

ESG UPDATE

WEYERHAEUSER SHAREHOLDER ENGAGEMENT

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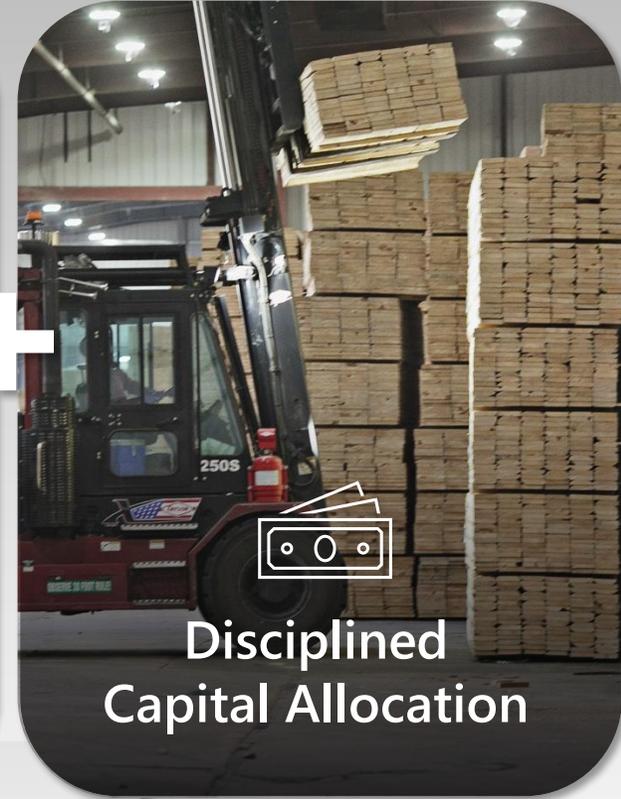
