



Weyerhaeuser

ESG UPDATE

December 2025

Forward-Looking Statements

This presentation contains statements and depictions that constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, as amended, including without limitation, with respect to 2025 year-end goals and targets relating to, among other things, our sustainability practices and ambitions, including but not limited to our "3 by 30" challenges. Forward-looking statements can be identified by the fact that they do not relate strictly to historical or current facts and may be identified by our use of certain words in such statements as well as references to future dates. Depictions or illustrations that constitute forward-looking statements may be identified by graphs, charts or other illustrations indicating expected or predicted occurrences of events, trends, conditions, performance or achievements at a future date or during future time periods. We may refer to assumptions, goals, targets, or expected performance through, or events to occur by or at, a future date, and such references may also constitute forward-looking statements. Forward-looking statements are based on our current expectations and assumptions. The realization of our expectations and the accuracy of our assumptions are subject to a number of risks and uncertainties that are difficult to predict and often are beyond the company's control. These and other factors could cause one or more of our expectations to be unmet, one or more of our assumptions to be materially inaccurate or actual results to differ materially from those expressed or implied in our forward-looking statements or all of the foregoing. Such risks and uncertainties include without limitation those identified in our 2024 Annual Report on Form 10-K and those set forth from time to time in our other public statements and reports, including reports, registration statements, prospectuses, information statements and other filings with the SEC, as well as other factors not described therein or elsewhere because they are not currently known to us or because we currently judge them to be immaterial. It is not possible to predict or identify all risks and uncertainties that might affect the accuracy of our forward-looking statements and, consequently, our descriptions of such risks and uncertainties should not be considered exhaustive. There is no guarantee that any of the events anticipated by these forward-looking statements will occur, and if any of the events do occur, there is no guarantee what effect they will have on the company's business, results of operations, cash flows, financial condition and future prospects. Forward-looking statements speak only as of the date they are made, and we undertake no obligation to publicly update or revise any forward-looking statements.

Our Investment Thesis Drives Superior Shareholder Value



**Unmatched
Portfolio**



**Industry-Leading
Performance**



**Disciplined
Capital Allocation**



**Accelerated
Growth**

Foundational Strengths

Expertise | Sustainability | Operational Excellence | Innovation

Achieving Excellence In People Development & Sustainability



PEOPLE & CULTURE

Our intentional focus on building a culture of excellence is a competitive advantage

- ✓ Our culture is rooted in deeply held core values, operational excellence & innovation
- ✓ Our teams have proven they can execute against aggressive targets
- ✓ The expertise of our people is unmatched in the industry
- ✓ We invest in training and development to continue growing exceptional people & leaders



SUSTAINABILITY

We've made substantial progress on our 10-year sustainability strategy

- ✓ Created industry-leading GHG accounting & reporting approach
- ✓ Maintained & improved our ESG performance & recognition
- ✓ Integrated sustainability focus areas & visibility into business plans
- ✓ Launched THRIVE program in three rural operating communities
- ✓ Joined the Climate Pledge



Sustainable To Our Core

Strong ESG Performance | Clear Business Alignment | Ambitious Positive Impact

OUR SUSTAINABILITY STRATEGY

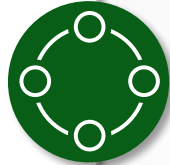
Maintain ESG Foundation

- ✓ 10-year roadmap to review and adjust ESG-related focus areas and strategies
- ✓ Set and meet appropriate annual goals
- ✓ Monitor focus areas and report progress



Improve Business Alignment

- ✓ Increase visibility in business processes
- ✓ Strengthen awareness and pride
- ✓ Identify opportunities and mitigate risks
- ✓ Improve sustainability performance



Demonstrate Positive Impact

Working to solve 3 big challenges by 2030

1. Climate change solutions
2. Sustainable homes for everyone
3. Thriving rural communities



OUR ESG PERFORMANCE

Environmental Stewardship

- ✓ **More than 100 million** trees planted each year
- ✓ **2%** of our forests harvested on average each year
- ✓ **100%** of our timberlands reforested after harvest
- ✓ **100%** of our timberlands and wood fiber supply certified to SFI® standards
- ✓ **38 million** metric tons of CO₂e removed in our forests and wood products in 2024
- ✓ **Over two-thirds** of our energy needs met with renewable biomass
- ✓ **99%** of our wood residuals are used to create other products or generate energy

Social Responsibility

- ✓ **<2** recordable incident rate for over a decade
- ✓ **90%** of our employees agree we always put safety first
- ✓ **9,000+** family-wage jobs in mostly rural communities
- ✓ **86%** of our employees agree their work environment is inclusive
- ✓ **\$6.5 million** in charitable giving to the communities where we operate in 2024
- ✓ **89%** of our employees agree they have the training they need to do their jobs well

Corporate Governance

- ✓ **>94%** say on pay support in 2025
- ✓ **4** new directors appointed to our board since 2020
- ✓ **36%** of our board of directors are women; one woman of color

Continual ESG Focus

Notable 2025 Accomplishments & Improvements

Sustainable Forestry & Environmental Management

- ✓ Backed implementation of new Oregon forest practice rules for post-disturbance harvest stream protection
- ✓ Supported an acoustic monitoring project to improve southern pine bark beetle detection
- ✓ Implemented new training program to foster expertise across the environmental regulatory spectrum

