



# ANNUAL REPORT 2018-2019

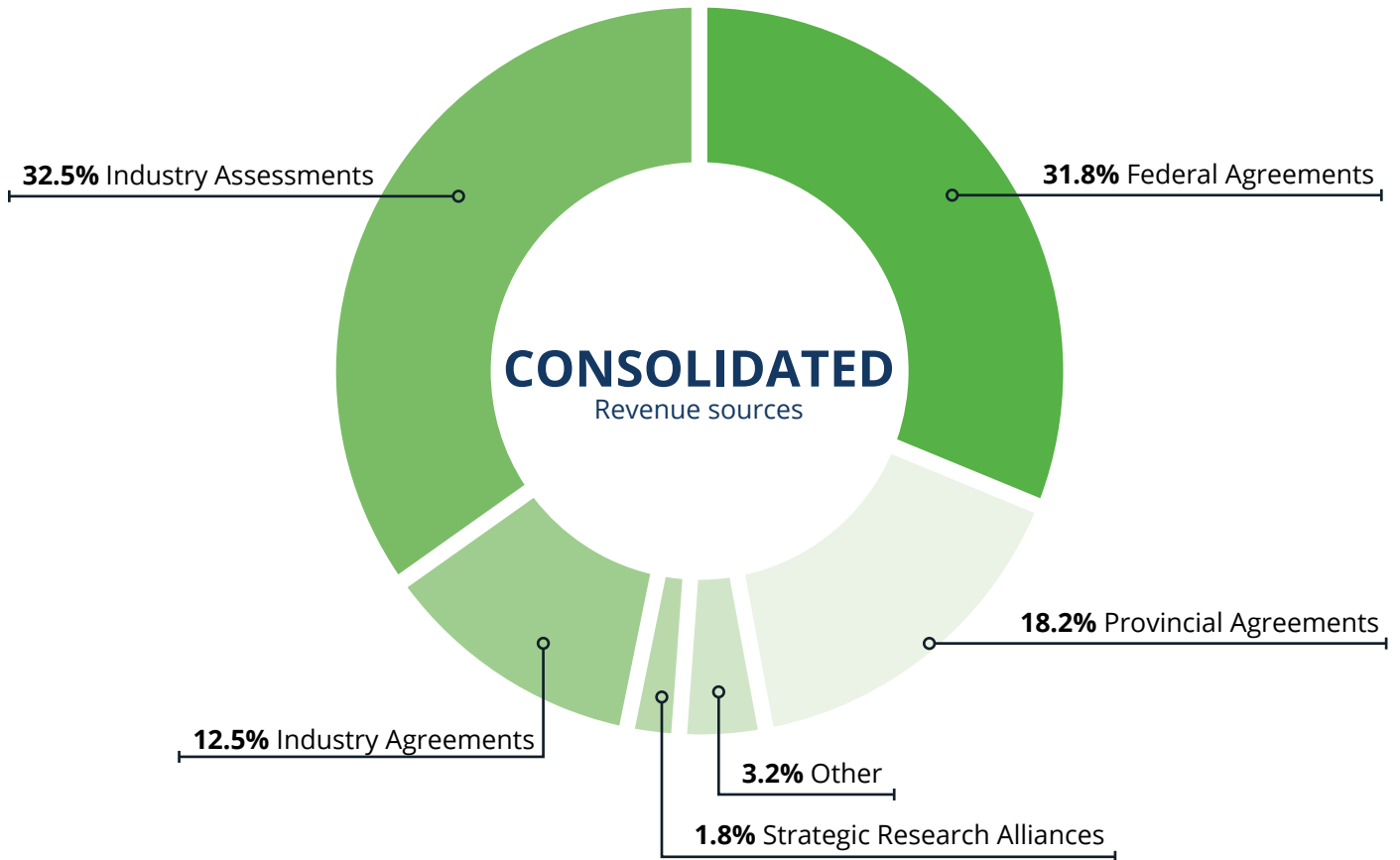
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# FINANCIAL RESULTS

as at March 31, 2019

Members of FPInnovations may obtain a signed copy of the audited financial statements free of charge by contacting Terry Knee, Corporate Secretary at [terry.knee@fpinnovations.ca](mailto:terry.knee@fpinnovations.ca)



