

INVESTOR PRESENTATION

March 2022



Western Forest Products Inc.
DEFINING A HIGHER STANDARD™

TSX:WEF



Forward Looking Statements and Non-GAAP Financial Measures



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 the 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”, “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 or expectation with respect to: domestic and international market conditions, demands and growth; economic conditions; our acquisition, growth, marketing, product, wholesale, operational and capital allocation plans and strategies including, but not limited to, our dividend plan and share repurchase plan; our sustainability-linked credit facility, our expected operating results; our competitive position and expectations regarding future competition; the Company's net positive climate impact; fibre availability and regulatory developments; the impact of the COVID-19 pandemic; and the sale of additional incremental ownership interest in TFL 44 LP in the future.

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: economic and financial conditions, demand for forest products, competition and selling prices, international trade disputes, changes in foreign currency exchange rates, labour disputes and disruptions, natural disasters, 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 opportunities, existence of a public health crisis (including future developments in the COVID-19 pandemic) and other factors discussed in the Company's annual MD&A, which is available on our website at 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 Company's annual and quarterly 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



\$1.4 Billion

In Last Twelve
Months Revenue



\$302 Million

In Last Twelve
Months EBITDA



37%

Of Historical Sales to
International Markets



\$690 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 and One
Distribution Centre



5.9 Million m³

Of Allowable Annual
Cut From Our B.C.
Timberlands

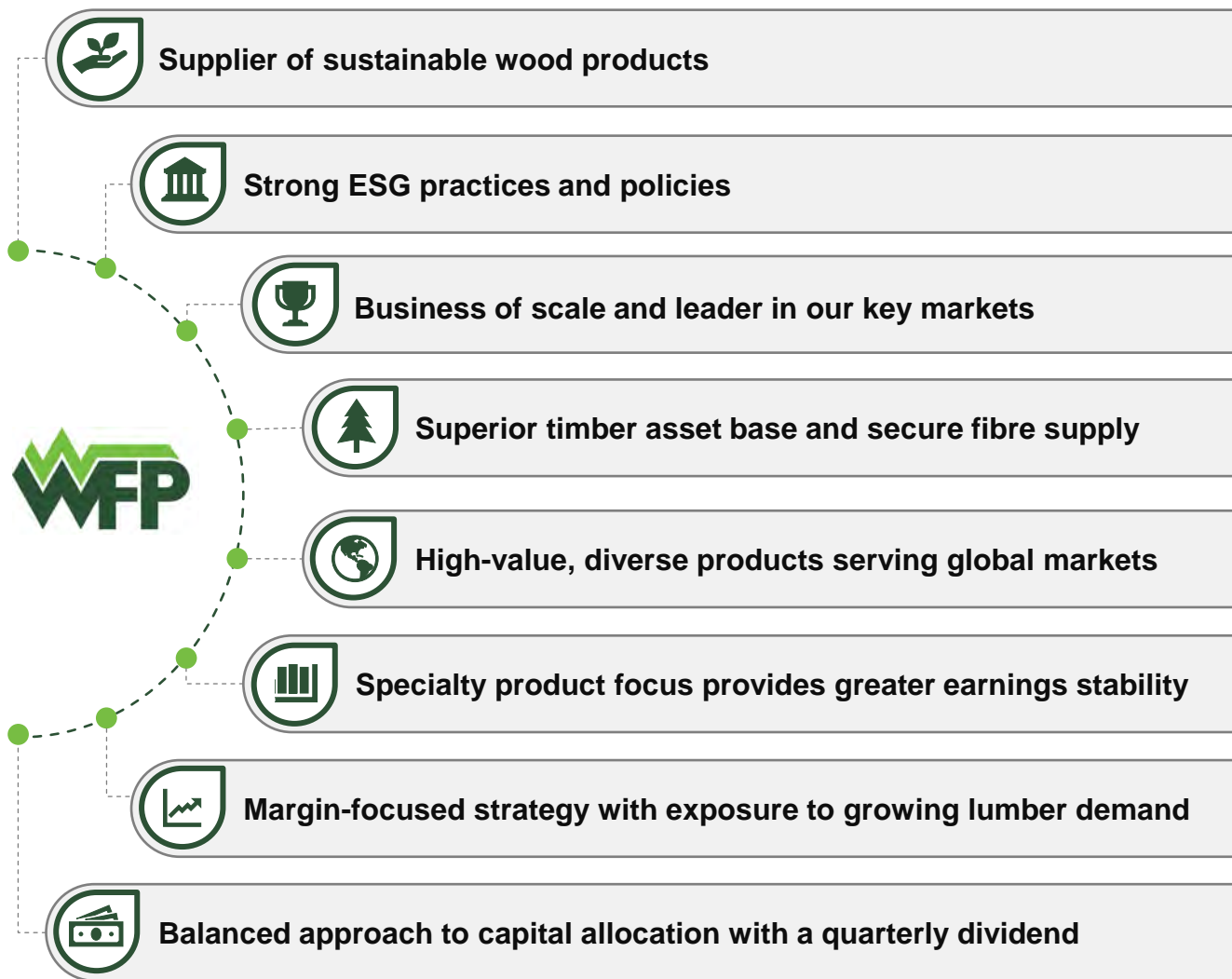


2,000+

Employees

A Global Leader In Specialty Lumber Products

Why Own Western



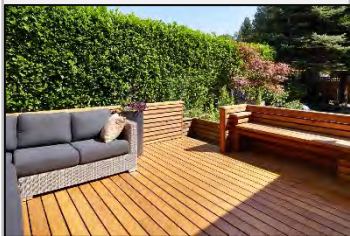
Western Is The Premier Wood Products Company To Own

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



Outdoor Living

Decking, Timbers, Fencing Products, Outdoor Structures



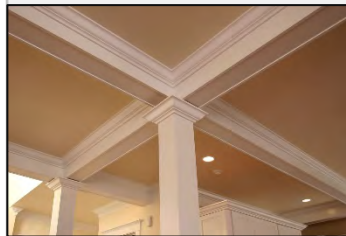
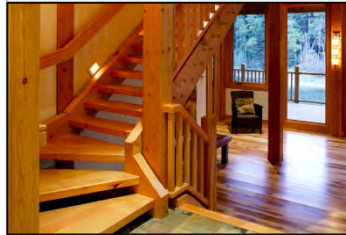
Exterior Appearance

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



Interior Living

Interior Paneling, Interior Mouldings, Architectural Millwork, Stair Components



Structural

Timbers, Framing, Japanese Housing, Engineered Products



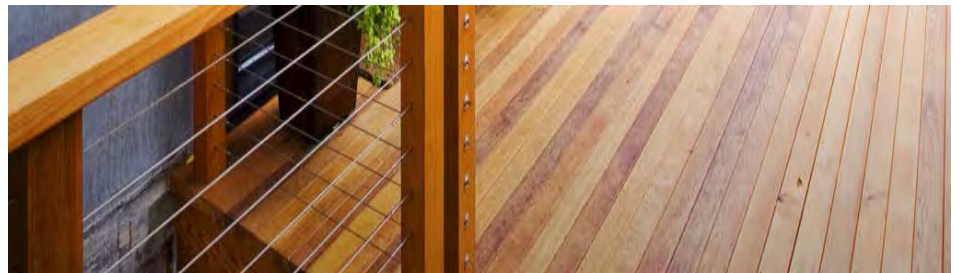
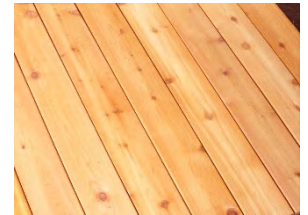
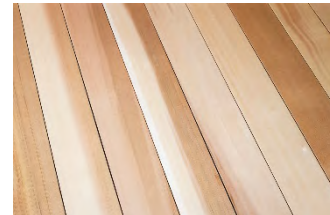
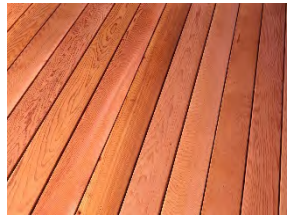
Industrial

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



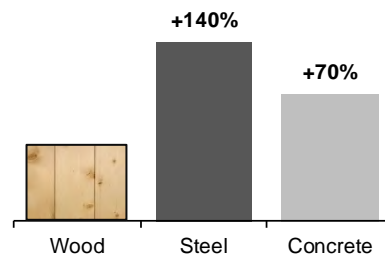
Wood products require less energy to produce than concrete and steel



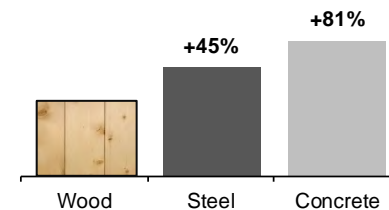
Wood products result in less solid waste than concrete and steel

Sustainability of Wood vs. Steel vs. Concrete⁽¹⁾

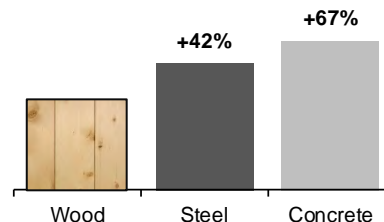
Total Energy Use



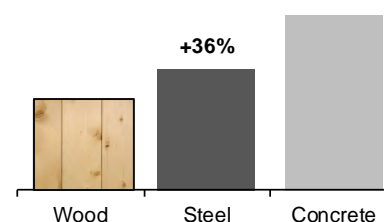
Greenhouse Gases



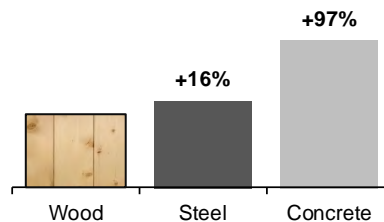
Air Pollution



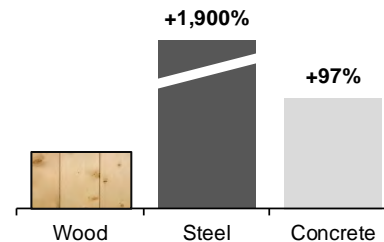
Solid Waste



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

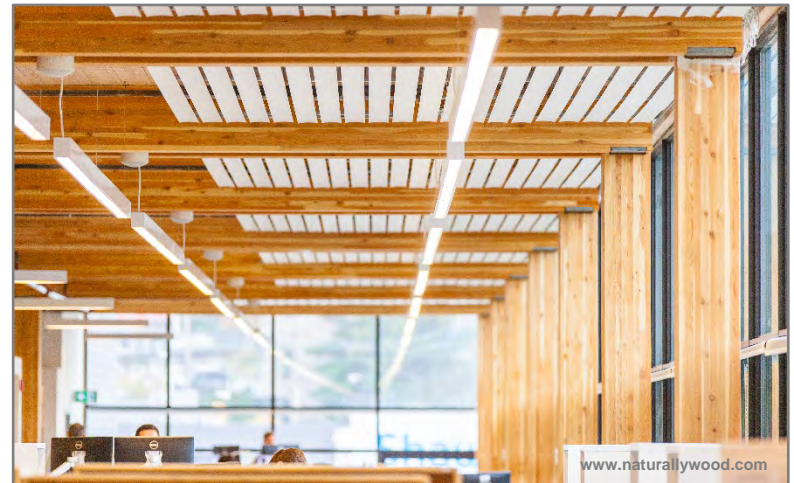


Increased use of wood in buildings will drive climate change benefits and increase lumber demand

