

SaskTel 2025-26 Corporate Governance Statement

Authority

SaskTel is a Crown corporation governed by *The Saskatchewan Telecommunications Holding Corporation Act*, and subject to the provisions of *The Crown Investments Corporation Act, 1993*. The Crown Investments Corporation of Saskatchewan (CIC), as the holding company for Saskatchewan's commercial Crown corporations, has authority to establish direction for SaskTel related to certain matters set out in legislation.

Through the Chair, who is an independent director, the Board of Directors is accountable to the Minister Responsible for SaskTel. The Minister Responsible is a key communications link among the Corporation, CIC, Cabinet, the Legislature and the public.

Board Appointments

The Lieutenant Governor in Council appoints members of the Board and designates the Chair and Vice Chair. Subject to applicable legislation, directors are appointed for a fixed term and their appointments can be renewed at expiry. Twelve (12) members are eligible to be appointed to the Board.

Key Accountabilities

The Board of Directors is responsible for supervising the management and affairs of the Corporation. While focusing on the strategic leadership of the Corporation, the Board delegates day-to-day operations to management and holds them accountable for the Corporation's performance.

The Board discharges its responsibilities directly, by delegation to management and through Committees of the Board. There are three Committees of the Board: the Audit and Risk Committee; the Corporate Growth and Technology Committee; and the Governance, Environment & Human Resources Committee.

Corporate Governance Practices

The SaskTel Board has implemented a comprehensive set of governance practices and is committed to clear disclosure of its governance practices in accordance with current best practice disclosure standards.

The Canadian Securities Administrators' (CSA) National Policy 58-201 Corporate Governance Guidelines and National Instrument 58-101 Disclosure of Corporate Governance Practices establish the principal corporate governance disclosure framework in Canada. While SaskTel is not required to comply with these instruments, the Board

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uses them as a benchmark to assess and disclose its governance practices, where effective and appropriate within the context of a Crown corporation.

National Instrument 58-101 has been amended from time to time, including amendments that implemented a “comply or explain” disclosure model with respect to the representation of women on boards and in executive officer positions, as well as related director selection practices. These requirements are intended to enhance transparency and do not introduce mandatory quotas or targets.

The disclosure set out below reflects the Board’s consideration of the CSA governance framework, as updated from time to time, and SaskTel’s commitment to sound governance practices consistent with its legislative mandate and public accountability obligations.

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CSA CORPORATE GOVERNANCE POLICY, NP 58-201, AND DISCLOSURE INSTRUMENT, NI 58-101F1 (SUMMARY)

Composition of the Board

NP 58-201, section 3.1

3.1 The board should have a majority of independent directors.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The majority of directors on the SaskTel Board are independent.

NI 58-101F1, sections 1(a) and (d)

1(a) Disclose the identity of directors who are independent;

1(b) Disclose the identity of directors who are not independent and the basis for that determination;

1(c) Disclose whether the majority of directors are independent; and

1(d) Disclose whether a director is a director of any other issuer that is a reporting issuer.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

Grant Kook: Chair: INDEPENDENT

- President and CEO, Westcap Mgt. Ltd.

¹**Richard Ahenakew:** INDEPENDENT

- General Manager, Northern Lights Casino

¹**Dr. Fatima Coovadia:** INDEPENDENT

- Consultant, Coovadia Consulting

Joel Friesen: INDEPENDENT

- Lawyer, Anderson and Company

Rachel Heidecker: INDEPENDENT

- Director, Federated Co-operatives Ltd.

Darrell Kennedy: INDEPENDENT

- Business Owner, Timberstone Regina

Ritu Malhotra: INDEPENDENT

- President and CEO, March Consulting Associates Inc

Alan Migneault: INDEPENDENT

- President, AJM Management Corp

¹**Matthew Schroeder:** INDEPENDENT

- Managing Director of Corporate Accounting, AGT Foods

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Tammy Van Lambalgen: INDEPENDENT

- Executive Vice President and Chief Corporate Officer, Orano Canada Inc

Fern Boutin: INDEPENDENT

- Controller, Nelson Motors and Equipment

² **Don Atchison:** INDEPENDENT

- Retired

² **Jeff Richards:** INDEPENDENT

- Executive Director, Wor-Kin Shop

² **Thomas Siarkos:** INDEPENDENT

- Owner and Operator, Memories Dining & Bar

² **Dean Wilgosh:** INDEPENDENT

- Sales Representative, Cargill

The determination of independence is made by the Governance, Environment & Human Resources Committee and is based on an assessment of the requirements in Multilateral Instrument 52-110, Audit Committees.

