

EARNINGS RESULTS

FIRST QUARTER 2024



FORWARD-LOOKING STATEMENTS

This presentation contains statements concerning the company's future results and performance that are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 including, but not limited to, with respect to: our second quarter 2024 outlook and expectations concerning earnings and Adjusted EBITDA for each of our businesses and expected key drivers and future cash dividends, dividend framework and target percentage return to shareholders of our Adjusted Funds Available for Distribution (Adjusted FAD) through cash dividends and share repurchase. Forward-looking statements may be identified by our use of certain words in such statements, including without limitation words such as "expected," "outlook," and "targeted," and similar words and terms and phrases using such terms and words, as well as references to future dates and events. They may use the positive, negative or another variation of those and similar words. These forward-looking statements are based on our current expectations and assumptions and are not guarantees of future events or performance. The realization of our expectations and the accuracy of our assumptions are subject to a number of risks and uncertainties that could cause actual results to differ materially from those described in the forward-looking statements. These risks and uncertainties include, without limitation: the effect of general economic conditions, including employment rates, interest rates, inflation rates, housing starts, general availability of financing for home mortgages and the relative strength of the U.S. dollar; market demand for the company's products, including market demand for our timberland properties with higher and better uses, which is related to, among other factors, the strength of the various U.S. business segments and U.S. and international economic conditions; changes in currency exchange rates, particularly the relative value of the U.S. dollar to the Japanese yen, the Chinese yuan, and the Canadian dollar, and the relative value of the euro to the yen; restrictions on international trade and tariffs imposed on imports or exports; the availability and cost of shipping and transportation; economic activity in Asia, especially Japan and China; performance of our manufacturing operations, including maintenance and capital requirements; potential disruptions in our manufacturing operations; the level of competition from domestic and foreign producers; the successful execution of our internal plans and strategic initiatives, including restructuring and cost reduction initiatives; our ability to hire and retain capable employees; the successful and timely execution and integration of our strategic acquisitions, including our ability to realize expected benefits and synergies, and the successful and timely execution of our strategic divestitures, each of which is subject to a number of risks and conditions beyond our control including, but not limited to, timing and required regulatory approvals or the occurrence of any event, change or other circumstances that could give rise to a termination of any acquisition or divestiture transaction under the terms of the governing transaction agreements; raw material availability and prices; the effect of weather; changes in global or regional climate conditions and governmental response to such changes; the risk of loss from fires, floods, windstorms, hurricanes, pest infestation and other natural disasters; the effects of significant geopolitical conditions or developments such as significant international trade disputes or domestic or foreign terrorist attacks, armed conflict and political unrest; the occurrence of regional or global health epidemics and their potential effects on our business, results of operations, cash flows, financial condition and future prospects; energy prices; transportation and labor availability and costs; federal tax policies; the effect of forestry, land use, environmental and other governmental regulations; legal proceedings; performance of pension fund investments and related derivatives; the effect of timing of employee retirements as it relates to the cost of pension benefits and changes in the market price of our common stock on charges for share-based compensation; the accuracy of our estimates of costs and expenses related to contingent liabilities and the accuracy of our estimates of charges related to casualty losses; changes in accounting principles; and other risks and uncertainties identified in our 2023 Annual Report on Form 10-K, as well as those set forth from time to time in our other public statements, reports, registration statements, prospectuses, information statements and other filings with the SEC.

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, whether because of new information, future events, or otherwise. Nothing on our website is intended to be included or incorporated by reference into, or made a part of, this presentation.

Also included in this presentation are certain non-GAAP financial measures, which management believes complement the financial information presented in accordance with U.S. generally accepted accounting principles. Management believes such non-GAAP measures may be useful to investors by providing helpful context in understanding the company's performance. Our non-GAAP financial measures may not be comparable to similarly named or captioned non-GAAP financial measures of other companies due to potential inconsistencies in how such measures are calculated. A reconciliation of each presented non-GAAP measure to its most directly comparable GAAP measure is provided in the appendices to this presentation.

2024 Q1 CONSOLIDATED RESULTS

\$ Millions	2023		2024	
Adjusted EBITDA	Q4	Q1	Change	
Timberlands	\$ 143	\$ 144	\$ 1	
Real Estate, Energy & Natural Resources	67	94	27	
Wood Products	159	184	25	
Unallocated Items	(48)	(70)	(22)	
Total Adjusted EBITDA¹	\$ 321	\$ 352	\$ 31	
Net Contribution to Earnings Before Special Items	\$ 192	\$ 201	\$ 9	

1. Our definition of Adjusted EBITDA and a reconciliation to GAAP are set forth on [Slide 23](#).
2. Includes other operating costs, net; non-operating pension and other post-employment benefit costs and interest income and other.
3. Interest expense is net of capitalized interest.
4. An explanation of special items and a reconciliation to GAAP are set forth on [Slide 4](#). Income taxes attributable to special items are included in Special Items, after-tax.

\$ Millions (except EPS)	2023		2024	
Consolidated Statement of Operations	Q4	Q1		
Net sales	\$ 1,774	\$ 1,796		
Costs of sales	1,432	1,441		
Gross margin	342	355		
SG&A expenses	136	142		
Other expense, net ²	14	12		
Net Contribution to Earnings Before Special Items	\$ 192	\$ 201		
Interest expense, net ³	(72)	(67)		
Income taxes ⁴	1	(20)		
Net Earnings Before Special Items⁴	\$ 121	\$ 114		
Special items, after-tax ⁴	98	—		
Net Earnings	\$ 219	\$ 114		
Diluted EPS Before Special Items⁴	\$ 0.16	\$ 0.16		
Diluted EPS	\$ 0.30	\$ 0.16		



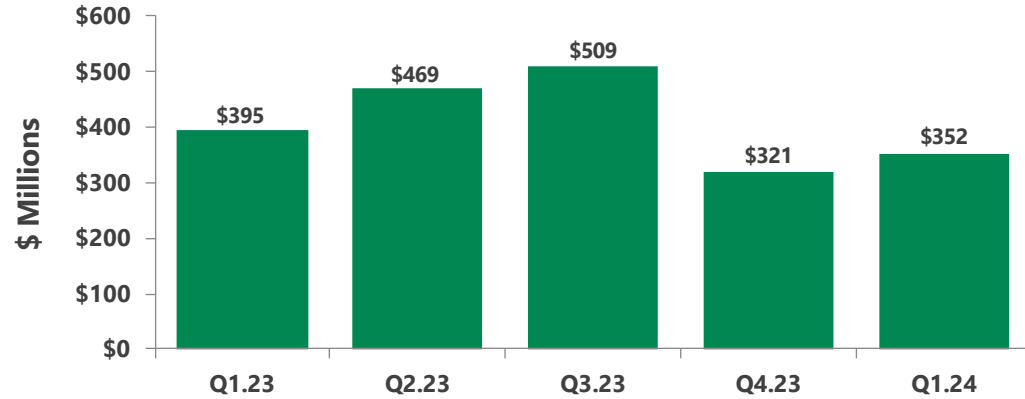
EARNINGS BEFORE SPECIAL ITEMS

\$ Millions (except EPS)	2023 Q4			2024 Q1		
	Pretax Earnings	After-Tax Earnings	Diluted EPS	Pretax Earnings	After-Tax Earnings	Diluted EPS
Earnings Before Special Items	\$ 120	\$ 121	\$ 0.16	\$ 134	\$ 114	\$ 0.16
Special Items:						
Gain on sale of timberlands	84	83	0.12	—	—	—
Insurance recovery	14	10	0.01	—	—	—
Legal benefit	25	25	0.03	—	—	—
Legal expense	(27)	(20)	(0.02)	—	—	—
Total Special Items	96	98	0.14	—	—	—
Earnings Including Special Items (GAAP)	\$ 216	\$ 219	\$ 0.30	\$ 134	\$ 114	\$ 0.16