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



21 Million = **4.4 Million**
Tons of CO₂ Annually Cars Taken Off The Road Annually⁽¹⁾



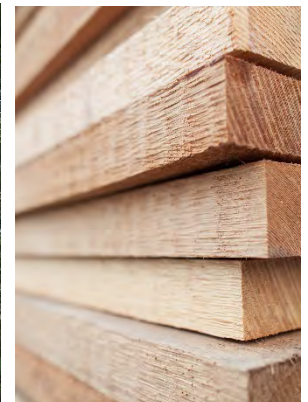
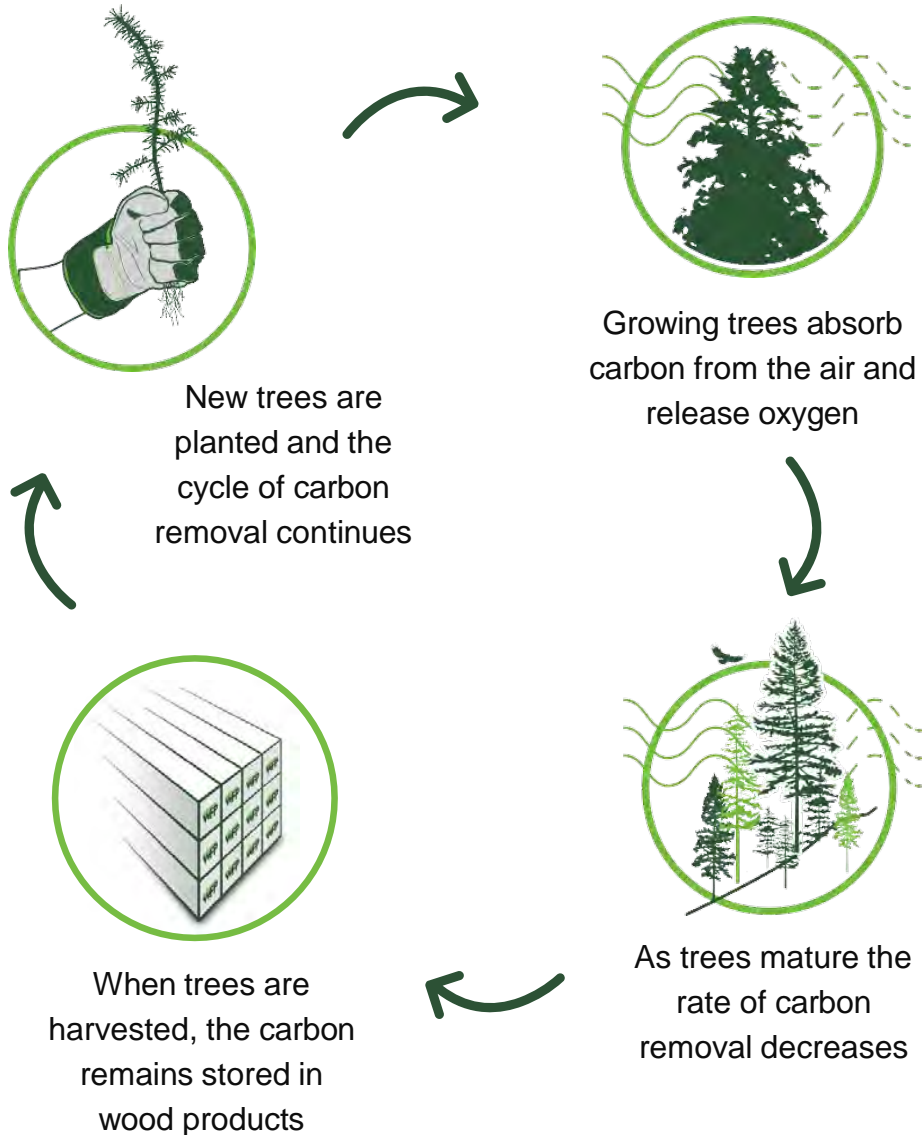
Links To External Resources



(1) Source: Think Wood

A Sustainable Opportunity To Grow The Demand For Wood Products

Wood Products Play An Important Role in Mitigating Climate Change



Western's Commitment To ESG



Environment Stewardship

Sustainable Forestry Practices,
Sustainable Products, Climate
Change, Biodiversity



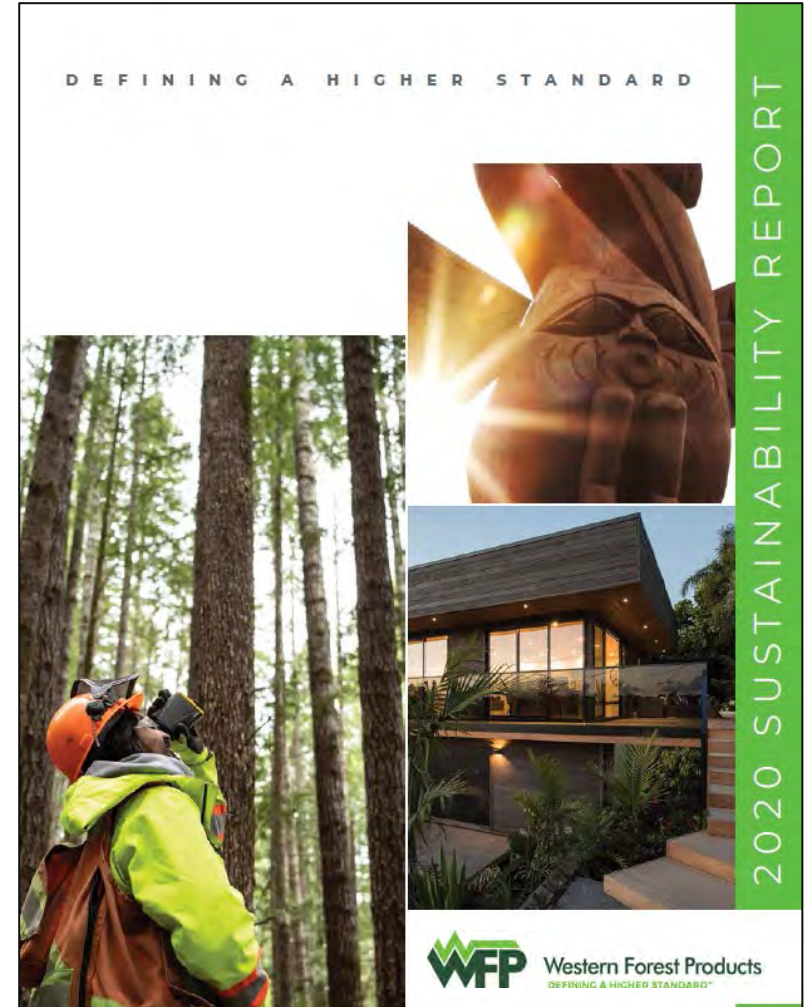
Social Responsibility

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® On ESG

Western's ESG Highlights



**14.2 MILLION
TONNES OF CO2
EQUIVALENT**

was removed from the atmosphere through Western's activities during 2018 and 2019. This is the equivalent of taking 1.54 million cars off the road per year

100%

of our managed tenures are third party certified

23%

REDUCTION in our Company Medical Incident Rate compared to 2019

4X

**INCREASE IN
NEAR-MISS
REPORTING
SINCE 2017**

Increase in near-miss reporting helps proactively identify hazards before they become incidents – helping keep our employees safe

27%
increase in
BIG TREES
we have
conserved
since 2019

Within our tenures
**747,959
Hectares (or 44%)
are conserved**
– the equivalent of –
1.4 million football fields

**\$796
million**

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

29

Active agreements with
FIRST NATIONS
or First Nations
associations

38%

Percentage of
WOMEN
board directors
and
executive officers

50 Number of supported
recreational sites
on the BC Coast

\$1.6 million
In community
investments since 2017

100%

Identified wildlife features retained including bear dens and birds nests

70%

OF OLD GROWTH
FORESTS WITHIN
WESTERN'S TENURES
ARE CONSERVED

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 2020
- Limit wood waste in our operations; utilize 100% of logs at our mills



Climate Change

- 14.2 million tonnes of CO₂ equivalent removed from the atmosphere during 2018 and 2019 from Western's activities, including the sustainable management of forests
- 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

Western's Net Positive Climate Impact

Total Carbon Storage

- The “**balance sheet**” perspective
- Measures the carbon stored in Western's managed forests
- Includes carbon stored in the form of live trees, dead trees, branches, leaves, roots, and soil

Annual Carbon Balance

- The “**income statement**” perspective
- Measures Western's annual carbon balance, calculated as the annual carbon sequestered by our forests and wood products, less carbon emitted in our operations

1.4 billion
tonnes of CO₂ equivalent

Is stored in the forests managed by Western – the equivalent of the CO₂ emissions from the energy use of 168 million homes for one year

14.2 million
tonnes of CO₂ equivalent

Was removed from the atmosphere through Western's activities, during 2018 and 2019 – the equivalent of taking 1.54 million cars off the road per year

Western's Activities, Including The Sustainable Management Of Forests In Our Care, Play An Important Role In Mitigating Climate Change

Social Responsibility



Health & Safety

- Our goal is a zero-incident workplace
- Annual safety training for all employees and contractors
- ISNetwork certification process for contractors
- Robust COVID-19 protocols in place
- 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 33% of our executive officers
- 22% 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 m³
- 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 in 2021⁽¹⁾



huu ay aht
ANCIENT SPIRIT, MODERN MINE

TFL 44 LP and
Integrated Resource
Management Plan



Integrated Resource
Management Plan



'NANMIS
FIRST NATION

Forest Landscape
Plan Pilot



Tla'amin Nation
4a7amen Nation

Integrated Resource
Management Plan



Land Agreement
(with Quatsino First Nation)



Sale of Ownership
Interests in Forest
Licences

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

Community Involvement And Support



 
COMMUNITY UNITY TRAIL
Zeballos ----- Tahsis



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 elections
- Annual director assessments
- Annual say-on-pay voting
- Majority voting for director election
- Whistleblower hotline
- Comprehensive and transparent disclosure
- Shareholder engagement
- Diversity and inclusion policy



Board Composition

- 88% of directors are independent
- 38% of directors are women (industry average is 22%)
- 50% of committees chaired by women
- Five new directors since 2019
- Average director tenure of 4.1 years
- Average director age of 62 years
- History of 100% director attendance
- Equity ownership requirements
- 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 ownership requirements for CEO and top executives

Western Is Committed To The Strongest Corporate Governance Practices

Sustainability-Linked Credit Facility



Western was the 1st 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® 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



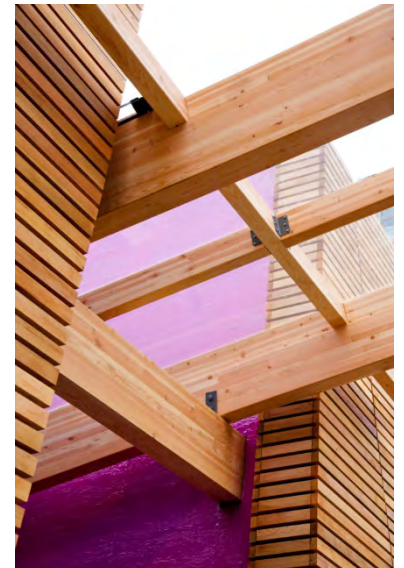
Defining a Higher Standard®

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



\$1.4 Billion

In Last Twelve
Month Revenue



\$302 Million

In Last Twelve
Month EBITDA



\$130 Million

Net Cash on the Balance
Sheet at the end of Q4/21



\$371 Million

Available Liquidity
at the end of Q4/21

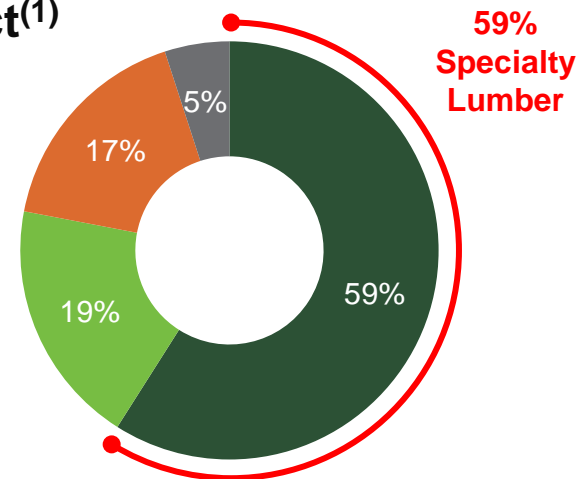


\$690 Million

Market Capitalization⁽²⁾

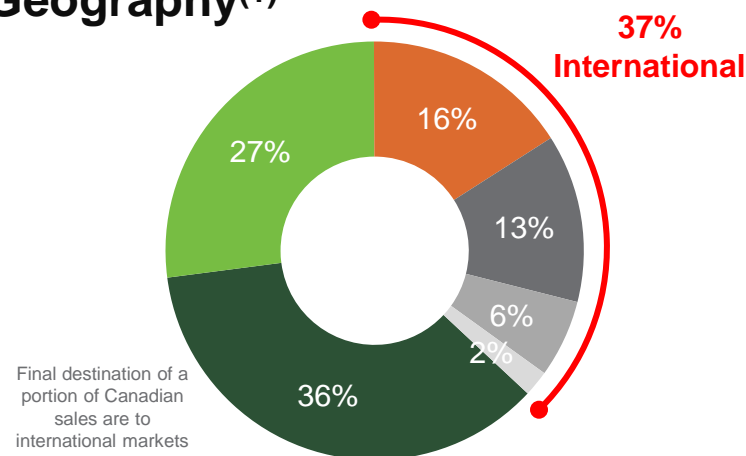
Annual Sales by Product⁽¹⁾

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



Annual Sales by Geography⁽¹⁾

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



(1) Annual average from 2015 to 2021, including strike impacted 2019 and 2020

(2) Based on closing share price of \$2.11 on March 7, 2022

Strong Financial Performance And Well Capitalized Balance Sheet

What Are Our Priorities:

