



20 25

Sustainability Report

Building value through sound environmental, social and governance practices.





Message from the President & CEO

As we reflect on the past year at Interfor, we operate responsibly and deliver high-quality forest products that support a lower-carbon future. We are proud of the dedication of our employees and the role they play in supporting our operations through ongoing market uncertainty and lumber pricing volatility.

Last year, we continued to fine-tune our operations, maintained a strong focus on safety, and enhanced support for employee well-being through improved benefits. Across the organization, we advanced important initiatives including strengthening cybersecurity and data management, reducing waste, and investing in forest management strategies that support long-term forest health and resilience. We also continued to strengthen our facilities through improved environmental management, energy efficiency, and reporting.

Safety remains a top priority for Interfor, and we continue to reinforce our standards and expectations across the organization. We also continue to invest in our people through leadership training to support employee development.

A sustainable business honors its legacy by building for the future. From our initial operations on the coast of British Columbia, and with more than 60 years of experience successfully navigating economic cycles, regulatory shifts, and evolving forest management standards, we are proud of our history and confident in our path forward. Our diversified portfolio of operations in strategic regions positions us to manage risk effectively and remain flexible in responding to changing market demands.

We trust the following pages will deepen your appreciation for our hardworking employees and highlight the vital role sustainable forestry plays in addressing climate change, supporting biodiversity, and creating lasting value for our employees, communities, and shareholders.

Ian Fillinger
President & CEO

“ A sustainable business honors its legacy by building for the future.”



INTERFOR IS

one of the world's largest lumber producers with operations in Canada and the United States. With more than 4,100 employees in well-positioned facilities across all major timber-producing regions of North America, we offer a diverse line of high-quality dimensional and specialty lumber products in markets around the world.

We aim to build value in everything we do, every day. And we deliver on this vision through our daily commitment to providing quality products and service to our customers, investing in our people, creating safe jobs that support families and communities, and conducting our business with honesty and integrity.

Interfor's sustainability strategy is anchored in sustainable forest management practices, resilient operations that prioritize employee well-being and environmental responsibility, and leading governance practices that ensure transparency and accountability throughout our organization.

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SAFETY

Our goal is that everyone returns home safely at the end of each workday. In everything we do, every day, safety comes first.



Prioritizing Safety

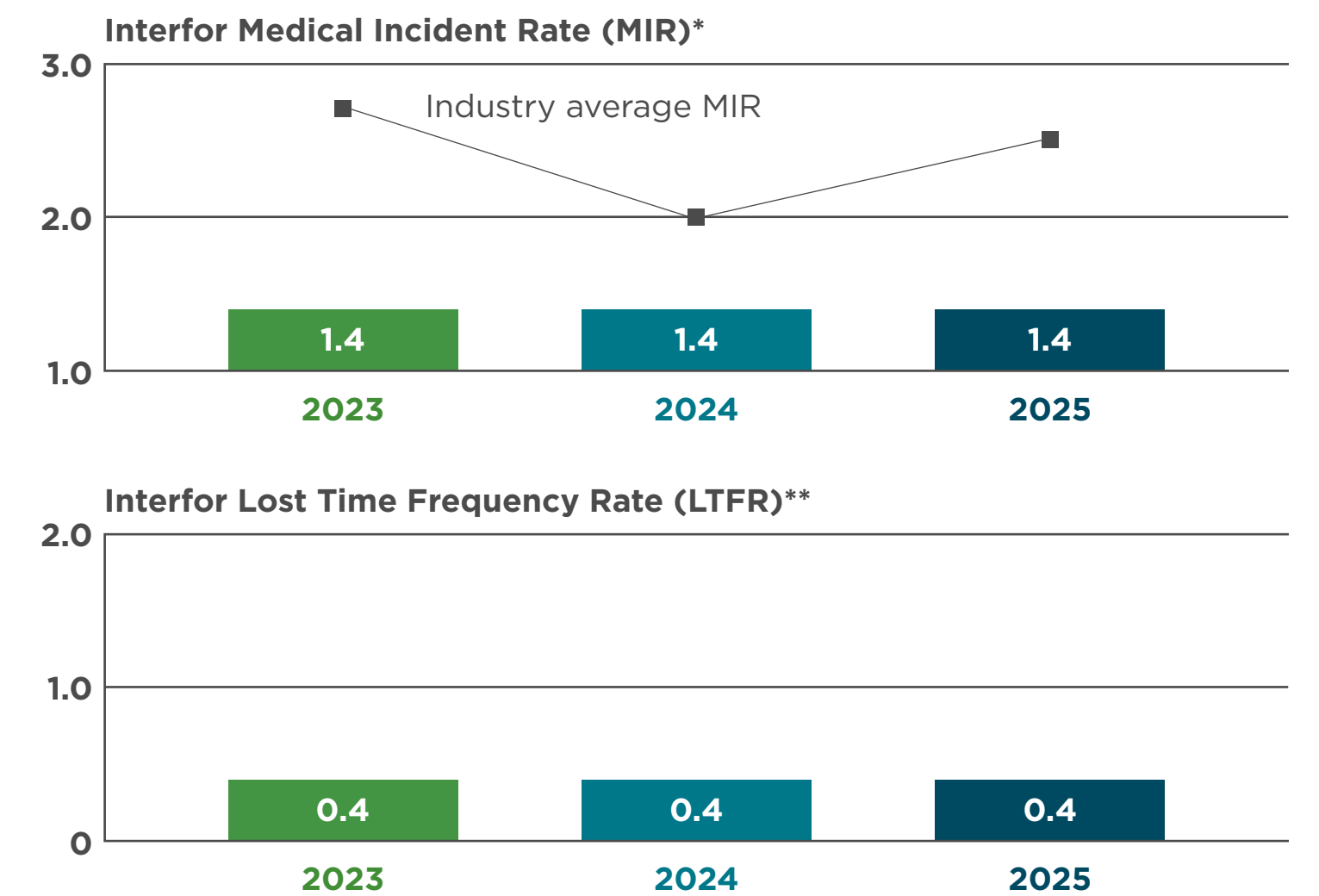
We have established a culture of safety where protecting ourselves and each other from injuries supports our ultimate goal of everyone returning home safely.

Our target to reduce our medical incident rate (MIR) by 3% annually remains in effect. Our targets for MIR and lost time frequency rate (LTFR) remain zero, and our metrics reflect incident reporting for all employees across our Company, including operations and corporate offices. We track both rates and the severity of incidents within each.

In 2025, the majority of our facilities achieved an MIR of less than 2.0, which we recognize as a meaningful threshold. We also achieved our target of reducing our MIR by 3% (based on a three-year rolling average), and 88% of our facilities reported zero serious injuries. We regret to report that a fatality occurred in one of our facilities in 2025. Our deepest condolences remain with the employee's family and colleagues. Following the incident, we completed a comprehensive formal investigation to understand the contributing factors and implemented targeted actions to prevent future incidents at any of our facilities. We expanded

our communication efforts across the organization to reinforce our industry-leading policies and procedures and encourage the open sharing of best practices across the entire organization.

Please see our [website](#) for more information regarding our safety programs and policies, safety certifications, safety initiatives, loss prevention program, and key metrics.



1.4 Medical Incident Rate (MIR) in 2025

Figures reported in above tables include corporate offices. Industry average MIR is from British Columbia Manufacturing Advisory Group (BC MAG) for solid wood producers. *Calculated by multiplying number of recordable incidents by 200,000 and dividing by number of hours all employees worked. The 200,000 hours represent 100 full-time-equivalent employees working 40 hours a week for 50 weeks. Methodology for recordable incidents is based on OSHA for US operations and MAG for Canadian operations, and include medical treatments, lost time incidents, restricted work incidents, and fatalities. **LTFR measures frequency of lost time incidents in which an employee loses one or more days from work due to occupational injury or illness.

Serious Injuries

Serious injuries are a subset of work-related employee recordable incidents. They include life-threatening or life-altering injuries or injuries that result in a fatality. While the MIR and recordable incidents continue to be a focus for our safety performance and reporting, we also track and report on serious injuries with a goal to eliminate them. Currently, serious injuries make up approximately 5% of all our recordable injuries.

Similar to the MIR, the serious injuries rate is the number of serious injuries per 100 employees working full-time in a year. It is calculated by multiplying the number of serious injuries by 200,000 and dividing this by the exposure hours. Exposure hours refer to the total number of hours all employees actually worked, excluding corporate offices.

Serious Injury or Fatality Potential (SIFp) Events

SIFp events are events that had the potential and probability to be a serious injury or fatality if circumstances had been slightly different. We investigate and communicate the findings and corrective actions of an SIFp event as closely as possible to a fatality investigation, including immediate senior level on-site involvement, reenactments, interviews, and safety alerts. Starting in 2025, we updated our methodology to report on SIFp events with or without recordable injury. As a result, our SIFp Events with Recordable Injury (formerly Serious Injury SIFp Events) are reported as higher than in previous annual reports.

Proactive Safety Indicators

Proactive safety reports are leading indicators that can make the most significant impact on reducing incidents. They include near-miss reports, hazard reports, safety action reports and observation reports. Safety alert bulletins that summarize events and learnings offer direction on preventive and corrective actions that could be implemented to prevent future incidents. We are proud of our workforce continuing to take ownership of proactive safety reports, which remained over 50,000 in 2025.

