

Mary River Project 2019 Inuit Firm Survey

Dear Inuit Firm Representative,

You are receiving this communication because your organization is identified as an Inuit Firm registered with Nunavut Tunngavik Incorporated.

Attached to this communication is an Inuit Firm Survey which has been jointly developed by the Qikiqtani Inuit Association and Baffinland Iron Mines. The purpose of the Inuit Firm Survey is three-fold:

1. Collect reference data from Inuit Firms
2. Allow Inuit Firms to submit pre-qualification information to Baffinland Iron Mines so that Inuit Firms may pre-qualify for future contracting opportunities with Baffinland
3. Gather information on Inuit Firm assistance needs

Although the survey is voluntary, it is recommended that you complete and return all sections of the survey should you wish to pre-qualify with Baffinland for future contracting opportunities. Your responses will remain confidential. However, the information you provide may be used by Baffinland and QIA publicly, but the name of your organization will not be referenced in any public documents.

Thank you,

A handwritten signature in black ink, appearing to read "Song Yang", with a stylized flourish extending from the end.

Song Yang
Baffinland Iron Mines Corporation

Robert Bourassa
Qikiqtani Inuit Association

Section 1: General Questions

1. Inuit Firm Name: _____

2. Inuit Firm Contact Information: _____

3. Is your Firm registered with the NTI? (Y/N): _____

If yes, Inuit Firm Registration Details (IFR#): _____

4. Inuit Firm Structure:
- Sole Proprietor
 - Joint Venture
 - Partnership
 - Other (please explain below)

Please include Ownership details (% Inuit, Name of Shareholders, etc.)

Section 2: Pre-Qualification

Baffinland and the Qikiqtani Inuit Association have established Pre-Qualification Categories for the Mary River Project, as attached Appendix A, and Pre-Qualification Questionnaire, as attached Appendix B. Inuit Firms are invited to apply to pre-qualify under one or more categories.

5. Interest to receive Pre-Qualification support:

- Yes No

6. Interest in receiving Quarterly Inuit Firm Newsletter:

- Yes No

Section 3: Firm Assistance Needs

In addition to your firms' interest in assistance related to Pre-Qualification support, please indicate the type of support and level of interest for each of the categories below.

7. Proposal Development

- Not Applicable/Necessary
- Somewhat Necessary
- Necessary
- Very Necessary

If applicable, please explain the challenges that your firm has when developing proposals, and where you would find assistance to be most helpful:

8. Human Resources (for example; payroll administration, succession planning, employee benefits program(s))

- Not Applicable/Necessary
- Somewhat Necessary
- Necessary
- Very Necessary

If applicable, please explain the challenges that your firm has with respect to Human Resources, and where you would find assistance to be most helpful:

9. Contract/Business Management (for example; progress tracking, resource management)

- Not Applicable/Necessary
- Somewhat Necessary
- Necessary
- Very Necessary

If applicable, please explain the challenges that your firm has with respect to Contract and/or Business Management, and where you would find assistance to be most helpful:

10. Financial (for example; reporting, progress billing, collections, costing)

- Not Applicable/Necessary
- Somewhat Necessary
- Necessary
- Very Necessary

If applicable, please explain the challenges that your firm has with Financial issues and where you would find assistance to be most helpful:

11. Quality Assurance and Quality Control (for example; Quality Program implementation, procedure development)

- Not Applicable/Necessary
- Somewhat Necessary
- Necessary
- Very Necessary

If applicable, please explain the challenges that your firm has related to Quality Assurance and Quality Control, and where you would find assistance to be most helpful:

12. Health, Safety and Environment (for example; HSE Program creation/implementation, policy development)

- Not Applicable/Necessary
- Somewhat Necessary
- Necessary

Very Necessary

If applicable, please explain the challenges that your firm has related to Health, Safety and Environment, and where you would find assistance to be most helpful:

13. Equipment and Capital Expenditures (for example; asset management, securing financing)

- Not Applicable/Necessary
- Somewhat Necessary
- Necessary
- Very Necessary

If applicable, please explain the challenges that your firm has with respect to Equipment and Capital Expenditures, and where you would find assistance to be most helpful:

14. Mandatory Project site trainings

- Not Applicable/Necessary
- Somewhat Necessary
- Necessary
- Very Necessary

If applicable, please explain the challenges that your firm has relating to Mandatory Project site trainings, and where you would find assistance to be most helpful:

15. Please provide any additional areas for which you believe that your firm would benefit from support/assistance:

16. Final Comments:

Thank you for your input and we look forward to your feedback from the 2019 survey.

If you have any questions about this survey or how your information will be used, please contact:

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Thank you

Please return this survey to Baffinland

APPENDIX A Pre-Qualification Categories

APPENDIX B
Pre-Qualification Questionnaire