WEYERHAEUSER INVESTMENT THESIS

UNMATCHED PORTFOLIO + INDUSTRY-LEADING PERFORMANCE + DISCIPLINED CAPITAL ALLOCATION ➞ SUPERIOR SHAREHOLDER VALUE

Strong ESG Foundation | Our Forests and Wood Products are Natural Climate Solutions
COVID-19 RESPONSE
Proactive and Effective

✓ Safeguard employee health
✓ Support employees and communities
✓ Preserve financial flexibility

BUSINESS INITIATIVES
Driving Long-term Value for Shareholders

✓ Deliver operational excellence
✓ Strengthen balance sheet
✓ Implement new dividend framework

ESG INITIATIVES
Meaningful Accomplishments

✓ Launch new sustainability strategy
✓ Align with key ESG frameworks
✓ Strengthen diversity, equity & inclusion focus
✓ Enhance board composition
OUR SUSTAINABILITY STRATEGY
Three Critical Focus Areas

ESG FOUNDATION
- Environmental Stewardship
- Social Responsibility
- Strong Governance

IMPROVE
- Integrate Sustainability into Business Processes
- Recognize & Measure Sustainability Wins

DEMONSTRATE
- Climate Change Solutions
- Sustainable Homes for Everyone
- Strong Rural Communities
NOVEMBER 2020 APPOINTMENT

Dee Merriwether

- SVP of North American sales and services for W.W. Grainger, Inc.
- Strong sales, marketing and finance background
- Enhances diversity of board perspective
- Replaces board member retiring in 2021

Board focuses on gender, racial and ethnic diversity in recruitment and nomination process.
We regularly review and benchmark our executive compensation program and solicit shareholder feedback.

**RECENT ACTIONS**

- Formalized vesting cap provision for PSU award plan in the event of negative TSR
- Lowered maximum potential AIP bonus to 2x target
- Reduced executive change in control payout
- Expanded disclosure of metrics and rationale for compensation decisions
- Reduced executive and director compensation in light of COVID-19
**Social Responsibility**

Human Capital Management | Community Engagement

**Safety**

- **We are an industry leader in safety**
  - 10.00 (1990)
  - 1.56 (2020*)
  - Recordable incident rate

**People Development**

- **91% of job offers extended were accepted in 2020**
- **90% of all salaried employees have an individual development plan**
- **900+ leaders have completed at least one development program in the last five years**

**Community**

- **Our voluntary turnover was only 6% in 2020**
- **We give ~$5 million in charitable grants, sponsorships, in-kind donations, employee time research each year**
- **Our people volunteer 20,000+ hours in our communities each year**

**Key Results**

- **We reduced severe employee injuries by 50% in 2020**
- **Contractor injuries were down 62% in 2020**

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*as of November 30, 2020
OUR DIVERSITY, EQUITY & INCLUSION

LEADERSHIP STRUCTURE
- Senior management and board regularly review diversity strategy, data and goal progress
- Active Inclusion Council meets at least quarterly, chaired by chief administration officer
- Day-to-day strategy managed by vice president, Talent, Communications & Culture

WE’VE SET 20 DE&I TARGETS IN SIX KEY FOCUS AREAS
1. Leadership & Accountability
2. Equitable Practices & Policies
3. Recruiting & Hiring
4. Training & Development
5. Communication & Culture
6. Affinity & Connection

OUR TARGETS AND ACTIVITIES ARE BASED ON DE&I BEST PRACTICES
- “No tolerance” anti-discrimination/harassment policy
- Third-party reviews of pay equity
- Paid parental leave for all employees
- Unconscious bias training for all employees
- Names removed from resumes & diverse hiring teams
- Companywide inclusion blog & awareness stories
- Employee-led affinity groups
- Regular employee surveys to gauge inclusive culture

WE ADDED INCLUSION AS A CORE VALUE IN 2019

WE UPDATE GOALS ANNUALLY WITH INPUT FROM OUR INCLUSION COUNCIL

82% OF ALL EMPLOYEES AGREE THEIR WORK ENVIRONMENT IS INCLUSIVE 2020
WE MEET ABOUT 70% OF OUR OWN ENERGY NEEDS USING RENEWABLE BIOMASS.

