<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Objective 01</td>
<td>Reduce energy consumption 6%</td>
</tr>
<tr>
<td>Objective 02</td>
<td>Increase energy consumption 6%</td>
</tr>
<tr>
<td>Objective 03</td>
<td>Increase the RHE using renewable energy 6%</td>
</tr>
<tr>
<td>Objective 04</td>
<td>Reduce the use of papermaking waste 6%</td>
</tr>
<tr>
<td>Objective 05</td>
<td>Increase the RHE using renewable energy 20%</td>
</tr>
<tr>
<td>Objective 06</td>
<td>Increase commitment to sustainable development 20%</td>
</tr>
<tr>
<td>Objective 07</td>
<td>Reduce the discharge of effluent 6%</td>
</tr>
<tr>
<td>Objective 08</td>
<td>Increase the use of recycled papers and virgin fibers that are FSC or equivalent certified 4%</td>
</tr>
</tbody>
</table>

**Sustainable Development Plan**

**Cascades 2010-2012**
<table>
<thead>
<tr>
<th>OBJECTIVE 01</th>
<th>OBJECTIVE 02</th>
<th>OBJECTIVE 03</th>
</tr>
</thead>
<tbody>
<tr>
<td>REDUCE ENERGY CONSUMPTION: 6%</td>
<td>INCREASE CONSUMPTION OF RENEWABLE ENERGY: 6%</td>
<td>INCREASE THE RE-USE OF PAPERMAKING WASTE: 6%</td>
</tr>
<tr>
<td>OBJECTIVE 04</td>
<td>OBJECTIVE 05</td>
<td>OBJECTIVE 06</td>
</tr>
<tr>
<td>OPTIMIZE THE RECYCLING PROGRAM: 20%</td>
<td>ENCOURAGE SUPPLIERS' COMMITMENT TO SUSTAINABLE DEVELOPMENT: 20%</td>
<td>INCREASE THE USE OF RECYCLED FIBRES AND VIRGIN FIBRES THAT ARE FSC OR EQUIVALENT CERTIFIED: 4%</td>
</tr>
<tr>
<td>OBJECTIVE 07</td>
<td>OBJECTIVE 08</td>
<td>OBJECTIVE 09</td>
</tr>
<tr>
<td>REDUCE THE DISCHARGE OF EFFLUENT: 6%</td>
<td>IMPROVE THE QUALITY OF TREATED WATER: 4%</td>
<td>INCREASE SALES OF PRODUCTS THAT</td>
</tr>
</tbody>
</table>
MANSERSHIP
Long before sustainable development became “fashionable”, Cascades embraced it instinctively. In fact, the Company had always considered sustainable development as the only avenue, and its very existence is based on a form of sustainable development: waste paper recovery. Ever since the beginning, we have never stopped improving our practices, but one element was missing from our toolbox. For this reason, we have adopted a sustainable development plan.

In the interest of transparency and credibility, our plan sets forth measurable objectives for sustainable development. They are based on consistent performance indicators, enabling us to produce accurate reports that do more than just describe our notable achievements.

Our management philosophy, our more than 45 years of experience in recycling and our ongoing research and development efforts are some of the strengths that enable us to manufacture paper and packaging products that are increasingly respectful of the environment. We contribute tirelessly to building a better future on the environmental, social and economic fronts.
Their collaboration is crucial: our stakeholders create sustainable development practices, apply them, benefit from them and promote them. They thereby participate in the Company’s success and, by expressing their opinions and ideas, become a true source of inspiration. Cascades would like to thank them.
We took the first steps toward creating this sustainable development plan in 2009.

The overall preparation of the plan and its commitments was supervised and validated by Climate for Ideas.org, a non-governmental environmental organization.

Our stakeholder consultation was the driving force behind our approach. At the end of this exercise, we examined our current practices and made changes to some of them. By compiling our stakeholders’ comments, we were able to determine 18 performance indicators, governed by strategic priorities and focuses. The group specializing in corporate responsibility and sustainable development from Samson Béclair/Deloitte & Touche helped us start this consultation.
Our 18 performance indicators respond directly to our focuses and strategic priorities. They provide structure and, above all, they make our sustainable development practices measurable. On the following pages, we present the objectives we will strive to attain by 2012.

