



INVESTOR PRESENTATION

May 2021

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, including the recent acquisition of Pope Resources, 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, 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: 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; 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 and trucking 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; a downturn in the housing market; the lengthy, uncertain and costly process associated with the ownership, entitlement and development of real estate, especially in Florida, 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 Form 10-K 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 Measures - To supplement Rayonier's financial statements presented in accordance with generally accepted accounting principles in the United States ("GAAP"), Rayonier uses certain non-GAAP measures, including "cash available for distribution," "pro forma sales," "pro forma operating income (loss)," "pro forma net (loss) income," "Consolidated EBITDA," and "Adjusted EBITDA," which are defined and further explained in this communication. Reconciliation of such measures to the nearest GAAP measures can also be found in this communication. Rayonier's definitions of these non-GAAP measures may differ from similarly titled measures used by others. These non-GAAP measures should be considered supplemental to, and not a substitute for, financial information prepared in accordance with GAAP.

Rayonier Today

Rayonier At A Glance



2.7 Million⁽¹⁾ acres

\$1.7 billion⁽²⁾ of acquisitions since spin-off

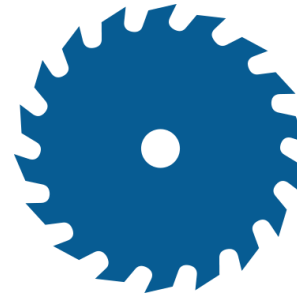


~400 employees

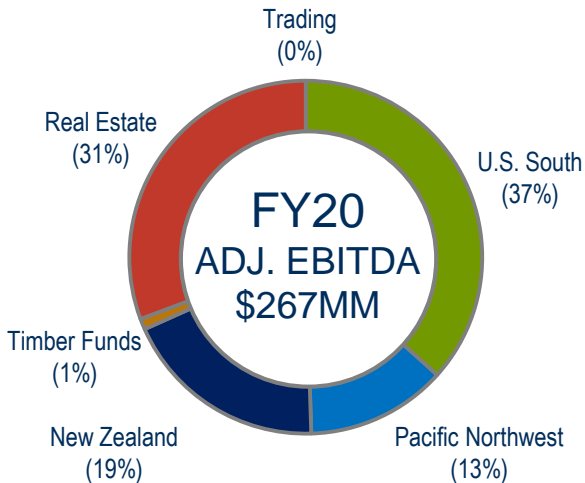
Value-added Real Estate Platform



Sustainable yield of ~11 million tons⁽¹⁾ annually



Established in 1926



Sustainable Certifications



SFI-00023



The mark of responsible forestry



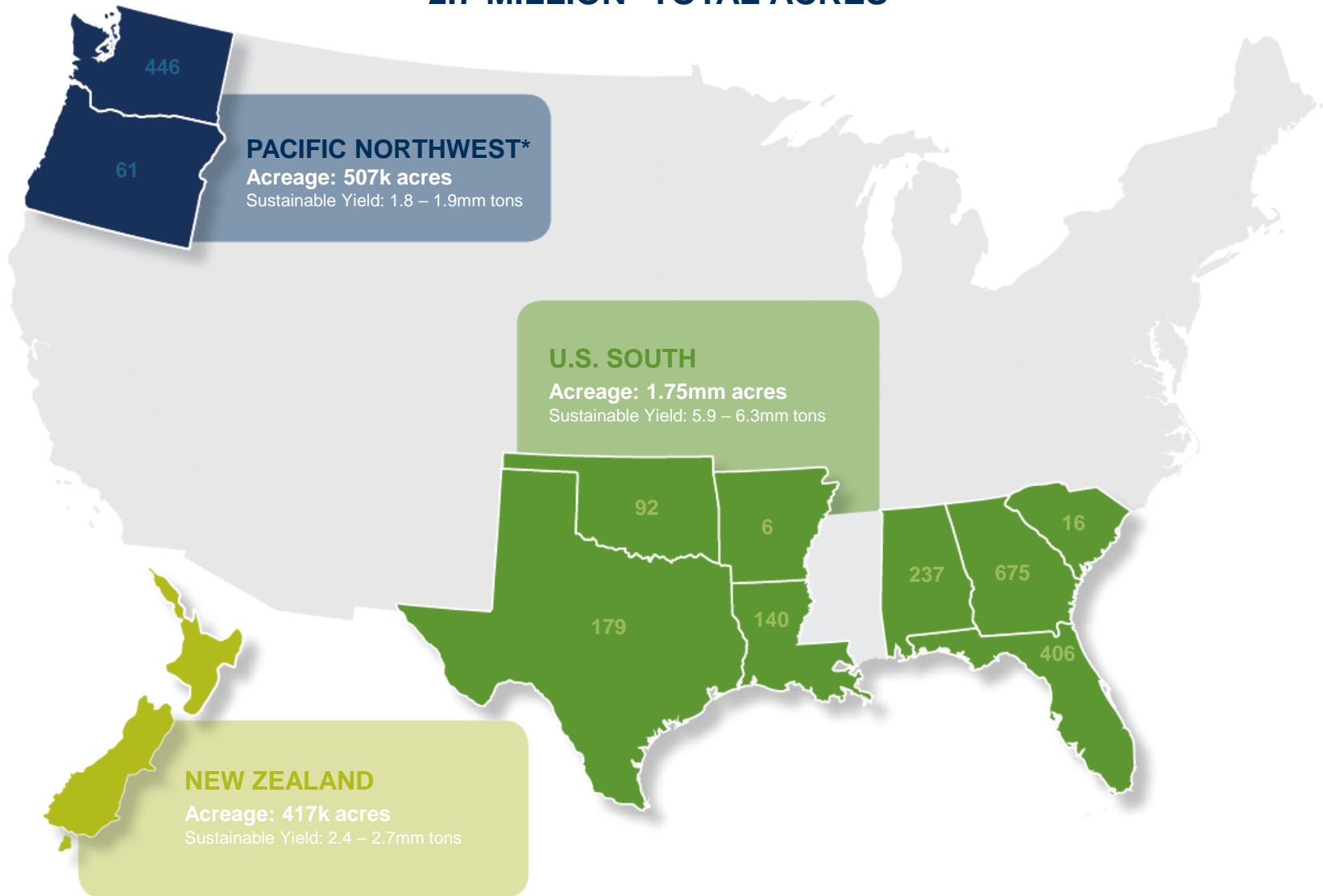
Mission:

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

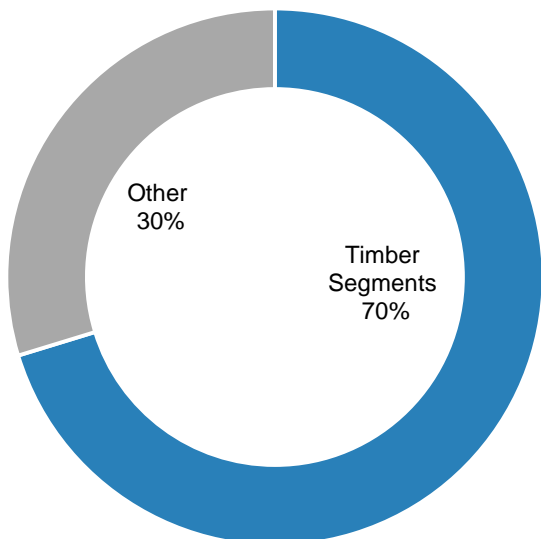
2.7 MILLION* TOTAL ACRES



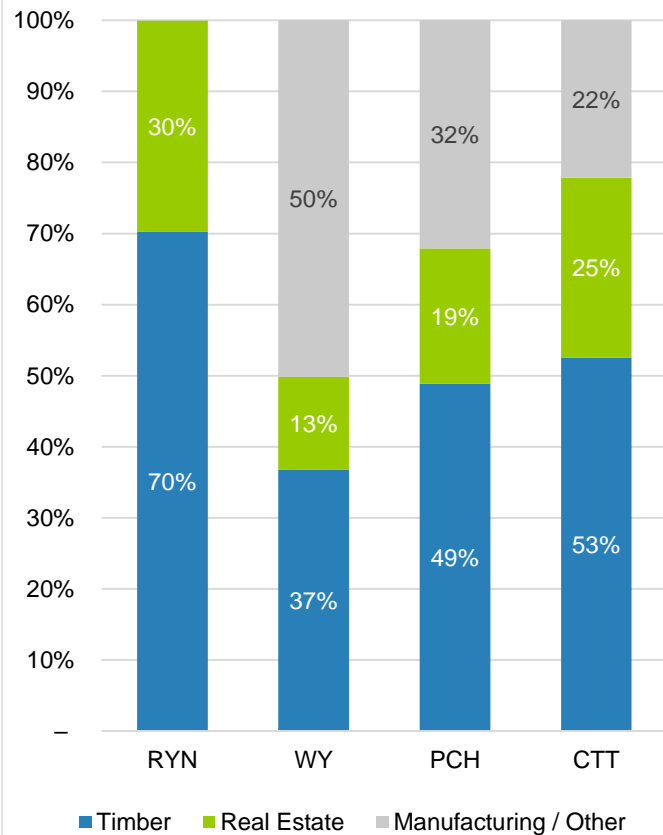
Rayonier is the Leading “Pure Play” Timber REIT

Rayonier

2018 – 2020 EBITDA*
Composition

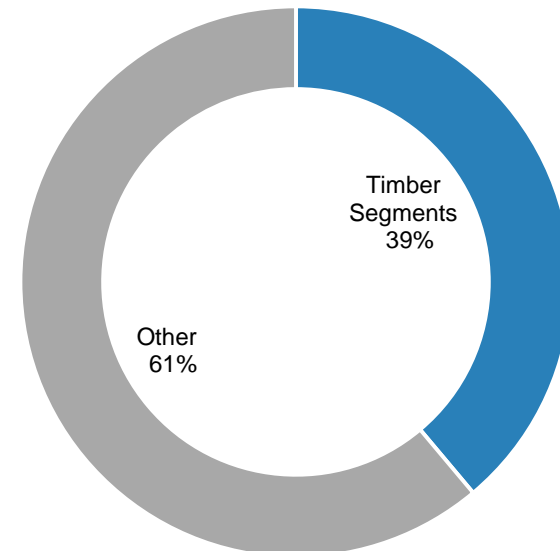


Peer Group EBITDA* Composition
(2018 – 2020)



Peer Group

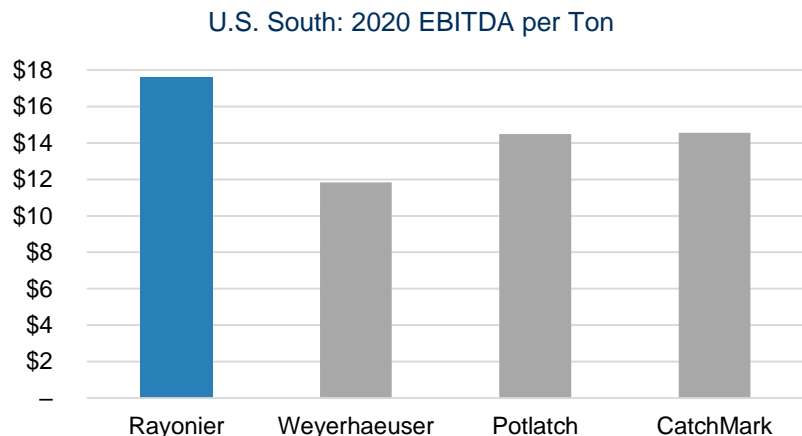
2018 – 2020 EBITDA*
Composition



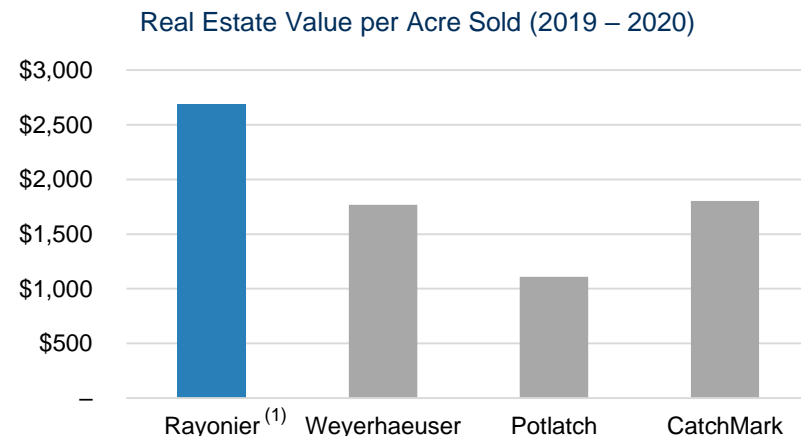
Over the last three years, Rayonier has generated 70% of its EBITDA* from timber operations (versus 39% for the peer group).

Rayonier Portfolio Highlights

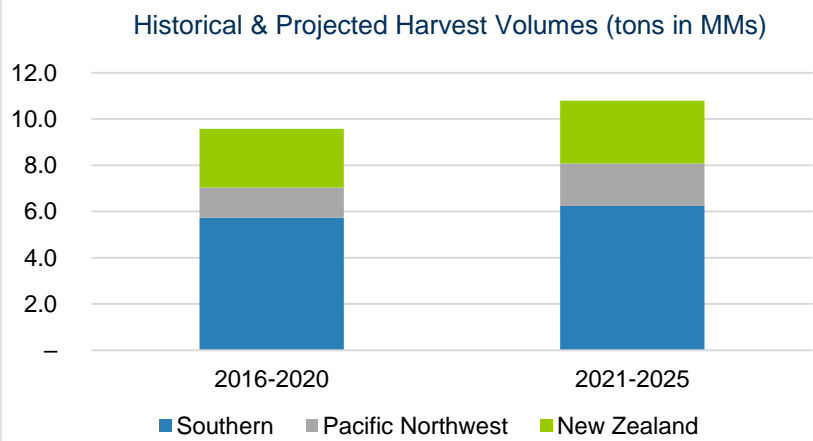
Sector-Leading U.S. South EBITDA per Ton



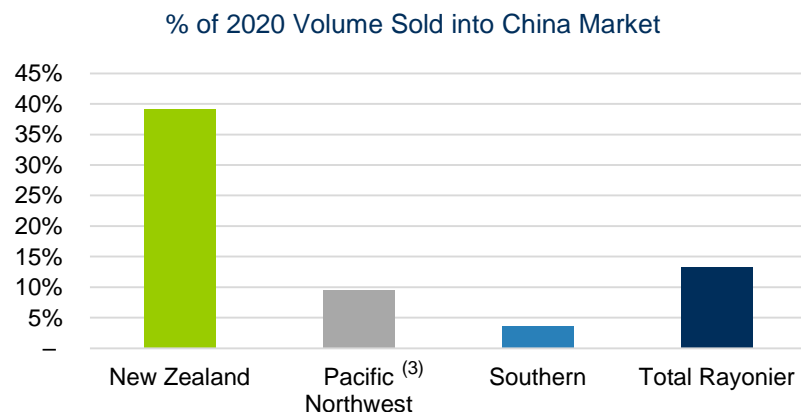
Sector-Leading HBU Value Realizations



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.

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

BEST-IN-CLASS STEWARDSHIP & DISCLOSURE

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

Prudent Capital Structure & Financial Policy

Credit Highlights & Ratio Targets

Current Credit Ratings

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

Credit Highlights

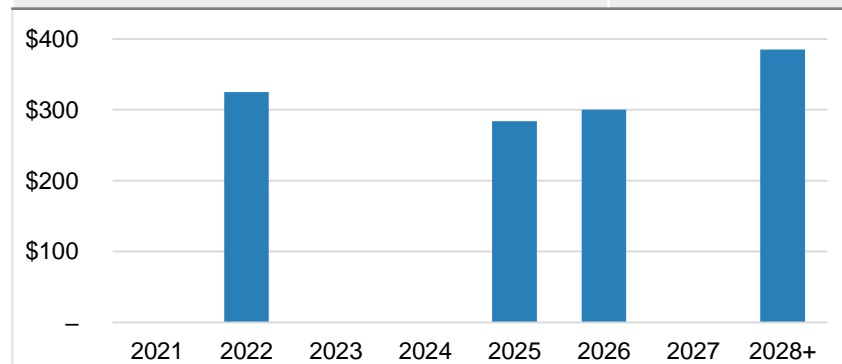
- Strong Adj. EBITDA* margins
- High EBITDA-to-FCF conversion
- Significant asset coverage
- 3.1% weighted avg. cost of debt / 100% fixed

Credit Ratio Targets

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

Capitalization & Maturity Profile

(\$ in millions)	3/31/21
Total Debt ⁽¹⁾	\$1,294.1
(-) Cash	(77.9)
Net Debt (excluding Timber Funds business)	\$1,216.2
Credit / Valuation Data	
2020 Adjusted EBITDA* ⁽²⁾	\$267.4
Shares / OP Units Outstanding	143.2
Enterprise Value ⁽³⁾	\$5,836.0
Credit Statistics	
Net Debt / Adjusted EBITDA* ⁽²⁾	4.5x
Net Debt / Enterprise Value	21%



Rayonier has a strong, investment grade credit profile with significant asset coverage.



