



Investor Update

1st Quarter 2020

(Unaudited)

May 14, 2020

Disclaimer

This presentation contains forward-looking information and forward-looking statements, as defined under applicable securities laws, (hereinafter collectively referred to as “forward-looking statements”) that involve a number of risks and uncertainties. Forward-looking statements include all statements that are predictive in nature or depend on future events or conditions. Forward-looking statements are typically identified by the words “believes,” “expects,” “anticipates,” “estimates,” “intends,” “plans” or similar expressions. Statements regarding the operations, business, financial condition, priorities, ongoing objectives, strategies and outlook of the Company, other than statements of historical fact, are forward-looking statements. Specifically, this presentation contains forward-looking statements regarding the anticipated sales, income and profitability of the Company’s segments; the Company’s capital spending levels and planned capital expenditures in 2020; the adequacy of the Company’s financial liquidity including the availability of sufficient cash from operations and available credit capacity will be sufficient for future expansion initiatives; the Company’s effective tax rate; the Company’s ongoing business strategy; the Company’s planned restructuring expenditures; the Company’s expectations regarding general business and economic conditions; the impact of the COVID-19 (“CV19”) global pandemic on the Company’s overall operations, customers, strategy and financial results and on the respective Segments of the Company; the ability of management to align cost structures with changing demand levels and improve profitability; and the participation by the Company in government assistance programs.

Forward-looking statements are not guarantees of future performance. They involve known and unknown risks and uncertainties relating to future events and conditions including, but not limited to, the adverse impact of the CV19 pandemic on the Company, its employees, customers, suppliers, the global economy and financial markets; the impact of competition; consumer confidence and spending preferences; general economic and geopolitical conditions; currency exchange rates; interest rates and credit availability; technological changes; changes in government regulations; risks associated with operating and product hazards; and the Company’s ability to attract and retain qualified employees. Do not unduly rely on forward-looking statements as the Company’s actual results could differ materially from those anticipated in these forward-looking statements. Forward-looking statements are also based on a number of assumptions, which may prove to be incorrect, including, but not limited to, assumptions about the following: consumer spending; improved customer demand for the Company’s products; market growth in specific sectors and entering into new markets; the Company’s ability to provide a wide range of products to multinational customers on a global basis; the benefits of the Company’s focused strategies and operational approach; the achievement of the Company’s plans for improved efficiency and lower costs, including stable aluminum and resin costs; that trends for the CCL Segments Healthcare & Specialty and CCL Design electronics businesses will remain resilient and augmented; that management will successfully curtail cost structures to match reduced demand levels; the ability of the Company to participate in certain government assistance programs; the Company’s expectation of the magnitude of the CV19 pandemic on Avery’s direct-to-consumer, “WePrint”, PMG and OPG businesses; the Company’s inability to predict the impact of CV19 on the Avery Segment’s traditional North American back-to-school consumer surge for 2020; that consumable sales in grocery and drug store channels will remain solid for the Checkpoint Segment; that governments will phase-in the re-opening of retail stores and manufacturing facilities and positively impact the results for the Checkpoint Segment; that the Checkpoint Segment will successfully align its cost structure to best match the downturn in volume while positioning operations for improved profitability; that demand for consumer packaging and product labels will positively impact results for the Innovia Segment; that Innovia Mexican operations will successfully fill incremental capacity on its new manufacturing line in future periods; the continued successful integration of Innovia’s Polish operations; that the Innovia Segment will continue to benefit from pricing, productivity initiatives, mix and stable resin costs; the availability of cash and credit; fluctuations of currency exchange rates and the Company’s continued relations with its customers. Should one or more risks come to fruition or should any assumption prove incorrect, then actual results could vary materially from those expressed or implied in the forward-looking statements. Further details on key risks can be found throughout this report and particularly in Section 4: “Risks and Uncertainties” of the 2019 Annual MD&A.

