



WEYERHAEUSER

Dan Fulton
President & Chief Executive Officer

CITI GLOBAL PROPERTY CEO CONFERENCE

Hollywood, Florida

March 3 - 6, 2013



FORWARD-LOOKING STATEMENT

This presentation contains statements concerning the Company's future results and performance that are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These statements are based on various assumptions and may not be accurate because of risks and uncertainties surrounding the assumptions. Factors listed below, as well as other factors, may cause actual results to differ significantly from these forward-looking statements. There is no guarantee that any of the events anticipated by these forward-looking statements will occur. If any of the events occur, there is no guarantee what effect they will have on Company operations or financial condition. The Company will not update these forward-looking statements after the date of the presentation.

Some forward-looking statements discuss the Company's plans, strategies and intentions. They use words such as "expects," "may," "will," "believes," "should," "approximately," "anticipates," "estimates," and "plans." In addition, these words may use the positive or negative or a variation of those terms.

This presentation contains forward-looking statements about the Company's expectations regarding the Company's potential for strong EBITDA growth; growth in the dividend over time; the return of housing to long-term trend levels; growing domestic and global markets for logs, increasing harvest volume and value, and positive trends in demand in the Timberlands segment; increasing demand for U.S. lumber, and revenues and earnings in the Wood Products segment; positive long-term trends in our real estate markets, revenues and earnings, and controlling costs and enhancing margins in the Real Estate segment; growing global market reach, revenues and earnings, expanding margins, growing strategic customer relationships, and product innovation in the Cellulose Fibers segment. Major risks, uncertainties and assumptions that affect the Company's businesses and may cause actual results to differ from these forward-looking statements include, but are not limited to:

- general economic conditions, including employment rates, housing starts, interest rate levels, availability of financing for home mortgages and strength of the U.S. dollar;
- market demand for the Company's products, which is related to the strength of the various business segments and economic conditions;
- performance of the Company's manufacturing operations, including maintenance requirements;
- raw material prices and energy and transportation costs;
- successful execution of internal performance plans including restructurings and cost reduction initiatives;
- level of competition from domestic and foreign producers;
- the effect of weather and the risk of loss from fires, floods, windstorms, hurricanes, pest infestation and other natural disasters;
- federal tax policies;
- the effect of forestry, land use, environmental and other governmental regulations;
- legal proceedings;
- the effect of timing of retirements and changes in the market price of our common stock on charges for share-based compensation;
- changes in accounting principles;
- performance of pension fund investments and derivatives; and
- the other factors described under "Risk Factors" in the Company's annual report on Form 10-K.

The Company also is a large exporter and is affected by changes in economic activity in Europe and Asia, particularly Japan and China. It also is affected by changes in currency exchange rates, particularly the relative value of the U.S. dollar to the Canadian dollar, Euro and Yen. Restrictions on international trade or tariffs imposed on imports also may affect the Company.



