

CHARTER OF THE BOARD OF DIRECTORS

OF

SLEEP COUNTRY CANADA HOLDINGS INC.

GENERAL

1. PURPOSE AND RESPONSIBILITY OF THE BOARD

By approving this Charter, the Board explicitly assumes responsibility for the stewardship of Sleep Country Canada Holdings Inc. (the "**Corporation**") and its business. This stewardship function includes responsibility for the matters set out in this Charter, which form part of the Board's statutory responsibility to manage or supervise the management of the Corporation and its business and affairs.

2. REVIEW OF CHARTER

The Board shall review and assess the adequacy of this Charter annually and at such other times as it considers appropriate, and shall make such changes to this Charter as it considers necessary or appropriate.

3. DEFINITIONS AND INTERPRETATION

3.1 Definitions

In this Charter:

- (a) "**Audit Committee**" means the audit committee of the Board;
- (b) "**Board**" means the board of directors of the Corporation;
- (c) "**CEO**" means the chief executive officer of the Corporation;
- (d) "**CFO**" means the chief financial officer of the Corporation;
- (e) "**Chair**" means the chair of the Board and shall include the co-chairs of the Board, as the case may be;
- (f) "**Charter**" means this charter, as amended from time to time;
- (g) "**Human Resources and Compensation Committee**" means the Human Resources and Compensation Committee of the Board;
- (h) "**Corporation**" means Sleep Country Canada Holdings Inc.;
- (i) "**Director**" means a member of the Board;

- (j) "NI 58-101" means National Instrument 58-101 – *Disclosure of Corporate Governance Practices*;
- (k) " **Nominating and Corporate Governance Committee**" means the Nominating and Corporate Governance Committee of the Board;
- (l) "Shareholders" means the shareholders of the Corporation; and
- (m) "Stock Exchanges" means, at any time, the Toronto Stock Exchange and any other stock exchange on which any securities of the Corporation are listed for trading.

3.2 Interpretation

This Charter is subject to and shall be interpreted in a manner consistent with the articles and by-laws of the Corporation, the *Canada Business Corporations Act* (the "CBCA") and any other applicable legislation.

CONSTITUTION OF THE BOARD

4. ELECTION AND REMOVAL OF DIRECTORS

4.1 Number of Directors

The Board shall consist of such number of Directors as the Board may determine from time to time, within the range set out in the Corporation's articles.

4.2 Election of Directors

Directors shall be elected by the Shareholders annually for a one-year term, but if Directors are not elected at any annual meeting of the Corporation, the incumbent directors shall continue in office until their successors are elected.

4.3 Vacancies

The Board may appoint an individual to fill a vacancy which occurs on the Board between annual elections of Directors, to the extent permitted by the CBCA.

4.4 Ceasing to Be a Director

A Director will cease to hold office upon:

- (i) delivering a resignation in writing to the Corporation (or at such later date as may be specified in the resignation);
- (ii) being removed from office by an ordinary resolution of the Shareholders at an annual or special meeting of the Corporation;
- (iii) his or her death; or

(iv) becoming disqualified from acting as a Director.

5. CRITERIA FOR DIRECTORS

5.1 Qualifications of Directors

Every Director shall be an individual who is at least 18 years of age, has not been found by a court to be of unsound mind and does not have the status of bankrupt.

5.2 Residency

At least 25% of the Directors shall be resident Canadians.

5.3 Independence of Directors

At least a majority of the Directors shall be independent for the purposes of NI 58-101 and Stock Exchange requirements.

5.4 Other Criteria

The Board may establish other criteria for Directors as contemplated in this Charter.

6. CHAIR OF THE BOARD

6.1 Chair to Be Appointed Annually

The Board shall appoint the Chair annually at the first meeting of the Board after a meeting of the Shareholders at which Directors are elected; provided, however, that if the appointment of a Chair is not so made, the Director who is then serving as Chair shall continue as Chair until his or her successor is appointed.

