

BOARDTALK



RENEWED COMMITMENT TO SAFETY AND OUR CREW

MARK EMMERSON

What does it mean to be safe? It's a seemingly simple question. I think we, as with most companies involved in manufacturing, would have answered the question differently 20 years ago, and even one year ago. How we define the answer to this question today and in the future is crucially important. In reviewing our safety record, I'm proud of the progress we have made. At the same time, I know we can do better. We must do better.

It is time for Sierra Pacific to be better known for its commitment to safety and for our crew to recognize the value we place on good decisions and individual contributions that keep ourselves and fellow crew members safe. It is time for all of us to embrace our collective wellbeing more so than our collective production output. We will always highly value the hard work and dedication required to achieve world class production and quality. I firmly believe a culture of caring for the health and safety of ourselves and others above all else is entirely consistent with excellence in production and quality.

As further explained in this BoardTalk, myself, along with our Lumber President, Todd Payne, and Windows President, Tom Takach led a two-day safety summit in Anderson in February to reset our safety expectations and plot a path to

more consistent and effective safety policies and procedures. Importantly, the summit provided an opportunity for the 40 managers in attendance to share best practices and work together on our common goal: next level safety performance.

Part of achieving our safety goals means demonstrating our commitment to the work environment. I am not just talking about having guards in place, proper labeling, and the right tools and equipment. A clean and well-kept facility, especially restrooms and breakrooms, will help build the right environment for our crew to succeed in both production and safety.

I was impressed with the ideas, energy, and commitment to safety expressed by all in attendance at the safety summit. Our actions will determine our success in the coming weeks and months. You may have noticed some changes in new employee training, personal protective equipment policies, and other practices that will make us safer at work. Additionally, several divisions have upgraded or renovated their crew member breakrooms, restrooms, and parking areas. More of that is coming. My expectation is that each crewmember will notice this change and be a part of this cultural change, with safety taking a more prominent role in daily conversation and becoming more of a driver for how we act and how we work. Importantly, I want you and your family to have the confidence that Sierra Pacific cares about your safety and will continue working hard to assure it.

The work we are doing to improve our safety performance and our work environments demonstrates Sierra Pacific's renewed commitment to safety and our crew. My ask of everyone is to support this effort, get involved with safety, make it part of your everyday routine and speak with your supervisors and managers. Take responsibility for the safety of yourself and your coworkers and take safety home with friends and family. We will need everyone's commitment to make a difference.

Mark

SAFETY SUMMIT

On February 8th and 9th, over 40 of the company's leaders gathered in Anderson, CA to chart a new course for the Company's safety program. The summit was interactive, generated innovative ideas, and brought out the best safety practices in the Company, many of which are being implemented company wide as you read this. The summit provided a platform

to launch better training, more follow-up for new employees, a more consistent PPE policy, and a host of other initiatives. The excitement within the group was amazing and many people commented that this was the best meeting of their careers. The group will get back together in the fall to share progress and keep the momentum going.



In-Person Again at the International Builders' Show

It's been a few years, but Sierra Pacific was back at it again, exhibiting at what might have been the biggest International Builders' Show yet. With an amped-up booth, the Windows Division came back in full force at the largest industry event of the year.



Pivot Door

On display – our trademark high-performance windows and specialty doors, a pivot door that turned more than a few heads, and a structural wonder called TimberLITE 2.0 that will be coming to market later this year. Did we mention it offers a feature that allows the glass to go straight into the floor? This innovative engineering wonder called GroundLINE is a thing of architectural dreams.

A ton of traffic and friendly faces made the show a highlight year. And the cherry on top...a very well received customer appreciation event at the nearby Renaissance Hotel.



*TimberLITE 2.0
with GroundLINE*

Check out our booth recap video here ↓



← A short message from our President, Tom Takach at our Customer Appreciation Event



SPOTLIGHT ON SUCCESS

DARRIN MOORCROFT

WASHINGTON AREA MANAGER

A true SPI success story, Darrin Moorcroft started in the industry in an entry level position working his way up to his current role of Washington Area Manager, which he started in at the beginning of 2023. In this role Darrin oversees all WA Sawmill operations: Aberdeen, Burlington, Centralia, and Shelton Divisions. To his advantage, he has also worked in each one of these locations giving him an edge to knowing the sites and the crewmembers.

