A Conversation with Leaders
Let’s talk opportunities and challenges

Paper in Our Lives
Paper communicates, paper is practical and paper is sustainable

Listening to the People
Building sustainable relationships

Meeting Customer Needs
Mills, converting and distribution operations that are unmatched

PAPER IS HERE TO stay
As North America’s largest integrated manufacturer and marketer of fine paper and a recognized leader in environmentally sustainable practices, we believe our customers deserve even more. At Domtar we strive to do everything—from the forest floor to your front door—to earn your confidence and your business through the offering of superior quality products, dedicated service and continuous innovation. If you’re looking for distinct paper solutions for your printing, publishing or business communications, look to Domtar to answer your every need.

DOMTAR EarthChoice®
High quality paper with a conscience

For more information about Domtar, visit us at www.domtar.com
TABLE OF CONTENTS

P.4 Letter to the Editor

P.6 A Conversation with Leaders

2008 ANNUAL REVIEW
Michel A. RATHIER
Editor-in-Chief

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FEATURES
Letter to the Editor from Dr. Derrick de Kerckhove, Professor at the University of Toronto

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The material contained in this Annual Review is provided for information purposes only, and should not be interpreted as constituting soliciting material in connection with our 2009 Annual Stockholders Meeting. All relevant information with respect to our 2009 Annual Stockholders Meeting may be found in our 2009 Proxy Statement and 2008 Annual Report on Form 10-K.
The Domtar Universe
NORTH AMERICA'S LARGEST INTEGRATED MANUFACTURER OF UNCOATED FREESHEET PAPER
12 2008 Financial Highlights

Paper in Our Lives
WHATEVER THE EVOLVING USES OF PAPER MAY BE, ONE THING REMAINS — PAPER HAS BEEN, AND ALWAYS WILL BE, PART OF OUR LIVES.
18 Paper with a Conscience
20 Paper We Can Depend On
24 Premium Printing
29 Going Digital
32 Publishing Papers
33 Converting and Specialty
36 Not Pulp Fiction
37 Knock on Wood

A People Business
DOMTAR VIEWS ALL ITS EMPLOYEES AS A SOURCE OF INVALUABLE KNOWLEDGE
38 OH&S – Smart People = Safe People
40 Listening to the People
42 Building Sustainable Relationships

Meeting Customer Needs
A MIX OF ASSETS THAT OFFER A BROAD PRODUCT LINE TO MEET A VARIETY OF CUSTOMER REQUIREMENTS
64 Tailoring Paper, Just Right.
Transforming newly-minted raw materials into finished products
66 Distribution
Made to Deliver!
Knitting close ties with customers

SUSTAINABILITY – A QUESTION OF BALANCE
68 A HIGH STANDARD OF GOVERNANCE
70 CONTACT INFORMATION
Paper has been among civilization’s principal supports for communication. It takes an infinity of forms, some as humble as a tossed coffee cup while others forever remain sacred in the libraries, churches and galleries of the world.
forever paper

By Dr. Derrick de Kerckhove*
Professor at the University of Toronto

A lot of people prefer to pay bills on-line, but many still want to see them on paper. Photocopying is here to stay. There is still and there will always be a huge advantage of paper over screen for strictly reading material. With words on paper, we remain in control. We decide what to read and when, and how to interpret the information. On a screen, you have to share the control and the responsibility with a machine.

If electronic information is that of “real time”, printed information is that of long time. At the US Library of Congress, we will find that their best electronic recording device cannot guarantee electronic archives for more than 110 years. After that they begin to degrade.

Is paper under attack? Yes. Critics have long been lamenting the fact that trees have to meet an untimely death to publish a book. And the argument against using paper continues to rage. The industry is doing its best to respond positively and responsibly to this challenge, which can only deepen as the environment settles as a top priority of the economy and for all of society.

What is needed is a vision: to recognize the unique properties of paper and see where they best fit a need within the electronic environment. Innovation is invited. In fact, the union between print and electrons has already begun. In the field of information distribution, the electrons are taking command, not yet in numbers but in the variety of necessary services they offer at low costs for very specific usages of just-in-time information. The numbers are still on the paper side but the margin and the aura of electronic communications will continue to nibble at the market. The key will be to bring about a paradigm change where it will not be paper or electrons but paper and electrons.

In fact, there are already direct links being created between printed media and the Internet. By inserting bar codes in the margins of their catalogs, some European retailers allow consumers to access additional information on key products using their mobile phone or other handheld device. This technology is also being used in some magazines, mainly to complement advertising, and a project is in the works to apply it to books. In the latter case, the reader will access either a bar code implanted on the page by the publisher or apply their own bar codes and fill them with information they download themselves via their phone. A symbiotic relationship between paper and the electronic universe if ever there was one!

The point is, there is practically always a complementary relationship between paper and electronic media when dealing with human affairs. And that will probably always be the case. Instead of fearing electrons as the enemy from without, let the industry see electronics as the perfect complement to the unique uses and qualities of paper.

Information is at the meeting point between two worlds, that of words and images fixed on paper, and that of words and images flying across a screen. This piece was written on a screen but, ultimately, the reader will see it on paper.

*Dr. Derrick de Kerckhove is a Full Professor in the Department of French at the University of Toronto, cross-appointed at the Faculty of Information Studies and the Knowledge Media Design Institute. He is a former director of the McLuhan Program in Culture & Technology and was awarded the Papamarkou Chair in Technology and Education at the Library of Congress in Washington.

INTERVIEWER: Raymond, you’ve witnessed a lot of change in the North American pulp and paper industry over the last 12 years. Looking back, how would you characterize 2008?

RR: 2008 stands out as a year of unprecedented challenges. The slump in the housing market, the financial crisis spreading to the “main street” economy and the collapse of markets around the world created one of the most difficult economic environments we’ve seen in a long time.

Jdw: I would also add that 2008 was a year of contrasts. In the first six months, Domtar dealt with accelerating inflation for materials, energy and freight. Yet we were still able to maintain and even expand profit margins because of higher paper prices and only a moderate decline in demand.
In the second half of the year, Domtar continued to get very little relief in terms of input costs. And quite suddenly, pulp prices started to fall sharply and paper demand rapidly deteriorated. I think this dramatic decline over a short period of time, which goes far beyond the historical 2% per year trend, is mostly cyclical and can be attributed to the current recession environment in the U.S.

Everything is being affected by the economic downturn, so it's only logical that demand for fine paper will be as well.

INTERVIEWER: Taking these market conditions into consideration, how would you say Domtar fared?

RR: All things considered, our financial performance was good. Domtar was profitable with earnings before items of $88 million ($0.17 per share) compared to $131 million ($0.25 per share) in 2007.

Including $96 million of early contributions to pension trust funds made in the fourth quarter, cash flow from operations amounted to $197 million and free cash flow amounted to $34 million in 2008.

“I think this dramatic decline over a short period of time, which goes far beyond the historical 2% per year trend, is mostly cyclical and can be attributed to the current recession environment in the U.S.”

John D. Williams
We also paid down our long-term debt by $102 million during the year. And, while global financial credit conditions were deteriorating, credit agencies upgraded our rating.

**JDW:** It’s clear to me that Domtar has increased its financial flexibility thanks to decisions made early in 2008, namely focusing on cash generation, capital discipline and debt reduction.

**RR:** And our synergy realizations certainly helped. I’m particularly proud of this accomplishment. When we closed the transaction that created Domtar Corporation back in March 2007, we gave ourselves two years to achieve synergies with an initial target of $200 million by March 2009. In the end, we delivered over $250 million within less than two years. I think you’ll agree that this has played a crucial role in Domtar’s ability to strengthen its balance sheet.

**JDW:** Yes, Domtar achieved a lot in the last year, not the least of which was improving its safety performance by 15% in 2008. The number of lost workdays also went down by 13%, which suggests a reduction in the severity of accidents. Employees are extremely vigilant and, if we are to remain a leading organization in our market, we need to continue to support them by providing a secure working environment.

**INTERVIEWER:** John, as Domtar’s new President and Chief Executive Officer, what are your immediate priorities?

**JDW:** Although I’ve only been at the helm since January 1, 2009, my due diligence began in the fall of 2008 and I have learned a lot about Domtar—its strong points as well as its weaknesses. From the outset, I have worked closely with the Board and the Management Committee to evaluate every aspect of the organization: our different businesses, our asset base, market dynamics and so on. My objective out of the gate is to right-size the company to make the most of our strong foundations.

**INTERVIEWER:** What led you to accept the job of President and CEO?

**JDW:** From a professional contribution standpoint, my goal is to create value through my efforts and commitment to a job well done. With Domtar, I saw the right balance of challenges and opportunities and I also believe I can benefit the company. Past experience has shown that my strengths lie in evaluating and extracting the most out of an asset base, understanding consumer and end-user behaviors, integrating cultures and ultimately building the right strategic vision. Over the years, I have cultivated a customer-oriented market view, working on the back-end of the supply-chain through cost effectiveness and efficiency. I’ve also developed a keen understanding of consumer behavior and diversification through service, product development (the “D” in R&D) and innovation.

This skill set will certainly serve Domtar well as the company strives to reach the next level of success. And, I think you’ll agree that there are some real opportunities and that Domtar has great building blocks with which to leverage these opportunities.

**JDW:** I completely agree. We have highly efficient world-class assets, a motivated and skilled workforce eager to contribute to preserving Domtar’s low cost position in the industry, and a solid market position. The Domtar story rests on a strong base, and by quickly executing on the necessary changes we can make it a truly compelling story going forward.
“The Domtar story rests on a strong base, and by quickly executing on the necessary changes we can make it a truly compelling story going forward.”

John D. Williams

**INTERVIEWER:** John, what is your mandate from the Board of Directors?

**JDW:** My mandate is to lead the development and execution of a new strategic plan for Domtar in 2009 and onward.

As I said, 2008 was a year of contrasts. At the end of the year, we were confronted with a significant decline in demand and this decline has carried over into the first quarter of 2009. The deterioration of the global economy has certainly added a sense of urgency to the situation. Current economic conditions have made the execution of my mandate more challenging, but also more important than ever. In the very near term, in this challenging environment, we will have to develop and implement decisive measures regarding our company’s operating cost structure.