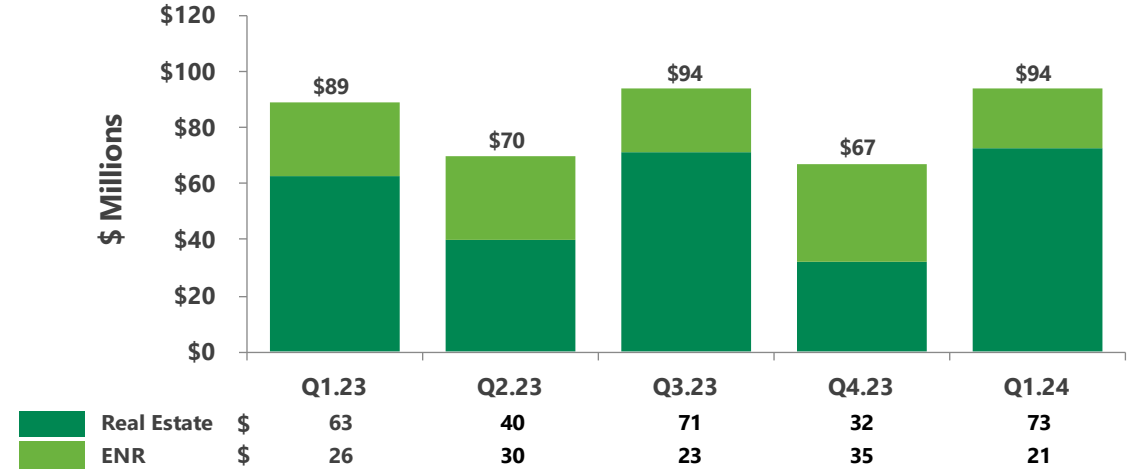


ADJUSTED EBITDA¹

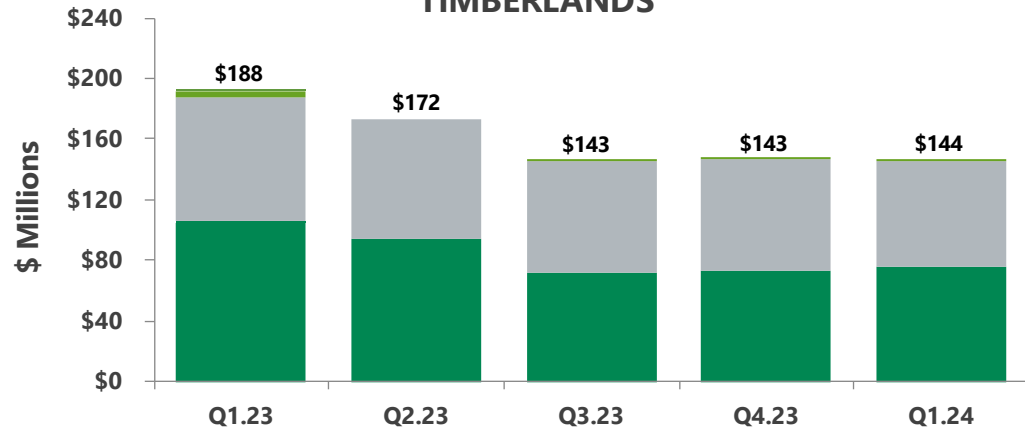
TOTAL COMPANY²



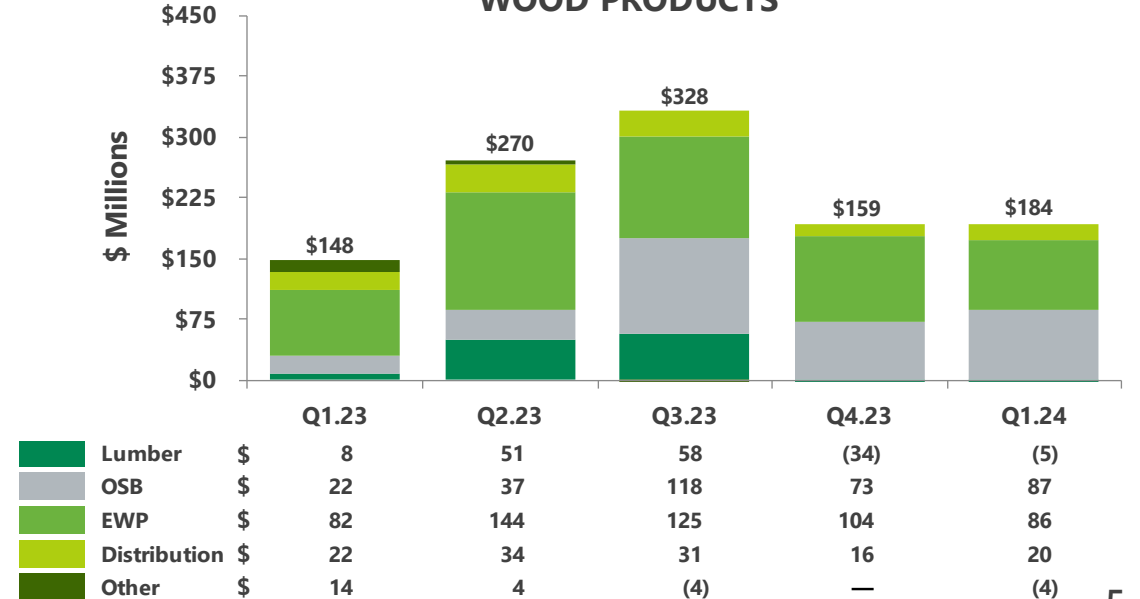
REAL ESTATE & ENR



TIMBERLANDS



WOOD PRODUCTS



	Q1.23	Q2.23	Q3.23	Q4.23	Q1.24
West	\$ 105	94	72	73	76
South	\$ 81	79	73	73	69
North	\$ 4	—	1	1	2
Other	\$ (2)	(1)	(3)	(4)	(3)

1. Our definition of Adjusted EBITDA and a reconciliation to GAAP are set forth on [Slide 23](#), [Slide 24](#), [Slide 25](#), [Slide 26](#) and [Slide 27](#).
 2. Total Company Adjusted EBITDA includes Timberlands; Real Estate, Energy & Natural Resources; Wood Products and Unallocated.

TIMBERLANDS SEGMENT

TIMBERLANDS (\$ Millions)	2023	2024
Adjusted EBITDA by Region	Q4	Q1
West	\$ 73	\$ 76
South	73	69
North	1	2
Other	(4)	(3)
Total Adjusted EBITDA¹	\$ 143	\$ 144

1. Our definition of Adjusted EBITDA and a reconciliation to GAAP are set forth on [Slide 24](#).
2. Fourth quarter 2023 excludes an \$84 million gain on sale of timberlands and a \$25 million legal benefit. These are included in Special items, pretax.
3. Adjusted EBITDA divided by total sales.
4. Net contribution to earnings before special items divided by total sales.

