



INVESTOR CONFERENCE PRESENTATION

March 2023

Forward-Looking Statements

Forward-Looking Statements - Certain statements in this presentation regarding anticipated financial outcomes including Rayonier's earnings guidance, if any, business and market conditions, outlook, expected dividend rate, Rayonier's business strategies, expected harvest schedules, timberland acquisitions and dispositions, the anticipated benefits of Rayonier's business strategies and other similar statements relating to Rayonier's future events, including any benefits associated with the particular acquisitions described in this presentation (the "Acquisitions"), developments or financial or operational performance or results, are "forward-looking statements" made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 and other federal securities laws. These forward-looking statements are identified by the use of words such as "may," "will," "should," "expect," "estimate," "believe," "intend," "project," "anticipate" and other similar language. However, the absence of these or similar words or expressions does not mean that a statement is not forward-looking. While management believes that these forward-looking statements are reasonable when made, forward-looking statements are not guarantees of future performance or events and undue reliance should not be placed on these statements.

The following important factors, among others, could cause actual results or events to differ materially from those expressed in forward-looking statements that may have been made in this document: our ability to realize the anticipated financial and other benefits of the Acquisitions; the cyclical and competitive nature of the industries in which we operate; fluctuations in demand for, or supply of, our forest products and real estate offerings, including any downturn in the housing market; entry of new competitors into our markets; changes in global economic conditions and world events, including the war in Ukraine; business disruptions arising from public health crises and outbreaks of communicable diseases, including the current outbreak of the virus known as the novel coronavirus; fluctuations in demand for our products in Asia, and especially China; the uncertainties of potential impacts of climate-related initiatives; the cost and availability of third party logging, trucking and ocean freight services; the geographic concentration of a significant portion of our timberland; our ability to identify, finance and complete timberland acquisitions; changes in environmental laws and regulations regarding timber harvesting, delineation of wetlands, and endangered species, that may restrict or adversely impact our ability to conduct our business, or increase the cost of doing so; adverse weather conditions, natural disasters and other catastrophic events such as hurricanes, wind storms and wildfires, which can adversely affect our timberlands and the production, distribution and availability of our products; interest rate and currency movements; our capacity to incur additional debt; changes in tariffs, taxes or treaties relating to the import and export of our products or those of our competitors; changes in key management and personnel; our ability to meet all necessary legal requirements to continue to qualify as a real estate investment trust ("REIT") and changes in tax laws that could adversely affect beneficial tax treatment; the cyclical nature of the real estate business generally; the lengthy, uncertain and costly process associated with the ownership, entitlement and development of real estate, especially in Florida and Washington, which also may be affected by changes in law, policy and political factors beyond our control; unexpected delays in the entry into or closing of real estate transactions; changes in environmental laws and regulations that may restrict or adversely impact our ability to sell or develop properties; the timing of construction and availability of public infrastructure; and the availability of financing for real estate development and mortgage loans.

For additional factors that could impact future results, please see Item 1A - Risk Factors in the Company's most recent Annual Report on Forms 10-K and 10-Q and similar discussion included in other reports that we subsequently file with the Securities and Exchange Commission (the "SEC"). Forward-looking statements are only as of the date they are made, and the Company undertakes no duty to update its forward-looking statements except as required by law. You are advised, however, to review any further disclosures we make on related subjects in our subsequent reports filed with the SEC.

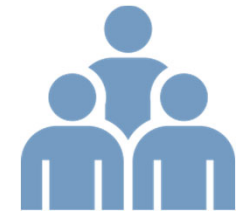
Non-GAAP Financial and Net Debt Measures – To supplement Rayonier's financial statements presented in accordance with generally accepted accounting principles in the United States ("GAAP"), Rayonier has presented forward-looking statements regarding "Adjusted EBITDA," which is defined as earnings before interest, taxes, depreciation, depletion, amortization, the non-cash cost of land and improved development, non-operating income and expense, operating income (loss) attributable to noncontrolling interest in Timber Funds, the gain on investment in timber funds, Fund II Timberland Dispositions, costs related to the merger with Pope Resources, timber write-offs resulting from casualty events, costs related to shareholder litigation, gain on foreign currency derivatives, internal review and restatement costs, and Large Dispositions. Adjusted EBITDA is a non-GAAP measure that management uses to make strategic decisions about the business and that investors can use to evaluate the operational performance of the assets under management. It excludes specific items that management believes are not indicative of the Company's ongoing operating results. Rayonier is unable to present a quantitative reconciliation of forward-looking Adjusted EBITDA to its most directly comparable forward-looking GAAP financial measures because such information is not available, and management cannot reliably predict all of the necessary components of such GAAP measures without unreasonable effort or expense. In addition, we believe such reconciliations would imply a degree of precision that would be confusing or misleading to investors. The unavailable information could have a significant impact on Rayonier's future financial results. These non-GAAP financial measures are preliminary estimates and are subject to risks and uncertainties, including, among others, changes in connection with quarter-end and year-end adjustments. Any variation between the company's actual results and preliminary financial data set forth above may be material.

Rayonier At A Glance



2.8
Million
acres

\$2.3 billion⁽¹⁾ of
acquisitions since 2014



~400
employees

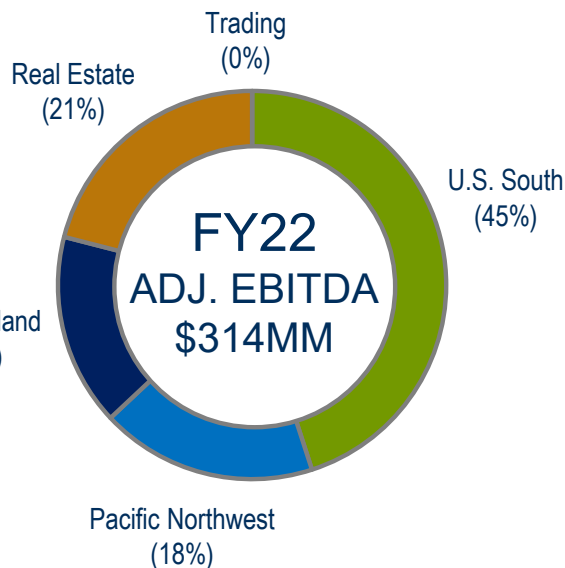
Value-added
Real Estate
Platform



Sustainable
yield of
~11 million
tons
annually



Established
in 1926



Sustainable
Certifications



SFI-00023



The mark of
responsible forestry



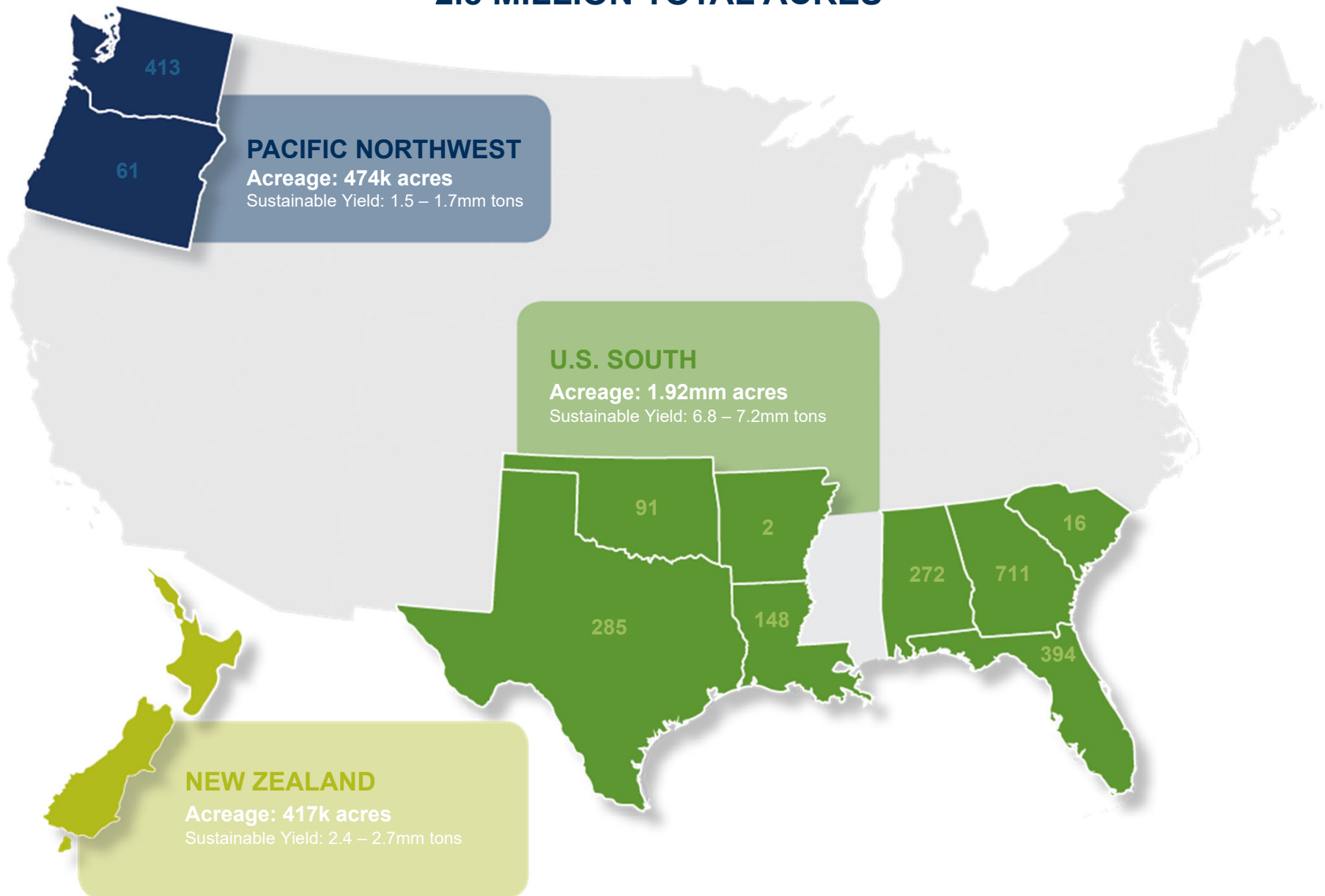
Promoting Sustainable
Forest Management
www.pefc.org

Mission:

Provide industry-leading financial returns to our shareholders while serving as a responsible steward of the environment and a beneficial partner to the communities in which we operate

Highly Productive, Geographically Diversified Timberlands

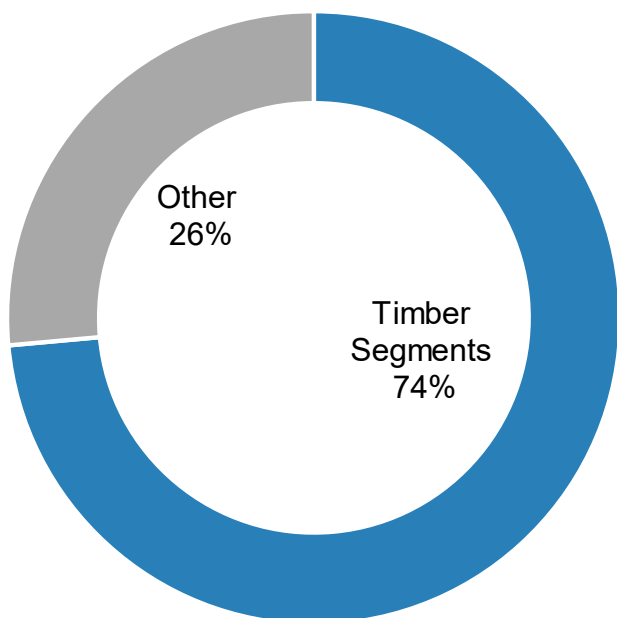
2.8 MILLION TOTAL ACRES



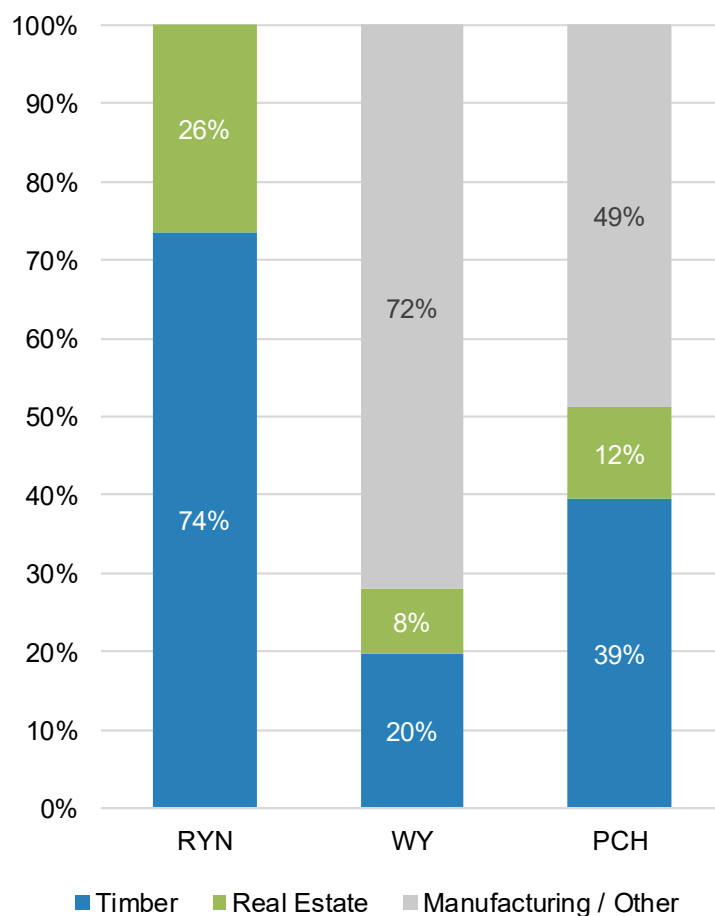
Rayonier is the Only “Pure Play” Timber REIT

