



Domtar

**PAPTAC Bleaching Committee
Dryden Mill Overview**

Mike Louttit, Manager of Strategic Development

ABOUT US

Domtar is a leading provider of a wide variety of fiber-based products including communication, specialty and packaging papers, market pulp and absorbent hygiene products



INVESTING FOR GROWTH

Invested

- Plymouth fluff pulp conversion

Attends *Attends*
HEALTHCARE PRODUCTS



Acquisition of Attends (US)

Acquisition of Attends (Europe)

Acquisition of Indas

Conversion of Ashdown PM to fluff pulp

2007

2008-2010

2011

2012

2013

2014

2015-2016

2017

Investments in paper; divested non-core assets

Focus on growth through acquisitions, targeted investments & organic growth

Divested

- Lumber business
- Hardwood pulp mill
- CGW mill

EAM

Acquisition of EAM

Acquisition of AHP



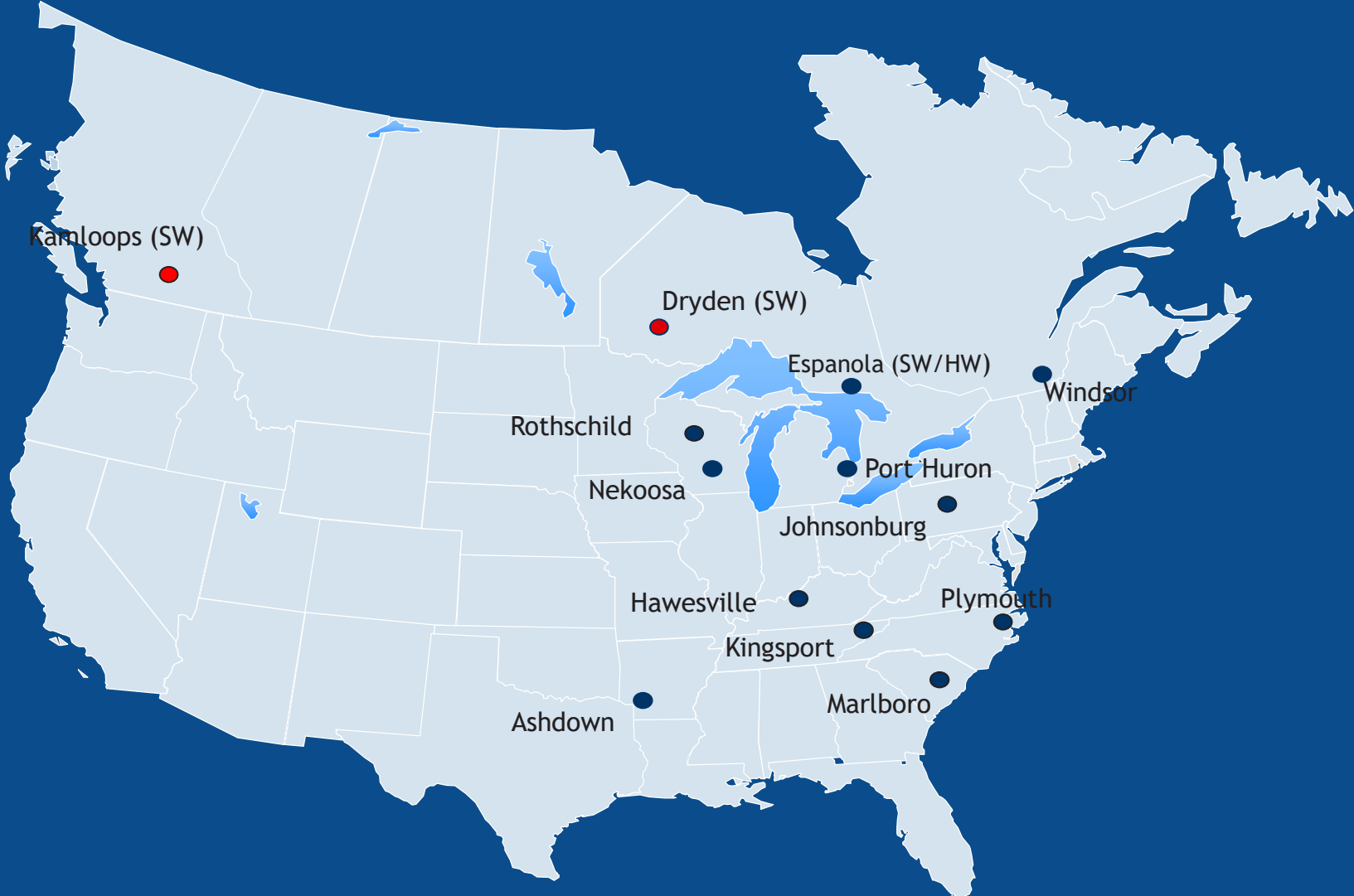
Acquisition of HDIS



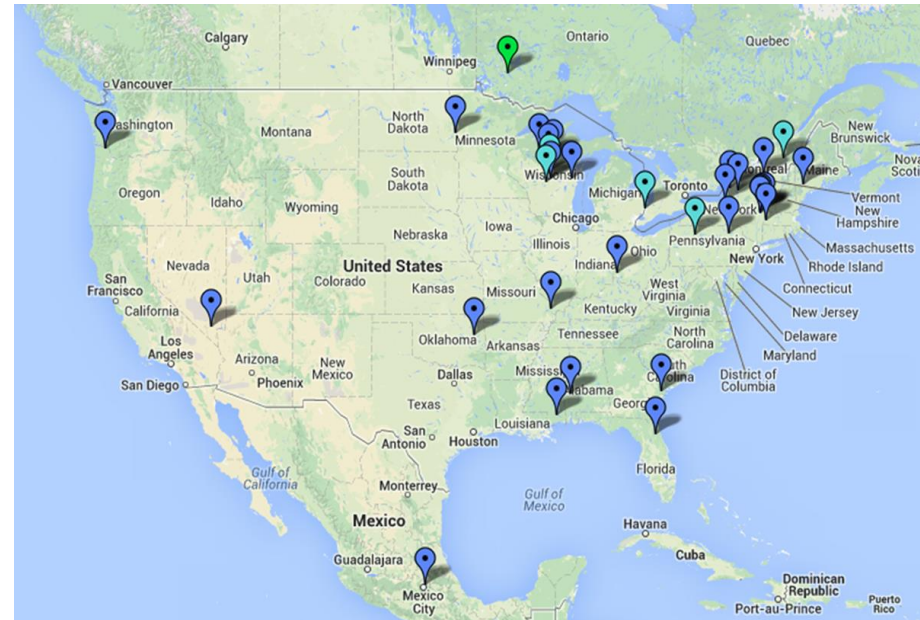
Forest products company

Innovative wood-fiber converting company

NORTH AMERICAN MANUFACTURING

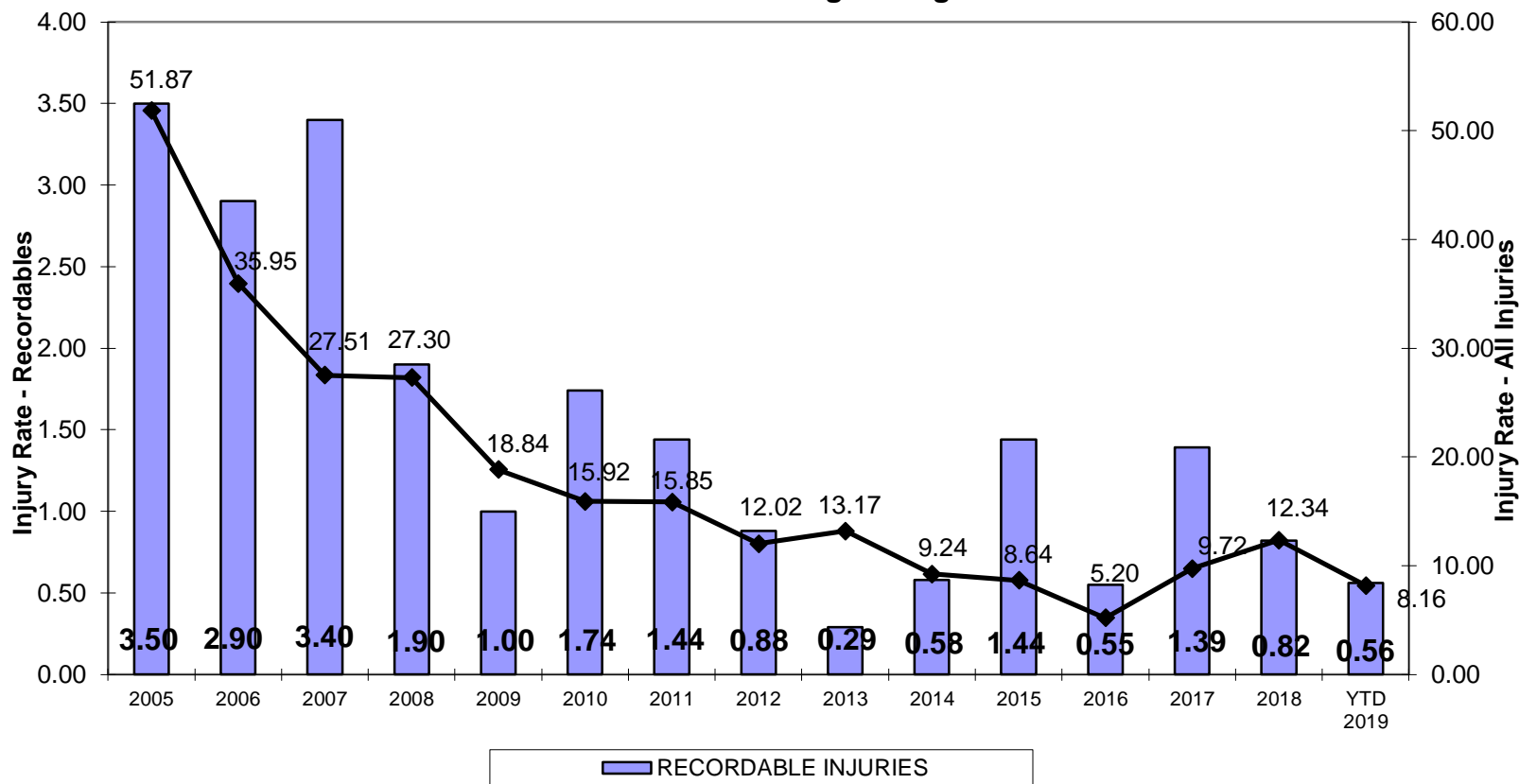


DELIVERING THE HIGHEST VALUE TO OUR CUSTOMERS



