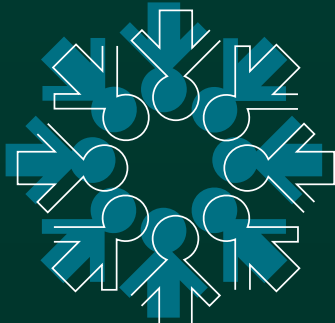


2021–2025  
Sustainability Action Plan

# Driving

Positive Change

2025 Report



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# About This Report

This report details Cascades' performance in terms of sustainable development from January 1 to December 31, 2025. It also constitutes the latest disclosure related to the 2021-2025 Sustainability Action Plan and provides a summary of the highlights, progress and accomplishments over the past five years.

This document outlines the results of the key performance indicators identified in our 2021-2025 Sustainability Action Plan, as well as additional indicators. Some of the measures presented in this report are not driven by regulatory obligations or standards but rather reflect Cascades' desire to communicate transparently about its performance. Where necessary, additional details are provided in footnotes or within the text.

Certain statements about our objectives may constitute forward-looking statements. As these statements were formulated during the development of the Plan, they were based on our expectations and estimates, then deemed reasonable and established in good faith, using the information available at the time they were prepared. We are now able to assess whether the targets communicated have been met (except for the 2030 targets), although these findings do not alter the forward-looking nature of the initial statements.



# Cascades, source of possibilities

Cascades offers sustainable, innovative and value-added solutions for packaging, hygiene and recovery needs. The Company was founded in 1964 in Kingsey Falls, Quebec, Canada, by the Lemaire brothers, who saw the economic and social potential of building a business based on the principles of sustainability, recovery and recycling. Over the span of 60 years, Cascades grew into a multinational with nearly 60 operating units and approximately 9,000 employees across Canada and the United States.

Cascades relies on a distinctive management philosophy, extensive recycling experience, as well as sustained research and development efforts to create and market packaging, hygiene and fibre-based material solutions.

The circular economy is at the heart of Cascades' business model, which supports the use of recycled fibres in the manufacture of its products. Through this approach, Cascades has become one of Canada's largest collectors of fibres and a North American leader in sustainable packaging and hygiene solutions.

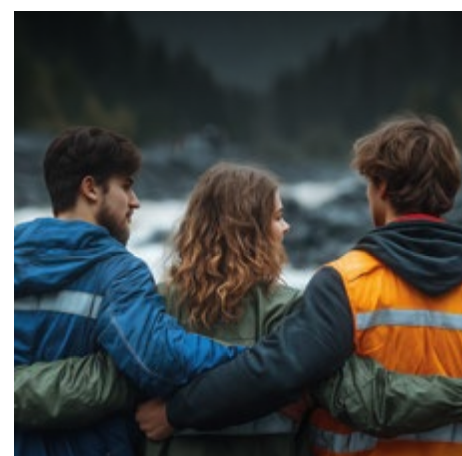
## OUR MISSION

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

## OUR VISION

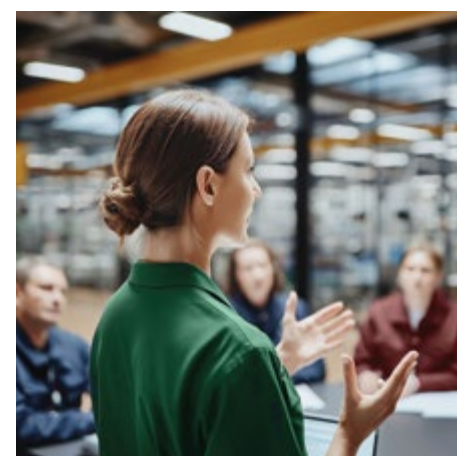
To be a key contributor to our customers' success by leading the way for sustainable packaging, hygiene and recovery solutions.

## OUR VALUES



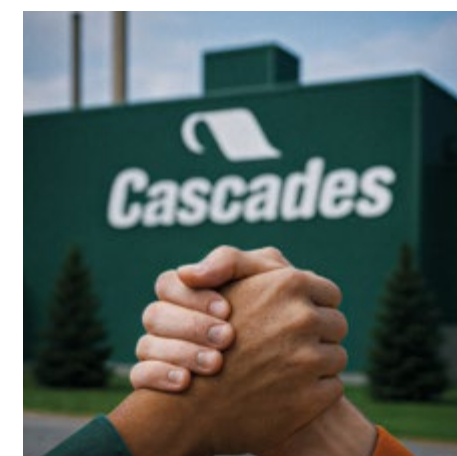
### Respectful of nature

Respect must be earned; humility comes naturally to us



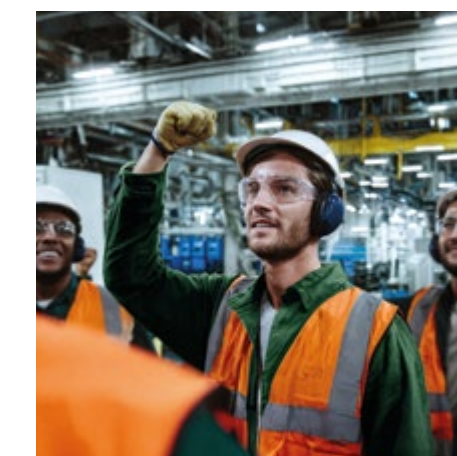
### Speaking the truth

Our doors are always open, and so are our minds



### Stronger together

The team is our strength



### Better every day

Determined to win

## 2025 IN NUMBERS

**25%**

less GHG emissions emitted than the North American paper industry average<sup>1</sup>

**10**

production units related to the tissue paper sector

**4.9**

times less water used than the North American paper industry average<sup>2</sup>

**37**

production units related to the packaging sector

**2.5**

times less energy consumed than the North American paper industry average<sup>3</sup>

**17**

recycling centres

**\$ 4,776**

million CAD in revenue

### Learn more about Cascades:

- [Our products and services](#)
- [Our history](#)
- [Our production units](#)



<sup>1,2,3</sup> The savings calculation is based on Cascades' performance compared to the North American paper industry average for the year 2025, according to FisherSolve®, ©2025 Fisher International, a ResourceWise company.

# Messages from Management

## Message from Hugues Simon, President and CEO

**Since 1964, Cascades has believed it is possible to combine financial performance and sustainable development. In 2025, we once again confirmed the strength and relevance of this commitment.**

In 2025, despite an uncertain geopolitical context, the economic turmoil surrounding the imposition of tariffs between Canada and the United States, as well as setbacks in environmental and social matters, we made significant progress on several of our business and sustainability goals. These efforts enabled us to improve our operational efficiency, profitability and financial resilience.

While this instability led several companies to question their commitments to sustainable development, Cascades chose instead to reaffirm its leadership and values. Our commitments to the environment, our employees and our communities remain deeply embedded in our business strategy and continue to guide our decisions in building a successful, resilient and forward-looking business.

In my second year as president of Cascades, I am particularly proud to see our 2021 – 2025 Sustainability Action Plan conclude with a number of achievements, including the reduction of our greenhouse gas (GHG) emissions, water effluents and energy consumption at our mills. Cascades is positioning itself favourably against the North American paper industry average, using 4.9 times less water and 2.5 times less energy, while emitting 25% less GHG emissions. While we are very pleased with these results, we will continue to reduce our environmental footprint over the next few years and, by extension, that of our clients through the products we sell them.

To achieve this, Cascades' commitment and pride in sustainable development remain essential. To reflect their significant contributions, as well as those of our clients and trusted partners, we have added "Better Every Day" to our corporate values. This value is particularly meaningful to me, as it reflects the commitment that drives us all toward innovation and continuous improvement for a more sustainable world.

This value will also be fully reflected in our new 2026 – 2030 Sustainability Action Plan to be released in the summer of 2026. This plan will focus on enhancing operational efficiency, mobilizing teams and further integrating sustainable development into our activities in pursuit of excellence.

Guided by our values, driven by our teams' expertise and aligned with our business strategy, we look to the future with confidence and determination by inviting other companies to also pursue or commit to sustainability.

**Hugues Simon**  
President and Chief Executive Officer



<sup>4</sup> The conservation calculation is based on Cascades' performance compared to the North American paper industry average for 2025, according to FisherSolve®, ©2025 Fisher International, a ResourceWise company.

## Message from Hugo D'Amours, Vice-President, Communications, Public Affairs, Sustainability and Environment

### Q1. The year 2025 marks the end of the 2021-2025 Sustainability Action Plan. What are the highlights of the results achieved?

Reductions in GHG emissions, energy consumption, and water effluents from our mills have been particularly significant over the past five years. Through these results, which demonstrate our commitment to reduce our environmental footprint, we are proud to maintain our leadership position in the North American pulp and paper industry. This plan also enabled us to ramp up our

practices, particularly with regard to partnering with suppliers deemed responsible or our procurement of FSC® compliant fibres. Active community involvement, a core part of every Cascaders' DNA, has once again made our community engagement program a success.

However, some targets have proven to be more difficult to reach, either through over ambitiousness when setting them or their greater complexity in terms of implementation. This includes our renewable electricity supply target, as well as scopes 1 and 2 GHG emission reductions from our converting plants, which are behind 2030 target trajectories. In this context, continued and strengthened collaboration with our suppliers will be key to generating significant decarbonization gains.

Our health and safety performance over the past few years has shown marked improvement, with more significant gains for the 2024 – 2025 period. We remain confident that Cascaders' renewed commitment will keep driving our efforts to reduce the severity of workplace accidents across the company.

Lastly, our programs related to the promotion of preventive health and training on unconscious biases had a particularly ambitious outcome of reaching all employees. While we haven't reached these two goals, we are proud of the progress made and the positive impact on strengthening an inclusive work environment fostering employees' sense of belonging and well-being.

### Q2. What have we learned in recent years?

The past few years have highlighted how sustainable development has become a strategic and distinctive driver for Cascades. The geopolitical environment, unstable supply chains, cost pressures and rapidly changing regulations have led us to rethink how environmental, social and economic issues are integrated into our business decisions.

The 2021 – 2025 Sustainability Action Plan also gave us a better understanding of some of the risks and opportunities, particularly in terms of climate, circular economy and value chain. These issues are no longer addressed solely through the perspective of impact reduction, but also as key drivers of our operational resilience, procurement security and long-term value creation.

The evolution of our approach is another key learning opportunity. While the sustainable development terminology and frameworks are changing, the reasons behind our actions remain clearly rooted in a desire to support Cascades' performance and relevance in the long-term. Sustainability is no longer just a positioning exercise, but a concrete tool to anticipate risks, seize innovation opportunities and strengthen our ability to operate in an increasingly complex business environment.

### Q3. How will the 2026 – 2030 Sustainability Action Plan align with Cascades' strategy and the evolving market context?

The 2026 – 2030 Sustainability Action Plan is part of Cascades' commitment to building a solid, responsible and forward-looking business. It aims to support our long-term performance while meeting the expectations of our clients, investors and partners, as well as adapting to emerging challenges. This new plan is the result of an in-depth analysis of our impacts, risks and opportunities, driven by a structured dialogue with our stakeholders around the financial aspect of the environmental, social and governance (ESG) topics prioritized.

It aims to consolidate our achievements, strengthen the integration of sustainable development into our business practices and align our actions with international best practices and frameworks.

In a context marked by changing markets, regulations and transparency expectations, the 2026 – 2030 Sustainability Action Plan makes sustainable development a concrete lever for performance and value creation. It supports better decision-making, more proactive risk management, and sustainable contribution to our entire value chain, including our business partners. We look forward to presenting it to you in the summer of 2026.

**Hugo D'Amours**  
**Vice-President, Communications,**  
**Public Affairs, Sustainability and**  
**Environment**



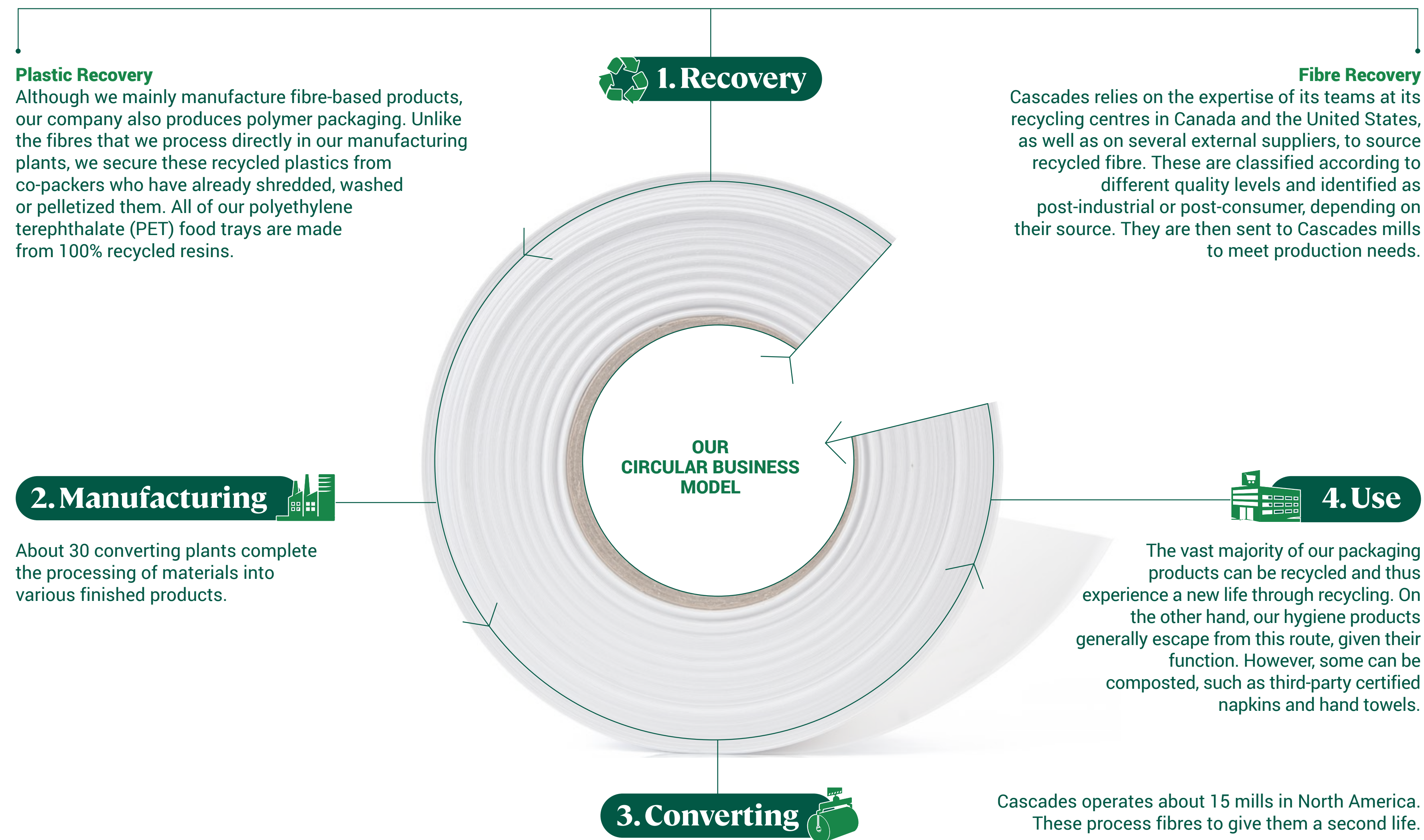
# Our Strategy

Cascades' sustainable development strategy prioritizes key issues relevant to our business segments and stakeholders and is supported by clear governance.

It is also guided by market expectations, our risk analysis processes, evolving regulatory requirements, and our commitment to enhancing the transparency of our disclosures based on best practices.

## Business model

The circular economy is at the heart of Cascades' business model, which favours the use of recycled materials in the manufacture of its products. Thanks to this process, Cascades has become one of Canada's largest collectors of fibres and a North American leader in packaging and hygiene solutions.



## 2021 – 2025 SUSTAINABILITY ACTION PLAN

### Respectful of the Planet



#### GREENHOUSE GAS EMISSIONS

- 2030 → **-38.7%** scope 1 and 2 GHG emissions intensity from mills (vs 2019)
- 2030 → **-27.5%** scope 1 and 2 GHG emissions from converting plants and other operations (vs 2019)
- 2030 → **-22%** scope 3 GHG emissions intensity (vs 2019)

#### ENERGY CONSUMPTION

- 2030 → **Increase** the share of renewable energy in our supply in order to reach 100% renewable electricity
- 2025 → **-6%** the intensity of purchased energy consumed by our mills (vs 2019)

#### WATER AND EFFLUENT MANAGEMENT

- 2025 → **15%** the intensity of effluents from our mills (vs 2019)



### Solutions Driven



#### ECO-DESIGNED PRODUCTS

- 2030 → **100%** of the packaging we manufacture and sell is recyclable, compostable or reusable

#### RESPONSIBLE PROCUREMENT

- 2025 → **100%** fibre and paper are recycled, FSC certified or that meet FSC standards
- 2025 → **Double (reach 39%)** our supply of FSC Mix fibre (vs 2019)
- 2025 → **70%** of our corporate procurement sourced from suppliers deemed responsible



### Community Minded



#### SUSTAINABLE CITIES AND COMMUNITIES

- Annually → **Allocate a minimum of 50%** of our donation and sponsorship budget to causes in line with UN's Sustainable Development Goals (SDG)

#### COMMUNITY INVOLVEMENT

- Annually → **15,000 hours** of community involvement completed by our employees



### People Focused



#### OCCUPATIONAL HEALTH AND SAFETY

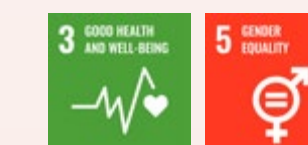
- 2025 → **Reduce by 50%** the number of days lost due to workplace accidents (vs 2019)

#### EMPLOYEE WELLNESS

- 2025 → **100%** of employees committed to a preventive health and wellness approach

#### DIVERSITY, EQUITY AND INCLUSION

- 2025 → **100%** of employees trained on unconscious biases related to diversity, equity and inclusion (DEI)



## Development process

This fourth Sustainability Action Plan was developed following an in-depth analysis of the market and recognized sustainability standards at the time of its development. Consultation with our stakeholders, including our clients, employees, suppliers, community partners, NGOs, researchers and industry experts, was also conducted in 2020 using online surveys, focus groups and individual interviews.