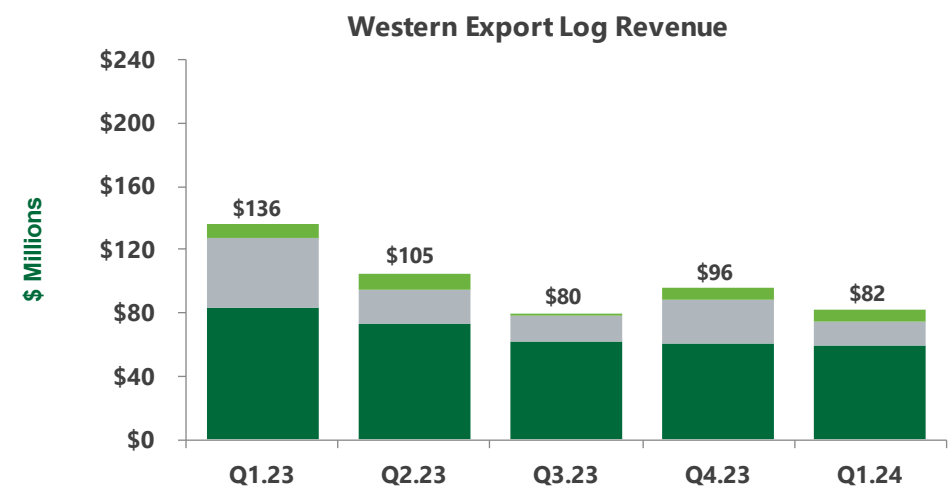
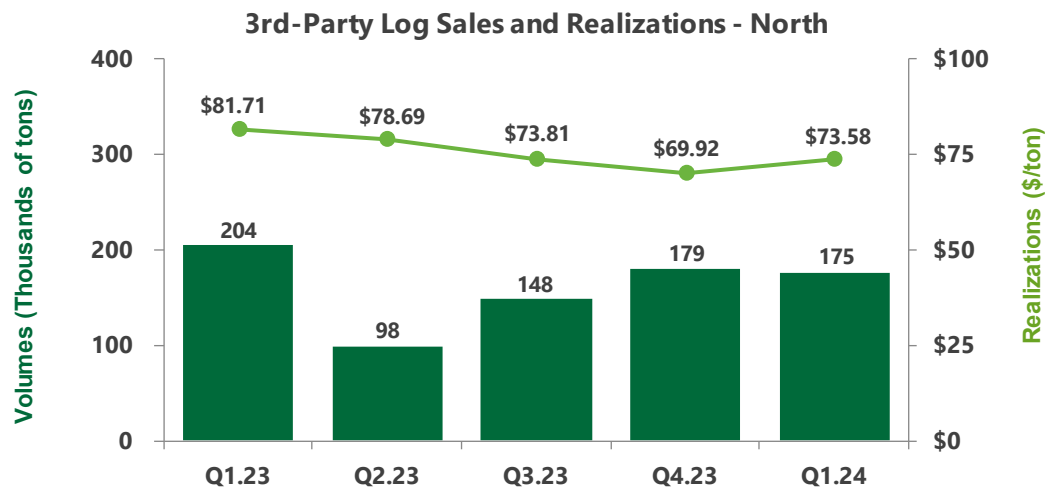
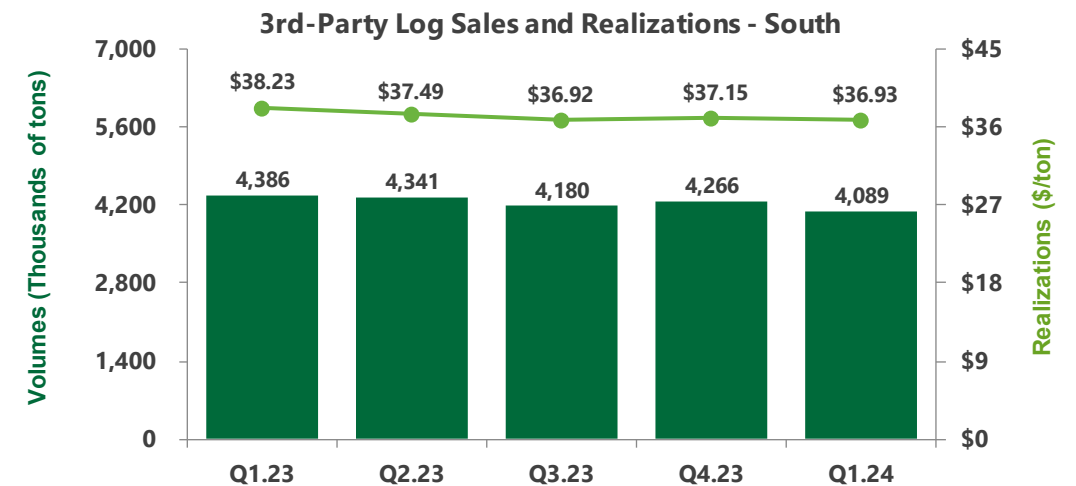
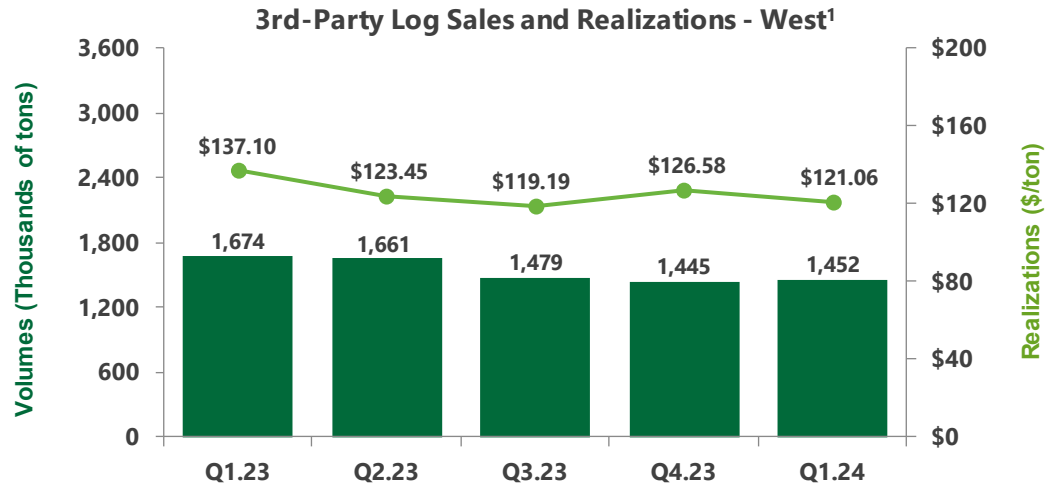
TIMBERLANDS (\$ Millions)	2023	2024
Segment Statement of Operations	Q4	Q1
Third-party sales	\$ 395	\$ 387
Intersegment sales	139	134
Total Sales	534	521
Costs of sales	429	415
Gross margin	105	106
SG&A expenses	26	25
Other expense, net ²	2	1
Net Contribution to Earnings Before Special Items	\$ 77	\$ 80
Special items, pretax ²	109	—
Net Contribution to Earnings	\$ 186	\$ 80
Adjusted EBITDA¹	\$ 143	\$ 144
Adjusted EBITDA Margin Percentage³	27%	28%
Operating Margin Percentage⁴	14%	15%



TIMBERLANDS KEY DRIVERS: 2024 Q1 vs. 2023 Q4

REGION	KEY DRIVERS
WEST	<ul style="list-style-type: none"> • Fee Harvest Volumes: Moderately higher • Domestic Sales Volumes: Significantly higher • Export Sales Volumes: Significantly lower, primarily for China – flexed volumes to the domestic market • Domestic Sales Realizations: Slightly lower, primarily due to mix • Export Sales Realizations: Comparable • Per Unit Log and Haul Costs: Significantly lower • Forestry and Road Costs: Moderately lower, seasonal
SOUTH	<ul style="list-style-type: none"> • Fee Harvest Volumes: Slightly lower • Sales Realizations: Comparable • Per Unit Log and Haul Costs: Comparable • Forestry and Road Costs: Moderately lower, seasonal
NORTH	<ul style="list-style-type: none"> • Fee Harvest Volumes: Moderately lower • Sales Realizations: Moderately higher