Darrin came to Sierra Pacific in 2007 following the acquisition of Centralia Sawmill Company. To date, he has over 25 years experience in the industry and with that a diverse range of positions held over those years. Starting in cleanup and progressing to operator and maintenance positions, he then held roles as QC Lead, Purchasing Agent, and Safety Coordinator. Following the acquisition, he was part of the team who facilitated the transition to SPI when he started in 2007 working as relief supervisor followed by swing shift supervisor soon after.

Darrin states he had desire to develop his skills and try new positions when given the opportunity. The first opportunity he saw with SPI was an opening for Plant Superintendent at Centralia. Darrin often talked with his manager and area manager about opportunities and ways to better his knowledge, always asking to be engaged with new projects, exposure to other mills, and taking advantage of offered classes and seminars.

Looking back he states, "There aren't many companies that give you the opportunity to work from the ground up. Before SPI, I was at a halt where I felt like there was no upward movement in the position I was in. With SPI, I found people want to teach you and they want you to succeed. If you work hard, give it a little patience, and are willing to take risks and try things outside of your comfort zone, the opportunities really are endless."

He was selected as Plant Superintendent at SPI Centralia also holding this position at Burlington Division for a short stint, as well as Aberdeen Division. His transition through these roles helped him develop as a leader and provide a well-rounded set of skills. When asked about his leadership style, he described it best as center-out management. He places an importance on being engaged with his crew and learning the best way they can be successful individually and as part of a team, focusing on their strengths and building out weaknesses.



In 2016, Darrin accepted the position of Division Manager in Centralia and two years later, moved to the Shelton Division Manager position. In this role he worked through the final design and ramp-up of the Shelton Division build-out, including the fabrication and trucking shop. He worked to staff, train and mentor all levels of crewmembers and worked closely with HR to improve outreach and hiring.

Shelton's location is unique being on the waterfront connected to the larger Puget Sound. With his team, he engaged extensively with Local and State Departments and their concerns around water, air and environmental issues.

As far as Darrin's trainings and certifications, the list is extensive – having completed several leadership and safety trainings, Heavy Equipment Operation and Surveying Certifications, and a number of sawmill training workshops at Oregon State University. Looking at him on paper you may not guess he struggled to complete high school and faced many hardships in his early years. Darrin contributes the change of mindset around his goals and priorities to becoming a father and husband.

Darrin lives in Elma, Washington with his wife and four daughters. His oldest, a recipient of a Sierra Pacific Foundation Scholarship, is attending WSU Vancouver. Darrin describes this as a big deal and he is glad for the opportunity she could pursue such an experience.

Darrin is settling into his role of Washington Area Manager. He has a great team and is looking forward to the continued growth of the Company. He has mentored under some amazing people listing off more names than will fit on this page!

When asked what advice he could give to others looking to grow their career, he stated, "Always ask and never cut yourself short. Don't be afraid to get out and try something you may not be familiar with – even mistakes are learning opportunities. I had a willingness to take advantage of every single opportunity – and there were jobs I applied for and didn't get. But, I found being patient and willing to follow opportunities as they present themselves were some of the keys to my success. There's a lot of truth to someone pushing a broom today could be running the mill tomorrow, and I'm proud of that."

NEW PROJECTS UNDERWAY IN OREGON

Construction is underway at SPI's Eugene location with the breaking of ground for the Eugene Fabrication and Truck Shop. More is coming with recent announcement of a multi-year investment in a new Large Log Cutting Mill and Stud Mill.

The Engineering, Technology & Fabrication Shop will expand onsite innovations, problem solving, and efficiencies across Oregon operations. This facility will expand the opportunities for our crewmembers to learn and apply technical skills, like designing, welding, and machining.

The Oregon Trucking Division will serve the Eugene and Noti Divisions, as well as other facilities providing expanded driver and diesel mechanic opportunities. The new trucking fleet will include 15 log trucks and four lumber trucks. Having a localized transportation fleet provides valuable jobs and supports the relationships we maintain with our local contractors and customers.

