

ROLE AND RESPONSIBILITIES President and Chief Executive Officer

The President and Chief Executive Officer reports to the Board of Directors (the “Board”) of Transcontinental Inc. (the “Corporation”), of which he is a member.

He is ultimately responsible for managing the Corporation with the objective of ensuring the Corporation's growth, profitability and performance and of maximizing the shareholders' return on capital by surrounding himself with a team of experienced managers.

He is responsible for developing and executing the Corporation's mission, vision and strategy, as approved by the Board, in accordance with the Corporation's values, which include innovation, teamwork, respect and performance. In this regard, he must determine the Corporation's short-term, mid-term and long-term objectives and ensure that action plans and policies are put in place to meet these objectives. He recruits, develops and mobilizes competent and productive management teams and maintains constructive and transparent relationships with these teams. He assumes the direct leadership of his management team by approving their hiring, promotion, wages and obtains the approval of the Board or of the Human Resources and Compensation Committee, as required. He is responsible for developing and maintaining good relationships with employees, internal and external corporate clients, the financial community, shareholders, the collectivities and the governments. While being the custodian of the Corporation's values, he ensures that they are passed on to all employees.

His main responsibilities are:

Definition and Implementation of the Corporation's Strategy

- Define and recommend to the Board the strategic direction for the Corporation's operations and, when approved, implement the corresponding strategic, business and operational plans;
- Mobilize the engagement of management and employees towards the Corporation's strategic direction and plan;
- Communicate the Corporation's mission, vision and values throughout the organization and ensure that communication channels are functioning at all levels to support the Corporation's objectives.

Leadership and Direction of the Corporation's Operations

- Demonstrate leadership and vision in the operation of the business in accordance with the Corporation's values and strategic direction;
- Manage all of the Corporation's operations and ensure the conservation and development of components of excellence, including operational efficiency, continuous improvement, overall service offering, Corporation's positioning and development of new products and services;
- Present the annual business plan to the Board for each operating segment, including short-term and mid-term budget forecasts;
- Oversee the actions of senior executives and work with them to establish and execute the business plans and objectives for their respective business units;

- Ensure the Corporation's growth, overall service offering and positioning by promoting marketing initiatives and new product development;
- Plan and lead external development initiatives, including business approaches, and oversee the execution of business acquisitions and asset divestiture projects;
- Make decisions relating to the Corporation's operations in accordance with the Corporation's delegation of authority policy;
- Ensure the implementation of the Corporation's Corporate Social Responsibility Plan.

Supervision of the Corporation's Financial Position and Communication

- Ensure that a strong financial structure is maintained and oversee the Corporation's external financing activities;
- Ensure that the necessary actions are taken to develop and protect the assets of the Corporation in order to maximize the long-term return on shareholders' capital and ensure the Corporation's long-term survival;
- Review and approve specific initiatives of business entities that require significant capital expenditures, while respecting the annual overall capital budget;
- Represent the Corporation in relationships with key customers and suppliers, investors, the financial community, governmental agencies, trade associations and similar groups;
- Supervise the negotiation and execution of the Corporation's material multi-year contracts;
- Ensure that there is a transparent and effective communication with the Chair of the Board, the Lead Director and the directors such that they are kept informed of all relevant information that may have a material effect on the Corporation, its resources, its capital, its employees and its shareholders;
- Ensure that there is transparent and effective communication with the controlling shareholder on all material matters relating to the Corporation.

Building a Successful Team

- Recruit, develop and retain competent and productive management teams while encouraging inclusion and diversity, ensure that they reach the highest levels of excellence, namely through training, and maintain constructive and transparent relationships with these teams;
- Hire, promote and determine the wage conditions of persons reporting to him. Obtain the approval of the Board or the Human Resources and Compensation Committee with respect to same, if applicable, and inform the Human Resources and Compensation Committee of any departure;
- Establish the criteria for achievement of the objectives of the executive officers and their respective business entities and measure their performance; and

- Establish the organizational hierarchy within the Corporation in accordance with the delegation of authority policy; prescribe the specific limits of delegated authority with respect to policies, contracts, expenditures and personal actions.