The preliminary approach in this plan prompted us to more clearly express our sustainable development values and our practices, by setting priorities.

→ Ensure that environmental performance is measurable.  
→ Practice responsible procurement.  
→ Maintain sustainable development at the core of our corporate culture.  
→ Differentiate our products and services on the basis of their sustainable properties.  
→ Maintain ongoing communications with our stakeholders.  
→ Get actively involved in our communities.

Our 18 performance indicators respond directly to our focuses and strategic priorities. They provide structure and, above all, they make our sustainable development practices measurable. On the following pages, we present the objectives we will strive to attain by 2012.
THE FOCUS ON PERFORMANCE, LEADERSHIP AND TRANSPARENCY REFLECTS THE COMPANY’S KEY DIRECTIONS WHICH IN TURN DETERMINE ITS STRATEGIC PRIORITIES
Cascades targets unequalled environmental PERFORMANCE
an ambition for which it has earned its role as a sustainable development LEADER
a role it plays in total TRANSPARENCY
and with the utmost respect for its different stakeholders.
THROUGH A TRANSPARENT PROCESS, OUR 18 MEASURABLE OBJECTIVES ARE PRESENTED IN ABSOLUTE FIGURES AT WWW.CASCADES.COM/SUSTAINABLE-DEVELOPMENT

PERFORMANCE → CLIMATE CHANGE AND GREENHOUSE GAS (1-4)

REDUCE ENERGY CONSUMPTION

REDUCE THE QUANTITY OF ENERGY PURCHASED TO PRODUCE OUR PRODUCTS

2012 OBJECTIVE

6% ↓

COMPARED TO 2010
(3% IN THE FIRST YEAR AND 3% IN THE SECOND)

UNIT OF MEASUREMENT
GIGAJOULES OF PURCHASED ENERGY PER SALEABLE METRIC TONNE (GJ/MT)

“WE HAVE ALREADY DONE A GREAT DEAL AND WE DID NOT WAIT FOR REGULATORY CONTROLS TO DO IT; WE NEED TO INVEST, EVEN IF WE ARE NOT REQUIRED TO DO SO.”

ALAIN LEMAIRE
PRESIDENT AND CHIEF EXECUTIVE OFFICER
**02**

**2012 Objective**

**6%**

**In Greenhouse Gas Emissions Compared to 2010**

(3% in the first year and 3% in the second)

**Unit of Measurement**

Kilograms of equivalent CO₂ from the purchase of energy per saleable metric tonne (kg CO₂ eq./MT)

“Many projects already underway in the group’s production units will contribute to achieving this objective. Cascades is the only paper company in North America to employ a group of energy-efficiency specialists.”

Émilie Allen
Corporate Energy Director
Cascades EAG Inc.

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**03**

**2012 Objective**

**6%**

**Increase the Rate for Re-use of Waste Generated by Pulp, Paper and Cardboard Production**

**Unit of Measurement**

Percentage of waste recovered compared to waste sent to landfill

“Papermaking waste can take on a second useful life as fertilizer, liming material and as fuel for biomass boilers.”

Léon Marineau
Vice-President
Environment

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**04**

**2012 Objective**

**20%**

**Optimize the Recycling Program**

**Reduce the Quantity of Solid Waste Sent to Landfill, Other Than Papermaking Waste, by Adopting the Principle of the 4Rs: Reduction at Source, Re-use, Recycling and Repurposing of Waste**

**Unit of Measurement**

Kilograms of solid waste sent to landfill per $10,000 in sales

“Because waste recovery is a never-ending process, it is a daily task that requires a commitment from employees. Implemented in 2001, the Cascades Recycling Program supports the operating units in decreasing the amount of solid waste sent to landfill.”

Léon Marineau
Vice-President
Environment
ENCOURAGE SUPPLIERS’ COMMITMENT TO SUSTAINABLE DEVELOPMENT

ENCOURAGE THE COMPANY’S SUPPLIERS, BY WAY OF A QUESTIONNAIRE ON SUSTAINABLE PROCUREMENT, TO ADOPT RESPONSIBLE BEHAVIOURS THAT COMPLY WITH SUSTAINABLE DEVELOPMENT PRINCIPLES.