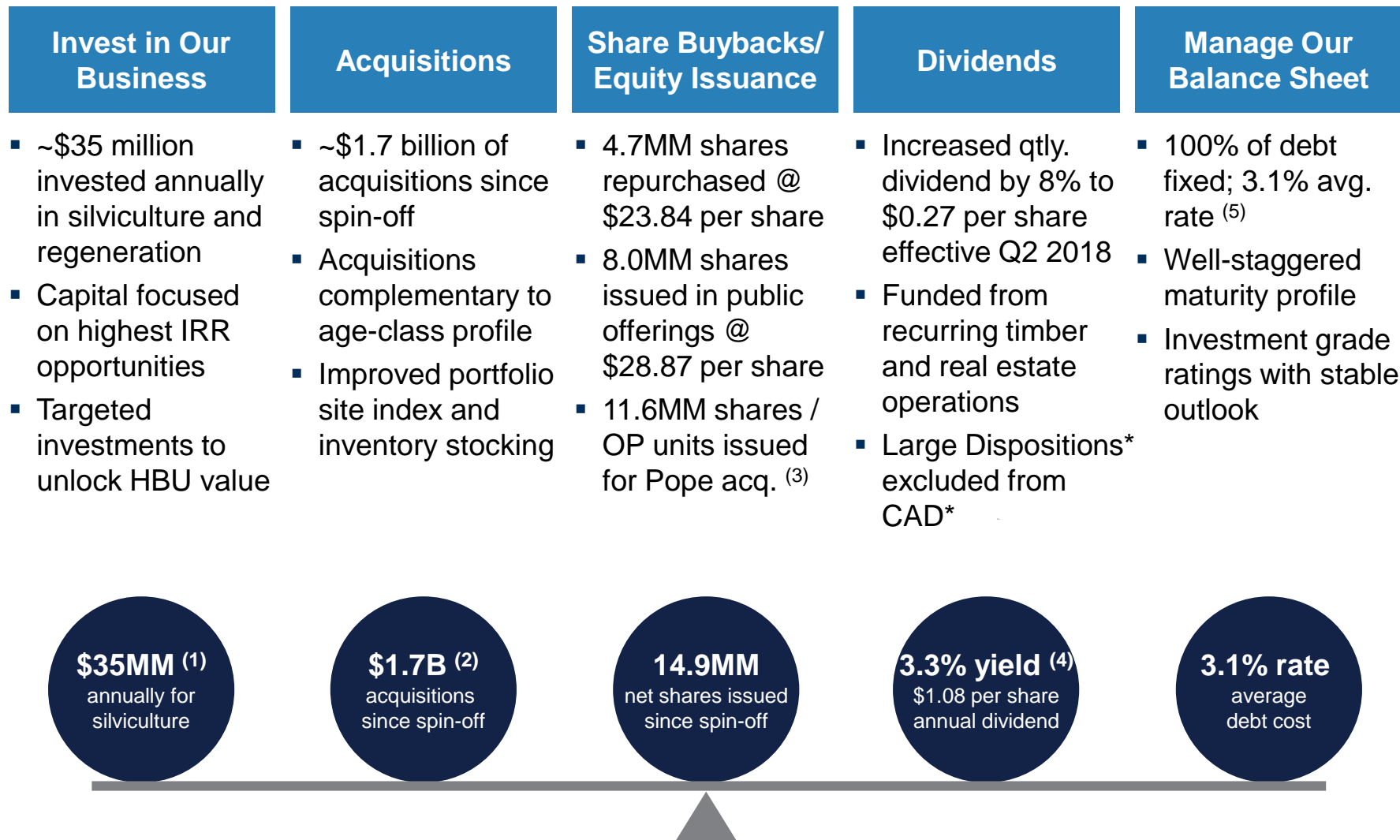
(1) Debt reflects principal on long-term debt, gross of deferred financing costs and net of fair market value adjustments.

(2) Includes partial year contribution from Pope Resources acquisition.

(3) Enterprise value based on market capitalization (including Rayonier, L.P. "OP" units) plus net debt based on RYN share price of \$32.25 as of 3/31/21.

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

Nimble Approach to Capital Allocation



(1) Represents average annual investment in silviculture and replanting from 2015 – 2020.

(2) Includes total Pope Resources transaction value – 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 \$32.25 as of 3/31/21 and annualized dividend of \$1.08 per share.

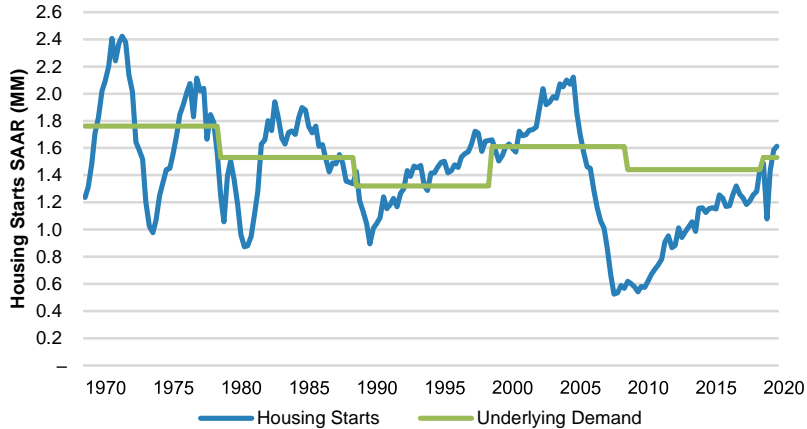
(5) Excludes Timber Funds business.

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

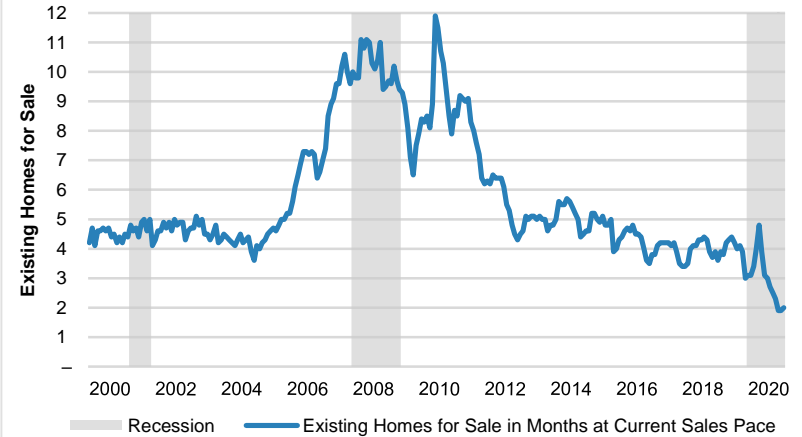
Key Industry Trends

Housing Indicators Are Strong

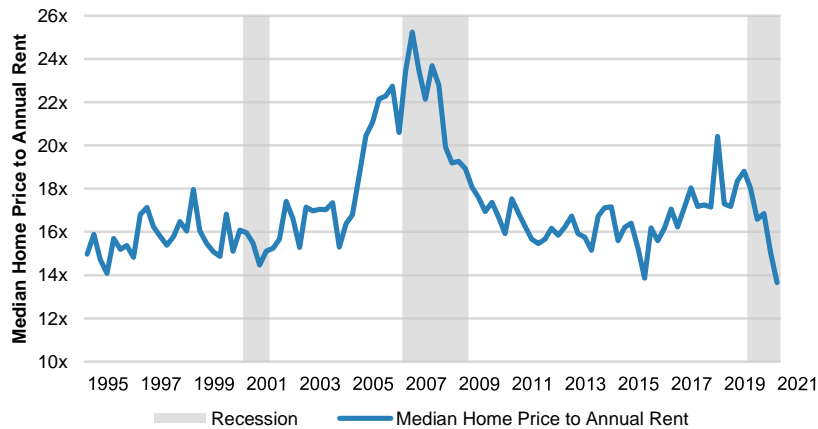
Housing Sector is Underbuilt



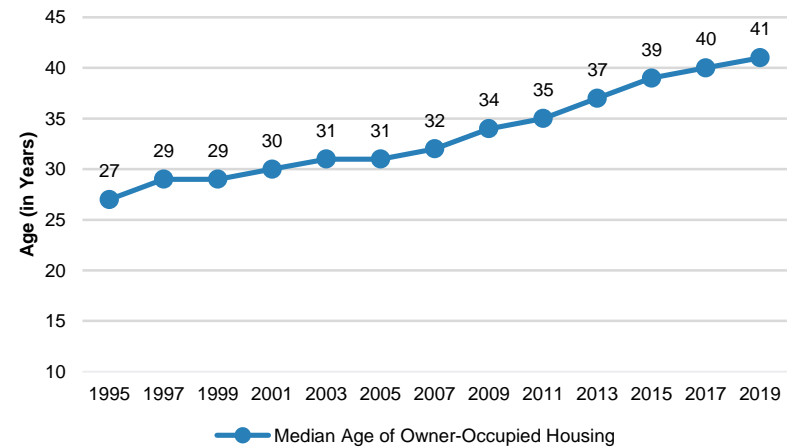
Home Inventory has Diminished



Homeownership Economics are Favorable

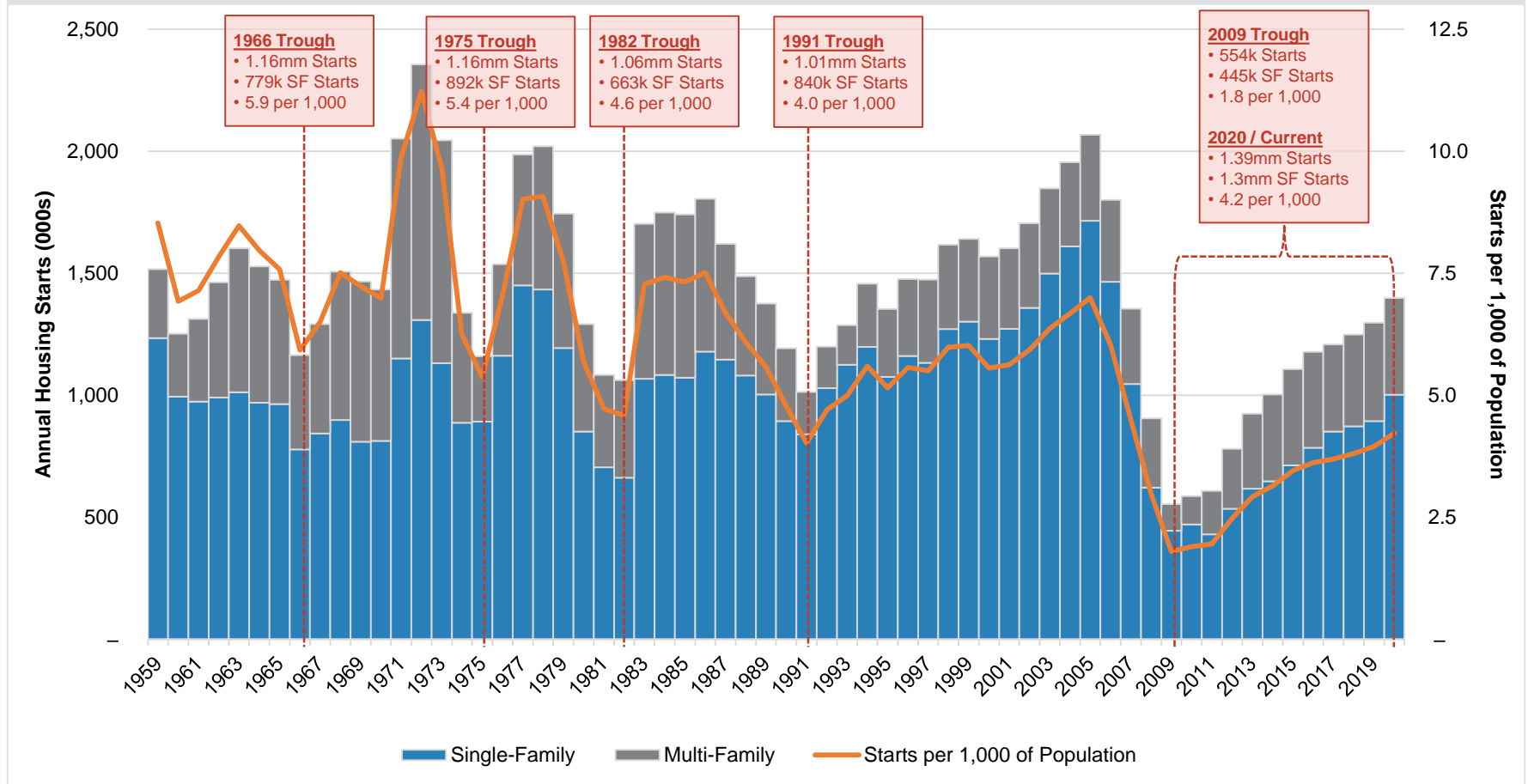


U.S. Housing Stock has Aged Considerably



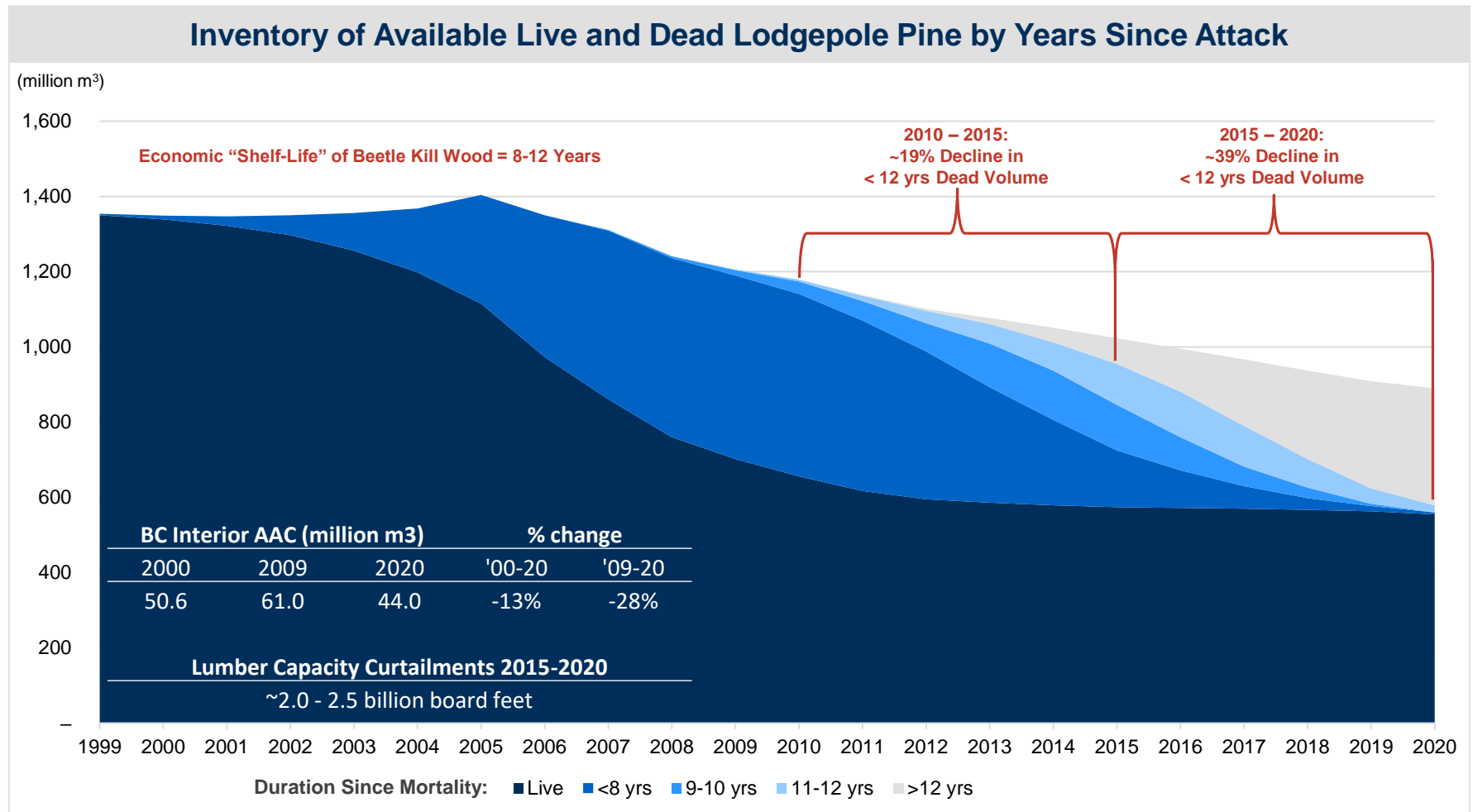
Housing Starts Are Trending Higher

Historical Annual Housing Starts



Total U.S. housing starts have increased for eleven consecutive years and are expected to improve further in 2021 due to strong single-family demand.

Availability of Viable B.C. Timber Has Declined Rapidly

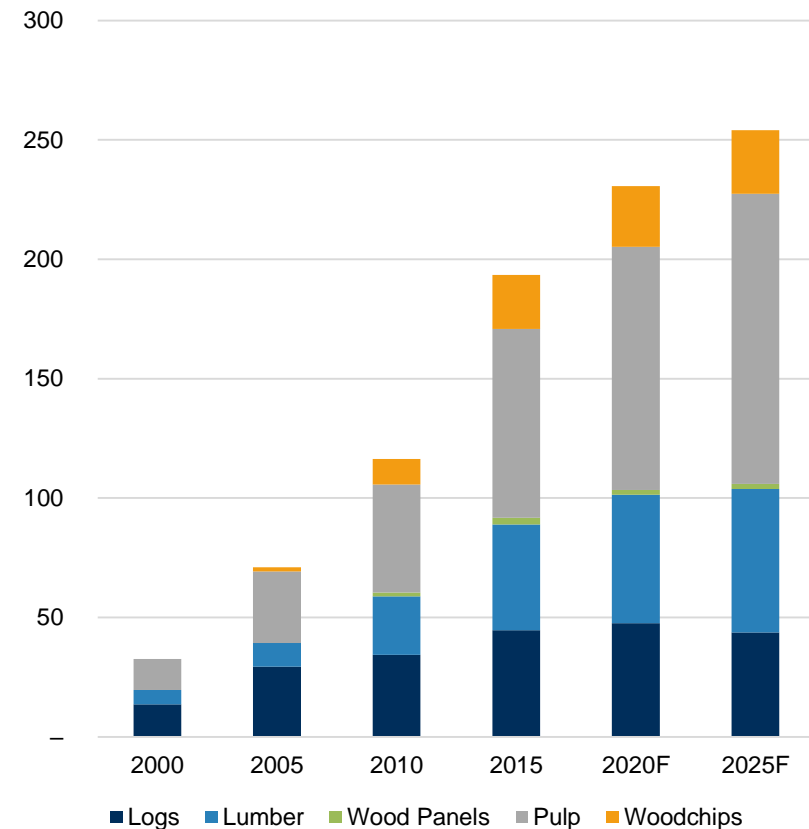


The mountain pine beetle epidemic is expected to significantly constrain the availability of economically viable pine inventory in B.C. for many decades.

