



A Global Producer

The Paper Excellence Group is a private holding company that oversees pulp and tissue; paper and packaging; and wood products business units. Its operations include the manufacturing of a range of pulps, specialty, printing and writing papers, newsprint, packaging papers, and tissue producing nearly 12 million tonnes annually, plus 3.1 billion board feet of lumber, with a workforce of more than 21,300 in some 60 locations across the Americas and Europe.

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

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

The Group's growing global leadership team is building on the success of its expansion across 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



12 million

Annual capacity (total metric tons): 7.4M of pulp, 4.5M of paper 116K of tissue

Annual capacity (billion board feet): 3.2B of lumber and other wood products



10.8 billion

Global revenue USD



Operations/investments in

4 countries

France, Brazil, Canada and USA



21,300

Employees



77%

Of our total energy use was renewable in 2022



60 facilities



Customers in more than

60 countries

on all continents



100%

Regeneration of the woodlands we manage

The Paper Excellence Group of Business Units



**PAPER
EXCELLENCE**

Paper Excellence Canada (Canadian operations)

Paper Excellence Canada is a diversified manufacturer of pulp and paper, including printing and writing, packaging, and specialty papers. The company operates six facilities in Canada producing 2.5 million tonnes annually with a workforce of more than 2,100. Paper Excellence Canada contributes over US\$3 billion annually to the Canadian economy.



Domtar

Domtar produces more than 5.6 million tonnes of communication, specialty and packaging paper, market pulp and airlaid nonwovens per year. With 19 manufacturing and converting facilities in the U.S. and Canada, Domtar employs 5,800 people and is headquartered in Fort Mill, South Carolina (U.S.) and Montréal, Quebec (Canada). Domtar contributes US\$6.5 billion annually to the U.S. and Canadian economies.



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EXCELLENCE
BRAZIL**

Paper Excellence Brazil

Paper Excellence Brazil was founded in 2017 and is headquartered in São Paulo. The company Brazil has 49.41% ownership of the Eldorado mill in Três Lagoas which produces 1.83 million tonnes of pulp each year, has US\$1.1 billion in sales, employs 5,300 people and supports 5,000 indirect jobs. Paper Excellence Brazil manages 250,000 hectares of eucalyptus forests, seedling nursery and has operations at six port terminals, contributing more than US\$5 billion annually to the Brazilian economy.



Fibre Excellence

Fibre Excellence produces more than 560,000 tonnes of bleached and unbleached kraft pulp annually, generating US\$300 million in sales. Headquartered in Labège (France), it has two manufacturing facilities and one woodlands operation. Fibre Excellence employs 650 people, supports numerous indirect jobs, and plays an important role in the social and economic health of its operating communities.



Resolute Forest Products

Resolute Forest Products is a leading producer of a diverse range of wood, pulp, tissue and paper products, which are marketed in 60 countries. The company operates some 40 facilities, as well as power generation assets, in the United States and Canada, and employs close to 7,000 people. Headquartered in Montréal, Quebec (Canada), Resolute contributes more than US\$3 billion annually to the U.S. and Canadian economies.



Key Strategic Pillars

The company's strategic pillars focus on driving innovation, 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 facilities
- 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



Vertical Integration

- Explore growth opportunities across the value chain, including upstream (e.g. fibre supply) and downstream (e.g. paper and other forest products)
- Expand into attractive downstream businesses (e.g. tissue, personal care, paperboard, communication papers)
- Secure upstream forestry fibre 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 companies to expand the knowledge base and human capital of our organization



Operational Excellence

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



Commitment to Sustainability

- Maintain strong relationships with all levels of government, local communities, unions, non-governmental agencies, and other key stakeholders
- Source sustainable raw materials from operators that are in compliance with environmental regulations
- Adhere to internationally recognized forest management and chain-of-custody standards
- Work hard to ensure we use every part of every tree we harvest, including byproducts or extractives from the pulping process, and optimize residuals and waste
- Carry out greener, innovative projects and continuous improvement initiatives with latest environmental, social and governance (ESG) standards



Our Commitment to Sustainability

Sustainable businesses provide a foundation for the long-term vitality of communities and the natural environment.



Protect Natural Environment

- Forest management and fiber procurement certified by international standards and audited by third parties
- Robust environmental guidelines, focused on water and biodiversity conservation as well as circularity and beneficial use programs
- Owned nurseries that supply seedlings to ensure forest regeneration
- Strategic partnerships aimed at investing in protected natural areas
- Commitments based on operational impacts, which guide us to implement environmental best practices across our facilities
- Investments in the decarbonization of our operations to reduce our environmental footprint



Contribute to Social Development

- Commitment to developing local economies by:
 - ✓ Creating direct and indirect jobs
 - ✓ Providing training and education
 - ✓ Ensuring community support (education, health and well-being)
 - ✓ Prioritizing local suppliers to create shared value and establish win-win relationships
- Investments in talent development, so that we grow together, while prioritizing employee health, safety and well-being
- Diversity, Equity and Inclusion programs
- Indigenous Peoples Policy that aims to establish new commercial partnerships and respect for lasting collaborative relationships



Maintain Long-term View on Investments

- As a private holding company, Paper Excellence Group has the ability to think beyond “quarterly earnings”
- Willingness to provide investment capital to achieve and maintain state of the art manufacturing facilities
- Ensures long-term continuity of our operations and sustains their global competitiveness
- We are a long-term owner-operator committed throughout the economic cycle and beyond



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