



## SHAREHOLDER ENGAGEMENT POLICY

### Introduction

The Board of Directors (the "**Board**") of Extendicare Inc. ("**Extendicare**") is committed to engaging in constructive communications with Extendicare's shareholders. The Board has adopted this Shareholder Engagement Policy to promote open and sustained dialogue with Extendicare's shareholders.

Extendicare seeks to communicate with its shareholders in a wide variety of ways, including through its website, annual report, news releases, quarterly reports, management information circular, annual information form, investor presentations, group meetings and industry conferences, annual meetings of shareholders and one-on-one meetings with shareholders. Extendicare holds conference calls for quarterly earnings releases and major corporate developments as soon as practicable after they are publicly disclosed, and such calls are open to be heard by the public. Details of the time, place, general substance and method of accessing any such calls, whether through transcripts or replays, are broadly disseminated.

Extendicare's corporate governance practices and a discussion and analysis of executive and director compensation are communicated annually in Extendicare's management information circular, and Extendicare's annual meetings of shareholders provides a valuable opportunity to discuss Extendicare's performance and strategy, among other important matters, with both the Board and management.

### Shareholder Engagement

Management is principally responsible for shareholder communications and engagement, and shareholders may communicate their views to management through Extendicare's Investor Relations team by contacting:

Extendicare Inc.  
Attention: Vice President, Investor Relations  
3000 Steeles Avenue East, Suite 400  
Markham, ON L3R 4T9

Email: [investor.relations@extendicare.com](mailto:investor.relations@extendicare.com)

At the same time, the Board wishes to ensure there is the opportunity for direct dialogue between directors and shareholders. Shareholders are encouraged to initiate communications directly with the Board. To do so, shareholders should deliver a sealed envelope or email, in each case marked "Confidential", to:

Extendicare Inc.  
Attention: Chairman of the Board  
3000 Steeles Avenue East, Suite 400  
Markham, ON L3R 4T9

Email: [chairman@extendicare.com](mailto:chairman@extendicare.com)

All relevant correspondence, with the exception of solicitations for the purchase or sale of products and services and other similar types of correspondence, will be forwarded to the Chairman. Purely for administrative purposes, correspondence to the Chairman may be opened or viewed by the Senior Vice President, Chief Legal Officer and Corporate Secretary.

The Board shall also reach out to key shareholders periodically, either directly or with the assistance of Extendicare's Investor Relations team, and offer to meet with them to discuss any matters of interest.

Appropriate topics for directors to discuss with shareholders include:

- Board structure and composition;
- Board oversight of strategy;
- Board and CEO performance;
- Executive compensation;
- Board and CEO succession planning;
- Board oversight of risk;
- Board oversight of accounting, auditing and internal controls;
- Corporate governance practices and disclosure; and
- Overall corporate performance.

Among the topics that are more appropriate for management to discuss with shareholders are:

- General business operations;
- Corporate strategy;
- Financial and operational performance;
- Mergers, acquisitions, joint ventures or dispositions;
- Changes in management (other than in respect of the CEO); and
- Dividends, financings and other events regarding Extendicare's securities.

A request for a meeting with directors should: identify whether the person requesting the meeting is an Extendicare shareholder (and the level of such shareholdings); include a list of the individuals who would represent the shareholder at the meeting; provide an overview of the topics sought to be discussed, which will subsequently be formalized in an agenda; and describe any intention to communicate the nature and results of the meeting to other persons.

The Board may decline a request for a meeting if the proposed discussion topics are not considered suitable, in order to limit the number of such meetings to a reasonable level and prioritize acceptances based on the interests of all shareholders or for any other reason deemed appropriate under the circumstances.

Any meeting by the directors with shareholders, shareholder organizations or governance groups must be approved by the Chair, who would typically attend such meeting with at least one other director. In many instances, including an initial meeting with a shareholder, the directors attending the meeting will be briefed by management in respect of any information that would facilitate the meeting. The CEO or other members of management may be invited to attend such meetings, but they may be asked to be excused for certain portions of the discussion. However, shareholders should be aware that the directors reserve the right to review with Extendicare's management all matters discussed.

The Human Resources, Governance and Sustainability Committee (the "**HRG&S Committee**") will ensure that shareholder engagement is considered annually and discussed in the HRG&S Committee's annual report to the Board. If the Chairman is not present at a meeting between other directors and a shareholder, the directors present will provide a report to the Chairman on the outcome of the meeting. In addition, Extendicare's CEO has been instructed by the Board to report regularly on any significant feedback received from shareholders.

In all instances, meetings pursuant to this Shareholder Engagement Policy will be held in accordance with all applicable laws, including securities laws, and Extendicare's policies, including its Insider Trading Policy.

Last reviewed on December 12, 2025.