



Investor Presentation

March 2021



FORWARD LOOKING STATEMENTS

Cautionary Statement Regarding Forward Looking Statements

This presentation of supplemental information contains, in addition to historical information, certain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, including statements regarding tissue and paperboard products; strategic positioning and market assessment; strategy; capital structure and allocation; liquidity; sustainability; private brands and tissue markets; operational and financial benefits from the Shelby expansion; paperboard markets; value proposition; major maintenance schedule; and input costs. These forward-looking statements are based on management's current expectations, estimates, assumptions and projections that are subject to change. Our actual results of operations may differ materially from those expressed or implied by the forward-looking statements contained in this presentation. Important factors that could cause or contribute to such differences include impact of the COVID-19 pandemic on our operations, our suppliers' operations and our customer demand; competitive pricing pressures for our products, including as a result of increased capacity as additional manufacturing facilities are operated by our competitors and the impact of foreign currency fluctuations on the pricing of products globally; the loss of, changes in prices in regard to, or reduction in, orders from a significant customer; changes in the cost and availability of wood fiber and wood pulp; changes in transportation costs and disruptions in transportation services; changes in customer product preferences and competitors' product offerings; larger competitors having operational, financial and other advantages; customer acceptance and timing and quantity of purchases of our tissue products, including the existence of sufficient demand for and the quality of tissue produced by our expanded Shelby, North Carolina operations; consolidation and vertical integration of converting operations in the paperboard industry; our ability to successfully implement our operational efficiencies and cost savings strategies, along with related capital projects; changes in the U.S. and international economies and in general economic conditions in the regions and industries in which we operate; manufacturing or operating disruptions, including IT system and IT system implementation failures, equipment malfunctions and damage to our manufacturing facilities; cyber-security risks; changes in costs for and availability of packaging supplies, chemicals, energy and maintenance and repairs; labor disruptions; cyclical industry conditions; changes in expenses, required contributions and potential withdrawal costs associated with our pension plans; environmental liabilities or expenditures; reliance on a limited number of third-party suppliers for raw materials; our ability to attract, motivate, train and retain qualified and key personnel; our substantial indebtedness and ability to service our debt obligations and restrictions on our business from debt covenants and terms; negative changes in our credit agency ratings; and changes in laws, regulations or industry standards affecting our business..

Forward-looking statements contained in this presentation present management's views only as of the date of this presentation. We undertake no obligation to publicly update forward-looking statements, to retract future revisions of management's views based on events or circumstances occurring after the date of this presentation.

Non-GAAP Financial Measures

This presentation include certain financial measures that are not calculated in accordance with GAAP, including Adjusted EBITDA, Adjusted Income, Net debt and Free Cash Flow. The Company's management believes that the presentation of these financial measures provides useful information to investors because these measures are regularly used by management in assessing the Company's performance. These financial measures should be considered in addition to results prepared in accordance with GAAP but should not be considered substitutes for or superior to GAAP results. In addition, these non-GAAP financial measures may not be comparable to similarly-titled measures utilized by other companies, since such other companies may not calculate such measure in the same manner as we do. A reconciliation of these measures (Adjusted EBITDA, Adjusted Income, Net debt and Free Cash flow) to the most relevant GAAP measure is available in the appendix of this presentation except for forward-looking non-GAAP measures contained in our Outlook, which the company cannot reconcile to forward-looking GAAP results without unreasonable effort.

CLEARWATER PAPER – AT A GLANCE

TRUSTED PRODUCTS THAT ARE ESSENTIAL IN EVERYDAY LIFE

Key Highlights

\$1,869MM

YE 2020 NET SALES

\$283MM

YE 2020 ADJUSTED EBITDA

\$1,033MM CPD

YE 2020 NET SALES

\$178MM

YE 2020 LTM ADJUSTED EBITDA

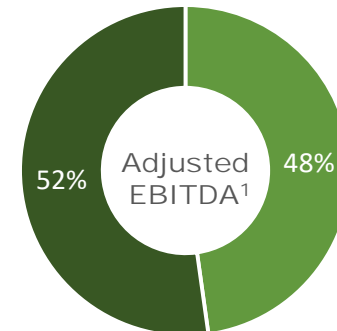
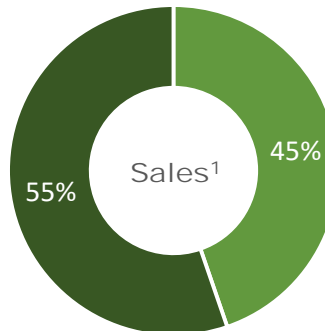
\$836MM PPD

