

Digital Communications: Best Practices



EARNING CALLS - VIRTUAL MEETINGS – QUESTIONS FROM SHAREHOLDERS

AGENDA

1. Introductions
2. Virtual Event Best Practices
3. Best Practices in Addressing Shareholder Questions
4. Virtual Shareholder Meetings
 - Adoption Statistics – past, current, future
 - Current State-of-Incorporation Virtual Meeting Usage
5. Best practices
 - How Virtual Meetings Work
 - Commonly Asked Questions
 - Decision Points
6. Looking forward to 2021
7. Panel
 - Louis Baltimore – Earnings Calls / Conference Calls
 - Deb Coffman – Virtual Meetings

Introductions



Chris Hummel
Vice President of the Western Region
- Broadridge Financial Solutions



Karen Greene
Vice President, Client Experience
- Q4 Inc.



Louis Baltimore
Head of Capital Development
and Investor Relations
- Nectar Equities



Deb Coffman
Manger, External Communications
- Summit Materials

QUESTIONS FOR MANAGEMENT

Optimize Communication with Shareholders:

Pre-Meeting Questions & Live Virtual Meeting Questions



Pre-Meeting Questions:

- ✓ Preview into shareholder sentiment
- ✓ Understand priorities of investors
- ✓ Early insight into day-of-meeting questions
- ✓ Mitigate unscripted shareholder actions

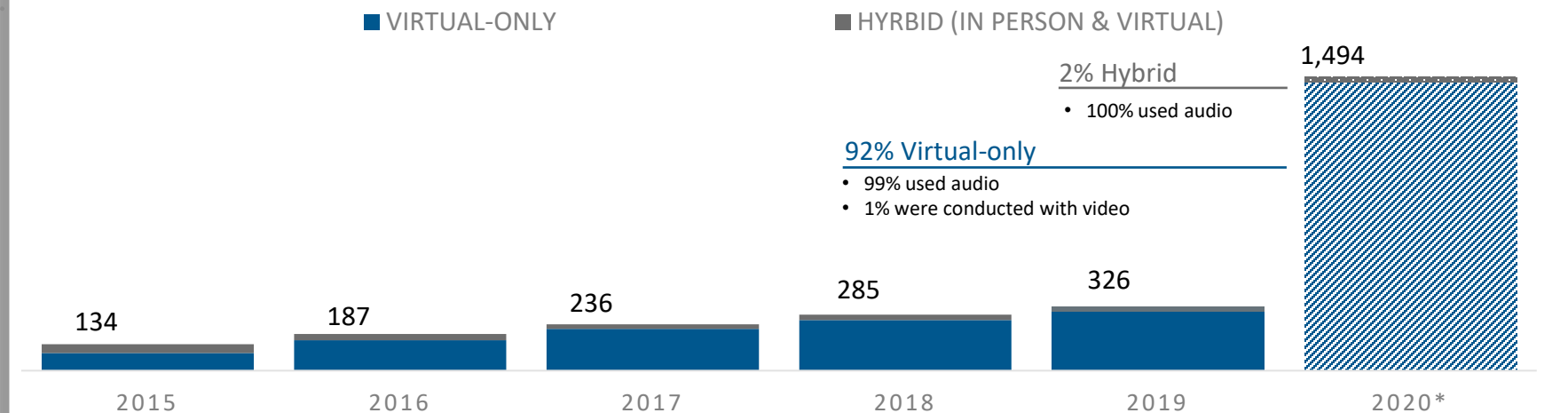
VIRTUAL SHAREHOLDER MEETINGS

Statistics

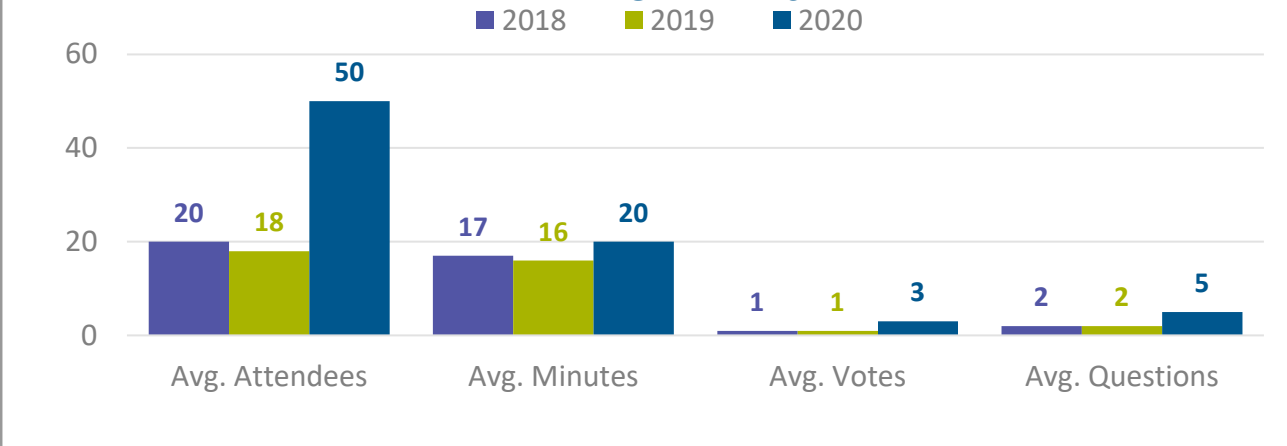
2020 Virtual Shareholder Meetings Key Statistics¹