Safety & Health

- ✓ Executing multi-year improvement plan to strengthen safety system, including revamped tools, training and resources
- ✓ Developed key risk-based tools to help all employees identify hazards, assess and control risk
- ✓ Added key roles and new resources supporting safety system and operations

Community Impact

- ✓ Amplified support for our operating communities through employee giving campaign, *Give a Little, Change a Lot*
- ✓ Our employees volunteered over 19,000 hours in our communities

People & Talent Management

- ✓ Connected over 300 mentoring relationships with new companywide application
- ✓ Over 1,300 employees participated in our virtual and classroom development programs and trainings
- ✓ Launched ninth Employee Resource Group, for newly hired employees

ESG Recognition

- ✓ Maintained leadership position with our priority ESG ratings and indices
- ✓ Received an AA rating from MSCI ESG for fourth year in a row

Demonstrating Positive Impact

Recent Key Progress & Partnerships Toward Our 3 By 30 Sustainability Ambitions

CLIMATE SOLUTIONS



Continued partnerships with **The Nature Conservancy** and **American Forest Foundation** to advance carbon methodologies and climate-smart forestry.



Piloted guidance from the **Taskforce for Corporate Action Transparency** as it develops guidance to simplify today's carbon accounting challenges.



Supported **NC State** and **University of Georgia** to study impacts of climate change on coastal forests and improve insect monitoring techniques.

SUSTAINABLE HOMES



Continued **University of Arkansas** research fellowships on innovative wood products and sustainable wood-based construction, winning numerous national awards.



Completed **Clemson University** design studio and contest; the studio book, *At Home in the Upstate*, is in final review for publishing.



Expanded presence at the **International Mass Timber Conference**, including an exhibit booth showcasing new product concepts and applications.

RURAL COMMUNITIES



Launched third **THRIVE** program in our rural communities to provide targeted support through tailored investments for maximum impact.



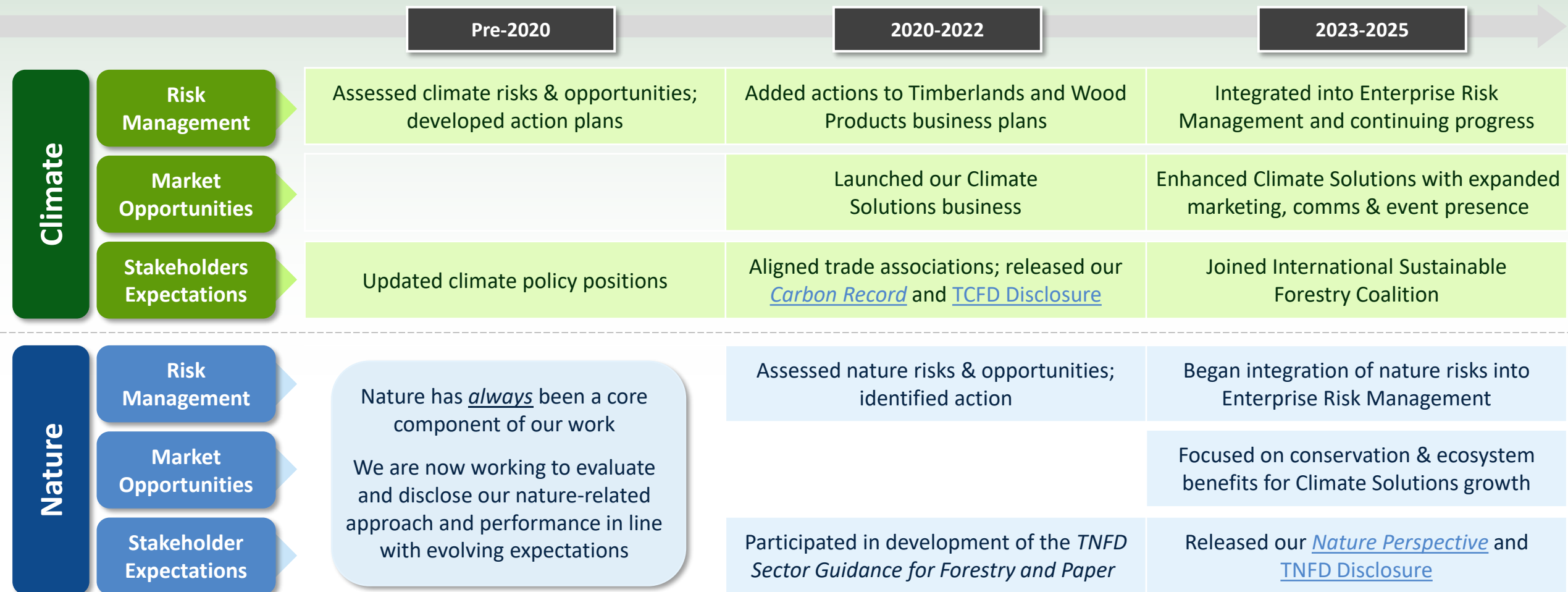
Through partnership with **Be Pro, Be Proud**, supported employee engagement opportunities with students, highlighting industry careers.



Collaborated with **Project Learning Tree** to advance forest literacy in Weyerhaeuser communities, reaching 150 educators and 13,500+ students through forestry education.

Climate & Nature-Related Progress

Key Accomplishments & Notable Moments In Our Journey



Supported By Strong Nonprofit, University & Industry Partnerships



Learn More About Us



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