



Q1 2023

FINANCIAL RESULTS

May 11, 2023

& Highlights of the
2022 - 2024 Strategic Plan Update



Cascades

Source of possibilities



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): represents the operating income before depreciation and amortization excluding specific items. Used to assess recurring 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.

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 available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com.



DISCLAIMER - 2022 - 2024 STRATEGIC PLAN UPDATE

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.
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Additional risk factors about the Corporation are available on pages 36 to 45 of our 2022 Annual Report, Management Discussion & Analysis, available on the SEDAR website at www.sedar.com.



OVERVIEW OF CONSOLIDATED PROFITABILITY DRIVERS

Consolidated EBITDA (A)¹ Variation (in millions of Canadian dollars)

Pricing

Freight & Production Costs

Volume & Mix, FX & Others

Raw Material & Energy

TOTAL

Quarter-over-Quarter Q1 2023 vs Q4 2022

\$(8) million

\$1 million

\$1 million

\$24 million

\$18 million

Year-over-Year Q1 2023 vs Q1 2022

\$79 million

\$(25) million

\$(12) million

\$34 million

\$76 million



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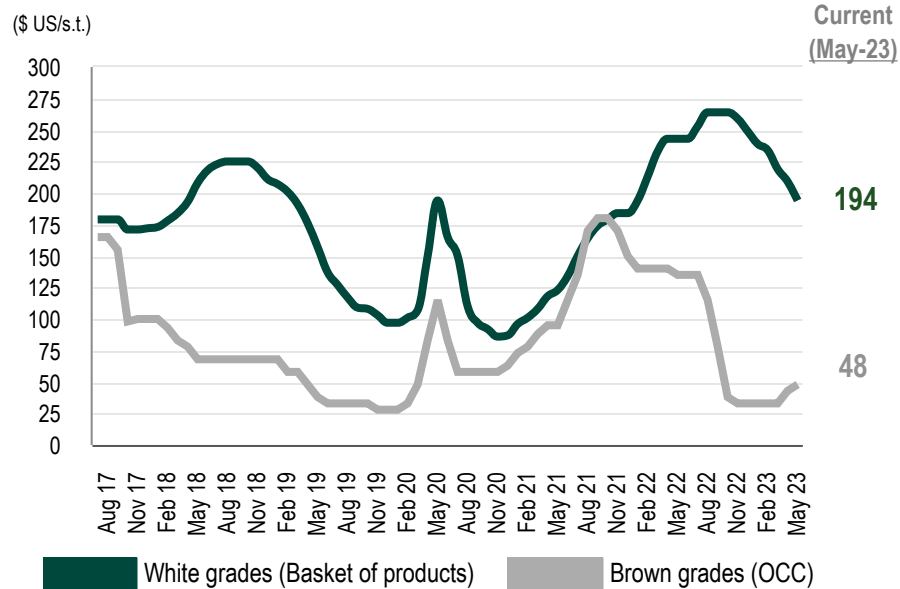
SUMMARY OF QUARTERLY FINANCIAL RESULTS & KPIs

(In millions of CAN\$, except per common share amounts, where noted)					2021					2022	2023	
	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	
Financial Results												
Sales	942	956	1,030	1,028	3,956	1,038	1,119	1,174	1,135	4,466	1,134	
Operating income (loss)	44	23	73	(90)	50	(4)	32	25	(20)	33	(80)	
Adjusted earnings before interest, taxes, depreciation and amortization (EBITDA (A))¹	122	98	107	62	389	58	91	111	116	376	134	
Margin (EBITDA (A) / Sales (%)) ¹	13.0%	10.3%	10.4%	6.0%	9.8%	5.6%	8.1%	9.5%	10.2%	8.4%	11.8%	
Net earnings (loss)	22	3	32	105	162	(15)	10	(2)	(27)	(34)	(75)	
Adjusted net earnings (loss) ¹	29	8	(1)	(9)	27	(15)	10	20	22	37	33	
Net earnings (loss) per common share	\$0.22	\$0.02	\$0.32	\$1.04	\$1.60	(\$0.15)	\$0.10	(\$0.02)	(\$0.27)	(\$0.34)	(\$0.75)	
Adjusted net earnings (loss) per common share ¹	\$0.29	\$0.07	(\$0.01)	(\$0.09)	\$0.26	(\$0.15)	\$0.10	\$0.20	\$0.22	\$0.37	\$0.32	
Key Performance Indicators												
Total Shipments ² ('000 s.t.)	514	523	525	513	2,075	503	512	525	487	2,027	507	
Capacity Utilization ^{2,3}	92%	90%	91%	88%	90%	90%	92%	91%	83%	89%	89%	
LTM Working Capital (% LTM sales) ¹	8.4%	8.4%	8.5%	8.6%	8.6%	9.3%	9.6%	10.2%	10.5%	10.5%	10.6%	

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com. (2) Not including the Specialty Products segment. (3) Utilization rate defined as total manufacturing shipments divided by practical capacity. Please refer to the 2022 Annual Report for definitions of the KPIs.



RECYCLED FIBRE COSTS - INDEX LIST PRICES



OCC:

- Relatively balanced market, with limited export activity counterbalancing lower seasonal generation
- Solid inventories at our mills
- Lower pricing YoY and sequentially following marginal correction in index prices; anticipate favourable market dynamics to persist in Q2

SOP:

- More favourable market dynamics and pricing QoQ, but prices remain higher YoY
- As was the case in Q4, expect pricing to likely continue to mirror virgin pulp pricing movements given structural decline in market supply of these high grades papers

Recovered Paper Prices

White grades - Basket of products (Northeast average)¹

Brown grades - OCC No. 11 (Northeast average)

Q1 2023

230

Q4 2022

257

Q1 2022

213

Q1/Q1

8%

(76)%

Q1/Q4

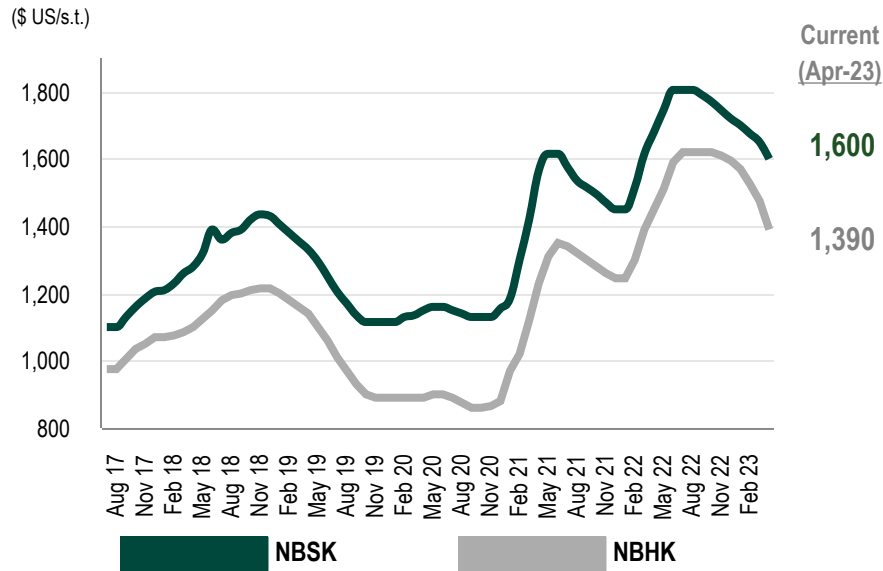
(11)%

(6)%



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



VIRGIN PULP:

- Improvement in market dynamics sequentially, but prices remain elevated YoY
- Lower demand from Asia, normalized logistics, more steady domestic production levels, new capacity and imports coming in to the market leading to more favourable market conditions
- Mills adequately supplied, good inventory levels
- Overall market dynamics continue to be monitored closely, given global environment, and planned downtime in some western Canadian mills.

Virgin Pulp Prices

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

Q1 2023

1,675
1,523

Q4 2022

1,745
1,608

Q1 2022

1,527
1,312

Q1/Q1

10%
16%

Q1/Q4

(4)%
(5)%



Source: RISI

PACKAGING PRODUCTS / CONTAINERBOARD

Results	Change vs.	
Q1 2023	Q4 2022	Q1 2022
Shipments ('000 s.t.)		
383	5%	3%
Average selling price		
(CAN\$/unit)		
1,464	(6)%	2%
Sales (M\$)		
561	(1)%	5%
EBITDA (A)¹ (M\$)		
126	6%	58%
% of sales		
22.5%		

Comments on sequential performance

- ➔ Total shipments increased by 5% sequentially. Shipments of parent rolls increased by 16% and those of converted products decreased by 4% compared to the fourth quarter. The sequential parent roll increase in Q1 follows softer demand in Q4.
- ➔ The average first quarter selling price decreased by 6% quarter-over-quarter. This reflects an unfavourable product sales mix and a decrease in the average US dollar selling price sequentially following index price decreases.
- ➔ The 1% sequential decrease in sales was largely driven by lower US dollar selling prices, a less favourable product sales mix and a slight average appreciation of the Canadian dollar. These were partially offset by higher volume.
- ➔ Q1 EBITDA (A)¹ increased by 6% on a sequential basis, reflecting a \$7 million insurance settlement in the current period (\$5 million in Q4) related to water effluent issues at the Niagara Falls complex in 2021, higher volume (+\$14 M), lower raw material (+\$9 M) and lower operating costs (+\$6 M). These benefits were partially offset by lower selling prices (-\$13 M), and less favourable sales mix (-\$9 M). The decrease in the average selling price compared to Q4 reflected seasonality and the index price decrease announced in November.