Sustainably Execute On Our Long-term Priorities



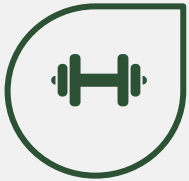
Explore Opportunities

- Pursue margin-focused business opportunities
- Grow our wholesale lumber and branded products business
- Specialty products acquisitions



Grow the Base

- Optimize operations to improve margins
- Targeted, high-margin products of scale to selected customers
- Non-capital margin improvement and growth initiatives



Strengthen the Foundation

- Strategic capital investments
- Invest in our people and systems
- Mutually beneficial relationships with First Nations

Focus On Growing Long-term Shareholder Value

Company Updates

Sustainably Executing On Our Strategic Priorities



2021 Was A Record Year And We Made Significant Progress Advancing Our Strategic Priorities



Financial Performance

- Record adjusted EBITDA of \$302.1 million
- Return on capital employed: 45%
- Total shareholder return: 68.3%



Health and Safety

- No workplace COVID-19 outbreaks
- Severity rate ahead of target goal
- Multiple operations with Medical Incident Rates of zero



Balanced Capital Allocation

- Reinitiated a quarterly dividend
- Returned \$111 million to shareholders via dividends and share repurchases
- \$10 million in strategic capital projects underway



Advancing ESG Commitment

- Confirmed net positive climate impact
- Sustainability Linked Credit Facility (1st North American public forestry company)
- Panelist in a global ESG conference



Repositioned Balance Sheet

- Net cash: \$130 million at end of Q4/21
- Liquidity: \$371 million at end of Q4/21
- \$52 million in non-core asset sale proceeds
- \$250 million credit facility extended to July 2025



Social Responsibility

- Advanced Indigenous relationships
- Employee engagement survey and flexible work arrangement model implemented
- Increased community donations
- COVID-related safety bonuses for non-executive employees

Balance Sheet Well Positioned To Support Our Strategic Growth Priorities

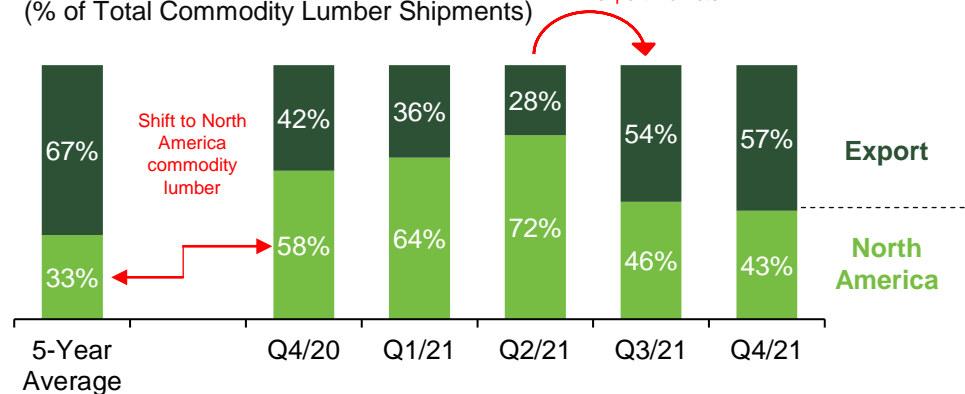
Leveraging Our Flexible Operating Platform To Capitalize On Changing Lumber Markets



- Direct production to the highest margin opportunity
- Flexibility to adjust production based on market demand and prices
- Success in redirecting lumber production to the strong North American market in late 2020 and first half of 2021
- Redirected lumber production back to export markets as demand and pricing improved in Q3/21 and Q4/21

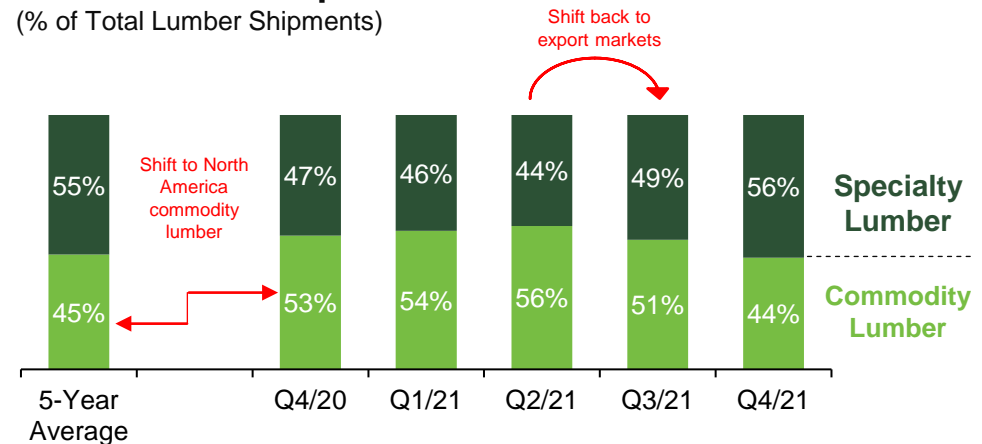
Commodity Lumber Shipments

(% of Total Commodity Lumber Shipments)



Total Lumber Shipments Mix

(% of Total Lumber Shipments)



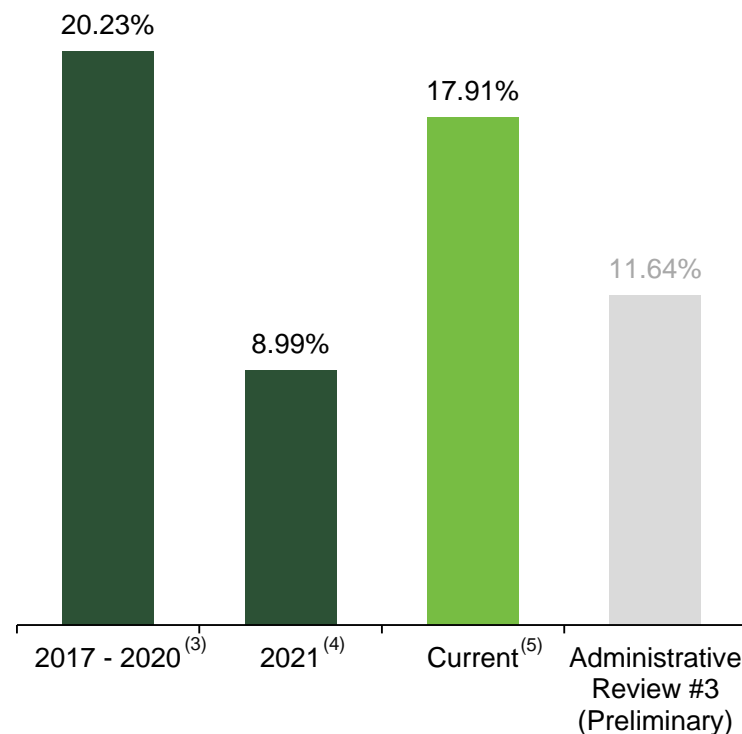
Flexible Operating Platform Gives Western The Opportunity To Redirect Volume Between Different Markets To Maximize Margin

Softwood Lumber Duties Update

- Duties on deposit of US\$120.1 million (C\$151.8 million)⁽¹⁾
 - Equates to 22% of Western's market capitalization⁽²⁾
 - C\$40.4 million included as a long-term receivable on Western's balance sheet⁽²⁾
- Current combined duties rate of 17.91%
- Preliminary determination of 3rd administrative review released
 - All Others rate of 11.64%
 - Anticipate final determination to be release in August 2022
 - Will become the new cash deposit rate once finalized

Combined Softwood Lumber Duties Rate

(All Others Duty Rate %)



(1) As of December 31, 2021

(2) Based on market capitalization as of March 7, 2022

(3) Up to November 30, 2020

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

(5) December 1, 2021 onward

Softwood Lumber Duties Anticipated To Decline In The Second Half Of 2022






Balanced Approach To Capital Allocation

- ✓ Payment of a regular quarterly dividend (\$0.01 per share)
- ✓ 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 10% NCIB in August 2021
 - Completed 10% NCIB in January 2022 (29.7 million shares | \$60.7 million)

In 2021 We Returned \$111 Million To Shareholders
Via Dividends And Share Repurchases

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



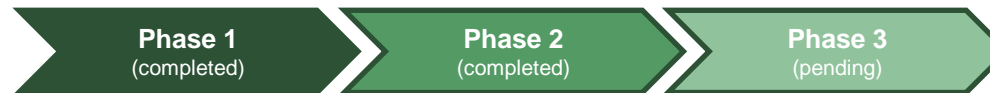
	Returning Capital To Shareholders	Investing In Our Business
Core Allocation	 Regular Quarterly Dividend	 Disciplined Annual Capital Expenditures
Opportunistic Allocation	 Share Repurchases	 Internal Strategic Capital Investments  Value-Enhancing Strategic Acquisitions
	\$474 Million Returned to Shareholders Since 2013	\$503 Million Invested in Our Business Since 2013

Balance Returning Capital To Shareholders While Investing In Our Business

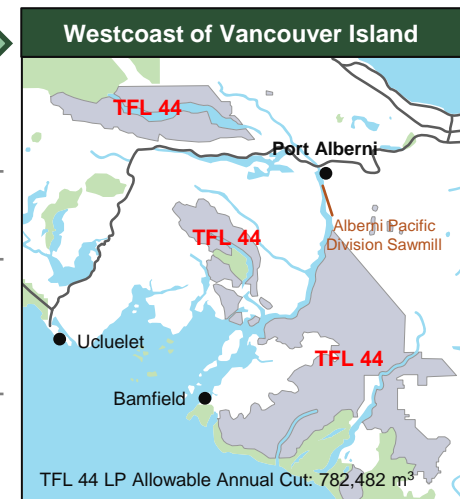
Strategic Partnership With The Huu-ay-aht First Nations In TFL 44



- Sale of Western's ownership interest in TFL 44 LP to HVLP⁽¹⁾ to occur in phases
 - TFL 44 LP⁽²⁾ consists of certain Western assets and liabilities in its Port Alberni Forest Operation, including Tree Farm Licence ("TFL") 44
 - Long-term log agreement to continue to supply Western's coastal manufacturing operations
 - Western may sell to other area First Nations up to a further 26% ownership interest in TFL 44 LP⁽²⁾ at the end of Phase 3
 - Closing of each phase is subject to various customary closing conditions



	Phase 1 (completed)	Phase 2 (completed)	Phase 3 (pending)
Purchase Price	\$7.3 million	\$22.4 million	\$12.8 million
HVLP⁽¹⁾ Incremental Ownership Interest	+ 7%	+ 28%	+ 16%
TFL 44 LP Ownership Interest At Closing	93% HVLP ⁽¹⁾ : 7%	65% HVLP ⁽¹⁾ : 35%	49% HVLP ⁽¹⁾ : 51%
Closing Date	Completed March 2019	Completed May 2021	Anticipated in Q1/23



(1) Huumiis Ventures Limited Partnership ("HVLP"), a limited partnership beneficially owned by Huu-ay-aht First Nations
 (2) TFL 44 LP has been renamed to Tsawak-qin Forestry Limited Partnership

Growing The Business: Sales And Marketing Initiatives And Growth



Wholesale Lumber Growth

- Form strategic agreements with global suppliers to offer an expanded product line that delivers greater value to our customers
- New products will originate in the U.S., Asia, Europe and Canada
- Leverage our Arlington centralized warehousing and distribution centre to effectively service our selected U.S. customers
- Japanese Cedar fencing opportunity



Strategic Marketing Initiatives

- Increase our access to North American Home Centre and Pro-Dealer sales channels
 - Estimate that 40% of cedar is consumed in the Home Centre segment
- Greater access to the growing repair and remodelling lumber segment
- Working with our customers and investing in marketing to drive demand
- Courses targeted at educating architects on utilizing our sustainable products
- New product branding