**INTERVIEWER:** Operationally, how do you envisage working through this downturn?

**JDW:** I’m determined to run our assets the best way we can to reduce the costs of balancing our production to customer demand. And this goes for the Wood business as well. We may only be near term owners, but we will run these assets as long-term owners and make investments where necessary.

Margin retention is critical for us. We will closely monitor customer orders and backlogs, making the necessary adjustments and managing our business efficiently.

Financially, Domtar’s priority will remain on cash flow generation with an immediate focus on reducing discretionary spending, reducing procurement costs, inventory control and the monetization of assets. Keeping a strong balance sheet is crucial.

We’ve got a lot on our plate this year and the key to winning in this difficult environment will lie in our proven ability to evolve with the times.

**RR:** Domtar is certainly no longer the company I began working for 12 years ago. This team has demonstrated that it can adapt to new circumstances and grasp opportunities when they come our way.

**JDW:** And there are still opportunities to be had even in a context where our North American uncoated freesheet market is mature and declining. We now need to break out of the current paradigm, in which our business is based on a single product targeting a single market.

**INTERVIEWER:** Will customers remain a primary focus for Domtar?

**JDW:** Definitely. And it’s to our advantage to know as much as we can about them. And I think we need to know more.

In uncoated freesheet, the end users are not our direct customers. We need to better understand demand dynamics and consumer behavior. We need to find ways to grow in an “asset light” and “low-capital intensity” fashion.

**INTERVIEWER:** Some might say this is a bad time to be working in pulp and paper. What do you say to that?

**JDW:** I would respectfully disagree! There are a lot of challenges that lie ahead but that just makes it more interesting. The companies that make the right choices today will be leading the way when things improve tomorrow. And I plan to make sure Domtar is right there at the head of the pack.
DOMTAR CORPORATION IS NORTH AMERICA’S LARGEST, AND THE WORLD’S SECOND LARGEST, INTEGRATED MANUFACTURER AND MARKETER OF UNCOATED FREESHEET (UFS) PAPER AND A LEADER IN ENVIRONMENTALLY AND SUSTAINABLE PRACTICES.

1. Including Domtar Inc. from March 7, 2007. For a description of the transaction, refer to the 2008 Annual Report on Form 10-K.
The Company employs nearly 11,000 people. Operates in 37 U.S. States and 7 Canadian provinces. Ticker symbol: UFS (NYSE/TSX)

### FINANCIAL HIGHLIGHTS

<table>
<thead>
<tr>
<th>(In millions of U.S. dollars, unless otherwise indicated)</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>5,947</td>
<td>6,394</td>
</tr>
<tr>
<td>Operating income (loss) by segment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Papers</td>
<td>321</td>
<td>(369)</td>
</tr>
<tr>
<td>Paper Merchants</td>
<td>13</td>
<td>8</td>
</tr>
<tr>
<td>Wood</td>
<td>(63)</td>
<td>(73)</td>
</tr>
<tr>
<td>Corporate</td>
<td>(1)</td>
<td>(3)</td>
</tr>
<tr>
<td>Operating income (loss)</td>
<td>270</td>
<td>(437)</td>
</tr>
<tr>
<td>Net earnings (loss)</td>
<td>70</td>
<td>(573)</td>
</tr>
<tr>
<td>Cash flow provided from operating activities</td>
<td>606</td>
<td>197</td>
</tr>
<tr>
<td>Additions to property, plant &amp; equipment</td>
<td>116</td>
<td>163</td>
</tr>
<tr>
<td>Free cash flow*</td>
<td>490</td>
<td>34</td>
</tr>
<tr>
<td>Net cash payments for interest</td>
<td>155</td>
<td>120</td>
</tr>
<tr>
<td>Net cash payments for income taxes</td>
<td>112</td>
<td>49</td>
</tr>
<tr>
<td>Total assets</td>
<td>7,726</td>
<td>6,104</td>
</tr>
<tr>
<td>Long-term debt, including current portion</td>
<td>2,230</td>
<td>2,128</td>
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<tr>
<td>Net debt-to-total capitalization*</td>
<td>41%</td>
<td>50.1%</td>
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<tr>
<td>Total shareholders’ equity</td>
<td>3,397</td>
<td>2,143</td>
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<tr>
<td>Weighted avg. number of shares outstanding (diluted)</td>
<td>475.9</td>
<td>515.5</td>
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1. Including Domtar Inc. from March 7, 2007. For a description of the transaction, refer to the 2008 Annual Report on Form 10-K.

### SYNERGIES (ANNUALIZED)

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
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<tbody>
<tr>
<td>Synergy Program Successfully Completed</td>
<td>130</td>
<td>250</td>
</tr>
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### LONG-TERM DEBT, INCLUDING CURRENT PORTION

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<tr>
<th></th>
<th>2007</th>
<th>2008</th>
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</thead>
<tbody>
<tr>
<td>$102 million Reduced by $102 million</td>
<td>2,230</td>
<td>2,128</td>
</tr>
</tbody>
</table>

### EMPLOYEE HEADCOUNT

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<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
</tr>
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<tbody>
<tr>
<td>15% Headcount Reduction</td>
<td>13,000</td>
<td>11,000</td>
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</table>
The way we communicate is changing. Technology, the economy and even ecology are playing a critical role. Along the way, they’re changing the way we think about paper. Yet even as we explore the issues and consider our options, one constant remains. **Paper is here to stay!** Paper has value. It’s personal and human. It’s portable, yet secure. It’s consistent and permanent. But perhaps most of all, paper is effective—whether as a business tool, a marketing device, a means of expression or an instrument of change. No matter how the use of paper evolves, one thing remains—paper has been, and always will be, part of our lives.

**PAPER COMMUNICATES.**
From books and magazines to office memos and corporate publications, paper products are still essential to business communications. Even in the age of electronics, paper is a natural default. With paper, there’s no waiting for images to download. There’s no logging-on or finding a connection. There’s no scrolling. And when you need to continue, just turn the page. It’s easy. Paper is still more legible, easier on the eyes and reader-friendly.

**PAPER ASSURES.**
If you want it legitimate, you’d better get it in writing. The dotted line. The bottom line. The fine print. It’s no coincidence that our lives—our births, our report cards, our learner’s permits, our graduations, our marriages, our mortgages, our travels—and yes, ultimately our final bequests—are documented on paper. Certified. Ratified. Signed, sealed and delivered on paper.

**PAPER IS PRACTICAL.**
From envelopes to stationery, gum wrappers to surgical gowns. Paper is fun for greeting cards, direct mail or origami. And paper is personal—from wedding invitations to thank you notes.

**PAPER MEANS BUSINESS.**
It informs us, persuades us, educates us and organizes us. A substrate for success, it’s the platform on which business plans—and civilizations—are built. From doodles on napkins to the Bill of Rights, when it’s time to get to work, we put our thoughts on paper.
It all begins with paper.
DOMTAR KNOWS PAPER.
For the best in quality paper, extensive selection and environmental responsibility, Domtar has the product to suit your needs. As North America’s largest integrated manufacturer and marketer of fine papers, Domtar is a recognized leader in environmentally-sustainable practices and in providing products that are environmentally sound. From the forest floor to your front door, Domtar strives to earn your confidence and your business through the offering of superior quality products, dedicated services and continuous innovation. Domtar is constantly working to improve its products and offers a variety of environmentally responsible products and a vast array of recognized brands for a wide range of applications.

DOMTAR PAPER IS SUSTAINABLE.
Because today’s customers are conscious of the impact their purchases may have on the environment, they want to make the right choice—including their choice of paper. In order to ensure the sustainability of its paper products, Domtar recognizes the importance of responsibly managing and protecting forests, and ensuring environmental sustainability for generations to come—Domtar knows that the best way to ensure that forestry, manufacturing and distribution operations are managed in a responsible, sustainable and transparent manner is through certification by internationally recognized third-party organizations.

As North America’s largest integrated manufacturer and marketer of fine papers, Domtar is a recognized leader in environmentally-sustainable practices and in providing products that are environmentally sound.

All of Domtar’s forests and facilities are certified to the standards of the Canadian Standards Association (CSA), Forest Stewardship Council (FSC) or the Sustainable Forestry Initiative® (SFI). In this way, Domtar can provide its customers with the products they both want and deserve.

Domtar’s company-wide commitment to sustainability doesn’t stop with certification. With its increased availability of certified product, Domtar developed a new, unique line of paper products called EarthChoice®. Certified to FSC standards, endorsed by the Rainforest Alliance and supported by WWF-Canada, EarthChoice is now the most comprehensive line of socially and environmentally responsible paper products in the market. Domtar is eager to offer this line of papers to give conscientious buyers and end users peace of mind when purchasing paper.

PAPER TO SUIT YOUR NEEDS.
With all the paper choices in the marketplace today, Domtar strives to stand out and earn its customers’ business. That’s why it makes it a practice to develop a close relationship with customers, listening carefully to discover the product attributes and services which truly add value. The following pages illustrate that there’s a Domtar paper product for your every paper need.

### DOMTAR PAPER PRODUCTS OFFERING

<table>
<thead>
<tr>
<th>CATEGORIES</th>
<th>Business Papers</th>
<th>Commercial Printing and Publication Papers</th>
<th>Converting and Specialty Papers</th>
</tr>
</thead>
<tbody>
<tr>
<td>TYPE</td>
<td>UNCOATED FREESHEET</td>
<td>COATED GROUNDWOOD</td>
<td>UNCOATED FREESHEET</td>
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<tr>
<td>GRADES</td>
<td>Copy</td>
<td>Premium imaging / technology papers</td>
<td>Offset Colors Index Tag Bristol</td>
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<tr>
<td>APPLICATIONS</td>
<td>Photocopies Office documents Presentations</td>
<td>Commercial printing Direct mail Pamphlets Brochures</td>
<td>Stationery Brochures Annual reports Books Catalogs</td>
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(continued from Page 15)
Domtar EarthChoice® is the largest family of environmentally responsible papers ever assembled—a complete end-to-end solution for businesses that meets all of their paper requirements while making a statement about their commitment to the environment.

