

Introduction to

Domtar

Our vision is to be the global leader in the forest products sector, setting new standards for industry excellence through quality products, transparent practices and strong customer relationships.

VISITOR EXPECTATIONS

Safety

- PPE – Hearing & Eye Protection, Closed-Toed Shoes, Hi-Vis Vest
- Stay in safety walkways or marked paths where possible
- Watch for overhead crane operation ~ stay clear of fall zones
- Watch for mobile equipment
- Pay close attention to floor conditions & Slip/Trip/Fall hazards
- Be alert for outside contractor activity
- Refrain from using phones & other personal electronic devices while walking
- Obey all safety signs & warnings
- Notify Domtar host if observing unsafe activity or hazards

1

FIRE OR OTHER EVACUATION

Fire bells will sound – follow nearest exit sign to evacuate area and proceed to gathering point in parking lot east of guard shack

2

WEATHER

In case of “Seek Shelter” declaration due to weather, proceed to closest shelter area either in Main Entrance Hallway at men’s locker room or in basement of 95 coater

3

CHEMICAL EXPOSURE

Safety showers & eye wash stations located in manufacturing areas. Showers also located in main hallway of men’s and women’s locker rooms

Domtar Fast Facts

A leading, privately
owned, North
American
manufacturer of
diversified forest
products



14,000+
employees



60
locations across
North America



Annual production
capacity of approximately
3 billion
board feet of lumber and
other wood products



Annual production capacity of
8.1 million
metric tons of pulp, paper,
packaging and tissue



Annual production of thermal
paper and receipts
100,000 tons



100%
of fiber sourced in
accordance with third-party
standards



74%
renewable energy use
across North American
operations in 2023

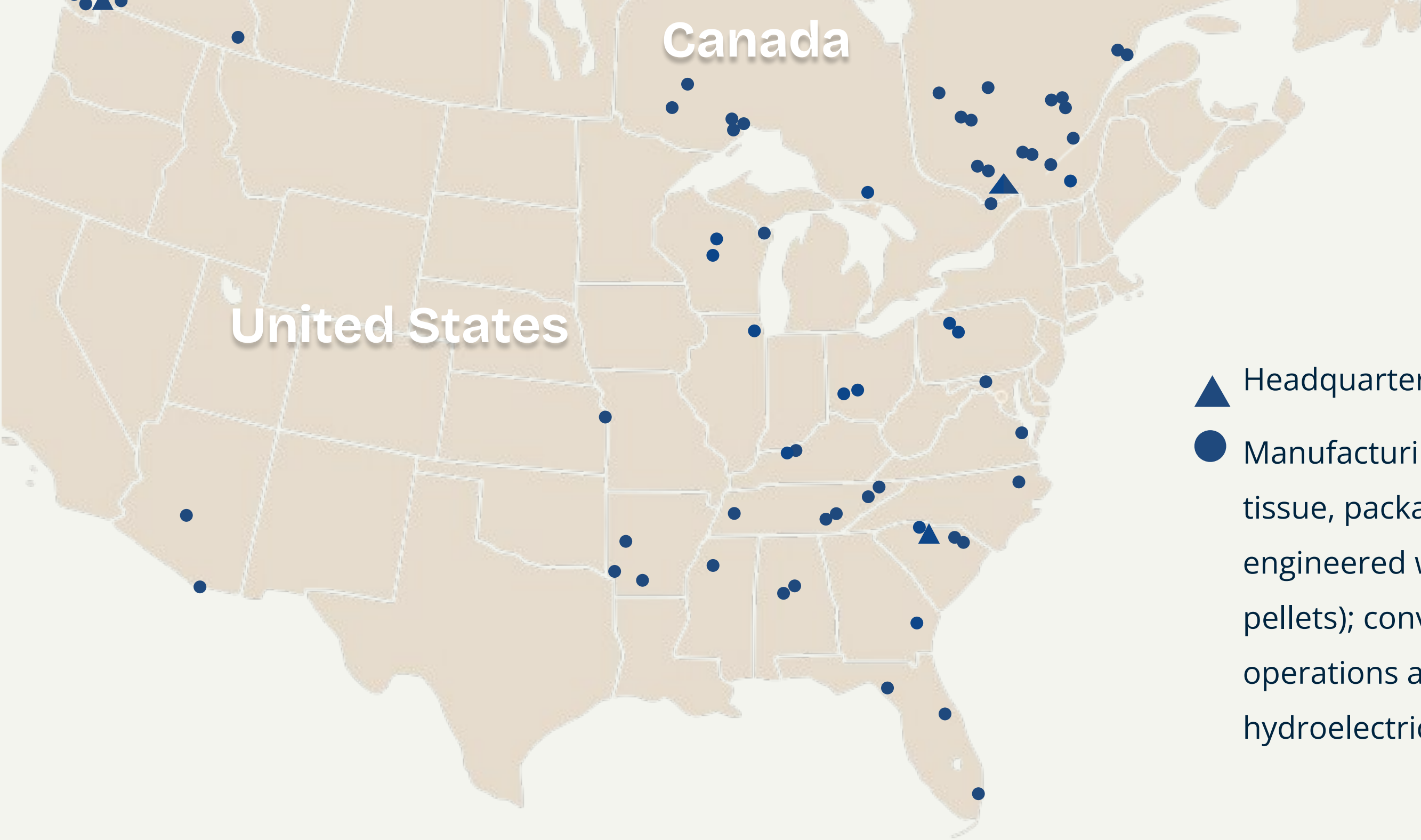


1/3
reduction of scope 1 and 2
emissions over 2015
levels



\$4.3 million
in community giving
across North America in
2023

Our Locations



- ▲ Headquarters
- Manufacturing operations: pulp, paper, tissue, packaging, wood products (lumber, engineered wood, remanufactured wood, pellets); converting centers; woodlands operations and services; seedling nurseries; hydroelectric facilities

Our Products



Pulp

High-quality softwood and hardwood kraft chemical pulp, and chemithermo-mechanical pulp

Paper

Uncoated mechanical, uncoated freesheet, coated groundwood, communication (printing and writing), newsprint, **thermal**, technical and specialty, food service, and directory papers

Packaging

Recycled containerboard and industrial packaging

Tissue

Bath tissue, paper towels, facial tissue and napkins, tissue and towel dispensers