STÉPHANE DUBÉ
CORPORATE DIRECTOR PROCUREMENT

2012 OBJECTIVE

▲ 20% COMPARED TO 2010

UNIT OF MEASUREMENT
PERCENTAGE OF THE VALUE OF PURCHASES FROM SUPPLIERS WHO HAVE COMPLETED THE QUESTIONNAIRE

“CASCADES FOSTERS LONG-TERM RELATIONS WITH SUPPLIERS THAT ESPouse SUSTAINABLE DEVELOPMENT PRINCIPLES, AS LONG AS THEY REMAIN INNOVATIVE AND PRODUCTIVE.”

STÉPHANE DUBÉ
CORPORATE DIRECTOR PROCUREMENT

INCREASE THE USE OF RECYCLED FIBRES AND VIRGIN FIBRES THAT ARE FSC OR EQUIVALENT CERTIFIED

DECREASE THE COMPANY’S ENVIRONMENTAL IMPACT ON FORESTS BY USING RECYCLED FIBRES OR VIRGIN FIBRES THAT ARE FSC OR EQUIVALENT CERTIFIED

JACQUES VERREAU
DIRECTOR
SALES AND PROCUREMENT
OF VIRGIN AND RECYCLED PULP

2012 OBJECTIVE

▲ 4% COMPARED TO 2010

UNIT OF MEASUREMENT
PERCENTAGE OF RECYCLED FIBRES + PERCENTAGE OF VIRGIN FIBRES THAT ARE FSC OR EQUIVALENT CERTIFIED

“SINCE WE ALREADY USE A HIGH LEVEL OF RECYCLED AND/OR CERTIFIED FIBRE, A 4% INCREASE REPRESENTS A REAL CHALLENGE IN THE CURRENT MARKET.”

JACQUES VERREAU
DIRECTOR
SALES AND PROCUREMENT
OF VIRGIN AND RECYCLED PULP

REDUCE THE DISCHARGE OF EFFLUENT

REDUCE THE COMPANY’S WATER CONSUMPTION BY DECREASING THE AMOUNT OF TREATED PROCESS WATER DISCHARGED INTO SEWERS OR THE ENVIRONMENT

ALAIN LEMAÎRE
PRESIDENT AND CHIEF EXECUTIVE OFFICER

2012 OBJECTIVE

▼ 6% COMPARED TO 2010

UNIT OF MEASUREMENT
CUBIC METRES PER METRIC TONNE OF MACHINE-DRIED SALEABLE PRODUCTS (M³/TM)

“OUR EFFORTS IN THE AREA OF WATER CONSUMPTION ARE THE RESULT OF OUR VALUES AND THEY GIVE US A COMPETITIVE ADVANTAGE: CASCADES’ WATER CONSUMPTION IS ON AVERAGE FIVE TIMES LOWER THAN THAT OF THE CANADIAN PULP AND PAPER INDUSTRY.”

ALAIN LEMAÎRE
PRESIDENT AND CHIEF EXECUTIVE OFFICER

PERFORMANCE ➔

BIODIVERSITY AND WATER (5-8)

PERFORMANCE ➔

INNOVATION AND FINANCIAL VIABILITY (9-10)
IMPROVE THE QUALITY OF TREATED WATER

REDUCE BIOLOGICAL OXYGEN DEMAND AND SUSPENDED SOLIDS IN WATER THAT HAS BEEN TREATED AFTER BEING USED TO MANUFACTURE PRODUCTS.

2012 OBJECTIVE
↓4%
COMPARSED TO 2010
UNIT OF MEASUREMENT
KILOGRAMS OF BIOLOGICAL OXYGEN DEMAND AND SUSPENDED SOLIDS PER METRIC TONNE OF MACHINE-DRIED SALEABLE PRODUCTS (KG/TM)

“WATER, OUR SHARED SOURCE OF LIFE, IS PROVING TO BE A MAJOR ISSUE THAT THE WORLD COMMUNITY MUST ADDRESS, THROUGH CONCRETE ACTIONS THAT IMPROVE THE QUALITY OF THIS PRECIOUS AND THREATENED RESOURCE, AS A RESPONSIBLE CORPORATE CITIZEN, CASCADES UNDERTAKES DAILY INITIATIVES TO CALCULATE AND DECREASE THE ENVIRONMENTAL IMPACT OF ITS PRODUCTS.”

