

STAKEHOLDER ENGAGEMENT GUIDELINES

These guidelines identify National Bank of Canada’s main stakeholders and describe how the Bank engages with them.

Importance of the Dialogue With Stakeholders

The Bank’s management and the Board of directors consider the Bank’s governance to be the result of collaborative work. The Bank plays a key role in society, and it’s through concerted efforts with its various stakeholders that it can contribute in a sustainable manner. The rapid evolution of standards and aspirations with regards to Environmental, Social and Governance (ESG) related matters brings forth countless opportunities to further these conversations and create new ways to tackle the challenges of today’s world. Constructive, open and transparent dialogue with stakeholders is therefore an important element for the Bank, allowing it to identify and understand their viewpoints and concerns, and thus respond accordingly to the changing needs of our society.

The Bank’s growth has long been supported by its dialogue with stakeholders, and the importance of these relationships is at the core of the Bank’s One Mission.

OUR ONE MISSION

We exist to have a **POSITIVE IMPACT** in people’s lives.

By building **long-term relationships** with our clients, employees and communities.

People first.

The Bank has various stakeholders. For the purposes of these guidelines, its main stakeholders are those listed in the Bank’s One Mission: its employees, its clients, and the communities, to which we add its shareholders.

How the Bank Dialogues with Its Stakeholders

In the normal course of its business, the Bank initiates the conversation with stakeholders and ensures that they can easily take contact. Frequency of communication and the communication channels used depend on the stakeholders concerned.

In addition, the Board of directors regularly receives reports and presentations on topics related to each of the Bank’s main stakeholders and engages with management on these matters.

Here are some of the ways the Bank’s management and the Board of directors engage with the Bank’s main stakeholders:

STAKEHOLDERS	MAIN INTERACTIONS
Clients	<ul style="list-style-type: none"> • Discussions through customer service and branch network (in person, by phone, email, social networks, digital platforms, etc.) • Satisfaction surveys and working groups • Educational content on the website and via social networks • Complaint management process • Client Complaint Appeal Office • Discussions and meetings between management or the Board of directors and consumer associations • Meetings at client events
Employees	<ul style="list-style-type: none"> • Quarterly conferences with the President and other members of the management • Internal social networks • Surveys and discussion groups on employee experience • Employee Ombudsman and Ethics Ombudsman • Inclusion and Diversity Council • Employee resource networks

	<ul style="list-style-type: none"> • Team meetings • Visits from management and members of the Board of directors • Idea-sharing tribune to improve employee experience (Voice of Employees) • Employee Assistance Program
Communities (and peers, interest and industry groups, regulatory authorities and governments, etc.)	<ul style="list-style-type: none"> • Participation in consultations, roundtables, surveys, conferences and forums • Participation in charity events • Participation in initiatives led by groups from different communities or representing various interests • Participation in academic research • Participation in incubators and accelerators • Volunteering program • Participation in peer working groups • Involvement with industry or business associations • Media relations • Dialogue and meetings between management, the Board of directors and regulatory or governmental authorities
Shareholders and investors (and analysts, brokers, etc.)	<ul style="list-style-type: none"> • Transaction-free presentations, meetings, calls and discussions with management • Transaction-free presentations, meetings, calls and discussions with the President of the Board and Board members • Quarterly conference calls and webcasts • Broker-sponsored conferences • Press releases • Investors Relations Service • Meetings with the management of the Bank and the Board of directors • Annual Meeting of Shareholders (management and shareholder proposals, including the advisory vote on executive compensation; and question period)

Publications

In addition to those interactions, the Bank informs and communicates with stakeholders through documents it publishes on its website (www.nbc.ca). These documents provide information on many topics of interest to all its stakeholders, namely:

- its financial results: Annual Information Form, Annual Report, quarterly financial statements, etc.
- its governance: Management Proxy Circular, etc.
- its extra-financial performance: Report on Environmental, Social and Governance Advances (ESG), Social Responsibility Report, Inclusion and Diversity Booklet, etc.

Commitment

The Bank and the Board reiterate their commitment to openly engage with the Bank's stakeholders and invite them to share their questions or comments through one of the various communication channels available.