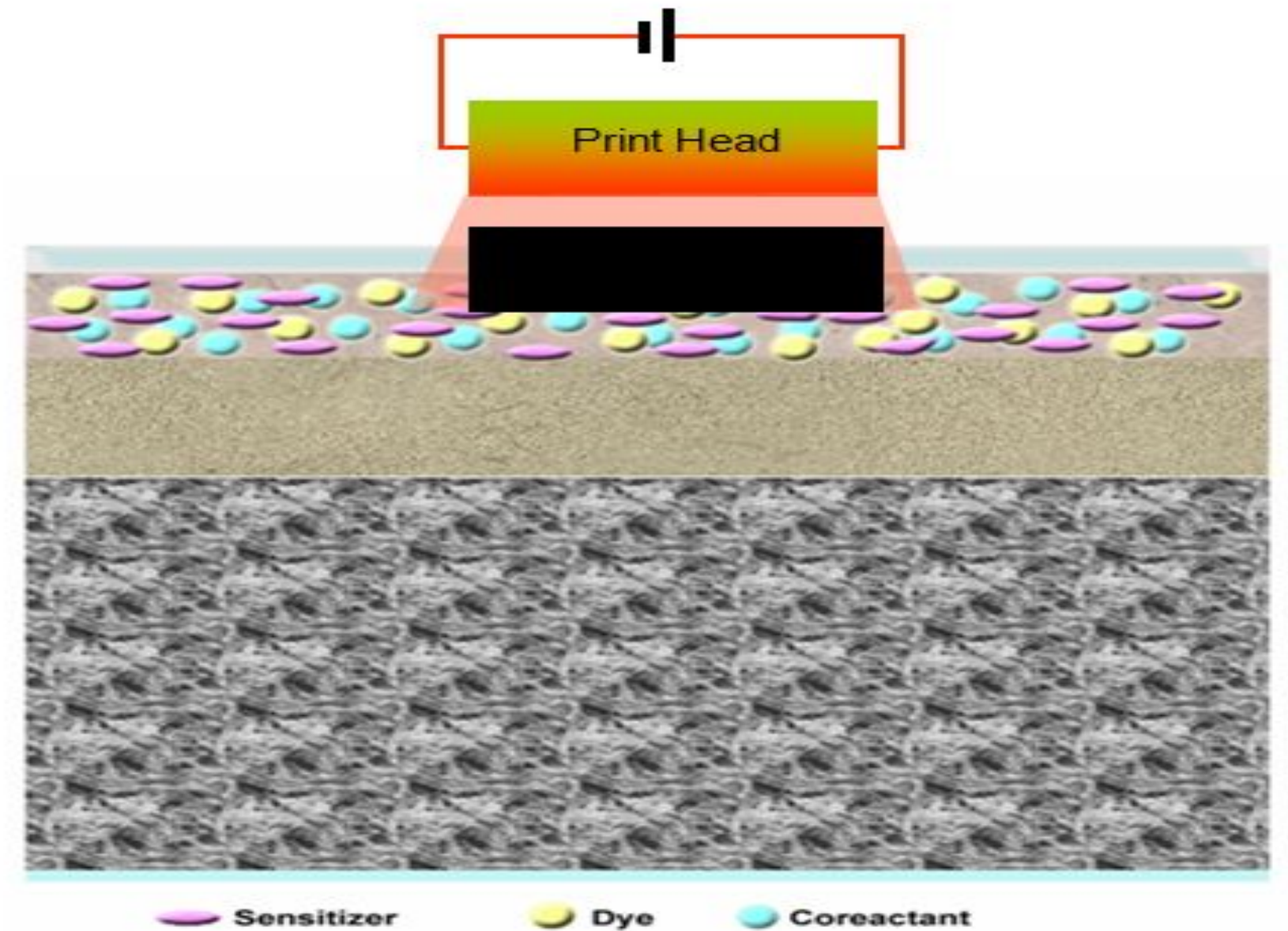
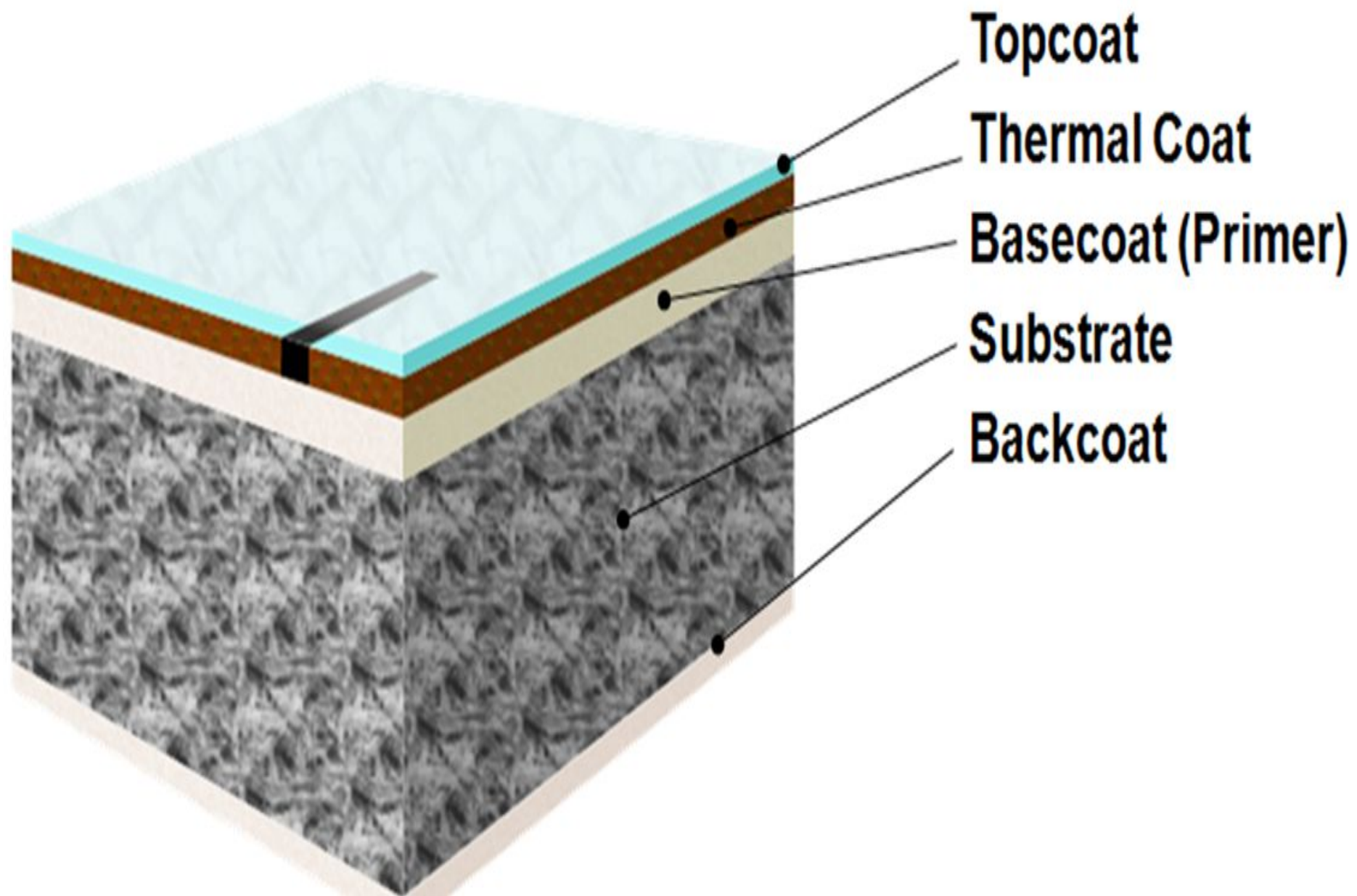
Wood Products

Lumber, engineered wood, wood pellets

A photograph of a large industrial warehouse with high ceilings and many windows. Rows of large rolls of material, likely metal or plastic, are stacked on the floor. A yellow line is painted on the floor, leading towards the back of the warehouse. A large, dark, stylized graphic element is overlaid on the right side of the image.

West Carrollton Coating

THERMAL PAPER CONSTRUCTION & IMAGE PROCESS



HEAT GENERATED IN A PRINT HEAD ELEMENT TRANSFERS TO THE MEDIA
AND ACTIVATES THE INK TO DEVELOP COLOR

Process Flow

Uncoated paper is received from paper mill in small roll form. We splice small rolls together, at the re-reeler, creating one large reel, where it is placed on the coater for coating.



The Coating Kitchen (TCK)

- 2008 Installed, expanded in 2014 & 2017
- Products:
 - Thermal Base Coatings
 - Thermal Active Coatings
 - Thermal Top Coatings



Coater

- 2008 Installed, top coat capabilities in 2014
- 163.5" inch trim
- 3,000 – 4,500 Feet Per Minute
- 250 – 350 Tons / Day (110,000 Tons / Year)
- Coater:
 - Base – Jet Blade; Active – Curtain (2 layers)
- Products: POS 400/800; Label (Alpha 185)



Converting & Warehousing

- Modern Winder w/ automatic roll width setup
- High Speed Automated wrapper
- Moisture barrier headers w/ bubble wrap capabilities at wrap lines
- Distribution center w/ large inventory of finished products
- Typically shipping 25 truck loads / day

Presenters



BRYAN HARBAUGH

Sr. Director, Converting & Coating Ops



SAM ASPIRANTI

Sr. Manager, MKD and Optimization



LEON TIMBERLAKE

Safety Coordinator, Washington Courthouse



DAVID WORLEY

Plant Manager, West Carrollton



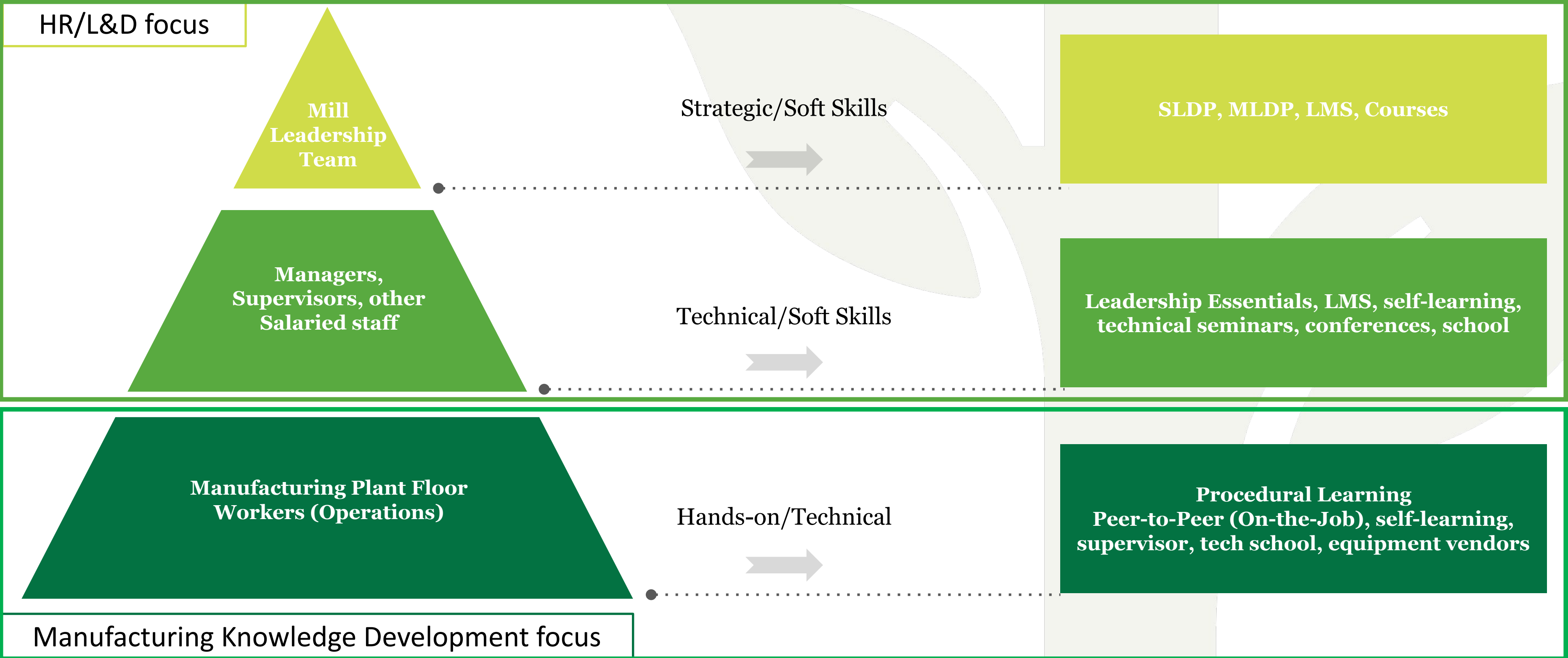
Manufacturing Knowledge Dev.

MKD – What is it?

