



Fighting Against Forced Labour and Child Labour in Supply Chains Report for Financial Year Ending December 31, 2025

Introduction

This report (the "Report") is produced by West Fraser Timber Co. Ltd. for the financial year ending December 31, 2025. This Report is a joint report filed by West Fraser Timber Co Ltd. on behalf of itself and the following reporting entities that manufacture and/or sell goods in Canada or import goods into Canada: West Fraser Mills Ltd., West Fraser Alberta Wood Products Ltd., Norbord Inc., West Fraser Sales Inc., West Fraser Panel Products Ltd., Cariboo Pulp Ltd. and West Fraser Newsprint Ltd. The terms "West Fraser", "we", "our", and "the Corporation" refer to West Fraser Timber Co. Ltd. and extend to all the entities listed in this Report. West Fraser Timber Co. Ltd. is a public company and its common shares trade on the Toronto Stock Exchange and the New York Stock Exchange under the symbol "WFG".

This Report outlines West Fraser's governance processes, existing measures, and progress made in the 2025 fiscal year to prevent and mitigate the risks of forced labour and child labour across the supply chain we utilize. This Report is prepared by West Fraser pursuant to Canada's *Fighting Against Forced Labour and Child Labour in Supply Chains Act* (the "Act"). West Fraser Europe Ltd. (UK), an indirect subsidiary of the Corporation, is a reporting entity under the *UK Modern Slavery Act 2015*.

Our Corporation Structure and Business Activities

West Fraser is a diversified wood products company manufacturing lumber, orientated strand board ("OSB"), laminated veneer lumber ("LVL"), medium-density fibreboard ("MDF"), plywood, particleboard, northern bleached softwood kraft pulp, paper, wood chips, and other residuals in Canada, United States, United Kingdom and Europe.

West Fraser's products are used in home construction, repair and remodelling, industrial applications, papers, and tissue. Our products are primarily sold to major retail chains, pro dealers, contractor supply yards and wholesalers, as well as industrial customers for further processing or as components for other products. Our OSB products are used primarily for sheathing, flooring and roofing in the construction of new homes, the renovation and repair of existing structures and for use in industrial applications.

In Canada, our lumber operations are located in Western Canada (Alberta and British Columbia) and produce lumber made from spruce, pine, balsam fir (known as SPF) and other species, including Douglas fir and hemlock, as well as wood chips and other residuals. The vast majority of our Canadian lumber production is SPF lumber. In Canada, our OSB operations are located in Alberta, Ontario, and Quebec.

Our Wood Products and their Destination

Lumber produced at our Canadian lumber mills and sold to North American customers is marketed and sold from our sales office in Quesnel, British Columbia. While sales to offshore markets are made from our export sales office in Vancouver, British Columbia. Offshore sales activities are complemented by a customer service office in Japan. In 2025, sales of lumber were made to customers in the U.S. and Canada and to customers offshore, predominantly in Japan and China.

Our Canadian OSB and plywood are marketed from our sales office in Toronto, Ontario, while our LVL and MDF products are marketed from our sales office in Quesnel, British Columbia. In 2025, most of our North American OSB was sold to customers in the U.S., with the remaining production sold to Canadian customers and exported to Japan. The majority of our plywood was sold to customers in Canada and our MDF and LVL was sold to customers in both the U.S. and Canada.

Pulp is marketed out of our sales office in Vancouver, B.C. Most of our sales for pulp in 2025 were to customers in Asia (predominantly China and Japan) with some products shipped to the U.S. and other offshore customers.

Our Supply Chain

Our operations are dependent on the consistent supply of substantial quantities of wood fibre in various forms. The primary manufacturing facilities, which produce lumber, plywood, LVL and OSB, consume whole logs, while the pulp & paper, particleboard and MDF facilities mostly consume wood by-products in the form of wood chips (including from whole-log chipping operations), shavings and sawdust resulting from the production of lumber, plywood or LVL, as well as recycled materials. Many facilities also consume hog fuel and wood waste in energy systems.

