

INVESTOR PRESENTATION

March 2024



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 impact of wood products on the global carbon balance and climate change; fibre availability; legal and regulatory developments; the Company’s ability to diversify and grow its business through its strategic acquisitions; the closing of the TFL 39 Block 2 Limited Partnership transaction and the expected timing thereof; the finalization of the softwood lumber duties rate and the expected timing thereof; discussions with area First Nations around future acquisitions of ownership interests in Tsawak-qin Limited Partnership; opportunities relating to carbon and carbon credits and alternatives for the Company’s wood residuals and waste; 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 or changes to the implementation of such laws and regulations by governmental authorities, changes in the price of key materials for our products, changes in business opportunities, changes occurring in the counterparties whom we do business with, 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, 2022 (the “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 MD&A for Western Forest Products Inc. (the “Company”).



Western At A Glance

A Specialty Wood Products Company



Western At A Glance



Strong

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



\$1.14 Billion

Average Annual Revenue Since 2015



\$121 Million

Average Annual EBITDA Since 2015



36%

Of Historical Sales to International Markets



1+ Billion

Board Feet of Annual Lumber Capacity at 7 Sawmills



Four

Remanufacturing Facilities, Two Glulam Facilities, One Distribution Centre



5.8 Million m³

Of Allowable Annual Cut From Our B.C. Timberlands



1,900+

Employees

A Global Leader In Specialty Lumber Products

Why Own Western



Western Is A Premier Wood Products Company To Own

Our Products' End Uses

Outdoor Living

Decking, Timbers, Fencing Products, Outdoor Structures



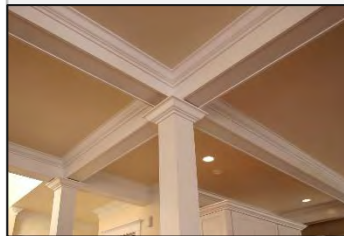
Exterior Appearance

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



Interior Living

Interior Paneling, Interior Mouldings, Architectural Millwork, Stair Components



Structural

Timbers, Framing, Japanese Housing, Engineered Products



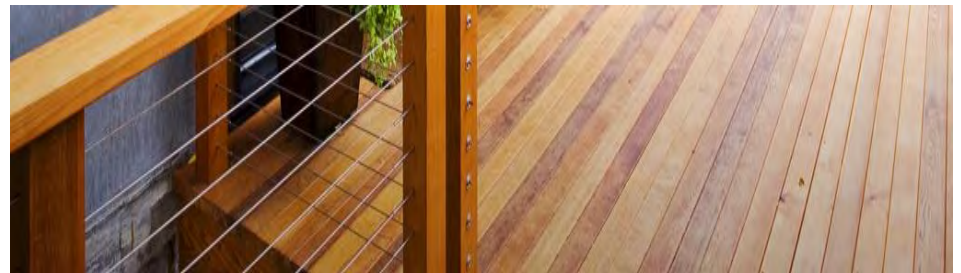
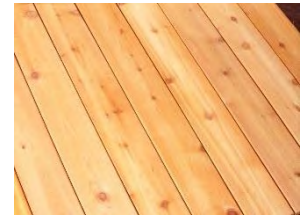
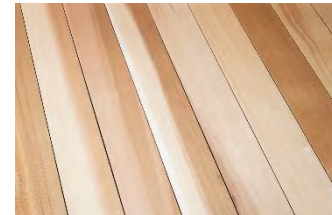
Industrial

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



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

Wood Is Renewable, Durable And Naturally Beautiful



Wood As A Building Material



Wood is the only major building material that is renewable



Wood is recyclable and biodegradable



Wood is beautiful and aesthetically pleasing



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



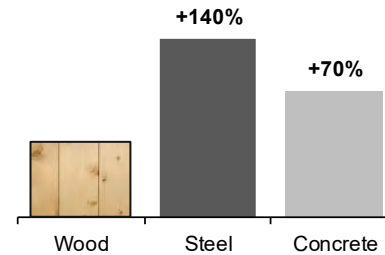
Wood products require less energy to produce than concrete and steel



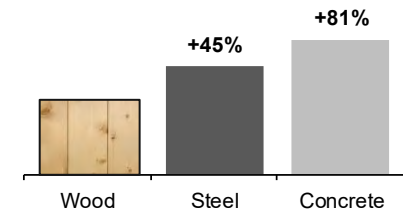
Wood products result in less solid waste than concrete and steel

Wood vs. Steel vs. Concrete⁽¹⁾

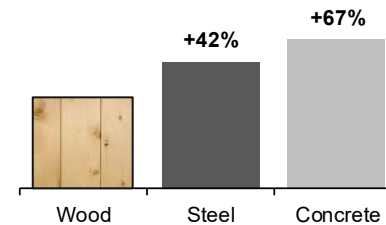
Total Energy Use



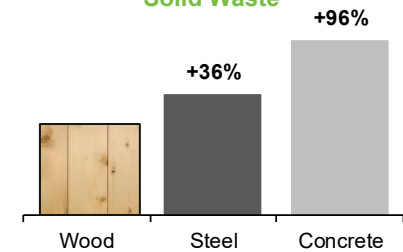
Greenhouse Gases



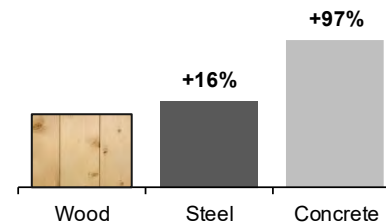
Air Pollution



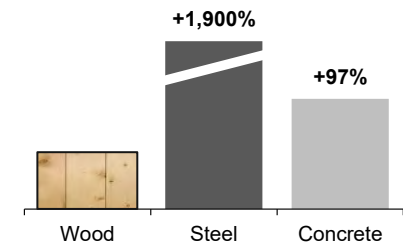
Solid Waste



Ecological Resource Use



Water Pollution



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

Wood Is A Desirable Building Material

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

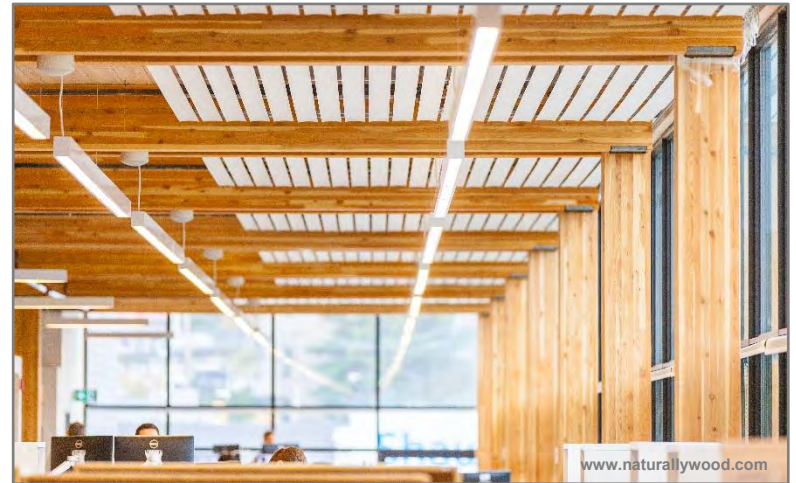


Increased use of wood in buildings will drive increased wood products demand

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⁾



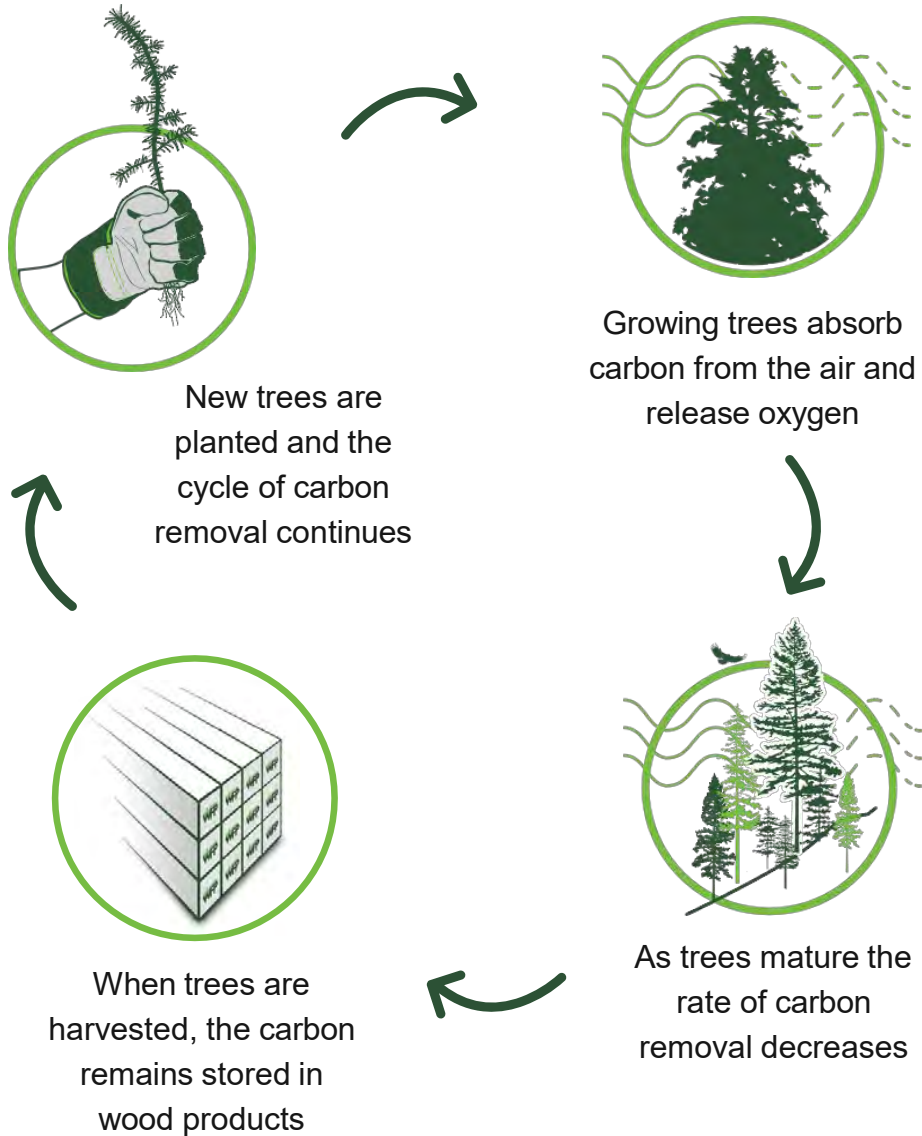
Links To External Resources



(1) Source: Think Wood

An Opportunity To Grow The Demand For Wood Products

Wood Products Role in Carbon Sequestration



Western's Commitment To ESG



Environment Stewardship

Sustainable Forest Management,
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 Forest Products
DEFINING A HIGHER STANDARD™