SALES VOLUMES, REALIZATIONS AND EXPORT REVENUE

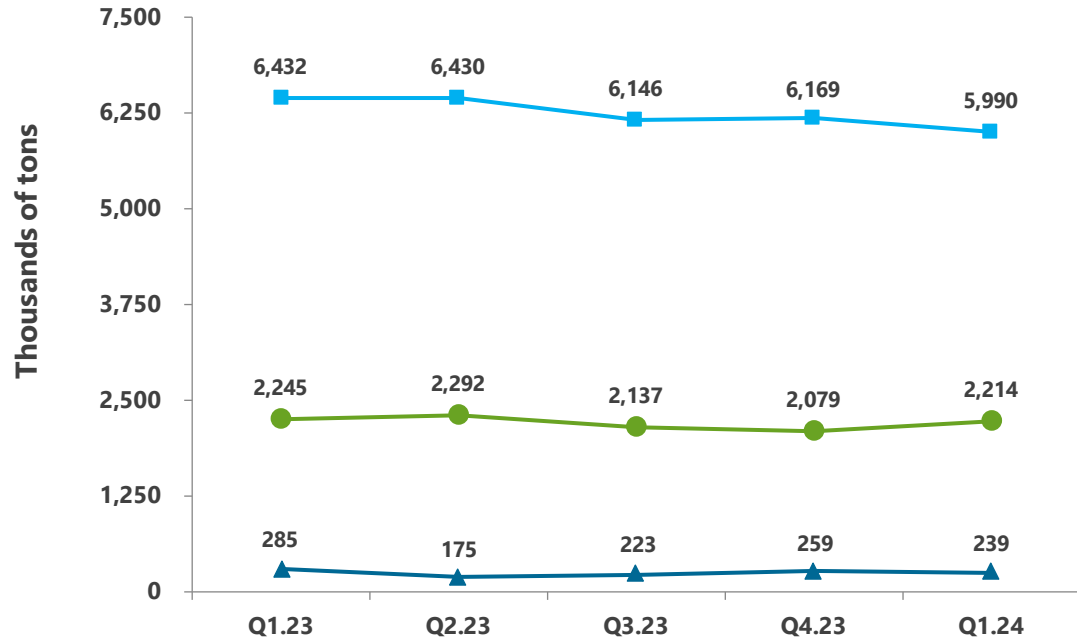


1. Western logs are primarily transacted in MBF but are converted to ton equivalents for external reporting purposes.

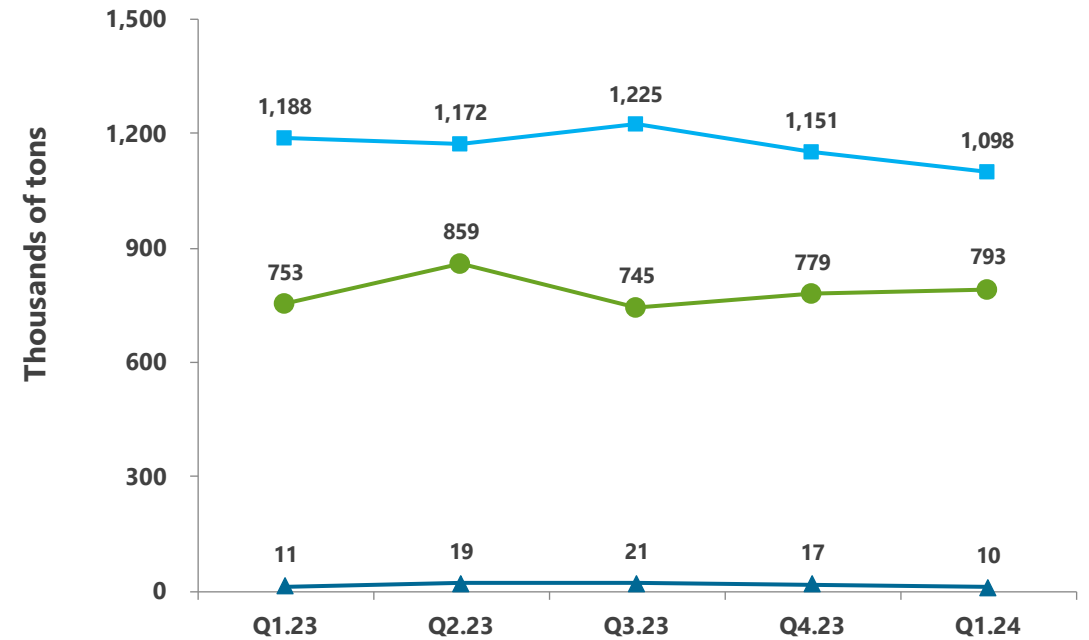
	Q1.23	Q2.23	Q3.23	Q4.23	Q1.24
Japan	62%	70%	78%	64%	72%
China	32%	21%	20%	29%	20%
Korea	6%	9%	2%	7%	8%

FEE HARVEST VOLUMES AND INTERSEGMENT SALES VOLUMES

FEE HARVEST VOLUMES



INTERSEGMENT LOG SALES VOLUMES



■ South ● West ▲ North

REAL ESTATE, ENERGY & NATURAL RESOURCES (ENR) SEGMENT

REAL ESTATE & ENR (\$ Millions)	2023	2024
Adjusted EBITDA by Business	Q4	Q1
Real Estate	\$ 32	\$ 73
Energy & Natural Resources	35	21
Total Adjusted EBITDA¹	\$ 67	\$ 94

KEY DRIVERS: 2024 Q1 vs. 2023 Q4

Real Estate

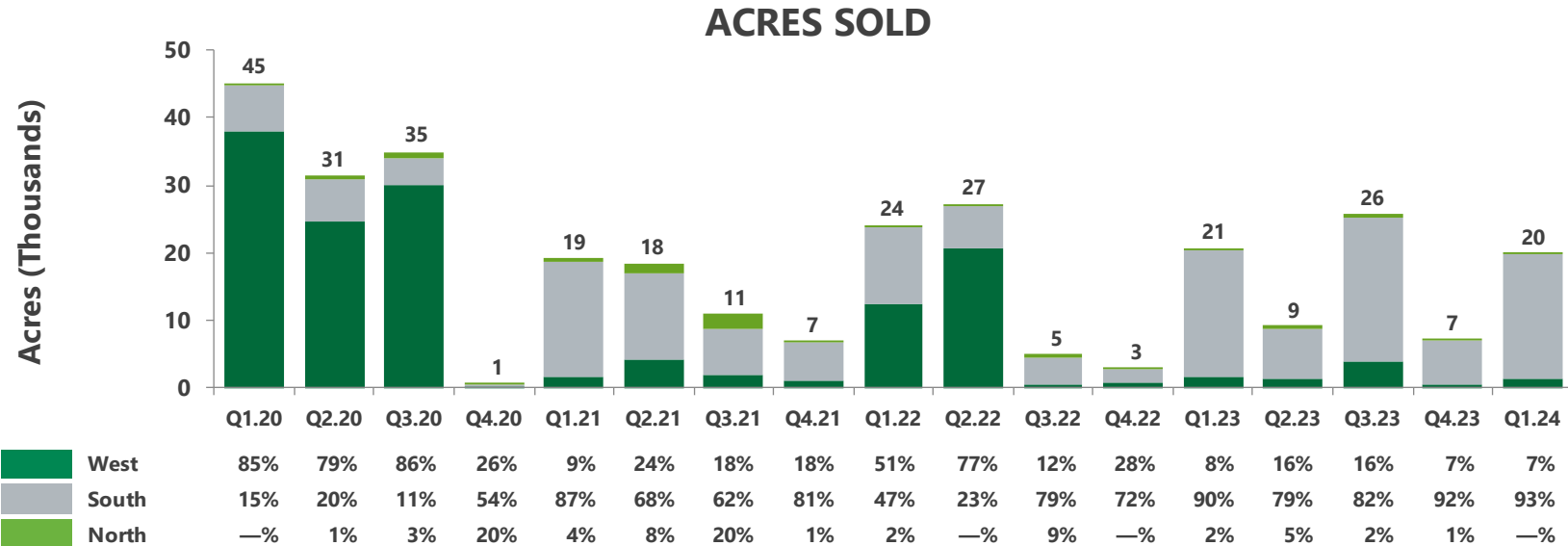
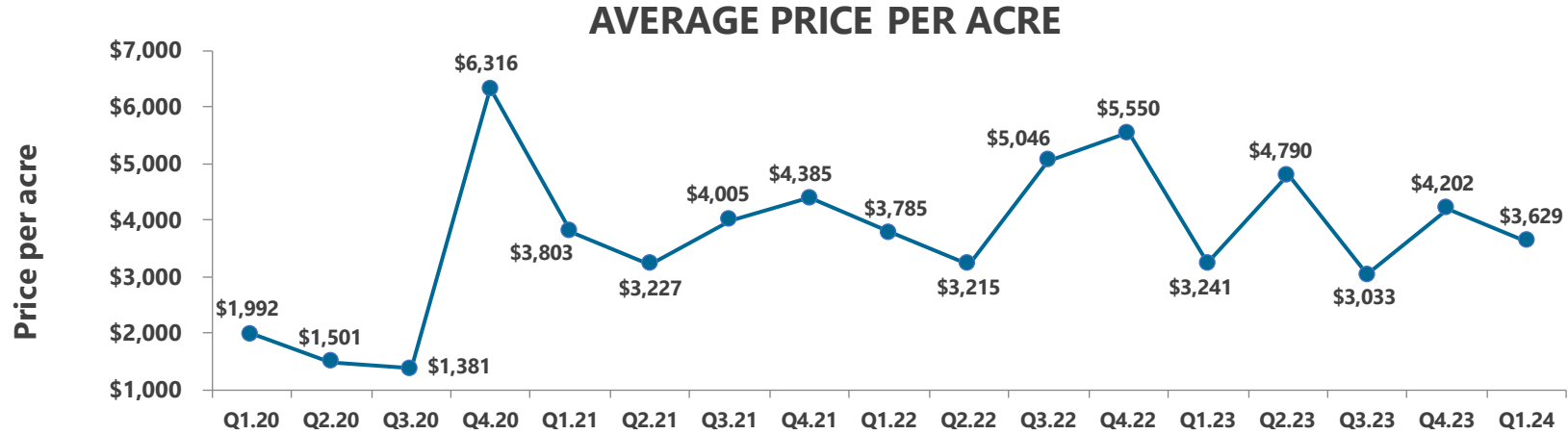
Timing and mix of acres sold

1. Our definition of Adjusted EBITDA and a reconciliation to GAAP are set forth on [Slide 25](#).

REAL ESTATE & ENR (\$ Millions)	2023	2024
Segment Statement of Operations	Q4	Q1
Total sales	\$ 77	\$ 107
Costs of sales	21	41
Gross margin	56	66
SG&A expenses	6	6
Net Contribution to Earnings	\$ 50	\$ 60
Adjusted EBITDA¹	\$ 67	\$ 94



REAL ESTATE, ENERGY & NATURAL RESOURCES (ENR) SEGMENT



WOOD PRODUCTS SEGMENT

WOOD PRODUCTS (\$ Millions)	2023	2024
Adjusted EBITDA by Business	Q4	Q1
Lumber	\$ (34)	\$ (5)
OSB	73	87
Engineered Wood Products	104	86
Distribution	16	20
Other	—	(4)
Total Adjusted EBITDA¹	\$ 159	\$ 184

- Adjusted EBITDA for Wood Products businesses include earnings on internal sales, primarily from the manufacturing businesses to Distribution. These sales occur at market price. Our definition of Adjusted EBITDA and a reconciliation to GAAP are set forth on [Slide 26](#).
- Fourth quarter 2023 excludes a \$14 million insurance recovery. This is included in Special items, pretax.
- Adjusted EBITDA divided by total sales.
- Net contribution to earnings before special items divided by total sales.

