

Financial Highlights

FY2020 Ended Mar-31, 2021

The forecasts and other forward-looking statements in this report are based on currently available information and certain assumptions determined as rational. Consequently, any statements herein do not constitute assurances regarding actual results by the Group. Actual performance may significantly differ from these forecasts due to various factors in the future.

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Overview of Results of the Fiscal Year Ended March 31, 2021

FY2020 Highlights

Both revenues and profits for FY2020 decreased given the strong impact of COVID-19.

Topics

Operating profit 56.5 billion yen
(compared with forecast +12.5 billion yen)
Net income* 21.7 billion yen
(compared with forecast +4.7 billion yen)

TOKYO PORT CITY TAKESHIBA opened
(September)

The implementation of hybrid financing

Dividend 16.0 yen
(Dividend payout ratio 53.1%)

Significantly advance the RE100 achievement
target
(TOKYU LAND CORPORATION)

Contents

Results surpassed the forecasts the Group had announced in November 2020 due to the favorable performance in the condominium, real estate sales agent and renewable energy businesses, and Group-wide cost reduction.

The largest office building of the Group began operation with no vacancy. Initiatives for contact elimination, labor reduction, data application and the like were promoted at this advanced smart building.

The Group decided to raise a total of 100 billion yen to improve its financial soundness and capital efficiency and sustainable growth investment. Japan Credit Rating Agency, Ltd. (JCR) recognized equity credit attributes for 50% of the amount to be raised.

COVID-19 had significant effects on results. However, the Company kept dividends at 16.0 yen per share, the same level as the previous fiscal year, from the viewpoint of maintaining stable dividends and attaching importance to shareholder returns.

The achievement target of RE100 has been significantly advanced to 2025. Moreover, the Company started switching to renewable energy sources at our 17 facilities, including its offices, from this April.

* Profit attributable to owners of parent

FY2020 Operating Results

Both revenues and profits for FY2020 declined under the strong effects of COVID-19 (estimated at approx. 30 billion yen).

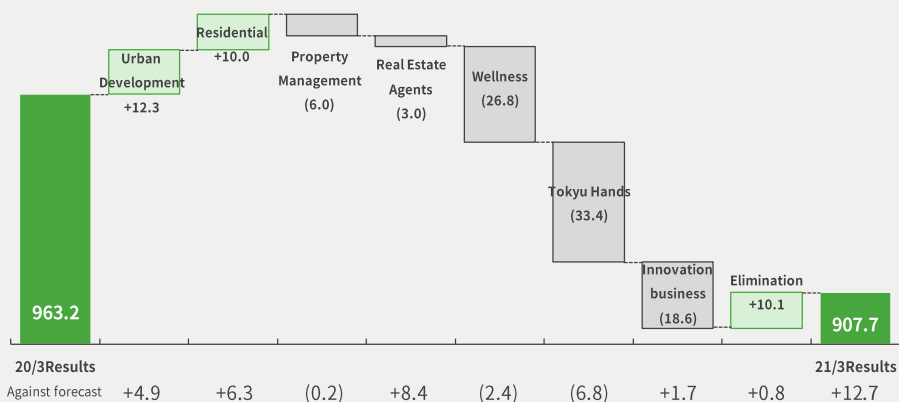
(¥ billion)	FY2019 Mar-2020	FY2020 Mar-2021	Comparison	FY2020 Forecast **	Comparison	Compared to the same period last year
Operating revenue	963.2	907.7	(55.5)	895.0	12.7	<input type="checkbox"/> Operating revenue and operating profit Both revenues and profits dropped, reflecting factors such as the operation of development projects and greater revenues from the sale of properties, including buildings for investors in the Urban Development segment, as well as the effects of factors such as the spread of COVID-19 on segments centered on the Wellness segment and the Tokyu Hands segment.
Operating profit	79.3	56.5	(22.8)	44.0	12.5	
Non-operating income	1.4	3.8	2.3	—	—	
Non-operating expenses	13.3	13.7	0.5	—	—	
Ordinary profit	67.5	46.6	(20.9)	34.0	12.6	
Extraordinary income	0.1	7.3	7.2	—	—	
Extraordinary losses	4.6	12.0	7.4	—	—	
Income before income taxes and minority interests	63.0	41.8	(21.2)	—	—	
Profit attributable to owners of parent	38.6	21.7	(16.9)	17.0	4.7	

* Figures in brackets show amounts posted, and figures with the mark + or figures in parentheses show increases or decreases. (The same will apply in the following pages.)

