



Corner Brook Pulp and Paper Revitalization

Corner Brook Pulp and Paper Revitalization Securing a Sustainable Future

September 8, 2026

Kruger... a fourth-generation family company

We are a diversified family company whose mission is to transform renewable resources into sustainable, high-quality essentials for everyday life.

6,000
Employees

19
Manufacturing
and Production
Operations

121
Years of History



Kruger Pulp and Paper

Responsibly Sourced and Sustainably Crafted



Kruger Packaging

First to manufacture 100%-recycled linerboard in 1961



Kruger Recycling

The Largest Recycler of Paper and Cardboard in Canada



Kruger Energy

Operating 47 sites across Canada, US, and Latin America



Kruger Products

Canada's Leading Manufacturer of Tissue Products



Project Tuckamore... a Generational Change

A revitalization rooted in the future of our operations, our people, and our community



Why Revitalize?

- Global demand for newsprint continues to decline
- Systemic issues
 - Cut to length wood
 - Chip receiving
 - Oil burning
- Newsprint alone does not generate enough revenue to sustain operations

**Continued dependence primarily on paper production is not viable.
A transformation of the business model is required.**

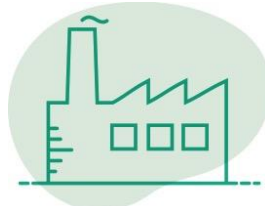


Diversification – a growing long-term Operation



Forestry Modernization

A strategic shift to prioritize supply of fiber to our Sawmill Partners



Mill Site

An upgraded site with paper production utilizing variable Wind Energy and Sawmill Residuals



Wind Farm

Innovative approach to provide the primary source of energy for long-term paper production



Hydro Generation

Management of energy for paper production and delivery of firm power capacity

Our Sawmill Partners

Installed capacity increase from 100 to 200 MMBF

Firm Power Capacity

Anticipate increased power capacity available in Q3 2030



Commitment to Equity & Inclusion

- Conduct outreach (Office to Advance Women Apprentices, WISE, and Equiforce) to better understand barriers to diverse employment.
- Ensure workforce gender equity and inclusion policy is included with all requests for proposals for construction including contractors.

Apprenticeship

- This project provides a significant opportunity to advance education in the region.
- Advance apprenticeship within the construction phase through partnership with local educational institutions.



Commitment to Indigenous Engagement

- Recognize and respect Indigenous rights and interests, including environmental stewardship and sustainable development.
- Committed to early and ongoing engagement through the life of the Project.
- Understand traditional land use in areas of interest.
- Explore opportunities to incorporate Indigenous knowledge and perspectives.



Forest Operations... investing for future growth

Our future operations will shape the provincial forest sector and provide growth for our sawmill partners



Forest Operations... modernized harvesting

Investing to continue and grow as the sustainable leader of the provincial Forest Sector

- We are expanding our employment in the provincial forest sector
- Prioritizing wood supply to the provincial sawmills
- Converting to tree length harvesting with a new contractor configuration
- Increase Sawlog production from 155,000 to 515,000 m³ annually



Forest Operations... internationally certified forest management

A local workforce highly skilled in sustainable forest operations and management

- We are doubling our silviculture program
- Increasing our sustainable wood supply from 600,000 to 723,000 m³ annually
- Sustainable harvesting operations certified to SFI[®], PEFC Chain of Custody, and ISO 14001 Standards



Mill Site... long-term manufacturing operations

Investing in paper production at the Corner Brook Mill Site to ensure long-term operations



Mill Site... investing in our fiber handling systems

New systems to allow paper production from 100% residual sawmill wood chips

- Cease roundwood deliveries to the mill site
- Upgrade wood chip receiving facilities to support expansion of our key sawmill partners
- New chip distribution system to the pulp production department



Mill Site... utilizing wind energy for paper manufacturing

World class papermakers producing paper to the highest quality global standards

- A modernized and agile paper manufacturing facility utilizing variable wind energy
- New storage facilities to maximize pulp production during high wind periods
- Upgraded electrical system to provide integration with the new energy supply



Mill Site... balancing Forest Sector residuals

Investment in Biomass Handling and Drying Systems to balance with Sawmill growth

- Biomass receiving and storage systems to support a modernized forest operation and provincial sawmill expansion
- Biomass drying system to eliminate oil usage
- Investment in Mill Cogeneration facilities to increase firm power capacity