January 1 – June 30, 2020

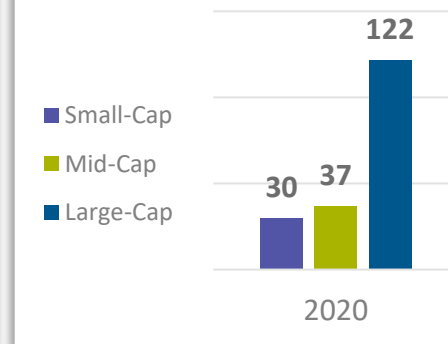
YEAR OVER YEAR GROWTH²



MEETING TRENDS³



Average Meeting Attendees By Market Cap FY20²



¹ Hosted on the Broadridge platform for US listed Issuers

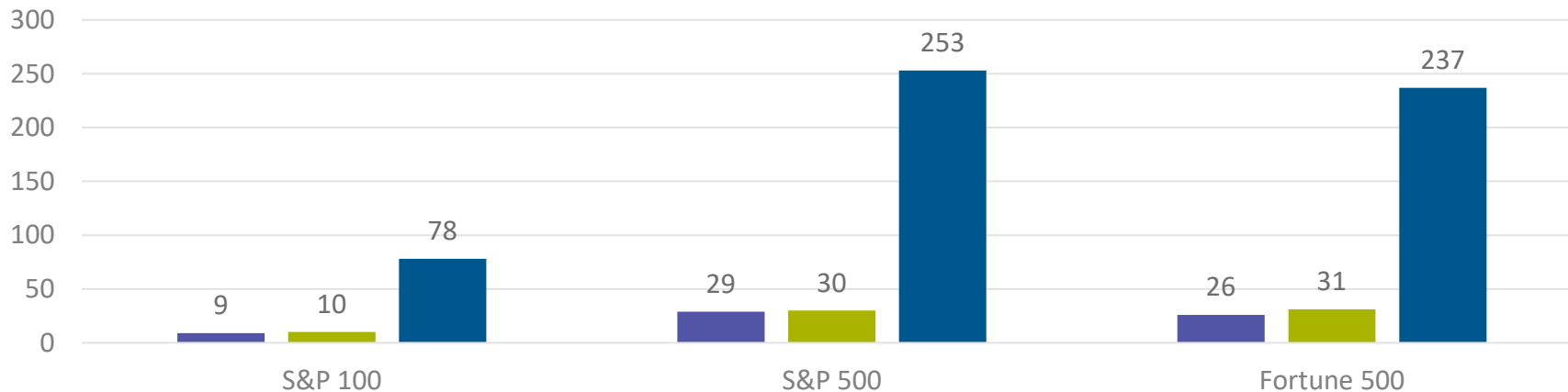
² 2020 data based on meetings completed January 1 – June 30, 2020

2020 Virtual Shareholder Meetings Key Statistics¹

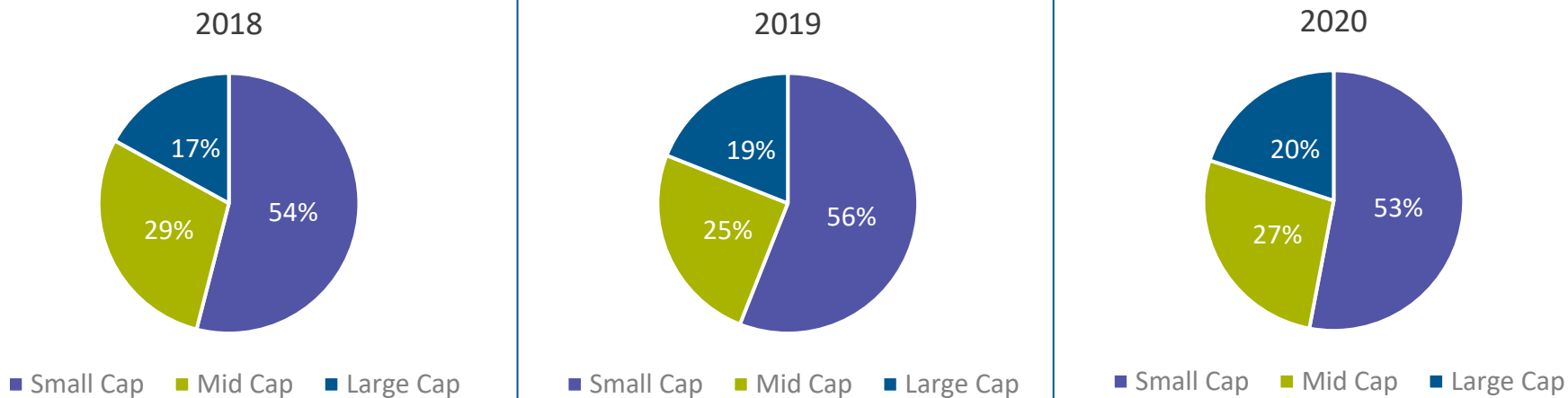
January 1 – June 30, 2020: 3-Year Comparison