With a single solution, customers get a range of options. That’s the beauty of EarthChoice—it’s the easiest way to make a significant environmental statement with the widest selection of sustainable paper products on the market. The EarthChoice family, certified to the standards of the Forest Stewardship Council (FSC), includes paper for corporate identity materials, business and office applications, digital printing, direct mail, transaction printing, converting, publishing and unique specialty applications.

By designing the most responsible products for the widest variety of end uses, Domtar has taken the guesswork out of green purchasing—and turned it into an informed choice. Now, the only thing anyone needs to remember is EarthChoice.

### EarthChoice®

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**Domtar EarthChoice®**

**PRODUCT**

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DOMTAR EARTHCHOICE® PRODUCTS ARE CERTIFIED TO THE STANDARDS OF THE FOREST STEWARDSHIP COUNCIL (FSC), ENDORSED BY THE RAINFOREST ALLIANCE AND SUPPORTED BY WWF-Canada.

The Forest Stewardship Council (FSC) is an international, independent, not-for-profit organization comprised of social, environmental, and business entities. The standards set by the FSC are widely supported by many environmental groups, including Rainforest Alliance and WWF (World Wildlife Fund).

Ultimately, FSC balances the interests of the forest products industry, governments, environmental organizations, and indigenous peoples. The goal of FSC is not to prohibit forest harvesting and paper production. Instead, it has established an authoritative set of guidelines that seek to minimize the environmental impact of these activities—and to foster development of well-managed forests.

WORKING TOGETHER
To earn endorsement from Rainforest Alliance for all EarthChoice papers, Domtar has committed to achieve FSC certification for 100% of the forests it manages and to increase the amount of FSC-certified fiber from suppliers.

Domtar has collaborated with WWF for the past decade, working together to promote forest conservation and to advance environmentally responsible paper products in the marketplace. The premier product in the EarthChoice line is Cougar®, a premium uncoated opaque paper containing 10% post-consumer recycled content. Domtar is pleased to make an annual contribution of $275,000 from the sale of Cougar as a symbol of our support to the environment, to Cougar and to our customers. The well-known WWF panda logo appears on Cougar products and promotional materials, demonstrating Cougar’s commitment to WWF—one of the most well-respected environmental organizations in the world—by a leading brand in the graphic arts community for the past 35 years.

www.domtarearthchoice.com
THERE’S A DOMTAR PAPER YOU CAN DEPEND ON

for all your business, office and personal communication needs.
BUSY DAY AT THE OFFICE?

When you pick up a piece of paper, chances are you don’t give too much thought to how it was made, where the fibers came from, its weight, brightness and smoothness. A lot is taken for granted when we place a ream of paper into a desktop printer, high-speed copier or digital printer.

But as North America’s largest integrated manufacturer and marketer of business and office papers, it’s Domtar’s job to look closely at all these elements in order to provide customers with the most reliable papers possible. And you can rest assured that this commitment to superior quality products, service and continuous innovation is matched by a balance of economic, environmental, and social concerns.

Let’s take a closer look at the key paper properties that impact your business’s copy and print needs:

**Brightness.** Did you know the higher the brightness, the better the contrast of your printed material to the paper? High brightness is particularly important for printing rich, vibrant colors. As an example, Domtar’s First Choice® paper with a dazzling white 98 brightness delivers outstanding results.

**Weight.** From light to heavy, Domtar papers are developed with the appropriate weight, stiffness and bulk for quality paper handling and reliable performance on a variety of office equipment. The heavier the paper weight the better it is for double-sided printing. Complementary cover weights are ideal to match text for reports, proposals, presentations, business cards and invitations.

**Smoothness.** It affects the look and feel of the paper. The smoother the paper, the better the image looks. Domtar business and office papers are designed with optimal surface smoothness across each grade to provide sharp, clean details and superior reproduction quality.

Thanks to Domtar, you can be assured of your paper’s reliable performance because of innovative manufacturing processes that meet the demanding requirements of varied electronic imaging applications.

Domtar business and office papers deliver the quality, value and performance that allow users to focus solely on the printed material, with guaranteed results.

GOING “GREEN”

Customers want paper that offers performance today and makes a difference tomorrow. When it comes to quality and environmental responsibility, Domtar EarthChoice® Office Paper delivers. EarthChoice Office Paper contains FSC certified virgin fiber and is endorsed by Rainforest Alliance. It is as dependable as it is responsible, proving that even the simplest applications can have a big impact.

Specifying EarthChoice Office Paper for all internal office applications is an easy change that many financial institutions, corporations, healthcare companies, colleges and universities are starting to make every day. Examples include major North American financial institutions such as CIBC and the Royal Bank of Canada, who last year switched their office copy, printer and fax paper to FSC-certified Domtar EarthChoice Office Paper and engaged with suppliers like Domtar to promote environmentally responsible paper options.

A GREAT SELECTION OF PRODUCTS

- First Choice® MultiUse
- First Choice ColorPrint®
- First Choice® Ink Jet
- First Choice® Cover & Card
- Husky® Xerocopy
- Recycled Husky® Xerocopy
- Domtar® Copy
- Domtar Colores™
- Laser Copy®
- Domtar EarthChoice® Office Paper
- Domtar® Multi-System Ultra
- ImagePrint®
Domtar has incorporated ColorLok® Technology into its First Choice®, Domtar® Multi-System Ultra and Image Print® lines of business papers.

The evolution of today’s digital office printing equipment, along with the desire for more colorful, impressive-looking documents, has driven the need for a better printing solution: ColorLok® papers. Whether using ColorLok paper in the office or at home, it provides paper with advanced technology for all office printing equipment, allowing you to achieve superior printing. With inkjet printers, ColorLok paper allows for more vivid colors, noticeably bolder blacks and faster drying times—with no smearing. And with all other laser printers and copiers, you will get consistent, quality results.
Domtar's Private Brand Paper Program was created to offer customers an opportunity to brand and sell their company name on cut-size products manufactured by Domtar. Domtar provides customized packaging which allows customers to have their own unique labels, cartons and ream wrap.
DESIGNERS WANT EXCEPTIONAL IMAGE REPRODUCTION AND EXACTLY THE RIGHT EFFECT.
PRINTERS WANT CONSISTENT RUNNABILITY AND READY SUPPLIES. CLIENTS WANT IT ALL—INCLUDING THE RIGHT BRAND IMAGE, THE BEST VALUE AND THE PROMISE OF ENVIRONMENTAL RESPONSIBILITY.
DOMTAR’S COMMERCIAL PRINTING PAPERS SERVE THE BROAD NEEDS OF THIS DIVERSE INDUSTRY DISTRIBUTED PRIMARILY THROUGH NATIONAL AND REGIONAL PAPER MERCHANTS TO PRINTERS THROUGHOUT NORTH AMERICA, THEY ARE AVAILABLE IN ROLLS OR SHEETS IN A WIDE RANGE OF SIZES AND WEIGHTS.
DOMTAR’S ROSTER OF PRODUCTS INCLUDES SOME OF THE INDUSTRY’S MOST TRUSTED BRANDS—BRANDS MANUFACTURED TO THE HIGHEST STANDARDS THAT PROMISE EXCELLENT PERFORMANCE AND UNBEATABLE VALUE FOR ANY BUDGET. PLUS, MANY OF THEM ARE PART OF THE DOMTAR EARTHCHOICE® FAMILY OF ENVIRONMENTALLY RESPONSIBLE PRODUCTS.
Cougar® remains a favorite because of its consistent performance, uncompromising quality and excellent value. Its stellar brightness and balanced white shade—in addition to its smooth, uniform print surface and high opacity—deliver rich, vibrant colors and sharp images with startling results. Cougar satisfies not only the sense of visual but tactile distinction, offering high-end finishing techniques like embossing, foil-stamping and die-cutting.

Cougar® is the premier member of the Domtar EarthChoice® family of high-quality, socially and environmentally responsible papers. The well-known WWF panda logo appears on Cougar products and promotional materials, demonstrating Cougar’s commitment to WWF—one of the most well-respected environmental organizations in the world—by a leading brand in the graphic arts community for over 30 years.

CONTAINING 10% POST-CONSUMER FIBER, COUGAR IS THE ONLY PREMIUM PRINTING PAPER ON THE MARKET THAT IS FSC-CERTIFIED AND ENDORSED BY THE RAINFOREST ALLIANCE.

COUGAR APPLICATIONS INCLUDE:

- Annual Reports
- Brochures
- Corporate Identity
- Invitations
- Newsletters
- Premium Catalogs
- Presentation Folders

Domtar is pleased to make an annual contribution of $275,000 to WWF from the sale of Cougar brand products.
Lynx® Opaque responds to any print challenge with superior image quality, dependable performance and superb value. Offering a dazzling brightness and standout opacity, Lynx Opaque never fails to impress users with rich color reproduction and crisp, clean detail. The paper’s proven performance and printability make it the right choice for top quality, consistent runnability and superb value. Reliable, resourceful and cost-efficient, Lynx Opaque offers users a valuable asset to any print project.

Lynx® Opaque is also a good way for customers to make a statement about their environmental commitment—just like Cougar, it is FSC-certified. Lynx is the ideal choice for showcasing great ideas when considering quality, value and the environment.
Husky® Offset
Run after run, Husky Offset leads the pack in trouble-free printing and consistent quality. A reliable on-press performer, Husky Offset’s exceptional versatility is guaranteed to deliver for just about any type of printing project. Husky Offset will go the distance without exhausting your budget. SFI Fiber Sourcing certified and manufactured chlorine-free and acid-free, Husky Offset also delivers archival quality for long life. Husky Offset sheets are packed on press-ready skids that are fork lift and pallet-jack friendly to reduce waste as well as for convenient, ease of handling. With a maximum skid height of 45” and unique to Domtar, these press-ready skids easily fit into most presses.

HOTS®
Domtar’s HOTS is the smart paper choice when you need a shot of pure, vivid color for eye-catching impact. Available in an array of 17 brilliant, fluorescent colors, HOTS delivers a powerful visual punch to presentations, invitations, newsletters, direct mail and more. Made acid-free for archival quality, HOTS is FSC-certified and SFI Fiber Sourcing certified and a member of Domtar’s environmentally responsible EarthChoice® family of papers.