Western Is Committed To Defining A Higher Standard® On ESG

Carbon Accounting Highlights

Western's 2022 Carbon Balance

-2,453,372
tonnes of CO₂ equivalent

Western's business is a net carbon sink,
as outlined in our 2022 Carbon Accounting Report

Forest Ecosystem Carbon

The forests managed by Western are an enormous carbon bank and store carbon in the form of live trees, dead trees, branches, leaves, roots and soil. In 2022, the forest ecosystem stored:

2,448,276 kilotonnes of CO₂ equivalent

100 Year Carbon Balance Projection

Using assumptions from current forest management plans, Western's net carbon balance is projected to improve further over the next 100 years. In the next 100 years, Western's activities are projected to potentially decrease atmospheric carbon by:

210.6 million tonnes of CO₂ equivalent



Advancing Disclosure Of Our Carbon Reporting

Environmental Stewardship

Sustainability

- 100% of our managed tenures are third party certified
- Manage and harvest the entire forest profile over generations
- Only forestry company on the B.C. Coast to operate a seed orchard and tree nursery
- Reforest every hectare we harvest
- Planted 6.3 million seedlings, more than 3 for every tree harvested in 2022
- Limit wood waste in our operations; utilize 100% of logs at our mills



Climate Change

- 2,453,372 tonnes of CO₂ equivalent was removed as a result of Western's activities in 2022
- 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

- Maintain biodiversity and other environmental values to support 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 22% 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 40+ active agreements, 6 active integrated resource management plans, and 5 joint venture and limited partnerships
- 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)

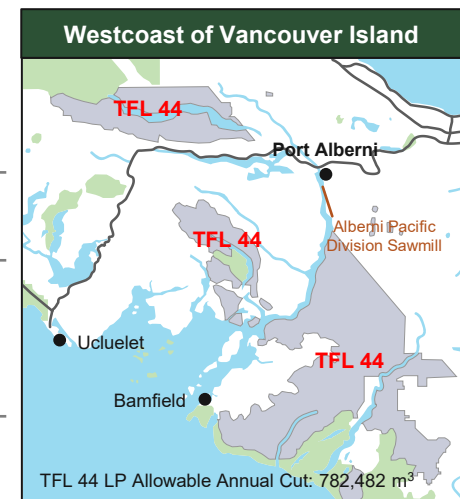
Developing Mutually Beneficial Relationships To Advance Reconciliation With First Nations

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⁽¹⁾ 35%
- Long-term fibre supply 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 ⁽¹⁾ Incremental Ownership Interest	+ 7%	+ 28%
LP Ownership Interest At Closing	93% HVLP ⁽¹⁾ : 7%	65% HVLP ⁽¹⁾ : 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

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 ⁽¹⁾		
	<p>huu ay aht 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 2023, 2022 and 2021 Annual Report for additional details

Community Involvement And Support



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 NEOs and other executive officers

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

Growing and Creating Long-term Shareholder Value



Who We Are: Our Mission, Vision And Values



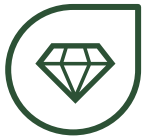
Our Vision:

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

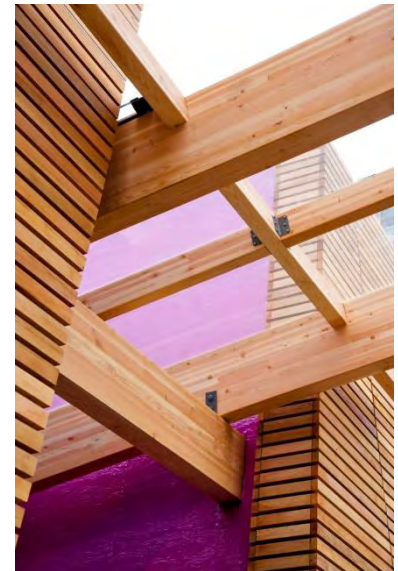


Defining a Higher Standard®

What We Do: Margin-Focused, Specialty Lumber Company

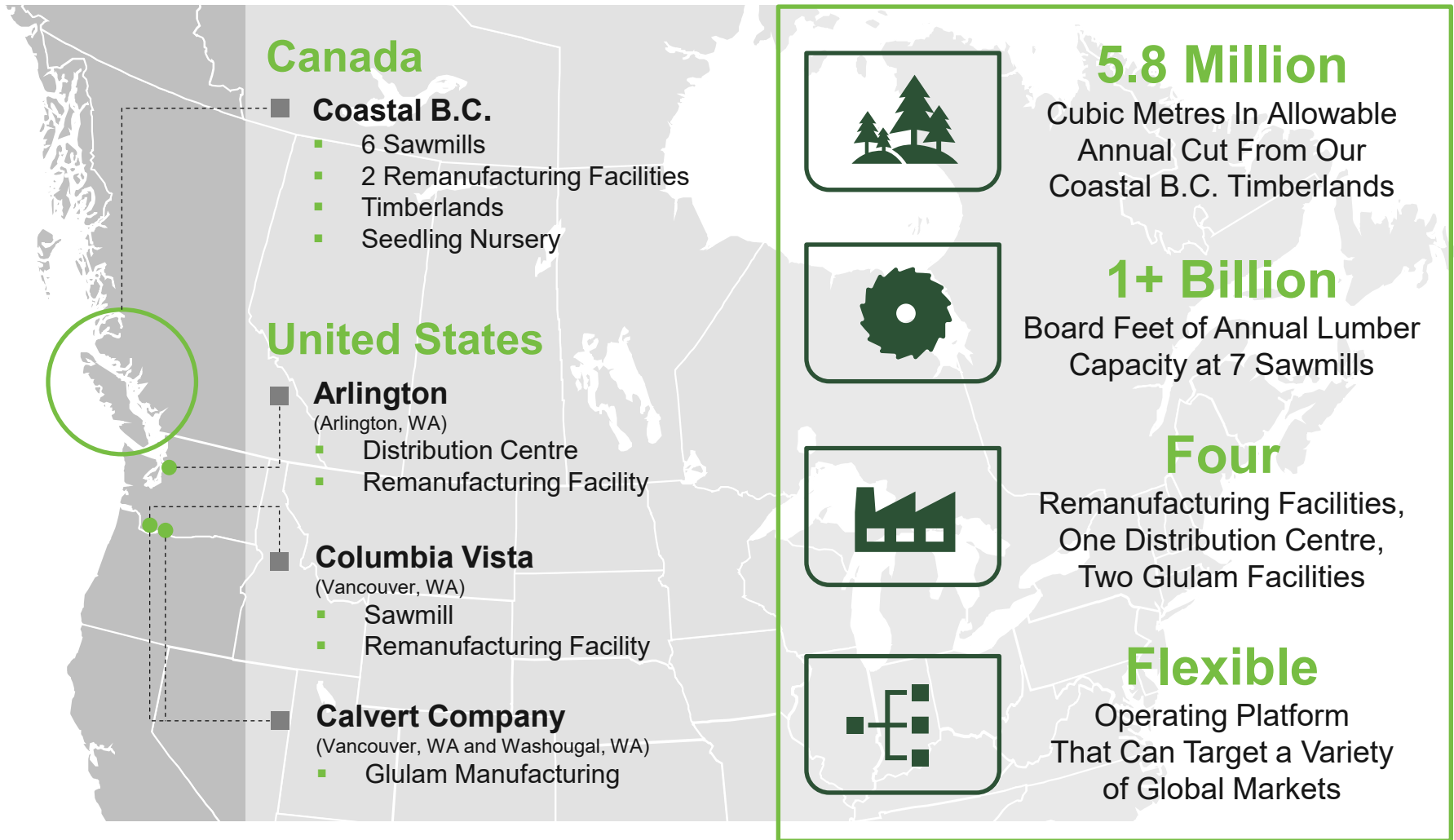


- Leading cedar lumber, timbers and Japan square manufacturer in North America
- Offer a range of appearance, structural and industrial wood products
- Our products are used in various outdoor living, interior living, exterior appearance, structural and industrial applications
- Diverse species mix, 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 Fibre Supply

How We Have Performed: Financial Snapshot



\$1.14 Billion

Average Annual Revenue Since 2015 ⁽¹⁾



\$121 Million

Average Annual EBITDA Since 2015 ⁽¹⁾



\$82.4 Million

Net Debt on the Balance Sheet at the end of Q4/23



\$148 Million

Available Liquidity at the end of Q4/23

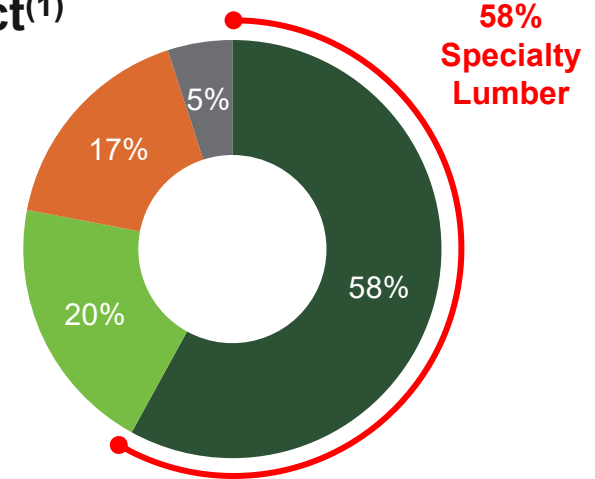


\$196 Million

Market Capitalization⁽²⁾

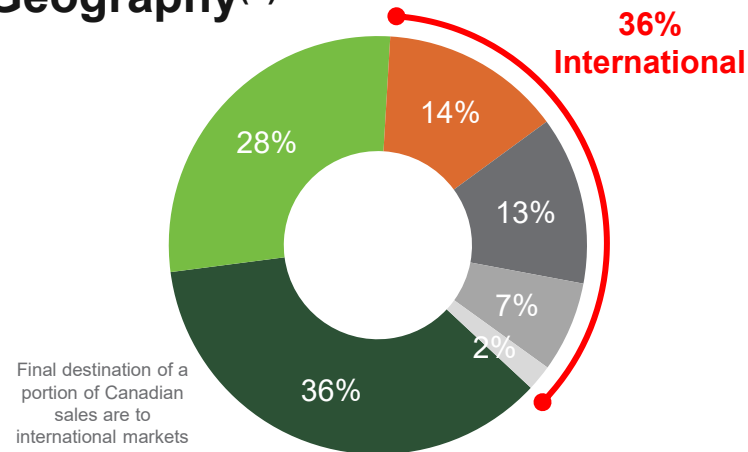
Annual Sales by Product⁽¹⁾

- 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 2023, including strike impacted 2019 and 2020