Interfor Health & Safety Metrics	2023	2024	2025
Exposure Hours (MM)	10.8	9.8	8.4
Medical Incident Rate (MIR)	1.4	1.4	1.4
Occupational Disease Cases*	0	0	2
Lost Time Frequency Rate (LTFR)	0.4	0.4	0.4
Lost Time Incidents*	23	21	17
Lost Working Days*	883	1,268	846
Lost Day Rate**	16.3	25.7	20.2
Serious Injuries Rate†	0.07	0.02	0.07
Serious Injuries	4	1	2
Fatalities	0	0	1
Interfor Total SIFp Events	14	10	7
SIFp Events without Recordable Injury	7	8	6
SIFp Events with Recordable Injury	7	2	1
Proactive Safety Reports Completed	46,100	58,150	52,475
Safety Alerts Shared	114	124	117

*Determined using OSHA methodology, includes work-related stress leave. Lost time incidents include any in which an employee loses one or more days from work due to an occupational injury or illness.

**Measures total number of workdays lost, calculated by multiplying total lost days from all lost time cases by 200,000 and dividing by the total number of hours all employees worked.

†Serious Injuries Rate is calculated per exposure hours worked, and is consistent in 2023 and 2025 due to proportional reduction in exposure hours.

21% reduction in lost day rate

“ Safety is our top priority. It starts at the very top of the company and trickles down to each site and our front-line workers.

- Lela B., Environmental, Health & Safety Coordinator, Longview Division



Contractor Safety

We work with contractors in our Canadian woodlands operations to track and report their MIR, and improving their performance is a key focus. The MIR for Canadian woodlands contractors has declined by 88% over the last 10 years. We recognize that we still have more work to do, and we commend our contractors for the progress they have made and their continued commitment to safety.

We require that capital project contractors demonstrate due diligence and report on key safety metrics. Each capital project plan incorporates safety as a key aspect, providing clear directions on safety standards and expectations covering topics such as lockout, hot work, incident investigation expectations, crane and lifting safety, confined spaces, and platform and walkway installation. Our capital projects contractor MIR has declined from 3.33 in 2022 to zero in 2025.

For more information on the calculations of our safety metrics, please see [References & Methodology](#).

Contractor SIFp Events	2023	2024	2025
Total Woodlands Contractor SIFp Events	13	6*	7
SIFp Events without Recordable Injury	10	2	6
SIFp Events with Recordable Injury	3	4	1
Woodlands Contractor Exposure Hours (MM)	2.4	2.4	2.5
Total Capital Projects Contractor SIFp Events	0	0	1
SIFp Events without Recordable Injury	0	0	1
SIFp Events with Recordable Injury	0	0	0
Capital Projects Contractor Exposure Hours (MM)	0.18	0.07	0.14

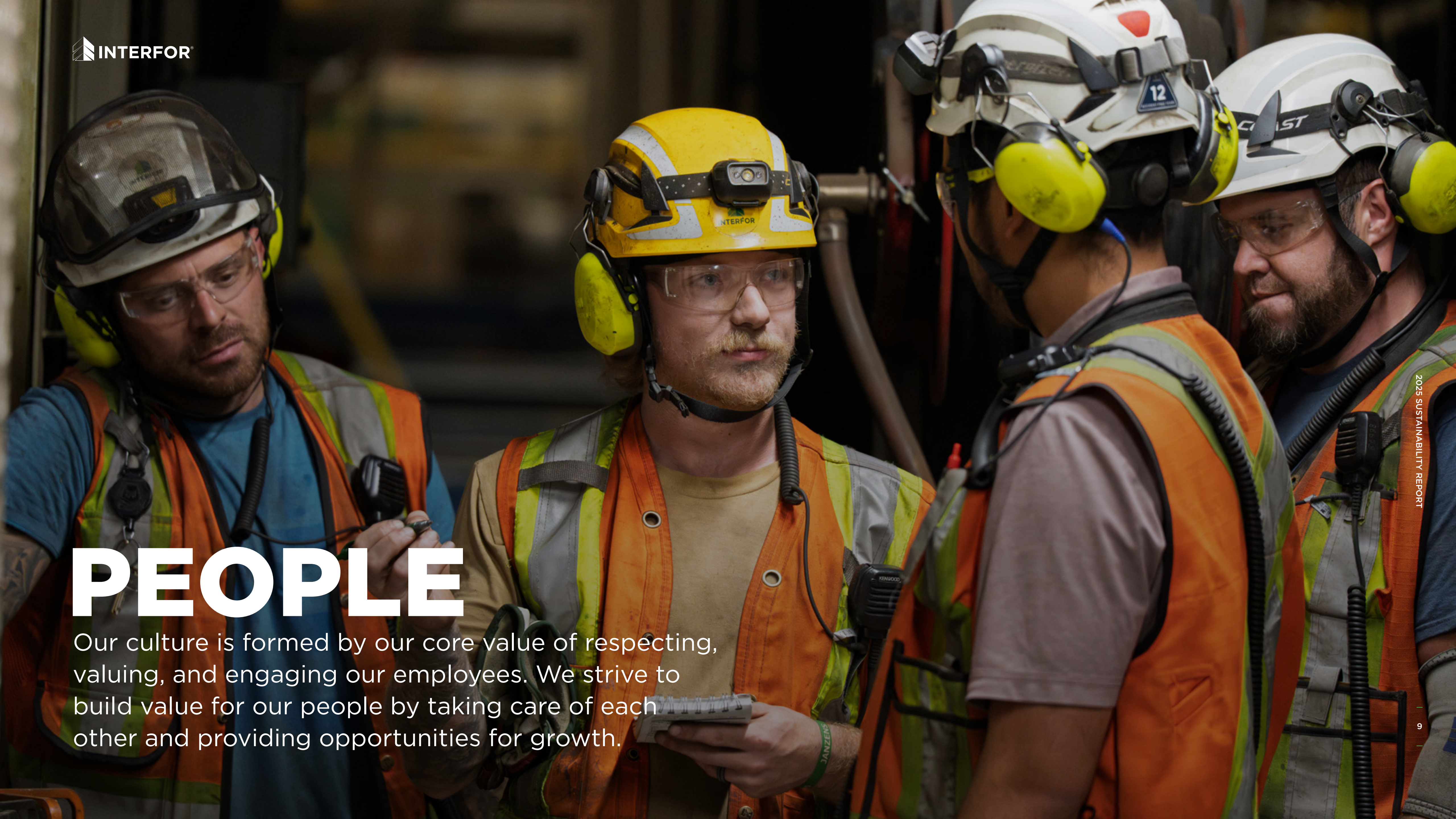
*Correction to 2024 Woodlands Contractor SIFp Events.

Contractor MIR	2023	2024	2025
Woodlands Contractor MIR	2	1.5	0.6
Woodlands Contractor Fatalities	0	0	0
Capital Projects Contractor MIR	3.02	0	0
Capital Projects Contractor Fatalities	0	0	0

Woodlands contractor safety metrics refer to Canadian woodlands contractors and do not include US woodlands contractors. We do not have oversight into contractor safety and legal agreements. Agreements are for log volume only. Capital project safety metrics include both Canadian and US operations.

“ Safety really is first. We learn to not be in a rush, to make everyone safe before we do anything.

- Tyrone S., Millwright, Perry Division



PEOPLE

Our culture is formed by our core value of respecting, valuing, and engaging our employees. We strive to build value for our people by taking care of each other and providing opportunities for growth.



Our People

Our employees are the most important part of Interfor, and we are committed to providing opportunities that build knowledge, strengthen skills, and support long-term career growth. Our goal is to develop a workforce that reflects our core values as well as the strengths and talents of our communities. We are committed to merit-based hiring and promotion that recognizes and rewards performance, ensuring every employee has an opportunity to grow and succeed based on their contributions and achievements.

We support our employees through ongoing engagement and best practices including mentorship programs, leadership development, and inclusive hiring strategies. Together, these efforts foster a workplace where employees are empowered to perform at their best and thrive in their careers.

In 2025, Interfor invested \$6.6 million in employee training and development, strengthening capabilities across mill operations and corporate support functions. Training initiatives spanned industry-specific skills, including the Industrial Wood Processing Program and the Business of Sawmilling course, as well as our Senior Leader Development Program. We also launched a new Operations Leader Development Program to further develop mill managers committed to operational excellence and effective leadership.

Nearly 600 current and future leaders across the organization completed Echelon Front's Extreme Ownership training in 2025. This intensive workshop reinforced principles of empowering employees at all levels of the organization in effective communication, accountability, and ownership, with a specific focus on equipping front-line managers to strengthen teams through meaningful employee engagement. These investments are already contributing to a growing culture of accountability and collaborative problem-solving across Interfor.

For additional details on the actions we've taken to strengthen our workforce in 2025, please visit our [website](#).

“ Even in the face of market uncertainty, Interfor continues to invest in its people.
- Victor D., Production Coordinator, Belledune Division

Developing Our Employees

We provide opportunities for our employees to grow, prosper, and develop their skills through on-the-job training and mentorship.