LÉON MARINEAU
VICE-PRESIDENT ENVIRONMENT

INCREASE SALES OF PRODUCTS THAT RESULT FROM SUSTAINABLE INNOVATIONS

TAKE OPTIMAL ADVANTAGE OF STRATEGIC OPPORTUNITIES THAT RESULT FROM THE SUSTAINABLE INNOVATION PROCESS DESIGNED BY CASCADES.

2012 OBJECTIVE
10%
UNIT OF MEASUREMENT
PERCENTAGE OF SALES ATTRIBUTED TO INNOVATIVE NEW PRODUCTS BROUGHT TO MARKET IN THE PAST THREE YEARS

“NEW PRODUCTS CAN LEAD TO NEW REVENUE SOURCES, BUT THEY DO NOT NECESSARILY GUARANTEE THE COMPANY’S LONGEVITY. WE MUST THEREFORE ADD THE WORD ‘SUSTAINABLE’ TO INNOVATION: SUSTAINABLE INNOVATION EQUALS SUSTAINABLE Prosperity.”

ROGER GAUDREault
CORPORATE DIRECTOR SCIENTIFIC DEVELOPMENT AND INNOVATION

INCREASE RETURN ON ASSETS

IMPROVE THE RETURN ON THE COMPANY’S ASSETS SO THAT WITHIN THE NEXT THREE TO FIVE YEARS IT COMPARES WITH THE INDUSTRY AVERAGE.

2012 OBJECTIVE
12%
UNIT OF MEASUREMENT
PERCENTAGE OF RETURN ON ASSETS

“WITH A BETTER RETURN ON ASSETS CASCADES COULD MAKE THE INVESTMENTS NEEDED TO RENEW AND OPTIMIZE ITS PRODUCTION TOOLS, MAKE LONG-TERM STRATEGIC INVESTMENTS AND REDUCE ITS DEBT LOAD.”

ALAIN LEMAIRE
PRESIDENT AND CHIEF EXECUTIVE OFFICER

* AVERAGE OF THE PUBLIC COMPANIES OF THE NORTH AMERICAN PAPER PACKAGING AND TISSUE PAPER INDUSTRY.
LEADERSHIP → ACCOUNTABILITY (11-14)

INCREASE THE NUMBER OF SUPPLIERS WITH A SUSTAINABLE PROCUREMENT POLICY

ENCOURAGE CASCADES SUPPLIERS TO ADOPT A SUSTAINABLE PROCUREMENT POLICY (SPP)

2012 OBJECTIVE

20%

UNIT OF MEASUREMENT
PERCENTAGE OF THE VALUE OF OVERALL PURCHASES MADE FROM SUPPLIERS WITH A SPP

“CASCADES’ CONSULTATIONS WITH STAKEHOLDERS REVEAL THAT THEY WANT THE COMPANY TO DEMONSTRATE ITS LEADERSHIP BY HELPING THE INDUSTRY ADOPT SUSTAINABLE BEHAVIOURS.”

HENRY SAUVAGNAT
VICE-PRESIDENT
SUSTAINABLE DEVELOPMENT
RAISE EMPLOYEE AWARENESS OF THE IMPORTANCE OF SUSTAINABLE DEVELOPMENT

DEVELOP A SHARED CORPORATE VISION OF SUSTAINABLE DEVELOPMENT, BY MEANS OF A COMMUNICATION PLATFORM AND TRAINING AIMED AT ATTRACTING AND BUILDING LOYALTY AMONG EMPLOYEES

INCREASE THE HEALTH, SAFETY, AND WELL-BEING INDEX

IMPLEMENT CASCADES’ STRATEGY WITH REGARD TO ITS EMPLOYEES’ HEALTH, SAFETY, SUPPORT AND FITNESS

ATTRACT AND RETAIN QUALIFIED WORKERS

INCREASE THE LEVEL OF EMPLOYEE COMMITMENT BY EVALUATING THEIR RATE OF ENGAGEMENT

2012 OBJECTIVE

50%

UNIT OF MEASUREMENT
PERCENTAGE OF EMPLOYEES WHO HAVE COMPLETED FOUR HOURS OF TRAINING ON SUSTAINABLE DEVELOPMENT

“OUR EMPLOYEES ARE OUR BEST AMBASSADORS.”