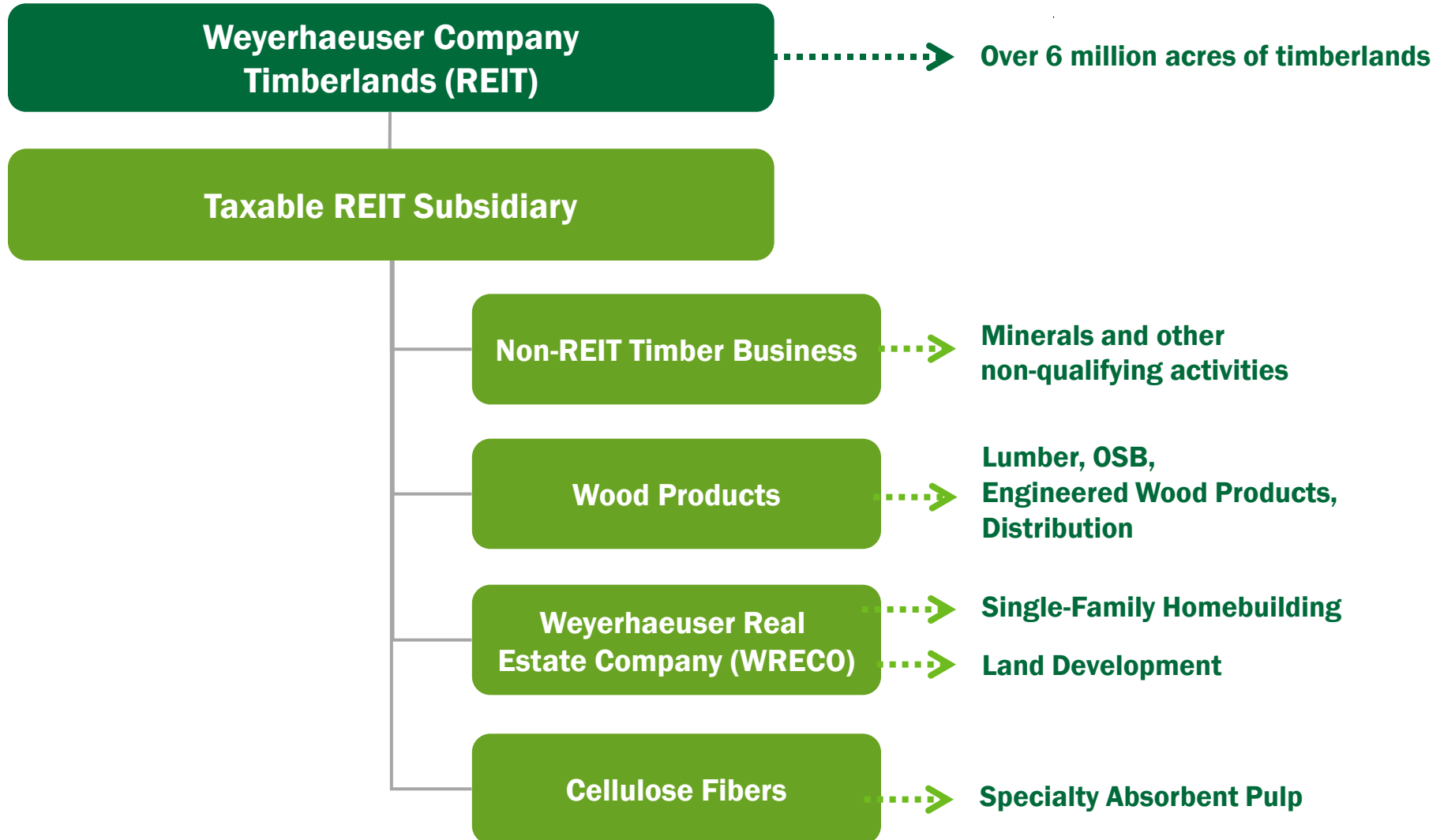
REASONS TO OWN WEYERHAEUSER

- **Attractive, sustainably managed timberlands**
- **Tax efficient REIT structure**
 - Aligns with timberlands focused strategy
 - Significant cash flow benefits
- **Company positioned for strong EBITDA growth**
 - Housing recovery is underway
 - Positioned to leverage growth in domestic and global markets
 - Continued operational excellence and disciplined cost management
- **Strong liquidity and improving capital structure**