US Trades Program Highlights

- 63 millwright certification apprentices
- 65 advanced mechanical training participants
- 17 saw filer apprentices
- 72 Programmable Logic Controller (PLC) electrical training program participants
- 52 planer setter training participants
- Paid wages for more than 2,100 study hours per millwright apprentice program participant

Learning & Development Highlights

- 812 courses offered through our online learning management system
- More than 18,000 hours of learning completed by employees
- More than \$6.6 million spent on learning and education
- 58% of openings filled by internal promotions

Foundational Training Program Highlights

- 16 Industrial Wood Processing Program participants
- 12 Business of Sawmilling course participants
- 6 Senior Leader Development Program participants
- 8 Operations Leader Development Program participants

Through our post-secondary scholarship program, we support young adults whose parent or guardian works at Interfor as they pursue academic and professional goals. In 2025, we awarded more than \$58,000 to 25 students.

In 2025, we conducted a county-level wage analysis for our US operations, seeking to identify any gaps in livable wages for a family. As a result, we were able to make appropriate adjustments to help our employees with cost-of-living pressures. We also launched a campaign to help employees reduce health insurance expenses through preventive health screenings. More than 50% of our US employees participated, and in total saved more than \$750,000 on health insurance premiums for the 2026 plan year.

For more details on employee development programs, please visit our [website](#).



812

courses offered through our online learning management system

18,000+

hours of learning completed by employees

\$6.6M

on learning and development for our employees

Growing a Well-Rounded Workforce

We believe that an engaged and inclusive workforce is essential to driving innovation and our long-term success. That's why we focus our recruiting efforts to build the talented and dynamic workforce needed to grow future leaders and our business. From our campus recruiting program to our recruitment programs with Indigenous communities, we strive to provide employees with a defined plan for success.

In 2025, women comprised 36% of our Board of Directors and under-represented groups comprised 34% of our hourly trades and skilled workforce.

We recognize the vital role women play in balanced and talented teams, and we continue to take action to ensure they are represented and supported in operational and corporate roles. We offer part-time and casual shifts at several of our sawmills to attract a greater diversity of candidates including parents with childcare priorities.

We respect the rights of workers, including freedom of peaceful assembly and association, collective bargaining, fair working hours and conditions, and fair compensation. We are committed to constructive engagement and stable relationships with our employees and bargaining in good faith with the organizations that represent them.



58% of openings filled with internal candidates

“ We care for each other and listen to each other’s ideas on creating a happy work environment and going home safely.
- Breanne V., Operator, Castlegar Division

Interfor 2025 Employee Demographics

Employment Type	2023	2024	2025
Total Employees	5,283	4,529	4,174
Full-Time Employees	5,188	4,449	4,107
Part-Time Employees	18	16	12
Temporary Employees	77	64	55
Number of Interns Hired			
Intern Positions	41	23	26
Interns Hired into Full-Time Positions	9	4	4
Collective Bargaining			
Full-Time Employees Covered by a Collective Bargaining Agreement	1,600	1,516	1,231
Our Workforce			
Overall Workforce from Under-Represented Groups*	41%	39%	40%
Hourly Trades/Skilled Workforce from an Under-Represented Group	35%	33%	34%
Supervisors and Superintendents from Under-Represented Groups	29%	25%	23%
Indigenous Manufacturing Workforce (Eastern Operations)	8%	7%	9%
Indigenous Woodlands Workforce (Eastern Operations)	5%	6%	9%
Employees in Leadership & Development Programs from an Under-Represented Group	33%	27%	15%
Women in Our Hourly Workforce	8%	8%	9%
Women Supervisors and Superintendents	10%	9%	6%
Women Senior Managers	16%	11%	12%
Women Executives	8%	15%	16%
Women on Our Board of Directors	25%	33%	36%
External Hires from Under-Represented Groups	47%	44%	19%
Total Workforce			
Men	4,557 / 87%	3,903 / 86%	3,599 / 86%
Women	710 / 13%	616 / 14%	564 / 14%

*Under-represented groups include women, ethnic and racial minorities, and Indigenous Peoples. Employees who declined to identify gender or race/ethnicity are assumed not to belong to an under-represented group. Gender data above includes 11 employees who declined to identify their gender.

Hourly Employees

	2023	2024	2025
Hourly Women	316 / 8%	282 / 8%	273 / 9%
Hourly Men	3,650 / 92%	3,117 / 92%	2,861 / 91%
Canada Hourly Women	152	158	146
Canada Hourly Men	1,608	1,531	1,293
US Hourly Women	164	124	127
US Hourly Men	2,042	1,586	1,568

Salaried Employees

Salaried Women	394 / 30%	334 / 30%	291 / 28%
Salaried Men	907 / 70%	786 / 70%	738 / 72%
Canada Salaried Women	247	222	183
Canada Salaried Men	510	452	388
US Salaried Women	147	110	107
US Salaried Men	397	332	349

Employees by Age Group

Employees Aged 50+	1,714 / 32%	1,629 / 36%	1,400 / 34%
Women 50+	200	198	171
Men 50+	1,510	1,431	1,228
Employees Aged 40-49	1,119 / 21%	1,004 / 22%	939 / 22%
Women 40-49	167	155	131
Men 40-49	949	849	805
Employees Aged 30-39	1,292 / 24%	1,118 / 25%	1,049 / 25%
Women 30-39	189	174	165
Men 30-39	1,101	944	881
Employees Aged Under 30	1,158 / 22%	768 / 17%	786 / 19%
Women Under 30	145	89	97
Men Under 30	997	679	685



COMMUNITIES

We aim to be a trusted partner by building value for our Indigenous partners, our customers, and the communities where we operate.



Partnering with Indigenous Peoples

Indigenous Peoples have occupied their territories since time immemorial. We acknowledge and honor their deep connection to the lands and waters and recognize the legal and constitutional rights they hold within their territories. They have an integral role in maintaining a strong, viable, and sustainable forest economy in Canada now and in the future.

We are committed to supporting Indigenous representation and participation in the forest industry, and over the last two years, we have provided \$35.3M in funding and financing to support Indigenous economic development and capacity building. Interfor’s managed woodlands lie within the territories of more than 100 Indigenous Nations. Since 2010, we have signed more than 220 individual agreements with 59 Indigenous communities or Nations, leading to a host of mutual benefits. In 2025, we signed 29 new agreements.

The foundation of our agreements with our Indigenous partners is built upon five pillars: governance, economic benefit and revenue, stewardship and sustainability, capacity building and employment, and community engagement. Please visit the Indigenous Peoples section of our [website](#) for a detailed breakdown of these five categories and read about our various collaborations and agreements. Our Indigenous Relations Policy outlines our acknowledgment of the United Nations’ Declaration on the Rights of Indigenous Peoples (UNDRIP) and seeks to take relevant actions from Canada’s Truth & Reconciliation Commission. It also commits Interfor to relevant consultation and to seek to achieve, where possible, the free, prior, and informed consent (FPIC) of Indigenous Peoples and communities before proceeding with developments.

We are proud of our Indigenous employees. In 2025, 9% of our eastern operations manufacturing employees were Indigenous, and 9% of our eastern operations woodlands employees were Indigenous. Since 2022, our Ontario operations have held bronze-level certification through the Partnership Accreditation in Indigenous Relations (PAIR) Program.

“ We have a direct responsibility to the communities where we operate. Being a good neighbor is essential to the long-term sustainability of our operations and local public trust. ”
- Jocelyn L., Environmental, Health & Safety Superintendent, Timmins Division

29

new partnership agreements signed in 2025

300K+

cubic meters of annual harvest transferred to Indigenous ownership

\$35.3M

in funding and financing to Indigenous communities over the past 2 years



Tenure Disposition

In 2025, we successfully transferred 323,769 cubic meters of annual harvest under replaceable forest tenures to 10 different Indigenous-owned organizations within 10 different First Nations. For a full list of the companies and First Nations, please visit our [website](#).

Since 2021, we have transferred tenures for approximately 67% of our Allowable Annual Cut (AAC) in the BC Coastal region to Indigenous ownership. This includes three licenses to the shísháhlh First Nation, who are actively involved in the Forest Landscape Planning process, protecting additional conservation areas that exceed government requirements.

Protecting Shared Values Through Forest Management

Since November of 2023, Interfor has partnered with Nk'Mip Forestry, which is owned by the Osoyoos Indian Band (OIB), to ensure every aspect of its forest management aligns with the principles of the OIB. Through its layout and development company, Siya Forestry, the organization makes strategic land management decisions that honour cultural values while meeting the highest sustainable forestry standards. Siya Forestry teams work on 2-3 permits for Interfor at a time and weave their values into data collection, permit prescriptions, and land use strategic planning. We are proud of our close working relationship and have a common responsibility for stewardship.

To learn more about Interfor's partnerships with Indigenous Peoples, please visit our [website](#).

“ Indigenous communities are very connected to the land and have a tremendous land ethic. There are so many aspects of the land that need to be considered – it's not just logs and trees. They think about the forest from a wider perspective, and that's something we've embraced in our work.

– Ron P., Indigenous Relations Lead, Kootenays, BC Interior



Supporting Our Communities

The communities where our employees live, work, and play are an integral part of their lives, and we are committed to building value in these communities by supporting healthy economies, environments, and cultures.

In 2025, our employees participated in over 50 events honoring significant cultural observances and celebrating the diversity of their communities, and proudly volunteered more than 800 hours of time.

Interfor donated over \$575,000 to various local organizations aiming to provide resources such as food and shelter, firefighting, health and community services, educational and recreational opportunities for youth, and wildlife protection.

Taxes & Employees

Taxes are an important aspect of corporate citizenship and contribute to the resources made available to our operations and employees. In 2025, Interfor employed more than 4,100 people and paid \$21.1 million in taxes including amounts paid or payable in corporate income, property tax, and certain taxes to governments in the jurisdictions in which we operate.

