

SPARTAN DELTA CORP.

BOARD OF DIRECTORS MANDATE

Effective as of and from December 31, 2019

I. GENERAL

1. The board of directors (the "**Board**") of Spartan Delta Corp. (the "**Corporation**") is responsible for the stewardship of the Corporation's affairs and the activities of management of the Corporation in the conduct of day to day business, all for the benefit of its shareholders.
2. The primary responsibilities of the Board are:
 - (a) to maximize long term shareholder value;
 - (b) to approve the strategic plan of the Corporation;
 - (c) to ensure that processes, controls and systems are in place for the management of the business and affairs of the Corporation and to address applicable legal and regulatory compliance matters;
 - (d) to maintain the composition of the Board in a way that provides an effective mix of skills and experience to provide for the overall stewardship of the Corporation;
 - (e) to ensure that the Corporation meets its obligations on an ongoing basis and operates in a safe and reliable manner; and
 - (f) to monitor the performance of the management of the Corporation to ensure that it meets its duties and responsibilities to the shareholders.

II. COMPOSITION AND OPERATION

1. The number of directors shall be not less than the minimum and not more than the maximum number specified in the Corporation's articles and shall be set from time to time within such limits by resolutions of the shareholders or of the Board as may be permitted by law. Directors are elected to hold office for a term of one year. At least 25 percent of the directors must be Canadian residents. The Board will analyze the application of the "independent" standard, as such term is referred to in National Instrument 58-101 – *Disclosure of Corporate Governance Practices*, to individual members of the Board on an annual basis and disclose that analysis. The Board will in each year appoint a chairman of the Board (the "**Chairman**").
2. The Board operates by delegating certain of its authorities to management and by reserving certain powers to itself. The Board retains the responsibility of managing its own affairs including selecting its Chairman, nominating candidates for election to the Board, constituting committees of the Board and determining compensation for the

directors. Subject to the articles and by-laws of the Corporation and the *Business Corporations Act* (Alberta) (the "ABCA"), the Board may constitute, seek the advice of, and delegate certain powers, duties and responsibilities to, committees of the Board.

III. MEETINGS

1. The Board shall have a minimum of four regularly scheduled meetings per year. Special meetings are called as necessary. Occasional Board trips are scheduled, if possible, in conjunction with regular Board meetings, to offer directors the opportunity to visit sites and facilities at different operational locations. A quorum for a meeting of the Board shall consist of a simple majority of the members of the Board.
2. The Board will schedule, where possible and necessary, executive sessions where directors meet with or without management participation at each regularly-scheduled meeting of the Board.

IV. RESPONSIBILITIES

Oversight and Overall Responsibility

1. In fulfilling its responsibility for the stewardship of the affairs of the Corporation, the Board shall be specifically responsible for:
 - (a) providing leadership and direction to the Corporation and management with the view to maximizing shareholder value. Directors are expected to provide creative vision, initiative and experience in the course of fulfilling their leadership role;
 - (b) satisfying itself as to the integrity of the Chief Executive Officer (the "CEO") and other senior officers of the Corporation and ensuring that a culture of integrity is maintained throughout the Corporation;
 - (c) approving the significant policies and procedures by which the Corporation is operated and monitoring compliance with such policies and procedures, and, in particular, compliance by all directors, officers and employees with the provisions of the Code of Business Conduct and Ethics;
 - (d) reviewing and approving material transactions involving the Corporation, including the acquisitions and dispositions of material assets by the Corporation and material capital expenditures by the Corporation;
 - (e) approving budgets, monitoring operating performance and ensuring that the Board has the necessary information, including key business and competitive indicators, to enable it to discharge this duty and take any remedial action necessary;
 - (f) establishing methods by which interested parties may communicate directly with the Chairman or with the independent directors as a group and cause such methods to be disclosed;

- (g) developing written position descriptions for the Chairman and for the chair of each Board committee; and
- (h) making regular assessments of the Board and its individual members, as well as the effectiveness and contributions of each Board committee.

Legal Requirements

1. The Board has the oversight responsibility for meeting the Corporation's legal requirements and for properly preparing, approving and maintaining the Corporation's documents and records.
2. The Board has the statutory responsibility to:
 - (a) manage the business and affairs of the Corporation;
 - (b) act honestly and in good faith with a view to the best interests of the Corporation;
 - (c) exercise the care, diligence and skill that responsible, prudent people would exercise in comparable circumstances; and
 - (d) act in accordance with its obligations contained in the ABCA and the regulations thereto, the articles and by-laws of the Corporation, and other relevant legislation and regulations.
3. The Board has the statutory responsibility for considering the following matters as a full Board which in law may not be delegated to management or to a committee of the Board:
 - (a) any submission to the shareholders of a question or matter requiring the approval of the shareholders;
 - (b) the filling of a vacancy among the directors or in the office of auditor;
 - (c) the appointment of additional directors;
 - (d) the issuance of securities except in the manner and on the terms authorized by the Board;
 - (e) the declaration of dividends;
 - (f) the purchase, redemption or any other form of acquisition of shares issued by the Corporation, except in the manner and on the terms authorized by the Board;
 - (g) the payment of a commission to any person in consideration of such person's purchasing or agreeing to purchase shares of the Corporation from the Corporation or from any other person, or procuring or agreeing to procure purchasers for any shares of the Corporation;
 - (h) the approval of management proxy circulars;



- (i) the approval of any financial statements to be placed before the shareholders of the Corporation at an annual general meeting; and
- (j) the adoption, amendment or repeal of any by-laws of the Corporation.

