Cascades
Source of possibilities

# Investor Presentation

November 2026



# 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 ACCOUNTING STANDARDS 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 and realized gains or losses on derivative financial instruments that do not qualify for hedge accounting, unrealized gains or losses on interest rate hedge instruments 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 ACCOUNTING STANDARDS MEASURES 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 Accounting Standards ("non-IFRS Accounting Standards 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 Accounting Standards 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 Accounting Standards measures and other financial measures are used in our financial disclosures:

### Non-IFRS Accounting Standards measures

- Adjusted earnings before interest, taxes, depreciation and amortization or EBITDA (A): represents the operating income (as published in the Consolidated Statements of Earnings (Loss) of the Consolidated Financial Statements) before depreciation and amortization excluding specific items. Measure used to assess recurring operating performance and the contribution of each segment on a comparable basis.
- Adjusted net earnings: Measure used to assess the Corporation's consolidated financial performance on a comparable basis.
- Adjusted cash flow: Measure used to assess the Corporation's capacity to generate cash flows to meet financial obligations and/or discretionary items such as share repurchases, dividend increases and strategic investments.
- Free cash flow: Measure used to calculate the excess cash the Corporation generates by subtracting capital expenditures (excluding strategic projects) from EBITDA (A).
- Working capital: Measure used to assess the short-term liquidity of the Corporation.

### Other financial measures

- Total debt: Measure 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: Measure used to calculate the Corporation's total debt less cash and cash equivalents. Often put in relation to EBITDA (A) to calculate the net debt to EBITDA (A) ratio.

### Non-IFRS Accounting Standards ratios

- Net debt to EBITDA (A) ratio: Ratio used to assess the Corporation's ability to pay its debt and evaluate financial leverage.
- EBITDA (A) margin: Ratio 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: Ratio used to assess the Corporation's consolidated financial performance on a comparable basis.
- Ratio of net debt / (total equity and net debt): Ratio used to evaluate the Corporation's financial leverage and the risk to Shareholders.
- Working capital as a percentage of sales: Ratio used to assess the Corporation's operating liquidity performance.
- Adjusted cash flow per common share: Ratio used to assess the Corporation's financial flexibility.
- Free cash flow ratio: 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 EBITDA (A) calculated as a percentage of sales.

Non-IFRS Accounting Standards measures and other financial measures are mainly derived from the consolidated financial statements, but do not have the meanings prescribed by IFRS Accounting Standards. 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 Accounting Standards. In addition, our definitions of non-IFRS Accounting Standards measures and other financial measures may differ from those of other corporations. Any such modification or reformulation may be significant.

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

Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca.

# We care.
# We innovate.
# We create value.

## Mission

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

## Vision

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



# Our History

1964 – 2010
## BUILD

- Founded in 1964 by the Lemaire brothers
- Went public in 1982
- Growth through diversified operational platform:
  - Containerboard
  - Specialty products
  - Tissue papers
  - N.A. fine papers
  - European and N.A. boxboard
  - Recovery & Recycling

2010 - 2025
## MODERNIZE

- Realigned business strategy to focus on packaging & tissue
- Modernized internal functions and IT platform
- Repositioned tissue and packaging operations
- Significant strategic investments:
  - Greenpac Mill
  - Piscataway facility
  - Bear Island
  - Orchids acquisition (Tissue)

2026 - FUTURE
## OPTIMIZE

- Combined containerboard & specialty products into united packaging segment
- Focused on productivity, efficiency, commercial and product optimization
- Targeting strong cash flow generation and Balance Sheet improvement
- Strategic options

# Our Leaders



**Hugues Simon**
President and CEO
2 years



**Allan Hogg**
Vice-President and CFO
35 years



**Jean-David Tardif**
Executive VP, Packaging
28 years



**Jérôme Porlier**
Executive VP, Tissue
13 years



**Emmanuelle Migneault**
Chief Human Resources Officer
24 years



**Martin Brisson**
Vice-President, Corporate Strategy
and Investor relations



**François Fillion**
VP, Excellence
16 years



**Jérôme Nadeau**
Corporate VP, Legal Affairs
19 years



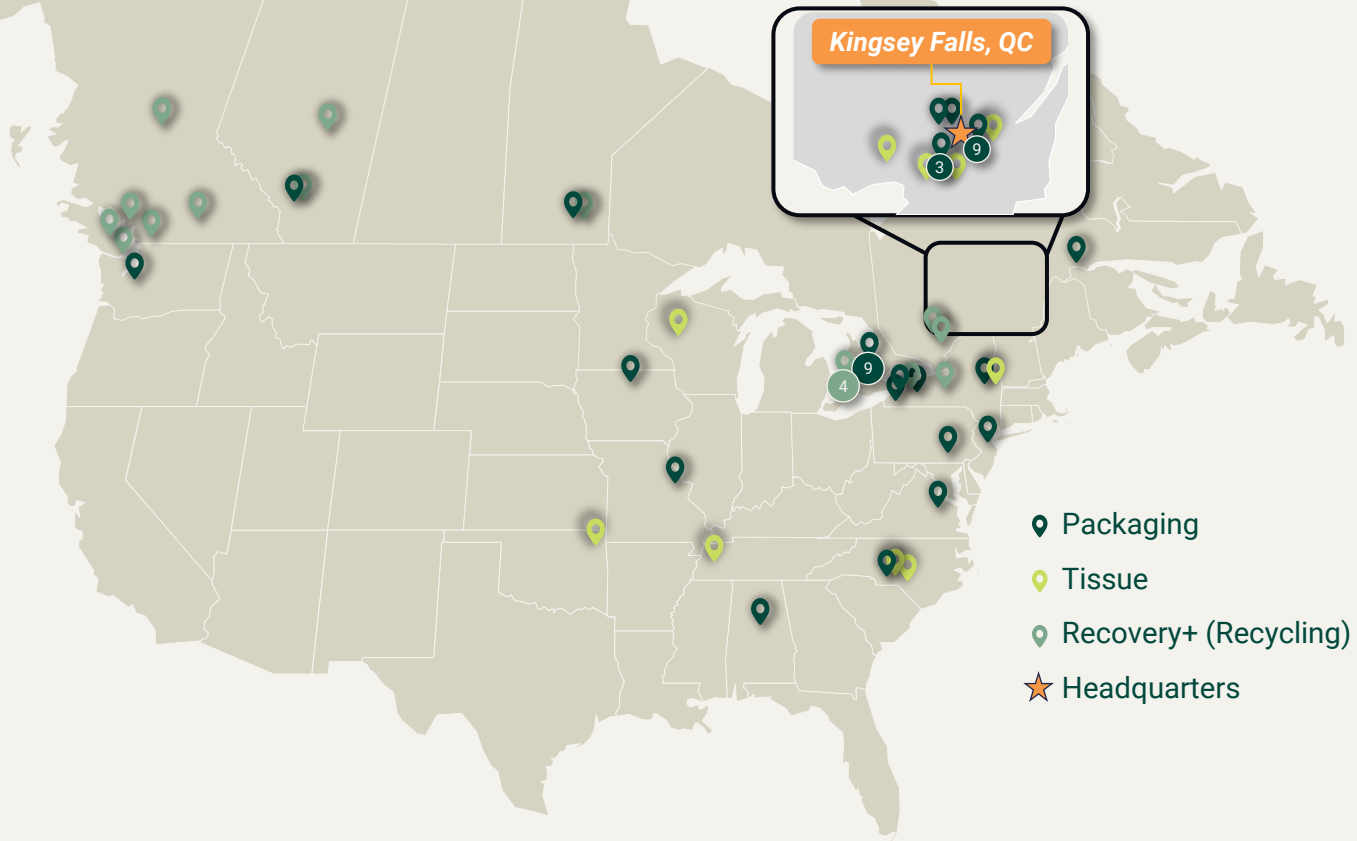
**François David**
VP, Communications,
Public Affairs and Sustainability
6 years



**Riko Gaudreault**
VP, Corporate Development
13 years

# Our Company

Diversified operational platform geographically well positioned across N.A.




## PACKAGING (65% of our LTM sales)

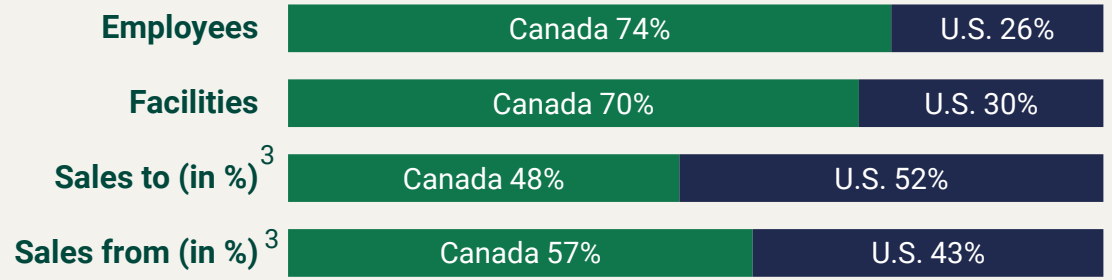
- Annual production capacity: 1.7 M s.t.
- 6 Paper Mills
- 27 Converting Facilities[1]
- 4 distribution centers

## TISSUE PAPERS (35% of our LTM sales)

- Annual capacity: 445,000 s.t. / ~70 M cases
- 5 Manufacturing/Converting facilities
- 2 Manufacturing plants
- 3 Converting facilities

## RECOVERY & RECYCLING

- 17 Recovery facilities[2]
- 2025: brokered/bought 2.8 M s.t. of fibre




*(1) Includes JVs. Excludes the Richmond, BC corrugated facility sold in January 2026, and the three honeycomb/partition facilities closed in early 2026.*
*(2) Also including the Recovery and Recycling site in Vancouver, British Columbia, Canada, which will be closed no later than November 30, 2026 and had 15 employees as of September 30, 2026.*
*(3) Sales to/Sales from breakdown for Q3 2026YTD.*

# Strategic Priority Areas 2025 – 2026

Strategic actions generated ~$80 M of profitability improvements in 2025 and 2026

*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca.*

| OBJECTIVE | PROGRESS |
|---|---|
| **1 GENERATE $100 M OF BASELINE ANNUAL PROFITABILITY IMPROVEMENTS BY YEAR-END 2026** | • Greenpac productivity improvement continues with an all-time monthly production record in October. Bear Island had its best month ever in July at 98% efficiency. Despite some equipment reliability issues, efficiency remained above 90% for the third quarter.<br>• Pryor, OK tissue converting facility Q3 production +23% vs Q3 2025 (+4% vs sequentially)<br>• We remain on track to achieve our $100 M profitability improvement target by year-end. |
| **2 ALIGN OPERATIONAL & COMMERCIAL STRUCTURE** | • Continued focus on increasing onboarding speed of new customers/volumes<br>• Focused on optimizing logistics throughout our operational network<br>• Mitigation action plan to counter potential impact of remaining tariffs |
| **3 CAPITAL DEPLOYMENT PRIORITIZING DEBT REDUCTION** | • Capital expenditures between $150 M and $175 M in 2026<br>• Maintain target of generating cumulative proceeds of $230 M from the sale of redundant and unused assets in early 2027<br>• Net debt[1] slightly lower sequentially in Q3, and leverage[1] at 3.2x |

# Tariffs

**U.S. tariffs section 338**

- Certain converted products (Removed on Sept. 8 and Oct. 23)
- Corrugated boxes (Removed on Oct. 23)
- Certain categories of uncoated recycled boxboard
- Certain plastics and moulded pulp packaging products (Removed on Oct. 23)

**Canada counter-tariffs**

- Tissue parent rolls and certain converted products
- Corrugated boxes

Through customer collaboration, supply chain optimization and our production flexibility, the Company expects the annualized impact of these tariffs to be less than $ 10 million of its adjusted EBITDA.