Opportunities To Grow Our Business

Growing the Business: New 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



■ Arlington Distribution and Processing Centre – 2018 / 2019⁽¹⁾

Arlington, Washington

Overview

- 18-acre distribution and processing facility
- 170,000 square feet covered storage
- Rail spur on site serviced by BNSF
- Remanufacturing (Kilns, Planer)

Strategic Rationale

- Centralized warehousing and distribution near the high value U.S. west coast corridor
- Increase production of targeted specialty products and expanded finishing capacity



■ Columbia Vista – 2019

Vancouver, Washington

Overview

- Sawmill
- Remanufacturing (Kilns, Planer)

Strategic Rationale

- Increases production of Douglas fir specialty products for Japanese and U.S. markets
- Complements our B.C. hemlock business into Japan



Western Forest Products
B.C. Operations

(1) Acquired in 2018; site improvements completed in Q2/18; equipment upgrades completed in Q1/19

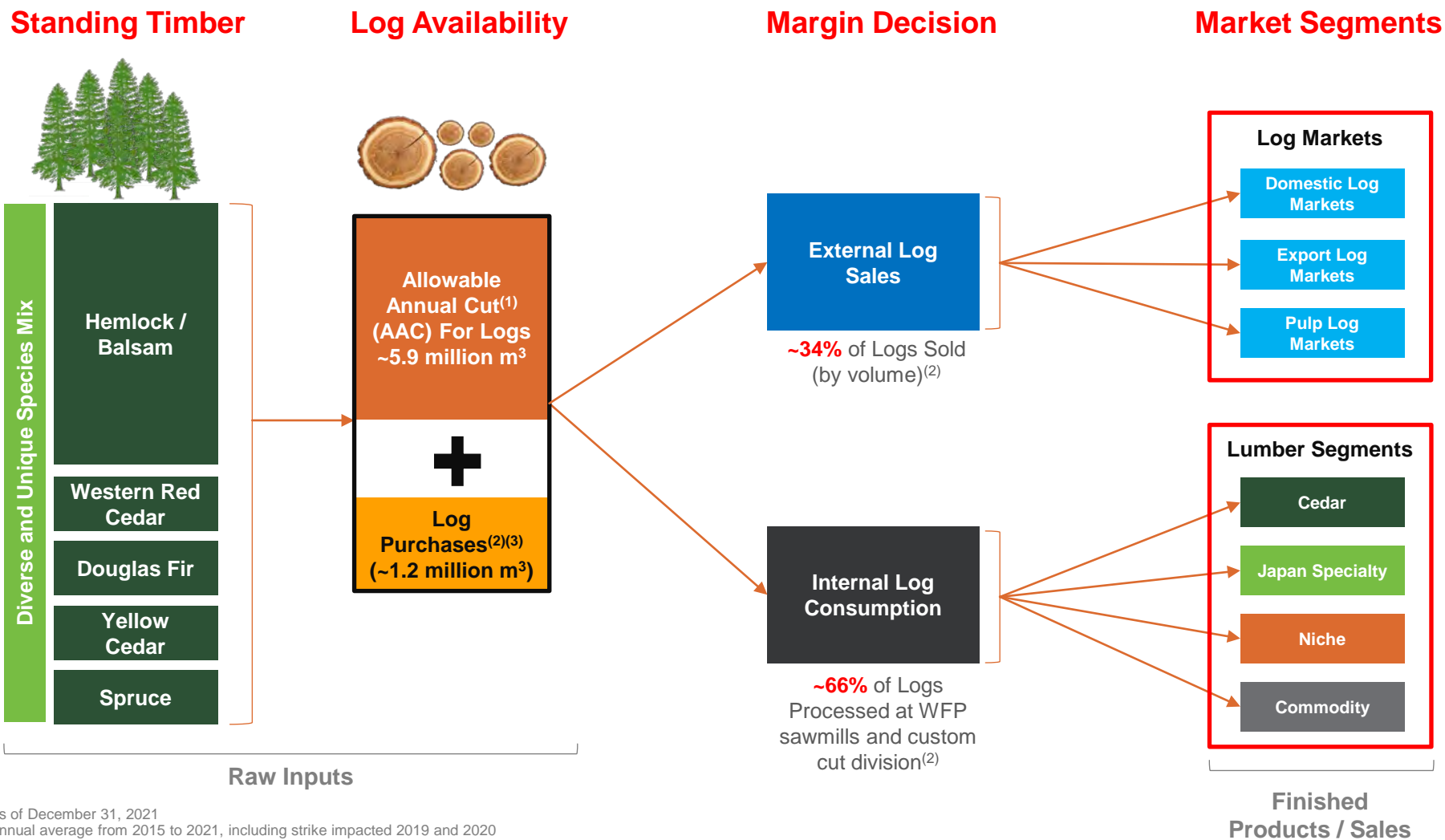
Growing Our Operations In The U.S. Pacific Northwest

Company Overview

Sustainable Product Lifecycle, From Forest To Customer



Margin Strategy / Fibre And Processing Flow Chart



(1) As of December 31, 2021

(2) Annual average from 2015 to 2021, including strike impacted 2019 and 2020

(3) B.C. log purchases

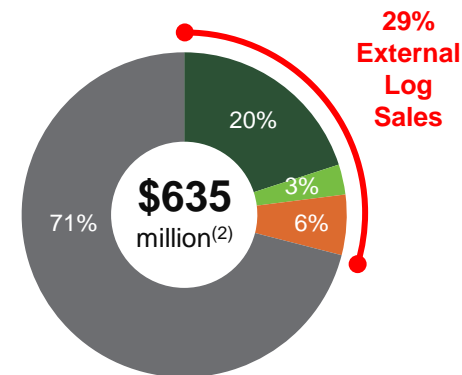
Timber Resource Is Directed To Highest Margin Opportunity

Log Markets Determine Margin Decision

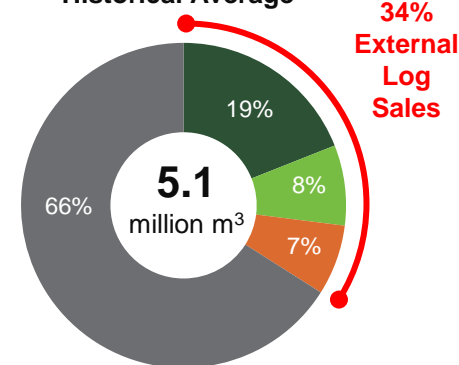
External Log Sales

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

Logs by Value
Historical Average⁽¹⁾



Logs by Volume
Historical Average⁽¹⁾



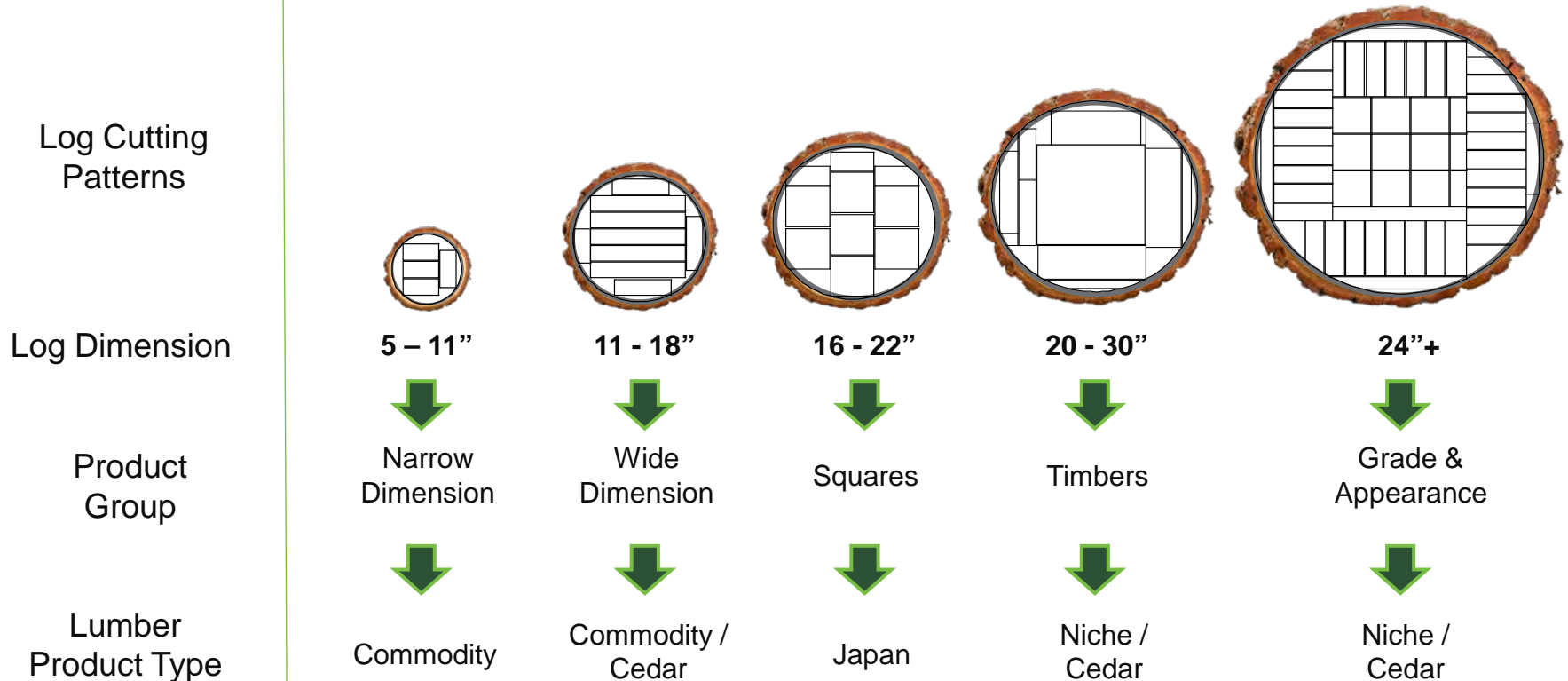
(1) Annual average from 2015 to 2021; based on total external log sales and internal log consumption, including purchased logs. Internal transfer values based on Vancouver Log Market prices
 (2) Net of freight and fee in lieu

Directing Log Volume To The Highest Margin Opportunity

Manufacturing And Sales



Log diameter and margin determines lumber products manufactured



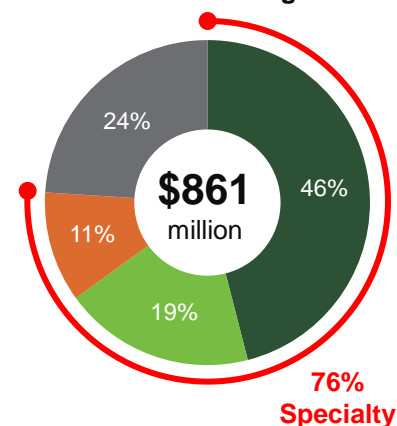
Flexible Manufacturing Platform Presents Unique Opportunity To Create Margin