Maintenance and capital investment downtime (in s.t.)*

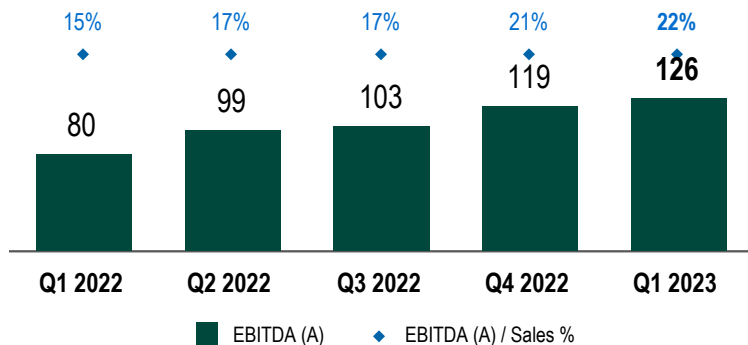
Q1 2023	Q2 2023 F	Q3 2023 F	Q4 2023 F	2023 F
10,500	~15,000	~10,400	~20,600	~56,500

*An additional ~21,000 s.t. of medium production downtime was taken on machine #2 at the Niagara Falls facility in 2023 prior to its permanent closure at the beginning of May.



PACKAGING PRODUCTS / CONTAINERBOARD

Quarterly EBITDA (A)¹ (M CAN\$)

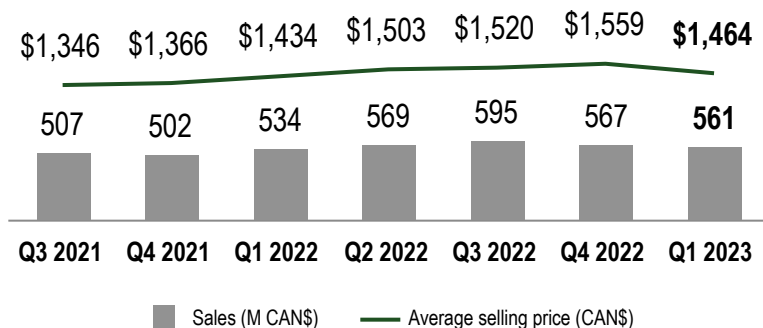


→ Sequential Q1 shipments of converted products:
Canada -3.0% (vs. market +0.5%); **US -8.4%** (vs. market -1.0%)

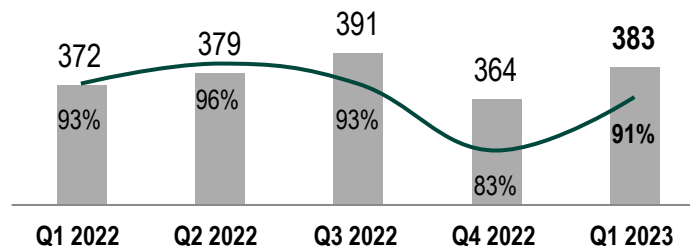
→ Year-over-year Q1 shipments of converted products:
Canada -5.1% (vs. market -5.3%); **US -0.6%** (vs. market -8.5%)

→ Inflationary pressure on production and freight costs easing, raw material costs remain favourable, average selling prices slightly decreasing in alignment with published index pricing.

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 available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com. (2) Utilization rate defined as total manufacturing shipments divided by practical capacity.

PACKAGING PRODUCTS / SPECIALTY PRODUCTS

Results	Change vs.		
	Q1 2023	Q4 2022	Q1 2022
Sales (M\$)			
161	—%	3%	
EBITDA (A)¹ (M\$)			
27	35%	23%	
% of sales			
16.8%			

Comments on sequential performance

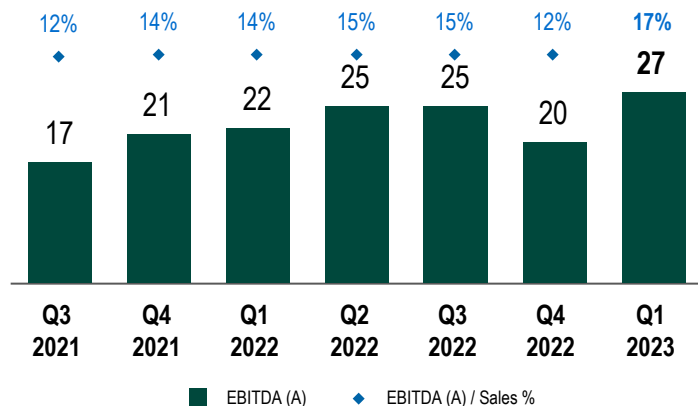
- Sales remained stable sequentially. The slightly higher volume in our Cardboard and Moulded pulp sub-segments, and higher average selling price in our Plastics sub-segment, were offset by a less favourable mix and lower average selling price, mostly in Cardboard.
- EBITDA (A)¹ of \$27 M, or 17% on a margin basis, increased by \$7 M sequentially. This reflects improved realized spreads in most of our sub-segments (+\$7 M), higher volume (+\$2 M) and lower transportation costs (+\$0.5M). These benefits were partly offset by higher operating costs (-\$2 M).



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PACKAGING PRODUCTS / SPECIALTY PRODUCTS

Quarterly EBITDA (A)¹ (M CAN\$)



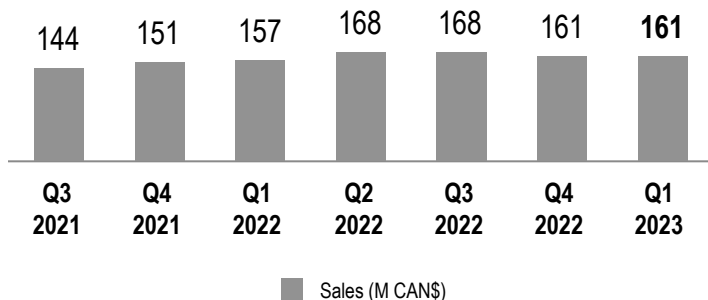
→ Q1 2023 EBITDA (A)¹ of \$27 M, or 17% on a margin basis, was higher sequentially and year-over-year.

→ **Cardboard:** results increased sequentially reflecting higher volumes and lower raw material costs. These were partially mitigated by a slightly lower average selling price, and higher operating and transportation costs.

→ **Moulded pulp:** slightly stronger sequential results reflect higher volumes and lower raw material and energy costs. These were partially offset by higher operational and labour costs in the quarter.

→ **Rigid and flexible plastics:** stronger sequential results reflect lower raw material costs, higher average selling price related to a more favourable product mix, and lower maintenance and logistics costs. These impacts were partially offset by lower seasonal volumes in the quarter.

Quarterly Sales



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TISSUE PAPERS

Results	Change vs.		
	Q1 2023	Q4 2022	Q1 2022
Shipments ('000 s.t.)			
124	1%	(5)%	
Average selling price			
(CAN\$/unit)			
3,116	—%	30%	
Sales (M\$)			
387	1%	23%	
EBITDA (A)¹ (M\$)			
16	100%	194%	
% of sales			
4.1%			

Comments on sequential performance

- Shipments increased by 1% on a sequential basis. This reflects the combined impact of a 3% decrease in shipments of converted products and higher external shipments of parent rolls (+27%) that reflects the restart of the machine at our St. Helens mill. The integration rate decreased 3% to 84%. Away-from-Home converted product shipments decreased by 10% sequentially, while those of retail products increased by 3%.
- The average selling price remained stable sequentially, with the negative impact of a higher proportion of parent rolls in the sales mix offsetting the benefits from higher selling prices.
- The combination of higher selling prices and higher parent rolls shipments partially offset by a less favourable sales mix resulted in a 1% increase in sales on a sequential basis.
- EBITDA (A)¹ increased by \$8 M sequentially. This is a reflection of higher selling prices (+\$9 M), lower raw material and freight costs (+\$3 M), the benefits of which were partially offset by inflationary pressure on production costs (-\$4 M).

Cases Sold (millions)

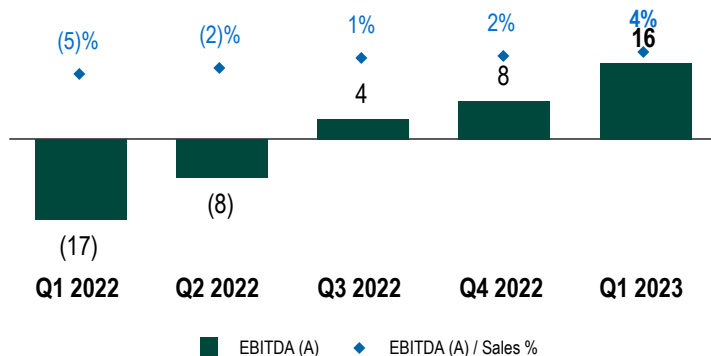
Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023
13.8	14.7	15.5	14.8	58.8	14.5



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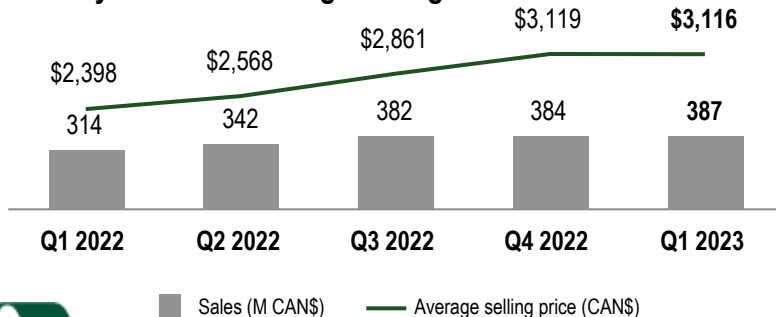
TISSUE PAPERS

Quarterly EBITDA (A)¹ (M CAN\$)

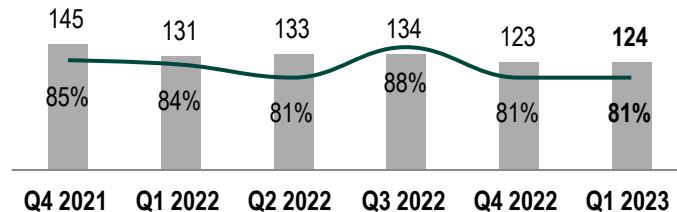


- Good demand for Retail tissue products (shipments +9% YoY, +3% QoQ), but slower demand levels for Away-from-Home tissue products (shipments -6% YoY, -10% QoQ).
- Prices of raw material costs have begun to ease; recent price decreases in pulp and white recycled grades, combined with lower energy prices, expected to be tailwinds in Q2.
- St-Helens, OR paper machine #2 producing white jumbo rolls restarted February 10; Q1 EBITDA (A)¹ negative impact of ~\$3 million prior to the April announcement that it would be permanently closed as part of repositioning of tissue operational platform.
- Labour constraints have improved, continued focus on increasing production efficiency.