Rayonier

2020 – 2022 EBITDA*
Composition

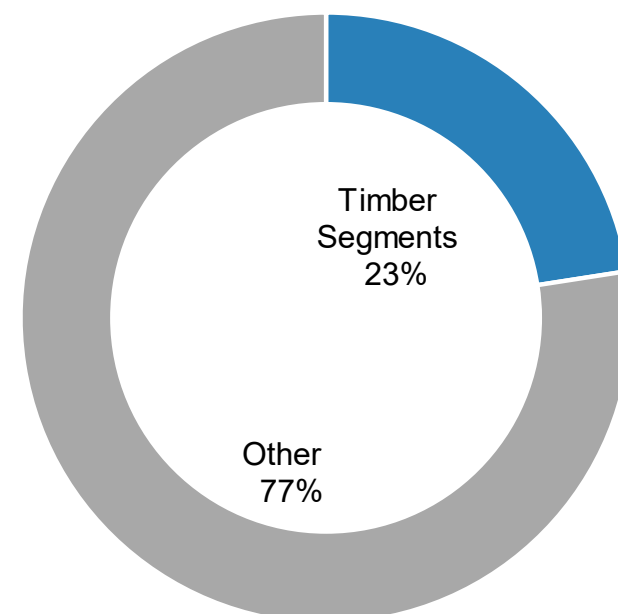


Peer Group EBITDA* Composition
(2020 – 2022)



Peer Group

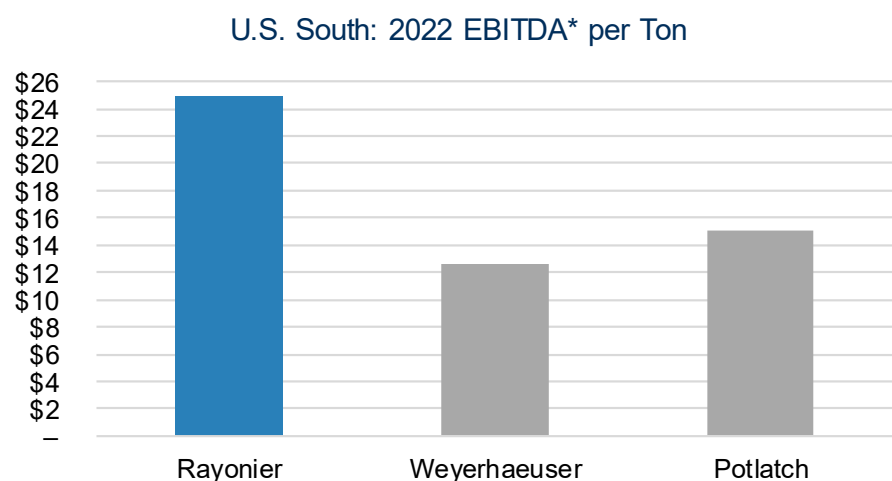
2020 – 2022 EBITDA*
Composition



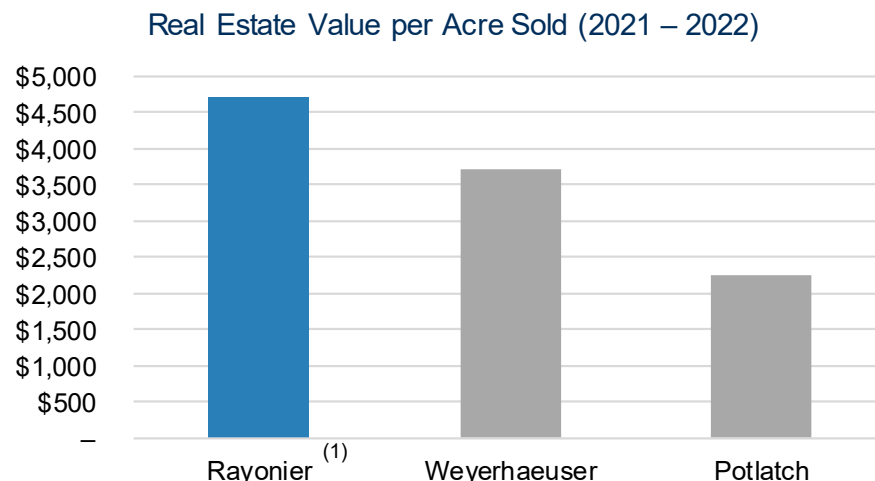
Over the last three years, Rayonier has generated 74% of its EBITDA* from timber operations (versus 23% for the peer group).

Rayonier Portfolio Highlights

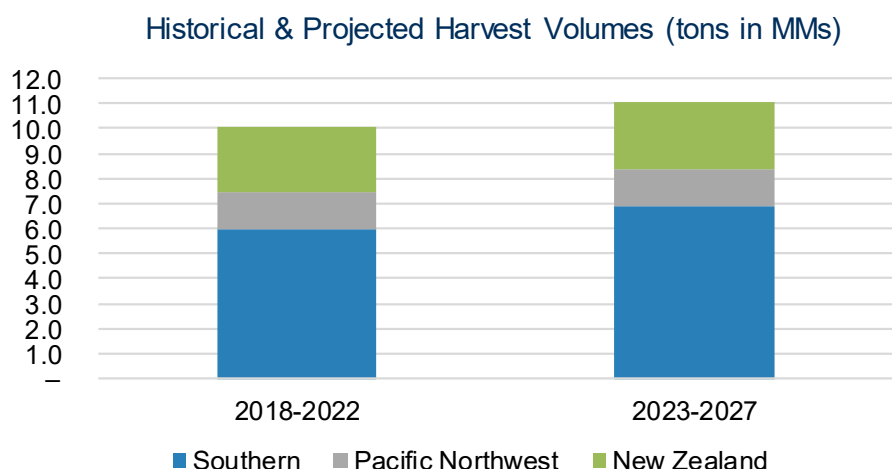
Sector-Leading U.S. South EBITDA* per Ton



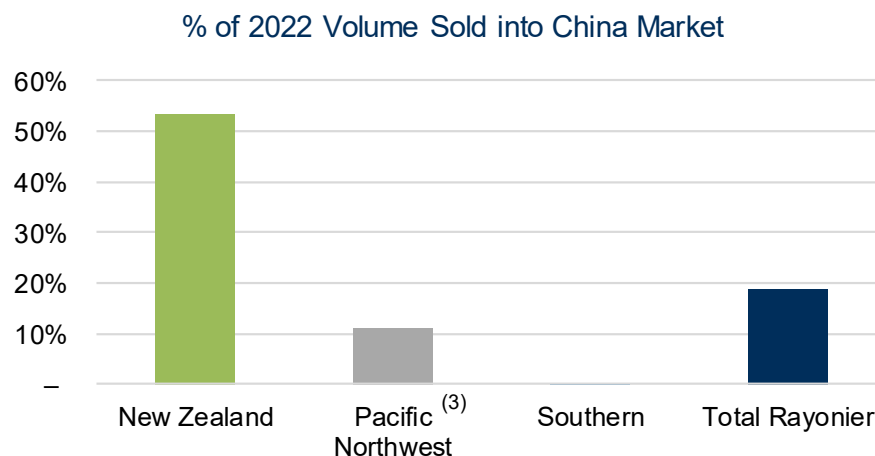
Sector-Leading HBU Value Realizations



Improving Harvest Profile ⁽²⁾



Unique Exposure to China Export Market



(1) Excludes Large Dispositions, Improved Development and Conservation Easements.
 (2) Based on Rayonier estimates; assumes current portfolio with no acquisitions or divestitures.
 (3) Based on estimated export volume sold into China market.
 * Non-GAAP measure or pro forma item (see Appendix for definitions and RYN reconciliations).

Rayonier's Strategic Priorities

MANAGE FOR LONG-TERM VALUE

- Design harvest strategy to achieve long-term, sustainable yield
- Balance biological growth, harvest cash flow and responsible stewardship

ACQUIRE HIGH-QUALITY TIMBERLANDS

- Pursue acquisitions that improve portfolio quality and sustainable yield
- Maintain disciplined approach to acquisitions; minimize HBU speculation

OPTIMIZE PORTFOLIO VALUE

- Opportunistically monetize lands where premium valuations can be achieved
- Pursue value creation activities on select properties to enhance long-term value

FOCUS ON QUALITY OF EARNINGS

- Focus on harvest operations and rural land sales to support dividends
- De-emphasize sale of “non-strategic” timberlands to augment cash flow

POSITION FOR LOW-CARBON ECONOMY

- Capitalize on increasing demand for carbon solutions / sequestration
- Integrate ecosystem services opportunities into long-term strategic planning

BEST-IN-CLASS STEWARDSHIP & DISCLOSURE

- Develop and integrate robust ESG policies and best practices
- Establish Rayonier as industry leader in transparent disclosure

Conservative Capital Structure & Financial Policy

Credit Highlights & Ratio Targets

Current Credit Ratings

- S&P: BBB- / Stable
- Moody's: Baa3 / Stable

Credit Highlights

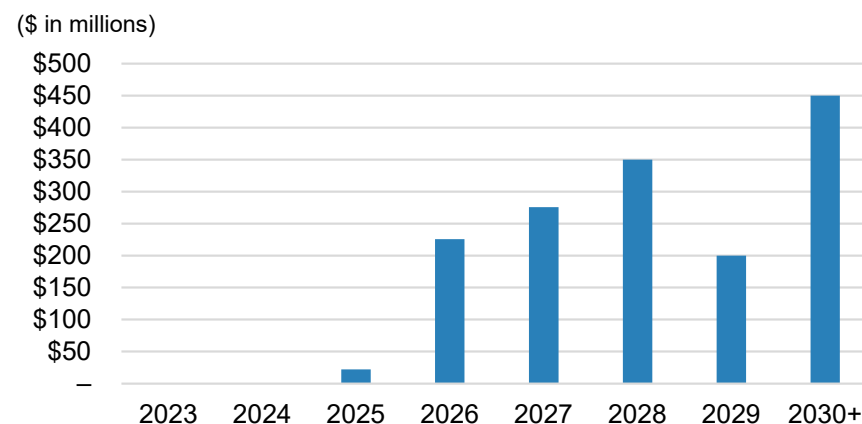
- Strong Adjusted EBITDA* margins
- High EBITDA-to-FCF conversion
- Significant asset coverage
- 3.0% weighted avg. cost of debt (~90% fixed) ⁽¹⁾

Credit Ratio Targets

- Committed to maintaining an investment grade credit profile
- Target credit metrics include:
 - Net Debt* / Adj. EBITDA*: ≤ 4.5x
 - Net Debt* / Asset Value: ≤ 30%

Capitalization & Maturity Profile

(\$ in millions)	12/31/2022
Total Debt ⁽²⁾	\$1,523.1
(-) Cash ⁽²⁾	(114.3)
Net Debt*	\$1,408.8
Credit / Valuation Data	
2022 Adjusted EBITDA*	\$314.2
Shares / OP Units Outstanding	150.5
Enterprise Value ⁽³⁾	\$6,369.0
Credit Statistics	
Net Debt* / Adj. EBITDA*	4.5x
Net Debt* / Enterprise Value	22%



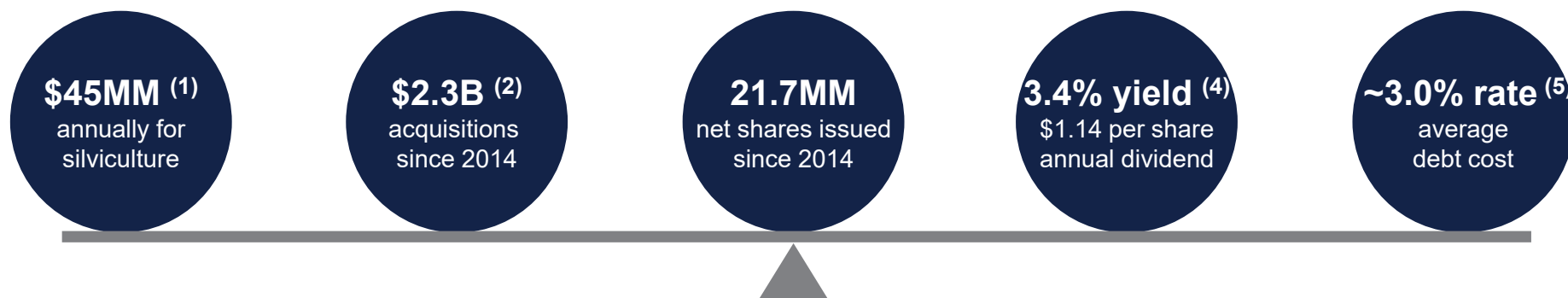
Maintaining a conservative capital structure and maximizing usage of Farm Credit financing provides for an attractive cost of debt relative to underlying timberland returns.



