

# ANNUAL REPORT 2010-2011

Strategic and financial review

From research to innovation

2010-2011

# OPERATIONAL AND FINANCIAL OVERVIEW 2010/2011

Building the future on innovation.  
Today.  
One success at a time.

FPIInnovations is the result of a joint effort on the part of industry, funded by more than 280 parent companies and the federal and provincial governments. Its objective is to help the Canadian forest industry develop new products based on the unique attributes of Canada's forest resources and on a sustainable development approach, in an effort to improve its value chain.

FPIInnovations explores pathbreaking ways of taking full advantage not only of feedstocks, but also of our forest industry's substantial scientific, technological and commercial capital. The organization is positioning itself as a new innovation hub, working to align the forest industry's skills, needs and solutions with those of many other sectors of the Canadian economy.

This unique business model enables FPIInnovations to distinguish itself with increasing authority as an innovation powerhouse at the global level, with a process of innovation that attracts interest from across Canada and around the world.

## OPERATIONAL HIGHLIGHTS

Implementation and deployment of an effective, innovation-centred business model

Industry start-up of 13 pilot-plant projects under the Transformative Technologies Program

Positioning of FPIInnovations as an innovation hub for the forest industry

As at  
March  
31,  
2011

## FINANCIAL HIGHLIGHTS

\$ thousands

As at  
March  
31,  
2011

	2009-2010	2010-2011	
	ACTUAL	BUDGET	ACTUAL
REVENUE	88,957	88,732	97,452 <sup>1</sup>
SURPLUS	1,388	3,487	7,925 <sup>1</sup>

<sup>1</sup> Excluding non recurring demonstration projects.

# MESSAGE FROM THE CHAIRMAN OF THE BOARD AND THE PRESIDENT AND CEO

A pivotal year. A promising future.

Fiscal 2010-2011 was a year of significant progress for FPIInnovations in every sector of activity. With the ongoing support of our members, we continued our transition, begun three years ago, from a traditional business model centred on research and development to a new model where R&D takes place within a broader innovation process.

This reorientation was a critical step for an organization like ours, because it allows us to realign our research work to focus on objectives and targets that will maximize the chances of producing results and creating value. With this in mind, we have carefully developed our operational model by integrating the five "disciplines of innovation" identified by the experts at SRI International\*, whose assistance was invaluable to our management and research teams as they defined a new approach that could take on the challenges of the 21<sup>st</sup> century:

- closely matching research with customer and market needs;
- creating value;
- establishing innovation champions within the organization;
- setting up innovation teams; and
- getting the whole organization aligned with value creation for customers and markets.

\* SRI International is an independent non-profit research institute based in Palo Alto, California.



# INNOVATION

« We are working tirelessly to help the Canadian forest industry stay competitive at the global level. In the short term as well as the long term. »



*R. Allan Ward*

Al Ward Chairman of the Board

*Pierre Lapointe*

Pierre Lapointe President and CEO



## MAKING A NAME FOR OURSELVES

Our efforts promptly began to produce results that were both noteworthy and noticed.

In July 2010, plans to build the world's first pilot-scale demonstration plant to manufacture pre-commercial volumes of nanocrystalline cellulose (NCC) were announced with Domtar. It would be much too simplistic, as we will see later in this message, to let this single announcement stand for our whole year's progress. Yet because of its repercussions and the instant visibility it gave FPInnovations on the world stage, it is worth highlighting how this project embodies and exemplifies the new organization we have become. In fact, this project provides an answer to three theoretical impossibilities in the traditional R&D model:

- first, it has allowed the development of a scientific discovery that languished for 30 years without a market outlet because there had been no proper alignment of research, engineering and market;
- second, it has taken less than a year to go from the research stage to the construction of an experimental production plant on a pre-commercial scale, all for a fraction of the initial estimated budget and within a timeframe that would have been unthinkable in the past;

« Thanks to a pathbreaking joint venture between Domtar and FPInnovations, the world's first NCC pilot-scale demonstration plant is now under construction in Canada. »

- and finally, this project has now taken the form of a 50/50 joint venture between FPInnovations and Domtar: CelluForce; this is a groundbreaking formula for an R&D project of this size, and the partners and their backers had to think outside the usual operational box in order to make it happen. Today, it inseparably links the research organization that is FPInnovations to the project's commercial decision-making and its profits, and imposes success on both partners.

This achievement is more than just the application of a major scientific discovery: it is a demonstration of our new innovation model in action and, above all, proof of its viability. Barely three years after setting this as our goal, we can state with confidence that we are now living the "innovation" in FPInnovations.

It should be no surprise that our joint announcement with Domtar attracted so much international media coverage, along with expressions of interest that are still coming in from potential customers in a wide range of industries. When the pre-commercial plant starts up, in 2012, it won't just be opening a new facility: it will be a new era, where the presidents of major paper manufacturers will be

negotiating not only with the senior executives of large printing companies, but also with those of auto manufacturers, aerospace firms, and manufacturers of cosmetics and medical products.

Together, we will have made the move from research to innovation.

### 13 PILOT-PLANT PROJECTS

The nanocrystalline cellulose (NCC) project is only one of the 13 pilot-plant projects that were undertaken in 2010/11 with several partners, under the Transformative Technologies Pilot-Scale Demonstration (TTP-PSD) Program, funded by Natural Resources Canada.

