

Investor Presentation

June 2024



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 AND OTHER FINANCIAL MEASURES – SPECIFIC ITEMS

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

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 asset provisions or reversals, premiums paid on repurchase of long-term debt, 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 and option fair value revaluation, foreign exchange gains or losses on long-term debt and financial instruments, fair value revaluation gains or losses on investments, specific items of discontinued operations and other significant items of an unusual, non-cash or non-recurring nature.

RECONCILIATION AND USES OF NON-IFRS AND OTHER FINANCIAL 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 and capital measures, as well as 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. This also increases the transparency and clarity of the financial information. The following non-IFRS measures and other financial measures are used in our financial disclosures:

Non-IFRS measures

- Adjusted earnings before interest, taxes, depreciation and amortization or EBITDA (A): Used to assess operating performance and the contribution of each segment on a comparable basis.
- Adjusted net earnings: Used to assess the Corporation's consolidated financial performance on a comparable basis.
- Adjusted cash flow: Used to assess the Corporation's capacity to generate cash flows to meet financial obligations and/or discretionary items such as share repurchase, dividend increase and strategic investments.
- Free cash flow: Used to measure the excess cash the Corporation generates by subtracting capital expenditures (excluding strategic projects) from the EBITDA (A).
- Working capital: Used to assess the short-term liquidity of the Corporation.

Other financial measures

- Total debt: Used to calculate all the Corporation's debt, including long-term debt and bank loans. Often put in relation to equity to calculate the debt-to-equity ratio.
- Net debt: Used to calculate the Corporation's total debt less cash and cash equivalents. Often put in relation to EBITDA (A) to calculate net debt to EBITDA (A) ratio.

Non-IFRS ratios

- Net debt to EBITDA (A) ratio: Used to assess the Corporation's ability to pay its debt and evaluate financial leverage.
- EBITDA (A) margin: Used to assess operating performance and the contribution of each segment on a comparable basis calculated as a percentage of sales.
- Adjusted net earnings per common share: Used to assess the Corporation's consolidated financial performance on a comparable basis.
- Net debt / Net debt + Shareholders' equity: Used to evaluate the Corporation's financial leverage and thus the risk to Shareholders.
- Working capital as a percentage of sales: Used to assess the Corporation's operating liquidity performance.
- Adjusted cash flow per common share: Used to assess the Corporation's financial flexibility.
- Free cash flow ratio: Used to measure the liquidity and efficiency of how much more cash the Corporation generates than it uses to run the business by subtracting capital expenditures (excluding strategic projects) from the EBITDA (A) calculated as a percentage of sales.

Non-IFRS and other financial 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 and other financial measures may differ from those of other corporations. Any such modification or reformulation may be significant.



DISCLAIMER: 2022-2024 Financial Information

When taking into consideration all of the contributing factors discussed below, management expects sales, operating income and EBITDA (A) to increase from the year 2022 levels:

- Annualization of selling price changes in 2022 and in the first quarter of 2023 in all business segments.
- Annualization of raw materials price variations that occurred in 2022 and in the first quarter of 2023.
- Annualization of general production and selling and administrative cost increases due to inflationary pressure in the last twelve months. Normalized inflation assumptions used in 2024.
- Reduction of the spread between selling prices and raw materials in our packaging segments in 2024.
- Achieving the expected production performance of the Bear Island recycled containerboard manufacturing facility, which started production in early May 2023.
- Achieving sales and volume growth targets in our Containerboard and Specialty Products segments through active commercial and innovation-related initiatives.
- Annualization of the impacts of the capacity reduction announced in our Tissue segment.
- Improvement of production efficiencies of our assets, resulting in additional volume and lower production cost per unit.
- Continued positive customer demand to our products offering.
- The absence of adverse disruptions to our operations or customer demand resulting from weather events or economic or geopolitical conditions.
- Exchange rate at 1.30 CAN\$/US\$. Depreciation expense to slightly increase by approximately \$10M, mainly due to the start-up of the Bear Island facility net of recent impairment recorded in the first quarter of 2023.

In addition, Management expects free cash flow and financial leverage to improve from the year 2022 levels due to the following factors:

- Capital expenditures, excluding strategic projects limited to a maximum of 4% of revenue; \$150M in 2023 and \$175M in 2024.
- No investments for strategic projects or acquisitions, except for the completion of the Bear Island project in 2023 in the amount of approximately \$175M. No significant assets disposals.
- Interest rate gradually decreasing by approximately 1.5% from current levels to the end of 2024. No change in effective income tax rate.
- Interest and income taxes payments estimated at approximately \$150M in 2023 and 2024.
- No significant change in our working capital levels (in % of sales).
- No change in our dividend policy. Dividends paid to our non-controlling interests is estimated at \$15M-\$20M in both 2023 and 2024. No assumptions of common share repurchase or issuance.

RISKS AND UNCERTAINTIES

The actual results of this strategic 2024 plan update can be substantially different as a result of risks, uncertainties and other factors, many of which are beyond our control, including, but not limited to:

- Disruptions in the ramp-up of the Bear Island facility, preventing or causing delays in the facility reaching its full potential.
- Adverse changes in customers or demand for our products.
- Unexpected declines in the selling prices of our products or increases in raw materials costs.
- Weather events or health crises impacting production or the delivery of our products.
- Major equipment failures, labour disputes or natural disaster events.
- Changes in regulatory, economic, or geopolitical conditions affecting our commercial or production activities.

Additional risk factors about the Corporation are available on pages 48 to 54 of our 2023 Annual Report, Management Discussion & Analysis, available on SEDAR at www.sedarplus.ca. The Corporation's updated 2022-2024 Strategic Plan is available on the Cascades website at www.cascades.com and on the SEDAR website at www.sedar.com.



We care. We innovate. We create value.

Mission

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

Vision

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

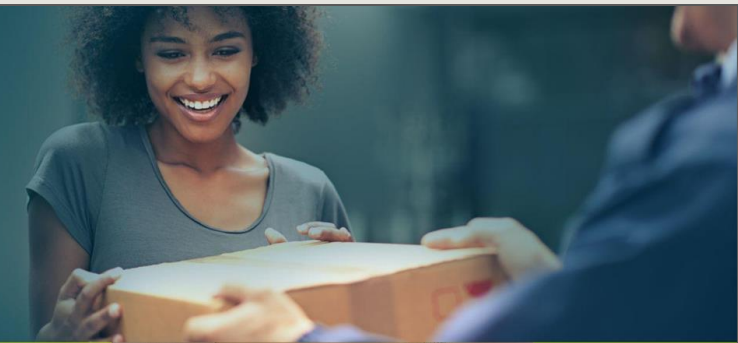


INVESTMENT THESIS

- 2022-2024 Strategic Plan¹
- Modernized and well-positioned asset base equipped to drive value for customers & shareholders
- Strong sustainability track record
- Bear Island 100% recycled lightweight containerboard mill (Virginia, US)
- Agile & aligned go-to market approach

You see a box.

We see the key to growing your business sustainably.



Cascades
Source of possibilities

You see your recycling today.



We see the products we will make tomorrow.



Cascades
Source of possibilities

(1) Please refer to "Disclaimer: 2022 – 2024 Financial Information" included at the beginning of the presentation, and the Company's 2022-2024 Updated Strategic Plan that is available on the Company's website (www.cascades.com) and on SEDAR (www.sedar.com)

2022 – 2024 Strategic Plan

OUR TOP PRIORITIES

STATUS

1

Deliver on the Tissue Papers business profitability plan

2

Ramp up the strategic Bear Island 100% recycled and lightweight containerboard facility

3

Explore opportunities to grow our sustainable packaging business in the U.S. over the longer term

4

Deliver on our comprehensive 4th Sustainability Action Plan, encompassing 15 targets

5

Win the talent war through recruitment, training and development



ONGOING

ON SCHEDULE

ONGOING



2024 Financial Targets²

- Containerboard spreads decreased by ~ US\$150/s.t. year-over-year in 2023 due to higher raw material costs and lower indexed selling prices. Annualised, these changes represent a negative EBITDA (A)¹ impact of **~CAN\$300 M⁴** for this segment.
- Forecasted benefits of ~\$50 M in 2024 (over \$100 M on an annualised basis) from the recently implemented increases in containerboard indexed selling prices will partially offset these impacts.