(1) Weighted average cost of debt calculated as of 12/31/22.
 (2) Debt reflects principal on long-term debt, gross of deferred financing costs and unamortized discounts. Cash excludes \$0.5 million of restricted cash held by LKE intermediary.
 (3) Enterprise value based on market capitalization (including Rayonier, L.P. "OP units") plus net debt based on RYN share price of \$32.96 as of 12/31/22.
 * Non-GAAP measure (see Appendix for definitions and reconciliations).

Nimble Approach to Capital Allocation

Invest in Our Business	Acquisitions	Share Buybacks/ Equity Issuance	Dividends	Manage Our Balance Sheet
<ul style="list-style-type: none"> ~\$45 million invested annually in silviculture and regeneration Capital focused on highest IRR opportunities Targeted investments to unlock HBU value 	<ul style="list-style-type: none"> ~\$2.3 billion of acquisitions since 2014 Acquisitions complementary to age-class profile Improved portfolio site index and inventory stocking 	<ul style="list-style-type: none"> 4.7MM shares repurchased @ \$23.84 per share 14.8MM shares issued in public offerings @ \$33.05 per share 11.6MM shares / OP units issued for Pope acq. ⁽³⁾ 	<ul style="list-style-type: none"> Increased qtrly. dividend by 5.6% to \$0.285 per share effective Q2 2022 Funded from recurring timber and real estate operations Large Dispositions* excluded from CAD* 	<ul style="list-style-type: none"> Investment grade ratings with stable outlook Well-staggered maturity profile ~3.0% weighted average cost of debt ⁽⁵⁾



(1) Represents average annual investment in silviculture and replanting from 2021 – 2022.

(2) Includes total Pope Resources transaction value at closing (i.e., consideration plus net debt assumed of \$576 million).

(3) RYN share price at time of transaction announcement was \$32.72.

(4) Based on share price of \$33.75 as of 2/27/2023 and annualized dividend of \$1.14 per share.

(5) Weighted average cost of debt calculated as of 12/31/22.

* Non-GAAP measure or pro forma item (see Appendix for definitions and RYN reconciliations).

Rayonier ESG Highlights

ENVIRONMENTAL



14.7MM

METRIC TONS OF CARBON SEQUESTERED

Equal to removing 3.2MM cars from the road



34.8MM

SEEDLINGS PLANTED IN 2021

Replanting harvested timber



PROTECTING WILDLIFE

35-year Safe Harbor Agreement signed in Washington to protect the Marbled Murrelet



PROTECTING WATER

Private Forest Accord signed in Oregon to enhance protection of water streams



347,809

METRIC TONS OF CARBON EMITTED

Scope 1, 2, and 3 emissions



THIRD-PARTY STANDARD CERTIFICATION

99% New Zealand timberlands & 96% U.S. timberlands are certified to third-party standards



SUSTAINABLE HARVESTING

95,000 acres harvested= 3.5% of total acreage

SOCIAL



>90%

ACCIDENT-FREE

Worksites in the U.S.



16%

REDUCTION YOY

Total Recordable Incident Rate



19%

INCREASE YOY

Female leadership positions



COMMUNITY GIVING

\$374K USD and \$152K NZD donated to support local communities



35%

REDUCTION YOY

Lost Time Incident Rate

50%

REDUCTION YOY



New Zealand truck driver injuries



>4,000 HOURS

Employee training development



COLLABORATOR OF THE YEAR

Named Pacific Education Institute's FieldSTEM Community Collaborator of the Year | Washington

GOVERNANCE



60% DIVERSE*

Board Diversity



DIRECTOR NOMINEES
9 of 10 are independent*



ANNUAL BONUS PROGRAM

Incorporates ESG initiatives



>75%

MEETING ATTENDANCE

Director Attendance



COMMITTEE CHAIRS
2 of 3 are chaired by women



ESG OVERSIGHT

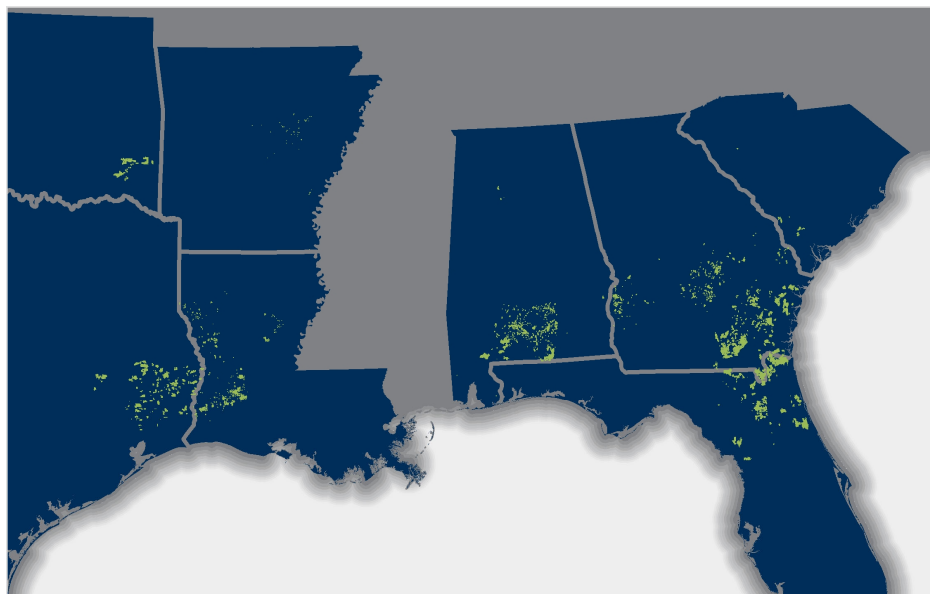
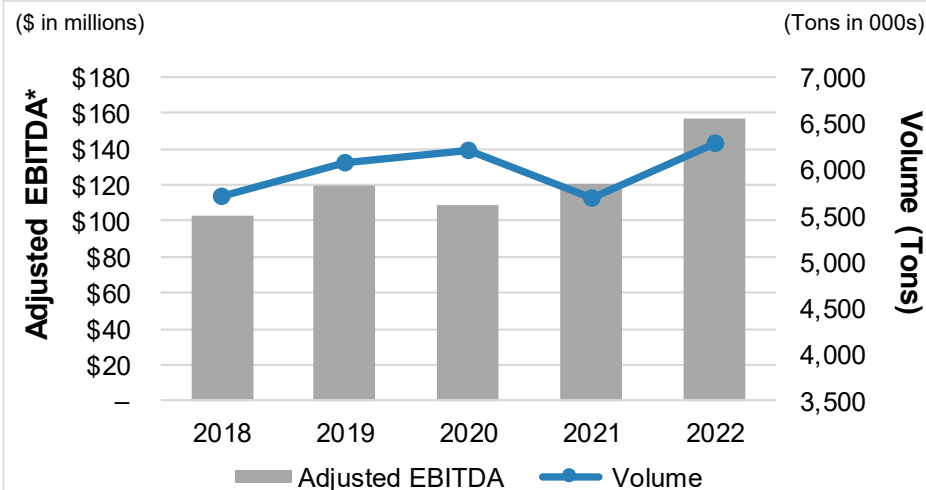
Responsibility of Nominating and Corporate Governance Committee

Southern Timber – Portfolio Overview

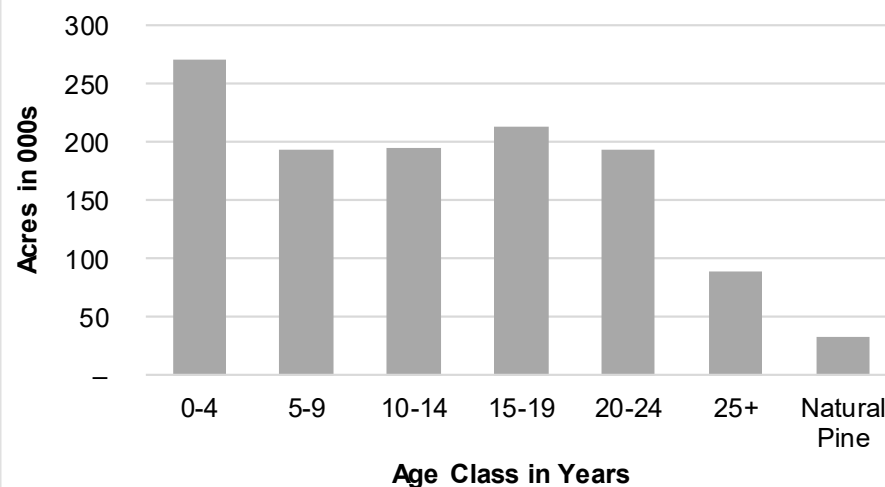
Highlights / Location

- Acreage: 1.92 million acres
- Sustainable Yield: 6.8 – 7.2 million tons
- Planted / Plantable: 67%
- Average Site Index: 73 feet at age 25 ⁽¹⁾
- 2022 EBITDA*: \$156.9 million
- Sustainable Forestry Initiative Certification

Five-Year Performance Summary



Balanced Age Class Profile ⁽²⁾



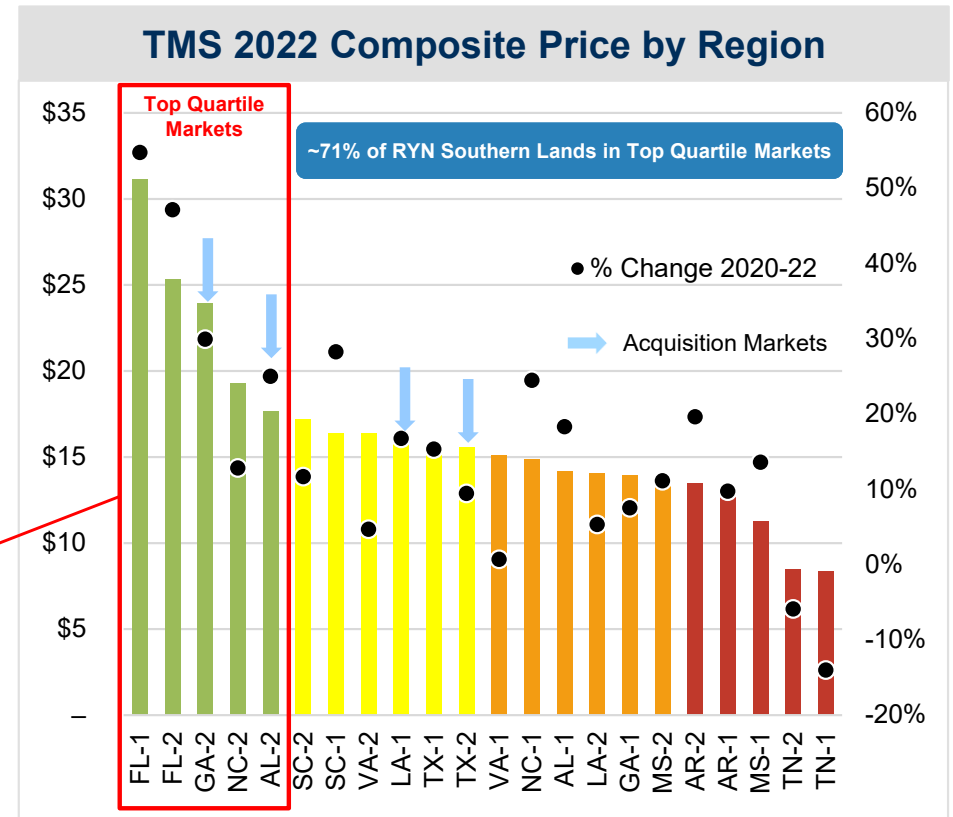
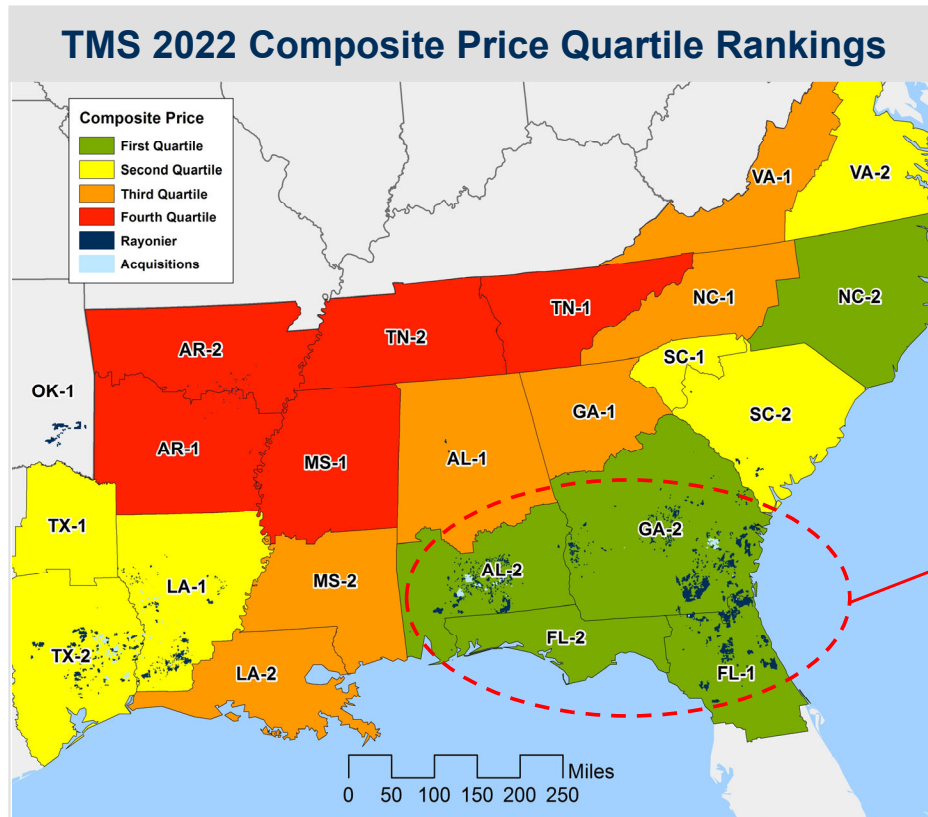
(1) Site index reflects the average height of the dominant and codominant trees at a base age of 25 (U.S. South).