Independence

- 1. The Board shall have the responsibility to:
 - (a) implement appropriate structures and procedures to permit the Board to function independently of management (including, without limitation, through the holding of meetings at which non-independent directors and management are not in attendance, if and when appropriate);
 - (b) implement a system which enables an individual director to engage an outside advisor at the expense of the Corporation in appropriate circumstances; and
 - (c) provide an orientation and education program for newly appointed members of the Board.

Strategy Determination

- 1. The Board shall:
 - (a) adopt and annually review a strategic planning process and approve the corporate strategic plan, which takes into account, among other things, the opportunities and risks of the Corporation's business; and
 - (b) annually review operating and financial performance results relative to established strategy, budgets and objectives.

Managing Risk

- 1. The Board has the responsibility to identify and understand the principal risks of the Corporation's business, to achieve a proper balance between risks incurred and the potential return to shareholders, and to ensure that appropriate systems are in place which effectively monitor and manage those risks with a view to the long-term viability of the Corporation.

Appointment, Training and Monitoring of Senior Management

- 1. The Board shall:
 - (a) appoint the CEO and other senior officers of the Corporation, approve (upon recommendations from the Compensation Committee) their compensation, and monitor and assess the CEO's performance against a set of mutually agreed corporate objectives directed at maximizing shareholder value;

- (b) ensure that a process is established that adequately provides for succession planning including the appointment, training and monitoring of senior management;
- (c) establish limits of authority delegated to management; and
- (d) develop a written position description for the CEO, the Chairman, and the chairmen of the committees of the Board.

Reporting and Communication

1. The Board has the responsibility to:
 - (a) verify that the Corporation has in place policies and programs to enable the Corporation to communicate effectively with its shareholders, other stakeholders and the public generally;
 - (b) verify that the financial performance of the Corporation is reported to shareholders, other security holders and regulators on a timely and regular basis;
 - (c) verify that the financial results of the Corporation are reported fairly and in accordance with International Financial Reporting Standards from time to time;
 - (d) verify the timely reporting of any other developments that have a significant and material impact on the value of the Corporation;
 - (e) report annually to shareholders on its stewardship of the affairs of the Corporation for the preceding year; and
 - (f) develop appropriate measures for receiving stakeholder feedback.

Monitoring and Acting

1. The Board has the responsibility to:
 - (a) review and approve the Corporation's financial statements and oversee the Corporation's compliance with applicable audit, accounting and reporting requirements;
 - (b) verify that the Corporation operates at all time within applicable laws and regulations to the highest ethical and moral standards;
 - (c) approve and monitor compliance with significant policies and procedures by which the Corporation operates;
 - (d) monitor the Corporation's progress towards its goals and objectives and to work with management to revise and alter its direction in response to changing circumstances;

- (e) take such action as it determines appropriate when the Corporation's performance falls short of its goals and objectives or when other special circumstances warrant; and
- (f) verify that the Corporation has implemented appropriate internal control and management information systems.

Other Activities

1. The Board may perform any other activities consistent with this mandate, the articles and by-laws of the Corporation and any other governing laws as the Board deems necessary or appropriate including, but not limited to:
 - (a) preparing and distributing the schedule of Board meetings for each upcoming year;
 - (b) calling meetings of the Board at such time and such place and providing notice of such meetings to all members of the Board in accordance with the by-laws of the Corporation; and
 - (c) ensuring that all regularly-scheduled Board meetings and committee meetings are properly attended by directors. Directors may participate in such meetings by conference call if attendance in person is not possible.

Code of Business Conduct and Ethics

1. The Board shall be responsible to adopt a "Code of Business Conduct and Ethics" for the Corporation which shall address:
 - (a) conflicts of interest;
 - (b) the protection and proper use of the Corporation's assets and opportunities;
 - (c) the confidentiality of information;
 - (d) fair dealing with various stakeholders of the Corporation;
 - (e) compliance with laws, rules and regulations; and
 - (f) the reporting of any illegal or unethical behaviour.

V. BOARD COMMITTEES

1. The Board shall at all times maintain: (a) an Audit Committee; (b) a Reserves and Environment Committee; (c) a Corporate Governance Committee; and (d) a Compensation Committee, each of which must report to the Board. Each such committee must operate in accordance with the by-laws, applicable law, its committee charter and the applicable rules of any stock exchange on which the shares are traded. The Board may also establish such other committees as it deems appropriate and delegate to such



committees such authority permitted by its by-laws and applicable law, and as the Board sees fit. The purpose of the Board committees is to assist the Board in discharging its responsibilities. Notwithstanding the delegation of responsibilities to a Board committee, the Board is ultimately responsible for matters assigned to the committees for determination. Except as may be explicitly provided in the charter of a particular committee or a resolution of the Board, the role of a Board committee is to review and make recommendations to the Board with respect to the approval of matters considered by the committee.

VI. DIRECTOR ACCESS TO MANAGEMENT

1. The Corporation shall provide each director with complete access to the management of the Corporation, subject to reasonable advance notice to the Corporation and reasonable efforts to avoid disruption to the Corporation's management, business and operations. Prior to any director of the Corporation initiating a discussion with any employee of the Corporation, including management, such director shall have the obligation to provide notice to the Chairman and the CEO that the director intends on initiating such a discussion.

VII. DIRECTOR COMPENSATION

1. The Board, upon recommendation of the Compensation Committee, will determine and review the form and amount of compensation to directors.