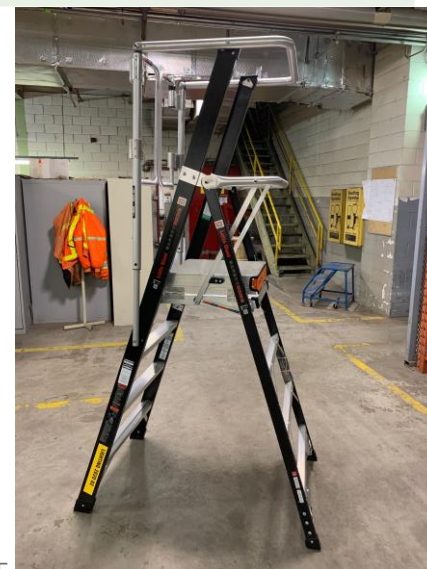
DRYDEN SAFETY RESULTS

**Incident Rate
Recordable vs All Injuries
12 Month Rolling Average**



2019 RESULTS

PROGRAM	COMMENT
Contractor Management/IsNet	No recordables/FA on Annual Outage
Emergency Response/Diphoterine deployment	Improved structure/leadership and morale
Pre task hazard assessments	8 versions role specific
5S	Trial in main lab deploy to other areas
Human Performance Improvement (HPI)	Bronze level training for improved investigations
Ladder Safety	PTHA for ladder use, new standard