⁽²⁾ Based on closing share price of \$0.62 on March 1, 2024

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



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

Company Updates






Executing On Our Strategic Priorities



Fourth Quarter 2023 Results

Highlights

- Japan lumber shipment volumes more than doubled in Q4/23, compared to the same period last year
- Specialty lumber shipments represented 60% of total lumber shipments in Q4/23, compared to 40% in the same period last year
- Substantial completion of previously announced \$29 million strategic capital investments in B.C. value-added manufacturing
- Announced plans to further invest in B.C. value-added manufacturing, with two additional continuous kilns

	Revenue	\$246.6 Million
	Adjusted EBITDA	(\$1.2) Million
	Adjusted EBITDA %	(0.5%)
	Lumber Shipments	136 Million Board Feet
	Net Debt (End of Q4/23)	\$82.4 Million

Challenging Market Conditions Continued to Impact Results

Reconciliation With First Nations: Announcement of TFL 39 Block 2 Limited Partnership



- Announced an agreement to establish a Limited Partnership comprised of certain assets and liabilities of Western's Mid Island Forest Operation, including Block 2 of TFL 39
 - The Limited Partnership will manage approximately 157,000 hectares of forest land with an AAC of 904,540 m³
- The Tlowitsis, We Wai Kai, Wei Wai Kum and K'ómoks First Nations will acquire an aggregate 34% interest in the Limited Partnership from Western for \$35.9 million
- Long-term fibre supply agreement with Western which will support Western's manufacturing operations
- Working towards closing the transaction in Q1/24, subject to various closing conditions
- Please see [News Release](#) for further details



"From our perspective, this is the path forward of how our industry needs to operate here in British Columbia"
– **Steven Hofer, President & CEO**

"It's a landmark agreement... increasing the role of First Nations as stewards of their territories and driving stronger communities and greater economic development"
– **David Eby, Premier of BC**



**Tlowitsis
Nation**



K'ómoks First Nation



Continued Leadership In The Advancement Of Reconciliation

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⁽¹⁾
- Closed: August 31, 2022



(1) Includes inventory

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

B.C. Strategic Capital Investments

- \$29 million of strategic capital investments in value-added manufacturing announced in 2022 substantially complete
 - \$12.3 million continuous kiln at our Saltair sawmill
 - \$9.2 million machine stress rated (“MSR”) lumber grading machine at Duke Point facility
 - \$7.5 million in kiln control systems and other capital investments

- Announced in Q1/24 plans for two new continuous kilns
 - One kiln at Duke Point facility and one kiln at our Value-Added Division
 - Estimated cost of approximately \$35 million to be completed over 2024 and 2025

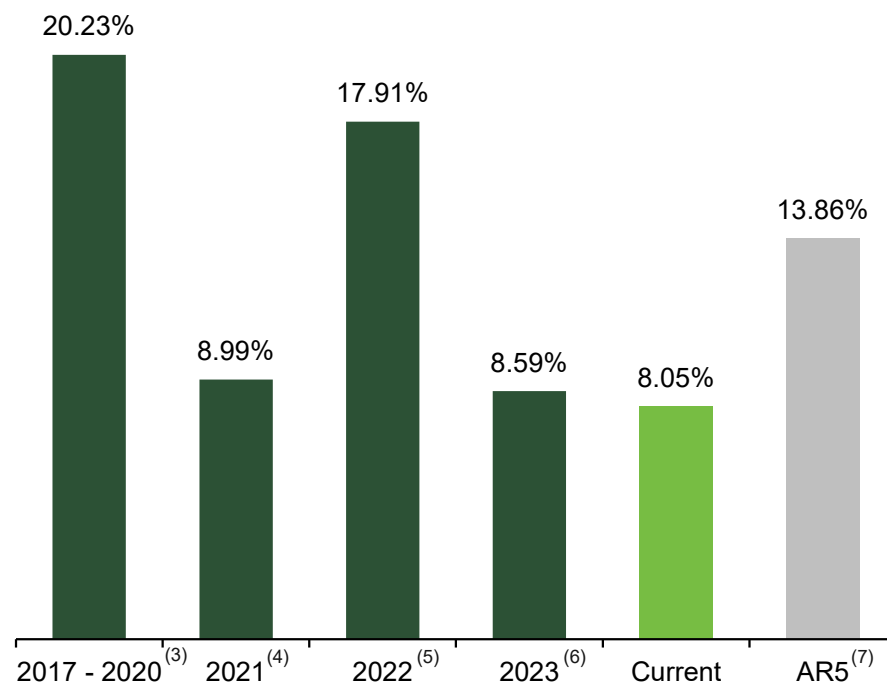


More information on our Saltair dry kiln is available [here](#)

Softwood Lumber Duties Update

- Duties on deposit of US\$165.5 million (C\$219.0 million)⁽¹⁾
 - Equates to 112% of Western’s market capitalization⁽²⁾
 - C\$70.8 million included as a long-term receivable on Western’s balance sheet⁽¹⁾
- Current duties rate of 8.05%
- Preliminary duties rate of 13.86% from Administrative Review #5
 - Rate anticipated to be finalized in second half of 2024

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



(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

(7) Preliminary rate from Administrative Review #5

(1) As of December 31, 2023

(2) Based on market capitalization as of March 1, 2024

Softwood Lumber Duties Reduced Effective August 2023

Balanced Approach To Capital Allocation

- ✓ 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
- ✓ History of paying a regular quarterly dividend
 - Dividend suspended effective November 7, 2023 in response to weaker lumber market conditions and corresponding financial results
- ✓ Complement return of capital to shareholders with share repurchases
 - Renewed 5% NCIB in August 2023

Since 2013 We Have Returned \$521 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



Quarterly Dividend⁽¹⁾



Disciplined Annual Capital Expenditures

Opportunistic Allocation



Share Repurchases



Internal Strategic Capital Investments



Value-Enhancing Strategic Acquisitions

\$521 Million

Returned to Shareholders Since 2013

\$608 Million

Invested in Our Business Since 2013

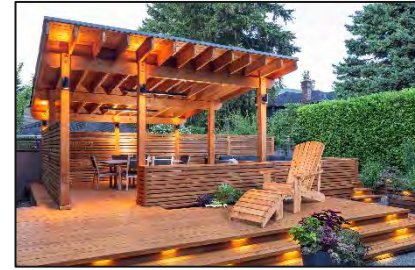
(1) Dividend suspended effective November 7, 2023 in response to weaker lumber market conditions and corresponding financial results

Balance Returning Capital To Shareholders While Investing In Our Business

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



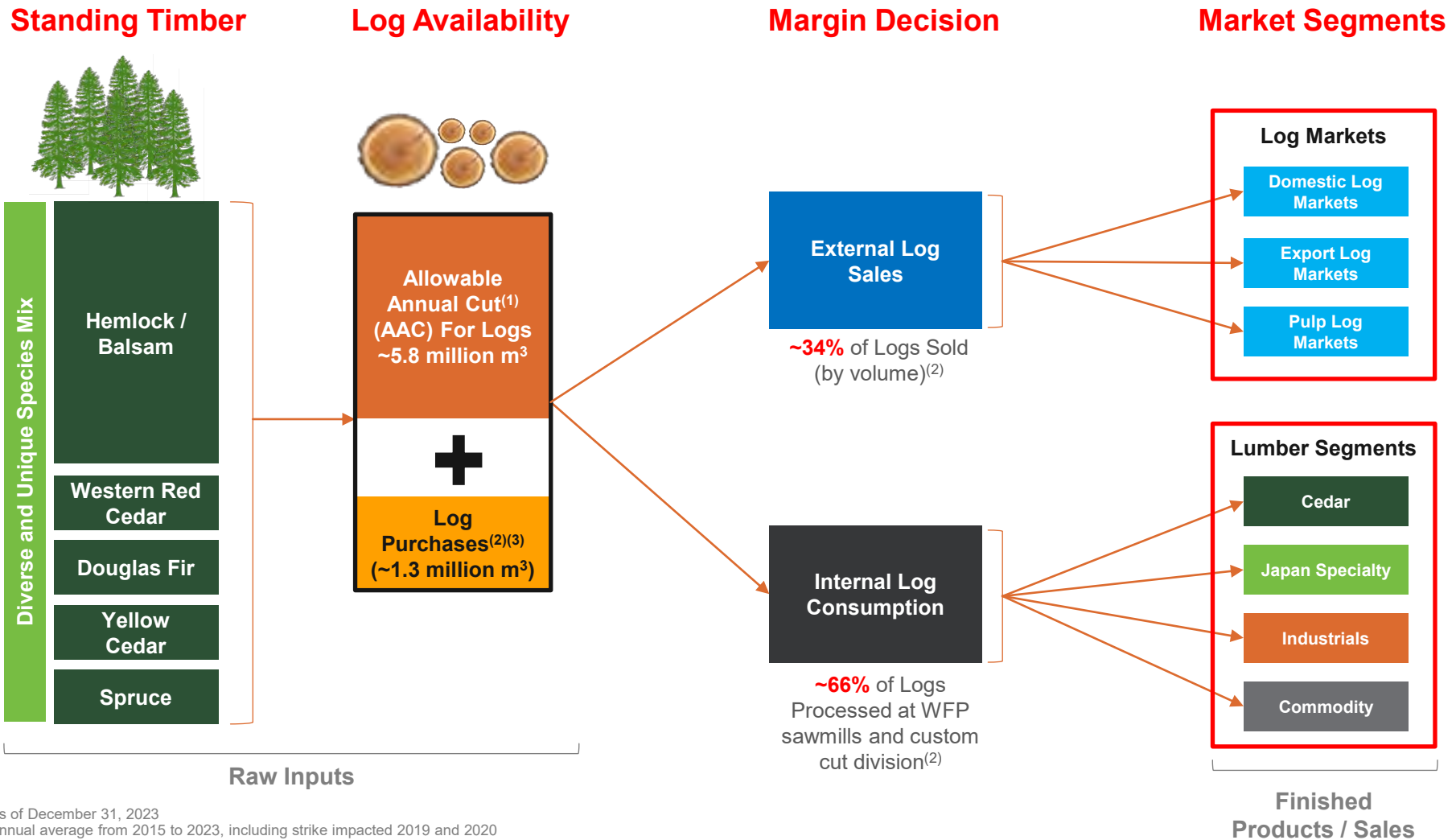
Growing Our Operations In The U.S. Pacific Northwest

