related Fees[(1)]	107,000	97,250
Tax Fees[(2)]	60,595	43,100
All Other Fees[(3)]	47,973	0
Total Fees	**740,655**	**957,445**

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Notes:

(1) Audit-Related Fees include Autorité des marches financiers, CMHC, Financial Services Regulatory Authority of Ontario, British Columbia Financial Services Authority compliance procedures, year-end audit work, quarterly reviews and fees for prospectus work.

(2) Tax Fees include tax planning, review of tax returns and tax advice.

(3) Other Fees includes consulting services.

Management and the Board recommend that shareholders vote FOR the appointment of E&Y as auditors of MCAN.

SHAREHOLDERS ADVISORY VOTE ON THE BOARD'S APPROACH TO EXECUTIVE COMPENSATION

The Board believes that executive compensation programs must be sound, fair and competitive with the market and support MCAN's strategy and progress.

The Board recognizes the increased scrutiny of executive compensation generally and believes that shareholders should have the opportunity to fully understand MCAN's compensation objectives, philosophy and principles, and have a say on our approach to executive compensation.

When making this determination, shareholders are encouraged to make reference to the "Compensation Discussion and Analysis" ("**CD&A**") starting at page 34 that describes the Board's approach to executive compensation, the details of the compensation program and the Board's compensation decisions for the fiscal year ended December 31, 2023.

Adoption of the advisory resolution will require that it be passed by a majority of the votes cast. As this is an advisory vote, the results will not be binding upon the Corporation. However, the Board will take the results of the vote into account, as appropriate, when considering future executive compensation policy and programs and in determining whether there is a need to significantly increase their engagement with shareholders on compensation related matters.

At the Meeting, the shareholders will be called upon to vote FOR or AGAINST the below resolution. The persons named in the enclosed form of proxy intend to cast the votes represented by the proxy in favour of the resolution, unless the shareholder who has given such proxy has directed that the Common Shares be otherwise voted on such resolution.

"RESOLVED THAT:

on an advisory basis and not to diminish the role and responsibilities of the directors, the shareholders accept the Board's approach to executive compensation disclosed in this Circular."

Management and the Board recommend that shareholders vote FOR the advisory vote on the Board's approach to executive compensation.

VOTING RESULTS

Following the Meeting, a report on the voting results will be available on our website at www.mcanfinancial.com and will be filed on SEDAR+ at www.sedarplus.ca.

The following matters were voted on at the 2023 annual general meeting of shareholders held on May 9, 2023. Each of the matters voted on is more fully described in the Corporation's 2023 management information circular dated March 13, 2023. The voting results for the election of directors are reported in the applicable proposed nominee table (see "Composition of the Board").

	Votes For	Votes Withheld
Appointment of Auditors	10,959,553 (99.73%)	29,362 (0.27%)
	Votes For	**Votes Against**
Advisory Vote on Board's Approach to Executive Compensation	10,813,414 (98.73%)	139,160 (1.27%)

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

The objective of the Statement of Corporate Governance Practices is to provide shareholders and other stakeholders with a clear vision of our governance policies and practices. We believe these policies and practices comply with the disclosure and listing requirements of the TSX and the corporate governance guidelines set out in National Policy 58-201 – *Corporate Governance Guidelines* and National Instrument 58-101 – *Disclosure of Corporate Governance Practices* (collectively the "**Corporate Governance Guidelines**").

The Board and management of MCAN believe that the highest standards of corporate governance are essential to the effective management of the Corporation and to build sustainable value for its customers, business partners, employees and investors.

MCAN'S GOVERNANCE AT A GLANCE

Key elements of our governance practices and where you can find them in the Circular are highlighted below.

Key Elements		Highlights	Page
Board mandate	✓	The Board is responsible for the independent oversight of management in its handling of the Corporation's business and affairs	**21**
Composition of the Board	✓	A majority of the Board is independent. Following the Meeting, assuming all resolutions are approved, it will be composed of nine directors, with eight directors being independent	**11**
Majority voting for directors	✓	Nominees not receiving majority approval must submit their resignation to the Board	**21**
Board Chair	✓	The roles of Chair and President and Chief Executive Officer are separated	**22**
Board operations	✓	All directors are expected to attend in person, to the extent feasible, all meetings of the Board and the committees of the Board (the "**Committees**") on which they serve, including meeting in camera without any member of management	**21**
Director attendance	✓	All directors have met a very high attendance rate at Board and Committee meetings	**24**
Decisions requiring Board approval	✓	Major decisions concerning the Corporation are subject to Board approval	**65**
Director recruitment and skills	✓	A key part of the Corporation's nomination process is director competencies, experience and diversity	**17**
Board diversity	✓	The Board has a written board diversity policy	**19**
Board tenure	✓	The Board has a written board tenure and renewal policy	**25**
Board renewal process	✓	A comprehensive Board assessment process, including self and peer assessments, is conducted biennially and guides the Board's renewal process	**25**
Executive officer diversity	✓	The Corporation has a written executive officer diversity policy	**29**

Key Elements		Highlights	Page
Orientation and continuing education	✓	The Corporation has a comprehensive orientation and continuing education program for new and current directors	**27**
Committees of the Board	✓	The Board has three standing Committees (Audit; Conduct Review, Corporate Governance & Human Resources; and Enterprise Risk Management & Compliance)	**22**
Oversight of finance	✓	The Audit Committee oversees accounting and financial reporting as well as internal controls and reviews the financial statements	**22**
Oversight of compensation and succession planning	✓	The Conduct Review, Corporate Governance & Human Resources Committee has oversight of the compensation of the Corporation's executive officers and of succession planning	**23**
Expectations of the President & Chief Executive Officer	✓	The Board has developed a position description for the President and Chief Executive Officer and approves the corporate goals and objectives for which they are responsible	**29**
Governance policy	✓	The Conduct Review, Corporate Governance & Human Resources Committee develops the Corporation's approach to corporate governance	**23**
Disclosure policy	✓	The Corporation has a formal disclosure policy to ensure timely and reliable dissemination of information	**65**
Communication with directors	✓	The Corporation outlines how shareholders can communicate with the directors	**65**
Strategic plan	✓	The Board annually approves the overall strategic plan and direction of the Corporation's business and affairs	**65**
Risk management	✓	The Enterprise Risk Management & Compliance Committee oversees MCAN's formal enterprise-wide risk management program	**24**
Code of Ethics	✓	MCAN has a Code of Business Conduct & Ethics to guide the behaviour of persons who are part of MCAN and its subsidiaries or who contribute to its operations, image and reputation; it also outlines restrictions on trading in securities of the Corporation	**25**
Environmental, Social and Governance ("ESG")	✓	The Corporation has put in place various initiatives and strategies aligned with the best ESG practices, which are important components of its business strategy	**31**

COMPOSITION OF THE BOARD

The Board will be composed of nine directors after the Meeting. The Board determines the independence of a director annually when the Board approves director nominees for inclusion in the annual circular, prior to the appointment of a new director between annual meetings, and as circumstances arise during the year.

Director independence is determined by the Board through a fact based and context driven analysis and in accordance with MCAN's Director Independence Policy and National Policy 58-201 Corporate Governance Guidelines (**"NP 58-201"**) and Multilateral Instrument 61-101 *Protection of Minority Security Holders in Special Transactions*, as applicable. A director is considered independent only when the Board determines that the director does not have an interest that could, in the view of the Board, be reasonably expected to interfere with, or be perceived to affect the exercise of a director's independent judgement. In determining whether a director is independent for purposes of general corporate governance, and in the context of a specific transaction, the Board will consider certain factors that could be perceived to amount to or create a conflict of interest, including, but not limited to: past service as an executive of MCAN, consulting or other commercial relationships with MCAN, directly or indirectly having, or having a spouse who has, a significant interest or substantial investment in, or being, or having a spouse who is, a significant borrower in respect of, MCAN, and other business, personal or family relationships with MCAN, MCAN affiliated entities and MCAN's counterparties.

If a director or proposed director has a material relationship, the members of the Board who are independent within the meaning of the Director Independence Policy shall determine whether the relationship does in fact affect independence by judging the overall "independent mindedness" of the individual. The Board shall make an affirmative determination for each independent director that such director does not have a material relationship.

Following a review conducted by its Conduct Review, Corporate Governance & Human Resources Committee (the "**CRCG&HR Committee**"), the Board has determined that eight of the nine nominees as directors, representing a majority of the directors, have no material relationship with MCAN and are therefore independent at the date of this Circular.

The Corporation, therefore, complies with the Corporate Governance Guidelines which stipulate that the Board should have a majority of independent directors.



DEREK G. SUTHERLAND, CPA, CA

Toronto, Ontario, Canada
Director since May 2017

Mr. Sutherland was appointed Chair of the Board in February 2020. Mr. Sutherland has been President, Canadazil Capital Inc. (risk advisory and transaction due diligence) since July 2016. He joined MCAN in 2004 and was promoted to Vice President and Chief Risk Officer (CRO) in January 2013 where he was responsible for oversight of all relevant risks across MCAN. He held this role until 2016 and in 2017 was elected to the Board.

Before being named as CRO, Mr. Sutherland held roles at MCAN where he was at times responsible for or was actively involved with term deposits, liquidity management, outsourcing, portfolio management, mortgage fundings, investment management, compliance and anti-money laundering.

Mr. Sutherland holds the professional independent director designation (ICD.D) from the Institute of Corporate Directors.

Independent Director, Chair of the Board			
Age: 52			
Common Share Ownership: **843,178**			
Compliant with Director Share Ownership Policy: Yes			
Other Public Company Directorships: None			
Public Board interlocks: None			
Voting Results on Election at 2023 Annual General Meeting:	**Votes For:** 10,927,797	**Votes Withheld:** 18,591	**% of Votes For:** 99.83%



BONNIE AGOSTINHO

Burlington, Ontario, Canada
Director since May 2022

Ms. Agostinho was with Canadian Tire Financial Services from 2002 until 2023. As Chief Information Officer, she led a team of more than 150 IT professionals (onshore and offshore) and was responsible for IT strategy, managing day-to-day operations and capital program execution. Her key focus areas in support of business growth and customer centricity included significant digital transformation, new ways of agile working, IT organizational and cultural transformation, improving technology/business architecture, cloud transformation, Cyber Security and IT Risk & Resilience programs.

Ms. Agostinho currently serves on the Board of the Technical Standards and Safety Authority and holds the professional independent director designation (ICD.D) from the Institute of Corporate Directors.

Independent

Age: 57

Member of:
Audit Committee
Enterprise Risk Management & Compliance Committee

Common Share Ownership: 4,436

Compliant with Director Share Ownership Policy: Ms. Agostinho has until December 31, 2026 to meet the share ownership requirement

Other Public Company Directorships: None

Public Board interlocks: None

Voting Results on Election at 2023 Annual General Meeting:	**Votes For:**	**Votes Withheld:**	**% of Votes For:**
	10,918,122	28,266	99.74



BRIAN W. CHU

Toronto, Ontario, Canada
Director since May 2021

Mr. Chu was a Founding Partner of Bogart Robertson & Chu LLP in 1991 and is now counsel to the firm. In that role he acts for large institutional insurance and bank lenders as well as mid-tier lenders such as mortgage funds and investment advisors on their lending transactions. Mr. Chu also acts for entities owning and trading in commercial real estate with respect to their structuring, acquisition, dispositions and financings. These represent all real estate asset classes, including industrial, retail, office, multi-residential, retirement and nursing homes, institutional and cellular towers.

Mr. Chu currently serves on the Board of the CAA Club Group of Companies and the Technical Standards and Safety Authority Board.

Independent Director

Age: 65

Member of:
Conduct Review, Corporate Governance & Human Resources Committee (Chair)
Enterprise Risk Management & Compliance Committee

Common Share Ownership: 11,170

Compliant with Director Share Ownership Policy: Mr. Chu has until December 31, 2026 to meet the share ownership requirement

Other Public Company Directorships: None

Public Board interlocks: None

Voting Results on Election at 2023 Annual General Meeting:	**Votes For:**	**Votes Withheld:**	**% of Votes For:**
	10,921,641	24,747	99.77



JOHN E. COKE

Toronto, Ontario, Canada
Director since May 2021

Mr. Coke is a corporate director. He was an experienced financial services executive, having retired in late 2020 after a 41-year career with BMO Capital Markets/Bank of Montreal. Since 1997, he served as Managing Director, Financial Institutions Group, BMO Capital Markets. For the past 30 years, Mr. Coke was responsible for evolving a nascent Canadian Financial Institutions Group into a highly diversified, growing business with a differentiated market leading position. The mandate included a broad range of large regulated (deposit takers, insurers and fund managers) and non-regulated (consumer and commercial finance) companies with significant Canadian operations. Mr. Coke has provided strategic and financing advice to a wide range of companies including working closely with MCAN and its predecessors over the last 30 year period.

Mr. Coke holds the professional independent director designation (ICD.D) from the Institute of Corporate Directors.

Independent Director

Age: 68

Member of:
Audit Committee
Enterprise Risk Management & Compliance Committee

Common Share Ownership: 34,395

Compliant with Director Share Ownership Policy: Yes

Other Public Company Directorships: None

Public Board interlocks: None

Voting Results on Election at 2023 Annual General Meeting:	**Votes For:**	**Votes Withheld:**	**% of Votes For:**
	10,924,451	21,937	99.80



DONALD E. COULTER, CPA, CA

Markham, Ontario, Canada
Director since December 2023

Mr. Coulter is President & Chief Executive Officer of MCAN, having been appointed to that position on December 1, 2023. Prior to December 2023, Mr. Coulter was President & Chief Executive Officer of connectFirst Credit Union Ltd. until November 2023. From March 2018 to November 2022, Mr. Coulter was President & Chief Executive Officer of Wyth Financial (formerly Concentra Bank), where he led the growth of the balance sheet and profitability of the 12th largest schedule 1 federally regulated bank and the 7th largest trust company. From 2014 to March 2018, Mr. Coulter was the President & Chief Executive Officer of Coast Capital Savings, where he led a $22 billion, member-based credit union with 600,000 members.

Mr. Coulter holds the professional independent director designation (ICD.D) from the Institute of Corporate Directors.

Non-Independent Director, President & Chief Executive Officer - Mr. Coulter is considered an affiliated person of MCAN due to the fact that he is an officer of MCAN.

Age: 57

Common Share Ownership: 991

Compliant with Director Share Ownership Policy: N/A

Other Public Company Directorships: None

Public Board interlocks: None

Voting Results on Election at 2023 Annual General Meeting:	**Votes For:**	**Votes Withheld:**	**% of Votes For:**
	N/A	N/A	N/A



GLENN DORÉ, CPA, CA

Montréal, Québec, Canada
Director since May 2020

Mr. Doré has been President of Teff Administration Inc., (an asset management company primarily involved in third party asset management for residential and commercial default portfolios), since 1994. From 1994 to 2017, Mr. Doré was partner and operator of various Immigrant Investor Programs in Canada and the United States.

Mr. Doré has worked closely with MCAN on various businesses and projects since 1990.

Independent Director

Age: 61

Member of:
Audit Committee
Conduct Review, Corporate Governance & Human Resources Committee

Common Share Ownership: 182,240

Compliant with Director Share Ownership Policy: Yes

Other Public Company Directorships: None

Public Board interlocks: None

Voting Results on Election at 2023 Annual General Meeting:	Votes For:	Votes Withheld:	% of Votes For:
	10,928,689	17,699	99.84%



PHILIP C. GILLIN, CPA, CMA

Toronto, Ontario, Canada
Director since May 2020

Mr. Gillin retired in November 2019 after a 40-year career in the commercial real estate business. At that time he was Executive Vice President and Portfolio Manager at BentallGreenOak, a member of the Sun Life group of companies. In that position he was responsible for the management of a multi-billion dollar portfolio in real estate equity and commercial mortgage assets held by Sun Life. He was also the fund manager for 2 mortgage funds held by third party investors. Prior to joining Sun Life in 1998, Mr. Gillin was an Executive Vice President at The Cadillac Fairview Corporation Limited.

Mr. Gillin remains active on one investment committee at BentallGreenOak and is a director of the Catholic Children's Aid Foundation. Mr. Gillin is also the Honorary Chair of the Schulich Real Property Alumni Association and Partners Leadership Awards for Black and Indigenous Communities, a scholarship program for black and indigenous students, at the Schulich School at York University.

Independent Director

Age: 71

Member of:
Audit Committee
Enterprise Risk Management & Compliance Committee (Chair)

Common Share Ownership: 11,433

Compliant with Director Share Ownership Policy: Mr. Gillin has until December 31, 2026 to meet the share ownership requirement

Other Public Company Directorships: None

Public Board interlocks: None

Voting Results on Election at 2023 Annual General Meeting:	Votes For:	Votes Withheld:	% of Votes For:
	10,919,752	26,636	99.76%



KAREN L. MARTIN, CPA, CA, CFA

Toronto, Ontario, Canada
New Nominee

Ms. Martin is currently Interim Chief Financial Officer of NorthWest Healthcare Properties REIT and on the Board of Directors and the Audit Committee of ECN Capital (TSX:ECN), a specialty finance company that has originated, managed and advised on credit portfolios. Ms. Martin is also currently on the Board of Directors and Audit Committee of Real Matters Inc. (TSX:REAL), a leading network management services platform for the mortgage and insurance industries and is a director and Chair of the Audit Committee of an online financial technology company, Propel Holdings (TSX:PRL) Ms. Martin's career has been focused on capital markets and balance sheet management in financial services and specialty finance companies, including as EVP & Treasurer (2012 – 2019) at Element Fleet Management (TSX:EFN). Ms. Martin oversaw Element's balance sheet growth from under C$1 billion in mid-2012 to C$18 billion in 2019 and successfully managed the company's transition from a non-investment grade company to an S&P investment grade rated organization. Prior to joining Element, Ms. Martin served in senior executive management, treasury and finance positions in public and private financial services companies for over 35 years, including Xceed Mortgage and Canadian Imperial Bank of Commerce.

Ms. Martin holds the professional independent director designation (ICD.D) from the Institute of Corporate Directors.

Independent Director Nominee

Age: 59

Member of: N/A

Common Share Ownership: 48,329

Compliant with Director Share Ownership Policy: Yes

Other Public Company Directorships: ECN Capital, Real Matters, Propel Holdings Inc.

Public Board interlocks: None

Voting Results on Election at 2023 Annual General Meeting:	Votes For:	Votes Withheld:	% of Votes For:
	N/A	N/A	NA



GAELEN J. MORPHET, CFA

Toronto, Ontario, Canada
Director since January 2018

Gaelen J. Morphet has been President, Morphet Family Wealth Advisors Inc., working with Cinnamon Investments ULC and other family offices, since November 2022. Prior to November 2022, Ms. Morphet was Chief Investment Officer of Cinnamon Investments ULC, a position she held since 2018. Prior to this role, Ms. Morphet was Executive Vice President & Chief Investment Officer for Sentry Investments until October 2017, where she was responsible for $19 billion in financial assets, including 22 mutual and pooled funds. Prior to this role, Ms. Morphet was Senior Vice President and Chief Investment Officer at Empire Life Investments and Empire Life Insurance Company, a position she held since 2009.