# Financial Results

# Summary of Financial Results

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

| | Q3 2026 | Q2 2026 | Q3 2025 | LTM[2] |
|---|---|---|---|---|
| Sales | 1,267 | 1,219 | 1,238 | 4,808 |
| Operating income | 78 | 58 | 73 | 293 |
| EBITDA (A)[1] | 162 | 140 | 159 | 575 |
| Margin (EBITDA (A)[1]/Sales) | 12.8% | 11.5% | 12.8% | 12.0% |
| Net earnings | 30 | 21 | 29 | 127 |
| Adjusted net earnings[1] | 34 | 24 | 39 | 105 |
| Net earnings per common share | $0.30 | $0.21 | $0.29 | $1.26 |
| Adjusted net earnings per common share[1] | $0.33 | $0.24 | $0.38 | $1.04 |
| Net debt[1] | 1,863 | 1,879 | 2,023 | |
| Net debt/ EBITDA (A) ratio[1] | 3.2x | 3.3x | 3.6x | |

*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) LTM : Last twelve months.*

# Q3 2026 Key Takeaways

## PACKAGING

- Pricing realization of the March, April and June announced prices increases
- Continued robust demand for paper rolls and strong seasonal demand for converted products as we continue to onboard new customers
- Tariff related direct costs of $4 million
- Higher raw material (OCC) and continued volatile transportation costs

## TISSUE

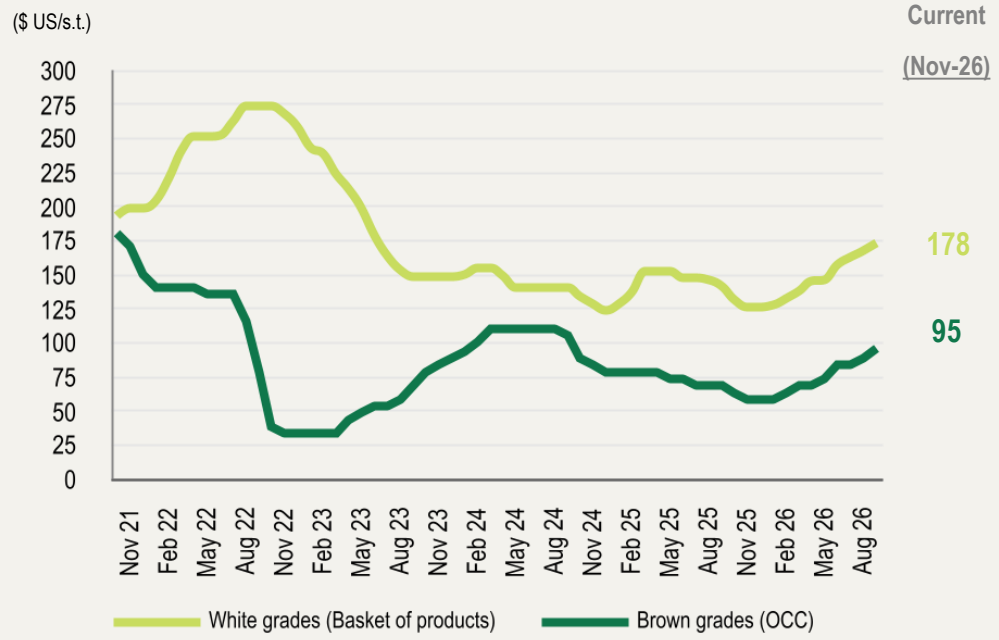
- Sustained positive progress at the Pryor, OK, facility: Q3 production + 23% from Q3 2025, +4% sequentially
- Higher sequential volume in retail, lower volume in AFH due to a major customer ceasing operations
- Higher raw materials and transportation costs
- Implementation of selling price increases starting in Q3

## CORPORATE

- Record quarterly safety performance in our operations
- Net debt[1] slightly lower sequentially; leverage[1] at 3.2x
- Redemption of $US100 million of our 2028 Senior Notes
- Monetization of assets of $11 million during the quarter

*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca.*

# Recycled Fibre Costs – Index Prices




**OCC**

- Prices continued to rise in Q3, exceeding 2025 levels.
- Supply continues to increase with higher generation levels, while planned annual outages are reducing demand.
- We expect pricing conditions to remain stable through the remainder of 2026, with slight price increases expected in 2027.

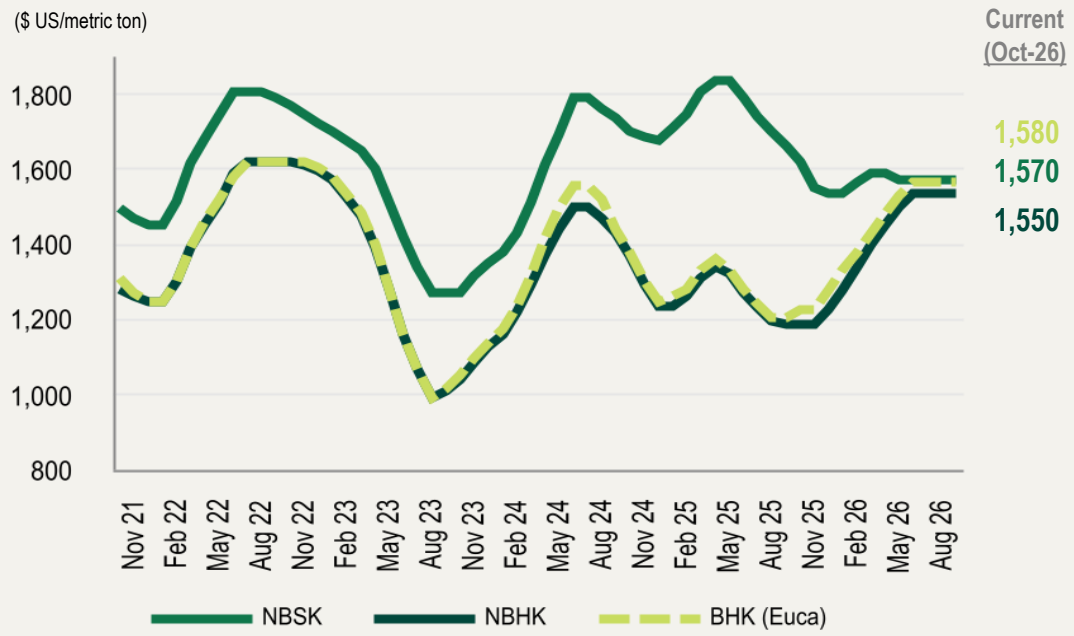
**SOP**

- Strong domestic and export demand is offsetting the seasonal increase in availability.
- We expect slight prices increases in Q4.

| **Recycled Fibre Prices** | Q3 2026 | Q2 2026 | Q3 2025 | Q3/Q3 | Q3/Q2 |
|---|---|---|---|---|---|
| White grades - Basket of products (Northeast average)[1] | 167 | 149 | 145 | 15% | 12% |
| Brown grades - OCC No. 11 (Northeast average) | 88 | 74 | 68 | 29% | 19% |

*Source: RISI. (1) Basket of white recycled paper, including grades such as SOP, Solid Bleached sulfate and Manifold white ledger; Northeast average. Weighted average based on Cascades' purchases of each grade. White grades have been aligned with the current year's presentation*

# Virgin Fibre Costs – Index List Prices




## NSBK

- We expect prices to remain relatively stable through Q4, as weak demand in Europe and China offsets tighter supply in North America.
- Maintenance downtime in Eastern Canada could temporarily constrain supply in the Northeast market.
- Supply rationalization and market-related downtime should put upward pressure on prices in 2027.

## BHK (Euca)

- Stronger Chinese demand and steady North American consumption should support stables prices through Q4.
- Weak European markets and new capacity in Asia should keep prices broadly stable through 2027.
- We continue our strategic conversion toward greater use of eucalyptus over NBSK.

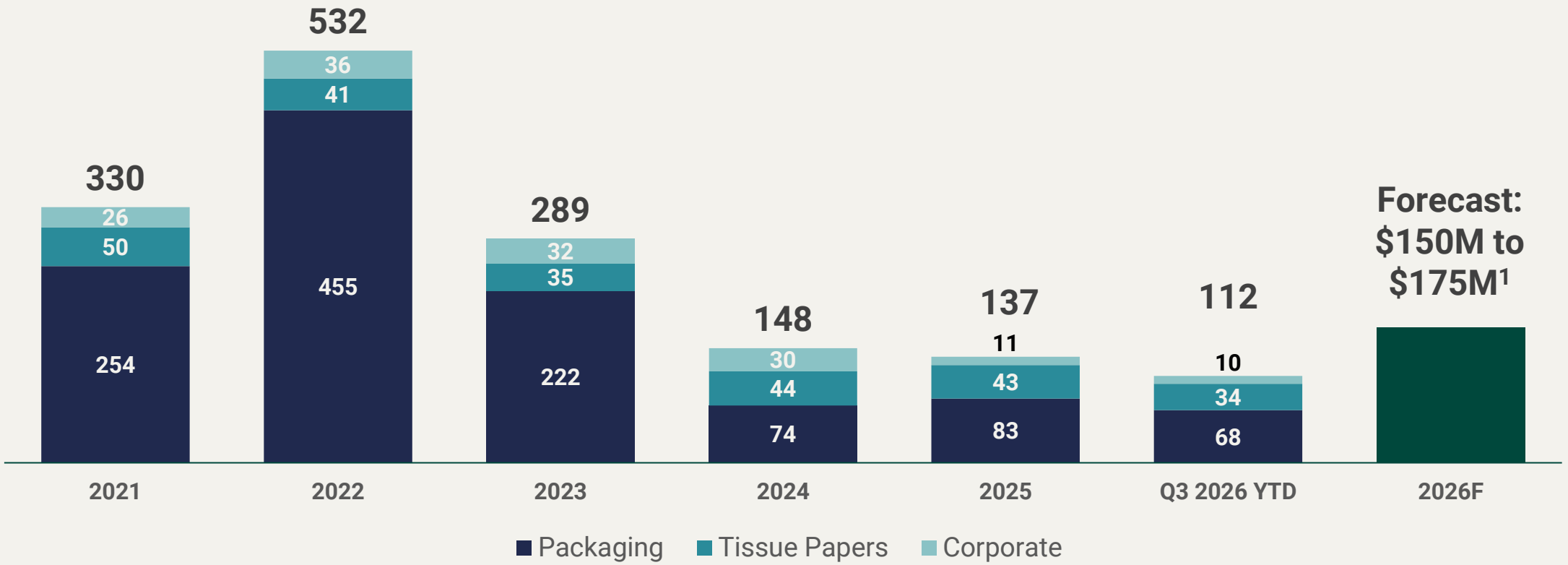
| Virgin Pulp Prices | Q3 2026 | Q2 2026 | Q3 2025 | Q3/Q3 | Q3/Q2 |
|---|---|---|---|---|---|
| NBSK (Canadian sources delivered to Eastern US) | 1,570 | 1,577 | 1,700 | (8)% | -% |
| NBHK (Canada/US sources delivered to Eastern US) | 1,535 | 1,495 | 1,203 | 28% | 3% |
| BHK (Eucalyptus, Brazil sources delivered to Eastern US) | 1,565 | 1,525 | 1,217 | 29% | 3% |