WE LEAVE TREE BUFFERS ALONG WATERWAYS TO PROTECT AQUATIC HABITAT.

WE PLANT ABOUT 150 MILLION TREES EVERY YEAR.

WE HARVEST ONLY 2% of our forests each year.

WE PARTICIPATE IN 11 HABITAT CONSERVATION PLANS IN NORTH AMERICA.

WE STORE the equivalent of 9 MILLION METRIC TONS of CO₂ IN OUR WOOD PRODUCTS ANNUALLY.

WE REDUCED OUR GREENHOUSE GAS EMISSIONS BY MORE THAN 50% OVER THE LAST TWO DECADES.

WE PLANT ABOUT 150 MILLION TREES EVERY YEAR.

100% OF OUR TIMBERLANDS & WOOD FIBER PROCUREMENT IS CERTIFIED TO THE SUSTAINABLE FORESTRY INITIATIVE SF-00008.

100% OF OUR TIMBERLANDS & WOOD FIBER PROCUREMENT IS CERTIFIED TO THE SUSTAINABLE FORESTRY INITIATIVE SF-00008.
POSITIVE IMPACT
POSITIVE IMPACT
Three Big Challenges That We Can Help Solve

1. CLIMATE
   Our Working Forests Contribute to Climate Change Solutions

2. HOMES
   Our Sustainable Products Help Provide Homes for Everyone

3. COMMUNITIES
   We Help Our Rural Communities Be Thriving Places to Work and Live
OUR GROWING FORESTS
ABSORB CO₂
FROM THE ATMOSPHERE

WE PLANT MORE TREES
THAT ABSORB EVEN MORE CO₂
AS THEY GROW

OUR WOOD PRODUCTS
STORE CARBON
FOR THE LIFE OF THE PRODUCT

WHY WE ARE INVOLVED
We own millions of acres of timberlands that absorb CO₂ as they grow, and we make wood products that store carbon for decades.

OUR EARLY ACTIONS INCLUDE
- Encourage and support development of forest carbon accounting guidance
- Explore forest carbon projects that complement or enhance our timberlands and wood products portfolio
- Set a companywide science-based GHG reduction target that aligns with limiting global warming to well below 2°C
- Integrate climate risk assessments, impacts and scenario analysis into business processes and portfolio evaluations

This continuous cycle of CO₂ absorption and carbon storage is net positive for the environment, even considering the greenhouse emissions required for the harvest, manufacture and transportation of wood products.
WOOD IS THE ULTIMATE HOME BUILDING MATERIAL

It’s endlessly renewable

It stores carbon for decades

It’s versatile and beautiful

A wood-framed home results in lower embodied greenhouse gas emissions than steel or concrete

WHY WE ARE INVOLVED
We manufacture wood products that can help meet the growing need for affordable and sustainable housing.

OUR EARLY ACTIONS INCLUDE
- Advocate for adoption of mass timber in state building codes
- Improve the position of wood as a low carbon, adaptable building material
- Support science-based calculations to incorporate the environmental benefits of wood in green-building protocols
- Leverage our scale, expertise and distribution channels to support affordable housing builders
WHY WE ARE INVOLVED

We are proud to operate in rural areas across North America. We depend on the success of these communities, and they depend on us.

OUR EARLY ACTIONS INCLUDE

- Conduct resource assessments in the communities where we operate, and integrate these outcomes into our Giving Fund strategy
- Partner to enhance educational and career opportunities in forestry and manufacturing for diverse and historically underrepresented groups
- Explore opportunities to enhance our existing K-12 school outreach
WE PUBLISH A COMPREHENSIVE SUSTAINABILITY REPORT

WE PROVIDE EXTENSIVE DATA

WE ARE TRANSPARENT ABOUT OUR POLITICAL ACTIVITIES AND OUR DONATIONS

Global Reporting Initiative (GRI) is the independent international organization – headquartered in Amsterdam with regional offices around the world – that helps businesses, governments and other organizations understand and communicate their sustainability impacts.
We invite you to learn more about sustainability at Weyerhaeuser

WY.COM/SUSTAINABILITY
EXTERNAL RECOGNITION
Rankings & Ratings on Prominent Indices and Lists

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

3BL MEDIA
named WY one of the
100 BEST CORPORATE CITIZENS

ETHISPHERE
named WY one of the
World’s Most Ethical Companies®

We have a
“WINNING” rating from
2020 Women on Boards

JUST CAPITAL
named WY one of
America’s Most JUST Companies

Member of
ECPI
Sense in sustainability

STOXX
INNOVATIVE. GLOBAL. INDICES.