Colors™
With its sunny pastel palette Domtar Colors is the perfect choice to make a colorful splash for manuals, menus, folders and business reports, while adding shimmering impact to flyers, publications and newsletters. Its wide range of colors, weights and sizes in both smooth and vellum finishes lends itself to an endless array of refreshing possibilities. And to broaden users’ creative latitude, Domtar Colors’ cut sizes are guaranteed on laser and inkjet printers and photocopiers. Made acid-free for longevity, the Domtar Colors line is also SFI Fiber Sourcing certified.
GOING DIGITAL

TECHNOLOGY IS CONSTANTLY INSPIRING ALL INDUSTRIES... INCLUDING THE WORLD OF PRINT. WITH A NEED FOR PERSONALIZATION, FASTER TURNAROUND TIMES AND CONCERNS ABOUT ENVIRONMENTAL ISSUES, THE PRINT COMMUNITY IS SHIFTING TO A NEW TECHNOLOGY CALLED DIGITAL PRINTING.

WHY THE BUZZ?

It’s all about catering to the needs, desires and wants of the consumer to gain loyalty. Consumers thrive on personalization. On a daily basis, they can be hit with more than 5,000 advertising messages. Only the unique personalized messages grab their attention and potentially compel them to act. And with consumers becoming mindful of the environmental impact of their actions, digital printing allows the printing of only the material needed at that time. Digital printing also requires fewer chemicals for printing, making it a more responsible choice.

Domtar digital printing papers are specifically engineered for high-volume technologies using a variety of inks and toners. Part of the Domtar EarthChoice® family of responsible papers, they offer exceptionally smooth surface characteristics for crisp images and text. Domtar provides optimized products guaranteed to perform across a wide platform of production digital devices such as Xerox, Kodak, Konica Minolta, HP, Canon and Océ.

WHAT’S NEW?

Domtar launched Cougar® DigitalChoice™ Super Smooth, a premium product featuring a new extra smooth finish. With a superior printing surface and balanced white shade, Cougar DigitalChoice works flawlessly across all digital printing platforms. Whether you need a color copy, business brochure, flyer, newsletter or more... and you need it extra smooth... Cougar DigitalChoice Super Smooth is the product for you.
With the recent arrival of Saturn®, a new coated groundwood paper from Domtar, the world of printing just got a whole lot bigger. With superior ink holdout and press performance that mirrors Choctaw, this improved No. 4 paper is now available in gloss and matte finishes, and four weights: 40 lb., 45 lb., 50 lb. and 60 lb.

Stretch the limits of your imagination.
Discover Saturn.

www.domtar.com
discover Saturn® and stretch the limits of your imagination.
With the recent arrival of Saturn®, a new coated groundwood paper from Domtar, the world of printing just got a whole lot bigger. With superior ink holdout and press performance that mirrors Choctaw, this improved No. 4 paper is now available in gloss and matte finishes, and four weights: 40 lb., 45 lb., 50 lb. and 60 lb.

Stretch the limits of your imagination. Discover Saturn.
Domtar publishing papers bring words and images to life...

**...MAKING ANY PROJECT A PAGE TURNER**

Whether in catalogs, magazines, books or other publications, customers look for outstanding clarity in type, illustrations and photography. Domtar publishing papers are designed to make words and pictures look their best. Several weights and finishes are offered for the right feel and for trouble-free performance on press. FSC-certified options in the EarthChoice® family of papers are also available. Cover to cover, it doesn’t get any better than this.

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CONVERTING AND SPECIALTY PAPERS

DOMTAR LASER FORMS BOND
High-quality bond sheets that can be cut and configured to your unique specifications. Used for business forms, continuous forms, high-speed equipment, invoices, single part and multi-part forms and variable data.

BROWN KRAFT
An envelope product with exceptional strength and durability characteristics, designed for a wide range of converting equipment. Great for inter-office envelopes, x-ray envelopes, bubble mailers and banking/financial envelopes.

CI2000® ENVELOPE
Optimized envelope for the demands of flexographic printing, offering a unique, economical alternative to coated products.

WHITE WOVE ENVELOPE
Especially made to withstand die-cutting, folding and gluing. These envelope products can be used for commercial and retail envelope products and direct mail.

CONVERTING PAPERS
DOMTAR PRODUCES CONVERTING PAPERS FOR A VARIETY OF END USES, ALL WITH EQUALLY SPECIALIZED REQUIREMENTS FOR PERFORMANCE. WHEN CRITICAL MEASUREMENTS, FLEXIBILITY AND OUTSTANDING IMAGE REPRODUCTION MATTER, LET DOMTAR PROVIDE QUALITY SOLUTIONS FOR ALL YOUR CONVERTING PAPER NEEDS.

MEDICAL PAPERS
From industrial clean room wipes to gown and drape bases, Domtar provides papers receptive to multiple forms of sterilization. Features include pore size and porosity control and specialized fiber blends for optimal cleanliness. All products are designed for custom end uses.

IMAGING PAPERS
Domtar base stocks and security papers provide enhanced imaging and increased protection for its customers. They are available with security features like watermarks, dyed fiber and signal stain capabilities that guard against unauthorized reproduction.

INDUSTRIAL PAPERS
These hard-working papers are engineered to meet the demanding needs of customers. These products have excellent strength properties that have been developed to withstand the toughest applications and converting processes. This includes base stocks for carbonless products, masking tapes, ream wrap and others that exceed industry standards and uniform coating surfaces in various finishes.

FOOD PACKAGING PAPERS
From grease-resistant food papers to base papers for printable bags and wrappers, Domtar custom-tailored solutions meet the most unique food packaging requirements. Features include: water resistance, grease-resistance, ovenable qualities (baking papers) and excellent strength properties.

SPECIALTY PAPERS
THANKS TO ITS SPECIALTY PRODUCTS PORTFOLIO, DOMTAR CAN MEET THE NEEDS OF CUSTOMERS IN IMPORTANT NICHE MARKETS. BY PARTNERING WITH BUSINESSES ACROSS MANY INDUSTRIES, DOMTAR CREATES CUSTOMIZED PRODUCTS FOR THE MOST SPECIFIC APPLICATIONS. FROM LARGE RUN SPECIALTIES LIKE CHECK PAPERS AND REAM WRAP, TO SMALL RUN TECHNICAL ITEMS INCLUDING STERILIZABLE MEDICAL APPLICATIONS, THE ABILITY TO DELIVER A ONE-OF-A-KIND PRODUCT IS AN IMPORTANT COMPETITIVE ADVANTAGE.
UNIQUE END USES FOR DOMTAR PRODUCTS

- Bakery liners and tissues
- Baking and condiment cups
- Bandage wrap
- Bibles
- Hymnals
- Burger wrappers
- Candy pouches
- CD and DVD packaging
- Checks
- Church offering envelopes
- Colored gift tissues
- Dental tray covers
- Desktop blotters
- Dinnerware (melamine)
- Disposable diapers
- Drafting paper – architectural drawings
- Dry cleaner hanger paper
- Electrical capacitor paper
- Feminine hygiene products
- Filter papers – wet and dry
- Financial proxy statements
- Freezer wrap
- Gaskets
- Gasket paper
- Ice cream wrap
- Incontinence products for adults
- Laminate overlay and base paper
- Laminated gum and cigarette packages
- Lollipop and cotton swab sticks
- Masking tape
- Microwave popcorn bags
- Molded dining ware
- Paint masking tape
- Perfume boxes
- Pharmaceutical inserts
- Plastic laminates
- Point-of-sale receipt rolls
- Post-it style notes
- Powdered cellulose products
- Quick-serve restaurant packaging
- Restaurant placemats
- Self-adhesive labels
- Shopping bags
- Silicone release papers
- Steel interleaving paper
- Sugar packets
- Surgical gowns
- Toilet paper and toilet paper wrap

UniqUe end Uses for Domtar Products
Want every job you do to feel unique? Choose Cougar®. It is perfect for attention grabbing techniques like varnishes and textured coatings. And here is something else you can feel good about: As the premier member of Domtar’s EarthChoice® family of products, Cougar is FSC-certified and endorsed by the Rainforest Alliance.
THE PROCESS OF MAKING PAPER REQUIRES BREAKING DOWN AND COOKING WOOD FIBER TO OBTAIN A SLURRY OF CELLULOSE FIBERS.

DOMTAR HAS SEVERAL MILLS THAT SPECIALIZE IN THE PRODUCTION OF BLEACHED PULP PRODUCTS MADE WITH EITHER SOFTWOOD OR HARDWOOD FIBER. THIS PULP IS SOLD ON THE WORLD MARKET FOR PAPERMAKING AND A VARIETY OF SPECIALTY APPLICATIONS. THESE INCLUDE PAPERS FOR CATALOGS AND MAGAZINES, COPY PAPER, LIGHTWEIGHT PAPERS, TISSUE AND TOWELING AND FLEXIBLE PACKAGING.

DOMTAR MANUFACTURES FLUFF PULP FOR USE IN BABY DIAPERS, FEMININE HYGIENE AND ADULT INCONTINENCE PRODUCTS. PLYMOUTH FLUFF IS HIGHLY REGARDED BY CUSTOMERS WORLDWIDE FOR THE EASE IN WHICH FIBERS SEPARATE AND FORM A HIGHLY ABSORBENT QUALITY PRODUCT. IT IS PRODUCED IN ROLLS THAT ARE CUSTOM SIZED FOR THE CUSTOMER.

DOMTAR PRODUCES SPECIALTY FIBERS SPECIFICALLY DESIGNED FOR FIBER CEMENT APPLICATIONS, SUCH AS INTERIOR CEILING TILES, TILE BACKERBOARD, EXTERIOR SIDING AND TRIMS. OTHER SPECIALIZED PULP GRADES ARE USED TO MAKE MOLDING COMPOUND FOR THE PRODUCTION OF MELAMINE DINNERWARE AND ELECTRICAL COMPONENTS. RECLAIMED FIBERS FROM THE KAMLOOPS MILL ARE PROCESSED AND SOLD AS AN ABSORBENT PET BEDDING PRODUCT.