In total, 850 people took part in the discussion. Their concerns were then mapped into a materiality matrix before being translated into clear targets with a 2025 or 2030 deadline depending on the applicable reference framework.

The materiality analysis was conducted in collaboration with a consulting group based on internationally recognized sustainability standards such as the Global Reporting Initiative (GRI), the Sustainability Accounting Standard Board (SASB) and the United Nations Sustainable Development Goals (SDGs).

### To learn more about our 2021-2025 Sustainability Action Plan and its related policies:

- [2021-2025 Sustainability Action Plan](#)
- [Cascades website, Sustainable Development section](#)
- [Sustainability Policy](#)
- [Environment, Health and Safety Policy](#)

## Materiality matrix



## Rules for the recalculation of the reference year data and targets

Throughout the course of the action plan, only the data from greenhouse gas (GHG) emissions inventory were recalculated in the event of significant changes affecting the scope or results.

**1. Significant structural changes** (e.g., acquisition, merger, sale, change in the offer of products or services, etc.) with an impact greater than 5%, or several structural changes whose cumulative effects in a given year have an impact greater than 5%.

**2. Significant errors** in the data collected and used in the calculation with an impact of 5% or more.

**3. Changes in external regulations or references** that have a significant impact on outcomes (e.g., GHG emission factors).



## ESG risk assessment and mitigation

Environmental, social and governance (ESG) risk management is a key driver to ensure Cascades' resilience and sustainability in an ever-changing business context. By integrating these issues into our Enterprise Risk Management (ERM) and Operational Risk Management (ORM) mechanisms, Cascades works to anticipate the potential impacts of its activities, seize emerging opportunities and support informed decision-making. To achieve this, it relies on structured processes, rigorous analysis, and the expertise of its internal teams and external partners.

### Climate risk management

Cascades recognizes that climate change is a critical issue for both business and society. In recent years, we have implemented various projects to reduce GHG emissions from our operations. This includes improving plant energy efficiency and replacing fossil fuel-powered equipment with electrical solutions where possible and appropriate. In 2021, Cascades committed to the Science Based Targets initiative (SBTi) to align its decarbonization trajectory with the Paris Agreement objectives. These targets guide Cascades' efforts to reduce emissions across its operations and value chain.

In 2025, Cascades conducted a preliminary identification of its climate-related physical and transition risks and opportunities with the assistance of a specialized external consulting firm. The result of this analysis, conducted on ten of our mills, was presented in a report aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and complied with the requirements of the Climate-related Financial Risk Act (SB-261) in effect in California. A comprehensive analysis is planned for 2026 to cover our entire asset base and value chain. This assessment will also aim to quantify the financial impact of the risks and opportunities identified to better integrate them into Cascades' planning.

To learn more about Cascades' climate risks and opportunities: [2024 Climate Report](#) 

### Nature-related risk management

Cascades is proud to have joined the Taskforce on Nature-related Financial Disclosures (TNFD) in November 2025. Through this initiative, we launched an analysis of our risks, opportunities, impacts and dependencies on nature in collaboration with the University of Sherbrooke Environmental Clinic and a specialized consulting firm. We aim to better understand the impact of our operations on nature to integrate these concerns into our risk management processes. This information will enable us to increase our transparency in environmental disclosure going forward.

### Supplier-related ESG risk management

In order to minimize the business risks associated with its sourcing and procurement activities, Cascades has implemented structured mechanisms to assess its suppliers' ESG performance. This approach is based on two key mechanisms: the integration of clauses in procurement contracts and the use of the EcoVadis specialized platform's assessment tools.

Until June 2025, procurement contracts included a clause requiring compliance with Cascades' Code of Ethics and Business Conduct and Cascades' Human Rights Commitment. This requirement was replaced in 2025 by the Supplier Code of Conduct, now signed concurrently with the purchase agreements. In addition, some targeted suppliers are also required to undergo an assessment of their ESG performance through the EcoVadis platform, when relevant. Training may also be recommended to support the adoption of best practices.

Beyond the EcoVadis assessment of its corporate suppliers, Cascades aims to obtain a comprehensive view of ESG risks across its suppliers. To this end, since mid-2025, we have been using the EcoVadis IQ+ tool, which maps ESG risks based on the industry sector and the country from which the supplier operates. Risk levels are rated from very low to very high. To date, no supplier has been identified as presenting a very high ESG risk. In the event that the supplier fails to comply with Cascades' ESG requirements, the company reserves the right to require the supplier to undergo an EcoVadis assessment, conduct an on-site audit, or terminate the business relationship.



### Human rights risk management

At Cascades, we strongly condemn any violation of human rights (e.g., human trafficking, slavery, forced labour, corporal punishment or child labour). Recognizing our role and responsibility in protecting and promoting fundamental human rights, we have implemented due diligence processes to detect and prevent forced and child labour, especially in our supply chain.

### As part of our operations

En 2025, Cascades maintained its clear commitment to human and labour rights, through its [Code of Ethics and Business Conduct](#) and human resources policies. Specific requirements are defined for business units and employees to ensure practices and decisions are consistent with corporate values.

Some Cascades facilities are assessed by independent external auditors using the SMETA (Sedex Members Ethical Trade Audit) approach, either at the clients' request or as part of Cascades' proactive audit program. These audits are designed to ensure that the Company meets or exceeds legal requirements and best practices, including in terms of labour, environmental, health and safety, and ethics, in line with the Ethical Trading Initiative (ETI) Code of Conduct.

### For our suppliers

Cascades also expects all of its suppliers to comply with the highest standards in the areas of human rights and business ethics. The new [Supplier Code of Conduct](#) conveys this expectation. In addition, Cascades publishes an annual report under the Fighting Against Forced Labour and Child Labour in Supply Chains Act (S-211), in accordance with Canadian federal regulations on the subject. This report outlines the due diligence practices and the actions taken to detect, mitigate and manage risks. Cascades also works with EcoVadis, an independent firm that specializes and is recognized for evaluating suppliers on environmental, social, sustainable procurement and governance criteria, as described in the previous section of this report (Supplier-related ESG risk management).

In 2024, a webinar was provided to our buyers to raise awareness of human rights in their procurement practices. It aimed to increase vigilance, highlight the requirements of the Federal Act (S-211) and present the necessary steps to fulfill their due diligence responsibilities within Cascades. Additional awareness and training activities will be offered to our buyers in the coming years to ensure their understanding and vigilance relative to this priority issue.

#### For more information:

- [Commitment to Human Rights](#)
- [2025 S-211 Report concerning the fight against forced labour and child labour in supply chains](#)
- [California Transparency in Supply Chains Act Statement \(CTSCA\)](#)



### Business ethics

Cascades ensures that its officers, employees and board members act ethically and with integrity. All new employees must complete Cascades' Code of Ethics and Business Conduct training before assuming their functions and are required to complete it every three years thereafter to ensure that best practices are applied on a day-to-day basis.

To foster a corporate culture of integrity and transparency, Cascades provides employees and members of the public with an anonymous and confidential reporting mechanism. It allows for the reporting of any infraction or failure of the Code of Ethics through a confidential telephone line and a secure website.

In 2025, Cascades updated its Code of Ethics and Business Conduct, rethinking its content, enhancing sections to better reflect today's realities and clarifying some sensitive or ambiguous issues raised in the past. This revision reflects Cascades' commitment to supporting a strong ethical culture across the organization. It also aims to further raise employee awareness of the importance of acting ethically in all professional actions, in a consistent and thoughtful manner. A decision-support tool has been developed to assist them.

[Read our Code of Ethics and Business Conduct](#)



### Cybersecurity

To protect data and personal information, Cascades has developed a security management framework that complies with the best standards, including those of the National Institute of Standards and Technology (NIST) and the International Organization for Standardization (ISO). Cybersecurity is a strategic priority for Cascades and is fully integrated into its overall risk management program, which is reviewed quarterly by the Audit and Finance Committee of the Board.

The company has a dedicated technology and cybersecurity team of experts who oversees data security and operational controls. Its cybersecurity team also works with industry experts to promote best practices. In addition, Cascades provides all new employees with cybersecurity training and ensures compliance with its Code of Ethics and Business Conduct. A training program is mandatory for all new staff, who are required to repeat it if their cybersecurity behaviour does not meet Cascades' standards of vigilance.

[Read our Privacy Policy](#)



## Associations

Cascades is a member of several dozen sectoral, regional and industrial organizations, some of which focus specifically on sustainability issues. Here are a few:



### Conseil des entreprises en technologies environnementales du Québec (CETEIQ)

The CETEQ is the employers' association that brings together private companies in the main sectors of Quebec's green economy. The Conseil promotes private sector expertise in terms of green economy, based on the principles of sustainability and the circular economy, in order to position Quebec as a global environmental leader.



### Conseil patronal de l'environnement du Québec (CPEQ)

The CPEQ represents the concerns and contributions of Quebec businesses among governments and other stakeholders with regard to the environment and sustainability through lobbying, monitoring and information, collaboration with stakeholders, the development of decision-making tools, training and awareness-raising. Several guides on topics of interest, such as biodiversity and value chain optimization, are available [here](#).



### Espace de concertation sur les pratiques d'approvisionnement responsable (ECPAR)

The ECPAR provides customized resources, training and personalized coaching to help its members evaluate and optimize their sustainable procurement practices. This network brings together companies and organizations that contribute to value creation through sustainable procurement and supply chain sustainability.



### Circular Plastics Taskforce (CPT)

Cascades is one of the founding members of the CPT, an organization that works to implement a circular economy for plastics in Canada by promoting better alignment between recovery, recycling and end-market stakeholders. This group is the result of an unprecedented collaboration between consumer product companies, packaging producers and an industry association.



### United Nations Global Compact (UN Global Compact)

In 2022, Cascades joined the UN Global Compact, the largest corporate sustainability initiative in the world with more than 15,000 companies and 3,000 non-business signatories across over 160 countries. We are committed to responsible and transparent business practices to create a better world. The Global Compact calls for companies to align their strategies with the UN's Ten Principles in the areas of human rights, international labour standards, the environment and anticorruption.



### Paper and Paperboard Packaging Environmental Council (PPEC)

Created in 1990, the PPEC represents the environmental interests of the Canadian corrugated and packaging cardboard industry by working to promote environmental sustainability and circular economy.



### Sustainable and Alternative Fibers Initiative (SAFI)

Cascades is part of the SAFI Consortium, a group of some 20 organizations created in the summer of 2021 to study, enhance knowledge and foster technological progress in the use of alternative fibres in various applications, including packaging, hygiene products and textiles. Researchers affiliated with the University of North Carolina's Department of



### Forest Biomaterials lead this group. Sustainable Packaging Coalition (SPC)

The SPC is an industry membership association that works to make packaging more sustainable. Founded in 2005, it has emerged as a key player in the industry and is now one of North America's leading voices on sustainable packaging.

#### Other associations:

- Association of Major Power Consumers in Ontario (AMPCO)
- Association québécoise des consommateurs industriels d'électricité (AQCIE)
- Circular Economy Leadership Canada
- National Zero Waste Council (NZWC)
- Recycling Council of Alberta (RCA)
- Recycling Council of British Columbia (RCBC)
- Recycled Paperboard Technical Association (RPTA)

# Our Governance

Cascades has implemented governance mechanisms to roll out and monitor the progress of its 2021-2025 Sustainability Action Plan. These mechanisms are integrated into Cascades' corporate governance and meet increasing expectations in terms of transparency and proactive management of ESG risks and opportunities.

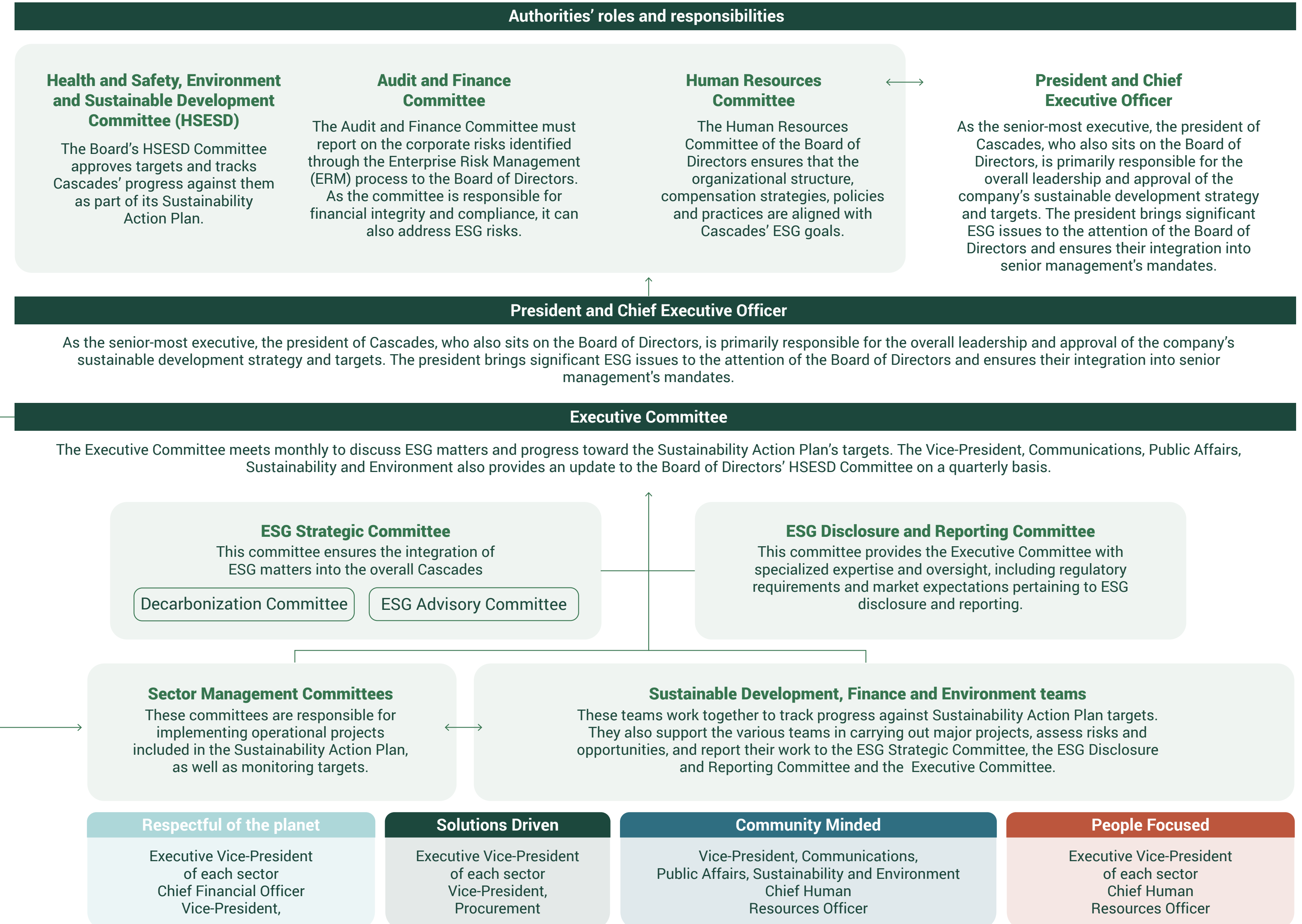
Our ESG governance will continue to evolve over the coming years to reflect our needs. This flexibility will enable us to remain aligned with best practices and effectively support the implementation of our sustainable development commitments.

**For more information:**

- [Cascades website, Governance section](#)
- [Board of Directors Diversity Policy](#)
- [2024 Climate Report](#)



## ESG governance structure



## Internal mechanisms

Disseminating reliable and nuanced ESG information and data is a priority for Cascades. The process of collecting, validating and disclosing this data relies on close collaboration between several organizational functions.

In fact, the Operations, Environment, Human Resources, Procurement and Marketing teams collect data — according to their respective fields of expertise — using technological tools. This data is then consolidated, processed, analyzed and validated by the Finance and Sustainability teams. The Legal team reviews public disclosures prior to their external release.

For some specific projects or needs, Cascades uses specialized external firms to strengthen the credibility and rigour of its efforts. For example, a specialized firm produces our scope 3 GHG emissions inventory in accordance with the Greenhouse Gas (GHG) Protocol guidelines. Another firm conducts our Life Cycle Assessments (LCA), which are subsequently validated by an independent third party prior to any disclosure.

### Strengthening governance processes

To further strengthen its internal processes, Cascades plans to keep optimizing ESG data centralization over the coming years. This evolution is intended to better align ESG data management with the process already in place within the Finance team, resulting in greater consistency in practices, controls and validation mechanisms. The ESG Disclosure and Reporting Committee oversees processes related to publicly disclosed ESG data and information.

