

Alaska Communications Systems Group, Inc.
Corporate Governance Principles and Guidelines

1. Role of Board and Management

The business of Alaska Communications Systems Group, Inc. and its subsidiaries (collectively, the “Company”) is conducted by its employees, managers and officers, under the direction of the Chief Executive Officer (the “CEO”) together with the oversight of the Board of Directors (the “Board,” and each individual member, a “Director”). The mission of the CEO and Board is to enhance the long-term value of the Company for the benefit of its shareholders. The Board is elected by the shareholders to oversee management and to ensure that the long-term interests of the Company’s shareholders are being served.

2. Role of Corporate Secretary

The Corporate Secretary (the “Secretary”) shall be responsible for keeping full and complete records of the proceedings of the Board and its committees. The Secretary shall perform all other duties as may from time to time be assigned to him or her by the Board or committees. The Secretary is also responsible for new Director orientation.

3. Functions of Board

The Board will have at least four scheduled meetings annually which will focus on: (i) the Company’s annual budget; (ii) the Company’s Annual Meeting of Shareholders; (iii) the Company’s strategic forecast; (iv) the Company’s operating and financial performance, and (v) such other matters as may be requested by the CEO, the Board, or its chair (the “Board Chairperson”). The Board may hold additional meetings on these and other topics as scheduled throughout the year. All Directors are expected to attend the four scheduled Board meetings in person. Only under special circumstances should Directors attend less than seventy-five percent of Board meetings in person and may, for the remainder, attend telephonically or via live webcast. Where possible, committee meetings and executive sessions will be scheduled to coincide with Board meetings. In addition to its general oversight of management, the Board also performs a number of specific functions, including:

- a. Selecting, evaluating, and determining the compensation of the CEO and overseeing CEO and senior executive succession planning;
- b. Providing counsel and oversight on and, where appropriate, review and approval of the selection, evaluation, development and compensation of senior management;
- c. Reviewing, monitoring, and engaging constructively in and, where appropriate, approving fundamental financial and business strategies and major corporate actions not in the ordinary course of business; and, without limiting the foregoing, should any transaction(s) cause the cessation of the Company, in whole or part, or the sale of substantially all of its assets, the Board must approve such transaction(s);
- d. Overseeing the Company’s management of risk, the options to mitigate such risks, and the Company’s overall approach to risk;
- e. Nominating Directors, appointing committee members and shaping effective corporate governance;
- f. Ensuring that procedures are in place to maintain the integrity of the Company and its financial statements, including major changes in the auditing and accounting principles and practices underlying such financial statements, ensuring the adequacy of the Company’s internal controls, compliance with all applicable federal and state laws, ethics and the Company’s relationships with its customers, suppliers and other

shareholders; and

- g. Such other matters as are required by law, the Company's governance documents, and resolutions adopted by the Board.

4. Director Qualifications

Directors must meet the minimum qualification specified in the Company's Amended and Restated By-Laws (the "By-Laws"). Directors shall also possess the highest personal and professional ethics, integrity and values and be committed to representing the long-term interests of the shareholders. Directors must also have an inquisitive and objective perspective, practical wisdom and mature judgment. We endeavor to have a Board representing diverse experience at policy-making levels in business. Directors must be willing to devote sufficient time to carrying out their duties and responsibilities effectively and shall be committed to serve on the Board for an extended period of time.

While there is no absolute rule instituted by the Company, Directors serving on more than three other boards may not have sufficient time to carry out their duties and are generally encouraged to serve on no more than three other boards. Changes in a Director's circumstances, such as employment or the number of boards that a Director is serving on in addition to the Company's Board, as well as the Board's self-evaluation process described below, are important factors in determining Board tenure.

5. Independence of Directors

A majority of the Directors on the Board will be Independent Directors. The Nominating and Corporate Governance Committee of the Board is responsible for making a preliminary determination of Director independence and will report its recommendations to the Board. Based on these recommendations, the Board will make the final determination on independence and publicly disclose this determination for each Director when the director is first nominated or elected to the Board and annually thereafter for all nominees for election as Directors.