*Source: RISI*

# Capital Investments

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

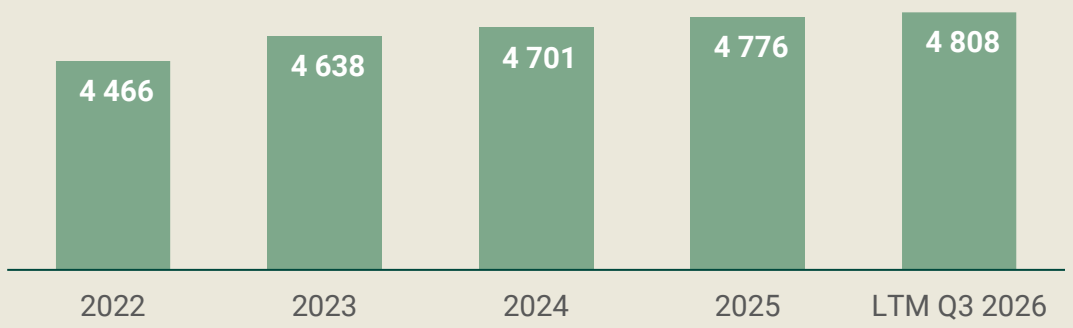
## Strategic investments have transformed our operational platform.



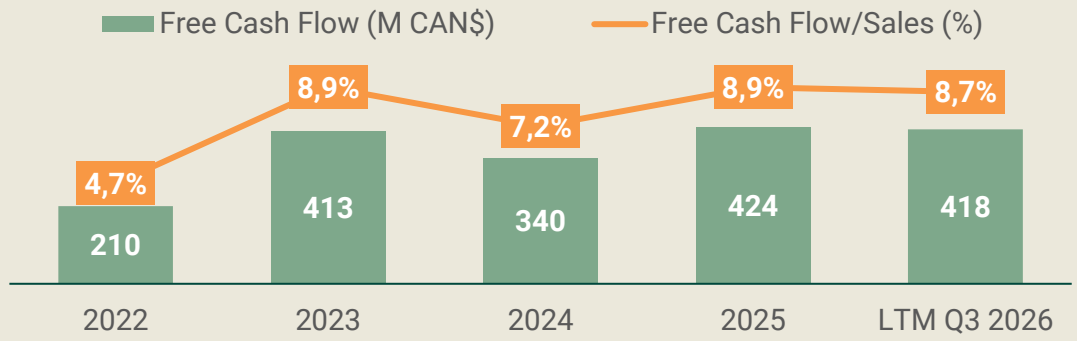

*(1) Forecasted amounts subject to change depending on business and/or economic conditions.*

# Financial Performance

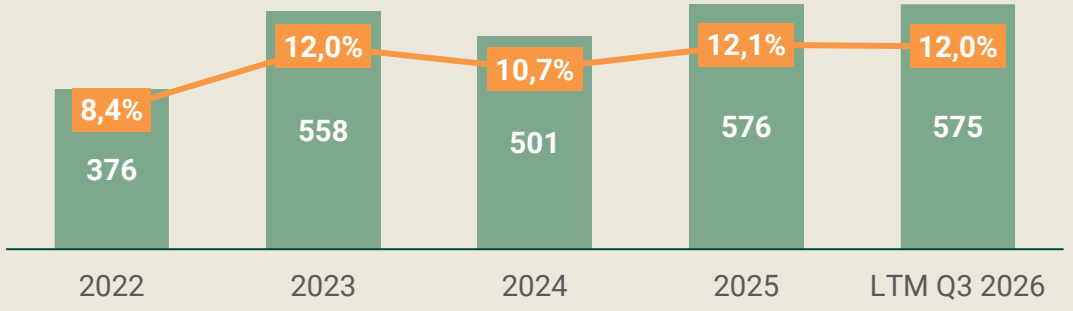
## Sales (M CAN$)



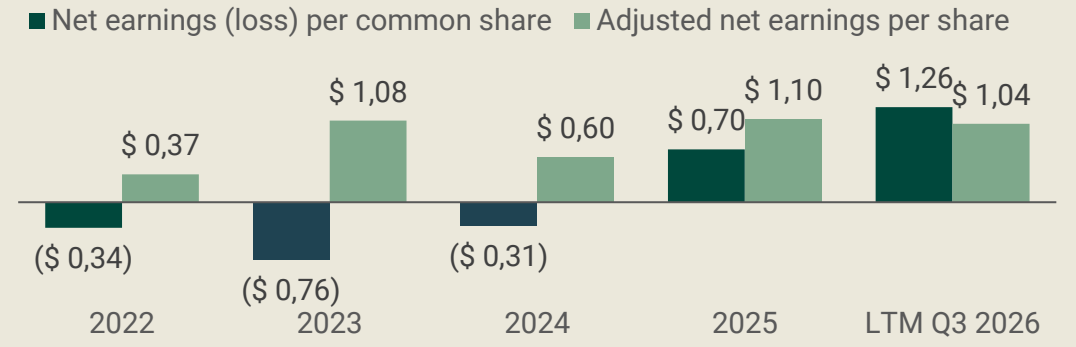

## Free Cash Flow[2]




## EBITDA (A)[1] (M CAN$) & Margin (% of sales)



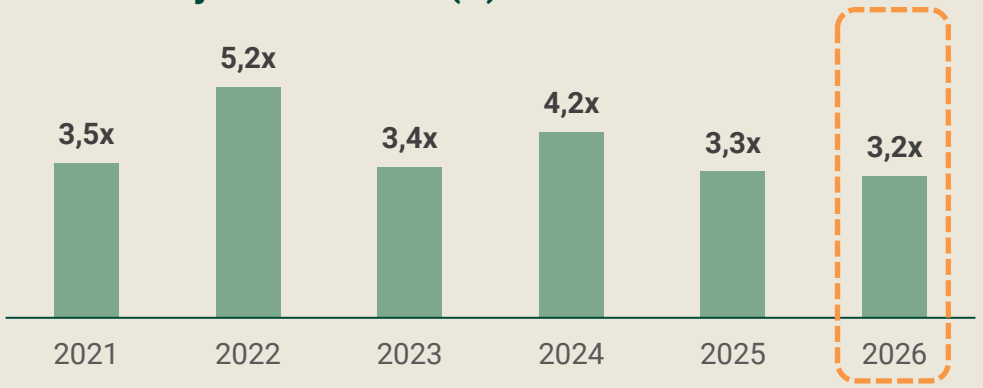

## Net Earnings (Loss) and Adjusted Earnings/Common share[1]



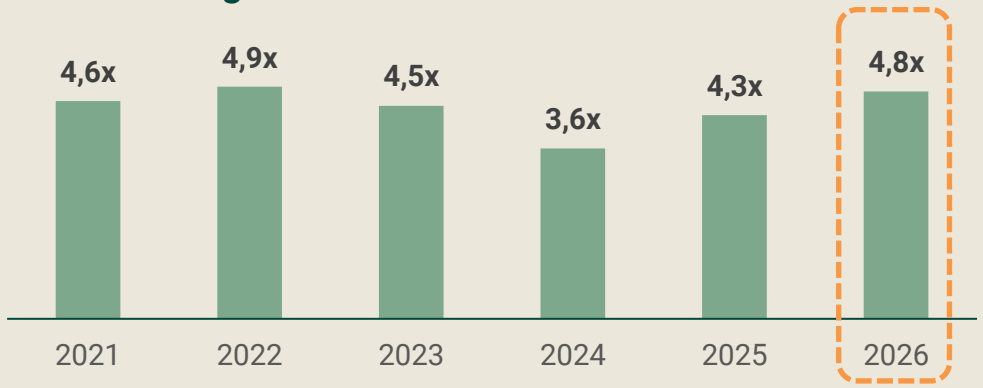

*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) Free cash flow defined as EBITDA (A) less payments for property, plant and equipment, excluding strategic projects.*

# Financial Ratios & Debt Maturities

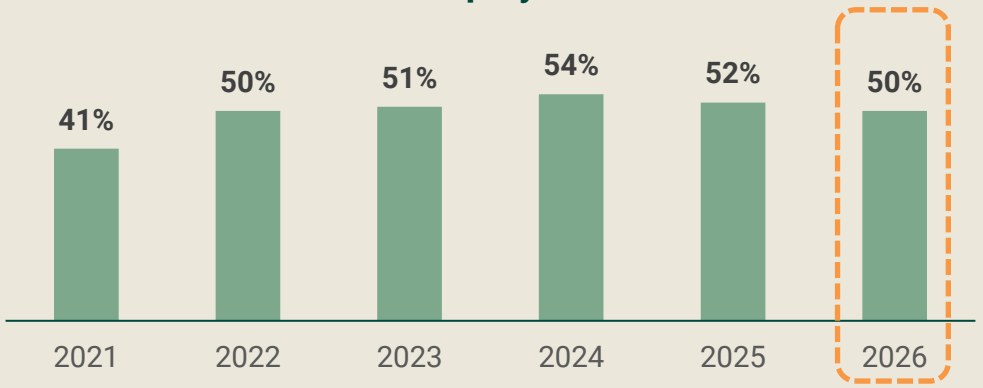
## Net Debt / Adjusted EBITDA (A)[1]



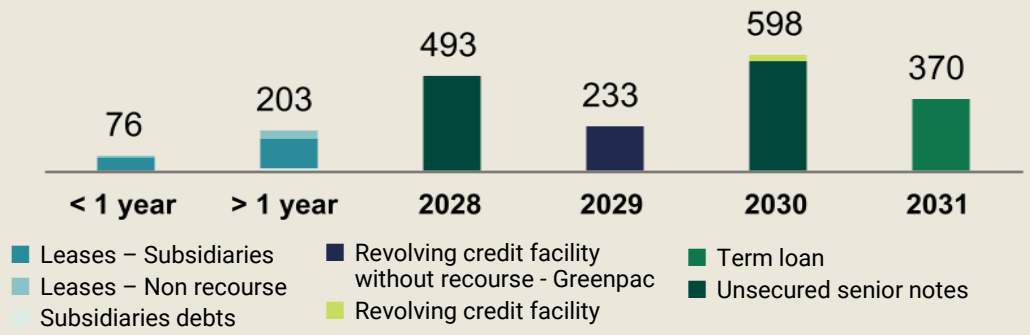

## Interest Coverage Ratio[2]




## Net Debt / Net Debt + Total Equity[1]




## Long-Term Debt Maturities (as of September 30, 2026)




*Bank debt financial covenant ratios: Net funded debt to capitalization ‹ 65% (currently at 44.78%), interest coverage ratio › 2.25x (currently at 4.87x). (1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) EBITDA (A)[1] to interest on long-term debt, amortization of financing expenses, other interest and banking fees.*

