

FORCON INTERNATIONAL

ROBERT B. KINSTREY

SUMMARY

Mr. Kinstrey is a well-established consultant with 55 years of consulting, operating and technical experience in the manufacture of pulp and paper. Mr. Kinstrey has over the years been a technical spokesperson and has led and/or participated in over 200 studies, including more than 30 international studies. Studies combine innovation, operating expertise, state-of-the-art technology with business perception. Mr. Kinstrey specialty is in the front-end studies, including but not limited to studies that combine the attributes of project capital costs estimates, manufacturing cost analysis, operations optimization, facility assessments and due diligence.

EDUCATION

Master of Science in Industrial Management – Clarkson University, Potsdam, NY; 1974

Bachelor of Science in Pulp & Paper – SUNY College of Environmental Science and Forestry (ESF), Syracuse, NY; 1967

PROFESSIONAL ASSOCIATIONS

TAPPI

- TAPPI Foundation Director
- Past Member of the TAPPI Board of Directors
- Past Chairman Southeastern Section
- Past Member of Paper 360° & Tappi Journal Editorial Boards
- Member of Student Summit Conference Committee
- Member since 1966

Paper Industry Management Association (PIMA)

- Past Member of the Executive Committee Dixie Section
- Member since 1981

Syracuse Pulp & Paper Foundation

- Emeritus Member of the Board of Directors
- Past President
- Past Trustee Joachim Fund

National Corvette Restoration Society (NCRS)

- Chairman Carolinas Chapter

Vietnam Veterans of America

American Legion

- Charter Member, Post 214
- Judge Advocate

CAREER HISTORY

FORCON International – Pulp & Paper Consultant

Conducting forensic investigations and providing expert witness services as it relates to his areas of expertise.

Independent Pulp & Paper Consultant

Consulting services relating to operating and technical matters in the manufacture of pulp and paper.

Jacobs – Director of Process Technology / Pulp & Paper Consultancy

Responsibilities included managing Jacobs' Techno-business activities (optimization, due diligence, conceptual studies, etc.). He has led the process effort on many Due Diligence / Fatal Flaw evaluations and strategic rebuild evaluations that include newsprint, linerboard, coated recycle cartonboard, coated freesheet, dissolving pulp, fluff pulp and tissue. He has been an expert witness and the Bank's engineer on several projects. As a working manager he has supervised the detail design effort for rebuilding Donohue's Lufkin, Texas, Kraft Mill to comply with Cluster

FORCON INTERNATIONAL

Rules. He was the Project Manager for a detail scope and estimate for a Paper Machine DCS and Drive replacement, conversion of a printing and writing machine to fluff pulp including bleach plant modifications, and an international optimization and expansion study. He has supported the detail design for several shoe press and dilution profiling headboxes installations.

Raytheon Engineers and Constructors

- **Director of Technology, Pulp and Paper Division**
Responsible for the management of all activities of the OPTEC Group, Raytheon's pulp & paper consulting group. Also managed Pulp, Paper and Material Handling Process Engineering Groups for two years. Responsibilities included: conceptual design, economic studies, process design, equipment installation and start-up. Activities included: assigning personnel, budgets, recruiting, salary administration, development of computer tools, etc. As a working manager, he also conducted studies, prepared proposals and made sales presentations.
- **Manager, OPTEC Group**
Responsible for direction and activities of the OPTEC Group. Activities included: development of computer-based tools for process calculations, coordination with pulp and paper sales and marketing, personnel development and recruitment, organizing and conducting studies, maintaining Rust's high-tech profile through presentation and publication of papers, budgets, and the group's marketing plans.
- **Technical Manager, OPTEC Group**
Responsible for conducting studies and reviewing the technical merits of studies performed by the group's other members. Conducted studies that ranged from as specific as dioxin, box plant assessment, and site selection for a new Kraft mill to as broad as mill wide optimization for a new two machine fine paper mill and evaluation of the production capacity for two Brazilian mills.
- **Senior Staff Engineer, OPTEC Group**
Responsible for the conduction of studies either as part of a team or solo. Investigated numerous problems in both paper mills and pulp mills. Studies required interviewing mill operating personnel, analysis of operating and engineering data, developing operating cost profiles, development of capital cost estimates, writing reports and making presentations.

