

1964
2014



OUR VALUES, OUR FUTURE



“NOTHING IS LOST,
NOTHING IS CREATED,
EVERYTHING IS TRANSFORMED!”

The motto of the Cascades family patriarch, Antonio Lemaire.



Antonio's
favourite
items



It's already been 50 years!

It seems like yesterday that we brought the old Dominion Paper Co. mill back to life with help from the community of Kingsey Falls and the Caisses Desjardins. However, a great deal has happened since we decided to settle on the banks of the Nicolet River and launch the project of a lifetime.

At the time, we had little idea that our bold gamble would transform into a grand adventure that would stand the test of time and take us all over North America and to parts of Europe.

We owe this success to our business partners who believed in Cascades. We also owe it to the fact that we have remained true to our values. For 50 years, we have been manufacturing sustainable,

innovative and high-quality products with dedicated Cascaders, all the while respecting the communities around us, as well as the environment.

This souvenir booklet provides a colourful version of our extraordinary story over the past 50 years. We hope that you enjoy it, and that it will help you learn more about our Company's past.

If there is one thing we are proud of, it is that our company is in good health and has a promising future. We hope that the past five decades have served to lay a solid foundation on which we will continue to build.

Time passes but passion endures.

Bernard Lemaire

Laurent Lemaire

Alain Lemaire



Dear Friends,

I was a student when I joined Cascades, collecting waste paper as a summer job. At the time, the Company's original management style and unique business model was already a topic of study in universities. The remarkable career paths of Bernard, Laurent and Alain Lemaire were already recognized and held up as examples.



Today, we are fortunate to have the opportunity to celebrate Cascades' 50th anniversary with them. Very few companies have stood the test of time as well as Cascades, particularly in our industry.

Cascades' economic, social and environmental success is in large part due to the Lemaire's vision and determination. It took a lot of audacity to found a company based on sustainable development in 1964, well before the concept itself had come into being.

As we celebrate the 50th anniversary of the founding of Cascades, we have a duty to remember: to revisit and celebrate our history and that of the Lemaire brothers. To fully understand where we are going, we must first know where we have been.

This souvenir booklet will help us do just that. Bernard, Laurent and Alain Lemaire are giants on the Québec business scene and in sustainable development, and we are their heirs. It falls upon us to continue building on this legacy and to carry Cascades into the future.

Join us as we celebrate our rich history, our remarkable men and women and our innovative and dynamic company. Let's continue writing the next chapters of our unique history.

Mario Plourde
President and Chief Executive Officer

1960

BEFORE EVEN CREATING CASCADES, THE LEMAIRE FAMILY ALREADY KNEW A THING OR TWO ABOUT GREEN LIVING. ALTHOUGH THE CONCEPT OF SUSTAINABLE DEVELOPMENT WAS STILL A LONG WAY OFF FOR QUEBECKERS, THEY ALREADY SHARED A DEEP CONVICTION: REUSING, RECOVERING AND RECYCLING WERE PRACTICES THAT COULD BENEFIT THE ENVIRONMENT AND SOCIETY. THE STORY OF CASCADES IS, ABOVE ALL ELSE, THE STORY OF A FAMILY WITH DEEPLY HUMAN VALUES, A FAMILY OF ACTION GUIDED BY THEIR FORWARD-THINKING VIEWS OF THE WORLD

The Lemaire family's first experiences in recovery in Drummondville

1950



Bernadette Lemaire, matriarch



1957

NUMBER OF EMPLOYEES

25

SALES

\$368,416

The creation of Papier Cascade Paper Inc.; Antonio, Bernard and Laurent revive the Dominion Paper Co.

1964

Bernard and Laurent Lemaire



Alain Lemaire, the youngest brother, joins the Company.

1967

Alain Lemaire



Papier Cascade, formerly a tenant, purchases the old mill for...

560 000 \$

Until 1967, the profit-sharing program consisted of a turkey for each employee.



THE BIRTH OF A SUSTAINABLE VISION

1950
TO
1969



Antonio Lemaire creates the Drummond Pulp and Fibre, recovering paper, iron and metal.

1963

The "union régionale des Caisses populaires Desjardins" in Trois-Rivières approves a project presented by Bernard and Laurent to lease the Kingsey Falls paper mill with an option to purchase.



ROYAL L. PAPER - On voit ici le moulin de Drummond Pulp & Fibre, propriété de la Société anonyme, de cette ville qui fut achetée récemment.

On November 16, 1963, the first sample of paper is produced.



