

Investor Presentation

September 2022



DISCLAIMER

FORWARD-LOOKING STATEMENT

Certain statements in this presentation, including statements regarding future results and performance, are forward-looking statements within the meaning of securities legislation based on current expectations. The accuracy of such statements is subject to a number of risks, uncertainties and assumptions that may cause actual results to differ materially from those projected, including, but not limited to, the effect of general economic conditions, decreases in demand for Cascades Inc.'s ("Cascades," "CAS," the "Company," the "Corporation," "us" or "we") products, the prices and availability of raw materials, changes in the relative values of certain currencies, fluctuations in selling prices and adverse changes in general market and industry conditions. This presentation may also include price indices as well as variance and sensitivity analyses that are intended to provide the reader with a better understanding of the trends related to our business activities. These items are based on the best estimates available to the Corporation.

SUPPLEMENTAL INFORMATION ON NON-IFRS MEASURES – SPECIFIC ITEMS

The Corporation incurs some specific items that adversely or positively affected its operating results. We believe it is useful for readers to be aware of these items, as they provide additional information to measure the performance, compare the Corporation's results between periods and to assess operating results and liquidity, notwithstanding these specific items. Management believes these specific items are not necessarily reflective of the Corporation underlying business operations in measuring and comparing its performance and analyzing future trends. Our definition of specific items may differ from those of other corporations and some of them may arise in the future and may reduce the cash available to us.

They include, but are not limited to, charges for (reversals of) impairment of assets, restructuring gains or costs, loss on refinancing and repurchase of long-term debt, some deferred tax assets provisions or reversals, premiums paid on long-term debt refinancing, gains or losses on the acquisition or sale of a business unit, gains or losses on the share of results of associates and joint ventures, unrealized gains or losses on derivative financial instruments that do not qualify for hedge accounting, unrealized gains or losses on interest rate swaps, foreign exchange gains or losses on long-term debt, specific items of discontinued operations and other significant items of an unusual, non-cash or non-recurring nature.

RECONCILIATION OF NON-IFRS MEASURES

To provide more information for evaluating the Corporation's performance, the financial information included in this analysis contains certain data that are not performance measures under IFRS ("non-IFRS measures") which are also calculated on an adjusted basis to exclude specific items. We believe that providing certain key performance measures and non-IFRS measures is useful to both management and investors as they provide additional information to measure the performance and financial position of the Corporation. It also increases the transparency and clarity of the financial information. The following non-IFRS measures are used in our financial disclosures:

Operating income before depreciation and amortization (OIBD): Used to assess operating performance and contribution of each segment when excluding depreciation & amortization. OIBD is widely used by investors as a measure of a corporation ability to incur and service debt and as an evaluation metric.

Adjusted OIBD: Used to assess operating performance and contribution of each segment on a comparable basis. Adjusted operating income: Used to assess operating performance of each segment on a comparable basis.

Adjusted net earnings: Used to assess the Corporation's consolidated financial performance on a comparable basis.

Adjusted free cash flow: Used to assess the Corporation's capacity to generate cash flows to meet financial obligation and/or discretionary items such as share repurchase, dividend increase and strategic investments.

Net debt to adjusted OIBD ratio: Used to measure the Corporation's credit performance and evaluate the financial leverage.

Net debt to adjusted OIBD ratio on a pro forma basis: Used to measure the Corporation's credit performance and evaluate the financial leverage on a comparable basis including significant business acquisitions and excluding significant business disposals, if any.

Non-IFRS measures are mainly derived from the consolidated financial statements but do not have meanings prescribed by IFRS. These measures have limitations as an analytical tool and should not be considered on their own or as a substitute for an analysis of our results as reported under IFRS. In addition, our definitions of non-IFRS measures may differ from those of other corporations. Any such modification or reformulation may be significant.

All amounts in this presentation are in Canadian dollars unless otherwise indicated.

Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.



WHO WE ARE

Eco-Friendly Packaging, Hygiene
& Recovery Solutions

OUR MISSION

To improve the well-being of people, communities and the planet by providing sustainable and innovative solutions that create value.

OUR VISION

To be a key contributor to our customers' success by leading the way for sustainable packaging, hygiene and recovery solutions.

~9,950 employees, 78 facilities

SOURCE OF POSSIBILITIES



Sustainability Track Record: Driving Positive Change

Where We Are



50% greenhouse gas (GHG) intensity emissions reduction (scope 1) since 1990



45% fewer GHG emissions (scopes 1 and 2) than the industry¹



4.3x less water than the industry¹



2.4x less energy than the industry¹

Where We're Going



ESG strategy aligned with UN's Sustainable Development Goals



Aggressive GHG reduction targets reviewed and approved by the Science Based Targets initiative



All our packaging will be recyclable, compostable or reusable by 2030



All our employees trained in unconscious biases by 2025

Recognitions of our sustainable business practices and focus on employees



¹ Based on the North American pulp and paper industry average for 2021, Source: FisherSoIve™ Next, ©2022 Fisher International

INVESTMENT THESIS



✓ 2022-2024 Strategic Plan

Focused on margin expansion, cash flow generation and leverage improvement while limiting CAPEX to 4% of revenue in 2023 and 2024¹



✓ Modernized, well-financed asset base

Positioned to capitalize on growth trends in key markets



✓ Strong sustainability track-record

Eco-friendly, innovative product offering aligned with customer demand trends



✓ Bear Island project (Virginia, US)

Strategic facility will produce lightweight, 100% recycled liner & medium; 100% of 2023 production secured, and 75% of 2024 and 2025 production also secured



(1) Excluding strategic projects.



Q2 2022 Results

(in millions of CAD\$, except per share amounts)

	Q2 2022	Q1 2022	Q2 2021
Sales	1,119	1,038	956
Operating Income	32	(4)	23
Adjusted OIBD ¹	91	58	98
Net earnings (loss)	10	(15)	3
Adjusted net earnings (loss)	10	(15)	8
Net earnings (loss) per common share	\$0.10	(\$0.15)	\$0.02
Adjusted net earnings (loss) per common share	\$0.10	(\$0.15)	\$0.07

(1) Please click [here](#) for supplemental information on Non-IFRS measures and other financial measures.



Q2 2022 – Consolidated Profitability Drivers

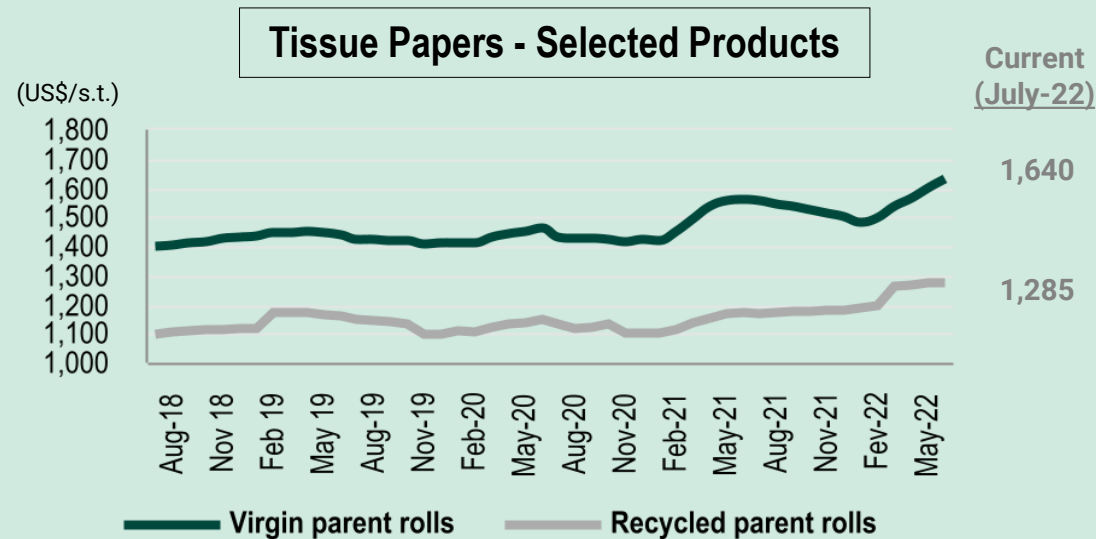
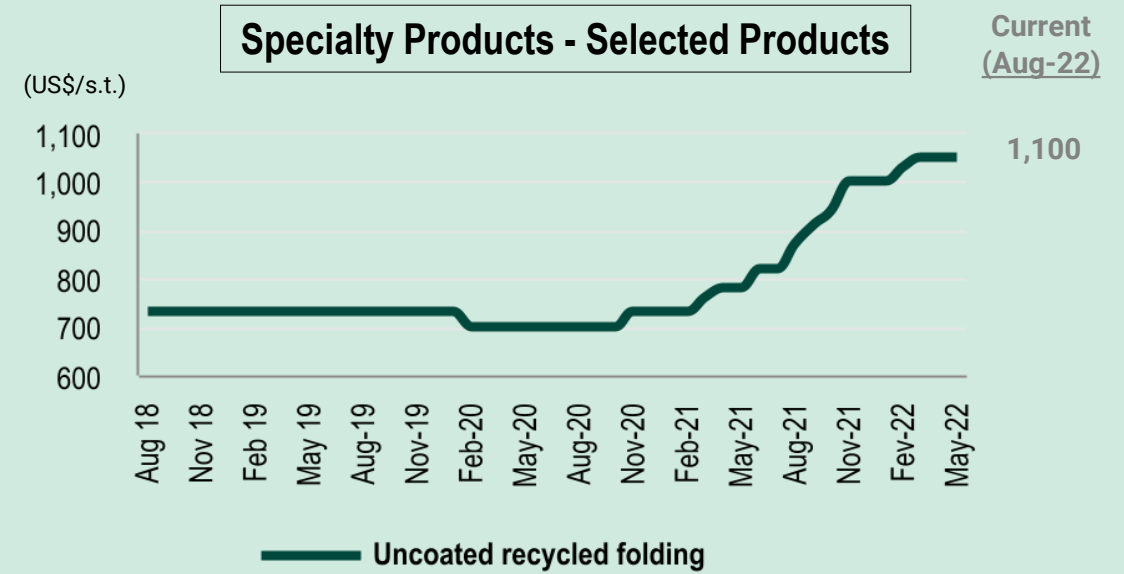
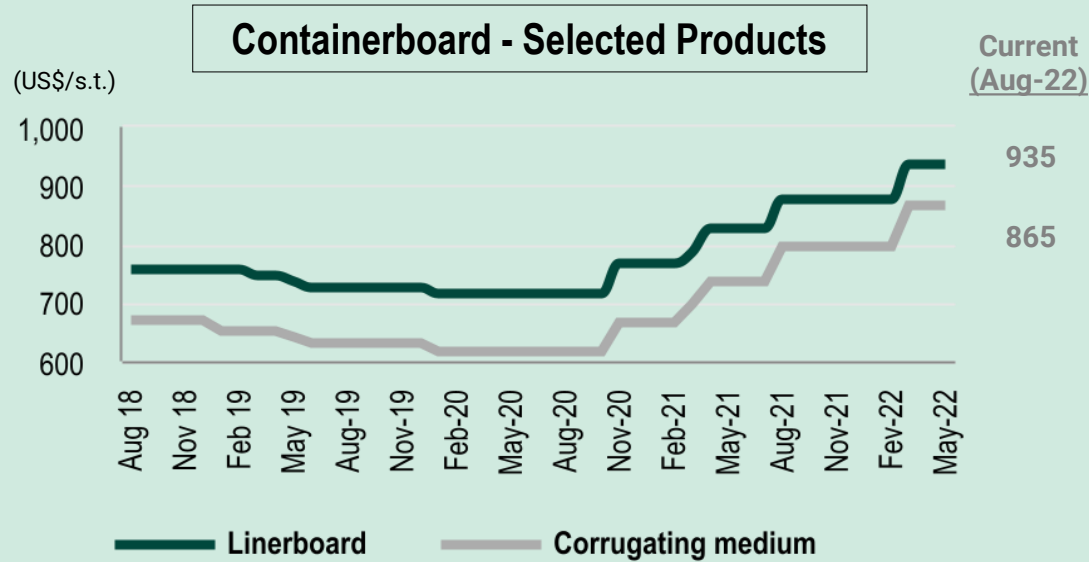
(in millions of CAD\$)

Consolidated Adjusted OIBD¹ Variation Drivers	<u>Quarter-over-Quarter Q2 2022 vs Q1 2022</u>	<u>Year-over-Year Q2 2022 vs Q2 2021</u>	<u>Year-to-Date 2022 vs 2021</u>
Pricing & Mix	\$51 million	\$147 million	\$233 million
Freight & Production Costs	(\$25) million	(\$84) million	(\$143) million
Volume, FX & Others	\$8 million	(\$2) million	(\$6) million
Raw Material & Energy	(\$1) million	(\$68) million	(\$155) million

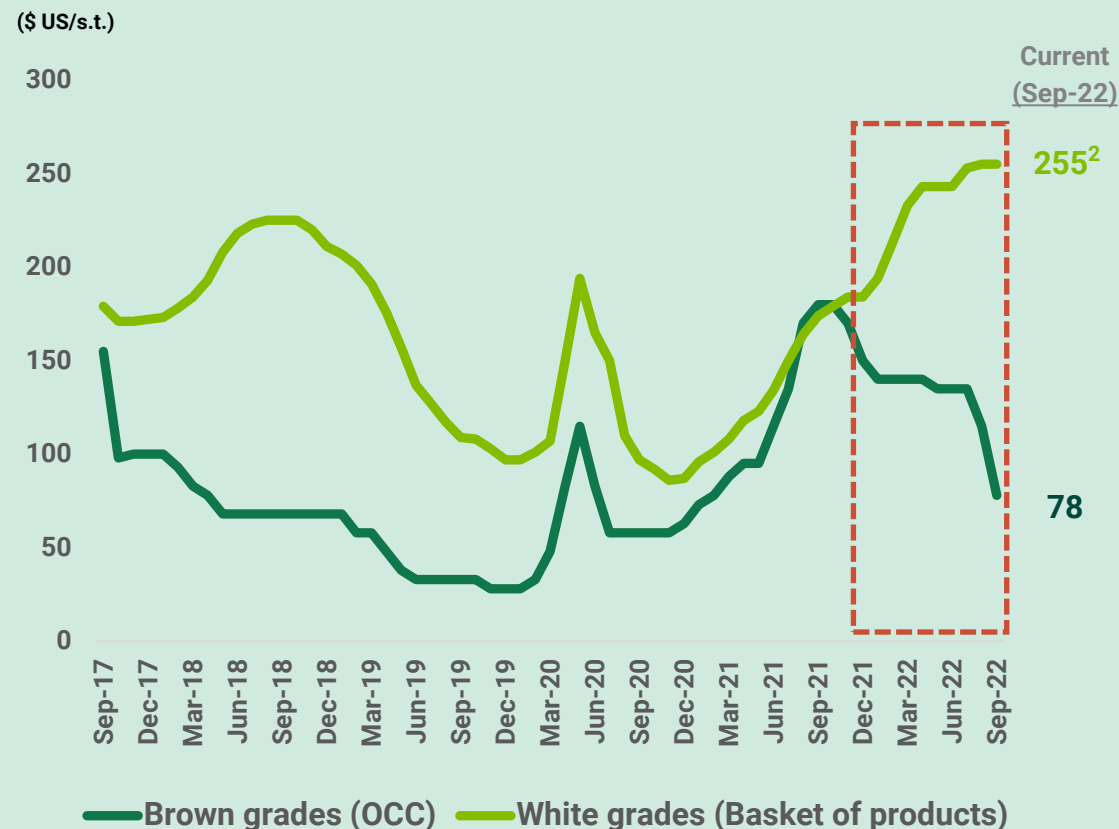
(1) Please click [here](#) for supplemental information on Non-IFRS measures and other financial measures.



