

YOUR BRAND OF OPPORTUNITY



TEJON RANCH COMPANY

2013 ANNUAL REPORT



### *Your Brand of Opportunity*

The 270,000-acre Tejon Ranch is the largest contiguous piece of private property in the state of California. Owned by Tejon Ranch Co., this historic land, which dates back to 1843, represents an unparalleled opportunity

for future growth. Strategically located in the center of the state along interstate 5, California's principal north-south highway. Tejon Ranch already boasts a thriving commercial/industrial center, a major upscale retail operation in the soon-to-open Outlets at Tejon, 26,000 acres of entitled land that will become home to California's finest residential/resort community, and

two additional master planned communities in the process of being entitled. In addition, Tejon Ranch operates a successful agribusiness and possesses oil and other mineral assets.

### *On the Cover*

Construction activity continues on The Outlets at Tejon, with the hills overlooking the new Grapevine master planned community development area providing a dramatic background.

TEJON RANCH COMPANY is a diversified real estate development and agribusiness company committed to responsibly using its land and resources to meet the housing, employment and lifestyle needs of Californians and to create value for its shareholders. The Company's Vision is guided by the Ranch's historic core values of conservation and good stewardship.





## TO OUR VALUED SHAREHOLDERS

**2013** WAS A YEAR OF GROWTH, and a year of transition for Tejon Ranch Company. The growth was evident in several places. We began construction on The Outlets at Tejon, the \$90 million outlet retail center we're developing in partnership with The Rockefeller Group. It is slated to open in August, and at the time of this writing, everything is on track in terms of construction and leasing. Interest in the center is very strong from both a retailer and consumer point of view, and we are confident it will open to great crowds of shoppers.



Gregory S. Bielli  
*President &  
Chief Executive Officer*

With the filing of our application with Kern County, we also initiated the formal entitlement process for a third master planned community on Tejon Ranch. Referred to in the planning documents as the Grapevine Development Community, the approximate 8,000-acre mixed use community is planned for the area of the ranch located along both sides of Interstate 5, adjacent to and just south of the Tejon Ranch Commerce Center. It will consist of 12,000 residential units and 10.7 million square feet of commercial, industrial, retail and institutional space. Designed as a series of villages connected by an extensive trail system, the new community will emphasize and embody sustainability—from design and construction to the type of lifestyle residents will enjoy.

In anticipation of Grapevine, and to serve other needs on the Ranch, we solidified our water position in 2013 with the purchase of water rights to nearly 6,700 acre feet of guaranteed water owned by the Nickel Family, LLC. Given the tight water environment in California, we've made similar acquisitions through the years in an effort to build our water assets for both internal use and investment purposes.

Late last year, we also received the final permit needed to clear the way for the eventual construction of Tejon Mountain Village. We've been working diligently with our partners from DMB Pacific to finalize a development and phasing plan for the community.

2013 was also a year of transition, evidenced by the fact that I'm writing this as your new president and Chief Executive Officer. Early in the year, Bob Stine announced that he would be retiring at the end of 2013. His 17-year tenure at the helm of Tejon Ranch Company is the longest in Company history. In a "what have you done for me lately" world, Bob had the unenviable task of transforming a company that was primarily focused on ranching and farming into one that was prepared and positioned to create long term shareholder value. I can say without a doubt, he did his job very well.

I am proud and humbled to follow in his footsteps. As we made the transition at the end of the year and as Bob handed over the reigns of the Company to me, we had a chance to sit down and talk about his experiences and impressions over the last 17 years of running the Company, as well as the outlook for the future. I'd like to take the remaining pages of this Annual Report to share that conversation with you.

Thank you for your confidence and support. May 2014 be a year of growth and prosperity for us all.

A handwritten signature in dark ink, appearing to read "G. S. Bielli". The signature is fluid and cursive, with a long horizontal line extending to the left of the name.

