



Q1-FY2024 RESULTS EARNINGS CALL PRESENTATION

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NOTE TO READERS

In this document, unless otherwise indicated, all financial data are prepared in accordance with International Financial Reporting Standards (IFRS) and the term “dollars” as well as the symbol “\$” designate Canadian dollars. In this document, we also use non-IFRS financial measures for which a complete definition is presented below and for which a reconciliation to financial information in accordance with IFRS is presented at the end of this presentation and in Note 3 "Segmented Information" to the unaudited condensed interim consolidated financial statements for the first quarter ended January 28, 2024. These measures should be considered as a complement to financial performance measures in accordance with IFRS. They do not substitute and are not superior to them.

Terms used	Definitions
Adjusted operating earnings before depreciation and amortization (Adjusted EBITDA)	Operating earnings before depreciation and amortization as well as restructuring and other costs (revenues) and impairment of assets.
Adjusted net earnings attributable to shareholders of the Corporation per share (Adjusted EPS)	Net earnings attributable to shareholders of the Corporation before restructuring and other costs (revenues), amortization of intangible assets arising from business combinations and impairment of assets, net of related income taxes divided by the weighted average number of shares outstanding.
Net indebtedness	Total of long-term debt, of current portion of long-term debt, of lease liabilities and of current portion of lease liabilities, less cash.
Net indebtedness ratio	Net indebtedness divided by the last 12 months' adjusted operating earnings before depreciation and amortization.



FORWARD-LOOKING INFORMATION

Our public communications often contain oral or written forward-looking statements which are based on the expectations of management and inherently subject to a certain number of risks and uncertainties, known and unknown. By their very nature, forward-looking statements are derived from both general and specific assumptions. The Corporation cautions against undue reliance on such statements since actual results or events may differ materially from the expectations expressed or implied in them. Forward-looking statements may include observations concerning the Corporation's objectives, strategy, anticipated financial results and business outlook. The Corporation's future performance may also be affected by a number of factors, many of which are beyond the Corporation's will or control. These factors include, but are not limited to the impact of digital product development and adoption as well as regulations or legislation regarding door-to-door distribution on the printing and distribution of paper flyers, inflation and recession risks, economic conditions and geopolitical uncertainty, environmental risks as well as adoption of new regulations or amendments and changes to consumption habits, the risk of an operational disruption that could be harmful to its ability to meet deadlines, the worldwide outbreak of a disease, a virus or any other contagious disease could have an adverse impact on the Corporation's operations, the ability to generate organic long-term growth and face competition, a significant increase in the cost of raw materials, the availability of those materials and energy consumption could have an adverse impact on the Corporation's activities, the ability to complete acquisitions and properly integrate them, cybersecurity, data protection, warehousing and usage, the impact of digital product development and adoption on the demand for printed products other than flyers, the failure of patents, trademarks and confidentiality agreements to protect intellectual property, a difficulty to attract and retain employees in the main operating sectors, the safety and quality of packaging products used in the food industry, bad debts from certain customers, import and export controls, duties, tariffs or taxes, exchange rate fluctuations, increase in market interest rates with respect to our financial instruments as well as availability of capital at a reasonable cost, the legal risks related to its activities and the compliance of its activities with applicable regulations, the impact of major market fluctuations on the solvency of defined benefit pensions plans, changes in tax legislation and disputes with tax authorities or amendments to statutory tax rates in force, the impact of impairment tests on the value of assets and a conflict of interest between the controlling shareholder and other shareholders. The main risks, uncertainties and factors that could influence actual results are described in the *Management's Discussion and Analysis* for the year ended October 29, 2023 and in the latest *Annual Information Form*.

Unless otherwise indicated by the Corporation, forward-looking statements do not take into account the potential impact of non-recurring or other unusual items, nor of disposals, business combinations, mergers or acquisitions which may be announced or entered into after the date of March 12, 2024. The forward-looking statements in this presentation are made pursuant to the "safe harbour" provisions of applicable Canadian securities legislation. The forward-looking statements in this presentation are based on current expectations and information available as at March 12, 2024. Such forward-looking information may also be found in other documents filed with Canadian securities regulators or in other communications. The Corporation's management disclaims any intention or obligation to update or revise these statements unless otherwise required by the securities authorities.



Q1-FY2024 HIGHLIGHTS

- ▶ Solid first quarter with consolidated adj. EBITDA⁽¹⁾ growth of 14.3%, including a 29.6% profit growth in the Packaging Sector
- ▶ Significant impact from cost reduction initiatives across the organization more than offset volume pressures
- ▶ Cash flow from operating activities of \$57.4 millions compared to \$12.0 millions in Q1 FY2023
- ▶ Net indebtedness ratio⁽¹⁾ of 2.00x

Solid Q1 FY2024 results despite softer market demand

(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.