Independent Director

Age: 62

Member of:
Conduct Review, Corporate Governance & Human Resources Committee
Enterprise Risk Management & Compliance Committee

Common Share Ownership: 23,937

Compliant with Director Share Ownership Policy: Yes

Other Public Company Directorships: None

Public Board interlocks: None

Voting Results on Election at 2023 Annual General Meeting:	Votes For:	Votes Withheld:	% of Votes For:
	10,892,428	53,960	99.51%

DIRECTOR COMPETENCY MATRIX

The CRCG&HR Committee in consultation with the Chair of the Board maintains a skills and competencies matrix ("**Competency Matrix**") outlining industry specific expertise, business experience and other skills considered necessary for the Board to carry out its mandate effectively. The Competency Matrix is reviewed and updated periodically and at least annually. The Competency Matrix is used to enhance the development of the Board, assist in the director recruitment process, identify any existing or expected gaps in expertise and identify potential areas for training or education.

While the Board is composed of members with a broad spectrum of competencies that reflect the nature and scope of MCAN's business, the Competency Matrix below shows, for each non-executive director nominee, the principal areas of experience and expertise that the independent nominees bring to the Board. In addition, the gender and tenure at the Corporation of each non-executive director nominee is included below for reference.

COMPETENCIES MATRIX		B. Agostinho	B. Chu	J. Coke	G. Doré	P. Gillin	K. Martin	G. Morphet	D. Sutherland
Executive Leadership *Experience leading an organization, or a major functional area or business segment of an organization*		✓	✓	✓	✓	✓	✓	✓	✓
Enterprise Risk Management and Compliance Management *Experience identifying and evaluating risks and ensuring that management had implemented the appropriate systems to manage risk and compliance*		✓		✓		✓		✓	✓
Strategic Planning and Value Creation *Experience in the development, evaluation and implementation of a strategic plan, business development, mergers and acquisitions, opportunity generation, and value creation*		✓	✓	✓	✓	✓	✓	✓	✓
Accounting/Public Company Reporting *Knowledge of and experience with financial accounting and reporting, particularly in a public company context, and familiarity with internal financial/accounting controls*			✓	✓	✓		✓		
Residential and Commercial Mortgage Lending *Experience with residential and commercial mortgage lending*			✓	✓	✓	✓	✓		✓
Investment (real estate based and other) *Experience with real estate based investments and/or investment banking*			✓	✓	✓	✓		✓	✓
Corporate Finance *Knowledge of and experience with corporate finance and capital management issues*				✓	✓		✓	✓	✓
Regulatory and Legal *Experience with governmental agencies, knowledge of regulatory environments and/or experience as a lawyer either in private practice or in-house with a publicly listed company*		✓	✓	✓		✓		✓	✓
Human Resources Strategy and Compensation *Experience managing or overseeing compensation programs, succession planning, and talent management*		✓	✓					✓	
Information Technology/Cyber Security/Digital Strategy *Experience or knowledge relating to the information technology, security and digitalization needs of an organization*		✓							
Public/Private Company Executive/Director *Served as a board member of a public (excluding MCAN), private or non-profit entity*		✓	✓			✓	✓	✓	✓
Environment, Social and Governance ("ESG") *Experience with or understanding of ESG policies and practices, including those pertaining to sustainability, (e.g. climate, diversity, equity and inclusion, human rights), social responsibility and corporate governance matters*						✓			
GENDER	**W/M**	W	M	M	M	M	W	W	M
BOARD TENURE	**0-5 years**	✓	✓	✓	✓	✓	✓		
	6 - 15 years							✓	✓

ADDITIONAL DISCLOSURE RELATING TO PROPOSED DIRECTORS

To the knowledge of management of MCAN, no proposed director of MCAN is, as at the date of this Circular, or has been within 10 years before the date of this Circular, a director, chief executive officer or chief financial officer of any company (including MCAN) that, (i) was subject to an order that was issued while that person was acting in that capacity, or (ii) was subject to an order that was issued after that person ceased to be a director, chief executive officer or chief financial officer and which resulted from an event that occurred while that person was acting in that capacity, other than Mr. Gillin, who was a director of CHC Student Housing Corporation ("**CHC**") from October 9, 2014 to March 5, 2018. On May 5, 2017, CHC was granted a management cease trade order by the Ontario Securities Commission as a result of CHC's inability to file its audited annual financial statements, management's discussion and analysis and related certifications for the fiscal year ended December 31, 2016 on or before May 1, 2017, as required under applicable securities laws. The order was lifted on July 4, 2017. Due to a disagreement relating to the company's corporate strategy, Mr. Gillin resigned as a director of CHC on March 5, 2018.

For the purposes of the above paragraph, "order" means (i) a cease trade order; (ii) an order similar to a cease trade order; or (iii) 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.

To the knowledge of management of MCAN, no proposed director of MCAN (i) is, as at the date of this Circular, or has been within 10 years before the date of this Circular, a director or executive officer of any company (including MCAN) 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 (ii) has, within 10 years before the date of this 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 such proposed director, except for Mr. Gillin, who joined the board of Toronto Artscape Inc., a not-for-profit organization on September 3, 2019. Mr. Gillin resigned from the board of Toronto Artscape Inc. on February 5, 2024, shortly after it entered into receivership.

To the knowledge of management of MCAN, no proposed director of MCAN has been subject to (i) 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 (ii) any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable securityholder in deciding whether to vote for a proposed director.

BOARD DIVERSITY POLICY

The Board has adopted a Board Diversity Policy (the "**Diversity Policy**"), the purpose of which is to achieve and maintain diversity on the Board.

The Board recognizes the importance of diversity and is committed to fostering diversity on the Board. The Board believes that having qualified directors from diverse backgrounds brings different perspectives and experiences, thus enhancing the decision making of the Board. Candidates from underrepresented groups such as women, members of a visible minority as defined in the Employment Equity Act (Canada), Indigenous peoples, people with disabilities and members of the LGBTQ2+ community, will be considered in determining the optimum composition of the Board, and all appointments will be based on merit, having due regard to the overall effectiveness of the Board.

The CRCG&HR Committee is responsible for annually reviewing and assessing Board composition on behalf of the Board and considers the following when identifying candidates for nomination to the Board:

- qualifications, including skills, expertise, competencies and experience, and other qualities the Board identifies from time to time as being necessary in order to enable it to discharge its duties and responsibilities effectively;
- characteristics that will foster a Board culture that welcomes multiple perspectives and is free of conscious or unconscious bias and discrimination;
- characteristics that contribute to Board diversity, including gender, age, race, ethnicity, culture, disability, sexual orientation and geographic representation, as well as any other characteristics that may be identified from time to time; and
- legal and regulatory requirements, such as those relating to residency and independence.

In an effort to promote the specific objective of gender diversity, the Diversity Policy requires that the selection process for suitable candidates must involve the following steps:

– a list identifying potential candidates for the appointment must be compiled and must include at least one female candidate; and
– if, at the end of the selection process, a female candidate is not selected, the Board must be satisfied that there are objective reasons to support its determination.

As part of the biennial performance evaluation of the effectiveness of the Board, Board committees (each a "**Committee**" and together, the "**Committees**") and individual directors, the CRCG&HR Committee considers the balance of skills, experience, independence and knowledge of the Corporation on the Board and the diversity representation of the Board, including but not limited to gender, how the Board works together as a unit, and other factors relevant to its effectiveness.

The CRCG&HR Committee discusses and agrees annually on all measurable objectives for promoting diversity on the Board, recommends such objectives to the Board for adoption and reports on the annual and cumulative progress for achieving the measurable objectives. In addition, the CRCG&HR Committee reviews the Diversity Policy annually, discusses any revisions that may be required and recommends any such revisions to the Board for approval.

Two out of the nine current directors on the Board are women (22%) and three of the nine proposed nominees to the Board are women (33%). The CRCG&HR Committee will continue to conduct periodic assessments to include other designated groups on the Board, including Black, Indigenous, People of Colour ("**BIPOC**") and people with disabilities. The Board currently has one BIPOC member who is being proposed again as a nominee of the Board.

The following table sets out the number and percentage of women on the Board since 2022 and proposed for election at the 2024 Meeting:

Year	Target	# of Women on Board	Total # of Board Members	%
2024	30%	3	9	33%
2023	30%	3	9	33%
2022	30%	3	9	33%

PUBLIC COMPANY DIRECTORSHIPS

If a nominee as director is a director of another issuer that is a reporting issuer in a Canadian jurisdiction, that relationship is identified in the respective director profiles starting at page 12. The CRCG&HR Committee, when considering nominees, takes into account other commitments of the nominees and their anticipated ability to participate actively at Board and Committee meetings.

INTERLOCKING DIRECTORSHIPS

No nominee as director currently serves with any other director of the Corporation on the board of another company that is a public issuer. In addition, other than Ms. Agostinho and Mr. Chu who each serve on the Board of the Technical Standards and Safety Authority, no private company interlocks exist on the MCAN Board, and no nominee as director has interlocking directorships with any one of the Corporation's executives.

MAJORITY VOTING FOR DIRECTORS

The Board has adopted a Majority Voting Policy for the election of directors. Any nominee in an uncontested election who receives more withheld votes than votes in their favour shall be considered to not have received the support of shareholders. Such nominee is required to immediately tender their resignation to the Board.

The CRCG&HR Committee will consider the resignation offer and will make a recommendation to the Board on whether or not to accept it. A resignation could only be refused in exceptional circumstances. Within 90 days following the applicable meeting of MCAN's shareholders, the Board will make its decision, taking into consideration the CRCG&HR Committee's recommendation. The Board will promptly disclose its decision, via press release. A director who tenders their resignation pursuant to this policy will not be permitted to attend any meeting of the Board or CRCG&HR Committee, at which their resignation is considered.

This policy is consistent with the requirements of the TSX and applies only to uncontested elections, meaning elections where the number of nominees for directors is equal to the number of directors to be elected upon such election as determined by the Board. A copy of this policy can be found on MCAN's web site at https://mcanfinancial.com/wp-content/uploads/2023/12/Majority-Voting-in-Uncontested-Director-Elections.pdf.

BOARD MANDATE

The Board is responsible for the stewardship of MCAN and for providing independent oversight of the management of the business and affairs of the organization. The Board, either directly or through a Committee, carries out the duties set out in its mandate.

The Board mandate is attached as Schedule "A" and is also available on the Corporation's web site at https://mcanfinancial.com/wp-content/uploads/2023/12/Board-Mandate.pdf.

BOARD OPERATIONS

The directors are expected, subject to scheduling conflicts, to attend in person, to the extent feasible, all meetings of the Board and Committees on which they sit (other than conference call meetings, which may be attended via the internet or over the phone). Annual Board and Committee meeting schedules are provided to directors in advance and are updated on an ongoing basis. Directors are asked to notify the Corporation if they are unable to attend, and attendance at meetings is duly recorded. The attendance of directors at Board and Committee meetings for the last fiscal year is provided below under the heading "Board and Committee Meetings Held and Attendance".

Financial and other information that is important to the understanding of agenda items is made available to directors several days before scheduled Board meetings to facilitate directors' preparation for meetings. The directors are also provided with updates on treasury and investor relations, strategy, ESG, operational performance of the business units, technology, market analysis, risk management trends and emerging risks, and regulatory developments. Apart from the President & Chief Executive Officer, who is a member of the Board and participates as such, the Board invites members of management to attend parts of Board meetings for reporting and informational purposes and to familiarize the Board with such members.

The Board meets in camera at each of its meetings to ensure free and open discussion among the directors. In addition, the independent directors meet without the non-independent directors at each Board meeting, and as many times as required.

CHAIR OF THE BOARD

The Chair of the Board is a duly elected member of the Board and is appointed by the Board for a one-year term following the annual meeting of shareholders. Mr. Sutherland has been Chair of the Board since February 26, 2020.

The Chair is charged with the responsibility of managing the affairs, development and effective functioning of the Board, providing effective leadership to the Board in the governance of MCAN. The Chair sets the tone for the Board and its members to foster ethical and responsible decision-making, appropriate oversight of management and efficient corporate governance practices. The Chair leads the Board in the review and consideration of the strategic plan and ensures an appropriate tone from the top in fostering financial soundness and regulatory compliance, acts in an advisory capacity on behalf of the Board to the CEO, manages the relationships between management and the Board and assists in managing shareholder engagement. The Chair's mandate is available on the Corporation's web site at https://mcanfinancial.com/wp-content/uploads/2023/12/Chair-Mandate.pdf.

INDIVIDUAL DIRECTOR MANDATE

Each director shall act with prudence, honesty and integrity in fulfilling their prime responsibility to MCAN, with due regard for the interests of its shareholders generally and other stakeholders. The expectations and specific responsibilities of directors are described in an Individual Director Mandate available on the Corporation's web site at https://mcanfinancial.com/wp-content/uploads/2023/12/Individual-Director.pdf.

COMMITTEES OF THE BOARD

The Board has established three standing Committees, the Audit Committee, the Conduct Review, Corporate Governance & Human Resources Committee, and the Enterprise Risk Management & Compliance Committee, to facilitate the carrying out of its duties and responsibilities and meet applicable statutory requirements. The three Committees are all comprised of independent directors. The Board may also form ad hoc committees to address specific matters. No ad hoc committees were formed during the year.

The Board appoints the members of the standing Committees for a one-year term following the annual meeting of shareholders. To see the updated composition of the Committees after the Meeting, you can visit the Corporation's web site at https://mcanfinancial.com/our-company/.

The Board has also developed detailed position descriptions for the Chair of each standing Committee. The position descriptions outline the appointment and broad responsibilities of those Chairs and are reviewed annually by the Board through the CRCG&HR Committee. The position descriptions are available on the Corporation's web site at https://mcanfinancial.com/investor-resources/.

For the background and experience of the Committee members, see the respective director profiles starting at page 12.

AUDIT COMMITTEE

The Audit Committee's primary purpose is to assist the Board in fulfilling its oversight responsibilities with respect to:

- the effectiveness of MCAN's internal controls environment, including over business processes and financial reporting,
- the quality and integrity of MCAN's financial information,
- MCAN's compliance with legal and regulatory requirements pertaining to financial disclosure,
- the meeting of MCAN's reporting issuer obligations,
- the independent auditor's performance, qualifications and independence, and
- the performance of MCAN's Finance, Internal Audit and Information Technology functions, including the oversight of cybersecurity risk management activities.

At March 15, 2024, the Audit Committee was comprised of:

- Bonnie Agostinho,
- John E. Coke,
- Glenn Doré,
- Philip C. Gillin, and
- Gordon J. Herridge (Chair).

Mr. Herridge is not standing for re-election at the Meeting, and as such will cease to be Chair of the Audit Committee following the Meeting. Following the Meeting, and assuming that all nominees are elected as directors, the Board will appoint a new Chair of the Audit Committee.

All five members of the Audit Committee are, for the purposes of NP 58-201 and National Instrument 52-110 *Audit Committees*, considered to be independent directors, financially literate and are experienced in the area of financial reporting. The Audit Committee meets on a quarterly basis and holds off-cycle meetings as circumstances require and the members meet in-camera at each meeting without any members of management present.

Additional information about the Audit Committee and the Audit Committee's role and responsibilities can be found in MCAN's Annual Information Form dated February 26, 2024 (the "**Annual Information Form**"), filed on SEDAR+ at www.sedarplus.ca or on MCAN's website at https://mcanfinancial.com/wp-content/uploads/2023/12/Audit-Commitee-Mandate-1.pdf.

CONDUCT REVIEW, CORPORATE GOVERNANCE & HUMAN RESOURCES COMMITTEE

The CRCG&HR Committee's primary purpose is to assist the Board in its oversight role with respect to:

- conflicts of interest, confidential information, complaints of customers and transactions involving related parties,
- the development of MCAN's corporate governance policies, practices and processes,
- the identification of qualified candidates and the recommendation of nominees for director appointments,
- the effectiveness of the Board, its Committees, the chairs of those Committees and the contributions of individual directors,
- MCAN's human resources strategy, policies and programs, and
- management succession, development and compensation.

At March 15, 2024, the CRCG&HR Committee was comprised of:

- Brian W. Chu (Chair),
- Glenn Doré,
- Gordon J. Herridge, and
- Gaelen J. Morphet.

Mr. Herridge is not standing for re-election at the Meeting, and as such will cease to be a member of the CRCG&HR Committee following the meeting. Assuming that all nominees are elected as directors, the Board will appoint a new member.

The CRCG&HR Committee's role and responsibilities can be found on MCAN's website at https://mcanfinancial.com/wp-content/uploads/2023/12/CRCG-and-HR-Committee-Mandate.pdf. The CRCG&HR Committee is further discussed below under the heading "Compensation Discussion and Analysis".

ENTERPRISE RISK MANAGEMENT ("ERM") & COMPLIANCE COMMITTEE

The ERM & Compliance Committee's primary purpose is to assist the Board in its oversight role with respect to:

- the identification, measurement, monitoring, reporting and mitigation of emerging or key financial and non-financial risks, including operational and reputational risks, affecting MCAN's strategy, capital, liquidity and financial position;
- MCAN's risk and compliance culture and the effectiveness of policies, procedures and risk management practices in place throughout the organization;
- the review and approval of the Enterprise Risk Management Framework, Risk Appetite Framework and significant supporting policies;
- the management of MCAN's risk profile in alignment with MCAN's Board approved risk appetite and strategic plan, including consideration of the potential risk impacts of any new business initiatives or changes to MCAN's strategy;
- the review, approval and ongoing monitoring of the Internal Capital Adequacy Assessment Process;
- the ongoing assessment of MCAN's capacity to withstand potential adverse events;
- MCAN's compliance with key regulatory and legislative requirements; and
- the mandates, resources, budgets and performance of MCAN's Risk Management and Compliance functions.

At March 15, 2024, the ERM & Compliance Committee was comprised of:

- Bonnie Agostinho,
- Brian W. Chu,
- John E. Coke,
- Philip C. Gillin (Chair), and
- Gaelen J. Morphet.

The ERM & Compliance Committee's role and responsibilities can be found on MCAN's website at https://mcanfinancial.com/wp-content/uploads/2023/12/ERM-and-Compliance-Committee-Mandate.pdf.

BOARD AND COMMITTEE MEETINGS HELD AND ATTENDANCE

The table below sets out Board and Committee meeting attendance for MCAN's directors during 2023.

Director	Board Meetings Attended #	Committee Meetings Attended			Total Board and Committee Meetings Attended	
		Audit	CRCG&HR	ERM & Compliance	#	%
Bonnie Agostinho	8/8	6/6		5/5	19/19	100%
Brian W. Chu	8/8		5/5	5/5	18/18	100%
John E. Coke	8/8	6/6		5/5	19/19	100%
Donald E. Coulter[(1)]	1/1					100%
Glenn Doré	8/8	6/6	5/5		19/19	100%
Philip C. Gillin	7/8	6/6		5/5	18/19	95%
Gordon J. Herridge	8/8	6/6	5/5		19/19	100%
Gaelen J. Morphet	8/8		5/5	5/5	18/18	100%
Derek G. Sutherland	8/8				8/8	100%
Former Director						
Karen H. Weaver[(2)]	4/4				4/4	100%

Notes:

(1) Mr. Coulter was appointed President & CEO and a director of the Corporation on December 1, 2023.

