

CANLAN ICE SPORTS CORP.
INFORMATION CIRCULAR
FOR ANNUAL GENERAL MEETING
TO BE HELD ON JUNE 19, 2025

Dated and with information as at May 15, 2025

VOTING INFORMATION

Solicitation of Proxies

This Information Circular (“Circular”) is furnished in connection with the solicitation of proxies by the management (the “Management”) of Canlan Ice Sports Corp. (the “Company”) to be used at the Annual General Meeting of the shareholders of the Company to be held on June 19, 2025, at 10:00 a.m. (Vancouver time) (the “Meeting”) and any adjournment thereof.

Solicitation is being made by mail, which may be supplemented by telephone or other personal contact to be made, without special compensation, by directors, officers and regular employees of the Company. The Company will bear the cost of solicitation of proxies by Management.

Appointment and Revocation of Proxies

The persons named in the accompanying proxy to vote on a shareholder’s behalf are directors and officers of the Company (the “Management Designees”). A shareholder has the right to appoint a person other than either of the Management Designees, who need not be a shareholder, but if you do, that person must vote your Common Shares “Shares”) on your behalf during the Meeting. If a shareholder does not wish to appoint either of the Management Designees, the shareholder should strike out their names and insert in the blank space provided the name of the person the shareholder wishes to have act as the shareholder’s proxy. A shareholder who has given a proxy may revoke it: (a) by signing a proxy bearing a later date and depositing that proxy as described below under the heading “Deposit of Proxy”, or (b) by signing and dating a written notice of revocation (in the same manner as is described below for signing and dating a proxy) and delivering that written notice of revocation either to the registered office of the Company at Suite 2700, The Stack, 1133 Melville Street, Vancouver, B.C. V6E 4E5 at any time up to and including the last business day preceding the day of the Meeting (or any adjournment thereof) at which the proxy is to be used, or to the chair of the Meeting on the day of the Meeting (or any adjournment thereof); or (c) by attending the Meeting (or any adjournment thereof) in person and by participating in a poll, which will automatically revoke the proxy with respect to matters which have not been dealt with by the Meeting prior to the attendance and participation in a poll by the shareholder.

Validity of Proxies

A proxy will not be valid unless, in the case of an individual shareholder, it is dated and signed by the shareholder or by the shareholder’s attorney duly authorized by the shareholder in writing or, in the case of a corporate shareholder, it is dated and executed either under the corporate seal of the corporate shareholder or by a duly authorized officer or officers of, or attorney for, the corporation. If the proxy is executed by an attorney or, in the case of a corporate shareholder, if the proxy is executed by an officer, officers or attorney but is not executed under corporate seal, then the instrument (or a notarial copy thereof) empowering the attorney, officer or officers to execute the proxy must accompany the proxy.

Deposit of Proxies

A proxy will not be valid unless the completed, dated and signed form of proxy is deposited with Computershare Investor Services Inc. (“**Computershare**”) before 10:00 a.m. (Pacific Daylight Time) on **June 17, 2025**. Proxies may be sent to Computershare using one of the following methods:

BY MAIL: Computershare Investor Services Inc.
8th Floor, 100 University Avenue
Toronto, Ontario M5J 2Y1

OR IF YOU HAVE A 15 DIGIT CONTROL NUMBER ON THE FACE OF THE PROXY, YOU ARE ALTERNATIVELY ABLE TO VOTE:

BY TELEPHONE: 1-866-732-8683 (Toll free North America)

BY INTERNET: www.investorvote.com

Voting of Proxies

The Shares represented by proxies will, if the instructions are certain, be voted or withheld from voting in accordance with the instructions of the shareholder on any poll that may be called for and, where a choice has been specified in the proxy with respect to any of the matters to be acted upon, will be voted as specified. **If no choice has been specified in connection with any of the matters to be acted upon, then the proxy will confer discretionary authority upon the named proxyholder to vote the Shares represented by the Proxy in favour of the matters to be acted upon.** The proxy also confers discretionary authority upon the nominee to act and vote as the nominee sees fit with respect to amendments or variations to matters identified in the notice of Meeting and with respect to other matters which may properly come before the Meeting or any adjournment thereof.

Non-registered Shareholders

Only registered shareholders and their duly appointed proxyholders are permitted to vote at the Meeting. If your Shares are registered in the name of a nominee (e.g. a trust company, securities broker, or other financial institution), then you are a non-registered, or beneficial, shareholder (“**Beneficial Shareholder**”), and you must instruct your nominee how you wish your Shares to be voted.

If you are a Beneficial Shareholder, your nominee is required to seek your instructions as to how to vote your Shares. Typically, a nominee will provide a Beneficial Shareholder with either: (a) a voting instruction form (“**VIF**”) for completion and execution by the Beneficial Shareholder; or (b) a form of proxy, executed by the nominee, but otherwise uncompleted. You must follow the instructions provided to you by your nominee to ensure that the Shares you beneficially own are voted in accordance with your wishes.

If you are a Beneficial Shareholder and you wish to attend the Meeting to vote during the Meeting, then you must follow the instructions on the VIF, or the form of proxy, setting out how to appoint yourself as the person entitled to attend the Meeting and vote your Shares.

There are two kinds of Beneficial Shareholders – those who object to their name being made known to the issuers of securities which they own (called “**OBOs**” for Objecting Beneficial Owners) and those who do not object to their name being made known to the issuers of the securities they own (called “**NOBOs**” for Non-Objecting Beneficial Owners).

The Company is taking advantage of the provisions of National Instrument 54-101 - *Communication with Beneficial Owners of Securities of a Reporting Issuer* (“**NI 54-101**”) that permit it to directly deliver proxy-related materials to NOBOs. As a result, NOBOs can expect to receive a scannable VIF from Computershare. These VIFs are to be completed and returned to Computershare in the envelope provided or by facsimile. In addition, Computershare provides both telephone voting and internet voting as described on the VIF itself which contain complete instructions at the Meeting with respect to the Shares represented by the VIFs they receive.

Management of the Company does not intend to pay for intermediaries to forward to OBOs under NI 54-101 the proxy related materials and Form 54-101F7, *Request for Voting Instructions Made by Intermediary*, and in the case of an OBO, the OBO will not receive the materials unless the OBO's intermediary assumes the cost of delivery. Beneficial Shareholders who are OBOs should follow the instructions of their intermediary carefully to ensure that their Shares are voted at the Meeting.

VOTING SECURITIES AND PRINCIPAL HOLDERS OF VOTING SECURITIES

Voting Shares

The Company's issued and outstanding share capital consists of 13,336,999 common shares without par value. Each Share is entitled to one vote. The Company has no other classes of voting securities.

Record Date

Shareholders as of May 15, 2025 (the "**Record Date**") will be entitled to receive notice of, and vote at the Meeting.

Every registered holder of Shares at the Record Date who either personally attends the Meeting or who has submitted a properly completed, executed and deposited form of proxy in the manner and subject to the provisions described above and which has not been revoked shall be entitled to vote or to have his or her Shares voted at the Meeting or any adjournment(s) or postponement(s) thereof.

Principal Holders of Voting Shares

To the knowledge of the Company's directors and executive officers, the only persons who currently beneficially own, directly or indirectly, or control or direct, voting securities carrying 10 per cent or more of the voting rights attached to the securities of the Company are Bartrac Investments Ltd. ("**Bartrac**"), which beneficially owns 10,075,947 Shares (approximately 75.5% of the outstanding Shares) and The Article 6 Trust, created under the Jerry Zucker Revocable Trust, which beneficially owns, directly or indirectly, or controls or directs, 2,308,500 Shares (approximately 17.3% of the outstanding Shares).

INTERESTS OF CERTAIN PERSONS IN MATTERS TO BE ACTED UPON

Management of the Company is not aware of any direct or indirect material interest of any person who has been a director or executive officer of the Company at any time since the beginning of the Company's last financial year or proposed nominee for election as a director, or any respective associates or affiliates, in any matter to be acted upon, other than as disclosed in this Circular.

PARTICULARS OF MATTERS TO BE ACTED UPON

Receipt of Financial Statements

The consolidated Financial Statements of the Company for the financial year ended December 31, 2024 and the accompanying auditors' report thereon will be presented at the Meeting. A copy of the consolidated Financial Statements has been mailed to the shareholders as of the Record Date who have requested them. Copies are also available online at www.sedarplus.ca.

