



**Canfor Corporation**

**Annual Information Form**

**Information in this Annual Information Form  
as at March 1, 2022 unless otherwise indicated**

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## **FORWARD LOOKING INFORMATION**

This Annual Information Form contains forward looking statements, which are statements that address circumstances, events or developments that the Company expects or anticipates may occur in the future. These forward looking statements reflect management's current expectation and belief regarding such developments, circumstances or events and are based on assumptions, including assumptions with regard to economic and general business conditions in Canada, the United States and Europe and other factors management believes are appropriate in the circumstances. Such forward looking statements are subject to risks and uncertainties and no assurance can be given that any of the events anticipated by such statements will occur or, if they do occur, what their impact will be on the Company. Actual outcomes and results will depend on a number of factors which could cause actual results, performance or developments to differ materially from those expressed or implied by such forward looking statements in this Annual Information Form, including the "Risks and Uncertainties" described in the Company's Management's Discussion and Analysis for the year ended December 31, 2021, which are incorporated by reference herein and can be found on SEDAR at [www.sedar.com](http://www.sedar.com). Accordingly, readers should exercise caution in relying upon forward looking statements which reflect management's estimates, projections and views only as of the date hereof. The Company undertakes no obligation to publicly revise these statements to reflect subsequent events or changes in circumstances, except as required by applicable securities laws.

## **CURRENCY**

Unless otherwise indicated, all dollar amounts are expressed in Canadian dollars and references to "\$" are to Canadian dollars.

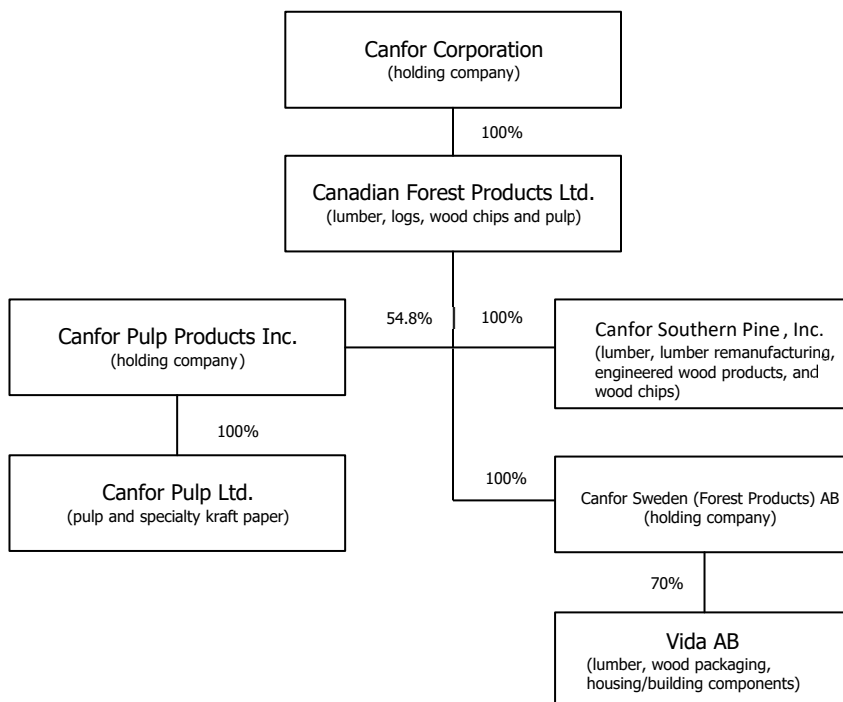
## **INCORPORATION**

Canfor Corporation (the "Company") was incorporated on May 17, 1966 under the *Company Act* (British Columbia) as part of a reorganization of predecessors of the Canfor group of companies, the first of which commenced operations in 1938. The Company is now governed by the *Business Corporations Act* (British Columbia). In July 1983, Canfor became a public company and the Common Shares of the Company are listed and traded on the Toronto Stock Exchange ("TSX").

The registered and head office of the Company is located at 100 - 1700 West 75<sup>th</sup> Avenue, Vancouver, British Columbia. In this Annual Information Form, Canfor Corporation is referred to as the "Company" and, unless otherwise indicated by the context, "Canfor" refers to the Company and its subsidiaries as described under "Corporate Structure" below.

## CORPORATE STRUCTURE

The following chart shows, as at December 31, 2021, the Company's material subsidiaries and its interest in Canfor Pulp Products Inc. ("CPPI"), and their primary products or activities and the percentage of voting securities or ownership held. All of the companies listed below were incorporated or amalgamated under the laws of British Columbia and are now governed by the British Columbia *Business Corporations Act*, except Canfor Pulp Ltd., which is constituted under the *Canada Business Corporations Act*, Canfor Southern Pine, Inc. (formerly New South Companies Inc.) ("CSP"), which is constituted under the laws of the State of South Carolina and Canfor Sweden (Forest Products) AB, and Vida AB ("Vida"), each of which is constituted under Swedish laws.



## BUSINESS OF CANFOR

Canfor is a leading Canadian integrated forest products company based in Vancouver, British Columbia, involved primarily in the lumber business, with production facilities as of December 31, 2021 in Canada (British Columbia and Alberta), the United States ("US") (North and South Carolina, Alabama, Georgia, Mississippi, and Arkansas), as well as Sweden (Småland, Skåne, Västra Götaland, Dalarna, Södermanland, and Uppland). Canfor also has 54.8% interest in the pulp and paper business owned by CPPI. The capacity figures set out in this Annual Information Form are presented as at December 31, 2021.

As at December 31, 2021, Canfor employed approximately 7,391 people in its wholly owned and majority owned subsidiaries, of which approximately 1,277 are employees of CPPI. For a detailed breakdown of employees and related collective agreements, refer to the sections referenced "Lumber" and "Pulp and Paper", herein.

Canfor's softwood lumber production facilities located in Western Canada, the southern United States, and Sweden have a total annual production capacity at December 31, 2021 of approximately 7.0 billion board feet of lumber, including Mackenzie, near-term capital investment and 100% of the capacity from Vida, and excluding the production capacity related to the Company's acquisition of Millar Western Forest Products Ltd.'s ("Millar Western") solid wood operations (with an annual production capacity of approximately 630 million board feet) which closed on March 1, 2022, and Vida's acquisition of V-Timber AB ("V-Timber") (with an annual production capacity of approximately 60 million board feet) which was completed on February 1, 2022. Canfor's products also include remanufactured and finger-jointed lumber, engineered wood products, wood chips, wood pellets, logs and custom specialty products, including strength-rated trusses, beams, and tongue-and-groove timber. Including the Millar Western acquisition and other recent announcements in February 2022, the Company's total operating capacity is approximately 7.4 billion board feet.

Canfor also holds a 54.8% interest in the pulp and paper business of CPPI with annual production capacity at December 31, 2021 of approximately 1.1 million tonnes of kraft pulp, 140,000 tonnes of kraft paper and 230,000 tonnes of Bleached

Chemi-Thermo Mechanical Pulp ("BCTMP").

As at December 31, 2021 Canfor also holds approximately 11.2 million cubic metres (including Mackenzie) of annual harvesting rights under its forest tenures and pulpwood agreements in Canada.

Canfor maintains wood products sales offices in Canada, the US, Japan, Sweden, the United Kingdom, Denmark, the Netherlands, and Australia. While a significant proportion of Canfor's product is sold to markets in the United States, shipments into Europe have increased following the acquisitions of the Vida and Bergs Timber Production AB ("Bergs") sawmill assets in 2019 and 2020, respectively. CPPI has sales offices in Vancouver, Canada; Tokyo, Japan; Shanghai, China; and Seoul, South Korea and is represented by sales representatives serving various other markets around the world.

### **General Development**

One of Canfor's primary objectives is to be the leading global supplier of sustainable wood products. Canfor is focused on increasing its building products business in global markets and on making higher value structural lumber and specialized products for specific customer needs.

Canfor's overall business strategy is to be a leader in the forest products industry, achieving top-quartile margin performance by:

- Attaining world-class safety performance;
- Implementing a sustainability strategy that is helping to protect our planet, support our people and communities, and produce forest products that are an important part of a low-carbon economy;
- Contributing to the climate change solution by supporting thriving forests that absorb carbon, and producing a wide range of innovative high-value carbon-rich sustainable products;
- Expanding geographical markets, increasing market share of value-added products and building strong long-term partnerships with valued customers;
- Producing high-value products and maximizing the value from its available fibre sources;
- Attaining world-class supply chain performance and providing excellence in customer service;
- Achieving and maintaining a low-cost structure that supports sustainable forest practices, optimizes fibre utilization and enhances green energy production;
- Maintaining a strong financial position;
- Growing an enterprise-wide culture of innovation, diversity and engagement by attracting, retaining and developing our employees; and
- Focusing on an efficient allocation of capital and deployment of resources to sustain top quartile operational performance, capitalizing on attractive growth opportunities, and expanding into complementary business or product lines, and investing in bio-based solutions.

CPPI's overall business strategy is to be a pulp and paper industry leader with strong financial performance, accomplished through:

- Attaining world-class safety performance;
- Implementing a sustainability strategy that is helping to protect our planet, support our people and communities, and produce pulp and paper products that are an important part of a low-carbon economy;
- Contributing to the climate change solution through a wide range of innovative high-value carbon-rich sustainable products, and materially reducing its reliance on fossil fuels;
- Optimizing the value from its high-quality premium reinforced pulp and paper products, particularly in specialty end use applications;
- Attaining world-class supply chain performance and providing excellence in customer service;
- Targeting a highly cost-efficient operating position;
- Maintaining a strong financial position;
- Growing an enterprise-wide culture of innovation, diversity and engagement by attracting, retaining and developing our employees; and
- Capitalizing on accretive growth and diversification opportunities, particularly in the bioeconomy sector.

In support of these strategies for Canfor and CPPI during the past three financial years, Canfor (including CPPI) has made capital investments of approximately \$668.0 million at its lumber operations (excluding acquisitions) and \$255.0 million at its pulp and paper operations, for a total of \$923.0 million.

## Significant Events

Significant events for Canfor over the past three fiscal years have been the following:

### *Acquisition of Millar Western Solid Wood Operations*

On December 16, 2021, the Company announced that it had entered into an agreement to purchase Millar Western's solid wood operations and associated tenure for \$420.0 million, including an estimated \$56.0 million in working capital. Millar Western's solid wood operations, located in Alberta, Canada, consist of two sawmills and one high-value specialty facility and have an annual production capacity of 630 million board feet. Subsequent to year-end, on March 1, 2022, the transaction was completed.

### *Asset Dispositions*

On November 16, 2021, the Company closed the sale of its Fort Nelson forest tenure to Peak Fort Nelson Properties Ltd. ("Peak Fort Nelson") for total proceeds of \$30.0 million, to be paid over multiple years.

On February 24, 2022, the Company announced its intention to sell its forest tenure in the Mackenzie region to McLeod Lake Indian Band and Tsay Keh Dene Nation and that it had entered into a separate agreement with Peak Mackenzie Properties Ltd. ("Peak Mackenzie") to sell its Mackenzie sawmill assets, for combined proceeds of \$70.0 million. During the year ended December 31, 2021, the Company recognized a gain of \$4.5 million in 'Restructuring, mill closure and other items, net' in the consolidated statement of income, reflecting the sale of certain Mackenzie sawmill assets during the fourth quarter of 2021.

### *Recovery Boiler Replacement*

On December 22, 2021, CPPI announced an extended outage on one production line at CPPI's Northwood mill to enable the rebuild of the lower furnace of its number one recovery boiler ("RB1") and ensure the safe and reliable operation of the boiler. This lower furnace capital rebuild is anticipated to be completed late-March 2022, for a total capital cost of approximately \$30.0 million and total reduction in NBSK pulp production of approximately 80,000 tonnes (10,000 tonnes in 2021 and a further 70,000 tonnes in the first quarter of 2022).

In October 2020, CPPI extended its fall maintenance outage on one production line at CPPI's Northwood pulp mill to enable the replacement of the lower furnace on its recovery boiler number five ("RB5"). This lower furnace capital-rebuild was completed in January 2021, as planned, with a total capital cost of approximately \$27.0 million and total reduction in NBSK pulp production of 70,000 tonnes (60,000 tonnes in the fourth quarter of 2020 and a further 10,000 tonnes in January 2021). The RB5 lower furnace replacement, in conjunction with upper furnace upgrades completed in 2020, are projected to materially extend the useful life of RB5.

### *Arbios Biotech & Bio-Innovation*

On October 5, 2021, as part of the Arbios Biotech ("Arbios") joint venture, the Company announced its positive financial investment decision in support of the construction of the first phase of Arbios' innovative biomass to low carbon biofuel plant in Prince George, BC. The Company is also in the process of building a Bio-Innovation team to develop Arbios and other sustainable bio-product initiatives.

### *Construction of Greenfield Sawmill*

On June 8, 2021, the Company announced its plans to build a new, state-of-the-art sawmill near DeRidder, Louisiana, with significant state and local incentives expected to be received in support of the project. The facility is anticipated to have an annual production capacity of 250 million board feet, with the ability to produce a wide variety of high-value wood products. Construction of the sawmill is currently underway, with the startup of the facility anticipated in the fourth quarter of 2022.

### *Coronavirus Outbreak*

On March 11, 2020, the World Health Organization declared the coronavirus ("COVID-19") outbreak a pandemic. COVID-19's impact on global markets has been significant and in response, the Company announced a series of significant measures. Due to negatively impacted global demand for forest products and disrupted supply chain networks and fibre supplies, Canfor announced curtailments discussed below in "Temporary Production Curtailments and Permanent Closure".

Apart from the curtailments, as an essential service, the Company has continued to operate, albeit with some minor disruptions, increased safety protocols and additional cleaning and sanitizing activities. The Company

continues to closely monitor the impacts of COVID-19, however, and should the duration, spread or intensity of the pandemic further develop, the supply chain, market pricing and customer demand could be further affected.

During the year ended December 31, 2021, there have been no significant adverse impacts of COVID-19 on the Company. However, Management continues to closely monitor its effects on the Company's operating plan, liquidity, cash flows, and the valuation of its long-lived assets.

#### *Temporary Production Curtailments and Permanent Closure*

On July 20, 2021, the Company announced temporary curtailments at its Western Canadian operations stemming from extreme wildfire conditions and the associated significant transportation backlog. August 24, 2021, the Company announced the implementation of reduced operating schedules at its British Columbia ("BC") sawmills, with the exception of WynnWood, effective August 30, 2021. Combined, these factors reduced production by approximately 380 million board feet in the third and fourth quarters of 2021.

