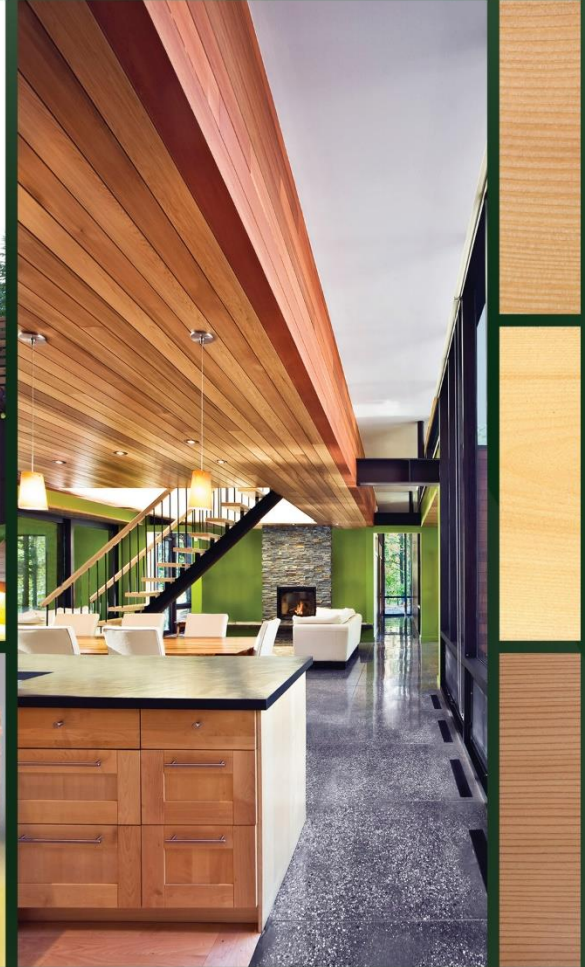


# INVESTOR PRESENTATION

August 2023



Western Forest Products Inc.  
DEFINING A HIGHER STANDARD™

TSX:WEF





# Forward Looking Statements and Non-GAAP Financial Measures



All financial references are expressed in C\$ unless otherwise noted.

This presentation contains statements and estimates that may constitute forward-looking statements under applicable securities laws. Readers are cautioned against placing undue reliance on forward-looking statements. All statements herein, other than statements of historical fact, may be forward-looking statements and can be identified by the use of words such as “will”, “estimate”, “commit”, “anticipate”, “expect”, “should”, “could”, “continue”, “may”, “pursue”, “explore” and similar references to future periods.

Forward-looking statements in this presentation include, but are not limited to, statements relating to our current intent, belief, projection or expectation with respect to: domestic and international market conditions, demands and growth; economic conditions; our acquisition, growth, marketing, product, wholesale, operational, production and capital allocation and investment plans and strategies including, but not limited to, our dividend plan and share repurchase plan; our sustainability-linked credit facility; our expected operating results and future earnings stability; our competitive position and expectations regarding future competition; the impact of mass timber developments on climate change and wood products demand; the Company’s ability to navigate logistics constraints; the Company’s net positive climate impact; fibre availability; legal and regulatory developments; the Company’s ability to diversify and grow its business through its strategic acquisitions; discussions with area First Nations around future acquisitions of ownership interests in Tsawak-qin Limited Partnership; and the expected completion times, budgets, results and returns of the Company’s capital projects.

Although such statements reflect management’s current reasonable beliefs, expectations and assumptions regarding the future of our business, future plans and strategies, projections, anticipated events and trends, the economy and other future conditions, there can be no assurance that forward-looking statements are accurate, and actual results and performance may materially vary. Many factors could cause our actual results or performance to be materially different including: changes in economic and financial conditions, changes in demand for forest products, changes in competition and selling prices, international trade disputes, changes in foreign currency exchange rates and interest rates, labour disputes and disruptions, natural disasters, changing relations with First Nations groups, the availability of fibre and allowable annual cut, developments and changes in laws and regulations affecting the Company or the forestry industry, changes in the price of key materials for our products, changes in business opportunities, existence of a public health crisis (including future developments in the COVID-19 pandemic) and other factors discussed in the Company’s Management’s Discussion & Analysis for the three months and year ended December 31, 2021 (the “MD&A”), which is available on our website at [www.westernforest.com](http://www.westernforest.com). The foregoing list is not exhaustive, as other factors could adversely affect our actual results and performance. Forward-looking statements are based only on information currently available to us and refer only as of the date hereof. Except as required by law, we undertake no obligation to update forward-looking statements.

During the course of this presentation, certain non-GAAP financial information will be presented. Definitions and reconciliation of terms can be found in the MD&A for Western Forest Products Inc. (the “Company”).



# Western At A Glance

A Sustainable, Specialty Wood Products Company



# Western At A Glance



**Sustainable**

Products and Practices



**\$1.16 Billion**

Last 8-years Average Annual Revenue



**\$139 Million**

Last 8-years Average Annual EBITDA



**36%**

Of Historical Sales to International Markets



**\$305 Million**

Market Capitalization and Listed on the TSX



**Strong**

Environmental, Social, & Governance (“ESG”) Practices and Policies



**1+ Billion**

Board Feet of Annual Lumber Capacity at 7 Sawmills



**Four**

Remanufacturing Facilities, Two Glulam Facilities, One Distribution Centre



**5.8 Million m<sup>3</sup>**

Of Allowable Annual Cut From Our B.C. Timberlands

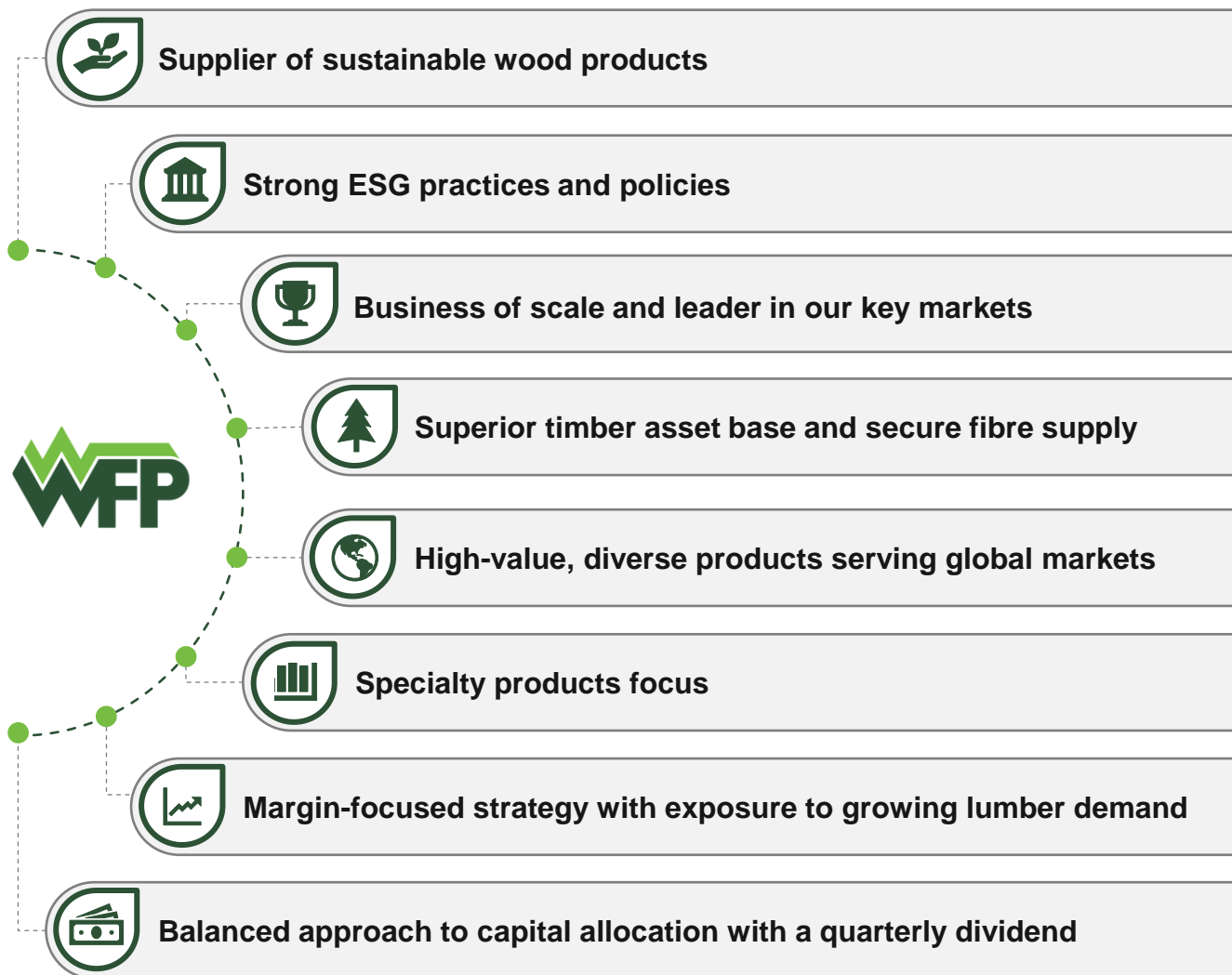


**2,000+**

Employees

A Global Leader In Specialty Lumber Products

# Why Own Western



Western Is The Premier Wood Products Company To Own



# Western's Lumber Products Are Used In Multiple Sustainable End Uses Around The World



## Outdoor Living

Decking, Timbers, Fencing Products, Outdoor Structures



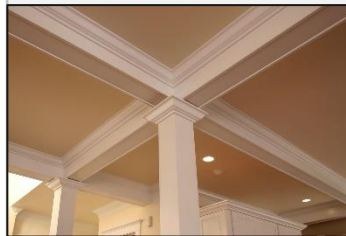
## Exterior Appearance

Siding, Trim & Fascia, Soffits, Door & Window Products



## Interior Living

Interior Paneling, Interior Mouldings, Architectural Millwork, Stair Components



## Structural

Timbers, Framing, Japanese Housing, Engineered Products



## Industrial

Lamstock, Packaging & Crating, Cross Arms, Mat Stock, Bridges, Docks & Rail Ties



Western's Products Come From A Sustainable Building Material



# Wood Is Sustainable, Durable And Naturally Beautiful



# Wood Is A Sustainable Building Material



Wood is the only major building material that is renewable



Wood is recyclable and biodegradable and comes from sustainably managed forests



Wood products play an important role in mitigating climate change



Wood products help reduce greenhouse gases and have the lowest impact of all building materials on air and water quality



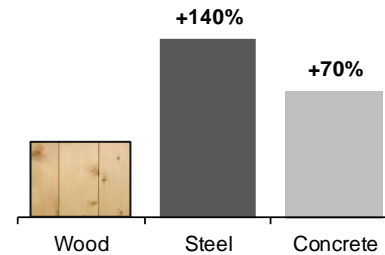
Wood products require less energy to produce than concrete and steel



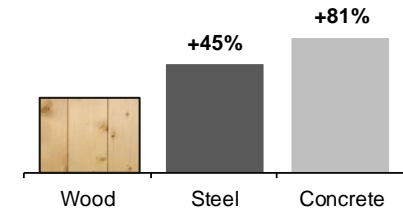
Wood products result in less solid waste than concrete and steel

## Sustainability of Wood vs. Steel vs. Concrete<sup>(1)</sup>

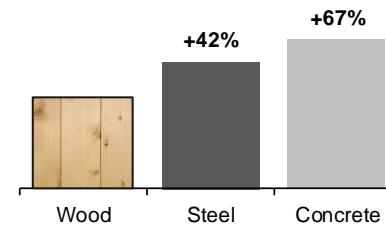
Total Energy Use



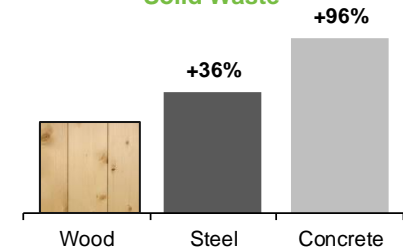
Greenhouse Gases



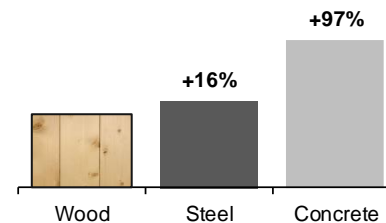
Air Pollution



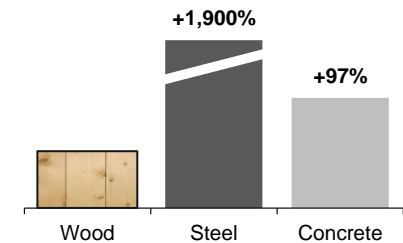
Solid Waste



Ecological Resource Use



Water Pollution



(1) Source: ATHENA™ Sustainable Materials Institute life-cycle research via the Western Red Cedar Lumber Association

Wood Products Outperform Steel And Concrete From A Sustainability Perspective



# Mass Timber Buildings Further Support The Growth Of Wood As A Sustainable Building Product



Increased use of wood in buildings will drive climate change benefits and increase wood products demand

Maximizing wood use in both residential and commercial construction could remove an estimated