NOT PULP FICTION

THE PROCESS OF MAKING PAPER REQUIRES BREAKING DOWN AND COOKING WOOD FIBER TO OBTAIN A SLURRY OF CELLULOSE FIBERS.

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NON-INTEGRATED PULP MILLS:
- Dryden, ON
- Kamloops, BC
- Woodland, ME

PULP AND PAPER MILLS THAT PRODUCE PULP IN EXCESS OF INTERNAL REQUIREMENTS:
- Ashdown, AR
- Espanola, ON
- Hawesville, KY
- Plymouth, NC
- Windsor, QC
Domtar operates six sawmills and one remanufacturing facility. It owns three sawmills that are currently not in operation. In addition, Domtar has investments in three other wood products companies.

Domtar manufactures, markets and distributes lumber and wood-based value-added products, and it also manages forest resources. Domtar offers a variety of grades of kiln-dried softwood lumber, produced mainly from black spruce and jack pine. This lumber is used worldwide for specialized construction applications such as framing. All Domtar lumber is manufactured in compliance with National Lumber Grades Authority (NLGA) grading rules. Domtar also offers its customers lumber certified to the rigorous standards of the Forest Stewardship Council (FSC). In addition to lumber, Domtar also provides co-products such as wood chips, sawdust, shavings and bark to numerous internal and external customers.

The forest is a valuable resource shared by stakeholders with as many interests as there are leaves on trees. That’s why Domtar is committed to using practices that ensure the sustainability of the forest, while continuing to access the wood fiber that is critical to its future. The company believes that the best way to optimize the 28 million acres of forestland it directly licenses or owns in the United States and Canada is to apply internationally recognized sustainable forest management practices that are certified by respected third parties. Domtar operates in compliance with a rigorous Environmental Management System (EMS) adapted from a model developed by the International Standards Organization (ISO), and most of its forestland operations are currently registered under the ISO 14001 environmental standard. Many of its forests are also FSC-certified, while others are in the accreditation process.
Domtar employees are its biggest champions when it comes to occupational health and safety (OH&S). They know that keeping themselves and their colleagues safe is a direct result of how they think and act on the job. They take this kind of responsibility very seriously, and contribute daily to improving the company’s safety performance by enhancing work processes and sharing lessons learned. Their efforts are supported by management, unions, in-house safety experts, and a framework of health and safety programs, protocols and regulations that are enforced with zero tolerance. The importance of OH&S is ingrained in the Domtar culture and a key priority throughout the year – every year.
2008: A SUCCESSFUL YEAR

2008 was a health and safety success for Domtar and its employees, who improved their safety performance by 15% over the previous year. The number of lost workdays also declined by 13% in 2008 compared to 2007, suggesting a reduction in the severity of lost-time incidents.

A continued focus on nurturing a strong, employee-driven safety culture at all of its locations will help Domtar achieve its ultimate safety goal of becoming the occupational health and safety leader in its industry in North America.

LOOKING AHEAD

Domtar will continue to develop and implement its safety policies, with a special focus on activities such as safety behaviors and technical competency and training.

TAKING THE BULL BY THE HORNS

Employee ingenuity plays a major role in establishing a safe and healthy work environment for all. This creativity is showcased through initiatives such as the new, safer boxes built by Bill Lawson from the Kingsport Mill to store roll slipper knife blades on their way to and from being sharpened; the free health screenings for employees and on-site contractors offered at the Marlboro Mill; and the practice of requiring all new Espanola employees to wear green hats for four months so their colleagues can identify individuals who might need an extra hand.

BE SMART » BE SAFE!
EngInEERIng
Domtar engineers are as diverse as the field of engineering itself.
They work on projects in virtually every part of the company, from papermaking to the environment, maintenance, systems and operations. On any given day, you can find an engineer providing technical support to improve and optimize paper machines, pulping energy generation and recovery, just to name a few.
They provide expert advice on the best equipment to support the production process, and develop strategies to keep it running efficiently.
They are the company’s watchdogs for environmental performance, making sure that all relevant standards are met, and recording and transmitting key data to regulatory authorities.
They manage capital projects worth millions of dollars that directly impact Domtar’s business.
Show us a key process, and we’ll show you a Domtar engineer hard at work!

“Engineers are an integral part of any mill team. We focus on bringing value to the operations in the safest, most environmentally responsible and cost-effective manner possible.”

Ahmad Musallam
Engineering and Planning Superintendent, Nekoosa Mill

SALES AND ACCOUNT MANAGEMENT
Domtar is in the business of selling paper and, to do so successfully, it needs an ace team in the field able to demonstrate the superiority of its products in meeting the needs of end users. Whether in commercial printing, business and office papers, publishing, specialty or converting papers, they are the face of Domtar with customers. They host sales and product presentations, and execute sales and marketing initiatives.
Account Managers, in addition to nurturing customer relationships, manage marketing programs and handle supplier relationships. Sales reps are responsible for reaching sales targets and carving out new market share within their allotted territory.
Any way you slice it, it’s sales that get product into the hands of Domtar customers!
The company is proud to command the expertise of nearly 11,000 of the best-qualified and most dedicated employees in the industry. To make sure it continues to be an employer of choice, Domtar offers its people competitive programs and benefits, as well as numerous opportunities to spread their wings, both personally and professionally. The company also supports equal opportunity by recruiting diverse talent throughout North America. This people-oriented approach has enabled Domtar to build up a pool of experts in a multitude of fields.

**HEd O FFICE, MONTREAL, QC**
Frédérick Leduc – Junior Analyst, IT Asset Management
Michelle Richard – Human Resources Advisor
Shawn Freeman – Senior Analyst, IT Asset Management

**INFORMATION TECHNOLOGY**
The realm of information technology, or IT, extends from the implementation of cutting-edge software to the smooth operation of the company’s servers and the security of its electronically-based intellectual property.

IT Project Managers are responsible for overseeing the daily execution of high-value initiatives, while balancing budgets, and allocating personnel to key tasks. They must also have a keen understanding of the company’s business so that they can recommend the best technology solutions and processes to support operational needs.

For an organization like Domtar, with dozens of locations across North America, IT is one of the fundamental building blocks of business success.

IT is where it’s at!

“**Our team is responsible for IT purchasing and asset management for most Domtar locations and many projects. I get to collaborate with people across the company and have to understand a broad range of technology requirements.”**

Frédérick Leduc
Junior Analyst, IT Asset Management

**FINANCE**
The accounting profession plays a key strategic role in Domtar’s business!

The company’s finance team is made up of accredited professionals (Chartered Accountants, Chartered Financial Analysts, Certified General Accountants, etc.) who faithfully compile, analyze, consolidate and report Domtar’s monthly, quarterly and annual financial results.

With Domtar operations in Canada and the U.S., these accountants face unique challenges as they reconcile numbers for a variety of deliverables, from taxation documents to government forms and full disclosure reports for internal and external auditors on both sides of the border. They also provide support and expertise to both the company’s operational and corporate functions.

There is no doubt about it, Domtar can count on them!

“I’ve received a lot of support from Domtar in developing my accounting career. The company helped fund my university degree, and will support me as I embark upon obtaining my CMA designation.”

Jennifer King-Elsner
Accounting Supervisor, Port Huron Mill

**TECHNOLOGY INNOVATION**
New product development at Domtar goes from the idea stage all the way to the page.

Using the latest technologies, the company’s paper development experts, which include doctors in pulp and paper science, create everything from optimal performing sheets to specialty medical applications and food and candy wrappers for Domtar customers.

And, because their work covers the entire manufacturing process, they collaborate with people throughout the mill, like paper machine operators, quality assurance and marketing, as well as external partners for “real world” testing.

Domtar also has researchers working on key environmental issues, such as optimizing the use of biofuels in the mills.

Never one to rest on its laurels, Domtar is always in search of the newest and greatest innovations!
At Domtar, labor negotiations are approached in a spirit of collaboration and transparency with the unions that cover the company’s U.S. and Canadian pulp and paper mills, as well as some of its converting and distribution centers. Indeed, rather than confine discussions to the negotiation table, head office HR and mill management keep the lines of communication open with union representatives on key issues and concerns such as benefits and health and safety. Over the years, this model has helped establish a collegial and productive rapport between both parties.

This relationship, based on mutual respect and collaboration, between Domtar and its affiliated unions formed the basis for the successful negotiation in 2008 of a four-year umbrella agreement for the ten mills covered by the United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Services Workers International Union (USW). The agreement, the first of its kind for Domtar, addresses broad matters such as salary increases and pension benefits. Specific local issues continue to be worked out at the mill level. Mill management maintain open lines of communication with employees and their local union representatives to work through issues as they arise in a productive and collaborative manner.

“...we all want what’s best for Domtar and its workers.”

Michel Dagenais
Senior Vice-President, Human Resources
DOMTAR VIEWS ALL ITS EMPLOYEES AS A SOURCE OF INVALUABLE KNOWLEDGE AND SKILLS. AS SUCH, THEY PLAY AN ACTIVE ROLE IN THE COMPANY’S EVOLUTION.

EMPLOYEES AT EVERY LEVEL OF THE ORGANIZATION MAKE THEIR MARK BY LEADING AND PARTICIPATING IN CONTINUOUS IMPROVEMENT INITIATIVES THAT BRING ABOUT POSITIVE OPERATIONAL CHANGE. WHO BETTER TO MAKE A PROCESS MORE EFFICIENT THAN THOSE WHO DEAL WITH IT DAY IN, DAY OUT?

EMPLOYEES ARE VALUED MEMBERS OF JOINT HEALTH AND SAFETY COMMITTEES, WHERE THEY BRING THEIR UNIQUE PERSPECTIVE ON HOW TO ENSURE EVERYONE GOES HOME SAFELY AT THE END OF THEIR SHIFT.

THROUGH OPEN COMMUNICATION AND BY ACTIVELY ENGAGING EMPLOYEES AND THEIR REPRESENTATIVES, DOMTAR HAS CULTIVATED A CORPORATE CULTURE IN WHICH PEOPLE REALLY DO COME FIRST.

DOMTAR PEOPLE ARE NOT ONLY PAPERMAKERS... WHO KNEW THERE WERE SO MANY TYPES OF JOBS AT DOMTAR?

