

MORE THAN
trees



OUR BRAND LANGUAGE

OUR BRAND

Pillars

WHERE OUR BRAND GETS ITS STRENGTH

Employees own and advocate for the Rayonier brand by being:

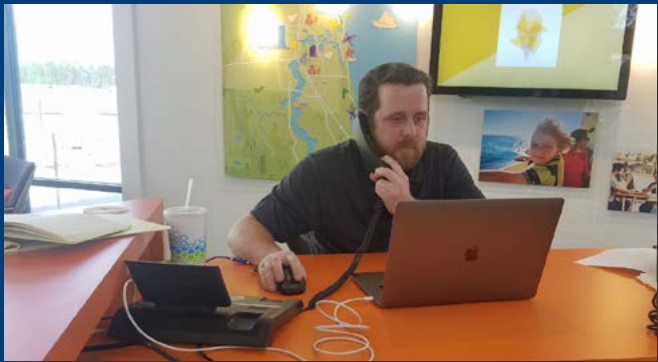
EMPOWERED

RESPONSIBLE

TRANSPARENT

STRATEGIC

ENTERPRISING



OUR BRAND

Pillars

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- | | |
|------------------|--|
| Empowered | We ensure that those that are closest to every opportunity are equipped to succeed through bottom-up decision making |
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| Responsible | We recognize that we are stewards of many precious resources, and we take that responsibility seriously, meeting the most rigorous environmental standards in our communities |
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| Transparent | We provide a clear view into our operations to cultivate shared responsibility and a level of accountability that is unmatched in our industry |
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| Strategic | We aspire to thrive, not to just grow for the sake of growing – we are disciplined with our decisions and collaborate across departments to drive success |
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| Enterprising | We are relentless in pursuing opportunities, thinking like owners and never settling for the status quo |
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OUR BRAND

Themes

THE COMMON THREADS THAT SEW IT ALL TOGETHER

While Rayonier employees represent diverse perspectives — different geographies, professional backgrounds and experiences — there is a set of prevailing themes that give a clear shape to the Rayonier brand landscape:

**OUR PEOPLE + CULTURE
SETS US APART.**

**WE LOOK AT OUR LAND THROUGH
MULTIPLE LENSES.**

**SUSTAINABILITY
ISN'T A CONVENIENT BUZZWORD,
IT IS PART OF OUR DNA.**

**WE BUILD TRUST
THROUGH TRANSPARENCY.**

OUR

People + Culture

SETS US APART.

Like most successful brands, the Rayonier brand is built from the inside-out. In living our One Rayonier culture daily, our empowered employees provide a competitive advantage that traditional timber companies can't replicate.

PLP
CAS
ST
→ LOG

Centre
Support
L&L Exp/Dev





WE LOOK AT OUR LAND THROUGH

Multiple lenses.

By encouraging an entrepreneurial spirit, we challenge ourselves to constantly explore how we can do more as an organization with our land. By looking at our land in so many ways, we seek to find the best possible uses for every acre.

Sometimes, that means trying something totally new. Other times, it's a change in a process that's been done one way for decades. Or it may mean collaborating across teams to find several harmonizing uses for the same plot of land.

Sustainability

**ISN'T A CONVENIENT BUZZWORD,
IT'S PART OF OUR DNA.**

We have the privilege of managing natural resources, and we take that seriously.

We collaborate with third-party auditors (including the Sustainable Forestry Initiative® in the U.S. and the Forest Stewardship Council® in New Zealand) to ensure we're 100% compliant with the industry's highest sustainability standards.





WE BUILD TRUST THROUGH

Transparency

Transparency is the key ingredient of trust and we take that very seriously. Whether you're reviewing our investor presentations or reading our website stories, you'll find that Rayonier tells its story without putting on airs. We know that our customers, employees and neighbors expect us to act with integrity and communicate with authenticity, and we wouldn't have it any other way.

