DO YOU FEEL THAT THE PAST 45 YEARS HAVE SPED BY?
The last few years, perhaps, more so than the past 45! When you’re young, you are always anxious to know how things will go. You tell yourself, next year, I could do this or that... You are always searching... but when you get older, you find everything goes quickly, and it goes faster and faster. During the first few years, I would tell myself that things would go better in five years. We had the time to look ahead, whereas now, as the years go by, I find they are really short!

IN LIGHT OF THE EXPERIENCE YOU HAVE GAINED, WOULD YOU DO IT AGAIN?
Yes, because if Cascades has grown, it’s because I liked what I was doing. You don’t start a company only to stop. I am 73, and I have trouble stopping, because I still want to do more and more. All these years gone by were good years... and they were largely successful. Today, Cascades is doing very well. I am very happy about it. In 45 years, there have been ups and downs, but getting through them is the challenge, and these challenges, well, I like them!

WHAT IS YOUR GREATEST PROFESSIONAL ACHIEVEMENT?
I am proud as a French Quebecker who built a company that is perhaps the largest paper company in Canada now. Domtar is far more American, and Abitibi Consolidated, no one knows what will be left of it in a few months or a few years... Cascades is growing. It was born 45 years ago, out of nothing, and it has become a large corporation, with 13,000 employees. This is really the greatest achievement. Sometimes, I still cannot believe it! Thirteen thousand employees and more than 100 units... How did we get here? It is this success that really gets me today. We have had some very good projects, very good transactions, but it’s our overall success of which I’m the proudest.

DO YOU HAVE ANY REGRETS?
I have regrets, but I forget them fast! Yes, regrets... I sometimes have made mistakes, and I have told myself that things would have been better if I hadn’t. However, I know that it is impossible to be perfect, that we cannot always succeed. I quickly forget these regrets but because I am an optimist by nature, I quickly forget any failures. If I could start over, I would not redo certain things. But what counts is having gotten through the mistakes, and taking pride in having been able to do so.

WHAT WOULD YOU HAVE LIKED TO KNOW BEFORE EMBARKING ON SUCH A VENTURE?
I did not know much about finance, which is why I made mistakes... that’s part of experience... I would have wanted to know more, but it takes years to gain experience. It’s easy in hindsight to say, “I would have liked to know this or that”, but it’s impossible as long as one has not done this or that, or has not made mistakes. Of course, if I had known what I know today, I would have done things differently, I would have been quicker, handled transactions differently. I would have liked...
certain situations to happen. Having had, at 35 years of age, the experience I have today would have allowed Cascades to grow faster and there would have been fewer setbacks.

**IN YOUR OPINION, WHAT IS YOUR GREATEST QUALITY AS A LEADER?**
I believe it is someone who knows how to convince people... it's my leader side. I am a man who knows how to surround himself with the right people and who puts confidence in people. When you put your confidence in people, they feel empowered, they feel they are doing the right thing. When people argue all the time, nothing works. It's about being more careful the next time, instead of wasting time criticizing others. I am a unifier, an optimist.

**WOULD YOU BE WILLING TO REVEAL YOUR GREATEST FAULT?**
Yes, I am not very organized. As soon as I have started a company, I look for something else to do. I do not complete projects, but I am surrounded by men who do it for me. What interests me is the big picture, not the details. Sometimes it works well for me; this fault can also be a quality. That's what our team of three brothers is, what makes us strong. Laurent always helps us to stop, step back and think twice before acting. We are brothers, but three different people.

**WHAT ARE YOUR EXPECTATIONS FOR YOUR EMPLOYEES?**
I expect them to like their work, and to be proud when they succeed. Liking what they do, doing it well, and going the extra mile. That is how you succeed—being happy to achieve—as I am. At Cascades, we give everyone credit, since it is impossible to become a big company without the employees. And I acknowledge those who have contributed to our success, today's team. The confidence of our employees is important, and we try to never disappoint them. It is the employees who make Cascades.

**WHAT IS THE BEST SHOW OF CONFIDENCE THAT YOU EVER HAD?**
(After thinking about it...)
The best show of confidence is to see happy employees. Even at the beginning, when it was not easy, they had confidence in me, and I knew I had to succeed. Recognition from my employees is one of the best shows of confidence, and that's much more precious than money.

