

**CORPORATE GOVERNANCE GUIDELINES**  
**OF**  
**MATRIX SERVICE COMPANY**

**May 5, 2026**

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# **CORPORATE GOVERNANCE GUIDELINES OF MATRIX SERVICE COMPANY**

## **DESCRIPTION AND PURPOSE**

The following Corporate Governance Guidelines (the “Guidelines”) have been adopted by the Board of Directors (the “Board”) of Matrix Service Company (the “Company”) to assist the Board in the exercise of its corporate governance responsibilities.

### **I. OVERVIEW OF DIRECTORS’ ROLES**

The role of the directors is to oversee and monitor the Company’s management and its business affairs in the interest and for the benefit of the Company’s stockholders. Directors will also, as appropriate, take into consideration the interests of other stakeholders, including employees and members of communities in which the Company operates. The role of the directors is essentially advisory in nature, with specific day-to-day management functions and decision making delegated to the full-time officers and executive employees of the Company.

#### **A. Essential Activities**

Activities of the Board and Board committees considered essential include:

- Selecting the Chief Executive Officer;
- Approving major policies and objectives;
- Authorizing, where appropriate, major transactions recommended by management;
- Giving advice and counsel to the management of the Company, especially the Chief Executive Officer;
- Overseeing the Company’s ethics and compliance program, ensuring appropriate tone at the top, and overseeing compliance with the law and pertinent regulations;
- Monitoring effective auditing procedures;
- Monitoring performance, setting objectives, and measuring management’s results against them, evaluating the accomplishments of management and their activities;
- Approving the annual budget and reviewing financial results at regular intervals;
- Establishing and delegating authorities;
- Keeping informed as to the business in which the Company is engaged and remaining knowledgeable as to the Company’s business activities;
- Assessing major risk factors relating to the Company’s business and reviewing measures to address and mitigate such risks;

- Providing oversight of management’s risk assessment and risk management activities which are designed to identify, prioritize, assess, monitor and mitigate material risks to the Company, including financial, operational, compliance, strategic, cyber security, and environmental, social and governance (ESG) risks;
- Receive regular updates from the executive leadership team, with the oversight of the Nominating and Corporate Governance Committee, regarding ESG policies, performance, strategies, goals and objectives ;and oversee the Company’s ESG disclosures.; and
- Reviewing and approving plans for succession of the Chief Executive Officer and monitoring plans of management for succession of other key executives.

In discharging these obligations, directors shall be entitled to reasonably rely on the honesty and integrity of their fellow directors, the Company’s executives, and the Company’s outside advisors and auditors. The directors shall be entitled to (i) have the Company purchase reasonable directors’ and officers’ liability insurance on their behalf; (ii) the benefits of indemnification to the fullest extent permitted by law under the Company’s Certificate of Incorporation, Bylaws and any indemnification agreements; and (iii) such other benefits as may be as provided by applicable law and the Company’s Certificate of Incorporation.

The Board may discharge its responsibilities either directly or by delegating them to committees of the Board, except that the Board may not delegate any of its responsibilities which, under applicable law or the Company’s Certificate of Incorporation, may not be delegated to a Board committee. The Board and each Board committee shall have the full power and authority to hire, at the expense of the Company, independent financial, accounting, legal or other advisors, as necessary to fulfill their duties, without consulting or obtaining the approval of any officer of the Company, and the Company shall pay, or shall provide the Board or the Board committee with, all funds necessary to engage and compensate such advisors.

The Board should promote policies within the Company that encourage a corporate culture of openness, honesty, fairness and accountability. These policies also should apply to the Board and to relationships among and between the Board, stockholders and employees. The Board should periodically review and amend these policies if needed.