¹ Mr. Ahenakew, Dr. Coovadia, and Mr. Schroeder were Board members until July 10, 2025.

² Mr. Atchison, Mr. Richards, Mr. Siarkos, and Mr. Wilgosh were appointed July 10, 2025.

Section 1(d) does not apply to SaskTel as SaskTel does not have share capital and is not an issuer.

NP 58-201, section 3.2

3.2 The chair of the board should be an independent director who is the effective leader of the board and who ensures that the board's agenda will enable it to successfully carry out its duties.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Chair of the Board is an independent director who provides leadership in board organization, processes, effectiveness and renewal, serves as liaison between the Board and the shareholder and ensures Board agendas reflect an effective balance between the role of the Board and that of management.

NI 58-101F1, sections 1(f)

1(f) Disclose whether the chair of the board is an independent director; disclose the identity of the chair and describe the role of the chair.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

Grant Kook is the Chair of the Board and he is an independent director. The Chair reports to the Board and ultimately to the shareholder and is responsible for presiding over meetings of the board and

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ensuring that the board discharges its fiduciary and legal responsibilities. The Chair's primary duties include:

- chairing meetings of the board and ensuring meetings are properly convened and business is conducted legally
- working with the CEO and the Corporate Secretary to set Board meeting schedules and establish agendas
- monitoring meeting attendance and encouraging full participation by directors at meetings
- communicating with directors between meetings
- taking a lead role in assessing and addressing any concerns related to board, committee or director performance
- assisting directors to achieve full utilization of individual abilities
- promoting an open and constructive working relationship between senior management and the Board
- working with committee chairs to maintain effective communications and division of responsibilities
- providing advice and counsel to the CEO and senior management
- representing the shareholder's interests and perspective to management, and representing management's views to the shareholder
- in conjunction with the CEO, developing productive relationships and representing the Corporation with the shareholder and key stakeholders

Meetings of Independent Directors

NP 58-201, section 3.3

3.3 The independent directors should hold regularly scheduled meetings at which non-independent directors and members of management are not present.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

All directors are independent. As a Standing Agenda item, the Board holds an in-camera session without management present at each regular meeting of the Board. All directors participate in the sessions, except where a director has a conflict with an item under discussion.

NI 58-101F1, sections 1(e)

1(e) Disclose whether the independent directors hold regularly scheduled meetings at which members of management are not present; disclose the number of such meetings held in the previous 12 months; if such meetings are not held, disclose what the board does to facilitate open and candid discussion among independent directors.

Does SaskTel align?

Yes

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COMMENTS AND DISCUSSION

There were seven (7) regularly scheduled Board meetings and five (5) special Board meetings held in 2025-26, and during all twelve (12) of the meetings, in camera sessions without management present but including all directors were held.

Board practices that facilitate open and candid discussion among and independent judgement by directors include:

- holding in-camera sessions of no fixed duration where directors are encouraged to raise any issues of concern
- having an independent director as Chair of the Board
- clearly delineating the division of responsibilities between Board and management
- providing for the Board/directors to access external advice

The Board is satisfied that its governance practices foster full and open discussion and debate and that it retains the independence of mind to make decisions in the best interests of the Corporation and the shareholder.

NI 58-101F1, sections 1(g)

1(g) Disclose the attendance record of each director for board meetings held in the most recently completed financial year.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Board held twelve (12) meetings in 2025-26. The number of Board meetings attended by each director in 2025-26 is set out below.

Director	Meetings Attended*
Grant Kook, Chair	12 (12)*
Richard Ahenakew	0 (3)
Dr. Fatima Coovadia	3 (3)
Joel Friesen	11 (12)
Rachel Heidecker	10 (12)
Darrell Kennedy	11 (12)
Ritu Malhotra	12 (12)
Alan Migneault	12 (12)

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Matthew Schroeder	3 (3)
Tammy Van Lambalgen	11 (12)
Fern Boutin	12 (12)
Don Atchison	9 (9)

For the purposes of this report, members who attended meetings in part were considered to be present.

* Figures in brackets represent the maximum number of meetings for the period in which the individual was a board member.

Board Mandate

NP 58-201, section 3.4

- 3.4 The board should adopt a written mandate which explicitly acknowledges responsibility for the stewardship of the corporation and responsibility for:
- (a) to the extent possible, satisfying itself as to the integrity of the CEO and executive and that they have created a culture of integrity throughout the organization;
 - (b) adopting a strategic planning process and approving at least annually a strategic plan which takes into account, among other things, the opportunities and risks of the business;
 - (c) identification of the principal risks of the corporation's business and ensuring the implementation of appropriate systems to manage these risks;
 - (d) succession planning, including appointing, training and monitoring senior management;
 - (e) adopting a communications policy for the Corporation;
 - (f) the integrity of the corporation's internal control and management information systems; and
 - (g) developing the Corporation's approach to corporate governance, including a set of principles and guidelines specific to the Corporation.