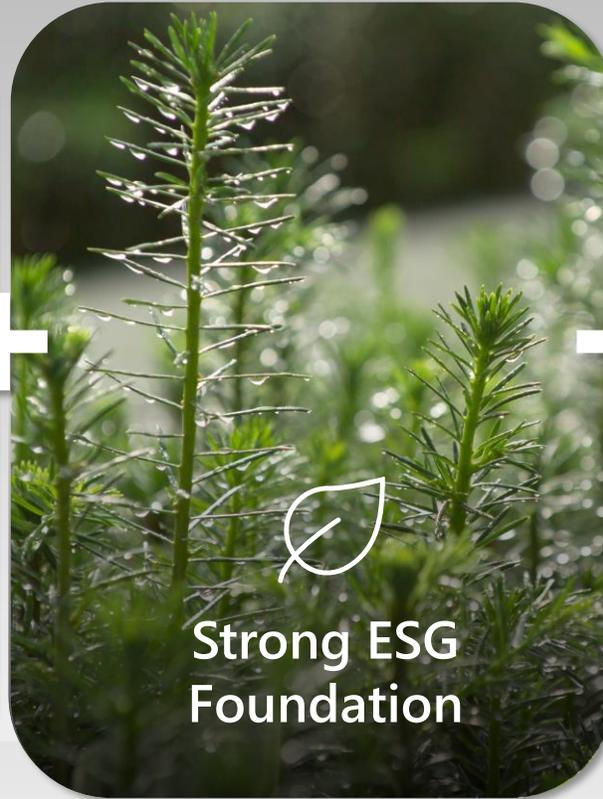
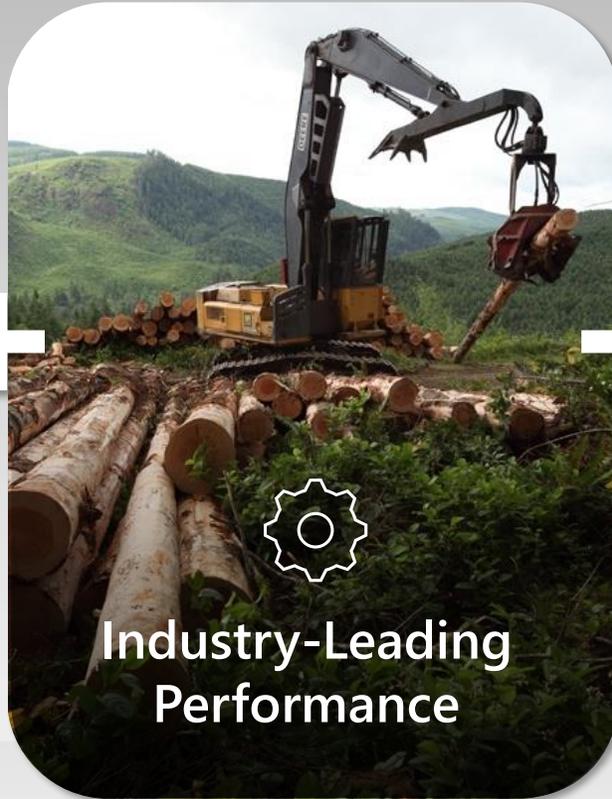
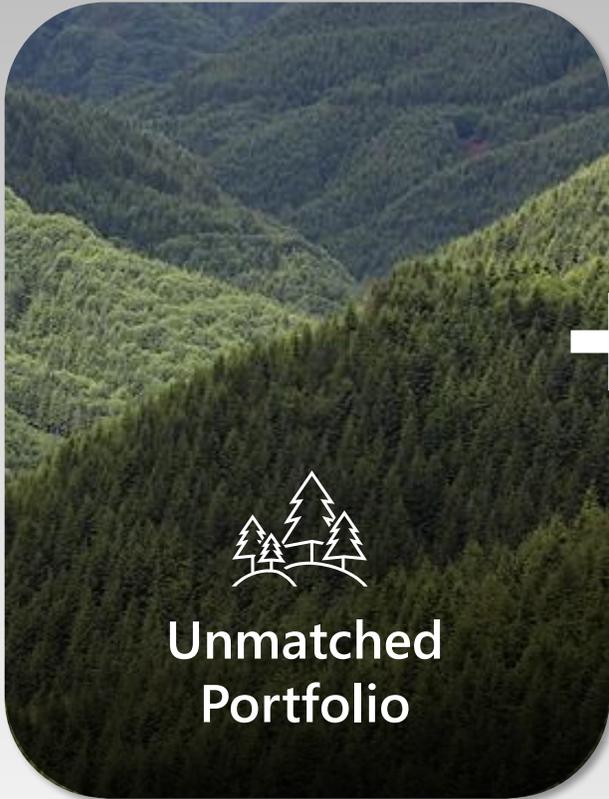
DECEMBER 2024



