



Weyerhaeuser — Positioned to Succeed

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Forward-Looking Statement

- Some information included in the following presentations 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. Some of these forward-looking statements can be identified by the use of forward-looking terminology such as "expects," "may," "will," "believes," "should," "approximately," "anticipates," "estimates," "plans," "continuing" and "maintaining" and the negative or other variations of those terms or comparable terminology or by discussions of strategy, plans or intentions. In particular, some of these forward-looking statements deal with expectations regarding debt reduction and debt to capital ratios, cost reduction, capital spending discipline and projected capital spending, non-strategic asset sales, productivity improvements, acquisitions, share repurchases, dividend increases, strength of balance sheet, strong free cash flow generating capability, estimated effects of exchange rates on manufacturing costs, estimated effect of exchange rates on delivered softwood pulp costs to Belgium, investment in high return productivity projects, including high-return energy projects, new product development, strategic growth, including international expansion improvement in our pulp, paper and containerboard markets, increased demand and pricing for wood products in 2004, profitability, price increases and stable demand for pulp and paper in 2004, greater demand for boxes in 2004, increasing prices, shipments and OCC costs in the containerboard markets; continuing strong housing demands, the company's markets in 2004 and 2005; and similar matters. The accuracy of such statements is subject to a number of risks, uncertainties and assumptions that may cause actual results to differ materially from those projected, including, but not limited to, the effect of general economic conditions, including the level of interest rates and housing starts; market demand for the company's products, which may be tied to the relative strength of various U.S. business segments; energy prices; raw material prices; transportation disruptions; performance of the company's manufacturing operations; the successful execution of internal performance plans; the level of competition from domestic and foreign producers; the effect of forestry, land use, environmental and other governmental regulations; fires, floods and other natural disasters; and legal proceedings.
- The company is also a large exporter and is affected by changes in economic activity in Europe and Asia, particularly Japan, and by changes in currency exchange rates, particularly in the relative value of the U.S. Dollar to the Euro and Canadian Dollar, and restrictions on international trade or tariffs imposed on imports, including the countervailing and dumping duties imposed on the company's softwood lumber shipments from Canada to the United States. These and other factors could cause or contribute to actual results differing materially from such forward looking statements and, accordingly, no assurances can be given that any of the events anticipated by the forward looking statements will occur, and if any of them occurs, what effect they will have on the company's results of operations, cash flow or financial condition. Additional information on risks, assumptions and uncertainties that could cause actual results to vary are set forth in the company's filings with the Securities and Exchange Commission.
- The information in this presentation concerning the domestic and global economy, U.S. single-family housing starts, corporate cash flow, growth in industrial production for China, growth in the World Real GDP, Euro Exchange Rate vs. purchasing power parity estimate, U.S. Real Imports vs. Exports, U.S. Current Account Balance as a Share of GDP, Growth in U.S. Manufacturing Industrial Production for Nondurables, demand on North American Lumber Mills vs. capacity, spruce-pine-fir 2x4 lumber price, production costs for average B.C. interior mill, N. C. oriented strand board 7/16" price, North America OSB demand vs. capacity, Western export IS log vs. Douglas Fir #2 domestic log price, nondurable industrial production and annual growth of U.S. box shipments, U.S. containerboard capacity and operating rate, kraft linerboard price, U.S. exports of OCC, OCC pulp cost vs. chip pulp cost, China imports of Bleached Kraft Pulp, World Bleached Market Pulp Consumption Growth, Swedish exchange rate, northern softwood pulp price, growth in domestic consumption for UCFS, Germany UCFS for A-4 cut size vs. U.S. 20lb cut-size, UCFS Exports vs. Imports, U.S. Non-Canadian Trade, growth in N.A. UCFS Consumption vs. Capacity, U.S. UCFS Price vs. NBSKP Price delivered in U.S., kraft linerboard prices, personal tax cuts vs. cash out refinancing, and our market position in our geographic markets and similar matters, is derived principally from publicly available information, forest products and building industry publications and websites, data compiled by market research firms, and similar sources. Although we believe that this information is reliable, we have not independently verified any of this information and we cannot assure you that it is accurate.

