

Strong Foundation for the Future



DAVE NUNES

CEO



Strong Foundation for the Future

- ✓ **Assembled a Post-Spin Leadership Team**
- ✓ **Leveraged Our Pure-Play Timber REIT Model**
- ✓ **Actively Managed Our Portfolio**
- ✓ **Launched Real Estate Development Business**
- ✓ **Built a Strong and Cohesive Culture**
- ✓ **Developed a Thoughtful Succession Plan**



Rayonier is Well-Positioned to Create Long-Term Value

Experienced Board Supportive of Our Long-Term Vision



Dod Fraser
Chairman
 President,
 Sackett Partners
Joined: 2014



Dave Nunes
 CEO,
 Rayonier
2014



Keith Bass
 CEO,
 Mattamy Homes US
2017



Gregg Gonsalves
 Advisory Partner,
 Integrated Capital
2022



Scott Jones
 Former President,
 Forest Capital Partners
2014



Ann Nelson
 Former Partner,
 KPMG
2020



Matthew Rivers
 Forestry Advisor,
 Drax
2021



V. Larkin Martin
 Managing Partner,
 Martin Farm & VP,
 Albemarle
2007



Meridee Moore
 Chief Investment Officer,
 Watershed Asset
 Management
2021



Andrew Wiltshire
 Managing Partner,
 Folium Capital
2015

Key Skills Represented

Public Company C-Suite/Board	70%
Real Estate	60%
Timber/Forestry Industry	50%
REIT	50%
Agriculture	30%
Supply Chain	30%

Board Attributes

64 Years Average Age	7.5 Years Average Tenure
90% Independence	60% Diversity (Gender, Race, and National Origin)

Experienced Management Team with Proven Track Record



Dave Nunes 
CEO

Joined: 2014



Mark McHugh 
President & CFO;
Incoming CEO


2014



Doug Long 
EVP & Chief
Resource Officer

1995



April Tice 
VP, Chief Accounting
Officer; Incoming CFO


2010



Chris Corr 
SVP, Real Estate
Development

2013



Rhett Rogers 
SVP, Portfolio
Management

2001



Brendan Slui
SVP, Forest
Resources

1999



Vernon Hiott
SVP, Land Resources &
Business Development

2006



Shelby Pyatt
SVP,
HR & IT

2003



Mark Bridwell
SVP, General Counsel
& Corporate Secretary

2006

200+ Years
Industry Experience

150+ Years
Rayonier Tenure

Strong Leadership Attributes

- Industry expertise and experience
- Strategic acumen
- Accountability
- Transparency