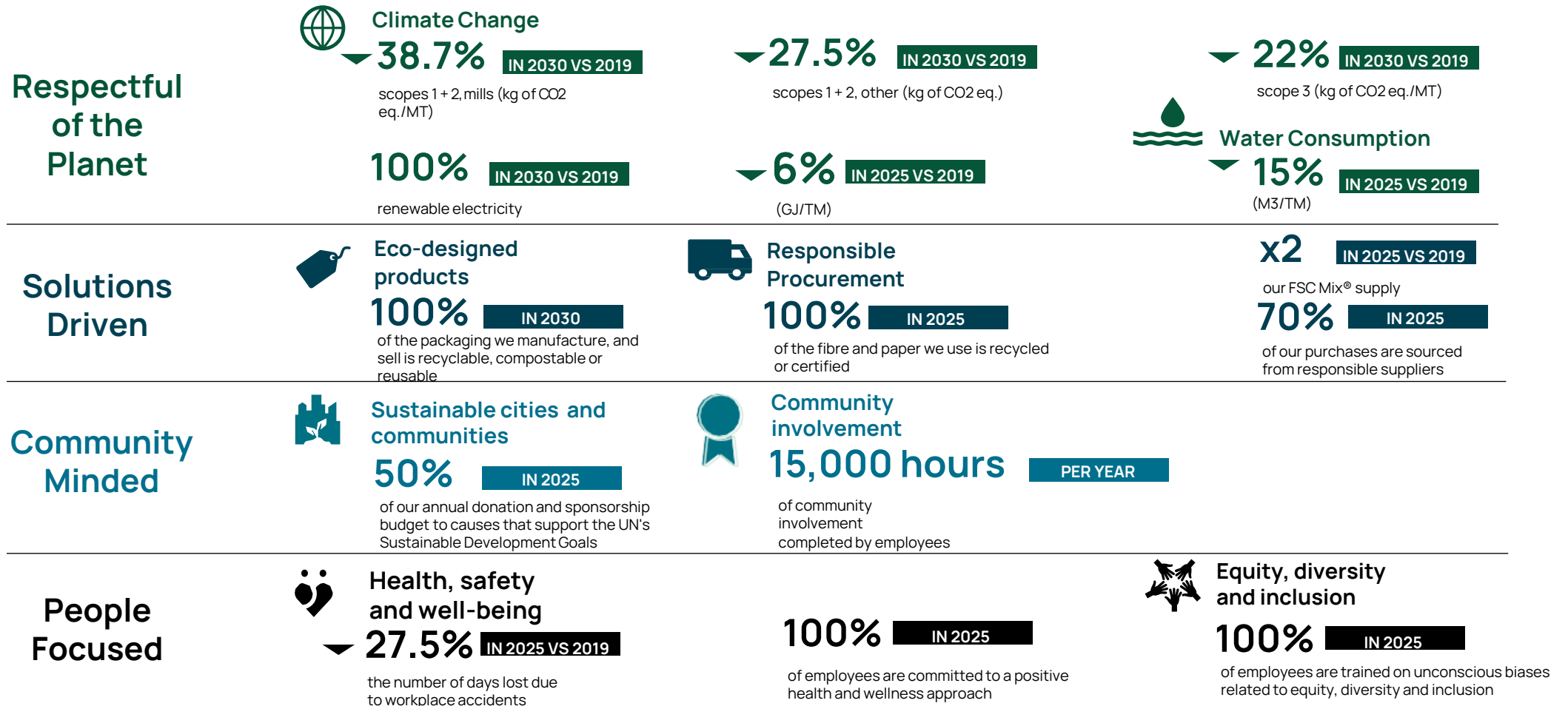
2024 OBJECTIVES	May 2023	Trend 2024
Sales	~\$5 billion	< \$5 billion
EBITDA (A) ¹ Margin	12% - 14%	≤ 12%
Free Cash Flow ³ /Sales	9% - 10%	≤ 9%
Net Debt/ EBITDA (A) ¹	2.5x – 3.0x	> 3.0x

EXTERNAL FACTORS IMPACTING ACHIEVEMENT OF TARGETED OBJECTIVES		
2023 vs 2022 (RISI index price, Northeast average)		EBITDA (A) ¹ IMPACT (Annualized, based on sensitivity ⁴)
OCC (cost US\$/s.t.)	+ US\$50	(CAN\$108 Million)
Linerboard (US\$/s.t. selling price)	(US\$70)	(CAN\$40 Million)
Corrugated Medium (US\$/s.t. selling price)	(US\$118)	(CAN\$57 Million)
TOTAL (including impact on selling price of converted products)		~ (CAN\$300 Million)

(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 48 to 54 of our 2023 Annual Report, Management Discussion & Analysis, available on SEDAR at www.sedarplus.ca. (2) Please refer to "Disclaimer: 2022 – 2024 Financial Information" included at the beginning of the presentation. Additionally, the Company's 2022-2024 Updated Strategic Plan is available on www.cascades.com and on SEDAR. (3) Free cash flow defined as EBITDA (A) less payments for property, plant and equipment, excluding strategic projects. (4) Please refer to the Sensitivity Table on page 16 of the Company's 2023 Annual Report (see footnote 1 above).

Sustainability Action Plan 2021-2025

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



Financial Results



Summary of Financial Results

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

	Q1 2024	Q4 2023	Q1 2023	LTM ²
Sales	1,109	1,138	1,134	4,413
Operating Income (loss)	9	(24)	(80)	129
EBITDA (A) ¹	103	122	134	527
Margin (EBITDA (A) ¹ /Sales)	9.3%	10.7%	11.8%	11.4%
Net earnings (loss)	(20)	(57)	(75)	(21)
Adjusted net earnings ¹	-	5	33	76
Net earnings (loss) per common share	(\$0.20)	(\$0.57)	(\$0.75)	(\$0.21)
Adjusted net earnings per common share ¹	\$ -	\$0.05	\$0.32	\$0.76

(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 26 to 31 of our 2024 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) LTM = last twelve months



Overview of Consolidated Profitability Drivers

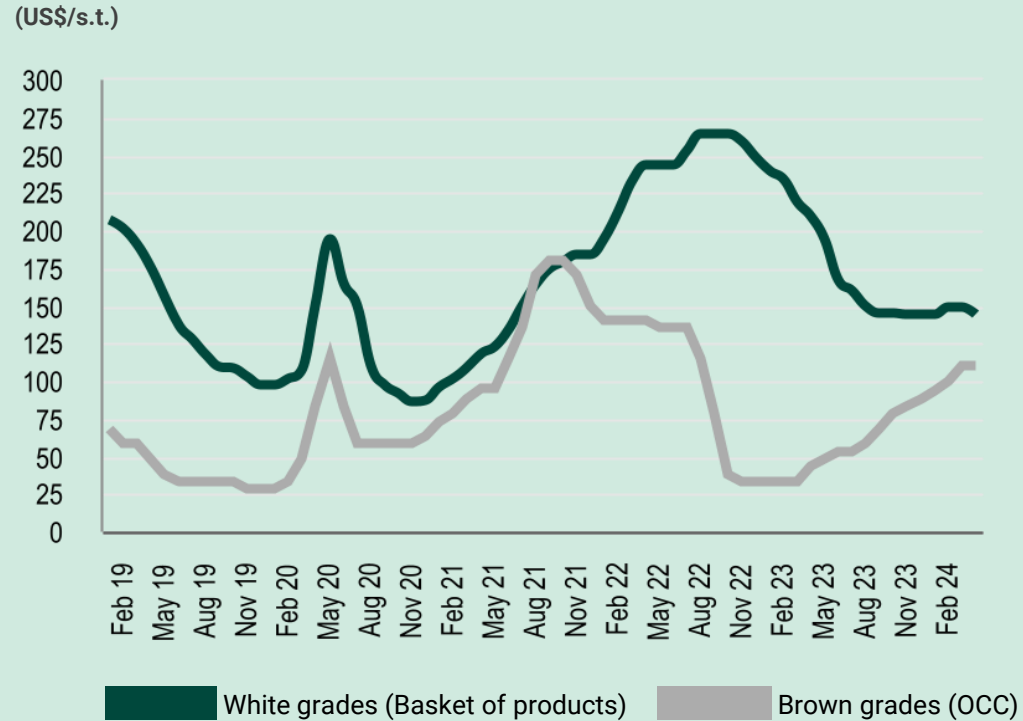
(in millions of CAN\$)

Consolidated EBITDA (A)¹ Variation (M CAN\$)	<u>Quarter-over-Quarter</u> <u>Q1 2024 vs Q4 2023</u>	<u>Year-over-Year</u> <u>Q1 2024 vs Q1 2023</u>
Pricing	\$3 million	(\$64) million
Freight & Production Costs	(\$7) million	\$8 million
Volume & Mix, FX & Others	(\$9) million	\$25 million
Raw Material & Energy	(\$6) million	\$ - million
TOTAL	(\$19) million	(\$31) million

(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 26 to 31 of our 2024 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca.



Recycled Fibre Costs – Index Prices



Current (May-24)
134¹
110

OCC:

- Strong domestic demand including growing levels for new recycled containerboard mills being ramped-up; fibre generation reflected lower seasonal generation and softer economic environment; consistent export demand
- Tighter market dynamics given factors above led to ongoing pressure on pricing and recent index price adjustments
- Good inventory management and leveraging our recovery facilities fulfilled demands of our mills without issue

SOP:

- Relatively balanced, with no significant impact from virgin pulp pricing movements
- Longer-term structural decline in market supply of these high grades continues, given lower generation

Recovered Paper Prices

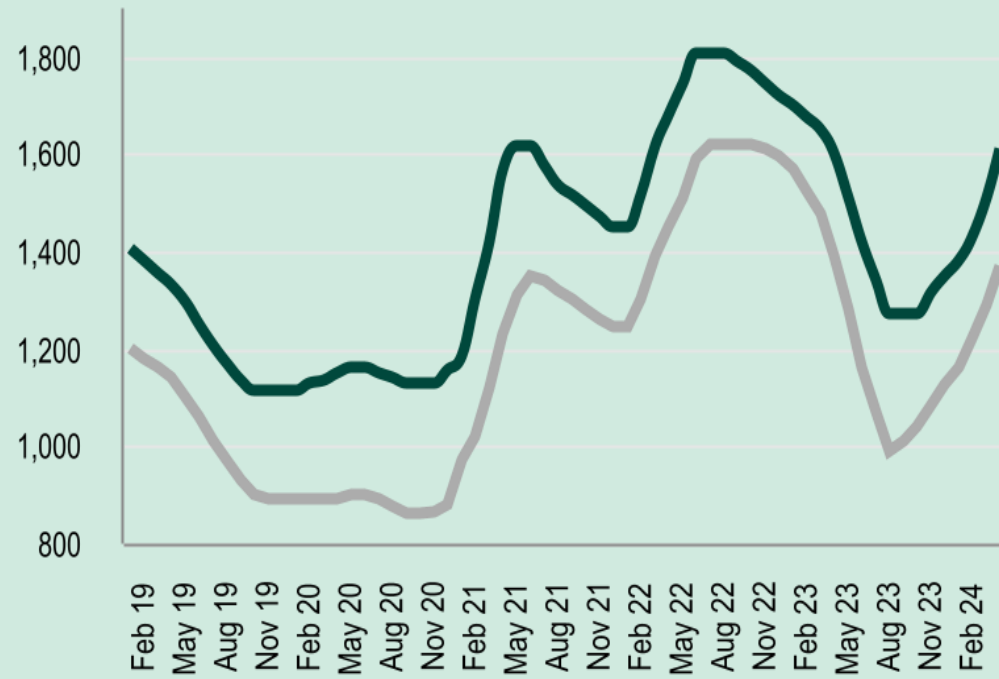
	<u>Q1 2024</u>	<u>Q4 2023</u>	<u>Q1 2023</u>	<u>Q1/Q1</u>	<u>Q1/Q4</u>
White grades - Basket of products (Northeast average) ¹	147	144	230	(36%)	2%
Brown grades - OCC No. 11 (Northeast average)	101	83	33	206%	22%

Source: RISI. (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.



