

REFINITIV

DELTA REPORT

10-K

RAYONIER, L.P.

10-K - DECEMBER 31, 2023 COMPARED TO 10-K - DECEMBER 31, 2022

The following comparison report has been automatically generated

TOTAL DELTAS 10171

■ CHANGES	668
■ DELETIONS	4014
■ ADDITIONS	5489

UNITED STATES SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549
FORM 10-K

(Mark One)

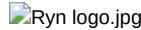
ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the fiscal year ended **December 31, 2022** **December 31, 2023**

OR

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from _____ to _____



RAYONIER INC.

(Exact name of registrant as specified in its charter)

North Carolina

1-6780

13-2607329

(State or other Jurisdiction of incorporation or organization)

(Commission File Number)

(I.R.S. Employer Identification Number)

Delaware

333-237246

91-1313292

(State or other Jurisdiction of incorporation or organization)

(Commission File Number)

(I.R.S. Employer Identification Number)

1 RAYONIER WAY
WILDLIGHT, FL 32097
(Principal Executive Office)
Telephone Number: (904) 357-9100

Securities registered pursuant to Section 12(b) of the Exchange Act:

Title of each class

Trading Symbol

Exchange

Common Shares, no par value, of Rayonier Inc.

RYN

New York Stock Exchange

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act.

Rayonier Inc. Yes No **Rayonier, L.P.** Yes No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Exchange Act.

Rayonier Inc. Yes No **Rayonier, L.P.** Yes No

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

Rayonier Inc. Yes No **Rayonier, L.P.** Yes No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T during the preceding 12 months (or for such shorter period that the registrant was required to submit such files).

Rayonier Inc. Yes No **Rayonier, L.P.** Yes No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company, or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company," and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Rayonier Inc.

Large Accelerated Filer Accelerated Filer Non-accelerated Filer Smaller Reporting Company Emerging Growth Company

Rayonier, L.P.

Large Accelerated Filer Accelerated Filer Non-accelerated Filer Smaller Reporting Company Emerging Growth Company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Rayonier Inc. **Rayonier, L.P.**

Indicate by check mark whether the registrant has filed a report on and attestation to its management's assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C.7262(b)) by the registered public accounting firm that prepared or issued its audit report.

Rayonier Inc. Yes No **Rayonier, L.P.** Yes No

If securities are registered pursuant to Section 12(b) of the Act, indicate by check mark whether the financial statements of the registrant included in the filing reflect the correction of an error to previously issued financial statements.

Rayonier Inc. Yes No **Rayonier, L.P.** Yes No

Indicate by check mark whether any of these error corrections are restatements that required a recovery analysis of incentive-based compensation received by any of the registrant's executive officers during the relevant recovery period pursuant to § 240.10D-1 (b)

Rayonier Inc. Yes No **Rayonier, L.P.** Yes No

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).

Rayonier Inc. Yes No **Rayonier, L.P.** Yes No

The aggregate market value of the Common Shares of the registrant held by non-affiliates at the close of business on **June 30, 2022** **June 30, 2023** was **\$5,428,090,552** **\$4,620,553,842** based on the closing sale price as reported on the New York Stock Exchange.

As of **February 17, 2023** **February 16, 2024**, Rayonier Inc. had **147,318,970** **148,639,783** Common Shares outstanding. As of **February 17, 2023** **February 16, 2024**, Rayonier, L.P. had **3,172,885** **2,102,607** Units outstanding. Portions of the registrant's definitive proxy statement to be filed with the Securities and Exchange Commission in connection with the **2023** **2024** annual meeting of the shareholders of the registrant scheduled to be held **May 18, 2023** **May 16, 2024**, are incorporated by reference in Part III hereof.

EXPLANATORY NOTE

This report combines the annual reports on Form 10-K for the year ended **December 31, 2022** **December 31, 2023** of Rayonier Inc., a North Carolina corporation, and Rayonier, L.P., a Delaware limited partnership. Unless stated otherwise or the context otherwise requires, references to "Rayonier" or "the Company" mean Rayonier Inc. and references to the "Operating Partnership" mean Rayonier, L.P. References to "we," "us," and "our" mean collectively Rayonier Inc., the Operating Partnership and entities/subsidiaries owned or controlled by Rayonier Inc. and/or the Operating Partnership.

Rayonier Inc. has elected to be taxed as a real estate investment trust, or REIT, under the Internal Revenue Code of 1986, as amended, commencing with its taxable year ended December 31, 2004. The Company is structured as an umbrella partnership REIT ("UPREIT") under which substantially all of its business is conducted through the Operating Partnership. Rayonier Inc. is the sole general partner of the Operating Partnership. On May 8, 2020, Rayonier, L.P. acquired Pope Resources, a Delaware Limited Partnership ("Pope Resources") and issued approximately 4.45 million operating partnership units ("OP Units" or "Redeemable Operating Partnership Units") of Rayonier, L.P. as partial merger consideration. These OP Units are generally considered to be economic equivalents to Rayonier common shares and receive distributions equal to the dividends paid on Rayonier common shares.

As of **December 31, 2022** **December 31, 2023**, the Company owned a **97.9%** **98.4%** interest in the Operating Partnership, with the remaining **2.1%** **1.6%** interest owned by limited partners of the Operating Partnership. As the sole general partner of the Operating Partnership, Rayonier Inc. has exclusive control of the day-to-day management of the Operating Partnership.

Rayonier Inc. and the Operating Partnership are operated as one business. The management of the Operating Partnership consists of the same members as the management of Rayonier Inc. As general partner with control of the Operating Partnership, Rayonier Inc. consolidates Rayonier, L.P. for financial reporting purposes, and has no material assets or liabilities other than its investment in the Operating Partnership.

We believe combining the annual reports of Rayonier Inc. and Rayonier, L.P. into this single report results in the following benefits:

- Strengthens investors' understanding of Rayonier Inc. and the Operating Partnership by enabling them to view the business as a single operating unit in the same manner as management views and operates the business;
- Creates efficiencies for investors by reducing duplicative disclosures and providing a single comprehensive document; and
- Generates time and cost savings associated with the preparation of the reports when compared to preparing separate reports for each entity.

There are a few important differences between Rayonier Inc. and the Operating Partnership in the context of how Rayonier Inc. operates as a consolidated company. The Company itself does not conduct business, other than through acting as the general partner of the Operating Partnership and issuing equity or equity-related instruments from time-to-time. The Operating Partnership holds, directly or indirectly, substantially all of the Company's assets. Likewise, all debt is incurred by the Operating Partnership or entities/subsidiaries owned or controlled by the Operating Partnership. The Operating Partnership conducts substantially all of the Company's business and is structured as a partnership with no publicly traded equity.

To help investors understand the significant differences between the Company and the Operating Partnership, this report includes:

- Separate Consolidated Financial Statements for Rayonier Inc. and Rayonier, L.P.;

- A combined set of Notes to the Consolidated Financial Statements with separate discussions of per share and per unit information, noncontrolling interests and shareholders' equity and partners' capital, as applicable;
- A combined Management's Discussion and Analysis of Financial Condition and Results of Operations, which includes specific information related to each reporting entity;
- A separate Part II, Item 9A. Controls and Procedures related to each reporting entity;
- A separate Part II, Item 5. Market for the Registrant's Common Equity; related Stockholder Matters and Issuer Purchases of Equity Securities section related to each reporting entity; and
- Separate Exhibit 31 and 32 certifications for each reporting entity within Part IV.

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PART I

Unless stated otherwise or the context otherwise requires, references to "Rayonier" or "the Company" mean Rayonier Inc. and references to the "Operating Partnership" mean Rayonier, L.P. References to "we," "us," and "our" mean collectively Rayonier Inc., the Operating Partnership and entities/subsidiaries owned or controlled by Rayonier Inc. and/or the Operating Partnership. References herein to "Notes to Financial Statements" or "Note" refer to the combined Notes to the Consolidated Financial Statements of Rayonier Inc. and Rayonier, L.P. included in [Item 8](#) of this Report.

NOTE ABOUT FORWARD-LOOKING STATEMENTS

Certain statements in this document regarding anticipated financial outcomes, including our earnings guidance, if any, business and market conditions, outlook, expected dividend rate, our business strategies, expected harvest schedules, timberland acquisitions and dispositions, the anticipated benefits of our business strategies, and other similar statements relating to our 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 risk factors contained in [Item 1A — Risk Factors](#) in this Annual Report on Form 10-K and similar discussions included in other reports that we subsequently file with the Securities and Exchange Commission ("SEC"), among others, could cause actual results or events to differ materially from our historical experience and those expressed in forward-looking statements made in this document.

Forward-looking statements are only as of the date they are made, and we undertake no duty to update our forward-looking statements except as required by law. You are advised, however, to review any subsequent disclosures we make on related subjects in subsequent reports filed with the SEC.

Item 1. BUSINESS

GENERAL

We are a leading timberland real estate investment trust ("REIT") with assets located in some of the most productive softwood timber growing regions in the U.S. and New Zealand. We invest in timberlands and actively manage them to provide current income and attractive long-term returns to our shareholders. We conduct our business through an umbrella partnership real estate investment trust ("UPREIT") structure in which our assets are owned by our Operating Partnership and its subsidiaries. Rayonier manages the Operating Partnership as its sole general partner. Our revenues, operating income and cash flows are primarily derived from the following core business segments: Southern Timber, Pacific Northwest Timber, New Zealand Timber, Real Estate, and Trading. As of [December 31, 2022](#) [December 31, 2023](#), we owned, leased or managed approximately [2.8 million](#) [2.7 million](#) acres of timberland and real estate located in the U.S. South ([1.92](#) [1.85](#) million acres), U.S. Pacific Northwest ([474,000](#) [418,000](#) acres) and New Zealand ([417,000](#) [421,000](#) gross acres, or 297,000 net plantable acres). In addition, we engage in the trading of logs to Pacific Rim markets, predominantly from New Zealand and Australia to support our New Zealand export operations; however, we also engage in log trading activities to these markets from the U.S. South and U.S. Pacific Northwest. We have an added focus to maximize the value of our land portfolio by pursuing higher and better use ("HBU") land sale opportunities.

We originated as the Rainier Pulp & Paper Company founded in Shelton, Washington in 1926. On June 27, 2014, Rayonier completed the tax-free spin-off of its Performance Fibers manufacturing business from its timberland and real estate operations, thereby becoming a "pure-play" timberland REIT. On May 8, 2020, Rayonier, L.P. acquired Pope Resources, a Delaware Limited Partnership ("Pope Resources").

Under our REIT structure, we are generally not required to pay U.S. federal income taxes on our earnings from timber harvest operations and other REIT-qualifying activities contingent upon meeting applicable distribution, income, asset, shareholder and other tests. As of [December 31, 2022](#) [December 31, 2023](#), Rayonier owns a [97.9%](#) [98.4%](#) interest in the Operating Partnership and a corresponding portion of taxable income or loss. Certain operations are conducted through our taxable REIT subsidiaries ("TRS") and subject to

The Company's shares are publicly traded on the NYSE under the symbol RYN. We are a North Carolina corporation with executive offices located at 1 Rayonier Way, Wildlight, Florida 32097. Our telephone number is (904) 357-9100.

OUR COMPETITIVE STRENGTHS

We believe that we distinguish ourselves from other timberland owners and other alternative asset investments through the following competitive strengths:

- **Leading Only Pure-Play Timberland REIT.** We are differentiated from other publicly-traded timberland REITs in that we are invested exclusively in timberlands and real estate and do not own any manufacturing assets. We are the only publicly-traded publicly traded "pure-play" timberland REIT, providing our investors with a focused, large-scale timberland investment alternative without taking on the risks vehicle. We are differentiated from other timberland REITs in that we do not own any manufacturing assets, which reduces volatility in our earnings and volatility inherent in direct ownership of forest products manufacturing assets, cash flow, and also enhances our ability to make nimble operational and portfolio management decisions to maximize shareholder value.
- **Well-Positioned for a Sustainable, Low-Carbon Economy. Scale in Premier Softwood Timber Markets.** Our forests mitigate climate change through carbon sequestration and further support clean air and water and wildlife habitats – all while being sustainably managed through continuous cycles of growth and harvest. Our trees not only remove carbon from the atmosphere through photosynthesis while growing, but even after harvesting, a significant portion of the carbon removed from our forests can remain stored for an extended period of time within the wood products produced from our timber. Life cycle assessment studies have demonstrated that wood-based building products generate fewer greenhouse gas emissions as compared to other building materials, such as concrete and steel. We intend to be an industry leader in the rigor by which we measure our carbon footprint, the transparency of our disclosure, and in capitalizing on our ability to offer low-carbon solutions.
- **Located in Premier Softwood Growing Regions with Access to Strong Markets.** Our geographically diverse timberland holdings are strategically located in core softwood producing regions, including the U.S. South, U.S. Pacific Northwest many of which have favorable supply-demand dynamics that translate to superior cash flow generation per acre and New Zealand, per ton compared to industry benchmarks and other timberland owners. Our most significant timberland holdings are located in the U.S. South, in close proximity to a variety of established pulp, paper, and wood products manufacturing facilities and export facilities, operations, which provide a steady source of competitive demand for both pulpwood and higher-value sawtimber products. Our Pacific Northwest and New Zealand timberlands benefit from strong domestic sawmilling sawmill markets and are located near as well as access to nearby ports to capitalize on export markets serving the exports to Pacific Rim, Rim markets.
- **Attractive Pipeline Well-Positioned to Provide Land-Based Solutions.** Our timberland portfolio is well-positioned to provide land-based solutions to support the transition to a low-carbon economy. Specifically, we expect increased demand for (1) alternative and/or additional land uses, such as solar farms, wind farms, and carbon capture and storage; (2) carbon offsets generated from the carbon sequestered through tree growth; and (3) wood fiber for bioenergy and biofuel applications. In particular, the location, scale, and geologic attributes of HBU Opportunities, our assets in the U.S. South provide us with a competitive advantage in providing superior solutions for solar energy and carbon capture and storage. Select lands in our portfolio are also suitable for wind energy applications. We currently have solar, carbon capture and storage, and wind leases in place with high-caliber counterparties, and we expect these and other new revenue streams associated with land-based solutions to grow in the future.
- **Carbon Sequestration and Other Environmental Benefits of Our Forests.** We have expect that the environmental attributes of our forestry assets will play an increasingly important role in creating value over time. Our timberlands absorb significantly more carbon than we emit in our operations and position us to capitalize on the increasing demand for carbon solutions by companies, governments, and investors. Our trees not only remove carbon from the atmosphere through photosynthesis while growing, but after harvesting, a dedicated HBU platform significant portion of the carbon removed from our forests remains stored for an extended period of time within the wood products produced from our timber. Further, our forests provide other environmental benefits—such as supporting clean air, water and wildlife habitat—all while being sustainably managed through continuous cycles of growth and harvest.
- **Proven Real Estate Platform with Development Capabilities.** We have an established track record of identifying and selling rural and development recreational HBU properties across our portfolio at strong significant premiums to timberland values. We continuously evaluate the highest and best use of our lands and seek also have built differentiated in-house real estate development capabilities to capitalize on identified HBU opportunities through strategies uniquely tailored to maximize value, including selectively pursuing land-use entitlements and selective investments in infrastructure improvements through one of our taxable REIT subsidiaries. that create significantly higher developed real estate values on holdings near expanding urban areas. Our current real estate development activity is primarily consists of two distinct projects known as Wildlight (projects—one north of Jacksonville, Florida) and Heartwood (south another south of Savannah, Georgia).
- **Sophisticated Log Marketing Capabilities Serving Various Pacific Rim Markets.** We conduct Georgia. In addition to these active projects, we have a log trading operation based multi-year pipeline of real estate development opportunities in New Zealand, which serves timberland owners in New Zealand Florida, Georgia, and Australia and provides access to key export markets in China, South Korea and India. This operation provides us with superior market intelligence and economies of scale, both of which add value to our timber export operations and contribute to our earnings and cash flows, with minimal investment, Washington.

- **Advantageous Structure and Conservative Capitalization.** Under our REIT structure, we are generally not required to pay federal income taxes on our earnings from timber harvest operations and other REIT-qualifying activities, which allows us to optimize the value of our portfolio in a tax efficient manner. We also maintain a strong credit profile and have investment grade debt ratings. **As of December 31, 2022, our net debt to enterprise value was 22%.** We believe that our **access to the public capital markets, advantageous REIT structure, and commitment to a conservative capitalization**

provide us with a competitive cost of capital **and significant** as well as the financial flexibility to **pursue growth initiatives, execute a nimble capital allocation strategy with a view towards building long-term value per share.**

OUR STRATEGY

Our business strategy consists of the following key elements:

- **Manage our Own High-Quality Timberlands, on Managed with a Sustainable Yield Basis for Long-term Results, Long-Term Mindset.** We generate recurring income and cash flow **primarily** from the harvest and sale of **timber** and intend to actively **timber**. We carefully manage our timberlands to maximize net present value over the long term by achieving an optimal balance among biological timber growth, generation of cash flow **generation** from harvesting activities, and responsible environmental stewardship. Our **timber harvesting strategy** is designed to produce a long-term, sustainable yield, which in turn contributes to relatively stable cash flows and timber inventory over time. We generally target annual harvest levels in line with our sustainable yield by segment, although we may adjust harvest levels periodically as a result of age-class variations in our portfolio or in response to **then-current** market conditions.
- **Capitalize on Advantageous Net Carbon Position.** We estimate that our timberlands absorb more carbon than we emit in our operations. As such, we are positioning ourselves to take advantage of increasing demands for carbon solutions by companies, governments and investors. We rigorously analyze our carbon footprint and have developed a framework for collecting and reporting our carbon footprint to our investors and other stakeholders. We expect that the unique environmental attributes of our forestry assets will play an increasingly important role in our efforts to create value over time.
- **Apply Advanced Silviculture to Increase the Productivity of our Timberlands.** We use our forestry expertise and disciplined financial approach to determine the appropriate silviculture programs and investments to maximize returns. This includes re-planting a significant portion of our harvested acres with improved seedlings we have developed through decades of research and cultivation. Over time, we expect these improved seedlings will result in higher volumes per acre and a higher value product mix.
- **Increase the Size and Quality of our Timberland Holdings through Acquisitions, Active Portfolio Management.** We intend seek to selectively pursue timberland acquisition opportunities that improve the average productivity of continually upgrade our portfolio through selective acquisitions and dispositions in an effort to concentrate our timberland holdings **support** in markets with the strongest cash flow **generation** from harvesting, **attributes** and **enhance** most favorable long-term growth prospects. Our strategy relies upon intensive analysis of supply and demand within localized timber markets, careful due diligence of regional timber inventory and site productivity, and comprehensive evaluation of potential HBU and land-based solutions upside. We seek to optimize our **net** carbon position. Our acquisition strategy employs a disciplined approach with risk-adjusted returns by making calculated buy and sell decisions based on objective underwriting criteria and rigorous adherence to strategic and financial metrics. Generally, we expect We further seek to **focus** mitigate risk and **capitalize** on synergy opportunities by focusing our acquisition efforts on our existing operating areas. We may also consider acquisition opportunities outside of our existing operating in areas where we **anticipate** favorable long-term **have** existing operations and proprietary market dynamics and financial returns. In 2022, we acquired approximately 141,000 acres of fee timberland. We acquired an additional 102,000 acres of fee timberland in 2021 and 132,000 acres in 2020 (including 120,000 acres in the merger with Pope Resources). Additionally, we acquired leases or long-term forestry rights covering approximately 1,000 acres in 2021 and 7,000 acres in 2020 (including 4,000 acres in the merger with Pope Resources). **knowledge.**
- **Optimize our Portfolio Value, Value Through Differentiated Real Estate Platform.** We continuously **assess** potential alternative uses **evaluate** the highest and best use of our timberlands, as some of our properties may become more valuable for development, residential, recreation, conservation, carbon sequestration or other purposes. We intend **lands** and seek to **capitalize** on such higher-valued uses by opportunistically monetizing HBU properties and/or land-use rights **in** identified opportunities through strategies uniquely tailored to maximize the value of our **portfolio**. We generally expect that sales of **lands**. Our real estate platform focuses on identifying and executing rural and recreational HBU property **will** sales at significant premiums to our timberland **hold** value. In addition, we selectively pursue land-use entitlements and invest in infrastructure improvements on certain properties that are well-suited for residential, commercial, and industrial development in order to fully realize their long-term **value** potential, as well as to enhance the value of our surrounding landholdings. Our rural and recreational HBU property sales typically comprise approximately 1% to 2% of our Southern timberland holdings on an annual **basis**. Our **HBU** basis, while our current pipeline of development property sales **involve** rural is concentrated in two specific projects in the U.S. South known as **Wildlight** and **recreational** land as well as properties where we selectively pursue various land-use entitlements and improvements for residential, commercial and industrial development in order to fully realize the enhanced long-term **value** potential of such properties. We further have an added strategic focus to evaluate and advance business opportunities associated with nature-based solutions, including the long-term development of forest carbon markets. **Heartwood.**

- **Focus on Timberland Operations** *Unlock Asset Potential Through Land-Based Solutions*. The opportunity to **Support Cash Flow Generation**. As described above, we rely primarily on annual harvesting activities and ongoing sales of HBU properties to generate cash flow provide land-based solutions from our timberland holdings. However, we also periodically generate income and cash flow from the sale of non-strategic and/or non-HBU timberlands, in particular as we seek to optimize our portfolio by disposing of less desirable properties or to fund capital allocation priorities, including share repurchases, debt repayment or acquisitions. Our strategy is to limit reliance on planned sales of non-HBU timberlands to augment support the transition to a low-carbon economy—including solar leases, carbon capture and storage leases, carbon offsets, and fiber for bioenergy—is rapidly expanding. We intend to engage in lease agreements, carbon projects, and other transactions that increase the cash flow generation and instead rely primarily on supporting cash flow from net present value of select properties that have the operation, rather than sale, of requisite location, scale, geologic attributes, and/or other qualities to support these land-based solutions. To this end, we regularly assess our timberlands. We believe this strategy will support the sustainability of our harvesting activities over the long term, timberland portfolio to identify properties with land-based solutions potential, and we actively engage with credible counterparties to pursue value-enhancing transactions, generally with little to no incremental capital investment required by us.
- **Promote Responsible Pursue Nimble Approach to Capital Allocation**. We believe in maintaining a nimble approach to capital allocation, recognizing that different opportunities will become available at different points in the business cycle. Our capital allocation philosophy is ingrained within our culture and employs a flexible, rather than prescriptive, approach with a view towards building long-term value per share. We continuously evaluate a full range of capital allocation alternatives—including dividends, share buybacks, acquisitions, divestitures, debt reduction, and capital investments—to determine the optimal means to create value for our shareholders, and we will opportunistically pivot our capital allocation priorities accordingly.
- **Employ Best-in-Class Stewardship and Best-in-Class Disclosure**. *Disclosure Practices*. We are committed to responsible stewardship, environmentally and economically sustainable forestry, and positive climate change solutions. As such, we are focused on continuing further committed to develop and integrate robust environmental, social and governance ("ESG") policies and best practices within our business. We further intend to be being an industry leader in transparent disclosure, particularly relating to our timberland holdings, harvest schedules, timber inventory, age-class profiles, carbon footprint, and other meaningful pertinent data regarding our long-term sustainability. We believe our continued commitment to transparency and

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around the stewardship of our assets and capital will allow us to maintain our timberlands' productivity, more effectively attract and deploy capital, and further enhance our reputation as a preferred timber industry supplier and employer.

SEGMENT INFORMATION

As of December 31, 2022 December 31, 2023, Rayonier operated in five reportable business segments: Southern Timber, Pacific Northwest Timber, New Zealand Timber, Real Estate and Trading. The previously reported Timber Funds segment was liquidated in 2021 with all proceeds being distributed to noncontrolling interests at the end of 2022. As a result, disclosure of the Timber Funds segment results is are not presented for 2023 or 2022, while prior year 2021 results are presented for historical purposes. See [Item 7 — Management's Discussion and Analysis of Financial Condition and Results of Operations](#) and [Note 2 — Segment and Geographical Information](#) for information on sales and operating income by reportable segment and geographic region.

TIMBER

Our timber businesses are disaggregated into Southern Timber, Pacific Northwest Timber, and New Zealand Timber. Sales in the Timber segments include the harvesting of timber as well as other non-timber activities, including the leasing and licensing of properties, nature-based land-based solutions, and carbon credit sales.

DISCUSSION OF TIMBER INVENTORY AND SUSTAINABLE YIELD

We define gross timber inventory as an estimate of all standing timber volume beyond the specified age at which we commence calculating our timber inventory for inclusion in our inventory tracking systems. The age at which we commence calculating our timber inventory is 10 years for our Southern timberlands, 20 years for our Pacific Northwest timberlands, and 20 years for our New Zealand timberlands. Our estimate of gross timber inventory is based on an inventory system that involves periodic statistical sampling and growth modeling. Periodic adjustments are made on the basis of growth estimates, harvest information, and environmental and operational restrictions. Gross timber inventory includes certain timber that we do not deem to be of a merchantable age as well as certain timber located in restricted, environmentally sensitive or economically inaccessible areas.

We define merchantable timber inventory as an estimate of timber volume beyond a specified age that approximates such timber's earliest economically harvestable age. Our estimate includes certain timber located in restricted or environmentally sensitive areas based on an estimate of lawfully recoverable volumes from such areas. The estimate does not include volumes in restricted or environmentally sensitive areas that may not be lawfully harvested or volumes located in economically inaccessible areas. The merchantable age (i.e., the age at which timber moves from pre-merchantable to merchantable) is 15 years for our Southern timberlands, with the exception of Oklahoma which is 17 years, 35 years for our Pacific Northwest timberlands, and 20 years for radiata pine and 30 years for Douglas-fir in our New Zealand timberlands.

Our estimated merchantable timber inventory changes over time as timber is harvested, as pre-merchantable timber transitions to merchantable timber, as existing merchantable timber inventory grows, as we acquire and sell timberland and as we periodically update our statistical sampling and growth and yield models. Our timber inventory by product and age class for our U.S. segments Southern Timber segment is presented herein as of September 30, 2022 September 30, 2023 and does not reflect acquisitions or dispositions completed in the fourth quarter. For our Pacific Northwest Timber segment, our timber inventory by product and age class is presented as of September 30, 2023 on a pro forma basis adjusted for our 55,000-acre Large Disposition in Oregon completed in the fourth quarter. For purposes of calculating per unit depletion rates for the subsequent year, we estimate our merchantable timber inventory as of December 31, including the impact of acquisitions and dispositions.

Timber inventory is generally measured and expressed in short green tons (SGT) in our Southern timberlands, in thousand board feet (MBF) or million board feet (MMBF) in our Pacific Northwest timberlands, and in cubic meters (m³) in our New Zealand timberlands. For conversion purposes, one MBF and one m³ is equal to approximately 7.75 and 1.12 short green tons, respectively. For comparison purposes, we provide inventory estimates for our Pacific Northwest and New Zealand timberlands in MBF and cubic meters, respectively, as well as in short green tons.

The following table sets forth the estimated volumes of merchantable timber inventory by location in short green tons as of September 30, 2022 September 30, 2023 for the South and Pacific Northwest and as of December 31, 2022 December 31, 2023 for New Zealand. Merchantable timber inventory for the Pacific Northwest is presented on a pro forma basis adjusted for a 55,000-acre Large Disposition in Oregon completed in the fourth quarter:

(volumes in thousands of SGT)	(volumes in thousands of SGT)			
(volumes in thousands of SGT)				
(volumes in thousands of SGT)				
Location				
Location				
Location	Location	Merchantable Inventory (a)		%
South	South	67,584		71
South				
South				
Pacific Northwest	Pacific Northwest	10,746		11
Pacific Northwest				
Pacific Northwest				
New Zealand				
New Zealand				
New Zealand	New Zealand	17,183		18
		101,943		
		95,513		100
		101,943		
		101,943		

(a) For all regions, depletion rate calculations for the upcoming year are based on estimated volumes of merchantable inventory at December 31, 2022 December 31, 2023.

We define sustainable yield as the average harvest level that can be sustained into perpetuity based on our estimates of biological growth and the expected productivity resulting from our reforestation and silvicultural efforts. Our estimated sustainable yield may change over time based on changes in silvicultural techniques and resulting timber yields, changes in environmental laws and restrictions, changes in the statistical sampling and estimates of our merchantable timber inventory, acquisitions and dispositions of timberlands, the expiration or renewal of timberland leases, casualty losses, and other factors. Moreover, our harvest level in any given year may deviate from our estimated sustainable yield due to variations in the age class of our timberlands, the product mix of our harvest (i.e., pulpwood versus sawtimber), our deliberate acceleration or deferral of harvest in response to market conditions, our thinning activity (in which we periodically remove some smaller trees from a stand to enhance long-term sawtimber potential of the remaining timber), or other factors. We estimated sustainable yield for each of our core Timber segments as of December 31, 2022 December 31, 2023.

We manage our U.S. timberlands in accordance with the requirements of the Sustainable Forestry Initiative® ("SFI") program. The timberland holdings of the New Zealand subsidiary are certified under the Forest Stewardship Council® ("FSC"). The majority of our New Zealand timberland holdings are also certified under the Programme for the Endorsement of Forest Certification ("PEFC"). All programs are comprehensive systems of environmental principles, objectives and performance measures that combine the perpetual growing and harvesting of trees with the protection of wildlife, plants, soil and water quality. Through application of our site-specific silvicultural expertise and financial discipline, we manage timber in a way that is designed to optimize site preparation, tree species selection, competition control, fertilization, timing of thinning and final harvest. We also have a genetic seedling improvement program to enhance the productivity and quality of our timberlands and overall forest health. In addition, non-timber income opportunities associated with our timberlands such as recreational licenses, considerations for the future HBU of the land, and nature-based land-based solutions such as carbon sequestration and credit sales in our New Zealand Timber segment are integral parts of our site-specific management philosophy. All of these activities are designed to maximize value while complying with SFI, or FSC and PEFC requirements.

SOUTHERN TIMBER

As of December 31, 2022 December 31, 2023, our Southern timberlands acreage consisted of approximately 1.92 million 1.85 million acres (including approximately 127,000 93,000 acres of leased lands) located in Alabama, Arkansas, Florida, Georgia, Louisiana, Oklahoma, South Carolina and Texas. Approximately two-thirds of this land supports intensively managed plantations of predominantly loblolly and slash pine. The other one-third of this land is too wet to support pine plantations, but supports productive natural stands primarily consisting of natural pine and a variety of hardwood species. Rotation ages typically range from 21 to 28 years for pine plantations and from 35 to 60 years for natural stands. Key consumers of our timber include pulp, paper, wood products and biomass facilities.

We estimate that the sustainable yield of our Southern timberlands, including both pine and hardwoods, is approximately 6.8 to 7.2 million tons annually. We expect that the average annual harvest volume of our Southern timberlands over the next five years (2023(2024 to 2027)2028) will be generally in line with our sustainable yield. For additional information, see [Item 1 — Business — Discussion of Timber Inventory and Sustainable Yield](#) and [Item 1A — Risk Factors](#).

In 2022, 2023, we acquired approximately 139,600 3,500 acres of timberland in the Southern region. For additional information, see [Note 4 — Timberland Acquisitions](#).

We estimate that the gross timber inventory and merchantable timber inventory of our Southern timberlands were 84 million 89 million tons and 68 million 75 million tons, respectively, as of September 30, 2022 September 30, 2023. The following table provides a breakdown of our Southern timberlands acreage and timber inventory by product and age class as of September 30, 2022 September 30, 2023:

(volumes in thousands of SGT) (a)	(volumes in thousands of SGT) (a)							
Age Class	Age Class	Acres (000's)	Pine Pulpwood	Pine Sawtimber	Hardwood Pulpwood	Hardwood Sawtimber	Total	
Age Class								
Age Class								
Pine Plantation	Pine Plantation							
0 to 4 years (b)	271	—	—	—	—	—	—	
5 to 9 years	194	—	—	—	—	—	—	
10 to 14 years	195	7,646	1,659	51	—	9,356		
15 to 19 years	213	11,728	5,268	117	2	17,115		
20 to 24 years	193	7,749	7,551	150	3	15,453		
25 to 29 years	52	1,865	3,077	83	3	5,028		
30 + years	37	1,062	2,704	145	2	3,913		
0 to 4 years (b)								
0 to 4 years (b)								
0 to 4 years (b)								
5 to 9 years								
10 to 14 years								
15 to 19 years								
20 to 24 years								
25 to 29 years								
30 + years								

20 to 24 years						
25 to 29 years						
30 + years						
Total Pine Plantation	Total Pine Plantation	1,155	30,050	20,259	546	10
Natural Pine (Plantable) (c)	Natural Pine (Plantable) (c)	33	301	648	721	192
Natural Mixed Pine/Hardwood (d)	Natural Mixed Pine/Hardwood (d)	533	4,919	8,165	13,971	4,239
Forested Acres and Gross Inventory	Forested Acres and Gross Inventory	1,721	35,270	29,072	15,238	4,441
Plus: Non- Forested Acres (e)	Plus: Non- Forested Acres (e)	68				
Gross Acres	Gross Acres	<u><u>1,789</u></u>				
Gross Acres						
Less: Pre-Merchantable Age Class Inventory (f)						
Less: Pre-Merchantable Age Class Inventory (f)	Less: Pre-Merchantable Age Class Inventory (f)					(9,855)
Less: Volume in Environmentally Sensitive/Legally Restricted Areas	Less: Volume in Environmentally Sensitive/Legally Restricted Areas					(6,582)
Merchantable Timber Inventory	Merchantable Timber Inventory					<u><u>67,584</u></u>

(a) Table presented as of **September 30, 2022** **September 30, 2023** and does not include acquisitions or dispositions completed in the fourth quarter.

(b) 0 to 4 years includes clearcut acres not yet replanted.

(c) Consists of natural stands that are convertible into pine plantations once harvested.

(d) Consists of all non-plantable natural stands, including those that are in environmentally sensitive or economically inaccessible areas.

(e) Includes roads, rights of way and all other non-forested areas.

(f) Includes inventory that is less than 15 years old or in all states except for Oklahoma where the standard is less than 17 years old in Oklahoma, old.

PACIFIC NORTHWEST TIMBER

As of **December 31, 2022** **December 31, 2023**, our Pacific Northwest timberlands consisted of approximately **474,000** **418,000** acres located in Oregon and Washington, of which approximately **378,000** **311,000** acres were designated as productive acres, meaning land that is capable of growing merchantable timber and where the harvesting of timber is not constrained by physical, environmental or regulatory restrictions. These timberlands primarily comprise second and third rotation western hemlock and Douglas-fir, as well as a small amount of other softwood species, such as western red cedar. A small percentage also consists of natural hardwood stands of predominantly red alder. In the Pacific Northwest, rotation ages typically range from 35 to 50 years. Our product mix in the Pacific Northwest is heavily weighted to sawtimber, which is sold to domestic wood products facilities as well as exported primarily to Pacific Rim markets.

We estimate that the sustainable yield of our Pacific Northwest timberlands is approximately 190,160 to 215,185 MMBF (or 1.51.25 to 1.7 million 1.45 million tons) annually. We expect that the average annual harvest volume of our Pacific Northwest timberlands over the next five years (2023(2024 to 2027)2028) will be generally in line with our sustainable yield. For additional information, see [Item 1 — Business — Discussion of Timber Inventory and Sustainable Yield](#) and [Item 1A — Risk Factors](#).

In 2022, 2023, we acquired a minimal amount of additional approximately 400 acres of timberlands in the Pacific Northwest region. For additional information, see [Note 4 — Timberland Acquisitions](#). In addition, we closed on a 55,000-acre Large Disposition in Oregon for \$242.2 million. See [Item 7 — Results of Operations](#) and for additional information.

We estimate that the gross timber inventory and merchantable timber inventory of our Pacific Northwest timberlands were 3,553,2,388 MMBF and 1,387,1,231 MMBF, respectively, as of September 30, 2022. September 30, 2023, on a pro forma basis adjusted for the 55,000-acre Large Disposition in Oregon completed in the fourth quarter. The following table provides a breakdown of our Pacific Northwest timberlands acreage and timber inventory by product and age class as of September 30, 2022. September 30, 2023, presented on a pro forma basis to exclude acreage and timber inventory sold in the Large Disposition:

(volumes in MBF, except as noted)					
	Age Class	Acres (000's)	Softwood Pulpwood (e)	Softwood Sawtimber (e)	Total (e)
(volumes in MBF, except as noted) (a)					
	Age Class				
	Age Class				
	Age Class				
Commercial Forest	Commercial Forest		Acres (000's)	Softwood Pulpwood (f)	Softwood Sawtimber (f)
0 to 4 years					
(a)	48	—	—	—	
5 to 9 years	46	—	—	—	
10 to 14 years	46	—	—	—	
15 to 19 years	48	—	—	—	
20 to 24 years	36	43,775	97,224	140,999	
25 to 29 years	33	47,422	259,738	307,160	
30 to 34 years	46	90,819	637,339	728,158	
35 to 39 years	44	83,149	724,359	807,508	
40 to 44 years	16	28,039	292,843	320,882	
45 to 49 years	5	8,768	81,436	90,204	
50+ years	6	15,388	127,378	142,766	
0 to 4 years					
(b)					
0 to 4 years					
(b)					
0 to 4 years					
(b)					
5 to 9 years					
10 to 14 years					
15 to 19 years					

20 to 24 years				
25 to 29 years				
30 to 34 years				
35 to 39 years				
40 to 44 years				
45 to 49 years				
50+ years				
Total	Total			
Commercial	Commercial			
Forest	Forest	374	317,360	2,220,317
				2,537,677
Non-Commercial Forest				
(b)		4	3,771	22,486
				26,257
Non-Commercial Forest (c)				
Productive	Productive			
Forested	Forested			
Acres	Acres	378		
Restricted Forest (c)		90	112,405	876,591
				988,996
Restricted Forest (d)				
Restricted Forest (d)				
Restricted Forest (d)				
Total	Total			
Forested	Forested			
Acres and	Acres and			
Gross	Gross			
Inventory	Inventory	468	433,536	3,119,394
				3,552,930
Plus: Non-Forested Acres				
(d)		18		
Plus: Non-Forested Acres				
Acres (e)				
	Gross			
Gross Acres	Acres	486		
Gross Acres				
Gross Acres				
Less: Pre-Merchantable Age Class Inventory				
Less: Pre-Merchantable Age Class Inventory				
Less: Pre-Merchantable				
Age Class				
Inventory			Less: Pre-Merchantable Age Class Inventory	(1,177,344)
Less:				
Restricted				
Forest				
Inventory			Less: Restricted Forest Inventory	(988,996)
Total				
Merchantable				
Timber			Total Merchantable Timber	1,386,590

Conversion factor for MBF to SGT (f)	7.75
Conversion factor for MBF to SGT	
Total Merchantable Timber (thousands of SGT)	10,746

(a) Table presented as of September 30, 2023 and is presented on a pro forma basis adjusted for the 55,000-acre Large Disposition in Oregon.

(b) 0 to 4 years includes clearcut acres not yet replanted.

(b) (c) Includes non-commercial forests with limited productivity.

(c) (d) Includes significant portions of riparian management zones, legally restricted forests, and environmentally sensitive areas.

(d) (e) Includes roads, rights of way, and all other non-forested areas.

(e) (f) Includes a minor component of hardwood in red alder and other species.

(f) Conversion factor was adjusted from 7.99 to 7.75 in the current year to reflect an ongoing mix shift towards Douglas-fir, which has a lower MBF to SGT conversion ratio.

NEW ZEALAND TIMBER

As of December 31, 2022 December 31, 2023, our New Zealand timberlands consisted of approximately 417,000 421,000 acres (including approximately 229,000 233,000 acres of leased lands), of which approximately 297,000 acres were designated as productive or plantation acres, meaning land that is capable of growing merchantable timber and where the harvesting of timber is not constrained by physical, environmental or regulatory restrictions. The leased acres are generally leased through long-term arrangements including Crown Forest Licenses ("CFLs"), forestry rights and other leases. Rotation ages typically range from 25 to 30 years for pine plantations. Our New Zealand timberlands serve a domestic sawmilling market and also provide export logs to Pacific Rim markets.

Our New Zealand timber operations are conducted by Matariki Forestry Group, a joint venture with Stafford Capital Partners Limited (the "New Zealand subsidiary"). We maintain a controlling financial interest of 77% in the New Zealand subsidiary and, accordingly, consolidate the New Zealand subsidiary's balance sheet and results of operations. The minority owner's interest in the New Zealand subsidiary and its earnings are reported as noncontrolling interest in our financial statements. Rayonier's wholly-owned subsidiary, Rayonier New Zealand Limited ("RNZ"), serves as the manager of the New Zealand subsidiary. For additional information, see [Note 5 — Noncontrolling Interests](#).

We estimate that the sustainable yield of our New Zealand timberlands is approximately 2.1 to 2.4 million cubic meters (or 2.4 to 2.7 million tons) annually. We expect that the average annual harvest volume of our New Zealand timberlands over the next five years (2023 (2024 to 2027) 2028) will be in line with our sustainable yield range. For additional information, see [Item 1 — Business — Discussion of Timber Inventory and Sustainable Yield](#) and [Item 1A — Risk Factors](#).

In 2022, 2023, we acquired approximately 1,000 acres of timberland leased lands in New Zealand, including approximately 400 acres of leased lands. For additional information, see [Note 4 — Timberland Acquisitions](#).

We estimate that the gross timber inventory and merchantable timber inventory of our New Zealand timberlands were both 15.4 million 15.9 million cubic meters as of December 31, 2022 December 31, 2023. The following table provides a breakdown of our New Zealand timberlands acreage and timber inventory by product and age class as of December 31, 2022 December 31, 2023:

(volumes in thousands of m ³ , except as noted)	(volumes in thousands of m ³ , except as noted)				
		Age Class	Acres (000's)	Pulpwood (d)	Sawtimber (d)
Age Class					
Age Class				Acres (000's)	Pulpwood (d)
Radiata Pine	Radiata Pine				Sawtimber (d)
0 to 4 years					Total (d)
(a)	67	—	—	—	
5 to 9 years	39	—	—	—	
10 to 14 years	44	—	—	—	

15 to 19 years	45	—	—	—
20 to 24 years	51	1,865	6,756	8,621
25 to 29 years	18	650	3,529	4,179
30 + years	2	117	369	486
Total Radiata				
Pine	266	2,632	10,654	13,286
0 to 4 years				
(a)				
0 to 4 years				
(a)				
0 to 4 years				
(a)				
5 to 9 years				
10 to 14 years				
15 to 19 years				
20 to 24 years				
25 to 29 years				
30 + years				
Total				
Radiata				
Pine				
Other (b)	Other (b)	31	945	1,147
Forested	Forested			2,092
Acres and	Acres and			
Merchantable	Merchantable			
Timber	Timber			
Inventory	Inventory	297	3,577	11,801
Conversion	Conversion			15,378
factor for m ³ to	factor for m ³ to			
SGT	SGT			1.12
Total	Total			
Merchantable	Merchantable			
Timber	Timber			
(thousands)	(thousands)			
of SGT)	of SGT)			17,183
Plus: Non-	Plus: Non-			
Productive	Productive			
Acres (c)	Acres (c)	120		
Gross Acres	Gross Acres	417		
Gross Acres				
Gross Acres				

(a) 0 to 4 years includes clearcut acres not yet replanted.

(b) Includes primarily Douglas-fir age 30 and over.

(c) Includes natural forest and other non-planted acres.

(d) Includes timber located in environmentally sensitive areas.

CARBON CREDITS

The New Zealand subsidiary participates in the New Zealand Emissions Trading Scheme ("ETS"), which was designed to reduce emissions in New Zealand. The ETS helps to reduce emissions by requiring businesses to measure and report on their greenhouse gas emissions and surrender one emissions unit ("NZU" or "carbon credit") to the government for each metric tonne of emissions. The New Zealand Government sets and reduces the number of units supplied into the scheme over time, which will limit the overall quantity of emissions to meet New Zealand's emissions reduction targets.

Businesses who participate in the New Zealand ETS can buy and sell units from each other, with pricing driven by supply and demand in the scheme. As of **December 31, 2022**, the New Zealand subsidiary held **1,631,127 2,368,301** NZUs with respect to timberlands designated as post-1989 forests. These units were received for net carbon sequestered between 2008 and **2013 2018** and from subsequent units acquired during 2019 and 2021. As of **December 31, 2022**, we do not **415,608** NZUs have any a surrender **liabilities** obligation in relation to the 2022 Final Emissions Return, of which **166,152** NZUs will be surrendered and **all units are available to the rest** will be **freely monetized**, settled through a Fixed Price Option cash payment as allowed by the ETS. See [Note 23 — Other Assets](#) for information about our cost basis in carbon credits. See [Note 3 — Revenue](#) for information about the sale of carbon units.

REAL ESTATE

All of our U.S. and New Zealand land or leasehold sales, including HBU and non-HBU, are reported in our Real Estate segment. We report our Real Estate sales in six categories:

- Improved Development,
- Unimproved Development,
- Rural,
- Timberland & Non-Strategic,
- Large Dispositions, and
- Conservation Easements

The Improved Development category comprises properties sold for development for which we, through a taxable REIT subsidiary, have invested in site improvements such as infrastructure, roadways, utilities, amenities and/or other improvements designed to enhance marketability and create parcels, pads and/or lots for sale.

The Unimproved Development category comprises properties sold for development for which we have not invested in site improvements.

The Rural category comprises all real estate sales (excluding development sales) representing a demonstrable premium above timberland value.

The Timberland & Non-Strategic category includes all U.S. and New Zealand real estate sales representing little to no premium to timberland value. This category consists primarily of sales of property value and generally comprising less productive assets that management views as non-strategic are deemed non-core to our long-term operations. Timberland & Non-strategic sales are effectuated in the ordinary course of business to improve our portfolio as well as sales of property for capital allocation purposes that do not fit the definition of a Large Disposition, or in response to unsolicited offers.

The Large Dispositions category includes sales of productive timberland assets that exceed \$20 million in size and do not have reflect a demonstrable premium relative to timberland value. Proceeds from Large Dispositions are generally used to fund capital allocation priorities, such as share repurchases, debt repayment or acquisitions. Sales designated as Large Dispositions are excluded from cash flow from operations and the calculation of Adjusted EBITDA and Cash Available for Distribution ("CAD"). See [Item 7 — Performance and Liquidity Indicators](#) for the definition of Adjusted EBITDA and CAD.

We maintain a detailed land classification analysis for all of our timberland and HBU acres. The vast majority of our HBU properties are managed as timberland and generate cash flow from timber operations prior to their sale or, in the case of Improved Development properties, prior to improvement.

Conservation Easements are the sale of development rights, which preclude future development on the underlying land but reserve our rights to continue to grow and harvest timber.

TRADING

Our Trading segment primarily reflects log trading activities in New Zealand and Australia conducted by our New Zealand subsidiary. Our Trading segment complements the New Zealand Timber segment by providing added market intelligence, increasing the scale of export operations and achieving cost savings that directly benefit the New Zealand Timber segment. This additional market intelligence also benefits our Southern and Pacific Northwest export log marketing efforts.

Our New Zealand subsidiary conducts export sales through a joint venture, which arranges sales shipping and export documentation services for an agency fee. The New Zealand subsidiary, in turn, provides support services on a cost recovery basis to the joint venture. Through the use of the joint venture, we are able to increase scale efficiencies, market presence and cost savings in both the Timber and Trading segments.

In addition to our direct export business, we also engage in log trading activities, which generally involve the procurement of third-party logs in order to gain scale efficiencies in our export operations. For procured logs, the New Zealand subsidiary buys logs directly from other forest owners at New Zealand ports and exports them through an agency agreement with the export service joint venture. Income from this business is generated by achieving a sales margin over the purchase price of the procured logs. Revenue generated from procured log sales reflects the full sales price of the logs and is recorded as timber sales within the Trading segment. The New Zealand subsidiary, through the Trading segment, also purchases standing timber from time to time, whereby it manages the harvest and sale of the logs for approximately one to three years. In these instances, the cost of standing timber is capitalized as an asset on the Consolidated Balance Sheets and recognized as non-depletion cost of sales when sold.

In 2022, 2023, New Zealand trading volume was approximately 460,000 307,000 tons. Of this volume, approximately 333,000 274,000 tons were purchased directly from third parties in New Zealand, 53,000 18,000 tons were sourced from outside New Zealand (primarily Australia), and the remaining 74,000 15,000 tons were harvested from stumpage purchases and managed harvest arrangements. Approximately 83% 91% of third-party purchases in New Zealand were purchased at spot prices, with the New Zealand subsidiary thereby assuming some price risk on subsequent resale. The remaining 17% 9% were purchased on a fixed margin basis, with the New Zealand subsidiary earning either a fixed percentage of the net export revenue or a spread on the resale price irrespective of subsequent price fluctuations. The New Zealand subsidiary generally seeks to mitigate its risk of loss on procured logs by securing export orders prior to or concurrent with its spot purchases of logs.

FOREIGN SALES AND OPERATIONS

Sales from non-U.S. operations occur in our New Zealand Timber, Trading and Real Estate segments and comprised approximately 37% 25% of consolidated 2022, 2023 sales. See [Note 2 — Segment and Geographical Information](#) for additional information.

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COMPETITION

TIMBER

Timber markets in our Southern and Pacific Northwest regions are relatively fragmented with price being the principal method of competition. In New Zealand, there are five other major private timberland owners accounting for approximately 34% 32% of New Zealand planted forests.

The following table provides an overview of certain major competitors in each of our Timber segments:

Segment	Competitors
Southern Timber (a)	Weyerhaeuser Company PotlatchDeltic Manulife Investment Management Timberland and Agriculture Inc. Resource Management Service Forest Investment Associates J.P. Morgan Asset Management
Pacific Northwest Timber (a)	Weyerhaeuser Company Manulife Investment Management Timberland and Agriculture Inc. Green Diamond Resource Company J.P. Morgan Asset Management Port Blakely Tree Farms State of Washington Department of Natural Resources Bureau of Indian Affairs
New Zealand (b)	Manulife Investment Management Timberland and Agriculture Inc. Kaingaroa Timberlands Ernslaw One OneFiftyOne Plantations New Forests

(a) In addition to the competitors listed, we also compete with numerous other large and small privately held timber companies.

(b) The New Zealand subsidiary competes with these and other smaller New Zealand timber companies for supply into New Zealand domestic and export markets, predominantly China, South Korea and India. Logs supplied into Asian markets also compete with export supply from other regions, including Europe and North America.

REAL ESTATE

In our Real Estate business, we compete with other owners of entitled and unentitled properties. Each property has unique attributes, but overall quantity of supply and price for residential, commercial, industrial and rural properties in the geographic areas in which we operate are the most significant competitive drivers.

TRADING

Our log trading operations are primarily based out of New Zealand and performed by our New Zealand subsidiary. The New Zealand market remains very competitive with 10-15 entities competing for export log supply at different ports across the country.

CUSTOMERS

In 2022, we closed on a 55,000-acre Large Disposition to Manulife Investment Management on behalf of clients for \$242.2 million, representing approximately 23% of consolidated sales. There were no other individual customer customers (or group of customers under common control) who represented 10% or more of consolidated sales, sales during the year.

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SEASONALITY

Across all our segments, results are normally not impacted significantly by seasonal changes. However, significant wet weather in areas of our Southern Timber operations can hinder access for harvesting, thereby temporarily reducing supply in the affected areas and generally strengthening prices. Conversely, extended dry weather in an area tends to suppress prices as timber is more accessible for harvesting.

GOVERNMENTAL REGULATION AND ENVIRONMENTAL MATTERS

We are subject to federal, state and local laws and regulations in the United States and New Zealand that could affect our business, including those promulgated under the Foreign Corrupt Practices Act, Occupational Safety and Health Act, Clean Water Act, Endangered Species Act, Washington Forest Practices Act, New Zealand Resource Management Act, New Zealand Health and Safety At Work Act and various other environmental and safety laws and regulations. Our operations also are subject to various international trade agreements, tariffs, taxes and regulations. While we believe that we are in compliance in all material respects with all applicable governmental regulations, current governmental regulations may change or become more stringent or unforeseen events may occur, any of which could have a material adverse effect on our financial position or results of operations.

We are aware of hazardous substances at a former sawmill site located in Port Gamble, Washington, which we acquired as part of our acquisition of Pope Resources. We have been identified as a "potentially liable party" at the Port Gamble site and are presently working on cleanup and remediation under the Washington Model Toxics Control Act, as well as the federal Comprehensive Environmental Response, Compensation and Liability Act programs. We have determined that a liability has been incurred and that the amount of the loss can reasonably be estimated. Accordingly, we have accrued amounts on our balance sheet for losses related to this site. Compliance with environmental laws and regulations and our remedial environmental obligations historically have not had a material impact on our operations, and we are not aware of any proposed regulations or remedial obligations that could trigger significant costs or capital expenditures in connection with such compliance.

We have elected to be taxed as a REIT for U.S. federal tax purposes pursuant to the Internal Revenue Code of 1986 and related U.S. Treasury regulations and administrative guidance ("REIT Requirements"). We monitor and test our compliance with all REIT Requirements and believe that we are in compliance in all material respects with all such current requirements. In the event we are not in compliance, or in the event current REIT Requirements change in such a way as to preclude our continuing qualification as a REIT, such events could have a material adverse effect on our financial position or results of operations.

Compliance with government regulations, including environmental regulations, has not had, and based on current information and the applicable laws and regulations currently in effect, is not expected to have a material effect on our capital expenditures, earnings or competitive position. However, laws and regulations may be changed, accelerated or adopted that impose significant operational restrictions and compliance requirements upon our company and which could negatively impact our operating results. See [Item 1A](#)  [Risk Factors](#).

PORT GAMBLE ENVIRONMENTAL REMEDIATION

In the merger with Pope Resources, we acquired the town of Port Gamble, Washington. Portions of this property require environmental remediation under federal and state environmental laws, and remediation activities are currently ongoing. As such, we have recognized environmental liabilities associated with Port Gamble. For additional information on our environmental liabilities see [Note 10](#)  [Commitments](#) and [Note 12](#)  [Environmental and Natural Resource Damage Liabilities](#).

The sections below provide a history of the environmental matters in Port Gamble, Washington:

Discovery and Initial Actions

In Port Gamble, Washington, hazardous substances were previously discovered requiring environmental remediation under federal and state environmental laws. The real estate subject to environmental remediation requirements was the location of a sawmill operated by Pope & Talbot, Inc. ("P&T") from 1853 to 1995. P&T continued to lease various portions of the site for its operations until 2002. During the time P&T operated in Port Gamble, it also conducted shipping, log storage, and log transfer operations in the tidal and subtidal waters of Port Gamble Bay, some of which were under a lease from the Washington State Department of Natural Resources ("DNR") that lasted from 1974 to 2004. P&T's operations resulted in the release of hazardous substances that impacted the upland and submerged portions of the site. These substances include various hydrocarbons, cadmium, and toxins associated with wood waste and the production of wood products.

Following the mill closure, the Washington State Department of Ecology (the "DOE") began to examine the environmental conditions at Port Gamble. Under Washington law, both Pope Resources and P&T were considered by the DOE to be "potentially liable persons" ("PLPs"); Pope Resources because of its ownership of certain portions of the site, and P&T because of its historical ownership and operation of the site. P&T and Pope Resources entered into a settlement agreement in 2002 that allocated responsibility for environmental contamination at the townsite, millsite, a solid waste landfill, and adjacent water to Pope Resources, with P&T assuming responsibility for funding cleanup in the Port Gamble Bay and the other areas of the site that were impacted by its historical operations.

In 2005, both Pope Resources and P&T received Environmental Excellence Awards from DOE for their work in remediating the contamination that had existed at the Port Gamble townsite and landfill. DOE also issued letters to both parties in 2006 indicating that the agency expected to take no further action regarding conditions at those portions of the site. Pope Resources continued cleaning up the remaining contamination at the millsite. By late 2005, the millsite portion of the site had largely been cleaned and the remaining aspects of that project consisted of test well monitoring and modest additional remediation. The Port Gamble Bay area and related tidelands, for which P&T was responsible under the parties' settlement agreement, had not yet been remediated. In 2007, P&T filed for bankruptcy protection and was eventually liquidated, leaving Pope Resources as the only remaining PLP. Because environmental liabilities are joint and several as between PLPs, the result of P&T's bankruptcy was to leave the liability with Pope Resources as the only remaining solvent PLP.

In-water Cleanup

Beginning in 2010, DOE began to reconsider its expectations regarding the level of cleanup that would be required for Port Gamble Bay, largely because of input from interested citizens and groups, one of the most prominent being the Port Gamble S'Klallam Tribe. In response to input from these groups, DOE adopted remediation levels that were far more stringent than either DOE or Pope Resources had contemplated previously. In December 2013, Pope Resources and DOE entered into a consent decree that included a cleanup action plan ("CAP") requiring the removal of docks and pilings, excavation and backfilling of intertidal areas, subtidal dredging and monitoring, and other specific remediation steps. The construction phase of the cleanup of the Port Gamble Bay area and related tidelands began in September 2015 and the in-water portion of the cleanup was completed in January 2017.

Millsite Cleanup

With the in-water portion of the cleanup completed, there ~~is was~~ expected to be relatively modest cleanup activity on the millsite and a monitoring period. In February 2018, Pope Resources and DOE entered into an agreed order with respect to the millsite under which Pope Resources performed a remedial investigation and feasibility study ("RI/FS"), which it submitted to DOE for review in January 2019. Following the finalization of the RI/FS, Pope Resources worked with DOE to develop a CAP. As with the in-water portion of the project, the CAP will define the scope of the remediation activity for the millsite. The consent decree, which includes the CAP, was entered in Kitsap County Superior Court on November 25, 2020.

Natural Resources Damages

In addition to the cleanup costs discussed previously, certain environmental laws allow state, federal, and tribal trustees (collectively, the "Trustees") to bring suit against property owners to recover natural resource damages ("NRD"). Similar to cleanup responsibility, liability for NRD can attach to a property owner simply because an injury to natural resources resulted from releases of hazardous substances on the owner's property, regardless of culpability for the release. Trustees have alleged that Pope Resources had NRD liability because of releases that occurred on its property. Prior to the merger with Rayonier, Pope Resources began negotiations with the Trustees for the purpose of identifying NRD restoration projects. Those negotiations are ongoing and may ultimately result in agreement as to requested mitigation activities.

For additional information see [Item 1A — Risk Factors](#).

RESEARCH AND DEVELOPMENT

The research and development activities of our timber operations include genetics and tree improvement, soils and seedling production, biometrics and growth/yield, environmental sustainability (including protection of water, biodiversity, and threatened and endangered ("T&E") species), and carbon and climate impact. We also contribute to research cooperatives that undertake forestry research and development.

INFORMATION ABOUT OUR EXECUTIVE OFFICERS

David L. Nunes, [61](#) [62](#), Mr. Nunes has more than three decades of timber industry experience, and today serves as Rayonier's Chief Executive Officer. He joined the company in June 2014 as Chief Operating Officer, and shortly thereafter assumed the role of President and CEO following Rayonier's spin-off of its Performance Fibers business. Prior to joining Rayonier, he served as President and CEO of Pope Resources/Olympic Resource Management from 2002 to 2014. He joined Pope Resources in 1997 as director of portfolio management. The following year, he was named Vice President of Portfolio Development, and then served two years before being named President and COO in 2000. Previously Mr. Nunes spent nine years with Weyerhaeuser Company, joining the organization in 1988 as a business analyst and advancing through a number of leadership roles to become Director of Corporate Strategic Planning. Mr. Nunes holds a Bachelor of Arts in Economics from Pomona College and an MBA from the Tepper School of Business at Carnegie Mellon University. On October 30, 2023, Mr. Nunes notified the Company that he will retire from his role as CEO, effective March 31, 2024.

Mark D. McHugh, 47, 48, Mr. McHugh was appointed President and Chief Financial Officer in January 2023, having previously served as Senior Vice President and Chief Financial Officer since joining Rayonier in December 2014. Mr. McHugh has over 20 years of experience in finance and capital markets, focused primarily on the forest products and REIT sectors. He joined Rayonier from Raymond James, where he served as Managing Director in the firm's Real Estate Investment Banking group, responsible for the firm's timberland and agriculture sector coverage. Prior to Raymond James, he worked in the Investment Banking division of Credit Suisse in New York and Los Angeles from 2000 to 2008, focused on the paper and forest products sectors. Throughout his career, he has provided a wide range of strategic and financial counsel to various publicly traded paper, forest products, and real estate companies. Mr. McHugh holds a B.S.B.A. in Finance from the University of Central Florida and a JD from Harvard Law School. Mr. McHugh has been appointed by the Board as Mr. Nunes' successor and will become President and Chief Executive Officer, effective April 1, 2024.

Douglas M. Long, 52, 53, Mr. Long was appointed Executive Vice President and Chief Resource Officer in January 2023, having previously served as Senior Vice President, Forest Resources since December 2015. Mr. Long oversees Rayonier's global forestry operations, as well as emerging business opportunities associated with nature-based land-based solutions. He joined Rayonier in 1995 as a GIS Forestry Analyst and held multiple positions of increasing responsibility within the forestry division prior to his most recent roles, including Vice President, U.S. Operations from November 2014 to December 2015 and Director, Atlantic Region, U.S. Forest Resources from March 2014 to November 2014. Mr. Long holds bachelor's and master's degrees in Forest Resources and Conservation from the University of Florida.

Christopher T. Corr, 59, 60, Mr. Corr joined the Company in July 2013 and currently serves as Senior Vice President, Real Estate Development and President, Raydient LLC. Prior to joining Rayonier, he served as Executive Vice President, Buildings and Places for AECOM from 2008 to 2013. Prior to that, Mr. Corr held various positions with The St. Joe Company between 1998 and 2008, most recently as Executive Vice President and Chief Strategy Officer. From 1992 to 1998, Mr. Corr was a senior manager with The Walt Disney Company, where he was a key member of the team that developed the visionary town of Celebration near Orlando, Florida. From 1990 to 1992, Mr. Corr served as an elected member of the Florida House of Representatives. Mr. Corr holds a Bachelor of Arts degree from the University of Florida and has completed programs with the Harvard Real Estate Institute and the Wharton School of Business at University of Pennsylvania.

Mark R. Bridwell, 60, 61, Mr. Bridwell was appointed Senior Vice President, General Counsel and Corporate Secretary in March 2023. He was previously promoted to Vice President and General Counsel in June 2014, and shortly thereafter, assumed the additional role of Corporate Secretary in March 2015, having 2015. Mr. Bridwell previously served as Assistant General Counsel for Land Resources from 2012 to June 2014 and Associate General Counsel for Timber and Real Estate from 2009 to 2012. He joined Rayonier in 2006 as Associate General Counsel for Performance Fibers. Prior to Rayonier, Mr. Bridwell served as counsel for six years at Siemens Corporation. Prior to the Siemens Corporation, he was an attorney with the international law firms of Jones, Day, Reavis & Pogue and Seyfarth, Shaw, Fairweather & Geraldson for five years. Mr. Bridwell holds a B.S.B.A. in Finance from the University of Central Florida, and both an MBA and JD from Emory University.

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Shelby L. Pyatt, 52, 53, Ms. Pyatt was appointed Senior Vice President, Human Resources and Information Technology in October 2015, March 2023, having previously served as Vice President, Human Resources and Information Technology since July 2014. She also previously October 2015. Prior to this, she served as Vice President, Human Resources from July 2014 to October 2015, Director, Compensation, Benefits and Employee Services from 2009 to July 2014 and Director, Compensation and Employee Services from 2006 to 2009. She joined Rayonier in 2003 as Manager, Compensation. Prior to joining Rayonier, Ms. Pyatt held human resources positions with CSX Corporation and Barnett Bank. Ms. Pyatt holds a bachelor's degree in Business Management.

W. Rhett Rogers, 46, 47, Mr. Rogers was appointed Senior Vice President, Portfolio Management in February 2017, March 2023 having previously served as Director, Land Asset Management; Vice President, Portfolio Management since February 2017. Mr. Rogers oversees the Company's acquisition and disposition activities, including Rural HBU and non-strategic land sales, as well as its land information systems function. He joined Rayonier in 2001 as a District Technical Forester, and has held multiple positions of increasing responsibility within the Company. Mr. Rogers holds a Bachelor of Science in Forestry from Louisiana Tech University, and both an MBA and MS in Forest Resources from Mississippi State University.

April J. Tice, 49, 50, Ms. Tice was appointed Vice President and Chief Accounting Officer in April 2021, having previously served as Vice President, Financial Services and Corporate Controller. In this position, she acts as the Company's principal accounting officer. She joined Rayonier in 2010 as Manager, General Ledger, and has held multiple positions of increasing responsibility within the finance and accounting departments. Prior to joining Rayonier, Ms. Tice held various accounting positions with Deloitte & Touche, the State of Florida, and two private companies located in Florida. Ms. Tice holds a Bachelor of Fine Arts from Florida State University and a Master of Accountancy with a tax concentration from the University of North Florida. Ms. Tice is a Certified Public Accountant in the State of Florida. In connection with Mr. Nunes' retirement and the Company's leadership transition, Ms. Tice will assume the position of Senior Vice President and Chief Financial Officer, effective April 1, 2024.

HUMAN CAPITAL

Rayonier is committed to creating an engaging and rewarding employee experience, as well as making safety a priority in everything we do.

Our Culture and Employee Retention

We view our culture as an asset and believe that fostering a positive and healthy culture work environment is critical to achieving our goals of being the preferred employer in the forestry industry and retaining key talent. We use various means to encourage actively promote open communication and information sharing across the organization, organization, while also empowering our employees to take initiative and contribute their ideas. This approach ensures team members feel valued, engaged and capable of making a meaningful impact.

Every two years we conduct a formal company-wide employee survey to provide anonymous feedback to management. Survey results are benchmarked against our third-party provider's global database, shared with employees and also reviewed with our Board of Directors to help set non-financial goals for management.

The recruitment, retention and development of employees is essential to our success. We aim to provide employees with opportunities to build skills and grow professionally, while also offering competitive compensation commensurate with an individual's experience, knowledge and performance. Our compensation packages consist of a base salary and an annual bonus. We also use targeted equity-based grants with a multiyear vesting schedule to help promote the retention of personnel and an ownership mentality across our organization. Our comprehensive benefits package includes medical, dental, vision, life, accident, disability and paid parental and caregiver leave. We also offer a health savings account, a dependent care spending account and an employee assistance plan. Our 401(k) retirement savings plan includes company matching contributions as well as enhanced retirement contributions.

Employee Development

We offer provide a comprehensive approach to robust training and development which program that encompasses a variety of learning methods to cater to diverse needs. This includes micro and on-demand learning for quick and targeted skill upgrades, alongside traditional classroom programs for more in-depth learning. We also emphasize professional growth through our coaching and mentoring program. For those seeking broader experience, we offer cross-functional assignments and a specialized job rotation program designed for early career foresters and conferences. We also provide a tuition reimbursement program, which reimburses 80% of the costs of approved degree programs.

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Workplace Safety

Safety is a way of life and a cornerstone of Rayonier's culture — our key guiding principle is that all of our employees and contractors should return home safely each day. To that end:

- We employ a systematic, four-pronged approach to developing and assimilating our safety principles: set goals, communicate effectively, identify preventive measures and provide proper tools and training.
- We conduct meetings throughout our organization addressing key safety issues.
- We offer a variety of mandatory and optional safety courses each year in areas such as: defensive driving, proper chainsaw use, ATV safety, CPR certifications and first aid, emergency evacuation, slips, trips and falls, overhead hazards, fire prevention, internal reporting of safety incidents, general forestry requirements and various other safety topics.

Rayonier achieved our goal in 2023—we had zero fatalities or significant incidents, and everybody went home safe, every day. Our commitment to maintaining a safe working environment has not only safeguarded lives, but has also contributed to the overall success of our organization and industry. It is through adherence to safety protocols and constant vigilance that we have created a workplace where everyone feels secure and supported.

We generally engage contractors to perform a number of critical functions, such as the planting of trees and the harvesting and hauling of logs. Our safety management programs are designed to use a collaborative approach to focus on both employee and contractor safety. For our employees, driving is generally deemed to be the most hazardous activity associated with our business given the geographic dispersion of our assets. However, for our contracted workforce, activities associated with tree felling, extraction of logs and log transportation are the most critical risk areas.

In New Zealand, we have a comprehensive workplace safety management program that includes both employees and contractors pursuant to local laws and is regulated by the Health & Safety at Work Act 2015. Similar industry practices Our safety management program includes both contractors and regulations employees pursuant to local laws. Regulations incorporating contractor safety do not exist in the United States U.S. In line with our goal to provide an accident-free workplace for contractors. Nonetheless, in addition to our employee safety programs in the U.S., everyone, we have initiated programs taken steps to promote safe work practices among our contractor workforce. Our safety program focuses on establishing an open dialogue about safety issues with contractors. The program includes safety alerts, tailgate meetings on safety topics, education on best management practices, and our U.S. near miss/incident reporting program. We now require all contractors to better educate them have an active written safety program in place before working on safe work practices. our property. In 2022, 539 2023, 798 safety near miss reports were submitted and 282 1,133 contractor safety meetings were conducted.

Employee Wellness

Our employee wellness program, Stay Strong, is designed to promote the overall health and well-being of our employees by providing education, resources, and a financial investment in our employees' wellness. Stay Strong employs a comprehensive approach centered on four key areas: Health and Well-Being, Financial Wellness, Work-Life Balance and Emotional Health. This includes a comprehensive benefits package, flexible work arrangements and generous paid time off as well as specific workshops and programs tailored to locations.

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Inclusion and Diversity Belonging

Rayonier is focused on promoting an inclusive and diverse workforce as we believe this plays an integral role in maintaining an engaging employee experience. As of December 31, 2022, December 31, 2023, we had 419438 employees, 322341 in the U.S. and 97 in New Zealand.

The following charts provide details on diversity at Rayonier a breakdown of Rayonier's demographics as of December 31, 2022 December 31, 2023:



We are seeking to improve our gender and racial diversity have an inclusive workforce and have initiated actions to increase the diversity develop a diverse pipeline of qualified candidates. To this end, alongside other initiatives, we have assembled an internal team to further enhance and improve our efforts around promoting a diverse and an inclusive culture where all employees are supported, empowered and valued. This team will guide policy objectives within our organization and identify initiatives to help increase diversity improve inclusivity within the broader forestry industry.

AVAILABILITY OF REPORTS AND OTHER INFORMATION

Our annual reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K, proxy statements and amendments to those reports filed or furnished pursuant to Sections 13(a) or 14 of the Securities Exchange Act of 1934 are made available to the public free of charge in the Investor Relations section of our website, www.rayonier.com, shortly after we electronically file such material with, or furnish them to, the SEC. Our corporate governance guidelines and charters of all committees of our board of directors are also available on our website. The information on our website is not incorporated by reference into this Annual Report on Form 10-K.

Item 1A. RISK FACTORS

Our operations are subject to a number of risks. When considering an investment in our securities, you should carefully read and consider these risks, together with all other information in this Annual Report on Form 10-K. If any of the events described in the following risk factors actually occur, our business, financial condition or operating results, as well as the market price of our securities, could be materially adversely affected.

ECONOMIC RISK FACTORS

A sustained increase in the rate of inflation, a persistent period of heightened inflation and monetary policy responses to the inflationary environment could negatively affect our stock price, results of operations and financial condition.

The recent acceleration of inflation in the United States and global economies, should it persist, could adversely affect us. In particular, increases in the cost and availability of labor for us and our contractors could increase our costs, compress our margins and impact harvest levels. In addition, increases in energy and fuel costs could affect our results of operations. Energy costs are a significant operating expense for logging and hauling contractors who support us and the customers of our standing timber. The A continued rapid rise in energy costs could have a negative effect on the cost and availability of such contractors. Additionally, such rapidly rising energy costs may have a negative impact on the cost of ocean freight for our exported products. Moreover, our selling, general and administrative costs could increase. More generally, an increase in inflation and interest rates could have an adverse impact on our cost of capital, which could impact the value of our long-lived assets, our ability to economically acquire additional assets, the cost of debt and the value of our equity. One of the factors that may influence the price of our common shares is our annual dividend yield as compared to the yields on other financial instruments. An increase in market interest rates could cause increases in discount rates and, accordingly, a decline in property values and total returns for timberland assets. Thus, an increase in market interest rates could result in higher yields on other financial instruments and could adversely affect the relative attractiveness of an investment in our equity and, accordingly, the trading price of our common shares. These macroeconomic factors impacting us are beyond our control and could have a material adverse effect on our business, financial condition, results of operations and the value of our equity.

We are exposed to the cyclicity of the markets in which we operate and other factors beyond our control, which could adversely affect our results of operations.

In our Timber segments, the level of residential construction activity, including home repair and remodeling activity, is the primary driver of sawtimber demand. In addition, demand for logs can be affected by the demand for wood chips in the pulp and paper and engineered wood products markets, as well as the bio-energy production markets. The ongoing level of activity in these markets is subject to fluctuation due to future changes in economic conditions, inflation, interest rates, credit availability, population growth, weather conditions, the ongoing COVID-19 pandemic geopolitical tensions and other factors. Changes in global economic conditions, such as new timber supply sources and changes in currency exchange rates, foreign interest rates and foreign and domestic trade policies, can also negatively impact demand for our timber and logs. In addition, the industries in which our customers participate are highly competitive and may experience overcapacity or reductions in demand, all of which may affect demand for and pricing of our products.

In our Real Estate segment, our inability to sell our HBU properties at attractive prices could have a significant effect on our results of operations. Demand for real estate can be affected by the availability of capital, changes in interest rates, availability and terms of financing, conditions in the credit markets generally, changes in governmental agencies, changes in developer confidence, actions by conservation organizations, actions by anti-development organizations, our ability to obtain land use entitlements and other permits necessary for our development activities, local real estate market economic conditions, competition from other sellers of land and real estate developers, the relative illiquidity of real estate investments, employment rates, new housing starts, the ongoing COVID-19 pandemic, population growth, demographics and federal, state and local land use, zoning and

environmental protection laws or regulations (including any changes in laws or regulations). In addition, changes in investor interest in purchasing timberlands could reduce our ability to execute sales of non-strategic timberlands.

These macroeconomic and cyclical factors impacting our operations are beyond our control and, if such conditions deteriorate, could have an adverse effect on our business.

The industries in which we operate are highly competitive.

The markets in which we operate are highly competitive, and we compete with companies that have substantially greater financial resources than we do in each of these businesses. The competitive pressures relating to our Timber segments are primarily driven by quantity of product supply and quality of the timber offered by competitors in the domestic and export markets, each of which may impact pricing. With respect to our Real Estate segment, we compete with other owners of entitled and unentitled properties. Each property has unique attributes, but overall quantity of supply and price for residential, commercial, industrial and rural properties in the geographic areas in which we operate are the most significant competitive drivers. The markets in which our Trading segment operates are very competitive with numerous entities competing for export log supply at different ports across New Zealand.

Our business, financial condition and results of operations could be adversely affected by disruptions in the global economy caused by the ongoing conflict between Russia conflicts and Ukraine geopolitical tensions.

The global economy has been negatively impacted by the military conflict between Russia and Ukraine, as well as in the Middle East. The Russia-Ukraine conflict is fast-moving duration and outcomes of these conflicts and their residual effects are uncertain. Global log and lumber markets have exhibited increased volatility as sanctions have been imposed on Russia by the United States, the United Kingdom and the European Union in response to Russia's invasion of Ukraine. Additionally, the conflict and related hostilities in the Middle East have increased the potential for disruptions to shipping in the Red Sea, affected the cost and availability of ocean freight providers and elevated US military operations in the region. While we do not expect our operations to be directly impacted by the conflict at this time, changes in the cost of ocean freight, and changes in global wood and commodity flows, especially energy commodities, could impact the markets in which we operate, which may in turn negatively impact our business, results of operations, supply chain and financial condition. In addition, the effects of the ongoing conflict could heighten certain of our other known risks described herein.

OPERATIONAL RISK FACTORS

Weather, climate change and other natural conditions may limit our timber harvest and sales.

Weather conditions, changes in timber growth cycles, limitations on access (for example, due to prolonged wet conditions) and other factors, including damage by fire, insect infestation, disease, prolonged drought and natural disasters such as wind storms and hurricanes, may limit harvesting of our timberlands. Changes in the diversity of plants and trees due to fluctuations in temperature and rainfall patterns, could adversely impact the long-term growing conditions in our forests. The volume and value of timber that can be harvested from our timberlands may be reduced by any such occurrence and other causes beyond our control. As is typical in the forestry industry, we do not maintain insurance for any loss to our timber, including losses due to fire and these other causes. These and other factors beyond our control could reduce our timber inventory and our sustainable yield, thereby adversely affecting our financial results and cash flows.

Entitlement and development of real estate entail a lengthy, uncertain and costly governmental approval process, which could adversely affect our ability to grow the businesses in our Real Estate segment.

Entitlement and development of real estate entail extensive approval processes involving multiple regulatory jurisdictions. It is common for a project to require multiple approvals, permits and consents from U.S. federal, state and local governing and regulatory bodies. Any of these issues can materially affect the cost, timing and economic viability of our real estate projects. Moreover, the real estate entitlement process is frequently a political one, which involves uncertainty and often extensive negotiation and concessions in order to secure and maintain the necessary approvals and permits. In the U.S., a significant amount of our development property is located in jurisdictions in which local governments face challenging issues relating to growth and development, including zoning and future land use, public services, water availability, transportation and other infrastructure, concurrency requirements, affordable housing, land conservation efforts, and funding for same, and the requirements of state law. In addition, anti-development groups are active, especially in Florida and Washington, in filing litigation to oppose particular entitlement activities and development projects, and in seeking legislation and other anti-development limitations on real estate development activities. We expect this type of anti-development activity to continue in the future.

Entitlement and development of real estate are also subject to lengthy, uncertain and costly implementation processes. Large-scale developments may involve commitments from government agencies or third parties related to the delivery of infrastructure improvements (such as roads, bridges, sidewalks, water, sewer and other utilities), the certainty and timing of which are outside of our control.

Changes in the laws, or interpretation or enforcement thereof, regarding the use and development of real estate, changes in the political composition of state and local governmental bodies impacts from the ongoing COVID-19 pandemic, and the identification of new facts regarding our properties could lead to new or greater costs, delays and liabilities that could materially adversely affect our business, profitability or financial condition.

Coronavirus (COVID-19) Pandemic.

The novel coronavirus (COVID-19) outbreak could materially adversely affect our financial condition and results of operations.

Epidemics, pandemics or other such crises or public health concerns in regions of the world where we have operations or sell products, could result in the disruption of our business. Specifically, the ongoing COVID-19 outbreak has resulted in increased travel restrictions and extended shutdowns of certain businesses around the world, as well as continued volatility in economic conditions. These or any governmental or other regulatory developments or health concerns in countries in which we operate or export to, especially China, could result in operational restrictions or social and economic instability, or labor shortages. Infections may continue to spread or certain areas may experience outbreaks due to new variants or otherwise, which could limit our ability to timely harvest, sell and transport our timber, increase our costs, restrict our operations or cause supply chain disruptions for us and our customers. Any of these developments could have a negative impact on our business, financial condition and operating results. In addition, the COVID-19 pandemic could continue to adversely affect the economies and markets of certain countries, resulting in further economic volatility that could have an adverse effect on our business, operating results and financial condition, as well as market value of our securities. Further, our customers may be negatively impacted due to disruptions in business and operating conditions and constraints on their own liquidity and access to capital relating to COVID-19, which could increase our counterparty credit exposure.

We depend on third parties for logging and transportation services and increases in the costs or decreases in the availability of quality service providers could adversely affect our business.

Our Timber segments depend on logging and transportation services provided by third parties, both domestically and internationally, including by railroad, trucks and/or ships. If any of our transportation providers were to fail to deliver timber supply or logs to our customers in a timely manner, or were to damage timber supply or logs during transport, we may be unable to sell it at full value, or at all. During the global COVID-19 pandemic, we have experienced disruptions in the supply, and rapid inflation in the cost, of transportation and labor in connection with timber harvesting and delivery. Tight job markets have increased the difficulty and cost of attracting and retaining sufficient skilled labor for logging and transportation. Accordingly, our timber harvesting volumes and realized margins have been negatively impacted in certain markets. As demand for timber accelerated with the recovery in U.S. and New Zealand housing starts during and following the COVID-19 pandemic, the lack of adequate supply of logging contractors resulted in sharp increases in logging costs and at times slowed deliveries. It is expected that the supply of qualified logging contractors will be impacted by the availability and cost of debt financing for equipment purchases as well as the limited availability of adequately trained loggers. Should demand for housing remain elevated, harvest levels may further increase, placing more pressure on the existing supply of logging contractors. Any significant failure or unavailability of third-party logging or transportation providers, or further increases in transportation rates, labor rates and/or fuel costs, may result in higher logging costs or the inability to capitalize on stronger log prices to the extent logging contractors cannot be secured at a competitive cost. Such events could harm our reputation, negatively affect our customer relationships and adversely affect our business.

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We are subject to risks associated with doing business outside of the U.S.

Although the majority of our customers are in the U.S., a significant portion of our sales are to end markets outside of the U.S., including China, South Korea, Japan, India, and New Zealand. The export of our products into international markets results in risks inherent in conducting business pursuant to international laws, regulations and customs. We expect that international sales will continue to contribute to future growth. The risks associated with our business outside the U.S. include:

- changes in and reinterpretations of the laws, regulations and enforcement priorities of the countries in which our products are sold;
- responsibility to comply with anti-bribery laws such as the U.S. Foreign Corrupt Practices Act and similar anti-bribery laws in other jurisdictions;
- trade protection laws, policies and measures and other regulatory requirements affecting trade and investment, including loss or modification of exemptions for taxes and tariffs, imposition of new tariffs and duties and import and export licensing requirements;
- continuing negative impacts from the imposition and/or threatened imposition of substantial tariffs on forest products imports into China in connection with trade tensions between China and the U.S.;
- business disruptions arising from public health crises and outbreaks of communicable diseases, especially in China;
- business disruptions arising from geopolitical tensions, especially between China and the United States;
- difficulty in establishing, staffing and managing non-U.S. operations;
- product damage or losses incurred during shipping;
- potentially negative consequences from changes in or interpretations of tax laws;
- economic or political instability, inflation, recessions and interest rate and exchange rate fluctuations; and
- uncertainties regarding non-U.S. judicial systems, rules and procedures;

These risks could adversely affect our business, financial condition and results of operations.

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Our estimates of timber inventories and growth rates may be inaccurate, which could impair our ability to realize expected revenues.

We rely upon estimates of merchantable timber inventories (which include judgments regarding inventories that may be lawfully and economically harvested), timber growth rates and end-product yields when acquiring and managing working forests. These estimates, which are inherently inexact and uncertain in nature, are central to forecasting our anticipated timber revenues and expected cash flows. Growth rates and end-product yield estimates are developed using statistical sampling, harvest results and growth and yield modeling, in conjunction with industry research cooperatives and by in-house forest biometrists, using measurements of trees in research plots spread across our timberland holdings. The growth equations predict the rate of height and diameter growth of trees so that foresters can estimate the volume of timber that may be present in a tree stand at a given age. Tree growth varies by species, soil type, geographic area, and climate. Errors in or inappropriate application of growth equations in forest management planning may lead to inaccurate estimates of future volumes. If the assumptions we rely upon change or these estimates are inaccurate, our ability to manage our timberlands in a sustainable or profitable manner may be diminished, which may cause our results of operations and our stock price to be adversely affected.

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Our businesses are subject to extensive environmental laws and regulations that may restrict or adversely affect our ability to conduct our business.

Environmental laws and regulations are constantly changing and are generally becoming more restrictive. Laws, regulations and related judicial decisions and administrative interpretations affecting our business are subject to change, and new laws and regulations are frequently enacted. These changes may adversely affect our ability to harvest and sell timber, remediate contaminated properties and/or entitle real estate. These laws and regulations may relate to, among other things, the protection of timberlands and endangered species, recreation and aesthetics, protection and restoration of natural resources, surface water quality, timber harvesting practices, and remedial standards for contaminated property and groundwater. Over time, the complexity and stringency of these laws and regulations have increased and the enforcement of these laws and regulations has intensified. For example, the U.S. Environmental Protection Agency ("EPA") has pursued a number of initiatives that, if implemented, could impose additional operational and pollution control obligations on industrial facilities like those of Rayonier's customers, especially in the area of air emissions and wastewater and stormwater control. Similarly, recent legislation in Oregon will ultimately result in the addition of significant buffers and riparian management zones adjacent to streams, the effect of which will be to reduce the areas within which we may harvest. In addition, as a result of certain judicial rulings and state and federal initiatives, including some that would require timberland operators to obtain permits to conduct certain ordinary course forestry activities, silvicultural practices on our timberlands could be impacted in the future. Environmental laws and regulations will likely continue to become more restrictive and over time could adversely affect our business, financial condition and results of operations.

If regulatory and environmental permits are delayed, restricted or rejected, a variety of our operations could be adversely affected. We are required to seek permission from government agencies in the states and countries in which we operate to perform certain activities related to our properties. Any of these agencies could delay review of, or reject, any of our filings. In our Southern Timber, Pacific Northwest Timber and New Zealand Timber segments, any delay associated with a filing could result in a delay or restriction in replanting, thinning, insect control, fire control or harvesting, any of which could have an adverse effect on our operating results. For example, in Washington State, we are required to file a Forest Practice Application for each unit of timberland to be harvested. These applications may be denied, conditioned or restricted by the regulatory agency. Actions by the regulatory agencies could delay or restrict timber harvest activities pursuant to these permits. Delays or harvest restrictions on a significant number of applications could have an adverse effect on our operating results.

Environmental groups and interested individuals may seek to delay or prevent a variety of operations. We expect that environmental groups and interested individuals will intervene with increasing frequency in the regulatory processes in the states and countries where we own, lease or manage timberlands. For example, in Washington State, environmental groups and interested individuals may appeal individual forest practice applications or file petitions with the Forest Practices Board to challenge the regulations under which forest practices are approved. These and other challenges could materially delay or prevent operations on our properties. For example, interveners at times may bring legal action in Florida in opposition to entitlement and change of use of timberlands to commercial, industrial or residential use. Delays or restrictions due to the intervention of environmental groups or interested individuals could adversely affect our operating results. In addition to intervention in regulatory proceedings, interested groups and individuals may file or threaten to file lawsuits that seek to prevent us from obtaining permits, implementing capital improvements or pursuing operating plans. Any threatened or actual lawsuit could delay harvesting on our timberlands, affect how we operate or limit our ability to

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modify or invest in our real estate. Among the remedies that could be enforced in a lawsuit is a judgment preventing or restricting harvesting on a portion of our timberlands.

Third-party operators may create environmental liabilities. We lease and/or grant easements across some of our properties to third-party operators for the purpose of operating communications towers, generating renewable energy (wind and solar), operating pipelines for the transport of gases and liquids, conducting carbon capture and storage operations and exploring, extracting, developing and producing oil, gas, rock and other minerals. These activities are subject to federal, state and local laws and regulations. These operations may also create risk of environmental liabilities for an unlawful discharge of oil, gas, chemicals or other materials into the air, soil or water. Generally, these third-party operators indemnify us against any such liability, and we require that they maintain liability insurance to the extent practical to do so. However, if for any reason our third-party operators are

not able to honor their obligations to us, or if insurance is not in effect, then it is possible that we could be responsible for costs associated with environmental liabilities caused by such third-party operators.

The impact of existing regulatory restrictions on future harvesting activities may be significant. U.S. federal, state and local laws and regulations, as well as those of other countries, which are intended to protect threatened and endangered species, as well as waterways and wetlands, limit and may prevent timber harvesting, road building, our participation in markets for carbon offsets and carbon storage and other activities on our timberlands. Restrictions relating to threatened and endangered species apply to activities that would adversely impact a protected species or significantly degrade its habitat. The size of the restricted area varies depending on the protected species, the time of year and other factors, but can range from less than one acre to several thousand acres. A number of species that naturally live on or near our timberlands, including, among others, the northern spotted owl, marbled murrelet, several species of salmon and trout in the Pacific Northwest, and the red cockaded woodpecker, red hills salamander, Louisiana pine snake and eastern indigo snake in the Southeast, are protected under the Federal Endangered Species Act (the "ESA") or similar U.S. federal and state laws. A significant number of other species are currently under review for possible protection under the ESA. As we gain additional information regarding the presence of threatened or endangered species on our timberlands, or if other regulations, such as those that require buffers to protect water bodies, become more restrictive, the amount of our timberlands subject to harvest restrictions could increase.

We formerly owned or operated or may own or acquire timberlands or properties that may require environmental remediation or otherwise be subject to environmental and other liabilities. We owned or operated manufacturing facilities and discontinued operations that we do not currently own, and we may currently own or may acquire timberlands and other properties in the future that are subject to environmental liabilities, such as remediation of soil, sediment and groundwater contamination and other existing or potential liabilities. In connection with the spin-off of our Performance Fibers business in 2014, and pursuant to the related Separation and Distribution Agreement between us and Rayonier Advanced Materials, Rayonier Advanced Materials has assumed any environmental liability of ours in connection with the manufacturing facilities and discontinued operations related to the Performance Fibers business and has agreed to indemnify and hold us harmless in connection with such environmental liabilities. However, in the event we seek indemnification from Rayonier Advanced Materials, we cannot provide any assurance that a court will enforce our indemnification right if challenged by Rayonier Advanced Materials or that Rayonier Advanced Materials will be able to fund any amounts for indemnification owed to us. In addition, the cost of investigation and remediation of contaminated timberlands and properties that we currently own or acquire in the future could increase operating costs and adversely affect financial results. We could also incur substantial costs, such as civil or criminal fines, sanctions and enforcement actions (including orders limiting our operations or requiring corrective measures, installation of pollution control equipment or other remedial actions), clean-up and closure costs, and third-party claims for property damage and personal injury as a result of violations of, or liabilities under, environmental laws and regulations related to such timberlands or properties.

We rely on information technology in our operations, and any material failure, inadequacy, interruption or security failure of that technology could harm our business.

We rely on information technology networks and systems, including the Internet, to process, transmit and store electronic information and to manage or support a variety of our business processes, including financial transactions and maintenance of records, which may include confidential information. We rely on commercially available systems, software, tools and monitoring to provide security for processing, transmitting and storing confidential information, such as personally identifiable information. Although we have taken steps to protect the security of the data maintained in our information systems, it is possible that our security measures and those of our information technology vendors will not be able to prevent the systems' improper functioning or the improper disclosure of personally identifiable information, such as in the event of cyber-attacks. Security breaches, including physical or

electronic break-ins, computer viruses, attacks by hackers and similar breaches, can create system disruptions, shutdowns or unauthorized disclosure of confidential information. Any failure to maintain proper function, security and availability of our information systems and those of our information technology vendors could interrupt our operations, damage our reputation, or subject us to liability claims or regulatory penalties, any one of which could materially and adversely affect our financial condition and results of operations.

REIT AND TAX-RELATED RISK FACTORS

Loss of our REIT status would adversely affect our cash flow and stock price.

We intend to continue to operate in accordance with REIT requirements pursuant to the Internal Revenue Code of 1986, as amended (the "Code"), and related U.S. Treasury regulations and administrative guidance. Qualification as a REIT involves the application of highly technical and complex provisions of the Code, which are subject to change, perhaps retroactively, and which are not within our control. We cannot assure that we will remain qualified as a REIT or that new legislation, U.S. Treasury regulations, administrative interpretations or court decisions will not significantly affect our ability to remain qualified as a REIT or the U.S. federal income tax consequences of such qualification.

We monitor and test our compliance with all REIT requirements. In particular, we regularly test our compliance with the REIT "asset tests," which require generally that, at the close of each calendar quarter: (1) at least 75% of the market value of our total assets must consist of REIT-qualifying interests in real property (such as timberlands), including leaseholds and options to acquire real property and leaseholds, as well as cash and cash items and certain other specified assets, (2) no more than 25% of the market value of our total assets may consist of other assets that are not qualifying assets for purposes of the 75% test in clause (1) above, and (3) no more than 20% (25% for calendar years prior to

2018) of the market value of our total assets may consist of the securities of one or more "taxable REIT subsidiaries." As of December 31, 2022 December 31, 2023, Rayonier is in compliance with these asset tests.

If in any taxable year we fail to qualify as a REIT and are not entitled to relief under the Code, we will not be allowed a deduction for dividends paid to shareholders in computing our taxable income and we will be subject to U.S. federal income tax on our REIT taxable income. In addition, we will be disqualified from qualification as a REIT for the four taxable years following the year during which the qualification was lost, unless we are entitled to relief under certain provisions of the Code. As a result, our net income and the cash available for distribution to our shareholders could be reduced for up to five years or longer, which could have a material adverse effect on our financial condition.

If we fail to remain qualified as a REIT, we may also need to borrow funds or liquidate some investments or assets to pay any resulting additional tax liability. Accordingly, cash available for distribution to our shareholders would be reduced.

Certain of our business activities are potentially subject to prohibited transactions tax.

As a REIT, we will be subject to a 100% tax on any net income from "prohibited transactions." In general, prohibited transactions are sales or other dispositions of property to customers in the ordinary course of business. Sales of logs, and dealer sales of timberlands or other real estate, constitute prohibited transactions unless the sale satisfies certain safe harbor provisions in the Code.

We intend to avoid the 100% prohibited transactions tax by complying with the prohibited transaction safe harbor provisions and conducting activities that would otherwise be prohibited transactions through one or more taxable REIT subsidiaries. We may not, however, always be able to identify timberland properties that become part of our "dealer" real estate sales business. Therefore, if we sell timberlands which we incorrectly identify as property not held for sale to customers in the ordinary course of business, we may be subject to the 100% prohibited transactions tax.

Failure of Operating Partnership to maintain status as a partnership for U.S. federal income tax purposes.

We believe our Operating Partnership qualifies as a partnership for U.S. federal income tax purposes. As a partnership, our Operating Partnership is not subject to U.S. federal income tax on its income. Instead, each of the partners is allocated its share of our Operating Partnership's income. We cannot assure you, however, that the IRS will not challenge the status of our Operating Partnership as a partnership for U.S. federal income tax purposes. If the IRS were to successfully challenge the status of our Operating Partnership as a partnership, it would be taxable as a corporation. In such event, this would reduce the amount of distributions that our Operating Partnership could make, which could have further implications as to our ability to maintain our status as a REIT. This would

substantially reduce our cash available to pay distributions and the return on a unitholder and/or shareholder's investment.

Our cash dividends and Operating Partnership distributions are not guaranteed and may fluctuate.

Generally, REITs are required to distribute 90% of their ordinary taxable income, but not their net capital gains income. Accordingly, we do not generally believe that we are required to distribute material amounts of cash since substantially all of our taxable income is generally treated as capital gains income. However, a REIT must pay corporate level tax on its undistributed taxable income and capital gains.

Our Board of Directors, in its sole discretion, determines the amount of quarterly dividends to be paid to our shareholders based on consideration of a number of factors. These factors include, but are not limited to, our results of operations, cash flow and capital requirements, economic conditions, tax considerations, borrowing capacity and other factors, including debt covenant restrictions that may impose limitations on cash payments, future acquisitions and divestitures, harvest levels, changes in the price and demand for our products and general market demand for timberlands, including those timberland properties that have higher and better uses. Consequently, our dividend levels may fluctuate. Because our Operating Partnership distributions are aligned with the dividend, such distributions may also fluctuate.

Lack of shareholder ownership and transfer restrictions in our articles of incorporation may affect our ability to qualify as a REIT.

In order to qualify as a REIT, an entity cannot have five or fewer individuals who own, directly or indirectly after applying attribution of ownership rules, 50% or more of the value of its outstanding shares during the last six months in each calendar year. Although it is not required by law or the REIT provisions of the Code, almost all REITs have adopted

ownership and transfer restrictions in their articles of incorporation or organizational documents which seek to assure compliance with that rule. While we are not in violation of the ownership rules, we do not have, nor do we have any current plans to adopt, share ownership and transfer restrictions. As such, the possibility exists that five or fewer individuals could acquire 50% or more of the value of our outstanding shares, which could result in our disqualification as a REIT.

GENERAL RISK FACTORS

The impacts of climate-related initiatives, at the international, U.S. federal and state levels, remain uncertain at this time.

There continue to be numerous international, U.S. federal and state-level initiatives and proposals to address domestic and global climate issues. Within the U.S., most of these proposals would regulate and/or tax the production of carbon dioxide and other "greenhouse gases" to facilitate the reduction of carbon compound emissions into the atmosphere, and provide tax and other incentives to produce and use "cleaner" energy. Additionally, our investors and other stakeholders are increasingly focused on the impacts of climate change on their investments and our business prospects.

In late 2009, the EPA issued an "endangerment finding" under the Clean Air Act with respect to certain greenhouse gases, leading to the regulation of carbon dioxide as a pollutant under the Clean Air Act and having significant ramifications for Rayonier and the industry in general. In this regard, the EPA has published various regulations, affecting the operation of existing and new industrial facilities that emit carbon dioxide. As a result of the EPA's decision to regulate greenhouse gases under the Clean Air Act, states will now have to consider them in permitting new or modified facilities.

Overall, it is reasonably likely that legislative and regulatory activity in this area will in some way affect Rayonier and the U.S. customers of our Southern Timber and Pacific Northwest Timber segments, but it is unclear at this time what the nature of the impact will be. We continue to monitor political and regulatory developments in this area, but their overall impact on Rayonier, from a cost, benefit and financial performance standpoint, remains uncertain at this time. In addition, the EPA has yet to finalize the treatment of biomass under greenhouse gas regulatory schemes, leaving Rayonier's biomass customers in a position of uncertainty.

Expectations relating to environmental, social and governance considerations expose Rayonier to potential liabilities, increased costs, reputational harm and other adverse effects on Rayonier's business.

Many governments, regulators, investors, employees, customers and other stakeholders are increasingly focused on environmental, social and governance considerations relating to businesses, including greenhouse gas emissions, human capital and diversity, equity and inclusion. Rayonier makes statements about these matters through information provided on its website, press releases and other communications, including through its Sustainability and Carbon Reports. Responding to these environmental, social and governance considerations involves risks and uncertainties, including those described under "Forward-Looking Statements," requires investments and is impacted by factors that may be outside Rayonier's control. In addition, some stakeholders may disagree with Rayonier's initiatives and the focus of stakeholders may change and evolve over time. Stakeholders also may have very different views on where environmental, social and governance focus should be placed, including differing views of regulators in various jurisdictions in which we operate. Any failure, or perceived failure, by Rayonier to further its initiatives, adhere to its public statements, comply with federal, state or international environmental, social and governance laws and regulations, or meet evolving and varied stakeholder expectations and standards could result in legal and regulatory proceedings against Rayonier and materially adversely affect Rayonier's business, reputation, results of operations, financial condition and stock price.

Item 1B. UNRESOLVED STAFF COMMENTS

None.

Item 1C. CYBERSECURITY

RISK MANAGEMENT AND STRATEGY

We are subject to various cybersecurity risks in connection with our business. For additional information, see [Item 1A — Risk Factors](#). As part of our overall enterprise risk management system and processes, we assess, identify and manage material risks from threats to our information systems. Once risks are identified, our Enterprise Risk Management Committee ("ERM Committee"), which consists of executives appointed by the Board, oversees and reviews these risks and provides an annual report regarding such risks to the Audit Committee for further review and evaluation. We also maintain processes to oversee and identify risks from cyber threats associated with our use of third-party service providers, including annual reviews of third-party SOC1 reports.

Safeguarding our operations against cyber threats is a high priority. Recognizing the importance of a strong posture towards cyber threats, our strategy to combat the evolving threat landscape and support the protection of sensitive information includes engaging in:

- ***Incident Response Planning and Data Backups.*** We maintain and regularly review a detailed incident response plan to help minimize downtime and disruption in the event of a cybersecurity incident and to assess materiality and any related disclosure obligations. We also actively maintain data backup procedures for business continuity in the event of a cybersecurity incident. Examples of our backup procedures and systems include daily server snapshots, database log files, Salesforce backups, and Google Vault. Generally, these backups of critical systems would allow us to restore operation within hours.
- ***Third-Party Managed Monitoring, Detection, and Response Services.*** We partner with a reputable third-party firm for 24/7 threat monitoring, detection and response.
- ***External Cybersecurity Process Assessments.*** We also engage third-party experts to conduct periodic process assessments against the U.S. National Institute of Standards and Technology ("NIST") framework to help us evaluate and enhance our cybersecurity practices.
- ***Penetration Testing and Phishing Simulations.*** We periodically engage experts for penetration testing to identify system vulnerabilities and to simulate real-world cyberattacks. We also conduct quarterly phishing simulations to test our staff's response and to deliver targeted cyber awareness training.

- **Continuous Improvement and Adaptation.** We regularly review and update our strategies to keep pace with the dynamic cyber threat landscape, and to build a resilient and responsive cybersecurity system. Our employees receive monthly training on data protection, threat detection, and incident response. We also provide a forum for employees to report cyber “near misses” to elevate cyber threat awareness across our organization.

In the past, we have experienced targeted and non-targeted cybersecurity attacks and incidents, and we could in the future experience similar attacks. To date, no cybersecurity attack or incident, or any risk from cybersecurity

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threats, has materially affected or has been determined to be reasonably likely to materially affect the Company or our business strategy, results of operations, or financial condition.

GOVERNANCE

Our Director of Information Technology and our Manager of IT Security, having a combined 45 years of information technology experience, take the lead in protecting the organization's digital assets and sensitive information from cyber threats and manage our partnerships with the external firm that specializes in around-the-clock threat monitoring, detection, and response services and other third-party providers.

In the event of a breach or incident, our Director of Information Technology leads our response to mitigate impact and initiate the recovery processes. Following the identification of a breach or incident, the Director of Information Technology reports incidents of a medium or high severity level² to our senior leadership team. Incidents of a high severity level are also reviewed by our Disclosure Committee to assess materiality and any disclosure obligations. All incidents are reported to the Audit Committee at the next scheduled Board meeting, and incidents of high severity level are immediately reported to the Audit Committee.

The Audit Committee of our Board of Directors is responsible for overseeing cybersecurity risk management. For each Audit Committee meeting, the Director of Information Technology prepares an updated cybersecurity dashboard, featuring key metrics such as threat detection rates and response times. Additionally, the Director of Information Technology provides an annual cybersecurity briefing to the Audit Committee. External penetration tests and process audits, conducted at regular intervals, are reported directly to the Audit Committee by our third-party firm. These comprehensive measures help to ensure that the Committee remains well-informed and proactive in their oversight of cybersecurity risks.

- (1) Our Director of Information Technology has more than 25 years of IT experience. He joined the company in 2000 as an application developer and has held multiple positions of authority including project management and IT operations management. He holds a bachelor's degree and MBA from the University of South Carolina.
- Our Manager of IT security has more than 20 years of IT experience. He joined the company in 2015 as a Systems Engineer and was promoted to his current position in 2020. Prior to joining Rayonier, he worked as an Infrastructure Engineer at Enterprise Integration (EI), a managed services provider. Prior to joining EI, he held various IT roles in support and engineering.
- (2) A medium severity incident level is defined as incidents that have a moderate impact on business operations or data integrity and might affect internal systems and could potentially lead to limited unauthorized access to sensitive information. A high severity incident level is defined as incidents that pose a significant threat to business operations, data integrity, or confidential information. This level of incident may have legal, regulatory and public relations implications.

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Item 2. PROPERTIES

Our timber operations are comprised of our core timberland holdings, which are disaggregated into three geographically distinct reporting segments: Southern Timber, Pacific Northwest Timber and New Zealand Timber. The following table provides a breakdown of our timberland holdings as of **September 30, 2022** **September 30, 2023** and **December 31, 2022** **December 31, 2023**:

Core Timberland Holdings										
(acres in 000s)		As of September 30, 2022			As of December 31, 2022					
		Owned	Leased	Total	Owned	Leased	Total			
(acres in 000s)										
(acres in 000s)					As of September 30, 2023			As of December 31, 2023		
		Owned			Owned			Total	Owned	Leased
Southern	Southern									
Alabama	Alabama	223	14	237	258	14	272			
Alabama	Alabama	—	4	4	—	2	2			
Arkansas	Arkansas									

Florida	Florida	348	51	399	347	47	394
Georgia	Georgia	618	64	682	647	64	711
Louisiana	Louisiana	139	—	139	148	—	148
Oklahoma	Oklahoma	91	—	91	91	—	91
Oklahoma	Oklahoma						
South Carolina	South Carolina	16	—	16	16	—	16
Texas	Texas	221	—	221	285	—	285
		1,656	133	1,789	1,792	127	1,919
Texas	Texas						
		1,777					
Pacific Northwest	Pacific Northwest						
Pacific Northwest	Pacific Northwest						
Oregon	Oregon						
Oregon	Oregon	61	—	61	61	—	61
Washington	Washington	421	4	425	410	3	413
		482	4	486	471	3	474
		471					
New Zealand (a)	New Zealand (a)						
New Zealand (a)	New Zealand (a)						
Total	Total	2,325	367	2,692	2,451	359	2,810

(a) Represents legal acres owned and leased by the New Zealand subsidiary, in which Rayonier owns a 77% interest. As of December 31, 2022 December 31, 2023, legal acres in New Zealand were comprised of 297,000 plantable acres and 120,000 124,000 non-productive acres.

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The following tables detail changes in our portfolio of owned and leased timberlands by state from December 31, 2021 December 31, 2022 to December 31, 2022 December 31, 2023:

(acres in 000s)	(acres in 000s)	Acres Owned				(acres in 000s)	Acres Owned				
		December 31, 2021	Acquisitions	Sales	December 31, 2022		December 31, 2022	Acquisitions	Sales	Other (a)	December 31, 2023
Southern	Southern										
Alabama	Alabama										
Alabama	Alabama	223	36	(1)	258						
Florida	Florida	350	1	(4)	347						
Georgia	Georgia	619	29	(1)	647						
Louisiana	Louisiana	140	9	(1)	148						

Oklahoma	Oklahoma	92	—	(1)	91
Oklahoma					
Oklahoma					
South Carolina	South Carolina	16	—	—	16
Texas	Texas	225	65	(5)	285
		1,665	140	(13)	1,792
Texas					
Texas					
		1,792			
Pacific Northwest	Pacific Northwest				
Pacific Northwest					
Pacific Northwest					
Oregon	Oregon	61	—	—	61
Washington	Washington	425	—	(15)	410
		471			
		486	—	(15)	471
New Zealand (a)		187	1	—	188
New Zealand (b)					
New Zealand (b)					
Total	Total	2,338	141	(28)	2,451

(a) Includes adjustments for land mapping reviews.

(b) Represents legal acres owned by the New Zealand subsidiary, in which Rayonier has a 77% interest.

		Acres Leased			
		December 31, 2021	New Leases	Sold/Expired Leases (a)	December 31, 2022
(acres in 000s)		Acres Leased			
(acres in 000s)		December 31, 2022			December 31, 2023
Southern					
Alabama					
Alabama					
Alabama	Alabama	14	—	—	14
Arkansas	Arkansas	4	—	(2)	2
Florida	Florida	51	—	(4)	47
Georgia	Georgia	64	—	—	64
		133	—	(6)	127
		127			
		127			
		127			
Pacific Northwest	Pacific Northwest				
Washington (b)		4	—	(1)	3
Pacific Northwest					

Pacific Northwest				
Washington (c)				
Washington (c)				
Washington (c)				
New Zealand (c)	232	—	(3)	229
New Zealand (d)				
New Zealand (d)				
New Zealand (d)				
Total	Total	369	—	(10)
				359

(a) Includes acres previously under lease that have been harvested and activity for the relinquishment of leased acres.

(b) **Includes adjustments for land mapping reviews.**

(c) Primarily timber reservations acquired in the merger with Pope Resources.

(c) (d) Represents legal acres leased by the New Zealand subsidiary, in which Rayonier has a 77% interest.

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TIMBERLAND LEASES & DEEDS

See [Note 16](#)  **Leases** for more information on U.S. and New Zealand timberland leases including lease terms and renewal provisions.

The following table details our acres under lease as of **December 31, 2022** **December 31, 2023** by type of lease and estimated lease expiration:

(acres in 000s)	Location	Location	Type of Lease	Lease Expiration					(acres in 000s)	Location	Type of Lease	Lease Expiration				
				Total	2032	2033	2042	2043				2024-2033	2034-2043	2044-2053	Thereafter	
Southern	Southern	Fixed Term		117	73	38	—	—	6							
		Fixed Term with Renewal Option														
		(a)		10	3	7	—	—	—							
		Fixed Term with Renewal Option (a)														
Pacific	Pacific	Fixed Term (b)														
Northwest	Northwest			3	—	2	1	—								
New Zealand	New Zealand	CFL - Perpetual (c)		75	—	—	—	—	75							
		CFL - Fixed Term (c)		3	—	—	—	—	3							
		CFL - Terminating (c)		11	1	—	8	2								
		Forestry Right (c)		124	35	4	6	79								
		Fixed Term Land Leases		16	—	—	2	14								
		CFL - Fixed Term (c)														
		CFL - Terminating (c)														
		Forestry Right (c)														

	Fixed Term
	Land
	Leases
Total	
Acres	
under	
Long-	
term	Total Acres under Long-
Leases	term Leases
	359 112 51 17 179

(a) Includes approximately 2,000 acres of timber deeds.
 (b) Primarily timber reservations acquired in the merger with Pope Resources.
 (c) Estimated lease expiration / termination based on the earlier of: (1) the scheduled expiration / termination date, or (2) the estimated year of final harvest before such expiration / termination date.

The following table details our estimated leased acres, lease expirations and lease costs over the next five years:

(acres and dollars in 000s, except per acre amounts)						
Location	Location	2023	2024	2025	2026	2027
Southern	Southern					
Leased Acres						
Expiring (a)	35	2	24	—	11	
Year-end						
Leased Acres						
(a)	92	90	66	66	55	
Estimated						
Annual Lease						
Cost (a)(b)	\$4,285	\$3,579	\$3,551	\$2,987	\$2,925	
Average Lease						
Cost per Acre						
(a)	\$37.69	\$42.10	\$41.99	\$49.68	\$49.50	
Leased Acres						
Expiring (a)						
Leased Acres						
Expiring (a)						
Year-end						
Leased						
Acres (a)						
Estimated						
Annual						
Lease						
Cost (a)						
(b)						
Average						
Lease						
Cost per						
Acre (a)						
Pacific	Pacific					
Northwest	Northwest					

	Leased Acres					
	Expiring	—	—	—	—	—
	Year-End					
	Leased Acres					
(c)		3	3	3	3	3
	Leased Acres					
	Expiring					
	Leased Acres					
	Expiring					
	Leased Acres					
	Expiring					
	Year-End					
	Leased					
	Acres (c)					
New Zealand	New Zealand					
	Leased Acres					
	Expiring	—	—	1	10	—
	Year-end					
	Leased Acres	229	229	228	218	218
	Estimated					
	Annual Lease					
	Cost (b)(e)	\$4,762	\$4,762	\$4,762	\$4,748	\$4,748
	Average Lease					
	Cost per Acre					
	(d)(e)	\$25.91	\$25.91	\$25.91	\$25.90	\$25.90
	Leased Acres					
	Expiring					
	Leased Acres					
	Expiring					
	Leased Acres					
	Expiring					
	Year-end					
	Leased					
	Acres					
	Estimated					
	Annual					
	Lease					
	Cost (b)					
	(e)					
	Average					
	Lease					
	Cost per					
	Acre (d)					
	(e)					

(a) Includes timber deeds.
 (b) Represents capitalized and expensed lease payments.
 (c) Primarily timber reservations acquired in the merger with Pope Resources for which no lease payments are made.
 (d) Excludes lump sum payments.
 (e) Based on the year-end foreign exchange rate.

OTHER NON-TIMBERLAND LEASES

See [Note 16.1—Leases](#) for information on other non-timberland leases.

Item 3. LEGAL PROCEEDINGS

The information set forth under [Note 11 — Contingencies](#) is incorporated herein by reference.

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Item 4. MINE SAFETY DISCLOSURES

Not applicable.

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PART II**Item 5. MARKET FOR THE REGISTRANT'S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES**

Rayonier Inc.

MARKET FOR THE REGISTRANT'S COMMON EQUITY

Rayonier Inc.'s common shares are publicly traded on the NYSE, the only exchange on which our shares are listed, under the trading symbol **RYN**. Shares of the Company have no par value.

DIVIDENDS

Common stock share cash dividends during the years ended December 31, 2022 December 31, 2023, 2021 2022 and 2020 2021 aggregated to \$1.34, \$1.125 \$1.08 and \$1.08, respectively. The year ended December 31, 2023 includes an additional cash dividend of \$0.20 per common share, which was payable January 12, 2024 to shareholders of record on December 29, 2023.

HOLDERS

Including institutional holders, there were approximately 4,606 4,371 shareholders of record of our common shares on February 17, 2023 February 16, 2024.

UNREGISTERED REGISTERED SALES OF EQUITY SECURITIES

From time to time, the Company may issue shares of common stock shares in exchange for units in the Operating Partnership. Such shares are issued based on an exchange ratio of one common share for each unit in the Operating Partnership. During the quarter ended December 31, 2022 December 31, 2023, the Company issued 2,500 9,371 common shares in exchange for an equal number of units in the Operating Partnership pursuant to the Operating Partnership agreement.

ISSUER REPURCHASES OF EQUITY SECURITIES

In February 2016, the Board of Directors approved the repurchase of up to \$100 million of Rayonier's common shares (the "share repurchase program") to be made at management's and the Board of Directors' discretion. The program has no time limit and may be suspended or discontinued at any time. There were no shares repurchased under this program in the fourth quarter of 2022. As of December 31, 2022 December 31, 2023, there was \$87.7 million, or approximately 2,661,664 2,625,814 shares based on the period-end closing stock price of \$32.96, \$33.41, remaining under this program.

The following table provides information regarding our purchases of Rayonier common shares during the quarter ended December 31, 2022 December 31, 2023:

Period	Total Number of Shares Purchased	Average Price Paid per Share	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs (a)	Maximum Number of Shares that May Yet Be Purchased Under the Plans or Programs (b) (c)
October 1 to October 31	—	—	—	2,603,218 3,475,770
November 1 to November 30	—	—	—	2,445,051 2,859,467
December 1 to December 31	—	—	—	2,661,664 2,625,814
Total	—	—	—	—

(a) Purchases made in open-market transactions under the \$100 million share repurchase program announced on February 10, 2016.

(b) Maximum number of shares authorized to be purchased at the end of October, November and December are based on month-end closing stock prices of \$33.70, \$35.88, \$25.24, \$30.68 and \$32.96, \$33.41, respectively.

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Rayonier, L.P.

MARKET FOR UNITS OF THE OPERATING PARTNERSHIP

There is no public trading market for Operating Partnership units.

HOLDERS

Including institutional holders, there were approximately 15 holders of record of our Operating Partnership units (other than the Company) on February 17, 2023 February 16, 2024.

DISTRIBUTIONS

The distribution rate on the Operating Partnership's units is equal to the dividend rate on Rayonier Inc.'s common shares.

UNREGISTERED SALES OF EQUITY SECURITIES

There were no unregistered sales of equity securities made by the Operating Partnership during the quarter ended December 31, 2022, 2023.

ISSUER PURCHASES REPURCHASES OF EQUITY SECURITIES

Pursuant to the Operating Partnership's limited partnership agreement, limited partners have the right to redeem their Operating Partnership units for cash, or at our election, shares of Rayonier Common Stock on a one-for-one basis. During the quarter ended December 31, 2022 December 31, 2023, 2,500 9,371 Operating Partnership units held by limited partners were redeemed in exchange for shares of Rayonier Common Stock. Shares.

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STOCK PERFORMANCE GRAPH

The following graph compares the performance of Rayonier's common shares (assuming reinvestment of dividends) with a broad-based market index (Standard & Poor's ("S&P") 500), and two industry-specific indices – the S&P Global Timber and Forestry Index and the FTSE NAREIT All Equity REIT Index.

The table and related information below shall not be deemed to be "filed" with the SEC, nor shall such information be incorporated by reference into any future filing under the Securities Act of 1933 or Securities Exchange Act of 1934, each as amended, except to the extent that the Company specifically incorporates it by reference into such filing.

StockPerformanceGraph.jpg

The data in the following table was used to create the above graph as of December 31:

		2017	2018	2019	2020	2021	2022	2018	2019	2020	2021	2022	2023	
Rayonier Inc.	Rayonier Inc.	\$100	\$90	\$111	\$104	\$147	\$124	Rayonier Inc.	\$100	\$123	\$115	\$163	\$137	\$145
S&P 500® Index	S&P 500® Index	100	96	126	149	192	157	S&P 500® Index	100	131	156	200	164	207
S&P® Global Timber and Forestry Index	S&P® Global Timber and Forestry Index	100	80	93	111	127	100	S&P® Global Timber and Forestry Index	100	116	137	158	124	137
FTSE NAREIT All Equity REIT Index	FTSE NAREIT All Equity REIT Index	100	92	114	105	144	103	FTSE NAREIT All Equity REIT Index	100	124	114	157	112	121

Item 6. SELECTED FINANCIAL DATA

Not applicable.

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Item 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

OBJECTIVE

The objective of the Management's Discussion and Analysis is to detail material information, events, uncertainties and other factors impacting the Company and the Operating Partnership and to provide investors an understanding of "Management's perspective." Item 7, Management's Discussion and Analysis (MD&A) highlights the critical areas for evaluating the Company's performance which includes a discussion on the reportable segments, liquidity and capital, and critical accounting estimates. The MD&A is provided as a supplement to, and should be read in conjunction with, our financial statements and notes.

EXECUTIVE SUMMARY

OUR COMPANY

We are a leading timberland real estate investment trust ("REIT") with assets located in some of the most productive softwood timber growing regions in the U.S. and New Zealand. Our revenues, operating income and cash flows are primarily derived from the following core business segments: Southern Timber, Pacific Northwest Timber, New Zealand Timber, Real Estate and Trading. We own or lease under long-term agreements approximately 2.4 million 2.3 million acres of timberland and real estate in Alabama, Arkansas, Florida, Georgia, Louisiana, Oklahoma, Oregon, South Carolina, Texas and Washington. We also have a 77% ownership interest in Matariki Forestry Group, a joint venture ("New Zealand subsidiary"), that owns or leases approximately 417,000 421,000 gross acres (297,000 net plantable acres) of timberlands in New Zealand.

Across our timberland management segments, we sell standing timber (primarily at auction to third parties) and delivered logs. Sales from our timber segments include all activities related to the harvesting of timber and other value-added activities such as the licensing of properties for hunting, the leasing of properties for mineral extraction and cell towers, as well as nature based and revenue from land-based solutions such as carbon credit sales, capture and storage, solar and wind energy, and carbon credits. We believe we are the second largest publicly-traded timberland REIT and the fourth third largest private timberland owner in the United States. Our Real Estate business manages all property sales and seeks to maximize the value of our properties that are more valuable for development, recreational or residential uses than for growing timber, and opportunistically sells non-strategic timberlands. Our Trading segment, primarily consisting of activity by the New Zealand subsidiary, markets and sells timber owned or acquired from third parties in New Zealand and Australia. We also engage in log trading activities from the U.S. South and U.S. Pacific Northwest.

CURRENT YEAR DEVELOPMENTS

During 2022, we acquired approximately 141,000 5,000 acres of timberlands timberland for \$458.5 million \$14.1 million. For additional further information on acquisitions, see [Note 4 — Timberland Acquisitions](#). In addition, we closed on a 55,000-acre Large Disposition in Oregon for \$242.2 million. See [Item 7 — Results of Operations](#) and [Note 2 — Segment and Geographical Information](#) for additional information regarding the Large Disposition.