Selling Prices - Index Reference Prices



Recycled Fibre Costs – Index Prices



OCC (Outlook September 2022):

- Favourable market, with good generation of material and lower domestic and export demand
- Solid inventories at our mills
- Higher pricing YoY, but lower sequentially with favourable pricing trend in Q3
- Logistics challenges (trucking) are showing signs of beginning to normalize

SOP (Outlook September 2022):

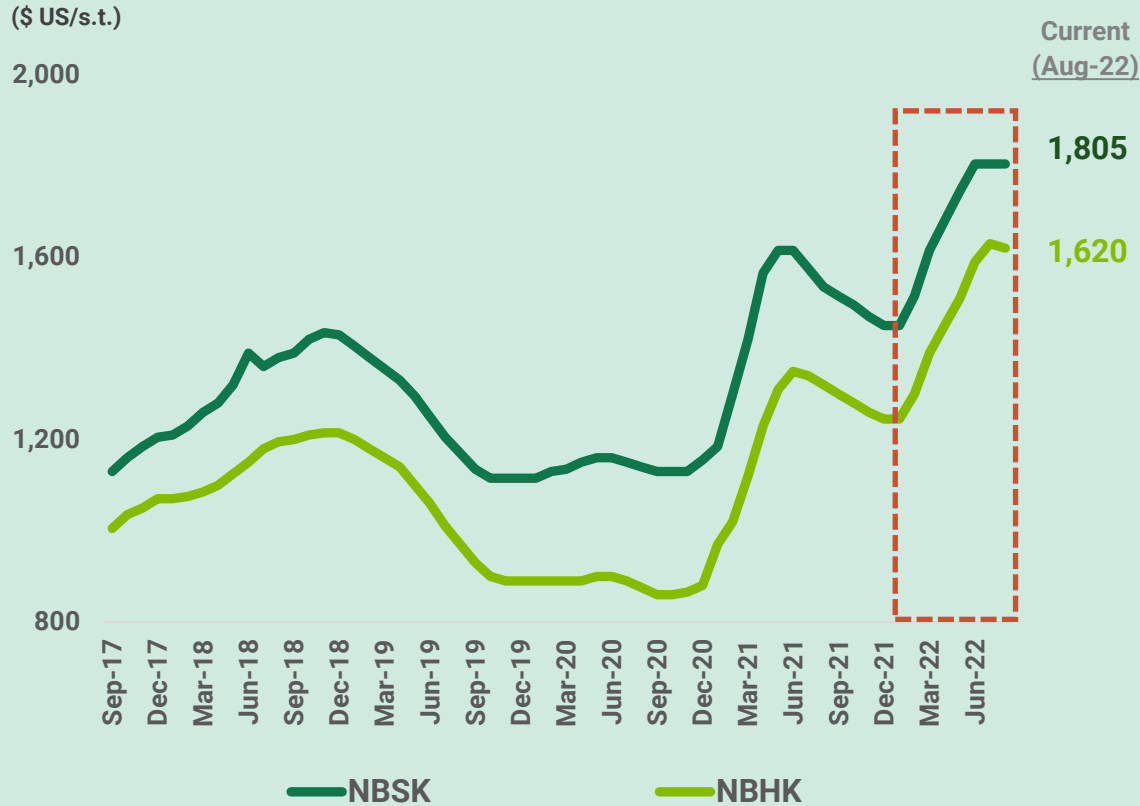
- Higher prices YoY and expect relatively stable QoQ reflecting limited market supply, stronger demand related to normalized AfH tissue levels and pulp pricing
- Mills adequately supplied

Recovered Paper Prices

	<u>Q2 2022</u>	<u>Q1 2022</u>	<u>Q2 2021</u>	<u>Q2/Q2</u>	<u>Q2/Q1</u>
White grades - Basket of products (Northeast average) ¹	243	213	125	94%	14%
Brown grades - OCC No. 11 (Northeast average)	137	140	102	34%	(2)%

Source: RISI Northeast average. (1) Basket of white recycled paper, including grades such as SOP, Hard White Envelope and Coated Book Stock; Northeast average. Weighted average based on Cascades' consumption of each grade. (2) Current price for White Grades is the RISI index price for SOP and is not a basket of products.

Virgin Fibre Costs – Index List Prices



VIRGIN PULP (Outlook September 2022):

- Recent improvements in pulp mill uptime has not yet resulted in a significant improvement in market dynamics
- Transportation constraints persist, with rail car availability and port congestion continuing to pose challenges but showing signs of recovery
- Mills adequately supplied
- Improving logistics and return of production capacity expected to ease some pressure, but potential for continued overall dynamics in the market to remain challenging

Virgin Pulp Prices

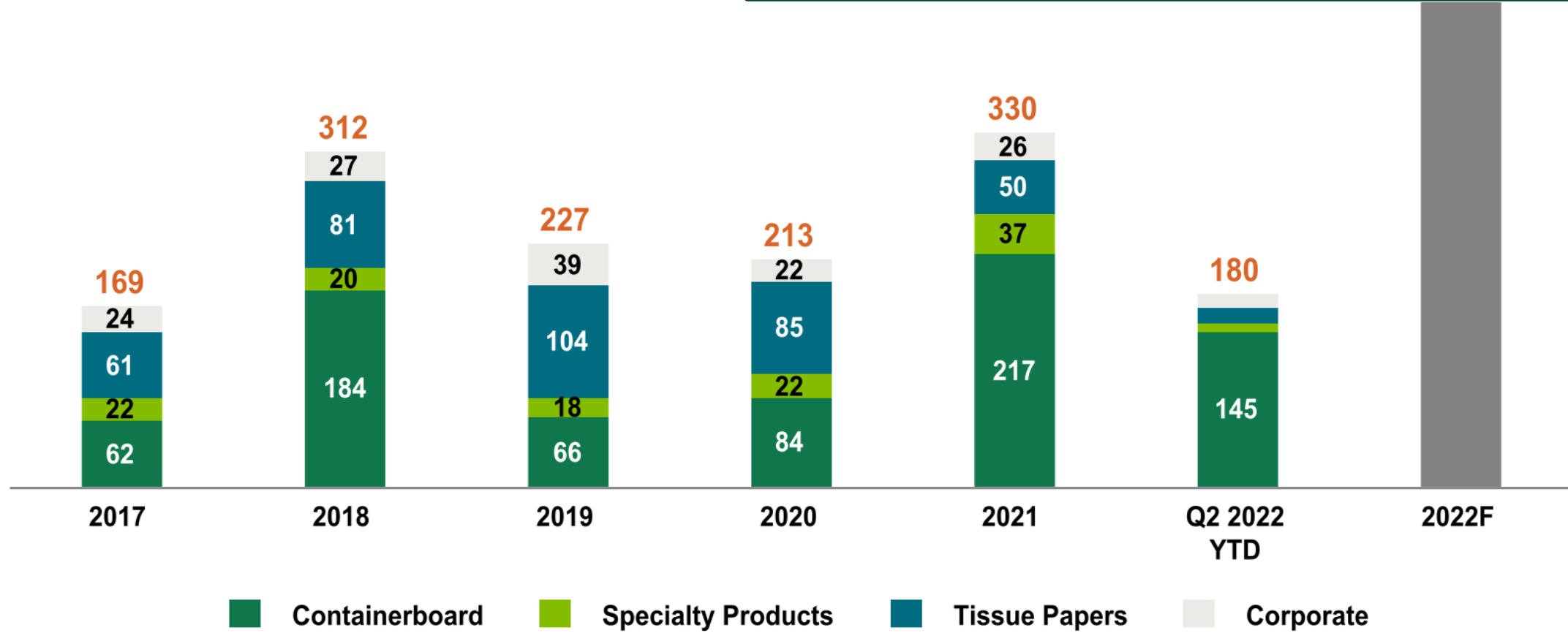
NBSK (Canadian sources delivered to Eastern US)
 NBHK (Canada/US sources delivered to Eastern US)

	<u>Q2 2022</u>	<u>Q1 2022</u>	<u>Q2 2021</u>	<u>Q2/Q2</u>	<u>Q2/Q1</u>
NBSK (Canadian sources delivered to Eastern US)	1,743	1,527	1,598	9%	14%
NBHK (Canada/US sources delivered to Eastern US)	1,517	1,312	1,297	17%	16%

Capital Investments

(in property, plant & equipment, in millions of Canadian dollars, excluding new leases, disposal of assets and accounts payable variation)

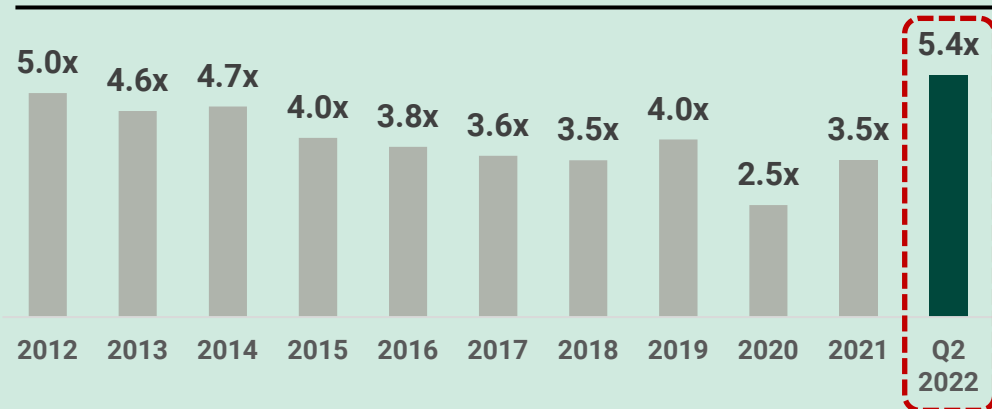
2022F CAPEX: \$450 M - \$470 M¹
 Includes ~CAD\$310 M - \$330 M for Bear Island conversion



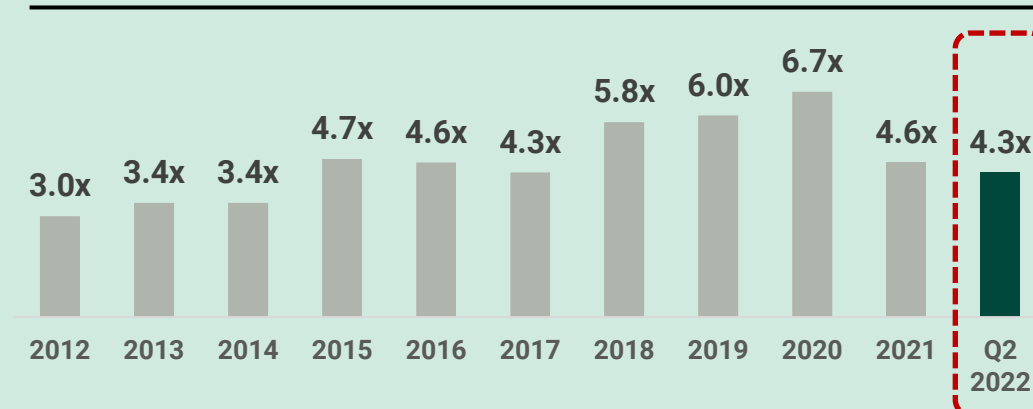
(1) Amount is subject to change depending on business and/or economic conditions.

Financial Ratios & Debt Maturities

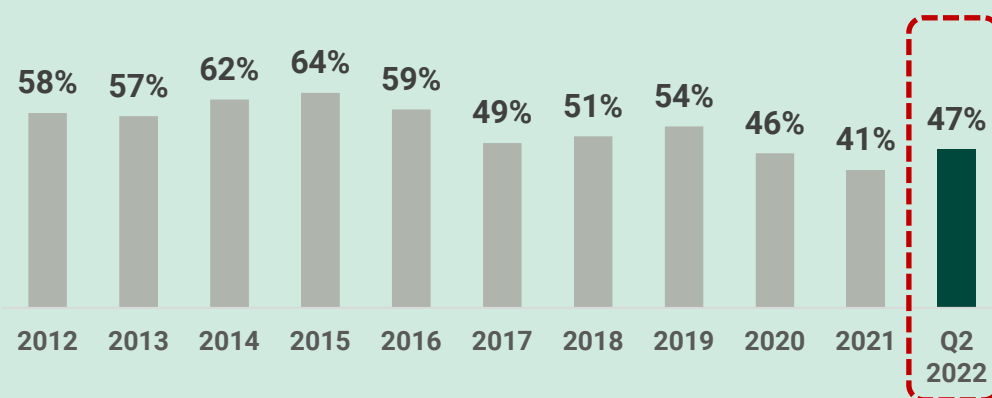
Net Debt / Adjusted OIBD^{1,3}



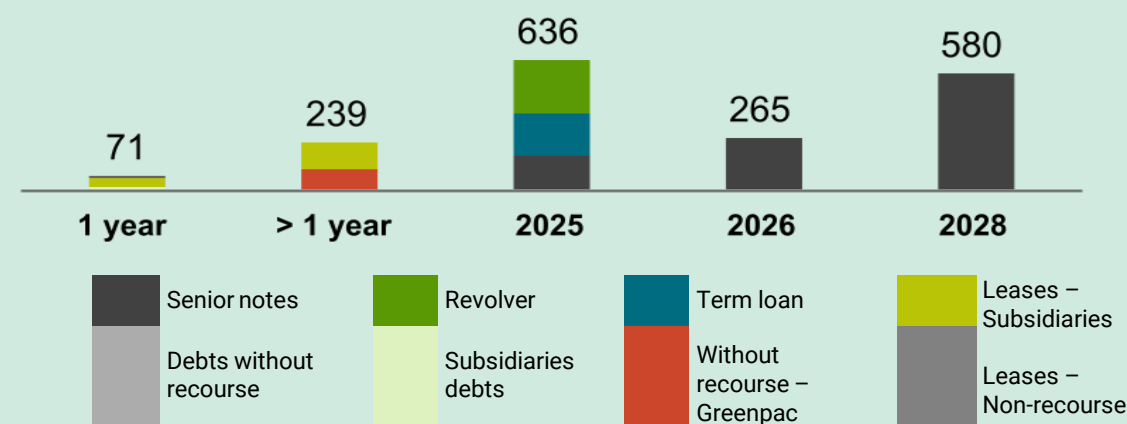
Interest Coverage Ratio^{2,3}



Net Debt / Net Debt + Total Equity¹



Long-Term Debt Maturities (at June 30, 2022)



Bank debt financial covenant ratios: Net funded debt to capitalization < 65% (currently at 44.07%), interest coverage ratio > 2.25x (currently at 3.47x).

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures. (2) Adjusted OIBD to financing expense. (3) Pro-forma up to 2018 to include business acquisitions on a LTM basis, if applicable.



PACKAGING BUSINESSES

Cascades
fresh[™]
PERFORMA



Cascades
northbox[™]
XTEND



Cascades
fresh[™]
FIBRES



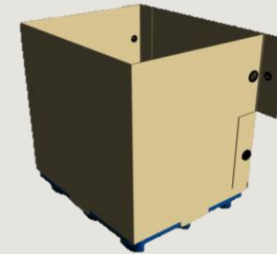
Cascades
EnviroWhite[™]



Cascades
e-com 
packaging
solutions[™]



Cascades
e-com 
packaging
solutions[™]

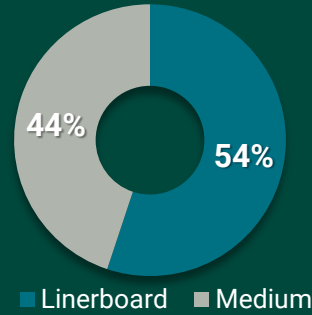
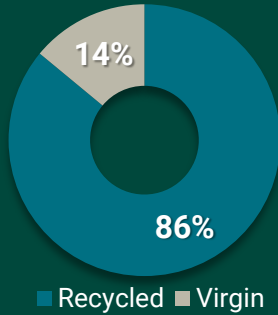


Cascades
fresh [™]



Containerboard

Annual capacity:
1,575 k s.t.