MARYSE FERNET
VICE-PRESIDENT
HUMAN RESOURCES

70%

UNIT OF MEASUREMENT
PERCENTAGE OF UNITS THAT MEET THE FOLLOWING THREE CRITERIA:

→ ACHIEVE THEIR TARGET OSHA RATE (INCAPACITY PER 200,000 HOURS WORKED, EXCLUDING RESTRICTED ACTIVITIES)

→ CONTRIBUTE TO THE EMPLOYEE ASSISTANCE PROGRAM (EAP)

→ MAKE A MONETARY CONTRIBUTION TO A FITNESS PROGRAM

“THIS SOCIAL OBJECTIVE WILL HAVE A POSITIVE IMPACT ON EMPLOYEES’ EFFICIENCY, MOTIVATION AND WELL-BEING.”

MARYSE FERNET
VICE-PRESIDENT
HUMAN RESOURCES

↑ 6%

UNIT OF MEASUREMENT
RATE OF EMPLOYEE ENGAGEMENT, AS A PERCENTAGE, AS DETERMINED BY A SURVEY OF THE COMPANY’S EMPLOYEES

“THE LEVEL OF ENGAGEMENT AMONG CASCADES EMPLOYEES, ESTABLISHED ON THE BASIS OF 21 PARAMETERS, WAS SAMPLED IN 2009 BY A CONSULTING FIRM THAT SURVEYED MORE THAN 1,000 CANADIAN EMPLOYEES. A NEW SURVEY, TARGETING OUR NORTH AMERICAN EMPLOYEES, WILL BE DISTRIBUTED IN 2012.”

MARYSE FERNET
VICE-PRESIDENT
HUMAN RESOURCES
TRANSPARENCY → INFLUENCE (15-18)

RAISE AWARENESS OF SUSTAINABLE DEVELOPMENT AMONG CUSTOMERS

TRAIN THE COMPANY’S SALESPERSONS TO THEM SO THEY CAN DEVELOP SYNERGIES IN THE AREA OF SUSTAINABLE DEVELOPMENT AND CONVEY SD PRINCIPLES TO CUSTOMERS

2012 OBJECTIVE

200

UNIT OF MEASUREMENT
NUMBER OF PRESENTATIONS MADE TO CUSTOMERS + (NUMBER OF SALESPERSON TRAINED X 20)

“CASCADES BELIEVES THAT EACH SALESPERSON TRAINED IN SUSTAINABLE DEVELOPMENT CAN SPREAD THE KNOWLEDGE TO 20 OTHER PEOPLE: THAT IS WHY THIS PERFORMANCE INDICATOR MULTIPLIES BY 20 THE IMPACT OF EACH SALESPERSON WHO HAS RECEIVED TRAINING.”

CARL BLANCHET
CORPORATE DIRECTOR
BUSINESS DEVELOPMENT

INFLUENCE THE INDUSTRY AND DECISION-MAKERS

URGE THE INDUSTRY TO MOVE FORWARD BY PARTICIPATING IN THE DEVELOPMENT OF LEGISLATION PERTAINING TO SUSTAINABLE DEVELOPMENT

2012 OBJECTIVE

20

UNIT OF MEASUREMENT
NUMBER OF MEETINGS WITH DECISION-MAKERS (GOVERNMENT AGENCIES, ASSOCIATIONS, ETC.)

“THIS OBJECTIVE REFLECTS OUR DESIRE TO RESPOND TO THE EXPECTATIONS OF OUR STAKEHOLDERS, WHO WANT THE COMPANY TO TAKE ITS COMMITMENT TO SUSTAINABLE DEVELOPMENT EVEN FURTHER.”