YE 2020 NET SALES

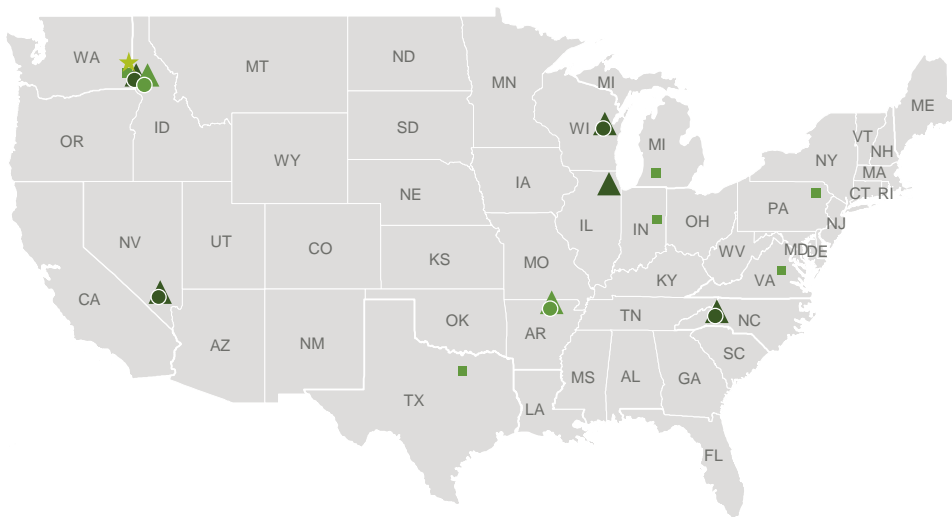
\$163MM

YE 2020 LTM ADJUSTED EBITDA

Two Well-Positioned Businesses



National Footprint Supporting Strong Customer Service



Consumer Products (CPD)

- Tissue manufacturing facilities – 435,000 tons capacity²
- ▲ Tissue converting facilities – 425,300 tons capacity²

Paperboard (PPD)

- Pulp mills – 904,000 tons capacity²
- ▲ Bleached paperboard mills – 840,000 tons capacity²
- Sheeted paperboard facilities

Corporate

- ★ Corporate

CLEARWATER PAPER VALUE PROPOSITION

WELL POSITIONED ACROSS TWO ATTRACTIVE BUSINESSES

Consumer Products:

- Leading private brand provider with national scale & superior supply chain performance
- Shift to private-branded over branded product continues with long runway
- Tissue is need-based and economically resilient

Paperboard:

- Diversified range of end-market, well-invested national footprint
- Focused on non-integrated customers with strong service and quality commitment
- Well positioned for trends towards sustainable packaging and food service products

Near-term Strategy is to Prioritize Free Cash Flow, Reduce Debt:

- Deliver benefits from Shelby expansion including incremental converting, sales and supply chain
- Operational improvements
- Manage working capital
- Prudent capital allocation

CAPITAL STRUCTURE ALLOCATION

Capital Structure: Supportive and Stable

- Capital structure provides ample liquidity
- No material near-term debt maturities
- Corporate/Issuer ratings: Ba2/BB-