**WHAT WOULD YOU LIKE PEOPLE TO REMEMBER ABOUT YOU?**
I would like for everyone to remember that I was an entrepreneur who was not afraid of taking risks. I risked a lot, and I still take risks. Someone who was forward-thinking... a man who was a giver, who always liked and respected his employees, and who was grateful to them. Let everyone remember that I had talent, but I always felt my talents had to be supported to be effective. I therefore needed the support of my employees. Let them remember that I was a happy man and loved life. A bon vivant! I went to parties, I had fun, just like I did at work, and still do.

**IN CONCLUSION, WHAT DO YOU WISH CASCADES FOR ITS ANNIVERSARY?**
That it continues growing, that it becomes even larger, and that it continues to create jobs in the world... A Québec company... I am a nationalist, a Quebecker, proud that we have gone so far. Before, in the face of the entrepreneurship of others, we would say that as Quebeckers we were incapable. Now everyone sees we can go far. That Cascades can move forward, that there are many talented employees within Cascades today, very well trained people, who are well managed to go even further. I wish Cascades remains visionary in moving into profitable areas and grows even bigger. I have always had this dream, and I would like it to continue to unfold.
DO YOU FEEL THAT THE PAST 45 YEARS HAVE SPED BY?
Far too quickly! I think that we are setting goals and objectives. A life full of projects, many acquisitions, some leisure time, and so you don’t see the time go. All in all, it’s a great life!

IN LIGHT OF THE EXPERIENCE YOU HAVE GAINED, WOULD YOU DO IT AGAIN?
I would easily do it again. I have no major regrets...However, I would try to be closer to my family, since, throughout all these activities, it was difficult, and it’s probably the only dark spot...

WHAT IS YOUR GREATEST PROFESSIONAL ACHIEVEMENT?
There have been many amazing achievements at Cascades, but, for me, Europe was really something... Bernard was very busy in Québec, and I was focused on development there. It was the first plant acquisition, and I was busy with those that followed. My commitment and attachment to these plants are very strong.

Recovery has always been and continues to be a crucial common thread in our achievements. We have always emphasized recycled and recovered products, and, at Cascades, it is a major strength today.

DO YOU HAVE ANY REGrets?
Regrets, remorse... as I said, not really... Of course, there have been mistakes and failures. It’s to be expected that, out of 125 plants, there will be some that don’t succeed as much as the others. Sometimes, we believe that success begets success, and that it will always continue. However, during difficult times, we must take Draconian measures for certain plants. There are a few, like Port-Cartier, Thunder Bay, which were more remote plants over which we had less of a hold on.

Closing plants is a difficult decision to make. In spite of it all, I think it was a wise thing to do, to put wisdom before pride in order to not endanger others.

WHAT WOULD YOU HAVE LIKED TO KNOW BEFORE EMBARKING ON SUCH A VENTURE?
I studied Management, and was always a do-it-yourselfer, someone who can get by in mechanics and construction, but I would have liked to have more technical skills. An in-depth knowledge in this area would have helped me better evaluate new techniques, solve problems... However, after 20 years of practice, things are improving.
IN YOUR OPINION, WHAT IS YOUR GREATEST QUALITY AS A LEADER?
I do not want to brag, but I am relatively calm, and my judgement is rarely wrong regarding people or investments. I try to assess things from all angles.

WOULD YOU BE WILLING TO REVEAL YOUR GREATEST FAULT?
Ah, as a leader... when a project is submitted to me, I am perhaps a bit of a killjoy at first. I question it a lot, and sometimes people do not think I am enthusiastic enough. However, my analytical mind has also enabled us to reach a balance.

WHAT ARE YOUR EXPECTATIONS FOR YOUR EMPLOYEES?
First, that they learn their duties quickly and improve their knowledge to do their work well. That they work as a team, that they are dedicated to their work... that they go that extra mile to make a difference.

WHAT IS THE BEST SHOW OF CONFIDENCE THAT YOU EVER HAD?
(Without hesitation)
When my brother handed me the presidency... It did not turn into a disappointment, since I was the one who had the best results... maybe I’ve been lucky!

WHAT WOULD YOU LIKE PEOPLE TO REMEMBER ABOUT YOU?
A man of rigour and duty, who was able to balance his life.