HUBERT BOLDUC
VICE-PRESIDENT
COMMUNICATIONS AND PUBLIC AFFAIRS

MAINTAIN TRANSPARENT COLLABORATION WITH STAKEHOLDERS

BE ON THE LOOKOUT FOR NEW TRENDS AND EXPECTATIONS AMONG STAKEHOLDERS BY INVOLVING THEM IN THE DEVELOPMENT OF OBJECTIVES FOR THE SUSTAINABLE DEVELOPMENT PLAN

2012 OBJECTIVE

400

UNIT OF MEASUREMENT
NUMBER OF PEOPLE CONSULTED PER YEAR

“OUR STAKEHOLDERS ARE THE VERY FOUNDATION OF OUR SUSTAINABLE DEVELOPMENT PLAN AND WILL NEVER STOP GUIDING THE COMPANY TOWARD BETTER PRACTICES.”

HENRY SAUVAGNAT
VICE-PRESIDENT
SUSTAINABLE DEVELOPMENT
INCREASE THE NUMBER OF COMMUNITY ACTIONS

INCREASE THE NUMBER OF EVENTS ORGANIZED BY THE UNITS TO RALLY THEIR COMMUNITY AROUND A COMMON CAUSE

2012 OBJECTIVE

50%

UNIT OF MEASUREMENT
PERCENTAGE OF THE TOTAL NUMBER OF UNITS THAT HAVE CARRIED OUT AT LEAST TWO COMMUNITY ACTIONS IN ONE YEAR

"SINCE IT WAS FOUNDED, CASCADES HAS ALWAYS FELT THAT THE INVOLVEMENT OF ITS UNITS HAS GUARANTEED ITS SUCCESS AND THE DEVELOPMENT OF THE COMMUNITIES IN WHICH THEY OPERATE."

HUBERT BOLDUC
VICE-PRESIDENT
COMMUNICATIONS AND PUBLIC AFFAIRS
Since we believe in the principle of continuous improvement, we hope our sustainable development plan will make Cascades an even more responsible company. Our stakeholders’ buy-in and the common efforts we deploy will undoubtedly make this tool a success that we will benefit from for many years to come.

This booklet and the poster that comes with it are printed on Rolland Envirot100 Satin, a chlorine-free paper that is FSC—EcoLogo—certified, produced by Cascades in Quebec, from 100% recycled fibres, using biogas energy.

The envelope is printed on Cascades Enviro Kraft, an unbleached paper that is FSC—EcoLogo—certified, produced by Cascades in Quebec, from 100% recycled fibres.

For more detailed information or to comment on any component of sustainable development at Cascades, please contact Hubert Bolduc, Vice-President, Communications and Public Affairs, at hubert.bolduc@cascades.com.

Production: Communications Department of Cascades Inc.
Design: paprika.com
Prepress, printing, binding and finishing: Transcontinental Litho Acme
OBJECTIVE 01

OBJECTIVE 02

OBJECTIVE 03

OBJECTIVE 04

OBJECTIVE 05

OBJECTIVE 06

OBJECTIVE 07

OBJECTIVE 08

OBJECTIVE 09

PERFORM LEADER

ARENCY
| OBJECTIVE 10 | INCREASE SALES OF PRODUCTS THAT RESULT FROM SUSTAINABLE INNOVATIONS: 10% |
| OBJECTIVE 11 | INCREASE RETURN ON ASSETS: 12% |
| OBJECTIVE 12 | INCREASE THE NUMBER OF SUPPLIERS WITH A SUSTAINABLE PROCUREMENT POLICY: 20% |
| OBJECTIVE 13 | RAISE EMPLOYEE AWARENESS OF THE IMPORTANCE OF SUSTAINABLE DEVELOPMENT: 50% |
| OBJECTIVE 14 | INCREASE THE HEALTH, SAFETY AND WELL-BEING INDEX: 70% |
| OBJECTIVE 15 | ATTRACT AND RETAIN QUALIFIED WORKERS: 6% |
| OBJECTIVE 16 | RAISE AWARENESS OF SUSTAINABLE DEVELOPMENT AMONG CUSTOMERS: 200 |
| OBJECTIVE 17 | INFLUENCE THE INDUSTRY AND DECISION-MAKERS: 20 |
| OBJECTIVE 18 | MAINTAIN TRANSPARENT COLLABORATION WITH STAKEHOLDERS: 400 |

INCREASE THE NUMBER OF COMMUNITY ACTIONS: 50%
OBJECTIVE 09
INCREASE SALES OF PRODUCTS THAT RESULT FROM SUSTAINABLE INNOVATIONS: 10%