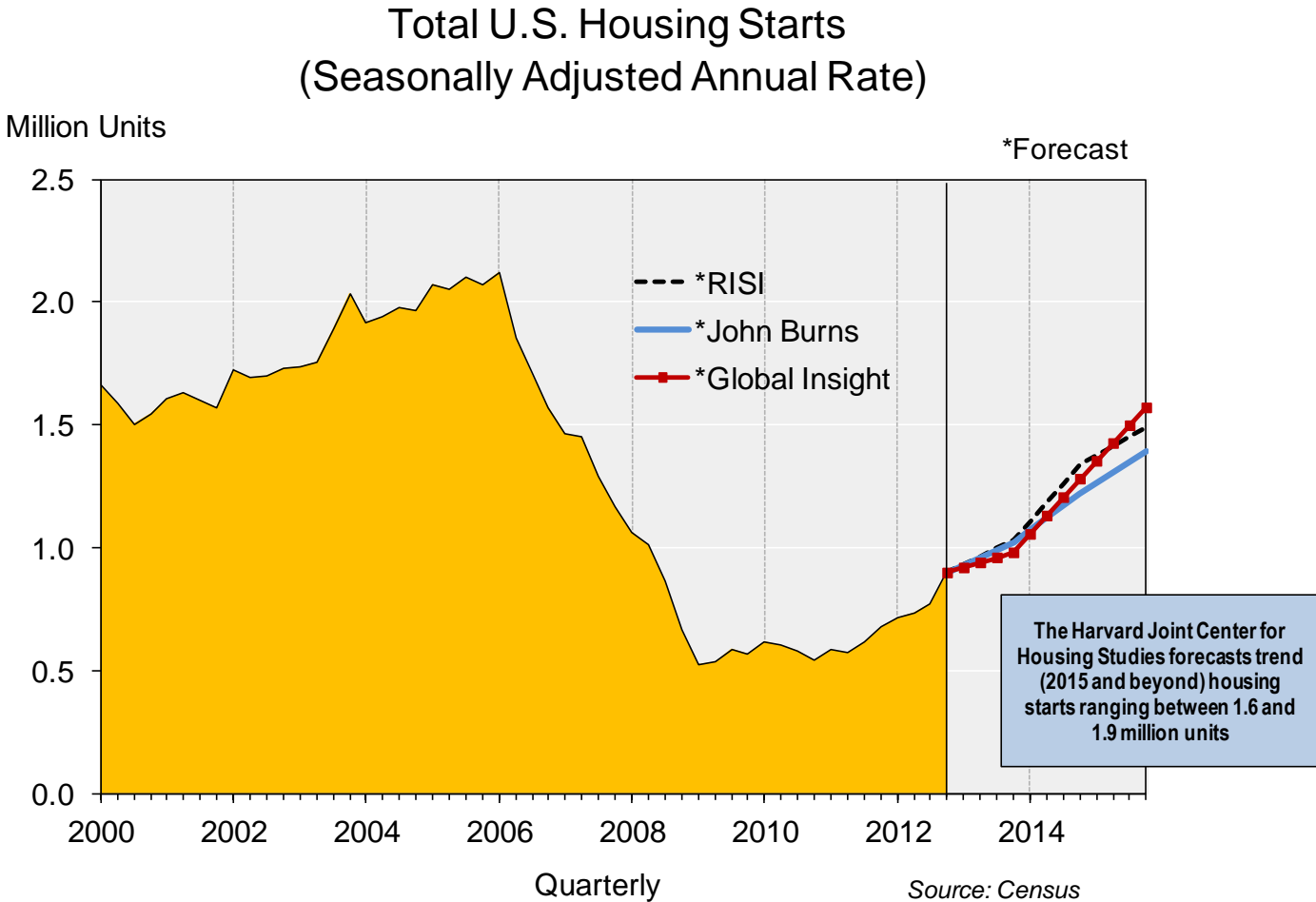
A Sustainable Dividend That We Expect to Grow Over Time