** The figures are the revised forecast that we announced on November 9, 2020. (The same will apply in the following pages.)

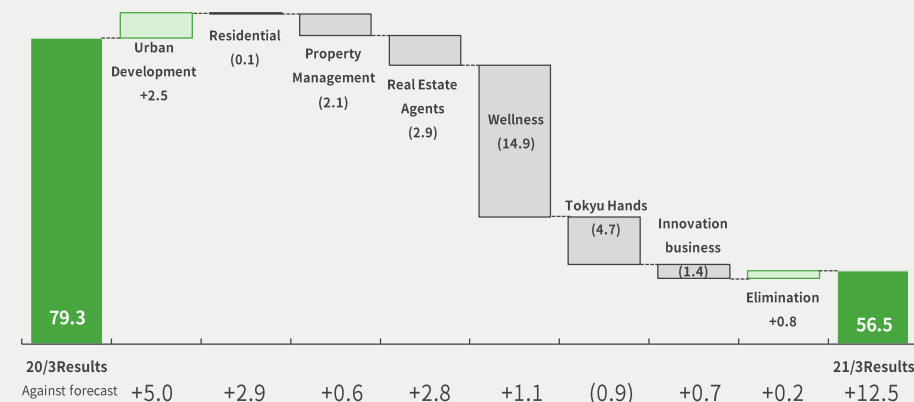
<Changes in revenue>

(¥billion)



<Changes in profit>

(¥billion)

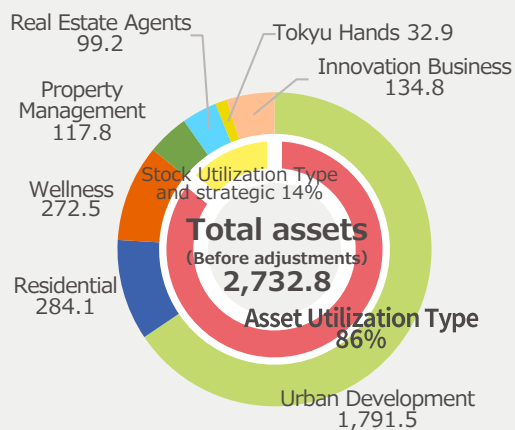


Summary of balance sheets

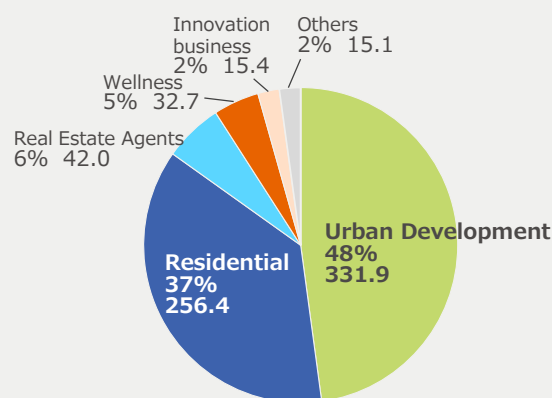
Both assets and liabilities increased mainly due to growth in real estate for sale, and Property and equipment, Intangible assets.