China's Large Timber Supply Deficit is Growing

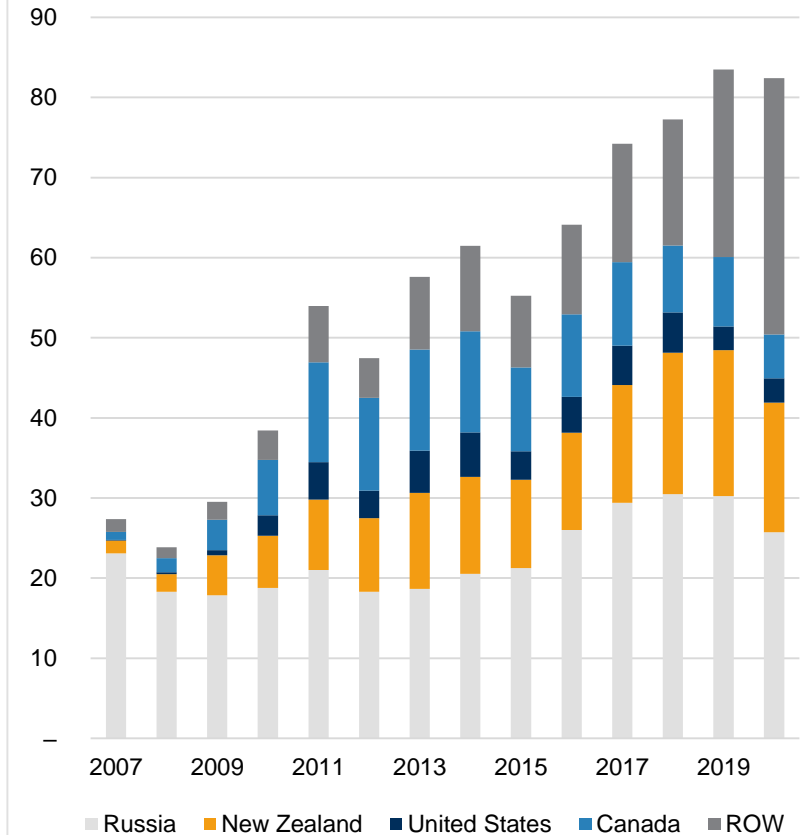
China Total Timber Supply Deficit

(million m³ RWE)



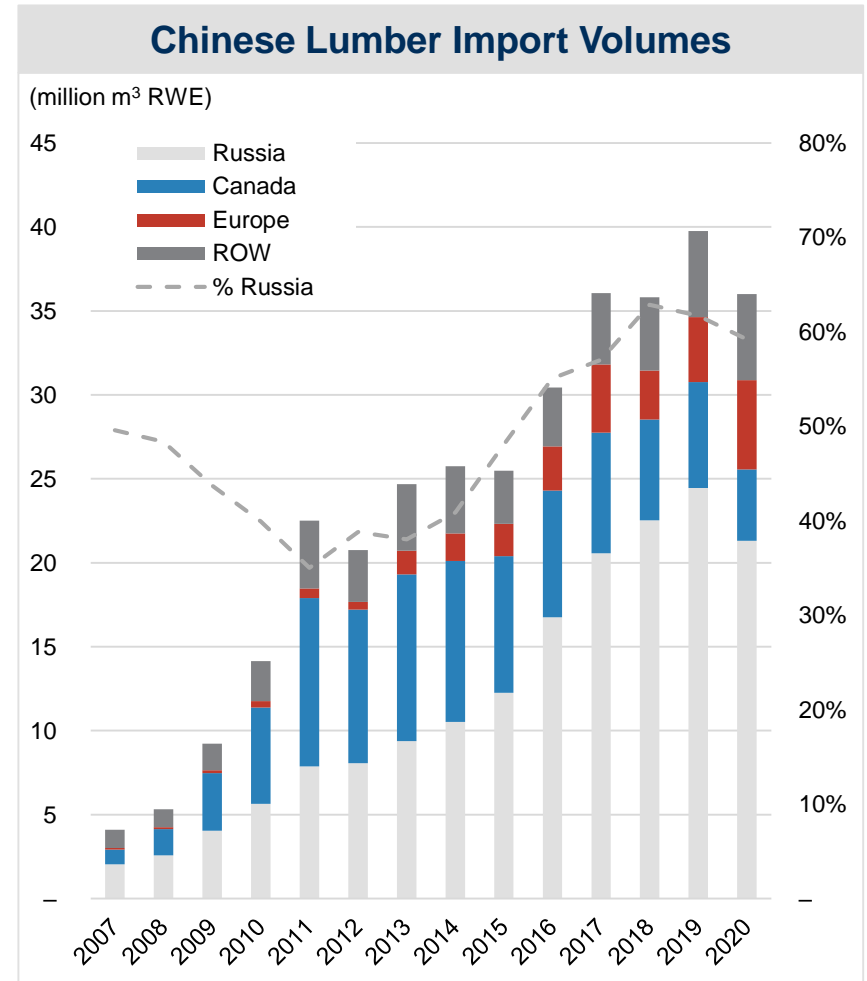
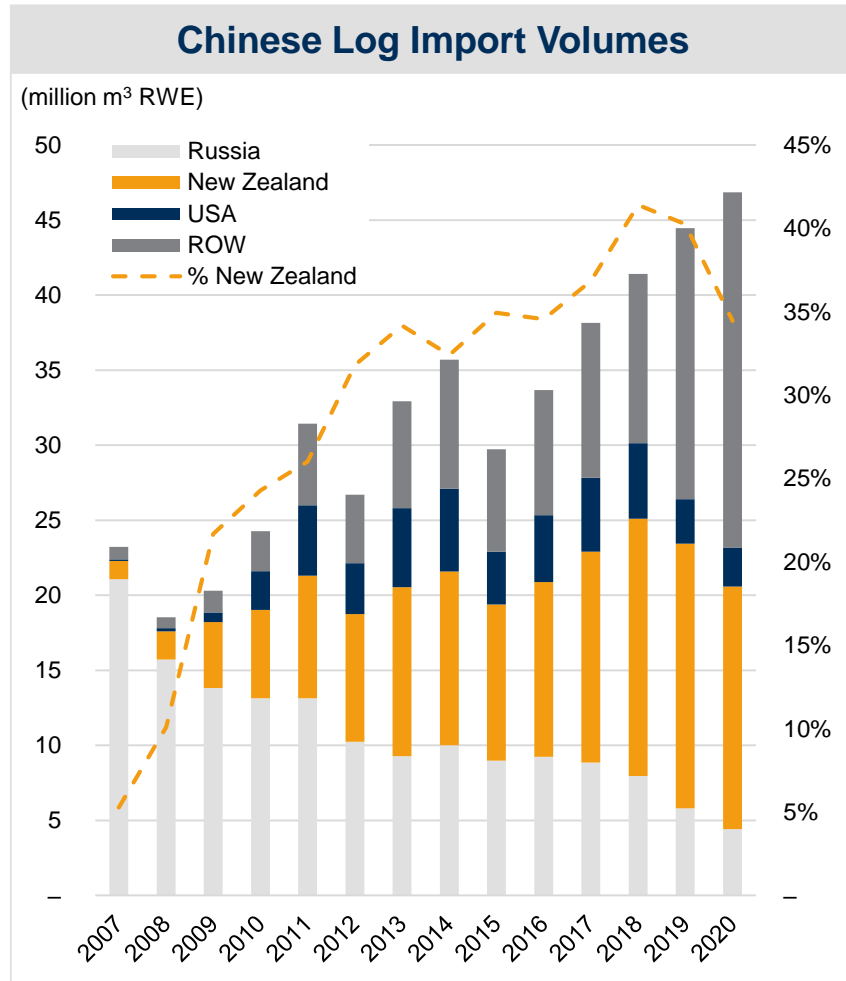
China Softwood Log and Lumber Imports

(million m³ RWE)



Softwood log and lumber imports into China are expected to remain strong given its growing timber supply deficit.

Chinese Log & Lumber Imports Rely on NZ and Russia

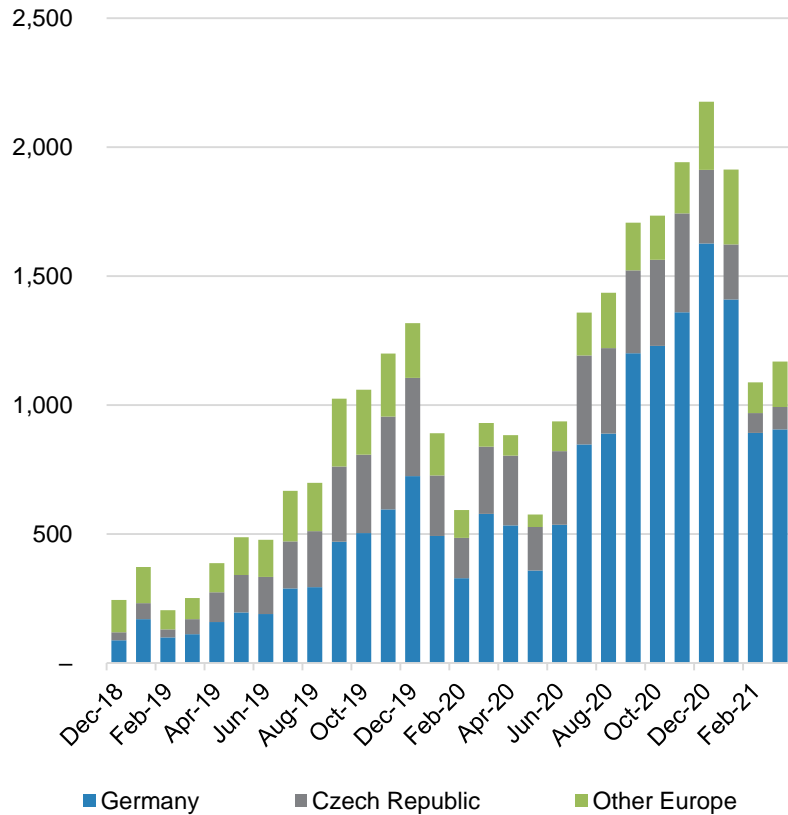


New Zealand has captured a significant share of the growth in China's log import volume.

European Spruce Beetle Epidemic

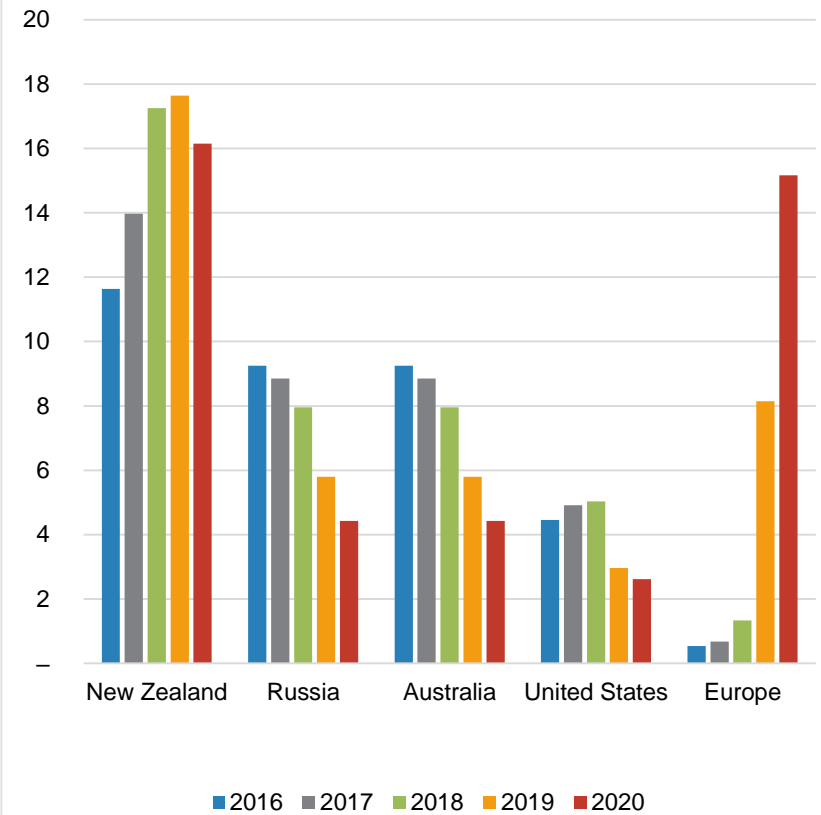
China Softwood Log Imports from Europe

(thousand m³)



China Softwood Log Imports by Major Source

(million m³)

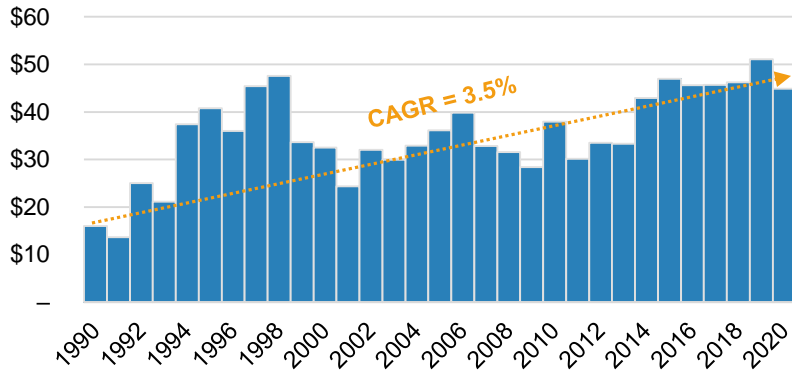


European spruce beetle epidemic has driven increased competitive supply into China market.

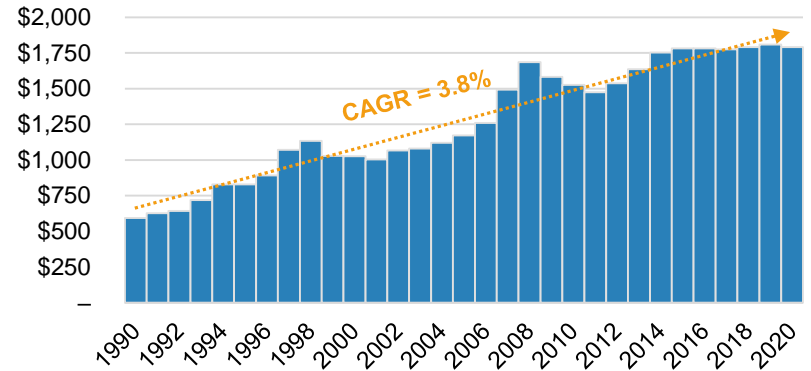
Deconstructing Timberland Returns

U.S. South Historical Valuation Snapshot

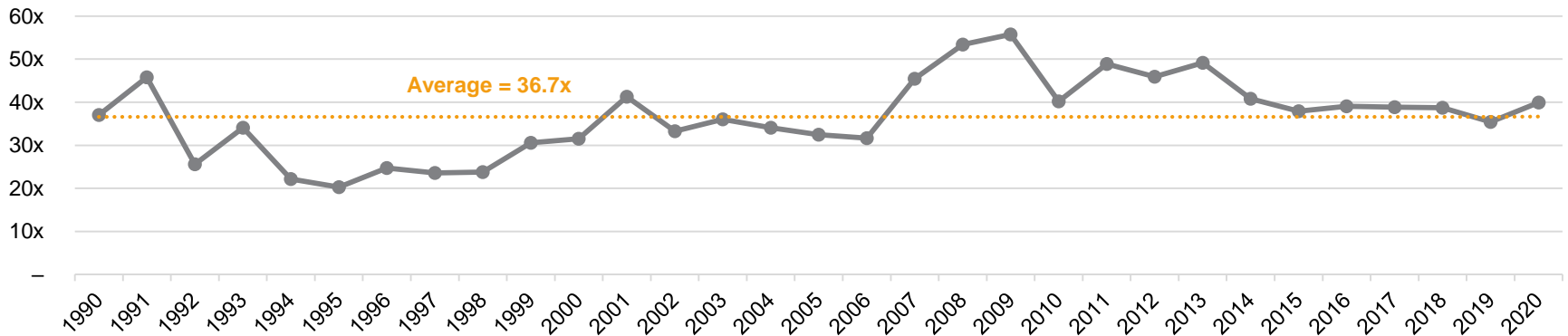
U.S. South EBITDA per Acre (NCREIF)



U.S. South Value per Acre (NCREIF)



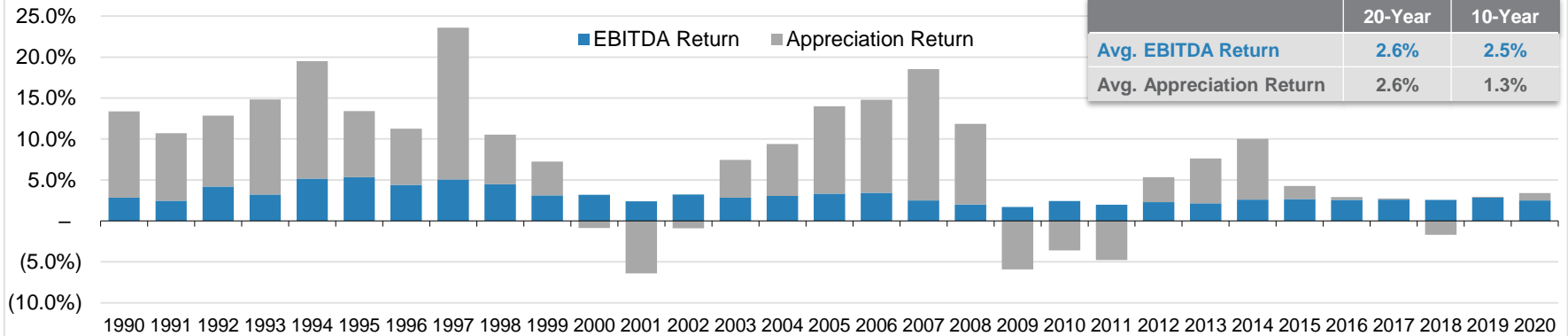
U.S. South EBITDA Multiples (NCREIF)



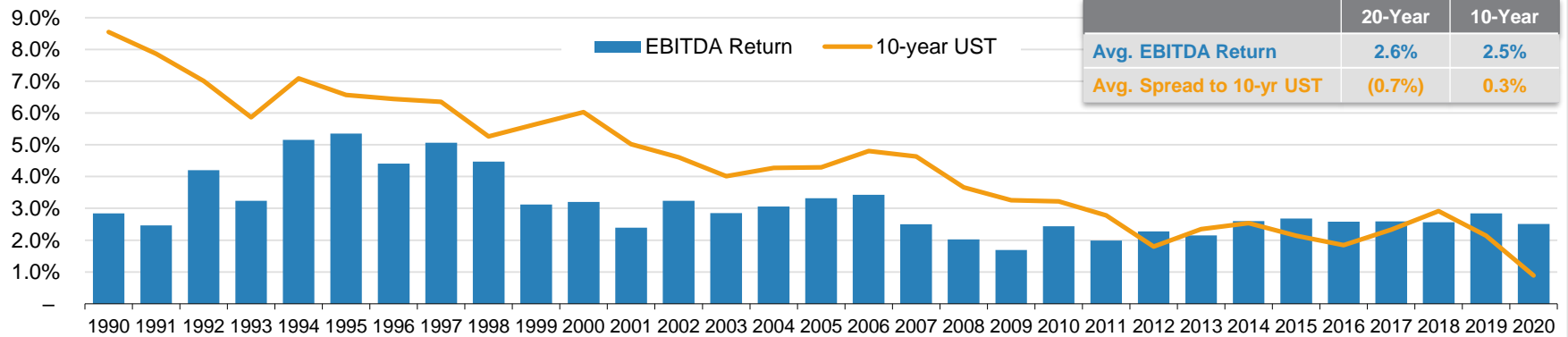
U.S. South timberlands have traded at an average EBITDA multiple (excluding land sales) of ~37x over the last 31 years.