The written mandate should also address measures for receiving feedback from stakeholders (for example, a process for stakeholders to contact independent directors); and the expectations and responsibilities of directors, including basic duties to attend meetings and review materials in advance.

Does SaskTel align?

Substantial compliance

COMMENTS AND DISCUSSION

The Board has written Terms of Reference that contain the majority of the elements required by the Policy. The Terms of Reference outline the Board's principal duties and responsibilities, including responsibility to function as stewards of the Corporation and to:

- provide leadership in setting the Corporation's long-range strategic direction and annually approve the Corporation's overall strategic plan

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- participate in identifying the principal risks of the business in which the Corporation is engaged and oversee the implementation of appropriate systems to manage the risks
- appoint the CEO, evaluate the performance of senior management and ensure effective succession planning processes
- adopt policies and processes to enable effective communication with the shareholder, stakeholders and the public
- monitor the integrity of the Corporation's internal control and management information systems

The Board has approved Terms of Reference for Directors where the expectations and responsibilities of individual directors are delineated.

SaskTel regularly surveys internal and external stakeholders to obtain feedback about Corporate activities. The Chair of the Board participates in a forum established by CIC, which is comprised of the chairs of all subsidiary Crown boards and senior CIC officials, where issues of mutual interest and concern are shared.

Elements of the Policy not specifically identified in the Terms of Reference for the Board include (a) and (g). Respecting (a), the Board has established practices which promote a culture of ethical business conduct (see discussion under section 3.8 of NP 58-201). With respect to (g) the Board has delegated responsibility to the Governance, Environment & Human Resources Committee to oversee the Corporation's approach to corporate governance.

NI 58-101F1, section 2

2. Disclose the text of the board's written mandate.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Board has approved Terms of Reference for the Board, the Chair of the Board, the Chair of each Committee, each Committee and individual directors and has adopted a Position Description for the CEO.

Position Descriptions

NP 58-201, section 3.5

- 3.5 The board should: develop clear position descriptions for the chair of the board and the chair of each board committee; together with the CEO, develop a position description for the CEO delineating management's responsibilities; develop or approve corporate goals and objectives that the CEO is responsible to meet.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Board has approved Terms of Reference for the Board, the Chair of the Board, the Chair of each Committee, each Committee and individual directors and has adopted a Position Description for the CEO.

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The CEO's Position Description sets out the CEO's primary accountabilities and responsibilities. The Board Terms of Reference address management duties, and a Final Authorization Policy, applicable to monetary and non-monetary matters, sets out those matters that require Board approval and delegates other matters to management.

The Governance, Environment & Human Resources Committee annually recommends performance indicators for the Corporation and personal goals for the CEO that are approved by the Board. The Board annually approves a business plan that includes Corporate objectives, priorities and performance indicators. The CEO is responsible to see that the Corporation achieves the business plan and to meet any other targets assigned by the Board.

NI 58-101F1, sections 3(a) and (b)

- 3(a) Disclose whether the board has developed written position descriptions for the chair of the board and the chair of each board committee and, if not, describe how the board delineates the role and responsibilities of each such position.
- 3(b) Disclose whether the board and CEO have developed a written position description for the CEO.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Board has developed written position descriptions for the Chair of the Board, the Chair of each Committee and the CEO.

Orientation & Continuing Education

NP 58-201, sections 3.6 and 3.7

- 3.6 The board should ensure new directors receive comprehensive orientation and fully understand the role of the board and committees, the contribution individual directors are expected to make and the nature and operation of the business.
- 3.7 The board should provide continuing education opportunities for all directors to enhance their skills and abilities and ensure their knowledge of the Corporation's business is current.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

Management provides new directors with a comprehensive orientation to the business and the industry. CIC delivers a training program that focuses on the skills that directors need to do their jobs, effective board processes and best practices in corporate governance. Other development opportunities made available to directors are described below.

NI 58-101F1, sections 4(a) and (b)

- 4(a) Describe the measures taken to orient new directors to the role of the board, committees and directors and to the nature of the Corporation's business.