WEYERHAEUSER OVERVIEW



HOUSING RECOVERY IS UNDERWAY

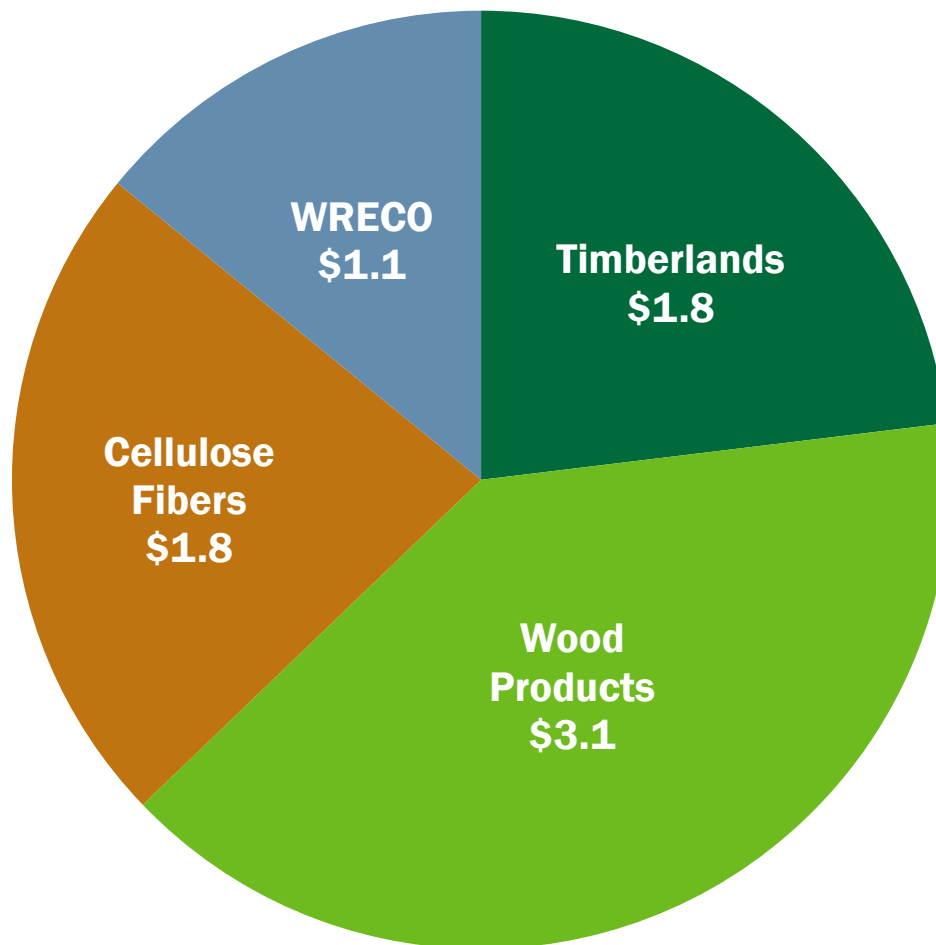


Housing Will Return to Long-Term Trend Levels



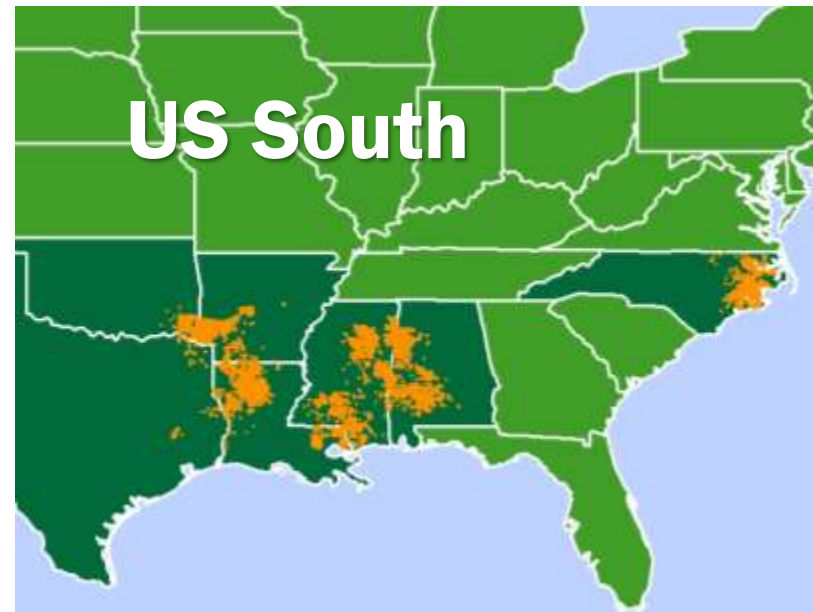
REVENUE BY SEGMENT

Revenue Including Intersegment Sales
For the year ended December 31, 2012
\$7.8 billion¹



TIMBERLANDS

- **US West**
 - Nearly 2 million acres
 - High-value Douglas fir
 - Well-located for export markets
- **US South**
 - Over four million acres
 - Primarily loblolly pine
- **Uruguay**
 - Over 300,000 acres
 - Loblolly pine and eucalyptus
- **North America 100% certified to sustainable forestry standards**



TIMBERLANDS

TIMBERLANDS	
2012 Revenue ¹	\$1.8 billion
2012 Adjusted EBITDA ²	\$460 million
Key Economic Indicators	US housing starts Asian log demand

- **Positive long-term supply and demand dynamics**
 - Growing domestic and global markets for logs
 - Canadian supply declining due to Mountain Pine beetle
- **Our competitive advantages**
 - Increasing harvest volume and value
 - Sawlog focus
 - Innovative silviculture
 - Unique export capability
 - Scale logistics
- **Additional sources of income**
 - Minerals oil and gas
 - Biomass

World-Class Timber Holdings in the Best Timber-Growing Regions

¹ Includes intersegment sales. A reconciliation to GAAP is set forth on slide 22.

² A reconciliation to GAAP is set forth on slide 23.



CANADA: DIMINISHING SHARE OF U.S. MARKET

- **Canadian lumber available to U.S. lower due to mountain pine beetle and growth in offshore exports**

Billion Board Feet	2005	2010	2015	2020
Canadian Lumber Production	35	24	29	28
Domestic Consumption	(11)	(11)	(11.5)	(12)
Offshore Exports	(2.5)	(4)	(5.5)	(6)
Available for U.S.	21.5	9	12	10
U.S. Demand	64	32.5	48	50
Canadian Share of U.S.	34%	28%	25%	20%