Except as otherwise indicated, forward-looking statements do not take into account the effect that transactions or non-recurring or other special items announced or occurring after the statements are made may have on the Company’s business. Such statements do not, unless otherwise specified by the Company, reflect the impact of dispositions, sales of assets, monetizations, mergers, acquisitions, other business combinations or transactions, asset write-downs or other charges announced or occurring after forward-looking statements are made. The financial impact of these transactions and non-recurring and other special items can be complex and depends on the facts particular to each of them and therefore cannot be described in a meaningful way in advance of knowing specific facts.

The forward-looking statements are provided as of the date of this presentation and the Company does not assume any obligation to update or revise the forward-looking statements to reflect new events or circumstances, except as required by law.

Additional information relating to the Company, including the Company’s Annual Information Form, is available on SEDAR at www.sedar.com or on the Company’s website www.cclind.com.

Summary

Periods Ended March 31st
(millions of CDN \$)

	Three Months Ended			
	2020	2019		Change (ex. FX)
Sales	\$1,296.5	\$1,332.1		(2%)
Operating Income ⁽¹⁾	\$ 200.3	\$ 204.8		(1%)
Net Finance Costs	\$ (17.1)	\$ (22.0)		
Corporate Expenses	\$ (10.5)	\$ (14.3)		
Net earnings	\$ 126.6	\$ 123.6		+4%
EBITDA ⁽¹⁾	\$ 275.3	\$ 271.3		+3%
Effective Tax Rate	26.7%	26.7%		

Earnings Per Share

Periods Ended March 31st
(Per Class B share)

