

STAKEHOLDER ENGAGEMENT

Engaging with stakeholders is critical to helping Domtar unlock the power of better ideas and continuously improve. In the table below, we highlight some of the more common ways with which we engage stakeholders and the frequency of that engagement.

| COMMUNITIES | |
|--|--------------------------------|
| Types of Engagement | Frequency of Engagement |
| Volunteering, leadership and financial support of community events | Continuous |
| Open house events to our facilities for community members, school groups, etc. | Periodic |
| Philanthropy/community investments | Annual and Periodic |
| Community advisory councils | Ongoing |

| CUSTOMERS | |
|--|--------------------------------|
| Types of Engagement | Frequency of Engagement |
| One-on-one meetings | Regular to Periodic |
| Formal collaborations | Ongoing |
| Customer surveys | Continuous |
| Tradeshows and conferences | Periodic |
| Development and trialing of new products | Ongoing |

| EMPLOYEES | |
|---|--------------------------------|
| Types of Engagement | Frequency of Engagement |
| One-on-one meetings | Continuous |
| Training and development | Periodic |
| Company newsletters, websites and blogs | Regular and periodic |
| Town halls | Periodic |
| Performance review discussions | Semi-annual |
| Campus recruitment events | Periodic |
| New employee orientation | Upon hire |
| Employee engagement survey | Annual |

STAKEHOLDER ENGAGEMENT

| GOVERNMENT | |
|---|--------------------------------|
| Types of Engagement | Frequency of Engagement |
| One-on-one meetings with representatives and agencies | Periodic |
| Follow emerging regulations and advocate as appropriate | Continuous |
| Participation on rulemaking advisory committees | Periodic |
| Provide testimony and file public comments | Periodic |
| Participation on committees and in leadership roles in a number of association and advocacy organizations | Continuous |
| Participation in Amicus Briefs and request government intervention when warranted | Periodic |

| INVESTORS | |
|---|--------------------------------|
| Types of Engagement | Frequency of Engagement |
| One-on-one meetings | Regular |
| Earnings calls | Quarterly |
| Investor conferences and analyst meetings | Periodic |
| Shareholder meeting | Annual |
| Shareholder engagement calls | Semi-annually |

| NGOS (ENVIRONMENTAL AND HEALTH GROUPS, ACADEMIA, ETC.) | |
|---|--------------------------------|
| Types of Engagement | Frequency of Engagement |
| One-on-one meetings | Periodic |
| Partnerships and collaborations | Continuous |

| SUPPLIERS | |
|--|--|
| Types of Engagement | Frequency of Engagement |
| One-on-one meetings | Continuous |
| Industry meetings, tradeshow and conferences | Periodic |
| Supplier evaluations | Initial with new suppliers, periodic with existing |