Member of
ISS QualityScore
ENVIRONMENTAL

Member of
ISS QualityScore
SOCIAL

Member of
MSCI
Bloomberg Gender-Equality Index
**CORPORATE GOVERNANCE: Aligned with Best Practices**

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<td>✓ Board/Chair Separation</td>
<td>✓ Robust Shareholder Engagement</td>
<td>✓ Rigorous Share Ownership Requirements</td>
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<td>✓ Lead Independent Director</td>
<td>✓ Proxy Access for Shareholders</td>
<td>✓ Clawback &amp; Hedging Policies</td>
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<td>✓ Annual Elections</td>
<td>✓ Majority Voting for Director Elections</td>
<td>✓ Comprehensive Risk Oversight</td>
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<td>✓ Mandatory Retirement Age</td>
<td>✓ Annual Say-on-Pay Voting</td>
<td>✓ Sound Executive Compensation Practices</td>
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<td>✓ Limits on Outside Board Service</td>
<td>✓ Shareholder Right to Call Special Meetings</td>
<td>✓ Commitment to Full and Transparent Disclosure</td>
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<tr>
<td>✓ Annual Board and Committee Evaluations</td>
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## EXECUTIVE COMPENSATION: Aligned with Best Practices

### Attract & Retain Talent
- Benchmark against peers
- Target compensation in median range of market pay

### Shareholder Alignment
- CEO compensation is 74% equity based
- Performance Share Units tied to 3-year TSR
- Stock ownership guidelines for CEO and SVPs

### Pay for Performance
- CEO compensation is 60% performance based
- Rigorous goals align with business strategy & include ESG metrics
- Proven willingness to exercise negative discretion

### Mitigate Undue Risk
- Clawback & hedging policies
- No tax gross-ups
- No executive perquisites (other than limited relocation)
<table>
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<tr>
<th>ISG Principle</th>
<th>WY Governance Practice</th>
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</table>
| Principle 1: Boards are accountable to shareholders. | • All directors stand for election annually  
• Proxy access with market terms  
• Majority voting standard in uncontested director elections  
• Directors not receiving majority support must tender resignation for consideration  
• No poison pill; Board-adopted policy requires shareholder approval prior to adoption unless approved by majority of independent directors  
• Robust disclosure of our corporate governance practices |
| Principle 2: Shareholders should be entitled to voting rights in proportion to their economic interest. | • Single class of voting shares  
• One share, one vote standard |
| Principle 3: Boards should be responsive to shareholders and be proactive in order to understand their perspectives. | • Directors attend our annual meeting, providing an opportunity for shareholder engagement  
• Board considers annual voting results and ongoing investor engagement feedback in setting company policies and strategy  
• Directors engage with major shareholders as appropriate as a part of our ongoing outreach programs |
| Principle 4: Boards should have a strong, independent leadership structure. | • Independent Chair of the Board, with clearly defined responsibilities  
• Strong Lead Independent Director, with clearly defined responsibilities  
• Board considers appropriateness of its leadership structure at least annually  
• Proxy statement discloses why Board believes current leadership structure is appropriate |
| Principle 5: Boards should adopt structures and practices that enhance their effectiveness. | • Board composition reflects broad range of relevant perspectives, skills and knowledge  
• 92% of Board members are independent; each key committee is fully independent  
• Active director refreshment with 7 new board members since 2015  
• Mandatory retirement age (72)  
• Directors have attended 99% of total Board and committee meetings in 2020  
• All directors attended our 2020 virtual annual shareholder meeting  
• Limits on outside board service  
• Policy provides Board may retain independent outside advisors in its discretion  
• Annual Board and committee evaluation process |
| Principle 6: Boards should develop management incentive structures that are aligned with the long-term strategy of the company. | • Compensation Committee annually reviews and approves incentive program design for alignment with business strategies  
• Compensation program structure includes combination of short- and long-term performance goals  
• Clear and robust disclosure regarding compensation program philosophy, objectives and design |
WEYERHAEUSER SUPPORTS THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS.

