



INVESTOR PRESENTATION

September 2026

WESTERN
Forest Products

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”, “potential” 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, demand for wood products and value-added products; economic conditions; our acquisition, growth, marketing, product, wholesale, operational, production, capital allocation and investment plans and strategies and the expected timing thereof; our expected operating results and future earnings stability; financial flexibility; our competitive position and expectations regarding future competition; the modernization of our primary manufacturing expansion and acceleration of our higher-value product lines and manufacturing capabilities; our kiln drying, planning and remanufacturing capacity; financial and operational performance; fibre profiles, utilization, availability and recovery; productivity, costs and asset utilization; divesting non-core assets; advancing First Nations partnerships, integrated resource management plans and forest landscape plans in B.C.; the announced divestiture of Western’s Stillwater Forest Operation; the closing and satisfaction of closing conditions relating the announced divestiture of Western’s Stillwater Forest Operation and the expected timing thereof; legal, regulatory and policy developments; the Company’s ability to diversify and grow its business through its strategic acquisitions and internal growth, including leveraging our specialty glulam business; opportunities relating to carbon management, carbon credits and thermally modified hemlock and the expected timing thereof; U.S. tariffs and softwood lumber duties; the final administrative review #7 rate and the expected timing thereof; the potential for improved provincial and federal co-operation; capital expenditures, including 2026 capital investments; and the expected completion times, budgets, results and returns of the Company’s capital projects, including upgrading the autograder at the Duke Point Facility.

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 and value-added wood 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 and other factors discussed in the Company’s Management’s Discussion & Analysis for the three months and year ended December 31, 2026 (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

Forest Products

Our sustainable future, built with renewable products.

OUR VALUES

Build a Better World

We invest in safety, people, stewardship and community.

Be Entrepreneurial

We generate human, ecological and customer value.

Lead by Example

We grow and adapt, operate with integrity, and are accountable for our actions.



Accelerating the transition to higher value products

At Western Forest Products, we are accelerating the expansion of our higher-value product lines, making strategic investment decisions and leveraging a local skilled workforce to make the most of the unique and valuable forest resource we have the privilege of stewarding

Strategic Considerations



Global demand for wood products will continue to grow, especially value-added products



Western has a unique fibre advantage: **diverse and high-quality species**



Focusing on higher value products over the long term will require targeted investment in our manufacturing, planing and drying



Though operationally complex and high-cost jurisdictions, **the coastal forests where Western operates are healthy and growing**



Advancing reconciliation through collaboration and joint partnerships with First Nations is a core part of our business



Fibre profile in coastal forests is shifting from larger logs to smaller second growth logs



Our five-year vision is to modernize our primary manufacturing foundation and accelerate a shift to a higher value product mix

1

Increase kiln drying capacity to ensure that our products meet internal value-added needs and customer expectations, and provide flexibility to respond to shifting market demands

2

Modernize and reposition our primary manufacturing facilities to align better with our long-term wood supply

3

Expand our remanufacturing capacity to improve fibre utilization and add value to lower grades that attracts mutually beneficial partnerships to grow domestic demand

4

Expand through acquisition and organic growth, including leveraging our specialty glulam business

5

Continue to invest in people to bring our vision to life with the skillsets to operate primary and secondary facilities and create and sustain global markets for our value-added products

Strategic Priorities



**Accelerating the
Transition to Higher
Value Products**



**People and
Partnerships**



Stewardship



**Business
Excellence**

Strategic Priorities



Accelerating the Transition to Higher Value Products

- **Increase kiln drying and planing capacity** by employing new technologies and increasing flexibility to respond to shifting market demands
- **Modernize and reposition our primary manufacturing facilities** to align better with our long-term fibre supply and customer demands
- **Expand our remanufacturing capabilities** to improve fibre utilization and support higher value product manufacturing
- **Expand through acquisition and organic growth**, including leveraging our specialty glulam business



People and Partnerships

- **Be an employer of choice** with a commitment to a safe and healthful environment
- **Advance mutually beneficial relationships** and partnerships with First Nations
- **Develop enduring relationships** with customers, communities, governments, and stakeholders



Stewardship

- **Implement best practices, policies and standards** related to Environmental, Social and Governance, and stewardship of the assets under our management
- **Identify new revenue opportunities** related to carbon management and carbon credits
- **Explore alternatives for our wood residuals** to increase fibre utilization



Business Excellence

- **Focus on operational execution and excellence, with a mindset of continuous improvement**
- **Commitment to health, safety and environmental compliance**
- **Improving financial and operational performance** through reducing costs, better fibre recovery, increased productivity and cost efficiency, more efficient utilization of assets (working capital, manufacturing and timberland assets) and divesting non-core assets