Virgin Fibre Costs – Index List Prices

(US\$/tonne)



Current
(May-24)

1,690
NBSK

1,435
NBHK

VIRGIN PULP :

- Sequential price increases driven by multiple factors
- NBSK mill downtime, permanent closures in N.A.
- Port strike and unplanned mill downtime in Finland, reduced traffic in key shipping routes also hindered logistics, as did Baltimore bridge collapse
- Material has nonetheless been readily available, and our mills are adequately supplied
- Average prices remained below prior year levels; normalizing situation in Finland, new capacity and continued ramp-up of newer mills should contribute to a rebalanced market in near to medium term

Virgin Pulp Prices

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

Q1 2024

Q4 2023

Q1 2023

Q1/Q1

Q1/Q4

1,440

1,312

1,675

(14%)

10%

1,223

1,083

1,523

(20%)

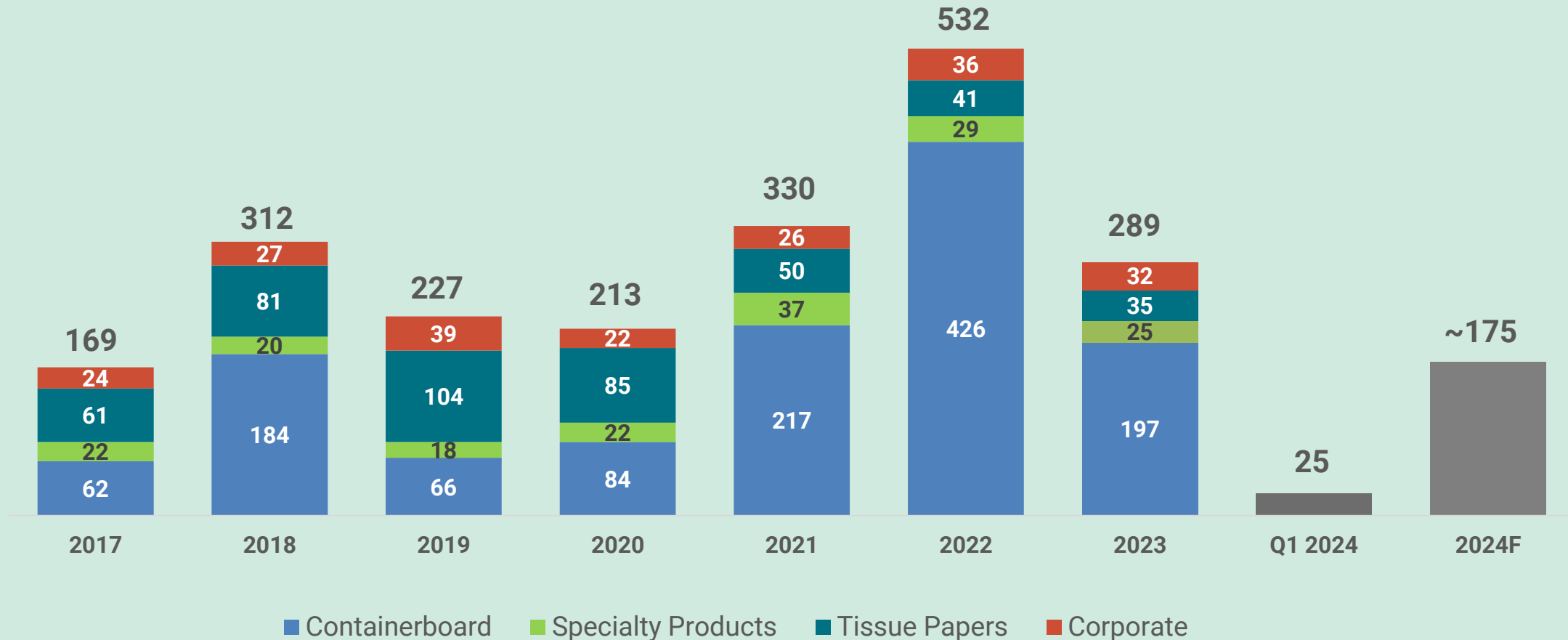
13%



Capital Investments

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

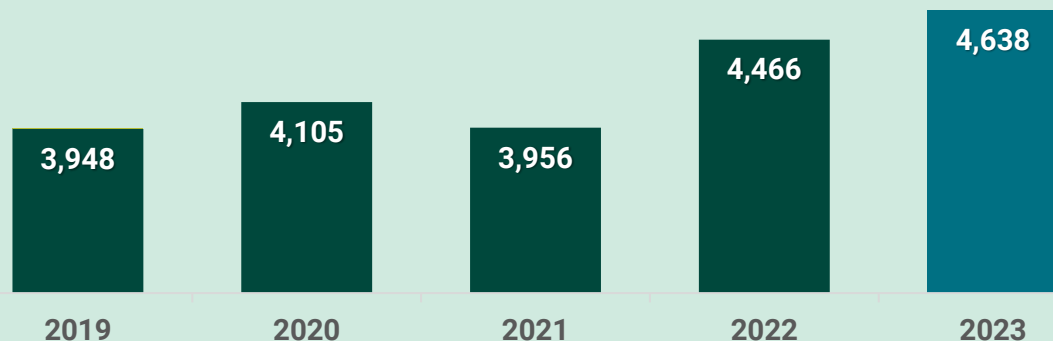
Strategic investments have transformed our operational platform.



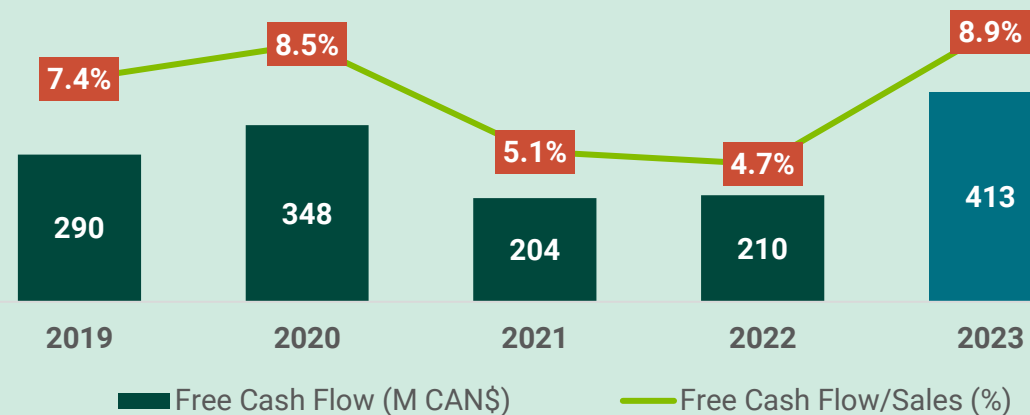
Forecasted amounts subject to change depending on business and/or economic conditions.

5-Year Financial Performance

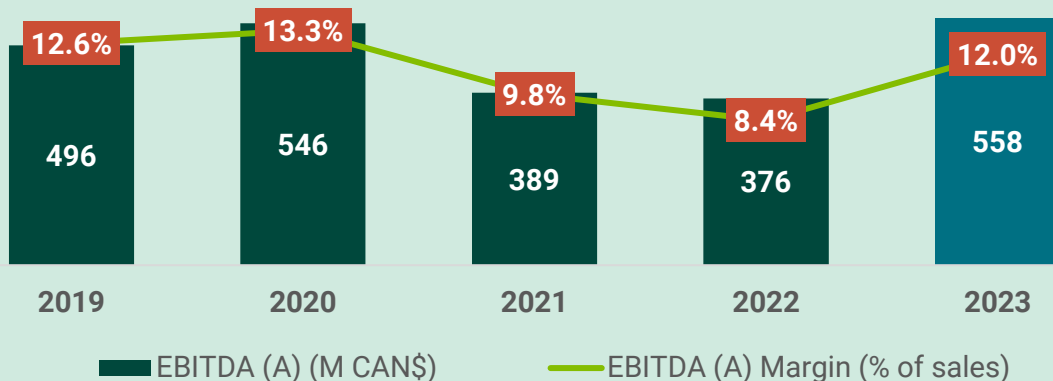
Sales (M CAN\$)