In Canada, we hold forest licences and agreements to source roundwood logs from Crown timberlands, which are supplemented by open market and private purchases. Further, in Canada a majority of our requirements for wood chips (residual and whole log), shavings, sawdust and hog fuel are supplied from our own operations, either directly or indirectly through trades.

Our British Columbia lumber mills and plywood plants produce a substantial portion of the fibre requirements of our energy operations, Cariboo pulp plant and MDF plant. The Alberta MDF plant obtains its fibre from the adjacent Blue Ridge lumber mill and other lumber mills in the area. The fibre requirements of our 50%-owned newsprint mill are met through log for chip arrangements using logs harvested from the newsprint mill's tenure and chips supply from our Bluer Ridge lumber mill, with incremental supply coming from our Slave Lake veneer and Sundre sawmill operations, as well as from chip purchase agreements.

The key manufacturing inputs for OSB, plywood, MDF, LVL and particleboard include resin and/or wax which are sourced principally from external North American suppliers. These feedstocks are widely used industrial chemicals derived from oil and gas, such as benzene, phenol and methanol.

West Fraser continues to advance assessment of our supply chain. The degree to which we have visibility of our supply chain varies across divisions and business functions and depends on the nature of the supply or services being sought, the availability of local supply or service, geographic risk, and the degree to which there is process centralization or preferred suppliers identified. We have identified and engaged with major tier-one suppliers (based on spend) and are advancing our understanding of the supply chains for key products and services.

Governance, Policies and Standards

Our Board of Directors, together with our executive and our senior leadership teams, set the policy and practice of our environmental, social and governance activities within our business.

Our Code of Conduct emphasizes our overall commitment to sustainability and sets out specific requirements in areas related to: (i) legal and ethical business conduct; (ii) promotion of safe and healthy work practices; (iii) commitment to operating in an environmentally sustainable manner; (iv) the commitment to human rights and a harassment, discrimination and violence-free workplace; and (v) maintaining a confidential feedback mechanism and conducting regular audits to ensure adherence to the Code. The Code of Conduct also references and incorporates the Company's standalone Whistleblower Policy.

Our Anti-Bribery and Anti-Corruption Policy, Supplier Code of Conduct and Supply Chain and Human Rights Policy reflect and codify our values and commitment to business ethics and human rights in our own organization and set out our expectations for business partners in our value chain.

Our Supply Chain and Human Rights Policy and the Supplier Code of Conduct outline our commitment to human rights throughout our supply chain and set out our expectations for suppliers to abide by internationally recognized human rights standards. Both policies are in place to assist in preventing and reducing instances of human rights abuses, including forced and child labour, in our supply chain.

For our due diligence associated with our forest management, fibre supply sourcing and chain of custody, we refer you to West Fraser's Sustainable Forest and Wood Procurement Policy and the forest certifications available on the Company's website.

The due diligence performed for onboarding of suppliers varies across West Fraser's supply chain. Each of our divisions and/or business functions conducts supplier diligence, onboarding and orientations, which may include for example, solicitation and/or verification of credentials and certifications, credit review, insurance certification, safety record and program reviews and training, environmental performance record review, physical inspection, tracing of origin, background/trade references and other risk-based assessments.

Steps Taken to Prevent and Reduce Risks of Forced Labour and Child Labour

In 2025, West Fraser has taken the following steps in an effort to prevent and reduce forced labour and child labour:

- enhanced policies and procedures in onboarding of employees and contractors;
- advanced implementation and training for our Global Procurement Policy, which includes among other aspects our principles for vendor selection that recognizes the importance of health, safety and human rights;
- continued advancing harmonization of our maintenance, reliability and purchasing system in North America;
- reviewed the governance policies and practices concerning human rights of select key suppliers;
- implemented our revised standard terms and conditions for supply of goods and services and progressed master service arrangements for certain key suppliers;
- continued advancement of our contractor management process through ISN
- performed physical inspections of supplier worksites;
- enhanced in Canada our traceability data management to support monitoring and measurement of deforestation within our supply chain; and
- coordinated independent supply tracing assessments, in limited geographic-specific circumstances and supplier mapping with respect to certain chemicals.