Western At A Glance

A Specialty Wood Products Company



Western At A Glance



Strong

Environmental, Social, &
Governance ("ESG") Practices
and Policies



\$1.12 Billion

Average Annual Revenue
Since 2015



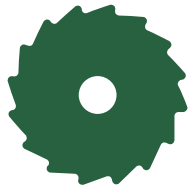
\$93 Million

Average Annual EBITDA
Since 2015



34%

Of Historical Sales to
International Markets



785 Million

Board Feet of Annual Lumber
Capacity at 5 Sawmills



Four

Remanufacturing Facilities, Two
Glulam Facilities, One
Distribution Centre



5.6 Million m³

Of Allowable Annual Cut From
Our B.C. Timberlands



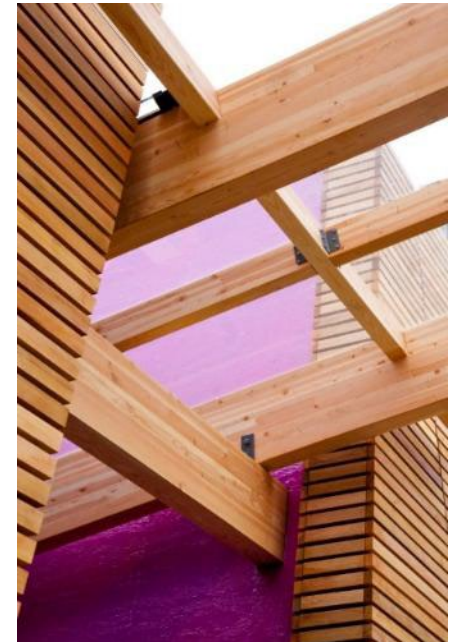
1,600+

Employees

Business Overview

A Leading Global Supplier Of Specialty Wood Products

- A 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



Our Products' End Uses

Outdoor Living

Decking, Timbers, Fencing Products, Outdoor Structures



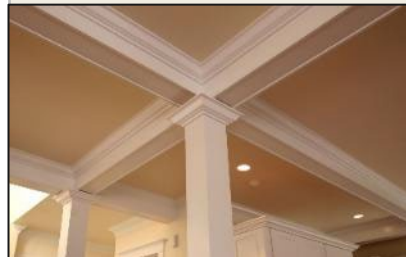
Exterior Appearance

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



Interior Living

Interior Paneling, Interior Mouldings, Architectural Millwork, Stair Components



Structural

Timbers, Framing, Japanese Housing, Engineered Products



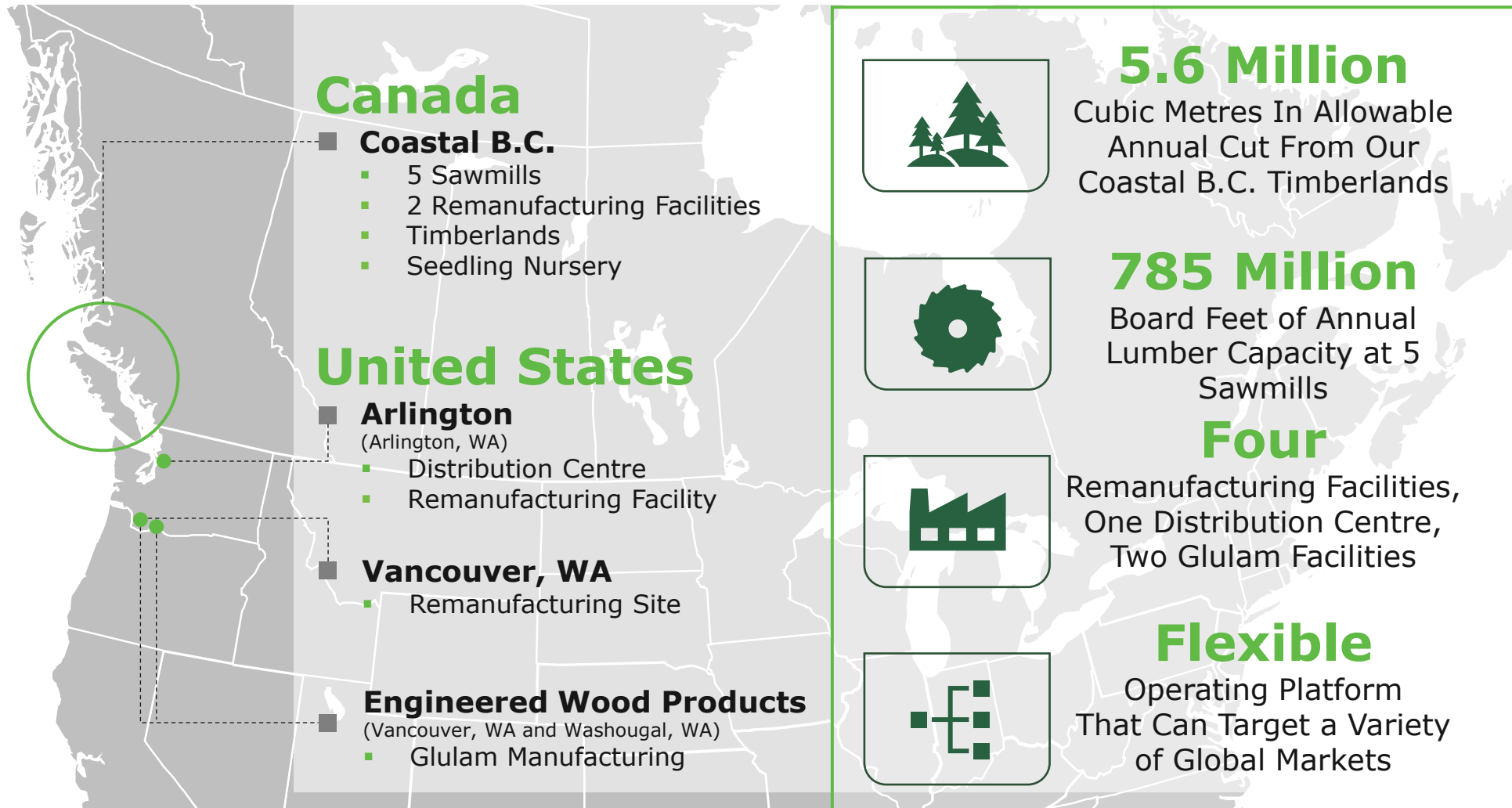
Industrial

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



Operating Footprint

Strategically Located Manufacturing Locations With Fibre Supply



Financial Snapshot

History Of Strong Financial Performance And Well Capitalized Balance Sheet



\$1.12 Billion

Average Annual Revenue
Since 2015⁽¹⁾



\$93 Million

Average Annual EBITDA
Since 2015⁽¹⁾



\$32.2 Million

Net Debt on the Balance Sheet at
the end of Q2/26



\$244 Million

Available Liquidity
at the end of Q2/26

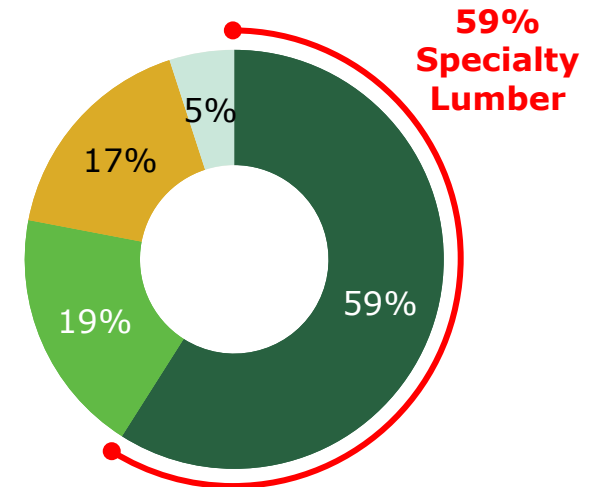


\$190 Million

Market Capitalization⁽²⁾

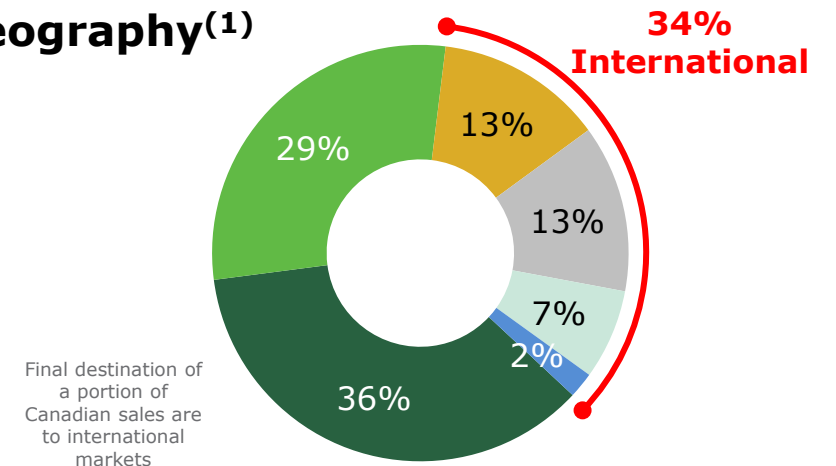
Annual Sales by Product⁽¹⁾

- 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 2025, including strike impacted 2019 and 2020

(2) Based on closing share price of \$18.00 on September 14, 2026

Company Updates

Advancing Our Strategic Priorities



Taking Steps To De-Risk the Balance Sheet and Business

Consideration

Mitigation Strategy

U.S. Tariffs and Duties

- Sales from Canadian operations to the US market represented 17% of total lumber shipments⁽¹⁾ (vs. 20% in the same period last year), with initiatives to grow domestic and export mix
- Informed customers of intention to pass on any incremental duties or tariffs
- Certain specialty product grades have limited alternatives for customers

Balance Sheet

- Significant deleveraging of the balance sheet via non-core asset sales for gross proceeds of \$76.4 million in 2025 and gross proceeds of US\$43.5 million from Columbia Vista property insurance and sawmill site sale
- Announced the divestiture of Western's Stillwater Forestry Operation for an aggregate purchase price of \$80 million. Expected to close in the second half of 2026, subject to closing conditions
- \$250 million credit facility extended to July 2028, supported by an additional US\$40 million letter of credit facility and \$30 million bilateral term loan, enhancing financial flexibility
- Prudent capital management with ability to defer strategic capex if financial or market conditions worsen
- As at Q2/26, net debt to capitalization was 6%, with available liquidity of \$244 million

Labour Relations

- New six-year collective bargaining agreement expiring in June 2030 with the United Steelworkers Local 1-1937 ("USW") ratified in January 2025

B.C. Regulatory Environment

- Leadership in First Nation relations and partnerships aligned with B.C. policy goals
- Potential for improved provincial and federal co-operation in the face of U.S. trade uncertainty

(1) Based on year-to-date Q2/26 total lumber shipments

B.C. Strategic Capital Investments To Support Value-Added Manufacturing

- New continuous dry kiln ("CDK") at our Saltair facility commissioned in Q1/24
 - Approximate annual capacity of 70 million board feet
 - Strong performance since commissioning, with 99% operating uptime
- Completion of two new CDKs, and one thermal kiln at our Value-Added Division facility
 - First CDK commissioned in February 2026 and second CDK commissioned in June 2026
 - Each CDK will have a capacity of approximately 70 million board feet
 - Thermal kiln commissioned in July 2026
- Commissioned new automated grading equipment and slabber head at Duke Point sawmill facility
- Upgrading autograder with AI technology at our Duke Point Planer, with commissioning anticipated in early 2027



Softwood Lumber Duties Update

U.S. Softwood Lumber Duties

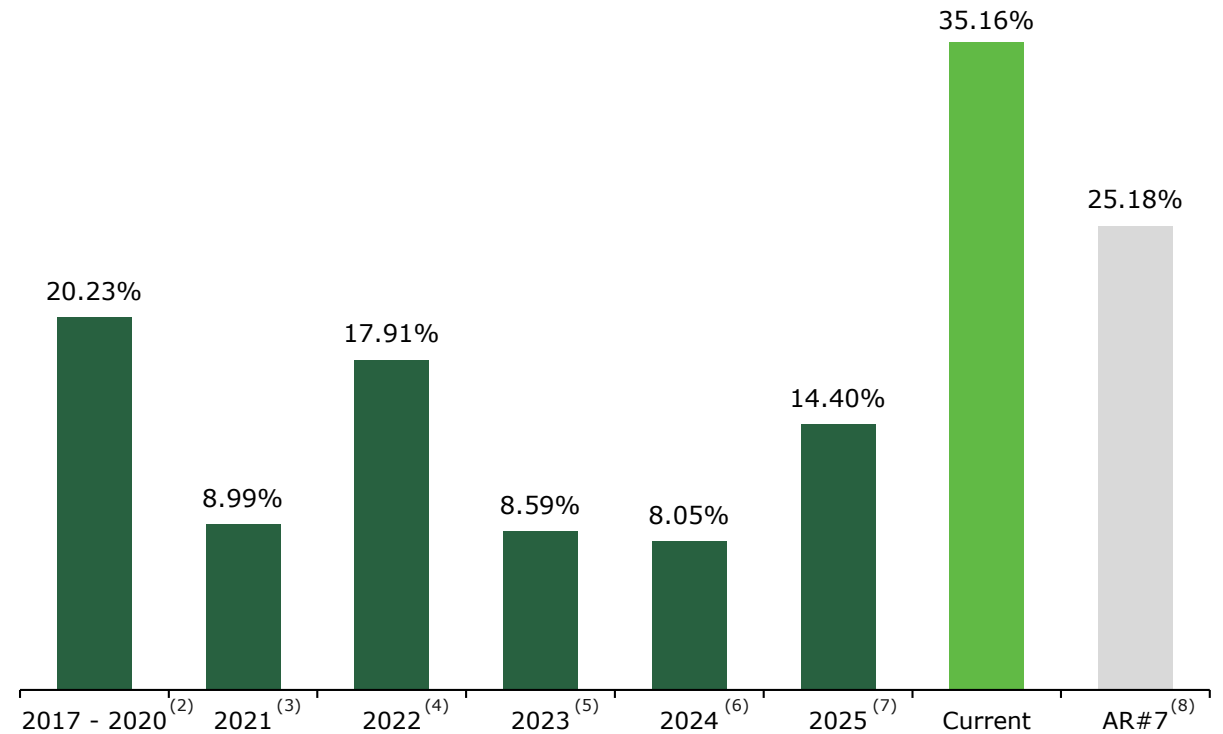
- Current rate of 35.16%
- AR#7 preliminary rate of 25.18%
 - Final AR#7 rate anticipated in H2/26
- Western's duties on deposit of US\$225 million (C\$319 million)⁽¹⁾

Section 232 Tariffs

- Current rate of 10% on U.S. imported lumber products effective as of October 14, 2025

Combined Softwood Lumber Duties Rate

(All Others Duty Rate %)



(1) As of June 30, 2026

(2) Up to November 30, 2020

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

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

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

(6) August 1, 2023 to August 18, 2024

(7) August 19, 2024 to August 11, 2025

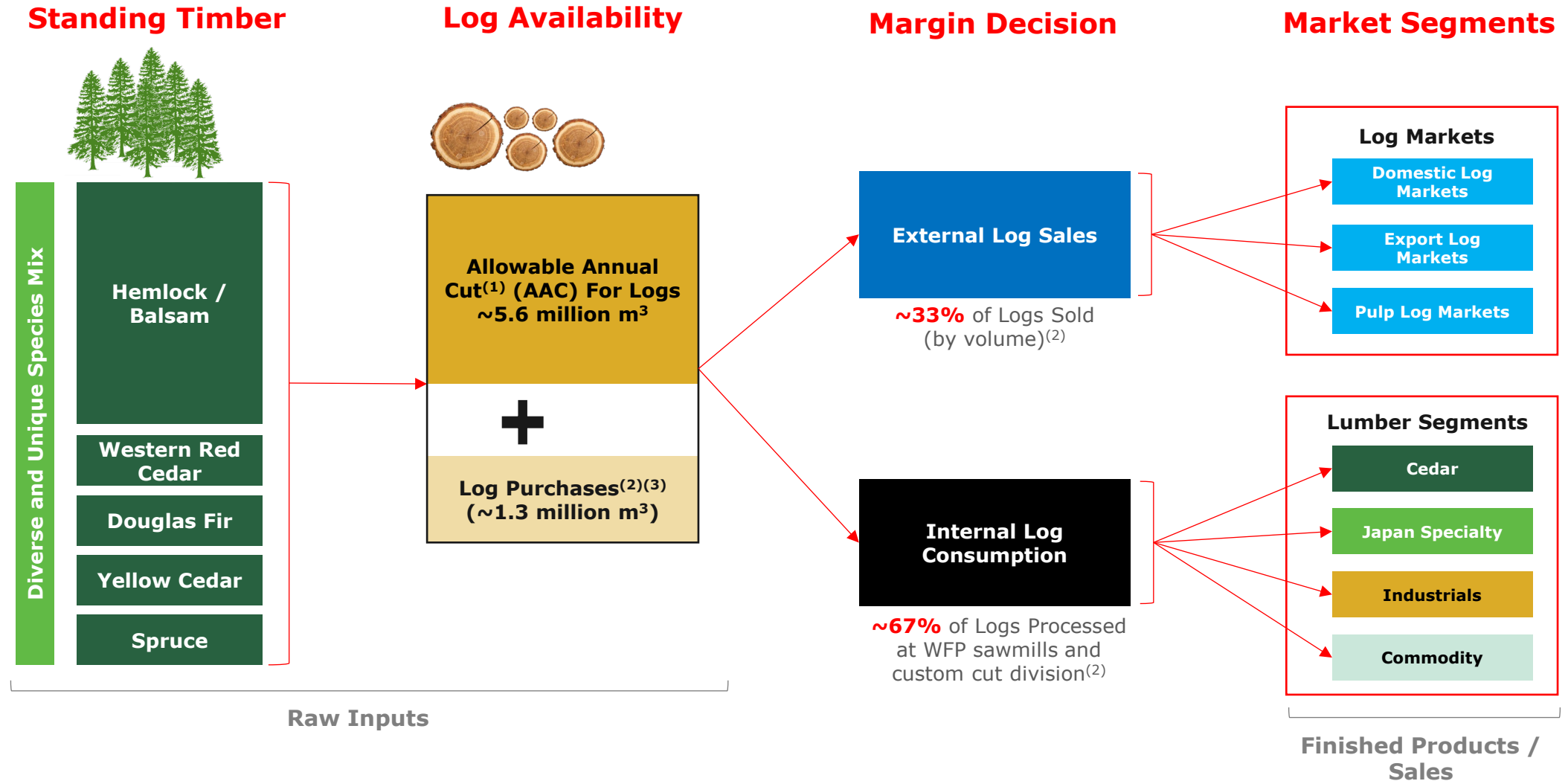
(8) Preliminary rate

Appendix 1:

Supplemental Company Overview Materials



Margin Strategy / Fibre And Processing Flow Chart



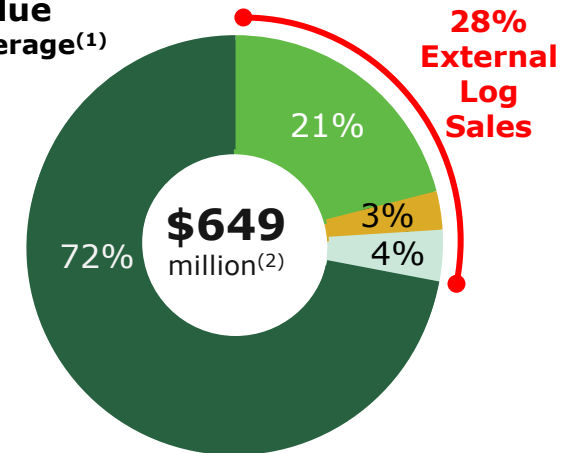
(1) As of December 31, 2025
(2) Annual average from 2015 to 2025, including strike impacted 2019 and 2020
(3) B.C. and U.S. log purchases

Directing Log Volume To The Highest Margin Opportunity

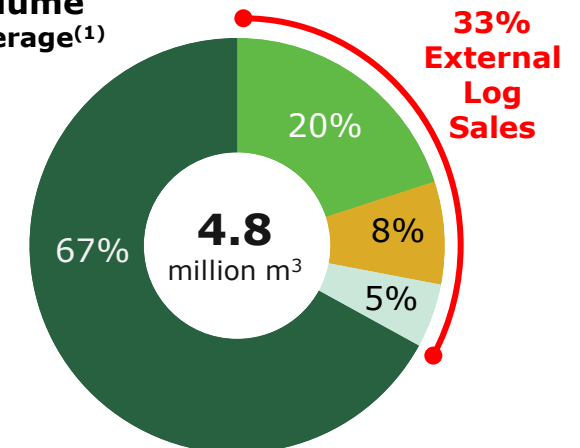
External Log Sales

Log End Market	Description	Primary Target Geographies
● Western Sawmills	- Western's sawlogs consumed by internal manufacturing operations - Internal log supply supplemented by open market purchases to maximize margin	
● Domestic	Includes sawlogs, peelers (for engineered wood applications) and shingle logs sold through contractual commitments and open market transactions	
● Pulp Logs	- Volumes committed under long-term fibre supply agreements - Commitments met through internal log supply, supply contracts and open market pulp log purchases	
● Export⁽³⁾	- Represents log sorts produced in excess of internal mill requirements - Transportation optimization	 

**Logs by Value
Historical Average⁽¹⁾**



**Logs by Volume
Historical Average⁽¹⁾**



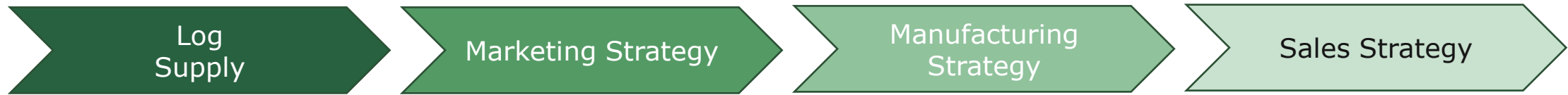
(1) Annual average from 2015 to 2025; based on total external log sales and internal log consumption, including purchased logs. Internal transfer values based on Vancouver Log Market prices

(2) Net of freight and fee in lieu

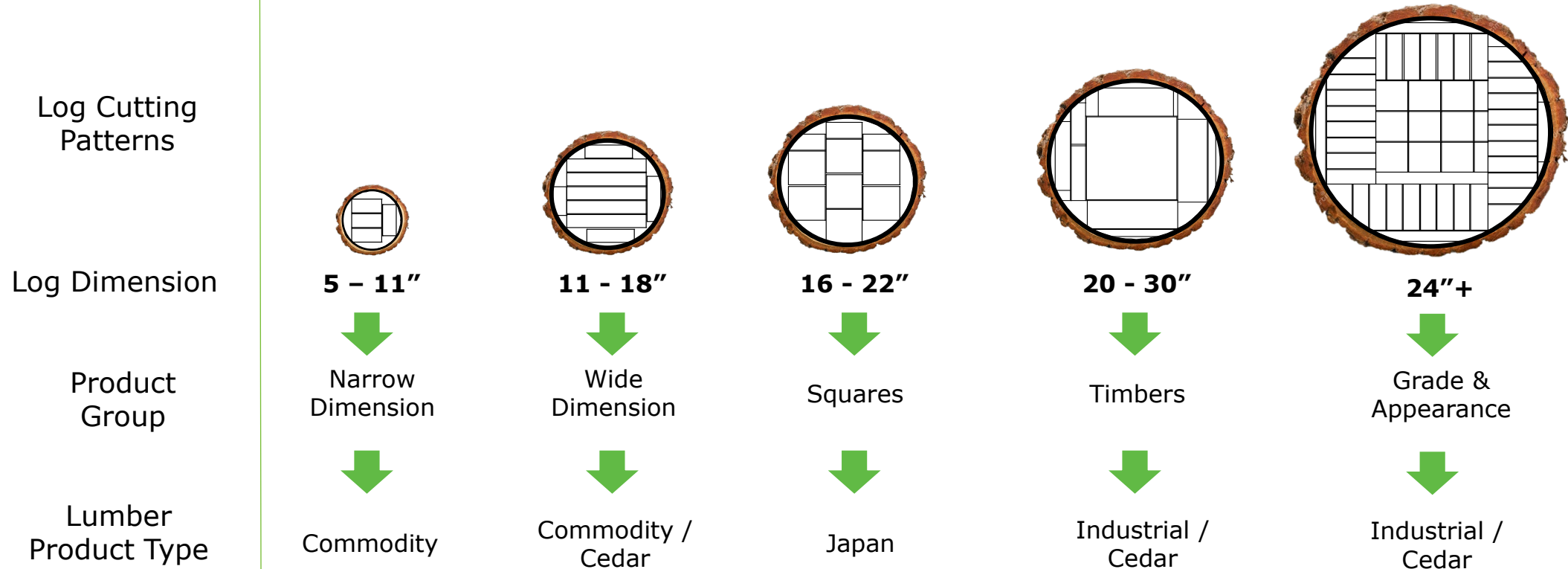
(3) Since 2022, Western has not exported logs, redirecting those logs to its manufacturing facilities

Manufacturing And Sales

Flexible Manufacturing Platform Presents Unique Opportunity To Create Margin



Log diameter and margin determines lumber products manufactured

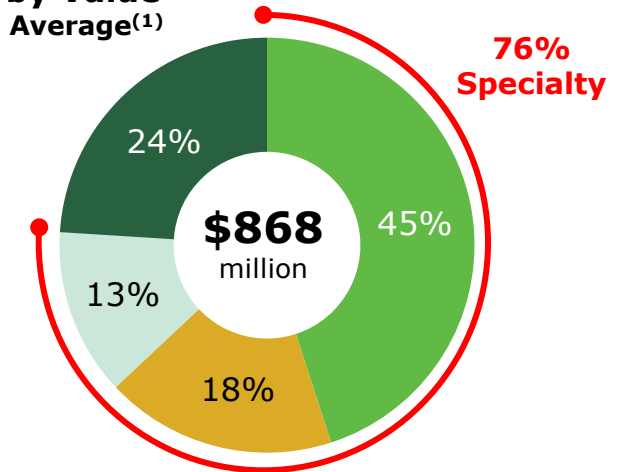


Directing Log Volume To The Highest Margin Opportunity

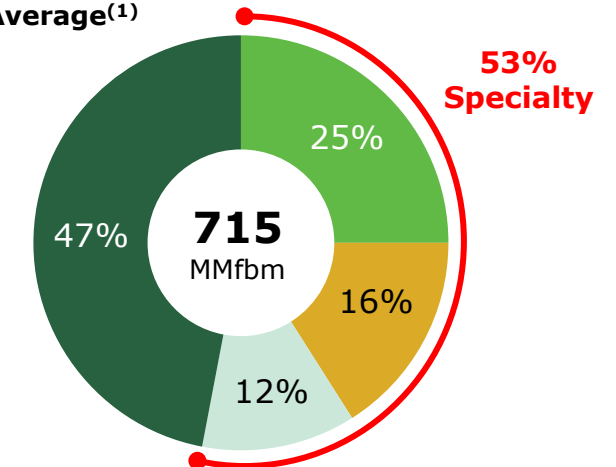
Specialty Products

Lumber Products	Description	Primary Target Geographies
 Cedar	- Consumer-orientated products - Premier softwood for external applications - Naturally durable	  Global 
 Japan Specialty	- Specialized products for specific end uses - Requires unique and rigorous quality standards	
 Industrial	- Specialty products and markets - Focused on appearance grades, value-add products	  Asia Europe
 Commodity	Traditional dimension lumber and developing grades	  