## REVENUE (\$000)

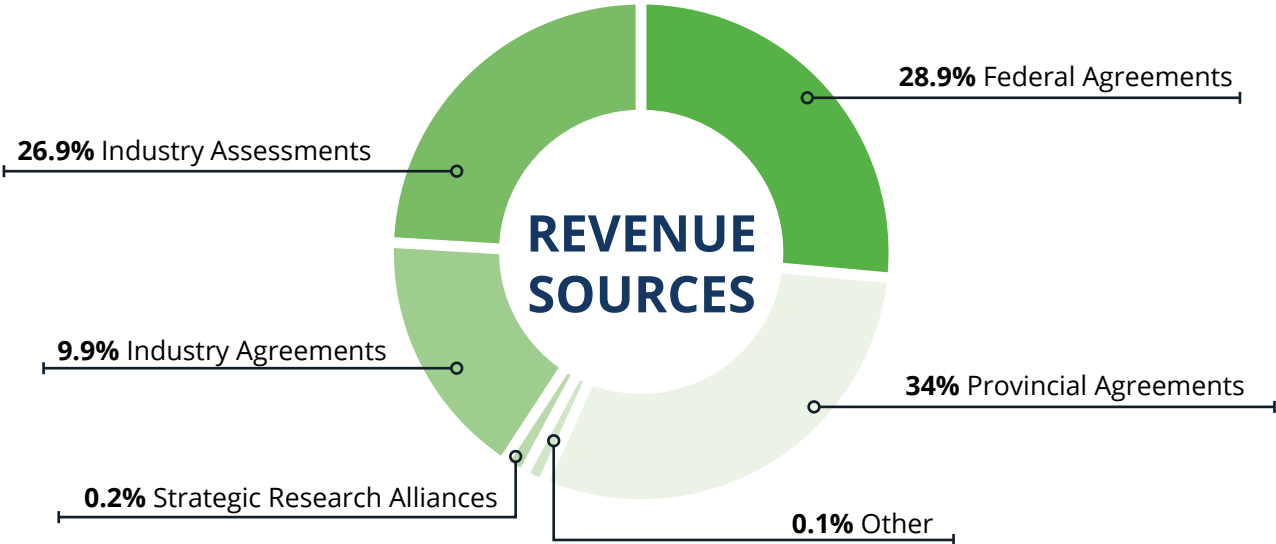
Before non-recurring projects

2018 Actual	<b>72,502</b>	
2019 Budget	<b>76,309</b>	
2019 Actual	<b>75,441</b>	

## SURPLUS (\$000)

2018 Actual	<b>3,679</b>	
2019 Budget	<b>3,000</b>	
2019 Actual	<b>3,193</b>	

# WOOD PRODUCTS

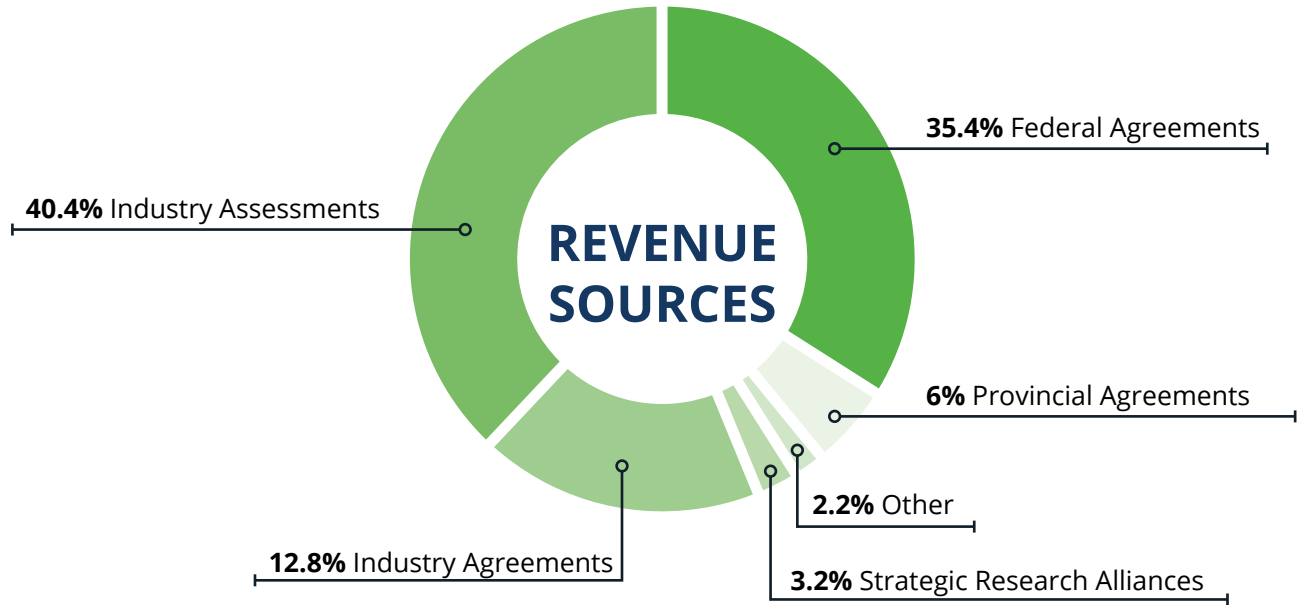


## REVENUE (\$000)

Before non-recurring projects



# PULP, PAPER, AND BIOPRODUCTS

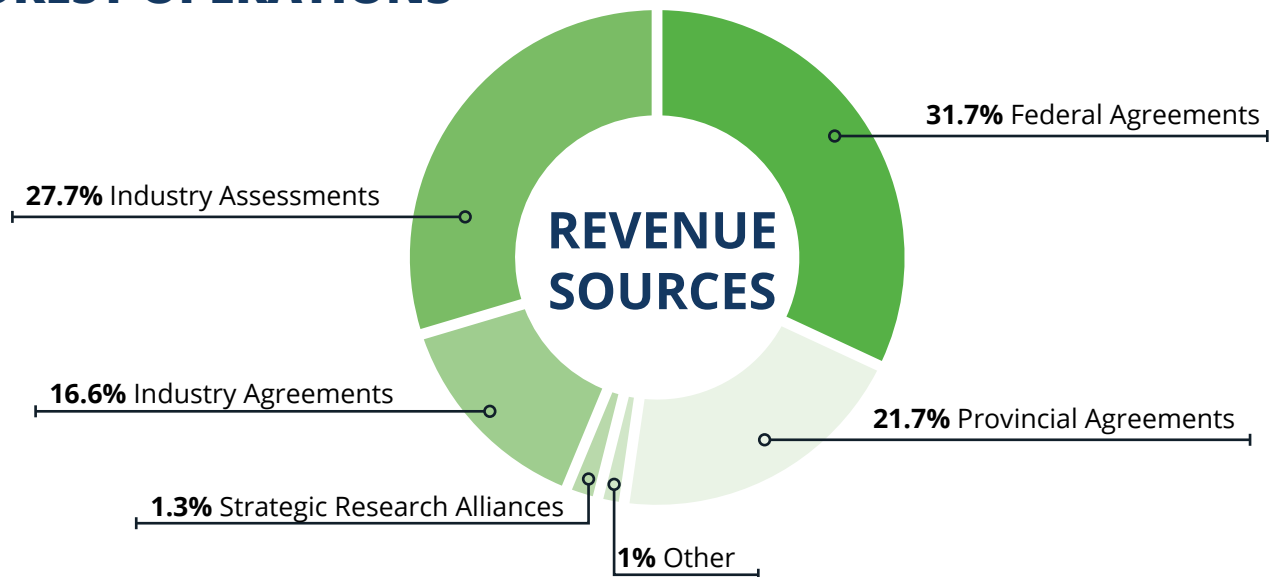


## REVENUE (\$000)

Before non-recurring projects

2018 Actual	31,820	
2019 Budget	30,277	
2019 Actual	33,373	

# FOREST OPERATIONS



## REVENUE (\$000)

Before non-recurring projects

2018 Actual	15,930	
2019 Budget	17,639	
2019 Actual	16,768	

# MESSAGE FROM THE CHAIRMAN OF THE BOARD AND THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

2018-2019 was a decisive year for FPIInnovations. Increasing value to our members, growing our services, and improving organizational effectiveness have been made possible by the deployment of our new business model that sets the company on the path to continued service and growth. The new business model brings together an invigorated membership model, a strategic move towards more collaborations and partnerships, and a simplified intellectual property policy.

## INVIGORATED MEMBERSHIP MODEL

We're renewing our membership structure to meet industry needs and revising our approach to include:

- Increased value for members
- Flexible investment options
- Simplified intellectual property management