Source: International Wood Markets, RISI

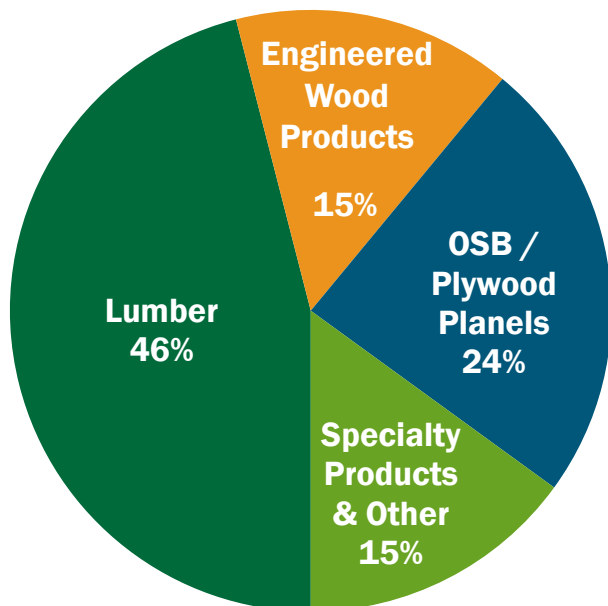
Positive Trend for our Timberlands and Lumber Businesses



WOOD PRODUCTS

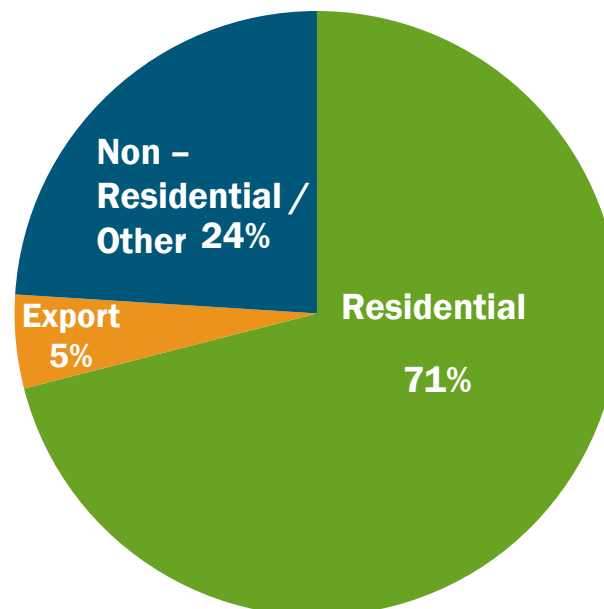
Diverse Product Mix

(% of 2012 revenue)



Broad Market Reach

(% of 2012 revenue)



Business	Facilities	Capacity
Softwood Lumber	18	4.5 BBF
OSB	6	3.0 BSF
Engineered Wood Products ¹	10	Solid Section - 33 MMCF TJI - 380 MMLF
Distribution	22	Located in strong US housing markets

Revenue for Year-Ended December 31, 2012: \$3.1 billion

WOOD PRODUCTS

WOOD PRODUCTS	
2012 Revenue ¹	\$3.1 billion
2012 Adjusted EBITDA ²	\$246 million
Key Economic Indicators	US housing starts Repair & remodel

- **Positive business outlook**
 - Significant leverage to US housing recovery
 - Mountain Pine beetle constrains supply of Canadian lumber
- **Our business focus**
 - Improving operating performance
 - Reducing costs
 - Expanding customer base and market reach
 - Product innovation