**Lumber by Value
Historical Average⁽¹⁾**



**Lumber by Volume
Historical Average⁽¹⁾**



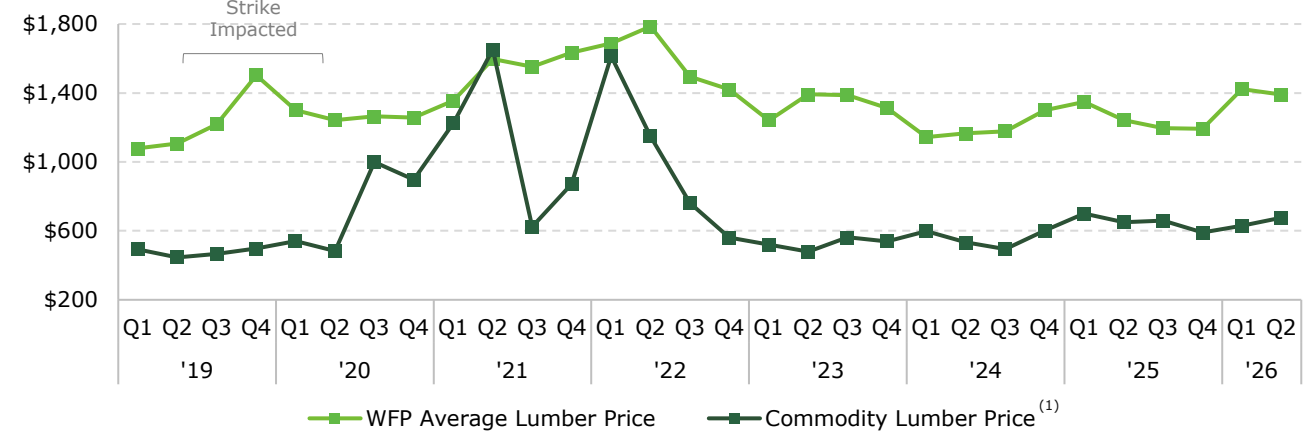
(1) Annual average from 2015 to 2025

Specialty Products Focus

- Approximately 76% 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

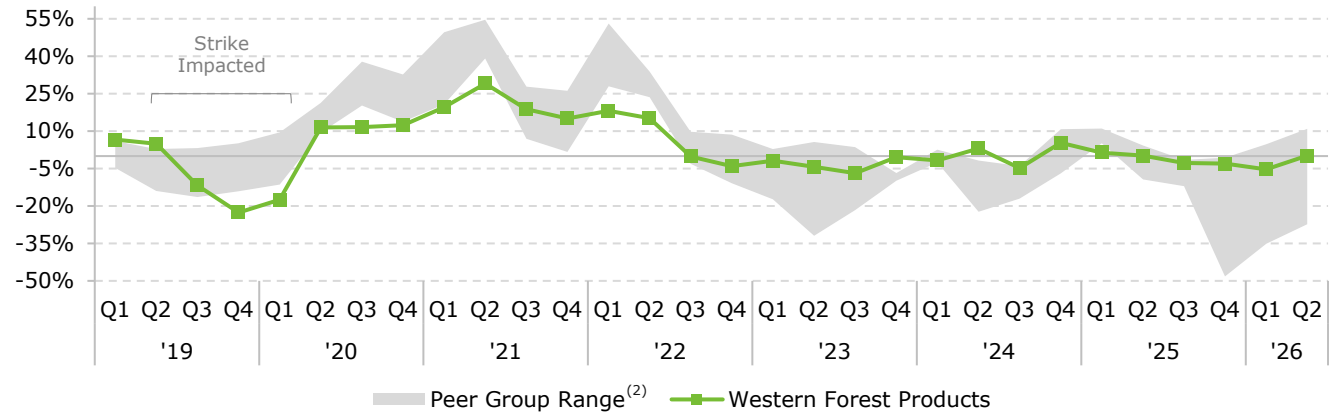
Western Average Lumber Price vs. Commodity Lumber Price⁽³⁾

(C\$ per mfbm)



WESTERN
Forest Products

Quarterly Lumber EBITDA Margin Comparison



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

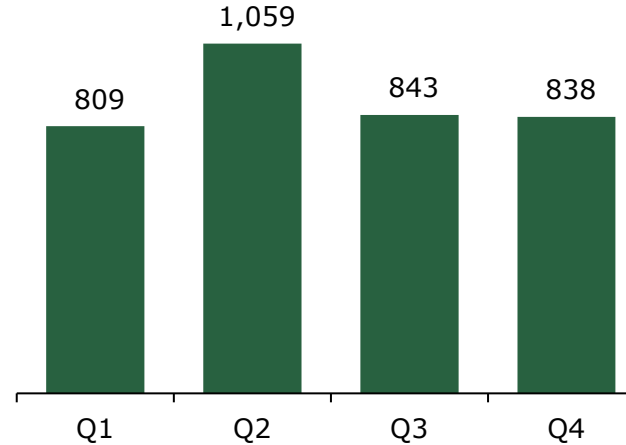
(2) High and low EBITDA margin range of West Fraser and Canfor lumber segments and consolidated results of Interfor and Conifex; excludes impacts from U.S. Softwood Lumber Administrative Reviews

(3) 2024 onward reflects the Company's current lumber volume measurement; see our Q1/26 Report for further details

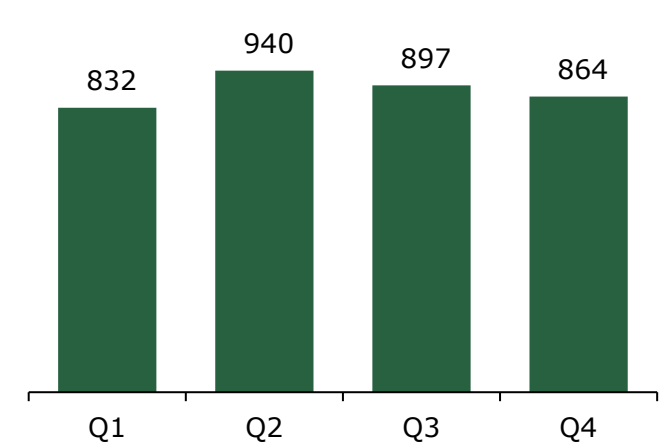
Seasonality Of The Business

- 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

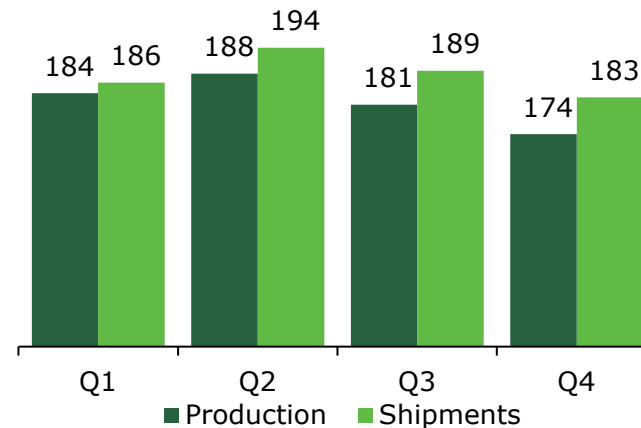
Harvest Volume⁽¹⁾
(000 m³)



Closing Log Inventory⁽¹⁾
(000 m³)



Lumber Production & Shipments⁽¹⁾
(MMfbm)



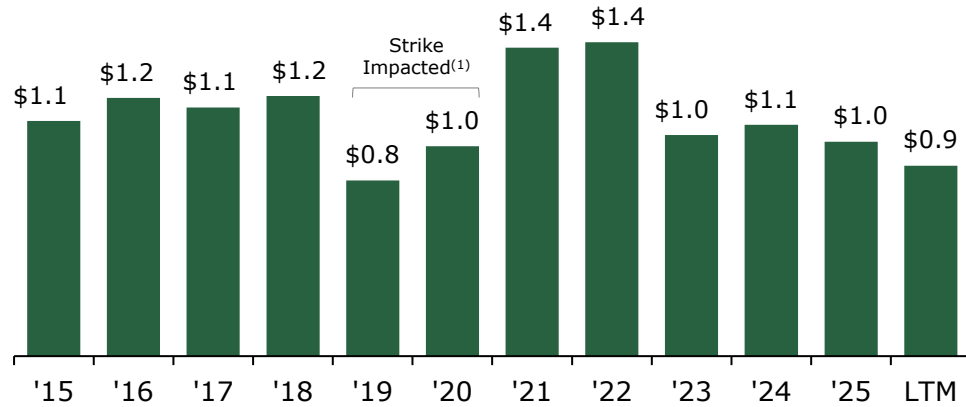
Increase (Decrease) in Working Capital⁽¹⁾
(\$ millions)



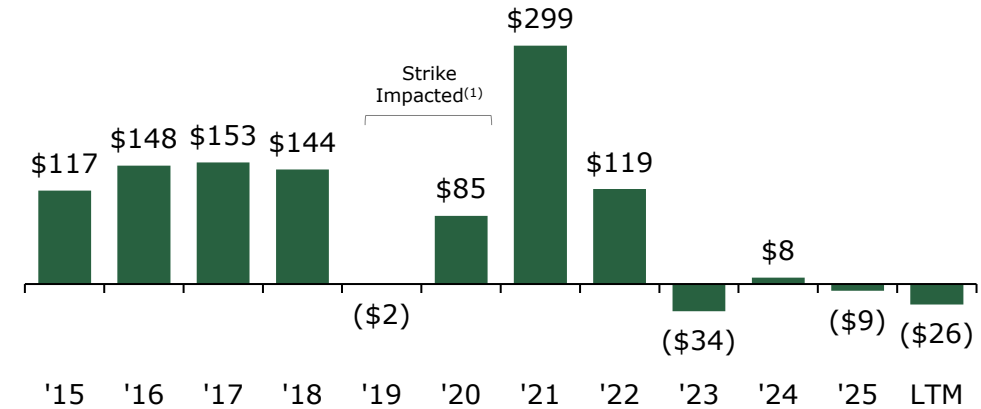
(1) Average of 2015 to Q2/26 excluding strike impacted Q3/19, Q4/19 and Q1/20

Historical Financial Snapshot – Annual

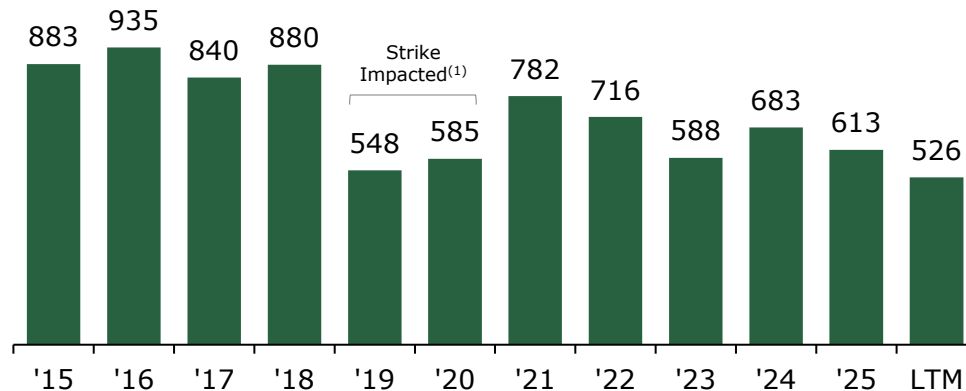
Revenue (\$ billions)



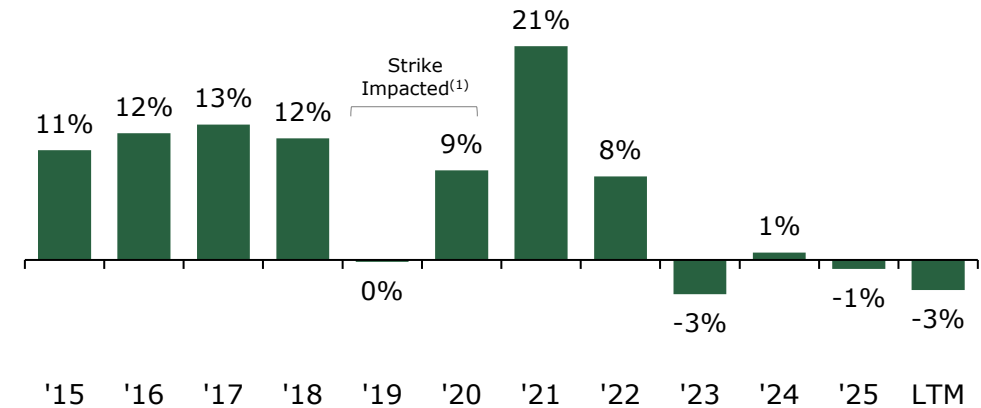
Adjusted EBITDA (\$ millions)⁽²⁾



Lumber Shipments (MMfbm)⁽³⁾



Adjusted EBITDA Margin %⁽²⁾



LTM = Last twelve months

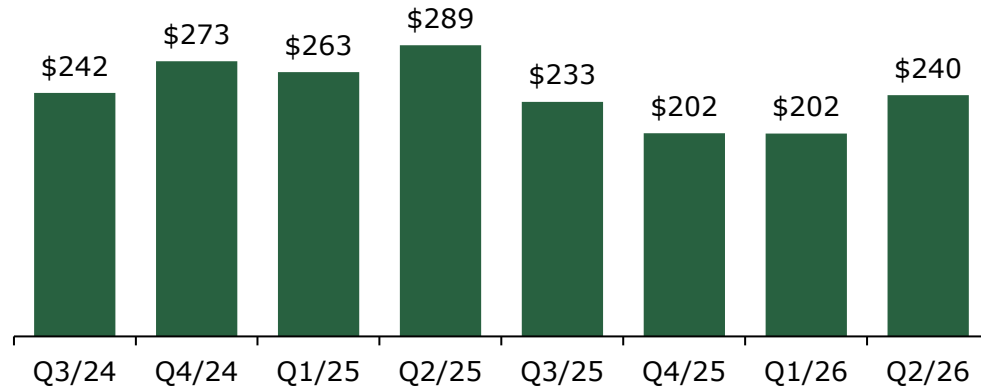
(1) All of Western's timberlands and most of our B.C. based manufacturing divisions were impacted by a strike by the United Steelworkers Local 1-1937 ("USW")