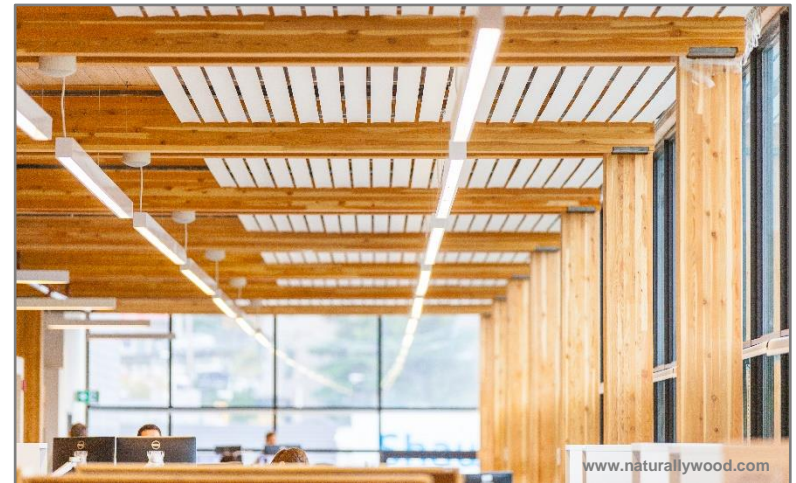
**21 Million**

Tons of CO<sub>2</sub> Annually

=

**4.4 Million**

Cars Taken Off The Road Annually<sup>(1)</sup>



## Links To External Resources



(1) Source: Think Wood

A Sustainable Opportunity To Grow The Demand For Wood Products

# Wood Products Play An Important Role in Mitigating Climate Change



New trees are planted and the cycle of carbon removal continues



Growing trees absorb carbon from the air and release oxygen



When trees are harvested, the carbon remains stored in wood products



As trees mature the rate of carbon removal decreases





# Western's Commitment To ESG



## Environment Stewardship

Sustainable Forestry Practices,  
Sustainable Products, Climate  
Change, Biodiversity



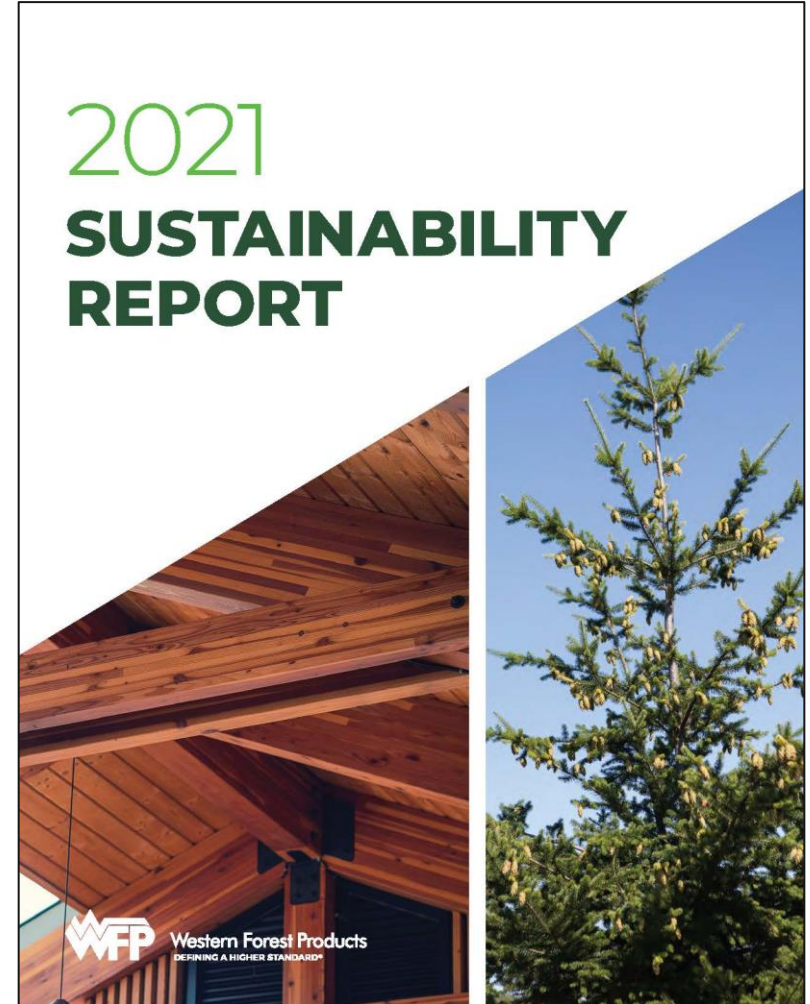
## Social Responsibility

Health & Safety, People &  
Culture, Diversity, Stakeholder  
& Community Engagement



## Corporate Governance

Best Practices, Board  
Composition and Diversity,  
Executive Compensation,  
Ethics, Integrity



Western Is Committed To Defining A Higher Standard<sup>®</sup> On ESG

# Western's ESG Highlights



4 Western Forest Products – 2021 Sustainability Report

## 100%

of our managed tenures are third party certified

## 100%

identified wildlife features retained, including bear dens and bird nests

## 648

big trees conserved since 2018

## 685,459

hectares (or 52%), within our tenures are conserved from harvest activity – the equivalent of 1,276,936 football fields

## 970,032

tCO<sub>2</sub>e was removed as a result of Western's activities in 2020

Western Forest Products – 2021 Sustainability Report 5

## \$2.2M

provided in total community investments since 2017

## \$1.03B

in employee wages and benefits paid since 2017 – supporting our people and communities

## Zero

work-related COVID-19 transmissions were recorded in 2021 for the second year in a row

## 40

active agreements with Indigenous groups or Indigenous organizations

## 37.5%

percentage of women

board directors and executive officers as at December 31, 2021



# Advancing Our Carbon Accounting Reporting

## Advancements made during 2022:

- Expanded our reporting to include Scope 1, 2, and 3 emissions assessments
- Forecast Western's carbon balance 100 years into the future
- Received third party assurance over our 2020 carbon accounting report

Western is a net carbon sink, according to 2020 carbon accounting<sup>(1)</sup>

Western's  
Carbon  
Balance<sup>(2)</sup>

**-970,032**  
tonnes of CO<sub>2</sub> equivalent

(1) In accordance with the GHG Protocol Corporate Accounting and Reporting Standard by the World Resources Institute, 2004  
(2) For consistency with international reporting, a negative balance constitutes a net carbon sink

## 2020 CARBON ACCOUNTING REPORT



# Environmental Stewardship

## Sustainability

- 100% of our managed tenures are certified
- Sustainably manage and harvest the entire forest profile over generations
- Reforest every hectare we harvest
- Only forestry company on the B.C. Coast to operate a seed orchard and tree nursery
- More than 3 trees planted for every 1 tree harvested in 2021
- Limit wood waste in our operations; utilize 100% of logs at our mills



## Climate Change

- 970,032 tonnes of CO<sub>2</sub> equivalent was removed as a result of Western's activities in 2020
- Forests play a key role in the global carbon balance and sequestering carbon
- Consider climate change in our forest planning
- Manage fertilization to improve soil nutrient to increase carbon sequestration in coastal forests
- Implement energy reduction / efficiency initiatives in our sawmills



## Biodiversity

- Manage biodiversity and other environmental values to maintain forest health
- Standards in place that protect both species and habitat
- First forestry company in British Columbia to issue a policy on "Big Trees"
- Manage for water quality and quantity, community watersheds and streams / riparian areas



Western Is Committed To The Strongest Environmental Practices



# Social Responsibility



## Health & Safety

- Our goal is a zero-incident workplace
- Annual safety training for all employees and contractors
- ISNetworld certification process for contractors
- Comprehensive hands-on, job-specific training
- Independent audits and inspections
- Environmental, Health and Safety Board committee
- Comprehensive Health and Safety Management System



## People & Culture

- Provide equal opportunity and promote diversity at all levels
- Total rewards approach to compensation to attract, retain and motivate employees
- Support freedom of association and collective bargaining
- Invest in our people through annual training and education
- Women represent 25% of our executive officers
- 25% of executive officers self identify as being from a visible minority
- Indigenous employment is an important component for the diversity of our workforce



## First Nations & Community

- Committed to advancing mutually beneficial relationships and reconciliation with First Nations
- Positive working relationships with First Nations through information sharing, timber harvesting, silviculture, planning and other mutually beneficial arrangements
- Engage with a broad range of stakeholders
- Stakeholders have provided feedback to our ESG progress and reporting
- Focus on supporting initiatives that promote culture, recreation, education and sustainability



Western Is Committed To Our People, Communities And Stakeholders

# Reconciliation With First Nations: Western And Huu-ay-aht First Nations, A Success Story



## Building a Mutually Beneficial Relationship with Huu-ay-aht First Nations

2017

- Established a relationship
  - Sale and purchase of three properties
  - Long-term lease back of a dry land sort in Sarita Bay, B.C.
  - Market log harvesting agreement for 200,000 m<sup>3</sup>
- Employment and training agreement to increase the number of Huu-ay-aht citizens participating in the forest sector



2018

- Signed a Reconciliation Protocol Agreement
- Continued to explore potential alternative ownership structures in Huu-ay-aht's traditional territories



2019

- Completion of Huu-ay-aht's purchase of a 7% beneficial ownership interest in a newly formed limited partnership (TFL 44 LP), consisting of certain assets in Western's Port Alberni Forest Operations, including Tree Farm Licence 44



2021






- Completion of Huu-ay-aht's purchase of an incremental 28% beneficial ownership interest in TFL 44 LP from Western for \$22.4 million
- TFL 44 LP name change to Tsawak-qin Forestry Limited Partnership (effective January 2022)

Developing Mutually Beneficial Relationships To Advance Reconciliation With First Nations



# Further Advancing Indigenous Relationships

- Investing time and resources in fostering positive working relationships with Indigenous groups
  - Information sharing
  - Joint sustainable forest management planning
  - Timber harvesting
  - Reforestation practices
  - Restoration initiatives
  - Other mutually beneficial interests
- Creating jobs, training opportunities and supporting communities

Selected Milestones <sup>(1)</sup>		
	<p>huu ayah't ANCIENT SPIRIT, MODERN MIND</p>	Tsawak-qin Forestry Limited Partnership and Hišuk ma c'awak Integrated Resource Management Plan
	<p>nanwakolas COUNCIL</p>	Integrated Resource Management Plan
	<p>'NAMGIS FIRST NATION</p>	Forest Landscape Plan Pilot
	<p>Tla'amin Nation 4a7amen Nation</p>	Tla'amin Territory Forest Resources Plan
		Land Agreement (with Quatsino First Nation)
	<p>Lilwat Nation</p>	Sale of Ownership Interests in Forest Licences

(1) See Western's 2022 and 2021 Annual Report for additional details

# Community Involvement And Support



COMMUNITY UNITY TRAIL  
Zeballos ----- Tahsis

Western Forest Products Inc.  
DEFINING A HIGHER STANDARD™

## Forestry company donates nearly three acres of land for Tahsis & Zeballos' community trail project

Western Forest Products' five parcels of land will serve as an access point to the Community Unity Trail

## Friendship Garden at Cedar Elementary in Campbell River, B.C.

It's so uplifting to see how we can make an impact in our community.

**SEHLEEAH SCHEVERS**  
Western Forest Products employee and Cedar Elementary mom



## Contributions To Support Communities

### Western announces \$50,000 donation for wildfire relief and readiness efforts

Support to help impacted communities with long term recovery and preparedness for future events

Provide access to a number of public recreation sites located in our working forests via our extensive network of maintained resource roads

- OPEN**
- Spencer Cove
  - Nimpkish Lake
  - Kinman Creek
  - Lwr Klaklakama
  - Upr Klaklakama
  - Anutz Lake
  - Atluck Lake
  - San Josef
  - Woss Lake



For more company and community news, visit us on





# Corporate Governance



## Best Practices

- Independent Board Chair
- Annual director elections
- Annual director assessments
- Annual say-on-pay voting
- Majority voting for director election
- Whistleblower hotline
- Comprehensive and transparent disclosure
- Extensive shareholder engagement
- Diversity and inclusion policy



## Board Composition

- 87.5% of directors are independent
- 50% of committees chaired by women
- Average director tenure of 2.4 years
- Average director age of 62 years
- History of 100% director attendance
- Equity ownership requirements for directors
- Diversity a consideration in director selection



## Executive Compensation

- Competitive pay to attract and retain talent
- Target compensation at levels near the median of our peer group
- 67% of CEO's target compensation is performance based
- Annual goal setting aligned with long-term strategy, ESG and shareholder value
- Clawback and hedging policies
- Performance based awards linked to various shareholder value metrics
- Minimum equity ownership requirements for CEO and top executives

Western Is Committed To The Strongest Corporate Governance Practices

## Sustainability-Linked Credit Facility

Western was the 1<sup>st</sup> North American public paper and forest products company to transition to a sustainability-linked credit facility

- Increase or decrease borrowing costs by up to five basis points based on the outcome of sustainability-linked goals
- Pricing grid and covenant package consistent with prior credit facility
- Credit facility maturity date extended to July 2025
- Retain accordion feature to increase the aggregate amount available to \$350 million, subject to lender approval



**\$250 million**

Sustainability-Linked Credit Facility

**Borrowing Costs Linked To Three Sustainability-Linked Goals**



**Health & Safety**



**Workforce Diversity**



**First Nations Relationships**

**Maturity: July 2025**

Further Demonstrates Western's Leadership And Accountability To Continuous Improvement And Advancement Of Our Sustainability And ESG Initiatives



# Company Snapshot

Sustainably Growing and Creating Long-term Shareholder Value



# Who We Are: Our Mission, Vision And Values



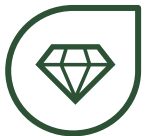
## Our Vision:

To provide the most sustainable building materials on the planet



## Our Mission:

We safely produce high margin, targeted specialty building materials for our selected global customers in a value for service relationship



## Our Values:

Our values guide us in Defining a Higher Standard<sup>®</sup> in what we do:

- We are committed to personal safety, sustainable management and environmental stewardship
- We behave with integrity, passion and transparency
- We seek mutually beneficial relationships
- We are dedicated to a culture of accountability and continuous improvement



