

Annual Analyst Meeting

Weyerhaeuser Company New York City May 20, 2004

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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 forwardlooking 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 exchangerates on manufacturing costs, estimated effect of exchangerates 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 container board 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 for eign producers; the effect of for estry, land use, environmental and other governmental regulations; fires, floods and other natural disasters; and legal proceedings.
- The company is also a large exported 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 for the in the company's fillings 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. or iented 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 exchangerate, 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 outrefinancing, and our market position in our geographic markets and similar matters, is derived principally from publicly available information, for est products and building industry publications and websites, data complied 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.



Agenda

Steve Rogel

Dick Taggart

Lynn Michaelis

Rich Hanson

Steve Rogel

Q&A

Introduction — Positioned to Succeed

Financial Philosophy and Strategy

Industry Outlook

The New Weyerhaeuser — Operating Excellence

The Journey Ahead



Weyerhaeuser — Positioned to Succeed

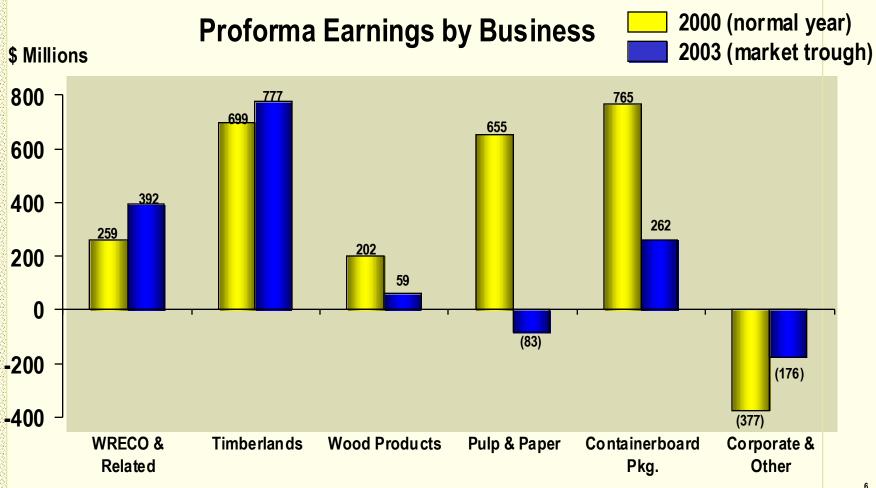
Steven R. Rogel
Chairman, President & CEO



Positioned to Succeed

- Achieved the objectives of our three acquisitions
- Better positioned than ever to capitalize on favorable industry conditions
- Operations are "hitting on all cylinders"
- Clear vision of our future with a strategy to achieve that vision

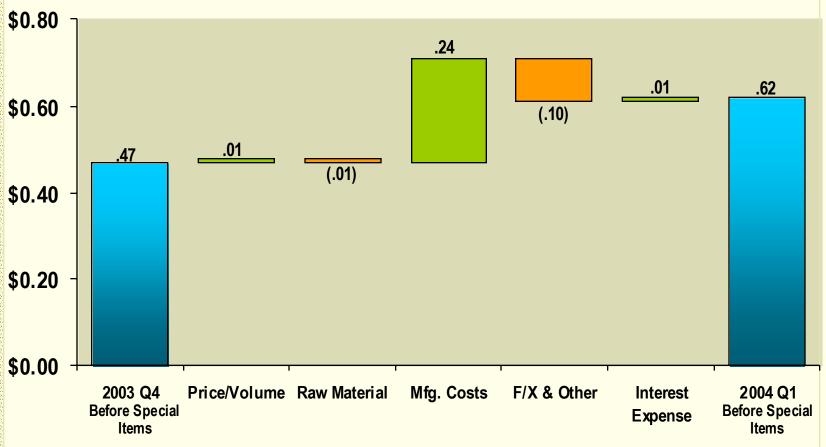
Earnings Potential



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Earnings per Share Comparison 2003 Q4 vs. 2004 Q1

\$ per share before special items*







The New Weyerhaeuser

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Acquisition Acquisition Acquisition Value		Strategic Rationale		
• 11/99	Ψ	1 st of 2 steps to enhance engineered wood products offering Synergies: \$150 MM target achieved ahead of schedule		
• 11/99 – 1/00	\$0.9	Growth opportunities — new products and systems Synergies: \$50 MM target achieved ahead of schedule		
Willamette Industries, Inc.	\$8.1	 Created top player in major product lines; timber base Economies of scale in manufacturing, purchasing and sale Synergies: \$300 MM target achieved ahead of schedule 		
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The Journey Ahead





Financial Philosophy and Strategy

Richard J. Taggart
Executive Vice President &
Chief Financial Officer



Financial Philosophy

- Committed to the maintenance of a sound capital structure
 - Protect the underlying interests of shareholders and lenders
 - Have access, at all times, to major financial markets
- Target debt-to-total capital (excluding WRECO) of 30–40%



Deleveraging Strategy

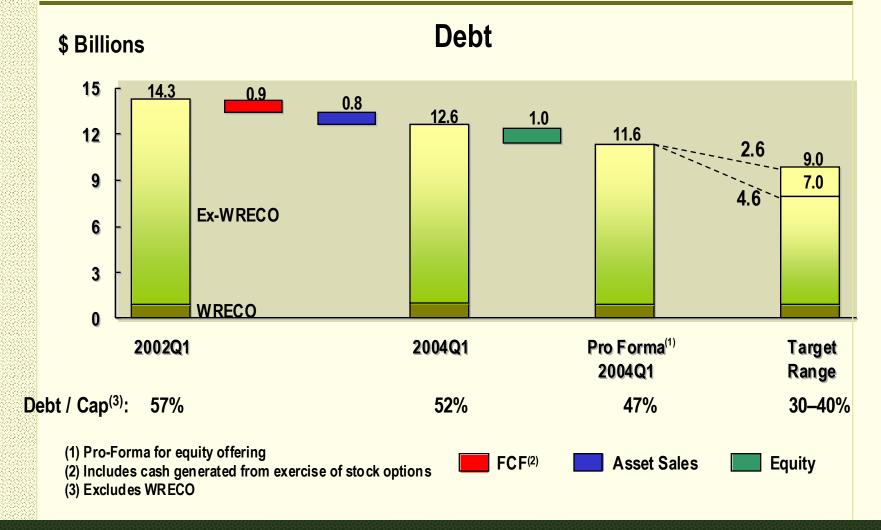
- Drive down cost improve cash flow from operations
- Maintain discipline on capital spending
- Sell non-strategic assets
- One-time equity offering to accelerate progress



Why Equity Now

- Eliminate downside credit risk
- Accelerate restoring financial flexibility to pursue value-creating opportunities

Debt Reduction Target





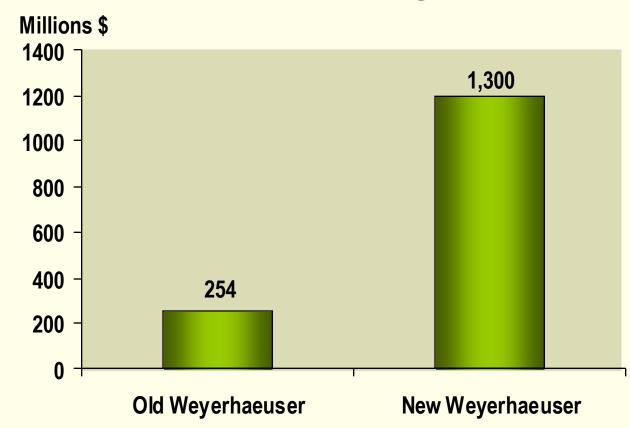
The New Weyerhaeuser — Free Cash Flow Generating Capacity

	Old <u>Weyerhaeuser</u>	New <u>Weyerhaeuser</u>
EPS before Special Item*	\$4.83 / share	\$4.83 / share
Cap Ex (\$ Mil)	\$ 996	\$ 750
Dividends (\$ Mil)	\$ 306	\$ 382
Free Cash Flow after Dividends	\$ 254 Million	\$ 1.3 Billion

*EPS in 1995 are shown before charges of \$.90/share for effects of SFAS #121

The New Weyerhaeuser — Free Cash Flow Generating Capacity

Free cash flow after dividends @ \$4.83 EPS





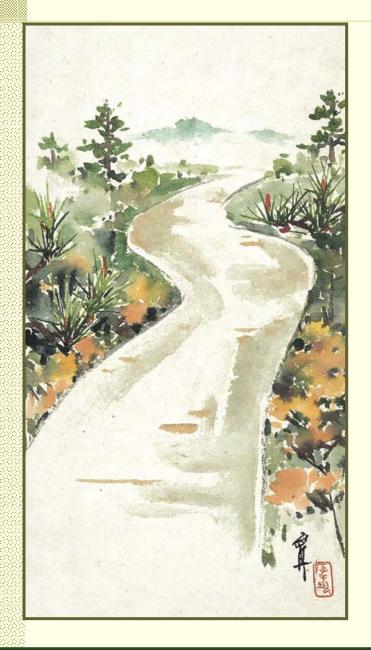
Priorities for Free Cash Flow

- Debt reduction
- High return productivity projects
- Bolt-on acquisitions / share repurchase
- Dividend increases



The New Weyerhaeuser

- Strong balance sheet
- Strong free cash flow generating capability
- Proven track record of integrating acquisitions
- History of returning cash to shareholders



