

# Scaling Our Real Estate Development Platform



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SVP, Real Estate Development, and President of Raydient



# Key Messages

- 1 **Well-positioned** landholdings with growing market demand

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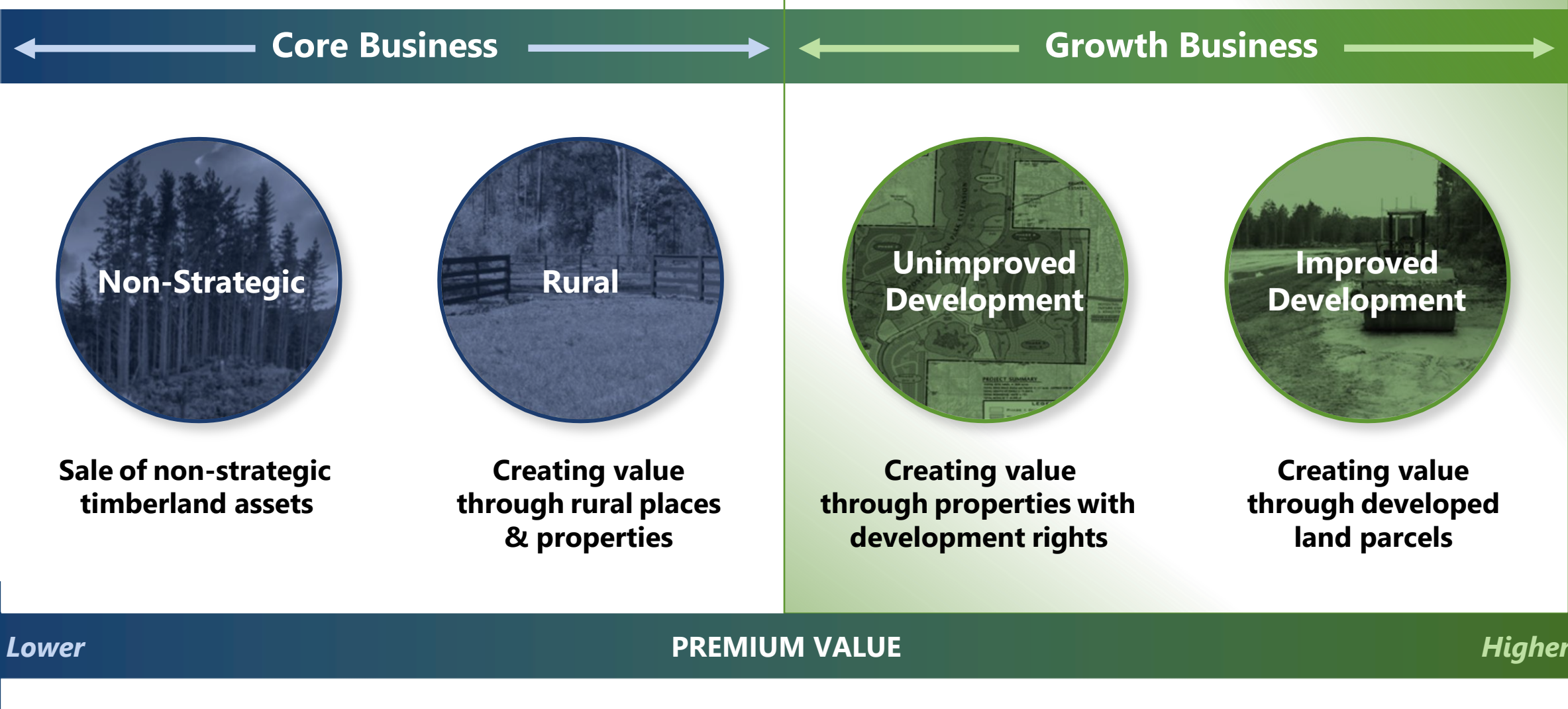
- 2 **Proven capability** to execute with a very long runway