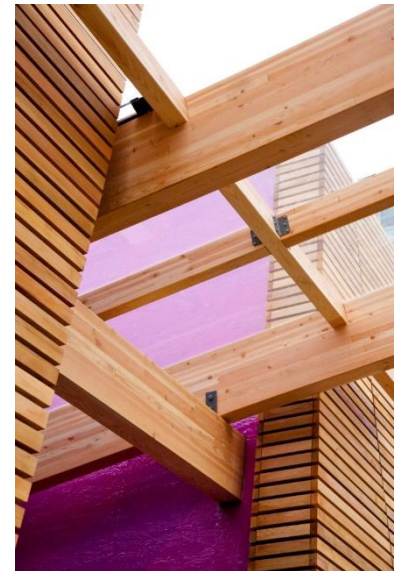
Defining a Higher Standard<sup>®</sup>



# What We Do: Margin-Focused, Specialty Lumber Company

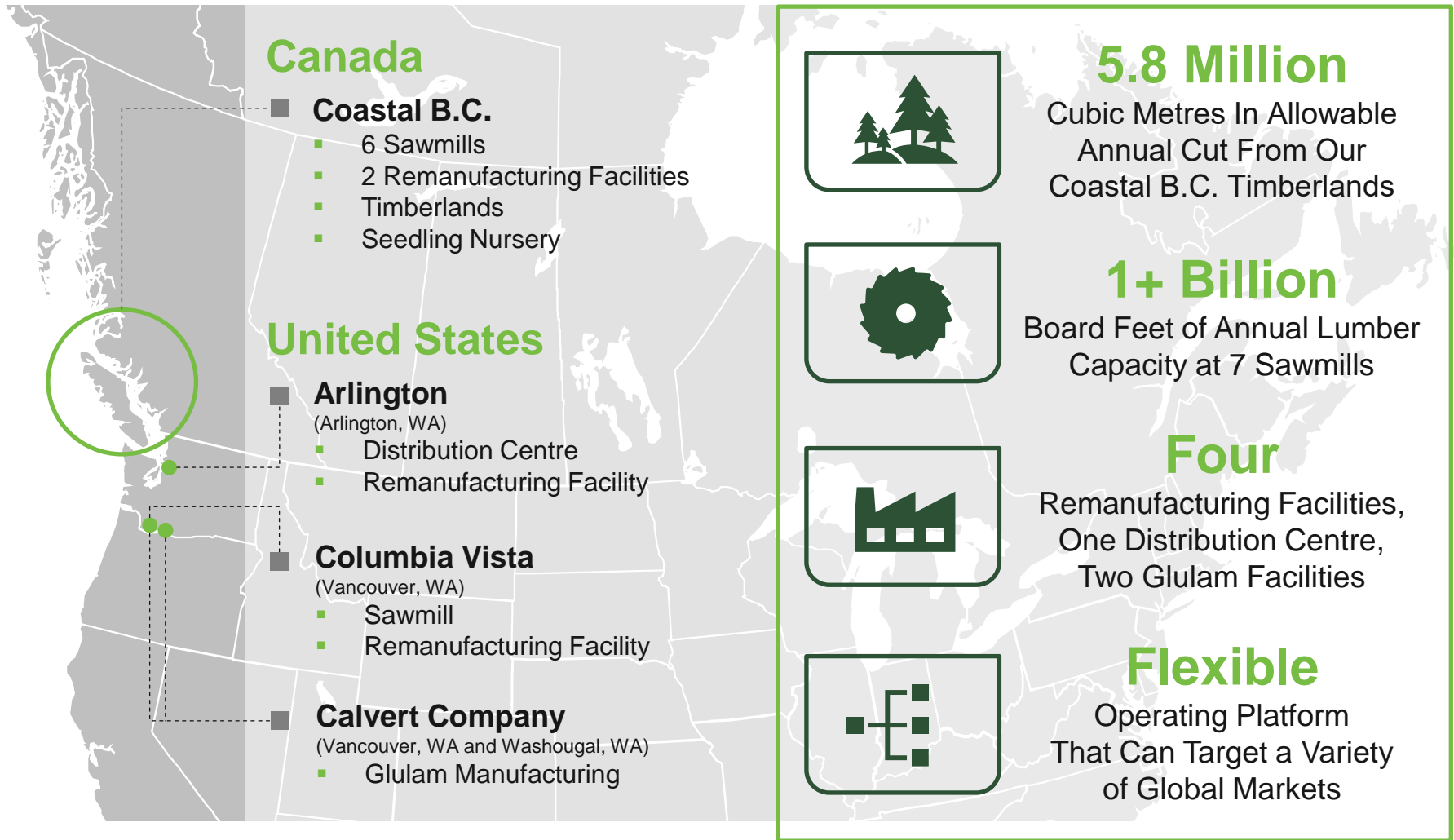


- Leading cedar lumber, timbers and Japan square manufacturer in North America
- Offer a range of appearance, structural and industrial wood products
- Our products are used in various outdoor living, interior living, exterior appearance, structural and industrial applications
- Diverse species mix, offering cedar, hemlock, balsam and Douglas fir products
- Global customer base



Western Is A Leading Global Supplier Of Specialty Wood Products

# Where Do We Do It: Serve Global Markets From Coastal B.C. And Washington



See Appendix for detailed listing of sawmills and remanufacturing facilities

Strategically Located Manufacturing Locations With Secure Fibre Supply

# How We Have Performed: Financial Snapshot



**\$1.16 Billion**

Last 8-year Average Annual Revenue <sup>(1)</sup>



**\$139 Million**

Last 8-year Average Annual EBITDA <sup>(1)</sup>



**\$34.8 Million**

Net Debt on the Balance Sheet at the end of Q2/23



**\$196 Million**

Available Liquidity at the end of Q2/23

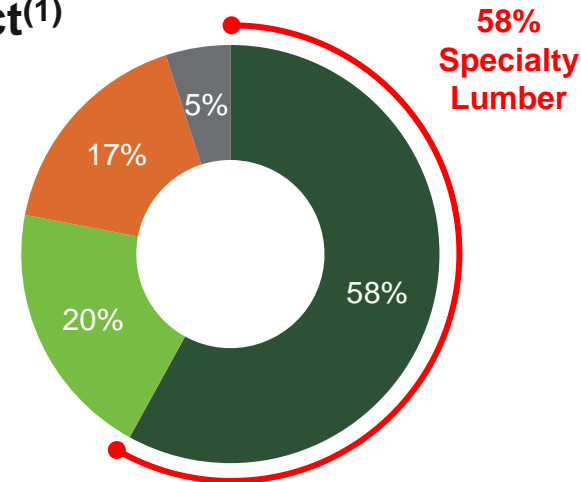


**\$305 Million**

Market Capitalization<sup>(2)</sup>

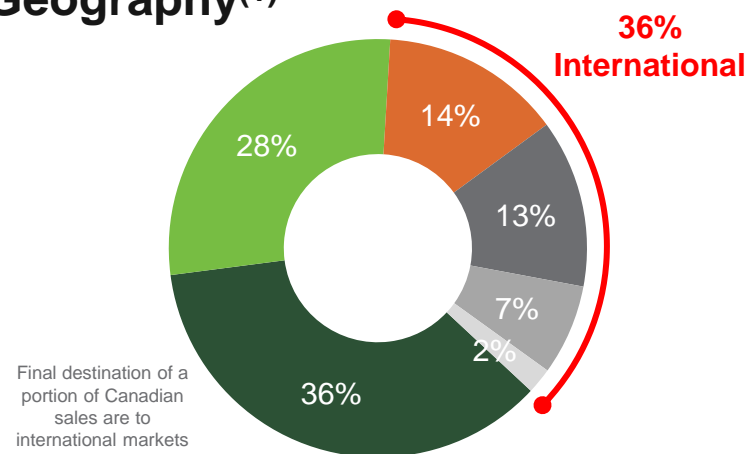
## Annual Sales by Product<sup>(1)</sup>

- Specialty Lumber
- Commodity Lumber
- Logs
- By-products



## Annual Sales by Geography<sup>(1)</sup>

- Canada
- United States
- China
- Japan
- Other
- Europe




<sup>(1)</sup> Annual average from 2015 to 2022, including strike impacted 2019 and 2020

<sup>(2)</sup> Based on closing share price of \$0.96 on August 18, 2023



# What Are Our Priorities: Focus On Growing Long-term Shareholder Value



Strategic Priority	Description
 <p><b>Business Excellence</b></p>	<ul style="list-style-type: none"> <li>▪ Focusing on operating execution and excellence, with a mindset of continual improvement</li> <li>▪ Commitment to health, safety and environmental compliance</li> <li>▪ Improving recovery, efficiency and margin in our operations</li> <li>▪ Developing strategic relationships with customers, First Nations, communities, shareholders and other stakeholders</li> </ul>
 <p><b>First Nations Partnerships</b></p>	<ul style="list-style-type: none"> <li>▪ Developing mutually beneficial relationships and partnerships with First Nations</li> <li>▪ Remaining committed to participate in economic reconciliation</li> <li>▪ Advancing First Nations partnerships and investment opportunities in B.C. to support greater long-term clarity for the stewardship and management of the land base</li> </ul>
 <p><b>Business and Asset Optimization</b></p>	<ul style="list-style-type: none"> <li>▪ Optimizing our asset and operating portfolio</li> <li>▪ Improving financial performance, asset utilizations, recovery, return metrics and reducing costs</li> <li>▪ Implementing best-in-class technology in our operations</li> </ul>
 <p><b>Growth in Specialty Wood Products</b></p>	<ul style="list-style-type: none"> <li>▪ Growing our business where we can create long-term shareholder value and be market leaders</li> <li>▪ Moving our products further up the product value chain, closer to the end customer</li> <li>▪ Focusing on specialty wood products, engineered wood products and mass timber opportunities</li> </ul>
 <p><b>Stewardship and New Revenue Opportunities</b></p>	<ul style="list-style-type: none"> <li>▪ Implementing best practices, policies and standards related to Environmental, Social and Governance (“ESG”), and sustainability and stewardship of the assets under our management</li> <li>▪ Exploring new revenue opportunities related to carbon and carbon credits</li> <li>▪ Exploring alternatives for our wood residuals and waste to increase fibre utilization.</li> </ul>

# Company Updates

Sustainably Executing On Our Strategic Priorities








## Second Quarter 2023 Results

### Highlights

- Adjusted EBITDA of (\$12.0) million
- Delivered EBITDA margins in excess of 20% in our engineered wood products division
- Advanced \$29 million in strategic capital projects in B.C. operations
- Returned \$3.9 million to shareholders via dividends

“Our results in the quarter reflect ongoing weak market conditions and a challenging operating environment and cost structure in our British Columbia operations. We remain focused on our key strategic priorities to reposition our business for future success, including optimizing our operating platform, advancing planning and partnerships with Indigenous groups, investing in higher value product manufacturing and growing strategic customer relationships across our product portfolio.”

– **Steven Hofer, President & CEO**

	<b>Revenue</b>	<b>\$276.0</b> Million
	<b>Adjusted EBITDA</b>	<b>(\$12.0)</b> Million
	<b>Adjusted EBITDA %</b>	<b>(4.3%)</b>
	<b>Lumber Shipments</b>	<b>153</b> Million Board Feet
	<b>Net Debt</b> (End of Q2/23)	<b>\$34.8</b> Million

Challenging Market Conditions Continued to Impact Results



# Calvert Acquisition: Positioning For Growth in Mass Timber



- One of the oldest glulam manufacturers in the U.S.
  - Products used in industrial, commercial and residential projects around the world
- Two facilities in Washington
  - Annual capacity of 35 million board feet of glulam
- Calvert owner will remain with Western in a consulting capacity
- Price: US\$12.2 million<sup>(1)</sup>
- Closed: August 31, 2022



(1) Includes inventory

Moving Up The Product Value Chain And Supporting  
Mass Timber Growth Initiatives In North America

# Recently Announced Strategic Capital Investments

- \$29 million of strategic capital investments to support:
  - Value-added manufacturing
  - Grow value-added wood products business
  - Improve long-term competitiveness
- Investment projects underway
  - All projects remain on budget and are expected to be completed by the end of 2023
  - \$20.0 million spent as of June 30, 2023

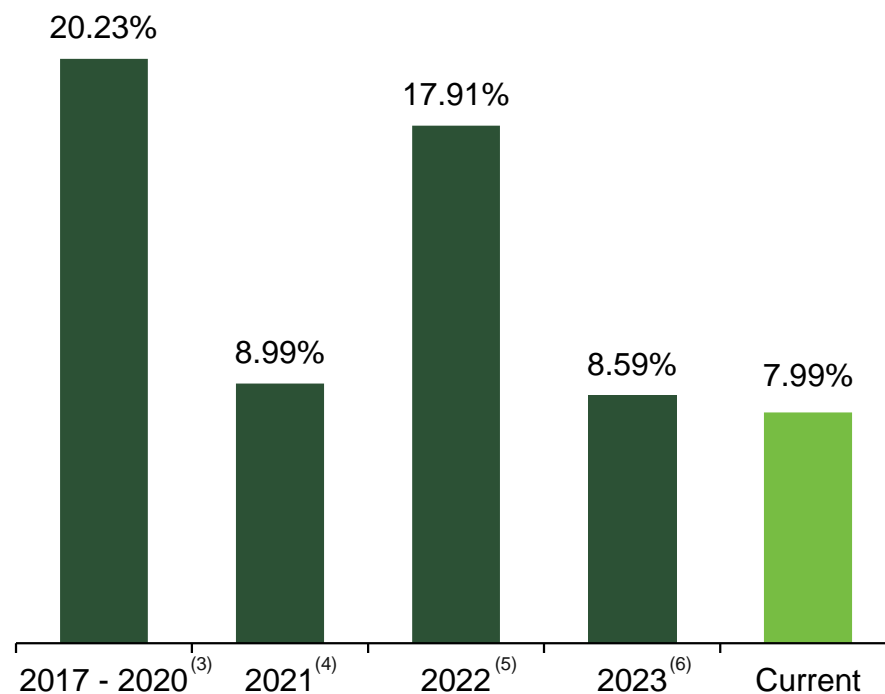
**Strategic Capital Investments Include:**