The TTP-PSD features initiatives that may have high potential, but still pose a high risk from a commercial standpoint. The challenge is to integrate a diversity of partners from the industrial private sector, academia and the provincial and federal governments when developing these kinds of projects in order to share the costs, risks and rewards.

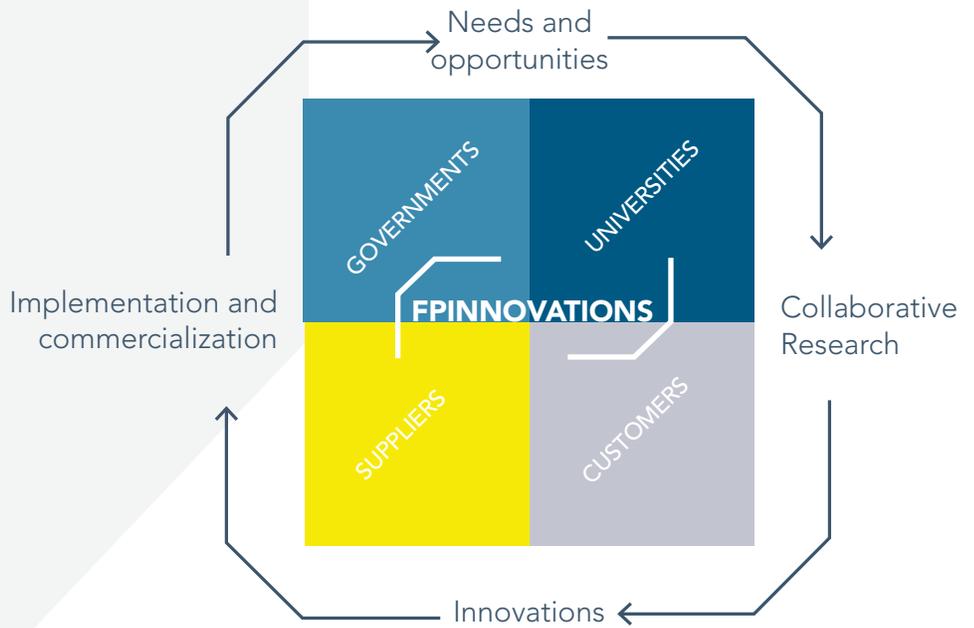
These initiatives offer development opportunities with considerable potential for the forest industry, as well as for the communities where they could translate into significant job creation. Take, for example, the conversion of lignin, a residual substance from the pulping process, into eco-efficient and commercially viable fossil fuel alternatives. The potential for lignin in the markets is massive because this environmentally friendly material can replace any number of petroleum-derived substances: fuels, resins, rubber additives, thermoplastic blends, nutra- and pharmaceuticals, etc. Research conducted by FPIInnovations,



The lignin pilot plant in Thunder Bay is a first in North America.

and supported by the Centre for Research and Innovation in the Bio-Economy (CRIBE), Natural Resources Canada and the Ontario Ministry of Research and Innovation, will translate into a production capacity of up to 100 kg of lignin a day. The plant built in AbitibiBowater's Thunder Bay, Ontario facility is already producing its first batches of industrial lignin for Canadian researchers.

Remarkable breakthroughs are also being made by FPIInnovations and our partners in the development of systems and processes for using wood in the construction of multi-storey non-residential buildings. FPIInnovations, our government partners and a new generation of entrepreneurs in the wood sector working for companies such as Tembec, Structurlam, Chantier Chibougamau or Lauzon, are in the process of reinventing commercial construction. In Vancouver, the University of British Columbia, in cooperation with Nexterra and the Government of British Columbia, and as part of its "Greening the Campus" initiative, is preparing to house its new energy-efficient heating system in a building that uses cross-laminated timber (CLT), a technology



adapted for North American use by FPIInnovations and its partners. CLT, with its outstanding structural, thermal, acoustic and seismic qualities, offers a new outlet for wood in non-traditional applications. After many years of extensive R&D, FPIInnovations published a CLT Handbook that has quickly become the go-to reference in this field. Finally, we can report that no fewer than four Canadian provinces have already amended their building codes to recognize the new possibilities for wood in the non-residential construction sector.

The number of pilot plant projects alone says a great deal: it is a feat for a single organization to support so many plants and projects in a single fiscal year. It also demonstrates the capacity we have developed over the past few years to act as an integrative force for innovation in the forest industry. We provide a variety of projects with the advanced research component they need in order to achieve commercial viability, focusing on four main areas: next-generation building solutions, next-generation pulp and paper, energy and chemicals from biomass, and novel bioproducts.

Last year, we made absolutely clear our belief that we could take a leadership role in the transformation of Canada's forest industry. This year, we delivered on that promise. The proof is in the fact that every one of the projects selected under the Transformative Technologies Program is completed or in the process of being completed, and has started to yield results, primarily due to original technologies developed by our teams in cooperation with our partners.

We are putting forward every effort to position FPIInnovations as the innovation hub for the forest industry. This past year, we played a key role in creating synergies between 11 governments (provincial, territory and federal), academia and the industry. Working with universities under the NSERC Forest Sector R&D Initiative, FPIInnovations was instrumental in renewing and creating eight specialized networks focused on new product development, leveraging no fewer than

«We are continuing to think deeply about business models that, at best, will allow us to reconcile the short-term needs of our members with the search for long-term solutions for the forest industry and, with it, the Canadian economy as a whole.»