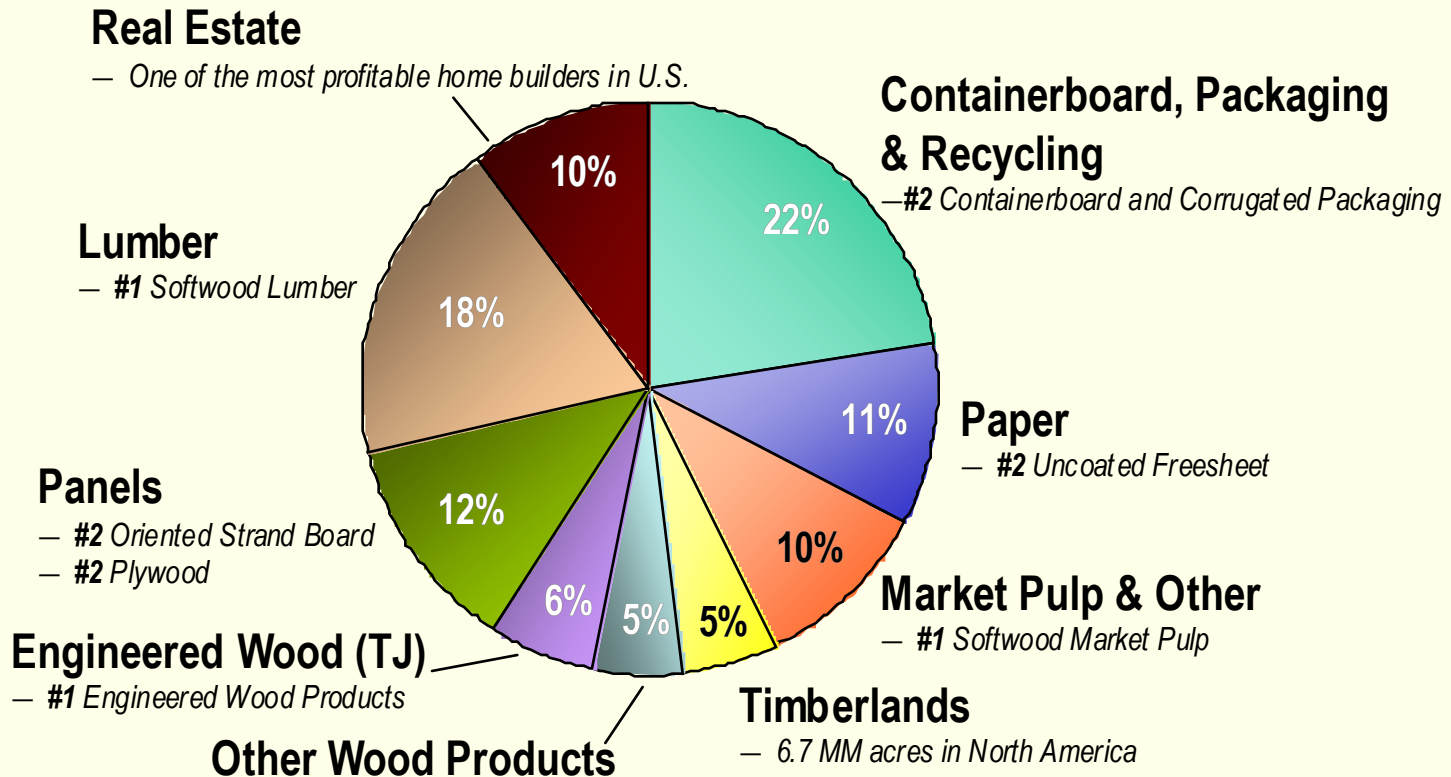


Positioned to Succeed

- **Best Asset Portfolio in the industry well positioned to capitalize on improving industry conditions**
 - **Synergies are now being brought to the bottom line**
- **Acquisition objectives have been achieved**
 - **On track to reach target financial ratios within the next year**
- **Clear vision of the future with the strategy to accomplish that vision**
- **Weyerhaeuser is the premier investment in the industry**