Manufacturing

11%
of 2021 sales

Canada

17%
of 2021 sales

USA

Converting

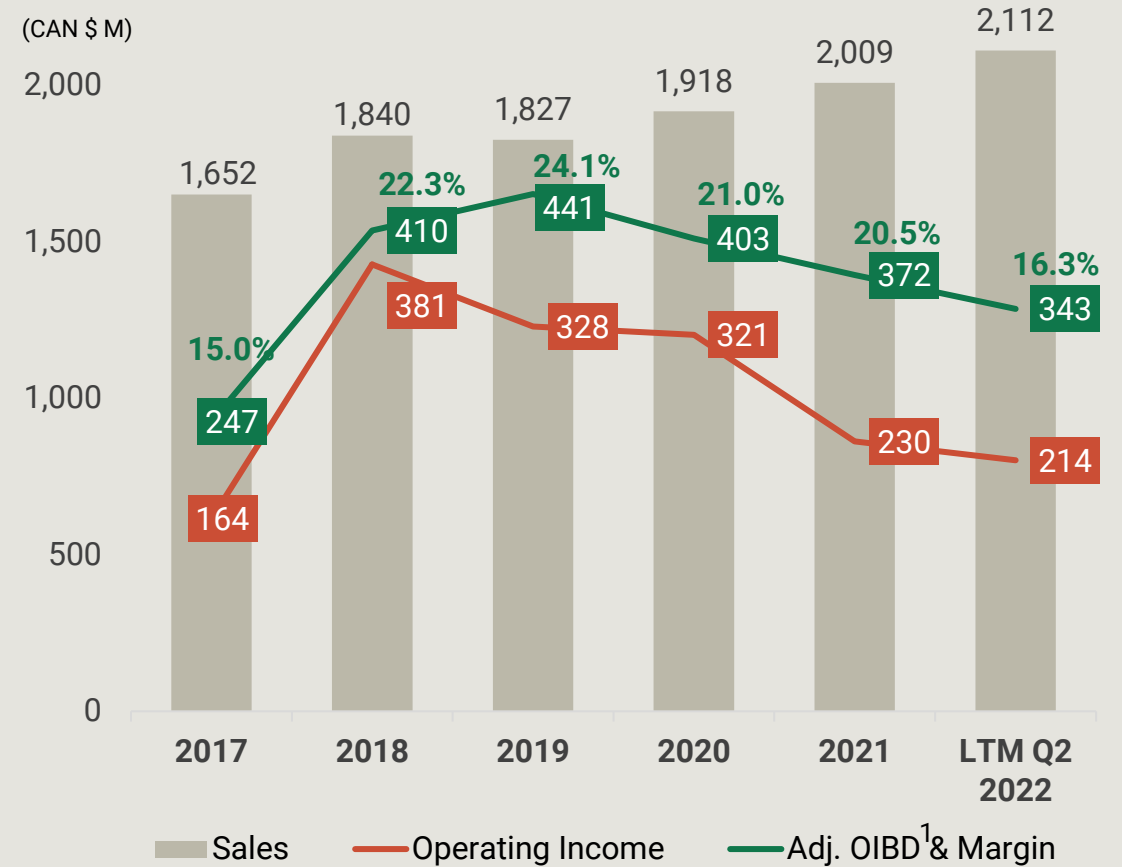
54%
of 2021 sales

17%
of 2021 sales



2021 INTEGRATION RATE²: 73%

6th largest containerboard producer in N.A.



2017 – LTM Q2 2022 adjusted OIBD¹ CAGR: 6.8%

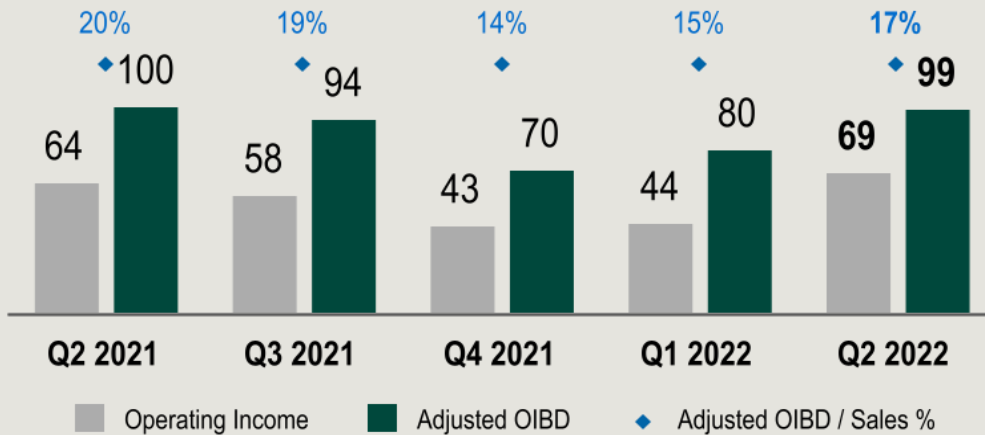
(1) Please click [here](#) and [here](#) for supplemental information on non-IFRS measures.

(2) Including associates, JVs.



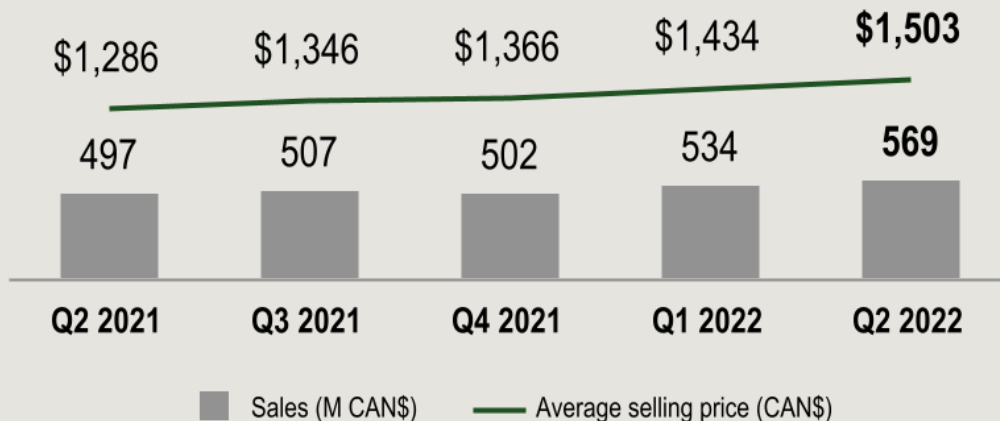
Containerboard – Quarterly Performance

Quarterly Operating Income & Adjusted OIBD¹ (M CAN\$)

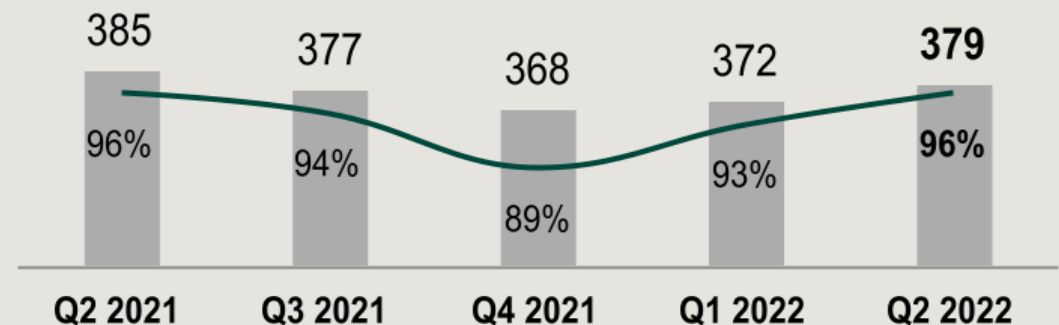


- Stronger second quarter 2022 shipments reflect usual upward seasonal trends, partially offset by some softness in demand levels as a result of inventory rebalancing at certain customers.
- Impact of sequential cost inflation on production costs offset by benefits from favourable pricing and mix and higher volume in the second quarter.
- Logistics constraints in trucking continued to ease in Q2 but remained challenging in rail, with cost levels remaining elevated in both cases.

Quarterly Sales and Average Selling Price



Quarterly Shipments ('000 s.t. and % capacity utilization²)



(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.
 (2) Utilization rate defined as total manufacturing shipments divided by practical capacity.

Containerboard – Well-Positioned for Growth

- ✓ Consumer demand driving shift to responsible packaging
- ✓ Brand owners seeking solutions with greater recycled content
- ✓ Greater usage of Lightweight containerboard



Distribution/E-com



Produce



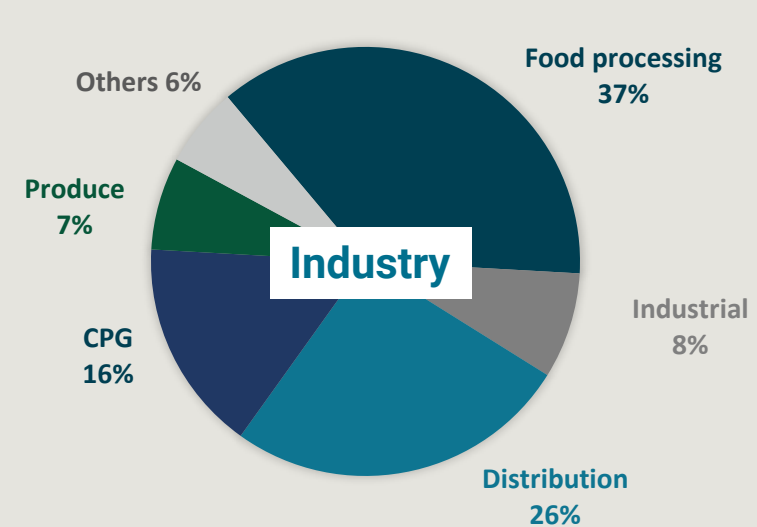
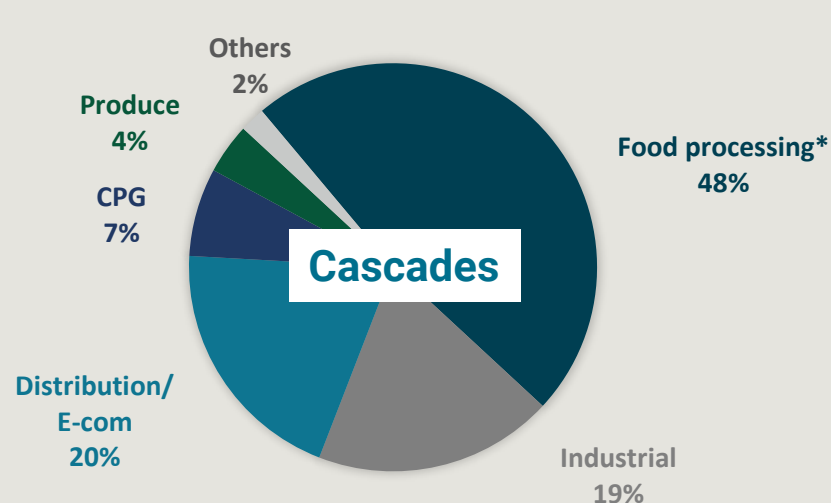
Food Processing



Consumer (CPG)



Industrial



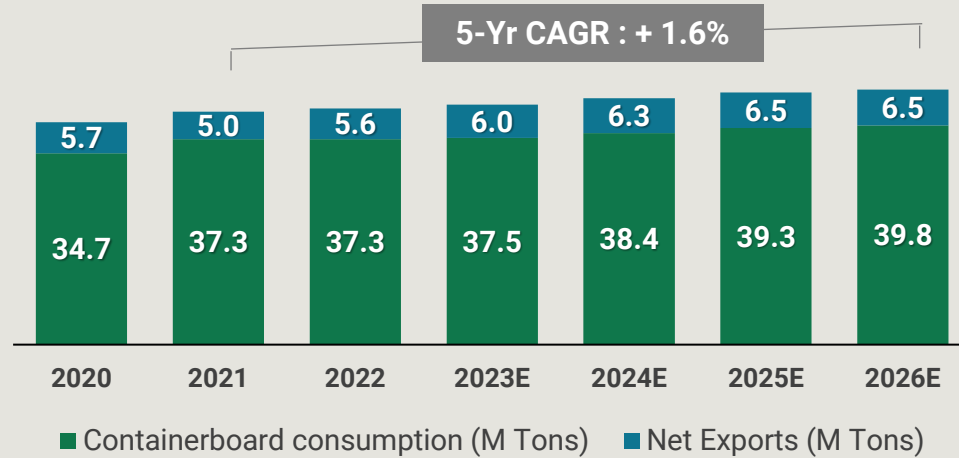
Source: Cascades full year 2021 – sales segmentation in MSF
 * Includes beverage market

Sources: Economic Trends and Outlook for Corrugated Products, Richard Storat and FBA August 2021 FBA, NA corrugated Industry Bulletin – Dec. 2020

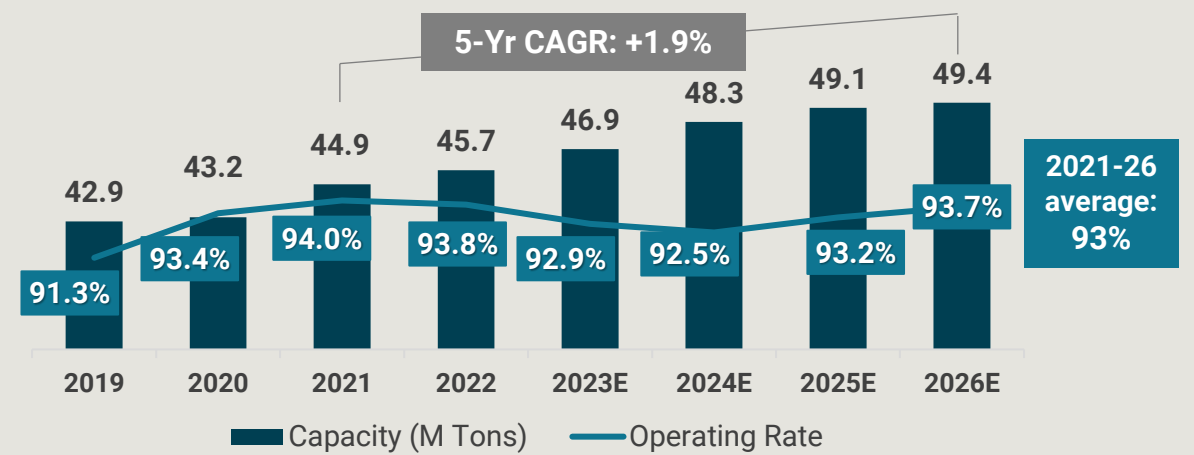
Containerboard - Market

The North American market offers good returns and attractive growth potential

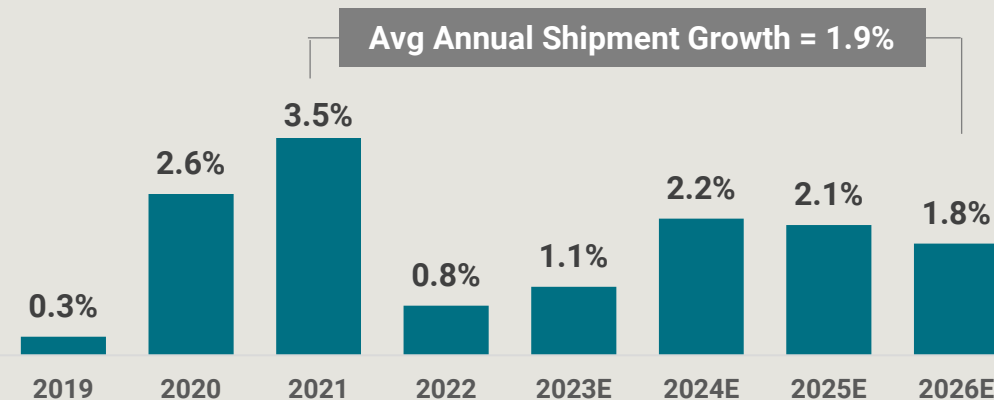
North American Containerboard Expected Production¹



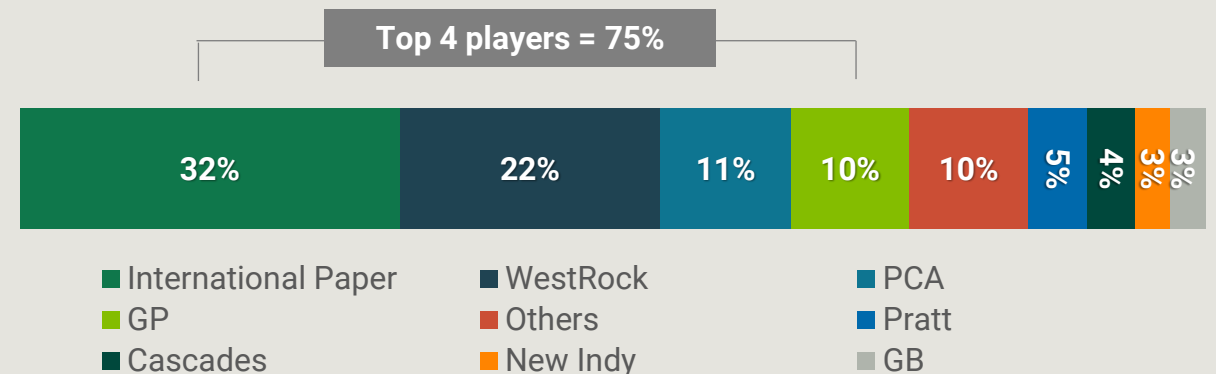
North American Capacity and Operating Rate¹



Box Shipment Growth¹



North American Containerboard Market Share²



¹ Source: RISI North American Paper Packaging Forecast 5-year (July 2022)

² Source: FisherSolve N/A Containerboard, accessed May 18, 2021. Other category includes all players with 2% or less market share. Does not include Bear Island.