The framework put forward by the UN is an admirable and ambitious call to action. In 2020, Weyerhaeuser’s Board of Directors confirmed the SDGs most strategic to our business. The SDGs guide much of our 3 by 30 Positive Impact ambitions.

We sustainably manage more than 11 million acres of timberlands in the United States and manage millions of acres of publicly owned land under provincial licenses in Canada. We recognize we have a critical role to play in creating a more just, equitable and sustainable world — and we are committed to demonstrating our positive impact.
### Governance

Describe the Board’s oversight of climate-related risks and opportunities.

The Governance and Corporate Responsibility Committee of the Board of Directors maintains proactive oversight of our sustainability strategy, including matters related to climate change. This includes an annual review of our performance and progress toward our sustainability goals.

**More Information**

- Strong Governance – Board Oversight
- CDP Climate Response – C1.1

Describe management’s role in assessing and managing climate-related risks and opportunities.

The Chief Administration Officer has accountability for the implementation of our sustainability strategy. The VP of Corporate and Government Affairs, who reports to the CAO, has responsibility over the Corporate Sustainability Team, which is led by the Corporate Sustainability Director. This team has responsibility over the sustainability strategy, which includes the management of climate-related risks and opportunities.

**More Information**

- Strong Governance – Board Oversight
- CDP Climate Response – C1.2

### Strategy

Describe the climate-related risks and opportunities identified over the short, medium, and long term.

We believe climate change will result in the disruption of normal business patterns and that there are opportunities and risks to each of our businesses and our company. Some selected risks we are currently assessing and managing include physical risks, such as temperature and precipitation changes and the variability of disturbance events, which could affect the forests we own and manage, as well as proposals for carbon legislation, and public policy choices concerning renewable energy and biomass. Opportunities that we are assessing include changes to our tree growing conditions in certain areas, increased demand or interest in our forest lands for climate mitigation, and continued development of forest carbon offset markets. For further discussion of timelines, risks and opportunities, see our CDP Climate Response.

**More Information**

- 3 by 30 Climate Change
- CDP Climate Response – C2.1, C2.2, C2.3

Describe the impact of climate-related risks and opportunities on businesses, strategy, and financial planning.

Our sustainability strategy places a large focus on the integration of sustainability considerations, including climate change, into our businesses and our company. Two primary climate-related considerations include our potential participation in carbon markets and a focus on sound science and innovation in our timberlands. In 2019, we spent $7.7 million on forestry research, the results of which will enable us to continually improve our forest management practice while also improving the resiliency of our forests.

**More Information**

- Our Strategy – Business Alignment
- CDP Climate Response – C2.4, C2.5, C2.6

Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including 2C.

We conduct climate risk assessments which include studying the effects of changing temperature, precipitation, and other climate-related factors on tree growth and harvest ability. Currently, we do not publish the results of these analyses and have not yet conducted a full two-degree warming scenario analysis.

**More Information**

- CDP Climate Response – C3.1
**Risk Management**

Describe the processes for identifying and assessing climate-related risks.

In 2018, a team of experts was convened from across different business lines, including strategy and technology, environmental compliance, government affairs, acquisitions and divestitures, and sustainability. This team was responsible for identifying the risks and opportunities in the face of climate change and presented these findings to senior management. We reevaluate these risks annually.

Describe the processes for managing climate-related risk.

Based upon the risks and opportunities identified, the team was also responsible for recommending actions and for integrating these into normal business practices. Broadly, these actions were grouped into portfolio decisions, operational support and product marketing. These recommendations are currently being implemented in the relevant business and as a part of our sustainability strategy.

Describe how processes for identifying, assessing, and managing climate-related risks are integrated into overall risk management.

As a company with more than 100 years of experience in growing forests, climate and weather factors have always been integrated into overall risk management. As the evidence and impact of climate change have increased, our company-wide enterprise risk assessment has consistently identified climate change as a significant topic. The risk assessment team gathers input from our internal experts and teams for a more in-depth understanding of the identified climate-related risks.

**Metrics and Targets**

Disclose the metrics used to assess climate-related risks and opportunities in line with strategy and risk management process.