6.2 Position Description

Having regard to the recommendations of the Nominating and Corporate Governance Committee, the Board shall adopt a position description for the Chair and the Chair of each committee of the Board.

7. REMUNERATION OF DIRECTORS AND RETAINING ADVISORS

7.1 Remuneration

Directors shall receive such remuneration for their service as the Board may determine from time to time, in consultation with the Nominating and Corporate Governance Committee.

7.2 Retaining and Compensating Advisors

Each Director shall have the authority to retain outside counsel and any other external advisors from time to time as appropriate with the approval of the chair of the Nominating and Corporate Governance Committee.

MEETINGS OF THE BOARD

8. MEETINGS OF THE BOARD

8.1 Time and Place of Meetings

Meetings of the Board shall be called and held in the manner consistent with and at any location contemplated in the Corporation's by-laws.

8.2 Frequency of Board Meetings

Subject to the Corporation's by-laws, the Board shall meet at least four times per year on a quarterly basis.

8.3 Quorum

In order to transact business at a meeting of the Board:

- (a) at least a majority of Directors then in office shall be present; and
- (b) at least 25% of the Directors present must be resident Canadians (or, if this is not the case, a resident Canadian Director who is unable to be present and whose presence at the meeting would have resulted in the required number of resident Canadian Directors being present, must approve the business transacted at the meeting, whether in writing, by phone or other communication facility).

8.4 Secretary of the Meeting

The Chair shall designate from time to time a person who may, but need not, be a Director, to act as secretary of any meeting of the Board.

8.5 Right to Vote

Each member of the Board shall have the right to vote on matters that come before the Board.

8.6 Voting

Any matters to be determined by the Board shall be decided by a majority of votes cast at a meeting of the Board called for such purpose. Actions of the Board may be taken by an instrument or instruments in writing signed by all of the members of the Board, and such actions shall be effective as though they had been decided by a majority of votes cast at a meeting of the Board called for such purpose.

8.7 Invitees

The Board may invite any of the Corporation's officers, employees, advisors or consultants or any other person to attend meetings of the Board to assist in the discussion and examination of the matters under consideration by the Board.

8.8 Confidentiality

The proceedings and deliberations of the Board and its committees are confidential. Each Director shall maintain the confidentiality of information received in connection with his or her services.

9. IN CAMERA SESSIONS

9.1 In Camera Sessions of Non-Management Directors

In connection with each meeting of the Board, the non-management Directors shall meet without any member of management being present (including any Director who is a member of management).

9.2 In Camera Sessions of Independent Directors

To the extent that non-management Directors include Directors who are not independent Directors as contemplated in this Charter, the independent Directors shall meet at the conclusion of each meeting of the Board with only independent Directors present.

DELEGATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD

10. DELEGATION AND RELIANCE

10.1 Delegation to Committees

The Board may establish and delegate to committees of the Board any duties and responsibilities of the Board which the Board is not prohibited by law from delegating. However, no committee of the Board shall have the authority to make decisions which bind the Corporation, except to the extent that such authority has been specifically delegated to such committee by the Board.

10.2 Requirement for Certain Committees

The Board shall establish and maintain the following committees of the Board, each having mandates that incorporate all applicable laws and Stock Exchange listing requirements:

- (a) Audit Committee;
- (b) Human Resources and Compensation Committee; and
- (c) Nominating and Corporate Governance Committee.

10.3 Composition of Committees

The Board will appoint and maintain in office members of each of its committees such that the composition of each such committee is in compliance with all applicable laws and Stock Exchange listing requirements, and with such recommendations of relevant securities regulatory authorities and Stock Exchanges as the Board may consider appropriate, and having regard to the recommendations of the Nominating and Corporate Governance Committee with respect to such matters.

10.4 Review of Charters

On an annual basis, the Board will review the recommendations of the Nominating and Corporate Governance Committee with respect to the charters of each committee of the Board. The Board will approve those changes to the charters that it determines are appropriate.