INDUSTRY AND MARKET CONDITIONS

The demand for timber is directly related to the underlying demand for pulp, paper, packaging, lumber and other wood products. The significant majority of timber sold in our Southern Timber segment is consumed domestically. With a higher proportion of pulpwood, our Southern Timber segment relies heavily on downstream markets for pulp and paper, and to a lesser extent wood pellet markets. Our Pacific Northwest Timber segment relies primarily on domestic customers but also exports a significant volume of timber, particularly to China. The Southern Timber and Pacific Northwest Timber segments rely on the strength of U.S. lumber markets as well as underlying housing starts. Our New Zealand Timber segment sells timber to domestic New Zealand wood products mills and also exports a significant portion of its volume to markets in China, South Korea and Taiwan. In addition to market dynamics in the Pacific Rim, the New Zealand Timber segment is subject to foreign exchange fluctuations, which can impact the operating results of the segment in U.S. dollar terms.

During 2022, global log and lumber markets experienced increased volatility due to Russia's invasion of Ukraine and subsequent sanctions placed on Russia. While we do not expect our operations to be directly impacted by the conflict at this time, changes in global wood and commodity flows could impact the markets in which we operate.

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In 2022, pricing in the U.S. South improved versus the prior year, with increases in both pulpwood and sawtimber prices in response to favorable local market supply and demand dynamics. While pricing can be influenced by macroeconomic factors, including residential construction activity, prices and can also vary considerably on

a local level based on weather, the available inventory of logs, mill demand, and export market access. In 2023, each of our timber segments experienced challenging conditions due to market headwinds and weaker end-market demand relative to the prior year. In our Southern Timber segment,

weaker demand for pulp and lumber coupled with drier weather conditions led to lower net stumpage prices versus the prior year. In our Pacific Northwest Timber segment, average log prices for 2022 2023 were higher when compared to below the prior year, driven by a combination of improved sawtimber pricing resulting from strong primarily due to weaker domestic demand from lumber mills, as well as higher pulpwood pricing resulting from strong end-market demand and supply constraints. In New Zealand, average log prices for 2022 2023 were lower than the prior year, which reflected the decline in the NZ\$/US\$ exchange rate, as well as the COVID lockdowns and construction market headwinds in China which constrained continue to impact export market demand.

We are subject to the risk of price fluctuations in certain of our cost components, primarily logging and transportation (cut and haul), ocean freight and demurrage costs. In Following a sharp increase in 2022, each of our timber segments New Zealand Timber segment experienced upward pressure on these cost components, with the most significant increase experienced in logging and transportation significantly lower ocean freight costs in our Southern Timber segment. Other major components of our cost of sales are the cost basis of timber sold (depletion) and the cost basis of real estate sold. Depletion includes the amortization of capitalized site preparation, planting and fertilization, real estate taxes, timberland lease payments and certain payroll costs. The cost basis of real estate sold includes the cost basis in land and costs directly associated with the development and construction of identified real estate projects, such as infrastructure, roadways, utilities, amenities and/or other improvements. Other costs include amortization of capitalized costs related to road and bridge construction and software, depreciation of fixed assets and equipment, road maintenance, severance and excise taxes, fire prevention and real estate commissions and closing costs.

In Real Estate, overall demand and pricing for rural HBU properties and our improved development projects remained strong in 2022. While higher interest rates caused demand for certain rural properties to moderate during the second half of 2022, favorable migration and demographic trends continue to benefit our 2023. Our improved development properties, projects, specifically Wildlight, our development project north of Jacksonville, Florida, and Heartwood, our development project south of Savannah, Georgia, Georgia, continue to benefit from favorable migration and demographic trends, which have thus far outweighed the impacts of higher interest rates.

CRITICAL ACCOUNTING ESTIMATES

The preparation of financial statements requires us to establish accounting policies and make estimates, assumptions and judgments that affect our assets, liabilities, revenues and expenses, and to disclose contingent assets and liabilities in our Annual Report on Form 10-K. We base these estimates and assumptions on historical data and trends, current fact patterns, expectations and other sources of information we believe are reasonable. Actual results may differ from these estimates.

MERCHANTABLE INVENTORY AND DEPLETION COSTS AS DETERMINED BY TIMBER HARVEST MODELS

An annual depletion rate is established for each particular region by dividing the cost of merchantable inventory (including costs described above) by standing merchantable inventory volume. Pre-merchantable records are maintained for each planted year age class, including acres planted, stems per acre and costs of planting and tending. For more information, see Discussion of Timber Inventory and Sustainable Yield in [Item 1 — Business](#).

Significant assumptions and estimates are used in the recording of timber inventory and depletion costs. Factors that can impact timber volume include weather changes, losses due to natural causes, differences in actual versus estimated growth rates and changes in the age when timber is considered merchantable. A 3% company-wide change in estimated standing merchantable inventory would have caused an estimated change of approximately \$3.9 million \$5.6 million to 2022 2023 depletion expense.

Merchantable standing timber inventory is estimated by our land information services group annually, using industry-standard computer software. The inventory calculation takes into account growth, in-growth (annual transfer of oldest pre-merchantable age class into merchantable inventory), timberland sales and the annual harvest specific to each business unit. The age at which timber is considered merchantable is reviewed periodically and updated for changing harvest practices, future harvest age profiles and biological growth factors.

Acquisitions of timberland can also affect the depletion rate. Upon the acquisition of timberland, we make a determination whether to combine the newly-acquired merchantable timber with an existing depletion pool or to create a new pool. The determination is based on the geographic location of the new timber, the customers/markets that will be served and species mix. During 2022 2023, we acquired 141,000 5,000 acres of timberlands in Alabama, Florida, Georgia, Louisiana, Texas, Washington and New Zealand. These acquisitions did not have a material impact on 2022 2023 depletion rates.

REVENUE RECOGNITION

See [Note 1 — Summary of Significant Accounting Policies](#).

DETERMINING THE ADEQUACY OF PENSION AND OTHER POSTRETIREE BENEFIT ASSETS AND LIABILITIES

We have one qualified non-contributory defined benefit pension plan covering a portion of our employees and an unfunded plan that provides benefits in excess of amounts allowable under current tax law in the qualified plan. The qualified and unfunded plans are closed to new participants. Effective December 31, 2016, we froze benefits for all employees participating in the pension plans. In December 2022, the Rayonier Board of Directors approved the resolution to terminate the Defined Benefit Plan and notified impacted parties of the termination and alternative distribution options. The Defined Benefit Plan was terminated on February 28, 2023. On July 20, 2023, the Rayonier Board of Directors approved the resolution to terminate the unfunded plan and will distribute all benefits in accordance with Section 409A of the Internal Revenue Code. The unfunded plan was terminated on July 31, 2023.

In 2022, we recognized \$0.2 million of pension and postretirement benefit credit due to the expected return on plan assets offsetting interest costs and amortization of losses. Numerous estimates and assumptions are required to determine the proper amount of pension and postretirement liabilities and annual expense to record in our financial statements. The key assumptions include discount rate, return on assets, health care cost trends, mortality rates and longevity of employees. Although there is authoritative guidance on how to select most of the assumptions, some degree of judgment is exercised in selecting these assumptions. Different assumptions, as well as actual versus expected results, would change the periodic benefit cost and funded status of the benefit plans recognized in the financial statements. The changes in our discount rate and expected return on plan assets have an inverse relationship with our projected benefit obligation and pension expense, respectively. A hypothetical 25 basis point increase/decrease in our pension plan's discount rate would result in a decrease/increase in the projected benefit obligation of approximately \$1.9 million \$1.5 million and \$2.0 million \$1.6 million, respectively. A hypothetical 25 basis point increase/decrease in our pension plan's expected return on plan assets assumption would result in a decrease/increase in pension expense of approximately \$0.2 million. See [Note 18 — Employee Benefit Plans](#) for additional information.

IMPAIRMENT OF LONG-LIVED ASSETS

We review the carrying amount of long-lived assets whenever an event or a change in circumstances indicates that the carrying value of the asset or asset group may not be recoverable through future operations. If we evaluate recoverability, we are required to estimate future cash flows and residual value of the asset or asset group. The evaluation of future cash flows requires the use of assumptions that include future economic conditions such as construction costs and sales values that may differ from actual results. An impairment loss is recognized if the carrying amount of an asset is not recoverable and exceeds its fair value. See [Note 1 — Summary, Summary of Significant Accounting Policies](#) for additional information.

DEFERRED TAX ITEMS

The Timber and Real Estate operations conducted within our REIT are generally not subject to U.S. income taxation. We expect any variability in our effective tax rate and the amount of cash taxes to be paid to be driven primarily by our New Zealand Timber and Trading segments. Rayonier's taxable REIT subsidiary is subject to U.S. federal and state income taxes. Deferred tax expense or benefit is recognized in the financial statements according to the changes in deferred tax assets and liabilities between years. Valuation allowances are established to reduce deferred tax assets when it becomes more likely than not that such assets will not be realized. See [Note 20 — Income Taxes](#) for additional information about our unrecognized tax benefits.

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ENVIRONMENTAL AND NATURAL RESOURCE DAMAGE LIABILITIES

We determine the costs of environmental remediation for areas we have been named potentially liable parties based on evaluations of current law and existing technologies. Inherent uncertainties exist in such evaluations primarily due to unknown environmental conditions, changing governmental regulations and legal standards regarding liability and emerging remediation technologies. At December 31, 2022 December 31, 2023, the total amount of liabilities recorded on our Consolidated Balance Sheets related to environmental contamination and Natural Resource Damages was \$15.6 million, which reflected an increase in liabilities related to revised environmental and natural resources damage cost estimates recorded in the fourth quarter of 2022, \$16.6 million. This is management's best estimate of the costs for remediation and restoration, however, management will continue to monitor the cleanup process and make adjustments to the liability as needed. For more information, see Governmental Regulations and Environmental Matters in [Item 1 — Business, Note 1 — Summary of Significant Accounting Policies](#) and [Note 12 — Environmental Remediation Liabilities](#).

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RESULTS OF OPERATIONS

Summary of our results of operations for the three years ended December 31:

Financial Information (in millions of dollars)	Financial Information (in millions of dollars)	2022	2021	2020	Financial Information (in millions of dollars)	2023	2022	2021
Sales	Sales							
Southern Timber								

Southern Timber					
Southern Timber	Southern Timber	\$264.2	\$204.4	\$191.8	
Pacific Northwest Timber	Pacific Northwest Timber				
		162.2	143.0	120.8	
New Zealand Timber	New Zealand Timber	274.1	281.2	202.3	
Timber Funds (a)	Timber Funds (a)	—	199.4	29.6	
Real Estate	Real Estate				
Improved Development	Improved Development	35.4	51.7	14.5	
Improved Development					
Improved Development					
Unimproved Development	Unimproved Development	—	37.5	8.4	
Rural	Rural	59.5	43.1	67.2	
Timberland & Non-Strategic.	Timberland & Non-Strategic.	11.4	—	19.3	
Timberland & Non-Strategic	Timberland & Non-Strategic				
Conservation Easement	Conservation Easement				
Conservation Easement	Conservation Easement	—	3.9	3.1	
Deferred Revenue/Other (b)	Deferred Revenue/Other (b)	1.2	(2.4)	0.9	
Large Dispositions	Large Dispositions	30.5	56.0	116.0	
Total Real Estate	Total Real Estate	138.0	189.9	229.3	
Trading	Trading	71.0	95.4	89.0	
Intersegment Eliminations	Intersegment Eliminations	(0.4)	(3.7)	(3.6)	
Total Sales	Total Sales	\$909.1	\$1,109.6	\$859.2	
Operating Income (Loss)	Operating Income (Loss)				
Operating Income (Loss)					
Operating Income (Loss)					
Southern Timber	Southern Timber	\$96.6	\$66.1	\$41.3	
Pacific Northwest Timber	Pacific Northwest Timber	15.2	6.8	(10.0)	
New Zealand Timber	New Zealand Timber	30.6	51.5	30.0	
Southern Timber	Southern Timber				
Pacific Northwest Timber (c)	Pacific Northwest Timber (c)				
New Zealand Timber (d)	New Zealand Timber (d)				
Timber Funds (a)	Timber Funds (a)	—	63.3	(13.2)	
Real Estate (b)(c)	Real Estate (b)(c)	58.5	112.5	72.0	
Real Estate (e)	Real Estate (e)				
Trading	Trading	0.4	0.1	(0.5)	
Corporate and other	Corporate and other	(35.5)	(30.6)	(45.2)	
Operating Income	Operating Income	165.8	269.8	74.4	
Interest expense	Interest expense	(36.2)	(44.9)	(38.8)	

Interest and other miscellaneous income, net	2.6	0.2	1.2
Interest and other miscellaneous income, net (f)			
Income tax expense			
Net Income			
Less: Net (income) loss attributable to noncontrolling interests in consolidated affiliates (d)	(9.4)	(14.6)	(7.0)
Net Income	122.8	210.5	29.8
Less: Net (income) loss attributable to noncontrolling interests in consolidated affiliates (d)			
Net Income	(13.3)	(53.4)	7.8
Net Income			
Net Income			
Less: Net income attributable to noncontrolling interests in consolidated affiliates (g)			
Net Income	Net Income		
Attributable to	Attributable to		
Rayonier, L.P.	Rayonier, L.P.	\$109.5	\$157.1
Less: Net income attributable to noncontrolling interests in the operating partnership	Less: Net income attributable to noncontrolling interests in the operating partnership	(2.4)	(4.5)
Net Income	Net Income		
Attributable to	Attributable to		
Rayonier Inc.	Rayonier Inc.	\$107.1	\$152.6
Adjusted EBITDA (e)			
Adjusted EBITDA (h)			
Adjusted EBITDA (h)			
Adjusted EBITDA (h)			
Southern Timber			
Southern Timber			
Southern Timber	Southern Timber	\$156.9	\$120.2
Pacific Northwest Timber	Pacific Northwest Timber	63.9	57.3
New Zealand Timber	New Zealand Timber	54.5	78.5
Timber Funds	Timber Funds	—	2.3
Real Estate	Real Estate	72.7	100.7
Trading	Trading	0.4	0.1
Corporate and other	Corporate and other	(34.2)	(29.4)
Total Adjusted EBITDA (e)		\$314.2	\$329.8
Total Adjusted EBITDA (h)			

(a) The year ended December 31, 2021 includes sales and operating income of \$156.8 million and \$51.5 million, respectively, from Fund II Timberland Dispositions.

(b) Includes deferred revenue adjustments, revenue true-ups and marketing fees related to Improved Development sales in addition to residential and commercial lease revenue.

(c) The year ended December 31, 2022 includes \$0.7 million of timber write-offs resulting from casualty events.

(d) The year ended December 31, 2023 includes \$2.3 million of timber write-offs resulting from casualty events.

(e) The years ended December 31, 2023, December 31, 2022 and December 31, 2021 include income of \$105.1 million, \$16.6 million and \$44.8 million, respectively, from Large Dispositions. The year ended December 31, 2022 includes \$16.0 million of equity income from the sale of a multi-family apartment complex in Bainbridge Island, Washington and \$16.6 million from Large Dispositions. The years ended December 31, 2021 and December 31, 2020 include income of \$44.8 million and \$28.7 million, respectively, from Large Dispositions. Washington.

(f) The year ended December 31, 2023 includes \$20.7 million of net recoveries associated with legal settlements, which is partially offset by a \$2.0 million pension settlement charge.

(g) The year ended December 31, 2021 includes a \$41.2 million gain from Fund II Timberland Dispositions. The year ended December 31, 2020 includes a \$7.3 million loss related to timber write-offs resulting from casualty events.

(e) (h) Adjusted EBITDA is a non-GAAP measure defined and reconciled in [Item 7 - Performance and Liquidity Indicators](#).

Southern Timber Overview	2022	2021	2020
Sales Volume (in thousands of tons)			
Pine Pulpwood	3,911	3,516	3,804
Pine Sawtimber	2,041	2,001	2,243
Total Pine Volume	5,952	5,517	6,047
Hardwood	331	177	152
Total Volume	6,283	5,694	6,199
% Delivered Volume (vs. Total Volume)	43 %	40 %	41 %
% Pine Sawtimber Volume (vs. Total Pine Volume)	34 %	36 %	37 %
% Export Volume (vs. Total Volume) (a)	2 %	5 %	3 %
Net Stumpage Prices (dollars per ton) (b)			
Pine Pulpwood	\$22.45	\$19.09	\$15.83
Pine Sawtimber	34.36	28.27	25.72
Weighted Average Pine	\$26.53	\$22.42	\$19.50
Hardwood	23.48	17.96	11.52
Weighted Average Total	\$26.37	\$22.28	\$19.30
Summary Financial Data (in millions of dollars)			
Timber Sales	\$236.6	\$179.8	\$170.2
Less: Cut and Haul	(64.0)	(43.6)	(45.4)
Less: Port and Freight	(6.8)	(9.4)	(5.2)
Net Stumpage Sales	\$165.8	\$126.9	\$119.6
Non-Timber Sales	27.6	24.6	21.6
Total Sales	\$264.2	\$204.4	\$191.8
Operating Income	\$96.6	\$66.1	\$41.3
(+) Timber write-offs resulting from casualty events (c)	—	—	6.0
(+) Depreciation, depletion and amortization	60.3	54.1	61.8
Adjusted EBITDA (d)	\$156.9	\$120.2	\$109.1
Other Data			
Year-End Acres (in thousands)	1,919	1,798	1,733

(a) Estimated percentage of export volume, which includes volumes sold to third-party exporters in addition to direct exports through our log export program.

(b) Pulpwood and sawtimber product pricing for composite stumpage sales is estimated based on market data.

(c) 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.

(d) Adjusted EBITDA is a non-GAAP measure defined and reconciled in [Item 7 - Performance and Liquidity Indicators](#).

Pacific Northwest Timber Overview		2022	2021	2020	Southern Timber Overview		2023	2022	2021
Southern Timber Overview		Southern Timber Overview		Southern Timber Overview		Southern Timber Overview		Southern Timber Overview	
Sales	Sales								
Volume (in thousands of tons)	Volume (in thousands of tons)								
Pulpwood		300	287	297					
Sawtimber		1,285	1,382	1,306					
Pine Pulpwood									
Pine Pulpwood									
Pine Pulpwood									
Pine Sawtimber									
Total Pine Volume									
Hardwood									
Total Volume	Total Volume	1,585	1,669	1,603					
% Delivered Volume (vs. Total Volume)	% Delivered Volume (vs. Total Volume)	92 %	88 %	90 %					
% Sawtimber Volume (vs. Total Volume)	% Sawtimber Volume (vs. Total Volume)	81 %	83 %	82 %					
% Delivered Volume (vs. Total Volume)									
% Delivered Volume (vs. Total Volume)									
% Pine Sawtimber Volume (vs. Total Pine Volume)									
% Export Volume (vs. Total Volume) (a)	% Export Volume (vs. Total Volume) (a)	11 %	16 %	10 %	% Export Volume (vs. Total Volume) (a)				
Delivered Log Pricing (in dollars per ton)									
Pulpwood		\$50.83	\$31.65	\$35.51					
Sawtimber		112.44	97.87	84.93					
Weighted Average Log Price		\$100.50	\$86.23	\$75.44					
Net Stumpage Prices (dollars per ton)									
Net Stumpage Prices (dollars per ton)									
Net Stumpage Prices (dollars per ton)									
Pine Pulpwood									

Pine Pulpwood				
Pine Pulpwood				
Pine				
Sawtimber				
Weighted				
Average				
Pine				
Hardwood				
Weighted				
Average				
Total				
Summary	Summary			
Financial	Financial			
Data (in	Data (in			
millions of	millions of			
dollars)	dollars)			
Summary Financial Data				
(in millions of dollars)				
Summary Financial Data				
(in millions of dollars)				
Timber Sales				
Timber Sales				
Timber Sales	Timber Sales	\$156.6	\$137.1	\$116.6
Less: Cut and Haul	Less: Cut and Haul	(62.7)	(55.3)	(54.6)
Less: Port and Freight	Less: Port and Freight	(2.8)	—	—
Net Stumpage Sales	Net Stumpage Sales			
Non-Timber Sales	Non-Timber Sales	\$91.1	\$81.8	\$62.0
Non-Timber Sales	Non-Timber Sales	5.6	5.9	4.2
Non-Timber Sales	Non-Timber Sales			
Total Sales	Total Sales	\$162.2	\$143.0	\$120.8
Operating Income (Loss)		\$15.2	\$6.8	(\$10.0)
(+) Timber write-off resulting from casualty events (b)		0.7	—	—
Operating Income				
Operating Income				
Operating Income				
(+)	(+)			
Depreciation, depletion and amortization	Depreciation, depletion and amortization	48.0	50.5	47.1
Adjusted EBITDA (c)		\$63.9	\$57.3	\$37.1
(+) Depreciation, depletion and amortization				
(+) Depreciation, depletion and amortization				
Adjusted EBITDA (b)				
Other Data				

Other Data	
Year-End Acres (in thousands)	Year-End Acres (in thousands)
474	490
507	
Northwest Sawtimber (in dollars per MBF) (d)	\$849
	\$748
	\$666

Year-End Acres (in thousands)

Year-End Acres (in thousands)

(a) Estimated percentage of export volume, which includes volumes sold to third-party exporters in addition to direct exports through our log export program.

(b) Timber write-off resulting from casualty events includes the write-off of merchantable and pre-merchantable timber volume related to a fire casualty event.

(c) Adjusted EBITDA is a non-GAAP measure defined and reconciled in [Item 7 - Performance and Liquidity Indicators](#).

(d) Delivered Sawtimber excluding chip-n-saw.

New Zealand Timber Overview	2022	2021	2020
Sales Volume (in thousands of tons)			
Domestic Pulpwood (Delivered)	388	425	470
Domestic Sawtimber (Delivered)	686	671	665
Export Pulpwood (Delivered)	182	198	133
Export Sawtimber (Delivered)	1,360	1,308	1,221
Total Volume	2,616	2,602	2,488
% Delivered Volume (vs. Total Volume)	100 %	100 %	100 %
% Sawtimber Volume (vs. Total Volume)	78 %	76 %	76 %
% Export Volume (vs. Total Volume) (a)	59 %	58 %	54 %
Delivered Log Pricing (in dollars per ton)			
Domestic Pulpwood	\$33.50	\$41.97	\$33.79
Domestic Sawtimber	71.87	83.19	70.37
Export Sawtimber	124.91	138.84	98.47
Weighted Average Log Price	\$96.77	\$107.65	\$78.17
Summary Financial Data (in millions of dollars)			
Timber Sales	\$253.1	\$280.1	\$194.5
Less: Cut and Haul	(95.8)	(93.4)	(77.6)
Less: Port and Freight Costs	(92.5)	(89.6)	(42.9)
Net Stumpage Sales	\$64.8	\$97.1	\$74.0
Non-Timber Sales / Carbon Credits	21.0	1.1	7.8
Total Sales	\$274.1	\$281.2	\$202.3
Operating Income	\$30.6	\$51.5	\$30.0
(+) Depreciation, depletion and amortization	23.9	27.0	25.0
Adjusted EBITDA (b)	\$54.5	\$78.5	\$55.0

Other Data

New Zealand Dollar to U.S. Dollar Exchange Rate (c)	0.6350	0.7090	0.6522
Net Plantable Year-End Acres (in thousands)	297	296	296
Export Sawtimber (in dollars per JAS m ³)	\$145.23	\$161.42	\$114.50
Domestic Sawtimber (in \$NZD per tonne)	\$124.50	\$129.07	\$118.69

(a) Estimated percentage of export volume, which includes volumes sold to third-party exporters in addition to direct exports through our log export program.

(b) Adjusted EBITDA is a non-GAAP measure defined and reconciled in [Item 7 - Performance and Liquidity Indicators](#).

Pacific Northwest Timber Overview	2023	2022	2021
Sales Volume (in thousands of tons)			
Pulpwood	216	300	287
Domestic Sawtimber (a)	999	1,188	1,382
Export Sawtimber	89	97	—
Total Volume	1,305	1,585	1,669
% Delivered Volume (vs. Total Volume)	97 %	92 %	88 %
% Sawtimber Volume (vs. Total Volume)	83 %	81 %	83 %
% Export Volume (vs. Total Volume) (b)	12 %	11 %	16 %
Delivered Log Pricing (in dollars per ton)			
Pulpwood	\$38.78	\$50.83	\$31.65
Domestic Sawtimber	97.71	111.96	97.87
Export Sawtimber (c)	142.63	117.85	—
Weighted Average Log Price	\$90.97	\$100.50	\$86.23
Summary Financial Data (in millions of dollars)			
Timber Sales	\$117.9	\$156.6	\$137.1
Less: Cut and Haul	(56.6)	(62.7)	(55.3)
Less: Port and Freight	(5.2)	(2.8)	—
Net Stumpage Sales	\$56.1	\$91.1	\$81.8
Non-Timber Sales	6.3	5.6	5.9
Total Sales	\$124.1	\$162.2	\$143.0
Operating Income (Loss)	(\$9.0)	\$15.2	\$6.8
(+) Timber write-offs resulting from casualty events (d)	—	0.7	—
(+) Depreciation, depletion and amortization	36.9	48.0	50.5
Adjusted EBITDA (e)	\$27.9	\$63.9	\$57.3
Other Data			
Year-End Acres (in thousands)	418	474	490
Northwest Sawtimber (in dollars per MBF) (f)	\$711	\$849	\$748

(a) Includes volumes sold to third-party exporters.

(b) Estimated percentage of export volume, which includes volumes sold to third-party exporters in addition to direct exports through our log export program.

(c) Represents Direct exports through our log export program began in Q1 2022. Prior to Q4 2022, pricing reflects the period average rates for each year. transfer of logs on an FOB basis. Beginning in Q4 2022, pricing is reported on a CFR basis (i.e., inclusive of export costs and freight).

(d) Timber write-offs resulting from casualty events include the write-off and adjustments of merchantable and pre-merchantable timber volume damaged by casualty events that cannot be salvaged.

(e) Adjusted EBITDA is a non-GAAP measure defined and reconciled in [Item 7 — Performance and Liquidity Indicators](#).

(f) Delivered Sawtimber excluding chip-n-saw.

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Real Estate Overview	2022	2021	2020
Sales (in millions of dollars)			
Improved Development (a)			
Unimproved Development	\$35.4	\$51.7	\$14.5
Rural	—	37.5	8.4
Timberland & Non-Strategic	59.5	43.1	67.2
Conservation Easement	11.4	—	19.3
Deferred Revenue/Other (b)	—	3.9	3.1
Large Dispositions (c)	1.2	(2.4)	0.9
Total Sales	30.5	56.0	116.0
	\$138.0	\$189.9	\$229.3
Acres Sold			
Improved Development (a)			
Unimproved Development	225	791	330
Rural	—	359	570
Timberland & Non-Strategic	13,156	14,565	22,437
Large Dispositions (c)	3,966	34	20,701
Total Acres Sold	10,977	16,622	66,946
	28,323	32,371	110,984
Price per Acre (dollars per acre)			
Improved Development (a)			
Unimproved Development	\$157,424	\$65,375	\$43,957
Rural	—	104,579	14,780
Timberland & Non-Strategic	4,522	2,958	2,993
Large Dispositions (c)	2,874	1,297	930
Weighted Average (Total) (d)	2,776	3,372	1,733
Weighted Average (Adjusted) (e)	\$6,128	\$8,403	\$2,483
	\$4,140	\$5,391	\$2,170
Total Sales (Excluding Large Dispositions)			
Operating Income	\$107.5	\$133.9	\$113.3
(+) Depreciation, depletion and amortization	\$58.5	\$112.5	\$72.0
(+) Non-cash cost of land and improved development	13.9	7.9	17.7
(-) Gain associated with the multi-family apartment complex sale attributable to NCI (f)	28.4	25.0	30.4
(-) Large Dispositions (c)	(11.5)	—	—
Adjusted EBITDA (g)	(16.6)	(44.8)	(28.7)
	\$72.7	\$100.7	\$91.4
New Zealand Timber Overview	2023	2022	2021
Sales Volume (in thousands of tons)			
Domestic Pulpwood (Delivered)			
Domestic Sawtimber (Delivered)	225	388	425
Export Pulpwood (Delivered)	677	686	671
Export Sawtimber (Delivered)	230	182	198
Total Volume	1,344	1,360	1,308
	2,476	2,616	2,602

% Delivered Volume (vs. Total Volume)	100 %	100 %	100 %
% Sawtimber Volume (vs. Total Volume)	82 %	78 %	76 %
% Export Volume (vs. Total Volume) (a)	64 %	59 %	58 %
Delivered Log Pricing (in dollars per ton)			
Domestic Pulpwood	\$34.58	\$33.50	\$41.97
Domestic Sawtimber	66.31	71.87	83.19
Export Sawtimber	102.39	124.91	138.84
Weighted Average Log Price	\$85.27	\$96.77	\$107.65
Summary Financial Data (in millions of dollars)			
Timber Sales	\$211.1	\$253.1	\$280.1
Less: Cut and Haul (b)	(84.5)	(94.3)	(91.9)
Less: Port and Freight (b)	(64.8)	(94.1)	(91.1)
Net Stumpage Sales	\$61.8	\$64.8	\$97.1
Non-Timber Sales / Carbon Credits	24.4	21.0	1.1
Total Sales	\$235.5	\$274.1	\$281.2
Operating Income	\$26.0	\$30.6	\$51.5
(+) Timber write-offs resulting from casualty events (c)	2.3	—	—
(+) Depreciation, depletion and amortization	21.7	23.9	27.0
Adjusted EBITDA (d)	\$50.0	\$54.5	\$78.5
Other Data			
New Zealand Dollar to U.S. Dollar Exchange Rate (e)	0.6117	0.6350	0.7090
Net Plantable Year-End Acres (in thousands)	297	297	296
Export Sawtimber (in dollars per JAS m ³)	\$119.04	\$145.23	\$161.42
Domestic Sawtimber (in \$NZD per tonne)	\$119.25	\$124.50	\$129.07

(a) Percentage of export volume reflects direct exports through our log export program.
 (b) Prior periods have been restated to reclassify certain export related costs from cut and haul to port and freight.
 (c) Timber write-offs resulting from casualty events include the write-off and adjustments of merchantable and pre-merchantable timber volume damaged by casualty events that cannot be salvaged.

(d) Adjusted EBITDA is a non-GAAP measure defined and reconciled in [Item 7 — Performance and Liquidity Indicators](#).

(e) Represents the period-average rate.

Real Estate Overview	2023	2022	2021
Sales (in millions of dollars)			
Improved Development (a)	\$30.7	\$35.4	\$51.7
Unimproved Development	0.1	—	37.5
Rural	99.7	59.5	43.1
Timberland & Non-Strategic	3.3	11.4	—
Conservation Easement	—	—	3.9
Deferred Revenue/Other (b)	13.9	1.2	(2.4)
Large Dispositions (c)	242.2	30.5	56.0
Total Sales	\$390.0	\$138.0	\$189.9
Acres Sold			

Improved Development (a)	376	225	791
Unimproved Development	10	—	359
Rural	28,955	13,156	14,565
Timberland & Non-Strategic	1,270	3,966	34
Large Dispositions (c)	55,008	10,977	16,622
Total Acres Sold	85,618	28,323	32,371
Price per Acre (dollars per acre)			
Improved Development (a)	\$81,756	\$157,424	\$65,375
Unimproved Development	11,250	—	104,579
Rural	3,442	4,522	2,958
Timberland & Non-Strategic	2,636	2,874	1,297
Large Dispositions (c)	4,403	2,776	3,372
Weighted Average (Total) (d)	\$4,372	\$6,128	\$8,403
Weighted Average (Adjusted) (e)	\$3,411	\$4,140	\$5,391
Total Sales (Excluding Large Dispositions)	\$147.8	\$107.5	\$133.9
Operating Income	\$156.6	\$58.5	\$112.5
(-) Gain associated with the multi-family apartment complex sale attributable to NCI (f)	—	(11.5)	—
(-) Large Dispositions (c)	(105.1)	(16.6)	(44.8)
(+) Depreciation, depletion and amortization	18.0	13.9	7.9
(+) Non-cash cost of land and improved development	29.8	28.4	25.0
Adjusted EBITDA (g)	\$99.3	\$72.7	\$100.7

(a) Reflects land with capital invested in infrastructure improvements.

(b) Includes deferred revenue adjustments, revenue true-ups and marketing fees related to Improved Development sales in addition to residential and commercial lease revenue.

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

(d) Excludes Large Dispositions.

(e) Excludes Improved Development and Large Dispositions.

(f) Gain associated with the multi-family apartment complex 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.

(g) Adjusted EBITDA is a non-GAAP measure defined and reconciled in [Item 7.1 — Performance and Liquidity Indicators](#).

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Trading Overview	Trading Overview	2022	2021	2020	Trading Overview	2023	2022	2021
Sales	Sales							
Volume (in thousands of tons)	Volume (in thousands of tons)							
U.S.	U.S.	99	1	1				
NZ	NZ	460	705	959				
Total Volume	Total Volume	559	706	960				
Total Volume								
Total Volume								

Summary	Summary
Financial Data (in millions of dollars)	Financial Data (in millions of dollars)
Summary	Financial
Data (in millions of dollars)	Data (in millions of dollars)
Trading Sales	Trading Sales
Trading Sales	Trading Sales
Non-Timber Sales	Non-Timber Sales
Total Sales	Total Sales
Operating Income (Loss)	Operating Income (Loss)
Operating Income	Operating Income
Operating Income	Operating Income
Adjusted EBITDA (a)	Adjusted EBITDA (a)
Adjusted EBITDA (a)	Adjusted EBITDA (a)

(a) Adjusted EBITDA is a non-GAAP measure defined and reconciled in [Item 7.1 — Performance and Liquidity Indicators](#).

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Capital Expenditures By Segment	Capital Expenditures By Segment	2022	2021	2020	Capital Expenditures By Segment	2023	2022	2021
Timber Capital Expenditures (in millions of dollars)	Timber Capital Expenditures (in millions of dollars)							
Southern Timber	Southern Timber							
Reforestation, silvicultural and other capital expenditures		\$24.1	\$21.5	\$20.7				
Southern Timber								
Southern Timber								

Reforestation, silviculture and other capital expenditures				
Reforestation, silviculture and other capital expenditures				
Reforestation, silviculture and other capital expenditures				
Property taxes	Property taxes	7.1	6.8	6.8
Lease and timber deed payments		3.1	3.1	3.5
Lease payments				
Allocated overhead	Allocated overhead	4.9	4.4	4.4
Subtotal	Subtotal			
Southern Timber	Southern Timber	\$39.3	\$35.8	\$35.5
Pacific Northwest Timber	Pacific Northwest Timber			
Reforestation, silvicultural and other capital expenditures		10.5	10.8	6.5
Reforestation, silviculture and other capital expenditures				
Reforestation, silviculture and other capital expenditures				
Reforestation, silviculture and other capital expenditures				
Property taxes	Property taxes	1.1	1.1	0.8
Allocated overhead	Allocated overhead	5.2	4.7	4.1
Allocated overhead				
Subtotal Pacific	Subtotal Pacific			
Northwest Timber	Northwest Timber	\$16.8	\$16.6	\$11.4
New Zealand Timber	New Zealand Timber			
Reforestation, silvicultural and other capital expenditures		10.9	11.2	8.9
Reforestation, silviculture and other capital expenditures				
Reforestation, silviculture and other capital expenditures				
Reforestation, silviculture and other capital expenditures				
Property taxes	Property taxes	0.8	0.8	0.7
Lease and timber deed payments		4.4	5.2	4.3
Lease payments				
Allocated overhead	Allocated overhead	2.4	3.0	2.7

Subtotal New Zealand Timber	Subtotal New Zealand Timber	\$18.5	\$20.1	\$16.6
Total Timber Segments Capital Expenditures	Total Timber Segments Capital Expenditures	\$74.5	\$72.5	\$63.5
Timber Funds ("Look-through") (a)	Timber Funds ("Look-through") (a)	—	0.5	0.3
Real Estate	Real Estate	0.3	0.2	0.4
Corporate				
Total Capital Expenditures	Total Capital Expenditures	\$74.8	\$73.2	\$64.2
Timberland Acquisitions	Timberland Acquisitions			
Timberland Acquisitions	Timberland Acquisitions			
Southern Timber	Southern Timber	\$457.8	\$168.2	\$24.2
Southern Timber				
Southern Timber				
Pacific Northwest Timber				
New Zealand Timber	New Zealand Timber	0.7	10.9	0.5
Total Timberland Acquisitions	Total Timberland Acquisitions			
Total Timberland Acquisitions	Total Timberland Acquisitions			
Real Estate Development Investments (b)	Real Estate Development Investments (b)	\$13.7	\$12.5	\$6.5
Real Estate Development Investments (b)				
Real Estate Development Investments (b)				

(a) The years year ended December 31, 2021 and December 31, 2020 exclude excludes \$2.8 million and \$2.3 million, respectively, of capital expenditures attributable to noncontrolling interests in Timber Funds.

(b) Represents investments in master infrastructure or entitlements in our real estate development projects. Real Estate Development Investments are amortized as the underlying properties are sold and included in Non-Cash Cost of Land and Improved Development.

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RESULTS OF OPERATIONS, 2022 2023 VERSUS 2021 2022 (millions of dollars)

The following tables summarize sales, operating income and Adjusted EBITDA variances for 2022 2023 versus 2021:

Sales	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Real Estate	Trading	Elim.	Total
2021	\$204.4	\$143.0	\$281.2	\$199.4	\$189.9	\$95.4	(\$3.7)	\$1,109.6

Volume	13.1	(4.1)	1.4	—	12.9	(19.5)	—	3.8
Price	25.7	11.3	(37.5)	—	(39.9)	(4.8)	—	(45.2)
Non-timber sales	3.0	(0.3)	20.0	—	—	0.1	—	22.8
Foreign exchange (a)	—	—	(7.5)	—	—	—	—	(7.5)
Other	18.0 ^(b)	12.3 ^(b)	16.5 ^(c)	(199.4)	(24.9) ^(d)	(0.2)	3.3 ^(e)	(174.4)
2022	\$264.2	\$162.2	\$274.1	—	\$138.0	\$71.0	(\$0.4)	\$909.1

2022:

Sales	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Real Estate	Trading	Elim.	Total
2022	\$264.2	\$162.2	\$274.1	\$138.0	\$71.0	(\$0.4)	\$909.1
Volume	27.2	(15.7)	(13.4)	76.3	(22.4)	—	52.0
Price	(28.4)	(17.6)	(1.5)	(45.8)	(5.0)	—	(98.3)
Non-timber sales	9.9	0.7	4.2	—	0.1	—	14.9
Foreign exchange (a)	—	—	(3.0)	—	—	—	(3.0)
Other	(8.8) ^(b)	(5.5) ^(b)	(24.9) ^(c)	221.5 ^(d)	—	(0.1)	182.2
2023	\$264.1	\$124.1	\$235.5	\$390.0	\$43.7	(\$0.5)	\$1,056.9

(a) Net of currency hedging impact.

(b) Includes variance due to stumpage versus delivered sales.

(c) Includes variance due to domestic versus export sales.

(d) Includes a \$25.6 million decrease \$211.7 million increase in Large Dispositions as well as deferred revenue adjustments, revenue true-ups, and marketing fees related to Improved Development sales in addition to Conservation Easements sales in 2021, residential and commercial lease revenue.

(e) Includes a decrease in Intersegment eliminations related to timberland management fees paid by the timber funds and reported as sales within the Timber Funds segment.

Operating income	Operating income	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Real Estate	Trading	Corporate and Other	Total
2021	\$66.1	\$6.8	\$51.5	\$63.3	\$112.5	\$0.1	(\$30.6)	\$269.8	

Operating Income

Operating Income									
2022									
Volume	Volume	7.5	(1.1)	0.4	—	9.7	—	—	16.5
Price (a)	Price (a)	25.7	11.3	(37.5)	—	(39.9)	—	—	(40.4)
Cost	Cost	(4.5)	(2.2)	(1.9)	—	(7.6)	0.2	(4.9)	(20.9)
Non-timber income	Non-timber income	2.5	(0.3)	19.7	—	—	0.1	—	22.0
Foreign exchange (b)	Foreign exchange (b)	—	—	(2.1)	—	—	—	—	(2.1)
Non-timber income (b)	Non-timber income (b)	—	—	—	—	—	—	—	—
Foreign exchange (c)	Foreign exchange (c)	—	—	—	—	—	—	—	—
Depreciation, depletion & amortization	Depreciation, depletion & amortization	(0.7)	—	0.5	—	(5.3)	—	—	(5.5)
Non-cash cost of land and improved development	Non-cash cost of land and improved development	—	—	—	—	(2.4)	—	—	(2.4)
Other (c)	Other (c)	—	0.7	—	(63.3)	(8.5)	—	—	(71.1)
2022	\$96.6	\$15.2	\$30.6	—	\$58.5	\$0.4	(\$35.5)	\$165.8	
Other	Other	—	—	—	—	—	—	—	—
2023	\$	\$	\$	—	\$	\$	—	\$	\$
Southern Timber	Pacific Northwest Timber	New Zealand Timber	Real Estate	Trading	Corporate and Other	Total			

(a) For Timber segments, price reflects net stumpage realizations (i.e. net of cut and haul and shipping costs). For Real Estate, price is presented net of cash closing costs.

(b) For the New Zealand Timber segment, includes carbon credit sales.

(c) Net of currency hedging impact.

(c) (d) Real Estate primarily includes includes \$0.7 million of timber write-offs resulting from casualty events in the prior year.

(e) Includes \$2.3 million of timber write-offs resulting from casualty events in the current year.

(f) Includes an \$88.5 million increase in operating income from Large Dispositions and in the current year, which is partially offset by \$16.0 million of equity income from joint venture entities, including the gain from the sale of the a multi-family apartment complex in Bainbridge Island, Washington. Washington in the prior year. Real estate also includes deferred revenue adjustments, revenue true-ups, and marketing fees related Improved Development sales in addition to residential and commercial lease revenue.

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Adjusted EBITDA (a)	Adjusted EBITDA (a)	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Real Estate	Trading	Corporate and Other	Total
2021		\$120.2	\$57.3	\$78.5	\$2.3	\$100.7	\$0.1	(\$29.4)	\$329.8
Adjusted EBITDA (a)									
Adjusted EBITDA (a)									
2022									
Volume	Volume	13.0	(3.6)	0.5	—	12.9	—	—	22.8
Price (b)	Price (b)	25.7	11.3	(37.5)	—	(39.9)	—	—	(40.4)
Cost	Cost	(4.5)	(2.2)	(1.9)	—	(7.6)	0.2	(4.8)	(20.8)
Non-timber income		2.5	(0.3)	19.7	—	—	0.1	—	22.0
Foreign exchange									
(c)		—	—	(4.8)	—	—	—	—	(4.8)
Other (d)		—	1.4	—	(2.3)	6.6	—	—	5.7
2022		\$156.9	\$63.9	\$54.5	—	\$72.7	\$0.4	(\$34.2)	\$314.2
Non-timber income (c)									
Foreign exchange (d)									
Other (e)									
2023									

(a) Adjusted EBITDA is a non-GAAP measure defined and reconciled in [Item 7 – Performance and Liquidity Indicators](#).

(b) For Timber segments, price reflects net stumpage realizations (i.e. net of cut and haul and shipping costs). For Real Estate, price is presented net of cash closing costs.

(c) For the New Zealand Timber segment, includes carbon credit sales.

(d) Net of currency hedging impact.

(d) (e) Pacific Northwest Timber Real Estate includes deferred revenue adjustments, revenue true-ups, and marketing fees related to Improved Development sales in addition to residential and commercial lease revenue. The prior year period included a \$1.4 million timber reservation \$4.5 million gain associated with a multi-family apartment complex sale attributable to a conservation group, Rayonier.

SOUTHERN TIMBER

Full-year sales of \$264.2 million increased \$59.8 million, or 29%, versus the prior year, including an increase in non-timber sales of \$3.0 million \$264.1 million decreased marginally versus the prior year. Harvest volumes increased 10% 16% to 6.28 million 7.31 million tons versus 5.69 million 6.28 million tons in the prior year, year, primarily driven by additional volume from acquisitions completed in the fourth quarter of 2022. Average pine sawtimber stumpage prices increased 22% realizations decreased 14% to \$34.36 \$29.64 per ton versus \$28.27 \$34.36 per ton in the prior year, while average pine pulpwood stumpage prices increased 18% realizations decreased 25% to \$16.78 per ton versus \$22.45 per ton versus \$19.09 in the prior year. The increase decrease in average pine sawtimber prices was primarily due to softer demand from sawmills, relatively drier weather conditions, and decreased competition from pulp mills for chip-n-saw volume. The decrease in average pine pulpwood prices was primarily due to strong domestic demand. The increase weaker end-market demand and relatively drier weather conditions. Overall, weighted-average stumpage realizations (including hardwood) decreased 15% to \$22.49 per

ton versus \$26.37 per ton in average pine sawtimber prices was primarily due to strong domestic lumber demand, as well as upward pressure on chip-n-saw pricing due to increased competition from pulp mills. the prior year.

Operating income of \$96.6 million increased decreased \$30.5 million versus the prior year due to higher lower net stumpage realizations (\$25.7 million), higher depletion rates (\$9.9 million), higher overhead and other costs (\$4.2 million), and costs associated with long-term timber lease expirations (\$3.9 million), partially offset by higher volumes (\$7.5 million), and higher non-timber income (\$2.5 million), partially offset by higher costs (\$4.5 million) and higher depletion rates (\$0.7 million). Full-year Adjusted EBITDA of \$156.9 million was \$156.2 million was \$36.7 million above \$0.7 million below the prior year.

PACIFIC NORTHWEST TIMBER

Full-year sales of \$162.2 million increased \$19.2 million \$124.1 million decreased \$38.1 million, or 13% 23%, versus the prior year. Harvest volumes decreased 5% 18% to 1.59 million tons versus 1.67 million tons in the prior year, as some planned harvests were deferred in response to soft market conditions. Average delivered prices for domestic sawtimber prices increased 15% decreased 13% to \$112.44 \$97.71 per ton versus \$97.87 \$111.96 per ton in the prior year, reflecting relatively strong customer demand weaker domestic and a favorable species mix, as a higher proportion of Douglas-fir sawtimber was harvested. export market demand. Average delivered pulpwood prices increased 61% decreased 24% to \$50.83 \$38.78 per ton versus \$31.65 \$50.83 per ton in the prior year primarily driven by supply constraints amid strong as the prior year benefited from stronger end-market demand.

Operating An operating loss of \$9.0 million versus operating income of \$15.2 million improved \$8.4 million versus in the prior year primarily due to higher was driven by lower net stumpage realizations (\$11.3 million), lower volumes (\$5.5 million) and a timber reservation sale to a conservation group higher costs (\$14.5 million), partially offset by higher costs lower depletion rates (\$2.2 million), lower volumes (\$1.1 million), a timber write-off write-offs resulting from casualty events in the prior year (\$0.7 million), and lower higher non-timber income (\$0.3 million). Full-year Adjusted EBITDA of \$63.9 million was \$27.9 million was \$6.6 million above \$36.0 million below the prior year.

NEW ZEALAND TIMBER

Full-year sales of \$274.1 million \$235.5 million decreased \$7.1 million \$38.6 million, or 3% 14%, versus the prior year. Harvest volumes increased 1% decreased 5% to 2.62 million 2.48 million tons versus 2.60 million 2.62 million tons in the prior year, driven by slightly higher export demand versus primarily due to lost production days resulting from Cyclone Gabrielle in the prior year period that was negatively impacted by COVID-19 related headwinds. first quarter and the deferral of planned harvests in response to soft market conditions. Average delivered prices for export sawtimber decreased 10% 18% to \$124.91 \$102.39 per ton versus \$138.84 \$124.91 per ton in the prior year, while average delivered prices for domestic sawtimber decreased 14% 8% to \$71.87 \$66.31 per ton versus \$83.19

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\$71.87 per ton in the prior year. The decrease in export sawtimber prices was primarily reflected constrained export market driven by weaker construction demand due to COVID lockdowns in China and construction market headwinds in China. increased salvage volume from Cyclone Gabrielle. The decrease in domestic sawtimber prices (in U.S. dollar terms) was primarily partially driven by the decrease in the NZ\$/US\$ exchange rate (US\$0.64 per NZ\$1.00 versus US\$0.71 per NZ\$1.00). Excluding the impact of foreign exchange rates, domestic sawtimber prices decreased 4% from the prior year, reflecting slowing weaker domestic market demand and additional supply due to decreased competition from export market headwinds.

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markets.

Operating income of \$30.6 million \$26.0 million decreased \$20.9 million \$4.6 million versus the prior year due to lower volumes (\$2.5 million), timber write-offs resulting from casualty events in the current year (\$2.3 million), higher costs (\$2.1 million), lower net stumpage realizations (\$37.5 million), and unfavorable foreign exchange impacts (\$2.1 million), and higher forest management costs (\$1.9 million), partially offset by higher non-timber / carbon credit income (\$3.7 million) and lower depletion rates (\$0.5 million), higher volumes (\$0.4 million), and higher non-timber income (\$19.7 million). Full-year Adjusted EBITDA of \$54.5 million \$50.0 million was \$24.0 million \$4.5 million below the prior year.

TIMBER FUNDS

During 2021, we sold the rights to manage Fund III and Fund IV, as well as our ownership interests in both funds, and we completed the liquidation of Fund II timberland assets. As such, we had no sales, operating income or Adjusted EBITDA in 2022 in the Timber Funds segment.

REAL ESTATE

Full-year sales of \$138.0 million decreased \$51.9 million \$390.0 million increased \$252.0 million versus the prior year, while operating income of \$58.5 million decreased \$54.0 million \$156.6 million increased \$98.1 million versus the prior year. Sales and operating income in the current year included \$242.2 million and \$105.1 million, respectively, from Large Dispositions. Prior year sales and operating income included \$30.5 million and \$16.6 million, respectively, from Large Dispositions. Current Prior year period operating income also included an \$11.5 million gain attributable to noncontrolling interests from the sale of a multi-family apartment complex in Bainbridge Island, Washington. Prior year sales and operating income included \$56.0 million and \$44.8 million, respectively, from Large Dispositions. Sales decreased increased primarily due to lower significantly higher volumes (28,323 (85,618 acres sold versus 32,371 28,323 acres sold in the prior year) and, partially offset by lower weighted average prices (\$4,829 \$4,392 per acre versus \$5,820 \$4,829 per acre in the prior year). Full-year Adjusted EBITDA of \$72.7 million \$99.3 million was \$28.0 million below \$26.6 million above the prior year.

TRADING

Full-year sales of **\$71.0 million** decreased **\$43.7 million** versus the prior year due to lower volumes and prices. Sales volumes decreased **21%** to **378,000** tons versus **706,000** tons in the prior year. Operating income and Adjusted EBITDA increased **\$0.2 million** versus the prior year, year as improved margins more than offset reduced trading volume.

CORPORATE AND OTHER EXPENSE/EXPENSE / ELIMINATIONS

Full-year corporate and other operating expense of **\$35.5 million** increased **\$39.1 million** \$3.6 million versus the prior year, primarily due to higher compensation and benefit expenses (**\$3.9 million**), higher legal costs (**\$0.7 million**), higher meals and travel professional services fees. Compensation and benefits expenses (**\$0.6 million**), and higher other overhead costs (**\$0.4 million**), partially offset by lower benefit costs (**\$0.7 million**), were elevated versus the prior year primarily due to the acceleration of equity compensation expense for retirement-eligible employees.

INTEREST EXPENSE

Full-year interest expense of **\$36.2 million** decreased **\$8.7 million** increased **\$48.3 million** \$12.1 million versus the prior year period, as the prior year period included a **\$2.2 million** loss from the termination of a cash flow hedge. Additionally, full-year interest expense benefited from lower primarily due to higher average outstanding debt and a **lower higher** weighted-average interest rate as compared to the prior year period. rate.

INTEREST AND OTHER MISCELLANEOUS INCOME, NET

Other non-operating Full-year interest and other miscellaneous income of **\$2.6 million** \$20.6 million increased **\$2.4 million** \$18.0 million versus the prior year, primarily due to increased interest income and prior as the current year costs related to debt extinguishments and modifications, included **\$20.7 million** of net recoveries associated with legal settlements, partially offset by increased environmental and natural resource damage remediation costs. a **\$2.0 million** pension settlement charge.

INCOME TAX EXPENSE

Full-year income tax expense of **\$9.4 million** \$5.1 million decreased **\$5.3 million** \$4.3 million versus the prior year period as a result of lower taxable income. period. The New Zealand subsidiary is the primary driver of income tax expense.

RESULTS OF OPERATIONS, 2021 2022 VERSUS 2020 2021

Refer to Item 7 - "Management's Discussion and Analysis of Financial Condition and Results of Operations" section contained in our [Annual Report on Form 10-K for the year ended December 31, 2021](#) for the results of operations discussion for the fiscal year ended **December 31, 2021** December 31, 2022 compared to the fiscal year ended **December 31, 2020** December 31, 2021.

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OUTLOOK FOR 2023 2024

In **2023** 2024, we expect to achieve full-year harvest volumes in our Southern Timber segment of **6.7** 7.1 to **7.0** 7.3 million tons. The We anticipate a modest decrease in harvest volumes versus the prior year as logging conditions normalize following a period of relatively dry weather. Further, we expect that regional pine stumpage realizations will improve modestly versus the prior year based on improving end market demand coupled with an anticipated increase relative to 2022 reflects in rainfall from the additional volume associated with our previously announced acquisitions. We also anticipate El Niño weather pattern. However, we expect these pricing gains will be largely offset by a less favorable geographic mix. Lastly, we expect higher non-timber income for full-year **2023** 2024 as compared to full-year 2022. However, we expect that the increase in harvest volumes and non-timber 2023, primarily driven by additional income will be largely offset by lower weighted average stumpage realizations due to softer demand as well as higher harvest and transportation costs. from land-based solutions.

In our Pacific Northwest Timber segment, we expect to achieve full-year harvest volumes of approximately **1.5** to **1.6** 1.4 million tons. The anticipated decrease increase relative to 2022 reflects recent land sales activity, the prior year assumes a return to a more muted domestic normalized level of demand outlook, and an ongoing mix shift toward Douglas-fir, which has harvest activity, partially offset by a lower MBF-to-ton conversion ratio. We further reduction in our Pacific Northwest sustainable yield resulting from the recent Oregon disposition. Further, while we anticipate some demand improvement as the year progresses, we expect that full-year weighted average log pricing will remain modestly below the pricing achieved in 2023 due in part to decline relative to full-year 2022 due to weaker macroeconomic conditions and lower lumber prices. a less favorable species mix.

In our New Zealand Timber segment, we expect to achieve full-year harvest volumes of **2.5** 2.4 to **2.7** 2.5 million tons. We expect that full-year domestic and export sawtimber pricing will improve modestly relative to the full-year pricing achieved in 2023 as end-markets continue to recover. We further anticipate that stumpage margins will remain under pressure to start the year but are optimistic that export market conditions will gradually improve a modest increase in carbon credit sales in 2024 as the operating environment in China normalizes pricing has remained strong following the COVID-related disruptions that persisted throughout 2022. We further expect that favorable carbon credit pricing and volumes will contribute to improved results significant market volatility experienced in the first half of 2023.

In our Real Estate segment, we are encouraged by both the continued interest strong demand for our rural properties as well as the continued momentum across our improved development projects as we enter 2024. We expect another strong year in both our rural land sales program as well as our improved development projects and rural properties despite the higher interest rate environment based on our current pipeline of transactions. However, similar to 2023, we anticipate that real estate activity will be significantly weighted to the second half of the year, with relatively limited very light closing activity in the first quarter, followed by a significant pickup in particular activity in the second quarter.

Our **2023** 2024 outlook is subject to a number of variables and uncertainties, including those discussed at [Item 1A — Risk Factors](#).

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LIQUIDITY AND CAPITAL RESOURCES

Our principal source of cash is cash flow from operations, primarily the harvesting of timber and sales of real estate. As a REIT, our main use of cash is dividends on Rayonier Inc. common shares and distributions on Rayonier, L.P. units. We also use cash to maintain the productivity of our timberlands through replanting and silviculture. Our operations have generally produced consistent cash flow and required limited capital resources. Short-term borrowings have helped fund working capital needs, while resources; however, acquisitions of timberlands generally require funding from external sources or Large Dispositions.

STRATEGY

We continuously evaluate our capital structure. Our strategy is to maintain a weighted-average cost of capital competitive with other timberland REITs and TIMOs, while maintaining an investment grade debt rating as well as retaining the flexibility to actively pursue capital allocation opportunities as they become available. Overall, we believe we have adequate liquidity and sources of capital to run our businesses efficiently and effectively and to maximize the value of our timberland and real estate assets under management.

On November 1, 2023 we announced an asset disposition and capital structure realignment plan (the "Plan") targeting \$1 billion of select asset sales over the following 18 months. We expect to use the proceeds of the asset sales to reduce our leverage to $\leq 3.0x$ Net Debt / Adjusted EBITDA and return capital to share and unit holders. Following the announcement of this Plan, we closed on the disposition of approximately 55,000 acres of timberland in Oregon for \$242.2 million, and we believe we are on-track to meet the \$1 billion disposition target as planned.

While we currently anticipate to execute the Plan as announced, facts and circumstances could change in the future, which may change our strategy or preclude us from executing the Plan as intended. See [Item 1A — Risk Factors](#) in this Annual Report on Form 10-K for additional information.

CREDIT RATINGS

Both our ability to obtain financing and the related costs of borrowing are affected by our credit ratings, which are periodically reviewed by the rating agencies. As of **December 31, 2022** **December 31, 2023**, our credit ratings from S&P and Moody's were "BBB-" and "Baa3," respectively, with both agencies listing our outlook as "Stable."

SUMMARY OF LIQUIDITY AND FINANCING COMMITMENTS

(in millions of dollars)	As of December 31,			(in millions of dollars)	As of December 31,		
	2022	2021	2020		2023	2022	2021
Cash and cash equivalents (excluding Timber Funds)	Cash and cash equivalents (excluding Timber Funds)	\$114.3	\$358.7	\$80.5			
Total debt (excluding Timber Funds) (a)	Total debt (excluding Timber Funds) (a)	1,523.1	1,376.1	1,294.9			
Noncontrolling interests in the operating partnership	Noncontrolling interests in the operating partnership	105.8	133.8	130.1			
Shareholders' equity	Shareholders' equity	1,880.7	1,815.6	1,862.6			
Net Income Attributable to Rayonier Inc.	Net Income Attributable to Rayonier Inc.	107.1	152.6	37.1			
Adjusted EBITDA (b)	Adjusted EBITDA (b)	314.2	329.8	267.4			
Total capitalization (total debt plus permanent and temporary equity)	Total capitalization (total debt plus permanent and temporary equity)	3,509.6	3,325.5	3,287.6			

Debt to capital ratio	Debt to capital ratio	43 %	41 %	39 %	Debt to capital ratio	41 %	43 %	41 %
Debt to Adjusted EBITDA (b)	Debt to Adjusted EBITDA (b)	4.8	4.2	4.8				
Net debt to Adjusted EBITDA (b)(c)	Net debt to Adjusted EBITDA (b)(c)	4.5	3.1	4.5				
Net debt to enterprise value (c)(d)	Net debt to enterprise value (c)(d)	22 %	14 %	23 %	Net debt to enterprise value (c)(d)	19 %	22 %	14 %

(a) Total debt as of December 31, 2022 December 31, 2023, 2021 2022 and 2020 2021 reflects the principal on long-term debt, net of fair market value adjustments and gross of deferred financing costs and unamortized discounts of \$8.4 million \$6.9 million, \$8.3 million \$8.4 million and \$2.5 million \$8.3 million, respectively.

(b) For a reconciliation of Adjusted EBITDA to net income see [Management's Discussion and Analysis of Financial Condition and Results of Operations—Item 7—Performance and Liquidity Indicators](#).

(c) Net debt is calculated as total debt less cash and cash equivalents.

(d) Enterprise value based on market capitalization (including Rayonier, L.P. "OP" units) plus net debt based on Rayonier's share price of \$33.41, \$32.96, \$40.36, and \$29.38 \$40.36 as of December 31, 2022 December 31, 2023, 2021 2022 and 2020 2021, respectively.

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AT-THE-MARKET ("ATM") EQUITY OFFERING PROGRAM ("ATM Program")

On November 4, 2022 we entered into a new distribution agreement with a group of sales agents through which we may sell common shares, from time to time, having an aggregate sales price of up to \$300 million (the "2022 ATM Program"). As of December 31, 2022 December 31, 2023, \$270.7 million \$269.7 million remains available for issuance under the 2022 ATM Program.

The following table outlines the common stock shares issuance pursuant to our ATM Programs Program (dollars in millions):

	Year Ended December 31,			Year Ended December 31,	
	2022	2021		2023	2022
Shares of common stock issued under the ATM Programs	1,579,228	6,357,972			
Average price of common stock issued under the ATM Programs	\$38.05	\$37.05			
Common shares issued under the ATM Program					
Average price of common shares issued under the ATM Program					
Gross proceeds	\$60.4	\$235.5			
Commissions	\$0.6	\$2.4			

CASH FLOWS

The following table summarizes our cash flows from operating, investing and financing activities for each of the three years ended December 31 (in millions of dollars):

	2022	2021	2020	2023	2022	2021
Total cash provided by (used for):	Total cash provided by (used for):					
Operating activities	Operating activities					
Operating activities	Operating activities	\$269.2	\$325.1	\$204.2		
Investing activities	Investing activities	(516.4)	(26.3)	(213.6)		
Financing activities	Financing activities	(4.6)	(16.3)	27.0		
Effect of exchange rate changes on cash	Effect of exchange rate changes on cash	(1.9)	(0.9)	(0.1)		
Change in cash, cash equivalents and restricted cash	Change in cash, cash equivalents and restricted cash	(\$253.7)	\$281.7	\$17.5		

CASH PROVIDED BY OPERATING ACTIVITIES

Cash provided by operating activities decreased \$55.9 million increased \$29.2 million versus the prior year primarily due to changes in working capital.

CASH PROVIDED BY (USED FOR) INVESTING ACTIVITIES

Cash provided by investing activities increased \$640.5 million versus the prior year primarily due to lower operating results and higher cash taxes paid.

CASH USED FOR INVESTING ACTIVITIES

Cash used for investing activities increased \$490.1 million versus the prior year primarily due to higher cash used for timberland acquisitions (\$279.4 million), prior year net proceeds from the sale of Timber Fund II timberlands (\$154.7 million) and Timber Funds III and IV (\$31.0 million), lower higher proceeds from Large Dispositions (\$25.2 million) and other investing activities (\$1.6 million), partially offset by higher real estate development investments (\$1.2 million), partially offset by lower and higher capital expenditures (\$1.2 million) and other investing activities (\$0.2 million).

CASH USED FOR FINANCING ACTIVITIES

Cash used for financing activities decreased \$11.7 million increased \$324.3 million from the prior year due to an increase a decrease in net borrowings (\$98.6 million), lower distributions to noncontrolling interests in consolidated affiliates (\$89.5 million), make-whole fees on debt prepayments in the prior year (\$6.2 million), lower debt issuance costs (\$4.1 million) and lower distributions to noncontrolling interests in the operating partnership (\$0.6 million), partially offset by lower proceeds from the issuance of common shares under the ATM Program (\$169.3 million), higher dividends paid on common stock shares (\$12.2 million), and lower proceeds from the issuance of common shares under the incentive stock plan (\$3.3 million), partially offset by lower distributions to noncontrolling interests in consolidated affiliates (\$17.7 million), lower debt issuance costs (\$0.7 million) and increases lower distributions to noncontrolling interests in share repurchases for tax withholding on vested incentive stock awards the operating partnership (\$2.6 million).

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FUTURE USES OF CASH

We expect future uses of cash to include working capital requirements, principal and interest payments on long-term debt, lease payments, capital expenditures, real estate development investments, timberland acquisitions, dividends on Rayonier Inc. common shares and distributions on Rayonier, L.P. units, distributions to noncontrolling interests, and repurchases of the Company's common shares to satisfy other commitments.

Significant long-term uses of cash include the following (in millions):

Future uses of cash (in millions)	Future uses of	Total	Payments Due by Period	Future uses of cash (in millions)	Total	Payments Due by Period

	cash (in millions)	2023	2024-2025	2026-2027	Thereafter	2024	2025-2026	2027-2028	Thereafter
Long-term debt (a)	Long-term debt (a)	\$1,523.1	—	\$21.9	\$501.2	\$1,000.0			
Interest payments on long-term debt (b)	Interest payments on long-term debt (b)	388.5	70.0	139.7	115.6	63.2			
Interest payments on long-term debt (b)	Interest payments on long-term debt (b)								
Operating leases — timberland (c)	Operating leases — timberland (c)	194.9	8.8	16.8	15.2	154.1			
Operating leases — PP&E, offices (c)	Operating leases — PP&E, offices (c)	7.3	1.2	1.9	1.0	3.2			
Commitments — development projects (d)	Commitments — development projects (d)	32.2	27.0	1.2	0.5	3.5			
Commitments — derivatives (e)	Commitments — derivatives (e)	5.9	5.5	0.4	—	—			
Commitments — environmental remediation (f)	Commitments — environmental remediation (f)	15.6	1.2	10.2	1.4	2.8			
Commitments — other (g)	Commitments — other (g)	1.5	0.8	0.7	—	—			
Commitments — real estate projects	Commitments — real estate projects								
Commitments — real estate projects	Commitments — real estate projects								
Commitments — real estate projects	Commitments — real estate projects								
Commitments — derivatives (d)	Commitments — derivatives (d)								
Commitments — environmental remediation (e)	Commitments — environmental remediation (e)								
Commitments — other (f)	Commitments — other (f)								
Total	Total	\$2,169.0	\$114.5	\$192.8	\$634.9	\$1,226.8			

(a) The book value of long-term debt, net of deferred financing costs and unamortized discounts, is currently recorded at **\$1,514.7 million** **\$1,365.8 million** on our Consolidated Balance Sheets, but upon maturity the liability will be **\$1,523.1** **\$1,372.7 million**. See [Note 7](#)  [Debt](#) for additional information.

(b) Projected interest payments for variable-rate debt were calculated based on outstanding principal amounts and interest rates as of [December 31, 2022](#), [December 31, 2023](#) and excludes the impact of hedging.

(c) Excludes anticipated renewal options.

(d) **Commitments** — development projects primarily consists of payments expected to be made on our Wildlight and Heartwood projects.

(e) Commitments — derivatives represent payments expected to be made on derivative financial instruments (foreign exchange contracts). See [Note 8 — Derivative Financial Instruments and Hedging Activities](#) for additional information.

(f) (e) Commitments — environmental remediation represents our estimate of potential liability associated with environmental contamination and Natural Resource Damages in Port Gamble, Washington. See [Note 12 — Environmental and Natural Resource Damage Liabilities](#) for additional information.

(g) (f) Commitments — other includes other purchase obligations \$8.4 million related to pension plan termination. See [Note 18 — Employee Benefit Plans](#) for additional information.

We expect to fund future uses of cash with a combination of existing cash balances, cash generated by operating activities, the remaining issuances available under the Company's ATM Program, Large Dispositions and the use of our revolving credit facilities. We believe we have sufficient sources of funding to meet our business requirements for the next 12 months and in the longer term.

EXPECTED 2023/2024 EXPENDITURES

Capital expenditures in 2023/2024 are forecasted to be between \$85-\$83 million and \$95-\$88 million, excluding any strategic timberland acquisitions we may make. Capital expenditures are expected to primarily consist of seedling planting, fertilization and other silvicultural activities, property taxes, lease payments, allocated overhead and other capitalized costs. Aside from capital expenditures, we may also acquire timberland as we actively evaluate acquisition opportunities.

Real estate development investments in 2023/2024 are expected to be between \$25-\$28 million and \$28-\$32 million, net of anticipated reimbursements. Expected real estate development investments are primarily related to Wildlight, our mixed-use community development project located north of Jacksonville, Florida and Heartwood, our mixed-use development project located in Richmond Hill just south of Savannah, Georgia.

Our 2023/2024 dividend payments on Rayonier Inc. common shares and distributions to Rayonier, L.P. unitholders, excluding the additional dividend and distribution payable January 12, 2024 to shareholders of record on December 29, 2023, are expected to be approximately \$167.9 million \$170.4 million and \$3.7 million \$2.8 million, respectively, assuming no change in the quarterly dividend rate of \$0.285 per share or partnership unit, or material changes in the number of common shares or partnership units outstanding.

Future share repurchases, if any, will depend on the Company's liquidity and cash flow, as well as general market conditions and other considerations including capital allocation priorities.

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We made no discretionary pension contributions in 2022/2023. We expect to make estimated cash contributions in 2023/2024 of approximately \$7.6 million \$7.2 million in order to fund the Defined Benefit Plan on a plan termination basis. Additionally, we anticipate settling the Excess Benefit Plan with lump sum payments upon termination of the Defined Benefit Plan with cash contributions of approximately \$1.3 million \$1.2 million. See [Note 18 — Employee Benefit Plans](#) for additional information.

Cash income tax payments in 2023/2024 are expected to be between \$5-\$5.5 million and \$9-\$9.5 million, primarily due to the New Zealand subsidiary.

OFF-BALANCE SHEET ARRANGEMENTS

We utilize off-balance sheet arrangements to provide credit support for certain suppliers and vendors in case of their default on critical obligations, and collateral for outstanding claims under our previous workers' compensation self-insurance programs. These arrangements consist of standby letters of credit and surety bonds. As part of our ongoing operations, we also periodically issue guarantees to third parties. Off-balance sheet arrangements are not considered a source of liquidity or capital resources and do not expose us to material risks or material unfavorable financial impacts. See [Note 13 — Guarantees](#) for additional information on the letters of credit and surety bonds as of December 31, 2022/December 31, 2023.

SUMMARY OF GUARANTOR FINANCIAL INFORMATION

In May 2021, Rayonier, L.P. issued \$450 million of 2.75% Senior Notes due 2031 (the "Senior Notes due 2031"). Rayonier TRS Holdings Inc., together with Rayonier Inc. and Rayonier Operating Company LLC agreed to irrevocably, fully and unconditionally guarantee jointly and severally, the obligations of Rayonier, L.P. in regards to the Senior Notes due 2031. As a general partner of Rayonier, L.P., Rayonier Inc. consolidates Rayonier, L.P. and has no material assets or liabilities other than its interest in Rayonier, L.P. These notes are unsecured and unsubordinated and will rank equally with all other unsecured and unsubordinated indebtedness from time to time outstanding.

Rayonier, L.P. is a limited partnership, in which Rayonier Inc. is the general partner. The operating subsidiaries of Rayonier, L.P. conduct all of our operations. Rayonier, L.P.'s most significant assets are its interest in operating subsidiaries, which have been excluded in the table below to eliminate intercompany transactions between the issuer and guarantors and to exclude investments in non-guarantors. As a result, our ability to make required payments on the notes depends on the performance of our operating subsidiaries and their ability to distribute funds to us. There are no material restrictions on dividends from the operating subsidiaries.

The following table contains the summarized balance sheet information for the consolidated obligor group of debt issued by Rayonier, L.P. for the two years ended December 31:

(in millions)	(in millions)	December 31, 2022	December 31, 2021	(in millions)	December 31, 2023	December 31, 2022
Current assets	Current assets	\$112.2	\$335.8			

Non-current assets	Non-current assets	122.8	54.6
Current liabilities	Current liabilities	19.8	146.0
Non-current liabilities	Non-current liabilities	2,001.9	1,821.7
Due to non-guarantors	Due to non-guarantors	520.4	570.4

The following table contains the summarized results of operations information for the consolidated obligor group of debt issued by Rayonier, L.P. for the two years ended December 31:

(in millions)	(in millions)	December 31, 2022	December 31, 2021	(in millions)	December 31, 2023	December 31, 2022
Cost and expenses	Cost and expenses	(\$28.9)	(\$27.5)			
Operating loss	Operating loss	(28.9)	(27.3)			
Net loss	Net loss	(54.3)	(69.7)			
Revenue from non-guarantors	Revenue from non-guarantors	977.9	1,109.4			

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LIQUIDITY FACILITIES

See [Note 7 — Debt](#) for information on liquidity facilities and other outstanding debt, as well as for information on covenants that must be met in connection with our Senior Notes due 2031, Term Credit Agreement, Incremental Term Loan Agreement, 2021 Incremental Term Loan Agreement, 2022 Incremental Term Loan Agreement and Revolving Credit Facility.

RESTRICTED CASH

See [Note 21 — Restricted Cash](#) for further information regarding the funds deposited with a third-party intermediary and cash held in escrow.

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PERFORMANCE AND LIQUIDITY INDICATORS

The discussion below is presented to enhance the reader's understanding of our operating performance, liquidity, ability to generate cash and satisfy rating agency and creditor requirements. This information includes two measures of financial results: Adjusted Earnings before Interest, Taxes, Depreciation, Depletion and Amortization ("Adjusted EBITDA"), and Cash Available for Distribution ("CAD"). These measures are not defined by GAAP and the discussion of Adjusted EBITDA and CAD is not intended to conflict with or change any of the GAAP disclosures described above. Management considers these measures to be important to estimate the enterprise and shareholder values of the Company as a whole and of our its core segments, and for allocating capital resources. In addition, analysts, investors and creditors use these measures when analyzing our operating performance, financial condition and cash generating ability. Management uses Adjusted EBITDA as a performance measure and CAD as a liquidity measure. Adjusted EBITDA and CAD as defined may not be comparable to similarly titled measures reported by other companies. These measures should not be considered in isolation from, and are not intended to represent an alternative to, our results reported in accordance with GAAP.

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 (income) loss attributable to noncontrolling interests in Timber Funds, timber write-offs resulting from casualty events, gain associated with the multi-family apartment complex sale attributable to noncontrolling interests, costs related to the merger with Pope Resources, the gain on investment in Timber Funds, Fund II Timberland Dispositions and Large Dispositions.

Below is a reconciliation of Net Income to Adjusted EBITDA for the three years ended December 31 (in millions of dollars):

		2022	2021	2020
Net Income to Adjusted EBITDA Reconciliation	Net Income to Adjusted EBITDA Reconciliation			
Net Income to Adjusted EBITDA Reconciliation	Net Income to Adjusted EBITDA Reconciliation			
Net Income	Net Income			
Net Income	Net Income	\$122.8	\$210.5	\$29.8
Operating (income) loss attributable to NCI in Timber Funds	Operating (income) loss attributable to NCI in Timber Funds	—	(45.6)	11.6
Operating (income) loss attributable to NCI in Timber Funds	Operating (income) loss attributable to NCI in Timber Funds			
Interest, net attributable to NCI in Timber Funds	Interest, net attributable to NCI in Timber Funds			
Interest, net attributable to NCI in Timber Funds	Interest, net attributable to NCI in Timber Funds	—	0.3	0.5
Income tax expense attributable to NCI in Timber Funds	Income tax expense attributable to NCI in Timber Funds	—	0.1	0.2
Income tax expense attributable to NCI in Timber Funds	Income tax expense attributable to NCI in Timber Funds			
Net income (Excluding NCI in Timber Funds)	Net income (Excluding NCI in Timber Funds)			
Net income (Excluding NCI in Timber Funds)	Net income (Excluding NCI in Timber Funds)	\$122.8	\$165.3	\$42.1
Interest, net and miscellaneous income attributable to Rayonier	Interest, net and miscellaneous income attributable to Rayonier	33.2	44.3	38.0
Interest, net and miscellaneous income attributable to Rayonier	Interest, net and miscellaneous income attributable to Rayonier			
Interest, net and miscellaneous income attributable to Rayonier	Interest, net and miscellaneous income attributable to Rayonier			
Income tax expense attributable to Rayonier	Income tax expense attributable to Rayonier	9.4	14.6	6.8
Income tax expense attributable to Rayonier	Income tax expense attributable to Rayonier			
Depreciation, depletion and amortization attributable to Rayonier	Depreciation, depletion and amortization attributable to Rayonier	147.3	143.2	154.7
Depreciation, depletion and amortization attributable to Rayonier	Depreciation, depletion and amortization attributable to Rayonier			
Depreciation, depletion and amortization attributable to Rayonier	Depreciation, depletion and amortization attributable to Rayonier			
Non-cash cost of land and improved development	Non-cash cost of land and improved development	28.4	25.0	30.4
Non-operating expense (income)	Non-operating expense (income)	0.4	—	(0.9)
Timber write-offs resulting from a casualty event attributable to Rayonier (a)	Timber write-offs resulting from a casualty event attributable to Rayonier (a)	0.7	—	7.9
Gain associated with the multi-family apartment complex sale attributable to NCI (b)	Gain associated with the multi-family apartment complex sale attributable to NCI (b)	(11.5)	—	—

Costs related to the merger with Pope Resources (c)	—	—	17.2
Non-cash cost of land and improved development	—	—	
Non-cash cost of land and improved development	—	—	
Non-operating (income) expense (a)	—	—	
Non-operating (income) expense (a)	—	—	
Non-operating (income) expense (a)	—	—	
Timber write-offs resulting from casualty events attributable to Rayonier (b)	—	—	
Timber write-offs resulting from casualty events attributable to Rayonier (b)	—	—	
Timber write-offs resulting from casualty events attributable to Rayonier (b)	—	—	
Gain associated with the multi-family apartment complex sale attributable to NCI (c)	—	—	
Gain associated with the multi-family apartment complex sale attributable to NCI (c)	—	—	
Gain associated with the multi-family apartment complex sale attributable to NCI (c)	—	—	
Gain on investment in Timber Funds (d)	—	—	
Gain on investment in Timber Funds (d)	—	—	
Gain on investment in Timber Funds (d)	Gain on investment in Timber Funds (d)	—	(7.5)
Fund II Timberland Dispositions attributable to Rayonier (e)	Fund II Timberland Dispositions attributable to Rayonier (e)	—	(10.3)
Fund II Timberland Dispositions attributable to Rayonier (e)	—	—	—
Fund II Timberland Dispositions attributable to Rayonier (e)	—	—	—
Large Dispositions (f)	Large Dispositions (f)	—	
Large Dispositions (f)	Large Dispositions (f)	—	
Large Dispositions (f)	Large Dispositions (f)	(16.6)	(44.8)
Adjusted EBITDA	Adjusted EBITDA	\$314.2	\$329.8
Adjusted EBITDA	Adjusted EBITDA	—	—
Adjusted EBITDA	Adjusted EBITDA	—	—

(a) The year ended December 31, 2023 includes \$20.7 million of net recoveries associated with legal settlements, partially offset by a \$2.0 million pension settlement charge.

(b) Timber write-offs resulting from a casualty event includes events include the write-off and adjustments of merchantable and pre-merchantable timber volume destroyed damaged by casualty events which that cannot be salvaged.

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

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

(d) Gain on investment in Timber Funds represents the gain recognized on the sale of rights to manage two timber funds (Funds III and IV) previously managed by the Company's Olympic Resources Management (ORM) subsidiary, as well as its co-investment stake in both funds.

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

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

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The following tables provide a reconciliation of Operating Income (Loss) by segment to Adjusted EBITDA by segment for the three years ended December 31 (in millions of dollars):

		Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Real Estate	Trading	Corporate and Other	Total	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								
2023																	
Operating income (loss)																	
Operating income (loss)																	
Operating income (loss)																	
Add:																	
Add:																	
Add: Add: Depreciation, depletion and amortization		60.3	48.0	23.9	—	13.9	—	1.3	147.3								
Add: Add: Non-cash cost of land and improved development		—	—	—	—	28.4	—	—	28.4								
Add: Add: Timber write-offs resulting from a casualty event (a)		—	0.7	—	—	—	—	—	0.7								
Add:																	
Add:																	
Less: Less: Gain associated with the multi-family apartment complex sale attributable to NCI (b)		—	—	—	—	(11.5)	—	—	(11.5)								
Less:																	
Less:																	
Adjusted EBITDA																	
2022																	
Operating income																	
Operating income																	
Operating income																	
Add:																	
Add:																	
Add:																	
Less:																	
Less:																	
Less:																	
Less: Less: Large Dispositions (c)		—	—	—	—	(16.6)	—	—	(16.6)								
Adjusted EBITDA	Adjusted EBITDA	\$156.9	\$63.9	\$54.5	—	\$72.7	\$0.4	(\$34.2)	\$314.2								
2021	2021																

Operating income	Operating income	\$66.1	\$6.8	\$51.5	\$63.3	\$112.5	\$0.1	(\$30.6)	\$269.8
Operating income									
Operating income									
Add:									
Add:									
Add:	Add: Depreciation, depletion and amortization	54.1	50.5	27.0	2.4	7.9	—	1.2	143.2
Add:	Add: Non-cash cost of land and improved development	—	—	—	—	25.0	—	—	25.0
Less:	Less: Operating income attributable to NCI in Timber Funds (d)	—	—	—	(45.6)	—	—	—	(45.6)
Less:	Less: Gain on investment in Timber Funds (e)	—	—	—	(7.5)	—	—	—	(7.5)
Less:	Less: Fund II Timberland Dispositions attributable to Rayonier (f)	—	—	—	(10.3)	—	—	—	(10.3)
Less:	Less: Large Dispositions (c)	—	—	—	(44.8)	—	—	—	(44.8)
Adjusted EBITDA		<u>\$120.2</u>	<u>\$57.3</u>	<u>\$78.5</u>	<u>\$2.3</u>	<u>\$100.7</u>	<u>\$0.1</u>	<u>(\$29.4)</u>	<u>\$329.8</u>
2020									
Operating income (loss)		\$41.3	(\$10.0)	\$30.0	(\$13.2)	\$72.0	(\$0.5)	(\$45.2)	\$74.4
Add:	Operating loss attributable to NCI in Timber Funds (d)	—	—	—	11.6	—	—	—	11.6
Add:	Timber write- offs resulting from a casualty event attributable to Rayonier (a)	6.0	—	—	1.8	—	—	—	7.9
Add:	Costs related to the merger with Pope Resources (g)	—	—	—	—	—	—	17.2	17.2

Add:	Depreciation, depletion and amortization	61.8	47.1	25.0	1.6	17.7	—	1.4	154.7
Add:	Non-cash cost of land and improved development	—	—	—	—	30.4	—	—	30.4
Less:	Less: Large Dispositions (c)	—	—	—	—	(28.7)	—	—	(28.7)
Adjusted EBITDA	Adjusted EBITDA	\$109.1	\$37.1	\$55.0	\$1.8	\$91.4	(\$0.5)	(\$26.6)	\$267.4

(a) Timber write-offs resulting from a casualty event includes events include the write-off of and adjustments of merchantable and pre-merchantable timber volume destroyed damaged by casualty events which that cannot be salvaged.

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

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

(c) 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.

(d) The year ended December 31, 2021 includes includes \$41.2 million of income from Fund II Timberland Dispositions. The year ended December 31, 2020 includes a \$7.3 million loss related to timber write-offs resulting from casualty events.

(e) Gain on investment in Timber Funds represents the gain recognized on the sale of rights to manage two timber funds (Funds III and IV) previously managed by the Company's Olympic Resources Management (ORM) subsidiary, as well as its co-investment stake in both funds.

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

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

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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. In compliance with SEC requirements for non-GAAP measures, we reduce CAD by mandatory debt repayments, which results in the measure entitled "Adjusted CAD." CAD and Adjusted CAD generated in any period are not necessarily indicative of the CAD that may be generated in future periods.

Below is a reconciliation of Cash Provided by Operating Activities to Adjusted CAD for the three years ended December 31 (in millions):

		2022	2021	2020
Cash provided by operating activities	Cash provided by operating activities	\$269.2	\$325.1	\$204.2
Cash provided by operating activities				
Cash provided by operating activities				
Capital expenditures from continuing operations (a)	Capital expenditures from continuing operations (a)	(74.8)	(76.0)	(66.5)
Costs related to the merger with Pope Resources (b)		—	—	17.2
Capital expenditures from continuing operations (a)				
Capital expenditures from continuing operations (a)				
CAD attributable to NCI in Timber Funds				
CAD attributable to NCI in Timber Funds				
CAD attributable to NCI in Timber Funds	CAD attributable to NCI in Timber Funds	—	(12.9)	(2.8)
Net recovery on legal settlements (b)				

Net recovery on legal settlements (b)				
Net recovery on legal settlements (b)				
Working capital and other balance sheet changes				
Working capital and other balance sheet changes				
Working capital and other balance sheet changes	Working capital and other balance sheet changes	(5.9)	(28.4)	10.3
CAD	CAD	\$188.5	\$207.8	\$162.4
CAD				
CAD				
Mandatory debt repayments				
Mandatory debt repayments				
Mandatory debt repayments	Mandatory debt repayments	—	(325.0)	—
Adjusted CAD	Adjusted CAD	\$188.5	(\$117.2)	\$162.4
Adjusted CAD				
Adjusted CAD				
Cash used for investing activities			(\$516.4)	(\$26.3)
Cash (used for) provided by financing activities			(\$4.6)	\$27.0
Cash provided by (used for) investing activities			\$124.1	(\$26.3)
Cash used for financing activities			(\$328.9)	(\$16.3)

(a) Capital expenditures exclude timberland acquisitions and real estate development investments.

(b) Costs related to the merger with Pope Resources include legal, accounting, due diligence, consulting and other costs related to the merger with Pope Resources. Reflects net proceeds received from litigation regarding insurance claims.

The following table provides supplemental cash flow data for the three years ended December 31 (in millions):

		2022		2021		2020
Purchase of timberlands	Purchase of timberlands	(\$458.5)		(\$179.1)		(\$24.7)
Purchase of timberlands						
Purchase of timberlands						
Real Estate development investments	Real Estate development investments	(13.7)		(12.5)		(6.5)
Real Estate development investments						
Real Estate development investments						
Distributions to noncontrolling interests in consolidated affiliates						
Distributions to noncontrolling interests in consolidated affiliates						
Distributions to noncontrolling interests in consolidated affiliates	Distributions to noncontrolling interests in consolidated affiliates	(19.4)		(109.0)		(12.6)

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Item 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

We are exposed to various market risks, including changes in interest rates, commodity prices and foreign exchange rates. Our objective is to minimize the economic impact of these market risks. We use derivatives in accordance with policies and procedures approved by the Audit Committee of the Board of Directors. Derivatives are managed by a senior executive committee whose responsibilities include initiating, managing and monitoring resulting exposures. We do not enter into financial instruments for trading or speculative purposes.

Interest Rate Risk

Due to the upcoming discontinuation of LIBOR on June 30, 2023, we amended our outstanding variable rate debt agreements and active interest rate swaps to change the interest rate benchmark from LIBOR to Daily Simple SOFR in December 2022. Our In March 2023, we modified our benchmark rates from LIBOR to Daily Simple SOFR for our forward-starting interest rate swap agreements continue to use LIBOR as the interest rate benchmark. swaps. We are exposed to interest rate risk through our variable rate debt primarily due to changes in SOFR. However, we use interest rate swaps to manage our exposure to interest rate movements on our term credit agreements by swapping existing and anticipated future borrowings from floating rates to fixed rates. As of December 31, 2022 December 31, 2023, we had \$1 billion \$850 million of U.S. long-term variable rate debt outstanding on our term credit agreements.

The notional amount of outstanding interest rate swap contracts with respect to our term credit agreements at December 31, 2022 December 31, 2023 was also \$850 million. The \$350 million 2015 Term Credit Agreement Facility matures in April 2028, with the associated interest rate swaps maturing in August 2024. We have entered into forward starting interest rate swaps to cover \$150 million \$200 million of the 2015 Term Credit Agreement Facility through the extended 2028 maturity date. The 2016 Incremental Term Loan Agreement Facility and associated interest rate swaps mature in May 2026, and the 2021 Incremental Term Loan Facility and associated interest rate swaps mature in June 2029. We have entered into an interest rate swap agreement to cover \$100 million of borrowings under the 2022 Incremental Term Loan Facility through the maturity date in December 2027. At this current borrowing and derivatives level, a hypothetical one-percentage point increase/decrease in interest rates would result in a corresponding increase/decrease in interest payments and expense of approximately \$1.5 million over a 12-month period.

The fair market value of our fixed interest rate debt is also subject to interest rate risk. The estimated fair value of our fixed rate debt at December 31, 2022 December 31, 2023 was \$438.7 million \$450.0 million compared to the \$523.1 million \$522.7 million principal amount. We use interest rates of debt with similar terms and maturities to estimate the fair value of our debt. Generally, the fair market value of fixed-rate debt will increase as interest rates fall and decrease as interest rates rise. A hypothetical one-percentage point increase/decrease in prevailing interest rates at December 31, 2022 December 31, 2023 would result in a corresponding decrease/increase in the fair value of our fixed rate debt of approximately \$27 million \$25 million and \$30 million \$27 million, respectively.

We estimate the periodic effective interest rate on our U.S. long-term fixed and variable rate debt to be approximately 3.0% 2.7% after consideration of interest rate swaps and estimated patronage refunds and excluding unused commitment fees on the revolving credit facility.

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The following table summarizes our outstanding debt, interest rate swaps and average interest rates, by year of expected maturity and their fair values at December 31, 2022 December 31, 2023:

(Dollars in thousands)	(Dollars in thousands)	2023	2024	2025	2026	2027	Thereafter	Total	Fair Value	(Dollars in thousands)	2024	2025	2026	2027
Variable rate debt:	Variable rate debt:													
Principal amounts	Principal amounts	—	—	—	\$200,000	\$250,000	\$550,000	\$1,000,000	\$1,000,000					
Principal amounts	Principal amounts									—	—	\$200,000	\$100,000	
Average interest rate (a)(b)	Average interest rate (a)(b)	—	—	—	5.54%	5.21%	5.41%	5.38%						
Fixed rate debt:	Fixed rate debt:													
Principal amounts	Principal amounts									—	\$21,817		\$25,453	
Principal amounts	Principal amounts													
Principal amounts	Principal amounts	—	—	\$21,931	\$25,586	\$25,586	\$450,000	\$523,103	\$438,736	—				
Average interest rate (b)	Average interest rate (b)	—	—	2.95%	3.64%	6.48%	2.75%	2.98%						
Interest rate swaps:	Interest rate swaps:													

Interest rate swaps:									
Interest rate swaps:									
Notional amount									
Notional amount									
Notional amount	Notional amount	—	\$350,000	—	\$200,000	\$100,000	\$200,000	\$850,000	\$60,792
Average pay rate (b)	Average pay rate (b)	—	2.18%	—	1.50%	3.72%	0.67%	1.85%	
Average receive rate (b)	Average receive rate (b)	—	4.01%	—	3.99%	3.99%	3.99%	4.00%	
Average receive rate (b)									
Average receive rate (b)									
Forward-starting interest rate swaps	Forward-starting interest rate swaps	—	—	—	—	—	—	—	—
Forward-starting interest rate swaps									
Forward-starting interest rate swaps									
Notional amount									
Notional amount									
Notional amount	Notional amount	—	—	—	—	—	\$150,000	\$150,000	\$11,939
Average pay rate (b)	Average pay rate (b)	—	—	—	—	—	0.83%	0.83%	
Average receive rate (b)	Average receive rate (b)	—	—	—	—	—	4.30%	4.30%	
Average receive rate (b)									
Average receive rate (b)									

(a) Excludes estimated patronage refunds.

(b) Interest rates as of December 31, 2022 December 31, 2023.

Foreign Currency Exchange Rate Risk

The New Zealand subsidiary's export sales are predominantly denominated in U.S. dollars, and therefore its cash flows are affected by fluctuations in the exchange rate between the New Zealand dollar and the U.S. dollar. This exposure is partially managed by a natural currency hedge, as ocean freight payments and shareholder distributions are also paid in U.S. dollars. We manage any excess foreign exchange exposure through the use of derivative financial instruments.

Sales and Expense Exposure

At December 31, 2022 December 31, 2023, the New Zealand subsidiary had foreign currency exchange contracts with a notional amount of \$138.3 million \$123 million and foreign currency option contracts with a notional amount of \$78.0 million \$98 million outstanding related to foreign export sales. The amount hedged represents a portion of forecasted U.S. dollar denominated export timber and log trading sales proceeds over the next 36 months and next 2 months, respectively.

The following table summarizes our outstanding foreign currency exchange rate risk contracts at December 31, 2022 December 31, 2023:

(Dollars in thousands)	(Dollars in thousands)	0-1 months	1-2 months	2-3 months	3-6 months	6-12 months	12-18 months	18-24 months	24-36 months	Total	Fair Value	(Dollars in thousands)	0-1 months	1-2 months	2-3 months	3-6 months	9

<i>Foreign exchange contracts to sell U.S. dollar for New Zealand dollar</i>	Foreign exchange contracts to sell U.S. dollar for New Zealand dollar									
Notional amount	Notional amount \$14,500 \$9,250 \$10,000 \$23,000 \$36,500 \$26,000 \$10,000 \$9,000 \$138,250 (\$4,539)									
Notional amount										
Average contract rate	Average contract rate 1.4566 1.4650 1.4556 1.4771 1.5050 1.5749 1.6698 1.7088 1.5274									
<i>Foreign currency option contracts to sell U.S. dollar for New Zealand dollar</i>	Foreign currency option contracts to sell U.S. dollar for New Zealand dollar									
Notional amount										
Notional amount										
Notional amount	\$7,200 \$5,000 \$6,000 \$21,000 \$2									
Average strike price										
Average strike price	\$2,000 \$2,000 \$4,000 \$4,000 \$20,000									

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Item 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA

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MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Rayonier Inc.

To Our Shareholders:

The management of Rayonier Inc. and its subsidiaries is responsible for establishing and maintaining adequate internal control over financial reporting (as defined in Rule 13a-15(f) under the Securities Exchange Act of 1934, as amended). Our system of internal controls over financial reporting is designed to provide reasonable assurance to the Company's management and Board of Directors regarding the preparation and fair presentation of the financial statements for external purposes in accordance with accounting principles generally accepted in the United States of America.

Because of the inherent limitations of internal control over financial reporting, misstatements due to error or fraud may not be prevented or detected on a timely basis. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Rayonier Inc.'s management, under the supervision of the Chief Executive Officer and Chief Financial Officer, assessed the effectiveness of our internal control over financial reporting as of December 31, 2022 December 31, 2023. In making this assessment, we used the framework included in *Internal Control — Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework). Based on our evaluation under the criteria set forth in *Internal Control — Integrated Framework*, management concluded that our internal control over financial reporting was effective as of December 31, 2022 December 31, 2023.

Ernst & Young LLP, the independent registered public accounting firm that audited the Company's consolidated financial statements, has issued an audit report on the Company's internal control over financial reporting as of December 31, 2022 December 31, 2023. The report on the Company's internal control over financial reporting as of December 31, 2022 December 31, 2023, is on page 61 62.

RAYONIER INC.

By: /s/ DAVID L. NUNES

David L. Nunes
Chief Executive Officer
(Principal Executive Officer)

February 24, 2023 23, 2024

By: /s/ MARK MCHUGH

Mark McHugh
President and Chief Financial Officer
(Principal Financial Officer)

February 24, 2023 23, 2024

By: /s/ APRIL TICE

April Tice
Vice President and Chief Accounting Officer
(Principal Accounting Officer)

February 24, 2023 23, 2024

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MANAGEMENT'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING

Rayonier, L.P.

To Our Unitholders:

The management of Rayonier, L.P. and its subsidiaries is responsible for establishing and maintaining adequate internal control over financial reporting (as defined in Rule 13a-15(f) under the Securities Exchange Act of 1934, as amended). Our system of internal controls over financial reporting is designed to provide reasonable assurance to the Operating Partnership's management and the Rayonier Inc. Board of Directors regarding the preparation and fair presentation of the financial statements for external purposes in accordance with accounting principles generally accepted in the United States of America.

Because of the inherent limitations of internal control over financial reporting, misstatements due to error or fraud may not be prevented or detected on a timely basis. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Rayonier, L.P.'s management, under the supervision of the Chief Executive Officer and Chief Financial Officer, assessed the effectiveness of our internal control over financial reporting as of **December 31, 2022** **December 31, 2023**. In making this assessment, we used the framework included in *Internal Control — Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework). Based on our evaluation under the criteria set forth in *Internal Control — Integrated Framework*, management concluded that our internal control over financial reporting was effective as of **December 31, 2022** **December 31, 2023**.

RAYONIER, L.P.

By: RAYONIER, INC., its sole general partner

By: /s/ DAVID L. NUNES

David L. Nunes
Chief Executive Officer
(Principal Executive Officer)

February 24, 2023 **23, 2024**

By: /s/ MARK MCHUGH

Mark McHugh
President and Chief Financial Officer
(Principal Financial Officer)

February 24, 2023 **23, 2024**

By: /s/ APRIL TICE

April Tice
Vice President and Chief Accounting Officer
(Principal Accounting Officer)

February 24, 2023 **23, 2024**

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REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Shareholders and the Board of Directors of Rayonier Inc.

Opinion on Internal Control Over Financial Reporting

We have audited Rayonier Inc. and subsidiaries' internal control over financial reporting as of **December 31, 2022** **December 31, 2023**, based on criteria established in *Internal Control — Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework) (the COSO criteria). In our opinion, Rayonier Inc. and subsidiaries (the Company) maintained, in all material respects, effective internal control over financial reporting as of **December 31, 2022** **December 31, 2023**, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the consolidated balance sheets of the Company as of **December 31, 2022** **December 31, 2023** and **2021**, 2022, the related consolidated statements of income and comprehensive income, shareholders' equity and cash flows for each of the three years in the period ended **December 31, 2022** **December 31, 2023**, and the related notes and the financial statement schedule listed in the index at Item 15(a) (collectively referred to as the "consolidated financial statements") and our report dated **February 24, 2023** **February 23, 2024** expressed an unqualified opinion thereon.

Basis for Opinion

The Company's management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control Over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects.

Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Definition and Limitations of Internal Control Over Financial Reporting

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ Ernst & Young LLP

Jacksonville, Florida

February 24, 2023

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REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

To the Shareholders and the Board of Directors of Rayonier Inc.

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of Rayonier Inc. and subsidiaries (the Company) as of December 31, 2022 December 31, 2023 and 2021, 2022, the related consolidated statements of income and comprehensive income, shareholders' equity and cash flows for each of the three years in the period ended December 31, 2022 December 31, 2023, and the related notes and financial statement schedule listed in the Index at Item 15(a) (collectively referred to as the "consolidated financial statements"). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company at December 31, 2022 December 31, 2023 and 2021, 2022, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2022 December 31, 2023, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (PCAOB), the Company's internal control over financial reporting as of December 31, 2022 December 31, 2023, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (2013 framework), and our report dated February 24, 2023 February 23, 2024 expressed an unqualified opinion thereon.

Basis for Opinion

These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the Company's financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current period audit of the financial statements that was communicated or required to be communicated to the audit committee and that: (1) related relates to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective or complex judgments. The communication of the critical audit matters matter does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

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Depletion of Timber

Description of the Matter

For the year ended December 31, 2022 December 31, 2023, the Company recognized \$150 million \$243 million in depletion expense and the Timber and Timberlands balance, net of depletion and amortization, was \$3,231 million \$3,004 million at December 31, 2022 December 31, 2023. As described in Note 1 to the financial statements, the Company establishes an annual depletion rate for each particular region. Depletion rates are determined by region by dividing merchantable inventory cost by standing merchantable inventory volume, which is estimated annually. The Company charges accumulated costs attributed to merchantable timber to depletion expense (cost of sales) at the time the timber is harvested or when the underlying timberland is sold.

Auditing management's annual depletion rate was complex and subjective due to the estimation uncertainty in determining the standing merchantable inventory volume utilized in the calculation of the depletion rate for each region. In particular, estimating the standing merchantable inventory volume involves statistical sampling and growth modeling using inputs such as growth estimates, harvest information and environmental and operational restrictions.

How We Addressed the Matter in Our Audit

We obtained an understanding, evaluated the design and tested the operating effectiveness of controls over the Company's process for establishing the annual depletion rate for each geographic region. For example, we tested controls over management's review of the standing merchantable inventory volume that was determined for each geographic region.

To test the annual depletion rates (including standing merchantable inventory volume), our audit procedures included, among others, evaluating the methodology used and testing the completeness and accuracy of the underlying data used by the Company. We inspected satellite images to test timber existence and assessed the timberland for features that would impact the Company's ability to harvest its timber. In addition, we evaluated current year changes to harvestability, analyzed the change in depletion as a percentage of sales, utilized published industry growth rates to assess the increase in timber volume growth and compared actual volume harvested to the volume estimated by the Company.

/s/ Ernst & Young LLP

Jacksonville, Florida
February 24, 2023 23, 2024

We have served as the Company's auditor since 2012.

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Report of Independent Registered Public Accounting Firm

To the Shareholders and the Board of Directors of Rayonier Inc., the general partner of Rayonier, L.P.

Opinion on the Financial Statements

We have audited the accompanying consolidated balance sheets of Rayonier, L.P. and subsidiaries (the Operating Partnership) as of December 31, 2022 December 31, 2023 and 2021, 2022, the related consolidated statements of income and comprehensive income, changes in capital and cash flows for each of the three years in the period ended December 31, 2022 December 31, 2023, and the related notes and financial statement schedule listed in the Index at Item 15(a) (collectively referred to as the "consolidated financial statements"). In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Operating Partnership at December 31, 2022 December 31, 2023 and 2021, 2022, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2022 December 31, 2023, in conformity with U.S. generally accepted accounting principles.

Basis for Opinion

These financial statements are the responsibility of the Operating Partnership's management. Our responsibility is to express an opinion on the Operating Partnership's financial statements based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board (United States) (PCAOB) and are required to be independent with respect to the Operating Partnership in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. The Operating Partnership is not required to have, nor were we engaged to perform, an audit of its internal control over financial reporting. As part of our audits we are required to obtain an understanding of internal control over financial reporting but not for the purpose of expressing an opinion on the effectiveness of the Operating Partnership's internal control over financial reporting. Accordingly, we express no such opinion.

Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included

evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current period audit of the financial statements that was communicated or required to be communicated to the audit committee and that: (1) **related** to accounts or disclosures that are material to the financial statements and (2) involved our especially challenging, subjective or complex judgments. The communication of the critical audit **matters** does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing a separate opinion on the critical audit matter or on the accounts or disclosures to which it relates.

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Depletion of Timber

Description of the Matter For the year ended **December 31, 2022**, the Operating Partnership recognized **\$150 million** in depletion expense and the Timber and Timberlands balance, net of depletion and amortization, was **\$3,231 million** at **December 31, 2022**. As described in Note 1 to the financial statements, the Operating Partnership establishes an annual depletion rate for each particular region. Depletion rates are determined by region by dividing merchantable inventory cost by standing merchantable inventory volume, which is estimated annually. The Operating Partnership charges accumulated costs attributed to merchantable timber to depletion expense (cost of sales) at the time the timber is harvested or when the underlying timberland is sold.

Auditing management's annual depletion rate was complex and subjective due to the estimation uncertainty in determining the standing merchantable inventory volume utilized in the calculation of the depletion rate for each region. In particular, estimating the standing merchantable inventory volume involves statistical sampling and growth modeling using inputs such as growth estimates, harvest information and environmental and operational restrictions.

How We Addressed the Matter in Our Audit We obtained an understanding, evaluated the design and tested the operating effectiveness of controls over the Operating Partnership's process for establishing the annual depletion rate for each geographic region. For example, we tested controls over management's review of the standing merchantable inventory volume that was determined for each geographic region.

To test the annual depletion rates (including standing merchantable inventory volume), our audit procedures included, among others, evaluating the methodology used and testing the completeness and accuracy of the underlying data used by the Operating Partnership. We inspected satellite images to test timber existence and assessed the timberland for features that would impact the Operating Partnership's ability to harvest its timber. In addition, we evaluated current year changes to harvestability, analyzed the change in depletion as a percentage of sales, utilized published industry growth rates to assess the increase in timber volume **growth** and compared actual volume harvested to the volume estimated by the Operating Partnership.

/s/ Ernst & Young LLP

We have served as the Operating Partnership's auditor since 2019.

Jacksonville, Florida

February 24, 2023

23, 2024

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RAYONIER INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF INCOME AND COMPREHENSIVE INCOME
For the Years Ended December 31,
(Thousands of dollars, except per share data)

		2022	2021	2020		2023		2022		2021
SALES (NOTE 3)	SALES (NOTE									
3)		\$909,072	\$1,109,597	\$859,154						
Costs and Expenses	Costs and Expenses									
Cost of sales	Cost of sales	(688,284)	(796,115)	(712,436)						
Cost of sales	Cost of sales									
Cost of sales	Cost of sales									

Selling and general expenses	Selling and general expenses	(64,670)	(57,791)	(50,645)
Other operating income (expense), net (Note 17)		9,704	14,084	(21,685)
		(743,250)	(839,822)	(784,766)
Other operating (expense) income, net (Note 17)				(845,649)
OPERATING INCOME	OPERATING INCOME			
Interest expense	Interest expense	(36,207)	(44,907)	(38,768)
Interest and other miscellaneous income, net	Interest and other miscellaneous income, net	2,565	280	1,173
INCOME BEFORE INCOME TAXES	INCOME BEFORE INCOME TAXES			
Income tax expense (Note 20)	Income tax expense (Note 20)	132,180	225,148	36,793
Income tax expense (Note 20)	Income tax expense (Note 20)	(9,389)	(14,661)	(7,009)
NET INCOME	NET INCOME	122,791	210,487	29,784
Less: Net income attributable to noncontrolling interests in the operating partnership	Less: Net income attributable to noncontrolling interests in the operating partnership	(2,393)	(4,516)	(528)
Less: Net (income) loss attributable to noncontrolling interests in consolidated affiliates	Less: Net (income) loss attributable to noncontrolling interests in consolidated affiliates	(13,321)	(53,421)	7,828
Less: Net income attributable to noncontrolling interests in consolidated affiliates	Less: Net income attributable to noncontrolling interests in consolidated affiliates			
NET INCOME ATTRIBUTABLE TO RAYONIER INC.	NET INCOME ATTRIBUTABLE TO RAYONIER INC.	107,077	152,550	37,084
OTHER COMPREHENSIVE INCOME (LOSS)	OTHER COMPREHENSIVE INCOME (LOSS)			
Foreign currency translation adjustment, net of income tax effect of \$0, \$0 and \$0	Foreign currency translation adjustment, net of income tax effect of \$0, \$0 and \$0	(23,093)	(22,096)	28,272

Cash flow hedges, net of income tax effect of \$555, \$2,667 and \$1,845	76,039	60,315	(61,055)
Actuarial change and amortization of pension and postretirement plan liabilities, net of income tax effect of \$0, \$0 and \$0	1,627	12,476	(925)
Total other comprehensive income (loss)	54,573	50,695	(33,708)
COMPREHENSIVE INCOME (LOSS)	177,364	261,182	(3,924)
Foreign currency translation adjustment, net of income tax effect of \$0, \$0 and \$0			
Foreign currency translation adjustment, net of income tax effect of \$0, \$0 and \$0			
Cash flow hedges, net of income tax effect of \$2,368, \$555 and \$2,667			
Pension and postretirement benefit plans, net of income tax effect of \$0, \$0 and \$0			
Total other comprehensive (loss) income			
COMPREHENSIVE INCOME			
Less: Comprehensive income attributable to noncontrolling interests in the operating partnership	(3,692)	(6,116)	(3,068)
Less: Comprehensive (income) loss attributable to noncontrolling interests in consolidated affiliates	(12,182)	(48,234)	1,393
COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO RAYONIER INC.	\$161,490	\$206,832	(\$5,599)
Less: Comprehensive income attributable to noncontrolling interests in consolidated affiliates			
COMPREHENSIVE INCOME ATTRIBUTABLE TO RAYONIER INC.			

EARNINGS PER COMMON SHARE (NOTE 6)		EARNINGS PER COMMON SHARE (NOTE 6)		
Basic earnings per share attributable to Rayonier Inc.				
Basic earnings per share attributable to Rayonier Inc.				
Basic earnings per share attributable to Rayonier Inc.	Basic earnings per share attributable to Rayonier Inc.	\$0.73	\$1.08	\$0.28
Diluted earnings per share attributable to Rayonier Inc.	Diluted earnings per share attributable to Rayonier Inc.	\$0.73	\$1.08	\$0.27
Diluted earnings per share attributable to Rayonier Inc.				
Diluted earnings per share attributable to Rayonier Inc.				

See Notes to Consolidated Financial Statements.

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RAYONIER INC. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
As of December 31,
(Thousands of dollars, except share data)

		2022	2021	2023	2022
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents, excluding Timber Funds		\$114,255	\$358,680		
Cash and cash equivalents, Timber Funds		—	3,493		
Total cash and cash equivalents		114,255	362,173		
Restricted cash, Timber Funds (Note 21)		—	6,341		
Accounts receivable, less allowance for doubtful accounts of \$74 and \$59		42,538	30,018		
Cash and cash equivalents					
Cash and cash equivalents					
Cash and cash equivalents					
Trade receivables, less allowance for doubtful accounts of \$210 and \$74					
Trade receivables, less allowance for doubtful accounts of \$210 and \$74					
Trade receivables, less allowance for doubtful accounts of \$210 and \$74					
Other receivables					
Other receivables					
Other receivables					
Inventory (Note 15)	Inventory (Note 15)	23,729	28,523		
Prepaid logging roads	Prepaid logging roads	14,893	14,286		
Prepaid expenses	Prepaid expenses	5,680	4,242		

Assets held for sale (Note 22)	Assets held for sale (Note 22)	713	5,099
Other current assets	Other current assets	573	749
Total current assets	Total current assets	<u>202,381</u>	<u>451,431</u>
TIMBER AND TIMBERLANDS, NET OF DEPLETION AND AMORTIZATION	TIMBER AND TIMBERLANDS, NET OF DEPLETION AND AMORTIZATION		
HIGHER AND BETTER USE TIMBERLANDS AND REAL ESTATE DEVELOPMENT	HIGHER AND BETTER USE TIMBERLANDS AND REAL ESTATE DEVELOPMENT		
INVESTMENTS (NOTE 14)	INVESTMENTS (NOTE 14)	115,097	106,878
PROPERTY, PLANT AND EQUIPMENT	PROPERTY, PLANT AND EQUIPMENT		
Land	Land	6,453	6,401
Land			
Land			
Buildings	Buildings	31,020	31,168
Machinery and equipment	Machinery and equipment	6,568	6,494
Construction in progress	Construction in progress	653	460
Total property, plant and equipment, gross	Total property, plant and equipment, gross	44,694	44,523
Less—accumulated depreciation	Less—accumulated depreciation	(17,505)	(14,900)
Total property, plant and equipment, net	Total property, plant and equipment, net	27,189	29,623
RESTRICTED CASH, EXCLUDING TIMBER			
FUNDS (NOTE 21)		1,152	625
RESTRICTED CASH			
(NOTE 21)			
RIGHT-OF-USE ASSETS (NOTE 16)	RIGHT-OF-USE ASSETS (NOTE 16)	97,167	101,837
OTHER ASSETS (NOTE 23)	OTHER ASSETS (NOTE 23)	115,481	50,966
TOTAL ASSETS	TOTAL ASSETS	<u>\$3,789,371</u>	<u>\$3,636,356</u>
LIABILITIES, NONCONTROLLING INTERESTS IN THE OPERATING PARTNERSHIP AND SHAREHOLDERS' EQUITY			
CURRENT LIABILITIES	CURRENT LIABILITIES		
Accounts payable	Accounts payable	\$22,100	\$23,447
Accounts payable			
Accounts payable			
Current maturities of long-term debt, net (Note 7)	—	124,965	
Accrued taxes			
Accrued taxes			
Accrued taxes	Accrued taxes	3,734	12,446
Accrued payroll and benefits	Accrued payroll and benefits	12,564	14,514
Accrued interest	Accrued interest	5,920	6,343
Pension and other postretirement benefits (Note 18)			

Dividend and distribution payable			
Deferred revenue	Deferred revenue	22,762	17,802
Distribution payable, Timber Funds		—	6,341
Other current liabilities			
Other current liabilities			
Other current liabilities	Other current liabilities	28,247	25,863
Total current liabilities	Total current liabilities	95,327	231,721
LONG-TERM DEBT, NET	LONG-TERM DEBT, NET		
(NOTE 7)	(NOTE 7)	1,514,721	1,242,819
PENSION AND OTHER POSTREIREMENT BENEFITS (NOTE 18)			
		8,510	10,478
PENSION AND OTHER POSTREIREMENT BENEFITS, NON-CURRENT (NOTE 18)			
PENSION AND OTHER POSTREIREMENT BENEFITS, NON-CURRENT (NOTE 18)			
PENSION AND OTHER POSTREIREMENT BENEFITS, NON-CURRENT (NOTE 18)			
LONG-TERM LEASE LIABILITY (NOTE 16)	LONG-TERM LEASE LIABILITY (NOTE 16)	88,756	93,416
LONG-TERM DEFERRED REVENUE			
OTHER NON-CURRENT LIABILITIES	OTHER NON-CURRENT LIABILITIES	95,582	108,521
COMMITMENTS AND CONTINGENCIES (NOTES 10 and 11)	COMMITMENTS AND CONTINGENCIES (NOTES 10 and 11)		COMMITMENTS AND CONTINGENCIES (NOTES 10 and 11)
NONCONTROLLING INTERESTS IN THE OPERATING PARTNERSHIP (NOTE 5)	NONCONTROLLING INTERESTS IN THE OPERATING PARTNERSHIP (NOTE 5)	105,763	133,823
SHAREHOLDERS' EQUITY	SHAREHOLDERS' EQUITY		
Common Shares, 480,000,000 shares authorized, 147,282,631 and 145,372,961 shares issued and outstanding		1,462,945	1,389,073
Common Shares, 480,000,000 shares authorized, 148,299,117 and 147,282,631 shares issued and outstanding			
Common Shares, 480,000,000 shares authorized, 148,299,117 and 147,282,631 shares issued and outstanding			
Common Shares, 480,000,000 shares authorized, 148,299,117 and 147,282,631 shares issued and outstanding			
Retained earnings	Retained earnings	366,637	402,307
Accumulated other comprehensive income (loss) (Note 24)		35,813	(19,604)
Accumulated other comprehensive income (Note 24)			
TOTAL RAYONIER INC. SHAREHOLDERS' EQUITY	TOTAL RAYONIER INC. SHAREHOLDERS' EQUITY		
Noncontrolling interests in consolidated affiliates (Note 5)	Noncontrolling interests in consolidated affiliates (Note 5)	15,317	43,802

TOTAL	TOTAL		
SHAREHOLDERS'	SHAREHOLDERS'		
EQUITY	EQUITY	<u>1,880,712</u>	<u>1,815,578</u>
TOTAL LIABILITIES,	TOTAL LIABILITIES,		
NONCONTROLLING	NONCONTROLLING		
INTERESTS IN THE	INTERESTS IN THE		
OPERATING	OPERATING		
PARTNERSHIP AND	PARTNERSHIP AND		
SHAREHOLDERS'	SHAREHOLDERS'		
EQUITY	EQUITY	<u>\$3,789,371</u>	<u>\$3,636,356</u>

See Notes to Consolidated Financial Statements.