Union Camp Corporation

- **Technical Director**
Directed shift control and process engineering functions of the mill. Shift control, approximately 120 persons, was responsible for final product testing, chemical additive systems and boiler water quality. Process engineering included approximately 60 persons divided into five groups: paper, pulp, power, analytical lab, and environmental. Was responsible for revamping the shift control lines of progression which resulted in the savings of 5,000 hours of overtime the first year; 1.3 million man-hour safety record; evaluation of alternate lime kiln fuels; evaluation of EPD's reclassification of the Savannah River; Kamyre re-instrumentation and optimization; modeling of the mill water systems and modeling of the mill's modernization programs.
- **Project Manager / Paper Mill Production Specialist.**
Directed the \$27 million rebuild of Paper Machine No. 5. Implemented a new paper mill line of progression that resulted in improved production rates due to crew stabilization.
- **Paper Mill Superintendent**
Supervised the operation of seven paper machines producing approximately 2,800 tons per day of unbleached saturating Kraft, linerboard and bag paper. Activities included crew training, process improvements, budgeting and cost controls. Accomplishments include: setting a production record (1,038,656 tpy), cost cutting measures during bad business cycle, and increased production rates.
- **Machine Supervisor**
Directed the operation of one paper machine. Initially assigned to a 220 tons per day lightweight bag machine, but moved to a problem plagued corrugating medium machine producing 350 tons per day. Eliminated the process problems that kept this recently rebuilt machine from achieving the designed production rates. Eventually the machine was converted to a heavy weight sack paper machine.

Nekoosa Papers Inc. & Potsdam Mill

- **Process Engineer (Nekoosa & Potsdam Mill)**

FORCON INTERNATIONAL

Conducting process trials, creating process flow diagrams and water balances.

- **Technical Supervisor (Potsdam Mill)**
Supervised Quality Control and performed processing engineering duties. Started up mill's waste treatment facility and closed up the mill's white-water system.
- **Paper Mill Superintendent (Potsdam Mill)**
Managed the production of two machines that produced 160 tons per day of bleached MG, Watermark Bonds and Register Bond. Increased production by more than 10% without spending any capital money. Involved in all phases of mill operation, including Union negotiations. Relieved Coverage for Mill Manager.
- **Assistant Paper Mill Superintendent (Nekoosa Mill)**
After closing of the Potsdam Mill, was transferred back to the Nekoosa Mill. Performed an evaluation of Paper Machine No. 2 and made recommendations for operating improvements. This Printing and Writing Machine produced bonds, offset and register grades.
- **Assistant Pulp Mill Superintendent, Technical (Nekoosa & Potsdam Mill)**
Supervised the installation and start-up of a TRS system (gas collection, incineration, molecular black liquor oxidation and condensate stripping). Upon completion of the TRS project, assumed production responsibilities, including: woodyard, pulping, washing, bleaching, causticizing, recovery boiler, evaporators, ClO₂ Plant and Tall Oil Plant.

Industria Panamia De Papel, Republic of Panama.

Providing relief coverage to mill manager.

United States Army – Captain, Chemical Corps, Technical Escort Unit (Chemical / Biological EOD)

Great Northern Paper – Summer Intern

Helped with studies and mill trials.

SPEAKING ENGAGEMENTS

“Potential for Machine Conversions”, RISI 14th International Containerboard Conference, Chicago, IL, November 4, 2010; and UBS US/Global Paper and Forestry Equity Research WebEx Speaker, December 9, 2010 (over 70 sites participated)

Joachim Management Series, Guest Lecturer, *“Introduction to Project Management”*, 12-hour class, State University of New York, College of Environmental Science & Forestry, Syracuse, Jan 8 & 9, 2009

PUBLICATIONS

- Handbook for Pulp & Paper Technologists by Gary Smook; 4th Edition, Tappi Press 2016 (ISBN: 978-1-59510-245-0); Editor for Chapter 24 **“Process Control”**.
- **“Challenges the US Paper Industry has Faced”**, The 6th CPPI Pulp and Paper Technology Forum, Shandong, China, December 17, 2015; China Pulp & Paper Industry, Jan., 2016, Vol 37, No. 1, pg 37.
- **“Conversions...Tough Questions?”**, RISI 16th International Containerboard Conference, Chicago, IL, November 6, 2014.
- **“Conversions...Are they for you?”**, RISI 28th Forest Product Conference, San Diego, CA, October 8, 2013.
- **“The Essence of Project Management”**, TAPPI / PIMA Student Summit, Raleigh, NC, January 20, 2013.
- **BSA Pulp & Paper Merit Badge Booklet**, Revisions and Updated to the Merit Badge Booklet, February 2012.
- **“Are Containerboard Machines Maintaining Technology in North America?”**, RISI 15th International Containerboard Conference, Chicago, IL, Nov. 2, 2012
- **“State of the Industry”**, Moderator and Speaker, TAPPI PEERS, Portland, OR, October 3, 2011
- **“An Approach for a Bleach Plant Reliability Centered Maintenance Program”**, TAPPI / PIMA PaperCon / OpEx 2011, Cincinnati, OH, May 2, 2011.