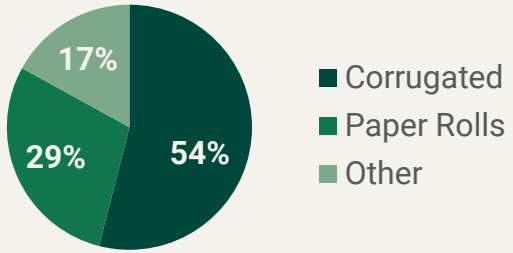
# Business Segments

# Packaging – Our Business

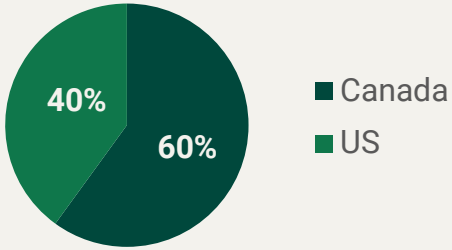





## Sales by Product Category[1,2]



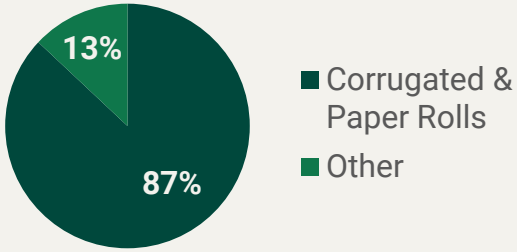

## Sales by Country[1]




## Sales by Industry[1,3]




## EBITDA (A)[4] by Product[1,2,3]

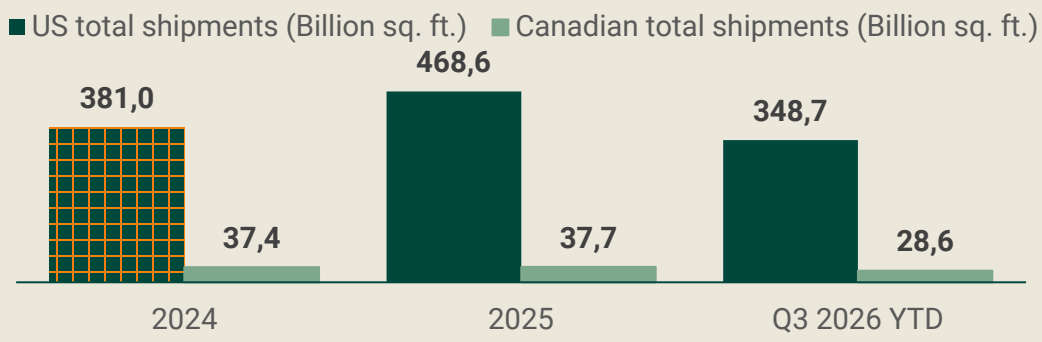



- Vertically integrated provider of sustainable packaging solutions made with up to 100% recycled fibres
- Operational platform significantly realigned:
  - Opened Bear Island plant
  - Closed 3 containerboard facilities
  - Closed 6 corrugated (box) plants and sold Richmond, BC facility
  - Closed 3 honeycomb/partition facilities
- Annual production capacity: 1,728,500 s.t.
  - 61% liner / 31% medium / 8% URB

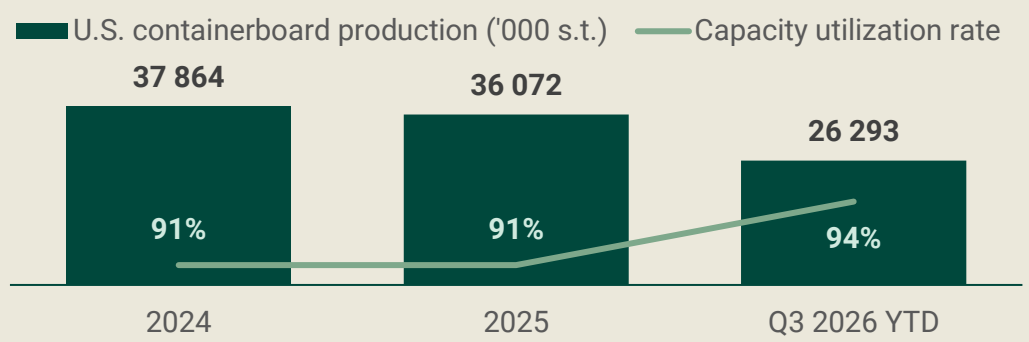
*(1) Q3 2026 YTD (2) Corrugated sales includes converted linerboard and corrugating medium products | Paper rolls includes linerboard, corrugated medium and uncoated recycled boxboard | Other includes plastics, moulded pulp and distribution of packaging products (3) Industrial and manufacturing includes manufacturers of durable and non-durable goods other than food and beverage | Food and beverage includes food retailers, food processors and produce growers | Distribution includes distributors and e-commerce retailers | Converting includes paper roll converters (4) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca.*

# Packaging – Industry

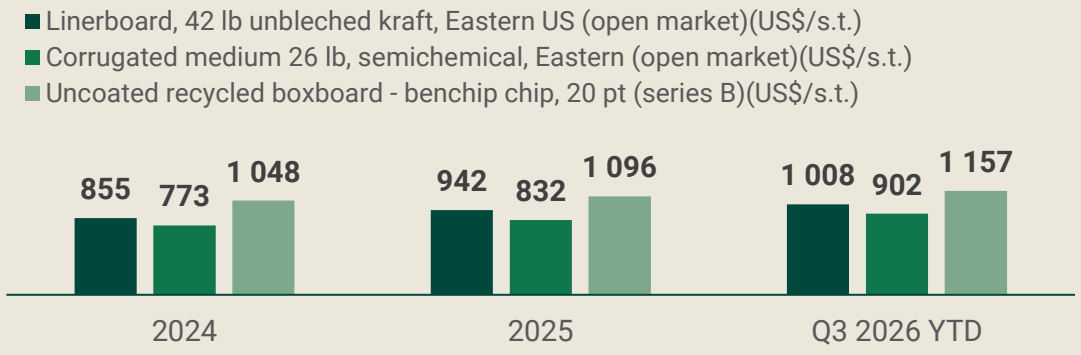
## US & Canadian Industry Corrugated Box Shipments[2,3,4]



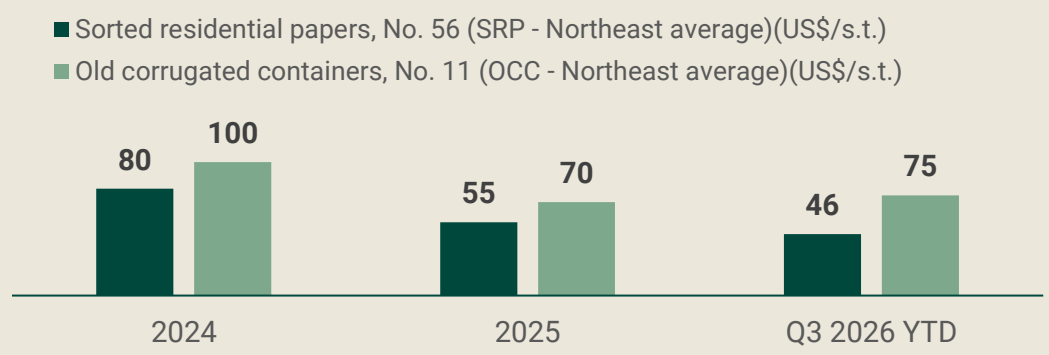

## U.S. Containerboard Production & Capacity Utilization Rate[1]




## Reference Prices – Packaging Products[1]



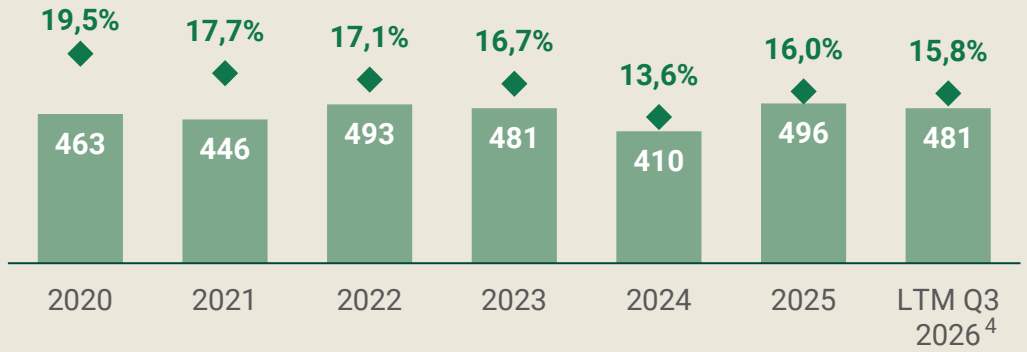

## Reference Raw Material Prices – Recycled Papers[1]




*(1) Source: RISI (2) Source: Fibre Box Association (3) Source: CCCA (Canadian Corrugated and Containerboard Association) (4) In July 2026, the 2025 data was restated to align with the 2026 comparative figures. The 2024 data was not restated.*

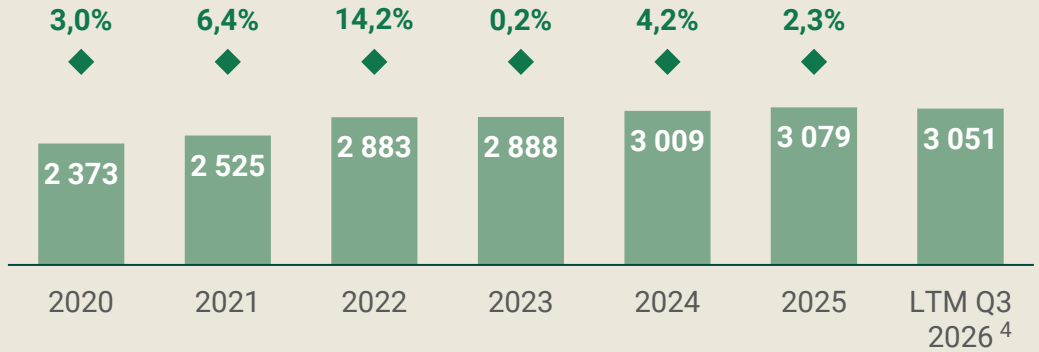
# Packaging – Performance

## EBITDA (A)[1] (M CAN$) & Margin (%)

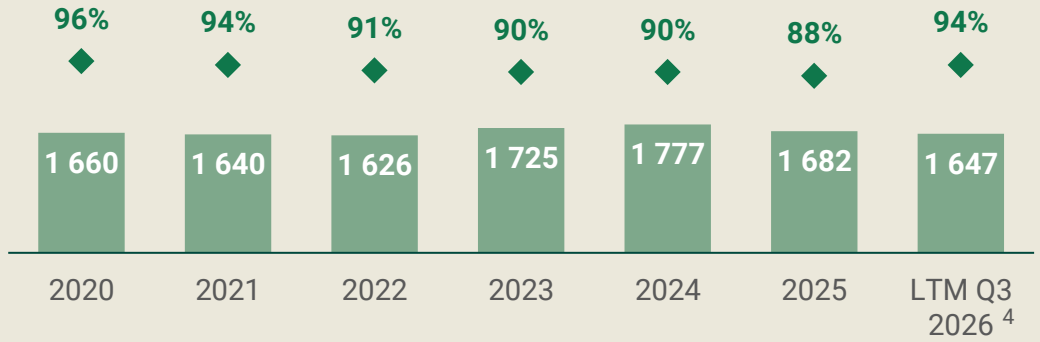



- Growth supported by targeted investments and realignment of operational platform
- Focused on efficiency, productivity and continuing to increase production levels at strategic Bear Island and Greenpac facilities
- Ongoing upward pressure on production costs supporting announced selling price increases; favourable for future performance in 2027