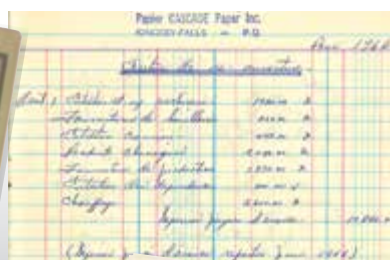
Major fire at the Drummond Pulp and Fibre

Creation of the Transport division



Excerpt from the Company's first business log

1966



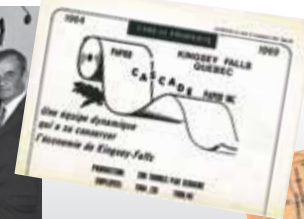
Année	Montant des ventes	Nombre d'employés	Base de salaire
1964-1965	\$368,416.00	25	\$1.30
1965-1966	663,115.00	27	1.45
1966-1967	720,393.00	28	1.50
1967-1968	912,859.00	36	1.80
1968-1969	964,797.00	39	1.80
		43	1.95

NUMBER OF EMPLOYEES
43
SALES
\$964,797

CASCADES
CELEBRATES ITS
5TH
ANNIVERSARY

The people and the municipality of Kingsey Falls pay tribute to Cascades for its important economic contribution to the region.

1969



The water tower overlooked the town until the 70s.

1970

DURING THE 1970S, CASCADES LAUNCHED ITS FIRST WAVE OF EXPANSION IN QUÉBEC. THE COMPANY'S ACTIVITIES EXPANDED INTO MOULDED PULP, PLASTICS, CORRUGATED CARDBOARD, CONTAINERBOARD AND TISSUE PAPER. THE FOUNDERS STAYED TRUE TO THEIR VISION, ENSURING THAT THE MAXIMUM AMOUNT OF RECYCLED MATERIALS WAS USED IN THEIR PRODUCTS.

The Company's sales reach
\$1,000,000
1970



Creation of Cascades Forma-Pak in Kingsey Falls, the first plant to produce moulded pulp made from 100 % recycled fibre

NUMBER OF EMPLOYEES
165
SALES
\$7.2 MILLION

CASCADES
CELEBRATES ITS
10TH
ANNIVERSARY

Creation of Emballages Cascades Inc. following the acquisition of the first corrugated cardboard mill from J.M. Caya in Victoriaville
1974



The Company enters into a 50/50 joint venture with Wyant to create its first tissue mill.
1977

La SDI verse \$441,000 aux Industries Cascade



Usine de \$2.5 millions à Kingsey Falls

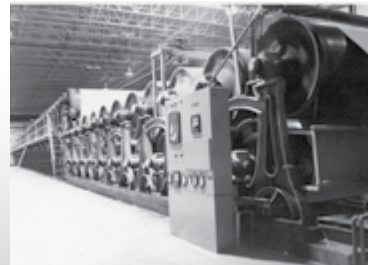
EXPANDING OUR KNOW-HOW

1970
TO
1979

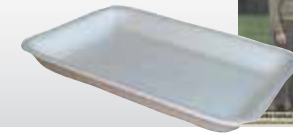


Partnership with Canadian Johns Manville and creation of the Papier Kingsey Falls mill

1972



The start of activities for the Plastiques division, which becomes Plastiques Cascades in 1983



Start-up of the Papier Cascades Cabano Inc. containerboard mill

1976

Plan drawn by Bernard Lemaire



Antonio Lemaire hands over Drummond Pulp and Paper to his sons. It's the birth of Récupération Cascades Inc.



Establishment of the first Conversion Group plant in Kingsey Falls

1978



Creation of Etcán International



René Lévesque, Premier of Québec, visits the Forma-Pak mill.

1979



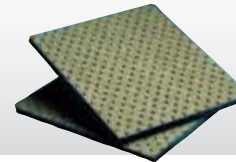
Agreement with the provincial government to manage the Lupel company in Cap-de-la-Madeleine, which was purchased in 1986



1980

CASCADES HAS WIND IN ITS SAILS. THE COMPANY HAS MASTERED THE ART OF ACQUIRING AILING PAPER MILLS AND EQUIPMENT AND TURNING THEM AROUND. THE 1980S ARE EVENTFUL FOR CASCADES, AS IT ENTERS THE UNITED STATES AND EUROPE, BECOMES A PUBLICLY TRADED COMPANY, AND PUSHES THE LIMITS OF INNOVATION WITH THE CREATION OF THE RESEARCH AND DEVELOPMENT CENTRE. DRIVEN BY DARING AND STRENGTH, THE CORPORATION EXPERIENCES A PERIOD OF UNINTERRUPTED GROWTH.