Appointment of Auditor

On the recommendation of the Audit Committee, the board of directors of the Company (the “**Board**”) has proposed to nominate KPMG LLP to be appointed as auditor of the Company, to hold office until the next annual general meeting, and to request authority for the directors to fix their remuneration. **Unless such authority is withheld, the Management Designees, if named as proxyholder, intend to vote the Shares represented by any such proxy in favour of a resolution appointing KPMG LLP as auditors for the Company for the ensuing year, to hold office until the close of the next annual meeting of shareholders or until the firm of KPMG LLP is removed from office or resigns, at a remuneration to be fixed by the Board.**

KPMG LLP was first appointed auditor of the Company on January 6, 1997.

As part of the Company’s corporate governance practices, all services provided by the auditors are pre-approved by the Audit Committee and comply with professional standards and securities regulations governing auditor independence.

Set the Number of Directors

The Board currently consists of eight directors, all of whom were elected at the Company’s 2024 Annual General Meeting. The shareholders of the Company will be asked to vote to set the number of directors for the ensuing year at eight. **Unless such authority is withheld, the Management Designees, if named as proxyholder, intend to vote the Shares represented by any such proxy in favour of the resolution setting the number of directors of the Company at eight.**

Election of Directors

The eight nominees in the list which follows are proposed for election as directors of the Company. Each nominee is currently a director of the Company. The term of office for each current director will end at the Meeting.

The persons named below will be presented for election at the Meeting as management’s nominees and unless such authority is withheld, the Management Designees intend to vote for the election of these nominees. Management does not contemplate that any of these nominees will be unable to serve as a director. Each director elected will hold office until the next annual general meeting, or until the director’s successor is elected or appointed, unless his office is earlier vacated in accordance with the Articles of the Company or the provisions of the *Business Corporations Act* (British Columbia).

Name, Province of Residence and Position with the Company	Director of the Company since	Current Principal Occupation	Number of Common Shares Currently Beneficially Owned or Controlled or Directed
Frank D. Barker ^{(2),(3),(5)} British Columbia, Canada Director	May 1986	Partner, Kinetic Capital Partners, which is engaged in private equity investments	15,000
Geoffrey J. Barker British Columbia, Canada Director	May 1987	V.P. Properties & Development, Bartrac Holdings Ltd., which is engaged in real estate development	365
Doug Brownridge ^{(2),(4)} British Columbia, Canada Director	March 2015	Managing Director, STS Capital Partners Board Chair, Aprio Software	0
Don Crowe ^{(1),(2)} Washington, USA Director	October 2021	Chair & CEO of Arena Sports Inc. Seattle, WA	0

Name, Province of Residence and Position with the Company	Director of the Company since	Current Principal Occupation	Number of Common Shares Currently Beneficially Owned or Controlled or Directed
Victor D'Souza ^{(3),(5)} Ontario, Canada Director	June 2011	Managing director of Reignite Capital Corporation, a management consulting and investment firm	27,800
Chris McMullen ^{(1),(4),(5)} Ontario, Canada Director	October 2021	Business/Financial Consultant, former Chief Financial Officer of Livingston International	12,000
Joey St-Aubin Ontario, Canada Director, President and CEO	March 2009	President and CEO of the Company	24,150
Connie Carras ^{(1),(3),(4)} Ontario, Canada Director	June 2022	Founder and CEO, CEC Enterprises Consulting (Strategic innovation in real estate and housing). Independent Board Director, ZenniHome Holdings Inc. Retired PwC National Partner, Institutional Investment	0

Notes:

- (1) Member of the Audit Committee.
- (2) Member of the Compensation Committee (as defined below).
- (3) Member of the Governance and Nominating Committee.
- (4) Member of the Strategic Risk Committee.
- (5) Member of the Finance Committee.

As Bartrac beneficially owns approximately 75.5% of the Shares, the Company is relying on the exemption in section 461.3 of the *Company Manual* from the Toronto Stock Exchange requirement that it adopt a majority voting policy, as such a policy would have no practical effect.

Cease Trade Orders and Bankruptcies

To the Company's knowledge, no proposed director of the Company:

- (a) is, as at the date of the Circular, or has been, within 10 years before the date of the Circular, a director, CEO or CFO of any company (including the Company and any personal holding companies) that,
 - (i) was subject to a cease trade or similar order or an order that denied the relevant company access to an exemption under securities legislation, that was in effect for a period of more than thirty consecutive days (an "**Order**") that was issued while the proposed director was acting in the capacity as director, CEO or CFO; or
 - (ii) was subject to an Order that was issued after the proposed director ceased to be a director, CEO or CFO and which resulted from an event that occurred while that person was acting in capacity as director, CEO or CFO; or
- (b) is, as at the date of the Circular, or has been within 10 years before the date of the Circular, a director or executive officer of any company (including the Company and any personal holding companies) that, while that person was acting in that capacity, or within a year of that person ceasing to act in that capacity, became bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency or was subject to or

instituted any proceedings, arrangement or compromise with creditors or had a receiver, receiver manager or trustee appointed to hold its assets; or

- (c) has, within 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 the proposed director.

Penalties and Sanctions

To the Company's knowledge, no proposed director or personal holding companies of any proposed director of the Company has been subject to:

- (a) 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
- (b) 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.

Other Business

Management of the Company knows of no matters to come before the Meeting other than those referred to in the Notice of Meeting accompanying this Circular. **However, if any other matters properly come before the Meeting, it is the intention of the Management Designees to vote in accordance with their best judgment on such matters.**

STATEMENT OF EXECUTIVE COMPENSATION

For the purposes of this Circular:

- (a) “**CEO**” of the Company means each individual who served as Chief Executive Officer of the Company or acted in a similar capacity, for any part of the most recently completed financial year;
- (b) “**CFO**” of the Company means each individual who served as Chief Financial Officer of the Company or acted in a similar capacity, for any part of the most recently completed financial year;
- (d) “**NEO**” or “**Named Executive Officer**” means each of the following individuals:
 - (i) a CEO;
 - (ii) a CFO;
 - (iii) each of the three most highly compensated executive officers of the Company, including any of its subsidiaries, or the three most highly compensated individuals acting in a similar capacity, other than the CEO and CFO, at the end of the most recently completed financial year whose total compensation was, individually, more than \$150,000, as determined in accordance with subsection 1.3(6) of Form 51-102F6 *Statement of Executive Compensation*, for that financial year; and
 - (iv) each individual who would have been an NEO under paragraph (iii) but for the fact that the individual was neither an executive officer of the Company or its subsidiaries, nor acting in a similar capacity, at the end of the most recently completed financial year;

- (e) “**non-equity incentive plan**” means an incentive plan, or portion of an incentive plan that is not an equity incentive plan;
- (f) “**option-based award**” means an award under an equity incentive plan of options, including, for greater certainty, share options, share appreciation rights, and similar instruments that have option-like features; and
- (g) “**share-based award**” means an award under an equity incentive plan of equity-based instruments that do not have option-like features, including, for greater certainty, common shares, restricted shares, restricted share units, performance share units, deferred share units, phantom shares, phantom share units, common share equivalent units, and stock.

Compensation Discussion and Analysis

This section of this Circular contains a discussion of the elements of compensation earned by the Company’s Named Executive Officers, who include Joey St-Aubin (President and Chief Executive Officer), Ivan Wu (Chief Financial Officer), Michael F. Gellard (Executive Vice-President), Rita Price (Vice-President, People & Culture) and S. Liana Guiry (Vice-President, Sales, Marketing & Customer Experience) for the most recently completed financial year.

Human Resource and Compensation Committee

The Human Resource and Compensation Committee (the “**Compensation Committee**”) was appointed by the Board and it currently consists of Doug Brownridge (Chair), Don Crowe and Frank Barker. Doug Brownridge and Don Crowe are independent, whereas Frank Barker is not independent due to his interests in the Company’s principal shareholder. The responsibilities of the Compensation Committee are primarily to administer the Company’s compensation plans and to make recommendations to the Board on the remuneration of senior officers and directors of the Company, the evaluation of the CEO and succession planning.