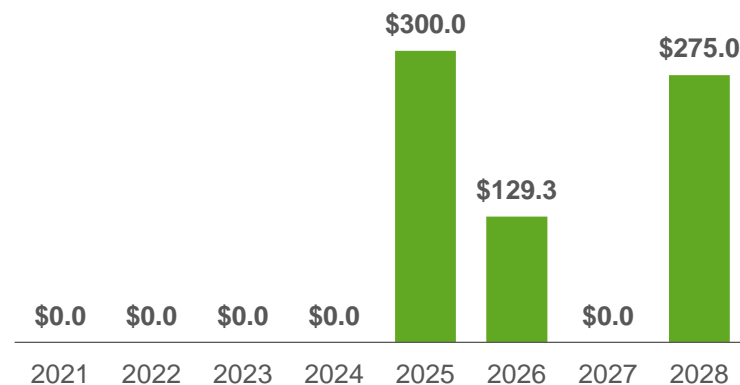
Capital Allocation Objectives

- Utilize free cash flow to reduce debt
- Target net debt to adjusted EBITDA ratio of 2.5x
- Targeted business improvements and maintenance capital
 - Normalized \$60 million / year

Liquidity Profile (\$ in millions)¹

ABL Availability	\$227.1
Less Utilization	(3.6)
Plus Unrestricted Cash	35.9
Liquidity	\$259.4

Scheduled Debt Maturity Profile (\$ in millions)²





¹ Note: ABL availability based on borrowing base calculations and consolidated balance sheet as of December 31, 2020, and utilization includes ABL borrowing of \$0 million and outstanding letters of credit of \$3.6 million.



² Note: This chart excludes finance leases as of December 31, 2020 and assumes that the 2025 notes are repaid or refinanced at least 91 days prior to their respective maturities. Current debt maturities include \$300 million of 5.375% notes due 2025; Term Loan due 2026; and \$275 million of 4.75% notes due 2028

People, Planet and Products

Our approach utilizes Environmental, Social and Governance framework.



PEOPLE



  Safe Workplace

  Diverse and Inclusive Workplace

We are committed to the health and safety of our employees and building a more diverse and inclusive workforce.



PLANET



  Energy Efficiency and Emission Reduction

  Water and Land Stewardship

We understand our role in conserving and protecting the planet's air, water and land, and in managing climate change risk by careful utilization of our limited natural resources.

PRODUCTS

  Sustainable Products

  Responsible Sourcing

Our products, which include brands that focus on containing post consumer recycled fibers, provide more sustainable alternatives to products made from non-renewable resources. Responsibly sourced wood, the primary raw material used in our products is 100 percent renewable and a

Please see our Sustainability Report at www.clearwaterpaper.com/sustainability



Consumer Products Division

CLW: CONSUMER PRODUCTS OVERVIEW

Business Description

- **Manufactures and sells a complete line of at-home tissue products**
 - Small position in away-from-home (“AFH”)
- **Leader in growing North American private brand tissue segment**
 - Approximately 1/3 of overall tissue market is private brand¹
 - National footprint allowing for appropriate scale and partnership with major retailers

