



KELT EXPLORATION LTD.

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

TO BE HELD ON

APRIL 21, 2021

MANAGEMENT INFORMATION CIRCULAR

March 10, 2021

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KELT EXPLORATION LTD.

Suite 300, 311 – 6th Avenue SW
Calgary, Alberta
T2P 3H2

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS

NOTICE IS HEREBY GIVEN THAT an annual meeting (the “**Meeting**”) of holders of common shares (“**Common Shares**”) of Kelt Exploration Ltd. (the “**Corporation**”) to be held virtually via live audio webcast, available online using the LUMI meeting platform at <https://web.lumiagm.com/250397530>, on Wednesday, April 21, 2021 at 3:00 p.m. (Calgary time), for the following purposes:

1. to receive the audited financial statements of the Corporation for the year ended December 31, 2020 and the report of the auditors thereon;
2. to fix the number of directors to be elected at the Meeting at six (6);
3. to elect the board of directors of the Corporation for the ensuing year;
4. to appoint PricewaterhouseCoopers LLP, Chartered Professional Accountants, as auditors of the Corporation for the ensuing year, at a remuneration to be fixed by the board of directors; and
5. to transact such other business as may be properly brought before the Meeting or any adjournment or adjournments thereof.

The details of all matters proposed to be put before shareholders at the Meeting are set forth in the Management Information Circular accompanying this Notice of Meeting. Only shareholders of record at the close of business on March 5, 2021 are entitled to notice of and to attend the Meeting or any adjournment or adjournments thereof and to vote thereat.

DATED at the City of Calgary, in the Province of Alberta this 10th day of March, 2021.

BY ORDER OF THE BOARD OF DIRECTORS

(signed) “*David J. Wilson*”

David J. Wilson
President and Chief Executive Officer

IMPORTANT

Amid ongoing concerns about the Coronavirus (COVID-19) outbreak, the Corporation remains mindful of the well-being of our shareholders and their families, our industry partners and other stakeholders as well as the communities in which we operate. The Corporation intends on holding the Meeting as a virtual (by electronic means) shareholder meeting only. A summary of the information you need to participate in the Meeting online is provided under the Management Information Circular accompanying this Notice of Meeting.

It is desirable that as many Common Shares as possible are represented at the Meeting. If you do not expect to attend and would like your Common Shares represented, please complete the enclosed Instrument of Proxy and return it as soon as possible in the envelope provided for that purpose. Shareholders who do not hold their Common Shares in their own name are strongly encouraged to complete the voting instruction forms received from their broker as soon as possible and to follow the instructions set out under “Advice to Beneficial Shareholders” in the accompanying Management Information Circular. In accordance with the by-laws of the Corporation, all proxies, to be valid, must be deposited at the office of the Registrar and Transfer Agent of the Corporation, Odyssey Trust Company, Stock Exchange Tower, Suite 1230, 300 - 5th Avenue S.W., Calgary, Alberta T2P 3C4, Attention: Proxy Department, no later than 3:00 p.m. (Calgary time) on April 19, 2021, or not less than 48 hours (excluding Saturdays and holidays) preceding any adjournment of the Meeting. Registered shareholders may also use the internet site at <http://login.odysseytrust.com/pxLogin> to transmit their voting instructions.

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KELT EXPLORATION LTD.

MANAGEMENT INFORMATION CIRCULAR ANNUAL MEETING OF SHAREHOLDERS TO BE HELD ON APRIL 21, 2021

This Management Information Circular is furnished in connection with the solicitation of proxies by the management of Kelt Exploration Ltd. (“**Kelt**” or the “**Corporation**”) for use at the annual meeting of the holders of common shares (the “**Common Shares**”) of the Corporation to be held virtually via live audio webcast, available online using the LUMI meeting platform at <https://web.lumiagm.com/250397530>, on Wednesday, April 21, 2021 at 3:00 p.m. (Calgary time) (the “**Meeting**”), or at any adjournment thereof, for the purposes set forth in the Notice of Meeting. The information contained herein is given as of the 10th day of March, 2021 except where otherwise indicated. There is enclosed herewith an Instrument of Proxy for use at the Meeting, together with a copy of the Corporation’s audited financial statements for the financial year ended December 31, 2020, to be presented at the Meeting.

Amid ongoing concerns about the Coronavirus (COVID-19) outbreak, the Corporation remains mindful of the well-being of our shareholders and their families, our industry partners and other stakeholders as well as the communities in which we operate. The Corporation intends on holding the Meeting as a virtual (by electronic means) shareholder meeting only. A summary of the information you need to participate in the Meeting online is provided under “Voting At the Meeting” below.

In order to ensure as many Common Shares as possible are represented at the Meeting, shareholders are strongly encouraged to complete the enclosed Instrument of Proxy and return it as soon as possible in the envelope provided for that purpose following the instructions set out under “Appointment and Revocation of Proxies” below. Shareholders who do not hold their Common Shares in their own name are strongly encouraged to complete the voting instruction forms received from their broker as soon as possible and to follow the instructions set out under “Advice to Beneficial Shareholders” below.

PERSONS MAKING THE SOLICITATION

This solicitation is made on behalf of the management of the Corporation. The cost incurred in the preparation and mailing of both the Instrument of Proxy and this Management Information Circular will be borne by the Corporation. In addition to the use of mail, proxies may be solicited by personal interviews, personal delivery, telephone or any form of electronic communication by directors, officers and employees of the Corporation who will not be directly compensated therefor. Any third party costs thereof will be borne by the Corporation.

In accordance with National Instrument 54-101 - *Communications with Beneficial Owners of Securities of a Reporting Issuer* (“**NI 54-101**”), arrangements have been made with brokerage houses and other intermediaries, clearing agencies, custodians, nominees and fiduciaries to forward solicitation materials to the beneficial owners of the Common Shares held of record by such persons and the Corporation may reimburse such persons for reasonable fees and disbursements incurred by them in doing so.

VOTING AT THE MEETING

The Meeting will be held virtually via live audio webcast, available online using the LUMI meeting platform at <https://web.lumiagm.com/250397530>, on Wednesday, April 21, 2021 at 3:00 p.m. (Calgary time) for the purposes set forth in the accompanying Notice of Meeting. Given this new format, all shareholders are strongly advised to carefully read the voting instructions below that are applicable to them.

Voting by Registered Shareholders

Shareholders who hold Common Shares registered directly in their name may vote at the Meeting virtually by following the steps listed below:

- (a) Type <https://web.lumiagm.com/250397530> into the URL bar of your internet browser at least 15 minutes before the Meeting starts. Please do not do a Google search. Do not use Internet Explorer. The best browser to use the Lumi platform is Google Chrome.
- (b) Click on “I have a log in”.
- (c) Enter your 12-digit control number (found on your proxy form).
- (d) Enter the password: Kelt2021 (case sensitive).
- (e) When the ballots have been opened, you will see them appear on your screen.

Each shareholder submitting a proxy has the right to appoint a person to represent him or it at the Meeting other than the persons designated in the instrument of proxy furnished by the Corporation. The shareholder may exercise this right by following the instructions under “Appointment of a Third Party as Proxy” below.

Appointment of a Third Party as Proxy

The following applies to shareholders who wish to appoint a person (a “**third party proxyholder**”) other than the management nominees set forth in the form of proxy or voting instruction form as proxyholder, including shareholders who do not hold their Common Shares in their own name (referred to herein as “**Beneficial Shareholders**”), who wish to appoint themselves as proxyholder to attend, participate or vote at the Meeting.

Shareholders who wish to appoint a third party proxyholder to attend, participate or vote at the Meeting as their proxy and vote their Common Shares MUST submit their proxy or voting instruction form (as applicable) appointing such third party proxyholder AND register the third party proxyholder, as described below. Registering your proxyholder is an additional step to be completed AFTER you have submitted your proxy or voting instruction form. Failure to register the proxyholder will result in the proxyholder not receiving a Username to attend, participate or vote at the Meeting.

Step 1: Submit your proxy or voting instruction form: To appoint a third party proxyholder, insert such person’s name in the blank space provided in the form of proxy or voting instruction form (if permitted) and follow the instructions for submitting such form of proxy or voting instruction form. This must be completed prior to registering such proxyholder, which is an additional step to be completed once you have submitted your form of proxy or voting instruction form. If you are a Beneficial Shareholder located in the United States, you must also provide Odyssey Trust Company with a duly completed legal proxy if you wish to attend, participate or vote at the Meeting or, if permitted, appoint a third party as your proxyholder. See below under this section for additional details.

Step 2: Register your proxyholder: To register a proxyholder, shareholders MUST send an email to Kelt@odysseytrust.com by 3:00 p.m. (Calgary time) on April 19, 2021 and provide Odyssey Trust Company with the required proxyholder contact information, amount of Common Shares appointed, name in which the Common Shares are registered if they are a registered shareholder, or name of broker where the Common Shares are held if a Beneficial Shareholder, so that Odyssey Trust Company may provide the proxyholder with a Username via email. Without a Username, proxyholders will not be able to attend, participate or vote at the Meeting.

If you are a Beneficial Shareholder and wish to attend, participate or vote at the Meeting, you have to insert your own name in the space provided on the voting instruction form sent to you by your intermediary, follow all of the applicable instructions provided by your intermediary AND register yourself as your proxyholder, as described above. By doing so, you are instructing your intermediary to appoint you as proxyholder. It is

important that you comply with the signature and return instructions provided by your intermediary. Please also see further instructions below under “Voting by Third Party Proxyholder” below.

Voting by Third Party Proxyholder

A third party proxyholder may vote at the Meeting virtually by following the steps listed below:

- (a) Appoint yourself as proxyholder by writing your name in the space provided on the form of proxy or voting information form. Do not fill out your voting instructions.
- (b) Sign and send it to your intermediary, adhering to the voting deadline and submission instructions on the voting instruction form.
- (c) Obtain a control number by contacting Odyssey Trust Company by emailing Kelt@odysseytrust.com by 3:00 p.m. (Calgary time) on April 19, 2021 with the required proxyholder contact information, amount of Common Shares appointed, name in which the Common Shares are registered if they are a registered shareholder, or name of broker where the Common Shares are held if a Beneficial Shareholder.
- (d) Type <https://web.lumiagm.com/250397530> in your browser at least 15 minutes before the Meeting starts. Please do not do a Google search. Do not use Internet Explorer. The best browser to use the Lumi platform is Google Chrome.
- (e) Click on “I have a log in”.
- (f) Enter your 12-digit control number provided by Odyssey Trust Company through email.
- (g) Enter the password: Kelt2021 (case sensitive)
- (h) When the ballots have been opened, you will see them appear on your screen.

APPOINTMENT AND REVOCATION OF PROXIES

Those shareholders desiring to be represented by proxy must deposit their respective forms of proxy with Odyssey Trust Company (the “**Transfer Agent**”) at Stock Exchange Tower, Suite 1230, 300 - 5th Avenue S.W., Calgary, Alberta T2P 3C4, Attention: Proxy Department in the enclosed self-addressed envelope, by no later than 3:00 p.m. (Calgary time) on April 19, 2021 or not less than 48 hours (excluding Saturdays and holidays) preceding any adjournment of the Meeting. A proxy must be executed by the shareholder or by his or her attorney authorized in writing, or if the shareholder is a corporation, under its seal or by an officer or attorney thereof duly authorized. Registered shareholders may also cast their vote by faxing their proxy to 1-800-517-4553 or by internet (www.odysseytrust.com/Transfer-Agent/Login) by following the instructions provided on the form. If you choose to vote by telephone or internet, your vote must also be cast no later than 48 hours, excluding Saturdays, Sundays and holidays prior to the time of the Meeting. A proxy is valid only at the Meeting in respect of which it is given or any adjournment of the Meeting.

Each shareholder submitting a proxy has the right to appoint a person to represent him, her or it at the Meeting other than the persons designated in the form of proxy furnished by the Corporation. The shareholder may exercise this right by following the instructions under “Voting At The Meeting - Appointment of a Third Party as Proxy” above.

An instrument of proxy may be revoked by the person giving it at any time prior to the exercise thereof. If a person who has given a proxy attends personally at the Meeting at which such proxy is to be voted, such person may revoke the proxy and vote in person by depositing an instrument in writing executed by the shareholder or its attorney authorized in writing with the Chairman of the Meeting on the day of the

Meeting or any adjournment thereof. In addition to revocation in any other manner permitted by law, a proxy may be revoked by instrument in writing executed by the shareholder or its attorney authorized in writing, or if the shareholder is a corporation, under its seal or by an officer or attorney thereof duly authorized, and deposited with the Transfer Agent at the place specified above for the deposit of proxies and at any time up to and including the last business day preceding the Meeting, or any adjournment thereof.

NOTICE-AND-ACCESS

The Canadian Securities Administrators have adopted amendments to NI 54-101, which allow for the use of the “notice-and-access” regime for the delivery of meeting materials.

Under the notice-and-access regime, reporting issuers are permitted to deliver the meeting materials by posting them on SEDAR as well as a website other than SEDAR and sending a notice package to each shareholder receiving the meeting materials under this regime. The notice package must include: (i) the relevant form of proxy or voting instruction form; (ii) basic information about the meeting and the matters to be voted on; (iii) instructions on how to obtain a paper copy of the meeting materials; and (iv) a plain language explanation of how the notice-and-access system operates and how the meeting materials can be accessed online. Where prior consent has been obtained, a reporting issuer can send this notice package to shareholders electronically. This notice package must be mailed to shareholders from whom consent to electronic delivery has not been received.

The Corporation has elected to send its meeting materials to Beneficial Shareholders (as defined herein) using the notice-and-access regime. Accordingly, the Corporation will send the above-mentioned notice package to Beneficial Shareholders which includes instructions on how to access the Corporation’s meeting materials online and how to request a paper copy of these materials. Distribution of the Corporation’s meeting materials pursuant to the notice-and-access regime has the potential to substantially reduce printing and mailing costs.

Notwithstanding the notice-and-access regime, the *Business Corporations Act* (Alberta) (“**ABCA**”) requires the Corporation to deliver a paper copy of the meeting materials to a registered shareholder unless such shareholder provides written consent to electronic delivery. In order to ensure compliance with the ABCA, registered shareholders who have not previously consented to electronic delivery will be mailed a copy of the meeting materials this year, together with a mail card soliciting a registered shareholders consent to electronic delivery in future years.

EXERCISE OF DISCRETION

The Common Shares represented by the enclosed form of proxy will be voted or withheld from voting in accordance with the instructions of the shareholder. **The persons appointed under the enclosed form of proxy are conferred with discretionary authority with respect to amendments or variations of those matters specified in the proxy and Notice of Meeting and with respect to any other matters which may properly be brought before the Meeting or any adjournment thereof. If any such matters should come before the Meeting, it is the intention of the persons named in the enclosed form of proxy to vote such proxy in accordance with their best judgment unless the shareholder has specified to the contrary or that Common Shares are to be withheld from voting. At the time of printing this Management Information Circular, management of the Corporation is not aware of any such amendment, variation or other matter.**

Unless otherwise specified, proxies in the accompanying form will be voted or withheld from voting on any motion, by ballot or otherwise, in accordance with any indicated instructions. In the absence of such direction, such shares will be voted for the resolutions referred to in items 1, 2 and 3 of the proxy.

ADVICE TO BENEFICIAL SHAREHOLDERS

The information set forth in this section is of significant importance to many shareholders, as a substantial number of shareholders do not hold Common Shares in their own name. Shareholders who do not hold their

Common Shares in their own name (referred to herein as “**Beneficial Shareholders**”) are advised that only proxies from shareholders of record can be recognized and voted upon at the Meeting. If Common Shares are listed in an account statement provided to a shareholder by a broker, then in almost all cases those Common Shares will not be registered in the shareholder’s name on the records of the Corporation. Such Common Shares will more likely be registered under the name of the shareholder’s broker or an agent of that broker. In Canada, the vast majority of such Common Shares are registered under the name of CDS & Co. (the registration name for The Canadian Depository for Securities Limited, which acts as nominee for many Canadian brokerage firms). Although a Beneficial Shareholder may not be recognized directly at the Meeting for the purposes of voting Common Shares registered in the name of his or her broker, a Beneficial Shareholder may attend the Meeting as proxyholder for the registered shareholder and vote the Common Shares in that capacity.

Existing regulatory policy requires brokers and other intermediaries to seek voting instructions from Beneficial Shareholders in advance of shareholders’ meetings. The various brokers and other intermediaries have their own mailing procedures and provide their own return instructions to clients, which should be carefully followed by Beneficial Shareholders in order to ensure that their Common Shares are voted at the Meeting. The form of proxy supplied to a Beneficial Shareholder by its broker (or the agent of the broker) is substantially similar to the Instrument of Proxy provided directly to registered shareholders by the Corporation. However, its purpose is limited to instructing the registered shareholder (i.e., the broker or agent of the broker) how to vote on behalf of the Beneficial Shareholder. The vast majority of brokers now delegate responsibility for obtaining instructions from clients to Broadridge Financial Solutions, Inc. (“**Broadridge**”) in Canada. Broadridge typically prepares a machine-readable voting instruction form, mails those forms to Beneficial Shareholders and asks Beneficial Shareholders to return the forms to Broadridge, or otherwise communicate voting instructions to Broadridge (by way of the internet or telephone, for example). Broadridge then tabulates the results of all instructions received and provides appropriate instructions respecting the voting of Common Shares to be represented at the Meeting. **A Beneficial Shareholder who receives a Broadridge voting instruction form cannot use that form to vote Common Shares directly at the Meeting. The voting instruction forms must be returned to Broadridge (or instructions respecting the voting of Common Shares must otherwise be communicated to Broadridge) well in advance of the Meeting in order to have the Common Shares voted. If you have any questions respecting the voting of Common Shares held through a broker or other intermediary, please contact that broker or other intermediary for assistance.**

Although a Beneficial Shareholder may not be recognized directly at the Meeting for the purposes of voting Common Shares registered in the name of his or her broker, a Beneficial Shareholder may attend the Meeting as proxyholder for the registered shareholder and vote the Common Shares in that capacity. **Beneficial Shareholders who wish to attend the Meeting and indirectly vote their Common Shares as proxyholder for the registered shareholder, should follow the instructions set out under “Voting At The Meeting – Appointment of a Third Party as Proxy” above.**

If you have any questions respecting the voting of Common Shares held through a broker or other intermediary, please contact that broker or other intermediary for assistance. All references to shareholders in this Management Information Circular and the accompanying instrument of proxy and Notice of Meeting are to shareholders of record, unless specifically stated otherwise.