Mill Site... infrastructure investment

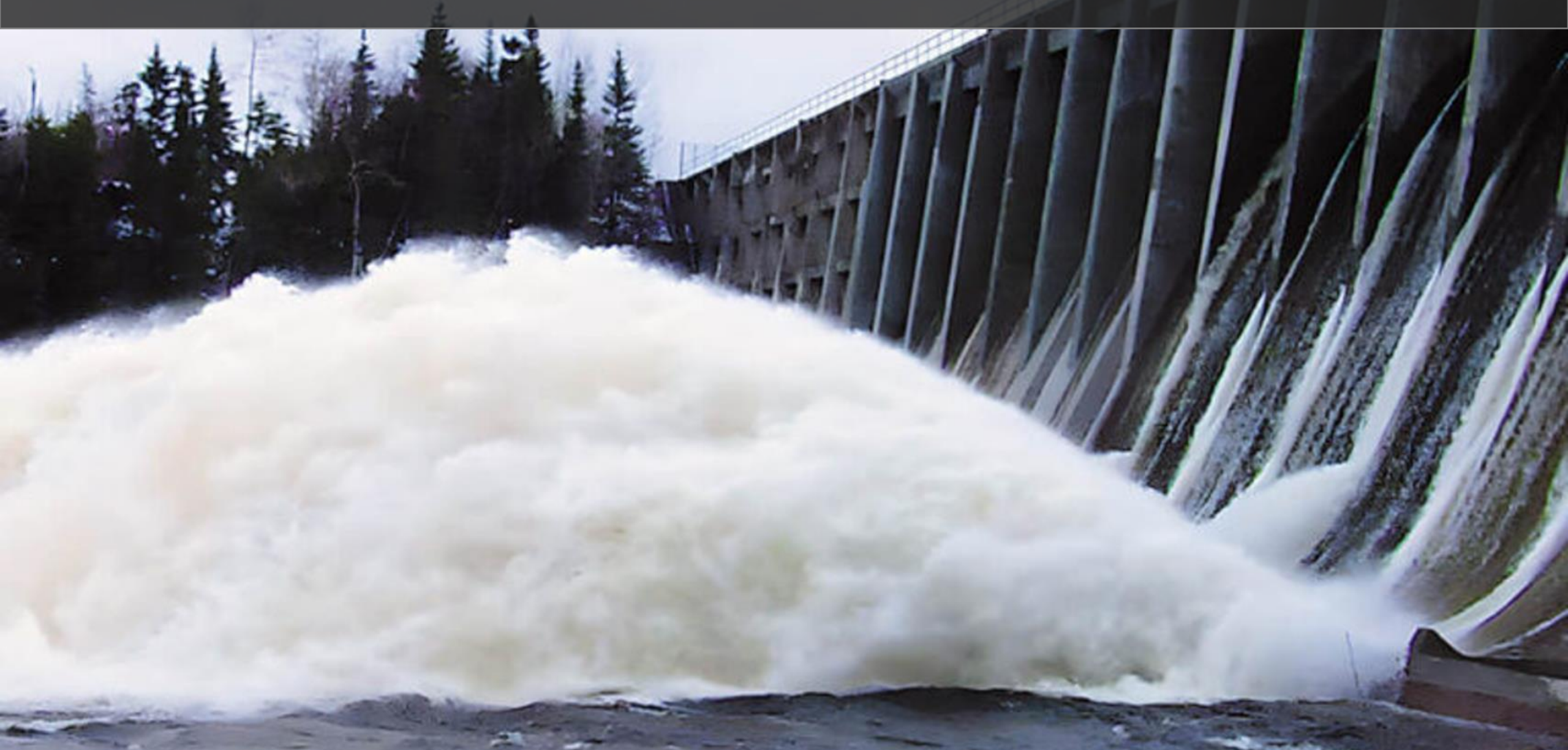
A resilient manufacturing site positioned for future growth

- Investment in site structural and ventilation systems
- New controls and infrastructure to increase Effluent System resiliency
- Eliminate oil storage at Mount Bernard and use of pipeline by Corner Brook stream



Hydro Generation... firm power capacity investment

Infrastructure and Modernization investment to ensure sustainable and upgraded operations



Hydro Generation... investment in technology

Generator control upgrades to provide power level flexibility and agility

- Advanced controls to supply Mill Site paper production process
- Integration of all generation sites
 - Deer Lake
 - Watson's Brook
 - Mill Biomass Cogeneration
 - Wind Energy
- Increased stability of water levels