### Regulatory preparation

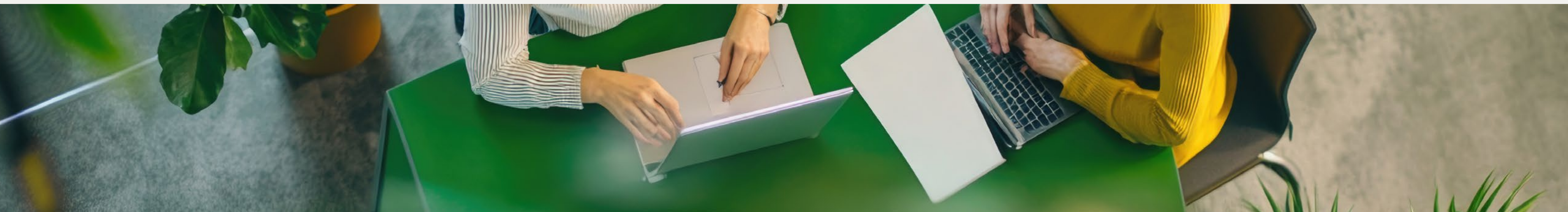
Cascades does not currently conduct limited assurance audits on all ESG disclosures and data, except for GHG emissions for certain mills subject to specific regulations. However, internal processes are designed to adapt to forthcoming regulatory requirements. The Company also maintains all necessary documentation to support its results and disclosures.

### Executive compensation target

To strengthen the integration of climate issues into business decision-making, a portion of Cascades' senior executives' variable compensation is tied to meeting the GHG emissions reduction target set up in the 2021 – 2025 Sustainability Action Plan for its mills. In this regard, 30% of the variable compensation is directly linked to Cascades' performance on this target. Performance is assessed by comparing the average scope 1 and 2 GHG emissions intensity of the mills for the three calendar years preceding the payout date. The table below shows the multiplier applied on the result achieved.

Average intensity of scopes 1 and 2 GHG emissions from mills for the past 3 years (kg of CO <sub>2</sub> eq./metric ton of product sold)	ESG Multiplier
Target + 21 and above	0%
Target + 20	25%
Target + 10	50%
Target + 5	75%
Target	100%
Target -5	125%
Target -10	150%
Target -17	175%
Target -25	200%

For more information: [2025 Circular](#)





# Our Performance

For the past 30 years, Cascades has disclosed extra-financial information in a transparent and rigorous manner.

We are proud of the recognition and evaluation results we received, which highlight our efforts to improve our environmental, social and governance performance. These assessments also play a key role in shaping our approach to sustainable development by guiding us and highlighting priority issues for our stakeholders.

See the [ESG Data section of this report](#) for more information on our performance.



**2025 HIGHLIGHTS**



**22.2% reduction**  
in scope 1 and 2 GHG emissions intensity from our mills compared to 2019



**16.6% reduction**  
in the intensity of the energy purchased by our mills compared to 2019



**34.0% reduction**  
in the effluent intensity from our mills compared to 2019



**98.0%** of the packaging we manufacture and sell is recyclable, compostable or reusable



**50.1%** our fibre supply is FSC® Mix certified



**68.3%** of our corporate purchases come from assessed suppliers deemed responsible<sup>1</sup>



**22,430 hours** of community involvement completed by our employees

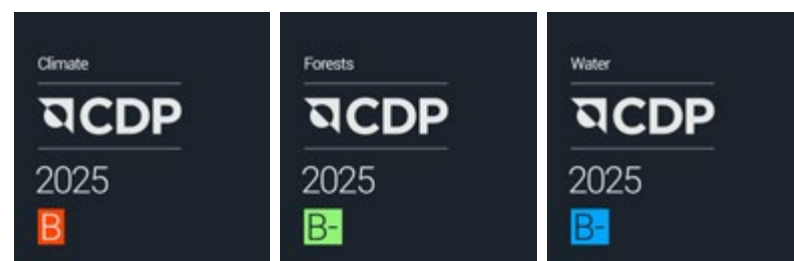


**\$2.8 million CAD** invested in donations and sponsorships to sustainable development partners



**29.6% reduction** in the number of days lost due to workplace accident compared to 2019

**ESG Evaluation**



**CDP Assessments**



**EcoVadis Assessment**



**MSCI score: A**



**ISS score: B- and Prime status**



<sup>5</sup> Refer to the Solutions Driven - Purchasing from responsible suppliers section for the criteria for identifying responsible suppliers.

## 2025 ESG acknowledgements



### Global100 2025

For the seventh consecutive year, Corporate Knights has ranked Cascades among the world's Top 100 most sustainable companies, coming in 34<sup>th</sup> worldwide and first in the Containers and Packaging industry.



### Forbes Net Zero Leader

The prestigious Forbes magazine named Cascades as one of the 2025 Net Zero Leaders, recognizing the tangible impact of its decarbonization efforts. This list highlights the 200 companies that are most effective at cutting GHG emissions across their value chain.



### Prix Envoyls

Cascades received the Coup de coeur award at the Envirolys Gala, organized by the Conseil des entreprises en technologies environnementales du Québec (CETEQ), for its "60 initiatives to drive progress," which was part of the company's 60th anniversary celebrations in 2024. Through these 60 initiatives, Cascades has demonstrated its ability to mobilize its teams, innovate and multiply positive impacts on the environment and the community, an approach that perfectly illustrates the values that drive us and our constant desire to advance our practices.



### Employer of the Year at Mercuriades

This award recognizes companies that have improved their work environment through their productivity and human resources policies. Cascades' participatory human resources management strategy, whose initiatives aim to increase Cascaders' commitment and retention, stands out in the business sector.



### 2026 Silver Parity Certification from Women in Governance

Since September 2019, Cascades has held the Silver Parity Certification by Women in Governance. It recognizes the practices implemented to promote greater gender equity in Canadian companies. It highlights our ongoing commitment to being better every day by strengthening the diversity of our teams, paving the way for more representative leadership and embedding equity in all of our management practices.



### Ranked among Canada's Top 100 Employers

For the sixth year in a row, Cascades has been named one of Canada's Top 100 Employers, recognizing the exceptional quality of its work environment. This distinction reflects Cascades' deep-seated commitment to people and mobilization. With approximately 9,000 employees in North America, the company stands out for its flexible work, mentoring program and generous wellness benefits, all designed to support Cascaders' engagement, development and well-being.



### Walmart's Giga Guru

Since 2017, we have been recognized as a Giga Guru supplier thanks to our leadership in reducing greenhouse gas emissions through Walmart's ambitious Project Gigaton.

### Best50 2025

For the 19<sup>th</sup> consecutive year, Cascades is proud to be named one of Canada's top 50 corporate citizens by Corporate Knights magazine. This recognition is a testament to our commitment to responsible governance and sustainable investments, which set us apart in our industry. Our performance ranks us 20<sup>th</sup> overall and first in the container and packaging industry.

### Clean200 2026

Cascades once again appears in Corporate Knights' prestigious Clean 200 ranking due to its high proportion of revenue from sustainable sources. We are proud to have been on the list since 2020.

**2025 RESULTS SUMMARY**

			2019	2025	%	
<b>Reduce</b> our scope 1 and 2 GHG emissions intensity from mills by 38.7%	by 2030 (vs 2019)	MT of CO <sub>2</sub> eq./NSMT	0.431	0.336	-22.2%	<b>On the right track</b>
<b>Reduce</b> scope 1 and 2 GHG emissions from converting plants and other operations by 27.5%	by 2030 (vs 2019)	MT of CO <sub>2</sub> eq.	187,193	164,324	-12.2%	<b>Behind</b>
<b>Reduce</b> scope 3 GHG emissions intensity by 22.0%	d'ici 2030	MT of CO <sub>2</sub> / MTSP	1.601	1.429	-10.8%	<b>On the right track</b>
<b>Increase</b> the share of renewable energy in our supply in order to reach 100% renewable electricity	d'ici 2030	%	53.0%	55.6%	+ 2.6%	<b>Behind</b>
<b>Reduce</b> the intensity of purchased energy consumed by our mills 6%	by 2025 (vs 2019)	GJ/NSMT	10.336	8.621	- 16.6%	<b>Achieved</b>
<b>Reduce</b> the intensity of effluents from our mills by 15%	by 2025 (vs 2019)	m <sup>3</sup> /NSMT	11.800	7.790	-34.0%	<b>Achieved</b>
<b>100%</b> of the packaging we manufacture and sell will be recyclable, compostable or reusable	by 2030	% of packaging manufactured and sold that is recyclable	90.8%	98.0%	+ 7.2%	<b>On the right track</b>
<b>100%</b> of our fibre and paper are recycled, FSC certified or meet FSC standards	by 2025	% supply of fibre and paper meeting criteria	93.0%	99.1%	+ 6.1%	<b>Nearly achieved</b>
<b>Double (reach 39%)</b> our supply of FSC Mix fibre	by 2025 (vs 2019)	% supply of FSC Mix fibre	19.4%	50.1%	+ 30.7%	<b>Achieved</b>
<b>70%</b> of our corporate procurement sourced from suppliers deemed responsible	by 2025	% of purchases from suppliers deemed responsible	58.0%	68.3%	+ 10.3%	<b>Nearly achieved</b>
<b>Allocate a minimum of 50%</b> of our donation and sponsorship budget to causes in line with the UN's Sustainable Development Goals (SDG)	Annually	% of \$ allocated to SDG-related causes	44.0%	79.8%	+ 35.8%	<b>Achieved</b>
<b>15,000 hours</b> of community involvement completed by our employees	Annually	No. of volunteer hours	19,028	22,430	+ 17.9%	<b>Achieved</b>
<b>Reduce by 50%</b> the number of days lost due to workplace accidents	by 2025	No. of days lost	5,330	3,750	- 29.6%	<b>Not reached</b>
<b>100%</b> of employees committed to a preventive health and wellness approach	by 2025	% of employees committed	0%	42.8%	+ 42.8%	<b>Not reached</b>
<b>100%</b> of employees trained on unconscious biases related to diversity, equity and inclusion (DEI)	by 2025	% of employees trained	0%	87.4%	+ 87.4%	<b>Not reached</b>



# Respectful of the planet

Cascades is aware of its duty to help protect the environment and minimize its impact on the planet. It works to reduce its greenhouse gas emissions and effluents and optimize the amount of energy used by its mills, while increasing its electricity generated from renewable sources.

## OUR 2021-2025 PRIORITIES

- Greenhouse gas emissions
- Energy consumption
- Water management
- Residual materials
- Biodiversity and responsible forest management



RESULTS SUMMARY		UNIT	2019	2025	%	STATUS
	<b>Reduce</b> our scope 1 and 2 GHG emissions intensity from mills by 38.7% by 2030 (vs. 2019)	MT of CO <sub>2</sub> eq./NSMT <sub>8</sub>	0.431	<b>0.336</b>	-22.2%	 ON THE RIGHT TRACK
	<b>Reduce</b> scope 1 and 2 GHG emissions from converting plants and other operations by 27.5% by 2030 (vs. 2019)	MT of CO <sub>2</sub> eq.	187,193	<b>164,324</b>	-12.2%	 BEHIND
	<b>Reduce</b> scope 3 GHG emissions intensity by 22.0% by 2030 (vs. 2019)	MT of CO <sub>2</sub> / MTSP <sup>9</sup>	1.601	<b>1.429</b>	-10.8%	 ON THE RIGHT TRACK
	<b>Increase</b> the share of renewable energy in our supply in order to reach 100% renewable electricity by 2030	%	53.0%	<b>55.6%</b>	+ 2.6%	 BEHIND
	<b>Reduce</b> the intensity of purchased energy consumed by our mills by 6% by 2025 (vs. 2019)	GJ/NSMT	10.336	<b>8.621</b>	- 16.6%	 ACHIEVED
	<b>Reduce</b> the intensity of effluents from our mills by 15% by 2025 (vs. 2019)	m <sup>3</sup> /NSMT	11.800	<b>7.790</b>	- 34.0%	 ACHIEVED

<sup>8</sup> Net saleable in metric tons (NSMT). <sup>9</sup> Metric tons of product shipped (MTPS)



# Greenhouse Gas (GHG) Emissions

Cascades has established science based GHG emissions reduction targets for scopes 1, 2 and 3 to mitigate the impacts of its operations and value chain on climate change.

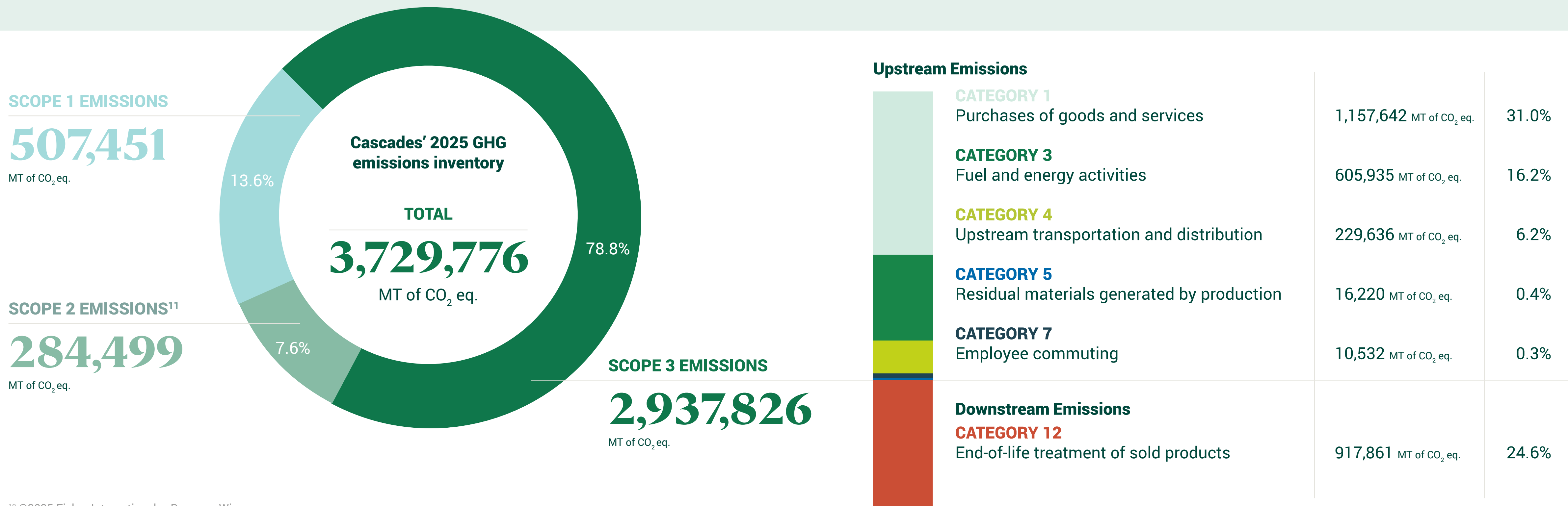


## Targets approved by the SBTi

The targets set by Cascades were approved in July 2021 by the Science Based Targets initiative (SBTi), an international initiative that supports businesses in defining GHG emissions reduction targets based on science and the objectives of the Paris Agreement.

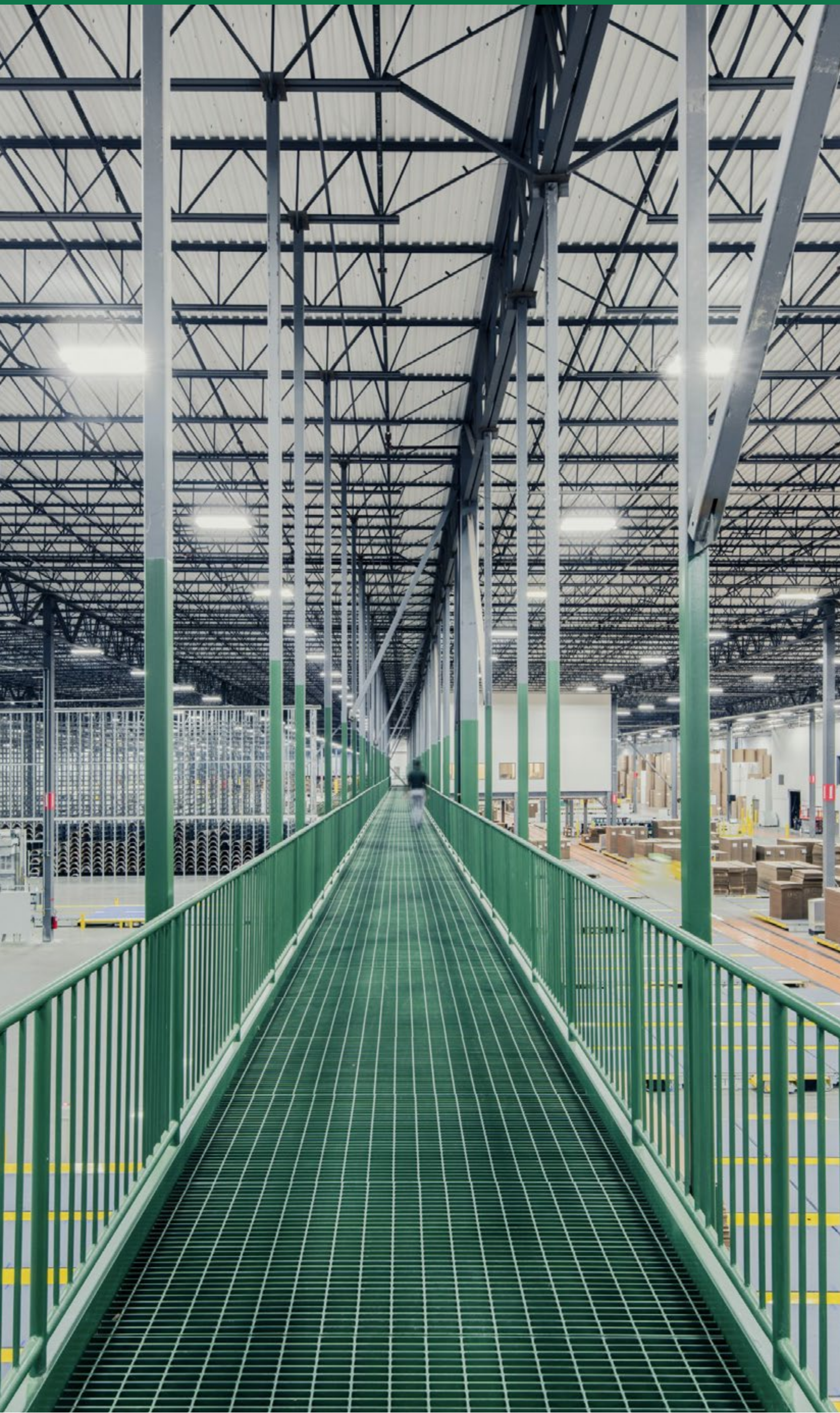
Cascades' targets follow a global warming trajectory well below 2°C and respect the guidelines prescribed by the Greenhouse Gas (GHG) Protocol. Cascades decided to use 2019 as a reference year, as it was considered the most comprehensive at the time of target preparation. In accordance with the SBTi requirements, our targets include objectives for scopes 1, 2 and 3, inclusively.