VOTING SECURITIES AND PRINCIPAL HOLDERS THEREOF

As at March 10, 2021, the Corporation had 188,584,507 Common Shares outstanding. Each Common Share confers upon the holder thereof the right to one vote. The close of business on March 5, 2021 is the record date for the determination of shareholders who are entitled to notice of, and to attend and vote at, the Meeting (the “**Record Date**”). Only those shareholders of record on the Record Date are entitled to notice of, and to attend and vote at the Meeting. Any transferee or person acquiring Common Shares after the Record Date may, on proof of ownership of Common Shares, demand of the Transfer Agent not later than 10 days before the Meeting that his or her name be included in the list of persons entitled to attend and vote at the Meeting.

Two or more holders of 5% of the Common Shares present in person or represented by proxy constitutes a quorum for the Meeting.

To the knowledge of the directors and executive officers of the Corporation, as of the date hereof no person or company beneficially owns, or controls or directs, directly or indirectly voting securities of the Corporation carrying 10% or more of the voting rights attached to all voting securities of the Corporation, except as follows:

Name and Province or State and Country of Residence	Type of Ownership	Securities Held	% of Common Shares Beneficially owned, or Controlled or Directed, Directly or Indirectly
David J. Wilson Alberta, Canada	Direct and Indirect	24,003,792 ⁽¹⁾	12.7%
GMT Capital Corp.	Direct and Indirect	32,829,000	17.4%

Note:

(1) Mr. Wilson controls 710719 Alberta Inc., which owns 4,133,135 Common Shares, is a trustee of the David and Penny Wilson Family Foundation, which owns 2,656,367 Common Shares and is a trustee of the David Wilson Family Trust, which owns 158,200 Common Shares.

ADVANCE NOTICE BYLAW

The bylaws of the Corporation include a provision regarding advance notice of nominations of directors of the Corporation (the “**Advance Notice By-law**”), which was filed on SEDAR, on February 26, 2013 and can also be found on the Corporation’s website. The Advance Notice By-law contains advance notice provisions, which provide shareholders, the Board and management of the Corporation with a clear framework for nominating directors to help ensure orderly business at shareholder meetings by effectively preventing a shareholder from putting forth director nominations from the floor of a shareholder meeting without prior notice. Among other things, the Advance Notice By-law fixes a deadline by which shareholders must submit notice of director nominations to the Corporation prior to any annual or special meeting of shareholders. It also specifies the information that a nominating shareholder must include in the notice to the Corporation regarding each director nominee and the nominating shareholder for the notice to be in proper written form in order for any director nominee to be eligible for nomination and election at any annual or special meeting of shareholders. These requirements are intended to provide all shareholders with the opportunity to evaluate and review the proposed candidates and vote on an informed and timely manner regarding such nominees. The Advance Notice By-law does not affect nominations made pursuant to a “proposal” made in accordance with the ABCA or a requisition of a meeting of shareholders made pursuant to the ABCA. As of the date of this Management Information Circular, the Corporation has not received any nominations pursuant to the advance notice provisions contained in the Advance Notice By-law.

MATTERS TO BE ACTED UPON AT THE MEETING

1. Financial Statements and Auditors’ Report

At the Meeting, shareholders will receive and consider the financial statements of the Corporation for the year ended December 31, 2020 and the auditors’ report thereon, but no vote by the shareholders with respect thereto is required or proposed to be taken.

2. Fixing Number of Directors to be Elected at the Meeting

At the Meeting, shareholders will be asked to consider and, if thought fit, approve an ordinary resolution fixing the number of directors to be elected at the Meeting at six (6).

Unless otherwise directed, it is the intention of the persons designated in the accompanying form of proxy to vote in favour of the ordinary resolution fixing the number of directors to be elected at the Meeting at six (6). In order to be effective, the ordinary resolution in respect of fixing the number of directors to be elected at the Meeting at six (6) must be passed by a majority of the votes cast by shareholders who vote in respect of this ordinary resolution.

3. Election of Directors

At the Meeting it is proposed that six (6) directors be elected to hold office until the next annual meeting or until their successors are elected or appointed. There are presently six (6) directors of the Corporation, the term of each of which expires at the Meeting.

Unless otherwise directed, it is the intention of the persons designated in the accompanying form of proxy to vote in favour of the election as directors of the six (6) nominees hereinafter set forth. Management has no reason to believe that any of the nominees will be unable to serve as a director, but if that should occur for any reason prior to the Meeting, the persons designated in the accompanying form of proxy reserve the right to vote for other nominees in their discretion unless the shareholder has specified in the accompanying form of proxy that such shareholder's Common Shares are to be withheld from voting on the election of directors.

Robert J. Dales	Michael R. Shea
Geraldine L. Greenall	Neil G. Sinclair
William C. Guinan	David J. Wilson

See "*Director Nominees*" in this Management Information Circular for additional information on the director nominees.

Majority Voting for Directors

The Board has adopted a policy which requires that any nominee for director who receives a greater number of votes "withheld" than votes "for" his or her election as a director shall submit his or her resignation to the Board for consideration promptly following the shareholders annual meeting. This policy applies only to uncontested elections, meaning elections where the number of nominees for director is equal to the number of directors to be elected. The Nominating Committee of the Board shall consider the resignation and shall recommend to the Board whether or not to accept the resignation. In the absence of exceptional circumstances, the Board expects the Nominating Committee will recommend accepting such recommendation. The Board shall act on the Nominating Committee's recommendation within ninety (90) days following the applicable meeting and, if applicable, a press release disclosing the resignation shall be issued at the time of the Board's determination. Any director who tenders his or her resignation will not participate in any meeting of the Board to consider whether or not his or her resignation shall be accepted.

4. Appointment of Auditors

PricewaterhouseCoopers LLP, Chartered Professional Accountants, of Calgary, Alberta are the auditors of the Corporation and were appointed as the auditors of the Corporation on October 11, 2012.

At the Meeting, shareholders will be asked to pass an ordinary resolution appointing PricewaterhouseCoopers LLP, Chartered Professional Accountants, to serve as auditors of the Corporation to hold office until the close of the next annual meeting of shareholders or until such firm is removed from office or resigns as provided by law, at a remuneration to be fixed by the Board.

Unless otherwise directed, it is the intention of the persons designated in the accompanying form of proxy to vote in favour of an ordinary resolution to appoint the firm of PricewaterhouseCoopers LLP, Chartered Professional Accountants, to serve as auditors of the Corporation to hold office until the close of the next annual meeting of shareholders or until such firm is removed from office or resigns as provided by law, at a remuneration to be fixed by the Board.

DIRECTOR NOMINEES

The following table sets forth for each person proposed to be nominated for election as a director: (i) their name and province and country of residence; (ii) the voting results from the annual meeting of the shareholders of the Corporation held on April 22, 2020, as applicable; (iii) information regarding their committee memberships and their attendance at Board and committee meetings during 2020; (iv) their principal occupation within the past five years and a brief biography; (v) the period during which they have served as a director of the Corporation; (vi) the number of Common Shares, RSUs and Options (as such terms are defined herein) that each proposed nominee beneficially owns, or exercises control or direction over, directly or indirectly, as of the date of this Management Information Circular; and (vii) whether the director has met the Ownership Guidelines (as such term is defined herein). None of the proposed nominees are directors of any other public company. The information as to Common Shares, Options and RSUs owned beneficially, not being within the knowledge of the Corporation, has been provided by each nominee.

ROBERT J. DALES



Independent Lead Director

Mr. Dales is a director of the Corporation and is the Lead Director and Chair of the Compensation Committee. Mr. Dales has been the President of Valhalla Ventures Inc., a private investment corporation since January 1999. Mr. Dales has over 26 years of public issuer experience, both as an officer and a director. Mr. Dales received a Bachelor of Commerce from the University of Calgary and a Master of Business Administration degree from the University of Alberta.

Other Public Company Board Membership: None

Board and Committee Membership

Board and Board Committees	2020 Meeting Attendance
Board (Lead Director)	12 of 12 ⁽⁶⁾
Audit Committee	4 of 4
Compensation Committee (Chair)	2 of 2
Nominating Committee	1 of 1
Reserves Committee	1 of 1

Voting Results of 2020 Annual Meeting

	Number of Votes	% of Votes
Votes For	109,006,635	95.95
Votes Withheld	4,598,629	4.05

Alberta, Canada

Age: 73

Director Since: October 2012

Common Shares: 1,794,255

RSUs: nil

Options: 181,000

Common Share and Share Equivalent Ownership

Number of Common Shares	1,794,255
Number of RSUs	nil
Total Number of Common Share and Share Equivalents	1,794,255
Total Value of Common Shares and Share Equivalents ⁽³⁾	\$3,299,659

Shareholding Requirements

Multiple of Annual Compensation ⁽⁴⁾	138
Target Date to Meet Requirements	Met

GERALDINE L. GREENALL, CFA, ICD.D



Independent Director

Alberta, Canada

Age: 47

Director Since: December 2017

Common Shares: 38,500

RSUs: nil

Options: 133,000

Ms. Greenall is a director of the Corporation and is also the Chair of the Reserves Committee. Ms. Greenall is the Chief Financial Officer of Spartan Delta Corp., a publicly listed exploration and production corporation. Prior thereto, Ms. Greenall co-founded and was the Chief Financial Officer at Camber Capital Corp., a fund manager offering private client & institutional fund management services. Prior thereto, Ms. Greenall was the Chief Compliance Officer and an energy portfolio manager with Canoe Financial. Ms. Greenall has over 21 years of experience in the energy and financial sectors including over a decade of experience as a Portfolio Manager and Chief Compliance Officer for investment fund managers. In addition to her fund management work, Ms. Greenall has a strong background in both public equity analysis and commodity trading. Ms. Greenall received a Bachelor of Commerce in Finance from the University of Calgary as well as the Chartered Financial Analyst and Institute of Corporate Directors designations. Ms. Greenall also holds the FSA Level 1 Credential from the Sustainable Accounting Standards Board.

Other Public Company Board Membership: None

Board and Committee Membership		
Board and Board Committees	2020 Meeting Attendance	
Board	12 of 12 ⁽⁶⁾	
Audit Committee	4 of 4	
Nominating Committee	1 of 1	
Reserves Committee (Chair)	1 of 1	
Voting Results of 2020 Annual Meeting		
	Number of Votes	% of Votes
Votes For	113,228,909	99.67
Votes Withheld	376,355	0.33
Common Share and Share Equivalent Ownership		
Number of Common Shares	38,500	
Number of RSUs	nil	
Total Number of Common Share and Share Equivalents	38,500	
Total Value of Common Shares and Share Equivalents ⁽³⁾	\$69,300	
Shareholding Requirements		
Multiple of Annual Compensation ⁽⁴⁾	3	
Target Date to Meet Requirements	Met	

WILLIAM C. GUINAN



Mr. Guinan is a director of the Corporation and is also the Chairman of the Board. Mr. Guinan retired as a Partner with Borden Ladner Gervais LLP, a law firm, in 2020, where he focused his practice on securities and corporate finance, mergers and acquisitions, corporate governance, continuous disclosure matters and stock exchange requirements, representing public oil and gas and other industrial issuers as well as private equity issuers. Mr. Guinan has over 26 years of experience as a director of public companies. Mr. Guinan received a Bachelor of Business Administration from Acadia University and both a Bachelor of Laws and a Master of Business Administration degree from Dalhousie University.

Other Public Company Board Membership: None

Board and Committee Membership	
Board and Board Committees	2020 Meeting Attendance
Board (Chairman)	12 of 12 ⁽⁶⁾

Independent Director
Alberta, Canada

Health, Safety and Environment
Committee

1 of 1

Age: 65

Director Since: October 2012

Common Shares: 1,154,459
RSUs: nil
Options: 153,000

Voting Results of 2020 Annual Meeting		
	Number of Votes	% of Votes
Votes For	111,373,747	98.04
Votes Withheld	2,231,517	1.96
Common Share and Share Equivalent Ownership		
Number of Common Shares		1,154,459
Number of RSUs		nil
Total Number of Common Share and Share Equivalents		1,154,459
Total Value of Common Shares and Share Equivalents ⁽³⁾		\$2,078,026
Shareholding Requirements		
Multiple of Annual Compensation ⁽⁴⁾		89
Target Date to Meet Requirements		Met

MICHAEL R. SHEA



Mr. Shea is a director of the Corporation and the Chair of the Nominating Committee. Mr. Shea is a retired oil and gas executive with over 33 years experience in the oil and gas industry. Mr. Shea has 14 years of public issuer experience as an officer with Celtic Exploration Ltd., and approximately 3 years of experience as a director with the Corporation. Previously, Mr. Shea was a founder, Board member and President and Chief Executive Officer of Canadian Mustang Energy Inc., a private oil and gas company. Mr. Shea held numerous positions in Land and Asset Management with junior and senior oil and gas companies throughout his career. Mr. Shea holds a Bachelor of Science (with distinction) from the University of Alberta.

Other Public Company Board Membership: None

Independent Director

Alberta, Canada

Age: 63

Director Since:
April 2018

Common Shares: 544,320
RSUs: nil
Options: 113,000

Board and Committee Membership		
Board and Board Committees	2020 Meeting Attendance	
Board	12 of 12 ⁽⁶⁾	
Compensation Committee	2 of 2	
Reserves Committee	1 of 1	
Nominating Committee (Chair)	1 of 1	
Voting Results of 2020 Annual Meeting		
	Number of Votes	% of Votes
Votes For	105,828,797	93.15
Votes Withheld	7,776,467	6.85
Common Share and Share Equivalent Ownership		
Number of Common Shares		544,320
Number of RSUs		nil
Total Number of Common Share and Share Equivalents		544,320
Total Value of Common Shares and Share Equivalents ⁽³⁾		\$979,776
Shareholding Requirements		
Multiple of Annual Compensation ⁽⁴⁾		42
Target Date to Meet Requirements		Met

NEIL G. SINCLAIR



Independent Director

British Columbia, Canada

Age: 73

Director Since:
October 2012

Common Shares: 2,563,141⁽¹⁾
RSUs: nil
Options: 181,000

Mr. Sinclair is a director of the Corporation and the Chair of the Audit Committee. Mr. Sinclair has been the President of Sinson Investments Ltd., a private British Columbia corporation engaged in property development, since 1973 and is also the president of two other private companies. Mr. Sinclair has extensive public company experience as an officer and as a director and has international business experience in both Spain and Japan. Mr. Sinclair received a Bachelor of Arts (Economics) from the University of Victoria and a Master of Business Administration degree from University of Western Ontario.

Other Public Company Board Membership: None

Board and Committee Membership

Board and Board Committees	2020 Meeting Attendance
Board	12 of 12 ⁽⁶⁾
Audit Committee (Chair)	4 of 4
Compensation Committee	2 of 2
Health, Safety and Environment Committee	1 of 1
Nominating Committee	1 of 1

Voting Results of 2020 Annual Meeting

	Number of Votes	% of Votes
Votes For	109,009,635	95.95
Votes Withheld	4,595,629	4.05

Common Share and Share Equivalent Ownership

Number of Common Shares	2,563,141
Number of RSUs	nil
Total Number of Common Share and Share Equivalents	2,563,141
Total Value of Common Shares and Share Equivalents ⁽³⁾	\$4,613,654

Shareholding Requirements

Multiple of Annual Compensation ⁽⁴⁾	197
Target Date to Meet Requirements	Met

DAVID J. WILSON



Non-Independent Director and
President, Chief Executive Officer

Alberta, Canada

Mr. Wilson has been the President and Chief Executive Officer and a director of the Corporation since the inception of the Corporation. In 1986, Mr. Wilson established Pronghorn Resources Ltd., a private oil and gas company. During its eight years of operation, he was actively engaged in all aspects of exploration, development, acquisitions of oil and gas properties, and the day to day business of running a small oil and gas company. In 1992, Mr. Wilson co-founded Genesis Exploration Ltd., and was responsible for corporate direction, daily operation of the corporation, management strategy, finance and acquisitions. Genesis Exploration Ltd. was sold in April 2001 to Vintage Petroleum, Inc. from Tulsa, Oklahoma. In September 2002, he became President and CEO of Desco Exploration Ltd., a junior capital pool company and the name was changed to Celtic Exploration Ltd. Celtic was acquired by ExxonMobil Canada Ltd. in February 2013, and Kelt Exploration Ltd. commenced operations the same day as a junior oil and gas exploration and development company.

Other Public Company Board Membership: None

Board and Committee Membership

Board and Board Committees	2020 Meeting Attendance
Board	11 of 11 ⁽⁶⁾

Age: 60
 Director Since:
 October 2012

Health, Safety and Environment
 Committee

1 of 1

Common Shares: 24,003,792⁽²⁾
 RSUs: 70,000
 Options: 704,000

Voting Results of 2020 Annual Meeting		
	Number of Votes	% of Votes
Votes For	113,578,220	99.98
Votes Withheld	27,044	0.02
Common Share and Share Equivalent Ownership		
Number of Common Shares		24,003,792
Number of RSUs		70,000
Total Number of Common Share and Share Equivalents		24,073,792
Total Value of Common Shares and Share Equivalents ⁽³⁾		\$43,332,826
Shareholding Requirements		
Multiple of Annual Compensation ⁽⁵⁾		313
Target Date to Meet Requirements		Met

Notes:

- (1) Mr. Sinclair controls Sinson Investments Ltd. which owns 28,334 Common Shares.
- (2) Mr. Wilson controls 710719 Alberta Inc., which owns 4,133,135 Common Shares, is a trustee of the David and Penny Wilson Family Foundation, which owns 2,656,367 Common Shares and is a trustee of the David Wilson Family Trust, which owns 158,200 Common Shares.
- (3) The value of the Common Shares is the closing price of the Common Shares on the TSX (as hereinafter defined) on December 31, 2020, being \$1.80. No RSUs have been issued to the non-employee directors of the Corporation.
- (4) See “*Executive Compensation – Director Compensation – Summary Compensation Table*” for the compensation for each non-employee director and “*Non-Executive Director Share Ownership Guidelines*” for a description of Ownership Guidelines.
- (5) Mr. Wilson is subject to the share ownership guideline applicable to the Corporation’s CEO which requires that the CEO is required to own that number of Common Shares that is not less than the greater of: (i) the minimum number required to be owned by each non-employee director of the Corporation three years after this appointment or election as director as prescribed under the Ownership Guidelines; and (ii) having a value equal to or greater than three times the base salary then being paid to the CEO.
- (6) Eleven regular board meetings and one meeting of the independent directors of the Corporation were held in 2020. Mr. Wilson did not attend the meeting of the independent directors of the Corporation as he is not independent as he also occupies the positions of President and Chief Executive Officer of the Corporation

Skills Matrix

The Compensation Committee has established the following “skills matrix” outlining the skills and experience which they believe are required by the members of the Board. This skills matrix is reviewed annually by the Compensation Committee and by the Nominating Committee and updated as necessary. The Compensation Committee also annually reviews the skills and experience of the directors. The Compensation Committee also assesses the knowledge and character of all nominees to the Board to ensure general compliance with the skills matrix.