Acquisition of Canadian Gypsum, an insulation panel plant in Louiseville, which will become Matériaux Cascades



La Tribune, October 23

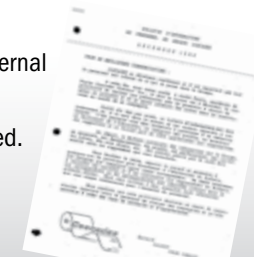
1980



Acquisition of Les Innovations Réal Lemaire Inc., which will become Plastichange International, and later Cascades Inopak



The first internal newspaper is distributed.



Papier Cascades becomes Cascades Inc. and launches one million shares on the market.

1982

Acquisition of the pulp and cardboard mill built in the 1800s in East Angus



Emballages Cascades produces 255 000 benches for the Pope's visit to Québec.



1983



Association with Terplant Inc.

A DECADE OF UNINTERRUPTED GROWTH

1980
TO
1983

Creation of the Services et Achats division

1981



The Plastiques division expands thanks to Indusfoam Canada, which becomes Cascades Sentinel in 1986 and Sealed-Air in 1991.

La finance et l'économie

Investissements de 11 millions \$ et création d'une cinquantaine d'emplois

Bouilloire chauffée avec des résidus et usine de désencrage du papier construites à Kingsey-Falls?

Kingsey-Falls, Québec - Une usine de désencrage du papier est en construction à Kingsey-Falls, dans le comté de Montcalm. L'usine sera construite sur un terrain de 11 millions de dollars et créera cinquante emplois. Le projet est financé par la compagnie Cascades, qui a investi 11 millions de dollars dans la construction de l'usine. L'usine sera utilisée pour désencrer le papier et produire des résidus qui seront utilisés comme combustible dans une bouilloire chauffée.



Cascades Inc. is listed on the Montréal Stock Exchange.

1983



Acquisition of its first helicopter and creation of Air Cascades



Expansion into the United States with the acquisition of tissue paper shares in North Carolina (Cascades Industries)



Cascades makes the headlines in Commerce.



NUMBER OF EMPLOYEES

1,700

SALES

\$180 MILLION

CASCADES CELEBRATES ITS 20th ANNIVERSARY



1984...

1980

Désencrage Cascades purchases a de-inking plant in Breakeyville.



Cascades P.S.H. was founded.



Acquisition of a boxboard plant in Jonquière



Cascades wins a Mercuriades award for Company of the Year in Québec.



Recovery of the Port-Cartier plant in collaboration with crown corporation Rexford



Acquisition of boxboard assets in Blendecques, France



Acquisition of a moulded pulp plant in North Carolina and creation of Cascades Moulded Pulp Inc.

Acquisition of a Joliette plant, producer of roofing felt and insulating paper for the automotive industry, a subsidiary of Papier Kingsey Falls



NUMBER OF EMPLOYEES

3,700

SALES

\$589 MILLION

CASCADES CELEBRATES ITS

25
ANNIVERSARY



Acquisition of a boxboard plant in Sweden and incorporation of Cascades Duffel in Belgium

1989



1984
TO
1989



Creation of the Research and Development Centre



Expansion into Europe with the acquisition of a boxboard plant in La Rochette



Cascades vise les marchés italien et chinois



Creation of Cascades Avot-Vallée S.A. in France



Acquisition of a boxboard plant in Toronto



Acquisition of a containerboard plant in New York State and creation of Cascades Niagara Falls Inc.



Acquisition of the Reid Dominion Packaging Moulded Pulp division



Creation of the Environment Department

Creation of Cascades Re-Plast Inc., a recycled plastics plant



Creation of Cascades Diamond in Massachusetts



1990

A NEW DECADE BEGINS, MARKETS ARE EXPLODING: COMPETITION IS GLOBAL. CASCADES CONTINUES TO VIGOROUSLY EXPLORE ACQUISITION AND STRATEGIC INVESTMENT OPPORTUNITIES IN THE INDUSTRY. IT ACQUIRES A STRING OF NEW UNITS THAT WILL FUNDAMENTALLY CHANGE ITS MAKEUP THROUGH INCREASED DIVERSIFICATION. CASCADES EMBRACES THIS NEW DIRECTION WITH THE SAME OBJECTIVE THAT HAS DRIVEN IT SINCE THE BEGINNING: TO MAXIMIZE THE EFFICIENT USE OF NATURAL RESOURCES AND PROTECT THE ENVIRONMENT.

Start-up of Cascades Énergie Inc., the first cogeneration plant in Kingsey Falls

1990



Purchase of assets in Cascades Agri-Pak, a New York State company



Incorporation of Cascades Cartech Inc.