Tax Payments	2023	2024	2025
Canada	\$2,659,000	\$15,742,000	\$5,916,000
US	\$29,813,000	\$15,919,000	\$15,104,000
International	\$14,000	\$1,000	\$85,000
Total	\$32,486,000	\$31,662,000	\$21,105,000

Habitat for Humanity Partnership

Many of our divisions partner with Habitat for Humanity to deliver upon their mission of bringing communities together by helping families build strength, stability, and independence through affordable homeownership.

In 2025, support for this mission included:

- Our DeQuincy Mill donated 13,500 board feet of lumber to their local Habitat for Humanity.
- Our Sault Ste. Marie Mill donated \$5,000 to their local Habitat for Humanity build.
- Our Peachtree City corporate office team spent a day volunteering with Habitat for Humanity to help raise the walls of a new safe and affordable home for a local family.

“Interfor cares about the places we call home, and our donations and employee volunteering show our commitment to the people and communities around us.”

– Svetlana K., Vice President, Corporate Communications & Government Relations

ENVIRONMENT & CLIMATE

Our industry is part of the powerful, natural cycle of forests. We are proud to provide low-carbon, renewable building products and to advance climate resilience through sustainable forest and mill management.

Managing Forests Sustainably

Our core business is lumber, and it's only through sustainable forest management and partnerships with other forest product producers that our influence has a positive impact that goes beyond lumber. Our goal is to have a positive impact on the climate and environment through sustainable forestry practices and certifications and continuous operational improvements within our facilities.

Sustainable lumber starts with responsible sourcing from forests that have been managed to meet the ecological, economic, and sociocultural needs of current and future generations. We operate under a range of formal frameworks and internal procedures to uphold these forest management standards that protect wildlife, biodiversity, and forests of exceptional conservation value (FECV). In 2025, we managed over four million hectares of forests on public lands in Canada, following guidelines aligned with the globally recognized Sustainable Forestry Initiative® (SFI) Forest Management Standard. These standards include objectives for soils, timber, wildlife, water, fish, biodiversity, aesthetics, and culturally important areas.

You will find more details on the ways these sustainable forest management practices come to life in the [Sustainable Forestry](#) section of our website including:

- Planting following harvest, including the planting of 20.1 million trees in 2025 and a total of 90.1 million over the last five years
- Identifying, tracking, and conserving habitat and habitat features for species at risk and other focal species
- Training and providing resources to our foresters, woodlands employees, and contractors to identify species at risk and report sightings
- Taking steps to ensure conservation where at-risk ecosystems have been defined, such as blue- and red-listed ecosystems in BC
- Maintaining mapped networks of winter range for deer, moose, elk, bighorn sheep, goats, and caribou
- Establishing 40 acres of pollinator habitat across our US Southeast mill sites to support pollinator resources and health

Sustainable Forestry Initiative (SFI®)

100% of our forest management operations are certified to SFI Forest Management Standard, excluding our BC Coastal Woodlands which are undergoing tenure disposition. Effective in 2025, 100% of our lumber manufacturing operations are certified to SFI's Fiber Sourcing Standard and Chain of Custody Standard. All of our Canadian and US regional teams participate with their respective SFI Implementation Committees, influencing sustainable forestry management practices across our timber resources. Each year, our forestry and woodlands staff attend or deliver SFI training. Registered forester professionals and professional loggers in the US maintain status by completing the required hours of continual professional development training.

SFI® marks are registered marks owned by the Sustainable Forestry Initiative Inc.

100%

of our forest management operations certified to SFI Forest Management Standard

100%

of our lumber manufacturing operations certified to SFI Fiber Sourcing and Chain of Custody Standards

4M+

hectares of forests managed sustainably



Why Sustainable Forestry Matters

47 Years of Forestry with Randy Waterous, Environmental & Land use Superintendent, BC Interior

Wood is sustainable because unlike many other building materials, it's renewable. It has a huge benefit for carbon sequestration, so when we manage forests sustainably, we are a strong contributor to the carbon solution. Looking toward the future, we have a professional and regulated obligation to renew forests because what we do today will impact generations to come.

Sustainable forestry is a long game. We are investing in forests that we may not live to see come to maturity. Places where I hung ribbons early in my career for harvest boundaries, road locations, stream buffers, and wildlife markers are now maturing to the point that they could be considered for commercial thinning.

We never know what might affect the forests. In my 47 years of practicing forestry, we've experienced three major mountain pine beetle outbreaks, and major windstorms and fires have shaped where we harvest. That's why we remain committed to a cycle of learning, adapting, and clarifying – stepping in where previous research has left gaps.

We create diverse stands. Certain ecosystems are really stand-replacing, fire-driven in their species succession. For example, after a major stand-replacing event such as a fire, lodgepole pine will naturally regenerate vigorously. After we

harvest those areas, we replant with multiple species that will thrive in those ecosystems. In certain high-elevation ecosystems, we plant whitebark pine even though we don't harvest it. (It's an endangered species in Canada.)

Sustainable forestry standards and practices provide us a means of assuring the public, stakeholders, and ourselves that there will always be forests that support wildlife habitat, water availability quantity and quality, visual sensitivities, and ecosystem function. Investing in research supports these values. For example, in 2025, our Grand Forks division provided in-kind support and access to relevant planning and harvesting information to a PhD candidate conducting multi-year research on the Williamson's sapsucker, an endangered migratory woodpecker in British Columbia. The research evaluates the impacts and benefits of forest management practices on the bird's habitat including home range, preferred tree species, and characteristics for nesting and breeding productivity. The research project will assess whether current best management practices effectively manage habitat or inadvertently contribute to ecological traps. Ongoing research on the Williamson's sapsucker dates back more than 20 years and contributed to the best management practices we follow today.

Seeing the result of that 20-year process is what it's all about. It shows we are effectively using research, and it's rewarding to see those outcomes.

Old Growth & Sustainable Harvesting in BC

Old growth, sometimes referred to as primary forest, is recognized for providing habitat, ecological, cultural, spiritual, and timber values. According to the [BC Council of Forest Industries](#), forests are generally considered to be old growth when the trees are more than 250 years old on the coast and more than 140 years old in most interior regions. While age is a useful definition, what makes old growth unique is not the number of rings in the trees but rather the characteristics of the forest that have developed over time. All old growth, regardless of size, has inherent value. On the lands where we operate, we play a leading role in managing and protecting forests of exceptional conservation value.

Extreme Weather

Extreme and changing weather threatens the health and well-being of forests. Drought stress can reduce tree survival and limit resistance to disease and insects, while warmer, shorter winters can lead to insect and disease outbreaks. The Canadian Forest Service’s Forest Change Program reports on indicators that reflect past trends and future projections for changes across Canada and provides adaptation tools and resources for forest managers. Interfor puts these tools and recommendations into practice to ensure our sustainable forest management plans are protecting or enhancing ecological diversity and forest health. One of the most effective of these tools is mixed species planting, which we employ by planting 18 different species. When planting new forests, we select genetically

superior non-GMO seeds where available for desired traits like superior wood quality, pest or disease resistance, or increased growth rates. We retain shade trees and use different seedling stock sizes to reduce the impacts of drought, implement insect trap trees and root disease controls, and participate in regional stewardship projects that contribute to overall forest health.

For additional details on these efforts and others, such as sediment control, the building and removal of roads, and climate-resilient forests, please visit our [website](#).

Forest Fires

A vital aspect of sustainable forestry is preventive management of the forest to minimize the severity of fires. Following our fire preparedness and weather observation standards, we implemented practices such as thinning and removing undergrowth vegetation that can act as fire fuel, and making fire breaks to slow fire spread. The 2025 fire season was the second-worst on record in Canada after 2023 as approximately 9 million hectares were burned across the country. Our efforts in sustainable forestry helped minimize or prevent further damage on Interfor’s tenures.

To learn more about our sustainable forestry practices including disturbance vs. deforestation and ecosystem restoration, please visit our [website](#) and our [Sustainable Forestry & Log Procurement Policy](#).



20.1M trees planted in 2025

“ Looking toward the future, we have a professional and regulated obligation to renew forests because what we do today will impact generations to come.

- Randy W., Environment & Land Use Superintendent, BC Interior



2025 Forest Fire Mitigation

New Brunswick faced its toughest fire season in over 20 years. Our Miramichi Woodlands team supported the New Brunswick Department of Natural Resources (NB DNR) with firefighting efforts across approximately 2,000 hectares over three weeks. Eight of Interfor's woodlands staff worked with the NB DNR staff on the fire line by identifying and ribboning fire guard areas and operating woodlands fire trucks to provide water to firefighters and with direct fire suppression manpower. Many of our woodlands contractors also provided support with heavy equipment to help build fire guards.

Our British Columbia Woodlands staff and contractors took prompt action to respond to the Cayenne Creek fire in August of 2025. Contractors observed smoke in the area, reported it to Interfor immediately, and began to mobilize nearby equipment to contain the fire. Interfor Woodlands staff arrived on-site to assess the fire and work alongside the BC Wildfire Service to deploy water suppression efforts. The fire was ultimately extinguished within six days.

“ I’m proud to work at Interfor because our people are empowered to lead, solve problems, and take ownership of results.