**In 2025, Cascades mills emitted 25% less GHG emissions than the average of the North American pulp and paper industry according to FicherSolve<sup>®10</sup>.**



<sup>10</sup> ©2025 Fisher International, a ResourceWise company.

<sup>11</sup> Note that due to the deficit update of the US EPA 2025 database, we used the emission factors from the 2023 database.



### Methodological details concerning scope 3 calculations

The data management used for calculating our scope 3 emissions is a complex process. Data can be derived from primary sources (collected by Cascades and from suppliers) or secondary sources (from different databases). Once collected, the data is then multiplied by emission factors associated with each activity. Our teams work with our suppliers to improve access to data from primary sources, and thus more accurately reflect their performance in calculating our scope 3 emissions.

Among the emission categories related to our upstream and downstream operations, we have selected the following based on their relevance for our organization. The Capital goods (2), Business travel (6), Upstream leased assets (8), Downstream transportation and distribution (9), Processing of sold products (10), Use of sold products (11), Downstream leased assets (13), Franchises (14) and Investments (15) categories are not currently included in our scope 3 report.

#### Category 1: Purchased goods and services

This category includes indirect emissions related to the production of goods and services. Emissions associated with the transportation of these goods and services are not accounted for.

#### Category 3: Fuel- and energy-related activities

Fuel- and energy-related activities - This category includes emissions related to the extraction, production and distribution of energy and fuel purchased or acquired. Emissions already recorded in scopes 1 and 2 are excluded.

#### Category 4: Upstream transportation and distribution

This category includes emissions from transportation and distribution activities managed by Cascades.

#### Category 5: Waste generated in operations

This category includes emissions related to processing waste generated by Cascades (including solid waste and wastewater) at facilities owned or controlled by third parties (e.g., landfill, wastewater treatment plant). This data is collected exclusively from our mills and excludes waste from our converting plants and other facilities.

#### Category 7: Employee commuting

Employee commuting is evaluated by estimating the distance between home and the workplace. For employees who do not work in facilities, we estimated that 50% of their work is performed from home and therefore does not require commuting on these days.

#### Category 12: End-of-life treatment of sold products

Data from this category takes into account hypotheses about recycling, disposal and incineration rates based on the average market evaluation, as well as the emission factors related to the treatment or transportation of residual materials from the ecoinvent v3.11 database.

## GHG emissions related to our operations

Direct emissions associated with mill and converting plant operations, as well as those from other activities under our operational control, are included in our scope 1 and 2 inventory. The following sections separately present scope 1 and 2 GHG emissions from mills (Target 1), as well as converting plants and other activities (Target 2).

### TARGET 1

## Reduce our scope 1 and 2 GHG emissions intensity from mills by 38.7%

by 2030 (vs 2019)

	2019	2025
Scope 1 (MT of CO <sub>2</sub> eq.)	491,915	369,500
Scope 2 (MT of CO <sub>2</sub> eq.)	466,501	258,126
<b>Total scopes 1 + 2 (MT of CO<sub>2</sub> eq.)</b>	<b>958,416</b>	<b>627,626</b>
<b>Intensity scope 1 + 2 (MT of CO<sub>2</sub> eq./NSMT)</b>	<b>0.431</b>	<b>0.336</b>

**Result : -22.2%**

 **On the right track**

In 2025, Cascades has recorded an overall reduction of 22.2% in scopes 1 and 2 emission intensity from its mills compared to 2019, exceeding its mid-term 2025 target of -19.5%. However, our GHG emissions intensity increased by 1.0% compared to 2024. Despite this slight increase, we remain confident that we are on track to meet our 2030 reduction target.

In recent years, several structuring projects have been rolled out at our facilities to reduce our use of fossil fuels and our GHG emissions. Here are a few key projects that have enabled us to significantly reduce our scope 1 and 2 GHG emissions at our mills:

2020

Major work to optimize the boilers was carried out at the Cabano mill. We installed an electric boiler, optimized an existing boiler and reconstructed another to significantly reduced the use of fuel oil boilers used to support biomass boilers. The full potential of these improvements led to an estimated reduction of 9,500 metric tons of CO<sub>2</sub> equivalent in our 2021 inventory.

2022

A heat recovery project at the Tissue sector mill in Rockingham used exhaust gases to preheat the water supplying the hot water tank, eliminating the need for steam injection and reducing emissions by 692 metric tons of CO<sub>2</sub> equivalent.

2024

The optimization of our asset portfolio significantly contributed to reducing our emissions. The closure of the Trenton mill—a major GHG emitter—resulted in an estimated reduction of 59,139 metric tons of CO<sub>2</sub> equivalent. Its production has been transferred to more modern and efficient facilities.

2025

The closure of the Indiana and Niagara Falls mills resulted in a reduction of more than 15,000 metric tons of CO<sub>2</sub> equivalent. An additional estimated reduction of 22,700 metric tons of CO<sub>2</sub> equivalent associated with the closure of the Niagara Falls site will factor into the 2026 inventory.

2025

A number of energy optimization projects have been carried out at our Tissue plants. At the Eau Claire mill, steam optimization in the de-inking bleaching tower and improvement of the burner combustion ratio for one of the machines reduced emissions by 518 metric tons of CO<sub>2</sub> equivalent. Heat recovery from the Lachute mill's compressors resulted in an additional reduction of 289 metric tons of CO<sub>2</sub> equivalent.

**TARGET 2****Reduce** scope 1 and 2 GHG emissions from converting plants and other operations by 27.5%

by 2030 (vs 2019)

	2019	2025
Scope 1 (MT of CO <sub>2</sub> eq.)	143,726	137,951
Scope 2 (MT of CO <sub>2</sub> eq.)	43,467	26,373
<b>Total scopes 1 + 2 (MT of CO<sub>2</sub> eq.)</b>	<b>187,193</b>	<b>164,324</b>

**Result : -12.2%** **Behind**

This portion of our scope 1 and 2 emissions relates to the operations of our converting plants, the Cascades Transport division, sorting centres, buildings, offices and landfills. Although emissions from these activities are much lower than those from mills, Cascades has committed to reducing them significantly.

**2022**

A steam trap repair and optimization project was conducted at the packaging sector plant in Vaughan following a comprehensive audit of the steam system. This involved inspecting all drains and associated components to identify malfunctioning equipment responsible for steam loss. Each drain was located, labelled and evaluated according to its type, condition and failure mode to accurately quantify energy losses and determine priority replacements. The drain fleet's rehabilitation has eliminated steam leaks, improved heat transfer and increased overall system efficiency, resulting in a substantial reduction in natural gas consumption and emissions of 1,252 metric tons of CO<sub>2</sub> equivalent.

**2024**

At the packaging sector plant in Schenectady, the installation of a high-pressure tank combined with a degasser prevented the release of steam to the atmosphere and improved the value of the energy contained in the condensates. The existing tank, having become non-compliant, had resulted in significant heat loss. The new system now recovers this energy rather than dissipating it, reducing steam losses and improving the facility's energy efficiency. This project reduced emissions by 834 metric tons of CO<sub>2</sub> equivalent.

**2025**

A project to optimize heat recovery from air compressors was carried out at the packaging sector plant in Drummondville. A heat recovery system was installed on an existing compressor to capture heat generated from a duct system and then redistribute it through ventilation. This upgrade both maintains a lower temperature in the compressor room and improves operational performance. The energy efficiency achieved resulted in an estimated reduction of 113 metric tons of CO<sub>2</sub> equivalent.



## GHG emissions related to our value chain

Cascades conducts an annual review of its scope 3 GHG emissions inventory to better understand and manage the climate impacts related to its value chain.

### This inventory covers the following categories from the GHG Protocol:

Achats de biens et services (catégorie 1), Activités liées aux combustibles et à l'énergie non incluses dans les scopes 1 et 2 (catégorie 3), Transport et distribution en amont (catégorie 4), Déchets générés par les opérations (catégorie 5), Déplacements domicile-travail des employés (catégorie 7) et Traitement en fin de vie des produits vendus (catégorie 12).

### TARGET 3

## Reduce scope 3 GHG emissions intensity by 22.0%

by 2030 (vs 2019)

	2019	2025
Scope 3 (MT of CO <sub>2</sub> eq.)	3,339,720	2,937,826
<b>Intensity scope 3 (MT of CO<sub>2</sub> eq./MTSP)</b>	<b>1.601</b>	<b>1.429</b>

**Result : -10.8%**



**On the right track**

In 2025, Cascades recorded a 10.8% reduction in scope 3 emissions per ton of product shipped compared to 2019, which puts us very close to our interim 2025 target of -11%. This performance confirms that we are on track to achieve our 22% reduction target by 2030.

**We would like to highlight the quality work and projects rolled out by our teams to reduce emissions linked to our value chain, increase the quality of the data collected and enhance our relationships with our suppliers. Maintaining these efforts will be key to staying the course and achieving our long-term ambition. Key projects in recent years included:**

2018

Since 2018, Cascades has proudly installed electric charging infrastructure on its sites, making a total of 114 charging stations available to employees in its production units, some of which are accessible to the general public. Funding was also provided to 471 employees of Canadian units interested in purchasing a fully electric or plug-in hybrid vehicle. The adoption of electric vehicles by our employees resulted in 564,838 charging hours and 2,847 MWh of electricity supplied between 2018 and 2025, resulting in a reduction of 3,938 MT of CO<sub>2</sub> eq. GHG emissions associated to employee commuting. However, these GHG emission reductions are not accounted for in the scope 3, category 7 emissions inventory due to methodological limitations related to quantifying these commutes.

2021

An initiative was launched with our major raw material and chemical suppliers to better document their GHG emissions and to foster collaboration to reduce their GHG emissions over time. To do so, a form was developed in partnership with an external expert to collect emission factors specific to the inputs provided. This approach will improve the quality of the data used by gradually replacing generic factors with supplier-specific data in the calculation of scope 3, category 1.

2022

Cascades launched a Logistics Centre of Excellence with a mandate to optimize transportation activities associated with product distribution. In collaboration with customers, suppliers and regional partners, the centre developed an artificial intelligence project to improve logistics performance. Among other things, this project helped reduce empty kilometres, optimize routes, better manage operational and regulatory constraints and reduce transportation costs. Initially tested in the Greater Toronto Area, the tool was rolled out to all road transport as early as 2022. The Centre of Excellence developed a methodology for estimating GHG emissions by mode of transportation, integrating weight carried and distances travelled. This approach enables us to compare carriers' bids in calls for tenders, taking into account both economic and environmental criteria.

2025

Cascades participated in the first Pulp and Paper sector cohort of the Décarbône+ program, a Quebec initiative to support the decarbonization of industrial processes. As the sponsor of the first cohort, Cascades wanted to engage in the decarbonization of businesses in its value chain. This first cohort focused on providing personalized coaching to four of our strategic suppliers, in collaboration with key partners in the energy and waste management sectors, to guide them from defining their vision to implementing concrete emission reduction solutions at their facilities.

2025

Our teams continued to refine data collection processes and the overall understanding of the emissions categories in our scope 3 inventory. Namely, they endeavoured to include biogenic methane emissions associated with end-of-life treatment of sold products previously excluded from scope 3 emissions calculations.

# Energy Consumption

By continuing to improve the energy efficiency of our plants and sourcing renewable electricity, our teams are helping to reduce our operational carbon footprint and enhance Cascades' resilience.

## Certifications environnementales

Our mills and converting plants hold environmental certifications that demonstrate our commitment to more sustainable practices and to the highest standards of environmental performance. The thermal energy management of our tissue mill in Candiach is ISO 50001 certified, a standard that recognizes rigorous energy management controls. This standard supports our teams in implementing effective systems to track and improve our facilities' performance.

Read our [Energy Management Policy](#) 

### TARGET 4

## Increase the share of renewable energy in our supply in order to reach 100% renewable electricity

by 2030

	2019	2025
Non-renewable electricity (GJ)	4,610,974	2,524,174
Renewable electricity (GJ)	3,338,982	3,160,844
Total electricity (GJ)	7,949,956	5,685,018
<b>Renewable electricity (%)</b>	<b>53.0%</b>	<b>55.6%</b>

**Result : 55.6%**

 **Behind**



As of 2025, 55.6% of Cascades' electricity supply came from renewable sources, such as hydroelectricity. While Cascades continues its efforts to increase the share of renewable electricity in its energy mix, current results indicate that we are not on track to meet our 2030 target.

The 2.6% increase since 2019 is primarily due to the greening of the electricity grids from which we procure our electricity. The current geopolitical environment, evolving standards and reporting requirements for renewable electricity supply have made it more difficult to access certain recognized and credible options, such as Renewable Electricity Certificates (REC). In this context, Cascades has rigorously analyzed various options over the past few years, including contracts to procure renewable electricity in regions where the supply includes renewable sources. However, given the issues of feasibility, methodological consistency and credibility of the mechanisms available, we decided not to proceed with the purchase of additional RECs in 2025.

Cascades remains confident that the future regulatory environment and energy markets will provide more favourable conditions to increase the proportion of renewable electricity in its energy mix, thereby supporting its decarbonization initiatives.

**TARGET 5**

**Reduce** the intensity of purchased energy consumed by our mills by **6%** by 2025 (vs 2019)

	2019	2025
Mill energy GJ (GJ/NSMT)	10.336	8.21

**Result : -16.6%**

**Achieved**

In 2025, Cascades mills consumed **2.5 times less energy** than the average of the North American Pulp and paper industry according FisherSolve<sup>®12</sup>.

At the end of this target, Cascades reduced the intensity of its mills' purchased energy by 16.6% compared to 2019, exceeding the target we had established. To that end, our internal energy efficiency experts implemented a two-part action plan in recent years:

**1. Energy project development and implementation**

These projects also contributed to reducing our mills' scope 1 and 2 greenhouse gas emissions and are described in detail in the results of target 1 of that same report.

**2. Increased operational control for better day-to-day monitoring of key performance indicators and maintenance of energy performance.**

Implemented from the plan's outset, the PerformEx program is Cascades' model of performance and operational excellence. It aims to support each of our plants in a continuous improvement approach to safety, quality, delivery and cost management, with a focus on commitment, teamwork, leadership, employee empowerment and meeting customer needs. It helps structure our plants' performance management, align corporate priorities, engage and empower teams, and foster a culture of continuous improvement. The program also enables us to collect our data more efficiently, ensure more rigorous management of variances and support the achievement of our commitments, including effluent management and energy consumption.

This target excludes self-generated energy from the combustion of papermaking residuals (mixed sludge and black liquor), although it is included in our overall energy consumption inventory. This energy source has several environmental benefits, including reducing the amount of residual materials generated by our production activities. Purchased energy (the focus of our reduction target) represents 90% of the mills' total energy consumption.

<sup>12</sup> The savings calculation is based on Cascades' performance compared to the North American paper industry average for the year 2025, according to FisherSolve<sup>®</sup>, ©2025 Fisher International, a ResourceWise company.



# Water Management

Water is an essential resource for plant operations and product manufacturing process. We implement projects, action plans, monitoring and operational controls to limit the quantity used by our mills.

## TARGET 6

**Reduce** the intensity of effluents from our mills by 15% by 2025 (vs 2019)

	2019	2025
Intensité des effluents (m <sup>3</sup> /TMNV)	11.800	7.790

**Result : -34.0%**



**Achieved**

Once again, Cascades met its water effluent reduction target this year, completing its action plan with a total decrease of 34.0% compared to 2019. Although there has been a slight increase in the effluent intensity over the past year due to technical challenges at certain mills, the cumulative results remain very positive and far exceed our target.

This target is specific to mills, as they consume the most water among our production units. This was therefore a top priority for Cascades.

In recent years, several projects have been implemented at our mills to reduce the amount of effluents and optimize the use of water in our processes:

In 2025, our mills used **4.9 times less water** than the average of the North American Pulp and paper industry average according to FisherSolve<sup>®13</sup>.

2021

A gravity filter was installed at the tissue sector plant in Pryor, allowing the process water to be filtered and reused for other internal applications. This initiative helped reduce the discharged water volume by almost 175,000 m<sup>3</sup>.

2023

The closure of the Barnwell and St. Helens mills, two sites with performance challenges that generated significant quantities of effluent, resulted in an estimated 15% reduction in overall discharges associated with our mill activities. These closures minimized our overall environmental footprint and reduced the volume of our effluents.

2023

Major water optimization projects were completed at the Papier Kingsey Falls plant. These included water recovery at different stages of the process, a review of programming and water management controls, and the replacement of fresh water with process water where possible. As a result of these efforts, the facility significantly exceeded the original target, reaching a release level of 3 m<sup>3</sup> per net saleable metric ton (NSMT) compared to a target of 6 m<sup>3</sup>/NSMT.

2024

Cascades has strengthened its tracking capacity by installing flow meters and automating water totalizers throughout its mills. This initiative aimed to provide comprehensive and reliable data for water volumes entering and leaving each site, allowing for rigorous monitoring of water consumption and supporting a structured, verifiable reporting process.

2025

Our efforts have focused on consolidating these new monitoring processes and fully integrating good water management practices to sustain our effluent performance over time.

<sup>13</sup> The savings calculation is based on Cascades' performance compared to the North American paper industry average for the year 2025, according to FisherSolve®, ©2025 Fisher International, a ResourceWise company.