He also serves as a Forum Chair with Mackay CEO Forums. During his career, Mr. Brownridge has gained extensive experience with human resource related matters and brings this experience to the Compensation Committee.

Don Crowe is the Chair and CEO of Arena Sports Inc. with more than 30 years of senior management experience and dealing with executive compensation related matters in his companies. Mr. Crowe is also a member of the Company’s Audit Committee.

Frank Barker is a financial professional with more than 35 years of financial and operations management experience. During his career, Mr. Barker has dealt with numerous executive compensation related matters and brings this experience to the Compensation Committee.

The Compensation Committee is responsible for making recommendations to the Board concerning the compensation to be paid to the Company’s senior Management, directors and chairs of Board committees.

The Board has adopted a Compensation Committee Charter, which charges the Compensation Committee with responsibility for development and review of a set of compensation guidelines. The following factors are among those the Committee must consider when determining the compensation to be paid to directors:

- market practices for comparable companies, and
- the need to ensure that the compensation paid to directors does not compromise the independence of any of the directors.

The following factors are among those the Compensation Committee must consider when determining the compensation to be paid to executive officers:

- performance by the individual,

- performance by the Company, and
- the need to ensure that compensation is at a level that allows the Company to attract and retain the calibre of individuals it needs to achieve its desired growth and performance targets.

The Compensation Committee has determined that it is appropriate to maintain a degree of flexibility and subjectivity in applying these factors, rather than taking a strictly formulaic approach to determining the appropriate compensation for directors and executive officers.

In determining the appropriate amounts and components of the compensation to be paid to directors and executive officers, the Company seeks to:

- provide total compensation which is closely linked to the Company's performance and to individual performance,
- align the interests of the Company's executives with those of its shareholders through potential stock ownership or an equivalent whose value is linked to enterprise value, and
- ensure that compensation and benefits are at levels which enable the Company to attract and retain the calibre of executives it needs to achieve its desired growth targets and performance targets.

Elements of Executive Compensation

The Company has three elements of compensation to executive officers: (i) base salary; (ii) performance-based compensation through a short-term incentive program ("STIP"); and (iii) long-term compensation through a long-term incentive program ("LTIP").

The Company believes that the best interests of shareholders will be served if the annual total cash compensation paid to its executive officers comprises a combination of guaranteed base salary and a variable cash incentive component linked to corporate and divisional performance. Cash compensation accounts for at least 96% of the total compensation paid to the Company's executives. The remaining 4% or less is comprised of fixed perquisites and benefits.

Base Salary

The base salaries paid to the Company's executive officers are based upon the Company's assessment of the salaries required to attract and retain the caliber of executives it needs to achieve its desired growth and performance targets.

STIP

The Company has a STIP in place for its executive officers where members of the Company's executive group are eligible to earn a certain percentage of their base salary in cash if the Company achieves specific targets that propel the company to and past its strategic objectives in the areas of people, customers, strategic initiatives, and financial objectives measured by revenue and operating earnings performance.

During the 2024 fiscal year, the executive group achieved certain targets related to revenue generation, operating earnings, and execution of projects in line with the Company's strategic pillars.

Long-term Incentives

The Compensation Committee believes that, from time to time, it is appropriate to award longer term incentives in the form of stock-based or enterprise-value-based compensation programs to directors and officers. The amount and terms of any outstanding longer-term incentives are taken into account when the Company considers whether and how many new longer-term incentives to grant. The Company does not currently have a stock option plan, primarily as a result of the limited liquidity of the Shares, as indicated by the low trading volume of those Shares on the Toronto Stock Exchange ("TSX").

The previous long-term incentive program (the “**2019 LTIP**”) that began November 29, 2019, reached maturity at December 31, 2022. The 2019 LTIP was intended to provide an incentive for directors and key employees of the Company and its subsidiaries by providing a financial benefit when the defined enterprise value of the Company increased. The 2019 LTIP provided for payments in cash, rather than the issuance of Shares, to directors, officers and key employees of the Company. The units granted on January 1, 2020, had a vesting period of three years and entitled each unit holder to receive a cash payment equal to any increase in “enterprise value” per Share between (a) the “enterprise value” per Share as calculated at December 31, 2018, and (b) the “enterprise value” per Share as calculated at the end of the vesting period (i.e., December 31, 2022). The “enterprise value” per Share was determined as at the relevant time by a formula set out in the 2019 LTIP, which was intended to approximate the value of the Company as a whole at such time. There were no payments of incentives related to the 2019 LTIP as the calculated enterprise value of the Company at December 31, 2022 was below that of December 31, 2018, largely due to the cessation and limitation of operations that occurred during the COVID pandemic.

In February 2023, the Company’s board of directors approved a new LTIP (the “**2023 LTIP**”). Similar to the 2019 LTIP, the 2023 LTIP provides for the grant of units, which are intended to provide an incentive for directors, a consultant and key employees of the Company and its subsidiaries by providing a financial benefit when the LTIP-enterprise value of the Company increases over time. The LTIP-enterprise value (“LTIP value”) is calculated based on a board-approved formula that includes operating earnings, capital expenditures, debt levels and surplus cash. The base LTIP value was calculated using the audited financial statements as at and for the year ended December 31, 2022 for purposes of the units granted in 2023. Units were granted to directors and key employees evenly over a three-year period in each of March 2023, March 2024 and March 2025. The units granted in March 2023 will vest at end of December 2025; units granted in 2024 will vest at end of December 2026; and units granted in 2025 will vest at December 31, 2027, provided that:

- if any key employee or consultant who is not also a director is terminated for cause or voluntarily resigns, all units granted to such individual will be cancelled;
- if a key employee retires (provided they are at least 60 years of age or has worked for the Company for at least 25 years), is terminated without cause or dies (provided they have been an employee for at least one year), or becomes permanently disabled and entitled to long term disability benefits, then the units shall be automatically exercised at that time; and
- if a director ceases to be a member of the Board other than by reason of resignation or misconduct, then the units shall be automatically exercised at that time.

The payment of cash incentives related to units granted in 2023 will be based on any increase in LTIP value as at December 31, 2025, compared to the base LTIP value calculated as at December 31, 2022 (which was determined to be \$2.71 per unit), to determine the amount of incentives for payment. For units granted in 2024, payment of cash incentives will be based on any increase in LTIP value as at December 31, 2026 compared to the base LTIP value calculated using the audited financial statements as at and for the year ended December 31, 2023 (which was determined to be \$3.81 per unit). For units to be granted in 2025, payment of cash incentives will be based on any increase in LTIP value as at December 31, 2027 compared to the base LTIP value calculated using the audited financial statements as at and for the year ended December 31, 2024 (which was determined to be \$6.56 per unit).

For accounting purposes, the liability to meet the obligations of future estimated payments related to the 2023 LTIP is proportionately recorded in the Company’s consolidated financial statements each year based on projected LTIP values and related International Financial Reporting Standards guidance.

Perquisites and Benefits

The Company also provides certain executive benefits and perquisites, as the Compensation Committee has determined that doing so is necessary to offer competitive compensation to its executives. These perquisites tend to be relatively modest and form a small percentage of the total compensation paid to the Named Executive Officers. During 2024, the only such benefit was a car allowances totalling \$8,400 paid to one of the NEOs.

Anti-Hedging Policy

The Company does not have an anti-hedging policy in place that would restrict a NEO or director from purchasing financial instruments designed to hedge or offset a decrease in market value of equity securities of the Company granted as compensation or held, directly or indirectly, by the NEO or director, since none of the directors' or executive officers' compensation consists of equity securities of the Company.