Three Months Ended

2020

2019

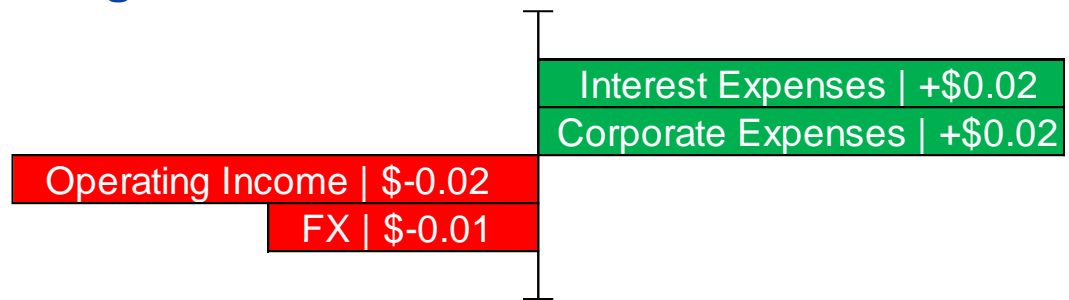
Net earnings - basic  \$0.71 \$0.70

Net loss from restructuring and other items \$0.01 \$0.01

Adjusted basic earnings⁽¹⁾  \$0.72 \$0.71

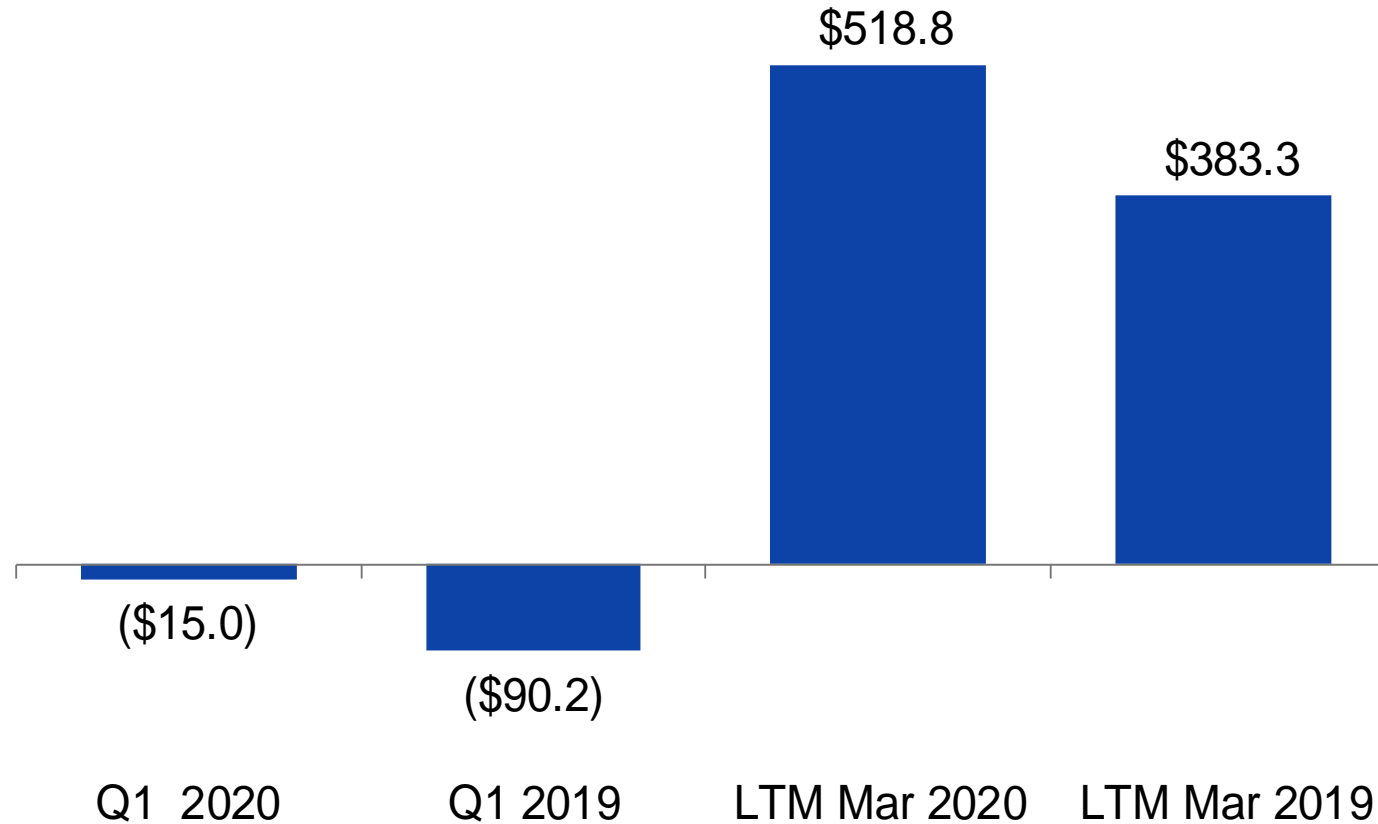
Largely severance costs at Checkpoint & transaction expense for six acquisitions closed in Q120. Q119 expense for severance costs at Innovia.

Adjusted basic earnings variance
(after tax) due to:



Free Cash Flow From Operations⁽²⁾

Periods Ended March 31st
(millions of CDN \$)

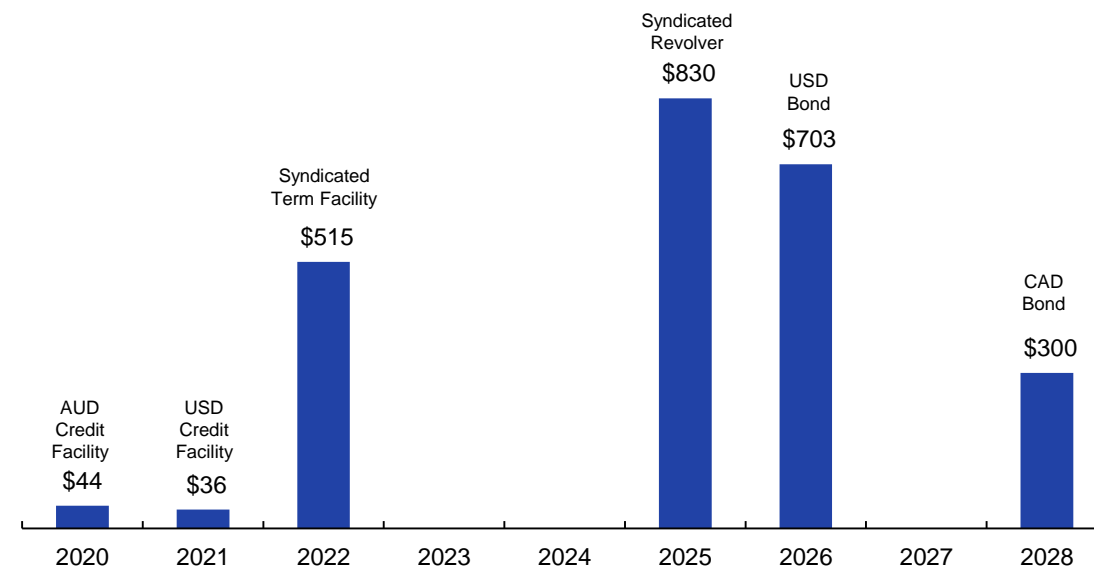


Cash & Debt Summary

(millions of CDN \$)