Containerboard - Bear Island Project

START DATE: 12/2022	≤ 2021	2022	2023	2024	2025	Full potential
PROJECT COST: US \$470 M - \$485 M	\$175	~\$250	\$45 - \$60	-	-	
PRODUCTION RAMP UP			~ 70%	~ 94%	~ 97%	100%
ANNUAL PRODUCTION ('000 s.t.)			~ 330,000	~ 435,000	~ 450,000	~ 465,000
OIBD ¹ (US\$M)			~\$40-\$55	~\$70-\$85	~\$80-\$90	~\$90-\$100

CONSTRUCTION PROGRESS



SITE WHEN ACQUIRED



BUILDING EXTENSION - JUNE 2022



PAPER MACHINE - SEPTEMBER 2022

(1) Based on February 2022 market conditions - Spread (Linerboard-OCC) including forecasted Liner/Medium mix, current inbound and outbound freight cost. Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.

Containerboard - Bear Island Project

PROJECT COST

US \$470 - \$485 M

- Persistent inflationary pressure on costs has increased total project costs.

INVESTMENT

(2018 – Q2 2022)

US \$252 M (\$322 M)

START-UP

December 14, 2022

- Delivery delays of certain construction material due to continued constraints in transportation have put at risk timeline of certain construction milestones. Team is working with contractors to mitigate any potential delay to December start-up.

CONTAINERBOARD ADJ. OIBD¹ IMPACT

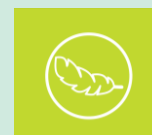
Q2 2022: CAN (\$2 M)

LTM Q2 2022: CAN (\$8 M)

Production Volume Secured²

- ✓ **100%** 2023 production
- ✓ **75%** 2024 production
- ✓ **75%** 2025 production

Aligned with key market trends



Lightweight



Microflute Demand



Recyclability
Sustainability



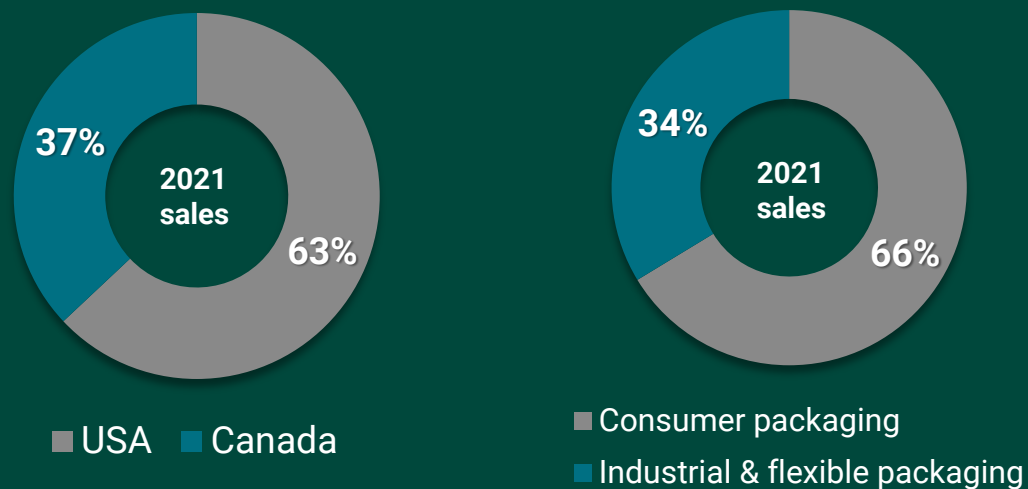
E-commerce

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.

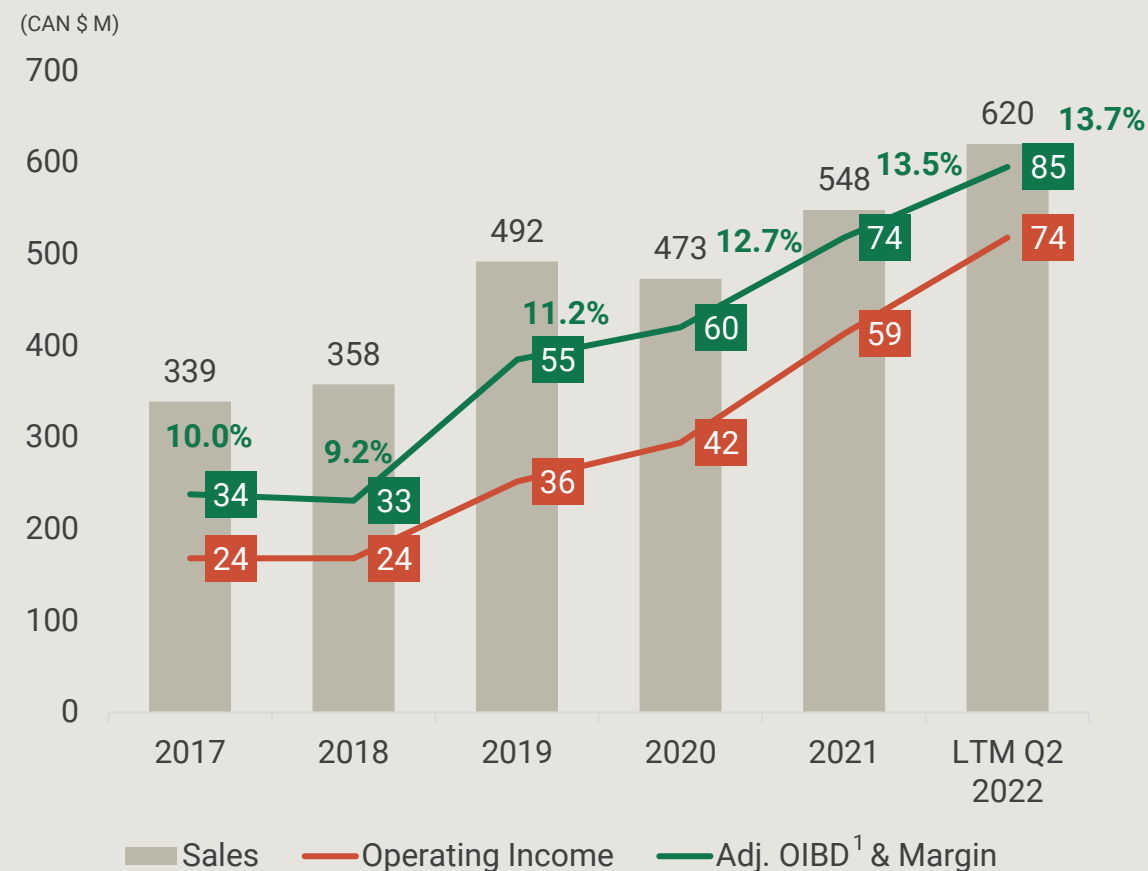
(2) Includes tonnage that will be integrated internally.

Specialty Products³

2021 sales of \$548 M increased 16% from 2020



Comprehensive Packaging Solutions Provider Focused on Strategic Scalable Markets



2017 – LTM Q2 2022

Adjusted OIBD¹ margin CAGR: 20%

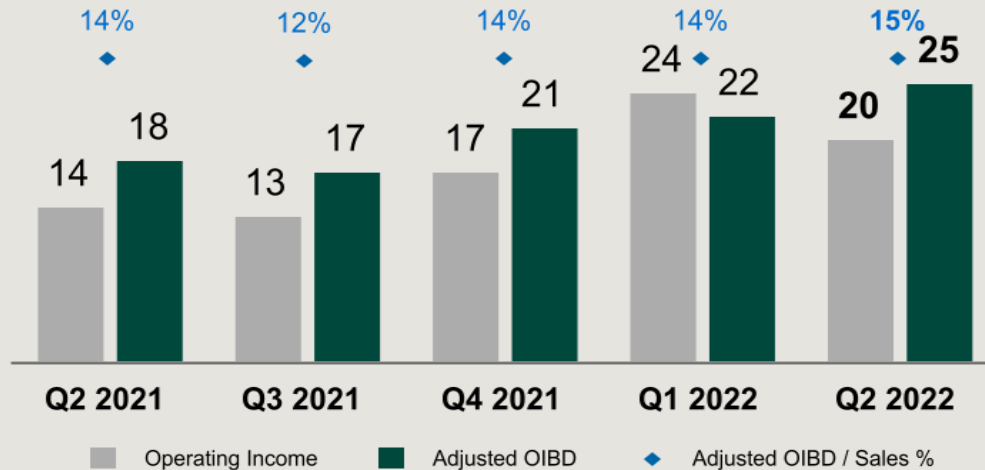
Sales CAGR: 16%

¹ Please click [here](#) and [here](#) for supplemental information on non-IFRS measures and other financial measures.

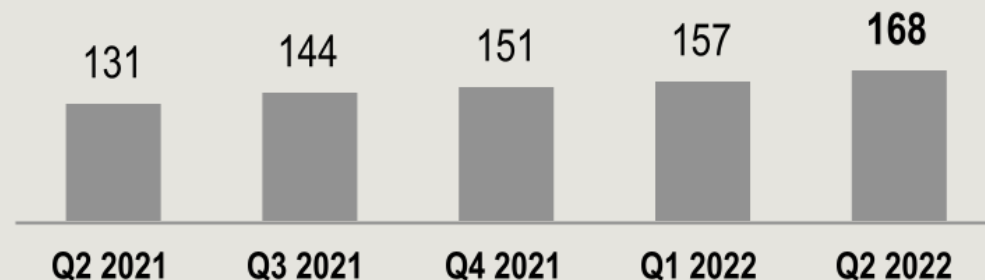


Specialty Products – Quarterly Performance

Quarterly Operating Income & Adjusted OIBD¹ (M CAN\$)



Quarterly Sales (M CAN\$)



- Q2 2022 adjusted OIBD¹ of \$25 M was the third consecutive record quarterly level and increased 14% sequentially and 39% versus prior year.
- **Industrial packaging:** stronger sequential results reflect higher volume and selling price and more favourable sales mix, the benefits of which offset the impact of higher costs of raw materials, production supplies and transportation.
- **Moulded pulp:** slightly stronger results compared to Q1 driven by higher volumes and implementation of price increases neutralizing higher raw material, energy and transportation costs.
- **Rigid and flexible plastics:** lower sequential results reflect higher costs for raw material, production supplies and logistics, ahead of contractual price change mechanisms coming into effect to offset the impact of these factors on results. Continuing labour constraints also affected efficiency levels in the quarter.

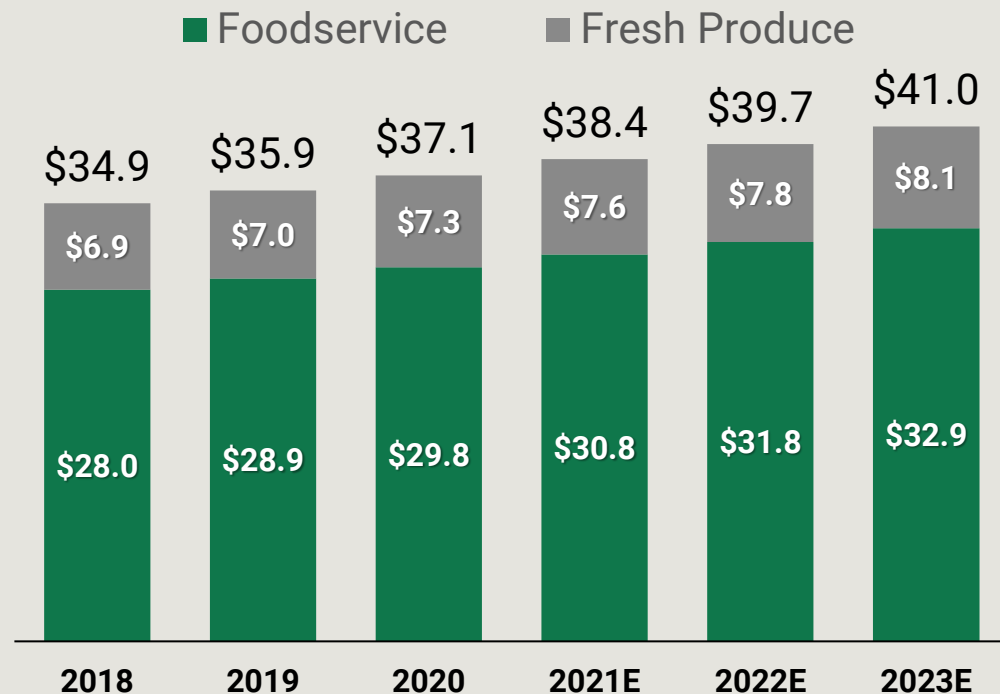
(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.

Specialty Products

With 50% of our 2021 sales coming from the fresh produce, egg packaging, food services & isothermal distribution markets, our eco-friendly packaging solutions are well positioned to capitalize on market trends.