IN CONCLUSION, WHAT DO YOU WISH CASCADES FOR ITS ANNIVERSARY?
I want it to have a strong forward-looking outlook with people capable of successfully leading it for the next 25 years.
**DO YOU FEEL THAT THE PAST 45 YEARS HAVE SPED BY?**
Very quickly, for sure! And they are passing quicker and quicker... It is a drawback to be at an age where one thinks of retiring.

**IN LIGHT OF THE EXPERIENCE YOU HAVE GAINED, WOULD YOU DO IT AGAIN?**
I would definitely do it again. I would of course do some things a bit differently, but, overall, I am very proud of what we have done thanks to our employees, who, in the early days gave us our chance and helped turn Cascades today not only into a large company, but also one with a special niche of being greener than the competition.

**WHAT IS YOUR GREATEST PROFESSIONAL ACHIEVEMENT?**
Merging Cascades’ and Domtar’s assets, giving birth to Norampac, and then the 100% acquisition of this jewel by Cascades.

**DO YOU HAVE ANY REGRETS?**
Of course, everyone always has regrets, but I don’t feel bad about them. Regrets... not always having made the right decisions. You have to go beyond this. We must look at what we have accomplished overall. Our employees can be proud of the company they work for. Cascades has a good reputation, a lot of credibility. We have to remember this positive aspect.

**WHAT WOULD YOU HAVE LIKED TO KNOW BEFORE EMBARKING ON SUCH A VENTURE?**
I would have liked to have far more technical knowledge in terms of administration or operations, to have degrees, to be completely bilingual. At the time that we started, these assets were perhaps not needed, but as the company grew, they became more essential. This is why it is important today for young people to be more educated. Far more knowledge is needed to face the changes we are going through now.

**IN YOUR OPINION, WHAT IS YOUR GREATEST QUALITY AS A LEADER?**
Consulting and listening to others in order to make better decisions. It’s part of my personality. I like to listen, have empathy toward people.

**WOULD YOU BE WILLING TO REVEAL YOUR GREATEST FAULT?**
That’s easy... I am often late!
**WHAT ARE YOUR EXPECTATIONS FOR YOUR EMPLOYEES?**
Conscientious employees, who respect what they do, who devote the time needed in the performance of their duties. And that they have a sense of innovation, which is an indispensable quality today. We need people who think about their work and take responsibility, since it contributes to the feeling of belonging. This is the type of person we need to succeed.

**WHAT IS THE BEST SHOW OF CONFIDENCE THAT YOU EVER HAD?**
The trust of my brothers, when they gave me the Domtar-Cascades merger in order to create Norampac. It definitely was the best show of confidence that they could give me. They also allowed me to choose the members of my team to carry out this merger. It gave me confidence when I later became president.

**WHAT WOULD YOU LIKE PEOPLE TO REMEMBER ABOUT YOU?**
(After a few minutes of reflection...)
We have always worked for the company, and I think that people will remember us as being very accessible and human people who wanted overall success for the company, and not just for their own personal gain.

**IN CONCLUSION, WHAT DO YOU WISH CASCADES FOR ITS ANNIVERSARY?**
That it continues along the road to success. After several difficult years, that it has good times in front of it, and that future leaders are successful so that Cascades will continue to be a respected company.
Ten Milestones in the History of Cascades

In 1964,
Antonio Lemaire and his sons officially ventured into the production of paper made from recycled fibres when they took over the disused mill in Kingsey Falls, Québec, owned by Dominion Paper Co. This transaction resulted in Papier Cascades Inc.

In 1964,
Cascades began its expansion in Kingsey Falls with the creation of Cascades Forma-Pak, its first moulded pulp mill to use 100% recycled fibre. This event marked the beginning of a genuine paper making corporation in the centre of a small town in the Eastern Townships: from 1972 to 1977, the successive start-ups of Papier Kingsey Falls, Industries Cascades, Plastiques Cascades and Cascades Conversion took place.

In 1976,
the Lemaire Brothers “exported” their skills and knowledge for the first time outside Kingsey Falls with the start-up of the containerboard mill Papier Cascades in Cabano, Québec.

1983
was an important milestone in the history of Cascades, when its shares began trading on the Montréal Stock Exchange. That same year, its entry into the United States began with the start-up of Cascades Industries Inc. in Rockingham, North Carolina.