FY2019 As of Mar-31, 2020	FY2020		Comparison	FY2019 As of Mar-31, 2020	FY2020		Comparison
	As of Mar-31, 2021	Comparison			As of Mar-31, 2021	Comparison	
(¥ billion)				(¥ billion)			
Cash and deposits	97.6	190.0	92.4	Interest-bearing Debt	1,361.0	1,478.8	117.7
Real estate for sale	658.0	680.6	22.7	Deposits	260.5	264.6	4.1
Property and equipment, Intangible assets	1,192.7	1,223.9	31.2	Trade payables etc.	106.5	126.4	19.9
Goodwill	71.7	66.4	(5.3)	Other	165.0	173.7	8.7
Other investments	312.2	339.1	26.8	Total liabilities	1,893.1	2,043.6	150.4
Accounts receivable etc.	55.6	64.6	9.0	Equity	583.3	596.7	13.4
Other	99.5	87.7	(11.8)	Non-controlling interests	11.0	12.1	1.1
Total assets	2,487.4	2,652.3	164.9	Total net assets	594.2	608.7	14.5

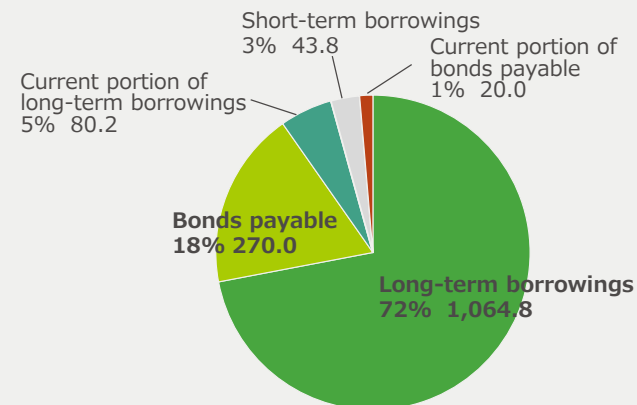
〈Asset breakdown by segment〉



〈Inventory breakdown〉



〈Interest-bearing debt breakdown〉



FY2020 Management Indicators and Cash Flow Statement

Results for respective items fell year on year due to performance aggravation, although they improved from forecasts.

(¥ billion)	FY2019 Mar-2020	FY2020 Mar-2021	Comparison	FY2020 Forecast	Comparison	Compared to the same period last year
Total assets	2,487.4	2,652.3	164.9	—	—	<input type="checkbox"/> Interest-bearing Debt
ROA	3.3%	2.2%	(1.0)P	1.7%	0.5P	Interest-bearing debt grew with factors such as progress with investments in development projects.
Interest-bearing Debt	1,361.0	1,478.8	117.7	1,480.0	(1.2)	
Equity	583.3	596.7	13.4	—	—	
Equity ratio	23.5%	22.5%	(1.0)P	—	—	
ROE	6.7%	3.7%	(3.1)P	2.9%	0.8P	<input type="checkbox"/> D/E ratio
Earnings per share	53.70	30.13	(23.57)	23.64	6.49	D/E ratio roughly reached the forecast level.
D/E ratio	2.3	2.5	0.1	2.5	(0.0)	The Company executed hybrid financing with improving financial soundness and capital efficiency and investing in sustainable growth as objectives.
【D/E ratio in consideration of hybrid financing】 *	—	2.3	—	2.3	—	
EBITDA	117.1	101.7	(15.4)	87.8	13.8	
EBITDA multiple **	11.6	14.5	2.9	16.9	(2.4)	
Net cash provided by (used in) operating activities	(6.7)	100.4	107.1	—	—	+¥41.8 billion of profit before income taxes +¥39.8 billion of depreciation
Net cash provided by (used in) investment activities	(147.2)	(116.0)	31.2	—	—	¥(100.3) billion for purchase of noncurrent assets
Net cash provided by (used in) financing activities	65.1	108.3	43.3	—	—	+¥135.5 billion of long-term liabilities
cash and cash equivalents at end of period	97.0	189.5	92.5	—	—	

* Implemented hybrid financing and raised 70 billion yen in December 2020. In terms of credit rating, 50% of the funds raised are regarded as equity by Japan Credit Rating Agency, Ltd.

** EBITDA Multiple: Interest-Bearing Debt/EBITDA (Operating Profit Before Depreciation), (The same will apply in the following pages.)

