PENNICHUCK CORPORATION
AUDIT, FINANCE AND RISK COMMITTEE

MINUTES OF JUNE 22, 2026 MEETING

A meeting of the Audit, Finance and Risk Committee ("Committee") of the Board of Directors of Pennichuck Corporation (the "Company") was held on Monday, June 22, 2026, at 4:30 p.m. at the Company's offices at 25 Walnut Street, Nashua, New Hampshire.

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:

Amymarie R. Corriveau
H. Scott Flegal
Ronald J. Houle
Ralph Jenkins
John D. McGrath
Deborah B. Novotny

Attending the meeting from the Company were:

John J. Boisvert, Chief Executive Officer
George Torres, Chief Financial Officer and Treasurer
Christopher J Countie, Chief Operating Officer
Lori Douglas, Director of Accounting and Corporate Controller
Carol Ann Howe, Assistant Treasurer and Corporate Secretary
Tara King, Chief Programs and Technology Officer
Kayla Dutton, Director of Regulatory and Internal Controls
Julia Gagnon, Financial Analyst

C. Howe recorded the minutes of the meeting.

The Committee Chair called the meeting to order.

Approval of Minutes

R. Houle stated there was a correction needed in the Non-Public Session minutes. C. Howe responded that a correction will be made.

There being no comments on the draft minutes of the April 23, 2026 meeting of the Audit, Finance and Risk Committee and the sealed minutes of the April 23, 2026 non-public session on motion duly made by R. Houle and seconded by S. Flegal, all of the Committee Members then voting by roll call, it was unanimously

Resolved: that the minutes of the April 23, 2026 meeting of the Audit, Finance and Risk Committee are hereby approved.

Resolved: that the sealed minutes of the April 23, 2026 non-public session of the Audit, Finance and Risk Committee are hereby approved.

Entity Wide Refresh Presentation

K. Dutton and J. Gagnon presented to the Committee on the Internal Controls Testing. K. Dutton noted that they provided the Committee with the reports in advance and at this meeting they will only be providing a summary presentation of the results. They stated the Committee can ask questions throughout.

They first provided the Committee with a summary presentation on the Entity Wide Refresh. They explained the steps they took to update the current process used for the Entity Wide Control Testing which included looking at industry practice, reviewing the current Entity Wide Controls and updating them to remove any processes which were no longer applicable. Based on their review and assessment, they also added six additional areas for testing as follows:

- Internal Audit Independence (Charter Update)
- Succession Planning
- Group Risk Assessment
- Fraud Tabletop Discussion
- Strategic Planning
- AI Governance

They also reviewed the process changes they are implementing in this area, consisting of the following:

- Post on SharePoint
- Inclusion of Management in Risk Assessment
- Annual Review/Update with the Narratives
- Annual Discussion of New Risks and Best Practices in the Industry

A summary of the Findings and Remediation was presented and they briefly explained the incidences. They tested all 26 Entity Wide Controls that are currently implemented and stated there were two control deficiencies in which the remediations were discussed.

Internal Control Testing Results Presentation

K. Dutton and J. Gagnon provided the Committee with a presentation on the Internal Control Testing presentation. They first recapped the Core Structure for Internal Control Testing. They provided a matrix of the operational areas and where they fall in the risk matrix. They tested 73 total controls and noted 5 exceptions including 4 control deficiencies and 1 significant deficiency. This additionally led to the determination of 1 aggregation of control deficiencies evaluated at the significant deficiency level. A summary of the Findings and Remediation was presented and they briefly explained the incidences.

They then explained they would be testing a smaller gap period – January 1, 2026 through June 30, 2026 for the upcoming testing.

Kayla provided the
timeline for the 2026 testing as follows:

- Narratives to be sent out end of June
- Risk Matrix will be updated with June 30 financial data
- Testing to begin in July
- Goal is to have narratives completed by August/September
- Completion of all items by November

R. Jenkins asked about the review period for July through December 2026. K. Dutton explained moving forward, testing will be done on a July 1 – June 30 time frame i.e. July 1, 2026 – June 30, 2027 will be presented in November 2027.

In closing, K. Dutton discussed the 2027 new improvements suggested in the following areas:

- Narratives
- Risk Matrix
- Record Retention
- Training

Audit, Finance and Risk Committee Charter Review

K. Dutton explained the changes that she felt should implemented in the Charter which related to the actions stated in the Corporate Governance. R. Jenkins suggested that the Company management draft wording that can be implemented in the Audit, Finance and Risk Committee Charter. He asked for the Company to draft the wording and then distribute to the Committee where they can individually review the edits and then subsequent to that, have an Audit, Finance and Risk Committee Meeting to discuss. Company management indicated that would be done.

There being no further business to come before the Committee, the Chair adjourned the meeting at 5:26 p.m.

Carol Ann Howe

Carol Ann Howe, CPA
Assistant Treasurer and Secretary