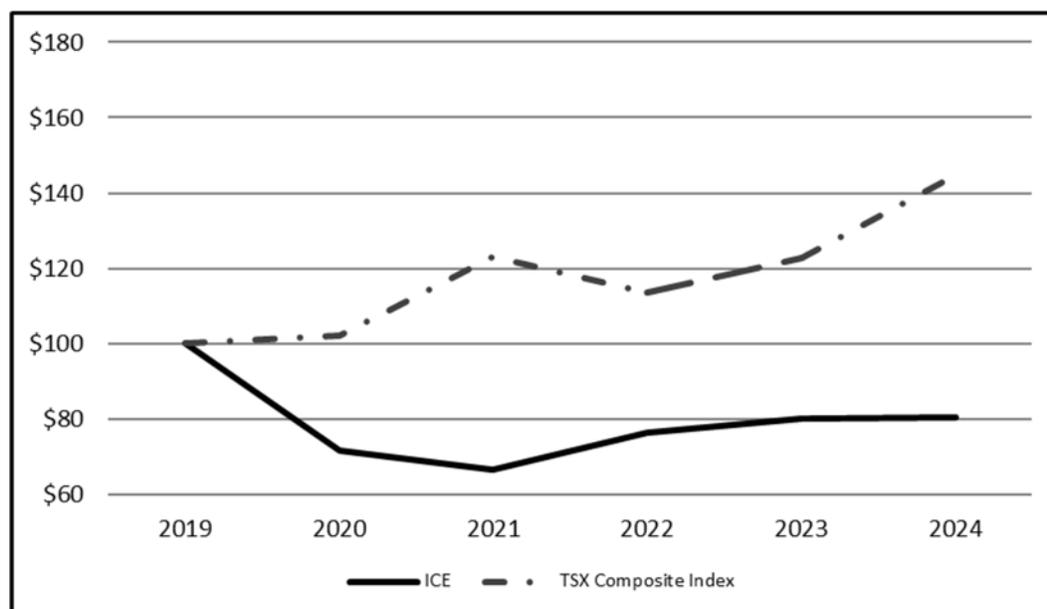
Risk Assessment and Oversight

The Company has assessed its compensation programs, policies and practices for its executives relative to risk and whether they create a reasonable likelihood of a material adverse effect on the Company. Based on this assessment, which also considered the control environment and approval processes in place, the Compensation Committee believes that the Company's executive compensation program encourages the taking of risks that are reasonable, appropriate and properly managed, while not encouraging Management to take unreasonable risks relating to the Company's business. Executives are not rewarded for taking excessive or inappropriate risks or those that would have a material adverse effect on the Company for the following reasons:

- (i) the total compensation package consists of both base (or fixed) and variable compensation, based on both short term (one year or less) and long term (more than one year) performance;
- (ii) the performance metrics for variable compensation include key strategic objectives for the Company, including revenue and operating earnings growth;
- (iii) the Company's 2023 LTIP is subject to a three-year vesting period, reducing incentives on the part of executives to take any imprudent short-term risks; and
- (iv) the Company's strict internal financial controls are subject to external audit.

Performance Graph

The following graph compares the annual change in the cumulative total shareholder return (“TSR”) over the last 5 years on a \$100.00 investment in Shares (ticker symbol: ICE) on December 31, 2019 with the cumulative total return on the TSX Composite Index, assuming reinvestment of dividends at 100% of the market price on each of the dividend payment dates. The Company commenced paying dividends on January 17, 2011, although it temporarily suspended dividends from March 24, 2020 to September 30, 2022 as an austerity measure to mitigate the effects that the COVID-19 pandemic had on business operations. Quarterly dividends were resumed starting October 1, 2022.



Total return on \$100 invested on December 31, 2019:

	2020	2021	2022	2023	2024
CANLAN ICE SPORTS CORP.	\$71.57	\$66.67	\$76.47	\$80.20	\$80.39
TSX COMPOSITE INDEX	\$102.17	\$123.08	\$113.61	\$122.83	\$144.92

The price of the Shares decreased by approximately 33% from December 31, 2019 to December 31, 2021 and increased by approximately 12% from December 31, 2021 to December 31, 2024. The Share price fluctuated substantially over the past four years reflecting pandemic-related effects on the business in 2020 and 2021 and then the recovery of business operations after the pandemic ended. It should also be noted that market trading of the Shares is limited by the concentration of share ownership by the principal holder of voting shares (see Voting Securities and Principal Holders of Voting Securities). Therefore, caution should be exercised when comparing TSR performance and total NEO compensation.

Summary of Compensation

The following table sets out all compensation paid during the specified financial years to the NEOs during the financial year ended December 31, 2024:

Summary Compensation Table

Name and principal position	Year	Salary (\$)	Share-based awards (\$)	Option-based awards (\$)	Non-equity incentive plan compensation (\$)		Pension value (\$)	All other compensation (\$)	Total compensation (\$)
					Annual incentive plans ⁽¹⁾	Long-term incentive plans ⁽⁶⁾			
Joey St-Aubin President and Chief Executive Officer	2024	400,000	n/a	n/a	212,000	0	n/a	24,200 ⁽²⁾	636,200
	2023	380,000	n/a	n/a	141,600	0	n/a	21,400	543,000
	2022	363,900	n/a	n/a	121,300	0	n/a	21,900	507,100
Michael F. Gellard ⁽⁴⁾ Executive Vice- President	2024	325,500	n/a	n/a	86,800	0	n/a	13,000 ⁽⁵⁾	425,300
	2023	313,600	n/a	n/a	73,700	0	n/a	12,500	399,800
	2022	304,500	n/a	n/a	39,700	0	n/a	12,200	356,400
Ivan Wu Chief Financial Officer	2024	253,000	n/a	n/a	87,500	0	n/a	10,100 ⁽³⁾	350,600
	2023	235,000	n/a	n/a	72,900	0	n/a	9,400	317,300
	2022	224,000	n/a	n/a	46,900	0	n/a	9,000	279,900
Rita Price Vice-President, People & Culture	2024	195,000	n/a	n/a	87,700	0	n/a	1,100 ⁽³⁾	283,800
	2023	185,000	n/a	n/a	88,800	0	n/a	2,600	276,400
	2022	175,000	n/a	n/a	47,200	0	n/a	3,500	225,700
S. Liana Guiry Vice-President, Sales, Marketing & Customer Experience	2024	200,000	n/a	n/a	43,800	0	n/a	4,000 ⁽³⁾	247,800
	2023	190,000	n/a	n/a	48,500	0	n/a	3,800	242,300
	2022	175,000	n/a	n/a	39,600	0	n/a	300	214,900

- Notes:
- (1) Cash compensation. See “Elements of Executive Compensation - STIP”.
 - (2) Includes \$15,800 with respect to contributions made by the Company under the Company-sponsored RRSP program and \$8,400 with respect to an auto allowance.
 - (3) Contributions made by the Company under the Company-sponsored RRSP program.
 - (4) After 28 years of service, Mr. Gellard retired as Executive Vice-President of the Company effective December 31, 2024.
 - (5) Includes \$13,000 with respect to contributions made by the Company during 2024 under the Company’s RRSP matching program and \$716,000 related to a retirement compensation package, of which \$651,000 is to be paid to Mr. Gellard in equal instalments over a period of 24 months from January 2025 and \$26,000 to fund a continuance of health insurance coverage and \$26,000 to fund the Company’s portion of the RRSP matching program for a period of 24 months from January 2025. Upon his retirement, units granted to Mr. Gellard under the 2023 LTIP in 2023 and 2024 are deemed to be exercised and the amount of \$352,000 will be paid to Mr. Gellard in 2025 (see Incentive Plan Awards”). This retirement compensation was approved by the Board.
 - (6) See “Elements of Executive Compensation – Long-Term Incentives”. No payments have been made under long-term incentive plans for the applicable years.

Incentive Plan Awards

In February 2023, the Board approved a new LTIP and terminated the previous 2019 LTIP. See “Elements of Executive Compensation - Long-term Incentives”.

Units of the 2023 LTIP were granted to directors and Named Executive Officers during 2024 as follows:

- 66,667 units were granted to Mr. St-Aubin at Chief Executive Officer;
- 53,333 units were granted to each of Mr. Gellard (as Executive Vice-President) and Mr. Wu (as Chief Financial Officer);
- 30,000 units were granted to each of Ms. Rita Price (as Vice-President, People and Culture) and Ms. S. Liana Guiry (as Vice-President, Sales, Marketing and Customer Experience);

- 25,000 units were granted to Mr. D'Souza as Chair of the Board and 17,000 units were granted to each of Mr. F. Barker, Mr. G. Barker, Mr. Brownridge, Ms. Carras, Mr. Crowe, and Mr. McMullen, as members of the Board.

