



A Global Producer

The Paper Excellence Group is a private holding company that oversees individual pulp and paper business units. Its operations include the manufacturing of pulp and specialty, printing and writing, and packaging papers, producing nearly 10.6 million tons annually with a workforce of more than 14,000 in its nearly 40 locations across the Americas and Europe.

Through its individual business units, the Group leverages its operational excellence and sustainable high-quality, cost-effective products to deliver high quality pulp and paper to its customers around the world.

Founded in 2006, the Group has grown through acquisitions, first in Canada, then later Europe, Latin America, and the United States.

The Group's growing global leadership team builds on the success of our expansion throughout Canada, while developing a roadmap for future growth by implementing the company's vision: to be a profitable, sustainable, and globally competitive fibre products provider that is environmentally and economically beneficial to all stakeholders.



At-a-Glance



10.3 million

Annual capacity: 7.4M tons of pulp and 2.9M tons of paper



7.1 billion

Global Revenue USD



Operations/investments in
4 countries

France, Brazil, Canada and USA



14,000

Employees



96%

Of our total energy use in 2021 was renewable



18

Mills



Customers in more than
50 countries

on all continents



66%

Reduction in our greenhouse gas emissions since 1990

The Paper Excellence Group of Business Units



Paper Excellence Canada (Canadian operations)

Paper Excellence Canada (PEC) is a diversified manufacturer of pulp and paper, including printing and writing, packaging, and specialty papers. PEC operates 7 facilities in Canada producing over 2.5 million tonnes annually with a workforce of more than 2,230. PEC contributes over US\$3.5 billion annually to the Canadian economy.



Paper Excellence Brazil

Paper Excellence Brazil was founded in 2017 and is headquartered in São Paulo. PE Brazil has 49.41% ownership of the Eldorado Mill in Tres Lagoas which produces 1.7 million tonnes, has US\$1.1 billion in sales and employs approximately 5,000 indirect jobs. In addition, PE Brazil owns 230,000 hectares of eucalyptus forests, seedling nursery and a port terminal, contributing more than US\$5 billion annual to the Brazilian economy.



