



Investor Update

3rd Quarter 2020

(Unaudited)

November 13, 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 to fund the Company’s future financial obligations for the next few years; 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, including in respect of the fourth quarter of 2020 and beyond; the ability of management to align cost structures with changing demand levels and improve profitability; and the continued 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 continuing 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; the expectation that management will be able successfully maintain cost savings, productivity and efficiency initiatives that will benefit the Avery, Checkpoint and Innovia Segments; the ability of the Company to participate in certain government assistance programs; the Company’s expectation that the Avery Segment’s direct-to-consumer event and name badging operations will remain materially impacted in the fourth quarter; the Company’s expectation of the magnitude of the CV19 second wave of infections on its businesses; the Company’s expectation that the growth trend in traditional labels and RFID in the Checkpoint Segment continues; the Company expectation that early fourth quarter trends will persist throughout the fourth quarter for the CCL Segment; the Company’s expectation that there will be further restructuring initiative within the Avery Segment; the Company will successfully align its cost structure to best match the downturn in volume while positioning operations for improved profitability; the Company’s estimate that free cash flow for fiscal year 2020 will exceed \$500 million; and the Company’s expectation that the Innovia Segment will successfully fill the capacity of its film manufacturing line. 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 September 30th
(millions of CDN \$)

Three Months Ended

Nine Months Ended

2020

2019

Change (ex. FX)

2020

2019

Change (ex. FX)

Sales

\$1,373.4

\$1,357.1



-

\$3,891.7

\$4,043.4



(4%)

Operating Income⁽¹⁾

\$ 246.3

\$ 209.8



+16%

\$ 610.2

\$ 613.3



(1%)

Net Finance Costs

\$ (16.4)

\$ (19.5)



\$ (49.4)

\$ (62.1)



Corporate Expenses

\$ (12.3)

\$ (18.1)



\$ (30.3)

\$ (47.1)



Net Earnings

\$ 153.3

\$ 127.7



+18%

\$ 383.8

\$ 372.6



+3%

EBITDA⁽¹⁾

\$ 321.1

\$ 273.8



+16%

\$ 839.3

\$ 812.4



+3%

Effective Tax Rate

25.1%

25.7%

25.6%

26.0%

Earnings Per Share

Periods Ended September 30th

(Per Class B share)

	Three Months Ended		Nine Months Ended	
	2020	2019	2020	2019
Net earnings - basic	↑ \$0.86	\$0.71	↑ \$2.15	\$2.09
Net loss from restructuring and other items	<u>\$0.07</u>	<u>\$0.01</u>	<u>\$0.09</u>	<u>\$0.03</u>
Adjusted basic earnings ⁽¹⁾	↑ <u>\$0.93</u>	<u>\$0.72</u>	↑ <u>\$2.24</u>	<u>\$2.12</u>

Adjusted basic earnings variance
(after tax) due to:

Operating Income	+\$0.13
Corporate Expenses	+\$0.02
Interest Expenses	+\$0.02
FX	+\$0.02
JV Income	+\$0.01
Change in Tax Rate	+\$0.01