SKILLS MATRIX	
<i>Executive Leadership</i>	Experience as a CEO or equivalent.
<i>Enterprise Risk Assessment</i>	Board or executive experience in evaluating and managing risks in the oil and natural gas business.
<i>Value Creation</i>	Board or executive experience in evaluating, and executing on, value creation opportunities through acquisitions, divestitures, mergers or developmental opportunities.
<i>Health, Safety & Environment</i>	Board or management experience with environmental compliance and workplace health and safety in the oil and gas industry.
<i>Operations</i>	Management experience with oil and natural gas operations.

SKILLS MATRIX	
<i>Reserves Evaluation</i>	Board experience with, or management responsibility for, oil and natural gas reserve evaluation and reporting.
<i>Compensation and Human Resources</i>	Management experience in human resources and executive compensation.
<i>Accounting & Finance</i>	Financial literacy in reading financial statements, financial accounting and operational accounting experience as well as corporate finance knowledge and experience usually from senior accounting and financial management, audit firm background or banking experience.
<i>Business Development</i>	Experience identifying and evaluating value creation opportunities.
<i>Legal, Regulatory and Governmental</i>	Broad understanding of corporate, securities, land tenure, and oil and natural gas law, regulatory regimes in Western Canada and governmental royalty, and incentive and taxation policies usually through management experience or a legal background.
<i>Corporate Governance</i>	Broad understanding of good corporate governance usually through experience as a board member or as a senior executive officer.

The following outlines the experience and background of, but not necessarily the technical expertise of the Corporation's directors who are seeking re-election, or election, at the Meeting, based on information provided by such individuals:

Name	Executive Leadership	Enterprise Risk Assessment	Value Creation	Health, Safety & Environment	Operations	Reserves Evaluation	Compensation and Human Resources	Accounting & Finance	Business Development	Legal, Regulatory and Governmental	Corporate Governance
Robert J. Dales	√	√	√	√	√	√	√	√	√	-	√
Geraldine L. Greenall	-	√	√	-	-	√	-	√	√	√	√
William C. Guinan	√	√	√	√	-	-	√	√	√	√	√
Michael R. Shea	√	√	√	√	√	√	√	√	√	-	√
Neil G. Sinclair	-	√	√	-	-	-	√	√	√	-	√
David J. Wilson	√	√	√	√	√	√	√	√	√	√	√
Total	4/6	6/6	6/6	4/6	3/6	4/6	5/6	6/6	6/6	3/6	6/6

Cease Trade Orders, Bankruptcies, Penalties or Sanctions

None of those persons who are proposed directors of the Corporation is, or has been within the past 10 years, a director, chief executive officer or chief financial officer of any company, including the Corporation, that while such person was acting in that capacity, was the subject of a cease trade order, an order similar to a cease trade order or an order that denied the relevant company access to any exemption under securities legislation, that was in effect for a period of more than 30 consecutive days, or after such persons ceased to be a director, chief executive officer or chief financial officer of the company, was the subject of a cease trade order, an order similar to a cease trade order or an order that denied the relevant company access to any exemption under securities legislation, for a period of more than 30 consecutive days, which resulted from an event that occurred while acting in such capacity. In addition, none of those persons who are proposed directors of the Corporation is, or has been within the past 10 years, a director or executive officer of any company, including the Corporation, that, while such 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. None of the persons who are proposed directors of the Corporation have, within the past 10 years, 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 his or her assets. None of those persons who are proposed directors of the Corporation have been subject to any penalties or sanctions imposed by a court relating to securities legislation or by a securities regulatory authority or has entered into a settlement with a securities regulatory authority or been subject to any other penalties or sanctions imposed by a court or regulatory body that would likely be considered important to a reasonable shareholder in deciding whether to vote for a proposed director.

EXECUTIVE COMPENSATION

Compensation Discussion and Analysis

Overview

The Compensation Committee of the board of directors of the Corporation (the “**Board**”) makes recommendations to the Board regarding compensation to be provided to the executive officers and directors of the Corporation and, in doing so, receives input from the President and the Chief Executive Officer of the Corporation (the “**CEO**”) in respect of all executive officers other than the CEO. Compensation of all executive officers is based on the underlying philosophy that such compensation should consider the overall performance of the Corporation, shareholder return, economic conditions and be reflective of the experience, performance and contribution of the individuals involved.

The Corporation’s executive compensation program is available to the “**Named Executive Officers**” or “**NEOs**” of the Corporation which is defined by applicable securities legislation to mean each of the following individuals, namely: (i) the CEO; (ii) the Chief Financial Officer (the “**CFO**”); (iii) each of the Corporation’s three most highly compensated executive officers, or the three most highly compensated individuals acting in a similar capacity, other than the CEO and the CFO, at the end of the most recently completed financial year whose total compensation was, individually, more than \$150,000 for that financial year; and (iv) each individual who would be a “Named Executive Officer” under (iii) above but for the fact that the individual was neither an executive officer of the Corporation, nor acting in a similar capacity, at the end of the most recently completed financial year. In this Management Information Circular, executive compensation information is provided for the Named Executive Officers and the directors of the Corporation for the financial year ended December 31, 2020. The NEOs based on 2020 compensation levels are as follows: David J. Wilson, President and CEO; Sadiq H. Lalani, Vice President and CFO; Douglas J. Errico, Senior Vice President, Land & Corporate Development, Alan G. Franks, Vice President, Production; Douglas O. MacArthur, Vice President, Operations; and Patrick W. G. Miles, Vice President, Exploration.

Objectives of the Executive Compensation Program

The objectives of the Corporation’s executive compensation program are twofold, namely: (i) to enable the Corporation to attract and retain highly qualified and experienced individuals to serve as executive officers; and (ii) to align the compensation levels available to the Named Executive Officers to the successful implementation of the Corporation’s strategic plans. The Corporation’s executive compensation program is designed to reward the Named Executive Officers where they have contributed to the prosperity and growth of the Corporation and to align the interests of the Named Executive Officers with the shareholders of the Corporation. As a result, the awarding of Options and the awarding of RSUs are components of the Corporation’s executive long-term at-risk compensation. This approach is based on the assumption that the Common Share price performance is the primary indicator of long-term performance.

Peer Group

For the purpose of compensation comparisons, the Compensation Committee reviews peer oil and gas companies from the Toronto Stock Exchange with business operations of a size and scope which, to the best of the knowledge of the Corporation, are comparable to those of the Corporation. In 2020, the Compensation Committee considered data from twelve (12) publicly traded companies. The table below sets forth revenue and enterprise value for each of the Corporation’s selected peer oil and gas companies, aggregate executive compensation for their respective CEO, CFO and next most highly compensated executive officer and aggregate executive compensation as a percentage of their respective revenue. The Corporation used information as of December 2019 for comparison as information for December 2020 for all peer group members was not available at time of filing.

Company	2019 Revenue (\$ millions)⁽¹⁾⁽²⁾	Enterprise Value (\$ billions)⁽³⁾	2019 Executive Compensation (\$ millions)⁽²⁾⁽⁴⁾	2019 Executive Compensation as % of 2019 Revenue⁽¹⁾⁽²⁾⁽³⁾
Advantage Oil & Gas Ltd.	252.1	0.8	5.5	2.19%
Birchcliff Energy Ltd.	633.7	1.4	6.2	0.98%
Crew Energy Ltd.	193.5	0.4	2.5	1.31%
NuVista Energy Ltd.	561.1	1.2	3.8	0.67%
Paramount Resources Ltd.	914.9	1.7	3.2	0.35%
Peyto Exploration & Development Corp.	469.7	1.7	3.7	0.79%
Pipestone Energy Corp.	62.5	0.4	3.2	5.16%
Storm Resources Ltd.	173.4	0.3	1.5	0.87%
Surge Energy Inc.	398.6	0.7	4.5	1.12%
Tamarack Valley Energy Ltd.	381.1	0.6	5.6	1.48%
Whitecap Resources Inc.	1,454.2	3.2	5.6	0.38%
Yangarra Resources Ltd.	144.0	0.3	1.3	0.88%
Median⁽⁵⁾	394.3	0.8	3.7	0.88%
Kelt Exploration Ltd.	394.4	1.2	1.1	0.27%
Kelt’s Ranking (out of 13)	6	6	13	13

Notes:

- (1) Revenue as of December 31, 2019.
- (2) Information obtained from documents filed publicly by the selected peer group company on their respective issuer profiles on SEDAR at www.sedar.com.
- (3) Enterprise Value as of December 13, 2019 (Source: National Bank of Canada – NBF Energy Compsheet).
- (4) Reflects the aggregate 2019 compensation for each of the CEO, CFO and the next most highly compensated executive officer. If compensation for the CEO or CFO was not relevant due to an employment change in the 2019 fiscal year, the next most highly compensated NEO was used. Pension values were excluded where applicable.
- (5) Calculated including the Corporation within the dataset.

The Corporation’s aggregate 2019 executive compensation for its Chief Executive Officer, Chief Financial Officer and next most highly compensated executive officer was the lowest of its selected peer group for the year ended 2019. The Corporation’s aggregate 2020 executive compensation for its Chief Executive Officer, Chief Financial Officer and next most highly compensated executive officer decreased 35 percent from 2019 to \$0.7 million and is expected to remain the lowest of its selected peer group for the year ended 2020.

Kelt prioritizes low general and administrative expenses (“G&A”) and has the second lowest net G&A in its selected peer group for 2019 of \$8.9 million. On a per BOE¹ basis, the Corporation’s G&A per BOE of \$0.81

¹ Barrel of oil equivalent of natural gas and crude oil on the basis of one barrel of crude oil for 6,000 cubic feet of natural gas.

was the second lowest among its selected peer group for producers with greater than 15% of total production from crude oil and liquids.

Elements of the Executive Compensation Program

The Corporation's executive compensation program consists of a combination of the following significant elements: (i) base salary; (ii) the payment of bonuses where appropriate under the Bonus Plan (as hereinafter defined); (iii) the Stock Option Plan (as hereinafter defined); (iv) the RSU Plan (as hereinafter defined); and (v) the Employee Stock Savings Plan (as hereinafter defined). These elements contain both short-term incentives, comprised of cash payments, provided under the Bonus Plan and long-term incentives, comprised of equity-based incentives under the Stock Option Plan and the RSU Plan. In addition, the Corporation has an Employee Stock Savings Plan to encourage savings and ownership in Common Shares. Extended health care, dental and insurance benefits and the right to participate in the Stock Option Plan, the RSU Plan and the Employee Stock Savings Plan are provided to all employees, including the Named Executive Officers. The process for determining prerequisites and approval of benefits for the Named Executive Officers is, firstly, to implement prerequisites and benefits which are comparable to those usually offered by other corporations of a similar size to the Corporation and secondly, to make those prerequisites and benefits available to each Named Executive Officer. The amount for each element of the Corporation's executive compensation program is determined at the discretion of the Board, where applicable, as described below.

Each element of the Corporation's executive compensation program is intended to contribute to an overall total compensation package which is designed to provide both short-term and long-term financial incentives to the Named Executive Officers and to thereby assist the Corporation to successfully implement its strategic plans. The Compensation Committee annually assesses how each element fits into the overall total compensation package and will make recommendations to the Board relating thereto from time to time. In making all compensation recommendations, the Compensation Committee takes into consideration:

- (a) the duties of each individual, his or her past service and continuing performance and responsibilities;
- (b) the Corporation's G&A cost structure;
- (c) shareholder returns; and
- (d) the form and amount of compensation awarded by comparable companies and competitors.

Base Salaries

Base salaries are paid in cash and represent a portion of total compensation that is not at-risk compensation. Additionally, base salaries are determined by evaluating the role of the Named Executive Officer, general economic conditions and market compensation. The Corporation aims to set base salaries below market, based on commercially available salary data and publicly disclosed information by some of the Corporation's competitors and peers, which include the twelve (12) publicly traded companies listed under the heading "Objectives of the Executive Compensation Plan – Peer Group" above. In light of market conditions, base salaries were not increased during 2020. As part of the Corporation's cost reduction measures as it managed through the impacts of COVID-19, all Kelt employees had their salaries reduced by 9% or had the employer contributions to the Employee Stock Saving Plan paused for the period between May 1, 2020 and November 1, 2020.

Other than as set out immediately below and under the heading "*Elements of the Executive Compensation Program*" above, the base salaries of the Named Executive Officers are not determined based on benchmarks, performance goals or a specific formula.

	Base Salary 2020 (\$) ⁽¹⁾	Increase from 2019 (%)	Base Salary 2019 (\$)
David J. Wilson	Nil	N/A	Nil
Sadiq H. Lalani	195,775	-3.9%	203,750
Douglas J. Errico	205,000	1%	203,750
Alan G. Franks	195,775	-3.9%	203,750
Douglas O. MacArthur	205,000	1%	203,750
Patrick W. G. Miles	205,000	1%	203,750

Note:

- (1) All Kelt employees had their salaries reduced by 9% or had the employer contributions to the Employee Stock Savings Plan paused for the period between May 1, 2020 and November 1, 2020.

No salary has been paid to the CEO since incorporation. **The CEO has requested and the Compensation Committee has concurred, that the CEO should be remunerated primarily on the basis of performance. Therefore, his compensation is limited to Options, RSUs and participation in the Bonus Plan. Although it is acknowledged that this might lead to concerns that all of the CEO’s equity compensation is inherently at risk and may incentivize the CEO towards excessive risk taking, the CEO and the Corporation are of the view that the foregoing is entirely mitigated by the CEO’s share ownership in the Corporation, which further helps to align his interests with those of the shareholders of the Corporation. The CEO and the Compensation Committee are also of the view that a base salary paid to the CEO would be immaterial in view of his current shareholdings in the Corporation and therefore unlikely to influence excessive risk taking by the CEO.**

The table below sets forth the number and value of Common Shares beneficially owned, controlled or directed, directly or indirectly by the CEO and the number and value of RSUs and Options held by the CEO all as at December 31, 2020.

	Number	Value (\$)
Common Shares ⁽¹⁾	24,003,792	43,206,826
RSUs ⁽¹⁾⁽³⁾	70,000	126,000
Options ⁽²⁾⁽³⁾	704,000	213,840
Total Common Shares, RSUs and Options	24,777,792	43,546,666

Notes:

- (1) The value of the ownership of Common Shares and the value of RSUs are calculated based on the closing price of the Common Shares on the TSX on December 31, 2020, being \$1.80.
 (2) Value is calculated based on the difference between the exercise price of the Options and the closing price of the Common Shares on the TSX on December 31, 2020, being \$1.80. Options with an exercise price in excess of \$1.80 have been valued at nil.
 (3) See the section herein entitled “*Executive Compensation–Share–Based Awards and Option–Based Awards.*”

CEO Share Ownership Guidelines

The Corporation has implemented share ownership guidelines applicable to the Corporation’s CEO. The CEO is required to own that number of Common Shares that is not less than the greater of: (i) the minimum number required to be owned by each non-employee director of the Corporation three years after this appointment or election as director as prescribed under the Ownership Guidelines; and (ii) having a value equal to or greater than three times the base salary then being paid to the CEO.

Bonus Plan

All regular full-time employees of the Corporation, including the Named Executive Officers, are eligible participants in the bonus plan of the Corporation (the “**Bonus Plan**”). The Bonus Plan is designed to reward contributions towards the achievement of the Corporation’s goals.

The Bonus Plan consists of a discretionary component and a non-discretionary component. The discretionary component is based upon employee merit and the amount to be paid out thereunder, if any, is determined by the Board, taking into consideration the recommendations of the Compensation Committee. In making its recommendations to the Board, the Compensation Committee recognizes any extraordinary success that has been achieved in implementing the Corporation’s business plans. Other than the foregoing, recommendations with respect to the payment of bonuses under the discretionary component of the Bonus Plan are based on overall contribution and effort and are not based on a formula or previously prescribed guidelines. There were no amounts paid under the discretionary component in 2020 other than with respect to the bonus paid to the Senior Vice President, Land & Corporate Development in recognition of his successful efforts with respect to the sale of the Corporation’s Inga assets.

The non-discretionary component of the Bonus Plan is based upon the Corporation’s performance, on a year over year basis, as determined by a combination of two benchmarks: (i) adjusted funds from operations per Common Share; and (ii) daily production per million Common Shares outstanding. Each benchmark is weighted at 50%. Regular full-time employees, including the Named Executive Officers, are eligible to receive a bonus, equal to a maximum of 10% to 30% of the applicable employee’s base salary depending on the employee’s position within the Corporation. The bonus of the CEO, who is not paid a salary, is determined by the Board upon recommendation by the Compensation Committee after giving due weight to the benchmarks noted above and assuming the same base salary as the CFO.

The following table outlines the Company’s performance for the non-discretionary 2019 Bonus Plan targets. Payments under the 2019 Bonus Plan were made in 2020.

2019 Non-Discretionary Bonus Targets	Target	Result	Weighting	Result	Bonus
Annual increase in adjusted funds from operations per Common Share ⁽¹⁾	15%	-2%	50%	-2%	0%
Annual increase in daily production per million Common Shares outstanding ⁽²⁾	15%	5.1%	50%	5.1%	5.1%
Total NEO non-discretionary bonus					5.1%

Notes:

- (1) “Adjusted funds from operations per Common Share” is a non-GAAP measure and is calculated from the Corporation’s annual audited financial statements by dividing the diluted weighted average number of Common Shares outstanding as at December 31 of each year by its “adjusted funds from operations” which is calculated as cash provided by operating activities before changes in non-cash operating working capital, and adding back: transaction costs associated with acquisitions and dispositions, and settlement of decommissioning obligations.
- (2) “Production per million Common Shares” is calculated by dividing the Corporation’s combined daily average oil, natural gas liquids and natural gas production per day on a barrel of oil equivalent basis for each year, by the basic weighted average number of Common Shares outstanding as at December 31 on each year.

The Bonus Plan also includes a clawback provision in respect of bonus payments to the executive officers, including the Named Executive Officers, in situations where: (i) the amount of the bonus compensation received by an executive officer or former executive officer, including former Named Executive Officers, to whom the provision applies was calculated based on or contingent upon the achievement of certain financial results that were subsequently the subject of or affected by a material restatement of all or a portion of the Corporation’s financial statements; and (ii) the executive officers or former executive officers engaged in gross negligence, intentional misconduct or fraud that caused, or partially caused, the need for the restatement, as admitted by the executive officers or in the absence of such admission, as determined by a court of competent jurisdiction in a final judgment that cannot be appealed; and (iii) the bonus compensation payment received would have been lower had the financial results been properly reported, then the Board may, to the extent permitted by applicable laws and to the extent it determines that it is in the Corporation’s best interest to do so, require reimbursement of the amount by which the after-tax incentive compensation received by such executive officers under the Bonus Plan exceeded that which the executive officers would have received had the financial statements not been materially misleading.