Diversified Lumber Product Offering

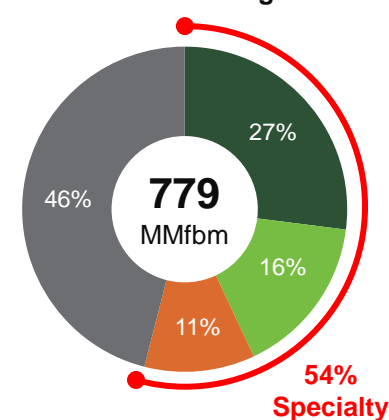
Specialty Products

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

Lumber by Value
Historical Average⁽¹⁾



Lumber by Volume
Historical Average⁽¹⁾



(1) Annual average from 2015 to 2021

Allows Western To Profitably Service Multiple Markets Throughout The Cycle

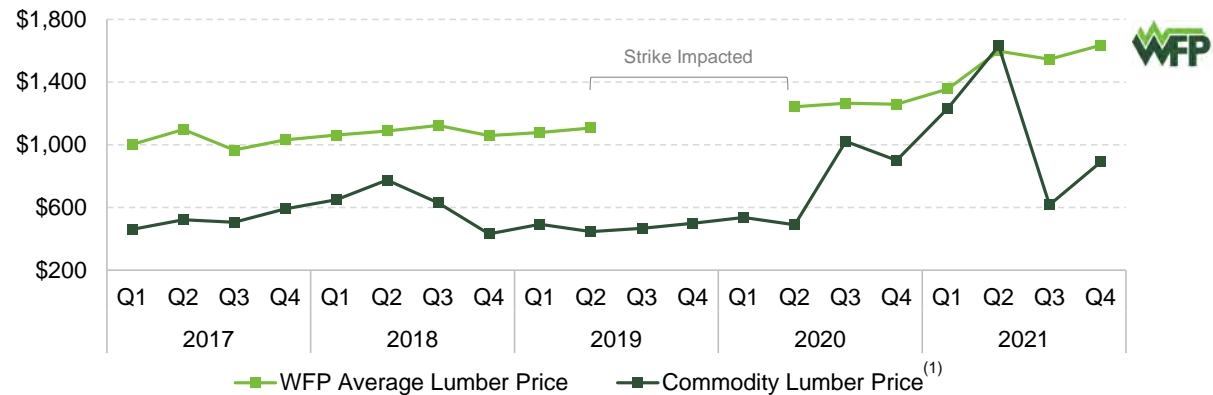
Specialty Product Focus



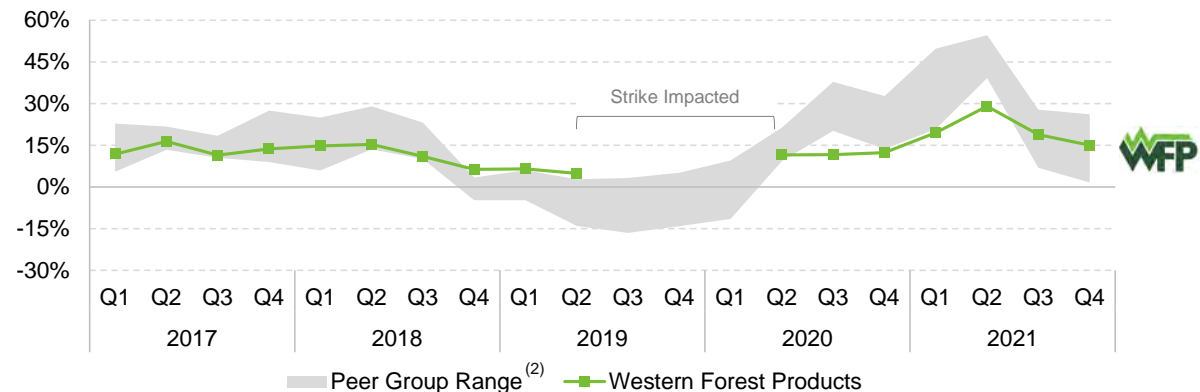
- Approximately 76% of lumber revenue is generated from non-commodity products
- Typically a significant price premium to commodity lumber
- More stable margins through the cycle vs. commodity peers
- Product / market diversity and global exposure provide opportunities to maximize margin

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\$

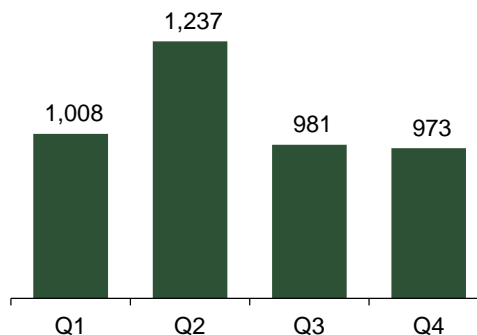
(2) High and low EBITDA margin range of West Fraser and Canfor lumber segments and consolidated results of Interfor and Conifex

Specialty Products Focus Creates Greater Earnings Stability Over The Long-term

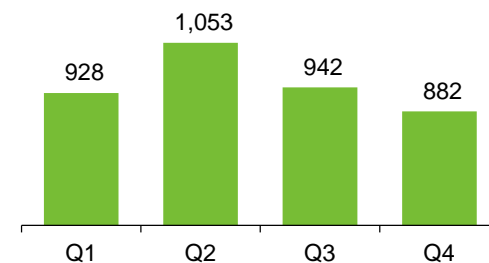
Seasonality Of The Business

- 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

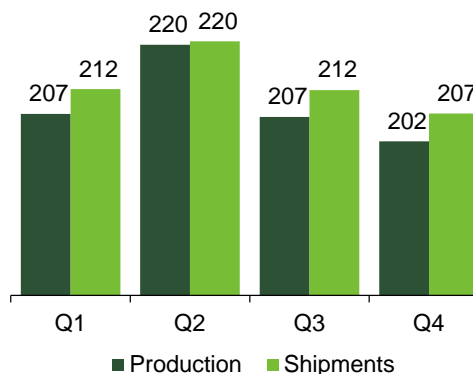
Harvest Volume⁽¹⁾
(000 m³)



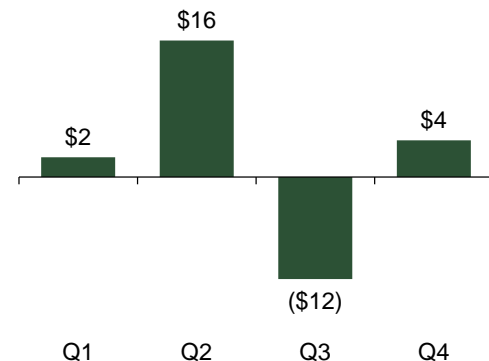
Closing Log Inventory⁽¹⁾
(000 m³)



Lumber Production & Shipments⁽¹⁾
(MMfbm)



Increase (Decrease) in Working Capital⁽¹⁾
(\$ millions)

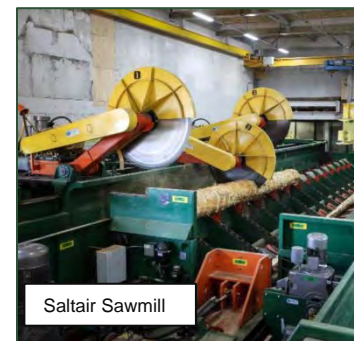
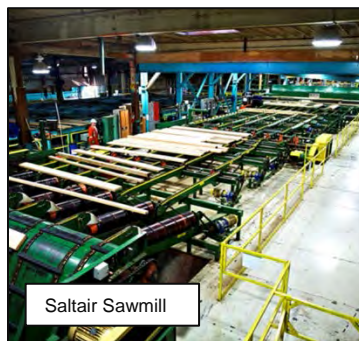
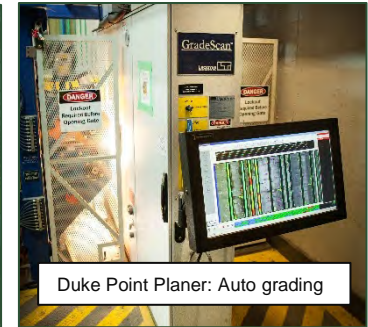
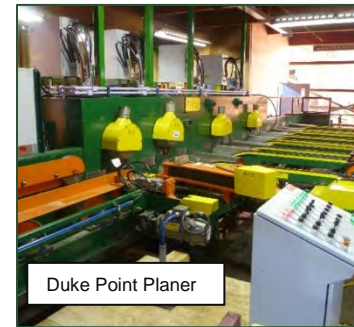
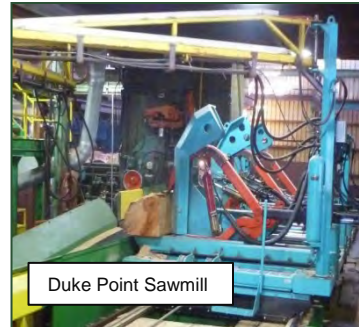


(1) Average of 2015 to 2021 excluding strike impacted Q3/19, Q4/19 and Q1/20

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%

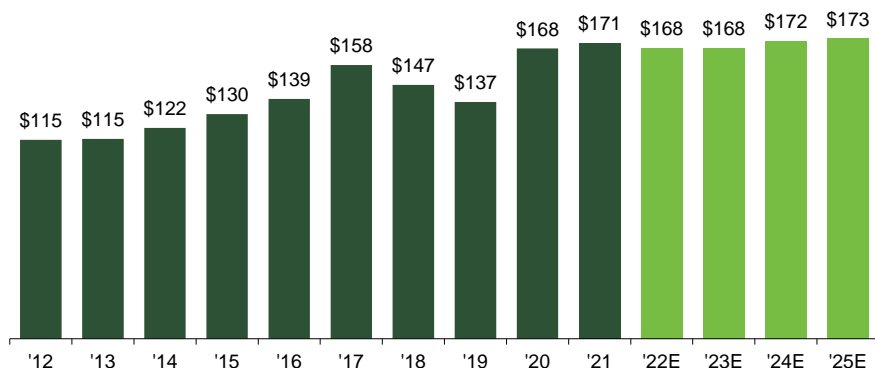
Appendix

Supplemental Materials

Repair And Remodelling Statistics

U.S. Repair & Remodelling Expenditures

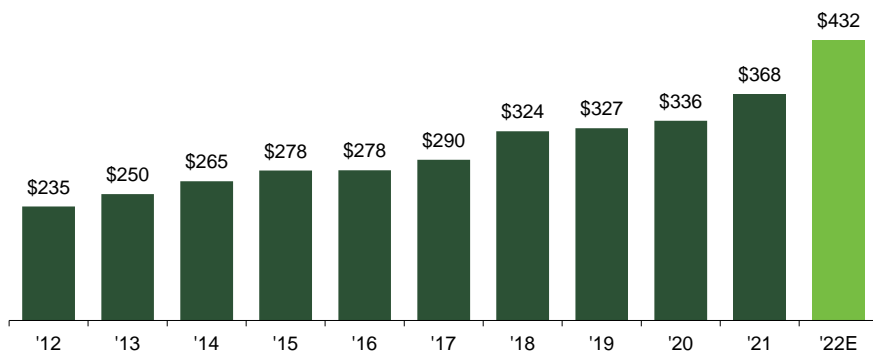
(US\$ billions)



Source: Forest Economic Advisors (February 2022)

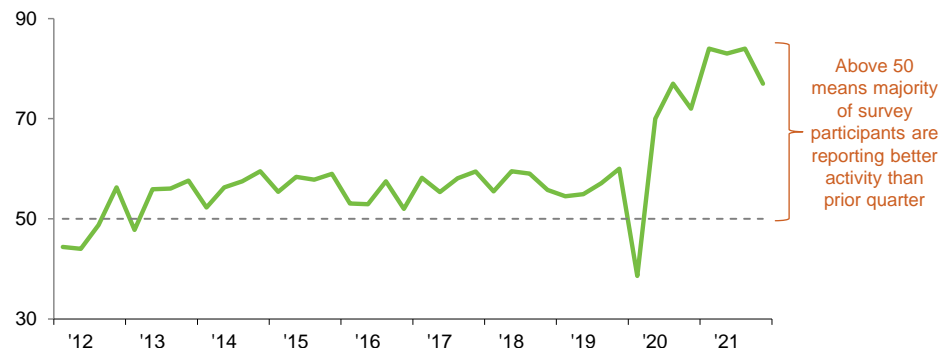
Leading Indicator of Remodelling Activity

(US\$ billions)



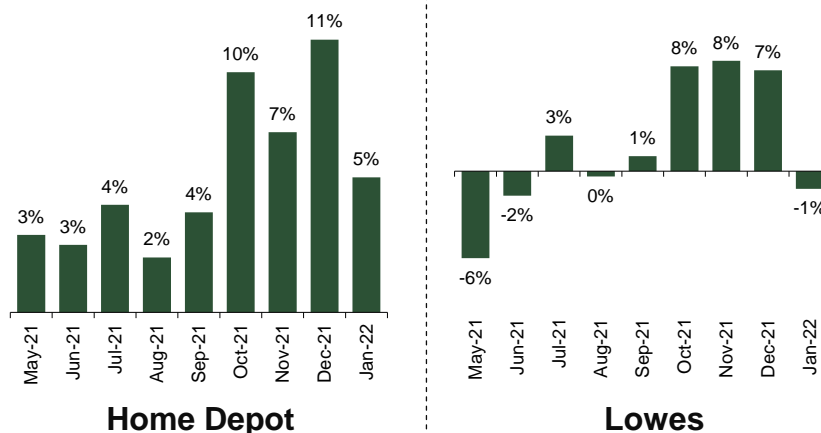
Source: Joint Center For Housing Studies of Harvard University; Home Improvement and Repair Activity – trailing 12 months; the Leading Indicator of Remodelling Activity (LIRA) provides a short-term outlook of U.S. national home improvement and repair spending to owner-occupied homes