Hydro Generation... investment in infrastructure

Ensuring long-term sustainability

- Replacement of Penstocks #3 and #4 at Deer Lake Power
- Investment in Humber Canal, Main Dam, berms, and structures
- Conversion to full 60 cycle generation to maximize available firm power capacity



Wind Energy... local energy to support the regional economy

A renewable energy supply to support long-term paper production



Wind Energy... an innovative approach

First papermill in the world to operate on variable wind energy

- Primary source of energy for the Mill Site supporting local employment
- Sustain Mill operations and growth in the provincial sawmill sector
- Increase firm power capacity for supply to the NL electrical grid



Wind Energy... building on our experience

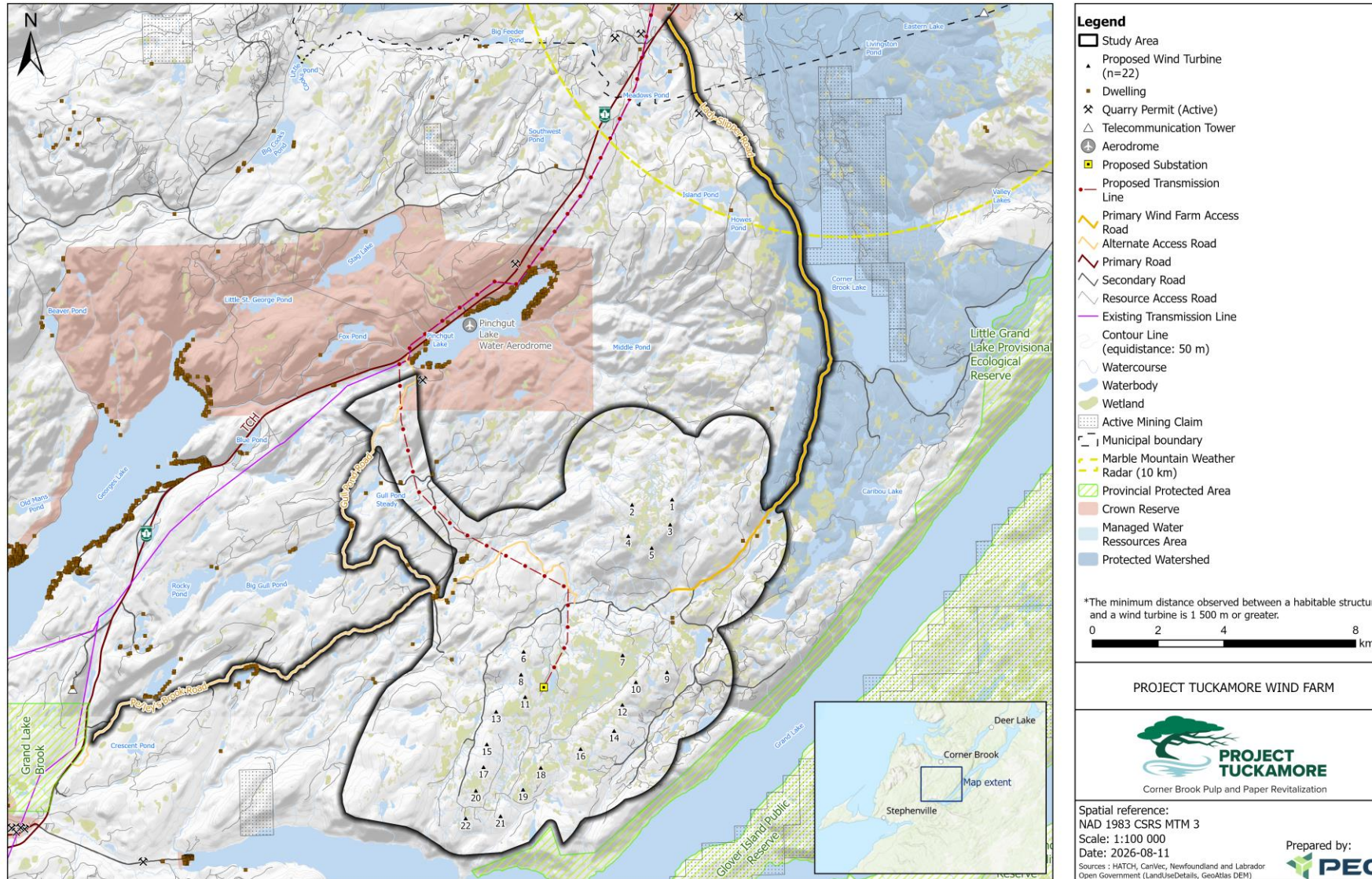
A local workforce highly skilled in electrical energy operations and maintenance