## Chemical Management

**Cascades rigorously manages the chemicals used in its manufacturing processes to ensure regulatory compliance, safety and reduced environmental impacts.**

Procedures are implemented in our facilities to ensure the safe management of chemical products. These comply with the applicable regulatory frameworks in Canada (WHMIS 2015) and in the United States (HazCom 2012). Cascades ensures that employees who use or manage chemicals receive appropriate training adapted to their duties and in compliance with applicable regulatory requirements. This includes safe handling and storage practices, emergency response procedures, and the use and interpretation of safety data sheets. They aim to prevent incidents, protect worker health and safety, and ensure the responsible management of chemicals across facilities.

In addition to measures targeting employees, Cascades works with dedicated suppliers to responsibly manage hazardous materials and track their final destination. Our research and development centre is also actively working to reduce, replace or eliminate substances of greater concern. It ensures that certain materials are upgraded with safer and more environmentally friendly solutions, while making sure that inputs meet the requirements of recognized regulations and certifications like UL Ecologo and Greenseal.

### **A few projects implemented in recent years:**

2021

As part of a partnership, Cascades replaced a first-generation wet-strength agent with a second-generation agent in several of its tissue sector plants, including Candiatic, Pryor, Eau Claire, Mechanicville and Rockingham. This transition resulted in significant company-wide environmental gains, a reduction of 7,328 kg in DCP and 550 kg in CPD, two chlorinated residues, and a reduction of 366,394 kg of CO<sub>2</sub> equivalent due to the new resin's smaller carbon footprint.

2024

The replacement of a liquid drainage and retention agent with a solid formulation reduced volatile organic compound (VOC) emissions by 41,337 kg per year at the Bear Island plant. This change also halved the number of monthly deliveries, generating significant environmental and logistical benefits.

2022  
2025

Cascades applied a hydrophobic film-based corrosion protection surface treatment to the steam boiler at the Lachute plant. This partnership project helped optimize furnace purge rates, save energy and reduce chemical consumption. Water and energy savings totalling 9,000 m<sup>3</sup> and 5,200 GJ respectively have improved the plant's environmental performance.

# Residual Materials

Cascades strives to reuse residual materials generated by its operations. Every year, the vast majority of residual materials from mills are diverted from landfills to enrich the soil, fertilize agricultural land or supply biomass boilers.

In 2025, our mills diverted approximately 60%<sup>14</sup> of the residual materials generated by their operations, representing 289,217 metric tons of material diverted from landfill. Despite this solid performance, we know that there is still room for improvement, particularly in terms of recovering certain materials that do not yet have alternative outlets. Due to the significant proportion of contaminants in recovered paper bales, maintaining our performance will be one of our challenges in the coming years. With the help of outside partners, we will need to find new diversion avenues for process or water treatment sludge at some of our plants, such as in Bear Island, Virginia.

Materials generated by our mills include de-inking sludge, mixed sludge and pulper residuals.

- **Deinking sludge:** De-inking sludge comes from the tissue paper manufacturing process during which ink is removed from recycled fibres, a necessary step when producing white tissue papers such as bathroom tissue and paper towels.
- **Mixed sludge:** Mixed sludge results from the treatment of process water. It undergoes primary treatment, which removes suspended solids (mainly fibre and clay) and generates primary sludge. It then undergoes secondary treatment, during which air is injected to promote microorganism activity and remove dissolved organic matter, producing secondary sludge. Primary and secondary sludge are combined to form mixed sludge, which is then pressed to remove excess water.
- **Pulper residuals:** Pulper residuals are composed of plastics, metals and other contaminants in recycled fibre bundles. During the pulping stage, these contaminants are removed from the pulp, which is then used to manufacture the products. All mills using recycled fibres generate these types of waste.

### At Cascades, we use three main avenues of recovery for deinking sludge and mixed sludge:

- **Composting:** The sludge is sent to companies specializing in industrial composting.
- **Combustion with heat recovery (energy recovery):** Sludge is burned to recover heat from combustion.
- **Ground application:** Sludge is used as a fertilizer or liming agent in agriculture. It can be used to amend the soil by regulating its pH or adding nutrients.

## Projects that have increased residual materials diversion from our mills include:

2016

A long-standing waste-to-energy partnership helps us ensure a high level of residual materials recovery for our mills in Niagara Falls. Pulping waste is used in a cogeneration process to produce electricity and steam, the latter of which is then sent to Cascades for product drying. This partnership is a concrete example of a circular economy, where outputs are recovered within the same industrial ecosystem.

2023

An initiative by the technical team at our packaging sector plant in Cabano enabled us to recover sodium carbonate (also known as “soda liquor”), a residue specific to this facility. Cabano uses soda liquor to cook wood chips. Although most of the soda liquor was recovered and reused, a portion had previously been purged and sent to landfill. In collaboration with an external partner, we drew up a list of qualified carriers to increase the transfer of certain volumes for recovery and valorization. . Since 2023, 981 metric tons of used liquor have been recovered

2024

Cascades launched an initiative to reuse ink buckets at packaging plants in Vaudreuil, Viau and Drummondville. New washing equipment was installed to clean and reuse 7,000 buckets per year, avoiding the landfilling of nearly 13 tons of waste. Launched as part of Cascades’ 60th anniversary, this project involved several teams, including Procurement, Packaging, Cascades Recovery+ and the Research and Development Centre.

2024

As part of Cascades’ efforts to reduce on-site plastic waste, packaging plants in Drummondville and Vaudreuil have adopted a semi-bulk system for their black ink supply. This initiative eliminates 2,250 HDPE plastic buckets per year, reducing plastic waste by 6.7 tons. This reduces deliveries and handling, with a positive impact on both the environment and employee health and safety.

<sup>14</sup> This data is extracted from our internal Cascades systems and is currently being updated.



# Solutions Driven

Cascades stands out for its commitment to offering the most innovative and environmentally responsible products possible. We work with our employees, clients and supply chain partners to develop eco-designed and sustainable solutions that maximize our partners' potential while reducing their environmental impact.

## OUR 2021-2025 PRIORITIES

- Eco-designed products
- Responsible procurement



## RESULTS SUMMARY



**100%**  
of the packaging we manufacture and sell will be recyclable, compostable or reusable by 2030

UNITÉ

% of packaging manufactured and sold that is recyclable

2019

90.8%

2025

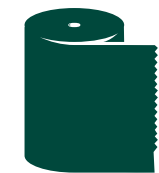
**98.0%**

%

+ 7.2%

STATUT

ON THE  
RIGHT TRACK



**100%**  
of our fibre and paper are recycled, FSC certified or meet FSC standards by 2025

% of supply of fibre and paper meeting criteria

93.0%

**99.1%**

+ 6.1%

NEARLY  
ACHIEVED



**Double (reach 39%)**  
our supply of FSC Mix by 2025 (vs. 2019)

% of supply of FSC Mix fibre

19.4%

**50.1%**

+ 30.7%

ATTEINTE



**70%**  
of our corporate procurement sourced from suppliers deemed responsible by 2025

% of purchases from suppliers deemed responsible

58.0%

**68.3%**

+ 10.3%

NEARLY  
ACHIEVED



## Eco-designed Products

Our teams, made up of multidisciplinary experts, develop innovative and sustainable packaging solutions using recycled, recyclable or compostable\* materials that highlight our eco-design principles.

Guided by scientific evidence, our experts analyze the various stages of the products life-cycle to minimize their environmental footprint.

Consult our [eco-design principles](#) to learn more about what guides our decisions.



## Awards and recognition related to our products



### Impact Award

The Impact Award is focused on sustainable initiatives and resource conservation. Our 100% recycled cardboard tray earned us an Impact Award in the Sustainability/Resource Conservation category. This prestigious recognition highlights our ongoing efforts in packaging innovation.



### The Shelby Report's Sustainability Award

celebrates outstanding efforts in sustainable practices in the food industry. A major Canadian retailer called upon Cascades to review its fresh meat packaging, with the goal of replacing virgin expanded polystyrene with a recyclable solution without compromising resistance or store appeal. The answer was a rolled edge rPETE (recycled polyethylene terephthalate) tray made from 100% recycled and recyclable materials. As a result of this project, Cascades received the Sustainability Award by The Shelby Report, which highlights the solution's positive environmental impact and strategic alignment with the food chain's needs.

## Certifications

Because we believe in the importance of third-party mechanisms, we have worked with recognized certification programs for many years to validate our product manufacturing processes and methods. The main environmental certifications held by Cascades are as follows:



**UL ECOLOGO®** : Underwriters Laboratories (UL) ECOLOGO is a certification based on multi-criteria, life cycle-based sustainability standards. All products certified according to an ECOLOGO® standard must meet or exceed each of the established criteria. ECOLOGO certification is classified as a Type 1 ecolabel under the International Organization for Standardization (ISO) and has been successfully assessed by the Global Eco-labelling Network, demonstrating its credibility. This certification process targets Cascades' Tissue sector and follows the guidelines set out in the UL 175 standard for the "Sanitary Paper Products" category for both its away-from-home and consumer products.



**Green Seal®** : For 30 years, Green Seal® has set rigorous standards for health, environmental and product/service performance. Their existence has brought about positive changes in consumption habits, encouraging better purchasing decisions. With thousands of products, services and spaces certified by the world's leading companies, the Green Seal certification label signals compliance with the strictest health and environmental standards. At Cascades, the tissue sector's products for away-from-home markets are Green Seal® certified.



**BPI** : BPI is an American non-profit association with over 20 years of experience. BPI-certified products meet the rigorous compostability standards established by the American Society for Testing and Materials (ASTM), comply with total fluorine limits (PFAS) and earn the right to display the BPI certification logo. The BPI certification program also helps raise awareness of the need to keep food scraps and other organic matter out of landfills. Beverage transport carriers and egg packaging are two examples of our BPI-certified products.



**CMA** : CMA is an American organization with over 15 years of experience that is managed by a group of six industrial composting facilities. All CMA-certified products meet ASTM compostability standards, comply with total fluorine limits (PFAS) and undergo disintegration tests under real-life conditions to ensure adequate decomposition when delivered to industrial composting facilities. In this context, our cardboard trays, with or without Surfshield® coating, are CMA certified, as are many of our recycled fibre hygiene solutions (napkins, paper towels and hand towels). Since we launched our Sustainability Action Plan in 2021, some 30 tissue paper products have obtained CMA certifications, particularly those susceptible to being soiled by water or food during their use, thereby providing our customers with more sustainable end-of-life management solutions.

## Research and innovation

Cascades boasts the largest private research and development centre in the Canadian pulp and paper industry, comprised of many chemists, microbiologists, microscopists, technicians and engineers.

A source of pride for over 40 years, it demonstrates the importance we place on research, innovation and science-based decision-making. Our investments reflect our commitment to developing innovative products and processes that meet our clients' needs while preserving the environment and contributing to the well-being of individuals and communities.

CANADA'S TOP  
**100**  
CORPORATE  
R&D SPENDERS **In 2025, Cascades  
again ranked among  
the top 100 Canadian  
companies having most  
invested in research and  
development.**



## Life cycle analyses

At Cascades, life cycle assessment (LCA) is a key tool that guides the development of more environmentally friendly products and enables transparent and rigorous messaging on the matter. LCAs quantify a product's impact at each stage of its life cycle, from the extraction of raw materials to end-of-life. This is part of our approach to product eco-design, with a view to using inputs wisely, reducing overpacking, optimizing weight and volume, and improving recyclability.

LCAs make it possible to identify the most impactful steps and direct the teams toward concrete improvements in terms of raw material selection and product design, among other factors. By combining rigorous analysis and innovation, Cascades aims to minimize the environmental footprint of its packaging and hygiene solutions.

For customers, LCAs provide clear, science-based insights into the environmental impacts of the products they purchase, enabling comparisons with equivalent products on the market. Leveraging this data, Cascades supports informed procurement decisions and contributes to the achievement of its customers' sustainability goals.

**TARGET 7**

**100%** of the packaging we manufacture and sell will be recyclable, compostable or reusable by 2030 by 2030

	2019	2025
Recyclable, compostable or reusable packaging (NSMT)	60,829	18,921
<b>Total packaging (NSMT)</b>	<b>664,669</b>	<b>928,935</b>
<b>Recyclable, compostable or reusable packaging (%)</b>	<b>90.8%</b>	<b>98.0%</b>

**Result : 98.0%**

 **On the right track**

In 2025, the percentage of our packaging products manufactured and sold that are recyclable, compostable or reusable continued to increase to reach 98.0%. The 2.0% of non-recyclable packaging is primarily composed of plastic food packaging and waxed boxes destined for the produce sector.

Certain packaging solutions made from plastic resins are not yet recognized as recyclable on a large scale in markets where they are sold (e.g., polystyrene trays). Although there are regions where these products can be recovered and recycled, this practice is not widespread enough to be considered “widely recyclable,” according to How2Recycle® criteria.

As for waxed cardboard boxes, the packaging’s recyclability is the real issue. During pulping—the first stage of production from recycled materials in a mill—paper and cardboard bales are mixed with water in a large tank. Since waxed cardboard is entirely coated in a waterproof layer, it is difficult for water to penetrate inside the material to release the fibres. As a result, waxed cardboard is often found in manufacturing waste and is therefore not considered recyclable.

Our teams are working on developing alternative coating solutions to obtain a box that is resistant to moisture produced by, among others, fresh fruits and vegetables, all the while remaining pulpable and recyclable at the end of its life cycle.



**How2Recycle®**

How2Recycle® offers a standardized labelling system with tips on how to dispose of containers and packaging once used. How2Recycle® evaluates packaging based on a long list of specific criteria, assigning it a recyclability status and a label with end-of-life recovery instructions. That list includes applicable national laws, the population’s rate of access to a recovery program, the packaging’s acceptance in a sorting centre, its composition and ease of transformation, and the existence of a market for the recovered material.

Following the assessment, How2Recycle® assigns a category, namely largely recyclable, limited recycling, not yet recyclable, or in-store deposit. At Cascades, our trays are considered recyclable only if they obtain the “widely recyclable” qualification—the highest level. For packaging not sold to consumers, technical recyclability is determined based on criteria established by the Fibre Box Association (FBA) Repulpability and Recyclability Protocol.



**Since 2021, our teams have implemented several initiatives to reduce the environmental impact of our products through eco-design.**



**Modified atmosphere packaging (MAP) tray:**

Cascades has redesigned its modified atmosphere tray to improve end-of-life recyclability while maintaining its conservation performance. By removing the thin layer of polyethylene from the inside of the tray, it is now made entirely of 100% recycled polyethylene terephthalate (PET).



**Thermoformed cardboard tray:**

Cascades has developed a thermoformed cardboard tray to provide an alternative to polystyrene and PET food trays. Inspired by the principles of circular economy, this solution is made from 100% recycled fibre. Different coating options help meet the functional requirements of food applications, while supporting the reduction of single-use plastics. However, the tray's recyclability varies from region to region, depending on the infrastructure and guidelines in place.



**Recycled fibre cardboard baskets:**

Cascades is proud to offer produce growers and distributors even more alternatives to plastic packaging. These baskets are made solely of cardboard using recycled fibre, thereby promoting circular economy.



**Polyfilm packaging incorporating recycled resin:**

Over the past five years, Cascades has also stepped up its efforts to reduce the amount of virgin plastic used in polyfilm packaging for some of its tissue paper products. For Cascades Fluff & Tuff® brand products distributed in Quebec and Ontario, the polyfilm packaging transitioned from 100% virgin content to 100% recycled in 2021. This allows us to reaffirm our commitment to reusing existing recycled materials and reducing our environmental footprint.

This was also achieved thanks to the willingness of one of our largest clients to incorporate 25% post-consumer recycled resin into their packaging. This initiative reintroduced over 178 metric tons of plastic into tissue packaging. Beyond reducing the use of virgin plastic, this transition is helping to increase demand for recycled plastics and supporting material circularity within the industry.



# Responsible procurement

Cascades is working to increase the social and environmental responsibility of its supply chain, either through its supplier evaluation program or through the priority given to recycled or certified virgin fibres in the manufacture of its products. We favour collaboration with suppliers who share our values. Our goals are clear: to manufacture products with a lower environmental footprint, in part by promoting sustainable forestry practices in the sourcing of our virgin fibres.