- Improved consultation process

The first members to implement this new approach are our Pulp and Paper and Bioproducts members. A vast consultation process took place to better understand the challenges they face, properly target their needs, and identify the changes required to its business model.

FPIInnovations is now moving forward and implementing a new collaborative structure that is better adapted to the new economic realities, and meets or surpasses the expectations of its members. Subsequent consultation processes are identifying ways to improve our value delivery and best serve members in all our other sectors with implementation in 2019-20.

## FOCUS ON COLLABORATIONS AND PARTNERSHIPS

We're committed to establishing partnerships with industry and academia, as well as with end users to stimulate innovations, increase the speed of delivery, and ensure the entire value chain supports the co-creation and exploration of fresh ideas to increase the forest sector's global competitiveness. These enterprising projects are our Initiatives. We've moved from a technology push to a market pull strategy.

## SIMPLIFIED INTELLECTUAL PROPERTY MANAGEMENT

We're embracing principles that put the best interest of our members first. This will accelerate and simplify discussions related to the allocation of intellectual



property. The new policy encourages FPInnovations to share its technology, processes, and patents to help grow members' businesses and in turn enrich the forest industry and its sectors.

The results of our efforts can be seen in the 2018-2019 financial results. Together, we have the power to deliver on new opportunities that can open doors to extraordinary innovations while supporting the Canadian economy as a whole, and the forest industry specifically. We're proud to serve the forest



sector as an innovation catalyst. We would like to thank our employees for their dedication to making these fundamental changes a reality, but we can't do it without you, our members and partners. Thank you for your continued confidence in FPInnovations.

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**YVON PELLETIER**  
Chairman of the Board

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**STÉPHANE RENOU**  
President and Chief  
Executive Officer

# OUR MEMBERS AND PARTNERS

as at March 31, 2019

## ALLIED PARTNERS

CelluForce

## ASSOCIATES

2372892 Ontario Limited (Leaf Engineered Wood Products)

Bingwi Neyaashi Anishinaabek (Sand Point First Nation)

Gang-Nail Trusses & Building Components

Groupe Cabico

Herwynen Sawmill

La Mine de Bois

La règle de Bedford

Les Armoires des Monts

Manitou Forest Products

Menuiserox

Meubles Busch (1980)

Meubles Mobican Furniture

Nicola Logworks

Normand Verville Enterprises

Produits Boréal

Produits de bois St-Agapit

Quality Hardwoods

Schramm's Woodcraft

Technobois

## INDUSTRY MEMBERS

475 High Performance Building Supply

Acadian Timber/AT Limited Partnership

Alberta Newsprint Company (Division of West Fraser)