Company Overview

Product Lifecycle, From Forest To Customer



Margin Strategy / Fibre And Processing Flow Chart



(1) As of December 31, 2023

(2) Annual average from 2015 to 2023, including strike impacted 2019 and 2020

(3) B.C. and U.S. log purchases

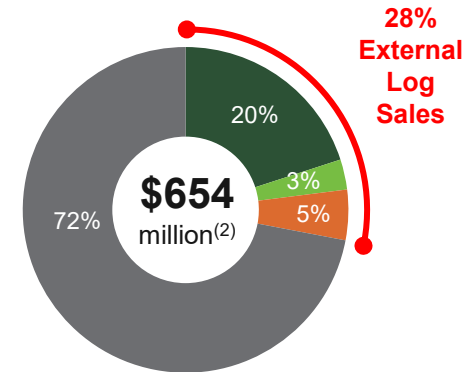
Timber Resource Is Directed To Highest Margin Opportunity

Log Markets Determine Margin Decision

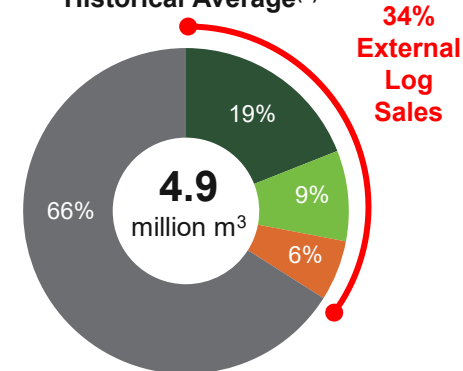
Log End Market	Description	Primary Target Geographies
WFP Sawmills	<ul style="list-style-type: none"> Western's sawlogs consumed by internal manufacturing operations Internal log supply supplemented by open market purchases to maximize margin 	
Domestic	<ul style="list-style-type: none"> Includes sawlogs, 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 	

External Log Sales

Logs by Value
Historical Average⁽¹⁾



Logs by Volume
Historical Average⁽¹⁾



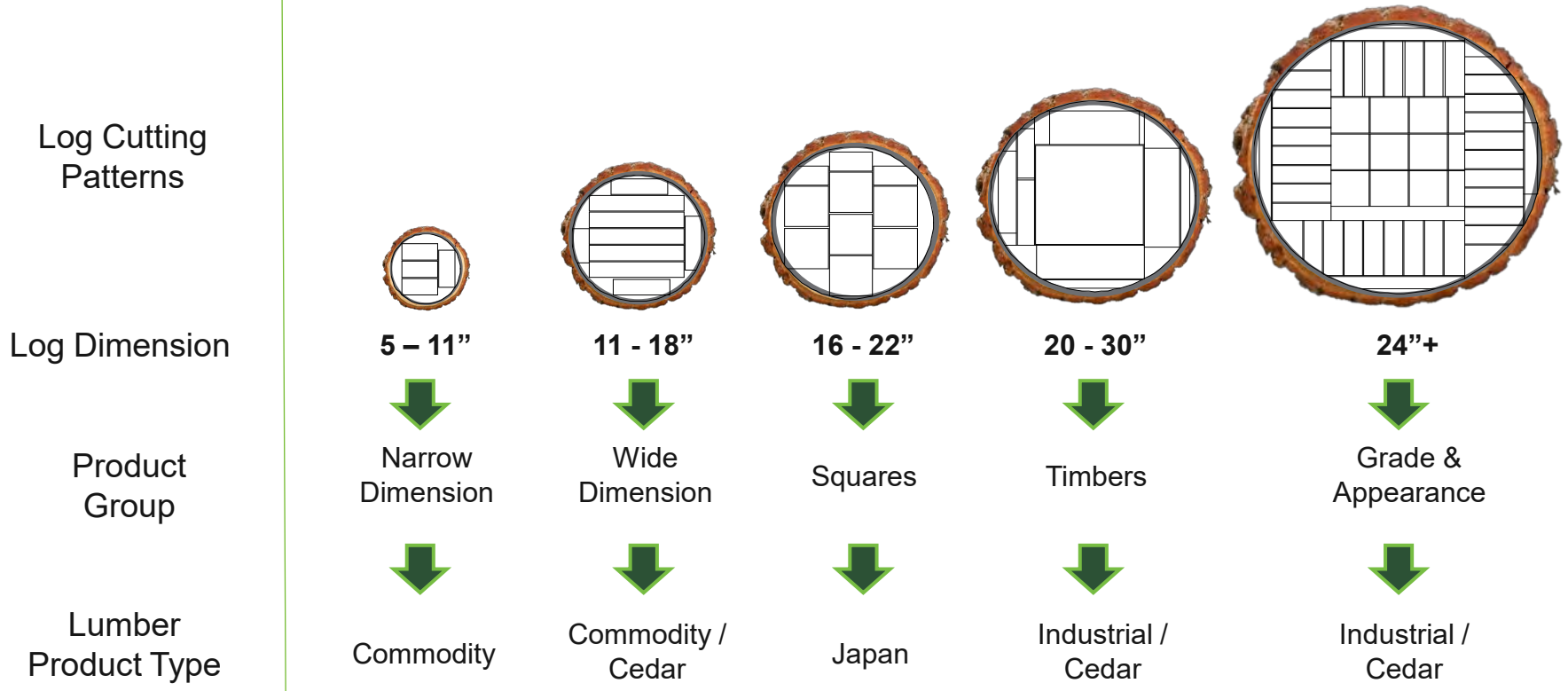
(1) Annual average from 2015 to 2023; based on total external log sales and internal log consumption, including purchased logs. Internal transfer values based on Vancouver Log Market prices
 (2) Net of freight and fee in lieu

Directing Log Volume To The Highest Margin Opportunity

Manufacturing And Sales



Log diameter and margin determines lumber products manufactured



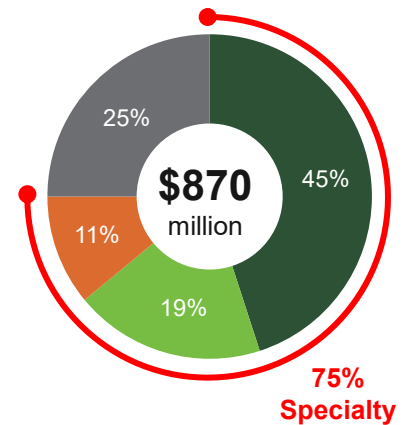
Flexible Manufacturing Platform Presents Unique Opportunity To Create Margin

Diversified Lumber Product Offering

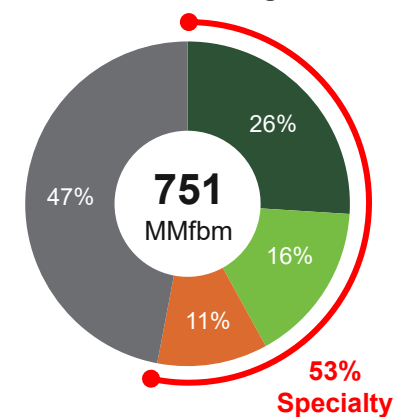
Specialty Products

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 	
Industrial	<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⁾



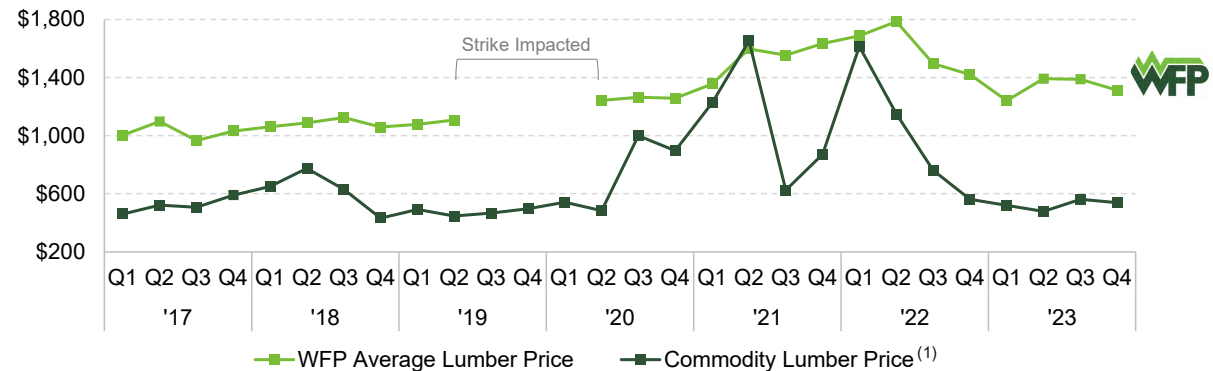
(1) Annual average from 2015 to 2023

Allows Western To Service Multiple Markets

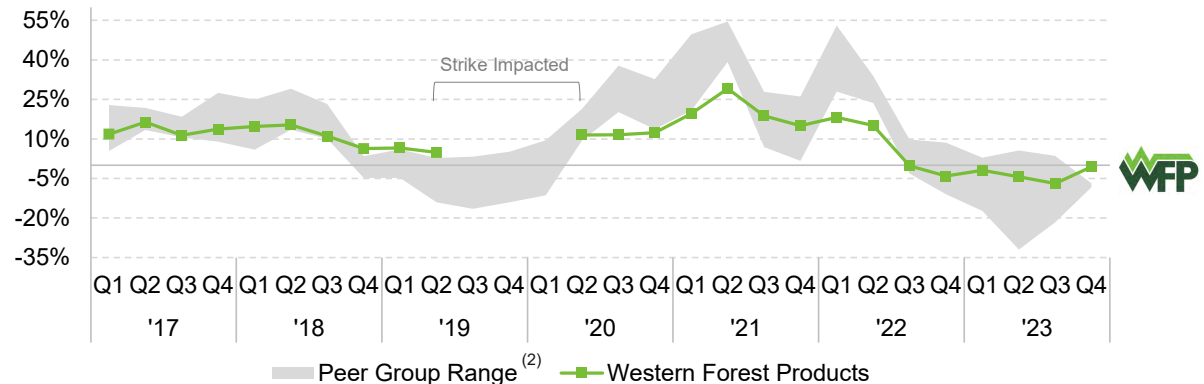
Specialty Products Focus

- 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



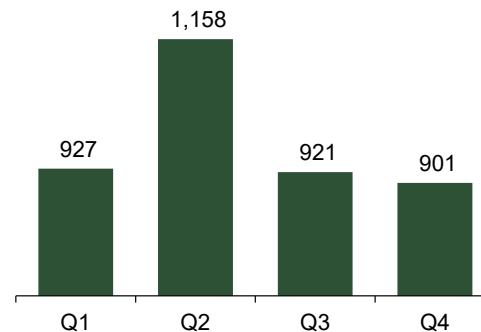
(1) KD Western SPF 2x4, #2&Btr; converted from US\$ to C\$