For a Director to be considered an "Independent Director" the Board must determine that: (i) the Director does not have any direct or indirect relationship with the Company that could interfere with the Director's exercise of independent judgment in carrying out the responsibilities of a Director, and (ii) the Director's business background and other qualifications comply with the definitions of independence promulgated by the Securities and Exchange Commission (the "SEC"), the Nasdaq Stock Market ("NASDAQ"), any other applicable regulatory agencies as well as any additional requirements for independence that the Board or the Nominating and Corporate Governance Committee may enact.

6. Size of Board and Selection Process

The Board believes that, given the size and breadth of the Company and the need for diversity of Board views, the size of the Board should be up to ten Directors. The Directors are elected each year by the Company's shareholders at the Annual Meeting of Shareholders. Shareholders may propose nominees for consideration by the Nominating and Corporate Governance Committee by submitting the names and supporting information in accordance with the requirements of the By-Laws. The Board will propose a slate of nominees to the shareholders for election to the Board. The Board will also determine the exact number of Directors on the Board in accordance with the By-laws. Between annual shareholder meetings, the Board may by majority vote appoint Directors to fill vacancies until the next Annual Meeting of Shareholders.

7. Board Committees

The Board has established the following standing committees to assist the Board in discharging its responsibilities: (i) Audit; (ii) Compensation and Personnel; and (iii) Nominating and Corporate Governance. The Board may, by resolution, establish other committees from time to time. Each of these committees will review and revise, as appropriate, its charter which shall describe the key principles and practices of the committee. A recommendation by a committee to revise its charter shall require Board approval to be effective. The current charters of the committees are published on the Company's website, and will be mailed to shareholders on written request to the Company's Secretary. Committee chairpersons shall provide summary reports of their Committee meetings to the Board at its next regularly scheduled meeting. Committees shall act in accordance with their charters or the By-Laws or recommend actions for the Board. The Secretary of the Company shall be the secretary for each committee. All committees report regularly to the Board with respect to their activities. The chairperson of each committee, in consultation with other Directors and management as appropriate, determines the frequency, length and agenda of the committee's meetings. Materials related to agenda items are provided to committee members sufficiently in advance of meetings to allow the members to review and prepare for discussion of the items at the meeting.

8. Independence of Committee Members

The membership of the committees set forth above in Section 7 will be made up exclusively of Independent Directors who must meet any applicable heightened independence criteria and other requirements established by applicable law and regulations, including SEC and NASDAQ rules. Any Director, however, is always permitted to attend any committee meeting not in executive session.

9. Setting Board Agenda

The Board shall be responsible for its agenda. At the final Board meeting of each calendar year, the CEO will propose, for the Board's approval, key issues regarding strategy, risk, budget and integrity to be scheduled for discussion during the course of the next calendar year. Before that meeting, the Board will be invited to offer its suggestions of key topics. As a result of this process, a schedule of major discussion items for the following year will be established. Directors are urged to make suggestions to the Board Chairperson or any committee chair for agenda items, or additional pre-meeting materials. The Board Chairperson shall make every effort to circulate an agenda and any supporting materials one week prior to any meeting of the Board.

10. Ethics and Conflicts of Interest

The Board expects all Directors, officers and employees of the Company to act ethically at all times and to acknowledge their adherence to the policies comprising the Company's Code of Ethics. The Company will not make any personal loans or extensions of credit to Directors or executive officers other than in the ordinary course of business related to the receipt of services offered to the general public. No Independent Director may provide personal services for compensation to the Company other than in connection with serving as a Director without explicit approval by the disinterested members of the Board. All Directors shall abide by the Company's Insider Trading Policy, the Board of Directors Policy on Confidentiality, the Board of Directors Policy on the Handling of Board and Committee Information and Materials, and the Statement of Certain Policies and Procedures Applicable to the Board of Directors. Any actual or potential conflicts of interest or related party transactions will be handled according to the procedures set forth in the Company's Conflicts of Interest and Related Party Transaction Approval Policy.