Weyerhaeuser Today: Diversified Business Portfolio

2003 Sales: \$19.9 Billion



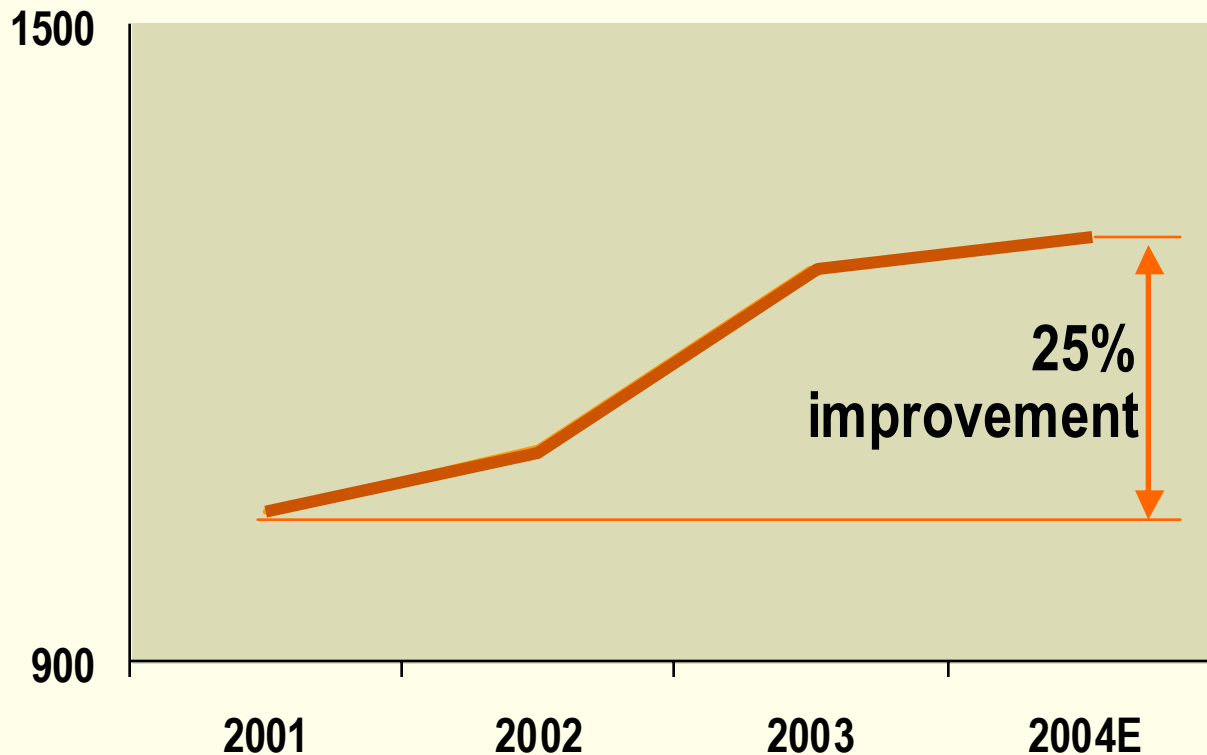


Productivity Improvements in Timberlands

- **Portfolio improvements**
 - **Retained core lands**
 - **444,000 acres divested**
 - **Low-performing / non-strategic timberland**
 - **330,000 acres for sale in Georgia**
 - **Cash generation growth for future**
- **Improved silviculture and operating practices on acquired lands**

Productivity Improvements in Pulp, Paper and Containerboard Manufacturing

Ton / Year / Employee



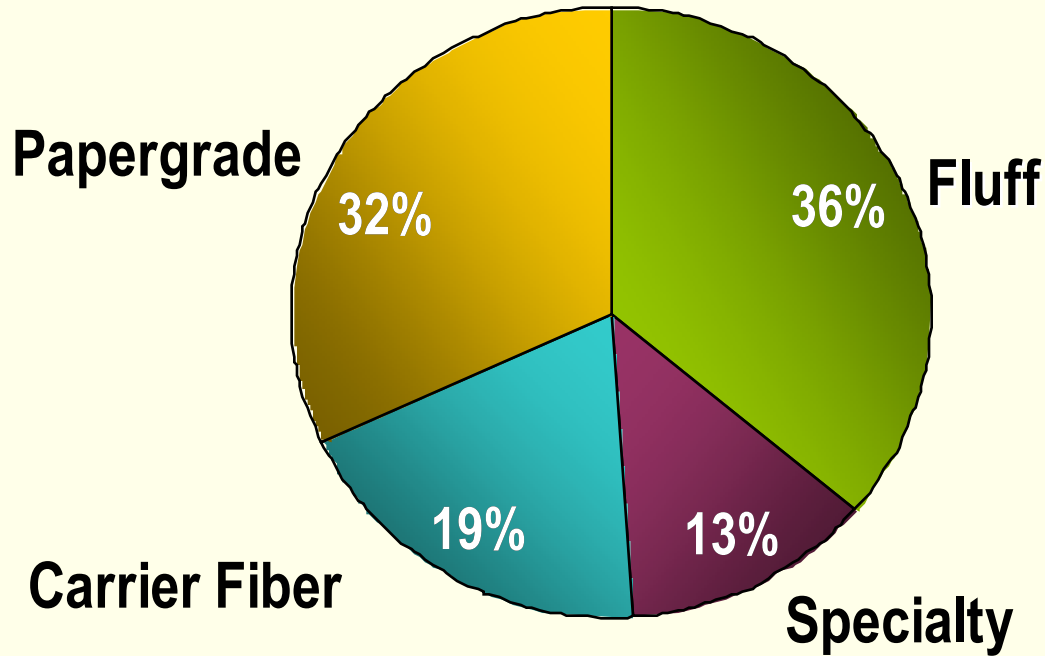


Market Pulp Business

- **Nearly 70% of our market pulp is premium-priced fluff and high-performance value-added pulp**
- **The majority of our pulp is sold in North America**
- **Provides technical superiority to meet customer needs**