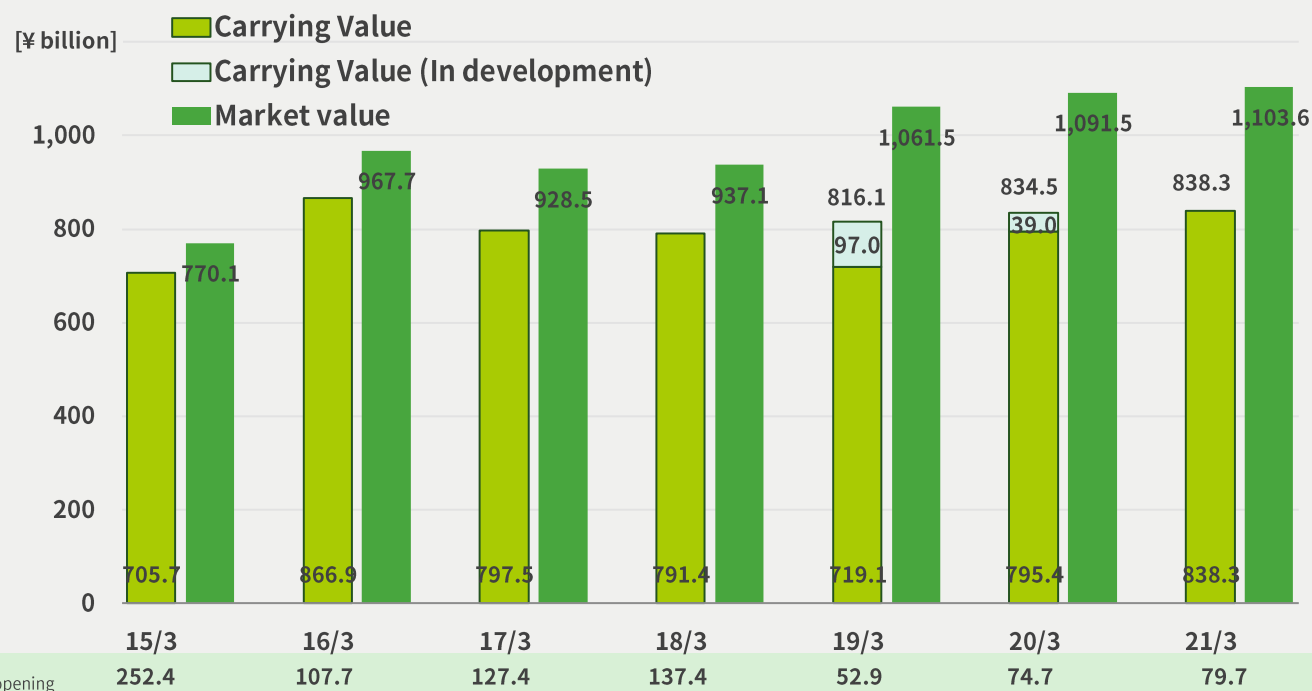
Market value appraisal for leased properties

Unrealized profit of leased properties increased thanks to the firm real estate market.

(¥ billion)	FY2019 Mar-2020	FY2020 Mar-2021	Comparison	Remarks
Carrying Value	834.5	838.3	3.8	<input type="checkbox"/> Market value at the end of the fiscal year is calculated by our company mainly according to the "standards for appraisal of real estate". <input type="checkbox"/> The properties to be developed before opening* are in the early process of development and therefore their market value cannot be grasped (¥74.7 billion at the end of March 2020 and ¥79.7 billion at the end of March 2021)*.
Market value	1,091.5	1,103.6	12.0	
Difference	257.1	265.3	8.2	

* Shibuya Sakuragaoka Block Redevelopment Plan, Jingumae 6-chome Block Urban Redevelopment Project, Kudanminami 1-chome Project, and others.