North American Fresh Produce and Foodservice Packaging Demand¹

(CAN\$ billions)



Key Market Growth Drivers

Consumer Trends

- Consumer focus on health and wellness driving demand for fresh foods
- New business models driving demand (e.g., meal kits and isothermal packaging)

Sustainability is key

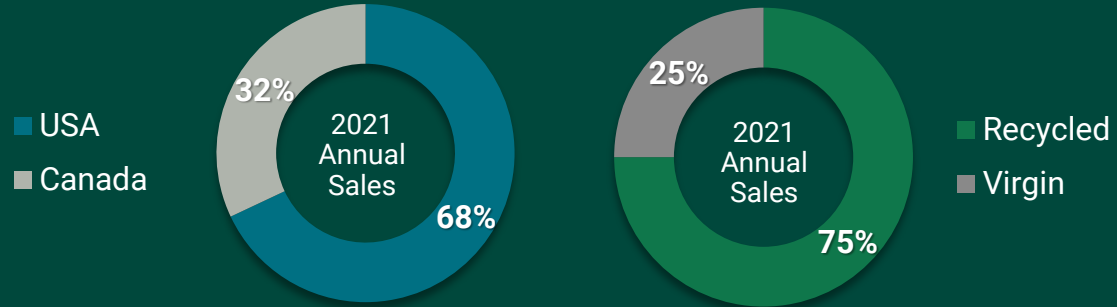
- Demand for sustainable packaging driving single use plastic-to-fibre shift
- Regulatory actions prohibiting single plastic use or mandating recycled content
- Demand for sustainable packaging solutions outpacing general market projected growth

¹ Note: Figures converted to CAD using exchange rate of \$0.79; figures may not tie due to rounding. Source: Freedonia, bank estimates

TISSUE PAPERS BUSINESS



Tissue Papers



Retail Tissue

54%
of 2021 sales
Branded: 7%
Private label: 47%



Away-from-Home

36%
of 2021 sales
Branded: 19%
Private label: 17%

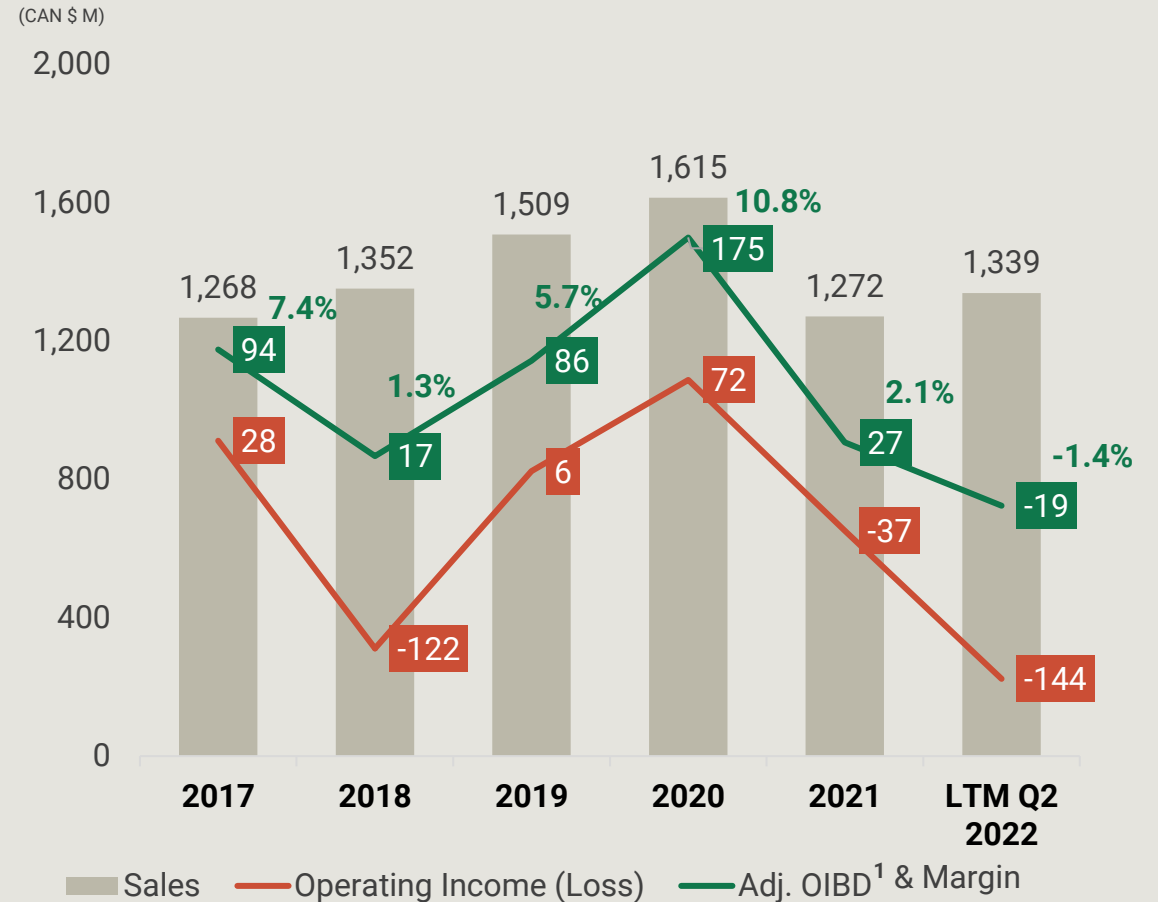


Parent Rolls

10%
of 2021 sales

2021 INTEGRATION RATE: 74%

4th largest tissue producer in N.A.

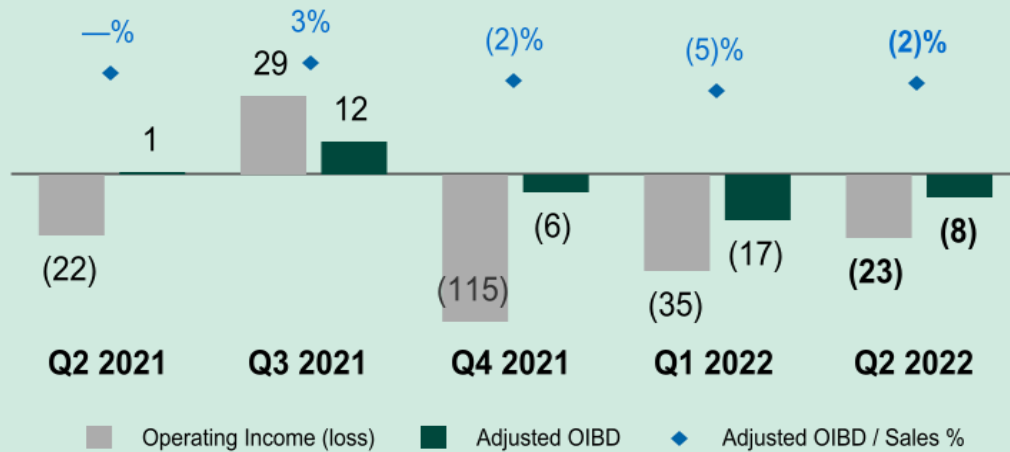


¹ Please click [here](#) and [here](#) for supplemental information on non-IFRS measures and other financial measures.

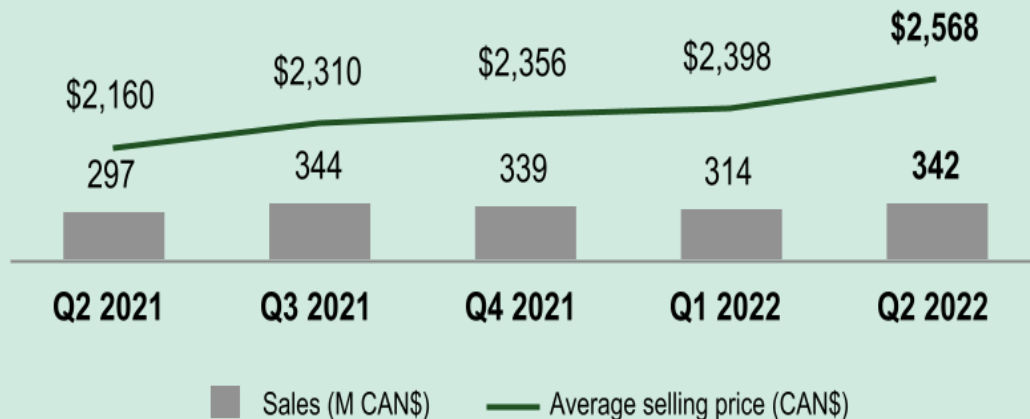


Tissue Papers – Quarterly Performance

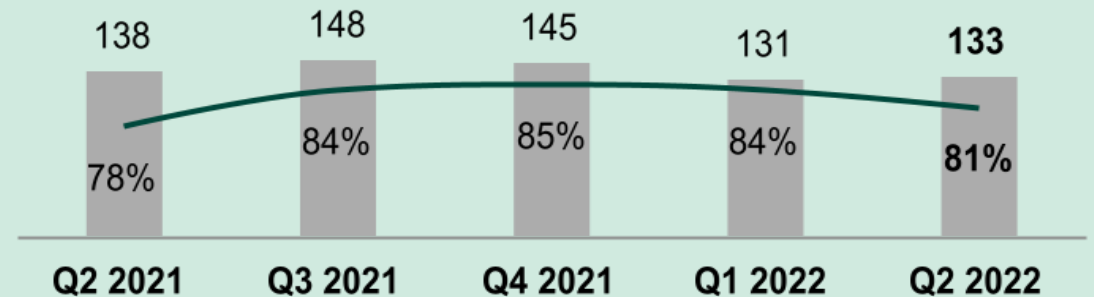
Quarterly Operating Income & Adjusted OIBD¹ (M CAN\$)



Quarterly Sales and Average Selling Price



Quarterly Shipments ('000 s.t. and % capacity utilization²)



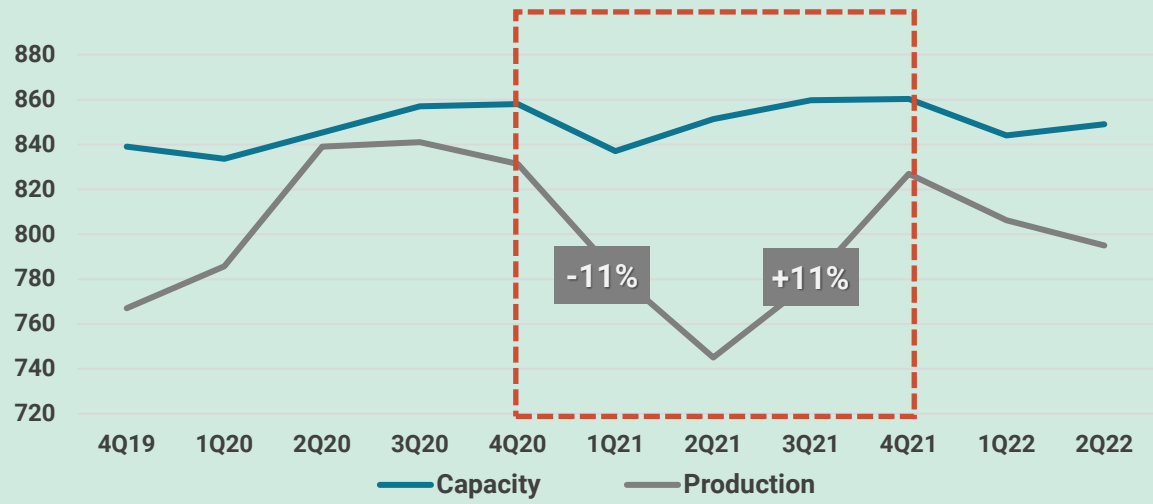
- Positive demand level momentum for Away-from-Home products (shipments +14% YoY, +14% QoQ), and Retail products (shipments +9% YoY, +3% QoQ).
- Significant increases in input/logistics costs continued to impact results prior to benefits being realized from pricing initiatives that are largely weighted to second half of the year.
- Focused on continuing to capture top line benefits through pricing/mix initiatives, portfolio optimization, improving production efficiency.
- Labour constraints being address with intense on-boarding and training activities.

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.

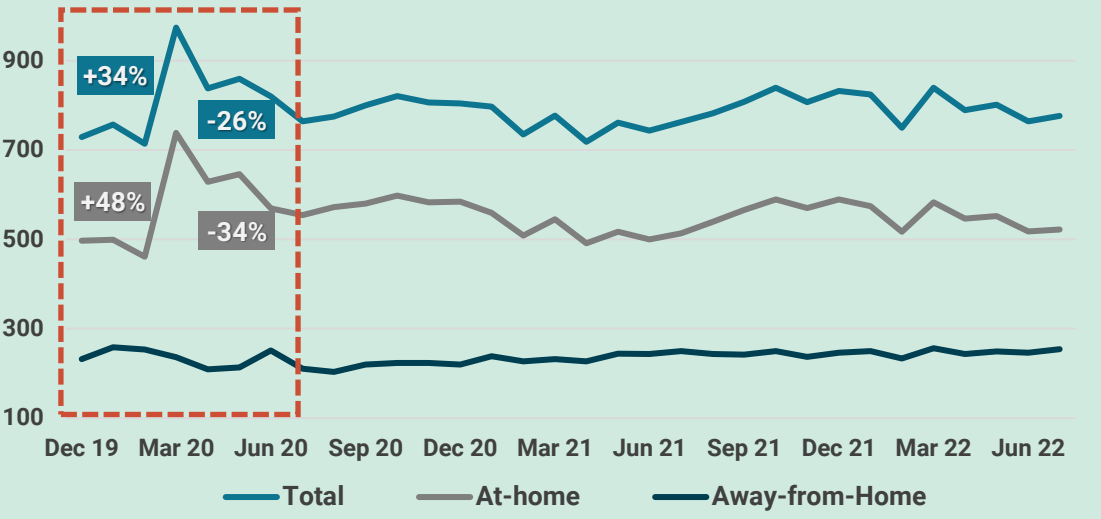
(2) Utilization rate defined as total manufacturing shipments divided by practical capacity.

Tissue Papers – Covid Impact on Market

Avg US Monthly Parent Roll Capacity & Production¹ ('000 s.t.)



US Tissue Converted Products Shipments¹ ('000 s.t.)



US Parent Roll Prices¹ (US\$/ton, monthly mean)



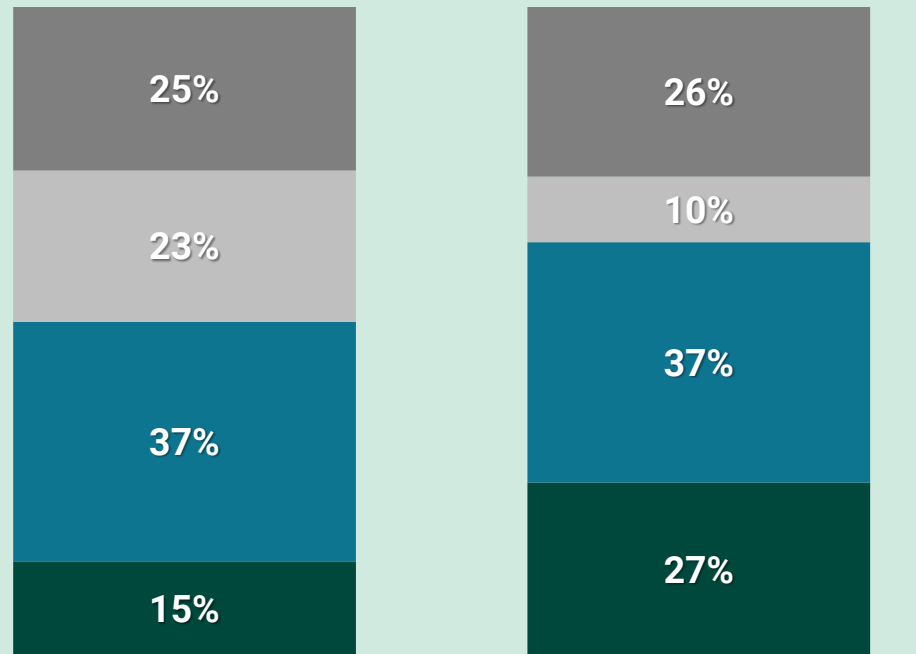
¹ Source: RISI – US Tissue Monthly Data Report, July 31, 2022.

