

**DAISHOWA-MARUBENI INTERNATIONAL LTD.  
(PEACE RIVER PULP DIVISION, ALBERTA)**

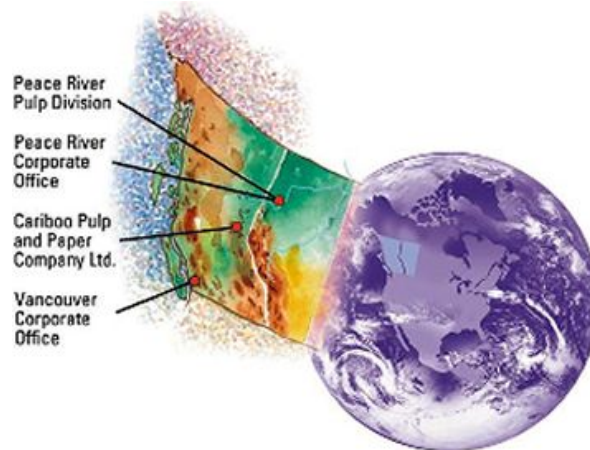
**ORGANIZATIONAL OVERVIEW**

**General**

Daishowa-Marubeni International Ltd. (DMI) is an integrated forest products' company first established in Western Canada in 1969 by Daishowa Paper Manufacturing Co. Ltd. and Marubeni Corporation of Japan. DMI has become one of the top pulp producers in North America. The company employs over 600 individuals in British Columbia and Alberta and conducts business with an additional 600 woodlands, log and chip haul contractors.

DMI manages 2.9 million hectares of Forest Management Agreement (FMA) timberlands (42.6% is productive) to supply most of its fibre requirements for its pulp mill in Peace River. DMI also has Deciduous Timber Allocation (DTA) tenure on an additional 5.0 million hectares.

The Company manages these lands on a sustainable basis for commercial harvest, reforestation, wildlife habitat, fish habitat, ecological diversity, and other non-timber values. DMI complies with federal and provincial regulations and FORESTCARE Codes of Practice. DMI's Peace River Pulp Division is FORESTCARE certified and is ISO 14001 certified for the mill and its woodland operations.



## **Statement of Corporate Principles**

In order to achieve the aforementioned goals, Daishowa-Marubeni International Ltd. is committed to practicing the following six corporate principles:

- Conduct Fair and Open Business Activities.
- Develop a Globally Connected Company.
- Create Value by Following New Business Visions.
- Respect and Encourage Individuality and Originality.

## **Our History**

Daishowa-Marubeni International Ltd. was formed in 1969 when Daishowa Paper Manufacturing Company Ltd. and the Marubeni Corporation joined forces with Weldwood of Canada to form the joint venture, Cariboo Pulp and Paper Company.

Cariboo Pulp & Paper Company, a high quality bleached Kraft pulp mill produces bleached softwood Kraft pulp, meeting the stringent requirements of the world's most demanding markets for high brightness, cleanliness and strength. The mill is located at Quesnel, in the interior of British Columbia, Canada. Cariboo Pulp & Paper began production in 1972. In December 2004, West Fraser Timber, purchased Weldwood's assets from International Paper and so has assumed the new joint venture relationship with DMI at Cariboo Pulp and Paper.

DMI purchased the assets of Daishowa Canada's Peace River Pulp Mill, High Level Forest Products Ltd. and Brewster Construction in 1993. DMI sold the assets of High Level Forest Products in 1999 to Tolko Industries and Brewster Construction in 2000 to Seehta Forest Products. The sale of the sawmills reflected DMI's desire to focus on its core business of pulp production. The Peace River Pulp Mill opened in July 1990, with a capital investment totaling \$580 million.

The Peace River Pulp Division is a bleached Kraft pulp mill that transforms aspen chips (harvested locally) and white spruce softwood chips (from neighboring lumber mills) into high quality pulp. This pulp is then sold on the world market to paper producers who use it for a variety of high-grade products. The mill produces over 480,000 air-dried metric tonnes (ADMT) of hardwood and softwood bleached Kraft pulp annually, which is internationally renowned for its brightness and quality.

- Promote Good Corporate Behaviour.
- Safeguard Environmental and Other Qualities of Life.

## **Stewardship of the Forest**

DMI manages about 2.9 million hectares of public forestland in Alberta under a Forest Management Agreement (FMA) signed with province of Alberta. A Detailed Forest Management plan forecasts harvesting operations for a period of 20 years into the future and is updated every 10 years. Ours is a long-term business. We want healthy, productive forests not just for today but for decades and generations to come.