- Gino L., Production Manager, Adams Lake Division

Sustainable Harvest Levels

Sustainable harvest levels are the foundation of sustainable forestry and are key to ensuring environmental, economic, and social opportunities for current and future generations. In Canada, the majority of forest lands, including those managed by Interfor, are publicly owned. The sustainable harvest levels, known as the allowable annual cut (AAC) in some provinces and as the available harvest area (AHA) in Ontario, are required by law to be set for these public forests every 5 to 10 years depending on the location. Each year, every individual cutblock contributes to the total area harvested, and cutblock area and stand-level retention data are reported annually to provincial governments. On average, less than 1% of the managed forests in Canada are harvested each year.

Reporting on cutblock area and retention or reserves differs across regions due to differences in tenure management and provincial regulations in BC, Ontario, and New Brunswick. We work to survey and finalize harvested area boundaries for up to six months after the end of each year prior to reporting. As such, the most recent reporting year’s data are not included as they are not yet finalized. Interfor tenures refers to management units for which Interfor has responsibility over forest management planning. Reserve area in Ontario is assigned at the Forest Management Plan (FMP) development stage which was done in 2020 and 2021 for Interfor’s tenures and remains relatively constant for the 10-year term of the FMP, with minor changes.

In the six US southern states in which we operate, most forests are privately owned. Our work with SFI Implementation Committees and outreach is critical to helping keep these forests healthy, diverse, productive, and sustainable. We utilize growth-to-drain studies to understand how much timber grows in an area compared to the amount that is harvested or dies. Data shows growth-to-drain ratios greater than 1.0, which means that growth consistently exceeds harvest levels in the regions in which we operate.

In our US Northwest region, state laws and sustainable harvest calculations are used to ensure harvesting and yield on a continuous basis.

		2022	2023	2024
Harvest and Retention on Interfor Tenures		Hectares	Hectares	Hectares
British Columbia	Total Cutblock Area	9,894	9,984	7,473
	Total Area Retained	2,560 (26%)*	1,458 (15%)	1,141 (15%)
New Brunswick	Total Cutblock Area**	N/A	13,326	12,670
	Total Area Retained**	N/A	2,367 (18%)	2,344 (18.5%)
Ontario	Total Cutblock Area	6,757	4,205	5,134
	Total Area within Reserves	218,292	218,292	218,292

*Restatement to correct calculation error.

**New Brunswick operations and related tenures were acquired in December 2022 and are therefore excluded for that subject year.

“ I’ve been fortunate to work my entire career in Southwest Georgia. Over 29 years, I’ve purchased timber twice from the same stand. That kind of healthy regrowth couldn’t happen without sound and sustainable forestry practices.

- Phillip E., Area Log Procurement Manager, Preston Division



Supporting Pollinators

In the US Southeast region, we set out to contribute to pollinator health on our owned lands. Each of our 11 mills in the region designated habitat in 2025 that will be managed to support local and migrating pollinators. In total, more than 40 acres have been set aside for these vital insects.

Interfor's ability to impact and protect biodiversity depends on continually educating ourselves, loggers, and landowners on the importance of at-risk species and ways to protect them. Through this ongoing education and dialogue, we have found a meaningful way to support pollinator health.

“ In the US South, since we don't manage forestlands ourselves, we wanted to do something that would have a direct impact on biodiversity. We're excited to see these areas buzzing with pollinators this spring.

– Ken W., Forester, Log Procurement Project Manager & Regional Certifications Coordinator, US Southeast

Reducing Climate Impacts

Wood is the ultimate natural, renewable, and sustainable building material. Trees not only use solar energy and carbon dioxide from the atmosphere to grow, but wood products also store carbon for the lifetime of the product.

In addition to providing a low-carbon product, we continue our efforts to reduce greenhouse gas (GHG) emissions from our manufacturing facilities and report our emissions in line with guidance from the Greenhouse Gas Protocol (GHG Protocol) global standardized framework. Progress toward our 40% reduction goal is tracked from an established 2021 baseline.

- Scope 1 emissions include the direct emissions we produce at our facilities from the combustion of fuel.
- Scope 2 emissions include the emissions associated with the production of purchased electricity used at our sites (location-based).
- Scope 3 emissions include the emissions associated with our supply chain, both upstream and downstream.
- Biogenic emissions include carbon dioxide (CO₂) emissions from biomass fuels, while methane (CH₄) and nitrous oxide (N₂O) from biomass combustion are included under Scope 1.

External Independent Limited Assurance

In 2025, we again engaged ERM CVS, an independent verification and validation body, to provide third-party limited assurance of our 2025 Scopes 1 and 2 GHG emissions and direct biogenic carbon emissions inventory. A summary of the ERM CVS Independent Limited Assurance Report is available on our [website](#).

Task Force on Climate-Related Financial Disclosure (TCFD)

The Task Force on Climate-Related Financial Disclosure was established in 2015 by the Financial Stability Board to make recommendations for consistent Company disclosures to help financial market participants understand investment risks related to climate change. An outline of Interfor's climate-related practices and disclosures as recommended by the TCFD can be found on our [website](#).

Emission Category	2021 (Baseline)	2023	2024	2025
Scope 1 GHG Emissions (tCO ₂ e) Direct Fossil Fuel GHG + CH ₄ /N ₂ O from Biomass	142,354	128,708	122,935	107,772*
Scope 2 GHG Emissions (tCO ₂ e) Purchased Electricity	123,299	125,749	117,945	107,615*
Scope 3 GHG Emissions (tCO ₂ e) Value Chain Emissions Biogenic Emissions from Our Value Chain	3.2M 2.1M 1.1M	2.9M 1.8M 1.1M	3.7M 1.5M 2.2M	3.1M 1.2M 1.9M
Direct Biogenic Carbon Emissions (tCO ₂) Biomass Combustion	884,678	878,211	779,791	735,797*
GHG Emissions Intensity (tCO ₂ e/MFBM) Scope 1 & 2 Emissions per thousand board feet	0.0615	0.0615	0.0624	0.0606

*ERM CVS limited assurance

Carbon dioxide component from biomass is reported separately, reflecting the natural carbon cycle. Methane and nitrous oxide from biomass are included in Scope 1.

Restatements from previous years are due to standard updates in emissions factors or corrections to minor calculation errors.

Annual GHG emissions data is presented as previous three years plus our 2021 baseline.



Energy Use	2023 (GJ)	% of Total	2024 (GJ)	% of Total	2025 (GJ)	% of Total
Energy Purchased (Electricity)	1,836,994	13%	1,740,915	13%	1,607,954	13%
Renewable	639,950	5%	581,641	4%	544,388	4%
Nonrenewable	1,197,044	8%	1,159,274	9%	1,063,566	9%
Energy Produced (On-Site Combustion)	12,117,097	87%	11,621,540	87%	10,696,352	87%
Renewable	10,028,333	72%	9,597,313	72%	8,946,579	73%
Nonrenewable	2,088,764	15%	2,024,227	15%	1,749,773	14%
Total Energy (GJ)	13,954,090	100%	13,362,455	100%	12,304,306	100%
Energy Intensity (GJ/MFBM)	3.38		3.46		3.46	

Electricity

In 2025, 77% of the energy we consumed was from renewable sources such as biomass, hydropower, and solar power generation. Our continued investments and efforts to improve the energy efficiency of our mills resulted in a 7% reduction of average electricity consumption last year. We continue to power 82% of our drying kilns with biomass and 18% with fossil fuels.

“ Witnessing Interfor’s level of commitment to reducing our environmental impacts reassures me that we’re making the right choices for the land and the communities that rely on it.

- Michael J., Environment, Health & Safety Coordinator, Grand Forks Division

77%

of energy consumed was from renewable energy sources

5.4M

tonnes of carbon stored in the products sold by Interfor in 2025

82%

of our drying kilns are powered by clean energy from wood residuals

Reducing Environmental Impacts

Interfor is committed to reducing environmental impacts from our manufacturing operations by using environmental monitoring programs for air quality, stormwater, wastewater, waste management, spill prevention and fuel handling, and fire prevention and preparedness.

We minimize air emissions from our manufacturing facilities using appropriate air pollution control technologies. We continually monitor emissions that result from our operations and conduct routine maintenance and inspections on equipment. Air emissions are quantified and reported as required by applicable legal and regulatory requirements.

Our manufacturing facilities and woodlands operations have strict requirements that specifically direct fuel handling, hazardous material usage, and regulated or hazardous waste management. In addition to maintaining emergency spill response kits and/or secondary containment systems, we implement spill prevention plans and emergency spill response training to ensure our teams are well-prepared in the event of an incident.

We recognize that water is a universal human right, and our Environmental Management System (EMS) programs have strict guidelines for protecting water quality in both our mills and our woodlands operations. Although our operations use very little water compared with other industries, our guidelines ensure we maintain the highest standards for our water use.

“ By taking ownership and responsibility for our environmental impacts we build trust with our employees and communities.

- Christina M., Environmental, Health & Safety Coordinator, Timmins Division

	2023	2024	2025
Air Emissions			
Particulate Matter Tonnes	981	845	629
Particulate Matter Intensity (g/MFBM)	237	221	180
NOx Tonnes	707	750	679
NOx Intensity (g/MFBM)	171	196	194
SOx Tonnes	66	76	78
SOx Intensity (g/MFBM)	16	20	22
CO Tonnes	1,266	1,549	1,514
CO Intensity (g/MFBM)	306	405	432
VOCs Tonnes	4,481	4,379	3,751
VOCs Intensity (g/MFBM)	1,084	1,145	1,071
Water Withdrawal			
Water m3	1,282,268	999,317	1,038,636
Water Intensity (m3/MFBM)	0.309	0.253	0.297
Reportable Spills			
Canada	28	7	6
United States	0	0	0

Reportable spills are based on legal reporting requirements for each of the jurisdictions in which we operate. 2023 spills included Québec mills which were divested in January 2025. Water withdrawal is based on metered water. For details on methodology of the above metrics, see [References & Methodology](#).