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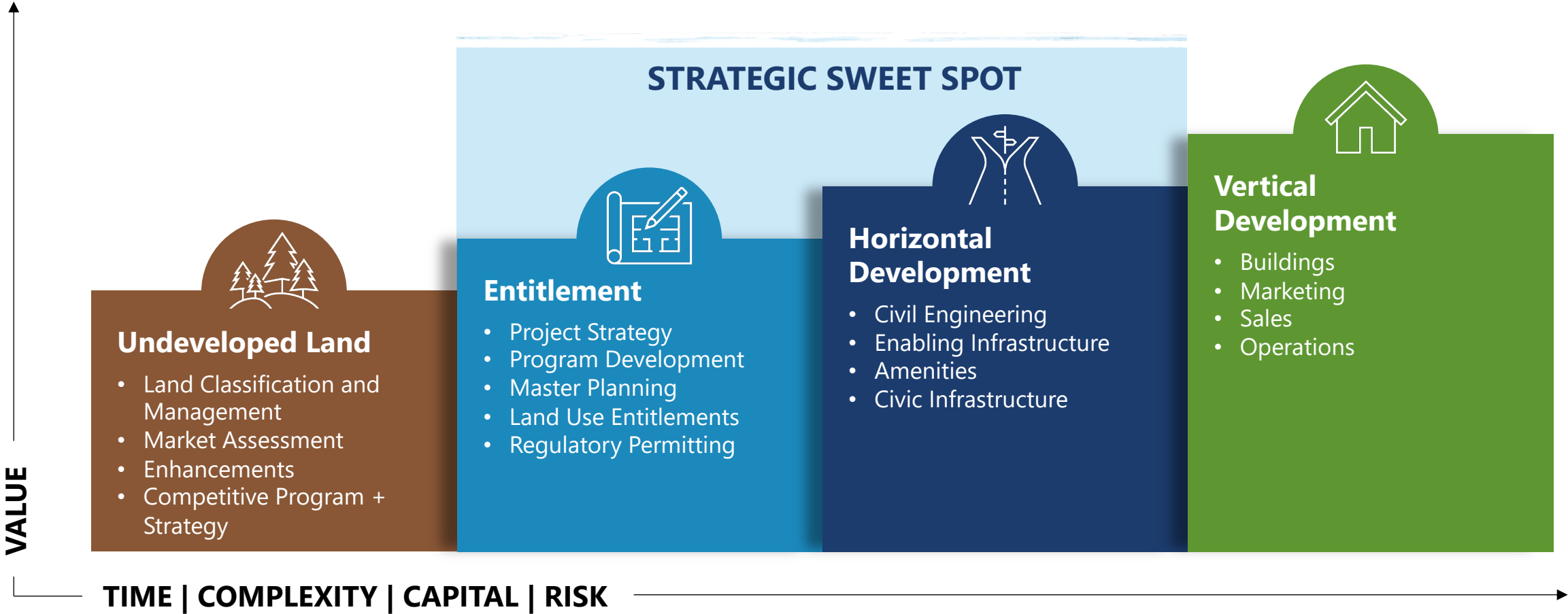
- 3 **Creating inspirational places** that enhance our local communities and earn market premiums



# Real Estate Development – Creating New Growth Opportunities



# Real Estate Development – Where We Play



Tailoring Strategy to Optimize Value Creation

# How We Built a Leading Real Estate Development Platform

## Lessons Learned from the Industry's Prior Experiences...

**Market:** Prioritize feasibility process to identify deep, sustainable market demand

**Talent:** Critical to hire individuals with direct real estate development experience to create successful development platform

**Focus:** "Make or break" due diligence on site suitability, political environment, regulatory requirements, and infrastructure availability

**Relationships:** Need strong relationships with communities, local governments, and homebuilders for success



## ...Applied to Rayonier's Real Estate Development Platform

Focused on land in close proximity to population growth and built replicable platform prudently over time starting with **Wildlight**

Built team from ground up – key leaders with average real estate development experience of **25+ years**

Performed **detailed analyses**, identified and prioritized **most feasible projects**, and developed **strategies and workplans**

Established strong local relationships by leveraging our **size and scale** and **100-year history** of land ownership in key locations

Significant Runway Ahead for Our Well-Established Real Estate Development Platform

