



Domtar

Sustainability Strategy

2025



Domtar's Sustainability Strategy

At Domtar, we strive to put sustainability at the heart of everything we do. In May 2025, we released our sustainability strategy, which will guide our efforts between now and 2030. This strategy is designed to build on and accelerate legacy company achievements to date, and is closely aligned with stakeholder interests, concerns and goals.

Domtar's sustainability strategy is founded on the three pillars – **Environmental Stewardship**, **Our People and Communities** and **Responsible Business** – defined in our sustainability policy, with a guiding principle for each:

- **Steward the planet's resources responsibly** by striving to reduce the environmental footprint of our everyday operations and setting actionable objectives that positively impact nature and the environment.
- **Contribute to the prosperity and quality of life in our operating communities** through trusted partnerships, thoughtful engagement and support for the wellbeing and development of our employees in a safe and inclusive workplace.
- **Uphold ethical and sustainable business practices** and engage with our customers, business partners and stakeholders honestly and transparently.

Building on the company's long-established commitment to sustainability and important socioeconomic impact in our operating communities, we are focused on 12 objectives reinforced by a comprehensive program of performance indicators and targets for the years 2026 and 2030.



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We're proud to release this strategy at a still relatively early stage in the operational integration of our three legacy companies under the new Domtar brand. Domtar has a long history of excellence in sustainability. We said we would maintain the highest levels of environmental stewardship and sustainability performance, and today we're unveiling how we intend to deliver.



John D. Williams

Non-Executive Chairman, Domtar Management Board

Creating Domtar's Sustainability Strategy

Domtar's sustainability strategy is the culmination of some two years of intensive company-wide efforts and extensive external outreach. The strategy's pillars – Environmental Stewardship, Our People & Communities and Responsible Business – were defined through:

- Careful self-assessment of our performance to date, looking at each legacy company's strengths and best practices and identifying and prioritizing the sustainability-related risks and opportunities that matter most to our success;
- Extensive outreach to customers, communities, business partners and other stakeholders, as well as to Indigenous Peoples, with hundreds of representatives providing input that helped us better understand their interests, concerns and goals; and
- Reference to well-recognized external guidance and standards and reporting requirements that will help ensure we are providing clear updates on our progress.

Strategy development was led by Domtar's Sustainability team and operational subject matter experts from across the company's three business units, ensuring that the targets strike a balance between ambition and achievability.

Robust governance is in place to track and ensure progress against targets. This includes strategic oversight on the part of Domtar's Global Sustainability Steering Committee, and the ongoing engagement of business unit sustainability committees and the Sustainability team.

Pillars & Objectives



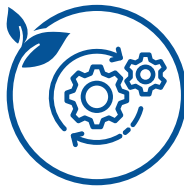
Environmental Stewardship

- Advance sustainable forest management across our value chain
- Positively impact biodiversity
- Decarbonize our operations, products and value chain
- Improve the water resiliency of our manufacturing operations



Our People and Communities

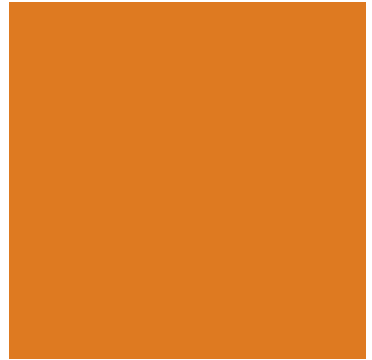
- Aspire to reduce employee injuries to zero
- Foster relationships with Indigenous communities
- Enhance our community engagement program and employee volunteerism
- Strengthen the employee experience



Responsible Business

- Ensure ethical and sustainable leadership practice
- Drive sustainability through product, process and value chain innovation
- Safeguard the human rights of the people in our value chain
- Advance shared goals, enhance resilience and build mutual trust with customers, academia, NGOs and other partners





Reporting Our Progress

Domtar's sustainability strategy will provide the framework for our 2024 sustainability report, due for release in Q3 2025. Over the long term, our strategy includes commitments to meet demanding disclosure and transparency standards, building further on our commitment to the accountability our stakeholders expect.

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View Our Sustainability Strategy
domtar.com/sustainability-strategy