To learn more about our approach, refer to our [Sustainable Procurement Policy](#)

## Certifications

There are several forest certification systems, each with its own particularities, but all share the same goal: sustainable forest management. Here are the environmental certifications selected by Cascades to procure fibre from responsible sources:



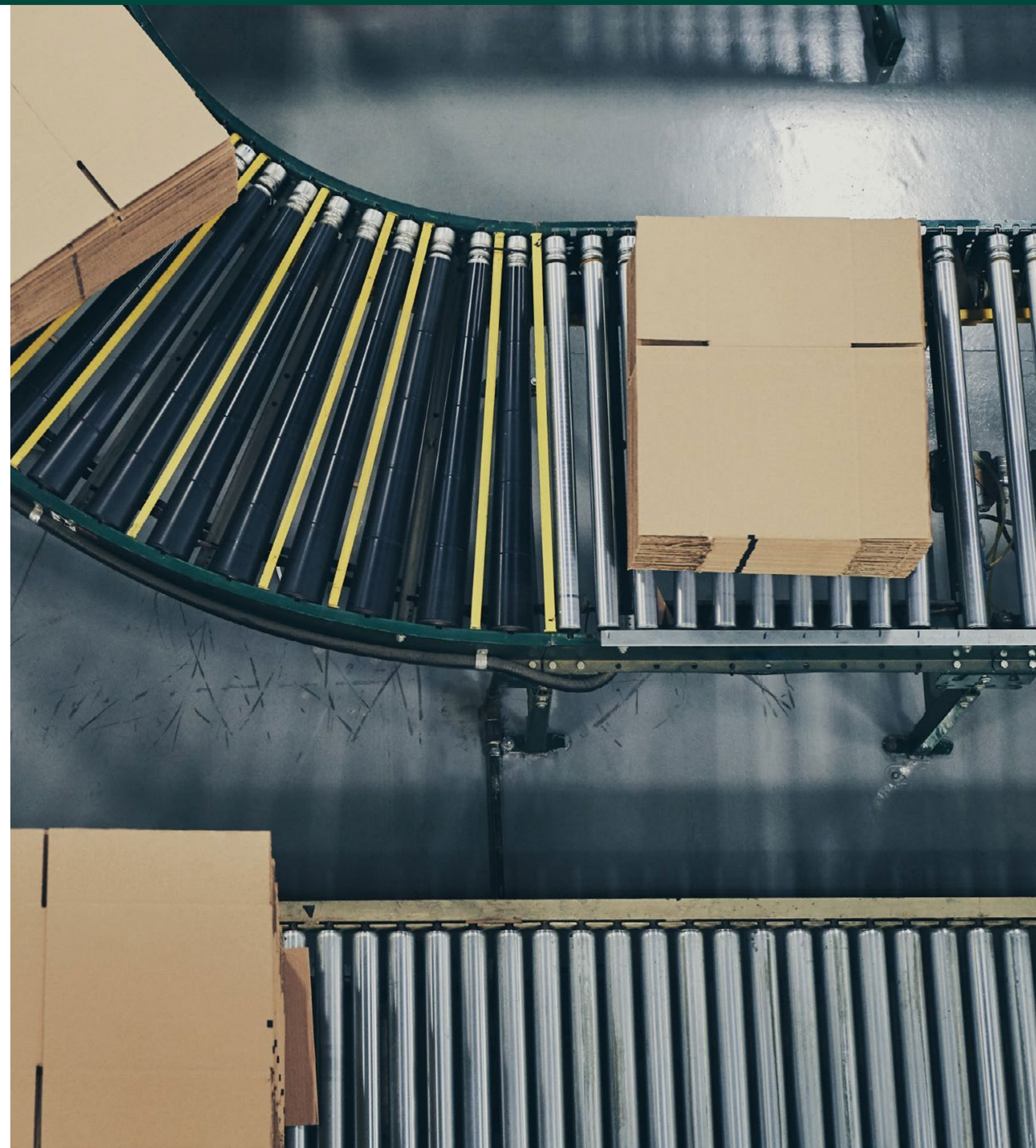
### Forest Stewardship Council® (FSC®):

As a traceability system for our forestry inputs, we have chosen to adopt the internationally recognized Forest Stewardship Council (FSC) standard, which certifies companies whose practices meet the most stringent requirements for sustainable forest management. In addition to protecting forest ecosystems and rare or threatened wildlife species, FSC-certified products also ensure that the rights of First Nations, communities and workers are respected. All of our plants are covered by that certification.



### Sustainability Forestry Initiative (SFI®)

To meet the demand of certain customers, the vast majority of our packing plants are also certified according to the SFI Chain of Custody (COC) standard. Recognized internationally and supported by other major certification systems like the PEFC, the SFI standard enables certified companies to meet the expectations of North American and global markets in terms of traceability, environmental responsibility and sustainable performance. Through this certification, Cascades further strengthens its commitment to the circular economy and offers its customers packaging products that comply with the environmental standards in force.



## Biodiversity and responsible forest management

At Cascades, we want to do our part to maintain the balance of the ecosystems. Aware of the influential role we can play as a large company, we ensure to implement business practices allowing us to minimize our impact on global biodiversity loss.

We use a large majority of recycled fibre in the manufacture of our products, which reduces the pressure on forest ecosystems. In 2025, 83.3% of the fibre purchased by our mills to make our products was recycled. However, the use of virgin fibres and paper is sometimes necessary. In these cases, Cascades makes sure to source as much as possible from suppliers certified by the Forest Stewardship Council® (FSC). At present, almost all of our fibre and paper supplies are recycled, FSC certified or meet FSC standards. An FSC-certified supplier must meet some of the highest environmental, social, and economic standards, including preserving the biodiversity, productivity, and ecological balance of the forest.

### Cascades' position on deforestation

All Cascades plants are covered under a FSC multi-site Chain-of-Custody (CoC) certificate. This certification ensures that the wood is tracked from the forest to the finished product, making sure that it comes from FSC certified forests or meets FSC controlled wood requirements. FSC-certified materials and FSC controlled wood are widely recognized for their contribution to value chains without deforestation. In addition, FSC standards help protect forest ecosystems and rare or threatened wildlife species.

They also uphold the rights of Indigenous Peoples, local communities, and workers. Cascades is currently reviewing its position and processes regarding the protection of forests and biodiversity, particularly in the context of the European Union Deforestation Regulation (EUDR).

\*This result excludes our procurement in jumbo rolls, wipers and sheets.



**TARGET 8****100 % of our fibre and paper are recycled, FSC certified or meet FSC standards by 2025** by 2025

	2019	2025
<b>Fibre and paper that are either recycled, FSC® certified or that meet FSC standards (%)</b>	<b>93,0%</b>	<b>99,1%</b>

**Result : 99.1%<sup>15</sup>****🕒 Nearly achieved**

In 2025, 99.1% of our fibre and paper supply was composed of recycled fibres, FSC-certified fibres or fibres meeting FSC standards. Although we have not yet hit the 100% mark, we are proud of the work we accomplished in recent years and the increase in our supply of responsible fibre and paper.

In fact, since 2021, the tissue sector has taken important steps to ensure and maintain a 100% supply of fibre and paper that is FSC Mix certified, recycled or from controlled sources. Specific guidelines ensure that these changes are sustained over time.. In the packaging sector, all mills that use recycled fibres are supplied in accordance with FSC standards. Only the Cabano mill, which uses wood chips, requires additional efforts to ensure a supply that meets FSC requirements, including the purchase of controlled wood and FSC Mix wood. A share of fibre that doesn't meet our requirements is still used in some converting plants where full transition is a challenge. Our internal sourcing teams support them to complete the transition as soon as possible to fibre and paper that are 100% recycled, FSC-certified or that meet FSC standards.

Please note that this target does not include the supply of sheets for our specialty plants in the packaging sector, as we do not have sufficiently specific data to integrate them yet. However, these volumes are marginal compared to the total fibre and paper supplies at all our facilities. We are striving to improve the collection of this information to provide an even more complete and accurate picture of our procurement process in future reports.



<sup>15</sup> This figure excludes fibre and paper supplies for wiper production.

**TARGET 9****Double (reach 39%) our supply of FSC® Mix fibre by 2025 (vs. 2019)**

	2019	2025
<b>FSC Mix certified virgin fibre and pulp (%)</b>	<b>19.0%</b>	<b>50.1%</b>

**Result : 50.1%****✓ Reached**

In 2025, 50.1% of purchased virgin fibres were FSC-Mix certified, exceeding the original target. In five years, Cascades has more than double its supply of FSC Mix certified fibre.

Significant progress was made between 2021 and 2022 due to certain sites in the tissue sector being able to secure supplies of FSC Mix-certified jumbo rolls. While vendor credits vary over time, our purchasing strategies enable us to ensure a stable annual supply volume. In recent years, we have seen a steady increase in FSC credits associated with the delivery of wood chips from our partners at the packaging plant in Cabano, underscoring a positive dynamic in our supply chain in this sector. In 2024, this mill significantly increased its purchases of certified wood through financial incentives to wood producers' unions for the supply of FSC-certified wood. The volume of available FSC credits has increased since these incentives have been added to annual contracts.

Although not included in this target, our teams have also increased sourcing of virgin fibres that meet the Programme for the Endorsement of Forest Certification (PEFC) requirements in response to customer demand. We have pursued sourcing opportunities with one of our suppliers who already has materials that meet these criteria. Meanwhile, we encouraged our key partners to engage in a multi-site PEFC certification process. This approach should ultimately increase the availability of PEFC credits and enable us to respond more effectively to additional demands in the future.

This result does not include sheet supply data for our specialty plants in the packaging sector, who represent a minority, as we do not yet have sufficient data to calculate and integrate this volume into our performance indicator. We are striving to improve the collection of this information to provide an even more complete and accurate picture of our procurement process in our future reports.



**TARGET 10**

## 70% of our corporate procurement sourced from suppliers deemed responsible by 2025

	2019	2025
Corporate procurement from suppliers deemed responsible (%)	58.0%	68.3%

**Result : 68.3%**

**Nearly achieved**

In 2025, 68.3% of our corporate expenditures for goods and services, excluding transportation and logistics services, were with suppliers deemed responsible. This represents a 10.3% increase since 2019, driven by a strong engagement from the procurement team.. Our corporate expenses account for 58% of Cascades' total spending with suppliers.

At Cascades, we strive to work with suppliers who share our corporate values and implement responsible practices. That's why we have assessed the practices of our suppliers since 2012 using 21 criteria divided into four main themes, namely the environment, social and human rights, ethics and sustainable procurement. This assessment is carried out in an impartial and transparent manner through EcoVadis, an external platform specializing in the field. To be deemed responsible, a supplier must obtain a score of 45/100 or higher in an evaluation conducted in the previous two years. Cascades also assesses its smaller suppliers in the recycled fibre sector using a questionnaire based on EcoVadis's methodology, rather than asking them to subscribe to the platform. This approach aims to make the process more accessible and adapted to their business reality.

In addition to an assessment campaign conducted with corporate support service suppliers, we requested the reassessment of key suppliers whose profile had expired. In most cases, new scores exceeded 45, reflecting the increasing focus on ESG performance in the value chain. This approach has also made it possible to better reflect the good practices of recycled fibre and energy suppliers, two purchasing categories that have historically been more difficult to mobilize with EcoVadis evaluations, given the business reality of organizations in these sectors.

### Profile of our responsible suppliers<sup>16</sup>

- Average score of 63
- 35% have signed the United Nations (UN) Global Compact
- 34% are part of the Science Based Targets initiative
- 49% disclose to CDP, a global environmental disclosure platform
- 51% disclose their scope 3 GHG emissions
- 58% publicly report the proportion of diversity professionals in management positions (women, visible minorities and other vulnerable groups)
- 75% have a formal responsible procurement policy
- 60% audit or assess their suppliers based on ESG criteria

### Purchasing from diverse suppliers

In 2025, we continued our partnership with TealBook to update our list of suppliers with a valid diversity certificate on a quarterly basis. This type of certificate is normally issued by an accredited certification agency. In Q4, 207 of the 3,574 suppliers analyzed by TealBook held a valid diversity certificate. Most of them identified as small businesses or businesses owned by women, veterans or a minority.

#### Tealbook s'intéresse plus particulièrement aux types de diversité suivants chez les fournisseurs. À noter que cette liste n'est pas exhaustive.

- Businesses owned by members of visible minority groups
- Women-owned businesses
- Small businesses
- Veteran-owned businesses
- Businesses owned by individuals from the LGBTQ2AS+ community
- Businesses owned by First Nations communities or individuals
- Companies certified as "HUB Zone" (historically underdeveloped areas)
- Businesses owned by people with disabilities

<sup>16</sup> Excludes transportation and logistics suppliers.

# Minded

## Community

Each year, Cascades supports environmental and social causes that matter to the Company, contributing positively to community well-being. This support takes many forms, including employee volunteer hours, as well as monetary donations and donations of hygiene and packaging products.

### OUR 2021-2025 PRIORITIES

- Sustainable cities and communities
- Community involvement



## RESULTS SUMMARY

**Allocate a minimum of 50%**

of our donation and sponsorship budget to causes in line with UN's Sustainable Development Goals (SDG) annually

UNITÉ

2019

2015

%

STATUS

% of \$ going to  
SDG-related causes

44.0%

**79.8%**

+ 35.8%



ACHIEVED

**15,000 hours**

community involvement completed by our employees annually

No. of  
volunteer hours

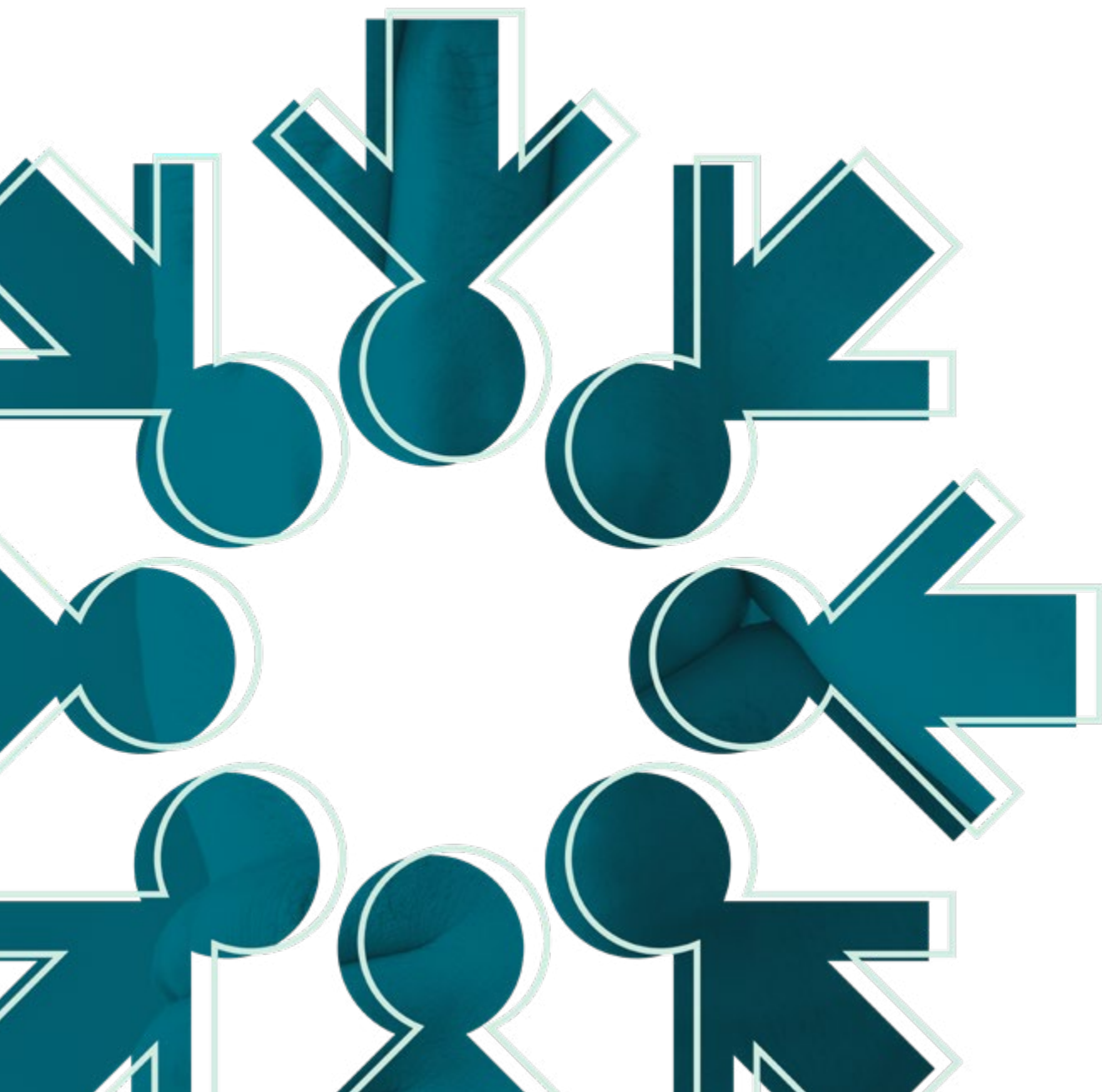
19,028

**22,430**

+17.9%



ACHIEVED



## Community partners

For the past several years, Cascades has been proud to count on the commitment of many inspiring partners who share its values and vision of a future based on justice, sustainability and solidarity. Through these strong partnerships, we continue to make a tangible and positive impact in the communities in which we operate. For each of these partners, Cascades can contribute through donations, sponsorships, and employee volunteer time.



### David Suzuki Foundation

*Through science, education and public action, the David Suzuki Foundation works to protect natural diversity and quality of life for today and future generations.*

Since 2016, Cascades has donated \$825,000 to the Foundation to support projects such as the Butterflyway Project, which trains and supports volunteers to develop native plant gardens and curb the decline of bees and wild butterflies. These biodiversity corridors come to life around schools, on private lands and in public spaces. A \$100,000 partner in 2025, Cascades recently renewed its partnership with the Foundation until 2027, with the aim to contribute to the same extent in the coming years.





### Centraide Centre-du-Québec

Centraide's mission is to gather resources and actively improve the living conditions of vulnerable people by fighting against poverty and social exclusion.

Every year dedicated and generous employees raise large amounts of money for Centraide Centre-du-Québec through various fundraising campaigns. To foster employee engagement and make a positive difference in its community, Cascades then matches the donation made to Centraide. In 2025, more than \$522,000 was donated to the organization, including \$261,000 from employee efforts and an equivalent amount from the company. Since 2021, more than \$3 million has been granted to Centraide Centre-du-Québec. This partnership dating back to 1992 demonstrates Cascades' desire to actively contribute to the well-being of the people in the communities where it operates.



### Forces Avenir

Forces Avenir aims to recognize, honour and promote student engagement in projects that help develop responsible, conscious, active and determined citizens.

Over the past 10 years, more than \$375,000 has been given to support student projects across Quebec. As part of this partnership, Cascades presents the Avenir Environnement award every year to promote sustainable development.



### Fondation Charles-Bruneau

Fondation Charles-Bruneau's mission is to provide children with cancer with the best chance for recovery by funding research and the development of projects in pediatric hemato-oncology and oncology.

Every year for the past 20 years, several Cascaders have come together to ride their bikes during the Tour Charles-Bruneau and raise funds for the Foundation. In 2025, 104 participants helped raise and donate more than \$835,000. A record year! Cascades is thrilled to contribute financially by covering the cost of registering volunteers, which represents an average of \$100,000 per year.