Quarterly Sales and Average Selling Price

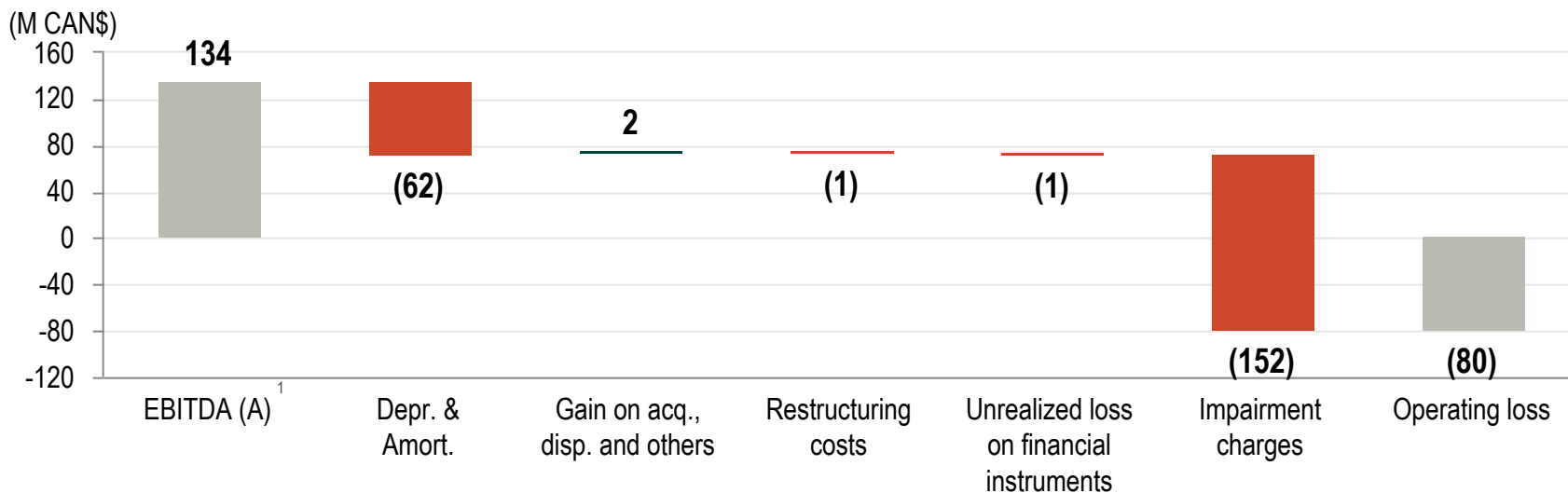


Quarterly Shipments ('000 s.t. and % capacity utilization²)



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Q1 2023 EBITDA (A)¹ TO OPERATING LOSS RECONCILIATION



(M CAN\$)	Container-board	Specialty Products	Tissue Papers	Corporate Activities	Total
Operating income (loss)	38	21	(92)	(47)	(80)
Depreciation and amortization	30	5	17	10	62
Impairment charges	59	1	92	—	152
Gain on acquisitions, disposals and others	—	—	(2)	—	(2)
Restructuring costs	—	—	1	—	1
Unrealized loss (gain) on financial instruments	(1)	—	—	2	1
EBITDA (A)¹	126	27	16	(35)	134



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NET EARNINGS (LOSS) - As reported VS ADJUSTED²

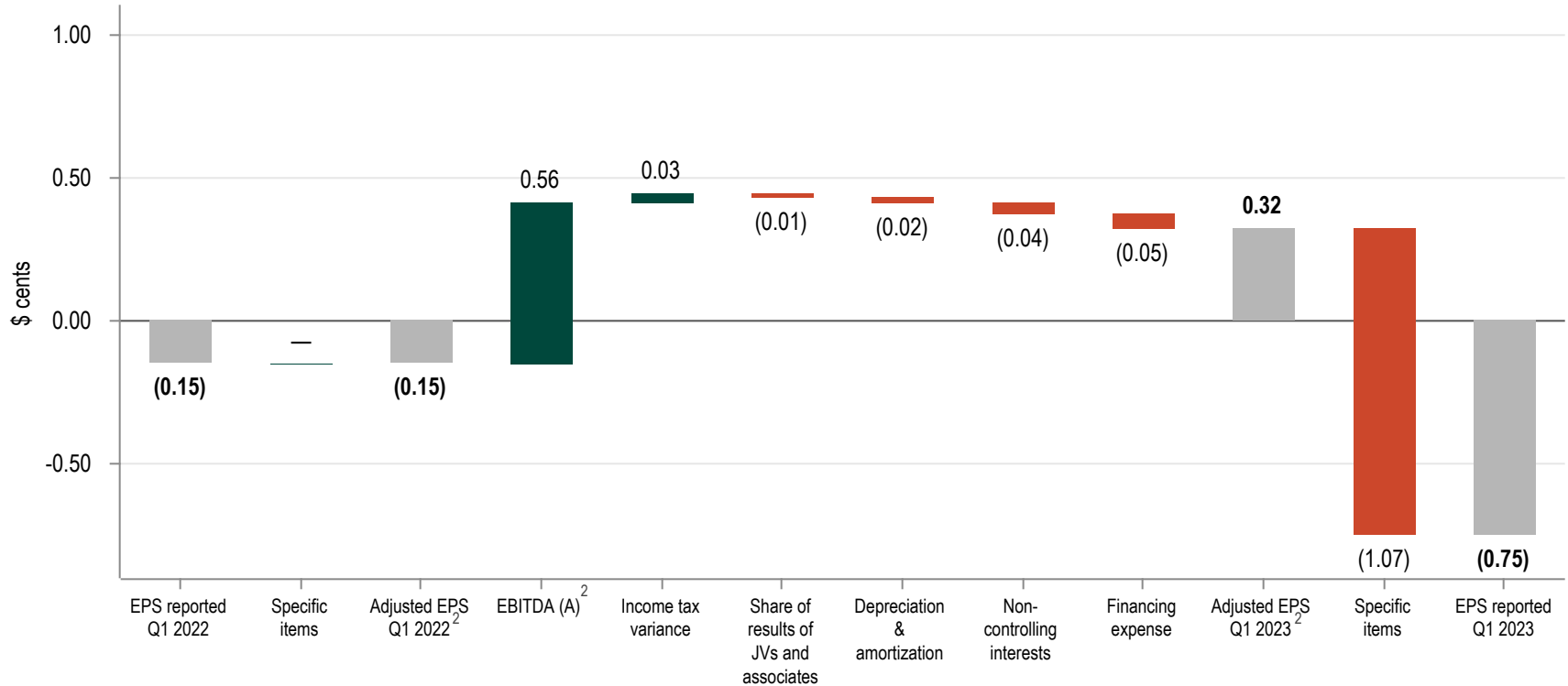
	NET EARNINGS (NET LOSS)	NET EARNINGS (NET LOSS) PER COMMON SHARE ¹
(In millions of Canadian dollars, except per common share amounts)	Q1 2023	Q1 2023
As reported	(75)	(\$0.75)
Specific items:		
Impairment charges	152	\$1.14
Gain on acquisitions, disposals and others	(2)	(\$0.01)
Restructuring costs	1	\$0.01
Unrealized loss on financial instruments	1	—
Share of results of associates and joint ventures	(9)	(\$0.07)
Tax effect on specific items, other tax adjustments and attributable to non-controlling interests ¹	(35)	—
	108	\$1.07
Adjusted²	33	\$0.32



(1) Specific amounts per share are calculated on an after-tax basis and are net of the portion attributable to non-controlling interest.

(2) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com.