Historical Components of U.S. South Timberland Returns

NCREIF South Historical Returns

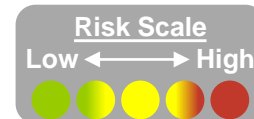


NCREIF South Historical EBITDA Returns vs. 10-Year Treasury



U.S. South timberlands have historically been bid to EBITDA cap rates in the range of 2.5% to 3.0%, which is generally in line with the average 10-year treasury yield over the last decade.

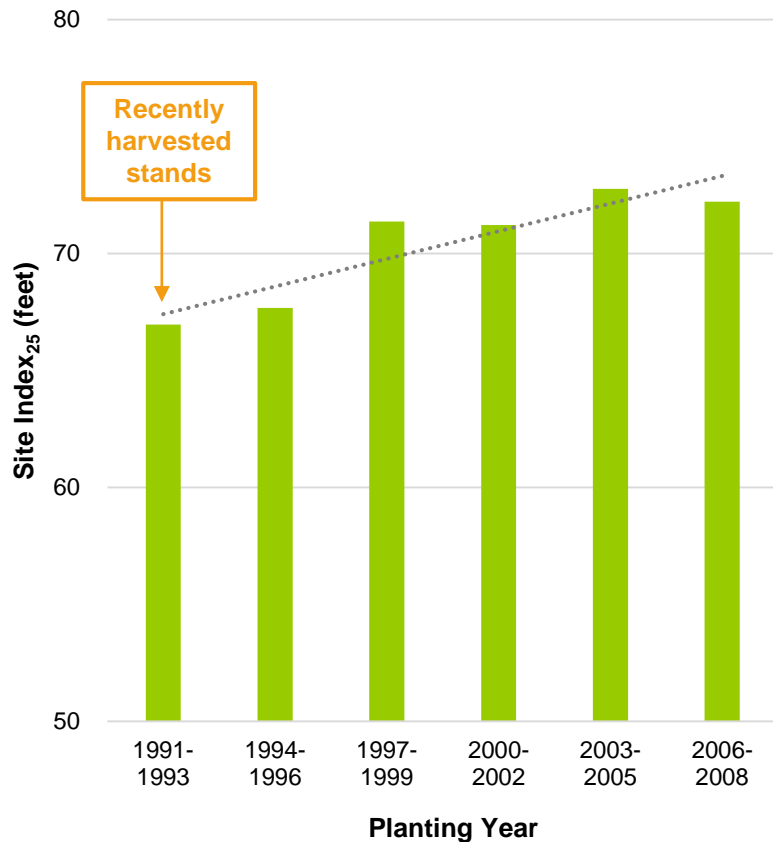
Components of Timberland Return – U.S. South



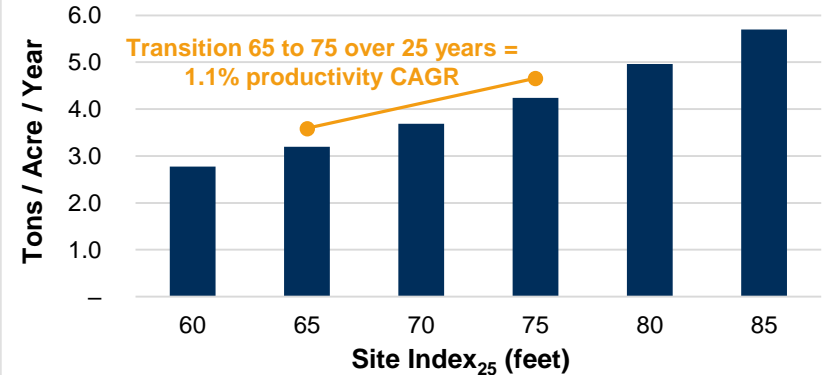
Return Component	Value Range	Risk to Achieve	Comments
Cash Return Expectation			
EBITDA Return	2.0% – 4.5%		EBITDA yield for Southern timber, including timber harvest and non-timber income
(–) Capex Investment	~(0.5%)		Average annual cost of replanting / silviculture; can vary based on site
Current Cash Flow Return	1.5% – 4.0%		Varies based on market quality, site index / productivity, stocking, etc.
Other Components of Return			
Productivity Gains	0.5% – 1.0%		Based on improved silviculture; higher gain potential on lower quality properties
HBU Uplift	0.0% – 1.0%		Requires market for rural property; proximity to population centers is key
Return to Trend Pricing	0.0% – 1.5%		Higher “return-to-trend” expectation is common in more depressed markets
Long-Term “Real” Price Growth	0.0% – 0.5%		Long-term expectation of real price increases above inflation
Total Return Expectation			
Typical “Real” Return Expectation	4.5% – 5.5%	Varies	Represents typical timberland real discount rate range
(+) Assumed Inflation	~2.0%		Based on long-term historical spread between treasuries and TIPS
“Nominal” Return Expectation	6.5% – 7.5%	Varies	Represents expected long-term, unlevered return on timberland investments

Productivity is a Key Driver of Timberland Value

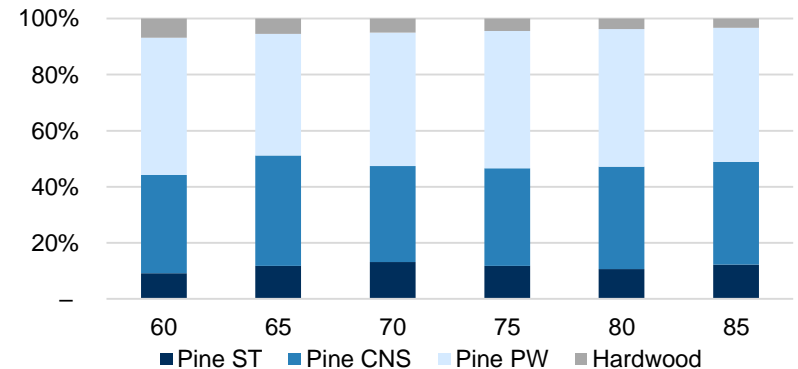
Rayonier U.S. South Pine Site Index₂₅ (feet)



Harvest Volume Increases with Site Index (2)



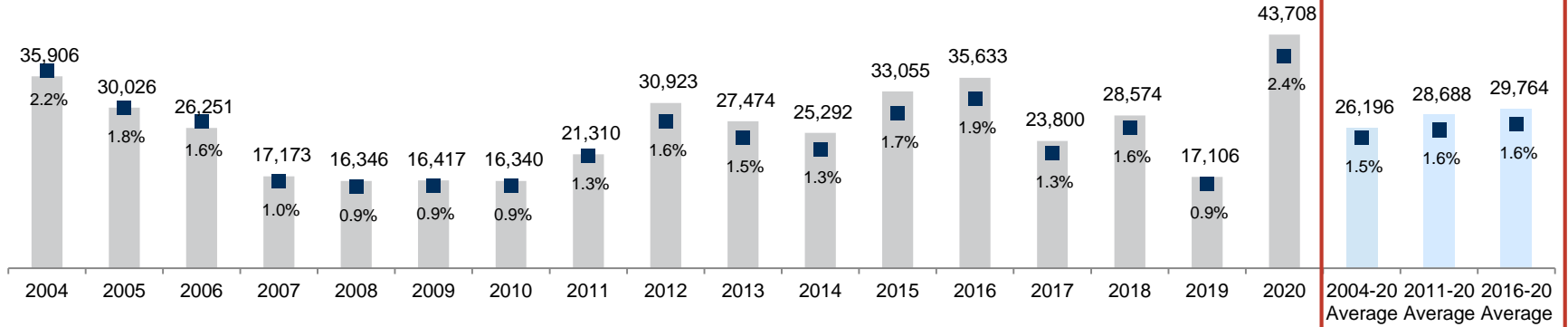
Product Mix Improves with Site Index (2)



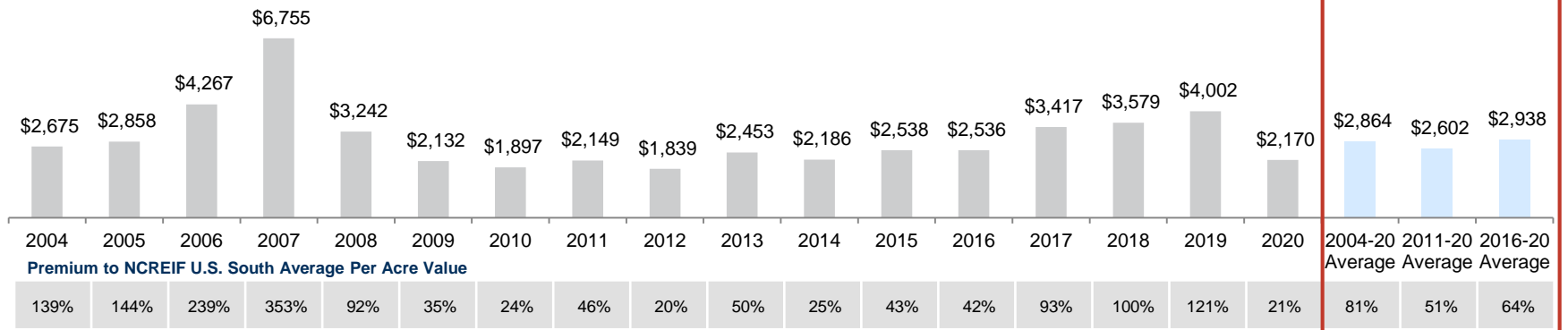
Higher site index properties generate greater harvest yields and a more valuable product mix. Improving site index by 10 feet over a 25-year harvest rotation implies ~1% annual productivity gain.

Rayonier Historical Real Estate / HBU Summary

Historical Acres Sold / % of Total Southern Acreage



Historical HBU Value per Acre / Premium to NCREIF Index



Rayonier has generally sold 1.0% to 2.0% of its Southern land base annually at premiums in the range of ~50% above timberland value, with premiums improving more recently.



Notes: Excludes Large Dispositions, Improved Development, Conservation Easements and New Zealand land sales. 2007 includes a 3,100 acre sale in west central Florida at \$15,000 per acre.

Illustrative HBU Economics

Example: 1 Million Acre U.S. South Portfolio

(\$ in 000s, excepts per acre values)

Sales Pace / Premium 1.0% / 50.0% 1.5% / 75.0%

Illustrative Asset Profile

U.S. South Portfolio Acres (000s)	1,000	1,000
Timberland Value per Acre ⁽¹⁾	\$1,792	\$1,792
Implied Total Asset Value	\$1,792,000	\$1,792,000

Implied HBU Inputs

# of Acres Sold Annually	10,000	15,000
Implied HBU Price per Acre	\$2,688	\$3,136
HBU Premium per Acre	\$896	\$1,344

HBU Contribution to Return

HBU Sales Revenue	\$26,880	\$47,040
(-) Real Estate Overhead Costs ⁽²⁾	(2,688)	(4,704)
Implied Adjusted EBITDA	\$24,192	\$42,336
(-) Acquire Replacement Timberlands ⁽³⁾	(17,920)	(26,880)
Residual Cash Flow	\$6,272	\$15,456

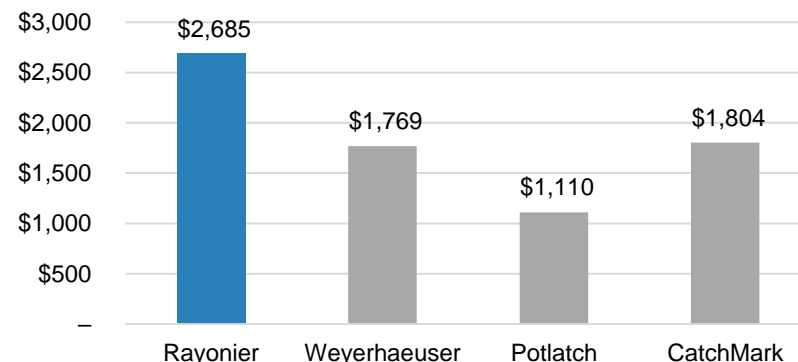
Residual Cash Flow / Total Asset Value 0.4% 0.9%

HBU Incremental Return Sensitivity Analysis

(% incremental return)

		Premium to Timberland Value				
		-	25%	50%	75%	100%
% of Acreage Sold	0.50%	(0.1%)	0.1%	0.2%	0.3%	0.4%
	0.75%	(0.1%)	0.1%	0.3%	0.4%	0.6%
	1.00%	(0.1%)	0.1%	0.4%	0.6%	0.8%
	1.25%	(0.1%)	0.2%	0.4%	0.7%	1.0%
	1.50%	(0.2%)	0.2%	0.5%	0.9%	1.2%

Peer Group Real Estate Prices (2019 – 2020) ⁽⁴⁾

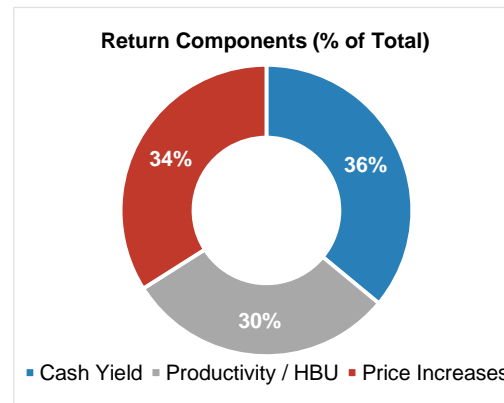
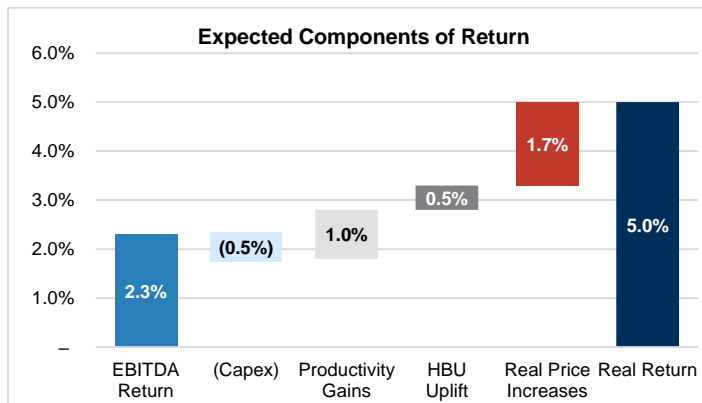


A well-designed HBU program should be able to generate roughly 0.5% to 1.0% of incremental return relative to underlying timberland returns (depending on the quality of HBU product).

Deconstructing Timberland Returns – Illustrative Acquisitions

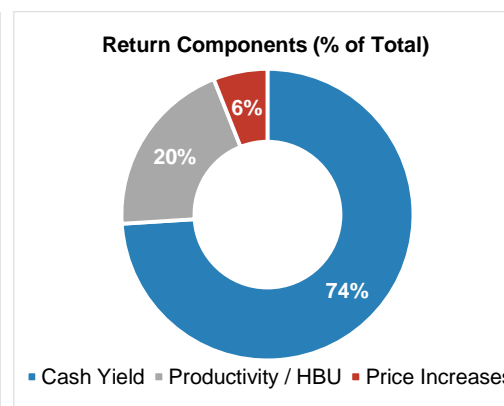
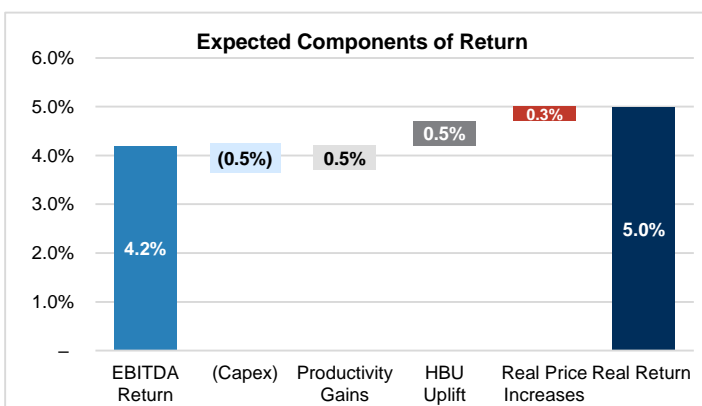
Illustrative Acquisition Scenario A – Low Productivity Asset / Bottom Quartile Market

Assumed Portfolio Profile	
Location	MS-1
Composite Stumpage Price ⁽¹⁾	\$9.90
Site Index	65
Volume per Acre per Year ⁽²⁾	3.2
Implied EBITDA per Acre ⁽³⁾	\$32
Assumed Value per Acre	\$1,500



Illustrative Acquisition Scenario B – High Productivity Asset / Top Quartile Market

Assumed Portfolio Profile	
Location	FL-1
Composite Stumpage Price ⁽¹⁾	\$20.14
Site Index	80
Volume per Acre per Year ⁽²⁾	5.0
Implied EBITDA per Acre ⁽³⁾	\$101
Assumed Value per Acre	\$2,500



(1) Based on TimberMart-South 2020 regional average composite stumpage price assuming mix of 50% pulpwood, 30% chip-n-saw and 20% sawtimber.
 (2) Growth and yield predictions based on PMRC 1996 (Loblolly PMRC TR-1996-1 and Slash PMRC TR-1996-3) with FMRC Fastlob 3.0 Fertilizer response equations. Assumes mix of plantation / hardwood acreage and loblolly / slash species based on Rayonier portfolio averages.
 (3) Assumes non-timber income roughly offsets timber management costs for illustration purposes.