(2) Ms. Weaver ceased to be President & CEO and a director of the Corporation on June 1, 2023.

As is apparent from the above table, the directors demonstrated a strong commitment to their roles and responsibilities through a near to full attendance rate at Board and Committee meetings.

MEETINGS OF INDEPENDENT DIRECTORS

The independent directors meet without the non-independent directors at all Board meetings, and as many times as required. There were seven meetings of the independent directors during the financial year ended December 31, 2023. Mr. Sutherland chaired the meetings, except during the time when he served as Interim CEO from June 1, 2023 until December 1, 2023, during which time Mr. Coke chaired the meetings.

ETHICAL BUSINESS CONDUCT

The Board establishes the tone from the top and helps ensure that senior management has integrity and can create and sustain a culture of integrity in the Corporation.

The Code of Business Conduct & Ethics (the "**Code**") has been adopted by the Board and sets out the specific standards, principles and ethical behaviour expectations, which should guide the behaviour of all persons who are part of MCAN, and who contribute to its operations, image and reputation. It is intended as a reference guide in terms of how such individuals should conduct themselves and is intended to foster an ethical approach in the workplace and in business dealings. The Code deals with such matters as respect for individuals, customers, the environment, corporate policies, and the law. It addresses issues such as conflicts of interest, insider trading, protection and proper use of corporate assets, confidentiality of corporate information, social networking, compliance with laws and regulations, reporting of illegal or unethical behaviour and fair dealing with MCAN's security holders, customers, suppliers, and employees. The Code applies to MCAN and its subsidiaries and to all the directors, officers, and employees thereof. It also applies to contractors that maintain a relationship with MCAN and its subsidiaries.

The Code also references the Whistleblowing Policy that allows officers or employees who become aware of potentially improper or unlawful conduct in the workplace, or have concerns regarding questionable accounting or auditing matters, to report the violation on a confidential and anonymous basis to the Chair of the Audit Committee.

Under MCAN's Code, all directors, officers and employees must execute an annual declaration certifying compliance with the Code. The Board, through its CRCG&HR Committee and the ERM & Compliance Committee, annually reviews the operation of the Code and monitors compliance and any waivers or amendments thereof.

The Board has not granted any waiver of the Code in favour of a director or executive officer for all of 2023 or 2024 (up to the date of the Circular). Accordingly, no material change report relating to the conduct of a director or executive officer has been required or filed.

The Code is updated on a regular basis and is available on our website at https://mcanfinancial.com/wp-content/uploads/2024/03/Code-of-Business-Conduct-and-Ethics-2024.pdf, on SEDAR+ at www.sedarplus.ca or by request to the Corporate Secretary by telephone at (416) 591-5214 or by email at mcanexecutive@mcanfinancial.com.

The Board believes that its effectiveness is furthered when directors exercise independent judgement in considering transactions and agreements. As such, if at any Board meeting a director has a material interest in a matter being considered, such director must indicate the nature and extent of interest in the material transaction or agreement and such interest must be recorded in the minutes of the meeting. The director will either vacate the meeting or abstain from any discussions relating to the matter and will not participate in any vote on the matter. The Board may also appoint a committee of independent directors to consider material transactions or agreements.

BOARD TENURE AND RENEWAL

The Board acknowledges that there is value in refreshing Board membership regularly to ensure innovative thinking and approaches and enhance experience and skills. Thus, the composition and effectiveness of the Board and its Committees is reviewed annually by the Board, through its CRCG&HR Committee.

The Board has adopted a Board Tenure and Renewal Policy (the "**Policy**"). According to the Policy, directors may serve until the earlier of when they turn 70 years of age or they have served 15 years. However, all directors will be allowed to serve for at least five years, regardless of their age, subject to annual review by the Board. The Policy allows for the Board to recommend any director for re-election after age 70 or the expiry of the 15 year term, in exceptional circumstances or to further the best interests of the Corporation.

An officer will resign from the Board when no longer employed by the Corporation. However, the Board may request a former CEO to continue as a director for a term not longer than five years in exceptional circumstances.

The CRCG&HR Committee reviews, on an annual basis, the tenure of individual directors. This review includes:

- a skills matrix to ensure the Board possesses the requisite experience, expertise, business and operational insights for the effective stewardship of the Corporation; and

- a Board succession template that indicates the years of service, with suggested retirement dates.

In addition, to ensure adequate board renewal, the CRCG&HR Committee is responsible for leading a full evaluation of the effectiveness and performance of the Board, all Committees and individual directors every two years. The evaluation process is outlined under "Board Assessments" below.

The CRCG&HR Committee monitors and implements the Policy and reports to the Board thereon. In addition, the CRCG&HR Committee reviews the Policy annually, discusses any revisions that may be required and recommends any such revisions to the Board for approval.

The chart below shows the amount of time that the nine director nominees for election at the 2024 Meeting have been on the Board:

Range	Percentage
0 - 5 years	78% (7 of 9)
6 - 15 years	22% (2 of 9)

In addition, when service on the Board and service as an executive are combined, one of our nine director nominees can be considered to have served at MCAN for greater than 10 years.

NOMINATION OF DIRECTORS

The CRCG&HR Committee, which is composed entirely of independent directors, is responsible for screening candidates and for recommending nominees for election to the Board. Candidates are approved by the full Board.

The CRCG&HR Committee considers candidates from an "evergreen" list maintained by the CRCG&HR Committee in anticipation of upcoming director elections and when Board vacancies occur; as proposed by other directors and/or executive management; and as proposed or nominated by shareholders prior to shareholder meetings in accordance with the Advance Notice Provisions for the nomination of directors.

Once proposed, a prospective director must complete a questionnaire entitled "Questionnaire for Prospective Directors" for review by the CRCG&HR Committee. The prospective director then proceeds to the next step of evaluation, which is normally an in-person interview with members of the CRCG&HR Committee, and, at the CRCG&HR Committee's discretion, with other members of the Board.

The CRCG&HR Committee then makes a recommendation to the Board, which recommendation is accompanied by the "Conduct Review, Corporate Governance & Human Resources Committee – Prospective Director Review Form".

ORIENTATION AND CONTINUING EDUCATION

Summary of Director's Orientation and Education Programs	
Program/Education Session	**Description**
Comprehensive orientation when a new member joins the Board	✓ Briefing session on role and responsibilities of the Board, its Committees and directors
	✓ Presentations on the Corporation's business activities, organizational structure, financial management, risk governance, strategic plan and other aspects of its business
	✓ Access to reference documents available on the Corporation's portal
Continuing education	✓ Quarterly updates on business segments, investor relations, treasury and strategic planning
	✓ Quarterly regulatory updates
	✓ Regulator sponsored programs
	✓ Information sessions on various topics (e.g. ESG, Anti-Money Laundering and Anti-Terrorist Financing, deep dives and reading materials)
Relevant Education Courses	✓ Opportunity to attend relevant courses and educational events
	✓ Institute of Corporate Directors ("**ICD**") membership of the Corporation

MCAN uses a variety of measures to orient new directors regarding the role of the Board, its Committees and its directors, and provides a number of continuing education opportunities regarding the nature and operation of MCAN's business. Once potential Board members have been elected or appointed to serve on the Board, certain measures are undertaken before the member's first Board meeting. These measures include meetings with other members of the Board and key members of the management team, specific presentations and/or training by members of the management team, including with respect to the use of the web portal. The web portal contains a Directors' Manual which includes information on Board and Committee membership; the director independence policy; duties of directors; Committee mandates; mandates of the Chair of the Board, each Committee chair, and the executives; the Code; insider trading policy; and the Corporation's by-laws. The web portal also houses previous Board and Committee meeting packages. In addition, the portal contains all the Corporation's policies. New directors are directed to the recent annual and quarterly financial reports, including management's discussion and analysis and the Annual Information Form on SEDAR+ at www.sedarplus.ca or on the Corporation's web site. MCAN also provides new directors with specific information on operations, the strategic plan, risk and risk management, governance, integrity and corporate values.

Options for Committee involvement based on interests, skills and preferences of the new directors and the requirements and challenges of the Committees they join are discussed. New directors are also invited to attend a full set of Committee meetings, and if, considered beneficial, Board members may be assigned a mentor to work with them at least through the first several months. Depending on the timing of the appointment, a new director, prior to officially joining the Board, may also be invited to attend MCAN's strategic planning session.

On an ongoing basis, as part of regular Board meetings or otherwise, presentations are made to the Board to educate and keep them informed of changes within MCAN and in regulatory and industry requirements and standards. Specific information is provided on financial reporting, risks and economic indicators specific to our business and the current business and commercial environment. In an effort to provide directors with a more complete understanding of the issues facing MCAN, directors are encouraged to attend other Committee meetings of which they are not a member when presentations are made (subject to conflict of interest obligations of the relevant director). Directors are also provided with the materials and minutes of all Committee meetings, irrespective of whether they are a member of the Committee. In addition, separate sessions, if required, are held for the directors to better understand specific programs. Directors are also encouraged to undertake training and attend education sessions on topics of relevance to MCAN offered by outside sources if they deem it necessary. A Board/Management Mentorship Program also exists pursuant to which Board members are paired with senior management to facilitate mentorship. MCAN's directors have been members of the ICD since 2014. Through continuing education, tools and resources, thought leadership and advocacy offered by ICD, the Board has the opportunity to leverage and translate a wealth of shared wisdom into the highest standard of directorship.

Training sessions from external and internal sources are arranged from time to time. During 2023, the following sessions were arranged:

Subject Matter/Topic Presented	Presented/Hosted By	Date	Attended By
Exit Strategies in the Construction Portfolio	Management Team	February 23, 2023	All directors
ESG - Session 1 ESG at the Board Level Elevating ESG at MCAN	External Consultant	May 9, 2023	All directors
ESG - Session 2 ESG at the Board Level Elevating ESG at MCAN	External Consultant	October 17, 2023	All directors
Anti-Money Laundering and Anti-Terrorist Financing	Management Team	November 6, 2023	All directors
Code of Business Conduct & Ethics	Management Team	November 6, 2023	All directors
Direct to Consumer Channel	Management Team	December 14, 2023	8 of 9 directors

BOARD ASSESSMENTS

The CRCG&HR Committee leads a full evaluation of the effectiveness and performance of the Board, all Committees and individual directors (self and peer) every two years. The evaluation includes the completion of online questionnaires and/or director interviews conducted by the Chair of the CRCG&HR Committee based on a director interview guide. The questionnaires cover such matters as the operation of the Board and of its committees, the adequacy and timeliness of the information provided to the Board, the effectiveness of meetings and performance of Board and committee members. The resulting information is analyzed by the Chair of the CRCG&HR Committee, discussed with the Chair of the Board and is presented to the CRCG&HR Committee and the Board with any recommendations for improving the functioning and composition of the Board.

In December 2022, the evaluation was conducted through online questionnaires. The results were presented to the Board in February 2023. The results indicated that the Board, Committees and individual directors were fulfilling their mandates properly and that directors are satisfied with the operations of the Board.

The next set of evaluations is scheduled for December 2024, at which time the Committee will review its current process and consider whether a review by an external party is required.

BOARD'S EXPECTATIONS OF MANAGEMENT

Generally, the Board expects, among other things, management of the Corporation to meet the following basic objectives:

- report in a comprehensive, accurate and timely fashion on the business and affairs of the Corporation and on any specific matters that it considers of material consequence for the Corporation and its security holders;
- take timely action and make appropriate decisions required by the Corporation's activities in accordance with applicable requirements or obligations and within the framework of the corporate policies in effect, with a view to enhancing shareholder value;
- conduct a comprehensive annual budgeting and strategic planning process and monitor closely the Corporation's financial performance against the annual budget presented to the Board;
- identify, in conjunction with the Board, the principal risks facing the Corporation and implement appropriate processes to manage these risks; and
- review on an ongoing basis the Corporation's strategies and their implementation in all key areas of the Corporation's activities in light of evolving technology, government regulation and market conditions.

RESPONSIBILITIES OF THE CHIEF EXECUTIVE OFFICER ("CEO")

The Board has developed a detailed position description for the CEO. The CEO has primary accountability for execution of the Corporation's strategic direction and all aspects of the operations and activities, focusing on driving profitable growth, within the authority delegated by the Board. The CEO is accountable for the Corporation's reputation, financial integrity and shareholder value increases. The CEO must lead effective management and continual control and improvement of operations as required to implement the strategic plan within the Board approved risk appetite and regulatory frameworks and profitability targets overall.

The CEO is accountable for risk management and compliance capabilities across the organization, including maintaining a strong risk culture throughout the Company to ensure that all key stakeholders' (Company employees, shareholders, regulatory bodies, depositors, customers and business partners) interests are served.

The CEO provides credible and agile leadership and direction to the executive team to ensure effective execution of business plans and operations and leads by example for integrity, respect and sound judgement. The CEO is the primary spokesperson for the Company and acts as the outward face of the organization to external stakeholders, including regulators, investors and partners.

SUCCESSION PLANNING

In accordance with its mandate, the CRCG&HR Committee has responsibility for the succession planning process for the CEO and the other executive officers.

The Board assesses, with input from the CRCG&HR Committee, the need to fill vacancies whether arising through retirement or otherwise and whether qualified internal candidates are identified to fill such vacancies in these offices on an immediate and longer-term basis. During the year ended December 31, 2023 ("**fiscal 2023**"), the Board conducted a comprehensive search for the President & CEO's successor and retained Caldwell Partners International to assist, in light of the incumbent's pending retirement, which was announced in March 2023. On June 1, 2023, the Board named Donald Coulter, to become the new President & CEO effective December 1, 2023. For the interim period, Board Chair, Derek Sutherland, was named Interim CEO. The Board meets periodically with members of the senior management team through their participation in meetings and presentations to the Board, at the annual strategic planning session and through informal meetings throughout the year. Such meetings provide the opportunity for Board members to get to know the senior management team of the Corporation and assess their executive leadership potential. Executive assessments are also performed and development opportunities are identified which together form part of the talent management process at the executive level.

The Corporation recognizes the importance of leadership roles in the achievement of its strategic goals. Succession planning exercises are conducted for all senior management positions annually and updates are provided to the CRCG&HR Committee. Leadership development opportunities are discussed at a company-wide level and leadership development plans for emerging leaders are reviewed and updated.

To ensure a pipeline of emerging talent from within the Corporation, personal and professional development are reviewed during the performance management cycle and integrated in individual development plans. Employee career interests are discussed. The identification of emergent leaders and experts in specific areas of the business is also integrated with talent discussions.

EXECUTIVE OFFICER DIVERSITY

The Board adopted an Executive Officer Diversity Policy (the "**EO Diversity Policy**") that sets out the Corporation's approach to diversity in executive officer roles.

An "executive officer" means each officer appointed by the Board from time to time and, as at the date hereof, means:

- President & Chief Executive Officer,
- Senior Vice President & Chief Financial Officer,

- Senior Vice President, Investments & Corporate Development,
- Senior Vice President & Chief Operating Officer,
- Vice President & Chief Risk Officer,
- Vice President, Chief Compliance Officer, CAMLO & Privacy Officer,
- Vice President, Information Technology,
- Vice President, Corporate Secretary & Governance Officer,
- Vice President, Finance,
- Vice President, Controller,
- Vice President, Treasurer,
- Vice President & Chief Audit Officer, and
- Vice President, Human Resources.

While the Corporation appreciates that diversity, including, but not limited to, gender, age and ethnicity, are important and valuable considerations in assessing executive officers, other factors such as performance, qualifications, capabilities and experience are also considered when choosing and recruiting executive officers. The best candidate whose portfolio of skills is most suited for the position is selected and no one aspect of diversity, including gender, is the decisive factor.

The CRCG&HR Committee oversees succession planning on behalf of the Board and will make recommendations to the Board on the appointment of executive officers, taking into account various aspects of diversity, including gender.

- In reviewing the succession plan for the executive officers, the CRCG&HR Committee will consider the benefits of all aspects of diversity, including, but not limited to, those described above.

- The CRCG&HR Committee considers candidates on merit based on performance, qualifications, capabilities and experience and with due regard for the benefits of diversity. In an effort to promote the specific objective of gender diversity, the EO Diversity Policy requires that the succession plan for executive officers must involve the following steps:
  - a list identifying potential candidates for executive officer appointments must be compiled and must include at least one female candidate; and
  - if, at the end of the selection process, a female candidate is not selected, the CRCG&HR Committee must be satisfied that gender was not the decisive factor and that proper consideration was given in the decision making to the CRCG&HR Committee's objective of enhancing diversity among the executive officers.

The Company achieved its goal of 25% female representation in executive officer roles in 2018. Based on the Corporation's current size, MCAN aspires to maintain at least 30% female representation in executive officer roles, recognizing that executive officer composition may fluctuate from time to time during periods of transition. The CRCG&HR Committee will continue to build and maintain a list of potential qualified diverse candidates for future executive officer appointments. The executive team currently has five members who identify as BIPOC of the 13 total executive officers (38%). The CRCG&HR Committee monitors and implements the EO Diversity Policy and reports to the Board thereon. In addition, the CRCG&HR Committee reviews the EO Diversity Policy annually, discusses any revisions that may be required and recommends any such revisions to the Board for approval.

The following table sets out the number and percentage of women who served or are serving as executive officers at MCAN since 2022:

As At	Target %	# of Women Executive Officers	Total # of Executive Officers	Actual %
March 15, 2024	30%	5	13	38%
March 13, 2023	30%	6	13	46%
March 11, 2022	25%	7	14	50%

The Corporation continues to broaden the definition of diversity beyond just gender.

ENVIRONMENTAL, SOCIAL & GOVERNANCE

MCAN's values and culture are rooted in our stakeholders, including our shareholders, customers, business partners and team members, and their communities:

E	• Supporting sustainable residential communities by providing residential mortgages using **responsible underwriting and risk management** practices that **deal with climate risk** on our portfolio • Providing capital and loans to real estate developers and investment funds who are committed to **community and climate-based responsible development**, primarily for **residential density development in urban communities close to mass transit** • Operational efficiency to **reduce our carbon footprint**
S	• **Lending to, and investing in**, the development of **more affordable housing** • **Investing in the communities** where our shareholders, customers, business partners and team members call home • Creating a **positive experience by tailoring products and offerings** for our stakeholders and customers to achieve their objectives
G	• Ensuring **strong governance and risk management practices** aligned with our role as a publicly traded regulated financial institution focused on all our stakeholders and their communities

At the core of MCAN's ESG program is our management team and the Board, who navigate the risks and opportunities in our business within our established sustainability framework. Our management team, along with our Board, have built a strong risk and governance framework by which we do business. We believe these practices are essential for the Corporation's success. Information about our risk governance structure is included in the "Risk Management" section of MCAN's 2023 Annual Information Form, available on SEDAR+ at www.sedarplus.ca or on MCAN's website.