In response to the significant, disruptive effects of the pandemic, the Company announced extensive temporary capacity reductions across its lumber operations in April and May 2020, reducing production by approximately 370 million board feet. In addition to temporary curtailments, the Company announced the permanent closure of its Isle Pierre sawmill on May 20, 2020, which was previously idled during 2019. During late 2018 and throughout 2019, in response to muted demand and elevated log costs, the Company announced a number of temporary and permanent sawmill curtailments at the Vavenby, Mackenzie, and Isle Pierre sawmills, which reduced the Company's annual capacity by 650 million board feet.

In the Pulp and Paper segment, on December 2, 2021, in response to significant BC transportation interruptions following catastrophic flooding that substantially damaged rail and highway networks, CPPI announced capacity reductions for NBSK pulp and BCTMP at CPPI's Northwood and Taylor pulp mills, respectively. In 2020, in response to the substantial impacts of COVID-19 on global pulp markets and the effect on lumber sawmill operating rates in the British Columbia Interior, materially impacting residual fibre supply to CPPI's Prince George based operations, CPPI took phased curtailments in 2020 at its Intercontinental, Northwood, and Prince George NBSK pulp mills in Prince George, British Columbia. Through the second and third quarters of 2020, the phased COVID-19 fibre-related curtailments reduced pulp production by approximately 73,000 tonnes of NBSK pulp. In 2019, pulp production was most notably impacted by phased market and fibre-related curtailments at all of CPPI's pulp and paper facilities, which reduced pulp production by 140,000 tonnes.

#### *Sale of PolarBoard and Tackama plants*

On October 6, 2020, the Company completed the sale of its idled PolarBoard Oriented Strand Board ("OSB") plant and its permanently closed Tackama plywood plant to Peak Fort Nelson for proceeds of \$10.0 million, to be paid in instalments over two years.

#### *Acquisition of Bergs Sawmill Assets*

On September 1, 2020, the Company's 70% owned subsidiary, Vida, completed the purchase of sawmill assets from Bergs for \$45.6 million (303 million Swedish Krona ("SEK")), plus working capital and other adjustments of \$13.1 million (87 million SEK). The sawmills (three operating and one idled) are located in southern Sweden and added 215 million board feet of spruce and pine products to Vida's annual production capacity.

#### *Sale of Vavenby Sawmill Associated Tenure and Assets*

On June 3, 2019, the Company announced it had entered into an agreement to sell its forest tenure associated with its Vavenby sawmill located in BC to Interfor Corporation ("Interfor") in addition to the Company's intention to permanently close the sawmill following the sale. On March 9, 2020, the Company completed the sale of the forest tenure to Interfor for net proceeds of \$56.5 million, including working capital and other adjustments. The sale of the remaining Vavenby sawmill assets and liabilities to a third-party for proceeds of \$6.0 million (to be paid in instalments), was completed on August 20, 2020.

#### *Phased Acquisition of Elliott Sawmilling Co., Inc. ("Elliott")*

On May 31, 2019, the Company completed the first (49%) phase of a two-phase purchase of Elliott, located in South Carolina, for an aggregate purchase price of US\$110.5 million, plus a net working capital adjustment of \$4.1 million (US\$3.1 million). On May 31, 2020, Canfor completed the second (51%) phase purchase for \$50.4 million (US\$37.0 million), bringing its ownership interest in Elliott to 100%. On February 19, 2021, the Company paid

\$38.2 million (US\$30.3 million, the third instalment), plus interest of \$0.2 million (US\$0.1 million), to settle the remaining consideration payable in connection with the purchase of Elliott. The Elliott sawmill is located in Estill, South Carolina, US and adds an annual production capacity of 210 million board feet of high value Southern Yellow Pine ("SYP"), with the sawmill consisting of both large and small log lines.

#### *Acquisition of Majority Interest in Vida*

On February 28, 2019, the Company completed the acquisition of 70% of Vida, Sweden's largest privately owned sawmill company, for \$589.9 million (4,134 million Swedish Krona), including a net working capital adjustment of \$0.3 million, plus transaction and closing costs. Vida's nine sawmills are strategically located in high quality and sustainable fibre regions of southern Sweden, producing up to 1.1 billion board feet of spruce and pine products annually. In addition, Vida operates nine value-added facilities that include premium packaging, modular housing, industrial products and energy.

#### *Normal Course Issuer Bids*

On June 16, 2021, Canfor's normal course issuer bid was re-instituted whereby the Company can purchase for cancellation up to 6,260,970 Common Shares, or approximately 5% of its issued and outstanding Common Shares as at June 10, 2021, at the discretion of the Company at prevailing market prices, through the facilities of the TSX, in compliance with regulatory requirements (provided that daily purchases will be restricted to not more than 107,745 Common Shares, representing 25% of the 430,980 average daily trading volume of the Common Shares on the TSX, subject to certain prescribed exemptions). The normal course issuer bid is set to expire on June 15, 2022.

During 2021, 725,800 Common Shares were purchased under this normal course issuer bid for \$19.2 million (at an average price of \$26.45 per common share). As at December 31, 2021 and March 1, 2022, the Company's ownership interest in CPPI and Vida was 54.8% and 70.0%, respectively.

On March 6, 2020, the Company's then existing normal course issuer bid expired and was not renewed. In 2020, the Company did not purchase any Common Shares. In 2020 and 2021, no Common Shares were purchased under a separate normal course issuer bid for CPPI that also expired and was not renewed on March 6, 2020. As at December 31, 2020, the Company's ownership interest in CPPI and Vida was 54.8% and 70.0%, respectively.

In 2019, the Company did not purchase any Common Shares under its normal course issuer bid. Under a separate normal course issuer bid in 2019, CPPI purchased 17,200 Common Shares of CPPI from non-controlling shareholders. As at December 31, 2019, the Company's ownership interest in CPPI and Vida was 54.8% and 70.0%, respectively.

#### *Softwood Lumber Agreement*

See "Legal Proceedings and Regulatory Actions" for a description of developments relating to the Softwood Lumber Agreement in 2021.

#### *Union Agreements*

A new collective agreement with the United Steelworkers ("USW") was ratified in August of 2019. The new agreement will expire on June 30, 2023. This agreement covers the majority of Canfor's sawmills in British Columbia.

The contract with the Public and Private Workers of Canada ("PPWC"), which represents workers at Canfor's Mackenzie operation, expired on June 30, 2019. As the sawmill was indefinitely curtailed before the contract expired, an agreement was reached with the PPWC to postpone negotiations until such time as any change in status of the facility would necessitate negotiation of a new contract.

Canfor has a contract with the UNIFOR for its Grande Prairie lumber operation in Alberta, which expires on October 1, 2022.

For the Company's European lumber operations, 47% of workers are represented by GS and Unionen, with the current agreements effective until March 31, 2023.

The Company's operations in the US South are not unionized.

CPPI had collective agreements with the UNIFOR and the PPWC which expired on April 30, 2021. A new four-year agreement was ratified in February 2022 and will expire on April 30, 2025.



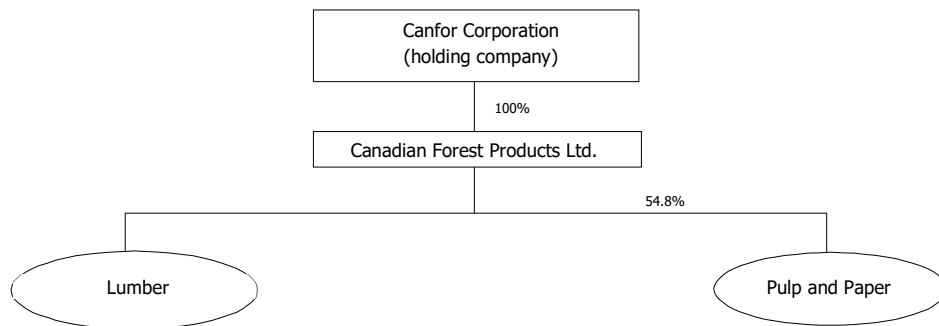
## Trends, Events, Risks and Uncertainties

For additional information regarding changes to Canfor's business expected in 2022 and known trends, commitments, events or uncertainties, see Canfor's "2021 Management's Discussion and Analysis", in particular, the "Outlook" and "Risks and Uncertainties" sections thereof, which are incorporated by reference herein and can be found on SEDAR at [www.sedar.com](http://www.sedar.com).

## Business Segments

Canfor's business is in two reportable segments: "Lumber" and "Pulp and Paper". The Lumber segment includes Canfor's sawmilling and remanufacturing operations and the Pulp and Paper segment includes the kraft pulp, kraft paper, and BCTMP businesses of CPPI, in which Canfor has a 54.8% interest.

The following chart and notes outline Canfor's business segments and their respective principal operations as at December 31, 2021. Unless otherwise indicated in the diagram or descriptions below, Canfor has a 100% interest in the operations referred to in each segment.



- Ten sawmills in British Columbia (including Mackenzie) and one in Alberta (excluding the two sawmills acquired from Millar Western in February 2022), with annual production capacity of 3.5 billion board feet.
- Four sawmills in South Carolina, three in Alabama, two in Georgia, one in North Carolina, one in Mississippi and one in Arkansas, US, with annual production capacity of 2.0 billion board feet (excluding the greenfield sawmill in Louisiana, US, currently under construction).
- 70% interest in Vida, including thirteen sawmills in Sweden (including an idled sawmill and excluding V-Timber) with annual production capacity of 1.5 billion board feet and nine value-add facilities which include the manufacture and sale of wood packaging, and housing and building components.
- Other operations include one finger-jointing facility in North Carolina, two laminating plants in Arkansas and Georgia, respectively, a trucking division in South Carolina, and two pellet plants and a whole log chipping plant in British Columbia.
- Woodlands operations in British Columbia and Alberta with an allowable annual cut of 11.2 million m<sup>3</sup>, of which 9.7 million m<sup>3</sup> directly supports lumber operations.
- 60% interest in Houston Pellet Inc. in Houston, British Columbia.
- Lumber sales and marketing.
- 54.8% interest in three kraft pulp mills, one kraft paper mill and one BCTMP mill with annual production capacity of approximately 1.1 million tonnes of kraft pulp, 140,000 tonnes of kraft paper and 230,000 tonnes of BCTMP.
- Pulp and paper marketing.

The following table sets out, by business segment, Canfor's total sales revenues for the last two years (including 100% of the revenues of its majority-owned subsidiaries). Further details can be found in the Company's annual financial statements:

	<b>Years ended</b>	
	<b>December 31,</b>	
	<b><u>2021</u></b>	<b><u>2020</u></b>
	(Millions of dollars)	
Lumber.....	\$6,540.5	\$4,464.1
Pulp and Paper.....	<u>1,144.4</u>	<u>990.3</u>
<b>Total sales .....</b>	<b><u>\$7,684.9</u></b>	<b><u>\$5,454.4</u></b>

The following table indicates the percentage composition of Canfor's consolidated sales revenues by market for the last two years (including 100% of the revenues of its majority owned subsidiaries). Further details can be found in the Company's annual financial statements:

	<b>Years ended</b>	
	<b>December 31,</b>	
	<b><u>2021</u></b>	<b><u>2020</u></b>
United States .....	54%	56%
Asia .....	18%	18%
Canada.....	9%	10%
Europe .....	17%	14%
Other .....	<u>2%</u>	<u>2%</u>
<b>Total .....</b>	<b><u>100%</u></b>	<b><u>100%</u></b>

## WOOD SUPPLY

### Timber Resources

Canfor harvests timber under forest tenures held by it in British Columbia and west central Alberta, and has a total allowable annual cut ("AAC") of approximately 11.2 million cubic metres (including the Mackenzie region forest tenure) at December 31, 2021. The forest tenures consist of both area-based and volume-based replaceable tenures and volume-based non-replaceable tenures. In addition, through various third-party business arrangements with other tenure holders including First Nations, Canfor also manages approximately 650,000 cubic metres of volume throughout its operating areas in British Columbia, the majority of which is directed to its various manufacturing facilities. Canfor's Canadian wood fibre requirements are also met by open market purchases and exchanges of logs on either a spot or contract basis. The wood fibre requirements in the US are met through open market purchases from private timberland owners, the US Forest Service, and Timber Investment Management Organizations. The wood fibre requirements at the European operations are met principally through open market purchases from private timberland owners.

The following table sets out Canfor's timber resources as at December 31, 2021:

	<b>Productive Area (Hectares)</b>	<b>Allowable Annual Cut (Cubic metres)</b>
<b>British Columbia</b>		
Tenures having regulated sustained yields <sup>(1)</sup>		
Area-based — Tree Farm Licenses <sup>(2)</sup> .....	985,849	1,227,134
Volume-based — Forest Licenses (replaceable) <sup>(3)</sup> .....	N/A	7,133,994
— Forest Licenses (non-replaceable) <sup>(4)</sup> .....	N/A	259,062
— Pulpwood Agreements (non-replaceable) <sup>(5)</sup> .....	N/A	1,435,000
<b>Alberta</b>		
Tenures having regulated sustained yields <sup>(1)</sup>		
Forest Management Agreement .....	644,695	714,100
Timber Quotas <sup>(6)</sup> .....	N/A	383,512
<b>Total</b> .....	<u><b>1,630,544</b></u>	<u><b>11,152,802</b></u>

Notes:

- (1) For an explanation of "regulated sustained yields", see the section entitled "Forest Management" below.
- (2) Comprised of Tree Farm License ("TFL") 14 (Spillimacheen), TFL 30 (Sinclair), and TFL 48 (Chetwynd). Reduction of 436,650 m3 largely reflects the elimination of a temporary uplift to TFL 48 to address the Mountain Pine Beetle infestation.
- (3) Two Replaceable Forest Licenses were subject to decreases in allocated cut in 2021.
- (4) Includes 209,062 m3 held jointly with the West Moberly First Nation and 50,000 m3 held jointly with Saik'uz First Nation.
- (5) Includes Pulpwood Agreements ("PA") 7 and 12. PA 7 has not been actively utilized by Canfor during its term and will expire in 2022, with no opportunity for renewal.
- (6) Includes three Coniferous Timber Quota Certificates, one of which was renewed in May 2021 for a 20-year period.

Note: N/A denotes Not Applicable.

Canfor does not hold timber resources in the form of forest tenure rights for its US or European based operations, but instead relies on open market purchase and supply contracts for these facilities, all of which are located in areas of high-quality sustainable fibre supply.

**British Columbia**

The Province of British Columbia owns approximately 95% of all timberlands in the province. Pursuant to the provisions of the *Forest Act* (British Columbia) ("Forest Act"), the Minister of Forests is empowered to grant various forms of tenure and to regulate forestry operations.

A TFL requires a licensee undertake the management of an area of Crown forest land, often in combination with other forest land held by the licensee, to yield an annual cut on a regulated sustained yield basis. TFLs are granted for 25-year terms and, subject to satisfactory levels of performance, may be replaced every five to ten years with new TFLs with 25-year terms.