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4(b) Describe the measures taken to provide continuing education opportunities for all directors.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Corporation provides all members appointed to the Board with a comprehensive Directors' Reference Manual, and new directors receive an orientation session delivered by management. The orientation session addresses key industry trends, critical business risks and challenges, the strategic plan, organizational structure and responsibilities of senior staff. New directors are able to meet informally with senior managers to learn about the business. Prior to some regular board meetings, outside experts in various aspects of the telecommunications industry are invited to speak to the Board and senior management. Management has also delivered educational sessions to directors to explain technical aspects of the business.

Each year, CIC sponsors a comprehensive education program for directors of CIC subsidiary Crown boards. The program has focused on the key roles and responsibilities of boards, committees and directors, the skills directors need to effectively discharge their responsibilities and best practices and new developments in corporate governance. Directors can participate in external development opportunities related to their duties as directors where authorized by the Corporation or the Board.

Code of Business Conduct and Ethics

NP 58-201, section 3.8

3.8 The board should adopt a written code of business conduct and ethics applicable to directors, officers and employees of the corporation designed to promote integrity and deter wrongdoing. The code should address:

- (a) conflicts of interest, including transactions and agreements where a director or officer has a material interest;
- (b) protection and proper use of corporate assets and opportunities;
- (c) confidentiality of corporate information;
- (d) fair dealing with the Corporation's security holders, customers, suppliers, competitors and employees;
- (e) compliance with laws, rules and regulations; and
- (f) reporting of illegal or unethical behavior.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

Board members must comply with the *Directors' Code of Conduct*, which was developed by CIC and applies to the directors of all its subsidiary Crown boards. Officers and employees of the Corporation and its subsidiaries must comply with SaskTel's Business Code of Conduct, which includes a whistle blowing policy.

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Both Codes are designed to promote integrity and deter wrongdoing, address the elements of the Policy as they apply to a Crown corporation and provide a mechanism to report illegal or unethical behavior.

NI 58-101F1, sections 5(a)

- 5(a) Disclose whether the board has adopted a written code of ethical business conduct for the directors, officers and employees of the corporation; how to obtain a copy of the Code; how the board monitors compliance with the Code; and reference any material change report in the most recent financial year relating to any conduct of a director or officer that constitutes a departure from the Code.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

A copy of the *Directors' Code of Conduct* can be obtained by contacting CIC. A copy of the Business Code of Conduct can be obtained by contacting SaskTel.

Committees of the Board monitor compliance with the *Directors' Code* and the Business Code. The Governance, Environment & Human Resources Committee monitors compliance with Corporate donation and sponsorship policies and is responsible to administer, monitor and enforce the *Directors' Code*. The Chair of the Committee reports to the Board at each regular meeting any such issues addressed by the Committee, and submits an annual report to the Board regarding compliance with the *Directors' Code*.

The Audit and Risk Committee monitors the financial performance of the Corporation and assists the Board to meet its responsibilities respecting accounting and financial reporting, risk management, internal controls and accountability. The Committee interacts directly with the internal and external auditors, who report to the Committee concerning, among other things, any instances of illegal or improper treatment of Corporate assets. The Audit Committee receives quarterly risk management reports, including reports related to legal risks. The Chair of the Committee reports to the Board at each regular meeting any such issues addressed by the Committee, and all directors receive summaries of risk management reports.

The Governance, Environment & Human Resources Committee monitors compliance with environmental, health and safety and human resource programs, including compliance with the Business Code. The Committee receives reports from management that address, among other things, compliance with related policies, legislation and regulations. The Chair of the Committee reports any issues raised at the Committee level to the Board at each regular meeting of the Board.

SaskTel does not have share capital and is not an issuer. Therefore, no material change reports have been filed.

NP 58-201, section 3.9

- 3.9 The board should monitor compliance with the code and any waivers granted for the benefit of directors and executive officers should be granted by the board or a board committee. Any waivers for a material departure from the code for any directors or officers should disclose full details of the material change.

Does SaskTel align?

Yes

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COMMENTS AND DISCUSSION

The Board has delegated to its Committees the responsibility to monitor compliance with the Codes of Conduct. The Committees report any issues dealt with pursuant to the Codes to the full board.

No waivers from either Code have been granted to any director or officer in 2025-26.

NI 58-101F1, sections 5(b)

5(b) Describe steps the board takes to ensure directors exercise independent judgement in considering transactions and agreements where a director or officer has a material interest.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

Where a director has, or may be perceived to have, a personal interest in a transaction being considered by the Corporation, the director is responsible to declare any such interest at the meeting where the matter is considered and not to participate in discussions about or vote on the matter.

The Board requires directors to complete a Disclosure form to declare their directorships on and material interests in businesses other than SaskTel, their knowledge of the business their associates have or may transact with SaskTel and any material contracts they may have entered into with SaskTel or its subsidiaries. The required information excludes the acquisition of services available to the general public. The completed form is provided to the Governance, Environment & Human Resources Committee, the Corporate Secretary and their advisors to assist them in proactively addressing potential conflict of interests.