Albertans own the forests in their province and accordingly DMI recognizes its immense responsibility as a steward of a vast, yet finite, public resource. DMI must demonstrate to its public that it is a responsible steward of the forest while removing trees in an economically viable manner. Along with this responsibility comes the mandate to develop public participation which often requires large investments of time and energy from local stakeholders.

DMI manages about 2.9 million hectares of public forestland in Alberta under a Forest Management Agreement (FMA) signed with province of Alberta. The harvest rate on provincial land is regulated by Annual Allowable Cut (AAC), which has a maximum volume of timber that can be cut each year in a given area. DMI practices sustainable forest management. AAC is determined using timber supply models that use ecological principles forecast over a 200 year horizon.

### **DMI in British Columbia**

Daishowa-Marubeni International Ltd. together with West Fraser Mills Ltd. jointly owns Cariboo Pulp & Paper Company, a high quality bleached Kraft pulp mill. Cariboo Pulp & Paper Company produces bleached softwood Kraft pulp, which meets the stringent requirements of the world's most demanding markets for high brightness, cleanliness and strength. The mill is located at Quesnel, in the interior of British Columbia, Canada. Cariboo Pulp & Paper began production in 1972.

Lodgepole Pine and White Spruce are the predominant species in the area. Douglas Fir and Alpine Fir are also present in smaller numbers. The long slender Lodgepole Pine and White Spruce fibres impart a very high tensile strength to the papermaking furnish and allow for a high degree of sheet smoothness. The mill purchases 100 per cent of its chips from local solid wood manufacturers.

Of the 336,000 ADMT/year production, DMI exports its 50 per cent share of Cariboo pulp to markets in Japan and Southeast Asia, while West Fraser ships to North America and Europe. Regular freight service links Quesnel with Vancouver, 680 kilometres south and Prince George, 120 kilometres north and on to the deep-water, all season port of Squamish, on Howe Sound, British Columbia, Canada.

### **DMI in Alberta**

#### **Peace River Pulp Division**

Situated 16 kilometres (km) north of the Town of Peace River and some 489 km northwest of Edmonton, in the province of Alberta, the Peace River pulp mill employs 350 people and produces 480,000 air-dried metric tonnes (ADMT) of Kraft pulp. The pulp mill was the first of Alberta's new generation of pulp mills and pioneered the production of hardwood pulp in northwestern Alberta. It is designed to minimize the impact on the environment and utilizes previously uneconomical hardwood timber and residual softwood chips purchased from sawmills in the area.

The pulp mill combines minimum staffing and supervision with the most advanced technology in an atmosphere dedicated to cost-effective production of high quality market pulp and the achievement of personal job satisfaction. Peace River Pulp is committed to providing a safe and healthy workplace.

In the Price Waterhouse Coopers, "Market Pulp Benchmarking Study" has identified DMI-Peace River Pulp Division as the #1 low cost producer of hardwood pulp in North America for the last two years. This prepares Peace River Pulp to be in the best possible position for success in all economic climates.

Typically, one quarter (1/4) of the total production is softwood pulp and three quarter (3/4) is hardwood pulp for sale to the world market. Hardwood pulp, blended with or without softwood pulps makes an excellent printing and writing grade of paper, providing bulk and a good printing surface.

## **The Peace River Community**

Nestled within the majestic valley of the Peace River, the Town of Peace River, with a population of 6700, enjoys one of the most beautiful physical settings in Alberta. Peace River is a dynamic community committed to providing an excellent quality of life for its residents. Through good management of municipal resources and well-planned patterns of development, the Town of Peace River strives to provide the type of environment that its residents can enjoy.

A large number of community recreation facilities and activities exist in town. Indoor facilities include: an arena; a curling rink; an indoor pool with a water slide; several gymnasiums; a bowling alley; three community halls; a library and an auditorium. The publicly operated Peace Country Sports Club offers racquetball and squash courts as well as a weight room and a gymnasium. Besides the excellent hunting, boating, and skiing available nearby, outdoor enthusiasts can make use of three sports fields; eight tennis courts; eight groomed ball diamonds and two golf courses in the immediate proximity to town.

The demographic profile of the Town of Peace River exhibits a proportionately large number of school age children. The community has four public schools, two separate schools and one private school to provide options for education. Post secondary education is available at the local Fairview College or through distance learning by the University of Calgary, University of Alberta, Athabasca University and the Grande Prairie Regional College.

Peace River has a new health facility with 34 beds, providing both acute care and community based services.

# RELIABILITY ENGINEER

DAISHOWA-MARUBENI INTERNATIONAL LTD.  
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## POSITION RESPONSIBILITIES

### General

The Reliability Engineer will be responsible for overseeing a number of mechanical repair, upgrade and modification projects within the pulp mill for enhancements to safety, environmental compliance, reliability improvement and increased production efficiency. Projects include modification of boiler components, metallurgical changes in pressure vessel equipment, relining or rebuilding of storage tanks, new designs of pump and piping systems, general enhancements to boilers and pressure vessels, environmental spill containment as well as water intake, treatment and discharge projects.