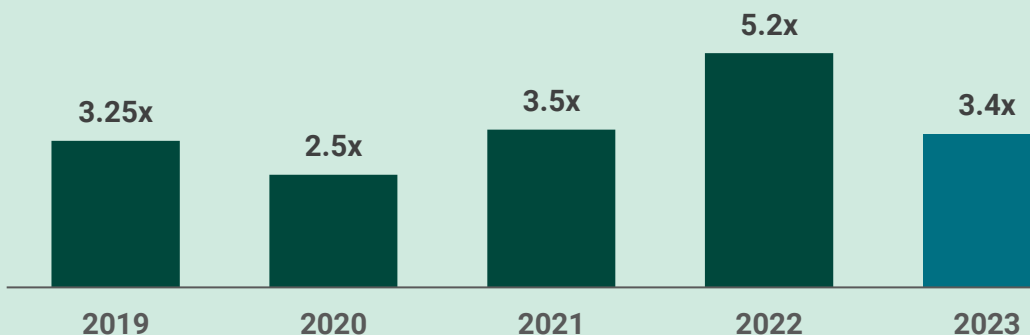
Free Cash Flow²



EBITDA (A)¹ & Margin



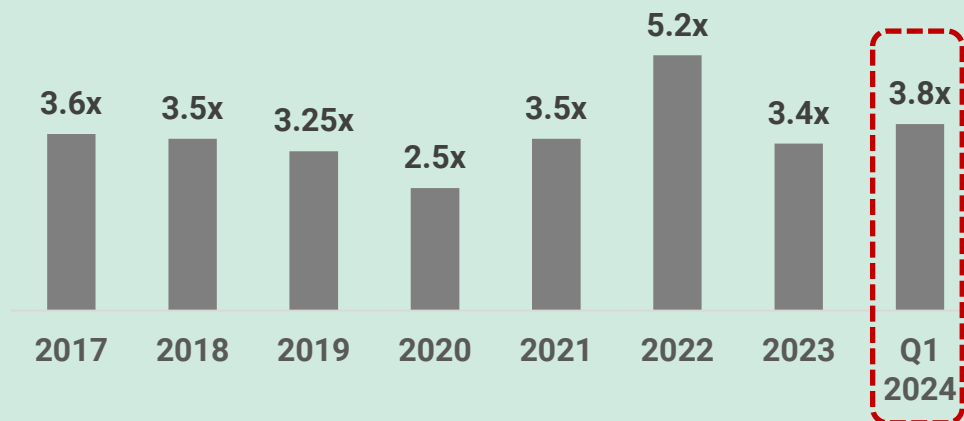
Net Debt / EBITDA (A)¹



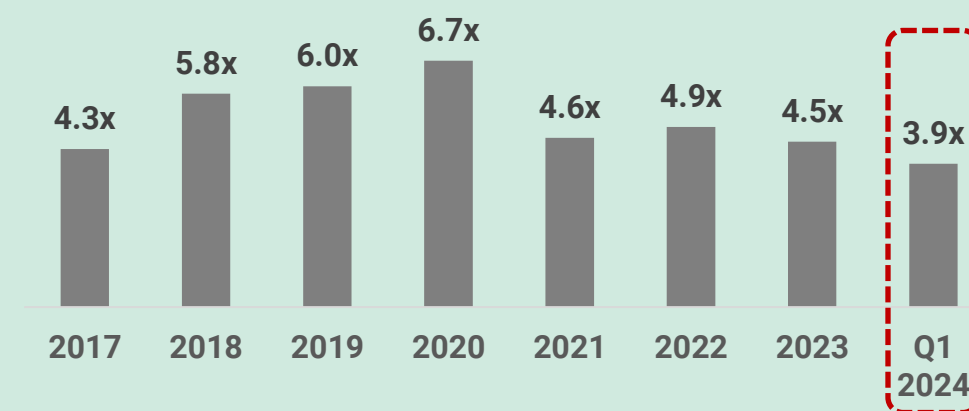
(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 48 to 54 of our 2023 Annual Report, Management Discussion & Analysis, available on SEDAR at www.sedarplus.ca. (2) Free cash flow defined as EBITDA (A) less payments for property, plant and equipment, excluding strategic projects.

Financial Ratios & Debt Maturities

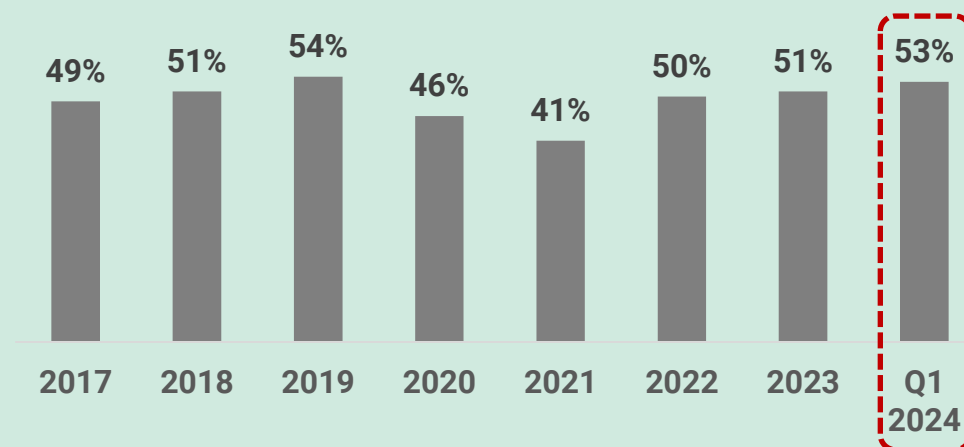
Net Debt / Adjusted EBITDA (A)^{1,3}



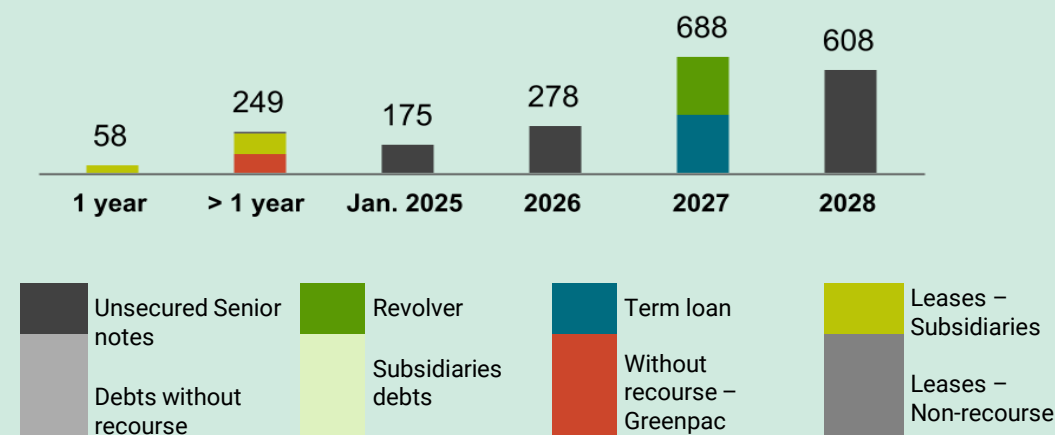
Interest Coverage Ratio^{2,3}



Net Debt / Net Debt + Total Equity¹



Long-Term Debt Maturities (as of March 31, 2024)



Bank debt financial covenant ratios: Net funded debt to capitalization < 65% (currently at 49.80%), interest coverage ratio > 2.25x (currently at 4,51 x).

(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 26 to 31 of our 2024 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) EBITDA (A)¹ to financing expense. (3) Pro-forma up to 2018 to include business acquisitions on a LTM basis, if applicable.



Containerboard Packaging



Modernized operational platform providing customers with a wide range of innovative, high-performance packaging solutions

Cascades
e.com 
packaging
solutions™

Cascades
fresh 

Cascades
protect 

Cascades
imgn 
retail
solutions

Containerboard Packaging



6 mills¹
16 converting sites¹



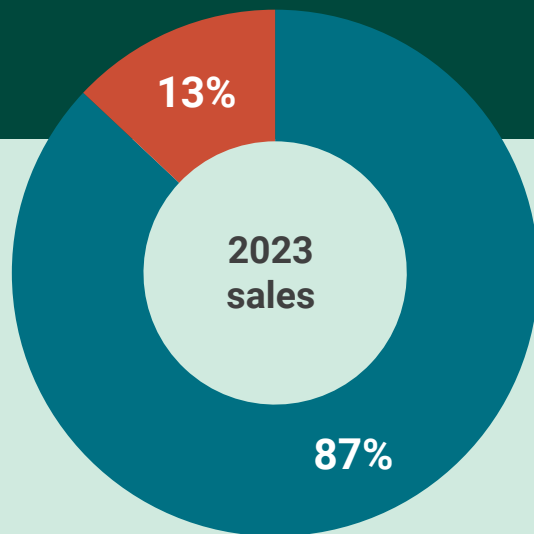
Annual capacity³:
1.805 M s.t.



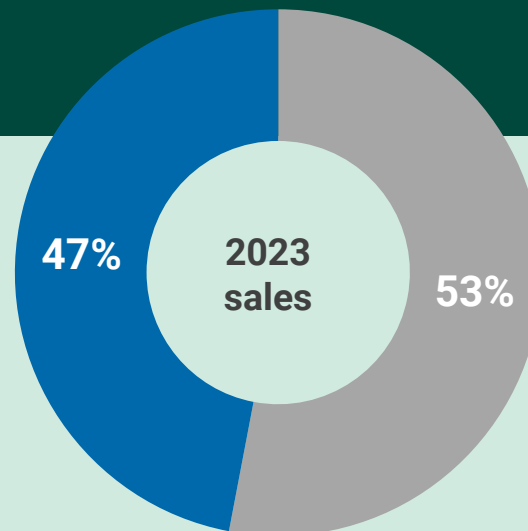
2023 sales²:
\$2.3 B



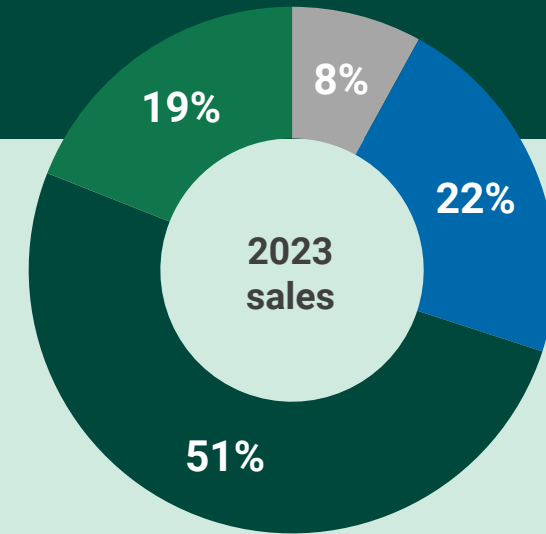
2023 Integration
rate¹: 52%
(68% including partners)



■ Recycled ■ Virgin



■ Linerboard ■ Medium



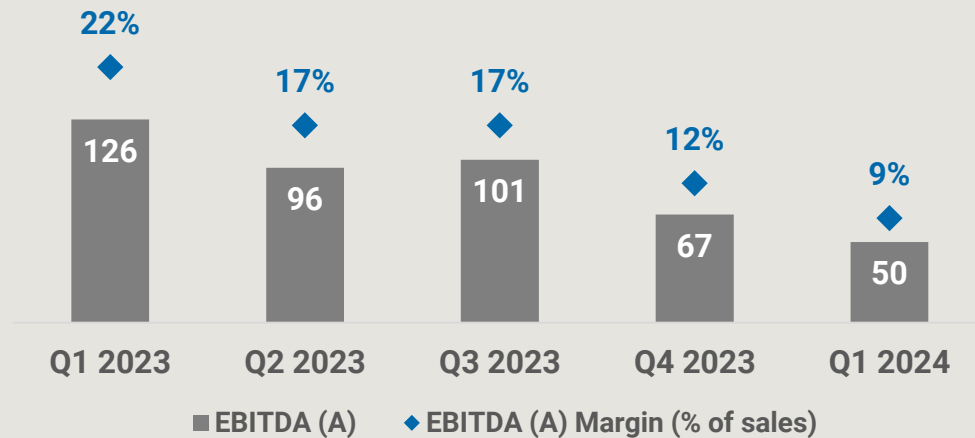
■ Manufacturing - Canada ■ Manufacturing - US
■ Converting - Canada ■ Converting - US