Gregory S. Bielli  
*President & Chief Executive Officer*



*In the late 1990s, Tejon Ranch made the strategic decision to divest itself of its cattle operation, choosing to use the capital necessary to operate such a business in its real estate assets instead. By leasing its land to outside ranchers, Tejon has realized a more stable income stream less subject to the swings in revenue inherent in operating a cattle business.*

*Almonds and pistachios continue to provide significant revenue for Tejon Ranch's agribusiness operation. World-wide demand for these high-margin crops continues to grow.*



*In addition to almonds and pistachios, Tejon Ranch also devotes substantial acreage to the growing of wine grapes. While most of the grapes are grown for major wine producers in California, Tejon Ranch is planning on producing and marketing its own estate wine.*





Greg Bielli



Bob Stine

## QUESTIONS & ANSWERS with Greg Bielli and Bob Stine—

**GREG BIELLI:** *Bob, when you arrived at Tejon Ranch in 1996, the Company was very different than it is today. Can you describe Tejon Ranch Company 1996 versus Tejon Ranch Company 2013?*

**BOB STINE:** It's a very different company. In 1996 it was an agri-business company on the American Stock Exchange with very little trading volume. The focus of the Company was principally on the cattle business and its farming activity. Today it's a New York Stock Exchange company, with significantly higher trading volume. The Company now is focused on its land, its real estate assets. Farming is still an important component, but the Company has gotten heavily involved in the water business, more active in oil and gas, and is beginning to develop some of its real estate assets. Its role in the cattle business is now as a lessor, with no capital investment involved and with an income stream that's about the same as when we were actively involved in running cattle. The Company and Board of Directors are now much more real estate-oriented, as opposed to 17 years ago.

**GREG BIELLI:** *When the Board hired you, they gave you a specific task: transform the company into an organization that could unlock the value inherent in the land. How did you go about accomplishing that?*

**BOB STINE:** The first several months were spent trying to understand the land. I spent a lot of time out of the office with different managers, getting out to different parts of the ranch, physically seeing what it was like and learning about the different businesses we were in. I determined fairly quickly, that from a long-range point of view, we really didn't want to be in the cattle business. Considering the money tied up owning the cattle, the risks of raising cattle, feeding the cattle, selling the cattle and so forth, it didn't make good business sense. So, I took a number of months just to get to understand the land and the company itself and then we went about developing and building a business

plan. That began, obviously, with an annual budget, but also included a five-year plan focused on where and how we could unlock the inherent value in the land.

**GREG BIELLI:** *What do you think are the biggest challenges associated with doing business in California? And how do those obstacles impact and influence value creation, and/or could these obstacles really ultimately be opportunities for the Company?*

**BOB STINE:** They're definitely both—obstacles and opportunities. In California, getting your land from an existing “raw” condition to having it zoned and permitted to be able to build something or to use it—to put it to beneficial use—is extremely complicated. I think it's made even more challenging for Tejon Ranch Company because, as the largest private land owner in the state, we've become a large target—a bulls eye for those who oppose any potential development. The obstacles from a local, regional, and state standpoint, as well as potential federal issues relating to the clean water act, endangered species act or other kinds of regulations, make land entitlement extremely complicated, very expensive, and an extraordinarily lengthy process. It's taken us many, many years to get it done. Given how difficult it is to entitle land in California, the opportunity resides in the fact that we already have several of our potential community or project areas either fully entitled or are well under way. That means we are that much closer to unlocking the value in the land. Many real estate investors and home builders don't want to—or can't—take the risk and the time to invest in getting the land zoned. As a result, California's regulatory environment creates a scarcity of land that can be used to accommodate the state's future growth. Even though there's a big push for urban infill, and a certain amount of growth will certainly occur there, and it should, not everyone wants to live in dense, urban areas. Having entitled, or soon-to-be-entitled land, in a state where buildable land is scarce, is a real opportunity for Tejon Ranch.