Management monitors agenda items to identify any issues where a director may have a material interest and such items are not distributed to the director.

NI 58-101F1, sections 5(c)

5(c) Describe other steps the board takes to encourage and promote a culture of ethical business conduct.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Board encourages and promotes a culture of ethical business conduct by following current best practices in corporate governance. These practices are reinforced by open and honest discussion about business issues at Board meetings and at informal gatherings between the Board and senior management.

The Board expects management to act ethically in its business dealings, in accordance with all applicable legislation, the Business Code of Conduct and any directives or policies of the Board or the shareholder. The Business Code of Conduct incorporates a whistle blowing mechanism to facilitate reporting by employees of issues of concern. Issues arising under the Business Code of Conduct are reported to and monitored by the Governance, Environment & Human Resources Committee and management reports to the Governance, Environment & Human Resources Committee respecting significant issues that have

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arisen pursuant to the whistle blowing policy. Whistleblowing reports may also be made directly to the Chair of the Governance, Environment & Human Resources Committee.

Nomination of Directors

NP 58-201, section 3.10

3.10 The board should appoint a nominating committee composed of entirely independent directors.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Governance, Environment & Human Resources Committee functions as the nominating committee. All six (6) members of the Governance, Environment & Human Resources Committee, including the Committee Chair, are independent directors.

NI 58-101F1, sections 6(a) and (b)

6(a) Describe the process by which the board identifies new candidates for board nomination.

6(b) Disclose whether the board has a nominating committee composed entirely of independent directors and, if not, describe the steps the board takes to encourage an objective nomination process.

Does SaskTel align?

Substantial compliance

COMMENTS AND DISCUSSION

Appointments of Directors of SaskTel are a decision made by the Government through an Order in Council. The Governance, Environment & Human Resources Committee may, through their responsibility as nominating committee, recommend qualified nominees to the SaskTel Board for consideration and to have those nominees be recommended for consideration to the CIC Board and ultimately the Government.

The Board, through the Governance, Environment & Human Resources Committee, reviews the composition and skill sets of directors with a view to maintaining an appropriate mix of expertise, experience and diversity on the Board to support the strategic direction and operating needs of the Corporation.

The Governance, Environment & Human Resources Committee is responsible for identifying the skill sets needed on the Board, developing and maintaining a Skills Profile that delineates the competencies of current directors and identifies any skill gaps and seeking and recommending to the Board nominees that have the required competencies to fill any identified gaps. In addition to competencies and skills, current practices encourage diversity in the composition of the Board. In seeking candidates, the Committee may receive recommendations from the directors, senior management and the shareholder. Potential candidates may be interviewed to determine their overall fit with the needs of the Board, any conflicts that would preclude their effective participation and whether they have the time to devote to board work. The Committee may recommend a list of candidates for each vacant position to the Board which in turn would

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recommend candidates to the shareholder for approval. The shareholder has the legislative authority to make board appointments.

The Committee believes that following best practices related to board appointments, maintaining a skills matrix and recruiting candidates who possess the required combination of skills, background and diversity to add value to Corporate decision-making supports an objective nomination process.

NP 58-201, section 3.11

3.11 The nominating committee should have a written charter establishing the committee's purpose, responsibilities, member qualifications, member appointment and removal, structure and operations (including any authority to delegate to individual directors or subcommittees) and manner of reporting to the board. In addition, the nominating committee should be given authority to engage and compensate outside advisors necessary to permit it to carry out its work. Where a third party has a legal right to nominate directors, the selection and nomination of those directors need not involve the approval of an independent nominating committee.

Does SaskTel align?

Substantial compliance

COMMENTS AND DISCUSSION

The Governance, Environment & Human Resources Committee has written Terms of Reference setting out its purpose and principal responsibilities, which address the Committee's responsibility to lead the process of recruiting and nominating candidates for appointment to the Board, as well as the other elements of the Policy except member qualifications and the ability to delegate tasks. The Committee has authority to engage outside advisors to assist it in performing its duties, subject to the approval of the Board. The shareholder has the right to nominate candidates for appointment to the Board.

NI 58-101F1, sections 6(c)

6(c) If the board has a nominating committee, describe the responsibilities, powers and operation of the committee.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Governance, Environment & Human Resources Committee performs the functions of a nominating committee, and its Terms of Reference describe the responsibilities, powers and operation of the Committee. The Committee is appointed by the Board, serves in an advisory capacity and may make recommendations to the Board within its area of responsibility. A copy of the Committee's Terms of Reference can be obtained by contacting the Corporate Secretary to the Board.