# Our Unique, Sustainable Competitive Advantages

## MARKET POSITION

**Concentrated portfolio in attractive geographies** such as Florida and Georgia

- **Large tracts of contiguous land** in path of growth
- **~50K acres** of land allocated to projects underway or in planning
- **>70K acres** with longer-term potential

## SCALE & REPUTATION

**Significant size and scale** supported by deep community relationships and strong balance sheet

- Nearly **100 years** of land ownership in key regions
- Demonstrated **stewardship of assets** and community relationships

## STRONG CAPABILITIES

**Deep industry expertise** and core competencies in entitlements and horizontal development

- **Deep bench** of experienced real-estate development professionals
- **Strong relationships** with civil engineers and consultants as well as homebuilders and developers
- Ability to **leverage relationships across projects**

Leveraging Key Differentiators to Unlock Significant Value through Real Estate Development Platform

# Over 120K Acres with Long-Term Development Potential

(Acres)	Northeast Florida	Southeast Georgia	Kitsap+ Washington
<b>Development Potential</b>	<b>~82K</b>	<b>~36K</b>	<b>~2.7K</b>
Entitled / In-Planning	<b>~37K</b>	<b>~12K</b>	<b>~700</b>
Longer-Term Pipeline	<b>~45K</b>	<b>~24K</b>	<b>~2K</b>

Continued focus on **high-growth population centers**

**Close proximity** to existing Rayonier development projects

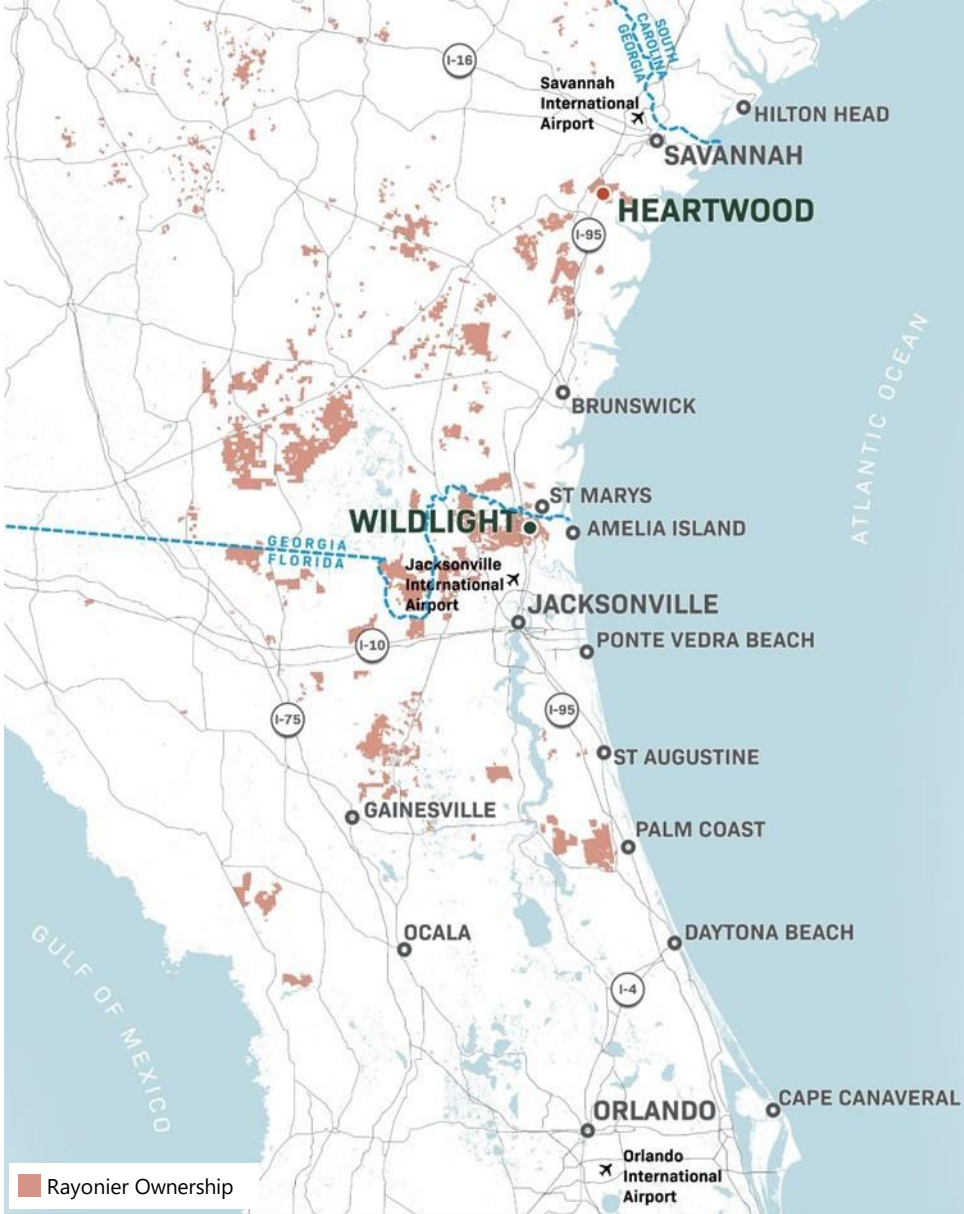
**Strong local community relationships**