ADMINISTRATIVE ASSISTANT
AUTO MECHANIC
BUYER
CARPENTER
CHEMIST
COMMUNICATIONS ADVISOR
COMPUTER-BASED TRAINER
CREDIT ANALYST
CUSTOMER SALES ANALYST
ELECTRICIAN
ENVIRONMENT TECHNICIAN
FIRE CHIEF / INSPECTOR
GOVERNMENT RELATIONS ADVISOR
GRAPHIC DESIGNER
HAZMAT SPECIALIST
HUMAN RESOURCES SPECIALIST
IN-HOUSE LAWYER
IT SUPPORT TECHNICIAN
LAB TECHNICIAN
MARKETING SPECIALIST
NURSE
PAYROLL ADMINISTRATOR
PRODUCT DEVELOPMENT SPECIALIST
PRODUCTION PLANNER
QUALITY CONTROL TECHNICIAN
RECEPTIONIST
SAFETY MANAGER
SECURITY GUARD
SUMMER STUDENT
TRUCK DRIVER
WAREHOUSE MANAGER
WELDER

SUPPLY OF KNOW-HOW!
A QUESTION OF BALANCE

AS A COMPANY WHOSE BUSINESS RELIES ON NATURAL RESOURCES, DOMTAR TAKES SUSTAINABILITY VERY SERIOUSLY. IT UNDERSTANDS THE IMPACT OF ITS ACTIVITIES, AND HAS THUS MADE RESPONSIBLE FOREST MANAGEMENT A CORE TENET OF ITS MISSION. IT ALSO RECOGNIZES THAT IT HAS AN IMPORTANT ROLE TO PLAY IN ITS HOME COMMUNITIES. THROUGHOUT 2008, DOMTAR MAINTAINED ITS FOCUS ON ALL THREE DIMENSIONS OF THE “TRIPLE BOTTOM LINE”, NAMELY THE ECONOMIC, ENVIRONMENTAL AND SOCIAL IMPACTS OF THE COMPANY’S OPERATIONS.

COMMITTED TO SAFEGUARDING THE ENVIRONMENT

For Domtar, reducing the environmental impacts of its operations is essential to the business of making paper. The company has made being “green” an operating value through initiatives such as third-party certification of its forests and operations, the expansion of its Domtar EarthChoice® line of papers, and the relationships it has nurtured with leading environmental groups.

Domtar’s environmental commitment has been recognized by leading authorities at the national and state levels. Domtar was named one of the “2008 Best 50 Corporate Citizens” by Corporate Knights, the Canadian magazine for responsible business. Its Marlboro Mill received a South Carolina Environmental Excellence Program certificate for its continued dedication to the environment.

For detailed information on Domtar’s commitment to sustainability, consult the 2007 Sustainable Growth Report at www.domtar.com where you can also read the company’s sustainability-related policies and position papers.
ECONOMIC PERFORMANCE

The economic challenges of 2008 forced Domtar to take some difficult decisions to help assure its long-term sustainability. Sadly, these decisions impacted a number of employees and, therefore, the towns they call home.

The communities where Domtar has operations remain valued partners, and the company continues to be a strong presence by providing good jobs and contributing significantly to the municipal tax base. Some of its mills received official recognition for their efforts in supporting the local economy.

HOW DOES IT WORK?

Under the CCX, members make a voluntary but legally binding agreement to meet annual GHG emission reduction targets. They are issued a given number of allowances in accordance with these targets. If they reduce below the targets, they have surplus allowances they can bank for the future or they can trade to other companies through the CCX. Those who emit above their targets can still comply with the program by purchasing additional allowances from the CCX. The number of allowances, therefore, remains stable as some companies sell theirs to others that need them.

DOMTAR’S MEMBERSHIP

Domtar became a member of the Chicago Climate Exchange (CCX) in 2008, voluntarily committing to achieve a GHG emissions reduction of 6% by 2010, compared to 2000 levels. This latest initiative supports the company’s previous efforts to reduce its carbon footprint by decreasing its use of fossil fuels by over 23% for the 2002-2007 period, by reducing its GHG emissions by 21.5% during the same period, and by using approximately 79% renewable energy in its facilities.

Domtar’s quest for excellence in energy efficiency and the reduction of its environmental footprint are both integral parts of the company’s focus on sustainable practices. Joining the Chicago Climate Exchange and making a formal commitment to reduce its GHG emissions will further drive Domtar’s ongoing efforts to increase its energy efficiency and reduce its environmental footprint.

SOCIAL INVOLVEMENT

The relationship between Domtar mills and their communities goes much deeper than economic stimulation. Through a variety of annual activities and special events, the company’s employees are helping build enduring ties with a diverse range of stakeholders.

The Dryden Mill has held a popular conservation course for high school students for the last 52 years. The Espanola Mill provides access to unoccupied buildings on its property to local firemen and law enforcement officers so they can conduct training and search and rescue exercises. The Ashdown Mill has sponsored a successful school-based paper recycling initiative since 1996 in partnership with a local recycler. The funds generated by the paper collection are used for school programs.
With Lynx® Opaque, what you see is what you get. But it's also about what you don't see. Because Lynx Opaque is one of the best in its class when it comes to opacity. So when the customer wants a few more beauty shots—or if the designer is into ink—you can be sure that Lynx Opaque can handle it.
With Lynx® Opaque, what you see is what you get. But it’s also about what you don’t see. Because Lynx Opaque is one of the best in its class when it comes to opacity. So when the customer wants a few more beauty shots—or if the designer is into ink—you can be sure that Lynx Opaque can handle it.
Domtar manages extremely efficient and competitive assets—including world-class mills that contain the most modern fleet of paper machines in operation today. These mills are also set to produce value-added products, for which flexibility and service are key. This mix allows Domtar to offer a broad product line to meet a variety of customer requirements.

Domtar mills across North America also employ the latest technologies for optimum efficiency and customer service, including strategically located distribution and replenishment centers, providing in-market inventory for just-in-time deliveries.

Thanks to the strategic geographic distribution of its assets, Domtar is no more than a day’s truck drive away from the vast majority of its customers. This ensures not only faster service but reduces overall fuel costs and greenhouse gas emissions for its fleet.

Domtar is more than just a collection of mills and brands—it’s also a team of people, arguably the industry’s most accomplished reservoir of know-how and dedication. Domtar employees always aim for the top—it’s a matter of pride in who we are and what we do.

15 mills

11 UFS pulp and paper mills
1 CGW mill
3 Non-integrated pulp mills

ASHDOWN, AR  PLYMOUTH, NC  NEKOOSA, WI
HAWESVILLE, KY  ROTHSCCHILD, WI  PORT HURON, MI
JOHNSONBURG, PA  WINDSOR, QC  DRYDEN, ON
KINGSPORT, TN  COLUMBUS, MS  KAMLOOPS, BC
MARLBORO, SC  ESPANOLA, ON  WOODLAND, ME

IN THE FOLLOWING PAGES  TONS = SHORT TONS OF PAPER, TONNES = AIR DRY METRIC TONNES OF PULP
The Domtar Ashdown Mill is one of the largest fully integrated, low-cost business and commercial printing paper mills in the world. Located in southwest Arkansas, it has been operating in the community since 1968.

Today, with three pulp lines and four paper machines, the mill produces over 2,500 tons of paper daily and has the capacity to serve a broad cross-section of customers. It serves major markets across the southern, central and western United-States, meeting customer expectations time and time again in terms of both quality and service.

The mill’s flagship paper machine, the Ashdown Express, started up in 1991, is among the world’s largest and most technologically advanced. Spanning the length of two football fields, the Ashdown Express produces a sheet 32 feet across—the width of a residential boulevard. If it operated continuously for 24 hours at its maximum speed of 4,000 feet per minute, it would produce a continuous sheet stretching 1,000 miles.

ASHDOWN MILL
285 Hwy 71 South
Ashdown, Arkansas 71822
Telephone: 870-898-2711
Fax: 870-898-3590

ACHIEVEMENTS
• FSC Chain-of-Custody certified
• SFI Wood Procurement certified
• ISO 9001
• ISO 14001
• Arkansas Environmental Federation Diamond Award Winner for environmental excellence
• Chairman’s Best Safety Performance Award

PRODUCTS
• UNCOATED FREESHEET: OFFSET, COPY PAPER, LASER FORMS BOND AND CHECK PAPER
• CELLULOSE FIBERS: BLEACHED HARDWOOD AND SOFTWOOD KRAFT MARKET PULP
Hawesville Mill
Built on the banks of the Ohio River in Hancock County, Kentucky, the Domtar Hawesville Mill is a large uncoated freesheet paper facility with two paper machines and a bleached Kraft pulp mill with one pulp line.

**In operation since 1967**, it sits on a 300-acre industrial facility within Domtar’s 2,200-acre property and is surrounded by corn, soybean and wheat fields as well as educational and recreational wetlands.

The mill generates approximately 60% of the electricity it needs with an onsite steam turbine generator. Virtually all of this onsite-generated electricity is produced through renewable energy sources and certified as “green power”. The balance of the mill’s electric power is purchased through a local electrical coop.

Hawesville is one of the lowest industrial water users in the Domtar family and in the North American pulp and paper industry, based on independent, third-party benchmarking studies.

**ACHIEVEMENTS**
- SFI Wood Procurement certified
- Environmental Protection Agency Combined Heat & Air Award
- 1999 Reclamation Award

**HAWESVILLE MILL**
Hwy 1406, 58 Wescor Road
Hawesville, Kentucky 42348
Telephone: 270-927-6961
Fax: 270-927-9929

**PRODUCTS**
- UNCOATED FREESHEET: XEROGRAPHIC, OFFSET, EDP FACESTOCK, ENGINEERING LASER BOND AND FORMS BOND
- CELLULOSE FIBERS
- PAPERGRADE, BLEACHED HARDWOOD KRAFT

**SHERRILL WETTSTAIN**
WINDER OPERATOR, NZ

**SHEILA POOLE**
SCALE CUTTERMAN, BLEACHED PULP MILL
The Johnsonburg mill continued its support of land reclamation efforts and wildlife habitat improvement in cooperation with the Pennsylvania Game Commission and the Rocky Mountain Elk Foundation. Approximately 40 acres of former strip mine land was reclaimed in 2007 using sludge from the mill’s effluent treatment plant.