As for the construction of the new Eugene Large Log Cutting Mill and a state-of-the-art Stud Mill, this will be done entirely offline with the Cutting Mill targeted for completion in 2025 and the Stud Mill in 2026. Working offline allows us to maintain our valued crews and full operations of our existing mills throughout construction.

These significant investments reflect SPI's continued commitment to be an industry leader in production efficiency, quality lumber and crewmember opportunity and safety. At the completion of this project, the Eugene mill site will be one of the largest and most modern sawmills in the US.

These expansions and investments will bring new career opportunities and strategically position SPI to remain competitive in growing our leadership in a critical marketplace. It is our crewmembers work ethic, care and expertise that are critical to the success of these projects and Sierra Pacific. We are excited to invest and operate in Oregon and will continue to grow our positive presence in the local community.



New Oregon Log Truck on display at the Oregon Logging Conference in February

While The Engineering, Technology & Fabrication Shop and the Oregon Trucking Division share the site of undeveloped land north of the purchasing building, both bring distinct opportunities to the Oregon site and broader SPI operations. We will celebrate the completion of both projects opening their doors later this year in 2023.



*Coming Soon to this Open Lot!
Trucking Division and Engineering, Technology & Fabrication Shop*

NO LOST TIME AWARDS 2022

BURLINGTON
FIBER PRODUCTS

FORESTRY

NOTI
RICHFIELD MILLWORK

Anthem Blue Cross website provides helpful tools!

Because the Sierra Pacific Industries Health Benefits Plan uses Anthem Blue Cross' Network, you have access to Anthem's website. Some of the features on their website you might find very helpful.

To use their tools, simply visit the address located on the back of your ID card (anthem.com/ca) and register for an account. Once you have created an account, you will have access to Anthem's self-help tools customized to include:

FIND CARE & COSTS

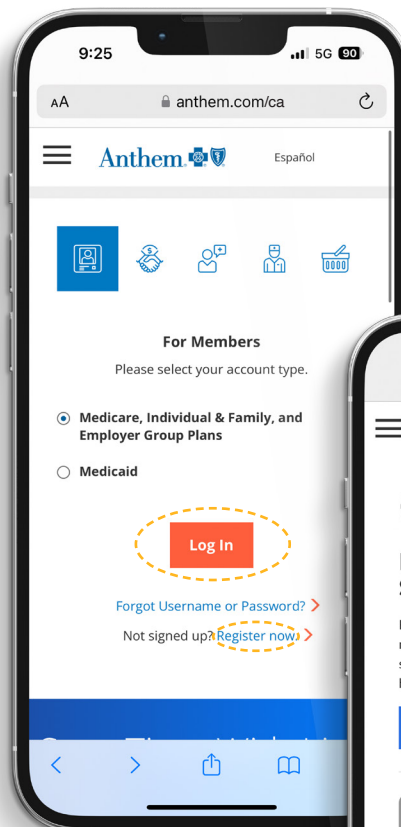
- Search for medical, dental and vision providers
- Compare pricing for common medical procedures

VIRTUAL INSURANCE CARDS

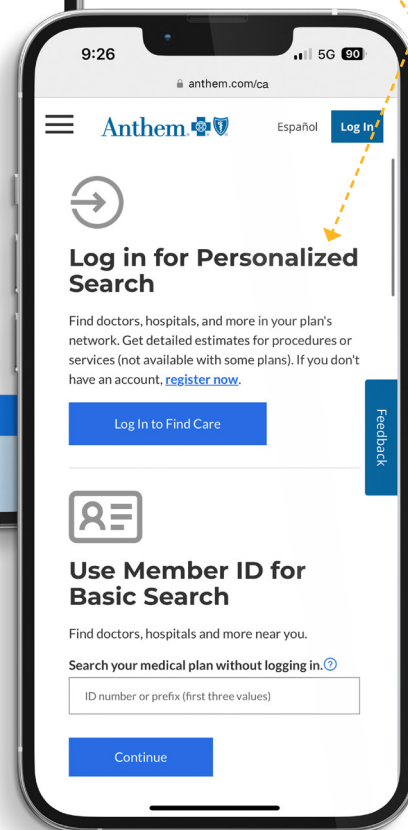
- Never be without your insurance card, carry it on your mobile devices!
- Order replacement ID cards

VIEW PAYMENTS

- View claims (that have passed through Anthem)
- View certain Explanation of Benefits details



Once an account is created or logged in, use personalized search self-help tools such as find care!