Industry Outlook

Lynn O. Michaelis
Vice President, Markets & Economic Research
& Chief Economist



Agenda for Industry Outlook

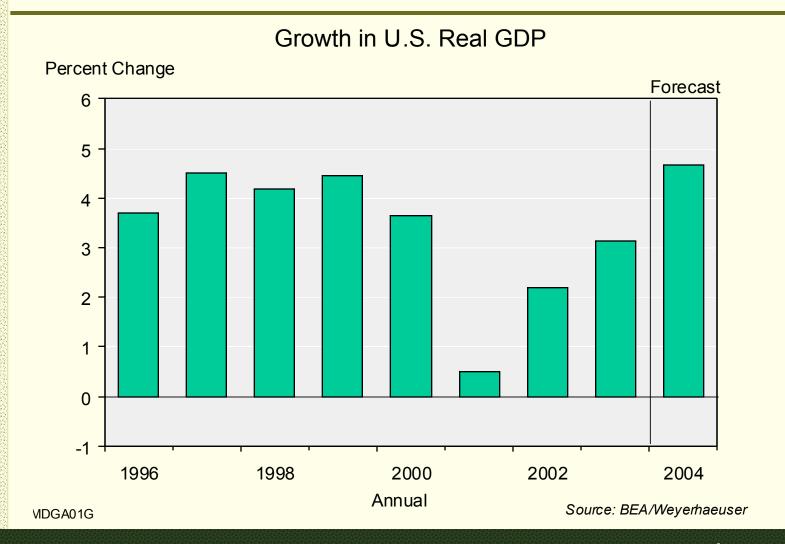
- Macroeconomic setting for forest products
- Outlook for wood products
- Outlook for containerboard, packaging and recycling
- Outlook for pulp and uncoated free sheet



Macroeconomic Setting for Forest Products

Economic growth remains "healthy"

Strongest Growth in 20 Years



Refinancing and Tax Cut Boosted Consumer Spending

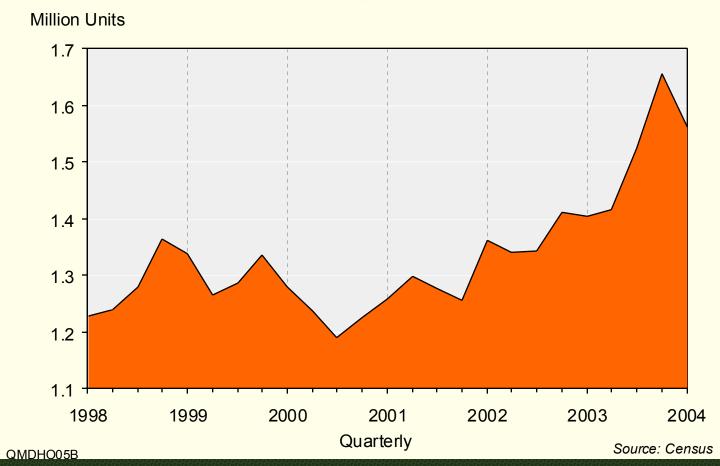
Personal Tax Cuts vs. Cash Out Refinance \$ Billions

-	2002	2003 1 st Half	2003 2 nd Half
Personal Tax Cuts	0	0	125
Cash Out Refinances	135	130	220
Total (Annualized Rate)	135	130	345

Source: Fannie Mae

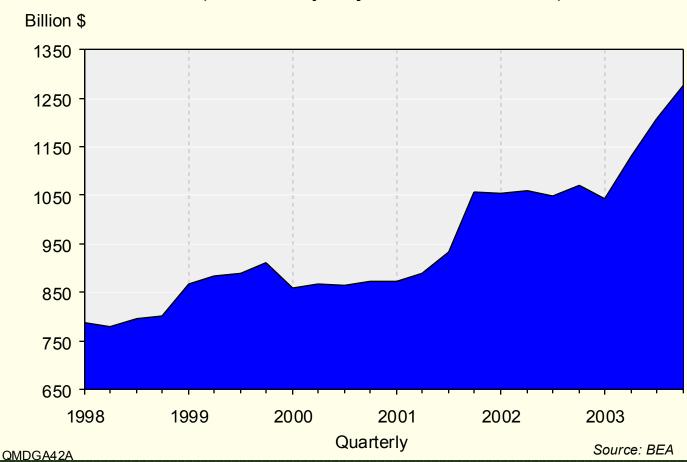
"Surprising" Surge, Helped Fuel Growth

U.S. Single-family Housing Starts (Seasonally Adjusted Annual Rate)



Cash Flow Supports Rebound in Investment

Corporate Cash Flow (Seasonally Adjusted Annual Rate)



China Contributes to World Recovery

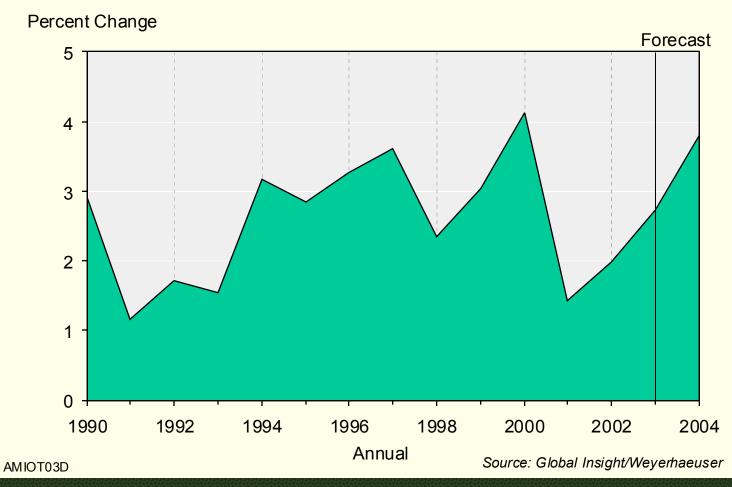


% Change Year Ago 3-month Moving



Back to Mid-1990s Growth Rate

Growth in World Real GDP

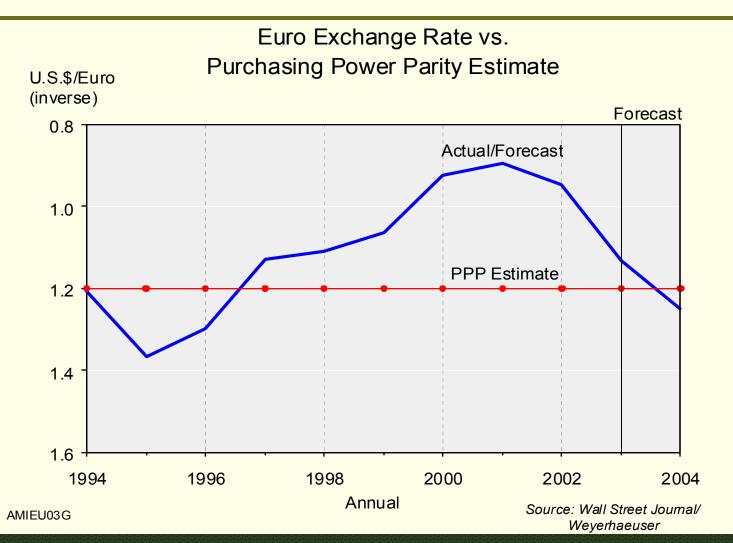




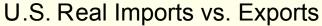
Macroeconomic Setting for Forest Products

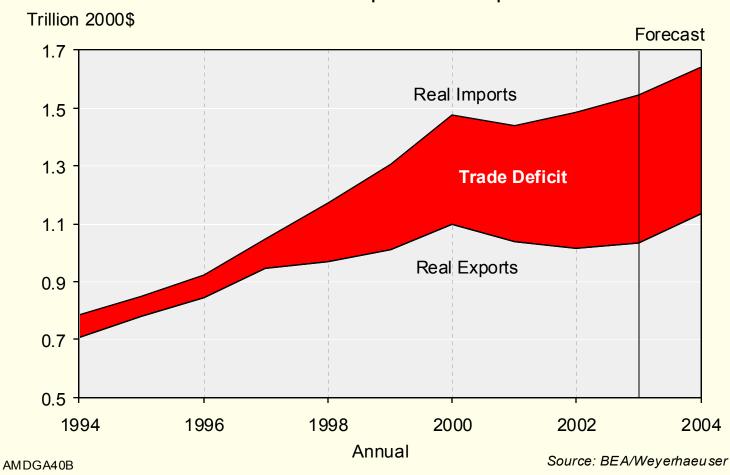
- Economic growth remains "healthy"
- Dollar decline continues

Dollar Will Fall Further



So Far, Deficit is not Declining





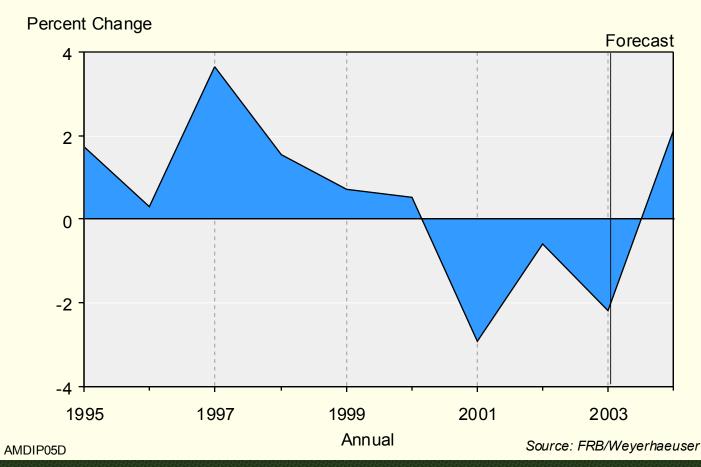


Macroeconomic Setting for Forest Products

- Economic growth remains "healthy"
- Dollar decline continues
- U.S. industrial production recovers

