

**CARGOJET INC.**

**CHARTER OF THE  
CORPORATE GOVERNANCE COMMITTEE**

## **CHARTER OF THE CORPORATE GOVERNANCE COMMITTEE**

### **I. Purpose**

The Corporate Governance Committee's mandate is to generally assume the responsibility for developing the approach of Cargojet Inc. (the "**Corporation**") to matters of corporate governance.

### **II. Composition**

The Corporate Governance Committee will be comprised of at least three directors of the Corporation, a majority of whom, subject to any exemptions set out in National Instrument 52-110 *Audit Committees* ("**NI 52-110**"), will be independent. An "independent" director is a director who has no direct or indirect material relationship with the Corporation. A "material relationship" is a relationship that could, in the view of the Board of Directors of the Corporation, be reasonably expected to interfere with the exercise of the director's independent judgement or a relationship deemed to be a material relationship pursuant to NI 52-110. All Committee Members shall have a working familiarity with corporate governance practices.

### **III. Responsibilities**

Responsibilities of the Corporate Governance Committee generally include, but are not limited to, the undertaking of the following tasks:

1. Annually reviewing the charters of the Board of Directors of the Corporation, Audit Committee, Corporate Governance Committee, the Risk and Safety Committee, and the Compensation and Nominating Committee and after consulting with the Board of Directors of the Corporation and the members of each committee, recommending such amendments to those charters as the Corporate Governance Committee believes are necessary or desirable.
2. Annually reviewing the performance of management of the Corporation and its subsidiaries, the effectiveness of the Board of Directors, the effectiveness of the Board of Directors as a whole and the contribution of individual Directors.
3. Putting in place an orientation program for new Directors and a continuing education program for the Board of Directors.
4. Assisting the Independent Chairman of the Corporation in carrying out his responsibilities, including without limitation:
  - (a) ensuring that the responsibilities of the Board of Directors of the Corporation are well understood by the Board of Directors and management, and that the boundaries between board and management responsibilities are clearly understood and respected;
  - (b) ensuring that the Board of Directors of the Corporation works as a cohesive team and providing the leadership essential to achieve this;

- (c) ensuring that the resources available to the Board of Directors of the Corporation (in particular timely and relevant information) are adequate to support its work; and
  - (d) adopting procedures to ensure that the Board of Directors of the Corporation can conduct its work effectively and efficiently, including committee structure and composition, scheduling, and management of meetings.
5. Supervising and evaluating the Corporation's securities compliance procedures and reporting to the Board of Directors of the Corporation on the necessary changes to such procedures and on the adoption of any additional procedures.
  6. Considering and, if thought fit, approving requests from Directors or committee members for the engagement of special advisors from time to time.
  7. Preparing and recommending to the Board of Directors of the Corporation, annually, a "Statement of Corporate Governance Practices". The Statement of Corporate Governance Practices will discuss the process used by the Board of Directors of the Corporation and Corporate Governance Committee to fulfill their functions as required.
  8. Recommending procedures to permit the Board of Directors of the Corporation to meet on a regular basis without management being present.
  9. Considering, and providing a recommendation to the Directors on any transaction involving the Corporation or any subsidiary or affiliate thereof before such transaction is approved by the Board of Directors.
  10. Oversight of the Corporation's Climate and Sustainability Duties, including without limitation:
    - (a) reviewing industry trends in respect of sustainability matters and their integration into the Corporation's health, safety, environmental, and security programs and policies, where appropriate;
    - (b) reviewing overall trends related to climate change adaptation and mitigation including extreme weather events, insurance coverage, operational risks related to increasing temperatures, and other environmental matters and review the Corporation's processes in response thereto;
    - (c) monitoring the implementation of the Corporation's environmental and sustainability strategy and review any significant environmental disclosures by the Corporation.
    - (d) developing, implementing and reviewing Cargojet's ESG plan and Report.

#### **IV. Meetings**

The Corporate Governance Committee will meet regularly at times necessary to perform the duties described above in a timely manner, but not less than two times a year. Meetings may be held at any time deemed appropriate by the Corporate Governance Committee.

At the discretion of the Corporate Governance Committee, meetings may be held with representatives of appropriate members of management.

The Chairman of the Corporate Governance Committee will report periodically to the Board of Directors of the Corporation.

Confirmed by the Board of Directors on February 24, 2026.