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

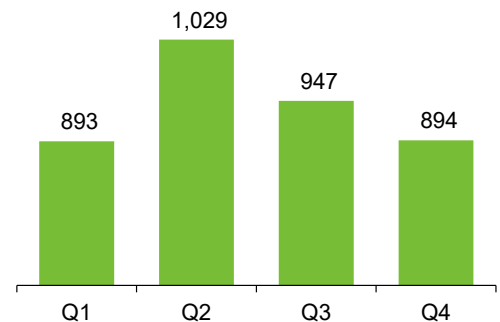
Seasonality Of The Business

- 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

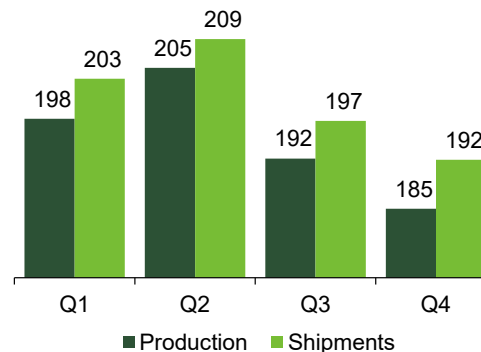
Harvest Volume⁽¹⁾
(000 m³)



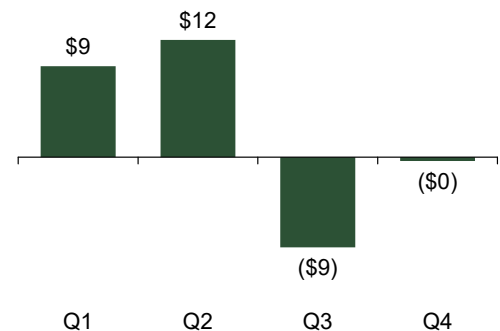
Closing Log Inventory⁽¹⁾
(000 m³)



Lumber Production & Shipments⁽¹⁾
(MMfbm)



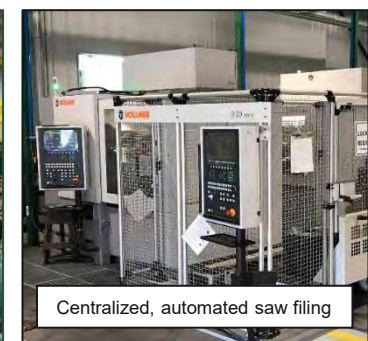
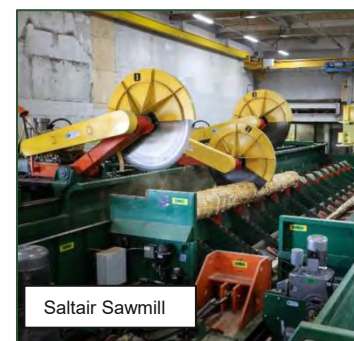
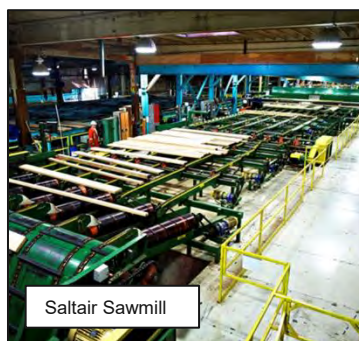
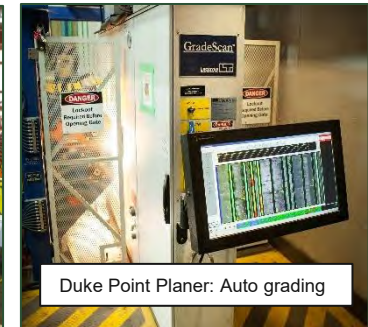
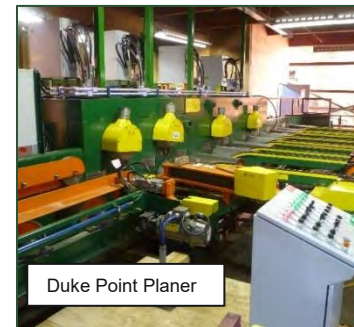
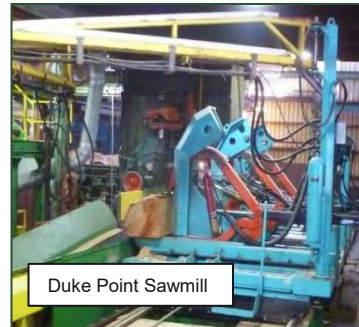
Increase (Decrease) in Working Capital⁽¹⁾
(\$ millions)



(1) Average of 2015 to 2023 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%

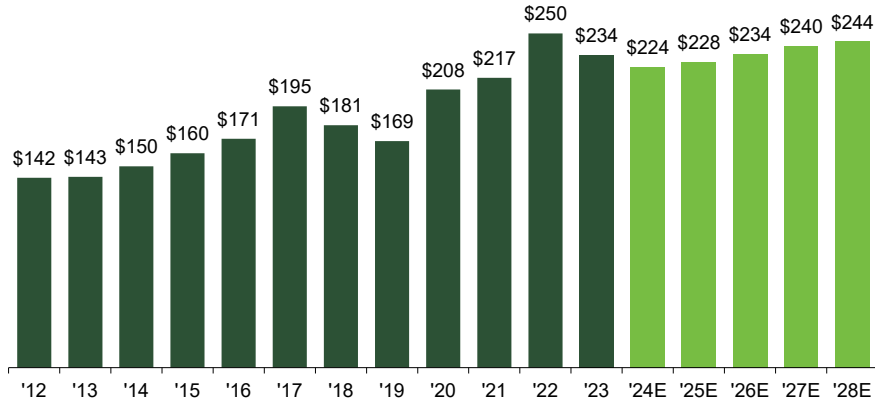
Appendix

Supplemental Materials



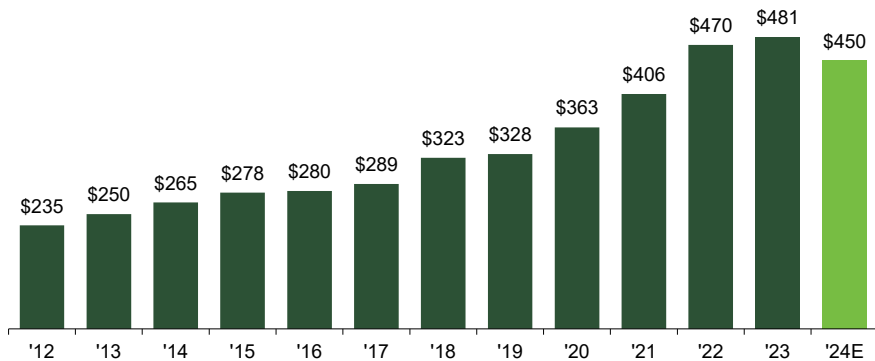
Repair And Remodelling Statistics

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



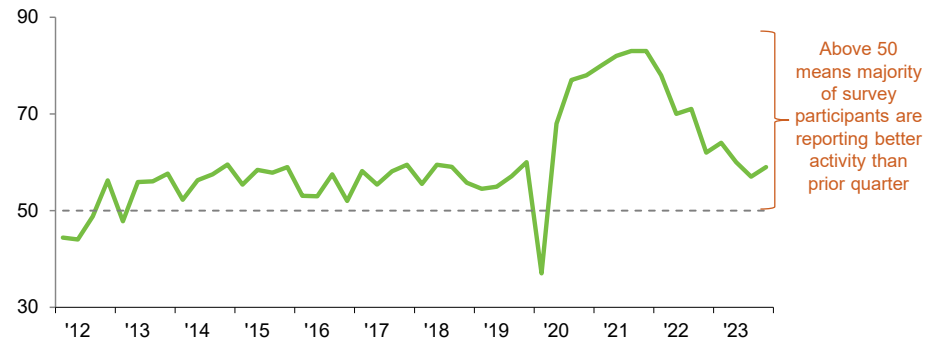
Source: Forest Economic Advisors (February 2024)

Leading Indicator of Remodelling Activity (US\$ billions)



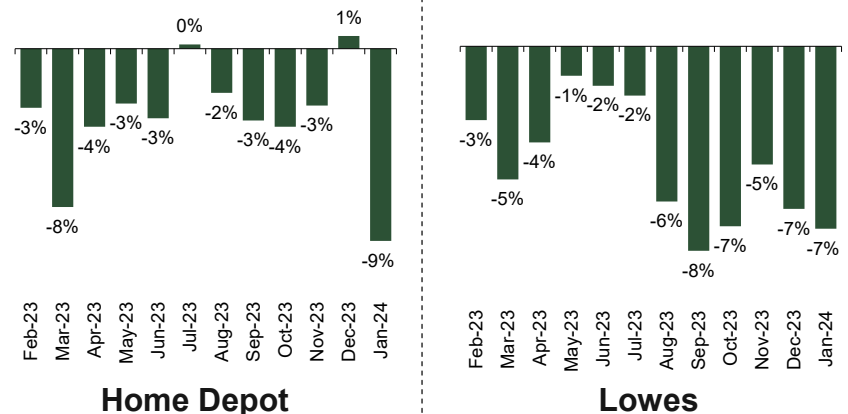
Source: Joint Center For Housing Studies of Harvard University; Home Improvement and Repair Activity – trailing 12 months; the Leading Indicator of Remodelling Activity (LIRA) provides a short-term outlook of U.S. national home improvement and repair spending to owner-occupied homes