Market Pulp Business

2.8 Million Metric Tons



Fine Paper Business

- **Weyerhaeuser is the #2 producer with a 19% market share**
 - **Lowest cost mill system and converting operations**
 - **Multiple channels to market**



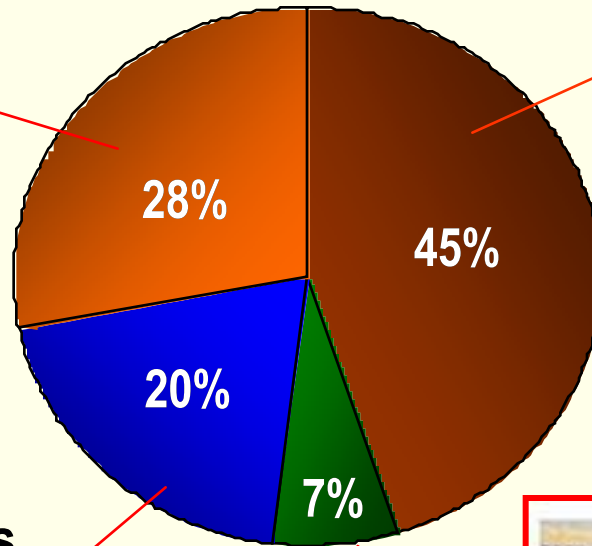
Fine Paper Business

3.25 Million Tons

Printing & Publishing Papers



Cut Size Business Papers



Coated Groundwood

Converting Papers





Containerboard Packaging & Recycling

- **Low-cost mill system**
 - **Have closed inefficient capacity**
 - **All machines in top quartile of industry**
- **Highly integrated containerboard and box system**
- **Fiber cost management**
 - **Recycled vs. virgin**
 - **Large, efficient recycling system**