Ability to create **inspirational places** through community-centric master planning approach

**Pursuing Strategy to Unlock Value of Development Portfolio**

# U.S. Southeast Overview: Extraordinary Platform for Growth

	Northeast Florida	Southeast Georgia
Total Acres	~361K	~613K
Development Potential	~82K	~36K
Entitled Acres	~17K	~7K
In-Planning Acres	~20K	~5K
Longer-Term Pipeline	~45K	~24K

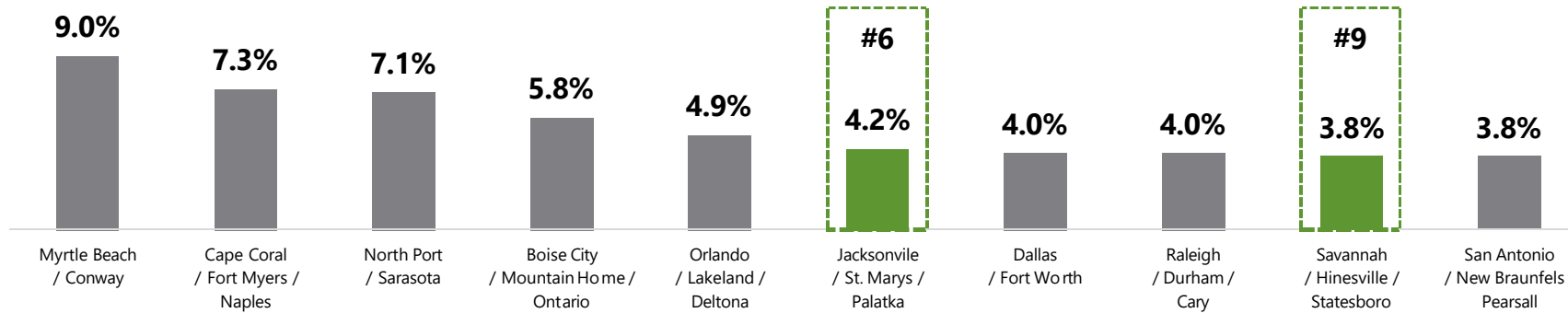


**Strong Market Demand and Economic Growth Align with Rare, Large Blocks of Well-Positioned Land**



# Well-Positioned to Capture Favorable Migration Trends

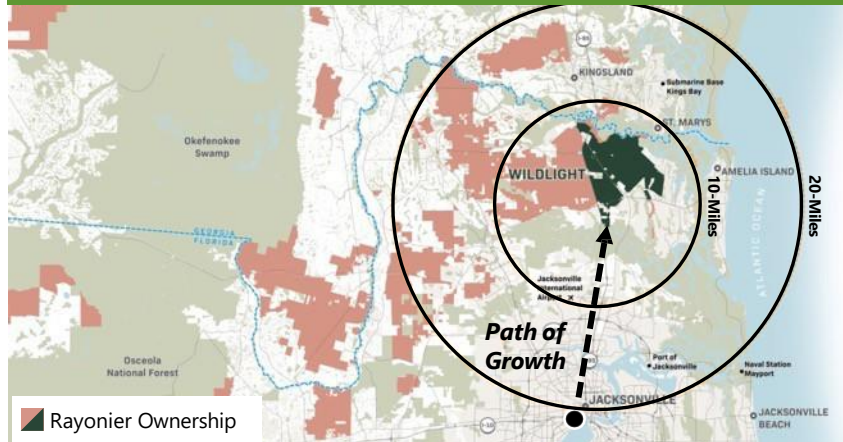
Top 10 Fastest Growing Markets in the U.S. (2020-2022)<sup>1</sup>



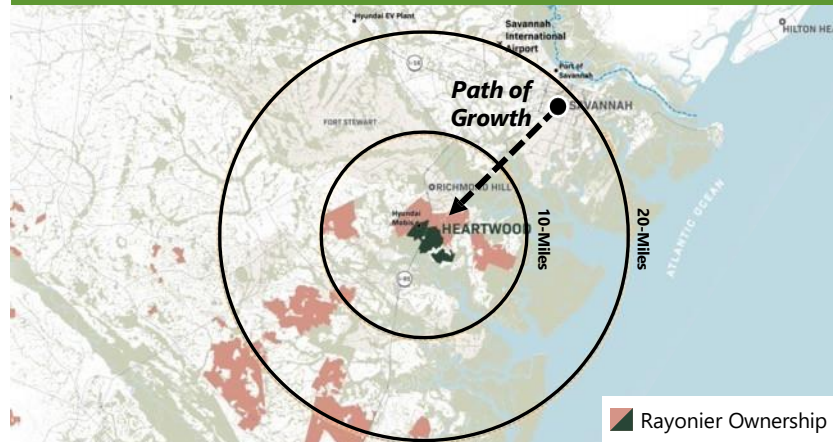
## Key FL and GA Migration Drivers

- Quality of life
- Warmer climate
- Lower cost of living (e.g., taxes)
- Strong local job markets
- Relative housing affordability
- Work from "anywhere" trend
- Growth in retirements

### Wildlight North of Jacksonville, FL



### Heartwood South of Savannah, GA



## Major Projects in the Path of Growth with Scale to Serve Demand for Decades

# Wildlight: Project Overview

## Key Stats

**2016**  
PROJECT START

**\$93M**  
PROJECT-TO-DATE REVENUE<sup>1</sup>

**~17,000**  
ENTITLED ACRES<sup>2</sup>

**~24,000** residential units  
CURRENT BUILDOUT

**Florida**  
LOWCOUNTRY

**11M** square feet  
NON-RESIDENTIAL USES

Mixed-use, master planned community

## Notable Elements

- >50% dedicated to open space and conservation
- Special purpose local government for financing and managing infrastructure/conservation areas
- "A"-rated public school district
- Strategic alliance with University of Florida & UF Health

## Next Steps

- Significant expansion of residential neighborhoods
- Capturing commercial opportunities
- Increasing absorption