*In 2013, Tejon Ranch continued to invest in its water infrastructure. Even in the midst of drought conditions in California, Tejon Ranch has the water resources necessary for current and future use.*



Continuing its real estate development efforts in 2013, Tejon Ranch initiated the formal entitlement process for the Grapevine Development Area. This 8,000-acre master planned community will provide much needed housing for the thousands of employees at the Tejon Ranch Commerce Center.



We call the Tejon Ranch Commerce Center “California’s Favorite Stopping Center” for good reason. Million of motorists stop there every year. In fact, the Starbucks at TRCC is one of the top five in the country.



The Pastoria Energy Facility is a great example of how Tejon Ranch monetizes its land assets. The land lease on this 31-acre site produces millions of dollars in annual revenue.



**GREG BIELLI:** *Bob tell us about your first day in the office. What was it like?*

**BOB STINE:** Well, it was both exciting and awkward. I arrived in my dark blue suit, that I had been wearing for the previous 20-some years in business, with a crisp white shirt and tie and I think the employees wondered who the heck I was, and did I realize that I was at a ranch?

**GREG BIELLI:** *What do you consider to be the highlights of your seventeen year career at Tejon Ranch?*

**BOB STINE:** I think one would be the donation of five hundred acres of our land for a new national cemetery. I think it was great the Company had the ability to do that, given the amount of land that we own, and it was a good thing from a patriotic standpoint. It also demonstrated the values of the Company in that we donated the land rather than trying to sell it. Another would be the conservation agreement with the environmental resource groups that proved to be an important, major step in helping to unlock the value in the land. We could move forward instead of spending years and years, maybe decades, in litigation with environmental groups. Additionally, I think attracting partners who were willing to invest their money in our land, in both our commercial and residential developments, would also be a highlight.

**GREG BIELLI:** *What do you think is the biggest misconception that people and/or investors have about Tejon Ranch?*

**BOB STINE:** People in general, particularly those who are driving back and forth on either a frequent or infrequent basis on Interstate 5 over the Grapevine, probably have little or no idea what Tejon Ranch is. To them, it's a sign on the Grapevine, they can see some cattle, and now they can see development at the

base of the Grapevine, but I doubt the average person knows very much about the company or the land and its history. I think investors have developed a much better understanding about the Company and its long-run investment potential, because over the last ten to fifteen years, starting with the Third Avenue Fund in 1997, we've attracted a lot of sophisticated institutional investors. We have major investors who are very keen on our oil potential and others on the land value potential. I think it's sometimes the smaller investor who doesn't have the resources to do the necessary homework or research that may have some misconceptions about the Ranch, but I think the sophisticated ones who have made major investments are probably pretty knowledgeable about the company.

**GREG BIELLI:** *Bob, in your seventeen years at Tejon Ranch, you have successfully put the company into a position where it can create long-term shareholder value, now that you've moved away from day-to-day management, but are still remaining on the Board of Directors, what do you see to be the future of Tejon Ranch from a Board perspective?*

**BOB STINE:** I think that my years as the CEO could potentially be described as the entitlement years; getting a business plan in place, putting the financial house in order, and negotiating a conservation agreement that allowed us to move forward with entitlement on up to 30,000 acres. Some of it's completed and some of it's coming down the home stretch. From the Board's perspective, Greg, I think you are arriving at the beginning of the execution stage. We can see that with The Outlets at Tejon currently under construction and opening in August; we are also getting closer to an actual development plan on Mountain Village, and continuing to entitle the Grapevine and Centennial areas. We're definitely in a transition from the entitlement phase to the execution phase. It will be an exciting time for our shareholders and the Board of Directors and I'm confident in your ability to lead that process.