We have an ongoing goal to achieve 100% completion of all regulatory legal requirements and internal compliance tasks. We conduct annual EMS audits to verify its effectiveness and compliance. In 2025, we completed 99.7% of all identified regulatory legal compliance actions.

For more information on our efforts to be good stewards of our facilities and minimize environmental impacts, please visit our [website](#).

Optimizing Wood Residuals & By-Products

The main by-product of our manufacturing process is wood residuals in the form of sawdust, shavings, chips, and bark. Historically, many of these residuals were once landfilled or incinerated without energy recovery. Today, most are sold, recycled, or repurposed for the production of green, renewable energy, panels, medium-density fiberboard, pulp and paper, or used for landscaping and animal bedding.

In our own operations, we utilize wood residuals to fire our drying kilns, minimizing reliance on fossil fuels and avoiding greenhouse gas emissions.

Improving Recycling & Waste

Our facilities generate limited amounts of hazardous and non-hazardous waste, such as batteries and light bulbs. Overall, we sell, recycle, or repurpose more than 99% of our total residuals and waste materials. In 2025, we diverted more than 10,000 tonnes of waste from disposal through recycling efforts and partnerships. We also focused on improving our data collection and reporting, and we aim to establish a new goal to reduce waste each year going forward. For more details on our waste reduction initiatives, please visit our [website](#).

Residuals, Waste & Recycling	2023	2024	2025
Residuals & Waste to Disposal (Tonnes)	29,049	33,644	23,598
Residuals Directed to Disposal*	13,193	17,177	15,622
Non-Hazardous	15,604	16,161	7,755
Hazardous Waste**	252	306	221
Waste Diverted or Recycled (Tonnes)	13,140	10,313	10,304
Hazardous Waste Recycled	97	213	352
Non-Hazardous Waste Recycled	13,042	10,100	9,952
Residuals Recovered & Repurposed (Tonnes)	5,294,309	3,655,574	3,187,731
Residuals Repurposed	4,842,754	3,262,640	2,777,485
Residuals Used for Energy (Biomass) - Internal	451,555	392,934	410,246

Waste data is based on waste & residual weight records from our facilities and from estimates.

*Includes wood residuals that were used for soil amendments in landfills.

**Includes common or universal waste such as batteries.

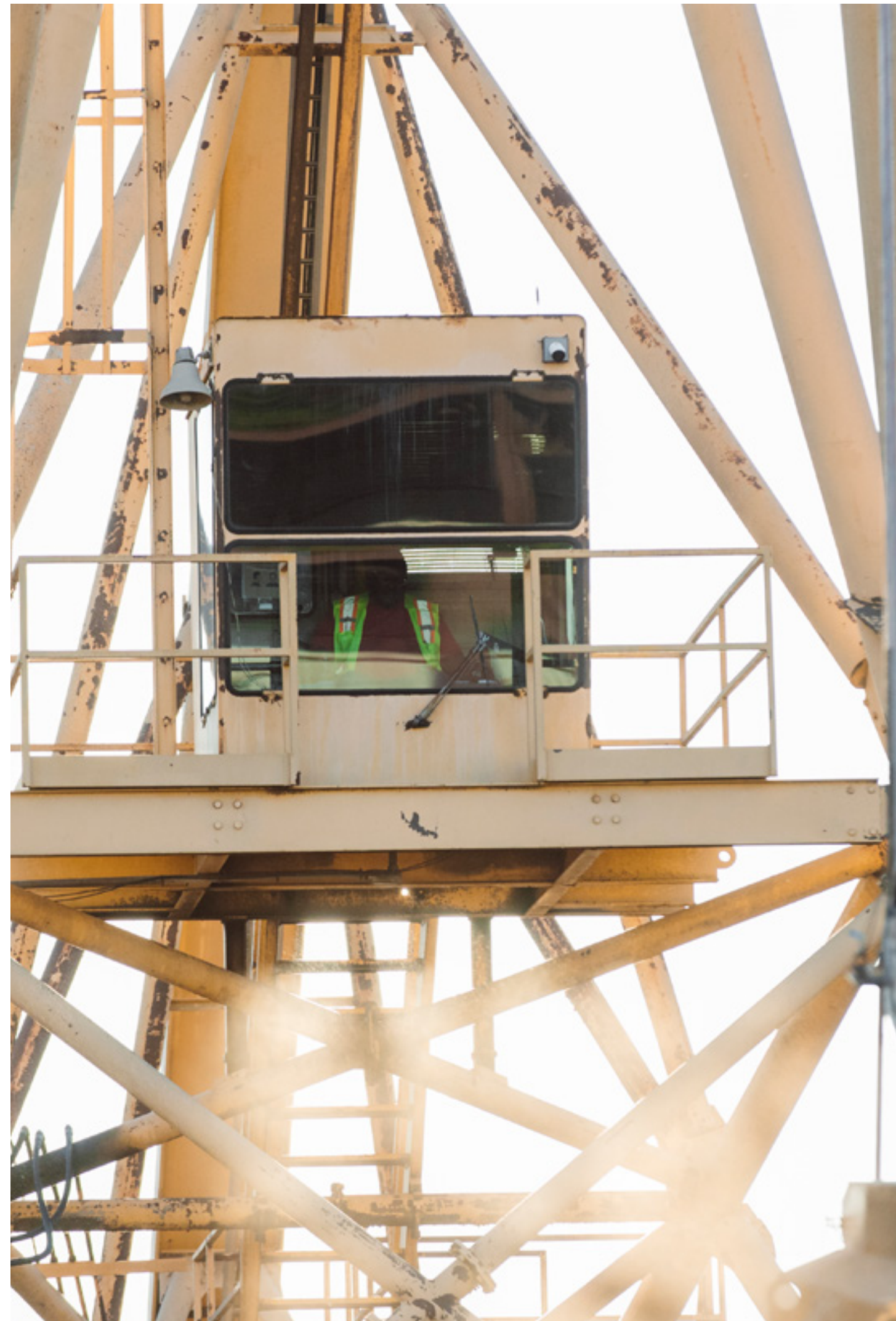


99%+

of our total residuals sold, recycled, or repurposed

10.3K

tonnes of waste recycled in 2025



Sustainable Products & Operations

Investments & Upgrades

Each year, Interfor invests in facility upgrades and technologies to increase safety, efficiency, productivity, and product quality. We also invest in the latest technologies available to the industry to better understand forest health, support sustainable forestry practices, and improve environmental performance. Below are some of our key 2025 focus areas:

- **Facility upgrades** totaled \$82.6 million including technology upgrades such as scanners, machine stress rating and IT infrastructure, kiln and boiler upgrades at two US Southeast mills, our ongoing Thomaston site rebuild, and ongoing maintenance.
- **Road installation and removal** totaled \$7.7 million, ensuring safe passage for our harvesting operations and returning the woodlands to their natural state.
- **Research:**
 - In-kind support and access to relevant planning and harvesting information for a study on an endangered migratory woodpecker in BC.
 - Interfor’s southeastern foresters are participating in the Georgia SFI Implementation Committee’s sponsorship of University of Georgia research over the next two years to study the effectiveness of forestry best management practices.
 - Interfor’s southeastern US operations are reviewing the impacts of AI technology for scanning log piles in log yards for inventory management.

Commitment to Our Customers

We are committed to meeting the needs of our customers. Our quality control programs ensure that our products meet exacting grade standards approved by the American Lumber Standard Committee (ALSC) Board of Review in the US and the Canadian Lumber Standards Accreditation Board (CLSAB) in Canada.

We provide information to help ensure our customers and employees handle and use our products safely. In 2025, Interfor did not have any of the following:

- Violations or nonconformance with regulatory labeling and/or marketing codes
- Product recalls
- Legal fines/settlements for violations of bribery corruption or anti-competitive standards

\$145M average per year on upgrades or facility investments over the last decade

“From the purchase of a mill down to a new gearbox or photocell, it all fuels our readiness for market shifts.

- Lee H., Director, Capital Engineering, Peachtree City Corporate Office

GOVERNANCE

Our governance framework is grounded in policies and guidelines that support responsible decision-making, transparency, and driving long-term value creation.

Corporate Governance

Through strong oversight and accountability, we integrate sustainability into our decision-making processes in support of Interfor’s long-term strategic objectives and stakeholder interests.

Board of Directors & Management Oversight

Our Board oversees Interfor’s corporate governance and sustainability through the following committees, which meet quarterly:

- **Nominating & Governance Committee:** Oversees the development and implementation of Interfor’s corporate governance framework, Board composition, and corporate responsibility practices, including our Human Rights Policy.
- **Environment, Health & Safety Committee:** Oversees our Environment Policy and monitors climate-related risks and opportunities, and ensures Interfor maintains effective risk assessment and management response plans. In 2025, our identified climate-related risks and opportunities were updated to align with guidance from the Task Force on Climate-Related Financial Disclosure (TCFD). Our full [Climate Scenarios Analysis Risks & Opportunities Summary Table](#) can be found on our website.
- **Management Resource & Compensation Committee:** Oversees talent strategy, including executive compensation, leadership development, and succession planning.