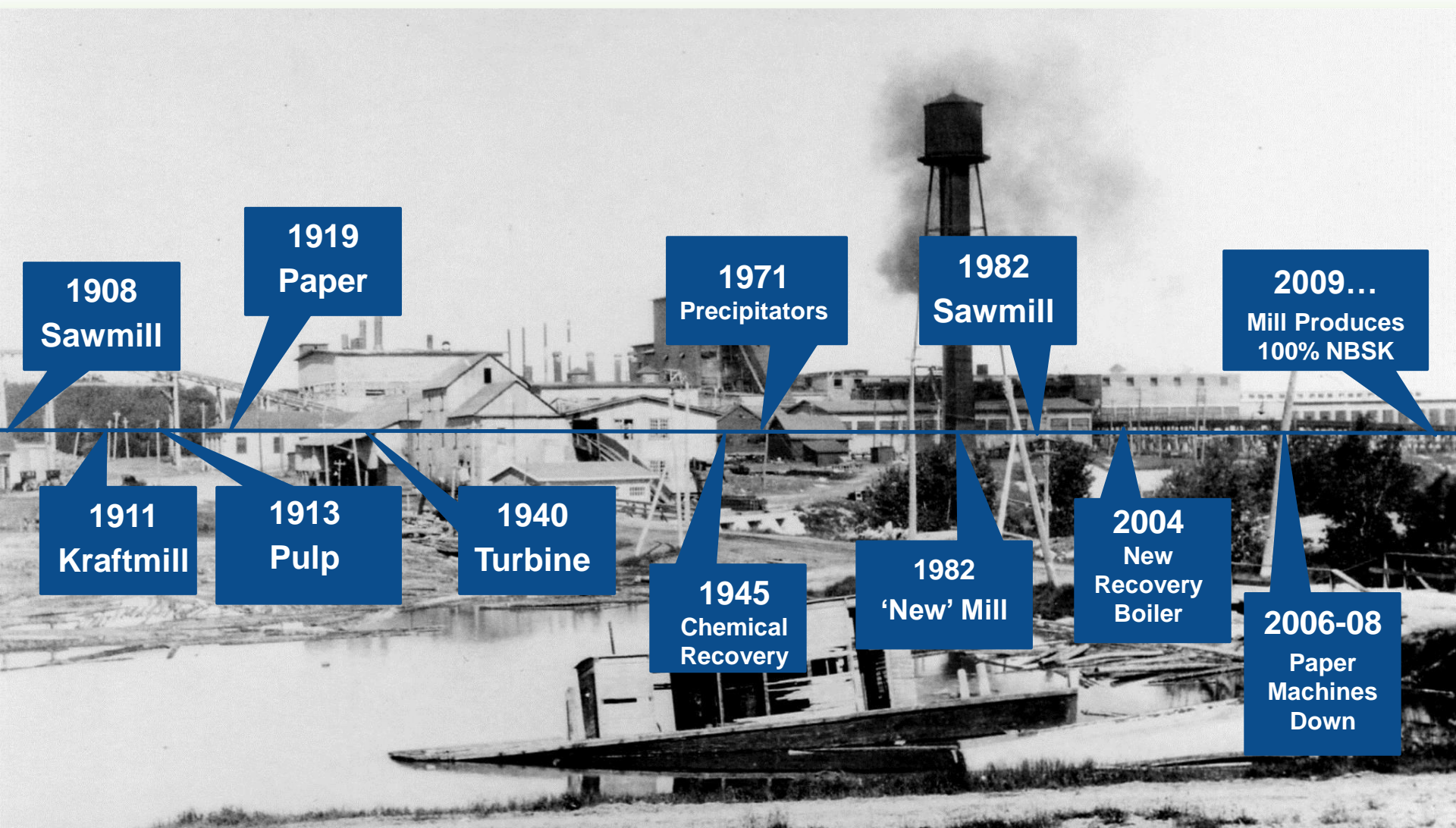
HISTORY OF THE DRYDEN



- 1882 – first CPR wood-fired steam locomotive passed over the Wabigoon River bridge
 - Railway demand for ties, timbers and lumber resulted in shoreline logging along Wabigoon Lake
- In 1897 for 4 Dryden sawmills were built
 - John Stewart
 - Alex Skene
 - William McMillan
 - Grant and Charles Gordon
- Mid 1890's – Manitou gold rush created demand for mining timber, lumber and wood as fuel for steam boilers. The main center of the gold rush was Wabigoon to the east.
- In 1895, John Dryden, a farmer and Minister of agriculture while his train stopped at what was known as the Barclay Tank to rewater noticed clover growing by the track and decided to found an experimental farm. It was success and settlers moved into the area.
- Originally called New Prospect, and was renamed in 1910, and became Ontario's smallest city in 1998.