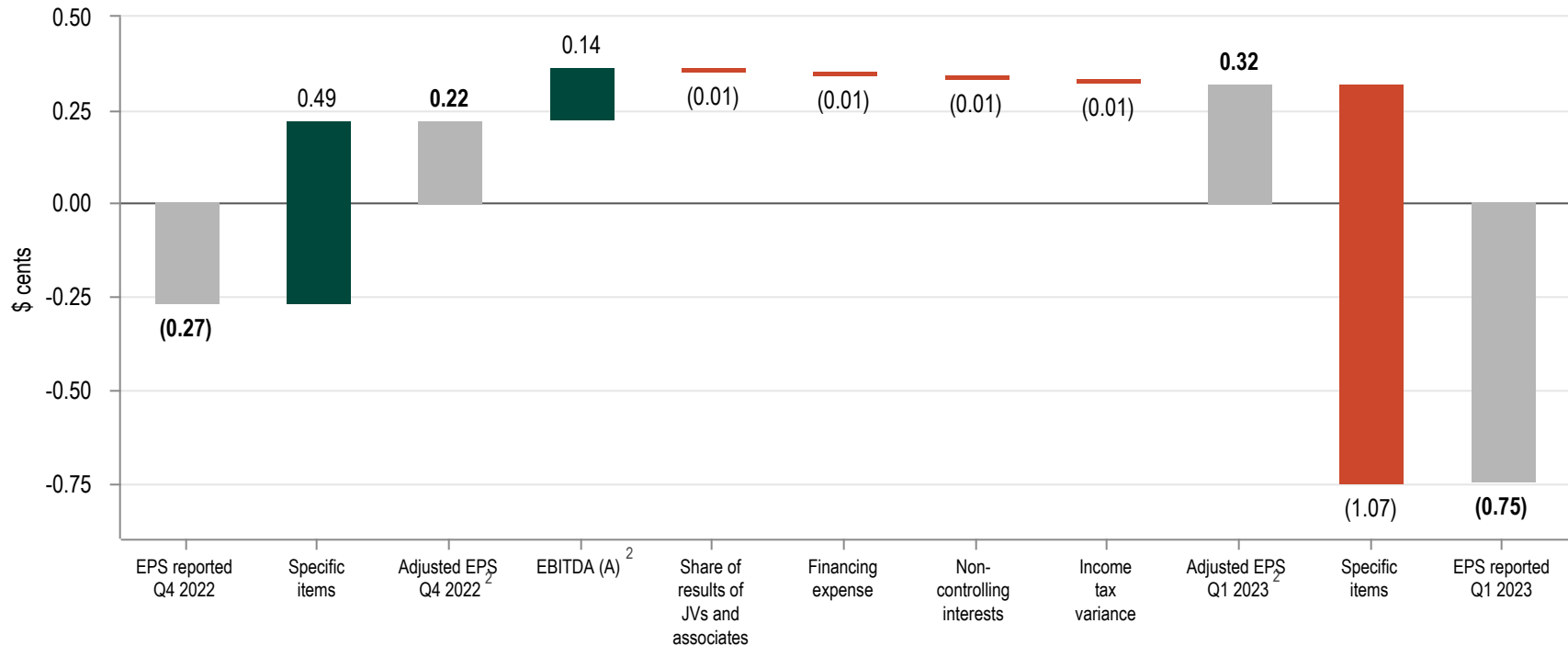
QUARTERLY YEAR-OVER-YEAR ADJUSTED EPS VARIANCE^{1,2}



(1) After-tax variance normalized at 26% tax rate, except for Income tax variance column.

(2) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com.

QUARTERLY SEQUENTIAL ADJUSTED EPS VARIANCE^{1,2}



(1) After-tax variance normalized at 26% tax rate, except for Income tax variance column.

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CASH FLOW OVERVIEW

(In millions of CAN\$, except per common share amounts)					2021					2022	2023
	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1
Cash flow from operations	82	87	58	20	247	19	81	60	100	260	89
Specific items ¹	4	2	12	31	49	7	—	2	3	12	1
Adjusted cash flow from operations ²	86	89	70	51	296	26	81	62	103	272	90
<i>Including: Net financing expense paid</i>	(40)	(4)	(41)	(11)	(96)	(30)	(4)	(38)	(15)	(87)	(44)
Payments for property, plant and equipment & other assets, lease obligations payments, net of disposals	(87)	(83)	(19)	(106)	(295)	(110)	(131)	(135)	(166)	(542)	(153)
Dividends ³	(12)	(11)	(16)	(16)	(55)	(16)	(14)	(15)	(16)	(61)	(15)
Adjusted cash flow generated (used) ²	(13)	(5)	35	(71)	(54)	(100)	(64)	(88)	(79)	(331)	(78)
Adjusted cash flow generated (used) per common share ²	\$(0.13)	\$(0.05)	\$0.34	\$(0.70)	\$(0.53)	\$(0.99)	\$(0.64)	\$(0.87)	\$(0.79)	\$(3.29)	\$(0.78)

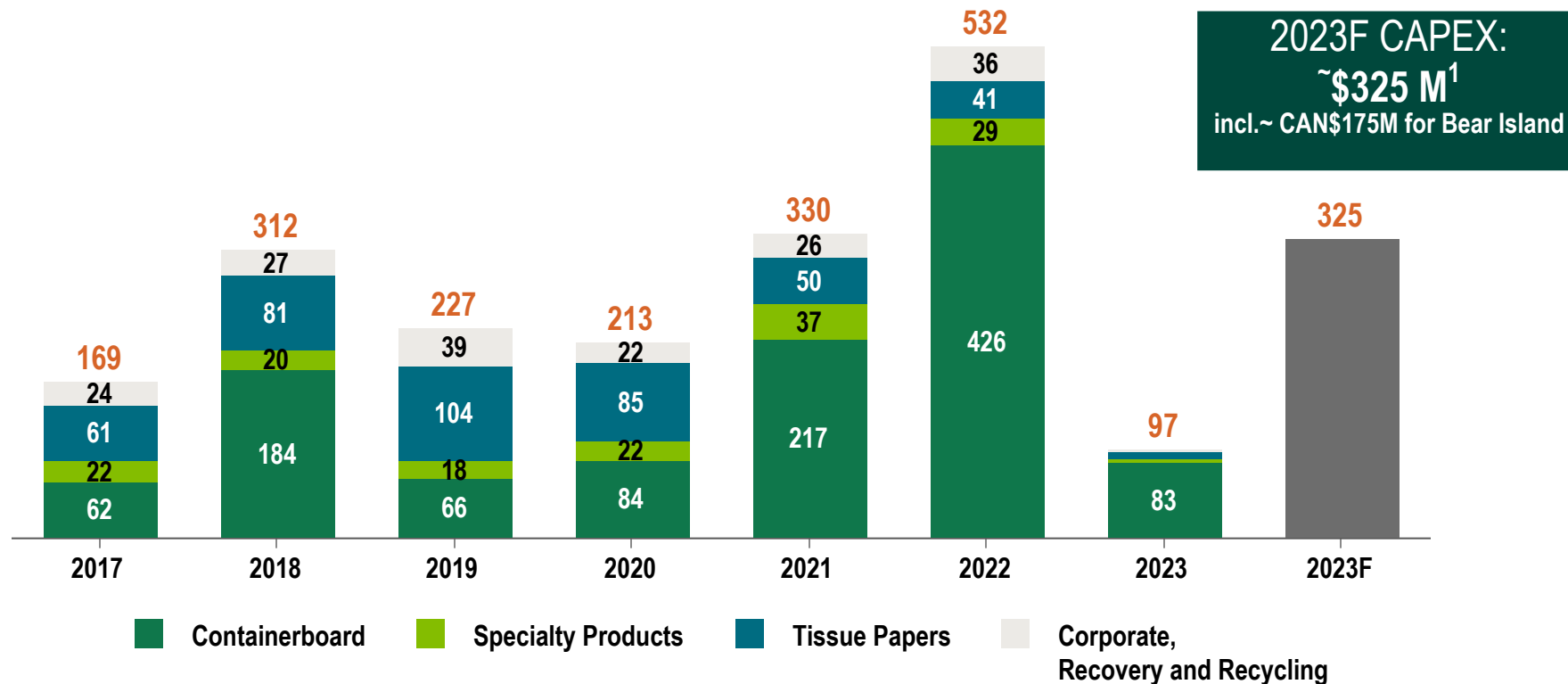
The year-over-year increase in Adjusted Cash Flow² reflects improved profitability, offset by higher interest and capital expenditures paid in the current period that are largely attributable to the Bear Island investment.



(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 available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com. (3) Paid to our shareholders and to non-controlling interests.

NEW CAPITAL INVESTMENTS

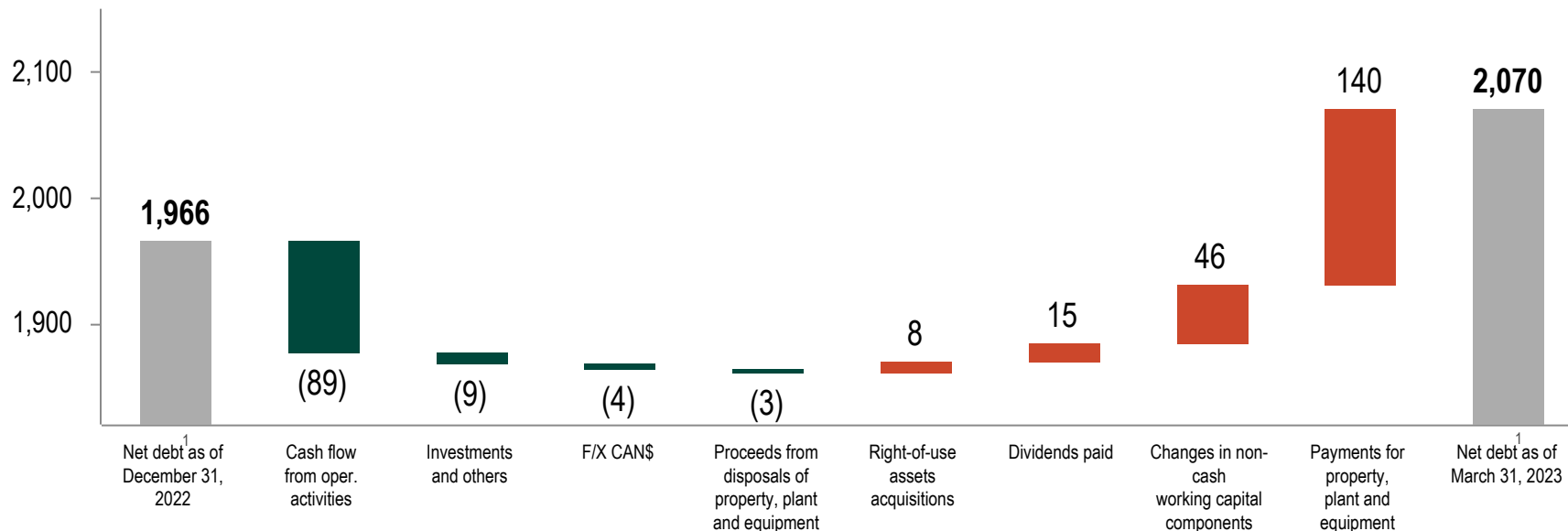
(in millions of Canadian dollars, excluding new leases, disposal of assets and accounts payable variation)