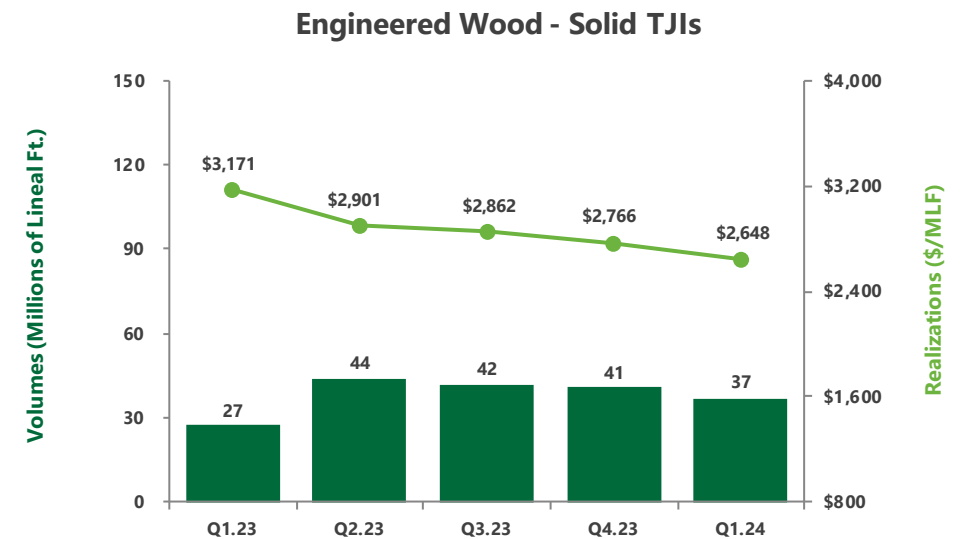
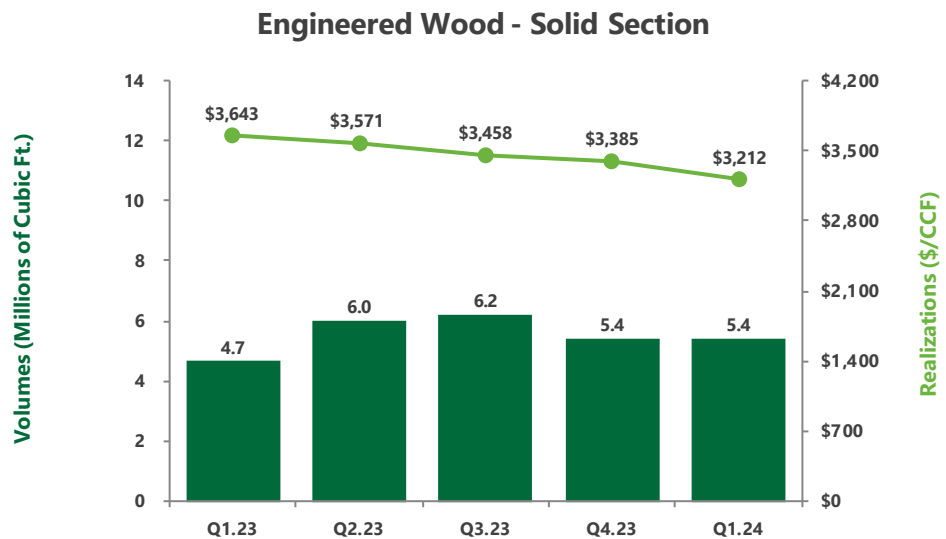
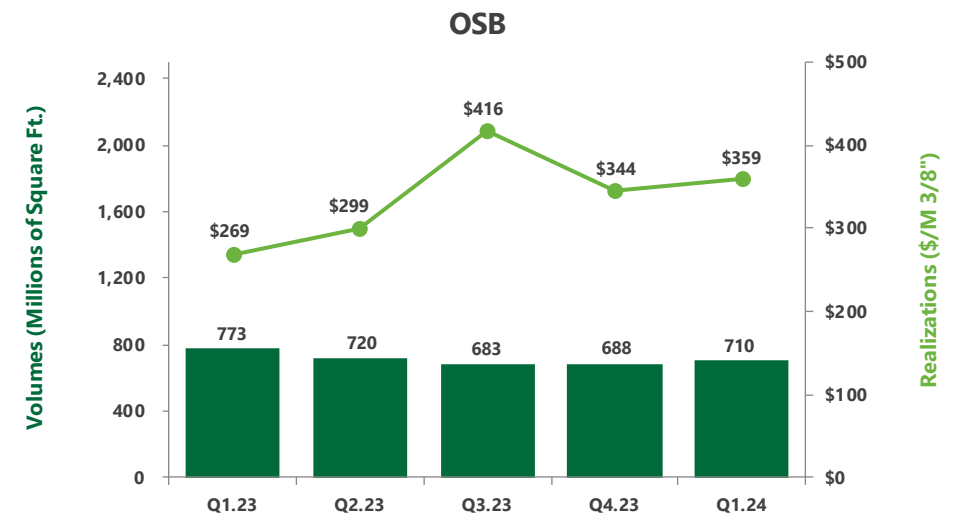
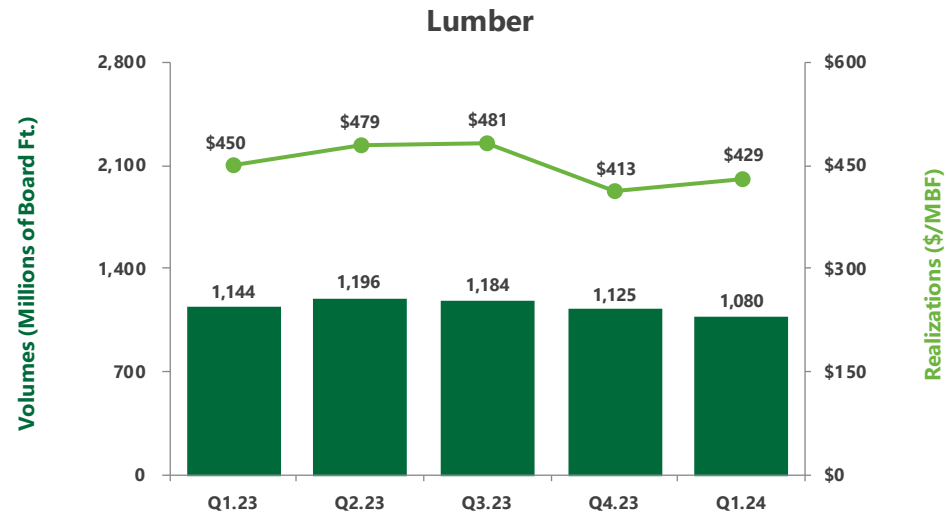
WOOD PRODUCTS (\$ Millions)	2023	2024
Segment Statement of Operations	Q4	Q1
Total sales	\$ 1,302	\$ 1,302
Costs of sales	1,127	1,107
Gross margin	175	195
SG&A expenses	59	61
Other expense, net ²	11	6
Net Contribution to Earnings Before Special Items	\$ 105	\$ 128
Special items, pretax ²	14	—
Net Contribution to Earnings	\$ 119	\$ 128
Adjusted EBITDA¹	\$ 159	\$ 184
Adjusted EBITDA Margin Percentage³	12%	14%
Operating Margin Percentage⁴	8%	10%



WOOD PRODUCTS KEY DRIVERS: 2024 Q1 vs. 2023 Q4

BUSINESS	KEY DRIVERS
LUMBER	<ul style="list-style-type: none"> • Sales Realizations: Increased 4% • Sales Volumes: Slightly lower, partially driven by winter weather disruptions early in the quarter • Unit Manufacturing Costs: Slightly higher • Log Costs: Slightly lower
ORIENTED STRAND BOARD	<ul style="list-style-type: none"> • Sales Realizations: Increased 4% • Sales Volumes: Slightly higher • Unit Manufacturing Costs: Slightly lower • Fiber Costs: Slightly higher
ENGINEERED WOOD PRODUCTS	<ul style="list-style-type: none"> • Sales Realizations: Lower for most products • Sales Volumes: Comparable for solid section products, lower for I-joist products • Unit Manufacturing Costs: Slightly higher • Raw Material Costs: Moderately higher
DISTRIBUTION	<ul style="list-style-type: none"> • Improved commodity realizations and margins

THIRD-PARTY SALES VOLUMES AND REALIZATIONS¹



1. Sales volumes include sales of internally produced products and products purchased for resale primarily through our Distribution business.