We remain committed to supporting sustainable residential development projects, investing in our team culture and professional growth, and supporting local charities. The capital we provide for construction lending opportunities primarily focuses on affordable residential development projects in urban markets that are committed to net zero emissions frameworks by 2050, including Toronto, Vancouver and Calgary. We also work with partners who are committed to responsible corporate citizenship. Many of these partners consider ESG at every phase of the real estate lifecycle and recognize that this creates the greatest value for stakeholders. We continue to invest in learning and development opportunities for our team members and support various local charitable organizations. We also support our team members by providing a work environment that allows for a flexible working structure, and enhancing our wellness, benefit and compensation plans.

Our MCAN DRIVE values support *lending* a hand...

- To Canadians dreaming of home ownership and wealth creation through investment in Canadian real estate;
- To communities through support and investment in projects that connect, empower and revitalize;
- To developers committed to social responsibility and building a low carbon world by reducing waste, emissions, and energy consumption;
- To shareholders by providing transparency on ESG risks and opportunities, and actively managing and improving on reporting on ESG performance to ensure alignment with their vision; and
- To team members through the cultivation of a diverse, inclusive, and collaborative culture.

We are proud of our ESG journey to date. Some of our key achievements in 2023 are highlighted below:

E	• **>90%:** percentage of total capital committed in our construction and commercial businesses that is focused on density development • **>55 million:** amount committed for investments in equity funds focused on environmental sustainability and adapting to climate change • Low environmental footprint of our operations, including a hybrid working model and mostly digital and paperless processes, allowing us to naturally have low Scope 1 and 2 emissions • **7,940**: number of trees planted under our partner program whereby we plant 4 trees for every deal funded under the program. Our tree plantings were done in British Columbia and Ontario regions impacted by fire and deforestation.
S	• **Top Mortgage Employer for 2023** by Canadian Mortgage Professional • **4:** number of categories we were recognized in by 2023 Great Places to Work™ including: ◦ 2023 Best Workplaces™ in Canada - 100-999 Employees ◦ 2023 Best Workplaces™ for Women ◦ 2023 Best Workplaces™ Managed by Women ◦ 2023 Best Workplaces™ for Giving Back • Recognized as one of Canada's **Innovative HR Teams of 2023** by HR Reporter • **$24 million:** amount funded in our residential construction portfolio in affordable housing projects • **$57,000:** amount of free mortgage payments awarded to our customers as part of our partner program • **$81,000:** amount of cash donations made during the year ◦ **$67,000** donated on behalf of our team members to our local communities ◦ **$14,000** donated on behalf of our brokers and partners as part of our partner program • **>60%:** percentage of team members who self-identify as a visible minority • Recognized by the **Globe and Mail's 2023 Report on Business Women Lead Here list** for gender diversity for the fourth straight year • **Team member volunteer days**, including participation in a Habitat for Humanity Build Day, Terry Fox run and three kit packing events to provide needs to charitable organizations within the communities we serve
G	• **100%:** percentage of independent Board members serving on the Audit Committee, Conduct Review, Corporate Governance & Human Resources Committee, and Enterprise Risk Management and Compliance Committee • **100%:** percentage of active team members who have attested to the Code • **99%:** percentage of director attendance at Board meetings • **8 out of 9:** number of Board members who are independent

The CRCG&HR Committee oversees MCAN's ESG program and brings recommendations related thereto to the Board. Oversight of the foreseeable and material financial risks associated with climate change and the potential impacts on corporate risk management and strategy reside with the Board. As we continue to evolve our ESG efforts, we plan to incorporate more education, measurements and further continued investments in environmental programs and our social impact.

DIRECTORS' COMPENSATION

COMPENSATION POLICY

Director compensation is set by the Board on the recommendation of the CRCG&HR Committee.

The CRCG&HR Committee reviews annually the directors' compensation to assess its competitiveness with the market and to recognize the workload, time commitment and responsibility of the Board and Committee members. For benchmarking purposes, the CRCG&HR Committee uses the comparative data of other public and comparable companies. For 2023, the companies used in the comparison included Crown Capital Partners Inc., Firm Capital Corporation, Atrium Mortgage Investment Corporation, Clairvest Group Inc., BTB REIT, Plaza Retail REIT, Nexus REIT, Slate Retail REIT, Timbercreek Financial Corporation, VersaBank, Killam Apartment REIT, Senvest Capital Inc., First National Financial Corporation and Equitable Group Inc.

The compensation program for the directors is designed to provide a competitive package necessary to attract and retain qualified and experienced directors and recognize and reward the workload, time commitment and responsibility of Board and Committee members.

For fiscal 2023, each director who was not employed by MCAN or any of its subsidiaries was entitled to receive an annual retainer, paid in the form of cash only, for all meetings attended of the Board or any Committee thereof of which such director is a member. The respective Committee Chairs and the Chair of the Board are entitled to additional annual retainers. Directors are reimbursed for their out-of-pocket expenses incurred in attending

meetings and otherwise carrying out their duties as directors. Pursuant to the by-laws of MCAN that were in effect for fiscal 2023, the aggregate amount of remuneration which may be paid by MCAN to its directors (for their services as directors) cannot exceed $1,000,000 in any year. Any future increases to this total amount will require shareholder approval. MCAN does not offer its non-employee directors any equity compensation. In 2023, the total fees paid by MCAN to its directors were $676,000.

The following table sets out the flat fee structure payable to MCAN's non-employee directors and was in effect for 2023.

Annual Retainer	$
Director Retainer[1]	67,000
Chair of the Board Retainer	50,000
Committee Chair Retainer	25,000
Lead Director Retainer[2]	25,000

Notes:

(1) The annual director retainer is paid to all directors, including the Chair of the Board.

(2) The Board appointed a Lead Director effective June 1, 2023 to December 1, 2023 to ensure independent governance at the Board during Mr. Sutherland's tenure as Interim CEO.

In August 2023, the Board increased the annual retainer for the Chair of the Board and adopted the following compensation structure effective January 1, 2024:

Annual Retainer	$
Chair of the Board Retainer	100,000
Director Retainer[1]	67,000
Committee Chair Retainer	25,000

Notes:

(1) The annual director retainer is paid to all directors, including the Chair of the Board.

DIRECTOR COMPENSATION TABLE

The following table sets out all compensation awarded, earned, paid, or payable in cash by MCAN to the directors for the Corporation's 2023 fiscal year:

Name	Board Position	Fees Earned in Cash ($)	Total ($)
Bonnie Agostinho	Director	67,000	67,000
Brian W. Chu[1]	Director and Chair of the CRCG&HR Committee	83,071	83,071
John E. Coke[2]	Director	82,000	82,000
Donald E. Coulter[3]	Director, President & CEO	-	-
Glenn Doré	Director	67,000	67,000
Philip C. Gillin	Director and Chair of the ERM & Compliance Committee	92,000	92,000
Gordon J. Herridge[4]	Director and Chair of the Audit Committee	92,000	92,000
Gaelen J. Morphet[5]	Director	75,929	75,929
Derek G. Sutherland[6]	Chair of the Board	-	-
Former Director			
Karen H. Weaver[7]	Director, President & CEO	-	-

Notes:

(1) Mr.Chu was appointed Chair of the CRCG&HR Committee on May 9, 2023. He received a prorated retainer of $16,071 for the Chair of the CRCG&HR

Committee position.

(2) Mr.Coke was appointed Lead Director by the independent members of the Board on June 1, 2023 and maintained that position until December 1, 2023. He received a prorated retainer of $15,000 for the Lead Director position.

(3) Mr. Coulter was appointed President & CEO and a director of the Corporation on December 1, 2023. He did not receive any compensation in his capacity as director of the Corporation. For Mr.Coulter's compensation as President & CEO, see page 52 of the Circular.

(4) Mr. Herridge is not standing for re-election at the Meeting and will therefore cease being a director and Chair of the Audit Committee immediately after the closure of the Meeting.

(5) Ms. Morphet ceased to be Chair of the CRCG&HR Committee on May 9, 2023. She received a prorated retainer of $8,929 for the Chair of the CRCG&HR Committee position.

(6) Mr. Sutherland received compensation of $117,000 for his position as Chair of the Board. For further details regarding Mr. Sutherland's compensation, please see the Summary Compensation Table on page 52 of the Circular.

(7) Ms. Weaver did not receive any compensation in her capacity as a director of the Corporation. She ceased to be a director and President & CEO of the Corporation on June 1, 2023. For Ms. Weaver's compensation as President & CEO, see page 52 of the Circular.

DIRECTOR SHARE OWNERSHIP

MCAN's share ownership requirement is intended to align directors' financial interests with the shareholders they represent and to reinforce MCAN's commitment to sound corporate governance. For 2023, all non-executive directors were required to reach an equity ownership target equal to two times the annual director retainer within three years of joining the Board, measured at the higher of cost or market value as at December 31st of each year. The Chair of the Board was also required to hold Common Shares with a value of at least two times the annual retainer for the position, measured at the higher of cost or market value as at December 31st of each year, within three years of appointment. If the requirement was previously met and the market value subsequently changed such that the director was offside, the director had one year to attain compliance. The CRCG&HR Committee monitors compliance with the share ownership policy.

In December 2023, the Board amended the equity ownership target requirement for all non-executive directors to:

Three times the annual director retainer, measured at the higher of cost or market value as at December 31st of each year, within:

- three years of the policy amendment date (i.e., by December 31, 2026) for current directors; and
- five years of being elected or appointed to the Board for new directors.

The Chair of the Board is also required to hold Common Shares with a value of at least three times the annual retainer for the position, measured at the higher of cost or market value as at December 31st of each year.

COMPENSATION DISCUSSION AND ANALYSIS

COMPENSATION PHILOSOPHY & PRINCIPLES

MCAN's executive compensation program is grounded on a pay for performance philosophy. It is designed to attract and retain top talent, link compensation to performance, encourage a long term view to increase shareholder value and align with prudent risk-taking.

The executive compensation program has been designed based on the following guiding principles:

Attract and Retain Top Talent	Link Compensation to Performance	Encourage a long-term view to increase shareholder value	Align with sound risk-taking
• A competitive compensation program helps attract and retain talented people and motivates them to excel to achieve objectives. • Executive compensation is regularly compared to compensation of similar companies in the Canadian Financial and Real Estate sectors. • Management and the CRCG&HR Committee consider both market data benchmarks, as well as individual performance, experience, internal equity and retention risks in evaluating and decisioning.	• Executive compensation is designed and implemented to align with MCAN's strategy and directly link to both MCAN corporate and individual performance. • A significant portion of an executive's total compensation is variable and "at risk" and is provided through incentives tied to MCAN's success.	• We align our incentive plans with performance over the short, mid, and long-term to ensure short-term actions lead to long-term shareholder value. • The LTIP (as defined below) portion of compensation is contingent upon MCAN's financial and operational results, as well as on a relative total shareholder return ("**TSR**") performance factor.	• The MCAN compensation structure does not encourage excessive risk-taking or inappropriate conduct. It rewards the appropriate use of resources. On an annual basis the management team sets strategic objectives that are reviewed with a risk management perspective and submitted to the board for review and approval. • The CRCG&HR Committee ensures that compensation plans do not create incentive for risk-taking outside of the Risk Appetite Framework and reviews those plans regularly to ensure they are operating as intended and aligned to Financial Stability Board ("**FSB**") Principles (as defined below).

COMPENSATION GOVERNANCE

The CRCG&HR Committee assists the Board in establishing MCAN's compensation philosophy and structure, and in discharging its oversight accountabilities relating to the compensation and retention of senior management employees, and in particular, the CEO. At March 15, 2024, the CRCG&HR Committee was comprised of Brian W. Chu (Chair), Glenn Doré, Gordon J. Herridge and Gaelen J. Morphet. All members of the CRCG&HR Committee are independent directors of the Board.

Mr. Herridge is not standing for re-election at the Meeting, and as such will cease to be a member of the CRCG&HR Committee following the meeting. Assuming that all nominees are elected as directors, the Board will appoint a new member.

All members have direct experience in compensation matters as either former executive officers and partners or through board positions in other publicly traded companies.

Mr. Chu was named Chair of the CRCG&HR Committee on May 9, 2023. Mr. Chu has extensive compensation experience having served on numerous boards and their compensation committees. His direct experience includes Chair of the Governance and Human Resources Committee of the Technical Standards and Safety Authority, Chair of the Human Resources Committee of Echelon Insurance Company, Chair of the Human Resources Committee of CAA Club Group of Companies and Chair of the Human Resources Committee of CAA Insurance Company. Mr. Chu was formerly the chair of the Human Resources & Environment Committee of Toronto Hydro Corporation.

Mr. Doré currently serves on the board of a private Canadian company. In his present role as President of an asset management company, Mr. Doré has overall responsibility for executive compensation within that company. Mr. Doré is a member of the ICD.

Mr. Herridge, during his career at MCAP, was responsible for the Human Resources function at MCAP Leasing and later worked closely with the MCAP enterprise Human Resources team in developing and managing compensation plans for MCAP's business units and senior executives. Mr. Herridge also worked closely with MCAP's employment lawyers on employment compliance and litigation matters.

Ms. Morphet has previously served as an executive officer of investment and insurance companies in Canada, including Sentry Investments, Empire Life Investments and Empire Life Insurance and CIBC Asset Management. She has been involved in executive compensation matters throughout her career. As an executive in the financial industry in Canada for over twenty years, she has had multiple experiences in dealing with compensation matters in public and private companies. Ms. Morphet was formerly the chair of MCAN's CRCG&HR Committee until May 9, 2023.

Collectively, this experience provides the CRCG&HR Committee with the knowledge, skills, experience and background in executive compensation and human resources matters to make decisions on the suitability of MCAN's compensation policies and practices.

The responsibilities, powers and operation of the CRCG&HR Committee are set out in its mandate, which is available on the Corporation's web site at https://mcanfinancial.com/wp-content/uploads/2023/12/CRCG-and-HR-Committee-Mandate.pdf.

The CRCG&HR Committee carries out the responsibilities of the Board in respect of compensation matters and makes recommendations to the Board as appropriate. In particular, the CRCG&HR Committee is responsible for making recommendations to the Board relating to the:

- annual non-financial strategic objectives applicable to each of the Corporation's Named Executive Officers (together the "**NEOs**" and each a "**NEO**");
- performance evaluation of the CEO;
- administration of the Corporation's equity and non-equity incentive plans; and
- review and recommendation of director compensation.

The CRCG&HR Committee held five regularly scheduled meetings in fiscal year 2023. The CEO attends meetings of the CRCG&HR Committee but does not have the right to vote on any matter. Other senior officers may also attend parts of a meeting for presentation purposes. No officer, including the CEO, is present when their compensation is discussed or when their presence would otherwise constitute a conflict of interest.

The CRCG&HR Committee has instituted good governance practices that enhance its ability to effectively carry out its accountabilities. These practices include:

- utilizing a work plan which sets out the timetable of all regularly occurring matters for which the CRCG&HR Committee has accountability;

- hiring an external advisor at least every three years to advise the CRCG&HR Committee on compensation levels and structure, and requiring their attendance when their reports are discussed and when requested to attend by the Chair of the CRCG&HR Committee; and

- holding in-camera sessions without management present during every CRCG&HR Committee meeting.

COMPENSATION CONSULTANT

The CRCG&HR Committee benefits from the advice of external independent compensation consultants and commissions a third party to review executive compensation and to conduct a benchmarking analysis of the executive compensation program and oversight functions on a historical basis, at least every three years. In addition, the CRCG&HR Committee annually reviews data from the comparator companies from SEDAR+ or other sources to ensure that compensation levels continue to be competitive. In 2023, no third-party reviews were completed as the CRCG&HR Committee engaged Meridian Compensation Partners to assist in a benchmarking compensation program to compare compensation levels of the senior executives of MCAN to comparator companies in 2021. The next executive compensation review will be conducted in 2024.

ELEMENTS OF EXECUTIVE COMPENSATION

The comprehensive compensation program is comprised of both fixed and at-risk elements with short-term and long-term incentives in addition to health and other benefits.

		Element	Features / Objective	Performance Period	Form
Total Direct Compensation					
FIXED	**SHORT-TERM**	**Base Salary**	• Base level of pay • Annually reviewed in accordance with contracts and performance • Reviewed every year for market competitiveness and periodically by a third-party consultant **Objective:** recognize contribution, responsibility and scope, provide a level of income certainty, attract and retain talent	1 year	Cash
AT RISK	**SHORT-TERM**	**Annual Incentive**	• Provides an annual cash award based on corporate and individual performance • Corporate performance measure: Core Earnings Per Share ("**CORE EPS**")[(1)] • Individual performance scorecard based on strategic objectives, initiatives and leadership values **Objective:** award achievement for specific goals	1 year	Cash
	LONG-TERM	**Long-term Incentives[(2)]:**			
		Performance Share Units ("PSUs") and Performance Deferred Share Units ("PDSUs") awarded under the Performance Share Unit Plan ("PSU Plan")	• Performance-based deferred incentive • PSU and PDSU payout based on EPS targets and relative TSR performance[(3)] **Objective:** align interests of executives and shareholders to create shareholder value, to reward achievement of sustained long-term performance and for attraction and retention of talent	Vest after 3 years based on achievement of specified performance goals	Share-based awards settled in cash and paid at the end of the 3-year performance period for PSUs and at retirement or termination, whichever is earlier for PDSUs
		Restricted Share Units ("RSUs") awarded under the Restricted Share Unit Plan ("RSU Plan")	• Deferred Incentive • RSU payout is not based on a Company performance metric **Objective:** align interests of executives and shareholders to create shareholder value, to reward achievement of sustained long-term performance, and for attraction and retention of talent	3 years	Share-based awards settled in cash and paid at the end of the 3-year performance period
		Deferred Share Units ("DSUs")	• Available for use in attracting senior executives	3 years (1/3rd vest each year)	Share-based awards settled in cash at retirement or termination, whichever is earlier
Other Compensation & Benefits ("Benefits"):					
		Executive Share Purchase Plan ("ESP Plan")	• Opportunity to purchase Common Shares **Objective**: align interests of executives and shareholders to create shareholder value, to reward achievement of sustained long-term performance, for attraction and retention and provide executives with an opportunity to purchase Common Shares through interest bearing loans up to 2x the executive's salary	N/A	Common Shares

Element	Features / Objective	Performance Period	Form
Total Direct Compensation			
Group Registered Retirement Savings Plan ("RRSP") **Deferred Profit Sharing Plan ("DPSP")**	• RRSP program allows members to contribute a % of salary into their RRSP • DPSP is MCAN's 100% matching program to team member's RRSP • Provides market competitive benefit program • Promotes responsible retirement planning and support funding for income at retirement	N/A	Cash
Employee Share Ownership Plan ("ESOP")	• Enables employees of MCAN to purchase Common Shares. Contributions can be no more than 6% and no less than 1% of annual salary and MCAN contributes 50% of the employee's contribution (to a max of 3%) • Promotes responsible retirement planning and support funding for income at retirement	N/A	Common Shares
Health Benefits	• MCAN offers a comprehensive paid health, dental, vision and paramedical services coverage. Premiums are also covered for Life and AD&D • Invests in employee health and well being • Executive Officers provided comprehensive annual health assessments	N/A	N/A

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Notes:

(1) CORE EPS equals Earnings Per Share ("EPS") less (i) Equity income from MCAP, (ii) Expected Credit Loss recovery/expense, (iii) Unrealized gains/losses on marketable and non-marketable securities, and (iv) other non-cash gains/losses. Core EPS is considered to be a non-GAAP and other financial measure. For further details, refer to the "Non-GAAP and Other Financial Measures" section of this Circular. Non-GAAP and other financial measures and ratios used in this document are not defined terms under IFRS and, therefore, may not be comparable to similar terms used by other issuers.