Our Executive Sustainability Steering Committee meets on a quarterly basis to review Interfor’s sustainability strategy and risks and opportunities relating to our environmental, social and governance priorities.

Risk Management

Interfor maintains a Company-wide risk management process across its operations to identify, assess, and manage material risks:

- Senior leaders throughout the Company report material risks to a centralized risk register.
- Responsibility for managing each category of risks on the register resides with the executive who leads the relevant function, which can be reviewed in detail in the [Risk Management](#) section on our website.
- Material risks are reviewed quarterly by senior executives and the Audit Committee of our Board, which inform our risk mitigation strategies.

Political Contributions

Political contributions made on behalf of Interfor are governed by our Code of Conduct & Ethics. They must comply with all applicable laws for the relevant jurisdiction and must be approved in advance by either our CEO or senior management. Interfor’s political contributions totaled \$6,500 USD in 2025, \$5,500 USD in 2024 and \$11,950 USD in 2023.

Please see our Management Information Circular for more information on our committees and governance practices, and our [website](#) for policies and guidelines.



“ We believe in building trust and long-term relationships with our customers. Everyone genuinely cares about the results they deliver.

– Janice L., Business Systems Analyst, Metrotown Head Office

Corporate Governance Highlights 2025

Size of Board	11 Directors
Policy on Board Independence	Yes - Board Terms of Reference
Independent Directors	10 (91%)
Independent Board Chair	Yes
Separate Board Chair and CEO	Yes
Committee Independence	100% of each of the 4 Board committees is independent
Independent Director Meetings without Any Management Present	Yes - after every Board meeting and additional if deemed necessary
Average Age of Directors	66.2
Mandatory Retirement Policy for Directors	75 years of age and tenure >10 years
Average Board Tenure	8 years
Board Member Elections	All Directors are elected annually
Women on Board	4 (36%)
Average Board and Committee Meeting Attendance in 2025	94.50%
Supermajority Vote Requirements	No supermajority required except for amalgamations, arrangements, or altering rights/restrictions attached to issued shares
% of Vote in Support of CEO at 2025 Annual Meeting	98.02%
% of Vote in Support of Board Chair at 2025 Annual Meeting	96.07%
Share Ownership Requirements for Directors and Senior Executives	Yes
Shareholder Vote on Executive Pay	95.09% in favor at 2025 AGM
Restated Financials or Late Financial Disclosures in the Past 2 Years	0
Latest Audit Opinion	Unqualified (i.e., a clean opinion)
Controlled Company?	No - Interfor is a widely held public company listed on the TSX
Dual-Class Stock?	No - only common shares are issued and outstanding
Shareholder Rights Plan?	None

About this Report

The operational boundaries of this report are as follows: this report covers all hourly and salaried employees of Interfor Corporation and its subsidiaries (collectively referred to in this report as “Interfor” or “our Company”) across Canada and the United States; environmental metrics cover all facilities owned and operated by Interfor including 25 sawmill facilities, one I-joint facility, and two woodlands offices. Two leased corporate offices are excluded from reporting environmental impacts.

All data is reported using the metric system and Canadian dollars unless otherwise stated. Any restatements of previously reported metrics are noted with subject data.

We are committed to transparency in our reported metrics and continuous improvement of our methodology. Methodologies of our metrics are outlined in the following pages.

We value the United Nations Sustainable Development Goals (UN SDGs) to advance sustainable development and protect human rights and our planet. To learn more about how we support and contribute to the UN SDGs, please visit our [website](#).

“Interfor’s high quality standards mean our customers can trust our product to be consistent.”

- Georgia M., Sales & Marketing, Metrotown Head Office

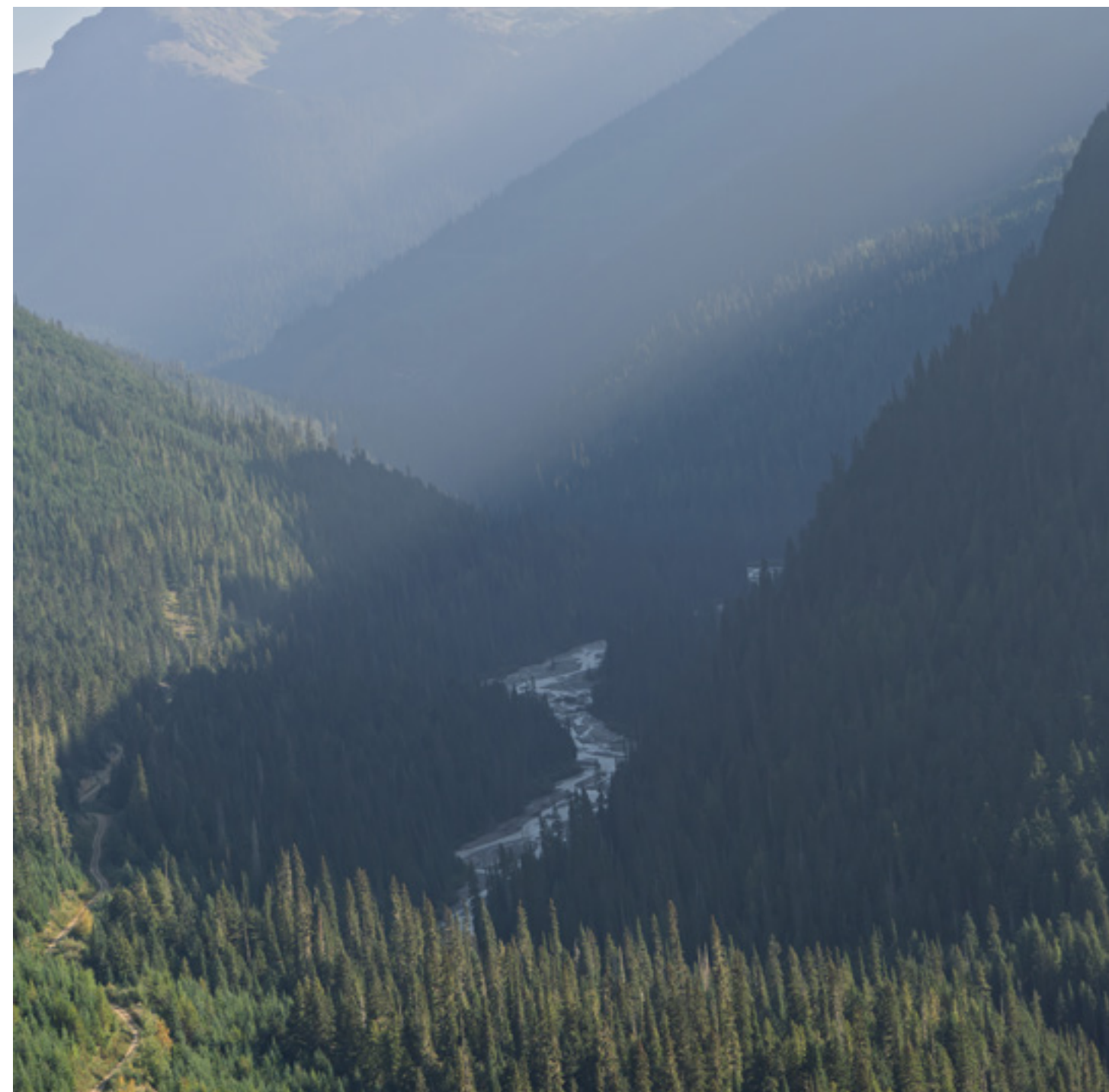
A large green truck is shown from a low angle, heavily loaded with a stack of cut logs. The truck is positioned on the right side of the frame, with the logs extending across the middle and left. The background shows a clear blue sky with scattered white clouds and a hazy landscape in the distance. The text "REFERENCES & METHODOLOGY" is overlaid in large white letters across the center of the image.

REFERENCES & METHODOLOGY

We are committed to transparency in our reported metrics and continuous improvement of our methodology.

Operational Boundaries of Reported Metrics

The scope of our annual sustainability report covers all hourly and salaried employees of Interfor across Canada and the United States. Environmental metrics in the report and on our website cover all facilities owned and operated by Interfor including 25 sawmill facilities, one I-joist facility, and two woodland offices. Two leased corporate offices are excluded from reporting environmental impacts. All data is reported using the metric system and Canadian dollars unless otherwise stated.