Key Operational Metrics¹

\$1,033MM

YE 2020 NET SALES

5

TISSUE CONVERTING FACILITIES

4

TISSUE MANUFACTURING FACILITIES

17%

YE 2020 ADJ. EBITDA MARGIN

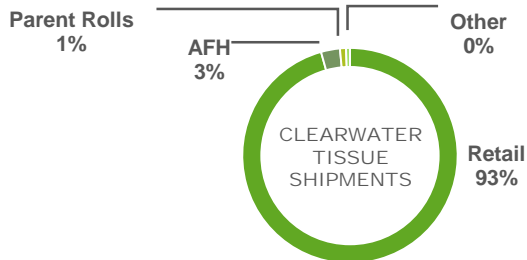
425K

TONS OF ANNUAL TISSUE PAPER CAPACITY

17%

PRIVATE BRAND TONS MARKET SHARE¹

LTM'20 End-Market Overview



Products

Consumer Products

business produces superior tissue products that

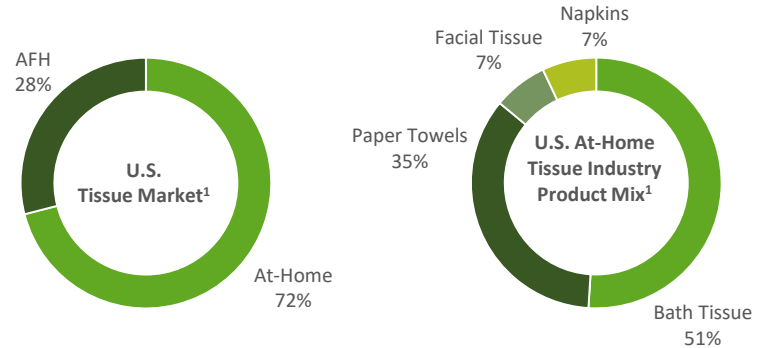


match the quality of the leading national brands across a wide variety of categories and retail channels

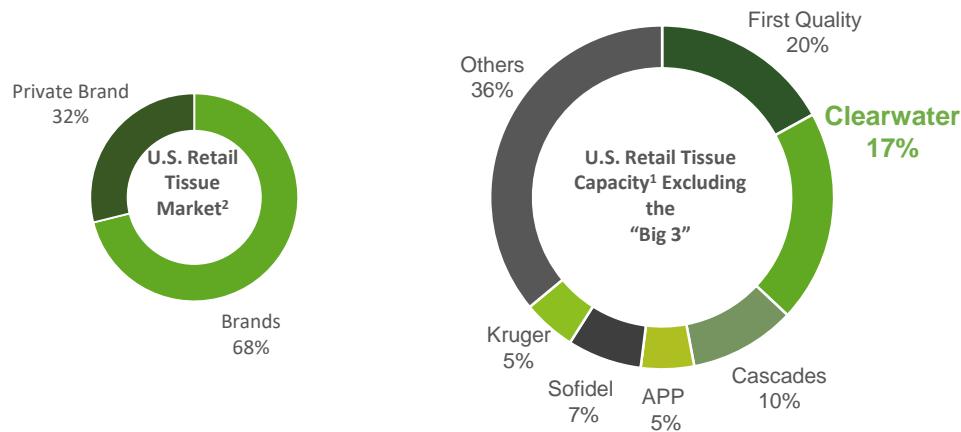
CONSUMER PRODUCTS INDUSTRY OVERVIEW

Industry Overview

- U.S. tissue market is comprised of *at-home* and the AFH segments
 - At-home segment: bath, paper towels, facial and napkin product categories, purchased by consumers in grocery, dollar, mass merchandisers and club stores
 - AFH segment: tissue for use in commercial locations such as restaurants, hotels and office buildings



Private Brand versus Branded Product Offering



- The consumer tissue market is characterized by two types of offerings: *brand name products* and cost-effective *private brand* products
- Medium sized and smaller players focus on private brand offerings and offer equivalent products without brand name costs
- RISI anticipates the private brand share to grow to 36% of the U.S. retail market by 2026
- North American market has room for private brand growth when compared to some European countries, where private brand share is over 50%

CONSUMER PRODUCTS: FAVORABLE END-MARKET CHARACTERISTICS AND TRENDS

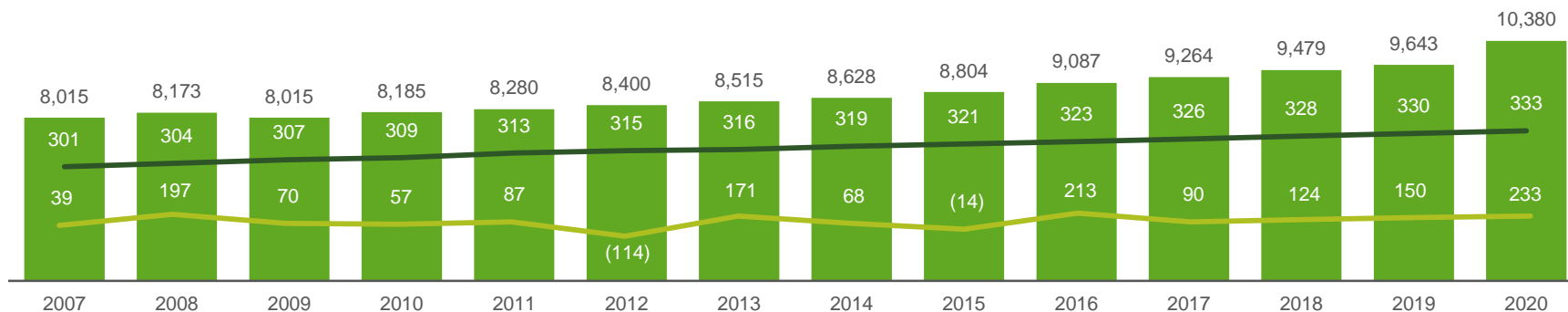
The tissue industry is characterized by stable growth and minimal cyclical variation relative to the broader paper industry and the macroeconomy