Diverse Mix of Building Products Leveraged to Housing Recovery

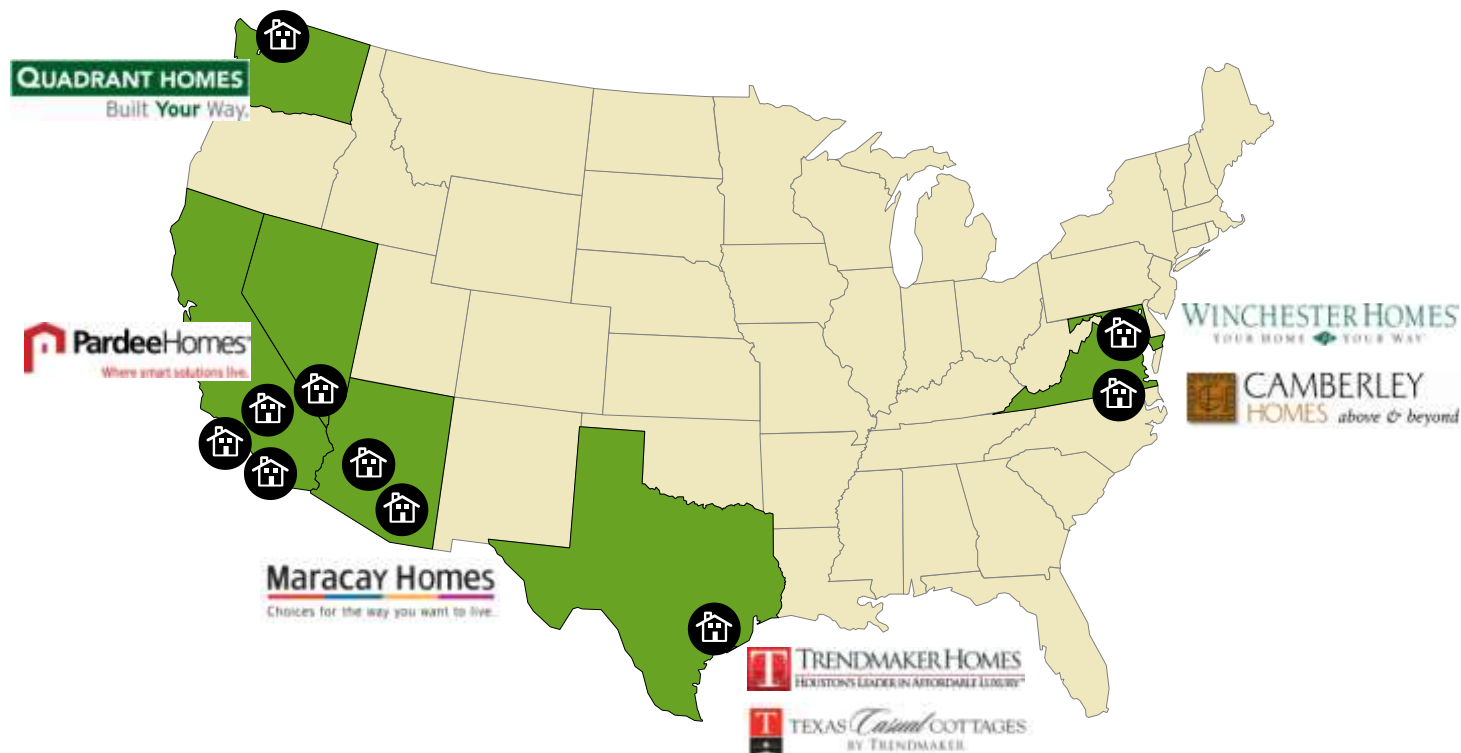
¹ Includes intersegment sales. A reconciliation to GAAP is set forth on slide 22.

² A reconciliation to GAAP is set forth on slide 23.



REAL ESTATE

- Top 20 builder of single-family homes
- Operate in select markets with positive long-term trends
- Industry-leading customer satisfaction and margins



Revenue for Year-Ended December 31, 2012: \$1.1 billion



REAL ESTATE

REAL ESTATE	
2012 Revenue ¹	\$1.1 billion
2012 Adjusted EBITDA ²	\$142 million
Key Economic Indicators	US single-family starts Employment growth Demographic trends

- **US housing is recovering**
- **Innovating with new products, features and buyer services**
- **Controlling costs**
- **Enhancing margins**
- **Repositioning land portfolio**

Unique Value Propositions and Industry-Leading Margins

1. Includes intersegment sales. A reconciliation to GAAP is set forth on slide 22.

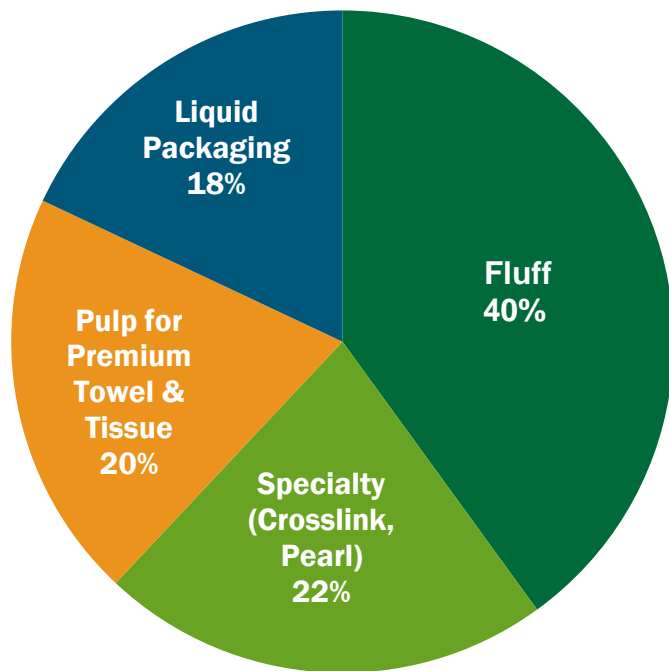
2. A reconciliation to GAAP is set forth on slide 23.