(1) Excludes Trenton, ON manufacturing facility, and Belleville, ON and Newton, CT converting facilities, all closed in Q1 2024. (2) In CAN \$, including associates, JVs. (3) Manufacturing capacity including 100% of the Bear Island rated annual capacity of 465,000 s.t., excluding 175,000 s.t. of annual production capacity of the Trenton, ON facility, closed in Q1 2024



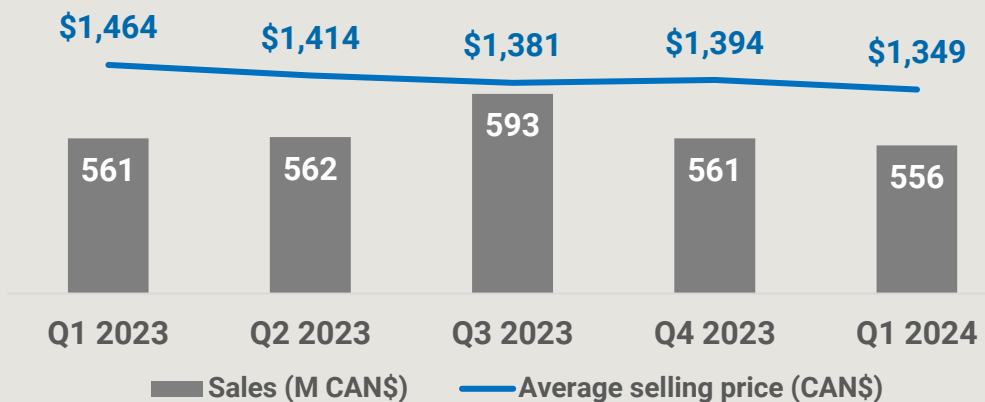
Containerboard – Quarterly Performance

Quarterly EBITDA (A)¹ (M CAN\$)

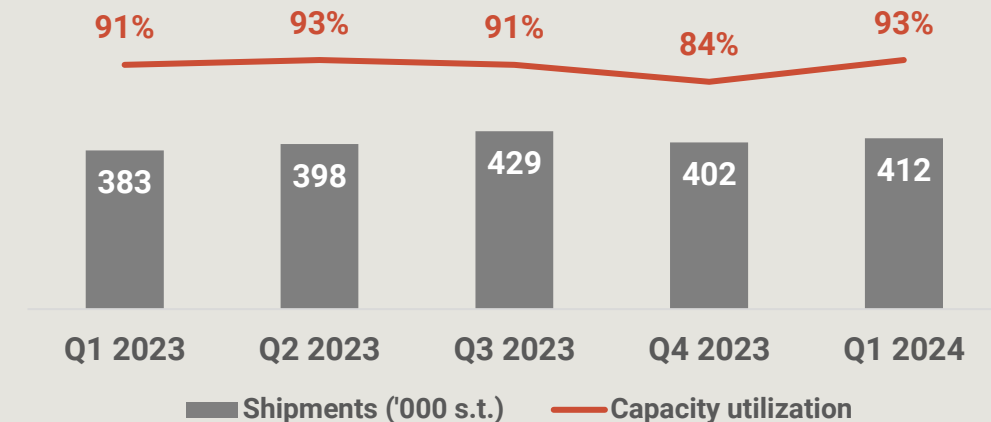


- **Sequential Q1 shipments of converted products:**
Canada -3.0% (vs. market -1.7%); US -3.7% (vs. market -2.3%)
- **Year-over-year Q1 shipments of converted products:**
Canada +7.4% (vs. market +2.3%); US +16.8% (vs. market -1.1%)
- **Packaging shipments per day:**
Q1/Q1: -5.5% (vs. Canadian market -4.6%), US market -5.4%)
Q1/Q4: +9.2% (vs. Canadian market +5.4%), US market +0.5%)

Quarterly Sales and Average Selling Price



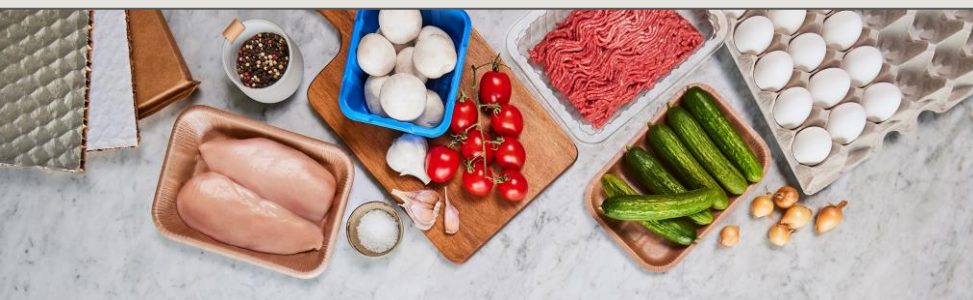
Quarterly Shipments ('000 s.t. and % capacity utilization²)



(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 26 to 31 of our 2024 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) Utilization rate defined as total manufacturing shipments divided by practical capacity.



Specialty Products



Customer-centric group firmly rooted in its key markets, placing innovation and eco-responsibility at the heart of its business strategy

- Fresh proteins
- Fruits & vegetables
- Isothermal distribution
- Egg packaging
- Food services



Specialty Products

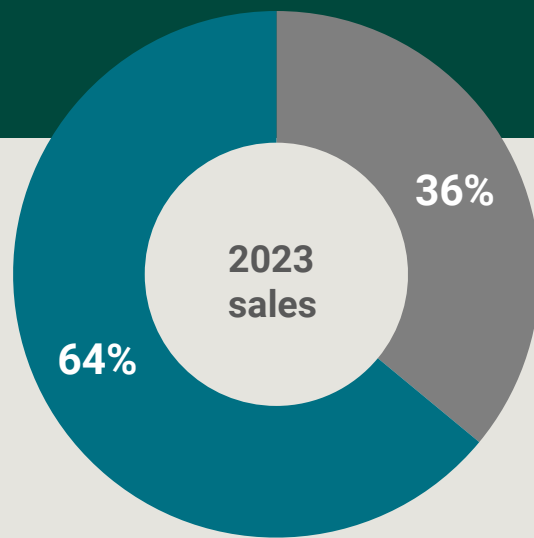


17 operating facilities¹

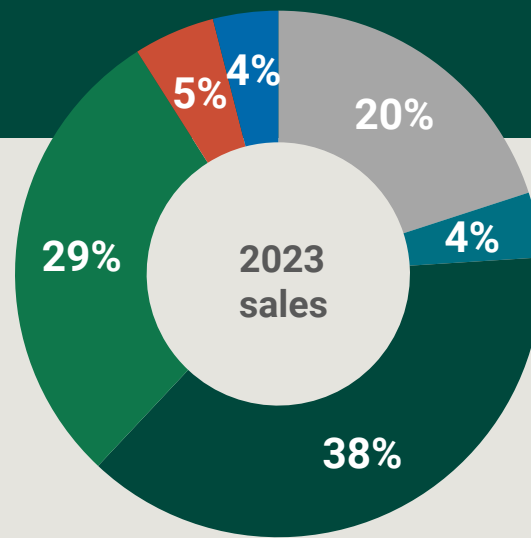
- 9 in the industrial packaging sector
- 8 in the consumer product packaging sector



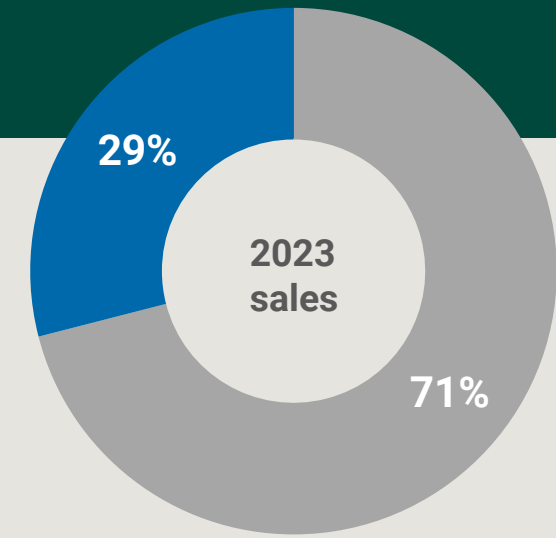
2023 Sales²: \$642 M



■ Canada ■ US



■ Fresh proteins ■ Fruits & vegetables
 ■ Egg packaging ■ Industrial & flexible packaging
 ■ Isothermal distribution ■ Food service



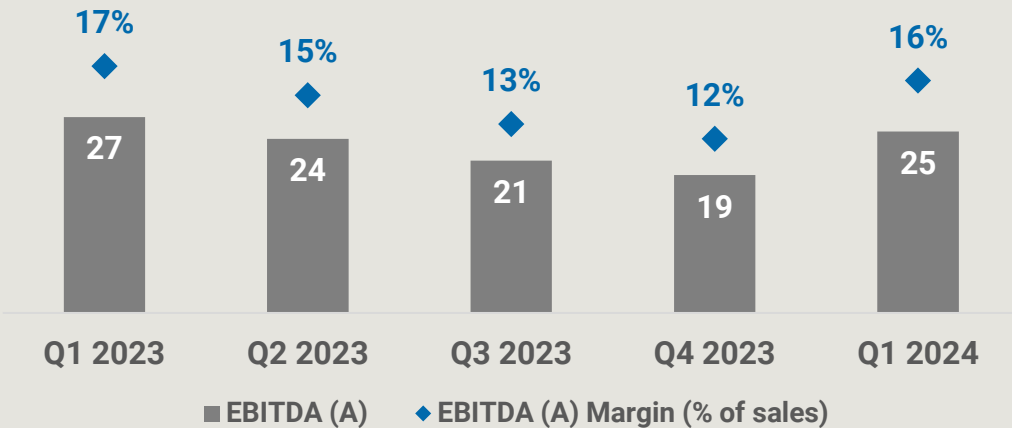
■ Consumer packaging
 ■ Industrial & flexible packaging

(1) Including 4 plants in our JV Cascades Sonoco (2) Excluding sales from JV Cascades Sonoco. (3) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 46 to 52 of our 2022 Annual Report, Management Discussion & Analysis, available on SEDAR at www.sedar.com. (4) Please refer to “Disclaimer: 2022 – 2024 Financial Information” included at the beginning of the presentation. Additionally, the Company’s 2022-2024 Updated Strategic Plan is available on the Company’s website (www.cascades.com) and on SEDAR (www.sedar.com).