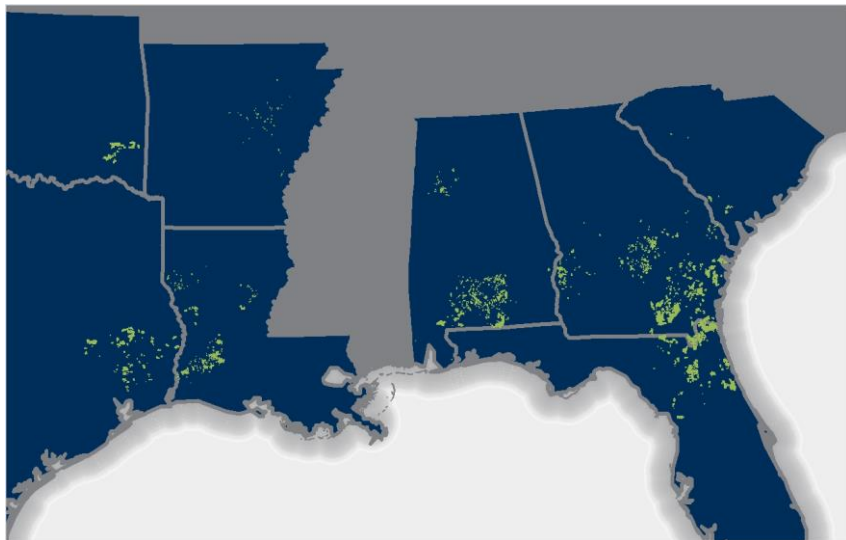
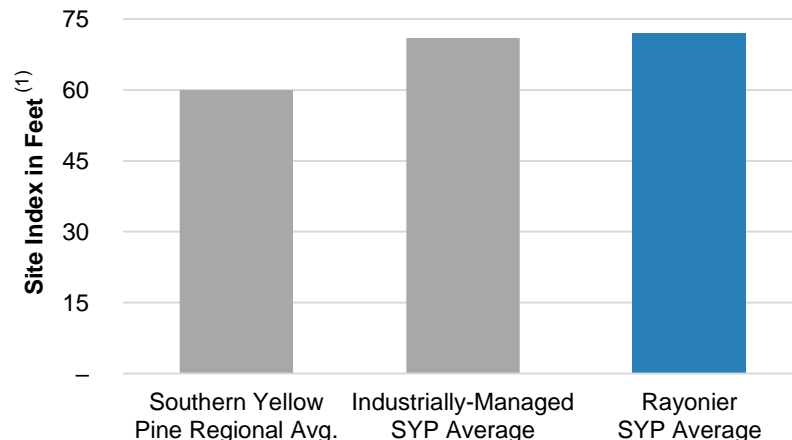
Timber Segments Overview

Southern Timber – Portfolio Overview

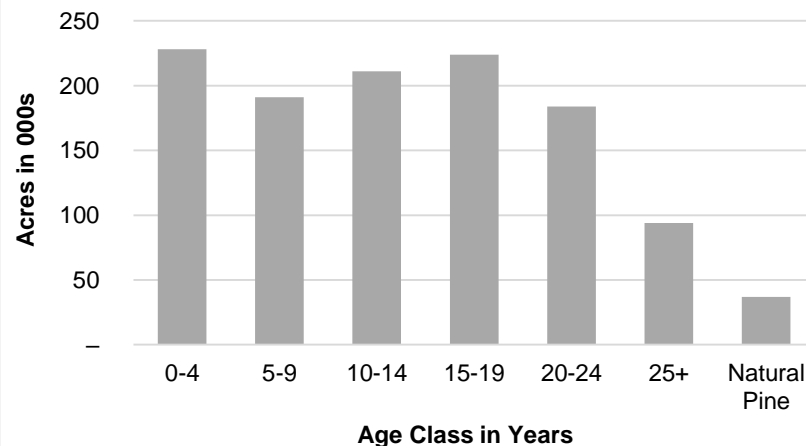
Highlights / Location

- Acreage: 1.75 million acres
- Sustainable Yield: 5.9 – 6.3 million tons
- Planted / Plantable: 67%
- Average Site Index: 72 feet at age 25 ⁽¹⁾
- 2020 EBITDA*: \$109.1 million
- Sustainable Forestry Initiative Certification

Strong Productivity Characteristics



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).

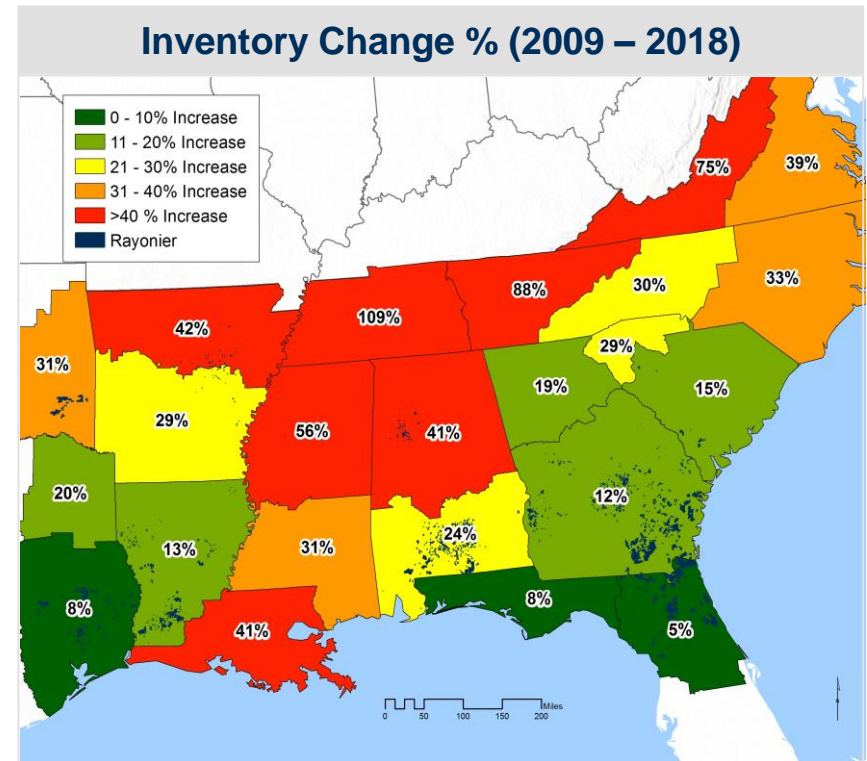
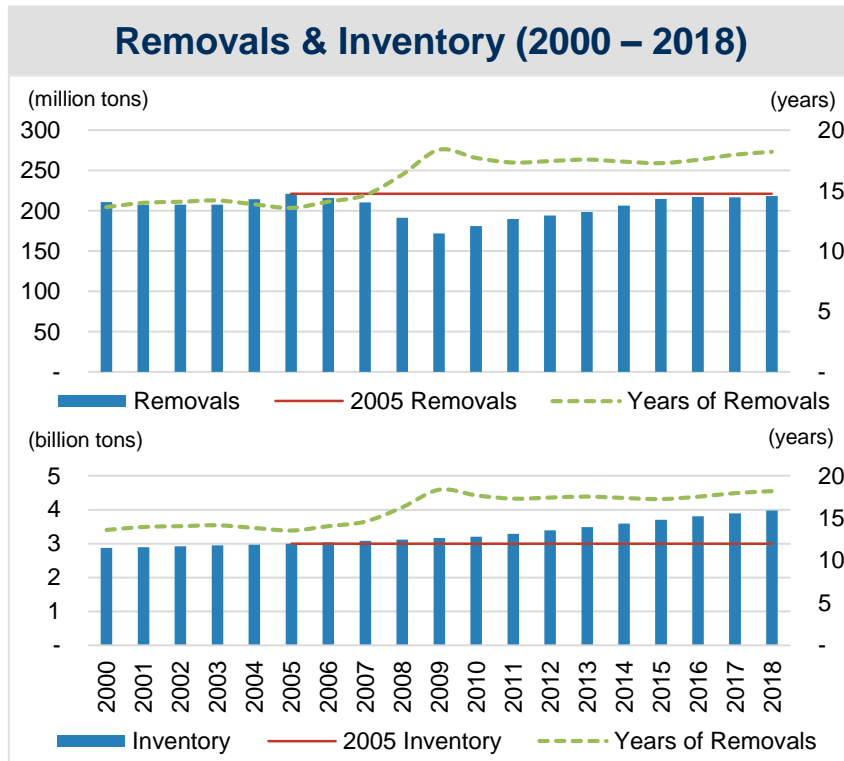
(2) Age class profile as of 09/30/20 per 2020 Form 10-K.

Source: U.S. Dept. of Agriculture, Society of American Foresters Journal of Forestry.

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

U.S. South Softwood Inventory Build

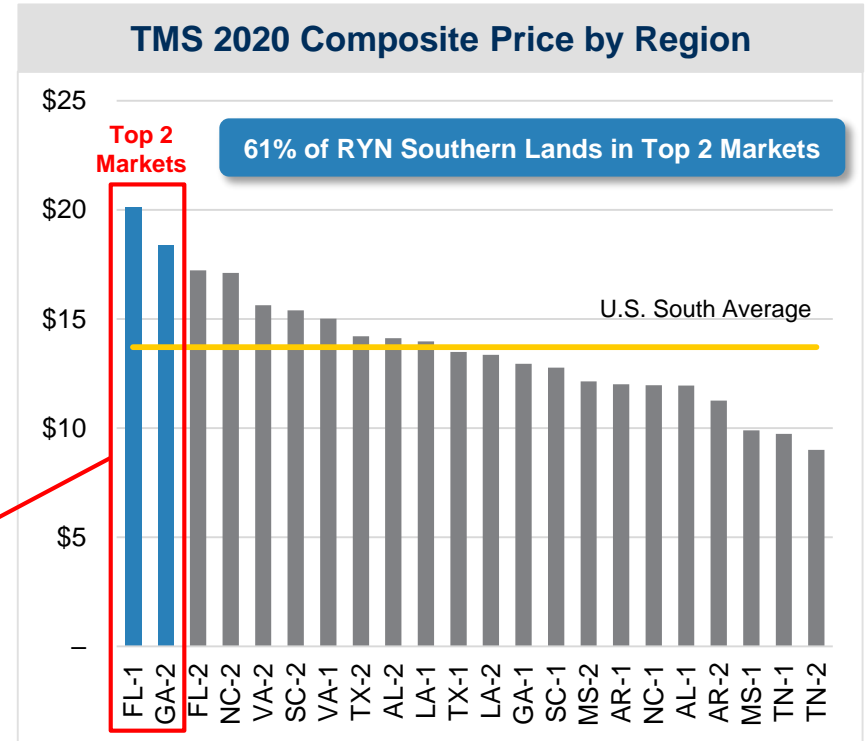
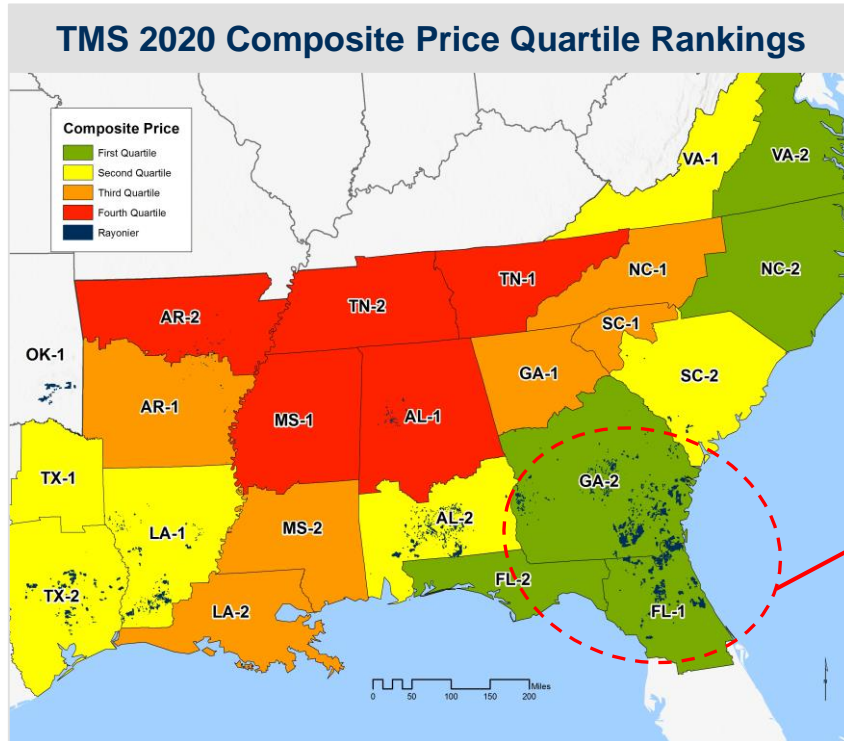
- Timber markets across the South have experienced differing levels of inventory and demand changes
- U.S. South removals are at pre-recession level; however, inventory has increased by over 1 billion tons
- Standing timber inventories have increased disproportionately in the Inland Gulf area



Removals have recovered to pre-recession level; however, total U.S. South inventory has increased significantly. Weaker markets are experiencing disproportionate inventory build.

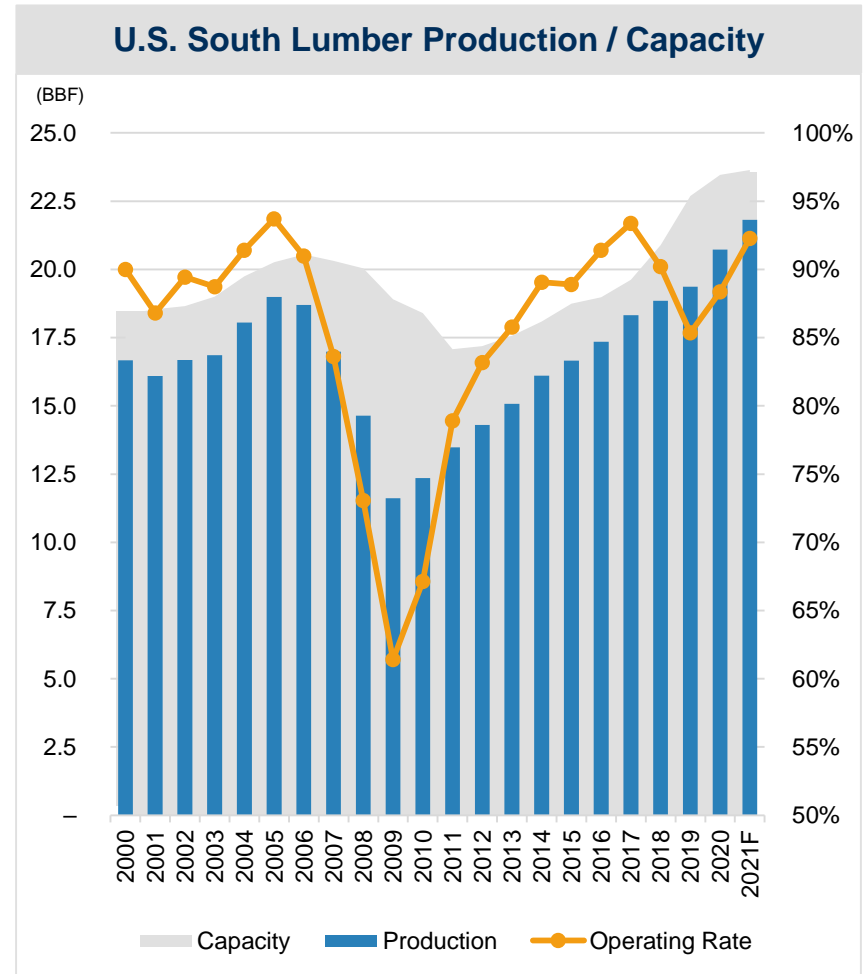
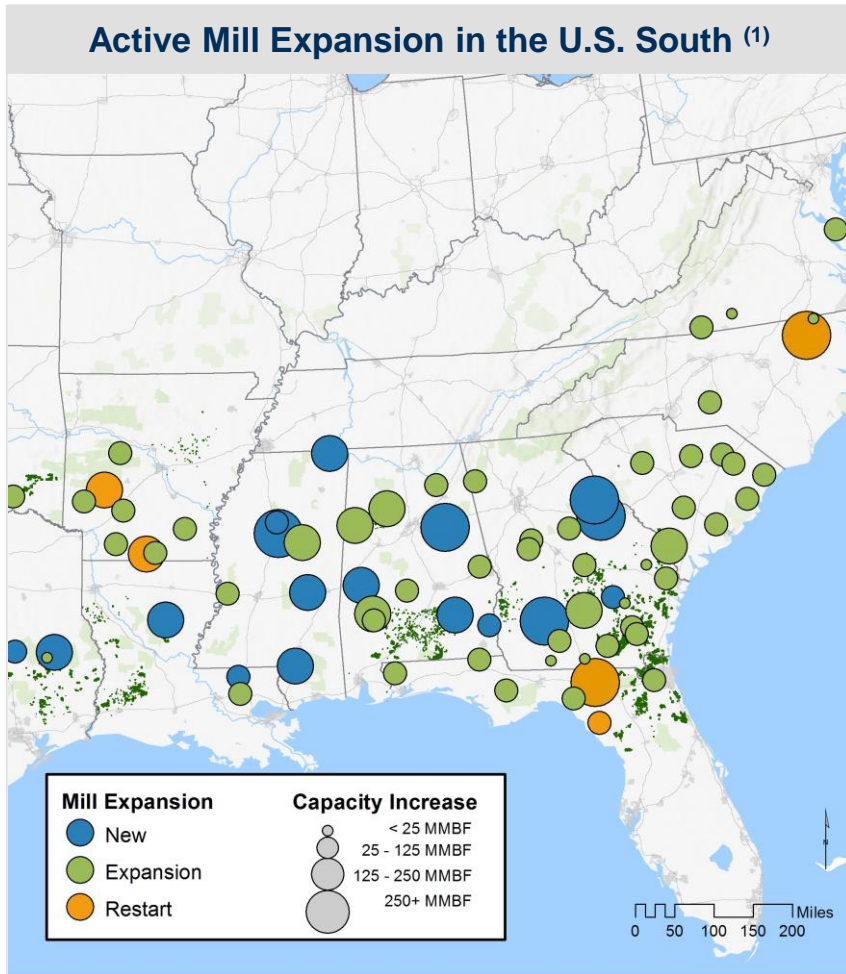
RYN Concentrated in Strongest U.S. South Markets

- 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 61% of Rayonier's Southern timberlands are located in the top two markets (ranked by TimberMart-South composite stumpage pricing).