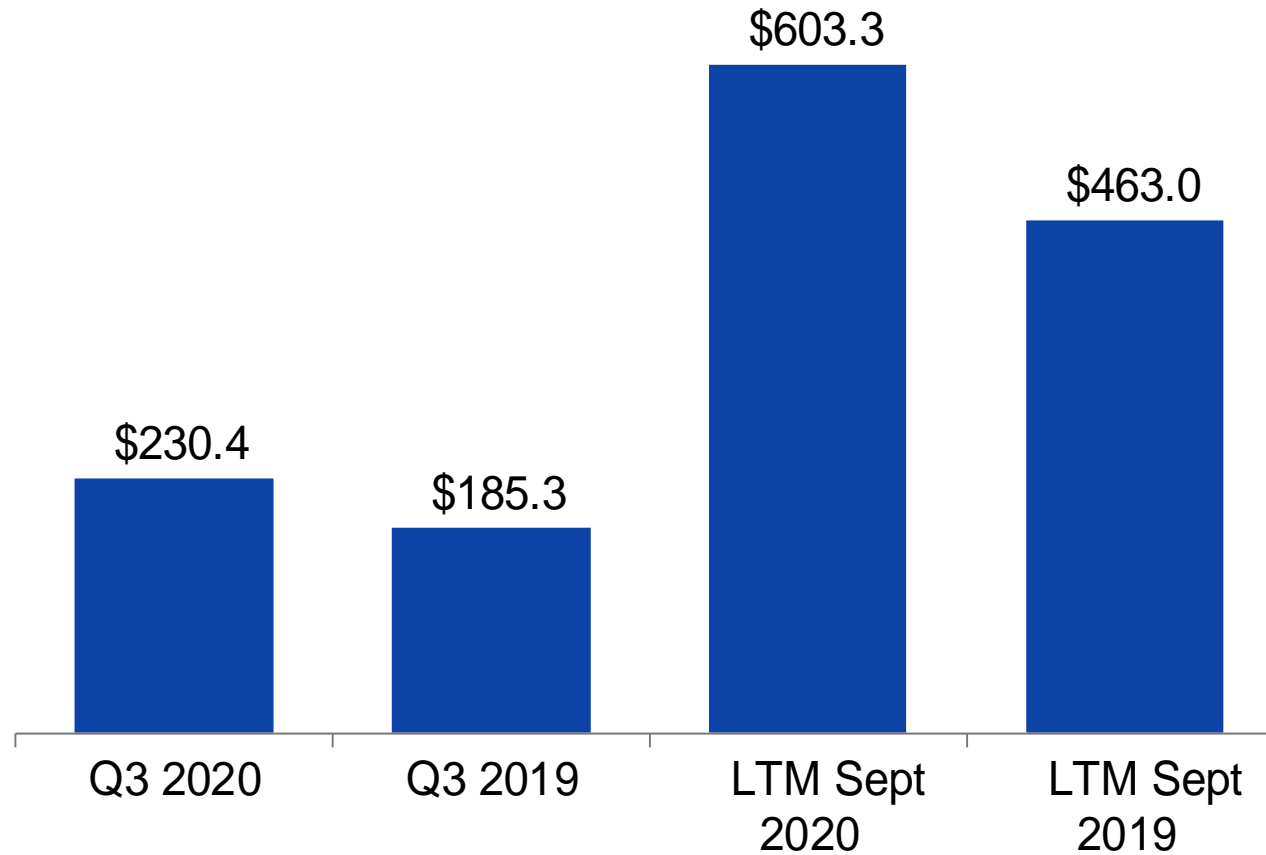
Operating Income	-\$0.04
Corporate Expenses	+\$0.07
Interest Expenses	+\$0.06
FX	+\$0.01
JV Income	+\$0.01
Change in Tax Rate	+\$0.01

Restructuring & Other Items

1. Other items in the third quarter includes an additional \$9.4 million pre-tax accrual to conclude a long standing legal matter plus...
 2. ... \$6.8 million restructuring expected to generate estimated annualized cost savings of \$18 million, largely at Avery and Checkpoint
- Two items above sum to a \$0.07 adjustment to earnings per share
 - Modest further restructuring expected in the fourth quarter
 - Headcount reductions in the second half of 2020 estimated at 275

Free Cash Flow From Operations⁽²⁾

Periods Ended September 30th
(millions of CDN \$)



