

PENNICHUCK CORPORATION
COMPENSATION AND BENEFITS COMMITTEE

MINUTES OF AUGUST 20, 2025

A meeting of the Compensation and Benefits (“Committee”) of the Board of Directors of Pennichuck Corporation (“Company”) was held on Wednesday, August 20, 2025 at 4:30 p.m. at the Company’s offices at 25 Walnut Street, Nashua, NH.

Written materials relating to items listed in the Agenda were provided to the Committee members for their review prior to the meeting.

The following Committee members were present at the start of the meeting constituting a quorum:

C. George Bower
H. Scott Flegal
Jay N. Lustig, Chair
Ralph Jenkins (via Microsoft Teams)
Sarah Pillsbury (via Microsoft Teams)

Attending from the Board of Directors were:

Lori Wilshire
Deborah B. Novotny

Attending from the Company were:

John J. Boisvert, Chief Executive Officer and Chief Engineer
George Torres, Chief Financial Officer and Treasurer
Chris J. Countie, Chief Operating Officer
Sarah E. Rossetti, Human Resources Director
Carol Ann Howe, Assistant Treasurer and Corporate Secretary
Natalie Wagner, HR Analyst
Tara Gosselin, HR Generalist

C. Howe recorded the minutes of the meeting.

Approval of Minutes

There being no comments on the draft minutes of the June 24, 2025, meeting of the Compensation and Benefits Committee, on motion duly made by G. Bower and seconded by S. Flegal, all of the Committee members then voting by roll call, it was unanimously

Resolved: that the minutes of the June 24, 2025 meeting of the Compensation and Benefits Committee are hereby approved.

Move to Non-Public Session

G. Bower moved that the Committee enter into non-public session to (1) discuss the promotion or compensation of employees pursuant to RSA 91-A:3, II(a); and (2) to discuss financial or confidential information, pursuant to RSA 91-A:3, II(j); and to discuss a matter which, if discussed in public would likely affect adversely the reputation of a person, pursuant to RSA 91-A:3, II(c). S. Flegal seconded the motion.

A roll call of the Committee Members was taken, which resulted as follows:

Yea: J. Lustig, G. Bower, S. Flegal, R. Jenkins, S. Pillsbury
Nay:

Motion was carried to enter into non-public session at 4:33 p.m.

Reconvene in Public Session

The non-public session ended at 5:28 p.m. and the Committee reconvened in public session.

G. Bower moved that the Committee seal the minutes of the non-public session under RSA 91-A:3, II(a), RSA 91-A:3, II(c) RSA 91-A:3, II(j). S. Flegal seconded the motion. A roll call of the Committee Members was taken, which resulted as follows:

Yea: J. Lustig, G. Bower, S. Flegal, R. Jenkins, S. Pillsbury
Nay:

Motion was carried to seal the minutes of the non-public session.

There being no further business to come before the Committee, the Chair adjourned the meeting at 5:31 p.m.

Carol Ann Howe

Carol Ann Howe, CPA
Assistant Treasurer and Corporate Secretary