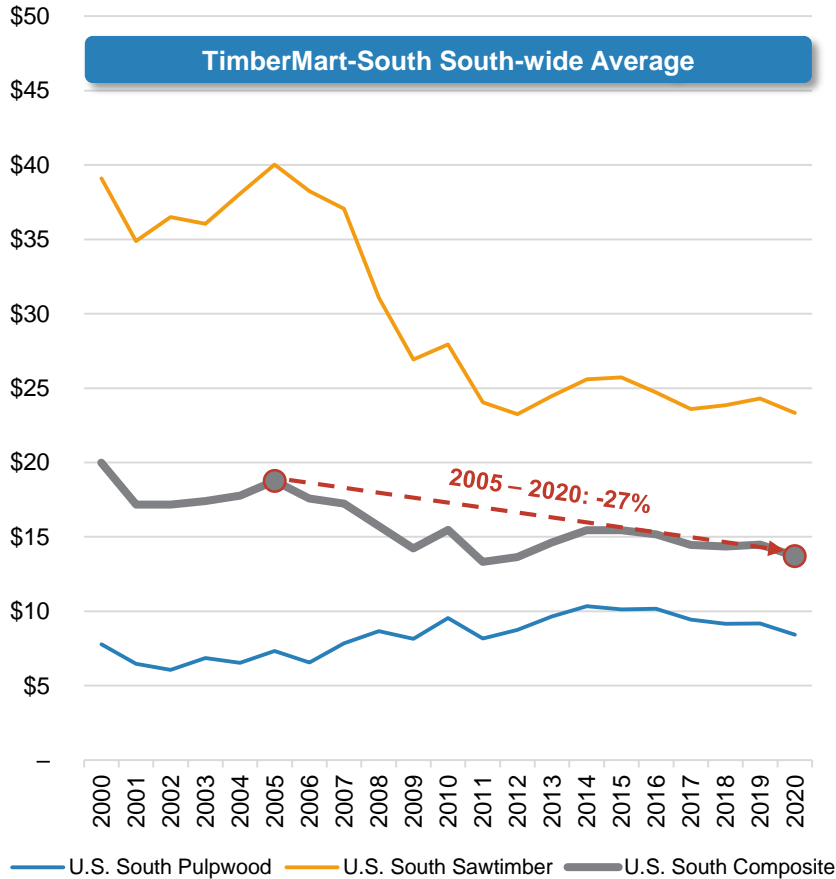
Lumber Capacity Expansion in U.S. South



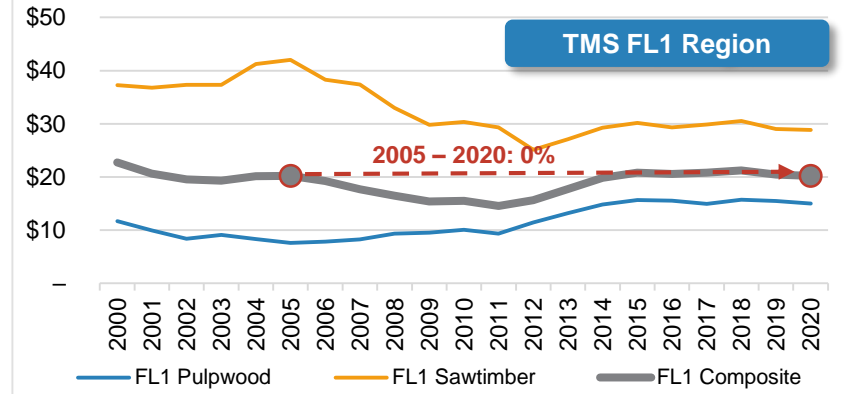
Lumber production and capacity in the U.S. South has grown significantly over the last several years.

Pulpwood Supports Composite Prices in Strong Markets

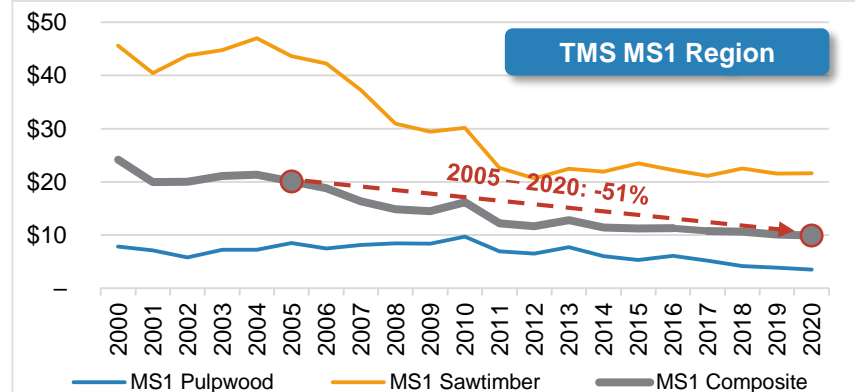
U.S. South-wide Average Stumpage Pricing



Strong Markets Support Composite Pricing



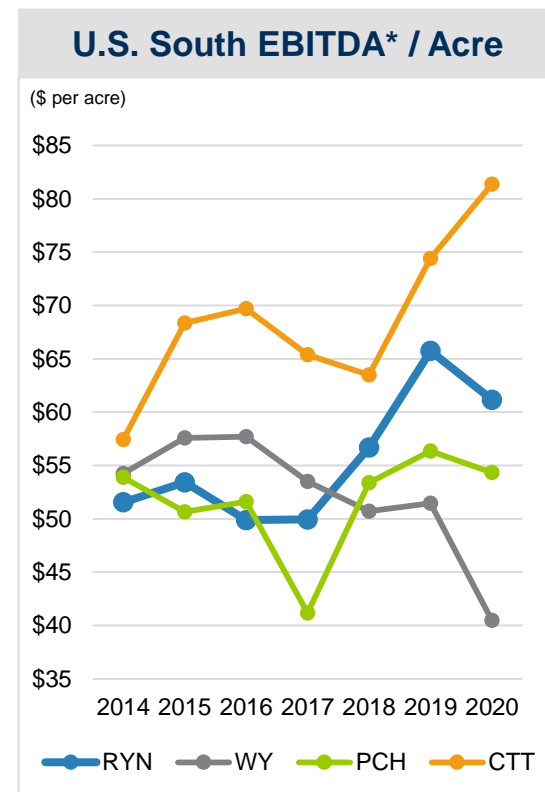
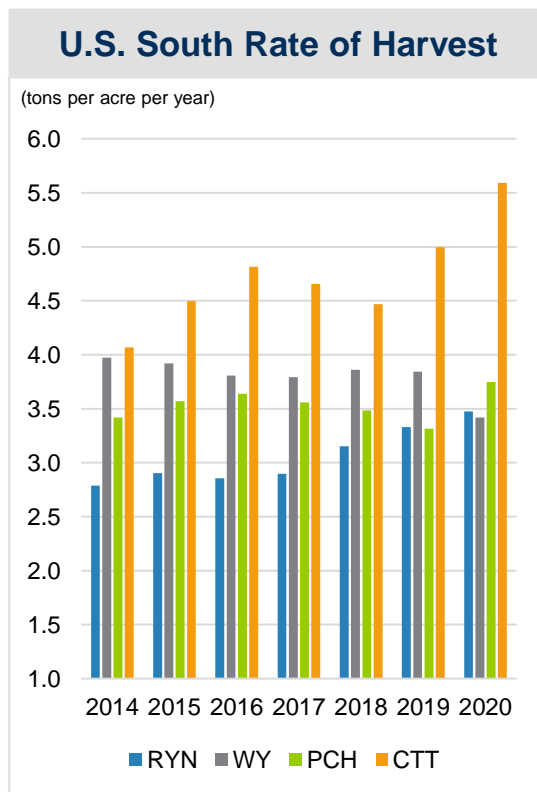
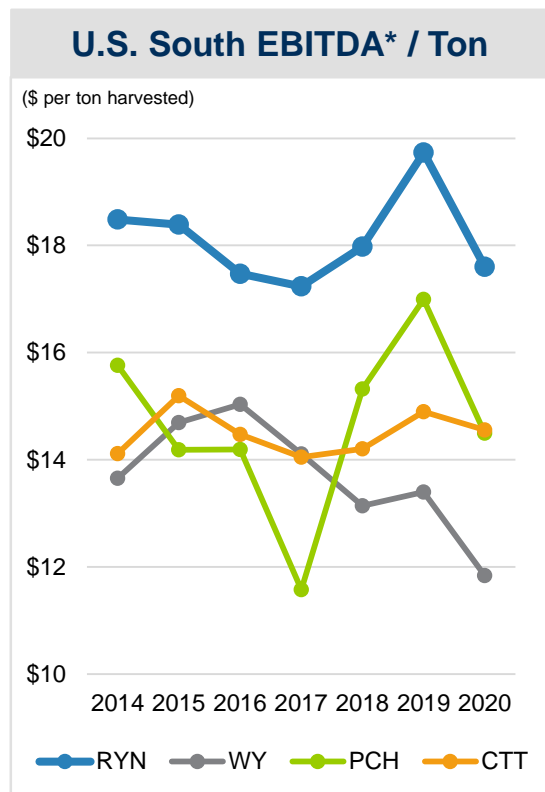
Weaker Markets Hinder Composite Pricing



As sawtimber pricing has eroded in the U.S. South, increased pulpwood pricing has offset the overall composite price decline in strong markets where Rayonier focuses its ownership.

U.S. South EBITDA* Benchmarking

- EBITDA* per ton best captures profitability per unit of sales
- EBITDA* per acre can be misleading due to differential rates of harvest



Rayonier has consistently delivered sector-leading EBITDA* per ton in the U.S. South.

Source: WY figures pro forma for PCL combination. CTT figures include a modest amount of acreage and harvest volume from the Pacific Northwest. EBITDA, harvest volume and acreage data for all peers based on public filings. Per acre data calculated based on estimated average acres for each year (i.e., average of year-end and prior year-end acres), adjusted for major acquisitions/dispositions (i.e., pro-rated from date of transaction).

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

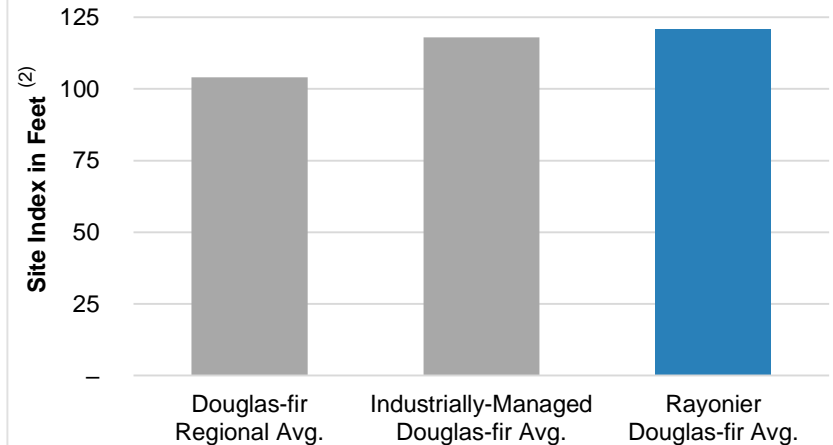
Pacific Northwest Timber – Portfolio Overview

Highlights / Location

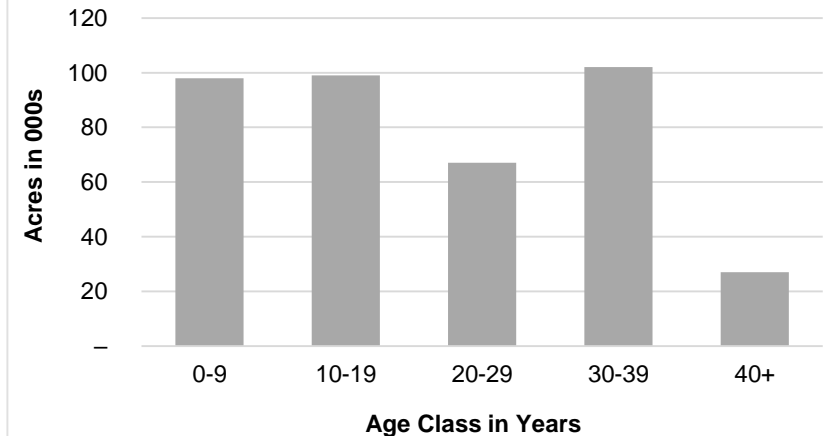
- Acreage: 507,000 acres ⁽¹⁾
- Sustainable Yield: 1.8 – 1.9 million tons ⁽¹⁾
- Planted / Plantable: 77% ⁽¹⁾
- Average Site Index: 110 feet at age 50 ⁽²⁾
- 2020 EBITDA*: \$37.1 million
- Sustainable Forestry Initiative Certification



Strong Productivity Characteristics



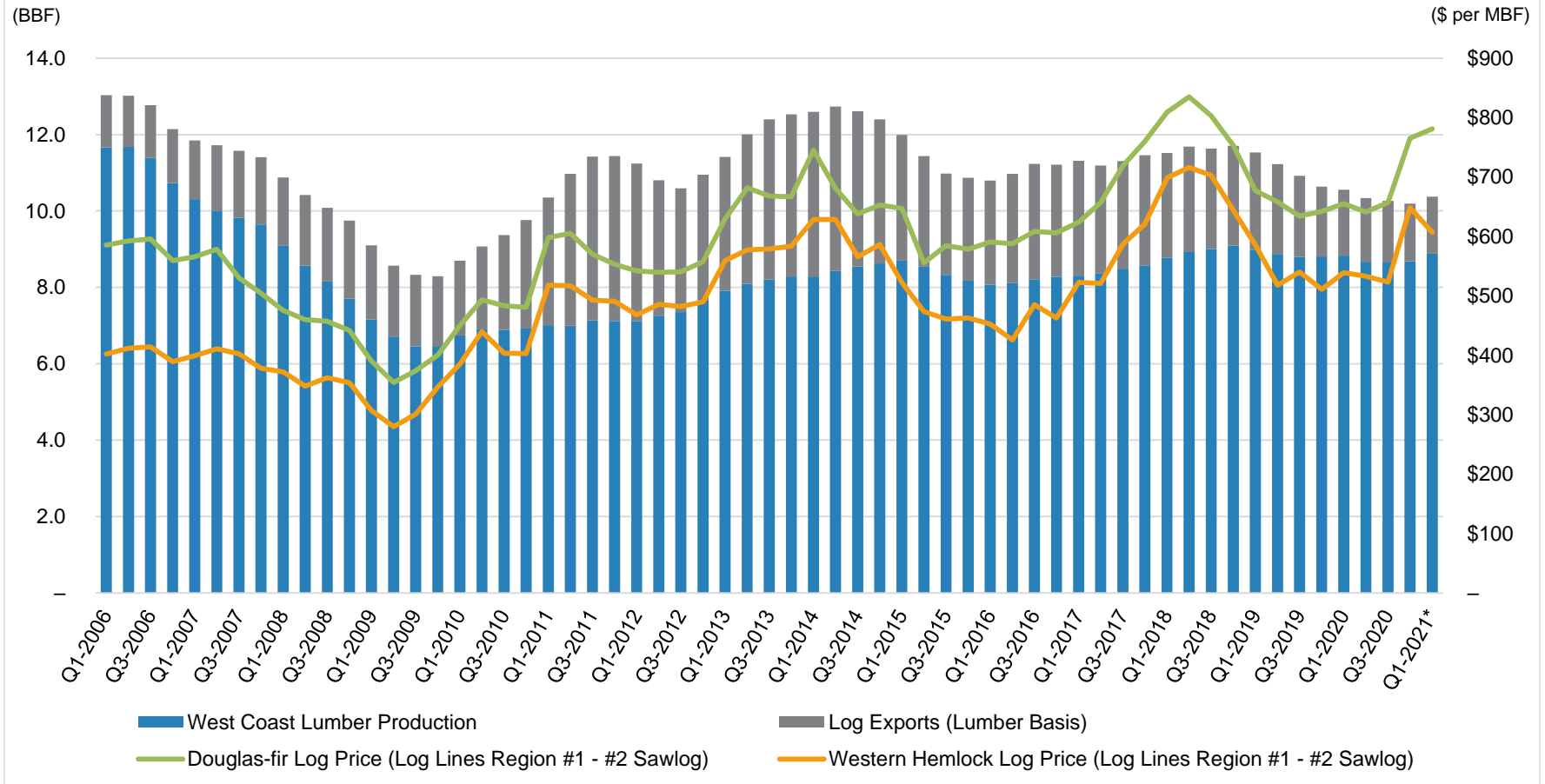
Improving Age Class Profile ⁽³⁾



(1) Excludes "look-through" acres in Timber Funds business.
 (2) 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
 (3) Age class profile represents commercial forest acres as of 9/30/20 per 2020 Form 10-K pro forma for Pope Resources acquisition.
 Source: U.S. Dept. of Agriculture, Society of American Foresters Journal of Forestry.
 * Non-GAAP measure (see Appendix for definitions and RYN reconciliations).

Pacific Northwest Demand & Pricing Trends

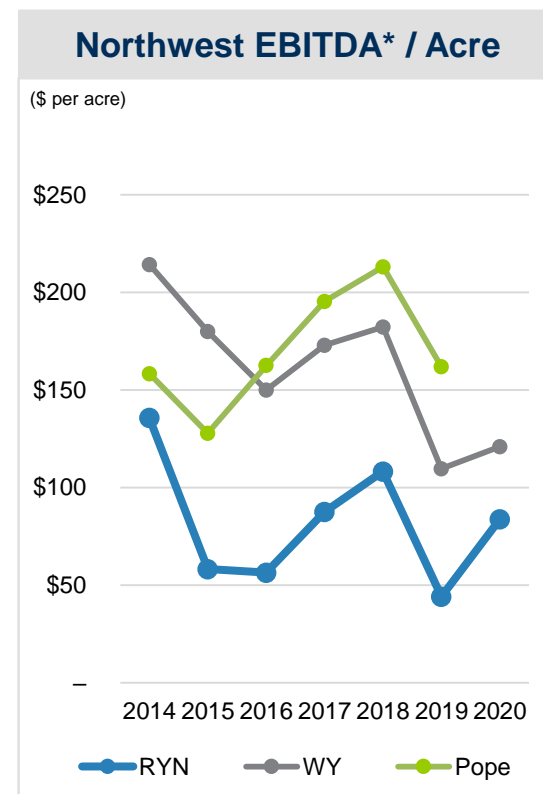
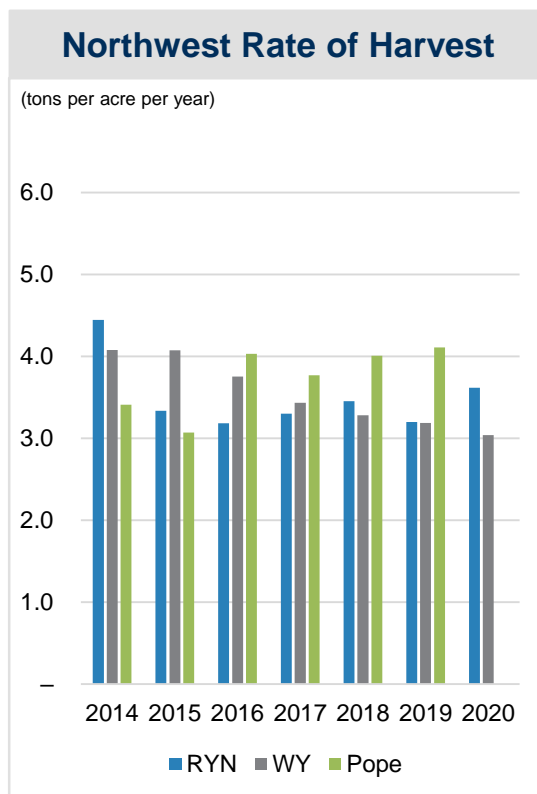
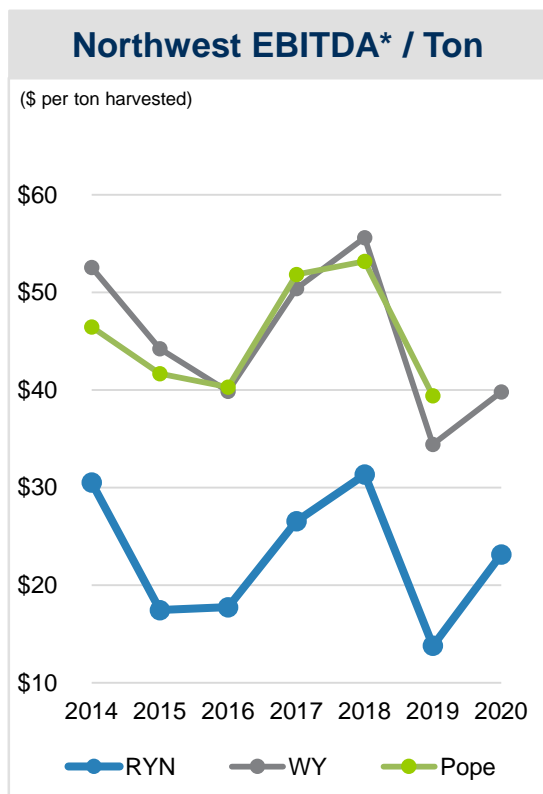
Pacific Northwest Log Demand & Pricing



Pacific Northwest pricing has improved recently driven by strong domestic lumber demand.