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

NET DEBT¹ RECONCILIATION - Q1 2023

(M CAN\$)



Q4 2022

\$376 million
5.2x

LTM EBITDA (A)¹
Net debt / LTM EBITDA (A) ratio¹

Q1 2023

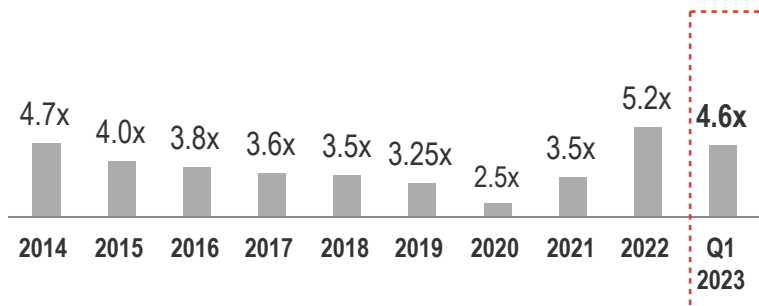
\$452 million
4.6x

Lower leverage reflects stronger cash flow from operations, sale of an investment in a joint venture, favourable exchange rate, partially offset by working capital requirements and elevated investments for Bear Island

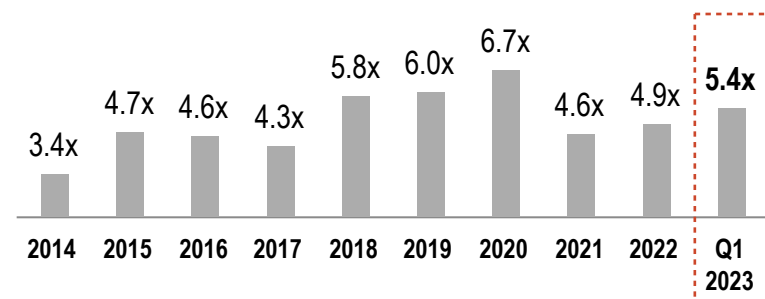
(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com.

CONSOLIDATED FINANCIAL RATIOS & DEBT MATURITIES

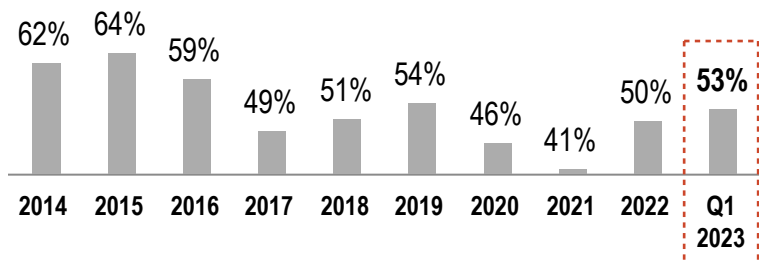
Net Debt / EBITDA (A)^{1,3}



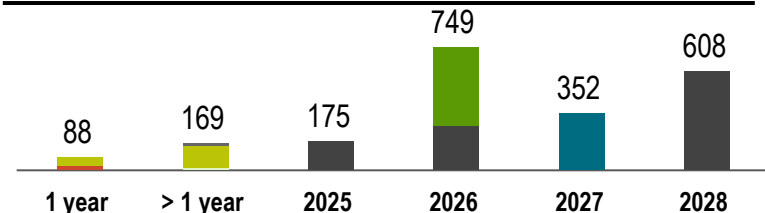
Interest Coverage Ratio^{2,3}



Net Debt / Net Debt + Total Equity¹



Long-Term Debt Maturities (as of March 31, 2023)

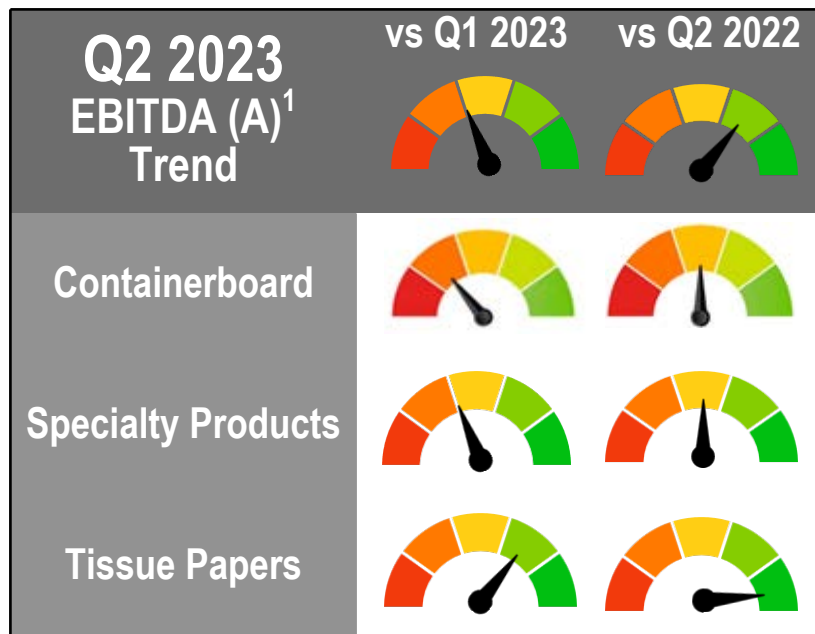


Bank debt financial covenant ratios: Net funded debt to capitalization < 65% (currently at 50.97%), interest coverage ratio > 2.25x (currently at 3.33x).

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com. (2) EBITDA (A)¹ to financing expense. (3) Pro-forma up to 2018 to include business acquisitions on a LTM basis, if applicable.



NEAR TERM FACTORS



- **Containerboard:** Net of \$7 million partial insurance settlement in Q1 2023, sequential performance forecast to reflect the start-up of Bear Island, slightly higher average raw material prices, lower selling prices and softer volume; Expect relatively stable YoY results with lower raw material cost and good volume offsetting lower average selling prices and cost inflation impact.
- **Specialty Products:** QoQ results expected to decrease marginally reflecting stable volumes and selling prices offset by slightly higher raw material costs; YoY results expected to reflect stable volumes and selling prices and slightly lower raw material costs.
- **Tissue:** Q2 results expected to improve QoQ, driven by profitability initiatives, stable volume and lower raw material and energy costs; Stronger results YoY reflect benefits from price increases and lower raw material costs offset by slightly softer volume and higher energy costs.
- **Corporate Activities:** Improvement QoQ, stable YoY.



HIGHLIGHTS OF THE 2022 - 2024 STRATEGIC PLAN UPDATE



HIGHLIGHTS - 2022 - 2024 Strategic Plan Update

OUR OBJECTIVES ARE UNCHANGED

- Drive revenues in targeted strategic markets
- Increase profitability across business segments
- Maintain a disciplined approach to capital allocation, deliver on leverage reduction objective

WHAT WE HAVE UPDATED

- Growth targets for certain strategic markets to reflect demand trends and pro-active adjustments to our commercial approach and strategy
- Market condition assumptions to include current selling prices, raw material costs, and other production and input cost factors
- Our production capacity, following (i) announced repositioning of our Tissue operational platform, (ii) ramp-up schedule of our Bear Island facility, (iii) delayed plans to increase US containerboard converting capacity and (iv) closure of machine #2 at our Niagara Falls facility



CONTAINERBOARD - Bear Island - 1st Paper Roll May 2, 2023



CONTAINERBOARD - Bear Island

- Higher cost of the project reflects inflation-driven cost escalation, supply chain challenges, and slight modifications to original design plan of this brownfield project

	≤ 2022	2023	2024	2025	Full Potential
PROJECT COST (Cash)	~ US \$396 M (~ CAN \$512 M)	US \$130 M (CAD \$175 M)	-	-	-
PRODUCTION (% Capacity Utilization)	-	~ 43%	~ 91%	~ 96%	100%
ANNUAL PRODUCTION ('000 s.t.)	-	~202 s.t.	~ 422 s.t.	~ 446 s.t.	~ 465 s.t.
EBITDA (A) ^{1,3} (US \$M)	-	~ \$10	~ \$55 - \$65	~ \$65 - \$80	~ \$85 - \$90
PRODUCTION VOLUME SECURED ²	-	100% of production volume in the first 12 months and ~75% of volume in the following 24 months is secured through commercial agreements			

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com. (2) Includes tonnage that will be integrated internally. (3) The 2023 forecast is based on expected performance of the paper making equipment considering normal ramp-up period for this type of project. The EBITDA (A) forecast is based on expected volume and production costs using current market conditions. Actual results may differ from these forecasts due to changes in operational performance and/or market conditions that may affect selling prices or production costs.



CONTAINERBOARD - Strategic Market Volume Growth Targets

- Updated volume growth targets reflect realignment of the Company's go-to market approach to adapt to changes in the market since February 2022.

OUR STRATEGIC MARKETS ¹	2021 - 2024 Volume Growth Target (MSF, as at February 2022)	2022 vs. 2021	Updated 2021 - 2024 Volume Growth Target (MSF)
Distribution/E-Commerce ~20% of 2021 MSF sales volume	25% - 30%	20%	30% - 35%
Produce ~4% of 2021 MSF sales volume	10% - 15%	(4)%	~ 5%
Food Processing² ~48% of 2021 MSF sales volume	10% - 15%	(2)%	10% - 15%
Consumer Packaged Goods ~7% of 2021 MSF sales volume	5% - 10%	(8)%	(10)% - (5)%
Industrial ~19% of 2021 MSF sales volume	5% - 10%	(11)%	(10)% - (5)%



(1) Based on Cascades full year 2021 - sales segmentation in million of square feet ("MSF"), excluding sheet plants. 2% MSF sales volume sold to other markets.