Stock Options and RSUs

The amended and restated stock option plan of the Corporation dated March 12, 2019 (the “**Stock Option Plan**”) permits the granting of stock options (“**Options**”) to the directors, officers, employees and other eligible service providers of Kelt and its subsidiaries for the purpose of providing directors, officers, employees and other eligible service providers with an incentive to achieve the longer-term objectives of Kelt; to give suitable recognition to the ability and industry of such persons who contribute materially to the success of Kelt; and to attract and retain employees by providing them with the opportunity to acquire an increased shareholder interest in Kelt.

The Corporation’s annual burn rate, as calculated in accordance with Section 613(p) of the TSX Company Manual, under the Stock Option Plan was 1.4% for the year ending December 31, 2020, 1.3% for the year ending December 31, 2019 and 1.4% for the year ending December 31, 2018. The burn rate is subject to change based on the number of Options granted and the weighted average number of Common Shares issued and outstanding for the applicable financial year.

The amended and restated restricted share unit plan of the Corporation dated March 12, 2019 (the “**RSU Plan**”) is an incentive compensation plan established to retain and motivate directors, officers, employees and other eligible service providers of Kelt and its subsidiaries and to promote greater alignment of interest between service providers and holders of Common Shares. The RSU Plan provides directors, officers, employees and other eligible service providers with the opportunity to acquire Common Shares through an award of restricted share units (“**RSUs**”). Each RSU represents a right to receive one Common Share.

The Corporation’s annual burn rate, as calculated in accordance with Section 613(p) of the TSX Company Manual, under the RSU Plan was 0.0% for the year ending December 31, 2020, 0.1% for the year ending December 31, 2019 and 0.3% for the year ending December 31, 2018. The burn rate is subject to change based on the number of RSUs granted and the weighted average number of Common Shares issued and outstanding for the applicable financial year.

For a description of the process used by the Corporation to grant Options and RSUs, see the section herein entitled “*Executive Compensation – Share-Based and Option-Based Awards*”. Other than as set out therein, the number of Options granted are not based on benchmarks, performance goals or a specific formula.

For a description of the Stock Option Plan and the RSU Plan see “*Securities Authorized for Issuance Under Equity Compensation Plans – Stock Option Plan*” and “*– RSU Plan*” below.

Employee Stock Savings Plan

The Corporation has an Employee Stock Savings Plan (the “**Employee Stock Savings Plan**”) in which all employees of the Corporation, including the Named Executive Officers, are eligible to participate. The purpose of the Employee Stock Savings Plan is to encourage savings and ownership in Common Shares through regular payroll deductions and the Corporation’s matching contributions. Participants contribute up to 10% of their regular salary to the Employee Stock Savings Plan and the Corporation matches 100% of the participating employee’s contribution. All contributions to the Employee Stock Savings Plan are deposited with a trustee to purchase Common Shares in the market for participating employees. The Corporation’s portion of the contributions vests immediately at the time of payment by the Corporation.

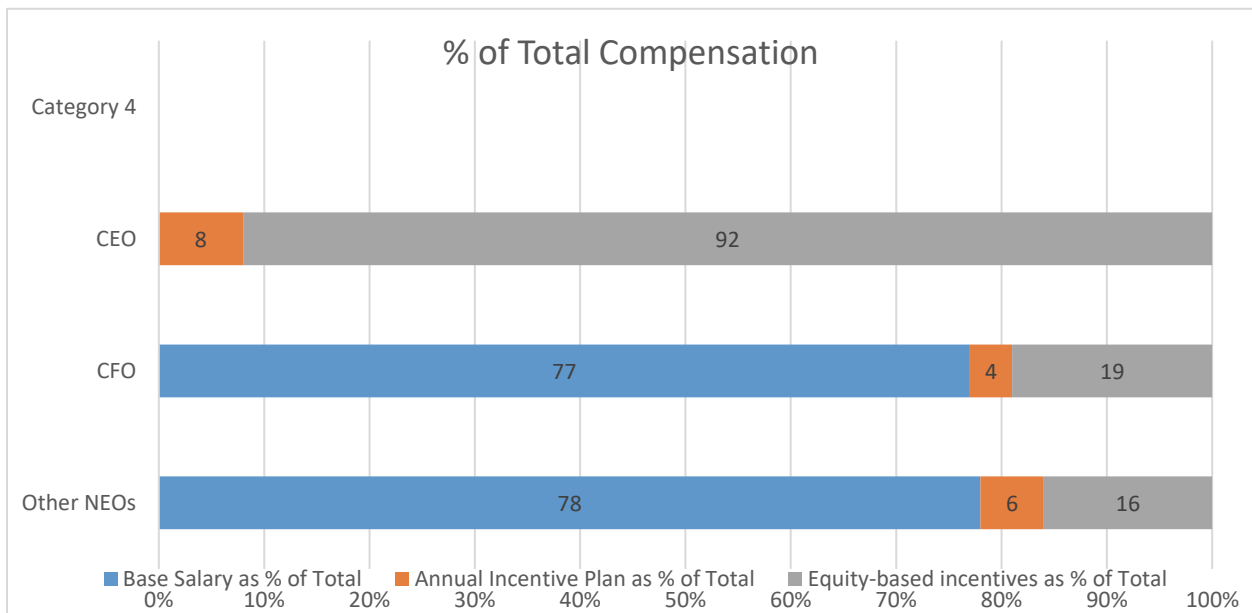
In light of market conditions as a result of the COVID-19 pandemic, the Corporation’s matching contributions were paused between May 1, 2020 and November 1, 2020. Certain employees elected to take a salary reduction in lieu of suspending the Corporation’s contributions to the Employee Stock Savings Plan.

At-Risk Compensation

The Corporation provides long-term, at-risk incentives to reinforce alignment with shareholders over the long-term. Consistent with past practice, in 2020 all of the CEO’s compensation was performance based at-risk in the form of short-term incentive bonus and stock options.

The Corporation provides long-term, at risk incentives to its NEO’s other than the CEO in the form of Options and, on occasion, RSUs. In 2020, the Corporation determined not to grant any RSUs and when coupled with the lower grant date fair value of the Options granted in 2020, resulted in total at-risk compensation for the NEOs other than the CEO, being 16-19% of total compensation for the year ended 2020. In granting Options, the Corporation considers the Black-Scholes value of the Options granted as well as the number of Options granted and held by the NEO. Notwithstanding lower long-term incentive awards granted in recent years, the Corporation’s objective is to provide the majority of the NEO’s compensation in the form of at-risk incentives over a long-term horizon.

The following chart depicts 2020 at-risk target total direct compensation among the Corporation’s NEOs:



Risks Associated with the Corporation’s Compensation Policies and Practices

The Board has considered the implications of the risks associated with the Corporation’s compensation policies and practices, including:

- (a) the risk of executives taking inappropriate or excessive risks;
- (b) the risk of inappropriate focus on achieving short term goals at the expense of long term return to shareholders;
- (c) the risk of encouraging aggressive accounting practises; and
- (d) the risk of excessive focus on financial returns and operational goals at the expense of regulatory, environmental and health and safety goals.

The Board does not believe that the Corporation’s executive compensation program encourages the Named Executive Officers to take inappropriate or excessive risks. This assessment is based on a number of considerations including, without limitation, the following:

- (a) the Corporation's compensation policies and practices are uniform throughout and there are no significant differences in the compensation structure amongst the Named Executive Officers, other than the fact that the CEO does not receive a base salary;
- (b) the overall compensation program is aligned with the Corporation's business plan and long-term strategies;
- (c) the Bonus Plan includes a clawback provision in respect of bonus payments to the executive officers of the Corporation in certain situations (see "*Bonus Plan*" above);
- (d) the Stock Option Plan includes a clawback provision in respect of Options granted to officers of the Corporation in certain circumstances (see "*Securities Authorized for Issuance Under Equity Compensation Plans – Stock Option Plan*" below);
- (e) the RSU Plan includes a clawback provision in respect of RSUs awarded to officers of the Corporation in certain circumstances (see "*Securities Authorized for Issuance Under Equity Compensation Plans – RSU Plan*" below);
- (f) establishing share ownership guidelines for the CEO and imposing short selling restrictions;
- (g) the compensation package for the Named Executive Officers consists of fixed (base salary) and variable elements (bonus payments, Options and RSUs) which are designed to balance short-term goals and the long-term interests of the Corporation and are aimed at creating sustainable value for the Corporation's shareholders; and
- (h) in exercising its discretion in granting bonus payments, Options and RSUs, the Board considers the long-term interests of the Corporation.

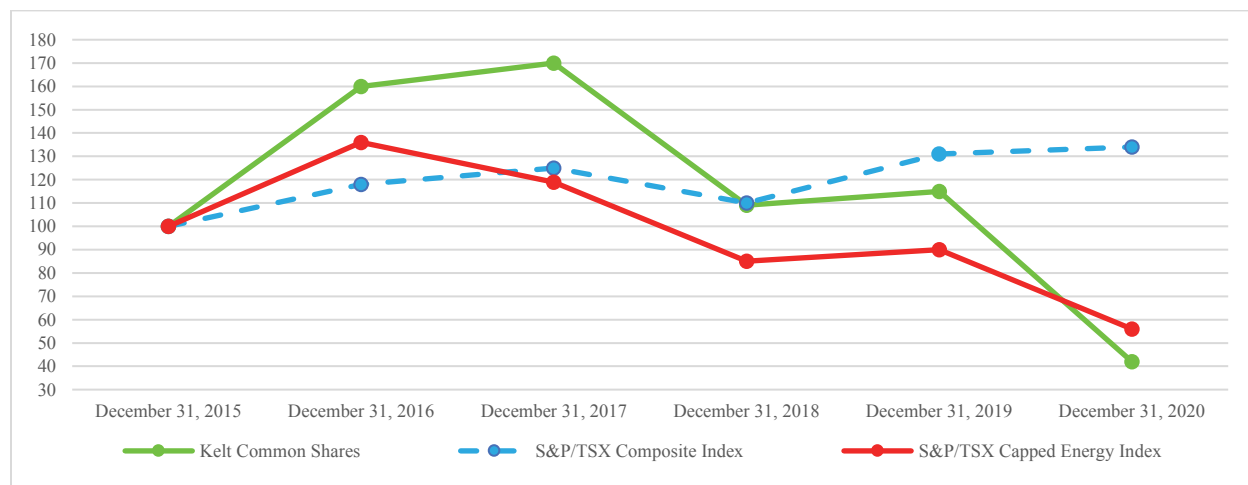
Financial Instruments (Anti-Hedging Policy)

The Corporation has implemented a policy which restricts its directors, officers and employees from knowingly selling, directly or indirectly, a security of the Corporation if such person selling such security does not own or has not fully paid for the security to be sold. Directors, officers and employees of the Corporation may not, directly or indirectly, sell a call or buy a put in respect of a security of the Corporation or any of its affiliates. Notwithstanding these prohibitions, directors, officers and employees of the Corporation may sell a security which such person does not own if such person owns another security convertible into the security sold or an option or right to acquire the security sold and, within 10 days after the sale, such person: (i) exercises the conversion privilege, option or right and delivers the security so acquired to the purchaser; or (ii) transfers the convertible security, option or right, if transferable to the purchaser. As a matter of corporate policy, hedging transactions involving directors, officers and employees are prohibited. Directors, officers and employees may not, for the purpose of hedging to protect against a decrease in the market price or value of an equity-based award or securities of the Corporation, buy, sell or enter into any derivative instruments, agreements or securities, the market price, value or payment obligations of which are derived from, referenced to or based on the value of the applicable securities, or any other derivative instruments, agreements, arrangements, or understandings (commonly known as equity monetization transactions) the effect of which is to alter, directly or indirectly, the director's, officer's and employee's economic interest in securities of, or economic exposure to, the Corporation.

Performance Graph

The following graph compares on a yearly basis the cumulative total shareholder return from December 31, 2015 as measured by the closing price of the Common Shares at the end of each period indicated, assuming an initial

investment of \$100 on December 31, 2015, compared to the S&P/TSX Composite Index and the S&P TSX Capped Energy Index.



	December 31, 2015	December 31, 2016	December 31, 2017	December 31, 2018	December 31, 2019	December 31, 2020	Average Annual Return
Kelt Common Shares	100	160	170	109	115	42	-12%
S&P/TSX Composite Index	100	118	125	110	131	134	7%
S&P/TSX Capped Energy Index	100	136	119	85	90	56	-9%

The trend shown by the foregoing performance graph reflects both operational and financial performance within the Corporation's control as well as volatile commodity prices and economic and market conditions beyond its control, including the state of the global economy and the state of crude oil and natural gas prices.

In 2016 and 2017, Kelt's share price outperformed both the S&P Capped Energy Index and the broader S&P TSX Composite Index. Following the end of 2017, the share price trended downward driven by commodity price pressure that has affected the entire oil and gas industry. In 2020, there was a decline in the share price of both the Common Shares and the S&P Capped Energy Index resulting from the uncertainty surrounding the extent and duration of the COVID-19 pandemic and the resulting reduction in global crude oil demand and prices. The decline in share price is consistent with the decrease over the past two years of total NEO compensation, which decreases have consisted mainly of long-term incentives.

During the five year period ended December 31, 2020, the Corporation's annual total executive compensation has both increased and decreased based on operational and financial performance and the recommendations of the Compensation Committee. For the years ended December 31, 2019 and 2020, the Corporation's total executive compensation decreased by 40% and 29%, respectively.

Share-Based and Option-Based Awards

Granting Process for Share-Based and Option-Based Awards

The process that the Corporation uses to grant share-based awards to the Named Executive Officers, and the factors that are taken into account when considering new grants under the Option Plan and RSU Plan, are based on a number of criteria, including the base salary of the Named Executive Officers, the number of Options and RSUs available for grant, the number of Options and RSUs anticipated to be required to meet the future needs of the Corporation, as well as the number of Options and RSUs previously granted to each of the Named Executive Officers. It is the full Board, as opposed to the Compensation Committee, which determines the need for amendments to the Option Plan or RSU Plan and it is the full Board which determines the grants to be made under either Plan. The CEO frequently provides input and recommendations to the Compensation Committee which provides recommendations to the Board regarding the granting of Options and RSUs. The CEO, in turn,

and where appropriate, also obtains input from other executive officers of the Corporation when providing his input and recommendations. Other than as set out immediately above and under the heading “*Elements of the Executive Compensation Program*” above, the grant of share-based awards is not determined based on benchmarks, performance goals or a specific formula.

Compensation Governance

The members of the Compensation Committee are Robert J. Dales (Chair), Michael R. Shea and Neil G. Sinclair, each of whom is independent as required by the mandate of the Compensation Committee. The Compensation Committee annually reviews and recommends the compensation to be received by the Corporation’s directors and the Named Executive Officers. Compensation of all executive officers is based on the underlying philosophy that such compensation should consider the overall performance of the Corporation, shareholder return, economic conditions and be reflective of the experience, performance and contribution of the individuals involved. The Corporation is of the view that base salaries, in conjunction with the long-term incentive component of the Corporation’s executive compensation program, are in line with the foregoing underlying philosophy and will allow the Corporation to achieve its dual objectives. With respect to directors’ compensation, the Compensation Committee reviews the level and form of compensation received by the directors, members of each committee, the Board Chair, the Lead Director and the Chair of each committee, considering the duties and responsibilities of each director, his or her past service and continuing duties in service to the Corporation. The compensation of directors, and the chief executive officer and other executive officers of competitors are considered, to the extent publicly available, in determining compensation and the Compensation Committee has the power to engage a compensation consultant or advisor to assist in determining appropriate compensation.

Each member of the Compensation Committee has direct experience that is relevant to his responsibilities as a member of the Compensation Committee. Mr. Dales holds an MBA and he has over 26 years of public issuer experience, both as an officer and as a director. Mr. Shea holds a B.Sc. and during a 33 year career in the oil and gas industry prior to his retirement in 2013, included 14 years of public issuer experience as an officer, and also has 3 years of public issuer experience as a director. Mr. Sinclair holds a BA and an MBA and has been President of an active private corporation, with significant real estate operations, for over 48 years, and he also has extensive public company experience as an officer and as a director. The skills and experience possessed by the members of the Compensation Committee, acquired as a result of their lengthy and extensive business careers, enable them to make decisions on the suitability of Kelt’s compensation policies and practices.

The duties and responsibilities of the Compensation Committee are as follows:

- (a) annually recommend objectives and performance criteria applicable to the Board, each director, the Board Chair, the Lead Director, the Chair of each committee and the CEO;
- (b) annually arrange for an evaluation of the performance, contribution and effectiveness of the Board and committees, individual directors, the Board Chair, the Lead Director, the Chair of each committee and the CEO in the context of the mandates, position descriptions, competencies and skills that each director is expected to bring to the Board;
- (c) prepare and distribute a report to the Board regarding annual evaluations to initiate discussion regarding how to improve the performance, contribution and effectiveness of the Board, each committee, each director and the CEO;
- (d) make recommendations to the Board regarding the amount and form of compensation to award to directors, the Board Chair, the Lead Director and the Chair of each committee;
- (e) make recommendations to the independent members of the Board regarding the amount and form of compensation to award the CEO;
- (f) review and make recommendations to the Board regarding proposals for the compensation of executive officers and management, including salary, bonus, Options, perquisites, retirement allowances and all other forms of proposed compensation;
- (g) review and make recommendations regarding all incentive and equity-based compensation plans and all proposed grants of securities under such plans; and

- (h) review and make recommendations regarding employee benefit and retirement plans.

Summary Compensation Table

The following table provides compensation information for the financial year ended December 31, 2020 and for the financial years ended December 31, 2019 and December 31, 2018 in respect of the Named Executive Officers.