PIT's (Programme Innovation Transport) Energotest evaluations.

70 active collaborations with universities. Through these networks we are capitalizing on the innovation capacity of more than 60 professors and over 250 graduate students from 24 Canadian universities, while building new relationships with the various industrial partners.

There is no question that we are only at the beginning of a long innovation cycle, but we are clearly on board with our industry in its efforts to change and adapt to the challenges of the 21<sup>st</sup> century.

## A FORWARD-LOOKING INDUSTRY

The forest industry is on board with us, too, as never before. It must be remembered that our working relationship is first and foremost with our members (over 280 companies, not counting their divisions), and that nearly three-quarters of our work is done for and with Canadian companies in the forest industry. We derive our legitimacy and a large part of our funding from our members and from their willingness to transform their operating sector. In this respect, we are seeing both a diversification of our companies' operations into non-traditional and highly innovative areas, and a great receptiveness on their part to the collaborative partnership model we have set up, for example, in connection with the 13 pilot-plant projects. This kind of model, which allows for the sharing of risks as well as rewards, is clearly a winning formula for many forest industry businesses seeking to develop new outlets.

« Our team is now rejuvenated, reinforced and proudly united around a single vision of the future and of innovation. »

Moreover, our members are discovering ever-increasing possibilities for turning their raw material and their knowledge capital into applications that do not fall strictly within the forest industry, and are building partnerships as required with businesses in other fields. This is the case for the Bio-Pathways Project. Sponsored by FPAC, FPIInnovations and Natural Resources Canada, this project seeks to bring the forest industry into the bio-age by finding ways to convert wood fibre, or biomass, into an array of products including electricity, fuels, plastics, solvents, lubricants, even food additives. The same goes for PIT, the *Programme Innovation Transport*, that enables FPIInnovations to reach a large number of companies that operate truck fleets and deliver the huge pool of knowledge accumulated by the forest industry in the areas of vehicle optimization, road-building and the use of alternative fuels. The Energotest evaluations, analyses and reports offered as part of this program have become an annual event for carriers in all sectors, and for many companies the results are considered to be benchmarks.

Through this kind of integrative approach, we are endeavouring to open up new possibilities for the forest industry, whether in the form of business partnerships, contractual services, intellectual property agreements or shared-risk research projects.

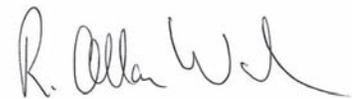
This growing interest stems, no doubt, from the credibility we have gained from recent successes, as well as from efforts to take FPIInnovations onto the geopolitical playing field by positioning the future of Canada's forest industry at the centre of political issues at the provincial and national levels, as well as the level of new groups of regional organizations. A large share of the credit for this goes to the management team we now have in place and to the Forest Products Association of Canada (FPAC), whose efforts hinge on a coherent discourse and a strong and forward-looking shared vision.

Plenty of enthusiasm can also be seen among our research teams and all our personnel, where it is combined with renewed pride in being part of an inspiring organization that is achieving one success after another. We would like to express our thanks to the people who have continued to give us their trust during the organizational changes of the past three years, in spite of the sacrifices that we were forced to ask of them at times. The success of FPIInnovations is based on the talent, inspiration and conviction of our people, and we take pride in offering them a clear, exciting and motivating vision of their future within a world-class organization.

It has taken just a few years for FPIInnovations to become an international leader in forest industry innovation thanks to a unique, made-in-Canada business model. That is no doubt why the past year has been one of such remarkable progress for FPIInnovations and its partners.

But it is our firm belief that the adventure is just beginning.

**Al Ward**  
Chairman of the Board



**Pierre Lapointe**  
President and CEO





# MESSAGE FROM THE CHIEF FINANCIAL OFFICER

During the 2010-2011 fiscal year there was an upturn in economic performance and product prices for a large portion of the forest industry, and this had a positive impact on FPInnovations' revenue, in clear contrast with the figures for the previous year.

In 2009-2010, in a globally difficult market for the industry, we saw a 70% drop in member contributions compared with the previous year. We were able to make up for this slump thanks to greater financial participation by governments and cost-reduction measures.

The situation was completely different in 2010-2011. As shown by our audited financial statements, excluding non-recurring demonstration projects (or events), our total revenue amounted to \$97.5 million, i.e., 11% more than our \$87.8 million budget forecast. Our year-end surplus was \$7.9 million, up substantially (by \$6.5 million) over the \$1.4 million surplus posted for 2009-2010.

Mirroring the forest industry's generally more positive situation, our member fee revenue was more than double the previous year's amount. At \$18.3 million, it was 25% higher than our budget forecast of \$14.7 million. The industry contract revenue was also close to twice the amount forecast in our budget, at \$12.3 million compared with \$6.4 million. As for revenue from government sources, the federal government's contribution was up slightly over the figure for 2009-2010, thanks to an increase in the Transformative Technologies Program budget from \$24.5 million to \$25.5 million. Provincial governments contributed \$15.3 million, down slightly from the \$16.3 million contributed in 2009-2010.