**Disclaimer: Anthem.com/ca is not the Plan's website - it is Anthem Blue Cross' website. Some services and providers listed on their website may not be covered under the terms of the Sierra Pacific Industries Health Benefits Plan. Check with the Sierra Pacific Health Benefits Department with any questions at (530) 378-8200.*



These facilities had No Lost Time in 2022. Thank you to our dedicated crew members and your commitment to safety!

MILESTONES

Thank you for your continued support. Glad to have you as part of our SPI family!

50 Years!

George McCartney Aberdeen Sawmill

45 Years!

Bob Willingham Red Bluff Millwork

40 Years!

Kathryn Klimowski Windows Medford
Mark Nuich Burney

35 Years!

Jeff Bailey Anderson Sawmill
Randy Brown Anderson Sawmill
Karen Coffman Shasta Lake
Harold Doderer Sales & Service
Jay Hewitt Richfield Millwork
Steve Kern Shasta Lake

30 Years!

Steve Carey Fiber Products
Allan Cooper Quincy
Evan Elsner Windows Medford
Scott Klieforth Window Sales - Int
Brenda Kunze Windows Medford
Luke Mansuetti Aberdeen Sawmill
Gus Nord Window Sales - N. CA
Dave Porter Red Bluff Millwork
Ernie Rodriguez Lincoln
Lorie Trullinger Windows Red Bluff

25 Years!

Kevin Butcher Windows Medford
Victor Duenas Lincoln
Alberto Escalante Red Bluff Millwork
Jorge Hinojosa Quincy
Christina Matz Richfield Millwork
Luis Morales Lincoln
Rhonda Nunes Windows Red Bluff
Daniel VanSant Lincoln
David Willhite Richfield Millwork
Dwane Wright Forestry

20 Years!

Doug Alexander Eugene
Alex Arevalo Oroville
Dennis Belles Aberdeen Sawmill
Carlos Calderon Lincoln
Shawn Clark Lincoln
Kaleb Craig Oroville
Neil Dayton Aberdeen Sawmill
Steve Dillon Eugene
Cipriano Esparza Windows Red Bluff
Margarito Ibarra Windows Red Bluff
Larry Jones Oroville
James Konberg Anderson Sawmill
Dave Little Quincy
Rene Lopez Oroville
Claudio Martinez Windows Red Bluff
Robby McAllister Aberdeen Sawmill
Moe Moe Aberdeen Sawmill
Dave Moran Trucking
Greg Paris Centralia Sawmill
No Pas Aberdeen Sawmill
Kent Pollock Aberdeen Sawmill
Richie Ponce Sales & Service
Randy Pruett Aberdeen Sawmill
Jesse Quinton Aberdeen Sawmill
Bernardino Rodriguez Oroville
Miguel Salas Lincoln
James Steen Jr Aberdeen Sawmill
Nemecio Villalobos Oroville

15 Years!

Lance Bain Quincy
John Davis Shelton
Shawn Dotson Shelton
Cody Evans Burney
Ronald Kingsbury Burlington Sawmill
Sergio Mendez Aberdeen Sawmill
Jeff Minkler Lincoln
Mark Morris Window Sales - N. CA
Nicholas Neher Windows Merrill - Water
Janel Pickard Quincy
Oleta Saari Aberdeen Sawmill
Joel Shaw Centralia Sawmill
Chadley Smathers Lincoln
Chadley Smathers Shelton
Matthew Smith Eugene
Steven Stoner Fab Shop Anderson
Mike Texley Lincoln
Lance Wert
Chris Williamson