## Sales (M CAN$) and Year-over-Year Growth (%)




## Shipments[3] ('000 s.t.) & Capacity Utilization[2] (%)




*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) Capacity utilization rate defined as total manufacturing shipments divided by practical capacity. (3) Shipments do not include the elimination of inter-segment shipments. (4) LTM = last twelve months*

# Tissue Papers – Our Business

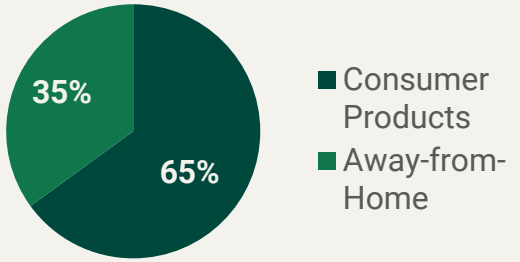




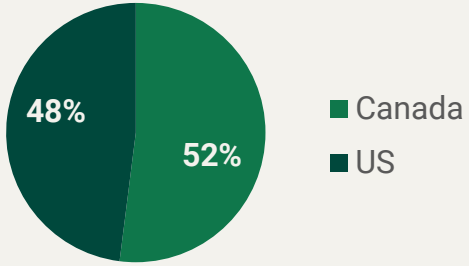




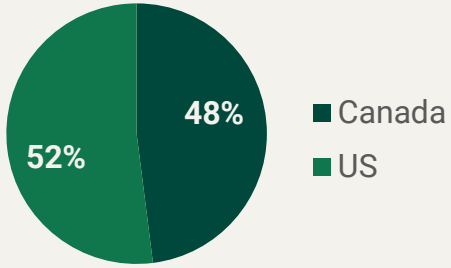

## Sales by Product Category[1]



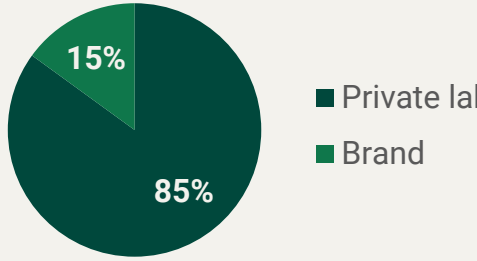

## Converting Capacity by Country[2]




## Sales by Country[1]




## Converted Product Cases Sold[1]

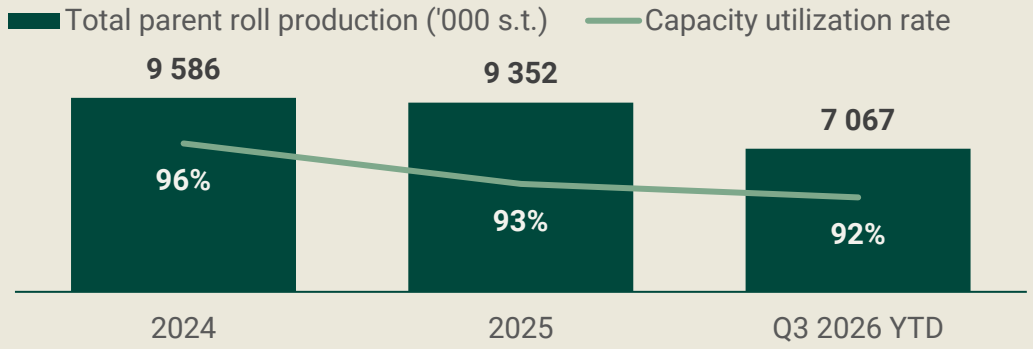



- Tissue paper rolls and converted finished products for the retail and industrial markets
- Portfolio transformed since 2020:
  - 3 manufacturing facilities closed (202 k tons)
  - 5 converting facilities closed
- Wide range of tissue and hygiene products with private label solutions for N.A. retailers, produced with up to 100% recycled fibres
- Products differentiated by their eco-friendliness, affordability and reliable quality

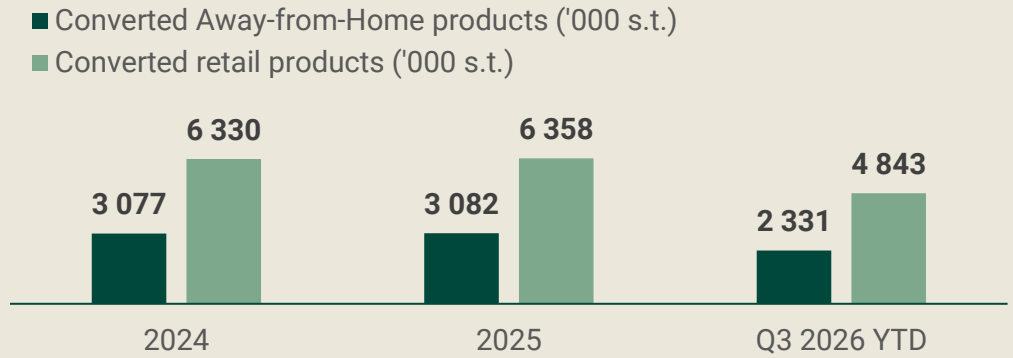
*(1) Q3 2026 YTD (2) Full year period*

# Tissue Papers - Industry

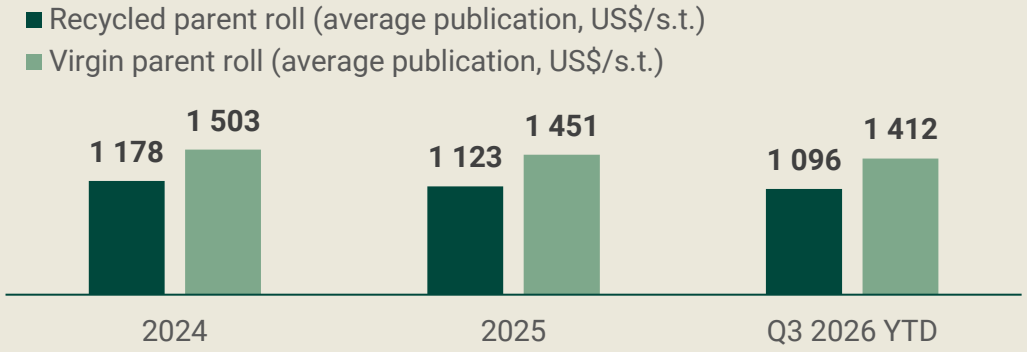
## US Tissue Paper Production (Parent Rolls) & Capacity Utlization[1]



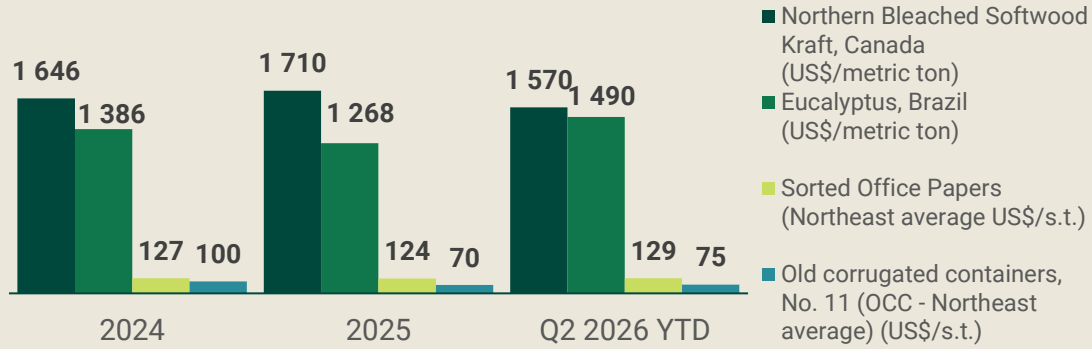

## US Tissue Paper Converted Product Shipments[1]




## Reference Prices – Parent Rolls[1]



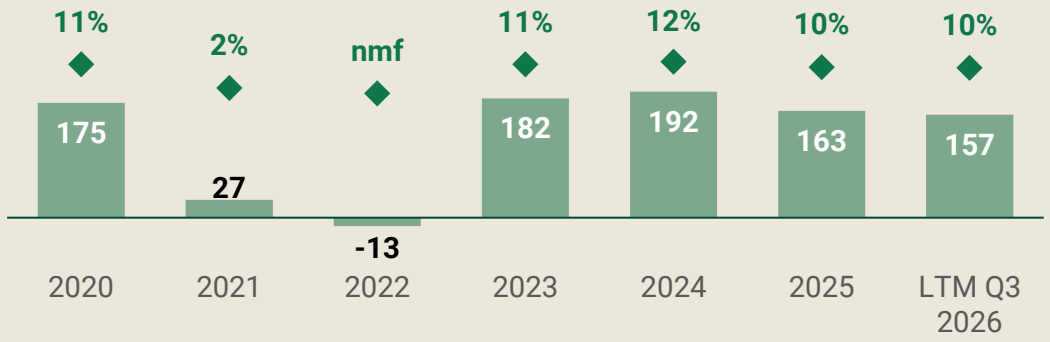

## Reference Prices – Raw Materials[1,2]




*(1) Source: RISI (2) For the first nine months of 2026, the consumption was : pulp 39% and recycled fibres 61%.*