A handwritten signature in black ink, which appears to read 'Yves Nadon'.

Yves Nadon, MBA Chief Financial Officer

Salary and benefit expenses were reduced, mostly due to the personnel cuts made in the previous year – a total reduction of \$1.7 million. Non-salary expenditures, on the other hand, were up over the previous year, which is in line with the increase of our industry contract revenue.

Regarding the merger of our pension plans, the process continued in 2010-2011 and is now almost complete.

In terms of cash flow, we generated \$7.2 million during the fiscal year, which brought our cash back into the black. At year end we had \$2.1 million in cash, compared with \$5.1 million drawn on our line of credit as at March 31 a year earlier. Indeed, we ended 2008-2009 with close to \$8 million drawn on our line of credit.

It is important to underline that in 2010-2011, in addition to its routine

operations, FPIInnovations managed, as a partner, 13 pilot-plant projects located in various Canadian provinces (\$37.1 million, including \$11.3 million in joint ventures – such as CelluForce). Funding for these investments was provided by the federal and provincial governments, and also by the industry. Investments like these have a stimulating effect on FPIInnovations' activities and on the regions where the demonstration plants are built. The projects reinforce the link between our cutting-edge research and our members' facilities, and they also demonstrate viability at a pre-commercial scale while positioning FPIInnovations as an innovation hub for the Canadian forest industry.

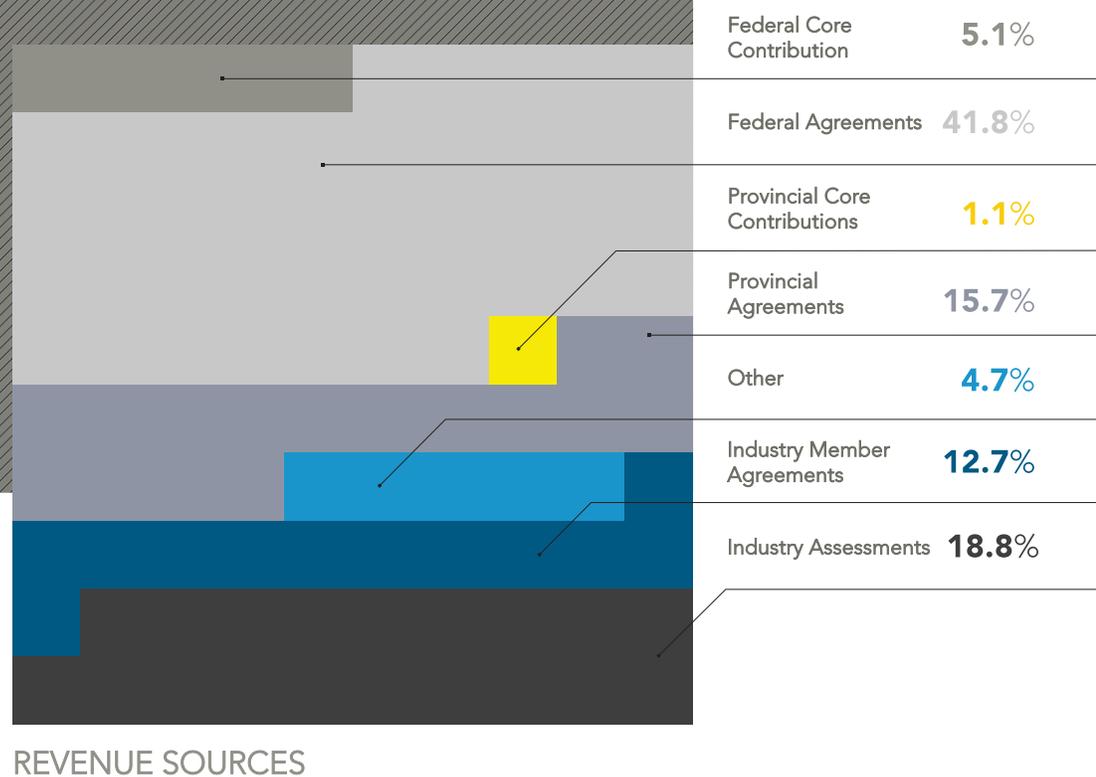
In conclusion, we are satisfied with our success in turning around our revenue and cash flow positions over the past year, and enthusiastic about the perspectives opened up by our new projects. We look toward the future with optimism, from a sound financial base.



