A preliminary short form prospectus of Cascades Inc. ("Cascades" or the "Company") containing important information relating to the securities described in this presentation has not yet been filed with the securities regulatory authorities in each of the provinces of Canada. A copy of the preliminary short form prospectus and any amendment, is required to be delivered to any investor that received this presentation and expressed an interest in acquiring the securities. The preliminary short form prospectus is still subject to completion. There will not be any sale or acceptance of an offer to buy the securities until a receipt for the final short form prospectus has been issued. This presentation does not provide full disclosure of all material facts relating to the securities offered. Investors should read the preliminary short form prospectus, final short form prospectus and any amendment (the “Prospectus”), for disclosure of those facts, especially risk factors relating to the securities offered, before making an investment decision. The presentation is a summary only and should be read together with the more detailed information and financial data and statements contained in the Prospectus. This presentation does not constitute an offer to sell or solicitation of an offer to buy any of the securities of the Company in the United States.

CAUTIONARY NOTE REGARDING FORWARD LOOKING INFORMATION

Certain information and statements included or incorporated by reference in this presentation that are not purely historical constitute "forward looking information" and "forward-looking statements" as defined under applicable Canadian securities laws. These forward looking statements include, but are not limited to, statements regarding management's expectations, hopes, beliefs, intentions or strategies with respect to the Bear Island mill conversion project (the "Bear Island Project") and relate, among others, to the projected production capacity, the project costs, the ability to respect the timeline and meet the expected start-up date, the obtaining of the necessary permits and authorizations, the potential financial benefits for the Company and the environmental and pollution targets. In addition, any statements that refer to projections, forecasts or other characterizations of future events or circumstances, including any underlying assumptions, are forward looking statements. The words "anticipates," "believes," "continues," "could," "determines," "estimates," "expects," "intends," "may," "might," "plan," "possible," "potential," "predicts," "project," "should," "would" and similar expressions may identify forward looking statements, but the absence of these words does not mean that a statement is not forward looking. Although management believes the expectations reflected in such forward-looking statements are reasonable, forward-looking statements are based on the opinions, assumptions and estimates of management at the date the statements are made, and are subject to a variety of risks and uncertainties and other factors that could cause actual events or results to differ materially from those projected in the forward-looking statements. Such material factors and assumptions are more fully described in the Prospectus and include, but are not limited to, the risks described under the heading "Risk Factors". The risks and uncertainties described under the heading "Forward-Looking Statements" in the Prospectus should also be carefully reviewed and evaluated by prospective investors before purchasing the common shares. If any of the assumptions or estimates made by management prove to be incorrect, actual results and developments are likely to differ, and may differ materially, from those expressed or implied by the forward-looking statements contained in this presentation. Accordingly, investors are cautioned not to place undue reliance on such statements. All of the forward-looking information in this presentation is qualified by these cautionary statements. The Company expressly disclaims any obligation to update or alter statements containing any forward-looking information, or the factors or assumptions underlying them, as a result of new information, future events or otherwise, except as required by law. No representation or warranty, express or implied, is made or given by or on behalf of the Company or any of its directors, officers or employees as to the accuracy, completeness or fairness of the information or opinions contained in this presentation and no responsibility or liability is accepted by any person for such information or opinions. In furnishing this presentation, the Company does not undertake or agree to any obligation to provide the attendees with access to any additional information or to update this presentation or to correct any inaccuracies in, or omissions from, this presentation that may become apparent. The information and opinions contained in this presentation are provided as at the date of this presentation.

RECONCILIATION OF NON-IFRS MEASURES AND OTHER PERFORMANCE MEASURES

To provide more information for evaluating the Company's performance, the financial information included in this analysis contains certain data that are not performance measures under IFRS ("non-IFRS measures") which are also calculated on an adjusted basis to exclude specific items. We believe that providing certain key performance measures and non-IFRS measures is useful to both management and investors as they provide additional information to measure the performance and financial position of the Company and the Bear Island Project. It also increases the transparency and clarity of the financial information. The following non-IFRS measures and performance measures are used in our financial disclosures:

- Operating income before depreciation and amortization (OIBD): Used to assess operating performance and contribution of each segment when excluding depreciation & amortization. OIBD is widely used by investors as a measure of a corporation's ability to incur and service debt and as an evaluation metric. In this presentation, OIBD also refers to EBITDA.
- EBITDA (Operating income before depreciation and amortization, calculated as a percentage of revenue, used as a proxy for a company's current operating profitability.
- Net debt to adjusted OIBD (EBITDA) ratio: Used to measure the Company's credit performance and evaluate financial leverage. In this presentation, Net debt to adjusted OIBD ratio also refers to Net Debt to adjusted EBITDA ratio.
- Internal Rate of Return (IRR): Used to measure the annual rate of growth an investment is expected to generate and represents the interest rate at which the net present value of all future cash flows of a project equal zero.
- Free cash flow: Used to assess the Corporation’s ability to generate cash flows to meet financial obligations and/or discretionary items such as share repurchase, dividend increase and strategic investments.