Expecting Best Year Since 1998

Growth in U.S. Manufacturing Industrial Production for Nondurables

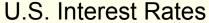


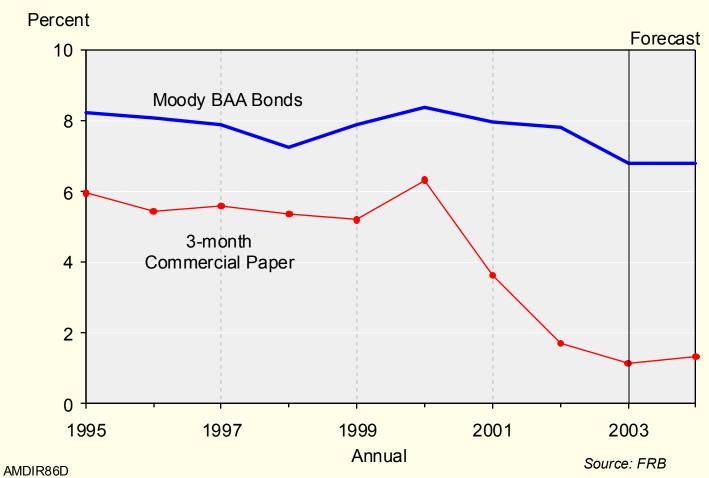


Macroeconomic Setting for Forest Products

- Economic growth remains "healthy"
- Dollar decline continues
- U.S. industrial production recovers
- Inflation and interest rates move higher

Interest Rates Move Higher



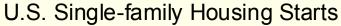


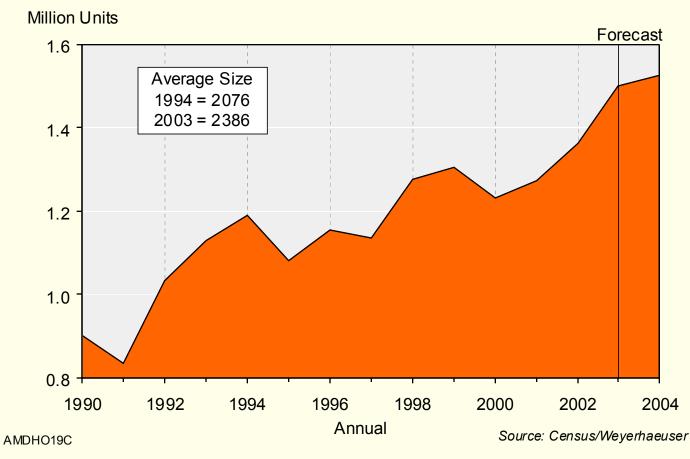


Macroeconomic Setting for Forest Products

- Economic growth remains "healthy"
- Dollar decline continues
- U.S. industrial production recovers
- Inflation and interest rates move higher
- Single-family housing starts at record levels in 2004

Upward Trend due to Demographics and Interest Rates







Very Positive Long-term Trends for Single-family Housing Starts

- Demographics
- Average home size
- Housing financing: efficiency and flexibility



Agenda for Industry Outlook

- Macroeconomic setting for forest products
- Outlook for wood products
- Outlook for containerboard, packaging and recycling
- Outlook for pulp and uncoated free sheet

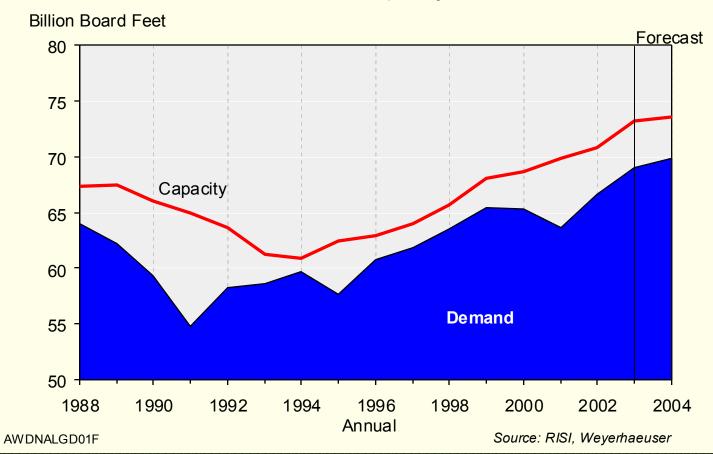


Key Drivers for Lumber

- Demand primarily driven by residential construction
 new and remodeling
 - Limited substitution
 - Net exports improve

Demand Near 70 Billion Board Feet in 2004

Demand on North American Lumber Mills vs. Capacity





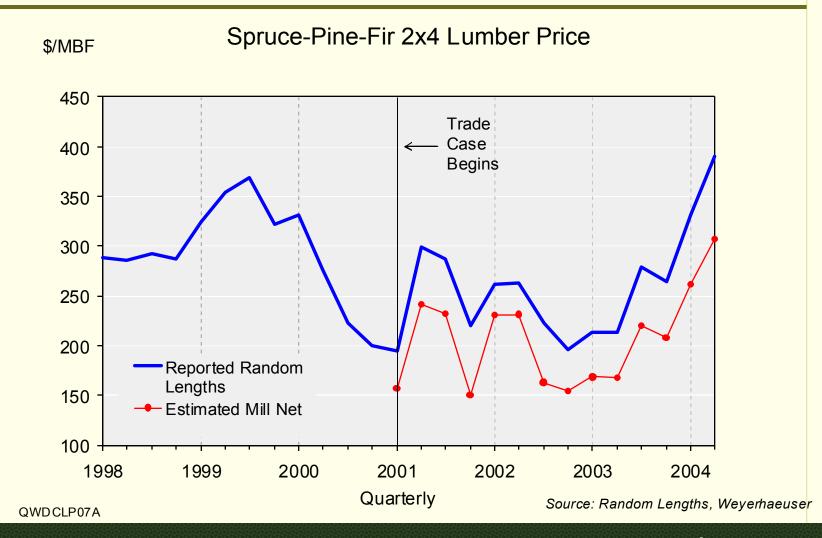
Key Drivers for Lumber

- Demand primarily driven by residential construction
 new and remodeling
- Supply is more complex
 - Closures
 - Canadian costs: manufacturing, trade issue and exchange rate

Reported Price Looks Like This



Canadian B.C. Mill Net After CVD / AD



Exchange Rates Negated Cost Improvements

Production Costs for Average B.C. Interior Mill

	RISI Survey Costs	
	2002	2003
Mfg. Cash Cost (C\$)	291	258
Stumpage	58	49
Exchange Rate (C\$/USD)	1.57	1.40
Mfg. Cash Cost (USD)	185	184
Duties (USD)	50	51
Cost with Duty (USD)	235	235

Source: RISI

Exchange Rates Negated Cost Improvements

Production Costs for Average B.C. Interior Mill

	RISI Surv	vey Costs 	Estimate for* 2004 Q1
Mfg. Cash Cost (C\$)	291	258	275
Stumpage	58	49	62
Exchange Rate (C\$/USD)	1.57	1.40	1.33
Mfg. Cash Cost (USD)	185	184	207
Duties (USD)	50	51	64
Cost with Duty (USD)	235	235	271

Source: RISI, *Weyerhaeuser

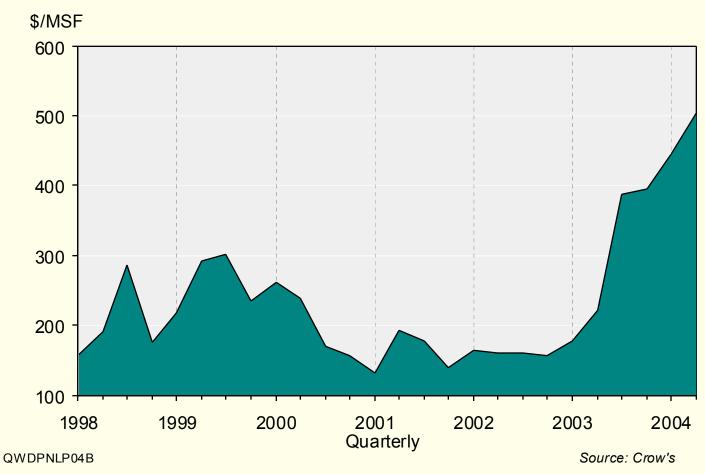


Key Drivers for Oriented Strand Board (OSB)

- Demand primarily driven by new residential construction
- Substitution
- Potential for new capacity