A Forest License is a volume-based tenure, which authorizes a right to harvest a specified volume of timber each year within a particular timber supply area ("TSA") and generally provides for up to 20-year terms. These licenses must be replaced every five to ten years for further 15-year terms, subject to satisfactory levels of performance. Canfor holds 15 replaceable Forest Licenses, under which it is continuing to harvest, all of which were replaced between 1998 and 2006 and some more recently in 2017. Canfor also holds two non-replaceable Forest Licenses under joint venture agreements with West Moberly First Nation, which expire in 2023, and one non-replaceable Forest License pursuant to an agreement with Saik'uz First Nation which expires in 2029.

In addition, Canfor has two Pulpwood Agreements with the Province of British Columbia, which grant a holder the right to obtain licenses to harvest up to a specified volume of timber within a particular geographic area, subject to certain conditions. Canfor has the right, if necessary and subject to the terms of the Pulpwood Agreements, to supply the requirements of CPPI's three pulp mills at Prince George under Pulpwood Agreement No. 7, which expired on January 24, 2022. Canfor also has the right under Pulpwood Agreement No. 12 to 170,000 cubic metres of deciduous timber per year in the Fort St. John TSA in connection with its supply commitment to the Taylor pulp mill in Fort St. John.

For each Forest License and TFL, an AAC is determined. The actual cut in any one year may vary from year to year provided that the actual cut over a five-year period does not exceed 110% of the aggregate AAC for that period. As required by the *Forest Act*, the provincial Chief Forester determines the AAC for each TFL and the total AAC in each TSA (which affects the AAC of Forest Licenses in that TSA). The Chief Forester is required to repeat such determination every five years, but has the option of postponing a redetermination for a period of up to ten years after the last determination if they conclude that the AAC will not change significantly from the previous determination. The AAC reflects harvesting practices since the last AAC determination, timber conditions, regional and local economic and social interests and environmental considerations for these licenses and areas.

For additional information regarding the Company's timber resources in British Columbia, see the Company's "2021 Management's Discussion and Analysis", in particular, the section titled "Risks and Uncertainties – Fibre Cost and Availability", which is incorporated by reference herein and available on SEDAR at [www.sedar.com](http://www.sedar.com).

## **Alberta**

In west central Alberta, Canfor holds a Forest Management Agreement ("FMA") #9900037 under which it undertakes to manage a designated area of Crown forestland. This FMA was renewed by government on March 16, 2015, for a term of 20 years.

The Province of Alberta also grants Timber Quotas having terms of 20 years and containing provisions for renewal. These quotas are intended to provide a continuous supply of timber in perpetuity. As a result of the amalgamation of Timber Quotas by the Province of Alberta in 2010, Timber Quota CTQP190001 was established and assigned to Canfor. In addition, Canfor holds Timber Quota CTQP520003. Both quotas became effective May 1, 2012 and are set to expire for renewal on April 30, 2024. Canfor also acquired Timber Quota CTQB100001 in 2018 which was renamed to CTQB120006 in 2019 and renewed on May 1, 2021 for 20 years.

Canfor's regulated sustained yield tenures in Alberta specify an AAC and an aggregate allowable cut over a five-year period. If a tenure holder fails to harvest the authorized five-year period volume, they become subject to suspension, cancellation, or reduction of the tenure. Canfor would be subject to significant levies if its harvest were to exceed 110% of the aggregate allowable cut for that period.

Canfor is in substantial compliance with the harvesting terms of all of its tenure agreements in both British Columbia and Alberta.

## **Forest Health**

The epidemic infestation of the Mountain Pine Beetle has run its course in every TSA throughout the interior of British Columbia and most of western Alberta, including many of Canfor's operating areas. The impact of this outbreak has started to affect the mid-term and long-term timber supply in the interior of British Columbia and, to a lesser degree, Alberta. Given the nature and extent of the infestation, the mid-term and long-term operational and financial impacts on Canfor may be significant. In response, the Company has taken various steps to mitigate its exposure to these impacts, by modifying manufacturing and harvesting operations as follows: repurposing manufacturing facilities (e.g. the Prince George, Houston, Chetwynd, Fort St. John, Plateau and Polar sawmills) to optimize harvest of greener, non-pine leading stands and to better align with existing timber supply; and by closing certain other manufacturing facilities indefinitely (Mackenzie sawmill, prior to its recently announced sale in February 2022) or permanently (Isle Pierre and Vavenby sawmills). In addition, the Company has taken steps to fully utilize as much of the residual, non-sawlog fibre it harvests by redirecting this to its whole log chipping plants located throughout North Central BC.

The outbreak of spruce beetle in the Mackenzie TSA, the northeastern portion of the Prince George TSA, and TFL 48 has also caused Canfor to shift its harvesting in that region into stands under imminent threat or of high susceptibility to spruce beetle infestation. Canfor is working collaboratively with other forest companies and local and Provincial Government agencies to develop planning and harvesting tactics and strategies to arrest the spread and limit the damage caused by this outbreak. At this time Canfor has sufficient capacity to handle the current and expected short term scope of the outbreak within its operating areas.

For additional information regarding the Mountain Pine Beetle and spruce beetle infestations and their impact on Canfor and its operations, see the Company's "2021 Management's Discussion and Analysis", in particular, the "Risks and Uncertainties – Forest Health" section thereof, which is incorporated by reference herein.

## **Indigenous Relations**

The issues relating to Indigenous rights and title and consultation continue to be heard, developed, and resolved by Canadian courts at all levels. Canfor continues to cooperate, communicate, and exchange information and views with Indigenous groups in order to foster good relationships and minimize risks to its tenures, operations, and operational plans, and will continue to participate with provincial and federal governments in its consultations with Indigenous groups. Due to their complexity, it is not anticipated that the issues regarding Indigenous rights and title or consultation will be resolved in the short term and their impact, if any, on the timber supply from Canadian Crown lands and Canfor's tenures and operations will continue to evolve and may be significant.

For additional information regarding the Indigenous issues and their impact on Canfor and its operations, see the Company's "2021 Management's Discussion and Analysis", in particular, the "Risks and Uncertainties – Indigenous Relations" section thereof, which is incorporated by reference herein.

## **Forest Management**

Canfor is responsible for all aspects of forest management on the lands within its TFLs in British Columbia. In Alberta, Canfor is responsible for all aspects of forest management on the lands covered by its FMAs except forest fire protection, which is a responsibility of the Province of Alberta under terms of an agreement with the Company. The lands held under TFLs, FMAs, Forest Licenses and Timber Quotas are managed on a "sustained yield" basis, whereby the volume of timber harvested is regulated according to the productive capacity of the land and the inventory of mature timber available for harvest. In British Columbia and Alberta, Canfor is responsible for reforestation of areas logged on all of its sustained yield tenures. The overall management of forestlands held under Forest Licenses and Timber Quotas is the responsibility of the respective forest ministries of British Columbia and Alberta.

Canfor carries out its forest management responsibilities through a full complement of registered professional foresters, biologists, engineers, and technologists; as well as additional professional staff hired on a part-time and contract basis. This forestry staff is engaged in supervising all aspects of forest development including planning, road development, harvesting methods, and forest protection, and in research and development programs to increase the yield of its forestlands and improve the quality of its timber resources. Canfor currently operates, directly or under contract, seed orchards for the genetic improvement of forest seed at Vernon, British Columbia, and at Grande Prairie, Alberta.

Consumers of forest products increasingly require assurances that the products purchased from forest companies are derived from well-managed forests. Canfor has responded by implementing a comprehensive third-party sustainable forest management ("SFM") certification strategy to verify the effectiveness of its forest management practices.

In June 2019, Canfor received certification for both sustainable forest management and fibre sourcing encompassing its FMA area at Grande Prairie, Alberta, its TFLs at Chetwynd and Prince George, British Columbia, its Forest Licenses at Fort St. John, Houston, Prince George, Fort Nelson, Vanderhoof, Creston, and Mackenzie, British Columbia and its Pulpwood Agreements at Fort St. John and Fort Nelson, British Columbia, to the Sustainable Forestry Initiative ("SFI") standard. In November 2020, Canfor successfully passed a surveillance audit of its SFI sustainable forest management at its Canadian operations. At present, 100% of Canfor's tenures are certified to either the SFI or Forest Stewardship Council ("FSC") sustainable forest management standards.

Canfor has seen an increased interest from consumers of forest products worldwide in understanding the origin of the products they purchase. Canfor continues to make significant progress in implementing a certified Program for Endorsement of Forest Certification ("PEFC") Chain of Custody system to provide this information. PEFC is a global, independent non-government organization for the assessment and mutual recognition of forest certification schemes. "Chain of Custody" is the process of tracking forest products from their place of origin (forest) through all stages of transfer and production to the final consumer as an end product. The PEFC Chain of Custody system that Canfor has put in place is able to track all of the Company's raw wood material and its certification status both from the Company's own managed forest tenures as well as those from outside suppliers.

In June 2017, Canfor received a new Chain of Custody Certificate (PEFC-certified) based on audits by the accounting firm KPMG Performance Registrar Inc., which covers the production of raw wood material including: logs, residual chips, and whole log chips to the point of sale and the production of lumber to the point of sale from the following facilities: Chetwynd sawmill, Fort St. John sawmill, Grande Prairie sawmill, Houston sawmill, Polar sawmill, Prince George chip plant, Prince George sawmill, Plateau sawmill, Radium sawmill, and Mackenzie sawmill. During 2021, a further surveillance audit was conducted, which included Canfor's Wynwood sawmill, with the Chain of Custody Certificate expiring on June 20, 2022.

Canfor has Timber Quota operations within an FMA held by Mercer International Inc. in North Western Alberta. The Alberta timber quota areas have been amalgamated into the Canfor SFI multisite certificates.

In October 2019, Canfor was recertified under the FSC British Columbia standard for forests in areas of the East Kootenay Defined Forest Area, including TFL 14 and replaceable Forest Licences in the Invermere, Cranbrook, and Kootenay Lake TSAs. The current certificate to the FSC British Columbia standard was issued October 2020 and will expire in October 2024. A new certificate to the FSC Canada standard is expected to be issued following the technical review of Canfor’s audit file, with the same October 2024 expiry.

### Wood Fibre Supply

The wood fibre supply for Canfor's lumber and pulp operations in Canada is primarily obtained from logging of Canfor's forest tenures and purchasing logs and chips. Logs are also purchased from other tenure holders and from farmers, Indigenous groups and other private landholders. Chips and waste materials are purchased from sawmills and other wood products producers.

As part of the spin-out of its kraft pulp and paper business in 2006 to a predecessor of CPPI, including its three pulp mills in the Prince George area, Canfor entered into perpetual residual wood chip, whole log chipping and hog fuel agreements with CPPI.

Canfor does not hold timber resources in the form of forest tenure rights for its US and Sweden based operations, but instead relies on open market purchase and supply contracts for these facilities, all of which are located in areas of high-quality sustainable fibre supply.

The following table sets out the volume of wood fibre produced and purchased in Canfor's operations (including 100% of majority-owned subsidiaries) for the last two financial years:

	<b><u>Years ended</u></b> <b><u>December 31,</u></b>	
	<b><u>2021</u></b>	<b><u>2020</u></b>
	(000 cubic metres)	
Wood Fibre Supply		
Log Production – Canfor Tenures.....	8,207	8,933
Log Purchases – Lumber Operations .....	15,387	13,643

The reduction in log production from Canfor’s tenures in 2021 compared to 2020 largely reflected reduced operating hours at the Company’s BC sawmills in the current year and to a lesser extent, increased log purchases. The increase in log purchases is primarily associated with a full year of operations from Bergs sawmill assets in Europe.

During 2021, CPPI purchased 54% of its chip demand from Canfor pursuant to the fibre supply agreements between both entities, which are not included in the above table. See “Pulp and Paper” below.

Canfor has one whole log chipping facility in the Prince George area of BC, with available annual capacity of 480,000 oven-dried tonnes of chips, that supplements its supply of sawmill residual chips.

## LUMBER

### Lumber Production Facilities

As at December 31, 2021, Canfor fully or partially owned ten sawmills in the interior region of British Columbia (including Mackenzie), one in Alberta (excluding the two sawmills acquired from Millar Western in February 2022), twelve in the US South (excluding the greenfield sawmill in Louisiana currently under construction), including four in South Carolina, two in Georgia, one in North Carolina, three in Alabama, one in Mississippi, and one in Arkansas, as well as thirteen in Sweden (including one idled sawmill and excluding V-Timber). Canfor’s sawmills (excluding those of Millar Western and V-Timber), adjusted for near-term capital investment, have an annual production capacity of approximately 7.0 billion board feet of lumber, including 100% of capacity from the Vida sawmills.

The majority of lumber produced by Canfor from its existing facilities is construction and specialty grade dimension lumber that ranges in size from one by three inches to two by twelve inches and in lengths from six to twenty-six feet. A significant and increasing proportion of Canfor’s lumber production is comprised of specialty products that command premium prices, and high-value products including Square Edge lumber for the North American market, J-grade lumber for the Japanese

market, and machine stress rated (“MSR”) lumber used in engineered applications such as roof trusses and floor joists. As a result of its recent acquisitions, Canfor has expanded its product offering to include high-value engineered wood products, higher-grade MSR lumber, premium one-inch boards, as well as an array of custom specialty products stemming the Company’s European operations, including strength-rated trusses, beams, and tongue-and-groove timber.

As a by-product of Canfor’s lumber production facilities, wood chips are produced from the portion of each log not converted into lumber. These wood chips are sold to pulp mills for use as their raw material, including CPPI pursuant to Fibre Supply Agreements entered into between Canfor and CPPI in connection with Canfor’s spin-out of its pulp and paper business in 2006. Prices paid by CPPI for residual wood chips are based on a pricing formula that results in CPPI paying market prices for wood chips, subject to adjustments to the formula to reflect market conditions and other factors such as wood chip quality. The Fibre Supply Agreements exist in perpetuity and pricing mechanisms are renewed and amended every three years to reflect new circumstances. Accordingly, in 2018, the chip pricing for CPPI’s NBSK pulp mills was renewed for another three-year period and the chip pricing for CPPI’s BCTMP mill was extended to harmonize the BCTMP and NBSK renewal periods. The current market-based pricing under one of the Company’s Fibre Supply Agreements with CPPI expired on June 30, 2021. The Company and CPPI agreed to extend the pricing agreement with terms currently under review and expected to be finalized in the second quarter of 2022 (see “Pulp and Paper” for more information). In addition, Canfor extracts pulpwood from its northern forestry operations and converts this wood to chips for CPPI’s pulp and paper operations.