(2) Excludes impact of non-cash adjustments related to the finalization of U.S. Softwood Lumber Administrative Review #1 to #6

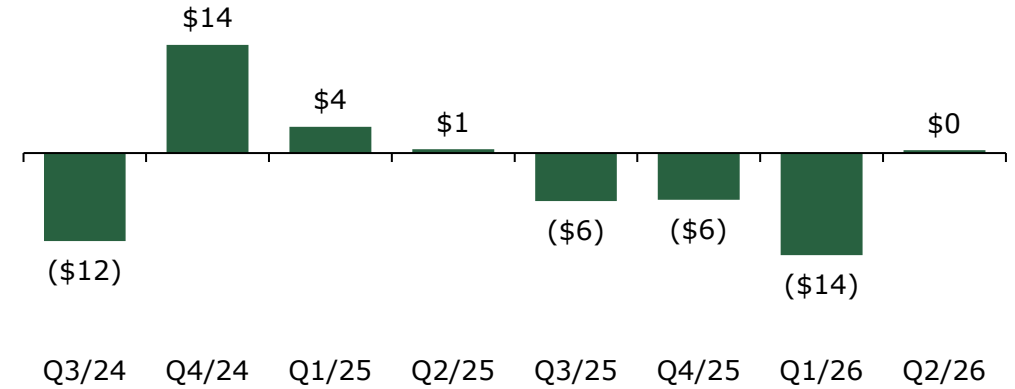
(3) Effective January 1, 2026, the Company changed its reporting measurement for lumber volumes; 2024 and onward information have been recalculated; see our Q1/26 Report for further details

Historical Financial Snapshot – Last 8 Quarters

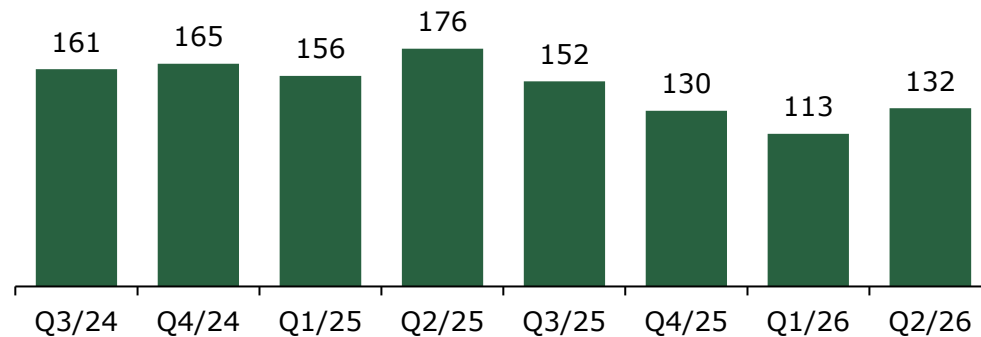
Revenue (\$ millions)



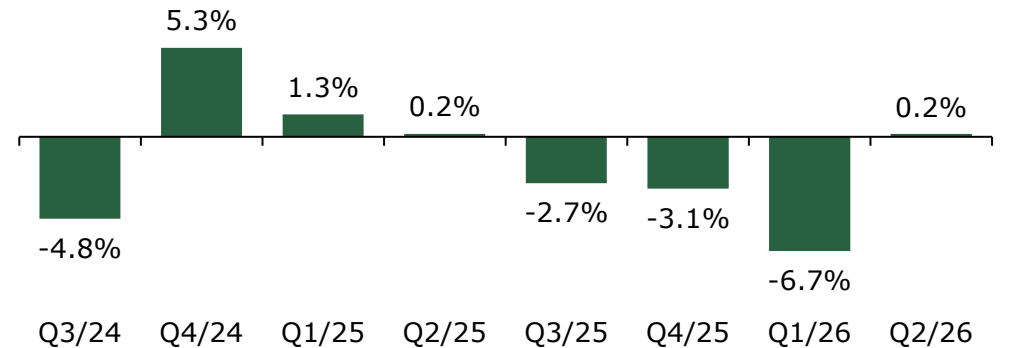
Adjusted EBITDA (\$ millions)⁽²⁾



Lumber Shipments (MMfbm)⁽¹⁾



Adjusted EBITDA Margin %⁽²⁾

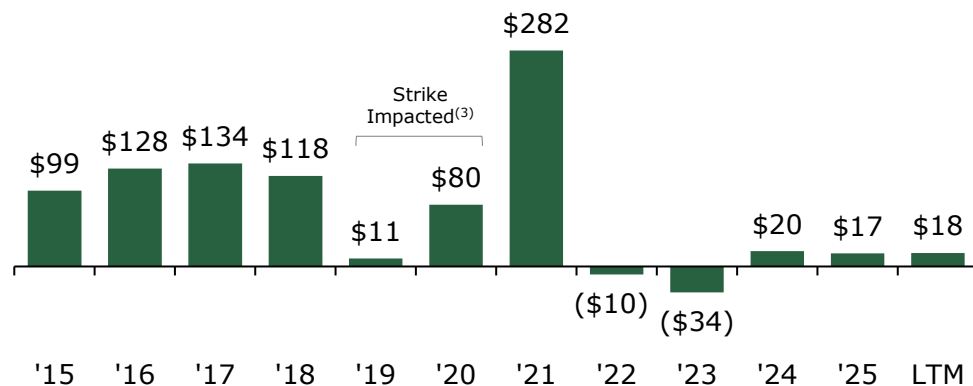


(1) Effective January 1, 2026, the Company changed its reporting measurement for lumber volumes; 2024 and onward information have been recalculated; see our Q1/26 Report for further details

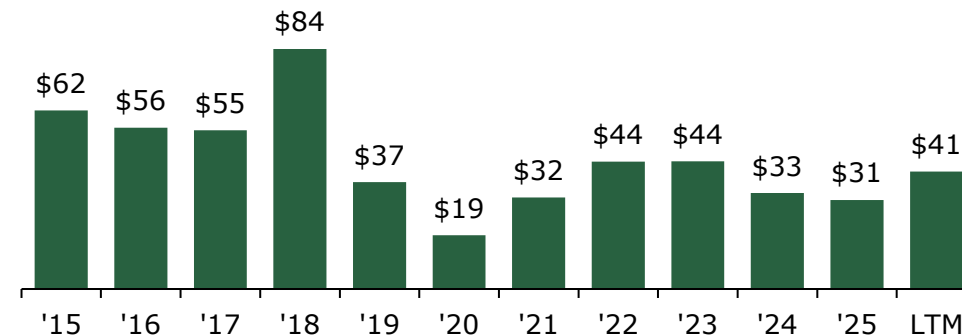
(2) Excludes impact of non-cash adjustments related to the finalization of U.S. Softwood Lumber Administrative Review #1 to #6

Historical Cash Flow, Capital Allocation And Debt

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



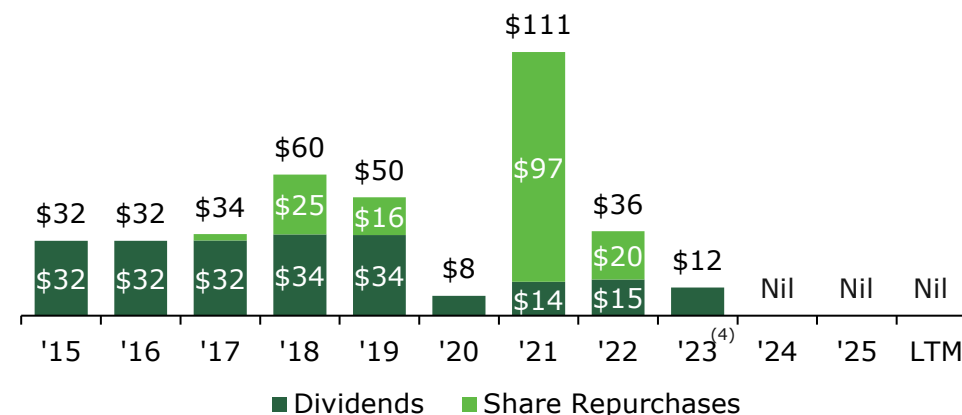
Capex⁽²⁾ (\$ millions)



Net Debt / (Cash) (\$ millions)



Dividends⁽⁴⁾ & Share Repurchases (\$ millions)



LTM = Last twelve months

(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")

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

Western Forest Products: Facilities

Sawmills

Sawmill	Location	Log Diameter Focus	Capacity ⁽¹⁾	Production		2025 Production Mix			
				2025	2024	WRC ⁽²⁾	Hemlock	Douglas Fir	Yellow Cedar
Ladysmith	Ladysmith, BC	Small	110	86	89	--	100%	--	--
Cowichan Bay	Duncan, BC	Medium	140	43	76	81%	13%	--	6%
Saltair	Ladysmith, BC	Medium	280	223	212	--	73%	27%	--
Duke Point	Nanaimo, BC	Medium to Large	180	108	105	5%	85%	10%	--
Chemainus	Chemainus, BC	Medium to Large	75	23	52	75%	--	25%	--
Columbia Vista ⁽³⁾	Vancouver, WA	Medium to Large	--	32	62	--	--	100%	--
Custom Cut	Multiple	Varies	n/a	47	44	30%	22%	21%	28%
Sawmill Total			785	561	639	18%	56%	23%	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

Planer and Kilns – Vancouver, WA

Engineered Wood Products (Glulam) – Vancouver, WA; Washougal, WA

(1) Based on two shifts and 249 operating days, except for Duke Point which is at three shifts

(2) Western red cedar

(3) On June 29, 2025, the Columbia Vista sawmill sustained extensive fire damage, rendering it inoperable. The Company completed the sale of the sawmill site on July 31, 2026.