## **B. Primary Responsibilities**

### **All Directors**

- Serve as fiduciaries for all stockholders;
- Direct the business and affairs of the Company within the law recognizing that the actual management of the business and affairs of the Company are conducted by the Chief Executive Officer and other senior officers either directly or through employees of the Company under their supervision;
- Oversee Company performance;

- Select the Chief Executive Officer and ratify the selection of other executive officers of the Company;
- Review and confirm significant Company objectives;
- Approve, where appropriate, major policy and management decisions;
- Determine the “independence” of members of the Board, as such term is defined by Nasdaq listing standards and other applicable laws and regulations from time to time in effect;
- Review and approve the Code of Business Conduct and Ethics (the “Code”) for the directors, officers and employees of the Company in compliance with Nasdaq listing standards and other applicable laws and regulations from time to time in effect; and
- Act at all times in accordance with the requirements of the Code. Waivers of the Code for any executive officer or director may only be made by the Board of the Company. Any waiver for an officer or director must be posted on the Company website or otherwise communicated to stockholders.

### **Independent Directors**

- Spend time learning the business of the Company, developing informal contacts with management and other directors to build mutual trust;
- Advise management;
- Serve on committees of the Board where all or a majority of the members of such committee are required to be independent; and
- Inform the Chair of the Nominating and Corporate Governance Committee of any material changes in his or her circumstances, employment or relationships that may impact his or her designation by the Board as “independent.”

### **C. Secondary Responsibilities**

- Adopt or change the Bylaws of the Company, where appropriate;
- Approve changes in major policies of the Company, where appropriate;
- Review disinterestedly the work of management, refraining from involvement in day-to-day management;
- Bring perspective and a fresh point of view to the Board’s deliberations; and
- Provide general guidance based upon experience in special areas of expertise.

## **D. Additional Responsibilities**

### **Planning**

- Review and approve, where appropriate, the short-term and long-term objectives, strategies, and plans recommended by management and advise management regarding the planning process. Periodically evaluate progress against such plans.

### **Financial Structure**

- Review and approve, where appropriate, the overall capital structure of the Company as recommended by management;
- Review and approve, where appropriate, the overall financing programs and policies as recommended by management; and
- Approve, where appropriate, any dividend distributions.

### **Controls**

- Identify the Board's needs for information and arrange for its timely supply;
- Review and, where appropriate, approve the capital expenditure budget for each fiscal year and any capital expenditures in such fiscal year which will result in capital expenditures for such fiscal year exceeding 110% of the approved budget;
- Review and, where appropriate, approve all acquisitions and divestitures; and
- Review the adequacy of financial control systems through an Audit Committee composed entirely of Independent Directors.

### **Board Continuity**

- Seek continuity and strengthening of the Board through identifying and attracting additional and/or replacement directors.

### **Expectation of Individual Performance**

- Attend Board meetings;
- Study Board briefing materials and be prepared to discuss their contents; and
- Be available to advise management between meetings when necessary.

## **II. DIRECTOR SELECTION**

### **A. Director Qualifications**

Nominees for director shall be selected on the basis of broad experience, wisdom, integrity, the ability to make independent analytical inquiries, an understanding of the Company's business environment, and a willingness to devote adequate time to Board duties. In evaluating the suitability of individual Board members, the Board takes into account many factors, including general understanding of marketing, finance, and other disciplines relevant to the success of a publicly traded company in today's business environment; understanding of the Company's business and industry; educational and professional background; personal accomplishment; and geographic, gender, age, and ethnic diversity. The Board evaluates each individual in the context of the Board as a whole, with the objective of recommending a group that can best perpetuate the success of the Company's business and represent stockholder interests through the exercise of sound business judgment, using its diversity of experience. In determining whether to recommend a director for re-election, the Nominating and Corporate Governance Committee also considers the director's past attendance at meetings, and participation in and contributions to the activities of the Board.

The Nominating and Corporate Governance Committee shall be responsible for assessing the appropriate balance of skills and qualifications required of directors. No particular skill or qualification is a prerequisite to being nominated as a director. The Company is committed to having a group of directors with diverse backgrounds and as such when searching for new directors, the Nominating and Corporate Governance Committee should search for highly qualified candidates with diverse backgrounds, among other things, seeking women and minority candidates to include in the pool from which Board nominees are chosen. Although diversity, including geographic, gender, age and ethnic diversity, may be considered, the backgrounds and qualifications of the directors, considered as a group, should provide a composite mix of experience, knowledge and abilities that will allow the Board to fulfill its responsibilities.