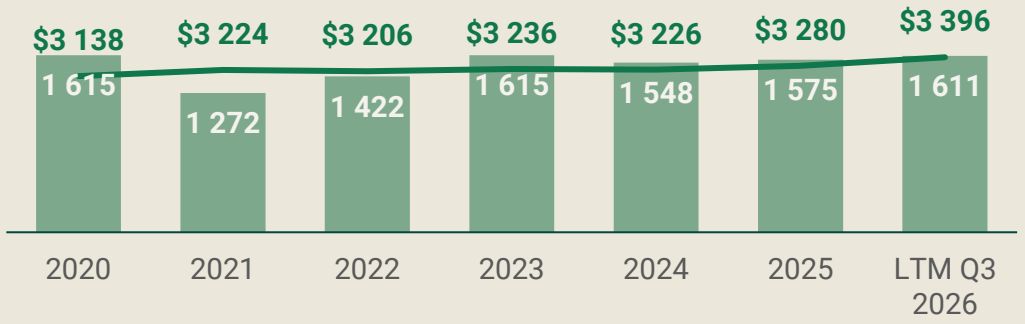
# Tissue – Performance

## EBITDA (A)[1] (M CAN$) & Margin (%)

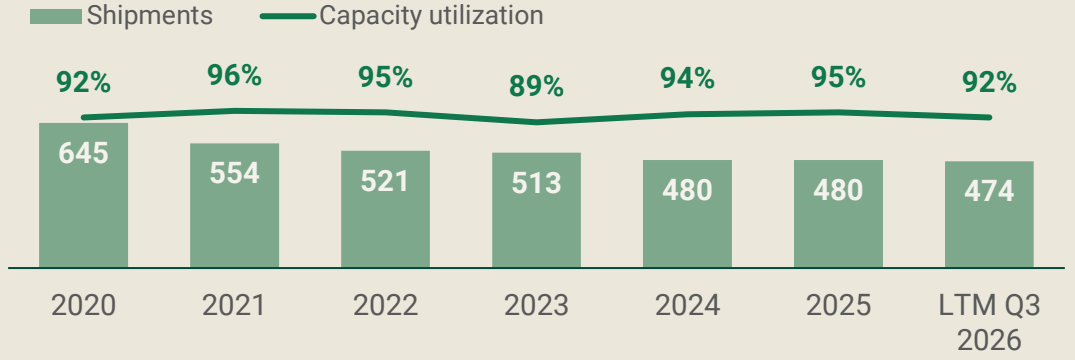



- Good demand levels for retail private label Tissue products; lower volume levels for Away-from-Home solutions due to a customer ceasing operations
- Focused on efficiency, productivity, filing unused Away-from-Home capacity and ensuring optimized customer service and logistics
- Recent selling price increases to offset ongoing cost inflation are tailwinds for 2027 performance

## Sales (M CAN$) & Average Selling Price (CAN$)




## Shipments ('000 s.t.) & Capacity Utilization[2] (%)




*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) Capacity utilization rate defined as total manufacturing shipments divided by practical capacity. (3) LTM = last twelve months*

# Q4 2026 Outlook

| | FORECASTED EBITDA (A)[1] RANGE | | VOLUME TREND (s.t.) Q4/26 vs Q3/26 | |
|---|---|---|---|---|
| **PACKAGING**  | **$125 M – $135 M** | • Seasonal lower year-end volume<br>• Higher transportation and recycled fibre costs<br>• Full impact of April/June price increases | **PRODUCT**<br>⬆ Corrugated<br>⬇ Paper rolls<br>➡ Other | **MARKET**<br>⬇ Industrial & Manufacturing<br>⬇ Food & Beverage<br>⬆ Distribution<br>⬇ Paper converters |
| **TISSUE**  | **$42 M – $46 M** | • Lower volume in Away-from-Home market<br>• Higher transportation and raw material costs (fibre and pulp)<br>• Full realization price increases implemented in Q3 | ⬇ Away-from-Home products<br>⬆ Consumer products<br>➡ Total | |
| **CORPORATE** | **($14 M) – ($18 M)** | • Continued cost reduction initiatives | | |
| **CONSOLIDATED** | **$153 M - $163 M** | **OUTLOOK RISK: Potential for continued macro-environment uncertainty to have a negative impact on demand levels for our products.** | | |

*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. Sales by product category: Corrugated: Converted linerboard and corrugating medium products Paper rolls: Linerboard, corrugated medium and uncoated recycled boxboard Other: Plastics, moulded pulp and distribution of packaging products. Sales by industry: Industrial and manufacturing: Manufacturers of durable and non-durable goods other than food and beverage Food and beverage: Food retailers, food processors and produce growers Distribution: Distributors and e-commerce retailers Converting: Paper roll converters.*

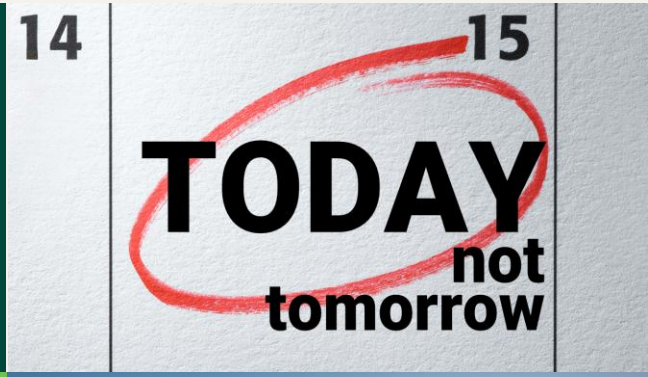
# Our Operational Mindset















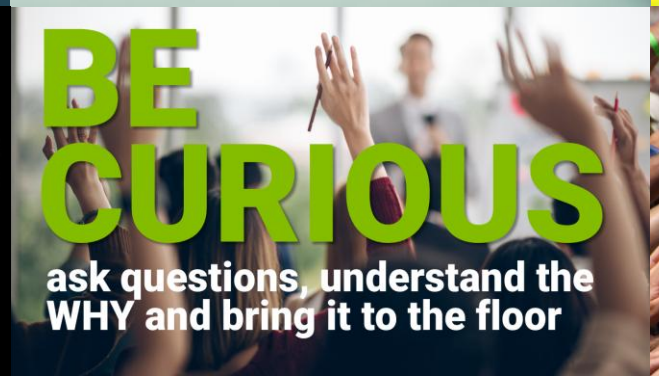


















# Conclusion

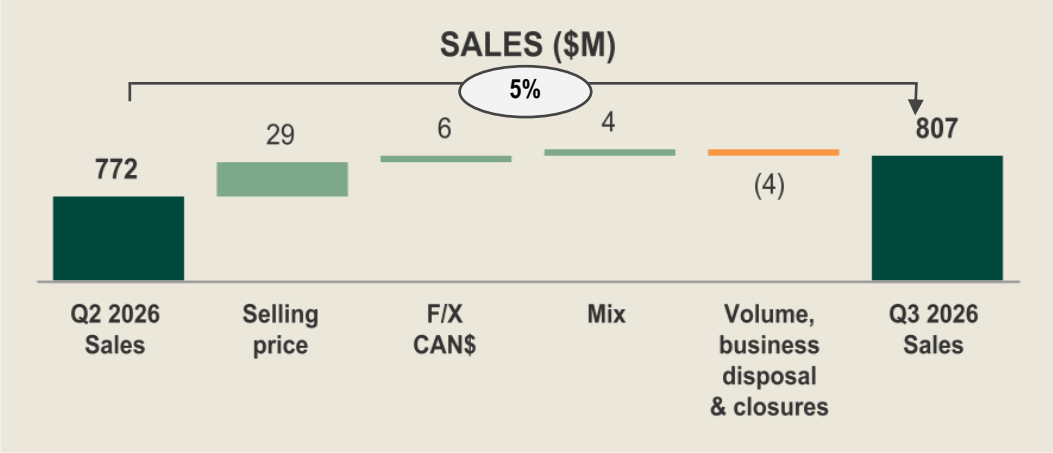
## Positioning for future growth and development optionality

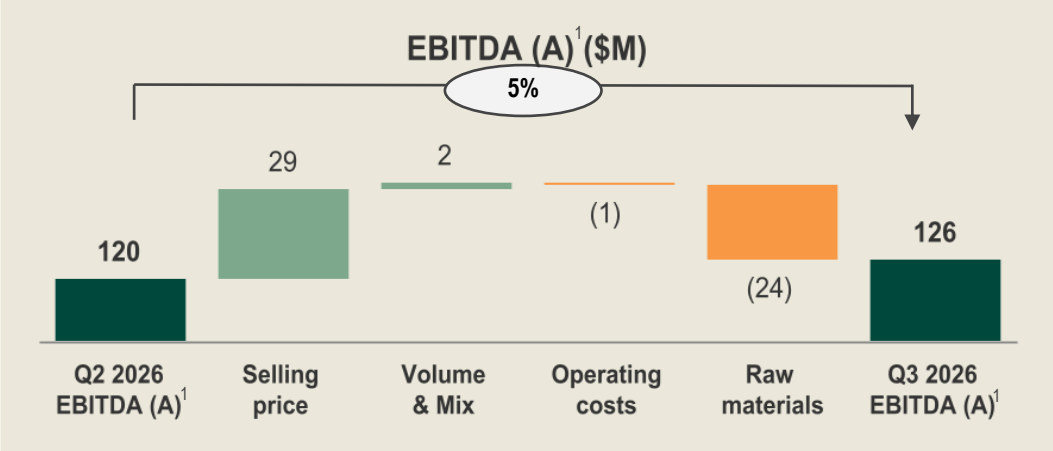



- 60+ year track record of successful operations through business cycles
- Leading market positions in North America with a deep focus on markets where Cascades can derive a competitive advantage
- Well-balanced product portfolio and manufacturing footprint to best serve customers and adapt to continuously evolving market conditions
- Disciplined approach to capital deployment with focus on free cash flow generation and deleveraging
- Culture of excellence focused on safety, productivity, sustainability and being the partner of choice for our customers
- Fresh vision supported by long-tenured management team