(2) Includes beverage market.

CONTAINERBOARD - Action Plan

		Objective as at February 2022	Updated Objective
1	Complete Bear Island start-up	End of 2022	Production started May 2, 2023
2	Increase integration with new converting capacity in the U.S.	<ul style="list-style-type: none"> Opportunities to increase converting capacity will be explored over the longer-term; capital allocation prioritizing debt repayment 	
3	2024 Revenue	\$2.9 B	\$2.6 B
4	2024 EBITDA (A) Margin ¹	~19% - 21%	~18% - 20%
5	Invest \$325 M in 2022 (\$275 M for Bear Island)	<ul style="list-style-type: none"> 2022 capital investments of \$426 M exceeded targeted range, driven by higher Bear Island project costs (\$364 M) 	



(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com.

SPECIALTY PRODUCTS - Sales Growth Targets

OUR STRATEGIC MARKETS	Sales Growth Target 2021 - 2024 (as at February 2022)	2022 vs. 2021	Updated Sales Growth Target 2021 - 2024
Egg Packaging 2021 sales \$190 M	10% - 15%	18%	30% - 35%
Fruits & Vegetables 2021 sales \$30 M	120% - 135%	20%	25% - 30%
Proteins 2021 sales \$90 M	40% - 60%	10%	65% - 70%
Isothermal Distribution 2021 sales \$35 M	130% - 150%	20%	20% - 25%
Food Services 2021 sales \$25 M	130% - 160%	16%	75% - 80%
Industrial & Flexible Packaging 2021 sales \$180 M	(35)% - (40)% Reflects transfer of carton tonnage to other sub-segments	23%	10% - 15%



SPECIALTY PRODUCTS - Action Plan

		Objective as at February 2022	Updated Objective
1	Increase pace of new sustainable product development and commercial launch	<ul style="list-style-type: none"> • 2 new sustainable products introduced • 6 additional ones planned for 2023 	
2	Continue to develop and grow our share of targeted markets	<ul style="list-style-type: none"> • Annual sales growth realized in 2022 supports forecasted growth in targeted strategic markets 	
3	Invest ~\$40 M in 2022	<ul style="list-style-type: none"> • \$29 M invested in 2022 • Investments expected to remain at this level to support growth 	
4	2024 Revenue	\$700 M	\$735 M
5	2024 EBITDA (A) Margin ¹	~17% - 19%	~17% - 19%



(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com.

TISSUE PAPERS - Business Overview

- The Company announced a repositioning of its Tissue operational platform in April 2023
- Reduces annual paper production capacity by 92,000 s.t. and annual converting capacity by 10 million cases
- 2024 target of selling 75-80 million cases of converted products therefore reduced to ~ 59-63 million cases
- Operations will be concentrated at core, geographically well-positioned sites for optimal productivity and improved logistics

Annual Production Capacity (millions of cases)

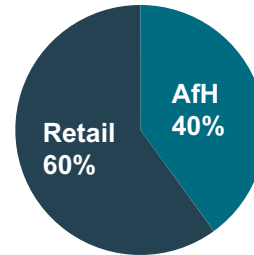


> February 2022

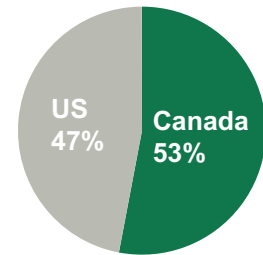
After Repositioning

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

Converting Capacity



Geographic Breakdown



TISSUE PAPERS - Action Plan

		Objective as at February 2022	Updated Objective
1	Leverage well invested asset base and limit Capex to \$35 M annually through 2024	<ul style="list-style-type: none"> Target of \$35 M unchanged Focused on core assets following announced repositioning of operational platform 	
2	Focus on production execution and efficiency particularly in US operations	<ul style="list-style-type: none"> Not meeting expectations Key technical & financial resources allocated to Pryor facility 	
3	Strengthen commercial strategies to drive value	<ul style="list-style-type: none"> Market leader in 2022 announced price increases Solid customer base focused on developing their private label brands 	
4	2024 Revenue & EBITDA (A) ¹ (and margin)	<ul style="list-style-type: none"> ~\$1.7 B ~\$150 M (9% - 10%) 	<ul style="list-style-type: none"> ~\$1.5 B ~\$120 - \$140 M (8% - 9%)
5	Enhance business expertise and market intelligence to drive performance	<ul style="list-style-type: none"> Strengthened management team with additional resources Expanded focus on data in decision-making process 	



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TISSUE PAPERS - 2024 EBITDA (A)¹ FORECAST DRIVERS

Bridge to 2024F EBITDA (A)¹ (\$M)



KEY DRIVERS

- Benefits from implemented selling price increases and other profitability initiatives initiated over the past 12 months
- Optimization of operational platform and profitability initiatives are improving cost structure
- Normalizing/stabilizing input costs including raw materials
- Continuous improvement initiatives expected to contribute positively to results



(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com.

CASCADES - 2024 Financial Targets

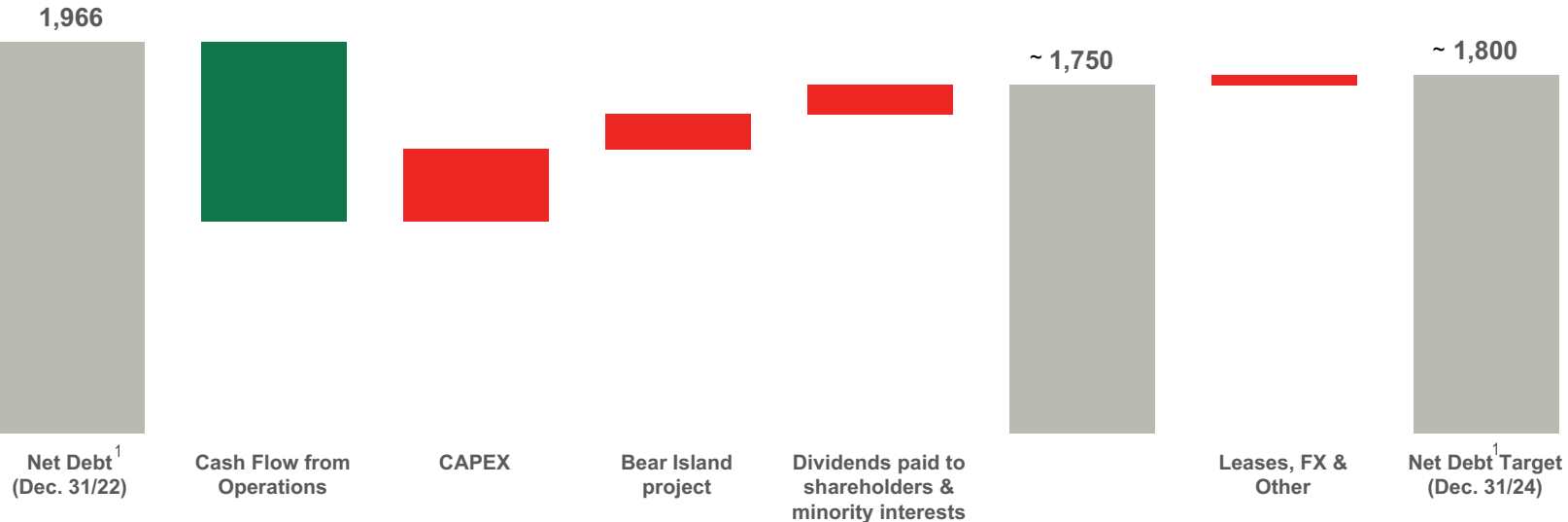
Financial Targets		2024 Objective as at February 2022	Updated 2024 Objective
1	Revenues	~ \$5.0 B	~ \$5.0 B
2	EBITDA (A) Margin ¹	~ 13% - 15%	~ 12% - 14%
3	CAPEX ⁴	~ 4% of sales in 2023 & 2024	~ \$175 M in 2024 (~3.5% of sales)
4	Free Cash Flow ^{1,2,3}	~ 9% - 11% of sales	~ 9% - 10% of sales
5	Shareholder Return	Maintain dividend & NCIB, review after 2022	Dividend maintained, NCIB not renewed for 2023 to focus on leverage objective
6	Net Debt / EBITDA (A) ¹	2.0x - 2.5x (end of 2024)	2.5x - 3.0x (end of 2024)

(1) Please click [here](#) for supplemental information on non-IFRS measures and other financial measures available on pages 24 to 28 of our 2023 Quarterly Report 1, Management Discussion & Analysis, available on SEDAR at www.sedar.com. (2) Defined as EBITDA (A) - Capex (3) Interest, cash tax, working capital, lease payments, dividends paid to non-controlling interests and other Cash Flow items requirements are estimated at ~\$225 M - \$250 M annually. (4) Excluding strategic projects



CASCADES - Net Debt¹ Evolution 2023 - 2024

Forecasted Evolution of Net Debt¹ 2022-2025 (\$M)



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CASCADES - Our Top Priorities