*Oil and gas production—and revenue—has risen sharply in the last decade. Tejon Ranch is also seeing a marked increase in oil exploration activities.*



**GREG BIELLI:** *Finally, Bob, what advice would you give me as the incoming CEO?*

**BOB STINE:** You've got a great team of people who are committed to the business plan the Company has developed. My guess is that during the execution phase, you may need to bring in some additional experienced real estate people and I think you're the right person to find those people. You're going to find full support from your Board of Directors, and as you personally transition from a private company to a public one, just as I did 17 years ago, I would be diligent in making sure you keep your Board informed so they can provide the guidance and oversight the shareholders expect. And I hope you enjoy the journey as much as I did.

**BOB STINE:** *Greg, I think the Board made an excellent choice in hiring you to be the next CEO of Tejon Ranch Company. What attracted you to the position and the Company in the first place?*

**GREG BIELLI:** There are a number of reasons why I thought becoming CEO of Tejon Ranch Company would be the perfect job for me and why the Company would be an ideal organization to work for, beginning first with the diversity of its operations. From farming and oil production to real estate development, Tejon offered a tremendous professional opportunity. The second reason would have to be the people. The Board members who handled the search did so in a very professional manner, and the many welcoming Tejon staff members I met through the process impressed me with their talents and character. I was also frankly motivated by the opportunity, at this point in my career, to establish my own legacy by continuing to build upon Tejon Ranch Company's rich legacy and heritage, both as a publicly traded company and as a California landmark.

**BOB STINE:** *Tell us about your background and experience and how you believe it's prepared you for this role?*

**GREG BIELLI:** I have been very fortunate in my career to have many people help me along the way and put me in positions, both in the private and public sectors, to learn and grow. Professionally, my 25 years in real estate, principally developing master planned communities, has exposed me to many aspects of entitlement and executing major real estate projects. This will be beneficial in regard to the entitlement efforts that are still before us at the ranch, as well as those development projects we're in the process of executing—the Tejon Ranch Commerce Center and The Outlets at Tejon—or, in the case of Tejon Mountain Village, those fully entitled developments we're in the process of positioning for future execution. With my extensive public policy experience, from being an elected official to participating in many public policy issues over the years, I'll be able to help the Company address those problematic, complicated issues that are only becoming increasingly more difficult to resolve.

**BOB STINE:** *You've only been here a few short months, but what do you envision to be the short and long-range future of Tejon Ranch?*

**GREG BIELLI:** In the short term, we need to continue to focus on completing The Outlets at Tejon, expand the opportunities at the Commerce Center, invest in our agricultural business, support our oil and gas lessees, and entitle our remaining communities. Long term, we'll continue our investment in water resources, expand and execute our real estate opportunities, support our existing team members and look to expand our talent pool for the future. Bottom line, we'll always be looking for opportunities to grow our brand and our business so that we're continually creating long-term value in the Company for the benefit of our shareholders.



# CONSOLIDATED BALANCE SHEETS

<i>(\$ in thousands)</i>	DECEMBER 31	
	2013	2012
<b>ASSETS</b>		
Current Assets:		
Cash and cash equivalents	\$ 9,031	\$ 7,219
Marketable securities - available-for-sale	55,436	65,049
Accounts receivable	7,108	8,768
Inventories	3,510	3,839
Prepaid expenses and other current assets	7,707	4,881
Deferred tax assets	452	997
Total current assets	83,244	90,753
Property and equipment - net of depreciation (includes \$74,726 at December 31, 2013 and \$72,115 at December 31, 2012, attributable to Centennial Founders LLC, Note 15)	146,542	146,590
Investments in unconsolidated joint ventures	62,604	54,022
Long-term water assets	46,754	28,565
Long-term deferred tax assets	1,592	5,376
Other assets	2,143	2,550
<b>TOTAL ASSETS</b>	<b>\$ 342,879</b>	<b>\$ 327,856</b>
<b>LIABILITIES AND EQUITY</b>		
Current Liabilities:		
Trade accounts payable	\$ 5,028	\$ 3,845
Accrued liabilities and other	2,647	2,132
Income taxes payable	—	—
Deferred income	865	1,195
Current portion of long-term debt	234	41
Total current liabilities	8,774	7,213
Long-term debt, less current portion	4,459	212
Long-term deferred gains	2,248	2,248
Other liabilities	6,518	6,508
Pension liability	693	3,416
Total liabilities	22,692	19,597
Commitments and contingencies		
Equity:		
Tejon Ranch Co. Stockholders' Equity		
Common stock, \$.50 par value per share:		
Authorized shares - 30,000,000		
Issued and outstanding shares - 20,563,023 at December 31, 2013 and 20,085,865 at December 31, 2012	10,282	10,043
Additional paid-in capital	210,848	198,117
Accumulated other comprehensive loss	(3,333)	(5,118)
Retained earnings	62,785	65,550
Total Tejon Ranch Co. Stockholders' Equity	280,582	268,592
Non-controlling interest	39,605	39,667
<b>Total equity</b>	<b>320,187</b>	<b>308,259</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 342,879</b>	<b>\$ 327,856</b>

