



Shaping the Future of Forest Intelligence



Al-Pac

A Journey of Change and Integration

2026

Agenda

1. AI-Pac Overview
2. Why Change?
3. Working with Remsoft
4. Tactical Model
5. Remsoft Operations
6. Current Challenges
7. The Future



Who is Al-Pac

- Largest single-line kraft pulp mill in North America
- Built in 1993 (last in North America)



AI-Pac Production

- Approximately 650,000 ADMTs of FSC certified pulp per year
- 75% sold in the U.S, 25% shipped to Asia
- Pulp End Use
 - Specialty Paper & Packaging
 - Tissue
 - Printing & Writing Paper
- Power Export

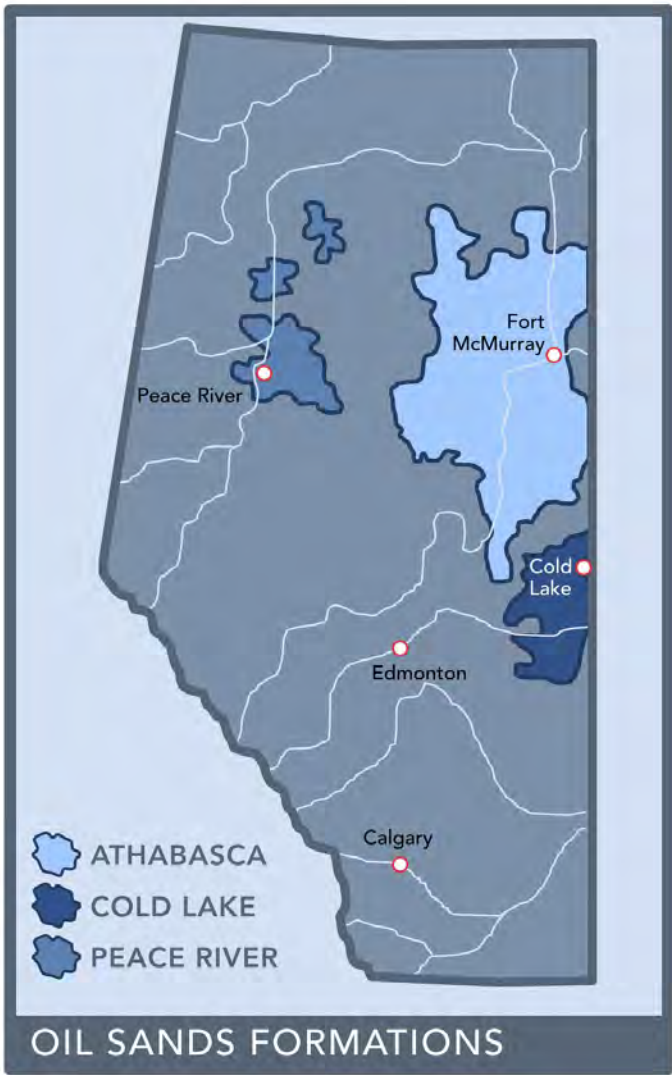


AI-Pac's Landbase

Forest Management Agreement (FMA)

- ❑ 7 million hectares gross area
- ❑ Entire landbase is north of the mill
- ❑ Two thirds of area is non-productive (wetlands)
- ❑ Rotation Ages:
 - ❑ Conifer = 100 years
 - ❑ Deciduous = 80 years