Alberta-Pacific Forest Industries

Altec Integrated Solutions

Armand Duhamel & Fils

Assero Industrial Coatings

Atco Wood Products

Autolog

Barrett Enterprises Limited

Barrette Structural

Bégin & Bégin

BID Group Technologies (Division of Comact)

BillerudKorsnäs AB

Boa-Franc

Bois BSL

Bois CFM

Bois d'oeuvre Cedrico

Bois Granval GDS

Bois Marsoui GDS

Boisaco

Boise Cascade AllJoist

Boucher Bros. Lumber

Brisco Manufacturing

C&C Wood Products

Canadian Kraft Paper Industries

Canfor

Canoe Forest Products

Carbotech International

Cascades Containerboard Packaging

Chantiers Chibougamau

Coopérative Forestière de la Matapédia

Coopérative Forestière des Hautes-Laurentides

Corporation Internationale Masonite

Corruven

Damabois

Delco Forest Products

Delmhorst Instrument

DK-Spec

Domtar

Dunkley Lumber

EACOM Timber

East Fraser Fiber

Element5

Éloi Moisan

Finitec Canada

Finition SMB

Forex Amos

Fortress Paper

Garant GP

Genics

Georgia-Pacific

Gestion Forestière Lacroix

Groupe Concept PV

Groupe Crête (Chertsey)

Groupe Crête (St-Faustin)

Harmac Pacific (Division of Nanaimo Forest Products)

Hultdins

Hybrid Joist

Industries GDS

Interfor

Irving Forest Services (Division of J.D. Irving)

Island Timberlands

J.M. Champeau

Janssen PMP (Division of Janssen Pharmaceutica NV)

Kenora Forest Products

Kootenay Innovative Wood

Kop-Coat

Kruger

Kruger Products

Laboratoire Primatch

Laurentide Industriel (Division of Société Laurentide)

Lauzon

Lavern Heideman & Sons

Les Industries JSP

Les Planchers Mercier

Les Produits Gilbert

Liebherr Canada

Lonza Wood Protection



Louisiana-Pacific Canada  
LRBG Chemicals  
Machinerie Lico  
Maibec  
Marcel Lauzon  
Matériaux Blanchet  
Matériaux Spécialisés de Louiseville  
McRae Lumber Company  
Meadow Lake OSB (Division of Tolko)  
Mee-Toos Forest Products (Division of Peter Ballantyne Development)  
Mercer International  
Meubles Canadel  
Mill & Timber Products  
Millar Western Forest Products  
Norbord  
Northland Forest Products  
Olofsfors  
Pacific BioEnergy  
Paper Excellence  
Papiers White Birch  
Peintures MF  
Performance BioFilaments  
Pinnacle Renewable Energy  
Planchers de bois-francs Wickham  
Planchers des Appalaches  
Port Hawkesbury Paper  
Preverco  
Produits forestiers Arbec  
Produits forestiers Lamco  
Produits forestiers Petit Paris  
Prologic+  
PurChem Systems  
Rayonier Advanced Materials  
Resolute Forest Products  
Richmond Plywood  
Rio Tinto Minerals (U.S. Borax)  
Scierie Dion et Fils  
Scierie St-Fabien  
SCS Forest Products

Séchoir MEC  
Seven Islands Land Company  
Silvana Import Trading  
Sinclar Group Forest Products  
Skeena Sawmills  
Société en Commandite Scieries Chaleur  
Spray Lake Sawmills (1980)  
Stella-Jones Canada  
Structurlam Mass Timber  
The Sansin  
The Teal-Jones Group  
ThermoStructure  
Timber Specialties (Division of Osmose Holdings)  
TimberWest Forest  
Timmerman Timberworks  
Tire Pressure Control International  
Tolko Industries  
University of Northern British Columbia  
USNR  
VAB Solutions  
Vanderwell Contractors (1971)  
Vexco  
Viance  
Walker Emulsions  
West Fraser  
Western Archrib  
Westmill Industries  
Weyerhaeuser Company  
White River Forest Products  
Whitefeather Forest Community Resource Management Authority  
Woodtone Specialties  
Zavisha Sawmills