Q1-FY2024 FINANCIAL RESULTS

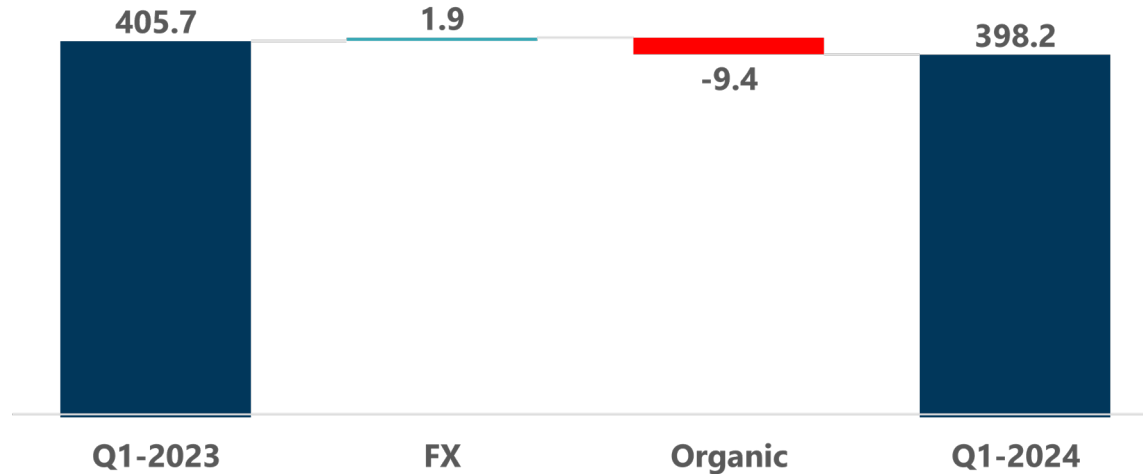
	Q1-FY2024	Q1-FY2023	Highlights
Revenues	\$680.4M	\$707.0M	▶ 3.8% decline due to lower volume, mainly in the Printing Sector
Adj. EBITDA ⁽¹⁾	\$96.1M	\$84.1M	▶ 14.3% improvement from cost reduction initiatives, partially offset by lower volume
Adj. EPS ⁽¹⁾	\$0.43	\$0.24	▶ 79.2% increase from higher adjusted EBITDA, lower depreciation and lower financial expenses, partially offset by higher taxes
Net debt ratio ⁽¹⁾	2.00x	2.63x	▶ Strong cash flow from operating activities from last four quarters leading to a \$245.3M net debt reduction since Q1-FY2023 ▶ \$12M adj. EBITDA improvement in Q1-FY2024

(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.



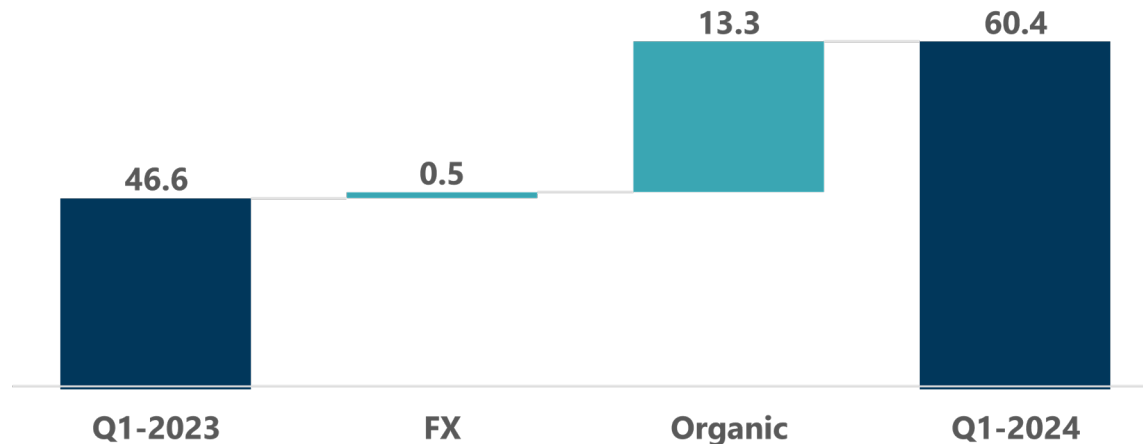
Q1-2024 FINANCIAL RESULTS: PACKAGING

Revenues (\$M)



- 1.8% decrease mainly due to lower volume, especially in the industrial and medical markets due to the economic conditions
- Partially offset by favourable variation in exchange rates

Adj. EBITDA⁽¹⁾ (\$M)