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, the following: timberland portfolio growth; lumber production growth, operational excellence targets; greenhouse gas emissions reduction targets; our target percentage return to shareholders of Adjusted Funds Available for Distribution (Adjusted FAD), including expected supplemental cash dividends and/or future share repurchases, as well as targeted annual growth and sustainability of our base cash dividend; achievement of external ESG recognitions; growth of adjusted EBITDA for our natural climate solutions business; and 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, including without limitation words such as "capture," "committed," "grow," "increase," "maintain," "return," "sustainable," "target," and similar words and terms and phrases using such terms and words, 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 2023 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.

WEYERHAEUSER INVESTMENT THESIS



Superior Shareholder Value

2025 YEAR-END TARGETS

Driving Growth and Shareholder Value



Unmatched Portfolio

TIMBERLANDS GROWTH

MAKE DISCIPLINED INVESTMENTS OF **\$1 BILLION** FROM 2022 TO 2025

NATURAL CLIMATE SOLUTIONS

GROW ANNUAL EBITDA TO **\$100 MILLION**



Industry-Leading Performance

OPERATIONAL EXCELLENCE

CAPTURE IMPROVEMENTS OF **\$175-250 MILLION** FROM 2022 TO 2025

LUMBER GROWTH

INCREASE PRODUCTION BY **5% ANNUALLY**



Strong ESG Foundation

GREENHOUSE GAS REDUCTIONS

MAKE PROGRESS AGAINST OUR **SCIENCE-BASED TARGET** ALIGNED WITH A 1.5 DEGREE SCENARIO

EXTERNAL RECOGNITIONS

MAINTAIN & ENHANCE THROUGH COMMITMENTS AND PERFORMANCE



Disciplined Capital Allocation

SUSTAINABLE DIVIDEND

GROW BASE DIVIDEND BY **5% ANNUALLY**

SHAREHOLDER RETURNS

COMMITTED TO RETURNING **75-80% OF ADJUSTED FAD** ANNUALLY TO SHAREHOLDERS

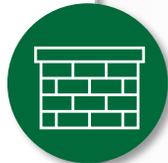
SUSTAINABLE TO OUR CORE

Strong ESG Performance | Clear Business Alignment | Ambitious Positive Impact

OUR SUSTAINABILITY STRATEGY

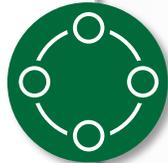
Maintain ESG Foundation

- ✓ Ten-year roadmap to review and adjust ESG-related focus areas and strategies
- ✓ Set and meet appropriate annual goals
- ✓ 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 2023
- ✓ **Over two-thirds** of our energy needs met with renewable biomass
- ✓ **98%** of our wood residuals are used to create other products or generate energy

Social Responsibility

- ✓ **<2** recordable incident rate for over a decade
- ✓ **89%** of our employees agree we always put safety first
- ✓ **9,000+** family-wage jobs in mostly rural communities
- ✓ **84%** of our employees agree their workplace is inclusive
- ✓ **\$6.2 million** in charitable giving to the communities where we operate in 2023
- ✓ **87%** of our employees agree they have the training they need to do their jobs well

Corporate Governance

- ✓ **>94%** say on pay support in 2024
- ✓ **8** new directors appointed to our board since 2015
- ✓ **40%** of our board of directors are women; one woman of color

CONTINUAL ESG FOCUS

Notable 2024 Accomplishments and Improvements

Climate & Nature

- ✓ Driving credibility and leveraging our long-standing commitment to sustainability as we grow our Natural Climate Solutions business
- ✓ Published Carbon Credit and GHG Inventory Principles to showcase leadership in carbon integrity
- ✓ Released *Nature Perspective* outlining our approach to managing and addressing nature

Safety & Environmental Management

- ✓ Worked with third party to review our safety program and built an improvement plan for key recommendations
- ✓ Convening a safety council to oversee program governance
- ✓ Collaborated with government, environmental and industry partners to implement new Oregon Forest Practices Act

Community Impact

- ✓ Successful employee giving campaign, *Tools for Schools*, supporting education and trade programs
- ✓ Employees volunteered more than 16,000 hours in our communities through Q3

Talent Management

- ✓ Strengthened focus on technical training for critical business roles
- ✓ Launched new mentoring app to help employees build career-advancing networks
- ✓ Delivered classroom leadership training to over 350 employees
- ✓ Strengthened university engagement strategy to build diverse talent pipelines

ESG Recognition

- ✓ Developed a structured process to ensure alignment between ESG ratings and stakeholder needs
- ✓ Member of 2024 Dow Jones Sustainability Index North America



DEMONSTRATING POSITIVE IMPACT

Key Progress and Partnerships Toward Our 3 by 30 Sustainability Ambitions | Phase 2

CLIMATE SOLUTIONS



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



Catalyzed U.S. Forest Service and U.S. Endowment for Communities and Forestry launch of new **forest and wood carbon data platform**



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

SUSTAINABLE HOMES



Supported **University of Arkansas** research fellowships on innovative wood products and sustainable wood-based construction



Sponsored design competition at **Clemson University** focused on addressing affordable housing



Awarded six grants to **Habitat for Humanity** affiliates as part of inaugural Weyerhaeuser Innovation Challenge to promote sustainable and resilient design solutions