NP 58-201, section 3.12

3.12 The board should adopt a nomination process which considers the competencies and skills of the board as a whole; assesses the competencies and skills possessed by each existing director; and considers the personality and other qualities of each director. The board should also consider the

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appropriate size of the board, with a view to effective decision-making, and should consider the advice and input of the nominating committee.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Board's nomination process is described above, and it meets the guidelines of the Instrument.

By legislation, the Board is comprised of a maximum of 12 directors. As the Committee responsible for the Board's approach to corporate governance, the Committee makes recommendations to promote timely and effective decision-making.

NP 58-201, section 3.13

3.13 The nominating committee should be responsible for identifying individuals qualified to become new board members and recommending to the board the new director nominees.

Does SaskTel align?

Partial compliance

COMMENTS AND DISCUSSION

The Governance, Environment & Human Resources Committee identifies the skills sets that are required for the Board. The identification and appointment of Directors of SaskTel are a decision made by the Government through an Order in Council.

NP 58-201, section 3.14

3.14 In making its recommendations the nominating committee should consider: the competencies and skills that the board considers necessary for the board as a whole to possess; the competencies and skills of existing directors; the competencies and skills of each nominee; and whether each new nominee can devote sufficient time and resources to board work.

Does SaskTel align?

Partial compliance

COMMENTS AND DISCUSSION

The process followed by the Governance, Environment & Human Resources Committee complies with that set out in the Policy and is described above.

Compensation

NP 58-201, section 3.15

3.15 The board should appoint a compensation committee composed entirely of independent directors.

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Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Governance, Environment & Human Resources Committee performs the functions of a compensation committee. Currently all six (6) members of the Committee, including the Committee Chair, are independent directors.

NI 58-101F1, sections 7(a) and (b)

- 7(a) Describe the process by which the board determines compensation for the directors and officers of the Corporation.
- 7(b) Disclose whether the board has a compensation committee composed entirely of independent directors and, if not, describe the steps the board takes to ensure an objective process for determining such compensation.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The majority of members of the Governance, Environment & Human Resources Committee, which serves as the compensation committee, are independent directors.

CIC has the legislative authority to fix remuneration levels and set expense guidelines for directors. The Governance, Environment & Human Resources Committee has authority to recommend to the Board (and the Board to CIC) adjustments to directors' compensation. The Committee receives quarterly reports respecting the remuneration received by members of the Board and reports any anomalies to the Board.

Each director receives an annual retainer for acting as a board member. The remuneration levels established by CIC for members of the Board are set out below.

Director Remuneration Schedule

Retainer Class	Amount
Board Chair retainer	\$40,000
Board member retainer	\$25,000
Audit & Risk Committee Chair retainer	\$3,500
Other Committee Chair retainer	\$2,500
Committee member meeting fee (Meeting Fees = Full day \$750 Half day \$375 – less than 4 hours)	\$750

The majority of members of the Governance, Environment & Human Resources Committee, which serves as the compensation committee, are independent directors.

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CIC has the legislative authority to fix remuneration levels and set expense guidelines for directors. The Governance, Environment & Human Resources Committee has authority to recommend to the Board (and the Board to CIC) adjustments to directors' compensation. The Committee receives quarterly reports respecting the remuneration received by members of the Board and reports any anomalies to the Board.

Each director receives an annual retainer for acting as a board member. The remuneration levels established by CIC for members of the Board are set out below.

A copy of CIC's remuneration and expense guidelines for directors can be obtained by contacting the Corporate Secretary to the Board.

CIC has established a framework for executive compensation, and the Board can approve compensation packages within that framework. The Board has delegated responsibility for addressing and making recommendations concerning management compensation issues to the Governance, Environment & Human Resources Committee.

The Governance, Environment & Human Resources Committee reviews and recommends to the Board: changes to the design of the Corporation's overall compensation and benefits plans; management compensation packages that reflect industry standards; performance compensation programs; and annual Corporate indicators, including a sub-set used to determine performance compensation for senior management. In discharging this function, the Committee has the ability to retain external advisors, subject to approval by the Board.

NP 58-201, section 3.16

3.16 The compensation committee should have a written charter establishing the committee's purpose, responsibilities, member qualifications, member appointment and removal, structure, operations (including any authority to delegate to individual directors or subcommittees) and manner of reporting to the board. In addition, the compensation committee should be given authority to engage and compensate outside advisors necessary to permit it to carry out its work.

Does SaskTel align?