10.5 Delegation to Management

General. The Board may designate the offices of the Corporation, appoint officers, specify their duties and delegate to them powers to manage the business and affairs of the Corporation, except to the extent that such delegation is prohibited under the CBCA or limited by the articles or by-laws of the Corporation or by any resolution of the Board or policy of the Corporation.

CEO Position Description. Having regard to recommendations of the Human Resources and Compensation Committee, and in consultation with the CEO, the Board shall adopt a position description for the CEO which:

- (a) defines the limits of management's responsibilities; and
- (b) sets out the overall corporate goals and objectives that the CEO is responsible for meeting, taking into consideration goals and obligations relevant to CEO compensation approved by the Human Resources and Compensation Committee.

10.6 Reliance on Management

The Board is entitled to rely in good faith on the information and advice provided to it by the Corporation's management.

10.7 Reliance on Others

The Board is entitled to rely in good faith on the information and advice provided to it by advisors, consultants and such other persons as the Board considers appropriate.

10.8 Oversight

The Board retains responsibility for oversight of any matters delegated to any committee of the Board or to management.

DUTIES AND RESPONSIBILITIES

11. DUTIES OF INDIVIDUAL DIRECTORS

11.1 Fiduciary Duty and Duty of Care

In exercising his or her powers and discharging his or her responsibilities, a Director shall:

- (a) act honestly and in good faith with a view to the best interests of the Corporation; and
- (b) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

11.2 Compliance with CBCA and Constating Documents

A Director shall comply with the CBCA and the regulations to the CBCA, as well as with the Corporation's articles and by-laws.

11.3 Compliance with the Corporation's Policies

A Director shall comply with all policies of the Corporation applicable to members of the Board, as approved by the Board.

12. RESPONSIBILITIES OF DIRECTORS

12.1 Responsibilities Set out in Charter

A Director shall review and participate in the work of the Board necessary in order for the Board to discharge its duties and responsibilities as set out in the Charter.

12.2 Orientation and Education

A Director shall participate in any orientation and continuing education programs developed by the Corporation for the Directors.

12.3 Meeting Preparation and Attendance

In connection with each meeting of the Board and each meeting of a committee of the Board of which the Director is a member, a Director shall:

- (a) review thoroughly the materials provided to the Director by management in connection with the meeting, provided that such review is practicable in view of the time at which such material was delivered to the Director; and
- (b) attend each meeting in person to the extent practicable (unless the meeting is scheduled to be held by phone or video-conference).

12.4 **Assessment**

A Director shall participate in such processes as may be established by the Board for assessing the Board, its committees and individual Directors.

12.5 **Other Responsibilities**

A Director shall perform such other functions as may be delegated to that Director by the Board or any committee of the Board from time to time.

13. **BOARD RESPONSIBILITY FOR SPECIFIC MATTERS**

13.1 **Responsibility for Specific Matters**

The Board explicitly assumes responsibility for the matters set out below, recognizing that these matters represent in part responsibilities reflected in requirements and recommendations adopted by applicable securities regulators and the Stock Exchanges and do not limit the Board's overall stewardship responsibility or its responsibility to manage or supervise the management of the Corporation and its business and affairs.

13.2 **Delegation to Committees**

Whether or not specific reference is made to committees of the Board in connection with any of the matters referred to below, the Board may direct any committee of the Board to consider such matters and to report and make recommendations to the Board with respect to these matters.

14. **CORPORATE GOVERNANCE GENERALLY**

14.1 **Governance Practices and Principles**

The Board shall be responsible for developing the Corporation's approach to corporate governance.

14.2 **Governance Principles**

- (a) *Governance Principles.* The Board shall review and approve, if appropriate, a set of governance principles and guidelines appropriate for the Corporation (the "**Governance Principles**") having regard to the recommendations of the Nominating and Corporate Governance Committee.
- (b) *Amendments.* The Board shall review the Governance Principles at least annually and shall adopt such changes to the Governance Principles as it considers necessary or desirable from time to time having regard to the recommendations of the Nominating and Corporate Governance Committee.