An integrated Company with strong assets to drive value for shareholders

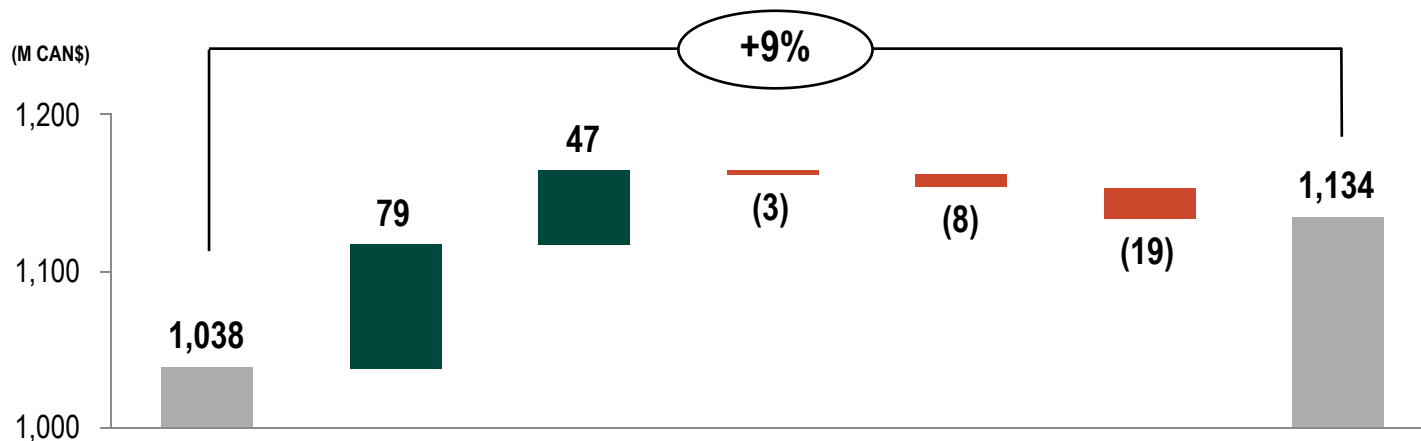
- 1** Deliver on the Tissue Papers business profitability plan
- 2** Ramp-up the strategic Bear Island 100% recycled and lightweight containerboard facility
- 3** Explore opportunities to grow our sustainable packaging business in the U.S. over the longer-term
- 4** Deliver on our comprehensive 4th Sustainability Plan, encompassing 15 targets
- 5** Win the talent war through recruitment, training and development



APPENDIX



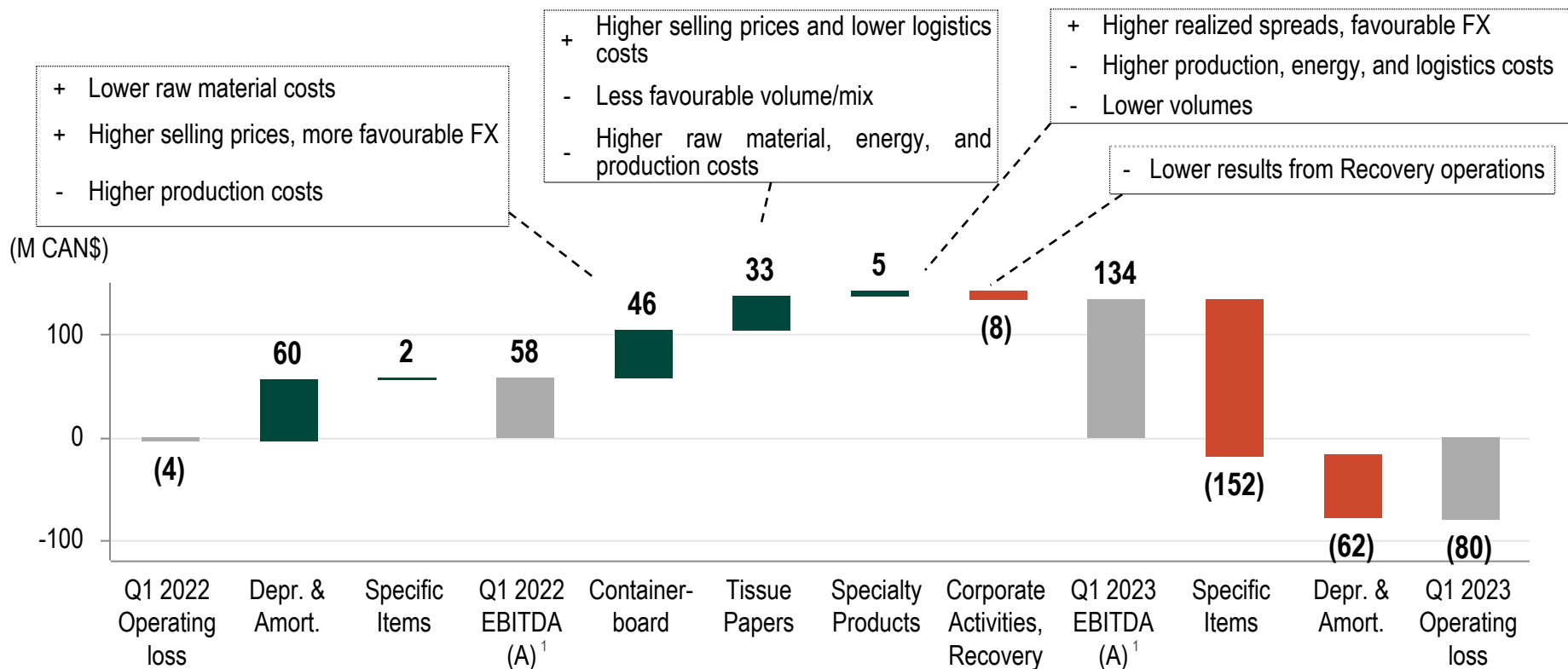
YEAR-OVER-YEAR SALES RECONCILIATION



(M CAN\$)	Sales Q1 2022	Price	F/X CAN\$	Mix	Recovery & Recycling & Other items	Volume	Sales Q1 2023
Containerboard	534	3	23	(15)	—	16	561
Specialty Products	157	16	7	—	—	(19)	161
Tissue Papers	314	60	17	12	—	(16)	387
Corporate, Recovery and Recycling & Elim.	33	—	—	—	(8)	—	25
Total	1,038	79	47	(3)	(8)	(19)	1,134

