

RULES OF CONDUCT AND PROCEDURES  
2020 ANNUAL MEETING OF STOCKHOLDERS  
TEJON RANCH CO.

Welcome to the Tejon Ranch Co. 2020 Virtual Annual Meeting of Stockholders. In the interest of an orderly meeting, we require you to honor the following Rules of Conduct and Procedures:

1. The Agenda indicates the order in which matters will be presented at the meeting. When an item on the Agenda is before the meeting for consideration, questions should be confined to that item.
2. The only business to be conducted at the meeting are the matters set forth in the Notice of 2020 Virtual Annual Meeting of Stockholders and Proxy Statement dated April 6, 2020.
3. Only stockholders of record as of March 25, 2020 or their proxy holders may submit questions and vote at the meeting.
4. Questions should be submitted during the meeting using the message icon on the Virtual Stockholder Meeting website <http://www.meetingcenter.io/273861214>.
5. Questions from all stockholders are welcome. However, the purpose of the meeting will be observed and the Company will not permit discussions that are:
  - a. not pertinent to meeting matters or the business of the Company;
  - b. related to material non-public information of the Company;
  - c. related to personal grievances;
  - d. derogatory references to individuals or that are otherwise in bad taste;
  - e. repetitious of statements made by another stockholder;
  - f. related to pending or threatened litigation; or
  - g. related to personal matters such as layoff, termination, demotion, retirement or requests for employment.
6. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized, and answered together.
7. Questions pertinent to meeting matters that cannot be answered during the meeting due to time constraints will be posted online and answered at <https://tejonranch.gcs-web.com>. The questions and answers will be available as soon as practical after the meeting and will remain available until one week after posting.
8. In the event of disorder, technical malfunction, or other significant problem that disrupts the meeting, the Chairman may adjourn, recess or expedite the meeting or take such other action that the Chairman determines is appropriate in light of the circumstances.
9. Recording of the meeting is prohibited. A replay of the meeting will be available on our website for approximately one year from the date of the meeting.

**The violation of any of these rules will be considered cause for expulsion from the virtual meeting.**