〈Changes in market value and book value of leased properties and others〉



Carrying Value (In development) Breakdown

- As of March 2019
 - Shibuya Solasta
 - Shibuya Fukuras
 - Jimbocho North Tokyu Building
 - Tokyo PortCity Takeshiba (Office tower)
- As of March 2020
 - Tokyo PortCity Takeshiba (Office tower, Residence tower)
- As of March 2021
 - Not applicable

Properties to be developed before opening

FY2020 Segment performance

Urban Development/Residential/Property Management/Real Estate Agents

	Full-year (¥ billion)	FY2019	FY2020	Comparison	Compared to the end of the previous fiscal year	FY2020 Forecast	Comparison
Urban Development	Operating revenue	292.6	304.9	12.3		300.0	4.9
	Leasing (Office buildings)	40.5	46.1	5.7	Newly operated +11.0, Lost revenue for properties sold(3.5)	46.7	(0.5)
	Leasing (Commercial facilities)	42.9	37.6	(5.3)	Impact of the coronavirus(5.7)	37.5	0.1
	Asset management etc.	112.3	129.7	17.4	Infrastructure+10.0, Proceeds from sales +5.1[95.4]	119.9	9.8
	Leasing (Residence)etc.	96.9	91.5	(5.4)	Impact of the coronavirus(3.0) (from rental meeting rooms)	96.0	(4.5)
	Operating profit	52.5	55.0	2.5	Newly operated +3.2, Gain on sale +2.4[14.5] Impact of the coronavirus(6.3)	50.0	5.0
(Extraordinary loss on COVID-19 impact : 2.3 billion yen)							
Residential	Operating revenue	136.3	146.3	10.0		140.0	6.3
	Condominiums	96.1	106.0	9.9	No. of units sold [1,777units] +98units	98.5	7.5
	Other*	40.3	40.3	0.1	Increased rental housing sales	41.5	(1.2)
	Operating profit	8.5	8.4	(0.1)		5.5	2.9
(Extraordinary loss on COVID-19 impact : 0.2 billion yen)							
Property Management	Operating revenue	190.8	184.8	(6.0)		185.0	(0.2)
	Condominium (Management, Construction)	125.8	122.7	(3.1)	Management(0.4), Construction(2.8), (Effect of the transfer of contracting business+3.3)	123.7	(1.0)
	Buildings and Other facilities (Management, Construction)	65.0	62.1	(2.9)	Management+4.5, Construction (7.2)	61.3	0.9
	Operating profit	8.7	6.6	(2.1)	Effect of coronavirus on construction	6.0	0.6
(Extraordinary loss on COVID-19 impact : 0.5 billion yen)							
Real Estate Agents	Operating revenue	131.4	128.4	(3.0)		120.0	8.4
	Real estate sales agent	59.8	55.6	(4.2)	Retail (2.2), Wholesale (2.0)	53.5	2.1
	Consignment sales	3.3	4.0	0.7		3.2	0.8
	Real estate sales	66.4	66.8	0.4		60.8	6.0
	Other	2.0	2.1	0.1		2.5	(0.5)
	Operating profit	15.2	12.3	(2.9)	Decrease in real estate sales agent due to the coronavirus	9.5	2.8

* From the fiscal year ending March 31, 2021, the detached housing business is included in "Other."

FY2020 Segment performance

Wellness/Tokyu Hands/Innovation Business

Full-year (¥ billion)		FY2019	FY2020	Comparison	Compared to the end of the previous fiscal year	FY2020 Forecast	Comparison
Wellness	Operating revenue	114.5	87.6	(26.8)		90.0	(2.4)
	Resort operations*	41.8	30.7	(11.1)	Impact of closure, shorter opening hours and lower occupancy of facilities	31.8	(1.0)
	Oasis (Sports Clubs)	18.7	13.8	(4.9)	Impact of closure, member recess, decrease in the number of members, etc.	13.8	(0.0)
	Senior housing	9.7	9.5	(0.2)		9.6	(0.1)
	TOKYU STAY (Hotels)	14.3	5.6	(8.6)	Impact of closure and lower occupancy of facilities	5.9	(0.3)
	Consignment welfare	10.1	9.8	(0.3)		9.7	0.2
	Sales	11.0	11.1	0.2		11.2	(0.0)
	Other	9.0	7.0	(2.0)		8.0	(1.0)
	Operating profit	3.5	(11.4)	(14.9)	Effects of COVID-19 on operated facilities, etc. centered on hotels and fitness clubs	(12.5)	1.1
(Extraordinary loss on COVID-19 impact : 1.9 billion yen)							
Tokyu Hands	Operating revenue	96.6	63.2	(33.4)	Existing stores (37.1)%	70.0	(6.8)
	Operating profit	0.2	(4.4)	(4.7)		(3.5)	(0.9)
(Extraordinary loss on COVID-19 impact : 1.8 billion yen)							
Innovation Business	Operating revenue	35.2	16.7	(18.6)		15.0	1.7
	Overseas operations, etc.	13.3	4.6	(8.7)	Decrease in condominium sales.	2.8	1.8
	Custom-built houses **	8.6	—	(8.6)		—	—
	Landscape gardening	13.4	12.1	(1.3)		12.2	(0.1)
	Operating profit	(1.4)	(2.8)	(1.4)	Decrease in condominium sales.	(3.5)	0.7