	March 2020	December 2019
Syndicated revolver (US\$492.5MM, €1.5MM, £60.3MM & C\$30.0MM)	\$ 830.2	\$ 781.3
Bonds (US\$500.0MM, C\$300.0MM)	1,003.1	949.5
Syndicated term facility (US\$366.0MM)	514.7	475.4
Credit facility (US\$25.7MM & AUD\$51.2MM)	80.3	71.0
Lease liabilities	163.7	146.2
Debt - all other, net of issuance costs	(7.3)	(3.6)
Total debt	\$ 2,584.7	\$ 2,419.8
Less: Cash and cash equivalents	(545.5)	(703.6)
Net debt	\$ 2,039.2	\$ 1,716.2

Long-Term Debt Maturity

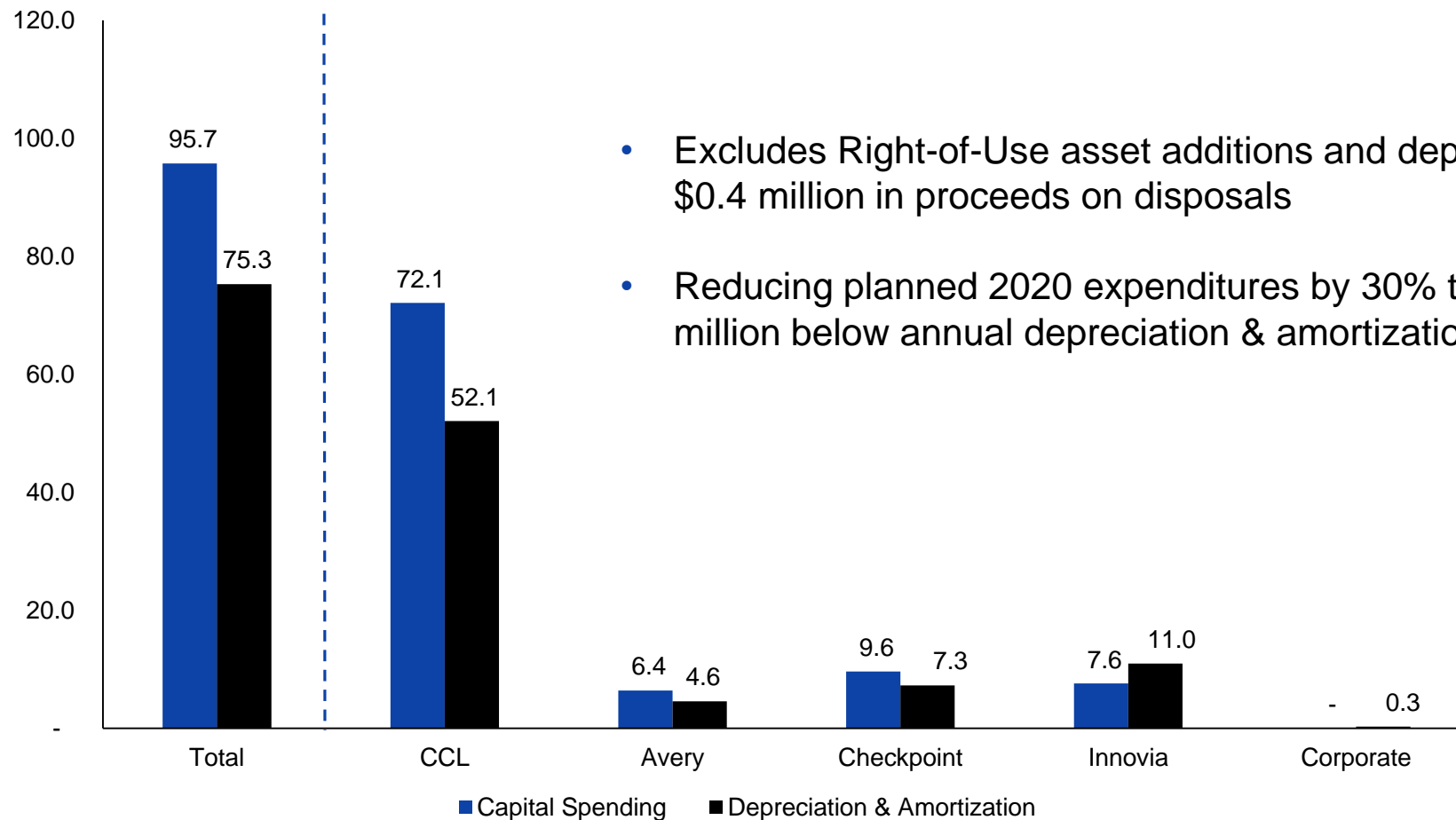


- Leverage ratio⁽¹⁾ of 1.9x EBITDA
- Available capacity within the syndicated revolving facility is US\$607 million
- Strong liquidity position

Capital Spending

Three Months Ended March 31st 2020

(millions of CDN \$)



- Excludes Right-of-Use asset additions and depreciation (IFRS 16 – Leases) and \$0.4 million in proceeds on disposals
- Reducing planned 2020 expenditures by 30% to approximately \$250 million, \$50 million below annual depreciation & amortization

CCL

Periods Ended March 31st
(millions of CDN \$)

Three Months Ended

2020 **2019**

Change (ex. FX)

Sales

\$838.8 **\$851.1**