**PERFORMANCE  
INNOVATION TRANSPORT  
(PIT) PROGRAM**

Agropur  
Armour Transportation Systems  
Arnold Bros. Transport  
Arrow Transportation System

Bison Transport  
Carmen Transportation  
Cascades Transport  
C.A.T.  
Centre de formation en Transport de Charlesbourg (CFTC)  
Centre de formation du Transport Routier de Saint-Jérôme (CFTR)  
Centre de gestion de l'équipement roulant (CGER)  
Charger Logistics  
Christian Larocque Services  
Eassons Transport  
Energir  
Experior Transport  
Express Mondor  
Groupe Boutin  
Groupe Goyette  
Groupe TYT  
Kemira  
Les services JAG  
Loblaw  
Martin Row Transport  
Midland Transport  
Minimax Express  
Ministère des Transports, de la Mobilité durable et de l'Électrification des transport du Québec  
Praxair  
Ontario Ministry of Transportation  
Skyline Transportation  
SLH Transport  
Sobeys  
Société des alcools du Québec  
Transport ATD  
Transport Bessette et Boudreau  
Transport Canada  
Transport Jacques Auger  
Transport Robert  
Trans-West  
US Xpress Logistics  
VersaCold Transportation

Solutions  
Vitesse Transport  
Whitecourt Transport

**WILDFIRE OPERATIONS  
(WFORG) PROGRAM  
FUNDING PARTNERS**

Conair Aerial Firefighting  
Coulson Group  
Genics  
Government of Alberta  
Government of British Columbia  
Government of Northwest  
Territories  
Government of Saskatchewan

**AFFILIATES**

Alberta-Pacific Forest Industries  
FireSmart Canada (Partners in  
Protection Association)  
Forest Resource Improvement  
Association of Alberta (FRIAA)  
Millar Western Forest Products  
Parks Canada

**GOVERNMENT PARTNERS  
PROVINCES AND TERRITORIES**

Government of Alberta  
Government of British Columbia  
Government of Manitoba  
Government of New Brunswick  
Government of Newfoundland  
and Labrador  
Government of Northwest  
Territories  
Government of Nova Scotia  
Government of Ontario  
Government of Québec  
Government of Saskatchewan

**FEDERAL**

Canadian Forest Service – Natural  
Resources Canada

# OUR GOVERNANCE

as at March 31, 2019

## OFFICERS OF THE CORPORATION

### **Yvon Pelletier**

Chairman of the Board of Directors

### **Stéphane Renou**

President and CEO

### **Nathalie Legault**

Chief Financial Officer

### **Terry Knee**

Corporate Secretary and Chief Communications Officer

## BOARD OF DIRECTORS

### **Bruce Mayer**

Alberta Agriculture and Forestry  
Government of Alberta

### **Charles Tardif**

Maibec

### **David Ure**

Mercer International

### **Derek Nighbor**

Forest Products Association of Canada

### **Diane Nicholls**

Ministry of Forest, Lands, and Natural  
Resources Operations  
Government of British Columbia

### **François D'Amours**

Kruger

### **James Gorman**

West Fraser

### **Kathleen McFadden**

Ministry of Natural Resources and Forestry  
Government of Ontario

### **Kevin Edgson**

EACOM Timber Corporation

### **Mark Feldinger**

Canfor Corporation

### **Pascale Lagacé**

Resolute Forest Products

### **Stéphane Renou**

FPIInnovations

### **Yvon Pelletier**

Fortress Paper Ltd.

## OBSERVERS

### **André Denis**

Ministry of Forest, Wildlife and Parks  
Government of Quebec

### **Beth MacNeil**

Canadian Forest Service – Natural Resources Canada



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