Rationalization: Facility Divestitures 2000–2004

Containerboard

988 M Tons (16% of capacity)

2003

North Bend OR

2002

Hawesville KY

Sturgeon Falls ON

2001

Plymouth NC #3

Springfield OR #1

Packaging

7 BSF (9% of capacity)

2004

Lakeland FL, San Leandro CA

2003

Guthrie KY

2002

Nashville TN, Laredo TX

Richmond VA, Denver CO

Tulsa OK

2001

Meriden CT

2000

Cleveland OH, Houston TX

Jersey City NJ

Rock Island IL

Recycling

2002

Portland OR

San Jose CA

Oklahoma City OK

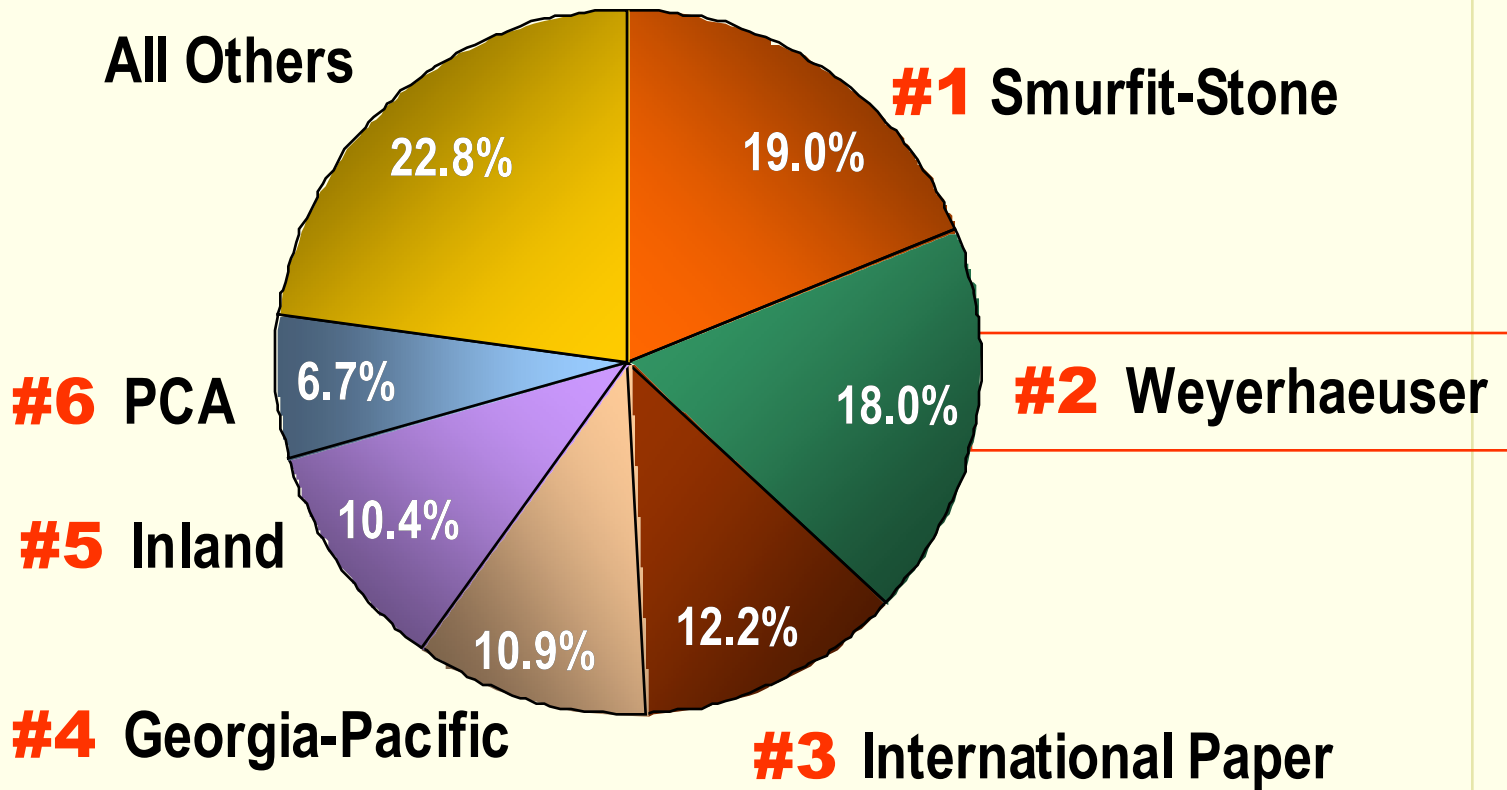
Haverhill MD

2001

Bloomington IN

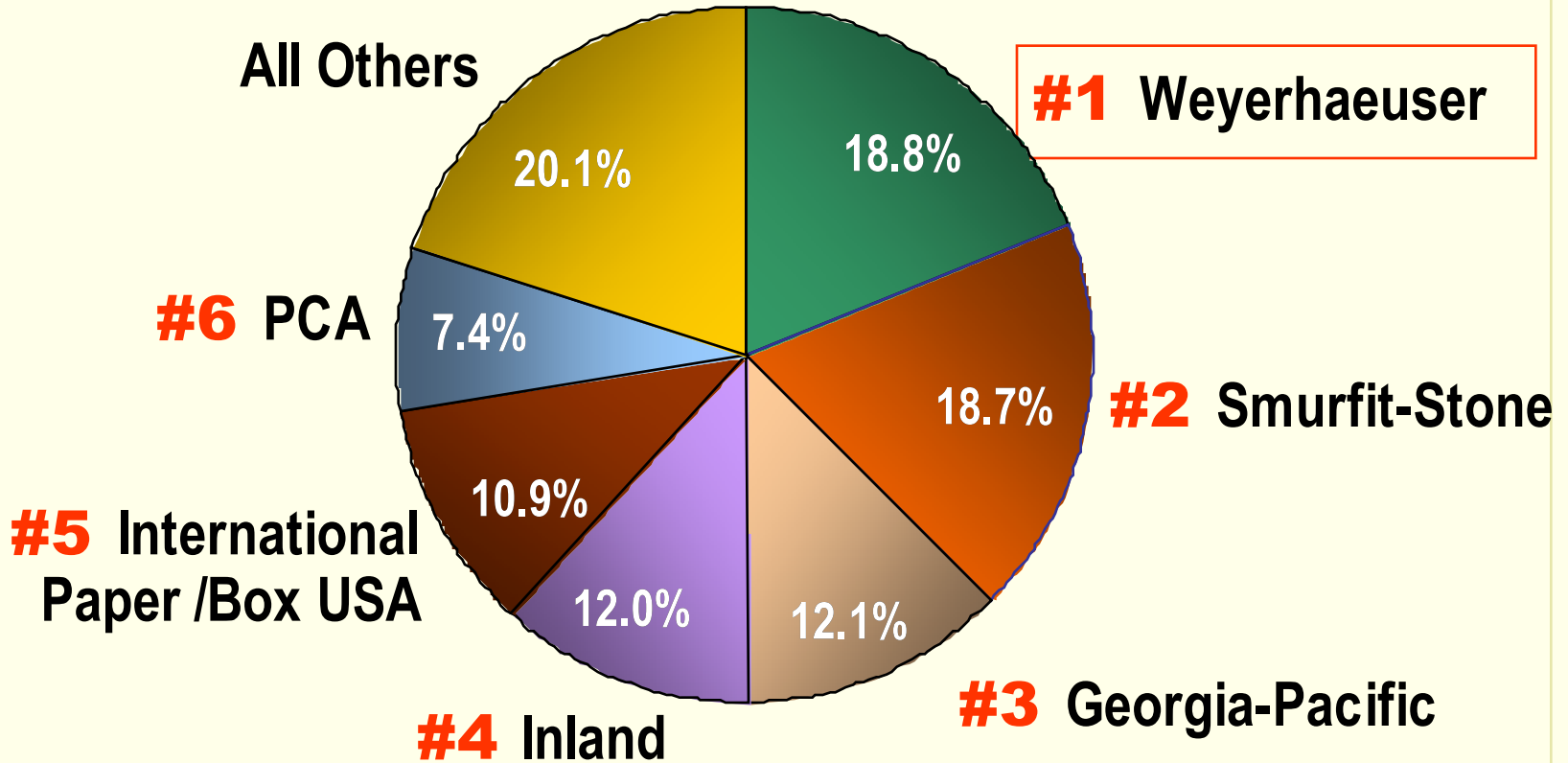
U.S. Containerboard Market Position

As of May 2004



U.S. Box Market Position

As of May 2004



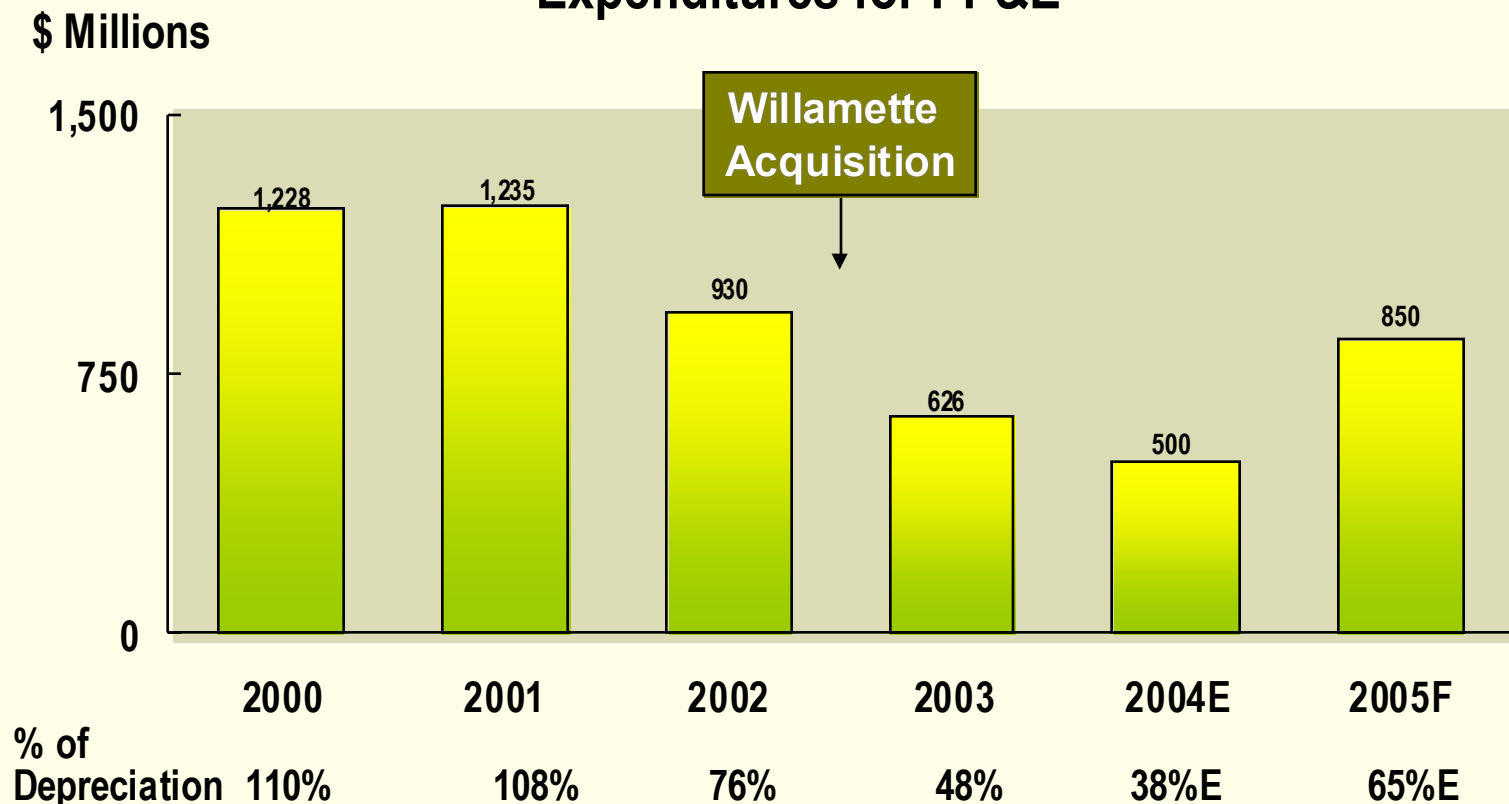


Best in Class Operator

- **Our strengths**
 - **Scale**
 - **Product breadth**
 - **Integrated operations (forest to market)**
 - **A modern manufacturing fleet**