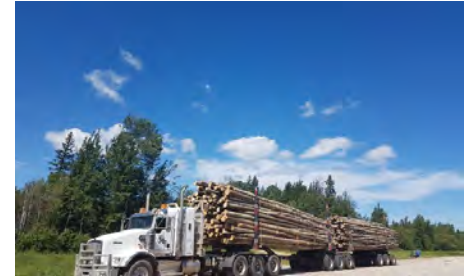




Logistical Complexities

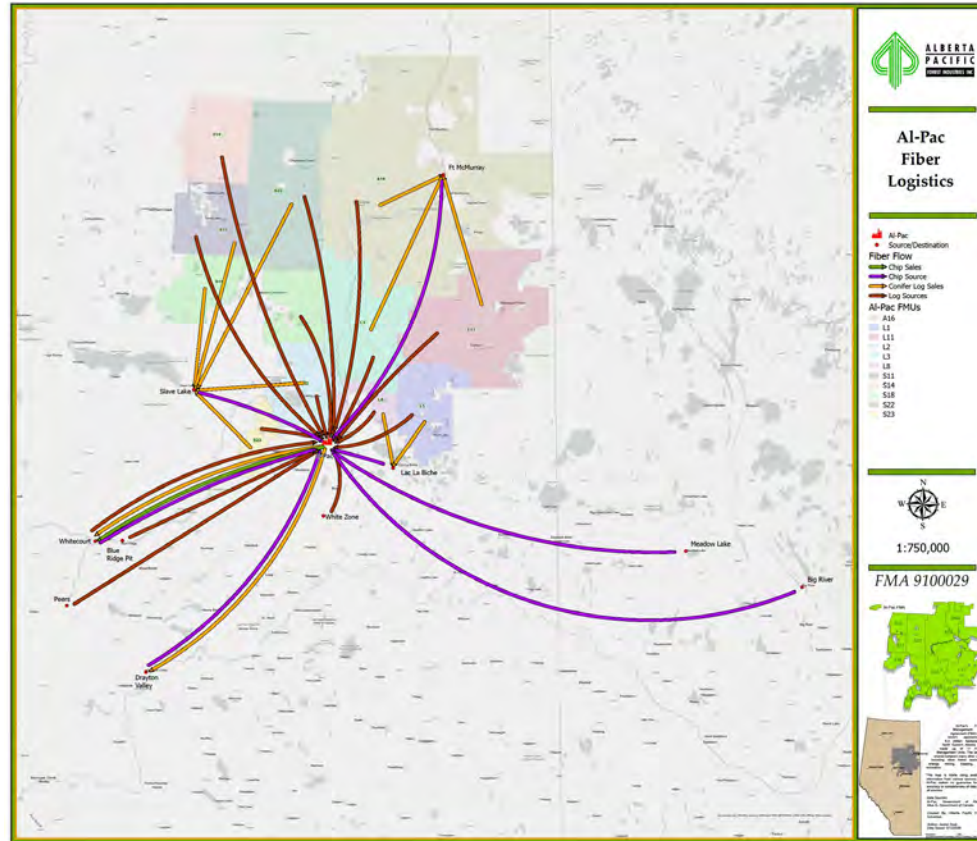
Fibre Sources

- Mill consumes ~3.5 million m³ of fibre per year (HW/SW)
- Hardwood/Softwood Sources & Destinations
- Year-Round Operations/Limitations
- Bush Inventory/Remote Yard Inventory Requirements
- Weather Variability
 - Winter – Frozen Conditions
 - Summer – Dry Conditions/Wildfire
- Indigenous Community Complexities
- Trucking
 - Balancing trucking to keep loaders and trucks near maximum capacity with complex cycles
 - Maximum log/chip loads to yard to avoid yard wait times
 - Long Average Cycles
 - Optimal Route Selection Related to Payload (10-axle fleet)



Logistical Complexities

Fibre
Sources &
Destinations



The Logistics Company

Logistical Solution

- Capital roads strategy
- Pitting strategy
- In bush inventory
- Year-round hauling



How AI-Pac Managed the Logistics

- Experience
- Spreadsheets (between independent systems)
- Time (Lots of it)



Why Change?

Fibre Supply Challenges

- Complexity and cost of accessing fibre are increasing
- Fibre Supply
 - Wildfire
 - Climate Change
 - Species at Risk (Caribou)
 - Industrial Expansion
 - Indigenous Pressures
 - Conifer in Alberta



Why Change?

Labour Challenges



Why Change?

Business
Diversification



So What Now?

Set AI-Pac up for a future of further Complex Integration of the Fibre Supply

**Right Fibre,
Right Place,
Right Form,
Right Time,
Right Product,
Right Cost.**

Working with Remsoft

In the Beginning

- Started in 2016
- Looking for optimized 5-year planning tool
 - Objective function maximize gross margin over 5 years
- Shift to data-driven decision making



Progression with Remsoft

Tactical Model with
hardwood only
dynamics **(2016)**

Tactical Model with
hardwood and
softwood
dynamics **(2020)**

Remsoft Operations
(2024)