* Resort operations (Golf course, Harvest club, Ski resort, resort hotel, etc.)

** The custom-built houses business was discontinued at the end of FY2019, and contracting business was transferred to the Property Management segment.

Forecast for the Fiscal Year Ending March 31, 2022

FY2021 Highlights

Increases in both revenues and profits are planned for FY2021 based on the assumption that results will recover to a certain extent from the effects of COVID-19.

Topics

Operating profit 80.0 billion yen
(compared with forecast +23.5 billion yen)
Net income* 30.0 billion yen
(compared with forecast +8.3 billion yen)

Steady investment promotion

Dividend 16.0 yen
(Dividend payout ratio 38.4%)

Strengthening governance

Efforts to decarbonize

Contents

The impact of COVID-19 will remain, but a return to levels before its outbreak is planned.
Revenues from the sales of assets will expand with active trading markets in the background.

Investments in non-current assets that will contribute to stable revenues and the steady execution of cyclical reinvestments

Adoption of a dividend payout ratio of 30% or above and the continuation of stable dividends as policies for the time being

Aim at bolstering systems through measures such as an increase in the number of Outside Directors, based on a close look at the Tokyo Stock Exchange's transition to new prime markets

Acquisition of Science Based Targets (SBT) certification (1.5 °C standard), the first developer in Japan to do this
Aim at achieving high-level CO2 emissions reduction (46.2% reduction from the 2019 level) in 2030

* Profit attributable to owners of parent

Recognized Conditions for Main Businesses in FY2021

The recovery from the effects of COVID-19 will differ from one business to another. The Group will focus on measures based on a careful look at the post-pandemic situation

Office building	No major effect on the vacancy rate and rent has been observed. However, a deterioration in corporate performance linked with the prolongation of COVID-19 require attention. In addition to center offices, the Company will provide workplaces, such as space for rent limited to specific days of the week and shared offices, in response to the accelerating diversification of workstyles.
Commercial facilities	Performance differs depending on locations, but tenant net sales are gradually picking up with the recovery in consumer behavior. In leasing operations, the Company will focus on attracting hands-on tenants, in addition to merchandise sales and other traditional tenants.
Renewable energy facility	There is a strong possibility that the market for renewable energy facilities will keep expanding with rising interest in decarbonization among governments and companies. The pandemic has had no effect on this business. Renewable energy facilities are consistently contributing to revenues with an increasing number of properties in operation.
Condominium	Results for condominiums centered on the actual demand segment returned to the levels before the COVID-19 outbreak.
Real este agents	The number of wholesale transactions recovered in addition to the number of retail transactions led by strong housing demand.
Hotel	There are encouraging factors, such as the increased availability of vaccines against COVID-19. However, a recovery in inbound demand will take time under the current circumstances. The Company will step up initiatives to meet domestic demand and will focus on raising operational efficiency using DX and reforming the cost structure for the time being.
Investor trading market	Trading markets for investors centered on markets for assets, such as offices, rental houses and logistics facilities, have been active. The Company will engage in sales activities, taking balance sheet management into consideration and observing market conditions closely.