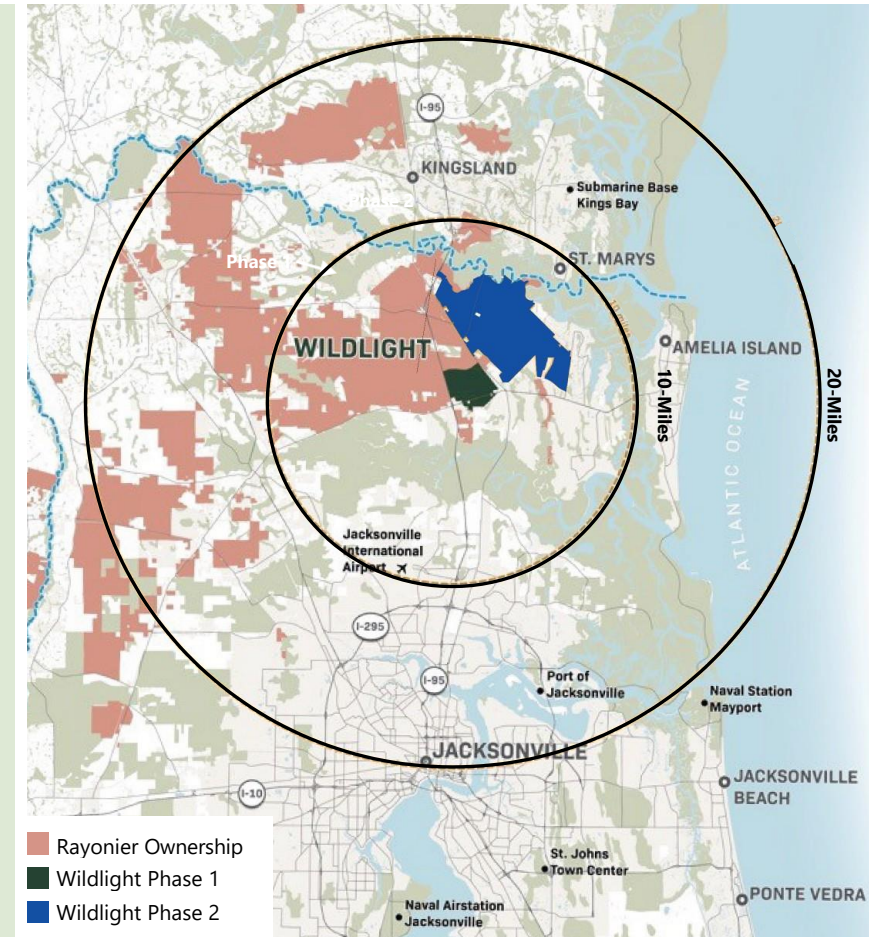
# Wildlight: Major Milestone

## Received entitlement approval for Phase 2 of Wildlight in November 2023

- Creates approved plan and entitlements for over ~15,000 acres and ~15,000 residential units
- Development begins 1H24, first sales expected in 2025

## Building on strong foundation from Phase 1

- ~5x larger footprint – scale provides for greater efficiencies in site development
- **Less complex infrastructure** – one new parkway provides backbone to serve new residential pods
- **Less complex master plan** – primarily neighborhood residential uses rather than more mixed and intensive uses
- **No longer greenfield** – Wildlight is now a well-known community and brand in the marketplace with proven demand