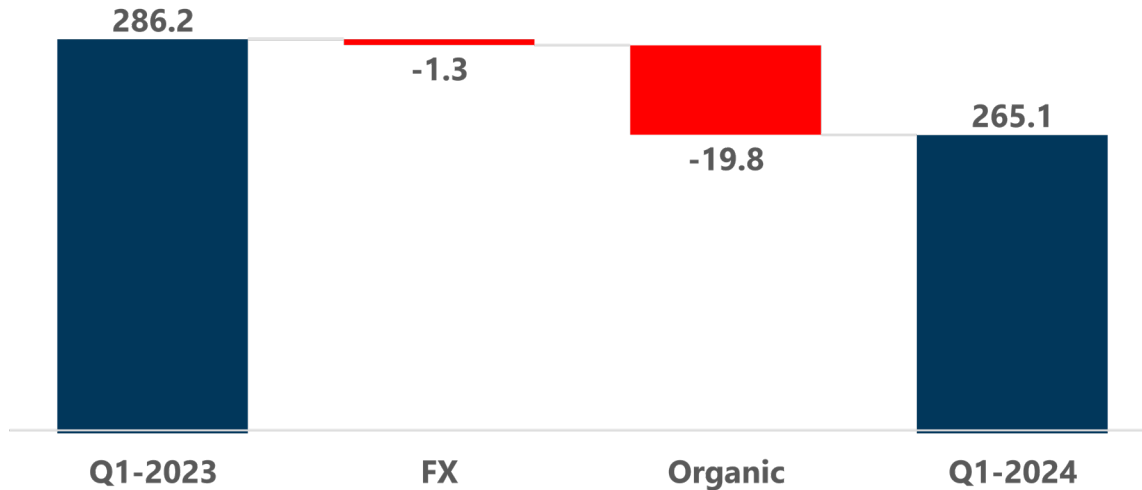
- 29.6% adj. EBITDA⁽¹⁾ growth from cost reduction and efficiency improvement initiatives and a more favourable product mix
- Adj. EBITDA margin improved 370 bps to 15.2%

(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.



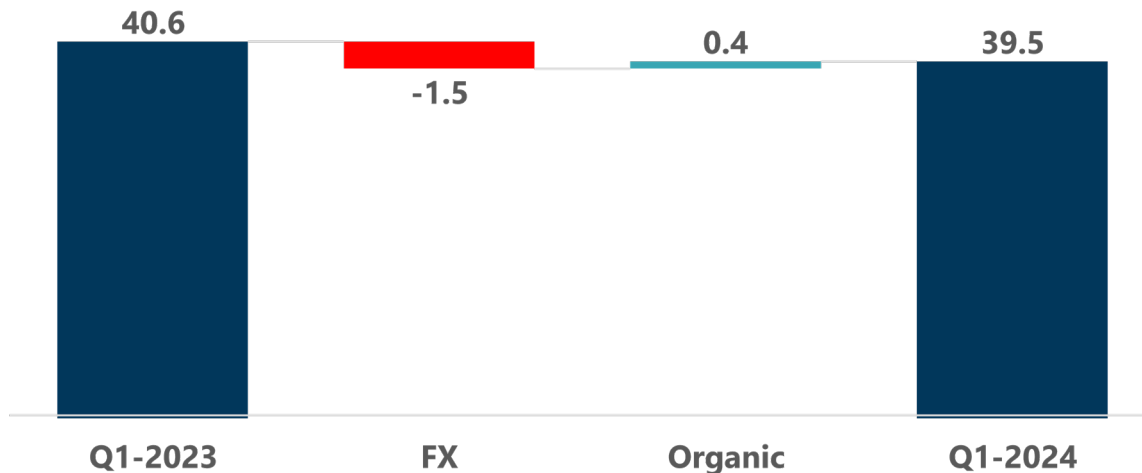
Q1-2024 FINANCIAL RESULTS: PRINTING

Revenues (\$M)



- 7.4% decrease mainly due to lower volume mainly in magazine and book printing activities
- Strong performance from in-store marketing (ISM) activities

Adj. EBITDA⁽¹⁾ (\$M)



- Significant cost reductions offsetting lower volume
- Year-over-year 70 bps margin improvement, including a positive impact of *raddar*TM

(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.



FY2024 OUTLOOK

Packaging

- ▶ Growth in adjusted EBITDA⁽¹⁾ in FY2024 versus FY2023 from cost reductions initiatives and increased efficiency

Printing

- ▶ Lower volumes in traditional activities, mostly offset by cost reduction initiatives and expansion of *raddar*TM

Consolidated

- ▶ Adjusted EBITDA⁽¹⁾ at the very least at FY2023 level considering a challenging economic environment and the early impact of our profitability improvement program

Delivered a first quarter ahead of expectations despite a challenging economic environment, putting us in a good position for a recovery in demand

(1) Non-IFRS financial measure. Please refer to page 2 of this presentation for a complete description of these measures.