We disclose the previous three years of data on a wide variety of climate-related metrics including sustainable forest management, ecosystem services, raw material use, volume of wood fiber, energy use, air emissions, water use, residuals and waste, greenhouse gases, carbon sequestration, environmental compliance, and environmental remediation.

Disclose Scope 1, 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.

2019 Emissions in million metric tons of CO₂ equivalents:
- Scope 1: 0.41
- Scope 2: 0.70
- Total Direct and Indirect: 1.11
- Percent change compared to 2000 baseline: -53%

We have chosen not to conduct Scope 3 reporting until customer requests increase to a significant level and industry-specific guidelines are developed to ensure comparability with other forest product companies. We are actively participating in the WRI/WBSCD development of the GHG Protocol guidance on carbon removals and land use, which will provide direction on how to accurately account for the carbon dioxide removals associated with our forests and wood products.

Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

In 2010, we set a goal to reduce our greenhouse gas emissions by 40% by 2020 (compared to a 2020 baseline). We exceeded that goal, and in 2019 we achieved a 53% reduction in emissions. Looking forward, we are committed to setting a science-based greenhouse gas reduction target that also incorporates the carbon sequestration on our land and the carbon stored in our wood products.
WEYERHAEUSER IS ALIGNED WITH THE SUSTAINABILITY ACCOUNTING STANDARDS BOARD’S Forestry Management & Building Products and Furnishings standards.

This document provides an overview of our assessment of each of the recommended SASB disclosure topics and metrics. More details and context is available on our website at wy.com/sustainability, including a detailed GRI Index.

<table>
<thead>
<tr>
<th>TOPIC</th>
<th>ACCOUNTING METRIC</th>
<th>WEYERHAEUSER’S ASSESSMENT</th>
<th>REFERENCE</th>
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</thead>
<tbody>
<tr>
<td><strong>Ecosystem Services &amp; Impact</strong></td>
<td>Area of forestland certified to a third-party forest management standard</td>
<td>We certify 100% of our owned, leased, and managed forestland in the United States and Canada to the Sustainable Forestry Initiative (SFI) Forest Management Standard.</td>
<td>Environmental Stewardship – Certification</td>
</tr>
<tr>
<td></td>
<td>Area of forestland with protected conservation status</td>
<td>We have formal habitat management agreements on 10.7 million acres of our land, which means we commit to managing these lands to maintain species in their suitable habitat and natural geographic distributions.</td>
<td>Sustainable Forestry – regional forests sub-pages</td>
</tr>
<tr>
<td></td>
<td>Area of forestland in endangered species habitat</td>
<td>We measure and report the combined acreage of threatened and endangered species habitat on our land. In 2019, this area was 35,000 acres across the U.S. and Canada. Read about how we manage our land for these species on the regional forestry pages of our website.</td>
<td>Sustainable Forestry – regional forests sub-pages</td>
</tr>
<tr>
<td></td>
<td>Description of approach to optimizing opportunities from ecosystem services provided by forestlands</td>
<td>We measure and report on the ecosystem services provided by our forests.</td>
<td>Sustainable Forestry Our Data – Ecosystem Services</td>
</tr>
<tr>
<td><strong>Rights of Indigenous Peoples</strong></td>
<td>Area of forestland in indigenous land</td>
<td>Our owned and managed timberlands in the United States are private land, not considered to be indigenous peoples’ land. We have long-term license agreements with the Canadian provincial governments which grant us the timber rights and management responsibility for a defined area on which we may operate to support one or more wood product manufacturing facilities.</td>
<td>Canadian Forests</td>
</tr>
<tr>
<td></td>
<td>Description of engagement processes and due diligence practices with respect to human rights, indigenous rights, and the local community</td>
<td>We work proactively to build long-term, successful and mutually beneficial relationships with Indigenous peoples and describe this framework in detail on our website. As a part of our SFI Forest Management and Fiber Sourcing certificates, we recognize and respect indigenous peoples’ rights, avoid fiber sourced without effective social laws and meet the intentions of the ILO convention on human rights.</td>
<td>Canadian Forests Environmental Stewardship – Certification</td>
</tr>
<tr>
<td><strong>Climate Change Adaptation</strong></td>
<td>Description of strategy to manage opportunities for and risks to forest management and timber production presented by climate change</td>
<td>Our climate-related impacts are identified by an internal cross-functional team of experts who are responsible for assessing and managing climate-related risks and opportunities. We share details of these risks and opportunities on our website, in our TCFD Alignment and in our annual response to CDP Climate.</td>
<td>3 by 30 Climate Change CDP Climate Response TCFD Alignment</td>
</tr>
<tr>
<td><strong>Activity Metrics</strong></td>
<td>Area of forestland owned, leased, and/or managed by the entity</td>
<td>In the United States, as of 12/31/2019, we own or have long-term leases on 11.5 million acres. In Canada, we sustainably manage 14.0 million acres of publicly owned land under long-term licenses.</td>
<td>Annual Report and 10-K: Pages 4 &amp; 6</td>
</tr>
<tr>
<td></td>
<td>Aggregate standing timber inventory</td>
<td>We report our standing inventory in units of short tons. In 2019, our total inventory in the United States was 595 million tons.</td>
<td>Annual Report and 10-K: Page 4</td>
</tr>
<tr>
<td></td>
<td>Timber harvest volume</td>
<td>We report our timber harvest in units of short tons. In 2019, our fee harvest volume in the United States was 37.6 million tons.</td>
<td>Annual Report and 10-K: Page 7</td>
</tr>
</tbody>
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## Energy Management in Manufacturing