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RAYONIER INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY
(Thousands of dollars, except share data)

		Common Shares	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Noncontrolling Interests in Consolidated Affiliates	Shareholders' Equity	Common Shares	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Noncontrolling Interests in Consolidated Affiliates	Shareholders' Equity
Balance, December 31, 2019	129,331,069	\$888,177	\$583,006	(\$31,202)	\$97,661	\$1,537,642					
Balance, December 31, 2020											
Balance, December 31, 2020											
Issuances of shares associated with the merger with Pope Resources	7,181,071	172,418	—	—	—	172,418					
Net income (loss)	—	—	37,612	—	(7,828)	29,784					
Net income attributable to noncontrolling interests in the operating partnership	—	—	(528)	—	—	(528)					
Dividends (\$1.08 per share)	—	—	(146,278)	—	—	(146,278)					
Issuance of shares under the "at-the-market" equity offering, net of commissions and offering costs of \$799	1,103,012	32,574	—	—	—	32,574					
Issuance of shares under incentive stock plans	266,036	1,589	—	—	—	1,589					
Stock-based incentive compensation	—	8,026	—	—	—	8,026					
Repurchase of common shares	(219,619)	(1,605)	(3,152)	—	—	(4,757)					
Acquisition of noncontrolling interests in consolidated affiliates	—	—	—	—	333,366	333,366					
Adjustment of noncontrolling interests in the operating partnership	—	—	(24,393)	—	—	(24,393)					
Conversion of units into common shares	17,253	496	—	—	—	496					
Actuarial change and amortization of pension and postretirement plan liabilities	—	—	—	(925)	—	(925)					
Foreign currency translation adjustment	—	—	—	22,928	5,344	28,272					

Cash flow hedges	—	—	—	(62,146)	1,091	(61,055)
Allocation of other comprehensive income to noncontrolling interests in the operating partnership	—	—	—	(2,540)	—	(2,540)
Distributions to noncontrolling interests in consolidated affiliates	—	—	—	—	(12,643)	(12,643)
Noncontrolling interests in consolidated affiliates	—	—	—	—	—	—
redemption of shares	—	—	—	—	(28,403)	(28,403)
Balance, December 31, 2020	137,678,822	\$1,101,675	\$446,267	(\$73,885)	\$388,588	\$1,862,645
Net income						
Net income	Net income	—	—	157,066	—	53,421
Net income attributable to noncontrolling interests in the operating partnership	Net income attributable to noncontrolling interests in the operating partnership	—	—	(4,516)	—	—
Dividends (\$1.08 per share) (a)	Dividends (\$1.08 per share) (a)	—	—	(153,980)	—	—
Issuance of shares under the "at-the-market" equity offering, net of commissions and offering costs of \$2.5 million	Issuance of shares under the "at-the-market" equity offering, net of commissions and offering costs of \$2.5 million	6,357,972	233,033	—	—	233,033
Issuance of shares under incentive stock plans	Issuance of shares under incentive stock plans	270,713	6,029	—	—	6,029
Stock-based incentive compensation	Stock-based incentive compensation	—	9,277	—	—	9,277
Repurchase of common shares	Repurchase of common shares	(47,705)	(1,617)	—	—	(1,617)
Fund II carried interest incentive fee	Fund II carried interest incentive fee	—	—	—	(3,807)	(3,807)
Disposition of noncontrolling interests in consolidated affiliates	Disposition of noncontrolling interests in consolidated affiliates	—	—	—	(255,486)	(255,486)
Measurement period adjustment of noncontrolling interests in consolidated affiliates	Measurement period adjustment of noncontrolling interests in consolidated affiliates	—	—	—	—	9,690
Adjustment of noncontrolling interests in the operating partnership	—	—	—	—	—	9,690

Adjustment of noncontrolling interests in the operating partnership							
Adjustment of noncontrolling interests in the operating partnership	Adjustment of noncontrolling interests in the operating partnership	—	—	(42,530)	—	—	(42,530)
Conversion of units into common shares	Conversion of units into common shares	1,113,159	40,676	—	—	—	40,676
Actuarial change and amortization of pension and postretirement plan liabilities		—	—	—	12,476	—	12,476
Pension and postretirement benefit plans							
Foreign currency translation adjustment	Foreign currency translation adjustment	—	—	—	(18,487)	(3,609)	(22,096)
Cash flow hedges	Cash flow hedges	—	—	—	61,893	(1,578)	60,315
Allocation of other comprehensive income to noncontrolling interests in the operating partnership	Allocation of other comprehensive income to noncontrolling interests in the operating partnership	—	—	—	(1,601)	—	(1,601)
Distributions to noncontrolling interests in consolidated affiliates	Distributions to noncontrolling interests in consolidated affiliates	—	—	—	—	(115,298)	(115,298)
Noncontrolling interests in consolidated affiliates	Noncontrolling interests in consolidated affiliates	—	—	—	—	(28,119)	(28,119)
Balance, December 31, 2021	Balance, December 31, 2021	145,372,961	\$1,389,073	\$402,307	(\$19,604)	\$43,802	\$1,815,578
Net income							
Net income							
Net income							
Net income attributable to noncontrolling interests in the operating partnership							
Dividends (\$1.125 per share) (a)							

Issuance of shares under the "at-the-market" equity offering, net of commissions and offering costs of \$1.1 million
Issuance of shares under incentive stock plans
Stock-based incentive compensation
Repurchase of common shares
Adjustment of noncontrolling interests in the operating partnership
Adjustment of noncontrolling interests in the operating partnership
Adjustment of noncontrolling interests in the operating partnership
Conversion of units into common shares
Pension and postretirement benefit plans
Foreign currency translation adjustment
Cash flow hedges
Allocation of other comprehensive income to noncontrolling interests in the operating partnership
Distributions to noncontrolling interests in consolidated affiliates
Noncontrolling interests in consolidated affiliates
redemption of shares

Balance,
December 31,
2022

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RAYONIER INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF SHAREHOLDERS' EQUITY (CONTINUED)
(Thousands of dollars, except share data)

	Common Shares		Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Noncontrolling Interests in Consolidated Affiliates	Shareholders' Equity	Common Shares	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Noncontrolling Interests in Consolidated Affiliates	Shareholders' Equity
Balance, December 31, 2021	145,372,961		\$1,389,073	\$402,307	(\$19,604)	\$43,802	\$1,815,578				
Balance, December 31, 2022											
Balance, December 31, 2022											
Net income	Net income	—	—	109,470	—	13,321	—	122,791	—	—	—
Net income attributable to noncontrolling interests in the operating partnership	Net income attributable to noncontrolling interests in the operating partnership	—	—	(2,393)	—	—	—	(2,393)	—	—	—
Dividends (\$1.125 per share) (a)	—	—	(165,902)	—	—	—	—	(165,902)	—	—	—
Issuance of shares under the "at-the-market" equity offering, net of commissions and offering costs of \$1.1 million	1,579,228	59,350	—	—	—	—	—	59,350	—	—	—
Dividends (\$1.34 per share) (a)(b)	—	—	—	—	—	—	—	—	—	—	—
Issuance of shares under the "at-the-market" equity offering, net of commissions and offering costs	—	—	—	—	—	—	—	—	—	—	—
Issuance of shares under incentive stock plans	Issuance of shares under stock plans	321,337	2,466	—	—	—	—	2,466	—	—	—
Stock-based incentive compensation	Stock-based incentive compensation	—	12,356	—	—	—	—	12,356	—	—	—
Repurchase of common shares	Repurchase of common shares	(97,809)	(4,225)	—	—	—	—	(4,225)	—	—	—

Adjustment of noncontrolling interests in the operating partnership	Adjustment of noncontrolling interests in the operating partnership	—	—	23,155	—	—	23,155
Adjustment of noncontrolling interests in the operating partnership							
Adjustment of noncontrolling interests in the operating partnership							
Conversion of units into common shares	Conversion of units into common shares	106,914	3,925	—	—	—	3,925
Actuarial change and amortization of pension and postretirement plan liabilities	—	—	—	1,627	—	—	1,627
Pension and postretirement benefit plans	—	—	—	1,627	—	—	1,627
Foreign currency translation adjustment	Foreign currency translation adjustment	—	—	(22,282)	(811)	(23,093)	—
Cash flow hedges	Cash flow hedges	—	—	76,367	(328)	76,039	—
Allocation of other comprehensive income to noncontrolling interests in the operating partnership	—	—	—	(295)	—	(295)	—
Allocation of other comprehensive loss to noncontrolling interests in the operating partnership	—	—	—	(295)	—	(295)	—
Distributions to noncontrolling interests in consolidated affiliates	Distributions to noncontrolling interests in consolidated affiliates	—	—	—	(12,807)	(12,807)	—
Noncontrolling interests in consolidated affiliates redemption of shares	—	—	—	—	(27,860)	(27,860)	—
Balance, December 31, 2022	147,282,631	\$1,462,945	\$366,637	\$35,813	\$15,317	\$1,880,712	—
Balance, December 31, 2023	—	—	—	—	—	—	—
Balance, December 31, 2023	—	—	—	—	—	—	—
Balance, December 31, 2023	—	—	—	—	—	—	—

(a) For information regarding distributions to noncontrolling interests in the operating partnership, see the [Rayonier Inc. Consolidated Statements of Cash Flows](#) and [Note 5 — Noncontrolling Interests](#).

(b) Includes an additional cash dividend of \$0.20 per common share. The dividend was payable January 12, 2024, to shareholders of record on December 29, 2023.

See Notes to Consolidated Financial Statements.

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RAYONIER INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
For the Years Ended December 31,
(Thousands of dollars)

		2022	2021	2020	2023		2022		2021
OPERATING ACTIVITIES	OPERATING ACTIVITIES								
Net income	Net income	\$122,791	\$210,487	\$29,784					
Net income	Net income								
Adjustments to reconcile net income to cash provided by operating activities:	Adjustments to reconcile net income to cash provided by operating activities:								
Depreciation, depletion and amortization	Depreciation, depletion and amortization	147,339	155,722	164,996					
Non-cash cost of land and improved development	Non-cash cost of land and improved development	28,374	24,976	30,368					
Stock-based incentive compensation expense	Stock-based incentive compensation expense	12,356	9,277	8,026					
Deferred income taxes	Deferred income taxes	(5,352)	8,509	7,541					
Deferred income taxes	Deferred income taxes								
Pension settlement charge	Pension settlement charge								
Pension settlement charge	Pension settlement charge								
Amortization of losses from pension and postretirement plans	Amortization of losses from pension and postretirement plans	753	1,174	869					
Timber write-offs due to casualty events	—	—	15,203						
Timber write-offs resulting from casualty events	Timber write-offs resulting from casualty events								

Gain on sale of large disposition of timberlands	Gain on sale of large disposition of timberlands	(16,606)	(44,784)	(28,655)
Gain on Fund II timberland dispositions	Gain on Fund II timberland dispositions	—	(51,522)	—
Gain on sale of Timber	Gain on sale of Timber	—	(3,675)	—
Funds III & IV	Funds III & IV	—	(3,675)	—
Fund II carried interest	Fund II carried interest	—	(3,807)	—
incentive fee	incentive fee	—	(3,807)	—
Other	Other	1,778	9,456	(11,100)

Changes in operating assets and
liabilities, net of effects of merger
with Pope Resources:

Changes in operating assets and liabilities:	Receivables	Receivables	(9,109)	17,239	(15,378)
	Inventories	Inventories	(4,335)	(503)	(1,448)
	Accounts payable	Accounts payable	1,144	(1,593)	5,668
	All other operating activities	All other operating activities	(9,943)	(5,846)	(1,700)

All other operating activities

All other operating activities	CASH PROVIDED BY OPERATING ACTIVITIES	CASH PROVIDED BY OPERATING ACTIVITIES	269,190	325,110	204,174
	INVESTING ACTIVITIES	INVESTING ACTIVITIES	—	—	—

Capital expenditures

Capital expenditures	Capital expenditures	(74,811)	(75,965)	(66,500)
Real estate development investments	Real estate development investments	(13,698)	(12,521)	(6,462)
Purchase of timberlands	Purchase of timberlands	(458,530)	(179,115)	(24,695)
Net proceeds from large disposition of timberlands	Net proceeds from large disposition of timberlands	29,496	54,682	115,666

Net proceeds from large
disposition of timberlands

Net proceeds from large disposition of timberlands				
Net proceeds from sale of Timber Funds III	Net proceeds from sale of Timber Funds III	—	31,014	—
& IV	& IV	—	31,014	—
Net proceeds from Fund II timberland dispositions	Net proceeds from Fund II timberland dispositions	—	154,740	—
Cash consideration for merger with Pope Resources, net of cash acquired	—	—	(231,068)	
Other	Other	1,180	912	(584)
CASH USED FOR INVESTING ACTIVITIES				
		(516,363)	(26,253)	(213,643)
Other				
Other				
CASH PROVIDED BY (USED FOR) INVESTING ACTIVITIES	—	—	—	—
FINANCING ACTIVITIES	FINANCING ACTIVITIES	—	—	—
Issuance of debt				
Issuance of debt	Issuance of debt	656,842	446,378	320,000
Repayment of debt	Repayment of debt	(531,842)	(420,000)	(152,000)
Dividends paid on common stock	Dividends paid on common stock	(165,707)	(153,515)	(146,348)
Distributions to noncontrolling interests in the operating partnership	Distributions to noncontrolling interests in the operating partnership	(3,668)	(4,269)	(3,596)
Proceeds from the issuance of common shares under incentive stock plan	Proceeds from the issuance of common shares under incentive stock plan	2,628	5,922	1,368
Proceeds from the issuance of common shares under the "at-the-market" (ATM) equity offering program, net of commissions and offering costs	Proceeds from the issuance of common shares under the "at-the-market" (ATM) equity offering program, net of commissions and offering costs	61,557	230,826	32,574

Repurchase of common shares to pay withholding taxes on vested incentive stock awards	Repurchase of common shares to pay withholding taxes on vested incentive stock awards	(4,225)	(1,617)	(1,605)
Repurchase of common shares made under repurchase program		—	—	(3,152)
Repurchase of common shares to pay withholding taxes on vested incentive stock awards				
Repurchase of common shares to pay withholding taxes on vested incentive stock awards				
Debt issuance costs	Debt issuance costs			
Debt issuance costs	Debt issuance costs	(740)	(4,846)	(2,483)
Noncontrolling interests in consolidated affiliates				
redemption of shares		—	—	(5,113)
Distributions to noncontrolling interests in consolidated affiliates				
Distributions to noncontrolling interests in consolidated affiliates				
Distributions to noncontrolling interests in consolidated affiliates	Distributions to noncontrolling interests in consolidated affiliates	(19,434)	(108,956)	(12,643)
Make-whole fee on NWFCS debt prepayment	Make-whole fee on NWFCS debt prepayment	—	(6,234)	—
CASH (USED FOR) PROVIDED BY FINANCING ACTIVITIES		(4,589)	(16,311)	27,002
CASH USED FOR FINANCING ACTIVITIES				
CASH USED FOR FINANCING ACTIVITIES				
CASH USED FOR FINANCING ACTIVITIES				
EFFECT OF EXCHANGE RATE CHANGES ON CASH	EFFECT OF EXCHANGE RATE CHANGES ON CASH	(1,970)	(889)	(19)
CASH, CASH EQUIVALENTS AND RESTRICTED CASH	CASH, CASH EQUIVALENTS AND RESTRICTED CASH			

Change in cash, cash cash equivalents and restricted cash	(253,732)	281,657	17,514
Change in cash, cash equivalents and restricted cash			
Change in cash, cash equivalents and restricted cash			
Balance, beginning of year			
Balance, beginning of year	369,139	87,482	69,968
Balance, end of year	<u>\$115,407</u>	<u>\$369,139</u>	<u>\$87,482</u>

See Notes to Consolidated Financial Statements.

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RAYONIER INC. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS (CONTINUED)
For the Years Ended December 31,
(Thousands of dollars)

	2022	2021	2020		2023	2022	2021
SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION							
DISCLOSURES OF CASH FLOW INFORMATION							
Cash paid during the year:							
Cash paid during the year:							
Interest (a)							
Interest (a)	Interest (a)	\$35,717	\$42,672	\$40,895			
Income taxes	Income taxes	15,127	7,392	816			
Non-cash investing activity:	Non-cash investing activity:						
Capital assets purchased on account	Capital assets purchased on account	\$4,435	\$5,272	\$3,205			
Capital assets purchased on account	Capital assets purchased on account						
Non-cash financing activity:	Non-cash financing activity:						
Equity consideration for merger with Pope Resources	—	—	\$172,640				
Redeemable Operating Partnership Unit consideration for merger with Pope Resources	—	—	106,752				

Noncontrolling interests in consolidated affiliates	Noncontrolling interests in consolidated affiliates
redemption of shares (b)	redemption of shares (b)
	27,860
	28,119
	23,290

Noncontrolling interests in consolidated affiliates	redemption of shares (b)

(a) Interest paid is presented net of patronage payments received of \$6.0 million \$6.2 million, \$6.8 6.0 million and \$4.7 million \$6.8 million for the years ended December 31, 2022 December 31, 2023, 2021 2022 and 2020, 2021, respectively. For additional information on patronage payments, see Note 7 [Debt](#).

(b) The New Zealand subsidiary made a capital distribution in order to redeem certain equity interests, resulting in the recording of a loan payable by the New Zealand subsidiary in the amount of \$27.9 million and \$28.1 million for the years ended December 31, 2022 and 2021, respectively. In 2020, the New Zealand subsidiary made a capital distribution in order to redeem certain equity interests, resulting in the recording of a noncontrolling interest share redemption of \$5.1 million and a loan payable by the New Zealand subsidiary in the amount of \$23.3 million. See Note 5 [Noncontrolling Interests](#) and Note 7 [Debt](#) for further information.

See Notes to Consolidated Financial Statements.

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RAYONIER, L.P. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF INCOME AND COMPREHENSIVE INCOME
For the Years Ended December 31,
(Thousands of dollars, except per unit data)

		2022	2021	2020		2023		2022		2021
SALES (NOTE 3)	SALES (NOTE 3)									
		\$909,072	\$1,109,597	\$859,154						
Costs and Expenses	Costs and Expenses									
Cost of sales	Cost of sales	(688,284)	(796,115)	(712,436)						
Cost of sales	Cost of sales									
Selling and general expenses	Selling and general expenses									
		(64,670)	(57,791)	(50,645)						
Other operating income (expense), net (Note 17)		9,704	14,084	(21,685)						
		(743,250)	(839,822)	(784,766)						
Other operating (expense) income, net (Note 17)										
		(845,649)								
OPERATING INCOME	OPERATING INCOME									
Interest expense	Interest expense	165,822	269,775	74,388						
Interest and other miscellaneous income, net	Interest and other miscellaneous income, net	(36,207)	(44,907)	(38,768)						
		2,565	280	1,173						
INCOME BEFORE INCOME TAXES	INCOME BEFORE INCOME TAXES									
		132,180	225,148	36,793						

Income tax expense (Note 20)	Income tax expense (Note 20)	(9,389)	(14,661)	(7,009)
Income tax expense (Note 20)				
Income tax expense (Note 20)				
NET INCOME	NET INCOME	122,791	210,487	29,784
Less: Net (income) loss attributable to noncontrolling interests in consolidated affiliates				
		(13,321)	(53,421)	7,828
Less: Net income attributable to noncontrolling interests in consolidated affiliates				
NET INCOME ATTRIBUTABLE TO RAYONIER, L.P.	NET INCOME ATTRIBUTABLE TO RAYONIER, L.P.	109,470	157,066	37,612
NET INCOME ATTRIBUTABLE TO UNITHOLDERS	NET INCOME ATTRIBUTABLE TO UNITHOLDERS	109,470	157,066	37,612
NET INCOME ATTRIBUTABLE TO:	NET INCOME ATTRIBUTABLE TO:			
Limited Partners	Limited Partners	108,375	155,495	37,236
Limited Partners				
Limited Partners	General Partners	1,095	1,571	376
General Partners	General Partners	1,095	1,571	376
Net income attributable to unitholders	Net income attributable to unitholders	109,470	157,066	37,612
OTHER COMPREHENSIVE INCOME (LOSS)				
OTHER COMPREHENSIVE (LOSS) INCOME				
Foreign currency translation adjustment, net of income tax effect of \$0, \$0 and \$0	Foreign currency translation adjustment, net of income tax effect of \$0, \$0 and \$0	(23,093)	(22,096)	28,272
Cash flow hedges, net of income tax effect of \$555, \$2,667 and \$1,845		76,039	60,315	(61,055)
Actuarial change and amortization of pension and postretirement plan liabilities, net of income tax effect of \$0, \$0 and \$0		1,627	12,476	(925)
Total other comprehensive income (loss)		54,573	50,695	(33,708)
COMPREHENSIVE INCOME (LOSS)		177,364	261,182	(3,924)

Less: Comprehensive (income) loss			
attributable to noncontrolling			
interests in consolidated affiliates	(12,182)	(48,234)	1,393
COMPREHENSIVE INCOME			
(LOSS) ATTRIBUTABLE TO			
RAYONIER, L.P. UNITHOLDERS	\$165,182	\$212,948	(\$2,531)
Foreign currency translation			
adjustment, net of income tax			
effect of \$0, \$0 and \$0			
Foreign currency translation			
adjustment, net of income tax			
effect of \$0, \$0 and \$0			
Cash flow			
hedges, net of			
income tax			
effect of \$2,368,			
\$555 and			
\$2,667			
Pension and			
postretirement			
benefit plans,			
net of income			
tax effect of \$0,			
\$0 and \$0			
Total other			
comprehensive			
(loss) income			
COMPREHENSIVE			
INCOME			
Less:			
Comprehensive			
income			
attributable to			
noncontrolling			
interests in			
consolidated			
affiliates			
COMPREHENSIVE			
INCOME			
ATTRIBUTABLE			
TO RAYONIER,			
L.P.			
UNITHOLDERS			
EARNINGS PER	EARNINGS PER		
UNIT (NOTE 6)	UNIT (NOTE 6)		
Basic earnings per unit attributable			
to Rayonier, L.P.			
Basic earnings per unit attributable			
to Rayonier, L.P.			
Basic earnings per unit	Basic		
attributable to	earnings		
Rayonier, L.P.	per unit		
	attributable		
	to Rayonier,		
	L.P.	\$0.73	\$1.08
			\$0.28
Diluted earnings	Diluted		
per unit	earnings		
attributable to	per unit		
Rayonier, L.P.	attributable		
	to Rayonier,		
	L.P.	\$0.73	\$1.08
			\$0.27

Diluted earnings per unit attributable to Rayonier, L.P.
Diluted earnings per unit attributable to Rayonier, L.P.

See Notes to Consolidated Financial Statements.

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RAYONIER, L.P. AND SUBSIDIARIES
CONSOLIDATED BALANCE SHEETS
As of December 31,
(Thousands of dollars, except unit data)

		2022	2021		2023		2022
ASSETS							
CURRENT	CURRENT						
ASSETS	ASSETS						
Cash and cash equivalents, excluding Timber Funds		\$114,255	\$358,680				
Cash and cash equivalents, Timber Funds		—	3,493				
Total cash and cash equivalents		114,255	362,173				
Restricted cash, Timber Funds (Note 21)		—	6,341				
Accounts receivable, less allowance for doubtful accounts of \$74 and \$59		42,538	30,018				
Cash and cash equivalents							
Cash and cash equivalents							
Cash and cash equivalents							
Trade receivables, less allowance for doubtful accounts of \$210 and \$74							
Trade receivables, less allowance for doubtful accounts of \$210 and \$74							
Trade receivables, less allowance for doubtful accounts of \$210 and \$74							
Other receivables							
Inventory (Note 15)	Inventory (Note 15)						
		23,729	28,523				
Inventory (Note 15)							
Inventory (Note 15)							
Prepaid logging roads							
Prepaid logging roads							
Prepaid logging roads	Prepaid logging roads	14,893	14,286				
Prepaid expenses	Prepaid expenses	5,680	4,242				
Assets held for sale (Note 22)	Assets held for sale (Note 22)	713	5,099				
Other current assets	Other current assets	573	749				
Total current assets	Total current assets	202,381	451,431				

TIMBER AND TIMBERLANDS, NET OF DEPLETION AND AMORTIZATION	TIMBER AND TIMBERLANDS, NET OF DEPLETION AND AMORTIZATION	3,230,904	2,894,996
HIGHER AND BETTER USE TIMBERLANDS AND REAL ESTATE DEVELOPMENT	HIGHER AND BETTER USE TIMBERLANDS AND REAL ESTATE DEVELOPMENT		
INVESTMENTS	INVESTMENTS		
(NOTE 14)	(NOTE 14)	115,097	106,878
PROPERTY, PLANT AND EQUIPMENT	PROPERTY, PLANT AND EQUIPMENT		
Land	Land	6,453	6,401
Land			
Land			
Buildings	Buildings	31,020	31,168
Machinery and equipment	Machinery and equipment	6,568	6,494
Construction in progress	Construction in progress	653	460
Total property, plant and equipment, gross	Total property, plant and equipment, gross	44,694	44,523
Less — accumulated depreciation	Less — accumulated depreciation	(17,505)	(14,900)
Total property, plant and equipment, net	Total property, plant and equipment, net	27,189	29,623
RESTRICTED CASH, EXCLUDING TIMBER FUNDS (NOTE 21)		1,152	625
RESTRICTED CASH (NOTE 21)			
RIGHT-OF-USE ASSETS (NOTE 16)	RIGHT-OF-USE ASSETS (NOTE 16)	97,167	101,837
OTHER ASSETS (NOTE 23)	OTHER ASSETS (NOTE 23)	115,481	50,966
TOTAL ASSETS	TOTAL ASSETS	\$3,789,371	\$3,636,356
LIABILITIES, REDEEMABLE OPERATING PARTNERSHIP UNITS AND CAPITAL			
CURRENT LIABILITIES	CURRENT LIABILITIES		
Accounts payable	Accounts payable	\$22,100	\$23,447
Accounts payable			
Accounts payable			
Current maturities of long-term debt, net (Note 7)	—	124,965	
Accrued taxes			
Accrued taxes			

Accrued taxes	Accrued taxes	3,734	12,446
Accrued payroll and benefits	Accrued payroll and benefits	12,564	14,514
Accrued payroll and benefits			
Accrued payroll and benefits			
Accrued interest	Accrued interest	5,920	6,343
Pension and other postretirement benefits (Note 18)			
Distribution payable			
Deferred revenue	Deferred revenue	22,762	17,802
Distributions payable, Timber Funds		—	6,341
Other current liabilities			
Other current liabilities			
Other current liabilities	Other current liabilities	28,247	25,863
Total current liabilities	Total current liabilities	95,327	231,721
LONG-TERM DEBT, NET (NOTE 2)	LONG-TERM DEBT, NET (NOTE 2)	1,514,721	1,242,819
PENSION AND OTHER POSTRETIREMENT BENEFITS (NOTE 18)			
PENSION AND OTHER POSTRETIREMENT BENEFITS, NON-CURRENT (NOTE 18)			
PENSION AND OTHER POSTRETIREMENT BENEFITS, NON-CURRENT (NOTE 18)			
PENSION AND OTHER POSTRETIREMENT BENEFITS, NON-CURRENT (NOTE 18)			
LONG-TERM LEASE LIABILITY (NOTE 16)	LONG-TERM LEASE LIABILITY (NOTE 16)	88,756	93,416
LONG-TERM DEFERRED REVENUE			
OTHER NON-CURRENT LIABILITIES	OTHER NON-CURRENT LIABILITIES	95,582	108,521
COMMITMENTS AND CONTINGENCIES (NOTES 10 and 11)	COMMITMENTS AND CONTINGENCIES (NOTES 10 and 11)		
REDEEMABLE OPERATING PARTNERSHIP UNITS (NOTE 5)			
3,208,827 and 3,315,741 Units outstanding, respectively		105,763	133,823
COMMITMENTS AND CONTINGENCIES (NOTES 10 and 11)			

**COMMITMENTS AND
CONTINGENCIES (NOTES 10 and 11)**

**REDEEMABLE OPERATING
PARTNERSHIP UNITS (NOTE 5)**

2,443,898 and 3,208,827 Units
outstanding, respectively

**REDEEMABLE OPERATING
PARTNERSHIP UNITS (NOTE 5)**

2,443,898 and 3,208,827 Units
outstanding, respectively

**REDEEMABLE OPERATING
PARTNERSHIP UNITS (NOTE 5)**

2,443,898 and 3,208,827 Units
outstanding, respectively

CAPITAL

CAPITAL

General partners' capital	General partners' capital	18,251	17,872
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General partners' capital

General partners' capital

Limited partners' capital	Limited partners' capital	1,806,895	1,769,367
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Accumulated other comprehensive income (loss) (Note 24)	40,249	(15,463)
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Accumulated other comprehensive income (Note 24)

TOTAL	TOTAL		
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CONTROLLING	CONTROLLING		
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INTEREST	INTEREST		
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CAPITAL	CAPITAL	1,865,395	1,771,776
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Noncontrolling interests in consolidated affiliates (Note 5)	Noncontrolling interests in consolidated affiliates (Note 5)	15,317	43,802
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TOTAL	TOTAL		
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CAPITAL	CAPITAL	1,880,712	1,815,578
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TOTAL	TOTAL		
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LIABILITIES,	LIABILITIES,		
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REDEEMABLE	REDEEMABLE		
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OPERATING	OPERATING		
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PARTNERSHIP	PARTNERSHIP		
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UNITS AND	UNITS AND		
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CAPITAL	CAPITAL	\$3,789,371	\$3,636,356
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See Notes to Consolidated Financial Statements.

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**RAYONIER, L.P. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN CAPITAL
(Thousands of dollars, except unit data)**

	Units	Accumulated Other	Noncontrolling Interests in	Total Capital	Accumulated Other Comprehensive Income (Loss)	Noncontrolling Interests in Consolidated Affiliates	Total Capital

	General Partners' Capital	Limited Partners' Capital	Comprehensive Income (Loss)	Consolidated Affiliates	
Balance, December 31,					
2019	\$14,712	\$1,456,471	(\$31,202)	\$97,661	\$1,537,642
Issuance of units associated with the merger with Pope					
Resources	1,724	170,694	—	—	172,418
Net income (loss)	376	37,236	—	(7,828)	29,784
Distributions on units (\$1.08 per unit)	(1,500)	(148,375)	—	—	(149,875)
Issuance of units under the "at-the-market" equity offering, net of commissions and offering costs of \$799	326	32,248	—	—	32,574
Issuance of units under incentive stock plans	16	1,573	—	—	1,589
Stock-based incentive compensation	81	7,945	—	—	8,026
Repurchase of units	(47)	(4,710)	—	—	(4,757)
Adjustment of Redeemable Operating Partnership Units	(239)	(23,625)	—	—	(23,864)
Acquisition of noncontrolling interests in consolidated affiliates	—	—	—	333,366	333,366
Conversion of units to common shares	5	491	—	—	496
Actuarial change and amortization of pension and postretirement plan liabilities	—	—	(925)	—	(925)
Foreign currency translation adjustment	—	—	22,928	5,344	28,272
Cash flow hedges	—	—	(62,146)	1,091	(61,055)
Distributions to noncontrolling interests in consolidated affiliates	—	—	—	(12,643)	(12,643)
Noncontrolling interests in consolidated affiliates redemption of unit equivalents	—	—	—	(28,403)	(28,403)
Balance, December 31, 2020	\$15,454	\$1,529,948	(\$71,345)	\$388,588	\$1,862,645
Balance, December 31, 2020					
Balance, December 31, 2020					
Net income	Net income	1,571	155,495	—	53,421
Distributions on units (\$1.08 per unit)	Distributions on units (\$1.08 per unit)	(1,583)	(156,666)	—	—
Issuance of units under the "at-the-market" equity offering, net of commissions and offering costs of \$2.5 million	Issuance of units under the "at-the-market" equity offering, net of commissions and offering costs of \$2.5 million	2,330	230,703	—	—
					233,033

Issuance of units under incentive stock plans	Issuance of units under incentive stock plans	60	5,969	—	—	6,029
Stock-based incentive compensation	Stock-based incentive compensation	93	9,184	—	—	9,277
Repurchase of units	Repurchase of units	(16)	(1,601)	—	—	(1,617)
Adjustment of Redeemable Operating Partnership Units	Adjustment of Redeemable Operating Partnership Units	(444)	(43,934)			(44,378)
Conversion of units to common shares	Conversion of units to common shares	407	40,269	—	—	40,676
Measurement period adjustment of noncontrolling interests in consolidated affiliates	Measurement period adjustment of noncontrolling interests in consolidated affiliates	—	—	—	9,690	9,690
Fund II carried interest incentive fee	Fund II carried interest incentive fee	—	—	—	(3,807)	(3,807)
Disposition of noncontrolling interests in consolidated affiliates	Disposition of noncontrolling interests in consolidated affiliates	—	—	—	(255,486)	(255,486)
Actuarial change and amortization of pension and postretirement plan liabilities		—	—	12,476	—	12,476
Pension and postretirement benefit plans						
Foreign currency translation adjustment	Foreign currency translation adjustment	—	—	(18,487)	(3,609)	(22,096)
Cash flow hedges	Cash flow hedges	—	—	61,893	(1,578)	60,315
Distributions to noncontrolling interests in consolidated affiliates	Distributions to noncontrolling interests in consolidated affiliates	—	—	—	(115,298)	(115,298)
Noncontrolling interests in consolidated affiliates redemption of unit equivalents	Noncontrolling interests in consolidated affiliates redemption of unit equivalents	—	—	—	(28,119)	(28,119)

Balance, December 31, 2021	Balance, December 31, 2021	\$17,872	\$1,769,367	(\$15,463)	\$43,802	\$1,815,578
Net income						
Net income						
Net income						
Distributions on units (\$1.125 per unit)						
Issuance of units under the "at-the- market" equity offering, net of commissions and offering costs of \$1.1 million						
Issuance of units under incentive stock plans						
Stock-based incentive compensation						
Repurchase of units						
Adjustment of Redeemable Operating Partnership Units						
Conversion of units to common shares						
Pension and postretirement benefit plans						
Pension and postretirement benefit plans						
Pension and postretirement benefit plans						
Foreign currency translation adjustment						
Cash flow hedges						
Distributions to noncontrolling interests in consolidated affiliates						

Noncontrolling
interests in
consolidated
affiliates
redemption of
unit
equivalents
Balance,
December
31, 2022

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RAYONIER, L.P. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN CAPITAL (CONTINUED)
(Thousands of dollars, except unit data)

	Units						Accumulated Other Comprehensive Income (Loss)	Noncontrolling Interests in Consolidated Affiliates	Total Capital
	Units		General Partners' Capital	Limited Partners' Capital	Accumulated Other Comprehensive Income (Loss)	Noncontrolling Interests in Consolidated Affiliates	Total Capital		
Balance, December 31,									
2021	\$17,872	\$1,769,367			(\$15,463)	\$43,802	\$1,815,578		
Balance, December 31,									
2022									
Balance, December 31,									
2022									
Net income	Net income	1,095	108,375		—	13,321	122,791		
Distributions on units (\$1.125 per unit)		(1,696)	(167,874)		—	—	(169,570)		
Issuance of units under the "at-the-market" equity offering, net of commissions and offering costs of \$1.1 million		593	58,757		—	—	59,350		
Distributions on units (\$1.34 per unit) (a)									
Issuance of units under the "at-the- market" equity offering, net of commissions and offering costs									
Issuance of units under incentive stock plans	Issuance of units under incentive stock plans	25	2,441		—	—	2,466		
Stock-based incentive compensation	Stock-based incentive compensation	124	12,232		—	—	12,356		

Repurchase of units	Repurchase of units	(42)	(4,183)	—	—	(4,225)
Adjustment of Redeemable Units	Adjustment of Redeemable Units					
Redeemable Operating Partnership	Redeemable Operating Partnership					
Conversion of units to common shares	Conversion of units to common shares	39	3,886	—	—	3,925
Conversion of units to common shares	Conversion of units to common shares					
Actuarial change and amortization of pension and postretirement plan liabilities	Actuarial change and amortization of pension and postretirement plan liabilities	—	—	1,627	—	1,627
Pension and postretirement benefit plans	Pension and postretirement benefit plans					
Pension and postretirement benefit plans	Pension and postretirement benefit plans					
Foreign currency translation adjustment	Foreign currency translation adjustment	—	—	(22,282)	(811)	(23,093)
Cash flow hedges	Cash flow hedges	—	—	76,367	(328)	76,039
Distributions to noncontrolling interests in consolidated affiliates	Distributions to noncontrolling interests in consolidated affiliates	—	—	—	(12,807)	(12,807)
Noncontrolling interests in consolidated affiliates redemption of unit equivalents	Noncontrolling interests in consolidated affiliates redemption of unit equivalents	—	—	—	(27,860)	(27,860)
Balance, December 31, 2022		\$18,251	\$1,806,895	\$40,249	\$15,317	\$1,880,712
Balance, December 31, 2023						
Balance, December 31, 2023						
Balance, December 31, 2023						

(a) Includes an additional cash distribution of \$0.20 per operating partnership unit. The cash distribution was payable January 12, 2024, to holders of record on December 29, 2023.

See Notes to Consolidated Financial Statements.

RAYONIER, L.P. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS
For the Years Ended December 31,
(Thousands of dollars)

		2022	2021	2020		2023		2022		2021
OPERATING	OPERATING									
ACTIVITIES	ACTIVITIES									
Net income	Net income	\$122,791	\$210,487	\$29,784						
Net income	Net income									
Net income	Net income									
Adjustments to reconcile net income to cash provided by operating activities:	Adjustments to reconcile net income to cash provided by operating activities:									
Depreciation, depletion and amortization	Depreciation, depletion and amortization									
Depreciation, depletion and amortization	Depreciation, depletion and amortization									
Depreciation, depletion and amortization	Depreciation, depletion and amortization	147,339	155,722	164,996						
Non-cash cost of land and improved development	Non-cash cost of land and improved development	28,374	24,976	30,368						
Stock-based incentive compensation expense	Stock-based incentive compensation expense	12,356	9,277	8,026						
Deferred income taxes	Deferred income taxes	(5,352)	8,509	7,541						
Pension settlement charge	Pension settlement charge									
Amortization of losses from pension and postretirement plans	Amortization of losses from pension and postretirement plans	753	1,174	869						
Timber write-offs due to casualty events	Timber write-offs due to casualty events	—	—	15,203						
Timber write-offs resulting to casualty events	Timber write-offs resulting to casualty events									
Gain on sale of large disposition of timberlands	Gain on sale of large disposition of timberlands	(16,606)	(44,784)	(28,655)						
Gain on Fund II timberland dispositions	Gain on Fund II timberland dispositions	—	(51,522)	—						
Gain on sale of Timber Funds III & IV	Gain on sale of Timber Funds III & IV	—	(3,675)	—						

Fund II	Fund II			
carried	carried			
interest	interest			
incentive fee	incentive fee	—	(3,807)	—
Other	Other	1,778	9,456	(11,100)
Changes in operating assets and liabilities, net of effects of merger with Pope Resources:				
Changes in operating assets and liabilities:				
Receivables				
Receivables				
Receivables	Receivables	(9,109)	17,239	(15,378)
Inventories	Inventories	(4,335)	(503)	(1,448)
Accounts payable	Accounts payable	1,144	(1,593)	5,668
All other operating activities	All other operating activities	(9,943)	(5,846)	(1,700)
All other operating activities				
All other operating activities				
CASH	CASH			
PROVIDED	PROVIDED			
BY	BY			
OPERATING	OPERATING			
ACTIVITIES	ACTIVITIES	269,190	325,110	204,174
INVESTING	INVESTING			
ACTIVITIES	ACTIVITIES			
Capital expenditures	Capital expenditures	(74,811)	(75,965)	(66,500)
Capital expenditures				
Capital expenditures				
Real estate development investments				
Real estate development investments				
Real estate development investments	Real estate development investments	(13,698)	(12,521)	(6,462)
Purchase of timberlands	Purchase of timberlands	(458,530)	(179,115)	(24,695)
Net proceeds from large disposition of timberlands	Net proceeds from large disposition of timberlands	29,496	54,682	115,666
Net proceeds from large disposition of timberlands				
Net proceeds from sale of				
Timber Funds III	Timber Funds III	—	31,014	—
& IV	& IV	—	31,014	—

Net proceeds from Fund II timberland dispositions	Net proceeds from Fund II timberland dispositions	—	154,740	—
Cash consideration for merger with Pope Resources, net of cash acquired		—	—	(231,068)
Other	Other	1,180	912	(584)
				CASH USED FOR INVESTING ACTIVITIES
		(516,363)	(26,253)	(213,643)
Other				
Other				
CASH PROVIDED BY (USED FOR) INVESTING ACTIVITIES				
FINANCING ACTIVITIES	FINANCING ACTIVITIES			
Issuance of debt				
Issuance of debt				
Issuance of debt	Issuance of debt	656,842	446,378	320,000
Repayment of debt	Repayment of debt	(531,842)	(420,000)	(152,000)
Distributions on units	Distributions on units	(169,375)	(157,784)	(149,944)
Proceeds from the issuance of units under incentive stock plan	Proceeds from the issuance of units under incentive stock plan	2,628	5,922	1,368
Proceeds from the issuance of units under the "at-the-market" (ATM) equity offering program, net of commissions and offering costs	Proceeds from the issuance of units under the "at-the-market" (ATM) equity offering program, net of commissions and offering costs	61,557	230,826	32,574
Repurchase of units to pay withholding taxes on vested incentive stock awards	Repurchase of units to pay withholding taxes on vested incentive stock awards	(4,225)	(1,617)	(1,605)
Repurchase of units to pay withholding taxes on vested incentive stock awards				
Debt issuance costs	Debt issuance costs	(740)	(4,846)	(2,483)

Repurchase of units made under repurchase program	—	—	(3,152)	
Noncontrolling interests in consolidated affiliates				
redemption of shares	—	—	(5,113)	
Distributions to noncontrolling interests in consolidated affiliates				
Distributions to noncontrolling interests in consolidated affiliates				
Distributions to noncontrolling interests in consolidated affiliates	Distributions to noncontrolling interests in consolidated affiliates	(19,434)	(108,956)	(12,643)
Make-whole fee on NWFCs	Make-whole fee on NWFCs			
debt	debt			
prepayment	prepayment	—	(6,234)	
CASH (USED FOR) PROVIDED BY FINANCING				
ACTIVITIES	(4,589)	(16,311)	27,002	
CASH USED FOR FINANCING ACTIVITIES				
CASH USED FOR FINANCING ACTIVITIES				
CASH USED FOR FINANCING ACTIVITIES				
EFFECT OF EXCHANGE RATE CHANGES ON CASH	EFFECT OF EXCHANGE RATE CHANGES ON CASH	(1,970)	(889)	(19)
CASH, CASH EQUIVALENTS AND RESTRICTED CASH	CASH, CASH EQUIVALENTS AND RESTRICTED CASH			
Change in cash, cash equivalents and restricted cash	Change in cash, cash equivalents and restricted cash	(253,732)	281,657	17,514
Change in cash, cash equivalents and restricted cash				
Change in cash, cash equivalents and restricted cash				
Balance, beginning of year	Balance, beginning of year	369,139	87,482	69,968
Balance, end of year	Balance, end of year	\$115,407	\$369,139	\$87,482

See Notes to Consolidated Financial Statements.

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RAYONIER, L.P. AND SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CASH FLOWS (CONTINUED)
For the Years Ended December 31,

(Thousands of dollars)

	2022	2021	2020		2023		2022		2021						
	2023				2022				2021						
SUPPLEMENTAL DISCLOSURES OF CASH FLOW INFORMATION															
Cash paid during the period:															
Cash paid during the year:															
Cash paid during the year:															
Cash paid during the year:															
Interest (a)															
Interest (a)															
Interest (a)	Interest (a)	\$35,717	\$42,672	\$40,895											
Income taxes	Income taxes	15,127	7,392	816											
Non-cash investing activity:	Non-cash investing activity:														
Capital assets purchased on account	Capital assets purchased on account	\$4,435	\$5,272	\$3,205											
Capital assets purchased on account	Capital assets purchased on account														
Capital assets purchased on account	Capital assets purchased on account														
Non-cash financing activity:	Non-cash financing activity:														
Unit consideration for merger with Pope Resources	—	—	\$172,640												
Redeemable Operating Partnership Unit consideration for merger with Pope Resources	—	—	106,752												
Noncontrolling interests in consolidated affiliates redemption of shares (b)	Noncontrolling interests in consolidated affiliates redemption of shares (b)	27,860	28,119	23,290											
Noncontrolling interests in consolidated affiliates redemption of shares (b)	Noncontrolling interests in consolidated affiliates redemption of shares (b)														
Noncontrolling interests in consolidated affiliates redemption of shares (b)	Noncontrolling interests in consolidated affiliates redemption of shares (b)														

(a) Interest paid is presented net of patronage payments received of \$6.2 million, \$6.0 million \$6.8 million and \$4.7 \$6.8 million for the years ended December 31, 2022 December 31, 2023, 2021 2022 and 2020, 2021, respectively. For additional information on patronage payments, see Note 7 — [Debt](#).

(b) The New Zealand subsidiary made a capital distribution in order to redeem certain equity interests, resulting in the recording of a loan payable by the New Zealand subsidiary in the amount of \$27.9 million and \$28.1 million for the year years ended December 31, 2022 and 2021, respectively. In 2020, the New Zealand subsidiary made a capital distribution in order to redeem certain equity interests, resulting in the recording of a noncontrolling interest share redemption of \$5.1 million and a loan payable by the New Zealand subsidiary in the amount of \$23.3 million. See Note 5 — [Noncontrolling Interests](#) and Note 7 — [Debt](#) for further information.

See Notes to Consolidated Financial Statements.

RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
(Dollar amounts in thousands unless otherwise stated)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

BASIS OF PRESENTATION AND PRINCIPLES OF CONSOLIDATION

Our consolidated financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America ("U.S. GAAP"). Rayonier Inc.'s Consolidated Financial Statements include the Operating Partnership, wholly-owned subsidiaries and entities in which the Company has a controlling interest. Rayonier, L.P.'s Consolidated Financial Statements include wholly-owned subsidiaries and entities in which the Operating Partnership has a controlling interest. For additional information regarding our consolidated entities with a noncontrolling interest component, see [Note 5 — Noncontrolling Interests](#). All intercompany balances and transactions are eliminated.

As of [December 31, 2022](#) [December 31, 2023](#), the Company owned a [97.9%](#) [98.4%](#) interest in the Operating Partnership, with the remaining [2.1%](#) [1.6%](#) interest owned by limited partners of the Operating Partnership. As the sole general partner of the Operating Partnership, Rayonier Inc. has exclusive control of the day-to-day management of the Operating Partnership.

USE OF ESTIMATES

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and to disclose contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. There are risks inherent in estimating and therefore actual results could differ from those estimates.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of cash on hand and other highly liquid investments with original maturities of three months or less.

ACCOUNTS RECEIVABLE

Accounts receivable are primarily amounts due to us for the sale of timber and are presented net of an allowance for doubtful accounts.

INVENTORY

Higher and better use ("HBU") real estate properties that are expected to be sold within one year are included in inventory at the lower of cost or net realizable value. HBU properties that are expected to be sold after one year are included in a separate balance sheet line entitled "Higher and Better Use Timberlands and Real Estate Development Investments." See below for additional information.

Inventory also includes logs available to be sold by the Trading segment. Log inventory is recorded at the lower of cost or net realizable value and expensed to cost of sales when sold to third-party buyers. Inventory also includes carbon unit inventory. Carbon unit inventory represents the basis in New Zealand carbon units intended to be sold in the next 12 months. See [Note 15 — Inventory](#) for additional information.

PREPAID LOGGING ROADS

In the Pacific Northwest and New Zealand, costs for roads built to access particular tracts to be harvested in the upcoming 24 months to 60 months are recorded as prepaid logging roads. We charge such costs to expense as timber is harvested using an amortization rate determined annually as the total cost of prepaid roads divided by the estimated tons of timber to be accessed by those roads. The prepaid balance is classified as short-term or long-term based on the upcoming harvest schedule. See [Note 23 — Other Assets](#) for additional information.

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RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

PATRONAGE DIVIDENDS

As a requirement of the Farm Credit Act, borrowers in the Farm Credit System are required to purchase equity in Farm Credit lenders. The equity balance primarily represents shares of Class A common stock in CoBank valued at \$100 par value. CoBank equity purchases continue annually until a balance equal to 8% of our 10-year historical average loan balance at CoBank is obtained. Initially, a minimal equity purchase was made in cash upon the receipt of loan proceeds. Subsequently, equity purchases are made annually through patronage dividends, of which approximately 90% is cash and 10% is equity. The stock has no cash value until retired. As our loans are paid in full, the stock is generally retired over a 10-year loan base period beginning in the year following loan payoff.

Estimated cash and equity dividends are recognized as an offset to interest expense in the period earned. These estimates are calculated by applying the weighted average debt balance with each participating lender to a historical dividend rate. Changes in assumptions, as well as changes in actual experience, could cause the estimates to change. See [Note 7 — Debt](#) and [Note 23 — Other Assets](#) for additional information.

DEFERRED FINANCING COSTS

Deferred financing costs related to revolving debt are capitalized and amortized to interest expense over the term of the revolving debt using a method that approximates the effective interest method. See [Note 23 — Other Assets](#) for additional information on deferred financing costs related to revolving debt. See [Note 7 — Debt](#) for additional information on deferred financing costs related to term debt.

CAPITALIZED SOFTWARE COSTS

Software costs are capitalized and amortized over a period not exceeding five years using the straight-line method. See [Note 23 — Other Assets](#) for additional information.

TIMBER AND TIMBERLANDS

Timber is stated at the lower of cost or net realizable value. Costs relating to acquiring, planting and growing timber including real estate taxes, site preparation and direct support costs relating to facilities, vehicles and supplies, are capitalized. A portion of timberland lease payments are capitalized based on the proportion of acres with merchantable timber volume remaining to be harvested under the lease term and the residual portion of the lease payments are expensed as incurred. Payroll costs are capitalized for time spent on timber growing activities, while interest and other intangible costs are not capitalized. An annual depletion rate is established for each particular region by dividing merchantable inventory cost by standing merchantable inventory volume, which is estimated annually. We charge accumulated costs attributed to merchantable timber to depletion expense (cost of sales) at the time the timber is harvested or when the underlying timberland is sold.

Upon the acquisition of timberland, we make a determination on whether to combine the newly acquired merchantable timber with an existing depletion pool or to create a new, separate pool. This determination is based on the geographic location of the new timber, the customers/markets that will be served and the species mix. If the acquisition is similar to an existing depletion pool, the cost of the acquired timber is combined and a new depletion rate is calculated for the pool. This determination and depletion rate adjustment normally occurs in the quarter following the acquisition.

HIGHER AND BETTER USE TIMBERLANDS AND REAL ESTATE DEVELOPMENT INVESTMENTS

HBU timberland is recorded at the lower of cost or net realizable value. These properties are managed as timberlands until sold or developed, with sales and depletion expense related to the harvesting of timber accounted for within the respective timber segment. At the time of sale, the cost basis of any unharvested timber is recorded as depletion expense, a component of cost of sales, within the Real Estate segment.

HBU timberland and real estate development investments expected to be sold within twelve months are recorded as inventory. See [Note 14 — Higher and Better Use Timberlands and Real Estate Development Investments](#) for additional information.

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RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

REAL ESTATE DEVELOPMENT INVESTMENTS

Real estate development investments include capitalized costs associated with the development and construction of identified real estate projects, such as infrastructure, roadways, utilities, amenities and/or other improvements designed to enhance marketability and create parcels, pads and/or lots for sale. We capitalize interest on real estate projects under development based on the amount of underlying expenditures during the capitalization period. The period begins when activities necessary to ready a property for its intended use commence, typically when we begin the site work for land already owned, and ends when the improvement is substantially complete and ready for its intended use. Determination of when construction of a project is substantially complete and ready for its intended use is subjective and requires business judgement. As such, we determine when the capitalization period begins and ends through communication with project managers and others responsible for the tracking and oversight of individual projects.

IMPAIRMENT OF HBU TIMBERLANDS AND REAL ESTATE DEVELOPMENT INVESTMENTS

We review our higher and better use timberlands and real estate development investments for potential impairment indicators whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

Impairment indicators for each development project are assessed separately and include, but are not limited to, significant decreases in sales pace or average selling prices, significant increases in expected land development and construction costs, and projected losses on expected future sales. Development projects have extended life cycles that may last 20 to 40 years, or longer, and have few long-term contractual cash flows. Development periods often occur through several economic cycles. Subjective factors such as the expected timing of property development and sales, optimal development density and sales strategy impact the timing and amount of expected future cash flows and fair value.

An impairment loss is recognized if the carrying amount of an asset is not recoverable and exceeds its fair value. The evaluation of anticipated cash flows is highly subjective and is based in part on assumptions regarding future economic conditions, such as construction costs and sales values that could differ materially from actual results in future periods. If impairment indicators exist and it is expected that undiscounted cash flows generated by the asset are less than its carrying amount less costs to sell, an impairment provision is recorded to write-down the carrying amount of the asset to its fair value.

PROPERTY, PLANT, EQUIPMENT AND DEPRECIATION

Property, plant and equipment additions are recorded at cost, including applicable freight, interest, construction and installation costs. We generally depreciate our assets, including office and transportation equipment, using the straight-line depreciation method over 3 to 25 years. Buildings and land improvements are depreciated using the straight-line method over 15 to 35 years and 5 to 30 years, respectively.

Gains and losses on the sale or retirement of assets are included in operating income. Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate the carrying amount of an asset may not be recoverable. Recoverability of assets that are held and used is measured by net undiscounted cash flows

expected to be generated by the asset. If such assets are considered to be impaired, the impairment to be recognized is the amount the carrying value exceeds the fair value of the assets, which is based on a discounted cash flow model. Assets to be disposed of are reported at the lower of the carrying amount or fair value less cost to sell.

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RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

LEASES

At inception, we determine if an arrangement is a lease and whether that lease meets the classification criteria of a finance or operating lease. Operating leases are included in right-of-use ("ROU") assets, other current liabilities, and long-term lease liability in the Consolidated Balance Sheets. The income generated from our commercial and residential leases in Port Gamble are accounted for in accordance with Topic 842. We recognize the total minimum lease payments provided for under the leases on a straight-line basis over the lease term.

ROU assets represent our right to use an underlying asset for the lease term and lease liabilities represent the obligation to make lease payments arising from the lease. Operating lease ROU assets and liabilities are recognized at the lease commencement date based on the estimated present value of lease payments over the lease term. As most of our leases do not provide an implicit rate, we generally use our incremental borrowing rate based on the estimated rate of interest for collateralized borrowing over a similar term. Lease terms may include options to extend or terminate the lease when it is reasonably certain that we will exercise that option. Lease expense for lease payments is recognized on a straight-line basis over the lease term.

RIGHT-OF-USE ASSETS IMPAIRMENT

Operating lease right-of-use assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset group to which the operating lease is assigned may not be recoverable. Recoverability of the asset group is evaluated based on forecasted undiscounted cash flows. If the carrying amount of the asset group is not recoverable, the fair value of the asset group is compared to its carrying amount and an impairment charge is recognized for the amount by which the carrying amount exceeds the fair value. A discounted cash flow approach using market participant assumptions of the expected cash flows and discount rate are used to estimate the fair value of the asset group.

FAIR VALUE MEASUREMENTS

Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants at the measurement date. A three-level hierarchy that prioritizes the inputs used to measure fair value was established as follows:

Level 1 — Quoted prices in active markets for identical assets or liabilities.

Level 2 — Observable inputs other than quoted prices included in Level 1, such as quoted prices for similar assets and liabilities in active markets, quoted prices for identical or similar assets and liabilities in markets that are not active, or other inputs that are observable or can be corroborated by observable market data.

Level 3 — Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. This includes certain pricing models, discounted cash flow methodologies and similar techniques that use significant unobservable inputs.

ENVIRONMENTAL REMEDIATION LIABILITIES

We estimate future costs for known environmental remediation requirements and accrue for them on an undiscounted basis when it is probable that a liability has been incurred and the related costs can be reasonably estimated. We consider various factors when estimating our environmental liabilities, including construction contracts, proposed statements of work, project management, and other professional fees. We evaluate the adequacy of these liabilities on a quarterly basis. We make adjustments to the liabilities when additional information becomes available that affects the estimated costs to study or remediate any environmental matter. Legal investigation and defense costs incurred in connection with environmental contingencies are expensed as incurred. Recoveries of environmental remediation costs from other parties are recorded as assets when their receipt is deemed probable and does not exceed the amount of losses previously recorded. See [Note 12 - Environmental and Natural Resource Damages Liabilities](#) for more information.

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RAYONIER INC. AND SUBSIDIARIES
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

GOODWILL

Goodwill represents the excess of the acquisition cost of the New Zealand Timber segment over the fair value of the net assets acquired. Goodwill is not amortized, but is periodically reviewed for impairment. An impairment test for this reporting unit's goodwill is performed annually and whenever events or circumstances indicate that the value of goodwill may be impaired. We compare the fair value of the New Zealand Timber segment, using an independent valuation for the New Zealand forest assets, to its carrying value including goodwill. The independent valuation of the New Zealand forest assets is based on discounted cash flow models where the fair value is calculated using cash flows from sustainable forest management plans. The fair value of the forest assets is measured as the present value of cash flows from one growth cycle based on the productive forest land, taking into consideration environmental, operational, and market restrictions. These cash flow valuations involve a number of estimates that require broad assumptions and significant judgment regarding future performance. The annual impairment test was performed as of **October 1, 2022** **October 1, 2023**; the estimated fair value of the New Zealand Timber segment exceeded its carrying value and no impairment was recorded. Except for changes in the New Zealand foreign exchange rate, there have been no adjustments to the carrying value of goodwill since the initial recognition. See [Note 23 — Other Assets](#) for additional information.

FOREIGN CURRENCY TRANSLATION AND REMEASUREMENT

The functional currency of our New Zealand-based operations is the New Zealand dollar. All assets and liabilities are translated into U.S. dollars at the exchange rate in effect at the respective balance sheet dates. Translation gains and losses are recorded as a separate component of Accumulated Other Comprehensive Income ("AOCI"), within Shareholders' Equity.

U.S. denominated transactions of the New Zealand subsidiary are remeasured into New Zealand dollars at the exchange rate in effect on the date of the transaction and recognized in earnings, net of related cash flow hedges. All income statement items of the New Zealand subsidiary are translated into U.S. dollars for reporting purposes using monthly average exchange rates with translation gains and losses being recorded as a separate component of AOCI, within Shareholders' Equity.

REDEEMABLE OPERATING PARTNERSHIP UNITS

Limited partners holding Redeemable Operating Partnership Units have the right to put any and all of the units to the Operating Partnership in exchange for Rayonier registered common shares, on a one-for-one basis, or cash, at Rayonier's option. Consequently, these Redeemable Operating Partnership Units are classified outside of permanent partners' capital in the Operating Partnership's accompanying balance sheets and the related noncontrolling interest is classified outside of permanent equity in the accompanying balance sheets of Rayonier. The recorded value of the Redeemable Operating Partnership Units is based on the higher of 1) initial carrying amount, increased or decreased for its share of net income or loss, other comprehensive income or loss, and dividend or 2) redemption value as measured by the closing price of Rayonier common stock on the balance sheet date multiplied by the total number of Redeemable Operating Partnership Units outstanding.

RELATED PARTY

We follow ASC 850, *Related Party Disclosure*, for the identification of related parties and disclosure of related party transactions. A party is considered to be related to us if the party, directly or indirectly or through one or more intermediaries, controls, is controlled by, or is under common control with us. Related parties also include principal owners, management and directors, as well as members of their immediate families or any other parties with which we may deal if one party to a transaction controls or can significantly influence the management or operating policies of the other to an extent that one of the transacting parties might be prevented from fully pursuing its own separate interests.

Transactions involving related parties cannot be presumed to be carried out on an arm's-length basis, as the requisite conditions of competitive, free-market dealings may not exist. Representations about transactions with related parties, if made, shall not imply that the related party transactions were consummated on terms equivalent to those that prevail in arm's-length transactions unless such representations can be substantiated. [See Note 25 — Related Party](#).

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RAYONIER INC. AND SUBSIDIARIES
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

REVENUErecognition

We recognize revenues when control of promised goods or services ("performance obligations") is transferred to customers, in an amount that reflects the consideration expected in exchange for those goods or services ("transaction price"). We generally satisfy performance obligations within a year of entering into a contract and therefore have applied the disclosure exemption found under ASC 606-10-50-14. Unsatisfied performance obligations as of **December 31, 2022** **December 31, 2023** are primarily due to advances on stumpage contracts, unearned license revenue, unearned carbon capture and storage revenue and post-closing obligations on real estate sales. These of these performance obligations, are \$19.0 million is expected to be satisfied recognized within the next twelve months, while the remaining \$11.3 million is expected to be recognized as we satisfy our performance obligations. We generally collect payment within a year of satisfying performance obligations and therefore have elected not to adjust revenues for a financing component.

TIMBER SALES

Revenue from the sale of timber is recognized when control passes to the buyer. We utilize two primary methods or sales channels for the sale of timber – a stumpage/standing timber model and a delivered log model. The sales method we employ depends upon local market conditions and which method management believes will provide the best overall margins.

Under the stumpage model, standing timber is sold primarily under pay-as-cut contracts, with a specified duration (typically one year or less) and fixed prices, whereby revenue is recognized as timber is severed and the sales volume is determined. We also sell stumpage under lump-sum contracts for specified parcels where we receive cash for the full agreed value of the timber prior to harvest and control passes to the buyer upon signing the contract. We retain interest in the land, slash products and the use of the land for recreational and other purposes. Any uncut timber remaining at the end of the contract period reverts to us. Revenue is recognized for lump-sum timber sales when payment is

received, the contract is signed and control passes to the buyer. A third type of stumpage sale we utilize is an agreed-volume sale, whereby revenue is recognized using the output method, as periodic physical observations are made of the percentage of acreage harvested.

Under the delivered log model, we hire third-party loggers and haulers to harvest timber and deliver it to a buyer. Sales of domestic logs generally do not require an initial payment and are made to third-party customers on open credit terms. Sales of export logs generally require a letter of credit from an approved bank. Revenue is recognized when the logs are delivered and control has passed to the buyer. For domestic log sales, control is considered passed to the buyer as the logs are delivered to the customer's facility. For export log sales, control is considered passed to the buyer upon delivery onto the export vessel.

The following table summarizes revenue recognition and general payment terms for timber sales:

Contract Type	Performance Obligation	Timing of Revenue Recognition	General Payment Terms
Stumpage Pay-as-Cut	Right to harvest a unit (i.e. ton, MBF, JAS m3) of standing timber	As timber is severed (point-in-time)	Initial payment between 5% and 20% of estimated contract value; collection generally within 10 days of severance
Stumpage Lump Sum	Right to harvest an agreed upon acreage of standing timber	Contract execution (point-in-time)	Full payment due upon contract execution
Stumpage Agreed Volume	Right to harvest an agreed upon volume of standing timber	As timber is severed (over-time)	Payments made throughout contract term at the earlier of a specified harvest percentage or time elapsed
Delivered Wood (Domestic)	Delivery of a unit (i.e. ton, MBF, JAS m3) of timber to customer's facility	Upon delivery to customer's facility (point-in-time)	No initial payment and on open credit terms; collection generally within 30 days of invoice
Delivered Wood (Export)	Delivery of a unit (i.e. ton, MBF, JAS m3) onto export vessel	Upon delivery onto export vessel (point-in-time)	Letter of credit from an approved bank; collection generally within 30 days of delivery

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RAYONIER INC. AND SUBSIDIARIES
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

NON-TIMBER SALES

Non-timber sales are primarily comprised of hunting and recreational licenses, carbon credits and other auxiliary income. Hunting and recreational license sales and any related costs are recognized ratably over the term of the agreement and included in "Sales" and "Cost of sales," respectively. Payment is generally due upon contract execution. The New Zealand Emissions Trading Scheme ("NZ ETS") incentivizes the lowering of greenhouse gas emissions by providing carbon credits to certain organizations that lower carbon emissions. Our New Zealand segment regularly sells carbon credits and recognizes income as they are sold to other carbon emitting entities.

Carbon Capture and Storage Sales

Carbon capture and storage ("CCS") sales are primarily comprised of revenue generated from granting land access and the right to inject, sequester and permanently store carbon dioxide in a subsurface area. CCS contracts contain variable consideration arrangements, which may include variable durations, rates, access acres and carbon volumes. The determination of the transaction price and the allocation of the transaction price to the performance obligations may require significant judgment and is based on management's estimate of the most likely amount of consideration we expect to receive as of the reporting date.

Variable consideration is included in the transaction price only to the extent that it is probable that a significant reversal of the amount of cumulative revenue recognized will not occur when the uncertainty associated with the variable consideration is resolved. The estimation of variable consideration requires us to make certain judgments and assumptions regarding the amount and timing of future payments, which may be impacted by factors such as changes in market conditions, competition or other factors beyond our control. As a result, actual amounts of variable consideration could differ from our estimates.

We regularly review our estimates of variable consideration and, if necessary, adjust the transaction price and related revenue recognition accordingly. Any such adjustments are recorded in the period in which the estimate is revised.

LOG TRADING

Log trading revenue is generally recognized when procured logs are delivered to the buyer and control has passed. For domestic log trading, control is considered passed to the buyer as the logs are delivered to the customer's facility. For export log trading, control is considered passed to the buyer upon delivery onto the export vessel. The Trading segment also includes sales from log agency contracts, whereby we act as an agent managing export services on behalf of third parties. Revenue for log agency fees are recognized net of related costs.

REAL ESTATE

We recognize revenue on sales of real estate generally at the point in time when cash has been received, the sale has closed and control has passed to the buyer. A deposit of 2% to 5% is generally required at the time a purchase and sale agreement is executed, with the balance due at closing. On sales of development real estate containing future performance obligations, revenue is recognized using the cost input method based on development costs incurred to date relative to the total development costs allocated to the

contract with the customer. The aggregate amount of the transaction price allocated to unsatisfied obligations is recorded and presented in "Deferred revenue" in the Consolidated Balance Sheets.

COST OF SALES

Cost of sales associated with timber operations primarily include the cost basis of timber sold (depletion), logging and transportation costs (cut and haul) and ocean freight and demurrage costs (port and freight). Depletion includes the amortization of capitalized costs (site preparation, planting and fertilization, real estate taxes, timberland lease payments and certain payroll costs). Other costs include amortization of capitalized costs related to road and bridge construction and software, depreciation of fixed assets and equipment, road maintenance, severance and excise taxes, carbon basis and fire prevention.

Cost of sales associated with real estate sold includes the cost of the land, the cost of any timber on the property that was conveyed to the buyer, any real estate development costs and any closing costs including sales

RAYONIER INC. AND SUBSIDIARIES

RAYONIER, L.P. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

(Dollar amounts in thousands unless otherwise stated)

commissions that may be borne by us. We expense closing costs, including sales commissions, when incurred for all real estate sales with future performance obligations expected to be satisfied within one year.

When developed residential or commercial land is sold, the cost of sales includes actual costs incurred and estimates of future development costs benefiting the property sold through completion. Costs are allocated to each sold acre or lot based upon the relative sales value of each acre or lot as compared to the estimated sales value of the total project. For purposes of allocating development costs, estimates are reevaluated at least annually and more frequently if warranted by market conditions, changes in the project's scope or other factors, with any adjustments being allocated prospectively to the remaining units available for sale.

EMPLOYEE BENEFIT PLANS

The determination of expense and funding requirements for our defined benefit pension plan, its unfunded excess pension plan and its postretirement life insurance plan are largely based on a number of actuarial assumptions. The key assumptions include discount rate, return on assets, mortality rates and longevity of employees. See [Note 18 — Employee Benefit Plans](#) for assumptions used to determine benefit obligations, and the net periodic benefit cost for the year ended **December 31, 2022** **December 31, 2023**.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

(Dollar amounts in thousands unless otherwise stated)

Periodic pension and other postretirement expense is included in "Cost of sales," "Selling and general expenses" and "Interest and other miscellaneous income, net" in the Consolidated Statements of Income and Comprehensive Income. The service cost component of net periodic benefit cost is included in "Cost of sales" and "Selling and general expenses" while the other components of net periodic benefit cost (interest cost, expected return on plan assets and amortization of losses or gains) are presented outside of income from operations in "Interest and other miscellaneous income, net." At December 31, 2022 and 2021, our pension plans were in a net liability position (underfunded) of \$7.2 million and \$8.7 million, respectively. The estimated amount to be paid in the next 12 months is recorded in "Accrued payroll and benefits" on the Consolidated Balance Sheets, with the remainder recorded as a long-term liability in "Pension and Other Postretirement Benefits." Changes in the funded status of our plans are recorded through other comprehensive (loss) income in the year in which the changes occur. We measure plan assets and benefit obligations as of the fiscal year-end. See

The defined benefit pension plan and the unfunded excess pension plan were terminated in 2023. For additional information, see [Note 18 — Employee Benefit Plans](#) for additional information.

INCOME TAXES

We use the asset and liability method of accounting for income taxes. Under this method, deferred tax assets and liabilities are recognized for the estimated future tax benefits or consequences attributable to differences between the financial statement carrying amounts of assets and liabilities and their respective tax bases, operating loss carryforwards and tax credit carryforwards. Deferred tax assets and liabilities are measured pursuant to tax laws using the enacted tax rate that is expected to apply to taxable income in the years in which the temporary differences are expected to be recovered or settled. We recognize the effect of a change in income tax rates on deferred tax assets and liabilities in the Consolidated Statements of Income and Comprehensive Income in the period that includes the enactment date of the rate change. We record a valuation allowance to reduce the carrying amounts of deferred tax assets if it is more-likely-than-not that such deferred tax assets will not be realized.

In determining the provision for income taxes, we compute an annual effective income tax rate based on annual income by legal entity, permanent differences between book and tax, and statutory income tax rates by jurisdiction. Inherent in the effective tax rate is an assessment of the ultimate outcome of current period uncertain tax positions. We adjust our annual effective tax rate as additional information on outcomes or events becomes available. Discrete items such as taxing authority examination findings or legislative changes are recognized in the period in which they occur.

Our income tax returns are subject to audit by U.S. federal, state and foreign taxing authorities. In evaluating the tax benefits associated with various tax filing positions, we record a tax benefit for an uncertain tax position if it is more-likely-than-not to be realized upon ultimate settlement. We record a liability for an uncertain tax position that does not meet this criterion. Interest and penalties for an uncertain tax position are recognized in income tax expense. We adjust our liabilities for uncertain tax benefits in the period in which it is determined the issue is settled with the taxing authorities, the statute of limitations expires for the relevant taxing authority to examine the tax position or when new facts or information become available. See [Note 20 — Income Taxes](#) for additional information.

RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

ACCOUNTING PRONOUNCEMENTS

In March 2020, November 2023, the Financial Accounting Standards Board ("FASB") issued ASU No. 2020-04, 2023-07, *Reference Rate Reform Segment Reporting (Topic 848) 280: Improvements to Reportable Segment Disclosures*, which provides temporary optional expedients and exceptions requires disclosure of significant segment expenses that are regularly provided to the guidance on contract modifications chief operating decision maker ("CODM") and hedge accounting to ease a description of other segment items (the difference between segment revenue less the financial reporting burdens related to segment expenses disclosed under the expected market transition from LIBOR significant expense principle and other interbank offered rates to alternative reference rates, such each reported measure of segment profit or loss) by reportable segment, as well as disclosure of the Secured Overnight Financing Rate ("SOFR"). Entities can elect not to apply certain modification accounting requirements to contracts affected by reference rate reform, if certain criteria are met. We have previously elected to apply title and position of the hedge accounting expedients related to probability entity's CODM and the assessments an explanation of effectiveness for future LIBOR-indexed cash flows to assume that the index upon which future hedged transactions will be based matches the index on the corresponding derivatives. Application of these expedients preserves the presentation of derivatives consistent with past presentation. See [Note 7 — Debt](#) and [Note 8 — Derivative Financial Instruments and Hedging Activities](#) for more information on our current year transition to SOFR.

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RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

In June 2022, the Financial Accounting Standards Board ("FASB") issued ASU No. 2022-03, *Fair Value Measurement (Topic 820): Fair Value Measurement of Equity Securities to Contractual Sale Restrictions*, which clarifies how the fair value CODM uses the reported measures of equity securities subject segment profit or loss in assessing segment performance and deciding how to contractual sale restrictions is determined, and amends ASC 820 to clarify that a contractual sale restriction should not be considered in measuring fair value. It also requires entities with investments in equity securities subject to contractual sale restrictions to disclose certain qualitative and quantitative information about such securities. The pronouncement is effective for annual reporting periods in fiscal years beginning after December 15, 2023, and for interim periods within those fiscal years beginning after December 15, 2024, with early. We do not expect the adoption permitted. We are currently evaluating the of this pronouncement to impact of adopting this new guidance on the our consolidated financial statements. statements beyond the expansion of our reportable segment disclosures.

SUBSEQUENT EVENTS

On February 13, 2023, Cyclone Gabrielle came across the northeast coast of the North Island in New Zealand. As of We have evaluated events occurring from December 31, 2023 to the date of filing, we have begun assessing our exposure but are unable to reasonably quantify issuance of these Consolidated Financial Statements for potential recognition and disclosure in the extent of loss, which includes damages to roading infrastructure and timber in certain areas. consolidated financial statements. No events were identified that warranted recognition or disclosure.

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(Dollar amounts in thousands unless otherwise stated)

2. SEGMENT AND GEOGRAPHICAL INFORMATION

As of December 31, 2022 December 31, 2023, Rayonier operated in five reportable segments: Southern Timber, Pacific Northwest Timber, New Zealand Timber, Real Estate, and Trading. The previously reported Timber Funds segment was liquidated in 2021 with all proceeds being distributed to noncontrolling interests at the end of 2022. As a result, disclosure of Timber Funds segment results is not presented for 2023 or 2022, while prior year 2021 results are presented for historical purposes.

Sales between operating segments are made based on estimated fair market value, and intercompany sales, purchases and profits (losses) are eliminated in consolidation. We evaluate financial performance based on segment operating income (loss) and Adjusted Earnings before Interest, Taxes, Depreciation, Depletion and Amortization ("Adjusted EBITDA"). Asset information is not reported by segment, as we do not produce asset information by segment internally.

Operating income as presented in the Consolidated Statements of Income and Comprehensive Income is equal to segment income. Certain income (loss) items in the Consolidated Statements of Income and Comprehensive Income are not allocated to segments. These items, which include interest income (expense), miscellaneous income (expense) and income tax expense, are not considered by management to be part of segment operations and are included under "unallocated interest expense and other."

Segment The following tables summarize the segment information for each of the three years ended December 31 follows: 31:

		Sales by Product Line			Sales by Product Line		
		2022	2021	2020	2023	2022	2021
Southern Timber	Southern Timber	\$264,201	\$204,441	\$191,831			
Pacific Northwest	Pacific Northwest						
Timber	Timber	162,237	143,021	120,809			
New Zealand	New Zealand						
Timber	Timber	274,076	281,158	202,315			
Timber Funds (a)	Timber Funds (a)	—	199,402	29,557			
Real Estate	Real Estate						
Improved Development							
Improved Development							
Improved Development	Improved Development	35,413	51,713	14,498			
Unimproved Development	Unimproved Development	—	37,500	8,426			
Rural	Rural	59,485	43,088	67,152			
Timberland & Non-Strategic	Timberland & Non-Strategic	11,400	44	19,255			
Conservation Easements	Conservation Easements	—	3,855	3,099			
Deferred Revenue/Other	Deferred Revenue/Other	1,239	(2,380)	888			
Large Dispositions	Large Dispositions	30,471	56,048	116,027			
Total Real Estate	Total Real Estate	138,008	189,868	229,345			
Trading	Trading	70,952	95,364	88,973			
Intersegment eliminations (b)	Intersegment eliminations (b)	(402)	(3,657)	(3,676)			
Total Sales	Total Sales	\$909,072	\$1,109,597	\$859,154			

(a) The years year ended December 31, 2021 and December 31, 2020 include \$159.1 million and \$22.7 million, respectively, includes \$159.1 million of sales attributable to noncontrolling interests in Timber Funds. Included in sales attributable to noncontrolling interests in Timber Funds for the year ended December 31, 2021 is \$125.4 million from Fund II Timberland Dispositions attributable to noncontrolling interests in Timber Funds. The year ended December 31, 2021 also includes \$31.4 million from Fund II Timberland Dispositions attributable to Rayonier.

(b) The years ended December 31, 2022 December 31, 2023, 2021 2022 and 2020 2021 include log marketing fees paid to our Trading segment from our Southern Timber and Pacific Northwest Timber segments for marketing log export sales. The years year ended December 31, 2021 and December 31, 2020 include includes the elimination of timberland investment management fees paid to us by the timber funds which were initially recognized as sales and cost of sales within the Timber Funds segment.

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RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

		Operating Income (Loss)		Operating Income (Loss)
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	2022	2021	2020	2023	2022	2021
Southern Timber (a)	\$96,616	\$66,111	\$41,247			
Pacific Northwest Timber (b)	15,192	6,827	(9,979)			
New Zealand Timber	30,621	51,513	29,984			
Southern Timber Pacific Northwest Timber (a)						
New Zealand Timber (b)						
Timber Funds	Timber Funds					
(c)	(c)	—	63,219	(13,195)		
Real Estate (d)	Real Estate (d)	58,495	112,540	71,951		
Trading	Trading	382	144	(462)		
Corporate and other (e)		(35,484)	(30,579)	(45,158)		
Corporate and other						
Total	Total					
Operating	Operating					
Income	Income	165,822	269,775	74,388		
Unallocated interest expense						
and other		(33,642)	(44,627)	(37,595)		
Unallocated interest expense and other (e)						
Total Income	Total Income					
before Income	before Income					
Taxes	Taxes	\$132,180	\$225,148	\$36,793		

- (a) The year ended December 31, 2020 December 31, 2022 includes \$6.0 million \$0.7 million of timber write-offs resulting from casualty events. Timber write-offs resulting from casualty events are recorded within the Consolidated Statements of Income and Comprehensive Income under the caption "Cost of sales."
- (b) The year ended December 31, 2022 December 31, 2023 includes \$0.7 million \$2.3 million of timber write-offs resulting from casualty events. Timber write-offs resulting from casualty events are recorded within the Consolidated Statements of Income and Comprehensive Income under the caption "Cost of sales."
- (c) The year ended December 31, 2021 includes \$45.6 million of operating income attributable to noncontrolling interests in Timber Funds. Included in operating income attributable to noncontrolling interests in Timber Funds for the year ended December 31, 2021 is \$41.2 million of income from Fund II Timberland Dispositions. The year ended December 31, 2021 also includes \$10.3 million of income on Fund II Timberland Dispositions attributable to Rayonier and a \$7.5 million gain on investment in Timber Funds. The year ended December 31, 2020 includes \$11.6 million of operating loss attributable to noncontrolling interests in Timber Funds. Included in operating loss attributable to noncontrolling interests in Timber Funds for the year ended December 31, 2020 is \$7.3 million related to timber write-offs resulting from casualty events. The year ended December 31, 2020 also includes \$1.8 million of timber write-offs resulting from casualty events attributable to Rayonier. Timber write-offs resulting from casualty events are recorded within the Consolidated Statements of Income and Comprehensive Income under the caption "Cost of sales."
- (d) The years ended December 31, 2023, 2022 and 2021 include \$105.1 million, \$16.6 million and \$44.8 million, respectively, from Large Dispositions. The year ended December 31, 2022 includes an \$11.5 million \$11.5 million gain associated with the multi-family apartment complex sale attributable to noncontrolling interests (NCI). The gain associated with the multi-family apartment complex sale attributable to noncontrolling interests was recorded within the Consolidated Statements of Income and Comprehensive Income under the caption "Other operating (expense) income, net". The years ended December 31, 2022, 2021 and 2020 include \$16.6 million, \$44.8 million and \$28.7 million, respectively, from Large Dispositions, net.
- (e) The year ended December 31, 2020 December 31, 2023 includes \$17.2 \$20.7 million of integration and restructuring costs related to the merger net recoveries associated with Pope Resources, legal settlements, which is partially offset by a \$2.0 million pension settlement charge.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

		Gross Capital Expenditures			Gross Capital Expenditures			2021		
		2022	2021	2020	2023	2022	2021			
<u>Capital Expenditures (a)</u>										
Southern Timber										
Southern Timber	Southern Timber	\$39,301	\$35,790	\$35,505						
Pacific Northwest Timber	Pacific Northwest Timber	16,770	16,585	11,367						
New Zealand Timber	New Zealand Timber	18,455	20,128	16,595						
Timber Funds (b)	Timber Funds (b)	—	3,271	2,606						
Real Estate	Real Estate	285	191	428						
Corporate and other	Corporate and other	—	—	—						
Corporate and other										
Total capital expenditures	Total capital expenditures	\$74,811	\$75,965	\$66,500						
<u>Timberland Acquisitions (c)</u>										
<u>Timberland Acquisitions</u>										
<u>Timberland Acquisitions</u>										
Southern Timber	Southern Timber									
Southern Timber	Southern Timber	\$457,770	\$168,188	\$24,241						
Pacific Northwest Timber	Pacific Northwest Timber	26	—	—						
New Zealand Timber	New Zealand Timber	734	10,927	454						
Total timberland acquisitions	Total timberland acquisitions	\$458,530	\$179,115	\$24,695						
Total timberland acquisitions										
Total timberland acquisitions										
Total Gross Capital Expenditures	Total Gross Capital Expenditures	\$533,341	\$255,080	\$91,195						
Total Gross Capital Expenditures										

(a) Excludes timberland acquisitions presented separately, in addition to real estate development investments of \$13.7 million \$23.1 million, \$12.5 million \$13.7 million and \$6.5 million \$12.5 million in the years ended December 31, 2022 December 31, 2023, 2021 2022 and 2020, 2021, respectively.

(b) The years year ended December 31, 2021 and December 31, 2020 include includes \$2.8 million and \$2.3 million, respectively, of capital expenditures attributable to noncontrolling interests in Timber Funds.

(c) Excludes timberland acquired in the Pope Resources merger.

		Depreciation, Depletion and Amortization			Depreciation, Depletion and Amortization			2021
		2022	2021	2020	2023	2022	2021	
Southern Timber								
Southern Timber	Southern Timber	\$60,298	\$54,116	\$61,827				

Pacific	Pacific			
Northwest	Northwest			
Timber	Timber	48,024	50,487	47,107
New	New			
Zealand	Zealand			
Timber	Timber	23,876	27,005	25,030
Timber	Timber			
Funds (a)	Funds (a)	—	97,943	11,884
Real	Real			
Estate (b)	Estate (b)	22,216	17,746	53,093
Corporate	Corporate			
and other	and other	1,255	1,208	1,427
Corporate and other				
Corporate and other				
Total	Total	\$155,669	\$248,505	\$200,368

(a) The year ended December 31, 2021 includes \$78.9 million of depreciation, depletion, and amortization attributable to noncontrolling interests in Timber Funds. Included in depreciation, depletion, and amortization attributable to noncontrolling interests in Timber Funds for the year ended December 31, 2021 is \$66.4 million related to Fund II Timberland Dispositions. The year ended December 31, 2021 also includes \$16.6 million related to Fund II Timberland Dispositions attributable to Rayonier. The year ended December 31, 2020 includes \$10.3 million of depreciation, depletion and amortization attributable to noncontrolling interests in Timber Funds.

(b) The years ended December 31, 2022 December 31, 2023, 2022 and 2021 and 2020 include \$91.1 million, \$8.3 million \$9.8 million and \$35.4 \$9.8 million, respectively, from Large Dispositions.

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RAYONIER INC. AND SUBSIDIARIES
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

		Non-Cash Cost of Land and Improved Development			Non-Cash Cost of Land and Improved Development			2022	2021
		2022	2021	2020	2023				
Timber	Timber								
Funds (a)	Funds (a)	—	\$20,239	—					
Timber Funds (a)									
Timber Funds (a)									
Real	Real								
Estate (b)	Estate (b)	32,934	25,070	82,008					
Total	Total	\$32,934	\$45,309	\$82,008					
Total									
Total									

(a) The year ended December 31, 2021 includes \$20.2 million of non-cash cost of land and improved development from Fund II Timberland Dispositions, of which \$16.2 million was attributable to noncontrolling interests in Timber Funds and \$4.0 million was attributable to Rayonier.

(b) The years ended December 31, 2022 December 31, 2023, 2022 and 2021 and 2020 include \$43.7 million, \$4.6 million \$0.1 million and \$51.6 \$0.1 million, respectively, from Large Dispositions.

		Geographical Operating Information						Geographical Operating Information									
		Sales			Operating Income			Identifiable Assets			Sales		Operating Income		Identifiable Assets		
		2022	2021	2020	2022	2021	2020	2022	2021	2020	2023	2022	2021	2023	2022	2021	2023
United States	United States	\$576,780	\$732,995	\$567,998	\$135,900	\$217,964	\$44,877	\$3,244,128	\$3,046,707								

New Zealand	New Zealand	332,292	376,602	291,156	29,922	51,811	29,511	545,243	589,649
Total	Total	\$909,072	\$1,109,597	\$859,154	\$165,822	\$269,775	\$74,388	\$3,789,371	\$3,636,356

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

3. REVENUE

Contract Balances

The timing of revenue recognition, invoicing and cash collections results in **accounts receivable** **trade receivables** and deferred revenue (contract liabilities) on the Consolidated Balance Sheets. **Accounts receivable** **Trade receivables** are recorded when we have an unconditional right to consideration for completed performance under the contract. Contract liabilities relate to payments received in advance of performance under the contract. Contract liabilities are recognized as revenue as (or when) we perform under the contract.

The following table contains contract balances recorded in the Consolidated Balance Sheets at December 31, 2023 and 2022:

	2023	2022	Balance Sheet Location
Contract assets			
Trade receivables, net (a)	\$28,652	\$27,837	Trade receivables
Contract liabilities			
Deferred revenue, current (b)	19,012	22,762	Deferred revenue
Deferred revenue, non-current (c)	11,294	6,895	Long-term deferred revenue

- (a) The increase in trade receivables was primarily driven by timing of sales in our timber segments.
- (b) The decrease in deferred revenue, current is primarily driven by the satisfaction of post-closing obligations on real estate sales and the timing of advance payments on stumpage contracts, partially offset by increased hunting license renewals and the current portion of a carbon capture and storage contract entered into in the first quarter of 2023.
- (c) The increase in deferred revenue, non-current is primarily driven by a carbon capture and storage contract entered into in the first quarter of 2023.

The following table summarizes revenue recognized during the years ended **December 31, 2022** **December 31, 2023** and **2021** **2022** that was included in the contract liability balance at the beginning of each year:

	Year Ended December 31,	
	2022	2021
Revenue recognized from contract liability balance at the beginning of the year (a)	\$16,148	\$10,809
	Year Ended December 31,	
	2023	2022
Revenue recognized from contract liability balance at the beginning of the year (a)	\$21,187	\$16,148

- (a) Revenue recognized was primarily from hunting licenses, the use of advances on pay-as-cut timber sales and **performance** the satisfaction of post-closing obligations from development on real estate sales.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

The following tables present our revenue from contracts with customers disaggregated by product type for the years ended **December 31, 2022** **December 31, 2023**, **2021** **2022** and **2020** **2021**.

Year Ended	Year Ended	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Real Estate	Trading	Elim.	Total
December 31, 2022									
Year Ended									
December 31, 2023									
Pulpwood	Pulpwood	\$126,884	\$15,094	\$34,027	—	—	\$7,178	—	\$183,183
Sawtimber	Sawtimber	92,512	141,541	219,082	—	—	62,116	—	515,251
Hardwood	Hardwood	17,216	—	—	—	—	—	—	17,216
Total	Total								
Timber	Timber								
Sales	Sales	236,612	156,635	253,109	—	—	69,294	—	715,650
License	License								
Revenue,	Revenue,								
Primarily From	Primarily From								
Hunting	Hunting	21,287	1,076	341	—	—	—	—	22,704
Other Non-Timber/Carbon	Other Non-Timber/Carbon								
Revenue	Revenue	6,302	4,526	20,626	—	—	—	—	31,454
Agency Fee	Agency Fee								
Income	Income	—	—	—	—	—	1,256	—	1,256
Total	Total								
Non-Timber	Non-Timber								
Sales	Sales	27,589	5,602	20,967	—	—	1,256	—	55,414
Total Non-Timber Sales									
Total Non-Timber Sales									
Improved	Improved								
Development	Development	—	—	—	—	—	35,413	—	35,413
Unimproved	Unimproved								
Development	Development								
Rural	Rural	—	—	—	—	—	59,485	—	59,485
Timberland & Non-Strategic	Timberland & Non-Strategic	—	—	—	—	—	11,400	—	11,400
Deferred Revenue/Other (a)									
Deferred Revenue/Other (a)	Deferred Revenue/Other (a)								
Deferred	Deferred								
Revenue/Other	Revenue/Other								
(a)	(a)	—	—	—	—	(38)	—	—	(38)
Large	Large								
Dispositions	Dispositions	—	—	—	—	—	30,471	—	30,471
Total	Total								
Real	Real								
Estate	Estate								
Sales	Sales	—	—	—	—	—	136,731	—	136,731
Revenue from Contracts with Customers	Revenue from Contracts with Customers	264,201	162,237	274,076	—	136,731	70,550	—	907,795
Lease Revenue	Lease Revenue	—	—	—	—	1,277	—	—	1,277
Intersegment	Intersegment	—	—	—	—	—	402	(402)	—

Total	Total						
Revenue	Revenue	\$264,201	\$162,237	\$274,076	—	\$138,008	\$70,952
December 31,							
2022							
Pulpwood							
Pulpwood							
Pulpwood							
Sawtimber							
Hardwood							
Total							
Timber							
Sales							
License							
Revenue,							
Primarily from							
Hunting							
Other Non-							
Timber/Carbon							
Revenue							
Agency Fee							
Income							
Total Non-Timber Sales							
Total Non-Timber Sales							
Total Non-Timber Sales							
Improved							
Development							
Rural							
Rural							
Rural							
Timberland &							
Non-Strategic							
Deferred Revenue/Other (a)							
Deferred Revenue/Other (a)							
Deferred Revenue/Other (a)							
Large							
Dispositions							
Total							
Real							
Estate							
Sales							
Revenue from							
Contracts with							
Customers							
Lease							
Revenue							
Intersegment							
Total							
Revenue							
December 31, 2021							
December 31, 2021							
Pulpwood							
Pulpwood							

Pulpwood	Pulpwood	\$95,995	\$9,336	\$42,836	\$792	—	\$11,369	—	\$160,328
Sawtimber	Sawtimber	79,154	127,768	237,262	38,042	—	82,276	—	564,502
Hardwood	Hardwood	4,671	—	—	—	—	—	—	4,671
Total	Total								
Timber	Timber								
Sales	Sales	179,820	137,104	280,098	38,834	—	93,645	—	729,501
License	License								
Revenue,	Revenue,								
Primarily from	Primarily from								
Hunting	Hunting	18,116	990	385	40	—	—	—	19,531
Other Non-	Other Non-								
Timber/Carbon	Timber/Carbon								
Revenue	Revenue	6,505	4,927	675	439	—	—	—	12,546
Agency Fee	Agency Fee								
Income	Income	—	—	—	—	—	1,399	—	1,399
Fund II	Fund II								
Timberland	Timberland								
Dispositions	Dispositions	—	—	—	156,752	—	—	—	156,752
Total	Total								
Non-	Non-								
Timber	Timber								
Sales	Sales	24,621	5,917	1,060	157,231	—	1,399	—	190,228
Improved	Improved								
Development	Development	—	—	—	—	51,713	—	—	51,713
Unimproved	Unimproved								
Development	Development	—	—	—	—	37,500	—	—	37,500
Rural	Rural	—	—	—	—	43,088	—	—	43,088
Timberland &	Timberland &								
Non-Strategic	Non-Strategic	—	—	—	—	44	—	—	44
Conservation	Conservation								
Easements	Easements	—	—	—	—	3,855	—	—	3,855
Deferred	Deferred								
Revenue/Other	Revenue/Other								
(a)	(a)	—	—	—	(3,532)	—	—	(3,532)	
Large	Large								
Dispositions	Dispositions	—	—	—	—	56,048	—	—	56,048
Total	Total								
Real	Real								
Estate	Estate								
Sales	Sales	—	—	—	—	188,716	—	—	188,716
Revenue from	Revenue from								
Contracts with	Contracts with								
Customers	Customers	204,441	143,021	281,158	196,065	188,716	95,044	—	1,108,445
Lease	Lease								
Revenue	Revenue	—	—	—	—	1,152	—	—	1,152
Intersegment	Intersegment	—	—	—	3,337	—	320	(3,657)	—
Total	Total								
Revenue	Revenue	\$204,441	\$143,021	\$281,158	\$199,402	\$189,868	\$95,364	(\$3,657)	\$1,109,597
December 31, 2020									
Pulpwood		\$94,108	\$10,581	\$27,558	\$784	—	\$10,260	—	\$143,291
Sawtimber		73,683	106,051	166,935	25,195	—	77,314	—	449,178
Hardwood		2,430	—	—	—	—	—	—	2,430
Total Timber Sales		170,221	116,632	194,493	25,979	—	87,574	—	594,899
License Revenue, Primarily									
from Hunting		17,765	843	307	17	—	—	—	18,932

Other Non-Timber/Carbon								
Revenue	3,845	3,334	7,515	124	—	—	—	14,818
Agency Fee Income	—	—	—	—	—	1,160	—	1,160
Total Non-Timber Sales	21,610	4,177	7,822	141	—	1,160	—	34,910
Improved Development	—	—	—	—	14,498	—	—	14,498
Unimproved Development	—	—	—	—	8,426	—	—	8,426
Rural	—	—	—	—	67,152	—	—	67,152
Timberland & Non-Strategic	—	—	—	—	19,255	—	—	19,255
Conservation Easements	—	—	—	—	3,099	—	—	3,099
Deferred Revenue/Other (a)	—	—	—	—	283	—	—	283
Large Dispositions	—	—	—	—	116,027	—	—	116,027
Total Real Estate Sales	—	—	—	—	228,740	—	—	228,740
Revenue from Contracts with								
Customers	191,831	120,809	202,315	26,120	228,740	88,734	—	858,549
Lease Revenue	—	—	—	—	605	—	—	605
Intersegment	—	—	—	3,437	—	239	(3,676)	—
Total Revenue	\$191,831	\$120,809	\$202,315	\$29,557	\$229,345	\$88,973	(\$3,676)	\$859,154

(a) Includes deferred revenue adjustments, revenue true-ups and marketing fees related to Improved Development sales.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

The following tables present our timber sales disaggregated by contract type for the years ended December 31, 2022 December 31, 2023, 2021 2022 and 2020: 2021:

Year Ended	Year Ended	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Trading	Total	Year Ended	Southern Timber	Pacific Northwest Timber	New Zealand Timber	Timber Funds	Trading	Total
December 31, 2022														
December 31, 2023														
Stumpage Pay-as-Cut														
Stumpage Pay-as-Cut														
Stumpage Pay-as-Cut	Stumpage Pay-as-Cut	\$98,967	—	—	—	—	\$98,967							
Stumpage Lump Sum	Stumpage Lump Sum	1,022	7,770	—	—	—	8,792							
Total Stumpage	Total Stumpage	99,989	7,770	—	—	—	107,759							
Total Stumpage														
Delivered Wood (Domestic)														
Delivered Wood (Domestic)														
Delivered Wood (Domestic)	Delivered Wood (Domestic)	125,136	137,421	62,068	—	2,310	326,935							
Delivered Wood (Export)	Delivered Wood (Export)	11,487	11,444	191,041	—	66,984	280,956							
Total Delivered	Total Delivered	136,623	148,865	253,109	—	69,294	607,891							
Total Timber Sales	Total Timber Sales	\$236,612	\$156,635	\$253,109	—	\$69,294	\$715,650							

Total Timber Sales							
Total Timber Sales							
December 31, 2021							
December 31, 2022							
December 31, 2022							
December 31, 2022							
Stumpage Pay-as-Cut							
Stumpage Pay-as-Cut							
Stumpage	Stumpage						
Pay-as-Cut	Pay-as-Cut	\$68,471	—	—	\$768	—	\$69,239
Stumpage	Stumpage						
Lump Sum	Lump Sum	6,890	10,769	—	—	—	17,659
Total	Total						
Stumpage	Stumpage	75,361	10,769	—	768	—	86,898
Total Stumpage							
Total Stumpage							
Delivered Wood (Domestic)							
Delivered Wood (Domestic)							
Delivered Wood (Domestic)	Delivered Wood (Domestic)	81,803	126,335	73,543	38,066	3,731	323,478
Delivered Wood (Export)	Delivered Wood (Export)	22,656	—	206,555	—	89,914	319,125
Total	Total						
Delivered	Delivered	104,459	126,335	280,098	38,066	93,645	642,603
Total Timber Sales	Total Timber Sales	\$179,820	\$137,104	\$280,098	\$38,834	\$93,645	\$729,501
Total Timber Sales							
Total Timber Sales							
December 31, 2020							
December 31, 2021							
December 31, 2021							
December 31, 2021							
Stumpage Pay-as-Cut							
Stumpage Pay-as-Cut							
Stumpage	Stumpage						
Pay-as-Cut	Pay-as-Cut	\$68,684	—	—	\$1,731	—	\$70,415
Stumpage	Stumpage						
Lump Sum	Lump Sum	2,027	8,142	—	—	—	10,169
Total	Total						
Stumpage	Stumpage	70,711	8,142	—	1,731	—	80,584
Total Stumpage							
Total Stumpage							
Delivered Wood (Domestic)							
Delivered Wood (Domestic)							
Delivered Wood (Domestic)	Delivered Wood (Domestic)	85,996	108,490	62,568	24,248	1,768	283,070
Delivered Wood (Export)	Delivered Wood (Export)	13,514	—	131,925	—	85,806	231,245
Total	Total						
Delivered	Delivered	99,510	108,490	194,493	24,248	87,574	514,315
Total Timber Sales	Total Timber Sales	\$170,221	\$116,632	\$194,493	\$25,979	\$87,574	\$594,899
Total Timber Sales							
Total Timber Sales							

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
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4. TIMBERLAND ACQUISITIONS

During 2023, we acquired approximately 4,000 acres of U.S. timberland located in Florida, Georgia, Texas and Washington through six transactions for an aggregate value of \$13.2 million, which were funded with cash on hand and like-kind exchange proceeds. We also incurred approximately \$0.9 million of additional costs associated with acquisitions completed in the prior year. Additionally, during 2023, we acquired approximately 1,000 acres of leased timberland in New Zealand.

In December 2022, we completed the acquisitions of approximately 138,000 acres of high-quality commercial timberlands located in Texas, Georgia, Alabama, and Louisiana from Manulife Investment Management for approximately \$454.5 million in the aggregate. We funded the acquisitions with incremental borrowings, cash on hand, and like-kind exchange proceeds. Additionally, in five transactions during 2022, we acquired approximately 2,000 acres of U.S. timberland located in Alabama, Florida, Georgia and Washington for an aggregate value of \$3.3 million, which were primarily funded from operating cash flow.

During 2022, we also acquired approximately 1,000 acres of timberland (including approximately 400 acres of leased land) in New Zealand for approximately \$0.7 million. These acquisitions were funded from operating cash flow.

In 2021, we acquired approximately 100,000 acres of U.S. timberland located in Florida, Georgia and Texas through seven transactions for an aggregate value of \$168.2 million, which were funded from operating cash flow, proceeds from the sale of the Timber Funds business and use of the Company's 2020 ATM Program. Additionally, during 2021, we acquired approximately 3,000 acres of timberland (including approximately 1,000 acres of leased land) in New Zealand for approximately \$10.9 \$0.7 million. These acquisitions were funded from operating cash flow.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
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The following table summarizes the timberland acquisitions for the years ended December 31, 2022 December 31, 2023 and 2021: 2022:

	2023		2023		2022	
	Cost		Cost	Acres	Cost	Acres
Alabama (a)						
Florida						
Georgia (a)						
	2022		2021			
Louisiana (a)						
	Cost	Acres	Cost	Acres		
Alabama	124,020	35,995	—	—		
Florida	1,053	741	31,342	24,153		
Georgia	130,124	28,514	38,339	24,776		
Louisiana (a)						
Louisiana	24,373	9,110	—	—		
Texas	178,200	65,226	98,507	51,568		
Louisiana (a)						
Texas (a)						
Washington	Washington	26	20	—	—	
New Zealand	New Zealand	734	1,409	10,927	2,676	
Total	Total					
Acquisitions	Acquisitions	\$458,530	141,015	\$179,115	103,173	

(a) Includes costs incurred in 2023 associated with acquisitions completed in the fourth quarter of 2022.

5. NONCONTROLLING INTERESTS

NONCONTROLLING INTERESTS IN CONSOLIDATED AFFILIATES

Matariki Forestry Group

We maintain a 77% controlling financial interest in Matariki Forestry Group (the "New Zealand subsidiary"), a joint venture that owns or leases approximately 417,000 421,000 legal acres of New Zealand timberland. Accordingly, we consolidate the New Zealand subsidiary's balance sheet and results of operations. The portions of the consolidated financial position and results of operations attributable to the New Zealand subsidiary's 23% noncontrolling interest are reflected as an adjustment to income in our Consolidated Statements of Income and Comprehensive Income under the caption "Net (income) loss income attributable to noncontrolling interests in consolidated affiliates." Rayonier New Zealand Limited ("RNZ"), a wholly-owned subsidiary, serves as the manager of the New Zealand subsidiary.

The following table sets forth the income attributable to the New Zealand subsidiary's noncontrolling interests:

	2022	2021	2020
Net income attributable to noncontrolling interests in the New Zealand subsidiary	\$2,966	\$7,696	\$4,920
	2023	2022	2021

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RAYONIER INC. AND SUBSIDIARIES
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Ferncliff Investors

We maintain an ownership interest in Ferncliff Investors, a real estate joint venture entity. In 2017, Ferncliff Management and Ferncliff Investors were formed for the purpose of raising capital from third parties to invest in an unconsolidated real estate joint venture entity, Bainbridge Landing LLC, for the development of a multi-family community containing apartments and townhouses on a five-acre parcel in Bainbridge Island, Washington. Ferncliff Management is the manager and 33.33% owner of Ferncliff Investors, with the remaining ownership interest in Ferncliff Investors held by third-party investors. Ferncliff Investors holds a 50% interest in Bainbridge Landing LLC, the joint venture entity that owns and is developing the property.

In 2022, Bainbridge Landing, LLC completed the planned sale of its multi-family apartment complex in Bainbridge Island, Washington for a purchase price of \$65.5 million. The equity income related to the apartment complex sale was \$16.0 million, of which \$4.5 million was attributable to Rayonier. We recognized the gain on the sale in our Consolidated Statements of Income and Comprehensive Income under the caption "Other operating (expense) income, net."

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RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

(Dollar amounts in thousands unless otherwise stated)

NONCONTROLLING INTERESTS IN THE OPERATING PARTNERSHIP

Noncontrolling interests in the operating partnership relate to the third-party ownership of redeemable operating partnership Units. Net income attributable to the noncontrolling interests in the operating partnership is computed by applying the weighted average redeemable operating partnership units outstanding during the period as a percentage of the weighted average total units outstanding to the Operating Partnership's net income for the period. If a noncontrolling unitholder redeems a unit for a registered common share of Rayonier or cash, the noncontrolling interests in the operating partnership will be reduced and the Company's share in the Operating Partnership will be increased by the fair value of each security at the time of redemption.

The following table sets forth the Company's noncontrolling interests in the operating partnership:

	2022	2021			2023		2022
			2023			2023	
Beginning noncontrolling interests in the operating partnership	Beginning noncontrolling interests in the operating partnership		\$133,823	\$130,121			

Adjustment of noncontrolling interests in the operating partnership	Adjustment of noncontrolling interests in the operating partnership	(23,155)	42,530
Adjustment of noncontrolling interests in the operating partnership			
Adjustment of noncontrolling interests in the operating partnership			
Conversions of redeemable operating partnership units to common shares	Conversions of redeemable operating partnership units to common shares	(3,925)	(40,676)
Net income attributable to noncontrolling interests in the operating partnership	Net income attributable to noncontrolling interests in the operating partnership	2,393	4,516
Other comprehensive income attributable to noncontrolling interests in the operating partnership		295	1,601
Distributions to noncontrolling interests in the operating partnership		(3,668)	(4,269)
Other comprehensive (loss) income attributable to noncontrolling interests in the operating partnership			
Distributions to noncontrolling interests in the operating partnership (a)			
Total noncontrolling interests in the operating partnership	Total noncontrolling interests in the operating partnership	\$105,763	\$133,823

(a) The year ended December 31, 2023 includes an additional distribution of \$0.20 per operating partnership unit. The cash distribution amount of \$0.5 million was payable on January 12, 2024, to holders of record on December 29, 2023.

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RAYONIER INC. AND SUBSIDIARIES
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

(Dollar amounts in thousands unless otherwise stated)

6. EARNINGS PER SHARE AND PER UNIT

Basic earnings per common share ("EPS") is calculated by dividing net income attributable to Rayonier Inc. by the weighted average number of common shares outstanding during the year. Diluted EPS is calculated by dividing net income attributable to Rayonier Inc., before net income attributable to noncontrolling interests in the operating partnership by the weighted average number of common shares outstanding adjusted to include the potentially dilutive effect of outstanding stock options, performance shares, restricted shares, restricted stock units and noncontrolling interests in operating partnership units.

The following table provides details of the calculations of basic and diluted earnings per common share of the Company for the three years ended December 31:

	2022	2021	2020	2023	2022	2021
Earnings per common share - basic						
Numerator:	Numerator:					
Net Income						
Net Income						
Net Income	Net Income	\$122,791	\$210,487	\$29,784		
Less: Net income attributable to noncontrolling interests in the operating partnership	Less: Net income attributable to noncontrolling interests in the operating partnership	(2,393)	(4,516)	(528)		
Less: Net (income) loss attributable to noncontrolling interests in consolidated affiliates		(13,321)	(53,421)	7,828		
Less: Net income attributable to noncontrolling interests in consolidated affiliates						
Net income attributable to Rayonier Inc.	Net income attributable to Rayonier Inc.	<u>\$107,077</u>	<u>\$152,550</u>	<u>\$37,084</u>		
Denominator:	Denominator:					
Denominator for basic earnings per common share - weighted average shares						
Denominator for basic earnings per common share - weighted average shares						
Denominator for basic earnings per common share - weighted average shares	Denominator for basic earnings per common share - weighted average shares	146,209,847	140,812,882	133,865,867		
Basic earnings per common share attributable to Rayonier Inc.:	Basic earnings per common share attributable to Rayonier Inc.:	\$0.73	\$1.08	\$0.28		
Earnings per common share - diluted	Earnings per common share - diluted					

Numerator:	Numerator:			
Numerator:				
Numerator:				
Net Income	Net Income	\$122,791	\$210,487	\$29,784
Less: Net (income) loss attributable to noncontrolling interests in consolidated affiliates		(13,321)	(53,421)	7,828
Net Income				
Net Income				
Less: Net income attributable to noncontrolling interests in consolidated affiliates				
Net income attributable to Rayonier Inc., before net income attributable to noncontrolling interests in the operating partnership				
Net income attributable to Rayonier Inc., before net income attributable to noncontrolling interests in the operating partnership				
Net income attributable to Rayonier Inc., before net income attributable to noncontrolling interests in the operating partnership	Net income attributable to Rayonier Inc., before net income attributable to noncontrolling interests in the operating partnership	\$109,470	\$157,066	\$37,612
Denominator:	Denominator:			
Denominator for basic earnings per common share - weighted average shares	Denominator for basic earnings per common share - weighted average shares	146,209,847	140,812,882	133,865,867
Denominator for basic earnings per common share - weighted average shares	Denominator for basic earnings per common share - weighted average shares			
Add: Dilutive effect of:	Add: Dilutive effect of:			
Stock options	Stock options	5,132	8,727	633

Performance shares, restricted shares and restricted stock units	Performance shares, restricted shares and restricted stock units	669,501	416,527	198,955				
Noncontrolling interests in operating partnership units	Noncontrolling interests in operating partnership units	3,268,473	4,062,725	2,877,447				
Denominator for diluted earnings per common share - adjusted weighted average shares	Denominator for diluted earnings per common share - adjusted weighted average shares	150,152,953	145,300,861	136,942,902				
Denominator for diluted earnings per common share - adjusted weighted average shares	Denominator for diluted earnings per common share - adjusted weighted average shares							
Diluted earnings per common share attributable to Rayonier Inc.:	Diluted earnings per common share attributable to Rayonier Inc.:	\$0.73	\$1.08	\$0.27				
Diluted earnings per common share attributable to Rayonier Inc.:	Diluted earnings per common share attributable to Rayonier Inc.:							
Anti-dilutive shares excluded from computations of diluted earnings per share:	Anti-dilutive shares excluded from computations of diluted earnings per share:							
Anti-dilutive shares excluded from computations of diluted earnings per share:	Anti-dilutive shares excluded from computations of diluted earnings per share:							
Stock options, performance shares, restricted shares and restricted stock units	Stock options, performance shares, restricted shares and restricted stock units	103,514	149,705	450,551				
Stock options, performance shares, restricted shares and restricted stock units	Stock options, performance shares, restricted shares and restricted stock units							
Stock options, performance shares, restricted shares and restricted stock units	Stock options, performance shares, restricted shares and restricted stock units							

RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
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Basic earnings per unit ("EPU") is calculated by dividing net income available to unitholders of Rayonier, L.P. by the weighted average number of units outstanding during the year. Diluted EPU is calculated by dividing net income available to unitholders of Rayonier, L.P. by the weighted average number of units outstanding adjusted to include the potentially dilutive effect of outstanding unit equivalents, including stock options, performance shares, restricted shares and restricted stock units.

The following table provides details of the calculations of basic and diluted earnings per unit of the Operating Partnership for the three years ended December 31:

		2022	2021	2020		2023	2022	2021
Earnings per unit - basic	Earnings per unit - basic							
Numerator:	Numerator:							
Numerator:								
Net Income	Net Income	\$122,791	\$210,487	\$29,784				
Less: Net (income) loss attributable to noncontrolling interests in consolidated affiliates		(13,321)	(53,421)	7,828				
Net Income								
Net Income								
Less: Net income attributable to noncontrolling interests in consolidated affiliates								
Net income available to unitholders	Net income available to unitholders	\$109,470	\$157,066	\$37,612				
Denominator:	Denominator:							
Denominator for basic earnings per unit - weighted average units								
Denominator for basic earnings per unit - weighted average units								
Denominator for basic earnings per unit - weighted average units	Denominator for basic earnings per unit - weighted average units	149,478,320	144,875,607	136,743,314				
Basic earnings per unit attributable to Rayonier, L.P.:	Basic earnings per unit attributable to Rayonier, L.P.:	\$0.73	\$1.08	\$0.28				
Earnings per unit - diluted	Earnings per unit - diluted							
Numerator:	Numerator:							
Numerator:								
Net Income	Net Income	\$122,791	\$210,487	\$29,784				

Less: Net (income) loss attributable to noncontrolling interests in consolidated affiliates	(13,321)	(53,421)	7,828
Net Income			
Net Income			
Less: Net income attributable to noncontrolling interests in consolidated affiliates			
Net income available to unitholders			
Net income available to unitholders			
Net income available to unitholders	<u>Net income</u>	<u>available to</u>	<u>unitholders</u>
available to unitholders	\$109,470	\$157,066	\$37,612
Denominator:	Denominator:		
Denominator for basic earnings per unit - weighted average units	Denominator for basic earnings per unit - weighted average units	149,478,320	144,875,607
Denominator for basic earnings per unit - weighted average units		136,743,314	
Denominator for basic earnings per unit - weighted average units			
Add: Dilutive effect of unit equivalents:	Add: Dilutive effect of unit equivalents:		
Stock options	Stock options		
Stock options	Stock options		
Stock options	Stock options	5,132	8,727
Performance shares, restricted shares and restricted stock units	Performance shares, restricted shares and restricted stock units	669,501	416,527
Denominator for diluted earnings per unit - adjusted weighted average units	Denominator for diluted earnings per unit - adjusted weighted average units	150,152,953	145,300,861
Denominator for diluted earnings per unit - adjusted weighted average units		136,942,902	
Denominator for diluted earnings per unit - adjusted weighted average units			

Diluted earnings per unit attributable to Rayonier, L.P.	Diluted earnings per unit attributable to Rayonier, L.P.	\$0.73	\$1.08	\$0.27			
Diluted earnings per unit attributable to Rayonier, L.P.							
Diluted earnings per unit attributable to Rayonier, L.P.							
	2022	2021	2020		2023	2022	2021
Anti-dilutive unit equivalents excluded from computations of diluted earnings per unit:	Anti-dilutive unit equivalents excluded from computations of diluted earnings per unit:						
Stock options, performance shares, restricted shares and restricted stock units	Stock options, performance shares, restricted shares and restricted stock units	103,514	149,705	450,551			
Stock options, performance shares, restricted shares and restricted stock units							
Stock options, performance shares, restricted shares and restricted stock units							

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RAYONIER INC. AND SUBSIDIARIES
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7. DEBT

Our debt consisted of the following at December 31, 2022 December 31, 2023 and 2021; 2022:

	2022	2021		2023			2022
	2023			2023			
Debt:	Debt:						
Senior Notes due 2031 at a fixed interest rate of 2.75%	Senior Notes due 2031 at a fixed interest rate of 2.75%		\$450,000	\$450,000			
2015 Term Loan Facility borrowings due 2028 at a variable interest rate of 5.4% at December 31, 2022	350,000	350,000					
2022 Incremental Term Loan Facility borrowings due 2027 at a variable interest rate of 5.21% at December 31, 2022	250,000	—					
2016 Incremental Term Loan Facility borrowings due 2026 at a variable interest rate of 5.54% at December 31, 2022	200,000	200,000					

2021 Incremental Term Loan			
Facility borrowings due 2029			
at a variable interest rate of			
5.35% at December 31, 2022	200,000	—	
Senior Notes due 2031 at a			
fixed interest rate of 2.75%			
Senior Notes due 2031 at a			
fixed interest rate of 2.75%			
2015 Term			
Loan Facility			
borrowings			
due 2028 at a			
variable			
interest rate			
of 7.03% at			
December 31,			
2023			
2021			
Incremental			
Term Loan			
Facility			
borrowings			
due 2029 at a			
variable			
interest rate			
of 6.98% at			
December 31,			
2023			
2016			
Incremental			
Term Loan			
Facility			
borrowings			
due 2026 at a			
variable			
interest rate			
of 7.08% at			
December 31,			
2023			
2022 Incremental Term Loan			
Facility borrowings due 2027			
at a variable interest rate of			
7.03% at December 31, 2023			
2022 Incremental Term Loan			
Facility borrowings due 2027			
at a variable interest rate of			
7.03% at December 31, 2023			
2022 Incremental Term Loan			
Facility borrowings due 2027			
at a variable interest rate of			
7.03% at December 31, 2023			
New Zealand subsidiary			
noncontrolling interest			
shareholder loan due 2026 at			
a fixed interest rate of 3.64%			
New Zealand subsidiary			
noncontrolling interest			
shareholder loan due 2026 at			
a fixed interest rate of 3.64%			
New Zealand subsidiary	New Zealand subsidiary		
noncontrolling interest	noncontrolling interest		
shareholder	shareholder		
loan due	loan due		
2026 at a	2026 at a		
fixed interest	fixed interest		
rate of 3.64%	rate of 3.64%	25,586	27,519

New Zealand subsidiary noncontrolling interest shareholder loan due 2027 at a fixed interest rate of 6.48%	New Zealand subsidiary noncontrolling interest shareholder loan due 2027 at a fixed interest rate of 6.48%	25,586	—
New Zealand subsidiary noncontrolling interest shareholder loan due 2025 at a fixed interest rate of 2.95%	New Zealand subsidiary noncontrolling interest shareholder loan due 2025 at a fixed interest rate of 2.95%	21,931	23,588
Senior Notes due 2022 at a fixed interest rate of 3.75%	—	325,000	
Total principal debt			
Total principal debt			
Total principal debt	Total principal debt	1,523,103	1,376,107
Less: Unamortized discounts	Less: Unamortized discounts	(3,104)	(3,426)
Less: Current maturities of long-term debt	—	(124,965)	
Less: Unamortized discounts	Less: Unamortized discounts		
Less: Deferred financing costs	Less: Deferred financing costs		
Less: Deferred financing costs	Less: Deferred financing costs	(5,278)	(4,897)
Total long-term debt	Total long-term debt	\$1,514,721	\$1,242,819

Principal payments due during the next five years and thereafter are as follows:

2023	—
2024	
2024	
2024	2024
2025	2025
2025	—
2025	
2026	
2026	
2026	2026
2026	225,586
2027	2027
2027	275,586
2027	
2027	
2028	
2028	

2028		
Thereafter		
Thereafter		
Thereafter	Thereafter	1,000,000
Total debt	Total debt	\$1,523,103
Total debt		
Total debt		

2.75% SENIOR NOTES ISSUED MAY 2021

In May 2021, Rayonier, L.P. issued \$450 million of 2.75% Senior Notes due 2031, guaranteed by certain subsidiaries. Semi-annual payments of interest only are due on these notes through maturity. The Senior Notes due 2031 were sold at an issue price of 99.195% of their face value, before underwriters discount. Our net proceeds after deducting approximately \$3.9 million of underwriting discounts and expenses, were approximately \$442.5 million. The discount and debt issuance costs are being amortized to interest expense over the term of the notes using the effective interest method.

TERM CREDIT AGREEMENTS

We have entered into several credit agreements with CoBank, ACB, as administrative agent, and a syndicate of Farm Credit Institutions. Our various term credit facilities issued through the Farm Credit System provide for annual patronage payments, which are profit distributions made by the cooperative to its member-users based on the quantity or value of business done with the member-user.

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RAYONIER INC. AND SUBSIDIARIES
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
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In December 2022, we amended all of our term credit agreements to convert the interest rate benchmark from LIBOR to Daily Simple SOFR plus a credit spread adjustment. While all of our term credit facilities provide for variable interest rates based on a spread over Daily Simple SOFR, we have entered into multiple interest rate swap agreements to fix portions of our variable rate exposure. For each credit facility described below, we provide our estimated effective interest rate after consideration of estimated patronage payments and interest rate swaps.

2015 TERM LOAN AGREEMENT

In August 2015, we entered into a credit agreement with CoBank, ACB, as administrative agent, and a syndicate of Farm Credit institutions and other commercial banks to provide \$550 million of credit facilities, including a nine-year \$350 million term loan facility ("2015 Term Loan Facility"). The periodic interest rate on the 2015 Term Loan Facility is subject to a pricing grid based on our leverage ratio, as defined in the Term Credit Agreement. As of December 31, 2022 December 31, 2023, the periodic interest rate on the 2015 Term Loan Facility was Daily Simple SOFR plus 1.6% plus a credit spread adjustment of 0.1%. Monthly payments of interest only are due on this loan through maturity. We estimate the effective interest rate on this term loan facility to be approximately 3.0% after consideration of the interest rate swaps and estimated patronage refunds. For additional information on our interest rate swaps, see [Note 8 — Derivative Financial Instruments and Hedging Activities](#).

2022 INCREMENTAL TERM LOAN AGREEMENT

In December 2022, we entered into an Incremental Term Loan Agreement to provide a five-year \$250 million senior unsecured incremental term loan facility ("2022 Incremental Term Loan Facility"). The proceeds from During the 2022 Incremental Term Loan Facility were used to partially fund our acquisition of high-quality commercial timberlands located in Texas, Georgia, Alabama and Louisiana for an aggregate purchase price of approximately \$454.5 million, after customary purchase price adjustments at closing. The principal balance on this loan. The periodic interest rate on the 2022 Incremental Term Loan Facility is subject to a pricing grid based on our leverage ratio, as defined in the Incremental Term Loan Agreement. As of December 31, 2022 December 31, 2023, the periodic interest rate on the \$100 million 2022 Incremental Term Loan Facility was Daily Simple SOFR plus 1.6% plus a credit spread adjustment of 0.1%. Monthly payments of interest only are due on this loan through maturity. We estimate the effective interest rate on this term loan facility to be approximately 4.9% 4.6% after consideration of interest rate swaps and estimated patronage refunds. For additional information on our interest rate swaps, see [Note 8 — Derivative Financial Instruments and Hedging Activities](#).

2016 INCREMENTAL TERM LOAN AGREEMENT

In April 2016, we entered into an Incremental Term Loan Agreement to provide a 10-year, \$300 million term loan facility ("2016 Incremental Term Loan Facility") of which \$100 million was subsequently repaid. The periodic interest rate on the 2016 Incremental Term Loan Facility is subject to a pricing grid based on our leverage ratio, as defined in the Incremental Term Loan Agreement. As of December 31, 2022 December 31, 2023, the periodic interest rate on the \$200 million 2016 Incremental Term Loan Facility was Daily Simple SOFR plus 1.65% plus a credit spread adjustment of 0.1%. Monthly payments of interest only are due on this loan through maturity. We estimate the effective interest rate on this term loan facility to be approximately 2.4% after consideration of interest rate swaps and estimated patronage payments. For additional information on our interest rate swaps, see [Note 8 — Derivative Financial Instruments and Hedging Activities](#).

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2021 INCREMENTAL TERM LOAN AGREEMENT

In June 2021, we entered into an Incremental Term Loan Agreement, which provided us the ability to make an advance of \$200 million on or before June 1, 2022. In January 2022, we made a \$200 million draw on our 2021 Incremental Term Loan Facility. **Proceeds from the 2021 Incremental Term Loan Facility were used to repay the outstanding principal on our Revolving Credit Facility, which was used to fund the repayment of the Senior Notes due 2022.** The periodic interest rate on the 2021 Incremental Term Loan Facility is subject to a pricing grid based on our leverage ratio, as defined in the Incremental Term Loan Agreement. As of **December 31, 2022** **December 31, 2023**, the periodic interest rate on the 2021 Incremental Term Loan Facility was Daily Simple SOFR plus 1.55% plus a credit spread adjustment of 0.1%. Monthly payments of interest only are due on this loan through maturity. We estimate the effective interest rate on this term loan facility to be approximately 1.5% after consideration of interest rate swaps and estimated patronage refunds. For additional information on our interest rate swaps, see [Note 8 — Derivative Financial Instruments and Hedging Activities](#).

REVOLVING CREDIT FACILITY

In December 2022, we amended the \$300 million Revolving Credit Facility to convert the interest rate benchmark from LIBOR to Daily Simple SOFR plus a credit spread adjustment. The periodic interest rate on the Revolving Credit Facility is subject to a pricing grid based on our leverage ratio, as defined in the Term Credit Agreement. As of **December 31, 2022** **December 31, 2023**, the periodic interest rate on the Revolving Credit Facility was Daily Simple SOFR plus 1.25% plus a credit spread adjustment of 0.1%, with an unused commitment fee of 0.175%. Monthly payments of interest only are due on this loan through maturity. See [Note 23 — Other Assets](#) for additional information about deferred financing costs related to revolving debt.

During the year ended **December 31, 2022** **December 31, 2023**, we made **no** borrowings and repayments **of \$200 million** **on our Revolving Credit Facility**. At **December 31, 2022** **December 31, 2023**, we had available borrowings of **\$296.2** **\$289.9** million, net of **\$3.8** **\$10.1** million to secure our outstanding letters of credit.

3.75% SENIOR NOTES ISSUED MARCH 2012

In March 2012, Rayonier Inc. issued \$325 million of 3.75% Senior Notes due 2022. In January 2022, we repaid the \$325 million outstanding on the Senior Notes due 2022.