-

Operating Income⁽¹⁾

\$140.6 **\$142.0**

-

% Sales

16.8%

16.7%

EBITDA⁽¹⁾

\$198.1 **\$197.1**



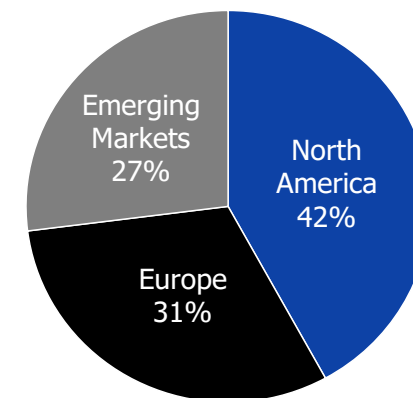
+2%

% Sales

23.6%

23.2%

- 0.7% organic sales decline; 0.5% acquisition growth; 1.2% negative FX
- Regional organic sales growth: Europe & North America <1% decline, Asia Pacific down mid single digit, Latin America up high single digit
- Sales gains in CCL Design Electronics, CCL Secure & Healthcare & Specialty. Modest declines in HPC and Food & Beverage, significant drop at CCL Design Automotive



CCL Sales by Geography

Joint Ventures

Periods Ended March 31st

Results at 100%
(millions of CDN \$)

Three Months Ended

2020 **2019**

Sales

\$ 33.9 \$ 30.2

Net Income



\$ 2.5 \$ 2.3

EBITDA⁽¹⁾

\$ 5.9 \$ 4.9

% Sales

17.4%

16.2%

Label ventures equity share*

\$ 1.5 \$ 1.5

Rheinfelden equity share*

\$ (0.2) \$ (0.4)

- Rheinfelden fully consolidated from March 2020. Plant restarted operations in Q1
- Solid start in the Middle East & Russia

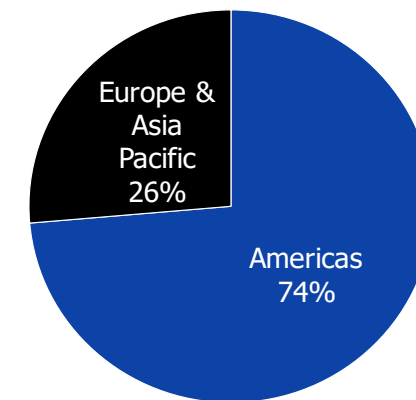
Avery

Periods Ended March 31st
(millions of CDN \$)

