INTERFOR
APPRENTICESHIP PROGRAM

Tim Lowrimore
OBJECTIVES

• Interfor Platform

• Business Strategy

• Addressing Skilled Labor: Apprenticeship Program
INTERFOR AT A GLANCE

- 3,000 employees (2,000 US; 1,000 Canada).
- 18 mills; 5 in Canada and 13 in the US.
- 4\textsuperscript{th} largest lumber producer
INTERFOR – 1999

- Largely a BC coast company – 90% of Production
INTERFOR – 2005

- Monetizing coastal mills.
- Expansion into the Pacific Northwest.
INTERFOR – 2008

- Continued rationalizations on the BC Coast.
- Expansion in the Pacific Northwest.
- BC Kootenay acquisitions.
INTERFOR – 2013

Start of expansion into the US South.
- Rayonier acquisition – 3 mills.
- Keadle acquisition – 1 mill.
INTERFOR – 2014/15

**Rapid Growth Period** – 7 mills in 14 months

- Tolleson acquisition – 2 mills (GA).
- Simpson acquisition – 4 mills (WA, GA, SC).
- Price acquisition – 1 mill (AR).
INTERFOR – 2016

**BC Coast**
320 MMbf (11%)
- 2 mills
- Cedar, Hem-Fir, Douglas-Fir
- Specialty

**BC Interior**
735 MMbf (25%)
- 3 mills
- Douglas-Fir, Hem-Fir, SPF, Cedar
- Dimension

**US Northwest**
625 MMbf (20%)
- 4 mills
- Hem-Fir, Douglas-Fir, Ponderosa Pine, Lodgepole Pine
- Studs, Dimensions, Specialty

**US South**
1,320 MMbf (44%)
- 9 mills
- Southern Yellow Pine
- Dimension
REPOSITIONING FOR SUPERIOR RETURNS
GRAND FORKS, BC
REPOSITIONING FOR SUPERIOR RETURNS
PRESTON, GA
PREPARING FOR REINVESTMENT

- 9 Mills from 5 acquisitions
- Opportunities for high-return capital projects
- A willingness to reinvest

Shortage of Maintenance / Technical Resources
SKILLED TRADES SHORTAGE
A SYSTEMIC ISSUE

The HARDEST SKILLS to find

For the seventh consecutive year, Skilled Trades are the hardest jobs to fill in the United States; Drivers are in second place, followed by Sales Representatives and Teachers.

1. Drivers (truck, lorry, heavy goods, delivery, heavy equipment and construction drivers)
2. Skilled Trades (electricians, carpenters, welders, bricklayers, plasterers, plumbers, masons and more)
3. Sales Representatives (sales executives, sales advisors and retail sales people)
4. Teachers
5. Restaurant & Hotel Staff
6. Accounting & Finance Staff (bookkeepers, certified accountants and)
INTERFOR’S APPRENTICESHIP PROGRAM

Distance Learning  +  Practical Workshops  +  On the Job Learning

Partnering to Build our Own...
PRACTICAL WORKSHOPS
PRACTICAL WORKSHOPS
ON THE JOB LEARNING
Millwright Apprenticeship Program
Skills Passport
## SKILLS PASSPORT

### WORKPLACE SKILLS

<table>
<thead>
<tr>
<th>TASK/SKILLS</th>
<th>LEVEL 1</th>
<th>LEVEL 2</th>
<th>LEVEL 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintains hand tools</td>
<td></td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
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<tr>
<td>Maintains portable power tools</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
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<tr>
<td>Maintains drill press</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
</tr>
<tr>
<td>Maintains precision measuring tools</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
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<tr>
<td>Maintains layout tools</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
</tr>
<tr>
<td>Maintains access equipment</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
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<tbody>
<tr>
<td>Maintains PPE &amp; Safety equipment</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
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<tr>
<td>Restarts qualified supervisor (Print and Sign)</td>
<td>Initial</td>
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### WORK ORGANIZATION

<table>
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<tr>
<th>TASK/SKILLS</th>
<th>LEVEL 1</th>
<th>LEVEL 2</th>
<th>LEVEL 3</th>
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</thead>
<tbody>
<tr>
<td>Uses documentation</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
</tr>
<tr>
<td>Uses drawings and schematics</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
</tr>
<tr>
<td>Identifies job requirements</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
</tr>
<tr>
<td>Communicates well with others</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
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<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
<td>Initial</td>
</tr>
<tr>
<td>Maintains safe work environment</td>
<td>Date</td>
<td>Date</td>
<td>Date</td>
</tr>
<tr>
<td>Direct Qualified Supervisor (Print and Sign)</td>
<td>Initial</td>
<td>Initial</td>
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</table>
OTHER PROGRAM ELEMENTS

• Internal job postings for three apprentices per Mill (27 total)

• Rigorous selection process: aptitude testing, interview physical

• New wage system for Apprentices and Millwrights

• Funding: GA, SC, AR

• DOL Certified
THE CLASS OF 2020
OUR VALUES

• We conduct ourselves with honesty and integrity.
• We respect, value and engage our employees.
• We embrace world-leading safety and environmental standards.
• We are fact-based, strategic and proactive.
• We strive for excellence in everything we do.

We are responsible for our own success.