CELLULOSE FIBERS

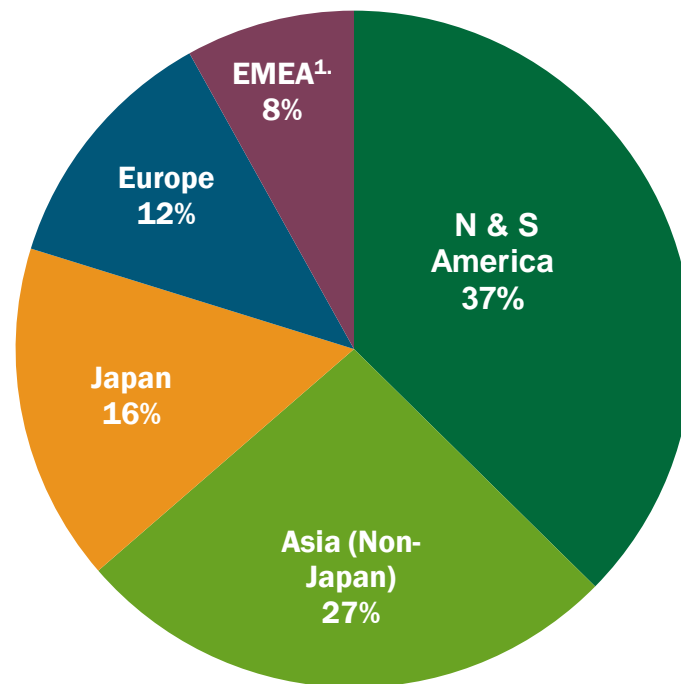
Diverse Product Mix

(% of 2012 revenue)



Broad Market Reach

(% of 2012 revenue)



Business	Mills	Capacity
Pulps: Fluff, Papergrade and Specialty	5	1.8m metric tons
Liquid Packaging Board	1	300,000 metric tons

Revenue for Year-Ended December 31, 2012: \$1.8 billion

1. EMEA = Eastern Europe, Middle East and Africa



CELLULOSE FIBERS

CELLULOSE FIBERS	
2012 Revenue ¹	\$1.8 billion
2012 Adjusted EBITDA ²	\$368 million
Key Economic Indicators	Global fluff demand World GDP Emerging market demographics

- **Expanding margins through focus on value-added products**
- **Growing strategic customer relationships**
- **World-class industry efficiency and highly competitive manufacturing costs**
- **Innovating with new and “next generation” proprietary fibers**

**Growing Global Market Reach
with Innovative, Value-Added Products**

1. Includes intersegment sales. A reconciliation to GAAP is set forth on slide 22.

2. A reconciliation to GAAP is set forth on slide 23.



PRIORITIES FOR CAPITAL ALLOCATION

- **Returning cash to shareholders**
- **Improving capital structure**
 - Strong liquidity and reducing interest expense
 - Managing retirement liabilities
- **Investing in our businesses**
 - Disciplined capital expenditures
 - Growth opportunities



DIVIDEND PAYOUT POLICY

- **Targeting a dividend payout ratio of 75% of Funds Available for Distribution (FAD) over cycle**
 - FAD defined as cash flow before debt repayment and dividends
 - Will consider repurchasing shares
- **Current quarterly dividend of 17 cents per share, or 68 cents per share on annualized basis**
 - 2012 dividend payout ratio will likely exceed 75% of FAD, given current outlook

A Sustainable Dividend That We Expect to Grow Over Time



COMMITTED TO STRONG LIQUIDITY AND IMPROVING CAPITAL STRUCTURE

- **Strong liquidity**

- \$1 billion credit facility, expires June 2015– no borrowings outstanding
- Cash balance as of 12/31/2012: \$898 million

<i>\$ millions</i>	2013	2014	2015	2016	2017
TOTAL DEBT					
Beginning of Year	\$4,291	\$3,882	\$3,867	\$3,867	\$3,867
Maturities	(409)	(15)	0	0	(281)
End of Year	\$3,882	\$3,867	\$3,867	\$3,867	\$3,586

Strong Capital Structure Supports Sustainability of Dividend



REASONS TO OWN WEYERHAEUSER

- **Attractive, sustainably managed timberlands**
- **Tax efficient REIT structure**
 - Aligns with timberlands focused strategy
 - Significant cash flow benefits
- **Company positioned for strong EBITDA growth**
 - Housing recovery is underway
 - Positioned to leverage growth in domestic and global markets
 - Continued operational excellence and disciplined cost management
- **Strong liquidity and improving capital structure**

A Sustainable Dividend That We Expect to Grow Over Time



THIRD PARTY AWARDS AND RECOGNITION



Most Admired Companies

FORTUNE Magazine, 1988-2012

Dow Jones Sustainability Index

2005/06 - 2012/13 (North America);
2011/12 - 2012/13 (World)