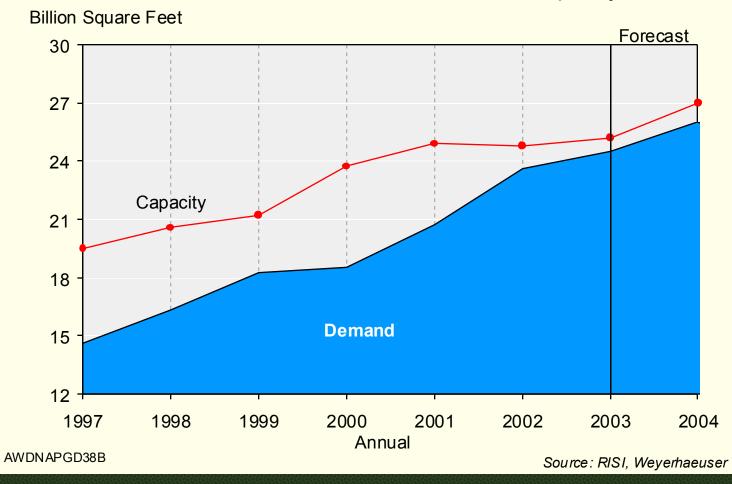
Price Surge Reflects Extreme Shortage

N.C. Oriented Strand Board 7/16" Price



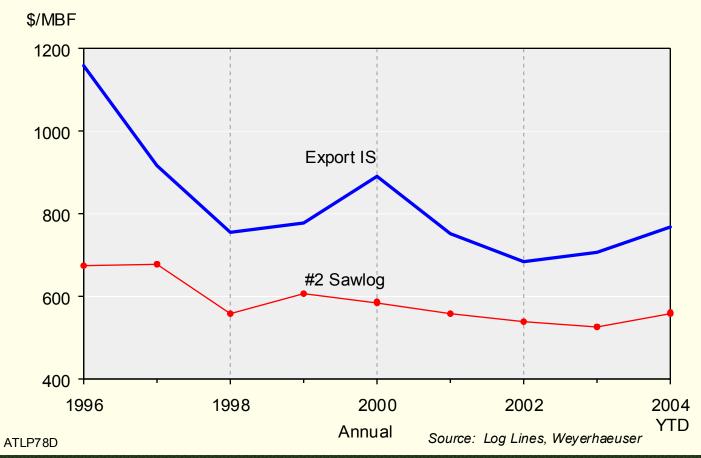
Operating Rates at Record Levels

North America OSB Demand vs. Capacity



Export Log Premium Holds

Western Export IS Log vs.
Douglas Fir #2 Domestic Log Price





Agenda for Industry Outlook

- Macroeconomic setting for forest products
- Outlook for wood products
- Outlook for containerboard, packaging and recycling (CBPR)
- Outlook for pulp and uncoated free sheet



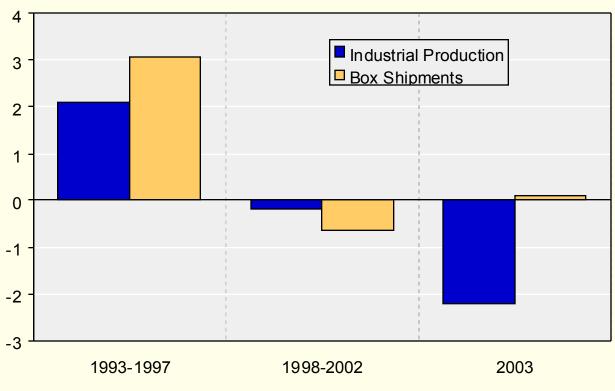
Key Drivers for Containerboard, Packaging and Recycling

- Nondurable industrial production
- Capacity/operating rate
- China's demand for old corrugated containers (OCC)

Box Shipments Held Up 2003

Nondurable Industrial Production and Annual Growth of U.S. Box Shipments

Average Annual Percent Change



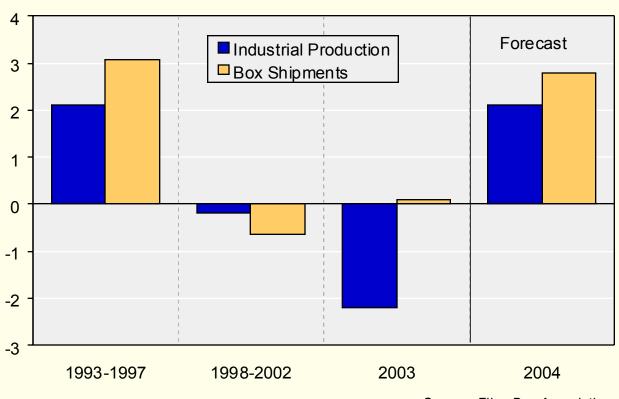
Source: Fibre Box Association, FRB

2004 Similar to Mid-1990s Relationship

Nondurable Industrial Production and Annual Growth of U.S. Box Shipments

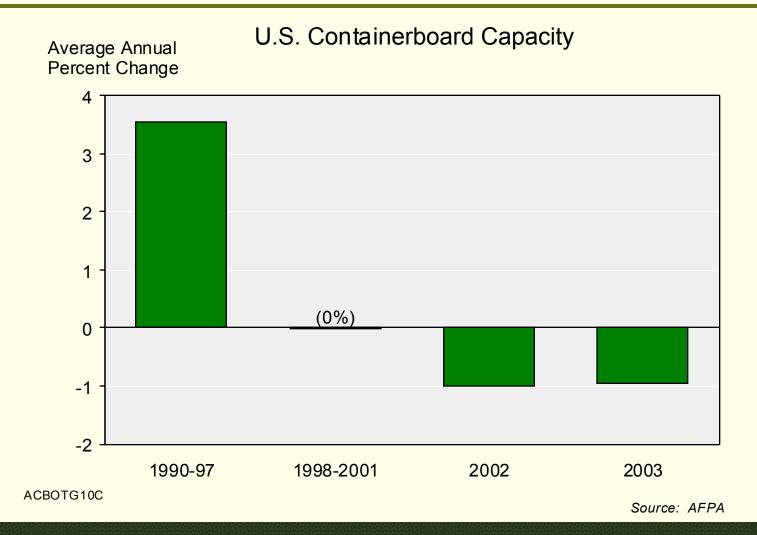
Average Annual Percent Change

ACBBXG82F



Source: Fibre Box Association, FRB

Capacity Fell Further in 2003



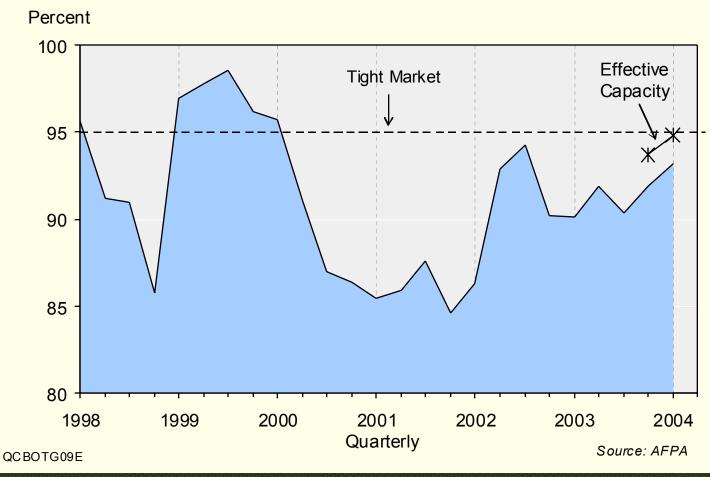
Significantly Better Situation

Containerboard Operating Rate



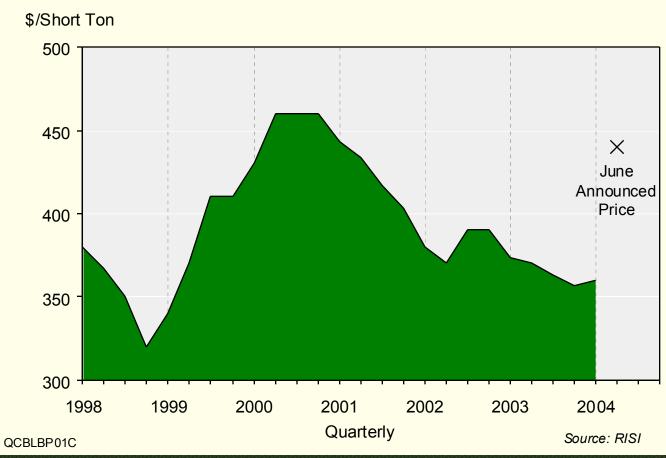
Real Operating Rate Could be Closer to 95%!

Containerboard Operating Rate



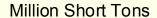
Prices Lag Operating Rates by One Year

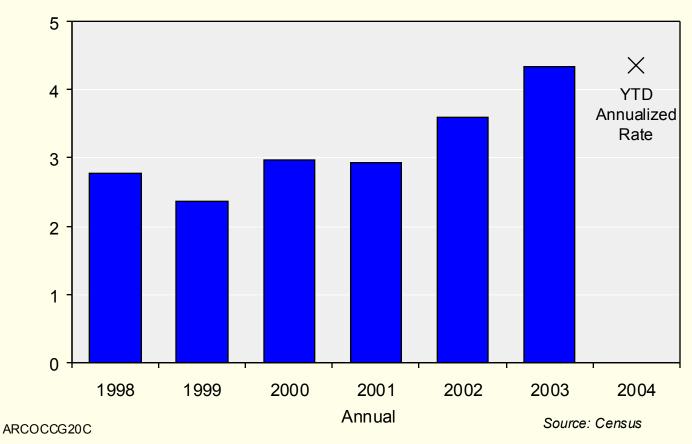
Kraft Linerboard Price (Delivered Eastern U.S.)