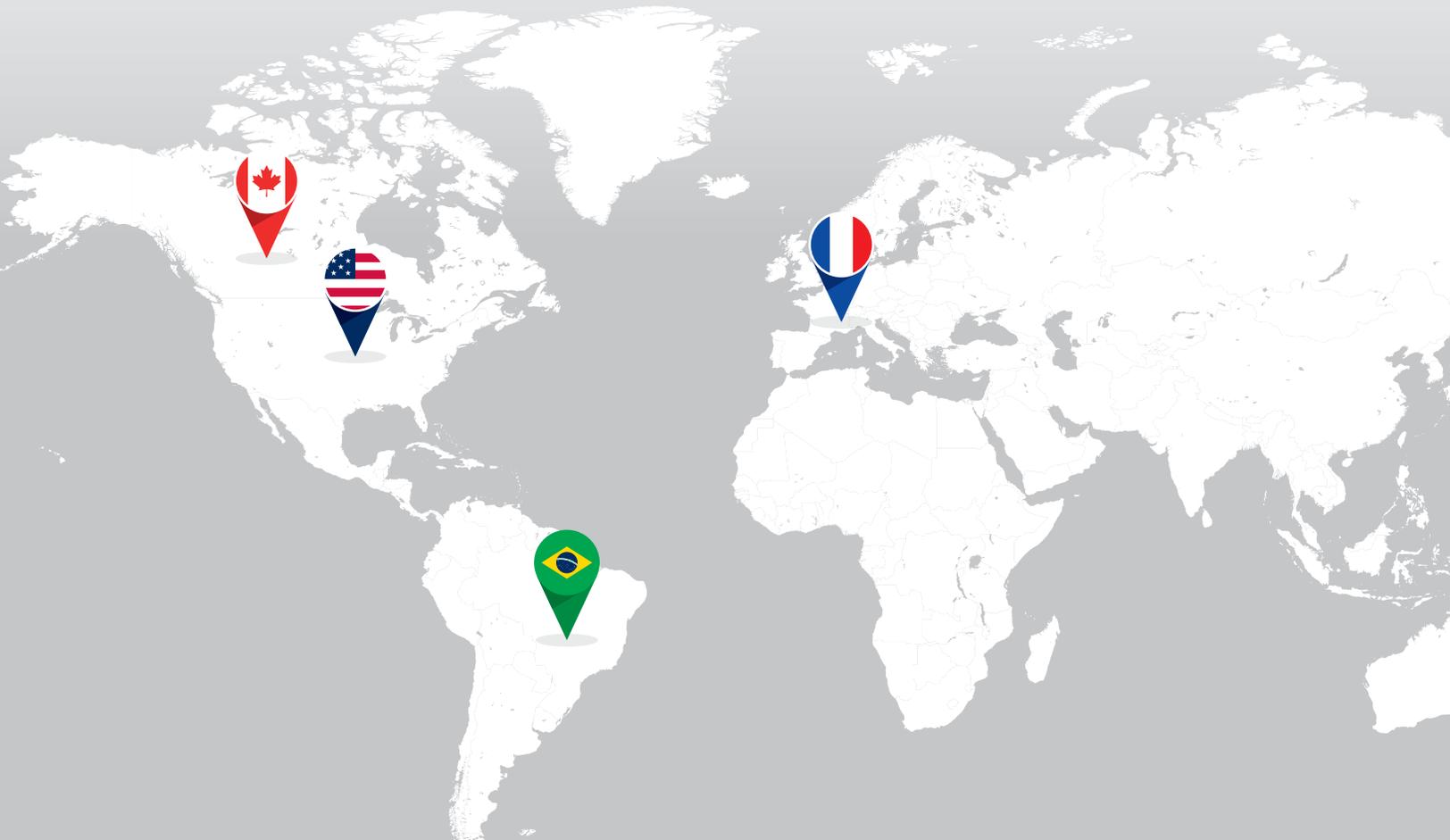
Domtar

Domtar produces more than 5.6 million tonnes of communication, specialty and packaging paper, market pulp and airlaid nonwovens. With 20 manufacturing and converting facilities in the US and Canada, Domtar employs 6,100 people and is headquartered in Fort Mill, SC (US) and Montreal, QC (Canada). Domtar contributes US\$6.5 billion annually to the US and Canadian economies.



Fibre Excellence

Fibre Excellence produces more than 575,000 tons of bleached and unbleached kraft pulp and US\$400 million in sales. Headquartered in Labege, it has two manufacturing facilities in France and one woodland operation. Fibre Excellence employs 600 people, supports numerous indirect jobs, and plays an important role in the social and economic health of their communities.



Key Strategic Pillars

The strategic pillars are focused on driving innovations, enhancing our operating platforms, and delivering high quality products.



Horizontal Expansion

- Secure competitive pulp supply globally through acquisitions to support growing pulp and paper demand
- Invest to optimize, convert, and increase production capacity at existing plants
- Diversify pulp supply across geographies including North America and Europe
- Expand product offerings to meet the specific needs of customers, including additional grades of pulp (e.g. fluff pulp)



Vertical Integration

- Explore growth opportunities across the value chain, including upstream (e.g. forestry supply) and downstream (e.g. paper and other forest products)
- Expand into attractive downstream businesses (e.g. tissue, personal care, paperboard, communications papers)
- Secure upstream forestry supply through acquisitions as well as supply partnerships with forestry asset owners



Financial and M&A Strategy

- Invest in our businesses and make strategic acquisitions while maintaining ample liquidity and healthy leverage ratios
- Retain the talent of acquired businesses to expand the knowledge base and human capital of our organization