**Yves Nadon, MBA**  
Chief Financial Officer

# FINANCIAL RESULTS

As at March 31, 2011



## REVENUE (\$000)

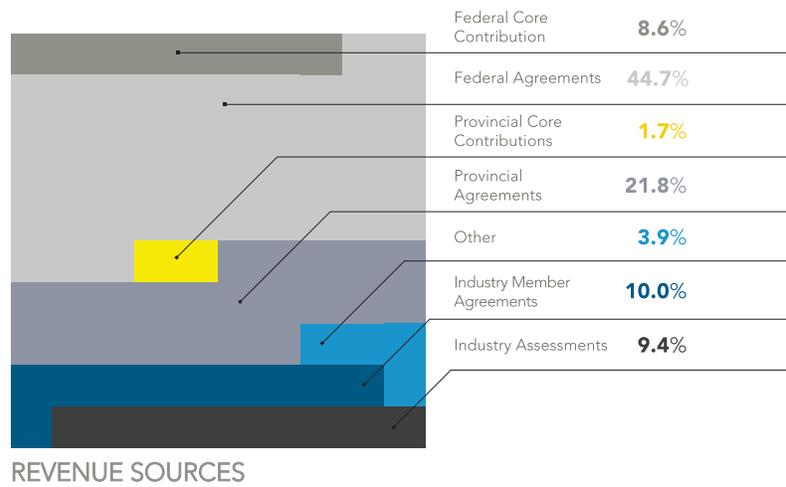
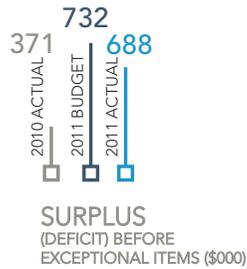
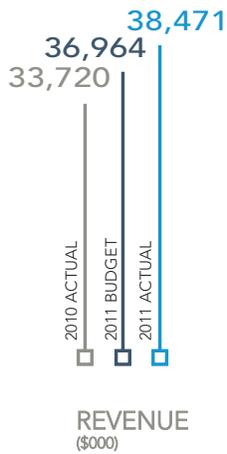


## SURPLUS (DEFICIT) BEFORE EXCEPTIONAL ITEMS (\$000)

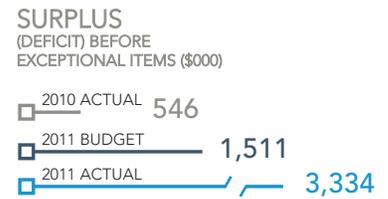
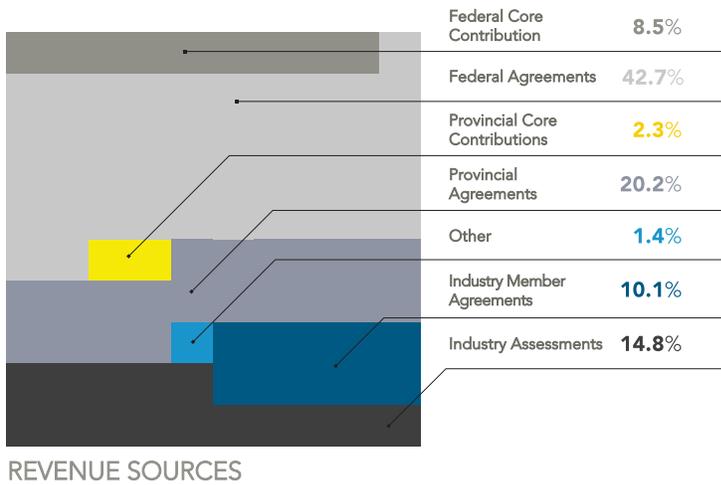


<sup>1</sup> Excluding non recurring demonstration projects.

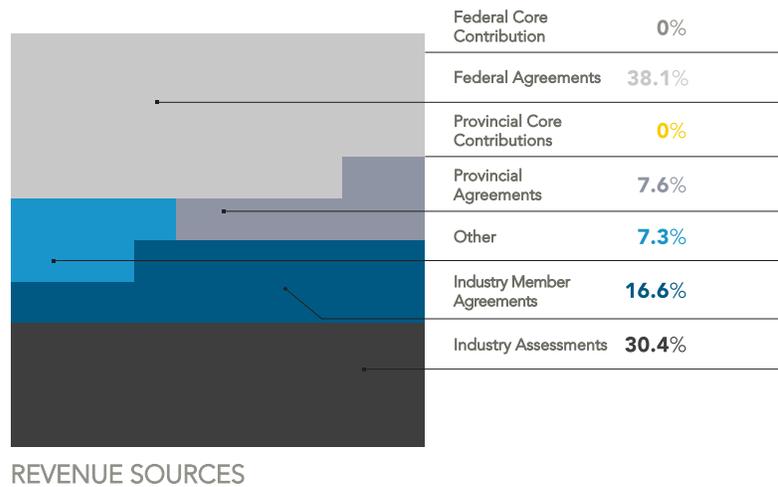
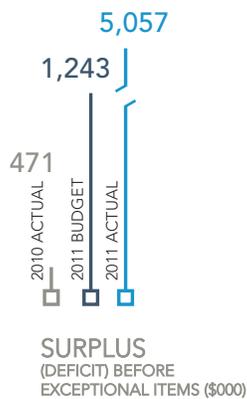
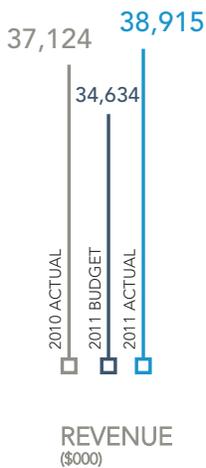
## Wood Products



## Forest Operations



## Pulp and Paper



# MEMBERSHIP INFORMATION

List of members as at  
March 31, 2011

173827 Canada

□ **A.** Lapointe & Fils

A. Landry Fabrication

Acadian Timber / AT Limited Partnership

Acier Ecan (Division de Acier AGF)

ADFAST Corporation (Adchem Adhesives)

AEF Global

Ainsworth Lumber

Airex Industries

Akzo Nobel Bois Peintures

Alberta Newsprint Company

Alberta-Pacific Forest Industries

Alpa Lumber

Ancestral Meubles-Furniture

Arch Wood Protection Canada

Architectures Toubois

Armoires Distinction

Artopex

Ateliers St-Jean 1992

Atelier Nordik

Atlantic Industries

Autolog

AV Cell

AV Nackawick

□ **B**arrett Enterprises

BDM + Inc.