(2) The long-term incentive is granted in accordance with the terms outlined in each executive's employment contract. For the Former CEO (as defined below), the long-term incentive grant was up to 60% of base salary and comprised of 36% PSU and 24% RSU. For the CEO, the long-term incentive grant is up to 100% of base salary and comprised of 60% PSU and 40% RSU. For each of the SVP, CFO , SVP & COO, and SVP, Investments, (each as defined below) the award is up to 50% of base salary and comprised of 30% PSU and 20% RSU. For the VP, CRO, the award is up to 30% of base salary and is comprised of a 12% PSU and 18% RSU. The Interim CEO (as defined below) did not participate in the annual incentive or LTIP programs.

(3) In 2022 and thereafter, PSU grants are based on a one-year EPS metric with a three-year relative total shareholder return ("**rTSR**") modifier. In 2021, PSU grants were based on CORE EPS.

EXECUTIVE COMPENSATION

MCAN's executive compensation program focuses on performance and is designed to reflect management's expected contribution to MCAN and to encourage them to act in a manner which furthers MCAN's goals, is consistent with MCAN's chosen strategy and risk appetite, and enhances long-term profitability.

Compensation for executive officers is comprised of three components – base salary and benefits, annual incentive and long-term incentive programs.

MCAN wishes to attract, retain and motivate results-oriented individuals who will contribute to its long-term success. MCAN's compensation strategy achieves this by:

- linking management performance with the achievement of the Company's strategic objectives;
- supporting and reinforcing its business and risk management strategies; and
- ensuring that MCAN's compensation programs are competitive with the market and industry practices.

We outline our compensation program design, specifically with respect to the following NEOs in 2023:

NEO	Title
Donald Coulter[1]	President & Chief Executive Officer ("**CEO**")
Floriana Cipollone	Senior Vice President & Chief Financial Officer ("**SVP, CFO**")
Avish Buck	Senior Vice President & Chief Operating Officer ("**SVP & COO**")
Carl Brown	Senior Vice President, Investments & Corporate Development ("**SVP, Investments**")
Aaron Corr	Vice President & Chief Risk Officer (**"VP, CRO"**)
Former NEOs	
Karen H. Weaver[2]	Former President & Chief Executive Officer ("**Former CEO**")
Derek G. Sutherland[3]	Interim Chief Executive Officer ("**Interim CEO**")

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Notes:

(1) Mr. Coulter was appointed MCAN's President & CEO on December 1, 2023.

(2) Ms. Weaver ceased to be a director and MCAN's President & CEO on June 1, 2023.

(3) Mr. Sutherland was appointed Interim CEO on June 1, 2023 and maintained the position until December 1, 2023.

ALIGNING COMPENSATION WITH THE FINANCIAL STABILITY BOARD'S PRINCIPLES

The Financial Stability Board's Principles (the "**FSB Principles**") were designed to enhance the stability and soundness of financial institutions by protecting them against excessive risk taking. The Corporation believes that its approach to compensation aligns with the Office of the Superintendent of Financial Institutions' Corporate Governance Guideline and with the FSB Principles as outlined in the table below:

FSB Principles	MCAN's Compensation Practices
The Board actively oversees the design and operation of the Company's compensation system	• The Board, through the CRCG&HR Committee, establishes MCAN's compensation philosophy and structure. • The CRCG&HR Committee recommends and the Board approves, the CEO and other executive officer compensation. • The CRCG&HR Committee, composed of 4 independent directors: ◦ Oversees the hiring, promotion and compensation of executive officers. ◦ Ensures effective succession and leadership development planning is in place. ◦ Approves and amends material compensation programs. ◦ Reviews the performance of the executive officers and awards of annual incentive and LTIP and recommends approval to the Board. • The CRCG&HR Committee assesses the performance of the CEO. • The CRCG&HR Committee meets in camera for part of each Committee meeting and provides its report to the Board. • At least every three years the CRCG&HR Committee obtains advice on the components of compensation from independent compensation consultants.
The Board monitors and reviews the compensation system to ensure it operates as intended	• Key performance objectives are approved by the CRCG&HR Committee at the beginning of the year and performance against those objectives is evaluated periodically during the year and at the end of each year in order to establish that year's annual incentive awards. • No less than every three years the CRCG&HR Committee obtains advice on the components of compensation from independent compensation consultants.
Employees in financial and risk control functions must be compensated in a manner that is independent of the business areas they oversee	• Compensation for all financial and risk employees is determined based on the Company's CORE EPS target and their individual performance and is independent of the specific business unit they support. The performance weightings reflect a higher proportion from individual performance, as compared to the balance of the executive team, which is aligned with best practices.

FSB Principles	MCAN's Compensation Practices
Compensation is adjusted for all types of risk	All executive compensation plans have a discretionary element that permits the CRCG&HR Committee to consider risk when determining awards, including the consideration of previous grants when considering new grants. Strategic goals encompass all aspects of risk with a focus on five strategic pillars: Strategic Direction, Risk Management & Controls, Operational Effectiveness, Leadership and Governance. For the Former CEO, SVP, CFO, SVP & COO, and SVP, Investments, the annual incentive is based on 60% Company performance and 40% personal and strategic goals. For the CEO, the annual incentive is based on 70% Company performance and 30% personal and strategic goals. The Interim CEO did not participate in the annual incentive plan. For the VP CRO, the annual incentive is based on 40% Company performance and 60% personal and strategic goals.
Compensation outcomes are symmetric with risk outcomes	• Annual incentives are based on pre-established thresholds, targets, and maximum percentages of base salary by employee level, with no minimums or guaranteed annual incentives. • No special or transactional payments have been made since 2008. • Long-term incentive compensation for the Former CEO, CEO, SVP, CFO, SVP & COO, SVP, Investments and VP, CRO is subject to a claw back and forfeiture in the event of a financial restatement resulting from intentional fraud or willful misconduct. • Incentive compensation for all employees is subject to forfeiture if an employee resigns or is terminated for cause. • The CRCG&HR Committee has discretion, which it has used, to make annual incentive payments in excess of target in RSUs in lieu of cash, which defers payment for 3 years. • Annual incentive targets incorporate both corporate performance and individual performance goals. The personal and strategic goals comprise the balance of the annual incentive and relate to specific objectives in the plan. For all executives, these objectives include ERM and regulatory initiatives.
Compensation payouts are aligned with the time horizon of risks	• Since 2009 MCAN has moved a significant share of total compensation to longer term incentives based on compensation governance trends and the risk-based approach of the FSB Principles. • Since 2008 base salaries have only been increased by an inflationary factor, for new roles, accountability expansion, merit increases and/or market adjustments based on compensation consultants' recommendations approved by the Board. A significant portion of each executive's pay is in long-term incentives to ensure alignment of compensation with the risk time horizon and to enhance focus on longer-term value.

FSB Principles	MCAN's Compensation Practices
The mix of cash, equity, and other forms of compensation is consistent with risk alignment	• The portion of LTIP based compensation increases with seniority (the CEO receives the highest portion of compensation in LTIP, followed by the other NEOs). • For the Former CEO, at risk compensation comprised 52% of total compensation. At risk compensation is comprised of a combination of annual incentive and LTIP. For the CEO, at risk compensation comprises 66% of total compensation. At risk compensation is comprised of a combination of annual incentive and LTIP. The Interim CEO did not participate in the annual incentive or LTIP programs. • For the other NEOs, at risk compensation comprises approximately 45% to 50% of total compensation. At risk compensation is comprised of annual incentive and LTIP. • For 2022 and thereafter, LTIP is comprised of PSUs and RSUs only; prior to 2022, the LTIP also included Common Shares pursuant to the ESP Plan. The ESP Plan has been reclassified from a component of LTIP to a Benefit. • Awarding of PSUs is based on performance factors. In 2021, the performance factor for PSUs awarded was CORE EPS. For 2022 and thereafter, the performance factor for PSUs awarded is based on a one-year EPS metric with a rTSR modifier. • Management at any one time has targets and potential payments set out over a 3-year period to discourage the taking of excessive risks to increase short term profits. • The financial targets are based on reasonable targets in MCAN's annual budget and strategic plan that is recommended by management and approved by the Board. • MCAN has no stock option plans that may reward executives for short term or exogenous factors. • MCAN has no golden handshake agreements. Management contracts and termination payments are based on common law requirements and industry practice.

TOTAL COMPENSATION

BASE SALARY

The base salary component of the program is intended to recognize the contribution to MCAN of each NEO, to provide the respective officer with a level of income certainty and to attract, retain and motivate MCAN's executive officers. Base salaries and total compensation for executives are determined relative to positions with equivalent responsibilities and scope within a comparator group.

The comparator peer group for determining base salary included Killam Apartment Real Estate Investment Trust, VersaBank, Timbercreek Financial Corp., Plaza Retail REIT, Clairvest Group Inc. BTB Real Estate Investment Trust, Atrium Mortgage Investment Corporation, Equitable Group Inc., Home Capital Group Inc., First Capital Real Estate Investment Trust, CT Real Estate Investment Trust, Boardwalk Real Estate Investment Trust, goeasy Ltd., Trisura Group Ltd., and Chesswod Group Limited. In addition to the peer group, the data is augmented by additional market survey data.

The comparator peer group is comprised of Canadian regulated and non-regulated financial institutions and REITs in businesses subject to similar risks as MCAN. In early 2022 the CRCG&HR Committee, with advice from Meridian Compensation Partners, defined the peer group. The CRCG&HR Committee and management review the comparator peer group at least every three years to ensure they continue to be relevant comparators.

The base salary for the CEO is reviewed annually by the CRCG&HR Committee. The CRCG&HR Committee conducts an annual review of the CEO's performance (which process involves gathering input from all Board members). Based upon this review, the CRCG&HR Committee makes recommendations to the Board regarding appropriate adjustments, as needed, to the CEO's base salary. A 360 performance process with an outside specialist is conducted periodically as an added tool to the CEO assessment. The Board makes the ultimate decision regarding the base salary paid to the CEO.

The CEO reviews the base salaries of the other NEOs on an annual basis in connection with the CEO's review of the other NEOs' performance in the prior year. Following the completion of the reviews of performance and salary, the CEO makes a recommendation regarding base salaries to the CRCG&HR Committee who in turn makes a recommendation to the Board regarding appropriate adjustments, as needed, to the base salaries of the NEOs. The Board makes the ultimate decision regarding the base salaries paid to the NEOs.

The CEO's overall performance is also evaluated annually by all the directors, excluding the CEO, using an evaluation/rating questionnaire based on the following qualitative performance factors:

- Vision
- Leadership
- Ability to Achieve Corporate Strategic Goals
- Integrity
- Succession Planning
- Shareholder Relations
- Stakeholder Relationships
- CEO/Board Relationships

The results of this questionnaire feed into the CRCG&HR Committee annual review and are used to help ensure continuous confidence in the CEO's leadership role within MCAN.

ANNUAL INCENTIVE PLAN

The annual incentive plan was designed to motivate and reward executives for their role in achieving objectives approved by the Board in the annual budget and longer-term business plan. The plan is in place to compensate the NEOs for achieving specific outcomes aligned with the Corporation's strategic objectives and risk appetite and to link their compensation directly to performance of the Corporation over the year, with the aim of enhancing long term profitability. It is an annual cash bonus.

The amount of each NEO's annual incentive is made up of a "Company Performance Component" and an "Individual Performance Component" and each component is considered based on "Threshold", "Target" "Exemplary" and "Maximum" objectives. The Company Performance Component is based on corporate performance against specified financial targets. The Individual Performance Component is comprised of personal performance objectives that are recommended each year for the NEOs (other than the CEO), by the CEO and approved by the Board, and for the CEO, by the Chair of the Board and approved by the Board. Annual incentives are only paid if the NEO is actively employed at the time of payment.

For fiscal year 2023, the weighting between the Company Performance Component and Individual Performance Component was as follows:

NEO	Company Performance Component CORE EPS	Individual Performance Component
CEO[1]	70%	30%
SVP, CFO	60%	40%
SVP & COO	60%	40%
SVP, Investments	60%	40%
VP, CRO	40%	60%
Former NEOs		
Former CEO[2]	60%	40%
Interim CEO[3]	N/A	N/A

Notes:

(1) The CEO weightings are reflective of the CEO's employment agreement. See Summary Compensation Table on page 52 for arrangements with the CEO for 2023.

(2) The Former CEO's weightings are reflective of the Former CEO's employment agreement. See Summary Compensation Table on page 52 for arrangements with the Former CEO in 2023.

(3) The Interim CEO did not participate in the annual incentive plan. See Summary Compensation Table on page 52 for arrangements with the Interim CEO.

The Company Performance Component is based on achievement of CORE EPS relative to the annual target. In 2023, CORE EPS at Target was $1.51 and scaled from $1.21 ($0.30 below Target) for Threshold and up to $1.81 ($0.30 above Target) for Maximum. Core EPS is considered to be a non-GAAP and other financial measure. For further details, refer to the "non-GAAP and Other Financial Measures" section of this Circular.

The Individual Performance Component is based on performance of the executive against specific objectives linked to the Corporation's strategic plan, including measures or targets related to strategic direction, financial capital and liquidity plans, risk management and controls, business operating effectiveness, leadership and people management, and governance. Results are weighted based on the objectives and the related performance level. Achievement of objectives as expected, results in an annual incentive entitlement at the Target level; less than expected achievement, results in an annual incentive entitlement at the Threshold level; exemplary achievement, results in an annual incentive entitlement between Target and the Maximum; outstanding achievement, results in an annual incentive entitlement at the Maximum level. Failure to achieve the Threshold level of performance for the Individual Performance Component disqualifies NEOs from participating in the annual incentive plan.

The Board appointed Karen H. Weaver as MCAN's President & CEO effective May 8, 2019 and she ceased to be a director and MCAN's President & CEO on June 1, 2023. Prior to her appointment, Ms. Weaver served as MCAN's Interim CEO effective October 9, 2018. Prior to that date, Ms. Weaver served on the Board of MCAN, having been appointed in November 2011. As Former President & CEO, Ms. Weaver's compensation for 2023 was comprised of an annual salary of $665,000, potential annual incentive at Target of 50% and an annual LTIP grant of 60%. Ms. Weaver remained as a consultant from June 1, 2023 through to December 31, 2023 to support an orderly transition in leadership and her compensation was comprised of a monthly amount of $20,000, for a total of $140,000.

The Board appointed Derek G. Sutherland as MCAN's Interim CEO effective June 1, 2023 through to December 1, 2023. During this time, Mr. Sutherland maintained his position as Board Chair. However, the Board also appointed John Coke as Lead Director to ensure independent governance at the Board during Mr. Sutherland's tenure as Interim CEO. For a full profile of Mr. Sutherland's experience, please refer to the section on the Composition of the Board on page 11. As Interim CEO, Mr. Sutherland's compensation was comprised of a monthly amount of $76,924, for a total salary of $465,094 for his term as Interim CEO. Mr. Sutherland did not participate in either the annual incentive plan or LTIP program. Mr. Sutherland continued to receive compensation related to his board accountabilities as outlined on page 52 of the Circular.

The Board appointed Donald E. Coulter as MCAN's President & CEO effective December 1, 2023. Prior to his appointment, Mr. Coulter was the CEO of connectFirst Credit Union and prior to that was the President and CEO of

Wyth Financial (formerly Concentra Bank). In addition to these positions, Mr. Coulter was CFO and then CEO of Coast Capital. For 2023, Mr. Coulter's compensation as CEO was comprised of an annual salary of $600,000, which equates to a pro-rated amount of $50,000 for his term in the role, and an annual incentive of $360,000, representing 60% of his base salary, which was payable in connection with the commencement of his employment on December 1, 2023. For 2024 and beyond, Mr. Coulter's potential annual incentive at Target will be 90% and he will be eligible for an annual LTIP grant of 100%.

Ms. Floriana Cipollone was appointed SVP, CFO effective March 4, 2022. Prior to this date, Ms. Cipollone was VP, CFO since joining MCAN June 1, 2020. Her compensation as SVP, CFO for 2023 was comprised of an annual salary of $350,000, potential annual incentive at Target of 50% and an annual LTIP grant of 50%.

Mr. Avish Buck was appointed SVP & COO, effective March 4, 2022. Prior to this date, Mr. Buck was VP, Residential Lending since joining MCAN June 3, 2020. His compensation as SVP & COO, for 2023 was comprised of an annual salary of $320,000, potential annual incentive at Target of 50% and an annual LTIP grant of 50%.

Mr. Carl Brown was appointed SVP, Investments, effective March 4, 2022, having previously served as Vice President, Investments effective September 1, 2019, Vice President, Operations & Treasurer effective October 23, 2018, Vice President, Operations, Business Continuity/Disaster Recovery Coordinator effective July 16, 2013 and Vice President, Operations effective January 1, 2013. Mr. Brown has been with MCAN since January 1, 2013. His compensation as SVP, Investments for 2023 was comprised of an annual salary of $300,000, potential annual incentive at Target of 50% and an annual LTIP grant of 50%.

Mr. Aaron Corr was appointed VP, CRO, effective February 14, 2022. Mr. Corr joined MCAN October 10, 2018 and during his time he has held progressively more senior roles within the Risk function. His compensation as VP, CRO, for 2023 was comprised of an annual salary of $200,000, potential annual incentive at Target of 50% and an annual LTIP grant of 30%.

The annual incentive award is calculated as a percentage of base salary, utilizing the above weighting of the Company Performance Component and the Individual Performance Component as follows:

NEO	Potential Award				2023 Actual Annual Incentive Award	
	Threshold	Target	Exemplary	Maximum		
President & CEO[1]						
Company Performance Component CORE EPS						
Individual Performance Component						
Total	N/A	N/A	N/A	N/A	$360,000	60%
SVP, CFO						
Company Performance Component CORE EPS	15%	30%	39%	48%	$163,800	47%
Individual Performance Component	10%	20%	26%	32%	$70,000	20%
Total	25%	50%	65%	80%	$233,800	67%
SVP & COO						
Company Performance Component CORE EPS	15%	30%	39%	48%	$149,760	47%
Individual Performance Component	10%	20%	26%	32%	$83,200	26%
Total	25%	50%	65%	80%	$232,960	73%
SVP, Investments						
Company Performance Component CORE EPS	15%	30%	39%	48%	$140,400	47%
Individual Performance Component	10%	20%	26%	32%	$96,000	32%
Total	25%	50%	65%	80%	$236,400	79%
VP, CRO						
Company Performance Component CORE EPS	10%	20%	26%	32%	$62,400	31%
Individual Performance Component	15%	30%	39%	48%	$96,000	48%
Total	25%	50%	65%	80%	$158,400	79%
Former NEOs						
Former President & CEO[2]						
Company Performance Component CORE EPS	15%	30%	39%	48%		
Individual Performance Component	10%	20%	26%	32%		
Total	25%	50%	65%	80%	$266,000	40%
Interim President & CEO[3]						
Company Performance Component CORE EPS						
Individual Performance Component						
Total	N/A	N/A	N/A	N/A	N/A	N/A

Notes:

(1) The CEO's 2023 actual annual incentive award reflects an annual incentive of $360,000, representing 60% of his base salary, which was payable in connection with the commencement of his employment contract on December 1, 2023 pursuant to his employment agreement with the Company. For 2024 and beyond, Mr.Coulter's potential annual incentive at Target will be 90%. See Summary Compensation Table on page 52 for arrangements with the CEO for 2023.