# Appendices

# Packaging: Q3 2026 Sequential Performance



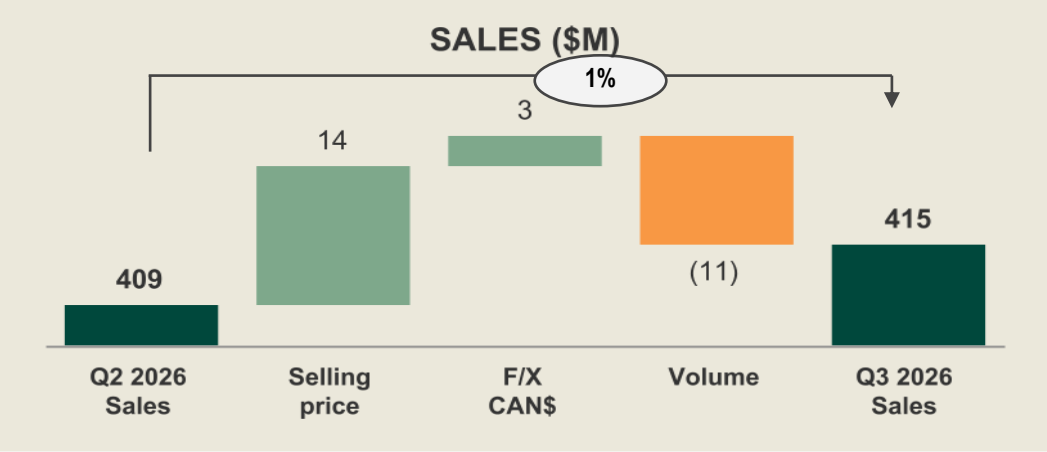

## HIGHLIGHTS

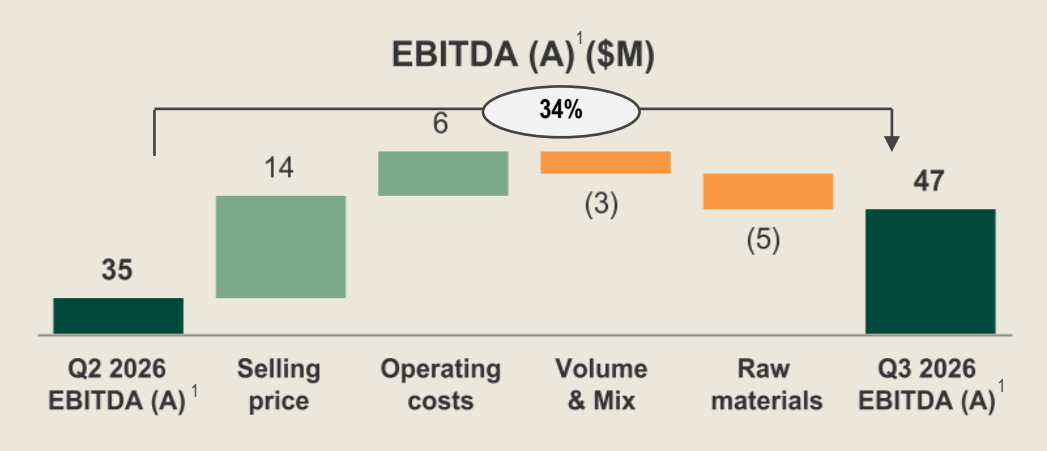
- N.A. Box Shipments (MSF) : Cascades[2] 1.9% vs. Industry[3] 2.0%
- Higher average selling prices following price index variation implemented throughout the year
- The volume was stable sequentially with higher box shipments offset by lower paper roll shipments (in short tons)
- A favourable product mix contributed to offset the shortfall on the volume side from certain activities
- The index variation has an immediate impact leading to higher raw material costs
- Higher logistics and energy costs offset lower repair and maintenance costs

| | | % of Q3 2026 Sales | Volume (s.t.) QoQ | Volume (s.t.) YoY |
|---|---|---|---|---|
| **PRODUCT** | Corrugated | 54% | → | → |
| | Paper rolls | 29% | → | → |
| | Other | 17% | → | ↓ |
| **MARKET** | Industrial & Manufacturing | 13% | ↓ | ↓ |
| | Food & Beverage | 39% | ↑ | → |
| | Distribution | 19% | ↓ | ↑ |
| | Paper converters | 29% | → | → |

*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) Excludes shipments from the Richmond, BC box plant, sold in Q1 2026. (3) Weighted average variance in industry shipments, based on the Corporation's volume by specific locations where we operate, and reported industry increase of 2.6% in Canada and increase of 0.9% in the US Northeast (area 1).*

# Tissue: Q3 2026 Sequential Performance




## HIGHLIGHTS

- Volumes down 3% (short tons): Retail tissue grew 2%, partially offsetting a 10% decline in Away-from-Home, primarily due to a major customer ceasing operations
- Pricing up: Price increases successfully implemented in both markets, supported by a stronger Retail mix and favourable foreign exchange
- Operating costs down: Cost reduction initiatives and stronger fixed-cost absorption more than offset market-driven increases in freight, energy and supplies
- Raw material headwind: Higher costs across all fibre grades

| PRODUCT | As a % of Q3 2026 Sales | Q3 2026 Volume (s.t.) | Volume (s.t.) QoQ | Volume (s.t.) YoY |
|---|---|---|---|---|
| Away-from-Home | 35% | 44,600 | (10%) | (9%) |
| Consumer Products | 65% | 73,200 | 2% | 2% |
| Total | 100% | 121,200 | (3%) | (2%) |

*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca.*

# Quarterly Financial Results & KPIs

| *(In millions of CAN$, except per common share amounts, where noted)* | 2024 Q1 | 2024 Q2 | 2024 Q3 | 2024 Q4 | 2024 Year | 2025 Q1 | 2025 Q2 | 2025 Q3 | 2025 Q4 | 2025 Year | 2026 Q1 | 2026 Q2 | 2026 Q3 | 2026 YTD[3] | 2026 LTM[4] |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Financial Results** | | | | | | | | | | | | | | | |
| **Sales** | **1,109** | **1,180** | **1,201** | **1,211** | **4,701** | **1,154** | **1,187** | **1,238** | **1,197** | **4,776** | **1,125** | **1,219** | **1,267** | **3,611** | **4,808** |
| Operating income | 9 | 34 | 36 | 16 | 95 | 50 | 36 | 73 | 76 | 235 | 81 | 58 | 78 | 217 | 293 |
| **Adjusted earnings before interest, taxes, depreciation and amortization (EBITDA (A))[1]** | **103** | **112** | **140** | **146** | **501** | **125** | **137** | **159** | **155** | **576** | **118** | **140** | **162** | **420** | **575** |
| Margin (EBITDA (A) / Sales (%))[1] | 9.3% | 9.5% | 11.7% | 12.1% | 10.7% | 10.8% | 11.5% | 12.8% | 12.9% | 12.1% | 10.5% | 11.5% | 12.8% | 11.6% | 12.0% |
| **Net earnings (loss)** | **(20)** | **1** | **1** | **(13)** | **(31)** | **7** | **(3)** | **29** | **37** | **70** | **39** | **21** | **30** | **90** | **127** |
| Adjusted net earnings (loss)[1] | - | 8 | 27 | 25 | 60 | 13 | 19 | 39 | 40 | 111 | 7 | 24 | 34 | 65 | 105 |
| **Net earnings (loss) per common share** | ($0.20) | $0.01 | $0.01 | ($0.13) | ($0.31) | $0.07 | ($0.03) | $0.29 | $0.37 | $0.70 | $0.38 | $0.21 | $0.30 | $0.89 | $1.26 |
| Adjusted net earnings (loss) per common share[1] | $ - | $0.08 | $0.27 | $0.25 | $0.60 | $0.13 | $0.19 | $0.38 | $0.40 | $1.10 | $0.07 | $0.24 | $0.33 | $0.64 | $1.04 |
| **Key Performance Indicators** | | | | | | | | | | | | | | | |
| Working capital (M CAN$, end of period)[1] | **460** | **474** | **460** | **406** | | **529** | **508** | **449** | **390** | | **440** | **423** | **475** | | |
| As a % of sales[1,2] | **9.8%** | **9.5%** | **9.2%** | **9.6%** | | **9.8%** | **10.0%** | **9.9%** | **9.8%** | | **9.4%** | **8.9%** | **9.0%** | | |

*(1) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (2) Percentage of sales = Average quarterly last twelve months (LTM) working capital / LTM sales. (3) YTD : Year-to date, (4) LTM: Last twelve months*

# Quarterly Operational KPIs

| | 2024 | | | | | 2025 | | | | | 2026 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Year | Q1 | Q2 | Q3 | Q4 | Year | Q1 | Q2 | Q3 | YTD[4] | LTM[5] |
| **Total shipments (in '000 short tons (s.t.))[1]** | | | | | | | | | | | | | | | |
| Packaging Products | 441 | 444 | 450 | 442 | 1,777 | 421 | 424 | 434 | 403 | 1,682 | 392 | 426 | **426** | **1,244** | **1,647** |
| Tissue Papers | 115 | 122 | 122 | 121 | 480 | 110 | 120 | 128 | 122 | 480 | 113 | 121 | **118** | **352** | **474** |
| | 556 | 566 | 572 | 563 | 2,257 | 531 | 544 | 562 | 525 | 2,162 | 505 | 547 | **544** | **1,596** | **2,121** |
| **Integration rate[2]** | | | | | | | | | | | | | | | |
| Packaging Products | 51% | 50% | 51% | 50% | 51% | 51% | 51% | 51% | 54% | 51% | 53% | 53% | **53%** | **53%** | **53%** |
| Tissue Papers | 94% | 94% | 94% | 94% | 94% | 94% | 94% | 94% | 97% | 95% | 100% | 100% | **100%** | **100%** | **99%** |
| **Manufacturing capacity utilization rate[3]** | | | | | | | | | | | | | | | |
| Packaging Products | 94% | 88% | 91% | 88% | 90% | 86% | 86% | 92% | 88% | 88% | 91% | 98% | **97%** | **95%** | **94%** |
| Tissue Papers | 95% | 93% | 93% | 98% | 95% | 93% | 91% | 98% | 96% | 95% | 90% | 92% | **90%** | **91%** | **92%** |
| **Average Selling Price (CAN$/unit)** | | | | | | | | | | | | | | | |
| Corrugated and paper rolls | $1,353 | $1,404 | $1,438 | $1,478 | $1,418 | $1,509 | $1,503 | $1,525 | $1,555 | $1,522 | $1,503 | $1,503 | **$1,573** | **$1,527** | **$1,534** |
| Tissue Papers | $3,206 | $3,236 | $3,210 | $3,250 | $3,226 | $3,313 | $3,246 | $3,242 | $3,322 | $3,280 | $3,369 | $3,372 | **$3,522** | **$3,421** | **$3,396** |

*(1) Shipments do not include the elimination of inter-segment shipments. Shipments include those of paper rolls, corrugated packaging and tissue papers. (2) Defined as: Percentage of manufacturing shipments transferred to our converting operations in all of Cascades' segments. Greenpac's firm purchase agreements with partners are included for the Packaging Products segment. (3) Defined as: Manufacturing internal and external shipments/practical capacity. Calculated according to Bear Island's capacity ramp-up plan. (4) YTD: Year-to date. (5) LTM: Last twelve months*

# Cash Flow Overview

| *(In millions of CAN$, except per common share amounts)* | 2024 Q1 | 2024 Q2 | 2024 Q3 | 2024 Q4 | 2024 Year | 2025 Q1 | 2025 Q2 | 2025 Q3 | 2025 Q4 | 2025 Year | 2026 Q1 | 2026 Q2 | 2026 Q3 | 2026 YTD[5] | 2026 LTM[6] |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Cash flow from operations | 32 | 78 | 76 | 109 | 295 | 45 | 92 | 116 | 150 | 403 | 56 | 119 | **117** | **292** | **442** |
| Specific items[1] | 14 | 17 | 10 | 20 | 61 | 17 | 9 | 21 | 15 | 62 | 3 | 4 | **2** | **9** | **24** |
| Adjusted cash flow from operations[2] | 46 | 95 | 86 | 129 | 356 | 62 | 101 | 137 | 165 | 465 | 59 | 123 | **119** | **301** | **466** |
| *Including: Net financing expense paid* | *(47)* | *(18)* | *(48)* | *(22)* | *(135)* | *(49)* | *(25)* | *(33)* | *(16)* | *(123)* | *(52)* | *(11)* | ***(49)*** | ***(112)*** | ***(128)*** |
| Payments for property, plant and equipment & other assets, lease obligations payments | (61) | (75) | (50) | (65) | (251) | (53) | (65) | (51) | (61) | (230) | (50) | (61) | **(70)** | **(181)** | **(242)** |
| Dividends[3] | (15) | (17) | (16) | (15) | (63) | (15) | (36) | (15) | (17) | (83) | (16) | (15) | **(30)** | **(61)** | **(78)** |
| **Adjusted cash flow generated (used) before specific items[2,4]** | (30) | 3 | 20 | 49 | 42 | (6) | - | 71 | 87 | 152 | (7) | 47 | **19** | **59** | **146** |
| Adjusted cash flow generated (used) before specific items per common share[2,4] | ($0.30) | $0.03 | $0.20 | $0.49 | $0.42 | ($0.06) | $ - | $0.70 | $0.86 | $1.50 | ($0.07) | $0.46 | **$0.19** | **$0.58** | **$1.44** |