Safety Metrics Methodology

Serious Injuries	Serious injuries are a subset of work-related employee recordable incidents that are life-threatening or life-altering injuries. Fatalities are reported separately but are included in the serious injury rate.
Medical Incident Rate (MIR)	The MIR is calculated by multiplying the number of recordable incidents by 200,000 and dividing this by the number of hours all employees worked. The 200,000 hours represent 100 full-time-equivalent employees working 40 hours a week for 50 weeks. The methodology for determining recordable incidents is based on OSHA for US operations and the BC Forest Safety Council's Manufacturing Advisory Group (MAG) for Canadian operations. Across both countries, they include medical treatments, lost-time incidents, restricted-work incidents, and fatalities. MIR and exposure hours are based on fiscal year-end data snapshots.
Serious Injury or Fatality Potential (SIFp) Events	Events that were or had the potential or probability to be a serious injury or fatality if circumstances were slightly different.
MIR Reduction Target	The 3% annual MIR reduction target is measured against a 3-year rolling average.
Lost Time Frequency Rate (LTFR)	The LTFR is calculated by multiplying the number of lost-time incidents by 200,000 and dividing this by the number of hours all employees worked. The 200,000 hours represent 100 full-time-equivalent employees working 40 hours a week for 50 weeks.
Lost Time Incidents	Lost time incidents include any in which an employee loses one or more days from work due to an occupational injury or illness.
Serious Injury Rate	Similar to the MIR, the serious injury rate is the number of serious injuries per 100 employees working full-time in a year. It is calculated by multiplying the number of serious injuries by 200,000 and dividing this by the number of hours all employees worked.
Lost Working Days	Calculated using OSHA methodology.
Lost Day Rate	The Lost Day Rate (LDR) measures the total number of workdays lost, calculated by multiplying total lost days from all lost time cases by 200,000 and dividing by the total number of hours all employees worked.
Occupational Disease Cases	Determined using OSHA methodology, includes work-related stress leave.
Proactive Safety Reports	Includes hazard reports, close-call reports, safety action reports, and observation reports.
Capital Projects Contractor MIR	See the Medical Incident Rate (MIR) section above for methodology. The Capital Projects Contractor MIR is calculated for each year using the total project-to-date hours and incidents for capital projects active in the reporting year.
Woodlands Contractor MIR	See the Medical Incident Rate (MIR) section above for methodology. It includes all Canadian woodlands contractors, and a periodic collection of exposure-hour data is used to develop informed estimates of total-exposure hours.



Employee Metrics Methodology

Internal Promotions

Internal promotions include all salaried roles, excluding intern positions.

Amount Spent on Learning and Education

Excludes wages paid to employees while learning, training, or studying.

Total Hours Spent on Learning Company-Wide in 2025

Includes hourly and salaried learning, training, or studying either through our learning management system or through our millwright training programs. Excludes learning and courses completed externally such as continuing development courses provided to professionals by their associations.

Employee Development Programs

Includes the following ongoing programs: LEAD-X, Industrial Wood Processing Program, Business of Sawmilling, Millwright Apprenticeship Program, Advanced Maintenance Training, Millwright Accelerator Training, and Saw Filer Apprenticeship Program. Employees enrolled in more than one program are only counted once. Excludes any individuals who were no longer employees as of December 31, 2025.

Hourly Trades/Skilled Workforce

Includes all positions requiring advanced training and skills to operate or maintain equipment and excludes entry-level positions.

Supervisors/Superintendents

Includes all positions in frontline leadership in our manufacturing or woodlands operations and excludes corporate and senior managers.



Climate Metrics Methodology

Base Year and Recalculation Methods

The base year selected for Interfor's GHG inventory and reduction target is 2021. Annual reporting prior to 2021 will not be recalculated. Non-organic changes to facilities in operation, changes in calculation methods (data, emissions factors), correction of errors, and assumptions or revised operational boundaries that are expected to result in a >5% change from the base year result in a recalculation of the base year (2021) and historic emissions. See the Variances from Previous Report section on the next page for details on restated values in the 2025 Sustainability Report.

Scope 1 Emissions

Includes carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O) expressed in tonnes of carbon dioxide equivalent (CO₂e).

Calculated using:

- Fossil fuel consumption (natural gas, diesel, gasoline, propane, light fuel oil) for both stationary and mobile combustion at primary sawmilling operations, one remanufacturing facility, one I-joist plant, and woodlands operations
- CH₄ and N₂O from biomass combustion at primary sawmilling operations that use biomass as a source of heat and power for kiln-drying operations.

Emissions factors for CO₂, CH₄ and N₂O were used to calculate stationary or mobile combustion of each fuel. For fuels used in both mobile and stationary applications (e.g., diesel), the amount of each application was estimated as a percentage of total use at a regional or site level. The appropriate emissions factors for the mobile portion of fuel used were selected based on the vehicle fleet and fuel use at each site (e.g., Tier 4 mobile equipment, light pickup trucks, marine).

Factors used to calculate CO₂, CH₄ and N₂O emissions are from:

- United States Environmental Protection Agency (US EPA) GHG Emission Factors Hub for all US facilities
- Environment and Climate Change Canada National Inventory Report 1990–2023 for all Canadian facilities;

Global Warming Potential (GWP) factors used to calculate CO₂e are from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5) as adapted by the GHG Protocol.

Notes: Excludes CO₂ emissions from biomass combustion. As per the GHG Protocol, these are reported separately. Refrigerants are excluded as they are not used in our manufacturing facilities, and a de minimis amount of refrigerant is used in HVAC systems in our offices. Regional numbers included within our Company total may vary from state or provincially reported numbers due to methodology. For example, our calculations use IPCC Fifth Assessment Report GWP factors (per GHG Protocol recommendations), while reporting requirements in some jurisdictions specify using Fourth Assessment Report GWP factors.

Scope 2 Emissions

Location-based emissions are calculated using regional electricity consumption and corresponding GHG emissions factors.

Sources by operation are:

- Environment and Climate Change Canada National Inventory Report 1990–2023, Part 3, for all Canadian facilities (by province)
- US Energy Information Administration Power Profiles (Power Profiler Emissions Tool 2023) by subregion:
 - SRSO (South): Baxley, Eatonton, Perry, Preston, Swainsboro, Bay Springs, Fayette, Meldrim, Thomaston
 - SRVC (Virginia-Carolina): Georgetown, Summerville
 - SRMV (Mississippi Valley): Monticello, DeQuincy
 - NWPP (Northwest): Longview, Port Angeles, Molalla, Cedarprime

Includes purchased electricity only. Electricity covered in building leases (minor use) is not included. GHG emissions associated with electricity lost during transportation and distribution are excluded.



Climate Metrics Methodology, cont.

Scope 3 Emissions

Interfor’s Scope 3 Emissions Inventory is calculated using a combination of methods: spend-based, average-data, and supplier-specific. The inventory calculations include data and estimates, and all assumptions and methods are documented in the Interfor GHG Inventory and Target Methodology Guide. A continuous improvement process will be used to refine and improve this methodology and inventory and, as needed, to recalculate and revise reporting for previous years.

Intensity

Calculated in tonnes of CO₂e per thousand board feet of lumber produced including:

- Direct Scope 1 emissions
- Indirect Scope 2 emissions
- Annual lumber production, all divisions

Variances from Previous Report

Variances from previous year’s reporting of 2021-2024 emissions are due to:

- Exclusion of mills divested from our operations
- Updated emissions factors
- Minor corrections to data

Carbon Stored

Calculated using the Canadian Wood Council’s Carbon Calculator and the total board feet of lumber, by species grouping, sold by Interfor in the reporting year.

Carbon Dioxide Emissions from Biomass Combustion

Includes calculated CO₂ emissions from biomass consumption at facilities where biomass is consumed for energy. CH₄ and N₂O emissions from combustion of biomass are included in Scope 1 emissions and excluded from biogenic carbon dioxide emissions from biomass combustion. Factors used to calculate CO₂ emissions are from:

- US EPA GHG Emission Factors Hub for all US facilities
- Environment and Climate Change Canada National Inventory Report 1990-2023 for all Canadian facilities

Energy Use

Energy purchased excludes electricity covered in building leases (minor use). Proportion of renewable vs. nonrenewable purchased electricity is based on published percentage by region (Canada Energy Regulator, BC Hydro, and US EIA PowerProfiles).
Energy produced includes:

- Energy from on-site biomass combustion calculated in GJ per tonne of biomass consumed
- Energy from fossil fuel combustion including natural gas, diesel, propane, gasoline, light fuel oil calculated in GJ per units of fossil fuel consumed in both mobile and stationary applications

Energy Resilience

Percentage of kilns by fuel type includes kilns that are actively in use.

Trees Planted

Includes total trees planted in woodlands managed by Interfor in British Columbia, Ontario, and New Brunswick.



Environment Metrics Methodology

Compliance Target	Target to achieve 100% completion of all regulatory legal and internal compliance tasks is specific to audits for Interfor manufacturing facilities and includes legal requirements, as well as requirements under Interfor's EMS.
Water Withdrawal	Water withdrawal information is based on metered water withdrawal data, where available, and estimates. Changes in total water consumption reported reflect the removal of mills divested from our operations, as well as improved tracking of water use due to the installation of water meters.
Air Emissions	Air emissions data is compiled using mill emissions inventories and reports from each individual facility. Reported emissions methodology, such as sources included and emissions factors, are based on regional reporting requirements for each site.
Waste and Beneficial Use/Recycling	Waste and beneficial use/recycling data is compiled based on a combination of scaled weight data, waste hauling manifests, and estimates; all amounts reported are approximate. Note: Wastewater discharge is not included in this metric.
Reportable Spills	Includes any spill that meets the legal reporting requirement for the applicable jurisdiction.

Other Metrics Methodology

Indigenous Territories and Agreements	Total number of territories is based on available records and information. Individual agreements and communities with agreements are based on a cumulative total since 2010.
Indigenous Employment	All metrics regarding indigenous employment are based on voluntary disclosure or identification as indigenous.
Eastern Operations Indigenous Workforce by Department	This data is specific to Ontario operations that track this information in support of their Partnership Accreditation in Indigenous Relations (PAIR) Certification.
Community Donations	All amounts are based on actual spending in 2025.
Capital Investments (Upgrades)	Includes capital expenditures for upgrades and investments in existing facilities and systems only.



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