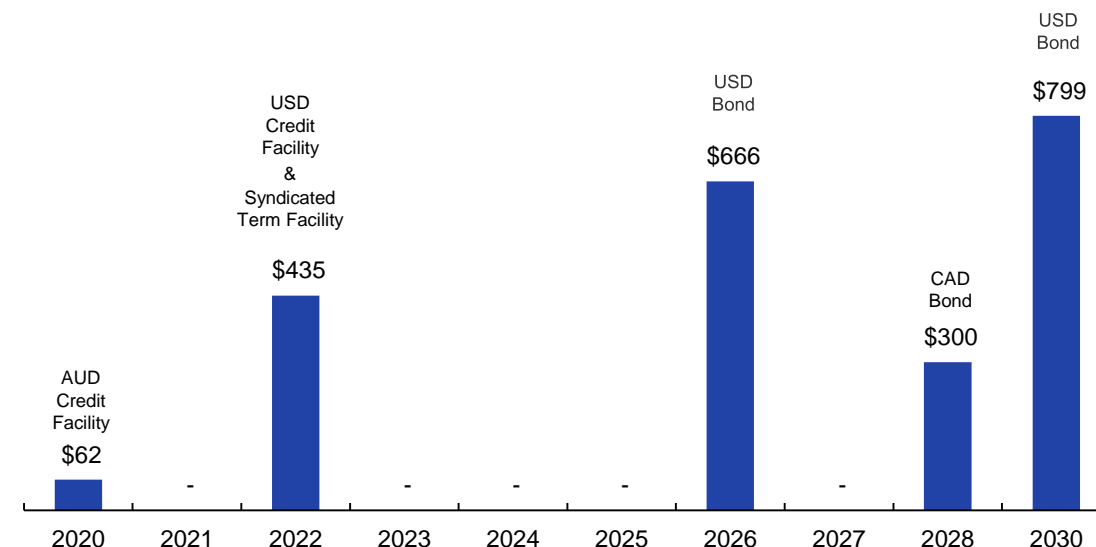
Cash & Debt Summary

(millions of CDN \$)

	September 2020	December 2019
Syndicated revolver	\$ -	\$ 781.3
Bonds (US\$600.0MM, US\$500.0MM, C\$300.0MM)	1,765.1	949.5
Syndicated term facility (US\$314.0MM)	418.2	475.4
Credit facility (US\$12.5MM & AUD65.0MM)	78.6	71.0
Lease liabilities	160.3	146.2
Debt - all other, net of issuance costs	(11.1)	(3.6)
Total debt	\$ 2,411.1	\$ 2,419.8
Less: Cash and cash equivalents	(760.2)	(703.6)
Net debt	\$ 1,650.9	\$ 1,716.2

Long-Term Debt Maturity

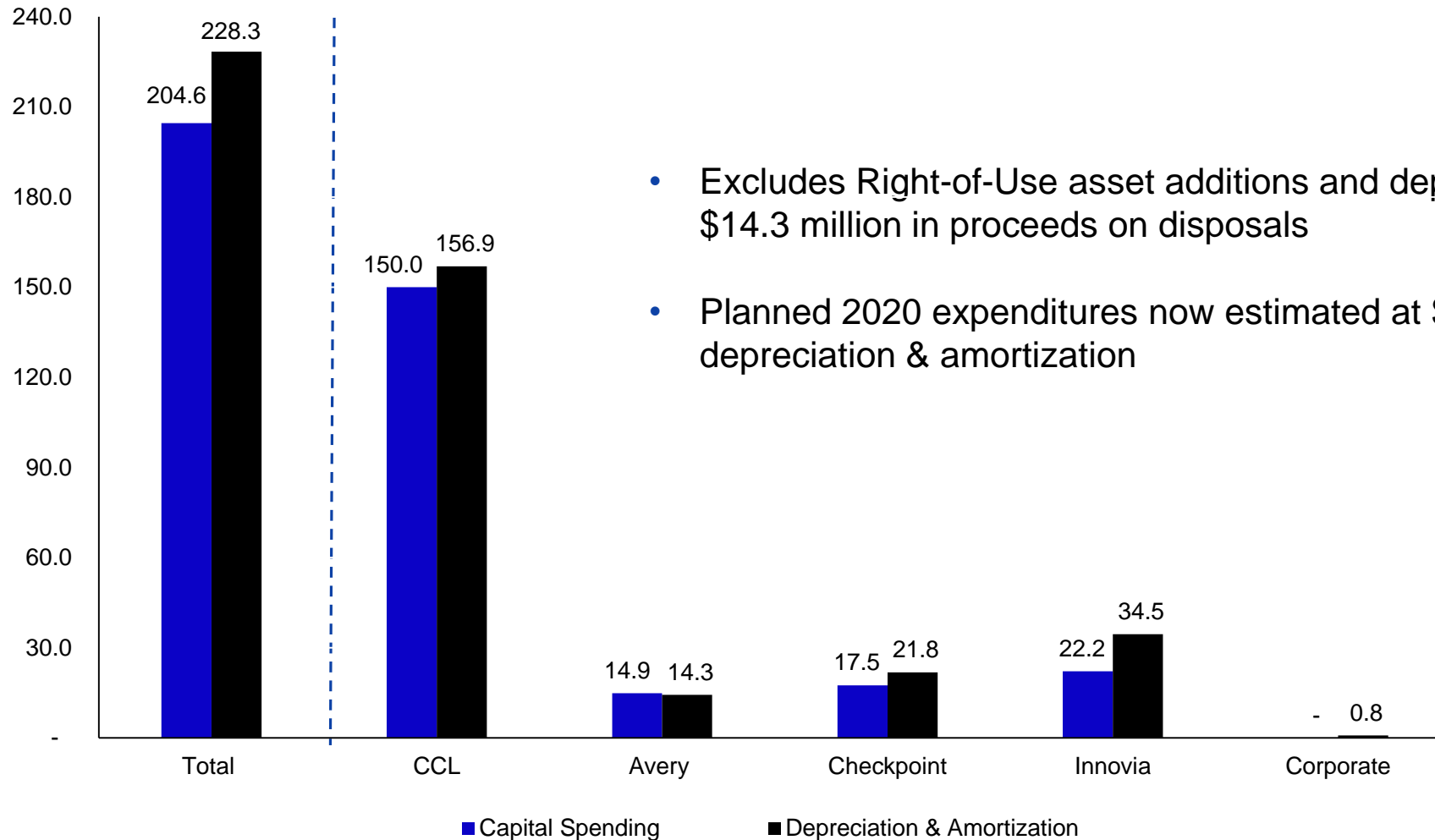
(millions of CDN \$)