11. Reporting of Concerns to Independent Directors or the Audit Committee

The Audit Committee and the Independent Directors have established procedures to enable any Director, employee, contractor or consultant who has a concern about the Company's

conduct, including the Company's significant accounting policies and practices, internal controls over financial reporting, disclosure controls and procedures or other auditing or disclosure matters, to communicate that concern directly to the Audit Committee or the Company's general counsel. Such communications may be anonymous, and may be e-mailed or reported by phone to special addresses or a toll-free phone number to be made available on the Company's intranet website and to be circulated to all employees of the Company. All such communications shall be reviewed by members of the Audit Committee and/or the Company's general counsel in accordance with established Company policy.

The status of all outstanding concerns will be reported to the chair of the Audit Committee on a quarterly basis. The Audit Committee chair may direct that certain matters be presented to the Audit Committee or the Board and may direct special treatment to remedy these matters, including the retention of outside advisors or counsel. The Company's policy prohibits any employee from retaliating or taking any adverse action against anyone who raises or helps to resolve an integrity concern.

12. Compensation of the Board

The Compensation and Personnel Committee shall have responsibility for recommending to the Board compensation and benefits for non-employee Directors as well as any Company stock ownership policies. In discharging this duty, the Compensation and Personnel Committee shall be guided by three goals: (i) compensation should fairly pay Directors for work required in a Company of this size and scope, (ii) compensation should align Directors' interests with the long-term interests of shareholders, and (iii) the structure of the compensation should be simple, transparent and easy for shareholders to understand.

The Compensation and Personnel Committee annually reviews the compensation of Directors. Director compensation is set by the Board based upon the recommendation of the Compensation and Personnel Committee. Non-Employee Directors may receive a combination of cash and equity compensation for service on the Board. Employee Directors do not receive additional compensation for service on the Board. The Company encourages each Non-Employee Director to maintain a stock ownership investment in the Company as detailed in the Company's Non-Employee Director Compensation and Reimbursement Policy.

13. Succession Plan

The Board reviews succession plans for the position of CEO as well as certain other senior management positions. The CEO reports to the Board periodically on succession planning and management development and provides the Board with recommendations of potential successors. The Board approves an Emergency CEO Succession Plan to be effective in the event the CEO becomes unable or unwilling to perform the duties of this position. The Board shall periodically review and maintain a succession plan for the CEO and senior executives of the Company.

14. Annual Compensation Review of Senior Management

The Compensation and Personnel Committee shall annually approve the goals and objectives for the Company's CEO. Where possible, this Committee shall evaluate the CEO's performance in light of these goals before setting the CEO's salary, bonus and other incentive and equity compensation. This Committee shall also annually approve the compensation structure for the Company's executive officers. This Committee shall review from time to time regulations promulgated by the SEC and other regulatory authorities related to executive compensation. This Committee shall prepare any required or appropriate written discussion and analysis of material compensatory considerations with respect to the "named executive officers" (as required by and defined in SEC regulations) of the Company and/or any other officers of the Company it may deem, in its discretion, to be required or appropriate. The Company shall

include such discussion and analysis in a report filed with the SEC, in accordance with applicable laws and regulations.

15. Access to Senior Management

Non-Employee Directors are encouraged to contact and make inquiries of the Company's management team in accordance with the Statement of Certain Policies and Procedures Applicable to the Board of Directors.

16. Access to Independent Advisors

The Board and its committees shall have the right at any time to retain an Independent Auditor and financial, legal or other advisors, and the Company shall provide appropriate funding, as determined by the Board, to compensate such Independent Auditor or advisors, as well as to cover the ordinary administrative expenses incurred by the Board and its committees in carrying out their duties.