Other Issue: China's Demand for OCC

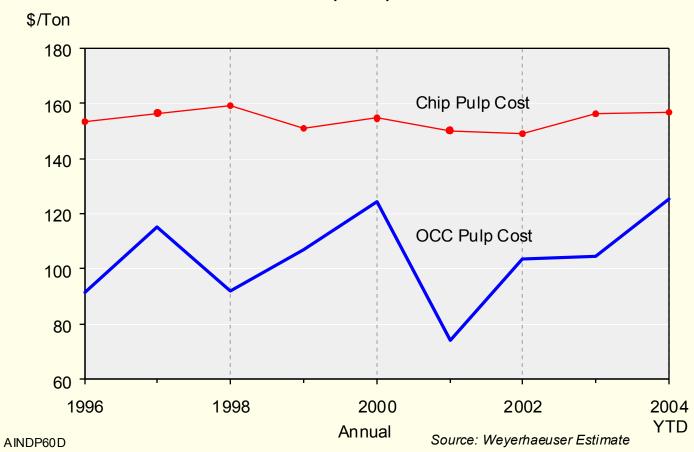
U.S. Exports of OCC





However, Still the Cheapest Raw Material

OCC Pulp Cost vs. Chip Pulp Cost





Agenda for Industry Outlook

- Macroeconomic setting for forest products
- Outlook for wood products
- Outlook for containerboard, packaging and recycling
- Outlook for pulp and uncoated free sheet (UCFS)

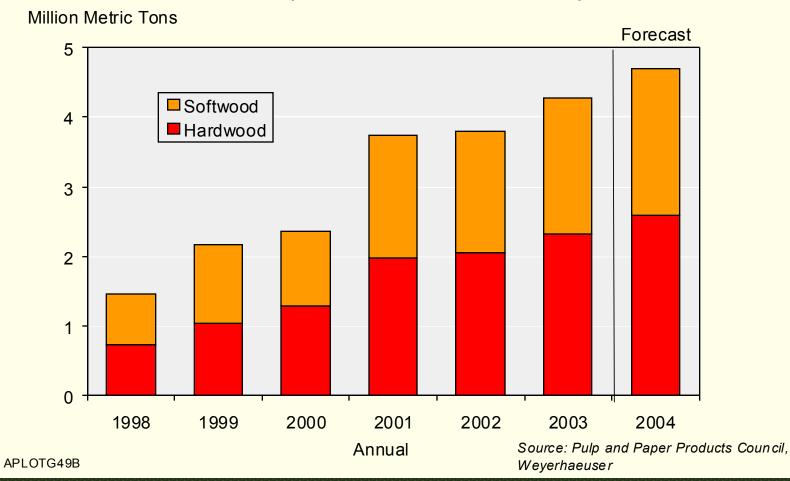


Key Drivers for Pulp

- Global Market: demand growth near 3.5%
 - China shift to wood pulp
 - Economic growth
 - Tissue and fluff end-uses
- Capacity / operating rate
- Exchange rate is critical to outlook

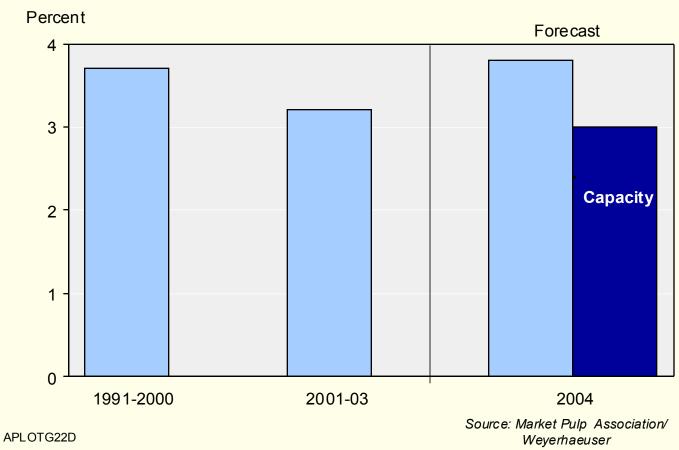
China is Now 12% of World Demand

China Imports of Bleached Kraft Pulp



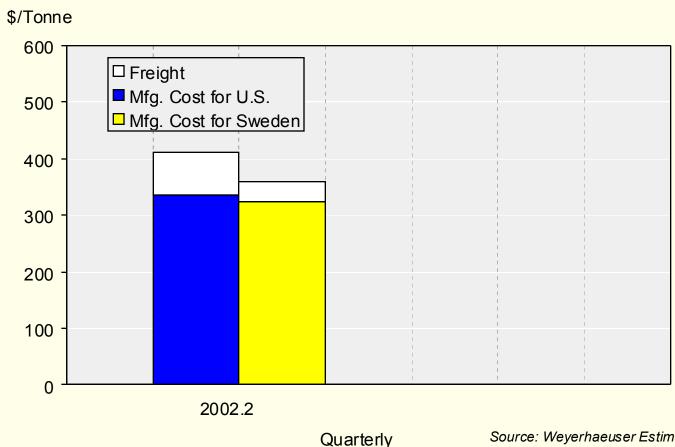
Demand Growth Exceeds Capacity in 2004

World Bleached Market Pulp Consumption Growth (CAGR,%)



Exchange Rates Help U.S. Producers

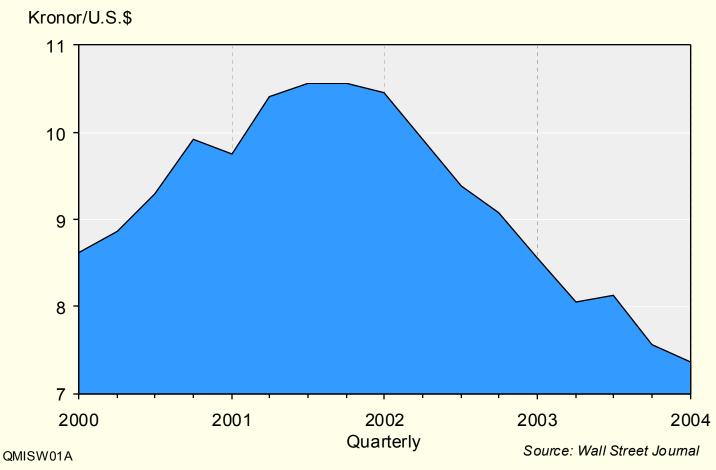
Proxy for Delivered Softwood Pulp Costs to Belgium



Source: Weyerhaeuser Estimate

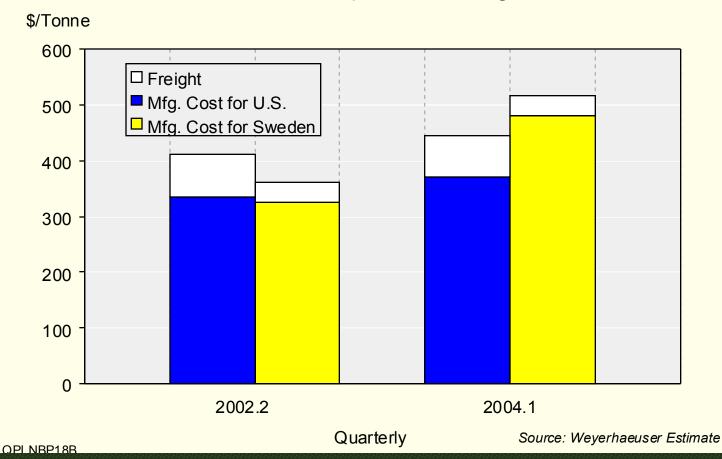
Dollar has Declined 40% Against Kronor





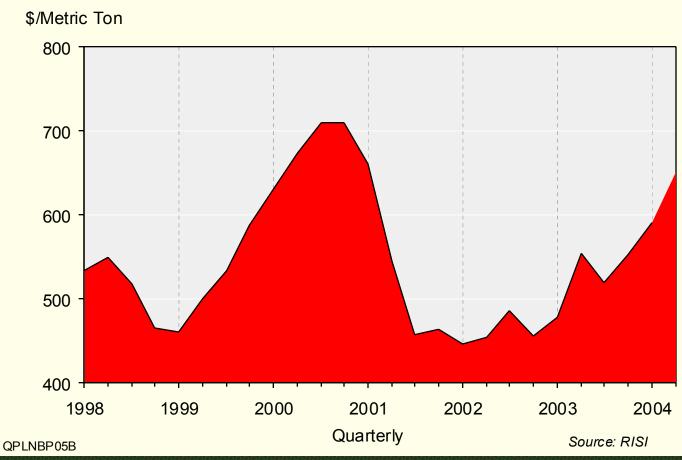
Pushing their Costs Up

Proxy for Delivered Softwood Pulp Costs to Belgium



Higher Operating Rate and Costs Push Prices Higher

Northern Softwood Pulp Price (Delivered Northern Europe)



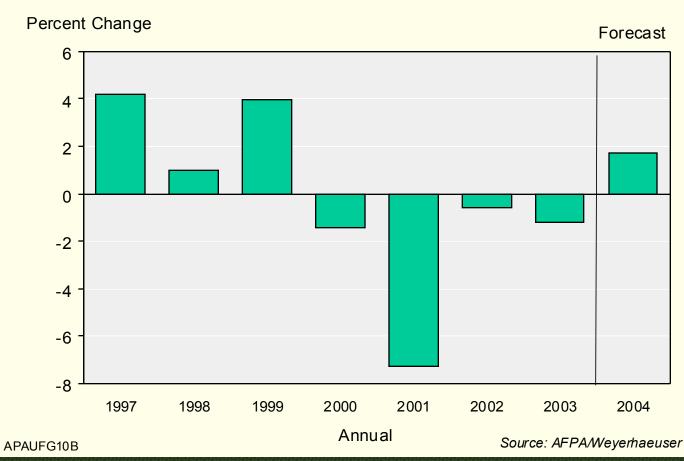


Key Drivers for Uncoated Free Sheet (UCFS)

- Demand on North America mills
 - Domestic (N.A.) consumption
 - Net trade position
- Exchange rates
- Capacity