### **B. Officer and Director Questionnaire**

Each candidate for director shall complete and sign a questionnaire for directors and officers (the "Questionnaire") in a form deemed appropriate by the Company and its advisors prior to his or her nomination to the Board. Each director and executive officer shall no less than annually complete and sign a Questionnaire in a form deemed appropriate by the Company and its advisors. In the event any information contained on a director's or executive officer's most recent Questionnaire becomes incomplete or inaccurate, it shall be the responsibility of the director or executive officer to provide complete and accurate information to the Nominating and Corporate Governance Committee within thirty days.

### **C. Selection of Directors**

The Nominating and Corporate Governance Committee shall periodically assess the Board's size and composition and the prospects for future vacancies and develop a Board succession plan. The Board shall be responsible for nominating individuals for election to the Board and for filling vacancies on the Board that may occur between annual meetings of the stockholders. The

Nominating and Corporate Governance Committee shall be responsible for identifying, recruiting, and recommending potential candidates to the Board for directorship. When formulating its director recommendations, the Nominating and Corporate Governance Committee shall also consider any advice and recommendations offered by the Chief Executive Officer and any non-committee members of the Board as well as any written recommendations received from the stockholders of the Company.

**D. Majority Voting Standard in Director Elections**

The Company's Bylaws provide that, with the exception of a contested director election, a nominee for director shall be elected to the Board if the votes cast for the nominee's election exceed the votes cast against the nominee. The Board expects a director to tender his or her resignation if he or she fails to receive the required number of votes for re-election. The Nominating and Corporate Governance Committee will nominate for election or re-election as a director only candidates who agree to tender, promptly following the annual meeting at which they are elected or re-elected as director, irrevocable resignations that will be effective upon (i) the failure to receive the required vote at the next annual meeting at which they face re-election and (ii) Board acceptance of such resignation. In addition, the Board shall fill director vacancies and new directorships only with candidates who agree to tender, promptly following their appointment to the Board, the same form of resignation tendered by the other directors in accordance with these guidelines.

If an incumbent director fails to receive the required vote for re-election, the Nominating and Corporate Governance Committee (excluding, if applicable, the director who tendered the resignation) will evaluate any such resignation to determine whether to accept or reject the director's resignation and will submit such recommendation for consideration by the Board. The Nominating and Corporate Governance Committee and the Board may consider any factors or other information they deem relevant in deciding whether to accept a director's resignation, including but not limited to, (i) the stated reasons, if any, why stockholders withheld their votes, (ii) possible alternatives for curing the underlying cause of the withheld votes, (iii) the director's tenure, (iv) the director's qualifications, (v) the director's past and expected future contributions to the Company, (vi) the overall composition of the Board and (vii) the Company's obligations under applicable laws, regulations and stock exchange rules and its material contracts. In determining what action to recommend or take regarding the director's resignation, each of the Nominating and Corporate Governance Committee and the Board may consider a range of alternatives as they deem appropriate, including but not limited to (i) accepting the resignation, (ii) rejecting the resignation, (iii) rejecting the resignation to allow the director to remain on the Board but agreeing that the director will not be nominated for re-election to the Board at the next election of directors or (iv) deferring acceptance of the resignation until the Board can find a replacement director with the necessary qualifications to fill the vacancy that accepting the resignation would create.

The Board will act on the tendered resignation, taking into account the Nominating and Corporate Governance Committee's recommendation, within 90 days from the date of the certification of the election results. After the Board makes a formal decision on the Committee's recommendation, the Board will publicly disclose (by press release, a filing with the Securities and Exchange Commission or other broadly disseminated means of communication) (i) its decision whether or

not to accept the tendered resignation and (ii) if the Board has determined to take any action other than acceptance of the resignation, the Board's rationale supporting its decision.

**E. Director Orientation**

Each new director will attend a meeting with the Chief Executive Officer and Chief Financial Officer and such other members of management as the Board or CEO may request to be briefed on the Company's strategic plans and its significant financial, accounting and risk management issues.

All directors are encouraged to obtain continuing director education in subjects relevant to the duties of a director, through personal study or relevant seminars with expenses paid by the Company.