Bégin & Bégin

Berklene

Bherco

Boa-Franc

Bois B.S.L.

Bois Ditton

Bois d'œuvre Cédrico

Bois Expansion

Bois Franc Model

Bois Franc Mont-Royal

Boisaco

Boise Cascade AllJoist

Boucher Brothers Lumber

BP Building Products of Canada

British Columbia Transmission

□ **C**abico

Camlen

Canadian Forest Service (Natural Resources Canada)

Canfor Corporation

Cariboo Pulp & Paper

Coast Tsimshian Resources

Collection A2000 / Alphavic

Concept Finimeuble

Conception R.P.

Conférence régionale des Élus du Bas-Saint-Laurent

Conférence régionale des Élus de la Côte-Nord

Conférence régionale des Élus de la Gaspésie et des Îles-de-la-Madeleine

Corporation Internationale Masonite (La)

Corporation Spring Air Sommex

Coopérative Forestière de Ste-Rose

Coopérative Forestière Ferland-Boileau

Coopérative Forestière Girardville

Coopérative Forestière Hautes-Laurentides

Coopérative Forestière de la Matapédia

Coopérative Forestière de Petit Paris

Coopérative Laterrière

Création Alpha Design

CuDa Factory Framing

Cuisines Excel

Cuisines Laurier

□ **D**amabois

Dava

Detroit Deisel Allison

Diacon Technologies

Distribution R. Désilets

DK-Spec

Doepker Industries

Domtar Corporation

Doucet Machineries

Dural (Division of Multibond)

□ **E**ACOM Timber Corporation

East Fraser Fiber

Ecofor Concept

Éloi Moisan

Énergie Miti

Équipements Comact

Escaliers Gilles Grenier

□ **F**ederated Co-operatives Limited

Félix Huard

FibreK

Florcan

Fornirama

□ **G.** Romano

Genics

Gestion Cyclofor

Gestion Forestière du St -Maurice

Gestion Forestière Lacroix

Gestion Rétabec

Government of Yukon

Giguère & Morin

Groupe Dutailier

Groupe G.D.S.

Groupe Lebel (2004)

Groupe NBG

Groupe Savoie

□ **H**ultdins

Huppé et Frères

Hydro-Québec

□ **I**ndustries Lacwood

Industries Perron

Industries PHL

Industries T.L.T.

International Forest Products

Interbois

Island Timberlands LP

□ **J.**D. Irving

J.O. Noël Houle et Fils

JM Champeau

Janssen PMP

□ **K**op-Coat

Kruger

□ **L**&M Lumber

Laboratoire Primatech

Laboratoires Buckman du Canada

Lakeland Mills

Landes Forestières UAPATS

Laurentide Innovations et Revêtements

Lauzon Industries

Les Chantiers Chibougamau

Les Entreprises D.M.

Les Industries A.P.

Les Industries Amisco

Les Industries de la Rive Sud

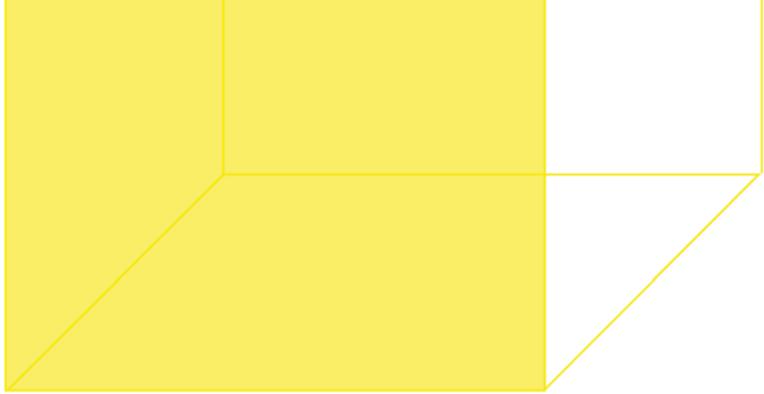
Les Industries Grandmont

Les Industries JSP

Les Machineries Automatech

Les Meubles Sua-V

Les Meubles Via



Les Planchers Mercier

Les Portes Baillargeon

Les Produits Forestiers DG

Les Systèmes HMS Canada

Liebherr Canada

Lignol Innovations

Lincoln Paper & Tissue, LLC

Louisiana-Pacific Corporation

LP Engineered Wood Products

LVL Global

**M.C. Forêt**

Machinerie Lico

Machinerie Tanguay

Maibec

Manning Diversified Forest Products

Marcel Lauzon

Marwood

Matériaux Blanchet

Matelas Mirabel

McRae Lumber Company

Meadow Lake OSB Limited Partnership

Meuble Idéal

Meubles Busch (1980)

Meubles Canadel

Meubles Concordia

Meubles Gober

Meubles Laurier

Meubles Val-Mauricie

Microtec Industries North American

Mill & Timber Products

Millar Western Forest Products

MLT International

Mobilier de Bureau Logiflex

Moncrief Renewables

**National Bank of Canada**

NEFAB

Nicobois

Nokamic

Norteck

NewPage Port Hawkesbury Mill

Northland Forest Products

**Olofsfors**

Outils Gladu S.E.N.C.