Name and principal position	Year	Salary (\$)	Share-based awards ⁽¹⁾⁽²⁾		Option-based awards ⁽⁴⁾⁽⁵⁾		Non-equity incentive plan compensation (\$)		All other compensation (\$) ⁽⁶⁾⁽⁷⁾	Total compensation (\$)
			#	(\$)	#	(\$)	Annual incentive plan ⁽³⁾	Long-term incentive plans		
David J. Wilson, ⁽⁸⁾ President and Chief Executive Officer	2020	Nil	-	-	264,000	127,699	10,391	Nil	Nil	138,090
	2019	Nil	50,000	138,000	100,000	111,080	53,400	Nil	Nil	302,480
	2018	Nil	40,000	321,600	110,000	217,508	65,000	Nil	Nil	604,405
Sadiq H. Lalani, Vice President and Chief Financial Officer	2020	195,775	-	-	114,000	55,143	10,391	Nil	19,577	280,886
	2019	203,750	-	-	100,000	111,080	53,400	Nil	20,375	388,605
	2018	196,250	17,000	136,680	110,000	217,805	65,000	Nil	19,625	635,360
Douglas J. Errico, Senior Vice President, Land & Corporate Development	2020	205,000	-	-	93,000	44,985	30,391	Nil	10,250	290,626
	2019	203,750	-	-	80,000	88,864	53,400	Nil	20,375	366,389
	2018	196,250	17,000	136,680	90,000	178,204	65,000	Nil	19,625	595,759
Alan G. Franks, Vice President, Production	2020	195,775	-	-	93,000	44,985	10,391	Nil	19,577	270,728
	2019	203,750	-	-	80,000	88,864	53,400	Nil	20,375	366,389
	2018	196,250	17,000	136,680	90,000	178,204	65,000	Nil	19,625	595,759
Douglas O. MacArthur, Vice President, Operations	2020	205,000	-	-	93,000	44,985	10,391	Nil	10,250	270,626
	2019	203,750	-	-	80,000	88,864	53,400	Nil	20,375	366,389
	2018	196,250	17,000	136,680	90,000	178,204	65,000	Nil	19,625	595,759
Patrick W. G. Miles, Vice President, Exploration	2020	205,000	-	-	93,000	44,985	10,391	Nil	10,250	270,626
	2019	203,750	-	-	80,000	88,864	53,400	Nil	20,375	366,389
	2018	196,250	17,000	136,680	90,000	178,204	65,000	Nil	19,625	595,759

Notes:

- (1) Share-based awards are RSUs granted under the RSU Plan.
- (2) The Corporation has calculated the grant date fair value of RSUs for 2018 and for 2019, respectively, using the volume weighted average trading price of the Common Shares on the TSX over three trading days immediately preceding the date of grant of \$8.04 (for 2018) and \$2.76 (for 2019) per Common Share.
- (3) Amounts shown are payments under the Bonus Plan.
- (4) Option-based awards are Options granted under the Stock Option Plan.
- (5) The Corporation has calculated the grant date fair value of the Options granted to Named Executive Officers using the Black-Scholes-Merton valuation option pricing model and does not reflect what was actually paid to the NEO in the calendar year. The Corporation chose this methodology because it is recognized as the most common methodology used for valuing options and value comparisons. The Black-Scholes-Merton option pricing model assumptions used by the Corporation were:

	2020	2019	2018
Risk free interest rate	0.5%	1.3%	2.2%
Expected life (years)	4.0	4.0	4.0
Expected volatility	65%	51%	51%
Expected dividend rate	0.0%	0.0%	0.0%
Expected forfeiture rate	4.4%	4.5%	2.1%
Fair Value of Options granted during year (\$/share)	\$0.46	\$1.11	\$1.98

The aggregate number of Options held by each of the Named Executive Officers, including the number of Options granted to each Named Executive Officer during the financial year ended December 31, 2020, is set out in the table under the heading entitled “Executive Compensation – Outstanding Share-Based Awards and Option-Based Awards”.

- (6) Amounts paid by the Corporation as matching contributions under the Employee Stock Savings Plan.
- (7) None of the Named Executive Officers received perquisites, including property or personal benefits not generally available to all employees that in aggregate were worth \$50,000 or more, or were worth 10% or more of the Named Executive Officer’s total salary for the financial year ended December 31, 2020.
- (8) Mr. Wilson also serves as a director of the Corporation. All of the compensation paid to Mr. Wilson relates to his position as a Named Executive Officer and none of the compensation paid to Mr. Wilson relates to his role as a director.

Share-Based Awards and Option-Based Awards

The following table sets forth information in respect of incentive plan awards outstanding at the end of the financial year ended December 31, 2020 held by the Named Executive Officers.

Name	Option-based Awards				Share-based Awards		
	Number of securities underlying unexercised options ⁽¹⁾ (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options ⁽²⁾ (\$)	Number of shares or units of shares that have not vested ⁽³⁾ (#)	Market or payout value of share-based awards that have not vested ⁽⁷⁾ (\$)	Market or payout value of share-based awards not paid out or distributed (\$)
David J. Wilson	105,000	4.72	June 6/21	-	20,000 ⁽⁴⁾	36,000	N/A
	125,000	6.06	Aug 17/22	-			
	110,000	4.76	Nov 19/23	-	50,000 ⁽⁵⁾	90,000	
	100,000	2.76	Aug 19/24	-			
	264,000	0.99	Apr 2/25	213,840			
Sadiq H. Lalani	105,000	4.72	June 6/21	-	8,500 ⁽⁴⁾	15,300	N/A
	125,000	6.06	Aug 17/22	-			
	110,000	4.76	Nov 19/23	-			
	100,000	2.76	Aug 19/24	-			
	114,000	0.99	Apr 2/25	92,340			
Douglas J. Errico	90,000	4.72	June 6/21	-	8,500 ⁽⁴⁾	15,300	N/A
	100,000	6.06	Aug 17/22	-			
	90,000	4.76	Nov 19/23	-			
	80,000	2.76	Aug 19/24	-			
	93,000	0.99	Apr 2/25	75,330			
Alan G. Franks	60,000	4.72	June 6/21	-	8,500 ⁽⁴⁾	15,300	N/A
	100,000	6.06	Aug 17/22	-			
	90,000	4.76	Nov 19/23	-			
	80,000	2.76	Aug 19/24	-			
	93,000	0.99	Apr 2/25	75,330			
Douglas O. MacArthur	90,000	4.72	June 6/21	-	8,500 ⁽⁴⁾	15,300	N/A
	100,000	6.06	Aug 17/22	-			
	90,000	4.76	Nov 19/23	-			
	80,000	2.76	Aug 19/24	-			
	93,000	0.99	Apr 2/25	75,330			
Patrick W. G. Miles	90,000	4.72	June 6/21	-	8,500 ⁽⁴⁾	15,300	N/A
	100,000	6.06	Aug 17/22	-			
	90,000	4.76	Nov 19/23	-			
	80,000	2.76	Aug 19/24	-			
	93,000	0.99	Apr 2/25	75,330			

Notes:

- (1) Options vest as to one-third on each anniversary of the date of grant.
- (2) Value is calculated based on the difference between the exercise price of the Options and the closing price of the Common Shares on the TSX on December 31, 2020, being \$1.80.
- (3) Represents RSUs all of which vest as to one-half on the second anniversary of the date of grant and as to one-half on the third anniversary of the date of grant.
- (4) RSUs granted on September 12, 2018, one-half of which vest on September 12, 2020 and one-half of which vest on September 12, 2021.
- (5) RSUs granted on August 19, 2019, one-half of which vest on August 19, 2021 and one-half vest on August 19, 2022.
- (6) Value is calculated based on the closing price of the Common Shares on the TSX on December 31, 2020, being \$1.80.

Incentive Plan Awards – Value Vested or Earned During the Year

The following table sets forth the value of incentive plan awards which vested during the financial year ended December 31, 2020 for each Named Executive Officer.

Name	Share-based awards - Value vested during the year ⁽¹⁾ (\\$)	Option-based awards - Value vested during the year ⁽²⁾ (\\$)	Non-equity incentive plan compensation – Value earned during the year ⁽³⁾ (\\$)
David J. Wilson	54,240	-	10,391
Sadiq H. Lalani	16,500	-	10,391
Douglas J. Errico	16,106	-	30,391
Alan G. Franks	16,500	-	10,391
Douglas O. MacArthur	16,106	-	10,391
Patrick W. G. Miles	16,106	-	10,391

Notes:

- (1) One-half of the RSUs granted under the RUS Plan on April 4, 2017 vested during the financial year ended December 31, 2020. The aggregate dollar value reflects the closing market price of the Common Shares on September 11, 2020, of \$1.48 being the last trading day before the release date. One-half of the RSUs granted under the RSU Plan on September 12, 2018 vested during the financial year ended December 31, 2020. The aggregate dollar value reflects the closing market price of the Common Shares on September 11, 2020, of \$1.48 being the last trading day before the release date. None of the RSUs granted under the RSU Plan on August 19, 2019 vested during 2020.
- (2) Represents the aggregate dollar value that would have been realized if the Options under the option-based awards had been exercised on the vesting date based on the difference from the closing market price of the Common Shares on the date immediately preceding the vesting date.
- (3) Amounts shown are payments made under the Bonus Plan in 2020.

Termination and Change of Control Benefits

Stock Option Plan

The Stock Option Plan provides that in the event of a change of control, all unexercised and unvested outstanding Options shall immediately vest and be exercisable but may only be purchased for tender to the subject transaction. If the subject transaction is not completed, any Common Shares issued and tendered to the transaction shall be deemed to be cancelled and returned to treasury.

RSU Plan

The RSU Plan provides that in the event of a change of control of the Corporation, subject to the terms of any employment agreement between the Corporation and a participant, all outstanding RSUs shall vest upon or immediately prior to the completion of the transaction resulting in the change of control.

Executive Employment Agreements

As of February 28, 2019, the Corporation entered into written executive employment agreements with all executive officers of the Corporation including each of the Named Executive Officers of the Corporation. Each of these written agreements provides that in the event of a change of control of the Corporation and in the further event that the NEO's employment with the Corporation is contemporaneously terminated by the Corporation, or, the NEO elects to leave the Corporation on thirty day's notice to the Corporation within ninety days following a change of control, or a termination without just cause, each of the Named Executive Officers is entitled to the following payments, namely: (i) the amount of fifteen months of the then applicable base salary, less required withholdings; and (ii) an amount equal to 25% of the Named Executive Officer's then applicable base salary, representing the Corporation's cost of providing benefits to the Named Executive Officer during the fifteen months immediately prior to the effective date of the change of control or the termination without just cause, provided that the Named Executive Officer has provided a written resignation of all offices and director positions held in the Corporation and has delivered to the Corporation a duly executed full and final release in favour of the Corporation, in a form reasonably satisfactory to the Corporation. In the case of the executive employment agreement entered into between the CEO (who is not paid a base salary) and the Corporation, the foregoing amounts are equivalent to the amounts payable under the executive employment agreement to which the CFO is a party. The basis for selecting the foregoing events which trigger such payments is the Board's determination of comparable terms prevailing in the marketplace in which the Corporation competes. The written agreements provide that the Named Executive Officers shall provide the Corporation with thirty days notice of the termination of his or her employment. The written agreements also provide that the Corporation shall reimburse

the Named Executive Officers for all reasonable business expenses incurred in the performance of his or her duties on behalf of the Corporation.

Estimated Incremental Payments and Benefits as of December 31, 2020

The following table sets forth the estimated incremental payments and benefits that would be received by the Named Executive Officers following a change of control, in each case had such events occurred on December 31, 2020.

Name	Stock Option Plan⁽¹⁾ (\$)	RSU Plan⁽²⁾ (\$)	Executive Employment Agreements (\$)	Total (\$)
David J. Wilson	213,840	126,000	307,500	647,340
Sadiq H. Lalani	92,340	15,300	307,500	415,140
Douglas J. Errico	75,330	15,300	307,500	398,130
Alan G. Franks	75,330	15,300	307,500	398,130
Douglas O. MacArthur	75,330	15,300	307,500	398,130
Patrick W. G. Miles	75,330	15,300	307,500	398,130

Notes:

- (1) As provided for in the Stock Option Plan, assuming a change of control on December 31, 2020, all unvested Options held by the Named Executive Officers would vest and be immediately exercisable. Value is calculated based on the difference between the exercise price of the Options and the closing price of the Common Shares on the TSX on December 31, 2020, being \$1.80.
- (2) As provided for in the RSU Plan, assuming a change of control on December 31, 2020, all unvested RSUs held by the Named Executive Officers would vest. Value is calculated based on the closing price of the Common Shares on the TSX on December 31, 2020, being \$1.80.

Compensation of Directors

In designing a compensation program for non-executive directors, the Board's objective is to ensure that the Corporation attracts and retains highly qualified, committed and talented members of the Board with an extensive and relevant breadth of experience, as well as to align the interests of directors with those of its shareholders.

The Board sets the compensation of non-executive directors based on the Compensation Committee's recommendations. The Compensation Committee annually reviews the compensation of non-executive directors and recommends to the Board such adjustments as it considers appropriate and necessary to recognize the workload, time commitment and responsibility of the Board and committee members and to remain competitive with director compensation trends in Canada.

The non-executive directors of the Corporation receive a retainer fee in the amount of \$10,000 per year, payable on a quarterly basis. Director retainer fees were suspended from May 1, 2020 to November 1, 2020 as the Company implemented cost reduction measures as it managed through the initial impacts of COVID-19. Other than the foregoing retainer fees, non-executive director compensation has been limited to Options. Although the non-executive directors may be issued RSUs under the RSU Plan, no RSUs have been issued to non-executive directors since incorporation. The non-executive directors are also subject to the share Ownership Guidelines, as described below. The Compensation Committee is also of the view that any Options issued to the non-executive directors would be immaterial in view of a majority of their current shareholdings and therefore unlikely to influence excessive risk taking by such non-executive directors.

The Stock Option Plan provides that the maximum number of Common Shares issuable pursuant to Options granted under the Stock Option Plan to any non-executive director, within any calendar year, shall not exceed \$100,000, as calculated on the date of grant using the Black-Scholes-Merton valuation model and each of the Stock Option Plan and the RSU Plan provides that the maximum number of Common Shares reserved for issuance under all security based compensation arrangements of Kelt issued to any non-executive director, within any calendar year, shall not exceed \$150,000, as calculated on the date of grant.

Non-Executive Director Share Ownership Guidelines

Non-executive directors are encouraged to own shares to align the long-term financial interests of the Board with those of the Corporation’s shareholders. The Corporation has implemented share ownership guidelines applicable to the Corporation’s non-executive directors (“**Ownership Guidelines**”). Non-executive directors are required to hold a number of Common Shares having a value (being the greater of: (a) the original amount paid by the director to acquire the Common Shares; and (b) the current market value of those shares) equal to three times their total annual compensation from the Corporation. New non-executive directors will have three years to achieve the required level of ownership. The Ownership Guidelines also provide a two year period within which a non-executive may restore compliance, as well as Compensation Committee discretion to provide hardship relief. Each member of the Board met this requirement for the financial year ended December 31, 2020. See “*Director Nominees*” in this Management Information Circular for the number and current market value of Common Shares held by each non-employee director as at December 31, 2020.

Director Compensation

Summary Compensation Table

The following table sets forth information in respect of all amounts of compensation provided to the directors of the Corporation for the Corporation’s financial year ended December 31, 2020.

Name	Fees earned (\$)	Option-based awards ⁽¹⁾ (\$)	All other compensation (\$)	Total (\$)
Robert J. Dales	4,167	19,222	Nil	23,389
Geraldine L. Greenall	4,167	19,222	Nil	23,389
William C. Guinan	4,167	19,222	Nil	23,389
Neil G. Sinclair	4,167	19,222	Nil	23,389
Michael R. Shea	4,167	19,222	Nil	23,389

Notes:

- (1) The Corporation has calculated the grant date fair value of the Options granted to directors using the Black-Scholes-Merton option pricing model. The Corporation chose this methodology because it is recognized as the most common methodology used for valuing options and value comparisons. The weighted average of the Black-Scholes option pricing model assumptions used by the Corporation during 2020 was \$0.53 using the following assumptions: risk-free interest rate 0.59%; expected life of 5 years; expected volatility of 65%; expected forfeiture rate of 4.36% and no expected dividends. The aggregate number of Options held by each of the directors of the Corporation, including the number of Options granted to each director of the Corporation during the financial year ended December 31, 2020, is set out in the table under the heading entitled “*Executive Compensation – Director Compensation – Outstanding Option-Based Awards*”.
- (2) Compensation information for David J. Wilson, President, CEO and a director of the Corporation has been previously provided herein under the section entitled “*Executive Compensation - Summary Compensation Table*”.

Outstanding Option-Based Awards

The following table sets forth information in respect of all option-based awards outstanding at the end of the Corporation’s financial year ended December 31, 2020 provided to the directors of the Corporation.

Name	Number of securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options ⁽¹⁾ (\$)
Robert J. Dales	42,000	4.72	June 6, 2021	-
	38,000	6.06	August 17, 2022	-
	35,000	4.76	November 19, 2023	-
	30,000	2.76	August 19, 2024	-
	36,000	0.99	April 2, 2025	29,160
Geraldine L. Greenall	32,000	7.13	December 14, 2022	-
	35,000	4.76	November 19, 2023	-
	30,000	2.76	August 19, 2024	-
	36,000	0.99	April 2, 2025	29,160

Name	Number of securities underlying unexercised options (#)	Option exercise price (\$)	Option expiration date	Value of unexercised in-the-money options ⁽¹⁾ (\$)
William C. Guinan	14,000	4.72	June 6, 2021	-
	38,000	6.06	August 17, 2022	-
	35,000	4.76	November 19, 2023	-
	30,000	2.76	August 19, 2024	-
	36,000	0.99	April 2, 2025	29,160
Neil G. Sinclair	42,000	4.72	June 6, 2021	-
	38,000	6.06	August 17, 2022	-
	35,000	4.76	November 19, 2023	-
	30,000	2.76	August 19, 2024	-
	36,000	0.99	April 2, 2025	29,160
Michael R. Shea	27,000	7.94	April 19, 2023	-
	35,000	4.95	January 10, 2024	-
	15,000	2.76	August 19, 2024	-
	36,000	0.99	April 2, 2025	29,160

Notes:

- (1) Value is calculated based on the difference between the exercise price of the Options and the closing price of the Corporation's Common Shares on the TSX on December 31, 2020, being \$1.80.
- (2) Compensation information for David J. Wilson, President, CEO and a director of the Corporation has been previously provided herein under the section entitled "Executive Compensation – Outstanding Share-Based Awards and Option-Based Awards".

The 180,000 Options granted under the Stock Option Plan in 2020 to the non-executive directors of the Corporation totaled approximately 0.1% of Common Shares outstanding at the end of 2020.

Incentive Plan Awards – Value Vested or Earned During the Year

The following table sets forth the value of incentive plan awards which vested during the financial year ended December 31, 2020. The directors of the Corporation do not receive share-based awards or non-equity incentive plan compensation.

Name	Option-based awards value vested during year (\$) ⁽¹⁾
Robert J. Dales	-
Geraldine L. Greenall	-
William C. Guinan	-
Neil G. Sinclair	-
Michael R. Shea	-

Note:

- (1) Represents the aggregate dollar value that would have been realized if the Options under the option-based awards had been exercised on the vesting date based on the difference from the closing market price of the Common Shares on the date immediately preceding the vesting date.

Securities Authorized for Issuance Under Equity Compensation Plans

The following table sets forth information as at December 31, 2020 with respect to the Corporation's compensation plans under which equity securities of the Corporation are authorized for issuance.