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

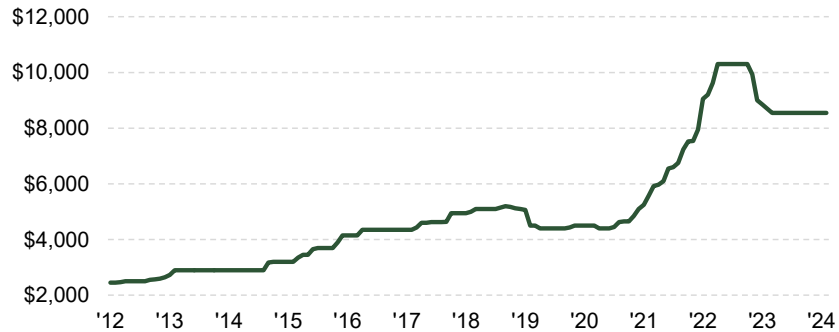


Source: Company reports; monthly values

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

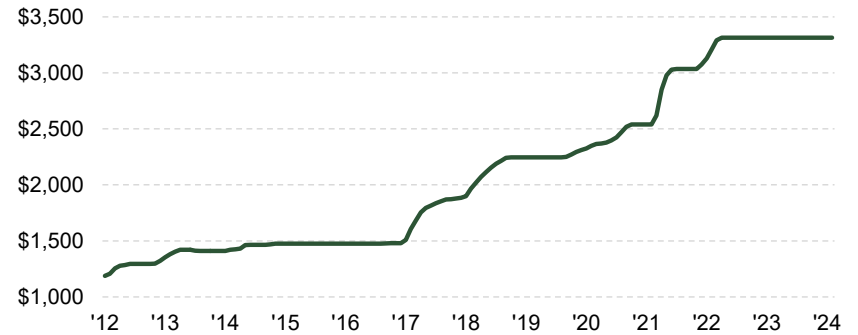


WRC High Value Clears (C\$ per mfbm)



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

WRC Timbers (US\$ per mfbm)



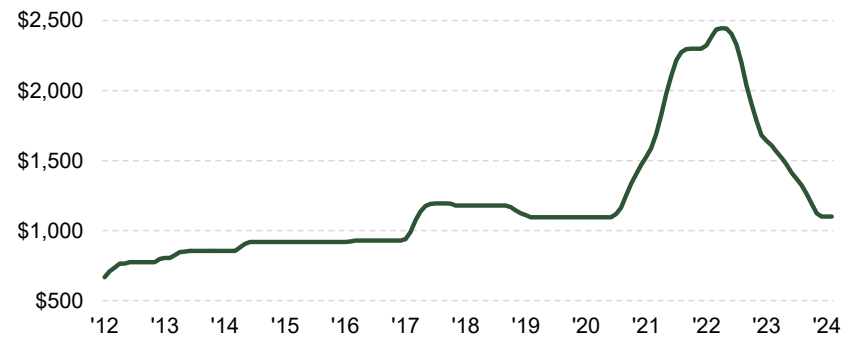
Source: Random Lengths: Green WRC #2 & Btr AG 6x6 RL, net f.o.b. Mill

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)

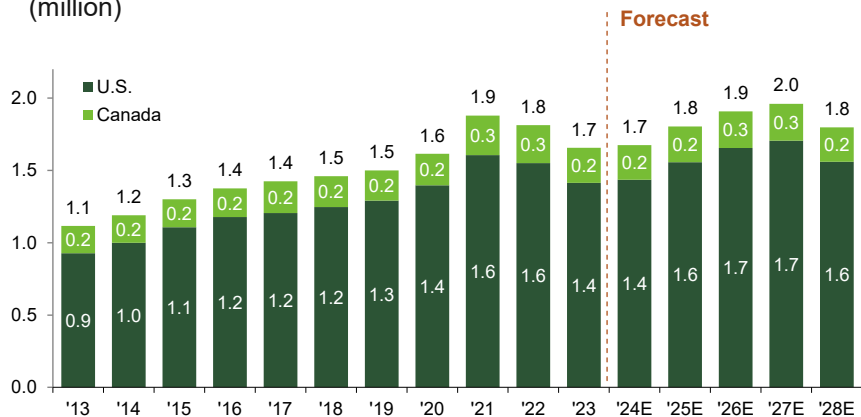


Source: Random Lengths: Coast Green WRC Std&Btr NH 3/4x4 RL S1S2E H&M, net f.o.b. Mill

North America Statistics: Supply / Demand

North American Housing Starts

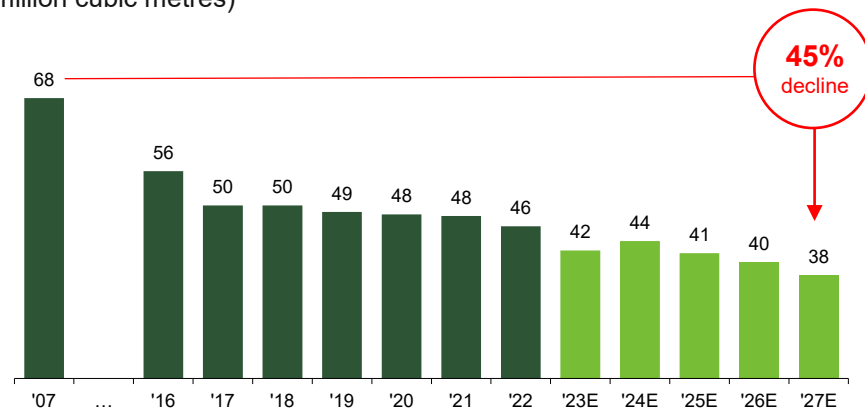
(million)



Source: Forest Economic Advisors (February 2024)

B.C. Interior Allowable Annual Cut

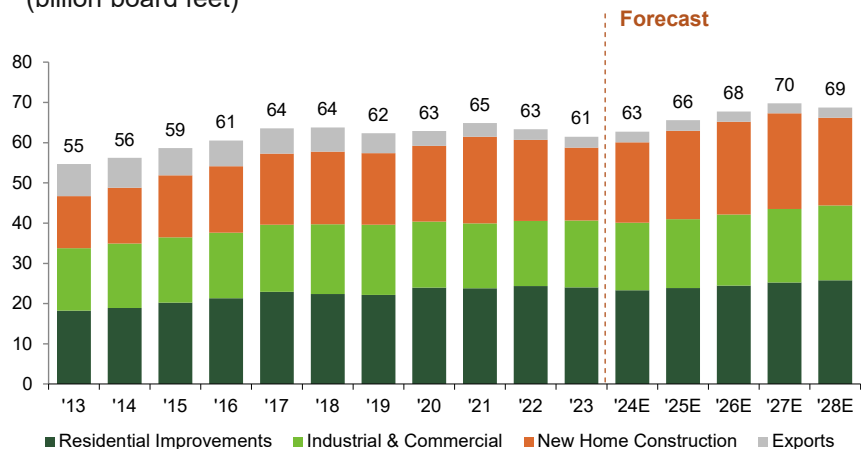
(million cubic metres)



Source: Forest Economic Advisors (February 2024)

North American Lumber Demand

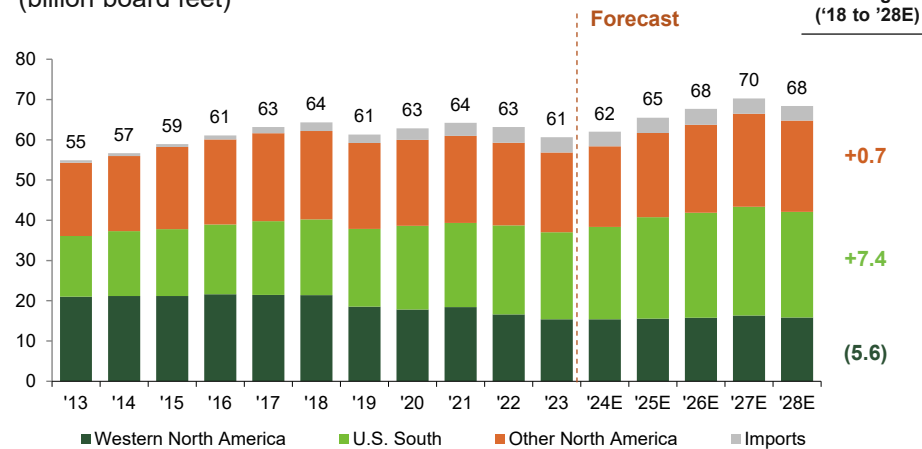
(billion board feet)



Source: Forest Economic Advisors (February 2024)

North American Lumber Supply

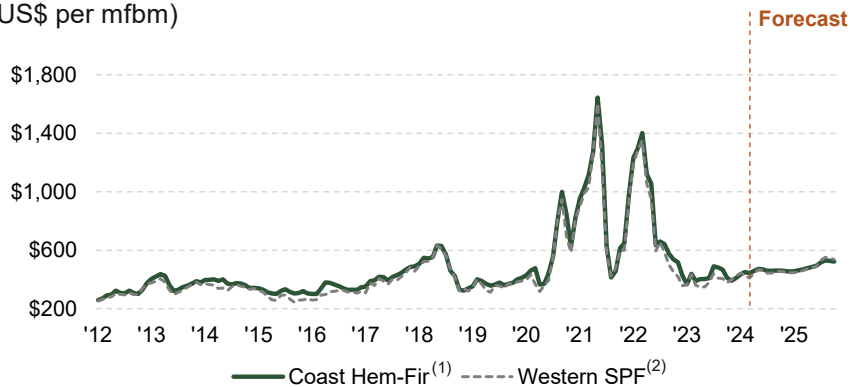
(billion board feet)



Source: Forest Economic Advisors (February 2024)

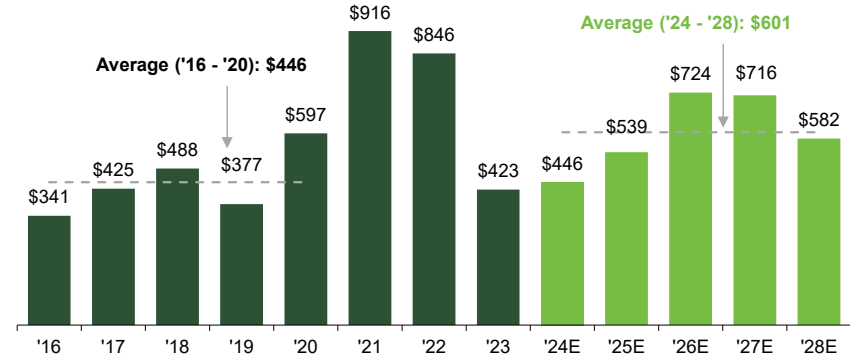
North American Statistics: Lumber Prices

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



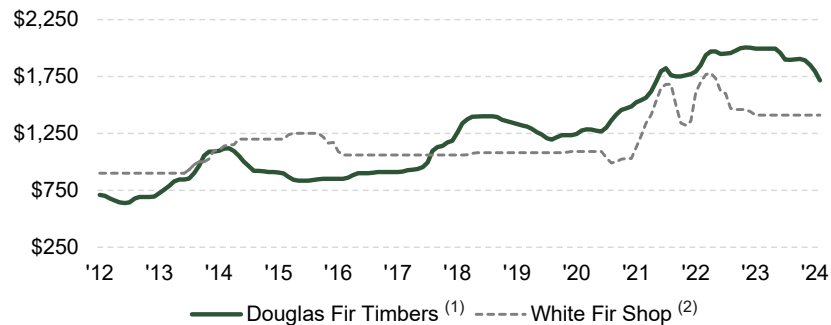
Source: Random Lengths; Forest Economic Advisors
 (1) Coast KD Hem-Fir #2 & Btr 2x4, net f.o.b. mill
 (2) KD W S-P-F #2&Btr 2x4 random mill prices