## CONSOLIDATED STATEMENTS OF OPERATIONS

<i>(\$ in thousands, except per share amounts)</i>	YEAR ENDED DECEMBER 31		
	2013	2012	2011
REVENUES			
Real estate - commercial/industrial	\$ 11,148	\$ 9,941	\$ 13,746
Real estate - resort/residential	1,266	583	16,134
Mineral resources	10,242	14,012	12,206
Farming	22,682	22,553	21,012
Total revenues	45,338	47,089	63,098
COSTS AND EXPENSES:			
Real estate - commercial/industrial	12,902	12,271	13,221
Real estate - resort/residential	3,351	4,761	3,942
Mineral resources	462	334	209
Farming	14,806	13,323	12,575
Corporate expenses	12,641	13,272	12,277
Total expenses	44,162	43,961	42,224
Operating income	1,176	3,128	20,874
OTHER INCOME:			
Investment income	941	1,242	1,260
Interest income (expense)	—	(12)	—
Other income	66	113	98
Total other income	1,007	1,343	1,358
Income from operations before equity in earnings of unconsolidated joint ventures	2,183	4,471	22,232
Equity in earnings of unconsolidated joint ventures, net	4,006	2,535	916
Income before income tax expense	6,189	7,006	23,148
Income tax expense	2,086	2,723	7,367
Net income	4,103	4,283	15,781
Net loss attributable to non-controlling interest	(62)	(158)	(113)
Net income attributable to common stockholders	\$ 4,165	\$ 4,441	\$ 15,894
Net income per share attributable to common stockholders, basic	\$ 0.21	\$ 0.22	\$ 0.80
Net income per share attributable to common stockholders, diluted	\$ 0.20	\$ 0.22	\$ 0.80

## CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

<i>(\$ in thousands)</i>	YEAR ENDED DECEMBER 31		
	2013	2012	2011
Net income	\$ 4,103	\$ 4,283	\$ 15,781
Other comprehensive income (loss):			
Unrealized gains (losses) on available for sale securities	(348)	182	(82)
Benefit plan adjustments	2,218	(922)	(2,574)
SERP liability adjustments	1,098	(12)	(1,825)
Equity in other comprehensive income of unconsolidated joint venture	—	152	217
Other comprehensive loss before taxes	2,968	(600)	(4,264)
Benefit for income taxes related to other comprehensive loss items	(1,183)	238	1,699
Other comprehensive loss	1,785	(362)	(2,565)
Comprehensive income	5,888	3,921	13,216
Comprehensive loss attributable to non-controlling interests	(62)	(158)	(113)
Comprehensive income attributable to common stockholders	\$ 5,950	\$ 4,079	\$ 13,329