10 Years!

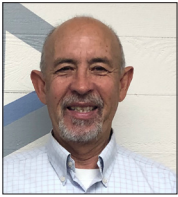
David Bouback Aberdeen Sawmill
Mike Bradley Sonora
Harold Burss Red Bluff Millwork
Tommy Clement Red Bluff Millwork
Johan Culp Centralia Sawmill
Jonathan Demean Quincy
Richard Dorris Red Bluff Millwork
William Durbin Fab Shop Anderson
David Gilmore Red Bluff Millwork
Matt Goss Anderson Main Office
Jason Hall Quincy
Travis Hamman Windows Medford
Joseph Hanna Trucking
Jimmie Hern Lincoln
Shana Kinsworthy Red Bluff Millwork
Christopher Little Burney
Tony Maldonado Richfield Reman
Steven Martin Trucking
Zack Michael Quincy
Desiree Muniz Window Sales - Colorado
Joseph Pelletier Forestry
Francisco Ramirez Richfield Millwork
Jr Renteria Red Bluff Millwork
Hunter Smith Red Bluff Millwork
Vicente Trujillo Eugene
Amber Velasco Burlington Sawmill
Chris Wathen Richfield Millwork
Jeff Wells Trucking
Uriah Wells Burney

5 Years!

Juan Ambriz Windows Red Bluff
Phillip Anderson Window Sales - PNW
Anajeli Arce-Alonso Windows Red Bluff
Anthony Armanino Quincy
Joe Bettanini Eugene
John Bowen Quincy
Chad Bowman Forestry
Curtis Butler Eugene
Robin Carlson Windows Medford
Maria Chavez Windows Red Bluff
Nolan Coker Shelton
Robert Crawford Shelton
Joseph Daniels Quincy
Ronnie Dixon Chinese Camp
Dan Doorn Sales & Service
Rory Duckworth Anderson Sawmill
Dustin Flores Sonora
Trevor Freeman Chinese Camp
Brittany Garcia Windows Medford
Elvira Garcia Windows Red Bluff
Frank Garcia Chinese Camp
Lu Ann Gehrke Windows Medford

5 Years cont...

Steven Gilster Forestry
Martha Gonzalez Windows Red Bluff
Brandon Green Eugene
Kris Guthrie Quincy
Juan Guzman Jr Eugene
Josh Holt Fab Shop Anderson
Virginia Hoznour Windows Red Bluff
Kyle Hudson Shelton
Brandon Hunter Noti
Matthew Klein Shelton
John Knowles III Trucking
Maria Lezama Windows Red Bluff
Jason Limburg Shelton
Landon Luschei Burlington Sawmill
Julio Martinez-Jeronimo Eugene
James McManus Shelton
James Messer Trucking
Anthony Montoya Quincy
Jeffrey Neft Fiber Products
Michael Nelson Windows Medford
Macedonio Nunez-Mejorado Eugene
Sean Pery Burney
Jose Ponce-Talley Windows Red Bluff
Cynthia Ramirez Windows Red Bluff
Roman Rose Trucking
Naomi Ross Windows Red Bluff
Daniel Rude Burlington Sawmill
Jose Ruiz Hernandez Quincy
Pablo Saldana-Hernandez Windows Red Bluff
Robert Shima Windows Red Bluff
Chet Simpson Eugene
Josh Skopil Noti
Jeff Smith Shasta Lake
Nicholas Smith Forestry
Angie Snyder Windows Red Bluff
Daniel Sparks Shasta Lake
Kenny Swain Anderson Sawmill
Debbie Taylor Quincy
Gabriel Treto Lincoln
Luke Wagner Forestry
Christopher Welch Fiber Products
Caleb Weldon Burney
Christopher Williams Window Sales - NM
Anthony Wood Shelton



CURT ADCOCK

Curt retired as the WA Area Manager after 27 years with Sierra Pacific. Curt looks forward to traveling and spending quality time with his wife, spoiling three beautiful granddaughters, and taking time to hunt and fish with his son. Congratulations Curt!