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



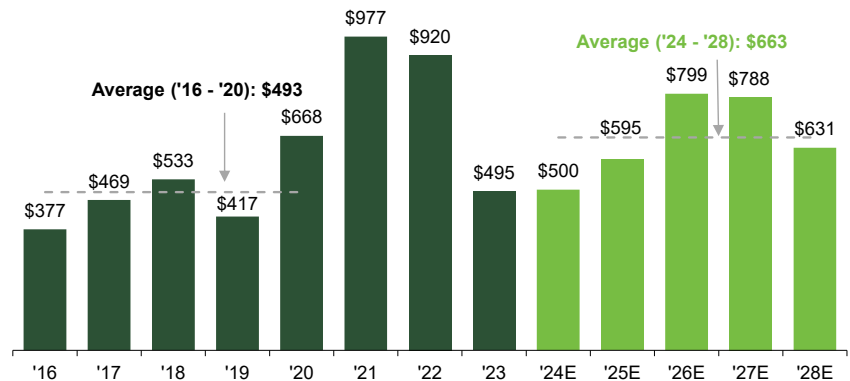
Source: Forest Economic Advisors (February 2024); KD #2 & Btr 2x4, net f.o.b. mill

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)

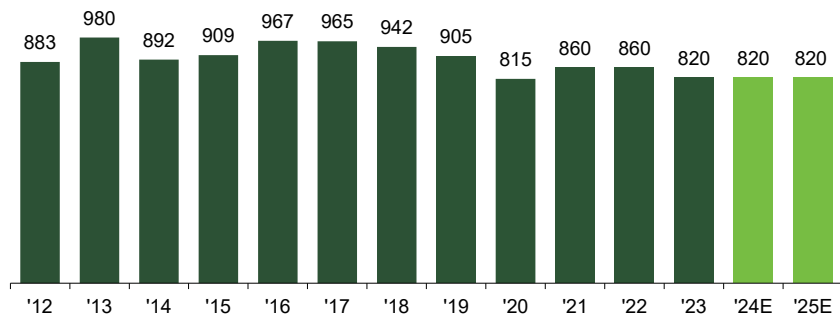


Source: Forest Economic Advisors (February 2024); KD #2 & Btr 2x4, net f.o.b. mill

Japan Statistics

Japan Housing Starts

(000s)



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

Douglas Fir Lumber Prices to Japan

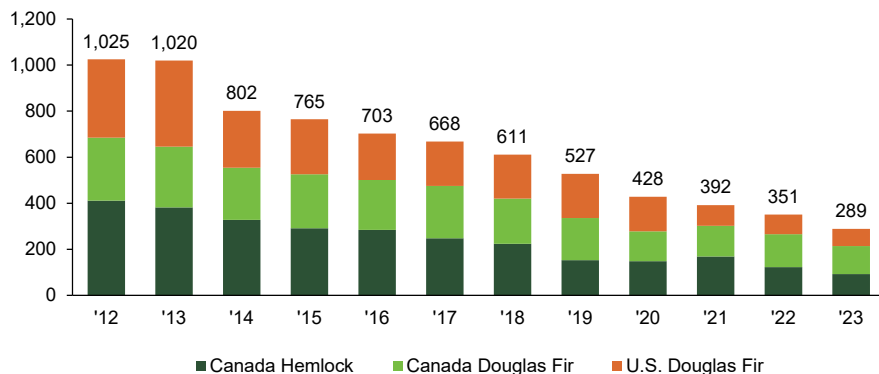
(US\$ per mfbm)



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)

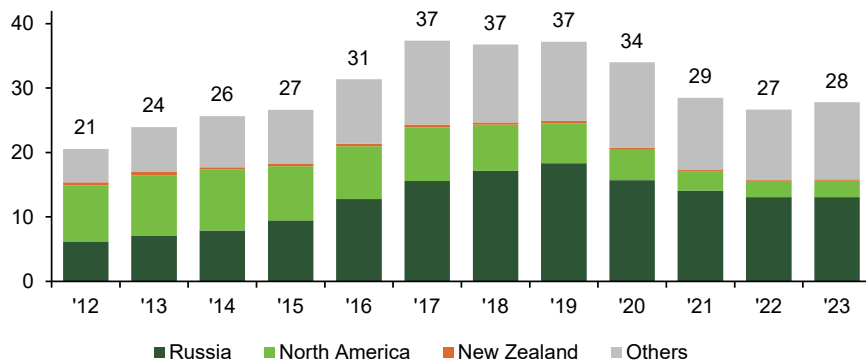


Source: Random Lengths: Green Hem Baby Squares Merch 4-1/8x4-1/8 13' S4S, c.&f. dest. Japan

China Log And Lumber Statistics

China Lumber Imports

(million m³)



Source: Forest Economic Advisors (March 2024)

China Commodity Lumber Price

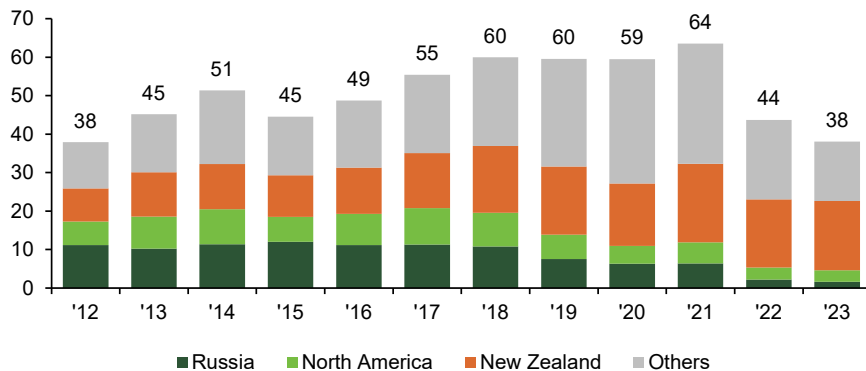
(US\$ per mfbm)



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 (March 2024)

China Export Log Price From North America

(US\$ per m³)

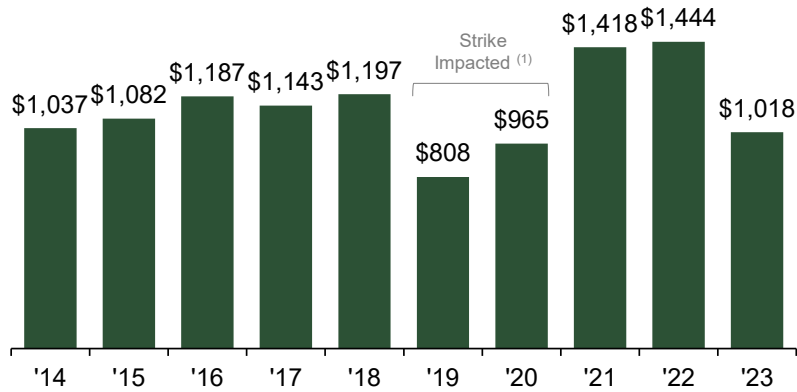


Source: Forest Economic Advisors – China Bulletin; Hemlock, <30 cm diameter, 8 - 12 meters, cif. delivered Lanshan, Rizhao port, including VAT and fees

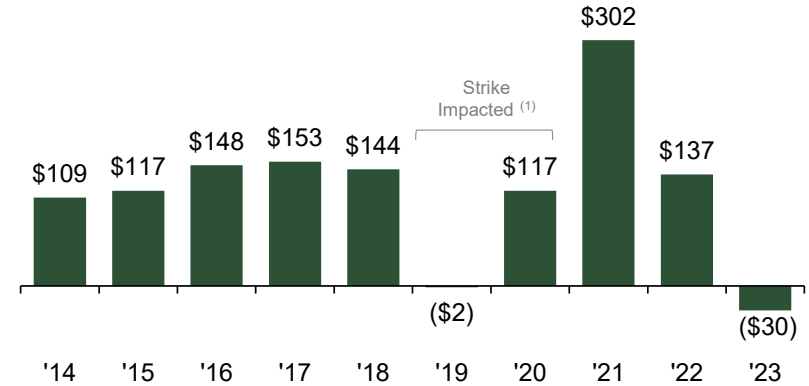
Western Forest Products: Historical Financial Snapshot – Annual



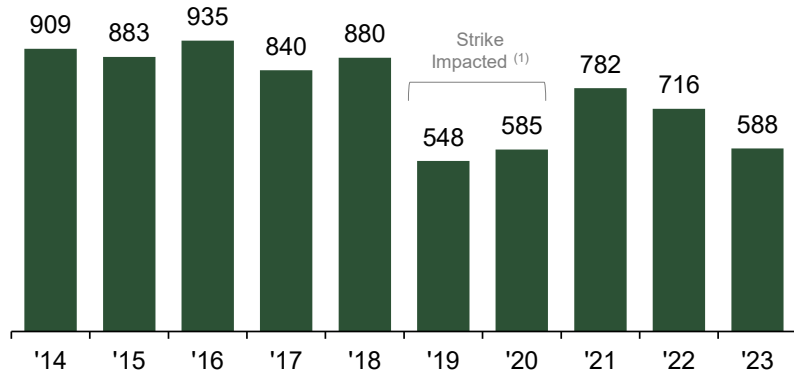
Revenue (\$ millions)



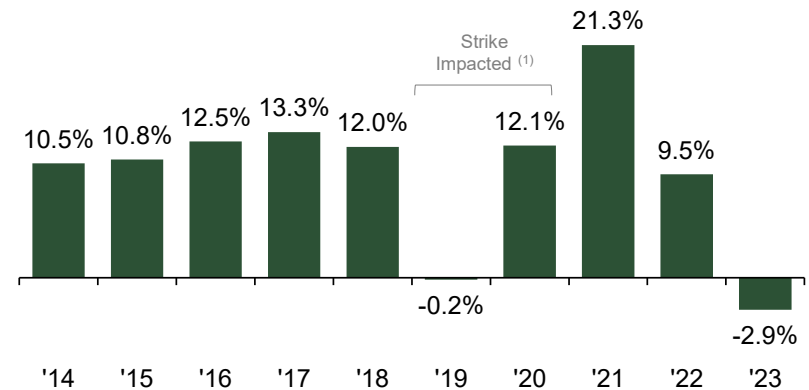
Adjusted EBITDA (\$ millions)