Plan Category	Number of securities to be issued upon exercise of outstanding options, warrants and rights	Weighted-average exercise price of outstanding options, warrants and rights	Number of securities remaining available for future issuance under equity compensation plans (excluding securities reflected in first column)
Equity compensation plans approved by securityholders ⁽¹⁾	Options: 9,967,467 RSUs: 346,200	Options: \$3.88 RSUs: N/A	6,658,489 ⁽²⁾
Equity compensation plans not approved by securityholders	Nil	N/A	N/A

Total	10,313,667	Options: \$3.88 RSUs: N/A	6,658,489 ⁽²⁾
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Notes:

- (1) The unallocated Options under the Stock Option Plan and the unallocated RSUs under the RSU Plan were most recently approved by the shareholders of the Corporation at the annual and special meeting of the shareholders of Kelt held on April 25, 2019.
- (2) The Stock Option Plan and the RSU Plan provide that the aggregate number of Common Shares reserved for issuance pursuant to the Stock Option Plan and the RSU Plan shall not exceed 9% of the aggregate number of issued and outstanding Common Shares.

Stock Option Plan

The unallocated Options under the Stock Option Plan were approved most recently at the annual and special meeting of the shareholders of the Corporation held on April 25, 2019.

The Stock Option Plan provides that the aggregate number of Common Shares issuable pursuant to Options granted under the Stock Option Plan and the RSU Plan, in aggregate, shall not exceed 9% of the issued and outstanding Common Shares at the time of the grant of any Option. In addition, the Stock Option Plan provides that the aggregate number of Common Shares issuable pursuant to Options granted under the Stock Option Plan and any other security based compensation arrangement, if any, and: (i) issued to insiders, within any one year period, shall not exceed 9% of the issued and outstanding Common Shares; and (ii) issuable to insiders at any time, shall not exceed 9% of the issued and outstanding Common Shares. The Stock Option Plan also provides that: (i) the maximum number of Common Shares issuable pursuant to Options granted under the Stock Option Plan to any non-executive director, within any calendar year, shall not exceed \$100,000, as calculated on the date of grant using the Black-Scholes-Merton valuation model; and (ii) the maximum number of Common Shares reserved for issuance under all security based compensation arrangements of Kelt issued to any non-executive director, within any calendar year, shall not exceed \$150,000, as calculated on the date of grant using the Black-Scholes-Merton valuation model. The Stock Option Plan provides for the exercise price to be determined by the Board provided that the exercise price of the Options may not be less than the three day volume weighted average trading price per Common Share on the principal stock exchange on which the Common Shares are traded immediately preceding the date of grant.

Participation in the Stock Option Plan is voluntary. In order to constitute a valid Option under the Stock Option Plan, the participant and Kelt must enter into a valid option agreement in a form acceptable to the Board. Options granted under the Stock Option Plan will be for a term of no longer than 10 years after the date of grant. The Board has the sole discretion to determine the time during which stock options will vest and the method of vesting. The interest of any optionee under the Stock Option Plan is not transferable or alienable by the optionee either by assignment or in any manner, during the optionee's lifetime. If any optionee ceases to be an eligible participant under the Stock Option Plan as a result of permanent physical or mental disability or death, then, the total number of Options not previously purchased by such optionee, whether or not the rights to purchase some or all of the Common Shares pursuant to those Options have previously vested, may be exercised for a period ending on the earlier of the expiry date of such Options and one year to the date the optionee ceases to be a participant due to such permanent physical or mental disability or death. If an optionee ceases to be a participant for reasons other than permanent physical or mental disability or death and is terminated without notice or entitlement to notice or compensation in lieu thereof, the optionee may exercise the Option, to the extent they have vested as of the date of ceasing to be a participant. If the optionee ceases to be a participant for any reasons other than as described above, the optionee may exercise the Option, to the extent they have vested, when reasonable notice has been given, on the date the optionee ceases to be a participant and when compensation is paid in lieu of notice, for 21 days after the date the optionee ceases to be a participant. In the event of any change in the Common Shares through subdivision, consolidation, reclassification, amalgamation, merger or otherwise or of any issuance, dividend or distribution to all or substantially all the holders of Common Shares of any shares, securities, property or assets of the Corporation other than in the ordinary course of business, or in the event any other rights are granted to holders of Common Shares to purchase Common Shares at prices materially below fair market value then, the Board will, subject to any required approval of any regulatory authority or the Toronto Stock Exchange (the "TSX"), proportionately adjust the number of Options available under the Stock Option Plan and the number of Common Shares that may be issued under existing option agreements. In the event of a change of control, all unexercised and unvested outstanding Options shall immediately vest and be exercisable,

but may only be purchased for tender to the subject transaction. If the subject transaction is not completed, any Common Shares issued and tendered to the transaction shall be deemed to be cancelled and returned to treasury.

An optionee may exercise the right (the “**Put Right**”), from time to time, to require Kelt to purchase all or any of its vested Options by delivery to Kelt of a written notice of exercise (“**Put Notice**”), specifying the number of Options with respect to which the Put Right is being exercised. Kelt will purchase from the optionee all of the Options specified in the Put Notice at a price (the “**Put Price**”) equal to the excess of the closing price of the Common Shares on the principal stock exchange on which they are traded on the date of receipt of the Put Notice by Kelt (the “**Notice Date**”) over the exercise price for each Option being purchased under the Put Right provided that the Put Notice is received by Kelt before 4:30 p.m. (Calgary time) on the Notice Date, or if the Put Notice is received by Kelt after 4:30 p.m. (Calgary time) on the Notice Date, the Put Price shall be the next date upon which the Common Shares trade on the principal stock exchange on which they are traded, or for such other amounts as may be agreed to by the optionee and Kelt. Upon the exercise of the Put Right, Kelt will cause to be delivered to the optionee a cheque representing the Put Price multiplied by the number of Options specified in the Put Notice (less any applicable withholding tax) within three business days of the Notice Date. Upon exercise of the Put Right and its acceptance by Kelt, the Options are deemed to be terminated and cancelled and shall cease to grant the optionee any further rights thereunder. Notwithstanding the foregoing, Kelt may, at its sole discretion, decline to accept and, accordingly, have no obligations with respect to the exercise of a Put Right at any time and from time to time.

The Stock Option Plan provides for the extension of the expiry date of any Option which would otherwise expire during a “black-out period” imposed by Kelt upon certain designated persons during which those persons may not trade in any securities of Kelt, for 10 business days from the date that any “black-out period” ends. The Stock Option Plan also provides that the Board may, in its sole discretion and without further approval of the shareholders, suspend, terminate or discontinue the Stock Option Plan and may amend the terms and conditions of Options granted under the Stock Option Plan, subject to any required approval of any regulatory authority or the TSX. The approval of the shareholders of the Corporation will be required for any amendments to the Stock Option Plan which reduces the exercise price of an Option or results in cancellation and reissuance of an Option; extends the term of an Option beyond its normal expiry date; changes the definition of the “participants” to permit the introduction or reintroduction of non-executive directors on a discretionary basis or that increase limits previously imposed on non-executive director participation; results in an increase in the number of Common Shares that may be subject to Options granted to participants under the Stock Option Plan; would permit Options granted under the Stock Option Plan to be transferable or assignable other than for normal estate settlement purposes; changes the amendment and termination provisions of the Stock Option Plan; and which require approval by shareholders of the Corporation under applicable law (including, without limitation, the rules, regulations and policies required by the TSX).

The Stock Option Plan also provides that the Board may seek reimbursement of Options awarded to an officer of the Corporation pursuant to the Stock Option Plan and any Common Shares issued upon the exercise thereof, where: (a) the payment of such compensation was predicated on achieving certain financial results that were subsequently the subject of or affected by a material restatement of all or a portion of the Corporation’s financial statements filed with any securities regulatory authority; (b) the Board, in its discretion, determines that the officer engaged in gross negligence, intentional misconduct or fraud that caused or partially caused, the need for the restatement; and (c) the value of the Options awarded would have been lower had the financial results been properly reported (collectively, the “**Option Clawback**”).

RSU Plan

The unallocated RSUs under the RSU Plan were approved most recently at the annual and special meeting of the shareholders of the Corporation held on April 25, 2019.

In accordance with the terms of the RSU Plan, the Board approves which service providers are awarded RSUs under the RSU Plan and the terms of each award, including the number of RSUs to be awarded to each

participant, the vesting provisions and term. No award will vest later than December 15 of the third calendar year from the date of grant.

RSUs awarded to participants are credited to an account that is established on their behalf and maintained in accordance with the RSU Plan. Each RSU awarded conditionally entitles the participant to the delivery of one Common Share upon the RSU vesting provisions being satisfied. RSUs awarded to participants vest in accordance with terms determined by the Board from time to time, which terms may include timing criteria in which the RSUs vest over specified time intervals and/or performance criteria in which the number of Common Shares to be delivered to a participant in respect of each RSU awarded is dependent upon Kelt's performance and/or the market price of the Common Shares, as determined by the Board. In addition, RSUs in a participant's account will be credited with dividend equivalents in the form of additional RSUs as of each dividend payment date, if any, in respect of which dividends are paid on Common Shares (which shall vest on the same terms as the underlying RSU). RSUs are non-transferable. The Board may delegate its administrative authority under the RSU Plan to a committee of the Board.

The Common Shares to be delivered to participants upon the vesting of RSUs will be issued from treasury. The RSU Plan provides that the maximum number of Common Shares reserved for issuance at any time pursuant to the RSU Plan shall not exceed 4.5% of the aggregate of the number of issued and outstanding Common Shares and that the maximum number of Common Shares reserved for issuance at any time pursuant to the RSU Plan and the Stock Option Plan, in aggregate, shall not exceed a number of Common Shares equal to 9% of the aggregate of the number of issued and outstanding Common Shares. To the extent that RSUs are terminated or cancelled prior to the issuance of any Common Shares, such Common Shares underlying such award shall be added back to the number of shares reserved for issuance under the RSU Plan and will become available for grant again under the RSU Plan.

The RSU Plan provides that the number of Common Shares available for issuance under the RSU Plan at any time shall not exceed a number of Common Shares equal to 4.5% of the aggregate number of Common Shares issued and outstanding from time to time. The RSU Plan also provides that the number of Common Shares reserved for issuance and which may be issued pursuant to the RSU Plan and other security based compensation arrangements established by Kelt (including the Stock Option Plan) shall be limited as follows: (i) the number of Common Shares reserved for issuance to any one individual shall not exceed 5% of the issued and outstanding Common Shares; (ii) the number of Common Shares reserved for issuance under all security based compensation arrangements of Kelt granted to insiders of Kelt at any time shall not exceed 9% of the issued and outstanding Common Shares; and (iii) the number of Common Shares that may be issued to insiders of Kelt within any one-year period under all security based compensation arrangements of Kelt shall not exceed 9% of the issued and outstanding Common Shares. The RSU Plan also provides that the maximum number of Common Shares reserved for issuance under all security based compensation arrangements of Kelt issued to any non-executive director, within any calendar year, shall not exceed \$150,000, as calculated on the date of grant using the Black-Scholes-Merton valuation model.

Unless otherwise determined by the Board or unless otherwise provided in any RSU award or any written agreement governing a participant's role as a service provider, if a participant's service with Kelt terminates for cause, then all unvested RSUs will automatically terminate. Upon a participant's voluntary resignation, all unvested RSUs will automatically terminate, provided however, that the Board has discretion to accelerate vesting or permit continued vesting of the RSUs. If a participant's services terminate as a result of the participant's disability, then the participant's awards will generally continue to vest in accordance with the vesting schedule set forth in the participant's award agreement. Upon a participant's death, all outstanding RSUs held by the participant shall immediately vest and Common Shares shall become deliverable.

In the event there is any change in the Common Shares through the declaration of stock dividends or subdivisions, consolidations or exchanges of Common Shares, or otherwise, the number of Common Shares available for issuance and to be issued upon the vesting of RSUs granted under the RSU Plan shall be adjusted appropriately by the Board, subject to TSX approval. In the event that a divestiture of a business unit of Kelt results in the termination of a participant's term as a director, officer, employee or other eligible service provider

of Kelt and such participant becomes a director, officer or employee of the person acquiring or operating such business unit, the Board may accelerate the vesting of all or any portion of a participant's RSUs or determine that such participant shall continue to be a participant in the RSU Plan, subject to such terms and conditions (including vesting), if any, established by the Board in its sole discretion. In the event of a change of control of Kelt, subject to the terms of any employment agreement between Kelt and a participant, all outstanding RSUs shall vest upon or immediately prior to the completion of the transaction resulting in the change of control. Under no circumstances will RSUs be considered Common Shares nor shall they entitle the participant to exercise voting rights or any other rights attaching to the ownership of Common Shares, nor shall any participant be considered the owner of the Common Shares by virtue of the award of RSUs.

Pursuant to the RSU Plan, a participant may make an offer (the "**Surrender Offer**") to Kelt, at any time, for the disposition and surrender by the participant (and the termination thereof) of any of the RSUs granted under the RSU Plan for an amount (not to exceed the "**Fair Market Value**" of the RSUs) (as such term is defined in the RSU Plan) specified in the Surrender Offer by the participant and Kelt may, but is not obligated to, accept the Surrender Offer, subject to any regulatory approval required. If the Surrender Offer, either as made or as renegotiated, is accepted, the RSUs in respect of which the Surrender Offer relates shall be surrendered and deemed to be terminated and cancelled and shall cease to grant the participant any further rights thereunder upon payment of the amount of the agreed Surrender Offer by Kelt to the participant.

The Board may amend the terms of the RSU Plan or suspend the RSU Plan in whole or in part and may at any time terminate the RSU Plan without prior notice. In addition, the Board may, in its sole discretion, suspend, terminate or discontinue the RSU Plan and may amend the RSU Plan and any RSU granted pursuant to the RSU Plan, subject to any required approval of any regulatory authority or the TSX. The approval of the shareholders of the Corporation will be required for amendments to the RSU Plan which extends the term of a RSU beyond its normal expiry date; changes the definition of "participants" to permit the introduction or reintroduction of non-executive directors on a discretionary basis or that increase limits previously imposed on non-executive director participation; results in an increase in the number of Common Shares that may be subject to RSUs granted to participants under the RSU Plan; would permit RSUs granted under the RSU Plan to be transferable or assignable other than for normal estate settlement purposes; changes the amendment and termination provisions of the RSU Plan; and require the approval by shareholders of the Corporation under applicable law (including, without limitation, the rules, regulations and policies required by the TSX).

The RSU Plan also provides that the Board may seek reimbursement of RSUs awarded to an officer of the Corporation pursuant to the RSU Plan and any Common Shares issued upon the exercise thereof, where: (a) the payment of such compensation was predicated on achieving certain financial results that were subsequently the subject of or affected by a material restatement of all or a portion of the Corporation's financial statements filed with any securities regulatory authority; (b) the Board, in its discretion, determines that the officer engaged in gross negligence, intentional misconduct or fraud that caused or partially caused, the need for the restatement; and (c) the value of the RSUs awarded would have been lower had the financial results been properly reported (collectively, the "**RSU Clawback**").

As at the date hereof: (i) the maximum number of Common Shares issuable under the Stock Option Plan and the RSU Plan is 16,972,606 Common Shares, representing 9% of the issued and outstanding Common Shares; (ii) the Corporation has issued and there are currently outstanding Options to purchase 9,956,967 Common Shares under the Stock Option Plan which represents approximately 5.3% of the currently outstanding Common Shares; (iii) the Corporation has issued and there are currently outstanding 341,200 RSUs under the RSU Plan which represents approximately 0.2% of the currently outstanding Common Shares; and (iv) there remains for issuance under the Stock Option Plan and the RSU Plan, 6,674,439 Options or RSUs to purchase Common Shares representing approximately 3.5% of the currently outstanding Common Shares. During the year ended December 31, 2020, there were 276,500 Common Shares issued pursuant to the exercise of outstanding Options and 517,150 Common Shares were issued pursuant to the vesting of outstanding RSUs.

Historical Information Respecting Options and RSUs Outstanding

The following table sets forth historical information for the aggregate number of Options granted and RSUs granted by the Corporation as at year end for the periods indicated.

Year ended December 31	Options Outstanding		RSUs Outstanding		Total Options and RSUs Outstanding		Options and RSUs Outstanding Held by Insiders		Common Shares Outstanding
	Number	% of Common Shares	Number	% of Common Shares	Number	% of Common Shares	Number	% of Common Shares	Number
2016	8,375,700	4.8%	720,346	0.4%	9,096,046	5.2%	4,312,082	2.5%	175,671,700
2017	9,894,067	5.5%	793,746	0.4%	10,687,813	6.0%	5,184,646	2.9%	178,857,767
2018	9,802,501	5.3%	1,096,980	0.6%	10,899,481	5.9%	4,767,605	2.6%	184,003,327
2019	10,014,901	5.3%	865,350	0.5%	10,880,251	5.8%	4,778,000	2.5%	187,785,857
2020	9,967,467	5.3%	346,200	0.2%	10,313,667	5.5%	5,202,000	2.8%	188,579,507

INDEBTEDNESS OF DIRECTORS AND EXECUTIVE OFFICERS

No director, proposed nominee for election as a director of the Corporation, executive officer, employee or former executive officer, director or employee of the Corporation, or any associate of any such director, officer or employee is, or has been at any time since the beginning of the most recently completed financial year of the Corporation, indebted to the Corporation, nor, at any time since the beginning of the most recently completed financial year of the Corporation has, any indebtedness of any such person been the subject of a guarantee, support agreement, letter of credit or other similar arrangement or understanding provided by the Corporation.

AUDIT COMMITTEE

Information in respect of the composition of the Corporation’s Audit Committee, the education and experience of each of the members of the Audit Committee, the Terms of Reference for the Audit Committee, the Audit Committee’s pre-approval policies and procedures for the engagement of non-audit services and the fees paid by the Corporation for external auditor services in 2019 and 2020 is set out under the heading “*Audit Committee*” in the Corporation’s Annual Information Form dated March 10, 2021.

CORPORATE GOVERNANCE

National Policy 58-201 – *Corporate Governance Guidelines* (the “**Policy**”) and National Instrument 58-101 – *Disclosure of Corporate Governance Practices* (“**NI 58-101**”) and Form 58-101F1 *Corporate Governance Disclosure* (“**Form 58-101F1**”) require the Corporation to disclose in its management information circular, among other things, the constitution and independence of corporate boards, the functions to be performed by boards and their committees and the effectiveness and continuing education of board members. Attached to this Management Information Circular as Appendix A, is the Corporation’s corporate governance disclosure prescribed by Form 58-101F1 with respect to the matters set out under the Policy. This disclosure includes the amendments to NI 58-101 (the “**NI 58-101 Amendments**”) which were adopted for implementation effective December 31, 2014 by the securities regulatory authorities in the provinces and territories, other than British Columbia and Prince Edward Island.

INTERESTS OF INFORMED PERSONS IN MATERIAL TRANSACTIONS

None of the Corporation’s directors or executive officers or companies or persons that beneficially own or control or direct, directly or indirectly, or a combination of both, more than 10% of the Common Shares, is a director or executive officer of such 10% holder, or any of their respective associates and affiliates, or any proposed nominee for election as a director of the Corporation, has any material interest in any transaction with the Corporation since the commencement of the Corporation’s last financial year or in any proposed transaction

which has materially affected or would materially affect the Corporation which has not been previously disclosed.