Canfor’s other operations include a whole log chipping plant and two pellet plants in British Columbia, two glulam plants in Arkansas and Georgia, respectively, a finger-joint plant in South Carolina, a trucking division in South Carolina and Georgia, and nine value-add facilities in Sweden. The Lumber segment also includes Canfor’s wood products sales and marketing division, located in Vancouver, Canfor’s 60% interest in Houston Pellet Inc., a joint venture with Pinnacle Pellet Inc. and the Moricetown Indian Band.

The following table sets out Canfor's lumber production and sales for the last two years (including 100% of the lumber production from its majority-owned subsidiaries):

	<b>Years ended</b>	
	<b>December 31,</b>	
	<b>2021</b>	<b>2020</b>
	(MMfbm) <sup>(1)</sup>	
British Columbia .....	2,214.7	2,187.8
Alberta.....	298.5	303.7
Europe.....	1,397.1	1,163.0
United States.....	<u>1,641.1</u>	<u>1,548.9</u>
<b>Total Production .....</b>	<b><u>5,551.4</u></b>	<b><u>5,203.4</u></b>
<b>Sales <sup>(2)</sup> .....</b>	<b><u>5,623.6</u></b>	<b><u>5,335.9</u></b>

Notes:

(1) MMfbm denotes million foot board measure. Volumes exclude trim blocks.

(2) Excludes lumber not produced by Canfor but sold under contract for third parties (55 MMfbm in 2021 and 66 MMfbm in 2020).

### **Lumber Markets and Distribution**

Canfor’s lumber segment markets lumber products primarily throughout North America, Europe and Asia, and also overseas. In addition to its own production, Canfor markets lumber produced from independent mills and offshore countries to complement its product line. Canfor’s Europe operations have established customers and markets in Europe, Australia, the Middle East, and North Africa.

During the year, approximately 59% of Canfor's lumber sales volumes were sold to or within United States markets (2020 – 60%), 19% to European markets (2020 – 16%), and 8% to Canadian markets (2020 – 8%). The remaining 14% (2020 – 16%) was sold to offshore markets, predominantly to China and Japan. Other offshore markets consist of Korea, Taiwan, Southeast Asia, the Middle East, and Australia. Substantially all lumber shipped domestically (in the US, Canada and Sweden) was shipped by truck or rail. Substantially all product transported offshore was sent by container ship. Transportation methods were largely consistent domestically and offshore between Canfor’s North America and Europe lumber operations.

For a detailed discussion of the markets for Canfor's lumber products see the Company's "2021 Management's Discussion and Analysis," in particular, the "Lumber – Markets" and "Outlook – Lumber Markets" sections, which is incorporated by reference herein.

### **Human Resources**

As at December 31, 2021, Canfor employed 2,431 persons in its lumber operations in British Columbia (including head office), 223 persons in Alberta, 2,105 persons in the United States, 4 persons in Japan and 1 person in China. Of these employees, approximately 37% are covered by collective agreements with the USW, the PPWC and the UNIFOR. None of Canfor's operations in the United States are unionized. As at December 31, 2021, Vida employed 1,350 persons in Europe (predominantly in Sweden). Of Vida's employees, approximately 47% are unionized, represented by GS and Unionen, with the current agreements effective until March 31, 2023.

A new collective agreement with the USW (which represents the majority of the workers in the British Columbia operations, except as noted below) was ratified in August 2019. The new agreement will expire on June 30, 2023.

Canfor has a contract with UNIFOR for its Grand Prairie lumber operation in Alberta, which expires on October 1, 2022.

The contract with the PPWC, which represents workers at Canfor's Mackenzie operation, expired on June 30, 2019. As the mill was indefinitely curtailed before the contract expired, an agreement was reached with the PPWC to postpone negotiations until such time as any change in status of the facility would necessitate negotiation of a new contract.

### **PULP AND PAPER**

As of December 31, 2021, Canfor owned 54.8% of the shares of CPPI.

#### **CPPI Production Facilities**

CPPI is a leading global supplier of pulp and paper products with operations based in Prince George and Taylor, British Columbia. CPPI owns and operates four pulp mills and a kraft paper mill with an annual capacity to produce for sale to the market approximately 1.1 million tonnes of northern softwood market kraft pulp (the significant majority of which is bleached to become NBSK pulp), 230,000 tonnes of BCTMP, and 140,000 tonnes of bleached and unbleached kraft paper. In addition, CPPI generates power at all of its NBSK pulp mills and has long-term agreements with a BC energy company for electrical load displacement and the sale of power.

In connection with the spin-out of the pulp and paper business to a predecessor of CPPI in 2006, Canfor has two fibre supply agreements (the "Fibre Supply Agreements") with CPPI, under which Canfor has agreed to supply CPPI with annual quantities of residual wood chips and hog fuel produced from specified sawmills. Prices paid by CPPI for residual wood chips are based on a pricing formula that results in CPPI paying market prices for wood chips, subject to adjustments to the formula to reflect market conditions and other factors such as wood chip quality. The Fibre Supply Agreements exist in perpetuity and pricing mechanisms are renewed and amended every three years to reflect new circumstances. As part of the sale by the Company of the BCTMP Taylor pulp mill to CPPI in 2015, the Company entered into a long-term fibre supply agreement under which Canfor supplies fibre to the Taylor pulp mill at prices that approximate fair market value. In 2018, the chip pricing for CPPI's NBSK pulp mills was renewed for another three-year period and the chip pricing for CPPI's BCTMP mill was extended in 2020 to harmonize the BCTMP and NBSK pulp renewal periods in 2021. The chip pricing agreement for CPPI's NBSK pulp mills expired on June 30, 2021 and is expected to be renewed in the second quarter of 2022.

Canfor also supplies CPPI with pulp logs or other pulpwood harvested from its woodlands operations, at market prices.

Canfor also supplies CPPI with agreed annual quantities of hog fuel produced from specified sawmills. The price paid by CPPI to Canfor for hog fuel supplied under the Fibre Supply Agreements is based on market prices. The hog fuel pricing under the Fibre Supply Agreements is renewed from time to time and amended to reflect market conditions.

Under arrangements entered into with the Company in connection with its spin-out in 2006, CPPI also purchases, at cost, a number of administrative, accounting, legal, and management services from Canfor under a services agreement, which can be terminated, in whole or in part, on twelve months' notice by either party (see "Material Contracts" herein for more information).



The following table sets out pulp production and sales volumes for the CPPI pulp mills for the last two years:

	<b><u>Years ended</u></b> <b><u>December 31,</u></b>	
	<b><u>2021</u></b>	<b><u>2020</u></b>
	(000 tonnes)	
Pulp production .....	1,018	1,018
Pulp sales.....	1,007	1,045

The following table sets out the kraft paper production and sales volumes for CPPI for the last two years:

	<b><u>Years ended</u></b> <b><u>December 31,</u></b>	
	<b><u>2021</u></b>	<b><u>2020</u></b>
	(000 tonnes)	
Kraft paper production .....	126	123
Kraft paper sales .....	127	131

### **CPPI Markets and Distribution**

CPPI has a sales and marketing department staffed by full time marketing professionals who are responsible for global sales of the pulp produced by its mills. Customers in the Americas are serviced through the Vancouver office. European and Asian customers (excluding Chinese, Japanese, and Korean customers) are mostly serviced through long-term sales agents. Sales agents generally realize a commission based either on a percentage of the net selling price of the pulp, or on a rate per tonne of pulp sold, with the fee varying depending on the selling price, services provided, and the tonnage sold. Canfor subsidiaries and satellite offices in China, Japan and Korea provide CPPI with direct to market representation in these countries.

In prior years, CPPI's sales network represented and co-marketed UPM-Kymmene ("UPM") pulp products in North America, Japan and Korea, while UPM's pulp sales network represented and co-marketed CPPI's products in Europe and China, as part of a strategic sales and marketing cooperation agreement, named Fibre United. In 2019, CPPI and UPM made a joint decision to end this strategic sales and marketing cooperation agreement to enable the development of each company's strategic directions. For CPPI, this means conducting its own direct marketing to its markets including China, Japan and Korea. The cooperation remained in place until the end of 2019.

Premium 1 Papers, a sales and marketing partnership between CPPI and Canadian Kraft Paper Industries Limited ("CKP"), is responsible for marketing all bleached and unbleached kraft paper products produced by CPPI's Prince George kraft paper mill's operation and CKP's unbleached kraft paper mill in The Pas, Manitoba. Premium 1 Papers currently employs 16 full time marketing professionals. In 2021, CPPI and CKP made a joint decision to end this partnership, effective April 2022, to enable each company's strategic directions. For CPPI, this will mean conducting its own direct marketing to its bleached and unbleached kraft paper customers, serviced primarily through its Vancouver office.

In 2021, the approximate geographic distribution of CPPI's mills' pulp sales by volume was 80% to Asia, 17% to the Americas and 3% to the European market (2020 – 75%, 22%, and 3%, respectively).

The approximate geographic distribution of kraft paper sales by volume in 2021 was 84% to the Americas, 8% to Asia, and 8% to Europe/Middle East (2020 – 82%, 11% and 7%, respectively).

CPPI uses various modes of surface transportation to distribute its pulp and kraft paper products. In the case of pulp, product is shipped from the mills by rail or truck, with each of the mills serviced by at least one dedicated rail spur. In the case of kraft paper, due to the smaller average order size, a much higher percentage is shipped by truck, with the balance shipped by rail. Products destined for overseas customers are generally transported by breakbulk cargo vessel for European customers and by either breakbulk or container cargo vessels for Asian customers.

For a detailed discussion of the markets for CPPI's pulp and paper products, see the Company's "2021 Management's Discussion and Analysis", in particular, the "Pulp and Paper – Markets" and "Outlook – Pulp and Paper Markets" sections thereof, which are incorporated by reference herein. Further information can be obtained from CPPI's 2021 annual information form, which can be obtained on SEDAR at [www.sedar.com](http://www.sedar.com).

## CPPI Human Resources

As at December 31, 2021, CPPI employed 1,277 people throughout the organization. Approximately 66% of these employees are hourly employees covered by collective agreements with the UNIFOR and the PPWC. Labour agreements with the UNIFOR and the PPWC covering the pulp and paper operations were successfully concluded and ratified in 2017 for a term of four years expiring on April 30, 2021. A new four-year agreement was ratified in February 2022 and will expire on April 30, 2025.

## ENVIRONMENT

### General

Canfor's operations are subject to environmental regulation by federal, provincial, state and local authorities, including specific environmental regulations relating to air emissions and pollutants, wastewater (effluent) discharges, solid waste, landfill operations, forestry practices, site remediation and the protection of endangered species and critical habitat.

Canfor is committed to the responsible stewardship of the environment throughout its operations. Canfor meets this commitment by: practicing forest management that recognizes ecological processes and diversity and the integrated use of the forest; designing and operating its facilities to comply with legal requirements; setting environmental objectives and targets to improve environmental performance; and identifying significant environmental risks and promoting environmental awareness throughout Canfor's operations.

### Programs and Standards

Canfor has a long-standing program of regular audits of its Environmental Management System ("EMS") at all operations and also audits compliance with regulatory requirements, principles of due diligence and good industry practices at all manufacturing facilities. Canfor's management believes it has sound environmental management programs established in all operations. These programs are regularly being reviewed to help ensure that Canfor is fulfilling its environmental commitments and responsibilities.

All of Canfor's forest tenures in Canada are certified to: the Sustainable Forestry Initiative ("SFI") or Forest Stewardship Council ("FSC") sustainable forest management standards. Approximately 99% of the raw materials procured for CSP's operations in the United States are certified to the SFI Fiber Sourcing Standard. Pulp operations were successfully registered to the ISO 14001:2015 standard in 2018.

In February 2021, the British Columbia government updated the Administrative Penalties (Environmental Management Act) Regulation to define potential administrative penalties related to compliance with specific requirements outlined in spill response and reporting regulations (including the Spill Reporting Regulation). In July 2021 the British Columbia government also updated the Environmental Management Act, and associated Contaminated Sites Regulation, to reflect more stringent requirements for providing site disclosure statements for sites that are, or were, utilized for Schedule 2 activities (including activities at Canfor's manufacturing facilities) in British Columbia. These amendments may also require further environmental assessment or remediation before local government approvals related to zoning, subdivision, development or building can be approved. This will add additional costs associated with performing further environmental assessments for site development projects.

Environment Canada released the *Code of Practice for the Management of Air Emissions from Pulp and Paper Facilities* ("Code of Practice") in July 2018. Under the Canadian Environmental Protection Act 1999, the Code of Practice is a voluntary tool for reporting compliance with best practices for sulphur dioxide and total particulate matter emissions.

Canfor's European operations, through its majority ownership of Vida, are subject to laws and regulations of the Swedish Government and more broadly, the European Union, with its forest operations governed by the *Swedish Forestry Act*, *Land Acquisition Act* and more broadly the *Swedish Environmental Code*. Vida's operations may discover unknown environmental issues, contamination, or conditions relating to historical or present operations. This may require site or other remediation costs to maintain compliance or remedy issues or result in governmental or private claims for damage to person, property or the environment. These risks are minimized through Vida's European operations environmental policies and preventative work in the form of environmental management systems, the certification of raw materials through the *Swedish FSC* and *Program for Endorsement of Forest Certification* ("PFEC") and remediation projects.

Canfor's US operations are subject to laws and regulations of the *Federal Clean Air Act* (CAA) 42 U.S.C. §7401 et seq. (1970) is the comprehensive federal law that regulates air emissions from stationary and mobile sources. Among other things, this law authorizes EPA to establish National Ambient Air Quality Standards (NAAQS) to protect public health and public welfare and to regulate emissions of hazardous air pollutants. Additionally, the *Federal Clean Water Act* (CWA) 33

U.S.C. §1251 et seq. (1972) establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters. The basis of the CWA was enacted in 1948 and was called the Federal Water Pollution Control Act, but the Act was significantly reorganized and expanded in 1972. "Clean Water Act" became the Act's common name with amendments in 1972. Under the CWA, EPA has implemented pollution control programs such as setting wastewater standards for industry. EPA has also developed national water quality criteria recommendations for pollutants in surface waters.

### **Carbon and GHG Regulation and Policy**

Canfor's North American facilities are subject to various federal, provincial, state and local regulatory provisions regarding the reporting and treatment of carbon and other greenhouse gas ("GHG") emissions.

For 2021, all of CPPI's pulp mills and one of the Company's sawmills are expected to report GHG emissions under the British Columbia government's GHG reporting requirements which have been in place since 2009, and which have a reporting threshold of 10,000 tonnes of carbon dioxide equivalents per year ("CO<sub>2</sub>e").

Environment and Climate Change Canada ("ECCC") expanded the federal GHG reporting requirements in 2017, including the lowering of the federal reporting threshold from 50,000 tonnes to 10,000 tonnes of CO<sub>2</sub>e, but retaining the exclusion of CO<sub>2</sub> emissions from the combustion of biomass or CO<sub>2</sub> emissions from biomass decomposition. Canfor's Green Energy facility is expected to report GHG emissions for the 2021 reporting year, having exceeded the Alberta reporting threshold in 2020 (10,000 tonnes CO<sub>2</sub>e).