<div style="font-size: 2em; font-weight: bold; color: #4CAF50;">\$12.3</div> <div style="font-weight: bold; color: #4CAF50;">million</div>	<ul style="list-style-type: none"> <li>■ New continuous kiln at our Saltair sawmill</li> <li>■ Increased capacity for continuous drying of lumber</li> <li>■ Will reduce energy consumption</li> </ul>
<div style="font-size: 2em; font-weight: bold; color: #4CAF50;">\$7.9</div> <div style="font-weight: bold; color: #4CAF50;">million</div>	<ul style="list-style-type: none"> <li>■ Optimize the centralized planer at Duke Point facility</li> <li>■ New equipment, including a machine stress rated (“MSR”) lumber grading machine</li> </ul>
<div style="font-size: 2em; font-weight: bold; color: #4CAF50;">\$8.3</div> <div style="font-weight: bold; color: #4CAF50;">million</div>	<ul style="list-style-type: none"> <li>■ Other capital investments in our B.C. operations</li> <li>■ New kiln control systems at our Saltair sawmill and Value-Added Division</li> <li>■ Support increasing supply of kiln dried finished products for customers</li> </ul>

# Softwood Lumber Duties Update

- Duties on deposit of US\$158.1 million (C\$209.4 million)<sup>(1)</sup>
  - Equates to 69% of Western’s market capitalization<sup>(2)</sup>
  - C\$63.8 million included as a long-term receivable on Western’s balance sheet<sup>(1)</sup>
  
- Current duties rate of 7.99%

**Combined Softwood Lumber Duties Rate**  
(All Others Duty Rate %)



(1) As of June 30, 2023

(2) Based on market capitalization as of August 18, 2023

(3) Up to November 30, 2020

(4) December 1, 2020 to November 30, 2021

(5) December 1, 2021 to August 8, 2022

(6) August 9, 2022 to July 31, 2023

Softwood Lumber Duties Reduced Effective August 2022



## Balanced Approach To Capital Allocation

---

- ✓ Payment of a regular quarterly dividend (\$0.0125 per share)
  - Increased quarterly dividend 25% in May 2022
- ✓ Disciplined annual capital expenditures
  - Approximately \$30 to \$40 million per year in annual maintenance of business and road capex
- ✓ Maintain financial flexibility for strategic capex and growth opportunities
  - Internal and external opportunities
  - Projects and jurisdictions that create the opportunity to grow long-term shareholder value
  - Need to achieve desired internal return hurdles
- ✓ Complement the dividend with share repurchases
  - Renewed 5% NCIB in August 2023
  - Repurchased 12.1 million shares for \$20.3 million in 2022

Since 2013 We Have Returned \$517 Million  
To Shareholders Via Dividends And Share Repurchases

# Capital Allocation: Returning Capital To Shareholders While Growing And Investing In The Business



## Returning Capital To Shareholders

## Investing In Our Business

### Core Allocation



Regular Quarterly Dividend



Disciplined Annual Capital Expenditures

### Opportunistic Allocation



Share Repurchases



Internal Strategic Capital Investments



Value-Enhancing Strategic Acquisitions

**\$517 Million**

Returned to Shareholders Since 2013

**\$582 Million**

Invested in Our Business Since 2013

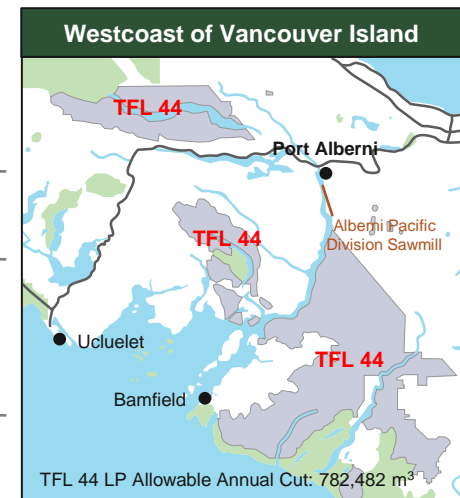
Balance Returning Capital To Shareholders While Investing In Our Business

# Strategic Partnership With Huu-ay-aht First Nations In Tsawak-qin Forestry Limited Partnership



- Tsawak-qin Forestry Limited Partnership consists of certain Western assets and liabilities in its Port Alberni Forest Operation, including Tree Farm Licence (“TFL”) 44
  - Current LP Ownership: Western 65% | HVLP<sup>(1)</sup> 35%
- Long-term log agreement to continue to supply Western’s coastal manufacturing operations
- Continue to have discussions with interested area First Nations around acquiring ownership interests in the Limited Partnership

	Transaction #1 (completed)	Transaction #2 (completed)
Purchase Price	\$7.3 million	\$22.4 million
HVLP <sup>(1)</sup> Incremental Ownership Interest	+ 7%	+ 28%
LP Ownership Interest At Closing	93% HVLP <sup>(1)</sup> : 7%	65% HVLP <sup>(1)</sup> : 35%
Closing Date	Completed March 2019	Completed May 2021



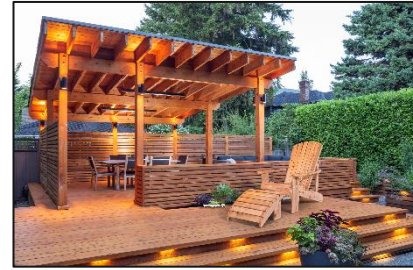
(1) Huumiis Ventures Limited Partnership (“HVLP”), a limited partnership beneficially owned by Huu-ay-aht First Nations



# Growing the Business: Branding Initiatives To Drive Growth



- An exclusive Home Centre brand covering all products
- Targeting end-users and contractors



- Appearance grade residential products (decking, siding, outdoor living)
- Targeting end-users through the distribution and pro-dealer channels



- 4x6 and larger products marketed to residential and industrial markets
- Targeting industrial and distribution customers



Growth Opportunity For Targeted Specialty Products For Our Customers

# Growing The Business: Strategic Acquisitions To Geographically Diversify And Grow the Business



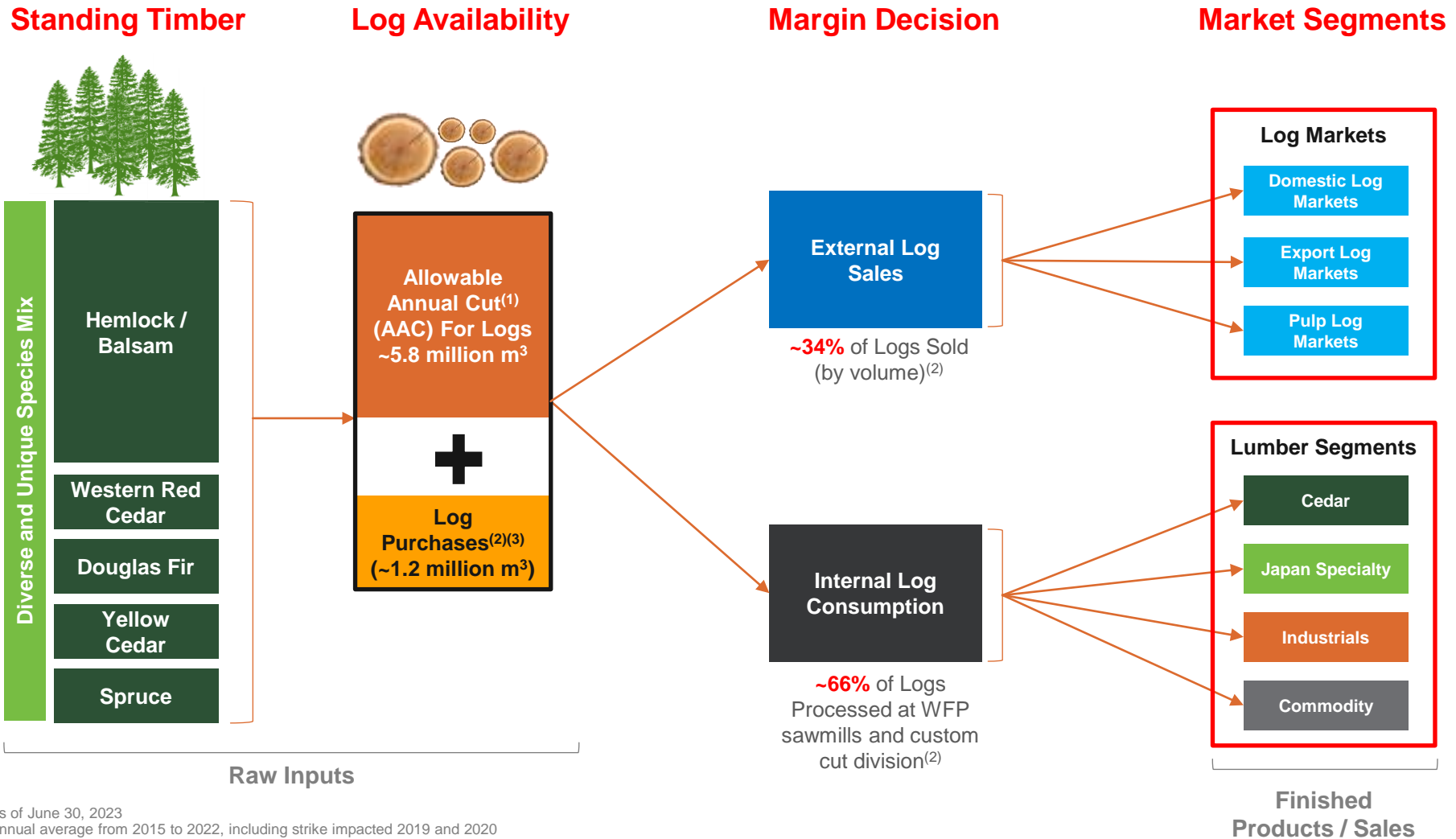
# Company Overview

Sustainable Product Lifecycle, From Forest To Customer





# Margin Strategy / Fibre And Processing Flow Chart



(1) As of June 30, 2023

(2) Annual average from 2015 to 2022, including strike impacted 2019 and 2020

(3) B.C. log purchases

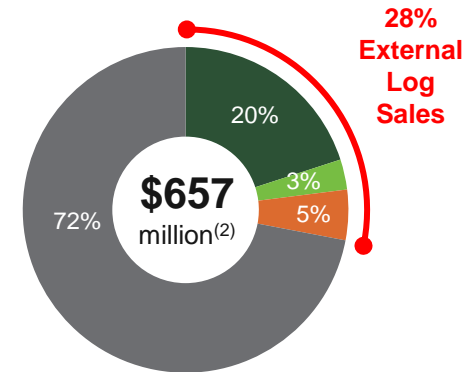
Timber Resource Is Directed To Highest Margin Opportunity

# Log Markets Determine Margin Decision

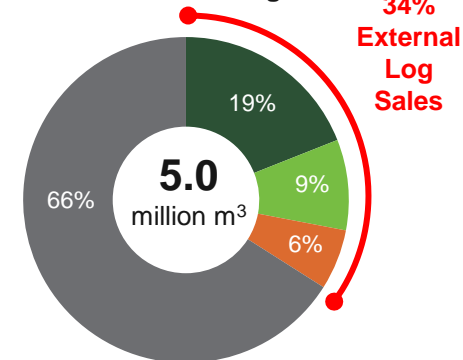
Log End Market	Description	Primary Target Geographies
<b>WFP Sawmills</b>	<ul style="list-style-type: none"> <li>Western's sawlogs consumed by internal manufacturing operations</li> <li>Internal log supply supplemented by open market purchases to maximize margin</li> </ul>	
<b>Domestic</b>	<ul style="list-style-type: none"> <li>Includes sawlogs, peelers (for engineered wood applications) and shingle logs sold through contractual commitments and open market transactions</li> </ul>	
<b>Pulp Logs</b>	<ul style="list-style-type: none"> <li>Volumes committed under long-term fibre supply agreements</li> <li>Commitments met through internal log supply, supply contracts and open market pulp log purchases</li> </ul>	
<b>Export</b>	<ul style="list-style-type: none"> <li>Represents log sorts produced in excess of internal mill requirements</li> <li>Transportation optimization</li> </ul>	