Lumber Shipments (MMfbm)



Adjusted EBITDA Margin %

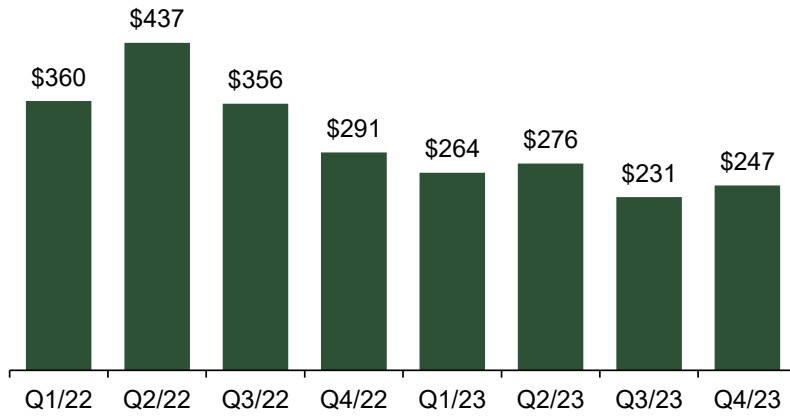


(1) All of Western's timberlands and most of our B.C. based manufacturing divisions were impacted by a strike by the United Steelworkers Local 1-1937 ("USW"), which commenced on July 1, 2019. On February 15, 2020, the USW members ratified a new 5-year collective agreement, which is effective as of June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

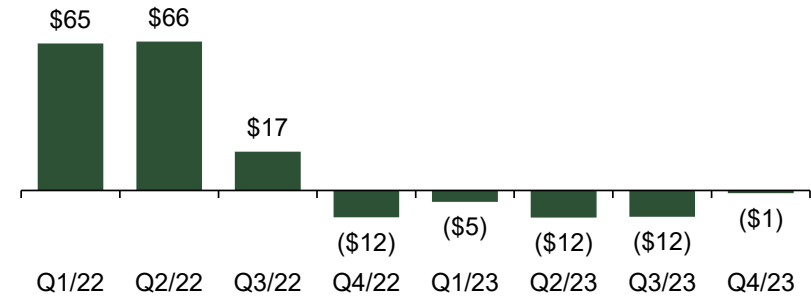
Western Forest Products: Historical Financial Snapshot – Last 8 Quarters



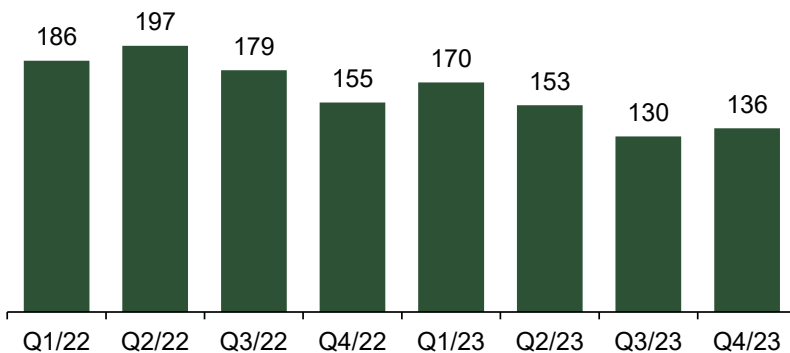
Revenue (\$ millions)



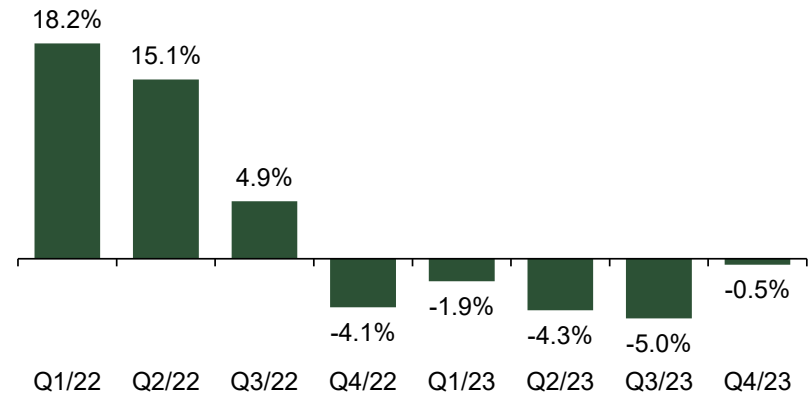
Adjusted EBITDA (\$ millions)



Lumber Shipments (MMfbm)



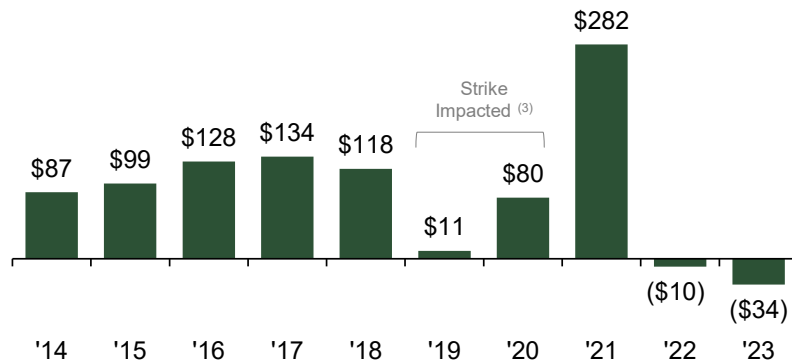
Adjusted EBITDA Margin %



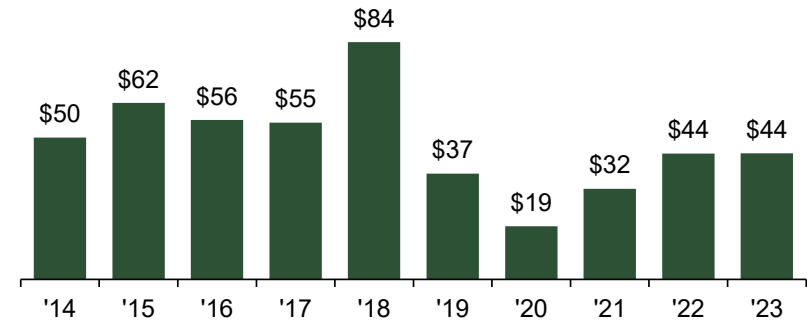
Western Forest Products: Historical Cash Flow, Capital Allocation And Debt



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



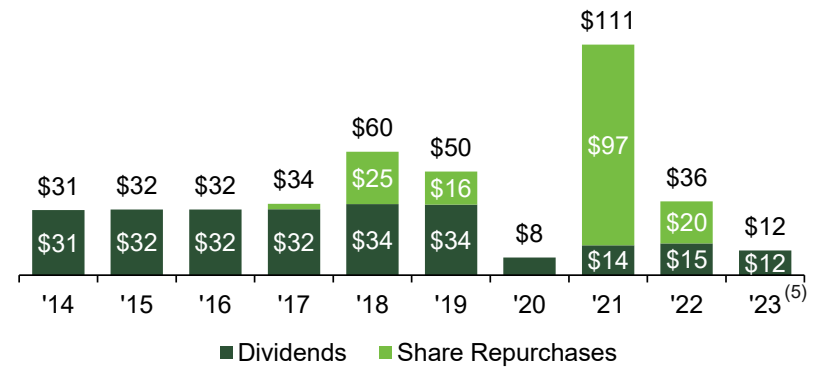
Capex⁽²⁾ (\$ millions)



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; on May 5, 2022, the company increased its quarterly dividend 25% to \$0.0125 per share

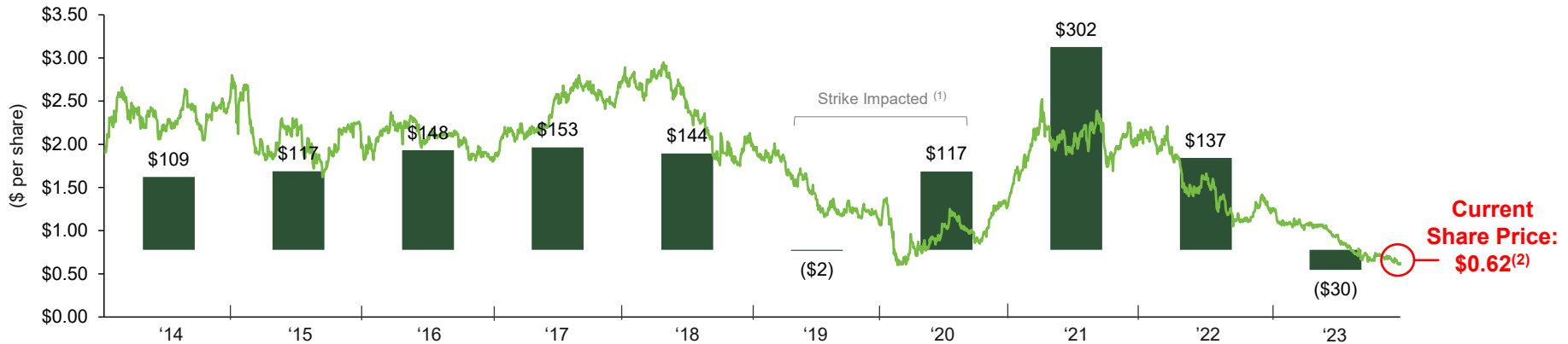
(5) Dividend suspended effective November 7, 2023 in response to weaker lumber market conditions and corresponding financial results

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 \$0.62 on March 1, 2024



Western Forest Products: Facilities

Sawmills

Sawmill	Location	Log Diameter Focus	Capacity ⁽¹⁾	Production			2023 Production Mix			
				2023	2022	2021	WRC ⁽²⁾	Hemlock	Douglas Fir	Yellow Cedar
Ladysmith	Ladysmith, BC	Small	90	67	80	88	--	100%	--	--
Cowichan Bay	Duncan, BC	Medium	215	71	95	131	65%	30%	--	5%
Saltair	Ladysmith, BC	Medium	240	173	215	209	--	70%	30%	--
Alberni Pacific	Port Alberni, BC	Medium to Large	175	--	27	51	--	--	--	--
Duke Point	Nanaimo, BC	Medium to Large	130	88	93	96	--	96%	4%	--
Chemainus	Chemainus, BC	Medium to Large	130	55	59	67	76%	2%	22%	--
Columbia Vista	Vancouver, WA	Medium to Large	80	54	57	57	--	--	100%	--
Custom Cut	Multiple	Varies	n/a	44	28	61	35%	10%	27%	29%
Sawmill Total			1,060	552	654	760	19%	54%	24%	3%

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

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