Also, waste residuals from mill operations were beneficially used to improve historical acid mine drainage issues within Elk County in cooperation with the Pennsylvania Department of Environmental Protection. Today, less than 5% of mill waste is landfilled thanks to beneficial use and recycling opportunities.

The mill is among the lowest industrial water users in the North American pulp and paper industry, based on independent, third-party benchmarking studies.
Kingsport Mill

The Domtar Kingsport Mill is located in the Tri-Cities area of Tennessee, on the banks of the Holston River. It has been producing paper since 1916. The mill was significantly upgraded from 2000 to 2003 and equipped with a state-of-the-art computerized system linking and monitoring all facets of the papermaking process.

The mill now houses one of the most modern paper machines in North America, producing paper of archival quality. It also operates one pulp line. The facility draws about 11 million gallons of water daily from the Holston River for the papermaking process. This water is reused several times before being discharged into a four-day effluent treatment system to be thoroughly cleaned before returning to its source. Returning water is also tested every day to ensure that it is clean.

The Kingsport mill has the only sulfur-free pulping process in the United States. This process allows the facility, which is located almost in the center of the city of Kingsport, to operate virtually odor-free.
Marlboro Mill

The Domtar Marlboro Mill, located on 2,300 acres just south of Bennettsville, South Carolina, along the Great Pee Dee River, is a state-of-the-art uncoated freesheet papermaking facility.

Started up in 1990, Marlboro is the last greenfield, uncoated freesheet mill constructed in the United States. It operates one pulp line and a paper machine.

The paper machine, called the Marlboro Maverick, measures over 500 feet long and can produce over 1,000 tons of paper a day. In fact, the Maverick produces enough paper every month to create a sheet of paper 27 feet wide and long enough to circle the globe at the equator. The entire papermaking process, from the chip pile to the finished product, takes approximately 15 hours.

Marlboro’s environmental commitment can be seen in virtually every facet of its operations. For example, bark residues, spent pulping liquor, sander dust and rejected chips are burned to create steam instead of going into a waste stream.

ACHIEVEMENTS

- SFI Wood Procurement certified
- 2005 and 2007 South Carolina Environmental Excellence Program Award
- Three years without a lost time injury
- American Heart Association Fit Friendly Company

PRODUCTS

UNCOATED FREESHEET: XEROGRAPHIC, OFFSET, ENVELOPE AND FORMS BOND

CELLULOSE FIBERS: BLEACHED HARDWOOD AND SOFTWOOD KRAFT MARKET PULP

391,000 TONS
ANNUAL PAPER PRODUCTION CAPACITY
ANNUAL PULP PRODUCTION CAPACITY OF 356,000 TONNES
PLYMOUTH MILL
Highway 149
Plymouth, North Carolina 27962
Telephone: 252-793-8111
Fax: 252-793-8164

Plymouth Mill
Located in eastern North Carolina along the Roanoke River, the Domtar Plymouth Mill produces uncoated freesheet paper and pulp. Originally built in 1937 as a pulp mill, it began manufacturing fine paper in 1947.

Plymouth produces a variety of top-quality printing and publishing papers and currently operates two pulp lines, a fluff pulp machine and a paper machine.

The mill has developed a system to recycle non-contact cooling water into the papermaking process during the winter months when water resources are less abundant. Because pumping water into the mill requires a lot of energy, this initiative has helped reduce both water and energy use at the mill.

Plymouth is home to a steam, energy and chemical-recovery system that allows the mill to produce 100 percent of its own power.

ACHIEVEMENTS

- SFI Wood Procurement certified
- ISO 9001
- O₂ delignification

199,000 TONS
ANNUAL PAPER PRODUCTION CAPACITY

199,000 TONS
ANNUAL PULP PRODUCTION CAPACITY OF 486,000 TONNES INCLUDES 153,000 TONNES OF MILL TRADE PULP

PLYMOUTH MILL
Highway 149
Plymouth, North Carolina 27962
Telephone: 252-793-8111
Fax: 252-793-8164

PHILIP MANNING, HENRY BURNETTE PROCESS OPERATORS

PRODUCTS
UNCOATED FREESHEET XEROGRAPHIC, OFFSET AND ENVELOPE CELLULOSE FIBERS FLUFF PULP
The mill operates one pulp line and one paper machine and produces high-quality communication papers, ranging from office papers to commercial printing and publishing.

Notably, Rothschild is a proud manufacturer of Domtar’s Cougar® brand, a line of commercial printing and publishing papers, also the premier member of the Domtar® EarthChoice family of environmentally and socially responsible paper.
The papermaking legacy of the citizens of Windsor, Quebec dates back almost 150 years. The Domtar Windsor Mill was originally built in 1864 and completely rebuilt in 1987. Today, as a fully integrated mill, it handles every stage of paper manufacturing. It operates a pulp line and two paper machines.

At the Windsor mill, continuous improvement is an everyday affair. This includes the development of new products, equipment and production performance improvements and energy efficiency initiatives, such as the diversification of sources of biomass and the reuse of bio-sludge.

Innovation also takes place in the forest through hybrid poplar plantations, with productivity levels which surpass that of a natural forest. The Windsor facility owns 420,000 acres of private lands in southern Quebec and Maine, which are ISO 14001, FSC, and SFI certified.

Windsor was recognized by the Canadian Pulp and Paper Association as Canada’s safest mill in 2008, for a second consecutive year, in the “Over 100,000 Hours Worked Monthly” category.
Columbus Mill

The Domtar Columbus Mill is located in Columbus, Mississippi and was originally opened in 1982. The mill is Domtar’s only coated groundwood paper manufacturer, operating one paper machine, coater and a thermomechanical pulp line. It has been manufacturing brand-name coated paper for the publishing industry for over 25 years.

Domtar’s coated papers are specified for magazines and catalogues, direct mail and other commercial printing applications. Choctaw®, produced at the mill since it began operation, remains North America’s preferred No. 5 coated groundwood paper. Saturn® is Domtar’s new premium No. 4 coated groundwood, also made exclusively at Columbus.

The Columbus mill was the first U.S. mill to successfully manufacture coated groundwood paper with Southern Pine using alkaline paper chemistry. In an alkaline environment, the fiber refining process is more energy efficient. The chemistry change also produces an effluent that is cleaner (with less organic matter) from the alkaline sizing system, compared to the former acid paper chemistry.
The Domtar Espanola Mill, situated in Northeastern Ontario, has been present in the community for over 100 years. It has evolved through the years and was extensively modernized in 1999. Today it manufactures an impressive variety of specialty products—over 200 grades in fact.

With two pulp lines and two paper machines, the mill produces everyday products tailored to customer needs across several industries—from medical to industrial and from food packaging to imaging.

Espanola produces mainly for medical uses and food packaging, much of it customized to meet the most exacting standards. With a constant focus on innovation to better serve customer needs, Espanola operates several laboratories where ideas are developed into practical applications.

ACHIEVEMENTS
- FSC Chain-of-Custody certified
- ISO 9001
- ISO 9002
- ISO 14001

ESPANOLA MILL
1 Station Road
Espanola, Ontario P5E 1R6
Telephone: 705-869-2035
Fax: 705-869-5494
The Domtar Nekoosa Mill, located in Central Wisconsin, on the shores of the Wisconsin River, was originally established in 1883. It operates one pulp line and three paper machines.

Nekoosa manufactures printing, publishing as well as specialty papers, most of which are shipped out in roll form. While other mills only turn out paper with the whitest of shades, Nekoosa’s output can be a bit more colorful! Nekoosa produces one of Domtar’s eye-catching colored paper lines—17 brilliant, fluorescent colors for business or commercial printing applications.
Port Huron Mill

Originally built in 1888, the Domtar Port Huron Mill, located in Michigan, is dedicated to the manufacture of lightweight specialty and publication products. The mill is located on the St. Clair River, right across from Sarnia, Canada and approximately 70 miles north of Detroit.

Port Huron is a specialty mill with four paper machines. One of its major markets is medical papers. In fact, the mill is proud to be the largest supplier of “drape gown paper” in North America, used for medical applications such as surgical gowns.

ACHIEVEMENTS

- FSC Chain-of-Custody certified
- ISO 9001
- ISO 14001
- Awarded the 2000 National Pollution Prevention Round Table’s Most Valuable Pollution Prevention Award by the Michigan Pulp and Paper Environment Council
- Recognized by the Governor of Michigan for their participation in pollution prevention programs

PRODUCTS

UNCOATED FREESHEET
LIGHTWEIGHT HIGH-OPAQUE PRINTING PAPERS AND LIGHTWEIGHT PAPER
SPECIALTY AND PACKAGING: FOIL LAMINATING BASE PAPERS, WAX LAMINATING PAPERS, BASE PAPERS FOR HOT-MELT FILM COATING, GREASE RESISTANT PAPERS, AND SELECTED SURGICAL PAPER SPECIALTIES.
Domtar owns and operates pulp mills that employ the latest technologies and methodologies, and some have environmental designations and award-winning environmental practices. Domtar produces only the highest quality specialized pulp grades. Its pulp mills produce a range of pulp products, from Northern hardwood market pulp, bleached kraft hardwood and softwood, to Q-90 (made from the best species in the world for producing a high standard, quality pulp). Specially engineered pulp grades go into the making of a wide variety of papers, from business to specialty.

While many of Domtar’s paper mills have integrated pulp operations, Domtar also owns three non-integrated mills (one of which is currently not in operation) that exclusively produce pulp, and pulp products. The output is either used to meet internal requirements or sold on world markets.
KEEP AMERICA WORKING. PRINT RESPONSIBLY WITH DOMTAR PAPER.
Domtar’s Converting Group transforms the newly-minted raw materials into finished products that meet the exacting standards and requirements of Domtar’s customers. These tailored products include cut-size and folio sheets, narrow rolls, continuous forms and the like. They are available in a wide range of sizes, basis weights, brightnesses, sheet counts, packaging configurations, custom sheets and recycled content, for orders large and small.