North American Tissue Demand and U.S. Population Growth

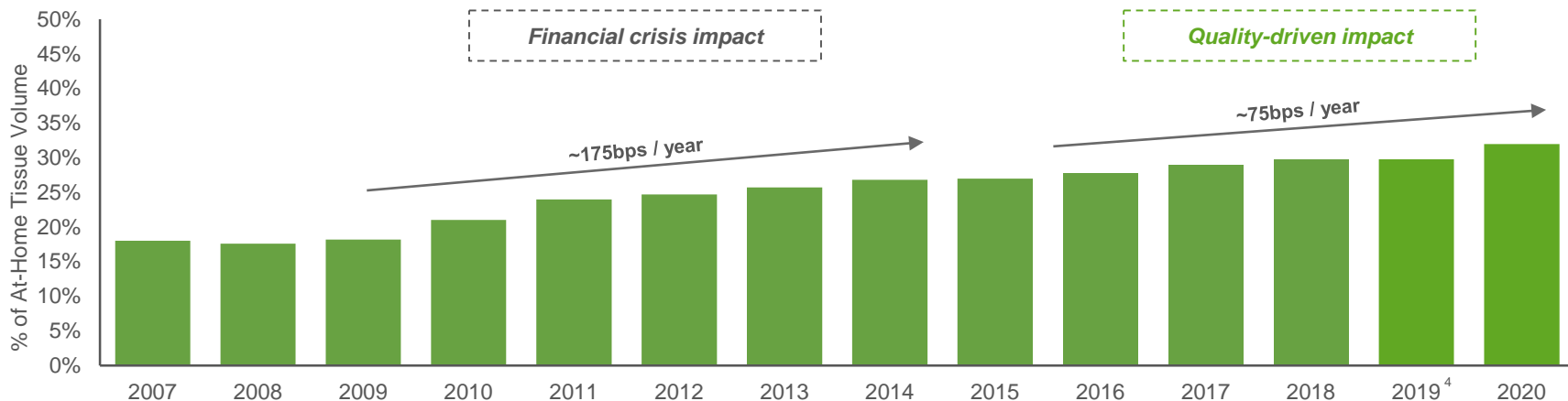
■ North American Tissue Demand (Thousands of Tons)¹ — U.S. Population (mm)² — North American Change in Capacity (Thousands of Tons)³

2007 – 2020E CAGR: 1.6%

2007 – 2020E CAGR: 0.8%



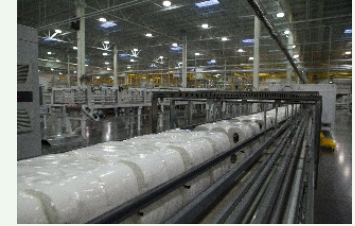
Private Label Market Share Penetration¹



SHELBY EXPANSION: AT-A-GLANCE

Investment Overview

- Installation of tissue machine and corresponding converting equipment and warehousing
- Located in Shelby, NC, adjacent to existing tissue plant
- Completed investment of \$420mm