In 1985,
the company made its entry into Europe with the acquisition of a boxboard plant in La Rochette, France. This new expansion really took shape in 1986 with the creation of Cascades S.A. and the acquisition of another French boxboard mill in Blendecques.
The eighties played out in the spirit of innovation with the creation of a research and development centre in 1985 in Kingsey Falls. This facility would become the largest private Canadian R&D centre in the pulp and paper industry.

1997

Norampac was created in partnership with Domtar, which led to the restructuring of Cascades into five distinct groups: specialty packaging, containerboard, tissue paper, fine papers and boxboard.

In 2006, the company bought back the Domtar shares in Norampac and merged its European boxboard activities with Reno de Medici in 2007, two actions that consolidated its leadership position in the boxboard and containerboard sectors.

In 2008, all North-American boxboard and containerboard activities were consolidated under the Norampac banner.

At the dawning of the nineties, Cascades became daring when it created Cascades Energy. This subsidiary controlled a brand-new cogeneration plant powered by natural gas, the first in Canada, whose mandate was to provide the energy required by all the Cascades mills in Kingsey Falls. The success of this project enabled Cascades to further invest in the prospective energy sector with the acquisition of Boralex in 1995. Today, Boralex’s shares are traded on the Toronto Stock Exchange in which Cascades holds a 34% interest.
THREE GROUPS AND MANY PRODUCTS

Cascades is made up of three distinct groups: Cascades Specialty Products Group, Norampac and Cascades Tissue Group. Each group makes products that are primarily made of recycled fibres. It is difficult to list exactly how many products there are, but they no doubt run into the thousands.

CASCAD E S

SALES PER SEGMENT (%)

LTM Q2 2009 (before intersegment eliminations)

CAN$ 4 BILLION

Packaging (79%)

- Boxboard
- Containerboard
- Specialty Products
- Tissue Papers (21%)

21%

28%

32%

19%

CASCAD E S

SPECIALTY PRODUCTS GROUP

Cascades Specialty Products Group is a leader in the following four sectors of activity: industrial packaging; consumer product packaging; specialty papers; and recycling and recovery. The Group has 43 units throughout North America and Europe, and employs over 2,500 people.

With 45 years of experience in recycling and recovery, the Cascades Specialty Products Group has 19 recovery centres in Canada and the United States, in partnership with METRO Waste Paper Recovery Inc., making Cascades the largest paper and cardboard recovery company in Canada.
**NORAMPAC**

Specialized in corrugated cardboard packaging solutions, Norampac is the main producer of containerboard in Canada and the seventh largest in North America. Norampac is also one of the largest corrugated cardboard converting plants in Canada. Today, it has 43 plants in Canada, the United States and France, including seven containerboard manufacturing plants, 26 corrugated cardboard converting plants and a research centre. The company has a complete range of custom-made corrugated cardboard packaging products used for different applications.

Since 2008, the Boxboard Group has reported to Norampac. It runs seven coated boxboard manufacturing plants for making folding boxes and E-fluted packaging. The Boxboard Group is the largest producer of recycled and coated cardboard in Canada and France, as well as the third largest producer of recycled and coated cardboard in North America. With plants located in Canada, France, the United States, Germany and Sweden, the Boxboard Group is now well established on the world stage.

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**CASCADES TISSUE GROUP**

Cascades Tissue Group is a North-American company known for manufacturing and converting tissue paper into a variety of products: paper hand towels, paper towels, bathroom tissue, facial tissue, table napkins and wipers.

Given its knowledge and skills regarding environmentally sound products, the Tissue Group is pleased to offer its customers a wide variety of 100% recycled products. Being PCF certified (processed chlorine free) and produced with 80% less water than the Canadian industry average, they are also compostable and biodegradable.

Today, the Tissue Group is the fourth largest producer of tissue paper in North America. The Group has close to 2,000 employees working in 16 manufacturing and converting units in Canada and in the United States.
WHERE ARE YOU ORIGINALLY FROM?
I am originally from Tingwick, a small place in Centre-du-Québec, near Kingsey Falls.

IN A FEW WORDS, TELL US ABOUT YOUR FAMILY.
My parents were farmers and owned a dairy farm. I am the eldest, with four younger brothers! Farm work was our main focus, and growing up on my family’s land definitely helped me develop a nose for business.