*(1) Specific items: premiums paid on the repurchase of long-term debt and restructuring costs. (2) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 33 to 39 of our 2026 Quarterly Report 3, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (3) Paid to our shareholders and to non-controlling interests. (4) "Adjusted cash flow generated (used) before specific items" have been aligned with the current year's presentation. (5) YTD: Year-to-date. (6) LTM : Last twelve months*

# COGS and SG&A Overview

| COST OF SALES (in millions of CAN$) | 2024 | | | | | 2025 | | | | | 2026 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | YEAR | Q1 | Q2 | Q3 | Q4 | YEAR | Q1 | Q2 | Q3 | YTD[1] | LTM[2] |
| Raw materials | 377 | 431 | 448 | 434 | **1,690** | 379 | 418 | 452 | 408 | **1,657** | **372** | **430** | **455** | **1,257** | **1,665** |
| Wages & benefits | 194 | 198 | 190 | 200 | **782** | 205 | 205 | 193 | 197 | **800** | **196** | **196** | **196** | **588** | **785** |
| Energy | 54 | 51 | 51 | 54 | **210** | 65 | 54 | 54 | 58 | **231** | **63** | **55** | **57** | **175** | **233** |
| Delivery | 138 | 133 | 132 | 131 | **534** | 128 | 121 | 134 | 135 | **518** | **138** | **157** | **163** | **458** | **593** |
| Other | 162 | 161 | 154 | 163 | **640** | 168 | 172 | 162 | 166 | **668** | **165** | **166** | **158** | **489** | **655** |
| Depreciation & Amortization | 67 | 69 | 70 | 76 | **282** | 69 | 72 | 74 | 72 | **287** | **71** | **77** | **78** | **226** | **298** |
| **TOTAL** | 992 | 1,043 | 1,045 | 1,058 | **4,138** | 1,014 | 1,042 | 1,069 | 1,036 | **4,161** | **1,005** | **1,081** | **1,107** | **3,193** | **4,229** |

| SELLING & ADMINISTRATION (in millions of CAN$) | 2024 | | | | | 2025 | | | | | 2026 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | YEAR | Q1 | Q2 | Q3 | Q4 | YEAR | Q1 | Q2 | Q3 | YTD[1] | LTM[2] |
| Wages and benefits | 73 | 77 | 77 | 77 | **304** | 75 | 70 | 76 | 76 | **297** | **70** | **72** | **76** | **218** | **294** |
| IT, publicity, marketing & other | 8 | 17 | 9 | 6 | **40** | 9 | 10 | 8 | 2 | **29** | **3** | **3** | **-** | **6** | **8** |
| **TOTAL** | 81 | 94 | 86 | 83 | **344** | 84 | 80 | 84 | 78 | **326** | **73** | **75** | **76** | **224** | **302** |

*(1) YTD: Year-to-date. (2) LTM : Last twelve months*

# Reference Prices & Fibre Costs

*These indexes should only be used as an indicator of trends and they may be different than our actual selling prices or purchasing costs.*

| | 2024 | | | | | 2025 | | | | | 2026 | | | Q3 2026 vs Q3 2025 | | Q3 2026 vs. Q2 2026 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Year | Q1 | Q2 | Q3 | Q4 | Year | Q1 | Q2 | Q3 | (units) | (%) | (units) | (%) |
| **Selling Prices (average)** | | | | | | | | | | | | | | | | | |
| **PACKAGING PRODUCTS (US$/short ton)** | | | | | | | | | | | | | | | | | |
| Linerboard 42-lb. unbleached kraft, Eastern US (open market) | 852 | 878 | 905 | 905 | 885 | 932 | 945 | 945 | 945 | 942 | **945** | **1,012** | **1,068** | **123** | **13%** | **56** | **6%** |
| Corrugating medium 26-lb. semichemical, Eastern US (open market) | 735 | 768 | 795 | 795 | 773 | 822 | 835 | 835 | 835 | 832 | **835** | **902** | **968** | **133** | **16%** | **66** | **7%** |
| Uncoated recycled boxboard - bending chip, 20-pt. (series B) | 1,020 | 1,040 | 1,063 | 1,070 | 1,048 | 1,070 | 1,093 | 1,110 | 1,110 | 1,096 | **1,110** | **1,170** | **1,190** | **80** | **7%** | **20** | **2%** |
| **TISSUE PAPERS (US$/short ton)** | | | | | | | | | | | | | | | | | |
| Parent rolls, recycled fibres (transaction) | 1,194 | 1,188 | 1,180 | 1,150 | 1,178 | 1,132 | 1,131 | 1,122 | 1,105 | 1,123 | **1,089** | **1,100** | **1,099** | **(23)** | **(2%)** | **(1)** | **—%** |
| Parent rolls, virgin fibres (transaction) | 1,449 | 1,530 | 1,544 | 1,487 | 1,503 | 1,459 | 1,476 | 1,444 | 1,422 | 1,451 | **1,392** | **1,420** | **1,424** | **(20)** | **(1%)** | **4** | **—%** |
| **Raw Material Prices (average)** | | | | | | | | | | | | | | | | | |
| **RECYCLED PAPER** | | | | | | | | | | | | | | | | | |
| **North America (US$/short ton)** | | | | | | | | | | | | | | | | | |
| Sorted residential papers, No. 56 (SRP - Northeast average) | 73 | 88 | 93 | 69 | 80 | 63 | 59 | 53 | 44 | 55 | **43** | **44** | **53** | **—** | **—%** | **9** | **20%** |
| Old corrugated containers, No. 11 (OCC - Northeast average) | 101 | 110 | 108 | 83 | 100 | 78 | 74 | 68 | 59 | 70 | **63** | **74** | **88** | **20** | **29%** | **14** | **19%** |
| Sorted office papers, No. 37 (SOP - Northeast average) | 138 | 128 | 125 | 115 | 127 | 122 | 133 | 128 | 112 | 124 | **115** | **128** | **145** | **17** | **13%** | **17** | **13%** |
| **VIRGIN PULP (US$/metric ton)** | | | | | | | | | | | | | | | | | |
| Northern bleached softwood kraft, Canada | 1,440 | 1,697 | 1,762 | 1,687 | 1,646 | 1,753 | 1,820 | 1,700 | 1,568 | 1,710 | **1,563** | **1,577** | **1,570** | **(130)** | **(8%)** | **(7)** | **—%** |
| Bleached hardwood kraft, mixed, Canada/US | 1,223 | 1,437 | 1,467 | 1,298 | 1,356 | 1,268 | 1,310 | 1,203 | 1,198 | 1,245 | **1,338** | **1,495** | **1,535** | **352** | **28%** | **40** | **3%** |
| Eucalyptus, Brazil | 1,242 | 1,488 | 1,505 | 1,308 | 1,386 | 1,290 | 1,323 | 1,217 | 1,242 | 1,268 | **1,380** | **1,525** | **1,565** | **348** | **29%** | **40** | **3%** |

*Source: RISI*

# Sensitivity Table[1]

(unaudited)

| | | SHIPMENTS/CONSUMPTION ('000 SHORT TONS, '000 MMBTU FOR NATURAL GAS) | INCREASE | EBITDA (A)[2] IMPACT (IN MILLIONS OF CAN$) |
|---|---|---|---|---|
| **SELLING PRICE (MANUFACTURING AND CONVERTING)[3]** | | | | |
| **Packaging Products** | Linerboard 42-lb. unbleached kraft, Eastern US | 500 | US$25/s.t. | 17 |
| | Corrugating medium 26-lb. semichemical, Eastern US | 270 | US$25/s.t. | 9 |
| | Converting products (cartonboard based only) | 785 | US$25/s.t. | 27 |
| | **Integrated Containerboard impact** | **1,555** | | **53** |
| | Uncoated recycled boxboard - bending chip, 20-pt., Eastern US | 130 | US$25/s.t. | 5 |
| | **SUB-TOTAL** | **1,685** | | **58** |
| **Tissue Papers** | | 480 | US$25/s.t. | 16 |
| | **TOTAL** | **2,165** | | **74** |
| **RAW MATERIALS[3]** | | | | |
| **Packaging Products** | Brown grades (OCC and others) | 1,625 | US$25/s.t. | (55) |
| | Groundwood grades (SRP and others) | 25 | US$25/s.t. | (1) |
| | Recycled deinked pulp | 20 | US$25/s.t. | (1) |
| | **SUB-TOTAL** | **1,670** | | **(57)** |
| **Tissue Papers** | Virgin pulp | 195 | US$25/s.t. | (7) |
| | Brown grades (OCC and others) | 110 | US$25/s.t. | (3) |
| | White grades (SOP and others) | 190 | US$25/s.t. | (7) |
| | **SUB-TOTAL** | **495** | | **(17)** |
| | **TOTAL** | **2,165** | | **(74)** |
| **NATURAL GAS** | | | | |
| Packaging Products | | 4,000 | US$1.00/mmBtu | (5) |
| Tissue Papers | | 3,000 | US$1.00/mmBtu | (4) |
| | **TOTAL** | **7,000** | | **(9)** |
| **EXCHANGE RATE[4]** | | | | |
| U.S. subsidiaries translation and sales less purchases in US$ from Canadian operations | | | CAN$/US$ 0.01 change | **2** |
| **TRANSPORTATION** | | | | |
| Cost of fuel, consolidated, across all business segments | | | CAN$0.10 change | **(16)** |

*(1) Sensitivity calculated according to 2025 volumes or consumption with year-end closing exchange rate of CAN$/US$ 1.37, excluding hedging programs and the impact of related expenses such as discounts, commissions on sales and profit-sharing. (2) Please refer to the supplemental information on non-IFRS Accounting Standards measures and other financial measures available on pages 53 to 59 of our 2025 Annual Report, Management Discussion & Analysis, available on SEDAR+ at www.sedarplus.ca. (3) Based on 2025 external manufacturing and converting shipments, as well as fibre and pulp consumption. Including purchases sourced internally from our recovery and recycling operations. Adjusted to reflect acquisitions, disposals and closures, if needed. (4) As an example, based on CAN$/US$ 1.36 to CAN$/US$ 1.37.*



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