There are potential conflicts of interest to which the directors and officers of the Corporation may be subject in connection with the operations of the Corporation. Some of the directors and officers of the Corporation are engaged and will continue to be engaged in other business opportunities on their own behalf and on behalf of other corporations, and situations may arise where such directors and officers will be in competition with the Corporation. Individuals concerned shall be governed in any conflicts or potential conflicts by applicable law and internal policies of the Corporation.

INTEREST OF CERTAIN PERSONS OR COMPANIES IN MATTERS TO BE ACTED UPON

No director or executive officer of the Corporation, nor any proposed nominee for election as a director of the Corporation, or any associate or affiliate of any one of them, has any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, in any matter to be acted on at the Meeting, except as described in this Management Information Circular under the heading “*Matters to be Acted Upon at the Meeting – Election of Directors*”.

OTHER MATTERS TO BE ACTED UPON

Management knows of no matters to come before the Meeting other than the matters referred to in the Notice of Meeting. However, if any other matters properly come before the Meeting, the accompanying proxy will be voted on such matters in the best judgment of the person or persons voting the proxy.

ADDITIONAL INFORMATION

Additional financial information is provided in the Corporation’s audited financial statements and management’s discussion and analysis for the financial year ended December 31, 2020.

Any request for these documents can be made by contacting the Vice President and Chief Financial Officer of Kelt Exploration Ltd. at Suite 300, 311 – 6th Avenue S.W., Calgary, Alberta, T2P 3H2 and/or fax (403) 291-0155. Information relating to the Corporation can also be obtained on SEDAR under the Corporation’s profile at www.sedar.com.

APPENDIX A STATEMENT OF CORPORATE GOVERNANCE PRACTICES

National Instrument 58-101 - *Disclosure of Corporate Governance Practices* (“**NI 58-101**”) requires that if management of an issuer solicits proxies from its securityholders for the purpose of electing directors that certain prescribed disclosure respecting corporate governance matters be included in its management information circular. The TSX also requires listed companies to provide, on an annual basis, the corporate governance disclosure which is prescribed by NI 58-101.

The prescribed corporate governance disclosure for the Corporation is that contained in Form 58-101F1, including the NI 58-101 Amendments, which is attached to NI 58-101 (“**Form 58-101F1 Disclosure**”).

Set out below is a description of the Corporation’s current corporate governance practices, relative to the Form 58-101F1 Disclosure.

1. **Board of Directors**

(a) **Disclose the identity of directors who are independent.**

The following directors of the Corporation, all of whom are nominated for re-election, are all independent (for purposes of NI 58-101):

Robert J. Dales
Geraldine L. Greenall
William C. Guinan⁽¹⁾
Michael R. Shea
Neil G. Sinclair

Note:

(1) Mr. Guinan was (until December 31, 2020) a partner of Borden Ladner Gervais LLP who provides legal services to the Corporation. The Board has concluded that Mr. Guinan is independent for purposes of NI 58-101.

(b) **Disclose the identity of directors who are not independent and describe the basis for that determination.**

David J. Wilson is not independent as he also occupies the positions of President and Chief Executive Officer of the Corporation.

(c) **Disclose whether or not a majority of directors are independent. If a majority of directors are not independent, describe what the board of directors (the board) does to facilitate its exercise of independent judgement in carrying out its responsibilities.**

A majority of the directors of the Corporation (five of the six) are independent (for purposes of NI 58-101) and one director is related to the Corporation. See also paragraph 1(f) below.

(d) **If a director is presently a director of any other issuer that is a reporting issuer (or the equivalent) in a jurisdiction or a foreign jurisdiction, identify both the director and the other issuer.**

None of the directors are presently directors of other issuers that are reporting issuers (or the equivalent).

- (e) **Disclose whether or not the independent directors hold regularly scheduled meetings at which non-independent directors and members of management are not in attendance. If the independent directors hold such meetings, disclose the number of meetings held since the beginning of the issuer's most recently completed financial year. If the independent directors do not hold such meetings, describe what the board does to facilitate open and candid discussion among its independent directors.**

At the end of or during each quarterly meeting of the Board, the independent directors meet without management to consider any matters arising from the meeting or otherwise that require consideration or discussion among the independent directors. Four such meetings were held during 2020. In addition, other meetings of the independent directors may be held from time to time if required. In 2020, an additional meeting of the independent directors was held. The independent directors each take leadership roles on various issues as the need arises. Further, as with all directors, the independent directors may engage external advisors at the expense of the Corporation in appropriate circumstances, subject to the approval of the Board and have complete access to appropriate personnel of the Corporation in order to secure all information necessary to fulfill their duties.

- (f) **Disclose whether or not the chair of the board is an independent director. If the board has a chair or lead director who is an independent director, disclose the identity of the independent chair or lead director, and describe his or her role and responsibilities. If the board has neither a chair that is independent nor a lead director that is independent, describe what the board does to provide leadership for its independent directors.**

The Board has appointed William C. Guinan, an independent member of the Board, Chair of the Board. The primary responsibilities of the Chair of the Board are to serve as the Board's role model for responsible, ethical and effective decision making, provide leadership to the independent directors, to manage the affairs of the Board to ensure the Board is organized properly and functions effectively and to take reasonable steps to ensure that the members of the Board execute their duties pursuant to the Board Mandate.

The Board has appointed Robert J. Dales, an independent member of the Board, Lead Director of the Board. The primary focus of the Lead Director is to act as liaison between management and the independent directors to ensure the Board is organized properly, functions effectively and can operate independently of management when necessary.

- (g) **Disclose the attendance record of each director for all board and committee meetings held since the beginning of the issuer's most recently completed financial year.**

For 2020, Board and Committee meetings were attended by the respective members as described in the following table:

	No. of Meetings held	Robert J. Dales	Geraldine L. Greenall	William C. Guinan	Michael R. Shea	Neil G. Sinclair	David J. Wilson
Board	11	11	11	11	11	11	11
Independent Board Meeting	1	1	1	1	1	1	N/A
Audit Committee	4	4	4	N/A	N/A	4	N/A
Compensation Committee	2	2	N/A	N/A	2	2	N/A
Health, Safety and Environment Committee	1	N/A	N/A	1	N/A	1	1
Nominating Committee	1	N/A	1	N/A	1	1	N/A

	No. of Meetings held	Robert J. Dales	Geraldine L. Greenall	William C. Guinan	Michael R. Shea	Neil G. Sinclair	David J. Wilson
Reserves Committee	1	1	1	N/A	1	N/A	N/A
Total Meetings/Meetings Attended	21	19/19	18/18	13/13	16/16	20/20	12/12
Attendance Rating		100%	100%	100%	100%	100%	100%

Note:

(1) Mr. Sinclair is the Chair of the Audit Committee, Mr. Dales is the Chair of the Compensation Committee, Mr. Wilson is the Chair of the Health, Safety and Environment Committee, Mr. Shea is the Chair of the Nominating Committee and Ms. Greenall is the Chair of the Reserves Committee.

2. **Board Mandate - Disclose the text of the board's written mandate. If the board does not have a written mandate, describe how the board delineates its role and responsibilities.**

The mandate of the Board is attached to this Appendix A as Schedule A.

3. **Position Descriptions**

(a) **Disclose whether or not the board has developed written position descriptions for the chair and the chair of each board committee. If the board has not developed written position descriptions for the chair and/or the chair of each board committee, briefly describe how the board delineates the role and responsibilities of each such position.**

The Board has developed written position descriptions for the Board Chair as well as the Chair of each of the Committees of the Board.

In addition, the Board has developed a written position description for the Lead Director.

(b) **Disclose whether or not the board and CEO have developed a written position description for the CEO. If the board and CEO have not developed such a position description, briefly describe how the board delineates the role and responsibilities of the CEO.**

The Board, with the input of the CEO of the Corporation, has developed a written position description for the CEO.

In addition, the Board, with the input of the CFO of the Corporation, has developed a written position description for the CFO.

4. **Orientation and Continuing Education**

(a) **Briefly describe what measures the board takes to orient new directors regarding (i) the role of the board, its committees and its directors, and (ii) the nature and operation of the issuer's business.**

The Nominating Committee is responsible for procedures relating to the orientation and education of new members of the Board. The Nominating Committee will co-ordinate an orientation program for new directors to include: (i) a director manual regarding the duties of the Board, individual directors, each Committee, the Board Chair, the Lead Director, the Chair of each Committee, the Chief Executive Officer, the Chief Financial Officer and other executive officers of the Corporation; (ii) information regarding the nature and operation of the Corporation's business and organization structure; and (iii) copies of the Board and Committee mandates, position descriptions, the Code (as defined below), the Board Diversity Policy and other governance policies.

- (b) **Briefly describe what measures, if any, the board takes to provide continuing education for its directors. If the board does not provide continuing education, describe how the board ensures that its directors maintain the skill and knowledge necessary to meet their obligations as directors.**

The Board recognizes the importance of ongoing continuing education for its directors. The Nominating Committee is responsible by its terms of reference to arrange for the directors to receive: (i) distributions of updated information regarding the Corporation's business, market and competitors; (ii) presentations as appropriate to advise of corporate developments, changes in industry conditions and changes in legal and regulatory requirements affecting the Corporation; and (iii) tours of the Corporation's facilities to interact with executive officers, management and employees in order to stay abreast of industry developments and the evolving nature of the Corporation.

In connection with the foregoing, the Corporation regularly provides the directors (at least on a quarterly basis) briefings and an update on the business, operations and affairs of the Corporation, including new and ongoing prospects of the Corporation, the Corporation's performance relative to its peers and competitors and other developments related thereto that could have a significant impact on the Corporation's operations and results. Such updates are conducted by senior levels of management with responsibility in the various areas under discussion. The Corporation also encourages directors to attend, enrol or participate in courses and/or seminars dealing with financial literacy, corporate governance and related matters and will pay the cost of certain courses. The Corporation also encourages directors to attend tours of the Corporation's facilities, which are conducted from time to time.

5. **Ethical Business Conduct**

- (a) **Disclose whether or not the board has adopted a written code for the directors, officers and employees.**

The Corporation has adopted a Code of Business Conduct and Ethics for directors, officers and employees (the "**Code**"). The Code reflects the Corporation's commitment to a culture of honesty, integrity and accountability and outlines the basic principles and policies with which all employees are expected to comply. The Corporation recognizes that each employee's cooperation and commitment is necessary for continued success and the cultivation and maintenance of its reputation as a good corporate citizen.

The Code also addresses a number of important topics, including compliance with laws, rules and regulations, gifts and entertainment, conflicts of interest, corporate opportunities, insider trading, confidentiality, protection and proper use of the Corporation's assets, fair dealing, discrimination and harassment, health and safety, accuracy of the Corporation's records and reporting, accurate and timely periodic reporting, political activities, and compliance procedures.

If the board has adopted a written code:

- (i) **disclose how a person or company may obtain a copy of the code;**

A copy of the Code may be obtained from the Chief Financial Officer of the Corporation at (403) 215-5310 or slalani@keltexploration.com and is also available on the Corporation's website at www.keltexploration.com and on SEDAR at www.sedar.com.

- (ii) **describe how the board monitors compliance with its code, or if the board does not monitor compliance, explain whether and how the board satisfies itself regarding compliance with its code; and**

All employees are provided with a copy of the Code on commencement of employment and are made aware of the consequences of violation thereof. An annual reminder that compliance with the Code is required is also provided. In addition, all employees of the Corporation are required to affirm in writing on an annual basis his or her agreement to abide by the Code.

- (iii) **provide a cross-reference to any material change report filed since the beginning of the issuer's most recently completed financial year that pertains to any conduct of a director or executive officer that constitutes a departure from the code.**

There have been no material change reports filed since the beginning of the Corporation's most recently completed financial year that pertains to any conduct of a director or executive officer that constitutes a departure from the Code.

- (b) **Describe any steps the board takes to ensure directors exercise independent judgement in considering transactions and agreements in respect of which a director or executive officer has a material interest.**

In accordance with the *Business Corporations Act* (Alberta), directors who are a party to, or are a director or an officer of a person which is a party to, a material contract or material transaction or a proposed material contract or proposed material transaction are required to disclose the nature and extent of their interest and not to vote on any resolution to approve the contract or transaction. In addition, in certain cases, an independent committee of the Board may be formed to deliberate on such matters in the absence of the interested party. As a standing item at each meeting of the Board, directors are required to advise of any conflicts of interest or duty regarding agenda items that will appear on Board meeting agendas at the beginning of each meeting and before discussion of any substantial agenda item.

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

In addition to the Code, the Board has also adopted a "Whistleblower Policy" wherein employees of the Corporation are provided with the mechanics by which they may raise concerns with respect to a possible violation of the Corporation's disclosure standards in a confidential, anonymous process.

6. **Nomination of Directors**

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

The Nominating Committee is responsible for identifying suitable candidates for nominees for election or appointment as director, and recommending the criteria governing the overall composition of the Board and governing the desirable characteristics for directors. In making such recommendations, the Nominating Committee is to consider: (i) the competencies and skills that the Board considers to be necessary for the Board, as a whole, to possess; (ii) the competencies and skills that the Board considers each existing director to possess; (iii) the competencies and skills that each new nominee will bring to the boardroom; and (iv) whether or not each new nominee can devote sufficient time and resources to his or her duties as a member of the Board. In addition, in accordance with the provisions of the Board Diversity

Policy of the Corporation, the Nominating Committee will also consider the balance of skills, background, experience and knowledge on the Board and Board diversity when identifying suitable candidates for the Board and when making recommendations to the Board regarding nominating candidates for election or appointment to the Board. Candidates will be recommended for appointment or election as directors based on merit considered against objective criteria, having due regard for the benefits of diversity on the Board, including gender, and the Nominating Committee will strive to include women among those candidates being considered for appointment or election as directors.

- (b) **Disclose whether or not the board has a nominating committee composed entirely of independent directors. If the board does not have a nominating committee composed entirely of independent directors, describe what steps the board takes to encourage an objective nomination process.**

The Corporation has a Nominating Committee, which is responsible for nominating directors, and which is comprised of only independent directors.

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

The responsibilities, powers and operations of the Nominating Committee are to annually review the composition, skills, size and tenure of directors in advance of annual general meetings and whenever individual directors indicate that their status as members may change; identify qualified candidates, taking into account candidates' independence, financial acumen, skills and time available to devote to the duties of the Board; assess the competencies and skills each director possesses, the Board as a whole possesses, the nominees will bring the Board if elected and the Board as a whole should possess; assess the appropriate size of the Board with a view to facilitating effective decision making; advise directors of the time and resources directors are expected to contribute to the Board; recommend nominees for election as directors and appointment as members and the Chair of Committees together with the reasons for their recommendations; co-ordinate an orientation program for new directors to include: (i) a director manual regarding the duties of the Board, individual directors, each Committee, the Board Chair, the Lead Director, the Chair of each Committee, the CEO, the Chief Financial Officer and other executive officers of the Corporation; (ii) information regarding the nature and operation of the Corporation's business and organizational structure; (iii) copies of the Board and Committee Mandates, position descriptions, the Code and other governance policies; (iv) arrange for the directors to receive: (a) distributions of updated information regarding the Corporation's business, market and competitors; (b) presentations as appropriate to advise of corporate developments, changes in industry conditions and changes in legal and regulatory requirements affecting the Corporation; and (c) tours of the Corporation's facilities to interact with executive officers, management and employees in order to stay abreast of industry developments and the evolving business of the Corporation; and (v) recommend the removal of directors from Committees and the Board in the event of conflicts of interest, breach of the Code or otherwise.

7. **Compensation**

- (a) **Describe the process by which the board determines the compensation for the issuer's directors and officers.**

See "Executive Compensation - Compensation Discussion and Analysis" and "Executive Compensation - Elements of Executive Compensation Program" in the body of this Management Information Circular.

- (b) **Disclose whether or not the board has a compensation committee composed entirely of independent directors. If the board does not have a compensation committee composed entirely of independent directors, describe what steps the board takes to ensure an objective process for determining such compensation.**

The Compensation Committee is comprised entirely of independent directors.

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

See “Executive Compensation - Compensation Discussion and Analysis” in the body of this Management Information Circular.

- (d) **If a compensation consultant or advisor has, at any time since the beginning of the issuer’s most recently completed financial year, been retained to assist in determining compensation for any of the issuer’s directors and officers, disclose the identity of the consultant or advisor and briefly summarize the mandate for which they have been retained. If the consultant or advisor has been retained to perform any other work for the issuer, state that fact and briefly describe the nature of the work.**

N/A

8. **Other Board Committees - If the board has standing committees other than the audit, compensation and nominating committees identify the committees and describe their function.**

Other than the Audit Committee, Compensation Committee and the Nominating Committee, the Corporation has established a Health, Safety and Environment Committee, and a Reserves Committee.

The purpose of the Health, Safety and Environment Committee is to assist the Board in fulfilling its responsibilities in relation to environmental, health and safety matters, including: (i) the provision of a safe environment for employees and others to perform their duties; (ii) reviewing and monitoring the policies and procedures of the Corporation relating to health, safety and environmental matters; and (iii) overseeing management’s actions relating to compliance by the Corporation with environmental regulatory requirements and the Corporation’s health, safety and environmental goals. Its duties are to: (a) in conjunction with management, review, annually, the Corporation’s health, safety and environmental policies, practices and procedures and monitor whether those policies, practices and procedures: (i) comply with applicable legislation, regulatory requirements, and industry standards, (ii) meet the Corporation’s goals, and (iii) adequately prevent or mitigate losses; (b) review and assess the Corporation’s approach to climate and sustainability reporting, including the assessment of materiality and the manner in which stakeholder concerns with respect to the environmental, social and governance issues are addressed and communicated; (c) provide oversight of the integration and consideration of climate related risks and other appropriate environmental objectives into the Corporation’s strategy, policies, procedures and decision-making processes; (d) receive reports from management regarding the Corporation’s initiatives and opportunities to improve its environmental, social and governance (“ESG”) performance including efforts to reduce emissions and waste, water usage, minimize land disturbances and improve health and safety practices; (e) assess, from time to time, whether the Corporation’s health, safety and environmental policies, practices and procedures are being effectively implemented; (f) receive reports from management on the Corporation’s health, safety and environmental performance and review the responses of management to changes in the Corporation’s performance; (g) review the effectiveness of the response by the Corporation, to health, safety and environmental issues, including compliance with applicable legislation, regulatory requirements and industry standards; (h) review and consider, as appropriate, reports and recommendations issued by the Corporation or by an external party relating to health, safety and environmental issues, together with

management's response thereto; (i) report, as appropriate, to the Board on issues related to the Corporation's health, safety and ESG-related risks and opportunities, including the Corporation's management of those issues, and make recommendations to the Board thereon; (j) review with management their assessment of significant operational risks and exposures and review and assess the steps taken by the Corporation's management to mitigate those risks; and (k) at least annually, review the processes used by the Corporation's management to determine the Corporation's asset retirement obligations.