Substantial compliance

COMMENTS AND DISCUSSION

The Board has approved Terms of Reference for the Governance, Environment & Human Resources Committee, which addresses the Committee's responsibilities with respect to compensation, as well as the other elements of the Policy except member qualifications and the ability to delegate tasks. The Committee has authority to engage outside advisors to assist it in performing its duties, subject to the approval of the Board.

NI 58-101F1, sections 7(c)

7(c) If the board has a compensation committee, describe the responsibilities, powers and operation of the committee.

Does SaskTel align?

Yes

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COMMENTS AND DISCUSSION

The Governance, Environment & Human Resources Committee serves as the compensation committee, and its Terms of Reference describe the Committee's responsibilities respecting compensation issues, as well as the powers and operation of the Committee. The Committee is appointed by the Board, serves in an advisory capacity and makes recommendations to the Board within its area of responsibility. A copy of the Committee's Terms of Reference can be obtained by contacting the Corporate Secretary to the Board.

NP 58-201, section 3.17

3.17 The compensation committee should be responsible for: reviewing and approving corporate goals and objectives relevant to CEO compensation, evaluating the CEO's performance in light of those corporate goals and objectives, and determining the CEO's compensation level based on the evaluation; making recommendations to the board respecting non-CEO officer and director compensation, incentive-compensation plans and equity-based plans; and reviewing executive compensation prior to public disclosure.

Does SaskTel align?

Substantial compliance

COMMENTS AND DISCUSSION

The Governance, Environment & Human Resources Committee annually recommends to the Board the CEO's performance targets and leads the annual performance evaluation process for the CEO. The CEO's performance is assessed against the established Corporate objectives and the CEO's individual targets. The results of the CEO's performance are approved by the full Board and are used in determining compensation.

Respecting non-CEO officer compensation, the Committee is responsible for recommending to the Board management compensation packages, performance compensation programs and annual performance targets. The Board reviews and approves the achievement of Corporate targets annually and the extent to which the targets are achieved determines management's eligibility for performance compensation.

Executive compensation decisions are subject to any guidelines established by CIC. As a Crown corporation, SaskTel does not have equity-based plans.

Director compensation is determined by CIC.

Executive compensation information is available to the public through publication of Crown payee reports. The Committee does not review executive compensation reports prior to public disclosure.

Other Board Committees

NI 58-101F1, section 8

8. If the board has standing committees of the board, other than audit, compensation and nominating committees, identify the committees and describe their function.

Does SaskTel align?

Yes

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COMMENTS AND DISCUSSION

In addition to the Audit and Risk Committee, and the Governance, Environment & Human Resources Committee, the Board also has a Corporate Growth & Technology (CGT) Committee.

The CGT Committee: works with management to develop a growth strategy and related policies; reviews and recommends investments and divestitures; monitors and reports to the Board respecting the performance of investments; and reviews and makes recommendations concerning the evolution of technology in the Corporation, long-term technology strategies and technology investments. A copy of the Committee's Terms of Reference can be obtained by contacting the Corporate Secretary to the Board.

Board Assessments

NP 58-201, section 3.18

3.18 The board, its committees and each individual director should be regularly assessed. An assessment should consider: with respect to the board or committees, its mandate or charter; with respect to an individual director, the applicable position description(s), as well as the competencies and skills each individual director brings to the board.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

Board, Board Chair, Committee Chair and Committee evaluations as well as director peer assessments are performed annually on a 3-year cycle, with comprehensive Board and Board Chair evaluations being conducted one year, Committee Chair and Committee evaluations being conducted the next year and director peer evaluations the third year. The evaluations take into consideration the elements of the Policy.

In 2025-26, Board and Board Chair evaluations were conducted.

NI 58-101F1, section 9

9. Disclose whether the board, its committees and individual directors are regularly assessed with respect to their effectiveness and contribution and, if yes, describe the process used.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Governance, Environment & Human Resources Committee oversees the implementation of the above evaluation processes. The evaluations are survey-based, using an instrument developed by CIC in consultation with an outside consultant and with Crown board members.

Board, Chair, Committee and Director performance is measured against the duties and expectations set out in their respective Terms of Reference and the specific standards outlined in the evaluation instruments. The purpose of the evaluations is to identify areas where the Board, Committee, Chair or Director is managing well and to highlight areas that may benefit by additional focus and attention.

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Directors complete surveys to provide feedback in writing on the effectiveness and contribution of the Board, Committees, Chairs and individual directors.

The Corporate Secretary to the Board prepares reports outlining the evaluation results, which are submitted to the Board for review and approval.

The Board Chair or a third party may follow up the written responses with interviews of directors to elicit additional concerns or suggestions for improvement.