External Log Sales

**Logs by Value**  
Historical Average<sup>(1)</sup>



**Logs by Volume**  
Historical Average<sup>(1)</sup>



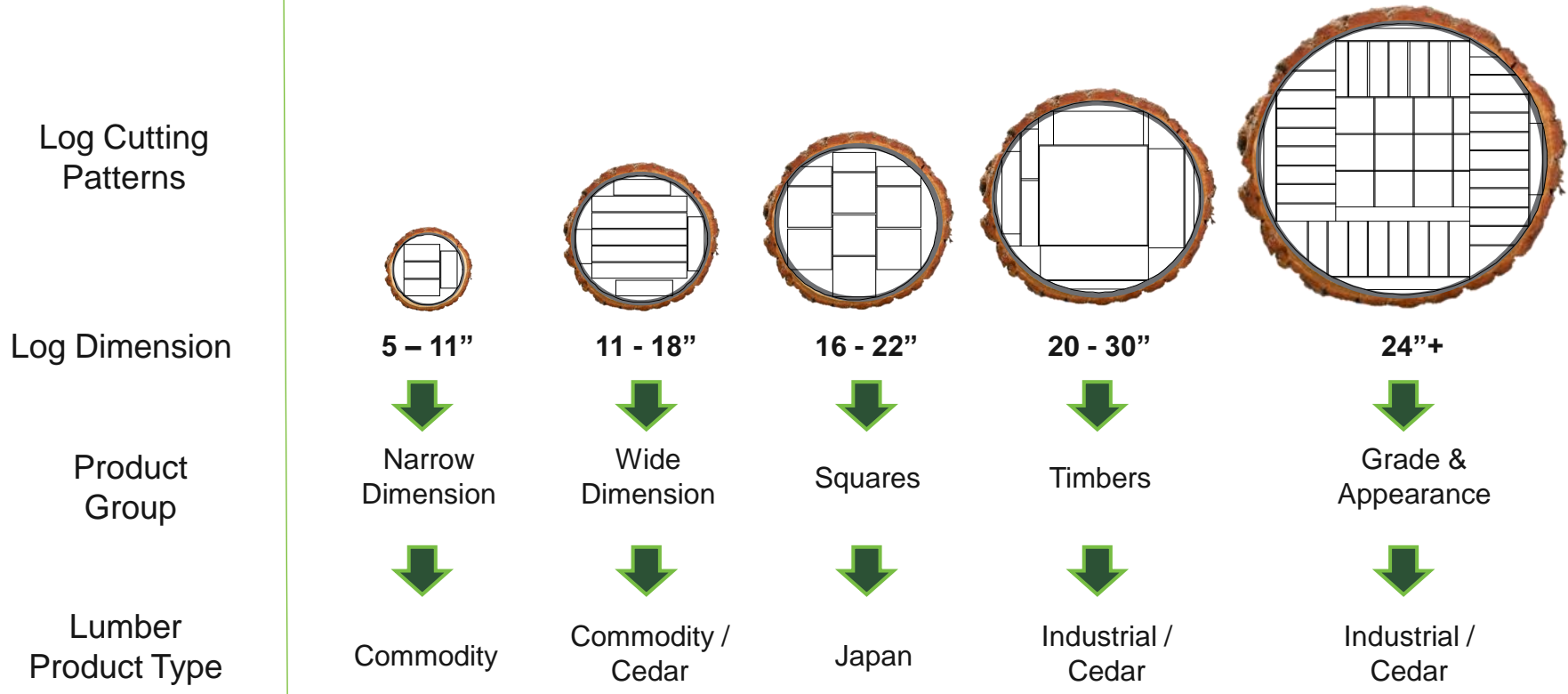
(1) Annual average from 2015 to 2022; based on total external log sales and internal log consumption, including purchased logs. Internal transfer values based on Vancouver Log Market prices  
 (2) Net of freight and fee in lieu

Directing Log Volume To The Highest Margin Opportunity

# Manufacturing And Sales



**Log diameter and margin determines lumber products manufactured**



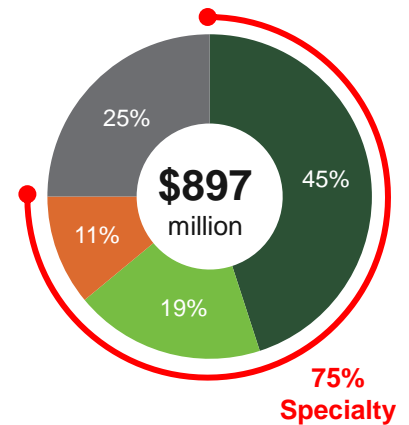
Flexible Manufacturing Platform Presents Unique Opportunity To Create Margin

# Diversified Lumber Product Offering

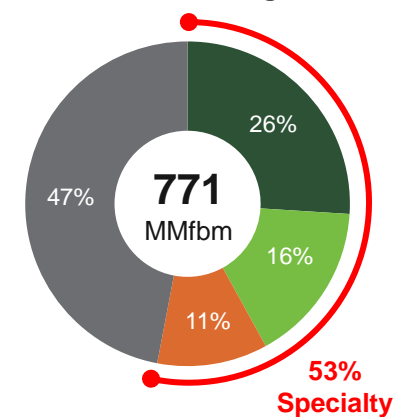
Specialty Products

Lumber Products	Description	Primary Target Geographies
<b>Cedar</b>	<ul style="list-style-type: none"> <li>Consumer-orientated products</li> <li>Premier softwood for external applications</li> <li>Naturally durable</li> </ul>	 Global
<b>Japan Specialty</b>	<ul style="list-style-type: none"> <li>Specialized products for specific end uses</li> <li>Requires unique and rigorous quality standards</li> </ul>	
<b>Industrial</b>	<ul style="list-style-type: none"> <li>Specialty products and markets</li> <li>Focused on appearance grades, value-add products</li> </ul>	 Asia Europe
<b>Commodity</b>	<ul style="list-style-type: none"> <li>Traditional dimension lumber and developing grades</li> </ul>	 

**Lumber by Value Historical Average<sup>(1)</sup>**



**Lumber by Volume Historical Average<sup>(1)</sup>**



(1) Annual average from 2015 to 2022

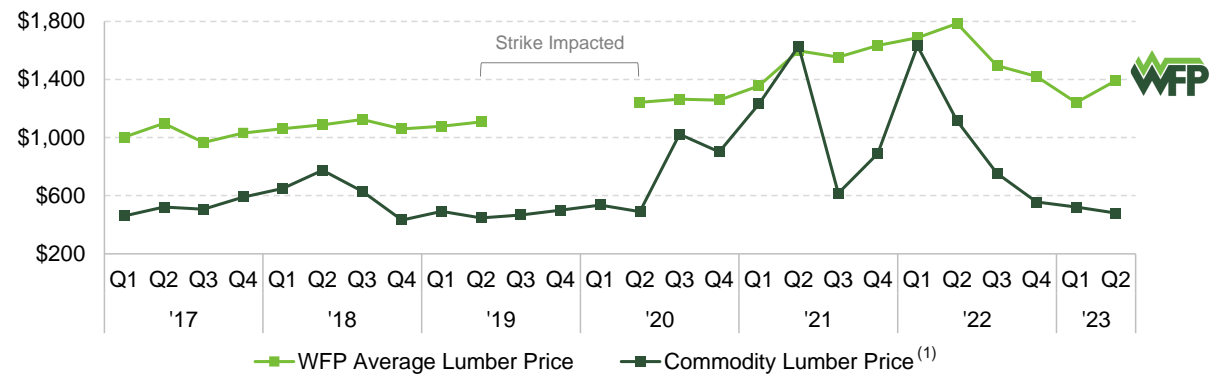
Allows Western To Profitably Service Multiple Markets Throughout The Cycle



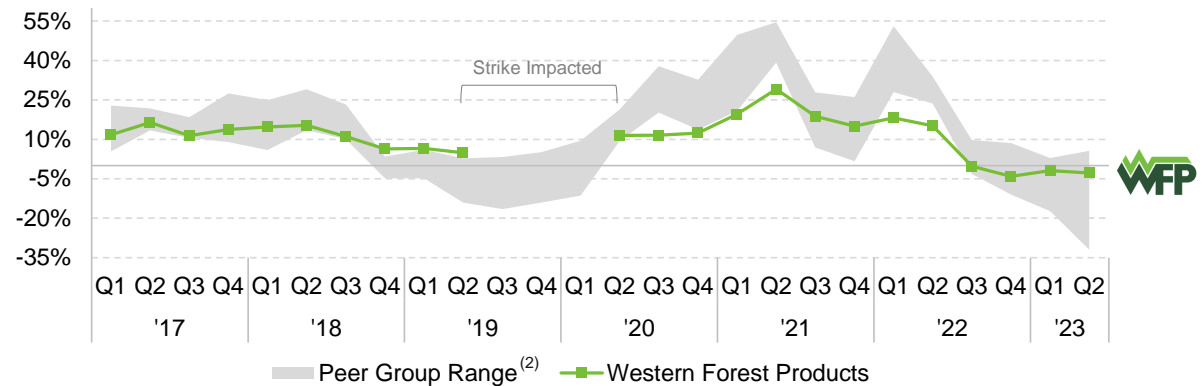
# Specialty Products Focus

- Approximately 75% of lumber revenue is generated from non-commodity products
- Typically a significant price premium to commodity lumber
- Product / market diversity and global exposure provide opportunities to maximize margin

**WFP Average Lumber Price vs. Commodity Lumber Price**  
(C\$ per mfbm)



**Quarterly Lumber EBITDA Margin Comparison**



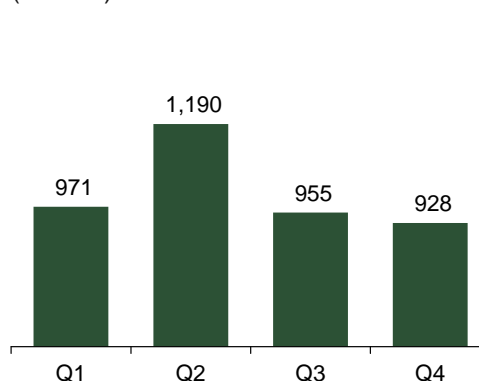
(1) KD Western SPF 2x4, #2&Btr; converted from US\$ to C\$

(2) High and low EBITDA margin range of West Fraser and Canfor lumber segments and consolidated results of Interfor and Conifex; excludes duty recoveries

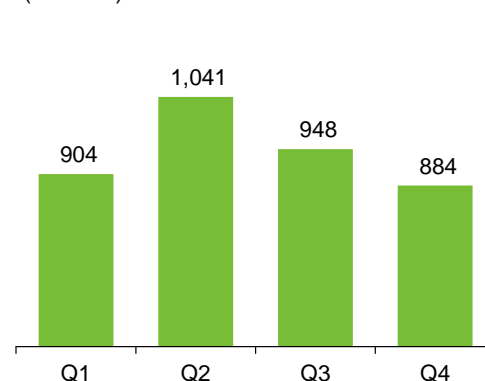
# Seasonality Of The Business

- Weather (snow pack, heat) and daylight can impact harvest volumes and costs
- Inventory levels can fluctuate through the year, impacting working capital
- Seasonal market demand can impact lumber production
- Typically higher lumber sales volumes in Q2 and Q3 when North American construction activity is at its peak

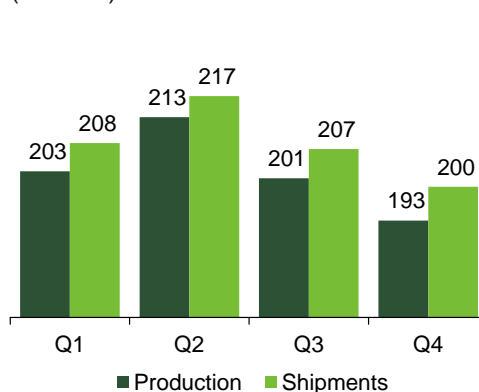
**Harvest Volume<sup>(1)</sup>**  
(000 m<sup>3</sup>)



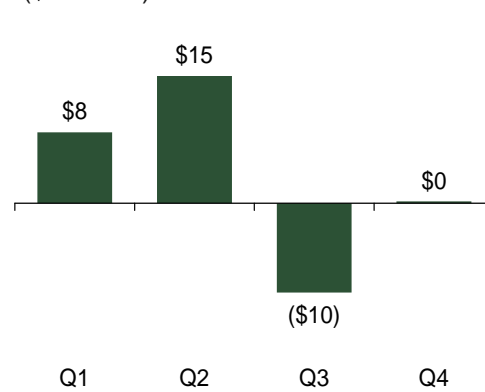
**Closing Log Inventory<sup>(1)</sup>**  
(000 m<sup>3</sup>)



**Lumber Production & Shipments<sup>(1)</sup>**  
(MMfbm)



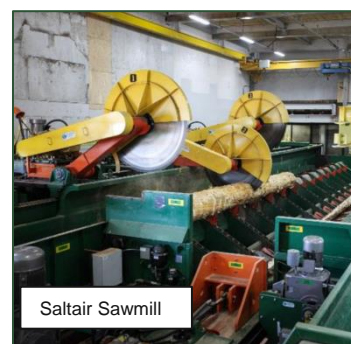
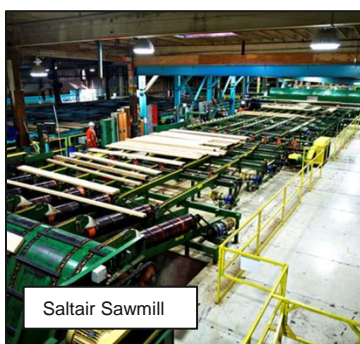
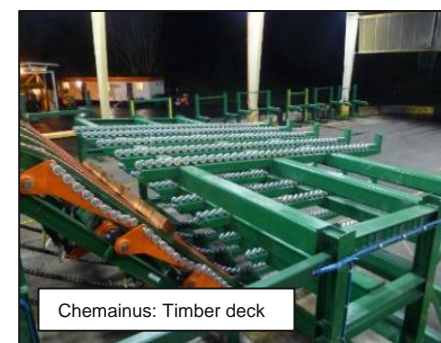
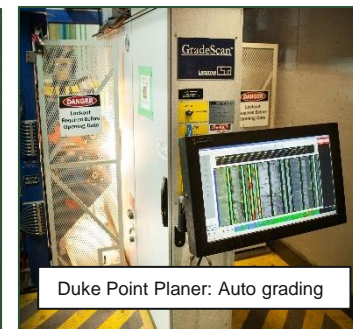
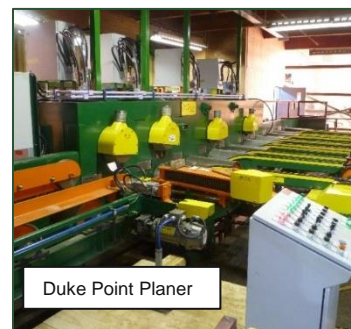
**Increase (Decrease) in Working Capital<sup>(1)</sup>**  
(\$ millions)



(1) Average of 2015 to 2022 excluding strike impacted Q3/19, Q4/19 and Q1/20

# Prior Strategic Capital Investments

- Initiatives focused on:
  - Reducing costs
  - Increasing efficiency
  - Increasing production of targeted products
  - Growing volumes
- Applying proven technology in coastal operations