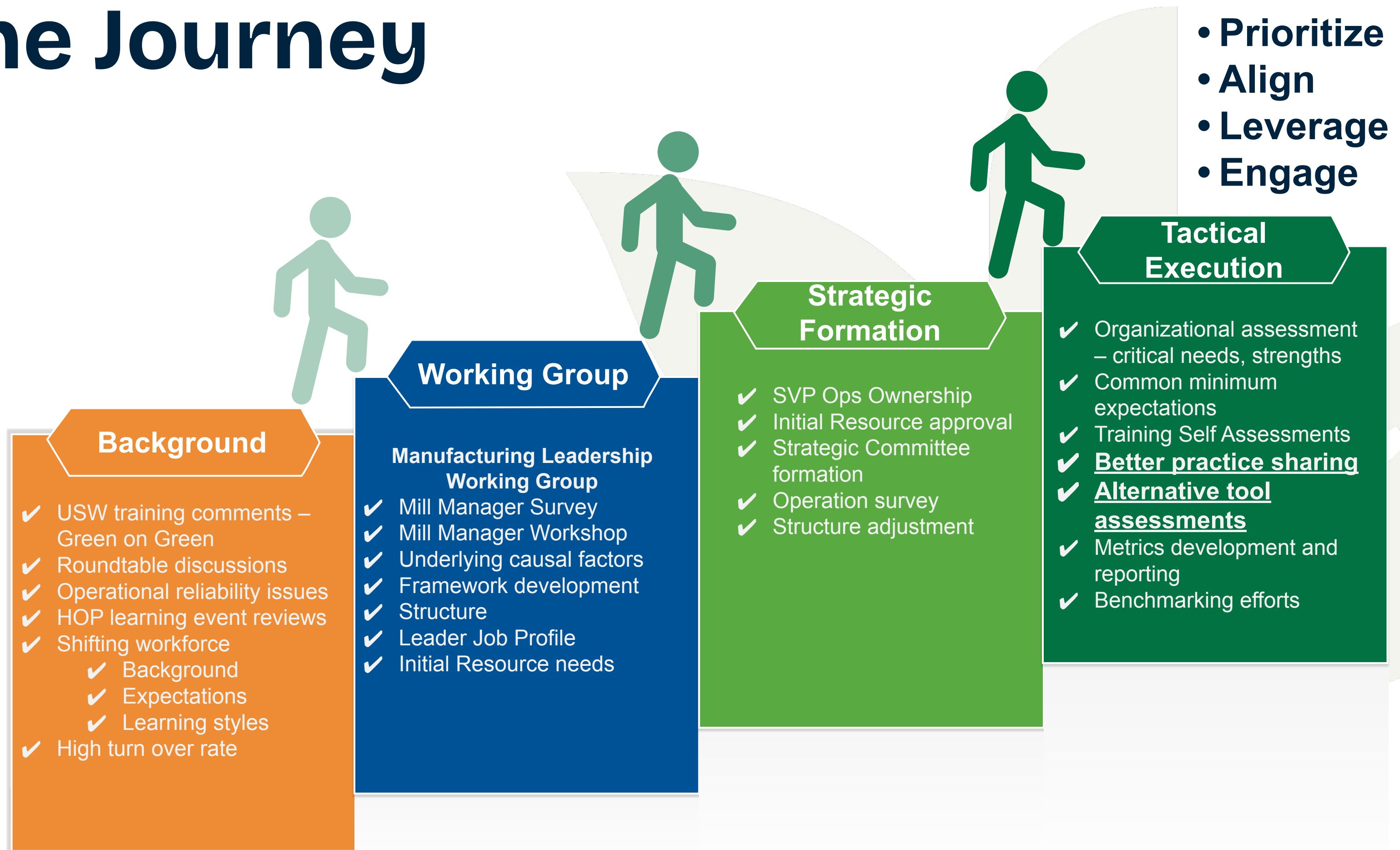
MANUFACTURING LEVELS

SKILLS NEEDED

CURRENT RESOURCES



The Journey





Why – How - Best Practices

Old/Outdated Method

Relied 100% on written documentation and peer to peer training



1 PEER TO PEER

- Reliant on person performing the training to ensure all training materials were covered.
- Green on Green Training – in many instances people training have less than 3-6 months in the position
- Typical training time 8 weeks

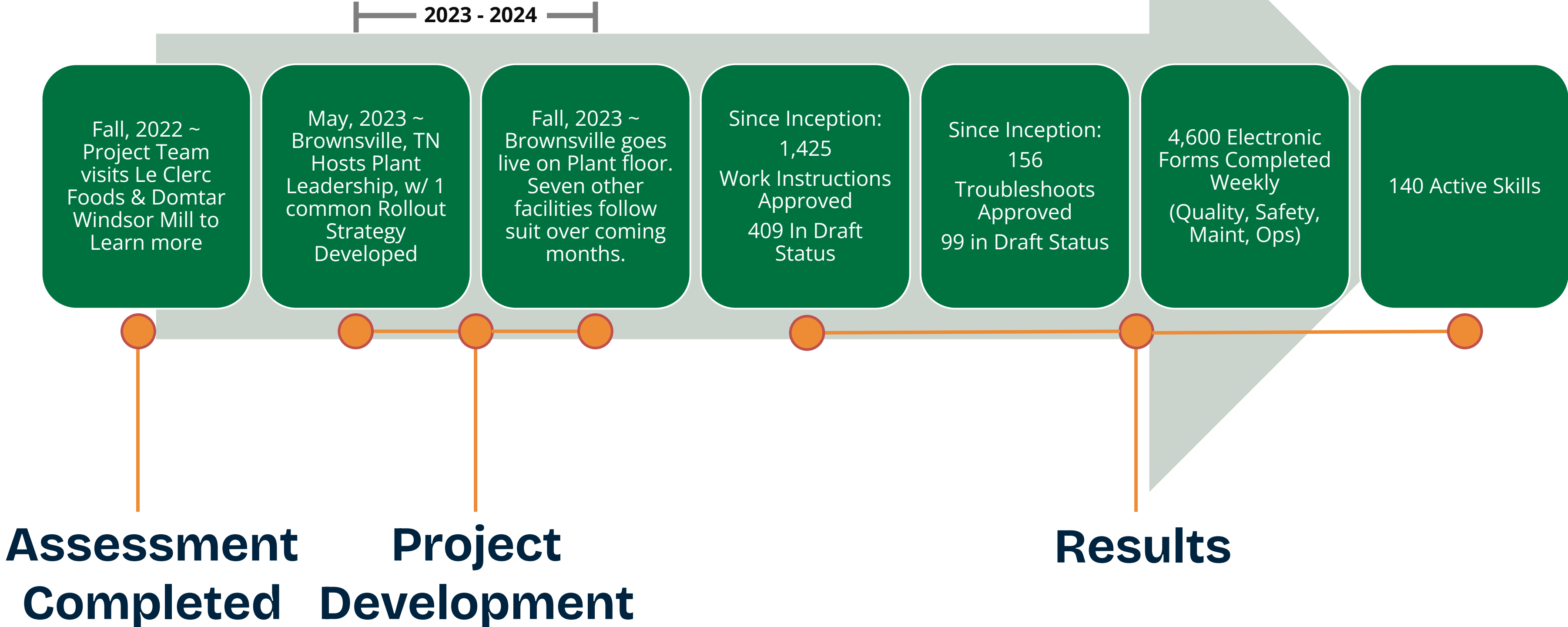
2 PAPER TRAINING CHECKLIST

- Checklists covers a lot of material but is high level often resulting in items not being covered even when the checklist was complete
- Effectively ends training process after checklist complete.

3 PAPER SOPS – 90% OF TRAINING MATERIALS

- Difficult to maintain and update
- Labor markets today does not respond to written/paper training material

Strategy & Results



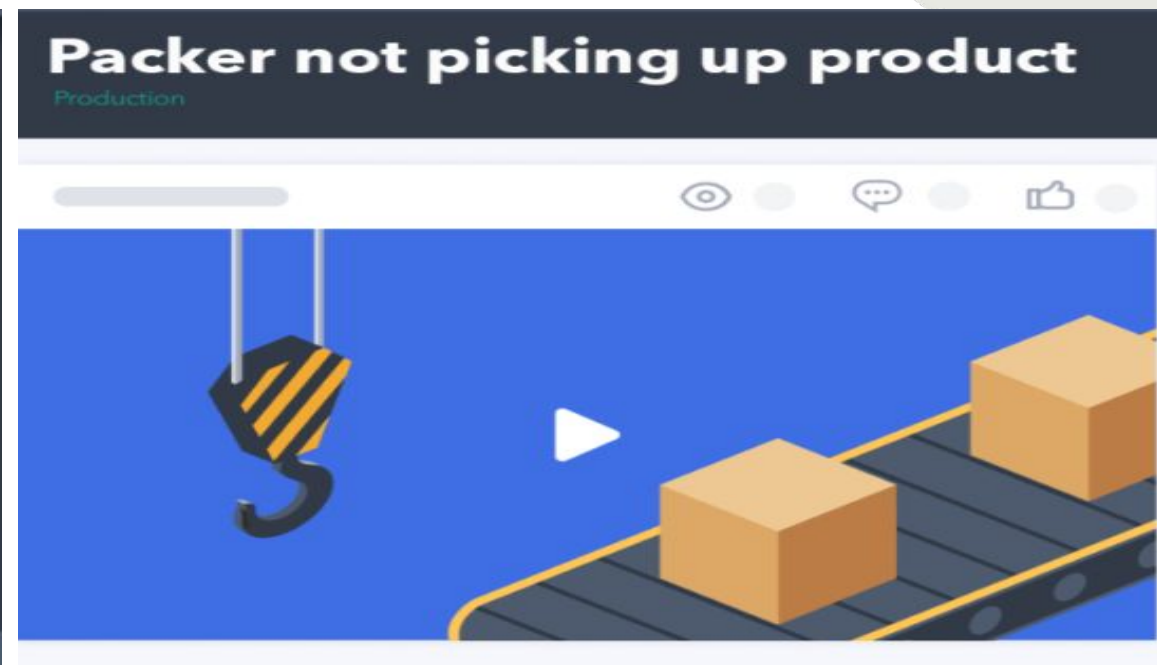
Domtar Standards & Best Practices

Crucial as they ensure consistency, quality, and safety. They foster innovation and efficiency while minimizing risks and errors.



Forms

- Simple & Quick to complete – drives engagement (use conditional logic to help)
- Gather input from people that will use them. Don't make their life harder.
- Use Poka Automate (Workato) for notifications w/ global forms
- Keep questions short for better analytic views, elaborate in 'instruction' when necessary
- Share forms with related structures for ease of access



Work Instructions

- Set Work Instruction expectations (PPE, Pre-Task Assessments, tools for job, etc.)
- Ensure approval groups are established with mix of subject matter experts (safety, quality, operations, maintenance all should review)
- Have revision dates on your work instructions
- Have well defined categories to ensure work instructions are being placed in correct location
- Use multiple forms of communication to ensure connection to user (video, picture, text, sound, etc.)