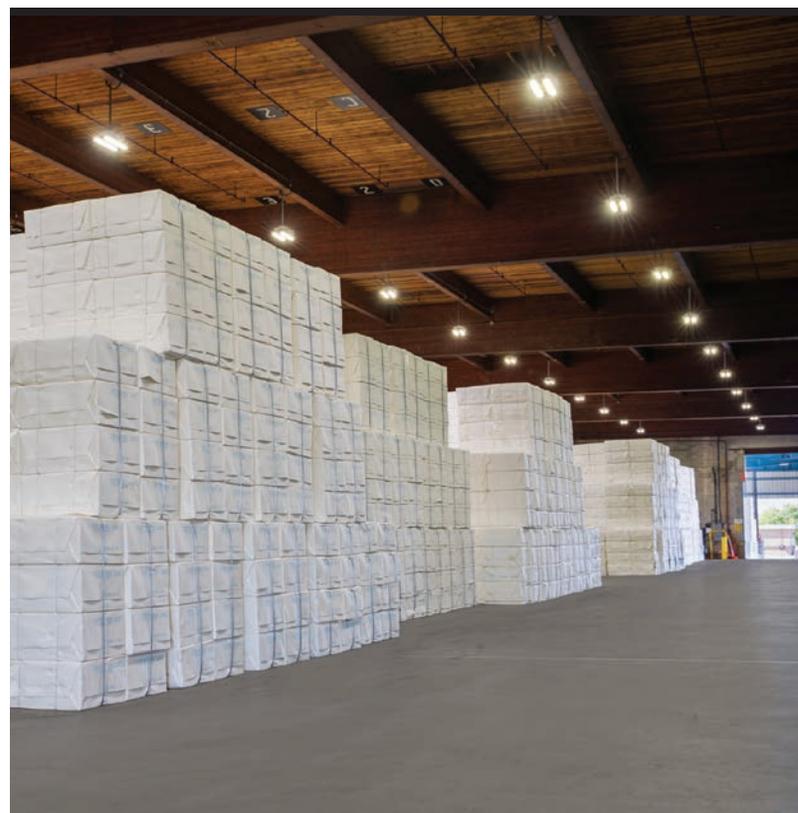
Operational Excellence

- Focus on continuous improvement by implementing best practices across facilities
- Optimize procurement and distribution logistics
- Continuous operational benchmarking to improve operations and maintenance productivity
- Maximize cash cost control



Commitment to Sustainability

- Maintain strong relationships with all levels of governments, local communities, unions, non-government agencies and other key stakeholders
- Source sustainable raw materials from operators that are in compliance with environmental regulations
- We work hard to ensure that we use every part of every tree that we harvest, that includes byproducts or extractives from the pulping process
- Carry out green projects and continuous improvement initiatives



Our Commitment to Sustainability

Sustainable businesses provide a foundation for the long-term stability of both people as well as the natural environment.



1. Protect Natural Environment

- All forest and fiber-procurement operations are third party independently certified
- Robust corporate environmental guidelines
 - ✓ Emphasis on biodiversity
 - ✓ Nursery and seedling operations
 - ✓ Investments in protected areas
 - ✓ Focus on water conservation
 - ✓ Recycling
- Commitments and guidelines based on our operational impacts
 - ✓ Implementation of environmental best practices across mills
- Forest management certifications and independent performance

2. Honor Social Contracts

- Paper Excellence Group is committed to the sustainability of the communities in which we operate
- We are diligent about maintaining our social contract obligations with multi-partner commitments between Paper Excellence, our employees and communities
 - ✓ All parties work together towards the success of the operations, maintaining jobs and contributing to the well-being of the community

3. Maintain Long-term View on Investments

- As a private holding company, Paper Excellence has the ability to think beyond “quarterly earnings”
- A cornerstone of sustainability for Paper Excellence is our willingness to provide investment capital to achieve and maintain state of the art manufacturing facilities
- This ensures long-term continuity of our operations and sustains their global competitiveness
- Long-term owner-operator committed throughout the economic cycle and beyond

4. Ensure Economic Sustainability

- The sustainability of our mills’ local economies is a vital cornerstone of our business
- Paper Excellence serves a key stabilizing role in many forest and natural resource-based communities
 - ✓ Creating direct and indirect jobs
 - ✓ Providing training and education
 - ✓ Giving community support

GROUP HEADQUARTERS

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