**New Entitlements Support 20+ Years of Development at Current Absorption Rates**

# Heartwood: Project Overview

## Key Stats

**2021**  
PROJECT START<sup>1</sup>

**\$76M**  
PROJECT-TO-DATE REVENUE<sup>2</sup>

**~5,200**  
ENTITLED ACRES<sup>3</sup>

**~10,500** residential units  
CURRENT BUILDOUT

**Georgia**  
CITY OF  
RICHMOND HILL

**19M** square feet  
NON-RESIDENTIAL  
USES

**Mixed-use, master planned community**

## Notable Elements

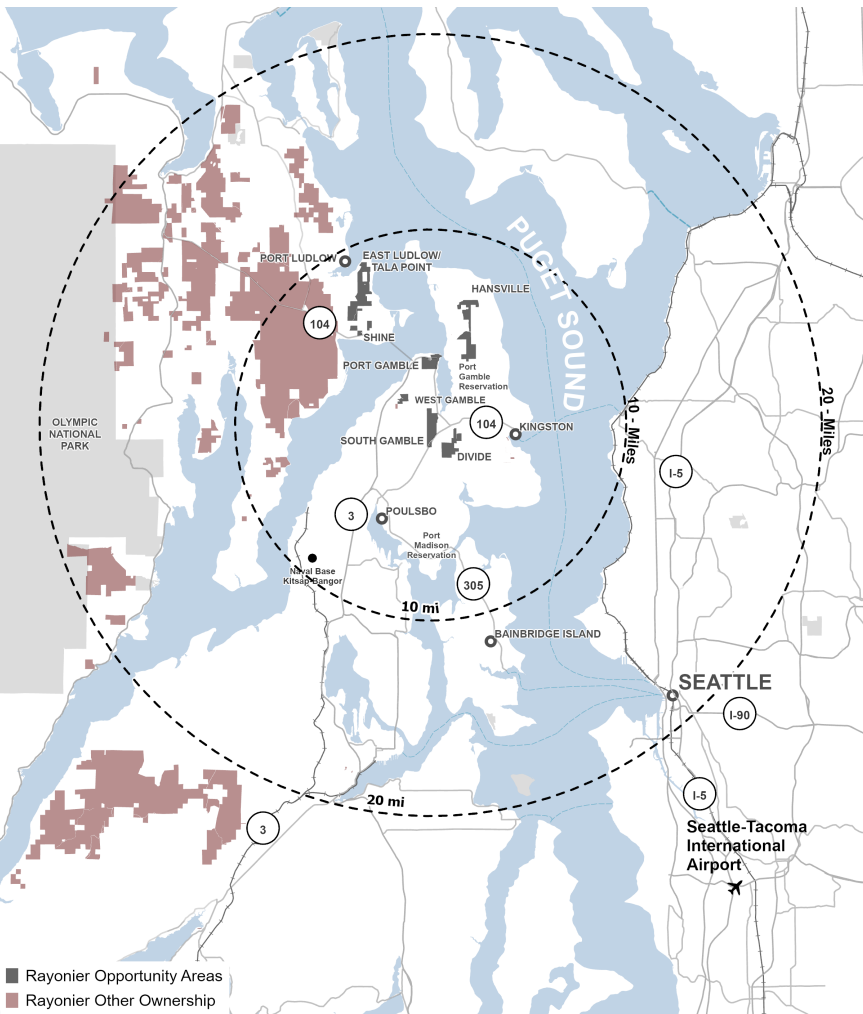
- Interstate 95 Exit 82 opened Jan. 2021
- Heartwood Commerce Park: parcels sold for ~12M sq. ft. projected buildout
- ~\$900M Hyundai Mobis EV Power Electric system plant opens in 2024
- ~300-acre state-of-the-art K-12 school campus
- Strategic alliance with St. Joseph's/Candler Healthcare System

## Next Steps

- New residential segments
- Expansion of industrial park
- Capturing commercial opportunities
- Increasing absorption



# U.S. Pacific Northwest Overview: Select High-Value Opportunities



## Background / Overview

Acquired as part of Pope Resources transaction

Rare, sizable tracts of land proximate to Seattle metro area

Fast and easy commuting via Kitsap Fast Ferry

Scenic nature, water, and mountain views and access to abundant outdoor activities

## Future Opportunity

- Strong market demand for living away from the city in less crowded, natural environment
- Restoration of Town of Port Gamble will open exclusive opportunities for living and recreating in historic, waterfront town
- Conservation-oriented communities adjacent and connected to outdoor recreation and trails

**Unique Real Estate Assets Proximate to Major Population Area**

# Unimproved Development Overview: Capturing Value with Minimal Investment

## Value Realization

(2015-2023)

**~5,240**  
Acres Sold

**\$105M**  
Gross Revenue

**~\$20,000**  
Value per Acre

## Key Transactions

	Acres Sold	Sale Price	\$/Acre
Kitsap County, WA <sup>1</sup>	359	\$40.0M	\$111,551
St. John's County, FL	784	\$14.3M	\$18,402
St. John's County, FL	570	\$8.4M	\$14,780
Nassau County, FL	1,311	\$13.1M	\$10,000