UNALLOCATED ITEMS

UNALLOCATED ITEMS (\$ Millions) ¹	2023	2024
	Q4	Q1
Unallocated corporate function expenses and variable compensation expense	\$ (35)	\$ (38)
Liability classified share-based compensation	(2)	(1)
Foreign exchange loss	—	(1)
Elimination of intersegment profit in inventory and LIFO	3	(6)
Non-operating pension and other post-employment benefit costs	(12)	(11)
Other, including interest income	6	(10)
Net Charge to Earnings Before Special Items	\$ (40)	\$ (67)
Special items, pretax ²	(27)	—
Net Charge to Earnings	\$ (67)	\$ (67)
Adjusted EBITDA³	\$ (48)	\$ (70)

UNALLOCATED ITEMS (\$ Millions) ¹	2023	2024
	Q4	Q1
Costs of sales ⁴	\$ 6	\$ (12)
G&A expense ⁵	(45)	(49)
Other expense, net ²	(1)	(6)
Net Charge to Earnings Before Special Items	\$ (40)	\$ (67)
Special items, pretax ²	(27)	—
Net Charge to Earnings	\$ (67)	\$ (67)

1. Unallocated items are gains or charges not related to or allocated to an individual operating segment.
2. Fourth quarter 2023 excludes \$27 million of legal expense. This is included in Special items, pretax.
3. Our definition of Adjusted EBITDA and a reconciliation to GAAP are set forth on [Slide 27](#).
4. Costs of sales is composed primarily of elimination of intersegment profit in inventory and LIFO and incentive compensation.
5. G&A expense is comprised primarily of share-based compensation, pension service costs, corporate function expenses and incentive compensation.



FINANCIAL ITEMS

KEY FINANCIAL METRICS (\$ Millions)	2023	2024
	Q4	Q1
Ending cash balance	\$ 1,164	\$ 871
Total debt	\$ 5,069	\$ 5,071
Net debt to Adjusted EBITDA (LTM) ¹	2.3	2.5
Net debt to enterprise value ²	13%	14%

ADJUSTED FUNDS AVAILABLE FOR DISTRIBUTION ³ (\$ Millions)	2024
	Q1
Net Cash from Operations	\$ 124
Capital expenditures	(79)
Adjusted Funds Available for Distribution	\$ 45

SHARE REPURCHASES (\$ Millions)	2023	2024
	Q4	Q1
Share repurchases ⁴	\$ 15	\$ 49

SCHEDULED DEBT MATURITIES AS OF MARCH 31, 2024 (\$ Millions)					
	2024	2025	2026	2027	2028
Debt maturities	\$ —	\$ 210	\$ 1,022	\$ 300	\$ 250

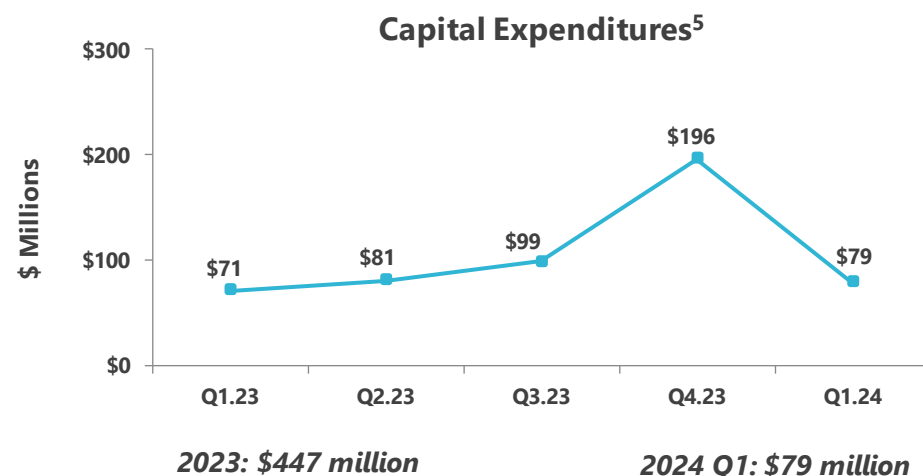
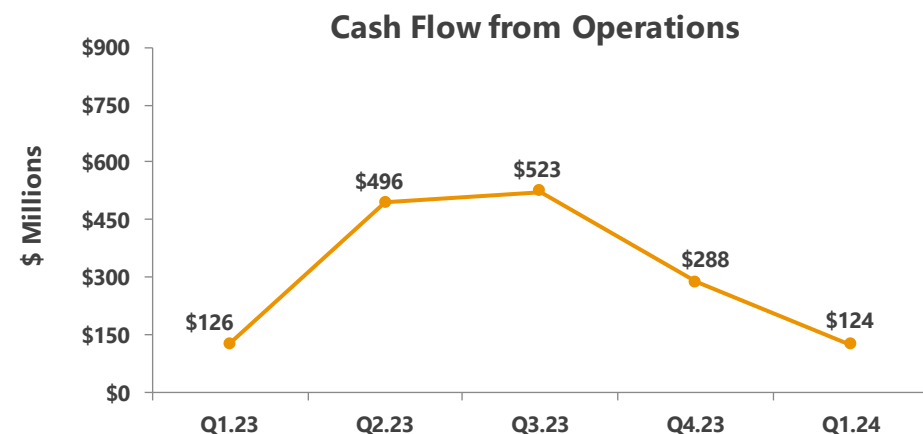
1. LTM = last twelve months. A reconciliation to GAAP is set forth on [Slide 28](#).

2. Total debt, net of cash and cash equivalents and short-term investments, divided by enterprise value. Enterprise value is defined as total debt, net of cash and cash equivalents and short-term investments, plus market capitalization as of the end of the quarter.

3. Our definition of Adjusted funds available for distribution (Adjusted FAD) and a reconciliation to GAAP are set forth on [Slide 29](#).

4. Average price paid per share for fourth quarter 2023 and first quarter 2024 were \$31.01 and \$33.52, respectively. There were 13,866 unsettled shares (approximately \$1 million) as of December 31, 2023 and no unsettled shares as of March 31, 2024.

5. Total capital expenditures is inclusive of capitalized interest.



ADJUSTED FUNDS AVAILABLE FOR DISTRIBUTION

Allocation Framework and Cash Return Calculation

ADJUSTED FUNDS AVAILABLE FOR DISTRIBUTION¹

Allocation Framework

Return 75-80% of Adjusted FAD to Shareholders



SUSTAINABLE BASE DIVIDEND

supported by Timberlands and Real Estate & ENR cash flow, even at the bottom of the cycle



SUPPLEMENTAL DIVIDEND² AND/OR SHARE REPURCHASE

to achieve targeted return of 75-80% of annual Adjusted FAD

20-25% of Adjusted FAD



EXCESS CASH

available for growth, debt paydown and additional share repurchase

TARGETED RETURN OF CASH TO SHAREHOLDERS

Calculated on an Annual Basis

Adjusted FAD

✘ 75-80% Payout

≡ Targeted Return to Shareholders

— Quarterly Base Cash Dividends

≡ Cash Available for Allocation Between
Supplemental Dividend² and/or
Opportunistic Share Repurchase

To Achieve
75-80%
Payout

1. Our definition of Adjusted Funds Available for Distribution (Adjusted FAD) is set forth on [Slide 29](#).
2. Normally declared and paid annually in the first quarter, based on prior year results.