My small family is made up of my two children, Arianne and Grégoire, and my spouse, Luc Lapointe, who lends his unconditional support so that I can work without any worries.

WHAT BROUGHT YOU TO CASCADES?
Réal Boisvert, from Cascades Papier Kingsey Falls, suggested that I intern at Cascades. Since the company was close to home, it was convenient. Later, Laurent Lemaire offered me a job as an Accounts Payable clerk, and then as plant controller for the Tissue Group in Kingsey Falls, and the rest is history... over 30 years’ worth!

WHAT IS OR WAS YOUR GREATEST CHALLENGE?
Preparing the succession among our managers so that the Cascades Tissue Group continues growing.

We also need to be more competitive, since we produce convenience products, and several countries (India, Brazil, China) invest a lot in these products found here. Today, because the world is growing smaller, we need to keep this in mind.

WHAT ARE YOU THE PROUDEST OF?
It is to have a team of Cascadeurs at my side who are specialized in tissue paper, who help us be better every day in a highly competitive world. Because of them, after 30 years, we are number four in North America.

WHAT DO YOU APPRECIATE THE MOST AT CASCADES?
It is the concern for improving, evaluating, setting objectives, excelling in order to succeed. The Lemaire Brothers lead us to think differently so that Cascades lives a long time... a very, very long time!

IN YOUR OPINION, WHAT IS THE MOST FUNDAMENTAL VALUE AT CASCADES?
Transparency and the commitment of our people in making decisions. Respect as well, in other words, listening to what our employees have to say and trying to understand them. We make it our duty to convey information so that they know what is happening in the company and in the market.
HOW COULD CASCADES BE IMPROVED?
By designing new products and improving those that exist. We must not forget productivity. Because of our productivity, we will be more competitive. Products come from everywhere, and we must always be the best to win and to preserve our jobs. Status quo is not an option.

HOW DO YOU DEFINE A GOOD LEADER?
A positive person with vision and creativity... who knows how to surround himself with a good team of people who enjoy working together. A person who has courage, the courage to share his ideas, to make decisions, to be different, and to be there for his employees, regardless of the situation.

IN CONCLUSION, WHAT WOULD YOU WISH CASCADES FOR ITS 45TH ANNIVERSARY?
I wish good health to Cascades and its Cascadeurs! Health to the Lemaire Brothers! Health to Cascades’ philosophy, and that it reaches its 100th anniversary!
INTERVIEW WITH MARIO PLOURDE

WHERE ARE YOU ORIGINALLY FROM?
I am from Danville, but I live in Kingsey Falls. I have always lived in this area, except when I was studying, and when I spent a year in the United States.

IN A FEW WORDS, TELL US ABOUT YOUR FAMILY.
I have two sisters who are quite a bit older than me! When I was young, I was neighbours with a family that had 11 sons, who I hung out with. Today I have two teenage girls, 16 and 18. I have been with my spouse Marie for 21 years. The biggest family challenge is knowing that our girls will be leaving home.

WHAT BROUGHT YOU TO CASCADES?
I come from the area, so Cascades was a natural choice, but it was actually from dating Sylvie Lemaire, Bernard’s daughter, which led me to Cascades. I originally worked in the sorting centres and washed the engines and trucks. Since this time, I have moved up in Cascades. I held different positions, depending on where I was needed, I was controller, plant manager, and, since 2000, when the Speciality Products Group was created, I have been its president. The next challenge that I would like to face is to manage the growing, expanding market.

WHAT IS OR WAS YOUR GREATEST CHALLENGE?
Growing within Cascades, taking on even more responsibilities.

WHAT ARE YOU PROUDEST OF?
I am proudest of the reorganization of the Rolland plant. I especially appreciated the large amount of work and overall participation of the employees.

WHAT DO YOU APPRECIATE THE MOST AT CASCADES?
Openmindedness, communication and the human aspect.

IN YOUR OPINION, WHAT IS THE MOST FUNDAMENTAL VALUE AT CASCADES?
Without a doubt, respect.

HOW COULD CASCADES BE IMPROVED?
By making ourselves better known in English Canada and the United States. As well, by creating more synergy between groups, we are able to offer our customers a more comprehensive service (closing the loop).