- Leverage ratio⁽¹⁾ of 1.51x EBITDA
- Available capacity within the syndicated revolving facility is US\$1.2 billion
- Strong liquidity position

Capital Spending

Nine Months Ended September 30th 2020
(millions of CDN \$)



- Excludes Right-of-Use asset additions and depreciation (IFRS 16 – Leases) and \$14.3 million in proceeds on disposals
- Planned 2020 expenditures now estimated at \$290 million, slightly below annual depreciation & amortization

CCL

Periods Ended September 30th
(millions of CDN \$)

Three Months Ended

Nine Months Ended

Sales

2020

2019

Change (ex. FX)

\$877.0

\$831.2



+5%

2020

2019

Change (ex. FX)

\$2,497.4

\$2,513.8



(1%)

Operating Income⁽¹⁾

% Sales

\$160.8

\$127.2



+26%

\$416.4

\$386.2



+8%

18.3%

15.3%

16.7%

15.4%

EBITDA⁽¹⁾

% Sales

\$218.6

\$182.3



+19%

\$589.8

\$552.0



+7%

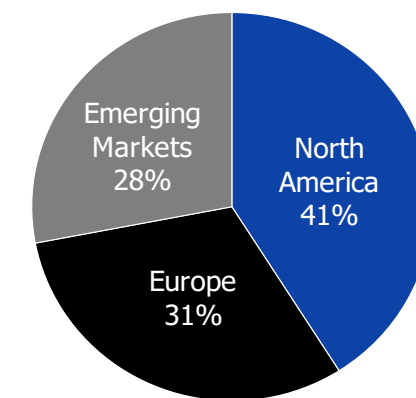
24.9%

21.9%

23.6%

22.0%

- 4.2% organic sales growth; 0.4% acquisition growth; 0.9% positive FX
- Regional organic sales growth: North America up low single digit, Europe mid single digit & Latin America double digit, modest decline in Asia Pacific driven by Australia/South Africa
- Profitability gains led by CCL Secure and Home & Personal Care. Healthcare & Specialty strength continued, CCL Design improved on automotive rebound, Food & Beverage up modestly.... 'on premise' demand curtailed



CCL Sales by Geography

Joint Ventures

Periods Ended September 30th

Results at 100%
(millions of CDN \$)

	Three Months Ended		Nine Months Ended	
	2020	2019	2020	2019
Sales	\$34.0	\$31.4	\$100.6	\$92.7
Net Income 	\$5.0	\$2.1	\$11.1	\$6.7
EBITDA⁽¹⁾	\$8.7	\$5.0	\$21.8	\$14.7
% Sales	25.6%	15.9%	21.7%	15.9%
Label ventures equity share*	\$2.5	\$1.5	\$5.8	\$4.5
Rheinfelden equity share*	\$ -	\$(0.4)	\$(0.3)	\$(1.1)

- Strong performance
- Rheinfelden fully consolidated from March 2020

Avery

Periods Ended September 30th
(millions of CDN \$)

Three Months Ended

Nine Months Ended

Sales

2020

2019

Change (ex. FX)

\$178.4

\$207.6

↓ (16%)

2020

2019

Change (ex. FX)

\$483.4

\$568.5

↓ (17%)

Operating Income⁽¹⁾

% Sales

\$35.7

20.0%

\$48.4

23.3%

↓ (28%)

\$86.3

17.9%

\$121.6

21.4%

↓ (30%)

