

Canfor Corporation

Annual General Meeting, April 29, 2021, 12:00 p.m. Pacific





CEO Report



Board Changes

Barbara Hislop, thank you for your many years of service to Canfor and Canfor Pulp

Fred Stimpson is the proposed new nominee for the board



Barbara Hislop

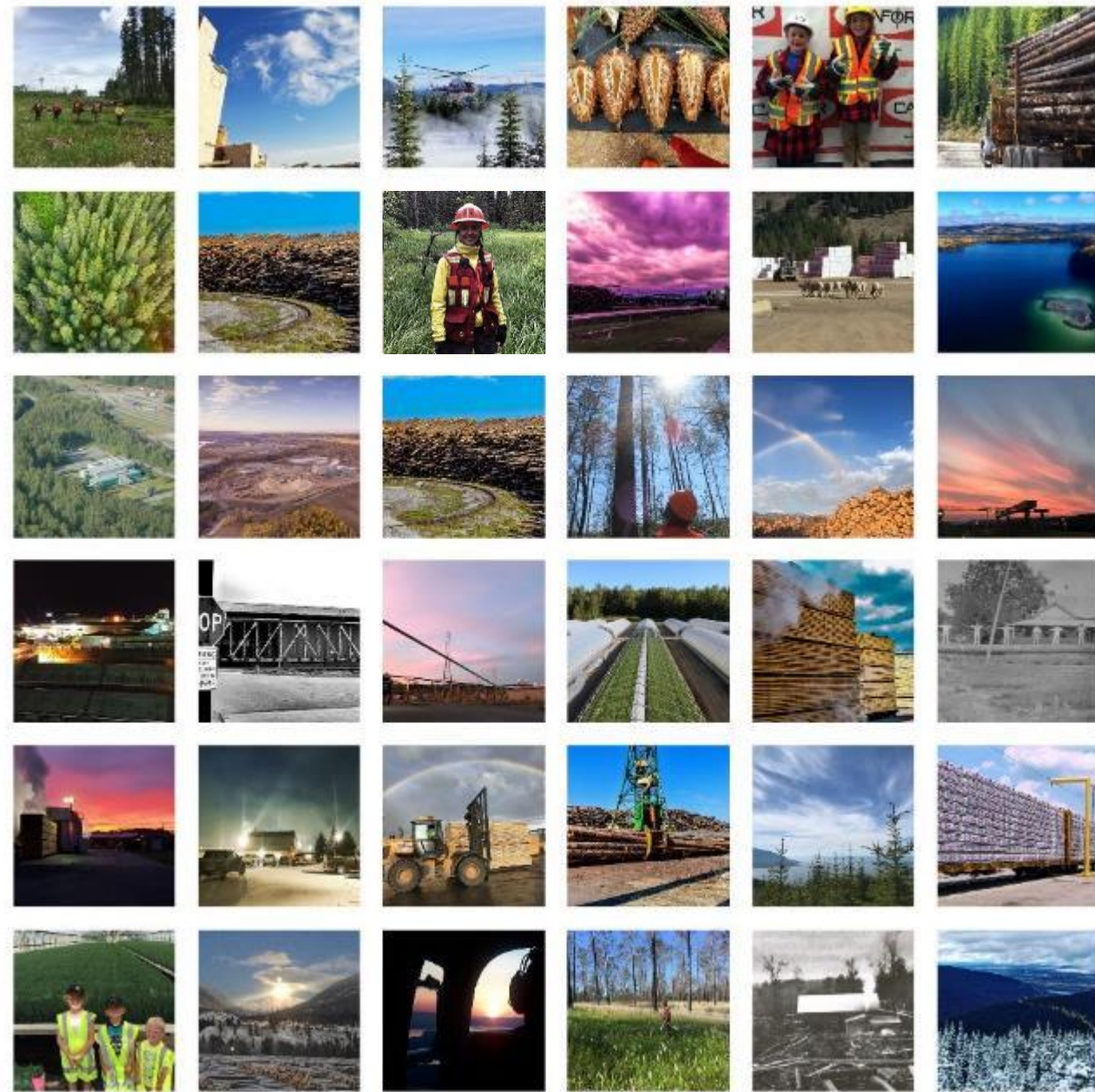


Fred Stimpson

The Canfor Team

Canfor employees not only **persevere through tough times**, but also excel

Protecting our people, our operations and our operating communities has always been our key priority



2020 Financial Overview

Operating Income (Canfor)

\$727 million

Operating Loss (Canfor Pulp)

-\$56 million



2020 Pulp Markets

Global pulp markets were very challenging through most of the year



2020 Lumber Markets

Despite market volatility throughout the year, lumber prices saw **substantial increases**





Acquisitions

In May, the second phase of the **Elliot Sawmilling Company acquisition** brought Canfor's ownership interest in Elliot to 100%

VIDA Group's acquisition of three sawmills from Bergs Timber closed in September 2020

Curtailments

Canfor had temporary capacity reductions across its global lumber operations in April and May

Canfor Pulp's Prince George facilities experienced temporary curtailments



Balance Sheet and Liquidity

The increase in liquidity was a result of strong cash flow generated, cost conservation initiatives and a disciplined approach to cash management



Softwood Lumber Agreement Update

As of December 2020, Canfor's combined duty rate has been **significantly reduced** from 20.52% to 4.62%

The second administrative review has started and the current duty rates are expected to be temporary

Q1 2021 Financial Results

Company	2020 Total	Q1 2021	Q1 2020
Canfor Corporation	\$727 Million	\$603 Million	-\$89 Million
Canfor Pulp	-\$56 Million	\$5 Million	\$6 Million



2021 Pulp & Paper Outlook

Pricing is projected to remain favourable through the first half of the year

2021 Lumber Market Outlook

US housing starts are forecast to outpace 2020 levels

We expect to see the high levels of repair and remodel activity continue throughout 2021



Customer Experience

We're focused on providing a differentiated customer experience to best serve existing customers, attract new ones and leverage opportunities in emerging markets



Digital Transformation

Darren and his team are leading Canfor's ongoing digital transformation

It is centered on investing in more industry-relevant, value-creating technology solutions



Darren Barker
Chief Digital Officer &
Senior Vice President of
Global Supply Chain

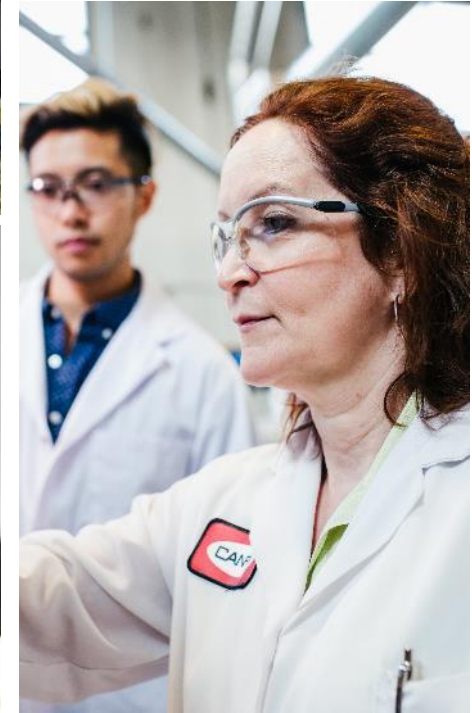


Sustainability

Advancing our sustainability culture to the next level includes building a sustainability team and developing a comprehensive sustainability strategy that's aligned with best-in-class ESG standards

Our People

We are committed to building a **diverse workforce** that represents the communities in which we live and work by 2030





Thank You

Shareholder Questions