(2) The Former CEO's 2023 actual annual incentive award reflects an award provided to her in connection with her retirement as MCAN's President & CEO.

(3) The Interim CEO did not participate in the annual incentive plan. See Summary Compensation Table on page 52 for arrangements with the Interim CEO.

LONG TERM INCENTIVE PROGRAMS ("LTIP")

The Corporation's LTIP is a comprehensive plan that aligns the interests of executives and shareholders, rewards achievement of sustained long-term performance and attracts and retains executives. LTIP includes the PSU Plan, PDSU Plan, RSU Plan, and the DSU Plan.

PERFORMANCE SHARE UNIT PLAN

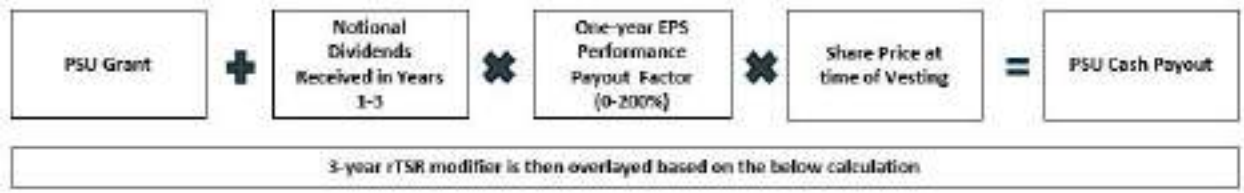
The PSU Plan was established by the Board in August 2016, to align the LTIP and deferred annual incentive plan compensation with shareholder interests and future targets set for the Corporation's performance.

Pursuant to the PSU Plan, the Board grants units to certain NEOs and other officers and members of senior management of the Company (the "**PSU Participants**"). Each unit is equivalent in value to one Common Share. Units issued in 2021 have annual performance targets and vest after three years, subject to achievement of annual performance targets, with each year's achievement contributing to the vesting of 1/3rd of the granted units. The individual unit values are based on the value of the Common Shares at the time of payment. PSU Participants are entitled to receive dividend distributions in the form of additional units during the vesting period. Furthermore, a "Performance Factor" of 0-150% [Threshold (50%), Target (100%), Maximum (150%)] is applied to the number of units awarded which is based on CORE EPS for units issued in 2021. Core EPS is considered to be a non-GAAP and other financial measure. For further details, refer to the "Non-GAAP and Other Financial Measures" section of this Circular.

Units issued in 2022 and 2023 are subject to a one-year performance target achievement and a three-year rTSR modifier. The individual unit values are based on the value of the Common Shares at the time of payment and vest after three years. PSU Participants are entitled to receive dividend distributions in the form of additional units during the vesting period. A "Performance Factor" of 0-200% [Threshold (50%), Target (100%) and Maximum (200%)] is applied to the number of units awarded which is based on a one-year EPS metric.

How MCAN calculates the PSU Awards for 2022 and onwards:

PSUs vest over three years. Final payout value is tied to the number of PSUs that vested, MCAN's share price at the time of vesting and performance metrics.



MCAN's TSR is calculated using the below formula. It encompasses the combination of stock price performance and dividend payouts.



MCAN's TSR is then ranked against that of its Performance Peer Group (as defined below) over the same three-year time period. If MCAN's three-year TSR is in the middle two quartiles of the peer group (i.e. between 25th and 75th percentile), no further adjustment to the award is needed and the award vests and settles. If the award is in the bottom quartile of the group or the top quartile of the group, the award is reduced by 50% or increased by 50% respectively.

MCAN Relative Ranking	rTSR modifier
<25th percentile	-50%
25-75th percentile	nil
>75th percentile	+50%

The performance peer group for determining rTSR for the purposes of calculating the rTSR modifier (the "**Performance Peer Group**") included Firm Capital Mortgage Investment Corporation, Atrium Mortgage Investment Corporation, BTB Real Estate Investment Trust, RioCan Real Estate Investment Trust, Canoe EIT Income Fund, SmartCentres Real Estate Investment Trust, H&R Real Estate Investment Trust, The Bank of Nova Scotia, NorthWest Healthcare Properties Real Estate Investment Trust, National Bank of Canada, IGM Financial Inc., Canadian Imperial Bank of Commerce, Bank of Montreal, EQB Inc., Canadian Banc Corporation, iA Financial Corporation Inc., Timbercreek Financial Corporation, Allied Properties Real Estate Investment Trust, ATCO Ltd., and Fiera Capital Corporation.

The Performance Peer group is comprised of Canadian regulated and non-regulated financial institutions and REITs in businesses subject to similar risks as MCAN. In early 2022 the CRCG&HR Committee, with advice from Meridian Compensation Partners, defined the above Performance Peer group. The CRCG&HR Committee and management review the Performance Peer group on an annual basis to ensure they continue to be relevant comparators.

The units granted under the PSU Plan may be either PSUs or PDSUs. PSU issuances in 2019 and thereafter are paid in cash three years from the issuance date, provided that the units have vested based on the achievement of the one-year performance target. PDSUs are paid in cash at retirement or termination, whichever is earlier, provided that the units have vested. Additionally, the PDSUs earn dividends as units subsequent to vesting until the retirement or termination, whichever is earlier.

The PSU Plan transactions for the financial year 2023 were as follows: a total of 55,693 new PSUs or PDSUs were granted to the PSU Participants; 12,519 PSUs or PDSUs, as applicable, were issued to the PSU Participants as a result of dividend distributions; 26,954 PSUs vested and were paid out to PSU Participants; and 722 PSUs were forfeited as a result of employees ceasing to be employed by the Corporation. The aggregate outstanding PSUs and PDSUs at December 31, 2023 are 140,876. At the date of this Circular, no additional PSUs and PDSUs were

issued pursuant to the 2023 LTIP grant; 34,115 PSUs or PDSUs vested for the period and will be paid in accordance with the plan; and no PSUs or PDSUs were forfeited.

RESTRICTED SHARE UNIT PLAN

The RSU Plan was established by the Board in August 2013, at which time the Board granted units under the RSU Plan to certain NEOs and certain other employees (the "**RSU Participants**"). The RSUs align executives' and shareholder interests in share return growth. Time vesting supports the retention of executives to better enable MCAN to execute it's long-term strategy. Each RSU is equivalent in value to one Common Share. The RSUs vest after three years, at which time the RSU Participants are entitled to receive a cash payment based on the average market value of the Common Shares for the five trading days preceding the payment date. In addition, the RSU Participants are entitled to receive dividend distributions in the form of additional RSUs during the vesting period. The Board expects to consider RSU grants on an annual basis based on performance.

The RSU Plan transactions for the financial year 2023 were as follows: 49,858 new RSUs were granted to the RSU Participants; 11,017 additional RSUs were issued to the RSU Participants as a result of dividend distributions; 45,776 RSUs vested and were paid out to RSU Participants; and 722 RSUs were forfeited as result of employees ceasing to be employed by the Corporation. The aggregate outstanding RSUs at December 31, 2023 are 119,371. At the date of this Circular, no additional RSUs were issued pursuant to the 2023 LTIP grant; 31,138 RSUs vested for the period and will be paid in accordance with the plan; and no RSUs were forfeited.

DEFERRED SHARE UNIT PLAN

The Deferred Share Unit Plan (the "**DSU Plan**") was established by the Board in 2010 to grant DSUs under the DSU Plan to certain members of senior management of the Company (the "**DSU Participants**"). Each DSU is equivalent in value to one Common Share of the Corporation. Following their individual retirement/termination dates, the DSU Participants are entitled to receive cash for each DSU. The individual DSU value is based on the average market value of the Common Shares for the five trading days preceding the retirement/termination date. In addition, the DSU Participants are entitled to receive dividend distributions in the form of additional DSUs. The DSUs follow a graded vesting schedule over three years. All dividends paid after this three-year period vest immediately.

During the year no DSUs were granted to DSU Participants; no additional DSUs were issued to the DSU Participants as a result of dividend distributions; and no DSUs were cancelled as per the terms of the plan. At the date of this Circular, the aggregate outstanding DSUs was nil.

OTHER INCENTIVE PLANS

EXECUTIVE SHARE PURCHASE PLAN

The ESP Plan was established by the Board and approved by the TSX in 2002. The ESP Plan was originally developed to provide executives with the opportunity to purchase Common Shares through interest-bearing loans up to an amount not exceeding two times such executive's base salary. The ESP Plan was developed for better alignment between the interests of management and the interests of shareholders and to compensate the NEOs and other executive officers for their individual performance. In 2022, the ESP Plan was reclassified from a component of an executive's individual performance (i.e., a component of LTIP), to a benefit.

In 2002, when the ESP Plan was first established, MCAN was authorized to issue an aggregate of 480,000 Common Shares (representing approximately 1.34% of the outstanding Common Shares) pursuant to the terms of the ESP Plan. In 2021, the shareholders approved a resolution to increase the maximum number of Common Shares issuable under the ESP Plan from 480,000 to 980,000 Common Shares (representing approximately 2.75% of the outstanding Common Shares as at the date of this Circular), provided that the number of Common Shares which may be issued pursuant to the ESP Plan together with Common Shares which may be issued pursuant to any other share-based compensation arrangements of MCAN may not exceed 10% of the outstanding Common Shares and the number of Common Shares which may be issued pursuant to the ESP Plan to any one person may not exceed 5% of the outstanding Common Shares.

Common Shares issued from treasury may be issued pursuant to the ESP Plan at the weighted average trading price for the 20 trading days preceding such issuance. A total of 502,729 Common Shares (representing approximately 1.41% of the outstanding Common Shares as at the date of this Circular) have been issued pursuant to the ESP Plan since the ESP Plan was adopted and, as of the date of this Circular, 477,271 Common Shares (representing approximately 1.34% of the outstanding Common Shares) remain available for issuance under the ESP Plan. No loans were advanced under the ESP Plan in 2023.

Any loans advanced under the ESP Plan bear interest at prime plus 1%. MCAN, at its discretion, may reimburse the executive officers the interest amount in connection with loans provided pursuant to the ESP Plan as part of their compensation. Dividends on the Common Shares are used to reduce the principal balance of the loans as follows: 50% of regular dividends and 75% of capital gains dividends. The loans have a five-year renewable term and there are no restrictions on early repayment. Common Shares acquired pursuant to the ESP Plan are pledged as collateral for the loans for so long as the relevant loans remain outstanding.

The ESP Plan is reviewed periodically to ensure that MCAN is able to attract and retain a senior management team that will drive long-term growth and profitability. The Board also sets an annual cap on the aggregate amount of the outstanding loans to each NEO or other executive officers, such that the officer's purchase of Common Shares in the year is also subject to that cap.

MCAN may, subject to Board approval, at any time and from time to time, amend the ESP Plan or any provisions thereof in such manner as MCAN, in its sole discretion, determines appropriate, including (but without limitation) as follows:

- amendments of a "housekeeping nature" including, without limiting the generality of the foregoing, any amendment for the purpose of curing any ambiguity, error or omission in the ESP Plan, or to correct or supplement any provision of the ESP Plan that is inconsistent with any other provision of the ESP Plan;
- amendments necessary to comply with the provisions of applicable law or the rules of the TSX;
- amendments to the exercise period provisions of the ESP Plan, subject to the limitation that any such amendments shall not increase the exercise period of a grant to beyond 12 months from the date of grant;
- amendments to the financial assistance provisions of the ESP Plan;
- amendments respecting administration of the Plan;
- any amendment to the definition of "Participant" or otherwise relating to the eligibility of any Participant;
- amendments necessary to suspend or terminate the ESP Plan; and
- any other amendment, whether fundamental or otherwise, not requiring shareholder approval under applicable law or the rules of the TSX,

provided, however, that no such amendment of the ESP Plan may be made without: (i) obtaining the consent of the Participants (as such term is defined in the ESP Plan) if such amendment would adversely alter or impair the existing rights of a Participant in respect of grants which have been made or Common Shares which have been acquired under the ESP Plan prior to the date of such amendment, or (ii) if applicable, obtaining any required regulatory approval to such amendment.

Shareholder approval will be required for the following types of amendments:

- amendments to the number of Common Shares issuable under the ESP Plan, including an increase to the fixed maximum number of Common Shares or a change from a fixed maximum number of Common Shares to a fixed maximum percentage;

- amendments that would result in the purchase price for the Common Shares issued under the ESP Plan to be at a discount to the Market Price (as such term is defined in the ESP Plan) of the Common Shares; and

- amendments specifically required to be approved by shareholders under the provisions of applicable law or the rules of the TSX.

MCAN may suspend or discontinue the ESP Plan at any time without the consent of the Participants provided that such suspension or discontinuance shall not adversely alter or impair the existing rights of a Participant in respect of grants which have been made or Common Shares which have been acquired under the ESP Plan, prior to the date of such suspension or discontinuance without the Participant's consent in writing.

MCAN may give Participants thirty (30) days' notice of any amendment or suspension to, or termination of, the ESP Plan, except for any amendment necessary or desirable to comply with applicable law or the rules of the TSX.

	2023	2022	2021
Burn Rate (the number of Common Shares issued each year, expressed as a percentage of the weighted average number of issued and outstanding Common Shares for the relevant fiscal year)	—%	0.05%	0.12%

EMPLOYEE SHARE OWNERSHIP PLAN

The ESOP was established by the Board in 2000 and amended and restated effective January 1, 2015, and January 1, 2017, to enable employees of MCAN to purchase Common Shares in a convenient and systematic manner and to encourage continued long-term employee interest in the operation, growth and development of the Corporation. Participation in the ESOP is voluntary. A participating employee may contribute no more than 6% and no less than 1% of their annual salary into the ESOP and MCAN will contribute 50% of the employee's contribution, up to a maximum of 3% of the employee's base salary. Contributions are used to acquire Common Shares on the open market. A participating employee may elect to hold all or part of the Common Shares acquired with any contribution in a tax-free savings account in the form prescribed by MCAN (the "**Group TFSA**"). The ESOP is administered by Computershare and Computershare has been appointed by MCAN to act as trustee for the Group TFSA.

For purposes of the ESOP, Common Shares acquired with an employee's contribution vest immediately. Two withdrawals or transfers of Common Shares are permitted in a calendar year. A third withdrawal or transfer results in a suspension of MCAN's future contributions to the employee's plan for a period of twelve months. Common Shares acquired with MCAN's contributions to the ESOP vest immediately and are treated in the same manner as employee contributions.

DEFERRED PROFIT SHARING PLAN

The DPSP is a component of the retirement savings plan for all eligible employees and is supported entirely by contributions made by the Corporation. Under the DPSP, an employee may contribute up to 7% of their annual salary, depending on years of service (up to a maximum of $15,780 for 2023), to a group registered retirement savings plan for MCAN's employees and MCAN matches such employee contributions with contributions to the DPSP. While an employee has fully vested rights to contributions made to the DPSP, no withdrawals are permitted from the DPSP while an individual is employed by the Corporation.

SUMMARY COMPENSATION TABLE

The following summary compensation table provides information as to the total compensation for the last three fiscal years paid, awarded to and earned by each of the NEOs:

Name and Principal Position	Year	Salary[8] ($)	Share-based Awards[9] ($)	Non-Equity Incentive Plan Compensation ($)	All Other Compensation[11] ($)	Total Compensation[12] ($)
				Annual Incentive Plans[10] ($)		
NEOs						
Donald Coulter CEO[1]	2023	50,000	—	360,000	4,833	414,833
Floriana Cipollone[2] SVP, CFO	2023	347,458	175,004	233,800	90,189	846,451
	2022	333,125	167,369	255,749	75,126	831,369
	2021	320,833	104,015	221,000	46,598	692,446
Avish Buck[3] SVP & COO	2023	315,250	160,011	232,960	93,267	801,488
	2022	287,083	145,754	222,706	84,462	740,005
	2021	257,167	111,517	180,200	52,240	601,124
Carl Brown[4] SVP, Investments	2023	297,700	150,010	236,400	64,601	748,711
	2022	282,667	143,102	218,657	64,598	709,023
	2021	263,333	84,811	180,200	58,408	586,752
Aaron Corr[5] VP, CRO	2023	198,333	60,004	158,400	39,903	456,640
	2022	182,500	56,997	113,240	22,649	375,386
	2021	129,133	6,511	46,488	15,781	197,913
Former NEOs						
Karen Weaver[6] Former CEO	2023	406,308	399,003	266,000	513,035	1,584,346
	2022	572,500	350,996	446,940	222,684	1,593,120
	2021	505,833	254,996	316,200	173,369	1,250,398
Derek Sutherland Interim CEO[7]	2023	582,094	—	—	—	582,094
	2022	117,000				117,000
	2021	117,000				117,000

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Notes:

(1) Mr. Coulter was appointed President & CEO December 1, 2023. Mr. Coulter's annual salary is $600,000, which equates to a pro-rated amount of $50,000 for his term in the role. "All Other Compensation" for includes elements outlined in footnote #11.

(2) Ms. Cipollone was appointed SVP, CFO on March 4, 2022 and was VP, CFO since joining June 1, 2020. Amount shown in "Share-Based Awards" for 2023, is the fair value of new units granted in the year under the RSU Plan of $70,005, plus the fair value of new units granted in the year under the PSU Plan of $104,999. The fair value reflects the grant date fair value and has been calculated as the number of units granted multiplied by the average closing price of the Common Shares on the TSX for the five trading days immediately preceding the date of grant."All Other Compensation" includes elements outlined in footnote #11.

(3) Mr. Buck was appointed SVP & COO, on March 4, 2022 and was VP, Residential Lending since joining June 3, 2020. Amount shown in "Share-Based Awards" for 2023 is the fair value of new units granted in the year under the RSU Plan of $64,004, plus the fair value of new units granted in the year under the PSU Plan of $96,007. The fair value reflects the grant date fair value and has been calculated as the number of units granted multiplied by the average closing price of the Common Shares on the TSX for the five trading days immediately preceding the date of grant."All Other Compensation" includes elements outlined in footnote #11.

(4) Mr. Brown was promoted to SVP, Investments and Corporate Development on March 4, 2022 from his role as VP, Investments. Prior to September 1, 2019, he held the position of Vice President, Treasury & Operations. Amount shown in "Share-Based Awards" for 2023 is the fair value of new units granted in the year under the RSU Plan of $60,004, plus the fair value of new units granted in the year under the PSU Plan of $90,006.The fair value reflects the grant date fair value and has been calculated as the number of units granted multiplied by the average closing price of the Common Shares on the TSX for the five trading days immediately preceding the date of grant."All Other Compensation" includes elements outlined in footnote #11.