HOW DO YOU DEFINE A GOOD LEADER?
A unifier and good communicator.
**Name a Memorable Moment.**

When I was first hired, I was the assistant for one day for the Lemaire Brothers... and I dressed up like a woman!

**Any Future Plans?**

I would really like to travel in developing countries to gain a better understanding of them, because I think they will be changing the face of the planet over the next few years.

**In Conclusion, What Would You Wish Cascades for Its 45th Anniversary?**

500 million in profits!

Mario has been at the head of the Specialty Products Group since 2000. He is a leader that is very appreciated. This group has more than 2,500 employees, and just as many products!
INTERVIEW WITH MARC-ANDRÉ DÉPIN

WHERE ARE YOU ORIGINALLY FROM?
I was born in Montreal, but I spent quite a large part of my childhood and all my teen years in Drummondville.

IN A FEW WORDS, TELL US ABOUT YOUR FAMILY.
I have shared the past 20 years with my spouse Nathalie. We have two children, Marc-Édouard and Juliette.

WHAT BROUGHT YOU TO CASCADES?
After studying Management, and some experience in sales, I started my career as a Cascadeur in 1990, at Etcan, a sales agent exclusive to Cascades. Later, I held the position of Sales Manager until 1997, when I came to Cascades, when Norampac was created.

WHAT IS OR WAS YOUR GREATEST CHALLENGE?
Without a doubt, it was the creation of Norampac, and spending 32 years as Vice-President and Chief Operating Officer for 16 corrugated cardboard conversion plants that we inherited during the merging of the packaging assets of Cascades and Domtar, in addition to my duties as Vice-President of Sales and Marketing for the containerboard mills. At this time, I knew a lot about containerboard, but corrugated cardboard was brand new to me. With a great team, I was able to rise up to all challenges stemming from the creation of Norampac.

WHAT ARE YOU PROUDEST OF?
At the risk of repeating myself... Norampac! We really worked hard to make this company a success, to develop a unique feeling of belonging between two different cultures... Twelve years later, I believe that we succeeded! We are also proud of our growth, since we started with 25 business units in 1997, with 43 today, after adding the Boxboard Group.

WHAT DO YOU APPRECIATE THE MOST AT CASCADES?
The values! I was quickly taken in by the fact that they are a major part of Cascades. And since Cascades’ values reflect my own, I could naturally relate and have been following them right from the start of my career.

IN YOUR OPINION, WHAT IS THE MOST FUNDAMENTAL VALUE AT CASCADES AND HOW IS IT CONVEYED?
Through respect. Every day, we try to show respect, especially by being as transparent as possible in our decisions and by informing employees. This transparency takes on even more importance when we go through difficult situations, especially when we must communicate something that will not make people happy, such as the plant closures.
**HOW COULD CASCADES BE IMPROVED?**

I believe that Cascades must continue focusing on employee development, since our employees are our most precious resource. They are at the heart of Cascades’ success with their dedication and efforts. To move ahead, we must continue to rely on them so that our company can remain the leader in its industry.

**HOW DO YOU DEFINE A GOOD LEADER?**

A person who effectively communicates the right messages to the right people at the right time. Someone who can surround himself with talented people having complementary skills, putting the right people in the right positions. A good leader does not hesitate in setting objectives for his team, and to follow up to help them reach them.

**IN CONCLUSION, WHAT WOULD YOU WISH CASCADES FOR ITS 45TH ANNIVERSARY?**

That Cascades live another 100 years, maintaining the same values and management style. I hope that Cascades continues to inspire confidence in young people and anyone wanting to excel.
To be successful in building a company the size of Cascades, the Lemaire Brothers wisely surrounded themselves with dedicated employees. Bernard, Laurent and Alain recognize the work of Cascadeurs. The brothers are very fond of their employees and show it. They offer them good working conditions, have developed an enriching training program and focus on health and safety... just some of the firm commitments within the company.

Since Cascades’ beginnings, the Lemaire Brothers have also been generous to the communities that are home to the company’s various units. This is still true today, and the greater region of Bois-Francs is no exception. Over time, management practices were instilled to help donation and sponsorship committee members to make choices based on the company’s values. And Cascades does receive many requests for sponsorships and donations. Did you know that over 1,200 proposals a year are examined by the committee?