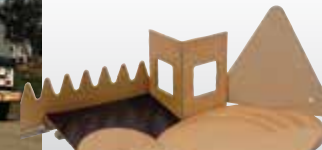
1992



Creation of Emballages Cascades in Drummondville, Vaudreuil and Montréal (P.A.T.)



Creation of Cascades Multi-Pro



The first edition of the book of values is written and shared with more than 7,000 Cascaders.

1993



NUMBER OF EMPLOYEES
7,244
SALES
\$1.6 BILLION

CASCADES
CELEBRATES ITS



ANNIVERSARY

EN ROUTE TO DIVERSIFICATION

1990
TO
1995

Partnership with Roynat for the acquisition of Techno Caoutchouc



Cascades P.S.H. acquires Cascades Dismed and an American plant that manufactures disposable incontinence briefs, Cascades H.B.A. Inc.

Acquisition of the corrugated packaging plant, Newfoundland Containers Limited

1991



Memorandum of Understanding signed with Donohue and Industries James McClaren Inc. for the construction and operation of a de-inking plant in Cap-de-la-Madeleine



The Rolland family sells its shares of the Rolland paper company to Cascades.



Start-up of Paperboard International Inc., making the Company the leading producer of boxboard in Canada



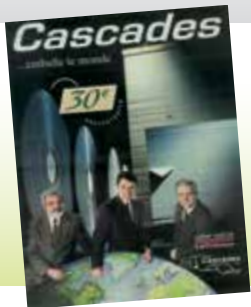
Acquisition of Somerville Packaging in Mississauga, Scarborough and Cobourg



Creation of Cascades Sonoco in the United States



Bernard Lemaire passes the Presidency to his brother, Laurent.



Cascades announces the repurchase of the Wyant company's shares.

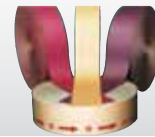
1994

Plant acquisition in Tartas, France



Bédard Cascades, a roofing felt producer, is created in partnership with the Bédard Group.

Participation in Converdis Inc.



1995

Acquisition of a honeycomb paperboard plant, Cascades Enviropac

Creation of the Transit division in Montréal



1990

Acquisition of Perkins Papers Ltd. which owns the Candiatic, Lachute and Laval mills

Beginning of Plastiques Cabano



Reverse takeover of Boralex, one of the largest private producers of electricity in Québec



Partnership between Cascades Boxboard and the Scierie P.H. Lemay



1995



1996

Acquisition of the American company Auburn Fiber (de-inked pulp) in Maine



Start-up of the Rolland Conversion and Distribution Centre in St-Jérôme



Establishment of a boxboard plant in England and opening of a sales office in Italy



1998



Cascades Engineering and Projects is born.



Implantation of a plastics plant in Missouri: Cascades Plastics Inc.



Creation of Cascades Sainte-Marie in Boissy-le-Châtel in France



1999

1995
TO
1999

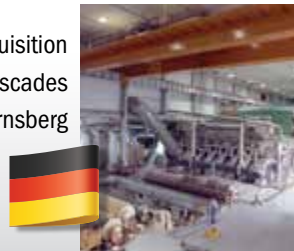
Creation of
Cascades Energy
Action Group



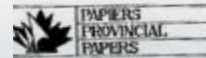
Start of
investments
in Dopaco



Acquisition
of Cascades
Arnsberg



Acquisition of
Papiers Provincial Inc.
in Thunder Bay



Birth of
Norampac Inc.
in partnership
with Domtar



CASCADES **26** DOMTAR

4 **3**
Manufacturing Units
5 **14**
Converting Units

Creation of FjordCell,
a kraft pulp mill
in Jonquière



NUMBER OF EMPLOYEES

11,805

SALES

\$2.5 BILLION

CASCADES
CELEBRATES ITS

*35 ans de
croissance*

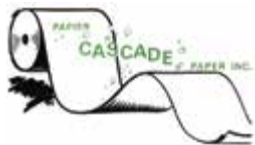
ANNIVERSARY

*«Je ne pensais
pas que ça
deviendrait
aussi grand»*

Après 35 ans, Bernard Lemaire est fier des succès du Groupe Cascades

Marcel Aubrey

paperière, ainsi que dans le secteur
des sites d'équipements. 1995-1999



THE FIRST LOGO



LOGO IN THE 1970S



LOGO IN THE 1980S

AT THE START OF
THE NEW MILLENIUM

Cascades redesigns its
corporate image.