RAY HOSKINSON

After 20 years with Sierra Pacific, Ray retired from his position of Territory Sales Manager from the Windows PNW Sales Branch. In his retirement he plans to spend more time camping, fishing and 4-wheeling in the western states. He also plans on spending more time with his new hobby, playing guitar.



JEFFERSON BAILEY

After 35 years Jeff retired as a Crane Operator from the Anderson Sawmill. He plans on spending time in Montana with his son and to do more hunting and fishing in the summer. He wants to get back into racing pigeons and maybe take his wonderful wife on a cruise or trip.



RICHARD HYATT

Richard retired from his position of Log Scaler at the Anderson Sawmill after 29 years with the Company. He plans on spending more time with his wife and family as well as taking care of projects that were put off. During retirement Richard said he's not planning on doing a whole lot but will be staying busy!



ROCK BELDEN

Rock retired as QA Manager after 27 years with Sierra Pacific. Rock's plan for retirement is simple - Have Fun! And along the way Rock plans include a few trips and adventures, concerts, MLB games and plenty of golf. Happy Retirement, Rock!



BRYAN MEYER

Bryan retired as a driver after 10 years with SPW Medford. Bryan and wife plan to travel with their motorhome and work on a 1969 Dodge Coronet. Happy Retirement Bryan!



LORETTA BIGGS

After 28 years with the Company, Loretta retired from the Sonora Division. In her retirement she plans to move to Tennessee to be closer to her grandkids and travel to Utah for a month. Enjoy your retirement!



DENNIS NOBLE

Dennis retired after 27 years with the Company as an Equipment Operator at Chinese Camp. In his retirement he plans to go camping and teach his wife to tow a trailer. He looks forward to visiting his in-laws in Oregon and his daughter and grandson in Idaho.



RAMON GARCIA

After 34 years with the Company, Ramon retired from his position at Richfield Reman. He plans on spending time with his family, working on cars and his honey-do list. Enjoy your retirement!



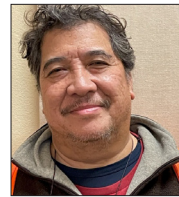
RICHARD SAGE

After 29 years, Richard retired from his position of Maintenance Supervisor with the Lincoln Division. First, he will be doing a lot of fishing and some traveling. Next, he will be restoring old motorcycles and possibly even building a hot rod! Congratulations Richard!



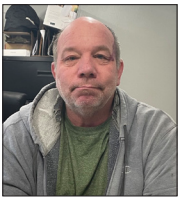
MARK GRAY

Mark, Forest Regeneration Manager for Cascade District, retires after 27 years with Sierra Pacific. Spending more time with grandchildren and travelling with his wife Loretta will be at the top of his to-do list. Mark also plans to enjoy more farming and gardening, as well as a lot more fishing.



REYNALDO SANTOS

After 10 years with the Lincoln Division, Reynaldo retired from his position as Cleanup. In his retirement he is going to travel to the Philippines, help his wife and play basketball.



IAN HANEY

After 37 years with the Company, Ian retired as a Log Truck Driver. Ian wanted to add, "Contribute to your 401k as it is a HUGE!! game changer when it comes time to retire."



RICK SPEARS

After 20 years with the Company, Rick retired from his position of Sawyer at the Aberdeen Division. Rick has a classic car he plans on fixing up and after that he may take it to car shows. He plans on catching up on projects around the house and spending more time with his grandkids. Congratulations Rick!



TOM HARRINGTON

After 40 years, Tom retired from his position of District Forester. He plans to move to Kentucky to be near family. He is looking forward to going fishing on weekdays rather than the weekend. Tom wanted to add he was the last employee to retire that was hired during the 1988 Santa Fe Land Acquisition. Congrats!



SCOTT WEBER

After 48 years with Sierra Pacific, Scott retired from his position at Windows Medford. Congratulations and enjoy your retirement!



MARK HARRIS

Mark retired from Burlington after 16 years with the Company. He is looking forward to developing his land in Hawaii, hunting, fishing and catching up on all his home projects. Congratulations Mark!