Pension Plan Benefits

The Company does not have defined benefit or defined contribution pension plans. A Company-sponsored RRSP program became effective as of January 1, 2010. The program is available to full-time employees who have been working for the Company for at least one year. Under the program, the Company will match RRSP contributions made by an employee to the following limits: (a) up to 2% of earnings for employees with between one and three years of service; and (b) up to 4% of earnings for employees with four or more years of service.

The Company paid a total of \$44,000 under the program on behalf of the NEOs during 2024.

Termination and Change of Control Benefits

Mr. Gellard retired as Executive Vice-President of the Company effective December 31, 2024, after 28 years of service to the Company. In connection with his retirement, the Board approved retirement compensation for Mr. Gellard in the amount of \$716,000, of which \$651,000 is to be paid to Mr. Gellard in equal instalments over a period of 24 months from January 2025 (less statutory withholdings) and \$65,000 to provide a continuance of health insurance coverage for a period of 24 months from January 2025.

Employment agreements entered into between the Company and Mr. St-Aubin in 2014 and between the Company and Mr. Wu in 2020 contain termination and change of control provisions, as discussed further below.

Termination

Pursuant to his employment agreement with the Company, the Company may terminate the employment of Mr. St-Aubin, CEO, at any time without cause. If, except in the course of a Change of Control (as described below), the Company chooses to terminate Mr. St-Aubin's employment without cause, then, upon receipt of a release in form acceptable to the Company, and provided that Mr. St-Aubin is not in breach of the confidentiality and 6-month non-competition provisions imposed by his employment agreement, the Company will pay Mr. St-Aubin an amount equal to two years of his then-current annual base salary (\$400,000 per year as of December 31, 2024) plus two years of his car allowance (\$8,400 per year as of December 31, 2024) and, to the extent that such plans permit, Mr. St-Aubin will be entitled to continue to participate on the same basis for a maximum of two years in any benefit programs in which he was a participant when his employment was terminated, as those programs may be amended or discontinued by the Company from time to time.

Pursuant to his employment agreement with the Company, the Company may terminate the employment of Mr. Wu, Chief Financial Officer, at any time without cause. If, except in the course of a Change of Control (as described below), the Company chooses to terminate Mr. Wu's employment without cause, then, upon receipt of a release in form acceptable to the Company, and provided that Mr. Wu is not in breach of the confidentiality and 6-month non-competition provisions imposed by his employment agreement, the Company will pay Mr. Wu an amount equal to two years of his then-current annual base salary (\$253,000 per year as of December 31, 2024) and, to the extent that such plans permit, Mr. Wu will be entitled to continue to participate on the same basis for a maximum of two years in any benefit programs in which he was a participant when his employment was terminated, as those programs may be amended or discontinued by the Company from time to time.

Change of Control

A Change of Control is deemed to have occurred under the employment agreements of Mr. St-Aubin and Mr. Wu on the date on which, by one or more transactions (a) a sale or transfer of all, or substantially all, of the assets of the Company closes; or (b) a person, other than a person affiliated (where "affiliated" is given the same meaning as it is given in the B.C. *Business Corporations Act*) with Bartrac, directly or indirectly becomes the beneficial owner of more than 50% of the Company's outstanding voting securities or rights to acquire such securities, except where the principal purchase of the transaction or transactions, as determined by the Board, is to raise equity financing; or (c) the Company merges or

amalgamates with one or more other entities and a person, other than Bartrac or a person affiliated with Bartrac, directly or indirectly becomes the beneficial owner of more than 50% of the resulting entity's outstanding voting securities or rights to acquire such securities.

If Mr. St-Aubin's employment is terminated without cause in the course of a Change of Control and Mr. St-Aubin is not offered employment on substantially the same terms as those on which he was employed by the Company immediately before the date of the Change of Control by (a) the entity or one or more of the entities which acquired all, or substantially all, of the assets of the Company in the circumstances contemplated by (a) above; or (b) the Company, in the circumstances contemplated by (b) above; or (c) the resulting entity, in the circumstances contemplated by (c) above; then, upon receipt of a release in form acceptable to the Company, and provided that Mr. St-Aubin is not in breach of the confidentiality and 6-month non-competition provisions imposed by his employment agreement, the Company will pay Mr. St-Aubin an amount equal to two years of his then-current annual base salary (\$400,000 per year as of December 31, 2024) plus two years of his car allowance (currently \$8,400 per year) and to the extent such plans permit, Mr. St-Aubin will be entitled to continue to participate on the same basis for a maximum of two years in any benefit programs in which he was a participant when his employment was terminated and which permit post-termination participation, as those programs may be amended or discontinued from time to time.

If Mr. Wu's employment is terminated without cause in the course of a Change of Control and Mr. Wu is not offered employment on substantially the same terms as those on which he was employed by the Company immediately before the date of the Change of Control by (a) the entity or one or more of the entities which acquired all, or substantially all, of the assets of the Company in the circumstances contemplated by (a) above; or (b) the Company, in the circumstances contemplated by (b) above; or (c) the resulting entity, in the circumstances contemplated by (c) above; then, upon receipt of a release in form acceptable to the Company, and provided that Mr. Wu is not in breach of the confidentiality and 6-month non-competition provisions imposed by his employment agreement, the Company will pay Mr. Wu an amount equal to two years of his then-current annual base salary (\$253,000 per year as of December 31, 2024) and to the extent such plans permit, Mr. Wu will be entitled to continue to participate on the same basis for a maximum of two years in any benefit programs in which he was a participant when his employment was terminated and which permit post-termination participation, as those programs may be amended or discontinued from time to time.

Director Compensation

The following table provides information concerning the compensation paid to all the Company's directors during 2024:

Name	Fees earned (\$)	Share-based awards (\$)	Option-based awards(\$)	Non-equity incentive plan compensation (\$)	Pension value (\$)	All other compensation (\$)	Total (\$)
Frank D. Barker	29,700	0	0	0	n/a	0	29,700
Geoffrey J. Barker	17,300	0	0	0	n/a	0	17,300
Doug Brownridge	28,400	0	0	0	n/a	0	28,400
Don Crowe	25,300	0	0	0	n/a	0	25,300
Victor D'Souza	72,800	0	0	0	n/a	0	72,800
Chris McMullen	35,100	0	0	0	n/a	0	35,100
Connie Carras	29,600	0	0	0	n/a	0	26,600
Joey St-Aubin ⁽¹⁾	0	0	0	0	n/a	0	0

Notes:

(1) Mr. St-Aubin did not receive any additional compensation for acting as a director during 2024. The compensation he received for acting as President and Chief Executive Officer is set out above.

During 2024, directors were compensated for their services as follows:

- Directors of the Company (other than Board Chair and the President and CEO) received an annual retainer fee of \$17,300 (paid quarterly) for acting as a director.
- Chair of the Board received an annual fee of \$57,500 (paid quarterly) for acting as Chair.
- Members of the Audit Committee (other than Chair of the Committee) will receive an annual retainer fee of \$5,800 (paid quarterly) for serving on the Committee.
- Chair of the Audit Committee will receive an annual fee of \$13,700 (paid quarterly) for acting as Chair of the Committee.
- Members of the Compensation Committee (other than Chair of the Committee) will receive an annual retainer fee of \$2,400 (paid quarterly) for serving on the Committee.
- Chair of the Compensation Committee will receive an annual fee of \$9,000 (paid quarterly) for acting as Chair of the Committee.
- Attendees of Governance and Nominating Committee meetings will receive \$1,000 per meeting.
- Members of the Strategic Risk Committee (other than Chair of the Committee) will receive an annual retainer fee of \$2,400 (paid quarterly) for serving on the Committee.
- Chair of the Strategic Risk Committee will receive an annual fee of \$5,800 (paid quarterly) for acting as Chair of the Committee.
- Attendees of Finance Committee meetings will receive \$1,000 per meeting.
- Chair of the Finance Committee will receive an annual fee of \$4,100 (paid quarterly) for acting as Chair of the Committee.