Appendix 2:

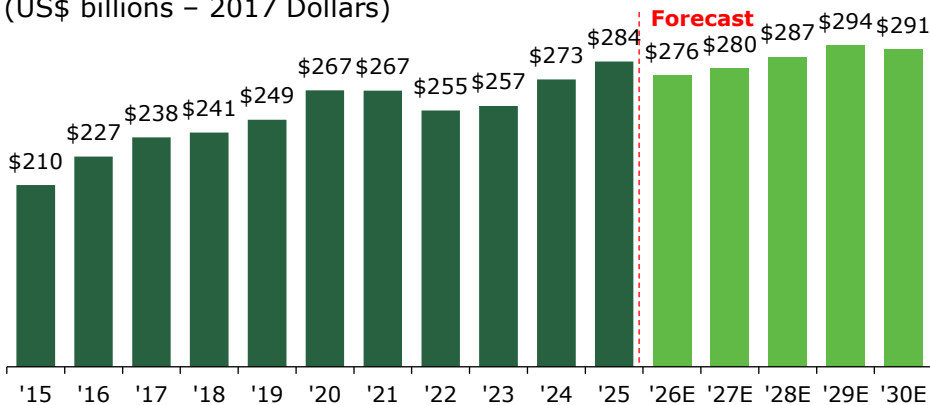
Macroeconomic and Lumber Market Statistics



Repair And Remodelling Statistics

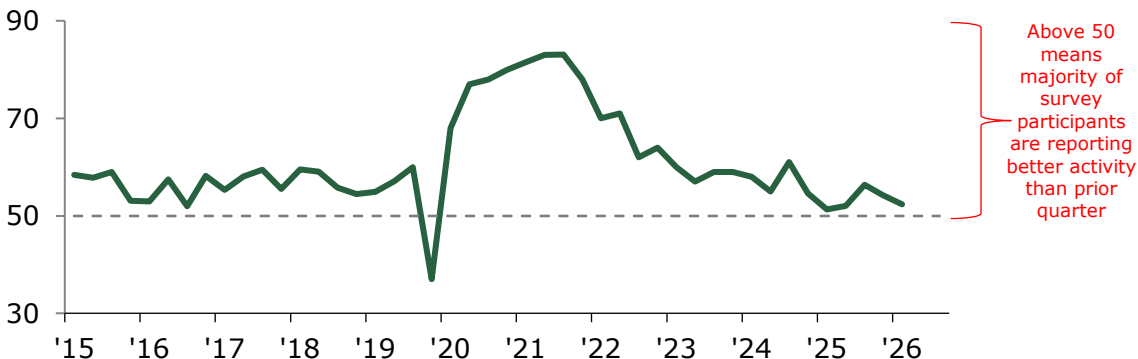
U.S. Repair & Remodelling Expenditures

(US\$ billions – 2017 Dollars)



Source: Forest Economic Advisors (May 2026)

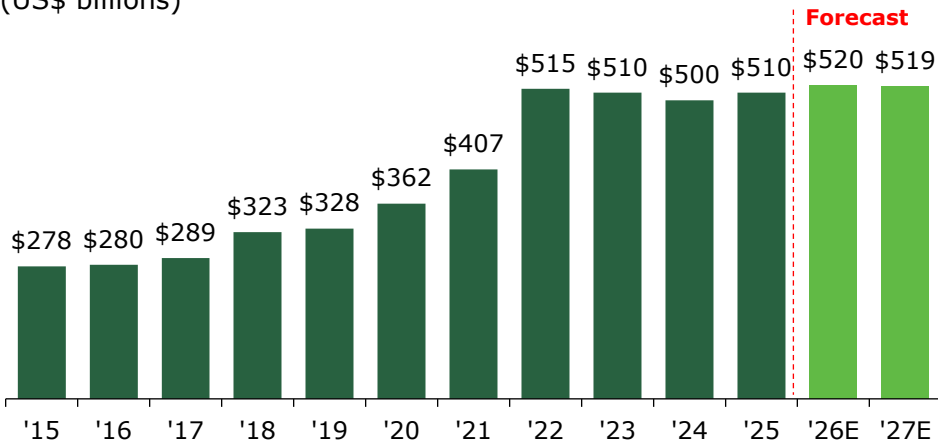
Remodelling Market Index



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

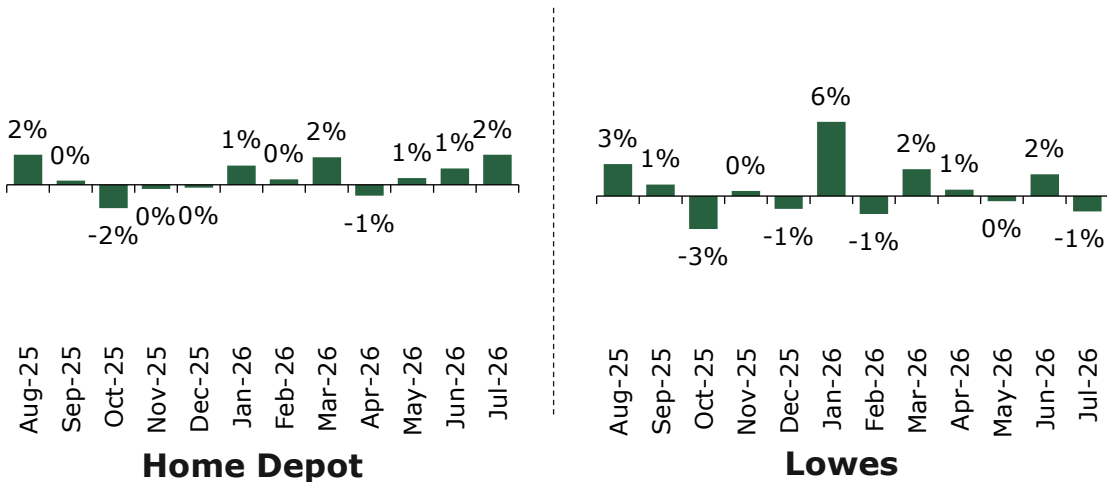
Leading Indicator of Remodelling Activity

(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

Home Centres – Same Store Sales Growth

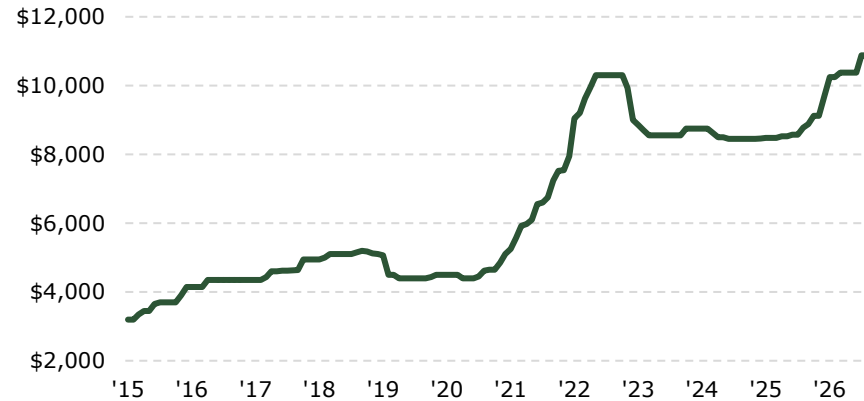


Source: Company reports; monthly values

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

WRC High Value Clears

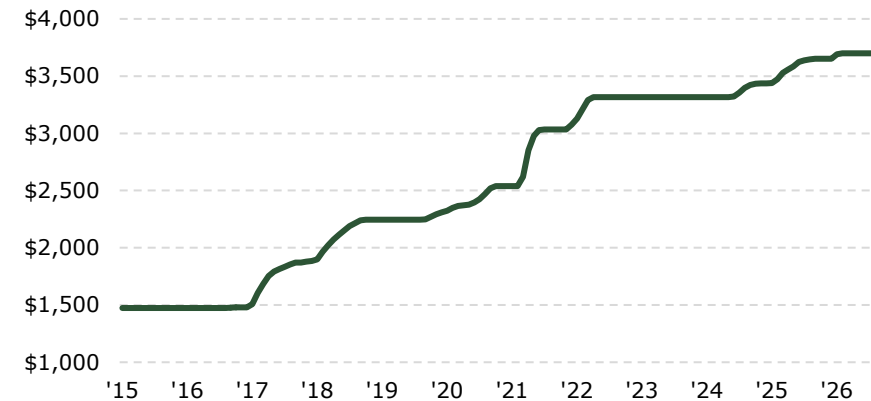
(C\$ per mfbm)



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

WRC Timbers

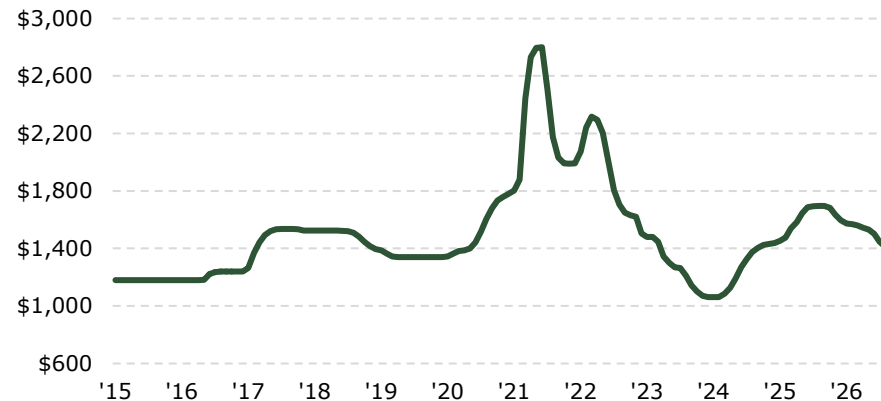
(US\$ per mfbm)



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

WRC Decking

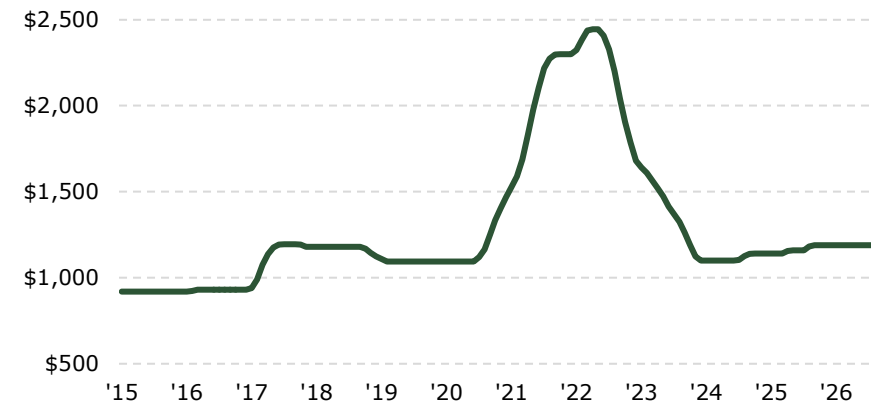
(US\$ per mfbm)



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

WRC Boards and Trim

(US\$ per mfbm)

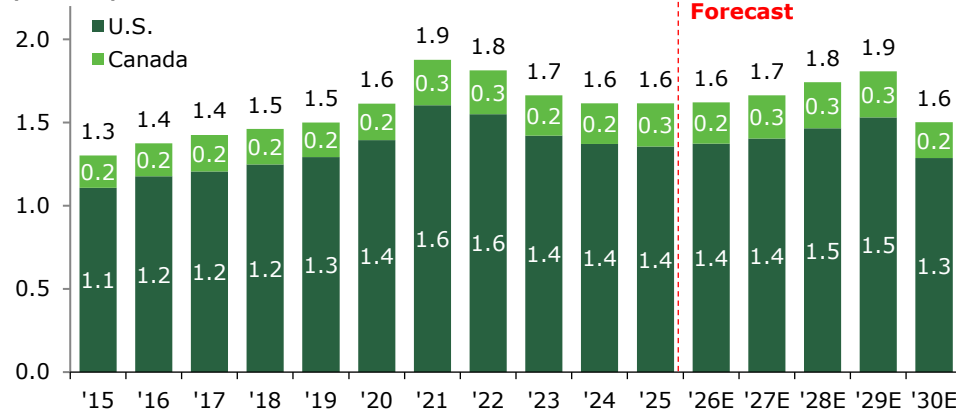


Source: Fastmarkets: Coast Green WRC Std&Btr NH 3/4x4 RL S1S2E H&M, net f.o.b. Mill