Through efficient supply chain integration, flexible production scheduling and optimal service, the converting operations act as a central junction between the primary mill operations and the end user. This key responsibility of Domtar’s Converting group is to offer customer-tailored products through nimble and responsive customer service.

**Tailoring Paper, Just Right.**

**Environmental Responsibility, Every Step of the Way**
Converting operations are more than just a link between mills and customers; they are also an integral part of the environmental chain of custody. For a product to be environmentally certified, every phase of the manufacturing process must be audited and approved by an independent third-party. To ensure that Domtar customers get the “green” paper solutions they are looking for, all the company’s converting operations are accredited under the Forest Steward Council Chain-of-Custody and Sustainable Forest Initiative Fiber Sourcing certifications.

**The Domtar Advantage**
Domtar’s converting operations are designed for outstanding productivity, quality and cost control. With flexible production schedules and short lead times, Domtar’s converting operations can function with lower inventory requirements and respond quickly to customer needs.

Domtar has a network of 18 converting centers strategically located to service its geographically dispersed customer base. A handful operate at paper mill sites, while most are located away from the mill (offsite), either in proximity to the paper mill, or close...
Domtar delivers

Domtar’s converting operations are always ready to deliver. Most operate as distribution centers and can provide customers with full shipments that contain any number of products. But this would not be possible without a seamless integration with the paper mills that supply them. About 60 percent of Domtar’s paper mill output winds up in the marketplace as finished product, all of which goes through the converting group. Look at it this way, the converting centers are customers of the paper mills, which means they benefit from the same unbeatable level of service as anyone else who buys Domtar products. Because of Domtar’s highly successful model of converting and distribution, these centers act as an invaluable midpoint in the straight line between those who make, and those who want, Domtar paper products. They are the “handshake” between the mill and the customer!

**HIGHLIGHTS**

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<th>Total of 18</th>
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<th>Most converting operations also have distribution operations</th>
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<td>converting, forms and distribution operations</td>
<td>converting operations at mill sites</td>
<td>offline operations, including 3 with converting operations</td>
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**CONVERTING, FORMS AND DISTRIBUTION OPERATIONS**

Addison, IL
Ashdown, AR
Brownsville, TN
Cerritos, CA
Dallas/Fort Worth, TX
Du Bois, PA
Griffin, GA
Indianapolis, IN
Langhorne, PA
Mira Loma, CA
Plymouth, NC
Owensboro, KY
Ridgefields, TN
Rock Hill, SC
Rothschild, WI
Tatum, SC
Washington Court House, OH
Windsor, QC

to the markets they serve. This network includes five plants that primarily manufacture continuous computer printer forms. Three of these run multiple finished product lines as well. They are spotted in major metropolitan areas where paper consumption is greatest. Domtar’s converting centers are diverse in location, size, and product mix, all while running to “best-in-class” levels of output and efficiency.
CUSTOMERS WANT A SUPPLIER WHO UNDERSTANDS THEIR BUSINESS AND THE PRESSURES THEY’RE UNDER. SOMEONE THEY CAN COUNT ON FOR TOP-NOTCH PRODUCTS AT A COMPETITIVE PRICE AND SERVICES TAILORED TO THEIR EVOLVING NEEDS. DOMTAR’S DISTRIBUTION TEAM KNITS CLOSE TIES WITH ITS CUSTOMERS THROUGH FREQUENT EXCHANGE AND A CONSTANT DRIVE TO GIVE THEM WHAT THEY NEED WHEN THEY NEED IT.

DOMTAR’S PERSONALIZED APPROACH IS BACKED BY A NETWORK OF NEARLY A HUNDRED DISTRIBUTION CENTERS THAT STRETCH ACROSS NORTH AMERICA. PROXIMITY IS A KEY ADVANTAGE IN TODAY’S MARKET BECAUSE IT ALLOWS FOR SERVICES LIKE SAME-DAY OR NEXT-DAY DELIVERY, WHICH HELP CUSTOMERS DEAL WITH STRATEGIC ISSUES LIKE SUPPLY CHAIN EFFICIENCY AND INVENTORY COSTS.

B2B ORDERING AND TRACKING AND ENVIRONMENTALLY RESPONSIBLE PAPERS THAT HELP A COMPANY REDUCE ITS ENVIRONMENTAL FOOTPRINT ARE FURTHER EXAMPLES OF HOW DOMTAR AIMS TO GO BEYOND SIMPLE PAPER TRANSACTIONS TOWARDS BUILDING TRUE PARTNERSHIP.

DOMTAR’S DISTRIBUTION CHANNEL IS MADE UP OF TWO MAJOR GROUPS, THE DOMTAR DISTRIBUTION GROUP (DDG) AND ENTERPRISE GROUP.
DOMTAR DISTRIBUTION GROUP is a Domtar-owned merchant organization with 26 locations. In the U.S., it is branded RIS the paper house. In Eastern Canada, it operates under the banner of Buntin Reid the paper house, JBR La Maison du Papier and The Paper House.

In 2003, Domtar Distribution Group was the first merchant group in North America to achieve FSC Chain-of-Custody certification, and it has a roster of FSCXperts™ to source and manage projects using FSC-certified papers. The group has since built on its “green expertise”, obtaining further accreditations from the Sustainable Forestry Initiative® (SFI) and the Programme for the Endorsement of Forest Certification (PEFC) in 2008.

ENTERPRISE GROUP is Domtar’s paper distribution network involved in the sale and distribution of Domtar papers for the business transaction, forms converting, and digital imaging and office supply markets. Enterprise Group sells continuous forms, processed and unprocessed rolls for conversion and specialty applications, and business papers. It is the official distributor of the respected Willcopy brand of office papers in North America.

Enterprise Group serves a broad cross section of customers through Domtar’s five forms manufacturing plants and over 60 distribution centers strategically located across the U.S. and Canada. Customers include financial institutions and large corporations, custom business forms converters, office supply megastores, wholesalers and contract stationers, and paper merchants.

The activities of Enterprise Group supplement and support those of the Domtar Distribution Group and Domtar’s paper business.
As a publicly-traded company, Domtar is subject to governance rules, regulations and standards adopted by the United States Securities and Exchange Commission (SEC), the New York Stock Exchange (NYSE) and the Toronto Stock Exchange (TSX), pursuant to various legislation, including the Sarbanes-Oxley Act of 2002.

Domtar’s Board of Directors is composed of 14 directors. Each director – other than Mr. Williams, Mr. Cooper and Mr. Royer, who are respectively the company’s CEO, COO and former CEO – is independent. These seasoned professionals, whose expertise covers a broad range of industries, provide an invaluable perspective on Domtar’s business.

Jack C. Bingleman
President
JCB Consulting, LLC
Vero Beach, Florida, USA

Marvin D. Cooper
Executive Vice-President and Chief Operating Officer
Domtar Corporation
Bennettsville, South Carolina, USA

Louis P. Gignac
President
G Mining Services Inc.
Montreal, Quebec, Canada

Brian M. Levitt
Co-Chair
Osler Hoskin & Harcourt LLP
Montreal, Quebec, Canada

W. Henson Moore
Corporate Director
Crested Butte, Colorado, USA

Richard Tan
Founder, President and Chief Executive Officer
Pacific Millennium Holdings Corporation
San Diego, California, USA

Raymond Royer
Corporate Director
Montreal, Quebec, Canada

Robert J. Steacy
Corporate Director
Toronto, Ontario, Canada

William C. Stivers
Corporate Director
North Bend, Washington, USA

Pamela B. Strobel
Corporate Director
Winnetka, Illinois, USA

Michael R. Onustock
Corporate Director
Portland, Oregon, USA

Denis Turcotte
Corporate Director
Sault Ste. Marie, Ontario, Canada

Board of Directors as at March 6, 2009. For biographical information on the members, please consult the 2009 Proxy Statement at www.domtar.com.
These high standards, along with strict internal policies on issues like insider trading, disclosure and antitrust matters, provide a solid framework for supporting Domtar’s commitment to the highest standards in responsible corporate behavior. Reinforcing these policies is Domtar’s Code of Business Conduct and Ethics, which is applied at every level of the organization. This Code is meant to guide employees in making the right decisions when dealing with customers, suppliers, shareholders, competitors and communities. Founded on Domtar’s core values, it enlists everyone who works for the Company to help maintain its reputation as a responsible corporate citizen.

The Board of Directors is subject to its own Code of Business Conduct and to a comprehensive set of Corporate Governance Guidelines that establish director responsibilities, director qualification standards and performance evaluation, among other matters.

**OF GOVERNANCE**

DOMTAR’S MANAGEMENT COMMITTEE BRINGS A LOT TO THE TABLE. WIELDING OVER 350 YEARS OF COMBINED EXPERIENCE IN PULP AND PAPER AND IN THEIR RESPECTIVE FIELDS OF EXPERTISE, THEY ARE THE DECISION-MAKERS CHARTING DOMTAR’S PRESENT AND FUTURE COURSE. THEY DETERMINE THE COMPANY’S MAJOR ORIENTATIONS AND IMPLEMENT THE STRATEGIES IT TAKES TO REACH ITS OBJECTIVES. WITH THE SUPPORT OF THE BOARD, THEY ARE STAYING THE COURSE THROUGH THESE CHALLENGING TIMES IN THE INDUSTRY.

CONTACTS

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(US) 1-800-267-0702

CONVERTING & SPECIALTY PAPER
(CA) 1-800-267-5290
(US) 1-800-267-0721

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Email: exportpulpsale@domtar.com

WOOD CUSTOMER SERVICE
1-514-848-5133

UP NEXT...

Domtar Annual Meeting
MAY 29, 2009
Montreal, Quebec

UPCOMING INDUSTRY 2009 EVENTS
HOW DESIGN CONFERENCE
JUNE 24 TO 27
Austin, Texas

NPTA ALLIANCE ANNUAL CONVENTION
SEPTEMBER 29 TO OCTOBER 2
Chicago, Illinois
Express yourself.

With its sunny palette and range of weights and finishes, Domtar Colors offers a variety of color choices to impress your audience and express yourself.
PRINT RESPONSIBLY WITH DOMTAR PAPER.