## MISSION 1000 TONNES

### Mission 1000 tonnes

*Mission 1000 tonnes acts to protect aquatic ecosystems by removing waste from waterways and mobilizing citizens and organizations to reduce waste at the source.*

In 2025, Cascades renewed its partnership with Mission 1000 tonnes until 2027 to strengthen its impact in the community. We want to take part in the organization's efforts to ensure a healthier environment, free of waste. By the end of this agreement, Cascades will have contributed \$145,000 to the organization's mission since 2021. In addition to these cash donations, our employees regularly participate in clean-up activities organized by Mission 1000 tonnes. This partnership has resulted in many volunteer hours and valuable team time.



### Product donations

Every year, Cascades supports the mission of various community organizations by providing toilet paper to give to people in need, as well as food distribution boxes.

This represents an average investment of \$90,000 per year. By offering basic necessities and facilitating food distribution, Cascades supports front-line organizations in their work with the less fortunate, promoting a more just society.

### Other major partnerships

Cascades counts on several other important partners who multiply its impact in the communities where it operates. These include:

- **La Tablee des chefs**  
which fights food waste and provides meals for people in need.
- **Les Roses de Montréal**  
which propels women's sport to new heights.
- **Fillactive**  
which promotes physical activity among adolescent girls.
- **La Fondation Aléo**  
which offers scholarships to promising student-athletes.
- **Conservation Nature Canada**  
which protects endangered habitats and species.



# Donations and sponsorships

Each year, our teams track grants and sponsorships aligned with each United Nations' Sustainable Development Goal (SDG). In 2025, we provided more than \$3.5 million in grants and sponsorships by supporting causes and organizations that we care about and that meet one of the 17 SDGs. This represents 79.8% of total corporate donations and sponsorships.

## TARGET 11

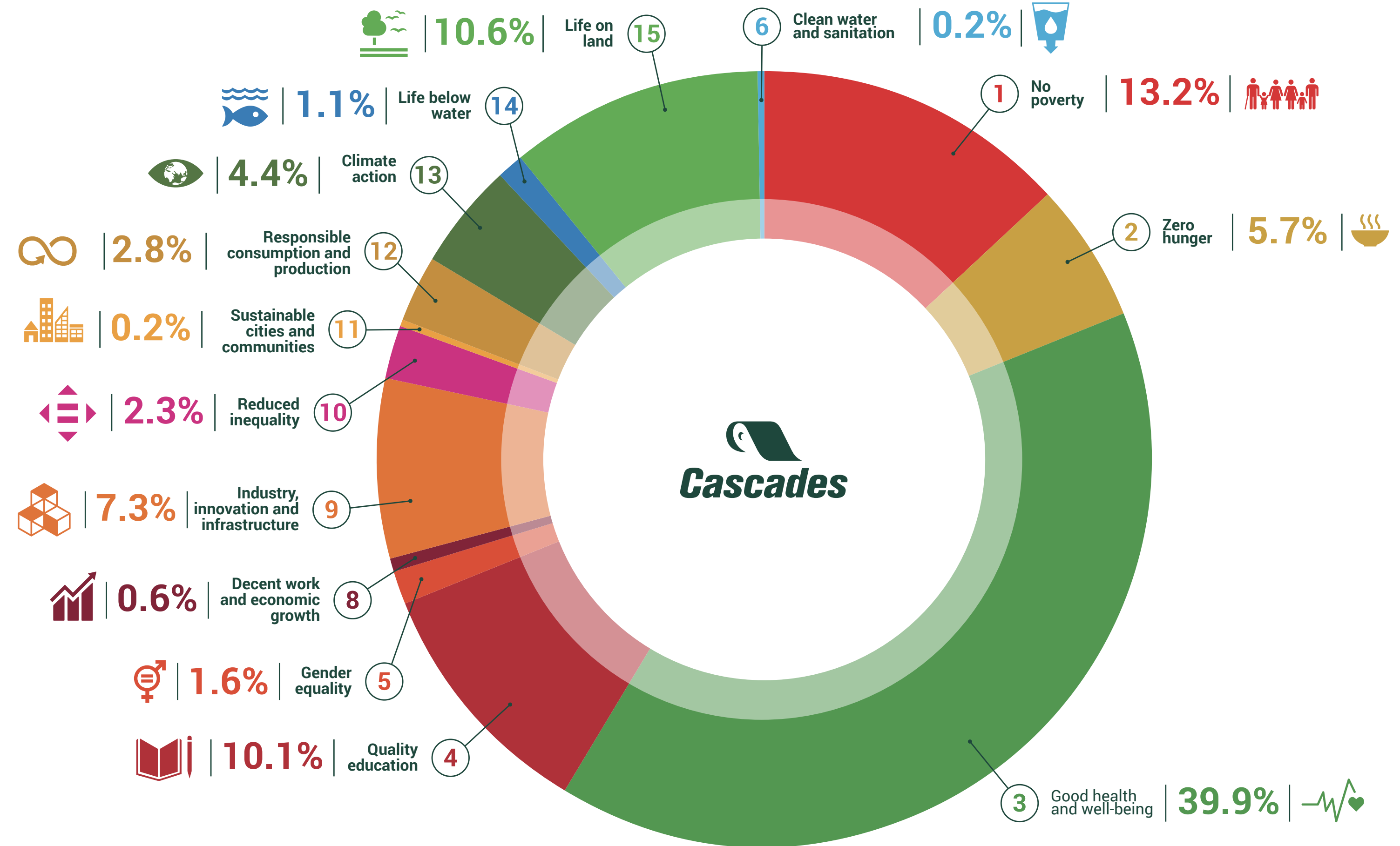
**Allocate a minimum of 50%** of our donation and sponsorship budget to causes in line with UN's Sustainable Development Goals (SDG) by 2025

	2019	2025
Proportion of our donation and sponsorship budget allocated to causes in line with the SDGs (%)	54.0%	79.8%

**Result : 79.8%**

**Reached**

Each year, our teams track grants and sponsorships aligned with each United Nations' Sustainable Development Goal (SDG). In 2025, we provided more than \$3.5 million in grants and sponsorships by supporting causes and organizations that we care about and that meet one of the 17 SDGs. This represents 79.8% of total corporate donations and sponsorships.



# Community involvement

**Our employees contribute to their community’s development by volunteering for causes that matter to them. Cascades implemented a volunteer recognition program in 2016 to recognize and support this involvement.**

Since then, employees have been encouraged to log their volunteer hours annually on our digital platform. Cascades offers its salaried employees up to 16 hours per year of volunteer time paid for by the company that may therefore be performed during regular work hours.

## TARGET 12

**15,000 hours** of community involvement completed by our employees annually

	2019	2025
Hours of community involvement completed by our employees	19,028	22,430

**Result : 22,430**

 **Reached**

In 2025, Cascades employees completed 22,430 hours of community involvement, once again exceeding the annual target of 15,000 hours. There is a slight decline compared to the highs of 2023 and 2024, mainly due to our ability to reach and encourage employees to enter their hours on our digital platform. The result confirms that Cascaders maintain a high and sustained level of commitment well above the target set at the beginning of our 2021-2025 Sustainability Action Plan.

Cascades is proud to count on the ongoing commitment of its employees, whose involvement makes a tangible contribution to the vitality of the communities in which the company operates.

### **Several initiatives and projects were carried out by our employees in 2025. Here are a few examples.**

The team at the Candiatic plant mobilized to offer students at the Lajeunesse school in Ville LeMoynes an enriching and educational experience. In the spirit of solidarity, ingenuity and ecological concern, our volunteers built gardening bins from pallets retrieved from the plant to allow children at every grade level to grow their own vegetables. This project born of a partnership with the school fostered learning and strengthened the connection between our employees and the local community.

Several employees from the Mechanicville plant and the tissue sector’s administration office participated in the CDPHP Workforce Team Challenge—one of the largest running events in the New York District, in support of the Hudson-Mohawk Road Runners Club (HMRRC). Funds raised support scholarships and grants for elementary school children, while encouraging children to run, exercise and have fun. This event was a great success thanks to the involvement of Floyd Jourdanais and many colleagues. The team is already looking forward to participating in the next edition!

Plant Manager Herb Vielhaber got on his bike surrounded by his COMETS team to participate in the Lake Winnipeg Foundation’s Bike to the Beach Challenge. The circuit challenges cyclists to ride 130 km from Winnipeg to Victoria Beach to raise money for the lake’s health. Herb has been supporting the foundation for four years and plans to do so again for years to come.

The Laurent-Lemaire Shared Services Centre in Kingsey Falls hosted the second edition of the Volunteer by Nature event, organized by the Values Committee. The objective was to connect community organizations and Cascades employees who wanted to get involved. Nearly 80 Cascaders answered the call to discover the mission of nine inspiring organizations, engage with their representatives and, for many, sign up to volunteer on the spot.

## Portrait of our Cascaders recognized for their involvement in 2025

The exceptional efforts of the most active employees in terms of volunteer hours are rewarded annually with \$1,000 grants then donated to the community organization of their choice. This recognition highlights their outstanding contributions and strengthens our culture of engagement.



### Calvin McIntyre

Machine Operator Helper, Wagram  
Cascader for the past 12 years.

Born into a large family of 16 children, Calvin grew up in an environment where helping out was second nature. He works weekly with the non-profit organization Meals on Wheels, where he distributes meals to people with reduced autonomy. His commitment goes well beyond simply delivering meals: Calvin takes the time to get to know and listen to the people he visits. He deeply believes that we must all care for one another and that every little bit counts.



### Camille Camirand-Bastille

Finance Technician, Kingsey Falls  
Cascader for the past 2 years.

Driven by her passion for figure skating, Camille volunteers to organize the end-of-season show, which her daughter participates in. Behind the choreography and the spotlight is an important team effort to which she enthusiastically and generously contributes. Through her commitment, Camille helps bring parents, volunteers and coaches together, building team unity and collaboration.



### Line Lambert

Project Manager, Kingsey Falls  
Cascader for the past 31 years.

For more than 20 years, Line has been extensively involved in her community and is now the president of the Maison Normand-Léveillé in Drummondville. Her commitment came as the result of an initiative for the Centre Normand Léveillé at the packaging plant in Drummondville, an experience that made her realize the importance of paying it forward. She believes getting involved in her community and working for an organization that encourages volunteering makes her actions even more meaningful and strengthens her sense of belonging. In her eyes, commitment means growth.



# People Focused

At Cascades, we are committed to providing a healthy and stimulating work environment where everyone can reach their full potential and grow. We focus on prevention and concrete safety measures to ensure the health and well-being of all our employees. We are also committed to fostering an equitable and inclusive workplace where diversity can thrive.

## OUR 2021-2025 PRIORITIES

- Occupational health and safety
- Employee wellness
- Diversity, equity and inclusion



**RESULTS SUMMARY**

	UNIT	2019	2025	%	STATUS
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**Reduce by 50%**  
the number of days lost due  
to workplace accidents  
by 2025 (vs 2019)

No. of days lost

2019

5,330

2025

**3,750**

%

-29.6%

**NOT REACHED**

**100%**  
of employees committed  
to a preventive health and  
wellness approach  
by 2025

% of  
employees  
committed

0%

**42.8%**

+ 42.8%

**NOT REACHED**

**100 %**  
of employees trained on  
unconscious biases related to  
diversity, equity and inclusion (DEI)  
by 2025

% of  
employees  
trained

0%

**87.4%**

+ 87.4%

**NOT REACHED**



# Occupational health and safety

We believe that a healthy and safe workplace depends on a strong culture of prevention, where every employee plays an active role. On a day-to-day basis, our experts ensure that existing practices are evaluated and adjusted to ensure that all our employees enjoy a safe workplace. Prevention and training are the pillars our strategy.

## TARGET 13

### Reduce by 50% the number of days lost due to workplace accidents

by 2025 (vs. 2019)

	2019	2025
Jours perdus par des accidents de travail	5,330	3,750

**Result : -29.6%**

**✘ Not reached**

En 2025, we recorded 3,750 days lost due to work-related injuries, down by 29.6% from 2019. Between 2019 and 2025, our OSHA severity rate also decreased from 53.4 to 43.5. This second indicator is even more relevant, as it is based on the number of hours worked and therefore independent of the number of employees, which varies each year. This result shows a significant decrease in the severity of our workplace accidents due to the occupational health and safety prevention measures implemented in the recent years. However, it also reminds us of the work we still need to do to have an accident-free work environment.

Cascades takes every workplace accident seriously and always maintains the necessary measures to increase prevention. Moreover, in 2025, Cascades adopted an even more proactive and risk-based approach to support its health and safety approach. The company has stopped using the Bradley Curve as a reference tool and is now focusing on task risk analysis, performed interactively before routine and non-routine tasks. Supervisors are more involved in auditing processes to ensure consistent application across teams and units. This practice will continue to evolve in the coming years to increase health and safety prevention.





## Some key initiatives implemented between 2021 and 2025

### Personal protective equipment (PPE) enhancement:

In 2025, Cascades implemented the “barrier to barrier” principle, which makes it mandatory to wear PPE (plugs, gloves, helmets, safety boots) from the time an employee enters the plant until they leave it. No exceptions are allowed, even on crosswalks. Wearing a bump cap is now always mandatory, and helmets will be gradually always required due to the risk of hitting on structures. Gloves must always be worn due to the high number of hand injuries and safety boots at least 6 inches tall are required to limit ankle injuries. In addition, some types of work now require wearing long-sleeve tops for added protection.

### Heat stress management

A new heat stress management process is helping teams adapt their practices to the working conditions. Employees have new tools to assess the heat stress level associated with their task to select appropriate clothing and equipment. Plants have lists of recommended equipment (fans, cooling jackets, electrolyte drinks, slush, etc.) and provide staff with additional breaks when required, as well as heat stress training. In addition, many facilities now have air-conditioned rooms. OHS Coordinators are also trained in heat stress calculations. Additional training is available for employees working outdoors, in yards, in transportation or at heights.

### ComformIT program and safety investment:

Since 2021, Cascades has continued to roll out its internal health and safety management platform (ComformIT) a structured management software designed to improve risk identification and safety investment planning. The risk assessment module, made available in 2025, allows all plants to identify priority risks. CAPEX investments are now prioritized according to the risks level of each machine. This approach reflects the requirements of Quebec’s Regulation Respecting Occupational Health and Safety and supports various projects, such as making pedestrian crossings safer, upgrading or replacing certain machines and purchasing additional protective equipment. In total, \$6 million was invested to improve safety at our facilities in 2025.

# Employee wellness

At Cascades, we have long understood that our greatest strength is our employees. Physical and mental health, finances, family, personal life, entertainment and community involvement are all aspects of life taken into account in the benefits offered to the Cascaders to contribute to their overall wellness.

## TARGET 14

**100%** of employees committed to a preventive health and wellness approach **by 2025**

	2019	2025
Employees committed to a preventive health and wellness approach (%)	0%	42.8%

**Result : 42.8%**

**✘ Not reached**

Cascades has a long tradition of innovative social practices to promote employees' health and well-being. Throughout the year, the company organizes sports challenges, provides webinars on diverse topics such as nutrition and healthy living and ensures workspace ergonomics. We measure the impact of these initiatives annually and continue our efforts to reach an increasing number of employees.

As part of our 2021-2025 Sustainability Action Plan, we continued our efforts to implement a holistic health approach by taking into account the quality of every employee's social, physical and economic environment. We therefore aim to provide our employees with all the tools they need to develop a healthy lifestyle and take charge of their physical and mental health.

In 2025, we recorded 42.8% of employees engaged in a preventive health and wellness approach, below our target of 100%. This initial target was probably too ambitious in terms of the tools chosen to reach all employees (see the three programs below). Moreover, we know that other initiatives and services offered to employees—and excluded from this calculation—support their overall health and well-being throughout the year, based on their needs.





## Since 2021, three programs have been measuring our employees' level of commitment to our preventive health and wellness journey.

### Program 1: Health profile

Since 2021, our US employees have been asked to complete a voluntary and confidential self-evaluation on their health characteristics, family history and lifestyle. Since 2023, Canadian employees also have access to this platform. The data provided by employees is entrusted directly to our group insurance manager and remains strictly confidential. Participants receive a personalized health report, including relevant recommendations for their profile. They also have access to health advisors to answer their questions or guide their choices. In 2024, communication campaigns were conducted to encourage employees in all our units to complete their health profile and benefit from this personalized support.

### Program 2: Annual medical exam

For several years now, an annual medical exam has been included in the range of benefits offered to our American employees and their families. There are many benefits to these examinations, including the detection and rapid treatment of health issues or illnesses that are sometimes asymptomatic. In 2024, a series of communications were rolled out to encourage our employees to undergo this medical exam.

### Program 3: The GO Effect

In 2025, Cascades launched the fifth cohort of the GO Effect, a sports challenge to encourage healthy lifestyles. For the first time, the program was extended to all our units across Canada and the United States, reaching a significant milestone in terms of scope. Over nine weeks—the recognized amount of time required to make a lasting change in one's habits—employees were asked to form teams of seven volunteers, each pledging to walk at least 7,000 steps per day. This initiative aligns with our desire to promote well-being through concrete and accessible actions.

#### HIGHLIGHTS OF THE 2025 EDITION

Beyond the numbers, this cohort was imbued by a strong team spirit and a renewed commitment to physical health and well-being. The success of the expanded scope reflects the growing interest in this type of initiative within our various units.