The following table provides a breakdown of compensation paid to the Company's directors and number of meetings attended during 2024:

					Number of Meetings Attended					
	Chair	Retainer Fee	Per Meeting Fee	Total Fees	Board	Audit Committee	Compensation Committee	Governance & Nominating Committee	Finance Committee	Strategic Risk Committee
Frank D. Barker	-	19,600	10,100	29,700	7	-	5	1	9	-
Geoffrey J. Barker	-	17,300	-	17,300	7	-	-	-	-	-
Doug Brownridge	8,800 ⁽²⁾	19,600	-	28,400	7	-	8	-	-	2
Don Crowe	-	25,300	-	25,300	6	4	5	-	-	-
Victor D'Souza	60,700 ⁽¹⁾ ⁽³⁾	-	12,100	72,800	7	4	4	1	11	2
Chris McMullen	13,500 ⁽⁴⁾	19,600	2,000	35,100	6	4	1	-	2	2
Connie Carras	5,700 ⁽⁵⁾	22,900	1,000	29,600	7	5	-	1	-	2
Joey St-Aubin ⁽⁶⁾	-	-	-	-	7	4	2	n/a	n/a	1

Notes:

- (1) Chair of Governance & Nominating Committee.
- (2) Chair of Compensation Committee.
- (3) Chair of the Board
- (4) Chair of Audit Committee
- (5) Chair of Strategic Risk Committee
- (6) President and CEO of the Company

Director and Officer Liability Insurance

Director and officer liability insurance is in effect for the benefit of the Company and its subsidiaries and its directors and officers against liability incurred by such directors and officers in their capacity as directors and officers, subject to restrictions contained in the *Business Corporations Act* (British Columbia). The total premium, which was borne by the Company, amounted to \$24,200 in 2024. The policy provides coverage of approximately \$5,000,000 to each director and officer, subject to a maximum total liability of approximately \$5,000,000 in any policy year. Each claim is subject to a deductible of \$50,000 in respect of any loss by the Company because of indemnification requirements.

SECURITIES AUTHORIZED FOR ISSUANCE UNDER EQUITY COMPENSATION PLANS

Neither the Company nor its subsidiaries have a stock option plan or other compensation plans or individual compensation arrangements under which securities of the Company are authorized for issuance.

INDEBTEDNESS OF DIRECTORS AND EXECUTIVE OFFICERS

None of the Company's directors, nominee directors, executive officers or employees, or former directors, executive officers or employees, nor any associate of such individuals, is at the date of this Circular, or has been, during the year ended December 31, 2024, indebted to the Company or any of its subsidiaries in connection with the purchase of securities or

otherwise. In addition, no indebtedness of these individuals to another entity has been the subject of a guarantee, support agreement, letter of credit or similar arrangement or understanding provided by the Company or any of its subsidiaries.

INTEREST OF INFORMED PERSONS IN MATERIAL TRANSACTIONS

For the purposes of this Circular, “**informed person**” means:

- (a) a director or executive officer of the Company;
- (b) a director or executive officer of a person or company that is itself an informed person or subsidiary of the Company;
- (c) any person or company who beneficially owns, or controls or directs, directly or indirectly, voting securities of the Company or a combination of both carrying more than 10% of the voting rights attached to all outstanding voting securities of the Company other than voting securities held by the person or company as underwriter in the course of a distribution; and
- (d) the Company, if it has purchased, redeemed or otherwise acquired any of its securities, for so long as it holds any of its securities.

No informed person, no proposed director of the Company and no associate or affiliate of any such informed person or proposed director, has any material interest, direct or indirect, in any transaction since the commencement of the Company’s last completed financial year or in any proposed transaction which has materially affected or would materially affect the Company or any of its subsidiaries.

MANAGEMENT CONTRACTS

Management functions of the Company and any subsidiary of the Company are not, to any substantial degree, performed by a person other than the directors or executive officers of the Company or its subsidiaries.

AUDIT COMMITTEE DISCLOSURE

National Instrument 52-110 - *Audit Committees* (“**NI 52 110**”) requires the Company to disclose annually in its Annual Information Form certain information concerning the constitution of its audit committee and its relationship with its independent auditors. Such information can be found at pages 34 to 35 of the Company’s Annual Information Form dated March 21, 2025 for the financial year ended December 31, 2024, with the full text of the Company’s Audit Committee Charter included as a Schedule to such Annual Information Form, a copy of which is available online at www.sedarplus.ca. A copy will be provided free of charge to any securityholder of the Company upon request.

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

Corporate Governance Disclosure

The following disclosure is provided in accordance with the requirements of National Instrument 58-101 - *Disclosure of Corporate Governance Practices*.

Board of Directors

Based upon the criteria set out in NI 52-110, Joey St-Aubin, as a current executive officer, is not an independent director. Frank Barker and Geoffrey Barker are not independent directors due to their interests in the Company’s principal shareholder, Bartrac. The majority of the Board’s directors, namely Victor D’Souza (who, as part-time Chair, does not exercise any management functions), Doug Brownridge, Don Crowe, Connie Carras and Chris McMullen, are all

independent directors. Five of the current directors who are proposed for re-election are independent and three are not independent.

Although the Company's Corporate Governance Guidelines permit the independent directors to hold meetings at which the non-independent directors and members of Management are not in attendance, the independent directors have not held such meetings and have not scheduled any such meetings since the majority of the Board, and the Chair of the Board, are independent directors. The Board does not regularly hold meetings in which members of Management and non-independent directors are not in attendance. Accordingly, in order to facilitate open and candid discussion, the Board conducts in-camera sessions during Board meetings where management is excused from the meetings to enable directors to conduct open and candid discussions.

Frank Barker, Geoffrey Barker, Doug Brownridge, Connie Carras, Victor D'Souza, Chris McMullen and Joey St-Aubin attended all of the seven Board meetings held during 2024; Don Crowe attended six of the Board meetings held during 2024. All the directors nominated for election attended the two Board meetings held to date in 2025.

None of the directors of the Company are presently a director of any other reporting issuer (or the equivalent in a jurisdiction in Canada or outside of Canada).

Board Mandate

The Board has adopted a written mandate that sets out its roles and responsibilities, which we reproduce in the Schedule attached to this Circular.

Committees of the Board

The Board has established five committees: the Compensation Committee, the Governance and Nominating Committee, the Audit Committee, the Finance Committee and the Strategic Risk Committee. The Board has also adopted written Corporate Governance Guidelines, a Compensation Committee Charter, a Governance and Nominating Committee Charter, an Audit Committee Charter and a Code of Conduct and Business Ethics. Copies of these documents are available on the SEDAR plus website at www.sedarplus.ca and on the Company's website at www.canlansports.com.

The Chairs and members of the Board's committees are as follows:

- **Audit Committee** - Chris McMullen (Chair), Don Crowe, and Connie Carras;
- **Compensation Committee** - Doug Brownridge (Chair), Frank Barker, and Don Crowe (See "*Statement of Executive Compensation - Compensation Committee*");
- **Governance and Nominating Committee** – Victor D'Souza (Chair), Frank Barker and Connie Carras;
- **Strategic Risk Committee** - Connie Carras (Chair), Doug Brownridge and Chris McMullen;
- **Finance Committee** - Victor D'Souza (Chair), Chris McMullen, and Frank Barker.

Position Descriptions

The Board has developed written position descriptions for the Chair of the Board, the Chief Executive Officer and the chairs of each Board committee.

Orientation and Continuing Education

Pursuant to the Company's Corporate Governance Guidelines, Management is to establish an orientation program for new directors that provides new directors with information about the Company and its business, and about the roles of the Board and its committees. The Governance and Nominating Committee oversee this orientation program.

Members of the Board may ask Management to prepare, or to arrange the preparation of, educational materials for the Board on matters relevant to the Company and its business, to ensure that the Board members' knowledge and understanding of the Company's business remains current.

The Company has adopted a Governance and Nominating Committee Charter, which charges the Governance and Nominating Committee with responsibility for overseeing the establishment by Management of an orientation program for new directors. As part of that program, Management provides new directors with an information package concerning the Company's current business and the roles of the Board and its committees in advancing the Company's businesses. The Company also provides detailed financial information for the most recent year and interim period, in addition to requiring the President and Chief Executive Officer to meet separately with the new director to discuss the business operations and to answer any questions.

Ethical Business Conduct

The Company has a written Code of Conduct and Business Ethics (the "Code"), which requires annual sign-off by all directors, officers and employees through the Company's intranet and other digital platforms. A copy of the Code is available at www.sedarplus.ca and the Company's website. The Board has delegated the task of monitoring compliance with the Code to the Governance and Nominating Committee. However, only the Board may grant a waiver from compliance with the terms of the Code. No material change reports have been filed pertaining to any conduct of a director or executive officer that constitutes a departure from the Code.