Remediation Measures and Remediation of Loss of Income

In our advancement of our internal and supply chain assessment, West Fraser has taken a risk-based approach and primarily focused on its first-tier suppliers and degree of geographical risk.

We have not implemented any remedial measures or remediated loss of income associated therewith as our assessment conducted to date has not identified any evidence of forced labour or child labour.

Understanding our Risk Exposure

At this time, our assessment conducted to date has not raised incidents of forced labour and child labour in West Fraser's operations or supply chain. The degree to which we have visibility or risk in our supply chain and the corresponding due diligence process of onboarding of suppliers, varies across the divisions and business functions depending on the nature of the supply or services being sought, the availability of local supply or service and the degree to which there is process centralization or preferred suppliers.

As part of our assessment conducted to date, we have identified and engaged with, our significant first-tier suppliers (based on spend) and continue to advance our understanding of the supply chains for key products and services.

For forest management, fibre supply sourcing and chain of custody, we refer you to West Fraser's Sustainable Forest and Wood Procurement Policy and the forest certifications we maintain available on the Company's website. Our forest certifications are subject to regular audit.

As we continue to advance assessment of our supply chain, we expect that there will be opportunities to continually identify emerging risks and to seek ways to close perceived gaps or clarify due diligence practices. Advancement will help further reinforce West Fraser's commitment to protecting human rights for the communities we operate and the communities that support our supply chain.

Training and Awareness

West Fraser's Code of Conduct affirms its commitments to human rights and to continual improvement of human rights, standards, and practices. We provide employee training and at onboarding and annually, track employee policy acknowledgements of our Code of Conduct.

We rolled out training on our Global Procurement Policy to our North American buyers, including supporting vendor selection that recognizes the importance of health, safety and human rights. We continue to progress this training to advance alignment to our Global Procurement Policy expectations.

Assessing Effectiveness

West Fraser is committed to continuous improvement and as we advance further our supply chain assessment and learning, West Fraser will need to continue to assess the effectiveness of its policies and procedures with a view to identify any gaps and action any perceived risks.

We maintain a confidential and anonymous whistleblowing service and our Whistleblower Policy, Code of Conduct, Supply Chain and Human Rights Policy and Supplier Code of Conduct all contain provisions to encourage employees, suppliers, contractors and any person in the community to report any violation. Our whistleblower services can be accessed either by:

- leaving a voice report with West Fraser's Director of Internal Audit at (604) 895-2763 or by mailing or couriering a report to the Company's head office at 885 West Georgia Street, Suite 1500 Vancouver, BC, V6C 3E8, addressed to the Director of Internal Audit and marked "Personal and Confidential"; or
- through our reporting hotline managed by ClearView Connects, which is set up to receive confidential and, if required, anonymous reports, via www.clearviewconnects.com, or via the North American Hotline: 1 (866) 608-7287 or European Hotline: 00 800 9643 9643.

We investigate and track all internal and external whistleblower complaints and regularly report to our Audit Committee and Human Resources and Compensation Committee of the Board the substance of the reports and the findings of the investigations.

Attestation

In accordance with the requirements of the Act, and in particular section 11 thereof, I attest that I have reviewed the information contained in the report for the entity or entities listed above. Based on my knowledge, and having exercised reasonable diligence, I attest that the information in the report is true, accurate and complete in all material respects for the purposes of the Act, for the reporting year listed above."

I have authority to bind West Fraser Timber Co. Ltd.:

s/s Sean McLaren

Name: Sean McLaren

Title: President & Chief Executive Officer