Non-IFRS measures are mainly derived from the consolidated financial statements but do not have meanings prescribed by IFRS. These measures have limitations as an analytical tool and should not be considered on their own or as a substitute for an analysis of our results as reported under IFRS. In addition, our definitions of non-IFRS measures may differ from those of other corporations. Any such modification or reformulation may be significant. Please refer to the reconciliation of the non-IFRS measures presented in the Company’s Management’s Discussion and Analysis for the second quarter ended June 30, 2020 available on SEDAR. You may also click here for supplemental information on non-IFRS measures.

All amounts in this presentation are in Canadian dollars unless otherwise indicated.
Bear Island Containerboard Conversion Project

✓ Bear Island newsprint machine is well suited for conversion to high-quality, 100% recycled liner & medium, that will be among the few to offer the lowest basis weight containerboard in N.A.

✓ With annual capacity of 465,000 s.t., the mill will be one of the largest and most modern recycled containerboard machines in N.A. to supply the growing lightweight packaging market

✓ Scale, location and equipment expected to position Bear Island mill in the 1st quartile on the RISI N.A. cash cost curve

✓ Project cost: US$380 M includes contingencies & initial site acquisition cost of US$35 M

✓ Expected start-up in Q4 2022; operational ramp-up target of 80% run-rate by the end of 2023, and 100% run rate by the end of 2025

✓ OIBD (EBITDA)$^1$ margins ~30%$^2$ with potential to deliver, at maturity, higher profitability, similar to Greenpac’s >30% OIBD (EBITDA) margin

✓ Limited impact on Cascades net leverage: expected to remain at ~3.0x throughout start-up and decrease to targeted ratio of 2.5x Net Debt/Adjusted OIBD (EBITDA)$^1$ by the end of 2023.

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(1) Please refer to the heading “Reconciliation of Non-IFRS Measures and Other Performance Measures” on page 2.
(2) Based on current market conditions (Linerboard at US$580/st and OCC at US$65/st) and forecasted mix of products, excluding recently announced US$50/st price increase.
Bear Island newsprint machine well suited for conversion to recycled containerboard:

- Excellent strategic geographic location near Richmond, VA and 100 miles South of Washington, DC
- Available experienced workforce
- Very good transport access + easy availability for recycled fibre sourcing

310” machine width is well suited for modern converting equipment

15%+ IRR\textsuperscript{2,3} assumes current raw material costs & selling prices

(1) Source: RISI Mill Asset Database (2) Please refer to the heading “Reconciliation of Non-IFRS Measures and Other Performance Measures” on page 2. (3) Based on current market conditions (Linerboard at US$580/st and OCC at US$65/st) and forecasted mix of products, excluding recently announced US$50/st
Cascades has a strong position in the N.A. packaging industry being one of the few N.A. producers/marketers of low basis weight containerboard (as low as 16 lbs)

Lightweight packaging is growing due to increase in e-commerce and resulting trend towards rightsizing packaging

Observed Trends of Packaging Weight – Analysis by Region (g/m²)

Source: Global Corrugated Forecasts Report 2018-2023, ICCA, 2019
Significantly Advances Cascades Strategic Positioning

- **Modernization** – optimizes Containerboard platform location of production, cost base & machine width
- **Geographic positioning** – Southwest and Midwest US – will be the most southern mill in our platform
- **Eco-friendly, highly competitive product** – 100% recycled + high quality + low basis weight
- **Lower input cost base** – Can use up to 60% of mixed waste fibre grades in production of medium

### BEAR ISLAND VS. GREENPAC MILL

<table>
<thead>
<tr>
<th></th>
<th>BEAR ISLAND</th>
<th>GREENPAC MILL</th>
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</thead>
<tbody>
<tr>
<td><strong>ANNUAL PRODUCTION CAPACITY</strong></td>
<td>465,000 st (1,300 st/day)</td>
<td>540,000 st (1,500 st/day)</td>
</tr>
<tr>
<td><strong>GRADES PRODUCED</strong></td>
<td>Liner (XP) and Medium (XP)</td>
<td>Liner only (HP &amp; XP)</td>
</tr>
<tr>
<td><strong>MACHINE WIDTH (inches)</strong></td>
<td>310”</td>
<td>330”</td>
</tr>
<tr>
<td><strong>BASIS WEIGHT PRODUCED</strong></td>
<td>18 lbs – 42 lbs (management expects to achieve 16 lbs min. weight)</td>
<td>23 lbs – 42 lbs</td>
</tr>
<tr>
<td><strong>SPEED (maximum # of feet/minute)</strong></td>
<td>4,500</td>
<td>3,500</td>
</tr>
<tr>
<td><strong>MIXED PAPER RAW MATERIAL COMPONENT</strong> (maximum % that can be used when producing medium at Bear Island and Liner at Greenpac)</td>
<td>0% – 60%</td>
<td>0% – 5%</td>
</tr>
</tbody>
</table>
1st Quartile, Sustainable, Lightweight Production