(2) Age class profile as of 09/30/22 per 2022 Form 10-K.

* Non-GAAP measure (see Appendix for definitions and RYN reconciliations).

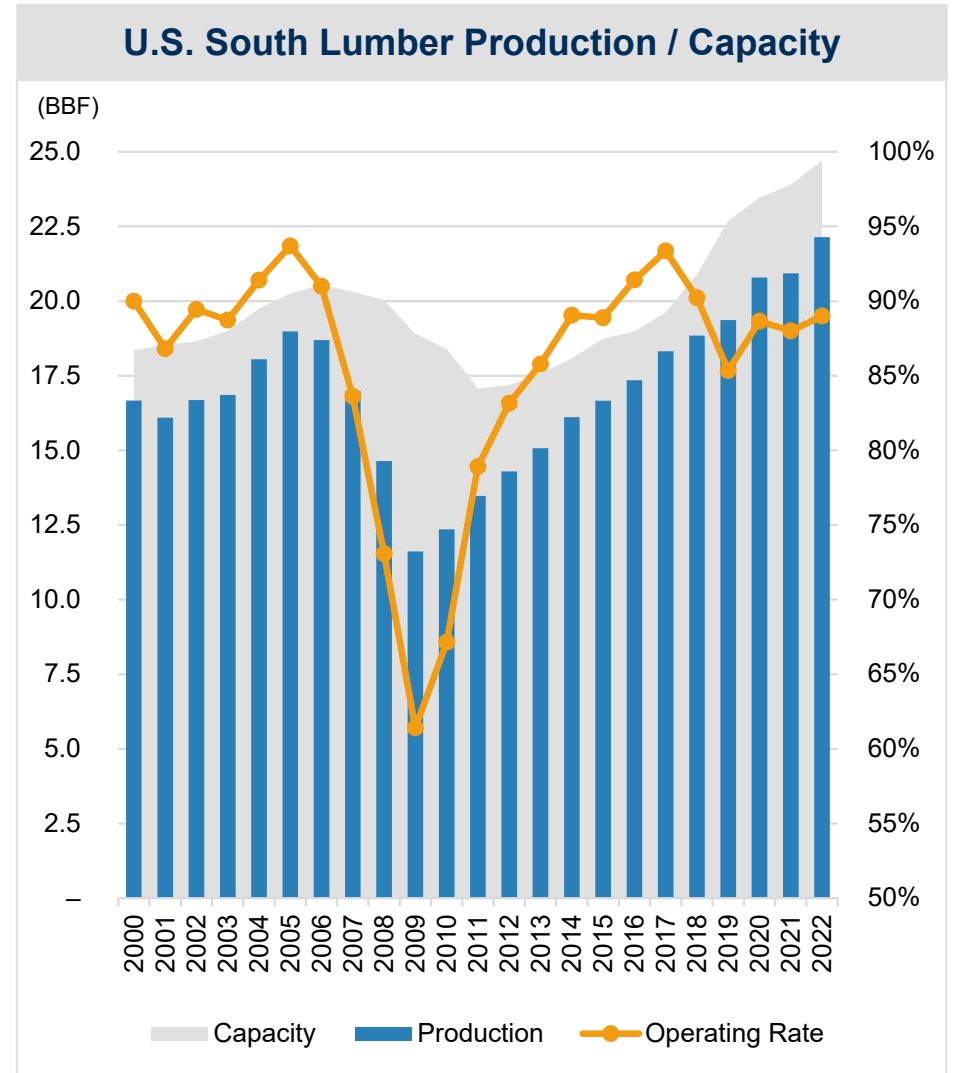
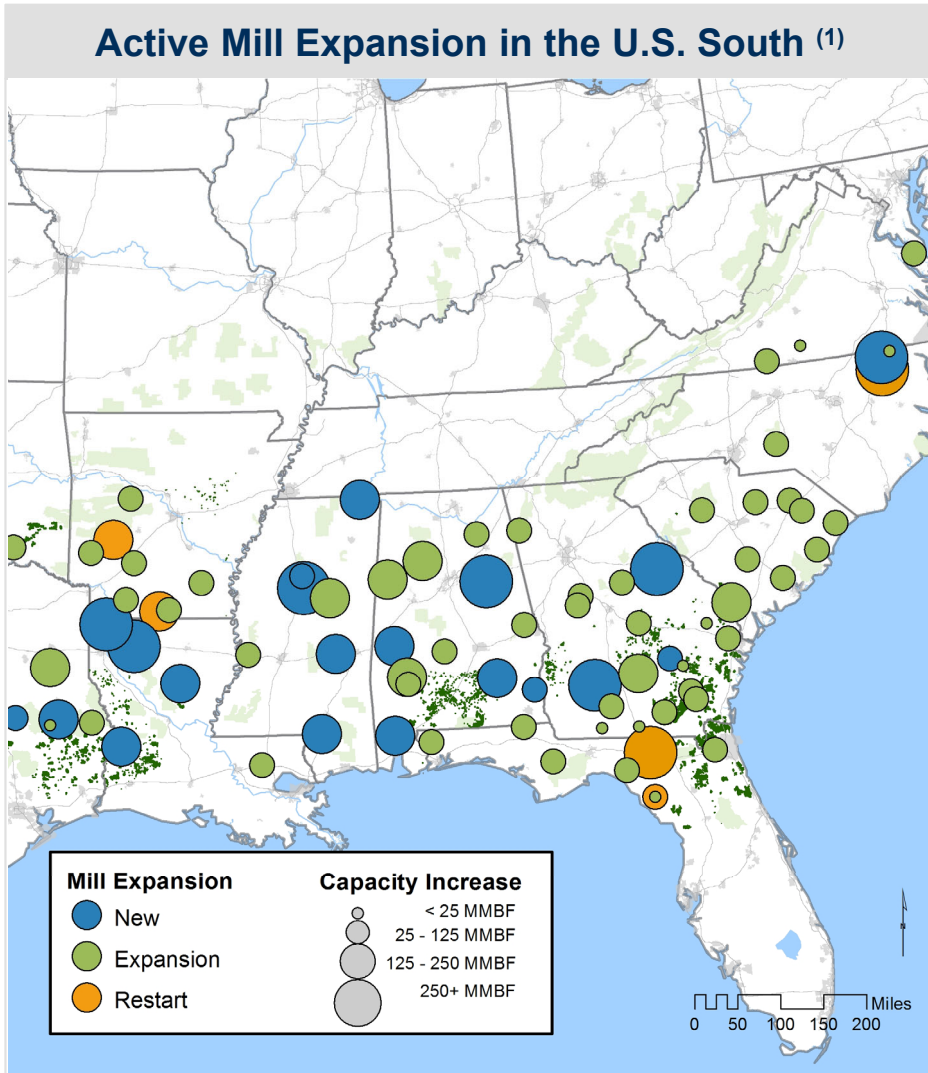
RYN Concentrated in Strongest U.S. South Markets

- Supply / demand dynamics are highly localized, as logs generally travel less than 100 miles
- Timber consumption vs. inventory growth remains much more tensioned in Coastal Atlantic markets



Approximately 71% of Rayonier's Southern timberlands are located in top quartile markets (ranked by TimberMart-South composite stumpage pricing).

Lumber Capacity Expansion in U.S. South



Lumber production and capacity in the U.S. South has grown significantly over the last several years.

Rayonier U.S. South Acquisitions – Executive Summary

Rayonier Acquired ~137,800 Acres of Timberlands in Texas, Alabama, Georgia, and Louisiana for \$454 million

- Consists of two separate transactions referred to as Project Dionysus (129k acres) and Project Tigercat (9k acres)
- Acquisitions financed with cash on hand and proceeds from new \$250 million term loan through Farm Credit System

Acquisition Highlights

STRONG MARKETS

- Weighted-average TimberMart-South (TMS) market ranking of 5.3 (out of 22 markets) ⁽¹⁾
- Including acquisitions, approximately 71% of RYN's U.S. South acreage in top quartile markets

HIGHLY PRODUCTIVE TIMBERLANDS

- 72% plantable with an average expressed site index of 73
- Sustainable yield of 4.8 tons per acre per year (versus 3.5 tons for RYN legacy U.S. South)

WELL-STOCKED INVENTORY

- Strong merchantable inventory stocking of 54 tons per acre; average grade mix of ~67%
- Mature age-class with average plantation age of ~18 years

COMPLEMENTARY FOOTPRINT

- Improves U.S. South sustainable yield by ~11% to ~7.0 million tons
- Exceptional fit with Rayonier's existing footprint; improves economies of scale in core markets

STRONG HARVEST & CASH FLOW METRICS

- Average annual harvest volume of ~725k tons over the next 10 years
- Expected average annual Adj. EBITDA contribution of ~\$23mm (timber-only) over next 10 years ⁽²⁾

SIGNIFICANT UPSIDE / OPTIONALITY

- No wood supply agreements encumber the properties, providing enhanced optionality
- Additional upside potential from HBU real estate and natural climate solutions opportunities

STRONG CAPITAL ALLOCATION FIT

- Premier acquisition opportunity; provides added scale in strategically located markets
- Ideal use of balance sheet capacity and attractive Farm Credit debt; accretive to CAD per share