	LA	EF	SH	BJ	PJ	JL	ML
Chicago	3	1	3.5	3	2.5	3	3
Lock out/Tag out							
Hydrogen Peroxide Handling							
Hygiene and Cleaning Awareness							
Line 1	3	2	4	3	3	3	3
End of shift - Cleaning							

Skills

- Establish minimum expectations for each skill, ensure there is a safety aspect to the skill (LOTO, PTR, Exposures, etc.)
- Link exam to skill
- Complete show-me audits when practical, not just an electronic exam to prove skill aptitude
- Standard format for skills is preferred

West Carrollton Use Cases

USE CASE 1 TCK TRAINING

Training and Skills

Increased Knowledge and Resiliency



1 TRAINING CONTENT

Improve Documentation

Multi-faceted Approach (text, audio, video, tactile)

Perpetual Training & Record Keeping

Eliminate reliance on tribal knowledge and little black notebooks.

2 SKILLS AND ENDORSEMENT PROCESS

Identify department needs while addressing individual needs of trainee and trainer.

Develop and assign skill-based learning modules and schedule frequency to gain and maintain qualification

Testing to ensure knowledge transfer

3 INCREASED OPERATOR CONFIDENCE AND RESILIENCY

Training resources always available

Multi-faceted Approach (text, audio, video, tactile)

Record Keeping

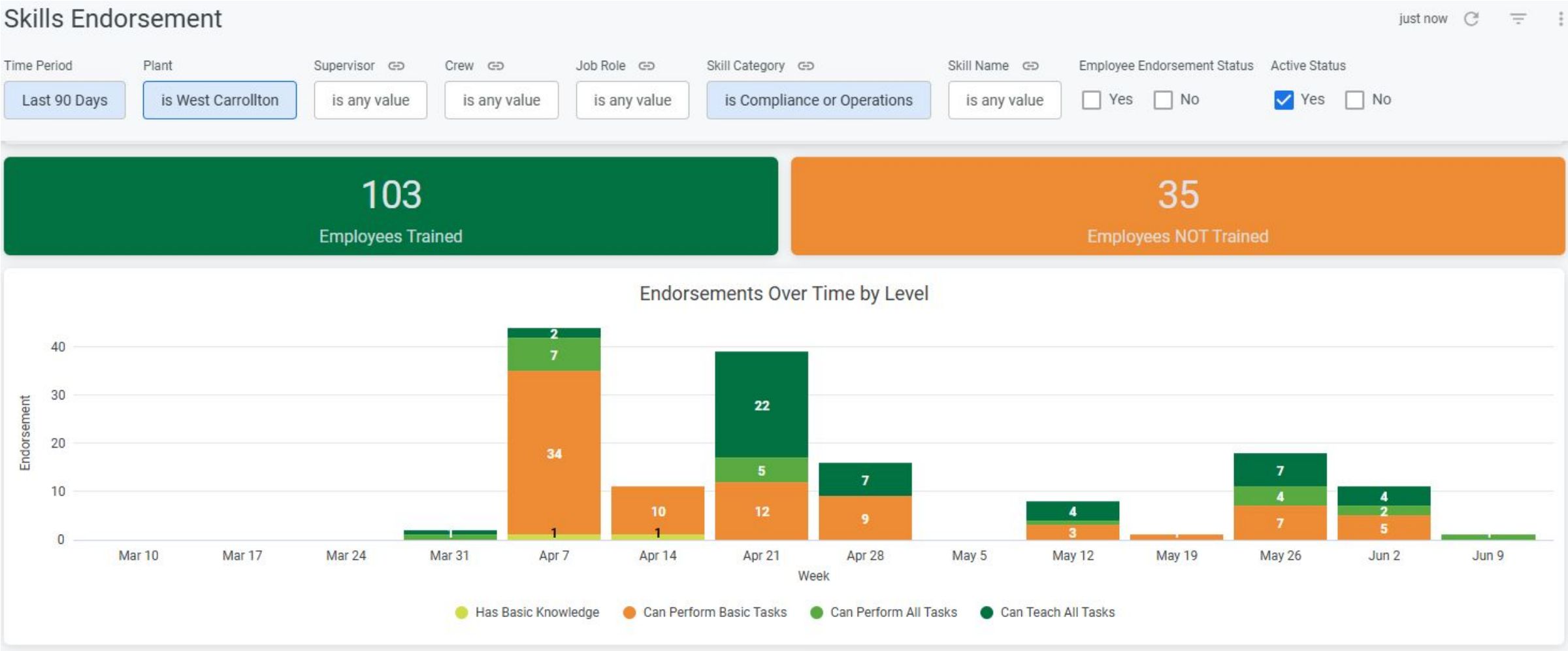
USE CASE #1

TCK Training

Incorporate multifaceted learning approach

Our new approach to training allows us to incorporate several different approaches to improve the learning experience.

- Video
- Hands On – Show Me Audits
- Digital Documents
- Exams to demonstrate competency
- Endorsements



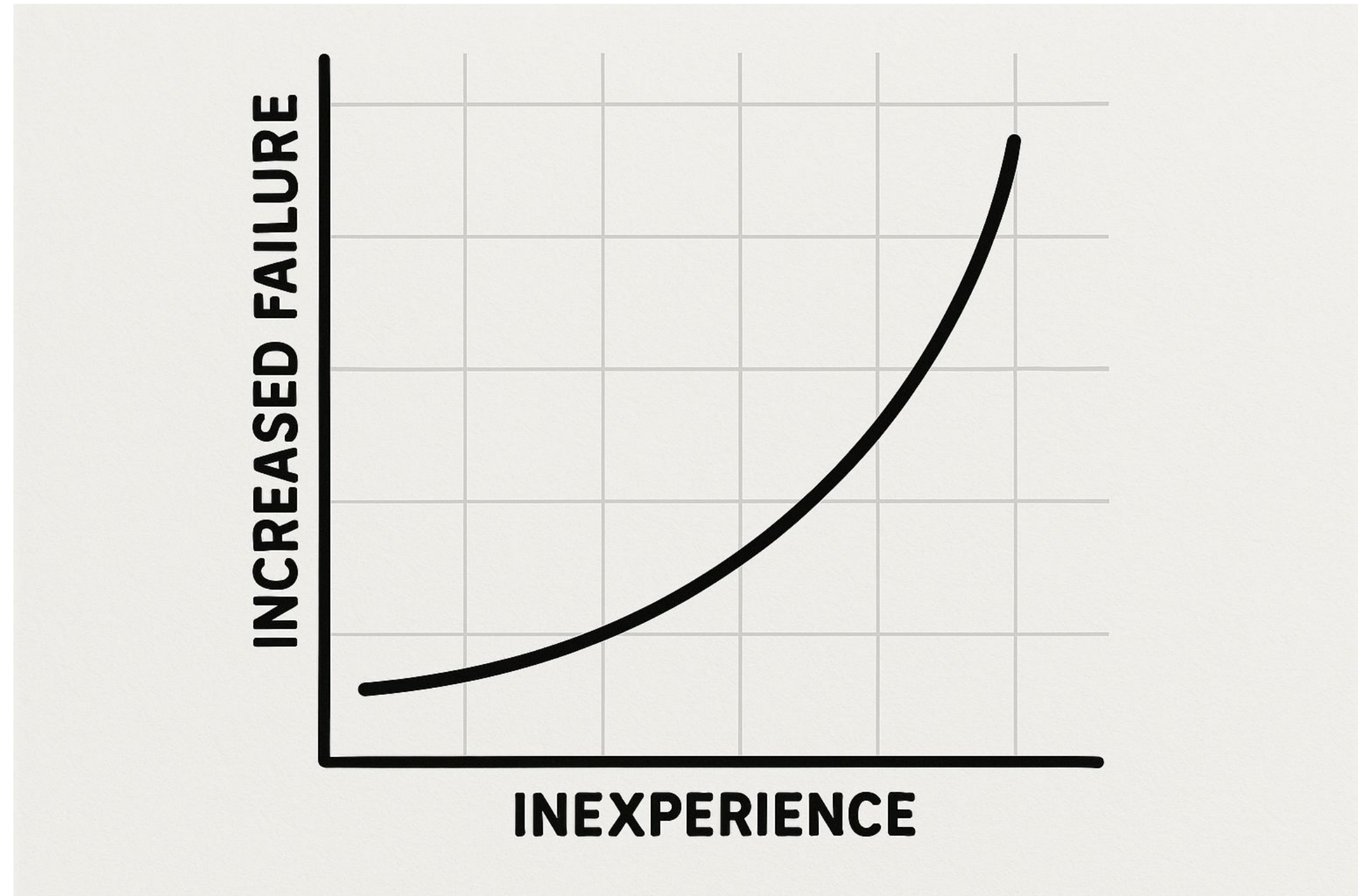
Skill:	Pre Task Risk Assessment (PTRA)	Thermal Coating Kitchen - Operator	Turning Up Foldovers
Employee	Skill Level	Skill Level	Skill Level
Billy Hoskins	4.00	0	0
Carl Gilbert	4.00	0	0
Larry Harmon	4.00	0	4.00
Larry Sorrell	4.00	0	0
Michael Nales	4.00	0	0
Christopher Cull	3.25	3.00	0

Analytics & Continuous Improvement

Pasters 95CM

Problem Statement-constant turnover has led to increased down time for failed pasters.

- Went from 95% of workforce having 10 years to 19% and 68% less than 2 years in current role.
- Increase in paster failures and downtime (278% increase in paster failures since 2017).