The Tone of Voice and Personality of the Rayonier Brand

The Rayonier voice should convey

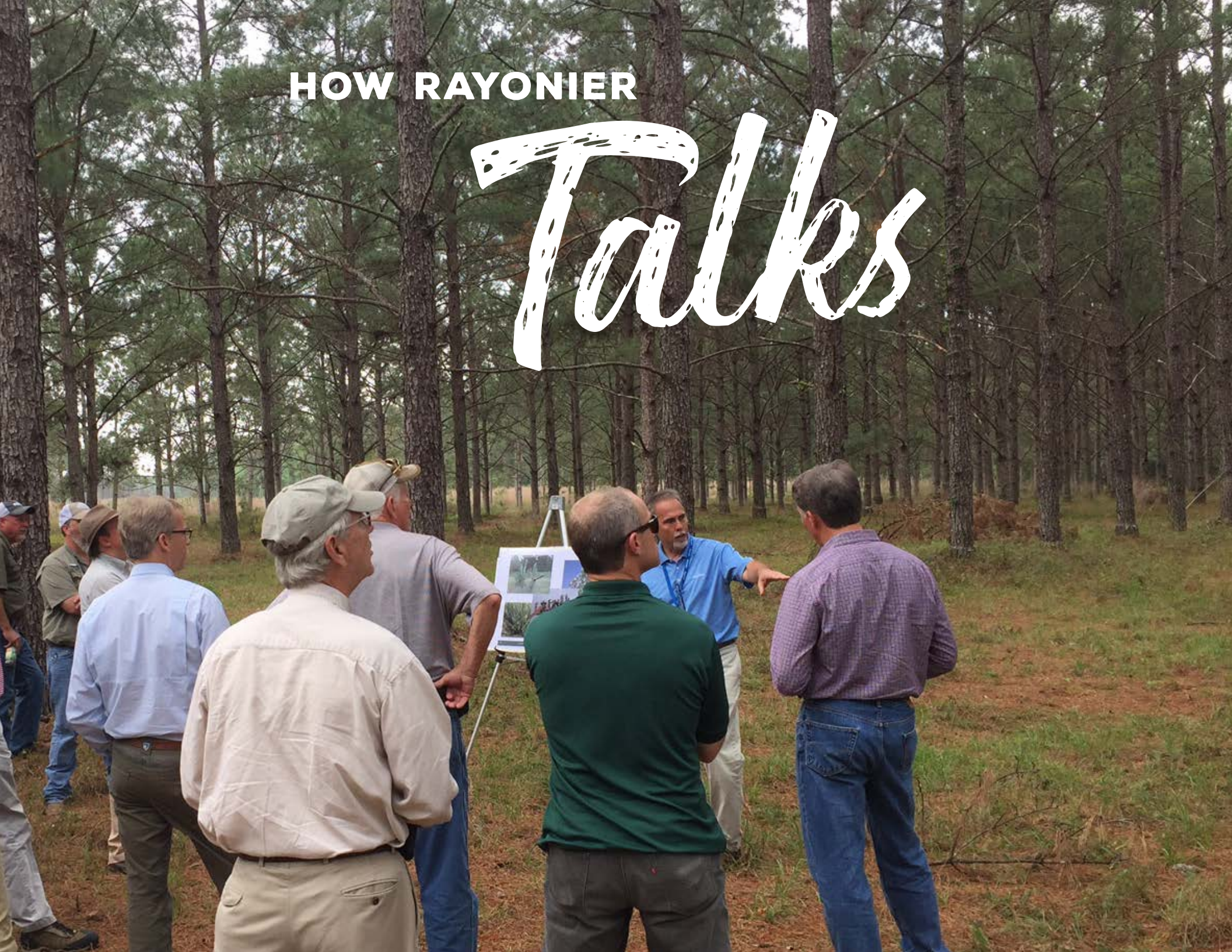
a sense of pride and passion without a hint of arrogance.

Reflecting the humility and wisdom of a seasoned forester, we seek out strong, meaningful verbs more than heavy adjectives or adverbs. We avoid words that make us sound too “uppity.”

Compare the Rayonier personality to a family patriarch who is strong, passionate and wise, but also humble and more focused on the big picture than himself. He’s more likely to speak with passion about his family (*or, in Rayonier’s case, our employees*) than he is to boast about himself.

HOW RAYONIER

Talks





RAYONIER'S

Voice

The Rayonier voice **IS:**

Energized, passionate

Humble, conservative

Kind, friendly

Salt of the earth

Collaborative

Warm, cheerful

The Rayonier voice is **NOT:**

Sleepy, run-of-the-mill

Boastful, showy

Stuffy, sterile

A stereotypical
“corporate” voice

Exclusionary

Cold, blunt

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trees



Rayonier™