(5) Mr. Corr was appointed VP, CRO on February 14, 2022. Since joining MCAN on October 10, 2018, Mr. Corr has held progressively more senior positions within the Risk function. Amount shown in "Share-Based Awards" for 2023 is the fair value of new units granted in the year under the RSU Plan of $36,003, plus the fair value of new units granted in the year under the PSU Plan of $24,002. The fair value reflects the grant date fair value and has been calculated as the number of units granted multiplied by the average closing price of the Common Shares on the TSX for the five trading days immediately preceding the date of grant."All Other Compensation" includes elements outlined in footnote #11.

(6) Ms. Weaver was appointed President & CEO May 8, 2019 and ceased to be a director and MCAN's President & CEO on June 1, 2023. Ms. Weaver's annual salary was $665,000, which equates to a pro-rated amount of $266,308 for her term in the role. Ms. Weaver remained as a consultant from June 1, 2023 through to December 31, 2023 to support an orderly transition in leadership and her compensation was comprised of a monthly amount of $20,000, for a total of $140,000, which amount has been included in the "Salary" amount for 2023 above. Amount shown in "Share-based Awards" for 2023, is the fair value of new units granted in the year under the RSU Plan of $159,605 plus the fair value of new units granted in the year under the PSU Plan of $239,399. "All

Other Compensation" includes a lump-sum payment provided to her in connection with her retirement as MCAN's President & CEO, in addition to elements outlined in footnote #11.

(7) Mr. Sutherland was appointed Interim CEO June 1, 2023 and ceased to be MCAN's Interim CEO on December 1, 2023. Mr. Sutherland received a monthly salary amount of $76,924, for a total salary of $465,094 for his term as Interim CEO. During his term, Mr. Sutherland maintained his position as Board Chair for which he received annual compensation of $117,000, which is included in the "Salary" amount for 2023 above. Mr. Sutherland's Board Chair compensation comprises his full "Salary" amounts for 2022 and 2021. As Interim CEO, Mr. Sutherland did not participate in the share-based awards, annual incentive plans or any other forms of compensation outside of salary.

(8) Salary represents the amount paid to the NEO from January to December of each year. An annual salary increase takes effect on March 1st of each year.

(9) The fair value of new units granted pursuant to the RSU Plan and PSU Plan is based on the average market value of the Common Shares underlying the units for the preceding five business days leading up to the grant date. This methodology was used because it is the most accurate reflection of the average market value.

(10) Amount shown is the annual incentive paid pursuant to the annual incentive plan. For further details on the annual incentives, see the Annual Incentive Plan disclosure above on page 43. In 2023, the CORE EPS target was $1.51. In 2022, the CORE EPS target was $0.98. In 2021, the CORE EPS target was $0.82. Core EPS is considered to be a non-GAAP and other financial measure. For further details, refer to the "Non-GAAP and Other Financial Measures" section of this Circular.

(11) The amount shown includes, as applicable, MCAN's contributions under MCAN's ESOP, DPSP and the interest obligations of the NEOs to MCAN that were reimbursed by the Corporation, at its discretion, in connection with loans provided pursuant to the ESP Plan and perquisites. It also includes the fair value of the dividend distributions in the year pursuant to the PSU Plan and the RSU Plan, which is based on the average market value of the Common Shares underlying the units for the preceding five business days leading up to the dividend payment date.

(12) The Corporation does not have any option-based awards, non-equity incentive plan compensation under long-term incentive plans or pension value amounts to report.

OUTSTANDING SHARE-BASED AWARDS

The following tables outline all share-based awards granted to the NEOs entitled to receive such awards and outstanding at December 31, 2023:

	Share-Based Awards Performance Share Units (PSUs)[1]		
Name	**Number of Unvested PSUs[2] (#)**	**Market or Payout Value of Unvested PSUs[2] ($)**	**Market or Payout Value of Vested PSUs Not Paid Out or Distributed ($)**
NEOs			
Donald Coulter CEO	Nil	Nil	Nil
Floriana Cipollone SVP, CFO	23,234	$363,363	Nil
Avish Buck SVP & COO	20,386	$318,823	Nil
Carl Brown SVP, Investments	19,667	$307,583	Nil
Aaron Corr VP, CRO	4,382	$68,526	Nil
Former NEOs			
Karen Weaver Former CEO	55,333	$865,379	Nil
Derek Sutherland Interim CEO	Nil	Nil	Nil

Notes:

(1) Pursuant to the PSU Plan, the NEOs do not receive the cash value of the PSUs and any additional PSUs received as a result of dividend distributions, until three years following the award of the PSUs, subject to continued employment with MCAN and on the achievement of the performance factors as approved by the Board.

(2) The number of unvested PSUs and the market or payout value of unvested PSUs is calculated as follows: units accumulated up to December 31, 2023 are calculated using actual performance and distributions accumulated as at December 31, 2023 and PSUs subject to performance factors after December 31, 2023 are calculated using Target performance factors. These units are valued at the average market value of the Common Shares on the TSX for the five business days preceding December 29, 2023 (being the last trading day of 2023) which was $15.6395. This amount excludes any accruals of any future dividends.

Name	Share-Based Awards Restricted Share Units (RSUs)[1]		
	Number of Unvested RSUs (#)	Market or Payout Value of Unvested RSUs[2] ($)	Market or Payout Value of Vested RSUs Not Paid Out or Distributed ($)
NEOs			
Donald Coulter CEO	6,398	$100,062	Nil
Floriana Cipollone SVP, CFO	13,069	$204,393	Nil
Avish Buck SVP & COO	13,474	$210,727	Nil
Carl Brown SVP, Investments	11,021	$172,363	Nil
Aaron Corr VP, CRO	4,841	$75,711	Nil
Former NEOs			
Karen Weaver Former CEO	27,693	$433,106	Nil
Derek Sutherland Interim CEO	Nil	Nil	Nil

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Notes:

(1) Pursuant to the RSU Plan, the NEOs do not receive the cash value of the RSUs and any additional RSUs received as a result of dividend distributions, until three years following the award of the RSUs, subject to continued employment with MCAN.

(2) The market or payout value of unvested RSUs is the value of the Common Shares underlying the unvested RSUs at the average market value of the Common Shares on the TSX for the five business days preceding December 29, 2023 (being the last trading day of 2023) which was $15.6395. This amount excludes any accruals of any future dividends.

INCENTIVE PLAN AWARDS – VALUE VESTED OR EARNED DURING THE YEAR

		Share-Based Awards – Value Vested During the Year ($)	Non-Equity Incentive Plan Compensation – Value Earned During the Year ($)
Name and Principal Position	**Year**	**Long-Term Incentive Plan[(1)] ($)**	**Annual Incentive Plan[(2)] ($)**
NEOs			
Donald Coulter CEO	2023	Nil	360,000
Floriana Cipollone SVP, CFO	2023	121,825	233,800
Avish Buck SVP & COO	2023	44,252	232,960
Carl Brown SVP, Investments	2023	98,028	236,400
Aaron Corr VP, CRO	2023	7,214	158,400
Former NEOs			
Karen Weaver Former CEO	2023	302,525	266,000
Derek Sutherland Interim CEO	2023	Nil	Nil

Notes:

(1) The value realized upon vesting of the 2020 share-based awards plus all accrued dividends. Paid out at 77%.

(2) The amounts shown were paid pursuant to the annual incentive plan.

EXECUTIVE SHARE OWNERSHIP

MCAN's share ownership requirement is intended to further align the interests of the NEOs with those of shareholders. The Corporation expects NEOs who participate in the long-term incentive program to accumulate and retain Common Shares over the course of their career. The policy takes the form of minimum expectations of ownership expressed as a multiple of salary for the NEOs as follows:

	Minimum shareholding requirement	Timeframe to comply
CEO	3x Base Salary	5 years
Other NEOs	1x Base Salary	5 years

The minimum shareholding requirement is measured at the higher of cost or market value. If in the event a NEO is not compliant with the policy due to a loss in the value of the Common Shares, the NEO will have one year to make up the value differential. The base salary will be the base salary in the year that compliance is required to be attained. The CRCG&HR Committee monitors compliance with the policy.

The following table presents the shareholdings of each NEO as at December 31, 2023, except as otherwise noted:

	Donald Coulter	Floriana Cipollone	Avish Buck	Carl Brown	Aaron Corr	Karen Weaver[(2)]	Derek Sutherland
Shareholdings as at December 31, 2023	301	35,759	29,567	53,792	13,674	86,878	843,178
Total $[(1)]	$4,783	$568,211	$469,820	$854,755	$217,280	$1,380,491	$13,398,098
Minimum Ownership Expectations $	$1,800,000	$350,000	$320,000	$300,000	$200,000	N/A	N/A
Status	In course of completing requirement	Exceeded	Exceeded	Exceeded	Exceeded	N/A	N/A

Notes:

(1) The cash value is calculated using the closing price of the Common Shares on the TSX on December 29, 2023 of $15.89.

(2) Ms. Weaver's shareholdings as at May 31, 2023, being the final date she served as MCAN's President & CEO.

HEDGING OF ECONOMIC RISKS FOR PERSONAL EQUITY OWNERSHIP

All executives and directors are prohibited from entering into transactions that have the effect of hedging the economic value of any direct or indirect interests by such persons in Common Shares, unless such transactions are executed and disclosed in full compliance with all applicable regulations and have been previously approved by the CRCG&HR Committee.

TERMINATION AND CHANGE OF CONTROL BENEFITS

The Company had employment agreements in place with each NEO during 2023. The details relating to payments and other obligations arising under various scenarios pursuant to the terms of employment agreements and plan terms and conditions are described below. Except where stated otherwise, (i) the salaries of each NEO will cease as of the date of termination, and (ii) each NEO is entitled to receive any accrued and outstanding base salary and amounts owing under the Company's benefits program, including accrued vacation pay, up to the date of termination.

Termination of Employment without Cause	
Severance	Ms. Weaver was entitled to a salary continuance in an amount equal to 6 months annual base salary plus 6 months annual incentive at target, as well as a pro rata amount of current year annual incentive in the year of termination, which amount is determined by results of the Corporation and paid in the normal course.
	Mr. Coulter is entitled to salary continuance in an amount equal to 12 months of base salary plus one additional month of base salary for every completed year of service after the one year anniversary of the effective date of his employment agreement, up to a maximum of 18 months of base salary. In addition, to any earned STIP, Mr. Coulter's current severance period is 12 months with service of less than a year.
	Ms. Cipollone is entitled to salary continuance in an amount equal to her base salary plus the average annual incentive for the immediately preceding three years, prorated for a period equal to the severance period. The severance period is equal to one month per completed year of service to a maximum of 24 months and a minimum of 6 months. Ms. Cipollone's current severance period is 6 months with service of 4 years.
	Mr. Buck is entitled to salary continuance in an amount equal to his base salary plus the average annual incentive for the immediately preceding three years, prorated for a period equal to the severance period. The severance period is equal to one month per completed year of service to a maximum of 24 months and a minimum of 6 months. Mr. Buck's current severance period is 6 months with service of 4 years.
	Mr. Brown is entitled to salary continuance in an amount equal to his base salary plus the average annual incentive for the immediately preceding three years, prorated for a period equal to the severance period. The severance period is equal to one month per completed year of service with a maximum of 24 months and a minimum of 6 months. Mr. Brown's current severance period is 11 months based on 11 years of service.
	Mr. Corr is entitled to salary continuance in an amount equal to his base salary plus 1/12th the average annual incentive for the immediately preceding three years, prorated for a period equal to the severance period plus an additional 6/12th of the average annual incentive after 1 year of successful performance in the role, up to a combined maximum of 2x average annual incentive. The severance period is equal to one month per completed year of service to a maximum of 24 months. Mr. Corr's current severance period is 5 months with service of 5 years.
Annual Incentive	If terminated prior to the end of any fiscal year, the NEOs, with the exception of the CEO, are not entitled to the current year's annual incentive. All employees, including the NEOs, must be actively employed at the time of payment to receive any incentive payment. The CEO is entitled to a pro rata share of the annual incentive which amount will be determined after the results of the business are finalized and paid at the same time as the other annual incentive awards.
PSUs	In the event of termination without cause, all NEOs are entitled to vest a pro rata number of PSUs based on the number of days during the vesting period prior to termination compared to the entire term of the vesting period. The balance of PSUs is forfeited and cancelled. Payout of the vested PSUs are still subject to the performance requirements.
RSUs	In the event of termination without cause, all NEOs are entitled to vest a pro rata number of RSUs based on the number of days during the vesting period prior to termination compared to the entire term of the vesting period. The balance of RSUs is forfeited and cancelled.
Common Shares	In the event of termination without cause, MCAN shall be entitled (but for greater certainty shall not be obligated) to cause the administrator to sell any outstanding Common Shares held on behalf of such participant under the ESP Plan, and in which event MCAN shall use the proceeds of such sale, net of any applicable fees or expenses (and any required tax deductions or withholdings), to repay any outstanding loans owing by such Participant (in priority as may be directed by MCAN) and shall release to the Participant any excess of such proceeds over the amounts owing under any outstanding loans.

Change of Control	With respect to the CEO, in the event of a change of control of MCAN and provided the CEO resigns within three months thereof, he shall receive the same termination payments and benefits as would be payable upon termination of employment without cause. In addition, MCAN will vest all RSU and PSU grants at Target performance.
Other	All the NEOs are entitled to continued coverage under the Corporation's benefits program for the duration of the notice period or until re-employment, whichever is earlier.

None of the NEOs have any contract, agreement, plan or arrangement with MCAN that provides for payments to the NEO at, following or in connection with any change of control, other than the termination arrangements.

The following table shows the estimated incremental payments that would be paid to each NEO following the termination of their employment in various scenarios, assuming the triggering event took place on December 31, 2023:

Event	Donald Coulter ($)	Floriana Cipollone ($)	Avish Buck ($)	Carl Brown ($)	Aaron Corr ($)
Termination with Cause					
Severance	-	-	-	-	-
Annual Incentive	-	-	-	-	-
RSU/PSU	-	-	-	-	-
Other	-	-	-	-	-
Termination without Cause[(1)]					
Severance	600,000	175,000	160,000	275,000	83,333
Incentive	360,000	118,425	105,978	194,106	97,206
RSU/PSU	2,779	302,277	288,536	253,062	62,291
Other[(2)]	45,000	23,365	14,735	32,288	18,060
Change of Control					
Severance	-	-	-	-	-
Annual Incentive	-	-	-	-	-
RSU/PSU	-	-	-	-	-
Other	-	-	-	-	-
Death					
Severance	-	-	-	-	-
Annual Incentive	-	-	-	-	-
RSU/PSU	2,779	302,277	288,536	253,062	62,291
Other	-	-	-	-	-
Resignation					
Severance	-	-	-	-	-
Annual Incentive	-	-	-	-	-
RSU/PSU	-	-	-	-	-
Other	-	-	-	-	-
Retirement[(3)]					
Severance	-	-	-	-	-
Annual Incentive	-	-	-	-	-
RSU/PSU	2,779	302,277	288,536	253,062	62,291
Other	-	-	-	-	-

Notes:

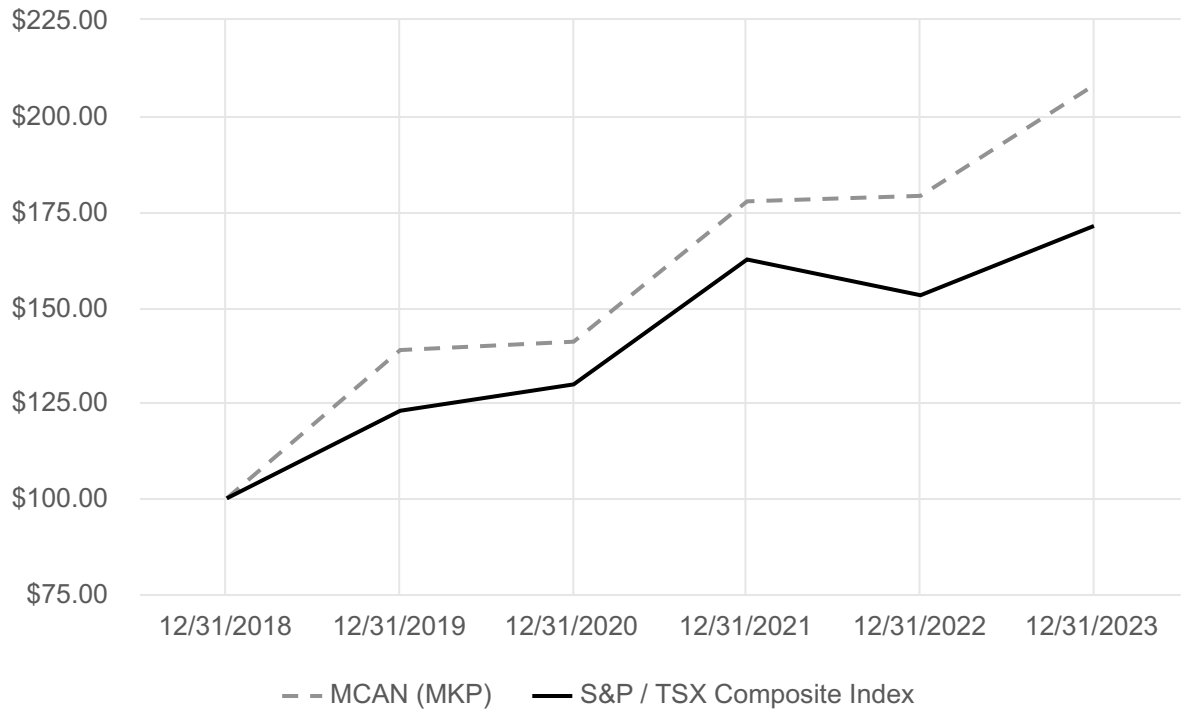
(1) For Mr. Coulter, in the event of a change of control, and provided Mr. Coulter resigns within three months of such change of control, the same termination payments and benefits as outlined in "Termination of Employment Without Cause" are to be received. In addition, MCAN will vest all Mr. Coulter's RSU and PSU grants at Target performance.

(2) Other includes employer portion of ESOP, DPSP and a portion of health benefits continuance.

(3) Retirement is defined as age 55 with at least 5 years of service.

PERFORMANCE GRAPH

The following graph compares MCAN's cumulative total shareholder return (assuming an investment of $100 on December 31, 2018) on its Common Shares during the period from January 1, 2019 to December 31, 2023, with the S&P/TSX Composite Index (Total Return), assuming reinvestment of all dividends.