North America Statistics: Supply / Demand

North American Housing Starts

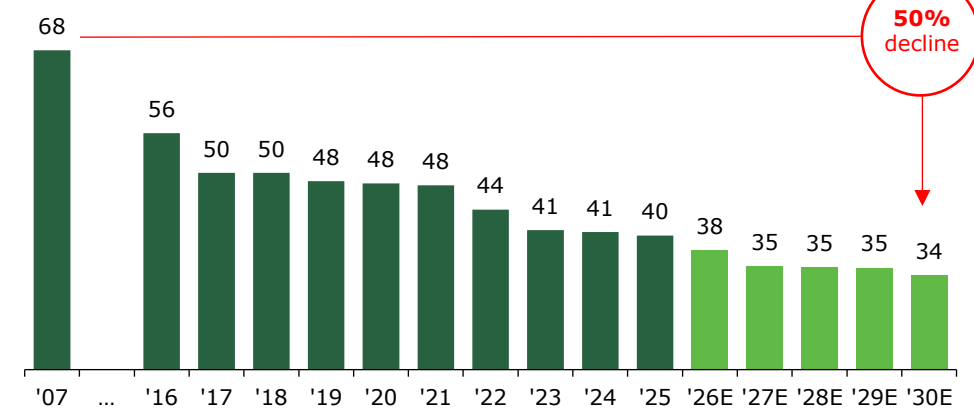
(million)



Source: Forest Economic Advisors (August 2026)

B.C. Interior Allowable Annual Cut

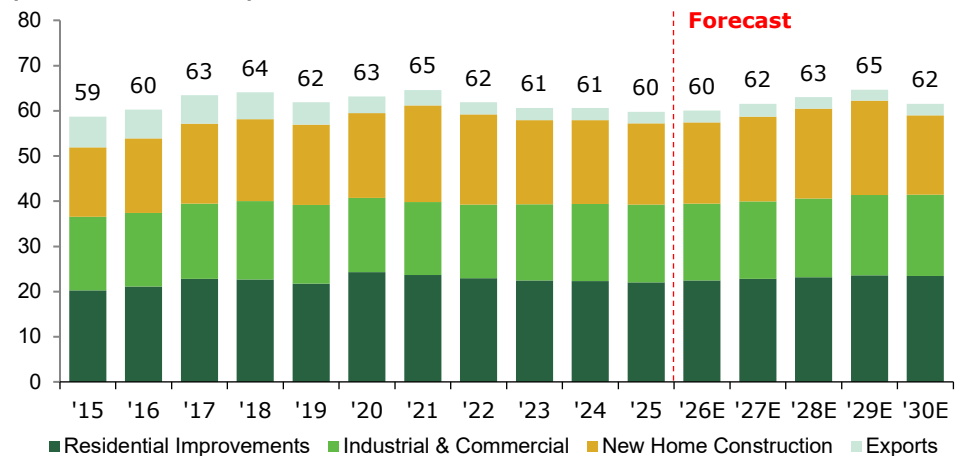
(million cubic metres)



Source: Forest Economic Advisors (August 2026)

North American Lumber Demand

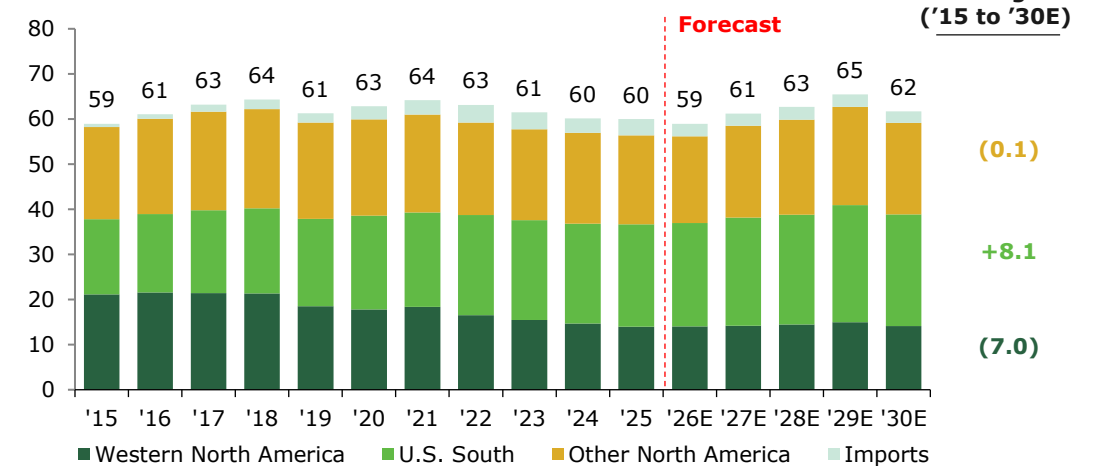
(billion board feet)



Source: Forest Economic Advisors (August 2026)

North American Lumber Supply

(billion board feet)

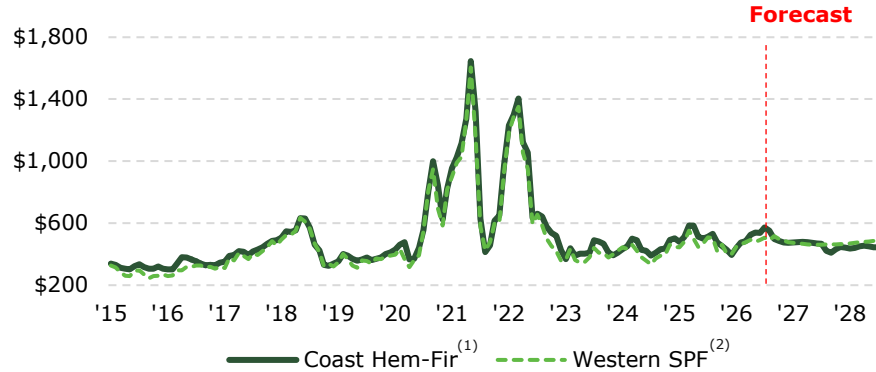


Source: Forest Economic Advisors (August 2026)

North American Statistics: Lumber Prices

North American Commodity Lumber Prices

(US\$ per mfbm)



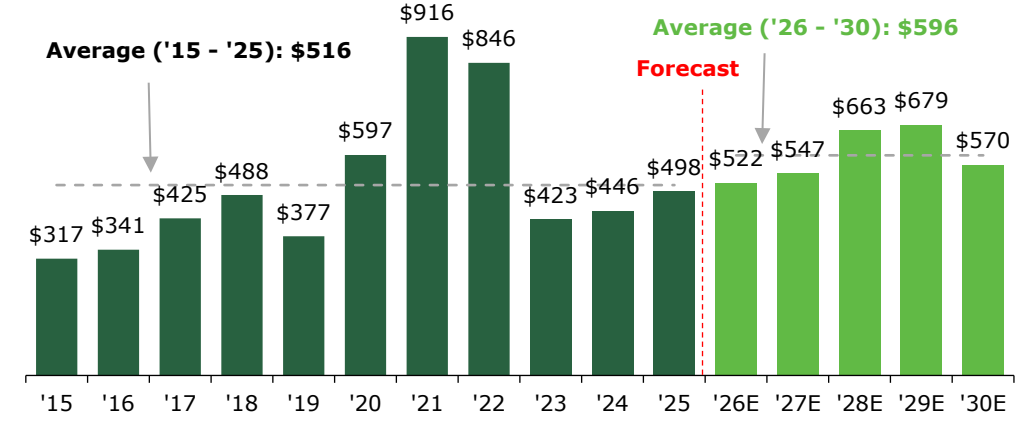
Source: Fastmarkets

(1) Coast KD Hem-Fir #2 & Btr 2x4, net f.o.b. mill

(2) KD W S-P-F #2&Btr 2x4 random mill prices

Hem-Fir, Coast Commodity Lumber Price

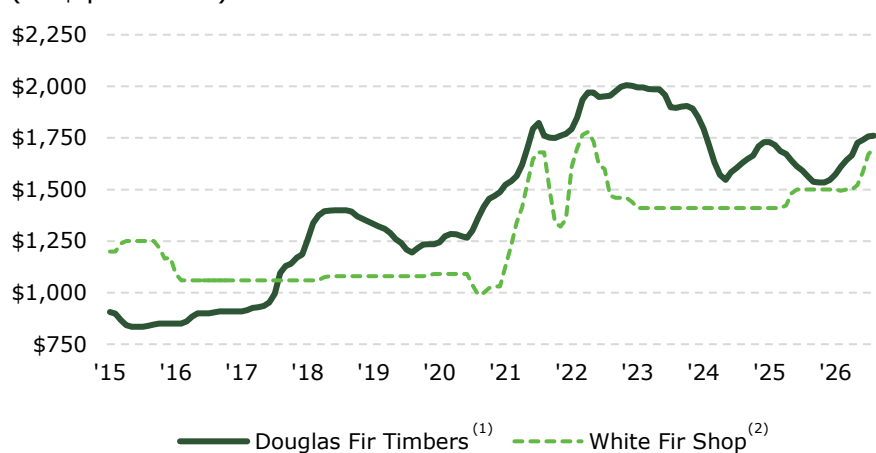
(US\$ per mfbm)



Source: Forest Economic Advisors (August 2026); KD #2 & Btr 2x4, net f.o.b. mill

Other North American Lumber Prices

(US\$ per mfbm)



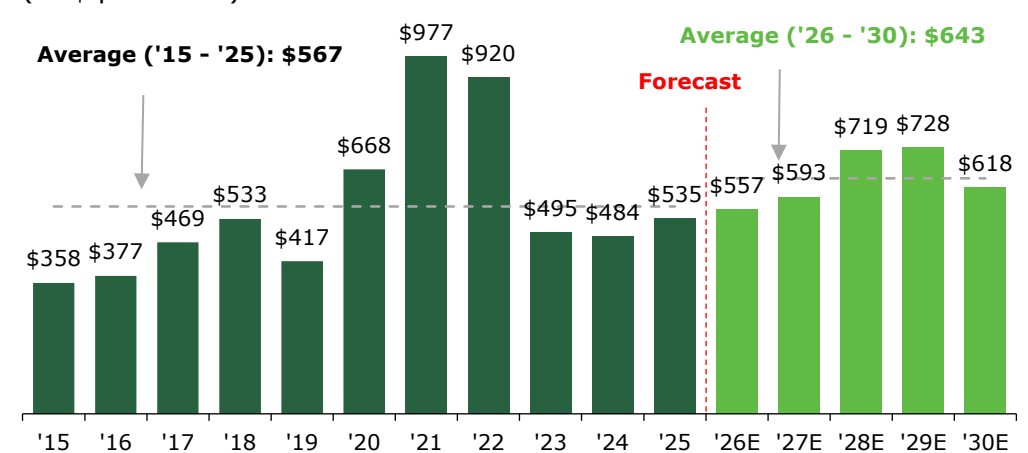
Source: Fastmarkets

(1) Green Douglas Fir (Portland) #1&Btr 100% FOHC 6x6 Rough

(2) KD White Fir Shop Moulding&Btr C&Btr 5/4 S2S

Douglas Fir, Commodity Lumber Price

(US\$ per mfbm)