On December 13, 2017, ECCC published the federal Clean Fuel Standard Regulatory Framework, which was expected to cover all industrial fossil fuels in Canada and give rise to potential cost increases by fuel suppliers of approximately \$100/tonne of CO<sub>2</sub>e for the renewable component in addition to existing carbon pricing schemes. In 2020 it was announced that the Clean Fuel Standard scope would be approached in phases, with the first phase only addressing liquid fossil fuels, with the draft *Clean Fuel Regulation* being published on December 18, 2020. The final regulations were expected to be released in late 2021, with regulatory requirements coming into force by December 2022. However, ECCC announced that the finalization of the regulations has been delayed to Spring 2022, but that the government still expects the regulations to come into force by December 2022. The regulations have yet to be published as of March 1, 2022.

Canfor's biomass cogeneration facility in Alberta is approved to generate carbon offset credits through the Technology, Innovation, and Emissions Reduction Regulation (previously the Carbon Competitiveness Incentive Regulation). The project's registration was last renewed on January 1, 2018 and expires on December 31, 2022.

Carbon policy at Canadian federal and provincial levels has been under active review and development following the December 2015 United Nations' COP21 climate change conference in Paris. The Canadian federal government is committed to a 30% reduction in 2005 levels by 2030 and supports the 1.5 degree Celcius global temperature increase threshold, as well as net-zero emissions by 2050.

In October 2016, the Canadian federal government announced a national "floor price" or "fuel charge" on carbon of \$10 per tonne beginning in 2018 and increasing \$10 per tonne annually to \$50 per tonne in 2022, and a requirement that all provinces and territories have some form of carbon pricing by 2018 that aligns with the minimum national stringency standards. The federal fuel charge applies to gasoline, diesel, natural gas and propane. In December 2020, the Federal Government announced a plan to further increase the carbon tax by \$15 per tonne starting in 2023, for an end price of \$170 per tonne by 2030.

British Columbia has developed its own provincial model for carbon pricing and the federal fuel charge does not apply in British Columbia. From April 1, 2019 to March 31, 2021, British Columbia's carbon tax remained at \$40 per tonne, following the postponement of a scheduled rate increase effective April 1, 2020, due to the COVID-19 pandemic. On April 1, 2021, British Columbia's carbon tax was \$45 per tonne, adding a cost of 9.96 cents per litre of gasoline, 11.71 cents per litre of diesel, and 8.82 cents per cubic metre of natural gas. The carbon tax is scheduled to increase to \$50 per tonne in April 2022.

Alberta repealed its broad-based provincial carbon levy at the end of May 2019. In December 2019, the Alberta government imposed a \$30 per tonne carbon levy for large emitters. The federal carbon levy for other consumers came into effect in Alberta on January 1, 2020. While Alberta challenged the constitutionality of the federal fuel charge, Alberta lost their court challenge of the federal carbon levy in the Supreme Court of Canada in March 2021.

While the majority of Canfor's British Columbia and Alberta sawmills' GHG emissions are currently below provincial and federal GHG regulation thresholds, all of Canfor's British Columbia operations are subject to the British Columbia carbon

tax and Canfor's Alberta operations are subject to the federal carbon levy.

Canfor is a participant in the carbon offset market in Alberta and British Columbia, selling offset credits from Canfor Green Energy in Grande Prairie and from several biomass heat energy system projects completed in British Columbia.

In the United States, CSP's sawmills utilize Work Practice Standards with respect to Kiln Maximum Achievable Control Technology ("KMACT"). The US Environmental Protection Agency (the "EPA") welcomed industry suggestions on work practices for kilns that would allow mills to come up with Kiln Emissions Management Plans (KEMP) to minimize over-drying and control a rolling average for lumber moisture content specific to their operations. For CSP's kilns this can be accomplished through moisture and temperature control, as well as with charge management and consideration of kiln integrity and regular maintenance plans.

On a voluntary basis, Canfor calculates its consolidated corporate Scope 1 and 2 greenhouse gas emissions annually in accordance with Greenhouse Gas Protocol developed by the World Business Council for Sustainable Development/World Resource Institute ("GHG Protocol"). Further information can be obtained from the Company's latest Sustainability Report, which can be obtained on the Company's website at [www.canfor.com](http://www.canfor.com).

### **Compliance**

During 2021, Canfor's operations (including its US and Swedish sawmills) were in substantial compliance with all material environmental requirements, except for minor incidents, which have not had, nor are they expected to have, a material effect on Canfor or its operations.

For additional information regarding Canfor's climate and environmental initiatives and our environmental, social, and governance ("ESG") disclosures, including our plans for disclosure on the Task Force on Climate-Related Financial Disclosures ("TCFD") recommendations, see the Company's "2021 Management's Discussion and Analysis". In particular, the sections entitled "Risk and Uncertainties - Environmental Issues" and "Environmental, Social, and Governance ("ESG") Reporting and Related Risks", which is incorporated by reference herein and available on SEDAR at [www.sedar.com](http://www.sedar.com).

### **COMPETITIVE POSITION**

Each market in which the Company sells lumber, pulp, and paper products is highly competitive with many major companies in each market. The Company's competitive position is influenced by the availability, quality and cost of its raw materials, energy and labour, and its plant efficiencies and productivity in relation to its competitors. Like the rest of the Canadian forest products industry, Canfor (including CPPI) competes in an international market and is therefore subject to the impact of currency fluctuations and global business conditions. Many of the Company's lumber-products also compete with substitutes for wooden building materials of various kinds.

For additional information regarding the Company's competitive position, see the Company's "2021 Management's Discussion and Analysis", in particular, the section entitled "Risks and Uncertainties – Competitive Markets", which is incorporated by reference herein and can be found on SEDAR at [www.sedar.com](http://www.sedar.com).

### **RESEARCH AND DEVELOPMENT**

The Company conducts and is committed to research and development in the areas of fibre analysis, manufacturing processes, quality control and product and building systems development. The Company is an active member and participant in key industry research and development organizations. The Company maintains its connection to developments in industry research and technical information through its relationships with various associations, universities, research institutes, suppliers and customers.

## DIRECTORS AND OFFICERS

### Directors

The name and municipality, province, state and country of residence of the directors of the Company ("Directors"), their principal occupations and the periods during which they have been Directors of the Company are as follows:

<u>Name and Municipality, Province and Country of Residence</u>	<u>Principal Occupation and Background</u>	<u>Director Since</u>
<p>John Baird Toronto, ON Canada</p>	<p>Current Chairman of the board of Directors of the Company (the "Board") and former Canadian Minister of Foreign Affairs. Currently Senior Advisor to various enterprises and a former Senior Cabinet Minister in the Government of Canada.</p> <p>Background: Mr. Baird is also a Director and Chairman of the Board of CPPI. Mr. Baird spent three terms as a Member of Parliament in the House of Commons, most recently as Minister of Foreign Affairs (2011-2015). Previously, Mr. Baird held a variety of government posts including President of the Treasury Board (2006-2007), Minister of the Environment (2007-2008 and 2010-2011), Minister of Transport and Infrastructure (2008-2010), and Leader of the Government in the House of Commons (2010-2011). Prior to entering federal politics, Mr. Baird spent ten years in the Ontario Legislature. From 1995-2005 he served as Minister of Community and Social Services, Minister of Energy, and Government House Leader.</p> <p>Currently, Mr. Baird serves as a Senior Business Advisor with Bennett Jones LLP, a premier Canadian law firm. In addition, Mr. Baird sits on the advisory board of Barrick Gold Corp., the corporate boards of Canadian Pacific Railway Company, Canadian Pacific Railway Limited, CPPI, the FWD Group, PineBridge Investments, and Osisko Gold Royalties Ltd., and is a Senior Advisor at Eurasia Group, a global political risk consultancy.</p> <p>Mr. Baird also volunteers his time with Community Living Ontario, an organization that supports individuals with developmental disabilities, the Prince's Charities, the charitable office of His Royal Highness The Prince of Wales, and is a board member of the Friends of Israel Initiative.</p>	<p>2016</p>
<p>Ryan Barrington-Foote <sup>(1)(2)</sup> Vancouver, BC Canada</p>	<p>Executive Vice-President at The Jim Pattison Group, a diversified holding company.</p> <p>Background: Mr. Barrington-Foote is currently the Executive Vice-President at The Jim Pattison Group where he has worked since 2001 with oversight responsibility for accounting and tax related functions. Mr. Barrington-Foote was associated with KPMG LLP from 1996-2001 (audit and tax) where he earned his CPA (CA) designation in 2001. Mr. Barrington-Foote obtained an Honours degree in Business Administration from Simon Fraser University. Mr. Barrington-Foote is a former member of the Board of Directors of Just Energy Group Inc. from 2015-2017, was a Director and treasurer of the Rick Hansen Institute from 2010-2016 and received an award as one of Vancouver's Top 40 Under 40 in 2009. He was also elected a Fellow of the Chartered Professional Accountants of British Columbia in 2021.</p>	<p>2017</p>

<b><u>Name and Municipality, Province and Country of Residence</u></b>	<b><u>Principal Occupation and Background</u></b>	<b><u>Director Since</u></b>
Glen Clark <sup>(3)(5)</sup> Vancouver, BC Canada	<p>President and Chief Operating Officer of The Jim Pattison Group, a diversified holding company.</p> <p>Background: Mr. Clark is currently the President and Chief Operating Officer of The Jim Pattison Group and a member of the Board of Directors of Westshore Terminals Investment Corporation. Prior to 2001, Mr. Clark served as Premier of British Columbia from February 1996 to August 1999. He was Minister of Finance and Corporate Relations from November 1991 to September 1993 and Minister of Employment and Investment from September 1993 until February 1996. Mr. Clark was first elected to the Legislative Assembly of British Columbia in 1986 to represent the constituency of Vancouver-East. In the 1991 and 1996 general elections, he was re-elected to represent the constituency of Vancouver-Kingsway. Mr. Clark holds a Bachelor of Arts degree from Simon Fraser University and a Master's Degree in Community and Regional Planning from the University of British Columbia.</p>	2009
Dieter Jentsch <sup>(1)(5)</sup> King City, ON Canada	<p>Senior executive and career banker with experience in Canadian, US and International markets.</p> <p>Background: Mr. Jentsch is also a Director of CPPI. Mr. Jentsch had a successful 35 year career at Scotiabank holding numerous senior roles. In addition to being part of Scotiabank's Operating Committee, he was Group Head of Global Banking and Markets (2016-2018) and Group Head of International Banking (2012-2016). Other prior roles included Executive Vice President Latin America and Executive Vice President Canadian Commercial Banking. Currently, Mr. Jentsch sits on the corporate board of Mineros S.A.</p> <p>Mr. Jentsch holds a Bachelor of Science degree in Agriculture and a Master of Business Administration degree. He holds a diploma from the Advanced Management Programme from the European Institute of Business (INSEAD) as well as a diploma from the University of Toronto Rotman-ICD Directors Education Program.</p>	2020

<b><u>Name and Municipality, Province and Country of Residence</u></b>	<b><u>Principal Occupation and Background</u></b>	<b><u>Director Since</u></b>
Donald Kayne Delta, BC Canada	<p>Current, President and Chief Executive Officer ("CEO"), the Company and CEO, CPPI.</p> <p>Background: Mr. Kayne was appointed President and CEO of Canfor Corporation on May 5, 2011. He was additionally appointed CEO of CPPI on September 30, 2012.</p> <p>Mr. Kayne has spent his entire career at Canfor, starting out as a regional sales representative in 1979. Prior to being appointed CEO, Mr. Kayne spent 10 years as Canfor's Vice President of Sales and Marketing and is one of the lead architects of Asian market development for British Columbia lumber.</p> <p>In addition to both the Company and CPPI, Mr. Kayne is a Director and past Chairman of the Forest Products Association of Canada and Chairman of the Council of Forest Industries, a past Director of the Alberta Forest Products Association, a Director of the BC Lumber Trade Council, and a Director of Vida. In 2014, Mr. Kayne was appointed to the bi-national Softwood Lumber Board and is past Vice Chairman and currently serves as Chairman of the Programs Committee. He is also a Director of Cameco Corporation and Chairman of its Human Resources and Compensation Committee, and past Chairman of the charitable organization, Educating Girls of Rural China Foundation, which works to transform the lives of women and communities in rural areas of western China by providing access to education.</p>	2017
Anders Ohlner <sup>(4)</sup> Malmö, Skåne Sweden	<p>Former Executive Vice President of Handelsbanken, a Swedish financial institution.</p> <p>Background: Mr. Ohlner had a successful 30 year career at Handelsbanken in Sweden holding various senior roles including Executive Vice President, Head of the Regional Bank Easter Sweden (2003-2008), Executive Vice President Head of the Regional Bank Southern Sweden (2008-2014) and Executive Vice President Central Head Office in Stockholm.</p> <p>In addition he served as Chair of the Forest and Agriculture Advisory Board of the bank and is a member of their Life Insurance Company and Handelsbanken Regional Southern Sweden Advisory Board and was a Director of Vida. Mr. Ohlner studied Political Science and Information Technology as well as a Legal Overview Course at the Växjö University in Sweden.</p>	2020