RURAL COMMUNITIES



Launched **THRIVE** program in two communities to provide targeted support through tailored investments for maximum impact



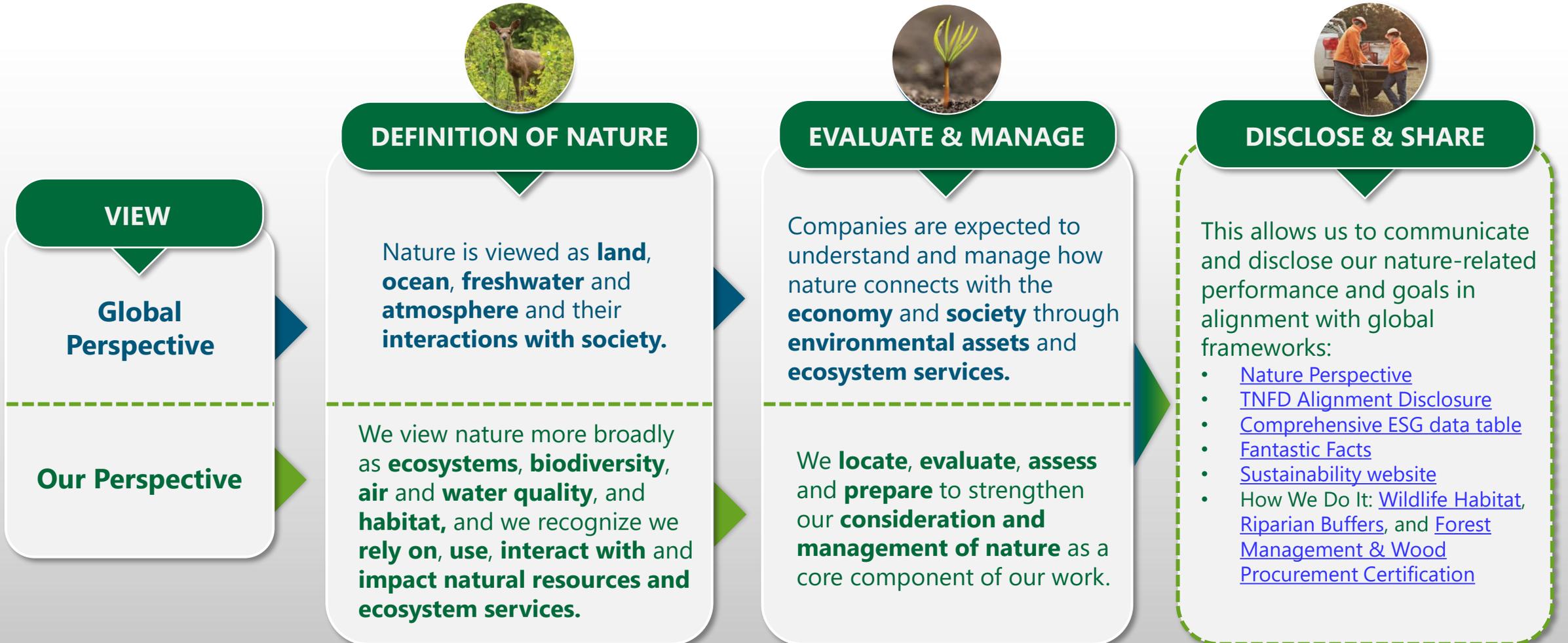
Through partnership with **Be Pro, Be Proud**, employees engaged with students and highlighted industry careers at multiple events



Partnered with **Project Learning Tree** and delivered *Goods from the Woods* to support employees in forestry education opportunities in our communities

OUR NATURE PERSPECTIVE

Meeting Expectations Related to Ecosystems, Biodiversity and Nature



LEARN MORE ABOUT US



Explore the sustainability section of [wy.com](https://www.wy.com)



Read our most recent [Sustainability Highlights](#)



[See how we align](#) with common ESG frameworks



Peruse our many [sustainability stories](#)



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