Tissue Papers – Covid Impact on Performance

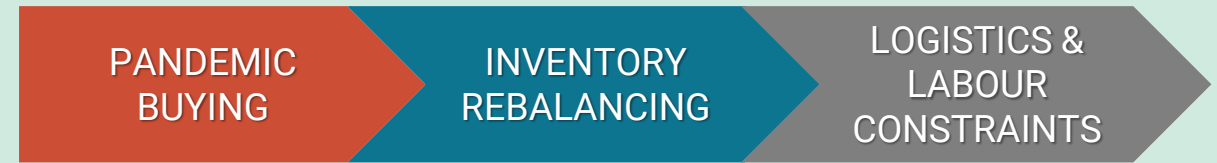
Covid led to important swings in demand levels for Cascades' converted tissue products

Annual Capacity:
80 M CASES

2021 Volume Shipped:
57 M CASES



■ US AfH ■ US Retail ■ Canada AfH ■ Canada Retail



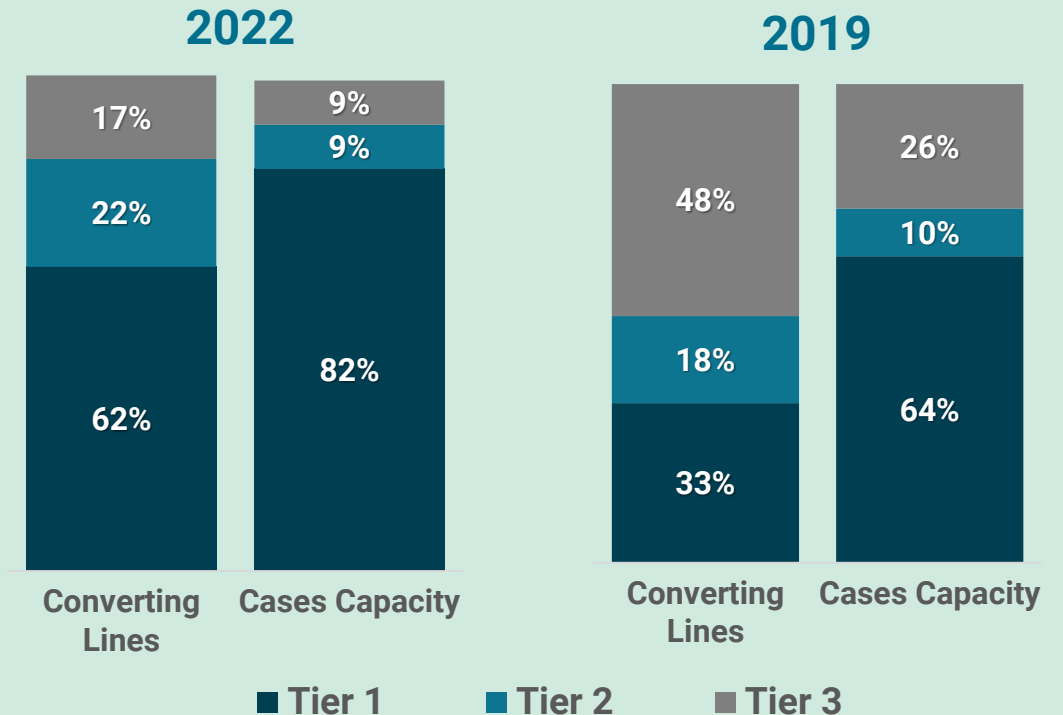
Q1 2020 Q2 2020 Q3 2020 Q4 2020 Q1 2021 Q2 2021 Q3 2021 Q4 2021 Q1 2022 Q2 2022

■ Cases Shipped ('000) — % of Conversion Capacity Used

Tissue Papers – Modernized Asset Base

More than \$700 M invested between 2017 – 2021 to strengthen and modernize our platform.

ACTION	EQUIPMENT	CAPACITY
Closed 7 facilities	4 paper machines	104 K s.t.
	28 converting lines	16 M cases
Added	13 converting lines (6 sites)	15 M cases
Moved	5 converting lines (3 sites)	3 M cases

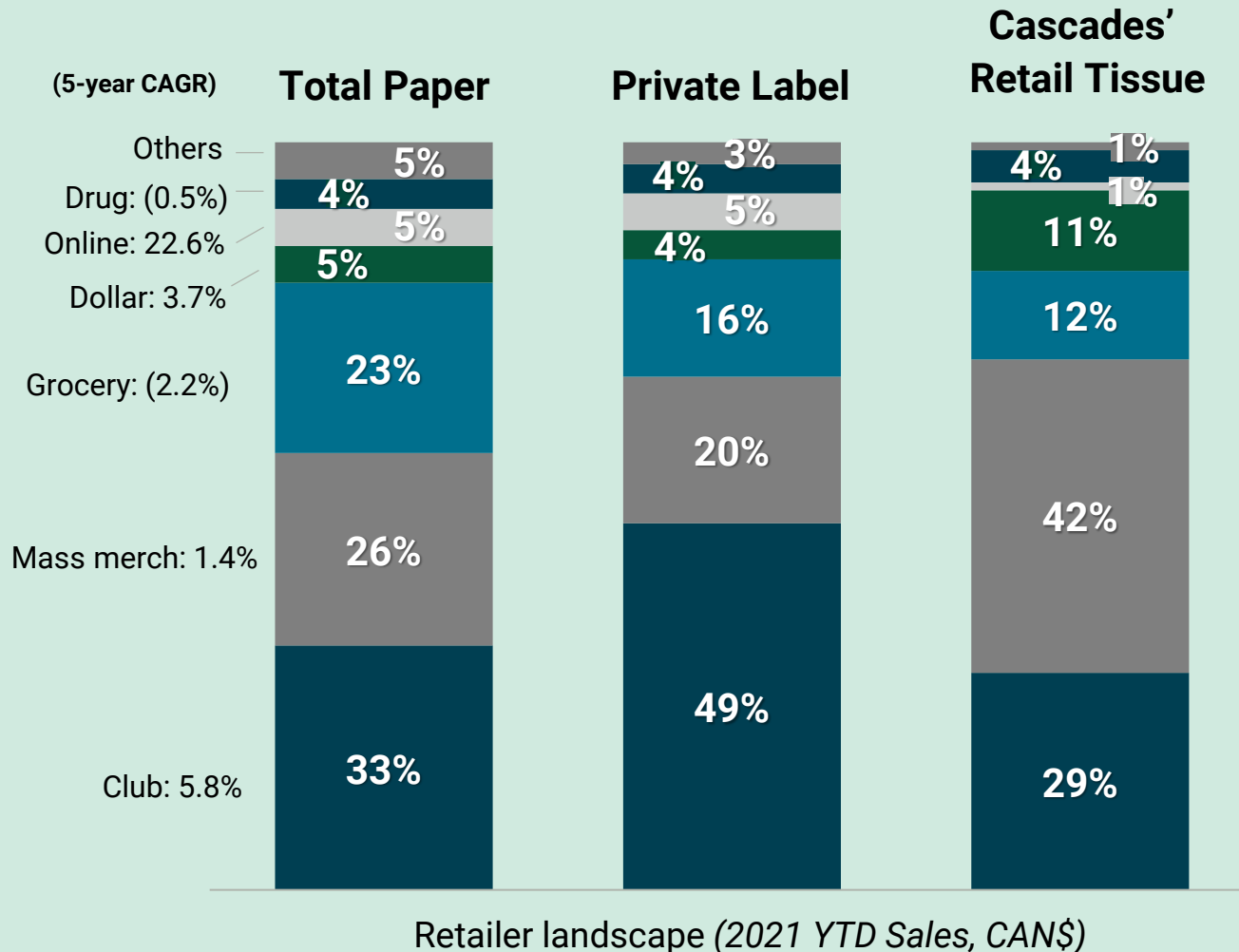


+ Acquisition of Orchids Paper Products assets in 2019 (US\$235 M)

✓ Improved quality of assets

Tissue Papers – Strategically Positioned

The majority of our RETAIL TISSUE business is in growing segments.



- ~60% of Private Label volume is sold in Club and Mass Merchandiser customer segments
- Majority of Cascades' Retail tissue share is in the Private Label segments Club and Mass merchandiser
- Cascades has more exposure to Mass merchandiser and Dollar segments compared to the market
- Cascades has lower exposure to grocery segment than the market
- Consumers increasingly brand agnostic, willing to purchase Private Label

Tissue Papers – Strategic Plan Update



- Our plan is tracking well, but benefits realized to date are being offset by persistent cost headwinds since its launch in February 2022².
- Significant cost headwinds and slight delay in price increase implementation timeline results in revised 2022 adjusted OIBD¹ target range of \$25 - \$40 M, from \$60 - \$80 M previously. 2022 objective of 65 M to 70 M cases has been revised to ~60 M cases.
- Timing of some industry announced price increases for Retail and Away-from-Home (AfH) products have been adjusted, with the realization of meaningful benefits from their implementation now expected later in Q3 and throughout Q4.
- 2024 adjusted OIBD¹ target and plan objectives outlined in February 2022 remain unchanged. Evaluation of additional revenue, cost, productivity & efficiency improvement initiatives ongoing, expected to offset evolving cost headwinds and market dynamics.

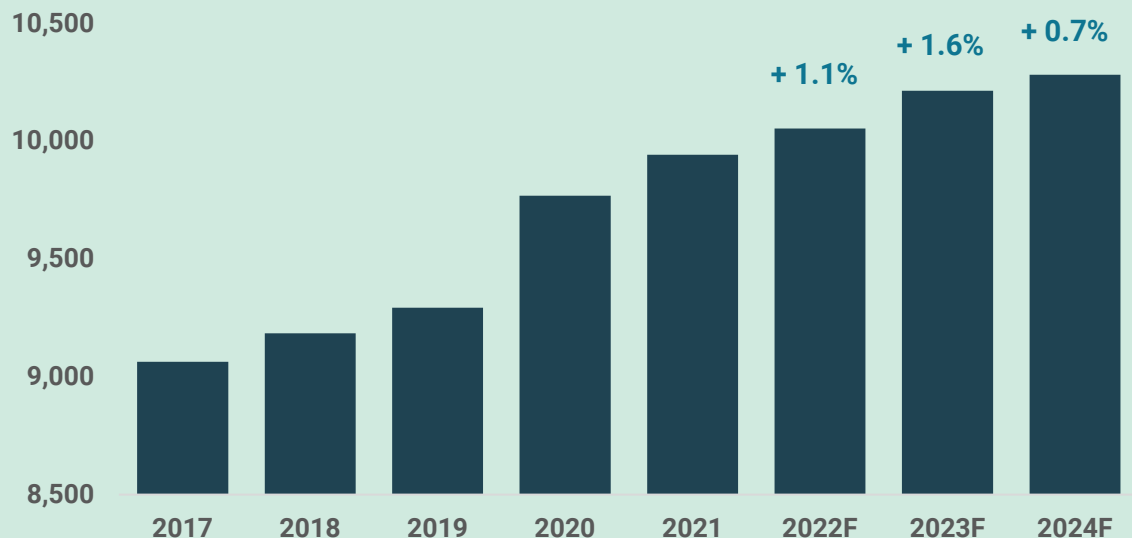
(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.

(2) Please refer to the Second Quarter 2022 Management's Discussion and Analysis for supplemental information.

Tissue Papers – Market

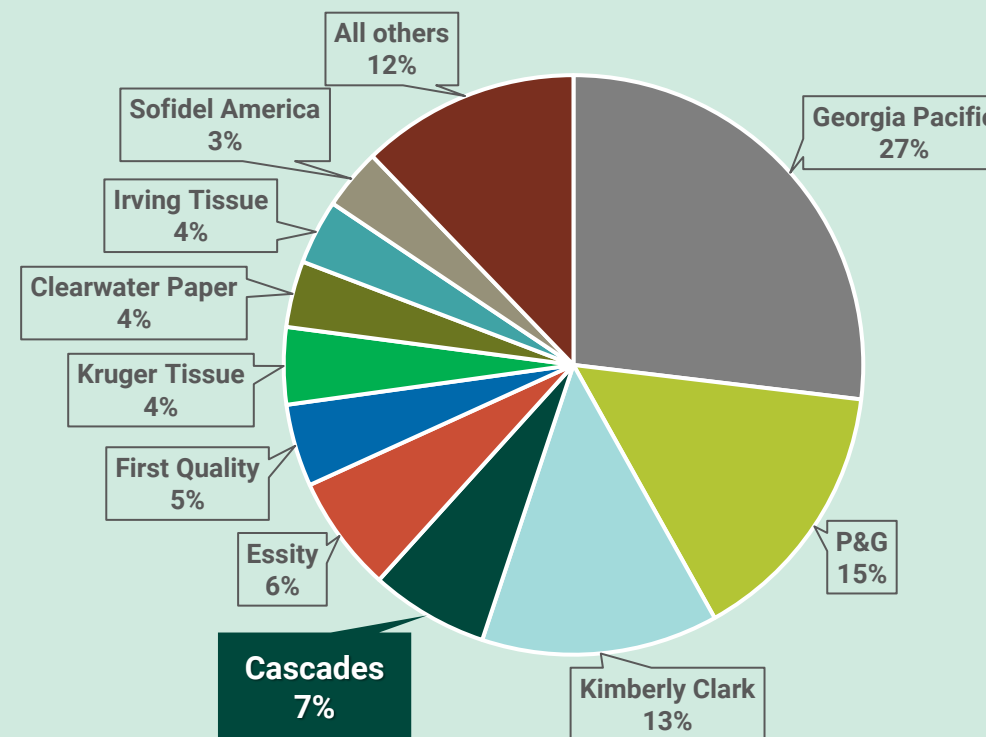
Effective Tissue Capacity – North America¹

('000 tonnes)



	2021	2022	2023	2024
US GDP Growth ¹	5.7%	2.4%	1.0%	2.2%
Canada GDP Growth ¹	4.6%	3.6%	0.9%	2.0%
Forecasted N.A. Population Growth ²	0.8%	0.8%	0.8%	0.8%

Top 10 N.A. Tissue Producers (2021)³



TOP 5 PRODUCERS = 68% OF TOTAL EFFECTIVE CAPACITY

¹ Source: RISI, NA Packaging Outlook July 2022. Tissue capacity data, World Tissue Capacity Report, Sep 2021. Note: effective capacity considers learning curves of new expansions and acquisitions/divestments. Total production capacity is total reported capacity. ² Source: Organization for Economic Cooperation and Development (OECD), Feb 2022. Reflects FY2020 Breakdown. Source: AF&PA, Paper Packaging Canada, RISI, Equity Research. ³ Source: RISI 2021 Global Tissue Capacity Report, based on effective capacity (effective capacity considers learning curves of new expansions and acquisitions/divestments).

WHERE WE ARE GOING

2022-2024 Strategic Plan

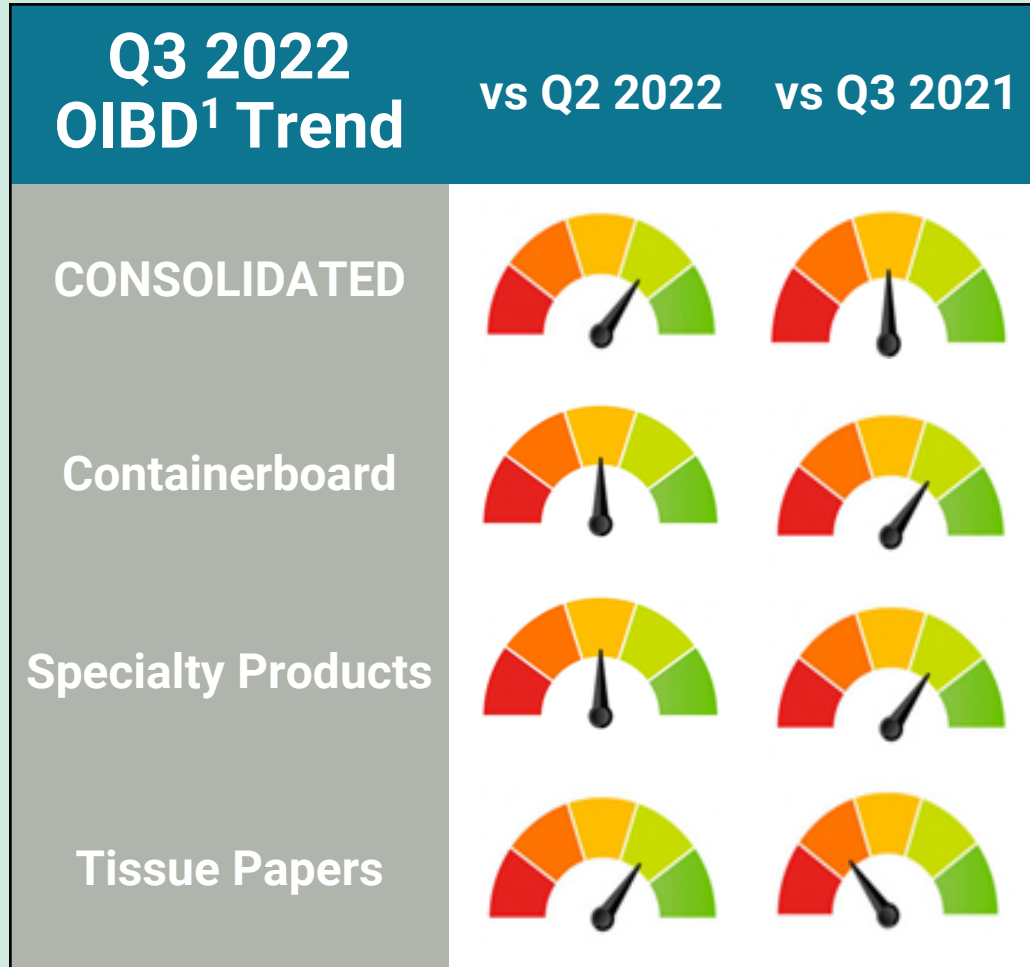
Detailed actionable objectives – Our Path Forward

...BUILDING ON OUR MODERNIZED ASSET BASE

Same Roots. Different Company.



