

CASCADES INC.

CHARTER OF THE HUMAN RESOURCES COMMITTEE OF THE BOARD OF DIRECTORS OF CASCADES INC.

1. MANDATE AND RESPONSABILITIES

Succession Planning

- 1.1 Ensures the existence of adequate mechanisms for the purposes of succession planning for members of Senior Management; oversees management of succession planning measures and processes for members of Senior Management. For the purposes of this document, the term “members of Senior Management” refers to the President and Chief Executive Officer, as well as the Executive Vice-Presidents, the Chief Officers for the various services, the Vice-President, Legal Affairs, the Vice-President, Excellence and the Vice-President, Communications and Public Affairs of the Corporation.
- 1.2 Recommends, with the assistance and support of the Chair of the Board of Directors (the “Board”), the profile of the candidate being sought during the recruitment process for a new President and Chief Executive Officer, while taking into account the objectives of the Corporation to fill the position, and to make recommendations to the Board regarding the recruitment process for the President and Chief Executive Officer. Should it be determined that a recruitment mandate shall be given to external consultants, review the list of potential consultants and appoint the consultant to carry out the mandate.

Contribution performance assessment

- 1.3 Reviews , the achievement of the objectives of the previous year, of the President and Chief Executive Officer, in collaboration with the Chair of the Board who will thereafter report to the Board.
- 1.4 Reviews the objectives to be achieved in the following year by the President and Chief Executive Officer, in collaboration with the Chair of the Board who will thereafter make recommendations to the Board.
- 1.5 Reviews annually the performance evaluation made by the President and Chief Executive Officer of the other members of Senior Management of the Corporation.

Remuneration

- 1.6 Reviews and makes recommendations to the Board on all elements of the compensation to be paid to the President and Chief Executive Officer for the following year and his employment conditions, based on the achievement of the previous year's objectives and the performance assessment completed by the Chair of the Board.

- 1.7 Reviews and makes recommendations to the Board with respect to all elements of the annual compensation of all other members of Senior Management, after reviewing the recommendations of the President and Chief Executive Officer.
- 1.8 Reviews and makes recommendations to the Board with respect to any policy regarding the termination of employment of members of Senior Management and severance negotiated under an employment contract or upon termination of employment of members of Senior Management;
- 1.9 Annually reviews as required, the components of total direct compensation and, if appropriate, makes recommendations to the Board.
- 1.10 Submits recommendations to the Board with regard to new incentive plans, or any other important changes to the Corporation's Short-term Incentive Plan (STIP) or Long-term Incentive Plans (LTIP).
- 1.11 Periodically follows trends and new developments in the retirement sector and makes recommendations to the Board on the Corporation's pension plans and any important changes to be made to them.
- 1.12 Reviews and makes recommendations to the Board for its approval in relation to the annual budget allowance for the grants under the LTIP as well as the terms and conditions of these grants, all in accordance with the existing plans.
- 1.13 The Committee, of its own accord, may retain, at the expense of the Corporation, the services of external consultants specialized in compensation who will provide independent advice to the Committee on compensation and benefits programs. The Committee is directly responsible for the appointment, compensation and oversight of the work of any compensation consultant. The Committee shall periodically review the independence of the compensation consultant whose services have been retained and shall pre-approve any services provided to the Corporation by this consultant while ensuring that the mandates granted by the Board for remuneration matters shall represent the majority of the consultant's fees.
- 1.14 Approves, in conjunction with the Governance, Social Responsibility and Nominating Committee, the selection of the Reference Group for comparison purposes of the compensation and benefits of the members of Senior Management.
- 1.15 Discusses the relative positioning of the Corporation in terms of compensation strategy.

General Responsibilities

- 1.16 Discusses the Corporation's human resources strategy annually.
- 1.17 Annually reviews the extent to which the employees eligible to receive grants under the LTIP meet the minimum share ownership requirements.
- 1.18 Annually reviews the key performance indicators related to human resources, including the state of labor relations.
- 1.19 Reviews and approves the methodology as well as the annual calculation for determining grants under the short-term incentive plan in the form of profit-sharing.
- 1.20 Annually reviews certain risks to which the Corporation is exposed with respect to

compensation and human resources and oversees the implementation by management of adequate controls to manage these risks.

- 1.21 Reviews and approves the analysis on compensation and other information on the compensation of senior executives which forms part of the Corporation's Management Proxy Circular, all in accordance with the requirements of applicable Canadian laws and related regulations of the Canadian Securities Administrators (CSA).
- 1.22 Annually reviews the market benchmarking of the Corporation's long-term incentive plans.
- 1.23 Reviews the Corporation's policies and practices relating to harassment and diversity and inclusion.
- 1.24 Annually reviews the agreed-upon procedures engagement report prepared by the external auditors related to the calculation of the RCU for compensation purposes based on the performance-linked share units.
- 1.25 Performs any other duty or responsibility that the Board may delegate.

2. ORGANIZATION

- 2.1. The Committee is composed of at least three (3) independent members of the Board. Each member of the committee possesses relevant knowledge and experience in human resources and senior management compensation.
- 2.2. The Committee meets at least four (4) times per year, and as required.
- 2.3. During Committee meetings, the presence of a majority of its members in office constitutes quorum.
- 2.4. Unless the members of the Committee waive it, the Committee holds an *in camera* session at each of its meetings in the absence of members of management.
- 2.5. The Committee shall regularly report to the Board on its deliberations and make recommendations, as appropriate.
- 2.6. The Board shall appoint the Chair of the Committee from one of its members.
- 2.7. The Corporate Secretary or any person designated by the latter acts as secretary at the meetings of the Committee.
- 2.8. The Committee assesses once a year, the adequacy of its mandate and, if required, makes recommendations to the Board.

Approved by the Board of Directors on August 5, 2026.