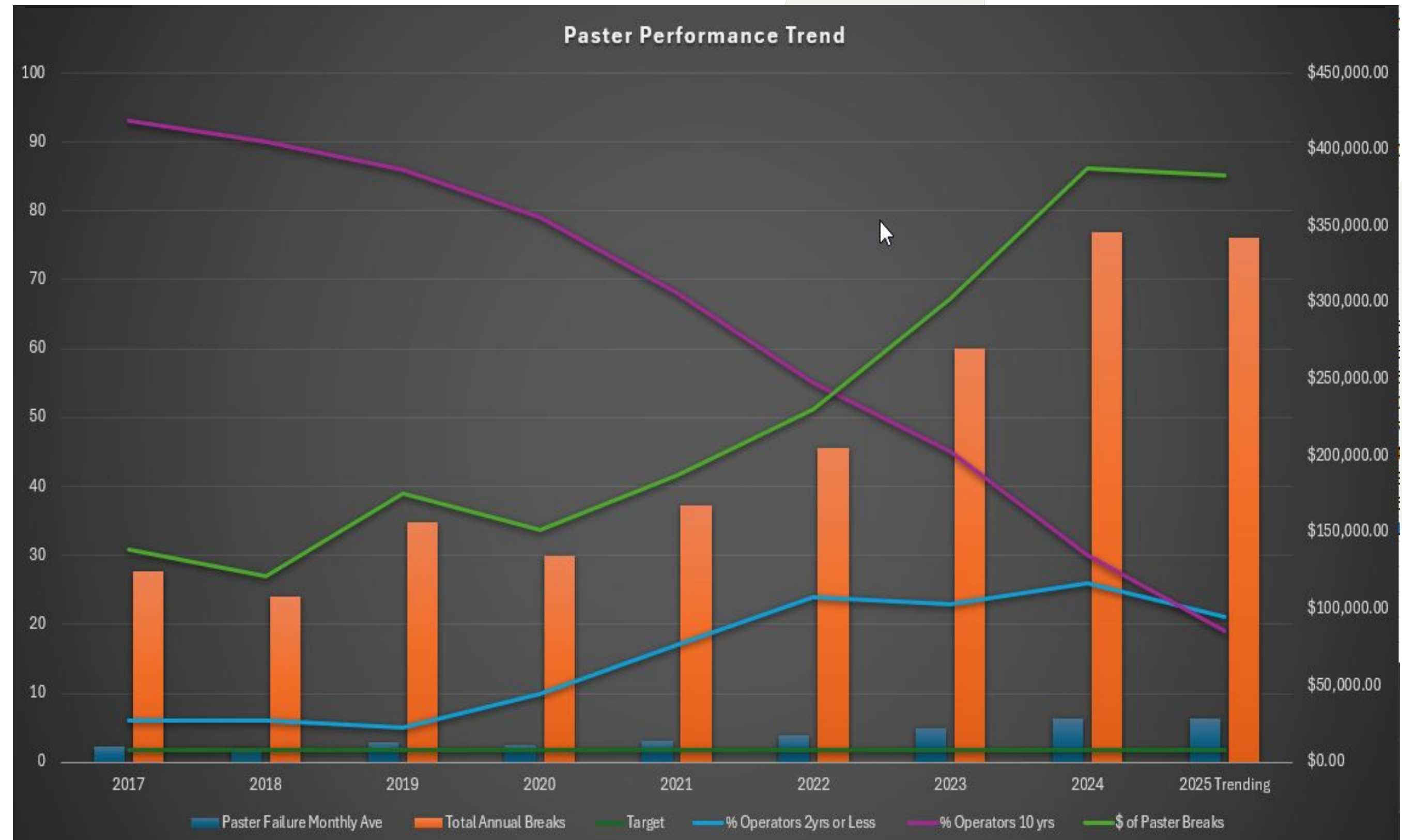


Paster Performance

2017 – 2025

**Failures increased
278%**

- Operator years of in plant and job experience declined significantly
- No method for tracking point or mode of failure
- Increased downtime and associated costs and little direction

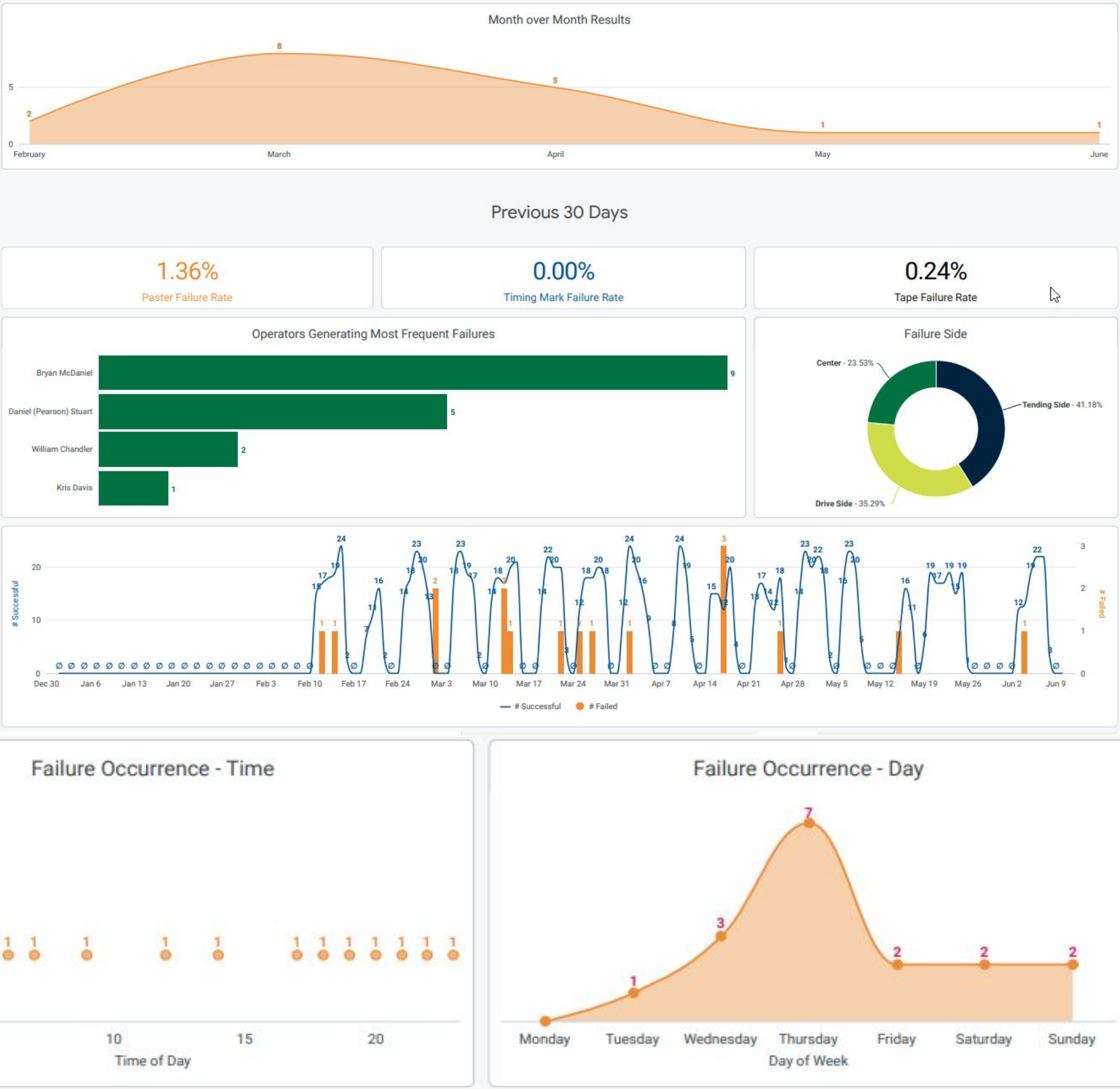


Paster Form and Analytics in Poka

Real time data

- Why
- Where
- What
- Who
- When

[Poka Paster Form Link](#)

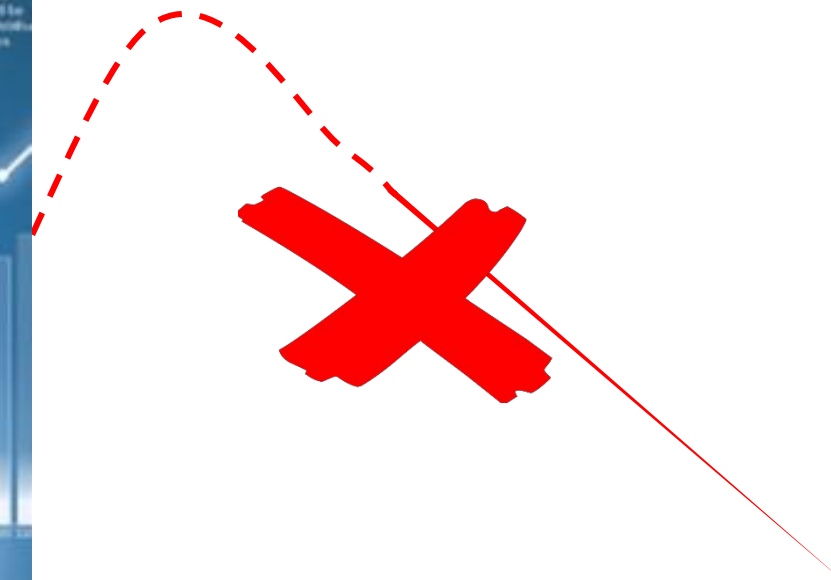


Using analytics to drive results

Follow the data

April 2025

1. Increase in paster failures
 1. Three (3) breaks in one day
2. Reviewed form analytics
 1. Traced issue to root cause
 - a) Too much angle
 2. Shared learnings with the work teams
 - a) Ensured procedure was correct
 - b) Completed Show Me Audits
 - c) Assigned the skill
3. Performance continues to improve