CSA National Policy 58-101 Disclosure of Corporate Governance Practices

section 10

10. Disclose whether or not the issuer has adopted term limits for the directors on its board or other mechanisms of board renewal and, if so, include a description of those director term limits or other mechanisms of board renewal. If the issuer has not adopted director term limits or other mechanisms of board renewal, disclose why it has not done so.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The appointment and removal of Directors is the prerogative of the Lieutenant Governor in Council pursuant to *The Saskatchewan Telecommunications Holding Corporation Act*. Director appointments are not subject to term limits.

section 11(a)

- 11(a) Disclose whether or not the issuer has adopted term limits for the directors on its board or other mechanisms of board renewal and, if so, include a description of those director term limits or other mechanisms of board renewal. If the issuer has not adopted director term limits or other mechanisms of board renewal, disclose why it has not done so.

Does SaskTel align?

Partial Compliance

COMMENTS AND DISCUSSION

CIC has a written "Board of Directors' Appointment Policy". While the policy does not specifically refer to the identification and nomination of women Directors, it requires Crown Boards to include "diversity candidates". The term "diversity candidates" is not defined but it is interpreted as including women, Aboriginal persons, and visible minorities.

section 11(b)

- 11(b) If an issuer has adopted a policy referred to in (a), disclose the following in respect of the policy:
- (I) a short summary of its objectives and key provisions,
 - (II) the measures taken to ensure that the policy has been effectively implemented,

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- (III) annual and cumulative progress by the issuer in achieving the objectives of the policy, and
- (IV) whether and, if so, how the board or its nominating committee measures the effectiveness of the policy.

Does SaskTel align?

Compliance

COMMENTS AND DISCUSSION

CIC maintains statistics regarding diversity of each Crown Board, including progress made in the percentage of women serving on Crown Boards. Annually, CIC forwards information to the shareholder to be considered when Board appointment decisions are made. The information includes the skill sets required for the Board and diversity statistics.

As of March 31, 2026, the Board was comprised of three (3) women out of a total of twelve (12) members (25%).

section 11

11. Disclose whether and, if so, how the board or nominating committee considers the level of representation of women on the board in identifying and nominating candidates for election or re-election to the board. If the issuer does not consider the level of representation of women on the board in identifying and nominating candidates for election or re-election to the board, disclose the issuer's reasons for not doing so.

Does SaskTel align?

Partial Compliance

COMMENTS AND DISCUSSION

It is the responsibility of Executive Council to consider the level of representation of women on the Board.

section 12

12. Disclose whether and, if so, how the issuer considers the level of representation of women in executive officer positions when making executive officer appointments. If the issuer does not consider the level of representation of women in executive officer positions when making executive officer appointments, disclose the issuer's reasons for not doing so.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

Executive Officer appointments are made by the CEO in consultation with the Board. The CEO gives consideration to the level of representation of women in Executive Officer positions, along with other relevant factors, when making Executive Officer appointments.

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section 13(a) and 13(b)

- 13(a) For purposes of this Item, a "target" means a number or percentage, or a range of numbers or percentages, adopted by the issuer of women on the issuer's board or in executive officer positions of the issuer by a specific date.
- 13(b) Disclose whether the issuer has adopted a target regarding women on the issuer's board. If the issuer has not adopted a target, disclose why it has not done so.

Does SaskTel align?

N/A

COMMENTS AND DISCUSSION

Although the CIC policy requires Crown Board to include "diversity candidates", the CIC policy does not adopt a specific target for representation of women on the Board.

section 14(d) and 14(e)

- 14(a) Disclose whether the issuer has adopted a target regarding women in executive officer positions of the issuer. If the issuer has not adopted a target, disclose why it has not done so.
- 14(b) If the issuer has adopted a target referred to in either (b) or (c), disclose:
- (I) the target, and
 - (II) the annual and cumulative progress of the issuer in achieving the target

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

On August 13, 2015 SaskTel adopted a policy to provide a target regarding women in Executive Officer positions.

The target is to have at least 40% women in Executive positions.

section 15(a)

- 15(a) Disclose the number and proportion (in percentage terms) of directors on the issuer's board who are women.

Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

The Board is currently comprised of twelve (12) members, three (3) of which are women. (25%).

section 15(b)

- 15(b) Disclose the number and proportion (in percentage terms) of executive officers of the issuer, including all major subsidiaries of the issuer, who are women.

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Does SaskTel align?

Yes

COMMENTS AND DISCUSSION

As of March 31, 2026, two (2) of the 9 (nine) Executive Officers are women. (22%)