The environment is one of the sectors fostered by the company. Cascades sets the standard for sustainable development and is looking for partners who will be beneficial for the organizations as well as for itself. This is why it is actively involved in Earth Day, the Maison sur le développement durable, and closer to home, the Centre de formation en entreprise et récupération (CFER) and Journée Normand-Maurice.

Education and sports are also important sectors, because the Kingsey Falls company cares about the well-being of its employees. The saying “Healthy mind, healthy body” takes on its full meaning when it comes to getting involved in various sports causes, such as the Grand défi de Victoriaville, or even the Triathlon Cascades de Drummondville. Many sports teams in the region benefit from major donations, especially the teams of our employees’ children.

Schools are also fostered, because the education of our young people is one of our priorities. The École Cascatelle in Kingsey Falls is a good example, and the children benefit directly.

The quality of life of the employees at Cascades is based on good working conditions, but also a good living environment. Cascades’ commitment to the community will always be a priority.
In 2009, Alain Lemaire and many Cascadeurs voluntarily shaved their heads for Leucan for a profit of nearly $50,000.

Relay for life is one of our Cascadeurs’ favourite activities. This walk is organized by the Canadian Cancer Society.

Each year, countless Cascadeurs ride their bikes for the Fondation Charles-Bruneau. In 2009, $135,189 were raised for the foundation.

Alex Harvey and Alexandre Bilodeau (two athletes sponsored by Cascades), as well as Laurent Lemaire brilliantly took on the challenge of the 2009 Grand Défi! They are seen here with René Lemieux, President of the event.
When we mention the Lemaire Brothers to Louis Garneau, the founding president of Louis Garneau Sports Inc., this businessman and former international cyclist and runner can’t contain his enthusiasm. He can only say good things about these three men who he calls chameleons, since they “know how to adapt to all situations”.

After 13 years as an international cyclist and runner, having won the Canadian Individual Pursuit Championships in 1983, Louis Garneau decided, along with his spouse Monique Arsenault, to make his first cycling apparel.

Thus, in 1984, after taking part in the Los Angeles Olympic Games, he quit active competition and focused on the business world. Since Louis Garneau Sports Inc. has never stopped growing, and can now be found on six continents.

A WONDERFUL SURPRISE

Before even meeting the three Lemaire Brothers, Louis Garneau admired their management style. “When Bernard Lemaire telephoned me to ask me to be on Cascades’ Board of Directors, I couldn’t believe it… The people who had been a model to me wanted my contribution! My commitment on the Board and getting to know the Lemaire Brothers better have obviously been very important in my life,” he confirms.

When Louis Garneau looks at their actions and procedures, he admits being very motivated by them. “Making projects a reality, working as a team with employees while maintaining the course based on an entrepreneurial vision... I find that inspiring, and I hope that it will inspire others. They are brave and very honest people who have never given up. To me, Cascades is the best business model in the world.”

Quebeckers are very proud of what Cascades and the Lemaire family have done. “Through their vision and philosophy, the Lemaire Brothers always succeed in getting through crises. Québec society needs people like them,” concluded Louis Garneau, who obviously admires the work of Laurent, Bernard and Alain Lemaire.

Louis Garneau tips his cap to the visionaries Laurent, Bernard and Alain Lemaire. “Like many Québec companies, they could have decided, during hard times, to sell their companies overseas or set up their head office in a larger city. But no, they’ve always felt very strongly about improving the economy of their region and the concern for maintaining industrial heritage. This attitude encouraged me to make certain choices regarding my own company.”

Louis Garneau has been a member of Cascades’ Board of Directors since 1996. The businessman is fascinated by the Lemaire brothers’ ability to adapt to any situation.
Talking to Mr. Couture about Cascades is like getting news from a family member who we are very attached to. Mr. Couture, or as everyone affectionately called him, “Dédé”, talks to us, his voice full of pride and admiration for Cascades’ history. This man, who saw this great company from its very beginnings and modest start, provides an informed view, with a humorous, but pensive note about the Company’s future.

**MR. COUTURE, HOW MANY YEARS DID YOU WORK FOR THE COMPANY?**

I officially worked for Cascades for 20 years, from 1968 to 1988, but unofficially I would say around 25 years, since I loved dropping in to see what was going on and to give the guys a hand.