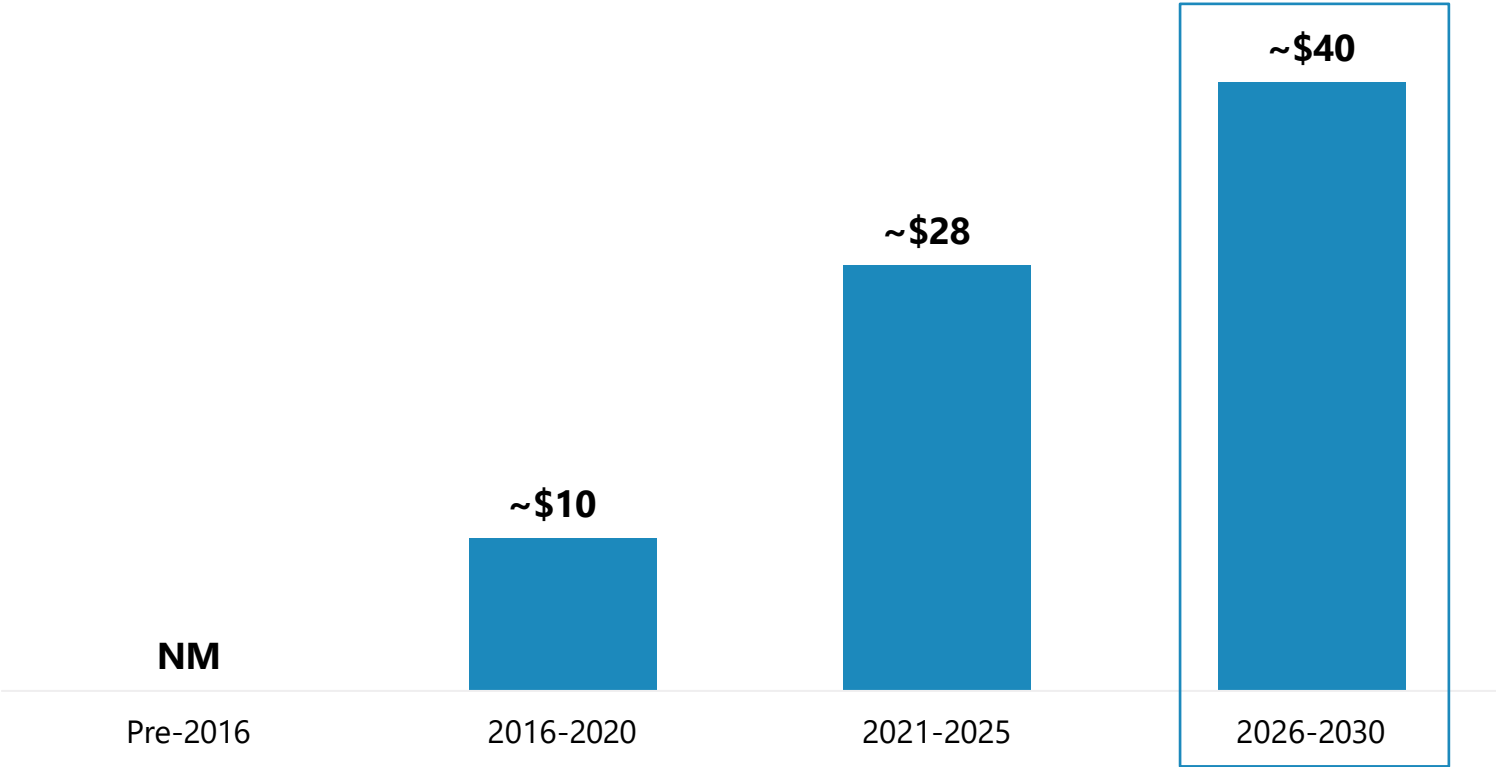
Unimproved land sales are episodic in nature

Opportunistic disposition approach has generated premiums of ~10x timberland value since 2015

Executing Strategy to Unlock Value in Select Areas

# Real Estate Development Long-Term Financial Targets

Target Average Annual Adj. EBITDA<sup>1,2</sup> Contribution (\$M)



## Key Drivers / Objectives

- Expand Wildlight with Phase 2 development
- Optimize opportunities driven by accelerating growth at Heartwood
- Activate additional, very select, master planned community opportunities
- Grow entitlements pipeline
- Realize bare land values of \$25K+ per gross acre (net of capital investment)

Long Runway Ahead and We're Just Getting Started

# Key Takeaways

**1 Well-positioned**  
landholdings with growing  
market demand

**2 Proven capability**  
to execute with a very  
long runway

**3 Creating inspirational  
places** that enhance our  
local communities and  
earn market premiums