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



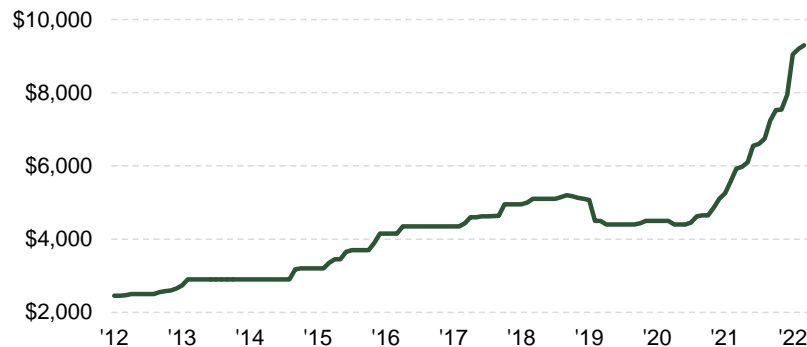
Source: Company reports; monthly values

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

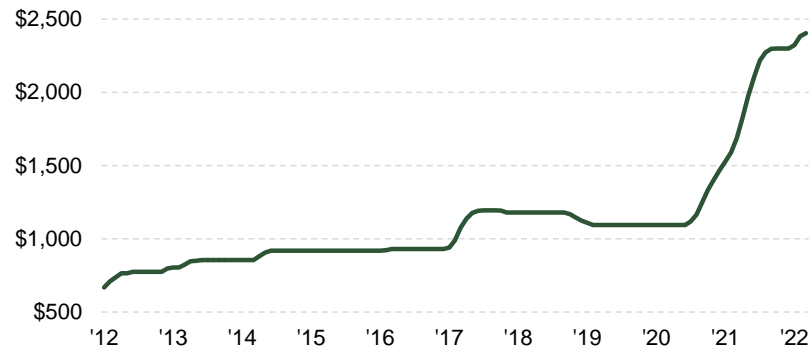
(US\$ per mfbm)



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

WRC Boards and Trim

(US\$ per mfbm)

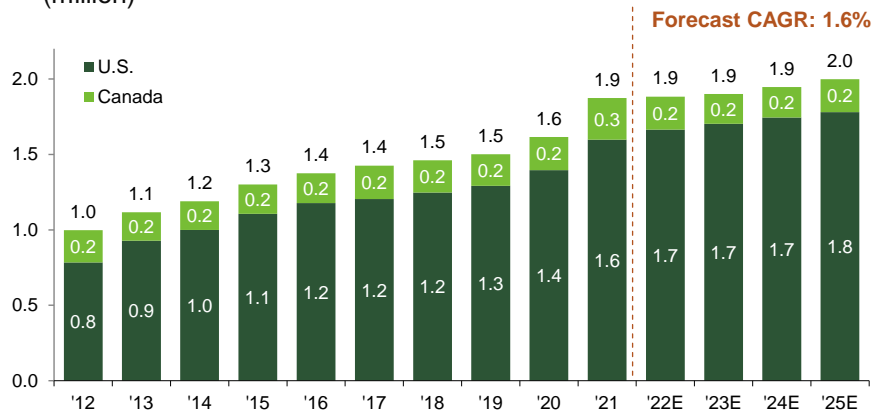


Source: Random Lengths: Coast Green WRC Std&Btr NH 3/4x4 RL S1S2E H&M, net f.o.b. Mill

North America Statistics: Supply / Demand

North American Housing Starts

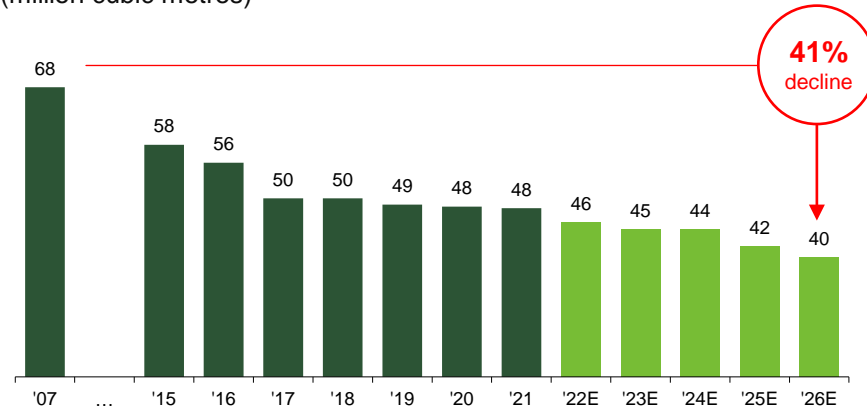
(million)



Source: Forest Economic Advisors (February 2022)

B.C. Interior Allowable Annual Cut

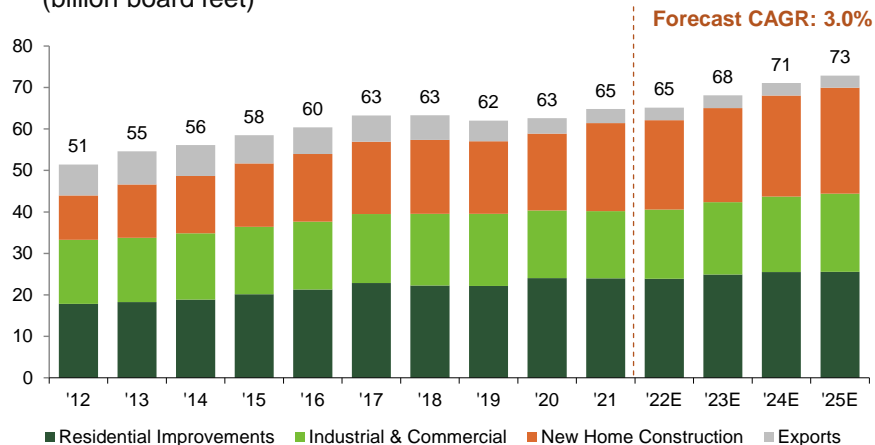
(million cubic metres)



Source: Forest Economic Advisors (February 2022)

North American Lumber Demand

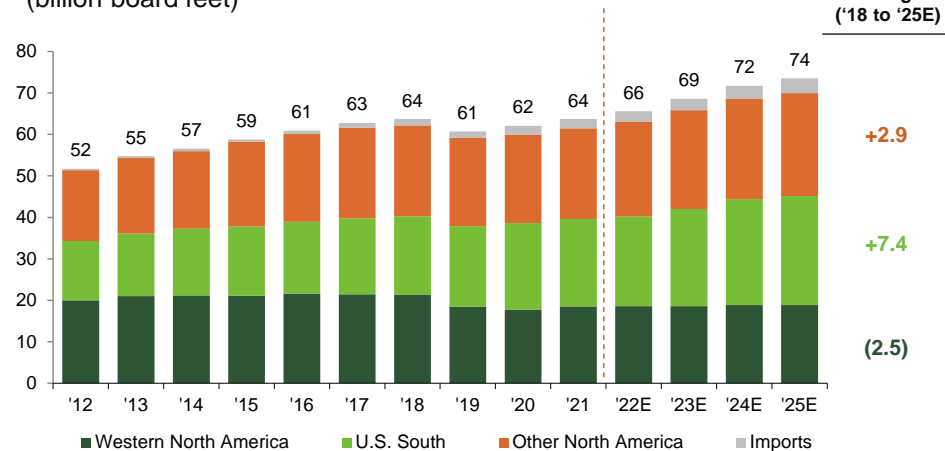
(billion board feet)



Source: Forest Economic Advisors (February 2022)

North American Lumber Supply

(billion board feet)

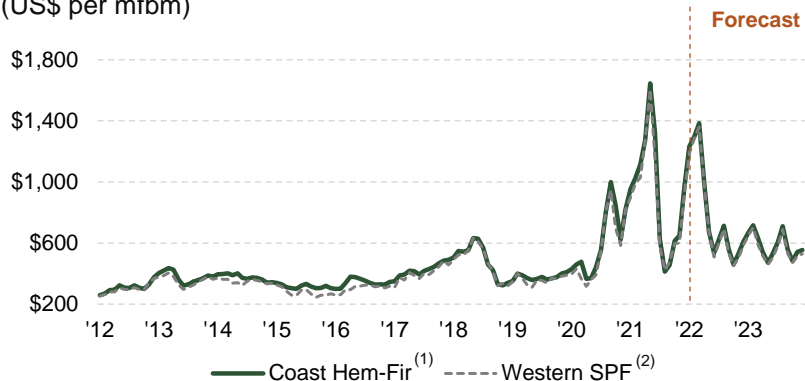


Source: Forest Economic Advisors (February 2022)

North American Statistics: Lumber Prices

North American Commodity Lumber Prices

(US\$ per mfbm)



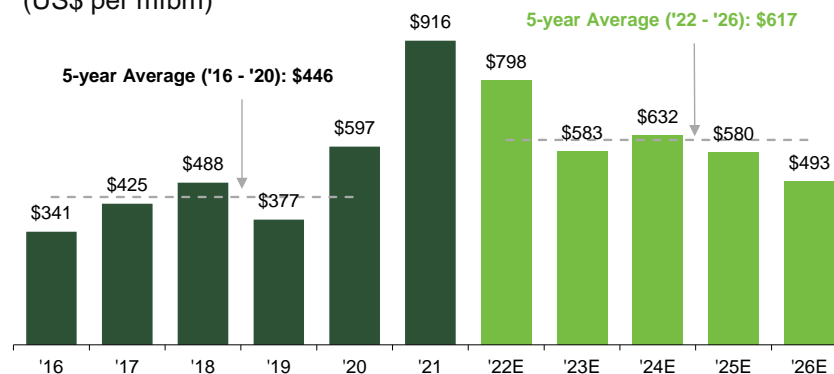
Source: Random Lengths; Forest Economic Advisors

(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

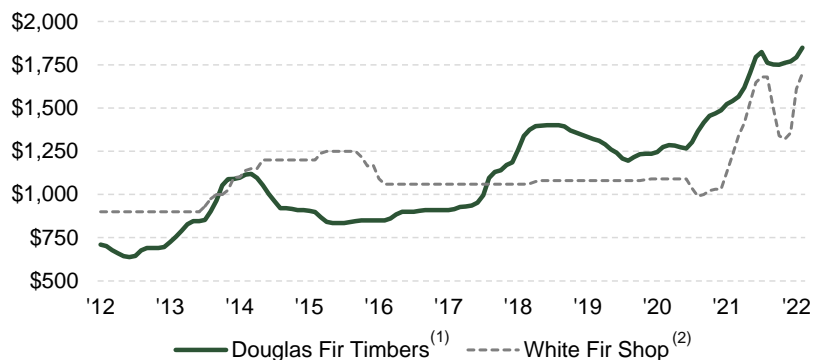
(US\$ per mfbm)



Source: Forest Economic Advisors (February 2022); KD #2 & Btr 2x4, net f.o.b. mill

North American Niche Lumber Prices

(US\$ per mfbm)



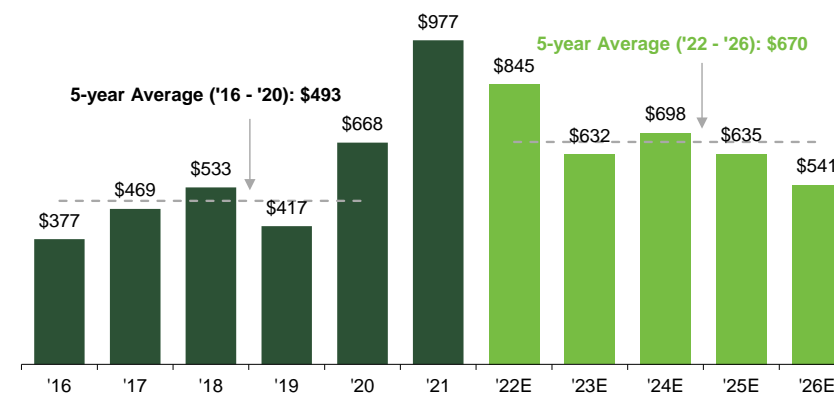
Source: Random Lengths

(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)