**Pacific Carbon Trust**

Panolite

Parquets Alexandra

Peinture Can-Lak

Planchers de bois-francs Wickham

Planchers des Appalaches

Planchers Mistral

Planit Canada

Porter Engineering

PPG Industries

Précitech International

Preverco

Produits Forestiers Arbec s.e.n.c.

Produits forestiers Canbo

Produits forestiers Lamco

Produits forestiers Temrex s.e.c.

Province of Alberta

Province of British Columbia

Province of Manitoba

Province of New Brunswick

Province of Newfoundland and Labrador

Province of Nova Scotia

Province of Ontario

Province of Québec

Province of Saskatchewan

**RCFC Holding Company**

RCM Architectural

Réné St-Cyr 1996

Richmond Plywood Corporation

Rio Tinto Minerals (U.S. Borax)

Rocky Wood Preservers

Rodi Design

Roland Boulanger et Cie

Roméo Laflamme et Fils

Rustic Portes et fenêtres

**Sawquip International**

Sealy Canada

Scierie Duhamel

Scierie Jean Riopel

Scierie Leduc (Division of Stadacona s.e.c.)

Scierie SerDam

Scierie St-Fabien

Scierie Tech

Scieries Chaleur

SCS Forest Products

Séchoir MEC

Seven Islands Land Company



Sherwin-Williams Company  
 Signature Cuisines A.C  
 Silvana Import Trading  
 Simard Cuisine et Salle de bains  
 Simon Lussier  
 Simonds International  
 Slave Lake Pulp  
 Smart-Evolution  
 Snowcap Lumber  
 SOCAM  
 Soli-Meubles 1997  
 Solive Ajourée 2000  
 Spray Lake Sawmills (1980)  
 St. Mary's Paper  
 Stadacona S.E.C. (Division of  
 White Birch Paper)  
 Stella Jones Canada  
 Structurlam Products  
 Stuwix Resources Joint Venture  
 Sundance Forest Industries  
 Sylviculture La Vérendrye  
 Synergy Pacific Engineered Timber  
 **Teknion** – Roy & Breton  
 Tembec  
 Tembec Resin Group  
 Thermo Structure

The Dow Chemical Company  
 The Teal-Jones Group  
 Timber Specialties  
 (Division of Osmose Holdings)  
 TimberWest Forest  
 Tire Pressure Control International  
 Tolko Industries  
 Tournage Beau-Bois  
 Tournage de Bois Dynastie  
 Trèd'Si  
 Trica  
 Tri-Tex  
 Truckbase Corporation  
 **Uneeda** (Wood Products Division)  
 Uniboard Canada  
 Université Laval - Engineering  
 University of Northern British Columbia  
 USNR

**VAB Solutions**  
 Valspar  
 Vanico-Maronyx  
 Vanderwell Contractors (1971)  
 Viance  
 **Wagner Electronics**  
 West Fraser Timber  
 Western Archrib  
 Western Forest Products  
 Westmill Industries  
 Weyerhaeuser  
 Whitefeather Forest Management  
 Winton Global  
 WoodPlus Coatings  
 **Zavisha Sawmills**  
 Zellstoff Celgar Limited Partnership

# RESEARCH ADVISORY STEERING COMMITTEES

The Research Advisory Steering Committees were dissolved on January 21, 2011.

FPInnovations would like to express its deep gratitude to all the committee members for the outstanding work they accomplished for the organization.