Capital Projects Expected To Generate A Return In Excess Of 20%

# Appendix

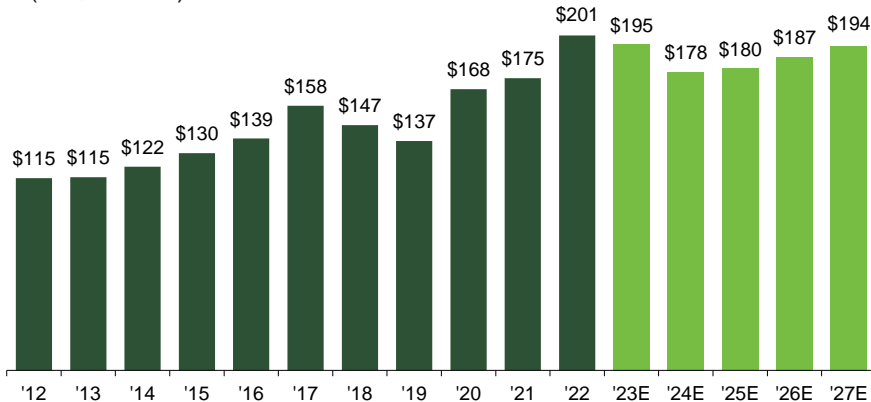
## Supplemental Materials





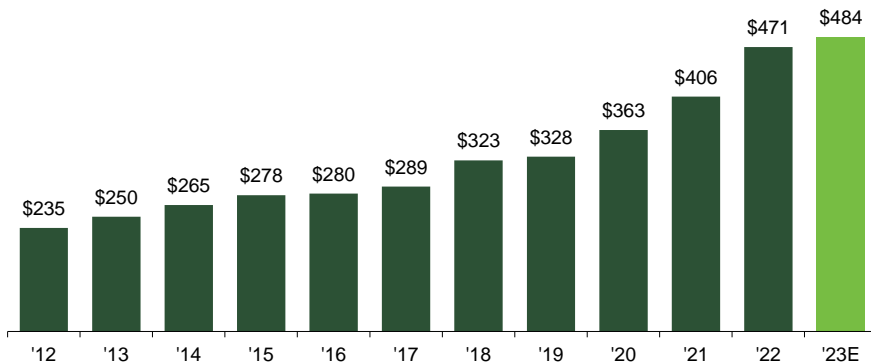
# Repair And Remodelling Statistics

## U.S. Repair & Remodelling Expenditures (US\$ billions)



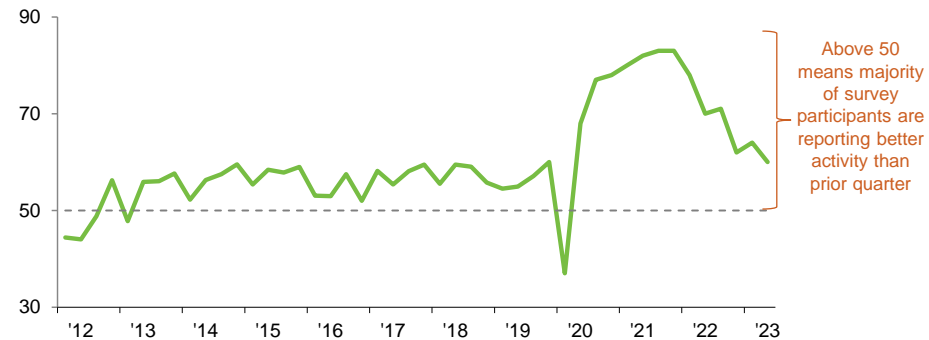
Source: Forest Economic Advisors (August 2023)

## Leading Indicator of Remodelling Activity (US\$ billions)



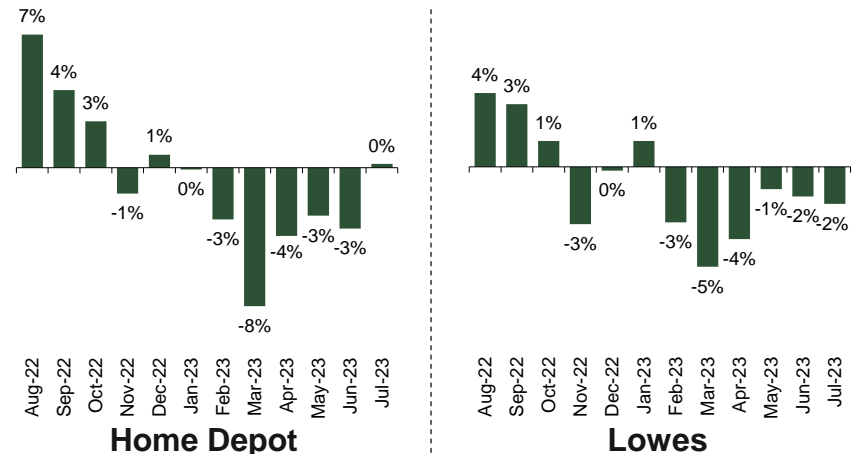
Source: Joint Center For Housing Studies of Harvard University; Home Improvement and Repair Activity – trailing 12 months; the Leading Indicator of Remodelling Activity (LIRA) provides a short-term outlook of U.S. national home improvement and repair spending to owner-occupied homes

## Remodelling Market Index



Source: National Association of Homebuilders; Future Market Indicators; based on a quarterly survey of NAHB remodeler members that provides insight on current market conditions as well as future indicators for the remodeling market

## Home Centres – Same Store Sales Growth

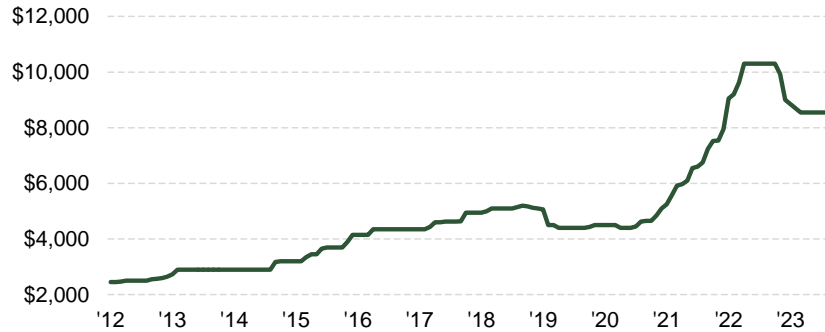


Source: Company reports; monthly values

# Western Red Cedar (“WRC”) – Illustrative Price Trends



## WRC High Value Clears (C\$ per mfbm)



Source: Random Lengths: Green WRC #2 Clear & Btr 4x6W RL, c.i.f. dest. N Euro

## WRC Timbers (US\$ per mfbm)



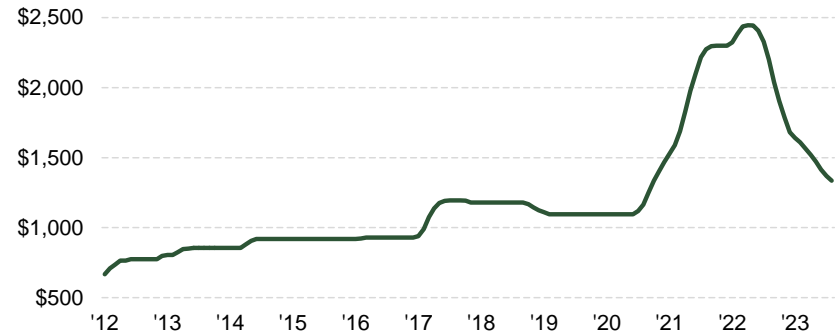
Source: Random Lengths: Green WRC #2 & Btr AG 6x6 RL, net f.o.b. Mill

## WRC Decking (US\$ per mfbm)



Source: Random Lengths: Green WRC Deck Knotty 2x6 RL S4S, net f.o.b. Mill

## WRC Boards and Trim (US\$ per mfbm)

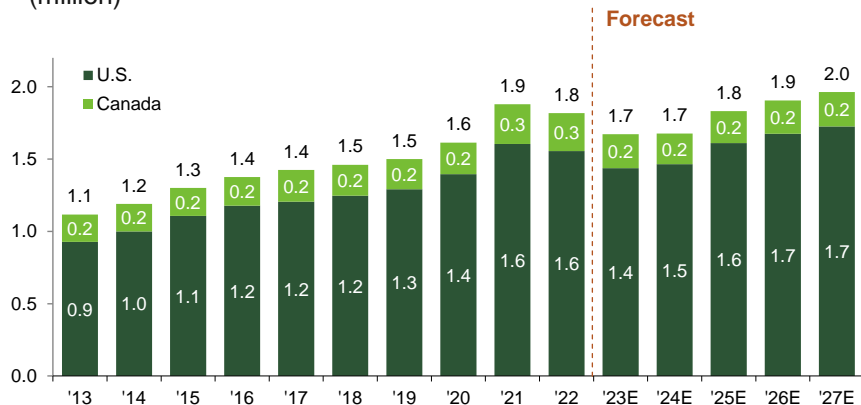


Source: Random Lengths: Coast Green WRC Std&Btr NH 3/4x4 RL S1S2E H&M, net f.o.b. Mill

# North America Statistics: Supply / Demand

## North American Housing Starts

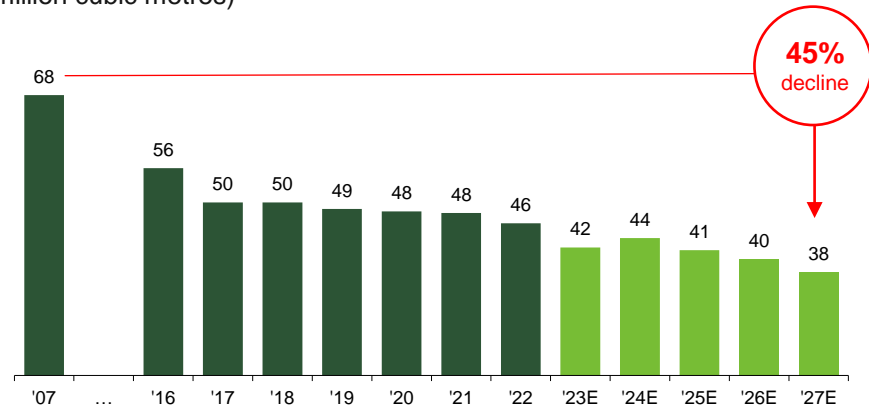
(million)



Source: Forest Economic Advisors (August 2023)

## B.C. Interior Allowable Annual Cut

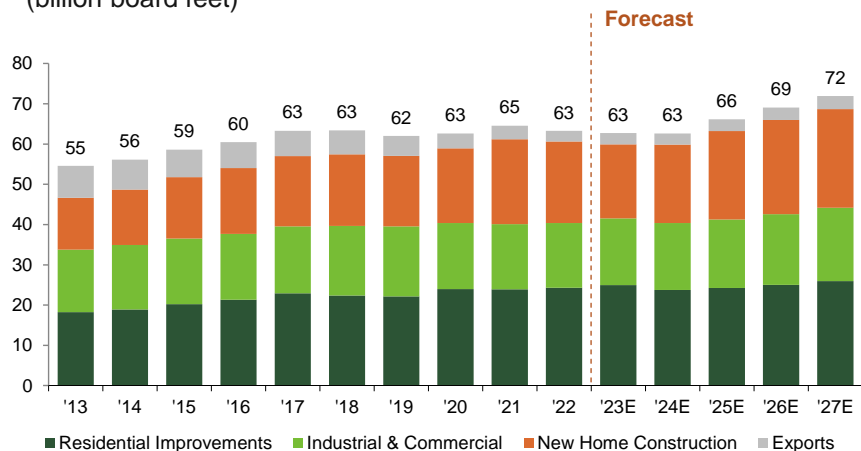
(million cubic metres)



Source: Forest Economic Advisors (August 2023)

## North American Lumber Demand

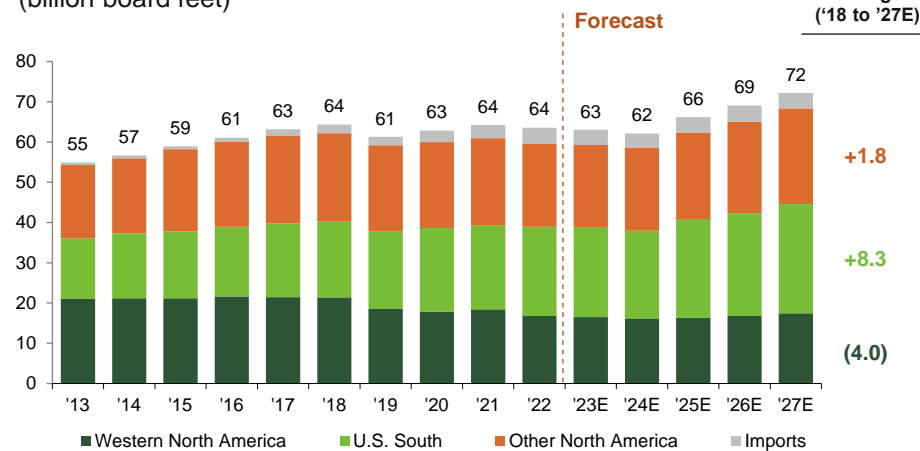
(billion board feet)



Source: Forest Economic Advisors (August 2023)

## North American Lumber Supply

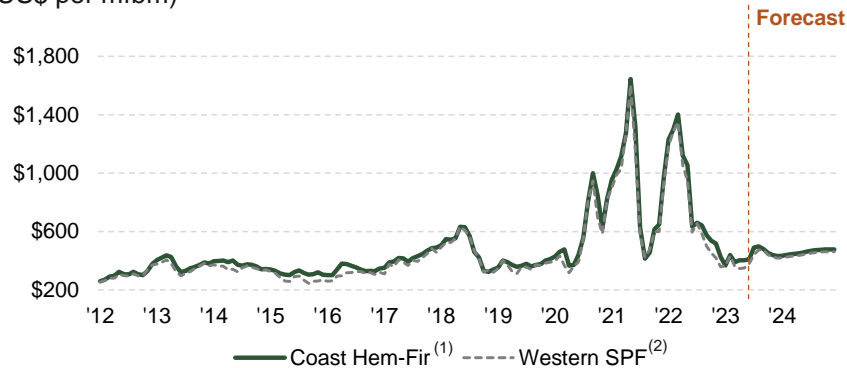
(billion board feet)