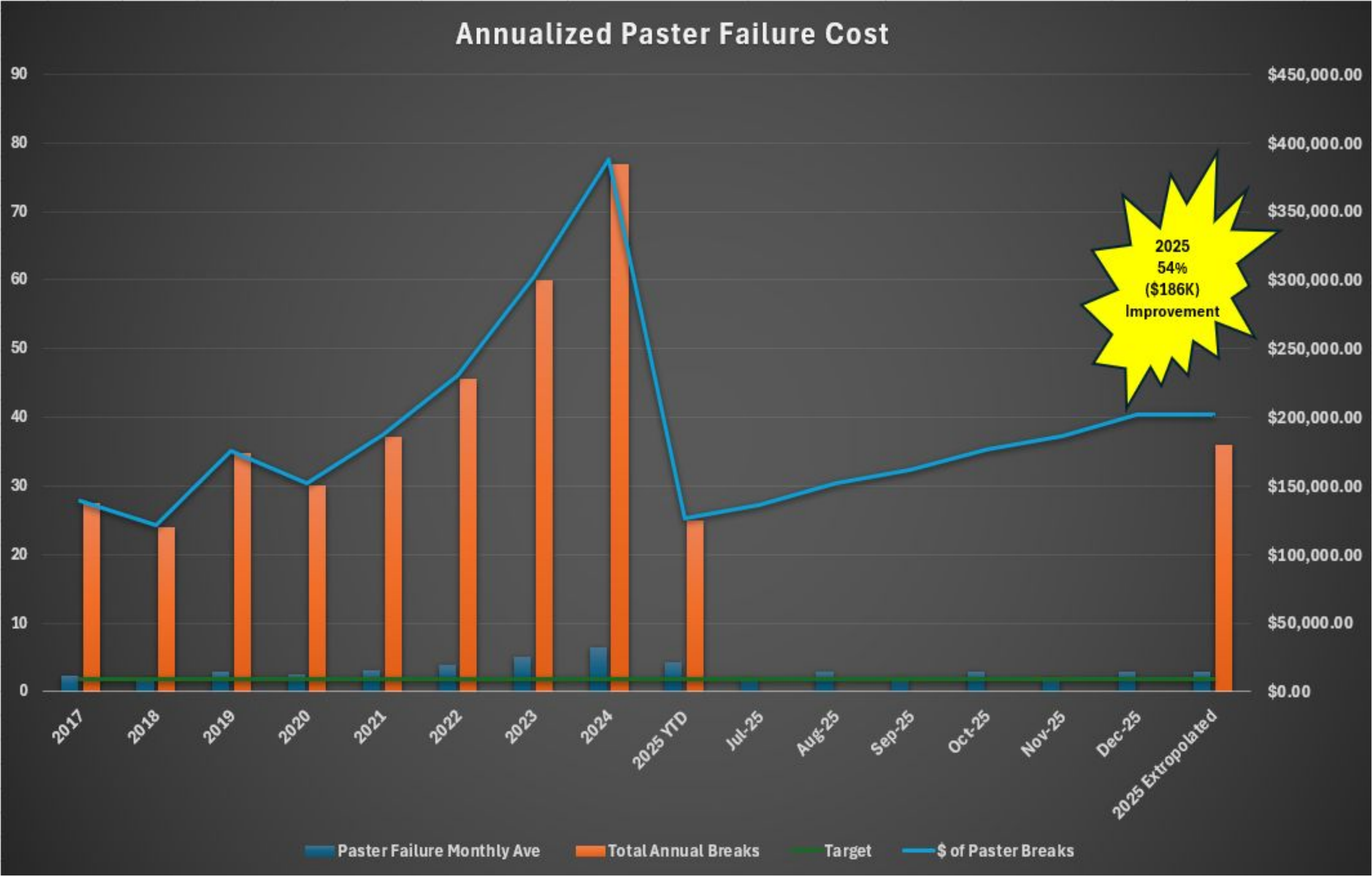
Paster Performance

Events reduced significantly

Continue collecting data
Standardize the process
Share the information

Reduced downtime & product losses result in significant savings...

\$186K



THE REASONS ISSUES GO UNREPORTED

Issues:

A hidden problem is a problem unsolved

Reasons issues often go unreported:

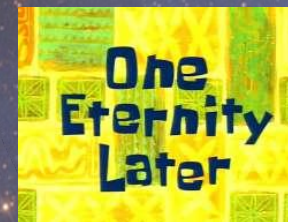
1. *Lack of Trust in the System*
2. *Complexity or uncertainty*
3. *Normalization*
4. *Inconvenience*
5. *Social or Cultural Pressure*

Operators often feel unheard and see problems going unaddressed. Sound familiar? *Let's see...*

Uhhh, Houston, We have a problem...



Houston, Houston, Do you copy? I could really use some assistance up here.



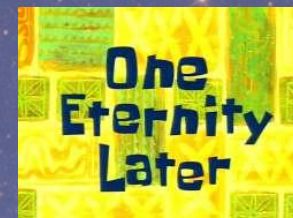
Hey Apollo... Sorry about that, we were a little busy over here. Did you need something?

Yeah, Houston, it's about time. We got a real problem here! I've been telling everyone for quite some time things aren't right...

Sorry about that Apollo... What can you tell me about the issue? We'd be happy to help.

Roger that Houston. Well, I'll tell you I've never seen it before and really don't know where to begin. But my stabilizer is making a "womp" and "clump" sound and its just not doing what it normally does.

Hmmm... Apollo, that's going to be a tough one. We will see what we can come up with and get back to you on that...



Houston, how's that resolution coming, getting a little worried up here! Houston? Houston? Houston?

Well, this can't be good..

USE CASE 3 – ISSUES IDENTIFICATION AND RESOLUTION



Anyone have an update on that Apollo problem? I can't remember where we landed on that. Oh well, I'm sure if it's important enough someone will remember to mention it...



Issues:

Uncovering issues early on is key to creating a culture of trust and ownership

Eliminate barriers:

1. Build visibility
2. Build confidence and through timely information sharing
3. Challenge complacency and improve training resources
4. Utilize a system that provides multiple ways to share information
5. Normalize sharing information by providing positive experiences

ADDRESSING THE REASONS ISSUES GO UNREPORTED

Poka provides team members a platform for sharing information, asking questions and visibility of resolutions...

Houston... We have a problem!!!

Roger that... How can we help?

I'm not sure... but my system appears to be malfunctioning. This is what I am seeing

Transmission received... that's an odd one and may take us a little while but you've got the team's attention, and we are on it...

Apollo, we have analyzed the information. That video was extremely helpful. Here's what we have...

Roger, information received... thank you.

Joshua Younker
95-2 Coater Operator • Jun 6, 2025, 09:50:56 PM

Strong Curtain Pulsation

Coater Speed: 4500 FPM

Run Pump Output: 32psi

Pump Speed: 69.1%

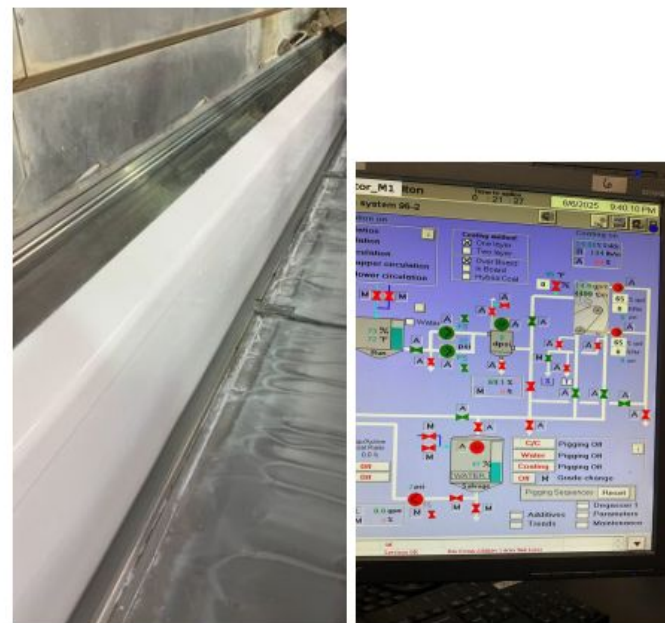
Flow Over Die: 14.9 GPM

Photo and video attached for reference

In Progress

#95-2 Coating Station (Active Coat)

Assignee
Unassigned



01 - Process Issue

22 view(s)



David Worley
Plant Manager
Jun 9, 2025, 8:29:17 AM

The pumps were in manual Mode Thursday after starting up from a web break. Pumps were put in auto after on sheet but never synchronized. This is likely cause of the pulsation. I would suggest taking coating offline and synching pumps back up if this occurs again.



Joshua Younker
95-2 Coater Operator
Jun 9, 2025, 2:25:28 PM

Thank you. The resynchronizing of pumps is a troubleshooting step I often miss when dealing with pulsation. Thank you for the reminder.