### Responsibilities

- As a member of the Production Team, works closely with Operations, Maintenance and Technical personnel to analyze operating equipment performance to identify and resolve reliability issues.
- Recommends improvements to the mill through the initiation of capital projects.
- Manages risk based inspection programs and budget including the Recovery Boiler and the registered pressure and non-pressure vessels and piping systems in the steam and recovery department.
- Assists with long-term major maintenance and capital planning for the area. Assists in the identification of areas of priority and recommends viable solutions.
- Provides support to area capital project and maintenance teams.
- Participates in mill-wide reliability team.
- Chairs focus groups on an as-needed basis to work to resolve long term problematic issues.
- Leads area reliability meetings to effectively resolve repeat failures to prevent reoccurrence.
- Ensures all safety standards are met with respect to national codes as well as federal and provincial regulations.
- Participates in follow-up studies to monitor the success of projects.
- Prioritizes time to address most pressing issues, able to balance short term and long term issues while dealing with changing priorities.
- Develop and implement measures to track process operation improvements, equipment up-time reliability and cost control.

## **Reporting Relationships**

### **Reports to:**

- Power & Recovery Business Unit Leader

### **Relates to:**

- Reliability Engineers (3)
- Project Coordinators (4)
- Designers (2)
- Inspector, Quality Control
- Power and Recovery Operating and Maintenance Team Members
- Power and Recovery Process Specialist

### **Supervises**

- Co-op Students (1- 2 on 16 month work terms)
- Manages contractors primarily during major outages with the emphasis on inspection activities.

## **CANDIDATE REQUIREMENTS**

### **General**

The ideal candidate will bring an outstanding track record of effective maintenance/reliability engineering experience within a complex, industrial facility combined with a sound understanding of reliability concepts.

### **Specific Qualifications**

#### **Education**

- An Engineering degree, preferably Mechanical.
- APEGGA eligible or prepared to pursue eligibility within a reasonable time frame.

#### **Experience**

- Proven success in the management and execution of required tasks in a plant environment where the following equipment exists: steam systems, pressure vessels, boilers, pumps, pipes, tanks, etc. Experience in a pulp mill would be preferable but is not required.
- Has been responsible for writing and presenting technical documentation.
- Has contracted and managed the work of external consultants and contractors. Can effectively communicate project design, scope, and project needs or justification.
- Possesses knowledge of codes and standards related to the operation of a pulp mill or related industrial facility including ASME, API, OH&S, Alberta codes and standards and CSA.
- Has worked independently and is capable of making decisions himself/herself.

### **Experience (cont'd)**

- Fundamental business experience including strategizing, budgeting, organizing work, allocating resources, decision-making, contingency planning and problem solving.
- Confident and accurate analysis of data, preparation of reports and presentation of results.

### **Functional Skills & Knowledge**

- Well organized and able to keep numerous short and long term objectives clearly in perspective.
- Demonstrated ability to receive and deliver information and opinion in a busy process environment.
- Solid computer knowledge including word-processing, spread sheets, databases, communication systems, and project management software. Experience with Visions and Advantis software will be an asset.
- Is unquestionably a team-oriented vs. individual player.
- Open to take on other responsibilities or positions within the mill when the opportunity arises. Constantly looking to learn and improve.

### **Relationship Skills**

- Enjoys people. Outgoing and at ease with the public, employees and colleagues. Able to communicate effectively with people from all functional areas of the mill.
- Possesses excellent written and oral communication skills. Can confidently and professionally represent DMI in a liaison role.
- Is open, approachable and tactful, while possessing the ability to work with people to achieve objectives.

### **Personal Characteristics**

- Innovative, dedicated and enthusiastic.

### **Personal Characteristics (cont'd)**

- Exceptional ability to prioritize multiple tasks in an environment that places high demands on time.
- Able to analyze multiple solutions and develop a business case for technically sound economical outcomes.
- Creates, articulates and builds commitment to a clear vision.
- Sets example through own behavior consistent with mill vision, values and goals.

- Earns and keeps the trust of employees, peers and managers.
- Conceptualizes leads and actively supports change.
- Demonstrated proficiency to oversee and manage multiple critical activities.
- Anticipates longer term needs.
- Balances energy with respect to long and short term needs of organization.
- Addresses issues with the appropriate sense of urgency.
- Acts as a professional representative of DMI.
- Leads and participates in benchmarking systems, structures and practices.
- Coaches appropriately to ensure tasks are completed successfully and efficiently.