NEAR-TERM FACTORS



- **Logistics and production costs:** expect continued pressure on costs YoY and QoQ in Q3 for all business segments.
- **Containerboard:** QoQ performance to reflect stable demand, lower average raw material prices and incremental benefits from price increases, offset by elevated operational costs; Expect slightly higher YoY results with selling price increases offsetting higher input costs.
- **Specialty Products:** stable volumes and positive selling price trends support YoY and QoQ results, offsetting cost inflation.
- **Tissue:** Q3 results expected to improve QoQ as realized benefits from implementation of price increases offset higher raw material, logistics and operational costs; Performance YoY forecasted to be slightly lower, with benefits from profitability initiatives and announced price increases continuing to lag impact of higher raw material, production and logistics costs and slightly lower volume.
- **Corporate Activities:** Stable negative OIBD¹ contribution quarter-over-quarter.

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.



2022 OUTLOOK



Good demand dynamics for
Packaging products

Announced selling price increases
in all business segments + easing OCC prices

Return to normalized demand levels in the tissue
as the reopening of the economy accelerates

Benefits from 2022-2024 Strategic Plan,
Including key Tissue profitability initiatives

Bear Island start-up December 2022



Price of natural gas

Availability and cost of logistics

Raw material costs, particularly
white recycled fibre grades

Inflationary pressure on operational
costs including labour, production
supplies, energy and logistics



2022 – 2024 Strategic Plan: Top Priorities

An integrated company with strong assets to drive value for shareholders



2022 – 2024 Strategic Plan: Business Objectives

CONTAINERBOARD

Be the go-to solution
for businesses

- Complete Bear Island start-up
- Increase integration with new converting capacity in the U.S.
- Achieve 2024 revenue of ~ \$2.9 B
- Generate 2024 OIBD¹ margin of ~19% - 21%
- Invest \$325 M in CAPEX in 2022 (including \$275 M for Bear Island)

SPECIALTY PRODUCTS

Be the leader in
sustainable packaging

- Increase pace of new sustainable product development and commercial launches
- Continue to develop and grow our share of targeted markets
- Achieve 2024 revenue of ~ \$700 M
- Generate 2024 OIBD¹ margin of ~ 17% - 19%
- Invest ~\$40 M in 2022 in state-of-the-art technology & automation to support sales growth

TISSUE PAPERS

The path forward to
improved profitability

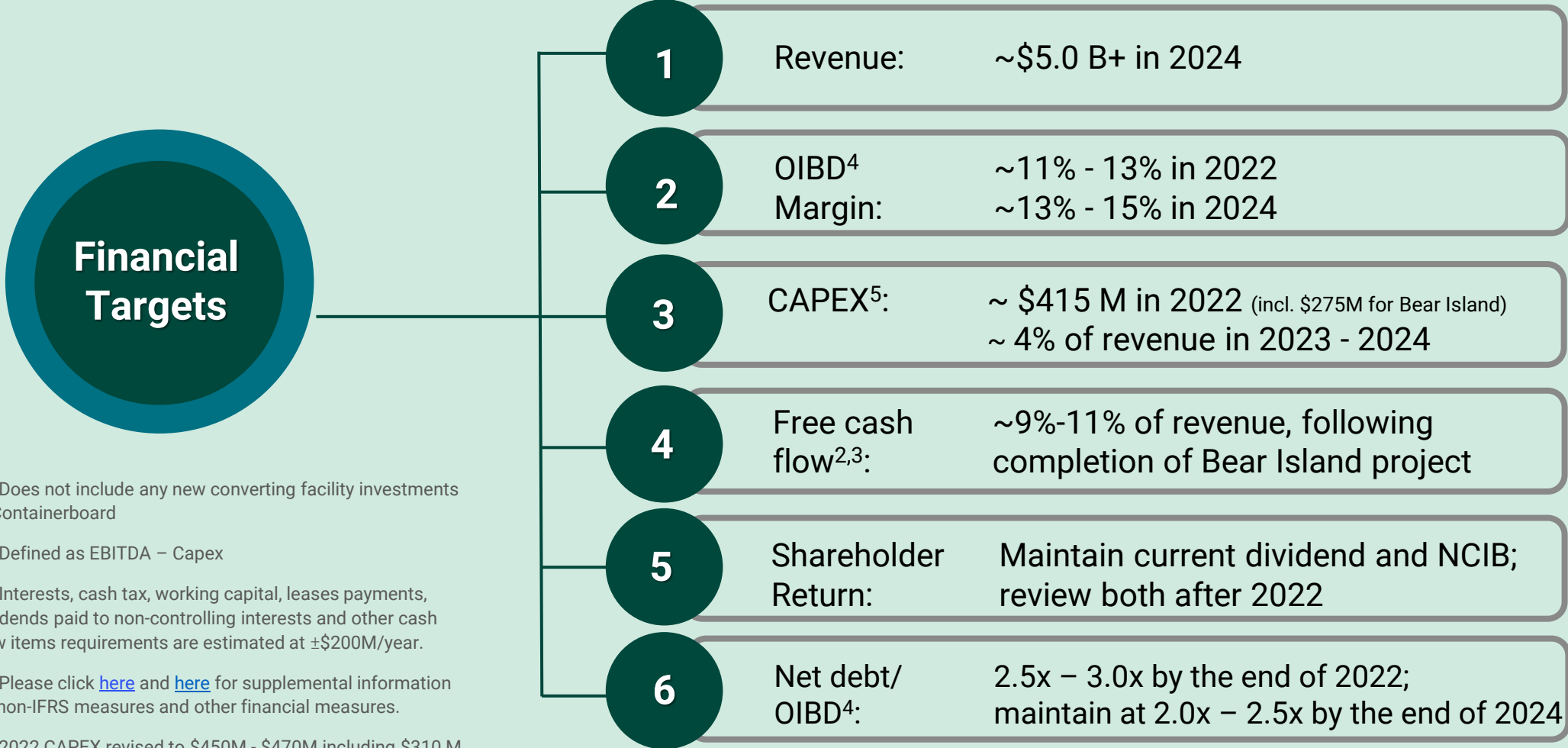
- Leverage well invested asset base and limit CAPEX to \$35 M annually through 2024
- Focus on production execution and efficiency, particularly in our U.S. operations
- Strengthen commercial strategies to drive value
- Achieve 2024 revenue of ~ \$1.7 B and OIBD¹ margin of ~ 9% - 10%
- Enhance business expertise and market intelligence to drive performance

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.



2022 – 2024 Strategic Plan: Financial Targets

Focused on free cash flow generation + maintaining financial flexibility



(1) Does not include any new converting facility investments in Containerboard

(2) Defined as EBITDA – Capex

(3) Interests, cash tax, working capital, leases payments, dividends paid to non-controlling interests and other cash flow items requirements are estimated at ±\$200M/year.

(4) Please click [here](#) and [here](#) for supplemental information on non-IFRS measures and other financial measures.

(5) 2022 CAPEX revised to \$450M - \$470M including \$310 M - \$330 M for Bear Island project.



APPENDICES



Recovery Operations

A natural extension of our operations, delivering financial and strategic value.



Largest source of recovered fiber contributing about 25% of total requirements annually



Among Cascades' **lowest landed cost sources** with ability to raise value through quality



Excellent source of market intelligence, active in all fiber streams including residential, industrial, commercial and institutional

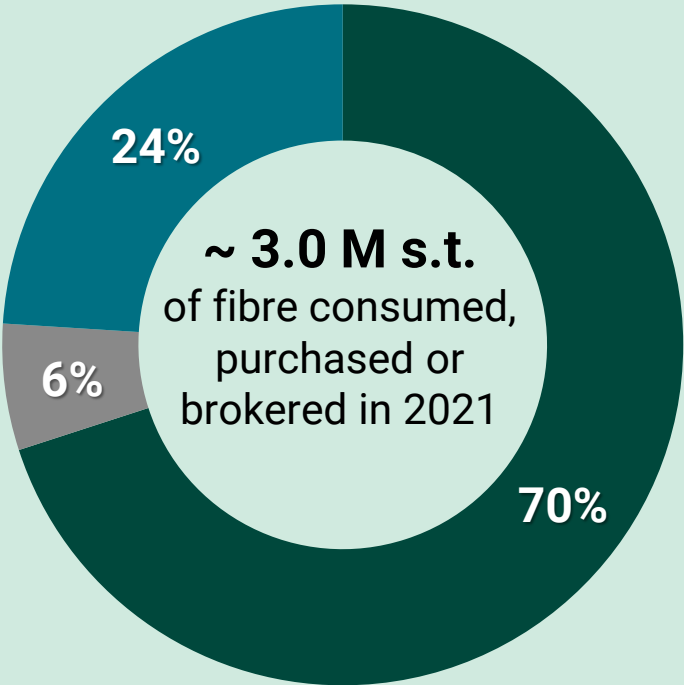


- 18 recovery facilities with national reach & capability
- 3 transfer stations providing full recovery services
- Over 1 million tons processed annually

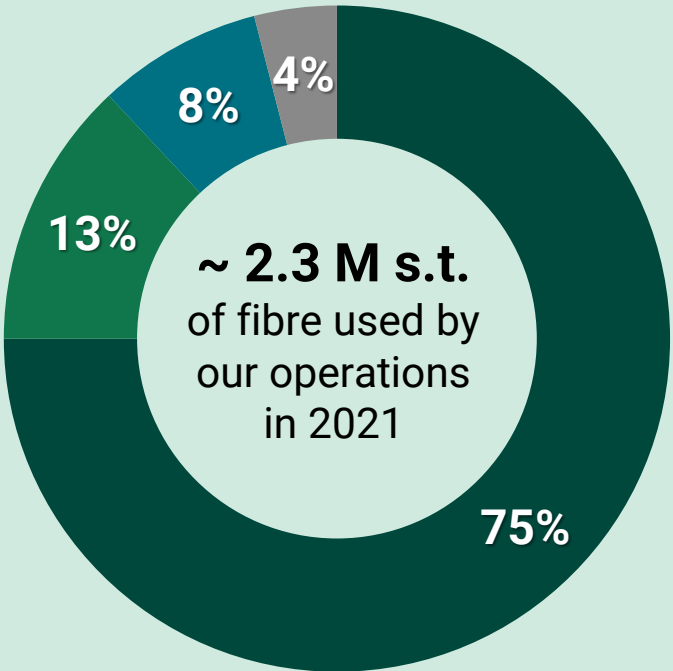


Recovery Operations

Cascades recovery and recycling services & solutions provide our operations with the raw material they need, but also help our partners and customers to divert close to 40% of their waste from landfills.



- Recycled fibre used by Cascades
- Pulp used by Cascades
- Fibre sold externally

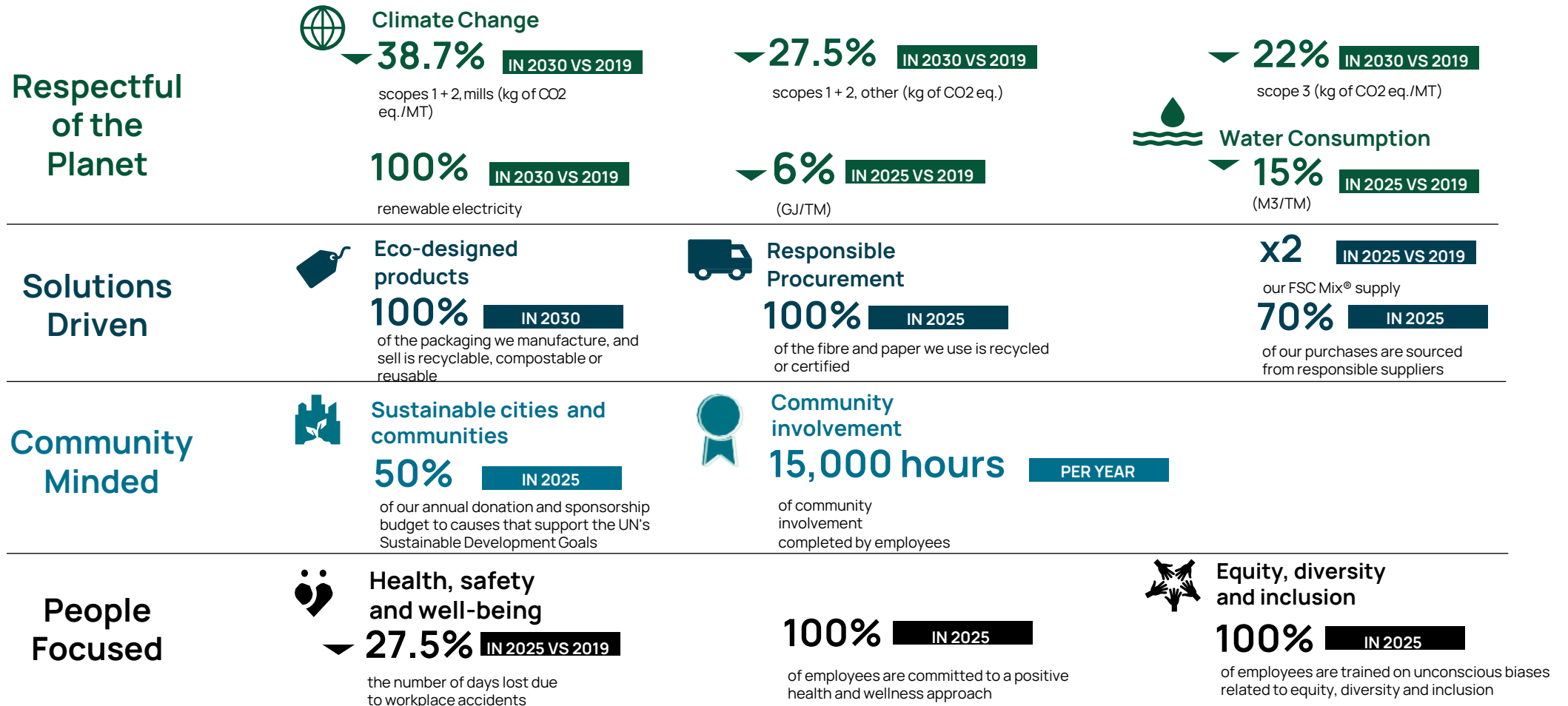


- Brown recycled fibre
- White recycled fibre
- Pulp
- Groundwood recycled fibre



Sustainability Action Plan 2021-2025

Ambitious targets, a robust action plan, GHG reduction targets have been approved by the Science Based Targets initiative (SBTi).