The Reserves Committee is responsible for various matters relating to reserves of the Corporation that may be delegated to the Reserves Committee pursuant to National Instrument 51-101 *Standards of Disclosure for Oil and Gas Activities* ("NI 51-101"), including arranging for the preparation and public filing with securities authorities of a Statement of Reserves Data and Other Information pursuant to Form 51-101F3 (the "**Management Report**") confirming the role of the Board in connection with reserves and executed by two senior officers and two directors of the Corporation. In addition, the Reserves Committee's duties are to: (a) recommend to the Board the engagement of a qualified reserves evaluator or auditor pursuant to the requirements of NI-101; (b) ensure the independence of the reserve evaluator or auditor; (c) ensure the reserves auditor or auditor has all of the information reasonably necessary to provide a Reserves Report that satisfies the requirements of NI 51-101; (d) review the appointment or change in appointment of the reserves evaluator or auditor and in the case of a proposed change in appointment, determine whether there have been any disputes between the reserves evaluator or auditor and management of the Corporation; (e) determine whether any restrictions affect the ability of the reserves evaluator or auditor in reporting on the Corporation's reserves data; (f) review, with reasonable frequency, the Corporation's procedures relating to the disclosure of oil and gas activities and reserves information; (g) review the scope of the annual review of reserves; (h) meet independently of management with the reserves evaluator or auditor; (i) before approving the filing of the Reserves Report, meet with management and the reserves evaluator or auditor to: (i) determine whether any restrictions affect the ability of the reserves evaluator or auditor to report on reserves data without reservation; (ii) review the reserves data and the report of the reserves evaluator or auditor; and (iii) review and approve the content and filing of the Reserves Report, the Evaluator's Report and the Management Report; (j) discuss reserves findings and disagreements between management and the reserves evaluator or auditor and resolve disputes; (k) annually assess the work of the reserves evaluator or auditor; (l) ensure that the filing of the Reserves Report, Evaluator's Report and the Management Report are the subject of a press release (or other required public disclosure) at the time of filing; and (m) ensure the qualifications of the members of the Reserves Committee pursuant to section 3.5 of NI 51-101.

9. **Assessments - Disclose whether or not the board, its committees and individual directors are regularly assessed with respect to their effectiveness and contribution. If assessments are regularly conducted, describe the process used for the assessments. If assessments are not regularly conducted, describe how the board satisfies itself that the board, its committees, and its individual directors are performing effectively.**

The Compensation Committee is responsible by its terms of reference to annually arrange for an evaluation of the performance, contribution and effectiveness of the Board, Committees, individual directors, the Board Chair, the Lead Director, the Chair of each committee and the Chief Executive Officer in the context of the mandates, position descriptions, competencies and skills that each director is expected to bring to the Board. In connection with the annual evaluation, members of the Board are circulated: (i) a Board questionnaire which asks directors to identify their own skills, their contributions to the Board and Committees, and rate their effectiveness; (ii) a peer review questionnaire which asks directors to rate the contributions and effectiveness of their fellow Board members; and (iii) a governance questionnaire which asks the directors to provide feedback on the Board and Committee mandates, position descriptions, the Code and other policies. The Compensation Committee is then responsible for preparing and distributing a report to the Board regarding the annual evaluations to

initiate discussions regarding how to improve the performance, contribution and effectiveness of the Board, each Committee, each director and the Chief Executive Officer. In addition, the Nominating Committee is responsible by its terms of reference to annual review the composition, skills, size and tenure of directors in advance of annual general meetings and whenever individual directors indicate that their status as members may change.

10. **Director Term Limits and Other Mechanisms of Board Renewal – Disclose whether or not the issuer has adopted term limits for the directors on its board or other mechanisms of board renewal and, if so, include a description of those director term limits or other mechanisms of board renewal. If the issuer has not adopted director term limits or other mechanisms of board renewal, disclose why it has not done so.**

The Board has not adopted term limits for the directors on the Board or other mechanisms of Board renewal. Instead, the Compensation Committee has the mandate and responsibility to ensure that a process is in place for the annual review of the performance of individual Directors, the Board as a whole and the Board Committees. Through this annual review process, the Compensation Committee determines whether an individual Director is able to continue to make an effective contribution. The Board is of the view that such annual review process is more effective than term limits or other mechanisms of Board renewal such as a mandatory retirement age. In addition, the Nominating Committee has the mandate and responsibility for annually reviewing the composition, skills, size and tenure of directors in advance of annual general meetings and whenever individual directors indicate that their status as members may change.

The Board is concerned that imposing arbitrary and inflexible director term limits may result in Kelt losing valued directors at a time when Kelt most needs their skills, qualities and contributions, as well as their knowledge of the history and culture of the organization. Mandatory retirement ages pose the same risk and the Board does not want to risk the loss of key directors to retirement policies that seem unnecessarily arbitrary and inflexible when they force a high performing director off the Board. As a result, the Board does not feel that it would be appropriate to set term limits for its directors but rather relies on the experience of its members to determine when Board renewals, Board removals and Board additions are appropriate.

However, in light of increasing discussion around Board term/renewal matters, the Board is committed to reviewing the effectiveness of term limits or other mechanisms of Board renewal to ensure the Board continues to remain an effective Board.

11. **Policies Regarding the Representation of Women on the Board**

- (a) **Disclose whether the issuer has adopted a written policy relating to the identification and nomination of women directors. If the issuer has not adopted such a policy, disclose why it has not done so.**

The Corporation has adopted a written Board Diversity Policy relating to, *inter alia*, the identification and nomination of women directors for the Corporation. The Board Diversity Policy sets out a framework to achieve and maintain diversity on the Board, with a specific emphasis on gender diversity. The Board evaluates potential nominees to the Board by reviewing individual qualifications of prospective members and determining if the candidates' qualifications will meaningfully contribute to the effective functioning of the Board, taking into consideration the then current Board composition and the anticipated skills required to round out the capabilities of the Board, including knowledge and diversity of membership under the Board Diversity Policy. Candidates will also be recommended for appointment or election as directors based on merit considered against objective criteria, having due regard for the benefits of diversity on the Board, including gender, and the Nominating Committee will strive to

include women among those candidates being considered for appointment or election as directors.

Although the Board continually reviews its governance policies, the Board is committed to reviewing the Board Diversity Policy during this upcoming year to consider in particular, whether any amendments are appropriate in connection with the identification and nomination of women directors.

(b) If an issuer has adopted a policy referred to in (a), disclose the following in respect of the policy: (i) a short summary of its objectives and key provisions; (ii) the measures taken to ensure that the policy has been effectively implemented; (iii) annual and cumulative progress by the issuer in achieving the objectives of the policy; and (iv) whether and, if so, how the board or its nominating committee measures the effectiveness of the policy.

- (i) The objectives and key provisions of the Board Diversity Policy are to embody the Corporation's view that Board member appointments should be based on merit, and the Corporation remains committed to selecting the best people to serve on the Board, while at the same time recognizing and embracing the benefits of having a diverse Board thereby drawing on a variety of perspectives, skills, experience and expertise to facilitate effective decision making. The Corporation also views diversity at the Board level as an important element in strong corporate governance. The Corporation recognizes that gender diversity is a significant aspect of diversity, and acknowledges the important role that women with appropriate and relevant skills and experience can play in contributing to the diversity of perspective on the Board. In selecting qualified candidates to serve as directors of the Corporation, a wide-range of diversity criteria will be considered, including skills, experience, education, gender, age, ethnicity, and geographical and cultural background, in order to ensure that the Board, as a whole, reflects a range of viewpoints, backgrounds, skills, experience and expertise;
- (ii) The measures taken to ensure that the Board Diversity Policy has been effectively implemented include the annual review by the Nominating Committee of the composition, skills, size and tenure of directors and identifies candidates for appointment or election as directors, and assesses the competencies and skills each director possesses and of the Board as a whole. In reviewing Board composition, the Nominating Committee will consider the benefits of all aspects of diversity in order to maintain an appropriate balance of skills, background, experience and knowledge on the Board. The Nominating Committee will also consider the balance of skills, background, experience and knowledge on the Board and Board diversity when identifying suitable candidates for the Board and when making recommendations to the Board regarding nominating candidates for election or appointment to the Board. Candidates will be recommended for appointment or election as directors based on merit considered against objective criteria, having due regard for the benefits of diversity on the Board, including gender, and the Nominating Committee will strive to include women among those candidates being considered for appointment or election as directors;
- (iii) The annual and cumulated progress by the Corporation in achieving the objectives of the Board Diversity Policy will be determined by the Nominating Committee which is required to conduct a review of the Board Diversity Policy from time to time as necessary; and
- (iv) The Nominating Committee will measure the effectiveness of the Board Diversity Policy by periodically, but at least once every three years, implementing a renewal

program intended to achieve what the Board believes to be a desirable balance of skills, experience, gender, age and other diversity criteria.

12. **Consideration of the Representation of Women in the Director Identification and Selection Process – Disclose whether and, if so, how the board or nominating committee considers the level of representation of women on the board in identifying and nominating candidates for election or re-election to the board. If the issuer does not consider the level of representation of women on the board in identifying and nominating candidates for election or re-election to the board, disclose the issuer’s reasons for not doing so.**

The Nominating Committee, in accordance with the Board Diversity Policy, will consider the level of representation of women on the Board in identifying and nominating board members. The number of women directors on the Board is a factor that the Nominating Committee considers when selecting new nominees for the Board having regard to current Board composition, and the anticipated skills required to round out the capabilities of the Board, including knowledge and diversity of membership.

13. **Consideration given to the Representation of Women in Executive Officer Appointments – Disclose whether and, if so, how the issuer considers the level of representation of women in executive officer positions when making executive officer appointments. If the issuer does not consider the level of representation of women in executive officer positions when making executive officer appointments, disclose the issuer’s reasons for not doing so.**

Although the Board does not specifically consider the level of representation of women in executive officer positions when making executive officer appointments, Kelt is committed to the fundamental principles of equal employment opportunities which is prescribed in its employment policies which further provide for Kelt’s commitment to treating people, fairly, with respect and dignity, and to offering equal employment opportunities based upon an individual’s qualifications and performance – free from discrimination or harassment because of race, colour, ancestry, place of origin, religion, gender, sexual orientation, age, marital status, family status, physical or mental disability. Furthermore, Kelt’s employment policies and procedures provide that candidates are selected based on primary consideration such as experience, skill and ability, while giving consideration to the importance of gender equality and diversification when recruiting for and appointing executive officer positions.

14. **Issuer’s Targets Regarding the Representation of Women on the Board and in Executive Officer Positions. For purposes of this Item, a “target” means a number or percentage, or a range of numbers or percentages, adopted by the issuer of women on the issuer’s board or in executive officer positions of the issuer by a specific date.**

- (a) **Disclose whether the issuer has adopted a target regarding women on the issuer’s board. If the issuer has not adopted a target, disclose why it has not done so.**

Kelt has not adopted a target regarding women on its Board. The Board is made up of a diverse set of individuals with a broad range of skill sets and at this time the Board has one (1) female member. The Board recognizes the potential benefits from different perspectives which could be realized through gender diversity within its ranks. While the Board has not set a target for the number or percentage of female members that it wishes to include, the Board acknowledges the importance of diversity, including gender diversity, in the review and consideration of potential director nominees. As a result, the Nominating Committee will consider the balance of skills, background, experience and knowledge on the Board and Board diversity when identifying suitable candidates for the Board and when making recommendations to the Board regarding nominating candidates for election or appointment to the Board. Candidates will be recommended for appointment or election as directors based on merit considered against objective criteria, having due regard for the benefits of diversity on the Board, including gender,

and the Nominating Committee will strive to include women among those candidates being considered for appointment or election as directors.

- (b) **Disclose whether the issuer has adopted a target regarding women in executive officer positions of the issuer. If the issuer has not adopted a target, disclose why it has not done so.**

Kelt has not adopted a target regarding women in executive officer positions. At this time Kelt has one female executive officer, namely, it's Vice President, Marketing. When appointing new officers, the Corporation is committed to being an equal employment opportunity employer whereby candidates are selected based on primary considerations such as experience, skill and ability, while giving consideration to the importance of gender equality and diversification when recruiting for and appointing executive officer positions.

- (c) **If the issuer has adopted a target referred to in either (b) or (c), disclose: (i) the target; and (ii) the annual and cumulative progress of the issuer in achieving the target.**

N/A

15. **Number of Women on the Board and in Executive Officer Positions**

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

As at the date hereof, Kelt has one (1) director on its Board who is a woman (16.67%).

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

As at the date hereof, Kelt has two (2) executive officers who are women (20.00%).

SCHEDULE A
KELT EXPLORATION LTD.
(the “Corporation”)

BOARD MANDATE

1. The Board of Directors of the Corporation (“**Board**”) is responsible for:
 - (a) stewardship of the Corporation;
 - (b) supervising the management of the business and affairs of the Corporation; and
 - (c) providing leadership to the Corporation by practicing responsible, sustainable and ethical decision making.
2. The Board has the responsibility to:
 - (a) act honestly and in good faith with a view to the best interests of the Corporation;
 - (b) exercise the care, diligence and skill that a reasonably prudent Board would exercise in comparable circumstances; and
 - (c) direct management to ensure legal, regulatory and exchange requirements applicable to the Corporation have been met.
3. A majority of the Board will, at all times, be independent directors as defined in then current laws applicable to the Corporation.
4. To be considered for nomination and election to the Board, directors must demonstrate integrity and high ethical standards in their business dealings, their personal affairs and in the discharge of their duties to and on behalf of the Corporation.
5. The Board is responsible to:
 - (a) meet in person, or in exceptional circumstances by telephone conference call, at least once each quarter and as often thereafter as required to discharge the duties of the Board;
 - (b) hold meetings of the independent directors without management and non-independent directors present; and
 - (c) comply with the position description applicable to individual directors.
6. The Board is responsible to annually select a member of the Board, who is independent as defined in then current laws applicable to the Corporation: (a) to serve as Board Chair; and (b) where the Board Chair is an affiliated outside director, to serve as lead director of the Board;
7. The Board chair (jointly with the lead director if a lead director has been appointed) shall:
 - (a) provide leadership to the directors;
 - (b) manage the affairs of the Board; and
 - (c) ensure that the Board functions effectively in fulfillment of its duties to the Corporation.

Schedule A-2

8. The Board is responsible to:
- (a) establish such committees of the Board as are required by applicable law and as are necessary to effectively discharge the duties of the Board;
 - (b) appoint directors to serve as members of each committee;
 - (c) appoint a chair of each committee to:
 - (i) provide leadership to the committee;
 - (ii) manage the affairs of the committee; and
 - (iii) ensure that the committee functions effectively in fulfilling its duties to the Board and the Corporation; and
 - (d) regularly receive and consider reports and recommendations of each committee, in particular:
 - (i) Audit Committee reports and recommendations, particularly with respect to the Corporation's annual audit; and
 - (ii) Compensation Committee recommendations regarding corporate goals and objectives, Board assessments and compensation.
9. The Board is responsible to:
- (a) select and appoint the Chief Executive Officer (the "CEO") and with the assistance of the Compensation Committee, establish CEO goals and objectives and evaluate CEO performance;
 - (b) assist the CEO to select and appoint executive officers, establish executive officers' goals and objectives and monitor their performance;
 - (c) maintain a succession plan for the replacement of the CEO and other executive officers; and
 - (d) to the extent feasible, to satisfy itself as to the integrity of the CEO and other executive officers and that the CEO and other executive officers create a culture of integrity throughout the Corporation.
10. The Board is responsible to:
- (a) annually review and either approve or require revisions to the mandates of the Board and each Board committee, position descriptions, the code of business conduct and ethics (the "Code") and all other policies of the Corporation (collectively the "Governance Documents");
 - (b) take reasonable steps to satisfy itself that each director, the CEO and the executive officers are:
 - (i) performing their duties ethically;
 - (ii) conducting business on behalf of the Corporation in accordance with the requirements and the spirit of the Governance Documents;
 - (iii) fostering a culture of integrity throughout the Corporation; and

Schedule A-3

- (c) arrange, on the advice of the Audit Committee, for the Governance Documents to be publicly disclosed.
11. The Board is responsible, with the assistance of the Audit Committee, to:
- (a) approve and implement a disclosure policy which provides for disclosure and communications practices governing the Corporation; and
 - (b) approve and maintain a process for the Corporation's stakeholders to contact the independent directors directly with concerns and questions regarding the Corporation.
12. The Board is responsible for:
- (a) reviewing departures from the Code;
 - (b) providing or denying waivers from the Code; and
 - (c) disclosing departures from the Code including by filing required material change reports for material departures from the Code containing:
 - (i) the date of the departure;
 - (ii) the parties involved;
 - (iii) the reason why the Board has or has not sanctioned the departure; and
 - (iv) any measures taken to address or remedy the departure.
13. The Board has the duty to:
- (a) adopt a strategic planning process for increasing shareholder value, annually approve a strategic plan, and regularly monitor the Corporation's performance against its strategic plan;
 - (b) approve capital and operating budgets to implement the strategic plan;
 - (c) conduct periodic reviews of the Corporation's resources, risks, and regulatory constraints and opportunities to facilitate the strategic plan; and
 - (d) evaluate management's analysis of the strategies of existing and potential competitors and their impact, if any, on the Corporation's strategic plan.
14. The Board has the duty to:
- (a) adopt a process to identify business risks and ensure appropriate systems to manage risks; and
 - (b) together with the Audit Committee, ensure policies and procedures are in place and are effective to maintain the integrity of the Corporation's:
 - (i) disclosure controls and procedures;
 - (ii) internal controls over financial reporting; and
 - (iii) management information systems.

Schedule A-4

15. The Board has the duty to:
 - (a) review and on the advice of the Audit Committee, approve, prior to their public dissemination:
 - (i) interim and annual financial statements and notes thereto;
 - (ii) managements' discussion and analysis of financial condition and results of operations;
 - (iii) relevant sections of the annual report, annual information form and management information circular containing financial information;
 - (iv) forecasted financial information and forward looking statements; and
 - (v) all press releases and other documents in which financial statements, earnings forecasts, results of operations or other financial information is disclosed; and
 - (b) approve dividends and distributions, material financings, transactions affecting authorized capital or the issue and repurchase of shares and debt securities, and all material divestitures and acquisitions.
16. The Board has access to all books, records, facilities and personnel of the Corporation necessary for the discharge of its duties.
17. The Board has the power, at the expense of the Corporation, to retain, instruct, compensate and terminate independent advisors to assist the Board in the discharge of its duties.

Revision No. 1 adopted and approved by the Board: February 26, 2016.



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