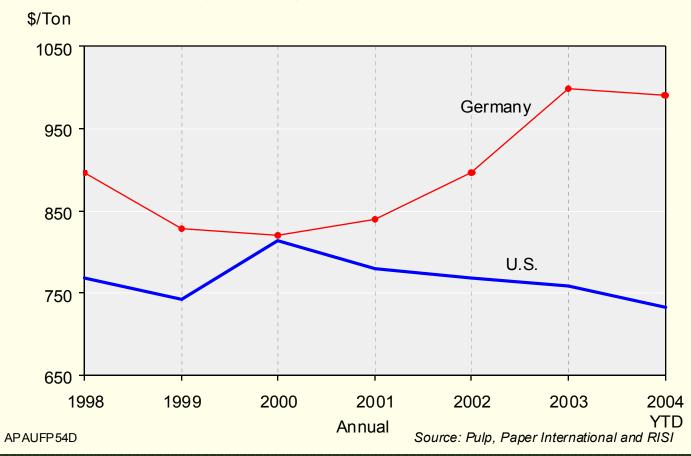
Strong Growth Helps Boost Demand

Growth in Domestic (N.A.) Consumption for UCFS



Market Attractiveness Has Changed

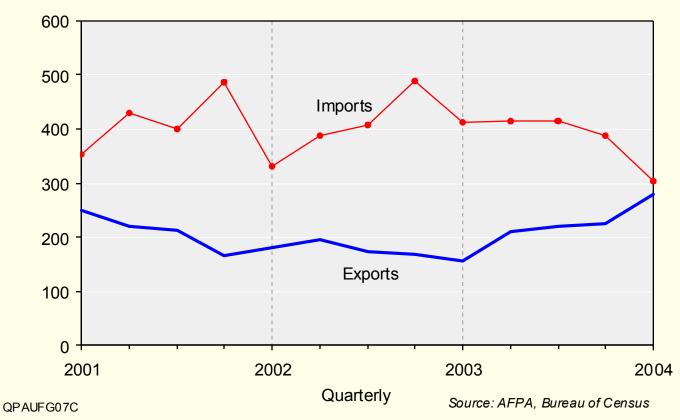
Germany UCFS Price for A-4 Cut Size (B-Grade) vs. U.S. 20 lb. Cut-Size



Evident in Net Trade Position

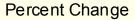
UCFS Exports vs. Imports, U.S. Non-Canadian Trade, (Seasonally Adjusted Annual Rate)

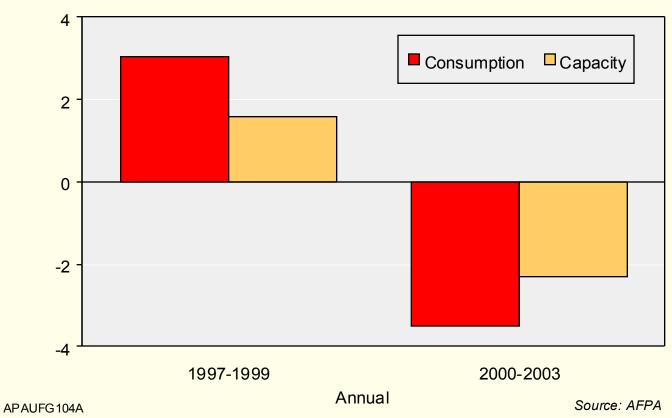
Thousand Short Tons



Capacity Closures Offset Demand Decline

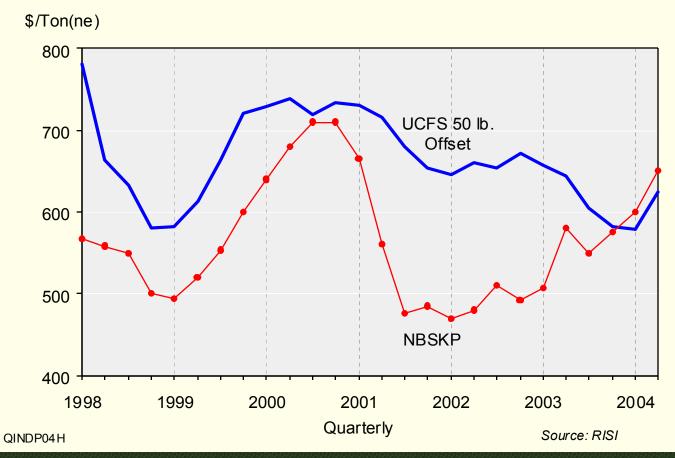
Growth in N.A. UCFS Consumption vs. Capacity





Cost Squeeze for Non-integrated Producers

U.S. UCFS Price vs. NBSKP Price Delivered in U.S.





Market Conditions Favorable

- Economic setting remains very positive
- Wood products expected to be strong
- Containerboard situation improving
- Staging for a sustained recovery in pulp and uncoated free sheet



The New Weyerhaeuser — Operating Excellence

Richard E. Hanson
Executive Vice President &
Chief Operating Officer



Role of COO and Operating Committee

- Experienced team of solid leaders
- Solve problems and replicate best practices
- Tackle cross-business issues
 - Safety
 - Capital spending
 - Environmental certification
 - Portfolio changes
- Drive performance improvement

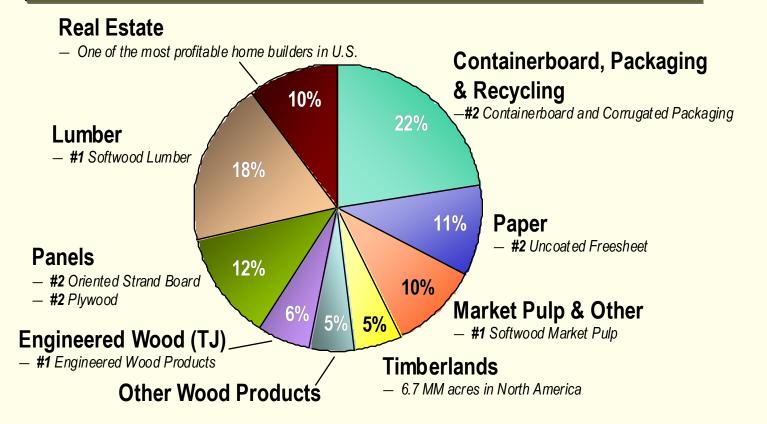
The New Weyerhaeuser

\$ Billions

Acquisition	Acquisition Value	Strategic Rationale
• 11/99	edel \$3.0	 1st of 2 steps to enhance engineered wood products offering Synergies: \$150 MM target achieved ahead of schedule
• 11/99 – 1/00	\$0.9	 Growth opportunities — new products and systems Synergies: \$50 MM target achieved ahead of schedule
Willamette Industries, Inc. • 2/02	\$8.1	 Created top player in major product lines; timber base Economies of scale in manufacturing, purchasing and sales Synergies: \$300 MM target achieved ahead of schedule

Diversified Business Portfolio

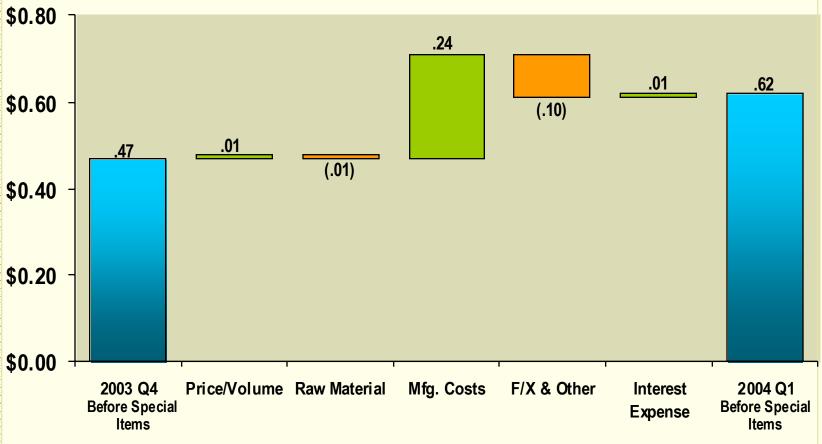
Our Diversification Enhances Earnings Performance

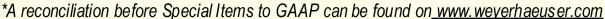


2003 Sales: \$19.9 Billion

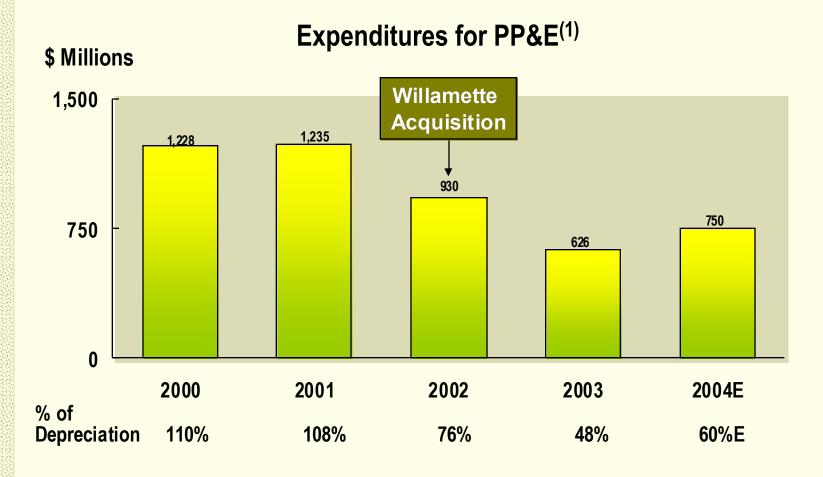
Earnings per Share Comparison 2003 Q4 vs. 2004 Q1