- Recycled capacity will increase to **88% of total containerboard production**
- **60% +** of manufacturing asset base capacity will be 1st quartile of the N.A. industry
- **50% +** of production capacity will be lightweight (production capability of <26 lbs minimum)
- ~**2/3** of manufacturing capacity will be well-positioned to be competitive, even in economic downturn

---

**Current Capacity: 1,568 K st/yr**

- Recycled: 16%
- Virgin: 84%

**Capacity with Bear Island: 2,033 K st/yr (+30%)**

- Recycled: 12%
- Virgin: 88%

(1) Once operating at full capacity.

**Competitiveness of Containerboard Manufacturing Platform (Based on Tonnage)**

- 2nd, 3rd, 4th Quartile: 50%
- 1st Quartile: 60%

Current Asset Base (7 paper machines)

- 50%

With Bear Island (8 paper machines)

- 40%, 60%
Project Funding from Equity Financing, Internal Cash Flow & Existing Credit Facilities

### PROJECT COSTS (in US$ millions)

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<thead>
<tr>
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<th>≤ 2020</th>
<th>2021</th>
<th>2022</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Acquisition</td>
<td>$35</td>
<td>-</td>
<td>-</td>
<td>$35</td>
</tr>
<tr>
<td>Machinery/Engineering/Project Management</td>
<td>$27</td>
<td>$162</td>
<td>$89</td>
<td>$278</td>
</tr>
<tr>
<td>Other Costs/Contingencies</td>
<td>$7</td>
<td>$31</td>
<td>$29</td>
<td>$67</td>
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<tr>
<td><strong>TOTAL SPEND</strong></td>
<td><strong>$69</strong></td>
<td><strong>193</strong></td>
<td><strong>$118</strong></td>
<td><strong>$380</strong></td>
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### PROJECT FUNDING & PROJECTED RETURN

15% + IRR²
- Based on current market conditions (Linerboard at US$580/st & OCC at US$65/st)
- Excludes recently announced US$50/st price increase

OIBD (EBITDA)²
- Expected to generate OIBD (EBITDA) margins of ~ 30%³

FUNDING SOURCES
- Announced bought deal common share equity financing (~CAD$125 M)
- Strong forecasted Free Cash Flow² from current operations
- Existing bank revolver – current availability is at >CAD$700M

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(1) US$50 M already incurred. (2) Please refer to the heading “Reconciliation of Non-IFRS Measures and Other Performance Measures” on page 2.
(3) Based on current market conditions (Linerboard at US$580/st and OCC at US$65/st) and forecasted mix of products, excluding recently announced US$50/st price increase.
## Project Timeline

### START-UP
- Q4 2022

### OPERATIONAL RAMP-UP TARGET
- 80% run-rate by end of 2023
- 90% run-rate by end of 2024
- 100% run-rate by end of 2025

### INITIAL ESTIMATED CAPACITY OFF-TAKE
- 10% will be used internally
- 30% - 35% via long-term agreements with existing & new customers by 2023

<table>
<thead>
<tr>
<th>TIME</th>
<th>Q1 2020</th>
<th>Q2 2020</th>
<th>Q3 2020</th>
<th>Q4 2020</th>
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### Engineering
- Q1 2021: Order
- Q2 2021: Construction
- Q3 2021: Installation

### Site preparation
- Q4 2020: Order

### Paper Machine
- Q4 2022: Order
- Q3 2023: Construction
- Q2 2024: Installation

### OCC Plant
- Q4 2022: Order
- Q3 2023: Construction
- Q2 2024: Installation

### Water Treatment
- Q4 2022: Order
- Q3 2023: Refurbish / Installation

### Boiler
- Q4 2022: Refurbish

### START-UP
- RAMP-UP TARGET
  - 80% run-rate by end of 2023
  - 90% run-rate by end of 2024
  - 100% run-rate by end of 2025

### INITIAL ESTIMATED CAPACITY OFF-TAKE
- 10% will be used internally
- 30% - 35% via long-term agreements with existing & new customers by 2023
Robust Strategic, Shareholder Return and Competitive Rationale for Bear Island Project

- Significantly advances modernization of N.A. containerboard platform and improves Cascades’ competitiveness in lightweight packaging
- Optimizes geographic positioning
- Expands 1st quartile competitive production to 60%+ of total capacity
- Near-term benefit on OIBD (EBITDA) Margin & shareholder return profile
- Sustainable + high-performance - 100% recycled, light basis weight

(1) Please refer to the heading “Reconciliation of Non-IFRS Measures and Other Performance Measure on page 2.