NEW ZEALAND SUBSIDIARY DEBT

WORKING CAPITAL FACILITY

In **June 2022**, **July 2023**, the New Zealand subsidiary renewed its NZ\$20 million working capital facility, **for an additional 12-month term**, **extending its maturity date to June 30, 2024**. The facility is available for short-term operating cash flow needs of the New Zealand subsidiary. This facility holds a variable interest rate indexed to the 90-day New Zealand Bank Bill rate ("BKBM"). The margins are set for the term of the facility. During the year ended **December 31, 2022** **December 31, 2023**, the New Zealand subsidiary made **no** borrowings **and or** repayments of **\$7.1** million, **net of changes in exchange rates**, on its working capital facility. At **December 31, 2022** **December 31, 2023**, there was no outstanding balance on the facility.

SHAREHOLDER LOANS

The New Zealand subsidiary **periodically makes** **has made** capital distributions **in the past** to its partners on a pro rata basis to redeem certain equity interests, which **are** **were** reinvested by the partners into shareholder loans to the New Zealand subsidiary. Our capital distribution and portion of the shareholder loan are eliminated in consolidation. The capital distribution to the minority shareholder and its reinvestment in the shareholder loan results in the recording of a loan payable by the New Zealand subsidiary. Except for changes in the New Zealand foreign exchange rate, there have been no adjustments to the carrying value of the shareholder loan since its inception. See [Note 5 — Noncontrolling Interests](#) for more information regarding the New Zealand subsidiary.

SHAREHOLDER LOAN DUE 2026

In July 2021, the New Zealand subsidiary recorded of a loan payable in the amount of \$28.1 million due in 2026 at a fixed interest rate of 3.64%. As of December 31, 2022, the outstanding balance is \$25.6 million.

SHAREHOLDER LOAN DUE 2027

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RAYONIER INC. AND SUBSIDIARIES
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
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In April 2022, the New Zealand subsidiary recorded a loan payable in the amount of \$27.9 million due in 2027 at a fixed interest rate of 6.48%. As of December 31, 2022, the outstanding balance is \$25.6 million.

SHAREHOLDER LOAN DUE 2025

In September 2020, the New Zealand subsidiary recorded a loan payable in the amount of \$23.3 million due in 2025 at a fixed interest rate of 2.95%. As of December 31, 2022, the outstanding balance is \$21.9 million.

SHAREHOLDER LOAN DUE 2026

In July 2021, the New Zealand subsidiary recorded a loan payable in the amount of \$28.1 million due in 2026 at a fixed interest rate of 3.64%. As of December 31, 2023, the outstanding balance is \$25.5 million.

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RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

(Dollar amounts in thousands unless otherwise stated)

SHAREHOLDER LOAN DUE 2027

In April 2022, the New Zealand subsidiary recorded a loan payable in the amount of \$27.9 million due in 2027 at a fixed interest rate of 6.48%. As of December 31, 2023, the outstanding balance is \$25.5 million.

DEBT COVENANTS

In connection with our Term Credit Agreement, Incremental Term Loan Agreement, 2021 Incremental Term Loan Agreement, 2022 Incremental Term Loan Agreement and Revolving Credit Facility, customary covenants must be met, the most significant of which include interest coverage and leverage ratios.

The covenants listed below, which are the most significant financial covenants in effect as of December 31, 2022 December 31, 2023, are calculated on a trailing 12-month basis:

		Covenant	Actual					
		Requirement	Ratio	Favorable				
Covenant					Covenant		Actual	
Requirement					Requirement		Ratio	
Covenant	Covenant							
EBITDA to	EBITDA to							
consolidated	consolidated							
interest	interest							
expense	expense							
should not	should not	9.9 to			Covenant EBITDA to consolidated interest expense should	2.5 to		
be less than	be less than	2.5 to 1	1	7.4	not be less than	1	11.5 to 1	
Covenant	Covenant							
debt to	debt to							
covenant	covenant							
net worth	net worth							
plus	plus							
covenant	covenant							
debt shall	debt shall				Covenant debt to covenant net worth plus covenant debt			
not exceed	not exceed	65 %	45 %	20 %	shall not exceed	65 %	43 %	22 %

In addition to these financial covenants listed above, the Senior Notes due 2031, Term Credit Agreement, Incremental Term Loan Agreement, 2021 Incremental Term Loan Facility, 2022 Incremental Term Loan Facility, and Revolving Credit Facility include customary covenants that limit the incurrence of debt and the disposition of assets, among others. At December 31, 2022 December 31, 2023, we were in compliance with all applicable covenants.

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RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

8. DERIVATIVE FINANCIAL INSTRUMENTS AND HEDGING ACTIVITIES

We are exposed to market risk related to potential fluctuations in foreign currency exchange rates and interest rates. We use derivative financial instruments to mitigate the financial impact of exposure to these risks.

Accounting for derivative financial instruments is governed by ASC Topic 815, *Derivatives and Hedging*, ("ASC 815"). In accordance with ASC 815, we record our derivative instruments at fair value as either assets or liabilities in the Consolidated Balance Sheets. Changes in the instruments' fair value are accounted for based on their intended use. Gains and losses on derivatives that are designated and qualify for cash flow hedge accounting are recorded as a component of accumulated other comprehensive income ("AOCI") and reclassified into earnings when the hedged transaction materializes. Gains and losses on derivatives that are designated and qualify for net investment hedge accounting are recorded as a component of AOCI and will not be reclassified into earnings until the investment is partially or completely liquidated. The changes in the fair value of derivatives not designated as hedging instruments and those which are no longer effective as hedging instruments, are recognized immediately in earnings.

FOREIGN CURRENCY EXCHANGE AND OPTION CONTRACTS

Our New Zealand subsidiary's domestic sales and operating expenses are predominately denominated in New Zealand dollars, while its export sales, shareholder distributions and ocean freight payments are predominately denominated in U.S. dollars. To the extent New Zealand dollar costs exceed New Zealand dollar revenues (the "foreign exchange exposure"), the New Zealand subsidiary manages the foreign exchange exposure through the use of derivative financial instruments. It typically hedges a portion of export sales receipts to cover 50% to 90% of the projected foreign exchange exposure for the following 12 months, up to 75% for the forward 12 to 18 months and up to 50% for the forward 18 to 24 months. Additionally, it will occasionally hedge export sales receipts to cover up to 50% of the foreign exchange exposure for the forward 24 to 36 months and up to 25% of the foreign exchange exposure for the forward 36 to 48 months when the New Zealand dollar is at a cyclical low versus the U.S. dollar. The New Zealand subsidiary's trading operations typically hedge a portion of export sales receipts to cover the projected foreign exchange exposure for the following three months. As of December 31, 2022 December 31, 2023, foreign currency exchange contracts and foreign currency option contracts had maturity dates through September 2025 and October 2025, respectively November 2026.

Foreign currency exchange and option contracts hedging foreign currency risk qualify for cash flow hedge accounting. We may de-designate these cash flow hedge relationships in advance or at the occurrence of the forecasted transaction. The portion of gains or losses on the derivative instrument previously accumulated in other comprehensive income AOCI for de-designated hedges remains in accumulated other comprehensive income AOCI until the forecasted transaction affects earnings. Changes in the value of derivative instruments after de-designation are recorded in earnings.

INTEREST RATE PRODUCTS

We are exposed to cash flow interest rate risk on our variable-rate debt, debt and on anticipated debt issuances. We use variable-to-fixed interest rate swaps and forward-starting interest rate swap agreements to hedge this exposure. For these derivative instruments, we report the gains/losses from the fluctuations in the fair market value of the hedges in AOCI and reclassify them to earnings as interest expense in the same period in which the hedged interest payments affect earnings.

To the extent we de-designate or terminate a cash flow hedging relationship and the associated hedged item continues to exist, any unrealized gain or loss of the cash flow hedge at the time of de-designation remains in AOCI and is amortized using the straight-line method through interest expense over the remaining life of the hedged item. To the extent the associated hedged item is no longer effective, the gain or loss is reclassified out of AOCI to earnings immediately.

In November 2022, we entered into a new \$100 million forward-starting interest rate swap agreement, benchmarked to the Secured Overnight Financing Rate ("SOFR"), in anticipation of the new \$250 million incremental term loan, which closed in December 2022. See [Note 7—Debt](#) for additional information.

In December 2022, through a fifth amendment to the Incremental Term Loan Agreement with our primary lender, we converted all our outstanding London Inter-Bank Offered Rate ("LIBOR") indexed term loans, in the aggregate principal amount of \$750 million, to SOFR indexed rates. In conjunction with amending our Term Loan Agreement, we also concurrently modified the benchmark rate from LIBOR to Daily Simple SOFR in our active interest rate swap agreements with a total notional amount of \$750 million. The conversion of these debt and interest rate swap instruments did not have a material impact on our financial position or operating results.

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RAYONIER INC. AND SUBSIDIARIES
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
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As of December 31, 2022, our forward-starting interest rate swap agreements with a total notional amount of \$150 million continue to use LIBOR as the interest rate benchmark.

INTEREST RATE SWAPS

The following table contains information on the outstanding interest rate swaps as of December 31, 2022 December 31, 2023:

Date Entered Into	Date Entered Into	Term	Notional Amount	Related Debt Facility	Fixed Rate of Swap (b)	Bank Margin on Debt (b)	Total Effective Interest Rate (c)	Outstanding Interest Rate Swaps (a)							
								Date Entered Into	Term	Notional Amount	Related Debt Facility	Fixed Rate of Swap	Bank Margin on Debt (b)	Total Effective Interest Rate (c)	
August 2015	August 2015	9 years	\$170,000	Term Credit Agreement	2.10 %	1.70 %	3.80 %	August 2015	9 years	\$170,000	Term Credit Agreement	2.10 %	1.70 %	3.80 %	
August 2015	August 2015	9 years	180,000	Term Credit Agreement	2.26 %	1.70 %	3.96 %	August 2015	9 years	180,000	Term Credit Agreement	2.26 %	1.70 %	3.96 %	
April 2016	April 2016	10 years	100,000	Incremental Term Loan	1.50 %	1.75 %	3.25 %	April 2016	10 years	100,000	Incremental Term Loan	1.50 %	1.75 %	3.25 %	

April 2016	10 years	100,000	Incremental Term Loan	1.51 %	1.75 %	3.26 %	April 2016	10 years	100,000	Incremental Term Loan	1.51 %	1.75 %	3.26 %
2021													
May 2021 (d)	7 years	200,000	Incremental Term Loan Facility	0.67 %	1.65 %	2.32 %							
December 2022 (e)	5 years	100,000	Incremental Term Loan Facility	3.72 %	1.70 %	5.42 %							
2021 Incremental Term Loan													
May 2021			May 2021	years	200,000	Facility							
December 2022			December 2022	5 years	100,000	Facility							

(a) All interest rate swaps have been designated as interest rate cash flow hedges and qualify for hedge accounting.
 (b) Includes the SOFR Credit Spread Adjustment component allotted to banks during the transition from LIBOR period, of 0.1%.
 (c) Rate is before estimated patronage payments.

(d) On February 1, 2022, our \$200 million notional forward-starting interest rate swap matured into an active interest rate swap. See [Note 7 - Debt](#) for additional information.

(e) On December 1, 2022 our \$100 million notional forward-starting interest rate swap matured into an active interest rate swap. See [Note 7 - Debt](#) for additional information.

FORWARD-STARTING INTEREST RATE SWAPS

In March 2023, we modified our benchmark rates from LIBOR to Daily Simple SOFR for our forward-starting interest rate swaps, resulting in slightly favorable fixed rates. In May 2023, we entered into a new \$50 million forward-starting interest rate swap, benchmarked to Daily Simple SOFR.

The following table contains information on the outstanding forward-starting interest rate swaps as of **December 31, 2022** December 31, 2023:

Outstanding Forward-Starting Interest Rate Swaps (a)													
Date Entered	Date Entered	Notional Amount	Fixed Rate of Swap	Related Facility	Forward Date	Maximum Period Ending for Forecasted Issuance	Date Entered	Notional Amount	Fixed Rate of Swap	Related Facility	Forward Date	Maximum Period Ending for Forecasted Issuance	
April 2020	April 2020	4 years \$100,000	0.88 %	Credit Agreement	August 2024	N/A	April 2020	4 years \$100,000	0.78 %	Term Credit Agreement	August 2024	N/A	
May 2020	May 2020	4 years 50,000	0.74 %	Credit Agreement	August 2024	N/A	May 2020	4 years 50,000	0.64 %	Term Credit Agreement	August 2024	N/A	
May 2023					4 years 50,000		May 2023	4 years 50,000	3.29 %	Term Credit Agreement	August 2024	N/A	

(a) All forward-starting interest rate swaps have been designated as interest rate cash flow hedges and qualify for hedge accounting.

The following table demonstrates the impact, gross of tax, of our derivatives on the Consolidated Statements of Income and Comprehensive Income for the years ended December 31, 2023, 2022 and 2021:

CARBON OPTIONS

		Location on Statement of Income and Comprehensive Income	2023	2022	2021
Derivatives designated as cash flow hedges:					
Foreign currency exchange contracts		Other comprehensive (loss) income	(\$69)	\$5,093	(\$10,939)
		Other operating (expense) income, net	7,522	(7,682)	2,974
Foreign currency option contracts		Other comprehensive (loss) income	558	610	(2,733)
		Other operating (expense) income, net	446	—	1,177
Interest rate products		Other comprehensive (loss) income	10,265	75,006	52,478
		Interest expense, net	(26,311)	2,459	14,694

The New Zealand subsidiary enters into carbon options from time to time to sell carbon assets. Changes in fair value of the carbon option contracts are recorded in "Interest and other miscellaneous income, net" as the contracts do not qualify for hedge accounting treatment. As of December 31, 2022, all existing

carbon option contracts have expired.

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The following table demonstrates the impact, gross of tax, of our derivatives on the Consolidated Statements of Income and Comprehensive Income for the years ended December 31, 2022, 2021 and 2020.

	Location on Statement of Income and Comprehensive Income			
		2022	2021	2020
Derivatives designated as cash flow hedges:				
Foreign currency exchange contracts	Other comprehensive income (loss)	\$5,093	(\$10,939)	\$7,699
	Other operating income, net	(7,682)	2,974	(2,323)
Foreign currency option contracts	Other comprehensive income (loss)	610	(2,733)	1,181
	Other operating income, net	—	1,177	30
Interest rate products	Other comprehensive income (loss)	75,006	52,478	(76,567)
	Interest expense, net	2,459	14,694	10,769
Derivatives not designated as hedging instruments:				
Carbon options	Interest and other miscellaneous income, net	—	—	\$563

During the next 12 months, the amount of the AOCI balance, net of tax, expected to be reclassified into earnings is a gain of approximately **\$19.7 million** **\$23.0 million**. The following table contains details of the amounts expected to be reclassified into earnings:

	Amount expected to be reclassified into earnings in next 12 months
Derivatives designated as cash flow hedges:	
Foreign currency exchange contracts	(\$3,909) \$368
Foreign currency option contracts	(203) 146
Interest rate products	23,810 22,454
Total estimated gain on derivatives contracts	\$19,698 22,968

The following table contains the notional amounts of the derivative financial instruments recorded in the Consolidated Balance Sheets at **December 31, 2022** **December 31, 2023** and **2021**:

	Notional Amount		
	2022	2021	
	Notional Amount		Notional Amount
	2023	2023	2022
Derivatives designated as cash flow hedges:			
Foreign currency exchange contracts			
Foreign currency exchange contracts			
Foreign currency exchange contracts			
Foreign currency exchange contracts	\$138,250	\$149,250	

Foreign currency option contracts	Foreign currency option contracts	78,000	14,000
Interest rate swaps	Interest rate swaps	850,000	550,000
Forward-starting interest rate swaps	Forward-starting interest rate swaps	150,000	350,000

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The following table contains the fair values of the derivative financial instruments recorded in the Consolidated Balance Sheets at December 31, 2022 December 31, 2023 and 2021. Changes in balances of derivative financial instruments are recorded as operating activities in the Consolidated Statements of Cash Flows:

		Fair Value Assets (Liabilities) (a)							
		Location on Balance Sheet	2022	2021					
		Fair Value Assets (Liabilities) (a)						Fair Value Assets (Liabilities) (a)	
		Location on Balance Sheet				Location on Balance Sheet		2023	2022
Derivatives designated as cash flow hedges:	Derivatives designated as cash flow hedges:								
Foreign currency exchange contracts	Foreign currency exchange contracts	Other assets	\$25	\$721					
		Other assets	1,303	86					
		Other current liabilities	(5,457)	(2,061)					
		Other non-current liabilities	(410)	(694)					
Foreign currency exchange contracts	Foreign currency exchange contracts								
Other assets	Other assets								
Other current liabilities	Other current liabilities								

Other non-current liabilities				
Foreign currency option contracts	Foreign currency option contracts	Other current assets	66	—
		Other assets	2,131	228
		Other current liabilities	(347)	—
		Other non-current liabilities	(1,281)	(270)
Other assets				
Other current liabilities				
Other non-current liabilities				
Interest rate swaps	Interest rate swaps	Other assets	60,843	—
		Other non-current liabilities	(51)	(15,582)
Interest rate swaps				
Interest rate swaps				
Other assets				
Other non-current liabilities				
Forward-starting interest rate swaps	Forward-starting interest rate swaps	Other assets	11,939	11,482
Other non-current liabilities				
Total derivative contracts:	Total derivative contracts:			
Total derivative contracts:				
Other current assets				
Other current assets				
Other current assets	Other current assets	\$91	\$721	
Other assets	Other assets	76,216	11,796	
Total derivative assets	Total derivative assets	\$76,307	\$12,517	
Other current liabilities	Other current liabilities	(5,804)	(2,061)	

Other current liabilities			
Other current liabilities			
Other non-current liabilities	Other non-current liabilities	(1,742)	(16,546)
Total derivative liabilities	Total derivative liabilities	<u><u>(\$7,546)</u></u>	<u><u>(\$18,607)</u></u>

(a) See [Note 9 — Fair Value Measurements](#) for further information on the fair value of our derivatives including their classification within the fair value hierarchy.

OFFSETTING DERIVATIVES

Derivative financial instruments are presented at their gross fair values in the Consolidated Balance Sheets. Our derivative financial instruments are not subject to master netting arrangements, which would allow the right of offset.

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9. FAIR VALUE MEASUREMENTS

FAIR VALUE OF FINANCIAL INSTRUMENTS

A three-level hierarchy that prioritizes the inputs used to measure fair value was established in the Accounting Standards Codification as follows:

Level 1 — Quoted prices in active markets for identical assets or liabilities.

Level 2 — Observable inputs other than quoted prices included in Level 1.

Level 3 — Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

The following table presents the carrying amount and estimated fair values of our financial instruments at **December 31, 2022** **December 31, 2023** and **2021**, using market information and what we believe to be appropriate valuation methodologies under GAAP:

Asset (Liability) (a)	December 31, 2022				December 31, 2021			
	Carrying Amount	Fair Value		Carrying Amount	Fair Value		Carrying Amount	Fair Value
		Level 1	Level 2		Level 1	Level 2		
Cash and cash equivalents, excluding Timber Funds	\$114,255	\$114,255	—	\$358,680	\$358,680	—	—	—
Cash and cash equivalents, Timber Funds	—	—	—	3,493	3,493	—	—	—
Restricted cash, Timber Funds (b)	—	—	—	6,341	6,341	—	—	—
Restricted cash, excluding Timber Funds (c)	1,152	1,152	—	625	625	—	—	—
Current maturities of long-term debt (d)	—	—	—	(124,965)	—	(125,288)	—	—
Long-term debt (d)	(1,514,721)	—	(1,438,736)	(1,242,819)	—	(1,245,148)	—	—
Interest rate swaps (e)	60,792	—	60,792	(15,582)	—	(15,582)	—	—
Forward-starting interest rate swaps (e)	11,939	—	11,939	11,482	—	11,482	—	—
Foreign currency exchange contracts (e)	(4,539)	—	(4,539)	(1,948)	—	(1,948)	—	—
Foreign currency option contracts (e)	569	—	569	(42)	—	(42)	—	—
Noncontrolling interests in the operating partnership (f)	105,763	105,763	—	133,823	133,823	—	—	—

Asset (Liability) (a)	December 31, 2023				December 31, 2022			
	Carrying Amount	Fair Value		Carrying Amount	Fair Value		Carrying Amount	Fair Value
		Level 1	Level 2		Level 1	Level 2		
Cash and cash equivalents	\$207,696	\$207,696	—	\$114,255	\$114,255	—	—	—
Restricted cash (b)	678	678	—	1,152	1,152	—	—	—
Long-term debt (c)	(1,365,773)	—	(1,299,951)	(1,514,721)	—	(1,438,736)	—	—
Interest rate swaps (d)	43,179	—	43,179	60,792	—	60,792	—	—

Forward-starting interest rate swaps (d)	12,782	—	12,782	11,939	—	11,939
Foreign currency exchange contracts (d)	2,916	—	2,916	(4,539)	—	(4,539)
Foreign currency option contracts (d)	1,572	—	1,572	569	—	569
Noncontrolling interests in the operating partnership (e)	81,651	—	81,651	105,763	—	105,763

(a) We did not have Level 3 assets or liabilities at December 31, 2022 December 31, 2023 and 2021 2022.

(b) Restricted cash Timber Funds represents the portion of proceeds from Fund II Timberland Dispositions required to be distributed to noncontrolling interests. See Note 21 - Restricted Cash for additional information.

(c) Restricted cash, excluding Timber Funds represents proceeds from like-kind exchange sales deposited with a third-party intermediary and cash held in escrow. See Note 21 - Restricted Cash for additional information.

(d) (c) The carrying amount of long-term debt is presented net of deferred financing costs and unamortized discounts on non-revolving debt. See Note 7 — Debt for additional information.

(e) (d) See Note 8 — Derivative Financial Instruments and Hedging Activities for information regarding the Consolidated Balance Sheets classification of our derivative financial instruments.

(f) (e) Noncontrolling interests in the operating partnership is neither an asset nor liability and is classified as temporary equity in the Company's Consolidated Balance Sheets. This relates to the ownership of Rayonier, L.P. units by various individuals and entities other than the Company. See Note 5 — Noncontrolling Interests for additional information.

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We use the following methods and assumptions in estimating the fair value of our financial instruments:

Cash and cash equivalents and Restricted cash — The carrying amount is equal to fair market value.

Debt — The fair value of fixed rate debt is based upon quoted market prices for debt with similar terms and maturities. The variable rate debt adjusts with changes in the market rate, therefore the carrying value approximates fair value.

Interest rate swap agreements — The fair value of interest rate contracts is determined by discounting the expected future cash flows, for each instrument, at prevailing interest rates.

Foreign currency exchange contracts — The fair value of foreign currency exchange contracts is determined by a mark-to-market valuation, which estimates fair value by discounting the difference between the contracted forward price and the current forward price for the residual maturity of the contract using a risk-free interest rate.

Foreign currency option contracts — The fair value of foreign currency option contracts is based on a mark-to-market calculation using the Black-Scholes option pricing model.

Noncontrolling interests in the operating partnership — The fair value of noncontrolling interests in the operating partnership is determined based on the period-end closing price of Rayonier Inc. common shares.

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10. COMMITMENTS

At December 31, 2022 December 31, 2023, the future minimum payments under non-cancellable commitments were as follows:

		Environmental Remediation (a)	Development Projects (b)	Commitments (c)	Total				
2023		\$1,175	\$26,996	\$6,301	\$34,472				
						Environmental Remediation (a)	Real Estate Projects (b)	Commitments (c)	Total
2024	2024	9,775	911	955	11,641				
2025	2025	392	267	114	773				
2026	2026	842	267	2	1,111				
2027	2027	581	267	2	850				
2028									

Thereafter	2,828	3,506	—	6,334
	\$15,593	\$32,214	\$7,374	\$55,181
	\$16,578			

(a) Environmental remediation represents our estimate of potential liability associated with environmental contamination and Natural Resource Damages (NRD) in Port Gamble, Washington. See [Note 12 — Environmental and Natural Resource Damage Liabilities](#) for additional information.

(b) Primarily consisting of payments expected to be made on our Wildlight and Heartwood development projects.

(c) Commitments include [\\$8.4 million related to pension plan termination](#), payments expected to be made on financial instruments (foreign exchange contracts) and other purchase obligations. See [Note 18 — Employee Benefit Plans](#) for additional information on the pension plan termination.

11. CONTINGENCIES

We have been named as a defendant in various lawsuits and claims arising in the normal course of business. While we have procured reasonable and customary insurance covering risks normally occurring in connection with our businesses, we have in certain cases retained some risk through the operation of large deductible insurance plans, primarily in the areas of executive risk, property, automobile and general liability. These pending lawsuits and claims, either individually or in the aggregate, are not expected to have a material adverse effect on our financial position, results of operations, or cash flow.

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12. ENVIRONMENTAL AND NATURAL RESOURCE DAMAGE LIABILITIES

Various federal and state environmental laws in the states in which we operate place cleanup or restoration liability on the current and former owners of affected real estate. These laws are often a source of "strict liability," meaning that an owner or operator need not necessarily have caused, or even been aware of, the release of contaminated materials. Similarly, there are certain environmental laws that allow state, federal, and tribal trustees (collectively, the "Trustees") to bring suit against property owners to recover damage for injuries to natural resources. Like the liability that attaches to current property owners in the cleanup context, liability for natural resource damages ("NRD") can attach to a property simply because an injury to natural resources resulted from releases of contaminated materials on the owner's property, regardless of culpability for the release.

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Changes in environmental and NRD liabilities from [December 31, 2021](#) December 31, 2022 to [December 31, 2022](#) December 31, 2023 are shown below:

		Port Gamble, WA
Non-current portion at December 31, 2021		10,110 14,418
Plus: Current portion		695 1,175
Total Balance at December 31, 2021		10,805
Expenditures charged to liabilities		(812)
Increase in liabilities (a)		5,600
Total Balance at December 31, 2022		15,593
Expenditures charged to liabilities		(436)
Increase in liabilities (a)		1,421
Total Balance at December 31, 2023		16,578
Less: Current portion		(1,175) (11,793)
Non-current portion at December 31, 2022		\$14,418 4,785

(a) [Increase](#) The increase in liabilities includes \$4.9 million related to reflects revised environmental and NRD cost estimates recorded in during the fourth quarter of 2022, year ended December 31, 2023.

We periodically examine whether the contingent liabilities related to the environmental matters described above are probable and reasonably estimable based on experience and ongoing developments in those matters, including continued study and analysis of ongoing remediation obligations. During the **three months** year ended **December 31, 2022** December 31, 2023, with the assistance of independent environmental consultants and taking into consideration inflation, investigation and remediation actions previously completed, new information available during the period and ongoing discussions with the Trustees, we completed a comprehensive long-term analysis and cost assessment related to our ongoing environmental remediation and NRD obligations. As a result of this analysis, we increased the accrual for environmental and NRD liabilities by **\$4.9** **\$1.4** million, which are recorded on an undiscounted basis. **We expect to pay the amounts recorded over an estimated period of up to 20 years.**

It is expected that the upland millsite cleanup and NRD restoration will occur over the next one to two years, while the monitoring of the Port Gamble Bay, mill site and landfills will continue for an additional 15 to 20 years. NRD costs are subject to change as the scope of the restoration projects become more clearly defined. It is reasonably possible that these components of the liability may increase as the project progresses. Management continues to monitor the Port Gamble cleanup process and will make adjustments as needed. Should any future circumstances result in a change to the estimated cost of the project, we will record an appropriate adjustment to the liability in the period it becomes known and when we can reasonably estimate the amount. For further information on the timing and amount of future payments related to our environmental remediation liabilities, see [Note 10 - Commitments](#).

We do not currently anticipate any material loss in excess of the amounts accrued; however we are not able to estimate a possible loss or range of loss, if any, in excess of the established liabilities. Our future remediation expenses may be affected by a number of uncertainties including, but not limited to, the difficulty in estimating the extent and method of remediation, the evolving nature of environmental regulations, and the availability and application of technology. We do not expect the resolution of such uncertainties to have a material adverse effect on our consolidated financial position or liquidity.

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13. GUARANTEES

We provide financial guarantees as required by creditors, insurance programs, and various governmental agencies.

As of **December 31, 2022** December 31, 2023, the following financial guarantees were outstanding:

	Maximum Potential Payment
Financial Commitments (a)	
Standby letters of credit (b)	\$3,779 10,124
Surety bonds (c)	22,866 9,890
Total financial commitments	\$26,645 20,014

(a) We have not recorded any liabilities for these financial commitments in the Consolidated Balance Sheets. The guarantees are not subject to measurement, as the guarantees are dependent on our own performance.

(b) Approximately **\$2.8** **\$9.2** million of the standby letters of credit serve as credit support for real estate construction **at the Company's** in our Wildlight development project. The remaining letters of credit support various insurance related agreements, primarily workers' compensation agreements. These letters of credit will expire at various dates during **2023** **2024** and will be renewed as required.

(c) Surety bonds are issued primarily to secure performance obligations related to various operational activities and to provide collateral for our Wildlight development project in Nassau County, Florida and our Heartwood development project in Richmond Hill, Georgia. These surety bonds expire at various dates during **2023**, **2024**, **2025**, and **2025** **2026** and are expected to be renewed as required.

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14. HIGHER AND BETTER USE TIMBERLANDS AND REAL ESTATE DEVELOPMENT INVESTMENTS

We routinely assess potential alternative uses of our timberlands, as some properties may become more valuable for development, residential, recreation or other purposes. We periodically transfer, via a sale or contribution from the real estate investment trust ("REIT") entities to taxable REIT subsidiaries ("TRS"), higher and better use ("HBU") timberlands to enable land-use entitlement, development or marketing activities. We also acquire HBU properties in connection with timberland acquisitions. These properties are managed as timberlands until sold or developed. While the majority of HBU sales involve rural and recreational land, we also selectively pursue various land-use entitlements on certain properties for residential, commercial and industrial development in order to enhance the long-term value of such properties. For selected development properties, we also invest in targeted infrastructure improvements, such as roadways and utilities, to accelerate the marketability and improve the value of such properties.

Changes in higher and better use timberlands and real estate development investments from **December 31, 2021** December 31, 2022 to **December 31, 2022** December 31, 2023 are shown below:

	Higher and Better Use Timberlands and Real Estate Development Investments				Higher and Better Use Timberlands and Real Estate Development Investments		
	Higher and Better Use Timberlands and Real Estate Development Investments				Land and Timber	Development Investments	
	Land and Timber	Development Investments	Total				Total
Non-current portion at December 31, 2021							
Non-current portion at December 31, 2022							
Plus: Current portion (a)	Plus: Current portion (a)	718	24,022	24,740			
Total Balance at December 31, 2021		88,628	42,990	131,618			
Total Balance at December 31, 2022							
Non-cash cost of land and improved development	Non-cash cost of land and improved development	(1,683)	(16,705)	(18,388)			
Amortization of parcel real estate development investments	Amortization of parcel real estate development investments	—	(7,437)	(7,437)			
Timber depletion from harvesting activities and basis of timber sold in real estate sales	Timber depletion from harvesting activities and basis of timber sold in real estate sales	(1,210)	—	(1,210)			
Capitalized real estate development investments (b)	Capitalized real estate development investments (b)	—	22,376	22,376			
Capital expenditures (silviculture)	Capital expenditures (silviculture)	246	—	246			
Intersegment transfers	Intersegment transfers	5,801	—	5,801			
Intersegment transfers							
Total Balance at December 31, 2022		91,782	41,224	133,006			
Total Balance at December 31, 2023							
Total Balance at December 31, 2023							
Total Balance at December 31, 2023							

Less:	Less:			
Current	Current			
portion (a)	portion (a)	(408)	(17,501)	(17,909)
Non-current portion at				
December 31, 2022		\$91,374	\$23,723	\$115,097
Non-current				
portion at				
December				
31, 2023				

(a) The current portion of Higher and Better Use Timberlands and Real Estate Development Investments is recorded in Inventory. See [Note 15 — Inventory](#) for additional information.

(b) Capitalized real estate development investments includes **\$0.8 million** **\$1.0 million** of capitalized interest and **\$8.7 million** **\$7.8 million** of parcel real estate development investments. Parcel real estate development investments represent investments made for specific lots and/or commercial parcels that are currently under contract or expected to be ready for market within one year.

15. INVENTORY

As of **December 31, 2022** **December 31, 2023** and **2021**, our inventory consisted entirely of finished goods, as follows:

		2022	2021	2023	2022
Finished goods inventory	Finished goods inventory				
Real estate inventory (a)	Real estate inventory (a)	\$17,909	\$24,740		
Real estate inventory (a)	Real estate inventory (a)				
Log inventory	Log inventory	5,347	3,783		
Carbon unit inventory (b)	Carbon unit inventory (b)	473	—		
Total inventory	Total inventory	<u>\$23,729</u>	<u>\$28,523</u>		

(a) Represents the cost of HBU real estate (including capitalized development investments) under contract to be sold as well as the cost of HBU real estate deferred until post-closing obligations are satisfied. See [Note 14 — Higher and Better Use Timberlands and Real Estate Development Investments](#) for additional information.

(b) Represents the basis in New Zealand carbon units intended to be sold in the next 12 months. See [Note 1 — Summary of Significant Accounting Policies](#) and [Note 23 — Other Assets](#) for additional information on carbon credits.

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16. LEASES

TIMBERLAND LEASES

U.S. timberland leases typically have initial terms of approximately 30 to 65 years, with renewal provisions in some cases. New Zealand timberland lease terms typically range between 30 and 99 years. New Zealand lease arrangements generally consist of Crown Forest Licenses ("CFLs"), forestry rights and land leases. A CFL is a license arrangement to use government or privately owned lands to operate a commercial forest. CFLs generally extend indefinitely and may only be terminated upon a 35-year termination notice. If no termination notice is given, the CFLs renew automatically each year for a one-year term. Alternatively, some CFLs extend for a specific term. Once a CFL is terminated, we may be able to obtain a forestry right from the subsequent owner. A forestry right is a license arrangement with a private entity to use their lands to operate a commercial forest. Forestry rights terminate either upon the issuance of a termination notice (which can last 35 to 45 years), completion of harvest, or a specified termination date.

As of **December 31, 2022** **December 31, 2023**, the New Zealand subsidiary has three CFLs comprising 11,000 gross acres or 9,000 net plantable acres under termination notice that are being relinquished as harvest activities are concluded, as well as two fixed-term CFLs comprising 3,000 gross acres or 2,000 net plantable acres expiring in 2062. Additionally, the New Zealand subsidiary has two forestry rights comprising 31,000 gross acres or **5,000** **4,000** net plantable acres under termination notice that are being relinquished as harvest activities are concluded.

OTHER NON-TIMBERLAND LEASES

In addition to timberland holdings, we lease properties for certain office locations. Significant leased properties include a regional office in Lufkin, Texas; a Pacific Northwest Timber office in Hoquiam, Washington and a New Zealand Timber and Trading headquarters in Auckland, New Zealand.

LEASE MATURITIES, LEASE COST AND OTHER LEASE INFORMATION

The following table details our undiscounted lease obligations as of **December 31, 2022** **December 31, 2023** by type of lease and year of expiration:

		Year of Expiration							Year of Expiration							
Lease obligations	Lease obligations	Year of Expiration							Lease obligations	Total	2024	2025	2026	2027	2028	Thereafter
		Total	2023	2024	2025	2026	2027	Thereafter								
Operating lease liabilities	Operating lease liabilities	\$195,213	\$9,234	\$9,020	\$8,144	\$7,414	\$7,317	\$154,084								
Total	Total															
Undiscounted Cash Flows	Cash Flows	\$195,213	\$9,234	\$9,020	\$8,144	\$7,414	\$7,317	\$154,084								
Imputed interest	Imputed interest	(98,067)														
Balance at December 31, 2022		\$97,146														
Balance at December 31, 2023																
Balance at December 31, 2023																
Less: Current portion	Less: Current portion	(8,390)														
Non-current portion at December 31, 2022		\$88,756														
Less: Current portion																
Less: Current portion																
Non-current portion at December 31, 2023																
Non-current portion at December 31, 2023																
Non-current portion at December 31, 2023																

The following table details components of our lease cost for the years ended **December 31, 2022** **December 31, 2023**, **2021**, **2022**, and **2020**:

		Year Ended December 31,			Year Ended December 31,			Year Ended December 31,			Year Ended December 31,			Year Ended December 31,			
Lease Cost Components	Lease Cost Components	2022			2021			2020			2023			2022			
		2022	2021	2020	2023	2022	2021	2020	2023	2022	2021	2023	2022	2021	2023	2022	2021
Operating lease cost	Operating lease cost	\$9,332	\$10,166	\$9,647													
Variable lease cost	Variable lease cost																
(a)	(a)	757	196	230													
Total lease cost (b)	Total lease cost (b)	\$10,089	\$10,362	\$9,877													

(a) The majority of timberland leases are subject to increases or decreases based on either the Consumer Price Index, Producer Price Index or market rates.
 (b) Short-term leases with an initial term of 12 months or less are not recorded on the balance sheet. Lease expense for these leases are expensed on a straight line basis over the lease term. Short-term lease expense was not material for the year ended **December 31, 2022** **December 31, 2023**.

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The following table details components of our lease cost for the years ended December 31, 2022 December 31, 2023, 2021 2022 and 2020: 2021:

		Year Ended December 31,					
		Year Ended December 31,					
Supplemental Cash Flow Information Related to Leases:	Supplemental Cash Flow Information Related to Leases:	2022	2021	2020	Supplemental Cash Flow Information Related to Leases:		
					2023	2022	2021
Cash paid for amounts included in the measurement of lease liabilities:	Cash paid for amounts included in the measurement of lease liabilities:						
Operating cash flows from operating leases	Operating cash flows from operating leases						
Operating cash flows from operating leases	Operating cash flows from operating leases						
Investing cash flows from operating leases	Investing cash flows from operating leases	\$2,571	\$2,389	\$2,127			
Total cash flows from operating leases	Total cash flows from operating leases	6,761	7,777	7,520			
Weighted-average remaining lease term in years - operating leases	Weighted-average remaining lease term in years - operating leases	30	29	29			
Weighted-average remaining lease term in years - operating leases	Weighted-average remaining lease term in years - operating leases				30	30	29
Weighted-average discount rate - operating leases	Weighted-average discount rate - operating leases	5 %	5 %	5 %	Weighted-average discount rate - operating leases	6 %	5 %

We apply the following practical expedients as allowed under ASC 842:

Practical Expedient	Description
Short-term leases	We do not record right-of-use assets or liabilities for short-term leases (a lease that at commencement date has a lease term of 12 months or less and does not contain a purchase option that is reasonably certain to be exercised).
Separation of lease and non-lease components	We do not separate non-lease components from the associated lease components if they have the same timing and pattern of transfer and, if accounted for separately, would both be classified as an operating lease.

17. OTHER OPERATING (EXPENSE) INCOME, (EXPENSE) NET

The following table provides the composition of Other operating (expense) income, (expense), net for the three years ended December 31:

	2022	2021	2020		2023	2023	2022	2021
(Loss) gain on foreign currency remeasurement, net of cash flow hedges	(Loss) gain on foreign currency hedges	(\$5,251)	\$6,823	(\$3,503)				
Gain on sale or disposal of property plant & equipment	Gain on sale or disposal of property plant & equipment	40	75	121				
Gain on investment in Timber Funds (a)								
Gain on investment in Timber Funds (a)								
Gain on investment in Timber Funds (a)	Gain on investment in Timber Funds (a)	—	7,482	—				
Log trading marketing fees	Log trading marketing fees	—	6	56				
Cost related to the merger with Pope Resources (b)		—	—	(17,166)				
Equity income (loss) related to Bainbridge Landing LLC joint venture (c)		15,477	102	(721)				
Miscellaneous expense, net	(562)	(404)	(472)					
Equity income related to Bainbridge Landing LLC joint venture (b)								
Equity income related to Bainbridge Landing LLC joint venture (b)								
Equity income related to Bainbridge Landing LLC joint venture (b)								
Miscellaneous income (expense), net								
Total	Total	\$9,704	\$14,084	(\$21,685)				

(a) Gain on investment in Timber Funds represents the gain recognized on the sale of rights to manage two timber funds (Funds III and IV) previously managed by the Company's Olympic Resources Management (ORM) subsidiary, as well as its co-investment stake in both funds.

(b) Includes legal, accounting, due diligence, consulting and other costs related to the merger with Pope Resources.

(c) The year ended December 31, 2022 includes \$16.0 million of equity income from the sale of a multi-family apartment complex in Bainbridge Island, Washington. As the equity investment was co-owned with outside investors, \$4.5 million of the equity income was attributable to Rayonier. See [Note 5](#)  [Noncontrolling Interests](#) for additional information.

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

18. EMPLOYEE BENEFIT PLANS**DEFINED BENEFIT PLANS**

We have one qualified non-contributory defined benefit pension plan covering a portion of ~~its~~ our employees and an unfunded plan that provides benefits in excess of amounts allowable under current tax law in the qualified plans. We closed enrollment in the pension plans to salaried employees hired after December 31, 2005. Effective December 31, 2016, we froze benefits for all employees participating in the pension plan. In lieu of the pension plan, we provide those employees with an enhanced 401(k) plan match similar to what is currently provided to employees hired after December 31, 2005. Employee benefit plan liabilities are calculated using actuarial estimates and management assumptions. These estimates are based on historical information, along with certain assumptions about future events. Changes in assumptions, as well as changes in actual experience, could cause the estimates to change.

In December 2022, the Rayonier Board of Directors approved the resolution to terminate the Defined Benefit Plan. Impacted Plan and notified impacted parties were notified on or before December 28, 2022 of the termination and alternative distribution options. The plan is expected to be terminated in the first quarter of 2023. In conjunction with the termination of the Defined Benefit Plan we also plan was terminated on February 28, 2023. On July 20, 2023, the Rayonier Board of Directors approved the resolution to terminate the unfunded plan and will distribute all benefits in accordance with Section 409A of the Internal Revenue Code. The unfunded plan was terminated on July 31, 2023. In the fourth quarter of 2023, distributions were made to settle the obligation with participants in the Defined Benefit Plan electing the lump sum distribution option. The settlement resulted in the recognition of a \$2.0 million loss. The loss was recognized in the "Interest and other miscellaneous income, net" line item of the Consolidated Statements of Income. We expect to recognize additional pre-tax non-cash pension settlement charges related to the actuarial losses currently in AOCI upon settlement of the remaining obligations of the Defined Benefit Plan and Excess Benefit Plans. These charges are currently expected to occur in 2023, 2024, with the specific timing and final amounts dependent upon several factors. See [Note 24 — Accumulated Other Comprehensive Income](#) for additional information.

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RAYONIER INC. AND SUBSIDIARIES**RAYONIER, L.P. AND SUBSIDIARIES****NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)**

(Dollar amounts in thousands unless otherwise stated)

The following tables set forth the change in the projected benefit obligation and plan assets and reconcile the funded status and the amounts recognized in the Consolidated Balance Sheets for the pension and postretirement benefit plans for the two years ended December 31:

		Pension		Postretirement		Pension	Postretirement	Postretirement
		2022	2021	2022	2021			
Change in Projected Benefit Obligation	Change in Projected Benefit Obligation							
Projected benefit obligation at beginning of year	Projected benefit obligation at beginning of year	\$93,799	\$100,469	\$1,890	\$1,886			
Projected benefit obligation at beginning of year								
Projected benefit obligation at beginning of year								
Service cost	Service cost	—	—	7	8			
Interest cost	Interest cost	2,434	2,228	51	45			
Actuarial gain		(22,376)	(5,112)	(513)	(35)			
Actuarial loss (gain)								
Actuarial loss (gain)								
Actuarial loss (gain)								
Benefits paid	Benefits paid	(3,609)	(3,519)	(14)	(14)			
Benefits paid								
Benefits paid								
Expenses paid	Expenses paid	(186)	(267)	—	—			
Settlement								

Projected benefit obligation at end of year	Projected benefit obligation at end of year	\$70,062	\$93,799	\$1,421	\$1,890
Change in Plan Assets					
Fair value of plan assets at beginning of year					
Fair value of plan assets at beginning of year	Fair value of plan assets at beginning of year				
Fair value of plan assets at beginning of year	Fair value of plan assets at beginning of year	\$85,079	\$78,883	—	—
Actual return on plan assets	Actual return on plan assets	(18,527)	9,896	—	—
Employer contributions	Employer contributions	86	86	14	14
Benefits paid	Benefits paid	(3,609)	(3,519)	(14)	(14)
Benefits paid	Benefits paid				
Benefits paid	Benefits paid				
Other expense	Other expense	(186)	(267)	—	—
Settlement					
Fair value of plan assets at end of year	Fair value of plan assets at end of year	\$62,843	\$85,079	—	—
Funded Status at End of Year:					
Net accrued benefit cost	Net accrued benefit cost	(\$7,219)	(\$8,720)	(\$1,421)	(\$1,890)
Net accrued benefit cost	Net accrued benefit cost				
Net accrued benefit cost	Net accrued benefit cost				
Amounts Recognized in the Consolidated	Amounts Recognized in the Consolidated				
Balance Sheets Consist of:	Balance Sheets Consist of:				
Balance Sheets Consist of:	Balance Sheets Consist of:				
Current liabilities	Current liabilities				
Current liabilities	Current liabilities				
Current liabilities	Current liabilities	(\$86)	(\$86)	(\$50)	(\$46)
Noncurrent liabilities	Noncurrent liabilities	(7,133)	(8,634)	(1,371)	(1,844)
Net amount recognized	Net amount recognized	(\$7,219)	(\$8,720)	(\$1,421)	(\$1,890)

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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)

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For pension and postretirement plans with accumulated benefit obligations in excess of plan assets, the following table sets forth the projected and accumulated benefit obligations and the fair value of plan assets for the two years ended December 31:

	2022	2021		2023		2022
Projected benefit obligation	Projected benefit obligation					
	\$70,062	\$93,799				

Accumulated benefit obligation	Accumulated benefit obligation	70,062	93,799
Accumulated postretirement benefit obligation	Accumulated postretirement benefit obligation	1,421	1,890
Fair value of plan assets	Fair value of plan assets	62,843	85,079

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ACTUARIAL (GAIN) LOSS

PENSION

Key components of the actuarial gains and losses contributing to the period change in the benefit obligation are as follows:

- Changes in participant demographics resulted in an actuarial gain of approximately \$0.6 million, which is primarily due to higher than expected mortality among participants.
- Changes in contingent survivor mortality resulted in an actuarial loss of approximately \$0.5 million.
- Changes in the discount rate from 2.65% to 4.96% resulted in an actuarial gain of approximately \$22.4 million.
- Changes in plan assets during the fiscal year ending December 31, 2022 December 31, 2023 resulted in an investment loss gain of \$22.0 \$2.9 million, which is due to the difference between the 4.97% expected return compared to the actual return of (22.26%) 10.77%.
- Liability adjustment of 5% for in-pay participants and 20% for not-in-pay participants resulted in an actuarial loss of approximately \$4.2 million.

POSTRETIREE

Key components of the actuarial gains and losses contributing to the period change in the benefit obligation are as follows:

- Introduction of an expected salary increase rate of 3.50% resulted in an actuarial loss of \$0.1 million.
- Changes in the discount rate from 2.75% to 5.01% resulted in an actuarial gain of approximately \$0.6 million.

OTHER COMPREHENSIVE INCOME

Net gains or losses recognized in other comprehensive (loss) income for the three years ended December 31 are as follows:

	Pension			Postretirement		
	2022	2021	2020	2022	2021	2020
Net gains (losses)	\$362	\$11,262	(\$1,587)	\$512	\$40	(\$207)
 						
	Pension			Postretirement		
	2023	2022	2021	2023	2022	2021
Net (losses) gains	(\$1,438)	\$362	\$11,262	(\$11)	\$512	\$40

Net gains or losses reclassified from other comprehensive income and recognized as a component of pension and postretirement expense for the three years ended December 31 are as follows:

	Pension			Postretirement		
	2022	2021	2020	2022	2021	2020
Amortization of losses (gains)	\$738	\$1,154	\$861	\$15	\$20	\$8
 						
	Pension			Postretirement		
	2023	2022	2021	2023	2022	2021

	2023	2022	2021	2023	2022	2021
Amortization of losses	\$6	\$738	\$1,154	—	\$15	\$20
Net settlement loss	\$2,036	—	—	—	—	—

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ACCUMULATED OTHER COMPREHENSIVE INCOME/LOSS (AOCI) ("AOCI")

Net losses that have not yet been included in pension and postretirement expense for the two years ended December 31, but have been recognized as a component of AOCI are as follows:

		Pension		Postretirement				Postretirement
		2022	2021	2022	2021			
		2023	2022	2023	2022			
Net (losses) income	Net (losses) income	(\$11,527)	(\$12,627)	\$96	(\$431)			
Deferred income tax benefit	Deferred income tax benefit	1,216	1,216	6	6			
AOCI	AOCI	(\$10,311)	(\$11,411)	\$102	(\$425)			

NET PENSION AND POSTRETIREMENT BENEFIT COST (CREDIT) COST

The following tables set forth the components of net pension and postretirement benefit cost (credit) cost that have been recognized during the three years ended December 31:

		Pension			Postretirement					Pension			Postretirement		
		2022	2021	2020	2022	2021	2020	2023	2022	2021	2023	2022	2021		
<u>Components of Net Periodic Benefit (Credit) Cost</u>															
Components of Net Periodic Benefit Cost (Credit)															
Service cost															
Service cost															
Service cost	Service cost	—	—	—	\$7	\$8	\$6								
Interest cost	Interest cost	2,434	2,228	2,706	51	45	51								
Expected return on plan assets	Expected return on plan assets	(3,486)	(3,746)	(3,504)	—	—	—								
Amortization of losses (gains)		738	1,154	861	15	20	8								
Amortization of losses															
Amortization of losses															
Amortization of losses															
Settlement expense															

Net periodic benefit (credit) cost	(\$314)	(\$364)	\$63	\$73	\$73	\$65
Settlement expense						
Settlement expense						
Net periodic benefit cost (credit)						

The service cost component of our benefit expense is recorded within the operating expense line item "Selling and general expenses" within the Consolidated Statements of Income. All other components of the benefit costs expense are included within the "Interest and other miscellaneous income, net" line item of the Consolidated Statements of Income.

VALUATION ASSUMPTIONS

The following table sets forth the principal assumptions inherent in the determination of benefit obligations and net periodic benefit cost of the pension and postretirement benefit plans as of December 31:

		Pension			Postretirement				Pension				Postretirement			
		2022	2021	2020	2022	2021	2020		2023	2022	2021		2023	2022	2021	
Assumptions used to determine benefit obligations at December 31:	Assumptions used to determine benefit obligations at December 31:															
Discount rate	Discount rate	4.96 %	2.65 %	2.26 %	5.01 %	2.75 %	2.42 %									
Discount rate	Discount rate								4.99 %	4.96 %	2.65 %		4.81 %	5.01 %	2.75 %	
Assumptions used to determine net periodic benefit cost for years ended December 31:	Assumptions used to determine net periodic benefit cost for years ended December 31:															
Assumptions used to determine net periodic benefit cost for years ended December 31:	Assumptions used to determine net periodic benefit cost for years ended December 31:															
Discount rate	Discount rate															
Discount rate	Discount rate	2.65 %	2.26 %	3.06 %	2.75 %	2.42 %	3.16 %	4.96 %	2.65 %	2.26 %	5.01 %	2.75 %	2.42 %			
Expected long-term return on plan assets	Expected long-term return on plan assets	4.97 %	5.72 %	5.72 %	—	—	—									

DISCOUNT RATE

At December 31, 2022 December 31, 2023, the pension plan's weighted average discount rate was 5.0% 4.99%. The discount rate for the defined benefit pension plan is derived from the Financial Times Stock Exchange (FTSE) Pension Discount Above Median AA Yield Curve, (f/k/a which serves as a Citigroup) proxy for interest rates used by annuity providers. The Pension Discount Curve (PDC) is a set of yields on hypothetical AA, zero coupon bonds whose maturities range from 6 months up to 30 years. The yields of discount rate for the PDC are used to discount pension liabilities. The PDC is calculated unfunded plan was based on a universe of AA rated corporate bonds from the FTSE US Broad Investment-Grade Bond Index and single effective interest rate that produced the yields of same present value as that produced by the FTSE Treasury model curve. Plan's expected benefit payments when discounted using the Internal Revenue Code Section 417(e) segment rates applicable for lump sum payments in 2024.

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The pension plan's future expected cash flows are then matched to the spot rates on the yield curve and a single equivalent discount rate is determined, which produces the same present value as the spot rates.

EXPECTED LONG-TERM RETURN ON PLAN ASSETS

In 2022, the expected return on plan assets was 5.0% 4.97%, which is based on historical returns on current asset allocations and expected returns using the Black-Litterman method.

INVESTMENT OF PLAN ASSETS

Our Pension and Savings Plan Committee and the Audit Committee of the Board of Directors oversee the pension plans' investment program, which is designed to maximize returns and provide sufficient liquidity to meet plan obligations while maintaining acceptable risk levels. The investment approach emphasizes diversification by allocating the plans' assets among asset categories and selecting investment managers whose various investment methodologies will be minimally correlative with each other.

In 2020, we transitioned to a liability-driven investment ("LDI") strategy. An LDI strategy focuses on maintaining a close to fully-funded status over the long-term with minimal funded status risk. This is achieved by investing more of the plan assets in fixed income instruments to more closely match the duration of the plan liability. The investment allocation to fixed income instruments will increase as the plans' funded status increases. Investment target allocation percentages for equity securities can range up to 80 percent.

Our pension plans' asset allocation (excluding short-term investments) at December 31, 2022 December 31, 2023 and 2021 2022 are as follows:

Asset Category	Asset Category	Percentage of Plan Assets		2023	2022
		2022	2021		
Asset Category					
Asset Category				2023	2022
Domestic equity securities	Domestic equity securities	28 %	29 %		
International equity securities	International equity securities	20 %	18 %		
International equity securities					
International equity securities					
Domestic fixed income securities					
Domestic fixed income securities					
Domestic fixed income securities	Domestic fixed income securities	50 %	51 %		
Real estate fund	Real estate fund	2 %	2 %		
Real estate fund					
Total	Total	<u>100 %</u>	<u>100 %</u>		
Total					
Total					

Investments within the equity categories may include large capitalization, small capitalization and emerging market securities. Pension assets did not include a direct investment in Rayonier common shares during the years ended December 31, 2022 December 31, 2023 and 2021 2022.

NET ASSET VALUE MEASUREMENTS

Separate investment accounts are measured using the unit value calculated based on the Net Asset Value ("NAV") of the underlying assets. The NAV is based on the fair value of the underlying investments held by each fund less liabilities divided by the units outstanding as of the valuation date. These funds are not publicly traded; however, the unit price calculation is based on observable market inputs of the funds' underlying assets.

The following table sets forth the net asset value of the plan assets as of December 31, 2022 December 31, 2023 or 2021: 2022:

		December 31, 2022	December 31, 2021		
		December 31, 2023		December 31, 2023	December 31, 2022
Asset Category	Asset Category				
Investments	Investments				
at Net Asset	at Net Asset				
Value:	Value:				
Investments at Net Asset					
Value:					
Investments at Net Asset					
Value:					
Separate Investment Accounts					
Separate Investment Accounts					
Separate Investment Accounts	Separate Investment Accounts	\$62,843	\$85,079		
Total	Total				
Investments	Investments				
at Net Asset	at Net Asset				
Value	Value	\$62,843	\$85,079		

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CASH FLOWS

Our expected benefit payments to be made for the next 10 years are as follows:

	Pension Benefits	Postretirement Benefits	Pension Benefits (a)	Postretirement Benefits
2023	\$3,999	\$50		
2024	2024 4,180	53		
2025	2025 4,338	57		
2026	2026 4,478	62		
2027	2027 4,594	66		
2028-2032	23,730	390		
2028				
2029-				
2033				

(a) Reflects the expected settlement of the Defined Benefit Plan and Excess Benefit Plan in 2024.

We expect to make cash contributions in 2023 2024 of approximately \$7.6 million \$7.2 million in order to fund the Defined Benefit Plan on a plan termination basis. The Defined Benefit Plan will be settled upon completion of lump sum distributions and the purchase of annuity contracts. The settlement is expected to be completed by the end of June 30,

2024. The Excess Benefit Plan will be settled entirely with lump sum payments upon termination with expected cash contributions in 2023 2024 of approximately \$1.3 million \$1.2 million. Projected cash contributions are an estimate, as actual amounts will be and timing are dependent upon the nature and timing of participant settlements, interest rates, as well as prevailing market conditions, several factors.

DEFINED CONTRIBUTION PLANS

We provide a defined contribution plan to all of our eligible employees. Company contributions charged to expense for these plans were \$2.5 million, \$2.2 million \$2.5 million and \$2.1 million \$2.2 million for the years ended December 31, 2022 December 31, 2023, 2021 2022 and 2020 2021, respectively. The defined contribution plan includes Rayonier common shares with a fair market value of \$8.1 million and \$8.3 million at December 31, 2023 and \$11.0 million at December 31, 2022 and 2021, respectively. As of June 1, 2016, the Rayonier Inc. Common Stock Fund was closed to new contributions. Transfers out of the fund will continue to be permitted, but no new investments or transfers into the fund are allowed.

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19. INCENTIVE STOCK PLANS

The 2023 Rayonier Incentive Stock Plan (the "Stock Plan") provides was approved by shareholders on May 18, 2023. The Stock Plan allows for up to 15.8 million 3.0 million shares to be granted for incentive stock options, non-qualified stock options, stock appreciation rights, performance shares, restricted stock, and restricted stock units, other stock-based awards or any combination of the foregoing, subject to certain limitations. At December 31, 2022 December 31, 2023, a total of 1.8 million 2.5 million shares were available for future grants under the Stock Plan. Grants can no longer be made under prior plans. Under the Stock Plan, shares available for issuance may be increased by awards made under the Stock Plan, or awards granted under a prior plan, that are reduced by 1 share forfeited, terminated, expire unexercised, are settled in cash in lieu of stock, are exchanged for each option other awards or right granted and by 2.27 are released from a reserve for failure to meet the maximum payout under a program. In the event that withholding tax liabilities arising from an award under this Stock Plan, other than options or stock appreciation rights, are satisfied in shares, for each performance share, restricted share or restricted stock unit granted, the shares available under the Stock Plan will be increased. We issue new common shares of stock upon the exercise of stock options, the granting of restricted stock, and the vesting of performance shares and restricted stock units. The Stock Plan allows for the cash settlement of the required withholding tax on share or unit awards.

A summary of our stock-based compensation cost is presented below:

		2022	2021	2020		2023		2022		2021
Selling and general expenses	Selling and general expenses	\$10,767	\$8,255	\$6,839						
Cost of sales	Cost of sales	1,226	816	693						
Timber and Timberlands, net (a)	Timber and Timberlands, net (a)	363	206	170						
Other operating expense, net (b)		—	—	324						
Total stock-based compensation	Total stock-based compensation	\$12,356	\$9,277	\$8,026						
Tax benefit recognized related to stock-based compensation expense (c)		\$603	\$487	\$421						
Tax benefit recognized related to stock-based compensation expense (b)										
Tax benefit recognized related to stock-based compensation expense (b)										
Tax benefit recognized related to stock-based compensation expense (b)										

(a) Represents amounts capitalized as part of the overhead allocation of timber-related costs.

(b) Represents expense associated with the acceleration of share-based compensation on Pope replacement awards related to qualifying terminations.

(c) A valuation allowance is recorded against the tax benefit recognized as we do not expect to be able to realize the benefit in the future.

FAIR VALUE CALCULATIONS BY AWARD

RESTRICTED STOCK UNITS & RESTRICTED STOCK UNITS

Restricted stock units granted to employees under the Stock Plan generally vest in fourths on the first, second, third and fourth anniversary of the grant date. Periodically, other one-time restricted stock unit grants are issued to employees for special purposes, such as new hire, promotion or retention, and can vest ratably over, or upon completion of, a defined period of time. Holders of unvested restricted stock and restricted stock unit awards receive dividend equivalent payments on outstanding awards. Members of the board of directors are granted restricted stock, which vests immediately upon issuance and is subject to certain holding requirements. The fair value of each share granted is equal to the share price of the Company's stock on the date of grant. We have elected to value each grant in total and recognize the expense on a straight-line basis from the grant date of the award to the latest vesting date. As permitted, we do not estimate a forfeiture rate for non-vested shares. Accordingly, unexpected forfeitures will lower stock-based compensation during the period in which they occur.

As of December 31, 2022, there was \$0.1 million of unrecognized compensation cost attributable to our restricted stock. We expect to recognize this cost over a weighted average period of 5 months. As of December 31, 2022, there was \$7.1 million of unrecognized compensation cost attributable to our restricted stock units. We expect to recognize this cost over a weighted average period of 2.1 years.

As of December 31, 2023, there was no unrecognized compensation cost attributable to our restricted stock.

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A summary of our restricted stock is presented below:

	2022	2021	2020
Restricted shares granted (a)	22,800	22,140	100,452
Weighted average price of restricted shares granted	\$38.60	\$37.36	\$23.15
Intrinsic value of restricted stock outstanding (b)	\$620	\$3,062	\$4,666
Grant date fair value of restricted stock vested	2,478	3,121	2,755
Cash used to purchase common shares from current and former employees to pay withholding tax requirements on restricted shares vested	708	869	566

(a) The year ended December 31, 2020 includes 69,176 replacement awards issued as a result of the merger with Pope Resources.

(b) Intrinsic value of restricted stock outstanding is based on the market price of the Company's stock at December 31, 2022.

	2022		
	Number of Shares		Weighted Average Grant Date Fair Value
Non-vested Restricted Shares at January 1,	75,862		\$29.29
Granted	22,800		38.60
Vested (a)	(78,607)		31.52
Cancelled	(1,247)		24.32
Non-vested Restricted Shares at December 31,	<u>18,808</u>		<u>\$31.58</u>

(a) The year ended December 31, 2022 includes 3,718 replacement awards vested as a result of acceleration due to qualifying terminations.

A summary of our restricted stock units is presented below:

	2022	2021	2020	2023	2022	2021
Restricted stock units granted	130,213	129,290	171,409			
Restricted stock units						
Granted						

Weighted average price of restricted stock units granted	Weighted average price of restricted stock units granted	\$41.81	\$33.59	\$22.58
Intrinsic value of restricted stock units outstanding (a)	Intrinsic value of restricted stock units outstanding (a)	\$13,826	\$15,095	\$7,801
Grant date fair value of restricted stock units vested	Grant date fair value of restricted stock units vested	2,475	493	218
Cash used to purchase common shares from current and former employees to pay withholding tax requirements on restricted stock units vested	Cash used to purchase common shares from current and former employees to pay withholding tax requirements on restricted stock units vested	1,063	189	47

(a) Intrinsic value of restricted stock units outstanding is based on the market price of the Company's stock at December 31, 2022 December 31, 2023.

	2022		2023		Weighted Average Grant Date Fair Value
	Number of Shares	Weighted Average Grant Date Fair Value	Number of Shares	Weighted Average Grant Date Fair Value	
Non- vested	Non- vested				
Restricted Stock	Restricted Stock				
Units at January 1, January 1,	374,016	\$28.44			
Granted	Granted	130,213	41.81		
Vested	Vested	(80,857)	30.61		
Cancelled	Cancelled	(3,888)	33.72		
Non- vested	Non- vested				
Restricted Stock	Restricted Stock				
Units at December 31, 31,	419,484	\$32.12			

A summary of our restricted stock is presented below:

	2023	2022	2021
Restricted shares granted	36,403	22,800	22,140
Weighted average price of restricted shares granted	\$30.22	\$38.60	\$37.36
Intrinsic value of restricted stock outstanding (a)	\$66	\$620	\$3,062
Grant date fair value of restricted stock vested	1,647	2,478	3,121
Cash used to purchase common shares from current and former employees to pay withholding tax requirements on restricted shares vested	208	708	869

(a) Intrinsic value of restricted stock outstanding is based on the market price of the Company's stock at December 31, 2023.

	2023		
	Number of Shares		Weighted Average Grant Date Fair Value
Non-vested Restricted Shares at January 1,	18,808		\$31.58
Granted	36,403		30.22
Vested	(53,238)		30.93
Non-vested Restricted Shares at December 31,	<u>1,973</u>		\$24.01

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PERFORMANCE SHARE UNITS

Our performance share units generally vest upon completion of a three-year period. The number of shares, if any, that are ultimately awarded is contingent upon our total shareholder return versus selected peer group companies. The performance share payout is based on a market condition, and as such, the awards are valued using a Monte Carlo simulation model. The model generates the fair value of the award at the grant date, which is then recognized as expense on a straight-line basis over the vesting period. Additionally, we do not estimate a forfeiture rate for non-vested units. As such, unexpected forfeitures will lower stock-based compensation during the period in which they occur.

As of December 31, 2022 December 31, 2023, there was \$5.0 million \$4.9 million of unrecognized compensation cost related to our performance share unit awards, which is attributable to awards granted in 2020, 2021, 2022 and 2022, 2023. This cost is expected to be recognized over a weighted average period of 1.6 1.3 years.

A summary of our performance share units is presented below:

		2022	2021	2020		2023		2022		2021
Common shares reserved for performance shares granted during year	Common shares reserved for performance shares granted during year	193,333	191,203	361,870						
Weighted average fair value of performance share units granted	Weighted average fair value of performance share units granted	\$45.68	\$36.10	\$29.59						
Intrinsic value of outstanding performance share units (a)	Intrinsic value of outstanding performance share units (a)	\$13,123	\$16,360	\$11,711						
Fair value of performance shares vested	Fair value of performance shares vested	5,549	1,738	3,522						

Cash used to purchase common shares from current and former employees to pay withholding tax requirements on performance shares vested	Cash used to purchase common shares from current and former employees to pay withholding tax requirements on performance shares vested	2,454	559	992
--	--	-------	-----	-----

(a) Intrinsic value of outstanding performance share units is based on the market price of the Company's stock at December 31, 2022 December 31, 2023.

		2022		2023		Weighted Average Grant Date Fair Value
		Number of Units	Weighted Average Grant Date Fair Value	Number of Units		
Outstanding Performance	Outstanding Performance					
Share units at January 1,	Share units at January 1,	405,361	\$33.16			
Granted	Granted	110,476	45.68			
Units Distributed	Units Distributed	(115,167)	35.98			
Other	Other					
Cancellations/Adjustments	Cancellations/Adjustments	(2,514)	39.23			
Outstanding Performance	Outstanding Performance					
Share units at December 31,	Share units at December 31,	398,156	\$35.78			

Expected volatility was estimated using daily returns on the Company's common shares for the three-year period ending on the grant date. The risk-free rate was based on the 3-year U.S. Treasury rate on the date of the award. The dividend yield was not used to calculate fair value as awards granted receive dividend equivalents. Grants made to Vice Presidents and above are subject to a one-year post-vest holding period and include an additional discount for liquidity. The following table provides an overview of the assumptions used in calculating the fair value of the awards granted for the three years ended December 31:

	2022	2021	2020		2023	2022	2021	
Expected volatility	Expected volatility	38.1 %	35.6 %	32.6 %		29.9 %	38.1 %	35.6 %
Risk-free rate	Risk-free rate	2.6 %	0.4 %	0.3 %		3.7 %	2.6 %	0.4 %
Liquidity discount applied to grants with a post-vesting holding restriction								
(a)	4.2 %	6.3 %	n/a					
Liquidity discount applied to grants with a post-vesting holding restriction								

(a) One-year post-vest holding requirement began in grant year 2021.

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NON-QUALIFIED EMPLOYEE STOCK OPTIONS

The exercise price of each non-qualified stock option granted under the Stock Plan is equal to the closing market price of the Company's stock on the grant date. Under the Stock Plan, the maximum term is 10 years from the grant date.

A summary of the status of our stock options as of and for the year ended **December 31, 2022** **December 31, 2023** is presented below:

		2022				2023				Weighted Average Remaining Contractual Term (in years)	Aggregate Intrinsic Value
		Number of Shares	Weighted Average Exercise Price (per common share)	Weighted Average Remaining Contractual Term (in years)	Aggregate Intrinsic Value	Number of Shares	Weighted Average Exercise Price (per common share)	Weighted Average Remaining Contractual Term (in years)	Aggregate Intrinsic Value		
Options	Options										
outstanding at	outstanding at										
January 1,	January 1,	124,170	\$36.67								
Exercised	Exercised	(64,762)	38.07								
Exercised											
Exercised											
Cancelled or expired											
Cancelled or expired											
Cancelled	Cancelled										
or expired	or expired	(5,317)	35.13								
Options	Options										
outstanding at	outstanding at										
December 31,	December 31,	54,091	35.15	0.57	\$40						
Options outstanding at											
December 31,											
Options	Options										
exercisable at	exercisable at										
December 31,	December 31,	54,091	\$35.15	0.57	\$40						

A summary of additional information pertaining to our stock options is presented below:

	2022	2021	2020		2023		2022		2021
Intrinsic value of options exercised									
(a)	(a)	\$300	\$916	\$108					
Cash received from exercise of options									
of options	options	2,466	5,922	1,368					
Cash received from exercise of options									
Cash received from exercise of options									

(a) Intrinsic value of options exercised is the amount by which the fair value of the stock on the exercise date exceeded the exercise price of the option.

As of December 31, 2022 December 31, 2023, compensation cost related to stock options was fully recognized.

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20. INCOME TAXES

Rayonier is a REIT under the Internal Revenue Code and therefore generally does not pay U.S. federal or state income tax. As of December 31, 2022 December 31, 2023, Rayonier owns a 97.9% 98.4% interest in the Operating Partnership and conducts substantially all of its timberland operations through the Operating Partnership. The taxable income or loss generated by the Operating Partnership is passed through and reported to its unitholders (including the Company) on a Schedule K-1 for inclusion in each unitholder's income tax return. Certain operations, including log trading and certain real estate activities, such as the entitlement, development and sale of HBU properties, are conducted through our TRS. The TRS subsidiaries are subject to U.S. federal and state corporate income tax. The New Zealand timber operations are conducted by the New Zealand subsidiary, which is subject to corporate-level tax at 28% in New Zealand and is treated as a partnership for U.S. income tax purposes.

PROVISION FOR INCOME TAXES FROM CONTINUING OPERATIONS

The provision for income taxes for each of the three years ended December 31 follows:

		2022	2021	2020
Current	Current			
Current				
Current				
U.S. federal				
U.S. federal				
U.S. federal	U.S. federal	(\$2,797)	(\$1,893)	(\$237)
State	State	(371)	(536)	(339)
State				
State				
Foreign	Foreign	(2,694)	(11,425)	(5,391)
		(5,862)	(13,854)	(5,967)
Foreign				
Foreign				
		(4,733)		
		(4,733)		
		(4,733)		
Deferred				
Deferred				
Deferred	Deferred			
U.S. federal	U.S. federal	2,302	(6,288)	8,355
U.S. federal				
U.S. federal				
State				
State				
State	State	1,693	(1,623)	325
State				
Foreign	Foreign	(3,583)	(2,007)	(3,027)
		412	(9,918)	5,653
Foreign				
Foreign				
		9,185		
		9,185		
		9,185		

Changes in valuation allowance					
Changes in valuation allowance					
Changes in valuation allowance	Changes in valuation allowance				
Total	Total	(3,939)		9,111	(6,695)
Total	Total	(\$9,389)		(\$14,661)	(\$7,009)

A reconciliation of the U.S. federal statutory income tax rate to the actual income tax rate for each of the three years ended December 31 follows:

		2022	2021	2020		2023	2022	2021								
U.S. federal statutory income tax rate	U.S. federal statutory income tax rate	(\$27,758)	(21.0)%	(\$47,280)	(21.0)%	(\$7,726)	(21.0)%	(\$38,560)	(21.0)	(21.0)%	(\$27,758)	(21.0)	(21.0)%	(\$47,280)	(21.0)	(21.0)%
U.S. and foreign REIT income	U.S. and foreign REIT income	29,732	22.5	44,316	19.7	16,569	45.0									
Matariki Group and Rayonier New Zealand Ltd	Matariki Group and Rayonier New Zealand Ltd	(5,038)	(3.8)	(12,927)	(5.7)	(7,698)	(20.8)									
Change in valuation allowance	Change in valuation allowance	(3,939)	(3.0)	9,111	4.0	(6,695)	(18.2)									
Change in valuation allowance																
Change in valuation allowance																
REIT Built-in Gain	REIT Built-in Gain	(2,516)	(1.9)	(2,215)	(1.0)	—	—									
State Net Operating Loss	State Net Operating Loss	—	—	—	—	1,118	3.0									
Prepaid land sales	Prepaid land sales	—	—	—	—	(1,084)	(2.9)									
Foreign income tax withholding																
Foreign income tax withholding																
Foreign income tax withholding	Foreign income tax withholding	(1,239)	(0.9)	(505)	(0.2)	(721)	(2.0)									
Sale of Timber Funds	Sale of Timber Funds	—	—	(2,399)	(1.1)	—	—									
State Income Tax, Net of Federal Benefit	State Income Tax, Net of Federal Benefit	1,424	1.1	—	—	—	—									
Bainbridge Landing JV, NCI	Bainbridge Landing JV, NCI	2,496	1.8	—	—	—	—									
Other	Other	(2,551)	(1.9)	(2,762)	(1.2)	(772)	(2.1)									

Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income	Income tax expense as reported for net income							
	(\$9,389)	(7.1)%	(\$14,661)	(6.5)%	(\$7,009)	(19.0)%		(\$5,122)	(2.8)	(2.8)%	(\$9,389)	(7.1)%	(\$14,661)	(6.5)%	(\$9,389)	(7.1)%	(\$14,661)	(6.5)%

The Company's effective tax rate is below the 21 percent U.S. statutory rate primarily due to tax benefits associated with being a REIT.

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DEFERRED TAXES

Deferred income taxes result from differences between the timing of recognizing revenues and expenses for financial book purposes versus income tax purposes. The nature of the temporary differences and the resulting net deferred tax asset/liability for the two years ended December 31 follows:

		2022	2021		2023		2022
Gross deferred tax assets:	Gross deferred tax assets:						
Pension, postretirement and other employee benefits	Pension, postretirement and other employee benefits	\$489	\$597				
Pension, postretirement and other employee benefits	Pension, postretirement and other employee benefits						
New Zealand subsidiary	New Zealand subsidiary	20,753	21,790				
CBPC tax credit carry forwards	CBPC tax credit carry forwards	13,688	13,701				
Cellulosic Biofuel Producer Credit tax credit carry forwards	Cellulosic Biofuel Producer Credit tax credit carry forwards						
Capitalized real estate costs	Capitalized real estate costs	2,457	1,656				
U.S. TRS net operating loss	U.S. TRS net operating loss	23,885	12,489				
Land basis difference	Land basis difference	—	9,061				
Other	Other						
Other	Other	4,808	5,367				
Total gross deferred tax assets	Total gross deferred tax assets	66,080	64,661				
Less: Valuation allowance	Less: Valuation allowance	(40,844)	(36,904)				

Total deferred tax assets after valuation allowance	Total deferred tax assets after valuation allowance	\$25,236	\$27,757
Gross deferred tax liabilities:	Gross deferred tax liabilities:		
Accelerated depreciation	Accelerated depreciation	(9)	(46)
Accelerated depreciation			
Accelerated depreciation			
New Zealand subsidiary			
New Zealand subsidiary			
New Zealand subsidiary	New Zealand subsidiary	(88,414)	(91,388)
Other	Other	(4,558)	(6,059)
Other			
Other			
Total gross deferred tax liabilities	Total gross deferred tax liabilities	(92,981)	(97,493)
Net deferred tax liability reported as noncurrent	Net deferred tax liability reported as noncurrent	(\$67,745)	(\$69,736)

Net operating loss ("NOL") and tax credit carryforwards as of the two years ended December 31 follows:

	Tax Effected Balance			
2023				
U.S. Federal NOL				
Carryforwards- Post TCJA (a)				
U.S. Federal NOL				
Carryforwards- Post TCJA (a)				
U.S. Federal NOL				
Carryforwards- Post TCJA (a)			\$25,948	None
U.S State NOL				
Carryforwards				
(b)			4,112	Various
Cellulosic Biofuel Producer Credit				
Biofuel				
Producer				
Credit			13,688	2024
2022				
2022				
	Tax Effected Balance			
2022	2022			
	Expiration			

- (a) The Tax Cuts and Jobs Act (TCJA) was signed into law on December 22, 2017. The TCJA lifted the 20-year federal NOL Carryforward period. Net operating losses generated after December 31, 2017 have an indefinite carryforward period.
- (b) The U.S. state NOL is made up of several jurisdictions that expire in various future years. No state NOL is set to expire before December 31, 2033.
- (c) The Inflation Reduction Act of 2022 was signed into law on August 16, 2022. The Inflation Reduction Act of 2022 temporarily extended existing fuels tax credits that previously expired or were set to expire at the end of 2023. The Cellulose Biofuel Producer Credit was one of the credits extended under this act.

We record a valuation allowance to reduce the carrying amounts of deferred tax assets if it is more likely than not that such deferred tax assets will not be realized. Since 2015, we have had a 100% valuation allowance against the U.S. taxable REIT subsidiary's deferred tax assets, net of deferred tax liabilities. During 2022, 2023, the net deferred tax assets increased by \$4.0 \$9.6 million. As a result, we recorded a change in the valuation allowance of \$4.0 \$9.6 million related to the U.S. TRS's deferred tax assets, net of liabilities.

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TAX STATUTES

The following table provides detail of the tax years that remain open to examination by the IRS and other significant taxing jurisdictions:

Taxing Jurisdiction	Open Tax Years
U.S. Internal Revenue Service	2019 2020 - 2021 2022
New Zealand Inland Revenue	2017 2018 - 2021 2022

TAX CHARACTERISTICS OF DIVIDEND DISTRIBUTIONS

The taxable nature of the dividend distributions paid for each of the three years ended December 31 follows:

	2022		2021		2020
Total dividends/distributions paid per common share/unit	\$1.125		\$1.08		\$1.08

Total dividends/distributions paid per common share/unit (a)							
Total dividends/distributions paid per common share/unit (a)							
Total dividends/distributions paid per common share/unit (a)							
<i>Tax characteristics:</i>							
<i>Tax characteristics:</i>							
<i>Tax characteristics:</i>	<i>Tax characteristics:</i>						
Capital gain	Capital gain	100	%	100	%	100	%
Capital gain							
Capital gain							

(a) The year ended December 31, 2023 includes an additional cash dividend of \$0.20 per common share. The dividend was payable January 12, 2024, to shareholders of record on December 29, 2023. This additional cash dividend will be considered a 2023 distribution for federal income tax purposes.

21. RESTRICTED CASH

Restricted cash ~~Timber Funds~~ includes the portion of proceeds from Fund II Timberland Dispositions required to be distributed to noncontrolling interests. As of December 31, 2022, all proceeds from Fund II Timberland Dispositions have been distributed to noncontrolling interests.

Restricted cash, ~~excluding Timber Funds~~ includes cash deposited with a like-kind exchange ("LKE") intermediary. In order to qualify for LKE treatment, the proceeds from real estate sales must be deposited with a third-party intermediary. These proceeds are accounted for as restricted cash until a suitable replacement property is acquired. In the event LKE purchases are not completed, the proceeds are returned to the Company after 180 days and reclassified as available cash. Additionally, restricted cash ~~excluding Timber Funds~~, includes ~~cash~~ balances held in escrow as collateral for certain contractual obligations related to our Heartwood development project as well as cash held in escrow for real estate sales.

The following table provides a reconciliation of cash, cash equivalents and restricted cash in the Consolidated Balance Sheets that sum to the total of the same such amounts in the Consolidated Statements of Cash Flows for the ~~two~~ years ended December 31:

	2022	2021			2023		2022
Restricted cash, excluding Timber Funds:							
Restricted cash:							
Restricted cash deposited with LKE intermediary							
Restricted cash deposited with LKE intermediary							
Restricted cash deposited with LKE intermediary							
Restricted cash deposited with LKE intermediary							
Restricted cash deposited with LKE intermediary							
Restricted cash held in escrow							
Restricted cash held in escrow							
Restricted cash held in escrow							
Restricted cash held in escrow							
Total restricted cash shown in the Consolidated Balance Sheets, excluding Timber Funds	1,152	625					
Restricted cash shown in the Consolidated Balance Sheets, Timber Funds	—	6,341					
Total restricted cash shown in the Consolidated Balance Sheets							
Cash and cash equivalents							

Cash and cash equivalents			
Cash and cash equivalents	Cash and cash equivalents	114,255	362,173
Total cash, cash equivalents and restricted cash shown in the Consolidated Statements of Cash Flows	Total cash, cash equivalents and restricted cash shown in the Consolidated Statements of Cash Flows	<u>\$115,407</u>	<u>\$369,139</u>

22. ASSETS HELD FOR SALE

Assets held for sale is composed of properties not included in inventory which are under contract and expected to be sold within the next 12 months that also meet the other relevant held-for-sale criteria in accordance with ASC 360-10-45-9. As of December 31, 2022 December 31, 2023 and December 31, 2021 December 31, 2022, the basis in properties meeting this classification was \$0.7 million \$9.9 million and \$5.1 million \$0.7 million, respectively. Since the basis in these properties was less than the fair value, including costs to sell, no impairment was recognized.

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23. OTHER ASSETS

The following table provides the composition of Other assets for the two years ended December 31:

	2023	2022	2021	2023	2022	
Long-term derivative contracts (a)	Long-term derivative contracts (a)	\$76,216	\$11,796	Long-term derivative contracts (a)	\$55,336	\$76,216
Patronage equity (b)	Patronage equity (b)	7,872	7,322	Patronage equity (b)	8,292	7,872
Goodwill	Goodwill					
Goodwill (b) (b)	Goodwill (b)	7,863	8,457	Goodwill (b)	7,822	7,863
New Zealand long-term secondary roads (b)	New Zealand long-term secondary roads (b)					
Equity investments (c)	Equity investments (c)					
Capitalized software costs (b)	Capitalized software costs (b)					
Pacific Northwest long-term prepaid roads (b)	Pacific Northwest long-term prepaid roads (b)	5,857	4,131	Pacific Northwest long-term prepaid roads (b)	5,354	5,857
New Zealand long-term secondary roads (b)	New Zealand long-term secondary roads (b)	6,971	6,730	New Zealand long-term secondary roads (b)	5,995	6,971

Capitalized software costs (b)	5,795	3,117		
Carbon credits (c)	1,086	1,956		
Rabbi trusts related to the Executive Severance Pay Plan (d)	1,869	1,844	Rabbi trusts related to the Executive Severance Pay Plan (d)	1,962
Deferred financing costs related to revolving debt (b)	854	1,104	Deferred financing costs related to revolving debt (b)	604
Carbon credits (e)		Carbon credits (e)		419
Long-term prepaid stumpage (b)	713	1,461	Long-term prepaid stumpage (b)	260
Long-term deposits	212	1,896	Long-term deposits	135
Other	173	1,152	Other	2
Total	<u>\$115,481</u>	<u>\$50,966</u>	Total	<u>\$97,555</u>
				<u><u>\$115,481</u></u>

(a) See [Note 1 — Summary of Significant Accounting Policies](#) and [Note 8 — Derivative Financial Instruments and Hedging Activities](#) for further information on derivatives including their classification on the Consolidated Balance Sheets.

(b) See [Note 1 — Summary of Significant Accounting Policies](#) for additional information.

(c) Represents the cost basis in four joint venture entities by our New Zealand subsidiary, reflecting investments made for the establishment and enhancement of timber assets which the joint ventures will monetize upon maturation of the timber.

(d) The Executive Severance Pay Plan provides benefits to eligible executives in the event of a change in control of the Company.

(e) See [Note 1 — Summary of Significant Accounting Policies](#) and [Note 15 — Inventory](#) for additional information on carbon credits.

(d) The Executive Severance Pay Plan provides benefits to eligible executives in the event of a change in control of the Company.

Changes in goodwill for the years ended **December 31, 2022** **December 31, 2023** and **2021** **2022** were:

	2022	2021
Balance, January 1 (net of \$0 of accumulated impairment)	\$8,457	\$8,943
Changes to carrying amount		
Acquisitions	—	—
Impairment	—	—
Foreign currency adjustment	(594)	(486)
Balance, December 31 (net of \$0 of accumulated impairment)	<u>\$7,863</u>	<u>\$8,457</u>

Changes in the basis of carbon credits for the years ended December 31, 2022 and 2021 were:

	2022	2021
Balance, January 1	\$1,956	\$1,346
Changes to carrying amount		
Acquisitions	—	698
Sales	(309)	—

Transfers to inventory	(474)
Foreign currency adjustment	(87)
Balance, December 31 (net of \$0 of accumulated impairment)	<u><u>\$1,086</u></u>

	2023	2022
Balance, January 1 (net of \$0 of accumulated impairment)	\$7,863	\$8,457
Changes to carrying amount		
Foreign currency adjustment	(41)	(594)
Balance, December 31 (net of \$0 of accumulated impairment)	<u><u>\$7,822</u></u>	<u><u>\$7,863</u></u>

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24. ACCUMULATED OTHER COMPREHENSIVE INCOME (LOSS)

The following table summarizes the changes in AOCI by component for the years ended **December 31, 2022** **December 31, 2023** and **2021**. All amounts are presented net of tax and exclude portions attributable to noncontrolling interests.

	Foreign currency translation gains/(losses)	Net investment hedges of New Zealand subsidiary	Cash flow hedges	Employee benefit plans	Total Rayonier, L.P.	Allocation of Operating Partnership	Total Rayonier Inc.		Foreign currency translation gains/(losses)	Net investment hedges of New Zealand subsidiary	Cash flow hedges	Employee benefit plans	Total Rayonier, L.P.	Allocation of Operating Partnership	
Balance as of December 31, 2020	\$22,702	\$1,321	(\$71,056)	(\$24,312)	(\$71,345)	(\$2,540)	(\$73,885)								
Foreign currency translation gains/(losses)															
Balance as of December 31, 2021															
Other comprehensive income (loss) before reclassifications	Other comprehensive income (loss) before reclassifications	(18,487)	—	44,899 (a)	11,302	37,714	—	37,714	Foreign currency translation gains/(losses)	Net investment hedges of New Zealand subsidiary	Cash flow hedges	Employee benefit plans	Total Rayonier, L.P.	Allocation of Operating Partnership	
Amounts reclassified from accumulated other comprehensive income (loss)		—	—	16,994	1,174 (b)	18,168	(1,601)	16,567							
Amounts reclassified from accumulated other comprehensive income															
Net other comprehensive (loss) income	Net other comprehensive (loss) income	(18,487)	—	61,893	12,476	55,882	(1,601)	54,281							
Balance as of December 31, 2021		\$4,215	\$1,321	(\$9,163)	(\$11,836)	(\$15,463)	(\$4,141)	(\$19,604)							

Balance as of December 31, 2022							
Balance as of December 31, 2022							
Balance as of December 31, 2022							
Other comprehensive income	Other comprehensive income						
before reclassifications	before reclassifications	(22,282)	—	78,166 (a)	874	56,758	(1,323)
Amounts reclassified from accumulated other comprehensive income		—	—	(1,799)	753 (b)	(1,046)	1,028
Amounts reclassified from accumulated other comprehensive income		—	—	(1,799)	753 (b)	(1,046)	1,028
Net other comprehensive income	Net other comprehensive income	(22,282)	—	76,367	1,627	55,712	(295)
Balance as of December 31, 2022	Balance as of December 31, 2022	(\$18,067)	\$1,321	\$67,204	(\$10,209)	\$40,249	(\$4,436)
Balance as of December 31, 2023							

(a) The years ended December 31, 2023 and December 31, 2022 and December 31, 2021 include \$75.0 million and \$52.5 million \$75.0 million, respectively, of other comprehensive income related to interest rate products. See [Note 8 — Derivative Financial Instruments and Hedging Activities](#) for additional information.

(b) This component of other comprehensive income (loss) is included in the computation of net periodic pension and post-retirement costs. The year ended December 31, 2023 includes a \$2.0 million pension settlement charge. See [Note 18 — Employee Benefit Plans](#) for additional information.

The following table presents details of the amounts reclassified in their entirety from AOCI to net income for the years ended December 31, 2022 December 31, 2023 and 2021: 2022:

Details about accumulated other comprehensive loss components	Amount reclassified from accumulated other comprehensive loss		Affected line item in the income statement
	2022	2021	
Realized (gain) loss on foreign currency exchange contracts	(\$7,682)	\$2,974	Other operating income (expense), net
Realized loss on foreign currency option contracts	—	1,177	Other operating income (expense), net
Noncontrolling interest	1,768	(955)	Comprehensive (income) loss attributable to noncontrolling interests
Realized loss on interest rate contracts	2,459	14,694	Interest expense
Income tax effect from net loss (gain) on foreign currency contracts	1,656	(896)	Income tax expense
Net (gain) loss on cash flow hedges reclassified from accumulated other comprehensive income	(\$1,799)	\$16,994	

Details about accumulated other comprehensive income components	Amount reclassified from accumulated other comprehensive income		Affected line item in the income statement
	2023	2022	
Realized loss (gain) on foreign currency exchange contracts	\$7,522	(\$7,682)	Other operating (expense) income, net
Realized loss on foreign currency option contracts	446	—	Other operating (expense) income, net
Noncontrolling interest	(1,833)	1,768	Comprehensive income attributable to noncontrolling interests
Realized (gain) loss on interest rate contracts	(26,311)	2,459	Interest expense
Income tax effect from net (loss) gain on foreign currency contracts	(1,719)	1,656	Income tax expense
Net gain on cash flow hedges reclassified from accumulated other comprehensive income	(\$21,895)	(\$1,799)	

RAYONIER INC. AND SUBSIDIARIES
RAYONIER, L.P. AND SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (Continued)
(Dollar amounts in thousands unless otherwise stated)

25. RELATED PARTY

In January 2020, we entered into an agreement to sell developed lots to Mattamy Jacksonville LLC, a wholly owned subsidiary of Mattamy Homes, for an aggregate base purchase price of \$4.45 million (subject to multiple takedowns over a 2 year period), plus additional consideration as to each lot to the extent the ultimate sales price of each finished home exceeded agreed price thresholds (the "Mattamy Contract"). In May 2021, we entered into an amendment to the original agreement, which sold additional lots to Mattamy for an aggregate base purchase price of \$1.0 million. The Mattamy contract also included marketing fee revenue based on a percentage of the sales price of each finished home.

In September 2020, Keith Bass, a member of our Board of Directors, was named the Chief Executive Officer of Mattamy Homes US. Following this development, the Mattamy Contract and the ongoing obligations therein, were reviewed by the Nominating and Corporate Governance Committee in accordance with established policies and procedures regarding the authorization and approval of transactions with related parties.

The following table demonstrates the impact, gross of tax, of our related party transactions on the Consolidated Statements of Income and Comprehensive Income for the three years ended December 31:

Related Party Transaction	Related Party Transaction	Location on Statement of Income and Comprehensive Income				Related Party Transaction	Location on Statement of Income and Comprehensive Income			
			2022	2021	2020			2023	2022	2021
Mattamy Contract	Mattamy Contract	Sales (a)	\$916	\$2,656	\$1,354					

(a) The years year ended December 31, 2021 and December 31, 2020 exclude excludes approximately \$0.3 million and \$0.1 million, respectively, of cash received from Mattamy Jacksonville LLC under this agreement for the reimbursement of local impact fees.

As All consideration due under this contract was received from Mattamy Homes as of December 31, 2022, all lots under contract have been sold and all consideration has been received from Mattamy. There were no new agreements entered into with Mattamy Homes during the year ended December 31, 2023.

Item 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE

None.

Item 9A. CONTROLS AND PROCEDURES

Rayonier Inc.

DISCLOSURE CONTROLS AND PROCEDURES

Rayonier management is responsible for establishing and maintaining adequate disclosure controls and procedures. Disclosure controls and procedures (as defined in Rule 13a-15(e) under the Securities Exchange Act of 1934 (the "Exchange Act")) are designed with the objective of ensuring that information required to be disclosed by the Company in reports filed under the Exchange Act, such as this Annual Report on Form 10-K, is (1) recorded, processed, summarized and reported within the time periods specified in the SEC's rules and forms and (2) accumulated and communicated to our management, including our Chief Executive Officer and Chief Financial Officer, as appropriate to allow timely decisions regarding required disclosure.

Because of the inherent limitations in all control systems, no control evaluation can provide absolute assurance that all control exceptions and instances of fraud have been prevented or detected on a timely basis. Even systems determined to be effective can provide only reasonable assurance that their objectives are achieved.

Based on an evaluation of our the Company's disclosure controls and procedures as of the end of the period covered by this Annual Report on Form 10-K, our management, including the Chief Executive Officer and Chief Financial Officer, concluded the design and operation of the disclosure controls and procedures were effective as of December 31, 2022 December 31, 2023.

CHANGES IN INTERNAL CONTROL OVER FINANCIAL REPORTING

In the year ended December 31, 2022 December 31, 2023, based upon the evaluation required by paragraph (d) of Rule 13a-15, there were no changes in our internal control over financial reporting that would materially affect or are reasonably likely to materially affect our internal control over financial reporting.

DISCLOSURE CONTROLS AND PROCEDURES

The Operating Partnership is responsible for establishing and maintaining adequate disclosure controls and procedures. Disclosure controls and procedures (as defined in Rule 13a-15(e) under the Securities Exchange Act of 1934 (the "Exchange Act")) are designed with the objective of ensuring that information required to be disclosed by Rayonier, L.P. in reports filed under the Exchange Act, such as this Annual Report on Form 10-K, is (1) recorded, processed, summarized and reported within the time periods specified in the SEC's rules and forms and (2) accumulated and communicated to our management, including Rayonier's Chief Executive Officer and Chief Financial Officer, as appropriate to allow timely decisions regarding required disclosure.

Because of the inherent limitations in all control systems, no control evaluation can provide absolute assurance that all control exceptions and instances of fraud have been prevented or detected on a timely basis. Even systems determined to be effective can provide only reasonable assurance that their objectives are achieved.

Based on an evaluation of **our** the Operating Partnership's disclosure controls and procedures as of the end of the period covered by this Annual Report on Form 10-K, our management, including Rayonier's Chief Executive Officer and Chief Financial Officer, concluded the design and operation of the disclosure controls and procedures were effective as of **December 31, 2022** December 31, 2023.

CHANGES IN INTERNAL CONTROL OVER FINANCIAL REPORTING

In the year ended **December 31, 2022** December 31, 2023, based upon the evaluation required by paragraph (d) of Rule 13a-15, there were no changes in our internal control over financial reporting that would materially affect or are reasonably likely to materially affect our internal control over financial reporting.

Item 9B. OTHER INFORMATION

Not applicable.

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Item 9B. OTHER INFORMATION

Insider Trading Arrangements and Policies

None of the Company's directors or officers adopted, modified, or terminated a Rule 10b5-1 trading arrangement or a non-Rule 10b5-1 trading arrangement during the Company's fiscal quarter ended December 31, 2023, as such terms are defined under Item 408(a) of Regulation S-K.

Item 9C. DISCLOSURE REGARDING FOREIGN JURISDICTIONS THAT PREVENT INSPECTIONS

Not applicable.

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PART III

Certain information required by Part III is incorporated by reference from the Company's Definitive Proxy Statement to be filed with the SEC in connection with the solicitation of proxies for the Company's **2023** 2024 Annual Meeting of Shareholders (the "Proxy Statement"). We will make the Proxy Statement available on our website at www.rayonier.com as soon as it is filed with the SEC.

Item 10. DIRECTORS, EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE

A list of our executive officers and their biographical information are found in **Item 1** **in** of this Annual Report on Form 10-K. Additional information required by this Item with respect to directors and other governance matters is incorporated herein by reference from the sections and subsections entitled "Proposal No. 1 - Election of Directors," "Corporate Governance," "Named Executive Officers" and "Report of the Audit Committee" in the Proxy Statement.

Our Standard of Ethics and Code of Corporate Conduct, which is applicable to our principal executive, financial and accounting officers, is available on our website, www.rayonier.com. Any amendments to or waivers of the Standard of Ethics and Code of Corporate Conduct will also be disclosed on our website.

Item 11. EXECUTIVE COMPENSATION

The information called for by Item 11 is incorporated herein by reference from the section and subsections entitled "Compensation Discussion and Analysis," "Summary Compensation Table," "CEO Pay Ratio," "Grants of Plan-Based Awards," "Outstanding Equity Awards at Fiscal Year-End," "Option Exercises and Stock Vested," "Pension Benefits," "Nonqualified Deferred Compensation," "Potential Payments Upon Termination or Change in Control," "Pay Versus Performance," "Director Compensation," "Compensation Committee Interlocks and Insider Participation; Processes and Procedures" and "Report of the Compensation and Management Development Committee" in the Proxy Statement.

Item 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED STOCKHOLDER MATTERS

The information called for by Item 12 is incorporated herein by reference from the section and subsections entitled "Ownership of and Trading in our Shares," "Share Ownership of Certain Beneficial Owners," "Share Ownership of Directors and Executive Officers" and "Equity Compensation Plan Information" in the Proxy Statement.

Item 13. CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS, AND DIRECTOR INDEPENDENCE

The information called for by Item 13 is incorporated herein by reference from the section and subsections entitled "Proposal No. 1 - Election of Directors," "Director Independence" and "Related Person Transactions" in the Proxy Statement.

Item 14. PRINCIPAL ACCOUNTING FEES AND SERVICES

The information called for by Item 14 is incorporated herein by reference from the subsection entitled "Information Regarding Independent Registered Public Accounting Firm" in the Proxy Statement.

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PART IV

Item 15. EXHIBITS, FINANCIAL STATEMENT SCHEDULES

- (a) Documents filed as a part of this report:
 - (i) See *Index to Financial Statements* on page 58 59 for a list of the financial statements filed as part of this report.
 - (ii) Financial Statement Schedules:

SCHEDULE II—VALUATION AND QUALIFYING ACCOUNTS
Years Ended December 31, 2022 December 31, 2023, 2021 2022, and 2020 2021
 (In Thousands)

Description	Description	Balance at Beginning of Year	Additions Charged to Cost and Expenses	Deductions	Balance at End of Year	Description	Balance at Beginning of Year	Additions Charged to Cost and Expenses	Deductions	Balance at End of Year
Allowance for doubtful accounts:	Allowance for doubtful accounts:									
	Year ended December 31, 2023									
	Year ended December 31, 2023									
	Year ended December 31, 2023									
Year ended December 31, 2022	Year ended December 31, 2022	\$59	\$15	—	\$74					
Year ended December 31, 2021	Year ended December 31, 2021	25	34	—	59					
Year ended December 31, 2020		24	1	—	25					

Deferred tax asset valuation allowance:	Deferred tax asset valuation allowance:
Deferred tax asset valuation allowance:	
Deferred tax asset valuation allowance:	Year ended December 31, 2023
	Year ended December 31, 2023
	Year ended December 31, 2023
Year ended December 31, 2022	Year ended December 31, 2022 \$36,904 \$3,940 (b) — \$40,844
Year ended December 31, 2021	Year ended December 31, 2021 46,015 — (9,111) (a) 36,904
Year ended December 31, 2020	39,320 6,695 (b) — 46,015

(a) The 2023 and 2022 increase in the valuation allowance is due to an increase in TRS deferred tax assets.

(b) The 2021 decrease in the valuation allowance is due to a reduction in TRS deferred tax assets.

(b) The 2020 and 2022 increase in the valuation allowance is due to an increase in TRS deferred tax assets.

All other financial statement schedules have been omitted because they are not applicable, the required matter is not present or the required information has otherwise been supplied in the financial statements or the notes thereto.

(i) See [Exhibit Index](#) for a list of the exhibits filed or incorporated herein as part of this report. Exhibits that are incorporated by reference to documents filed previously by the Company under the Securities Exchange Act of 1934, as amended, are filed with the SEC under File No. 1-6780.

Item 16. FORM 10-K SUMMARY

None.

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EXHIBIT INDEX

The following is a list of exhibits filed as part of the Form 10-K. As permitted by the rules of the SEC, the Company has not filed certain instruments defining the rights of holders of long-term debt of the Company or its consolidated subsidiaries under which the total amount of securities authorized does not exceed 10 percent of the total assets of the Company and its consolidated subsidiaries. The Company agrees to furnish to the SEC, upon request, a copy of any omitted instrument.

<u>Exhibit No.</u>	<u>Description</u>	<u>Location</u>
2.1	Contribution, Conveyance and Assumption Agreement dated December 18, 2003 by and among Rayonier Inc., Rayonier Timberlands Operating Company, L.P., Rayonier Timberlands, L.P., Rayonier Timberlands Management, LLC, Rayonier Forest Resources, LLC, Rayland, LLC, Rayonier TRS Holdings Inc., Rayonier Minerals, LLC, Rayonier Forest Properties, LLC, Rayonier Wood Products, LLC, Rayonier Wood Procurement, LLC, Rayonier International Wood Products, LLC, Rayonier Forest Operations, LLC, Rayonier Properties, LLC and Rayonier Performance Fibers, LLC	Incorporated by reference to Exhibit 10.1 to the Registrant's January 15, 2004 Form 8-K
2.2	Contribution, Conveyance and Assumption Agreement, dated July 29, 2010, between Rayonier Inc. and Rayonier Operating Company LLC	Incorporated by reference to Exhibit 10.7 to the Registrant's June 30, 2010 Form 10-Q
2.3	Separation and Distribution Agreement, dated May 28, 2014, by and between Rayonier Inc. and Rayonier Advanced Materials Inc.**	Incorporated by reference to Exhibit 2.1 to the Registrant's May 30, 2014 Form 8-K
2.4	Agreement and Plan of Merger, dated as of January 14, 2020, by and among Rayonier Inc., Rayonier Operating Company LLC, Pacific GP Merger Sub I, LLC, Pacific GP Merger Sub II, LLC, Pacific LP Merger Sub III, LLC, Pope Resources, a Delaware limited partnership, Pope MGP, Inc. and Pope EGP, Inc.	Incorporated by reference to Exhibit 2.1 to the Registrant's January 15, 2020 Form 8-K
2.5	Amendment No. 1, dated as of April 1, 2020, to the Agreement and Plan of Merger, by and among Rayonier Inc., Rayonier, L.P., Rayonier Operating Company LLC, Rayonier Operating Holdings, LLC, Pacific GP Merger Sub I, LLC, Pacific GP Merger Sub II, LLC, Pacific LP Merger Sub III, LLC, Pope Resources, a Delaware limited partnership, Pope MGP, Inc. and Pope EGP, Inc.	Incorporated by reference to Exhibit 2.1 to the Registrant's April 1, 2020 Form 8-K
2.6	Purchase and Sale Agreement, dated as of October 21, 2022, by and among Rayonier Operating LLC, John Hancock Life Insurance Company (U.S.A.), and First American Title Insurance Company***	Filed herewith
2.7	Purchase and Sale Agreement, dated as of November 2, 2022, by and among Rayonier Operating Company, LLC, and John Hancock Life Insurance Company (U.S.A)** ***	Filed herewith
2.8	First Amendment to Purchase and Sale Agreement, dated as of December 13, 2022, by and among Rayonier Operating Company, LLC, and John Hancock Life Insurance Company (U.S.A)***	Filed herewith
3.1	Amended and Restated Articles of Incorporation	Incorporated by reference to Exhibit 3.1 to the Registrant's May 23, 2012 Form 8-K
3.2	By-Laws	Incorporated by reference to Exhibit 3.2 to the Registrant's October 21, 2009 Form 8-K
3.3	Limited Liability Company Agreement of Rayonier Operating Company LLC	Incorporated by reference to Exhibit 3.3 to the Registrant's June 30, 2010 Form 10-Q

<u>Exhibit No.</u>	<u>Description</u>	<u>Location</u>
3.4	Amended and Restated Agreement of Limited Partnership of Rayonier, L.P., dated as of May 8, 2020	Incorporated by reference to Exhibit 3.1 to the Registrant's May 13, 2020 Form 8-K
3.5	Amendment No. 1 to the Amended and Restated Agreement of Limited Partnership of Rayonier, L.P., dated as of May 21, 2021	Incorporated by reference to Exhibit 3.1 to the Registrant's June 30, 2021 Form 10-Q
4.1	Indenture among Rayonier, L.P., Rayonier Inc., the guarantors party thereto from time to time and The Bank of New York Mellon, N.A., as Trustee, dated as of September 9, 2020	Incorporated by reference to Exhibit 4.8 to the Registrant's September 10, 2020 Registration Statement on Form S-3
4.2	First Supplemental Indenture, dated May 17, 2021, among Rayonier, L.P., as issuer, the guarantors party thereto and the Bank of New York Mellon Trust Company, N.A., as trustee	Incorporated by reference to Exhibit 4.2 to the Registrant's May 17, 2021 Form 8-K
4.3	Form of Note for 2.750% Senior Notes due 2031 (contained in Exhibit A to Exhibit 4.2)	Incorporated by reference to Exhibit 4.2 to the Registrant's May 17, 2021 Form 8-K
4.4	Description of Registrant's Securities Registered Pursuant to Section 12 of the Securities Exchange Act of 1934	Incorporated by reference to Exhibit 4.7 to the Registrant's December 31, 2020 Form 10-K
10.1	Rayonier Investment and Savings Plan for Salaried Employees effective March 1, 1994, amended and restated effective April 1, 2015 and further amended effective September 8, 2015*	Incorporated by reference to Exhibit 10.2 to the Registrant's December 31, 2015 Form 10-K
10.2	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of June 1, 2016, executed February 25, 2016*	Incorporated by reference to Exhibit 10.1 to the Registrant's March 31, 2016 Form 10-Q
10.3	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of June 1, 2016, executed June 13, 2016*	Incorporated by reference to Exhibit 10.3 to the Registrant's December 31, 2019 Form 10-K
10.4	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of January 1, 2017, executed January 17, 2017*	Incorporated by reference to Exhibit 10.1 to the Registrant's March 31, 2017 Form 10-Q
10.5	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of January 1, 2017, executed July 20, 2017*	Incorporate by reference to Exhibit 10.1 to the Registrant's June 30, 2017 Form 10-Q
10.6	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of April 1, 2017, executed December 7, 2016*	Incorporated by reference to Exhibit 10.6 to the Registrant's December 31, 2019 Form 10-K
10.7	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of October 1, 2017, executed November 9, 2017*	Incorporated by reference to Exhibit 10.6 to the Registrant's December 31, 2017 Form 10-K
10.8	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of November 1, 2018, executed December 21, 2018*	Incorporated by reference to Exhibit 10.7 to the Registrant's December 31, 2018 Form 10-K
10.9	Amended and Restated Retirement Plan for Salaried Employees of Rayonier Inc., effective January 1, 2014*	Incorporated by reference to Exhibit 10.9 to the Registrant's December 31, 2015 Form 10-K

<u>10.10 Exhibit No.</u>	<u>Description</u>	<u>Location</u>
10.2	First Amendment to the Retirement Plan for Salaried Employees of Rayonier Inc., effective as of December 31, 2016*	Incorporated by reference to Exhibit 10.2 to the Registrant's September 30, 2016 Form 10-Q

Exhibit [Description](#)[Second Amendment to the Retirement Plan for Salaried Employees of Rayonier, Inc. executed January 20, 2023*](#) Filed herewith

10.11	10.4	Rayonier Inc. Excess Benefit Plan, as amended*	Incorporated by reference to Exhibit 10.2 to the Registrant's June 30, 2010 Form 10-Q
10.12	10.5	Amendment to the Rayonier Inc. Excess Benefit Plan as amended, effective as of July 31, 2023, executed July 20, 2023*	Filed herewith
10.6		Form of Rayonier Outside Directors Compensation Program/Cash Deferral Option Agreement*	Incorporated by reference to Exhibit 10.24 to the Registrant's December 31, 2006 Form 10-K
10.13	10.7	Trust Agreement for the Rayonier Inc. Legal Resources Trust*	Incorporated by reference to Exhibit 10.1 to the Registrant's September 30, 2014 Form 10-Q
10.14	10.8	Amended and Restated Master Shareholder Agreement in Relation to Matariki Forests Australia PTY Limited, Matariki Forestry Group and Matariki Forests, dated February, 2010, by and among SAS Trustee Corporation, Deutsche Asset Management (Australia) Limited, Rayonier Canterbury LLC, Rayonier New Zealand Limited, Cameron and Company Limited, Matariki Forests Australia Pty Limited, Matariki Forestry Group and Matariki Forests	Incorporated by reference to Exhibit 10.14 to the Registrant's December 31, 2019 Form 10-K
10.15		Deed of Amendment and Restatement of Shareholder Agreement, dated March 31, 2016 July 1, 2021, by and among Rayonier Canterbury LLC, Waimarie Forests Pty Limited, Matariki Forestry Group, Matariki Forests and Phaunos Timber Fund Limited	Incorporated by reference to Exhibit 10.15 to the Registrant's December 31, 2019 Form 10-K Filed herewith
10.16	10.9	Intellectual Property Agreement, dated June 27, 2014, by and between Rayonier Inc. and Rayonier Advanced Materials Inc.	Incorporated by reference to Exhibit 10.4 to the Registrant's June 30, 2014 Form 8-K
10.17	10.10	Form of Indemnification Agreement between Rayonier Inc. and its Officers and Directors*	Incorporated by reference to Exhibit 10.8 to the Registrant's June 30, 2014 Form 10-Q
10.18		Form of Indemnification Agreement between Rayonier Inc. and its Officers	Incorporated by reference to Exhibit 10.18 to the Registrant's December 31, 2019 Form 10-K
10.19	10.11	Transition Agreement, dated October 30, 2023*	Filed herewith
10.12		Rayonier Incentive Stock Plan, as amended*	Incorporate Incorporated by reference to Exhibit 10.1 to the Registrant's September 30, 2020 Form 10-Q
10.20	10.13	2023 Rayonier Incentive Stock Plan*	Incorporated by reference to Exhibit 4.3 to the Registrant's Registration Statement on Form S-8, filed on May 18, 2023
10.14		Form of Rayonier Incentive Stock Plan Non-Qualified Stock Option Award Agreement*	Incorporated by reference to Exhibit 10.19 to the Registrant's December 31, 2008 Form 10-K
10.21	10.15	Form of 2023 Rayonier Incentive Stock Plan Restricted Restricted Stock Unit Award Agreement* Agreement*	Incorporated by reference to Exhibit 10.5 to the Registrant's March 31, 2015 Form 10-Q Filed herewith
10.22	10.16	2019 Performance Share Award Program*	Incorporated by reference to Exhibit 10.18 to the Registrant's December 31, 2019 Form 10-K
10.23		2020 Performance Share Award Program*	Incorporated by reference to Exhibit 10.3 to the Registrant's March 31, 2020 Form 10-Q
10.24	10.17	2021 Performance Share Award Program*	Incorporated by reference to Exhibit 10.1 to the Registrant's March 31, 2021 Form 10-Q

<u>10.25 Exhibit No.</u>	<u>Description</u>	<u>Location</u>
10.18	2022 Performance Share Award Program*	Incorporated by reference to Exhibit 10.1 to the Registrant's September 30, 2022 Form 10-Q
10.26 10.19	2023 Performance Share Award Program*	Incorporated by reference to Exhibit 10.1 to the Registrant's March 31, 2023 Form 10-Q
10.20	2024 Performance Share Award Program*	Filed herewith
10.21	Rayonier Inc. Supplemental Savings Plan effective March 1, 2016*	Incorporated by reference to Exhibit 10.2 to the Registrant's March 31, 2016 Form 10-Q
10.22	Amended and Restated Executive Severance Pay Plan effective as of January 2024*	Filed herewith
10.23	Trust Agreement for the Rayonier Inc. Executive Severance Pay Plan*	Incorporated by reference to Exhibit 10.26 to the Registrant's December 31, 2001 Form 10-K
10.24	Amendment to Trust Agreement for the Rayonier Inc. Executive Severance Plan*	Incorporated by reference to Exhibit 10.2 to the Registrant's September 30, 2014 Form 10-Q
10.25	LTI Supplemental Terms Vesting in Event of Retirement*	Incorporated by reference to Exhibit 10.30 to the Registrant's December 31, 2019 Form 10-K
10.26	Rayonier Incentive Stock Plan Restricted Stock Unit Award Agreement, dated 2019*	Incorporated by reference to Exhibit 10.31 to the Registrant's December 31, 2019 Form 10-K
10.27	Rayonier Non-Equity Incentive Plan, as amended, Effective as of January 1, 2020*	Incorporated by reference to Exhibit 10.32 to the Registrant's December 31, 2019 Form 10-K
10.28	Rayonier Incentive Stock Plan Performance Share Award Agreement*	Incorporated by reference to Exhibit 10.35 to the Registrant's December 31, 2020 Form 10-K
10.29	Accordion Increase Agreement, dated as of April 13, 2020, by and among Rayonier Inc., Rayonier TRS Holdings Inc., and Rayonier Operating Company LLC, as borrowers, the several banks, financial institutions and other institutional lenders party thereto and CoBank, ACB as administrative agent, swing line lender and issuing bank	Incorporated by reference to Exhibit 10.6 to the Registrant's March 31, 2020 Form 10-Q
10.30	Tax Protection Agreement, dated as of May 8, 2020, by and among Rayonier Inc., Rayonier, L.P. and Pope Resources, A Delaware Limited Partnership	Incorporated by reference to Exhibit 10.1 to the Registrant's May 13, 2020 Form 8-K
10.31	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of January 1, 2020, executed July 28, 2023*	Filed herewith
10.32	Amendment to Rayonier Investment and Savings Plan effective as of March 27, 2020, executed July 28, 2023*	Filed herewith
10.33	Pope Resources 2005 Unit Incentive Plan*	Incorporated by reference to Exhibit 4.3 to the Registrant's May 8, 2020 Registration Statement on Form S-8

<u>Exhibit No.</u>	<u>Description</u>	<u>Location</u>
10.27 10.34	Rayonier Investment and Savings Plan for Salaried Employees effective March 1, 1994, amended and restated effective March 1, 2022*	Incorporated by reference to Exhibit 10.1 to the Registrant's March 31, 2022 Form 10-Q
10.35	Credit Agreement dated as of August 5, 2015 among Rayonier Inc., Rayonier TRS Holdings Inc. and Rayonier Operating Company LLC, as Borrowers, CoBank, ACB as Administrative Agent, Swing Line Lender and Issuing Bank, JPMorgan Chase Bank, N.A. and Farm Credit of Florida, ACA as Co-Syndication Agents, Credit Suisse AG and SunTrust Bank as Co-Documentation Agents and CoBank, ACB as Sole Lead Arranger and Sole Bookrunner	Incorporated by reference to Exhibit 10.3 to the Registrant's March 31, 2016 Form 10-Q
10.28 10.36	Second Amendment to Credit Agreement, dated as of April 1, 2020, by and among Rayonier Inc., Rayonier TRS Holdings Inc. and Rayonier Operating Company LLC, as borrowers, the several banks, financial institutions and other institutional lenders party thereto and CoBank, ACB as administrative agent, swing line lender and issuing bank	Incorporated by reference to Exhibit 10.4 to the Registrant's March 31, 2020 Form 10-Q
10.29 10.37	Annex A to Second Amendment to Credit Agreement	Incorporated by reference to Exhibit 10.5 to the Registrant's March 31, 2020 Form 10-Q
10.30 10.38	First Amendment and Incremental Term Loan Agreement dated as of April 28, 2016, by and among Rayonier Inc., Rayonier TRS Holdings Inc., Rayonier Operating Company LLC, as Borrowers, CoBank, ACB, as Administrative Agent and the several banks, financial institutions and other institutional lenders party thereto	Incorporated by reference to Exhibit 10.1 to the Registrant's May 2, 2016 Form 8-K
10.31 10.39	Third Amendment and Incremental Term Loan Agreement, dated as of April 16, 2020, by and among Rayonier Inc., Rayonier TRS Holdings Inc., and Rayonier Operating Company LLC, as borrowers, the several banks, financial institutions and other institutional lenders party thereto and CoBank, ACB as administrative agent	Incorporated by reference to Exhibit 10.7 to the Registrant's March 31, 2020 Form 10-Q
10.32 10.40	Fourth Amendment and Incremental Term Loan Agreement, dated as of June 1, 2021, by and among Rayonier Inc., Rayonier TRS Holdings Inc., Rayonier Operating Company LLC, and Rayonier L.P., as borrowers, the several banks, financial institutions and other lenders party thereto and CoBank, ACB, as administrative agent	Incorporated by reference to Exhibit 10.1 to the Registrant's June 1, 2021 Form 8-K
10.33 10.41	2016 Guarantee Agreement dated as of April 28, 2016 among Rayonier Inc., Rayonier TRS Holdings Inc. and COBANK, ACB, as Administrative Agent	Incorporated by reference to Exhibit 10.2 to the Registrant's May 2, 2016 Form 8-K
10.34	Amended and Restated Executive Severance Pay Plan effective as of October 2020*	Incorporated by reference to Exhibit 10.2 to the Registrant's September 30, 2020 Form 10-Q
10.35	Trust Agreement for the Rayonier Inc. Executive Severance Pay Plan*	Incorporated by reference to Exhibit 10.26 to the Registrant's December 31, 2001 Form 10-K
10.36	Amendment to Trust Agreement for the Rayonier Inc. Executive Severance Plan*	Incorporated by reference to Exhibit 10.2 to the Registrant's September 30, 2014 Form 10-Q
10.37	LTI Supplemental Terms Vesting in Event of Retirement*	Incorporated by reference to Exhibit 10.30 to the Registrant's December 31, 2019 Form 10-K
10.38	Rayonier Incentive Stock Plan Restricted Stock Unit Award Agreement, dated 2019*	Incorporated by reference to Exhibit 10.31 to the Registrant's December 31, 2019 Form 10-K
10.39	Rayonier Non-Equity Incentive Plan, as amended, Effective as of January 1, 2020*	Incorporated by reference to Exhibit 10.32 to the Registrant's December 31, 2019 Form 10-K

<u>Exhibit No.</u>	<u>Description</u>	<u>Location</u>
10.40	Rayonier Incentive Stock Plan Performance Share Award Agreement*	Incorporated by reference to Exhibit 10.35 to the Registrant's December 31, 2020 Form 10-K
40.41	Accordion Increase Agreement, dated as of April 13, 2020, by and among Rayonier Inc., Rayonier TRS Holdings Inc., and Rayonier Operating Company LLC, as borrowers, the several banks, financial institutions and other institutional lenders party thereto and CoBank, ACB as administrative agent, swing line lender and issuing bank	Incorporated by reference to Exhibit 10.6 to the Registrant's March 31, 2020 Form 10-Q
10.42	Tax Protection Agreement, dated as of May 8, 2020, by and among Rayonier Inc., Rayonier, L.P. and Pope Resources, A Delaware Limited Partnership	Incorporated by reference to Exhibit 10.1 to the Registrant's May 13, 2020 Form 8-K
10.43	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of April 1, 2020, executed March 23, 2020*	Incorporated by reference to Exhibit 10.7 to the Registrant's June 30, 2020 10-Q
10.44	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of May 8, 2020, executed May 4, 2020*	Incorporated by reference to Exhibit 10.8 to the Registrant's June 30, 2020 10-Q
10.45	Amendment to Rayonier Investment and Savings Plan for Salaried Employees effective as of May 8, 2020, executed May 8, 2020*	Incorporated by reference to Exhibit 10.9 to the Registrant's June 30, 2020 10-Q
10.46	Pope Resources 2005 Unit Incentive Plan*	Incorporated by reference to Exhibit 4.3 to the Registrant's May 8, 2020 Registration Statement on Form S-8
10.47	Rayonier Investment and Savings Plan for Salaried Employees effective March 1, 1994, amended and restated effective March 1, 2022*	Incorporated by reference to Exhibit 10.1 to the Registrant's March 31, 2022 Form 10-Q
10.48	Fifth Amendment, Incremental Term Loan Agreement and Amendment to Guarantee Agreement, dated as of December 14, 2022, by and among Rayonier Inc., Rayonier TRS Holdings Inc., Rayonier Operating Company LLC, and Rayonier, L.P., as borrowers, the several banks, financial institutions and other institutional lenders party thereto and CoBank, ACB, as administrative agent	Incorporated by reference to Exhibit 10.1 to the Registrant's December 14, 2022 Form 8-K
21.1	List of subsidiaries of Rayonier Inc	Filed herewith
21.2	List of subsidiaries of Rayonier, L.P.	Filed herewith
22.1	List of Guarantor Subsidiaries	Incorporated by reference to Exhibit 22.1 to the Registrant's June 30, 2022 Form 10-Q

<u>Exhibit No.</u>	<u>Description</u>	<u>Location</u>
23.1	Rayonier Inc. - Consent of Ernst & Young LLP	Filed herewith
23.2	Rayonier, L.P. - Consent of Ernst & Young LLP	Filed herewith
24	Powers of attorney	Filed herewith
31.1	Rayonier Inc. - Chief Executive Officer's Certification Pursuant to Rule 13a-14(a)/15d-14(a) and pursuant to Section 302 of the Sarbanes-Oxley Act of 2002	Filed herewith
31.2	Rayonier Inc. - Chief Financial Officer's Certification Pursuant to Rule 13a-14(a)/15d-14-(a) and pursuant to Section 302 of the Sarbanes-Oxley Act of 2002	Filed herewith

<u>Exhibit No.</u>	<u>Description</u>	<u>Location</u>
31.3	Rayonier, L.P. - Chief Executive Officer's Certification Pursuant to Rule 13a-14(a)/15d-14(a) Filed herewith and pursuant to Section 302 of the Sarbanes-Oxley Act of 2002	Filed herewith
31.4	Rayonier, L.P. - Chief Financial Officer's Certification Pursuant to Rule 13a-14(a)/15d-14(a) Filed herewith and pursuant to Section 302 of the Sarbanes-Oxley Act of 2002	Filed herewith
32.1	Rayonier Inc. - Certification of Periodic Financial Reports Under Section 906 of the Sarbanes-Oxley Act of 2002	Furnished herewith
32.2	Rayonier, L.P. - Certification of Periodic Financial Reports Under Section 906 of the Sarbanes-Oxley Act of 2002	Furnished herewith
97.1	Rayonier Clawback Policy in the Event of a Financial Restatement, dated July 20, 2023*	Filed herewith
97.2	Rayonier Clawback Policy in the Event of Detrimental Conduct*	Filed herewith
101	The following financial information from Rayonier Inc. and Rayonier, L.P.'s Annual Report on Form 10-K for the fiscal year ended December 31, 2022 December 31, 2023 , formatted in Inline Extensible Business Reporting Language ("XBRL"), includes: (i) the Consolidated Statements of Income and Comprehensive Income for the Years Ended December 31, 2022 December 31, 2023 , 2021 2022 and 2020 2021 of Rayonier Inc.; (ii) the Consolidated Balance Sheets as of December 31, 2022 December 31, 2023 and 2021 2022 of Rayonier Inc.; (iii) the Consolidated Statements of Shareholders' Equity for the Years Ended December 31, 2022 December 31, 2023 , 2021 2022 and 2020 2021 of Rayonier Inc.; (iv) the Consolidated Statements of Cash Flows for the Years Ended December 31, 2022 December 31, 2023 , 2021 2022 and 2020 2021 of Rayonier Inc.; (v) the Consolidated Statements of Income and Comprehensive Income for the Years Ended December 31, 2022 December 31, 2023 , 2021 2022 and 2020 2021 of Rayonier, L.P.; (vi) the Consolidated Balance Sheets as of December 31, 2022 December 31, 2023 and 2021 2022 of Rayonier, L.P.; (vii) the Consolidated Statements of Changes in Capital for the Years Ended December 31, 2022 December 31, 2023 , 2021 2022 and 2020 2021 of Rayonier, L.P.; (viii) the Consolidated Statements of Cash Flows for the Years Ended December 31, 2022 December 31, 2023 , 2021 2022 and 2020 2021 of Rayonier, L.P., and (ix) the Notes to the Consolidated Financial Statements of Rayonier Inc. and Rayonier, L.P.	Filed herewith
104	The cover page from the Company's Annual Report on Form 10-K from the fiscal year ended December 31, 2022 December 31, 2023 , formatted in Inline XBRL (included as Exhibit 101)	Filed herewith

* Management contract or compensatory plan.

