



KELSO TECHNOLOGIES INC.

MANDATE OF CHIEF EXECUTIVE OFFICER

Adopted by the Board of Directors on March 23, 2015;
reviewed and ratified by the Board of Directors on May 20, 2026

The Chief Executive Officer (the “CEO”) is the senior management officer of Kelso Technologies Inc. (the “Corporation”). As such, the CEO is the leader of an effective and cohesive management team for the Corporation; sets the tone for the Corporation by exemplifying consistent values of high ethical standards, integrity and fairness; leads the Corporation in defining its visions; is the main spokesperson for the Corporation; and bears the chief responsibility to ensure the Corporation meets its short-term operations and long-term strategic goals and objectives. The CEO works with and is accountable to the Board of Directors (the “Board”) of the Corporation with due regard to the Board’s requirement to be informed and to be independent.

The CEO shall have such skills and abilities as are considered necessary by the Board. The CEO:

- (a) shall act honestly and in good faith in the best interest of the Corporation and its shareholders; and
- (b) must exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

RESPONSIBILITIES

The CEO has the following specific responsibilities:

1. Strategic Leadership

- i. develop and recommend short and long-term goals, strategies and objectives to the Board to ensure maximization of shareholder value and the long-term success of the Corporation;
- ii. lead and manage the Corporation with parameters established by the Board;
- iii. review and report regularly to the Board concerning the Corporation’s progress towards its goals and all material deviations from the goals, strategies, and objectives approved by the Board, including updating and making changes as required and involving the Board in the early stages of developing strategy;
- iv. develop, recommend to the Board and implement capital and operating plans that support the Corporation’s long-term strategic objectives;
- v. review and report regularly to the Board on the overall progress and results against operating and financial objectives and initiate courses of action for improvement;

- vi. develop for approval by the Board the corporate goals and objectives that the CEO is responsible to meet;
- vii. identify the principal risks of the Corporation's business and ensure the implementation of appropriate systems to manage these risks; and
- viii. keep the Board fully informed of all significant operational, financial and other matters relevant to the Corporation, including legal, regulatory and governmental policy developments.

2. Financial Leadership

- i. develop annual capital commitment and expenditure budgets for approval by the Board;
- ii. develop annual operating forecasts of revenue, expenditures, operational results and financial performance;
- iii. authorize the commitment of funds to capital projects included in budgets approved by the Board or within any spending authority levels approved by the Board;
- iv. authorize commitment of corporate resources, including contracts, transactions and arrangements in the ordinary course of business, in order to pursue the approved strategies, business plans, and objectives of the Corporation, provided, however, that major commitments, exposures and risks are reported to the Board on a regular and timely basis; and
- v. take reasonable steps to ensure that the Corporation's assets are adequately safeguarded and optimized in the best interests of the shareholders.

3. Administrative Leadership

- i. develop and maintain a sound, effective organizational structure and ensure that personnel and systems are in place to appropriately manage the affairs of the Corporation;
- ii. maintain a positive work environment that is conducive to attracting, retaining and motivating a diverse group of top-quality employees at all levels;
- iii. ensure that all members of the organization have their responsibilities and authorities clearly established;
- iv. ensure, in co-operation with the Board, that there is an effective succession plan in place for the position of CEO; and
- v. ensure that the Corporation has an effective management team and establish a plan for senior management development and succession, including the appointment, training and monitoring of senior management.

4. Public Leadership

- i. formulate and oversee the implementation of major corporate policies and ensure there is an effective communications policy for the Corporation;

- ii. ensure that effective communications and appropriate relationships are maintained with the shareholders of the Corporation and other stakeholders;
- iii. maintain or cause to be maintained such industry, governmental, public or other external relationships as are deemed advisable and in the best interests of the Corporation; and
- iv. manage and oversee the required interaction between the Corporation and the public and act as the principal spokesperson for the Corporation.

5. Compliance Leadership

- i. ensure that appropriate personnel and systems are in place for the integrity and adequacy of the Corporation's internal control and management information systems;
- ii. ensure that all operations and activities of the Corporation are conducted in accordance with applicable laws, regulations, the Corporation's Code of Business Ethics, sound business practices and any other policies and practices approved by the Board; and
- iii. foster a high-performance corporate culture that promotes ethical practices, encourages individual integrity and accountability and fulfills social responsibility.

LIMITATION

The duties and responsibilities set out above do not extend, and are not to be interpreted as extending, the obligations and liabilities of the officers beyond those imposed by applicable law and in each case are subject to the Articles and By-Laws of the Corporation and applicable law.