\$ per Share Before Special Items*





Capital Spending Discipline



(1) Proforma for Willamette acquisition



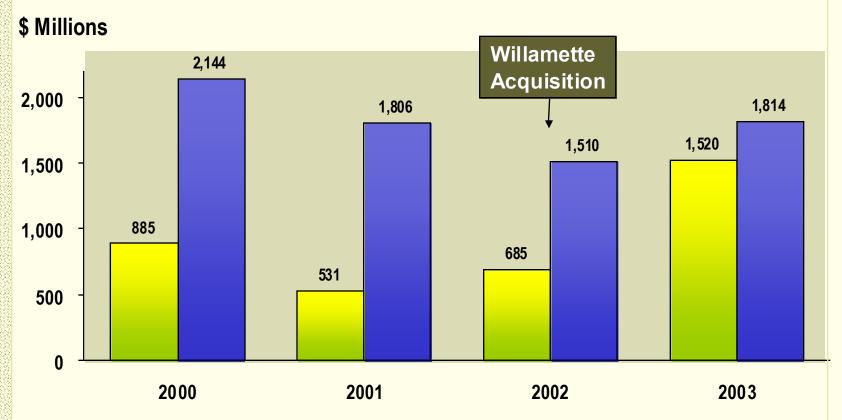
Capital Spending Plans

How we are investing our capital \$ Millions			
	<u>2002</u>	2003	2004E
Small Maintenance Capital	200	192	273
Optimization and Rationalization	181	166	268
Expansion / Additional Capacity	311	59	83
Environmental	190	159	56
Information Technology	78	50	70
Total	\$960	\$626	\$750

Maintenance expense remains at \$1.2 billion annually

Free Cash Flow Generation Improved⁽¹⁾

Free Cash Flow⁽²⁾ Cash from Operations



- (1) Proforma for Willamette acquisition
- (2) Cash from operations minus capital expenditures plus net asset sale proceeds



Best in Class Operator

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

Productivity Improvements in Pulp, Paper and Containerboard Manufacturing





Productivity Improvements in Wood Products

- Improvements = 1 scale OSB mill
- More lumber production from a smaller asset base



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

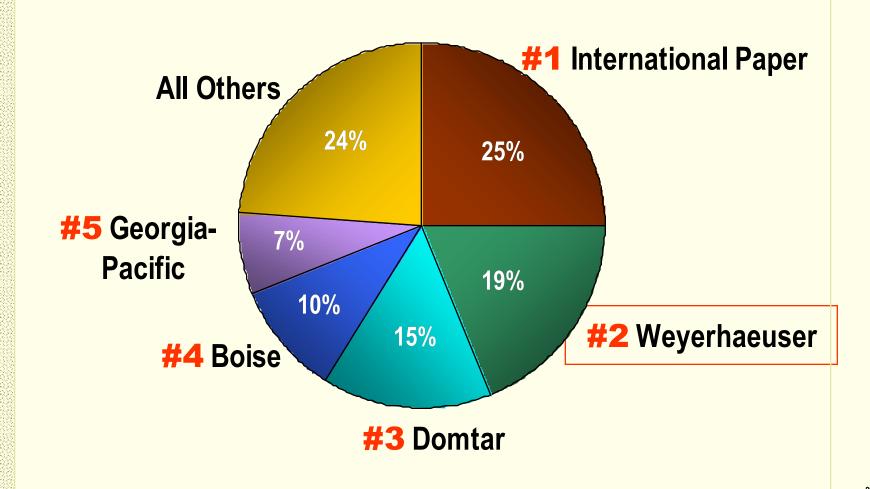


Fine Paper Business

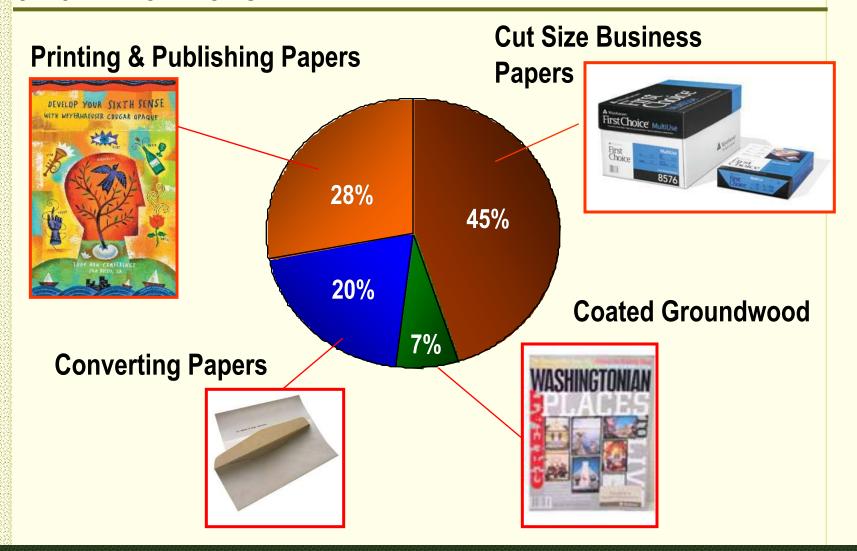
- Competitive advantages
 - Lowest cost mill system
 - Lowest cost converting operations
 - Multiple channels to market



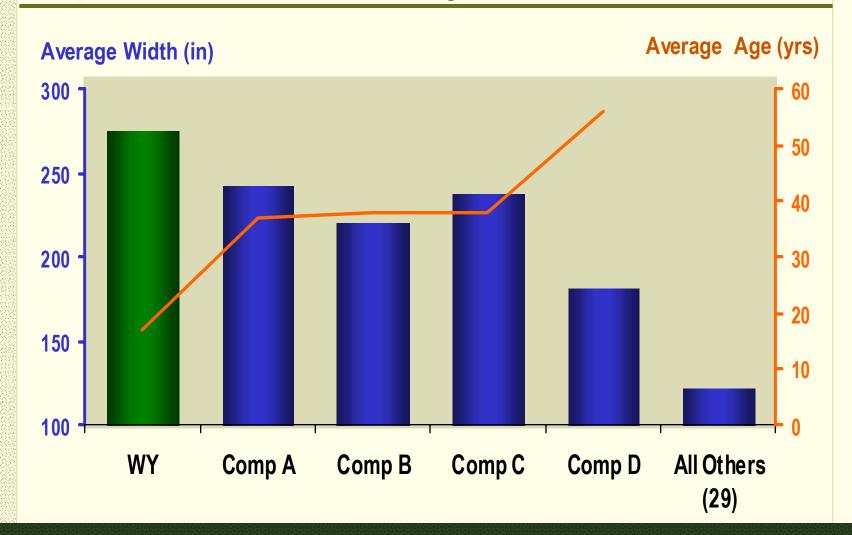
Weyerhaeuser UCFS Market Position North American Capacity



Fine Paper Business 3.25 Million Tons

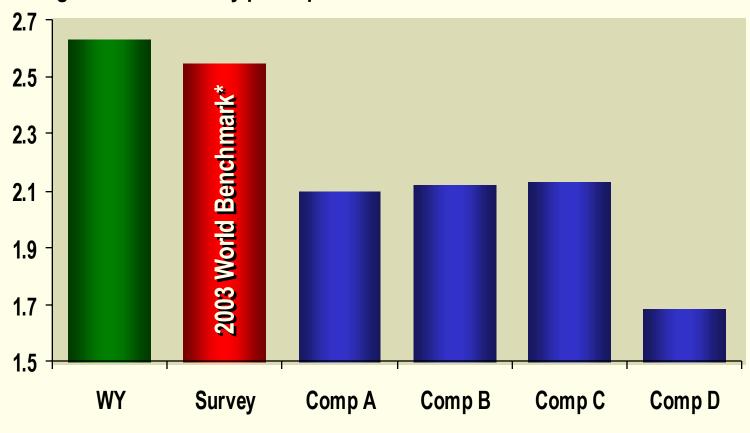


North American UCFS Paper Machine Width and Age — Dec 2003



UCFS Paper Machine Productivity Average Tons / Inch / Day per Paper Machine

Average Tons / Inch / Day per Paper Machine



*2003 Metso survey average of 69 best paper machines in the world

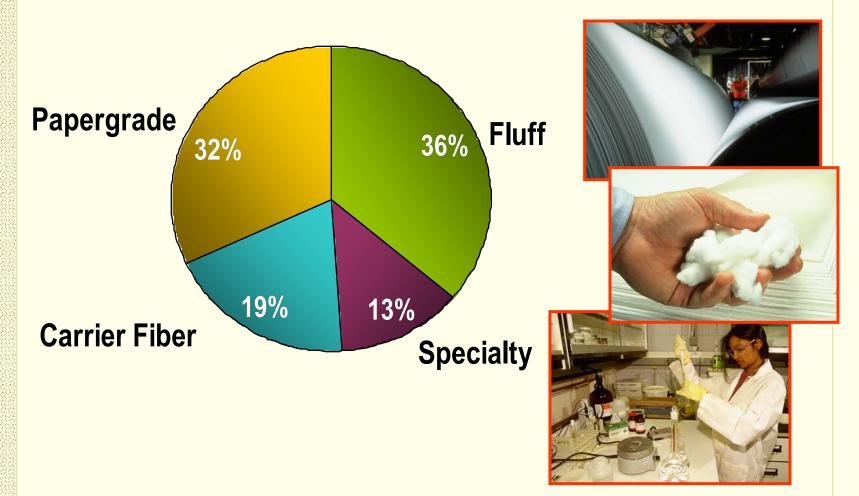




Market Pulp Business

 Nearly 70% of our market pulp is premium-priced fluff and high-performance value-added pulp