Pacific Northwest EBITDA* Benchmarking

- Following November 2014 announcements, Rayonier reduced its rate of harvest in the Northwest
- Rayonier's Pacific Northwest EBITDA* per ton has historically been below the peer group due to its higher proportion of hemlock volume (vs. Doug-fir) and higher mix of cable logging



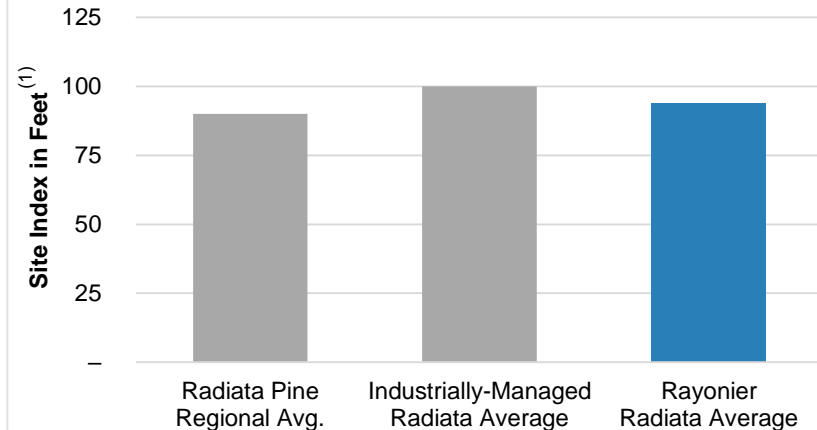
EBITDA* per ton and EBITDA* per acre both improved markedly in 2020 versus 2019 as a result of the Pope acquisition and higher pricing.

New Zealand Timber – Portfolio Overview

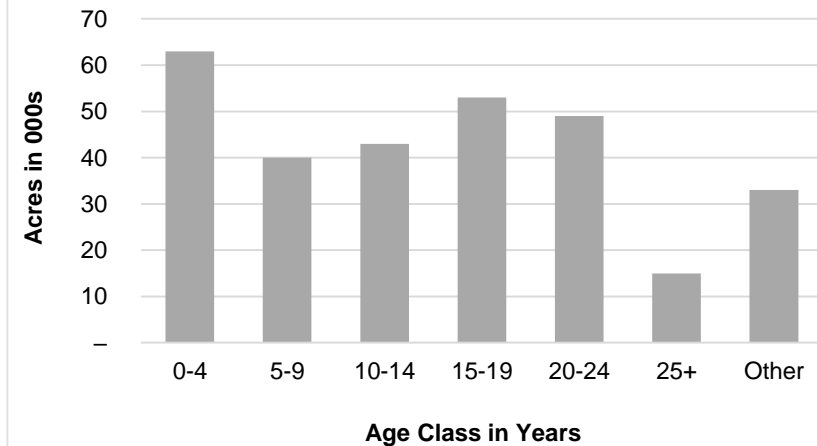
Highlights / Location

- Acreage: 417,000 acres (296,000 productive acres)
- Sustainable Yield: 2.4 – 2.7 million tons
- Planted / Plantable: 71%
- Average Site Index: 94 feet at age 20 ⁽¹⁾
- 2020 EBITDA*: \$55.0 million
- FSC® and PEFC™ Certification
- Appraised value as of 12/31/20: NZ\$1,594 million (NZ\$5,386 / productive acre) ⁽³⁾

Strong Productivity Characteristics



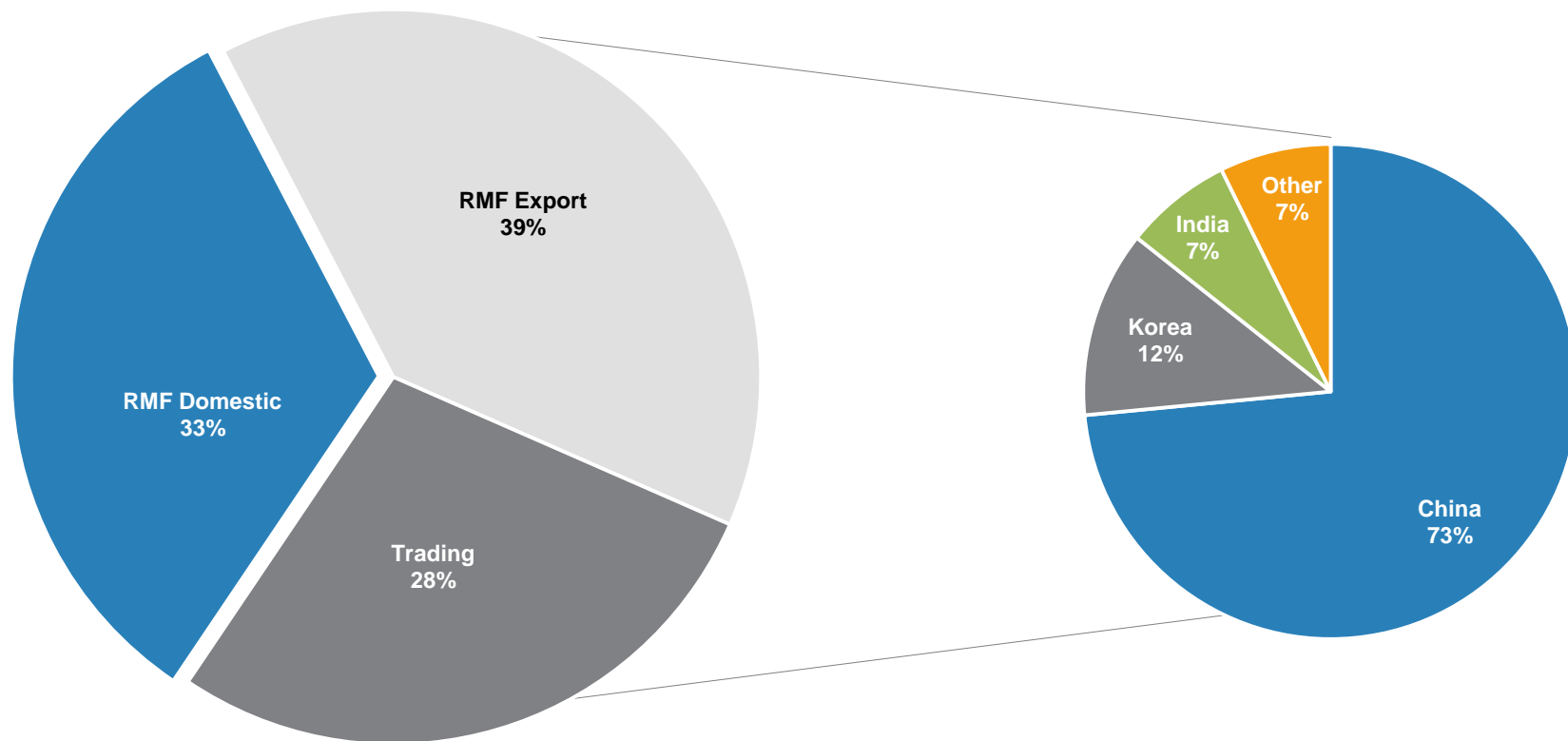
Balanced Age Class Profile (Radiata) ⁽²⁾



(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 12/31/20 per 2020 Form 10-K.
 (3) Annual appraisals are obtained by Matariki Forestry Group for compliance with statutory financial reporting requirements.
 Source: NZ Ministry for Primary Industries, New Zealand Journal of Forestry.
 * Non-GAAP measure (see Appendix for definitions and RYN reconciliations).

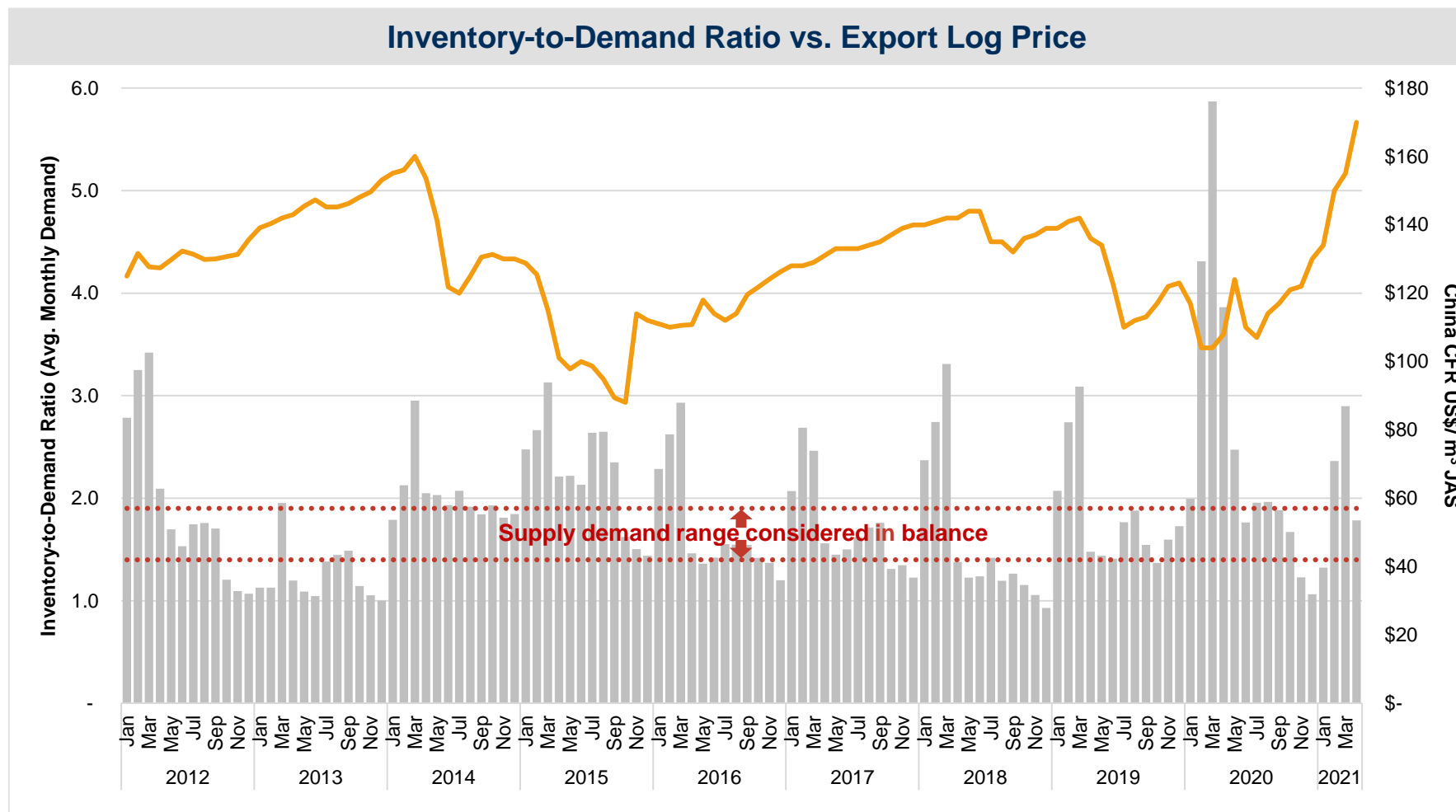
Diversified Mix of Domestic & Export Markets

Volume by Market Destination (2020)



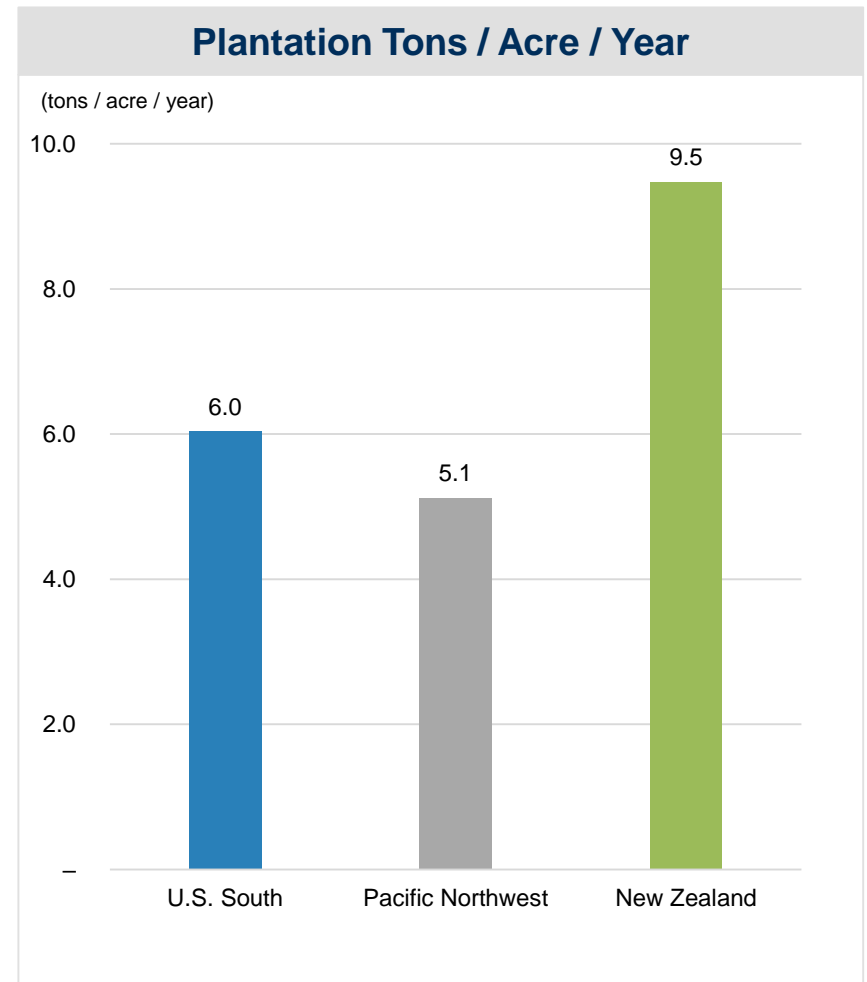
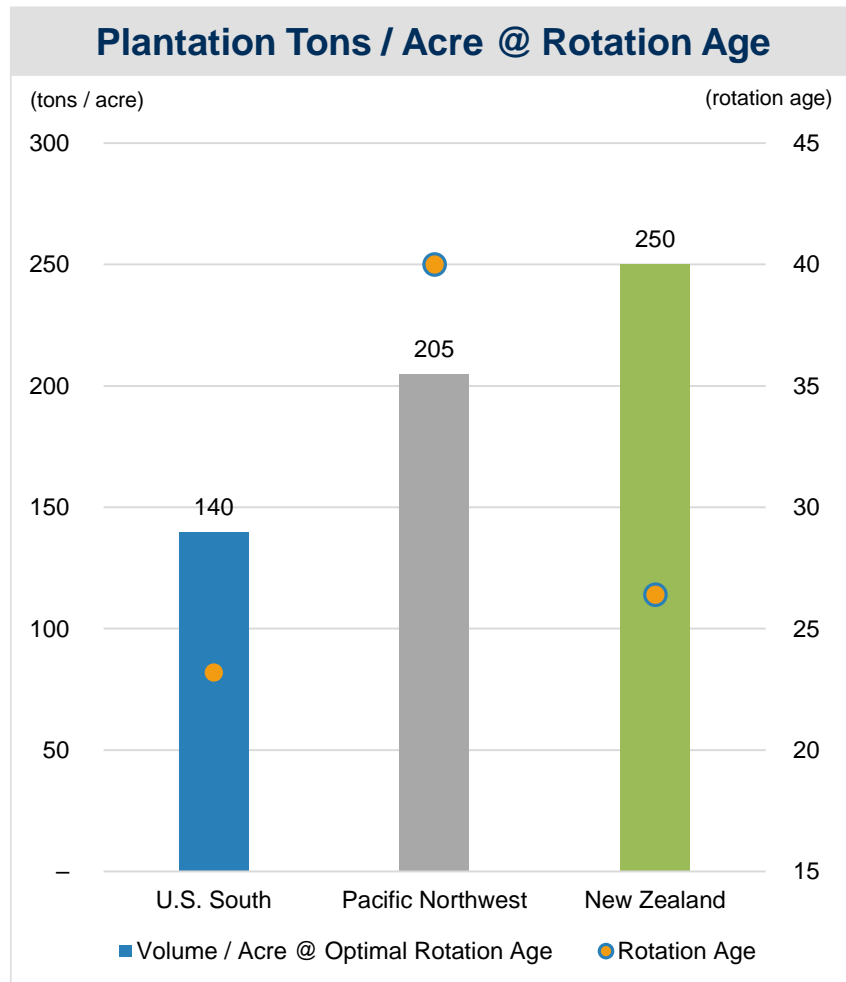
Over half of the New Zealand segment's volume (excluding Trading volume) is sold into export markets, with China being the largest source of demand.

Inventory Levels Drive Near-Term Price Fluctuations



Export supply / demand is generally considered in balance when the ratio of port inventory to average monthly demand is between 1.4 and 1.9 times. Inventory typically spikes around the Chinese New Year.






New Zealand Productivity Strong Relative to U.S.




In addition to providing market diversification, New Zealand offers superior softwood plantation productivity relative to the U.S.