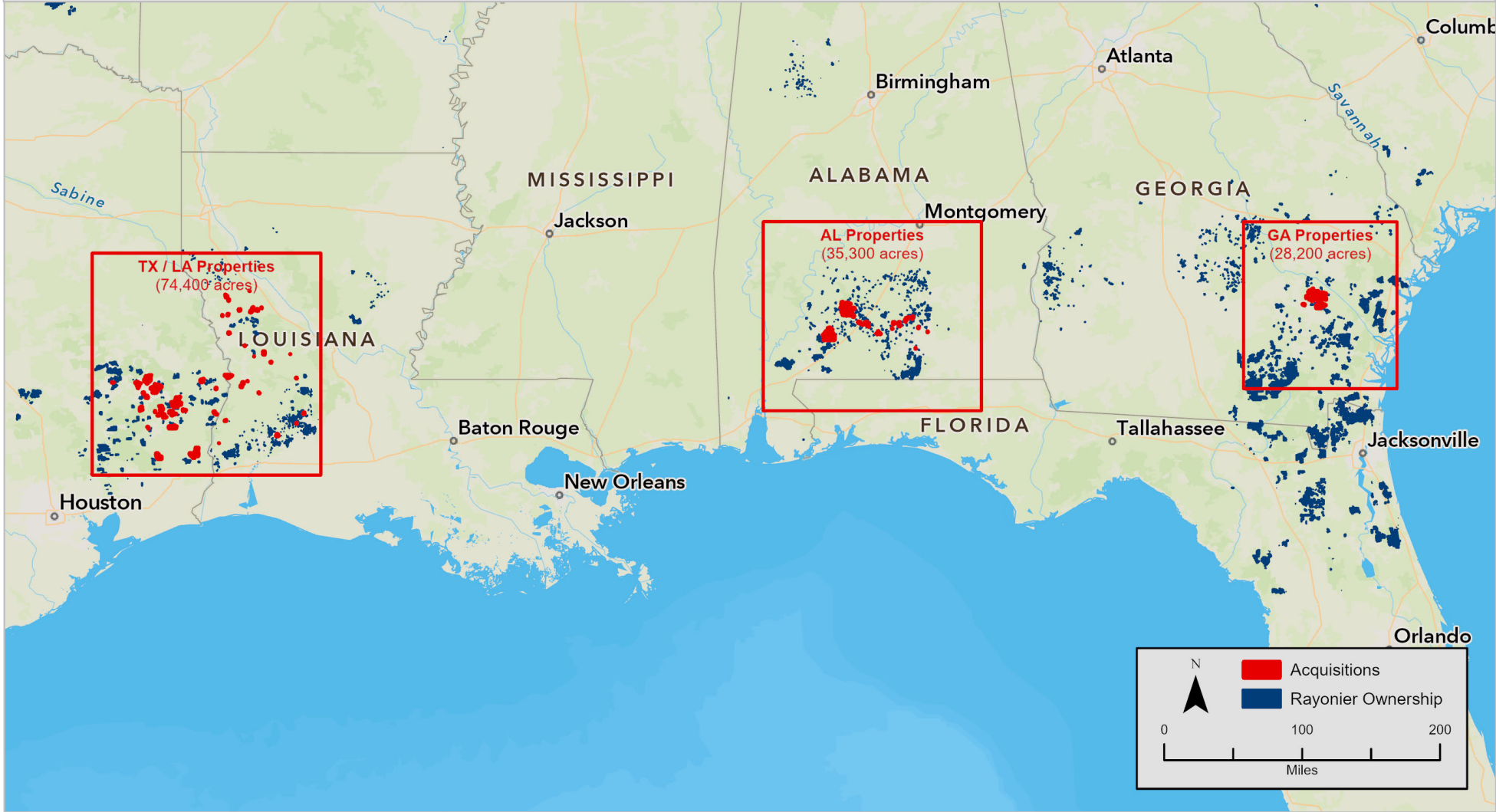


⁽¹⁾ Based on market ranking at time of acquisition announcement.

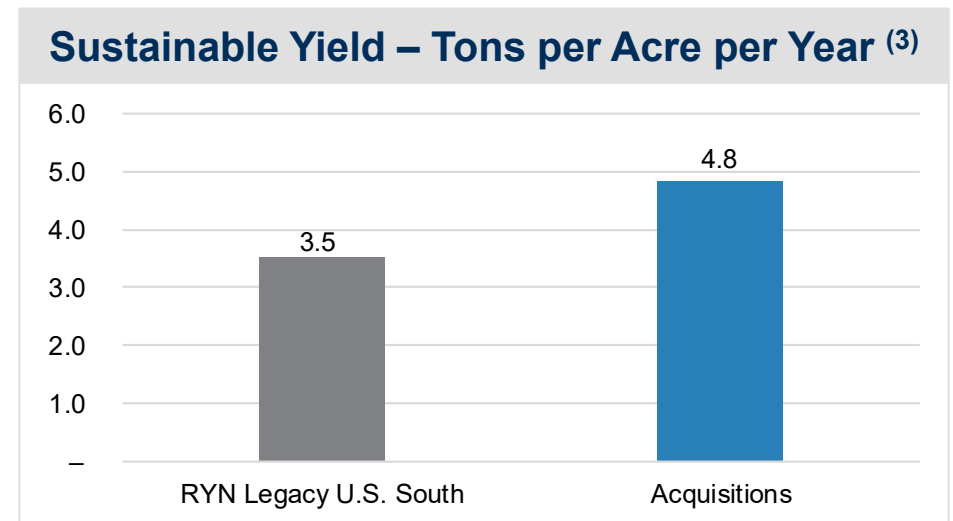
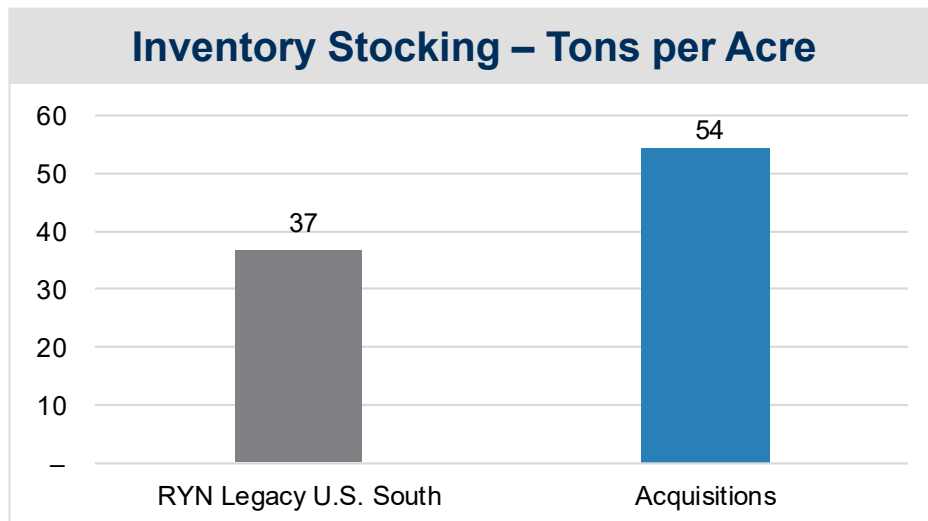
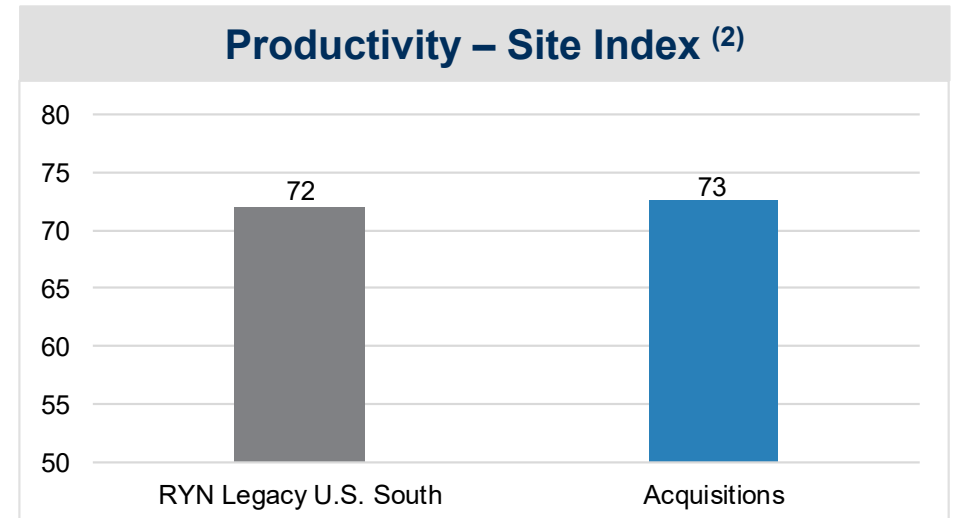
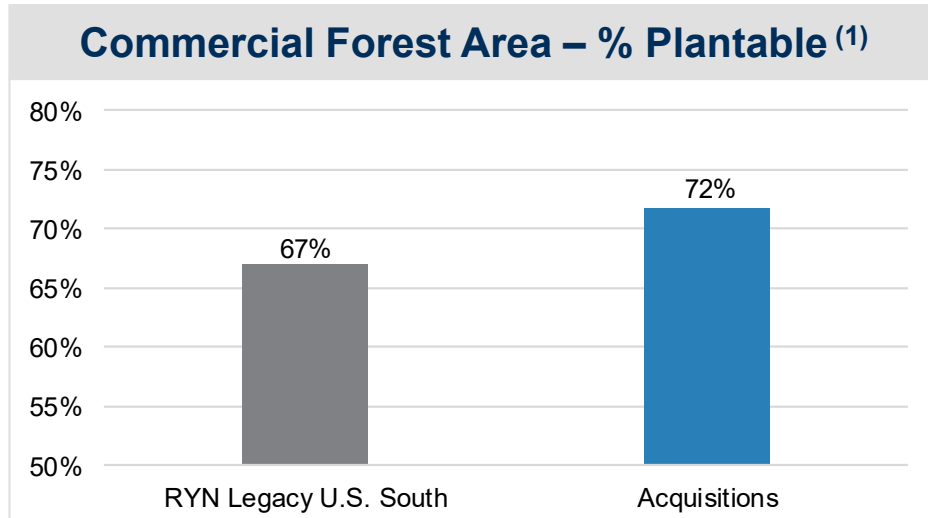
⁽²⁾ Based on Rayonier estimates. Includes timber operations and customary non-timber revenue (e.g., recreational licenses). Excludes potential HBU and natural climate solutions opportunities.

Acquisitions Provide Enhanced Scale in Strong Markets

~137,800 Fee Acres (TX / LA / AL / GA)



Acquisitions Upgrade Quality of U.S. South Portfolio



The Acquisitions improve the overall quality of Rayonier’s U.S. South portfolio and add meaningful scale in some of our strongest timber markets.

Note: Charts reflect data for the Acquisitions versus Rayonier’s legacy U.S. South portfolio (prior to acquisition).
 (1) Includes land classified as natural plantable.
 (2) Site index base age = 25 years for U.S. South.
 (3) RYN legacy U.S. South based on sustainable yield of 6.1 to 6.5 million tons (per 2021 Form 10-K). Acquisitions based on forecasted long-term sustainable yield.

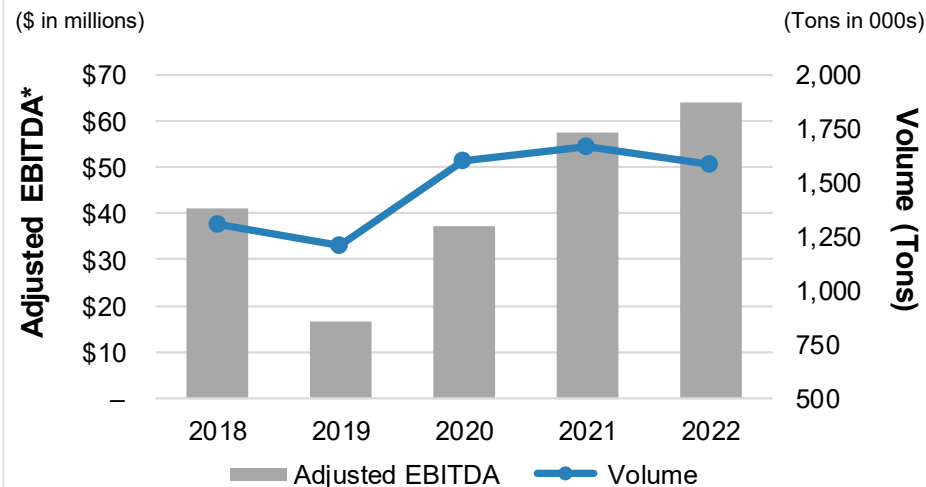


Pacific Northwest Timber – Portfolio Overview

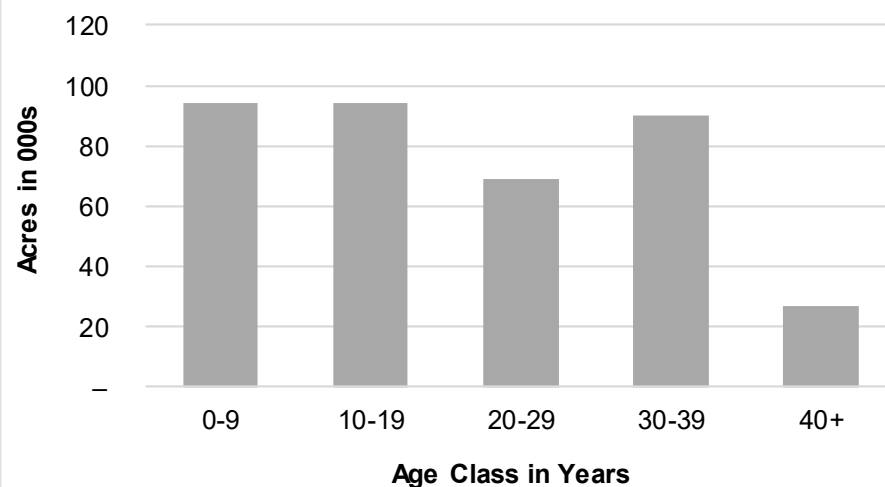
Highlights / Location

- Acreage: 474,000 acres
- Sustainable Yield: 1.5 – 1.7 million tons
- Planted / Plantable: 78%
- Average Site Index: 116 feet at age 50 ⁽¹⁾
- 2022 EBITDA*: \$63.9 million
- Sustainable Forestry Initiative Certification