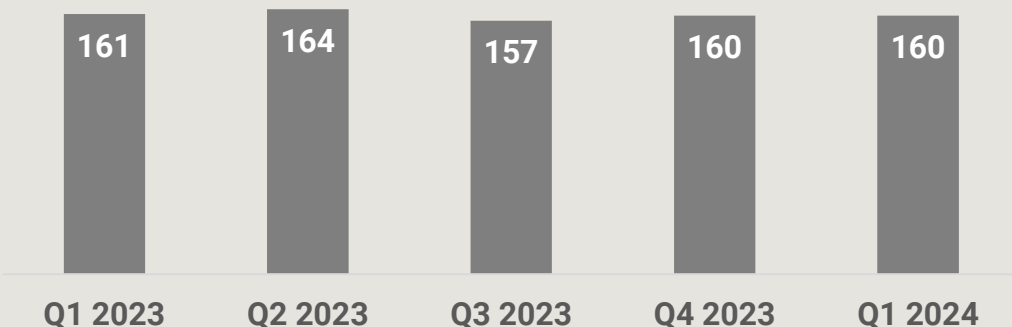


Specialty Products – Quarterly Performance

Quarterly EBITDA (A)¹ (M CAN\$)



Quarterly Sales (M CAN\$)



- **Cardboard:** results increased sequentially reflecting stronger volume, and lower labour, transport and energy costs, partially offset by higher raw material and fixed costs.
- **Moulded pulp:** softer sequential results driven by higher raw material costs, lower volumes and higher production costs. These were partially offset by a more favourable mix of products sold.
- **Rigid and flexible plastics:** stronger sequential results reflected solid operating efficiency improvements and lower raw material costs, partially offset by lower average selling prices.

(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 26 to 31 of our 2024 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca.

Tissue Papers – More resilient. More agile. Less volatile.

Equipped to be the conventional towel and tissue papers Private Label **PARTNER OF CHOICE** for distributors and retailers



Tissue Papers



10 plants



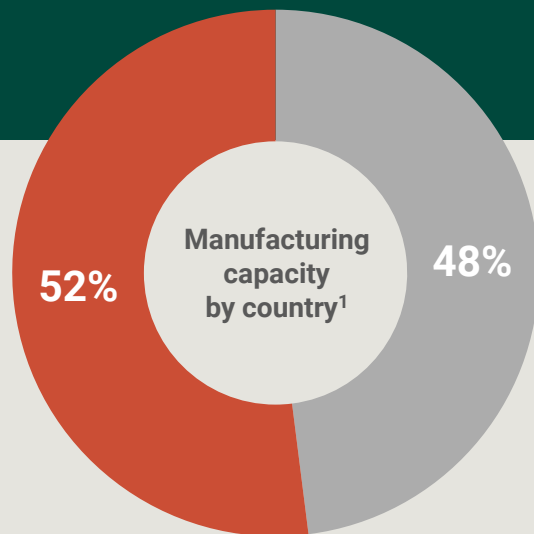
2023 sales:
\$1.6 B



Annual capacity¹:
445,000 s.t.
~65-70 M cases

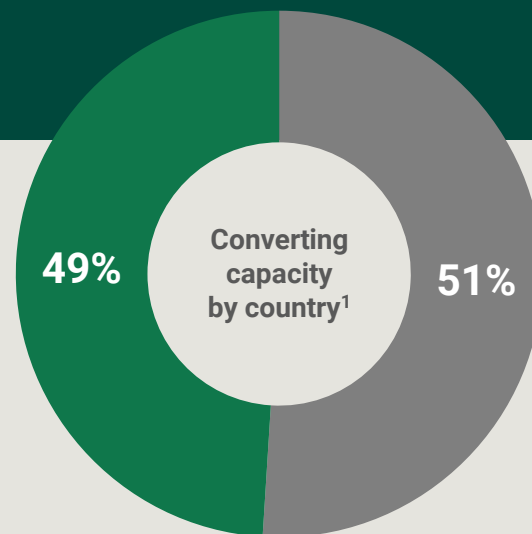


2023 Integration
rate¹: 87%



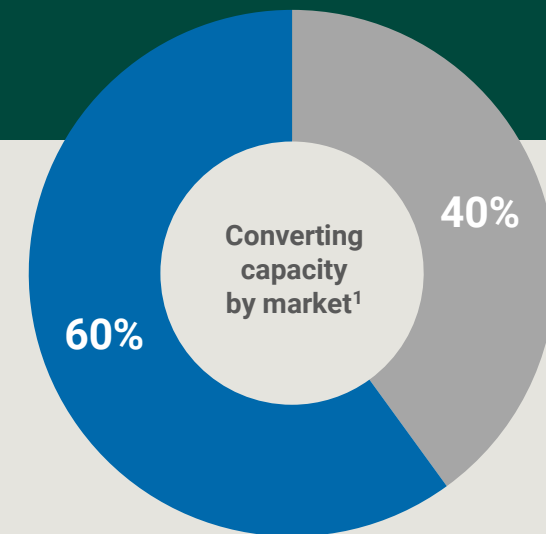
■ Canada

■ US



■ Canada

■ US



■ Away-from-Home tissue

■ Retail tissue

(1) Capacities reflect changes to operational platform announced in 2023.



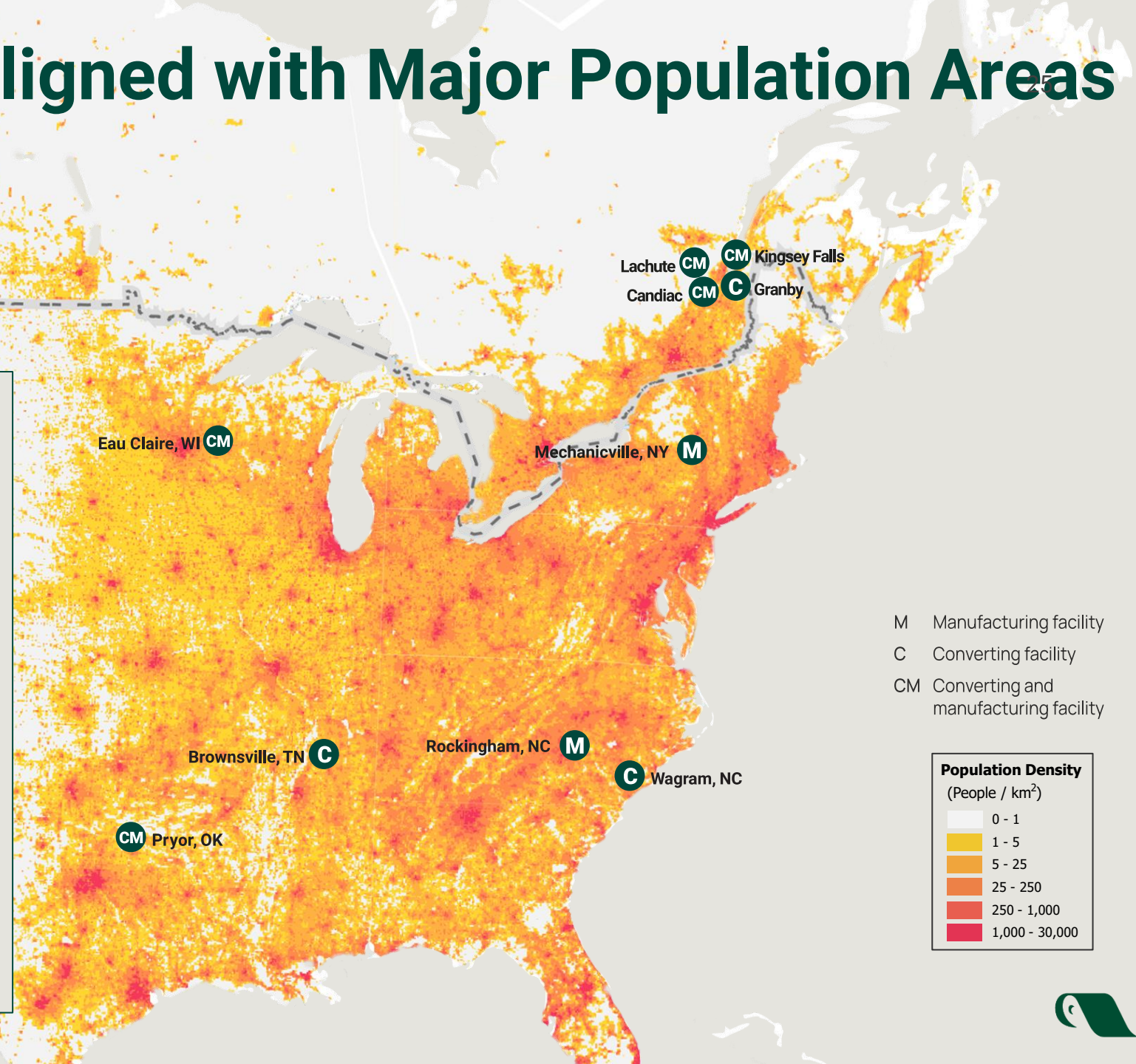
Operating Platform Aligned with Major Population Areas

2017 - 2021

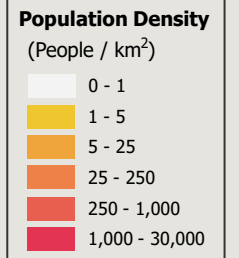
- Significant investments in converting assets
- Closure of underperforming plants
- Well-located and larger plants
- Acquisition of Orchids assets
- Production efficiency initiatives