# CONSOLIDATED STATEMENTS OF EQUITY

<i>(\$ in thousands, except share information)</i>	Common Stock Shares Outstanding	Common Stock	Additional Paid-In Capital	Other Compre- hensive Income (Loss)	Retained Earnings	Total Stockholders' Equity	Non- controlling Interest	Total Equity
<b>Balance, December 31, 2010</b>	19,747,470	\$ 9,874	\$ 183,816	\$ (2,191)	\$ 45,215	\$ 236,714	\$ 39,938	276,652
Net income (loss)	—	—	—	—	15,894	15,894	(113)	15,781
Other comprehensive income	—	—	—	(2,565)	—	(2,565)	—	(2,565)
Exercise of stock options and related tax benefit of \$634	205,165	103	5,773	—	—	5,876	—	5,876
Restricted stock issuance	52,069	26	(26)	—	—	—	—	—
Stock compensation	—	—	5,507	—	—	5,507	—	5,507
Shares withheld for taxes	(28,998)	(15)	(797)	—	—	(812)	—	(812)
<b>Balance, December 31, 2011</b>	19,975,706	9,988	194,273	(4,756)	61,109	260,614	39,825	300,439
Net income	—	—	—	—	4,441	4,441	(158)	4,283
Other comprehensive income	—	—	—	(362)	—	(362)	—	(362)
Exercise of stock options and related tax benefit of \$8	13,641	7	363	—	—	370	—	370
Restricted stock issuance	179,172	89	(89)	—	—	—	—	—
Stock compensation	—	—	5,832	—	—	5,832	—	5,832
Shares withheld for taxes	(82,654)	(41)	(2,262)	—	—	(2,303)	—	(2,303)
<b>Balance, December 31, 2012</b>	20,085,865	10,043	198,117	(5,118)	65,550	268,592	39,667	308,259
Net income	—	—	—	—	4,165	4,165	(62)	4,103
Other comprehensive income	—	—	—	1,785	—	1,785	—	1,785
Exercise of stock options and related tax benefit of \$3	7,567	4	207	—	—	211	—	211
Restricted stock issuance	391,555	196	(196)	—	—	—	—	—
Common stock issued for water purchase	251,876	126	9,244	—	—	9,370	—	9,370
Stock compensation	—	—	1,223	—	—	1,223	—	1,223
Shares withheld for taxes and tax benefit of vested shares	(173,840)	(87)	(4,677)	—	—	(4,764)	—	(4,764)
Warrants issued as dividends (3,000,000 warrants)	—	—	6,930	—	(6,930)	—	—	—
<b>Balance, December 31, 2013</b>	20,563,023	\$ 10,282	\$ 210,848	\$ (3,333)	\$ 62,785	\$ 280,582	\$ 39,605	\$ 320,187