## ON FOREST OPERATIONS-BASED INITIATIVES

### CHAIRMAN

**Don Banks**

Tolko Industries

**Robert Beauregard**

Université Laval

**Ronald Brizard**

Quebec Ministry of Natural Resources and Wildlife

**Bruce Chisholm**

NewPage Port Hawkesbury Mill

**Catherine Cobden**

Forest Products Association of Canada

**Ralph Court**

Weyerhaeuser Company

**Jyotsna Dalvi**

Industry Canada

**Shawn Hedges**

British Columbia Ministry of Forests, Lands and Natural Resource Operations\*

**Ken Higginbotham**

Canfor Corporation

**Frank Kennedy**

Ontario Ministry of Natural Resources

**Martin Landry**

Krugler

**Claude Lebel**

Norbord

**Scott Marleau**

West Fraser Mills

**Michael Martel**

Tembec

**Bruce Mayer**

Alberta Sustainable Resource Development

**Bob Nichol**

Alberta-Pacific Forest Industries

**Michael O'Blenis**

Domtar

**Robert Pinette**

J.D. Irving

**Tom Rosser**

Natural Resources Canada

**Dave Whiteley**

Coast Timberlands

**Eric Young**

Newfoundland Forest Service

\* Previously the British Columbia Ministry of Forests and Range

## ON FIBRE-BASED INITIATIVES

### CO-CHAIR

**Ken Higginbotham**  
Canfor Corporation

### CO-CHAIR

**Tom Rosser**  
Natural Resources Canada

**Joseph Anawati**  
Natural Resources Canada

**George Bruemmer**  
Natural Resources Canada – CWFC

**Blake Brunson**  
J.D. Irving

**Francis Forcier**  
Québec Ministry of Natural Resources and Wildlife

**Keith Deering**  
Newfoundland and Labrador Department of Natural Resources

**Frank Kennedy**  
Ontario Ministry of Natural Resources

**James Fyles**  
McGill University (SFM Network)

**Winn Hays-Byl**  
British Columbia Ministry of Forests, Lands and Natural Resource Operations\*

**Cameron Mack**  
Ontario Ministry of Natural Resources

**Michael Martel**  
Tembec

**Keith McClain**  
Alberta Sustainable Resource Development

**Bob Nichol**  
Alberta-Pacific Forest Industries

**Denis Ouellet**  
Natural Resources Canada – CWFC

**Raoul Wiart**  
Natural Resources Canada – CWFC

## ON WOOD PRODUCTS-BASED INITIATIVES

### CHAIRMAN

**Vacant**

**Kathy Chopik**  
British Columbia Ministry of Forests, Lands and Natural Resource Operations\*

**Catherine Cobden**  
Forest Products Association of Canada

**Joe Costantino**  
Millar Western Forest Products

**Sophie D'Amours**  
Université Laval

**Jyotsna Dalvi**  
Industry Canada

**André Denis**  
Quebec Ministry of Natural Resources and Wildlife

**Bob Jones**  
Natural Resources Canada – CFS

**Peter Kofoed**  
Western Forest Products Inc.

**Norbert Maltais**  
Scieries Chaleur

**Eric Michaud**  
Domtar

**Ryan Oliver**  
Tolko Industries

**Steve Price**  
Alberta Advanced Education and Technology Life Sciences Institute

**Dan Price**  
Tolko Industries

**Dennis Rounsville**  
Tembec

## ON PULP AND PAPER-BASED INITIATIVES

### CHAIRMAN

**Yvon Pelletier**  
Tembec

**Catherine Cobden**  
Forest Products Association of Canada

**André Denis**  
Québec Ministry of Natural Resources and Wildlife

**Yvon Giroux**  
Industry Canada

**Al Hitzroth**  
Zellstoff Celgar

**Bob Jones**  
Natural Resources Canada – CFS

**Patrice Mangin**  
Université du Québec à Trois-Rivières – Centre intégré en pâtes et papiers

**Bruno Marcoccia**  
Domtar

**Guy Martin**  
Domtar

**Daryl Nichol**  
Alberta-Pacific Forest Industries

**Tom Rosser**  
Natural Resources Canada

**Stéphane Rousseau**  
Kruger

**Marc-André Tremblay**  
FibreK

\* Previously the British Columbia Ministry of Forests and Range



# CORPORATE INFORMATION

As at March 31, 2011

## OFFICERS OF THE CORPORATION

Chairman of the Board  
**Al Ward**

Vice-Chairman of the Board  
**John D. Williams**

President and Chief Executive Officer  
**Pierre Lapointe**

Chief Financial Officer  
**Yves Nadon**

Corporate Secretary  
**Norine Young**

BOARD  
OF DIRECTORS

**CHAIRMAN**

**Al Ward**

Alberta-Pacific Forest Industries

**VICE-CHAIRMAN**

**John D. Williams**

Domtar Corporation

**Don Banks**

Tolko Industries

**Don Cayouette**

Kruger

**Pierre-Gabriel Côté**

Fibrex

**Dana Hayden**

British Columbia Ministry  
of Forests, Lands and Natural  
Resource Operations\*

**Ken Higginbotham**

Canfor Corporation

**Henry H. Ketcham III**

West Fraser Timber

**Pierre Lapointe**

FPIInnovations

**Avrim Lazar**

Forest Products Association  
of Canada

**Jim Lopez**

Tembec

**Bruce Mayer**

Alberta Ministry of Sustainable  
Resource Development

**Yvon Pelletier**

Tembec

**Tom Rosser**

Canadian Forest Service –  
Natural Resources Canada

**Bob Ruggles**

Saskatchewan Ministry of Energy  
and Resources

**Richard Savard**

Québec Ministry of Natural  
Resources and Wildlife

**Charles Tardif**

Maibec

**Bill Thornton**

Ontario Ministry of Northern  
Development, Mines and Forestry

**OBSERVER**

**Tim Elliot**

Industry Canada

**BOARD MEMBERS WHO  
RESIGNED OR RETIRED  
IN 2010-2011**

**Kent Campbell**

Province of Saskatchewan  
April 13, 2010

**Jim Farrell**

Natural Resources Canada  
December 8, 2010

**David Lindsay**

Province of Ontario  
September 15, 2010

**Dan Wilkinson**

Province of Alberta  
September 15, 2010

FPIInnovations wishes to thank  
these former Board members  
for their valuable contribution  
to the company.

\* Previously the British Columbia Ministry of Forests and Range

[www.fpinnovations.ca](http://www.fpinnovations.ca)

570 SAINT-JEAN BLVD.  
POINTE-CLAIRE, QUÉBEC  
H9R 3J9  
CANADA  
514 630-4100



® FPInnovations, its marks and logos are registered trademarks of FPInnovations.