Investment Benefit Summary

- ✓ More effectively **meet customers' growth forecasts** and execute **ultra-quality consumer tissue growth plan**
- ✓ Helps to geographically overlap various quality categories with customers' needs
- ✓ Paper machine was selected for its technology to **facilitate production of ultra-quality products** and conventional premium products in the East
- ✓ **Fortify East Coast presence** and **reduce transportation costs** of conventional parent rolls from the West
- ✓ Paper machine **ramped to targeted production** in Q2'20 with converting operations ramping in 2021

Investment Highlights

APRIL 2019

PRODUCTION STARTUP

2021

EXPECTED FULL SHIPMENT
RUN-RATE

70 – 75K

TONS / YEAR EXPECTED ADDITIONAL
CAPACITY

~50%

INCREMENTAL CAPACITY GROWTH



Paperboard Products Division

CLW: PAPERBOARD SEGMENT OVERVIEW

Business Description

- Manufactures and markets premium white Solid Bleach Sulfate (SBS) paperboard; offers services including custom sheeting and slitting, as well as converting solutions consulting
- Focused on diverse North American SBS high-end packaging segments
 - Top 5 SBS manufacturer in North America
 - Valued by customers for our independent status

Key Operational Metrics

\$836MM
YE 2020 NET SALES

5
PAPERBOARD SHEETING FACILITIES

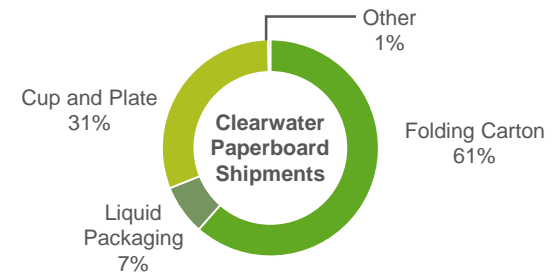
2
PULP AND PAPERBOARD MILLS

19%
YE 2020 ADJ. EBITDA MARGIN

840K
TONS OF ANNUAL SBS PAPER CAPACITY

15%
NORTH AMERICAN MARKET SHARE¹

December 2020 End-market Overview



Product Innovation



- NuVo: Award winning innovative brand of multi-layer cupstock, designed to meet customer demand for sustainability and high definition graphics with up to 35% post consumer recycled fiber
- ReImagine: Launched in July 2020 to address sustainability desires for folding carton customers with up to 30% post consumer recycled fiber
- Forest Stewardship Council® (FSC) Chain of Custody certification

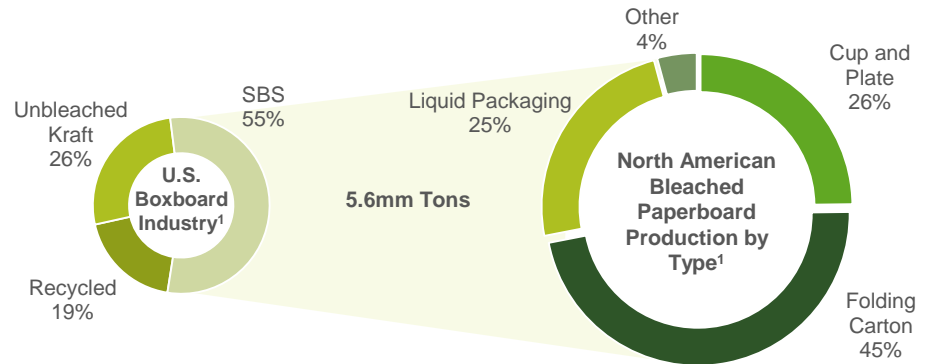
Paperboard Applications



PAPERBOARD INDUSTRY OVERVIEW

Industry Overview

- Clearwater Paper operates within the SBS or premium white paperboard segment of the broader paperboard industry
 - SBS is a high-performance paperboard grade traditionally manufactured using virgin fiber combined with the kraft bleaching process, resulting in superior cleanliness, print surface, brightness and converting performance
 - End uses for SBS are well-established and the most diverse of all boxboard markets



Diversified Applications for SBS Paperboard

Folding Carton

- Largest portion of the SBS category within the U.S. paperboard industry and includes some commercial print applications
- Encompasses varying qualities of SBS paperboard. High-end segment generally requires a premium print surface to package pharmaceuticals, cosmetics and other premium retail goods
- Applications also include frozen foods, beverages and baked goods