Source: Forest Economic Advisors (August 2023)

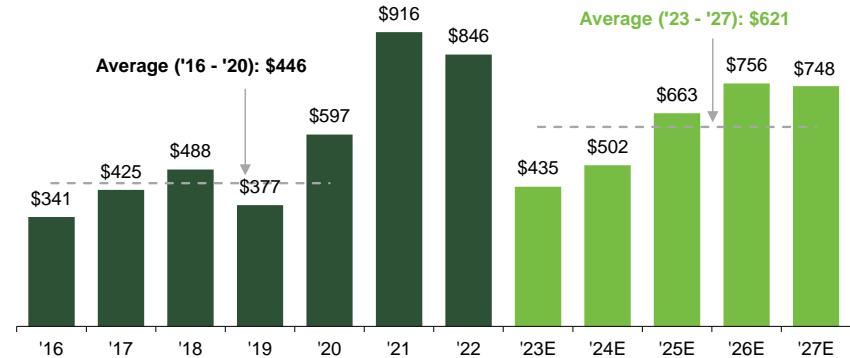
# North American Statistics: Lumber Prices

## North American Commodity Lumber Prices (US\$ per mfbm)



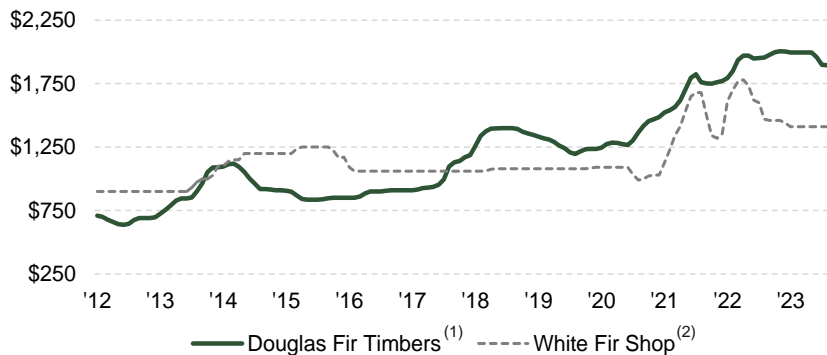
Source: Random Lengths; Forest Economic Advisors  
 (1) Coast KD Hem-Fir #2 & Btr 2x4, net f.o.b. mill  
 (2) KD W S-P-F #2&Btr 2x4 random mill prices

## Hem-Fir, Coast Commodity Lumber Price (US\$ per mfbm)



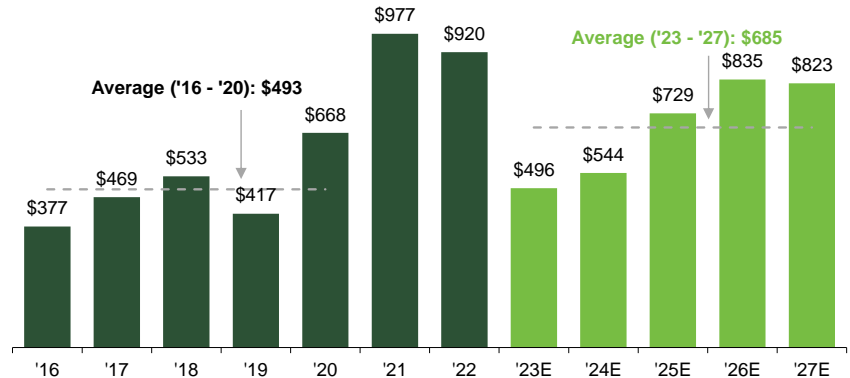
Source: Forest Economic Advisors (August 2023); KD #2 & Btr 2x4, net f.o.b. mill

## Other North American Lumber Prices (US\$ per mfbm)



Source: Random Lengths  
 (1) Green Douglas Fir (Portland) #1&Btr 100% FOHC 6x6 Rough  
 (2) KD White Fir Shop Moulding&Btr C&Btr 5/4 S2S

## Douglas Fir, Commodity Lumber Price (US\$ per mfbm)



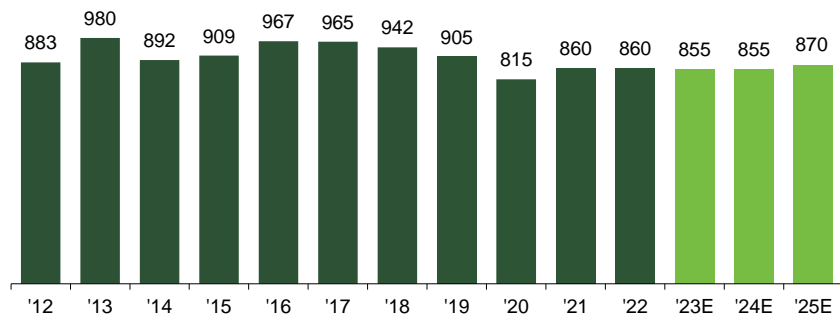
Source: Forest Economic Advisors (August 2023); KD #2 & Btr 2x4, net f.o.b. mill



# Japan Statistics

## Japan Housing Starts

(000s)



Source: Japan Ministry of Land, Infrastructure, Transport and Tourism; Bloomberg

## Douglas Fir Lumber Prices to Japan

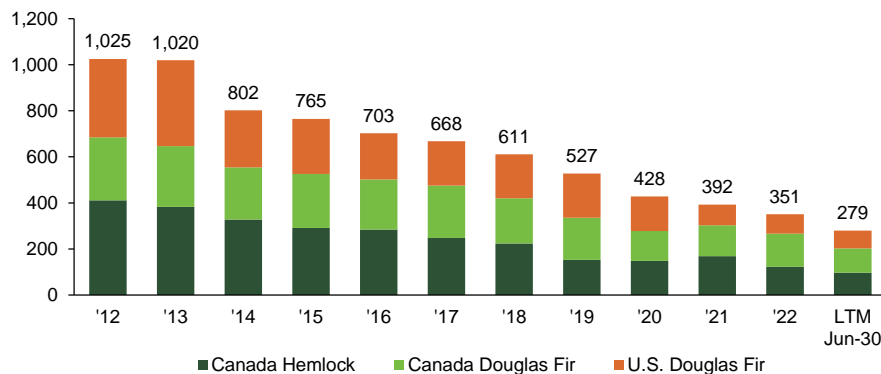
(US\$ per mfbm)



Source: Random Lengths: Green Douglas Fir Baby Squares Merch 4-1/8x4-1/8 RL S4S, c.&f. dest. Japan

## North America Lumber Imports

(000 m<sup>3</sup>)



Source: Japan Lumber Importers' Association

## Hemlock Lumber Prices to Japan

(US\$ per mfbm)

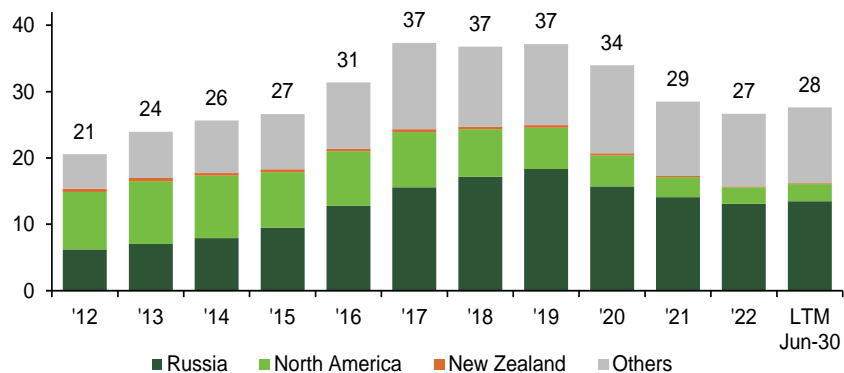


Source: Random Lengths: Green Hem Baby Squares Merch 4-1/8x4-1/8 13' S4S, c.&f. dest. Japan

# China Log And Lumber Statistics

## China Lumber Imports

(million m<sup>3</sup>)



Source: Forest Economic Advisors (July 2023)

## China Commodity Lumber Price

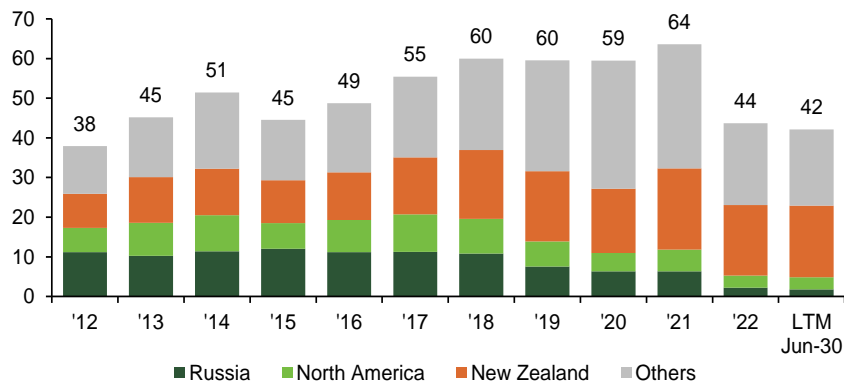
(US\$ per mfbm)



Source: Forest Economic Advisors – China Bulletin; Hemlock Lumber 2x4 (40x90) Metric RG Utility, c.i.f. destination Shanghai

## China Log Imports

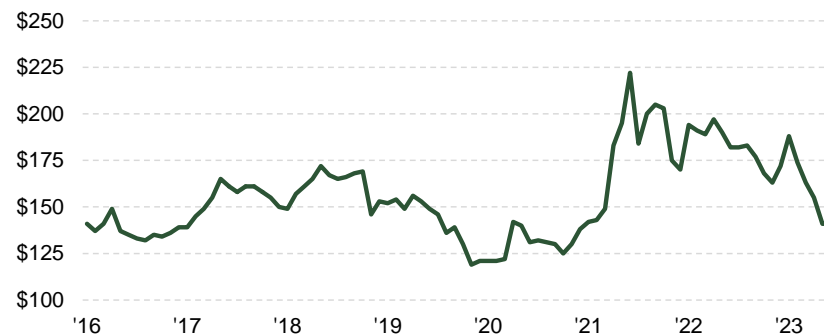
(million m<sup>3</sup>)



Source: Forest Economic Advisors (July 2023)

## China Export Log Price From North America

(US\$ per m<sup>3</sup>)

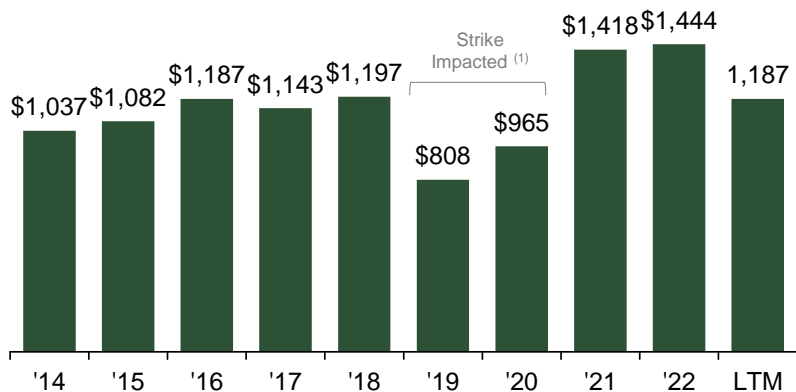


Source: Forest Economic Advisors – China Bulletin; Hemlock, <30 cm diameter, 8 - 12 meters, cif. delivered Lanshan, Rizhao port, including VAT and fees

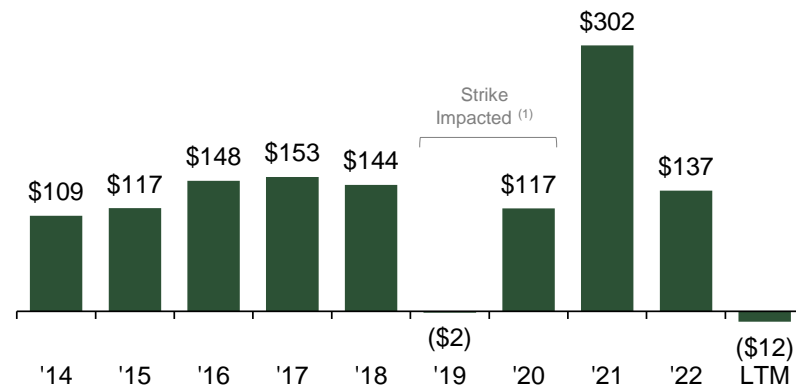
# Western Forest Products: Historical Financial Snapshot – Annual



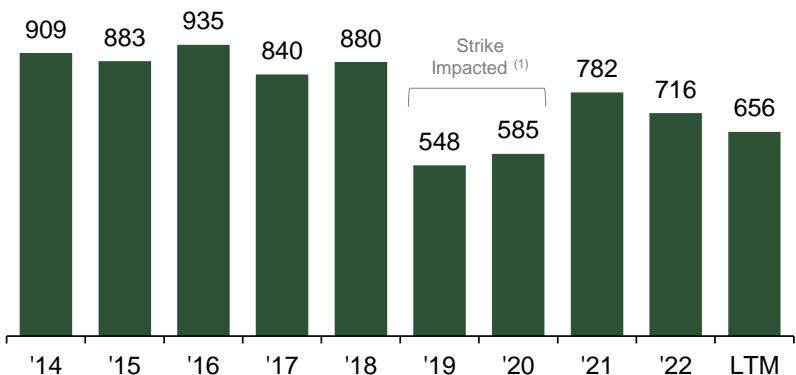
## Revenue (\$ millions)