** Certain schedules and similar attachments have been omitted from this filing pursuant to Item 601(a)(5) of Regulation S-K. The Company will furnish supplemental copies of any such schedules or attachments to the U.S. Securities and Exchange Commission (the "SEC") upon its request.

*** Certain portions of this exhibit have been redacted pursuant to Item 601(b)(2)(ii) of Regulation S-K. The company agrees to furnish supplementally an unredacted copy of the exhibit to the SEC upon its request.

SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

RAYONIER INC.

By: /s/ MARK MCHUGH
Mark McHugh
President and Chief Financial Officer
(Duly Authorized Officer, Principal Financial Officer)

RAYONIER, L.P.

By: /s/ MARK MCHUGH
Mark McHugh
President and Chief Financial Officer
(Duly Authorized Officer, Principal Financial Officer)

February 24, 2023 [23](#), 2024

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of Rayonier Inc., for itself and in its capacity as General Partner of Rayonier, L.P., and in the capacities and on the dates indicated. Exhibit 24 is incorporated by reference herein.

<u>Signature</u>	<u>Title</u>	<u>Date</u>
/s/ DAVID L. NUNES	Chief Executive Officer	February 24, 2023 23, 2024
David L. Nunes (Principal Executive Officer)		
/s/ MARK MCHUGH	President and Chief Financial Officer	February 24, 2023 23, 2024
Mark McHugh (Principal Financial Officer)		
/s/ APRIL TICE	Vice President and Chief Accounting Officer	February 24, 2023 23, 2024
April Tice (Principal Accounting Officer)		
*	Chairman of the Board	
Dod A. Fraser		
*	Director	
Keith E. Bass		
*	Director	
Ann C. Nelson		
*	Director	
Scott R. Jones		
*	Director	
V. Larkin Martin		
*	Director	
Meridee A. Moore		
*	Director	
Matthew J. Rivers		
*	Director	
Andrew G. Wiltshire		
*	Director	
Gregg A. Gonsalves		
 *By: /s/ MARK R. BRIDWELL		February 24, 2023 23, 2024
Mark R. Bridwell Attorney-In-Fact		

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Exhibit 2.6

CERTAIN SCHEDULES AND EXHIBITS HAVE BEEN OMITTED PURSUANT TO ITEM 601(a)(5) OF REGULATION S-K. IN ADDITION, PORTIONS OF THIS EXHIBIT HAVE BEEN OMITTED PURSUANT TO ITEM 601(b)(2) OF REGULATION S-K BECAUSE THEY (i) ARE NOT MATERIAL AND (ii) WOULD LIKELY CAUSE COMPETITIVE HARM TO THE COMPANY IF PUBLICLY DISCLOSED. THE COMPANY AGREES TO FURNISH SUPPLEMENTALLY TO THE COMMISSION AN UNREDACTED COPY OF THIS EXHIBIT, OR A COPY OF ANY OMITTED SCHEDULE OR EXHIBIT, UPON REQUEST. 10.3

PURCHASE AND SALE AGREEMENT SECOND AMENDMENT TO THE

RETIREMENT PLAN FOR SALARIED EMPLOYEES OF RAYONIER INC.

THIS PURCHASE AND SALE AGREEMENT (this "Agreement"), made (for the plan document amended and restated as of the Execution Date (as defined in Section 26 below), by and among January 1, JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.), a Michigan corporation, successor by merger to JOHN HANCOCK LIFE INSURANCE COMPANY, a Massachusetts corporation, for and to the extent of Separate Account 105 (hereinafter referred to as "Seller"), RAYONIER OPERATING COMPANY LLC, a Delaware limited liability company (hereinafter referred to as "Purchaser") and FIRST AMERICAN TITLE

INSURANCE COMPANY (hereinafter referred to as "Escrow Agent"). Seller and Purchaser being sometimes also hereinafter referred to individually as a "Party" or collectively as the "Parties". 2014)

WITNESSETH Pursuant to Section 10.01 of the Retirement Plan for Salaried Employees of Rayonier Inc. (the "Plan"), Rayonier Inc., the employer responsible for maintaining the Plan, hereby amends the Plan as follows:

A. SECURE Act

WHEREAS, Seller is the owner of certain real property located in Allen, Beauregard, Natchitoches, Sabine, and Vernon Parishes, Louisiana, that it wishes to sell, assign, transfer or convey, together with certain timber and other assets, inventory and rights under certain continuing timber deeds, leases, contracts and other agreements, to Purchaser in accordance with the terms and subject to the conditions set forth in this Agreement; and

WHEREAS, Purchaser wishes to acquire and accept such real property, timber and other assets being transferred to it in accordance with the terms and subject to the conditions set forth in this Agreement.

NOW, THEREFORE, in consideration of the foregoing, their respective representations, warranties, covenants and agreements set forth in this Agreement, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties, intending to be legally bound, hereby agree as follows: Effective January 1, 2020:

1. **Agreement** Section 4.1 6(b)(2)(i) of **Purchase and Sale** the Plan is amended in its entirety to read as follows:

"(i) Life Expectancy Rule, Spouse is Beneficiary. If the Member's surviving spouse is the Member's sole 'Designated Beneficiary,' then distributions to the **provision** surviving spouse will begin by December 31st of this Agreement, and for the **consideration** herein stated, Seller agrees calendar year immediately following the calendar year in which the Member died, or, if later, by December 31st of the calendar year in which the Member would have attained age 70 1/2 with respect to sell a Member who would have attained age 70 1/2 prior to Purchaser and Purchaser agrees January 1, 2020 or by December 31 of the calendar year in which the Participant would have attained age 72 with respect to buy from Seller the real property held by Seller in fee simple more fully described in **Exhibit A** and as more particularly shown on those certain GIS Maps ("Seller's GIS Data") referenced on **Exhibit A-1** (the "Owned Property") and Seller's leasehold interest in the Property Lease, as defined below, for the real property more fully described on **Exhibit A-2** and as more particularly shown on those certain GIS Maps referenced on **Exhibit A-1** (the "Leased Property" and together with the Owned Property, collectively, the "Property") together with (i) all timber growing, standing or lying thereon (collectively, "Timber"), (ii) all buildings thereon, (iii) all roads, bridges, culverts and other improvements and fixtures thereon, (iv) all vegetation and biomass and all carbon in the above-ground living biomass, below-ground living biomass, dead biomass and/or soil located upon the Property, and (v) all other privileges, appurtenances, easements and other rights appertaining thereto, but expressly excluding the Reserved Mineral Royalties (defined below). At Closing (defined below), Seller will also quit claim without any warranty or representation whatsoever, either express or implied, and without recourse against Seller, (i) any and all of Seller's right, title and interest, if any, in and to any oil, gas and associated hydrocarbons, minerals and mineral substances and associated rights and other subsurface rights owned by Seller or its affiliated or related companies, and any royalties related to the same, located in, a Member who would have attained age 70 1/2 on or under after January 1, 2020."

2. Section 4.16(f)(6) of the **Property**, and (ii) **Plan** is amended in its entirety to read as follows:

"(6) **Required Beginning Date.** 'Required Beginning Date' means the April 1st of the calendar year following the later of:

- i. the calendar year in which the Member attains age 70 1/2 with respect to a Member who attains age 70 1/2 prior to January 1, 2020 or the calendar year in which the Member attains age 72 with respect to a Member who attains age 70 1/2 on or after January 1, 2020, or
- ii. if the Member is not a "five-percent owner" at any and all present and future rights, credits, benefits, emissions reductions, avoided emissions, emissions removals, offsets, allowances and time during the avoided emission of climate pollutants, Plan Year ending with or within the calendar year in which the Member attains age 70 1/2 with respect thereto, including environmental to a Member who attains age 70 1/2 prior to January 1, 2020 or ecosystem services related the calendar year in which the Member attains age 72 with respect to greenhouse gases, water, wetlands Member who attains age 70 1/2 on or habitat preservation and species protection, but expressly excluding after January 1, 2020, then the Reserved Mineral Royalties. Purchaser acknowledges calendar year in which the Member retires. '5-percent owner' means a Member who is a 5-percent owner as defined in Code

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that Seller makes no representation Section 416 at any time during the Plan Year ending with or warranty whatsoever within the calendar year in which such owner attains age 70 ½ with respect to an owner who attains age 70 ½ prior to January 1, 2020 or in which the owner attains age 72 with respect to an owner who attains age 72 on or after January 1, 2020. Once required minimum distributions have begun to a '5-percent owner,' they must continue to be distributed, even if the Member ceases to be a '5-percent owner' in a subsequent year."

B. Plan Termination

Effective February 28, 2023, unless otherwise noted:

1. The FOREWORD to the Plan is amended by adding the following as the last paragraph thereto to Seller's ownership or lack read as follows:

"Effective as of ownership February 28, 2023, the Plan is terminated."

2. Section 4.02 of the rights, if Plan is amended by adding a new subparagraph (d) to read as follows:

"(d) Notwithstanding the forgoing provisions of this Section 4.02 or any described other provisions in (i) the Plan to the contrary, the Postponed Retirement Date of each Member who has attained his or her Normal Retirement Date but has not yet commenced his or her retirement allowance prior to the Termination Distribution Program Annuity Starting Date (as defined in Section 4.18(b) of the Plan), shall be the Termination Distribution Program Annuity Starting Date."

3. Section 4.05(a) of the Plan is amended by adding the following as the last paragraph thereto to read as follows:

"Notwithstanding any other provision of the Plan to the contrary, all Members shall be 100% vested in their Accrued Benefit as of February 28, 2023."

4. Section 4.07(a)(ii) of the immediately preceding sentence. The "Plan is Property Lease amended" shall mean that certain lease more particularly described on by Exhibit A-2 adding . On or before Closing, Seller will sever and convey or reserve for itself or its affiliates and their respective successors and assigns all of the rights, title and interest in and following as the last sentence thereto to the mineral royalties more particularly described in **Schedule 1(b)** attached hereto and incorporated herein by reference (collectively, the "Reserved Mineral Royalties"). The Reserved Mineral Royalties may be conveyed by Seller to an affiliate of Seller prior to Closing or reserved by Seller in the Deed (as defined below) read as follows:

2. "Effective February 28, 2023, Purchase Price no further . The purchase price (as adjusted pursuant to the terms of this Agreement, hereinafter referred to as the "reduction shall Purchase Price") to be paid by Purchaser for the Property shall be TWENTY FIVE MILLION TWO HUNDRED NINETY-TWO THOUSAND SIX HUNDRED NINETY-FOUR AND 00/100 DOLLARS imposed (for \$25,292,694.00), less a credit for the Earnest Money, and shall be payable to Seller by wire transfer of immediately available funds at the date of Closing to an account designated by Seller. The purchase and sale pursuant to this Agreement is not based on a per-acre price and the Purchase Price shall not be subject to adjustment based on the number of acres within the Property, except as set forth in Section 5(b), spousal coverage."

5. Effective March 1, 2023, ARTICLE 4 is amended by adding new Sections 4.18 and

3. 4.19 Earnest Money to read . Within five (5) days after the Execution Date of this Agreement, Purchaser shall deliver to Escrow Agent the sum of as ONE MILLION TWO HUNDRED SIXTY-FOUR THOUSAND SIX HUNDRED THIRTY-FIVE AND 00/100 DOLLARS (\$1,264,635.00) (said amount together with all interest earned thereon is hereinafter referred to as the "Earnest Money"). Escrow Agent agrees to hold the Earnest Money in an interest-bearing account and disburse the Earnest Money in accordance with the terms hereof. At the Closing the Earnest Money shall be applied as a credit against the Purchase Price under Section 2 hereof. The Party entitled to receive the Earnest Money under this Agreement shall be entitled to all interest accrued on the Earnest Money. follows:

4. Closing.

4.18 Termination Distribution Program

- (a) The execution and delivery Notwithstanding any provision of the documents and instruments for the consummation of the purchase and sale pursuant hereto (herein referred to as the "Closing Plan") shall take place on or before [***] days after Purchaser's receipt of Seller's response to Purchaser's Title Objections at the offices of the Escrow Agent, subject to extension as hereinafter provided, or such earlier date and time, and/or such other location, as may be mutually agreeable to Seller and

Purchaser (the "Closing Date"). Upon completion of the Closing, the transactions contemplated by this Agreement shall be deemed effective as of 12:01 a.m. Eastern Time on the Closing Date (the "Effective Time").

(b) At the Closing, Seller shall execute, or cause to be executed, the following:

(i) one or more Acts of Conveyance (warranting only against the claims of persons claiming by, through or under Seller) in form appropriate for the State of Louisiana in form attached hereto as Exhibit D, conveying the Property to Purchaser subject to the Permitted Encumbrances (as hereinafter defined) (collectively, the "Deed contrary, certain active and "). The legal description former Members shall have a limited time option to receive a lump sum payment or immediate annuity of the Property to be contained his or her normal retirement allowance in the Deed shall be the legal description of the Property as set forth on Exhibit A accordance attached hereto and hereby made a part hereof subject to Section 5(b) of this Agreement;

(ii) an affidavit as to the non-foreign status of Seller in form reasonably satisfactory to Seller and Purchaser;

(iii) intentionally deleted;

(iv) an assignment and assumption of Unrecorded Encumbrances (as hereinafter defined) in form attached hereto as Exhibit E;

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(v) an assignment and assumption for the Property Lease assigning Seller's right, title and interest to the Property Lease in form attached hereto as Exhibit E-1;

(vi) an owner's affidavit reasonably satisfactory to cause the Title Company (as hereinafter defined) to issue an owner's title insurance policy without exception for the gap, materialmen's and mechanic's liens, broker's liens, or parties in possession subject to the Permitted Encumbrances in form attached hereto as Exhibit F;

(vii) any tax-related or other affidavits required by law in connection with the transfer of the Property;

(viii) a Closing statement;

(ix) a certificate from Seller certifying that all representations and warranties made by Seller in this Agreement are true and correct in all material respects as of the date of this Agreement and as of Closing with the same effect as though made as of Closing;

(x) a certificate from Seller certifying that all representations and warranties made by Seller in this Agreement are true and correct in all material respects as of the date of this Agreement and as of Closing with the same effect as though made as of Closing;

(xi) a Reliance Letter, if applicable;

(xii) notices to all third parties under the hunting leases and other Unrecorded Encumbrances, notifying the third parties of Purchaser's acquisition of the Property, including notice to the "Servitude Owners" under the Surface Use Agreement dated August 9, 2022;

(xiii) Seller hereby agrees to execute such other certificates and affidavits and do such other acts as may be reasonably necessary to consummate the purchase and sale contemplated hereby and to enable Purchaser to obtain the title insurance policy in accordance with this Agreement.

(c) At the Closing, Purchaser shall execute the following:

(i) the assignment and assumption of Unrecorded Encumbrances (as hereinafter defined);

(ii) Section the assignment and assumption of the Property Lease;

- (iii) any tax-related or other affidavits required by law in connection with the transfer of the Property;
- (iv) a Closing statement;
- (v) a certificate from Purchaser certifying that all representations and warranties made by Purchaser in this Agreement are true and correct as of the date of the Agreement and as of Closing with the same effect as though made as of Closing; and
- (vi) Purchaser hereby agrees to execute such other certificates and affidavits and do such other acts as may be reasonably necessary to consummate the purchase and sale contemplated hereby and to obtain the title insurance policy in accordance with this Agreement, [4.18](#).

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5. Title

(a) Seller agrees to convey to Purchaser fee simple title to the Property by the Deed, free and clear of all liens, encumbrances, mortgages, deeds of trust, deeds to secure debt, assessments, agreements, options and covenants, except for such matters as are set forth on [Exhibit B](#) attached hereto (the "Permitted Encumbrances").

(b) Seller has obtained and made available to Purchaser one or more commitments for an owner's title insurance policy insuring title to the Property (collectively, the "Title Commitment") from First American Title Insurance Company (the "Title Company"), together with copies of all title exceptions referenced in the Title Commitment. Purchaser shall have until [***], to review the Title Commitment (the "Title Review Period") and provide Seller with written notice (the "Title Objection Notice") of Purchaser's objections to title exceptions set forth in the Title Commitment which, in Purchaser's reasonable judgment, (i) would materially and adversely affect the use, enjoyment or value of any parcel of the Property for the commercial growing and harvesting of timber and other forestry uses, (ii) constitute a Title Failure (as hereinafter defined) and (iii) lack of access to any tract of Timberlands except the Lack of Access Parcels (each, a "Title Objection"). Notwithstanding anything to the contrary set forth herein, Purchaser shall have no right to object to any Permitted Encumbrances or the Lack of Access Parcels, as defined on [Exhibit B-1](#) and, for the purposes of this Agreement, the Permitted Encumbrances and any claim of lack of legal or practical access to any of the Lack of Access Parcels shall not be considered a Title Objection. Purchaser shall have the right to object to any new title exception created or suffered between the effective date of each Title Commitment and the Closing Date, but only to the extent that such new exception is a Title Failure or materially and adversely affects the use, enjoyment or value of any parcel for the commercial growing and harvesting of timber and other forestry uses. For purposes of this Section 5, a "Title Failure" means (x) any portion of the Property that is not, or immediately prior to the Closing will not be, (i) owned in fee or lease (in the case of the Leased Property) in its entirety by Seller subject only to the Permitted Encumbrances or (ii) otherwise insurable by the Title Company without exception (other than the Permitted Encumbrances) at standard rates, or (y) any portion of the real property consisting of at least [***] acres or more represented by Seller's GIS Data as being owned by Seller but which is found by Purchaser's mapping/legal description verification vendor to be excluded from the legal description of the Property as set forth on [Exhibit A](#) attached hereto and hereby made a part hereof. Purchaser acknowledges and agrees that unmappable legal descriptions alone, shall not constitute a Title Failure but shall constitute a valid Title Objection.

If Purchaser timely delivers the Title Objection Notice, Seller shall provide written notice to Purchaser within [***] days after Seller's receipt of the Title Objection Notice indicating Seller's election to either cure such Title Objection or not cure such Title Objection. If Seller fails to timely notify Purchaser of any election whether or not to cure any Title Objection, Seller shall be deemed to have elected not to cure such Title Objection. Seller may, at its sole option, (i) cure any Title Objection or (ii) not cure any Title Objection; provided, however, that to the extent a Title Objection consists of a lien, mortgage, deed of trust or deed to secure debt securing a monetary obligation (each a "Monetary Lien" and collectively, "Monetary Liens"), Seller shall be required to cure and remove all Monetary Liens prior to or at Closing, excluding any Monetary Liens arising by, through or under Purchaser. For purposes of this Agreement, curing a Title Objection may include obtaining affirmative title coverage for Purchaser at regular rates, insuring against loss or damage arising from such Title Objection at no additional cost to Purchaser. In the event Seller elects or is deemed to have elected not to cure any Title Objection (other than Monetary Liens), then Purchaser, at its sole election, may, within [***] days after Purchaser's receipt of Seller's response to Purchaser's Title Objections, either: (A) waive such Title Objections and proceed to the Closing, accepting title to those portions of the Property that are subject to such uncured Title Objections without adjustment to the Purchase Price ("Accepted Title Objections"); or (B) exclude from the Property those portions of the Property that are subject to such uncured Title Objections (a "Title Carveout") only to the extent that the value of all Title Objection Carveouts in the aggregate, as determined by the reference to the agreed upon land and Timber values for the Property (the "Title Objection Carveout Value"), which values are set forth on [Exhibit G](#) attached hereto and hereby made a part hereof (the "Value Table"), exceeds [***] in the aggregate (the "Title Objection Carveout [***] in which event the Purchase Price shall be reduced in the amount equal to the amount that the aggregate Title Objection Carveout Value exceeds the Title Objection Carveout Basket. Notwithstanding the

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foregoing, Purchaser shall have the right to a Title Objection Carveout with respect to any Title Objection which relates to a Title Failure, in which event the Purchase Price shall be reduced by an amount equal to the applicable Title Objection Carveout Value without application of the Title Objection Carveout Basket. Except for issues related to a Title Failure, Purchaser shall be required to elect clause (A) if the aggregate Title Objection Carveout Value does not exceed the Title Objection Carveout Basket. Notwithstanding the foregoing, each Title Carveout in which Seller has an interest shall be a Marketable Parcel and shall provide Seller with reasonable easements for access and utilities to, and Purchaser with reasonable easements for access and utilities across and over, such Title Carveout. For purposes of this Agreement, "Marketable Parcel" means a parcel of minimum sufficient acreage, as reasonably determined by Seller and subject to Purchaser's reasonable approval (but at least [****] acres), to be "marketable" and subject to compliance with any applicable subdivision laws (with Seller being entitled to subdivide the Property to comply with such applicable laws at Seller's sole cost and expense). The deletion of the Title Carveout and adjustment of the Purchase Price shall constitute a cure by Seller of Purchaser's Title Objection or Title Failure as to such parcel.

(c) Except for Permitted Encumbrances and as set forth on **Schedule 5(c)** attached hereto and incorporated herein by reference, so long as this Agreement remains in force, Seller shall not lease, encumber or convey all or part of the Property or any interest therein, enter into any renewal, amendment or extension of any existing Permitted Encumbrance, or enter into any agreement granting to any person any right with respect to the Property or any portion thereof, without the prior written consent of Purchaser, except for (i) the New Easements, (ii) the sale of Timber pursuant to the Ongoing Harvest Contracts, (iii) the matters set forth on **Schedule 5(c)**, and (iv) the renewal of existing recreational or hunting leases on substantially the same or better terms as currently in effect and except for the entry in the ordinary course of business into new recreational or hunting leases substantially in the form of existing recreational leases to which Seller is a party. Seller shall provide Purchaser with a complete list and copies of all new recreational or hunting leases and all renewals entered into by Seller after the date of this Agreement no later than [****] business days prior to the Closing Date.

6. **Inspection.**

(a) Upon reasonable prior written notice to Seller (which notice can be by email to Seller's designated representative), and receipt of authorization from Seller (which shall not be unreasonably withheld, conditioned or delayed), prior to the Closing Date or termination of this Agreement in accordance with the terms of this Agreement, Purchaser, through its authorized agents or representatives, may enter upon the Property at all reasonable times for the purposes of making inspections and other studies; provided, however, that neither Purchaser nor its agents or representatives shall (i) enter upon the Property, for the purpose of preparing Phase II Environmental reports or making any soil borings or other invasive or other subsurface environmental investigations relating to all or any portion of the Property, (ii) prepare or instruct its agents or representatives to prepare Phase II Environmental reports or make any soil borings or other invasive or other subsurface environmental investigations relating to all or any portion of the Property, or (iii) except as may be required by applicable law and except pursuant to the ordinary course of Purchaser's due diligence investigations, contact any official or representative of any governmental authority regarding hazardous substances on or the environmental condition of the Property without Seller's prior written consent thereto. Upon the completion of such inspections and studies, Purchaser, at its expense, shall repair any damage caused to the Property and remove all debris resulting from and all other material placed on the Property in connection with Purchaser's inspections and studies. Purchaser shall continuously maintain Commercial General Liability insurance with respect to Purchaser's and Purchaser's Representatives activities upon the Timberlands, with limits not less than [****] in the aggregate, providing coverage for property damage and personal injury liability (whether arising out of Purchaser's acts or the acts of Purchaser's Representatives). Purchaser shall include the Seller, Manulife Investment Management Timberland and Agriculture Inc, and Manulife Investment Management Forest Management Inc as additional insureds and, prior to any such entry upon the Timberlands, shall provide Seller with written evidence of such insurance.

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(b) Purchaser hereby agrees Any active Member, or former Member (including any alternate payees with a separate interest under a QDRO) who is eligible to indemnify and hold Seller and receive a retirement allowance under Section 4.01, 4.02, 4.03, 4.04 or 4.05, but has not commenced payment as of the Seller Parties harmless from and against any and all causes, claims, demands, losses, liabilities, costs, damages, expenses and fees (including, Termination Distribution Program Election Date established by the Plan Administrator ("Program Participant"), may elect to receive payment of his or her Accrued Benefit in a

lump sum payment or as an immediate annuity. Program Participants shall exclude (i) surviving spouses; (ii) beneficiaries; (iii) former Members who have reached their Normal Retirement Date but not limited to, reasonable attorney's fees) to the extent incurred yet commenced payment; and (iv) active Members who attained age 70 ½ on or suffered by or asserted against the Seller Parties caused by or related to Purchaser's inspection of the Property or entry upon the Property, excepting any before December 31, 2022 and all causes, claims, demands, losses, liabilities, costs, damages, expenses and fees (including, but who have not limited to, reasonable attorney's fees) arising from (i) the negligence or intentional misconduct of Seller and its property manager or any actions of third parties not engaged by or affiliated with Purchaser, and (ii) the mere discovery of pre-existing conditions. The foregoing indemnification shall survive any termination, cancellation or expiration of this Agreement or the Closing of the purchase and sale contemplated hereby yet commenced payment.

(c) The Plan In the event that all Purchase Price adjustments (excluding adjustments Administrator shall establish a 'Termination Distribution Program Election Period' of not less than 30 days and prorations set forth in Sections 8(b), 11(a) and 11(b)) exceed [***] of the Purchase Price, either Party may terminate this Agreement, in which event the Earnest Money along with any interest shall be returned to Purchaser, and neither Party shall have any further rights or obligations hereunder (subject to survival of those provisions hereof which expressly survive termination of this Agreement).

7. Environmental. Purchaser acknowledges receipt of a Phase I Environmental Site Assessment [***] conducted by [***] Purchaser has reviewed, approved and accepted the Phase I Assessment and the environmental condition of the Property. At Closing, at the election of Purchaser, the Environmental Consultant shall issue in favor of Purchaser a Reliance Letter for the Phase I Assessment (the "Reliance Letter") or revise and amend the Phase I Assessment to name Purchaser as an additional intended user of such Phase I Assessment. Seller shall be responsible for the cost of the Phase I Assessment and the Reliance Letter.

8. Condition of Property; Damage; Condemnation.

(a) Seller agrees that at the Closing the Property shall be in the same condition as exists on the date hereof, subject to natural wear and tear, condemnation and casualties, the Ongoing Harvest Operations (as hereinafter defined) and the Permitted Encumbrances.

(b) Purchaser and Seller acknowledge and agree that: (i) Seller has made available to Purchaser the Timber inventory with completed harvest data in the dataroom named [***] (the "Seller's Inventory Data"); (ii) Seller will continue to conduct ongoing timber harvesting operations until Closing pursuant to the pay-as cut contracts identified on Exhibit C-2 (the "Pay-As CutContracts") and the lump sum contracts identified on Exhibit C-3 attached hereto (the "Lump SumContracts"), and together with the Pay-As CutContracts collectively, the "Ongoing Harvest Operations"); and (iii) prior to Closing, harvesting operations and close out activities on the Property will be conducted consistent with the Pay-As CutContracts and Lump SumContracts (where applicable) and with Seller's standards on other similarly situated tracts harvested by Seller. Purchaser shall receive a credit against the Purchase Price at Closing for all Timber harvested prior to the date that is [***] not more than 75 days prior to the Closing Termination Distribution Annuity Starting Date from established by the Ongoing Harvest Operations or otherwise (the "Plan Pre-Closing Ongoing Harvest Volume Administrator. A Program Participant") in may revoke an amount equal election made during the Termination Distribution Program Election Period by delivery of a written notice of revocation to the value of such harvested Timber, based upon the Value Table (the "Plan Ongoing Harvest Adjustment Administrator") In addition, if Purchaser provides written notice to Seller (along with information necessary to support Purchaser's claim) no later than [***] prior to the Closing Date that Purchaser has identified any additional tracts Termination Distribution Program Annuity Starting Date.

(c) A Program Participant may elect a Lump Sum or an immediate annuity as described in this Section 4.18. A married Program Participant's election shall be subject to the spousal consent requirements of Section 4.06(d) of the Property (outside Plan).

i. Lump Sum Payment. The lump sum shall equal the present value of the Ongoing Harvest Operations) which have been clear cut Program Participant's Accrued Benefit as of his or otherwise materially misrepresented her Normal Retirement Date or, if later, the Program Participant's Postponed Retirement Date, determined using the IRS Interest Rate and the IRS Mortality Table.

ii. Annuity Forms of Payment. In lieu of a lump sum, a Program Participant can elect an immediate annuity.

(1) With respect to a Program Participant who is Retirement Eligible (as described below) as of the Termination Distribution Program Annuity Starting Date and who had not commenced payment of his or her retirement allowance as of the Termination Distribution Period Election Date, the Member's retirement allowance shall be determined under Sections 4.01, 4.02, 4.03, 4.04 or 4.05, as applicable, and the retirement allowance shall be paid in the Seller's Inventory Data automatic form or an optional forms described in Section 4.06, as unharvested tracts selected by the Program Participant. For purposes of merchantable timber from the time period of [***] through Closing and have not been identified this Section 4.18, a Retirement-Eligible Program Participant is an

active Program Participant who has reached his or updated in Seller's Inventory Data (each her Normal Retirement Date, an "Undisclosed Inventory Issue active or former ") and the total acreage of Participant who reached an Early Retirement Date (Section 4.03) or a Undisclosed Inventory Issue exceeds [***] acres ("Special Early Undisclosed Inventory Issue Threshold Retirement Date (Section 4.04), Purchaser shall receive a credit against the Purchase Price at Closing for the aggregate amount of each Undisclosed Inventory Issue which exceeds the Undisclosed Inventory Issue Threshold, based upon the Value Table. No later than thirty (30) days after the Closing Date, Seller shall provide or an accounting (with supporting data and methodologies) of the Ongoing Harvest Operations through the Closing Date (the "active or Ongoing Harvest Reconciliation"), to Purchaser for the actual volume and product of Timber harvested and removed pursuant to the Ongoing Harvest Operations through the Closing Date together with an electronic account of tickets for such Ongoing Harvest Operations (the "Actual Ongoing Harvest Volume"). Seller shall pay Purchaser for the value of Timber harvested in excess of the Pre-Closing former

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Ongoing Harvest Volume, based upon Program Participant who has attained age 55. The retirement allowance for an active Retirement-Eligible Program Participant shall be calculated as if the Value Table, within [***] business days after Seller delivers Program Participant terminated employment on the Ongoing Harvest Reconciliation day before the Termination Distribution Program Annuity Starting Date.

(2) With respect to Purchaser by wire transfer of immediately available funds. At Closing, Seller will assign to Purchaser and Purchaser will assume from Seller any Pay-As Cut Contracts and Lump Sum Contracts (collectively, the "Program Participants who Ongoing Harvest Contracts are") that remain uncancelled and in effect not Retirement-Eligible as of the date Termination Distribution Program Annuity Starting Date:

A. the immediate annuity payable to an unmarried Program Participant shall be the actuarial equivalent of Closing. Within [***] days after Closing, Seller the Program Participant's Accrued Benefit payable at Normal Retirement Date as a Single Life Annuity determined using the IRS Interest Rate and IRS Mortality Table; and

B. the immediate annuity payable to a married Program Participant shall provide written notice be the actuarial equivalent of the Program Participant's Accrued Benefit payable at Normal Retirement Date determined using the IRS Interest Rate and IRS Mortality Table, and converted to a Joint and 50% Survivor Annuity or a Joint and 75% Survivor Annuity, in each case with the surviving Spouse as the joint annuitant, determined using the IRS Interest Rate and Mortality Table.

(d) If a Program Participant elects to receive his or her retirement allowance as a lump sum under the Termination Distribution Program but dies prior to the third parties under Termination Distribution Program Annuity Starting Date, the Pay-As Lump Contracts sum will be paid to his or her estate. A Program Participant who elects an immediate annuity and Lump Sum Contracts of dies prior to the Property change in ownership and Termination Distribution Program Annuity Starting Date shall have the assignment to Purchaser of said agreements. The terms and conditions of this Section 8(b) shall survive Closing.

(c) Purchaser shall bear the risk of loss or damage survivor portion, if any, paid to the Property and/or Timber from any Casualty Loss or Condemnation of any portion of the Property and/or Timber, prior to Closing, if, but only if, such Casualty Loss or Condemnation does not cause a reduction surviving Spouse/contingent annuitant specified in the valueelection.

4.19 Termination Distribution

The Trustee shall purchase an irrevocable single sum group annuity contract from an insurance company selected by the Pension and Savings Plan Committee in accordance with applicable guidance from the U.S Department of the Property (per the Value Table) greater than [***] in the aggregate, it being assumed for purposes of this computation that the value of the Property and Timber is equal Labor pursuant to the Purchase Price. Notwithstanding following provisions:

(a) The annuity contract shall fully guarantee and pay the occurrence of retirement allowance earned by each Member, including Participants and Members under any such Casualty Loss or Condemnation which is [***] or less, in the aggregate, Purchaser and

Seller shall complete the Closing without adjustment of Purchase Price. Seller shall bear the risk of loss or damage Appendix to the Property and improvements thereon from any Casualty Loss or Condemnation of any portion of the Property, prior to Closing if, but only if, such loss, damage or condemnation causes Plan, other than those who elected a reduction in the value of the Property (per the Value Table) greater than [***] , it being assumed for purposes of this computation that the value of the Property, Timber and the improvements located thereon is equal to the Purchase Price. In the event of such Casualty Loss or Condemnation prior to Closing which causes a reduction in value of the Property and Timber (per the Value Table) greater than [***] , Purchaser shall proceed with Closing provided that (i) in the case of Casualty Loss, Purchaser shall receive a reduction in the Purchase Price equal to the amount of such Casualty Loss as determined in accordance with this Section 8(c), or (ii) in the case of a Condemnation, Seller shall assign all of Seller's rights to such Condemnation award or proceeds for the Property and Timber to Purchaser. In the event it shall become necessary, pursuant to this Section 8(c), to determine the amount of any change in the value of the Property and Timber, and Seller and Purchaser are unable to agree on the amount of such change within [***] days after the occurrence of such Casualty Loss or Condemnation, Seller and Purchaser will refer the matter to a forestry consultant (the "lump Consultant sum"), and each will, at a mutually agreed time within three days after such referral, submit to the Consultant their respective calculations of the fair market value of such damaged or lost Property and Timber. Within thirty (30) days of such submissions, the Consultant shall determine the fair market value of the damaged or lost Property and Timber in accordance with this Section 8(c) and shall select one of the two submissions of the Parties (and shall not select any other amount) as being most representative of the fair market value of such damaged or lost Property and Timber in accordance with this Section 8(c), and the decision of the Consultant shall be final and binding on both Parties, and the costs of such determination shall be divided equally between Purchaser and Seller. The Consultant shall be required to use the land and Timber values set forth in the Value Table in making its determination. The date of Closing shall be extended to the extent reasonably necessary to permit the determination of the amount of any change in the value of the Property and Timber and/or to permit any election made pursuant to the provisions of this Section 8(c). For purposes of this Agreement, "Casualty Loss Termination" shall mean any material physical damage to or loss of Distribution Program and those who the Timber on any portion of the Property (except any Timber which Seller Plan Administrator has the right to remove pursuant to the Ongoing Harvest Operations) determined are missing in excess of [***] in the aggregate, as reasonably determined by Seller and Purchaser using the Value Table (in the case of Timber) by fire, windstorm, hurricane, earthquake, or flood, occurring prior to the Effective Time.

If at any time prior to the Closing, there is any Casualty Loss or any action or proceeding is filed or threatened under which the Property and Timber or any part thereof may be taken pursuant to any law, ordinance or regulation by condemnation or the right of eminent domain (collectively, "Condemnation"), then Seller shall provide Purchaser with written notice of such Casualty Loss or Condemnation, promptly following Seller's knowledge of such Casualty Loss or Condemnation, which notice shall also include an estimate of the fair market value of the damaged or lost Timber (or Property and Timber affected by such Condemnation), as determined in good faith by Seller based on the Value Table, resulting from such Casualty Loss or Condemnation.

9. Warranties and Representations.

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9.1 Seller's Representations and Warranties. Except as otherwise disclosed to Purchaser herein, Seller represents and warrants to Purchaser, as of the date hereof and as of the Closing Date, as follows:

(a) Seller is a corporation validly existing and in good standing under the laws of the State of [***] and has all requisite corporate power and authority to: (i) own, lease and operate its properties and assets and to carry on its business as now being conducted; (ii) execute this Agreement and all ancillary agreements; and (iii) perform its obligations and consummate the transactions contemplated hereby and by the ancillary agreements. Seller is qualified or registered as a foreign corporation for the transaction of business and is in good standing under the laws of each jurisdiction in which the location of its properties makes such qualification necessary. Except as otherwise expressly set forth in this Agreement: (i) the execution, delivery and performance of this Agreement and the consummation of transactions contemplated hereby by Seller have been duly and validly authorized by all necessary corporate action, and no other corporate proceedings on the part of Seller are necessary for it to authorize this Agreement or to consummate the transactions contemplated hereby; (ii) this Agreement has been duly and validly executed and delivered by Seller and, assuming due authorization, execution and delivery by Purchaser, is a legal, valid and binding obligation of Seller, enforceable against Seller in accordance with its terms, subject to bankruptcy, insolvency, fraudulent transfer, reorganization, moratorium and similar laws of general applicability relating to or affecting creditors' rights and to general equity principles; (iii) neither the execution and delivery of this Agreement by Seller nor the consummation by Seller of the transactions contemplated herein constitute a violation of applicable law or Seller's charter or bylaws or other organizational documentation or agreements or result in the breach of, or the imposition of any lien on any assets of Seller pursuant to, or constitute a default under,

any indenture or bank loan or credit agreement, or other agreement or instrument to which Seller is a party or by which it or any of its properties may be bound or affected, including, without limitation, any Unrecorded Encumbrances, or any permit, license, order, judgment or decree of any governmental authority by which Seller or the Property is or may be bound; and (iv) except for the consents, approvals, or authorizations which will have been obtained or actions which will have been taken on or prior to the Closing Date, no consent, approval, authorization or action by any governmental authority or any person or entity having legal rights against or jurisdiction over Seller is required in connection with the execution and delivery by Seller of this Agreement or for consummation by Seller of the transactions contemplated herein.

(b) Attached hereto as Pension Benefit Guaranty **Exhibit C-1**, **Exhibit C-2**, and **Exhibit C-3** (collectively, "**Exhibit C**") is a true and accurate summary of all unrecorded encumbrances, contracts, agreements, licenses or leases created by Seller and currently affecting the Property and (excluding the Ongoing Harvest Contracts that have been completed and terminated) which will be assigned to Purchaser at Closing (collectively, the "Unrecorded Encumbrances"). Seller has made available to Purchaser true and complete copies, of the Unrecorded Encumbrances, the Property Lease and each material amendment, supplement, and modification in respect of any of the foregoing. Except for the Unrecorded Encumbrances, Seller has not entered into any unrecorded agreements which relate to the Property and that will remain in effect after the Effective Time. Each of the Unrecorded Encumbrances and the Property Lease is legal, valid, binding, enforceable and in full force and effect; (ii) the transactions contemplated by this Agreement or the Closing Documents will not result in a breach or default under such Unrecorded Encumbrances or Property Lease, or otherwise cause such Unrecorded Encumbrances or Property Lease to cease to be legal, valid, binding, enforceable and in full force and effect on identical terms following the Closing. The transactions contemplated by this Agreement will not result in a breach or default under any of the Unrecorded Encumbrances or the Property Lease, and neither Seller, nor to Seller's knowledge, any other party to such Unrecorded Encumbrances is in breach or default under any of the Unrecorded Encumbrances or the Property Lease. To Seller's knowledge, no event or condition exists or has occurred which with notice, the passage of time or otherwise would constitute a breach or default under any of the Unrecorded Encumbrances or the Property Lease or permit the termination or acceleration of rent or other amounts payable under such Unrecorded Encumbrances or Property Lease. The Property is not subject to any unrecorded options to purchase or similar agreements entered into by Seller or, to Seller's knowledge, any of Seller's predecessors in title.

(c) Except for liens of ad valorem property taxes reflected in the Title Commitments, there are no liens or other encumbrances on any of the Property that arose in connection with guidelines.

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with any failure or alleged failure by Seller to timely pay any taxes. All taxes related to the Property required to be withheld and paid have been timely withheld and paid.

(d) Except as disclosed on **Schedule 9.1(d)**, and for the lawful application of chemicals in connection with customary silvicultural practices, and as otherwise disclosed in the Phase I Assessment, to Seller's knowledge, (i) there have been no Hazardous Substance stored, handled, transported from or to or disposed in, on or about the Property in quantities requiring remediation under applicable law; (ii) Seller has not received any written notice of any violation of, or liability under, any Environmental Law in connection with the operation of Seller on the Property, or specifying that the Property is or is contemplated to be targeted for clean-up of any Hazardous Substances and no such notices are threatened or pending; (iii) there are no public or private landfills on the Property, provided, however, the Property may contain small, unauthorized household dump sites typical of rural timberlands not to exceed [****]; (iv) except for above ground storage tanks for saltwater owned and operated by others in connection with oil and gas exploration and development, there are not, and to Seller's knowledge, have not in the past been, any underground or above ground storage tanks on the Property. For the purposes of this Agreement, "Hazardous Substances" means any chemical, compound, constituent, material, waste, contaminant (including petroleum, crude oil or any fraction thereof) or other substance, defined as hazardous or toxic, or otherwise regulated by any of the following laws and regulations promulgated thereunder as amended from time to time prior to the Execution Date: (i) the Comprehensive Environmental Response, Compensation and Liability Act (as amended by the Superfund Amendments and Reauthorization Act), 42 U.S.C. § 9601 et seq.; (ii) the Resource Conservation and Recovery Act of 1976, 42 U.S.C. § 6901 et seq.; (iii) the Hazardous Materials Transportation Act, 49 U.S.C. § 5101 et seq.; (iv) the Toxic Substances Control Act, 15 U.S.C. §2601 et seq.; (v) the Clean Water Act, 33 U.S.C. § 1251 et seq.; (vi) the Clean Air Act, 42 U.S.C. § 7401 et seq.; and (vii) all laws of the states in which the Property is located that are based on, or substantially similar to, the federal statutes listed in parts (i) through (vi) of this subparagraph.

(e) Except as disclosed on **Schedule 9.1(e)**, (i) Seller's use of the Property is in material compliance with all statutes, ordinances, rules, regulations, orders, and requirements of all governmental authorities having jurisdiction over the Property and Seller has not received any written notice of any enforcement action or violation from any federal, state, and local authorities and any other governmental entity having jurisdiction over the Property and (ii) Seller has not received any written notice from any such governmental entity of any continuing violation of any of the aforesaid statutes, ordinances, rules, regulations, orders, and requirements.

(f) Except as disclosed on **Schedule 9.1(f)**, there is no pending or, to Seller's knowledge, threatened action or proceeding (including, but not limited to, any condemnation or eminent domain action or proceeding) before any court, governmental agency or arbitrator which may adversely affect Seller's ability to perform this Agreement, or which may affect the Property after Closing. There are no judgments or outstanding orders, injunctions, decrees, stipulations or

awards (whether rendered by a governmental authority or by an arbitrator) against Seller (or affecting any of the Property) that prohibit or restrict or could reasonably be expected to result in any material delay of the consummation of the transactions contemplated by this Agreement.

(g) Except for the Ongoing Harvest Operations, there are no outstanding, unrecorded contracts or agreements with third parties pursuant to which any third party has the right to cut, harvest or remove Timber from the Property. To Seller's knowledge, no Timber has been removed from the Property except for (i) Timber harvested and removed pursuant to the Ongoing Harvest Operations and credited in accordance with Section 8(b), (ii) de minimis amounts of Timber harvested and removed by third parties pursuant to any Permitted Encumbrance, or (iii) Timber otherwise removed and reflected in Seller's Inventory Data.

(h) Except as disclosed on **Schedule 9.1(h)**, (i) the Property is not subject to any unrecorded habitat conservation plans arising from the presence of fish or wildlife listed as endangered under federal Endangered Species Act, as amended, or any applicable federal, state or local laws, rules or regulations relating to the protection of endangered species, and (ii) to Seller's knowledge, the Property has not been designated as "critical habitat" as that term is defined by 16 U.S.C. § 1532(6).

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(i) Seller is not, and will not become, a person or entity with whom U.S. persons are restricted from doing business with under the regulations of the Office of Foreign Asset Control ("OFAC") of the Department of Treasury (including those named on OFAC's Specially Designed and Blocked Persons list) or under any statute, executive order (including the September 24, 2001 Executive Order Blocking Property and Prohibiting Transactions With Persons Who Commit, Threaten to Commit, or Support Terrorism), the US Patriot Act, or other governmental action.

(j) Except as set forth on **Exhibit C** (i) no parties have the right to possess the property and (ii) Seller has not received any written notice during Seller's period of ownership that there are any, and to Seller's knowledge, there are no, parties that may claim to adversely possess any part of the Property being conveyed to Purchaser. Except as set forth on **Schedule 9.1(j)**, to Seller's knowledge, no boundary disputes or encroachments affect the Property or any portion thereof.

9.2 Purchaser's Representations and Warranties. Except as otherwise disclosed to Seller herein, as of the date hereof and as of the Closing Date, Purchaser represents and warrants to Seller as follows:

(a) Purchaser is a limited liability company, duly formed, validly existing and in good standing under the laws of the state in which it is formed and has all requisite limited liability company power and authority to: (i) own, lease and operate its properties and assets and to carry on its business as now being conducted; (ii) execute this Agreement and the ancillary agreements to which it is a party; and (iii) perform its obligations and consummate the transactions contemplated hereby and thereby.

(b) Purchaser is qualified or registered as a foreign limited liability company for the transaction of business and is in good standing under the laws of each jurisdiction in which the location of its properties makes such qualification necessary, other than those jurisdictions as to which the failure to be so qualified or registered would not, individually or in the aggregate, have a material adverse effect on its financial condition or results of operation or on its ability to perform its obligations under this Agreement and the ancillary agreements to which it is a party.

(c) The execution, delivery and performance of this Agreement and the consummation of transactions contemplated hereby by Purchaser have been duly and validly authorized by all necessary limited liability company action, and no other proceedings on the part of Purchaser are necessary for it to authorize this Agreement or to consummate the transactions contemplated hereby. This Agreement has been duly and validly executed and delivered by Purchaser and, assuming due authorization, execution and delivery by Seller, is a legal, valid and binding obligation of Purchaser, enforceable against Purchaser in accordance with its terms, subject to bankruptcy, insolvency, fraudulent transfer, reorganization, moratorium and similar laws of general applicability relating to or affecting creditors' rights and to general equity principles.

(d) Purchaser has the financial capacity to make payment in full of the Purchase Price and to pay all expenses and fees payable by Purchaser associated with this Agreement and the transactions contemplated by it.

(e) Purchaser is not, and will not become, a person or entity with whom U.S. persons are restricted from doing business with under the regulations of OFAC of the Department of Treasury (including those named on OFAC's Specially Designed and Blocked Persons list) or under any statute, executive

order (including the September 24, 2001 Executive Order Blocking Property and Prohibiting Transactions With Persons Who Commit, Threaten to Commit, or Support Terrorism), the US Patriot Act, or other governmental action.

9.3 Survival; Indemnification and Knowledge.

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(a) **Survival.** For a period of [***] from and after the Closing Date (the "Survival Period"), Seller shall, subject to the other terms and conditions of this Section 9.3, indemnify, defend and hold Purchaser, and any of its respective agents, employees, officers and directors, and each of the heirs, executors, successors and assigns thereof harmless from any and all actual damages, claims, actions, demands, liabilities, losses, fines, costs, expenses (including reasonable attorneys' fees), whether or not resulting from third-party claims (each of the foregoing, a "Loss") asserted against or suffered by Purchaser, arising out of or with respect to (i) any breach of any representation or warranty of Seller in this Agreement, and (ii) breach of any covenant or agreement of Seller in this Agreement. For the Survival Period, Purchaser shall, subject to the other terms and conditions of this Section 9.3, indemnify, defend and hold Seller, and any of its respective agents, employees, officers and directors, and each of the heirs, executors, successors and assigns thereof harmless from any and all Losses asserted against or suffered by Seller, arising out of or with respect to (i) any breach of any representation or warranty of Purchaser in this Agreement, and (ii) breach of any covenant or agreement of Purchaser in this Agreement.

(b) The provisions of this Section 9 shall survive Closing until the expiration of the Survival Period; provided, however, that: (i) neither Seller nor Purchaser shall have any liability for any damages for any breach of any representation, warranty, or covenant in this Agreement by Seller or Purchaser, as applicable, unless such breaches, individually or in the aggregate, result in damages in excess of [***] (the "Indemnity Basket"), and (ii) in no event shall Seller's or Purchaser's liability for damages for all breaches of any such representations, warranties or covenants in this Agreement by Seller or Purchaser, as applicable (notice of which are received in writing by Seller from Purchaser or Purchaser from Seller, as applicable, during the Survival Period), in the aggregate exceed [***] of the Purchase Price (the "Indemnity Cap"). [***]

(c) Notwithstanding anything to the contrary set forth herein: (1) unless a Party delivers written notice to the other Party in accordance with this Section 9.3(c), prior to the expiration of the Survival Period, the Parties agree that no claims or causes of action may be brought against any Party or any of its directors, officers, employees, affiliates, controlling persons, agents or representatives based upon, directly or indirectly, any of the representations and warranties contained in this Agreement, and to the fullest extent permitted by applicable law, the foregoing shall constitute the express intent of the Parties to shorten the period of limitations for bringing claims on account of a Party's breach of its representations, warranties, covenants and agreements contained in this Agreement if a longer period would otherwise be permitted by applicable law; (2) if on or prior to the Closing, Purchaser has actual knowledge (which shall not include implied, imputed or constructive knowledge), without any duty to investigate, of any information that would cause one or more of the representations and warranties made by Seller in this Agreement, to be inaccurate as of the date made or as of the Closing Date, then Purchaser shall not have any right or remedy after the Closing with respect to such inaccuracy and shall be deemed to have waived its rights to indemnification in respect thereof; and (3) if on or prior to the Closing, Seller has actual knowledge (which shall not include implied, imputed or constructive knowledge) of any information that would cause one or more of the representations and warranties made by Purchaser in this Agreement, to be inaccurate as of the date made or as of the Closing Date, then Seller shall not have any right or remedy after the Closing with respect to such inaccuracy and shall be deemed to have waived its rights to indemnification in respect thereof.

(d) For purposes of this Agreement, "Seller's knowledge" or "knowledge of Seller" shall be defined as the present, actual knowledge only, and not any implied, imputed or constructive knowledge, without any independent investigation having been made or any implied duty to investigate, of the following listed officers and employees of Seller and Manulife Investment Management Timberland and Agriculture Inc: [***]

10. **Brokerage Commission.** Each party represents and warrants to the other that no real estate broker or agent other than [***] has been instrumental in the procurement of this Agreement. Pursuant to separate agreement, Seller shall be responsible for the payment of any commission due Broker. Seller shall indemnify and hold Purchaser harmless from all claims, losses, liabilities and expenses (including but not limited to reasonable attorneys' fees and court costs actually incurred) which Purchaser may incur on account of any claim which may be asserted against Purchaser, whether or not meritorious, by any broker or other person on the basis of any agreements made or alleged to have been

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made by or on behalf of Seller. Purchaser shall indemnify and hold Seller harmless from all claims, losses, liabilities and expenses (including but not limited to reasonable attorneys' fees and court costs actually incurred) which Seller may incur on account of any claim which may be asserted against Seller, whether or not meritorious, by any broker or other person on the basis of any agreements made or alleged to have been made by or on behalf of Purchaser other than any payment due Broker. This Section 10 shall survive the Closing or any termination, cancellation or expiration of this Agreement.

11. Taxes; Expenses.

(a) Ad valorem real property taxes on the Property and special assessments shall be prorated as of the Effective Time on the Closing Date. If actual tax bills for the calendar year of Closing are not available, said taxes shall be prorated based on tax bills for the previous calendar year and the parties hereto agree to cause a reparation of said taxes upon the receipt of tax bills for the calendar year of Closing. This obligation to repropate shall survive the closing of the purchase and sale contemplated hereby. If the Property is not designated a separate tax parcel, said taxes shall be adjusted to an amount bearing the same relationship to the total tax bill which the acreage contained within the Property bears to the acreage contained within the property included within said tax bill.

(b) All rent and other income, other than the payments made pursuant to the Ongoing Harvest Contracts which are addressed in Section 8(b), and all expenses relating to the Property, including any rents due from Seller under the Property Lease, shall be prorated as of the date of Closing. If the actual rent and other income and all expenses relating to the Property are not known as of the date of Closing, then within (30) days after Closing, Seller and Purchaser shall reconcile such actual rent and other income and all expenses with the prorations done at Closing. All annual payments under any of the Unrecorded Encumbrances being assigned to Purchaser at Closing, which are applicable to the year in which Closing occurs, shall be prorated as of the date of Closing; provided, however, no advance payments, prepayments or annual payments received by Seller for any year prior to the year of Closing shall be prorated. This Section 11(b) shall survive the Closing.

(c) Intentionally Deleted.

(d) [****]

(e) [****]

(f) Each party shall pay its respective costs and expenses of legal representation and each party shall pay 1/2 of any escrow fees charged by the Escrow Agent.

(g) Purchaser shall be solely responsible and liable for any deferred, rollback, recapture or other tax or assessment imposed or charged with respect to the Property or any part thereof for or relating to any periods prior to or subsequent to the Closing based on any change of use of the Property by Purchaser. Seller shall be solely responsible and liable for any deferred, rollback, recapture or other tax or assessment imposed or charged with respect to the Property or any part thereof for or relating to any periods prior to the Closing arising from the change of use by Seller or the sale of the Property to Purchaser. The provisions of this Section 11(g) shall survive the Closing.

(h) [****]

12. Earnest Money; Default; Remedies.

(a) If the purchase and sale of the Property contemplated hereby is not consummated because of a default by Purchaser under this Agreement, then Seller shall have the right to require Escrow Agent to pay the Earnest Money to Seller as full liquidated damages and not as a penalty (the parties hereto acknowledging that Seller's damages as a result of such default are not capable of exact ascertainment and that said liquidated damages are fair and reasonable). Notwithstanding anything to the contrary set forth in this Section 12, this Section 12 shall not limit Purchaser's liabilities or obligations pursuant to Sections 6(b), 10 and 24 of this Agreement.

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(b) If the purchase and sale of the Property contemplated hereby is not consummated because of a default by Seller under this Agreement and such default continues for [****] business days after Seller's receipt of written notice of such default, then Purchaser, as its sole and exclusive remedy, shall have the right at Purchaser's option to (i) terminate this Agreement, whereupon Escrow Agent will return the Earnest Money to Purchaser and Purchaser shall be entitled to reimbursement of up to, but not to exceed, [****], of its reasonable third party cost and expenses incurred in connection with this Agreement, and the parties hereto will have no further rights or obligations hereunder (except as otherwise expressly provided herein), or (ii) waive any such default and proceed to Closing, or (iii) seek specific performance of this Agreement.

(c) The duties of Escrow Agent shall be as follows:

(i) During the term of this Agreement, Escrow Agent shall hold and deliver the Earnest Money in accordance with the terms and provisions of this Agreement.

(ii) If this Agreement shall be terminated by the mutual written agreement of Seller and Purchaser, or if Escrow Agent shall be unable to determine at any time to whom the Earnest Money should be delivered, or if a dispute shall develop between Seller and Purchaser concerning to whom the Earnest Money should be delivered, then in any such event, Escrow Agent may request joint written instructions from Seller and Purchaser and shall deliver the Earnest Money in accordance with such joint written instructions. In the event that such written instructions shall not be received by Escrow Agent within 10 days after Escrow Agent has served a written request for instructions upon Seller and Purchaser, Escrow Agent shall have the right to pay the Earnest Money into a court of competent jurisdiction and interplead Seller and Purchaser in respect thereof, and thereafter Escrow Agent shall be discharged of any obligations in connection with this Agreement.

(iii) If costs or expenses are incurred by Escrow Agent because of litigation or a dispute between Seller and Purchaser arising out of the holding of the Earnest Money in escrow, Seller and Purchaser shall each pay Escrow Agent one-half of such costs and expenses. Except for such costs and expenses, no fee or charge shall be due or payable to Escrow Agent for its services as escrow holder.

(iv) By joining herein, Escrow Agent undertakes only to perform the duties and obligations imposed upon it under the terms of this Agreement and expressly does not undertake to perform any of the other covenants, terms and provisions incumbent upon Seller and Purchaser hereunder.

(v) Purchaser and Seller hereby agree and acknowledge that Escrow Agent assumes no liability in connection herewith except for any loss, costs or damage arising out of Escrow Agent's own negligence or willful misconduct; that Escrow Agent shall never be responsible for the validity, correctness or genuineness of any document or notice referred to under this Agreement; that Escrow Agent shall not be liable or responsible for any loss occurring which arises from bank failure or error, insolvency or suspension, or a situation or event which falls under the Federal Deposit Insurance Corporation (FDIC) coverage (Seller and Purchaser are aware that FDIC coverage applies to a maximum amount of [****] per depositor, as may be modified by the FDIC from time to time); and that Escrow Agent may seek advice from its own counsel and shall be fully protected in any action taken by it or omitted to be taken by it in good faith in accordance with the opinion of its counsel.

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13. Assignment. This Agreement shall not be assignable or otherwise transferable (i) by Purchaser without the prior written consent of Seller, and (ii) by Seller without the prior written consent of Purchaser; provided, however, that Purchaser may, by written notice to Seller given no later than ten (10) days prior to the Closing Date, assign all or any portion of its rights and obligations under this Agreement to any entity directly or indirectly controlled by, controlling or under common control with, or whose timber investments are managed by, Purchaser (each an "Affiliate"). Any attempt to assign this Agreement without the prior written consent required by this Section 13 shall be void. This Agreement shall be binding upon and inure to the benefit of the Parties and their respective successors and permitted assigns. Notwithstanding the foregoing, Seller or Purchaser shall have the right to cause the Closing to occur as part of a "like-kind" exchange pursuant to the provisions of Section 1031 of the Internal Revenue Code of 1986, as amended, and the regulations thereunder. Seller and Purchaser shall cooperate with the other Party in effecting a qualifying like-kind exchange and to execute such documents as are reasonably necessary to effect such like-kind exchange, provided that such exchange must occur using a qualified intermediary, must not require either party to take title to any property other than the Property, must be at no cost or expense to the cooperating Party, and must not delay the date of Closing.

14. **No Waiver.** No action or failure to act by any party hereto shall constitute a waiver of any right or duty afforded to such party under this Agreement, nor shall any such action or failure to act constitute an approval of or acquiescence in any breach of this Agreement except as may be specifically agreed in writing.

15. **Governing Law.** This Agreement shall be governed by the laws of the State of Louisiana. Each party irrevocably submits to the jurisdiction of the Courts of the State of Louisiana for the purpose of any action or proceeding arising out of this Agreement.

16. **Notice.** Any and all notices, elections and communications required or permitted by this Agreement shall be made or given in writing and shall be delivered (i) in person, (ii) sent next day delivery by a nationally recognized overnight courier such as FedEx or UPS, (iii) sent by email transmission or (iv) sent by postage prepaid United States mail, certified or registered, return receipt requested, to the other parties at the addresses set forth below, or such other address as may be furnished by notice in accordance with this paragraph. The date of notice given by (a) personal delivery shall be the date of such delivery, (b) email transmission shall be the date of such delivery provided confirmation of delivery (which may be by electronic means) is received and such notice is also delivered by an approved method set forth in (i), (ii) or (iv) above. The effective date of notice by overnight courier or mail will be one (1) day after the date such notice is deposited with a nationally recognized overnight courier, or two (2) days after the date such notice is deposited with the United States Postal Service.

Seller: John Hancock Life Insurance Company (U.S.A.)

c/o Manulife Investment Management Timberland and Agriculture Inc
13950 Ballantyne Corporate Place, Suite 150
Charlotte, NC 28277
[****]

with a copy to: John Hancock Life Insurance Company (U.S.A.)

c/o Manulife Investment Management Timberland and Agriculture Inc
197 Clarendon Street, C-08-99
Boston, MA 02116
[****]

With additional copy to: Womble Bond Dickinson (US), LLP

One West Fourth Street
Winston-Salem, NC 27101
[****]

Purchaser: Rayonier Operating Company LLC
1 Rayonier Way

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Wildlight, FL 32097

[****]

With a copy to: Rayonier Operating Company LLC
19950 7th Avenue, NE, Suite 2002
Poulsbo, WA 98370
[****]

With additional copy to: Adams and Reese LLP
11 N. Water Street, Suite 23200
Mobile, AL 36602
[****]

Escrow Agent: First American Title Insurance Company
National Commercial Services
3455 Peachtree Road NE, Suite 1700

17. **Entire Agreement.** This Agreement contains the entire agreement among the parties hereto with respect to the subject matter hereof and cannot be amended or supplemented except by a written agreement signed by all parties.

18. **Captions.** The captions of paragraphs in this Agreement are for convenience and reference only and are not part of the substance hereof.

19. **Severability.** In the event that any one or more of the provisions, paragraphs, words, clauses, phrases or sentences contained in this Agreement, or the application thereof in any circumstance is held invalid, illegal or unenforceable in any respect for any reason, the validity, legality and enforceability of any such provision, paragraph, word, clause, phrase or sentence in every other respect and of the remaining provisions, paragraphs, words, clauses, phrases or sentences of this Agreement, shall not be in any way impaired, it being the intention of the parties that this Agreement shall be enforceable to the fullest extent permitted by law.

20. **Counterparts.** This Agreement may be executed in multiple counterparts which shall be construed together as one instrument. This Agreement, including any amendments thereto, may be executed and delivered by facsimile or electronic (PDF) transmission, with the intention that such facsimile or electronic signature and delivery shall have the same effect as an original signature and actual delivery.

21. **Binding Effect.** This Agreement shall bind the parties hereto and their respective heirs, legal representatives, successors and assigns.

22. **Time.** Time is of the essence of this Agreement.

23. **Reservation of Access Easements.** On or before Closing, Seller shall have the right to enter into and record certain access easements that will grant access (or reserve in favor of Seller, as appropriate) perpetual, non-exclusive easements over existing roads located on certain portions of the Property (collectively, the "New Easements"). To the extent affirmative action is necessary for Seller to acquire, grant or reserve the New Easements in favor of Seller or other owners whose timberlands are managed by Manulife Investment Management Timberland and Agriculture Inc or Manulife Investment Management Forest Management Inc, Purchaser and its Affiliates shall cooperate with Seller in such efforts, including executing all documents pertaining to the New Easements as are reasonably requested by Seller. Notwithstanding anything to the contrary set forth herein, on or prior to Closing, Seller shall have the right to execute and record the New Easements in a form reasonably acceptable to Seller and Purchaser. To the extent reasonably requested by Purchaser prior to the Closing, the New Easements shall include grants of easements to Purchaser for purposes of access to the Property over existing roads located on such other lands of Seller and its affiliates.

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24. **Confidentiality; Public Announcements.** Except as provided below, each Party will hold, and will cause its directors, officers, employees, sources of debt and equity financing, agents, accountants, counsel, financial advisors and other representatives and affiliates to hold, any nonpublic information confidential in accordance with the terms of that certain Confidentiality Agreement dated, [****], entered into by and between the Parties (the "Confidentiality Agreement"). The terms of the Confidentiality Agreement are incorporated herein by reference. In the event of any conflict between the terms of the Confidentiality Agreement and this Agreement, the terms and conditions of this Agreement shall govern and control. Seller and Purchaser hereby agree that prior to the Closing, except as required by applicable laws or any applicable stock exchange rules, all press releases and other public announcements with respect to the transactions contemplated by this Agreement, including the time, form and content of such release or announcement, shall be made only with the mutual written agreement of Purchaser and Seller; provided, however, that any disclosure required to be made under applicable law may be made only if a party required to make such disclosure has determined in good faith that it is necessary to do so and has used reasonable efforts, prior to the issuance of the disclosure, to provide the other party with a copy of the proposed disclosure and to discuss the proposed disclosure with the other party.

25. **Covenants.**

(a) Subject to the terms and conditions of this Agreement and the Unrecorded Encumbrances, and except as otherwise contemplated hereby, Seller, from the date hereof through the Closing Date, shall maintain the Property in the ordinary course of Seller's business in all material respects; provided, however, Seller shall have no obligation to perform any road or access work, site preparation or plant any seedlings.

(b) Subject to the terms and conditions of this Agreement, and except as Seller may otherwise agree in writing, Purchaser shall not interfere with Seller's conduct of business with respect to the Property pending the Closing.

(c) [****]

26. **Dates.** The "Execution Date" of this Agreement will be the date the later of Seller and Purchaser has executed this Agreement, as indicated on the signature page(s) below. If any date set forth in this Agreement for the performance of any obligation by any Party, or for the delivery of any instrument or notice as herein provided, should be a Saturday, Sunday or legal holiday, the compliance with such obligation or delivery shall be deemed acceptable on the next day which is not a Saturday, Sunday or legal holiday. As used in this Agreement, the term "business day" shall mean any day that is not a Saturday, a Sunday, a legal holiday in the United States of America, or a legal holiday. As used herein, the term "legal holiday" means any state or federal holiday for which financial institutions or post offices are generally closed in the State of Louisiana for observance thereof.

27. **Incorporation of Recitals Exhibits.** All recitals, exhibits and schedules referred to herein are hereby incorporated in this Agreement as matters of contract by this reference.

28. **Disclaimer; As Is; Waiver and Release.**

(a) Purchaser acknowledges that, except as is specifically set forth in this Agreement and the closing documents to be delivered by Seller pursuant to the terms of 4(b) (collectively, the "Closing Documents"), Seller has not made, does not make and has not authorized anyone else to make, any representation, warranty or promise of any kind, including as to: (i) the existence or non-existence of access to or from the Property or any portion thereof; (ii) the location of the Property or any portion thereof within any flood plain, flood prone area, watershed or the designation of any portion thereof as "wetlands"; (iii) the availability of water, sewer, electrical, gas or other utility services at or on the Property; (iv) the number of acres or square footage in the Property; (v) the present or future physical condition or suitability of the Property for any purpose; (vi) the actual amount and type of Timber on the Property, if any; or (vii) any other matter or thing affecting or relating to the Property or this Agreement.

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(b) PURCHASER ACKNOWLEDGES THAT, EXCEPT FOR THE REPRESENTATIONS AND WARRANTIES SET FORTH IN THIS AGREEMENT OR THE CLOSING DOCUMENTS: (With respect to a Member in) NO REPRESENTATIONS, WARRANTIES OR PROMISES, EXPRESS OR IMPLIED, HAVE BEEN OR ARE BEING MADE BY OR ON BEHALF OF SELLER OR ANY OTHER PERSON, INCLUDING WITH RESPECT TO THE CONDITION OR VALUE OF THE PROPERTY, AND SELLER HEREBY EXPRESSLY DISCLAIMS ALL WARRANTIES RELATING TO THE PROPERTY, EITHER EXPRESS OR IMPLIED, INCLUDING MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE AND SUITABILITY FOR ITS INTENDED USE, AND (pay status as of If the date of the) IN ENTERING INTO THIS AGREEMENT, PURCHASER HAS NOT RELIED ON AND DOES NOT RELY ON ANY SUCH REPRESENTATIONS, WARRANTIES OR PROMISES, EXPRESS OR IMPLIED, BY OR ON BEHALF OF SELLER OR ANY OTHER PERSON. PURCHASER SHALL ACQUIRE THE PROPERTY IN purchase, "AS IS, WHERE IS, AND WITH ALL FAULTS" the CONDITION ON THE CLOSING DATE, EXCEPT AS OTHERWISE EXPRESSLY PROVIDED IN THIS AGREEMENT OR THE CLOSING DOCUMENTS. annuity contract shall provide

for the continued payment of the Member's retirement allowance (whether paid to the Member or his or her beneficiary, survivor or alternate payee), in the same form that was in effect under the Plan immediately before the annuity purchase, including any beneficiary designation, survivor benefit, and qualified domestic relations order.

(c) UPON THE CLOSING, SUBJECT TO SECTION 9.3, PURCHASER SHALL ASSUME THE RISK THAT ADVERSE MATTERS, INCLUDING ADVERSE ENVIRONMENTAL CONDITIONS, MAY NOT HAVE BEEN REVEALED BY SELLER'S OR PURCHASER'S INVESTIGATION, AND UPON THE CLOSING, SUBJECT TO SECTION 9.3, PURCHASER SHALL BE DEEMED TO HAVE WAIVED, RELINQUISHED AND RELEASED SELLER FROM AND AGAINST ANY AND ALL CLAIMS, DEMANDS, CAUSES OF ACTION (INCLUDING CAUSES OF ACTION IN TORT), LOSSES, DAMAGES, LIABILITIES, COSTS AND EXPENSES (INCLUDING ATTORNEYS' FEES AND COURT COSTS) OF ANY AND EVERY KIND OR CHARACTER, KNOWN OR UNKNOWN, WHICH PURCHASER MIGHT HAVE ASSERTED OR ALLEGED AGAINST SELLER AT ANY TIME BY REASON OF OR ARISING OUT OF PHYSICAL CONDITIONS OR VIOLATIONS OF ANY ENVIRONMENTAL LAWS; PROVIDED, HOWEVER, PURCHASER'S WAIVER AND RELEASE OF SELLER AS DESCRIBED

ABOVE SHALL NOT PREVENT PURCHASER FROM JOINING SELLER AS A POTENTIALLY RESPONSIBLE PARTY IN ANY SUIT OR ACTION BROUGHT AGAINST PURCHASER BY A THIRD PARTY ARISING FROM THE ALLEGED BREACH OF ENVIRONMENTAL LAW WITH RESPECT TO THE PROPERTY PRIOR TO THE CLOSING DATE. PURCHASER OR ITS SUCCESSORS AND ASSIGNS SHALL HAVE NO OBLIGATION AT ANY TIME OR AS A RESULT OF THIS RELEASE TO INDEMNIFY, DEFEND OR SAVE HARMLESS SELLER FROM CLAIMS BY THIRD PARTIES FOR ANY CONDITIONS, ACTIONS OR OMISSIONS WHICH OCCURRED PRIOR TO THE CLOSING DATE REGARDLESS OF WHETHER CLAIMS ARE BROUGHT BEFORE OR AFTER CLOSING.

29. With respect to **Property Data and Materials** to **. Except** a Member with a deferred retirement allowance or deferred vested benefit, the annuity contract shall provide for Seller's representations and warranties set forth in this Agreement, Purchaser acknowledges that any information or materials provided or made available to Purchaser or its representatives in hard copy, by facsimile or electronic transmission or via the Box online data room for Project Tigercat established by Seller and Broker (the "Data Room"), including, without limitation, any cost or other estimates, projections, acreage, and timber information, the Title Commitment, other title commitments, and other title policies, are not and shall not be deemed representations or warranties by or on behalf of Seller and are not to be relied upon by Purchaser.

30. **No Survival.** Except as may otherwise expressly be provided herein, the provisions of this Agreement shall not survive the closing deferred payment of the **purchase** Member's retirement allowance or vested benefit (whether paid to the Member or his or her beneficiary, survivor or alternate payee), in such form and sale contemplated hereby and shall be merged into at such time as such Member is entitled under the **delivery** terms of the Deed and other documents and the payment of all monies pursuant hereto.

31. **Conditions to Closing Plan.**

(a) (d) A certificate under the annuity contract shall be issued to each such Member, beneficiary, or alternate payee on, or as soon as practicable after, the date of the annuity purchase. The **obligation** terms of the **Parties** annuity contract shall provide that the benefits are legally enforceable by the sole choice of the individual against the annuity provider issuing the contract."

6. Section 4.04(4) of Appendix B shall be amended by adding the following as the last sentence thereto to **consummate** read as follows:

"Effective February 28, 2023, no further reduction shall be imposed for spousal coverage."

7. Effective March 1, 2023, SECTION 4 of Appendix B shall be amended by adding a new Section 4.05 to read as follows:

"4.05 Termination Distribution Program

(a) Notwithstanding any provision of this Appendix B to the **transactions contemplated** contrary, certain former Participants shall have a limited time option to receive a lump sum payment or immediate annuity of his or her normal pension benefit in accordance with this Section 4.05.

(b) Any former Participant (including any alternate payees with a separate interest under a QDRO) who is eligible to receive a pension benefit under Section 3.01, 3.02, 3.03, 3.04, or 5.01 of this Appendix B but has not commenced payment as of the Termination Distribution Program Election Date established by the Plan Administrator ("Wood Products Program Participant"), may elect to receive payment of his or her Accrued Benefit in a lump sum payment or as an immediate annuity. Wood Products Program Participants shall exclude (i) surviving spouses; (ii) beneficiaries; (iii) former Participants who reached their Normal Retirement Date on or before February 28, 2023 and who have not yet commenced payment; and (iv) former Participants receiving a disability benefit under Section 7.

A Wood Products Program Participant may revoke an election made during the Termination Distribution Program Election Period by delivery of a written notice of revocation to the Plan Administrator prior to the

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Termination Distribution Program Annuity Starting Date. For this **Agreement** purpose, 'Termination Distribution Program Election Period' and "Termination Distribution Program Annuity Starting Date" shall have the same meaning as set forth in Section 4.1 8(b) of the Plan.

(c) A Wood Products Program Participant may elect a Lump Sum or an immediate annuity as described in this Section 4.05 of this Appendix B. A married Wood Products Program Participant's election shall be subject to the satisfaction or waiver, on or before spousal consent requirements of Section 4.04(6) of this Appendix B.

i. Lump Sum Payment. The lump sum shall equal the Closing Date, present value of the following conditions: Wood Products Program Participant's Accrued Benefit as of his or her Normal Retirement Date, determined using the IRS Interest Rate and the IRS Mortality Table.

(i) No Injunction ii. There Annuity Forms of Payment. In lieu of a lump sum, a Wood Products Program Participant can elect an immediate annuity.

(1) With respect to a Wood Products Program Participant who is Retirement-Eligible (as described below) as of the Termination Distribution Program Annuity Starting Date and who had not commenced payment of his or her retirement allowance as of the Termination Distribution Period Election Date, the Participant's pension benefit shall be no injunction, restraining order determined under Sections 3.01, 3.02, 3.03, 3.04 or decree 5.01 of any nature this Appendix B, as applicable, and the pension benefit shall be paid in the normal form or an optional form described in Section 4.03 of any court or governmental authority that Appendix B, as selected by the Wood Products Program Participant. For purposes of this Section 4.05, a Retirement-Eligible Wood Products Program Participant is in effect that a former Participant who has attained age 55.

(2) With respect to Woods Products Program Participants who are not Retirement-Eligible as of the Termination Distribution Program Annuity Starting Date:

A. the immediate annuity payable to an unmarried Woods Product Program Participant shall be the actuarial equivalent of the Woods Product Program Participant's Accrued Benefit payable at Normal Retirement Date as a single life annuity determined using the IRS Interest Rate and IRS Mortality Table; and

B. the immediate annuity payable to a married Woods Products Program Participant shall be the actuarial equivalent of the Woods Products Program Participant's Accrued Benefit payable at Normal Retirement Date determined using the IRS Interest

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restrains Rate and IRS Mortality Table, and converted to a Joint and 50% Survivor Annuity or prohibits a Joint and 75% Survivor Annuity, in each case with the consummation of surviving Spouse as the transactions contemplated by this Agreement joint annuitant, determined using the IRS Interest Rate and Mortality Table.

(d) If a Woods Product Program Participant elects to receive his or imposes material conditions on such consummation not otherwise provided for herein.

(ii) No Investigation. No Party shall have been advised by any United States federal government agency (which advisory has not been officially withdrawn on or her pension benefit as a lump sum under the Termination Distribution Program but dies prior to the Closing Date) that such government agency Termination Distribution Program Annuity Starting Date, the lump sum will be paid to his or her estate. A Woods Product Program Participant who elects an immediate annuity and dies prior to the Termination Distribution Program Annuity Starting Date shall have the survivor portion, if any, paid to the surviving Spouse/contingent annuitant specified in the election."

8. Section 4.07(a)(iii) of Appendix E shall be amended by adding the following as the last sentence thereto to read as follows:

"Effective February 28, 2023, no further reduction shall be imposed for spousal coverage."

9. Effective March 1, 2023, ARTICLE 4 of Appendix E shall be amended by adding a new Section 4.17 to read as follows:

"4.17 Termination Distribution Program

(a) Notwithstanding any provision of this Appendix E to the contrary, certain former Members shall have a limited time option to receive a lump sum payment or immediate annuity of his or her normal retirement allowance in accordance with this Section 4.17.

(b) Any former Member (including any alternate payees with a separate interest under a QDRO) who is investigating the transactions contemplated by eligible to receive a retirement allowance under Section 4.01, 4.02, 4.03, 4.04, or 4.05 of this Agreement to determine whether to file or commence any litigation that seeks or would seek to enjoin, restrain or prohibit the consummation Appendix E but has not commenced payment as of the transactions contemplated Termination Distribution Program Election Date established by this Agreement, the Plan Administrator ("Southeast Forest Program Participant"), may elect to receive payment of his or her Southeast Forest Accrued Benefit in a lump sum payment or as an immediate annuity. Southeast Forest Program Participants shall exclude (i) surviving spouses; and (ii) beneficiaries.

In A Southeast Forest Program Participant may revoke an election made during the event any Termination Distribution Program Election Period by delivery of a written notice of revocation to the conditions Plan Administrator prior to the Termination Distribution Program Annuity Starting Date. For this purpose, 'Termination Distribution Program Election Period' and 'Termination Distribution Program Annuity Starting Date' shall have the same meaning as set forth in this Section 31(a) are not satisfied or waived by both Parties in writing as 4.18(b) of the Closing Date, either Party Plan.

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(c) A Southeast Forest Program Participant may terminate this Agreement by delivering written notice of the same to the other Party, in which event this Agreement shall terminate, the Earnest Money shall be returned immediately to Purchaser, and neither Party shall have any further liability hereunder (except for such liabilities elect a Lump Sum or an immediate annuity as expressly survive termination of this Agreement); provided, however, (1) no Party shall have the right to terminate the Agreement as a result of the failure of a condition set forth described in this Section 31(a)(i) and (ii), if the failure of such condition is the result of such Party's default or breach 4.17 of this Agreement.

(b) The obligation of Purchaser to consummate the transactions contemplated by this Agreement Appendix E. A married Southeast Forest Program Participant's election shall be subject to the satisfaction or waiver, on or before spousal consent requirements of Section 4.06(d) of this Appendix E.

i. Lump Sum Payment. The lump sum shall equal the Closing Date, present value of the following conditions: Southeast Forest Program Participant's Southeast Forest Accrued Benefit as of his or her Normal Retirement Date, determined using the IRS Interest Rate and the IRS Mortality Table.

(i) Title Policies. Annuity Forms of Payment. Purchaser shall have received in the form in lieu of a "marked binder" delivered at Closing, one or more owner's policies of title insurance issued by the Title Company in the amount of the Purchase Price lump sum, a Southeast Forest Program Participant can elect an immediate annuity.

(1) With respect to a Southeast Forest Program Participant who is Retirement-Eligible (as adjusted insuring title to the Property described below) as of the date Termination Distribution Program Annuity Starting Date and who had not commenced payment of Closing, subject only to Permitted Encumbrances.

(ii) Representations and Warranties. Each his or her retirement allowance as of as of the representations and warranties of Seller contained in this Agreement Termination Distribution Period Election Date, the Participant's pension benefit shall be true determined under Sections 4.01, 4.02, 4.03, 4.04 or 4.05 of this Appendix E, as applicable, and correct the pension benefit shall be paid in all material

respects, the automatic form or an optional forms described in Section 4.06 of Appendix E, as selected by the Southeast Forest Program Participant. For purposes of this Section 4.17, a Retirement-Eligible Southeast Forest Program Participant is a former Member who has attained age 55.

(2) With respect to Southeast Forest Program Participants who are not Retirement-Eligible as of the Termination Distribution Program Annuity Starting Date:

A. the immediate annuity payable to an unmarried Southeast Forest Program Participant shall be the actuarial equivalent of the Southeast Forest Program Participant's Southeast Forest Accrued Benefit payable at Normal Retirement Date as a single life annuity determined using the IRS Interest Rate and IRS Mortality Table; and

B. the immediate annuity payable to a married Southeast Forest Program Participant shall be the actuarial equivalent of the Southeast Forest Program Participant's Southeast Forest Accrued Benefit payable at Normal Retirement Date determined using the IRS Interest Rate and IRS Mortality Table, and converted to a Joint and 50% Survivor Annuity or a Joint and 75% Survivor Annuity, in each case as of the date of this Agreement and as of the Closing with the same effect surviving Spouse as though made as of the Closing (except to the extent expressly made as of an earlier date, in which case as of such date).

(iii) Agreements and Covenants. Seller shall have performed or complied with, in all material respects, all agreements and covenants required by this Agreement to be performed or complied with by Seller on or prior to the Closing.

(iv) Seller Deliveries. Seller shall have tendered for delivery or caused to be tendered for delivery to Purchaser the items set forth in Section 4(b).

In the event any of the conditions in this Section 31(b) are not satisfied or waived in writing by Purchaser as of the Closing Date, Purchaser may terminate this Agreement by delivering written notice to Seller in which event this Agreement shall terminate, the Earnest Money shall be returned immediately to Purchaser, and neither Party shall have any further liability hereunder (except for such liabilities as expressly survive the termination of this Agreement); provided, however, if the failure of such condition is a result of a default or breach by Seller, the terms of Section 12(b) shall apply.

(c) The obligation of Seller to consummate the transactions contemplated by this Agreement shall be subject to the satisfaction or waiver, on or before the Closing Date, of the following conditions:

(i) Representations and Warranties. Each of the representations and warranties of Purchaser contained in this Agreement shall be true and correct in joint annuitant.

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all material respects, in each case as of the date of this Agreement and as of the Closing with the same effect as though made as of the Closing (except to the extent expressly made as of an earlier date, in which case as of such date).

(ii) Agreements and Covenants. Purchaser shall have performed or complied with, in all material respects, with all agreements and covenants required by this Agreement to be performed or complied with by it on or prior to the Closing.

(iii) Deliveries. Purchaser shall have tendered for delivery or caused to be tendered for delivery to Seller the items set forth in Section 4(c).

In the event any of the conditions in this Section 31(c) are not satisfied or waived in writing by Seller as of the Closing Date, Seller may terminate this Agreement by delivering written notice to Purchaser in which event this Agreement shall terminate, the Earnest Money shall be returned immediately to Purchaser, and neither Party shall have any further liability hereunder (except for such liabilities as expressly survive the termination of this Agreement); provided, however, if the failure of such condition is a result of a default or breach by Purchaser, the terms of Section 12(a) shall apply.

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IN WITNESS WHEREOF, this Agreement has been duly executed, sealed determined using the IRS Interest Rate and delivered by Mortality Table.

(d) If a Southeast Forest Program Participant elects to receive his or her pension benefit as a lump sum under the parties hereto Termination Distribution Program but dies prior to the day Termination Distribution Program Annuity Starting Date, the lump sum will be paid to his or her estate. A Southeast Forest Program Participant who elects an immediate annuity and year first above written, dies prior to the Termination Distribution Program Annuity Starting Date shall have the survivor portion, if any, paid to the surviving Spouse/contingent annuitant specified in the election."

SELLER:

Date of Seller's Execution:

IN WITNESS WHEREOF, Rayonier Inc. has caused this Second Amendment to the Plan to be executed by its duly authorized officer on this day 20 day of January 2023.

October 21, 2022

JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.)

By: Manulife Investment Management Timberland and Agriculture Inc, its Advisor

[****]

PURCHASER:

RAYONIER OPERATING COMPANY LLC,
a Delaware limited liability company

[****]

SIGNATURES CONTINUED ON FOLLOWING PAGE

RAYONIER INC.

ESCROW AGENT: By: /s/ Shelby Pyatt

Title: VP, HR & IT
FIRST AMERICAN TITLE INSURANCE COMPANY

[****]

Exhibits:

Exhibit A - Property

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Exhibit A-1 - GIS Maps 10.5

Exhibit A-2 - Leased Property

Exhibit B - Permitted Encumbrances FIRST AMENDMENT

Exhibit B-1 - Lack TO THE

RAYONIER INC. EXCESS BENEFIT PLAN

(for the plan document amended and restated as of Access Parcels July 15, 2010)

Exhibit C-1 - Schedule

Pursuant to Section 4.01 of Miscellaneous Agreements the Rayonier Inc. Excess Benefit Plan (the "Plan"), Rayonier Inc., the employer responsible for maintaining the Plan, hereby amends the Plan as follows:

Exhibit C-2 - Schedule of Pay-As CutContracts

Exhibit C-3 - Schedule of Lump SumContracts

Exhibit D - Act of Conveyance

Exhibit E - Form Assignment and Assumption of Unrecorded Encumbrances

Exhibit E-1 - Form Assignment and Assumption of Property Lease

Exhibit F - Form of Owner's Affidavit

Exhibit G - Value Table Effective July 31, 2023

Schedules 1. The INTRODUCTION to the Plan shall be amended to add a new paragraph to the end thereof to read as follows:

"Notwithstanding anything in the Plan to the contrary, the Plan is hereby irrevocably terminated, effective as of July 31, 2023 (the "Termination Date").

2. Section 2.02 of the Plan shall be amended to add a new paragraph to the end thereof to read as follows:

"Notwithstanding the foregoing, any payments made under Section 2.04(e) of the Plan after the 12 month period following the Termination Date shall be paid in a lump sum, determined by using the IRS Interest Rate and the IRS Mortality Table, as those terms are defined under the Retirement Plan."

Schedule 1(b) - Reserved Mineral Royalties3. Section 2.04 of the Plan shall be amended to add a new paragraph (e) to read as follows:

Schedule 5(c) - New Agreements "(e) Notwithstanding the foregoing, all benefits payable as of the Termination Date or which become payable within 12 months of the Termination Date shall be paid in accordance with paragraphs (a) through (d) of this Section 2.04. Any remaining payments due under the Plan after the 12 month period following the Termination Date, including benefits that have not commenced payment under this Section 2.04, shall be paid in a lump sum within 24 months of the Termination Date."

Schedule 9.1(d) - Environmental Matters

Schedule 9.1(e) - Notice of Violations IN WITNESS WHEREOF, Rayonier Inc. has caused this First Amendment to the Plan to be executed by its duly authorized officer on this July 20, 2023.

Schedule 9.1(f) - Threatened or Pending Actions

Schedule 9.1(h) - ESA Matters

Schedule 9.1(j) - Boundary disputes/encroachments
Schedule 11(h) Silvicultural Costs and Expenses

RAYONIER INC.

By: /s/ Shelby Pyatt

Title: SVP,HR & IT

Certain schedules and exhibits have been omitted pursuant to Item 601(a)(5) of Regulation S-K. The Company agrees to furnish supplementally to the U.S. Securities and Exchange Commission a copy of any omitted schedule or exhibit upon request. 114905099.1

Exhibit 2.7

CERTAIN SCHEDULES AND EXHIBITS HAVE BEEN OMITTED PURSUANT TO ITEM 601(a) (5) OF REGULATION S-K. IN ADDITION, PORTIONS OF THIS EXHIBIT HAVE BEEN OMITTED PURSUANT TO ITEM 601(b)(2) OF Regulation S-K BECAUSE THEY (I) ARE NOT MATERIAL AND (II) WOULD LIKELY CAUSE COMPETITIVE HARM TO THE COMPANY IF PUBLICLY DISCLOSED. THE COMPANY AGREES TO FURNISH SUPPLEMENTALLY TO THE COMMISSION AN UNREDACTED COPY OF THIS EXHIBIT, OR A COPY OF ANY OMITTED SCHEDULE OR EXHIBIT, UPON REQUEST.

PURCHASE AND SALE AGREEMENT

DATED AS OF NOVEMBER 2, 2022

BETWEEN

JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.) and **JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.)**, for and to the extent of its Separate Account No. 112,
as Seller

AND

RAYONIER OPERATING COMPANY LLC
as Purchaser

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DEED OF AMENDMENT AND RESTATEMENT OF SHAREHOLDER AGREEMENT

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■■■ RAYONIER CANTERBURY LLC

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- Exhibit A-2 Timberland Leases
- Exhibit B-1 Assumed Contracts

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Exhibit D Assumed Condemnations
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Schedule 5.10 Aultman Lease
Schedule 7.8(i) Existing Seedling Production Contract
Schedule 7.8(ii) Seedling Obligation MATARIKI FORESTRY GROUP

Certain schedules and exhibits have been omitted pursuant to Item 601(a)(5) of Regulation S-K. The Company agrees to furnish supplementally to the U.S. Securities and Exchange Commission a copy of any omitted schedule or exhibit upon request.

PURCHASE AND SALE AGREEMENT

THIS IS A PURCHASE AND SALE AGREEMENT (this "Agreement") made as of the 2nd day of November, 2022 by and between JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.), a Michigan corporation JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.), a Michigan corporation, for and to the extent of its Separate Account No. 112 (collectively, "Seller"), and RAYONIER OPERATING COMPANY LLC, a Delaware limited liability company ("Purchaser").

BACKGROUND STATEMENT

WHEREAS, Seller is the owner of certain real property located in Conecuh, Covington, Crenshaw and Monroe Counties, Alabama, Hardin, Jasper, Newton, Polk and Tyler Counties, Texas, Appling and Wayne Counties, Georgia, and certain leasehold interests in property located in Crisp, Turner and Worth Counties, Georgia that it wishes to sell, assign, transfer or convey, together with certain timber and other assets, inventory and rights under certain continuing leases, contracts and other agreements (such sale being referred to by Seller as "Project Dionysus"), to Purchaser in accordance with the terms and subject to the conditions set forth in this Agreement; and

WHEREAS, Purchaser wishes to acquire and accept such real property, leasehold interests, timber and other assets being transferred to it in accordance with the terms and subject to the conditions set forth in this Agreement.

NOW, THEREFORE, in consideration of the foregoing, their respective representations, warranties, covenants and agreements set forth in this Agreement, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties, intending to be legally bound, hereby agree as follows:

ARTICLE I PROPERTY; PURCHASE PRICE

Section 1.1 Agreement to Purchase and Sell. Subject to and in accordance with the terms and provisions of this Agreement, and for the consideration stated herein, Seller agrees to sell the Property to Purchaser and Purchaser agrees to buy the Property from Seller.

Section 1.2 Property. Subject to the terms and provisions of this Agreement and upon satisfaction of the conditions set forth in Article IX, Seller shall at the Closing sell, assign, transfer and convey to Purchaser, and Purchaser shall acquire, assume and accept from Seller, all right, title and interest to the following assets (collectively, the "Property"), free and clear of all Liens other than the Permitted Exceptions:

(a) **Owned Timberlands.** The real property held by Seller in fee simple described on Exhibit A-1 attached hereto and Seller's GIS data described on Exhibit A-1A attached hereto ("Seller's GIS Data"), and as depicted on the maps set forth on Exhibit A-1A attached hereto, together with (i) all buildings thereon, (ii) all roads, bridges, culverts and other improvements and fixtures thereon, (iii) all timber growing, standing or lying thereon but excluding any timber permitted to be removed in accordance with the Ongoing Harvest Operations (the "Timber"), (iv) all sand, clay, gravel and other aggregates, and (v) all other privileges, appurtenances, easements and other rights appertaining thereto (the "Owned Timberlands"), together with all vegetation and biomass and all carbon in the above-ground living biomass, below-ground living biomass, dead biomass and/or soil located upon the Owned Timberlands, and any and all present and future

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rights, credits, benefits, emissions reductions, avoided emissions, emissions removals, offsets, allowances and the avoided emission of climate pollutants, in respect thereof, including environmental or ecosystem services related to greenhouse gases, water, wetland or habitat preservation and species protection, all subject to the Permitted Exceptions.

(b) **Leased Timberlands.** The rights of Seller as owner, lessee, sublessee or licensee with respect to the timber deeds, leases, subleases and licenses described on Exhibit A-2 attached hereto (the "Timberland Leases") and in Seller's GIS Data which Timberland Leases that are in effect at the Closing Date that relate to the use, operation, possession and/or occupancy of certain timberlands described therein (collectively, the "Leased Timberlands"), including all purchase options, prepaid rents and security deposits relating thereto, together with Seller's rights, title and interest, if any, in (i) all buildings thereon, (ii) all roads, bridges, culverts and other improvements and fixtures thereon, (iii) all Timber, and (iv) all other privileges, appurtenances, easements and other rights appertaining thereto, subject to the Permitted Exceptions.

(c) **Assumed Contracts.** The rights of Seller under the Contracts in effect at the Effective Time that (i) are described on Exhibit B-1 attached hereto, including, but not limited to, the Solar Options or (ii) relate solely to the Timberlands or the forest operations conducted on the Timberlands and are entered into prior to the Closing in compliance with Section 7.2, but excluding the rights of Seller under any Ancillary Agreements, Timberland Lease or Real Property Lease (collectively, the "Assumed Contracts").

(d) **Real Property Leases.** The rights of Seller with respect to the leases or licenses in effect at the Effective Time (i) that relate to all or any portion of the Timberlands to which Seller is a lessor and are described on Exhibit C attached hereto, including any lease or license under which Seller has granted to a third party hunting or other recreational rights with respect to the Timberlands (or, with respect to any recreational lease in respect of the Timberlands listed on Exhibit C that expires prior to the Closing Date, any renewal of such recreational lease made in compliance with Section 7.2) or (ii) under which a Seller is a lessee of facilities related to the forest operations on the Timberlands and are described on Exhibit C (collectively, the "Real Property Leases").

(e) **Assumed Condemnations.** The interests of Seller in any Condemnation that exists on the date hereof or that arises between the date of this Agreement and the Closing Date, including the Condemnations listed on Exhibit D attached hereto (or if resolved prior to the Closing, the proceeds actually received therefrom, net of all actual costs incurred by Seller to recover such proceeds) but only to the extent attributable to the Timberlands or any portion thereof (collectively, the Condemnations described above, the "Assumed Condemnations").

(f) **Personal Property.** All personal property owned by Seller and which is non-proprietary, not subject to any confidentiality restrictions and related exclusively to the Timberlands, including without limitation, fixtures located thereon, the Records (which Seller shall provide to Purchaser, to the extent not previously provided to Purchaser in the Data Room, within (30) days after the Closing Date) and such information made available to Purchaser through that certain data room maintained by OneHub (the "Data Room") and such other items identified on Exhibit E attached hereto, but excluding any Timber that is considered real property under Applicable Laws (the "Personal Property").

(g) **Agricultural and Water Rights.** Without any warranty whatsoever, Seller's right, title and interest, if any, in and to the agricultural and water rights appurtenant to the Timberlands in each case subject to the Permitted Exceptions.

(h) **Access Rights and Agreements.** To the extent assignable and without warranty, the easements, right-of-way agreements, and other authorizations (including authorizations where permission to access has been granted orally) providing access to the Timberlands including but not limited to those instruments to ultimately be listed in the final Assignment of Easements (defined below) to be executed at Closing, after good faith efforts by Seller and Purchaser during the period prior to Closing to identify and list same (collectively, the "Access Rights and Agreements").

(i) Unless expressly identified or described in this Section 1.2 or Section 1.8, no other assets of Seller, including accounts receivable in respect of sales of Timber removed from the Timberlands prior to the Closing to the extent relating to the Ongoing Harvest Operations shall be included within or constitute the Property. At Closing, Seller will also transfer and quit claim without any warranty or representation whatsoever, either express or implied, and without recourse against Seller, any and all of Seller's right, title and interest, if any, in and to (i) any oil, gas and minerals, and other subsurface rights, owned by Seller or its affiliated or related companies, and any royalties related to the same, located in, on or under the Owned Timberlands and all rights, if any, to explore for and extract such minerals and (ii) any and all such rights, credits, benefits, emissions reductions, avoided emissions, emissions removals, offsets, allowances and the avoided emission of climate pollutants. Purchaser acknowledges that Seller makes no representation or warranty whatsoever as to Seller's ownership or lack of ownership of any such oil, gas or mineral rights.

Section 1.3 Assumed Liabilities. Subject to the terms and provisions of this Agreement and upon satisfaction of the conditions set forth in Article IX, Seller shall at the Closing assign to Purchaser, and Purchaser shall assume from Seller, the liabilities and obligations of Seller under the Assumed Contracts, the Timberland Leases and the Real Property Leases, to the extent such liabilities and obligations accrue or arise, or are related to periods commencing, on or after the Effective Time (collectively, the "Assumed Liabilities") pursuant to the terms and conditions of this Agreement and the General Assignment and Assumption and the Assignment and Assumption of Timberland Leases and the Assignment and Assumption of Real Property Leases.

Section 1.4 Purchase Price; Deposit; Bonus Payment.

(a) **Purchase Price; Deposit.** The aggregate purchase price payable by Purchaser to Seller in consideration for the Property shall be the sum of [****], subject to adjustment as provided in Section 1.6, Section 1.7 and Section 1.8 (as so adjusted, the "Purchase Price"). Within five (5) Business Days after the Execution Date, Purchaser shall deposit with the Title Company pursuant to the escrow agreement in the form of Exhibit F attached hereto (the "Escrow Agreement"), the sum of Twenty One Million, Nine Hundred Thousand and No/100 Dollars (\$21,900,000.00) (e.g., [****] of the

Purchase Price) (together with any interest earned thereon, the "Deposit"). The Deposit shall either be (i) delivered to Seller at the Closing and applied as a credit towards the Purchase Price or (ii) if the Closing does not occur, disbursed in accordance with Section 11.2.

(b) **Bonus Payment.** If the Closing occurs, Purchaser shall pay to Seller a bonus payment at Closing in the amount of 2.5% of the Purchase Price (the "Bonus Payment"), and prior to Closing, the parties shall cooperate to proportionately allocate the Bonus Payment across the Property.

Section 1.5 Permitted Exceptions. The Property shall be sold, transferred, assigned and conveyed to Purchaser subject to the following matters (collectively, the "Permitted Exceptions"):

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(a) Restrictions on the ability of Purchaser to build upon or use the Property imposed by any current or future development standards, building or zoning ordinances or any other Law;

(b) To the extent a tract included in the Timberlands is bounded or traversed by a river, stream, branch or lake:

(i) the rights of upper and lower riparian owners and the rights of others to navigate such river or stream;

(ii) the right, if any, of neighboring riparian owners and the public or others to use any public waters, and the right, if any, of the public to use the beaches or shores for recreational purposes;

(iii) any claim of lack of title to the Timberlands formerly or presently comprising the shores or bottomland of navigable waters or as a result of the change in the boundary due to accretion or avulsion; and

(iv) any portion of the Timberlands which is sovereignty lands or any other land that may lie within the bounds of navigable rivers as established by Law;

(c) To the extent any portion of the Timberlands is bounded or traversed by a public road or maintained road right of way, the rights of others (whether owned in fee or by easement) in and to any portion of the Timberlands that lies within such road or maintained right of way;

(d) Railroad tracks and related facilities, if any (whether owned in fee or by easement), and related railroad easements or railroad rights of way, if any, traversing the Timberlands and the rights of railroad companies to any tracks, siding, ties and rails associated therewith;

(e) Any restriction on the use of the Property due to Environmental Laws or recorded conservation easements listed on Schedule 1.5(e) attached hereto;

(f) Subject to the apportionment provisions of Section 1.7, all ad valorem property or other Taxes (other than Income Taxes) not yet due and payable in respect of the Property for the Tax period during which the Closing occurs and all subsequent Tax periods, and all other assessments and other charges of any kind or nature imposed upon or levied against or on account of the Property by any Governmental Authority, including any additional or supplemental Taxes that may result from a reassessment of the Timberlands due to the actions or inactions of Purchaser, and any potential roll-back or greenbelt type Taxes related to any agricultural, forest or open space exemption that is subject to recapture pursuant to applicable Law due to the actions or inactions of Purchaser;

(g) Liens for Taxes not yet due and payable;

(h) Easements, discrepancies or conflicts in boundary lines, shortages in area, vacancies, excesses, encroachments or any other facts that a current and accurate survey of the Timberlands would disclose;

(i) All oil, gas and other subsurface minerals or other mineral substances of any kind or character, but specifically excluding all sand, clay, gravel, aggregates and other surface materials, as may have been previously reserved by or conveyed to others and any leases concerning any oil, gas, other subsurface minerals in, on or under the Timberlands;

(j) Rights, if any, relating to the construction and maintenance in connection with any public utility of wires, poles, pipes, conduits and appurtenances thereto, on, under, above or across the Timberlands;

(k) Any matter affecting title to the Property reflected in the Completed Title Commitments that is not objected to by Purchaser and any Title Objection that Seller has elected or is deemed to have elected not to cure and that is accepted by Purchaser pursuant to Section 1.6(a);

(l) The Assumed Contracts, the Solar Options, the Timberland Leases or the Real Property Leases;

(m) Any claim of lack of access rights to any portion of the Timberlands identified on Schedule 1.5(m) attached hereto; and

(n) Subject to the provisions of Sections 1.6(b) and 9.1(e), any Condemnation in respect of the Timberlands. MATARIKI FORESTS

Section 1.6 Certain Adjustments. The Purchase Price shall be subject to the following adjustments, and Seller and Purchaser further agree as follows:

(a) Title Objections.

(i) Title Objection Procedure. The Title Company has made available to Purchaser Completed Title Commitments with respect to the Timberlands. Purchaser shall have until [****] (the "Title Objection Period") to deliver to Seller written notice of any objection to matters which, in Purchaser's reasonable judgment, (w) would materially and adversely affect the use, enjoyment or value of any parcel of the Timberland for the commercial growing and harvesting of timber and other forestry purposes, (x) constitute a Title Failure (as hereinafter defined), (y) any discrepancy of at least [****] acres between the legal description of the Timberlands and GIS data with respect to the Timberlands made available in the Data Room by Seller and (z) lack of access to any tract of Timberlands (except as disclosed on Schedule 1.5(m)) (each, a "Title Objection" and collectively, the "Title Objections"). Purchaser shall be permitted to object to all Title Failures affecting the Timberlands, including, without limitation, any partial ownership interests described in the legal description attached to the Completed Title Commitments. Upon receipt of the Title Objections to a Completed Title Commitment, Seller may elect (but shall not be obligated) to cure or cause to be cured any such Title Objection, and Seller shall notify Purchaser in writing whether Seller elects to cure the same by the date that is [****] days after receipt of the Title Objections with respect to such Completed Title Commitment. Failure of Seller to respond in writing within such time period shall be deemed an election by Seller not to cure such Title Objections. Seller may cure the Title Objection within [****] days of receipt of the Title Objection (if cured before Closing) or at any time within [****] of Closing if cured post-closing as provided in Section 1.6(a)(iii) below. Any Title Objection shall be deemed to be cured if Seller causes the Title Company, at no additional cost to Purchaser, to issue a Title Policy for the affected Timberlands affirmatively insuring over, or not raising as an exception to the Title Policy, such Title Objection. Notwithstanding the foregoing, Seller shall be obligated to cure, on or before the Closing Date, all Liens against the Owned Timberlands or against Seller's interest in the Leased Timberlands in each case evidencing monetary encumbrances (other than Liens for non-delinquent real estate Taxes or assessments) ("Monetary Liens"), but excluding any Monetary Liens arising by, through or under Purchaser. If Seller does not receive written notice of the Title Objections for any objection to matters reflected in a particular Completed Title Commitment on or before the expiration of the Title Objection Period, Purchaser shall be deemed to have waived its right to object to any and all

matters reflected in such Completed Title Commitment and Purchaser shall be deemed to accept title to the Timberlands encompassed within such Completed Title Commitment subject to such matters; provided, however, Purchaser shall have the right to object to any new title matters created or suffered between the effective date of each Completed Title Commitment and the Closing Date, which were not previously included on any such Completed Title Commitment, but only to the extent that such new matters are valid Title Objections ("New Title Objections") and the process for such New Title Objections, Seller's response and any cure(s) shall be handled in accordance with the foregoing provisions of this Section 1.6(a)(i). Any Title Objection waived (or deemed waived) by Purchaser shall be deemed to constitute a Permitted Exception, and the Closing shall occur as herein provided without any reduction of the Purchase Price.

(ii) Remedy for Title Objection. With regard to Title Objections or Title Failures raised by Purchaser pursuant to the terms of this Section, Seller shall have the right but not the obligation to cure and remove such items within [****] days after Seller's receipt of Purchaser's written notice of Title Objections or Title Failures. In the event Seller elects or is deemed to have elected not to cure any Title Objection (other than Monetary Liens) or Title Failure, then Purchaser, at its sole election, may, within [****] after Purchaser's receipt of Seller's response to Purchaser's Title Objections, either: (A) waive such Title Objections and proceed to the Closing, accepting title to those portions of the Timberlands that are subject to such uncured Title Objections or Title Failures without adjustment to the Purchase Price ("Accepted Title Objections"); or (B) exclude from the Timberlands those portions of the Timberlands that are subject to such uncured Title Objections (a "Title Objection Carveout") only to the extent that the value of all Title Objection Carveouts in the aggregate, as determined by the Value Table (provided that the value of any Title Objection Carveout related to the Leased Timberlands shall be calculated based on the total amount of rental payment due and payable under the Aultman Lease (at the rental payment rate in effect as of the Closing Date) for the portion of the Leased Timberlands that are subject to a Title Objection Carveout, for the remaining years of the term of the Aultman Lease (with the current year being pro-rated based on the Closing Date), in addition to the Value Table calculation for such Title Objection Carveout) (the "Title Objection Carveout Value"), exceeds [****] in the aggregate, in which event the Purchase Price shall be reduced in the amount equal to the amount that the aggregate Title Objection Carveout Value exceeds [****]. Notwithstanding the foregoing, Purchaser shall have the right to a Title Objection Carveout with respect to any Title Objection which relates to a Title Failure, in which event the Purchase Price shall be reduced by an amount equal to the applicable Title Objection Carveout Value without application of the [****] threshold set forth above. Except for issues related to a Title Failure, Purchaser shall be required to elect clause (A) if the aggregate Title Objection Carveout Value does not exceed [****]. Further notwithstanding the foregoing, each Title Objection Carveout shall be a Marketable Parcel and, to the extent necessary, provide Seller and Purchaser with reasonable reciprocal access to, from and over such Title Objection Carveout. For purposes of this Section 1.6, a "Title Failure" means any portion of the Timberlands consisting of at least [****] acres of the applicable tract or parcel of the Timberlands shown on Seller's GIS Data as being part of the Timberlands that is not, or immediately prior to the Closing will not be, (i) owned in fee or leasehold (in the case of Leased Timberlands) by Seller in its entirety subject only to the Permitted Exceptions or (ii) otherwise insurable by the Title Company without exception (other than the Permitted Exceptions) at standard rates. Purchaser acknowledges and agrees that unmappable legal descriptions alone shall not constitute a Title Failure but shall constitute a valid Title Objection if otherwise permitted to be objected to in accordance with the terms of this Section 1.6. For purposes of this Agreement, a "Marketable Parcel" means a parcel of minimum sufficient acreage (containing at least [****] acres), as reasonably determined by Seller and subject to Purchaser's reasonable approval, to be "marketable" and subject to compliance with any applicable subdivision Laws (with Seller being

entitled to subdivide the Timberlands to comply with such Laws at Seller's sole cost and expense).

(iii) Post-Closing Cure. For a period of [****] days after the Closing Date, Seller, at its option, may require Purchaser to accept title to any Title Objection Carveout that is a Marketable Parcel (subject to the Permitted Exceptions affecting such Title Objection Carveout) for which Seller has cured or caused to be cured, to the reasonable satisfaction of Purchaser, all title defects raised in the Title Objections affecting such Title Objection Carveout, and provided, however, that Seller delivers to Purchaser an updated Completed Title Commitment for such Property issued by the Title Company in a form reasonably acceptable to Purchaser and otherwise in accordance with Section 1.6(a). If Seller elects to transfer to Purchaser title to any Title Objection Carveout pursuant to this Section 1.6(a)(ii), then (1) Seller shall convey such Title Objection Carveout to Purchaser pursuant to an instrument of conveyance described in Section 2.2(a)(iv) or (v), subject to the Permitted Exceptions, and (2) Purchaser shall pay Seller an amount in cash equal to the reduction in the Purchase Price for such Title Objection Carveout that Purchaser received at the Closing (or portion thereof if not the entire Title Objection Carveout tract). Any payment by Purchaser for the conveyance of any Title Objection Carveout shall be made, upon the transfer of such Title Objection Carveout from Seller to Purchaser, by wire transfer of immediately available funds to a bank account designated by

Seller. Purchaser and its Affiliates shall cooperate (at no cost or liability to Purchaser and/or its Affiliates) in any reasonable effort that may be necessary for Seller to transfer title to any Title Objection Carveout or to establish, vest or confirm title to any Title Objection Carveout in Purchaser, including executing all documents pertaining to the Title Objection Carveout as are reasonably requested by Seller and approved by Purchaser in its reasonable discretion. Any sales, use, excise, documentary, stamp duty, registration, transfer, conveyance, economic interest, transfer or other similar Taxes related to the conveyance to Purchaser of any Title Objection Carveout pursuant to this Section 1.6(a)(iii) shall be payable in accordance with Section 2.3. From and after the Closing, the portion of the Timberlands not conveyed to Purchaser pursuant to Title Objection Carveouts, if any, shall no longer constitute part of the Timberlands for any purpose of this Agreement other than this Section 1.6(a)(iii); provided, however, if any portion of such Title Objection Carveout is subsequently conveyed to Purchaser pursuant to this Section 1.6(a)(iii), such portion shall thereafter constitute part of the Timberlands for all purposes of this Agreement. Except for any changes to the status of title in order to cure a Title Objection Carveout in accordance with the terms of this Section 1.6, Purchaser shall have the right to review any other changes in the status of title for such Title Objection Carveout arising between the Closing Date and the time of the transfer pursuant to this Section by Seller, and to approve such material and adverse changes (if any) in status of title, which approvals will not be unreasonably withheld, conditioned or delayed. Other than ordinary wear and tear, any such changes to cure a Title Objection Carveout, and any title matters approved by Purchaser, the character, status, or other attributes of any such Title Objection Carveout shall not materially and adversely change after the date of the Title Objection notice for such Title Objection Carveout and prior to the time of transfer pursuant to any sale contemplated in this Subsection including, without limitation, Seller shall not harvest any Timber on or about the Title Objection Carveout. To the extent any material and adverse changes to the Title Objection Carveout occur during such time period which are not permitted under this Subsection, the amount due Seller upon conveyance of the Title Objection Carveout set forth above, shall be adjusted using the Value Table. The closing of the purchase and sale of any cured Title Objection Carveout shall be subject to the same terms and conditions set forth in this Agreement. This paragraph shall survive Closing.

(b) Casualty/Condemnation Loss.

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(i) Notification of Casualty Loss or Condemnation. From the Execution Date until the Closing Date, Seller shall promptly give notice to Purchaser upon obtaining Seller's Knowledge of any Casualty Loss or any Condemnation occurring after the Execution Date and prior to the Closing Date, together with a written estimate of the fair market value of the damaged or lost Timber or Timberlands, as determined in good faith by Seller based on the Value Table, resulting from such Casualty Loss or Condemnation.

(ii) Adjustment for Casualty Loss or Condemnation Loss. If the aggregate fair market value of damaged or lost Timber or Timberlands, based on the Value Table (but taking into account the salvage value of any damaged Timber), resulting from Casualty Losses or Condemnations identified in accordance with Section 1.6(b)(i) exceeds [***] (the "Loss Basket"), the Purchase Price shall be reduced by the amount that such aggregate fair market value exceeds the Loss Basket. If Purchaser objects to any of Seller's calculations of the fair market value of the damaged or lost Timber or Timberlands, based on the Value Table, resulting from a Casualty Loss or Condemnation prior to the Closing pursuant to Section 1.6(b)(i), Seller and Purchaser shall negotiate in good faith to determine by mutual agreement the fair market value of the damaged or lost Timber and Timberlands in accordance with Section 1.6(b)(iv). If Seller and Purchaser agree on the amount of such value, then such value will become final and binding on the Parties. If Seller and Purchaser are unable to agree on the amount of such value within [***] days of Purchaser's delivery of a notice of objection to Seller's calculations, Seller and Purchaser will refer the matter to a Forestry Consultant, and each will, at a mutually agreed time within three days after such referral, submit to the Forestry Consultant their respective calculations of the fair market value of such damaged or lost Timber and Timberlands. Within [***] days of such submissions, the Forestry Consultant shall determine the fair market value of the damaged or lost Timber or Timberlands in accordance with this Section 1.6(b) and shall select one of the two submissions of the Parties (and shall not select any other amount) as being most representative of the fair market value of such damaged or lost Timber and Timberlands in accordance with this Section 1.6(b), and the submission so selected shall be final and binding on the Parties. The costs and expenses of the Forestry Consultant in connection with the dispute resolution procedure set forth herein shall be paid by the non-prevailing Party.

(iii) Casualty/Condemnation Loss with FMV of less than the Loss Basket. If it is determined in accordance with this Section 1.6(b) that the damaged or lost Timber and Timberlands in connection with Casualty Losses or Condemnations identified in accordance with Section 1.6(b)(i) on the Timberlands has an aggregate fair market value of less than the Loss Basket, Purchaser shall be deemed to accept such Timberlands (and the Timber thereon) in its condition as of the Closing Date, with no reduction in the Purchase Price.

(iv) **Determination of FMV of Timber Related to a Casualty Loss.** For the purpose of determining the fair market value of the damaged or lost timber resulting from a Casualty Loss, the fair market value for damaged or lost Timber shall be deemed to equal the value of the Timber, determined in accordance with the Value Table, net of the salvage value of such Timber to Purchaser after deducting the cost of harvesting and delivering such Timber.

(c) **Environmental Condition; Phase I Reports.** Purchaser acknowledges that Seller has delivered to Purchaser the Phase I Environmental Site Assessment Reports dated [****] prepared by [****] (collectively, the "Phase I Reports"). On or before Closing, Seller shall cause [****] to either issue in favor of Purchaser a reliance letter for the Phase I Reports in a form reasonably acceptable to Purchaser (the "Reliance Letter") or to revise and amend the Phase I Reports to name Purchaser as an additional intended user of the Phase I Reports. Purchaser has reviewed the Phase I Reports and Purchaser accepts the environmental condition of the Timberlands as set

forth in the Phase I Reports. At Closing, Seller shall pay for the cost of the Phase I and the Reliance Letter, if applicable.