OUTLOOK: 2024 Q2

SEGMENT	EXPECTED EARNINGS ¹ & ADJUSTED EBITDA	KEY DRIVERS		
TIMBERLANDS	Slightly higher than 2024 Q1	West Fee Harvest Volumes: Moderately higher Sales Realizations: Comparable Per Unit Log and Haul Costs: Higher Forestry and Road Costs: Higher, seasonal	South Fee Harvest Volumes: Moderately higher Sales Realizations: Comparable Per Unit Log and Haul Costs: Comparable Forestry and Road Costs: Higher, seasonal	North Fee Harvest Volumes: Significantly lower, seasonal Sales Realizations: Moderately higher
REAL ESTATE, ENERGY & NATURAL RESOURCES	Adjusted EBITDA comparable to 2024 Q1 Earnings ~\$10 million lower than 2024 Q1	Real Estate Timing and mix of sales		
WOOD PRODUCTS	Slightly higher than 2024 Q1, excluding the effect of changes in average sales realizations for lumber and oriented strand board	Lumber Sales Volumes: Higher Log Costs: Slightly lower Unit Manufacturing Costs: Moderately lower	OSB Sales Volumes: Moderately higher Fiber Costs: Slightly higher Unit Manufacturing Costs: Comparable	Engineered Wood Products Sales Volumes: Higher for all products Sales Realizations: Comparable Raw Material Costs: Higher, primarily for OSB webstock Distribution Higher



1. Earnings before special items.



WOOD PRODUCTS SALES REALIZATIONS: CURRENT VS. 2024 Q1

WEYERHAEUSER'S AVERAGE SALES REALIZATIONS

Approximate Change
As of April 19, 2024

LUMBER ¹				WY's SENSITIVITY CHANGE IN REALIZATIONS \$10/MBF ≈ \$50 million EBITDA ANNUALLY
	Q2 QTD vs. Q1 AVERAGE		+\$10/MBF HIGHER	
	CURRENT vs. Q1 AVERAGE		+\$5/MBF HIGHER	
OSB ²				WY's SENSITIVITY CHANGE IN REALIZATIONS \$10/MSF ≈ \$30 million EBITDA ANNUALLY
	Q2 QTD vs. Q1 AVERAGE		+\$85/MSF HIGHER	
	CURRENT vs. Q1 AVERAGE		+\$95/MSF HIGHER	

1. Changes in average realizations typically lag changes in industry benchmark pricing due to length of order files.

2. WY reports OSB realizations in MSF 3/8". Changes in average realizations typically lag changes in industry benchmark pricing due to length of order files.

SUPPLEMENTAL TIMBERLANDS INFORMATION

Adjusted EBITDA¹ Per Acre

WESTERN TIMBERLANDS	2022	2023	2024
	FY	FY	Q1
Adjusted EBITDA ¹ (\$ Millions)	\$ 473	\$ 344	\$ 76
Acres ² (Thousands)	2,546	2,539	2,539
Reported Adjusted EBITDA Per Acre	\$ 186	\$ 135	\$ 30
Adjusted EBITDA attributable to Western ENR ³ (\$ Millions)	20	15	3
Total Adjusted EBITDA Per Acre⁴	\$ 194	\$ 141	\$ 31

SOUTHERN TIMBERLANDS	2022	2023	2024
	FY	FY	Q1
Adjusted EBITDA ¹ (\$ Millions)	\$ 307	\$ 306	\$ 69
Acres ² (Thousands)	6,823	6,756	6,756
Reported Adjusted EBITDA Per Acre	\$ 45	\$ 45	\$ 10
Adjusted EBITDA attributable to Southern ENR ³ (\$ Millions)	92	91	16
Total Adjusted EBITDA Per Acre⁴	\$ 58	\$ 59	\$ 13

1. Our definition of Adjusted EBITDA is set forth on [Slide 23](#).
2. As of year end for 2022 and 2023. For 2024 Q1, as of year end 2023.
3. Reported in the company's Real Estate, Energy & Natural Resources segment.
4. To improve comparability with peer disclosures, amounts shown include Adjusted EBITDA from both Timberlands and Energy & Natural Resources businesses.



EARNINGS SUMMARY

\$ Millions (except EPS)	2023				2024
	Q1	Q2	Q3	Q4	Q1
Adjusted EBITDA by Segment					
Timberlands	\$ 188	\$ 172	\$ 143	\$ 143	\$ 144
Real Estate, Energy & Natural Resources	89	70	94	67	94
Wood Products	148	270	328	159	184
Unallocated Items	(30)	(43)	(56)	(48)	(70)
Total Adjusted EBITDA¹	\$ 395	\$ 469	\$ 509	\$ 321	\$ 352
DD&A, basis of real estate sold, non-operating pension and post-employment costs, and interest income and other	(156)	(133)	(144)	(129)	(151)
Net Contribution to Earnings Before Special Items	\$ 239	\$ 336	\$ 365	\$ 192	\$ 201
Interest expense, net	(66)	(70)	(72)	(72)	(67)
Income taxes ²	(22)	(28)	(54)	1	(20)
Net Earnings Before Special Items³	\$ 151	\$ 238	\$ 239	\$ 121	\$ 114
Special items, after-tax ²	—	(8)	—	98	—
Net Earnings	\$ 151	\$ 230	\$ 239	\$ 219	\$ 114
Diluted EPS Before Special Items³	\$ 0.21	\$ 0.32	\$ 0.33	\$ 0.16	\$ 0.16
Diluted EPS	\$ 0.21	\$ 0.31	\$ 0.33	\$ 0.30	\$ 0.16

1. See [Slide 23](#) for our definition of Adjusted EBITDA.
2. Income taxes excludes taxes related to special items.
3. A reconciliation to GAAP EPS is set forth on [Slide 22](#).



EARNINGS PER SHARE RECONCILIATION

	2023				2024
	Q1	Q2	Q3	Q4	Q1
Diluted EPS Before Special Items	\$ 0.21	\$ 0.32	\$ 0.33	\$ 0.16	\$ 0.16
Special Items:					
Environmental remediation charge	—	(0.01)	—	—	—
Gain on sale of timberlands	—	—	—	0.12	—
Insurance recovery	—	—	—	0.01	—
Legal benefit	—	—	—	0.03	—
Legal expense	—	—	—	(0.02)	—
Diluted EPS (GAAP)	\$ 0.21	\$ 0.31	\$ 0.33	\$ 0.30	\$ 0.16



ADJUSTED EBITDA RECONCILIATION

By Segment

\$ Millions	2021		2022		2023				2024	
	FY	FY	Q1	Q2	Q3	Q4	FY	Q1	LTM ¹	
Timberlands	\$ 693	\$ 784	\$ 188	\$ 172	\$ 143	\$ 143	\$ 646	\$ 144	\$ 602	
Real Estate & ENR	296	329	89	70	94	67	320	94	325	
Wood Products	3,357	2,737	148	270	328	159	905	184	941	
Unallocated Items	(252)	(196)	(30)	(43)	(56)	(48)	(177)	(70)	(217)	
Adjusted EBITDA²	\$ 4,094	\$ 3,654	\$ 395	\$ 469	\$ 509	\$ 321	\$ 1,694	\$ 352	\$ 1,651	
Depletion, depreciation & amortization	(477)	(480)	(126)	(126)	(122)	(126)	(500)	(125)	(499)	
Basis of real estate sold	(71)	(84)	(33)	(13)	(34)	(13)	(93)	(31)	(91)	
Special items in operating income	97	(10)	—	(11)	—	96	85	—	85	
Operating Income (GAAP)	\$ 3,643	\$ 3,080	\$ 236	\$ 319	\$ 353	\$ 278	\$ 1,186	\$ 196	\$ 1,146	
Non-operating pension and other post-employment benefit costs	(19)	(254)	(9)	(12)	(12)	(12)	(45)	(11)	(47)	
Interest income and other	5	25	12	18	24	22	76	16	80	
Net Contribution to Earnings	\$ 3,629	\$ 2,851	\$ 239	\$ 325	\$ 365	\$ 288	\$ 1,217	\$ 201	\$ 1,179	
Interest expense, net	(313)	(270)	(66)	(70)	(72)	(72)	(280)	(67)	(281)	
Loss on debt extinguishment	—	(276)	—	—	—	—	—	—	—	
Income taxes	(709)	(425)	(22)	(25)	(54)	3	(98)	(20)	(96)	
Net Earnings (GAAP)	\$ 2,607	\$ 1,880	\$ 151	\$ 230	\$ 239	\$ 219	\$ 839	\$ 114	\$ 802	

1. LTM = last twelve months.

2. Adjusted EBITDA is a non-GAAP measure that management uses to evaluate the performance of the company. Adjusted EBITDA, as we define it, is operating income adjusted for depreciation, depletion, amortization, basis of real estate sold and special items. Adjusted EBITDA should not be considered in isolation from, and is not intended to represent an alternative to, our GAAP results.