Five-Year Performance Summary



Improving Age Class Profile ⁽²⁾



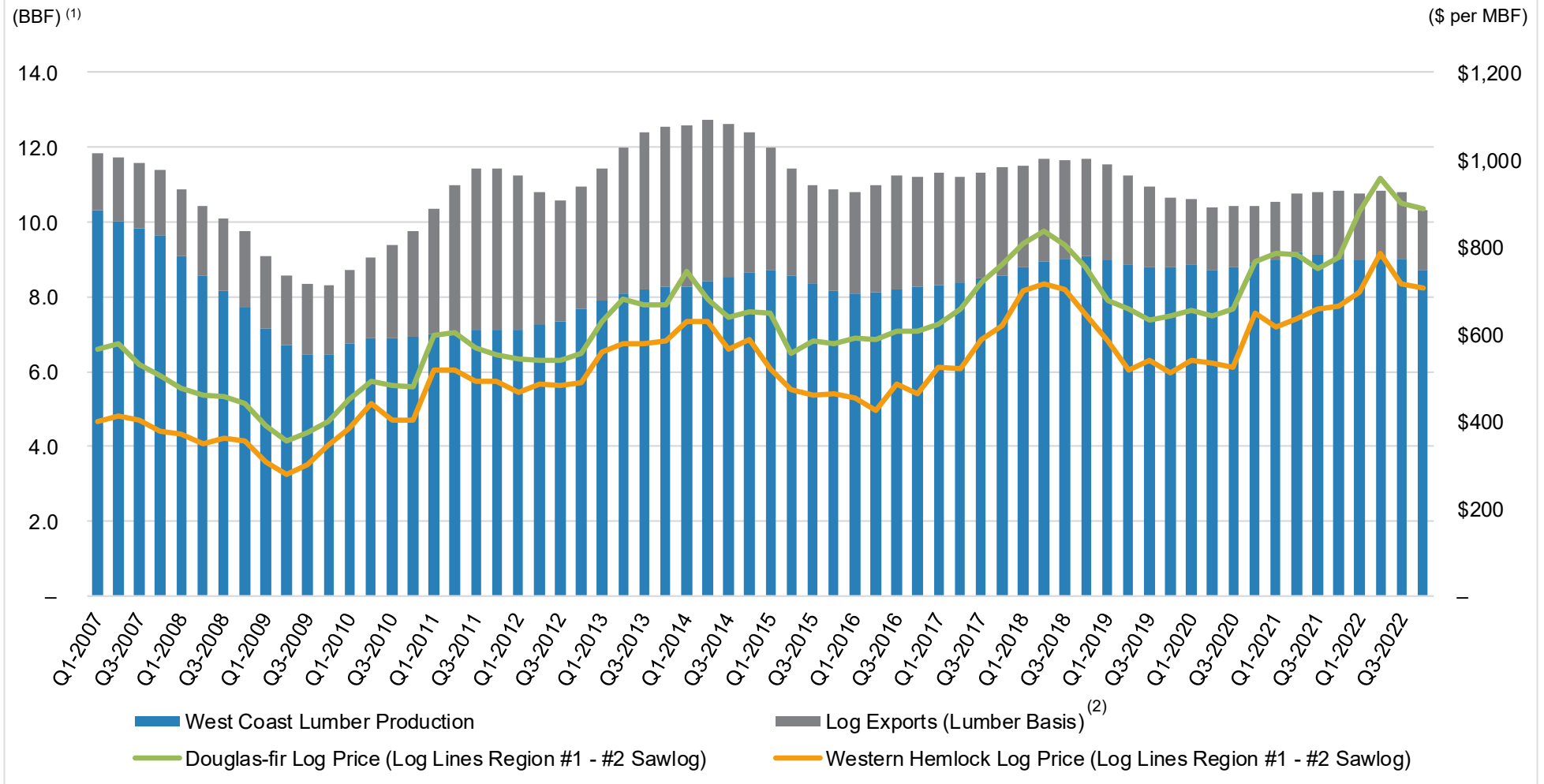
(1) Site index reflects the average height of the dominant and codominant trees at a base age of 50 (Pacific Northwest); based on King 1966 site index equation for Douglas-fir and Wiley 1978 site index equation for Western Hemlock.

(2) Age class profile represents commercial forest acres as of 9/30/22 per 2022 Form 10-K.

* Non-GAAP measure (see Appendix for definitions and RYN reconciliations).

Pacific Northwest Demand & Pricing Trends

Pacific Northwest Log Demand & Pricing



Pacific Northwest pricing remained strong in 2022 due to strong domestic lumber markets and continued export market demand.

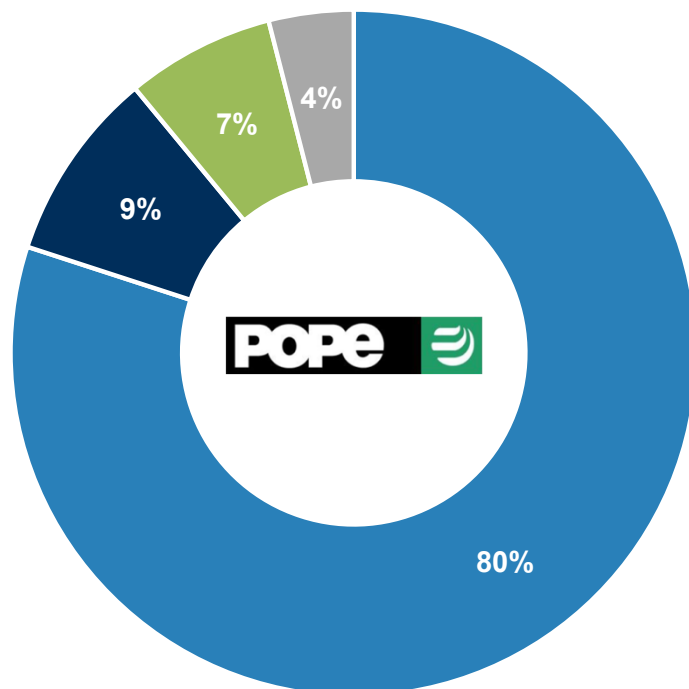


(1) Production and export volume based on trailing four quarters.
 (2) Log exports converted to lumber basis assuming 2.35 recovery rate.
 Source: Forest Economic Advisors, RISI.

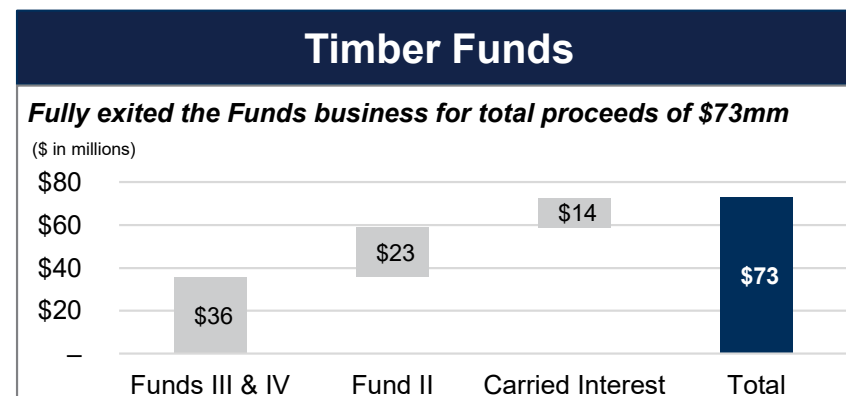
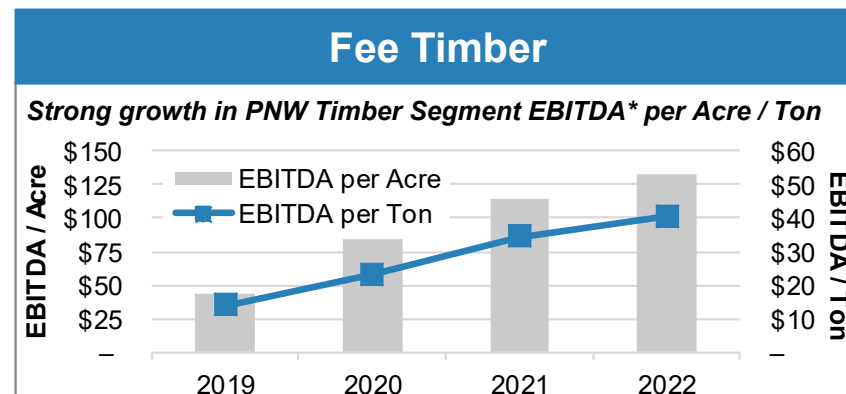
Pope Resources Post-Acquisition Highlights

Indicative Enterprise Value Breakdown

(~\$656 MM Enterprise Value @ Announcement – Jan. 2020)⁽¹⁾



- Partnership Timber
- Fund Co-Investment
- Real Estate / HBU
- Other



Real Estate / HBU

Realized HBU sales of \$57mm (vs implied Real Estate valuation of ~\$45mm @ acquisition); significant HBU acreage remaining

(\$ in 000's, except per acre values)

	Revenue	Acres	Price/Acre
Arborwood	\$ 37,500	359	\$ 104,579
Other HBU sales	6,990	436	16,051
Total HBU Sales	\$ 44,491	794	\$ 56,027
Conservation Easements	6,954	2,165	3,212
Other ⁽²⁾	5,778	NA	NA
Total Revenue	\$ 57,223	NA	NA

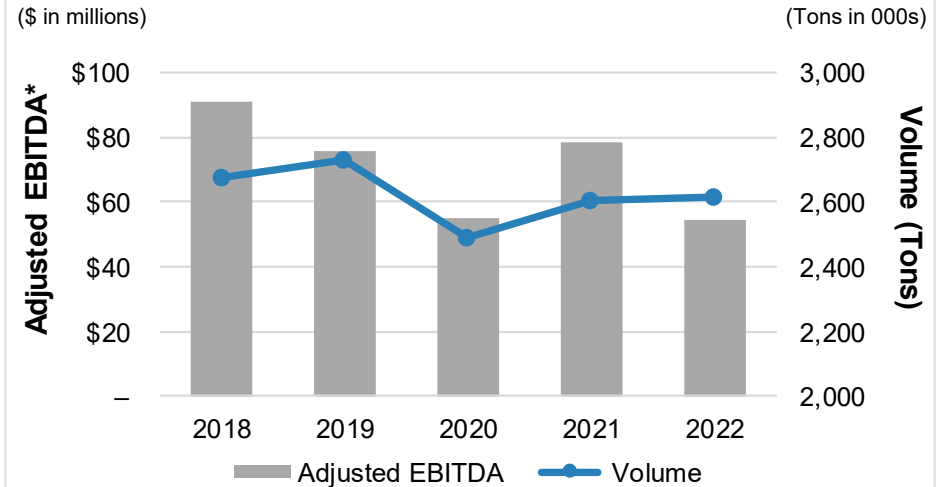
(1) Implied Enterprise Value and breakdown as of announcement date (1/15/2020). For more details, see *Pope Resources Acquisition* presentation dated January 2020.
 (2) Includes deferred cash consideration of \$1.5 million for the Arborwood transaction and cash distributions to Rayonier of \$4.3 million from the Bainbridge Landing JV.
 * Non-GAAP measure (See Appendix for definitions and reconciliation.)