**F. Director Participation on Other Boards**

No director may serve on more than three (3) other public company boards. Directors are encouraged to limit the number of other boards (excluding non-profit) on which they serve, taking into account potential board attendance, participation and effectiveness on those boards. Directors are to advise the Chair of the Board and the Chair of the Nominating and Corporate Governance Committee prior to accepting an invitation to serve on another board.

**III. BOARD LEADERSHIP**

The Board shall choose its Chair in any way that seems best for the Company at any given point in time. At this time, it is the decision of the Board that the Chair of the Board be independent as defined herein.

If the Board selects the CEO to serve as Chair, the non-employee Directors will annually select a Lead Director from among the Independent Directors serving on the Company's Board. The Lead Director will chair all meetings of the Board in the Chair's absence, chair the executive sessions, lead non-employee Directors in review and approval of CEO succession planning, lead the Board's review of the Nominating and Corporate Governance Committee's assessment and recommendations from the Board self-evaluation process, serve as a liaison between the Chair and the non-employee Directors, consult with the Chair on and approve agendas and schedules for Board meetings and other matters pertinent to the Company and the Board, be available to advise the Committee Chairs in fulfilling their designated roles and responsibilities, and participate in the interview process for prospective directors with the Nominating and Corporate Governance Committee. The Lead Director will have the authority to call meetings of the non-employee or Independent Directors and will be available as appropriate for consultation and direct communication with major stockholders.

#### **IV. BOARD COMPOSITION AND PERFORMANCE**

##### **A. Size of the Board**

The Company's Bylaws provide that the Board shall have no fewer than three (3) and no more than fifteen (15) directors. The Board believes that this range permits diversity of experience without hindering effective discussion or diminishing individual accountability.

##### **B. Directors Independence**

A majority of the directors on the Board will be independent as required by the Nasdaq listing standards; provided, that the Company shall maintain a minimum of three (3) Independent Directors on the Board. Furthermore, no more than two of the Company's executive officers may serve on the Board at the same time. The Board must affirmatively determine that each Director has no relationship which, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a Director. The Board will consider all relevant facts and circumstances in making a determination of independence for each Director.

For certain functions, such as membership on the Company's Audit or Compensation Committees, more specific independence standards may be used in order to comply with applicable rules and regulations, such as those of the SEC and Nasdaq or other exchange.

##### **C. Term Limits**

The Board does not believe it should establish term limits. While term limits could help ensure that there are fresh ideas and viewpoints available to the Board, they hold the disadvantage of losing the contribution of directors who have been able to develop, over a period of time, increasing insight into the Company and its operations and, therefore, provide an increasing contribution to the Board as a whole. The Board believes that both the Company and its stockholders will benefit from Board continuity and stability and by allowing directors to focus on long-term business strategies and results.

##### **D. Retirement Age**

The Board also recognizes that it is important for the Board to balance the benefits of continuity with the benefits of fresh viewpoints and experience. Therefore, no director may stand for re-election at the annual meeting of stockholders following the date that director turns 74 years of age.

##### **E. Board Compensation**

Directors who are employees of the Company shall not receive any additional compensation for serving on the Board. Directors who are not employees of the Company shall receive directors' fees as their only compensation for Board meetings, Board committee service and/or Chairship of the Board. Directors' fees shall be in the form of cash and equity, which may include company stock, options, restricted stock or restricted stock units, or a combination thereof, as well as any additional benefits regularly given to all directors. The exact amount and form of director compensation shall be reviewed biannually by the Compensation Committee in accordance with

the policies and principles set forth in its charter or more frequently, if the Compensation Committee so determines, and approved by the Board.

**F. Executive Sessions of Independent Directors**

The Independent Directors of the Board will have the opportunity to meet in Executive Session in conjunction with each Board Meeting but shall meet no fewer than two times each year. Executive Sessions (sessions attended solely by Independent Directors) will be chaired by the Chair of the Board if the Chair is also an Independent Director, or by the Chair of the Nominating and Corporate Governance Committee.