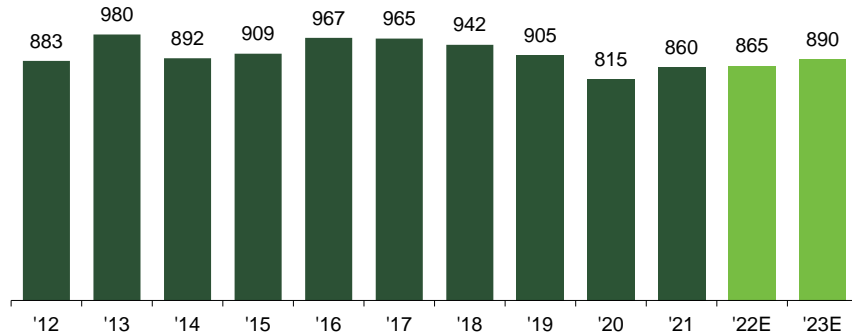
Source: Forest Economic Advisors (February 2022); KD #2 & Btr 2x4, net f.o.b. mill

Japan Statistics



Japan Housing Starts

(000s)



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

Douglas Fir Lumber Prices to Japan

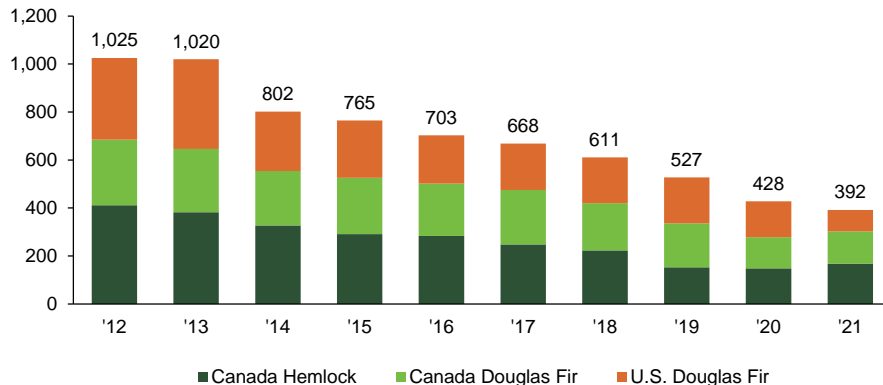
(US\$ per mfbm)



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 m³)



Source: Japan Lumber Importers' Association

Hemlock Lumber Prices to Japan

(US\$ per mfbm)

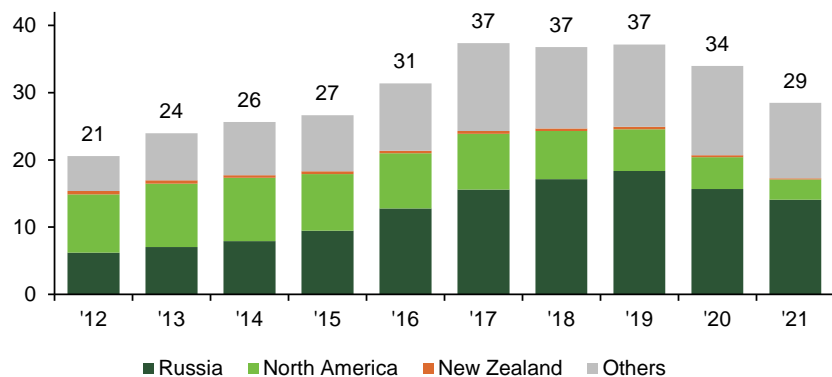


Source: Random Lengths: Green Hem Baby Squares Merch 4-1/8x4-1/8 13' S4S, c.&f. dest. Japan

China Log And Lumber Statistics

China Lumber Imports

(million m³)



Source: Forest Economic Advisors (February 2022)

China Commodity Lumber Price

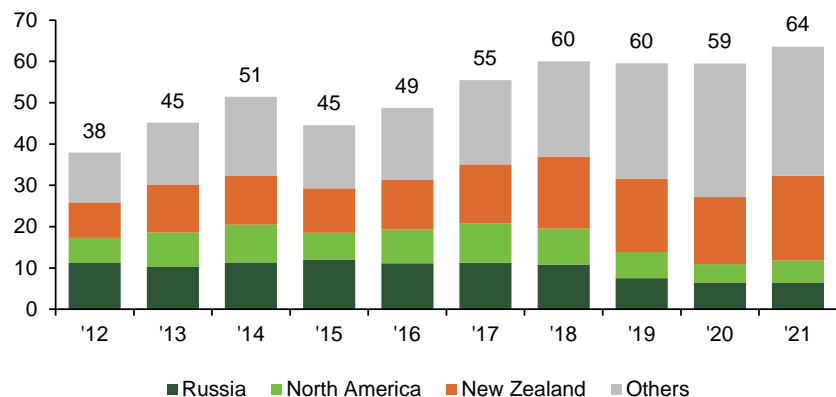
(US\$ per mfbm)



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

China Log Imports

(million m³)



Source: Forest Economic Advisors (February 2022)

China Export Log Price From North America

(US\$ per m³)

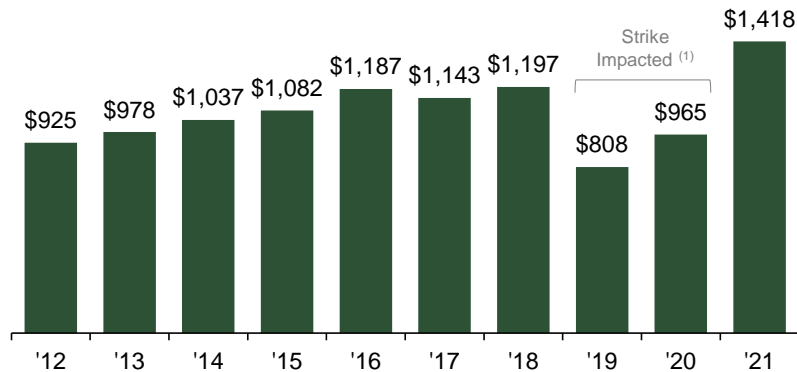


Source: Forest Economic Advisors – China Bulletin; Hemlock, <30 cm diameter, 8 - 12 meters, cif. delivered Lanshan, Rizhao port, including VAT and fees

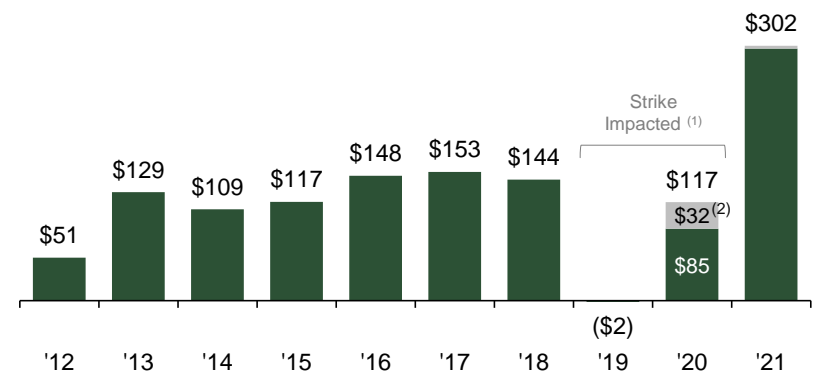
Western Forest Products: Historical Financial Snapshot – Annual



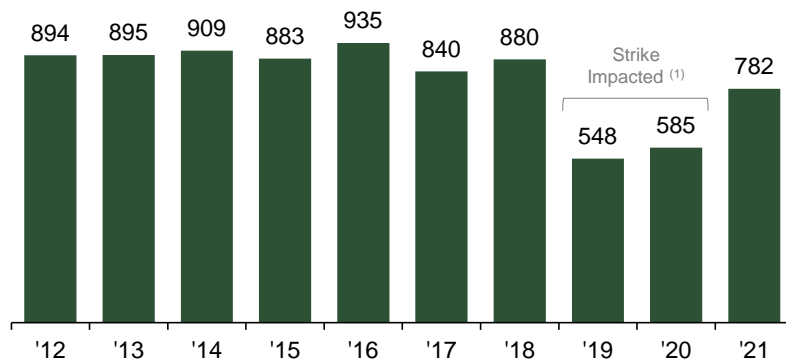
Revenue (\$ millions)



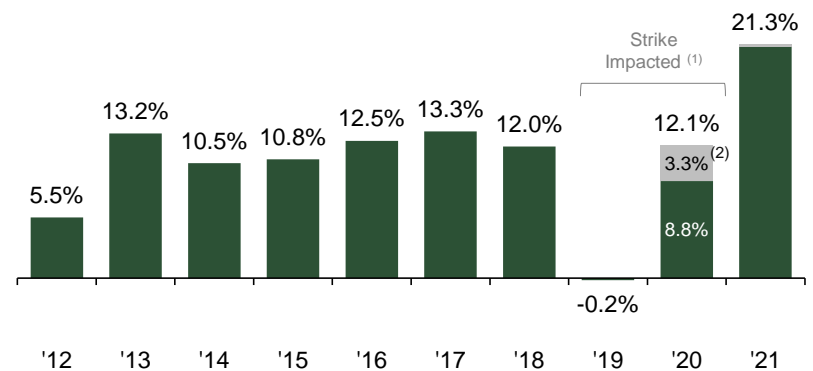
Adjusted EBITDA (\$ millions)



Lumber Shipments (MMfbm)



Adjusted EBITDA Margin %

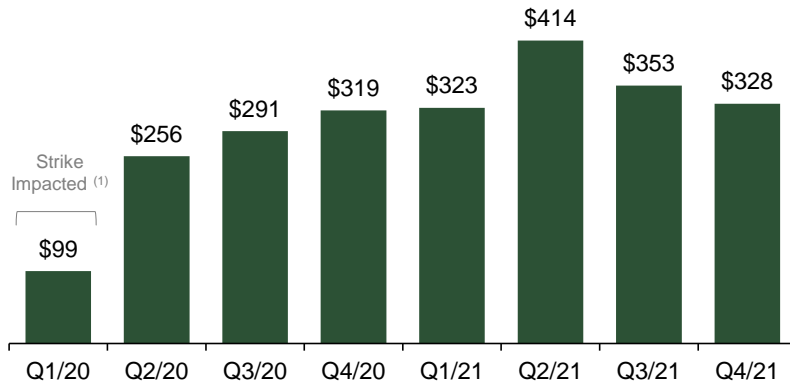


- (1) All of Western's timberlands and most of our B.C. based manufacturing divisions were impacted by a strike by the United Steelworkers Local 1-1937 ("USW"), which commenced on July 1, 2019. On February 15, 2020, the USW members ratified a new 5-year collective agreement, which is effective as of June 15, 2019 and expires on June 14, 2024, ending the strike
- (2) Impact of non-cash duty recovery related to the finalization of softwood duty rates for 2017 and 2018

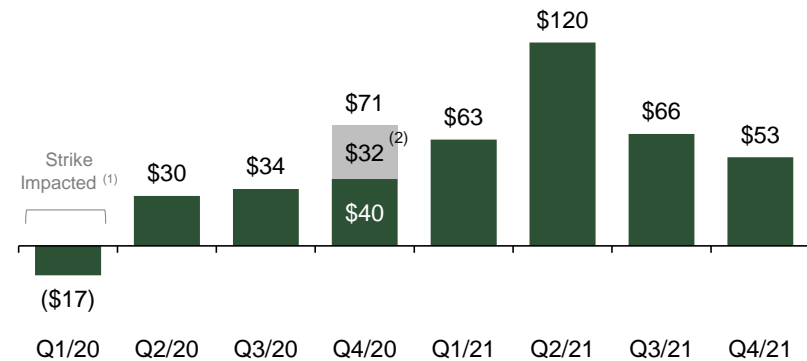
Western Forest Products: Historical Financial Snapshot – Last 8 Quarters



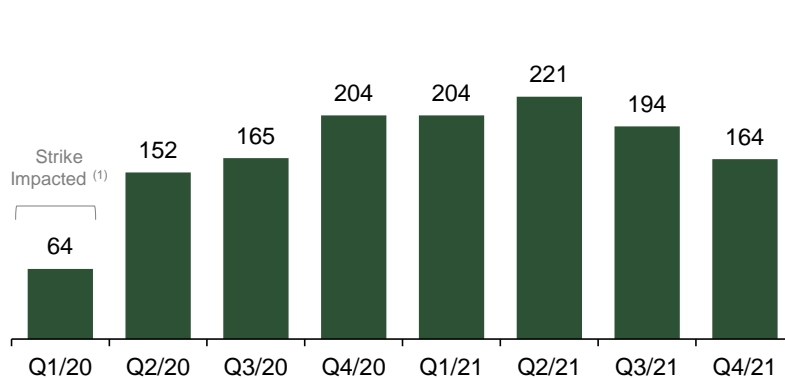
Revenue (\$ millions)