Three Months Ended

	2020	2019	Change (ex. FX)
Sales	\$158.8	\$157.6	↑ +1%
Operating Income⁽¹⁾	\$ 32.1	\$ 27.9	↑ +16%
EBITDA⁽¹⁾	\$ 38.5	\$ 33.8	↑ +14%
% Sales	20.2%	17.7%	
% Sales	24.2%	21.4%	

- Very strong start in January & February in the United States, slower start in Canada, Australia & Europe
- March sales down in distributed products, direct-to-consumer sales declined more rapidly in name badges, wrist bands and kids' labels categories....impacted growth 50bps for Q1



Avery Sales by Geography

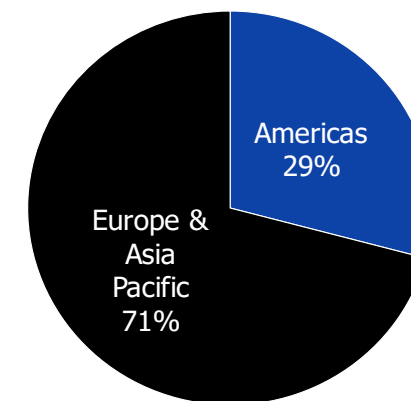
Checkpoint

Periods Ended March 31st
(millions of CDN \$)

Three Months Ended

	2020	2019	Change (ex. FX)
Sales	\$154.9	\$173.5	↓ (10%)
Operating Income⁽¹⁾	\$ 12.1	\$ 20.3	↓ (39%)
% Sales	7.8%	11.7%	
EBITDA⁽¹⁾	\$ 21.6	\$ 29.3	↓ (25%)
% Sales	13.9%	16.9%	

- Strong growth in the Americas in Merchandise Availability Solutions (“MAS”) on technology roll outs, Europe & Asia both down especially in March. February plant close downs in China impacted profitability
- Apparel label sales (“ALS”) dropped low double digit on plant shut downs in China and retail close downs in Europe in March. Meto price labeling business in Europe down high single digit



Checkpoint Sales by Geography

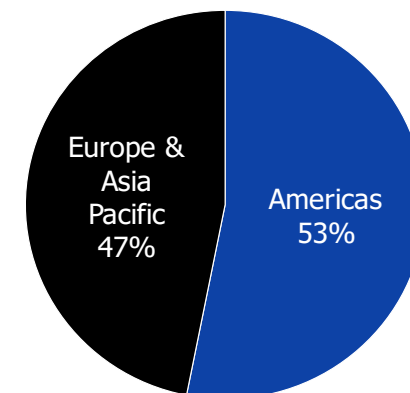
Innovia

Periods Ended March 31^s
(millions of CDN \$)

Three Months Ended

	2020	2019	Change (ex. FX)
Sales	\$144.0	\$149.9	↓ (4%)
Operating Income⁽¹⁾	\$ 15.5	\$ 14.6	↑ +9%
% Sales	10.8%	9.7%	
EBITDA⁽¹⁾	\$ 27.2	\$ 25.0	↑ +10%
% Sales	18.9%	16.7%	

- Volume up low single digit, revenue down 5.9% organically on mix & pass through pricing of lower material costs (especially in the United States) and the weaker Peso in Mexico
- Profitability increased on productivity & asset utilization, lower input costs and the strong U.S. dollar impact on exports from Europe
- Modest contribution to sales & profitability from the Polish acquisition, closed mid March



Innovia Sales by Geography

Outlook: COVID-19 Impact

CCL

- **HPC** specialty retail, salon & cosmetic brands down, core business stable
- **Healthcare & Specialty** demand strong
- Easier Q2 comps at **Food & Beverage**, 'on premise' volume down for beverage brands
- Electronics demand solid, Automotive weak at **CCL Design**
- Some **CCL Secure** customers closed currency operations temporarily

Avery

- **Direct-to-consumer:** event & name badge demand collapsed, kids' labels down significantly. 'WePrint' label sales up
- **Distributed Products** Printable Media & Organization Products both down significantly
- **Back-to-school** timing unclear