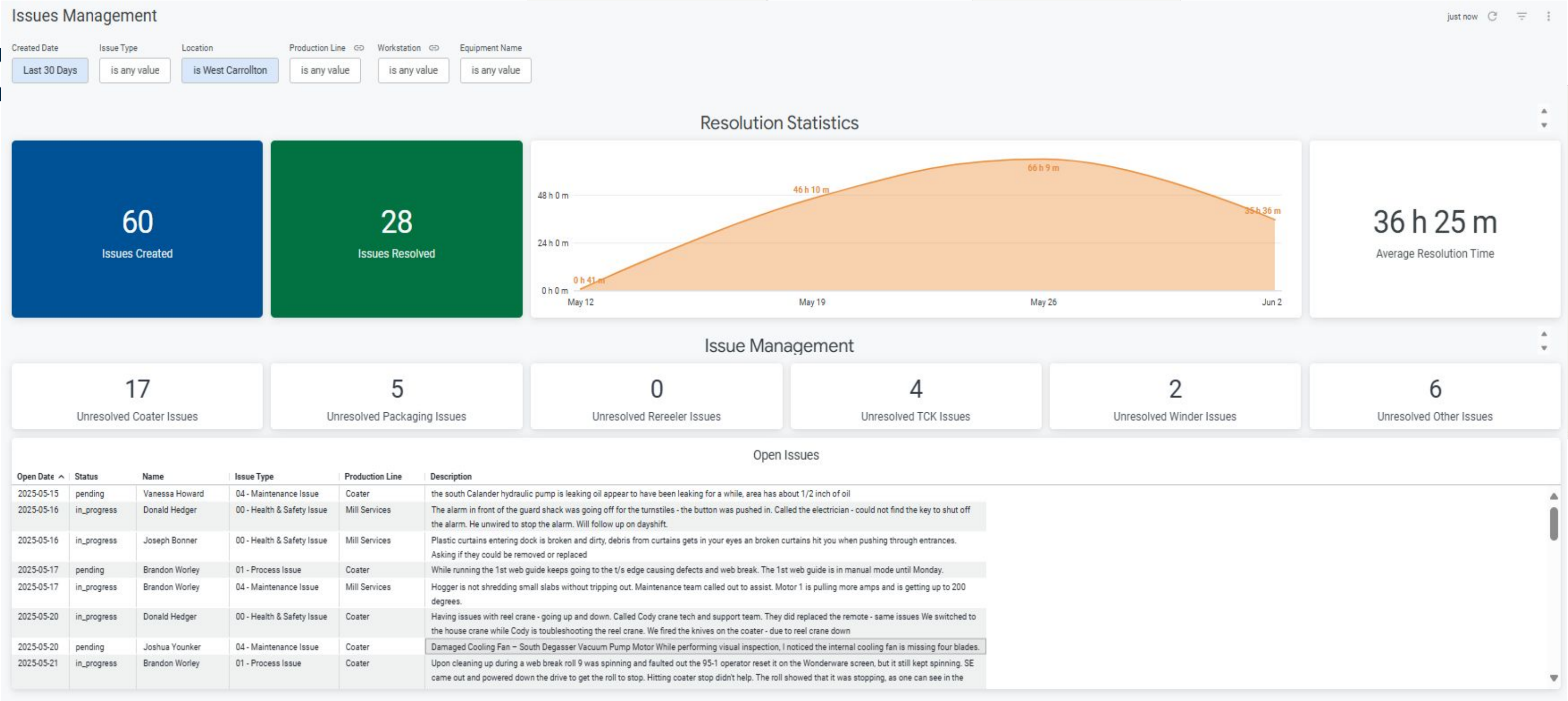
USE CASE 3 – ISSUES IDENTIFICATION AND RESOLUTION

Issues: Creating visibility, knowledge and accountability

- Routine review of open issues log.
- Routinely view, respond and resolve issues – goal is daily interaction.
- Review and update each Tuesday following the morning meeting.
- Create troubleshoots as issues are resolved for improved learning

Open12	Pending45	In Progress70	Resolved1009
01 - Process Issue TCK Glass leaking getting worse TCK Package Boiler Elapsed time - 5 hours, 50 minutes Created by Christopher Cull - Jun 10, 2025, 8:29:15 AM 00 Jon Ullery	04 - Maintenance Issue Coater Photo cells 8 and 9 losing adjustment causing threading issues on the coater. Sonja will follow up on the next outage to improve mounting. Coater Elapsed time - 5 days, 7 hours, 13 minutes Created by Fred Zouck - Jun 5, 2025, 7:07:03 AM 00 Sonja Abbey	04 - Maintenance Issue Mill Services Shredder belt appears to be coming apart at the teeth of the belt. Shredder is still running but needs to be looked at in the near future to avoid further damage, notification#14929553 entered. Shredder Elapsed time - 2 days, 23 hours, 57 minutes Created by Kris Davis - Jun 7, 2025, 2:22:13 PM 10 Edward Nace	04 - Maintenance Issue Mill Services Water leak near Lubrication Shop, near oil separator/ air compressor Mill Services Resolution time - 19 hours, 31 minutes Resolved by Mike Vogel - Jun 7, 2025, 7:52:26 AM 10 Mike Vogel
01 - Process Issue Coater Backing roll is making lines on d/s of sheet. Took a scrub pad and soapy water and ran it over defect went away on camera will check fade after reel to see if still there. 95-1 Coating Station (Basecoat) Elapsed time - 3 days, 5 hours, 29 minutes Created by Daniel (Pearson) Stuart - Jun 7, 2025, 8:50:58 AM 00 Preston Henry	02 - Quality Issue Winder (+2) Looking through cores in the 53 1/2 cart, I spotted 11 cores out of just the first 3 rows that will have to be thrown out or will cause problems in the winder. I urge operators and core cutters to speak up of where these bad cores are coming from and try to catch them before coming over to the ... Winder Quality +1 Elapsed time - 11 days, 23 hours, 49 minutes Created by Trevor Sensabaugh - May 29, 2025, 2:30:17 PM 50 John Dodson	00 - Health & Safety Issue Packaging While working on the CF deck I noticed the red light flashing. Notify supervisor as well. CF Deck Elapsed time - 5 days, 18 hours, 40 minutes Created by Andrew Locklin - Jun 4, 2025, 7:39:52 PM 20 Ricky Schoonover	04 - Maintenance Issue Coater McLean is leaking water on sheet looks like it is leaking from the backside. Never seen it leak like this before and is dripping on sheet could cause defect. 95-1 Coating Station (Basecoat) Resolution time - 1 hour, 4 minutes Resolved by Preston Henry - Jun 6, 2025, 10:32:34 AM 20 Preston Henry
02 - Quality Issue Coater Gretag Readings Showing Wide Variation Gretag results have been all over the place, especially on the fifth bar, which looks really splotchy.... 95-2 Coating Station (Active Coat) Elapsed time - 3 days, 11 hours, 27 minutes Created by Joshua Younker - Jun 7, 2025, 2:52:21 AM 20 Jon Ullery	01 - Process Issue Coater While cleaning the cal 2 sym roll the reel operator found a wet chalky substance. We collected a sample of it in a cup. Coater Elapsed time - 17 days, 10 hours, 36 minutes Created by Brandon Worley - May 24, 2025, 3:43:50 AM 10 Jon Ullery	01 - Process Issue Packaging I was able to wrap small rolls manually at cf03 on cf deck, but I was informed that no one is to upend these rolls. It's a safety concern CF Deck Elapsed time - 7 days, 23 hours, 45 minutes Created by George Young - Jun 2, 2025, 2:34:52 PM 30 David Worley	04 - Maintenance Issue Winder Nip guard wouldn't go down, all sensors checked out fine. Called electrician and found out the nip guard down fuse was blown. Electrician found a new fuse and replaced the old one, which let the nip guard finally work as intended. Winder Resolution time - 12 seconds Resolved by Trevor Sensabaugh - Jun 6, 2025, 1:16:13 AM 20 Donald Hedger

Issues Identification and Resolution



Pre-Task Risk Form

Historically a paper form, reviewed daily or weekly by leadership.

Trending and employee engagement tracking was manual.

Assessment forms varied by site.

Standard form, using Poka Automate for notification

Description of Task*

Description of Task
Provide a brief explanation of the task being completed, e.g. "size change" or "replacing worn belts," etc.

Type of Work:*

Select

What error is most likely to occur that would result in an injury?*

Identify Hazards*

☐ Lifting

☐ Caught Between

☐ Slip, Trip, or Fall

☐ Strains

☐ In and Around Machinery

☐ Uneven/Unlevel Surfaces

☐ Rotating Components

☐ Elevated Work

☐ Fire

☐ Nip Points

Do you have to remove your gloves for this task?*

☐ Yes

☐ No

Lockout Level Required for Task*

Add photo of lock, if you prefer.

☐ Safekey

☐ Lockout

☐ Neither

Is barricading needed?*

☐ Yes

☐ No

Analyze State of Mind

If any of these conditions exist, contact your Crew Leader or Production Supervisor immediately before proceeding