INDEXES²

■ 2018 ■ 2019 ■ 2020



MARKET CAP BREAKDOWN²



¹ Hosted on the Broadridge platform

² 2020 data based on meetings completed January 1 – June 30, 2020

Appendix A: States of Incorporation for VSM – March, 2020

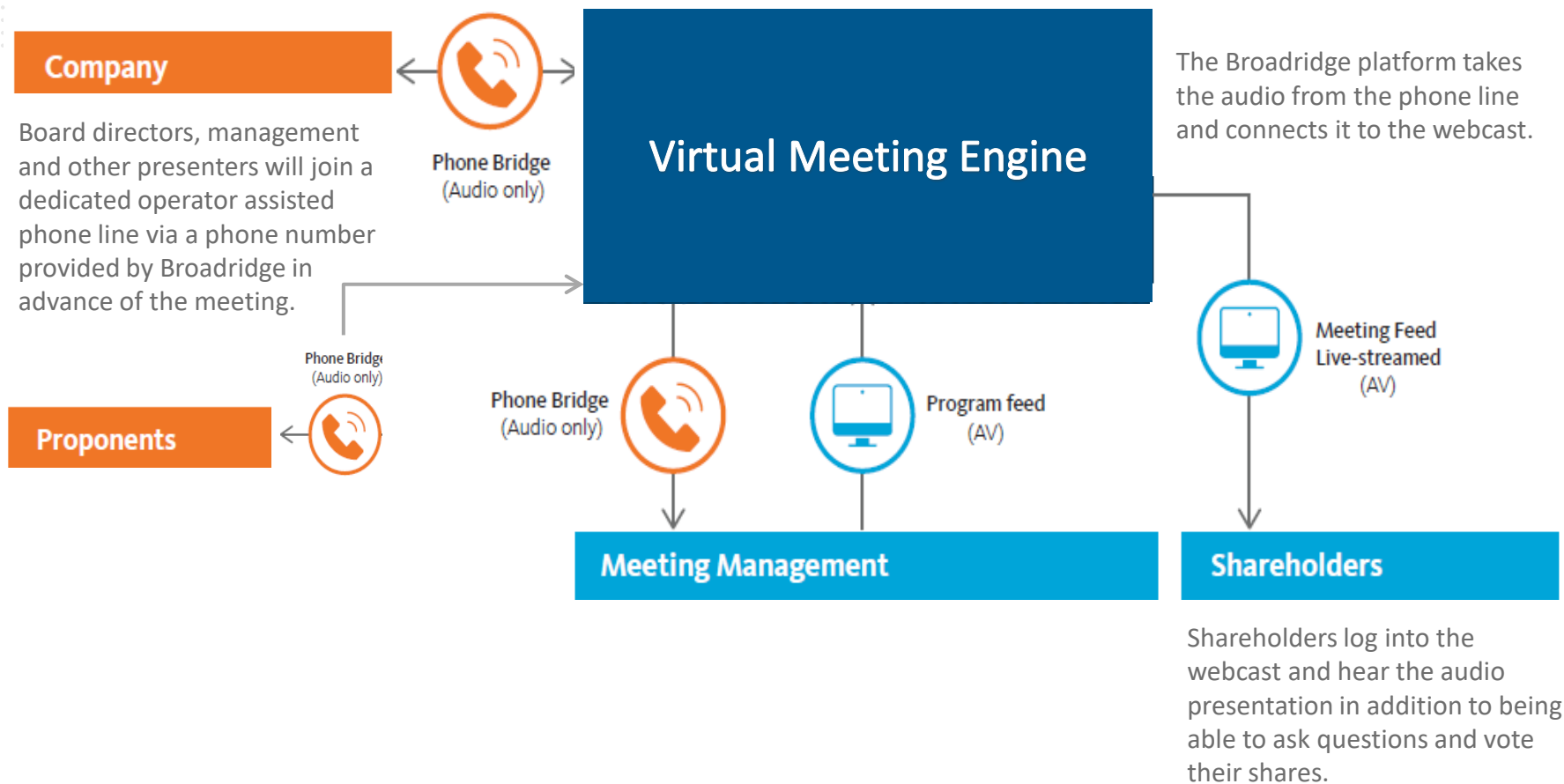
State	Abbrev	Virtual Only Allowed?	Hybrid Allowed?	In-Person Meeting Only?
Alabama	AL	Y	Y	N
Alaska	AK	N	N	Y
Arizona	AZ	Y	Y	N
Arkansas	AR	N	N	Y
California	CA	Y	Y	N
Colorado	CO	Y	Y	N
Connecticut	CT	N	Y	N
Delaware	DE	Y	Y	N
District of Columbia	DC	N	Y	N
Florida	FL	Y	Y	N
Georgia	GA	N	N	Y
Hawaii	HI	Y	Y	N
Idaho	ID	N	N	Y
Illinois	IL	N	Y	N
Indiana	IN	Y	Y	N
Iowa	IA	N	Y	N
Kansas	KS	Y	Y	N
Kentucky	KY	Y	Y	N
Louisiana	LA	N	Y	N
Maine	ME	N	Y	N
Maryland	MD	Y	Y	N
Massachusetts	MA	N	Y	N
Michigan	MI	Y	Y	N
Minnesota	MN	Y	Y	N
Mississippi	MS	N	Y	N
Missouri	MO	Y	Y	N