OBJECTIVE 10
INCREASE RETURN ON ASSETS: 12%

OBJECTIVE 11
INCREASE THE NUMBER OF SUPPLIERS WITH A SUSTAINABLE PROCUREMENT POLICY: 20%

OBJECTIVE 12
RAISE EMPLOYEE AWARENESS OF THE IMPORTANCE OF SUSTAINABLE DEVELOPMENT: 50%

OBJECTIVE 13
ATTRACT AND RETAIN QUALIFIED WORKERS: 6%

OBJECTIVE 14
RAISE AWARENESS OF SUSTAINABLE DEVELOPMENT AMONG CUSTOMERS: 200

OBJECTIVE 15
INFLUENCE THE INDUSTRY AND DECISION-MAKERS: 20

OBJECTIVE 16
MAINTAIN TRANSPARENT COLLABORATION WITH STAKEHOLDERS: 400

OBJECTIVE 17
INCREASE THE NUMBER OF COMMUNITY ACTIONS: 50%

OBJECTIVE 18
INCREASE THE HEALTH, SAFETY AND WELL-BEING INDEX: 70%

OBJECTIVE 19
NUMBER OF COMMUNITY ACTIONS: 50%
<p>| | |</p>
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<tr>
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<tbody>
<tr>
<td><strong>Increase in the beneficial use of</strong></td>
<td><strong>Papermaking</strong></td>
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<tr>
<td>Waste</td>
<td>6%</td>
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<tr>
<td><strong>Awareness among employees</strong></td>
<td><strong>As to the importance of sustainable development</strong></td>
</tr>
<tr>
<td></td>
<td>50%</td>
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<tr>
<td><strong>Awareness among customers</strong></td>
<td><strong>Regarding sustainable development</strong></td>
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<td>200</td>
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<tr>
<td><strong>Increase in the use of</strong></td>
<td><strong>FSC certified</strong> recycled fibres**</td>
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<tr>
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<td><strong>Community actions</strong></td>
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<td></td>
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<tr>
<td><strong>Increase in sales of products</strong></td>
<td><strong>That are the results of sustainable innovations</strong></td>
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<tr>
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<td>10%</td>
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<td><strong>Increase in the consumption of</strong></td>
<td><strong>Renewable energy</strong></td>
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<tr>
<td><strong>Increase in the number of</strong></td>
<td><strong>Suppliers who have sustainable procurement policy</strong></td>
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<td>20%</td>
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<tr>
<td><strong>Commitment of suppliers towards</strong></td>
<td><strong>Sustainable procurement</strong></td>
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<td></td>
<td>20%</td>
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<tr>
<td><strong>Transparent collaboration with</strong></td>
<td><strong>Stakeholders</strong></td>
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<td></td>
<td>400</td>
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<tr>
<td><strong>Attraction and retention of a</strong></td>
<td><strong>Qualified workforce</strong></td>
</tr>
<tr>
<td></td>
<td>6%</td>
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<tr>
<td><strong>Reduction in energy consumption</strong></td>
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</table>
**Sustainable Development Objectives 2012**

01. **Reduction in energy consumption**: 6%

02. **Increase in the beneficial use of papermaking waste**: 6%

03. **Increase in the consumption of renewable energy**: 6%

04. **Optimization of the recycling program**: 20%

05. **Commitment of suppliers towards sustainable procurement**: 20%

06. **Increase in the use of FSC certified recycled fibres**: 4%

07. **Decrease in the discharge of effluent**: 6%

08. **Improvement in the quality of treated water**: 4%

09. **Increase in sales of products that are the results of sustainable innovations**: 10%

10. **Increase in return on assets**: 12%

11. **Increase the number of suppliers who have sustainable procurement policy**: 20%

12. **Awareness among employees as to the importance of sustainable development**: 50%

13. **Increase in the health and safety well-being index**: 70

14. **Attraction and retention of a qualified workforce**: 6%

15. **Awareness among customers regarding sustainable development**: 200

16. **Influence towards the industry and decision-makers**: 20

17. **Transparent collaboration with stakeholders**: 400

18. **Increase in the number of community actions**: 50%
SUSTAINABLE DEVELOPMENT

OBJECTIVES 2012