Cup and Plate

- Clay coated cupstock is converted into round food containers for packaging premium ice cream sold in the supermarket retail channels
- Drink cupstock is converted into hot and cold cups used in the Quick Serve channels
- Traditionally commodity focused, plate segment is the highest growth and diversifying into value-added niches

Liquid Packaging & Specialty

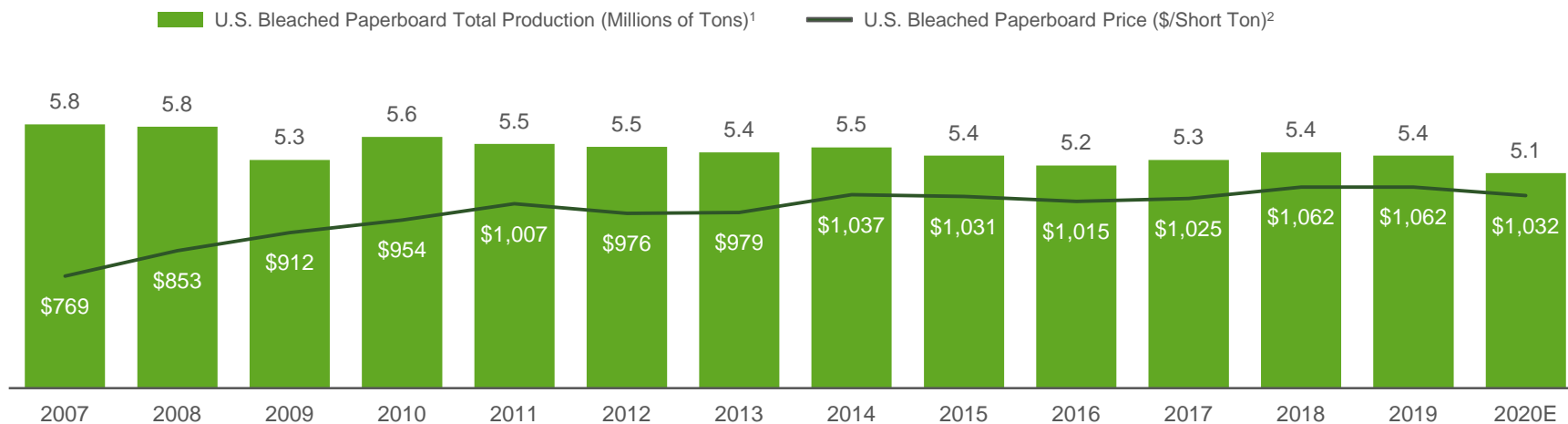
- Liquid packaging segment for rigid containers including juice, milk, wine and sake sold in supermarket retail channels
- Bleached bristols (premium printing heavyweight paper grades serviced with quick turn in small volumes) for use in postcards, signage and promotional literature
- Carded packaging consisting of blister board alternatives typically hung on retail store racks (i.e. batteries and lipstick)

PAPERBOARD: FAVORABLE END-MARKET CHARACTERISTICS AND TRENDS

Key Industry Trends

- ✓ Pricing and supply for SBS market are **stable**
- ✓ Continued shift in consumer preference away from both foam and plastic to paper food service and premium retail products **supports demand** for paperboard
- ✓ Approximately 2/3 of end market segments are **recession resilient**