**G. Attendance at Board, Committee and Annual Meetings**

It is expected that directors will attend a minimum of 75% of the aggregate of (a) the total number of meetings of the Board (held during the period for which he or she has been a director) and (b) the total number of meetings held by all committees of the Board on which he or she served (during the periods that he or she served). It is the Board's policy that directors should attend the Company's annual meeting of stockholders absent exceptional cause.

**V. BOARD MEETING PROCEDURES**

**A. Agenda and Master Planning Guide for Board Meetings**

The Chair of the Board, in consultation with the Chief Executive Officer, shall establish the agenda for each Board meeting and provide a written copy to the entire Board prior to the meeting. If the Chair of the Board is also the Chief Executive Officer, the Chair of the Board shall establish the agenda for each Board meeting in consultation with the Chair of the Nominating and Corporate Governance Committee. They shall also establish a master calendar (the "Master Planning Guide"). The Master Planning Guide shall set forth a general agenda of items to be considered by the Board at each of its specified meetings (to the degree these can be foreseen). Upon completion, a copy of the Master Planning Guide shall be provided to each director. Each director shall be free to suggest inclusion of items on the Master Planning Guide and any other Board agenda as well as be free to raise at any Board meeting subjects that are not specifically on the agenda for that meeting.

**B. Board Materials Distributed in Advance**

Information and data that is important to the Board's understanding of the Company's business will be distributed in writing or electronically to the Board sufficiently in advance of the Board meeting to allow for meaningful review before the meeting. Information submitted to the directors should be relevant, concise (but complete and timely), well organized, supported by any background or historical data necessary to place information in context, and designed to inform directors of material aspects of the Company's business, performance and prospects.

**C. Board Presentations**

As a general rule, presentations on specific subjects should be sent to the directors in advance so that Board meeting time may be conserved and discussion time focused on questions that the Board

has about the material. On those occasions in which the subject matter is too sensitive to include in meeting materials provided in advance of the meeting, the presentation will be discussed at the meeting.

**D. Regular Attendance of Non-Directors at Board Meetings**

The Board welcomes the regular attendance at each Board meeting of non-directors who are in the most senior management positions of the Company. Should the Chair or the Chief Executive Officer want to add additional people as attendees on a regular basis, it is expected that this suggestion would be made to the Board for its concurrence.

**VI. COMMITTEE MATTERS**

From time to time, the Board may want to form a new committee or disband a current committee depending upon the circumstances as determined by a majority of the whole Board. However, at a minimum, the Company shall have an Audit Committee, a Compensation Committee and a Nominating and Corporate Governance Committee, each of which shall be composed entirely of Independent Directors. The duties of each committee shall be outlined in the committee's charter.

**VII. EVALUATION OF THE CHIEF EXECUTIVE OFFICER**

The Compensation Committee shall conduct an annual review of the Chief Executive Officer's performance and compensation. Thereafter, with the Chief Executive Officer absent, the Board or Compensation Committee shall meet in Executive Session to review the Chief Executive Officer's performance in order to ensure that he or she is providing the best long and short-term leadership for the Company. The results of the review and evaluation shall be communicated to the Chief Executive Officer by the Chair of the Board and/or the Chair of the Compensation Committee, together with all other Independent Directors of the Board or in such other manner as the Compensation Committee shall direct.

**VIII. STOCK OWNERSHIP BY DIRECTORS AND OFFICERS**

**A. In General**

The Board believes that directors and officers should be stockholders and have a financial stake in the Company. Share ownership directly aligns the interests of our directors and senior management with our stockholders.

**B. Stock Ownership Guidelines for Directors**

Each non-employee director is required to own a number of shares of the Company's common stock equivalent to five times the cash retainer. Compliance will be evaluated on a bi-annual basis on the first day of the open window of trading following the first and third quarter release of earnings "Evaluation Dates," utilizing the average closing price over the previous 21 trading days leading up to the Evaluation Date. If a director achieves compliance with these stock ownership guidelines as the most recent Evaluation Date the director will be deemed to comply with these guidelines until the next Evaluation Date. All directors are prohibited from selling stock if and to the extent that they do not meet the guidelines; provided, that directors may, with the prior approval

of the Company’s Chief Financial Officer and General Counsel, (i) sell stock purchased on the open market, and (ii) sell shares in excess of his or her required holding as of the most recent Evaluation Date.