2000

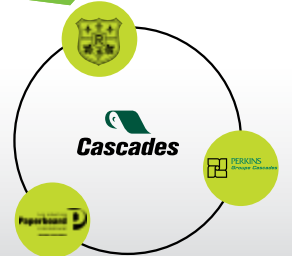
IT IS AN ERA OF CONSOLIDATION IN THE INDUSTRY, AND THE COMPETITION IS FIERCE. AS THE CANADIAN DOLLAR CLIMBS TO NEW HEIGHTS, IT IS MATCHED BY THE PRICE OF FIBRE AND ENERGY. CASCADES IS DETERMINED TO STRENGTHEN ITS POSITION IN THESE MOST PROMISING SECTORS: PACKAGING AND TISSUE PAPER. THE STRATEGY IS SUCCESSFUL, BUT IT REQUIRES A MAJOR RESTRUCTURING PLAN THAT LEADS TO SEVERAL PLANT CLOSURES. CASCADES CONTINUES TO DISTINGUISH ITSELF WITH EVER MORE ENVIRONMENTALLY FRIENDLY AND INNOVATIVE PRODUCTS.

Acquisition of the Wyant Corporation

2000



Cascades privatizes its three public subsidiaries, Industries Paperboard International Inc., Rolland Inc. and Perkins Papers Ltd to form one single public entity: Cascades Inc.



Laurent Lemaire passes the Presidency to his brother, Alain.

2003



Inauguration of the Bernard-Lemaire park in Kingsey Falls

2004



Start-up of a tissue paper mill in Memphis, Tennessee



Inauguration of the Laurent-Lemaire Information Technology Centre in Kingsey Falls



INNOVATION THROUGH COOPERATION

2000
TO
2007



Opening of boxboard sales offices in Hungary, Poland, the Czech Republic and Hong Kong

2001



Acquisition of the Plainwell tissue paper plants in Wisconsin and Pennsylvania



Founding of Norampac – Vaughan



Purchase of assets in the American Tissue Corporation

2002



Cascades establishes a new environmental mission.



Cascades refinances its debt.



NUMBER OF EMPLOYEES
15,423
SALES
\$3.5 BILLION

CASCADES
CELEBRATES ITS
40 years of success
ANNIVERSARY



Acquisition of the remaining 50% of the Dopaco shares

2004



Cascades is named one of Canada's Top 100 Employers for the third year in a row.

2005



www.CanadasTop100.com

Cascades takes full ownership of Norampac.

2006



The Alain-Lemaire Skills Development Centre celebrates its tenth anniversary.

2007



2000

2008
TO
2014

Cascades S.A. merges its European boxboard operations with Reno de Medici S.P.A.

Reno De Medici



2008

NUMBER OF EMPLOYEES

12,529

SALES

\$4 BILLION

CASCADES
CELEBRATES ITS
45^e anniversaire
Cascades
ANNIVERSARY



2009

Cascades sponsored athlete Alexandre Bilodeau wins the gold medal in freestyle skiing at the Vancouver Olympic games.



Creation of the Boutique Cascades



2010

Cascades sells Dopaco to Reynolds.

2011

Acquisition of the remaining 50% shares of Papersource



Alain Lemaire receives the first Green CEO Award in the Corporate category.

2012



Cascades is named "Business of the Year" for a second time since its creation at the prestigious Mercuriades contest.

Alain Lemaire is named "Greenest CEO in Canada".

2013

Corporate Knights
The Company for Clean Capitalism

Alain Lemaire hands over the Presidency to Mario Plourde.



Start-up of the Greenpac Mill LLC, in partnership with the Caisse de dépôt et placement du Québec, Jamestown Container et Containerboard Partners



2014

This souvenir booklet provides a colourful version of the major milestones in the history of Cascades. We have presented a selection of events representative of the company's history. Of course, it would have been impossible to include all of the significant moments experienced by each unit. Let's hope that the festivities taking place across North America and in Europe will provide an opportunity to relive each of these precious moments.

WE WISH YOU A HAPPY
50TH ANNIVERSARY!

CASCADES CELEBRATES
HALF A CENTURY OF HISTORY



OUR VALUES, OUR FUTURE

+ 12,000
WOMEN AND MEN

+ 100
PRODUCTION UNITS IN
NORTH AMERICA AND EUROPE

\$3.9 BILLION
IN SALES

PRODUCTION: CASCADES COMMUNICATIONS DEPARTMENT

Printed on Rolland Enviro100 Satin.
This paper contains 100% post-consumer fibre,
is FSC® and EcoLogo certified and is made
using local and renewable biogas energy.





RECOVERY + PACKAGING + PAPER [CASCADES.COM](https://www.cascades.com)

