

STELLA-JONES INC.

WHISTLE BLOWING PROCEDURES

Legal requirements oblige Stella-Jones to have set procedures in place in the event that any employee of Stella-Jones, or its subsidiaries, wishes to:

- report any violation of the Stella-Jones Code of Business Conduct and Ethics; or
- submit any complaints or concerns regarding Stella-Jones' internal accounting controls or other accounting or auditing matters.

1. **Code of Business Conduct and Ethics:** Any employee who notes a violation to the Code of Business Conduct and Ethics may notify his or her immediate supervisor or communicate with Stella-Jones Inc.'s Senior Vice-President and Chief Legal Officer by mail, e-mail, or telephone as follows:

James Kenner
Stella-Jones Inc.
3100 de la Côte-Vertu, Suite 300
Saint-Laurent, Québec, H4R 2J8
Tel.: (514) 940-3902
E-mail: jkenner@stella-jones.com

Alternatively, violations to the Code of Business Conduct and Ethics may be reported anonymously and confidentially through a third-party reporting system as follows:

- Online through a secure website at <http://www.clearviewconnects.com>.
- Over the phone through the Stella-Jones Inc. dedicated toll-free number 1-844-851-6848
- By mail through the confidential post office box at:

P.O. Box 11017
Toronto, Ontario
M1E 1N0

2. **Accounting Matters:** Stella-Jones Inc.'s Audit Committee is legally required to establish procedures for the receipt, retention and treatment of complaints regarding accounting, internal accounting controls or auditing matters, including procedures for the confidential, anonymous submission by employees of concerns regarding questionable accounting or auditing matters.

Complaints or concerns regarding internal accounting controls and accounting or auditing matters are to be reported directly to Ms. Karen Laflamme, Chair of the Stella-Jones Inc. Audit Committee.

Ms. Laflamme may be contacted by e-mail as follows:

Ms. Karen Laflamme
Chair, Audit Committee
E-mail: karen.laflamme01@gmail.com

Alternatively, complaints or concerns regarding internal accounting controls and accounting or auditing matters may be reported anonymously and confidentially through a third-party reporting system as follows:

- Online through a secure website at <http://www.clearviewconnects.com>.
- Over the phone through the Stella-Jones Inc. dedicated toll-free number 1-844-851-6848
- By mail through the confidential post office box at:

P.O. Box 11017
Toronto, Ontario
M1E 1N0

Complaints or concerns relating to internal accounting controls and any questionable accounting or auditing matters, include, without limitation, the following:

- fraud or deliberate error in the preparation, evaluation, review or audit of any financial statement;
- fraud or deliberate error in the recording and maintaining of financial records;
- deficiencies in or non-compliance with internal financial controls;
- misrepresentation or false statement to or by a senior officer or accountant regarding a matter contained in the financial records, financial reports or audit reports; or
- deviation from full and fair recording of expenses and liabilities and reporting of financial condition.

3. **No Retribution to Whistle Blowers:** Stella-Jones will not discharge, demote, suspend, threaten, harass or in any manner discriminate against any employee with respect to:

- good faith reporting of violations of the Code of Business Conduct and Ethics or complaints regarding Accounting Matters, or
- providing information or causing information to be provided, or otherwise assisting in an investigation in regards to violations of the Code of Business Conduct and Ethics or complaints regarding Accounting Matters.

4. **Treatment of Complaints:** Upon receipt of a report or complaint, acknowledgement of receipt will be communicated to the sender. Confidentiality will be maintained to the fullest extent possible, consistent with the need to conduct an adequate review.

Reviewed and approved by the Board of Directors on December 10, 2024,
and contact changes July 15, 2025.