Market Pulp Business 2.8 Million Metric Tons





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



Containerboard Packaging & Recycling

- Low-cost mill system
 - Closed inefficient capacity
 - All machines in top quartile of industry

Rationalization: Facility Shutdowns 2000–2003

Containerboard988 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)

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

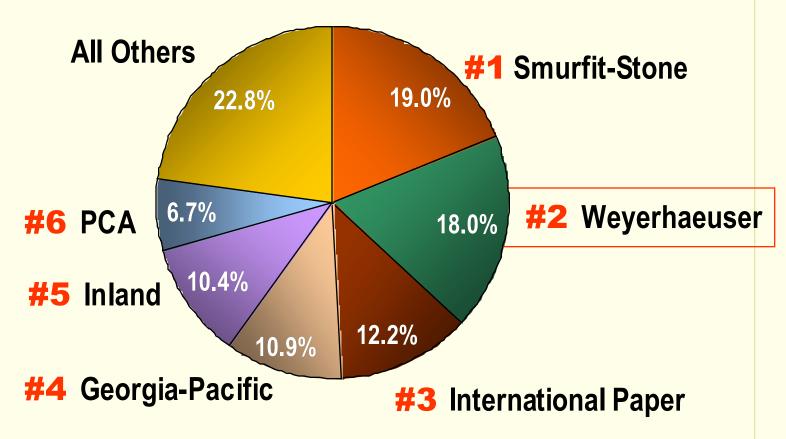


Containerboard Packaging & Recycling

- 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

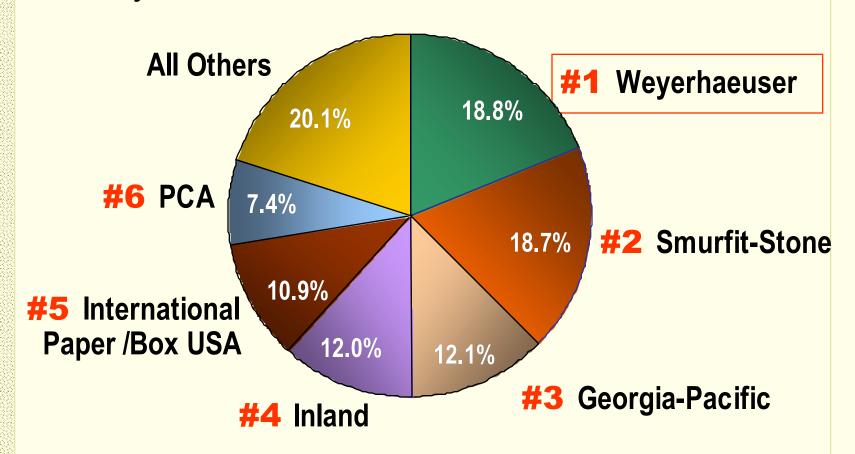
U.S. Containerboard Market Position

As of May 2004



U.S. Box Market Position

As of May 2004





Positioned to Succeed

- Low-cost producer with efficient delivery systems
- Diversified and balanced portfolio
- Focus on value proposition unique to each business
- Discipline in capital management and best operating practices

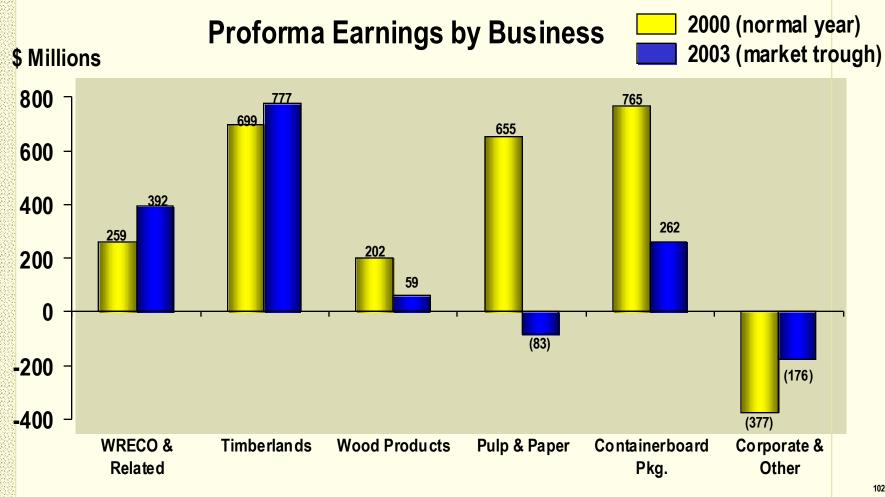
The new Weyerhaeuser is driven to produce bottom-line results



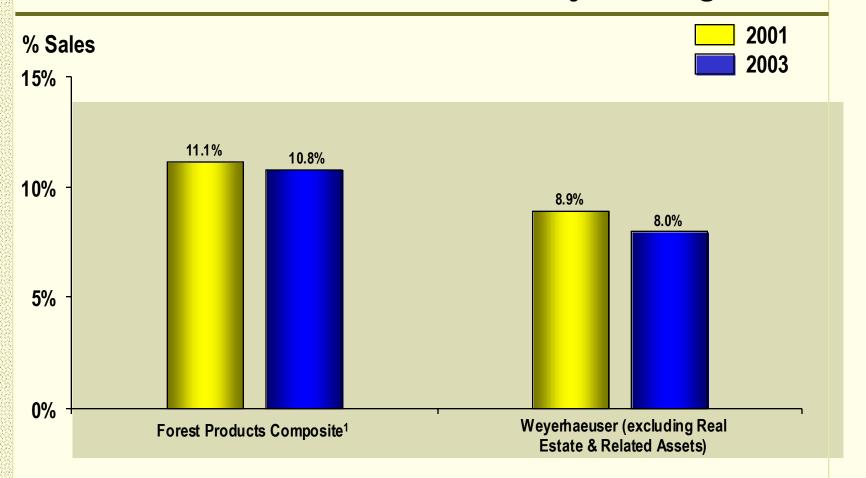
The Journey Ahead

Steven R. Rogel
Chairman, President & CEO

Earnings Potential



SG&A is 25% Lower Than Industry Average

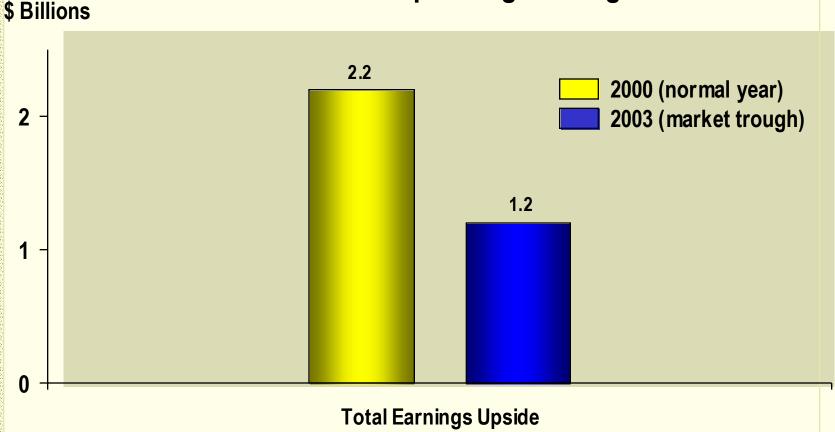


¹ Forest Products Composite based on weighted average SG&A percentage of sales for 9 forest products companies identified as Weyerhaeuser peer comparisons.



Total Earnings Potential

Total Proforma Operating Earnings

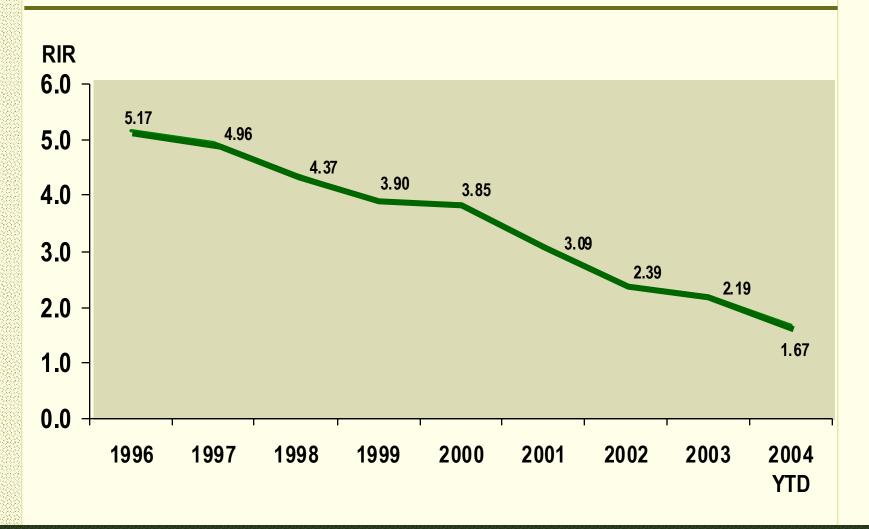




The Journey Ahead

Operate safely from the start

Total Company Recordable Incident Rate (RIR) 1996 — 2004





The Journey Ahead

- Operate safely from the start
- The New Weyerhaeuser
 - Maintain capital discipline
 - Maximizing existing portfolio
 - Expand our global footprint
 - Focus on Southern Hemisphere
 - Capitalize on our strengths