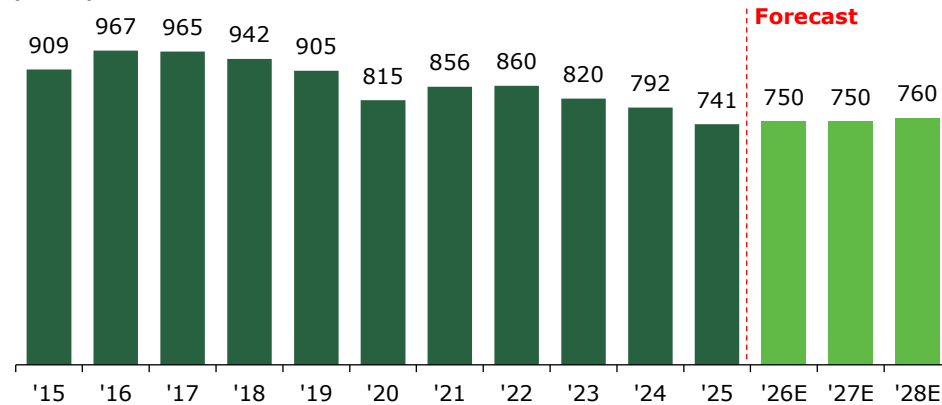


Source: Forest Economic Advisors (August 2026); KD #2 & Btr 2x4, net f.o.b. mill

Japan Statistics

Japan Housing Starts

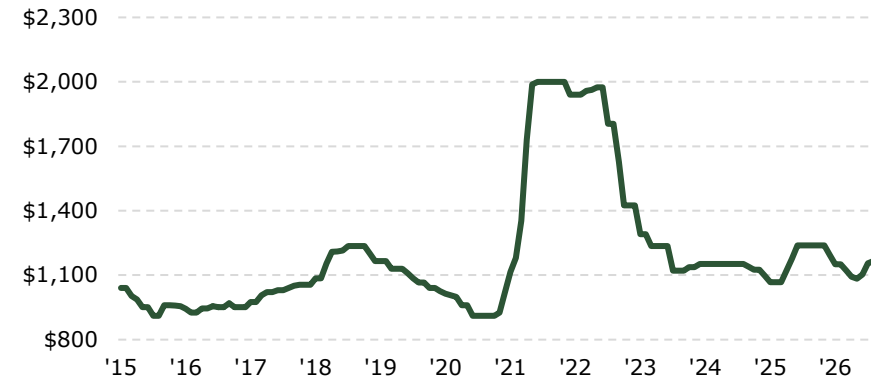
(000s)



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

Douglas Fir Lumber Prices to Japan

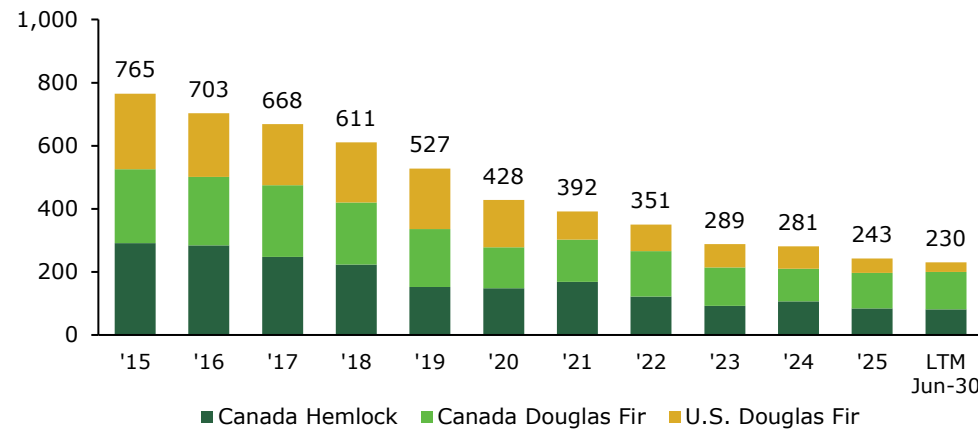
(US\$ per mfbm)



Source: Fastmarkets: Kiln Dried Douglas Fir Baby Squares Merch 4-1/8x4-1/8 RL S4S, c.&f. dest. Japan

Lumber Imports from North America

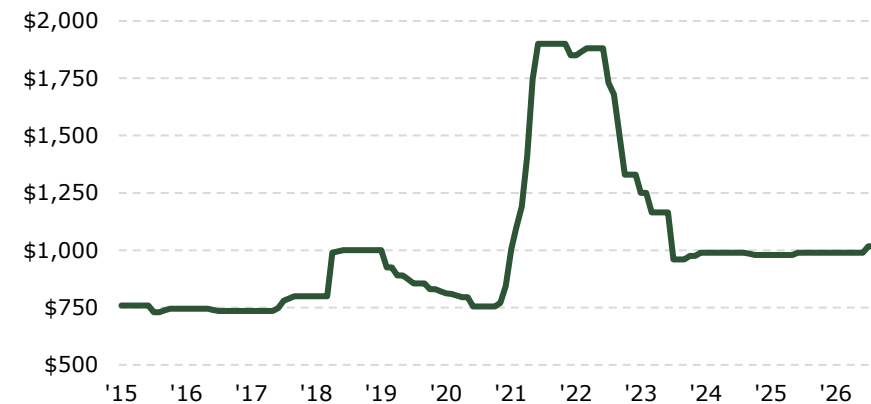
(000 m³)



Source: Japan Lumber Importers' Association

Hemlock Lumber Prices to Japan

(US\$ per mfbm)

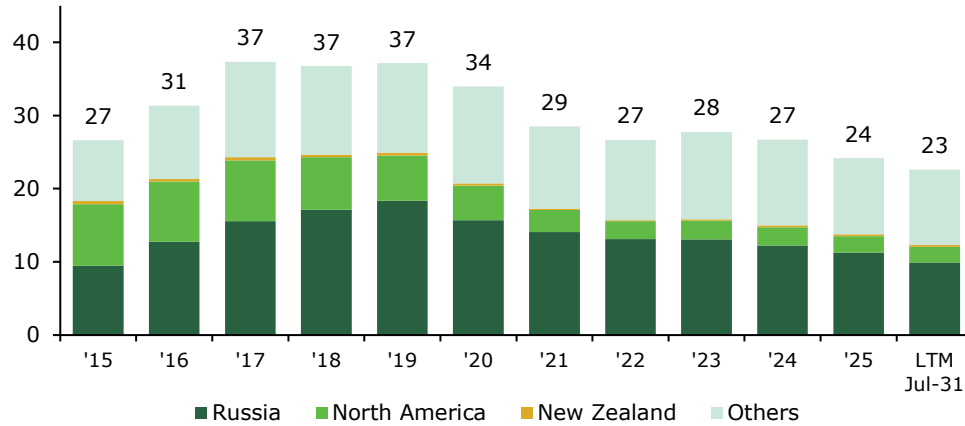


Source: Fastmarkets: Kiln Dried Hemlock Baby Squares Merch 4-1/8x4-1/8 13' S4S, c.&f. dest. Japan

China Log And Lumber Statistics

China Lumber Imports

(million m³)



Source: Forest Economic Advisors (September 2026)

China Commodity Lumber Price

(US\$ per mfbm)

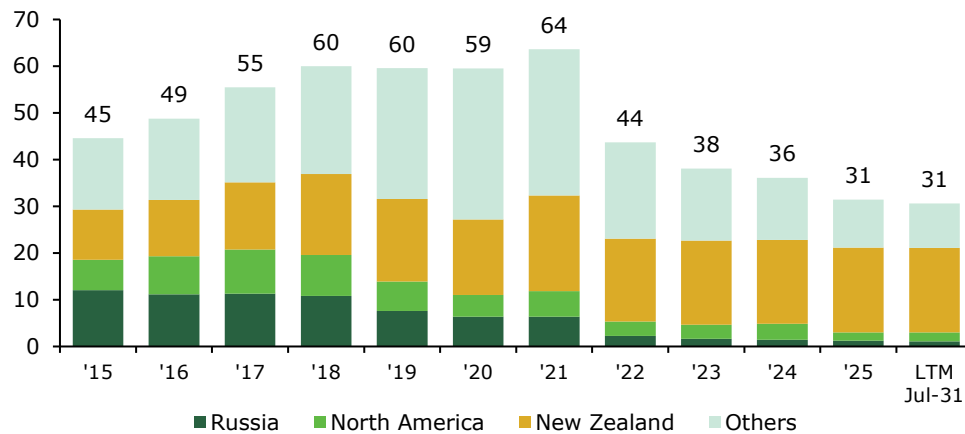


Source: Forest Economic Advisors – China Bulletin; Hemlock Lumber c.i.f. destination Shanghai

(1) Forest Economic Advisors switched its Hemlock price from the 2x4 (40x90) Metric RG Utility to 4X4 (95X95) Metric RG Utility & Btr grade from May 2025 onwards

China Log Imports

(million m³)



Source: Forest Economic Advisors (September 2026)

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

Appendix 3:

Other Supplemental Materials



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 over 4 million seedlings in 2025
- Limit wood waste in our operations; utilize 100% of logs at our mills



Climate Change

- Forests play a key role in the global carbon balance and sequestering carbon
- Implement energy reduction / efficiency initiatives in our sawmills
- Consider climate change in our forest planning
- Manage fertilization to improve soil nutrients, which increases carbon sequestration in coastal forests



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



Social Responsibility



Health & Safety

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



People & Culture

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



First Nations & Community

- Committed to advancing mutually beneficial relationships and reconciliation with First Nations
- Positive working relationships with First Nations through 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



Corporate Governance



Best Practices

- Independent Board Chair
- 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

- 85.7% of directors are independent
- 50% of committees chaired by women
- Average director tenure of 5.4 years
- Average director age of 65 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
- 75% 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

Reconciliation With First Nations: Agreement for the Sale of Western's Stillwater Forest Operation

- Qwoqwnes Forestry Holdings Limited Partnership (QFH LP), an entity beneficially owned and controlled by the Tla'amin Nation, has entered into an agreement to acquire a 100% ownership interest in Western's Stillwater Forestry Operation for an aggregate purchase price of \$80 million
 - Located near Powell River, B.C., Western's Stillwater Forestry Operation includes Block 1 of Tree Farm Licence (TFL) 39
 - After closing, Thichum Forest Products will manage approximately 154,000 hectares of forest land with an AAC of 469,200 m³, the majority of which is situated within the traditional territory of the Tla'amin Nation
- Includes long-term fibre supply agreement between QFH LP and Western, which will support Western's manufacturing operations
- Working towards closing the transaction in H2/26, subject to the satisfaction of various closing conditions, including financing
- Please see [Announcement News Release](#)



"This announcement represents another significant step forward in Western's commitment to forging mutually beneficial business relationships that align our business needs with the stewardship and economic development aspirations of Indigenous communities. We look forward to working with Tla'amin Nation and Qwoqwnes as we proceed with this new phase of our relationship"

– **Steven Hofer, President & CEO**



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TLA'AMIN NATION



QFH
QWOQWNES
FORESTRY HOLDINGS LP



WESTERN
Forest Products

Reconciliation With First Nations: Formation of La-kwa sa muqw Forestry Limited Partnership

- Established the La-kwa sa muqw Forestry Limited Partnership ("LFLP"), comprised of certain assets and liabilities of Western's former Mid Island Forest Operation, including Block 2 of Tree Farm Licence (TFL) 39
 - LFLP 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 acquired an aggregate 34% interest in LFLP from Western for \$35.9 million
- Transaction closed in Q1/24, upon which TFL 64 was created through the subdivision of Block 2 from TFL 39 and transferred to LFLP
- Includes long-term fibre supply agreement between LFLP and Western, which will support Western's manufacturing operations
- Please see [Announcement News Release](#) and [Closing 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 B.C.**



**Tlowitsis
Nation**



K'ómoks First Nation

WESTERN
Forest Products



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