- Up to 155 MW installed capacity from 17 to 22 wind turbines
- Located within Corner Brook Pulp and Paper active timber limits utilizing existing roads network
- 230 kV transmission line connection to Massey Drive Terminal Station



Wind Energy... located within existing timber limits

Constraints mapping underway including human, environmental, wildlife, and technical



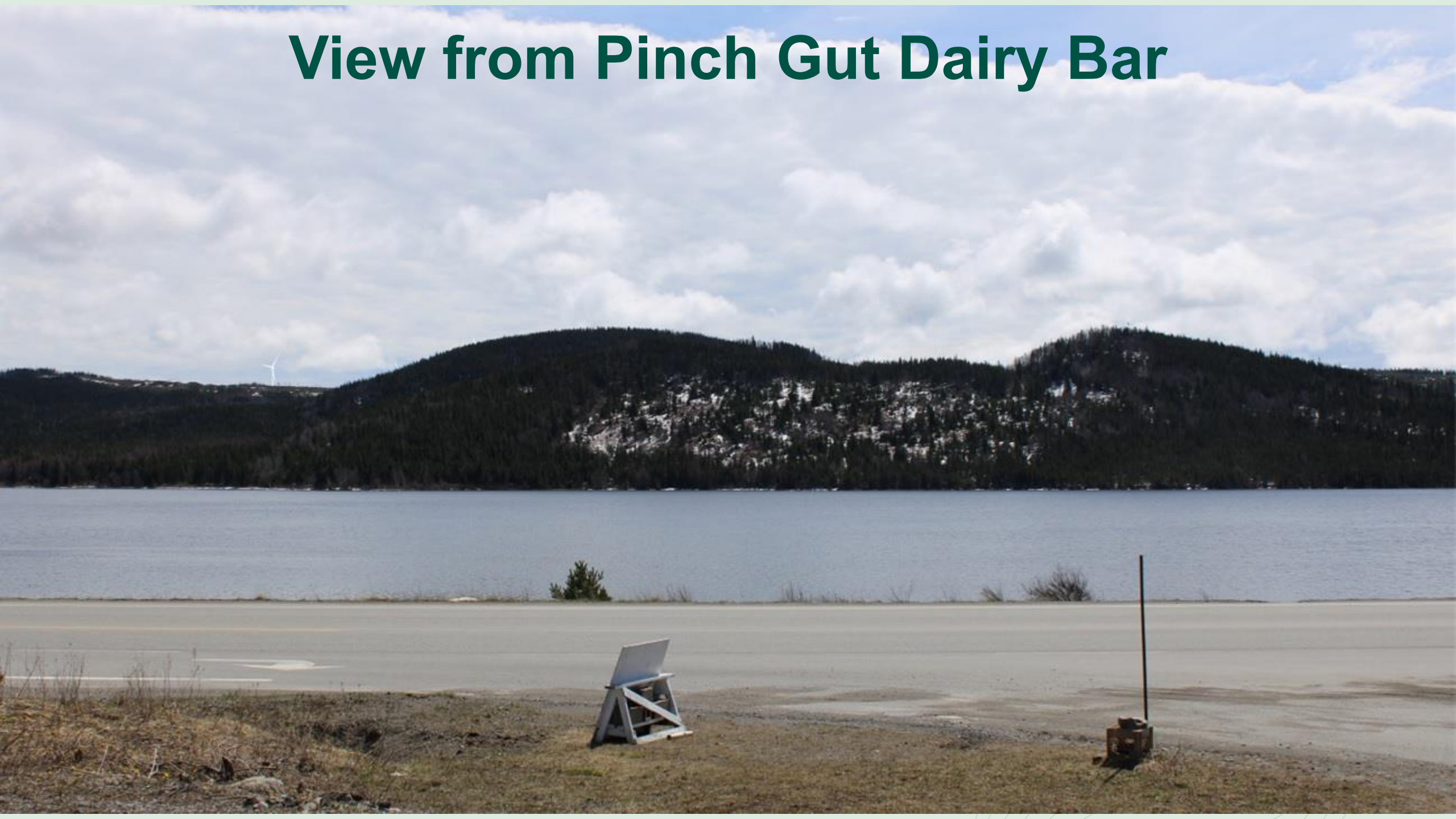
View from Logger School Road



View from Massey Drive Extension



View from Pinch Gut Dairy Bar



Project Tuckamore Benefits

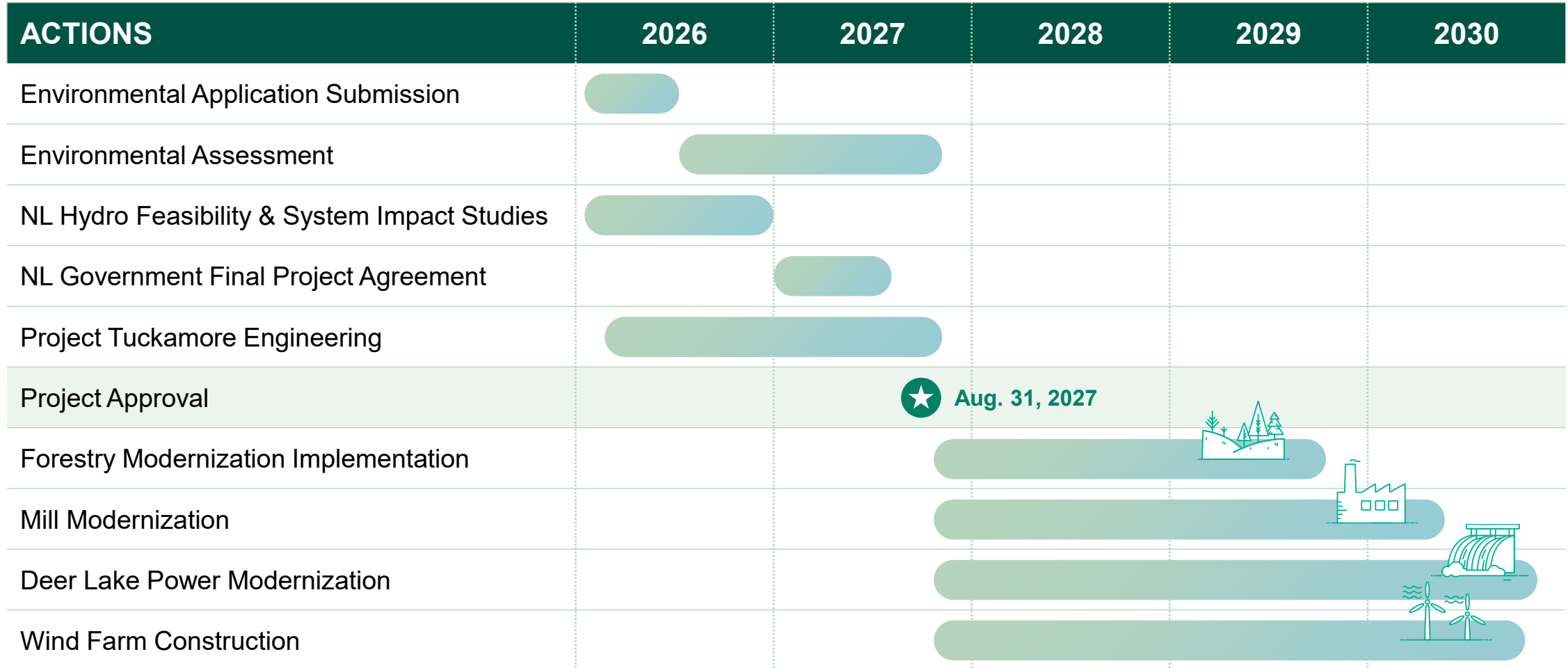


- Three-year construction period creates 575 full-time equivalent (FTE) jobs during windfarm construction and 138 FTE during mill and DLP modernization with over \$57.5M in local economic impact
- Protects 1,000 direct forest sector jobs in the province
- Long-term Mill Site production covering 377 Corner Brook Pulp and Paper employees
- Significant growth of the sawmill industry with additional employment creation in rural areas of the province
- Repayment of the existing loan to the NL Government.
- Provides firm power capacity and reliable energy required for future growth in the province
- Corner Brook Mill Site becomes a fully renewable energy facility

A win-win-win proposition securing the long-term future of mill, forest sector, sawmill operations, while supplying growing electrical power capacity needs of the province.



Revitalization Project Timeline



Project Tuckamore Community Engagement Office

A revitalization plan rooted in the future of our operations, our people, and our community. Come have a chat, ask your questions, and share what matters to you. Together, let's focus on a more sustainable future for Corner Brook Pulp & Paper.

CRI Building, 3 Mill Road, Suite 111

Monday to Friday from 10am to 2pm, or by appointment

Questions?

Please come and see us at the Community Engagement Office