17. Director Education

The Nominating and Corporate Governance Committee shall review and the Secretary shall provide orientation for new Directors. This Committee shall review and recommend to the Board appropriate policies for Director continuing education on subjects that will assist them in discharging their duties. Appropriate topics for Director continuing education include regular updates on the Company's financial planning and analysis, compliance and corporate governance developments, best practices employed by other companies, and briefing sessions on topics that present special risks and opportunities for the Company. The Board also encourages each Director to participate in educational programs to be reimbursed as defined in the Non-Employee Director Compensation and Reimbursement Policy.

18. Selection and Composition of the Board

- a. **Board Membership Criteria.** The Nominating and Corporate Governance Committee is responsible for reviewing with the Board, on an annual basis, the appropriate skills and characteristics required of Directors in the context of the current make-up of the Board. In assessing potential new directors, this Committee considers individuals from various disciplines and diverse backgrounds. The selection of qualified Directors is complex and crucial to the Company's long-term success.

Board candidates are considered based upon various criteria, such as their broad-based business skills and experiences, concern for the long-term interests of the shareholders, and personal integrity and judgment -- all in the context of an assessment of the perceived needs of the Board at that point in time. Specifically, Directors shall bring prior management or leadership experience, proficiency in management, accounting, finance, marketing or technology, strategic planning or another discipline that contributes to the long-term interests of the shareholders. In addition, Directors must have significant time available to devote to Board activities and to enhance their knowledge of the telecommunications industry.

- b. **Selection of New Directors.** The Nominating and Corporate Governance Committee with direct input from the Board Chairperson and the CEO will evaluate candidates for membership on the Board, in light of criteria established by the Board, and recommend to the Board the slate of nominees for election at the Annual Meeting of Shareholders or candidates to fill interim vacancies on the Board.
- c. **Extending the Invitation to a Potential Director to Join the Board.** The invitation to join the Board shall be extended by the Board Chairperson on behalf of the Board.

19. Stockholder Nominations and Proposals.

- a. **Submission to the Company.** All stockholder nominations and proposals shall be required to be submitted in accordance with the requirements of the By-Laws.
- b. **Evaluation of Stockholder Nominations and Proposals.** The Nominating and Corporate Governance Committee shall evaluate all duly made stockholder Director nominations and proposals. Any such evaluations shall be submitted to the Board and, if approved (and if found to be in compliance with applicable By-Laws requirements), included in the Company's annual proxy statement.

20. Board Leadership

- a. **Board Chairperson.** The Board Chairperson will be elected by the Board (i) at the meeting following the Annual Meeting of Shareholders or (ii) promptly upon any vacancy in that position during the course of the year. The Board believes it is in the best interests the Company's shareholders to separate the role of Board Chairperson and CEO. The Board Chairperson's duties include:
 - i) Approving the agenda for Board meetings;
 - ii) Serving as chair at meetings of the Board and executive sessions of Independent Directors, and, as appropriate, calling special meetings of any of the above;
 - iii) Working with the CEO to make sure Board resolutions are carried out;
 - iv) Advising the CEO as to the quality, quantity and timeliness of the information submitted by the Company's management that is necessary or appropriate for the Independent Directors to effectively and responsibly perform their duties;
 - v) Approving the retention of advisers and consultants who report directly to the Board;
 - vi) Serving as principal liaison between the Independent Directors and management on sensitive issues;
 - vii) Recommending to the Board, the composition and chairs of the Board's committees;
 - viii) Coordinating the CEO's annual performance evaluation;
 - ix) Overseeing succession planning for the CEO;
 - x) Working with the Nominating and Corporate Governance Committee to recruit new Directors;
 - xi) Where appropriate, acting as an alternate spokesperson for the Company; and
 - xii) Periodically consulting with Directors on their roles and helping them assess their performance.
- b. **Vice-Chair.** The Board may elect a vice-chair to serve as Board Chairperson in the absence of the Board Chairperson and to perform other duties assigned by the Board. A vice chair shall serve for the term specified by the Board, provided that the term shall be no longer than thirteen months unless re-elected.
- c. **Executive Sessions of Independent Directors.** The Independent Directors of the Board will meet in executive session no less than three times each year. At these sessions the Independent Directors will, among other topics, review: (i) CEO succession, performance and compensation; (ii) strategic issues for Board consideration; (iii) future Board agendas and the flow of information to Directors; (iv)