<table>
<thead>
<tr>
<th>ACCOUNTING METRIC</th>
<th>WEYERHAUSEN’S ASSESSMENT</th>
<th>REFERENCE</th>
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</thead>
</table>
| (1) Total energy consumed, (2) percentage grid energy, (3) percentage renewable | 2019 Energy Use in billion BTUs:  
1) Total energy consumed: 33,974 BTUs  
2) Percentage purchased energy: 16%  
3) Percent renewable energy: 71% | Environmental Stewardship – Energy Choices  
Our Data – Energy |

## Management of Chemicals in Products

<table>
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<tr>
<th>ACCOUNTING METRIC</th>
<th>WEYERHAUSEN’S ASSESSMENT</th>
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<tr>
<td>Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products</td>
<td>We focus company-wide on reducing chemical risk by using a comprehensive local chemical-approval process, reducing the overall number of chemicals used in our operations, seeking less-hazardous substitutes for chemicals, and by use of a company-wide safety database.</td>
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## Product Lifecycle Environmental Impacts

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<th>ACCOUNTING METRIC</th>
<th>WEYERHAUSEN’S ASSESSMENT</th>
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</thead>
<tbody>
<tr>
<td>Percentage of eligible products meeting volatile organic compound (VOC) emissions and content standards</td>
<td>We are committed to providing online access to safety data sheets and corresponding labels for all our manufactured wood products. 100% percent of our eligible wood products meet VOC emissions and content standards.</td>
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## Wood Supply Chain Management

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<tr>
<th>ACCOUNTING METRIC</th>
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</table>
| (1) Total weight of wood fiber materials purchased, (2) percentage from third-party certified forestlands, (3) percentage by standard, and (4) percentage certified to other wood fiber standards, (5) percentage by standard | 1) Wood fiber purchased in 2019: 8.9 million cubic units (1 cubic unit = 100 cubic feet)  
2) Percentage of wood fiber purchased from third-party certified forestlands: 66%  
3) As a percent of total wood fiber supply, 65.5% is sourced from forests certified to the SFI Forest Management standard and less than 0.5% is sourced from forests certified to either the American Tree Farm System (ATFS) or Forest Stewardship Council (FSC).  
4) Percentage of wood fiber purchased that is certified to wood fiber standards: 100%  
5) 100% of our wood fiber supply chain is certified to the SFI Fiber Sourcing standard. |

## Activity Metrics

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<tr>
<th>ACCOUNTING METRIC</th>
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| Annual production | 1) Structural lumber: 4,705 million board feet  
2) Oriented strand board: 2,969 million square feet (3/8")  
3) Engineered solid section: 22.6 million cubic feet  
4) Engineered I-joists: 182 million linear feet  
5) Softwood plywood: 386 million square feet (3/8")  
6) Medium density fiberboard: 202 million square feet (3/4") |

## Area of manufacturing facilities

We operate 35 manufacturing facilities and own or lease 18 distribution centers.