EBITDA⁽¹⁾

% Sales

\$42.4

23.8%

\$54.3

26.2%

↓ (23%)

\$106.0

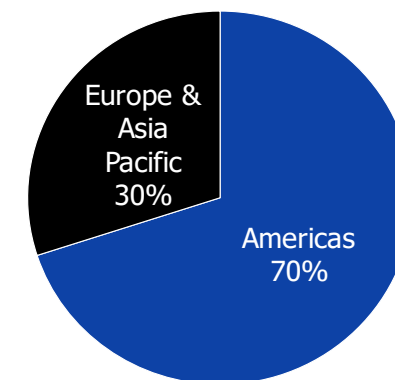
21.9%

\$139.4

24.5%

↓ (25%)

- Direct-to-consumer strength in labels more than offset by steep declines in badges
- Back to school sell in good but consumer pull through faded on chaotic school return in North America, workplace demand down
- Solid results internationally & cost savings globally boosted profitability



Avery Sales by Geography

Checkpoint

Periods Ended September 30th
(millions of CDN \$)

Three Months Ended

Nine Months Ended

Sales

2020 **2019** Change (ex. FX)

\$169.7 \$180.5 ↓ (8%)

2020 **2019** Change (ex. FX)

\$446.2 \$531.3 ↓ (17%)

Operating Income⁽¹⁾

% Sales

\$29.6 \$28.0 ↑ +4%

17.4% 15.5%

\$48.1 \$71.4 ↓ (34%)

10.8% 13.4%

EBITDA⁽¹⁾

% Sales

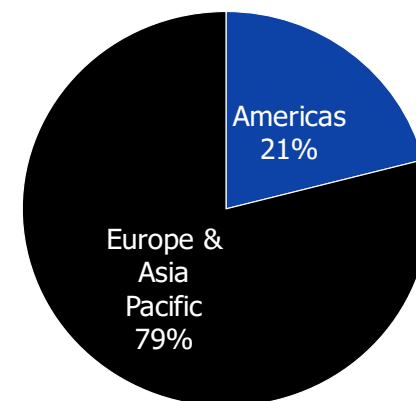
\$39.1 \$37.2 ↑ +3%

23.0% 20.6%

\$76.7 \$99.4 ↓ (24%)

17.2% 18.7%

- Merchandise Availability (“MAS”) business faced tough comps; sequentially improved
- Apparel label results (“ALS”) gained on demand rebound and growth in RFID
- Cost saving initiatives boosted results



Checkpoint Sales by Geography

Innovia

Periods Ended September 30th
(millions of CDN \$)

Three Months Ended

Nine Months Ended

Sales

2020

2019

Change (ex. FX)

\$148.3

\$137.8

↑ +5%

2020

2019

Change (ex. FX)

\$464.7

\$429.8

↑ +7%

Operating Income⁽¹⁾

% Sales

\$20.2

\$6.2

↑ +215%

13.6%

4.5%

\$59.4

\$34.1

↑ +73%

12.8%

7.9%

EBITDA⁽¹⁾

% Sales

\$32.8

\$17.7

↑ +80%

22.1%

12.8%

\$95.9

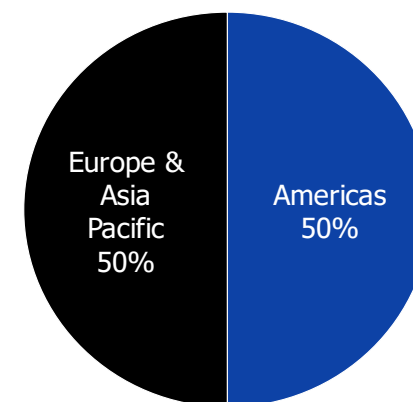
\$67.5

↑ +41%

20.6%

15.7%

- Volume softened after Q2 pantry loading hike
- Profitability increased on much improved mix, cost savings, productivity & asset utilization. Resin stable in Europe but increased significantly in North America from June lows
- Better than expected contribution from the Polish acquisition continues



Innovia Sales by Geography

Outlook Comments for Q4

- October results solid overall
- Expect Avery & Checkpoint to still be down in Q4
- CCL & Innovia expected to progress
- Commodities beginning to rise
- Modest FX tailwind at today's rates
- Raising FY20 free cash flow estimate to exceed \$500 million

Questions



Appendix: Definitions

(1) Non-IFRS measure; see MD&A dated September 30, 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.