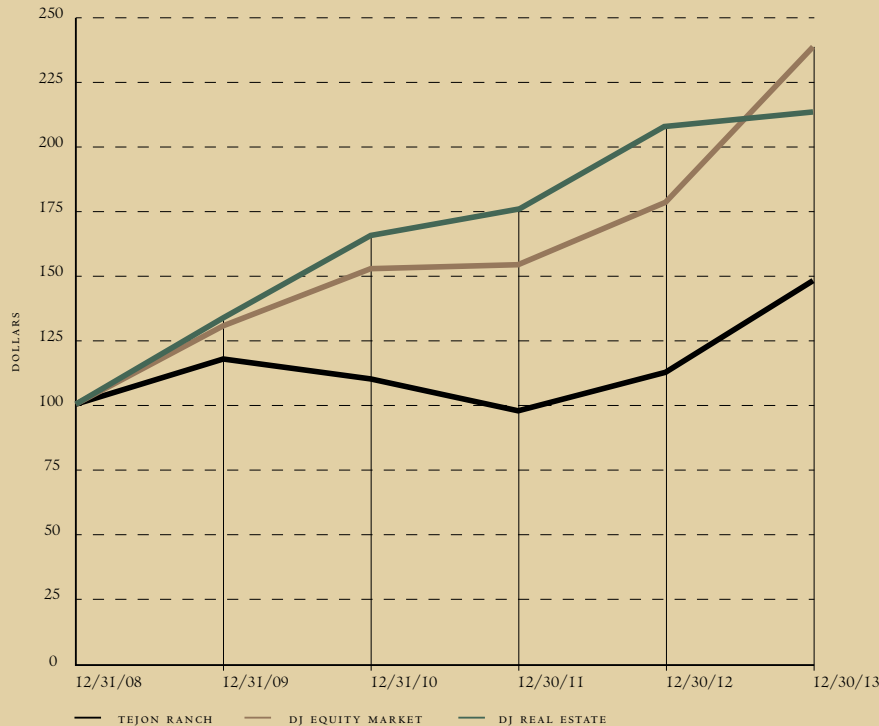


# CONSOLIDATED STATEMENTS OF CASH FLOWS

(\$ in thousands)	TWELVE MONTHS ENDED DECEMBER 31		
	2013	2012	2011
<b>OPERATING ACTIVITIES</b>			
Net income	\$ 4,103	\$ 4,283	\$ 15,781
Adjustments to reconcile net income to net cash provided by (used in) operating activities:			
Depreciation and amortization	4,226	4,954	3,629
Amortization of premium/discount of marketable securities	879	874	641
Equity in earnings	(4,006)	(2,535)	(916)
Non-cash retirement plan expense	865	1,047	528
Gain on sale of real estate/assets	(46)	(676)	(4,058)
Gain on sale of easements	—	—	(15,750)
Deferred income taxes	(8)	1,810	(162)
Amortization of stock compensation expense	929	5,440	5,340
Excess tax benefit from stock-based compensation	—	8	(634)
Distribution of earnings from unconsolidated joint ventures	—	7,200	—
Changes in operating assets and liabilities:			
Receivables, inventories and other assets, net	3,712	(1,761)	2,570
Current liabilities, net	(1,118)	(6,552)	2,515
Net cash provided by operating activities	9,536	14,092	9,484
<b>INVESTING ACTIVITIES</b>			
Maturities and sales of marketable securities	29,779	19,809	19,143
Funds invested in marketable securities	(21,392)	(16,984)	(39,448)
Property and equipment expenditures	(21,558)	(20,669)	(13,649)
Reimbursement of outlet center costs	512	—	—
Reimbursement proceeds from Communities Facilities District	17,809	—	—
Proceeds from sale of real estate	—	—	4,988
Proceeds from sale of easements	—	—	15,750
Investment in unconsolidated joint ventures	(3,415)	(6,154)	(4,457)
Distribution of equity from unconsolidated joint ventures	1,000	1,512	—
Investments in long-term water assets	(9,635)	(797)	—
Other	(711)	10	(495)
Net cash used in investing activities	(7,611)	(23,273)	(18,168)
<b>FINANCING ACTIVITIES</b>			
Borrowings of short-term debt	—	1,500	—
Repayments of short-term debt	—	(1,500)	—
Borrowings of long-term debt	4,750	—	—
Repayments of long-term debt	(310)	(39)	(35)
Proceeds from exercise of stock options	211	370	5,876
Taxes on vested stock grants	(4,764)	(2,303)	(812)
Net cash provided by (used in) financing activities	(113)	(1,972)	5,029
Increase (decrease) in cash and cash equivalents	1,812	(11,153)	(3,655)
Cash and cash equivalents at beginning of year	7,219	18,372	22,027
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>\$ 9,031</b>	<b>\$ 7,219</b>	<b>\$ 18,372</b>
<b>SUPPLEMENTAL CASH FLOW INFORMATION</b>			
Accrued capital expenditures included in current liabilities	\$ 2,058	\$ 2,293	\$ 590
Sale of assets accounted as direct finance leases	\$ —	\$ 913	\$ —
Taxes paid (net of refunds)	\$ 15	\$ 4,021	\$ 5,002
Common stock issued for water purchase	\$ 9,370	\$ —	\$ —

## PERFORMANCE GRAPH

The following graph is a comparison of cumulative total shareowner returns for the Company, the Dow Jones Equity Market Index, and the Dow Jones Real Estate Index for the period shown.