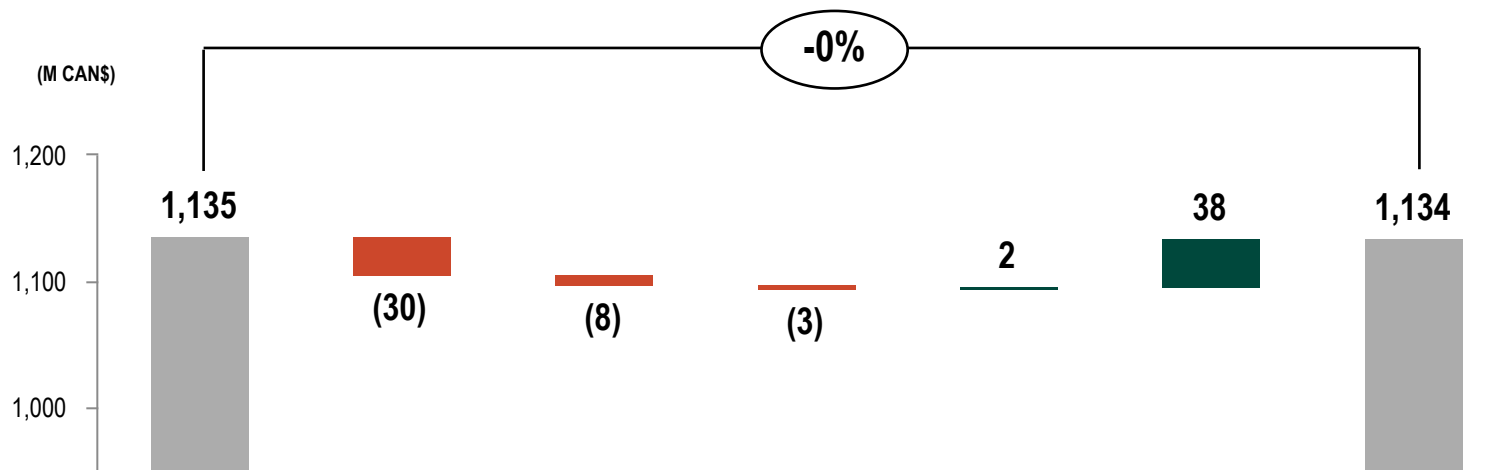


YEAR-OVER-YEAR EBITDA (A)¹ RECONCILIATION



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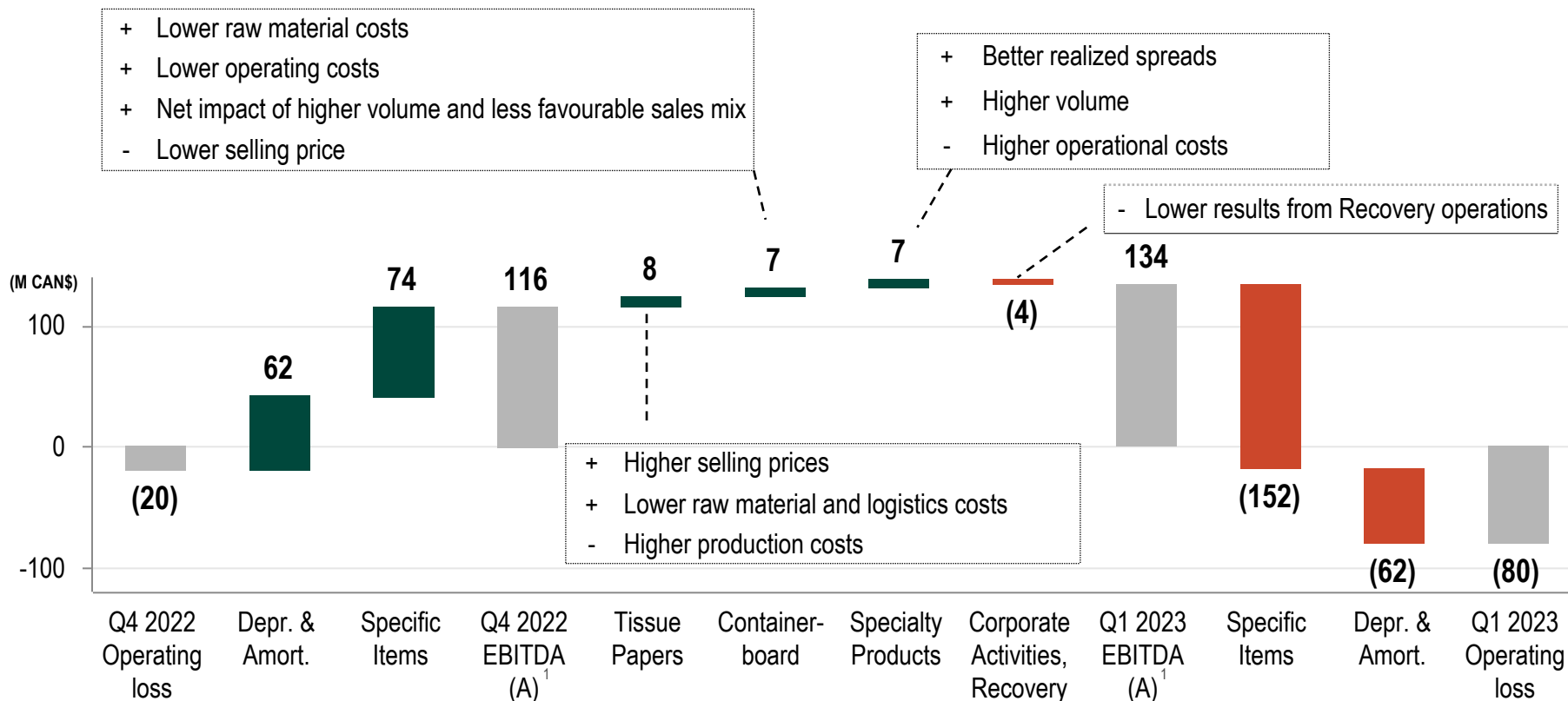
SEQUENTIAL SALES RECONCILIATION



(M CAN\$)	Sales Q4 2022	Mix	Price	F/X CAN\$	Recovery & Recycling & Other items	Volume	Sales Q1 2023
Containerboard	567	(22)	(13)	(2)	—	31	561
Specialty Products	161	—	(4)	—	—	4	161
Tissue Papers	384	(8)	9	(1)	—	3	387
Corporate, Recovery and Recycling & Elim.	23	—	—	—	2	—	25
Total	1,135	(30)	(8)	(3)	2	38	1,134



SEQUENTIAL EBITDA (A)¹ RECONCILIATION



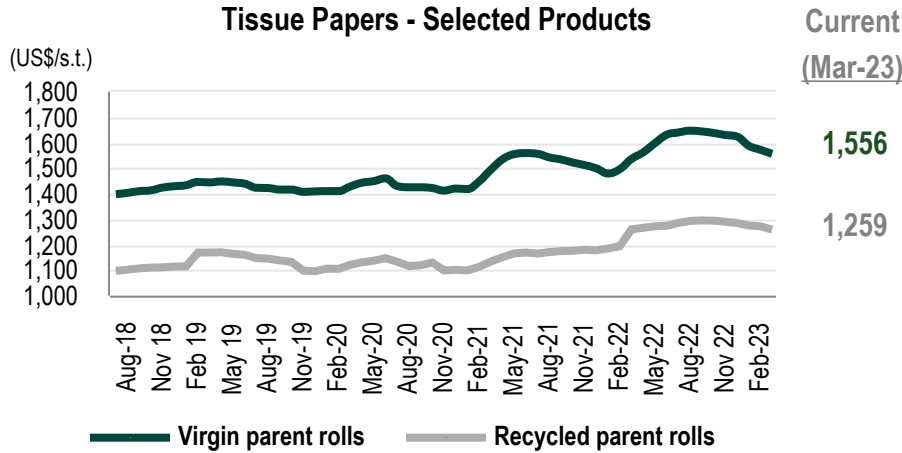
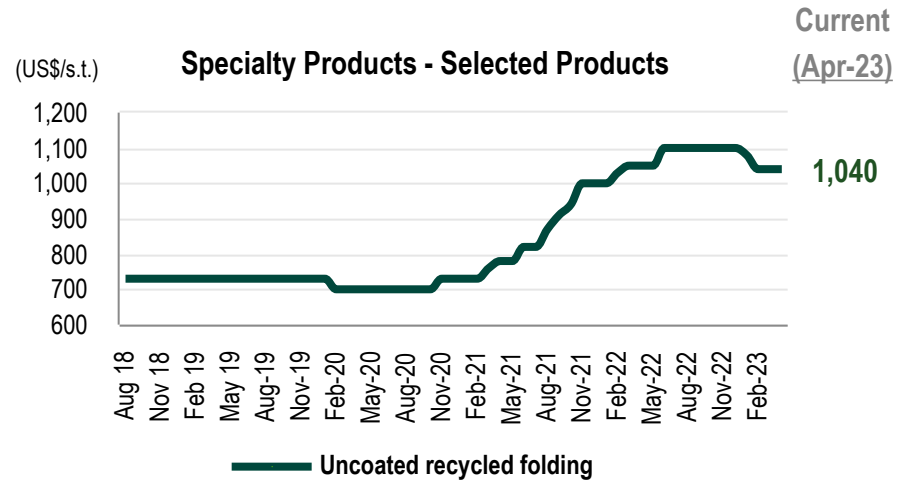
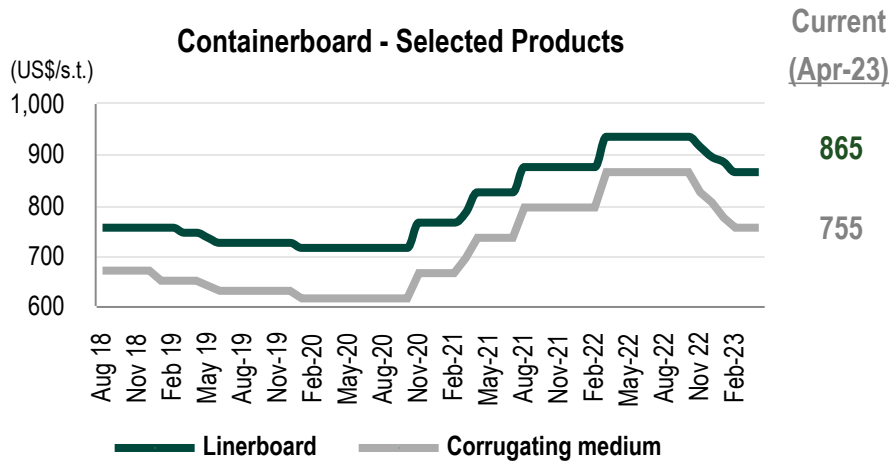
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COST OF SALES SELLING AND ADMINISTRATIVE EXPENSES

(In millions of Canadian dollars)	Q1 2023	Q4 2022	Q1 2022
Cost of sales			
Raw materials	365	395	359
Wages and benefits	206	194	183
Energy	63	60	59
Delivery	135	137	142
Other	142	142	149
Depreciation and amortization	63	62	60
	974	990	952
Selling and administrative expenses			
Wages and benefits	80	77	70
Information technology	14	13	12
Publicity, marketing and other	(6)	1	6
	88	91	88



SELECTED REFERENCE PRICES



Source: RISI

SELECTED REFERENCE PRICES AND FIBRE COSTS

	2021					2022					2023	Q1 2023 vs. Q1 2022		Q1 2023 vs. Q4 2022		
These indexes should only be used as an indicator of trends and they may be different than our actual selling prices or purchasing costs.	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	(units)	(%)	(units)	(%)	
Selling Prices (average)																
PACKAGING PRODUCTS																
Containerboard (US\$/short ton)																
Linerboard 42-lb. unbleached kraft, Eastern US (open market)	772	825	858	875	833	895	935	935	915	920	872	(23)	(3%)	(43)	(5%)	
Corrugating medium 26-lb. semichemical, Eastern US (open market)	675	735	775	795	745	818	865	865	832	845	762	(56)	(7%)	(70)	(8%)	
Specialty Products (US\$/short ton)																
Uncoated recycled boxboard - bending chip, 20-pt. (series B)	740	793	867	980	845	1,027	1,067	1,100	1,100	1,073	1,053	26	3%	(47)	(4%)	
TISSUE PAPERS (US\$/short ton)																
Parent rolls, recycled fibres (transaction)	1,115	1,159	1,170	1,178	1,156	1,213	1,271	1,291	1,290	1,266	1,269	56	5%	(21)	(2%)	
Parent rolls, virgin fibres (transaction)	1,453	1,550	1,544	1,511	1,515	1,504	1,597	1,644	1,631	1,594	1,572	68	5%	(59)	(4%)	
Raw Material Prices (average)																
RECYCLED PAPER																
North America (US\$/short ton)																
Sorted residential papers, No. 56 (SRP - Northeast average)	44	59	108	108	80	98	107	98	23	81	18	(80)	(82%)	(5)	(22%)	
Old corrugated containers, No. 11 (OCC - Northeast average)	79	102	162	167	127	140	137	109	35	105	33	(107)	(76%)	(2)	(6%)	
Sorted office papers, No. 37 (SOP - Northeast average)	94	117	153	173	134	205	235	252	248	235	222	17	8%	(26)	(10%)	
VIRGIN PULP (US\$/metric ton)																
Northern bleached softwood kraft, Canada	1,302	1,598	1,542	1,472	1,478	1,527	1,743	1,800	1,745	1,704	1,675	148	10%	(70)	(4%)	
Bleached hardwood kraft, mixed, Canada/US	1,037	1,297	1,320	1,262	1,229	1,312	1,517	1,620	1,608	1,514	1,523	211	16%	(85)	(5%)	





For more information:

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