New Zealand Timber – Portfolio Overview

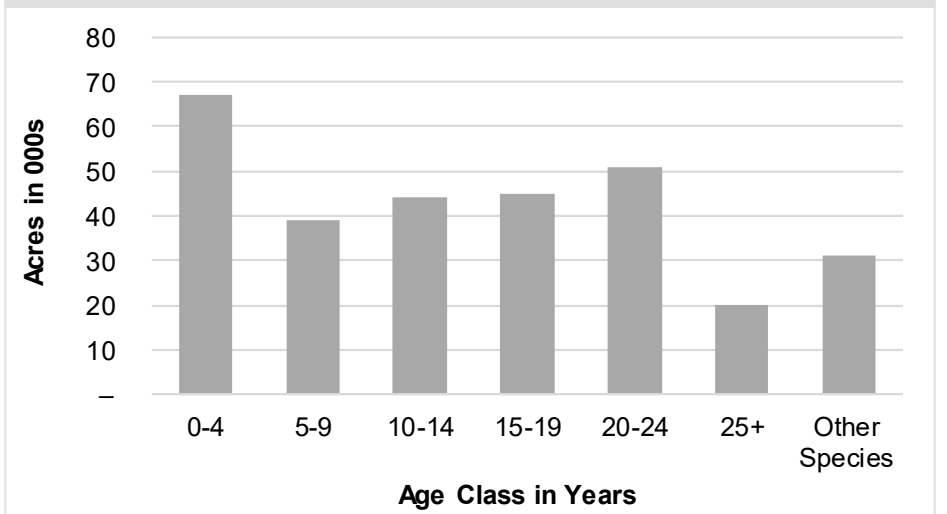
Highlights / Location

- Acreage: 417,000 acres (297,000 productive acres)
- Sustainable Yield: 2.4 – 2.7 million tons
- Planted / Plantable: 71%
- Average Site Index: 95 feet at age 20 ⁽¹⁾
- 2022 EBITDA*: \$54.5 million
- FSC® and PEFC™ Certification
- Appraised value as of 12/31/22: NZ\$1,872 million ⁽³⁾

Five-Year Performance Summary



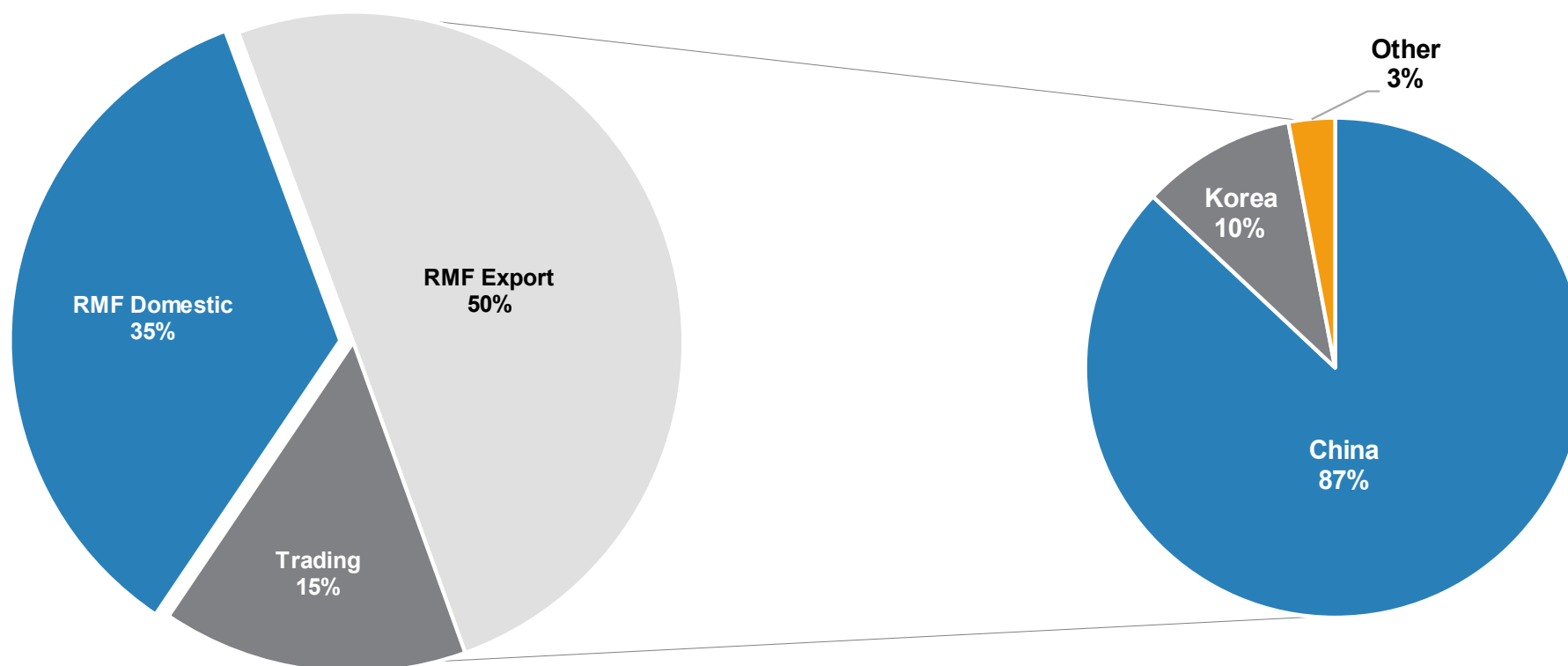
Balanced Age Class Profile (Radiata) ⁽²⁾



(1) Site index reflects the average height of the dominant and codominant trees at a base age of 20 (New Zealand).
 (2) Age class profile as of 12/31/22 per 2022 Form 10-K.
 (3) Annual appraisals are obtained by Matariki Forestry Group for compliance with statutory financial reporting requirements.
 * Non-GAAP measure (see Appendix for definitions and RYN reconciliations).

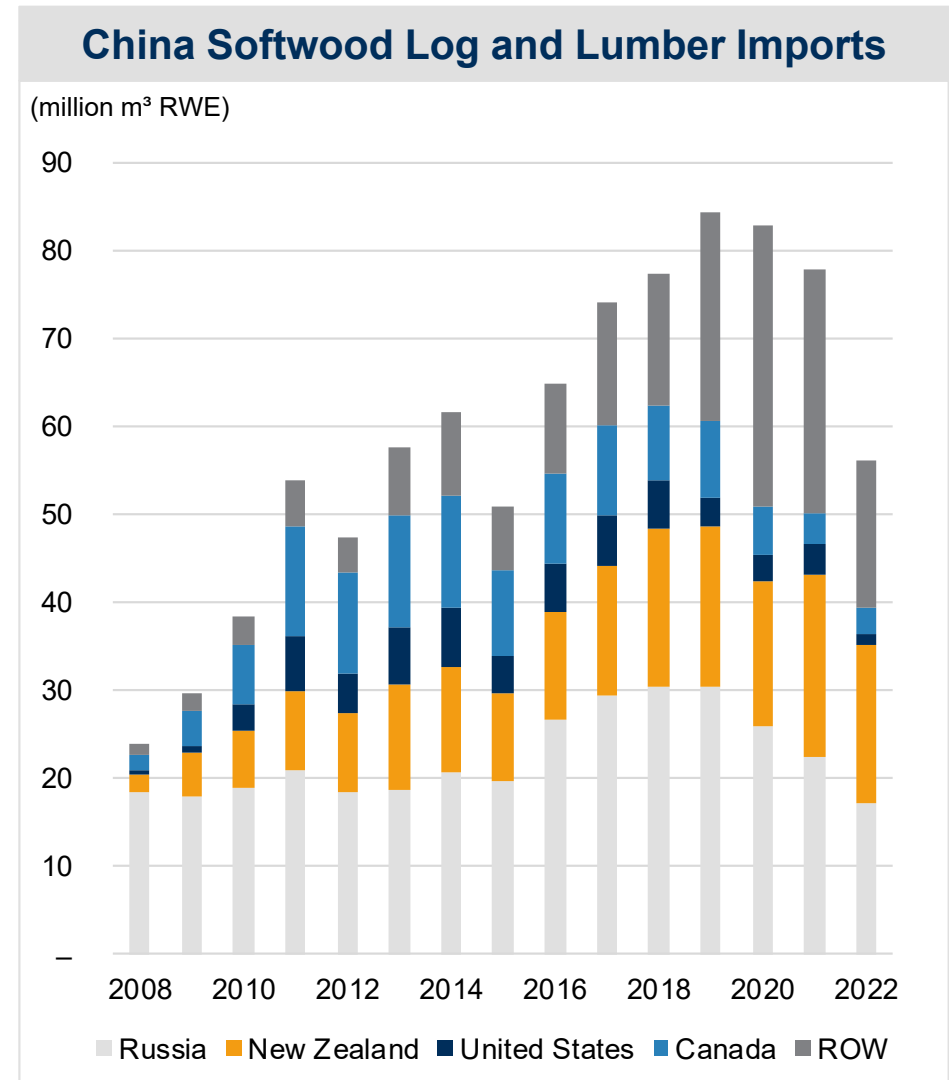
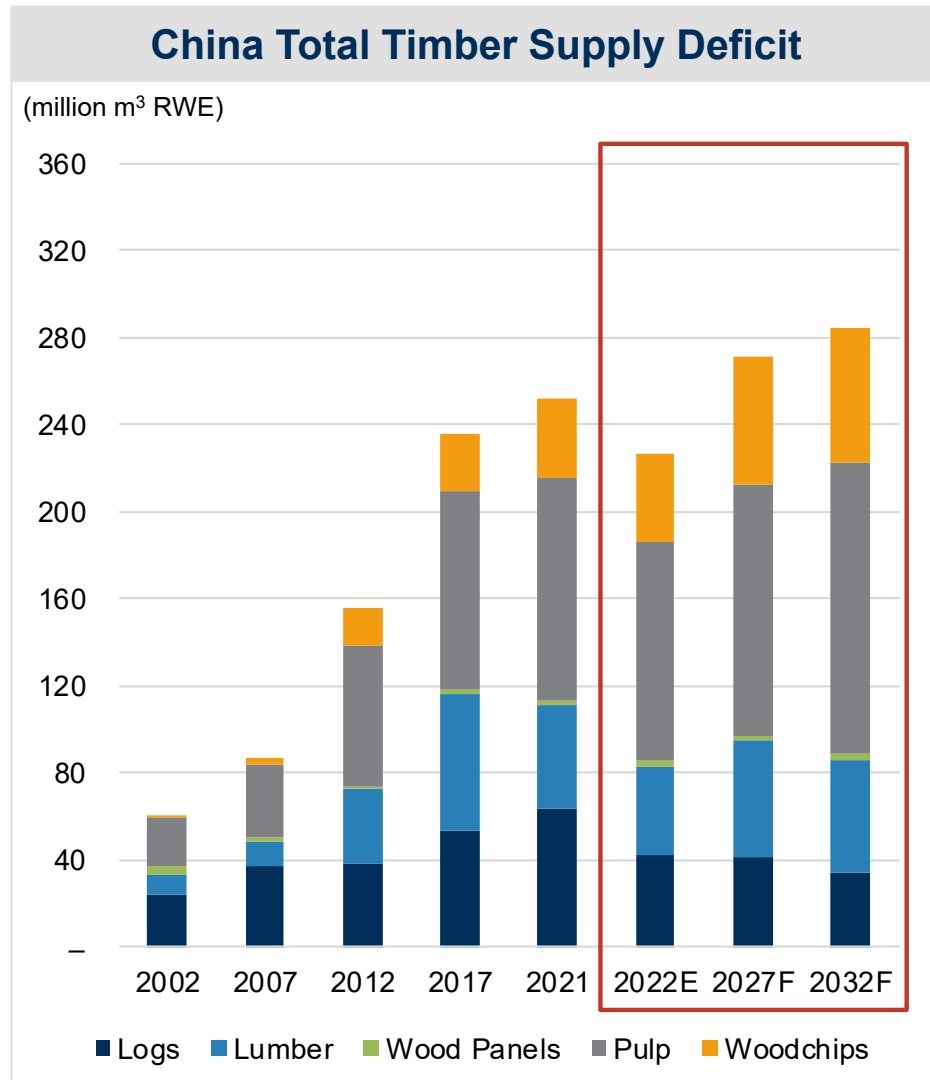
Diversified Mix of Domestic & Export Markets

Volume by Market Destination (2022)



Over half of the New Zealand segment's volume (excluding Trading volume) is sold into export markets, with China being the largest source of demand.

China's Large Timber Supply Deficit is Growing



Softwood log and lumber imports into China are expected to recover in 2023 and the long-term outlook remains positive given its growing timber supply deficit.