**C. Stock Ownership Guidelines for Officers**

Stock ownership guidelines for the Company’s officers are determined as a multiple of the executive’s base salary, as follows:

<u>Level</u>	<u>Multiple of Base Salary</u>	<u>Hold Until Met</u>
Chief Executive Officer	5x	100%
Chief Financial Officer, Chief Operating Officer and the Presidents of the Company’s three principal operating subsidiaries, Matrix Service Inc., Matrix North American Construction, Inc. and Matrix PDM Engineering, Inc.	2x	100%
All Executive Officers <sup>(1)</sup>	1x	100%
All Other Officers	0.75x	50% of holding requirement

(1) Executive Officers are defined as the Company’s Section 16 Officers.

Compliance will be evaluated on a bi-annual basis, utilizing the average closing price over the previous 21 trading days leading up to the Evaluation Date. If an officer achieves compliance with these stock ownership guidelines as of the most recent Evaluation Date the officer will be deemed to comply with these guidelines. All Officers are prohibited from selling stock if and to the extent that they do not meet the Hold Until Met guidelines. In each case, any officer may, with prior approval of the Company’s Chief Financial Officer and General Counsel, (i) sell stock purchased on the open market, and (ii) sell shares in excess of his or her required holding as of the most recent Evaluation Date.

The Company’s General Counsel shall report the status of compliance of directors and officers of the Company to the Nominating and Corporate Governance Committee biannually pursuant to the requirements of these stock ownership guidelines.

These stock ownership guidelines may be waived, at the discretion of the Board on the recommendation of the Nominating and Corporate Governance Committee, if compliance would create an undue hardship or prevent a director or officer from complying with a court order, as in the case of a divorce settlement. It is expected that these instances will be rare and temporary.

**D. Stock Ownership**

The following may be used in determining stock ownership for purposes of these guidelines:

- shares owned separately by the officer or director or owned either jointly with, or separately by, his or her immediate family members residing in the same household;

- shares held in trust for the benefit of the officer or director or his immediate family members;
- shares purchased through the Company’s Employee Stock Purchase Plan; and
- vested and unvested time-based restricted stock or restricted stock units.

For purposes of these guidelines, stock ownership shall not include performance-based awards and unexercised stock options.

## **IX. TRANSACTIONS WITH RELATED PERSONS**

The Company shall conduct an appropriate review of all transactions with related persons for potential conflict of interest situations on an ongoing basis and all such transactions shall be approved or ratified by the Audit Committee or another independent body of the Board. For purposes of this section the term “transactions with related persons” shall refer to transactions required to be disclosed pursuant to SEC Regulation S-K, Item 404.

In the course of its review and approval or ratification of a transaction, the Audit Committee will consider:

- the nature of the related person’s interest in the transaction;
- the material terms of the transaction;
- the significance of the transaction to the related person;
- the significance of the transaction to the Company;
- whether the transaction would impair the judgment of a director or executive officer to act in the Company’s best interest; and
- any other matters the Audit Committee deems appropriate.

## **X. COMMUNICATIONS BETWEEN STOCKHOLDERS AND THE BOARD**

Stockholders may send written communications to the Board or individual Committees and, if applicable, to specified individual directors, by mail, email, facsimile or courier to the Company’s principal executive offices. Correspondence received by the Company will be relayed as applicable to the full Board, Committee or individual director.

## **XI. EVALUATION OF BOARD PERFORMANCE**

The Nominating and Corporate Governance Committee annually evaluates the overall performance of the Board and its Committees. As part of the evaluation, the Committee also reviews the performance of existing directors with input from other directors. The Committee recommends changes to improve the Board, the Board Committees and individual Director effectiveness.

## **XII. STANDARD OF CONDUCT FOR DIRECTORS**

The fundamental responsibility of members of the Company's Board of Directors is to exercise their business judgment to act in what they reasonably believe is in the best interests of the Company and its stockholders. In doing so, Board members must fulfill their fiduciary duties to the stockholders, in compliance with applicable law.