State	Abbrev	Virtual Only Allowed?	Hybrid Allowed?	In-Person Meeting Only?
Montana	MT	N	Y	N
Nebraska	NE	N	Y	N
Nevada	NV	Y	Y	N
New Hampshire	NH	N	Y	N
New Jersey	NJ	N	Y	N
New Mexico	NM	N	N	Y
New York	NY	N	Y	Y
North Carolina	NC	N	Y	N
North Dakota	ND	Y	Y	N
Ohio	OH	Y	Y	N
Oklahoma	OK	Y	Y	N
Oregon	OR	Y	Y	N
Pennsylvania	PA	Y	Y	N
Rhode Island	RI	Y	Y	N
South Carolina	SC	N	N	Y
South Dakota	SD	N	N	Y
Tennessee	TN	Y	Y	N
Texas	TX	Y	Y	N
Utah	UT	Y	Y	N
Vermont	VT	Y	Y	N
Virginia	VA	Y	Y	N
Washington	WA	Y	Y	N
West Virginia	WV	Y	Y	N
Wisconsin	WI	Y	Y	N
Wyoming	WY	Y	Y	N

VIRTUAL SHAREHOLDER MEETINGS

Best Practices

How a Virtual Meeting works



Commonly asked Questions

- How much will participation increase compared to my physical meeting?
- What edits need to be made to the script?
- What is the best practice for handling Q&A; a certain number of questions, time allotment for questions, all questions answered on IR site?
- Can beneficial shareholders vote? How do you manage the legal proxy?
- What if a shareholder already voted?
- Do most companies give a full business presentation?
- How is the registered shareholder list requirement handled?

VIRTUAL SHAREHOLDER MEETINGS

Looking ahead to 2021

Looking Ahead to 2021

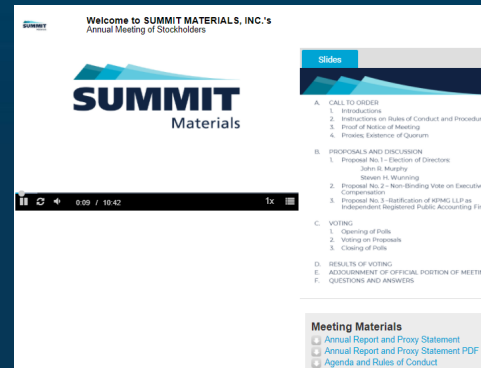
- Psychological shift to how shareholder meetings are conducted
- Adoption beyond Covid-19
- Online meetings in general will be more broadly accepted, but not for all investors
- Technology will evolve to enhance shareholders' experience
- New meaning to the term “rehearsal”, new road map and decision points
- Shareholder engagement - beyond the vote
- Virtual sustainability as part of ESG
- New standards for measuring transparency, new narrative

PANEL SPEAKERS

Louis Baltimore
Nectar Equities
Earnings Calls / Conference Calls



Deb Coffman
Summit Materials
Virtual Meetings





Thank you!

Questions?