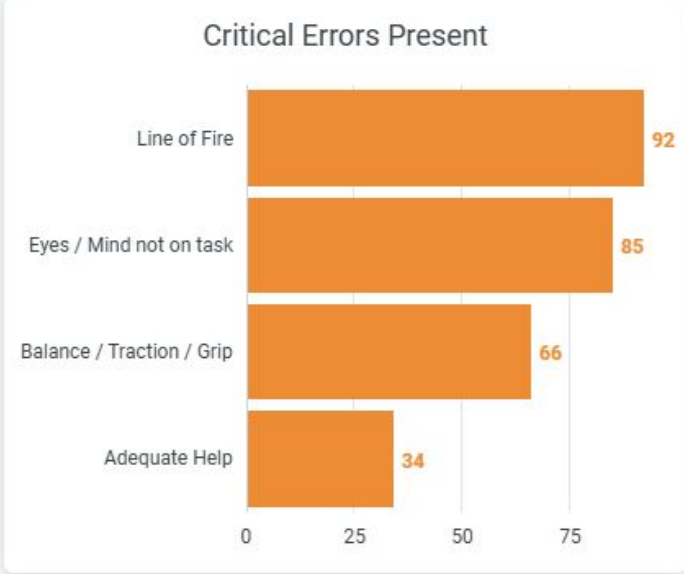
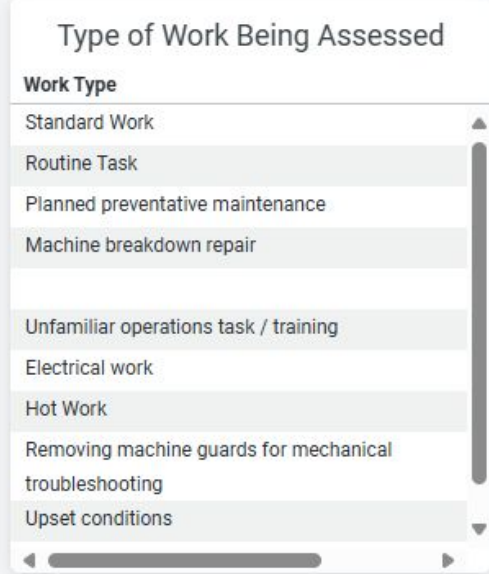
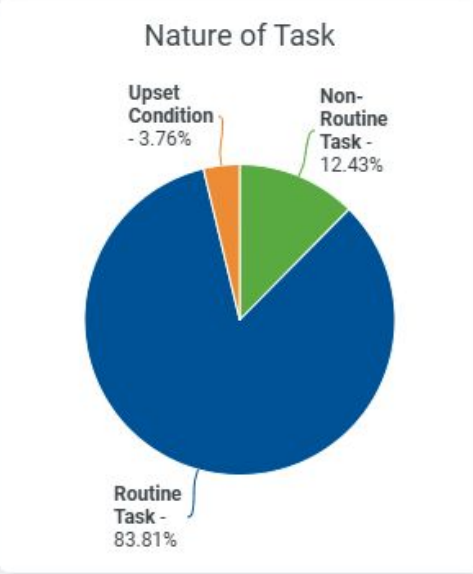
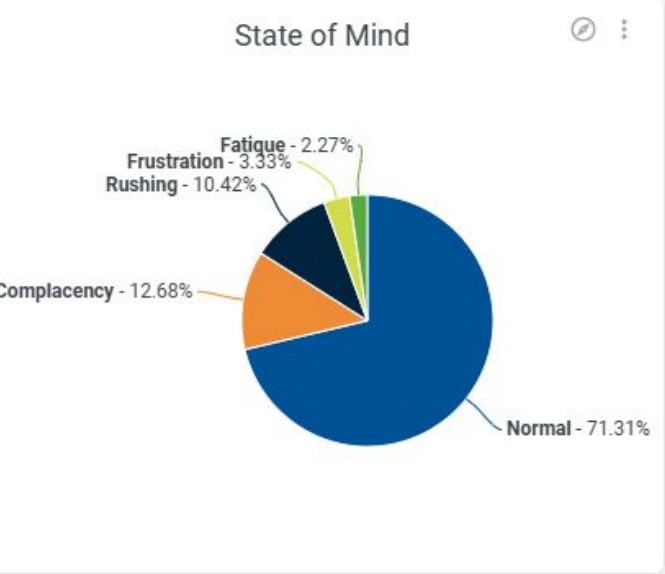
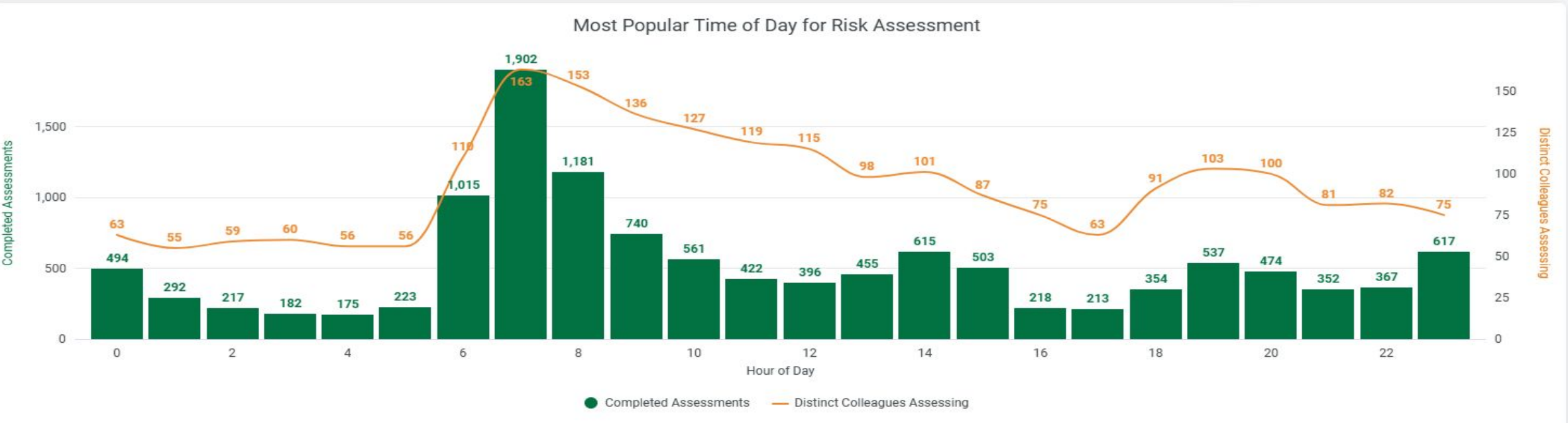
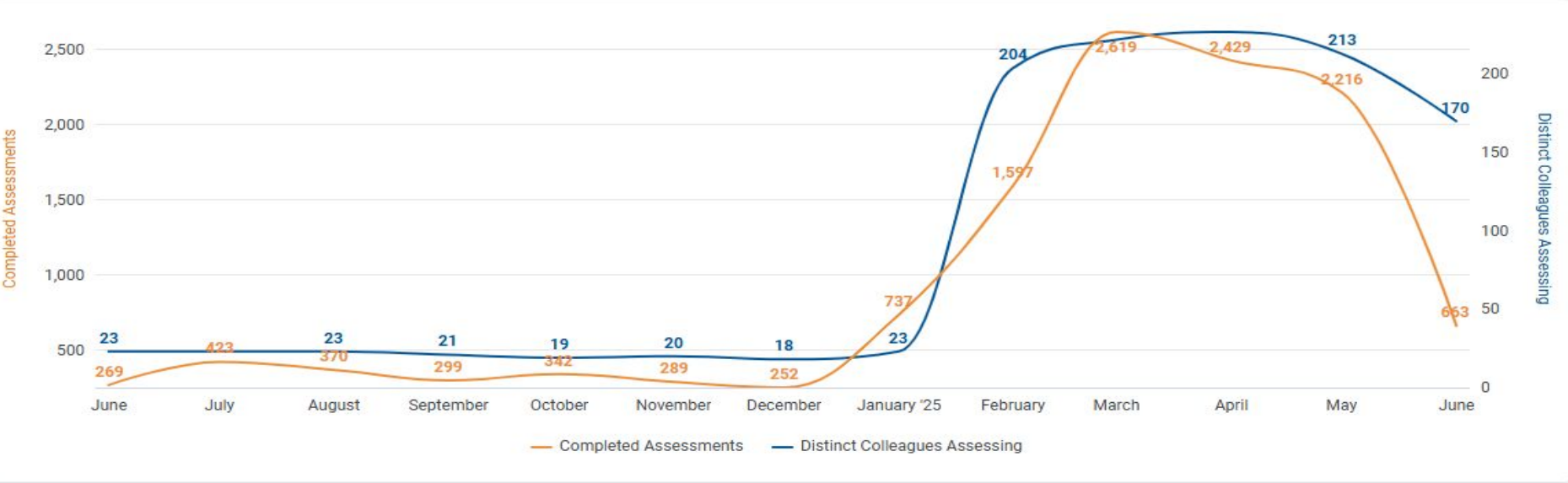
☐ Rushing

☐ Frustration

☐ Fatigue

☐ Complacency

Risk Analytics



Most Recent Tasks			
	Time of Assessment	Location	Description
1	2025-06-10 02:56:16	Addison	Flex material handler.
2	2025-06-10 02:54:39	Addison	Roll change.
3	2025-06-10 02:22:10	Addison	Strip rolls at flex .
4	2025-06-10 02:21:44	Addison	Load rolls on to trolleys.
5	2025-06-10 01:39:49	Brownsville	Loading hoppers
6	2025-06-10 01:33:06	Addison	Covering for 3rd shift pack tech working 16hrs.
7	2025-06-10 01:21:13	Addison	Cleaning sheeter pit.
8	2025-06-10 01:00:13	Rock Hill	Palletize finished roll
9	2025-06-10 00:36:47	Rock Hill	dont walk under hanging rolls
10	2025-06-09 23:36:59	Brownsville	Loading a bale truck
11	2025-06-09 23:03:42	Rock Hill	Forklift
12	2025-06-09 22:52:26	DuBois	Filling hoopers
13	2025-06-09 22:48:12	DuBois	Routine work
14	2025-06-09 22:08:25	Rock Hill	Reset perf
15	2025-06-09 21:58:44	Rock Hill	Clean blanket
16	2025-06-09 20:53:57	Brownsville	Blowing dust off sheeter
17	2025-06-09 20:43:18	Rock Hill	Bump gear right out on 44-4
18	2025-06-09 20:40:22	Rock Hill	Did lean test on bunch folder
19	2025-06-09 20:37:52	Rock Hill	Clean Plate and Blanket
20	2025-06-09 20:12:19	Brownsville	Unloading trucks
21	2025-06-09 19:58:54	Rock Hill	Hanging 2 presses
22	2025-06-09 19:18:07	Addison	Rework reams
23	2025-06-09 19:15:07	DuBois	Loading a drop trailer.
24	2025-06-09 18:37:22	Rock Hill	Routine task
25	2025-06-09 18:03:11	West Carrollton	Working on the dock
26	2025-06-09 18:01:29	DuBois	Hog paper
27	2025-06-09 17:56:04	Addison	Re work
28	2025-06-09 17:40:47	Addison	Rework reams by hand.
29	2025-06-09 15:32:58	Rock Hill	Hanging roll
30	2025-06-09 15:32:56	Brownsville	Stocking supplies in the storeroom
31	2025-06-09 15:31:18	Rock Hill	Hanging 2 presses
32	2025-06-09 15:08:49	Rock Hill	Loading a trailer
33	2025-06-09 14:54:37	Rock Hill	Web, press up
34	2025-06-09 14:47:01	Brownsville	Change line over to 5:ream
35	2025-06-09 14:33:07	Rock Hill	cleaning plate and blanket

Testimonials

- Poka allows us to keep track of these issues we have on the floor to ensure they have been taken care of and documented for future use such as troubleshooting and pinpointing problematic areas with repeat issues. **The app also allows us to easily collaborate with other teams and facilities throughout Domtar to troubleshoot and resolve issues on equipment.** It has also allowed us to make significant improvements to our training methods using the app! We were able to create and document our training procedures using videos, step by step guidelines, and pictures to ensure it can be easily replicated across different teams. **Our call-ins for machine breakdowns have drastically decreased and machine down time has also been decreased so this speaks volume in book from a maintenance aspect!**
- **Poka is an excellent communication tool that will significantly enhance the training process moving forward.** Its troubleshooting features are especially valuable and provide strong support when resolving issues.
- **Poka's Skills and Task feature is an outstanding tool for tracking employee competencies and ensuring everyone is properly trained and qualified.** It offers clear visibility into who is certified for specific skill, helping us uphold safety and compliance standards. **Additionally, the task management function allows for clear communication when assigning tasks to specific employees, complete with due dates and expectations.** This ensures accountability, keeps everyone aligned, and supports ongoing development by helping close skill gaps across the team



Domfar