2022 - 2023

- Customer portfolio review
- Product offering rationalization
- Closure of underperforming plants
- Dynamic pricing
- Network optimization

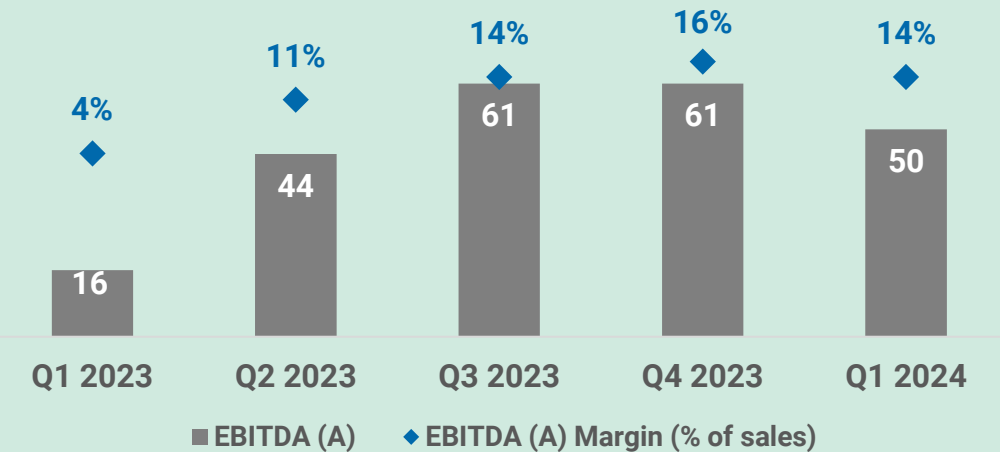


M Manufacturing facility
C Converting facility
CM Converting and manufacturing facility



Tissue Papers – Quarterly Performance

Quarterly EBITDA (A)¹ (M CAN\$)



Q1 2024 Shipments of Converted Products (cases):

Retail tissue

10.5 M cases

Q1 vs. Q4: +0.7%

Q1 vs. Q1: +8.2%

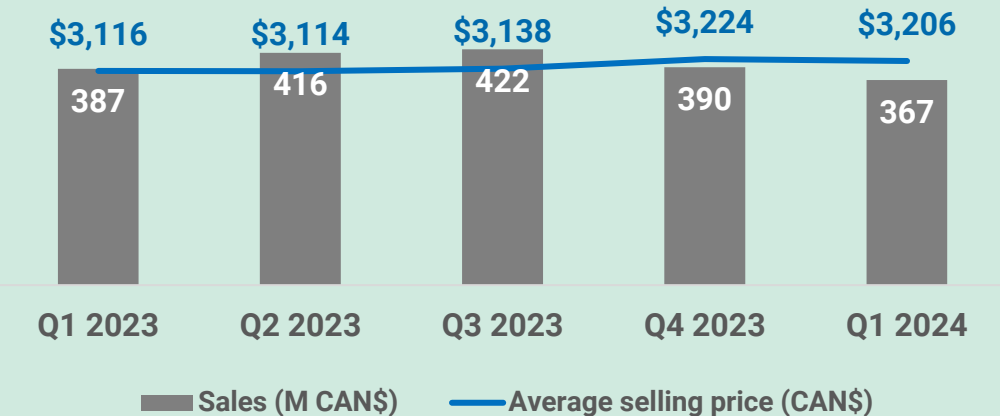
Away-from-Home tissue

4.6 M cases

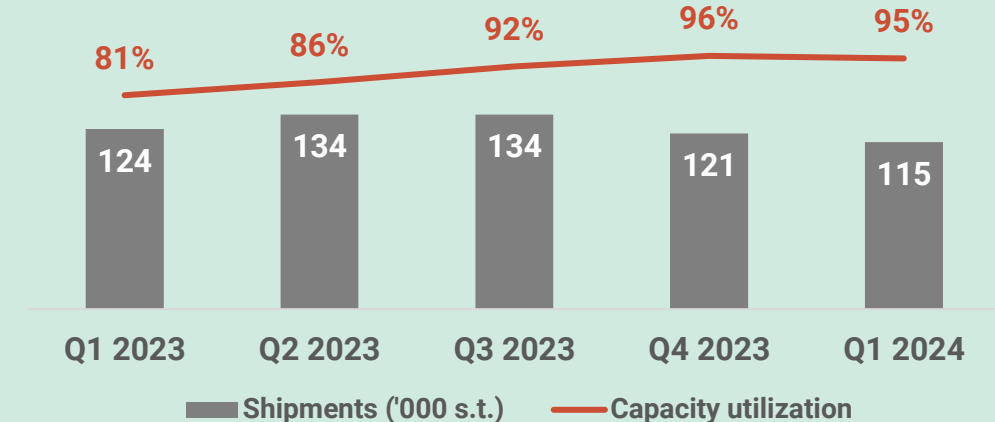
Q1 vs. Q4: -13.5%

Q1 vs. Q1: -2.7%

Quarterly Sales and Average Selling Price








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



(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 26 to 31 of our 2024 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) Utilization rate defined as total manufacturing tonnage divided by practical capacity.



NEAR-TERM FACTORS

Q2 2024 EBITDA (A) ¹ TREND vs. Q1 2024 (*Assumes current index prices)		
CONSOLIDATED		<ul style="list-style-type: none"> Stronger Containerboard results; higher raw material prices for all businesses
Containerboard		<ul style="list-style-type: none"> Higher selling prices aligned with index movement, stronger volume, higher raw material & operational costs
Specialty Products		<ul style="list-style-type: none"> Selling price increases in some business segments and benefits from operational efficiency gains, offset by higher raw material
Tissue Papers		<ul style="list-style-type: none"> Stronger volumes, lower selling prices (customer pricing model agreements), higher raw material costs
Corporate		<ul style="list-style-type: none"> Relatively stable



(35%) or greater



(35%) - (10%)



(10%) - 10%



10% - 35%



Above 35%

(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 26 to 31 of our 2024 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca.

APPENDICES



Recovery & Recycling

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

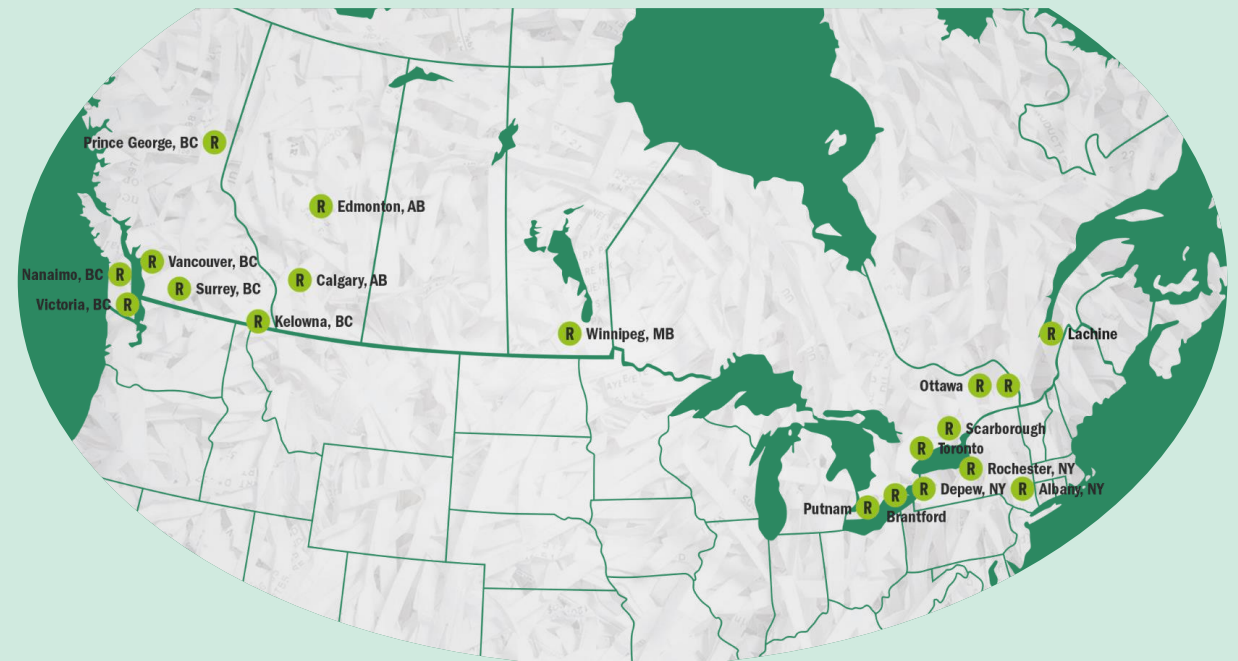
2.6 M MT/YR of secondary fibre & virgin pulp supply chain provided

25% of Cascades' fibre requirements via our collection & processing facilities

We create value by

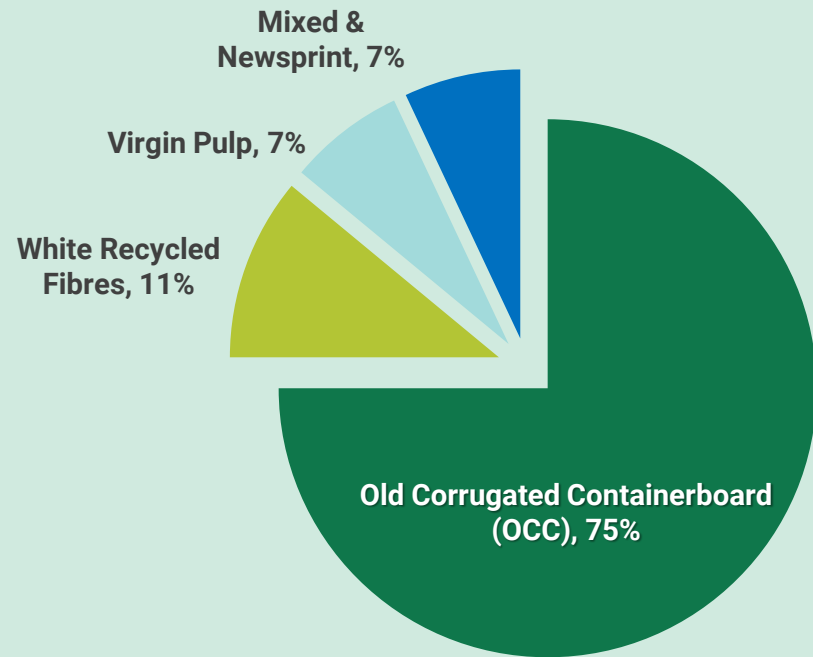
- 1 Servicing thousands of customers
- 2 Providing security of supply to mills
- 3 Driving low landed cost
- 4 Directly controlling quality
- 5 Leveraging expertise for superior market intelligence