**176**  
teams

**1,159**  
participant

**626 million**  
steps on average  
per person

**540,741**  
steps on average  
per person



**SOME OF THE BENEFITS OF WORKING AT CASCADES INCLUDE:**

**Source of wellness**

- Flexible group insurance
- Personal leave
- Flexible work schedule, when possible
- Unpaid leave program
- Telemedicine
- Vacation plan upon hire
- Employee assistance program
- Telework abroad, where possible
- Phased retirement
- Wellness training and conferences

**Source of self-improvement**

- Professional development paths
- Learning activities
- Mentoring program
- Leadership program
- Succession planning program

**Source of prosperity**

- Savings plan
- Stock purchase plan
- Competitive compensation
- Transparent pay structure that ensures equity
- Corporate discounts
- Wellness account (ExtraFlex)

**Source of commitment**

- Recognition programs
- Community involvement
- Employee shop
- Source Award to recognize the work of employees and teams
- Sporting events and physical activity

# Equity, diversity and inclusion

**Cascades' number one value is respect for its environment and for all its stakeholders. Providing an equitable work environment and career opportunities regardless of gender, ethnicity, sexual orientation, religious beliefs, and family or economic status is a priority for us.**

We recognize and value our employees based on their performance and abilities, and we are committed to providing a work environment that allows them to reach their full potential, while respecting differences. Recognizing our unconscious biases and prejudices, we can de-escalate them and foster a truly inclusive environment. We therefore continue our efforts to strengthen an organizational culture where everyone feels respected, heard and valued.

## TARGET 15

**100%** of employees trained on unconscious biases related to diversity, equity and inclusion (DEI) **by 2025**

	2021	2025
Employees trained on unconscious biases (%)	3.0%	87.4%

**Results: 87.4%**

**✘ Not reached**

In 2025, 87.4% of our employees had completed training on unconscious biases related to equity, diversity and inclusion (EDI). Although the target was not achieved, integrating this training into employee onboarding and development programs significantly contributed to raising awareness of this issue across the organization. This program aims to increase awareness of personal biases toward differences, promote understanding of EDI issues, and foster respectful and inclusive interactions within our teams. Cascades implemented a training course in 2021 to raise awareness of equity, diversity and inclusion among all its employees. It was then enhanced and updated in 2023. As part of this journey, all employees (salaried and hourly) are required to participate in a team workshop to discuss certain defined issues, supplemented by online training for salaried employees. For their part, all managers must first attend a workshop led by an external subject-matter expert to help them guide their team.

### Participation in Pride parades

On two occasions during the summer of 2025, Cascades took part in key events celebrating diversity and inclusion, including the Pride parades in Rochester, New York, and Montreal, Quebec. These contributions demonstrate our commitment to actively promoting inclusive environments within our company and communities.

### Our EDI committees

- Multicultural Committee
- Inter-generational Committee
- Gender Committee
- LGBTQ2S+ Committee
- Physical and Mental Wellness Committee

To strengthen and structure its commitment to equity, diversity and inclusion, Cascades has set up five working committees in recent years dedicated to implementing concrete actions. These committees are made up of Cascaders from various backgrounds who embody the company's values and actively contribute to this process.

Each committee's mandate is to raise awareness among teams, understand the lives of people of diverse backgrounds, and propose initiatives that foster an inclusive and respectful work environment. They also develop schedules of activities and communications to highlight differences, foster employee wellness and support human resources teams at different units in rolling out initiatives.

# ESG Data

The compilation of Cascades ESG data relies on close collaboration between several internal teams responsible for collecting, processing and validating disclosed data. This data is essential to track our performance over time and to guide our strategic decisions. Several key indicators are also monitored quarterly to measure progress on the targets of the 2021-2025 Sustainability Action Plan. All reported data are governed by established governance and validation processes, ensuring their reliability and consistency. Over time, the list of indicators presented has been refined to more accurately reflect priority issues and emerging concerns. Through our continuous improvement efforts, we improve the rigour, comparability and transparency of our disclosures.



## Environmental data

GHG emissions <sup>17,18</sup>	Unit	2025	2024	2019 <sup>19</sup>
<b>Scope 1 - All Cascades</b>	<b>MT of CO<sub>2</sub> eq.</b>	<b>507,451</b>	<b>520,166</b>	<b>635,641</b>
Scope 1 - Mills	MT of CO <sub>2</sub> eq.	369,500	374,761	491,915
Scope 1 - Converting and others	MT of CO <sub>2</sub> eq.	137,951	145,405	143,726
<b>Scope 2 - All Cascades</b>	<b>MT of CO<sub>2</sub> eq.</b>	<b>284,499</b>	<b>311,508</b>	<b>509,968</b>
Scope 2 - Mills	MT of CO <sub>2</sub> eq.	258,126	282,615	466,501
Scope 2 - Converting and others	MT of CO <sub>2</sub> eq.	26,373	28,893	43,467
<b>Scope 3 - All Cascades</b>	<b>MT of CO<sub>2</sub> eq.</b>	<b>2,937,826</b>	<b>3,076,617</b>	<b>3,339,720</b>
Category 1: Purchased goods and services	MT of CO <sub>2</sub> eq.	1,157,642	1,144,444	1,013,786
Category 3: Fuel- and energy-related activities	MT of CO <sub>2</sub> eq.	605,935	674,908	1,149,280
Category 4: Upstream transportation and distribution	MT of CO <sub>2</sub> eq.	229,636	246,187	190,446
Category 5: Waste generated in operations	MT of CO <sub>2</sub> eq.	16,220	14,421	22,370
Category 7: Employee commuting	MT of CO <sub>2</sub> eq.	10,532	11,273	13,882
Category 12: End-of-life treatment of sold products	MT of CO <sub>2</sub> eq.	917,861	985,384	949,956

Gas Emissions <sup>20</sup>	Unit	2025	2024	2019
Biogenic CO <sub>2</sub> emissions	MT	190,476	196,338	-
CO <sub>2</sub> emissions	MT	449,336	464,816	-
CH <sub>4</sub> emissions	MT	1,970	1,902	-
N <sub>2</sub> O emissions	MT	12.3	12.5	-
HFC emissions	MT	1,543	4,723	-
PFC emissions	MT	-	-	-
SF <sub>6</sub> emissions	MT	-	-	-

<sup>17</sup>The sixth evaluation report (AR6) of the Global Warming Potential (GWP) of the International Panel on Climate Change (IPCC) was used to calculate each greenhouse gas in CO2 equivalent.

<sup>18</sup>A review of our reference year (2019) and the 2024 report was carried out in 2025 so as to incorporate various methodological changes. However, we felt it was not relevant to complete this work for our reports from 2020 to 2023 inclusively.<sup>19</sup> Le bilan de 2019 (scopes 1 et 2) a été révisé afin de refléter les ajustements méthodologiques identifiés en 2024, incluant l'intégration des émissions liées aux sites d'enfouissement ainsi que les changements structurels découlant de la vente d'actifs. Les émissions associées au traitement des eaux et aux réfrigérants sont toutefois exclues, en raison de l'indisponibilité de données jugées suffisamment fiables pour l'année 2019.

<sup>20</sup>The 2019 report (scopes 1 and 2) was revised to reflect methodological adjustments identified in 2024, including the integration of landfill emissions and structural changes resulting from asset sales. Water treatment and refrigerant emissions are excluded due to the unavailability of sufficiently reliable data for 2019.

\*Only waste generated by the mills' operations is included in the calculation of these emissions.



<b>Non-renewable energy consumption</b>	<b>Unit</b>	<b>2025</b>	<b>2024</b>	<b>2019</b>
<b>Natural gas - All Cascades</b>	<b>GJ</b>	<b>6,519,486</b>	<b>6,602,993</b>	<b>8,938,011</b>
Natural gas - Mills	GJ	5,602,567	5,706,987	8,023,623
Light oil - Natural gas - Converting and others	GJ	916,919	896,006	914,388
<b>Light oil - All Cascades</b>	<b>GJ</b>	<b>203,760</b>	<b>181,464</b>	<b>326,972</b>
Light oil - Mills	GJ	203,760	181,125	326,972
Light oil - Converting and others	GJ	0	339	0
<b>Propane - All Cascades</b>	<b>GJ</b>	<b>0</b>	<b>0</b>	<b>0</b>
Propane - Mills	GJ	0	0	0
Propane - Converting and others	GJ	0	0	0
<b>Steam - All Cascades</b>	<b>GJ</b>	<b>3,996,410</b>	<b>4,290,696</b>	<b>5,209,439</b>
Steam - Mills	GJ	3,996,410	4,290,696	5,209,439
Steam - Converting and others	GJ	0	0	0
<b>Non-renewable electricity - All Cascades</b>	<b>GJ</b>	<b>2,524,174</b>	<b>2,702,292</b>	<b>4,610,974</b>
Non-renewable electricity - Mills	GJ	2,218,850	2,376,906	4,221,553
Non-renewable - Converting and others	GJ	305,324	325,386	389,421
<b>Coal - All Cascades</b>	<b>GJ</b>	<b>918</b>	<b>566</b>	<b>0</b>
Coal - Mills	GJ	918	566	0
Coal - Converting and others	GJ	0	0	0
<b>Renewable energy consumption</b>	<b>Unit</b>	<b>2025</b>	<b>2024</b>	<b>2019</b>
<b>Biogas - All Cascades</b>	<b>GJ</b>	<b>19,243</b>	<b>139,317</b>	<b>178,529</b>
Biogas - Mills	GJ	19,243	139,317	178,529
Biogas - Converting and Others	GJ	0	0	0
<b>Biomass - All Cascades</b>	<b>GJ</b>	<b>1,452,770</b>	<b>1,376,488</b>	<b>2,663,075</b>
Biomass - Mills	GJ	1,452,770	1,376,488	2,663,075
Biomass - Converting and others	GJ	0	0	0
<b>Renewable electricity - All Cascades</b>	<b>GJ</b>	<b>3,160,844</b>	<b>3,297,187</b>	<b>3,338,982</b>
Renewable electricity - Mills	GJ	2,631,920	2,792,294	2,902,352
Renewable electricity - Converting and others	GJ	528,924	504,893	436,630
<b>Self-generated energy - All Cascades</b>	<b>GJ</b>	<b>365,348</b>	<b>465,025</b>	<b>424,311</b>
Self-generated energy - Mills	GJ	365,348	465,025	424,311
Self-generated energy - Converting and others	GJ	0	0	0

<sup>21</sup> The only plant that used propane was closed in 2024.



Air pollutant emissions - Mills	Unit	2025	2024	2023	2022	2021	2020	2019
Nitrogen oxides (NOx) (excluding N <sub>2</sub> O) - Mills	TM	-	821	646	597	574	596	603
Sulfur oxides (SOx) - Mills	TM	-	690	644	380	290	375	405
Particulate Matter (PM) - Mills	TM	-	72	69	51	35	49	53
Volatile Organic Compounds (VOCs) - Mills	TM	-	1,199	1,194	1,208	1,252	1,426	1,449

Effluents - Mills	Unit	2025	2024	2023	2022	2021	2020	2019
Effluents	m <sup>3</sup>	14,565,338	14,465,097	17,361,607	17,935,032	18,620,768	19,903,935	26,853,819
Effluent intensity	m <sup>3</sup> /TMNV	7.790	7.300	8.720	9.300	9.440	9.780	11.790
Suspended solids returned to the effluent	kg/TM	-	0.2	0.2	0.2	0.3	0.3	0.4
Biochemical oxygen demand (BOD) after five days in the effluent	kg/TM	-	0.1	0.1	0.1	0.2	0.2	0.2

Residual materials - Mills	Unit	2025	2024	2023	2022	2021	2020	2019
<b>Total residual materials</b>	<b>MT</b>	<b>481,022</b>	<b>512,827</b>	<b>492,043</b>	<b>553,778</b>	<b>548,008</b>	<b>615,199</b>	<b>527,312</b>
Residual materials recycled and materials diverted from landfill	MT	289,217	337,221	334,404	429,451	452,260	492,159	406,030
Landfilled residual materials	MT	191,805	175,606	157,639	124,327	95,748	123,040	121,282

Packaging end-of-life	Unit	2025	2024	2023	2022	2021	2020	2019
<b>Packaging manufactured and sold</b>	<b>TM</b>	<b>928,935</b>	<b>896,799</b>	<b>697,031</b>	<b>716,995</b>	<b>713,281</b>	<b>706,158</b>	<b>664,669</b>
Recyclable, compostable or reusable packaging	TM	910,014	877,190	676,023	695,722	650,921	646,327	603,840
Non-recyclable, non-compostable and non-reusable packaging	TM	18,921	19,609	21,008	21,273	62,360	59,831	60,829

Fibre procurement - Mills	Unit	2025	2024	2023	2022	2021	2020	2019
<b>Recycled fibre and pulp</b>	<b>MT</b>	<b>1,682,965</b>	<b>1,937,770</b>	<b>1,860,255</b>	<b>1,856,947</b>	<b>1,913,255</b>	<b>2,162,941</b>	<b>2,195,050</b>
Recycled fibres	MT	1,655,895	1,908,821	1,842,761	1,840,506	1,896,288	2,142,251	2,165,957
Recycled pulp	MT	27,070	28,949	17,494	16,441	16,967	20,690	29,093
<b>Virgin fibres and pulp</b>	<b>MT</b>	<b>337,982</b>	<b>324,686</b>	<b>413,932</b>	<b>474,532</b>	<b>344,734</b>	<b>403,876</b>	<b>528,801</b>
Virgin wood fibres	MT	159,100	163,147	248,711	254,116	191,280	220,167	359,262
Virgin pulp	MT	178,882	161,539	165,221	220,416	153,454	183,709	169,539
<b>FSC Mix virgin fibre and pulp</b>	<b>%</b>	<b>50.1%</b>	<b>44.0%</b>	<b>38.0%</b>	<b>42.0%</b>	<b>28.0%</b>	<b>27.0%</b>	<b>19.0%</b>
<b>Fibres that are recycled, FSC certified or that meet FSC certification standards</b>	<b>%</b>	<b>99.1%</b>	<b>98.1%</b>	<b>99.8%</b>	<b>100.0%</b>	<b>98.5%</b>	<b>99.5%</b>	<b>93.0%</b>

## Social data

Workforce profile	Unit	2025	2024	2023	2022	2021	2020	2019
<b>Employees (full-time equivalent)</b>	<b>No.</b>	<b>8,998</b>	<b>9,517</b>	<b>9,970</b>	<b>10,176</b>	<b>9,673</b>	<b>9,762</b>	<b>10,339</b>
Women	%	21.4%	21.6%	22.0%	22.3%	21.0%	20.7%	21.6%
Men	%	78.6%	78.4%	78.0%	77.7%	79.0%	79.3%	78.4%
Salaried employees	No.	3,140	3,364	3,523	-	-	-	-
Hourly employees	No.	5,858	6,150	6,444	-	-	-	-
Employees covered by a collective agreement	%	33.6%	31.7%	30.6%	29.1%	29.5%	30.5%	29.1%
Canadian employees	%	74.9%	75.0%	76.0%	74.0%	74.0%	72.0%	70.0%
U.S. employees	%	25.1%	25.0%	24.0%	26.0%	26.0%	28.0%	30.0%

Recruitment, retention and professional development	Unit	2025	2024	2023	2022	2021	2020	2019
New employees	No.	1,575	1,838	2,281	3,373	2,592	2,198	2,618
Internal transfers	No.	448	620	411	-	-	-	-
Overall retention rate	%	84.8%	84.2%	82.7%	-	-	-	-
Voluntary turnover rate	%	10.4%	10.5%	12.7%	15.6%	16.2%	11.5%	12.4%
Average seniority	Years	9.5	9.3	9.2	11.0	9.0	10.0	9.0
Engagement rate	%	54.0%	-	-	55.0%	-	61.0%	-

Training	Unit	2025	2024	2023	2022	2021	2020	2019
Investments in training	Millions \$	14	18	18	13	12	12	11
Employees who have completed the “Sustainable Development” training	%	2.7%	5.8%	9.2%	3.5%	-	-	-
Employees who have completed the “Code of Ethics and Business Conduct” training	%	24.4%	47.4%	14.4%	16.1%	25.5%	-	-
Employees who have completed the “Cybersecurity” training	%	33.0%	-	-	-	-	-	-
Employees who have completed at least one DEI training	%	87.4%	67.5%	49.6%	21.2%	3.0%	-	-

<sup>22</sup> Data for salaried and hourly employees are missing between 2019 and 2022 inclusively due to a change in the methodology and accounting system.

Occupational health and safety	Unité	2025	2024	2023	2022	2021	2020	2019
Hours worked	Million hours	17.2	18.2	18.9	19.7	19.3	20.2	20.0
Injuries logged	No. of injuries	108	152	118	133	117	131	174
Days lost due to workplace accidents	No. of days	3,750	4,212	3,142	4,558	5,414	3,473	5,330
OSHA frequency rate	(No. of accidents with lost time / no. of hours worked) x 200,000	1.3	1.7	1.2	1.4	1.2	1.3	1.7
OSHA severity rate	(No. days unfit to work / no. hours worked) x 200,000	43.5	46.4	33.2	46.4	56.1	34.4	53.4

Community involvement	Unit	2025	2024	2023	2022	2021	2020	2019
% of our annual donation and sponsorship budget allocated to causes that support the UN's Sustainable Development Goals	%	79.8%	81.0%	74.0%	50.0%	54.0%	7,0 %	44,0 %
Employee community engagement hours	No. of hours	22,430	26,780	24,887	20,015	12,841	11 679	19 028

Health and well-being	Unit	2025	2024	2023	2022	2021
% of employees are committed to a positive health and wellness approach	%	428%	38.8%	53%	10%	N/A

## Governance data

Composition of the Board of Directors	Unit	2025	2024	2023	2022	2021	2020	2019
<b>Board Members</b>	<b>No.</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>15</b>
Women	No.	5	5	5	6	6	6	6
Men	No.	6	6	6	7	6	7	9
Independent	No.	7	7	7	9	8	9	11
Non-independent	No.	4	4	4	4	4	4	4

# 2021–2025 Sustainability Action Plan

2025 Report