Under the Company's Corporate Governance Guidelines, the directors are required to disclose to the Board (and to any applicable committee) any financial interest or personal interest in any contract or transaction that is being considered by the Board or committee for approval. The interested director shall abstain from voting on the matter and, in most cases, should leave the meeting while the remaining directors discuss and vote on such matter. Disclosed conflicts of interest will be documented in the minutes of the meeting.

Under corporate law, the directors are required to disclose to the Board (and to any applicable committee) any financial interest or personal interest in any contract or transaction that is being considered by the Board or committee for approval that they or an associate may have. The interested director shall abstain from voting on the matter and, in most cases, should leave the meeting while the remaining directors discuss and vote on such matter. Disclosed conflicts of interest are documented in the minutes of the meeting.

The Board has instructed the Company to circulate the Code to all directors, officers and senior managers of the Company on an annual basis. This was most recently completed in April 2025. In addition, all new employees are required to learn the Company's values and code of conduct as part of their onboarding program.

Nomination of Directors

The Governance and Nominating Committee is responsible for developing a set of corporate governance guidelines, helping the Board develop a long-term plan for the composition of the Board, identifying qualified individuals for membership on the Board, recommending to the Board any new director nominees, and evaluating the performance of the Board, the committees, and the committee chairs. Based upon the criteria set out in NI 52-110, Mr. D'Souza and Ms. Carras are independent directors on the Governance and Nominating Committee. Frank D. Barker is not an independent member of the committee, but since he is not an executive officer of the Company, the Board believes the Governance and Nominating Committee encourages an objective nomination process.

In fulfilling its role of identifying qualified individuals for membership on the Board, the Governance and Nominating Committee develops and reviews a long-term plan for the composition of the Board, which takes into consideration the competencies that the Board should possess, including:

- the competency and skills possessed by current Board members,
- the competency and skills that each new nominee will bring to the Board, and

- the extent to which each new nominee can devote sufficient time and resources to his or her duties as a director.

Each director nominee has a wealth of experience in leadership, governance and strategic planning and collectively they possess the skills and expertise that enable the Board to carry out its responsibilities. The Committee has developed a skills matrix that it uses to assess the Board's overall strengths and to assist the Board's ongoing renewal process including the recruitment of new directors. Potential nominees to the board are vetted by the Committee with a particular focus on recruiting Board members that expands the Board's skill sets in areas that might be underrepresented as a result of retirement of directors and that recognize the strategic objectives of the Company. Due diligence on potential nominees is conducted and the Committee then recommends nominees to the Board for its consideration and for their nomination at the Company's annual general meeting. The following is a list of the attributes that the Committee considered in recruiting the three most recent nominees to the Board:

1. Senior management experience in at least one of Finance, Operations, Technology, Marketing and people management/development.
2. Experience in strategy development and risk assessment.
3. Relevant industry knowledge.
4. Prior corporate governance experience.
5. M&A experience.
6. Business experience in the US, technology development and real estate.
7. Diversity.

The Corporate Governance Guidelines adopted by the Company provide that the opinions of all committee members must be treated with respect, on the belief that committees are best served by an open and frank exchange of views.

Compensation

The Compensation Committee is responsible for making recommendations to the Board concerning the compensation to be paid to the Company's senior Management, the directors and the chairs of committees of the Board. Further, the Compensation Committee is responsible for administering any benefit plans adopted by the Company and preparing and reviewing the Company's succession plan.

Based upon the criteria set out in NI 52-110, Mr. Brownridge and Mr. Crowe are currently independent directors on the Compensation Committee. Frank D. Barker is not an independent member of the Compensation Committee due to his involvement with the Company's majority shareholder, but since he is not an executive officer of the Company, the Board believes the Compensation Committee follows an objective process for determining compensation.

Other Board Committees

In addition to the Audit Committee, the Compensation Committee and the Governance and Nominating Committee, the Board has a Finance Committee and a Strategic Risk Committee.

The Finance Committee is responsible for advising the Board with respect to the Company's growth strategies and the appropriate capital structure to execute such growth strategies.

The Strategic Risk Committee is responsible for reviewing and approving the Company's policies related to risk management and to review other risk management matters as from time to time, the Strategic Risk Committee may consider suitable or the Board may specifically direct. The Strategic Risk Committee is charged with consideration of reports relating

to annual enterprise business risk assessment, business continuity, insurance coverage, financial risk management, and compliance with environmental legislation, on behalf of the Board.

Assessments

The Governance and Nominating Committee of the Board is responsible for conducting an annual performance review of the Board, and the committees of the Board, in accordance with the policies and procedures developed by the Governance and Nominating Committee.

The Governance and Nominating Committee is charged with responsibility for development and review of policies and procedures for annual performance reviews of the Board, each committee, the chair of each committee, and each individual director, and for reporting the results of its reviews to the Board.

Term Limits

The Company does not impose term limits on its directors. While term limits can help ensure the Board gains a fresh perspective, term limits may serve as an arbitrary mechanism for removing directors which can result in valuable, experienced directors being forced to leave the Board solely because of length of service. The Company believes that directors should be assessed based on their ability to continue to make a meaningful contribution to the Board. The Compensation Committee and the Governance and Nominating Committee review the composition of the Board on a regular basis and recommends changes as appropriate.

Diversity

The Company and the Board recognize the importance of diversity, including gender, in the selection of directors and executive officers.

At present the Company does not have a target for gender or visible minority representation on its Board. The Governance and Nominating Committee, as set out above, has diversity as one of its criteria when evaluating potential nominees to the Board. One of the eight directors on the Board (13%) is a woman and the Board will continue to seek to increase its diversity in the coming years.

Similarly, when filling executive officer vacancies, the Board and Management consider skills, experience, and attributes, including gender, to ensure that an appropriate mix of skills and experience is demonstrated by executive officers. While there are no targets in place regarding the representation of women on the group of executive officers, the Company's hiring processes and practices adhere to the Company's Non-discrimination Policy. This policy is to ensure that all individuals have equal opportunities without regard to race, ethnic origin, religion, age, family status or gender. Two of the current six executive officers (33%) of the Company and its major subsidiaries are women. Seven of the 32 persons (22%) employed at the Company's senior management level, which includes facility general managers and department leaders, are women.

ADDITIONAL INFORMATION

Additional information concerning the Company is available on the SEDARplus website at www.sedarplus.ca. Financial information for the Company is provided in the financial statements and MD&A for the year ended December 31, 2024. Shareholders may obtain the Company's financial statements and MD&A by contacting Ivan Wu at the following address:

Ivan Wu, Chief Financial Officer
Canlan Ice Sports Corp.
6501 Sprott Street
Burnaby, B.C., V5B 3B8
(604) 736-9240
iwu@canlansports.com

DIRECTORS' APPROVAL

The contents of this Circular and the sending thereof to the shareholders of the Company have been approved by the Board.

Schedule
CANLAN ICE SPORTS CORP.
(“Canlan” or the “Company”)
Mandate of the
Board of Directors

Overview:

The members of the Board of Directors (the “**Board**”) of Canlan have the duty to supervise the management of the Company’s business and affairs. In discharging its responsibility, the Board will exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances and will act honestly and in good faith with a view to the best interests of the Company.

The Board, directly and through its committees and the chair of the Board (the “**Chair**”), shall provide direction to senior management, generally through Canlan’s Chief Executive Officer (“**CEO**”), to pursue the best interests of the Company.

Duties and Responsibilities

The Board shall have the specific functions and responsibilities outlined below and may, subject to compliance with applicable law, delegate such functions and responsibilities to a committee of the Board. In addition to these responsibilities, the Board shall perform the functions and responsibilities required of a board of directors by the Company’s governing corporate statute, applicable securities laws, the Toronto Stock Exchange (or any other exchange upon which securities of the Company are listed) or any governmental or regulatory body exercising authority over the Company, as are in effect from time to time or as the Board otherwise deems necessary or appropriate.