14.3 Governance Disclosure

- (a) *Approval of Disclosure.* The Board shall approve disclosure about the Corporation's corporate governance practices in any document before it is delivered to the Corporation's shareholders or filed with securities regulators or with the Stock Exchanges having regard to the recommendations of the Nominating and Corporate Governance Committee.
- (b) *Determination that Differences Are Appropriate.* If the Corporation's governance practices differ from those recommended by applicable securities regulators or the Stock Exchanges, the Board shall consider these differences and why the Board considers them to be appropriate having regard to the recommendations of the Nominating and Corporate Governance Committee.

14.4 Certification

The Board shall review and approve before it is filed each certification required to be delivered by the Corporation's CEO and/or CFO to any Stock Exchange with respect to the Corporation's compliance with the corporate governance provisions of its listing agreement.

14.5 Delegation to Nominating and Corporate Governance Committee

The Board may direct the Nominating and Corporate Governance Committee to consider the matters contemplated in this Section 14 and to report and make recommendations to the Board with respect to these matters.

15. RESPONSIBILITIES RELATING TO MANAGEMENT

15.1 Integrity of Management

The Board shall, to the extent feasible, satisfy itself:

- (a) as to the integrity of the CEO and other executive officers of the Corporation; and
- (b) that the CEO and other executive officers of the Corporation create a culture of integrity throughout the organization.

15.2 Succession Planning

- (a) General. The Board shall be responsible for succession planning, including appointing, training and monitoring senior management.
- (b) CEO Succession. Having regard to the recommendations of the Human Resources and Compensation Committee, the Board shall adopt:
 - (i) policies and principles regarding identifying and evaluating candidates as potential successors to the CEO; and

- (ii) policies regarding succession in the event of an emergency or the retirement of the CEO.

15.3 Goals and Objectives of CEO

The Board shall receive recommendations of the Human Resources and Compensation Committee with respect to the corporate goals and objectives that the CEO is responsible for meeting and shall approve those goals and objectives as appropriate.

15.4 Executive Compensation Policy

The Board shall receive recommendations of the Human Resources and Compensation Committee and make such determinations as it considers appropriate with respect to:

- (a) the CEO's compensation level;
- (b) non-CEO officer compensation;
- (c) incentive-compensation plans;
- (d) equity-based compensation plans; and
- (e) policies relating to the determination and payment of bonuses.

The Board shall receive recommendations of the Nominating and Corporate Governance Committee and make such determinations as it considers appropriate with respect to:

- (a) Director compensation.

16. OVERSIGHT OF THE OPERATION OF THE BUSINESS

16.1 Risk Management

Taking into account the reports of management and such other persons as the Board may consider appropriate, the Board shall identify the principal risks of the Corporation's business and satisfy itself as to the implementation of appropriate systems to manage these risks.

16.2 Strategic Planning Process

The Board shall adopt a strategic planning process and shall approve, on at least an annual basis, a strategic plan which takes into account, among other things, the opportunities and risks of the Corporation's business.

16.3 Internal Control and Management Information Systems

The Board shall review the reports of management and the Audit Committee concerning the integrity of the Corporation's internal control and management information systems. Where appropriate, the Board shall require management (overseen by the Audit

Committee as appropriate) to implement changes to such systems to ensure the integrity of such systems.

16.4 Disclosure Policy and Feedback Process

The Board shall adopt a disclosure policy for communicating with Shareholders, the investment community, the media, governments and their agencies, employees and the general public, having regard to the recommendations of the Nominating and Corporate Governance Committee. Such policy shall be developed with reference to the requirements and recommendations of applicable securities laws and the Stock Exchanges. The Board shall consider, among other things, the recommendations of management and the Nominating and Corporate Governance Committee with respect to this policy.

The Board shall establish a process pursuant to which the Board can receive feedback from security holders and other stakeholders.

16.5 Financial Statements

- (a) The Board shall receive regular reports from the Audit Committee with respect to the integrity of the Corporation's financial reporting system and its compliance with all regulatory requirements relating to financial reporting.
- (b) The Board shall review the recommendation of the Audit Committee with respect to the annual financial statements of the Corporation to be delivered to shareholders. If appropriate, the Board shall approve such financial statements.