<b><u>Name and Municipality, Province and Country of Residence</u></b>	<b><u>Principal Occupation and Background</u></b>	<b><u>Director Since</u></b>
Conrad Pinette <sup>(5)</sup> Vancouver, BC Canada	<p>Former owner and President, Pinette &amp; Therrien Mills Ltd., a corporation in the lumber business.</p> <p>Background: Mr. Pinette is also a director of CPPI and, from August 4, 2017 until April 29, 2021, was Chair of the Board and Chair of CPPI's board of directors. Mr. Pinette's work in the Canadian forest industry began 56 years ago as an owner and President of a family lumber business, Pinette &amp; Therrien Mills Ltd. Mr. Pinette has also served as Executive Vice President, Tolko Industries Ltd. (2005), Executive Vice President, Riverside Forest Products Limited (2004) and served as President and Chief Operating Officer of Lignum Limited from January 1990 to April 2004. Mr. Pinette is the former Chairman of Finning International Inc. and a former director of Gold Canyon Resources Inc., TimberWest Forest Corp, Northgate Minerals Corporation, A&amp;W Revenue Royalties Income Fund, Finning International Inc. and the British Columbia Business Council. Mr. Pinette is currently a member and Chairman of the Vancouver General Hospital and University of British Columbia Prostate Advisory Board.</p>	2008
Dallas Ross <sup>(1)(2)(5)</sup> Vancouver, BC Canada	<p>Founder and general partner of Kinetic Capital Partners, a private investment group which controls a number of US businesses.</p> <p>Background: Mr. Ross is also Chair of the board, Chair of the Strategic Initiatives Committee, and Chair of the Compensation Committee of Rogers Sugar Inc. and Lantic Inc., a member of the board and CFO of Westshore Terminals Investment Corporation, a member of the board of Westshore Terminals Ltd. and a Director of Just Energy Group Inc.</p> <p>Previously, Mr. Ross was on the board and was Chair of the Strategic Alternatives Committee of Catalyst Paper Corporation from 2010 to 2013 to effect its restructuring. Prior to founding Kinetic Capital Partners, Mr. Ross was Managing Director, Investment Banking at Scotia Capital and, prior to that, Managing Director, Mergers and Acquisitions with ScotiaMcLeod.</p>	2018
Ross Smith, FCPA, FCA <sup>(1)(2)</sup> West Vancouver, BC Canada	<p>Member of the Board of Directors of Rotherham Holdings Ltd., a holding corporation.</p> <p>Background: Mr. Smith had a successful 35 year career at KPMG LLP where he held various roles, including Managing Partner for British Columbia region, and served for 13 years on the National Management Committee prior to his retirement in 1998. While in public practice, Mr. Smith served major public and private companies, many of which were in the forest industry, from an audit and securities perspective. Mr. Smith has served on many charitable and community boards in past years and is a past member of the Board of Governors of the University of British Columbia. Mr. Smith is a former member of the Board of Directors of HSBC Bank Canada, K-Bro Linen Inc., Kal Tire Holdings Ltd, N&amp;T Properties Ltd and the Advisory Board of Marsh Canada Ltd. Mr. Smith qualified as a Chartered Accountant in 1962 and was elected a Fellow of the Institute of Chartered Accountants of British Columbia ("ICABC") in 1990 and in 2010 was awarded a lifetime achievement award by the ICABC.</p>	2009



<b><u>Name and Municipality, Province and Country of Residence</u></b>	<b><u>Principal Occupation and Background</u></b>	<b><u>Director Since</u></b>
William Stinson <sup>(2)(3)(5)</sup> Vancouver, BC Canada	<p>Current Chairman, CEO and director of Westshore Terminals Investment Corporation, a corporation in the coal terminal business.</p> <p>Background: Mr. Stinson is also a Director of CPPI. Mr. Stinson spent the majority of his business career with Canadian Pacific Ltd., retiring as Chairman and CEO in 1996 after 11 years in that position. He has served on a wide variety of boards and has held the positions of Chairman of Sun Life Financial, Chairman of the Executive Committee of United Dominion Industries and Lead Director of CHC Helicopter Corporation.</p>	2011
Dianne Watts <sup>(3)(4)</sup> Surrey, BC Canada	<p>Member of the Board of Directors of Westshore Terminals Investment Corporation, a coal export terminal company.</p> <p>Background: Ms. Watts is a former Member of Parliament in the House of Commons representing Surrey, BC, and White Rock, BC, from 2015 to 2017. Prior to entering federal politics, Ms. Watts served as Mayor of Surrey, BC, from 2005 to 2014 and as a Surrey, BC, City Councillor from 1996 to 2005.</p> <p>During her time as a Member of Parliament, Ms. Watts was a member of the National Security and Public Safety Committee, National Infrastructure and Transportation Committee, Economic Development Caucus and Speaker of the House of Commons and All Party Parliamentary Tour – South Korea and Mongolia.</p> <p>Ms. Watts was awarded with an Honorary Doctors of Law Degree from the Justice Institute of British Columbia (Contribution to Community and Public Safety) in 2013, and in 2014 KPU University awarded her with an Honorary Doctors of Law Degree (Leadership – Progressive Governance – Community Engagement and Public Safety). Ms. Watts was awarded the “Iconic Leader of the Decade” award in 2018 from the All Ladies League and Woman’s Economic Forum, the Queen Elizabeth II Diamond Jubilee Medal in 2012, and in 2010 was selected as “4<sup>th</sup> Best Mayor in the World” by the City Mayor’s Foundation United Kingdom and as “Woman of the Year” Business Excellence by Consumer Choice Awards. In 2009, Ms. Watts was named a Paul Harris Fellow by the Rotary Foundation of Rotary International. Ms. Watts is also a political contributor to Global, CBC and CKNW radio and television networks.</p>	2018

<b><u>Name and Municipality, Province and Country of Residence</u></b>	<b><u>Principal Occupation and Background</u></b>	<b><u>Director Since</u></b>
Sandra Stuart <sup>(4)</sup> Vancouver, BC Canada	<p>Former CEO of HSBC Canada, a Canadian chartered bank and a Director of HSBC Trinkaus &amp; Burkhardt, Telus International Inc., Belcorp Industries Inc. and DRI Healthcare Trust.</p> <p>Background: Ms. Stuart is also a Director of CPPI. Ms. Stuart is the former Executive Director, Group General Manager and President and CEO of HSBC Bank of Canada. She has also served on the boards of HSBC Bank of Canada and as a Chair of the board for HSBC Global Asset Management (Canada) Limited.</p> <p>Ms. Stuart has been recognized by the Association of Women in Finance for Excellence in the Private Sector and the Women’s Executive Network as one of the Top 100 Most Powerful Women, in 2014. In 2015, she was acknowledged as one of British Columbia’s Most Influential Women by BC Business and awarded the inaugural Deloitte Inclusion Vanguard Award in 2016. In 2019, she became a Catalyst Canada Honours Champion.</p> <p>Ms. Stuart has a Bachelor of Arts with a double minor in Economics and business from Simon Fraser University and has completed a number of Executive Management courses at the Harvard Business School, IMD, and UBC.</p>	2021
Frederick Stimpson III <sup>(4)</sup> Mobile, AL United States	<p>Former President of CSP and is currently a consultant for the Company.</p> <p>Background: Mr. Stimpson is the third generation of a family with a long history in the forest products business. After graduating from the University of Alabama in Business and from University of Georgia in Forestry, Mr. Stimpson worked with Gulf Lumber Company in various roles and was President from 1988 to 2009.</p> <p>Mr. Stimpson joined Canfor through the acquisition of Scotch &amp; Gulf Lumber in 2013 where he held the role of CEO and, in 2015, was appointed President, CSP until 2020. Leading the Company’s US South business, Mr. Stimpson helped the Company expand from four mills to 15 operations including a transportation company that specializes in hauling lumber and wood residuals across the southeast to customers.</p>	2021

Notes:

- (1) Member of the Audit Committee.
- (2) Member of the Joint Management Resources and Compensation Committee.
- (3) Member of the Joint Governance and Sustainability Committee (formerly the Joint Governance Committee).
- (4) Member of the Joint Environmental, Health and Safety Committee.
- (5) Member of the Joint Capital Expenditure Committee.
- (6) All committees of the Company, other than Audit Committee, have as members one or more directors of CPPI and are joint committees with CPPI. For more information on the power, responsibilities and composition of the joint committees, see the Company’s Information Circular dated March 23, 2021, which can be found on SEDAR at [www.sedar.com](http://www.sedar.com).

The term of office of each Director expires on the date of the next Annual General Meeting of the Company to be held on May 3, 2022.

## Officers

The names and municipality, province and country of residence of the executive officers of the Company and the offices held by them as at March 1, 2022 are as follows:

<b><u>Name<sup>(1)</sup></u></b>	<b><u>Municipality of Residence</u></b>	<b><u>Office</u></b>
John Baird	Toronto, ON, Canada	Chairman
Donald Kayne	Delta, BC, Canada	President and CEO
Patrick Elliott	Vancouver, BC, Canada	CFO & Senior Vice President, Sustainability
Alan Nicholl	West Vancouver, BC, Canada	Executive Vice President Bio-Based Solutions and Pulp Operations
David Calabrigo, Q.C.	Vancouver, BC, Canada	Senior Vice President, Corporate Development, Legal Affairs and Corporate Secretary
Stephen Mackie	Kelowna, BC, Canada	Executive Vice President, North American Operations
Kevin Pankratz	North Vancouver, BC, Canada	Senior Vice President, Sales and Marketing
Katy Player	North Vancouver, BC, Canada	Senior Vice President, People
Måns Johansson	Växjö, Kronobergs län, Sweden	Chief Executive Officer, Vida Group
Tony Sheffield	Daphne, Alabama, United States	President, CSP
Jim Bogle	Surrey, BC, Canada	Vice President, Technology & Digital
Bob Hayes	Delta, BC, Canada	Vice President, Global Supply Chain
Kevin Horsnell	Prince George, BC, Canada	Vice President, Operations Canada
Andreas Kammenos	Abbotsford, BC, Canada	Vice President, Residual Fibre and Business Analytics
Ross Lennox	Prince George, BC, Canada	Vice President, Woodlands Canada
Bob Smith	Surrey, BC, Canada	Vice President, North American Sales
Katrina Wilson	Surrey, BC, Canada	Vice President, Controller

Notes:

- (1) The principal occupation of all of the officers listed above is with the Company or CPPI, other than Mr. Sheffield and Mr. Johansson, whose principal occupations are with CSP and Vida, respectively, as described above. For further information on the occupations of the Directors of CPPI, see the Company's Information Circular dated March 23, 2021, which can be found on SEDAR at [www.sedar.com](http://www.sedar.com).

All of the above Directors and officers have had the same or similar principal occupations with the organizations indicated for the last five years except that: prior to October 2021, Mr. Nicholl was CFO and Executive Vice President, Finance and Canfor Pulp operations; prior to October 2021, Mr. Elliott was Senior Vice President, Corporate Finance and Sustainability, prior to August 2020, Mr. Elliott was Vice President, Corporate Finance and Strategy and prior to April 2018, Mr. Elliott was Vice President and Treasurer; prior to October, 2021, Ms. Wilson was Corporate Controller; prior to April 2021, Mr. Baird was a Director of the Company; prior to March, 2021, Mr. Bogle was Vice President, Business Services at Tervita Corporation, prior to October 2017, Mr. Bogle was Vice President, Human Resources and Information Technology at Tervita Corporation and prior to March 2017 Mr. Bogle was Vice President, Information Technology at Tervita Corporation; prior to February 2021, Ms. Player was Vice President, People and Communications, prior to March 2018, Ms. Player was Senior Director, Human Resources at Bentall Kennedy, and prior to January 2017, Ms. Player was Director, People and Culture at Canfor; prior to January 2021, Mr. Sheffield was Vice President, Sales, CSP; prior to September 2020, Mr. Kammenos was General Manager, Business Analytics; prior to September 2020, Mr. Smith was Group General Manager, SPF Sales; prior to February 2020, Mr. Mackie was Senior Vice President, Operations Canada; prior to April 2019 Mr. Johansson was Managing Director of Vida Wood; prior to April 2018, Mr. Hayes was Vice President, Transportation and Corporate Sourcing; prior to September 2019, Mr. Horsnell was Vice President, Woodlands Canada, and prior to January 2018, Mr. Horsnell was General Manager, Forest Management Group Canada; prior to January 2019, Mr. Pankratz was Senior Vice President, Sales and Marketing, Canfor Wood Products Marketing and prior to January 2018, Mr. Pankratz was Vice President, Canfor Wood Products Sales and Marketing; prior to September 2019, Mr. Lennox was Plant Manager, Plateau Sawmill and prior to July 2017, Mr. Lennox was Plant Manager, Prince George Sawmill.

## **INTEREST OF MANAGEMENT AND OTHERS IN MATERIAL TRANSACTIONS**

To the knowledge of the Company, no Director or Executive Officer of the Company, or any person or company that beneficially owns or controls or directs, directly or indirectly, more than 10% of the Common Shares, or any of their associates or affiliates, has or had any material interest, directly or indirectly, in any transaction of the Company within the three most recently completed financial years of the Company or during the current financial year that has materially affected or is reasonably expected to materially affect the Company, other than as described under "Material Contracts" and as set forth herein.

## **CONFLICTS OF INTEREST**

To the knowledge of the Company, no Director or Executive Officer of the Company or a subsidiary of the Company has an existing or potential conflict of interest with the Company or a subsidiary of the Company.

## **DESCRIPTION OF CAPITAL STRUCTURE**

The authorized share capital of the Company consists of 1,000,000,000 Common Shares without par value and 10,000,000 Preferred Shares with a par value of \$25 each. At December 31, 2021 and as of the date of this Annual Information Form, there were 124,493,600 Common Shares issued and outstanding and no Preferred Shares issued and outstanding.

Holders of the Common Shares are entitled to vote at all meetings of shareholders of the Company, except meetings at which only the holders of Preferred Shares would be entitled to vote. The Common Shareholders are entitled to receive dividends, as and when declared on the Common Shares.

Holders of Preferred Shares are not generally entitled as such to receive notice of, or to attend or vote at, general meetings of shareholders of the Company. Preferred shareholders are entitled to preference over the Common Shares with respect to the payment of dividends and upon any distribution of assets in the event of liquidation, dissolution and winding-up of the Company.

## **DIVIDENDS**

The declaration and payment of dividends is at the discretion of the Company's Board of Directors. There were no dividends paid on its Common Shares from 2009 to 2021.

Provisions contained in the Company's long-term borrowing agreements limit the amount of dividends it may pay on the Company's Common Shares. The amount of dividends the Company is permitted to pay under its term loan agreements is determined by reference to consolidated net earnings less certain restricted payments. The agreements do not restrict dividends paid in Common Shares of the Company.

## **SHAREHOLDINGS OF DIRECTORS AND EXECUTIVE OFFICERS**

At March 1, 2022, the Directors and Executive Officers of the Company, as a group, beneficially owned, directly or indirectly, or exercised control or direction over: (i) 128,016 Common Shares representing approximately 0.1% of the outstanding Common Shares; and (ii) 108,434 Common Shares of CPPI representing approximately 0.3% of the outstanding Common Shares of CPPI.

At March 1, 2022, James A. Pattison beneficially owned 63,728,722 Common Shares, which are held by companies wholly owned by Mr. Pattison, and represent approximately 51.2% of the outstanding Common Shares of the Company. This amount is not included in the calculation of the Directors and Executive Officers holdings above.

## **MARKETS FOR SECURITIES**

The Common Shares are listed and traded on the TSX under the symbol CFP.

## TRADING PRICE AND VOLUME

The following table presents the high and low prices for the Company's Common Shares and the average daily trading volume of those shares, on a monthly basis, on the TSX for 2021.

<b>Month (2021)</b>	<b>High</b>	<b>Low</b>	<b>Average Daily Trading Volume</b>
	\$	\$	(Shares)
January	25.16	21.92	337,320
February	29.00	23.58	394,568
March	27.70	22.46	390,709
April	33.93	26.02	555,467
May	35.53	27.64	582,910
June	30.05	25.21	502,986
July	29.28	22.85	386,138
August	27.79	23.78	332,200
September	29.37	24.87	266,810
October	30.04	25.50	241,850
November	30.00	25.26	196,759
December	32.42	27.51	237,250

## SECURITY

The Company's operating lines of credit and term indebtedness are unsecured.