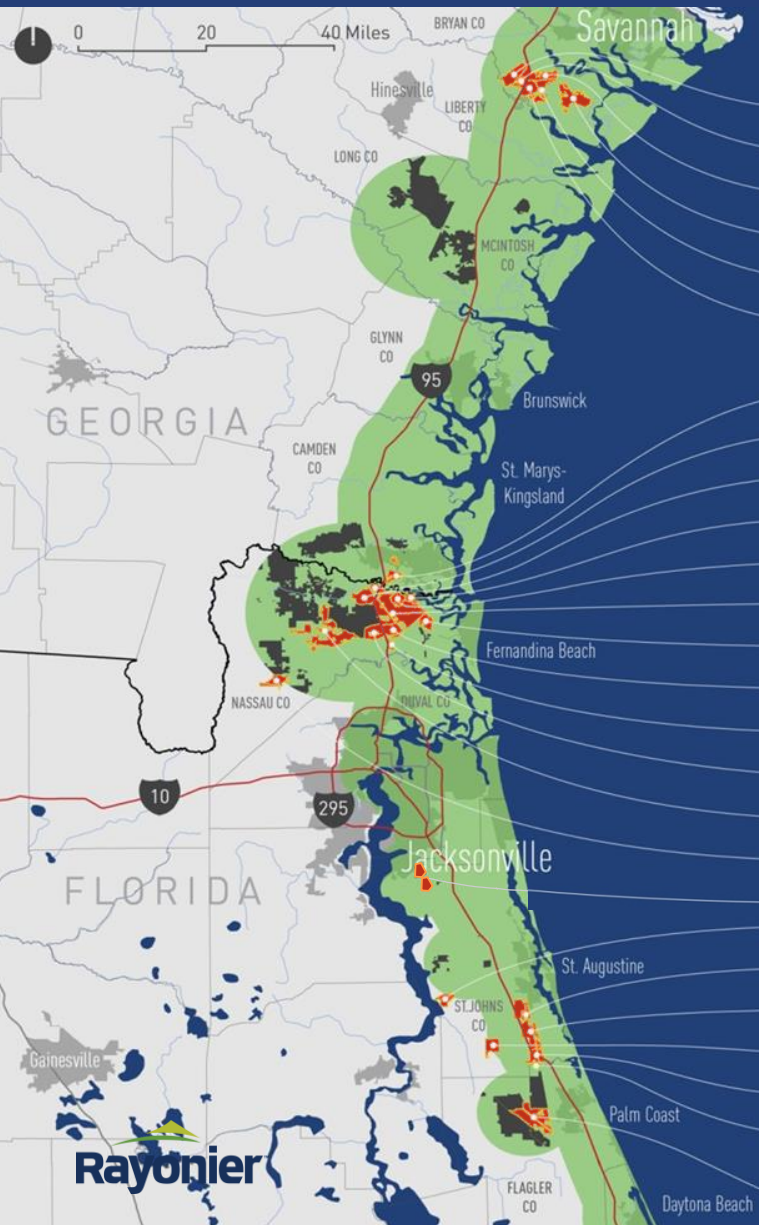
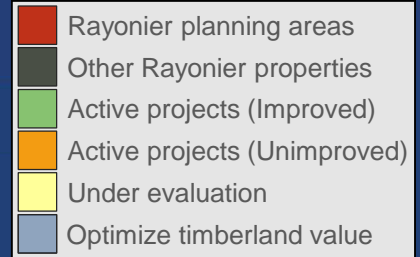
Real Estate / HBU Strategy

Real Estate Strategy – Optimize Value & Create Optionality

Timberlands		Real Estate		
 <p>Large Dispositions</p>	 <p>Timberland & Non-Strategic</p>	 <p>Rural</p>	 <p>Unimproved Development</p>	 <p>Improved Development</p>
<p>Strategic sales of timberland</p> <ul style="list-style-type: none"> Opportunistic-only for capital allocation Upgrade portfolio Excluded from Adj. EBITDA and pro-forma financials 	<p>Sale of timberland & non-strategic assets</p> <ul style="list-style-type: none"> Little to no premium to timberland value Monetize and repurpose “dead capital” 	<p>Sale of rural places & properties</p> <ul style="list-style-type: none"> Capture premium to timberland value Build a pipeline of enhanced rural properties in higher potential markets 	<p>Sale of properties with development rights</p> <ul style="list-style-type: none"> Invest in securing development rights Build a pipeline of entitled properties in higher potential markets 	<p>Sale of developed land parcels</p> <ul style="list-style-type: none"> Invest in infrastructure and amenities Enhance value and create optionality of adjacent RYN properties
Timberland value	De minimis premium	HBU premium + ROI	HBU premium + ROI	HBU premium + ROI + optionality
Opportunistic	Reduce reliance	Grow moderately	Grow in select markets	Grow in <u>very</u> select markets

<p>Land Resources</p>	 <p>Sale of access to use properties / extract resources</p>	<ul style="list-style-type: none"> Maximize and grow annual gross margin/ac Build diverse portfolio of cash flows Develop new business growth 	<p>Annual gross margin per acre</p>	<p>Grow moderately</p>
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I-95 Coastal Corridor – Active Portfolio Management



PLANNING NODES

BRYAN COUNTY – US 17

BELFAST Commerce Park

- BELFAST 1
- KILKENNY
- BELFAST 2

RICHMOND HILL Mixed Use

- ST MARYS / CAMDEN GA
- EAST NASSAU NORTHERN
- WEST NASSAU 3
- ST MARYS BLUFF'S

EAST NASSAU Residential / Hospitality

- EAST NASSAU REMAINDER

CHESTER RD.

WILDLIGHT

- EAST NASSAU SOUTHERN
- WEST NASSAU 1
- WEST NASSAU 2
- CRAWFORD DIAMOND ★ sold

NORTH ST. JOHNS

- DEEP CREEK ★ sold
- SOUTH ST. JOHNS 1 ★ sold
- SOUTH ST. JOHNS 2 ★ sold
- ST. JOHNS REMAINDER
- SOUTH ST. JOHNS 3 ★ sold
- SOUTH ST. JOHNS 4 ★ sold

NEOGA LAKES

Georgia Low County
(Savannah, Richmond Hill, Bryan County)

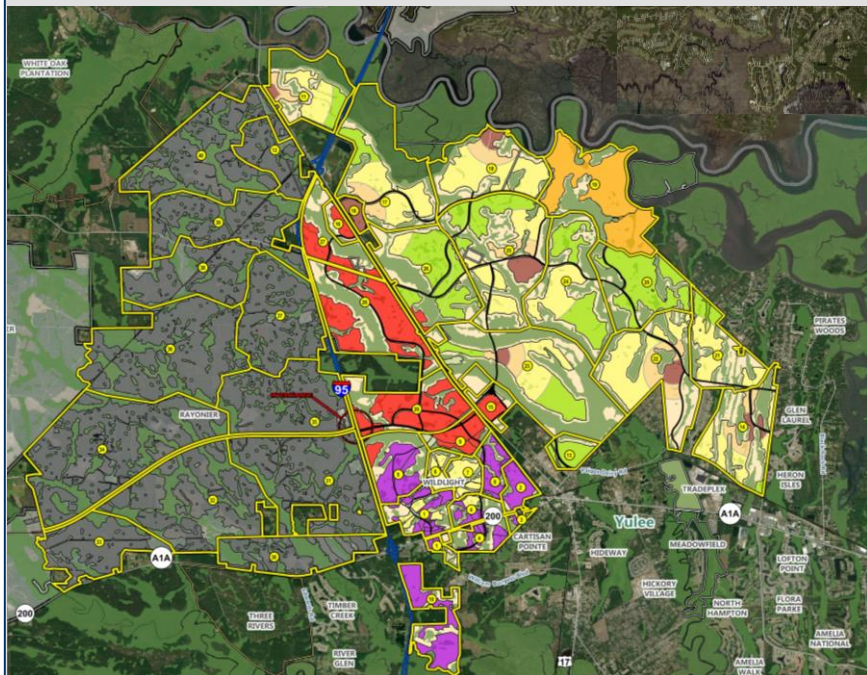
Florida Low County
(St. Mary's, Nassau County)

Selected Transactions (2013 – Q1 2021)

• Wildlight	101.66 ac	\$237,474/ac
• Richmond Hill	6.86 ac	\$145,773/ac
• Belfast 1	8.8 ac	\$91,429/ac
• Belfast Com. Ctr.	505 ac	\$32,829/ac
• North St. Johns	1,953 ac	\$17,289/ac
• Crawford Diamond	2,209 ac	\$10,000/ac
• South St. Johns	11,488 ac	\$3,644/ac
• Deep Creek	1,994 ac	\$3,200/ac

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.

Overview of Wildlight Community Development

WILDLIGHT

FLORIDA LOWCOUNTRY LIVING

- 261 net-acre Wildlight Village Center commenced development in March 2016
- Well positioned in a growing sub-market
- Rayonier owns ~25,000 acres in a 5-mile radius
- Land use entitlements in place to support future growth
- Total Sales Project-To-Date*:
 - Commercial: \$16.4MM gross sales (78 gross ac) (76 net ac)
 - Residential: \$7.8MM gross sales (144 lots) (24 gross & 24 net ac)
- Wildlight Elementary School & Rayonier HQ Office Building completed August 2017
- 6-lane A1A highway and new Interstate 95 interchange under construction completing end of 2020



Our strategy is to target Northeast Florida market demand and catalyze value across our significant land holdings over time.

Wildlight Village Center – Catalytic Uses and Design



Rayonier Office



Pool Amenity



The Lofts Apartments



UF Health YMCA



Wildlight Elementary School



Shopping & Dining



First Federal Bank



Marriott Branded Hotel



Catholic Pre-K Learning Center



Florida Public Utilities Office



Kindercare Childcare



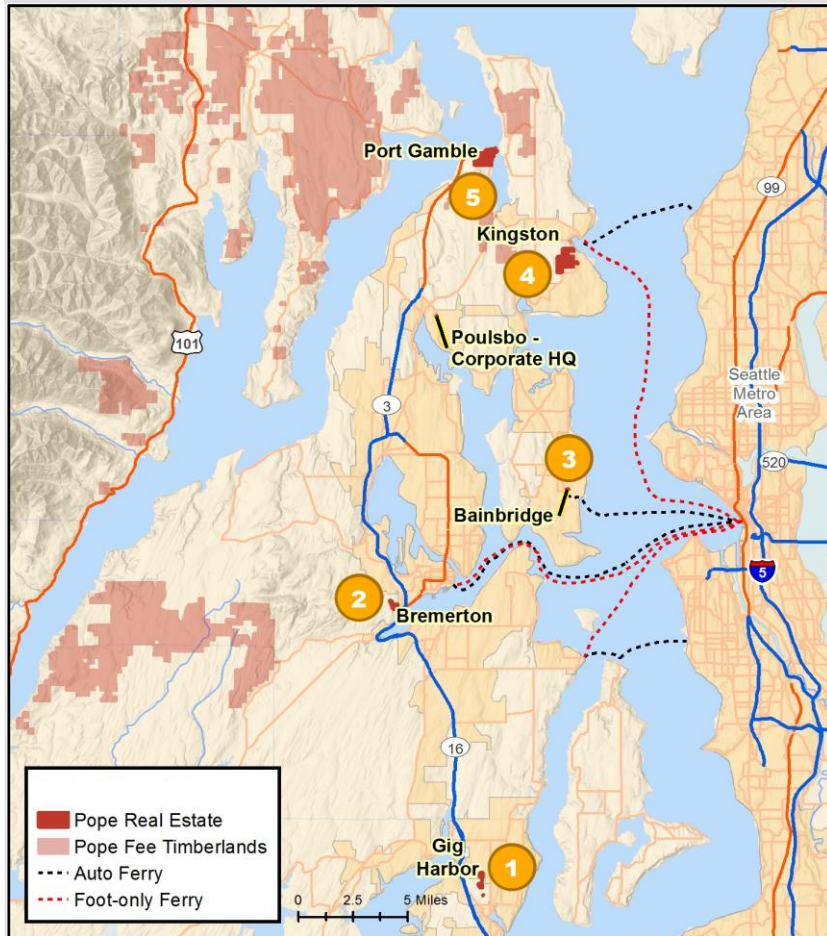
Heartland Dental



UF Health Ambulatory

Overview of Pope Real Estate Development Business

Pope Real Estate Portfolio Location Map



Active and Planned Real Estate Projects

- 1 Gig Harbor – Successful mixed-use community in final stages of development; remaining parcel is an 18.5-acre commercial property.
- 2 Bremerton – approx. 8-acre business park.
- 3 Bainbridge – JV partner in multi-family apartment and townhome project.
- 4 Kingston – Planned 751-unit residential community in Kingston; anticipating 2021-22 launch.
- 5 Port Gamble – company-owned town and prior mill site; future plans for mixed-use development project.

Pope has 67k acres within a 2-hour drive of downtown Seattle, one of the fastest growing job and housing markets in the U.S. New foot-only ferry allows greater connectivity to Seattle, thereby increasing accessibility. Conservation easement and rural HBU opportunities provide upside with minimal incremental capital.

Pope Resources' real estate portfolio is well-positioned to capitalize on Seattle's growing population, job and housing markets.

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 attributable to noncontrolling interests in Timber Funds, 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, 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 removes the impact of specific items that management believes do not directly reflect the core business operations on an ongoing basis attributable to Rayonier.

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.

Consolidated 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, 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, net income from discontinued operations and Large Dispositions. Consolidated 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 removes the impact of specific items that management believes do not directly reflect the core business operations on an ongoing basis.

Costs related to shareholder litigation is defined as expenses incurred as a result of the shareholder derivative demands. In addition, these costs include the costs associated with class action securities litigation brought against the Company in a case styled *In re Rayonier Inc. Securities Litigation*, filed in the United States District Court for the Middle District of Florida (Case No. 3:14-cv01395-RJC-JBT) and the Company's response to a subpoena it received from the SEC in November 2014. In July 2016, the Division of Enforcement of the SEC notified the Company that it had concluded its investigation into the Company. In October 2017, the court entered orders approving the settlement of the class action securities litigation and dismissing the case against all defendants with prejudice.

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

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.

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)

Q1 2021	
Current Maturities of Long-term Debt	-
Long-term debt, net of deferred financing costs (excluding Timber Funds)	\$1,299.4
Less - Fair Market Value Adjustments	(7.7)
Plus - Deferred financing costs	2.3
Total Debt, (Principal Only, Excluding Timber Funds)	\$1,294.1
Cash and cash equivalents, Excluding Timber Funds	(77.9)
Net Debt	\$1,216.2

Reconciliation of Net Income to Adjusted EBITDA

(\$ in millions)	Q1 2021	2020	2019	2018	2017	2016	2015	2014
Net income	\$15.0	\$29.8	\$67.7	\$117.3	\$161.5	\$217.8	\$43.9	\$97.8
Operating loss attributable to NCI in Timber Funds	(1.1)	11.6	-	-	-	-	-	-
Interest, net attributable to NCI in Timber Funds	0.1	0.5	-	-	-	-	-	-
Income Tax expense attributable to NCI in Timber Funds	-	0.2	-	-	-	-	-	-
Net Income (Excluding NCI in Timber Funds)	\$14.0	\$42.1	\$67.7	\$117.3	\$161.5	\$217.8	\$43.9	\$97.8
Pro forma Items								
Timber write-offs resulting from casualty events attributable to Rayonier ⁽¹⁾	-	7.9	-	-	-	-	-	-
Costs related to the Merger with Pope Resources ⁽¹⁾	-	17.2	-	-	-	-	-	-
Costs related to shareholder litigation ⁽¹⁾	-	-	-	-	0.7	2.2	4.1	-
Gain on foreign currency derivatives ⁽¹⁾	-	-	-	-	-	(1.2)	-	-
Large Dispositions ⁽¹⁾	-	(28.7)	-	-	(67.0)	(143.9)	-	(21.4)
Internal review and restatement costs ⁽¹⁾	-	-	-	-	-	-	-	3.4
Net income from discontinued operations ⁽¹⁾	-	-	-	-	-	-	-	(43.4)
Interest, net, continuing operations	9.9	38.0	29.1	29.7	32.2	33.0	34.7	49.7
Income tax expense (benefit), continuing operations	3.5	6.8	12.9	25.2	21.8	5.0	(0.9)	(9.6)
Depreciation, depletion and amortization	40.3	154.7	128.2	144.1	127.6	115.1	113.7	120.0
Non-cash cost of land and improved development	1.8	30.4	12.6	23.6	13.7	11.7	12.5	13.2
Non-operating (income) / expense	-	(0.9)	(2.7)	(2.2)	-	-	0.1	3.8
Adjusted EBITDA ⁽¹⁾	\$69.5	\$267.4	\$247.8	\$337.7	\$290.5	\$239.7	\$208.1	\$213.5

⁽¹⁾ Non-GAAP measure or pro forma item (see Appendix for definitions and reconciliations).

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
Q1 2021								
Operating Income	\$17.3	\$1.3	\$14.0	\$1.5	\$1.7	\$0.2	(\$7.6)	\$28.5
Operating loss attributable to NCI in Timber Funds	-	-	-	(\$1.1)	-	-	-	(\$1.1)
Depreciation, depletion & amortization	\$14.4	\$16.3	\$7.2	\$0.6	\$1.6	\$0.0	\$0.3	\$40.3
Non-cash cost of land and real estate sold	-	-	-	-	1.8	-	-	\$1.8
Adjusted EBITDA ⁽¹⁾	\$31.7	\$17.6	\$21.2	\$1.0	\$5.1	\$0.2	(\$7.3)	\$69.5
2020								
Operating Income	\$41.3	(\$10.0)	\$30.0	(\$13.2)	\$72.0	(\$0.5)	(\$45.2)	\$74.4
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)
Depreciation, depletion & amortization	61.8	47.1	25.0	1.6	17.7	-	1.4	154.7
Non-cash cost of land and real estate sold	-	-	-	-	30.4	-	-	30.4
Adjusted EBITDA ⁽¹⁾	\$109.1	\$37.1	\$55.0	\$1.8	\$91.4	(\$0.5)	(\$26.6)	\$267.4
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 real estate sold	-	-	-	-	12.6	-	-	12.6
Adjusted EBITDA ⁽¹⁾	\$119.7	\$16.7	\$75.8	-	\$59.5	\$0.0	(\$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 real estate sold	-	-	-	-	23.6	-	-	23.6
Adjusted EBITDA ⁽¹⁾	\$102.8	\$40.9	\$90.8	-	\$123.4	\$1.0	(\$21.1)	\$337.7

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

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

(\$ in millions)	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Real Estate	Trading	Corporate and Other	Total
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 real estate sold	-	-	-	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
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 real estate sold	-	-	-	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 real estate sold	-	-	-	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 real estate sold	-	-	-	13.2	-	-	13.2
Large Dispositions ⁽¹⁾	-	-	-	(21.4)	-	-	(21.4)
Internal review and restatement costs ⁽¹⁾	-	-	-	-	-	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 (see Appendix for definitions and reconciliations).