**WHAT IS YOUR BEST MEMORY WHEN YOU WORKED HERE?**

Watching Cascades become as big as, and even bigger than Johns Manville, a large mining company in our region. This is one of my best memories, because, beforehand, I used to say that I came from a ghost town. The village is now known, and for the right reasons, thanks to Cascades!

**IN YOUR OPINION, WHAT DO YOU BELIEVE THE LEMAIRE BROTHERS’ STRENGTH TO BE?**

In my opinion, it is their understanding of people, and the fact that they are not afraid to trust their employees. When I went to see Bernard, for example, to share a problem and propose a solution, he said to me, “If you think you can do it... do it.” He challenged me. A lineage of “practical inventors” was thus born, which has borne fruit.

The Brothers complement each other well. Bernard and Alain are similar, and have the same business sense, and Laurent, to me, acts as judge for the two!

**WHAT IS CASCADES’ GREATEST CHALLENGE IN THE FUTURE?**

I hope that the people who take over will share the Brothers’ philosophy... This would allow the company to continue growing, as it is now. I fear that a new administration will lack the points of reference from when the company started, that it will not remember the more difficult times at the beginning.

I would like the children to take up the torch, that it stays in the family. The family also includes people who were there right from the start, employees who have worked closely with the Brothers.

It’s also important to be able to trust people! This is what Bernard, Laurent and Alain have taught us.

**IN CONCLUSION, WHAT WOULD YOU WISH CASCADES FOR ITS 45TH ANNIVERSARY?**

I wish the Brothers health so that they can continue this venture as long as they want and as long as they are available for us.
EM tively. I hope that its remarkable performance, along with its long list of innovations, creativity and perseverance mark our daily lives and that of thousands of people for the next century...at least! Happy Anniversary Cascades!"

Marie Cloutier Boralex

“I would like to congratulate Bernard, Laurent, Alain and all my fellow Cascades employees on the 45th anniversary of Cascades. I wish everyone health and success in the future as we move towards the 50th anniversary.”

Mireille Guibault Cascades Specialty Products Group – Kingsey Falls

“May Cascades’ next 44 years be punctuated by continued growth, financial prosperity, commitment to social responsibility and adherence to the core values that have contributed to its success.”

Terry Henfrey Cascades Tissue Group – British Columbia

“In a more and more conforming world, I wish for Cascades to continue to integrate its distinctive characteristics. I hope that it will continue to be a formidable inequation, a burning anachronism for yet many years to come. May its desire to shape the world remain the core of its success.”

Patrice Clerc Cascades Récupération – Lachine

“I would like to congratulate Bernard, Laurent, Alain and all my fellow Cascades employees on the 45th anniversary of Cascades. I wish everyone health and success in the future as we move towards the 50th anniversary.”

Henry M. Schnerch Cascades Boxboard Group – Winnipeg

“Congratulations Cascades on your 45th anniversary! Over the years, Cascades has always found a way to stay young and in shape. I hope that the years to come will be a source of motivation so that it can remain young and solid.”

Yves Lamothe Cascades Tissue Group – Pennsylvania
“I know that there are some nostalgic people among us who think that the best is behind us. True, we will probably never again see the crazy economic period that reigned at the Company’s beginning but I believe that we are in a good position to face new challenges and our ever growing customers’ requests. I see marketing and innovation efforts that will transport us towards markets that have yet to be discovered. It is together that we built what Cascades is today, that is, a strong and diversified company.

Let’s continue to promote the different products of all of our groups; this will help us stand out from our competition. Let’s keep up the good work!”

Stéphane J. George
Cascades Specialty Products Group – Saint-Bruno

“Thanks to their vision, our founders allow us today, to distinguish ourselves in a declining market. For its 45th anniversary, I hope that Cascades’ winning visionary philosophy will continue to guide us toward a renewal and creativity that will be at the heart of its progress for years to come.”

Normand Champagne
Cascades Fine Papers Group – Saint-Jérôme

“45 years of taking care of its customers, its employees and its shareholders, that is quite remarkable! It is with great pride, as a 10-year Cascadeur that I offer Cascades my most sincere congratulations on its 45th anniversary, and I wish us even more success in the years to come.”

Guy Roy
Norampac – Saint-Bruno
Printed on Rolland Enviro100 Print, which is 100% post-consumer, FSC Recycled, EcoLogo and Processed Chlorine Free certified and manufactured in Quebec by Cascades using biogas energy.

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