## MATERIAL CONTRACTS

The following is a list of the Company's material contracts:

1. The Company is party to a Note Purchase and Private Shelf Agreement dated October 2, 2015, as amended by amendments thereto dated as of December 14, 2018 and September 30, 2019, each made among the Company, Prudential Investment Management, Inc. and the note purchasers party thereto (the "Note Purchase Agreement"), for the private placement of 4.40% Series A senior unsecured notes (the "Notes") of the Company. The initial series of Notes are for an aggregate principal amount of US\$100,000,000 with a 10-year term, repayable in three equal tranches on October 2, 2023, 2024 and 2025, and are guaranteed by certain of the subsidiaries of the Company. The Note Purchase Agreement provides for a US\$50,000,000 uncommitted shelf facility to allow for future issuances of Notes.
2. The Company and CSP are borrowers under an amended and restated credit agreement dated for reference October 27, 2021, made with, among others, Royal Bank of Canada, as Canadian administrative agent, CoBank, ACB, as U.S. administrative agent, Bank of Montreal, as co-syndication agent, Canadian Imperial Bank of Commerce, as co-syndication agent, and the financial institutions from time to time party thereto as lenders.

This amended and restated credit agreement, as so amended, provides for a CDN\$775,000,000 unsecured revolving term credit facility (the "Operating Loan") in favour of the Company and CSP, and a US\$200,000,000 committed revolving credit facility (the "Revolving Credit Facility") in favour of CSP. Each of the Operating Loan and the Revolving Credit Facility provide for floating rates of interest. The Operating Loan also provides for the issuance of letters of credit. The Operating Loan matures on October 27, 2026 and the Revolving Credit Facility matures on June 28, 2031. On June 28, 2023, any amounts drawn on the Revolving Credit Facility will be converted to a US-dollar denominated unsecured non-revolving term loan in the principal amount equal to the lesser of US\$200,000,000 and the principal amount outstanding under such Revolving Credit Facility on such date, with a maturity date of June 28, 2031.

3. The Company and a predecessor to CPPI each entered into a number of material contracts in connection with the spin-out of the NBSK pulp and paper business by the Company on July 1, 2006, which is now carried on by CPPI. For a description of these contracts see "Pulp and Paper" and the section entitled "The Spin-out – Transfer of the Pulp Business and Related Agreements" of the Company's Information Circular dated April 28, 2006, which is incorporated by reference herein and also the Canfor Pulp Income Fund Information Circular dated March 16, 2010, both of which are available on SEDAR at [www.sedar.com](http://www.sedar.com).

## CEASE TRADE ORDERS, BANKRUPTCIES, PENALTIES, SANCTIONS

To the knowledge of the Company, no Director or Executive Officer of the Company is at the date hereof or was within the last 10 years of the date of this Annual Information Form, a director, CEO or chief financial officer of a company that, (i)

while acting in that capacity, was subject to a cease trade or similar order or an order that denied the company access to any exemption under securities legislation (an "Order") that was in effect for a period of more than 30 consecutive days; (ii) was subject to an Order that was in effect for a period of more than 30 consecutive days that was issued after the Director or Executive Officer ceased to be a director, CEO or chief financial officer of such company and which resulted from an event that occurred while that person was acting in such capacity, other than as set forth below in respect of Mr. Jentsch in his role as former Senior Executive of Scotiabank.

On August 19, 2020, The Bank of Nova Scotia ("Scotiabank") announced that it entered into a Deferred Prosecution Agreement ("DPA") with the U.S. Department of Justice (the "DOJ"). Additionally, the Commodity Futures Trading Commission (the "CFTC") issued three separate orders against Scotiabank (collectively, the "CFTC Orders"). The DPA and the CFTC Orders (together, the "Resolutions") resolve the DOJ's and CFTC's previously disclosed investigations into Scotiabank's activities and trading practices in the metals markets and related conduct as well as pre-trade mid-market marks and related swap dealer compliance issues. Mr. Jentsch was a Senior Executive of Scotiabank during the time period during which such activities, trading practices and related conduct occurred. Mr. Jentsch was not personally sanctioned as part of these proceedings nor was he the subject of these investigations.

To the knowledge of the Company, no Director or Executive Officer of the Company or a shareholder holding a sufficient number of securities of the Company to materially affect the control of the Company is at the date hereof, or has been within the 10 years before the date of this Annual Information Form, a director or executive officer of a company that, while acting in that capacity, or within a year of ceasing to act in such capacity became bankrupt, made a proposal under legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors or had a receiver or trustee appointed to hold its assets, other than Mr. Ross. Mr. Ross was asked to join the Board of Directors of Catalyst Paper Corporation ("Catalyst") in May 2010 to assist in the possible restructuring of the company. Catalyst filed for protection under the CCAA in January 2012, reorganized its financial affairs and successfully emerged from CCAA protection in September 2012. Mr. Ross was asked to join the Board of Directors of Just Energy Group Inc. ("Just Energy") in June 2017. Mr. Ross was on the Board of Directors of Just Energy to execute a Plan of Arrangement under the CBCA in mid-2020 and then to subsequently execute a CCAA filing amidst significant issues in the Texas regulated market in early 2021.

To the knowledge of the Company, no Director or Executive Officer of the Company or a shareholder holding a sufficient number of securities of the Company to materially affect the control of the Company has, within the 10 years before the date of this Annual Information Form, become bankrupt, made a proposal under any legislation relating to bankruptcy or insolvency, or become subject to or instituted any proceeding, arrangement or compromise with creditors, or had a receiver, receiver manager or trustee appointed to hold his assets.

### **LEGAL PROCEEDINGS AND REGULATORY ACTIONS**

There are no material legal or regulatory proceedings to which the Company or any of its subsidiaries is or was a party, or to which any of the property of any of them is or was the subject of, during the Company's financial year ended December 31, 2021, and there are no such material legal or regulatory proceedings which the Company knows to be contemplated. In addition, there are no penalties or sanctions imposed against the Company or any of its subsidiaries by a court relating to Canadian securities legislation or by a securities regulatory authority during the Company's financial year ended December 31, 2021 or any other penalties or sanctions imposed by a court or regulatory body against any of them which would likely be considered important to a reasonable investor in making an investment decision, and none of them have entered into any settlement agreements with a court relating to Canadian securities legislation or by a securities regulatory authority during the Company's financial year ended December 31, 2021.

On October 12, 2015, the Softwood Lumber Agreement between the governments of Canada and the US expired which resulted in a twelve month period in which no trade actions could be imposed for the importation of softwood lumber from Canada to the US (commonly referred to as a "stand-still period"). On October 12, 2016, the stand-still period expired, and on November 25, 2016, a petition was filed by the US Lumber Coalition to the US Department of Commerce and the US International Trade Commission alleging certain subsidies and administered fees below the fair market value of timber that favour Canadian lumber producers, including Canfor. On January 6, 2017, the US International Trade Commission ruled that there is a reasonable indication that US lumber producers are materially injured by reason of imports of softwood lumber products from Canada that are allegedly subsidized and sold in the United States at less than fair value. Canfor was selected by the US Department of Commerce as a "mandatory respondent" to the countervailing and antidumping investigations and is subject to company specific countervailing and antidumping duties.

On April 24, 2017, the US Department of Commerce announced a preliminary countervailing duty of 20.26% to be imposed on the Company's lumber exports to the United States from April 28, 2017 to August 25, 2017. On June 23, 2017, the US Department of Commerce announced a preliminary anti-dumping duty of 7.72% effective on US-bound shipments beginning June 30, 2017. On November 2, 2017, the US Department of Commerce announced a final countervailing duty rate of 13.24% effective December 28, 2017, and a final anti-dumping duty rate of 8.89% effective November 8, 2017. The anti-dumping duty rate was further amended to 7.28%, effective January 3, 2018, following a Ministerial Error Challenge, which was accepted by the US Department of Commerce.

Despite cash deposits being made at rates determined by the US Department of Commerce in 2017 (20.52%), the final liability associated with duties is not determined until the completion of administrative reviews performed by the US Department of Commerce.

For the countervailing duty rate, the first period of review was based on sales and cost data through 2017 and 2018, while the anti-dumping duty ("ADD") rate was based off data from July 2017 to December 2018. In early 2020, the US Department of Commerce announced the preliminary results for the first period of review and on November 24, 2020, finalized the rates. The Company's final countervailing duty ("CVD") rate was determined to be 2.94% for 2017 and 2.63% for 2018, while the final ADD rate was 1.99% for the entire first period of review. The final combined duty and cash deposit rate of 4.62% determined by the US Department of Commerce applied to the Company's Canadian lumber shipments destined to the United States from December 1, 2020 until completion of the administrative review for the second period of review on November 30, 2021.

In May 2021, the US Department of Commerce announced the preliminary results for the second period of review, which is based on sales and cost data in 2019, and on November 24, 2021, finalized the rates. The Company's final CVD rate was determined to be 2.42%, while the final ADD rate was 17.12%. The final combined cash deposit rate of 19.54% determined by the US Department of Commerce will apply to the Company's Canadian lumber shipments destined to the United States from December 1, 2021 until completion of the administrative review for the third period of review (anticipated in the third quarter of 2022).

In January 2022, the US Department of Commerce announced the preliminary results for the third period of review, which indicated that the Company's preliminary CVD and ADD rate for 2020 was 1.83% and 4.92%, respectively.

Canfor and other Canadian forest product companies, the Federal Government of Canada and Canadian Provincial Governments continue to categorically deny the US allegations and strongly disagree with the current countervailing and anti-dumping determinations made by the US Department of Commerce. Canada has proceeded with legal challenges under the United States-Mexico-Canada Agreement and through the World Trade Organization, where Canadian litigation has proven successful in the past.

## **EXPERTS**

KPMG LLP, Chartered Accountants, of Vancouver, British Columbia are the auditors of the Company. KPMG LLP, Chartered Accountants, have reported that they are independent of the Company in accordance with the ethical requirements that are relevant to the audit of financial statements in Canada.

The Company will propose KPMG LLP for reappointment as the auditors of the Corporation on the expiry of its term of office at the Annual Meeting of Shareholders of the Corporation on May 3, 2022. No auditor's report prepared by the auditor in respect of the Corporation's financial statements relating to the relevant period contained any modified opinion and there have been no reportable events involving the Corporation and the auditor.

## **TRANSFER AGENT AND REGISTRAR**

TSX Trust Company is the Company's transfer agent and registrar with registers of transfer in Vancouver and Toronto.

## **AUDIT COMMITTEE INFORMATION**

### **Audit Committee Terms of Reference – See APPENDIX A**

### **Composition of Audit Committee**

The Audit Committee is composed entirely of Directors who are financially literate and a majority of whom are independent, in each case as contemplated by National Instrument 52-110 – *Audit Committees* ("NI 52-110"). Mr. Smith, the Chairman of the Committee, is a Fellow Chartered Professional Accountant (FCPA, FCA) and was a partner in a national accounting firm for over 20 years. Mr. Barrington-Foote is a Fellow Chartered Professional Accountant (FCPA, FCA) and is Executive Vice-President at The Jim Pattison Group. Mr. Ross is a general partner and founder of Kinetic Capital Partners, was previously Managing Director, Investment Banking at Scotia Capital and, prior to that, Managing Director, Mergers and

Acquisitions with ScotiaMcLeod, has previously served on numerous Audit Committees and currently serves on a number of other boards. Mr. Jentsch was a former Senior Executive at Scotiabank, where he had a successful 35 year career holding numerous senior roles.

Of the Audit Committee members, Messrs. Smith, Jentsch and Ross are independent Directors, and Mr. Barrington-Foote is treated as a non-independent because he is an employee, director, or officer of one or more companies wholly owned by James Pattison, the largest shareholder of the Company.

In its assessment of the composition of the Audit Committee, the Board determined that Mr. Barrington-Foote is an appropriate member for this committee on the basis that: except for his positions with Mr. Pattison's companies, he is not considered to otherwise have any material relationships which could reasonably be expected to interfere with the exercise of his independent judgement as a Director; and, given his financial literacy and his active day-to-day involvement in relevant financial matters and issues, his role on the Audit Committee is required in the best interests of the Company. The Company is therefore relying on the exemption in subsection 3.3(2) (Controlled Companies) of NI 52-110 in including Mr. Barrington-Foote on the Company's Audit Committee.

The Audit Committee has adopted a policy for the engagement of non-audit services whereby the external auditor of the Company is not entitled to provide any non-audit services to the Company exceeding \$50,000 in value without the Audit Committee Chairman's prior approval and any such services exceeding \$100,000 are to be pre-approved by the Audit Committee. All such engagements are reported to the Audit Committee.

### External Auditor Service Fees (By Category)

The aggregate fees billed by KPMG LLP, the auditor of the Company, for the last two years, was an aggregate \$4.3 million. Fees listed below were for audit, tax, financial and other verification audit services.

<b>External Auditor Service Fees</b> (000s)	<b><u>2021</u></b>	<b><u>2020</u></b>
Audit Fees <sup>(1)</sup>	\$1,201	\$1,109
Audit-Related Fees <sup>(2)</sup>	98	96
Other Assurance Fees <sup>(3)</sup>	<u>130</u>	<u>173</u>
<b>Total Assurance Fees</b>	<b><u>\$1,429</u></b>	<b><u>\$1,378</u></b>
Tax Fees <sup>(4)</sup>	<u>405</u>	<u>1,116</u>
<b>Total Fees</b> <sup>(5)</sup>	<b><u>\$1,834</u></b>	<b><u>\$2,494</u></b>

Notes:

- (1) For the audit of the Company's annual financial statements and services normally provided by the principal auditor in connection with the Company's statutory and regulatory filings.
- (2) For assurance and related services that are reasonably related to the performance of the audit or review of the Company's financial statements and are not reported in (2), including accounting consultations and various agreed upon procedures.
- (3) Other assurance fees primarily related to forest certification services.
- (4) For tax compliance, tax consulting services, and tax planning.
- (5) Included in the fees above is \$0.4 million which was billed to the Company's subsidiary, CPPI (in 2020, \$0.4 million was billed to CPPI).

### ADDITIONAL INFORMATION

Additional financial information regarding the Company is provided in the Company's "2021 Management's Discussion and Analysis" and "Consolidated Financial Statements" for the year ended December 31, 2021. Additional information, including Directors' and officers' remuneration and indebtedness, principal holders of the Company's securities, options to purchase securities and interests of insiders in material transactions, and securities authorized for issuance under equity compensation plans, where applicable, is contained in the Information Circular for the Annual General Meeting of the Company held on April 29, 2021 and in the Information Circular for the Annual General Meeting of the Company to be held on May 3, 2022.