Section 1.7 Apportionments. Except as provided in Section 2.3, the following shall be apportioned between Purchaser and Seller as of the Effective Time (on a per diem basis): (i) real and personal property taxes and assessments in respect of the Property with respect to the Tax period in which the Effective Time occurs; (ii) revenue from the Real Property Leases, including hunting and other recreational lease revenue; (iii) all annual payments/revenues under any Assumed Contract or Timberland Leases being assigned to Purchaser at Closing, which are applicable to the year in which Closing occurs, as listed on Schedule 1.7(iii) shall be prorated as of the date of Closing; and (iv) all annual payments for mineral activities or payments received by Seller which are attributable to the year in which Closing occurs and periods following the Closing Date; provided, however, (a) no advance payments or prepayments received by Seller for any year prior to the year of Closing shall be prorated except for any payments under any Assumed Contracts and advance payments or prepayments for mineral activities or surface damage payments received by Seller attributable to periods following the Closing Date, which are identified on Schedule 1.7(iii)(a) attached hereto, and (b) Seller shall retain [****]. Seller shall assign and pay over to Purchaser all security and other deposits, if any, held by Seller under any Assumed Contracts. Subject to the limitations set forth in (iii) above, all other items of income and expense due under any Assumed Contracts shall be prorated between Purchaser and Seller as of the Closing Date. If all applicable Tax rates have not been fixed or the value assessments have not been made and finally determined for the Timberlands for the applicable Tax periods in which the Effective Time occurs or if all Apportionments are not known as of the Closing Date, then not later than [****] days after the date that all applicable Tax rates have been fixed or the value assessments have been made and finally determined with respect to all of the Timberlands for the applicable tax periods in which the Effective Time occurs, or the applicable Apportionments are known and determined, as appropriate, Seller and Purchaser shall reapportion the Apportionments (Purchaser acknowledging that Seller has instituted or may, at its option, institute before the Closing protests of certain Taxes pursuant to certain Assumed Contracts, the final resolution of which protests may occur after the Closing), and the Purchase Price shall be increased or decreased, as applicable, by the aggregate amount of such reapportionments; provided, however, if the net aggregate amount of such reapportionments relating is [****] or less, no adjustment shall be made. Any adjustment to be made pursuant to this Section 1.7 shall be made no later than [****] Business Days following the determination of the aggregate amount of the Apportionments. Seller and Purchaser agree to furnish each other with such documents and other records as may be reasonably requested in order to confirm all Apportionment calculations made pursuant to this Section 1.7. If Seller and Purchaser cannot agree as to Apportionments, the dispute will be resolved pursuant to Section 7.4. Purchaser and Seller shall work together in good faith to apportion any payments received by Seller under any agreements entered into after the Effective Date.

Section 1.8 Provision Regarding Ongoing Harvests.

(a) Notwithstanding anything to the contrary in Article I, Purchaser and Seller acknowledge and agree that: (i) Seller has made available to Purchaser the Timber inventory with actual harvest data through [****] named [****] (the "Seller's Inventory Data"); (ii) Seller has and will continue to conduct ongoing timber harvesting operations until Closing (the "Ongoing Harvest Operations") pursuant to the timber sale contracts identified on Schedule 1.8(a) attached hereto and incorporated herein by reference (each a "Timber Sale Contract" and collectively, the "Timber Sale Contracts"); and (iii) prior to Closing, harvesting operations and close out activities on the Property will be conducted consistent with the Timber Sale Contracts (where applicable) and with Seller's standards on other similarly situated tracts harvested by Seller. Purchaser shall

receive a credit against the Purchase Price at Closing for (i) all Timber harvested pursuant to the Ongoing Harvest Operations prior to the date that is [****] days prior to the Closing Date (the "Pre-Closing Ongoing Harvest Volume") in an amount equal to [****] (the "Ongoing Harvest Adjustment") and (ii) that certain previously harvested Timber set forth on Schedule 1.8(a)(ii) ("Additional Identified Harvesting") in an amount equal to [****] Seller shall provide its calculation of the Ongoing Harvest Adjustment and the Additional Identified Harvesting amount no later than [****] days prior to Closing. No later than [****] days after the Closing Date, Seller shall provide an accounting (with supporting data and methodologies) of the Ongoing Harvest Operations through the Closing Date (the "Ongoing Harvest Reconciliation"), to Purchaser for the actual volumes and unit rates from the Value Table for such Timber harvested and removed pursuant to the Ongoing Harvest Operations together with supporting data for such Ongoing Harvest Operations (the "Actual Ongoing Harvest Volume"). Within [****] Business Days after the date Seller delivers the Ongoing Harvest Reconciliation, Seller shall pay Purchaser for the value of Timber harvested in excess of the Pre-Closing Ongoing Harvest Volume, based upon [****] for such Actual Ongoing Harvest Volume. Within [****] days after Closing, Seller shall send written notification to the third parties of the Timber Sale Contracts, notifying such third parties of the Property change of ownership and the assignment of the Timber Sale Contracts. The terms and conditions of this Section 1.8 shall survive Closing.

(b) If Seller informs Purchaser or if Purchaser informs Seller in writing no later than [****] Business Days prior to Closing that any Timber has been cut or removed from any portion of the Timberlands other than the areas identified in Seller's Inventory Data and the Ongoing Harvest Operations (each an "Excess Harvesting Issue"), and the total acreage of an Excess Harvesting Issue exceeds [****] acres ("Excess Harvest Threshold"), Purchaser shall be entitled to an additional purchase price adjustment at Closing for the aggregate amount of each Excess Harvesting Issue which exceeds the Excess Harvest Threshold, based upon the Value Table.

(c) Seller shall account for and keep accurate written records regarding Ongoing Harvest Operations, including harvest volume by product, gross revenue and costs incurred with respect thereto in accordance with Seller's past practices for the Timberlands and shall share with Purchaser such records related to (a) the portions of the Timberlands affected by the Timber Sale Contracts set forth on Schedule 1.8(a) attached hereto and (b) any Excess Harvesting Issue, if any, in both cases on, before and/or after the Closing (as the same may become available). The provisions of Section 1.8 shall survive Closing.

ARTICLE II CLOSING

Section 2.1 Closing. The closing of the transactions contemplated by this Agreement (the "Closing") shall take place, subject to the satisfaction, or waiver by the Party entitled to the benefit thereof, of the conditions set forth in Article IX, at the offices of the Title Company, in Atlanta, Georgia, at 10:00 a.m., local time, on or as of the later of (i) [****] or (ii) the fifth (5th) day following the date on which all of the conditions set forth in Article IX have been satisfied, or waived by the Party entitled to the benefit thereof (other than those conditions that by their nature are to be satisfied at the Closing), in accordance with this Agreement or at such other time and date as the Parties shall agree in writing (the date on which the Closing occurs, the "Closing Date"). Upon completion of the Closing, the transactions contemplated by this Agreement shall be deemed effective as of 12:01 a.m. Eastern Time on the Closing Date (the "Effective Time"). The Parties shall use their commercially reasonable efforts to cause the Closing Date to occur on or before [****]. Except as specifically provided herein, time is of the essence of this Agreement for all purposes.

Section 2.2 Closing Deliveries.

(a) Closing Deliveries by Seller. Seller shall deliver the following items to Purchaser at the Closing:

(i) a certificate from an officer of Seller attesting to the matters set forth in Section 9.2(b);

(ii) duly executed counterparts of the assignment and assumption agreements under which Seller assigns and Purchaser assumes all of Seller's right, title and interest in and to the Assumed Contracts and the Assumed Condemnations, substantially in the form of Exhibit H-1 attached hereto (the "General Assignment and Assumption");

(iii) duly executed counterparts of assignment and assumption agreements under which Seller assigns and Purchaser assumes all of Seller's right, title and interest in and to the Real Property Leases in each case substantially in the form of Exhibit H-2 attached hereto (each, an "Assignment and Assumption of Real Property Leases");

(iv) one (1) duly executed statutory, limited or special warranty deed for each county in which the Owned Timberlands are located, warranting only against Persons claiming by, through or under Seller and subject only to the Permitted Exceptions, in each case substantially in the form of Exhibit I-1, Exhibit I-2 and Exhibit I-3 attached hereto, and such other Conveyance Instruments as are reasonably necessary to vest in Purchaser title to the Owned Timberlands (collectively, the "Deeds");

(v) one (1) duly executed lease assignment for the Timberland Leases assigning Seller's right, title and interest to the Timberland Leases to Purchaser in substantially the form of Exhibit H-3 attached hereto (the "Assignment and Assumption of Timberland Leases");

(vi) duly executed consent to assignment executed by the owners/lessors under the Aultman Lease ;

(vii) one (1) duly executed bill of sale for the conveyance of the Personal Property in substantially the form of Exhibit J attached hereto (the "Bill of Sale");

(viii) an affidavit stating the taxpayer identification number of Seller and that Seller is not a "foreign person" for purposes of Section 1445 of the Code and the Treasury Regulations thereunder;

(ix) owner title affidavits in the form of Exhibit K attached hereto;

(x) releases of all Monetary Liens on the Property;

(xi) the Reliance Letter;

(xii) an affidavit of Seller's residence in Georgia;

(xiii) a bill of sale for trees, timber, logs, pulpwood or in-wood chips on the Timberlands located in Texas pursuant to Texas Natural Resources Code §§ 151.001 to 151.002, substantially in the form of Exhibit N;

(xiv) an executed closing statement with regard to the transactions contemplated by this Agreement;

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(xv) such assignments, bills of sale, certificates of title and other instruments of assignment and conveyance, all in form reasonably satisfactory to Purchaser, as are necessary to convey fully and effectively to Purchaser the Property in accordance with the terms hereof and to enable the Title Company to issue the Title Policy to Purchaser in accordance with the terms of this Agreement;

(xvi) a duly executed counterpart of an assignment and assumption of the Access Rights and Agreements, in the form substantially similar to attached Exhibit O (the "Assignment of Easements") including the easements to be assigned;

(xvii) one or more timber deeds in the form attached hereto as Schedule 2.2(a)(xvii), drafts of which shall be prepared by Purchaser at its sole cost and delivered to Seller for its approval at least five (5) days prior to Closing; and

(xviii) a fully executed copy of the Aultman Lease Amendment.

(b) **Closing Deliveries by Purchaser.** At the Closing, Purchaser shall deliver the following items to Seller:

(i) the Purchase Price;

(ii) a certificate of a duly authorized officer of Purchaser attesting to the matters set forth in Section 9.3(b);

(iii) duly executed counterparts of the General Assignment and Assumption, the Assignment and Assumption of Real Property Leases, the Assignment and Assumption of Timberland Leases and the Assignment of Easements;

(iv) any Conveyance Instruments in respect of the Property to which Purchaser is a party; and

(v) an executed closing statement with regard to the transactions contemplated by this Agreement; and

(vi) all such other instruments of assumption necessary, in the reasonable opinion of Seller, for Purchaser to assume the Assumed Liabilities in form reasonably acceptable to Purchaser and Seller.

(c) **Other Closing Deliveries.** The Parties shall each execute and deliver such other and further certificates, assurances and documents as may reasonably be required by the other Parties in connection with the consummation of the transactions contemplated by this Agreement in form reasonably acceptable to Purchaser and Seller.

Section 2.3 Costs and Expenses. Each Party shall be responsible for its own attorneys' fees and expenses. Purchaser shall pay all other costs associated with filing any documents, including the Deeds, to be recorded (other than Title Objection curative documents, which shall be the sole expense of the Seller). Purchaser shall be responsible for any recapture, reassessment, roll-back Taxes or changes in Tax assessments in respect of the Property that may become due and payable after the Effective Time caused by any action or inaction of Purchaser with respect to the removal of the Property after the Effective Time from their present classifications, or changes in use after the Effective Time. Seller shall be responsible for any recapture, reassessment, roll-back Taxes or changes in Tax assessments in respect of the Property that may become due and payable before or after the Effective Time caused by any action or inaction of Seller with respect

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to the removal of the Property before the Effective Time from their present classifications or caused by changes in use of the Property before the Effective Time from their present classifications. Purchaser shall be responsible for [****] all sales, use, excise, documentary, stamp duty, registration, transfer, conveyance, economic interest transfer and other similar Taxes related to the conveyance of the Property from Seller to Purchaser arising in connection with the transactions contemplated by this Agreement (collectively, "Transfer Taxes"), and the Party having primary responsibility under applicable Law shall timely prepare and file Tax Returns in respect of such Transfer Taxes with the applicable Taxing Authority. Seller shall prepare the Conveyance Instruments, Assignment and Assumption of Timberland Leases, and the Deeds at Seller's expense, and Seller shall be responsible for [****] Transfer Taxes. Each of Seller and Purchaser shall be responsible for [****] escrow fees charged by the Title Company. All other costs shall be paid by the Party incurring such costs, except as otherwise provided in this Agreement. Seller has completed and shall pay for prior to Closing [****] operational and silvicultural costs and expenses associated with the Property incurred by Seller and identified on Schedule 2.3 attached hereto.

ARTICLE III ACKNOWLEDGEMENTS BY PURCHASER

Section 3.1 Disclaimer of Certain Representations. Purchaser acknowledges that, except as is specifically set forth in this Agreement, the Ancillary Agreements, the Deeds and the other conveyance instruments referred to in Article II, Seller has not made, does not make and has not authorized anyone else to make, any representation, warranty or promise of any kind, including as to: (i) the existence or non-existence of access to or from the Timberlands or any portion thereof; (ii) the location of the Timberlands or any portion thereof within any flood plain, flood prone area, watershed or the designation of any portion thereof as "wetlands"; (iii) the availability of water, sewer, electrical, gas or other utility services at or on the

Timberlands; (iv) the number of acres or square footage in the Timberlands; (v) the present or future physical condition or suitability of the Property for any purpose; (vi) the actual amount and type of Timber on the Timberlands, if any; or (vii) any other matter or thing affecting or relating to the Property or this Agreement.

Section 3.2 General Disclaimers. PURCHASER ACKNOWLEDGES THAT, EXCEPT FOR THE REPRESENTATIONS AND WARRANTIES SET FORTH IN THIS AGREEMENT, THE ANCILLARY AGREEMENTS, THE DEEDS AND THE OTHER CONVEYANCE INSTRUMENTS REFERRED TO IN ARTICLE II: (I) NO REPRESENTATIONS, WARRANTIES OR PROMISES, EXPRESS OR IMPLIED, HAVE BEEN OR ARE BEING MADE BY OR ON BEHALF OF SELLER OR ANY OTHER PERSON WITH RESPECT TO THE PROPERTY, INCLUDING WITH RESPECT TO PHYSICAL OR ENVIRONMENTAL CONDITION, AVAILABILITY OR ADEQUACY OF ACCESS TO ANY PORTION OF THE TIMBERLANDS, HABITABILITY, QUANTITY OR QUALITY OF PHAUNOS TIMBER NURSERY STOCK OR SEEDLINGS, FUTURE FIBER GROWTH OR HARVEST, FUTURE FINANCIAL RESULTS FROM THE SALE OF FIBER GROWN ON THE TIMBERLANDS OR FROM THE SALE OF THE TIMBERLANDS, MERCHANTABILITY, SUITABILITY OR FITNESS FOR A PARTICULAR PURPOSE, AND SELLER HEREBY EXPRESSLY DISCLAIMS ALL WARRANTIES, EITHER EXPRESS OR IMPLIED RELATING TO ANY OF THE FOREGOING MATTERS, AND (II) IN ENTERING INTO THIS AGREEMENT, PURCHASER HAS NOT RELIED AND DOES NOT RELY ON ANY SUCH REPRESENTATION, WARRANTY OR PROMISE, EXPRESS OR IMPLIED, BY OR ON BEHALF OF SELLER OR ANY OTHER PERSON. PURCHASER ACKNOWLEDGES AND AGREES THAT PURCHASER SHALL TAKE THE PROPERTY IN "AS IS, WHERE IS, AND WITH ALL FAULTS" CONDITION ON THE CLOSING DATE, EXCEPT AS LIMITED

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OTHERWISE EXPRESSLY PROVIDED IN THIS AGREEMENT, THE ANCILLARY AGREEMENTS, THE DEEDS AND THE OTHER CONVEYANCE INSTRUMENTS REFERRED TO IN ARTICLE II.

Section 3.3 Waiver and Release. UPON THE CLOSING, EXCEPT FOR THE REPRESENTATIONS AND WARRANTIES SET FORTH IN THIS AGREEMENT AND SUBJECT TO ARTICLE X, PURCHASER SHALL ASSUME THE RISK THAT ADVERSE MATTERS, INCLUDING ADVERSE ENVIRONMENTAL CONDITIONS, MAY NOT HAVE BEEN REVEALED BY SELLER'S OR PURCHASER'S INVESTIGATION, AND UPON THE CLOSING, EXCEPT FOR THE REPRESENTATIONS AND WARRANTIES SET FORTH IN THIS AGREEMENT AND SUBJECT TO ARTICLE X, PURCHASER SHALL BE DEEMED TO HAVE WAIVED, RELINQUISHED AND RELEASED SELLER FROM AND AGAINST ANY AND ALL CLAIMS, DEMANDS, CAUSES OF ACTION (INCLUDING CAUSES OF ACTION IN TORT), LOSSES, DAMAGES, LIABILITIES, COSTS AND EXPENSES (INCLUDING ATTORNEYS' FEES AND COURT COSTS) OF ANY AND EVERY KIND OR CHARACTER, KNOWN OR UNKNOWN, WHICH PURCHASER MIGHT HAVE ASSERTED OR ALLEGED AGAINST SELLER AT ANY TIME BY REASON OF OR ARISING OUT OF PHYSICAL CONDITIONS, OR VIOLATIONS OF ANY APPLICABLE LAWS (INCLUDING ANY ENVIRONMENTAL LAWS) AND ANY AND ALL OTHER ACTS, OMISSIONS, EVENTS, CIRCUMSTANCES OR MATTERS REGARDING THE PROPERTY. PURCHASER AGREES THAT, SUBJECT TO ARTICLE X, SHOULD ANY INVESTIGATION, CLEANUP, REMEDIATION, CORRECTIVE ACTION OR REMOVAL OF HAZARDOUS SUBSTANCES OR OTHER ADVERSE ENVIRONMENTAL CONDITIONS ON THE TIMBERLANDS BE REQUIRED AFTER THE CLOSING, SUCH INVESTIGATION, CLEAN-UP, REMOVAL, CORRECTIVE ACTION OR REMEDIATION SHALL BE THE RESPONSIBILITY OF AND SHALL BE PERFORMED AT THE SOLE COST AND EXPENSE OF PURCHASER; PROVIDED, HOWEVER, PURCHASER'S WAIVER AND RELEASE OF SELLER AS DESCRIBED ABOVE SHALL NOT PREVENT PURCHASER FROM JOINING SELLER AS A POTENTIALLY RESPONSIBLE PARTY IN ANY SUIT OR ACTION BROUGHT AGAINST PURCHASER BY A THIRD PARTY ARISING FROM THE ALLEGED BREACH OF ENVIRONMENTAL LAW WITH RESPECT TO THE TIMBERLANDS PRIOR TO THE CLOSING DATE. PURCHASER AND ITS SUCCESSORS AND ASSIGNS SHALL HAVE NO OBLIGATION AT ANY TIME OR AS A RESULT OF THIS RELEASE TO INDEMNIFY, DEFEND OR SAVE HARMLESS SELLER FROM CLAIMS BY THIRD PARTIES FOR ANY CONDITIONS, ACTIONS OR OMISSIONS WHICH OCCURRED PRIOR TO THE CLOSING DATE REGARDLESS OF WHETHER CLAIMS ARE BROUGHT BEFORE OR AFTER CLOSING.

Section 3.4 No Reliance. Except for the representations and warranties set forth in this Agreement, Purchaser acknowledges that any information or materials provided to it, either orally or in writing, including any cost or other estimates, projections, acreage, and timber information, any management presentations and any materials and information provided on data disks, via e-mail or in the Data Room or any on-line data rooms, are not and shall not be deemed representations or warranties by or on behalf of Seller or any other Person and are not to be relied upon by

Purchaser. NOTWITHSTANDING THE FOREGOING, NOTHING IN SECTIONS 3.2, 3.3 OR 3.4 SHALL DIMINISH THE RIGHT OF PURCHASER TO RELY UPON ANY REPRESENTATIONS, WARRANTIES OR COVENANTS SET FORTH IN THE AULTMAN LEASE.

ARTICLE IV REPRESENTATIONS AND WARRANTIES OF SELLER AS TO STATUS

Except as otherwise disclosed to Purchaser herein, Seller represents and warrants to Purchaser, as of the date hereof and as of the Closing Date, and agrees as follows:

Section 4.1 Organization. Each Seller is a corporation validly existing and in good standing under the laws of the [****] and has all requisite partnership power and authority to: (i) own, lease and operate its properties and assets and to carry on its business as now being conducted; (ii) execute this Agreement and all other agreements, instruments and documents to be executed by it in connection with the consummation of the transactions contemplated by this Agreement and such other agreements (the "Ancillary Agreements"); and (iii) perform its obligations and consummate the transactions contemplated hereby and by the Ancillary Agreements.

Section 4.2 Qualification. Each Seller is qualified or registered as a foreign partnership for the transaction of business and is in good standing under the Laws of the States of [****] and each other jurisdiction in which the location of its properties makes such qualification necessary, other than those jurisdictions as to which the failure to be so qualified or registered would not, individually or in the aggregate, have a Material Adverse Effect or a material adverse effect on Seller's ability to perform its obligations under this Agreement and the Ancillary Agreements.

Section 4.3 Authority. Except as set forth in Section 9.3(a) of this Agreement: (i) the execution, delivery and performance of this Agreement and the consummation of transactions contemplated hereby by Seller have been duly and validly authorized by all necessary partnership action, and no other partnership proceedings on the part of Seller are necessary for it to authorize this Agreement or to consummate the transactions contemplated hereby; and (ii) this Agreement has been duly and validly executed and delivered by Seller and, assuming due authorization, execution and delivery by Purchaser, is a legal, valid and binding obligation of Seller, enforceable against Seller in accordance with its terms, subject to bankruptcy, insolvency, fraudulent transfer, reorganization, moratorium and similar Laws of general applicability relating to or affecting creditors' rights and to general equity principles.

Section 4.4 No Violation. The execution, delivery and performance of this Agreement by Seller will not result in a breach or violation of, or default under, (i) the terms, conditions or provisions of Seller's certificate of partnership or partnership agreement; (ii) any Assumed Contract, Timberland Lease or Real Property Lease; (iii) any Law applicable to Seller; or (iv) any permit, license, order, judgment or decree of any Governmental Authority by which Seller or the Timberlands is or may be bound, excluding from the foregoing clauses (ii), (iii) and (iv) such breaches, violations or defaults that would not be reasonably likely, individually or in the aggregate, to have a Material Adverse Effect or a material adverse effect on Seller's ability to perform its obligations under this Agreement and the Ancillary Agreements.

Section 4.5 Consents and Approvals. There are no approvals, consents or registration requirements with respect to any Governmental Authority or other Person that are or will be necessary for the valid execution and delivery by Seller of this Agreement and the Ancillary Agreements, or the consummation of the transactions contemplated hereby and thereby, other than (i) those described on Schedule 4.5 attached hereto and (ii) those which (A) have been obtained, or (B) are of a routine nature and not customarily obtained or made prior to execution of purchase and sale agreements in transactions similar in nature and size to those contemplated hereby and where the failure to obtain the same would not, individually or in the aggregate, have a Material Adverse Effect or a material adverse effect on Seller's ability to perform its obligations under this Agreement and the Ancillary Agreements.

Section 4.6 **Litigation.**

(a) **Pending Matters.** Except as set forth on Schedule 4.6(a) attached hereto, there are no pending Claims or, to Seller's Knowledge, threatened Claims that (A) seek to restrain or enjoin the execution and delivery of this Agreement or any Ancillary Agreement or the consummation of any of the transactions contemplated hereby or thereby, or (B) affect or relate to any of the Property.

(b) **Adverse Judgments.** There are no judgments or outstanding orders, injunctions, decrees, stipulations or awards (whether rendered by a Governmental Authority or by an arbitrator) against Seller (or affecting any of the Timberlands) that prohibit or restrict or could reasonably be expected to result in any material delay of the consummation of the transactions contemplated by this Agreement or the Ancillary Agreements.

Section 4.7 Taxes. Except for such Liens as may be reflected in the Completed Title Commitments, there are no Liens or other encumbrances, other than the Permitted Exceptions, on any of the Property that arose in connection with any failure or alleged failure by Seller to timely pay any Tax. All material Taxes related to the Property required to be withheld and paid have been timely withheld and paid, except for any Taxes being contested in good faith.

Section 4.8 OFAC. Seller is not, nor will not become, a person or entity with whom U.S. persons or entities are restricted from doing business under regulations of the Office of Foreign Asset Control ("OFAC") of the Department of the Treasury (including those named on OFAC's Specially Designated and Blocked Persons List) or under any statute, executive order (including the September 24, 2001, Executive Order Blocking Property and Prohibiting Transactions with Persons Who Commit, Threaten to Commit, or Support Terrorism), or other governmental action and is not and will not attempt to assign this Agreement to, contract with or otherwise engage in any dealings or transactions or be otherwise associated with such persons or entities. Seller's primary address is as set forth in the notice section of this Agreement. Seller hereby covenants and agrees that if Seller obtains knowledge that Seller or any owner of any controlling interest in Seller becomes listed on the foregoing or is indicted, arraigned, or custodially detained on charges involving money laundering or predicate crimes to money laundering, Purchaser will immediately notify Purchaser in writing, and in such event, Purchaser will have the right to terminate this Agreement without penalty or liability to Purchaser immediately upon delivery of written notice thereof to Seller, in which event the Deposit will be returned to Purchaser and neither Party will have any further rights or obligations under this Agreement, except for such as specifically survive termination.

ARTICLE V **REPRESENTATIONS AND WARRANTIES OF SELLER RELATED TO THE PROPERTY**

Except as otherwise disclosed to Purchaser herein, Seller represents and warrants to Purchaser, as of the date hereof and as of the Closing Date, as follows:

Section 5.1 Compliance with Laws. There is no pending action or proceeding or, to the knowledge of Seller, any threatened action or proceeding (other than Condemnations) before any court, governmental agency or arbitrator affecting the Property or which arises out of events or circumstances occurring at the Property, including the conduct of forestry operations. To Seller's Knowledge, Seller holds all licenses, certificates, permits, franchises, approvals, exemptions, registrations and rights of any Governmental Authority that are necessary to conduct

operations on the Timberlands as presently conducted. To Seller's Knowledge, Seller is presently operating the Timberlands in substantial compliance with applicable Laws and Seller has not received any written notice from any Governmental Entity of any violation of any applicable Laws or citations for alleged violations of Laws, other than Environmental Laws which are expressly excluded from this Section 5.1.

Section 5.2 Condemnations. Except as described on Exhibit D, there are no Condemnations as of the date hereof and no Condemnations have been concluded between [****], and the date hereof.

Section 5.3 Assumed Contracts, Timberland Leases, and Real Property Leases. Each of Exhibit A-2, Exhibit B-1 and Exhibit C contain a true and complete list, and Seller has made available to Purchaser true and complete copies, of the following documents in effect on the date of this Agreement: (i) the Timberland Leases; (ii) the Assumed Contracts; (iii) the Real Property Leases; and (iv) each material amendment, supplement, and modification in respect of any of the foregoing. Except as described on Exhibit B or Exhibit C, Seller has not entered into any unrecorded agreement which relates to the Property and that will remain in effect after the Effective Time. Except as described on Exhibit A-2, Exhibit B-1 or Exhibit C, with respect to each Assumed Contract, Timberland Lease and Real Property Lease: (i) such Assumed Contract, Timberland Lease or Real Property Lease is legal, valid, binding, enforceable and in full force and effect; (ii) the transactions contemplated by this Agreement or the Ancillary Agreements will not result in a breach or default under such Assumed Contract, Timberland Lease or Real Property Lease, or otherwise cause such Assumed Contract, Timberland Lease or Real Property Lease to cease to be legal, valid, binding, enforceable and in full force and effect on identical terms following the Closing; (iii) neither Seller, nor to Seller's Knowledge, any other party to such Assumed Contract, Timberland Lease or Real Property Lease is in breach or default under such Assumed Contract, Timberland Lease or Real Property Lease; (iv) to Seller's Knowledge, no event has occurred or failed to occur or circumstances exist which, with the delivery of notice, the passage of time or both, would constitute a breach or default under such Assumed Contract, Timberland Lease or Real Property Lease or permit the termination or acceleration of rent or other amounts payable under such Assumed Contract, Timberland Lease or Real Property Lease; and (v), all hunting licenses identified on Exhibit C are substantially in the form (with varying terms) of the form hunting license made available to Purchaser in the Data Room. Except for the Solar Options and any items listed in the Completed Title Commitments, the Property is not subject to any unrecorded options to purchase or similar agreements entered into by Seller, or, to Seller's Knowledge, entered into by any of Seller's predecessors in title.

Section 5.4 Matters Relating to the Environmental Condition of the Timberlands. Except as disclosed on Schedule 5.4, and for the lawful application of chemicals in connection with customary silvicultural practices, and as otherwise disclosed in the Phase I Reports, to Seller's Knowledge, (i) (i) there have been no Hazardous Substance stored, handled, transported from or to or disposed in, on or about the Property in quantities requiring remediation under applicable law; (ii) Seller has not received any written notice of any violation of, or liability under, any Environmental Law in connection with the operation of Seller on the Property, or specifying that the Property is or is contemplated to be targeted for clean-up of any Hazardous Substances and no such notices are threatened or pending; (iii) there are no public or private landfills on the Property, provided, however, the Property may contain small, unauthorized household dump sites typical of rural timberlands not to exceed [****]; (iv) except for above ground storage tanks for saltwater owned and operated by others in connection with oil and gas exploration and development, there are not, and to Seller's knowledge, have not in the past been, any underground or above ground storage tanks on the Property.

Section 5.5 Property Taxes. To Seller's Knowledge, no Taxes or assessments relating to the Property are delinquent, and there are no special Taxes, assessments or charges proposed, pending or threatened against the Property. Neither Seller nor, to Seller's Knowledge, any other Person has applied the Timberlands or any portion thereof to a use other than agricultural, silvicultural, hunting, recreational and oil, gas and other mineral uses during Seller's ownership of the Property.

Section 5.6 Brokers and Advisors. Except for fees payable to [****], no broker, investment banker, financial advisor or other Person is entitled to any broker's, finder's, financial advisor's or other similar fee or commission in connection with the transactions contemplated by this Agreement based upon arrangements made by or on behalf of Seller, and Seller is responsible for the payment of all such fees due to [****].

Section 5.7 Harvesting. During the term of this Agreement, Seller shall neither cut or remove nor permit the cutting or removal of any Timber or trees which are included as part of the Property, subject to and excepting the rights of third parties pursuant to the Permitted Exceptions and the rights of Seller pursuant to Section 1.8 hereof. To Seller's Knowledge, since [****], no Timber has been removed from the Timberlands except for (i) Timber harvested and removed pursuant to the Ongoing Harvest Operations and credited in accordance with Section 1.8, (ii) de minimis amounts of Timber harvested and removed by third parties pursuant to any Permitted Exception, (iii) Timber otherwise removed and reflected in Seller's Inventory Data, or (iv) the Additional Identified Harvesting.

Section 5.8 Possession, Boundary Disputes and Encroachments. Except as set forth on Schedule 5.8, to Seller's Knowledge, Seller has not received any written notice during Seller's period of ownership that there are any, and to Seller's Knowledge, there are no, parties that may claim to adversely possess any part of the Timberlands being conveyed to Purchaser. Except as set forth on Schedule 5.8, to Seller's Knowledge, no boundary disputes or encroachments affect the Timberlands or any portion thereof.

Section 5.9 Endangered Species. Except as set forth on Schedule 5.9, during Seller's ownership, Seller has received no written notice of any threatened or contemplated actions against Seller or the Property based upon the presence on the Property of any species listed as threatened or endangered under the federal Endangered Species Act. Except as set forth on Schedule 5.9, to Seller's Knowledge, no such threatened or endangered species are on the Property.

Section 5.10 [****]

ARTICLE VI **REPRESENTATIONS AND WARRANTIES OF PURCHASER**

Except as otherwise disclosed to Seller herein, as of the date hereof and as of the Closing Date, Purchaser represents and warrants to Seller as follows:

Section 6.1 Organization. Purchaser is a limited liability company, duly organized, validly existing and in good standing under the laws of the state in which it is organized and has all requisite limited liability company power and authority to: (i) own, lease and operate its properties and assets and to carry on its business as now being conducted; (ii) execute this

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Agreement and the Ancillary Agreements to which it is a party; and (iii) perform its obligations and consummate the transactions contemplated hereby and thereby.

Section 6.2 Qualification. Purchaser is qualified or registered as a foreign limited liability company for the transaction of business and is in good standing under the laws of each jurisdiction in which the location of its properties makes such qualification necessary, other than those jurisdictions as to which the failure to be so qualified or registered would not, individually or in the aggregate, have a material adverse effect on its financial condition or results of operation or on its ability to perform its obligations under this Agreement and the Ancillary Agreements to which it is a party.

Section 6.3 Authority. The execution, delivery and performance of this Agreement and the consummation of transactions contemplated hereby by Purchaser have been duly and validly authorized by all necessary limited liability company action, and no other limited liability company proceedings on the part of Purchaser are necessary for it to authorize this Agreement or to consummate the transactions contemplated hereby. This Agreement has been duly and validly executed and delivered by Purchaser and, assuming due authorization, execution and delivery by Seller, is a legal, valid and binding obligation of Purchaser, enforceable against Purchaser in accordance with its terms, subject to bankruptcy, insolvency, fraudulent transfer, reorganization, moratorium and similar Laws of general applicability relating to or affecting creditors' rights and to general equity principles.

Section 6.4 No Violation. The execution, delivery, and performance by Purchaser of this Agreement or any of the Ancillary Agreements to which it is a party will not result in a breach or violation of, or default under, (i) the terms, conditions or provisions of its articles/certificate of incorporation, bylaws, limited liability company agreement or any standing resolution of its board of directors, members or managers (as the case may be) or any other organizational document; (ii) any Contract to which it is a party or by which it or any of its assets may be bound; (iii) any Law applicable to it or any of its assets; or (iv) any permit, license, order, judgment or decree of any Governmental Authority by which Purchaser or any of its assets is or may be bound, excluding from the foregoing clauses (ii), (iii) or (iv), such breaches, violations or defaults that would not be reasonably likely, individually or in the aggregate, to have a material adverse effect on its financial condition or results of operation or on its ability to perform its obligations under this Agreement and the Ancillary Agreements to which it is a party.

Section 6.5 Governmental Consents and Approvals. There are no approvals, consents or registration requirements with respect to any Governmental Authority or other Person that are or will be necessary for the valid execution and delivery by Purchaser of this Agreement and the Ancillary Agreements, or the consummation of the transactions contemplated hereby and thereby, other than those that (i) have been obtained, (ii) are of a routine nature and not customarily obtained or made prior to execution of purchase and sale agreements in transactions similar in nature and size to those contemplated hereby and where the failure to obtain the same would not, individually or in the aggregate, have a material adverse effect on the financial condition or results of operations of Purchaser or on the ability of Purchaser to perform its obligations under this Agreement and the Ancillary Agreements to which it is a party, or (iii) may be required to be obtained by Purchaser for it to conduct operations on the Timberlands.

Section 6.6 Litigation. There are no claims against Purchaser or, to the actual knowledge of Purchaser, any threatened Claims against Purchaser, which either alone or in the aggregate seek to restrain or enjoin the execution and delivery of this Agreement or any of the Ancillary Agreements or the consummation of any of the transactions contemplated hereby or thereby. There are no judgments or outstanding orders, injunctions, decrees, stipulations or awards

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(whether rendered by a Governmental Authority or by an arbitrator) against Purchaser (or affecting any of its assets) that prohibit or restrict or could reasonably be expected to result in any delay of the consummation of the transactions contemplated by this Agreement or the Ancillary Agreements.

Section 6.7 Financial Capacity. Purchaser has available or has binding subscriptions for, and will at the Closing, have available, sufficient funds to pay the Purchase Price and to pay all other amounts due and payable by Purchaser pursuant to the terms of this Agreement.

Section 6.8 Brokers and Advisors. No broker, investment banker, financial advisor or other Person is entitled to any broker's, finder's, financial advisor's or other similar fee or commission in connection with the transactions contemplated by this Agreement based upon arrangements made by or on behalf of Purchaser.

Section 6.9 OFAC. Purchaser is not, and will not become, a person or entity with whom U.S. persons or entities are restricted from doing business under regulations of the Office of Foreign Asset Control ("OFAC") of the Department of the Treasury OFAC (including those named on OFAC's Specially Designated and Blocked Persons List) or under any statute, executive order (including the September 24, 2001, Executive Order Blocking Property and Prohibiting Transactions with Persons Who Commit, Threaten to Commit, or Support Terrorism), or other governmental action and is not and will not attempt to assign this Agreement to, contract with or otherwise engage in any dealings or transactions or be otherwise associated with such persons or entities. Purchaser's primary address is as set forth in the notice section of this Agreement. Purchaser hereby covenants and agrees that if Purchaser obtains knowledge that Purchaser or any owner of any controlling interest in Purchaser becomes listed on the foregoing or is indicted, arraigned, or custodially detained on charges involving money laundering or predicate crimes to money laundering, Purchaser will immediately notify Seller in writing, and in such event, Seller will have the right to terminate this Agreement without penalty or liability to Seller immediately upon delivery of written notice thereof to Purchaser, in which event the Deposit will be returned to Purchaser and neither Party will have any further rights or obligations under this Agreement, except for such as specifically survive termination.

ARTICLE VII

ADDITIONAL AGREEMENTS RELATING TO THE PROPERTY GENERALLY

Section 7.1 Commercially Reasonable Efforts.

(a) **General.** Subject to the terms and conditions herein provided, each of the Parties agree to use all commercially reasonable efforts to take, or cause to be taken, all actions and to do, or cause to be done, all things necessary, proper or advisable to consummate and make effective as promptly as practicable the transactions contemplated by this Agreement and other Ancillary Agreements and to cooperate with each other in connection with the foregoing, including using all commercially reasonable efforts:

(i) to obtain all necessary waivers, consents, releases, approvals and authorizations, including all waivers, consents, releases, approvals and authorizations that are required to be obtained under any applicable Law;

(ii) to lift or rescind any injunction or restraining order or other order adversely affecting the ability of the Parties to consummate the transactions contemplated hereby or by the Ancillary Agreements;

(iii) to effect all necessary registrations and filings and submissions of information requested by Governmental Authorities; and

(iv) to fulfill all conditions to this Agreement.

(b) **Certain Filings.** Subject to Section 7.7, in furtherance and not in limitation of the foregoing, each of the Parties agrees to make, or cause to be made, all necessary filings required pursuant to any Regulatory Law with respect to the transactions contemplated hereby as promptly as practicable after the date of this Agreement, but in no event later than twenty (20) days after the date of this Agreement, and to supply as promptly as practicable any additional information and documentary material that may be requested pursuant to any Regulatory Law.

(c) **Cooperation.** If necessary to obtain any consent, approval, permit or authorization or to remove any impediment to the transactions contemplated hereby or by any Ancillary Agreement relating to any Regulatory Law or to avoid the entry of, or to effect the dissolution of, any injunction, temporary restraining order or other order in any suit or proceeding relating to Regulatory Law, each of the Parties shall cooperate with each other and take such lawful steps as shall be necessary or appropriate to secure such end.

Section 7.2 Maintenance of Business.

(a) **Maintenance in Ordinary Course.** Subject to the terms and conditions of this Agreement, and except as otherwise contemplated hereby, Seller, from the date hereof through the Closing Date, shall use commercially reasonable efforts to maintain the Property in the ordinary course in all material respects; provided, however, Seller shall have no obligation to perform any site preparation or plant any seedlings on harvested areas.

(b) **No Interference with Business.** Subject to the terms and conditions of this Agreement, and except as Seller may otherwise agree in writing, Purchaser shall not interfere with Seller's conduct of business with respect to the Property pending the Closing and shall not take any action that might reasonably be expected to impair Seller's relationships with customers, suppliers or employees of the businesses and operations of Seller, whether or not associated with the Property. Except as otherwise provided herein, all communications by Purchaser regarding the proposed purchase of the Timberlands or Purchaser's evaluation thereof, will, in each case, be submitted or directed only to [***] or such other person or persons, if any, as Seller may hereafter designate in writing, after which Seller shall reasonably cooperate with Purchaser to schedule one or more calls, as necessary in Purchaser's reasonable discretion, between Seller, Purchaser, and Seller's management employees with responsibility for the Property. Purchaser shall not contact any other employees or representatives of Seller or Manager in any manner other than as provided in this Agreement or as otherwise agreed by Seller.

(c) **No New Sales or Leases.** Subject to the terms and conditions of this Agreement, from the Execution Date through the Effective Time Seller shall not sell or enter into any new contract affecting the Timberlands, lease or license of any interest in the Timberlands without Purchaser's prior consent except for (i) the sale of Timber pursuant to Section 1.8 above, (ii) the renewal of existing recreational or hunting leases /licenses on substantially the same or better terms as currently in effect and except for the entry in the ordinary course of business into new recreational or hunting leases /licenses substantially in the form of existing recreational leases /licenses to which Seller is a party, and (iii) the Aultman Lease Amendment. Seller shall provide Purchaser with a complete list and copies of all new recreational or hunting leases /licenses and all renewals entered into by Seller after the date of this Agreement no later than three (3) Business Days prior to the Closing Date.

Section 7.3 Public Announcements.

(a) **No Recording.** This Agreement (or a memorandum thereof) shall not be recorded by Purchaser or Seller in any real property records. In the event that this Agreement (or a memorandum thereof) is so recorded by Purchaser or Seller, the other Party may, at its option, terminate this Agreement.

(b) **Certain Disclosures.** Notwithstanding anything to the contrary set forth in Section 12.7 or the Confidentiality Agreement, except as required by applicable Law (including rules and regulations promulgated by the SEC) or stock exchange rules, (i) any press release or public announcement by Seller or Purchaser regarding the transactions contemplated by this Agreement shall only be made simultaneously with or after a press release or public announcement by Seller or Purchaser on or after the date of this Agreement regarding the transactions contemplated by this Agreement, and (ii) Seller and Purchaser shall consult with each other before issuing, and will provide each other the opportunity to review, comment upon and concur with, and use commercially reasonable efforts to agree on, any press release and other public announcement with respect to the transactions contemplated by this Agreement, including the time, form and content of such press release or public announcement, and shall not issue any such press release or make any such public announcement prior to such consultation; provided, however, that any disclosure required to be made under applicable Law, stock exchange rules or rules and regulations promulgated by the SEC may be made without such mutual agreement if a Party required to make such disclosure has determined in good faith that it is necessary to do so and has used commercially reasonable efforts, prior to the issuance of the disclosure, to provide the other Parties with a copy of the proposed disclosure and to discuss the proposed disclosure with the other Parties.

Section 7.4 Dispute Resolution.

(a) **Initial Discussions.** In the event that a Party gives notice of any dispute, claim, question, disagreement or controversy arising from or relating to this Agreement or the breach thereof, or the Property, other than those disputes, claims, questions, disagreements or controversies for which dispute resolution procedures are set forth in Section 1.6 (a "Dispute"), representatives of the Parties shall use their reasonable commercial efforts to settle the Dispute. To this effect, such representatives shall consult and negotiate with each other in good faith and, recognizing their mutual interests, attempt to reach a just and equitable solution satisfactory to the Parties. If the representatives are unable to resolve any Dispute within [****] days after the date of a written notice from either Party requesting that such consultation and negotiation be initiated as to such Dispute, any Party may, by giving notice to the other Party, refer the Dispute to a senior executive officer of each Party or an Affiliate (each, a "Party Executive") for resolution. The Party Executives will meet with each other, either physically at a mutually convenient location or by telephone or videoconference, to endeavor to resolve the Dispute in view of the Parties' mutual interest in reaching a reasonable business resolution. If the Party Executives are unable to resolve the Dispute within [****] days after submission to them, the Party Executives shall in good faith discuss the desirability of submitting the Dispute to voluntarily non-binding mediation or binding arbitration before a single mediator or arbitrator who has at least ten (10) years relevant industry experience in the matter that is the subject of the Dispute. The Party Executives will cooperate with one another in selecting a single mediator or arbitrator and in promptly scheduling the mediation or arbitration proceedings. If the Party Executives cannot unanimously agree to submit the Dispute to mediation or binding arbitration within [****] days after the Dispute was first submitted to them, or upon the failure of any agreed-upon mediation to resolve the Dispute, the Parties may pursue such rights and remedies as are available under this Agreement or otherwise.

(b) **Evidentiary Status.** All settlement offers, promises, conduct and statements, whether oral or written, made in the course of the settlement or any mediation process by either Seller or Purchaser, their agents, employees, experts and attorneys, and by the mediator, are confidential, privileged and inadmissible for any purpose, including impeachment, in any litigation, arbitration or other proceeding involving the Parties; provided, however, that evidence that is otherwise admissible or discoverable shall not be rendered inadmissible or non-discoverable as a result of its disclosure during settlement or mediation efforts.

(c) **Forbearance.** During the pendency of the settlement or any mediation process, the Parties agree to forebear from filing or otherwise proceeding with litigation; provided, however, that either Seller, on the one hand, or Purchaser, on the other hand, shall be entitled to seek a temporary restraining order or preliminary injunction to prevent the breach of Seller's or Purchaser's obligations, as the case may be, under this Agreement or

any Ancillary Agreement. If any agreement of the Parties to use mediation breaks down and a later litigation is commenced or application for an injunction is made, the Parties will not assert a defense of laches or statute of limitations based upon the time spent in mediation.

(d) **Litigation.** Either Seller or Purchaser may initiate litigation with respect to any Dispute submitted to the Party Executives at any time following [***] days after the initial meeting between the Party Executives or [***] days after the date of sending the written request for resolution by the Party Executives, whichever occurs first.

(e) **Enforcement.** The provisions of this Section 7.4 may be enforced by any court of competent jurisdiction, and the Party seeking enforcement shall be entitled to an award of all costs, fees and expenses, including reasonable attorneys' fees, to be paid by the Party against whom enforcement is ordered.

Section 7.5 Required Consents. Each of the Parties shall cooperate, and use all commercially reasonable efforts, to make all filings and obtain all licenses, permits, consents, approvals, authorizations, qualifications and orders of Governmental Authorities and other third parties necessary to consummate the transactions contemplated by this Agreement. Notwithstanding the foregoing, nothing herein shall obligate or be construed to obligate any Party to make any payment to any Person in order to obtain the consent or approval of such Person or to transfer any Assumed Contract, Timberland Lease or Real Property Lease in violation of its terms. With respect to any agreement for which any required consent or approval is not obtained prior to the Closing, each of Seller and Purchaser shall use all commercially reasonable efforts to obtain any such consent or approval after the Closing until either such consent or approval has been obtained or Seller determines in good faith that such consent cannot reasonably be obtained. In addition, to the extent that any Assumed Contract, Timberland Lease or Real Property Lease may not be assigned without the consent or approval of any Person, and such consent is not obtained prior to the Closing, Seller shall use all commercially reasonable efforts to provide Purchaser with the same benefits (and Purchaser shall be responsible for all corresponding obligations) arising under such Assumed Contract, Timberland Lease or Real Property Lease, including performance by Seller (or Purchaser if applicable) as agent, if legally permissible and commercially feasible; *provided, however,* that Purchaser (or Seller, if applicable) shall provide Seller (or Purchaser, if applicable) with such access to the premises, books and records and personnel as is reasonably necessary to enable Seller (or Purchaser, if applicable) to perform its obligations under such Assumed Contracts, Timberland Leases or Real Property Leases and Purchaser shall pay or satisfy the corresponding liabilities for the enjoyment of such benefits to the extent Purchaser would have been responsible therefor if such consent or approval had been obtained.

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Section 7.6 Notice of Certain Events. Prior to the Closing or the termination of this Agreement, Seller will give Purchaser prompt written notice of any of the following:

- (a) any Casualty Loss or Condemnation in accordance with Section 1.6(b);
- (b) initiation of any litigation by or against Seller relating to the Property, the Timberland Leases, or this Agreement;
- (c) the occurrence of any event or circumstance that, in Seller's commercially reasonable determination, would cause any of Seller's representations and warranties in this Agreement to be incorrect in any material respect; and
- (d) written contact by third parties regarding material use of the Property, or information regarding pending transactions not reflected in other disclosures (such as pipelines, rights-of-way, use agreements, etc.).

Any notices given pursuant to this Section 7.6 for any matters in the immediately preceding subsections (a) through (d) that occur from and after the Effective Date shall be deemed to have supplemented or amended the Schedules and applicable representations or warranties set forth in this Agreement. Any amendment or change to the Schedules or representations or warranties deemed made by the Seller pursuant to this Section 7.6 shall not constitute a default by Seller under this Agreement, and Purchaser's sole remedy for such amendment or change is to terminate this Agreement and receive a refund of the Deposit, provided that Purchaser shall have no such termination right if such amendment or change was required due to the actions of the Purchaser or its Affiliates, or if the matters revealed in such notices do not materially and adversely affect the use or value of the Property.

Section 7.7 Regulatory Act Compliance. Purchaser and Seller shall discuss with each other whether any notification or similar filing is required to be filed with respect to the transactions contemplated by this Agreement under the Hart-Scott-Rodino Antitrust Improvements Act of 1976, as amended (the "HSR Act"). Purchaser and Seller agree to provide such information to the other as is reasonably requested by the other in order to determine if the transaction contemplated herein is exempt from the filing requirements described in the HSR Act. If they determine that filings are required, Purchaser and Seller will use commercially reasonable efforts to make the filings within [****] after the date of this Agreement, and the each of Purchaser and Seller shall pay [****] fees payable in connection therewith. With respect to filings under the HSR Act, each of the Parties hereto shall seek early termination of the waiting period under the HSR Act. Purchaser and Seller shall use their respective reasonable best efforts to respond to any request for additional information made by any agencies and to cause the waiting periods or other requirements under the HSR Act to terminate or expire at the earliest possible date and to resist in good faith, at each of their respective cost and expense (including the institution or defense of legal proceedings), any assertion that the transactions contemplated hereby constitute a violation of the antitrust laws, all to the end of expediting consummation of the transactions contemplated hereby. Each of Purchaser and Seller shall consult with the other prior to any meetings, by telephone or in person, with the staff of the Federal Trade Commission, the United States Department of Justice or any other Governmental Authority, and each of Purchaser and Seller shall have the right to have a representative present at any such meeting.

Section 7.8 Seedling Obligation. The Timberlands are currently subject to the Existing Seedling Production Contracts identified on Schedule 7.8(i) of this Agreement (each an "Existing Seedling Production Contract"), whereby [****], as seller, provides seedlings to Seller for the Timberlands pursuant to the terms and conditions of applicable Existing Seedling Production

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Contract. The Parties acknowledge that at Closing, (i) the Timberlands shall be removed from each Existing Seedling Production Contract, and (ii) Purchaser shall be obligated to purchase seedlings from each Seedling Supplier for the current Harvesting Year (as defined in each Existing Seedling Production Contract) as set forth on Schedule 7.8(ii) attached hereto and hereby made a part hereof. The requirement for Purchaser to purchase such seedlings is referred to herein as the "Seedling Obligation". Purchaser's assumption of the Seedling Obligation shall be documented in the form of a purchase agreement between Purchaser and each Seedling Supplier (each a "Seedling Contract") entered into no later than the Closing Date in a form to be negotiated between Purchaser and such Seedling Supplier. Purchaser shall not be obligated to share each Seedling Contract with Seller, but Purchaser shall provide written evidence in form reasonably satisfactory to Seller that Purchaser has assumed the Seedling Obligation as of the Closing Date to each Seedling Supplier's reasonable satisfaction.

Section 7.9 Dissolution. Seller hereby covenants that Seller will not dissolve prior to [****] and will maintain tangible net worth sufficient to satisfy its obligations under this Agreement. [****]

ARTICLE VIII ADDITIONAL AGREEMENTS RELATING TO THE TIMBERLANDS

Section 8.1 Right of Entry.

(a) **General; Certain Limitations.** Upon reasonable prior written notice to Seller, but in no event less than two (2) days' (and at least one (1) Business Day's) prior notice, and receipt of written authorization from Seller, prior to the Closing Date or termination of this Agreement in accordance with Article XI, Purchaser, through its authorized agents or representatives, may enter upon the Timberlands at all reasonable times for the purposes of making inspections and other studies; provided, however, that such entry shall be at the sole risk of Purchaser and shall not interfere with Seller's business operations on the Timberlands, and neither Purchaser nor its agents or representatives shall (i) enter upon the Timberlands for the purpose of preparing Phase II Reports or making any soil borings or other invasive or other subsurface environmental investigations relating to all or any portion of the Timberlands, (ii) prepare or instruct its agents or representatives to prepare Phase II Reports or make any soil borings or other invasive or other subsurface environmental investigations relating to all or any portion of the Timberlands, (iii) contact any official or representative of any Governmental Authority regarding Hazardous Substances on or the environmental condition of the Timberlands, or (iv) contact any counter party to any Timberland Lease, Assumed Contract, Real Property Lease, or Seedling Contract regarding the terms and conditions of such contract or agreement, this Agreement, the Property or Purchaser's proposed acquisition of the Property, in each case without Seller's prior written consent thereto. Upon the completion of such inspections and studies, Purchaser, at its expense, shall repair any damage caused to the Property and remove all debris resulting from and all other material placed on the Timberlands in connection with Purchaser's inspections and studies.

(b) **Disclosure of Results.** If this Agreement is terminated and the Closing fails to occur, the results of such inspections and studies (as well as any information and documents that Seller delivered or caused to be delivered to Purchaser concerning the Timberlands) shall be treated as strictly confidential by Purchaser and the same shall not be disclosed to any third party or Governmental Authority (provided that such results, information and documents may be disclosed to consultants, attorneys, investors and lenders of Purchaser for use solely in connection with the transactions contemplated by this Agreement, who shall be required by Purchaser to similarly treat such results, information and documents as strictly confidential) except to the extent required by any Law or court order or in connection with any legal

proceeding filed to enforce a Party's rights under this Agreement. In the event that disclosure of the results of any such inspection or study or any such information or document that Seller delivered or caused to be delivered to Purchaser concerning the Timberlands is required by applicable Law or court order, Purchaser shall notify Seller promptly in writing so that Seller may seek a protective order (at its own cost and expense) or other appropriate remedy or, in its sole discretion, waive compliance with the terms of this Section 8.1(b). Purchaser shall cooperate with Seller to obtain a protective order or other appropriate remedy. In the event that no such protective order or other appropriate remedy is obtained, or Seller waives compliance with the terms of this Section 8.1(b), Purchaser shall give Seller written notice of the information to be disclosed as far in advance of its disclosure as practicable.

(c) **Insurance.** Purchaser and the contractors, representatives and agents of Purchaser who enter upon the Timberlands shall maintain general liability insurance, naming Seller and Manager as additional insureds, in an amount not less than [****] and, prior to any such entry upon the Timberlands, shall provide Seller with written evidence of such insurance.

Section 8.2 Permits and Licenses. Purchaser shall be solely responsible for obtaining all permits and licenses, if any, required by Purchaser to carry on its intended operations on the Timberlands.

Section 8.3 Title Insurance Matters.

(a) **Title Commitments and Policies.** Seller has, or will provide, or made available to Purchaser Completed Title Commitments from the Title Company for the issuance of one or more Title Policies on the Timberlands. At the Closing, Purchaser shall purchase from the Title Company an aggregate amount of title insurance on the Timberlands in an amount equal to the Purchase Price (allocated by county and/or state, as applicable) and allocated to the Property using the standard 2021 ALTA owner's title insurance policy (or such other comparable form of title insurance policy as is available in the jurisdictions in which the Timberlands are located) insuring Purchaser is vested with good and marketable title to the Timberlands, subject only to the Permitted Exceptions (the "Title Policies").

(b) **No Surveys.** Seller shall not provide any survey of the Timberlands to Purchaser. Purchaser agrees that the obtaining of any survey of the Timberlands or any portion thereof shall not be a condition precedent to Purchaser's obligation to consummate the transactions contemplated by this Agreement or the Ancillary Agreements and that any survey obtained by Purchaser shall be at its sole cost and expense.

(c) **Title Expenses.** Seller shall be responsible for the costs associated with the title examinations, abstracting and the issuance of the Completed Title Commitments that are separately stated from the premiums for the Title Policies. Purchaser shall be responsible for the premiums payable in connection with the issuance of the Title Policies and any endorsements obtained by Purchaser.

Section 8.4 Anti-Solicitation. Without the prior written consent of Seller, Purchaser shall not, during the term of this Agreement and extending for a period of [****], directly or indirectly solicit for employment or solicit for hire or contract for the services of, any person directly involved in the management of the Property as of the Closing Date and employed by Seller, [****] ("Manager"), or any of their respective Affiliates, other than in publications of a general nature (including on the website of Purchaser or any of its Affiliates) and not specifically directed at any employee or employees of Seller, the Manager or any of their respective Affiliates, except for those certain employees listed on Schedule 8.4.

Section 8.5 Estoppel Certificate. Seller shall request and shall use commercially reasonable efforts to obtain prior to Closing and, if received, deliver to Purchaser, an estoppel certificate from the lessor under the Aultman Lease confirming (1) that such agreement is in full force and effect; (2) that to the parties' knowledge there are no defaults thereunder by any party thereto (3) the identity of the Persons (and their addresses) to whom payments are to be made thereunder, including the past methods and amounts being paid to the applicable Person(s). Notwithstanding anything to the contrary set forth in this Agreement, delivery of the Estoppel Certificate on or before Closing shall not be a condition to Closing, and Seller's failure to obtain such Estoppel Certificate shall not be considered a default of Seller under this Agreement.

ARTICLE IX CONDITIONS PRECEDENT

Section 9.1 Conditions to Obligations of Each Party to Close. The obligations of the Parties to consummate the transactions contemplated by this Agreement shall be subject to the satisfaction or waiver, on or before the Closing Date, of the following conditions:

(a) **Waiting Periods.** All waiting periods (and any extension thereof) under Regulatory Law applicable to the transactions contemplated by this Agreement shall have expired or been earlier terminated and neither the Department of Justice nor the Federal Trade Commission shall have taken any action to enjoin or delay (for a period of longer than 120 days) the consummation of the transactions contemplated by this Agreement.

(b) **No Injunction.** There shall be no injunction, restraining order or decree of any nature of any court or Governmental Authority that is in effect that restrains or prohibits the consummation of the transactions contemplated by this Agreement or imposes conditions on such consummation not otherwise provided for herein.

(c) **No Investigation.** No Party shall have been advised by any United States federal government agency (which advisory has not been officially withdrawn on or prior to the Closing Date) that such government agency is investigating the transactions contemplated by this Agreement to determine whether to file or commence any litigation that seeks or would seek to enjoin, restrain or prohibit the consummation of the transactions contemplated by this Agreement and the Ancillary Agreements.

(d) **Purchase Price Reduction Limit.** The aggregate fair market value of (i) the lost and damaged Timber and Timberlands from all Casualty Losses and affected Timber and land with regard to Condemnations pursuant to the terms of Section 1.6(b), plus (ii) the Title Objection Carveouts, shall not exceed [****] of the Purchase Price).

(e) **Title Insurance.** The Title Company shall be committed to issue the Title Policies to Purchaser at the Effective Time, subject only to the Permitted Exceptions.

Section 9.2 Conditions to Obligations of Purchaser to Close. The obligation of Purchaser to consummate the transactions contemplated by this Agreement shall be subject to the satisfaction or waiver, on or before the Closing Date, of the following conditions:

(a) **Consents.** All material consents, authorizations, registrations or approvals of or with any Governmental Authority or other Person required in connection with the consummation of the transactions contemplated by this Agreement to have been filed, made, given or obtained by Seller shall have been filed, made, given or obtained and copies thereof shall have been delivered to Purchaser; provided, however, that the obligation of Purchaser to consummate the transactions

contemplated by this Agreement shall not be subject to the satisfaction or waiver of the condition set forth in this Section 9.2(a) if Purchaser fails to satisfy its obligations under Section 7.1(c).

(b) **Representations and Warranties.** Each of the representations and warranties of Seller contained in this Agreement shall be true and correct, in each case as of the date of this Agreement and as of the Closing with the same effect as though made as of the Closing (except to the extent expressly made as of an earlier date, in which case as of such date).

(c) **Agreements and Covenants.** Seller shall have performed or complied with, in all material respects, all agreements and covenants required by this Agreement to be performed or complied with by Seller on or prior to the Closing.

(d) **Seller Deliveries.** Seller shall have tendered for delivery or caused to be tendered for delivery to Purchaser the items set forth in Section 2.2(a).

Section 9.3 Conditions to Obligations of Seller to Close. The obligation of Seller to consummate the transactions contemplated by this Agreement shall be subject to the satisfaction or waiver, on or before the Closing Date, of the following conditions:

(a) **Consents.** The consents, authorizations, registrations or approvals of or with Governmental Authorities or any other Person required in connection with the consummation of the transactions contemplated by this Agreement to have been filed, made, given or obtained by Purchaser shall have been filed, made, given or obtained and copies thereof shall have been delivered to Seller; provided, however, that the obligation of Seller to consummate the transactions contemplated by this Agreement shall not be subject to the satisfaction or waiver of the condition set forth in this Section 9.3(a) if Seller fails to satisfy its obligations under Section 7.1(c).

(b) **Representations and Warranties.** Each of the representations and warranties of Purchaser contained in this Agreement shall be true and correct, in each case as of the date of this Agreement and as of the Closing with the same effect as though made as of the Closing (except to the extent expressly made as of an earlier date, in which case as of such date).

(c) **Agreements and Covenants.** Purchaser shall have performed or complied with, in all material respects, with all agreements and covenants required by this Agreement to be performed or complied with by it on or prior to the Closing.

(d) **Deliveries.** Purchaser shall have tendered for delivery or caused to be tendered for delivery to Seller the items set forth in Section 2.2(b).

ARTICLE X SURVIVAL; INDEMNIFICATION

Section 10.1 Survival. Except as otherwise set forth in this Article X, (i) all representations and warranties made in Articles IV and VI and Sections 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8 and 5.9 of this Agreement and (ii) all agreements or covenants made in this Agreement and to be performed prior to or at Closing shall [****] and (z) all representations and warranties contained in Section 5.10 of this Agreement shall [****] may each be referred to herein as the "Applicable Indemnity Period". Notwithstanding the foregoing, except as set forth in Section 11.2 or with respect to any warranty of title claims under the Deeds, no representation, warranty, covenant or agreement shall survive any termination of this Agreement. With respect to any Timberlands located in [****], unless a Party delivers written notice to the other Party in accordance with

Section 10.5(b), after the date which is 366 days after the end of the Applicable Indemnity Period, except as provided in Section 11.2, the Parties agree that no claims or causes of action may be brought against any Party or any of its directors, officers, employees, Affiliates, controlling persons, agents or representatives based upon, directly or indirectly, any of the representations and warranties contained in this Agreement. With respect to all Timberlands located in [****], after the end of the Applicable Indemnity Period, except as provided in Section 11.2, the Parties agree that no claims or causes of action may be brought against any Party or any of its directors, officers, employees, Affiliates, controlling persons, agents or representatives based upon, directly or indirectly, any of the representations and warranties contained in this Agreement. To the fullest extent permitted by Law, the foregoing shall constitute the express intent of the Parties to shorten the period of limitations for bringing claims on account of a Party's breach of its representations, warranties, covenants and agreements contained in this Section 10.1 if a longer period would otherwise be permitted by Law. This Section 10.1 shall not limit any covenant or agreement of the Parties that contemplates performance after the Closing.

Section 10.2 Seller's Obligation to Indemnify for Covenant Breach. If the Closing occurs, Seller shall indemnify, defend and hold harmless Purchaser and its directors, officers, employees, Affiliates, controlling Persons, agents and representatives and their successors and assigns (collectively, the "Purchaser Indemnitees") from and against any Loss asserted against or incurred by any Purchaser Indemnitee as a result of or arising out of: (i) a breach of any agreement or covenant of Seller in this Agreement that requires performance or compliance on or prior to the Closing; (ii) a breach of any other agreement or covenant contained in this Agreement by Seller; (iii) any claim by any Person for a broker's, financial advisor's or other similar fee, payment or commission based upon any agreement, arrangement or understanding alleged to have been made by any such Person with Seller (or any Person acting on Seller's behalf) in connection with the transactions contemplated by this Agreement; or (iv) any claim arising under or relating to any Assigned Agreements [****] relating to the period of performance prior to the Closing Date.

Section 10.3 Purchaser's Obligation to Indemnify for Covenant Breach. If the Closing occurs, Purchaser shall indemnify, defend and hold harmless Seller, Manager and [****] and their respective directors, officers, employees, Affiliates, controlling Persons, agents and representatives and their successors and assigns (collectively, the "Seller Indemnitees") from and against any Loss asserted against or incurred by any Seller Indemnitee as a result of or arising out of: (i) a breach of any agreement or covenant of Purchaser contained herein that contemplates performance or compliance on or prior to the Closing Date; (ii) a breach of any other agreement or covenant of Purchaser; (iii) the entry upon the Timberlands prior to the Closing by Purchaser or any employee, contractor, representative or agent of Purchaser, unless arising from any Seller Indemnitees' or other third party's negligence or intentional misconduct and excluding Losses incurred by or asserted against any Seller Indemnitee or the Property as a result of Purchaser Indemnitees' mere discovery of any adverse circumstance or condition on or affecting the Property; (iv) any claim by any Person for a broker's, financial advisor's or other similar fee, payment or commission based upon any agreement, arrangement or understanding alleged to have been made by any such Person with Purchaser (or any Person acting on Purchaser's behalf) in connection with the transactions contemplated by this Agreement; or (v) any claim arising under or relating to the Assigned Agreements and/or the Aultman Lease relating to the period of performance on or after the Closing Date.

Section 10.4 Indemnification for Breaches of Representations and Warranties.

(a) **Obligation to Indemnify.** If the Closing occurs, then in addition to the indemnification obligations in [Section 10.2](#) and [Section 10.3](#), each of Seller and Purchaser shall indemnify,

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defend and hold the Purchaser Indemnitees, in the case of Seller, and the Seller Indemnitees, in the case of Purchaser, harmless for any Loss incurred or suffered by any of them as a result of or in connection with or involving a breach of a representation or warranty by the Indemnifying Party in this Agreement either (i) as made as of the date of this Agreement or (ii) if the Closing occurs, as hereby expressly re-made as of the Closing; provided, however, that as to the representations and warranties as deemed re-made as of the Closing, the determination of whether such a breach has occurred will disregard failure of this Agreement to list Contracts or other similar obligations incurred by Seller in the ordinary course of business after the date of this Agreement and not in violation of [Section 7.2\(c\)](#).

(b) **Certain Limitations.** Notwithstanding the foregoing and solely with respect to the indemnification obligations in [Section 10.4\(a\)](#) above:

(i) **Time Limitations.** Seller shall be obligated to indemnify the Purchaser Indemnitees and Purchaser shall be obligated to indemnify the Seller Indemnitees only for those claims giving rise to any Loss as to which the Person claiming the right to be indemnified (the "Indemnified Party") has given the Party from whom it is claiming indemnification (the "Indemnifying Party") written notice prior to the end of the Applicable Indemnity Period.

(ii) **Basket.** No indemnification shall be made by either Seller or Purchaser with respect to any claim made pursuant to [Section 10.4\(a\)](#) unless (A) the amount of such claim exceeds [****] (the "Minimum Claim Amount"), and (B) the aggregate amount of Losses incurred or suffered by all Purchaser Indemnitees or all Seller Indemnitees, as the case may be, under all claims in excess of the Minimum Claim Amount made pursuant to [Section 10.4\(a\)](#) exceeds [****] (the "Basket Amount") and, in such event, indemnification shall be made by the Indemnifying Party only to the extent the Losses exceed, in the aggregate, the Basket Amount. Notwithstanding the foregoing, any claim made pursuant to [Section 10.4\(a\)](#) with respect to a breach of the Fundamental Reps will not be subject to the Minimum Claim Amount or Basket Amount.

(iii) **Knowledge.** If on or prior to the Closing, Purchaser or Seller has actual knowledge of any information that would cause one or more of the representations and warranties made by Seller or Purchaser, respectively, to be inaccurate as of the date made or as of the Closing Date, the Purchaser Indemnitees or the Seller Indemnitees, as the case may be, shall not have any right or remedy after the Closing with respect to such inaccuracy and shall be deemed to have waived its rights to indemnification in respect thereof.

Section 10.5 Procedures for Claims and Satisfaction. All claims for indemnification under this Article X shall be resolved in accordance with the following procedures:

(a) **Notice of Claim.** Written notice must be given of facts that are the basis of an indemnification claim under this Article X by the Indemnified Party to the Indemnifying Party. In the case of claims pursuant to Section 10.4(a), that notice must be given before the expiration of the Applicable Indemnity Period. Any notice delivered by an Indemnified Party to the Indemnifying Party with respect to a Loss shall set forth, with as much specificity as is reasonably practicable, the basis of the claim for such Loss and, to the extent reasonably practicable, a reasonable estimate of the amount thereof.

(b) **Defense of Third Party Claims.**

(i) **Generally.** If a claim or demand for indemnification is based upon an asserted liability or obligation to a Person not a Party, a successor or assign of a Party nor a Purchaser Indemnitee or a Seller Indemnitee (a "Third Party Claim"), then (and without limiting the obligations under

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Section 10.5(a)), the Indemnified Party will undertake in good faith to give prompt notice of any such Third Party Claim to the Indemnifying Party; provided, however, that a failure to provide such notice of a Third Party Claim will not prejudice any right to indemnification under this Agreement except to the extent that the Indemnifying Party is prejudiced by such failure. The Indemnifying Party will defend such Third Party Claims at its expense with lawyers chosen (with the Indemnified Party's consent, which will not be unreasonably withheld, conditioned or delayed) and paid by it and will give written notice (the "Notice of Defense") to the Indemnified Party within [****] after the date such notice of a Third Party Claim is deemed received that acknowledges that it is defending the claim and that identifies the lawyer retained for the defense. The Indemnifying Party may not settle any such Third Party Claim without the consent of the Indemnified Party (which consent will not be unreasonably withheld, conditioned or delayed); provided, however, the Indemnifying Party may settle such Third Party Claim without the consent of the Indemnified Party if such settlement involves only the payment of monetary damages and does not include any admission of liability, guilt or wrongdoing on the part of any Indemnified Party.

(ii) **Control of Defense.** Notwithstanding anything to the contrary in this Section 10.5: (A) the Indemnified Party will be entitled to participate in the defense of such claim or action and to employ lawyers of its choice for such purpose at its own expense, and (B) the Indemnified Party will be entitled to assume control of the defense of such claim, and the Indemnifying Party will pay the reasonable fees and expenses of lawyers retained by the Indemnified Party (excluding the fees and expenses of the Indemnified Party's lawyers before the date of such assumption of the defense), if: (1) the Indemnified Party reasonably believes that there exists or could arise a conflict of interest that, under applicable principles of legal ethics, could prohibit a single lawyer or law firm from representing both the Indemnified Party and the Indemnifying Party in such claim or action, and such conflict has not been timely waived; (2) the Indemnifying Party either failed to give a Notice of Defense or has failed or is failing to prosecute or defend vigorously such claim or action; or (3) criminal penalties could be imposed on the Indemnified Party in connection with such claim or action.

(c) **General Limitations.** Each of the indemnification obligations of Seller and Purchaser under this Article X, including the indemnification obligation pursuant to Section 10.4(a), is subject to the following limitations:

(i) **Insurance Recoveries.** The amount of any Loss shall be reduced by any amount received by the Indemnified Party (or an Affiliate) with respect thereto under any third party insurance coverage or from any other Person (excluding an Affiliate of the Indemnified Party) alleged to be responsible therefore (i.e., indemnities under leases or contracts), net of any expense incurred by the Indemnified Party in collecting such amount. Any Indemnified Party that makes a claim for indemnification under this Article X shall use commercially reasonable efforts to collect any amount available under any such insurance coverage and from any such other Person alleged to have responsibility, but not as a prerequisite to making a claim for indemnification under this Article X. If an Indemnified Party (or an Affiliate) receives an amount under insurance coverage or from such other Person with respect to a Loss at any time subsequent to any indemnification provided to the Indemnifying Party pursuant to this Article X, then such

Indemnified Party shall promptly reimburse the Indemnifying Party for any payment made or expense incurred by the Indemnifying Party in connection with providing such indemnification up to such amount received by the Indemnified Party (or Affiliate), net of any expense incurred by the Indemnified Party in collecting such amount.

(ii) **Cap.** In no event shall either Seller's or Purchaser's aggregate obligation to indemnify the Purchaser Indemnitees, in the case of Seller, or the Seller Indemnitees, in the case of

Purchaser, pursuant to this Article X exceed [****] (the "Cap Amount"); provided however, so long as no notice of a claim has been timely delivered by Purchaser to Seller pursuant to Section 10.5(a) above and is pending, at the expiration of the [****] Indemnity Period, the Cap Amount shall be reduced to [****] on the day after the expiration of [****] Indemnity Period. Notwithstanding the foregoing any claim made pursuant to Section 10.4(a) with respect Sections 4.1, 4.2, 4.3, 4.4, 4.5, 4.8, 5.6, 6.1, 6.2, 6.3, 6.4, 6.9 (the "Fundamental Reps") will not be subject to the Minimum Claim Amount, Basket Amount or the Cap Amount.

(d) **Notice of Fixed Loss.** When a Loss as to which a notice has been timely given in accordance with Section 10.5(a) is paid or is otherwise fixed or determined, then the Indemnified Party will give the Indemnifying Party notice of such Loss, in reasonable detail and specifying the amount of such Loss and the provision of this Agreement upon which the claim for indemnification for such Loss is based (which notice will be in addition to the notice required under Section 10.5(a), but the notices under this Section 10.5(d) and under Section 10.5(a) may be given simultaneously and in a single instrument when appropriate and in compliance with both provisions). If the Indemnifying Party is permitted to dispute such claim, it will, within [****] after receipt of notice of the claim of Loss against it pursuant to this Section 10.5(d), give counter notice, setting forth the basis for disputing such claim, to the Indemnified Party. If no such counter notice is given within such [****] period or if the Indemnifying Party acknowledges liability for indemnification, then such Loss will be satisfied within [****] as provided in Section 10.5(e). If the Indemnifying Party timely gives counter notice of a dispute, the Indemnified Party and the Indemnifying Party shall endeavor to resolve such dispute in accordance with Section 7.4.

(e) **Satisfaction of Indemnification Obligation.** Subject to the procedures set forth above and in accordance with the deadlines specified in the preceding provisions of this Section 10.5, any indemnified Loss will be satisfied by the Indemnifying Party paying the amount of such Loss to the Indemnified Party plus interest on the amount of such Loss incurred by the Indemnified Party from the date the Indemnified Party actually paid such Loss (but without duplication of any interest payable with respect to any judgment underlying a Loss resulting from a Third Party Claim) at the Prime Rate. Payments pursuant to the foregoing will be by wire transfer or by check, as the recipient may direct; provided, however, that in the absence of directions within a reasonable period of time, payment may be made by check.

Section 10.6 Certain Rules.

(a) **Adjustment to Purchase Price.** Any payment made pursuant to the indemnification provisions of this Article X shall be deemed to be an adjustment to the Purchase Price and the Parties shall treat it as such for all purposes. There shall be no indemnification under any provision of this Article X for a breach of any representation, warranty, agreement or covenant to the extent an adjustment to the Purchase Price has been made pursuant to Section 1.6 with respect to such breach.

(b) **Definition of Loss.** "Loss" means any loss, cost, damage, expense, payment, liability or obligation incurred or suffered with respect to the act, omission, fact or circumstance with respect to which such term is used, including: (i) subject to Section 10.5(b), related attorneys', accountants' and other professional advisors' fees and expenses, including those as to investigation, prosecution or defense of any claim or threatened claim including any attorneys' fees and expenses in connection with one or more appellate or bankruptcy proceedings arising out of any such claim; and (ii) amounts paid in settlement of a dispute with a Person not a Party that if resolved in favor of such Person would constitute a matter to which a Party is indemnified pursuant to this Agreement, even though such settlement does not acknowledge that the

underlying facts or circumstances constitute a breach of a representation and warranty or other indemnified matter. Notwithstanding the foregoing, "Loss" does not include any punitive, incidental, indirect, special or consequential damages; provided, however, that in the case of a Third Party Claim, "Loss" includes the total amount of any judgment and any other award payable to a Person other than a Party, a successor or assign of a Party, or a Purchaser Indemnitee or a Seller Indemnitee pursuant to the Third Party Claim.

(c) **No Limitation.** No limitation on indemnification contained in this Article X shall apply to any Loss definitively determined by a court of competent jurisdiction to be caused by any intentional and knowing breach of a representation and warranty set forth in this Agreement on the part of the Indemnifying Party (or any Affiliate).

Section 10.7 Exclusive Remedy. Each of the Parties agrees that, if the Closing occurs, except for any warranty of title claims which may be brought under the Deeds and except in the case of Seller's fraud or intentional or willful misrepresentation, the indemnification provided in this Article X is the exclusive remedy for a breach by any Party of any representation, warranty, agreement or covenant contained in this Agreement and is in lieu of any and all other rights and remedies that any other Party may have under this Agreement or otherwise for monetary relief or equitable relief with respect to the matters described in this Article X.

ARTICLE XI

TERMINATION AND ABANDONMENT

Section 11.1 Termination. This Agreement may be terminated and the transactions contemplated hereby may be abandoned at any time prior to the Closing:

- (a) by mutual written consent of Seller and Purchaser;
- (b) by either Seller or Purchaser, if the Closing has not occurred on or prior to [***]; provided, however, that the right to terminate the Agreement pursuant to this Section 11.1(b) shall not be available to Seller or Purchaser if it fails to perform any of its obligations under this Agreement, which failure primarily contributes to the failure of the Closing to have occurred by such time.
- (c) by Seller if Purchaser does not timely deliver the Deposit pursuant to Section 1.4 or if Purchaser breaches Section 7.3(a);
- (d) by Seller upon a breach or violation of any representation, warranty, covenant or agreement on the part of Purchaser set forth in this Agreement, which breach or violation would result in the failure to satisfy the conditions set forth in Section 9.3 and, in any such case, such breach or violation shall be incapable of being cured by the Termination Date, or Purchaser shall not be using on a continuous basis all commercially reasonable efforts to cure in all material respects such breach or violation after the giving of written notice thereof by Seller to Purchaser of such violation or breach; and
- (e) by Purchaser upon a breach or violation of any representation, warranty, covenant or agreement on the part of Seller set forth in this Agreement, which breach or violation would result in the failure to satisfy the conditions set forth in Section 9.2 and, in any such case, such breach or violation shall be incapable of being cured by the Termination Date, or Seller shall not be using on a continuous basis all commercially reasonable efforts to cure in all material respects such breach or violation after the giving of written notice thereof by Purchaser to Seller of such violation or breach.; and
- (f) as provided in Section 4.8 and Section 7.3.

Section 11.2 Effect of Termination. Subject to the following provisions of this Section 11.2, upon any termination of this Agreement as provided in Section 11.1, the obligations of the Parties hereunder shall terminate and there shall be no liability on the part of any Party hereto with respect thereto, except for the provisions of Section 2.3, Section 8.1, this Section 11.2 and Article XII; provided, however, that in no case shall any Party be relieved or released from any liability or damages arising from a willful breach of any provision of this Agreement (including any failure to consummate the transactions contemplated by this Agreement unless an express condition to such Party's obligation to consummate such transactions has not been satisfied). Purchaser acknowledges that Seller has informed Purchaser that the damages to Seller of Purchaser's failure to consummate the transactions contemplated by this Agreement are incapable of accurate estimation. Accordingly, if Seller elects to terminate this Agreement pursuant to Section 11.1(c) or Section 11.1(d), then Title Company shall promptly, but in no event later than one Business Day after the effective date of any such termination, deliver to Seller the Deposit, which shall be payable in immediately available funds, not as a penalty but as full and complete liquidated damages; provided, however, that the Deposit will not be payable to Seller pursuant to this Section 11.2 if Purchaser is then entitled to terminate this Agreement pursuant to Section 11.1(e). Purchaser agrees that the amount of the Deposit is a reasonable forecast of just compensation for the harm to Seller that would result from a termination of this Agreement pursuant to Section 11.1(c) or Section 11.1(d). Notwithstanding the foregoing, if Seller elects to terminate this Agreement pursuant to Section 11.1(c) because Purchaser has failed to timely deliver the Deposit, Seller shall have the right to pursue against Purchaser all remedies available at law or in equity. Other than as provided in the immediately preceding sentence, Seller agrees that disbursement of the Deposit to Seller as liquidated damages shall be Seller's sole and exclusive remedy for Purchaser's breach of this Agreement (excluding breaches of Section 8.1 and Section 12.7). Except as otherwise expressly provided below, in the event of any termination of this Agreement expressly permitted pursuant to Section 11.1(a), (b), (e) or (f), the Deposit will be returned to Purchaser. In the event of any termination of this Agreement pursuant to Section 11.1(e), Purchaser's remedies shall be limited to either of the following as selected by Purchaser in Purchaser's sole discretion: (i) return of the Deposit and termination of this Agreement, whereupon Seller shall reimburse Purchaser for Purchaser's third-party expenses (as evidenced by applicable invoices and/or receipts) actually incurred in relation to this Agreement up to, but not exceeding [****].

ARTICLE XII **GENERAL PROVISIONS**

Section 12.1 Notice. All notices, requests, demands, and other communications hereunder shall be in writing, and shall be deemed to have been duly given if delivered in person, sent by email or sent by overnight courier service (with all fees prepaid) as follows:

If to Seller, to:

John Hancock Life Insurance Company (U.S.A.)
c/o Manulife Investment Management Timberland and Agriculture Inc
13950 Ballantyne Corporate Place, Suite 150
Charlotte, NC 28277
Attention: [****]

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with a copy to:

John Hancock Life Insurance Company (U.S.A.)
c/o Manulife Investment Management Timberland and Agriculture Inc
197 Clarendon Street, C-08-99
Boston, MA 02116
[****]

with additional copy to:

Womble Bond Dickinson (US) LLP

One West Fourth Street
Winston-Salem, NC 27101
[****]

If to Purchaser:

Rayonier Operating Company, LLC
[****]

1 Rayonier Way
Wildlight, Florida 32097
[****]

With copy to:

Rayonier Legal Department
[****]
1 Rayonier Way
Wildlight, Florida 32097
[****]

With additional copy to:

Adams and Reese LLP
[****]
11 North Water Street, Suite 23200
Mobile, Alabama 36602
[****]

Any such notice, request, demand or other communication shall be deemed to be given and effective if delivered in person, on the date delivered, if sent by overnight courier service, on the date sent as evidenced by the date of the bill of lading, or if sent by email, on the date transmitted; and shall be deemed received if delivered in person, on the date of personal delivery, if sent by overnight courier service, on the first Business Day after the date sent, or if by email, on the date of confirmation of receipt (including electronic confirmation). Any Party sending a notice, request, demand or other communication by email shall also send a hard copy of such notice, request, demand or other communication by one of the other means of providing notice set forth in this Section 12.1. Notices may be given on behalf of a Party by such Party's legal counsel. Any notice, request, demand or other communication shall be given to such other representative or at such other address as a Party may furnish to the other Parties in writing pursuant to this Section 12.1.

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Section 12.2 Legal Holidays. If any date set forth in this Agreement for the performance of any obligation by any Party, or for the delivery of any instrument or notice as herein provided, should be a Saturday, Sunday or legal holiday, the compliance with such obligation or delivery shall be deemed acceptable on the next day which is not a Saturday, Sunday or legal holiday. As used herein, the term "legal holiday" means any state or federal holiday for which financial institutions or post offices are generally closed in the State of [****] for observance thereof.

Section 12.3 Further Assurances. Each of the Parties shall execute such further Conveyance Instruments and such other documents, instruments of transfer or assignment (including a real estate excise Tax affidavit) and do such other acts or things as may be reasonably required or desirable to carry out the intent of the Parties hereunder and the provisions of this Agreement and the transactions contemplated hereby.

Section 12.4 Assignment; Binding Effect. This Agreement shall not be assignable or otherwise transferable (i) by Purchaser without the prior written consent of Seller, and (ii) by Seller without the prior written consent of Purchaser; provided, however, that Purchaser may, by written notice to Seller given no later than [****] days prior to the Closing Date, assign all or any portion, of its rights and obligations under this Agreement including, without limitation rights to certain Timber, to no more than [****] Affiliates of Purchaser and no such assignment(s) shall relieve Purchaser of its obligations under this Agreement. Any attempt to assign this Agreement without the prior written consent required by this Section 12.4 shall be void. This Agreement shall be binding upon and inure to the benefit of the Parties and their respective successors and permitted assigns. Notwithstanding the foregoing, Seller or Purchaser shall have the right to cause the Closing to occur as part of a "like-kind" exchange pursuant to the provisions of Section 1031 of the Internal Revenue Code of 1986, as amended, and the regulations thereunder. Seller and Purchaser shall cooperate with the other Party in effecting a qualifying like-kind exchange and to execute such documents as are reasonably necessary to effect such like-kind exchange, provided that such exchange must occur using a qualified intermediary, must not require either Party to take title to any property other than the Property, must be at no cost or expense to the cooperating Party, and must not delay the date of Closing.

Section 12.5 Entire Agreement. This Agreement (including the Exhibits hereto), the Confidentiality Agreement and the other Transaction Documents constitute the entire agreement and understanding of the Parties and supersede any prior agreements or understandings, whether written or oral, among the Parties with respect to the subject matter hereof.

Section 12.6 Amendment; Waiver. This Agreement may not be amended or modified in any manner other than by an agreement in writing signed by all of the Parties or their respective successors or permitted assigns. No waiver under this Agreement shall be valid or binding unless set forth in a writing duly executed and delivered by each Party against whom enforcement of such waiver is sought. Neither the waiver by any of the Parties of a breach of or a default under any provision of this Agreement, nor the failure by any of the Parties, on one or more occasions, to enforce any provision of this Agreement or to exercise any right or privilege hereunder, shall be construed as a waiver of any other breach or default of a similar nature, or as a waiver of any of such provisions, rights or privileges hereunder.

Section 12.7 Confidentiality. Except as expressly permitted in Section 7.3 of this Agreement, each Party will hold, and will cause its officers, employees, accountants, counsel, financial advisors and other representatives and Affiliates to hold, any nonpublic information confidential in accordance with the terms of the Confidentiality Agreement, which is hereby incorporated herein by reference. In the event of any conflict between the terms of the Confidentiality Agreement and this Agreement, the terms and conditions of this Agreement shall govern and

control. Upon the Closing (if such Closing occurs), (i) the Confidentiality Agreement will terminate and expire as to any "Confidential Information" (as defined therein) to the extent such Confidential Information is included in the Personal Property and other records acquired by Purchaser under this Agreement, and (ii) any restrictions on the use or disclosure of any Confidential Information included in the Personal Property and other records shall no longer apply.

Section 12.8 No Third Party Beneficiaries. Nothing in this Agreement or any of the Ancillary Agreements, whether express or implied, is intended or shall be construed to confer upon or give to any Person, other than the Parties hereto, the Purchaser Indemnitees and the Seller Indemnitees (with respect to Article X), any right, remedy or other benefit under or by reason of this Agreement.

Section 12.9 Severability of Provisions. If any provision of this Agreement (including any phrase, sentence, clause, Section or subsection) is inoperative, invalid, illegal or unenforceable for any reason, all other provisions of this Agreement shall remain in full force and effect so long as the economic or legal substance of the transactions contemplated hereby is not affected in any manner materially adverse to any Party. Upon any such determination, the Parties shall negotiate in good faith to modify this Agreement so as to give effect to the original intent of the Parties as closely as possible in an acceptable manner to the end that transactions contemplated hereby are fulfilled to the extent possible.

Section 12.10 Governing Law. THIS AGREEMENT, THE ANCILLARY AGREEMENTS AND THE TRANSACTIONS CONTEMPLATED BY THIS AGREEMENT SHALL BE GOVERNED IN ALL RESPECTS, INCLUDING VALIDITY, CONSTRUCTION, INTERPRETATION AND EFFECT, BY THE LAWS OF THE STATE OF [****] (EXCEPT TO THE EXTENT THE LAWS OF THE STATE IN WHICH THE APPLICABLE PROPERTY LIES NECESSARILY GOVERNS), WITHOUT GIVING EFFECT TO ITS PRINCIPLES OR RULES OF CONFLICT OF LAWS TO THE EXTENT SUCH PRINCIPLES OR RULES WOULD REQUIRE OR PERMIT THE APPLICATION OF THE LAWS OF ANOTHER JURISDICTION. EACH OF THE

PARTIES HEREBY (I) IRREVOCABLY SUBMITS TO THE JURISDICTION OF THE COURTS OF THE STATE OF [***] (INCLUDING, WITHOUT LIMITATION, THE BUSINESS COURT OF THE [***] SUPERIOR COURT) AND THE FEDERAL COURTS OF THE UNITED STATES OF AMERICA IN AND FOR [***] FOR THE PURPOSE OF ANY ACTION OR PROCEEDING ARISING OUT OF THIS AGREEMENT OR ANY OF THE TRANSACTIONS CONTEMPLATED BY THIS AGREEMENT, (II) AGREES THAT IT WILL NOT ATTEMPT TO DENY OR DEFEAT SUCH PERSONAL JURISDICTION BY MOTION OR OTHER REQUEST FOR LEAVE FROM ANY SUCH COURT, AND (III) AGREES THAT IT WILL NOT BRING ANY ACTION RELATING TO THIS AGREEMENT, THE ANCILLARY AGREEMENTS OR THE TRANSACTIONS CONTEMPLATED BY THIS AGREEMENT IN ANY COURT OTHER THAN A [***] STATE COURT OR FEDERAL COURT IN AND FOR [***]. EACH OF THE PARTIES HEREBY CONSENTS TO AND GRANTS ANY SUCH COURT JURISDICTION OVER THE PERSON OF SUCH PARTY AND OVER THE SUBJECT MATTER OF ANY SUCH DISPUTE AND AGREES THAT MAILING OF PROCESS OR OTHER PAPERS IN CONNECTION WITH ANY SUCH ACTION OR PROCEEDING IN THE MANNER PROVIDED IN SECTION 12.1, OR IN SUCH OTHER MANNER AS MAY BE PERMITTED BY LAW, SHALL BE VALID AND SUFFICIENT SERVICE THEREOF ON SUCH PARTY.

EACH PARTY HEREBY ACKNOWLEDGES AND AGREES THAT ANY CONTROVERSY THAT MAY ARISE UNDER THIS AGREEMENT IS LIKELY TO

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INVOLVE COMPLICATED AND DIFFICULT ISSUES, AND THEREFORE SUCH PARTY HEREBY IRREVOCABLY AND UNCONDITIONALLY WAIVES ANY RIGHT SUCH PARTY MAY HAVE TO A TRIAL BY JURY IN RESPECT OF ANY LITIGATION DIRECTLY OR INDIRECTLY ARISING OUT OF OR RELATING TO THIS AGREEMENT, THE ANCILLARY AGREEMENTS OR THE TRANSACTIONS CONTEMPLATED BY THIS AGREEMENT, OR THE BREACH, TERMINATION OR VALIDITY OF THIS AGREEMENT, THE ANCILLARY AGREEMENTS OR THE TRANSACTIONS CONTEMPLATED BY THIS AGREEMENT. EACH PARTY HEREBY CERTIFIES AND ACKNOWLEDGES THAT (I) NO REPRESENTATIVE, AGENT OR ATTORNEY OF ANY OTHER PARTY HAS REPRESENTED, EXPRESSLY OR OTHERWISE, THAT SUCH OTHER PARTY WOULD NOT, IN THE EVENT OF LITIGATION, SEEK TO ENFORCE THE FOREGOING WAIVER, (II) SUCH PARTY UNDERSTANDS AND HAS CONSIDERED THE IMPLICATIONS OF THIS WAIVER, (III) SUCH PARTY MAKES THIS WAIVER VOLUNTARILY, AND (IV) SUCH PARTY HAS BEEN INDUCED TO ENTER INTO THIS AGREEMENT AND EACH OF THE ANCILLARY AGREEMENTS BY, AMONG OTHER THINGS, THE MUTUAL WAIVERS AND CERTIFICATIONS SET FORTH IN THIS SECTION.

Section 12.11 Counterparts. This Agreement may be signed in any number of counterparts, each of which shall be deemed an original and, when taken together, shall constitute one agreement. This Agreement, including any amendments thereto, may be executed and delivered by electronic (PDF) transmission, with the intention that such electronic signature and delivery shall have the same effect as an original signature and actual delivery. Further, the Parties agree that signatures by DocuSign, Sign-n-Send or other similar electronic signing software will be deemed to be originals.

Section 12.12 Captions. The captions and other headings contained in this Agreement as to the contents of particular articles, sections, paragraphs or other subdivisions contained herein are inserted for convenience of reference only and are in no way to be construed as part of this Agreement or as limitations on the scope of the particular articles, sections, paragraphs or other subdivisions to which they refer and shall not affect the interpretation or meaning of this Agreement. "Article," "Section," "Subsection," or "Exhibit" refers to such item of or attached to this Agreement.

Section 12.13 Construction. The Parties agree that "including" and other words or phrases of inclusion, if any, shall not be construed as terms of limitation, so that references to "included" matters shall be regarded as nonexclusive, non-characterizing illustrations and equivalent to the terms "including, but not limited to," and "including, without limitation." Each Party acknowledges that it has had the opportunity to be advised and represented by counsel in the negotiation, execution and delivery of this Agreement and accordingly agrees that if any ambiguity exists with respect to any provision of this Agreement, such provision shall not be construed against any Party solely because such Party or its representatives were the drafters of any such provision.

Section 12.14 Reimbursement of Legal Fees. In the event any legal proceeding should be brought to enforce the terms of this Agreement or for breach of any provision of this Agreement, the non-prevailing Party shall reimburse the prevailing Party for all reasonable costs and expenses incurred by the prevailing Party (including its attorneys' fees and disbursements). For purposes of the foregoing, (i) "prevailing Party" means (A) in the case of the Party initiating the enforcement of rights or remedies, that it recovered substantially all of its claims, and (B) in the case of the Party

defending against such enforcement, that it successfully defended substantially all of the claims made against it, and (ii) if no Party is a "prevailing Party" within the meaning of

the foregoing, then no Party will be entitled to recover its costs and expenses (including attorney's fees and disbursements) from any other Party.

Section 12.15 Intentionally Deleted.

Section 12.16 Recitals, Schedules and Exhibits. The recitals set forth above and Schedules and Exhibits attached hereto are incorporated herein as matters of contract.

Section 12.17 Texas Statutory Notices. Texas statutory notices are set forth on **Exhibit M** attached hereto and incorporated herein.

Section 12.18 Granting of New Easements.

(a) On or before Closing, Seller shall have the right to enter into and record certain access easements that will grant access (or reserve in favor of Seller, as appropriate) perpetual, non-exclusive easements over existing roads located on certain portions of the Property (collectively, the "New Easements"). To the extent affirmative action is necessary for Seller to acquire, grant or reserve the New Easements in favor of Seller or other owners whose timberlands are managed by [***]. Purchaser and its Affiliates shall cooperate with Seller in such efforts, including executing all documents pertaining to the New Easements as are reasonably requested by Seller. Notwithstanding anything to the contrary set forth herein, on or prior to Closing, Seller shall have the right to execute and record the New Easements in a form reasonably acceptable to Seller and Purchaser. To the extent reasonably requested by Purchaser prior to the Closing, the New Easements shall include reciprocal grants of easements to Purchaser for purposes of access to the Property over existing roads located on such other lands of Seller and its affiliates.

(b) Purchaser and Seller shall reasonably cooperate with each other, and their successors and assigns, for a period extending until [***] after Closing (the "Post-Closing Access Period") to identify access rights and/or portions of the real property owned by Seller or its affiliates or Purchaser or its affiliates as of the Effective Time which are reasonably necessary for either party to access portions of such party's land. During the Post-Closing Access Period, in the event that either party identifies such necessary access routes (a "Post-Closing Access Right"), the other party shall reasonably cooperate in good faith, including executing and delivering all reasonable easements (on terms substantially similar to those set forth in the New Easement), assignments and other documents at no cost to the requesting party, pertaining to the Post-Closing Access Right. This paragraph shall survive Closing for the benefit of Purchaser, Seller and their successors and assigns, but only for the Post-Closing Access Period.

ARTICLE XIII
DEFINITIONS

The terms set forth below when used in this Agreement shall have the following meanings:

"Accepted Title Objection" has the meaning specified in Section 1.6(a)(ii)(A).

"Actual Ongoing Harvest Volume" has the meaning specified in Section 1.8.

"Additional Identified Harvesting" has the meaning specified in Section 1.8.

"Adverse Environmental Condition" means, with respect to the Timberlands, the existence of any violation of any applicable Environmental Law by Seller at or on the

Timberlands existing as of the date hereof and as of the Closing Date, relating to (i) emissions, discharges, disseminations, releases or threatened releases of Hazardous Substances into air, surface water, ground water, soil, land surface or subsurface strata, buildings or facilities or (ii) otherwise arising out of, relating to, or resulting from the manufacture, processing, distribution, use, treatment, storage, disposal, transport or handling of Hazardous Substances by Seller at the Timberlands.

"Affiliate" of any Person means another Person which, directly or indirectly, controls, is controlled by, or is under common control with, the first Person.

"Agreement" has the meaning specified in the Preamble.

"Ancillary Agreements" has the meaning specified in Section 4.1.

"Applicable Indemnity Period" - has the meaning specified in Section 10.1

"Annual Reports" has the meaning specified in Section 5.10.

"Apportionments" has the meaning specified in Section 1.7.

"Assignment and Assumption of Real Property Leases" has the meaning specified in Section 2.2(a)(iii).

"Assignment and Assumption of Timberland Leases" has the meaning specified in Section 2.2(a)(v).

"Assumed Condemnations" has the meaning specified in Section 1.2(e).

"Assumed Contracts" has the meaning specified in Section 1.2(c).

"Assumed Liabilities" has the meaning specified in Section 1.3.

[****]

"Basket Amount" has the meaning specified in Section 10.4(b)(ii).

"Business Day" means any day other than a Saturday, Sunday or "legal holiday" as defined in Section 12.2.

"Cap Amount" has the meaning specified in Section 10.5(c)(ii).

"Casualty Loss" means any material physical damage to or loss of the timber on any portion of the Timberlands (except any timber which Seller has the right to remove pursuant to the Ongoing Harvest Operations) in excess of [****], as reasonably determined by Seller and Purchaser using the Value Table (in the case of Timber) by fire, windstorm, hurricane, earthquake, flood or other casualty, but not including any such damage or loss caused by insects or disease, occurring prior to the Effective Time. A Casualty Loss shall refer only to a single incident of casualty (e.g., a single fire, windstorm or hurricane) and separate incidents of casualty shall not be aggregated for the purpose of determining the [****] threshold set forth above.

"Claims" means, with respect to the Property, all claims, demands, investigations, causes of action, suits, defaults, assessments, litigation or other proceedings, including administrative

proceedings, third party actions, arbitral proceedings and proceedings by or before any Governmental Authority.

"Closing" has the meaning specified in Section 2.1.

"Closing Date" has the meaning specified in Section 2.1.

"Code" means the Internal Revenue Code of 1986, as amended, or any successor statute thereto.

"Commitment Letter" has the meaning specified in Section 6.7.

"Committee Consent" has the meaning specified in Section 9.3(a).

"Completed Title Commitment" means a Title Commitment together with a copy of each available recorded documentary exception referenced therein.

"Condemnation" means any condemnation proceeding filed or threatened in writing by any Governmental Authority or any exercise, by a Governmental Authority, of eminent domain powers (or notice of the exercise thereof) with respect to the Timberlands.

"Confidentiality Agreement" means the confidentiality agreement dated [****], between Seller and Purchaser.

"Consent Date" has the meaning specified in Section 9.3(a).

"Contract" means any agreement, lease, license, evidence of debt, mortgage, deed of trust, note, bond, indenture, security agreement, commitment, instrument, understanding or other contract, obligation or arrangement of any kind.

"Conveyance Instruments" means such deeds and/or other instruments necessary or appropriate under applicable Laws to convey to Purchaser fee simple title to the Owned Timberlands, with covenants of limited or special warranty as to title subject to the Permitted Exceptions.

"Data Room" has the meaning specified in Section 1.2(f).

"Deeds" has the meaning specified in Section 2.2(a)(iv).

"Deposit" has the meaning specified in Section 1.4.

"Designated Representatives" means the individuals identified on Exhibit L attached hereto.

"Dispute" has the meaning specified in Section 7.4(a).

"Effective Time" has the meaning specified in Section 2.1.

"Endangered Species" means any species which is listed, designated or otherwise considered "endangered" or "threatened" by (a) the Endangered Species Act of 1973 (16 U.S.C. Sec. 1531 et seq.), as amended, or (b) any applicable state statute or rules and the regulations promulgated thereunder.

"Environmental Laws" means any United States federal, state or local Laws and the regulations promulgated thereunder, in existence on the date hereof, relating to pollution or protection of the environment, including Laws relating to wetlands protection, Laws relating to reclamation of land and waterways and Laws relating to emissions, discharges, disseminations, releases or threatened releases of Hazardous Substances into the environment (including ambient air, surface water, ground water, soil, land surface or subsurface strata) or otherwise relating to the manufacture, processing, distribution, use, treatment, storage, disposal, transport or handling of Hazardous Substances, but excluding Laws related to threatened or endangered species or habitats, including the federal Endangered Species Act.

"ERISA" has the meaning specified in Section 6.10.

"Escrow Agreement" has the meaning specified in Section 1.4.

"Execution Date" means the date upon which both Seller and Purchaser have executed and delivered this Agreement.

"Existing Seedling Production Contract" has the meaning specified in Section 7.8.

"Final Period" has the meaning specified in Section 5.10.

"Forestry Consultant" means any forestry consultant independent of the Parties appointed by Seller and reasonably satisfactory to Purchaser to act as a consultant and/or arbitrator under the provisions of Section 1.6.

"Fundamental Reps" has the meaning specified in Section 10.5(c)(ii).

"General Assignment and Assumption" has the meaning specified in Section 2.2(a)(ii).

"Governmental Authority" means any federal, state, local or foreign government or any court or any administrative, regulatory or other governmental agency, commission or authority or any non-governmental self-regulatory agency, commission or authority.

"Hazardous Substances" means any chemical, compound, constituent, material, waste, contaminant (including petroleum, crude oil or any fraction thereof) or other substance, defined as hazardous or toxic, or otherwise regulated by any Environmental Laws including regulations promulgated thereunder as amended from time to time prior to the Effective Time: (i) the Comprehensive Environmental Response, Compensation and Liability Act (as amended by the Superfund Amendments and Reauthorization Act), 42 U.S.C. § 9601 *et seq.*; (ii) the Resource Conservation and Recovery Act of 1976, 42 U.S.C. § 6901 *et seq.*; (iii) the Hazardous Materials Transportation Act, 49 U.S.C. § 5101 *et seq.*; (iv) the Toxic Substances Control Act, 15 U.S.C. § 2601 *et seq.*; (v) the Clean Water Act, 33 U.S.C. § 1251 *et seq.*; (vi) the Clean Air Act, 42 U.S.C. § 7401 *et seq.*; and (vii) all Laws of the states in which the Timberlands are located that are based on, or substantially similar to, the federal statutes listed in parts (i) through (vi) of this subparagraph.

"Income Tax" or "Income Taxes" means all Taxes based upon, measured by, or calculated with respect to (i) gross or net income or gross or net receipts of profits (including any capital gains, minimum taxes and any Taxes on items of preference, but not including sales, use, goods and services, real or personal property transfer or other similar Taxes), (ii) net worth, capital or capital stock (including any franchise, business activity, doing business or occupation Taxes), (iii) multiple bases (including, but not limited to, franchise, doing business or occupation

Taxes) if one or more of the bases upon which such Tax may be based upon, measured by, or calculated with respect to, is described in (i) above, or (iv) withholding taxes measured by, or calculated with respect to, any payments or distributions (other than wages).

"Indemnified Party" has the meaning specified in Section 10.4(b)(i).

"Indemnifying Party" has the meaning specified in Section 10.4(b)(i).

"Indemnity Period" has the meaning specified in Section 10.1.

"Law" means any rule, regulation, statute, order, ordinance, guideline, code or other legally enforceable requirement, including common law, state and federal laws and laws of foreign jurisdictions.

"Leased Timberlands" has the meaning specified in Section 1.2(b).

"Lien" means any mortgage, lien, charge, pledge, hypothecation, assignment, deposit, arrangement, encumbrance, security interest, assessment, adverse claim, levy, preference or priority or other security agreement of any kind or nature whatsoever (whether voluntary or involuntary, affirmative or negative (but excluding all negative pledges), and whether imposed or created by operation of law or otherwise) in, on or with respect to, or pledge of, any Property, or any other interest in the Property, designed to secure the repayment of debt or any other obligation, whether arising by Contract, operation of law or otherwise.

"Loss" has the meaning specified in [Section 10.6\(b\)](#).

"Loss Basket" has the meaning specified in [Section 1.6\(b\)\(ii\)](#).

"Manager" has the meaning specified in [Section 8.4](#).

"Marketable Parcel" has the meaning specified in [Section 1.6\(a\)\(ii\)](#).

"Material Adverse Effect" means any event, occurrence, condition, fact or change that has or would likely have a material and adverse effect on the business, assets, properties, condition (financial or otherwise) or results of operations impacting the value of the Property taken as a whole; provided, however, that none of the following shall be taken into account in determining whether there has been a Material Adverse Effect: (i) the effects of changes that are generally applicable to the timber industry, the forest products industry and the pulp and paper industry and their respective markets, (ii) the effects of changes that are generally applicable to the United States economy or securities markets or the world economy or international securities markets, (iii) the effects resulting from acts of God, war or terrorism, (iv) the effects of changes in Law or interpretations thereof applicable to Seller, and (v) the effects resulting from actions taken pursuant to this Agreement or any Ancillary Agreement or which are primarily attributable to the announcement of this Agreement and the transactions contemplated hereby.

"Minimum Claim Amount" has the meaning specified in [Section 10.4\(b\)\(ii\)](#).

"Monetary Liens" has the meaning specified in [Section 1.6\(a\)\(i\)](#).

"New Easements" has the meaning specified in [Section 12.18\(a\)](#).

"Notice of Defense" has the meaning specified in [Section 10.5\(b\)\(i\)](#).

"One Year Indemnity Period" has the meaning specified in [Section 10.1](#).

"Ongoing Harvest Operations" has the meaning specified in [Section 1.8](#).

"Ongoing Harvest Reconciliation" has the meaning specified in [Section 1.8](#).

"Owned Timberlands" has the meaning specified in [Section 1.2\(a\)](#).

"Owners" has the meaning specified in [Section 5.10](#).

"Parties" means Seller and Purchaser, collectively. **"Party"** means Seller or Purchaser, individually.

"Party Executive" has the meaning specified in [Section 7.4\(a\)](#).

"Permitted Exceptions" has the meaning specified in [Section 1.5](#).

"Person" means an individual, partnership, limited partnership, corporation (including a business trust), limited liability company, joint stock company, trust, unincorporated association, joint venture or other entity, or a government or any political subdivision or agency thereof.

"Phase I Reports" has the meaning specified in [Section 1.6\(c\)](#).

"Phase II Report" means an investigation and written report conducted by an environmental professional that further evaluates a REC identified in a Phase I Report or other transaction screen process for the purpose of providing additional information regarding the nature and extent of environmental contamination associated with a REC.

"Post-Closing Access Period" has the meaning specified in [Section 12.18\(b\)](#).

"Post-Closing Access Rights" has the meaning specified in Section 12.18(b).

"Post-Closing Harvest Adjustment" has the meaning specified in Section 1.8.

"Prime Rate" means the prime rate of interest as published from time to time in the "Money Rates" table of *The Wall Street Journal*.

[****] has the meaning specified in the Background Statement.

"Projected Ongoing Harvest Volume" has the meaning specified in Section 1.8.

"Property" has the meaning specified in Section 1.2.

"Purchase Price" has the meaning specified in Section 1.4.

"Purchaser" has the meaning specified in the Preamble.

"Purchaser Indemnitees" has the meaning specified in Section 10.2.

"Real Property Leases" has the meaning specified in Section 1.2(d).

"REC" means the presence or likely presence of any Hazardous Substance on a property under conditions that indicates an existing release, a past release, or a material threat of a release of any Hazardous Substance into structures on the property or in the ground, groundwater or surface water of the property.

"Records" means the relevant records in the possession of Seller(expressly excluding any records publicly available, records which are confidential or proprietary, records with any information regarding the pricing of timber, timber harvest records, internal appraisals of the Property, other valuations or similar pricing or financial records or any document or item that Seller is contractually or otherwise bound to keep confidential), solely concerning all or any portion of the Property, including without limitation: stand histories and maps; GIS information, whether created by Seller or obtained from previous owners of the Timberlands, originals (or copies if an original is not available) of the Real Property Leases; copies of unrecorded mineral leases; maps, plats, drawings, and surveys; deeds; road maintenance plans; environmental reports; current property tax records; aerial photographs; planting records; timber inventory data and management maps; documents related to notices of violations or citations received by Seller in the preceding [****]; and any licenses, permits or other authorizations of governmental agencies in connection with all or any portion of the Timberlands (provided, however, that Seller may retain financial records related to income tax liability arising from ownership of the Timberlands), but expressly excluding any Records that are subject to the attorney-client privilege.

"Regulatory Law" means the Sherman Antitrust Act of 1890, as amended, the Clayton Antitrust Act of 1914, as amended, the HSR Act, the Federal Trade Commission Act of 1914, as amended, and all federal, state and foreign, if any, statutes, rules, regulations, orders, decrees, administrative and judicial doctrines and other Laws that are designed or intended to prohibit, restrict or regulate (i) foreign investment, (ii) foreign exchange or currency control or (iii) actions having the purpose or effect of monopolization or restraint of trade or lessening of competition.

"Reliance Letter" has the meaning specified in Section 1.6(c).

"SEC" means the Securities and Exchange Commission.

"Seedling Contract" has the meaning specified in Section 7.8.

"Seedling Obligation" has the meaning specified in Section 7.8.

"Seedling Supplier" has the meaning specified in Section 7.8.

"Seller" has the meaning specified in the preamble to this Agreement.

"Seller Indemnitees" has the meaning specified in Section 10.3.

"Seller's GIS Data" has the meaning specified in Section 1.2(a).

"Seller's Knowledge" means the actual, present knowledge of the Designated Representatives, and shall not be construed to impose upon the Designated Representatives any duty to investigate the matters to which such knowledge, or the absence thereof, pertains (other than to make inquiry of the property manager and asset manager responsible for the Property). There shall be no personal liability on the part of the Designated Representatives.

[****]

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"Tax" or "Taxes" means any federal, state, local, or foreign income, gross receipts, license, payroll, employment, excise, severance, stamp, occupation, premium, windfall profits, environmental, customs duties, capital stock, franchise, profits, withholding, social security (or similar, including FICA), unemployment, disability, real property, personal property, sales, use, transfer, registration, value added, alternative or add-on minimum, estimated, or other Tax of any kind whatsoever, including any interest, penalty, or addition thereto, whether disputed or not.

"Tax Return" means any return, report or similar statement (including the attached schedules) required to be filed with respect to Taxes, including any information return, claim for refund, amended return, or declaration of estimated Taxes.

"Termination Date" has the meaning specified in Section 11.1(b).

"Third Party Claim" has the meaning specified in Section 10.5(b)(i).

"Timber" has the meaning specified in Section 1.2(a).

"Timberland Leases" has the meaning specified in Section 1.2(b).

"Timberlands" means the Leased Timberlands together with the Owned Timberlands.

"Title Company" means First American Title Insurance Company.

"Title Objection" or "Title Objections" has the meaning specified in Section 1.6(a)(i).

"Title Objection Carveout" has the meaning specified in Section 1.6(a)(ii).

"Title Objection Carveout Value" has the meaning specified in Section 1.6(a)(ii).

"Title Objection Period" has the meaning specified in Section 1.6(a)(i).

"Title Policies" has the meaning specified in Section 8.3(a).

"Transaction Documents" means this Agreement and any exhibits or schedules thereto or other documents referred to therein, and the Ancillary Agreements.

"Transfer Taxes" has the meaning specified in Section 2.3.

"Treasury Regulations" means the treasury regulations (including temporary regulations) promulgated by the United States Department of Treasury with respect to the Code.

"Value Table" means the adjustment values with respect to the Purchase Price set forth on Exhibit G attached hereto.

[Signatures begin on the following page]

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IN WITNESS WHEREOF, each of the Parties has caused this Agreement to be signed by an officer thereunto duly authorized, all as of the date first written above.

SELLER:

JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.), a Michigan corporation

By: **MANULIFE INVESTMENT MANAGEMENT TIMBERLAND AND AGRICULTURE INC**, its Advisor

[****]

JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.), a Michigan corporation, for and to the extent of its Separate Account No. 112

By: **MANULIFE INVESTMENT MANAGEMENT TIMBERLAND AND AGRICULTURE INC**, its Advisor

[****]

[Signatures continue on next page]

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IN WITNESS WHEREOF, each of the Parties has caused this Agreement to be signed by an officer thereunto duly authorized, all as of the date first written above.

PURCHASER

RAYONIER OPERATING COMPANY, LLC

[****]

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DEED dated July 1, 2021

PARTIES

- A. **RAYONIER CANTERBURY LLC**, a limited liability company incorporated in Delaware having its registered office at 1 Rayonier Way, Wildlight, FL 32097 (**RCL**);
- B. **WAIMARIE FORESTS PTY LIMITED** a limited liability company incorporated in Australia having its registered office at c/- Grant Thornton, Level 17, 383 Kent Street, Sydney NSW 2000, Australia (**WFL**);
- C. **MATARIKI FORESTRY GROUP**, an unlimited liability company incorporated in New Zealand having its registered office at level 5, 32 – 34 Mahuhu Crescent, Auckland 1010, New Zealand (**MFG**);
- D. **MATARIKI FORESTS**, an unlimited liability company incorporated in New Zealand having its registered office at level 5, 32 – 34 Mahuhu Crescent, Auckland 1010, New Zealand (**MF**); and
- E. **PHAUNOS TIMBER LIMITED** a limited liability company incorporated in Guernsey having its registered office at c/- JTC Fund Solutions (Guernsey) Limited, Ground Floor, Dorey Court Admiral Park, St Peter Port, Guernsey GY1 2HT (**Phaunos**).

INTRODUCTION

The parties wish to amend the Shareholder Agreement in relation to Matariki Forestry Group and Matariki Forests (originally entered into on 15 July 2005, amended and restated on each of 29 September 2005, 24 April 2006, 10 January 2008, 19 February 2010, 22 April 2014, 8 December 2015 and 31 March 2016) (**Shareholder Agreement**) on the terms set out in this deed.

COVENANTS

1. **Amendment and Restatement:** With effect from the date of this deed:
 - (a) the Shareholders Agreement is amended and restated in the form set out in the schedule to this deed (**Amended Form**); and
 - (b) references in the Shareholders Agreement to 'this agreement' shall be references to the Shareholders Agreement as amended and restated by this deed.
2. **Counterparts:** This deed may be executed in any number of counterparts (including facsimile copies) and provided that every party has executed a counterpart, the counterparts together shall constitute a binding and enforceable deed.

3. **Further assurance:** Each party shall make all applications, execute all documents and do all acts and things necessary to implement and to carry out its obligations under this deed.
4. **Amendment:** No amendment to this deed will be effective unless it is in writing and signed by each party.
5. **Assignment:** No party will assign or otherwise transfer any of its rights or obligations under this deed to any other person.

6. **Governing law:** This deed is governed by and is to be construed in accordance with New Zealand law.

SIGNED by RAYONIER CANTERBURY LLC by:

/s/ David L. Nunes

Signature of officer

David L. Nunes, President

/s/ Douglas M. Long

Signature of officer

Douglas M. Long, Senior Vice President

SIGNED BY WAIMARIE FORESTS PTY LIMITED by:

/s/ Duncan MacLeod

Signature of director

Duncan MacLeod, Director

/s/ Philip Cory-Wright

Signature of director

Philip Cory-Wright, Director

SIGNED by MATARIKI FORESTRY GROUP by:

/s/ David L. Nunes

Signature of director

David L. Nunes, Director

/s/ Philip Cory-Wright

Signature of director

Philip Cory-Wright, Director

SIGNED by MATARIKI FORESTS by:

/s/ David Nunes

Signature of director

David L. Nunes, Director

/s/ Philip Cory-Wright

Signature of director

Philip Cory-Wright, Director

Matariki Forestry and Matariki Forests Shareholder Agreement Page 3

SIGNED by PHAUNOS TIMBER LIMITED by:

/s/ Manh Duy Van Cao

Signature of director

Manh "Vince" Duy Van Cao, Director

/s/ Ian Burns

Signature of director

Ian Burns, Director

SCHEDULE

**AMENDED FORM OF SHAREHOLDERS AGREEMENT
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This AGREEMENT was originally entered into on 15 July 2005, amended and restated on each of 29 September 2005, 24 April 2006, 10 January 2008, 19 February 2010, 22 April 2014, 8 December 2015, 31 March 2016 and July 1, 2021.

PARTIES

1. RAYONIER CANTERBURY LLC, a limited liability company incorporated in Delaware having its registered office at 1 Rayonier Way, Wildlight, FL 32097 (RCL);
2. WAIMARIE FORESTS PTY LIMITED, a limited liability company incorporated in Australia having its registered address at c/- Grant Thornton, Level 17, 383 Kent Street, Sydney NSW 2000, Australia (WFL);
3. MATARIKI FORESTRY GROUP, an unlimited liability company incorporated in New Zealand having its registered office at Level 5, 32-34 Mahuhu Crescent, Auckland, New Zealand (MFG);
4. MATARIKI FORESTS, an unlimited liability company incorporated in New Zealand having its registered office at Level 5, 32-34 Mahuhu Crescent, Auckland, New Zealand (MF); and
5. PHAUNOS TIMBER LIMITED a limited liability company incorporated in Guernsey having its registered office c/- JTC Fund Solutions (Guernsey) Limited, Ground Floor, Dorey Court Admiral Park, St Peter Port, Guernsey Guernsey GY1 2HT

BACKGROUND

- A. RCL and WFL are the shareholders of MFG. MFG is the holding company for the Matariki forestry group of companies. MF, a wholly owned subsidiary of MFG, holds the assets comprising the Matariki forest estate (Matariki Estate). Rayonier Inc has invested in MFG through RCL, its wholly owned subsidiary. Phaunos has invested in MFG through its wholly owned subsidiary, WFL.
- B. In August 2018, Stafford Capital Partners Limited gained control of Phaunos through the acquisition of the shares of Phaunos by the Stafford management timber fund, Stafford International Timberland VIII Fund.

C. The parties wish to enter into this shareholder agreement to record their respective rights and obligations in relation to MFG and MF.

D. The parties acknowledge they are entering into this agreement to jointly, collaboratively, and cooperatively work together to hold and grow their joint investment in the New Zealand forestry assets ("Joint Venture"), and that the terms of this agreement are for the purposes of that Joint Venture, and are reasonably necessary for, the implementation and viable operation of the Joint Venture.

THIS AGREEMENT RECORDS THAT:

1. DEFINITIONS AND INTERPRETATION

1.1 **Definitions:** In this agreement, unless the context indicates otherwise:

Acceptance Notice has the meaning given to that term in clause 3.13;

Acquisition Notice has the meaning given to that term in clause 3.12;

Acquisition Price has the meaning given to that term in clause 3.12;

Acquisitions Approval Cap has the meaning given to that term in clause 6.1 of Schedule Two;

Appointing Party has the meaning given to that term in clause 1.1 of Schedule Two;

Arbitration Act means the Arbitration Act 1996 (New Zealand);

Board has the meaning given to that term in clause 1.1 of Schedule Two;

BusinessDay means any day (other than a Saturday or Sunday) when banks in Auckland, New Zealand are open for the transaction of normal business;

Cash Boot has the meaning given to that term in clause 3.8(d)(iii);

Class means a class of Shares having attached to them identical rights, privileges, limitations and conditions;

Control or Controlled means the possession, directly or indirectly, of the power to direct or cause the direction of the management or policies of such person, whether through the ownership of voting securities, by agreement or otherwise, and includes the following:

(a) direct or indirect ownership of more than 50% of the voting rights of such person; or

(b) the right to appoint the majority of the members of the board of directors of such person (or similar governing body) or to manage the assets of such person on a discretionary basis,

and, for the avoidance of doubt, a general partner is deemed to Control a limited partnership of which it is the general partner and a fund advised or managed directly or indirectly by a person will also be deemed to be Controlled by such person;

Companies Act means the Companies Act 1993 (New Zealand);

Company means MFG, MF or any other subsidiary of MFG, as the case may be;

Consultant means Rayonier TRS Holdings Inc. in its capacity as consultant to MFG under a Consultancy Agreement dated on or about 20 December 2013, or any other consultant MFG may appoint from time to time in connection with managing the Matariki Estate;

Debt Commitment means, in relation to an MFG Shareholder, the Commitment held by that MFG Shareholder (or a Related Person of that MFG Shareholder) under, and as defined in, the Investor Loan Facility;

Defaulting MFG Shareholder has the meaning set out in clause 9.1;

Direct Subsidiary has the meaning given to it in clause 1.1 of Schedule Two;

Disclosing Party has the meaning given to that term in clause 13.7;

Dispute has the meaning given to that term in clause 10.1;

Dispute Resolution Meeting has the meaning given to that term in clause 10.1;

Event of Default has the meaning given to that term in clause 9.1;

Exiting Shareholder has the meaning given to that term in clause 3.8 (and includes any nominee of the Exiting Shareholder, where the context requires).