Checkpoint

- **MAS:** sales down significantly, especially weak in Europe
- **ALS:** Indian sub continent apparel production ceased, retail store closures globally
- **Meto** down significantly

Innovia

- Volume remains firm, plants solidly booked into June
- Raw material cost environment benign
- Full quarter for **Poland**

Outlook Summary Q2

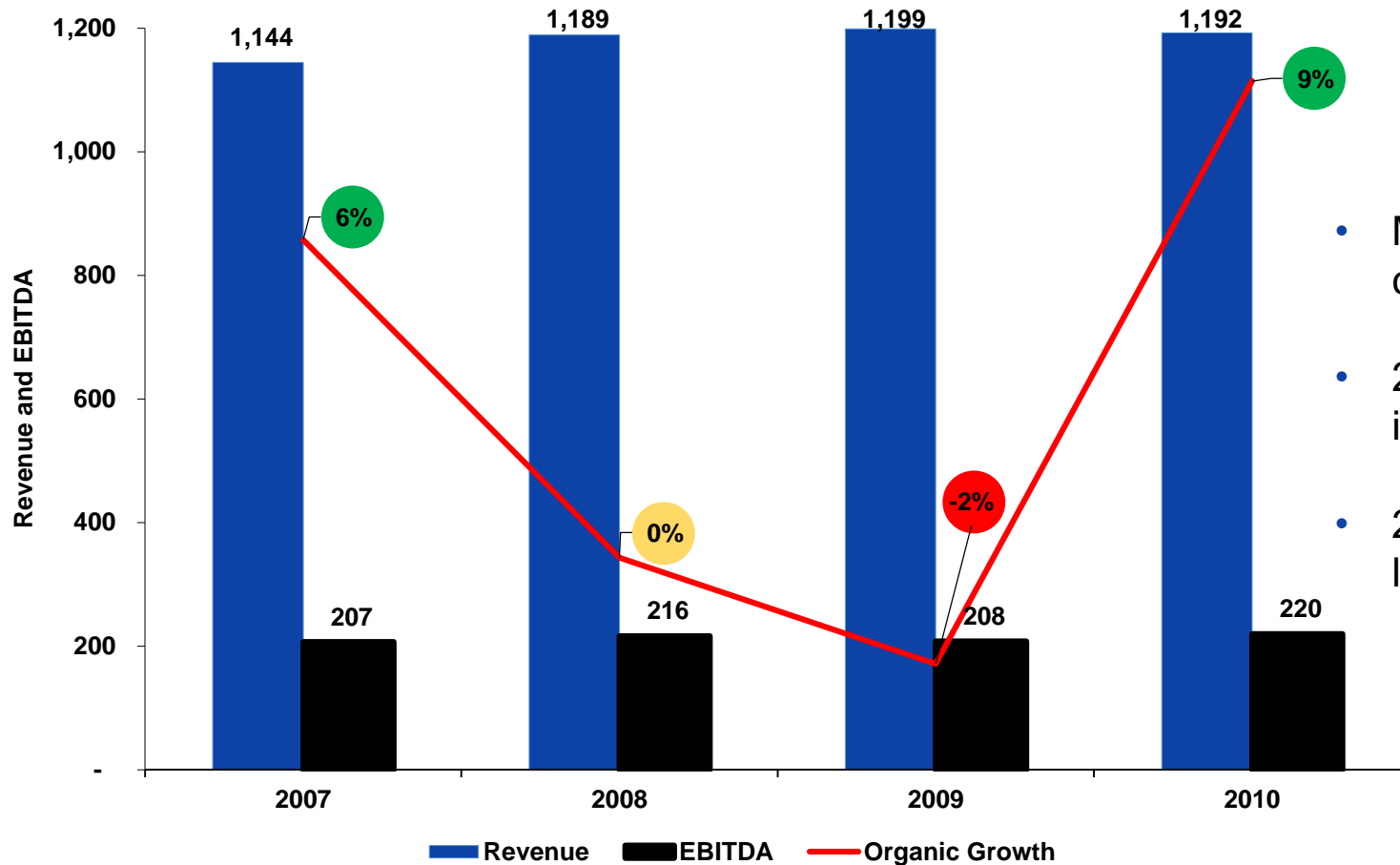
- Avery, Checkpoint and CCL Design Automotive all very soft in April, rest of CCL and Innovia solid
- Expect slow sequential recovery from April lows in May & June in affected business as restrictions gradually ease
- Q2 sales may be 15-20% below prior year levels
- FX moved to a modest tailwind based on the strong U.S. dollar
- Providing an update early June at a hosted investor event (to be announced)