THE FIRST HUNDRED YEARS



**1908
Sawmill**

**1919
Paper**

**1971
Precipitators**

**1982
Sawmill**

**2009...
Mill Produces
100% NBSK**

**1911
Kraftmill**

**1913
Pulp**

**1940
Turbine**

**1945
Chemical
Recovery**

**1982
'New' Mill**

**2004
New
Recovery
Boiler**

**2006-08
Paper
Machines
Down**

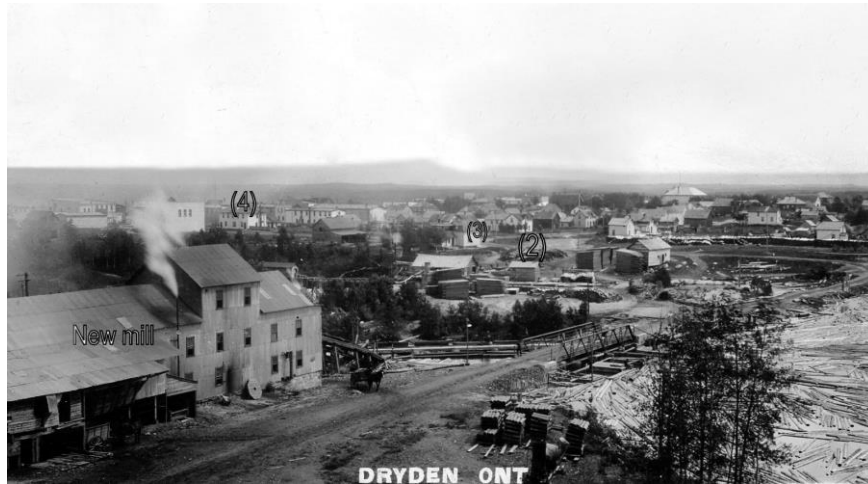
THE FIRST HUNDRED YEARS



- 1898: first Wabigoon River dam built
- 1908: a sawmill becomes the first industry on the current site
- **1911: Dryden Timber & Power Company begins construction of a new mill, the first kraftmill in Ontario and only the fourth in Canada**
- 1912: second dam is constructed along with electrical power generation facilities
- **1913: pulp production begins**
- 1919: a paper machine is built and begins production



THE FIRST HUNDRED YEARS



- 1922: second paper machine begins production
- 1922-23: dam and power plant constructed at Wainwright Falls
- **1935: plant producing kraft bags in four sizes starts up**
- 1940: first steam turbine built
- **1944-45: pulp capacity expansion and first chemical recovery plant constructed**
- 1948: third paper machine starts up



1920 to 1950

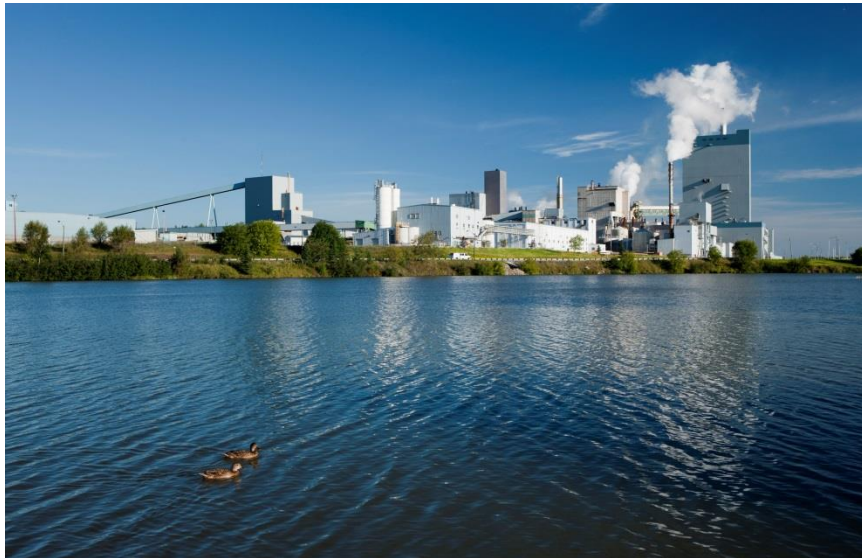
DRYDEN PAPER COMPANY BAG FACTORY, 1943. WOMEN WERE EMPLOYED FINISHING GROCERY BAGS: FOLDING THE TOPS, APPLYING A CARDBOARD BAND AROUND THE TOP AND ATTACHING HANDLES.

28 cents versus 41



STRICTLY PRIVATE AND CONFIDENTIAL

THE FIRST HUNDRED YEARS



1980 to Today

- 1979: Reed Paper, losing money and unable to finance necessary renewal and environmental controls, **sells the mill to Great Lakes Forest Products**
- **1982: except for the lime kiln, recovery and power boilers**, the entire mill is rebuilt and provided with new pollution control equipment
- 1982-89: two paper machines constructed for copy and printing paper
- **2004: new recovery boiler, concentrators and other odour control equipment start up**
- 2006-08: both papermachines shut down
- **2009: mill converts to 100% market NBSK production**

INVESTMENT HISTORY



- **\$250 million pulp and sawmill expansion in 1983**
- \$110 million installation of D1 machine (and finishing equip.) in 1984
- \$175 million installation of D2 machine (& Will cut-size sheeter) in 1989
- **\$54 million chip handling and screening system completed in 1996**
- \$35 million cut-size sheeting expansion in April 1998
- \$45 million rebuild of D2 machine in 2001
- **\$230 million Recovery Boiler and air emissions reduction in 2004**
- **\$23 million boiler feedwater treatment and steam turbine in 2012**

CURRENT DRYDEN PULP OPERATION



Production Capacity:

NBSK 325,000 ADMT

Direct employment:

- 360 employees at mill
- 230 forestlands contractor employees on Wabigoon & Trout forests
- 200 people supplying fiber from other sources

THE FIBER *of* Domtar

AGILE | CARING | INNOVATIVE