GST means goods and services tax chargeable, or to which a person may be liable, under the GST Act;

GST Act means the Goods and Services Tax Act 1985;

Independent Valuers has the meaning given to that term in clause 12.1(a);

Investor Loan Facility means the investor loan facility agreement relating to loans made to MF dated September 4, 2020;

Management Agreement has the meaning given to that term in clause 8.1;

Matariki Estate has the meaning given to that term in the background to this agreement;

MF Constitution means the constitution of MF, as amended from time to time;

MFG Board means the board of directors of MFG for the time being;

MFG Constitution means the constitution of MFG, as amended from time to time;

MFG Fair Value means the amount determined as the MFG Fair Value in accordance with clause 12.1;

MFG Ordinary Shares meansthe ordinary shares in the capital of MFG on issue from time to time;

MFG Shareholder means a holder of Shares from time to time;

MFG Shareholder Sister Company means, in relation to an MFG Shareholder, an entity that is:

- (a) Controlled (directly or indirectly) by the same parent companies as that MFG Shareholder;
- (b) a wholly owned subsidiary of that MFG Shareholder;
- (c) in respect of WFL, in addition to (a) and (b) above, any investment fund Controlled by Stafford;

MFT has the meaning given to that term in clause 1.1 of Schedule Two;

Negotiation Period Expiry Date has the meaning given to that term in clause 3.6;

New Equity Securities has the meaning given to that term in clause 4.3;

Non-selling Shareholder has the meaning given to that term in clause 3.4;

Non-defaulting MFG Shareholder has the meaning given to that term in clause9.2(a);

Non-disclosing Parties has the meaning given to that term in clause 13.7;

Opportunity has the meaning given to that term in clause 8.2(b);

Partition has the meaning given to that term in clause 3.8;

Partition Plan has the meaning given to that term in clause 3.8(a);

Related Person in relation to any MFG Shareholder, means:

- (a) any person that is a "related company" of that MFG Shareholder (read as that term is defined in section 2(3) of the Companies Act as if the word company used in that section means a body corporate, incorporated anywhere); or

- (b) any person which, directly or indirectly, Controls, is Controlled by, or is under common Control with such MFG Shareholder; or
- (c) a MFG Shareholder Sister Company of that MFG Shareholder,

but excludes MFG and its subsidiaries.

Relevant Proportion, in respect of an MFG Shareholder, means the percentage of the total interest that MFG Shareholderholds (directly or indirectly) in MFG from time to time as set out in part A of Schedule One (updated from time to time in accordance with clause 5.4);

RNZ has the meaning given in clause 3.8(a);

Sale Interest has the meaning given to that term in clause 3.4;

Sale Interest Fair Value, in respect of a Sale Interest, means an amount equal to the MFG Fair Value multiplied by the Sale Interest Proportion.

Sale Interest Proportion, in respect of a Sale Interest, means an amount equal to the percentage that the number of Shares included in the Sale Interest bears to the total number of Shares in MFG.

Sale Notice has the meaning given to that term in clause 3.4;

Share means any share in MFG, of whatever Class;

Shareholder has the meaning given to that term in clause 1.1 of Schedule Two;

Selling Shareholder has the meaning given to that term in clause 3.4;

Stafford means Stafford Capital Partners Limited, a company registered in England whose registered office is at Fourth Floor, 24 Old Bond Street, London W1S 4AW, England and any of its Related Persons.

Stapled Proportion has the meaning given to that term in clause 4.1;

Target has the meaning given to that term in clause 8.2(b); and

Transferring MFG Shareholder has the meaning given to that term in clause 3.3.

1.2 Interpretation: In this agreement, unless the context indicates otherwise, a reference to:

- (a) a **subsidiary or holding company** shall be construed in accordance with section 5 of the Companies Act;
- (b) the singular includes the plural and vice versa;

Matariki Forestry and Matariki Forests Shareholder Agreement Page 9

- (c) a statutory provision includes a reference to:
 - (i) the statutory provision as modified or re-enacted or both from time to time (whether before or after the date of this agreement); and
 - (ii) any subordinate legislation made under the statutory provision (whether before or after the date of this agreement);
- (d) person(s) includes a reference to any body corporate, unincorporated association or partnership;
- (e) a person includes a reference to that person's legal personal representatives or successors;
- (f) a clause or schedule, unless the context otherwise requires, is a reference to a clause or schedule to this agreement;
- (g) \$ is to New Zealand dollars, unless otherwise specified;
- (h) a matter required to be approved, resolved or consented to by a **supermajority** of the Board requires an affirmative vote by at least 80% of the votes to be cast by the Board.

1.3 Schedules: The schedules form part of this agreement and shall have the same force and effect as if set out in the body of this agreement, and references to this agreement include the schedules.

1.4 Headings: The headings in this agreement shall not affect the interpretation of this agreement.

2. GOVERNANCE

MFG shall be governed in accordance with the provisions set out in Schedule Two, and otherwise in accordance with the MFG Constitution.

3. DEALING IN SHARES IN MFG

3.1 Grant of security, etc: No MFG Shareholder shall, except with the prior written consent of the other MFG Shareholder, such consent not to be unreasonably withheld or delayed:

- (a) pledge, mortgage, charge or otherwise encumber any Share or any interest in any Share;

Matariki Forestry and Matariki Forests Shareholder Agreement Page 10

- (b) grant an option over any Share, or any interest in any Share; or

- (c) enter into any agreement in respect of the votes attached to any Share.

3.2 Pre-emptive rights: Subject to relevant exceptions in this clause 3, Shares may only be transferred in accordance with clauses 3.3 to 3.16.

3.3 Permitted Transfers Provided that clause 5.1 is complied with, any MFG Shareholder (**Transferring MFG Shareholder**) may transfer some or all of its Shares to a Related Person (**Permitted Transferee**), and the provisions of clauses 3.3 to 3.16 shall not apply to such transfer, provided where the transferee ceases to be a Permitted Transferee, the transferee shall, and the Transferring MFG Shareholder shall procure that, the transferee forthwith transfers back all those Shares so transferred to the Transferring MFG Shareholder (or another Permitted Transferee). In the event that a Transferring MFG Shareholder transfers some but not all of its Shares to a Permitted Transferee, such Transferring MFG Shareholder and the Permitted Transferee shall appoint one representative with authority to represent both the Transferring MFG Shareholder and the Permitted Transferee in relation to this agreement and this agreement will be interpreted mutatis mutandis as if the Permitted Transferee and the Transferring Shareholder were one and the same MFG Shareholder.

3.4 Sale Notice: In order for any MFG Shareholder (**Selling Shareholder**) to sell, transfer or otherwise dispose of the legal or beneficial ownership of, or the control of, any of its Shares (other than to a Permitted Transferee pursuant to clause 3.3), the Selling Shareholder shall first give notice (**Sale Notice**) to MFG and the other MFG Shareholder (**Non-selling Shareholder**) specifying the total number of Shares it wishes to sell (being a corresponding proportion of each Class if there is more than one Class), and the corresponding proportion of its Debt Commitment that it is required to transfer with the relevant Shares pursuant to clause 5.2 and 5.3 (**Sale Interest**). The minimum number of Shares that may be specified in a Sale Notice shall be at least 25% of the Shares (unless the Selling Shareholder holds fewer than 25% of the Shares, in which case the number of Shares that shall be specified in a Sale Notice is the total number of Shares held by the Selling Shareholder).

3.5 Valuation of Sale Interest: As soon as practicable after the date of the Sale Notice, the MFG Shareholders shall procure that the MFG Fair Value is updated pursuant to clause 12.1 at the cost of the Selling Shareholder, with a view to determining the Sale Interest Fair Value. In determining the Sale Interest Fair Value, no premium shall be applied for a majority shareholding and no discount shall be applied for a minority

shareholding and no value will be attributed to the company names or intellectual property.

3.6 Negotiation Period: During the period from the date of receipt of the Sale Notice by the Non-selling Shareholder to the Negotiation Period Expiry Date (defined below), the parties will engage with each other with a view to considering whether there are acceptable terms (including as to price) on which the Selling Shareholder will sell, and the Non-selling Shareholder will acquire, the Sale Interest. The **Negotiation Period Expiry Date** is six months after the date of receipt of the Sale Notice.

3.7 Failure to Agree Terms: If sale terms for the Sale Interest are not agreed between the Selling Shareholder and the Non-selling Shareholder prior to the Negotiation Period Expiry Date and:

(a) the Shares held by the Selling Shareholder, excluding those the subject of the Sale Notice are 25% or more of the Shares on issue and the Selling Shareholder has elected that the provisions of clause 3.8 will not apply with respect to the sale, then clauses 3.12 to 3.16 will apply with respect to the sale of that Sale Interest; or

(b) if the circumstances in clause 3.7(a) do not apply, the Selling Shareholder may within 10 Business Days after the Negotiation Period Expiry Date, by notice in writing to the Non-Selling Shareholder, invoke the provisions of clause 3.8.

3.8 Partition process: If this clause applies, the MFG Shareholders will undertake a partition process whereby the MFG Shareholder (or its nominee) holding the lowest number of Shares (the **Exiting Shareholder**) will exchange its interest in MFG for a business unit partitioned from the assets of MFG and its wholly-owned subsidiaries having a value broadly similar to its shareholding (with any value difference accounted for by a Cash Boot) in accordance with the principles set out in Schedule Four, Schedule Five and the following provisions (**Partition**): A worked example of a Partition is attached at Schedule Six.

(a) **Develop Partition Plan:** The MFG Shareholders will procure that Rayonier New Zealand Limited (**RNZ**) develops one partition plan (**Partition Plan**) pursuant to which the land and forestry assets of MFG and its wholly-owned subsidiaries (the **Matariki Business**) could be divided into a number of standalone business units (each a **Parcel**) (excluding, for the purpose of the division, any assets, debt or liabilities not relating to and partitionable with the relevant land and forestry assets) (**Other Assets and Liabilities**), each of which Parcel has a value prior to the Partition which is, by reference to the aggregate value of the Parcels, +/- 3% of the Relevant Proportion of the Exiting

Shareholder (for example, if the Exiting Shareholder holds 23% of the Shares, the plan would divide the assets into either 4 or 5 Parcels valued between 20% and 26% each), provided that the aggregate value of the Parcels shall equal (so far as is reasonably practicable) the pre-partition value of the Matariki Business. RNZ will be instructed to develop the Partition Plan within 60 Business Days of this clause 3.8 being invoked, or as soon as practicable thereafter.

(b) **Negotiation:** RNZ will present the Partition Plan to the MFG Shareholders along with a valuation of each Parcel prepared by the Independent Valuers, and an estimate (to the extent able to be determined at that time) of the Other Assets and Liabilities and the Cash Boot that would be payable in respect of that Parcel in the event that that Parcel was Partitioned. During the period from the date of presentation of the Partition Plan until the date which is 60 Business Days after that date, the MFG Shareholders will negotiate with each other and endeavour to reach agreement on which of the Parcels should be Partitioned and transferred to the Exiting Shareholder.

(c) **Determination by lot:** If the MFG Shareholders are unable to reach agreement on the Parcel within the negotiation period referred to in (b), a Parcel will be randomly selected by lot under the direction and supervision of MFG's auditors and legal advisers (acting together with a view to ensuring

an impartial process), which will then be the Parcel for the Exiting Shareholder. In the absence of manifest error, the determination will be final, binding and irrevocable.

(d) **Implementation:** The MFG Shareholders will give effect to the partitioning of the relevant Parcel (agreed or determined under (b) or (c) above) such that, upon implementation:

- (i) the Exiting Shareholder (or its nominee) becomes the holder of the business and assets of the relevant Parcel, and ceases to hold any Shares (with the other MFG Shareholder(s) becoming the holder of all of the Shares, and MFG and its subsidiaries continuing to hold all of the other Parcels and all Other Assets and Liabilities);
- (ii) the Exiting Shareholder and its Related Persons cease to hold any Debt Commitment owed by MFG or its subsidiaries; and
- (iii) the Exiting Shareholder will pay to the other MFG Shareholder, or the other MFG Shareholder will pay to the Exiting Shareholder (as the case may be), such cash payment determined by the Independent Valuers (**Cash Boot**) if any as may be necessary to ensure that after the Partition the Non-selling Shareholder holds net assets with a value equal to the

Non-selling Shareholder's Relevant Proportion multiplied by the MFG Fair Value immediately prior to the Partition, and the Non-Selling Shareholder and its Related Persons are otherwise in no better and no worse position than they would have been in had no Partition occurred or had the Exiting Shareholder sold their Shares pursuant to clause 3.4 and clause 3.5, after taking into account without limitation the following matters:

- (A) any difference between the value of the partitioned Parcel acquired by the Exiting Shareholder and the Exiting Shareholder's Relevant Proportion of the MFG Fair Value immediately prior to the Partition, as determined by the Independent Valuers taking into account any increase in the after-tax discounted cash flow value of the partitioned Parcel received by the Exiting Shareholder attributable to an increase in the cost base of such partitioned Parcel;
- (B) the transaction costs of implementing the Partition, including:
 - (i) any tax liability (including the tax effect of loss of relief) incurred by MFG (or its subsidiaries) as a result of the Partition;
 - (ii) any other tax consequences for the Non-Selling Shareholder or a Related Person of the Non-Selling Shareholder (and MFG and its subsidiaries, if the Non-selling Shareholder is not the Exiting Shareholder) of the Partition or of the payment or receipt of the Cash Boot.

The MFG Shareholders each acknowledge that the provisions of this clause 3.8 will not adequately detail all the possible consequences and decisions which will be required to achieve a fair implementation of any Partition Plan and agree to act in good faith in respect of decisions which must be made should the Partition Plan be implemented and with the overriding aim of ensuring that the result of the Partition Plan should be the sharing of the net value of MFG (whether of the Shares or the assets and liabilities) in the Relevant Proportions.

3.9 Consents and approvals: If giving effect to the Partition Plan requires any party to obtain any regulatory consents or approvals (including from the Overseas Investment Office), each MFG Shareholder shall use their reasonable endeavours, with all due speed and diligence, to obtain all such necessary regulatory consents and approvals. In using their reasonable endeavours, in relation to obtaining consent from the Overseas Investment Office (if applicable), the Exiting Shareholder (and if relevant, the other MFG Shareholder) will accept and not resist any of the standard conditions of consent for transactions of that nature

applied, from time to time, to consents by the Overseas Investment Office. If such consents are not obtained within 9 months of the date the Parcel is agreed or determined, then any MFG Shareholder may give notice requiring the other to meet to discuss an appropriate way forward. In the event that no agreement as to a way forward is reached, clause 3.12 will apply with respect to the original Sale Interest, provided that if the Non-Selling Shareholder gives an Acquisition Notice specifying an Acquisition Price that is no less than the MFG Fair Value of the Relevant Proportion for the Sale Interest (applying the MFG Fair Value updated on or about the time in which that notice is given), the Exiting Shareholder will be deemed to have given an Acceptance Notice of that offer pursuant to clause 3.13.

3.10 Giving effect to Partition Plan: Each party will take all such steps reasonably necessary to give effect to the Partition Plan, including the transfer (or acquisition by MFG) of Shares, pursuant to clause 3.8 (including voting Shares, procuring that the MFG Board approve the Partition Plan, and signing any documentation), payment of the Cash Boot, and signing all resolutions and providing all necessary consents as MFG Shareholders required to give effect to the partition plan. MFG will be deemed to warrant to the Exiting Shareholder (or the other MFG Shareholder, if applicable) that it will transfer the relevant assets under the applicable Parcel with good title and free from any security interests. The Exiting Shareholder (or the other MFG Shareholder, if applicable) is deemed to warrant to the acquirer of its Shares that it will transfer the Shares with good title and free from any security interests.

3.11 Role of RNZ:

(a) **Acknowledgement:** Each of the parties acknowledges that RNZ has a key role in making determinations related to the Partition Plan and the Parcels pursuant to this clause 3 and has been selected by both MFG Shareholders who have agreed that it should perform that role given its knowledge and involvement in relation to the Matariki group of companies and their assets (notwithstanding that RNZ is a Related Person of RCL). The parties acknowledge that RNZ's role is to satisfy the objectives of the Partition provisions as set out in this agreement in a fair manner. The parties also acknowledge that the role is particularly sensitive and the importance of RNZ appearing to be fair-minded and transparent in their dealings with the MFG Shareholders in relation to the Partition while also acknowledging that the partition process was intentionally designed to (among other things) have valuations of the Parcels prepared by Independent Valuers and include a process to select the relevant Parcel by lot to account for the fact that RNZ is a Related Person of RCL.

(b) **No claims:** Each of the parties agrees and covenants that other than in the event of fraud or dishonesty on the part of RNZ (which shall include, for the avoidance of doubt, by any representative of RNZ), it will not, and its Related Persons will not, make any claim of any nature whatsoever against RNZ, its directors, employees, agents advisors or Related Persons, or RCL ("RNZ Persons") for any of the conduct, actions, determinations or otherwise contemplated to be performed or determined by RNZ pursuant to this clause 3.

(c) **Release and indemnity:** In relation to any matter arising from or in connection with any breach or non-fulfilment of the obligations and covenants in clause 3.11(b) by a party (the "Indemnifying Party") or their Related Persons, that Indemnifying Party releases and indemnifies the RNZ Persons and will keep each of the RNZ Persons released and indemnified (on an after tax basis, after taking into account the tax consequences for the RNZ Person of the loss and of any indemnity payment) from and against all losses, damages, costs (including for the purposes of the indemnity legal costs on a solicitor and own-client basis), expenses or liability suffered or incurred by that RNZ Person and against all claims, proceedings and demands made against that RNZ Person provided that this release and indemnity shall not apply in the event of fraud or dishonesty on the part of RNZ and/or any representative of RNZ.

3.12 Acquisition Notice, First Offer: If this clause applies, the Non-selling Shareholder may, not later than 40 (forty) Business Days after the date that the Non-selling Shareholder becomes entitled to exercise the rights under this clause, give irrevocable notice to the Selling Shareholder (Acquisition Notice) offering to acquire the Sale Interest and specifying the cash price being offered for the Sale Interest (Acquisition Price).

3.13 Acceptance of Acquisition Notice: The Selling Shareholder may, not later than 20 Business Days after the date of the Acquisition Notice, give irrevocable notice to the Non-selling Shareholder (**Acceptance Notice**) accepting the offer contained in the Acquisition Notice in which case the Selling Shareholder will be bound to sell, and the Non-selling Shareholder will be bound to acquire, the Sale Interest at the Acquisition Price and, unless the Selling Shareholder and the Non-selling Shareholder agree otherwise, on the terms and conditions set out below:

(a) the sale shall be conditional on the parties obtaining all necessary regulatory consents and approvals to the sale and purchase of the Sale Interest. If the sale is conditional as contemplated in this paragraph (a), the Selling Shareholder and the Non-selling Shareholder shall use their reasonable endeavours, with all due speed and diligence, to obtain all necessary consents and approvals;

(b) the sale shall be settled on the date 10 Business Days after the date of the Acceptance Notice, or if the sale is conditional as contemplated by clause (a), 10 Business Days after the last of the relevant consents is obtained;

(c) the Selling Shareholder shall transfer to the Non-selling Shareholder good title to the Sale Interest free of any charge or encumbrance (other than any charge or encumbrance to which the Non-selling Shareholder gives its prior approval in writing);

(d) on settlement of the purchase of the Sale Interest, the Non-selling Shareholder shall pay the purchase price to the Selling Shareholder in cleared funds, and the Selling Shareholder shall deliver to the Non-Selling Shareholder a transfer of the Sale Interest, in a form reasonably acceptable to the both parties;

(e) the parties shall take all necessary steps to procure the MFG Board to cause the Non-Selling Shareholder to be registered as holder of the Sale Interest; and

(f) if the Sale interest comprises all of the Selling Shareholder's interest in MFG, the Selling Shareholder will, upon settlement of the purchase of the Sale Interest, procure the removal of any Director appointed by it.

3.14 Options to sell: If:

(a) the Non-selling Shareholder does not give an Acquisition Notice by the deadline set out in clause 3.12; or

(b) the Selling Shareholder does not give an Acceptance Notice by the deadline set out in clause 3.13; or

(c) any conditions referred to in clause 3.13(a) are not satisfied within 6 months, or if any statutory consents or approvals are required, 12 months, of the date of the Acceptance Notice,

then the Selling Shareholder may sell the Sale Interest to any other person provided that, unless the Non-selling Shareholder consents in writing:

(d) the entire Sale Interest shall be sold to that person;

(e) the consideration for the sale (which the Non-selling Shareholder shall be entitled to have independently verified and, if non-cash, valued) shall be no less than the Acquisition Price;

(f) the sale shall be on the terms and conditions which are not in the aggregate more advantageous to the purchaser than those offered by the

Non-selling Shareholder, provided that the terms and conditions shall not be construed as being more advantageous solely because those terms contain arm's length warranties and other arm's length purchaser protections usual for a transaction of the nature contemplated; and

(g) the sale shall be completed within 6 months of the date of the Selling Shareholder being entitled to sell the Sale Interest pursuant to this clause 3.14 (unless any statutory consents or approvals are required, in which case the sale shall be completed within 12 months of that date).

3.15 Assistance: MFG and the Non-selling Shareholder shall (and MFG shall procure that RNZ and the Consultant will), at the cost of the Selling Shareholder, provide such assistance as may be reasonably required by the Selling Shareholder for the purposes of enabling the Selling Shareholder to solicit offers for the Sale Interest, including allowing prospective purchasers to undertake due diligence, provided that any such prospective purchasers have entered into confidentiality agreements or deeds in a form that is consistent with what is customary for a transaction of that nature and reasonably acceptable to the Non-selling Shareholder providing that the relevant information must be kept confidential.

3.16 Clause to apply again: If the Selling Shareholder proposes to sell, transfer, or otherwise dispose of the Sale Interest outside the period referred to in clause 3.14(g), then clauses 3.3 to 3.15 will again apply, with any necessary modifications.

3.17 Change of control:

(a) Subject to subclause (b) below, if there is a change in the Control of Phaunos or any change of Control of WFL or any entity within the chain of ownership from Phaunos to WFL and the other MFG Shareholder(s) do not provide their prior written consent to that change of Control (in their sole discretion) then WFL will immediately give a Sale Notice in accordance with clause 3.4 and clauses 3.4 to 3.16 would apply (as applicable), except that if clause 3.7(b) applies, WFL must give notice to invoke the provisions of clause 3.8. If WFL fails to give that Sale Notice and/or the notice invoking clause 3.8 then any other MFG Shareholder(s) may do so on WFL's behalf.

(b) Subclause (a) above will apply to a direct change of Control of Phaunos and any entity in the chain of ownership between Phaunos and WFL, but sub-clause (a) will not apply to any issue or acquisition of equity interests in Stafford or its relevant parent entities, whether or not a change of Control. For the avoidance of doubt, the holding by WFL of Shares in

MFG shall be unaffected by any change in the shareholdings of Stafford or its relevant parent entities.

4. ISSUE OF SHARES IN MFG

4.1 Stapled Proportions: The MFG Board shall ensure that:

- (a) RCL holds an equal proportion of Shares to the proportion of its Debt Commitment (if any); and
- (b) WFL holds an equal proportion of Shares to the proportion of Phaunos' Debt Commitment (if any),

being, in each case, the **Stapled Proportion**.

4.2 Classes of shares: The MFG Board may issue different Classes of shares (subject to any approval requirements in clause 2.12 of Schedule Two) in accordance with this agreement. Without limiting the Classes which the MFG Board may issue:

(a) each Class of shares is deemed to constitute a separate Class but, except as expressly provided in this agreement, all the MFG Ordinary Shares have the same rights and privileges and are subject to the same restrictions; and

(b) any share may be issued upon the basis that it:

- (i) confers preferential rights to distributions of capital or income (or no rights to such distributions); or
- (ii) confers special, limited or conditional voting rights; or
- (iii) does not confer voting rights; or
- (iv) is redeemable in accordance with section 68 of the Companies Act.

4.3 MFGBoard may issue shares and other securities: The MFG Board may, subject to the terms of this agreement, only issue shares, securities that are convertible into or exchangeable for shares, or options to acquire shares (together referred to in this clause as **New Equity Securities**) in accordance with the following provisions:

(a) subject to any special rights or restrictions attaching to any existing shares, all New Equity Securities shall be offered to all MFG

Shareholders in proportion to each MFG Shareholder's Stapled Proportion;

(b) subject to sub-clause (c) below, the offer shall be made by written notice to each MFG Shareholder stating:

- (i) the number of New Equity Securities to which that MFG Shareholder is entitled;
- (ii) the Class or Classes of which the New Equity Securities will form part, and in the case of securities convertible into, or exchangeable for, shares, the Class of which those shares will upon issue form part;
- (iii) the consideration for which the New Equity Securities will be issued and the terms on which they will be issued;
- (iv) the time (not being less than 10 days nor more than 28 days) within which the offer, if not accepted, will be deemed to be declined;
- (v) that any Permitted Transferee of an MFG Shareholder may with the consent of such MFG Shareholder accept the offer for some or all of the New Equity Securities to which such MFG Shareholder is entitled and any excess pursuant to (vi) below, subject to compliance with clause 5.1. In the event that a Permitted Transferee is issued any such New Equity Securities, the provisions of clause 3.3 will apply as if those New Equity Securities had been transferred to it by the MFG Shareholder.
- (vi) that any MFG Shareholder who wishes to acquire New Equity Securities in excess of that MFG Shareholder's entitlement shall, when accepting the offer, state the number of excess New Equity Securities which that MFG Shareholder wishes to acquire;
- (vii) that any unclaimed New Equity Securities will be used for satisfying the requests for excess New Equity Securities, upon the basis that the New Equity Securities not claimed by any MFG Shareholder will be allocated first to the other MFG Shareholders who have requested excess New Equity Securities, in proportion to that MFG Shareholder's Stapled Proportion, provided that no MFG Shareholder shall be allocated more excess New Equity Securities than the number which that MFG Shareholder has requested;

(vii) that if, thereafter, any New Equity Securities remain unallocated, the MFG Board may offer them to any person whom the MFG Board is prepared to register as an MFG Shareholder provided that the consideration and terms of issue are no more advantageous to that person than those offered to the MFG Shareholders provided further that the terms on which New Equity Securities are offered to that person shall not be construed as being more advantageous solely because those terms contain arm's length warranties and other arm's length subscriber protections usual for a transaction of the nature contemplated; and

(ix) that each MFG Shareholder who accepts the offer of New Equity Securities shall increase their holding of Shares and/or Debt Commitment (as may be the case) in order to maintain their Stapled Proportion,

(c) the New Equity Securities offered to each MFG Shareholder shall be of a Class or Classes already held by that MFG Shareholder. For these purposes, any excess New Equity Securities offered pursuant to clause 4.3(b)(vii) shall, on issue, be issued as Shares of the Class or Classes already held by the relevant MFG Shareholder. New Equity Securities which are convertible or exchangeable into Shares shall be convertible or exchangeable into Shares of a Class or Classes already held by the relevant MFG Shareholder (unless those New Equity Securities are convertible or exchangeable into a new Class of Shares);

(d) notwithstanding the provisions of sub-clauses (a) and (b) and (c), but subject always to the provisions of Schedule Two of this agreement, the MFG Board may issue New Equity Securities to such persons and on such terms as it thinks fit; and

(e) if any holders of securities in MFG other than Shares are entitled by the terms of issue of those securities to participate in any issue of New Equity Securities, the provisions of this clause shall be appropriately modified to take account of such entitlement.

5. FURTHER PROVISIONS REGARDING DEALING IN SHARES

5.1 Deed of accession: If an MFG Shareholder transfers the legal or beneficial ownership of any Shares to any party (other than to a party who has already signed this agreement or a deed of accession), that MFG Shareholder shall procure that the relevant transferee validly executes a deed of accession in a form reasonably satisfactory to the other parties to this agreement, and delivers a copy of that deed of

accession to each party to this agreement. If the proposed transfer is of less than the MFG Shareholder's entire interest in MFG, the parties will negotiate in good faith such amendments to this agreement as are necessary and desirable to reflect an increase in the number of shareholders.

5.2 Stapling of interest under Investor Loan Facility: Subject to any variation of the terms below in the Investor Loan Facility and unless provided otherwise pursuant to a Partition Plan in accordance with clause 3.8, no party to this agreement shall transfer or permit a transfer of all or any of its, or any Related Person's, Shares or alternatively its, or any Related Person's, Debt Commitment without transferring or procuring the transfer of a corresponding proportion of its, or any Related Person's, Debt Commitment or Shares (as applicable).

5.3 Registration of transfers: The MFG Shareholders shall procure that the MFG Board does not register a transfer of Shares or Debt Commitment unless such transfer has been carried out in accordance with clauses 3.2 to 3.16, clauses 5.1 and 5.2 and the requirements of the Companies Act and the MFG Constitution.

5.4 Board to procure amendment to Schedule One: As soon as is practicable after the registration of a transfer of Shares pursuant to clause 5.3 or any other alteration of the MFG share capital, the MFG Board shall procure an amendment to Schedule One reflecting the consequential changes to the identities and shareholdings of the shareholders referred to in that schedule. Upon delivery of that amended schedule to all parties, that amended schedule shall be deemed to be a variation to this agreement.

5.5 Investment management agreements: For the avoidance of doubt, nothing in this agreement shall be construed to preclude an MFG Shareholder entering into an investment management agreement in relation to its investment in the Matariki group of companies with any investment manager as permitted by this agreement.

5.6 Liability of transferring shareholders: Except to the extent required by law, each MFG Shareholder which transfers its entire holding of Shares to another party, in accordance with the terms of this agreement, shall be deemed released by all other parties hereto from all liability under this agreement from the date of that transfer (except in relation to any prior breach of this agreement by the transferor) and shall no longer be a party to this agreement.

6. WARRANTIES

6.1 Warranties of each party: Each party to this agreement warrants to each other party as follows:

- (a) it is not aware of any circumstance which might reasonably be expected materially and adversely to affect its entry into this agreement;
- (b) it has the legal right and power to enter into this agreement and to consummate the transactions contemplated under this agreement on and subject to the terms and conditions of this agreement;
- (c) the execution, delivery and performance of this agreement by it has been duly and validly authorised and this agreement is a valid and binding agreement of it enforceable in accordance with its terms;
- (d) this agreement will not conflict with, or result in a breach of, the terms, conditions or provisions of its constitutional documents or any instrument or agreement to which it is a party or by which it may be bound, or which constitutes (with or without the passage of time, the giving of notice, or both) a default under any such instrument or agreement, or results in the acceleration of any indebtedness or the imposition of any penalty or charge; and
- (e) no further authorisation, consent or approval of any person is required as a condition to the validity of this agreement or to give effect to the transactions contemplated under this agreement.

7. COMPLIANCE WITH THIS AGREEMENT AND THE CONSTITUTION

7.1 MFG Shareholders: Each MFG Shareholder undertakes to the other MFG Shareholder that it shall:

- (a) take all practicable steps including, without limitation, the exercise of votes it directly or indirectly controls at meetings of the MFG Board and MFG Shareholder meetings of MFG to ensure that the terms of this agreement are complied with and to procure that the MFG Board and MFG complies with its obligations and that it shall do all such other acts and things as may be necessary or desirable to implement this agreement; and
- (b) comply fully and promptly with the provisions of the MFG Constitution so that each and every provision of the MFG Constitution (subject to clause 11.1) shall be enforceable by the MFG Shareholders as between themselves in whatever capacity.

8. INVESTING OUTSIDE OF MFG

8.1 Role of Manager: Each party to this agreement acknowledges that:

- (a) RNZ provides certain management services to MFG and its subsidiaries pursuant to a Management Agreement between RNZ and MF dated on or about 22 April 2014 (as amended from time to time) (**Management Agreement**); and
- (b) RNZ may from time to time provide services that are the same as, or similar to, those provided under the Management Agreement to an MFG Shareholder or any of its Related Persons independently of MFG or this agreement.

8.2 Future opportunities: For the purposes of fulfilling the purpose of the Joint Venture to hold and grow forestry assets if either MFG Shareholder or its Related Persons becomes aware of an opportunity to acquire or invest in a forest or land suitable for afforestation (whether by way of a fee simple, a lease, a licence, a forestry right, or an equivalent) or a forestry business or body corporate owning the same, in any such case, in New Zealand, but excluding:

- (a) opportunities to acquire farmland (even if such land includes land planted with trees) the principle purpose of which is to utilise the land for carbon farming; and
- (b) in the case of Stafford only, any opportunities introduced to Stafford or any other Related Person of WFL to acquire an interest in a new forestry opportunity which is managed by a third party timber investment manager, (each an **Opportunity and**
each forestry business or body corporate owning same, a **Target**) and if the purchase price (or, if relevant, the underlying gross value of the assets) of the Target (or Targets in aggregate) is likely to be equal to or less than \$100 million, then that MFG Shareholder must notify MFG of the Opportunity. If the Board elects to proceed with that Opportunity within 10 Business Days of that notification, then neither MFG Shareholder will (and each will ensure that their Related Persons will not) proceed with the Opportunity otherwise than indirectly through MFG. For clarity, in the event that the Board does not elect to proceed with the Opportunity within that timeframe, each MFG Shareholder and their respective Related Persons will be entitled to pursue the Opportunity on their own account.

8.3 Future single opportunities of more than \$100,000,000: If MFG becomes aware of any one Opportunity and the purchase price (or, if relevant, the underlying gross value of the assets) of the Target is likely to be more than \$100,000,000, then each MFG Shareholder will be entitled to pursue that Opportunity on its own account, provided that if both an MFG Shareholder and MFG pursue the same Opportunity, then the MFG Shareholders and MFG will implement protocols to adequately manage any conflicts of interest and to restrict the sharing of information such that no representative of a MFG Shareholder will be entitled to consider matters or see information relating to an Opportunity on behalf of more than one bidder unless unanimously resolved otherwise by the Board and such actions would comply with applicable law.

8.4 No funding: For the avoidance of doubt, nothing in this Agreement imposes any obligation on any MFG Shareholder to provide funding to the MFG group, whether for any of the Opportunities referred to in this clause 8 or otherwise.

8.5 Other forestry interests: MFG and RCL recognise that Stafford has forestry interests in New Zealand, apart from its indirect interest in MFG. Subject to compliance with its obligations in clauses 8.2 and 8.3 with respect to Opportunities, nothing in this agreement will be deemed to prevent Stafford from pursuing other investment opportunities in New Zealand for and on behalf of its client funds and if and to the extent that RCL wishes to or wishes MFG to pursue any opportunities which Stafford is pursuing, the parties will seek to act reasonably and establish protocols to manage conflicts of interest and information barriers so as to enable each of Stafford and RCL or MFG to pursue these opportunities separately from Stafford.

9. DEFAULT IN RELATION TO MFG

9.1 Definition: An "Event of Default" occurs in respect of an MFG Shareholder (**Defaulting MFG Shareholder**) if:

- (a) that MFG Shareholder commits any material breach of or fails to observe any of the material obligations under this agreement and (where such breach or failure is capable of remedy) does not remedy that breach or failure within 20 Business Days of receiving written notice from the Non-Defaulting MFG Shareholder specifying the breach or failure and requiring the remedy of the breach or failure;
- (b) that MFG Shareholder ceases or threatens to cease to carry on all or substantially all of its business or operations;

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- (c) an order is made, or a resolution is passed, for the dissolution of that MFG Shareholder;
- (d) an encumbrancer takes possession or a liquidator, provisional liquidator, trustee, receiver, receiver and manager, inspector appointed under any companies or securities legislation, or similar official, is appointed in respect of that MFG Shareholder;
- (e) any step is taken to appoint or with a view to appointing a statutory manager (including the making of any recommendation in that regard by the Financial Markets Authority) under the Corporations (Investigation and Management) Act 1989 in respect of that MFG Shareholder, or it is declared at risk pursuant to that Act;
- (f) a distress, attachment or other execution is levied or enforced upon or commenced against any of the material assets of that MFG Shareholder and is not discharged or stayed within 10 Business Days;
- (g) that MFG Shareholder is unable to pay its debts when due, or is deemed unable to pay its debts under any law, or enters into dealings with any of its creditors with a view to avoiding or in expectation of insolvency, or makes a general assignment or an arrangement or composition with or for the benefit of any of its creditors, or stops or threatens to stop payments generally; or
- (h) anything analogous, or having a substantially similar effect, to anything referred to in paragraphs (b) to (g) inclusive occurs in relation to that MFG Shareholder under the laws of a jurisdiction other than New Zealand.

9.2 Event of Default: If an Event of Default under any provisions in clause 9.1(b) to (h) occurs (but not for the avoidance of doubt, an Event of Default under the provisions of clause 9.1(a):

- (a) the Defaulting MFG Shareholder will be deemed to have given the other MFG Shareholder (**Non-defaulting MFG Shareholder**) a Sale Notice under clause 3.4 in respect of its entire interest in MFG (in which case clauses 3.12 to 3.15 will then apply (and not clauses 3.6 to 3.11);
- (b) if the Non-defaulting MFG Shareholder gives the Defaulting MFG Shareholder an Acquisition Notice under clause 3.12:
 - (i) within 20 Business Days of the Non-defaulting MFG Shareholder becoming aware of the Event of the Default; or
 - (ii) if the Event of Default is continuing, while the Event of Default is continuing;

(whichever is the later) the Defaulting MFG Shareholder will be deemed to have given an Acceptance Notice under clause 3.7 and the Acquisition Price deemed to be specified in that Acquisition Notice will be the MFG Fair Value of the Relevant Proportion held by the Defaulting MFG Shareholder; and

(c) the voting rights of the Defaulting MFG Shareholder will be deemed to have been suspended and, for clarity, the votes of directors appointed by the Defaulting MFG Shareholder will also be suspended.

9.3 Other remedies: Clause 9.2 is without prejudice to any other right, power or remedy under this agreement, at law, or otherwise, that any MFG Shareholder has in respect of a default by any other MFG Shareholder.

9.4 Dispute: If an Event of Default occurs and the Non-Defaulting MFG Shareholder has not given an Acquisition Notice pursuant to clause 9.2(b) (including, but not limited to, if it is not entitled to) then the Event of Default may be referred to the dispute resolution procedure under clause 10 by the Non-Defaulting MFG Shareholder for the purpose of determining any damages or other relief that the Non-Defaulting MFG Shareholder may be entitled to by reason of the Event of Default. Nothing in this clause 9 or clause 10 limits an ability for a party to seek urgent injunctive or interlocutory relief from a court of competent jurisdiction.

10. DISPUTE RESOLUTION

10.1 Dispute Notice: The parties shall seek to resolve any dispute relating in any way to this agreement, including any dispute relating to an Event of Default under the provisions of clause 9.1(a) or an alleged Event of Default under such clause (but excluding a dispute to which clause 7 of Schedule Two applies) (**Dispute**) by giving written notice (each a **Dispute Notice**) to any other party specifying the subject matter of the Dispute and requiring that senior representatives of the parties involved in the Dispute meet (which may be teleconference) at a mutually agreeable time or times during the period between the dates 5 Business Days and 20 Business Days following delivery of the Dispute Notice, to attempt to resolve the Dispute (**Dispute Resolution Meeting**).

10.2 Arbitration: If the parties fail to resolve the Dispute at the Dispute Resolution Meeting, or do not participate in the Dispute Resolution Meeting within the period referred to in clause 10.1 (or within such longer time as the parties may agree), either party will have the right to

submit the Dispute to arbitration pursuant to the Arbitration Act 1996 (**Arbitration Act**).

10.3 Conduct of Arbitration: If a Dispute is submitted to arbitration under clause 10.2, the arbitration will be conducted under the Arbitration Act, provided that:

(a) **First Schedule:** for the purposes of the following articles in the First Schedule to the Arbitration Act:

(i) **Article 10(1):** the arbitration will take place using a single arbitrator;

- (ii) **Article 11(2):** the arbitrator will be the person agreed upon in writing by the parties or, if the parties are unable to agree on an arbitrator within 10 Business Days after a party submits the Dispute to arbitration, nominated by the President for the time being of the New Zealand Law Society;
- (iii) **Article 20(1):** the place of arbitration will be Auckland, New Zealand;
- (iv) **Article 22(1):** the language used in the arbitration proceedings will be English; and
- (v) **Article 28(1):** the law applicable to the substance of the Dispute will be New Zealand law; and

(b) **Binding:** the decision of the arbitrator will be final and binding on the parties.

10.4 Costs of Arbitration: The parties agree that, in accordance with clause 6(1)(a) of the Second Schedule to the Arbitration Act 1996, the costs and expenses of the arbitration (being the legal and other expenses of the parties, the fees and expenses of the arbitrator, and any other expenses related to the arbitration) will be fixed and allocated by the arbitrator as part of the arbitrator's award under clause 31 of the First Schedule.

10.5 Legal Proceedings: The parties agree not to issue any legal proceedings (other than for urgent injunctive or interlocutory relief) relating to any Dispute, unless that party has first taken all reasonable steps to comply with clauses 10.1 to 10.3. Without limiting any other rights or remedies that may be available to a party, the parties acknowledge that injunctive or interlocutory relief may be appropriate for a Dispute in relation to an Event of Default under clause 9.1(a).

11. LIQUIDATION

11.1 Procedure on liquidation: If pursuant to any provision of this agreement MFG is required to be liquidated, the MFG Shareholders shall without delay take all necessary steps to ensure that a special resolution of shareholders of MFG is passed appointing as liquidator of MFG a person agreed by the MFG Shareholders, or failing agreement, chosen on the application of any MFG Shareholder by the Arbitrator's and Mediator's Institute of New Zealand Inc.

12. DETERMINING NET ASSET VALUE

12.1 MFG Fair Value: The MFG Fair Value shall be the value of all shares in MFG determined in accordance with the following provisions:

(a) the value of the land and forestry assets shall be determined by reference to the most recent forestry valuation and land valuation carried out by the independent forestry valuer (being the person appointed pursuant to clause 12.2) and the independent land valuer (being the person appointed pursuant to clause 12.3) appointed to Matariki (**Independent Valuers**) in relation to the Matariki forestry group of companies, unless an MFG Shareholder requires that the forestry valuation and land valuation be updated, in which case:

- (i) the parties will ensure that the Independent Valuers will prepare, at the cost of MFG, an updated forestry valuation and land valuation as soon as reasonably practicable;
- (ii) the value of the land and forestry assets shall be determined by reference to the updated forestry valuation and land valuation provided by the Independent Valuers;
- (iii) the value of the forestry assets shall take into account the tax consequences of projected future disposal (including on harvest) of the assets, based on the cost base for tax purposes of such assets, and assuming that the group will not have any net losses (or other relief)

available to offset a tax liability on disposal;

(iv) the MFG Shareholders shall promptly and openly make available to the Independent Valuers all information in their possession or under their control relating to MFG to enable the Independent Valuers to proceed with the preparation of the updated forestry valuation and land valuation;

(v) the parties shall adhere to such adjustments to the time frames set out in clause 9 as may be appropriate to reflect the time taken to prepare the updated forestry valuation and land valuation;

(vi) the determination of an Independent Valuer will, in the absence of obvious error or fraud on the part of that Independent Valuer, be final and binding;

(b) the other assets and liabilities will be valued at fair market value, consistent with MFG's IFRS financial statements; and

(c) any Debt Commitments owed by MFG or its subsidiaries will be disregarded (and will not be taken into account as a liability) in determining the MFG Fair Value.

12.2 Independent forestry valuer: The independent forestry valuer of Matariki will be appointed by the Board in three year cycles. The independent forestry valuer of Matariki for the period from 2019 until 2021 is Margules Groome Consulting LTD

12.3 Independent land valuer: The independent land valuer of Matariki will be appointed by the Board as and when it considers appropriate from time to time.

12.4 No change in appointments: In the event that the parties require, or it becomes apparent that the parties will require, the Independent Valuers to determine the MFG Fair Value (outside of its regular cycle of forestry valuations and land valuations) then, notwithstanding clauses 12.2 or 12.3, the Board and the MFG Shareholders will not replace the appointed Independent Valuers until completion of that process unless mutually agreed by the MFG Shareholders.

13. GENERAL

13.1 Conflicting provisions: If there is any conflict or inconsistency between the provisions of this agreement and the MFG Constitution or the MF Constitution, as the case may be, this agreement shall prevail.

13.2 Termination: This agreement may be terminated upon the written agreement of all parties.

13.3 Payments free and clear: All amounts payable by one party to another pursuant to this agreement shall be paid free and clear of and, except to

the extent required by law, without any deduction or withholding on account of any tax.

13.4 GST: Notwithstanding any other provision in this agreement, if a party (or, where that party is a member of a GST group, the representative member of that group) is or becomes liable to pay GST in respect of any supply made by it to another party under this agreement, the other party must pay to the first-mentioned party, in addition to and at the same time as the amount otherwise payable for the supply, an additional amount equal to the amount of that GST, subject to receipt of a tax invoice.

13.5 Expenses: An amount calculated under this agreement by reference to another monetary amount is to be calculated on the GST-exclusive component of that other amount, and if a party is required to reimburse or indemnify another party under this agreement, the reimbursement or indemnity shall be net of any GST input tax or deduction from output tax available to the other party (or, where the other party is a member of a GST group, the representative member of that group), but subject in each case to clause 13.4 where the reimbursement, indemnity or other amount is itself consideration for a taxable supply.

13.6 Confidentiality: Each party shall at all times keep confidential, treat as privileged, and not directly or indirectly make any disclosure or use, or allow any disclosure or use to be made, of any provision of this agreement or of any information relating to any provision, or the subject matter, of this agreement, or any information directly or indirectly obtained from another party under or in connection with this agreement, except to the extent:

- (a) required by law;
- (b) to satisfy the reporting requirements of any Related Person or other member of its group, including contractual reporting obligations to investors under investment management fund documentation in each case where the persons reported to are bound by equivalent confidentiality obligations with respect to that information;
- (c) necessary to satisfy the requirements of any applicable stock exchange or regulatory authority;
- (d) necessary to obtain the benefit of, or to carry out obligations under, this agreement;
- (e) that the information is or becomes available in the public domain without breach by a party of its confidentiality obligations under this clause or at law;

(f) that disclosure is made to a subsidiary of the relevant party, or to a director, officer, employee, adviser or financier of the party or a subsidiary of the party, and that person has been informed of the party's confidentiality obligations under this agreement; or

(g) that disclosure is made to a proposed third party purchaser of Shares or the Matariki Estate, which has entered into an appropriate confidentiality agreement to the satisfaction of MFG.

13.7 Announcements: If a party (**DisclosingParty**) is required by law or by the rules of any applicable stock exchange or regulatory authority to make any announcement or disclosure relating to any matter the subject of this agreement, prior to making such announcement or disclosure, to the extent practicable in the circumstances and in the context of the relevant requirements of such law or rules, the Disclosing Party shall give the other parties (**Non-disclosing Parties**) at least 5 Business Days' notice and shall consult with the Non-disclosing Parties regarding the form and content of the announcement or disclosure.

13.8 Liability: For the avoidance of doubt, the liability of each party to this agreement to any other party is limited (save as required by law) to the extent expressly provided for in this agreement.

13.9 Variation: No variation of this agreement shall be valid unless it is in writing and signed by or on behalf of each of the parties hereto, except that the MFG Shareholders may, if both of the MFG Shareholders agree, amend the provisions of Schedule Two, provided that such amendment does not

impose an obligation on any party save for MFG, an MFG Shareholder or the MFG Board. If schedule two is amended pursuant to this clause, the amendment shall be deemed effective upon MFG delivering the amended schedule to all parties to this agreement.

13.10 No waiver: The failure to exercise or delay in exercising a right or remedy under this agreement shall not constitute a waiver of the right or remedy or a waiver of any other rights or remedies and no single or partial exercise of any right or remedy under this agreement shall prevent any further exercise of the right or remedy or the exercise of any other right or remedy.

13.11 Rights and remedies cumulative: The rights and remedies contained in this agreement are cumulative and not exclusive of any rights or remedies provided by law.

13.12 Assignment: No party shall assign or transfer or purport to assign or transfer any of its rights or obligations under this agreement, except as expressly permitted herein.

13.13 Full agreement: This agreement contains a final and complete integration of all prior expressions by the parties with respect to the subject matter of this agreement and constitutes the entire agreement between the parties with respect to the subject matter of this agreement, superseding all prior oral or written understandings.

13.14 Further assurances: The parties shall each execute and deliver such further and other documents and instruments and do such further and other things as may be necessary to implement and carry out the intent of this agreement.

13.15 Counterparts: This agreement may be executed in any number of counterparts each of which when executed and delivered (including by way of email or scanned or PDF copy(s)) shall be an original, but all the counterparts together shall constitute one and the same instrument.

13.16 Notices: Each notice, agreement and other communication (each a **communication**) to be given, delivered or made under this agreement is to be in writing but may be sent by personal delivery, post (by airmail if to another country), facsimile or email. Each communication is to be sent to the address of the relevant party set out below or to any other address from time to time designated for that purpose by at least 5 working days' prior notice to the other parties. The initial address details of the parties are set out in schedule three.

13.17 Service: A communication under this agreement will only be effective:

- (a) in the case of personal delivery, when delivered;
- (b) if posted locally or delivered to a document exchange, 3 Business Days in the place of receipt, after posting or delivery;
- (c) if posted or delivered overseas, 10 Business Days in the place of receipt, after posting by airmail;
- (d) if made by email, if sent between the hours of 9:00 am and 5:00 pm (local time) on a local business day, at the time of transmission, or if outside of those hours (local time), on the next local business day,

provided that any communication received or deemed received after 5pm or on a day which is not a Business Day in the place to which it is delivered, posted or sent shall be deemed not to have been received until the next Business Day in that place.

13.18 Governing law: This agreement shall be governed by and construed and interpreted in accordance with the laws of New Zealand and subject to clause 10, each party submits to the exclusive jurisdiction of the

courts of New Zealand. Each party irrevocably waives any objection which it might at any time have to the courts of New Zealand being nominated as the forum to hear and determine any proceedings and to settle any disputes which are permitted by this agreement to be brought before a court, and agrees not to claim that the courts of New Zealand are not a convenient or appropriate forum.

SCHEDULE ONE

SHAREHOLDER DETAILS¹

PART A

MFG

MFG Shareholders	Percentage of Shares
RCL	76.99%
WFL	23.01%

PART B

MF

MF Shareholder	Percentage MF Shares
MFG	100%

¹ Note this schedule is to be updated in accordance with clause 5.5.

SCHEDULE TWO

GOVERNANCE OF MFG AND ITS SUBSIDIARIES

1. INTERPRETATION

1.1 Definitions: For the purpose of this schedule:

Appointing Party means the party that appointed a director;

(a) in relation to a Director, the party that appointed that Director in accordance with clause 2.1(a) of this schedule; and

(b) in relation to an Alternate Director, the party that appointed that Alternate Director in accordance with clause 2.1(b) of this schedule;

Board means the board of directors of MFG, MF, MFT or any other Direct Subsidiary of MFG or MF, as the case may be;

Company means MFG, MF, MFT or any other Direct or indirect Subsidiary of MFG or MF, as the case may be;

Constitution means the constitution of the Company from time to time;

Direct Subsidiary means a subsidiary within the meaning of section 5(1)(a) of the Companies Act.

Director means a director of MFG, MF, MFT or any other subsidiary of MFG or MF, as the case may be;

MFT means Matariki Forests Trading Limited, a wholly owned subsidiary of MF;

Shares means an ordinary share in MFG or any other subsidiary of MFG, as the case may be; and

Shareholder means a shareholder of MFG, MF or any other subsidiary of MFG, as the case may be.

2. COMPOSITION AND PROCEEDINGS OF THE BOARD

2.1 Number of directors: The directors of the Company shall be appointed as follows:

(a) each MFG Shareholder will have the power to appoint two directors; and

(b) each MFG Shareholder may from time to time appoint by ordinary resolution, or by notice in writing to the Company, any person not already a director to act as an alternate director.

EXHIBITS AND SCHEDULES

Exhibit A-1 Owned Timberlands

Exhibit A-1A Seller's GIS Data

Exhibit A-2 Timberland Leases

Exhibit B-1 Assumed Contracts

Exhibit C Real Property Leases

Exhibit C-1 Hunting Licenses

Exhibit D Assumed Condemnations

Exhibit E Personal Property

Exhibit F Form of Escrow Agreement

Exhibit G Value Table

Exhibit H-1 Form of General Assignment and Assumption

Exhibit H-2 Form of Assignment and Assumption of Real Property Leases

Exhibit H-3 Form of Assignment and Assumption of Timberland Lease

Exhibit I-1 Form of Limited Warranty Deed [****]
Exhibit I-2 Form of Special Warranty Deed [****]
Exhibit I-3 Form of Statutory Warranty Deed [****]
Exhibit J Form of Bill of Sale
Exhibit K Form of Title Affidavit
Exhibit L Designated Representatives
Exhibit M [****] Statutory Notices
Exhibit N Texas Natural Resources Code Quitclaim Bill of Sale
Exhibit O Assignment of Easements

Schedule 1.5(e) Recorded Conservation Easements

Schedule 1.5(m) **Lack2.2** **Board resolutions:** Except as provided in this agreement, resolutions of Access Parcels; Historical and Verbal Access

Schedule 1.7(iii) Assumed Contract/Timberland Leases the Board shall be deemed to be Prorated passed if approved by a majority of the votes of Directors voting thereon.

2.3 Quorum: A quorum of any meeting of the Board shall include at least one Director appointed by each MFG Shareholder.

2.4 Adjournment: If within 30 minutes after the time appointed for a meeting of the Board a quorum is not present the meeting is adjourned for 14 days to the same time and place unless otherwise agreed by all Directors. At least seven days' notice of the adjourned meeting shall be given, and the notice shall include a statement that it is given pursuant to this clause. If at the adjourned meeting a quorum is not present within 30 minutes after the time appointed for the meeting the Director or Directors present are a quorum.

2.5 Directors' voting rights: At a meeting of the Board, the Directors appointed by an MFG Shareholder (including their alternates) shall together be entitled to exercise a percentage of the votes which may be cast at that meeting equal to the percentage of the Shares held by the MFG Shareholder who appointed them.

2.6 Interested Directors: Except as provided in this agreement including in clause 4.1 below, a Director who is Interested (as defined in the Companies Act) in a transaction entered into or to be entered into by the Company may vote on any matter related to the transaction, and shall be included in the quorum of Directors considering the transaction.

2.7 Regularity of Board Meetings: Meetings of the Directors shall be held at regular intervals as shall be determined by the Board but not less frequently than quarterly, but subject to this clause 2.7 the Board may from time to time determine the schedule of such meetings.

2.8 Telephone or video meetings: Up to two of the four regularly intervalled quarterly meetings of the Board per year may be held with one or more Directors participating by telephone or video conference and the other regularly intervalled quarterly meetings will be held with all Directors (or their delegate) present in person. For clarity, any emergency meeting or meeting held in addition to the regularly intervalled quarterly meetings may be held with one or more Directors participating by telephone or video conference.

2.9 Conduct of meetings: Unless the Board unanimously resolves otherwise, the Board will ensure that:

(a) At least one of the regularly intervalled board meetings held in person each year will focus on health and safety;

(b) the length of board meetings will be scheduled to last no longer than two hours, subject to any unusual circumstances that arise from time that require the Board to hold a longer meeting so that the directors can properly discuss and consider matters in a manner consistent with their duties as directors; and

(c) the chairperson of each meeting will alternate between a director appointed by each MFG Shareholder.

2.10 Responsibility for management: The Board shall be responsible for the overall guidance and direction of the Company. When exercising powers or performing duties, each Director may act in what the director believes is in the best interests of his/her appointing Shareholder, even though it may not be in the best interests of the Company.

2.11 Indemnity on removal of Director: Any MFG Shareholder removing a director shall be responsible for and agrees with the Company and the other MFG Shareholder to indemnify the other Shareholder and the Company against all losses, liabilities and costs which the other Shareholder or the Company may incur arising out of, or in connection with, any claim by the director for wrongful or unfair dismissal or redundancy or other compensation arising out of the director's removal or loss of office.

2.12 Matters requiring supermajority consent: Subject to clauses 2.13 and 2.14 of this schedule) any decision relating to any of the following matters of the Company shall require the consent of a supermajority of the Board:

- (a) subject to clause 6 of this Schedule, 1.7(iii)(a) Payments the issue by the Company of any debenture or loan stock (whether secured or unsecured) or the creation of any mortgage, security interest, charge, lien, encumbrance or other third party right over any of the Company's assets or the giving by the Company of any guarantee or indemnity to or becoming surety for any third party;
- (b) subject to clause 6 of this Schedule, any change in the capital structure of the Company, issue, buyback, cancellation, division, subdivision or consolidation of Shares, the redemption of any Class of Shares, the change to the rights attaching to Shares, the creation of any options to subscribe for or acquire any Class of Shares or the creation of any new Class of Shares;
- (c) subject to clause 6 of this Schedule, any change to the distribution policy set out in the agreement or any other distribution of the Company's assets;
- (d) pursuit or settlement by the Company of any litigation with a potential value in excess of 3% of the appraised value of the land and forestry

assets of the Company determined by reference to the most recent forestry valuation and land valuation carried out by the Independent Valuers;

- (e) approval or amendment of annual operating plans or budgets or any activity outside the scope of the annual operating plan or budget of the Company
- (f) any change in the nature of the Company's business;
- (g) the making of any loan by the Company (other than normal trade credit);
- (h) subject to clause 6 of this schedule, the creation, amendment to, renewal or extension of any borrowing facility or facilities by the Company to the extent such facilities alone or in aggregate exceed 20 (twenty) per cent of the then valuation of the Matariki Business as determined by the Independent Valuer;
- (i) subject to clause 6 of this schedule, the acquisition or construction or lease of items of tangible or intangible property other than in accordance with the approved annual operating plans or budgets;
- (j) any transaction by the Company with any Shareholder or with any Related Person of a Shareholder;
- (k) the assignment, sale or other disposal in any 12 month period of any asset or related group of assets (other than stumps and logs) of the Company having a net book value in aggregate of 3% of the appraised value of the land and forestry assets of the Company determined by reference to the most recent forestry valuation and land valuation carried out by the Independent Valuers or more, other than in accordance with the approved annual operating plans or budgets;

- (l) appointing any committee of the board or delegating any of the powers of the board to any committee;
- (m) entry into any contract other than on arms-length terms;
- (n) any change in the external forest certification for Matariki Forests (being the Forestry Stewardship Council); and
- (o) any change to the independent forestry valuer appointed to Matariki outside of the three-yearly appointment of the independent forestry valuer made by the Board;
- (p) any change in the accounting policies, save to the extent required by applicable law or accounting standards or the Company's auditors.

2.13 Proceedings if Company is in financial distress: If an "Event of Default" or "Event of Review" (however defined) occurs under Assumed Contract/Timberland Leases Attributed any debt facility agreement, for which the indebtedness owed ranks in priority to Post Closing Periods the debt owed under the Investor Loan Facility, the Board shall be entitled to resolve, by a supermajority of the Board to raise equity (on a pro-rata basis) amongst existing Shareholders and Classes of shares already on issue, and/or to incur further debt on behalf of the Company.

2.14 Shareholder approval: Subject to clause 6 of this schedule, the following matters (which for the avoidance of doubt exclude any issue of securities) shall be approved by the Shareholder(s) following approval by a supermajority of the Board:

- (a) the acquisition of, or an agreement to acquire, whether contingent or not, assets the value of which is more than 20% of the value of the Company's assets before the acquisition; or
- (b) the disposition of, or an agreement to dispose of, whether contingent or not, assets the value of which is more than 20% of the value of the Company's assets before the disposition; or
- (c) a transaction that has or is likely to have the effect of the Company acquiring rights or interests or incurring obligations or liabilities, including contingent liabilities, the value of which is more than 20% of the value of the Company's assets before the transaction; or
- (d) any alteration to, or revocation of, the constitution; or
- (e) any arrangement for any joint venture or partnership; or
- (f) the merger, amalgamation, liquidation or winding up of the Company; or
- (g) any acquisition by the Company of any part of the issued share capital or of the assets and undertaking of another company or entity; or
- (h) an application for quotation of any shares or other securities of the Company on any securities exchange.

2.15 D&O Insurance: The MFG Shareholders will procure that MFG will effect insurance for the directors of the Company, in respect of:

- (a) liability, not being criminal liability, for any act or omission by him or her in such capacity;
- (b) costs incurred by him or her in defending or settling any claim or proceeding relating to any such liability; or

(c) costs incurred by him or her in defending any criminal proceedings that have been brought against the director in relation to any act or omission in his or her capacity as a director and in which he or she is acquitted.

3. DISTRIBUTIONS

3.1 Profits to be distributed: The full amount of the Company's net cash profits available for distribution (within the meaning of section 2 of the Companies Act) in respect of each financial year during the term of this agreement after the provision of working capital and making such transfers to reserves and provisions as in the opinion of the Board ought reasonably to be made, shall be distributed by the Company to the Shareholders by way of distributions on not less than an annual basis, or as and when the Board determines fit (unless the parties agree otherwise).

4. ENFORCEMENT OF COMPANY'S RIGHTS

4.1 Actions against Shareholders: Any right of action which the Company may have in respect of breach or alleged breach of any agreement between the Company and a Shareholder or Related Person of a Shareholder shall be prosecuted by the Directors of the Company appointed by the Appointing Party representing the Shareholder which is not, or whose Related Person is not, responsible for the breach. Those Directors shall have full authority on behalf of the Company to negotiate, litigate and settle any claim arising out of the breach or exercise any right of termination arising out of the breach and the Shareholders shall take all steps within their power to give effect to the provisions of this clause.

5. RECORDS AND FINANCIAL INFORMATION

5.1 Financial year: Each financial year of the Company shall end on 31 December unless otherwise determined by the Board.

5.2 Books and records: The Board shall procure the Company to maintain accurate and complete books, records, accounts, statements and documents of the operation business and financial affairs of the Company, all of which shall be available to the Board for the purpose of inspection and making copies and taking extracts.

5.3 Financial statements: The Shareholders shall procure that the Board will prepare and deliver to each of the Shareholders financial statements in respect of the Company consisting of a balance sheet, statement of cash flows and statement of profit and loss, together with such other statements as are advisable, prepared in accordance with international financial reporting standards, as follows:

(a) unaudited monthly financial statements (which shall include a detailed balance sheet, a detailed statement of profit and loss, and cashflow statements, with comparison to budget and forecast) shall be prepared

and delivered to each of the Shareholders within 15 days after the end of each month; and

(b) audited annual financial statements, accompanied by the report of the auditors thereon, shall be prepared and delivered to each of the Shareholders within three months after the end of each financial year of the Company,

provided that all or any of the above requirements may, to the extent permitted by applicable law, be waived by unanimous resolution of the Board.

5.4 Additional financial information: The Shareholders shall procure that the Company will prepare and deliver to each of the Shareholders such further or other reports and statements concerning the operation, business and financial affairs of the Company as the Board may from time to time consider necessary or

advisable, it being the intent of the Shareholders that each of them shall be kept fully and regularly informed regarding the Company.

6. ACQUISITIONS APPROVAL

6.1 Permitted Acquisitions: The MFG Shareholders and the Company have agreed to the Company applying up to \$50,000,000 for each financial year to acquire or invest in forestry related assets or investments (**Forestry Investments**), subject to approval by the Board (the "**Acquisitions Approval Cap**"), provided that:

- (a) any such acquisitions of Forestry Investments made must, subject to clause 6.1(c) and (d) below) be funded out of reserves, working capital or borrowings. No MFG Shareholder or other party to this agreement shall assume any obligation to provide funding in the absence of sufficient reserves, working capital or borrowing capacity to fund the acquisition of Forestry Investments up to the Acquisitions Approval Cap in any financial year of the Company;
- (b) Reserved.
- (c) the Company may enter into new borrowing arrangements for the purpose of acquiring Forestry Investments within the Acquisitions Approval Cap for that financial year without requiring the consent of a supermajority of the Board provided that the aggregate borrowings of MFG does not exceed 20% of the net assets of MFG (including the value of any Forestry Investments proposed to be acquired with those borrowings); and
- (d) profits of the business may be set aside to reserves and provisions for the purpose of funding acquisitions of Forestry Investments within the Acquisitions Approval Cap in accordance with clause 3.1 of this Schedule 1.7(iii)(b) Solar Options with the consent of a supermajority of the Board or consent of

Schedule 1.7(iv) Timberland Leases Prorations

Schedule 1.8(a) Timber

the MFG Shareholders (subject to compliance with the Companies Act 1993).

7. IMPASSE

7.1 Impasse and escalation: In the event that a resolution is put to the Board for supermajority approval pursuant to any of clauses 2.12(a), 2.12(b), 2.12(c), 2.12(d), 2.12(e), 2.12(g), 2.12(h), 2.12(i) or 2.12(k) of this schedule and a majority, but not a supermajority, of the votes of the Board are in favour of that matter (**Impasse**), then:

- (a) either MFG Shareholder may give notice to the other MFG Shareholder notifying that it considers an impasse has been reached with respect to that matter and providing for a place (which may be by teleconference) and time for meeting for senior executives of each MFG Shareholder to discuss and negotiate a way forward from the Impasse, not being earlier than five Business Days or later than 20 Business Days from the date of the notice (**Impasse Notice**);
- (b) in the event that senior executives of the MFG Shareholders do not meet at the time and place specified in the Impasse Notice, or following the Impasse Notice, the MFG Shareholders have not agreed an appropriate way forward, then either party may, within a further 20 Business Day period, refer the Impasse to "baseball arbitration" pursuant to clause 7.2 of this schedule.

7.2 Baseball arbitration: If an Impasse is referred to "baseball arbitration" under clause 7.1 of this schedule, the following provisions will apply.

- (a) The MFG Shareholder referring the Impasse to "baseball arbitration" will provide a notice to the other MFG Shareholder setting out what it considers to be the Impasse and the matters that need to be agreed to resolve the Impasse. The MFG Shareholder that receives that notice will, within five Business Days of receipt, if it considers other matters need to be agreed to resolve the Impasse, notify the other MFG Shareholder of those matters. Only those matters contained in these notices will be determined by the "baseball arbitration".
- (b) An independent expert suitably qualified and experienced in forestry related investments will be appointed by agreement of the MFG Shareholders, or, failing the MFG Shareholders agreeing to an expert within five Business Days, will be appointed by the New Zealand Institute of Forestry (**Expert**).

(c) From the date of appointment of the Expert, each MFG Shareholder will have five Business Days to submit to the Expert one written submission setting out, as its "final best offer", a single proposal to resolve the matters that need to be agreed to resolve the Impasse (the **Submissions**). Each Submission must be no longer than eight A4 pages each (but may include any reasonable and appropriate attachments such as valuation information or forestry maps or source data relevant to the Submission, which will not be taken into account in the page limit).

(d) Upon receipt of the Submissions, the Expert will provide copies of the same to each of the MFG Shareholders. Each MFG Shareholder will have five Business Days from the date of receipt of the other MFG Shareholder's proposal to submit to the Expert a written response to the other MFG Shareholder's Submission, which must be no longer than four A4 Pages together with any supporting attachments that may reasonably be provided. At any time up until the time of determination by the Expert, the MFG Shareholders may mutually agree an appropriate way forward and terminate the "baseball arbitration".

(e) Upon receipt of both of the responses, the Expert will select a single Submission that, in the determination of the Expert, most closely conforms to the commercial circumstances of MFG and its subsidiaries and is the most fair and reasonable to the MFG Shareholders in light of the totality of the circumstances (**Determination**). For clarity, the Determination must be of a single Submission and not a combination of the Submissions or be a resolution that was not one of the Submissions. In the absence of manifest error, the Determination is final and binding on the parties. For the purposes of clause 2.12, the approval of a supermajority of the Board will be deemed to have been given to any matter necessary to give effect to the Determination.

7.3 Costs: The Expert's fees must be shared equally between the MFG Shareholders.

7.4 Expert: The Expert will act as an expert and not as a mediator or arbitrator and the Arbitration Act 1996 will not apply to this clause.

SCHEDULE THREE

ADDRESS DETAILS OF THE PARTIES

RAYONIER CANTERBURY LLC

Physical Address: 1 Rayonier Way
Wildlight, FL 32097
USA

Attention: David Nunes

Email: david.nunes@rayonier.com

WAIMARIE FORESTS PTY LIMITED

Physical Address: c/- Grant Thornton
Level 17, 383 Kent Street
Sydney, NSW 2000

Australia

Attention: R Deepan

Email: rdeepan@au.gt.com

With a copy to: Vince Cao

Floor 4, 24 Old Bond Street
London
W1S 4AW

Email: vincecao@staffordcp.com

MATARIKI FORESTRY GROUP AND MATARIKI FORESTS

Physical Address: Level 5

32-34 Mahuhu Crescent
Auckland

Attention: Brendan Slui

Email: brendan.slui@rayonier.com

PHAUNOS TIMBER LIMITED

Physical Address: JTC Fund Solutions (Guernsey) Limited
Ground Floor

Dorey Court Admiral Park
St Peter Port
Guernsey GY1 2HT

Attention: Ashley Senner

Email: ashley.senner@jtcgroup.com

With a copy to: Vince Cao

Floor 4, 24 Old Bond Street
London
W1S 4AW

Email: vincecao@staffordcp.com

SCHEDULE FOUR

PARTITION PLAN PRINCIPLES

The following principles will govern the preparation and implementation of the Partition Plans:

- (a) **Commercially practical, fair and equitable:** The division of the Parcels is intended to be undertaken in a commercially practical and fair and equitable manner.
- (b) **Minimise Cash Boot:** Subject to paragraph (f) of this schedule, RNZ will be instructed, in developing the Partition Plan, to seek to minimise the Cash Boot.
- (c) **Other Assets and Liabilities:** Any assets and liabilities which directly relate to and are divisible with the relevant land or forestry assets in a Parcel should be included in that Parcel and taken into account in determining its value. Other assets and liabilities of MFG or its subsidiaries should not be included in any Parcel and should be valued by the Independent Valuers in accordance with clause 12.1(b) and shall instead remain respectively an asset and liability of MFG or its relevant subsidiary, and the net value of deficit of the Other Assets and Liabilities shall be taken into account in determining the amount of any Cash Boot, the aim of this provision being to ensure that there is no material distinction between the value an MFG shareholder would receive if the provisions of clause 3.4.(Sale Contracts Notice) and clause 3.5 (Valuation of a Sale Interest) applied as opposed to the Partition Plan

Schedule 1.8(a)(d) Valuation: The valuation of the Parcels will be determined by the Independent Valuers in accordance with the provisions in clause 12.1 as if the net assets to be valued belonged to a company which held only the net assets allocated to the relevant Parcel.

- (e) **Geographic regions:** Geographical regions where the land and forestry assets are located should, where practicable, be allocated in whole, and not in part. Relevant data, supply agreements and offtake agreements should be allocated where they most obviously belong or proposals for short term sharing of contracted services included. The Parcels should be presented with a view to maximising the operational efficiency of the bundle of land and forestry assets included. So far as practicable, each Parcel should include at least one whole region and should not include land and forestry assets comprising parts only of more than one geographical region.
- (f) **Tax (including GST):** The parties intend that the Partition Plan be neutral from a GST perspective and should be implemented so as to minimise to the extent reasonably practicable and permitted by law any tax liabilities or transaction costs arising for the MFG Shareholders (and their Related Persons) and MFG (and its subsidiaries) as a consequence of the Partition Plans. The Partition Plans may

require the parties to make such registrations or filings, or give such notices, or take such other similar steps, as may reasonably be necessary to achieve this (such steps to be specified in the Partition Plans).

- (g) **Up to date valuations:** RNZ will obtain an up to date valuation of each of the Parcels from Independent Valuers appointed pursuant to clause 12.1 in presenting the Partition Plans and the Parcels comprised in the Partition Plans. The parties acknowledge that the Independent Valuers' valuation prepared pursuant to clause 3.5 may need to be updated in the process of preparing the Partition Plans to specify value in such detail as reflects all the land and forestry assets components of each Parcel. Either party may request that this level of detail be provided and the MFG Shareholders will procure that the valuation is updated for this purpose, the cost of which will be borne by MFG.
- (h) **Professional advisors:** RNZ will seek advice from such professional advisors, including tax and legal advisors, as RNZ determines necessary.
- (i) **Intellectual property:** Intellectual property will be given a nil value. For clarity, information relevant to a Parcel such as tree growth data by area, historical records of performance and other typical forestry management data such as mapping, inventory and records relevant to a Parcel will remain with (and be

transferred with) that Parcel, but the information will be given a nil value for the purpose of valuing the Parcel.

(j) **Company names:** The right to use the company names and use of the word "Matariki", will be retained by the Non-Selling Shareholder. The company names and use of the word "Matariki" will be assumed to have nil value in any calculation of the value.

(k) **Subsidiaries:** The shares held by MFG in MF, and by MF in its subsidiaries, will not be included in any Parcel and will remain owned by MFG or MF (respectively) immediately following the Partition.

SCHEDULE FIVE

PARTITIONING PRINCIPLES FOR CONTRACTUAL ARRANGEMENTS

While a partitioning of Matariki Forest estate will have an impact on forest contractors, customer log sales and export log volumes to AVA timber, with good collaboration and a prescribed process, a partitioning at any level can be accommodated without disadvantaging either of the principals or the contracted parties (in relation to contractual commitments), as outlined below. To provide for an orderly transition if requested by Stafford, Rayonier New Zealand will provide management services for the partitioned forests for 12 months on a cost basis that mimics what it was at time of separation. All related forestry records will follow the forests. A possible exception could be environmental certification if the new manager of a Stafford partitioned estate was not already a holder of FSC or PEFC certification.

Stakeholders	Principles
Forest contractors	<ul style="list-style-type: none">Contractual responsibilities/liabilities will go with the relevant assets as partitioned per the current BOD approved MF Management Plan. For example, if a Region were split on a 75% RYN – 25% Stafford split and there was an existing harvest agreement for a remaining 100k tonnes allocated generically across this Region, then RYN would receive 75k tonnes of harvesting capacity and Stafford 25k tonnes of harvesting capacity over the remainder of the term of that agreement. There may be cases where a contract is for a specified forest that may require a specific harvest system. Under such circumstances, these contracts will continue to travel with that forest as established with the contractor.Any contractors working on the MFT estate are operating under MFT's standard contract terms. These contracts specify an agreement to engage the contractor's services for a period typically up to 3 years.Work is defined to a generic program level (e.g., 75k tonnes per annum, 400 ha replant, etc.) and to a specific Sale Area or Stand Level once the specific work schedules have been confirmed and contract rates agreed.These agreements generally provide for assignment by either party but require counterparty approval which cannot be unreasonably or arbitrarily withheld. This does not apply to harvesting agreements which specifies that MFT's interest can be assigned by MFT on notice to the contractor.In any event where counterparty consent is required, such partial assignment of MFT's interest is not expected to be problematic, so long as the contractor can be given some comfort that its rights under the relevant agreement will remain unaffected.If partitioning bisects existing contractual commitments, the respective work programs of these contracts will need to continue to be stapled to the relevant forests regardless of ownership, unless otherwise negotiated.The principals will need to collaborate in good faith to honor all the contractual commitments made to the affected contractor(s) in a manner which minimizes costs and operational disruptions while also achieving compliance with relevant regulatory requirements.The principals will need to develop and agree to a joint work plan guided by the MF Management Plan that enables the contracted work schedules to be completed across the partitioned estates or until the original contract term expires, whichever comes first.As well as keeping contractors whole on the contracted work schedule, other commitments may also need to be recognized through either a full or partial assignment, e.g., most of the harvesting and silviculture contracts have a Future Work clause as highlighted below.

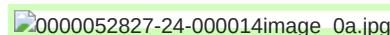
	<ul style="list-style-type: none"> • MFT Harvesting Agreements: <p>Future Work:</p> <p>MFT wishes to be able to provide work to those incumbent contractors who can satisfactorily demonstrate to MFT material initiatives in which the MFT contractor objectives can be met to the mutual benefit of both MFT and the applicable contractor, and in particular such initiatives which materially reduce the Base Unit Rate and enhance safety performance. It is MFT's intention that should the Contractor demonstrate and commit to making such improvements and, subject to the performance measures contained in this Agreement being fully met, then MFT will look to negotiate and complete a new agreement with the Contractor that will become effective from the Expiry Date or such other date as the parties may agree. For the avoidance of doubt no express or implied guarantee of future work is made or contained in this Agreement.</p> <p>MFT Policy on Tendering of Sale Areas:</p> <p>It is MFT's intention to allocate a portion of its planned regional annual cut each year by invited tender.</p> <ul style="list-style-type: none"> • MF Silviculture Agreements: <p>Future Work:</p> <p>MF wishes to be able to provide work to those incumbent contractors who can satisfactorily demonstrate to MF material initiatives in which the MF Contractor objectives can be met to the mutual benefit of both parties and in particular such initiatives which materially reduce the base unit rate and enhance safety performance. It is MF's intention that should the Contractor be able to demonstrate and commit to making such improvements and subject to the performance measures contained in this Agreement being fully met then MF will look to negotiate and complete a new Agreement with the Contractor that will become effective from the expiry of the Term or such other date as the parties may agree. For the avoidance of doubt no express or implied guarantee of future work is made or contained in this Agreement.</p>
Env. Certification	<ul style="list-style-type: none"> • Environmental certification (FSC & PEFC) is understood to be personal to the Holder and therefore is unlikely to be automatically passed on to any other party.
Customers	<ul style="list-style-type: none"> • Consistent with the principles established for forest contractors, log sale and wood supply agreements should be allocated similarly based on partition split where such agreements are generic across the geography or travel with a forest if specified contractually for reasons such as log grade or wood properties (e.g., pruned grade or wood density). • MFT customer contracts are now all based off MFT template terms. • MFT template terms for log supply provide that consent to assign from the other party is required but that consent cannot be arbitrarily or unreasonably withheld. • Supply contracts tend to be relatively short term (12-24 months) with quarterly or 6 monthly price and volume reviews. • While there will not necessarily be a contractual requirement to deliver some form of pro-rata supply from the partitioned estates, this may be called for by customers as appropriate to keep them whole on log supply, at least for an interim supply period.

AVA Timber	<ul style="list-style-type: none"> • In relation to export sales the provisions of the AVA Umbrella Agreement (clause 10.4) is copied below. The key relevant part of this clause is highlighted yellow below: <p>10.4 Loss of Timberlands: In the event that an Interest Holder ceases to manage or own (directly or indirectly) a material proportion (but still manages or owns some) of the timberlands that it manages or owns (directly or indirectly) as at the date of this agreement, the Interest Holders will, for a period of up to 20 Business Days after becoming aware of that event (the Interest Holder being the subject of such event having notified the other parties as soon as reasonably practicable), consult with the other Interest Holder for the purposes of considering whether an amendment to this agreement and any Related Agreement is required to reflect the effect of the resulting change in volume of logs and, if so, agreeing on the terms of such amendments. If agreement is not reached within that 20 Business Day period, either Interest Holder may issue a Termination Notice to the Interest Holder pursuant to clause 10.2(c) (such Termination Notice being subject to the 180 day expiry period, but not needing to expire 3 years and 180 days after the date of this agreement). In the event that the management or ownership of timberlands is transferred to a third party, both Interest Holders agree to negotiate with each other in good faith as to whether that third party could either be invited to process its export volumes through the Joint Venture, or acquire an interest in the Limited Partnership and become a party to the Joint Venture and any amendments to this agreement and the Related Documents that would be required for that purpose. For the purposes of this clause 10.4, a "material proportion" means such proportion of the Interest holder's timberlands as materially undermines the export scale and efficiency benefits to an Interest Holder resulting from consolidating the parties' export operations through the Joint Venture.</p> • The highlighted text should provide sufficient flexibility to ensure that neither party should be disadvantaged in the event of a partition of the MF estate. The principals agree to negotiate in good faith for the partitioning of MF's current interest in the LP by their pro rata share with other LP holders. For example, if MF's current interest in AVA is 50% and the partitioned asset is 23%, then the partitioning party would acquire an 11.5% of AVA JV reducing MF's interest. • In the event of a partitioning of AVA, the minority party will give preemptive rights for their interest in AVA to the majority owner of MF.
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SCHEDULE SIX
WORKED EXAMPLE OF PARTITION PLAN (CLAUSE 3.8)



Exhibit 10.11



October 30, 2023

David L. Nunes
c/o Rayonier Inc.
1 Rayonier Way

Dear David:

This letter memorializes our recent discussions regarding your planned retirement from Rayonier Inc. (the "Company") and your assistance with the Company's leadership transition.

1. Transition Timing. You hereby agree that you will resign as Chief Executive Officer of the Company, effective as of the end of the day on March 31, 2024 (the "Transition Date"), and will (unless your employment has terminated prior to the Transition Date) continue to remain employed with the Company as a Senior Advisor to the Company's board of directors (the "Board") regarding public investor relations, shareholder engagement and such other matters as may be determined by the Board during the period (the "Transition Period") from April 1, 2024 through September 30, 2024 (unless earlier terminated as set forth in Section 2(b) below), reporting jointly to the Board and to the Company's new Chief Executive Officer. You hereby agree that you will resign, effective as of the Transition Date, from any offices, directorships and trusteeships that you hold with, or on behalf of, the Company or any of its affiliates.

2. Transition Matters.

(a) Compensation and Employee Benefits. During the Transition Period, you will receive a base salary at a rate equal to 50% of the rate currently in effect. You will remain eligible for an annual bonus for 2024 at the target bonus rate currently in effect, it being understood that such rate will be applied to your actual base pay received in 2024. You will remain eligible for equity compensation awards in 2024, the amount of which will be determined by the Compensation and Management Development Committee of the Board but is currently expected to represent 50% of the grant date value of the equity compensation awards made to you in 2023. For purposes of your equity compensation awards under the 2023 Rayonier Incentive Stock Plan and the Rayonier Incentive Stock Plan, as amended and effective October 16, 2020 (collectively, the "Equity Plans"), your termination of employment at the end of the scheduled Transition Period will be treated as a Retirement (as defined in the Supplemental Terms Applicable to the Performance Share and Restricted Stock Unit Award

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Agreements In the Event of Retirement). During the Transition Period, you will remain a participant in the Company's employee benefit plans.

(b) Termination of Employment. Nothing herein shall be construed to preclude either you or the Company from terminating your employment at any time, with any such termination to be subject to the applicable terms of the Company's annual bonus plan, Equity Plans and award agreements thereunder, and, if applicable, the Company's Severance Pay Plan for Salaried Employees and Executive Severance Pay Plan, it being understood that you will continue to be a Tier I participant in the Executive Severance Pay Plan. Upon any such termination during the Transition Period, the Transition Period shall automatically conclude.

3. Cooperation. From and after the termination of your employment with the Company, you agree to use your reasonable best efforts to respond and provide information to the Company regarding matters of which you have knowledge as a result of your relationship with the Company, and to provide reasonable assistance to the Company, its affiliates, and their representatives in defense of any claims that may be made against or by the Company and its affiliates. All reasonable out-of-pocket expenses that you incur in complying with this Section 3 will be borne by the Company. The Company hereby agrees that you will continue to be covered, at the Company's expense, under the indemnification and insurance arrangements, in accordance with their terms, that the Company has in effect for current and former officers and directors of the Company and its affiliates.

4. Restrictive Covenants. You hereby reaffirm your obligations under all confidentiality, noncompete, nonsolicit and other restrictive covenants contained in agreements with or plans or policies of the Company, including without limitation the equity award agreements and supplemental terms thereto. In addition, you agree that you shall not make any disparaging statements about the Company or its affiliates. Notwithstanding the foregoing, nothing herein shall preclude you from responding truthfully to any legal process or truthfully testifying in a legal or regulatory proceeding, or from complying with applicable disclosure obligations. You agree that the terms of this Section 4 (including the covenants referenced herein) were agreed to by mutual assent of the parties hereto, are supported by adequate consideration, are reasonable in time and scope, and serve to protect the legitimate economic interests of the Company and its affiliates. You further acknowledge and agree that your breach of the provisions of this Section 4 will cause the Company irreparable harm which cannot be adequately compensated by money damages, and that if the

Company elects to prevent you from breaching such provisions by obtaining an injunction against you, there is a reasonable probability of the Company's eventual success on the merits. You agree that if you commit any such breach or threaten to commit any such breach, the Company will be entitled to temporary and permanent injunctive relief from a court of competent jurisdiction, without posting any bond or other security and without the necessity of proof of actual damage, in addition to, and not in lieu of, such other remedies as may be available to the Company for such breach, including the recovery of money damages.

5. Release of Claims. In consideration of, and as a condition to your receipt of, the compensation and benefits set forth herein in respect of the Transition Period, you agree to execute a release of claims against the Company and its affiliates on or within ten days following the Transition Date in the form attached as Exhibit A, and agree if requested to execute a release of claims in a substantially similar form upon the termination of your employment with the Company. The compensation and benefits set forth herein in respect of the Transition Period are contingent upon your execution and non-revocation of the releases contemplated by this Section 5.

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6. Miscellaneous.

(a) Entire Agreement. This Agreement, the Executive Severance Pay Plan and applicable equity award agreements and supplemental terms thereto together constitute the entire agreement, and supersede any prior agreement or understanding, between you and the Company relating to your employment and service to the Company and its affiliates or any termination thereof. Except as specifically set forth herein, you shall not be entitled to any payment or other benefit relating to your service or termination of service with the Company, other than your vested rights under the employee benefit plans of the Company and its affiliates in which you participated. This Agreement may be amended only by written amendment duly executed by both parties hereto or their legal representatives and authorized by action of the Board.

(b) Successors. This Agreement shall be binding upon, and inure to the benefit of, any successors and assigns of the Company. This Agreement (including the payments and benefits contemplated by Section 2) is personal to you, and you may not assign or transfer any of your rights or obligations hereunder (including to any person, entity, estate, heir or otherwise).

(c) Severability. If any one or more of the provisions or parts of a provision contained in this Agreement (including, without limitation, Section 4) and the agreements herein shall for any reason be held to be invalid, illegal or unenforceable in any respect, such invalidity or unenforceability shall not affect any other provision or part of a provision of this Agreement and the agreements herein, but this Agreement and the agreements herein shall be reformed and construed as if such invalid, illegal or unenforceable provision or part of a provision had never been contained herein and such provisions or part thereof shall be reformed so that it would be valid, legal and enforceable to the maximum extent permitted by law.

(d) Governing Law. This Agreement shall be governed in accordance with the laws of the State of Florida without regard to conflict of laws provisions.

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Please confirm your agreement with the terms set forth above by signing below.

Sincerely,

/s/ Shelby Pyatt

Shelby Pyatt

On behalf of Rayonier, Inc.

Acknowledged and Agreed:

/s/ David Nunes

David Nunes

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Exhibit A
CONFIDENTIAL WAIVER AND RELEASE OF CLAIMS

April 1, 2024

David L. Nunes
c/o Rayonier Inc.
1 Rayonier Way
Wildlight, FL 32097

Dear David:

In consideration of the compensation and benefits set forth in that certain letter agreement dated [insert date] (the "Agreement") (all capitalized terms set forth but not defined herein shall have the meanings ascribed to them in the Agreement) to which this Confidential Waiver and Release of Claims (this "Release") is attached, which you acknowledge constitute sufficient consideration and exceed any payment, benefit or other thing of value to which you might otherwise be entitled under any policy, plan or procedure of the Company or any prior agreement between you and the Company, you agree as follows:

1. You warrant and represent that your decision to accept this Release is (i) entirely voluntary on your part; (ii) Additional Identified Harvesting not made in reliance on any inducement, promise or representation whether express or implied, other than the inducements, representations and promises expressly set forth in this Release and the Agreement; and (iii) not the result of any threats or other coercive action to induce acceptance of this Release.

Schedule 2.2(a)(xvii) Form

2. In consideration of Timber Deed the compensation and benefits set forth in the Agreement in respect of the Transition Period, you agree irrevocably and unconditionally to release, acquit and forever discharge the Company, its employees, directors, officers, shareholders, agents, representatives, subsidiaries, parents, affiliates, predecessors, successors and assigns, on behalf of yourself, your spouse, your heirs and legal representatives, and all persons claiming through you, from all claims or causes of action that you have, known or unknown, including any claims or causes of action that have already been made or filed by you, which may by law be waived, including but not limited to those based on your employment with the Company. The waiver and release of claims contained herein includes any and all claims or causes of action

under federal, state or local laws, and specifically includes, but is not limited to: (1) claims or causes of action pursuant to the Civil Rights Acts of 1964 and 1991, as amended ("Title VII"), the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, as amended ("ADEA"), the Americans with Disabilities Act, as amended, the Employee Retirement Income Security Act of 1974, the Fair Labor Standards Act, the Occupational Safety and Health Act, the Immigration Reform and Control Act of 1986, the Worker Adjustment and Retraining Notification Act of 1989, the Family and Medical Leave Act of 1993, the Pregnancy Discrimination Act, the National Labor Relations Act, the Uniformed Services Employment and Reemployment Act, the Sarbanes-Oxley Act of 2002, the Genetic Information Nondiscrimination Act of 2008, and the Lily Ledbetter Fair Pay Act of 2009; (2) claims or causes of action for wrongful discharge and/or breach of any alleged

Schedule 2.3 Operational

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employment contract; and Silvicultural Expenses (3) claims or causes of action based on any tort, such as invasion of privacy, defamation, fraud and intentional infliction of emotional distress.

Schedule 4.5 Governmental Consents

3. By signing this Release, you understand that, as part of the above paragraph, you voluntarily and Approvals knowingly waive any and all of your rights or claims under the ADEA that may have existed prior to the date you sign this Release. However, you acknowledge that you have been informed pursuant to the Federal Older Workers Benefit Protection Act of 1990 that you do not herein waive rights or claims under the Federal Age Discrimination in Employment Act that may arise after the date this Release is executed. This Release does not prohibit the following rights or claims: (1) claims that first arise after the date you sign this Release or which arise out of or in connection with the interpretation or enforcement of this Release itself; (2) your right to file a charge or complaint with the EEOC or similar federal or state agency, or your ability participate in any investigation or proceeding conducted by such agency, except you agree and understand that you will not seek or accept any personal relief, including, but not limited to, an award of monetary damages or reinstatement to employment in connection with such a charge or claims; (3) any rights or claims, whether specified above or not, that cannot be waived as a matter of law pursuant to federal, state or local statute. If it is determined that any claim covered by this Release cannot be waived as a matter of law, you expressly agree that this Release will nevertheless remain valid and fully enforceable as to the remaining released claims.

Schedule 4.6(a) Pending Matters

Schedule 5.4 Environmental Conditions4. In the event that you breach any of your obligations under this Release, any outstanding obligations of the Company hereunder or under the Agreement shall immediately terminate, and, to the extent permitted by applicable law, any payments previously made to you in consideration for signing this Release shall be returned to the Company.

Schedule 5.8 Boundary Disputes

Schedule 5.9 Endangered Species5. This Release waives rights to which you may be legally entitled. Accordingly, you should consult with an attorney prior to signing this Release.

Schedule 5.10 Aultman Lease

Schedule 7.8(i) Existing Seedling Production Contract6. You have twenty-one (21) days from the date you receive this Release within which to consider whether to sign this Release.

Schedule 7.8(ii) Seedling Obligation

7. After you sign this Release, you will have seven (7) days in which to revoke this Release by delivering a written notice of revocation to me not later than 5:00 p.m. on the seventh (7th) day after you sign this Release at the address contained herein, and this Release shall not become effective or enforceable until the seven (7) day period has expired.

8. To the extent not otherwise governed by federal law, this Agreement shall be interpreted by the laws of the State of Florida, without reference to its choice of law provisions. Any action to enforce this Agreement shall be brought in a court of competent jurisdiction in and for Nassau County, FL.

9. This Release shall not in any way be construed as an admission by the Company that it has acted wrongfully with respect to you or any other person, or that the Company is liable to you in any way. You agree not to assert otherwise.

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10. For the avoidance of doubt and notwithstanding anything to the contrary in this Release, nothing in this Release prohibits you from reporting possible violations of federal law or regulation to any governmental agency or entity, including but not limited to the Department of Justice, the Securities and Exchange Commission, the Congress, and any agency Inspector General, disclosing truthful information if legally required (whether by oral questions, interrogatories, requests for information or documents, subpoena, civil investigative demand or similar process), or making other disclosures that are protected under the whistleblower provisions of federal law or regulation or otherwise exercising any legally protected whistleblower rights or receiving any whistleblower awards (including in each case pursuant to Rule 21F under the Securities Exchange Act of 1934). You do not need the prior authorization of the Company to make any such reports or disclosures, and you are not required to notify the Company that you have made such reports or disclosures. Furthermore, notwithstanding anything in this Release to the contrary, pursuant to the Defend Trade Secrets Act of 2016, you shall not be held criminally or civilly liable under any federal or state trade secret law for the disclosure of a trade secret that is made: (i) in confidence to a government official or attorney for the purpose of reporting or investigating a suspected violation of law, (ii) in a complaint or other document filed in a lawsuit or other proceeding, as long as such filing is made under seal, or (iii) to an attorney representing you in a claim for retaliation for reporting suspected violations of law.

11. You agree to keep the terms of this Release confidential. Without limiting the generality of the foregoing, you specifically agree that you will not disclose information regarding this Release to any person other than your spouse, attorney or tax advisor or pursuant to a legal requirement. You agree that if you find it necessary to disclose the existence or terms of this Release to your attorney, tax advisor or spouse, you will advise such persons that they are under an obligation to maintain the confidentiality of such information before you disclose such information to them, and you shall remain liable and responsible for any disclosures made by the aforementioned persons.

12. The provisions of this Release are severable. If any provision is held to be invalid or unenforceable, it shall not affect the validity or enforceability of any other provision.

13. You acknowledge that you have carefully reviewed and understand this Release and that you have had sufficient time to consult with an attorney regarding this Release. Your signature will indicate that you accept and agree to its terms voluntarily and knowingly and with full understanding of its consequences.

RAYONIER INC.

BY: _____

PRINTED NAME: Shelby Pyatt

ITS: SVP, HR and IT

I have read and agree to the foregoing Confidential Waiver and Release. I have been given twenty-one (21) days to sign this Release. I have been advised to consult with an attorney

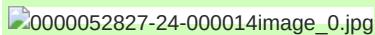
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prior to signing this Release and I understand that I have seven (7) days from the date indicated below in which to revoke this Release.

SIGNED:

DAVID L. NUNES

DATE: _____



2023 Rayonier Incentive Stock Plan
Restricted Stock Unit Award Agreement

This Award Agreement (the "Award Agreement") is entered into by and between Rayonier Inc., a corporation organized under the laws of the State of North Carolina with its principal office at 1 Rayonier Way, Wildlight, FL 32097 (the "Company"), and the undersigned qualified individual ("Key Employee"), pursuant to the 2023 Rayonier Incentive Stock Plan (the "Plan") as of /\$GrantDate\$/ (the "Effective Date").

W I T N E S S E T H:

WHEREAS, the Company desires to grant to Key Employee an award of Restricted Stock Units ("RSUs"), with each such RSU representing a contractual right to receive one share of common stock of the Company ("Share"), subject to the terms and conditions of this Award Agreement;

WHEREAS, the RSUs will vest as provided in this Award Agreement, provided Key Employee remains continuously employed by the Company from the date hereof through the Vesting Dates, as defined below, subject to the provisions of this Award Agreement and of the Plan; and

WHEREAS, this Award Agreement is being entered into to convey an Award of RSUs to Key Employee.

NOW THEREFORE, in consideration of the mutual promises made herein, the parties agree as follows:

1. Definitions

All capitalized terms not expressly defined in this Award Agreement and used herein shall have the same meaning set forth in the Plan, available on the Merrill Lynch website.

2. Award of Shares; Vesting

(a) **RSUs Awarded.** Key Employee is hereby awarded /\$AwardsGranted\$/ RSUs, subject to the terms of this Award Agreement, as of the Effective Date.

(b) **Vesting.** Key Employee shall become vested with respect to, and thereupon have a non-forfeitable right to, the Shares underlying the RSUs granted pursuant to Section 2(a) on the vesting dates shown below (as such vesting dates may be accelerated under Section 2(c), herein referred to as the "Vesting Dates"); *provided that*, Key Employee shall have remained continuously in the employ of the Company (or any other Participating Company) from the Effective Date through the Vesting Dates.

/\$VestingSchedule\$/

(c) **Termination of Employment.**

(i) Except as provided in this Section 2(c), if Key Employee's employment is terminated for any reason before the Vesting Date, then all of the RSUs subject to this Award Agreement, and all unpaid Dividend Equivalents, shall immediately be forfeited by Key Employee, and Key Employee shall have no further rights to such RSUs from and after the date of such termination.

(ii) In the event of Key Employee's termination of employment for any reason, or in cases of other circumstances deemed appropriate by the Committee, the Committee may, in its sole discretion, elect to waive all or part of the remaining restrictions with respect to Key Employee's RSUs then outstanding under this Award Agreement.

(e) Withholding Taxes.

(i) On the Vesting Date, or at any other time when withholding is required under the Internal Revenue Code of 1986, as amended (the "Code"), the Company shall have the right to require Key Employee to pay to the Company the amount of taxes that the Company is required to withhold or, in the Company's discretion in lieu thereof, to retain, or sell without notice, a sufficient number of Shares held by it for Key Employee to cover the amount required to be withheld or to withhold from any other amounts due to Key Employee by the Company. If requested by the Key Employee, the Committee shall cancel Shares to be delivered to Key Employee having a Fair Market Value equal to the minimum statutory required tax withholding (or, if permitted by the Company, a rate that is higher than the minimum statutory withholding rate) in connection with delivery of such Shares, and apply the value of such Shares as payment for Key Employee's minimum statutory required tax withholding or higher withholding.

(ii) The Company may deduct from all Dividend Equivalents paid with respect to the Award, and from any interest deemed accrued thereon (if applicable), the amount of taxes, if any, that the Company is required to withhold with respect to such amounts.

3. Award Terms

(a) Shareholder Rights. The RSUs are contractual rights only, and no Shares will be issued in respect of the RSUs unless and until the terms and conditions established by the Committee are obtained or satisfied. RSUs do not carry any rights of a shareholder, including voting rights; *provided that*, Key Employee shall be entitled to Dividend Equivalents Rights under Section 3(b). Upon the receipt of Shares in settlement of any RSUs, Key Employee shall have all the rights of a shareholder with respect to those shares, including but not limited to, the right to vote such Shares.

(b) Dividend Equivalent Rights. Key Employee shall have the Dividend Equivalent Rights set forth herein with respect to the RSUs granted pursuant to this Award Agreement. Accordingly, unless otherwise determined by the Committee, upon the Company's payment of cash dividends with respect to its Common Stock, Key Employee shall be paid an amount equal to the cash dividends that would have been paid to Key Employee had Key Employee owned the number of Shares underlying the RSUs awarded pursuant to this Award Agreement on the dividend record date. Such payment shall be made to Key Employee within fifteen (15) days after the Company's dividend payment date.

(c) Issuance of Shares. RSUs shall be evidenced in book entry or electronic form, registered in the name of Key Employee, with notations referring to the terms, conditions and restrictions set forth in this Award Agreement. Upon vesting, Shares underlying Key Employee's RSUs then vesting shall be issued either (i) in certificate form or (ii) in book entry or electronic form, registered in the name of Key Employee. Any such Shares shall be delivered to Key Employee within fifteen (15) days after the Vesting Date.

4. Conformity with Securities Laws

Any issuance of Shares pursuant to this Award Agreement (and any transfers thereof) are subject to compliance with all applicable securities laws. Key Employee hereby represents to the Company that Key Employee is acquiring the Shares for investment and not with a view to the distribution thereof and that Key Employee has had full and complete access to the financial statements of the Company and to the Company's senior management. The Shares issued by the Company pursuant to this Award Agreement may bear a legend or notation describing the restrictions on resale thereof under applicable securities laws, and stop transfer orders with respect to such Shares may be entered in the stock transfer records of the Company.

5. Agreement Not To Solicit; Other Restrictions; Clawback

(a) Key Employee hereby covenants and agrees that for a period commencing on the Effective Date and ending twelve (12) months after the effective date of Key Employee's termination of employment with the Company, Key Employee, shall not, except for actions taken on behalf, and at the request of, the Company, directly or indirectly engage in or assist others in soliciting, persuading, hiring, recruiting, or attempting to persuade, solicit, hire or recruit, any person employed by or under contract with, the Company (or who was employed by or under contract with the Company in the six-month period prior to the date of any such prohibited contact).

(b) This Award and any receipt of Shares pursuant to this Award are expressly contingent upon your compliance with the terms and conditions in Section 16 of the Plan, Section 5(a) of this Award Agreement and in any other agreement that governs your noncompetition with the Company or any subsidiary, your non-solicitation of employees, customers, suppliers, vendors or other business partners of the Company or any subsidiary, and/or your conduct with respect to proprietary and confidential information of the Company or any subsidiary.

(c) Notwithstanding any other provision in the Plan to the contrary, this Award, any Shares issued pursuant to this Award and any amount received with respect to the sale of any such Shares shall be subject to potential cancellation, recoupment, rescission, payback, or other action in accordance with the terms of the Company's Clawback

Policy as in effect from time to time and Section 15 of the Plan.

6. Miscellaneous

(a) Assignments and Transfers. The rights and interests of Key Employee under this Award Agreement may not be sold, exchanged, hypothecated, assigned, transferred (including by gift), pledged or otherwise encumbered.

(b) No Right to Employment. Neither this Award Agreement nor any action taken hereunder shall be construed as giving Key Employee any right to be retained in the employ of any Participating Company.

(c) Headings. The headings contained in this Award Agreement are inserted for convenience of reference only and are not intended to be part of or to affect the meaning or interpretation of this Award Agreement.

(d) Consistency with the Plan. This Award Agreement is subject to all the provisions of the Plan. It is expressly agreed and understood that in the case of any inconsistency between the provisions of this Award Agreement and the Plan, the provisions of the Plan shall control, as determined in the sole judgment of the Committee.

(e) Code Section 409A. To the extent applicable hereto, this Award and the payments set forth herein are intended to be compliant with, or exempt from, the requirements of Section 409A of the Code and shall be interpreted and administered in accordance therewith, although no warranty as to such compliance is made.

(f) Applicable Law. The interpretation of the provisions hereof shall be governed by the laws of the State of Florida.

IN WITNESS WHEREOF, the undersigned have caused this Award Agreement to be executed and delivered on the Effective Date first above written.

KEY EMPLOYEE

/\$ParticipantName\$/

Name:

/\$ParticipantAddress\$/

RAYONIER INC.

/s/ Shelby Pyatt

Shelby Pyatt

Vice President, HR and IT

Exhibit 10.20

Rayonier

2024 Performance Share Award Program

The number of shares to which a participant could become entitled under the 2024 Performance Share Award Program (the "Program") can range from 0% to a maximum of 175% of the Target Award depending on Rayonier's total shareholder return ("TSR") performance for the Performance Period of April 1, 2024 through March 31, 2027, as compared to the TSR performance of the companies comprising the FTSE NAREIT All Equity REIT Index for the same period. There will be no payout if results fall below the 25th percentile performance threshold.

- TSR is defined as stock price appreciation plus the reinvestment of dividends on the ex-dividend date. For purposes of performance measurement, TSR shall be the final reported figure as may be adjusted by the Committee for unusual, special or non-recurring items to avoid distortion in the operation of the Program.
- TSR over the Performance Period will be calculated by measuring the value of a hypothetical \$100 investment in Rayonier shares as compared to an equal investment in each of the peer group companies.
- TSR calculations of stock price appreciation will be the average of the closing prices of Rayonier common shares and that of each of the peer group companies for the 20 trading dates prior to the start of the Performance Period and last 20 trading dates of the Performance Period.
- Each timber peer (Weyerhaeuser and PotlatchDeltic) included in the FTSE NAREIT All Equity REIT Index will be counted in the percentile calculation five times, whereas all other companies comprising the index will be counted only once.
- The companies comprising the FTSE NAREIT All Equity REIT Index will be determined at the start of the Performance Period.

The final number of shares earned, if any, will be determined as follows:

- The TSR performance of Rayonier and the peer group companies will be calculated and Rayonier's relative performance, on a percentile basis, is determined.
- The payout percentage of Target Award based on Rayonier's percentile TSR performance against the peer group companies will be calculated per the following table:

Percentile Rank	Award (Expressed As Percent of Target Award)
75 th and Above	175%
51 st – 74 th	100%, plus 3.0% for each incremental percentile position over the 50 th percentile
50 th	100%
26 th – 49 th	50%, plus 2.0% for each incremental percentile position over the 25 th percentile
25 th	50%
Below 25 th	0%

- The payout percentage may not exceed 100% of the Target Award if Rayonier's TSR for the Performance Period is negative.
- If the fair market value, including dividends, of the payment due to the participant is greater than 4 times the fair market value of the target award on date of grant (the "Cap"), determined by multiplying the target shares times the grant price, the payout percentage shall be adjusted such that the fair market value of such payment does not exceed the Cap. The number of units earned shall be reduced to the extent necessary to meet the Cap.
- Payment, if any, is to be made in Rayonier Common Shares, and may be offset, to the extent allowed under applicable regulations, by the number of shares equal in value to the amount needed to cover associated tax liabilities.
- Dividend equivalents and interest will be paid in cash on the number of Rayonier Common Shares earned under the Program. Dividends will be calculated by taking the dividends paid on one share of Rayonier Common Stock during the Performance Period times the number of shares awarded at the end of the period. Interest on such dividends will be earned at a rate equal to the prime rate as reported in the Wall Street Journal, adjusted and compounded annually, from the date such cash dividends were paid by the Company.
- Awards will be valued on April 14 following the end of the Performance Period. If April 14 is a non-trading day, then the next trading following April 14 will be used. Awards, including dividends and interest, will be distributed to participants as soon as practicable following the valuation date, but in no event later than fifteen (15) days after the valuation date.
- In cases of termination of participant's employment due to Death or Total Disability, in accordance with Plan provisions, outstanding Performance Shares will remain outstanding and will vest subject to the terms and conditions of the Award Agreement and this Performance Share Award Program document. Any Performance Shares earned based on performance during the full Performance Period will be prorated based on the portion of the Performance Period during which the participant was employed by the Company, with payment of any such earned Performance Shares to occur at the time that the Awards are paid to employees generally.

- Notwithstanding any other provision in this Plan to the contrary, any award or shares issued hereunder and any amount received with respect to the sale of any such Award or shares, shall be subject to potential cancellation, recoupment, rescission, payback, or other action in accordance with the terms of the Company's Clawback Policy as in effect from time to time (the "Clawback Policy").
- Vice Presidents and above will be subject to a one year post vesting holding period. While up to 50% of the shares can be used to cover associated tax liabilities upon vesting, the remaining shares are subject to the holding period and will be held in a restricted account for one year. The only exceptions to the holding period are Death, Total Disability or a Change in Control and are subject to approval by the Compensation Committee of the Board of Directors.
- Peer group changes during the Performance Period will be handled as follows:
 - In the event of a merger, acquisition, or business combination transaction of a peer company by or with another peer company, the surviving entity shall remain a peer company and the acquired entity shall be removed from the peer group.
 - In the event of a merger, acquisition or business combination transaction of a peer company by or with an entity that is not a peer company, where the peer company is the surviving entity and remains publicly traded, the peer company shall remain in the peer group.
 - In the event of a merger, acquisition or business combination transaction of a peer company by or with an entity that is not a peer company or a "going private" transaction involving a peer company, where the peer company is not the surviving entity or is otherwise no longer publicly traded, the peer company shall be removed from the peer group.
 - In the event of a bankruptcy, liquidation or delisting of a peer company, such company shall remain a peer company but be forced to the lowest performance within the peer group.
 - In the event of a stock distribution from a peer company consisting of the shares of a new publicly-traded company (a "spin-off"), the peer company shall remain a peer company and the stock distribution shall be treated as a dividend from the peer company based on the closing price of the

shares of the spun-off company on its first day of trading. The performance of the shares of the spun-off company shall not thereafter be tracked for purposes of calculating TSR.

Exhibit 10.22

Certain schedules and exhibits have been omitted pursuant to Item 601(a)(5) of Regulation S-K. The Company agrees to furnish supplementally to the U.S. Securities and Exchange Commission a copy of any omitted schedule or exhibit upon request.

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Exhibit 2.8

PORTIONS OF THIS EXHIBIT HAVE BEEN OMITTED PURSUANT TO ITEM 601(b)(2) OF REGULATION S-K BECAUSE THEY (i) ARE NOT MATERIAL AND (ii) WOULD LIKELY CAUSE COMPETITIVE HARM TO THE COMPANY IF PUBLICLY DISCLOSED. THE COMPANY AGREES TO FURNISH SUPPLEMENTALLY TO THE COMMISSION AN UNREDACTED COPY OF THIS EXHIBIT UPON REQUEST.

**FIRST AMENDMENT TO PURCHASE AND SALE AGREEMENT
FOR REAL PROPERTY**

This First Amendment to Purchase and Sale Agreement (this "First Amendment") is entered into as of December 13, 2022 (the "Effective Date") by and between **JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.)**, a Michigan corporation, and **JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.)**, a Michigan corporation, for and to the extent of its Separate Account No. 112 (collectively, "Seller"), and **RAYONIER OPERATING COMPANY LLC**, a Delaware limited liability company ("Purchaser").

RECITALS

WHEREAS, Seller and Purchaser entered into that certain Purchase and Sale Agreement dated November 2, 2022 (the "Agreement") providing for the purchase and sale of certain real property located in Conecuh, Covington, Crenshaw and Monroe Counties, Alabama, Hardin, Jasper, Newton, Polk and Tyler Counties, Texas, Appling and Wayne Counties, Georgia, and certain leasehold interests in property located in Crisp, Turner and Worth Counties, Georgia that it wishes to sell, assign, transfer or convey, together with certain timber and other assets, inventory and rights under certain continuing leases, contracts and other agreements (such sale being referred to by Seller as "Project Dionysus"); and

WHEREAS, the Parties mutually desire to remove the Leased Timberlands and the assignment of the Aultman Lease from Project Dionysus and the Agreement, subject to the terms specified herein; and

WHEREAS, Seller and Purchaser have agreed to amend the Agreement as set forth herein; and

WHEREAS, all defined terms shall have the meaning set forth herein, or if not defined in this First Amendment, they shall have the meaning set forth in the Agreement.

NOW, THEREFORE, in consideration of the mutual covenants and agreements herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Seller and Purchaser agree to amend the Agreement as follows:

Article I. Property

Section 1.1. Property

Notwithstanding anything to the contrary set forth in the Agreement, the Parties hereby agree (i) the Leased Timberlands, Timberland Lease and Aultman Lease are removed in every respect and reference from the Agreement (including, but not limited to, any reference in the Agreement,

Exhibits or Schedules to McIntosh) and the definition of the Property shall exclude

in every respect the Leased Timberlands, (ii) Purchaser shall have no further right, title or interest in, under or to the Leased Timberlands, the Timberland Lease or the Aultman Lease, and (iii) the Transaction shall be conducted and closed pursuant to the terms of the Agreement and this Amendment.

Section 1.2. Purchase Price; Bonus Payment.

Section 1.4 of the Agreement is hereby amended as follows:

(a) Purchase Price. The aggregate Purchase Price payable by Purchaser to Seller in consideration for the Property shall be the sum of Four Hundred Twenty-Two Million and 00/100 Dollars (\$422,000,000.00), subject to adjustment as provided in the Agreement (the "Purchase Price").

(b) Bonus Payment. If the Closing occurs, Purchaser shall pay to Seller a bonus payment at the Closing in the amount of 2.5% of the Purchase Price (the "Bonus Payment"), and prior to the Closing, the parties shall cooperate to proportionally allocate the Bonus Payment across the Property. The Purchase Price plus the Bonus Payment shall be defined herein as the "Final Purchase Price."

Section 1.3. Closing.

Section 2.1 of the Agreement is hereby amended as follows:

The closing of the Transaction contemplated by this First Amendment and the Agreement (the "Closing") shall take place, subject to the satisfaction, or waiver by the Party entitled to the benefit thereof, of the conditions set forth in Article IX of the Agreement, as modified by this First Amendment, at the offices of the Title Company, in Atlanta, Georgia, at 10:00 a.m., local time, on [***] in accordance with this First Amendment and the Agreement or at such other time and date as the Parties shall agree in writing (the date on which the Closing occurs, the "Closing Date"). Upon completion of the Closing, the transactions contemplated by the Agreement and this First Amendment shall be deemed effective as of 12:01 a.m. Eastern Time on the Closing Date (the "Effective Time").

Section 1.4 Timberlands Closing Deliveries.

Section 2.2(a) of the Agreement is hereby amended as follows:

The Seller closing deliveries for the Closing are hereby revised to delete Section 2.2(a)(v), 2.2(a)(vi) and 2.2(a)(xviii).

Section 1.5 Representations and Warranties.

Section 5.10 of the Agreement and Schedule 5.10 of the Agreement are hereby amended to delete in its entirety Section 5.10 and Schedule 5.10.

Section 1.6 Estoppel Certificate.

Section 8.5 of the Agreement and all references in the Agreement to Estoppel Certificate are hereby deleted.

Section 1.7 Survival.

Section 10.1 of the Agreement is hereby amended in all instances as to the Property as follows:

For the avoidance of doubt, the Aultman Lease Indemnity Period is hereby deleted, and the Applicable Indemnity Period shall mean the [****] Indemnity Period.

Section 1.8 Indemnification Cap.

Section 10.5(c)(ii) of the Agreement is hereby deleted in its entirety and replaced with the following:

(ii) Cap. In no event shall either Seller's or Purchaser's aggregate obligation to indemnify the Purchaser Indemnitees, in the case of Seller, or the Seller Indemnitees, in the case of Purchaser, pursuant to this Article X exceed [****] (the "Cap Amount"). Notwithstanding the foregoing any claim made pursuant to Section 10.4(a) with respect Sections 4.1, 4.2, 4.3, 4.4, 4.5, 4.8, 5.6, 6.1, 6.2, 6.3, 6.4, 6.9 (the "Fundamental Reps") will not be subject to the Minimum Claim Amount, Basket Amount or the Cap Amount.

Section 1.9. Except as specifically provided herein, time is of the essence of this First Amendment for all purposes.

Section 1.10. Where the terms of this First Amendment conflict with the terms of the Agreement, the terms of this First Amendment shall control. Where this First Amendment is silent, the terms of the Agreement shall control.

Section 1.11. This First Amendment may be executed by the parties hereto individually or in combination or in one or more counterparts, each of which shall be an original, and all of which shall constitute one and the same instrument. Signatures given by facsimile or by PDF file shall be binding and effective to the same extent as original signatures.

[Signatures on next page]

IN WITNESS WHEREOF, each of the Parties has caused this First Amendment to be signed by an officer thereunto duly authorized, all as of the date first written above.

SELLER:

JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.), a Michigan corporation

By: MANULIFE INVESTMENT MANAGEMENT TIMBERLAND AND AGRICULTURE INC, its Advisor

[****]

JOHN HANCOCK LIFE INSURANCE COMPANY (U.S.A.), a Michigan corporation, for and to the extent of its Separate Account No. 112

By: MANULIFE INVESTMENT MANAGEMENT TIMBERLAND AND AGRICULTURE INC, its Advisor

[****]

[Signatures continue on next page]

Rayonier Inc.

Executive Severance Pay Plan

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RAYONIER INC.

EXECUTIVE SEVERANCE PAY PLAN

1. Purpose

The Compensation and Management Development Committee of the Board of Directors of Rayonier Inc. recognizes that, as with many publicly held corporations, there exists the possibility of a Change in Control of the Company. This possibility and the uncertainty it creates may result in the loss or distraction of senior executives of the Company, to the detriment of the Company and its shareholders.

Accordingly, the Committee has determined that appropriate steps should be taken to assure the Company of the continued employment, attention and dedication to duty of its senior executives-including maintaining professionalism, indifference and objectivity in negotiating with a potential acquirer and to seek to ensure the availability of their continued service, notwithstanding the possibility, threat, or occurrence of a Change in Control.

Therefore, in order to fulfill the above purposes, this Executive Severance Pay Plan is adopted and amended effective as specified in [Section 17](#).

The definitions of capitalized terms are located in [Section 8](#).

2. Covered Employees

Covered employees under this Plan are those full-time, regular executive salaried employees of the Company, who are identified and designated as Tier I, Tier II or Tier III on [Appendix A](#) attached hereto (each an "Executive"), as such [Appendix A](#) may be amended by the Committee from time to time prior to a Change in Control.

An Executive shall cease to be a participant in this Plan only as a result of termination or amendment of this Plan complying with [Section 13](#), or when he or she ceases to be a full time employee of the Company, unless, at the time he or she ceases to be an employee, such Executive is entitled to payment of Separation Benefits as provided in this Plan or there has been an event or occurrence that constitutes Good Reason after a Change in Control that would enable Executive to terminate his or her employment and receive Separation Benefits. An Executive entitled to payment of Separation Benefits under the Plan shall remain a participant in the Plan until the full amount of the Separation Benefits has been paid to Executive.

3. Upon a Qualifying Termination

A. **Qualifying Termination.** If, within two years following a Change in Control, (a) an Executive terminates his or her full time employment for Good Reason, or (b) the Company terminates an Executive's full time employment, the Executive shall be

provided Scheduled Severance Pay and Additional Severance (collectively, "Separation Benefits") in accordance with the terms of this Plan, except that Separation Benefits shall not be payable where Executive:

- is terminated for Cause;
- voluntarily resigns (including normal retirement), other than for Good Reason;
- voluntarily fails to return from an approved leave of absence (including a medical leave of absence); or
- terminates employment as a result of Executive's death or Disability.

Any non-exceptioned termination is a "Qualifying Termination."

B. Definitions Related to Qualifying Termination. For purposes of this Section 3, the following terms have the indicated definitions:

"Cause" shall mean with respect to any Executive: (i) the willful and continued failure of Executive for a period of ninety (90) days to perform substantially Executive's duties with the Company (other than any such failure resulting from incapacity due to physical or mental illness), after a written demand for substantial performance is delivered to Executive by the Board of Directors of the Company that specifically identifies the manner in which the Board believes that Executive has not substantially performed Executive's duties, or (ii) the engaging by Executive in illegal conduct or gross misconduct that is demonstrably injurious to the Company. For purposes of this definition, no act or failure to act on the part of Executive shall be considered "willful" unless it is done, or omitted to be done, by Executive without reasonable belief that Executive's action or omission was in the best interests of the Company. Any act or failure to act based upon authority given pursuant to a resolution duly adopted by the Board of Directors or upon the instructions of the Chief Executive Officer or a senior officer of the Company or based upon the advice of counsel for the Company shall be conclusively presumed to be done, or omitted to be done, by Executive in good faith and, in the best interests of the Company. An Executive shall be deemed to have engaged in illegal conduct and shall be subject to termination for Cause if Executive has been indicted or charged by any prosecuting agency with the commission of a felony.