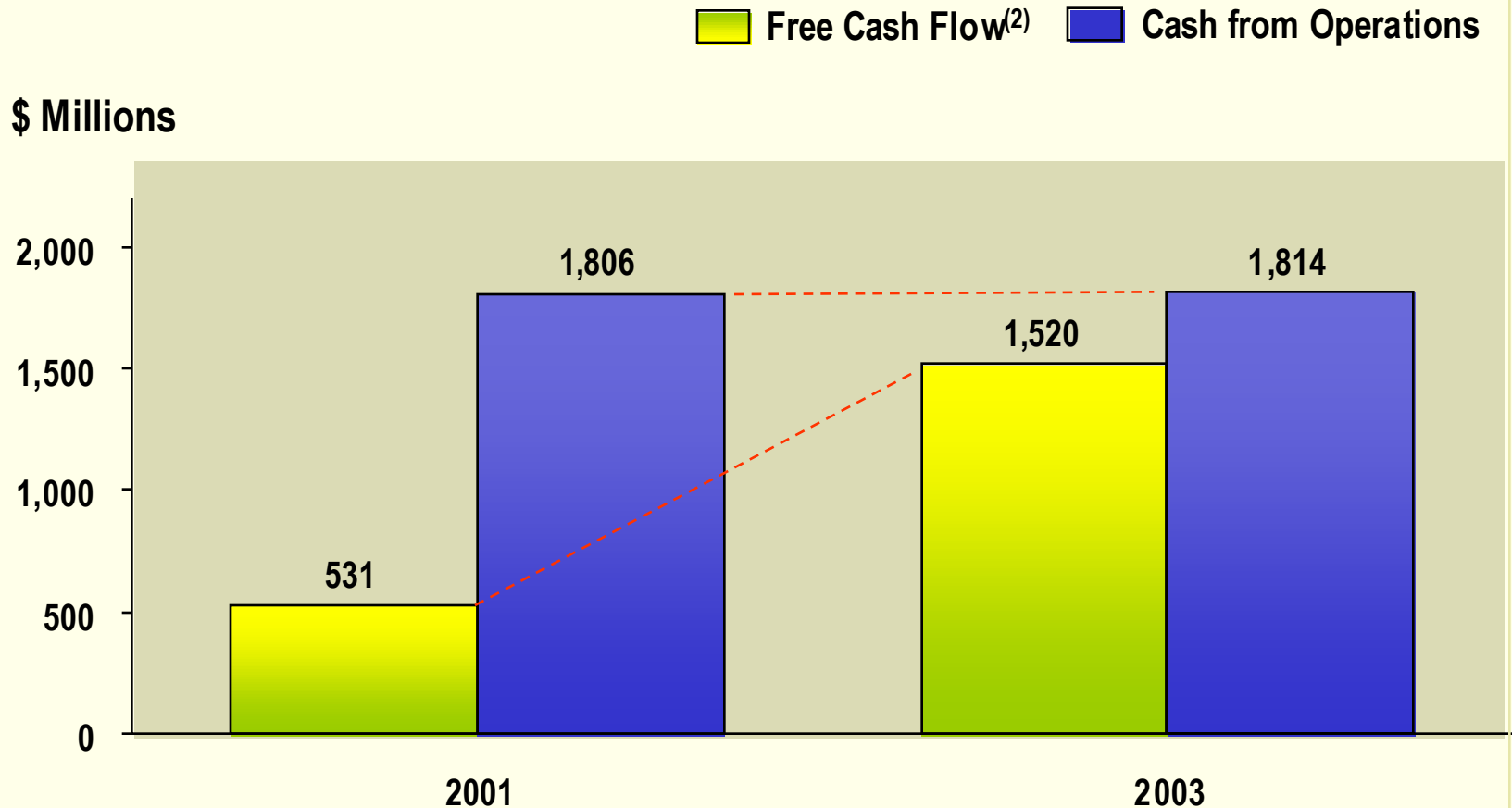
Capital Spending Discipline

Expenditures for PP&E⁽¹⁾



(1) Proforma for Willamette acquisition


Strong Cash Flow Generation⁽¹⁾



(1) Proforma for Willamette acquisition

(2) Cash from operations minus capital expenditures plus net asset sale proceeds

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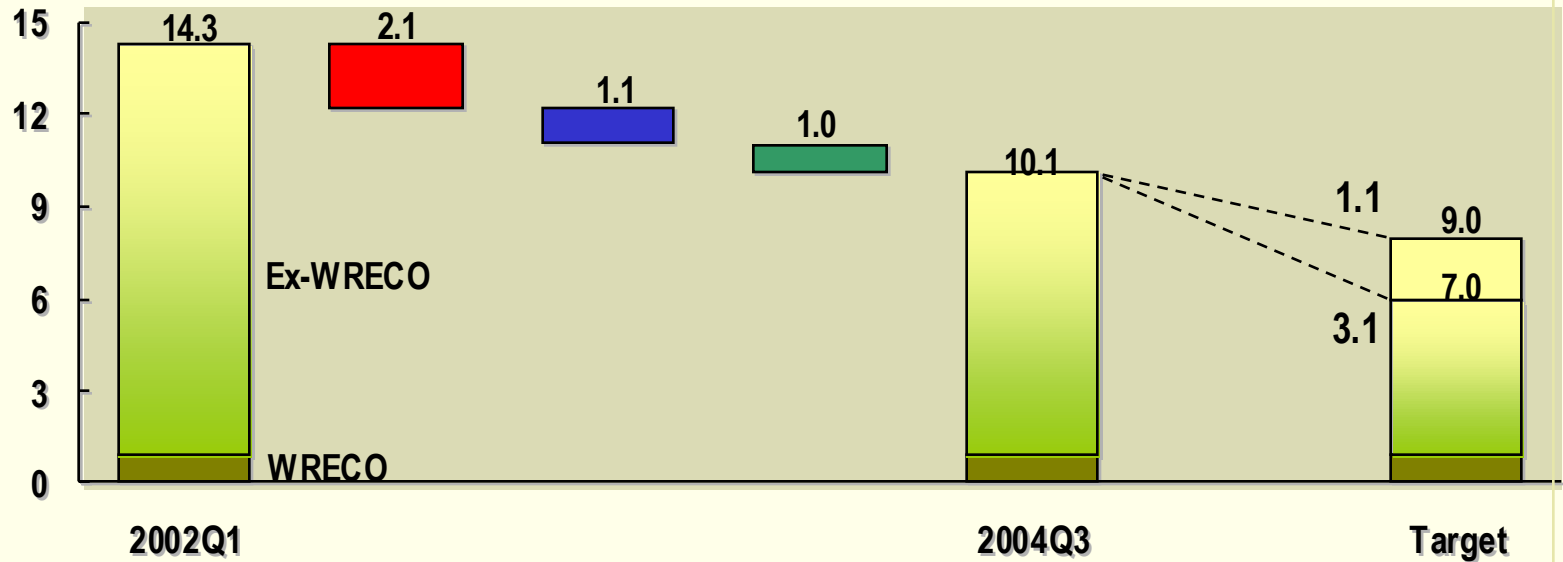
Free Cash Flow Uses

- **Debt reduction**
- **High return productivity projects**
- **Dividend increases**
- **Bolt-on acquisitions / growth**

Debt Reduction Target

Net Debt (3)

\$ Billions



Debt / Cap⁽²⁾: 57%

43%

Target
Range
30-40%

(1) Includes cash generated from exercise of stock options


(2) Excludes WRECO

(3) Net Debt = Debt less cash balances

FCF

Asset Sales

Equity⁽¹⁾



Clear Vision of the Future

- **Operate safely from the start**
- **Maximize existing portfolio**
 - **Focus on low-cost production and efficient delivery systems**
 - **Maintain capital discipline**
- **Continue to divest non-strategic assets**
- **Take advantage of growth opportunities**
- **Expand out global footprint**



Weyerhaeuser: The Premier Investment in the Industry

- **Deliver on our promises**
- **Work to consistently improve our performance**
- **Committed to a strong balance sheet**
- **Strong free cash flow generating capability**
- **Proven track record of integrating acquisitions**
- **History of returning cash to shareholders**



Weyerhaeuser

The future is growing™