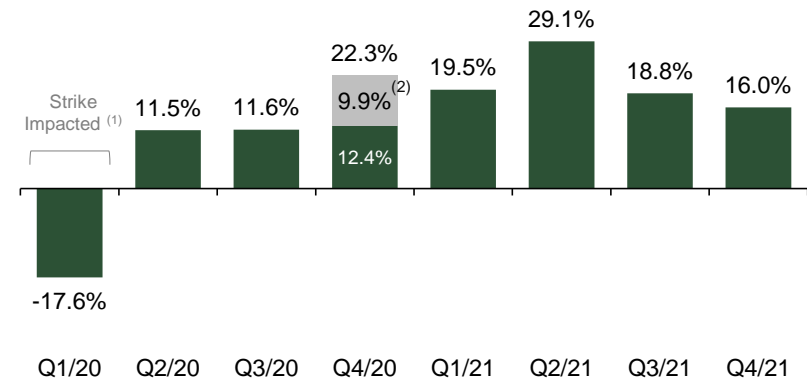
Adjusted EBITDA (\$ millions)



Lumber Shipments (MMfbm)



Adjusted EBITDA Margin %

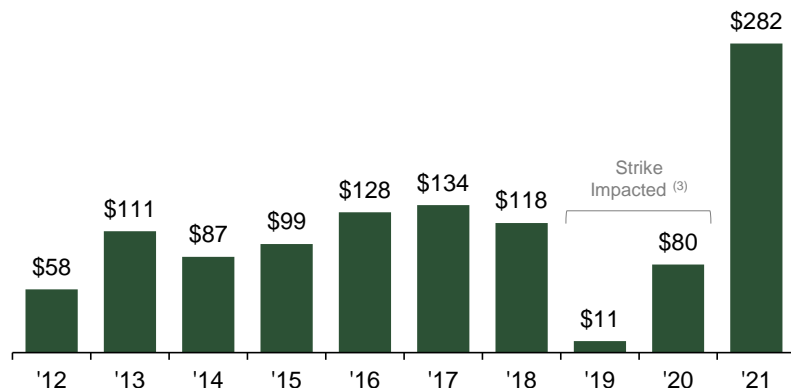


- (1) All of Western's timberlands and most of our B.C. based manufacturing divisions were impacted by a strike by the United Steelworkers Local 1-1937 ("USW"), which commenced on July 1, 2019. On February 15, 2020, the USW members ratified a new 5-year collective agreement, which is effective as of June 15, 2019 and expires on June 14, 2024, ending the strike
- (2) Impact of non-cash duty recovery related to the finalization of softwood duty rates for 2017 and 2018

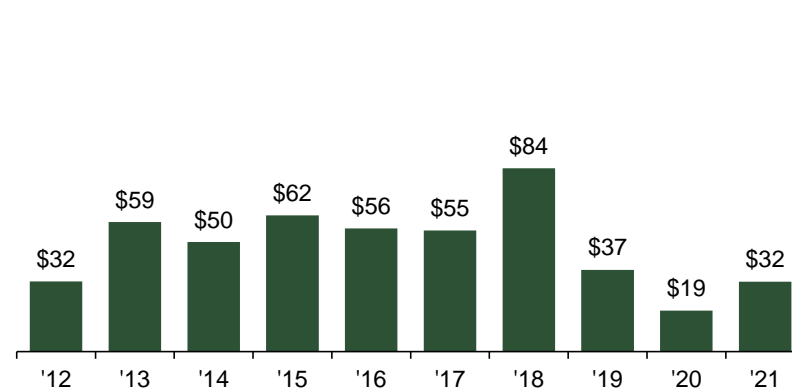
Western Forest Products: Historical Cash Flow, Capital Allocation And Debt



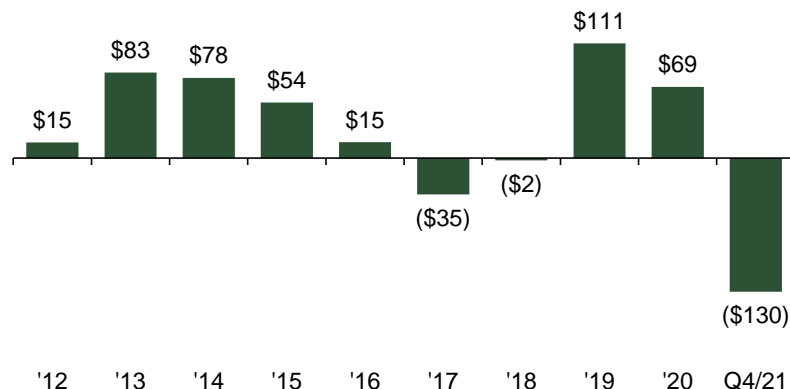
Cash Flow from Operations⁽¹⁾ (\$ millions)



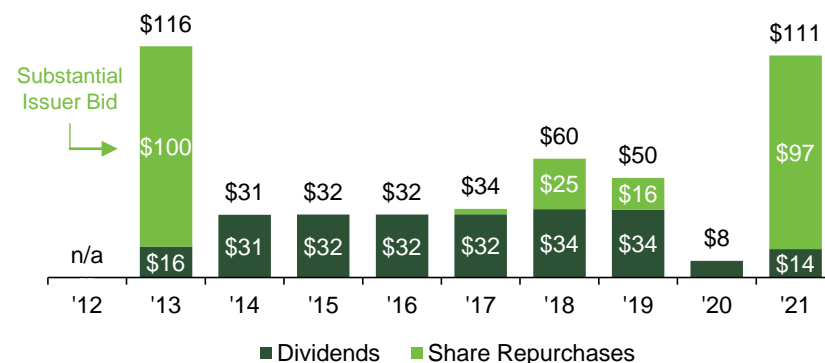
Capex⁽²⁾ (\$ millions)



Net Debt / (Cash) (\$ millions)



Dividends⁽⁴⁾ & 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

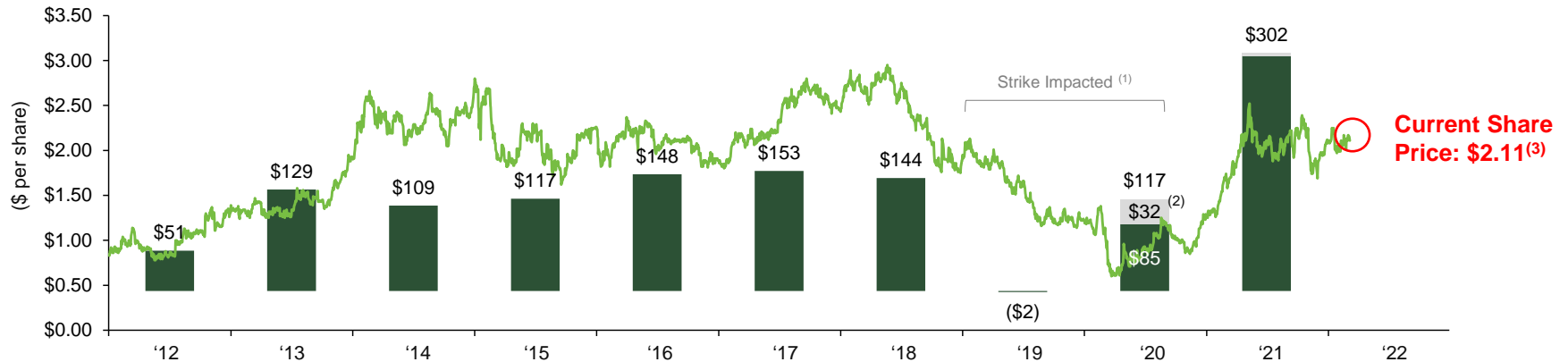
(4) The dividend was suspended in May 2020; on February 18, 2021, the company announced the reinstatement of a \$0.01 per share quarterly dividend in February 2021

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

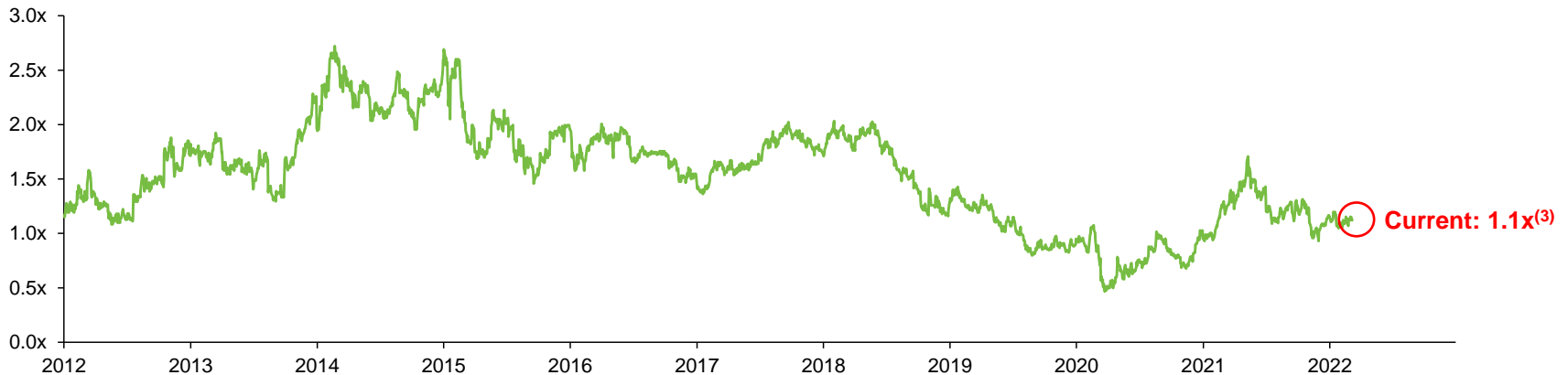


Historical Share Price Relative to EBITDA

(\$ 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) Impact of non-cash duty recovery related to the finalization of softwood duty rates for 2017 and 2018

(3) Based on closing share price of \$2.11 on March 7, 2022

Western Forest Products: Sawmills And Remanufacturing Facilities



Sawmills

Sawmill	Location	Log Diameter Focus	Capacity ⁽¹⁾	Production		2021 Production Mix			
				2021	2020 ⁽²⁾	WRC ⁽³⁾	Hemlock	Douglas Fir	Yellow Cedar
Ladysmith	Ladysmith, BC	Small	90	88	19	--	100%	--	--
Cowichan Bay	Duncan, BC	Medium	215	131	82	47%	45%	8%	--
Saltair	Ladysmith, BC	Medium	240	209	155	--	82%	18%	--
Alberni Pacific	Port Alberni, BC	Medium to Large	175	51	52	--	91%	9%	--
Duke Point	Nanaimo, BC	Medium to Large	130	96	78	3%	97%	--	--
Chemainus	Chemainus, BC	Medium to Large	130	67	58	100%	--	--	--
Columbia Vista	Vancouver, WA	Medium to Large	80	57	59	--	--	100%	--
Custom Cut	Multiple	Varies	n/a	61	73	15%	3%	36%	46%
Sawmill Total			1,060	760	576	22%	66%	8%	4%

Remanufacturing and Distribution

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











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

(2) 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

(3) Western red cedar

Analyst Coverage



Analyst & Firm	Contact Information
Hamir Patel CIBC	 604-331-3047  hamir.patel@cibc.com
Daryl Swetlishoff Raymond James	 604-659-8246  daryl.swetlishoff@raymondjames.ca
Paul Quinn RBC	 604 257-7048  paul.c.quinn@rbccm.com
Benoit Laprade Scotiabank	 514-287-3627  benoit.laprade@scotiabank.com
Sean Steuart TD	 416-308-3399  sean.steuart@tdsecurities.com



Investor Relations Contacts



Stephen Williams

Executive Vice President & Chief Financial Officer

☎ 604-648-4572

✉ swilliams@westernforest.com

Glen Nontell

VP, Corporate Development

☎ 604-648-4630

✉ gnontell@westernforest.com

These materials have been prepared by Management of the Company. No regulatory authority has approved or disapproved of the contents of these materials. These materials do not constitute an offer to sell or the solicitation of an offer to buy any securities of the Company and shall not constitute an offer, solicitation or sale of the Company's securities in any jurisdiction in which such offer, solicitation or sale would be unlawful. Securities of the Company may not be offered or sold in the United States absent their prior registration or qualification or an applicable exemption from the applicable registration or qualification requirements.