DOUG WELDEN

Doug retired from Shasta Lake as a Sorter Chaser after 38 years with the Company. Doug plans to work on his ranch, ride his side by side and travel to Wyoming to see his son-in-law's family. He plans on working on his old cars and just living. Enjoy your retirement!

THANK YOU FOR YOUR SERVICE *Congratulations* ON RETIREMENT!

BOARDTALK

GROWING FORESTS FOR OUR FUTURE.

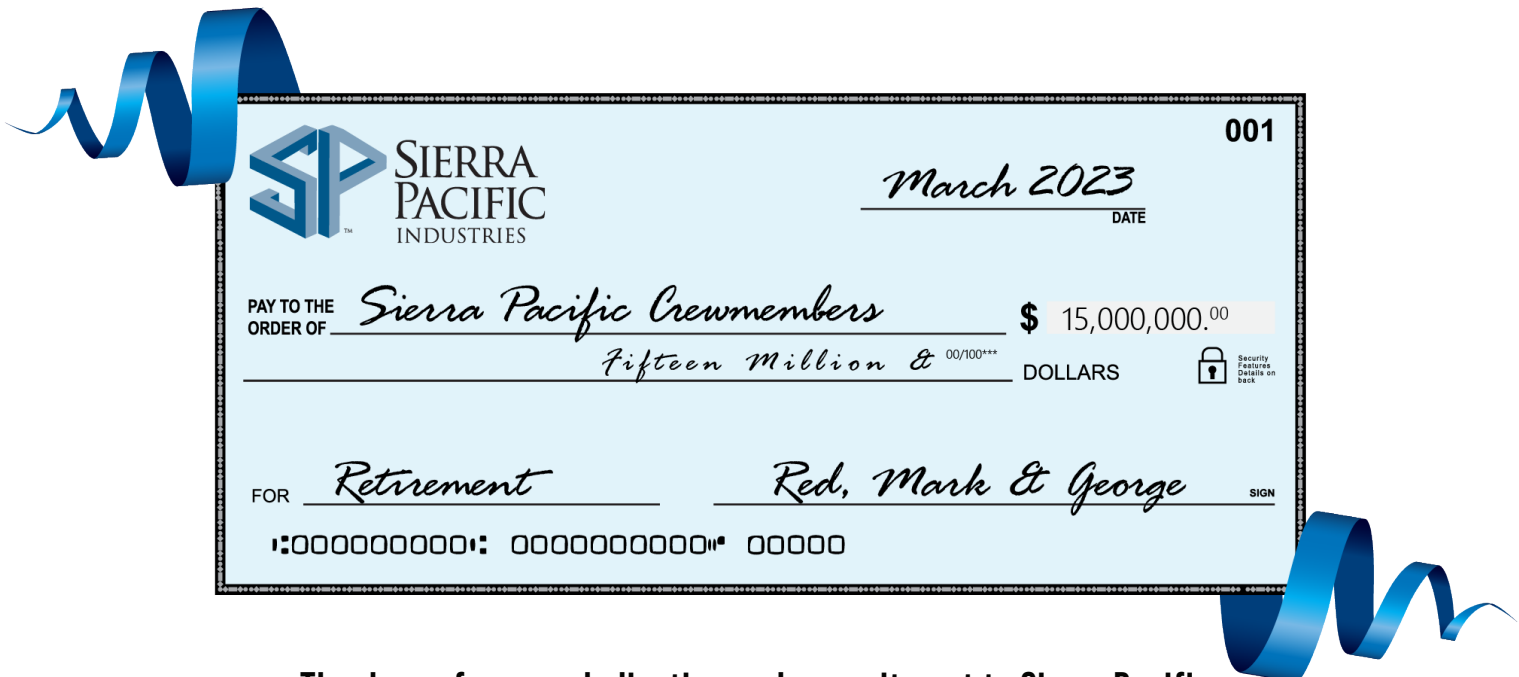
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Thank you for your dedication and commitment to Sierra Pacific.

For 2022, Sierra Pacific Industries contributed \$15 million to the retirement accounts of eligible crewmembers. We are very pleased to be able to offer this great retirement plan, which includes both the 401(k) Match and Company Contribution, for the future of you and your family.