

MANDATE OF THE CHAIR OF THE BOARD OF DIRECTORS

The Chair of the Board of Directors (the “Board”) of Cascades Inc. (the “Corporation”) is the board member responsible for the efficient functioning of the Board. Named for a mandate of one year following each annual general meeting of shareholders, the main responsibilities of the Chair of the Board are to supervise the Board and to assist it in carrying out its duties and responsibilities effectively and independently of senior management.

The Chair of the Board has the following responsibilities:

Meetings

1. Establish, in collaboration with the President and Chief Executive Officer and the Corporate Secretary, the agenda for the meetings of the Board;
2. Establish, in collaboration with the President and Chief Executive Officer, the Corporate Secretary and the Chairs of the committees of the Board (“Board Committees”), as appropriate, the frequency, dates and locations of Board meetings, Board Committees meetings, and annual general meeting of shareholders;
3. Chair the meetings of the Board and ensure that they are conducted in an efficient and productive manner, and encourage free and open discussions;
4. Ensure that an appropriate set of documents is provided to each director in due time before each Board meeting;
5. Ensure, in collaboration with the Chairs the Board Committees, the proper functioning and effectiveness of the work of the Board Committees. Therein, the Chair of the Board can choose to assist as a participant at any Board Committee meeting, without voting rights;
6. Ensure that the Board Committees present reports to the Board after each of their meetings; and
7. Ensure that the Board has the opportunity to meet and discuss without members of senior management being present.

Relation with senior management

8. Act as a resource to the President and Chief Executive Officer on significant strategy and business initiatives;
9. Meet regularly with the President and Chief Executive Officer to provide feedback and advice on behalf of the Board;
10. Work in collaboration with the Board and senior management, as appropriate, to track the progress on the Corporation’s strategic planning;
11. Foster constructive relationships between the Board and the Corporation’s senior management and act as management’s intermediary with the Board;
12. Ensure that the Board has direct access to members of senior management as may be required to fulfil its mandate;

13. In collaboration with the Human Resources Committee, recommend to the Board the performance objectives of the President and Chief Executive Officer for a given year and evaluate whether or not these objectives have been met;
14. Annually evaluate the performance of the President and Chief Executive Officer and present recommendations to the Board; and
15. Present to the Human Resources Committee his or her assessment and recommendation on the compensation of the President and Chief Executive Officer.

Relation with Shareholders and Stakeholders

16. Represent the Corporation to stakeholders and act as spokesperson of the Corporation, at the request of the President and Chief Executive Officer; and
17. Chair every meeting of shareholders.

Governance of the Board of Directors

18. Ensure that the Board fulfills its mandate;
19. Foster team spirit within the Board and ensure an effective, open and honest communication channel between the Board members;
20. In collaboration with the Lead Director and the Governance Committee, review and assess the effectiveness and performance of the Board, Board Committees (and their chairs) and individual directors;
21. Ensure that all items requiring Board monitoring or evaluation, Board approval or Board recommendations are appropriately addressed;
22. Provide input to the Governance Committee on the composition of Board Committees and the appointment of Board Committee chairs;
23. Participate in the recruitment of candidates for vacant positions on the Board;
24. Participate in the mentoring and orientation of new directors;
25. Ensure that the external advisors retained or to be retained by the Board are qualified and independent; and
26. Perform any other duties as requested by the Board or as circumstances require.

Performance Evaluation

The Governance Committee, in collaboration with the Lead Director, oversees yearly the Board evaluation process, including the performance assessment of the Chair of the Board. The compiled results are submitted to the Lead Director, who shares them with the Governance Committee and then presents them to the Board.

Approved by the Board of Directors on February 19, 2025.