World's Most Ethical Companies

Ethisphere Institute, 2009, 2010, 2012

The Sustainability Yearbook

RobecoSAM, 2011-2013
Bronze Class Distinction, 2012



Top 100 S&P 500 Clean Capitalism Ranking

Corporate Knights, 2012

FTSE4Good Index Series

FTSE Group, 2005-2008 and 2011-2012



FTSE4Good



100 Best Corporate Citizens

Corporate Responsibility Magazine,
2008-2012
Top 10 Best Corporate Citizens, 2012

Maplecroft Climate Innovation Indices

Cycles 1 (Leader), 2, and 3



Joint Sector Leader

Forest Footprint Disclosure Project, 2011

ECPI Global Equity Indices

Global Ethical Equity
Global Eco Real Estate and Building



oekom Prime Status

oekom Research, 2011-2012

STOXX ESG Leaders Indices

2012/2013





APPENDIX



RECONCILIATION TO GAAP: TOTAL REVENUE

\$ millions	2012				
	Timberlands	Wood Products	Cellulose Fibers	Real Estate	Total
Sales to and Revenues from Unaffiliated Customers (GAAP)	\$1,077	\$3,058	\$1,854	\$1,070	\$7,059
Intersegment Sales (GAAP)	683	74	0	0	757
Revenue Including Intersegment Sales	\$1,760	\$3,132	\$1,854	\$1,070	\$7,816



RECONCILIATION TO GAAP: EBITDA

\$ millions	2012					
	Timberlands	Wood Products	Cellulose Fibers	Real Estate	Unallocated items	Total
Adjusted EBITDA¹	\$460	\$246	\$368	\$142	(\$54)	\$1,162
Depreciation, Depletion and Amortization	(142)	(133)	(150)	(12)	(19)	(456)
Non-Operating Pension & Postretirement Costs	--	--	--	--	(29)	(29)
Special Items	--	6	--	--	89	95
Capitalized Interest Included in Cost of Products Sold	--	--	--	(30)	(7)	(37)
Operating Income (GAAP)	\$318	\$119	\$218	\$100	(\$20)	\$735
Interest Income and Other	3	1	5	5	38	52
Loss Attributable to Non-Controlling Interest	1	--	--	--	--	1
Net Contribution to Earnings (GAAP)	\$322	\$120	\$223	\$105	\$18	\$788

¹Adjusted EBITDA is a non-GAAP measure that management uses to evaluate the performance of the company. Adjusted EBITDA, as we define it, is operating income from continuing operations adjusted for depreciation, depletion, amortization, pension and postretirement costs not allocated to business segments (primarily interest cost, expected return on plan assets, amortization of actuarial loss and amortization of prior service cost / credit), special items and interest included in cost of products sold. Adjusted EBITDA should not be considered in isolation from and is not intended to represent an alternative to our GAAP results.



DAN FULTON



Dan Fulton was elected chief executive officer and a member of the board of directors in April 2008. He remains as president of Weyerhaeuser Company, a position he assumed in January 2008. From May 2001 until March 2008 he was president and chief executive officer of Weyerhaeuser Real Estate Company, a wholly owned subsidiary of Weyerhaeuser Company. In January 2004 he was named to Weyerhaeuser Company's senior management team.

Fulton joined Weyerhaeuser's investment evaluation department in 1976. He transferred to Weyerhaeuser Real Estate Company (WRECO) in 1978. In 1979 Dan transferred to WRECO's Weyerhaeuser Venture Company where he held a series of investment management roles. From 1987-1988 Dan served as the chief executive officer of Cornerstone Columbia Development Company. In 1988 he returned to Weyerhaeuser Venture Company and its affiliate Weyerhaeuser Realty Investors. Dan served in various management and investment positions before becoming president and chief executive officer of Weyerhaeuser Realty Investors and Weyerhaeuser Venture Company from 1998-2000.

Before joining Weyerhaeuser, he served as an officer in the U.S. Navy Supply Corps.

Fulton graduated with a bachelor of arts degree in economics from Miami University (Ohio) in 1970. He received a master of business administration degree in finance from the University of Washington in 1976, and he completed the Stanford University Executive Program in 2001.

Fulton currently serves on numerous national boards, including the Business Roundtable (BRT), National Alliance of Forest Owners (NAFO), and Sustainable Forestry Initiative (SFI). He also is a member of the Washington State Roundtable.

Fulton serves as chair of United Way of King County, and chair of the Policy Advisory Board of the Joint Center of Housing at Harvard University.





WEYERHAEUSER