Real Estate Strategy – Capture Premiums to Timberland

Higher and Better Use			Timberlands	
 <p>Rural</p>	 <p>Unimproved Development</p>	 <p>Improved Development</p>	 <p>Timberland & Non-Strategic</p>	 <p>Large Dispositions</p>
<p>Sale of rural places & properties</p>	<p>Sale of properties with development rights</p>	<p>Sale of developed land parcels</p>	<p>Sale of timberland & non-strategic assets</p>	<p>Strategic sales of timberland packages</p>
<p>Limited to no investment to capture premiums above timberland values</p>	<p>Minor investments to catalyze demand and create optionality in select markets</p>	<p>Investment in horizontal infrastructure and amenities in <u>very</u> select markets <u>with scale</u></p>	<p>Monetize and repurpose “dead capital”</p>	<p>Upgrade portfolio and/or deleverage balance sheet</p>
<p>On average, 1% to 2% of Southern land base annually</p>	<p>Low volume and very lumpy sales pipeline due to lengthy process</p>	<p>Growing sales pipeline in Wildlight & Heartwood</p>	<p>Limited volume due to strength of portfolio</p>	<p>Excluded from Adj. EBITDA and pro-forma financials</p>

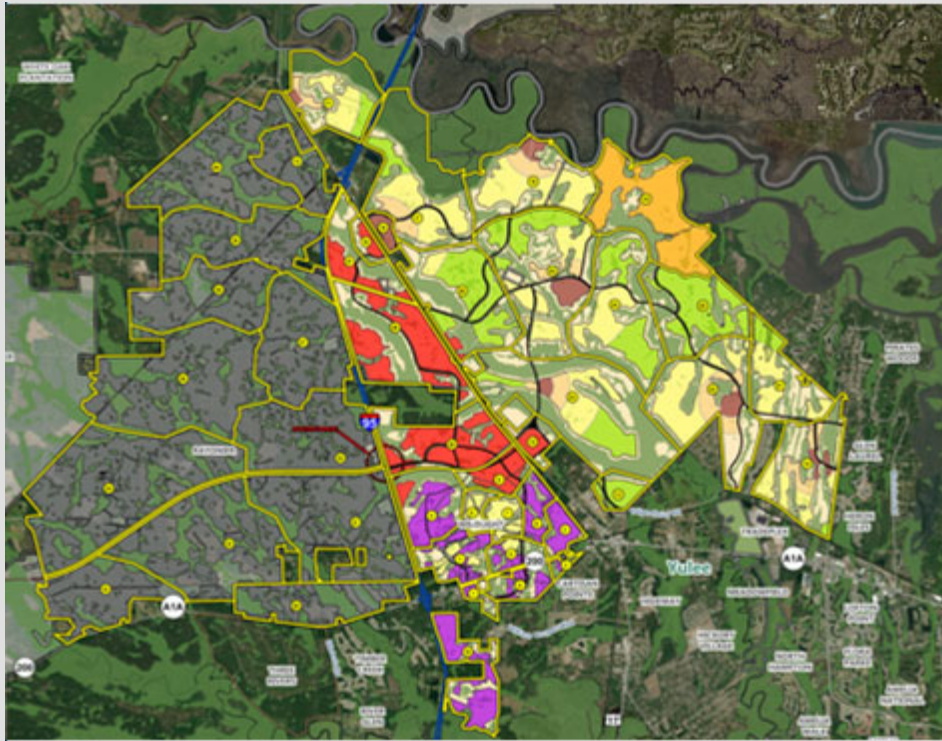
Conservation Easements

- Sale of development rights (precludes future development on the underlying land)
- Reserve our rights to continue to grow and harvest timber
- Primarily in select areas with strong timber markets and conservation interest

Our Real Estate strategy is focused on creating and capturing significant premiums to timberland values.

Real Estate Development: Focused Strategy

Florida HBU Portfolio



~24,000 acres north of Jacksonville, FL

Georgia HBU Portfolio



~20,000 acres south of Savannah, GA

Rayonier has two unique HBU land portfolios located in close proximity to I-95 north of Jacksonville, FL and south of Savannah, GA, which provide long-term development opportunities.

Appendix

Definitions of Non-GAAP Measures & Pro Forma Items

Adjusted EBITDA is defined as earnings before interest, taxes, depreciation, depletion, amortization, the non-cash cost of land and improved development, non-operating income and expense, operating loss (income) attributable to noncontrolling interests in Timber Funds, costs related to the merger with Pope Resources, timber write-offs resulting from casualty events, the gain on investment in Timber Funds, Fund II Timberland Dispositions, costs related to shareholder litigation, gain on foreign currency derivatives, gain associated with the multi-family apartment sale attributable to NCI, internal review and restatement costs, net income from discontinued operations and Large Dispositions. Adjusted EBITDA is a non-GAAP measure that management uses to make strategic decisions about the business and that investors can use to evaluate the operational performance of the assets under management. It excludes the impact of specific items that management believes are not indicative of the Company's ongoing operating results.

Cash Available for Distribution (CAD) is defined as cash provided by operating activities adjusted for capital spending (excluding timberland acquisitions and real estate development investments), CAD attributable to noncontrolling interests in Timber Funds, and working capital and other balance sheet changes. CAD is a non-GAAP measure of cash generated during a period that is available for common stock dividends, distributions to Operating Partnership unitholders, distributions to noncontrolling interests, repurchase of the Company's common shares, debt reduction, timberland acquisitions and real estate development investments. CAD is not necessarily indicative of the CAD that may be generated in future periods.

Costs related to shareholder litigation is defined as expenses incurred as a result of the shareholder litigation, shareholder derivative demands and Rayonier's response to an SEC subpoena. See Note 10 - Contingencies of Item 8 - Financial Statements and Supplementary Data in the Company's 2018 Annual Report on Form 10-K.

Gain associated with the multi-family apartment sale attributable to NCI represents the gain recognized in connection with the sale of property by the Bainbridge Landing joint venture attributable to noncontrolling interests.

Gain on foreign currency derivatives is the gain resulting from the foreign exchange derivatives the Company used to mitigate the risk of fluctuations in foreign exchange rates while awaiting the capital contribution to the New Zealand subsidiary.

Fund II Timberland Dispositions represent the disposition of Fund II Timberland assets, which we managed and owned a co-investment stake in.

Fund II Timberland Dispositions attributable to Rayonier represents the proportionate share of Fund II Timberland Dispositions that are attributable to Rayonier.

Gain on investment in Timber Funds reflects the gain recognized on Fund II carried interest incentive fees as well as the gain recognized on the sale of Timber Funds III & IV.

Costs related to the merger with Pope Resources include legal, accounting, due diligence, consulting and other costs related to the merger with Pope Resources.

Large Dispositions are defined as transactions involving the sale of timberland that exceed \$20 million in size and do not have a demonstrable premium relative to timberland value.

Net Debt is calculated as total debt less cash and cash equivalents.

Timber write-offs resulting from casualty events include the write-off of merchantable and pre-merchantable timber volume destroyed by casualty events which cannot be salvaged.

Reconciliation of Net Debt

(\$ in millions)	
Q4 2022	
Current maturities of long-term debt	—
Long-term debt, net of deferred financing costs and unamortized discounts	1,514.7
Plus - deferred financing costs	5.3
Plus - unamortized discounts	33.1
Total Debt (Principal Only)	\$1,523.1
Cash and cash equivalents	(114.3)
Net Debt ⁽¹⁾	\$1,408.8

⁽¹⁾ Non-GAAP measure or pro forma item.

Reconciliation of Operating Income (Loss) to Adjusted EBITDA by Segment

(\$ in millions)	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Real Estate	Trading	Corporate and Other	Total
2022								
Operating income	\$96.6	\$15.2	\$30.6	—	\$58.5	\$0.4	(\$35.5)	\$165.8
Depreciation, depletion & amortization	60.3	48.0	23.9	—	13.9	—	1.3	147.3
Non-cash cost of land and improved development	—	—	—	—	28.4	—	—	28.4
Gain associated with the multi-family apartment sale attributable to NCI ⁽¹⁾	—	—	—	—	(11.5)	—	—	(11.5)
Timber write-offs resulting from a casualty event ⁽¹⁾	—	0.7	—	—	—	—	—	0.7
Large Dispositions ⁽¹⁾	—	—	—	—	(16.6)	—	—	(16.6)
Adjusted EBITDA ⁽¹⁾	\$156.9	\$63.9	\$54.5	—	\$72.7	\$0.4	(\$34.2)	\$314.2
2021								
Operating income	\$66.1	\$6.8	\$51.5	\$63.3	\$112.5	\$0.1	(\$30.6)	\$269.8
Depreciation, depletion & amortization	54.1	50.5	27.0	2.4	7.9	—	1.2	143.2
Non-cash cost of land and improved development	—	—	—	—	25.0	—	—	25.0
Operating income attributable to NCI in Timber Funds	—	—	—	(45.6)	—	—	—	(45.6)
Gain on investment in Timber Funds ⁽¹⁾	—	—	—	(7.5)	—	—	—	(7.5)
Fund II Timberland Dispositions attributable to Rayonier ⁽¹⁾	—	—	—	(10.3)	—	—	—	(10.3)
Large Dispositions ⁽¹⁾	—	—	—	—	(44.8)	—	—	(44.8)
Adjusted EBITDA ⁽¹⁾	\$120.2	\$57.3	\$78.5	\$2.3	\$100.7	\$0.1	(\$29.4)	\$329.8
2020								
Operating income (loss)	\$41.3	(\$10.0)	\$30.0	(\$13.2)	\$72.0	(\$0.5)	(\$45.2)	\$74.4
Depreciation, depletion & amortization	61.8	47.1	25.0	1.6	17.7	—	1.4	154.7
Non-cash cost of land and improved development	—	—	—	—	30.4	—	—	30.4
Operating loss attributable to NCI in Timber Funds	—	—	—	11.6	—	—	—	11.6
Timber write-offs resulting from casualty events attributable to Rayonier ⁽¹⁾	6.0	—	—	1.8	—	—	—	7.9
Costs related to the merger with Pope Resources ⁽¹⁾	—	—	—	—	—	—	17.2	17.2
Large Dispositions ⁽¹⁾	—	—	—	—	(28.7)	—	—	(28.7)
Adjusted EBITDA ⁽¹⁾	\$109.1	\$37.1	\$55.0	\$1.8	\$91.4	(\$0.5)	(\$26.6)	\$267.4



⁽¹⁾ Non-GAAP measure or pro forma item.

Reconciliation of Operating Income (Loss) to Adjusted EBITDA by Segment

(\$ in millions)	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Real Estate	Trading	Corporate and Other	Total
2019								
Operating income (loss)	\$57.8	(\$12.4)	\$48.0	—	\$38.7	—	(\$25.1)	\$107.0
Depreciation, depletion & amortization	61.9	29.2	27.8	—	8.2	—	1.2	128.2
Non-cash cost of land and improved development	—	—	—	—	12.6	—	—	12.6
Adjusted EBITDA ⁽¹⁾	\$119.7	\$16.7	\$75.8	—	\$59.5	—	(\$23.9)	\$247.8
2018								
Operating income	\$44.2	\$8.1	\$62.8	—	\$76.2	\$1.0	(\$22.3)	\$170.1
Depreciation, depletion & amortization	58.6	32.8	28.0	—	23.6	—	1.2	144.1
Non-cash cost of land and improved development	—	—	—	—	23.6	—	—	23.6
Adjusted EBITDA ⁽¹⁾	\$102.8	\$40.9	\$90.8	—	\$123.4	\$1.0	(\$21.1)	\$337.7
2017								
Operating income	\$42.2	\$1.1	\$57.6	—	\$130.9	\$4.6	(\$20.9)	\$215.5
Depreciation, depletion & amortization	49.4	32.0	27.5	—	17.9	—	0.8	127.6
Non-cash cost of land and improved development	—	—	—	—	13.7	—	—	13.7
Costs related to shareholder litigation ⁽¹⁾	—	—	—	—	—	—	0.7	0.7
Large Dispositions ⁽¹⁾	—	—	—	—	(67.0)	—	—	(67.0)
Adjusted EBITDA ⁽¹⁾	\$91.6	\$33.1	\$85.1	—	\$95.5	\$4.6	(\$19.4)	\$290.5

⁽¹⁾ Non-GAAP measure or pro forma item.

Reconciliation of Operating Income (Loss) to Adjusted EBITDA by Segment

(\$ in millions)	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Real Estate	Trading	Corporate and Other	Total
2016								
Operating income (loss)	\$43.1	(\$4.0)	\$33.0	—	\$202.4	\$2.0	(\$20.8)	\$255.8
Depreciation, depletion & amortization	49.8	25.2	23.4	—	16.3	—	0.4	115.1
Non-cash cost of land and improved development	—	—	—	—	11.7	—	—	11.7
Costs related to shareholder litigation ⁽¹⁾	—	—	—	—	—	—	2.2	2.2
Gain on foreign currency derivatives ⁽¹⁾	—	—	—	—	—	—	(1.2)	(1.2)
Large Dispositions ⁽¹⁾	—	—	—	—	(143.9)	—	—	(143.9)
Adjusted EBITDA ⁽¹⁾	\$92.9	\$21.2	\$56.5	—	\$86.6	\$2.0	(\$19.4)	\$239.7
2015								
Operating income	\$46.7	\$6.9	\$1.6	—	\$45.5	\$1.2	(\$24.1)	\$77.8
Depreciation, depletion & amortization	54.3	14.8	25.5	—	18.7	—	0.4	113.7
Non-cash cost of land and improved development	—	—	—	—	12.5	—	—	12.5
Costs related to shareholder litigation ⁽¹⁾	—	—	—	—	—	—	4.1	4.1
Adjusted EBITDA ⁽¹⁾	\$101.0	\$21.7	\$27.1	—	\$76.7	\$1.2	(\$19.6)	\$208.1
2014								
Operating income	\$45.7	\$29.5	\$8.7	—	\$48.3	\$1.7	(\$35.6)	\$98.3
Depreciation, depletion & amortization	52.2	21.3	32.2	—	13.4	—	0.9	120.0
Non-cash cost of land and improved development	—	—	—	—	13.2	—	—	13.2
Large Dispositions ⁽¹⁾	—	—	—	—	(21.4)	—	—	(21.4)
Internal review and restatement costs	—	—	—	—	—	—	3.4	3.4
Adjusted EBITDA ⁽¹⁾	\$97.9	\$50.8	\$40.9	—	\$53.5	\$1.7	(\$31.3)	\$213.5

⁽¹⁾ Non-GAAP measure or pro forma item.