1. Strategic Planning

The Board will adopt a strategic plan for the Company, which takes into account, among other things, the opportunities and risks of the business. At least annually, the Board shall review and, if advisable, approve the Company’s strategic planning process and the Company’s annual operating plan. In discharging this responsibility, the Board shall review the plan in light of management’s assessment of emerging trends, the competitive environment, the opportunities for the business of the Company, risk issues, and significant business practices and products.

2. Business and Capital Plans

At least annually, the Board shall review and, if advisable, approve the Company’s annual business and capital plans as well as policies and processes generated by management relating to the authorization of major investments and significant allocation of capital.

3. Monitoring Business At least annually, the Board shall review management’s implementation of the Company’s strategic, business and capital plans. The Board shall review and, if advisable, approve any material amendments to, or variances from, these plans.

4. Risk Management

At least bi-annually, the Board through its Strategic Risk Committee, shall review reports provided by management of principal risks associated with the Company’s business and operations to ensure principal risks to the Company’s business have been identified, review the implementation by management of systems to

manage these risks to ensure they are appropriate, and review reports by management relating to the operation of, and any material deficiencies in, these systems.

5. Verification of Internal Controls

The Board, through its Audit Committee, shall verify that internal, financial, non-financial and business control and management information systems have been established by management.

6. Human Resource Management

At least annually, the Board shall review a report of the Board's Human Resource and Compensation Committee ("HRC") concerning the Company's approach to human resource management and executive compensation.

7. Executive Succession

At least annually, the Board shall review the succession plans of the Company for the Chair, the CEO and other executive officers, including the appointment, training and monitoring of persons identified to succeed the current incumbents of such positions.

8. Integrity of Senior Management

The Board shall, to the extent feasible, satisfy itself as to the integrity of the CEO and other executive officers of the Company and that the CEO and other senior officers strive to create a culture of integrity throughout the Company.

9. Corporate Governance

At least annually, the Board shall review a report of the Governance and Nominating Committee concerning the Company's approach to corporate governance, including a set of corporate governance principles and guidelines that are specifically applicable to the Company.

10. Director Independence

At least annually, the Board shall review a report of the Governance and Nominating Committee that evaluates the director independence standards established by the Board and set forth in applicable securities laws (including National Instrument 58-101, *Disclosure of Corporate Governance Practices*) and the Board's ability to act independently from management in fulfilling its duties.

11. Ethics Reporting

The Board has adopted a written Code of Business Conduct and Ethics (the "**Code**") applicable to directors, officers and employees of the Company. At least annually, the Board shall review the report of the Human Resource and Compensation Committee relating to compliance with, or material deficiencies from, the Code and approve changes it considers appropriate. The Board shall review reports from the HRC concerning investigations and any resolutions of complaints received under the Code.

12. Communications

The Board has adopted a Disclosure Policy for the Company that is consistent with the guidelines set forth in National Policy 51-201, *Disclosure Standards*. At least annually, the Board, in conjunction with the CEO, shall review the Company's overall Disclosure Policy, including measures for receiving feedback from the Company's stakeholders, and management's compliance with such policy. The Board shall, if advisable, approve material changes to the Company's Disclosure Policy.

13. Shareholder Communications

The Company endeavors to keep its shareholders informed of its progress through periodic reports and press releases in accordance with applicable law and the principles of good governance and productive shareholder engagement. Directors and management meet with the Company's shareholders at the annual meeting and are available to respond to questions at that time. In addition, the Company shall maintain on its website a contact email address that will permit shareholders to provide feedback directly to the Chair of the Board.

14. Board Composition

The Board is responsible for the composition and organization of the Board, including: the number, qualifications and remuneration of directors; the number of Board meetings; Canadian residency requirements; quorum requirements; meeting procedures and notices of meetings are required by the *Business Corporations Act* (British Columbia) (the "BCBCA"), the *Securities Act* (British Columbia) and the Notice of Articles and Articles of the Company, subject to any exemptions or relief that may be granted from such requirements. Each director must have an understanding of the Company's principal operational and financial objectives, plans and strategies, and financial position and performance. Directors must have sufficient time to carry out their duties and not assume responsibilities that would materially interfere with, or be incompatible with, Board membership. Directors who experience a significant change in their personal circumstances, including a change in their principal occupation, are expected to advise the Chair of the Governance and Nominating Committee.

15. Committees of the Board

The Board has established the following standing committees: the Audit Committee, Human Resource and Compensation Committee, and the Enterprise Risk Management Committee. The Board also has a Finance Committee and the Governance and Nominating Committee that meet as required. Subject to applicable law, the Board may establish other Board committees or merge or dispose of any Board committee.

16. Committee Mandates

The Board has approved mandates for each Board standing committee and shall approve mandates for each new Board standing committee. At least annually, each mandate shall be reviewed by the Board and any suggested amendments brought to the Board for consideration and approval.

17. Delegation to Committees

The Board shall delegate to the applicable committee those duties and responsibilities set out in each Board committee's mandate approved by the Board. Committees will not have authority to make decisions on behalf of the Board but will instead make recommendations to the Board, which will then vote on each recommendation.

18. Board/Committee Communication

To facilitate communication between the Board and each Board committee, each committee chair shall report on material matters discussed, at the first Board meeting after the committee's meeting, to be followed up with written minutes at a later date.

19. Meetings

The Board will meet as often as it considers appropriate to fulfill its duties, but in any event at least once per fiscal quarter. The Chair is primarily responsible for the agenda and for supervising the conduct of the meeting. Any director may propose to the Chair the inclusion of items on the agenda, request the presence of, or a report by any member of senior management, or at any Board meeting raise subjects that are not on the agenda for that meeting. Meetings of the Board shall be conducted in accordance with the Company's Articles. Such Articles may be amended from time to time in accordance with the requirements of the BCBCA.

20. Secretary and Minutes

The Corporate Secretary, his or her designee or any other person the Board requests shall act as secretary of Board meetings. Minutes of Board meetings shall be recorded and maintained by the Corporate Secretary or his designee and subsequently presented to the Board for approval.

21. Meetings Without Management

The independent members of the Board shall hold regularly scheduled meetings, or meet separately during regularly scheduled meetings, at which non-independent directors and members of management are not present.

22. Directors' Responsibilities

Each director is expected to attend all meetings of the Board and any committee of which he or she is a member. Directors will be expected to have read and considered the materials sent to them in advance of each meeting and to actively participate in the meetings.

23. Indemnification and Insurance

The directors are entitled to Company-provided indemnification through the Company's Articles, the BCBCA, indemnity agreements, if and when approved by the Board and entered into by the directors and the Company, and, when available, directors' and officers' liability insurance.

24. Access to Management and Outside Advisors

The Board shall have unrestricted access to management and employees of the Company. The Board shall have the authority to retain and dismiss external legal counsel, consultants or other advisors to assist it in fulfilling its responsibilities and to set and pay the respective reasonable compensation of these advisors without consulting or obtaining the approval of any officer of the Company. The Company shall provide appropriate funding, as determined by the Board, for the services of these advisors.

25. Service on Other Boards

Directors may serve on the boards of other public companies so long as these commitments do not materially interfere and are compatible with their ability to fulfill their duties as a member of the Board. Directors must advise the Chair in advance of accepting an invitation to serve on the board of another public company.

26. Director development and evaluation

Each new director shall participate in the Company's initial orientation program and each director shall participate in the Company's continuing director development programs. At least annually, the Board shall review the Company's initial orientation program and continuing director development programs.

27. Regular Board Assessments

The Board shall ensure that processes are in place to assess the Board, its committees and each individual director regarding his, her or its effectiveness and contribution. The assessments should consider:

- a. In the case of the Board or a Board committee, its mandate or charter, and
- b. In the case of an individual director, the applicable position description(s), as well as the competencies and skills each individual director is expected to bring to the Board.

28. No Rights Created

This Mandate is a statement of broad policies and is intended as a component of the flexible governance framework within which the Board, assisted by its committees, directs the affairs of the Company. While it should be interpreted in the context of all applicable laws, regulations and listing requirements, as well as in the context of the Company's Articles and by-laws, it is not intended to establish any legally binding obligations.

29. Annual Review

The Board shall review this mandate annually and make such modifications or additions as are, in the opinion of the Board, desirable to maintain best practices in corporate governance within its industry.

Approved by the Board: June 21, 2023