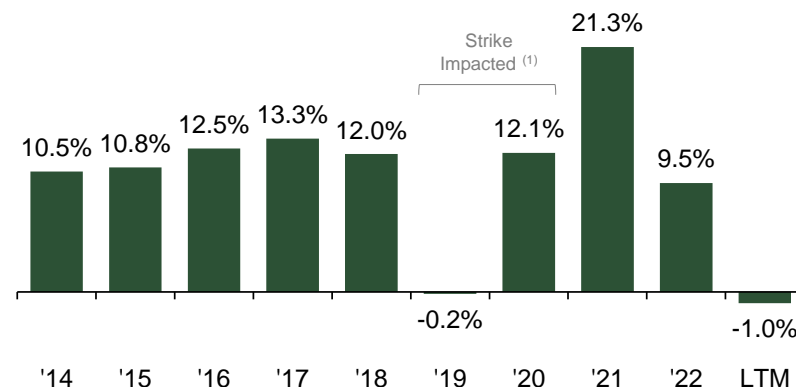
## Adjusted EBITDA (\$ millions)



## Lumber Shipments (MMfbm)



## Adjusted EBITDA Margin %



(1) All of Western's timberlands and most of our B.C. based manufacturing divisions were impacted by a strike by the United Steelworkers Local 1-1937 ("USW"), which commenced on July 1, 2019. On February 15, 2020, the USW members ratified a new 5-year collective agreement, which is effective as of June 15, 2019 and expires on June 14, 2024, ending the strike

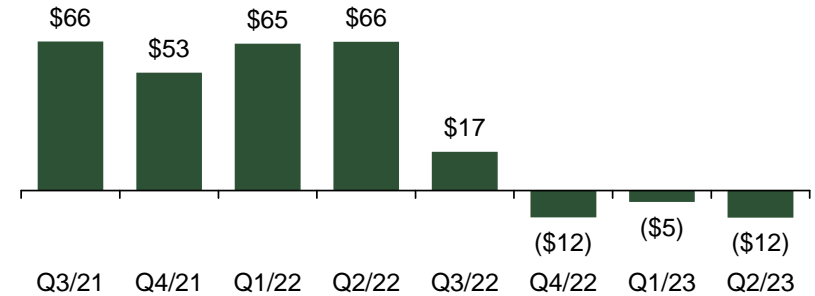
# Western Forest Products: Historical Financial Snapshot – Last 8 Quarters



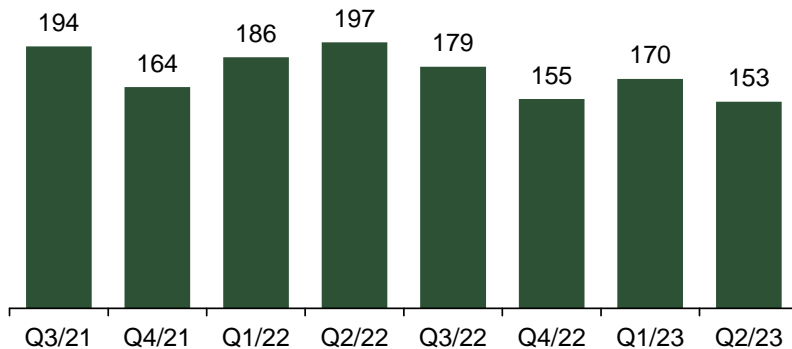
Revenue (\$ millions)



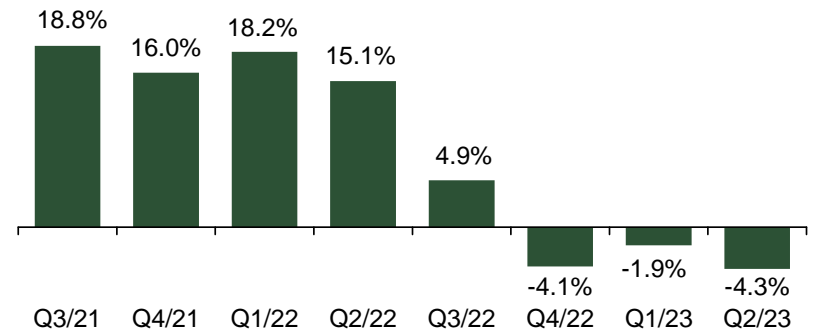
Adjusted EBITDA (\$ millions)



Lumber Shipments (MMfbm)



Adjusted EBITDA Margin %

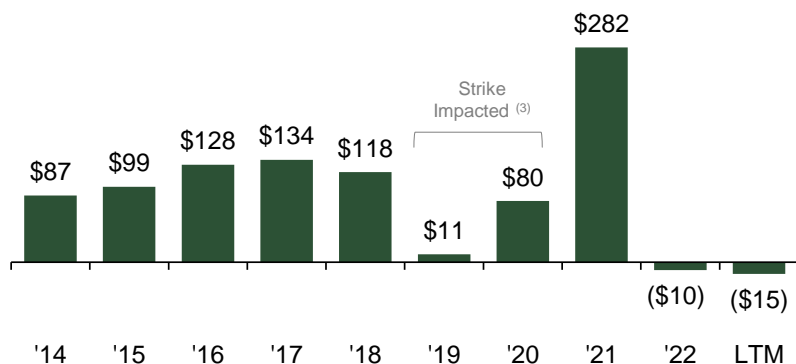




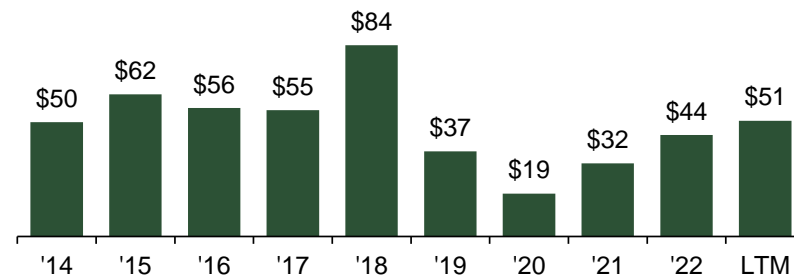
# Western Forest Products: Historical Cash Flow, Capital Allocation And Debt



### Cash Flow from Operations<sup>(1)</sup> (\$ millions)



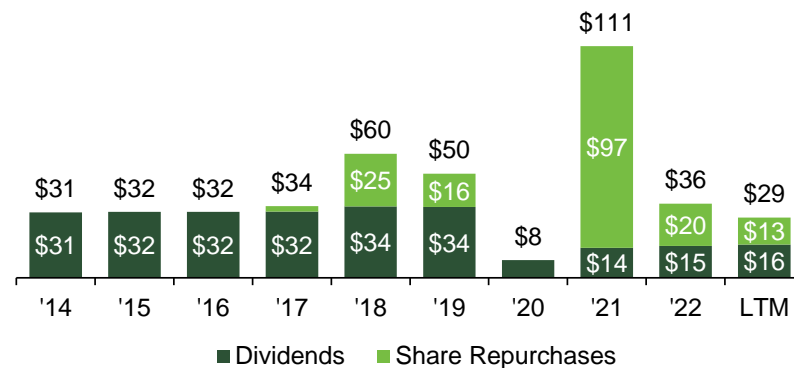
### Capex<sup>(2)</sup> (\$ millions)



### Net Debt / (Cash) (\$ millions)



### Dividends<sup>(4)</sup> & Share Repurchases (\$ millions)



(1) After changes in non-cash working capital

(2) Additions to property, plant and equipment; excludes acquisition capex

(3) All of Western's timberlands and most of our B.C. based manufacturing divisions were impacted by a strike by the United Steelworkers Local 1-1937 ("USW"), which commenced on July 1, 2019. On February 15, 2020, the USW members ratified a new 5-year collective agreement, which is effective as of June 15, 2019 and expires on June 14, 2024, ending the strike

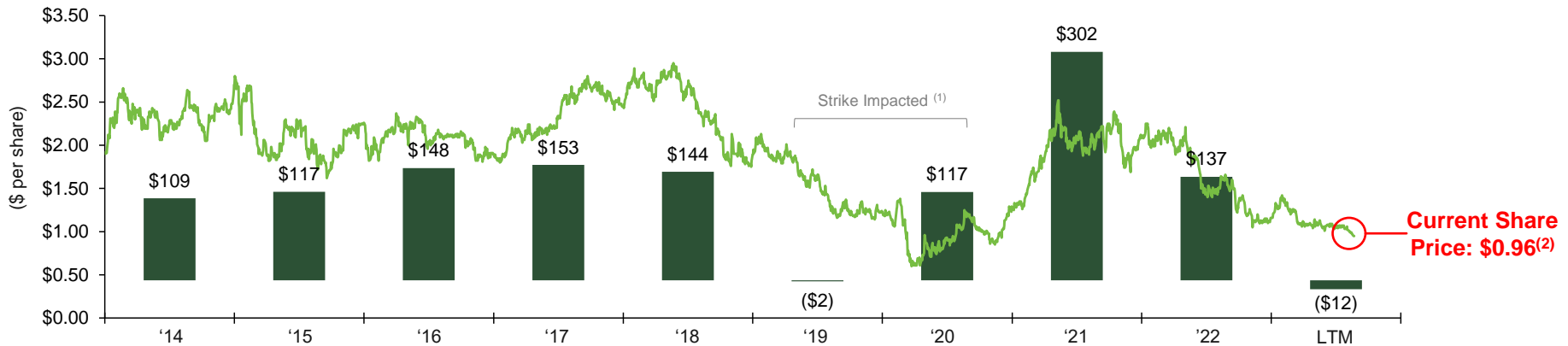
(4) The dividend was suspended in May 2020; on February 18, 2021, the company announced the reinstatement of a \$0.01 per share quarterly dividend in February 2021; on May 5, 2022, the company increased its quarterly dividend 25% to \$0.0125 per share

# Western Forest Products: Historical Share Price Performance And Price to Book

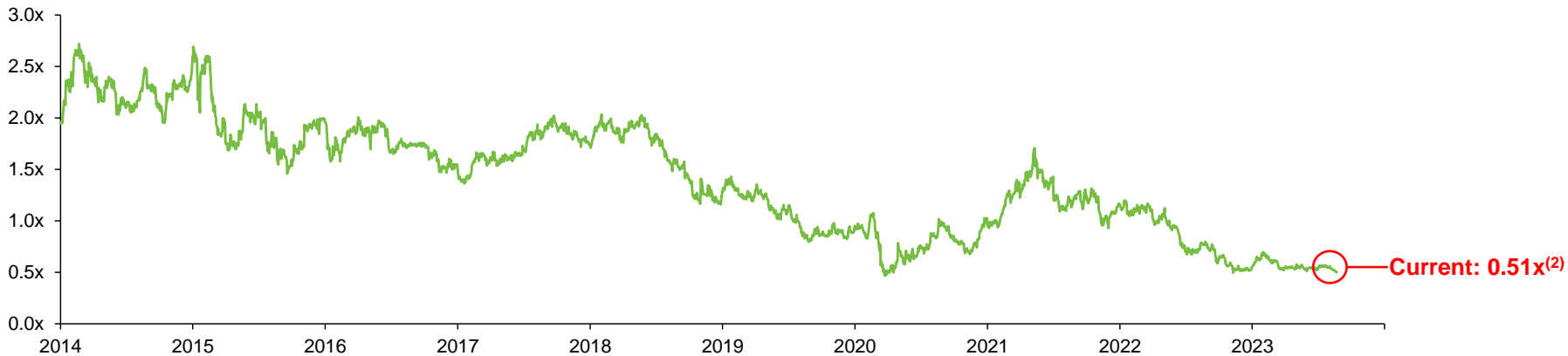


## Historical Share Price Relative to Adjusted EBITDA

(\$ per share | \$ millions)



## Price to Book Ratio



(1) All of Western's timberlands and most of our B.C. based manufacturing divisions were impacted by a strike by the United Steelworkers Local 1-1937 ("USW"), which commenced on July 1, 2019. On February 15, 2020, the USW members ratified a new 5-year collective agreement, which is effective as of June 15, 2019 and expires on June 14, 2024, ending the strike

(2) Based on closing share price of \$0.96 on August 18, 2023



# Western Forest Products: Facilities

## Sawmills

Sawmill	Location	Log Diameter Focus	Capacity <sup>(1)</sup>	Production		2022 Production Mix			
				2022	2021	WRC <sup>(2)</sup>	Hemlock	Douglas Fir	Yellow Cedar
Ladysmith	Ladysmith, BC	Small	90	80	88	--	86%	14%	--
Cowichan Bay	Duncan, BC	Medium	215	95	131	36%	55%	9%	--
Saltair	Ladysmith, BC	Medium	240	215	209	--	82%	18%	--
Alberni Pacific	Port Alberni, BC	Medium to Large	175	27	51	--	100%	--	--
Duke Point	Nanaimo, BC	Medium to Large	130	93	96	--	83%	17%	--
Chemainus	Chemainus, BC	Medium to Large	130	59	67	96%	--	4%	--
Columbia Vista	Vancouver, WA	Medium to Large	80	57	57	--	--	100%	--
Custom Cut	Multiple	Varies	n/a	28	61	22%	5%	18%	55%
<b>Sawmill Total</b>			<b>1,060</b>	<b>654</b>	<b>760</b>	<b>15%</b>	<b>62%</b>	<b>21%</b>	<b>2%</b>

## Remanufacturing, Distribution and Glulam

### Canada

Value Added Division – Chemainus, BC

Duke Point Planer – Nanaimo, BC

### United States

Arlington Distribution and Processing Centre – Arlington, WA

Columbia Vista Sawmill, Planer and Kilns – Vancouver, WA

Calvert Division (Glulam) – Vancouver, WA; Washougal, WA

(1) Based on two shifts and 250 operating days, except Chemainus and Duke Point at three shifts

(2) Western red cedar

# Analyst Coverage



## Analyst & Firm

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