The Company will provide upon request to the Corporate Secretary of the Company, 100 - 1700 West 75<sup>th</sup> Avenue, Vancouver, British Columbia, V6P 6G2, copies of the above documents. These documents and additional information about the Company is also available on SEDAR at [www.sedar.com](http://www.sedar.com). In addition, all documents identified in this Annual Information Form as being incorporated by reference herein are available on SEDAR at [www.sedar.com](http://www.sedar.com).



## APPENDIX A – AUDIT COMMITTEE TERMS OF REFERENCE

### 1. **Purpose**

The Audit Committee is appointed by the board of directors (the “Board”) of Canfor Corporation (the “Company”) to assist the Board in fulfilling its oversight responsibilities. The Audit Committee will:

- (a) Review the financial reports and other financial information provided by the Company to its shareholders;
- (b) Monitor the integrity of the financial reporting process and the system of internal controls that management and the Board have established;
- (c) Monitor the management of the principal risks that could impact the financial performance of the Company;
- (d) Review and receive the Audit Plan, process, results and performance of the Company's independent external auditors and the internal audit department while providing an open avenue of communication between the external auditors, the internal auditors, management and the Board; and
- (e) Monitor the management of risk by the Company generally.

The Audit Committee has the authority to conduct any investigation appropriate to fulfilling its responsibilities and it has direct access to the external auditors as well as anyone in the organization. The Audit Committee has the authority to retain, at the Company's expense, special legal, accounting and other consultants or experts it deems necessary in the performance of its duties.

### 2. **Audit Committee Composition and Meetings**

All members of the Audit Committee must be Independent Directors or otherwise determined by the Board to be eligible to serve as members of the Audit Committee in accordance with applicable securities laws.

All Audit Committee members must be financially literate with the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the Company's financial statements. At least one Audit Committee member should have accounting or related financial expertise, including:

- (a) an understanding of financial statements and accounting principles used by the Company to prepare its financial statements;
- (b) the ability to assess the general application of such accounting principles in connection with accounting for estimates, accruals and reserves;
- (c) experience preparing, auditing, analyzing or evaluating financial statements, or experience supervising the preparation, audit, analysis or evaluation of financial statements, that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the Company's financial statements;
- (d) an understanding of internal controls and procedures for financial reporting; and
- (e) an understanding of audit committee functions.

A Chair shall be appointed by the Board annually from among the members of the Audit Committee.

The Audit Committee shall schedule regular meetings and shall meet at least four times annually, or more frequently as deemed necessary by the Chair. The Chair shall prepare and/or approve an agenda in advance of each meeting. The Audit Committee shall meet privately at least annually with management, the manager of the Internal Audit department (the “Internal Auditor”) and the external auditors to discuss any matters that the Audit Committee or each of these groups believe should be discussed.

The Chief Executive Officer, the Chief Financial Officer, the Internal Auditor and the external auditors shall be given notice of, and have the right to appear before and to be heard at, every meeting of the Audit Committee, and shall appear before the Audit Committee when requested to do so by the Committee.

### **3. Primary Duties and Responsibilities**

To fulfill its primary duties and responsibilities, the Audit Committee shall adhere to the following terms:

#### **(a) Review and Reporting Procedures**

- (i) The Audit Committee is authorized to review and/or investigate any financial, internal control, or risk management related issue or activity of the Company. The Audit Committee shall report to the Board at its next regular meeting all such action it has taken since the previous report.
- (ii) The Audit Committee is authorized to request the presence, at any meeting, of a representative from the external auditors, senior management, internal audit, legal counsel or anyone else who could contribute to the subject of a meeting.
- (iii) The Audit Committee will review and reassess these Terms of Reference at least annually to determine whether revisions are necessary. The Audit Committee shall be periodically self-assessed in its performance and effectiveness in fulfilling its role by the Governance Committee.
- (iv) Supporting schedules and information reviewed by the Committee will be available for examination by any director of the Audit Committee upon request to the Secretary of the Audit Committee.

#### **(b) Internal Controls and Risk Management Processes**

- (i) To assure itself that the Company has appropriate controls in place to achieve the following objectives:
  - Effectiveness and efficiency of operations (including safeguarding of assets);
  - Reliability of internal and external reporting;
  - Compliance with applicable laws and regulations and internal policies.
- (ii) To ensure the Company has appropriate processes in place to manage the principal risks of its businesses, the Audit Committee shall:
  - Consider and review internal processes for managing the principal risks of the Company's businesses, including a review of insurance coverage and hedging activities.
  - Obtain assurance from both management and the Internal Auditor regarding the adequacy of risk management processes.
  - Review with management, the Internal Auditor and the external auditor:
    - The adequacy of the Company's internal controls including computerized information systems, controls and security.
    - Any related significant internal control findings and recommendations of the external auditor, and/or Internal Auditor together with management's responses thereto.
    - The Company's compliance or adherence to debt covenants, terms or conditions.
    - Significant related party transactions and potential conflicts of interest.

(c) **Financial Reporting**

In order to satisfy itself that the Company's annual financial statements are fairly presented in accordance with generally accepted accounting principles ("GAAP") and in a form sufficient for the Audit Committee's recommendation for approval by the Board, and that the financial information contained in the Company's financial statements, Annual Report to Shareholders, Annual Information Form and other financial disclosure documents such as Management's Discussion and Analysis, is complete and accurate in all material respects, the Audit Committee shall:

(i) General

- Review significant accounting and reporting issues, including recent professional and regulatory pronouncements, and understand their impact on the financial statements.

(ii) Interim Financial Statements

- Review the Company's interim financial statements with management prior to their release or distribution. This review will include a detailed reporting of quarterly and year-to-date results, variance against budget and prior year and a discussion with the external auditor. Upon satisfactory completion of the review, the Audit Committee shall recommend to the Board approval of the financial statement release.
- Review any significant proposed changes to the Company's accounting principles or policies, or financial reporting practices.
- Review the financial statement impact of any significant, unusual event or transaction.
- Review news releases containing financial information disclosure and Management's Discussion and Analysis.

(iii) Annual Financial Statements and Other Financial Information

- Obtain draft annual financial statements in advance of the Committee meeting and assess, on a preliminary basis, the reasonableness of the financial statements in light of the analyses provided by management.
- Review any material changes in accounting policies, GAAP, or financial reporting requirements that may affect the current year's financial statements.
- Obtain and review summaries of significant or unusual transactions, and other potentially complex matters whose treatment in the annual financial statements merits advance consideration.
- Review a summary provided by the Company's legal counsel of the status of any material pending or threatened litigation, claims and assessments.
- Review and discuss the annual financial statements and the external auditor's report thereon in detail with management and the external auditors.
- Through discussion with management, the Internal Auditor and the external auditors, obtain assurance that the risk of material misstatement of the financial statements is acceptably low.
- Review the financial information included in the Management's Discussion and Analysis, and consider whether the information is adequate and consistent with the Audit Committee members' knowledge of the Company.
- Review the tax status of the Company and understand the status of any related tax reserves, potential reassessments or other matters which could affect the annual financial statements.

- Review and assess the quality and appropriateness of the Company's accounting and reporting principles and policies.
- Provide to the Board a recommendation as to whether the annual financial statements should be approved.
- Review the news release announcing the annual financial results of the Company.
- Review the annual financial disclosure contained in the Annual Information Form.

(iv) Prospectus and Information Circulars

- Review the financial information included in any prospectus or information circular prior to their release and, as appropriate, recommend to the Board whether such prospectus or information circular should be approved by the Board.

(d) **External Audit**

The external auditors are accountable to the Audit Committee and the Board as representatives of the shareholders.

In order to assure itself that the external audit function has been effectively carried out and that any matters that the external auditors consider appropriate to bring to the attention of the Board have been addressed, the Audit Committee shall:

- (i) Recommend to the Board the selection (retention or replacement) of the external auditors, considering independence and effectiveness, and approve the fees and other compensation to be paid to the external auditors. On an annual basis, the Audit Committee should review and discuss with the external auditors all significant relationships its accountants have with the Company to confirm their independence. If there is a recommendation to change auditors, review all the issues to change and the steps planned for an orderly transition.
- (ii) Review the external auditor's Audit Plan and engagement letter with management and the external auditors, including audit scope and approach.
- (iii) Meet with the external auditor and management in separate private sessions to discuss any matters that the Audit Committee or these groups believe should be discussed privately with the Audit Committee.
- (iv) Pre-approve any non-audit services to be provided by the external auditor. The Audit Committee may delegate this responsibility to the Chair, provided that any pre-approval granted pursuant to such delegation must be detailed as to the service to be provided and must be reported to the full Audit Committee at its next scheduled meeting.
- (v) Review and assess the performance of the external auditor, including consideration of demonstrated external audit judgment and application and adherence to accounting policy and standards.
- (vi) Review the external auditor's policy on partner rotation.
- (vii) Review the Company's hiring policy with respect to partners, employees and former partners and employees of the Company's present or former external auditor.

(e) **Internal Audit**

In order to assure itself that the internal audit function has been effectively carried out and that any matter that the Internal Auditor considers appropriate to bring to the attention of the Board has been addressed, the Audit Committee shall:

- (i) Be advised of and concur with the appointment, replacement, reassignment or dismissal of the Internal Auditor and consider resource requirements.
- (ii) Review and approve Internal Audit Services Terms of Reference, including scope, organization structure and mandate.
- (iii) Confirm and assure the independence of the Internal Auditor.
- (iv) Review jointly with the Internal Auditor and the external auditor the coordination of audit effort to assure completeness of coverage, reduction of redundant efforts, and the effective use of audit resources.
- (v) Review with management and the Internal Auditor the annual Audit Plan and monitor any changes required in the scope of the plan.
- (vi) Meet with the Internal Auditor and management in separate private sessions to discuss any matters that the Audit Committee or these groups believe should be discussed privately with the Audit Committee.
- (vii) Review significant internal audit reports together with management's response and follow-up actions, including any problems or issues encountered in the course of an audit.
- (viii) Review and assess the performance of the Internal Auditor; and
- (ix) Ensure that the Internal Auditor reports directly to the Chair of the Audit Committee with a dotted line reporting responsibility to either the CEO or CFO of the Company.

(f) **Finance**

The Audit Committee is authorized to review and approve for recommendation to the Board:

- (i) the Company's annual financing plan and any amendments thereto from time to time;
- (ii) any proposed financings;
- (iii) the method by which the Company measures financial results or performance.

**4. Other Duties**

(a) **Legal and Regulatory Compliance**

To provide assurance of Company compliance with all legal and regulatory requirements, the Audit Committee shall:

- (i) In areas in which it has oversight responsibility, monitor the Company's compliance and obtain management's assurance of compliance with applicable laws, regulations and internal policies in all jurisdictions where the Company does business. The Audit Committee will consider the financial statement implications of applicable laws and regulations, including the laws and regulations overseen by other Committees of the Board.
- (ii) Receive and review copies of legal letters provided to the external auditors by in-house and outside counsel regarding claims and possible claims against the Company.
- (iii) Make inquiries of management, the external auditors and the Internal Auditor, to ensure that

all material legal matters have been brought to the attention of the Audit Committee.

- (iv) On at least an annual basis, review with the Company's counsel any legal matters that could have a significant impact on the organization's financial statements or risk profile, the Company's compliance with applicable laws and regulations, and inquiries received from regulators or governmental agencies.
- (v) Ensure that all annual and interim financial statement filings are personally certified by the Chief Executive Officer and the Chief Financial Officer if and as required by applicable law.
- (vi) Review the Company's procedures and establish procedures for the Audit Committee for the:
  - receipt, retention and resolution of complaints regarding accounting, internal accounting controls, financial disclosure or auditing matters; and
  - confidential, anonymous submission by employees regarding questionable accounting, auditing, or financial reporting and disclosure matters.

(b) **Pension Funds**

Be responsible for oversight of the supervision of the pension plans in which the Company's employees participate by:

- (i) establishing the Management Pension Committee, which has the responsibility for assisting the Audit Committee in overseeing and managing the Company's pension plans, and will be comprised of three or four Management representatives, and will report to the Audit Committee;
- (ii) establishing and reviewing on an annual basis the terms of reference of the Management Pension Committee ;
- (iii) approving the benefit design and provisions, any material plan amendments and the designation of deemed earnings of the Company's pension plans, on the advice and recommendation of the Management Pension Committee;
- (iv) reviewing the Company's expense and accruals in the Company's financial statements for pension plans in which the Company's employees participate;
- (v) receiving, at least annually, a report from the Management Pension Committee detailing the performance of the plans' money managers and the investment policies and practices in respect of the funds contributed to the Company's pension plans and compliance with applicable legislation and regulatory guidelines;
- (vi) approving any material changes to the Company's pension funds' statement of investment policies and procedures ;
- (vii) receiving a report from the Management Pension Committee immediately upon the identification or disclosure of any issue or circumstance that may materially impact the Company's obligations, liabilities, or responsibilities with respect to such pension plans;

The Audit Committee may at their discretion delegate aspects of their responsibilities to the Management Pension Committee, including:

- (viii) approving the appointment of or changes to pension service providers such as actuaries, auditors and legal advisors, including related fees, as well as any mandates, contracts or policies and benefit compliance matters relating to the management of the Company's pension plans;
- (ix) approving valuation reports and the structure, selection and review of plan asset management, including oversight of investment managers and asset monitoring rebalancing;
- (x) reviewing and approving the audited annual financial statements, annual plan reports and budgets for each pension plan as well as the appointment of signing officers of the fund;

- (xi) reviewing on an annual basis the unfunded liability for retiree non-pension benefits and future liability thereof, or;
- (xii) reviewing the funding of the Company's pension plans, including actuarial reports in respect of the Company's pension obligations so as to determine the level of unfunded liabilities, if any.

The Management Pension Committee will present to the Audit Committee at least quarterly a summary of the funding positions of the Company's pension plans and summaries of any other delegated responsibilities, such that the Audit Committee can fulfil its oversight responsibilities to the Board and shareholders.

(c) **Officer Expenses**

Review policies and procedures with respect to the Chairman of the Board and President and Chief Executive Officer's expense accounts and perquisites, including the use of corporate assets.

Periodically review major expenses incurred by the office of the Chairman of the Board and President and Chief Executive Officer.

(d) **Other Duties**

- (i) The Audit Committee will perform such other functions as assigned by law or regulation or as required by the Board.
- (ii) The Audit Committee of the Company will receive reports from the Canfor Pulp Audit Committee at such times that the Chairman of the Audit Committee considers appropriate, detailing such matters, issues and circumstances of a financial nature that may impact the Company or be of interest to its Audit Committee.