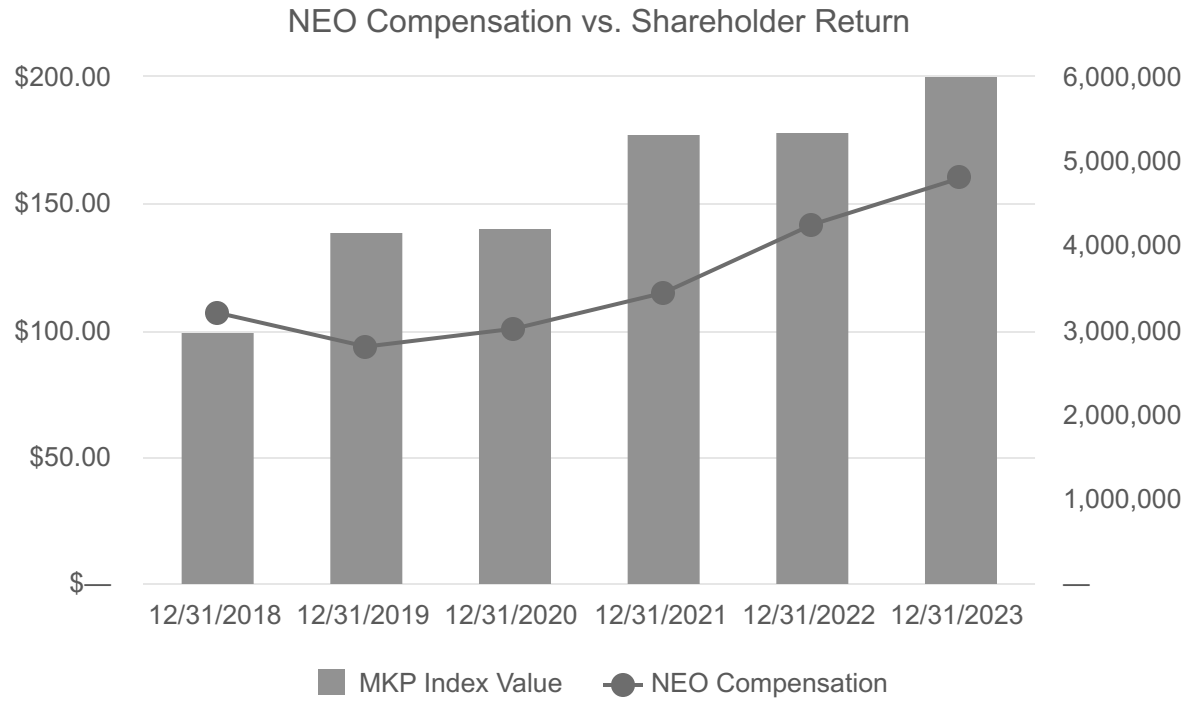


	Dec 31 2018	Dec 31 2019	Dec 31 2020	Dec 31 2021	Dec 31 2022	Dec 31 2023	Compound Annual Growth
MCAN	$ 100.00	$ 138.75	$ 140.94	$ 177.61	$ 179.05	$ 207.95	15.8%
S&P/TSX Composite Index	$ 100.00	$ 122.89	$ 129.78	$ 162.42	$ 153.08	$ 171.18	11.4%

The compensation paid to MCAN's NEOs is not contingent upon the performance of the Common Shares on the TSX except to the extent of the applicable NEO's participation in the long-term incentive plans, including the DSU Plan, the RSU Plan, the PSU Plan and the PDSU Plan. As discussed above, each unit in these plans is paid in cash and is equivalent in value to one Common Share at the time of payment or retirement, as applicable.

Over the last five years, MCAN's compound annual growth rate was higher than the S&P/TSX Composite Index. We believe the positive trend in total shareholder returns is based on various internal and external factors and in part on the trend in MCAN's earnings per Common Share, return on shareholders' equity and dividend payments.

The graph below shows Total NEO compensation against MCAN's shareholder return (assuming an investment of $100 on December 31, 2018) on its Common Shares:



COST OF MANAGEMENT RATIO

To demonstrate the link between NEO compensation and the Corporation's performance, the following table shows the total cost of compensation to the NEOs as a percentage of the Corporation's net income for fiscal year 2023 and 2022.

Year	Total NEO Compensation ($,000s)[(1)]	Net Income ($,000s)	Cost of Management Ratio
2023	4,803	76,904	6.24%
2022	4,249	55,353	7.68%

Notes:

(1) The 2023 Total NEO Compensation amount does not include the $117,000 Board Chair fees received by Mr. Sutherland, the $140,000 consulting fees received by Ms. Weaver or the lumpsum payment provided to Ms. Weaver in connection with her retirement as MCAN's President & CEO in 2023. Had those amounts been included, the Total NEO compensation would have been $5,435 ($,000s) and the cost of management ratio would have been 7.07%.

Fluctuations in unrealized gains and losses on marketable securities impacted 2022 net income. Excluding these unrealized gains and losses, the cost of management ratio for 2022 would have been 6.47%. The 6.24% in 2023 is consistent with the 2022 rate.

NON-GAAP AND OTHER FINANCIAL MEASURES

We prepare our consolidated financial statements in accordance with IFRS, which is current GAAP. We use a number of financial measures and ratios to assess our performance. Some of these measures are not calculated in accordance with IFRS, are not defined by IFRS and do not have standardized meanings that would ensure consistency and comparability between other issuers using these measures. The non-GAAP and other financial measures used in this Circular are defined as follows:

CORE EPS

CORE EPS equals Earnings Per Share less (i) Equity income from MCAP, (ii) Expected Credit Loss recovery/expense, (iii) Unrealized gains/losses on marketable and non-marketable securities, and (iv) other non-cash gains/losses. Core EPS is used for purposes of the Company's PSUs as it is considered a better measure of the controllable factors of the business.

	2023
Net income	$77,498
Deductions:	
Equity income from MCAP	22,010
Net gain/(loss) on securities	(3,622)
Gain on dilution of investment in MCAP	1,048
(Provision for)/recovery of credit losses	(4,494)
Core earnings	$62,556
Core earnings per share	$1.79

DIRECTORS' AND OFFICERS' LIABILITY INSURANCE

MCAN maintains a directors' and officers' liability insurance policy for the benefit of its directors and officers. The policy has an aggregate insurance limit of $20 million with a $50,000 deductible for certain types of claims. The cost of coverage for the 2023-2024 policy year is $52,700.

INDEBTEDNESS OF DIRECTORS AND OFFICERS

The following table sets forth the aggregate indebtedness to MCAN and its subsidiaries of all executive officers, directors, employees and former executive officers, directors and employees of MCAN and its subsidiaries as of the date of this Circular.

AGGREGATE INDEBTEDNESS ($) (As of March 15, 2024)		
Purpose	**To MCAN or its Subsidiaries**	**To Another Entity**
Common Share purchases	1,796,569[(1)]	Nil
Other	Nil	Nil

Notes:

(1) Pursuant to the ESP Plan, details of which are set out on page 49 of this Circular.

The following table sets forth the indebtedness of MCAN's directors, executive officers, proposed nominees for election as a director, and associates of any of them, to MCAN or any of its subsidiaries.

INDEBTEDNESS OF DIRECTORS AND EXECUTIVE OFFICERS UNDER (1) SECURITIES PURCHASE PROGRAMS AND (2) OTHER PROGRAMS[1]						
Name and Principal Position	**Involvement of Corporation or Subsidiary**	**Largest Amount Outstanding During 2023 Fiscal Year**	**Amount Outstanding as at March 15, 2024**	**Financially Assisted Securities Purchases During 2023 Fiscal Year**	**Security for Indebtedness as at March 15, 2024[2]**	**Amount Forgiven During 2023 Fiscal Year[3]**
Common Share Purchase Program[4]						
Executive Officers						
Floriana Cipollone SVP, CFO	Accounts Receivable of MCAN Home Mortgage Corporation as Lender[5]	$335,166	$316,298	Nil	25,877	Nil
Avish Buck SVP & COO		$292,339	$275,460	Nil	19,795	Nil
Aaron Corr VP, CRO		$187,816	$174,325	Nil	10,801	Nil
Paul Gill VP, Information Technology		$190,660	$178,652	Nil	16,415	Nil
Michael Jensen VP & Chief Compliance Officer		$192,449	$180,097	Nil	16,877	Nil
Nazeera Khan VP & Chief Audit Officer		$45,604	$42,760	Nil	3,600	Nil
Justin Silva VP, Treasurer		$52,799	$50,592	Nil	3,060	Nil
Sylvia Pinto VP, Corporate Secretary & Governance Officer		$122,633	$61,020	Nil	9,247	Nil
Former Executive Officer						
Karen Weaver		$551,806	$517,365	Nil	45,711	Nil

Notes:

(1) There is no indebtedness under any other program other than the ESP Plan.

(2) Security for indebtedness are the Common Shares.

(3) No amounts have been forgiven since the ESP Plan was established.

(4) Details of the ESP Plan are set out on page 49 of this Circular.

(5) MCAN Home Mortgage Corporation is a wholly-owned subsidiary of MCAN.

DIVIDEND REINVESTMENT PLAN

Pursuant to MCAN's dividend reinvestment plan, as amended November 11, 2011 (the "**Dividend Reinvestment Plan**"), cash dividends paid to participating holders of Common Shares (less any applicable withholding taxes) are automatically reinvested in Common Shares purchased by Computershare, as agent, at MCAN's discretion, either (i) on the open market at market prices or (ii) from treasury at the weighted average trading price for Common Shares on the TSX for the five trading days preceding the relevant dividend payment date less a discount of 2%.

There are no commissions, service charges or brokerage fees payable by participants under the Dividend Reinvestment Plan, except where purchases of Common Shares under the Dividend Reinvestment Plan are made on the open market. Such purchases are made through registered brokers whose fees are included in determining the average weighted cost to participants of Common Shares so purchased. All other administrative costs of the Dividend Reinvestment Plan, including the fees and expenses of Computershare, as agent, are borne by MCAN.

A copy of the Dividend Reinvestment Plan and a form permitting registered shareholders to elect to participate in or withdraw from the Dividend Reinvestment Plan are available by calling MCAN's Corporate Secretary at (416) 591-5214, and a copy of the Dividend Reinvestment Plan is also available on MCAN's website at www.mcanfinancial.com under the heading "Investors" or on SEDAR+ at www.sedarplus.ca. Beneficial owners of Common Shares must make arrangements with the financial institution or stock brokerage through which they hold their Common Shares to become a participant in the Dividend Reinvestment Plan. Once a registered holder or a beneficial owner has enrolled in the Dividend Reinvestment Plan, participation continues automatically unless terminated by the participant in accordance with the terms of the Dividend Reinvestment Plan.

INTERESTS OF INFORMED PERSONS IN MATERIAL TRANSACTIONS

Except as described herein under "Indebtedness of Directors and Officers" and "Directors' Compensation", no informed person of the Corporation, proposed director, or any associate or affiliate thereof, had a material interest in any transaction since the commencement of the Corporation's most recently completed financial year or has a material interest in any proposed transaction that has materially affected or would materially affect the Corporation or any of its subsidiaries.

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

Except as described herein, no person who has been a director or executive officer of MCAN at any time since the beginning of the 2023 financial year, or any nominees for election as a director or any associate or affiliate of any of them 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.

OTHER BUSINESS

Management does not intend to present any other business at the Meeting. As at the date of this Circular, management of MCAN is not aware of any amendments or variations to the proposed matters or of any other matters that may be presented for action at the Meeting. If amendments or variations to the proposed matters or other matters requiring the vote of shareholders are properly brought before the Meeting, the management representatives named in the enclosed proxy form will vote on such matters in accordance with their best judgement.

AVAILABILITY OF DOCUMENTS

You may request copies of the following documents, at no charge, from the Corporate Secretary, MCAN Mortgage Corporation, 200 King Street West, Suite 600, Toronto, Ontario, M5H 3T4:

1. MCAN's Annual Information Form together with any document, or the pertinent pages of any document, incorporated by reference therein;

2. MCAN's comparative financial statements for the fiscal year ended December 31, 2023 together with the accompanying report of the auditors thereon and any subsequent interim financial statements and management's discussion and analysis of operations to any of the foregoing; and

3. this Circular.

These documents, as well as additional information relating to MCAN, are also available at www.mcanfinancial.com and on SEDAR+ at www.sedarplus.ca. Financial information regarding MCAN is provided in the Corporation's comparative annual financial statements and management's discussion and analysis of operations for the fiscal year ended December 31, 2023.

SHAREHOLDER PROPOSALS

The Act permits certain eligible shareholders to submit shareholder proposals for inclusion in a management proxy circular for an annual meeting of shareholders. Any proposal by an eligible shareholder intended to be presented at the 2025 annual meeting of shareholders should be directed to the attention of the Corporate Secretary of MCAN. In order to be included in the proxy material for that meeting, the proposal must be received at our office at 200 King Street West, Suite 600, Toronto, Ontario, M5H 3T4 by November 28, 2024.

COMMUNICATION AND ENGAGEMENT

The Corporation communicates with its shareholders and other stakeholders through a variety of channels, including:

- shareholder meetings;
- quarterly financial results;
- annual information form;
- management information circular;
- news releases;
- our website; and
- social media.

The Corporation supports a process for shareholders to directly contact the independent directors, including the Chair of the Board. Individual queries, comments or suggestions can be made verbally or by mail to the Chair of the Board of the Corporation, 200 King Street West, Suite 600, Toronto, Ontario M5H 3T4.

DIRECTORS' APPROVAL

The Board has approved the contents and sending of this Circular to the shareholders.



Donald E. Coulter
Director, President & Chief Executive Officer

SCHEDULE "A"

BOARD MANDATE

Role

The Board of Directors (the "**Board**") is responsible for the stewardship of MCAN and for providing independent oversight of the management of the business and affairs of the organization.

The Board shall, either directly or through a Board committee, carry out the duties set out in this Mandate.

Membership and Operations

1. The composition and organization of the Board, including the number, qualifications, diversity and remuneration of directors; the independence of directors; the number of Board meetings; Canadian residency requirements; quorum requirements; meeting procedures and notices of meetings are as established by the governing legislation and MCAN's by-laws and policies in effect from time to time.

2. A majority of the directors shall be resident Canadians, shall be independent in accordance with the requirements of laws governing MCAN, the applicable stock exchange on which MCAN's securities are listed, applicable securities regulatory authorities and MCAN's Director Independence Policy, and no more than two-thirds of the directors shall be "affiliated" with MCAN for the purpose of the *Trust and Loan Companies Act* (Canada).

3. Each member of the Board shall satisfy the applicable experience requirements of laws governing MCAN, the applicable stock exchange on which MCAN's securities are listed and applicable securities regulatory authorities.

4. The Board shall meet at least five times in each year, a majority of directors shall constitute a quorum at any meeting of the Board, and a majority of directors participating in any meeting shall be resident Canadians.

Responsibilities and Duties

Culture of Integrity and Ethics

1. Promote a culture of integrity at MCAN. The Board shall satisfy itself as to the integrity of the Chief Executive Officer (the "**CEO**") and the executive officers, and that the CEO and executive officers create a culture of integrity throughout MCAN.

2. Approve MCAN's Code of Business Conduct & Ethics and, through the Conduct Review, Corporate Governance & Human Resources Committee, monitor compliance and waivers thereof.

3. Approve policies and procedures for dealing with all matters related to integrity and ethics, including conflicts of interest, related party transactions and the treatment of confidential information.

Strategic Planning Process and Implementation

4. Oversee and adopt MCAN's strategic planning process and annually approve a strategic plan which takes into account, among other things, the opportunities and risks of MCAN's business. The strategic plan must address an annual review of the budget, structure and resources for all functions.

5. At least quarterly obtain and review a report from management on implementation and effectiveness of the approved strategic plan.

6. Approve all major corporate decisions and strategic initiatives, including new Non-Marketable Securities, consistent with the Delegated Authorities Framework.

7. Review and approve MCAN's financial objectives, plans and actions, including liquidity, funding, capital issuances, capital allocations and expenditures, and the declaration of dividends.

8. Monitor investment practices of any subsidiary and every joint venture/partnership in which MCAN is a participant to ensure adherence to prudent investment standards.

Risk Management and Compliance

9. Promote and ensure a strong and effective risk culture throughout the organization.

10. Ensure risk management controls are appropriate and regularly assessed for effectiveness.

11. Review and approve annually, the Enterprise Risk Management Framework, including the structure, principles and processes for identifying, measuring, monitoring, reporting and mitigating the major financial and non-financial risks that could impact MCAN's strategy, capital, liquidity or financial position.

12. In conjunction with the approval of the strategic plan, annually review and approve the Risk Appetite Framework ("**RAF**"). Receive regular updates from management with respect to principal risks, management activities and initiatives to ensure alignment with the Board approved RAF and strategic plan.

13. On an ongoing basis, review and approve MCAN's Internal Capital Adequacy Assessment Process ("**ICAAP**") that assesses MCAN's capacity to withstand potential adverse events that could negatively impact its capital, liquidity and financial position.

14. On an ongoing basis, consider the foreseeable and material financial and non-financial risks to MCAN associated with climate change and the potential impacts on corporate risk management and strategy. Receive regular reporting from management and external sources as needed.

15. Oversee the policies and processes to identify and ensure compliance with applicable legal and regulatory requirements.

Succession Planning

16. Oversee and approve MCAN's succession planning processes, including the selection, appointment, development, evaluation and compensation of the Chair of the Board, Board members, the CEO and executive officers, including the heads of MCAN's oversight functions.

17. Review and approve the establishment of annual performance targets and short-term and long-term corporate goals and objectives for the CEO and executive officers, including the heads of MCAN's oversight functions.

18. Oversee MCAN's general approach to human resources and compensation philosophy to ensure it aligns with MCAN's business strategy, values and risk appetite.

Communications and Public Disclosure

19. Approve MCAN's disclosure policy that governs the release of information about MCAN and requires timely, factual and accurate disclosure of such information in accordance with all applicable legal and regulatory requirements.

20. Review and approve MCAN's annual and quarterly financial statements and management discussion and analysis, press releases, annual information form, management proxy circular, prospectuses, and any other public documents prior to their release.

Internal Controls

21. Oversee the internal control and management information systems, monitor the integrity and effectiveness of such systems and obtain assurances on a regular basis that these systems and controls are designed and operating effectively.

22. Review reports on the effectiveness of internal control over financial reporting from management, internal and external auditors.

Corporate Governance

23. Oversee MCAN's approach to corporate governance matters, the disclosure and reporting thereof, including independence from management and the independence of individual directors.

24. At the recommendation of the Conduct Review, Corporate Governance & Human Resources Committee, annually determine those individual directors proposed to be nominated for election at the next annual meeting of shareholders.

25. Oversee formal evaluations of the Board, all Board committees, individual directors, the Chair of the Board and the CEO, with the assistance of independent external advisors as required, with the scope and frequency of such external input to be established by the Conduct Review, Corporate Governance & Human Resources Committee.

26. Establish Board committees, define their mandates and, subject to applicable law, delegate such matters to any committee in order to assist the Board in carrying out its duties and responsibilities.

27. Oversee compliance with MCAN's governance policies in effect from time to time, including the Director Independence Policy.

Communication with Directors

28. Shareholders or other stakeholders of MCAN may communicate with the directors by writing to the Chair of the Board as follows:

    Chair of the Board
    MCAN Mortgage Corporation
    200 King Street West
    Suite 600
    Toronto, Ontario
    M5H 3T4

Approved: December 2023