AI-Pac's Challenges Today

Change
Management

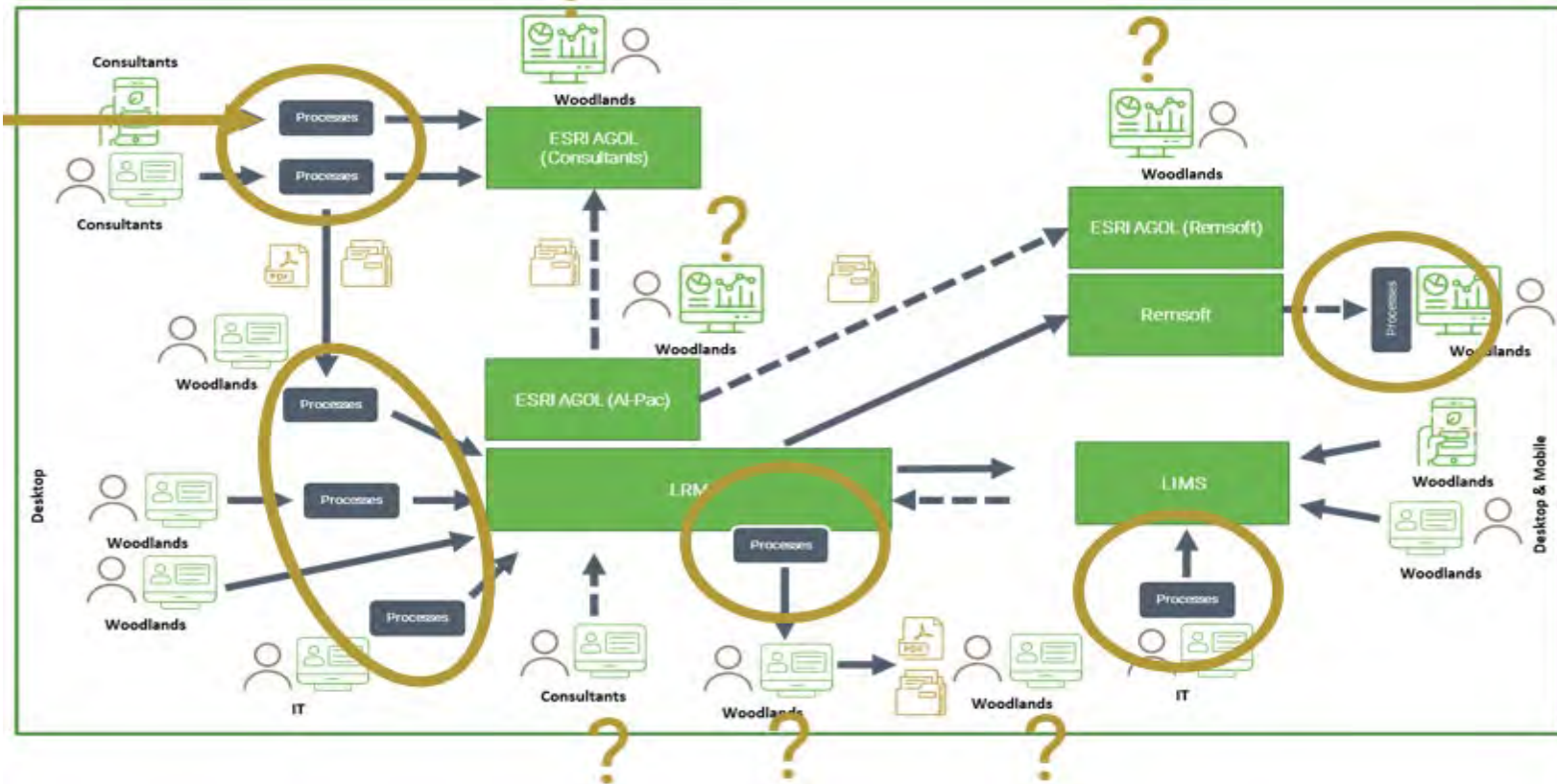


System
Integration

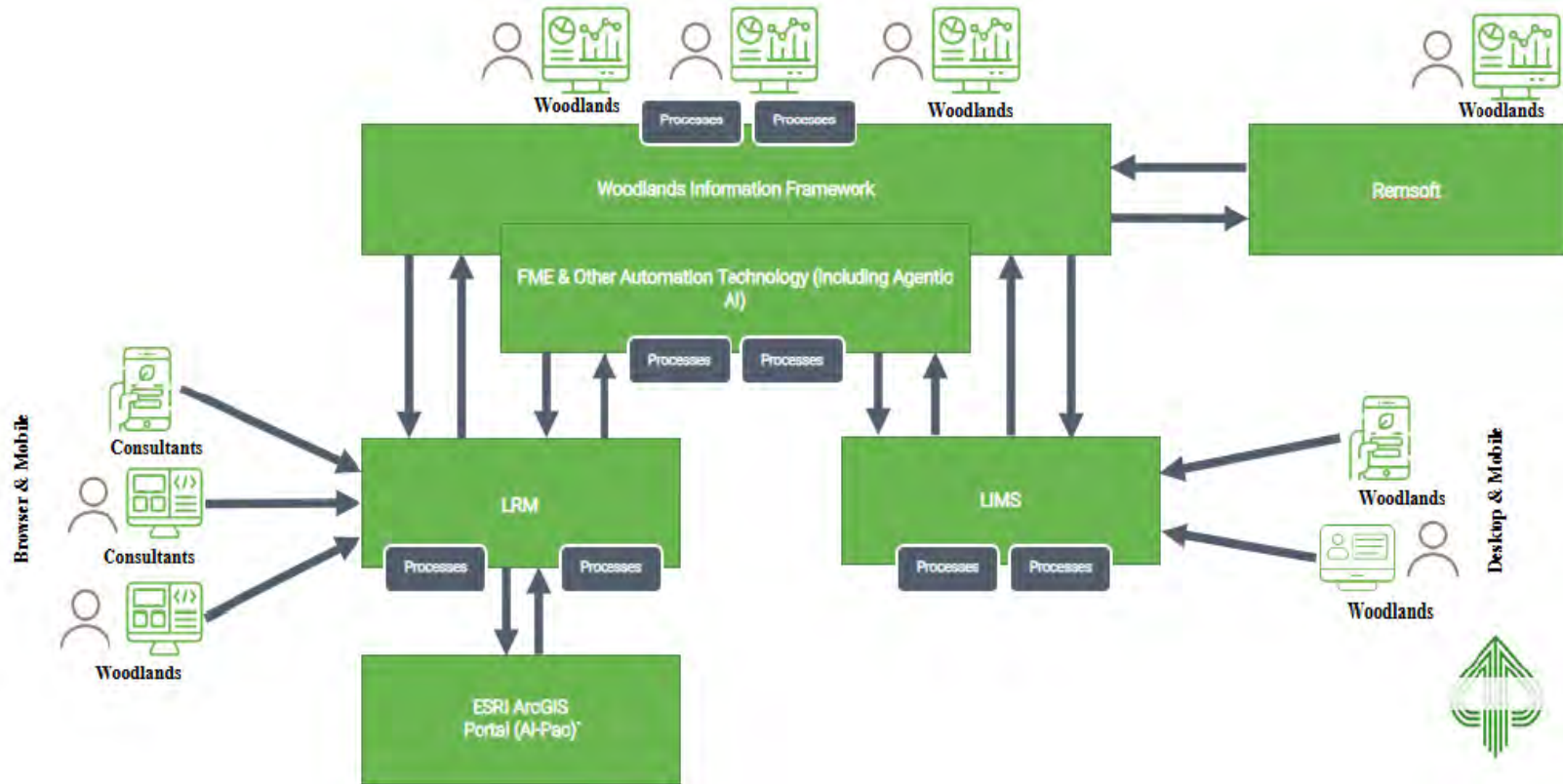
Data Integrity



AI-Pac's Current Systems



AI-Pac's Future Systems



WIF: The Central Data Hub

Woodlands Information Framework — Connecting the dots across systems

CAPTURE

LRM | LIMS | Remsoft | SAP



STANDARDIZE

Common attributes | Data dictionary | Mapping rules | Metadata



CURATE (WIF)

Actuals + Forecast + Budget | Drivers + Volumes + Rates | All dimensions



CONSUME

Cost Statements | Variance Analysis | Dashboards | Forecasting



AI-Pac/Remsoft Future

- Spatial Scheduling
- Transportation Optimization
- Further Integration of Tactical Model and Remsoft Operations
- Strategic Planning?....