North American operations
facilities coast to coast



Recovery & Recycling: Protecting our “Forests”

Materials that are
integral to our products



- Domestic competition is rising... OCC consumed from NA containerboard and recycled pulp mills to grow by 3.7 M MT from 2020-2025
- OCC represents 74% (60% in 2010) of recycled fibre consumed in NA
- International competition is also growing... Asian containerboard and recycled brown pulp production capacity has increased approximately **10 M MT** over the past 5 years
- OCC recycling rate recovered post-pandemic **~93%** (**70%** consumed domestically)
- Expanding **EPR*** programs in Canada

Quarterly Financial Results & KPIs

(In millions of CAN\$, except per common share amounts, where noted)					2022	2023					2024	
	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	
Financial Results												
Sales	1,038	1,119	1,174	1,135	4,466	1,134	1,168	1,198	1,138	4,638	1,109	
Operating income (loss)	(4)	32	25	(20)	33	(80)	64	80	(24)	40	9	
Adjusted earnings before interest, taxes, depreciation and amortization (EBITDA (A))¹	58	91	111	116	376	134	141	161	122	558	103	
Margin (EBITDA (A) / Sales (%)) ¹	5.6%	8.1%	9.5%	10.2%	8.4%	11.8%	12.1%	13.4%	10.7%	12.0%	9.3%	
Net earnings (loss)	(15)	10	(2)	(27)	(34)	(75)	22	34	(57)	(76)	(20)	
Adjusted net earnings (loss) ¹	(15)	10	20	22	37	33	26	45	5	109	-	
Net earnings (loss) per common share	(\$0.15)	\$0.10	(\$0.02)	(\$0.27)	(\$0.34)	(\$0.75)	\$0.22	\$0.34	(\$0.57)	(\$0.76)	(\$0.20)	
Adjusted net earnings (loss) per common share ¹	(\$0.15)	\$0.10	\$0.20	\$0.22	\$0.37	\$0.32	\$0.27	\$0.44	\$0.05	\$1.08	\$ -	
Key Performance Indicators												
Total Shipments ² ('000 s.t.)	503	512	525	487	2,027	507	532	563	523	2,125	527	
LTM Working Capital (% LTM sales) ¹	9.3%	9.6%	10.2%	10.5%	10.5%	10.6%	10.6%	10.3%	9.9%	9.9%	9.8%	

(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 26 to 31 of our 2024 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) Not including the Specialty Products segment.



Cash Flow Overview

	2022					2023					2024
	Q1	Q2	Q3	Q4	YEAR	Q1	Q2	Q3	Q4	Year	Q1
(In millions of CAN\$, except per common share amounts)											
Cash flow from operations	19	81	60	100	260	89	117	100	91	397	32
Specific items ¹	7	—	2	3	12	1	5	6	12	24	14
Adjusted cash flow from operations²	26	81	62	103	272	90	122	106	103	421	46
<i>Including: Net financing expense paid</i>	<i>(30)</i>	<i>(4)</i>	<i>(38)</i>	<i>(15)</i>	<i>(87)</i>	<i>(44)</i>	<i>(18)</i>	<i>(47)</i>	<i>(20)</i>	<i>(129)</i>	<i>(47)</i>
Capital expenditures & other assets, lease obligations payments, net of disposals	(110)	(131)	(135)	(166)	(542)	(153)	(118)	(71)	(61)	(403)	(61)
Dividends ³	(16)	(14)	(15)	(16)	(61)	(15)	(18)	(36)	(15)	(84)	(15)
Adjusted cash flow generated (used)²	(100)	(64)	(88)	(79)	(331)	(78)	(14)	(1)	27	(66)	(30)
Adjusted cash flow generated (used) per common share ²	(\$0.99)	(\$0.64)	(\$0.87)	(\$0.79)	(\$3.29)	(\$0.78)	(\$0.14)	(\$0.01)	\$0.27	(\$0.66)	(\$0.30)

(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 Accounting Standards measures and other financial measures available on pages 26 to 31 of our 2024 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (3) Paid to our shareholders and to non-controlling interests.



Historical COGS and SG&A Overview

COST OF SALES (In millions of CAN\$)	2022					2023					2024
	Q1	Q2	Q3	Q4	YEAR	Q1	Q2	Q3	Q4	YEAR	Q1
Raw materials	359	393	440	395	1,587	365	396	419	395	1,570	377
Wages & benefits	171	176	171	180	698	193	194	192	180	773	194
Energy	59	59	65	60	243	63	58	57	60	231	54
Delivery	142	149	149	137	577	135	131	135	137	540	138
Other	161	158	150	156	625	155	165	151	156	617	162
Depreciation & Amortization	60	63	67	62	252	62	68	69	62	272	67
TOTAL	952	998	1,042	990	3,982	973	1,009	1,023	990	4,003	992

SELLING & ADMINISTRATION (In millions of CAN\$)	2022					2023					2024
	Q1	Q2	Q3	Q4	YEAR	Q1	Q2	Q3	Q4	YEAR	Q1
Wages and benefits	70	73	74	77	294	80	76	74	76	309	73
IT, publicity, marketing & other	18	20	14	14	66	9	10	9	15	40	8
TOTAL	88	93	88	91	360	89	86	83	91	349	81



Historical Reference Prices and Fibre Costs

	2022					2023					2024	Q1 2024 vs Q1 2023		Q1 2024 vs. Q4 2023		
	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	(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)	895	935	935	915	920	872	852	845	832	850	852	(20)	(2%)	20	2%	
Corrugating medium 26-lb. semichemical, Eastern US (open market)	818	865	865	832	845	762	728	715	702	727	735	(27)	(4%)	33	5%	
Specialty Products (US\$/short ton)																
Uncoated recycled boxboard - bending chip, 20-pt. (series B)	1,027	1,067	1,100	1,100	1,073	1,053	1,040	1,040	1,020	1,038	1,020	(33)	(3%)	-	-%	
TISSUE PAPERS (US\$/short ton)																
Parent rolls, recycled fibres (transaction)	1,213	1,271	1,291	1,290	1,266	1,269	1,233	1,196	1,190	1,222	1,194	(75)	(6%)	4	-%	
Parent rolls, virgin fibres (transaction)	1,504	1,597	1,644	1,631	1,594	1,572	1,489	1,394	1,404	1,465	1,449	(123)	(8%)	45	3%	
Raw Material Prices (average)																
RECYCLED PAPER																
North America (US\$/short ton)																
Sorted residential papers, No. 56 (SRP - Northeast average)	98	107	98	23	81	18	18	28	48	28	73	55	306%	25	52%	
Old corrugated containers, No. 11 (OCC - Northeast average)	140	137	109	35	105	33	47	59	83	55	101	68	206%	18	22%	
Sorted office papers, No. 37 (SOP - Northeast average)	205	235	252	248	235	222	183	142	135	170	138	(84)	(38%)	3	2%	
VIRGIN PULP (US\$/metric ton)																
Northern bleached softwood kraft, Canada	1,527	1,743	1,800	1,745	1,704	1,675	1,510	1,293	1,312	1,448	1,440	(235)	(14%)	128	10%	
Bleached hardwood kraft, mixed, Canada/US	1,312	1,517	1,620	1,608	1,514	1,523	1,277	1,023	1,083	1,227	1,223	(300)	(20%)	140	13%	

Source: RISI



SENSITIVITIES²

SHIPMENTS /
CONSUMPTION
(^{'000} s.t, ^{'000} mm Btu for Natural Gas)

INCREASE

EBITDA (A)¹
IMPACT
(Annually, CAN\$ M)

SELLING PRICE² (Manufacturing & Converting)

PACKAGING	Linerboard, 42-lbs unbleached kraft, Eastern US	425	US\$25/s.t.	14
	Corrugated Medium, 26-lbs semichemical, Eastern US	375	US\$25/s.t.	12
	Uncoated Recycled Boxboard, Bending chip 20-pts, Eastern US	125	US\$25/s.t.	4
	Converted Products	825	US\$25/s.t.	27
TISSUE PAPERS		515	US\$25/s.t.	17

RAW MATERIALS² (Recycled Papers, Pulp, Gas)

PACKAGING	Brown Grades (OCC & others)	1,625	US\$25/s.t.	(54)
	Groundwood Grades (SRP & others)	45	US\$25/s.t.	(1)
	Natural Gas	5,600	US\$1.00/mmBtu	(7)
TISSUE PAPERS	White Grades (SOP & others)	245	US\$25/s.t.	(8)
	Virgin Pulp	190	US\$25/s.t.	(6)
	Brown Grades (OCC & others)	140	US\$25/s.t.	(5)
	Natural Gas	3,100	US\$1.00/mmBtu	(4)

EXCHANGE RATE⁴

Translation – U.S. Subsidiaries		CAN\$/US\$ 0.01	2
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(1) Please click [here](#) for supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 48 to 54 of our 2023 Annual Report, Management Discussion & Analysis, available on SEDAR at www.sedarplus.ca. (2) Sensitivity calculated according to 2023 volumes or consumption with year-end closing exchange rate of CAN\$/US\$ 1.32, excluding hedging programs and the impact of related expenses such as discounts, commissions on sales and profit-sharing. (3) Based on 2023 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. (4) As an example, based on CAN\$/US\$ 1.35 to CAN\$/US\$ 1.36.





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