FORCON INTERNATIONAL

- **“The Essence of Project Management”**, TAPPI / PIMA Student Summit, Charleston, SC January 18, 2010; TAPPI / PIMA PaperCon 2010, Atlanta, GA, May 4, 2010, Session 28.

HIGHLIGHTED ACHIEVEMENTS/AWARDS

- BSA: Eagle; OA – Vigil Honor
- TAPPI Fellow (1996),
- Couch Pit University, Class of 2008; Office: Past Secretary, emeritus member
- CPBIS / PIMA Management Excellence Award, 2008
- TAPPI Herman L. Joachim Distinguish Service Award, 2013
- SUNY ESF – 2013 Graduate of Distinction Award – Lifetime Achievement
- Who’s Who – Albert Nelson Marquis 2019 Lifetime Achievement Award, Engineering

HIGHLIGHTED PROJECT SUMMARY

Year	Location	Description
2020	Vancouver, BC	Expert Witness – Siemens vs. Canfor
2019	Port Huron, MI	Facility Assessment
2018	West Point, VA	Headbox Replacement – FEL 2 Scope & Estimate
2017	Spring Grove, PA	Paper Machine Upgrade – FEL 1 Scope & Estimate
2017		Machine Conversion
2017	Chillicothe, OH	Paper Machine Rebuild – FEL 2 Scope & Estimate
2016	Charleston, SC	PM 1 Basis Weight Variation Investigation
2016	Summerset, ME	PM 1 Rebuild, Production & Quality FEL 2 Scope & Estimate
2016	Dalton, MA	Evaluate Energy Savings Projects
2016	Spring Grove, PA	Production Increase Study – FEL 2 Discussion
2016	St. Francisville, LA	Press Section Replacement with Shoe Press – FEL 2 Scope & Estimate
2015	Bratsk, Siberia, Russia	KLB and HW Line Production Increase – FEL 2 Scope & Estimate
2015	Chicago, IL	Banks Engineer – Alsip Mill Conversion to Corrugating Medium
2015	Chillicothe, OH	Paper Machine Mill Machine Optimization Study
2015	West Point, VA	Project Dingo
2015	West Point, VA	Project Coyote
2014	Calhoun, TN	PM 4 Alkaline Conversion – FEL 1, $\pm 50\%$ Scope & Estimate +
2015	Charleston, SC	PM 1 Capacity Increase Study – FEL 2, $\pm 25\%$ Scope & Estimate +
2014		White Water Separation – FEL 1, $\pm 50\%$ Scope & Estimate +
2014	Bennettsville, SC	Crew Assessment Study
2014	Wisconsin Rapids, WI	WR 16 Production Increase Study – Phase 1, $\pm 25\%$ Scope & Estimate +
2014	EsCANABA, Michigan	E3 Speed up Study – Phase 1, $\pm 25\%$ Scope & Estimate +
2013		Machine Conversion Study – FEL 1 $\pm 35\%$ Scope & Estimate
2013	Miamisburg, OH	Relocate Pulp Dryer – Phase 1 Study, $\pm 40\%$ Scope & Estimate
2013	West Point, VA	Headbox Replacement – Detail Design
2013	Riceboro, GA	Machine Rebuild Study – Production Increase. $\pm 10\%$ Scope & Estimate
2013	Palatka, FL	Machine Rebuild Study – Extensible Conversion; $\pm 25\%$ Scope & Estimate
2013	West Point, VA	Headbox Replacement – Phase 2 Study, $\pm 15\%$ Scope & Estimate
2013	Middletown, OH	CRB Machine Rebuild Study – Phase 1 Study, $\pm 30\%$ Scope & Estimate
2013	Atlanta, GA	OOM Capital Cost Estimate – Greenfield Mill
2012	Ashdown, AR	Machine Rebuild Study – Phase 2 Study, $\pm 10\%$ Scope & Estimate