APPENDIX



RECONCILIATION OF NON-IFRS FINANCIAL MEASURES

Reconciliation of operating earnings - First quarter

(in millions of dollars)	Three months ended	
	January 28, 2024	January 29, 2023
Operating earnings	\$27.8	\$15.0
Restructuring and other costs	11.3	8.2
Amortization of intangible assets arising from business combinations ⁽¹⁾	17.8	18.6
Impairment of assets	2.1	—
Adjusted operating earnings	\$59.0	\$41.8
Depreciation and amortization ⁽²⁾	37.1	42.3
Adjusted operating earnings before depreciation and amortization	\$96.1	\$84.1

(1) Amortization of intangible assets arising from business combinations includes our customer relationships, non-compete agreements, rights of first refusal and educational book titles.

(2) Depreciation and amortization excludes the amortization of intangible assets arising from business combinations.

Reconciliation of operating earnings - First quarter for the Packaging Sector

(in millions of dollars)	Three months ended	
	January 28, 2024	January 29, 2023
Operating earnings	\$22.4	\$4.2
Restructuring and other costs	3.6	4.0
Amortization of intangible assets arising from business combinations ⁽¹⁾	16.1	16.0
Impairment of assets	0.3	—
Adjusted operating earnings	\$42.4	\$24.2
Depreciation and amortization ⁽²⁾	18.0	22.4
Adjusted operating earnings before depreciation and amortization	\$60.4	\$46.6

(1) Amortization of intangible assets arising from business combinations includes our customer relationships.

(2) Depreciation and amortization excludes the amortization of intangible assets arising from business combinations.



RECONCILIATION OF NON-IFRS FINANCIAL MEASURES (CONT'D)

Reconciliation of operating earnings - First quarter for the Printing Sector

(in millions of dollars)	Three months ended	
	January 28, 2024	January 29, 2023
Operating earnings	\$17.6	\$22.0
Restructuring and other costs	6.1	3.2
Amortization of intangible assets arising from business combinations ⁽¹⁾	1.3	2.1
Impairment of assets	1.8	—
Adjusted operating earnings	\$26.8	\$27.3
Depreciation and amortization ⁽²⁾	12.7	13.3
Adjusted operating earnings before depreciation and amortization	\$39.5	\$40.6

(1) Amortization of intangible assets arising from business combinations includes our customer relationships.

(2) Depreciation and amortization excludes the amortization of intangible assets arising from business combinations.

Reconciliation of operating earnings - First quarter for the Other Sector

(in millions of dollars)	Three months ended	
	January 28, 2024	January 29, 2023
Operating earnings	(\$12.2)	(\$11.2)
Restructuring and other costs	1.6	1.0
Amortization of intangible assets arising from business combinations ⁽¹⁾	0.4	0.5
Adjusted operating earnings	(\$10.2)	(\$9.7)
Depreciation and amortization ⁽²⁾	6.4	6.6
Adjusted operating earnings before depreciation and amortization	(\$3.8)	(\$3.1)

(1) Amortization of intangible assets arising from business combinations includes non-compete agreements, rights of first refusal and educational book titles.

(2) Depreciation and amortization excludes the amortization of intangible assets arising from business combinations.



RECONCILIATION OF NON-IFRS FINANCIAL MEASURES (CONT'D)

Reconciliation of net earnings attributable to shareholders of the Corporation - First quarter

(in millions of dollars, except per share amounts)	Three months ended	
	January 28, 2024	January 29, 2023
Net earnings attributable to shareholders of the Corporation	\$13.9	\$1.0
Restructuring and other costs	11.3	8.2
Tax on restructuring and other costs	(2.8)	(2.1)
Amortization of intangible assets arising from business combinations ⁽¹⁾	17.8	18.6
Tax on amortization of intangible assets arising from business combinations	(4.4)	(4.6)
Impairment of assets	2.1	—
Tax on impairment of assets	(0.5)	—
Adjusted net earnings attributable to shareholders of the Corporation	\$37.4	\$21.1
Net earnings attributable to shareholders of the Corporation per share	\$0.16	\$0.01
Adjusted net earnings attributable to shareholders of the Corporation per share	\$0.43	\$0.24
Weighted average number of shares outstanding	86.6	86.6

(1) Amortization of intangible assets arising from business combinations includes our customer relationships, non-compete agreements, rights of first refusal and educational book titles.

Reconciliation of net indebtedness

(in millions of dollars, except ratios)	As at January 28, 2024	As at October 29, 2023
Long-term debt	\$852.5	\$937.8
Current portion of long-term debt	2.8	2.1
Lease liabilities	91.9	94.6
Current portion of lease liabilities	22.6	23.5
Cash	(51.5)	(137.0)
Net indebtedness	\$918.3	\$921.0
Adjusted operating earnings before depreciation and amortization (last 12 months)	\$458.5	\$446.5
Net indebtedness ratio	2.00x	2.06x



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