Strong Foundation: A Modernized Asset Base

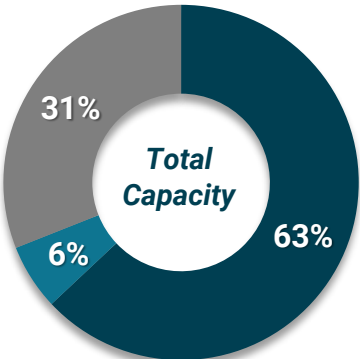
Investments and modernization initiatives have improved the competitiveness* of our assets.

Tier 1

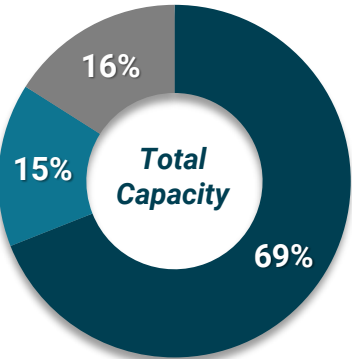
Tier 2

Tier 3

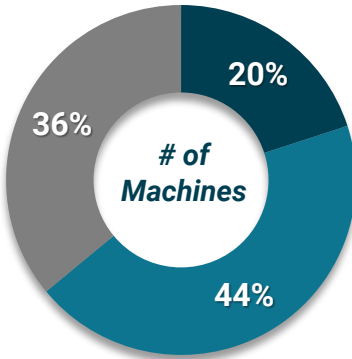
CONTAINERBOARD
Manufacturing (with Bear Island)



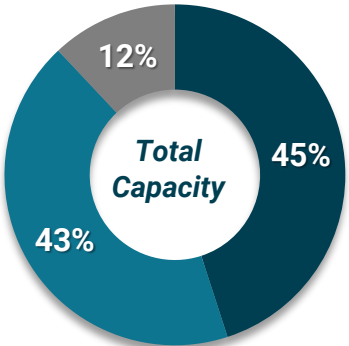
CONTAINERBOARD
Converting



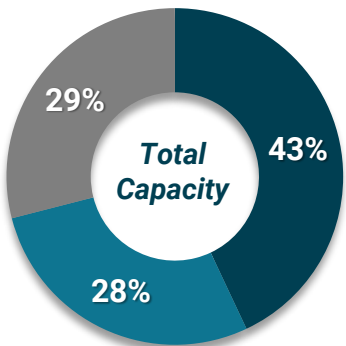
CONTAINERBOARD
Sheeting



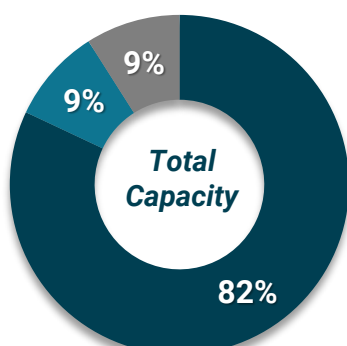
SPECIALTY PACKAGING



TISSUE PAPERS
Manufacturing



TISSUE PAPERS
Converting



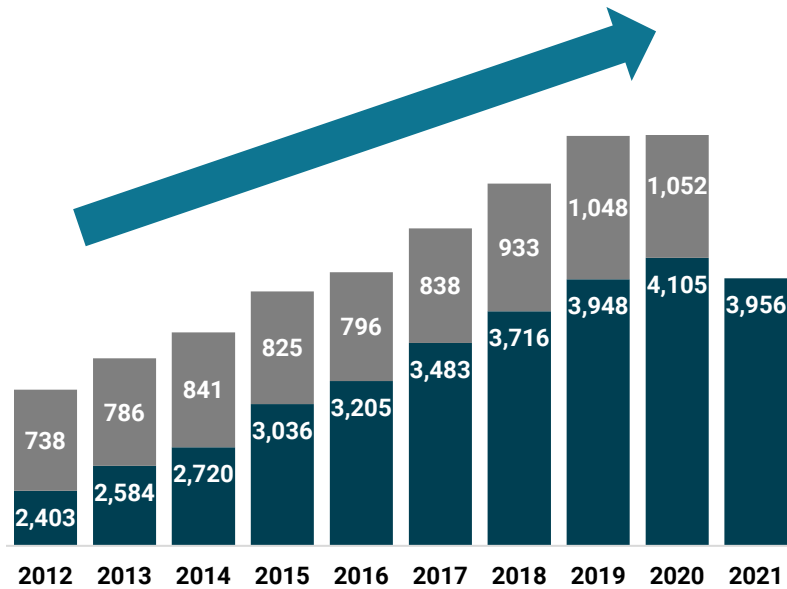
* Competitiveness (Tier 1, 2 or 3) of manufacturing and converting assets based on extensive internal analysis: equipment age, width, speed, capacity and technological positioning.



Annual Historical Performance

Our modernization initiatives, investments and strategy delivered results.

SALES (in 000's CAN\$)

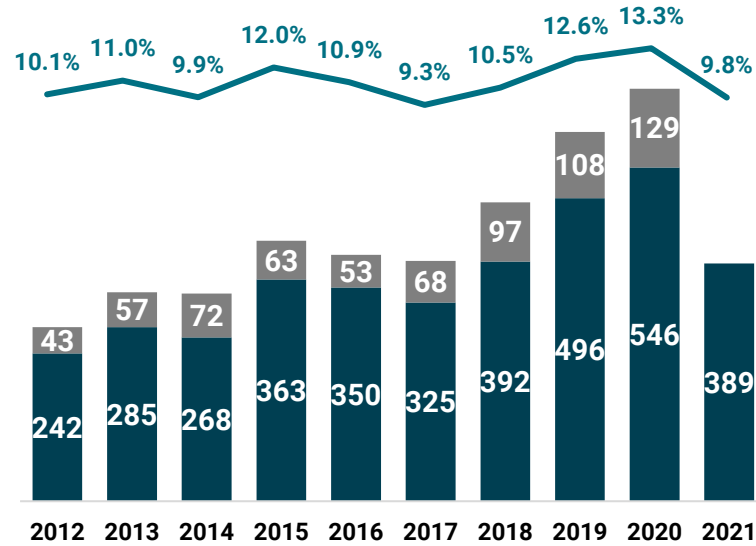


Boxboard Europe segment (divested October 2021)

CAGR Sales growth of 5.7%

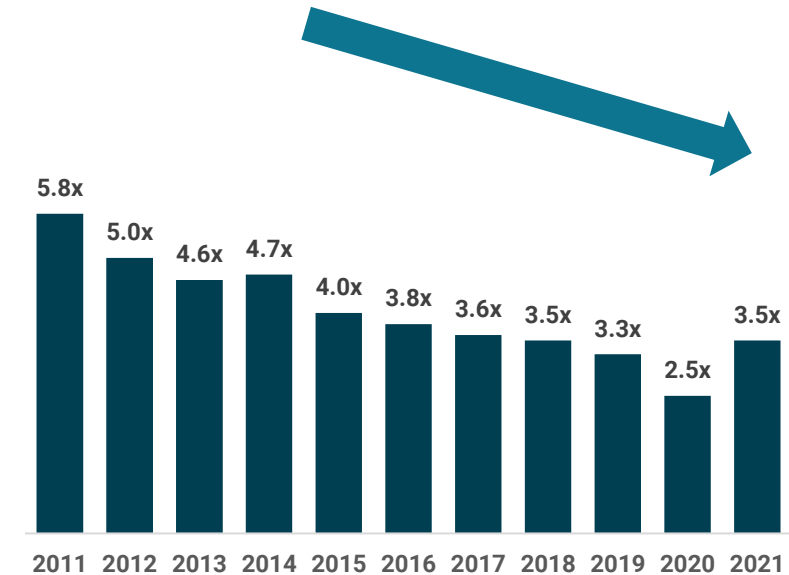
ADJUSTED OIBD¹ & OIBD MARGIN

(M CAN\$, % of sales)



Improved profitability profile in a volatile cost environment

LEVERAGE RATIO



Disciplined capital management and strategic actions resulted in a stronger financial profile

¹ OIBD = Operating income before depreciation and is commonly referred to as EBITDA. Please click [here](#) for supplemental information on non-IFRS measures and other financial measures.



Quarterly Financial Results & KPIs

	2020 ²					2021					2022
(In millions of CAN\$, except per common share amounts, where noted)	Year	Q1 ²	Q2	Q3	Q4	Year	Q1	Q2	YTD ⁵	LTM ⁶	
Financial Results											
Sales	4,105	942	956	1,030	1,028	3,956	1,038	1,119	2,157	4,215	
Operating income (loss)	292	44	23	73	(90)	50	(4)	32	28	11	
Adjusted OIBD ¹	546	122	98	107	62	389	58	91	149	318	
Net earnings (loss)	198	22	3	32	105	162	(15)	10	(5)	132	
Adjusted net earnings (loss) ¹	187	29	8	(1)	(9)	27	(15)	10	(5)	(15)	
Net earnings (loss) per common share	\$2.04	\$0.22	\$0.02	\$0.32	\$1.04	\$1.60	(\$0.15)	\$0.10	(\$0.05)	\$1.31	
Adjusted net earnings (loss) per common share ¹	\$1.95	\$0.29	\$0.07	(\$0.01)	(\$0.09)	\$0.26	(\$0.15)	\$0.10	(\$0.05)	(\$0.15)	
Key Performance Indicators											
Total Shipments ^{2,3} ('000 s.t.)	2,189	514	523	525	513	2,075	503	512	1,015	2,053	
Capacity Utilization ^{2,3,4}	92%	92%	90%	91%	88%	90%	90%	92%	91%	90%	
LTM Working Capital (% LTM sales) ¹	8.8%	8.4%	8.4%	8.5%	8.6%	8.6%	9.3%	9.6%	9.6%		

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures. (2) Q1 2021 and 2020 consolidated results have been adjusted to reflect retrospective adjustments of discontinued operations. Please refer to the "Discontinued Operations" section and Note 5 of the 2021 Audited Consolidated Financial Statements for more details. (3) Not including the Specialty Products segment. (4) Utilization rate defined as total manufacturing shipments divided by practical capacity. Please refer to the 2021 Annual Report for definitions of the KPIs. (5) YTD : Year-to-date. (6) LTM : Last twelve months.



Cash Flow Overview

(In millions of CAN\$, except per common share amounts)	2020 ⁴					2021	2022			
	Year	Q1 ⁴	Q2	Q3	Q4	Year	Q1	Q2	YTD ⁵	LTM ⁶
Cash flow from operations	458	82	87	58	20	247	19	81	100	178
Specific items ¹	15	4	2	12	31	49	7	–	7	50
Adjusted cash flow from operations²	473	86	89	70	51	296	26	81	107	228
<i>Including: Net financing expense paid</i>	<i>(76)</i>	<i>(40)</i>	<i>(4)</i>	<i>(41)</i>	<i>(11)</i>	<i>(96)</i>	<i>(30)</i>	<i>(4)</i>	<i>(34)</i>	<i>(86)</i>
Capital expenditures & other assets, lease obligations payments, net of disposals	(216)	(87)	(83)	(19)	(106)	(295)	(110)	(131)	(241)	(366)
Dividends ³	(45)	(12)	(11)	(16)	(16)	(55)	(16)	(14)	(30)	(62)
Adjusted free cash flow generated (used)²	212	(13)	(5)	35	(71)	(54)	(100)	(64)	(164)	(200)
Adjusted free cash flow generated (used) per common share ²	\$2.21	(\$0.13)	(\$0.05)	\$0.34	(\$0.70)	(\$0.53)	(\$0.99)	(\$0.64)	(\$1.63)	(\$1.99)

(1) Specific items: premiums paid on the repurchase of long-term debt and restructuring costs. (2) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures. (3) Paid to our shareholders and to non-controlling interests. (4) Q1 2021 and 2020 consolidated cash flows have been adjusted to reflect retrospective adjustments of discontinued operations. Please refer to the "Discontinued Operations" section and Note 5 of the 2021 Audited Consolidated Financial Statements for more details. (5) YTD : Year-to-date. (6) LTM : Last twelve months.



Historical Reference Prices and Fibre Costs

	2020					2021					2022		Q2 2022 vs. Q2 2021		Q2 2022 vs. Q1 2022	
	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	Q2	(units)	(%)	(units)	(%)
These indexes should only be used as an indicator of trends and they may be different than our actual selling prices or purchasing costs.																
Selling Prices (average)																
PACKAGING PRODUCTS																
Containerboard (US\$/short ton)																
Linerboard 42-lb. unbleached kraft, Eastern US (open market)	715	715	715	748	723	772	825	858	875	833	895	935	110	13%	40	4%
Corrugating medium 26-lb. semichemical, Eastern US (open market)	615	615	615	648	623	675	735	775	795	745	818	865	130	18%	47	6%
Specialty Products (US\$/short ton)																
Uncoated recycled boxboard - 20-pt. bending chip (series B)	710	700	700	720	708	740	793	867	980	845	1,027	1,067	274	35%	40	4%
TISSUE PAPERS (US\$/short ton)																
Parent rolls, recycled fibres (transaction)	1,111	1,138	1,123	1,110	1,120	1,115	1,159	1,170	1,178	1,156	1,213	1,271	112	10%	58	5%
Parent rolls, virgin fibres (transaction)	1,416	1,450	1,427	1,418	1,428	1,453	1,550	1,544	1,511	1,515	1,504	1,597	47	3%	93	6%
Raw Material Prices (average)																
RECYCLED PAPER																
North America (US\$/short ton)																
Sorted residential papers, No. 56 (SRP - Northeast average)	8	18	33	39	24	44	59	108	108	80	98	107	48	81%	9	9%
Old corrugated containers, No. 11 (OCC - Northeast average)	36	93	58	59	61	79	102	162	167	127	140	137	35	34%	(3)	(2%)
Sorted office papers, No. 37 (SOP - Northeast average)	89	160	109	80	109	94	117	153	173	134	205	235	118	101%	30	15%
VIRGIN PULP (US\$/metric ton)																
Northern bleached softwood kraft, Canada	1,127	1,158	1,140	1,138	1,141	1,302	1,598	1,542	1,472	1,478	1,527	1,743	145	9%	216	14%
Bleached hardwood kraft, mixed, Canada/US	890	897	875	868	883	1,037	1,297	1,320	1,262	1,229	1,312	1,517	220	17%	205	16%

SENSITIVITIES¹	SHIPMENTS / CONSUMPTION (¹ 000 s.t, ¹ 000 mm Btu for Natural Gas)	INCREASE	OIBD IMPACT (Annually, CAN\$ M)
SELLING PRICE² (Manufacturing & Converting)			
Linerboard, Eastern US	400	US\$25/s.t.	13
Corrugated Medium, Eastern US	330	US\$25/s.t.	10
Converted Products	840	US\$25/s.t.	26
Tissue Papers	550	US\$25/s.t.	17
RAW MATERIALS² (Recycled Papers, Pulp, Gas)			
Brown Grades (OCC & others)	1,660	US\$15/s.t.	(31)
Groundwood Grades (SRP & others)	110	US\$15/s.t.	(2)
White Grades (SOP & others)	330	US\$15/s.t.	(6)
Virgin Pulp	180	US\$30/s.t.	(7)
Natural Gas	8,200	US\$1.00/mmBtu	(10)
EXCHANGE RATE³			
Translation – U.S. Subsidiaries		CAN\$/US\$ 0.01 change	1

¹ Sensitivity calculated according to 2021 volumes or consumption with year-end closing exchange rate of CAN\$/US\$ 1.25, excluding hedging programs and the impact of related expenses such as discounts, commissions on sales and profit-sharing. ² Based on 2021 external manufacturing & converting shipments, and fibre and pulp consumption. Including purchases sourced internally from our recovery and recycling operations. Adjusted to reflect acquisitions, disposals and closures, if needed. ³ As an example, based on CAN\$/US\$ 1.25 to CAN\$/US\$ 1.26.