16.6 Capital Management

The Board shall receive regular reports from management on the structure and management of the Corporation's capital.

16.7 Pension Plan Matters

If applicable, the Board shall receive and review reports from management and from the Human Resources and Compensation Committee covering administration, investment performance, funding, financial impact, actuarial reports and other pension plan related matters.

16.8 Code of Ethics and Business Practices

- (a) *Adoption of Code of Ethics and Business Practices.* The Board will adopt a code of ethics and business practices (the "**Code of Conduct**") for the Corporation having regard to the recommendations of the Nominating and Corporate Governance Committee. In adopting the Code of Conduct, the Board will consider the recommendations of the Nominating and Corporate Governance Committee concerning its compliance with applicable laws and the Stock Exchange listing requirements.

- (b) *Compliance and Disclosure.* The Board will direct the Nominating and Corporate Governance Committee to monitor compliance with the Code of Conduct and recommend disclosures with respect thereto. The Board will consider any report of the Nominating and Corporate Governance Committee concerning these matters, and will approve, if determined appropriate, the disclosure of the Code of Conduct.
- (c) *Waivers.* The Board shall consider any report of the Nominating and Corporate Governance Committee with respect to any waiver granted to a director or senior officer of the Corporation from complying with the Code of Conduct and shall approve or reject such request as it deems appropriate.

17. NOMINATION OF DIRECTORS

17.1 Nomination and Appointment of Directors

The Board shall nominate individuals for election as Directors by the Shareholders, having regard to the recommendations of the Nominating and Corporate Governance Committee.

The Board shall adopt a process (having regard to the recommendations of the Nominating and Corporate Governance Committee) pursuant to which the Board shall consider:

- (a) what competencies and skills the Board, as a whole, should possess;
- (b) what competencies and skills each existing Director possesses and which the Board, as a whole, possesses;
- (c) the representation of women on the Board;
- (d) the desirability of maintaining diversity of personal characteristics such as experience, perspective, education, race, gender and national origin among the Directors;
- (e) the mechanisms that should be adopted to ensure periodic Board renewal;
- (f) the personality and other qualities of each Director ; and
- (g) the appropriate size of the Board, with a view to facilitating effective decision-making.

17.2 Diversity

The Board shall nominate individuals for election as Directors that represent both diversity of personal characteristics, such as experience, perspective, education, race, gender and national origin, and business understanding and experience. The Board also supports the Company's commitment to the representation of women on the Board and establishes a target representation level for women on the Board of 30%.

18. BOARD EFFECTIVENESS

18.1 Position Descriptions

The Board shall review and, if determined appropriate, approve the recommendations of the Nominating and Corporate Governance Committee concerning formal position descriptions for:

- (a) the Chair;
- (b) the Chair of each committee of the Board; and
- (c) the CEO.

18.2 Director Orientation and Continuing Education

The Board shall review and, if determined appropriate, approve the recommendations of the Nominating and Corporate Governance Committee concerning:

- (a) a comprehensive orientation program for new Directors; and
- (b) a continuing education program for all Directors.

18.3 Board, Committee and Director Assessments

The Board shall adopt a process having regard to the recommendation of the Nominating and Corporate Governance Committee for assessing the performance and effectiveness of the Board as a whole, the committees of the Board and the contributions of individual Directors on an annual basis.

18.4 No Term Limit

The Corporation does not impose fixed term limits on Directors. The Board's assessment of the contributions of individual Directors in accordance with the process established by this Section 18 is a more meaningful way to make determinations about whether a director should be removed due to underperformance.

18.5 Annual Assessment of the Board

Each year, the Board shall assess its performance and effectiveness and review this Charter in accordance with the process established by the Nominating and Corporate Governance Committee.

Reviewed and approved by the Board of Directors of Sleep Country Canada Holdings Inc. as of March 3, 2022.