management progression and succession; (v) any issues of concern to the Independent Directors; and (vi) the Board's corporate governance guidelines. The Independent Directors shall advise the other Directors and the CEO of decisions reached, and suggestions made, at these sessions. The format will also include a discussion with the CEO on each occasion.

- d. **Audit Committee Chair.** The Board will generally rotate the role of Audit Committee chair at least once every five years. However, should the Board determine that existing circumstances would cause such rotation to be undesirable, it may reappoint the then acting Audit Committee chair for subsequent one-year terms. The Board should schedule rotations so that the Audit Committee chair position does not rotate during any fiscal year or subsequent year during which: (i) the Company changes its independent registered public accounting firm ("Independent Auditor"), or (ii) the Independent Auditor assigns a different audit partner primary responsibility for the Company's audit.

21. **Board Tenure, Retirement, Assessments, and Performance**

- a. **Tenure.** To facilitate the addition of new directors to the Board on a regular basis, non-employee Directors will not stand for re-election after they have served for ten years. The Board retains the right to waive this requirement if, in the Board's sole discretion, circumstances warrant the continued service of a director.
- b. **Retirement Age.** The maximum age for service as a director is 72. Intent to resign upon reaching the mandatory retirement age will be included in each Director's annual irrevocable letter of resignation submitted prior to the meeting for election of directors. The Board retains the right to waive this requirement if, in the Board's sole discretion, circumstances warrant the continued service of a director.
- c. **Assessing the Board's Performance.** The Board shall perform a self-evaluation on an annual basis. The Nominating and Corporate Governance Committee is responsible for recommending to the Board evaluation tools and processes, preparing an evaluation schedule, and compiling and summarizing for the Board the results of the evaluation. The Committee will usually review the evaluation at its December or January meeting and discuss its findings with the Board during the next regular meeting of the Board. The assessment will include a review of the Board's overall effectiveness and the areas in which the Board or management believes the Board contributes to the success of the Company. The purpose of the evaluation is to increase the effectiveness of the Board. The Nominating and Corporate Governance Committee will also utilize the results of this evaluation process in determining the characteristics and assessing critical skills required of prospective candidates for election to the Board and making recommendations to the Board with respect to assignments of Directors to various committees.
- d. **Committee Performance Evaluation.** Each Board committee will perform an annual evaluation of its performance, including a review of its compliance with its committee charter. The purpose of such review is to increase the effectiveness of the committee.

22. **Committee Meetings**

- a. **Frequency and Length of Committee Meetings.** Each committee chair, in consultation with committee members, will determine the frequency and length of the meetings for each committee.
- b. **Committee Agenda.** The chair of each committee, in consultation with the

appropriate members of the committee and management, will develop the committee's agenda.

23. Changed Director Circumstances. If a Director

- a. becomes a party to any agreement, understanding, or conflict of interest, that could interfere, or create the impression that it could interfere, with the fiduciary duty owed by the Director to the Company, including one with respect to how the Director might act or vote on any issue or question that may come before the Board, or
- b. has a change of circumstances that impairs the Director's ability to discharge the Director's duties,

then that Director must immediately tender a resignation along with an explanation of the change in circumstances leading to the tender of the resignation. The Board will decide, through a process managed by the Nominating and Corporate Governance Committee and excluding the Director in question, whether to accept the resignation. The decision will be made no later than the Board's next regularly scheduled Board meeting. A Director whose employer changes or whose scope of employment materially changes should disclose that change and any relevant related information to the Board Chairperson and the chair of the Nominating and Corporate Governance Committee, either of whom may determine that a or b above applies.