ADJUSTED EBITDA RECONCILIATION

Timberlands

\$ Millions	2023				2024
	Q1	Q2	Q3	Q4	Q1
West	\$ 105	\$ 94	\$ 72	\$ 73	\$ 76
South	81	79	73	73	69
North	4	—	1	1	2
Other	(2)	(1)	(3)	(4)	(3)
Total Timberlands Adjusted EBITDA¹	\$ 188	\$ 172	\$ 143	\$ 143	\$ 144
West	(28)	(29)	(27)	(27)	(27)
South	(38)	(37)	(37)	(37)	(35)
North	(2)	(1)	(1)	(2)	(2)
Other	—	(1)	—	—	—
Total depletion, depreciation & amortization	\$ (68)	\$ (68)	\$ (65)	\$ (66)	\$ (64)
Special items	—	—	—	109	—
Operating Income and Net Contribution to Earnings (GAAP)	\$ 120	\$ 104	\$ 78	\$ 186	\$ 80

1. Adjusted EBITDA is a non-GAAP measure that management uses to evaluate the performance of the company. Adjusted EBITDA, as we define it, is operating income adjusted for depreciation, depletion, amortization, basis of real estate sold and special items. Adjusted EBITDA should not be considered in isolation from, and is not intended to represent an alternative to, our GAAP results.



ADJUSTED EBITDA RECONCILIATION

Real Estate, Energy & Natural Resources

\$ Millions	2023				2024
	Q1	Q2	Q3	Q4	Q1
Real Estate	\$ 63	\$ 40	\$ 71	\$ 32	\$ 73
Energy & Natural Resources	26	30	23	35	21
Total Real Estate & ENR Adjusted EBITDA¹	\$ 89	\$ 70	\$ 94	\$ 67	\$ 94
Depletion, depreciation & amortization	(3)	(5)	(4)	(4)	(3)
Basis of real estate sold	(33)	(13)	(34)	(13)	(31)
Operating Income and Net Contribution to Earnings (GAAP)	\$ 53	\$ 52	\$ 56	\$ 50	\$ 60

1. Adjusted EBITDA is a non-GAAP measure that management uses to evaluate the performance of the company. Adjusted EBITDA, as we define it, is operating income adjusted for depreciation, depletion, amortization, basis of real estate sold and special items. Adjusted EBITDA should not be considered in isolation from, and is not intended to represent an alternative to, our GAAP results.



ADJUSTED EBITDA RECONCILIATION

Wood Products

\$ Millions	2023				2024
	Q1	Q2	Q3	Q4	Q1
Lumber	\$ 8	\$ 51	\$ 58	\$ (34)	\$ (5)
OSB	22	37	118	73	87
EWP	82	144	125	104	86
Distribution	22	34	31	16	20
Other	14	4	(4)	—	(4)
Total Wood Products Adjusted EBITDA^{1, 2}	\$ 148	\$ 270	\$ 328	\$ 159	\$ 184
Lumber	(30)	(30)	(30)	(30)	(31)
OSB	(10)	(11)	(10)	(11)	(11)
EWP	(9)	(9)	(9)	(10)	(10)
Distribution	(1)	(2)	(1)	(2)	(2)
Other	(3)	—	(1)	(1)	(2)
Total depletion, depreciation & amortization	\$ (53)	\$ (52)	\$ (51)	\$ (54)	\$ (56)
Special items	—	—	—	14	—
Operating Income and Net Contribution to Earnings (GAAP)	\$ 95	\$ 218	\$ 277	\$ 119	\$ 128

1. Adjusted EBITDA is a non-GAAP measure that management uses to evaluate the performance of the company. Adjusted EBITDA, as we define it, is operating income adjusted for depreciation, depletion, amortization, basis of real estate sold and special items. Adjusted EBITDA should not be considered in isolation from, and is not intended to represent an alternative to, our GAAP results.

2. Adjusted EBITDA for each Wood Products business includes earnings on internal sales, primarily from the manufacturing businesses to Distribution. These sales occur at market price.



ADJUSTED EBITDA RECONCILIATION

Unallocated

\$ Millions	2023				2024
	Q1	Q2	Q3	Q4	Q1
Total Unallocated Adjusted EBITDA¹	\$ (30)	\$ (43)	\$ (56)	\$ (48)	\$ (70)
Total depletion, depreciation & amortization	(2)	(1)	(2)	(2)	(2)
Special items included in operating loss	—	(11)	—	(27)	—
Operating Loss (GAAP)	\$ (32)	\$ (55)	\$ (58)	\$ (77)	\$ (72)
Non-operating pension and other post-employment benefit costs	(9)	(12)	(12)	(12)	(11)
Interest income and other	12	18	24	22	16
Net Charge to Earnings (GAAP)	\$ (29)	\$ (49)	\$ (46)	\$ (67)	\$ (67)

1. Adjusted EBITDA is a non-GAAP measure that management uses to evaluate the performance of the company. Adjusted EBITDA, as we define it, is operating income adjusted for depreciation, depletion, amortization, basis of real estate sold and special items. Adjusted EBITDA should not be considered in isolation from, and is not intended to represent an alternative to, our GAAP results.



NET DEBT TO ADJUSTED EBITDA RECONCILIATION

\$ Millions	2023				2024
	Q1	Q2	Q3	Q4	Q1
Net Debt to Adjusted EBITDA (LTM)^{1, 2}	1.7	2.2	2.2	2.3	2.5
Total debt	\$ 5,053	\$ 5,797	\$ 5,679	\$ 5,069	\$ 5,071
Less: cash and cash equivalents and short-term investments	797	1,760	1,841	1,164	871
Net Debt	\$ 4,256	\$ 4,037	\$ 3,838	\$ 3,905	\$ 4,200
Adjusted EBITDA (LTM)	\$ 2,552	\$ 1,816	\$ 1,742	\$ 1,694	\$ 1,651
Depletion, depreciation & amortization	(484)	(491)	(494)	(500)	(499)
Basis of real estate sold	(86)	(60)	(87)	(93)	(91)
Special items in operating income	(10)	(21)	(21)	85	85
Operating Income (LTM) (GAAP)	\$ 1,972	\$ 1,244	\$ 1,140	\$ 1,186	\$ 1,146
Non-operating pension and other post-employment benefit costs	(248)	(249)	(249)	(45)	(47)
Interest income and other	38	55	70	76	80
Net Contribution to Earnings (LTM)	\$ 1,762	\$ 1,050	\$ 961	\$ 1,217	\$ 1,179
Interest expense, net of capitalized interest	(264)	(269)	(274)	(280)	(281)
Income taxes	(238)	(79)	(56)	(98)	(96)
Net Earnings (LTM) (GAAP)	\$ 1,260	\$ 702	\$ 631	\$ 839	\$ 802

1. LTM = last twelve months.

2. Net debt to Adjusted EBITDA is a non-GAAP measure that management uses to evaluate the performance of the company. Net debt to Adjusted EBITDA, as we define it, is long-term debt and borrowings on line of credit, net of cash and cash equivalents and short-term investments divided by the last twelve months of Adjusted EBITDA. See [Slide 23](#) for our definition of Adjusted EBITDA.



FUNDS AVAILABLE FOR DISTRIBUTION RECONCILIATION

ADJUSTED FUNDS AVAILABLE FOR DISTRIBUTION (\$ Millions)	2021	2022	2023	2024
	FY	FY	FY	Q1
Net Cash from Operations	\$ 3,159	\$ 2,832	\$ 1,433	\$ 124
Capital Expenditures	(441)	(468)	(447)	(79)
Funds Available for Distribution¹	\$ 2,718	\$ 2,364	\$ 986	\$ 45
Cash from product remediation insurance recoveries	—	(37)	—	—
Cash tax refund associated with contribution to our U.S. qualified pension plan	(95)	—	—	—
Adjusted Funds Available for Distribution²	\$ 2,623	\$ 2,327	\$ 986	\$ 45

1. Funds available for distribution (FAD) is a non-GAAP measure that management uses to evaluate the company's liquidity. FAD, as we define it, is net cash from operations adjusted for capital expenditures. FAD measures cash generated during the period (net of capital expenditures) that is available for dividends, repurchases of common shares, debt reduction, acquisitions, and other discretionary and nondiscretionary capital allocation activities. FAD should not be considered in isolation from, and is not intended to represent an alternative to, our GAAP results.
2. Adjusted funds available for distribution (Adjusted FAD) is a non-GAAP measure that management uses to evaluate the company's liquidity. Adjusted FAD, as we define it, is net cash from operations adjusted for capital expenditures and significant non-recurring items. Adjusted FAD measures cash generated during the period (net of capital expenditures and significant non-recurring items) that is available for dividends, repurchases of common shares, debt reduction, acquisitions, and other discretionary and nondiscretionary capital allocation activities. Adjusted FAD should not be considered in isolation from, and is not intended to represent an alternative to, our GAAP results.