U.S. Bleached Paperboard Total Production and Price





CLEARWATER
PAPER®

Summary



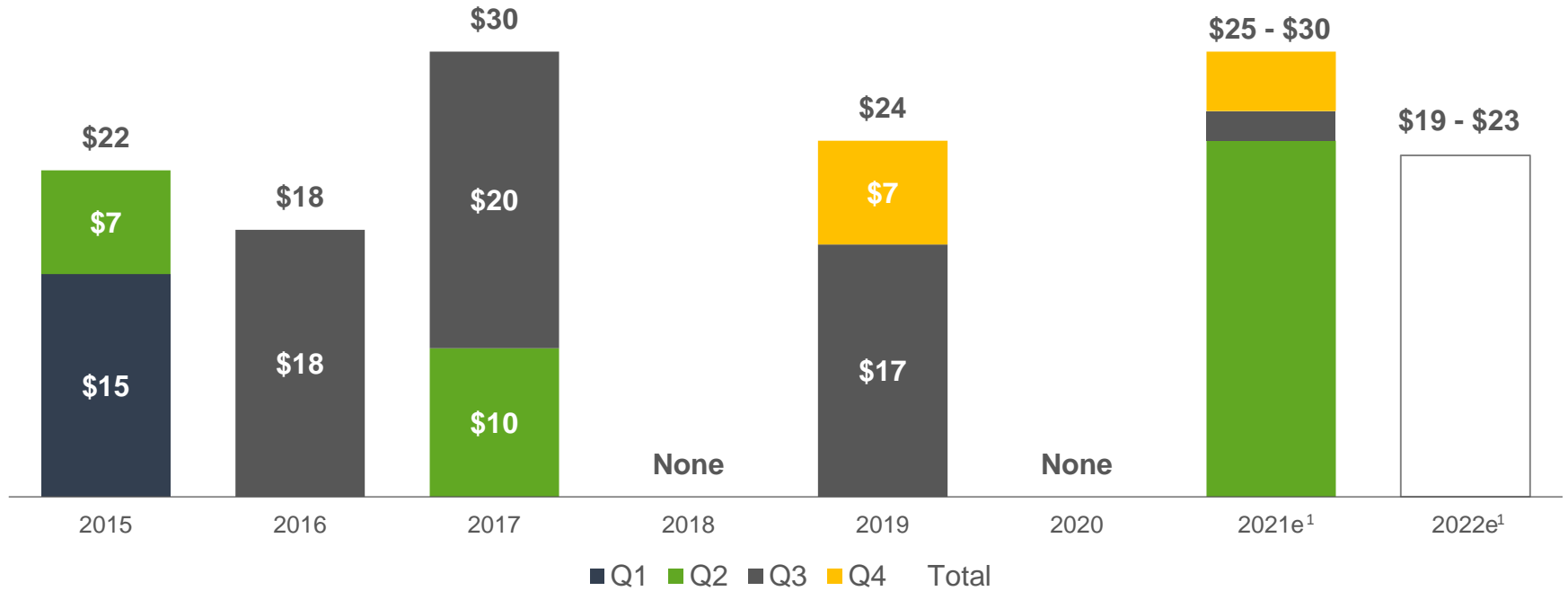
CLEARWATER PAPER VALUE PROPOSITION

- Well positioned across two attractive businesses
- Economically resilient market segments
- Completed major capital expenditures
- Focusing on cash generation to reduce debt by:
 - Delivering benefits from Shelby investment
 - Continued operational improvements
 - Aggressively managing working capital
 - Prudently allocating capital
- Taking decisive actions to adjust operations to changing market conditions

Appendix

MAJOR MAINTENANCE SCHEDULE

(\$ in millions)



¹ This information is based upon management's current expectations and estimates, as well as historical averages. Many factors are outside the control of management, and actual results may differ materially from the information set forth above. See "Forward-Looking Statements" on page 2.

KEY COMMODITY CONSUMPTION VOLUMES

COGS Input	Unit of Measure	Approximate Annual Volume¹ (in millions)
Purchased Pulp	Ton	0.3
Fiber	Bone Dry Ton	1.7
Diesel	Gallon	10
Electric	MWh	1.0
Natural Gas	MMBTU	10
Polyethylene	Pound	30
Caustic	Pound	90
Chlorate	Pound	30

¹ Approximated annual volume and expense amounts are based on historical average consumption and management's current expectations and estimates with respect to future volumes, and these amounts may be significantly influenced by general market conditions and other factors outside of our control. Actual results may differ materially from the information set forth above. See "Forward-Looking Statements" on page 2.