Near Term Actions

- Focus on working capital, especially receivables at Avery & Checkpoint
- Variable compensation accruals for annual incentive plans suspended for corporate employees. Long term incentive plan accruals for all employees temporarily suspended
- Advanced vacation, furlough and short time working for employees at Avery, Checkpoint and CCL Design Automotive. Use of all government support programs for employees
- Board of Directors' fees foregone for May & June meetings, Don Lang & Geoff Martin electing to work for zero net cash compensation for the same period
- Renegotiating rental contracts on major facilities at Avery & Checkpoint, taking advantage of all cash tax payment deferral programs offered by governments in all businesses
- Capital expenditures reduced by over \$100 million for 2020, now \$50 million below depreciation & amortization

Recovery Assumptions

(millions of CDN \$)



- May be able to deliver up to \$450 million adjusted free cash flow in 2020
- 2021 'hangover' unknown, but planning solid earnings improvements over 2020
- 2022 performance targeted to progress beyond 2019 levels

Questions



Appendix: Definitions

(1) Non-IFRS measure; see MD&A dated March 31, 2020 for definition.

(2) Free Cash Flow from Operations (non-IFRS measure) = cash from operating activities less capital expenditures, net of proceeds from sale of property, plant and equipment.

Appendix: Segment Reporting

CCL Segment (“CCL”) CCL is a converter of pressure sensitive and specialty extruded film materials for a wide range of decorative, instructional, functional and security applications for government institutions and large global customers in the consumer packaging, healthcare & chemicals, consumer electronic device and automotive markets. Extruded & laminated plastic tubes, aluminum aerosols & specialty bottles, folded instructional leaflets, precision decorated & die cut components, electronic displays, polymer banknote substrate and other complementary products and services are sold in parallel to specific end-use markets.

Avery Segment (“Avery”) Avery is a supplier of labels, specialty converted media and software solutions to enable short-run digital printing in businesses and homes alongside complementary office products sold through distributors and mass market retailers. The products are split into three primary lines: (1) Printable Media, including address labels, shipping labels, marketing and product identification labels, business cards, and name badges supported by customized software solutions; (2) Organizational Products Group, including binders, sheet protectors, indexes & dividers and writing instruments; (3) Direct-to-Consumer digitally imaged media including labels, business cards, name badges, event badges, wristbands and family-oriented identification labels supported by unique web-enabled e-commerce URLs.

Checkpoint Segment (“Checkpoint”) Checkpoint is a manufacturer of technology-driven loss-prevention, inventory-management and labeling solutions, including radio frequency and radio frequency identification (“RFID”) solutions, to the retail and apparel industry. The Segment has three primary product lines: Merchandise Availability Solutions (“MAS”), Apparel Labeling Solutions (“ALS”) and “Meto”. The MAS line focuses on electronic-article-surveillance (“EAS”) systems; hardware, software, labels and tags for loss prevention and inventory control systems including RFID solutions. ALS products are apparel labels and tags, some of which are RFID capable. Meto supplies hand-held pricing tools and labels and promotional in-store displays.

Innovia Segment (“Innovia”) Innovia supplies specialty, high-performance, multi-layer, surface engineered biaxially oriented polypropylene (“BOPP”) films from facilities in Australia, Belgium, Mexico, Poland and the United Kingdom to customers in the pressure sensitive label materials, flexible packaging and consumer packaged goods industries worldwide. Additionally a small percentage of the total volume is sold internally to CCL Secure while two smaller non-BOPP facilities, in Germany and U.S., produce almost their entire output for CCL Label.