"Disability" shall mean an illness or injury that has prevented Executive from performing his or her duties (as they existed immediately prior to the illness or injury) on a full-time basis for 180 consecutive business days.

"Good Reason" shall mean, with respect to any Executive: (i) the assignment to Executive of any duties inconsistent in any respect with Executive's position (including status, offices, titles and reporting requirements), authority, duties or responsibilities immediately before the Change in Control, or any other action by the Company that results in a significant diminution in such position, authority, duties or responsibilities,

IN WITNESS WHEREOF, each excluding for this purpose an isolated, insubstantial and inadvertent action not taken in bad faith and which is remedied by the Company promptly after receipt of notice thereof given by Executive; (ii) any material reduction in Executive's Base Pay, opportunity to earn annual bonuses or other compensation or employee benefits, other than as a result of an isolated and inadvertent action not taken in bad faith and that is remedied by the Company promptly after receipt of notice thereof given by Executive; (iii) the Company's requiring Executive to relocate his or her principal place of business to a place which is more than thirty-five (35) miles from his or her previous principal place of business; or (iv) any purported termination of this Plan otherwise than as expressly permitted by this Plan. Notwithstanding the foregoing, no termination shall be deemed to be for Good Reason unless (1) Executive gives written notice to the Company of the **Parties** event or condition claimed to constitute Good Reason within ninety (90) days of the first occurrence of such event or condition, (2) the Company fails to cure such event or condition within thirty (30) days of such notice, and (3) Executive gives a notice of termination specifying a date of termination not later than one hundred and twenty (120) days after delivery by Executive of the written notice to the Company of the event or condition claimed to constitute Good Reason.

4. Plan Benefits

For purposes of this Plan, "Plan Benefits" consist of (i) Scheduled Severance Pay calculated as provided in Section 4A, (ii) Additional Severance calculated as provided in Section 4B and Section 4C, and (iii) Equity Benefits as provided in Section 4D. The Company shall pay the Scheduled Severance Pay and Additional Severance to Executive in a lump sum not later than ten (10) days after the Effective Date of the Executive's Qualifying Termination; provided that, no portion of the Scheduled Severance Pay or Additional Severance that is payable on account of an Executive's Separation from Service shall be paid earlier than the end of the Separation Delay Period if the payment is on account of such Separation from Service and at that date the Executive is a Specified Employee; provided that, such delay in payment shall not apply to any portion of the Scheduled Severance Pay or Additional Severance that is excepted from such delay under the Code Section 409A Rules as a Short-Term Deferral or Separation Pay. The Company shall pay the Equity Benefits as provided in Section 4D upon the Executive's Qualifying Termination; provided that, no portion of the Equity Benefits that is payable as a result of the Executive's Separation from Service, shall be paid prior to the end of the Separation Delay Period if on the date of such Separation from Service the Executive was a Specified Employee; and provided further that, such delay in payment shall not apply to any such amounts that are excepted from such delay under the Code Section 409A Rules as Short-Term Deferrals or Separation Pay.

- A. An Executive's "Scheduled Severance Pay" is the product of the Executive's Base Pay times the Executive's Applicable Tier Multiplier.
- B. An Executive's "Additional Severance" is the sum of the Executive's Benefits Continuation Amount, calculated as provided in Section 4C below, and the Executive's Bonus Severance, calculated as provided in this Section 4B.

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(i) An Executive's "Bonus Severance" is the product of the Executive's Applicable Bonus times the Executive's Applicable Tier Multiplier, together with an additional amount equal to the Executive's Current Pro-rata Bonus.

- (1) An Executive's "Applicable Bonus" is the greatest of (A) the average of the bonus amounts actually paid to the Executive under the Rayonier annual incentive bonus plan (the "Bonus Plan") in the three year period comprised of the year of the Qualifying Termination and the two immediately preceding calendar years, (B) the Executive's Target Bonus Award under the Bonus Plan for the year in which the Change in Control takes place or (C) the Executive's Target Bonus Award under the Bonus Plan in the year of Qualifying Termination. The Executive's Applicable Bonus shall be determined without regard to any election the Executive may have made to defer receipt of all or any portion thereof as if there had been no deferral election in effect.
- (2) An Executive's "Current Pro-rata Bonus" is equal to the product of the Executive's Applicable Bonus times a fraction the numerator of which is the number of months or portion thereof lapsed in the then current year prior to the Qualifying Termination and the denominator of which is twelve.

C. Benefits Continuation Amounts. The Executive's Benefits Continuation Amount is the sum of the Executive's Retirement Savings Adjustment and Other Benefits Adjustment. The Executive's Retirement Savings Adjustment shall be in addition to amounts to which Executive is entitled under the Retirement Plan for Salaried Employees of Rayonier Inc., the Retirement Plan for Salaried Employees of ITT Corporation, the Rayonier Investment and Savings Plan for Salaried Employees and the Supplemental Plans (collectively, the "Retirement Plans"), in effect on the Effective Date of the Qualifying Termination. (Capitalized terms in this Section 4C that are not otherwise defined here or elsewhere in this Plan shall have the meaning ascribed to them in the applicable Retirement Plans.)

(i) An Executive's "Retirement Savings Adjustment" is an amount equal to the excess of (X) over (Y), where (X) is the "Equivalent Actuarial Value" of the benefit to which Executive would have been entitled under the terms of the Retirement Plans, without regard to "vesting" thereunder, had Executive accumulated an additional 3 years of eligibility service as a fully vested participant in the Retirement Plans and an additional 3 years of benefit service in all the Retirement Plans other than the Retirement Plan for Salaried Employees of ITT Corporation and the ITT Supplemental Plans and as if Executive were 3 years older, solely for purposes of benefit eligibility and determining the amount of reduction in benefit on account of payment commencing prior to the Executive's normal retirement date, and by defining Executive's "Final Average Compensation" as equal to the greater of Executive's Base Pay on the Effective Date of

Executive's Qualifying Termination or Executive's Final Average Compensation as determined under the terms of the Retirement Plan for Salaried Employees of Rayonier Inc., and (Y) is the Equivalent Actuarial Value of the amounts otherwise actually payable to Executive under the Retirement Plans. The Equivalent Actuarial Value shall be determined using the same assumptions utilized under the Rayonier Inc. Excess Benefit Plan upon the date of payment of the Benefits Continuation Amount and based on Executive's age on such date.

Notwithstanding the foregoing, for purposes of calculating the Retirement Savings Adjustment, Executive shall not be required to contribute to the Rayonier Investment and Savings Plan for Salaried Employees (the "Savings Plan") or the Rayonier Inc. Excess Savings and Deferred Compensation Plan (the "Excess Plan") as a condition to receiving the Retirement Savings Adjustment nor shall the Company be required to include in the Retirement Savings Adjustment amounts attributable to contributions Executive would have made under the Savings Plan or the Excess Plan had Executive continued to participate in those plans. The Company shall only be obligated to include in the Retirement Savings Adjustment the Company contributions that would have been made under the Savings Plan and the Excess Plan had Executive continued to participate in those plans at the level of compensation and rate of contribution in effect as of the pay date immediately preceding the Effective Date of the Qualifying Termination, without allocating any deemed earnings to said Company contributions.

(ii) Other Benefits Adjustment. The "Other Benefits Adjustment" is an amount equal to the sum of the Medical Benefits Payment and the Outplacement Services, determined as provided in subsections (1) - (3) below.

(1) An Executive's "Medical Benefits Payment" is the product of the employer contribution component of the health and welfare plans maintained for the Executive as of the Change in Control under the applicable employee welfare benefit plan (within the meaning of Section 3(1) of ERISA) maintained by the Company for the benefit of the Company's employees at such date, times the Executive's Applicable Tier Multiplier, discounted for present value applying a 4% discount rate.

(2) "Outplacement Services" means the cost of outplacement services, the scope and provider of which shall be selected by Executive in his or her sole discretion, for a period not to extend beyond twelve (12) months after the Effective Date of Executive's Qualifying Termination, in an amount not to exceed \$30,000 in the aggregate.

D. Equity Benefits. Company shall provide to Executive the following additional benefits upon a Qualifying Termination of the Executive, to the extent not actually provided under an Applicable Incentive Stock Plan of the Company (collectively, the "Equity Benefits"). Terms used in this Section 4D not otherwise defined in this Plan shall have the meaning assigned in the Applicable Incentive Stock Plan.

(i) Options. The Company shall cause (a) all of the options to purchase the Common Shares of the Company ("Stock Options") granted to Executive prior to the Qualifying Termination by the Company to become immediately exercisable in full in accordance with the terms of the Applicable Incentive Stock Plan pursuant to which they were issued (provided that no Stock Option shall be exercisable after the termination date of such Stock Option).

(ii) Restricted Stock. The Company shall (a) cause Executive to immediately vest in all outstanding shares of Restricted Stock that were the subject of an Award under an Incentive Stock Plan of the Company which Restricted Stock is held by or for the benefit of the Executive immediately prior to the Qualifying Termination

without any remaining restrictions other than those imposed by applicable securities laws, (b) issue stock certificates in respect thereof to Executive without a restrictive legend and (c) permit Executive to tender within 60 days of the Qualifying Termination all such Restricted Stock to the Company and in the event of such a tender forthwith pay to the Executive the Fair Market Value therefore.

(iii) **Performance Share Awards.** In the event of a Qualifying Termination, Awards of "Performance Shares" under all "Performance Share Award Programs" shall be settled as follows: (a) with respect to any Award for which the applicable Performance Period is more than 50% completed, the Performance Period shall be deemed to end as of the Qualifying Termination and the Executive shall receive the greater of (1) the Award resulting from actual performance achievement measured under the applicable program, as determined by the Committee and (2) the Award at 100% of target performance under the applicable program; and (b) with respect to any Award as to which the applicable Performance Period is not more than 50% completed, the Executive shall receive the Award at 100% of target performance under the applicable program. Performance Shares due hereunder shall be settled in cash and paid on the basis of the Fair Market Value.

(iv) **Coordination with Incentive Stock Plans.** Any amounts paid hereunder shall be an offset against amounts otherwise due from the Company under the Applicable Incentive Stock Plan in respect of the same Award covered herein.

(v) **Coordination with Section 409A.** If at any time the payment of an Equity Benefit would be deemed to be payable to an Executive as a result of the Executive's Separation from Service, payment of such Equity Benefit shall not be made earlier than the end of the Separation Delay Period where on the date of the Separation from Service the Executive was a Specified Employee; provided that, such delay in payment shall not apply to any portion of the Equity Benefit that is excepted from such delay under the Code Section 409A Rules as a Short-Term Deferral, Separation Pay or otherwise.

5. Dispute Resolution

A. In the event any dispute arises between Executive and the Company as to the validity, enforceability and/or interpretation of any right or benefit afforded by this Plan, at Executive's option such dispute shall be resolved by binding arbitration proceedings in accordance with the rules of the American Arbitration Association. The arbitrators shall presume that the rights and/or benefits afforded by this Plan which are in dispute are valid and enforceable and that Executive is entitled to such rights and/or benefits. The Company shall be precluded from asserting that such rights and/or benefits are not valid, binding and enforceable and shall stipulate before such arbitrators that the Company is bound by all the provisions of this Plan. The burden of overcoming by clear and convincing evidence the presumption that Executive is entitled to such rights and/or benefits shall be on the Company. The results of any arbitration shall be conclusive on both parties and shall not be subject to judicial interference or review on any ground whatsoever, including without limitation any claim that the Company was wrongfully induced to enter into this agreement to arbitrate such a dispute.

The Company shall pay the cost of any arbitration proceedings under this Plan. Executive shall be entitled (within two (2) business days of requesting such advance) to an advance of the actual legal fees and expenses incurred by such Executive in connection with such proceedings and Executive shall be obligated to reimburse the Company for such fees and expenses in connection with such arbitration proceedings only if it is finally and

specifically determined by the arbitrators that Executive's position in initiating the arbitration was frivolous and completely without merit.

B. In the event Executive is required to defend in any legal action or other proceeding the validity or enforceability of any right or benefit afforded by this Plan, the Company will pay any and all actual legal fees and expenses incurred by such Executive regardless of the outcome of such action and, if requested by Executive, shall (within two business days of such request) advance such expenses to Executive. The Company shall be precluded from asserting in any judicial or other proceeding commenced with respect to any right or benefit afforded by this Plan that such rights and benefits are not valid, binding and enforceable and shall stipulate in any such proceeding that the Company is bound by all the provisions of this Plan.

C. Amounts payable by the Company under this Section 5 shall in the first instance be paid by the trustee under the trust established by that certain Trust Agreement, known as the "Legal Resources Trust" authorized by the Compensation and Management Development

Committee on July 20, 2001, to the extent such amounts were previously transferred by the Company to the trustee of the Legal Resources Trust.

6. Covenants of Executive

A. As a condition to the receipt of a designated portion of the Equity Benefits and the other Plan Benefits otherwise payable hereunder (such portion, the "Covenant Amount") and in consideration thereof, Executive shall be deemed to have made and be bound by the "Change in Control Covenants" (defined below), which at the request of the Company shall be acknowledged by Executive in a simple declarative statement "I hereby confirm that I am bound by the Change in Control Covenants" attested to in writing by the Executive. The Covenant Amount shall be equal to so much of the identified amount payable in cash as the Company shall designate in a written notice to Executive given within thirty (30) days of the Qualifying Termination; provided that, the Covenant Amount shall not exceed an amount equal to the Base Pay of Executive immediately before the Qualifying Termination, multiplied by the Executive's Applicable Tier Multiplier and determined by the Company in good faith to be reasonable compensation for the Change in Control Covenants. By way of explanation and clarification, the Covenant Amount shall not be an additional payment beyond whatever is otherwise provided for within this Plan; rather, a portion of the payments that the Executive will otherwise receive hereunder shall be allocated as the Covenant Amount. An Executive who receives a benefit under this Plan cannot opt to forego making the Change in Control Covenants.

B. The Executive's "Change in Control Covenants" are the Confidentiality Covenants set forth in this Section 6B.

(i) **Confidentiality Covenants.** While employed by the Company following the Change in Control, and for a period of two (2) years following a Qualifying Termination (the "Confidential Information Period"), Executive covenants that Executive shall not disclose or make available to any person or entity any "Confidential Information" (as defined below) and shall not use or cause to be used any Confidential Information for any purpose other than fulfilling Executive's employment obligations to the Company, without the express prior written authorization of the Company. For this purpose, "Confidential Information" means all information about the Company relating to any of its products or services or any phase of operations, including, without limitation, business plans and strategies, trade secrets, know-how, contracts, financial

statements, pricing strategies, costs, customers and potential customers, vendors and potential vendors, marketing and distribution information, business results, software, hardware, databases, processes, procedures, technologies, designs, concepts, ideas, and methods not generally known through legitimate means to any of its competitors with which Executive became acquainted during the term of employment by the Company. Confidential Information also includes confidential information of third parties made available to the Company on a confidential basis, but does not include information which is generally known to the public without breach by Executive, (b) was given to Executive by a third party without any obligation of confidentiality, or (c) was obtained or independently developed by Executive prior to or following employment by the Company without the use of information that is otherwise Confidential Information.

C. **Remedies Limited to Equitable Relief.** By accepting payment of the Covenant Amount, Executive shall be deemed (a) to have acknowledged that in the event Executive breaches any of the Change in Control Covenants, the damages to the Company would be irreparable and that the Company shall have the right to seek injunctive and/or other equitable relief in any court of competent jurisdiction to enforce the Change in Control Covenants and (b) to have consented to the issuance of a temporary restraining order to maintain the status quo pending the outcome of any proceeding. The foregoing shall be the exclusive remedy of the Company for a breach of the Change in Control Covenants and under no circumstances shall the Company be entitled to seek return of all or any portion of the Covenant Amount or of any other amount payable hereunder, nor shall the Company be awarded or accept monetary damages for any such breach.

7. Section 280G Cutback

A. Notwithstanding any provision of this Plan to the contrary, in the event that the payments and other benefits payable under this Plan or otherwise payable to an Executive under any other plan, program, arrangement or agreement maintained by the Company or one of its affiliates (i) would constitute an "excess parachute payment" (as defined under Code Section 280G) and (ii) would be subject to the excise tax

imposed by Section 4999 of the Code, then such payments and other benefits shall be payable either (x) in full or (y) in a reduced amount that would result in no portion of such payments and other benefits being subject to the excise tax imposed under Section 4999 of the Code, whichever of the foregoing amounts, taking into account the applicable federal, state, and local income taxes and the excise tax imposed by Section 4999 of the Code, results in the receipt by such Executive on an after-tax basis, of the greatest amount of severance benefits under this Plan or otherwise, notwithstanding that all or some portion of such severance benefits may be taxable under Section 4999 of the Code.

B. The determination of whether it is necessary to decrease a payment or benefit to be paid under this Plan must be made in good faith by a nationally recognized certified public accounting firm (the "Accounting Firm") selected by the Company. This determination will be conclusive and binding upon the Executive and the Company. In the event that the Accounting Firm is serving as accountant or auditor for the individual, entity, or group effecting the Change in Control, the Company shall appoint another nationally recognized certified public accounting firm to make the determination required under this Plan. The Company shall bear all fees of the Accounting Firm. If a reduction is necessary, the Executive will have the right to designate the particular payment or benefit to be reduced or eliminated so that no portion of the payment or benefit to be paid to the Executive will be an excess parachute payment subject to the deduction limits under

Section 280G of the Code and the excise tax under Section 4999 of the Code. However, no payment of "deferred compensation" (as defined under Treasury Regulation Section 1.409A-1(b)(1), after giving effect to the exemptions in Treasury Regulation Sections 1.409A-1(b)(3) through (b)(12)) may be reduced to the extent that a reduction can be made to any payment or benefit that is not "deferred compensation."

8. Definitions

The following terms used in this Plan have the indicated meaning:

"Additional Severance" with respect to an Executive means the sum of Executive's Benefits Continuation Amount and Executive's Bonus Severance as set forth in Section 4B.

"Applicable Bonus" has caused the definition set forth in Section 4B(i)(1).

"Applicable Incentive Stock Plan" means the 2004 Rayonier Incentive Stock and Management Bonus Plan, as amended, or the Rayonier Incentive Stock Plan, as amended, as the context dictates, as in effect immediately prior to a Change in Control.

"Applicable Tier Multiplier" means three (3) for Tier I Executives, two (2) for Tier II Executives and one (1) for Tier III Executives.

"Award" has the meaning set forth in the Applicable Incentive Stock Plan, as the context requires.

"Base Pay" means the annual base salary rate payable to Executive at the Effective Date of the Qualifying Termination, including compensation converted to other benefits under a flexible pay arrangement maintained by the Company or deferred pursuant to a written plan or agreement with the Company, provided that, such annual base salary rate shall in no event be less than the highest annual base salary rate paid to Executive at any time during the twenty-four (24) month period immediately preceding the Change in Control.

"Benefits Continuation Amount" with respect to an Executive means the amount calculated as provided in Section 4C and payable upon a Qualifying Termination.

"Bonus Plan" has the definition set forth in Section 4B(i)(1).

"Bonus Severance" with respect to an Executive means the sum of the amount calculated under Section 4B(i)(1) and the Current Pro-rata Bonus calculated under Section 4B(i)(2), and payable upon a Qualifying Termination.

"Cause" has the definition provided in Section 3B.

"Change in Control" means the occurrence of any one or more of the following events:

(i) subject to the conditions contained in the final paragraph of this First definition, the filing of a report on Schedule 13D with the Securities and Exchange Commission pursuant to Section 13(d) of the Act disclosing that any person, other than the Company or any employee benefit plan sponsored by the Company, is the beneficial owner, as defined in Rule 13d-3 under the Act ("Beneficial Owner"),

directly or indirectly, of securities representing fifty percent (50%) or more of the total voting power represented by the Company's then outstanding Voting Securities (calculated as provided in paragraph (d) of Rule 13d-3 under the Act in the case of rights to acquire Voting Securities); or

(ii) the purchase by any person, other than the Company or any employee benefit plan sponsored by the Company, of Voting Securities pursuant to a tender offer or exchange offer to acquire any Voting Securities of the Company (or securities convertible into such Voting Securities) for cash, securities, or any other consideration, provided that after consummation of the offer, the person in question is the Beneficial Owner, directly or indirectly, of securities representing fifty percent (50%) or more of the total voting power represented by the Company's then outstanding Voting Securities (all as calculated under clause (i) of this definition); or

(iii) the approval by the shareholders of the Company and the subsequent consummation of any transaction pursuant to which the Company is merged with or into, or is consolidated with, or becomes the subsidiary of another corporation, or pursuant to which Common Shares of the Company would be converted into cash, securities, or any other consideration of a third party, or any sale, lease, exchange, or other transfer (in one transaction or a series of related transactions) of all or substantially all the assets of the Company (any such merger or other transaction, sale, lease, exchange or other transfer referred to as a "Business Combination"), unless following such Business Combination, all or substantially all of the individuals and entities who were the Beneficial Owners of the outstanding Voting Securities immediately prior to such Business Combination are the Beneficial Owners, directly or indirectly, of more than fifty percent (50%) of the combined voting power of the outstanding voting securities (calculated as provided in paragraph (d) of Rule 13d-3 under the Act in the case of rights to acquire voting securities) entitled to vote generally in the election of directors of the Successor Entity in substantially the same proportions as their ownership of the outstanding Voting Securities immediately prior to such Business Combination (for purposes of this provision, the term "Successor Entity" means the entity resulting from the Business Combination, including without limitation, an entity which, as a result of such transaction, owns the Company or all or substantially all of the Company's assets either directly or through one or more subsidiaries); or

(iv) a change in the composition of the Board of the Company or the board of directors of any Successor Entity at any time during any consecutive 24-month period such that Continuing Directors cease for any reason to constitute at least a majority of the Board.

For purposes of this definition of "Change in Control," the term "Voting Securities" means any securities of the Company that vote generally in the election of members of the Board, and the term "Continuing Directors" means those members of the Board who either were directors at the beginning of a consecutive 24-month period or were elected during such period by or on the nomination or recommendation of at least seventy percent (70%) of the then-existing Board, excluding for this purpose, any individual whose initial assumption of office occurs as a result of an actual or threatened proxy contest with respect to election or removal of directors or other actual or threatened solicitation of proxies or consents by on or behalf of a "person" (as used in Section 13(d) of the Act) other than the Board.

So long as there has not been a Change in Control within the meaning of clause (iv) above, the Board may adopt by a vote of at least seventy percent (70%) of the Continuing Directors a resolution to the effect that the occurrence of an event described in clause (i) (a "Clause (i) Event") does not constitute a "Change in Control" (an "Excluding Resolution") or a resolution to the effect that the occurrence of a Clause (i) Event does constitute a "Change in Control" (an "Including Resolution"). The adoption of an Excluding Resolution with respect to any Clause (i) Event shall not deprive the Board of the right to adopt an Including Resolution with respect to such Clause (i) Event at a later date. A Clause (i) Event shall not

in and of itself constitute a "Change in Control" until the earlier of (x) the effective date of an Including Resolution with respect thereto or (y) the passage of a period of 30 calendar days after the occurrence thereof without an Excluding Resolution having been adopted with respect thereto; notwithstanding the adoption of an Excluding Resolution within the 30-day period referred to in (y), an Including Resolution may subsequently be adopted with respect to the relevant Clause (i) Event while it continues to exist, in which event a "Change in Control" shall be deemed to have occurred for purposes of this definition upon the effective date of such Including Resolution. The provisions of this paragraph of the definition of "Change in Control" relate only to situations where a Clause (i) Event has occurred and no Change in Control within the meaning of clause (ii), (iii), or (iv) of the preceding paragraph has occurred, and nothing in this paragraph shall derogate from the principle that the occurrence of an event described in clause (ii), (iii), or (iv) of the preceding paragraph shall be deemed an immediate Change in Control regardless of whether or not a Clause (i) Event has occurred and an Excluding Resolution or Including Resolution become effective.

"Code" shall mean the Internal Revenue Code of 1986, as amended from time to time, and "Code Section 409A Rules" shall mean Section 409A of the Code and the final regulations and other IRS guidance promulgated thereunder, as in effect from time to time.

"Committee" means the Compensation and Management Development Committee of the Board of Directors of the Company.

"Company" means Rayonier Inc. and its subsidiaries, any successor to, or assignee of, the business or assets thereof that becomes bound by this Plan as provided in Section 10.

"Confidentiality Covenants" with respect to an Executive are the covenants set forth in Section 6B(i) and for which purpose "Confidential Information" has the definition set forth in Section 6B(i).

"Covenant Amount" with respect to an Executive is the cash portion of Plan Benefits designated as provided in Section 6A.

"Current Pro-rata Bonus" has the definition set forth in Section 4B(i)(2).

"Disability" has the definition provided in Section 3B.

"Effective Date of the Qualifying Termination" is the date the Company selects as the Executive's last day of active full-time employment.

"Equity Benefits" with respect to an Executive means the Plan Benefits payable as provided in Section 4D upon a Qualifying Termination, for which purpose (1) "Performance Period" and "Restricted Stock" have the meanings set forth in the Applicable Incentive Stock Plan, and (2) "Stock Options," "Performance Shares," and "Performance Share Award Programs" have the meanings set forth in Section 4D.

"Equivalent Actuarial Value" has the definition applicable under the Retirement Plans.

"Excess Plan" has the definition provided in Section 4C(i).

"Executive" means a person identified on Appendix A, as amended from time to time by the Committee prior to a Change in Control.

"Fair Market Value" means the value of the Stock as the Committee may determine in good faith by reference to the price of such stock on any established stock exchange or a national market system on the day of determination if the Stock is so listed on any established stock exchange or a national market system. If the Stock is not listed on any

established stock exchange or a national market system, the value of the Stock will be determined by the Committee in good faith.

"Final Average Compensation" has the meaning applicable under the Retirement Plans.

"Good Reason" has the definition provided in Section 3B.

"Legal Resources Trust" has the definition provided in Section 5C.

"Medical Benefits Payment" means the amount calculated in accordance with Section 4C(ii)(1).

"Other Benefits Adjustment" has the definition in Section 4C(ii).

"Outplacement Services" has the definition set forth in [Section 4C\(ii\)\(3\)](#). **"Performance Shares"** and **"Performance Share Award Programs"** mean the right to receive contingent performance shares or performance shares (or other Awards) to be made at the end of a performance period under programs adopted by the Committee under Section 6 of the Applicable Incentive Stock Plan under which such program was authorized, upon attainment of the comparative performance measures provided for in such program.

"Plan Benefits" has the definition provided in [Section 4](#).

"Plan Change" has the definition set forth in [Section 13](#).

"Plan" means this Executive Severance Pay Plan effective as provided in [Section 17](#).

"Qualifying Termination" has the definition provided in [Section 3A](#).

"Retirement Plans" has the definition provided in [Section 4C](#).

"Retirement Savings Adjustment" with respect to an Executive means the amount calculated in accordance with [Section 4C\(i\)](#), for which purpose "normal retirement date" means the first of the month that coincides with or follows Executive's 65th birthday.

"Savings Plan" has the definition set forth in [Section 4C\(i\)](#).

"Scheduled Severance Pay" with respect to an Executive means the amount calculated as provided in [Section 4A](#) and payable upon a Qualifying Termination.

"Separation Benefits" as provided in [Section 3A](#) means with respect to an Executive means the sum of the Executive's Scheduled Severance Pay and Additional Severance payable in respect of a Qualifying Termination.

"Separation Delay Period" shall mean the six month period following the date of a Executive's Separation from Service (or such other applicable period as may be provided for by Section 409A(a)(2)(B)(i) of the Code as in effect at the time), or earlier upon the death of the Executive, such that any payment delayed during the Separation Delay Period is to be paid on the first business day of the seventh month following the Separation from Service or, if earlier, such Executive's death.

"Separation from Service" and **"Separation Pay"** and **"Short-Term Deferral"** and **"Specified Employee"** shall have the respective meanings assigned such terms under the Code Section 409A Rules.

"Severance Trust" has the definition provided in [Section 11](#). **"Stock"** has the meaning set forth in the applicable Incentive Stock Plan.

"Supplemental Plans" means any excess benefit plan, within the meaning of Section 3(36) of the Employee Retirement Income Security Act of 1974, as amended, and the regulations thereunder ("ERISA"), or any supplemental executive retirement plan or other employee pension benefit plan, within the meaning of Section 3(2) of ERISA, not intended to be qualified under Section 401 (a) of the Code, maintained by the Company or by ITT Corporation, subject to the terms and conditions of such plans, in which the Executive is entitled to benefits by virtue of his employment with the Company or prior employment by ITT Corporation.

"Target Bonus Award" means the standard bonus target percentages of base salaries, as defined under the Bonus Plan for the respective executive salary grades as determined pursuant to Company base salary compensation schedules in effect for eligible executives at a 100 percent performance factor as of December 31 of the year in which the Change in Control takes place.

"Tier I", **"Tier II"** or **"Tier III"** means the designation assigned to an Executive on [Appendix A](#) as adopted and in effect immediately prior to a Change in Control.

9. Release

No Separation Benefits will be provided under this Plan unless Executive executes and delivers to the Company a mutual release, satisfactory to the Company, in which Executive discharges and releases the Company and the Company's directors, officers, employees, and employee benefit plans from all claims (other than for benefits, to which Executive is entitled under this Plan or any Company employee benefit plan) arising out of

Executive's employment or termination of employment and the Company discharges and releases Executive from any and all claims arising out of Executive's employment or termination of employment with the Company.

10. Successor to Company

This Plan shall bind any successor of the Company, its assets, or its businesses (whether direct or indirect, by purchase, merger, consolidation, or otherwise), in the same manner and to the same extent that the Company would be obligated under this Plan if no succession had taken place.

In the case of any transaction in which a successor would not by the foregoing provision or by operation of law be bound by this Plan, the Company shall require such successor expressly and unconditionally to assume and agree to perform the Company's obligations under this Plan, in the same manner and to the same extent that the Company would be required to perform if no such succession had taken place.

11. Administration of Plan/Coordination with Severance Trust

The Company is the Named Fiduciary for the Plan under ERISA. The Committee is the Plan Administrator, which shall have the exclusive right to interpret this Plan, adopt any rules and regulations for carrying out this Plan as may be appropriate and, except as otherwise provided in this Plan, decide any and all matters arising under this Plan. All interpretations and decisions by the Committee shall be final, conclusive and binding on all parties affected thereby.

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Amounts payable by the Company under this Plan (except under Section 5) may be made by direction of the Company to the trustee under the trust established by that certain Trust Agreement for the Rayonier Inc. Supplemental Senior Executive Pay Plan and for the Change in Control Agreement for W. Lee Nutter authorized by the Compensation and Management Development Committee on July 20, 2001 (the "Severance Trust"), to the extent such amounts were previously transferred by the Company to the trustee of the Severance Trust, but shall be deemed to have been paid only upon receipt by the Executive.

12. Claims Procedure

If an employee or former employee makes a written request alleging a right to receive benefits under this Plan or alleging a right to receive an adjustment in benefits being paid under the Plan, the Company shall treat it as a claim for benefit. All claims for benefit under the Plan shall be sent to the Company's Senior Vice President, Administration, or such other officer as may be designated by the Committee, and must be received within thirty (30) days after termination of employment. If the Company determines that any individual who has claimed a right to receive benefits, or different benefits, under the Plan is not entitled to receive all or any part of the benefits claimed, it will inform the claimant in writing of its determination and the reasons therefor in terms calculated to be understood by the claimant. The notice will be sent within ninety (90) days of the claim unless the Company determines additional time, not exceeding ninety (90) days, is needed. The notice shall make specific reference to the pertinent Plan provisions on which the denial is based, and describe any additional material or information as necessary. Such notice shall, in addition, inform the claimant what procedure the claimant should follow to take advantage of the review procedures set forth below in the event the claimant desires to contest the denial of the claim. The claimant may within ninety (90) days thereafter submit in writing to the Company a notice that the claimant contests the denial of his or her claim by the Company and desires a further review. The Company shall within sixty (60) days thereafter review the claim and authorize the claimant to appear personally and review pertinent documents and submit issues and comments relating to the claim to the persons responsible for making the determination on behalf of the Company. The Company will render its final decision with specific reasons therefor in writing and will transmit it to the claimant within sixty (60) days of the written request for review, unless the Company determines additional time, not exceeding sixty (60) days, is needed, and so notifies the employee. If the Company fails to respond to a claim filed in accordance with the foregoing within sixty (60) days or any such extended period, the Company shall be deemed to have denied the claim. If the appeal is denied, the Committee's written notification to the claimant shall set forth: (1) the specific reason for the adverse determination; (2) specific reference to pertinent provisions on which the Committee based its adverse determination; (3) a statement that the claimant is entitled to receive, upon request and free of charge, reasonable access to, and copies, of, all documents, records and other information relevant to the claimant's claim for benefits; and (4) a statement that the claimant has a right to bring a civil action under Section 502(a) of ERISA.

13. Termination or Amendment

The Committee or the Company's Board of Directors may amend or terminate this Plan (a "Plan Change") at any time, except that no such Plan Change may reduce or adversely affect Separation Benefits for any Executive who has a Qualifying Termination within two years of the effective date of such Plan Change provided that Executive was a Covered Employee under this Plan on the date of the Plan Change; provided that (a) a change in Appendix A prior to a Change in Control shall not be deemed to be a Plan Change and (b) an Executive by accepting any benefit under this Plan that was introduced prior to a Change in Control and not available prior to the Plan Change, shall be deemed to have waived the two-year limitation. Notwithstanding the foregoing, for two years after the occurrence of a Change in Control event, this Plan may not be terminated or amended until after all Executives who become entitled to any payments hereunder shall have received such payments in full. Any extension, amendment, or termination of this Plan in accordance with the foregoing shall be made in accordance with the Company's charter and bylaws and applicable law, and shall be evidenced by a written instrument signed by a duly authorized officer of the Company, certifying that such action has been taken.

14. Plan Supersedes Prior Plans

This Plan supersedes and replaces all prior severance policies, plans, or practices maintained by the Company with respect to all Covered Employees other than individualized written agreements executed by the Company and Executive.

15. Unfunded Plan Status

This Plan is intended to be an unfunded plan maintained primarily for the purpose of providing deferred compensation for a select group of management or highly compensated employees, within the meaning of Section 401 of ERISA. All payments pursuant to the Plan shall be made from the general funds of the Company and no special or separate fund shall be established or other segregation of assets made to assure payment. No Executive or other person shall have under any circumstances any interest in any particular property or assets of the Company as a result of participating in the Plan. Notwithstanding the foregoing, the Company may but shall not be obligated to create one or more grantor trusts, such as the Legal Resources Trust and the Severance Trust, the assets of which are subject to the claims of the Company's creditors, to assist it in accumulating funds to pay its obligations under the Plan.

16. Miscellaneous

Except as provided in this Plan, Executive shall not be entitled to any notice of termination or pay in lieu thereof.

In cases where Severance Pay is provided under this Plan, pay in lieu of any unused current year vacation entitlement will be paid to Executive in a lump sum.

This Plan is not a contract of employment, does not guarantee any Executive employment for any specified period and does not limit the right of the Company to terminate the employment of any Executive at any time.

The section headings contained in this Plan are included solely for convenience of reference and shall not in any way affect the meaning of any provision of this Plan.

If, for any reason, any one or more of the provisions or part of a provision contained in this Plan shall be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision or part of a provision of this Plan not held

so invalid, illegal or unenforceable, and each other provision or part of a provision shall to the full extent consistent with law remain in full force and effect.

17. Adoption Date and Amendment

This Plan was first adopted effective March 1, 1994. On May 16, 1997, changes to the Plan were approved effective as of June 1, 1997. Subsequently on July 18, 1997, additional changes to the Plan were approved effective retroactive to June 1, 1997.

On September 2, 2005, this amended and restated Plan was approved and adopted and renamed the Rayonier Inc. Executive Severance Pay Plan, effective as of that date, and on December 6, 2007, the Plan was amended to make certain changes to reflect the Code Section 409A Rules. In February 2015, additional changes were made and the Plan was amended and restated, and in July 2016, the Plan was again amended and restated. On October 14, 2020, the Plan was again amended and restated, effective January 1, 2021. On October 20, 2023, the Plan was again amended to clarify the definition of Company and on January 19, 2024 the Plan was amended to add a Tier III multiplier.

AMENDMENT TO IMPLEMENT SECURE ACT AND OTHER LAW CHANGES

ARTICLE 1 PREAMBLE

1.1 Adoption and effective date of Amendment. The Document Provider, on behalf of the Employer, hereby adopts this Amendment to the Employer's Plan. Each Article specifies the effective date of its provisions. Also see Section 1.5.

1.2 Superseding of inconsistent provisions. This Amendment supersedes the provisions of the Plan to the extent those provisions are inconsistent with the provisions of this Amendment. Except as otherwise provided in this Amendment, terms defined in the Plan will have the same meaning in this Amendment. Most Articles include definitions which are specific to that Article. Also see Section 1.6.

1.3 Numbering. Except as otherwise provided in this Amendment, any "Section" reference in this Amendment refers only to this Amendment and is not a reference to the Plan. The Article and Section numbering in this Amendment is solely for purposes of this Amendment, and does not relate to the Plan article, section, or other numbering designations.

1.4 Intention; Construction. The purpose of this amendment is to amend the Plan in accordance with pension- related provisions of the Further Consolidated Appropriations Act of 2019 ("FCAA") in general, and Division O of that Act, the Setting Every Community Up for Retirement Enhancement Act of 2019 ("SECURE"), in specific. It also addresses a provision of the Bipartisan American Miners Act ("BAMA"), which is also part of FCAA, as well as a section of the Coronavirus Aid, Relief, and Economic Security Act ("CARES"). The provisions of this Amendment shall be signed interpreted and applied to be consistent with FCAA and CARES and IRS guidance issued in connection therewith, whether such guidance is issued before or after the date of this amendment.

1.5 Effect of subsequent restatement or amendment of Plan. If the Employer restates the Plan, then this Amendment shall remain in effect after such restatement unless the provisions in this Amendment are restated or otherwise become obsolete (e.g., if the Plan is restated onto a plan document which incorporates these provisions). Some Articles in this amendment may not apply to a particular plan at the time the Amendment is executed but they will apply in the future based on subsequent amendments. For example, Article 8 is limited to 401(k) plans; its provisions do not apply to a profit-sharing plan that does not have a 401(k) feature. But if that plan is subsequently amended to add a 401(k) feature, then the provisions of Article 8 (and corresponding Section 2.8) will automatically become effective at that time.

1.6 Preservation of prior amendments. If the Employer previously amended the Plan after December 20, 2019 to implement a provision contained in one or more Articles of this Amendment, that prior amendment shall remain in effect and will not be superseded by this Amendment, unless Section 1.6(a) is selected. For example, if the Employer previously adopted an officer thereunto duly authorized, amendment to implement the BAMA provisions of Article 10, that amendment remains in effect, notwithstanding the provisions of this Amendment, unless Section 1.6(a) is selected.

(a) This amendment supersedes all prior inconsistent amendments of the Plan.

1.7 Adoption by Document Provider. The Document Provider hereby adopts this Amendment on behalf of all of the Document Provider's Plans adopted by its adopting employers. The "Document Provider" means the Sponsor of a Prototype Plan or Volume Submitter Practitioner of a Volume Submitter Plan as defined in Rev. Proc. 2013-22 or 2015-36, or the Provider of a Pre-approved Plan, as defined in Rev. Proc. 2017-41. References to the "Document Provider's Plans" or to "pre-approved plans" refer to the Prototype Plans, Volume Submitter Plans, and/or Pre-approved Plans sponsored by the Document Provider for use by adopting employers, as the case may be, except as limited in Section 1.7(a).

(a) This Amendment will apply to all of the Document Provider's Plans except the following:

(Optional. List plan types, such as Defined Benefit Plans or 403(b) Plans, which the Document Provider does not wish to amend):

ARTICLE 2 IDENTIFICATION; ELECTIONS

Instructions: The Document Provider should complete any applicable elections it wishes at Sections 1.6 and

1.7 and 2.3 through 2.10. If the Employer is satisfied with those choices, the Employer does not need to execute this Amendment. Otherwise, the Employer must complete the information at Section 2.1 and may complete one or more additional elections to indicate the Employer's preferences.

2.1 Identifying information.

A. Name of Employer: Rayonier Inc.

B. Name of Plan: RAYONIER INVESTMENT AND SAVINGS PLAN FOR SALARIED EMPLOYEES

C. Type of Plan (select one; optional)

- (1) 401(k) Plan
- (2) Profit-Sharing Plan (other than a 401(k) plan)
- (3) Money Purchase Pension Plan
- (4) Defined Benefit Plan (including a cash balance plan)
- (5) 403(b) Plan

2.2 Plan Type Definitions. "Qualified Plan" means a 401(k) Plan, Profit-Sharing Plan, Money Purchase Pension Plan or Defined Benefit Plan. "Defined Contribution Plan" means a Qualified Plan other than a Defined Benefit Plan.

2.3 Operating Elections. Many subsequent Articles of this Amendment refer to elections appearing in this Article 2. Each of Sections 2.4 through 2.10 refers to a corresponding Article. For example, Section 2.4 has the elections related to Article 4. The definitions in those Articles apply to the elections in the corresponding Section of this Article 2, and those elections have the same effective date as the corresponding Article. Each Section of this Article lists the default provisions which will apply if no election is made. If you accept the default(s), there is no need to complete the Section. There are no elective provisions which apply to Article 3 or Articles 11 through 16. The following are the defaults and a summary of the Articles for which there are no elections.

- Article 3. Permits retroactive safe harbor 401(k) amendments (to appear in separate document). Eliminates requirement of safe harbor notice for safe harbor nonelective.
- Article 4. QBADs are not permitted.
- Article 5. Distributions of RMDs will not begin before a Participant turns 72.
- Article 6. The Plan will apply its RMD provisions with respect to the 5-year rule in administering the 10- year rule.
- Article 7. RMDs subject to 5-Year Rule for participants who died from 2015 through 2019 are extended one year unless the beneficiary objects.
- Article 8. None of the optional elections with regard to LTPT Employees apply.
- Article 9. The QACA maximum automatic deferral is 10% of compensation.
- Article 10. The amendment does not modify the minimum age for in-service distributions.

- Article 11. Administrative policy can permit distributions of Discontinued Lifetime Income Investments.
- Article 12. Updated RMD tables and 2022 transition.
- Article 13. Permits retroactive plan adoption.
- Article 14. Difficulty of care payments are compensation for purposes of Code §415 only.
- Article 15. 403(b) plans can distribute custodial accounts on termination.
- Article 16. Deemed IRA accounts are not subject to maximum age.

Check (a) or (b).

(a) All defaults apply. Skip the rest of Article 2 and sign the amendment.
 (b) One or more defaults do not apply. Complete those sections in Article 2 for which you do not accept the default; then sign the amendment.

2.4 Article 4 – Birth/Adoption Distributions. In the absence of an election below, Article 4 does NOT apply. To permit QBADs (Qualified Birth and Adoption Distributions), check (a). If QBADs are available, they apply to all accounts except as provided in Article 4 or in elections (b), (c), (d), or (e). (Select all that apply.)

(a) Article 4 applies effective January 1, 2020, unless a different date is selected in (1) below.
 (1) _____ . (Enter date after December 31, 2019.)

(b) QBADs may only be made from accounts in which the Participant is fully vested.
 (c) QBADs are only available from the following Accounts (select one or more):
 (1) Pre-Tax Elective Deferrals
 (2) Roth Elective Deferrals
 (3) Employer matching contributions (including safe harbor contributions and QMACs)
 (4) Employer nonelective contributions (including safe harbor contributions and QNECs)
 (5) Rollover contributions
 (6) After-tax employee contributions
 (7) Transferred accounts
 (8) Describe: _____ (must be definitely determinable and not subject to discretion)
 (d) QBADs are not available if the Participant has severed employment.
 (e) Describe additional limitations: _____ (must be definitely determinable and not subject to discretion)

2.5 Article 5 – RMD Timing. Unless Section 2.5(a) is selected, distribution of RMDs will begin for Affected Participants no sooner than April 1 of the calendar year following the year the Participant attains age 72.

(a) Distribution of RMDs to Affected Participants will NOT be delayed on account of this Amendment (i.e., distributions will generally commence no later than April 1 of the calendar year following the year the Affected Participant attains age 70½), in accordance with Section 5.5. This election is effective for distributions after December 31, 2019, except as specified below (Optional: select either or both of (1) or (2)):
 (1) Section 5.5 is effective for distributions after and prior to the earlier of January 1, 2022 or the date entered in 2.5(a)(2). (Enter date on or after December 31, 2019.)
 (2) Section 5.5 is repealed for distributions after (enter date on or after the date entered in 2.5(a)(1) and before January 1, 2022), subject to the anti-cutback rule of Code §411(d)(6) to the extent applicable.

2.6 Article 6 – 10-Year Rule for Beneficiary RMDs. RMDs to an Eligible Designated Beneficiary of a Participant who dies prior to the Participant's RBD will be made as elected below. In the absence of an election in Section 2.6, the Plan's provisions about Beneficiary elections with regard to the 5-Year Rule will apply, substituting the 10-Year Rule for the 5-Year Rule.

(a) **Beneficiary election.** The Eligible Designated Beneficiary may elect application of the 10-Year Rule or the Life Expectancy rule. If the Beneficiary does not make a timely election (Select one of (1) or (2)):

- (1) **10-year rule.** The 10-year rule applies to the Eligible Designated Beneficiary.
- (2) **Life Expectancy Rule.** The Life Expectancy rule applies to the Eligible Designated Beneficiary.

(b) **10-year rule.** The 10-year rule applies to the Eligible Designated Beneficiary.

(c) **Life Expectancy rule.** The Life Expectancy rule applies to the Eligible Designated Beneficiary.

(d) **Shorter Period.** The entire interest of the Eligible Designated Beneficiary will be distributed no later than December 31 of the _____ (enter a number of years, not exceeding "tenth") year following the year of the Participant's death.

(e) **Other:** (Describe, e.g., the 10-Year Rule applies to all Beneficiaries other than a surviving spouse Beneficiary.)

2.7 Article 7 - CARES RMD Waivers; 5-Year Rule. Unless the Employer elects otherwise below, beneficiaries of Applicable Participant Accounts will have the option to extend distribution under the 5-Year Rule by one year, and in the absence of a beneficiary election the extension will apply.

(a) **No extension without request.** The provisions of Section 7.2 apply but in the absence of a beneficiary election the extension will NOT apply.

(b) **Not Apply.** Article 7 will NOT apply to this Plan.

2.8 Article 8 – LTPT Employees. The Employer makes the following optional elections with regard to LTPT Employees. (Select all that apply.)

(a) An LTPT Employee, in addition to being eligible to defer will also be treated as a Regular Participant for purposes of (check any or all that apply):

- (1) Receiving an allocation of the safe harbor contributions (including QACA).
- (2) Receiving an allocation of Employer matching contributions
- (3) Receiving an allocation of Employer nonelective contributions.
- (4) Making after-tax Employee voluntary contributions.

(5) Making rollover contributions.

(6) Making deemed IRA contributions described in Code §408(q).

(b) The following provisions which apply to Regular Participants do not apply to LTPT Employees
(check any or all that do not apply to LTPT Employees):

- (1) The ability to make Roth elective deferrals.
- (2) Automatic deferral provisions.
- (3) Automatic escalation provisions.

(c) Instead of being the first day of the first month and the seventh month of the Plan Year, the LTPT Entry Date is (select one):

- (1) The same as the entry date which applies to Elective Deferrals of Regular Participants.
- (2) Describe: _____

(d) In addition to Union Employees and Nonresident Aliens, the following Employees are LTPT Excluded Employees (check all that apply; see the instructions):

- (1) Employees described in a category of employees that would be excluded from the Plan even if they satisfied the minimum age and service requirements which apply to Employees generally.
- (2) Describe: _____.

(e) Instead of age 21, the LTPT Minimum Age is (select one):

- (1) Waived.
- (2) The same minimum age that applies to Regular Participants.
- (3) Age _____ (Cannot exceed age 21).

2.9 Article 9 – QACA Maximum Automatic Deferrals. In the absence of an election below, Article 9 does NOT apply and automatic deferrals under a QACA shall not exceed 10% of a Participant's Compensation. To permit automatic deferrals of up to 15% of compensation, complete (a) below and (b) if applicable..

(a) Article 9 applies effective on or after the first day of the first plan year beginning after December 31, 2019, unless a different date is selected in (1) below.
(1) _____. (Enter date on or after the first day of the first plan year beginning after December 31, 2019.)

(b) The following modified QACA statutory schedule will apply (the limitations in the parentheses below only applies to QACAs): (Select and complete one of (1), (2), or (3) below. The resulting schedule must satisfy Code §401(k)(13)(C)(iii)):

(1) **Detailed Schedule.** The following modified QACA statutory schedule will apply. **NOTE:**

Plan Years 1 & 2 must be between 3% and 10%. 3-14 may not exceed 15%

Plan Year of application to a ParticipantAutomatic Deferral Percentage

1% (not less than 3 and not more than 10)
2% (not less than 3 and not more than 10)
3% (not less than 4 and not more than 15)
4% (not less than 5 and not more than 15)
5% (not less than 6 and not more than 15)
6% (not less than 6 and not more than 15)
7% (not less than 6 and not more than 15)
8% (not less than 6 and not more than 15)
9% (not less than 6 and not more than 15)
10% (not less than 6 and not more than 15)
11% (not less than 6 and not more than 15)
12% (not less than 6 and not more than 15)
13% (not less than 6 and not more than 15)
14 and thereafter % (not less than 6 and not more than 15)

(2) **Fixed Increase.**

a. First plan year of application to a participant: (not less than 3 and not more than 10)
b. Second plan year of application to a participant: (not less than 3 and not more than 10)
c. In subsequent plan years the automatic deferral percentage will increase by % per year up to a maximum of % (not more than 15) of Compensation

(3) **Describe:** _____

2.10 Article 10 – In-Service Distributions. In the absence of an election below, Article 10 does NOT apply. To permit in-service distributions at age 59½ for pension plans, check (a) Check (b) to specify an age greater than 59 ½. If Article 10 applies, it applies to all Accounts except as limited in Article 10.

(a) Article 10 applies effective on or after the first day of the first plan year beginning after December 31, 2019, unless a different date is selected in (1) below.
(1) _____. (Enter date on or after the first day of the first plan year beginning after December 31, 2019.)

(b) Age at which in-service distributions are permitted (Enter age greater than 59½.)

ARTICLE 3
ADP SAFE HARBOR NONELECTIVE PLANS – SECURE §103

3.1 Application. This Article 3 will apply only if the Plan is a 401(k) or a 403(b) Plan. It is effective for Plan Years beginning after December 31, 2019.

3.2 No need for safe harbor notice. If the Employer makes a Safe Harbor Nonelective Contribution, then the Plan can use the ADP Safe Harbor, whether or not Participants receive a Safe Harbor Notice, and the Plan Administrator is not required to provide a Safe Harbor Notice. However, the Plan is required to provide a Safe

3.3 Retroactive adoption. Unless the Plan at any time during the Plan Year is a Safe Harbor Match Plan, then the Employer may amend the Plan at any time within twelve months after the end of the Plan Year to provide

(A) that the Employer will make a Safe Harbor Nonelective Contribution for the entire Plan Year, (B) that the Plan qualifies for the ADP Safe Harbor for the Plan Year, and (C) that the Plan will not be required to perform the ADP Test for the Plan Year. However, if the Employer adopts the amendment on or after the 30th

day before the close of the Plan Year, the Safe Harbor Nonelective Contribution must be at least 4% of the Participant's Compensation.

3.4 Definitions. The following terms have the meaning set forth in this paragraph as more fully provided in the plan terms pertaining to the related subject matter.

(a) A "Safe Harbor Nonelective Contribution" means a contribution described in Code §401(k)(12)(C) or Code §401(k)(13)(D)(i)(II) of at least 3% of Compensation.

(b) The "ADP Test" means the test provided in Code §401(k)(3)(ii).

(c) The "ADP Safe Harbor" means the safe harbor provided by Code §401(k)(12)(A) or Code §401(k)(13).

(d) A "Safe Harbor Match Plan" is a Plan which provided during the Plan Year that Participants would receive a matching contribution described in Treas. Reg. §1.401(k)-3(c) or Treas. Reg. §1.401(k)-3(k)(2).

(e) A "Safe Harbor Notice" is a notice described in Code §401(k)(12)(D) or Code §401(k)(13)(E).

(f) A "QACA" is a Qualified Automatic Contribution Arrangement described in Code §401(k)(13).

ARTICLE 4 BIRTH/ADOPTION DISTRIBUTIONS – SECURE Act §113

4.1 Application. This Article 4 will apply only if (1) the Plan is a Defined Contribution Plan, or a 403(b) Plan, and (2) the Employer elects in Section 2.4(a) for this Article 4 to apply, effective on the date specified in Section 2.4(a).

4.2 Distribution Authorized. Except as limited by Section 2.4 (b), (c), (e), a Participant may request a distribution of up to \$5,000 (per child or Eligible Adoptee) as a QBAD. The Participant may request the distribution whether or not the Participant has severed employment unless Section 2.4(d) is selected. This \$5,000 limit shall be reduced by QBADs to the Participant made with respect to the same child or Eligible Adoptee by other plans maintained by the Employer or a related employer described in Code §414(b), (c), (m), or (o). However, if the Plan is a Money Purchase Pension Plan (or the account from which the distribution is withdrawn was transferred from a Money Purchase Pension Plan), and the Participant has not separated from service, the Participant may not take a QBAD prior to attaining the earlier of Normal Retirement Age or age 59½. The Plan Administrator may adopt a policy imposing frequency limitations or other reasonable administrative conditions for QBADs.

4.3 Definitions. The following definitions apply for this Article 4 and Section 2.4:

(a) A "QBAD" is a Qualified Birth or Adoption Distribution described in Code §72(t)(2)(H)(iii). A QBAD must be made during the 1-year period beginning on the date on which a child of the Participant is born or on which the legal adoption of an Eligible Adoptee by the Participant is finalized.

(b) An "Eligible Adoptee" is an individual, other than a child of the Participant's spouse, who has not attained age 18 or is physically or mentally incapable of self-support. An individual is considered physically or mentally incapable of self-support if that individual is unable to engage in any substantial gainful activity by reason of any medically determinable physical or mental impairment that can be expected to result in death or to be of long-continued and indefinite duration. This provision shall be applied in a manner consistent with Part D of IRS Notice 2020-68.

4.4 Rollover. A Participant who received one or more QBADS from this Plan may, if the Plan then permits the Participant to make rollover contributions, make one or more contributions in an aggregate amount not to exceed the amount of such QBADS. The Plan will treat such a contribution as a rollover contribution made by direct trustee-to-trustee transfer within 60 days of distribution.

4.5 Reliance. The Plan Administrator may rely on an individual's reasonable representation that the individual is eligible to receive a QBAD unless the Plan Administrator has actual knowledge to the contrary.

4.6 Status. A QBAD is not an eligible rollover distribution for purpose of the obligation to permit a direct rollover under Code §401(a)(31), the notice requirement of Code §402(f), or the mandatory withholding rules of Code §3405(c)(1).

ARTICLE 5 REQUIRED BEGINNING DATE – SECURE Act §114

5.1 Application. This Article 5 will apply to all plans, regardless of type. It is effective with regard to RMDs required to be made after December 31, 2019.

5.2 Delay of Required Beginning Date. An Affected Participant's RBD shall not be earlier than April 1 of the calendar year following the year the Affected Participant attains age 72. For purposes of determining an Affected Participant's RBD, an Affected Participant will be treated as a more than 5% owner if the Participant was a 5-percent owner (as defined in Code §416(i)(1)(B)) as to the Plan Year ending in the calendar year the Participant attains age 72.

5.3 Spousal Distributions. If an Affected Participant dies prior to the Participant's RBD, and the Participant's sole Designated Beneficiary is the Participant's surviving spouse, then the RMDs to the surviving spouse will begin by December 31 of the calendar year immediately following the calendar year in which the Participant died, or by December 31 of the calendar year in which the Participant would have attained age 72, if later. However, this Section will apply only if the Plan, prior to this Amendment, permitted a surviving spouse to delay RMD distributions to December 31 of the calendar year in which the Participant would have attained age 70½.

5.4 Definitions. The following definitions apply for this Article 5 and Section 2.5:

(a) A Participant is an **"Affected Participant"** if the Participant was born after June 30, 1949.

(b) An **"RMD"** is a Required Minimum Distribution as described in Code §401(a)(9).

(c) A Participant's **"RBD"** is the Participant's Required Beginning Date as described in Code §401(a)(9)(C), as amplified by Section 5.2.

5.5 Optional Distribution Timing. If the Employer elects in Section 2.5(a) for this Section 5.5 to apply, the timing and form of distributions to an Affected Participant will be determined as though this Article 5 had not been adopted. Distributions pursuant to this paragraph, which are not RMDs, will be treated as eligible rollover distributions for purposes of the direct rollover provisions of Code §401(a)(31). This Section 5.5 will no longer be effective for distributions after December 31, 2021, or, if earlier, the date specified in Section 2.5(a)(2).

ARTICLE 6 BENEFICIARY RMDS – SECURE Act §401

6.1 Application. This Article 6 will apply to all plans other than Defined Benefit Plans. This Article will not apply to qualified annuities described in SECURE Act §401(b)(4)(B).

6.2 Effective Date. Except as provided in Section 6.4, Article 6 will apply to Participants who die on or after the Effective Date of this Article. Generally, the Effective Date of this Article is January 1, 2020. In the case of a governmental plan (as defined in Code §414(d)), the Effective Date of this Article is January 1, 2022. The Effective

6.3 Death before RBD. If the Participant dies before the Participant's RBD, the Plan will distribute or commence distribution of the Participant's Vested Accrued Benefit not later than as follows:

(a) No Designated Beneficiary. If there is no Designated Beneficiary as of September 30 of the year following the calendar year of the Participant's death, the Beneficiary's entire interest will be distributed under the 5-Year Rule.

(b) Eligible Designated Beneficiary. If the distributee of a Participant's account is an Eligible Designated Beneficiary, the Beneficiary's entire interest will be distributed under the Life Expectancy Rule unless the 10- Year Rule applies. The Employer may elect application of the Life Expectancy rule or the 10-Year Rule in Section 2.6. In the absence of an election in Section 2.6, the Plan's provisions with regard to election of the 5- Year Rule will apply, substituting the 10-Year Rule for the 5- Year Rule. A permitted Beneficiary election must be made no later than the earlier of December 31 of the calendar year in which distribution would be required to begin under the Life Expectancy Rule, or by December 31 of the calendar year which contains the tenth anniversary of the Participant's (or, if applicable, surviving spouse's) death.

(c) Other Designated Beneficiaries. If the distributee of the Participant's account is a Designated Beneficiary who is not an Eligible Designated Beneficiary, then the Beneficiary's entire interest will be distributed under the 10-Year Rule.

(d) 10-Year Rule. If distribution of a deceased Participant's account thereof is subject to the "10-Year Rule," then the Plan will distribute the account in full no later than December 31 of the tenth year following the year of the Participant's death. No RMDs are required to be distributed from the account prior to that date.

6.4 Death after RBD. If the Participant dies on or after the Participant's RBD, the Participant's remaining interest will be distributed at least as rapidly as under the method of distribution being used as of the date of the participant's death, using the Life Expectancy Rule, as, and to the extent, provided by applicable guidance. If the Beneficiary is a Designated Beneficiary that is not an Eligible Designated Beneficiary, the Plan will distribute the remaining account in full no later than December 31 of the tenth year following the year of the Participant's death.

6.5 Beneficiary Death. If an Eligible Designated Beneficiary receiving distributions under the Life Expectancy Rule dies before receiving distribution of the Beneficiary's entire interest in the Participant's account, the Plan will distribute that interest in full no later than December 31 of the 10th year following the year of the Eligible Designated Beneficiary's death. Similarly, if a Participant died before the Effective Date of this Article 6, and the beneficiary died after such Effective Date, but prior to receiving full distribution of the beneficiary's interest, the Plan will distribute that interest in full no later than December 31 of the tenth year following the year of the beneficiary's death.

6.6 Age of Majority. If a child of the Participant was receiving distributions under the Life Expectancy rule, when the child reaches the age of Majority, the Plan will distribute the child's account in full no later than 10 years after that date, provided the child is not otherwise an Eligible Designated Beneficiary, such as a disabled or chronically ill individual.

6.7 Definitions; operating rules. The following definitions and operating rules apply for this Article 6 and Section 2.6:

(a) An "RMD" is a Required Minimum Distribution as described in Code §401(a)(9).

(b) A Participant's "RBD" is the Participant's Required Beginning Date as described in Code §401(a)(9)(C) and the Plan. Also see Section 5.2.

(c) A distributee of a Participant's account is a "Designated Beneficiary" if the distributee is an individual or trust who is a beneficiary of the account (whether pursuant to a designation by the Participant or application of the Plan terms) and who is a designated beneficiary under Code §401(a)(9) and Treas. Reg. §1.401(a)(9)-4, Q&As-4 and -5.

- (d) An individual is an "Eligible Designated Beneficiary" of a Participant if the individual qualifies as a Designated Beneficiary and is (1) the Participant's spouse, (2) the Participant's child who has not reached the age of Majority, (3) an individual not more than 10 years younger than the Participant, (4) a disabled individual, as defined in Code §72(m)(7), or (5) an individual who has been certified to be chronically ill (as defined in Code §7702B(c)(2)) for a reasonably lengthy period, or indefinitely. Certain trusts may be treated as Eligible Designated Beneficiaries pursuant to Code §401(a)(9)(H)(iv) and (v).
- (e) Whether a child has reached the age of "Majority" is determined under Code §401(a)(9)(F) and applicable regulations and guidance issued thereunder.
- (f) The "Life Expectancy Rule" for distributing RMDs is described in Code §401(a)(9)(B)(iii) and is further described in the Plan.
- (g) The "5-Year Rule" for distributing RMDs is described in Code §401(a)(9)(B)(ii) and is further described in the Plan.
- (h) The "10-Year Rule" is described in Section 6.3(d).
- (i) **Shorter period.** Section 2.6 may specify a shorter period to be used in place of the tenth year after the death of a Participant or Beneficiary.
- (j) **Separate share rule.** All references in this Article to a Participant's Account and a Beneficiary's interest in that account will be applied separately to each separate account determined under Treas. Reg. §1.401(a)(9)-8, Q&A 2 and 3, and Code §401(a)(9)(H)(iv).

ARTICLE 7

EXTENSION OF 5-YEAR RULE FOR RMDs – CARES §2203

7.1 Application. This Article 7 will apply only to Defined Contribution plans, including 401(k) Plans, Profit- Sharing Plans, Money Purchase Pension Plans, and 403(b) Plans. It does not apply to Defined Benefit Plans. It does not apply if the Employer has selected Section 2.7(b); otherwise, it is effective January 1, 2020.

7.2 Waiver; default provision. The beneficiary of an Applicable Participant Account will have the option to extend the deadline to distribute the account for one year. The default in the absence of a beneficiary election will be to extend the distribution, unless the Employer elects in Section 2.7(a) for the default to be not to extend unless the beneficiary requests it.

7.3 Definitions. The following definitions apply for this Article 7 and Section 2.7:

- (a) "RMDs" means required minimum distributions described in Code §401(a)(9).
- (b) The "5-Year Rule" for distributing RMDs is described in Code §401(a)(9)(B)(ii) and is further described in the Plan.
- (c) "Applicable Participant Account" means the remaining account of a Participant who died during the years 2015-2019, to the extent the account is subject to the 5-Year Rule.

ARTICLE 8

LONG-TERM PART-TIME EMPLOYEES – SECURE §112

8.1 Application. This Article 8 will apply only if the Plan is a 401(k) Plan that permits elective deferrals. It is effective for Plan Years beginning after December 31, 2020.

8.2 LTPT Employee Deferrals. An LTPT Employee will be eligible to make Elective Deferrals to the Plan. An LTPT Employee enters the Elective Deferral portion of the Plan on the Employee's LTPT Entry Date if the

Employee is still an LTPT Employee on that Entry Date. The provisions of the Plan relating to rehired employees, breaks in service, and change in status will apply to LTPT Employees.

8.3 Limited Participation. An LTPT Employee who is eligible to make Elective Deferrals under Section 8.2 will be a Participant solely with regard to Elective Deferrals and related Account Balances. Except as otherwise provided in Section 2.8(a), an LTPT Employee will not be eligible (1) to receive any employer contributions, including top-heavy minimum allocations and safe harbor contributions, (2) to make after-tax Employee voluntary contributions, (3) to make rollover contributions (unless otherwise permitted under the Plan's administrative policies related to rollover contributions), or (4) to make deemed IRA contributions described in Code §408(q).

8.4 Satisfaction of Eligibility Conditions. If and when an LTPT Employee becomes a Regular Participant, the individual will no longer be an LTPT Employee, but will instead participate in the Plan in the same manner as other Regular Participants, except as provided in Section 8.5.

8.5 Vesting. For purposes of applying any vesting schedule in the Plan applicable to Employer contributions other than elective deferrals, an LTPT Employee or a Regular Participant who was previously an LTPT Employee (1) will be credited with a Year of Service for each vesting computation period during which the Employee was credited with more than 500 Hours of Service (or such lower requirement as may apply to Regular Participants) in such period, and (2) will not be credited with a break in service for any vesting computation period unless the Employee has no more than 500 Hours of Service in such period. The Plan Administrator may optionally apply any simplified method of determining years of service under this Section announced by the IRS.

8.6 Testing. Pursuant to Code §401(k)(15)(i)(II), the Plan Administrator may elect to exclude LTPT Employees from coverage testing under Code §410(b), the ADP test of Code §401(k)(3), the ACP test of Code §401(m)(2), and other nondiscrimination testing under Code §401(a)(4).

8.7 Application of Elective Deferral Provisions. Except as otherwise provided in Section 2.8(b), all provisions of the Plan related to Elective Deferrals which apply to Regular Participants also apply to LTPT Employees who are eligible to defer, including as applicable (1) eligibility to make Roth deferrals, (2) automatic enrollment provisions, (3) automatic escalation provisions.

8.8 Definitions. The following definitions apply for this Article 8 and Section 2.8:

(a) An "LTPT Employee" means a long-term part-time employee described in Code §§401(k)(2)(D) and 401(k)(15). Specifically, an LTPT Employee is an Employee, other than an LTPT Excluded Employee, who has not entered the Plan as a Regular Participant, but who is credited with at least three (3) consecutive Eligibility Computation Periods beginning after December 31, 2020 with at least 500 Hours of Service in each and who has attained the LTPT Minimum Age.

(b) With regard to an LTPT Employee, the "LTPT Entry Date," unless otherwise specified in Section 2.8(c), is the earlier of the first written above day of the first month or the seventh month of the Plan Year immediately following or coincident with the date an Employee becomes an LTPT Employee. In no event will the LTPT Entry Date exceed the maximum delay in participation specified in Code §410(a)(4).

(c) An "LTPT Excluded Employee" refers to a Union Employee or a Nonresident Alien and those individuals described in Section 2.8(d). However, in no event will an Employee be an LTPT Excluded Employee merely because the Employee failed to satisfy a service condition, or is a part-time, seasonal, or temporary employee. In no event will an Employee be an LTPT Excluded Employee to the extent such an exclusion is not permitted under applicable IRS guidance.

(d) The "LTPT Minimum Age" is 21 unless Section 2.8(e) specifies a different age (or waives the LTPT Minimum Age). The LTPT Minimum Age shall not exceed 21.

- (e) An Employee is a "Regular Participant" if the Employee has satisfied all conditions to enter the Plan (or any portion thereof) determined without regard to this Article 8, including those relating to the Employee's entry date. An LTPT Employee becomes a Regular Participant on such entry date.
- (f) A "Union Employee" is an employee described in Code §410(b)(3)(A).
- (g) A "Nonresident Alien" is an employee described in Code §410(b)(3)(C).

ARTICLE 9

QACA MAXIMUM AUTOMATIC DEFERRAL – SECURE §102

9.1 Application. This Article 9 will apply only if (1) the Plan is a 401(k) Plan or a 403(b) Plan, and (2) the Employer elects in Section 2.9 for this Article 9 to apply, effective on the date specified in Section 2.9(a).

9.2 Higher Maximum Contribution. If the Plan includes a QACA, then the automatic deferral percentage which applies to a Participant (referred to as the "qualified percentage" in Treas. Reg. §1.401(k)-12(j)(2)) shall not exceed 10% of the Participant's Compensation during the Initial Period and shall not exceed 15% of the Participant's Compensation after the Initial Period.

9.3 Validation; Policy. If the Employer amends or has amended the plan (effective for a Plan Year beginning on or after the effective date specified in Section 2.9) to provide for an automatic deferral percentage which does not exceed the limitations of Section 9.2, the amendment is valid notwithstanding any limitations contained in any provision of the Plan which would limit the automatic deferral percentage to 10%. The Plan Administrator may adopt a reasonable, uniform policy in applying the increased limit provided by this Article 9 to QACA automatic escalation provisions in effect prior to the effective date of the Article.

9.4 Definitions. The following definitions apply for this Article 9 and Section 2.9:

- (a) "QACA" means a Qualified Automatic Contribution Arrangement described in Code §401(k)(13).
- (b) The "Initial Period" for a Participant begins when the Participant first has contributions made pursuant to a default election under the QACA for a Plan Year and ends on the last day of the following Plan Year.

ARTICLE 10

IN-SERVICE PENSION DISTRIBUTIONS – BAMA §104

10.1 Application. This Article 10 will apply only if (1) the Plan is a Money Purchase Pension Plan, a Defined Benefit Plan, or, as described in Section 10.3, a 401(k) or Profit-Sharing Plan, and (2) the Employer elects in Section 2.10 for this Article 10 to apply, effective on the date specified in Section 2.10(a).

10.2 Distribution at 59½. A Participant can take an in-service distribution at age 59½, or, if later, the age (if any) specified in Section 2.10(b). Such a distribution will be limited to the vested portion of the Participant's accrued benefit or account and will be subject to all Plan provisions related to in-service distributions.

10.3 Limited application to Profit-Sharing Plans. If the Employer elects in Section 2.10 for this Article 10 to apply, this Article 10 will apply to an account in a 401(k) Plan or a Profit-Sharing Plan which holds assets transferred from a Money Purchase Pension Plan or a Defined Benefit Plan.

ARTICLE 11

DISTRIBUTIONS OF DISCONTINUED LIFETIME INCOME INVESTMENTS – SECURE §109

11.1 Application. This Article 11 will apply only if (1) the Plan is a Defined Contribution Plan, or a 403(b) Plan. It is effective for Plan Years beginning after December 31, 2019.

11.2 Distributions authorized. The Plan Administrator may authorize Participants to request, and as soon as practical after a Participant makes the request, the Plan will make a distribution of a Discontinued Lifetime

Income Investment. Distribution under this Article is limited to the 90-day period prior to the date on which the Lifetime Income Investment is no longer authorized to be held as an investment option under the Plan. Such distribution will be in the form of a Qualified Distribution, or in the form of a Qualified Plan Distribution Annuity Contract, as determined by the Plan Administrator. The Plan Administrator will administer this section in a reasonable, nondiscriminatory manner, and may authorize distributions of some Discontinued Lifetime Income Investments and not others.

11.3 Definitions. The terms "Lifetime Income Investment," "Qualified Distribution" and "Qualified Plan Distribution Annuity Contract" have the meanings set forth in Code §401(a)(38)(B). A "Discontinued Lifetime Income Investment" is a Lifetime Income Investment which will no longer be authorized to be held as an investment option under the Plan.

PURCHASER ARTICLE 12

UPDATED LIFE EXPECTANCY TABLES – TREAS. REG. §1.401(a)(9)-9

12.1 Application. This Article 12 will apply to all plans and is effective for distribution calendar years beginning on or after January 1, 2022.

12.2 New RMD Tables. Any Plan reference to the life expectancy tables detailed in Treas. Reg. §1.401(a)(9), such as the Uniform Life Table, the Single Life Table, or the Joint and Last Survivor Table, refers to these tables as published in Treas. Reg. §1.401(a)(9)-9 from time to time, and is subject to adjustment as described in Treas. Reg. §1.401(a)(9)-9(f).

ARTICLE 13

ADOPTION OF PLAN AFTER YEAR END – SECURE §201

13.1 Application. This Article 13 will apply only if the Plan is a Qualified Plan. It is effective for Plan Years beginning after December 31, 2019.

13.2 Retroactive Plan Adoption. If the Employer adopted the underlying Plan to which this Amendment relates after the close of a taxable year, but prior to the due date (including extensions) of the Employer's federal income tax return for that taxable year, the Plan is treated as having been adopted as of the last day of the taxable year if the Plan's initial effective date is any date within that taxable year. However, no Participant may make elective deferrals to the Plan prior to the date it was adopted.

ARTICLE 14

DIFFICULTY OF CARE PAYMENTS – SECURE §116

14.1 Application. This Article 14 will apply only if the Plan is a Defined Contribution Plan or a 403(b) Plan. It is effective for Plan Years beginning after December 31, 2015.

14.2 Inclusion in 415 Compensation. The amount of a Participant's Compensation for purposes of determining the annual addition limit under Code §415(c)(1)(B) is increased by the amount of Difficulty of Care Payments the Employer makes to the Participant.

14.3 Definition. A "Difficulty of Care Payment" is a payment described in Code §131(c)(1) made in connection with qualified foster individuals.

ARTICLE 15

403(b) TERMINATION DISTRIBUTIONS – SECURE §110

15.1 Application. This Article 15 will apply only if the Plan is a 403(b) Plan. It is effective January 1, 2009.

15.2 Custodial Accounts. In connection with distributions upon termination of the Plan, the Plan may treat the delivery of a custodial account as a distribution, pursuant to Rev. Rul. 2020-83.

ARTICLE 16
REPEAL OF DEEMED IRA MAXIMUM AGE – SECURE §107

16.1 Application. This Article 16 will apply only if the Plan permits deemed IRA contributions (sometimes called “designated IRA” contributions) described in Code §408(q). It is effective January 1, 2020.

16.2 No Maximum Age. To the extent the Plan otherwise permits a Participant to make deemed IRA contributions, the Participant may make such contributions regardless of whether the Participant has attained age 70½ or any other age.

Document Provider Name: Great-West Trust Company, LLC

By: Document Provider's signature and adoption date are on file.
(Authorized signer for Document Provider)

The Document Provider executed this Amendment this _____ day of _____, _____.

Complete the information below if the Employer is signing the Amendment.

By: /s/ Shelby Pyatt
(Authorized signer for Employer)

The Employer executed this Amendment this 28 day of July, 2023.

AMENDMENT FOR CARES ACT

ARTICLE 1 PREAMBLE; DEFINITIONS

1.1 Adoption of Amendment. The Document Provider, on behalf of the Employer, hereby adopts this Amendment to the Employer's Plan to implement provisions of the Act which affect the Plan. All references to the Plan include the Plan's loan program, policy, or procedure to the extent applicable.

1.2 Superseding of inconsistent provisions. This Amendment supersedes the provisions of the Plan to the extent those provisions are inconsistent with the provisions of this Amendment.

1.3 Construction. Except as otherwise provided in this Amendment, any Article or Section reference in this Amendment refers only to this Amendment and is not a reference to the Plan. The Article and Section numbering in this Amendment is solely for purposes of this Amendment and does not relate to the Plan article, section, or other numbering designations.

1.4 Effect of restatement of Plan. If the Employer restates the Plan then this Amendment shall remain in effect after such restatement unless the provisions in this Amendment are restated or otherwise become obsolete (e.g., if the Plan is restated onto a plan document which incorporates these provisions).

1.5 Definitions. Except as otherwise provided in this Amendment, terms defined in the Plan will have the same meaning in this Amendment. The following definitions apply specifically to this Amendment:

A. The “Act” is the Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act. This Amendment shall be interpreted and applied to comply with the Act.

B. A "Qualified Individual" means any individual who meets one or more of the criteria described in paragraphs (1), (2), (3), or (4). Participants, alternate payees and beneficiaries of deceased participants can be treated as Qualified Individuals. The Plan Administrator may rely on an individual's certification that the individual satisfies a condition to be a Qualified Individual unless the Plan Administrator has actual knowledge to the contrary. In applying the criteria, "COVID-19" means either the virus SARS-CoV-2 or coronavirus disease 2019; "an approved test" means a test approved by the Centers for Disease Control and Prevention (including a test authorized under the Federal Food, Drug, and Cosmetic Act); and a "member of the individual's household" means someone who shares the individual's principal residence. The criteria are as follows:

- (1) The individual was diagnosed with COVID-19 by an approved test;
- (2) The individual's spouse or dependent (as defined in Code §152) was diagnosed with COVID-19 by an approved test;
- (3) The individual has experienced adverse financial consequences because: (a) the individual or the individual's spouse, or a member of the individual's household was quarantined, furloughed or laid off, or had work hours reduced due to COVID-19; (b) the individual, the individual's spouse, or a member of the individual's household was unable to work due to lack of childcare due to COVID-19; (c) A business owned or operated by the individual, the individual's spouse, or a member of the individual's household closed or reduced hours due to COVID-19; or (d) the individual, the individual's spouse, or a member of the individual's household had a reduction in pay (or self-employment income) due to COVID-19 or had a job offer rescinded or start date for a job delayed due to COVID-19; or
- (4) The individual satisfies any other criteria determined by the Treasury or the IRS.

1.6 **Adoption by Document Provider.** The Document Provider hereby adopts this Amendment on behalf of all of the Document Provider's plans adopted by its adopting employers. The adoption by the Document Provider becomes applicable with respect to an Employer's Plan on March 27, 2020 (or, if later, the Effective Date of the Plan), unless the Employer individually adopts this Amendment, or an alternative amendment, prior to the expiration of the remedial amendment period relating to this Amendment. The Document Provider means the Sponsor of a Prototype Plan or Volume Submitter Practitioner of a Volume Submitter Plan as defined in Rev. Proc. 2013-22 or 2015-36, or the Provider of a Pre-approved Plan, as defined in Rev. Proc. 2017-41. References to the Document Provider's plans or to pre-approved plans refer to the Prototype Plans, Volume Submitter Plans, and/or Pre-approved Plans sponsored by the Document Provider for use by adopting employers, as the case may be, except as limited in Section 2.1.

ARTICLE 2

IDENTIFYING INFORMATION; EMPLOYER ELECTIONS

Instructions: The Document Provider should complete the elections at Sections 2.1 (if applicable), 2.3, and

2.4. If the Employer is satisfied with those choices, the Employer does not need to execute this Amendment. Otherwise, the Employer must complete the information at Section 2.2 and may complete one or more of Sections

2.3 through 2.5 to indicate the Employer's preferences.

2.1 **Application to Document Provider plans:** This Amendment will apply to all preapproved plans (including Prototype and Volume Submitter plans) of the Document Provider except the following: (Optional. List plan types, such as Defined Benefit Plans or 403(b) Plans, which the Document Provider does not wish to amend):

2.2 **Employer identifying information.** (Complete only if Employer is separately adopting this Amendment.)

A. Name of Employer: Rayonier Inc.

B. Name of Plan: RAYONIER OPERATING COMPANY, INVESTMENT AND SAVINGS PLAN FOR SALARIED EMPLOYEES

C. Type of Plan (check one; optional)

- (1) 401(k) Plan
- (2) Profit-Sharing Plan (other than a 401(k) plan)
- (3) Money Purchase Pension Plan
- (4) Defined Benefit Plan (including a cash balance plan)
- (5) 403(b) Plan

2.3 Relief for Qualified Individuals. Will the Plan provide any or all of the following relief for Qualified Individuals: (1) Coronavirus-Related Distributions described in Article 3, (2) increased loan limits described in Section 4.2, (3) the loan repayment extension described in Section 4.3. (Select one of (a), (b), or (c). If (c) is selected, then select one or more of (d), (e), and/or (f))

(a) **No.** The Plan will not provide any of these relief provisions.

(b) **Yes.** The Plan will provide all of these relief provisions. The limitations on distributions described in Sections 2.3(d)(1) – (4) and the limitations on loans in Section 2.3(e)(1) – (3) and Section 2.3(f)(1) – (3) do not apply.

(c) **Some.** The Plan will provide those relief provisions selected in (d), (e), or (f) below.

(d) **The Coronavirus-Related Distribution provisions described in Article 3 (If (d) is selected, the Employer or Document Provider may optionally select one or more of (1), (2), (3), or (4).)**

(1) Coronavirus-Related Distributions are not available from an account in which the Participant is not 100% vested.

(2) Coronavirus-Related Distributions may be made only from the following accounts:

(3) The maximum amount of Coronavirus-Related Distributions from the Plan to a Qualified Individual will not exceed: \$. (Enter amount less than \$100,000.)

(4) The following additional provisions apply to Coronavirus-Related Distributions: ___.(Enter limitations or restrictions which are nondiscriminatory and not subject to Employer discretion.)

(e) **The increased loan limit described in Section 4.2 (If (e) is selected, the Employer or Document Provider may optionally select one or both of (1), (2), or (3).)**

(1) The maximum dollar amount of loans pursuant to Section 4.2 will not exceed: \$. (Enter amount less than \$100,000.)

(2) The maximum percentage of the present value of the nonforfeitable accrued benefit that may be loaned pursuant to Section 4.2 will not exceed: %. (Enter percentage less than 100%).

(3) The following additional provisions apply to the increased loan limit: ___.(Enter limitations or restrictions which are nondiscriminatory.)

(f) **The loan repayment extension described in Section 4.3 (If (f) is selected, the Employer or Document Provider may optionally select one or more of (1), (2), or (3).)**

(1) The Suspension Period will begin (Enter date not before March 27, 2020) and end . (Enter date not later than December 31, 2020.)

(2) The Extension Period will be . (Enter period, up to one year, the due date of the loan will be extended, such as "six months.")

(3) The following additional provisions apply to the loan repayment extension: ___.(Enter limitations or restrictions which are nondiscriminatory.)

2.4 RMD waivers for 2020. Unless otherwise elected below, the provisions of Section 5.2 apply and a Participant or Beneficiary who would have been required to receive a 2020 RMD or Extended 2020 RMD **will receive** the distribution unless the Participant or Beneficiary chooses not to receive the distribution.

(a) **No RMDs without request.** The provisions of Section 5.2 apply and a Participant or Beneficiary who would have been required to receive a 2020 RMD or Extended 2020 RMD **will not receive** the distribution unless the Participant or Beneficiary chooses to receive the distribution.

(b) **Split.** The provisions of Section 5.2 apply. A Participant or Beneficiary who would have been required to receive a **2020 RMD will not receive** the distribution unless the Participant or Beneficiary chooses to receive the distribution. A Participant or Beneficiary who would have been required to receive an **Extended 2020 RMD will receive** the distribution unless the Participant or Beneficiary chooses not to receive the distribution.

(c) **No change to RMDs.** Payment of RMDs or Extended 2020 RMDs will be governed by the terms of the Plan without regard to this Amendment (i.e., no election is available to Participants or Beneficiaries).

(d) [X] Describe: The provisions of Section 5.2 apply. A Participant or Beneficiary who would have been required to receive a 2020 RMD or an Extended RMD that is scheduled to be paid in annual installments will not receive the distribution unless the Participant or Beneficiary chooses to receive the distribution. A Participant or Beneficiary who would have been required to receive an Extended 2020 RMD (unless it is scheduled to be paid in annual installments) will receive the distribution unless the Participant or Beneficiary chooses not to receive the distribution.

For purposes of Section 5.3, the Plan will also treat the following as eligible rollover distributions in 2020: (Choose one or none of (e), (f), (g), or (h): If no election is made, then a direct rollover will be offered only for distributions that would be eligible rollover distributions without regard to Code §401(a)(9)(l):

- (e) []** 2020 RMDs.
- (f) []** 2020 RMDs and Extended 2020 RMDs.
- (g) []** 2020 RMDs but only if paid with an additional amount that is an eligible rollover distribution without regard to Code §401(a)(9)(l).
- (h) []** Describe:

The provisions of Article 5, and the elections in this Section 2.4, will be effective on the date specified in Section 2.5, unless a different date is entered here:

(Optional. Enter a date between March 27, 2020 and December 31, 2020. RMD distributions before the selected effective date should have followed plan terms in effect before this Amendment.)

2.5 Effective Date. This Amendment is effective March 27, 2020 (or as soon as practical thereafter), or, if later, the following date:
(Optional. Enter a date not later than December 31, 2020.)

ARTICLE 3 CORONAVIRUS-RELATED DISTRIBUTIONS

3.1 Application. This Article 3 will apply if Section 2.3(b) or Section 2.3(d) is selected.

3.2 Coronavirus-Related Distribution(s). Subject to the provisions described in Section 2.3(d)(4), if any, a Qualified Individual may take one or more Coronavirus-Related Distributions. The accounts from which the amount may be distributed shall be limited if selected in Sections 2.3(d)(1) and (2). However, if the Plan is a Defined Benefit Plan, and the Qualified Individual has not separated from service, the Qualified Individual may not take a Coronavirus-Related Distribution prior to attaining the earlier of Normal Retirement Age or age 59½. The provisions of this Section will apply notwithstanding any limitation in the Plan on partial distributions or any otherwise applicable plan or administrative limits on the number of allowable distributions.

3.3 Repayment of distribution. If the Plan permits a Participant to make rollover contributions, then a such a Participant who received a Coronavirus-Related Distribution (from this Plan and/or another eligible retirement plan as defined in Code §402(c)(8)(B)), at any time during the 3-year period beginning on the day after receipt of the distribution, may make one or more contributions to the Plan, as rollover contributions, in an aggregate amount not to exceed the amount of such distribution.

3.4 Definition of Coronavirus-Related Distribution. A "Coronavirus-Related Distribution" means a distribution to a Qualified Individual during the period beginning January 1, 2020 and ending December 30, 2020. The total amount of Coronavirus-Related Distributions to a Qualified Individual pursuant to this Amendment from all plans maintained by the Employer, or any related employer described in Code §414(b), (c), (m), or (o), shall not exceed \$100,000, (or such lesser amount specified in Section 2.3(d)(3)). The Coronavirus-Related Distributions from the Plan to a Qualified Individual will not exceed the amount of the individual's vested account balance or the present value of the individual's vested accrued benefit.

ARTICLE 4 PARTICIPANT LOAN RELIEF

4.1 **Application.** This Article 4 will apply only if the Plan permits participant loans. Section 4.2 will apply if Section 2.3(b) or Section 2.3(e) is selected. Section 4.3 will apply if Section 2.3(b) or Section 2.3(f) is selected.

4.2 **Increased loan limit.** Notwithstanding the loan limitation that otherwise would apply, the Plan will determine the loan limit under Code §72(p)(2)(A) for a loan to a Qualified Individual, made during the period beginning March 27, 2020 and ending September 22, 2020, by substituting "\$100,000" (or such lesser amount specified in Section 2.3(e)(1)) for "\$50,000," and by substituting "100% (or such lesser percentage specified in Section 2.3(e)(2)) of the present value of the nonforfeitable accrued benefit of the employee under the Plan" for "one-half of the present value of the nonforfeitable accrued benefit of the employee under the Plan" (or its equivalent). The provisions described in Section 2.3(e)(3), if any, will apply in connection with loans to Qualified Individuals.

4.3 **Extension of certain repayments.** If a Qualified Individual has an outstanding loan from the Plan on or after March 27, 2020, then: (1) if the date for any repayment of such loan occurs during the Suspension Period, the due date is extended for the Extension Period; (2) the due date of the loan will be extended by the Extension Period; (3) the Plan will adjust any subsequent repayments to reflect the extension of the due date and any interest accrued during the Suspension Period; and (4) the Plan will disregard the Extension Period in determining the 5-year period and the loan term under Code §72(p)(2)(B) or (C). The provisions

described in Section 2.3(f)(3), if any, will apply in connection with the suspension and extension described in this Section. The Suspension Period, unless otherwise specified in Section 2.3(f)(1), will begin March 27, 2020 and end December 31, 2020. The Extension Period, unless otherwise specified in Section 2.3(f)(2) will be one year. The provisions of this Section 4.3 will be applied in accordance with Section 5.B. of Notice 2020-50, or any subsequent applicable guidance, and the adjustment described in (3) may reflect the "safe harbor" described therein.

ARTICLE 5

WAIVER OF 2020 REQUIRED MINIMUM DISTRIBUTIONS (RMDs)

5.1 **Application.** This Article 5 will apply only to defined contribution plans, including 401(k) Plans, Profit- Sharing Plans, Money Purchase Pension Plans, and 403(b) Plans. The definitions in Section 5.4 will apply in interpreting Section 2.4.

5.2 **Waiver; default provision.** This Section 5.2 will apply unless Section 2.4(c) is selected or to the extent 2.4(d) overrides it. Notwithstanding the provisions of the Plan relating to RMDs, whether a Participant or Beneficiary who would have been required to receive 2020 RMDs, and who would have satisfied that requirement by receiving distributions that are (1) equal to the 2020 RMDs, or (2) Extended 2020 RMDs will receive those distributions is determined in accordance with the option chosen in Section 2.4. Notwithstanding the option chosen in Section 2.4, a Participant or Beneficiary will be given an opportunity to make an election as to whether or not to receive those distributions. If the Plan permits a Beneficiary of a deceased Participant to make the election to use the 5-year rule or the life expectancy rule, the deadline to make the election may be extended to reflect the adoption of Code §401(a)(9)(l).

5.3 **Direct rollovers.** Notwithstanding the provisions of the Plan relating to required minimum distributions under Code §401(a)(9), and solely for purposes of applying the direct rollover provisions of the Plan, certain additional distributions in 2020, as elected by the Employer in Section 2.4, will be treated as eligible rollover distributions. If no election is made by the Employer in Section 2.4, then a direct rollover will be offered only for distributions that would be eligible rollover distributions without regard to Code §401(a)(9)(l).

5.4 **Definitions.** "RMDs" means required minimum distributions described in Code §401(a)(9). "2020 RMDs" means required minimum distributions the Plan would have been required to distribute in 2020 (or permitted to pay in 2021 for the 2020 calendar year for a Participant with a required beginning date of April 1, 2021) but for the enactment of Code §401(a)(9)(l). "Extended 2020 RMDs" means one or more payments in a series of substantially equal distributions (that include the 2020 RMDs) made at least annually and expected to last for the life (or life expectancy) of the Participant, the joint lives (or joint life expectancy) of the Participant and the Participant's designated Beneficiary, or for a period of at least 10 years.

5.5 **Installment payments.** A Participant or Beneficiary receiving payment of 2020 RMDs or 2020 Extended RMDs pursuant to this Article 5 may receive them in any method (including installments or partial distributions) which would have been permitted under the terms of the Plan if the amounts would have been RMDs but for the

Document Provider Name: Great West Trust Company, LLC

***** By: Document Provider's signature and date of adoption are on file.
(Authorized signer for Document Provider)

The Document Provider executed this Amendment this _____ day of _____, _____.

Complete the information below if the Employer is signing the Amendment.

By: /s/ Shelby Pyatt
(Authorized signer for Employer)

The Employer executed this Amendment this 28 day of July, 2023.

EXHIBIT Exhibit 21.1

SUBSIDIARIES OF RAYONIER INC.
As of December 31, 2022 December 31, 2023

Name of Subsidiary	State/Country of Incorporation/Organization
Matariki Forests	New Zealand
Matariki Forestry Group	New Zealand
Pope Resources, L.P.	Delaware
Rayonier Forest Resources, L.P.	Delaware
Rayonier, L.P.	Delaware
Rayonier Operating Company Holding LLC	Delaware
Rayonier Operating Company, LLC	Delaware
Rayonier TRS Forest Operations, LLC	Delaware
Rayonier TRS Holdings Inc.	Delaware
Raydient LLC	Delaware

In accordance with Item 601(b)(21) of Regulation S-K, we have omitted some subsidiaries that, if considered in the aggregate as a single subsidiary, would not constitute a significant subsidiary as of December 31, 2022 December 31, 2023 under Rule 1-02(w) of Regulation S-X.

SUBSIDIARIES OF RAYONIER, L.P.
As of December 31, 2022 December 31, 2023

Name of Subsidiary	State/Country of Incorporation/Organization
Matariki Forests	New Zealand
Matariki Forestry Group	New Zealand
Pope Resources, L.P.	Delaware
Rayonier Forest Resources, L.P.	Delaware
Rayonier Operating Company, LLC	Delaware
Rayonier TRS Forest Operations, LLC	Delaware
Rayonier TRS Holdings Inc.	Delaware
Raydient LLC	Delaware

In accordance with Item 601(b)(21) of Regulation S-K, we have omitted some subsidiaries that, if considered in the aggregate as a single subsidiary, would not constitute a significant subsidiary as of December 31, 2022 December 31, 2023 under Rule 1-02(w) of Regulation S-X.

CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

We consent to the incorporation by reference in the following Registration Statements:

- 1) Registration Statement (Form S-3 No. 333-268176) of Rayonier, Inc.,
- 2) Registration Statement (Form S-4 No. 333-114858) of Rayonier Inc.,
- 3) Registration Statement (Form S-8 No. 333-129175) pertaining to the Rayonier 1994 Incentive Stock Plan,
- 4) Registration Statement (Form S-8 No. 333-129176) pertaining to the 2004 Rayonier Incentive Stock and Management Bonus Plan,
- 5) Registration Statement (Form S-8 No. 333-152505) pertaining to the Rayonier Investment and Savings Plan for Salaried Employees, and
- 6) Registration Statement (Form S-8 No. 333-238097) pertaining to the Pope Resources 2005 Unit Incentive Plan, and
- 7) Registration Statement (Form S-8 No. 333-272044) pertaining to the 2023 Rayonier Incentive Stock Plan;

of our reports dated February 24, 2023 February 23, 2024, with respect to the consolidated financial statements and schedule of Rayonier Inc. and the effectiveness of internal control over financial reporting of Rayonier Inc. included in this Annual Report (Form 10-K) of Rayonier Inc. for the year ended December 31, 2022 December 31, 2023.

/s/ Ernst & Young LLP

Jacksonville, Florida
February 24, 2023 23, 2024

CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

We consent to the incorporation by reference in the following Registration Statements:

- 1) Registration Statement (Form S-3 No. 333-268176) of Rayonier, Inc.,
- 2) Registration Statement (Form S-4 No. 333-114858) of Rayonier Inc.,
- 3) Registration Statement (Form S-8 No. 333-129175) pertaining to the Rayonier 1994 Incentive Stock Plan,
- 4) Registration Statement (Form S-8 No. 333-129176) pertaining to the 2004 Rayonier Incentive Stock and Management Bonus Plan,
- 5) Registration Statement (Form S-8 No. 333-152505) pertaining to the Rayonier Investment and Savings Plan for Salaried Employees,
and
- 6) Registration Statement (Form S-8 No. 333-238097) pertaining to the Pope Resources 2005 Unit Incentive Plan, and
- 7) Registration Statement (Form S-8 No. 333-272044) pertaining to the 2023 Rayonier Incentive Stock Plan;

of our report dated **February 24, 2023** **February 23, 2024**, with respect to the consolidated financial statements and schedule of Rayonier, L.P. included in this Annual Report (Form 10-K) of Rayonier, L.P. for the year ended **December 31, 2022** **December 31, 2023**.

/s/ Ernst & Young LLP

Jacksonville, Florida

February 24, 2023 23, 2024

EXHIBIT **Exhibit 24**

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the person whose signature appears below constitutes and appoints David L. Nunes, Mark D. McHugh and Mark R. Bridwell, his or her true and lawful attorneys-in-fact, with full power in each to act without the other and with full power of substitution and resubstitution, to sign in the name of such person and in each of his offices and capacities with Rayonier Inc. (the "Company"), the Company's Annual Report on Form 10-K for the fiscal year ended **December 31, 2022** **December 31, 2023**, including any amendments thereto, and to file same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission.

Dated: February 24, 2023 23, 2024

/s/ DOD A. FRASER

Dod A. Fraser

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the person whose signature appears below constitutes and appoints David L. Nunes, Mark D. McHugh and Mark R. Bridwell, his or her true and lawful attorneys-in-fact, with full power in each to act without the other and with full power of substitution and resubstitution, to sign in the name of such person and in each of his offices and capacities with Rayonier Inc. (the "Company"), the Company's Annual Report on Form 10-K for the fiscal year ended **December 31, 2022** **December 31, 2023**, including any amendments thereto, and to file same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission.

Dated: February 24, 2023 23, 2024

/s/ KEITH E. BASS

Keith E. Bass

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the person whose signature appears below constitutes and appoints David L. Nunes, Mark D. McHugh and Mark R. Bridwell, his or her true and lawful attorneys-in-fact, with full power in each to act without the other and with full power of substitution and resubstitution, to sign in the name of such person and in each of his offices and capacities with Rayonier Inc. (the "Company"), the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2022 December 31, 2023, including any amendments thereto, and to file same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission.

Dated: February 24, 2023 23, 2024

/s/ ANN NELSON

Ann Nelson

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the person whose signature appears below constitutes and appoints David L. Nunes, Mark D. McHugh and Mark R. Bridwell, his or her true and lawful attorneys-in-fact, with full power in each to act without the other and with full power of substitution and resubstitution, to sign in the name of such person and in each of his offices and capacities with Rayonier Inc. (the "Company"), the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2022 December 31, 2023, including any amendments thereto, and to file same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission.

Dated: February 24, 2023 23, 2024

/s/ SCOTT R. JONES

Scott R. Jones

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the person whose signature appears below constitutes and appoints David L. Nunes, Mark D. McHugh and Mark R. Bridwell, his or her true and lawful attorneys-in-fact, with full power in each to act without the other and with full power of substitution and resubstitution, to sign in the name of such person and in each of his offices and capacities with Rayonier Inc. (the "Company"), the Company's Annual Report on Form 10-K for the fiscal year ended December 31, 2022 December 31, 2023, including any amendments thereto, and to file same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission.

Dated: February 24, 2023 23, 2024

/s/ V. LARKIN MARTIN

V. Larkin Martin

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the person whose signature appears below constitutes and appoints David L. Nunes, Mark D. McHugh and Mark R. Bridwell, his or her true and lawful attorneys-in-fact, with full power in each to act without the other and with full power of substitution and resubstitution, to sign in the name of such person and in each of his offices and capacities with Rayonier Inc. (the "Company"), the Company's Annual Report on Form 10-K for the fiscal year ended **December 31, 2022** December 31, 2023, including any amendments thereto, and to file same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission.

Dated: February 24, 2023 23, 2024

/s/ MERIDEE A. MOORE

Meridee A. Moore

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the person whose signature appears below constitutes and appoints David L. Nunes, Mark D. McHugh and Mark R. Bridwell, his or her true and lawful attorneys-in-fact, with full power in each to act without the other and with full power of substitution and resubstitution, to sign in the name of such person and in each of his offices and capacities with Rayonier Inc. (the "Company"), the Company's Annual Report on Form 10-K for the fiscal year ended **December 31, 2022** December 31, 2023, including any amendments thereto, and to file same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission.

Dated: February 24, 2023 23, 2024

/s/ MATTHEW J. RIVERS

Matthew J. Rivers

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the person whose signature appears below constitutes and appoints David L. Nunes, Mark D. McHugh and Mark R. Bridwell, his or her true and lawful attorneys-in-fact, with full power in each to act without the other and with full power of substitution and resubstitution, to sign in the name of such person and in each of his offices and capacities with Rayonier Inc. (the "Company"), the Company's Annual Report on Form 10-K for the fiscal year ended **December 31, 2022** December 31, 2023, including any amendments thereto, and to file same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission.

Dated: February 24, 2023 23, 2024

/s/ ANDREW G. WILTSHERE

Andrew G. Wiltshire

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS, that the person whose signature appears below constitutes and appoints David L. Nunes, Mark D. McHugh and Mark R. Bridwell, his or her true and lawful attorneys-in-fact, with full power in each to act without the other and with full power of substitution and resubstitution, to sign in the name of such person and in each of his offices and capacities with Rayonier Inc. (the "Company"), the Company's Annual Report on Form 10-K for the fiscal year ended **December 31, 2022** December 31, 2023, including any amendments thereto, and to file same, with all exhibits thereto and other documents in connection therewith, with the Securities and Exchange Commission.

EXHIBIT Exhibit 31.1

CERTIFICATION

I, David L. Nunes, certify that:

1. I have reviewed this annual report on Form 10-K of Rayonier Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rule 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rule 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 24, 2023

/s/ DAVID L. NUNES

David L. Nunes
Chief Executive Officer, Rayonier Inc.

EXHIBIT Exhibit 31.2

CERTIFICATION

I, Mark McHugh, certify that:

1. I have reviewed this annual report on Form 10-K of Rayonier Inc.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rule 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rule 13a-15(f) and 15d-15(f)) for the registrant and have:
 - a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
 - b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
 - c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
 - d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
 - a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
 - b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 24, 2023 February 23, 2024

/s/ MARK MCHUGH

Mark McHugh
President and
Chief Financial Officer, Rayonier Inc.

EXHIBIT Exhibit 31.3

CERTIFICATION

I, David L. Nunes, certify that:

1. I have reviewed this annual report on Form 10-K of Rayonier L.P.;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rule 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rule 13a-15(f) and 15d-15(f)) for the registrant and have:

a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and

b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 24, 2023 February 23, 2024

/s/ DAVID L. NUNES

David L. Nunes

Chief Executive Officer of Rayonier Inc., General Partner

EXHIBIT Exhibit 31.4

CERTIFICATION

I, Mark McHugh, certify that:

1. I have reviewed this annual report on Form 10-K of Rayonier L.P.;

2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;

3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;

4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rule 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rule 13a-15(f) and 15d-15(f)) for the registrant and have:

a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;

b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;

c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and

d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and

5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):

- All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
- Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

Date: February 24, 2023 February 23, 2024

/s/ MARK MCHUGH

 Mark McHugh
 President and
 Chief Financial Officer
 of Rayonier Inc., General Partner

EXHIBIT 32.1

CERTIFICATION

The undersigned hereby certify, pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, 18 U.S.C. Section 1350, that to our knowledge:

- The Annual Report on Form 10-K of Rayonier Inc. (the "Company") for the period ended December 31, 2022 December 31, 2023 (the "Report") fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
- The information in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

February 24, 2023 23, 2024

/s/ DAVID L. NUNES

 David L. Nunes
 Chief Executive Officer,
 Rayonier Inc.

/s/ MARK MCHUGH

 Mark McHugh
 President and
 Chief Financial Officer, Rayonier Inc.

A signed original of this written statement required by Section 906 has been provided to Rayonier and will be retained by Rayonier and furnished to the Securities and Exchange Commission or its staff upon request.

EXHIBIT 32.2

CERTIFICATION

The undersigned hereby certify, pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, 18 U.S.C. Section 1350, that to our knowledge:

1. The Annual Report on Form 10-K of Rayonier, L.P. (the "Rayonier Operating Partnership") for the period ended December 31, 2022 December 31, 2023 (the "Report") fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and
2. The information in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

February 24, 2023 23, 2024

/s/ DAVID L. NUNES

David L. Nunes

Chief Executive Officer

of Rayonier Inc., General Partner

/s/ MARK MCHUGH

Mark McHugh

President and

Chief Financial Officer of Rayonier Inc., General Partner

A signed original of this written statement required by Section 906 has been provided to Rayonier and will be retained by Rayonier and furnished to the Securities and Exchange Commission or its staff upon request.

Exhibit 97.1

Rayonier Inc.
Clawback Policy in the Event of a Financial Restatement

I. Purpose

The purpose of this Clawback Policy in the Event of a Financial Restatement, as may be amended from time to time ("Policy"), is to describe the circumstances under which the Covered Executives (as defined below) will be required to repay or return Incentive Compensation (as defined below) to Rayonier Inc. (the "Company"). Each Covered Executive is required to sign and return to the Company the acknowledgement form attached to this Policy pursuant to which such Covered Executive will agree to be bound by, and to abide by, the terms of this Policy ("Acknowledgement Form"). This Policy is effective as of July 20, 2023 (the "Effective Date").

II. Administration

This Policy shall be administered by the Compensation and Management Development Committee (the "Committee") of the Company's Board of Directors (the "Board"). The Committee is authorized to interpret and construe this Policy and to make all determinations necessary, appropriate, or advisable for the administration of this Policy. Any determinations made by the Committee shall be final and binding on all affected individuals.

III. Definitions

For purposes of this Policy, the following capitalized terms have the meanings set forth below. Other defined terms not defined in this section are defined elsewhere in this Policy.

A. **"Accounting Restatement"** means an accounting restatement due to the material noncompliance of the Company with any financial reporting requirement under the securities laws, including any required accounting restatement (a) to correct an error in previously issued financial statements that is material to the previously issued financial statements (a "Big R" restatement), or (b) that corrects an error that is not material to previously issued financial statements, but would result in a material misstatement if the error were corrected in the current period or left uncorrected in the current period (a "little r" restatement).

The following types of changes to financial statements do not represent error corrections, and therefore would not trigger application of this Policy: (a) retrospective application of a change in accounting principle; (b) retrospective revision to reportable segment information due to a change in the structure of the Company's internal organization; (c) retrospective reclassification due to a discontinued operation; (d) retrospective application of a change in reporting entity, such as from a reorganization of entities under common control; or (e) retrospective revision for stock splits, reverse stock splits, stock dividends or other changes in capital structure. The foregoing list is not intended to be exhaustive and is subject to any changes in applicable accounting standards.

B. **"Covered Executive"** has the meaning set forth in Section IV below.

C. **"Eligible Incentive Compensation"** means all Incentive Compensation (as defined below) that is Received (as defined below) by a Covered Executive (a) on or after the Effective Date, (b) who served as a Covered Executive at any time during the performance period for that Incentive Compensation, (c) while the

Company has a class of securities listed on the NYSE or other national securities exchange or national securities association, and (d) during the applicable Recovery Period (as defined below). For purposes of clarity, in order for Incentive Compensation to qualify as Eligible Incentive Compensation, all four of the conditions listed in this Section III.C must be satisfied.

D. **"Excess Compensation"** means, with respect to each Covered Executive in connection with an Accounting Restatement, the amount of Eligible Incentive Compensation that exceeds the amount of Incentive Compensation that otherwise would have been Received had it been determined based on the restated amounts, computed without regard to any taxes paid, as determined by the Committee.

E. **"Financial Reporting Measures"** are measures that are determined and presented in accordance with the accounting principles used in preparing the Company's financial statements, and all other measures that are derived wholly or in part from such measures.

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Stock price and total shareholder return (and any measures that are derived wholly or in part from stock price or total shareholder return) are considered Financial Reporting Measures for purposes of this Policy. For the avoidance of doubt, a Financial Reporting Measure need not be presented in the Company's financial statements or included in a filing with the Securities and Exchange Commission ("SEC").

F. **"Incentive Compensation"** means any compensation that is granted, earned or vested based wholly or in part upon the attainment of a Financial Reporting Measure.

G. Incentive Compensation shall be deemed "**Received**" by a Covered Executive in the Company's fiscal period during which the Financial Reporting Measure applicable to such Incentive Compensation is attained, even if payment or grant of the Incentive Compensation occurs after the end of that period.

H. **"Recovery Period"** means, with respect to any Accounting Restatement, the Company's three completed fiscal years immediately preceding the Restatement Date (as defined below) and any transition period (that results from a change in the Company's fiscal year) of less than nine months within or immediately following those three completed fiscal years.

I. **"Restatement Date"** means the earlier to occur of (a) the date the Board, a committee of the Board or the officers of the Company authorized to take such action if Board action is not required, concludes, or reasonably should have concluded, that the Company is required to prepare an Accounting Restatement, or (b) the date a court, regulator or other legally authorized body directs the issuer to prepare an Accounting Restatement.

IV. Covered Executives

This Policy applies to each individual who is or was designated as an "officer" of the Company under Rule 16a-1(f) under the Securities Exchange Act of 1934, as amended (each a "Covered Executive"), whether or not such Covered Executive is serving at the time the Excess Compensation is required to be repaid to the Company. This Policy will apply without regard to whether any misconduct occurred or whether the Covered Executive had any individual knowledge or responsibility related to the erroneous financial statements necessitating the relevant Accounting Restatement. For the avoidance of doubt, in the event that a Covered Executive engages in "Detrimental Conduct" under the Rayonier Inc. Clawback Policy In the Event Of Detrimental Conduct (the "Detrimental Conduct Clawback Policy") that leads to an Accounting Restatement under this Policy, the amount to be recovered shall be the greater of the amount of Excess Compensation calculated in accordance with this Policy and the amount of the Applicable Clawback Amount as calculated under the Detrimental Conduct Clawback Policy.

V. Recoupment of Excess Compensation; Accounting Restatement

A. In the event of an Accounting Restatement, the Company will recover reasonably promptly any Excess Compensation in accordance with this Policy. Accordingly, the Committee will promptly determine the amount of any Excess Compensation for each Covered Executive in connection with such Accounting Restatement and will promptly thereafter provide each Covered Executive with a written notice regarding the required repayment or return, as applicable, and setting forth the amount of Excess Compensation due. For Eligible Incentive Compensation based on (or derived from) stock price or total shareholder return where the amount of Excess Compensation is not subject to mathematical recalculation directly from the information in the applicable Accounting Restatement, the amount will be determined by the Committee based on a reasonable estimate of the effect of the Accounting Restatement on the stock price or total shareholder return upon which the Eligible Incentive Compensation was Received (in which case, the Company will maintain documentation of the determination of such reasonable estimate and provide such documentation to the New York Stock Exchange ("NYSE").

B. The Committee has broad discretion, based on all applicable facts and circumstances, including consideration of pursuing an appropriate balance of cost and speed of recovery, to determine the appropriate means of recovery of Excess Compensation, subject to it occurring reasonably promptly. To the extent that the Committee determines that a method of recovery other than repayment by the Covered Executive in a lump sum in cash or property is appropriate, the Company will, subject to Section V.D, determine alternative means of recovery, which may include an offer to enter into a repayment agreement (in a form reasonably acceptable to the Committee) with the Covered Executive. For the avoidance of doubt, except as set forth in Section V.D below, in no

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event may the Company accept an amount that is less than the amount of Excess Compensation in satisfaction of a Covered Executive's obligations under this Policy.

C. To the extent that a Covered Executive fails to repay all Excess Compensation to the Company when due (as determined in accordance with Section V.B above), the Company will take all actions reasonable and appropriate to recover such Excess Compensation from the applicable Covered Executive. The applicable Covered Executive may, in the discretion of the Committee, be required to reimburse the Company for any and all expenses reasonably incurred (including legal fees) by the Company in recovering such Excess Compensation in accordance with the immediately preceding sentence.

D. Notwithstanding anything in this Policy to the contrary, the Company will not be required to take the actions contemplated by this Section V if the following conditions are met and the Committee determines that recovery would be impracticable:

1. The direct expenses paid to a third party to assist in enforcing the Policy

against a Covered Executive would exceed the amount to be recovered, after the Company has made a reasonable attempt to recover the applicable Excess Compensation, documented such attempts and provided such documentation to NYSE;

2. Recovery would violate home country law where that law was adopted prior

to November 28, 2022, provided that, before determining that it would be impracticable to recover any amount of Excess Compensation based on violation of home country law, the Company has obtained an opinion of home country counsel, acceptable to the NYSE, that recovery would result in such a violation and a copy of the opinion is provided to NYSE; or

3. Recovery would likely cause an otherwise tax-qualified retirement plan, under which benefits are broadly available to employees of the Company, to fail to meet the requirements of Sections 401(a)(13) or 411(a) of the Internal Revenue Code of 1986, as amended, and regulations thereunder.

VI. Indemnification Prohibition

The Company is prohibited from indemnifying any Covered Executive against the loss of any Excess Compensation that is repaid, returned or recovered in accordance with the terms of this Policy or any claims relating to the Company's enforcement of its rights under this Policy. This prohibition also applies to payment to, or reimbursement of, a Covered Executive for premiums for any insurance policy covering any potential losses under this Policy. Further, the Company may not enter into any agreement that exempts any Incentive Compensation from the application of this Policy or that waives the Company's right to recovery of any Excess Compensation, and this Policy will supersede any such agreement (whether entered into before, on or after the Effective Date).

VII. Amendment; Termination

The Committee may amend or terminate this Policy from time to time in its discretion. Notwithstanding anything in this section to the contrary, no amendment or termination of this Policy will be effective if such amendment or termination would (after taking into account any actions taken by the Company contemporaneously with such amendment or termination) cause the Company to violate any federal securities laws, SEC rule or the rules of the NYSE or any national securities exchange or national securities association on which the Company's securities are then listed.

VIII. Other Recoupment Rights; No Additional Payments

The Committee intends that this Policy will be applied to the fullest extent of the law. The Committee may require, through execution of the Acknowledgment Form or otherwise, that any employment agreement, equity award agreement, or any other agreement, plan or

arrangement entered into or adopted on or after the Effective Date will, as a condition to the grant of any benefit thereunder, require a Covered Executive to agree to abide by the terms of this Policy. Except as otherwise explicitly provided for in this Policy, any right of recoupment under this Policy is in addition to, and not in lieu of, any other remedies or rights of recoupment that may be available to the Company under the Sarbanes-Oxley Act of 2002 or other applicable law, regulation, rule, or Company policy, or pursuant to the terms of any employment agreement, equity award agreement, or similar agreement, plan or arrangement and any other legal remedies available to the Company.

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IX. Successors

This Policy shall be binding and enforceable against all Covered Executives and their beneficiaries, heirs, executors, administrators or other legal representatives.

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Appendix

Rayonier Inc.
Clawback Policy in the Event of a Financial Restatement
Acknowledgment Form

By signing below, the undersigned acknowledges and confirms that the undersigned has received and reviewed a copy of the Company's Clawback Policy in the Event of a Financial Restatement, as may be amended from time to time (the "Policy"). Capitalized terms used but not otherwise defined in this Acknowledgement Form have the meaning set forth in the Policy.

By signing this Acknowledgement Form, the undersigned acknowledges and agrees that the undersigned is and will continue to be subject to the Policy both during and after the undersigned's employment with the Company and that the terms of the Policy are hereby incorporated by reference in any agreement, plan or arrangement providing for payment of Incentive Compensation to any Covered Executive. Further, by signing below, the undersigned agrees to abide by the terms of the Policy, including, without limitation, by returning or repaying any Excess Compensation (as defined in the Policy) to the Company to the extent required by, and in a manner permitted by, the Policy.

Signature

Printed Name

Dated

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RAYONIER INC.

CLAWBACK POLICY IN THE EVENT OF DETRIMENTAL CONDUCT

Purpose

This Clawback Policy (this "Policy") identifies Detrimental Conduct (as defined below) contrary to the best interests of Rayonier that can result in forfeiture of the value of a Covered Person's Incentive Payments.

The Compensation and Management Development Committee (the "Compensation Committee") has full authority to interpret and enforce this Policy.

You are a **Covered Person** if you are in a salary grade L1 to L11.

Incentive Payments include bonus payments, stock options, performance shares, restricted stock and other incentive compensation under the Rayonier Bonus Plan, the Rayonier Incentive Stock Plan, and any incentive compensation plan, program or arrangement of the Company specifically identifying this Policy.

Company means Rayonier Inc. and includes its subsidiaries and controlled affiliates and any successors to any such entity's business and/or assets, whether by operation of law or otherwise.

Detrimental Conduct is any of the following conduct occurring at any time during your employment with the Company or during the twelve months thereafter:

In connection with the performance of your duties on behalf of the Company, committing an illegal act, including but not limited to embezzlement or misappropriation of Company funds, or your willful failure to comply with the material policies and procedures of the Company as determined by the Compensation Committee.

Taking any action or failing to take any action, knowingly, negligently or with unreasonable disregard of relevant circumstances, the result of which puts the Company at a material risk.

Consequences of Engaging in Detrimental Conduct

Within 30 days after the Company sends you written notice at any time following your having engaged in Detrimental Conduct, you are required to pay to the Company the Applicable Clawback Amount, as determined by the Company and, in the case of equity awards, taking account of the clawback formula in Annex A for Awards under the Rayonier Incentive Stock Plan. For the avoidance of doubt, in the event that you are deemed a "Covered Executive" under the Rayonier Inc. Clawback Policy in the Event of a Financial Restatement (the "Financial Restatement Clawback Policy") and engage in Detrimental Conduct that leads to an "Accounting Restatement" under the Financial Restatement Clawback Policy, the amount to be recovered shall be the greater of the amount of the Applicable Clawback Amount calculated in accordance with this Policy and the amount of Excess Compensation as calculated under the Financial Restatement Clawback Policy.

The Applicable Clawback Amount includes the value of those Incentive Payments selected by the Compensation Committee, in its discretion, from among those Incentive Payments that were

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Clawback Policy – Detrimental Conduct(continued)

paid or outstanding (and without regard to whether they are vested or unvested) during the 36 months preceding a date identified in the written notice (and which may include all Incentive Payments paid or outstanding in such period).

Right to Offset

The Company may offset its obligation to make any payment owed to you against amounts due to the Company under this Policy (except to the extent not permitted under Section 409A of the Internal Revenue Code without the imposition of penalties or by applicable law).

Other Recoupment Rights; No Additional Payments

The Compensation Committee intends that this Policy will be applied to the fullest extent of the law. The Compensation Committee may require, through execution of the Acknowledgment Form or otherwise, that any employment agreement, equity award agreement, or any other agreement, plan or arrangement entered into or adopted on or after the Effective Date will, as a condition to the grant of any benefit thereunder, require a Covered Executive to agree to abide by the terms of this Policy. Except as otherwise explicitly provided for in this Policy, any right of recoupment under this Policy is in addition to, and not in lieu of, any other remedies or rights of recoupment that may be available to the Company under the Sarbanes-Oxley Act of 2002 or other applicable law, regulation, rule, or Company policy, or pursuant to the terms of any employment agreement, equity award agreement, or similar agreement, plan or arrangement and any other legal remedies available to the Company.

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Clawback Policy – Detrimental Conduct(continued)

Annex A to the Clawback Policy

The Applicable Clawback Amount in the case of Awards under the Rayonier Incentive Stock Plan will be determined as follows:

- (A) with respect to Award Shares (defined below) received by you, in the case of shares of Rayonier stock, an amount equal to:
 - (i) the number of shares before taxes multiplied by the greater of
 - (a) the closing price per share on the primary stock exchange on which the shares traded on the date you received them, or
 - (b) if the shares have been sold, the selling price per share (and only in the case of the "buy and hold" exercise of an option awarded under the Plan, less the option strike price),
 - plus
 - (ii) the Associated Return (defined below), and
- (B) in the case of cash received by you as a result of the "cashless" exercise of options awarded under the Plan, an amount equal to the cash actually received by you before taxes in respect of the options exercised.

"Associated Return" means a cash payment to be made by you to the Company equal to all dividends, dividend equivalents and interest paid by the Company in respect of the Award Shares through the date of your payment in full of the Applicable Clawback Amount.

"Award Shares" means any and all shares of Rayonier common stock or cash to which you may become entitled upon the vesting, exercise or settlement of your Award.

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Clawback Policy – Detrimental Conduct(continued)

Acknowledgment:

I have received a copy of the terms of this Clawback Policy (including Annex A thereto) and acknowledge that in addition to such remedies as may be available to Rayonier, I may be required to return or forfeit the right to receive Incentive Payments should I engage in Detrimental Conduct.

EMPLOYEE:

Print Name:

Date:

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