- Assumes \$100 invested on December 31, 2008
- Total return assumes reinvestment of dividends
- Fiscal year ending December 31

	2009	2010	2011	2012	2013
Tejon Ranch	18.11%	-5.72%	-11.14%	14.71%	30.91%
DJ Equity Market	28.59%	17.51%	1.07%	16.38%	33.47%
DJ Real Estate	30.81%	26.93%	6.05%	18.91%	1.79%

The stock price performance depicted in the above graph is not necessarily indicative of future price performance. The Performance Graph will not be deemed to be incorporated by reference in any filing by the Company under the Securities Act of 1933 or the Securities Exchange Act of 1934, except where the Company specifically incorporates the Performance Graph by reference.

The Dow Jones Real Estate Index, for the most part, includes companies which have revenues substantially greater than those of the Company. The Company is unaware of any industry or line-of-business index that is more nearly comparable.

QUARTER	2013		2012	
	HIGH	LOW	HIGH	LOW
First	\$30.81	\$28.44	\$31.64	\$24.33
Second	\$31.00	\$26.66	\$30.94	\$25.10
Third	\$34.23	\$28.58	\$31.08	\$25.25
Fourth	\$38.79	\$29.49	\$30.78	\$25.70

As of February 28, 2014, there were 342 registered owners of record of our Common Stock.

## DIRECTORS

Kent G. Snyder  
Chairman of the Board,  
Tejon Ranch Company;  
Real Estate Attorney

Gregory S. Bielli  
President and Chief Executive Officer,  
Tejon Ranch Company

John L. Goolsby  
Private Investments and Real Estate

Anthony L. Leggio  
President,  
Bolthouse Properties LLC

Norman Metcalfe  
Real Estate and Investments

George G.C. Parker  
Dean Witter Distinguished  
Professor of Finance,  
Stanford Business School

Geoffrey L. Stack  
Managing Director,  
SARES-REGIS Group,  
Real Estate Development  
and Management

Robert A. Stine  
Retired President and  
Chief Executive Officer,  
Tejon Ranch Company

Daniel R. Tisch  
Managing Member,  
Tower View LLC,  
Investment Management

Michael H. Winer  
Portfolio Manager,  
Third Avenue Management LLC,  
Investment Management

## EXECUTIVE OFFICERS

Gregory S. Bielli  
President and  
Chief Executive Officer

Allen E. Lyda  
Executive Vice President,  
Chief Financial Officer  
and Assistant Secretary

Dennis J. Atkinson  
Senior Vice President – Agriculture

Joseph E. Drew  
Senior Vice President – Real Estate

Gregory J. Tobias  
Vice President,  
General Counsel & Secretary

## CORPORATE DIRECTORY

### *Corporate Office*

Tejon Ranch Company  
Post Office Box 1000  
4436 Lebec Road  
Tejon Ranch, California 93243  
Telephone: (661) 248-3000

### *Securities Listing*

Tejon Ranch Company  
Common Stock is listed on  
the New York Stock Exchange  
under the ticker symbol: TRC

### *Stock Transfer Agent & Registrar*

Computershare Shareowner Services LLC  
480 Washington Boulevard  
Jersey City, NJ 07310-1900

### *Auditors*

Ernst & Young LLP

### *Form 10-k*

A copy of this report and the Company's  
Annual Report to the Securities and Ex-  
change Commission on Form 10-k, without  
exhibits, will be provided without charge to  
any stockholder submitting a written request  
to the Corporate Secretary:

Tejon Ranch Company  
Post Office Box 1000  
Tejon Ranch, California 93243



TEJON RANCH

[WWW.TEJONRANCH.COM](http://WWW.TEJONRANCH.COM)