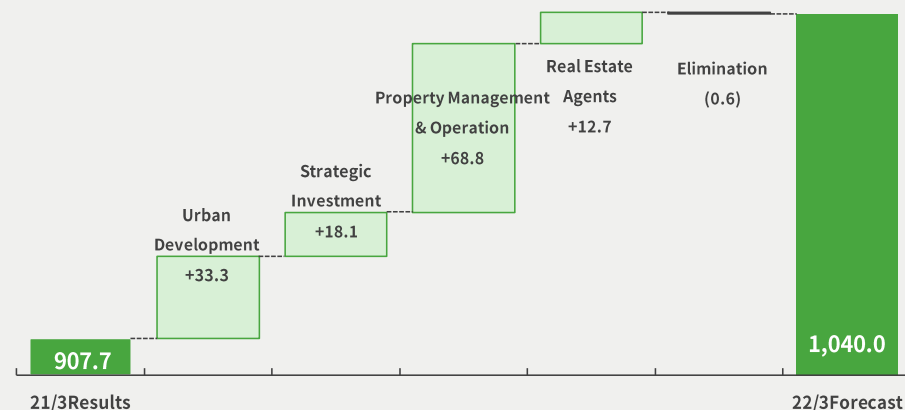
FY2021 Earnings Forecasts / Major Management Indicators

Aim at achieving a substantial profit recovery, assuming results will recover from COVID-19's effects to a certain extent.

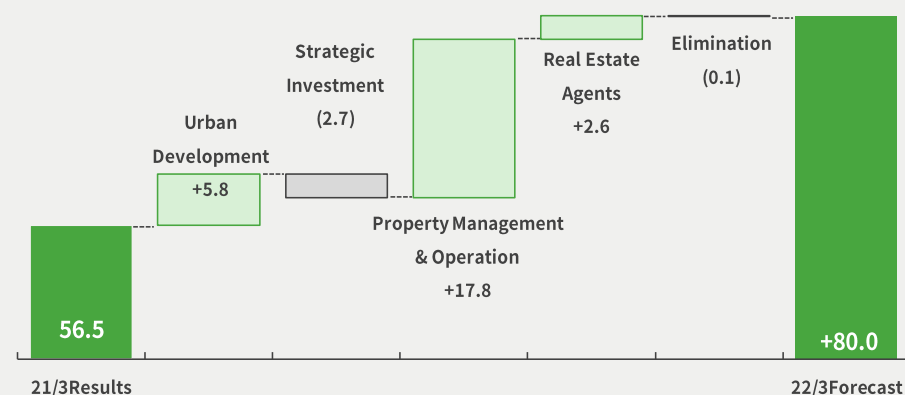
(¥ billion)	FY2020 Mar-2021 Results	FY2021 Mar-2022 Forecast	Comparison
Operating Revenue	907.7	1,040.0	132.3
Operating profit	56.5	80.0	23.5
Non-operating income	3.8	—	—
Non-operating expenses	13.7	—	—
Ordinary profit	46.6	66.5	19.9
Extraordinary income	7.3	—	—
Extraordinary losses	12.0	—	—
Income before income taxes and minority interests	41.8	—	—
Profit attributable to owners of parent	21.7	30.0	8.3
Total assets	2,652.3	—	—
ROA	2.2%	3.0%	0.8P
Interest-bearing Debt	1,478.8	1,480.0	1.2
Equity	596.7	—	—
Equity ratio	22.5%	—	—
ROE	3.7%	5.0%	1.3P
Earnings per share	30.13	41.71	11.58
D/E ratio	2.5	2.4	(0.1)
[D/E ratio in consideration of hybrid financing] *	2.3	2.2	(0.1)
EBITDA	101.7	125.9	24.3
EBITDA multiple	14.5	11.8	(2.8)
Dividends per share	¥16.0	¥16.0	—
Dividend payout ratio	53.1%	38.4%	(14.7)P

* Implemented hybrid financing and raised 70 billion yen in December 2020 and 30 billion yen in April 2021. In terms of credit rating, 50% of the funds raised are regarded as equity by Japan Credit Rating Agency, Ltd.

〈Changes in revenue*〉 (¥billion)



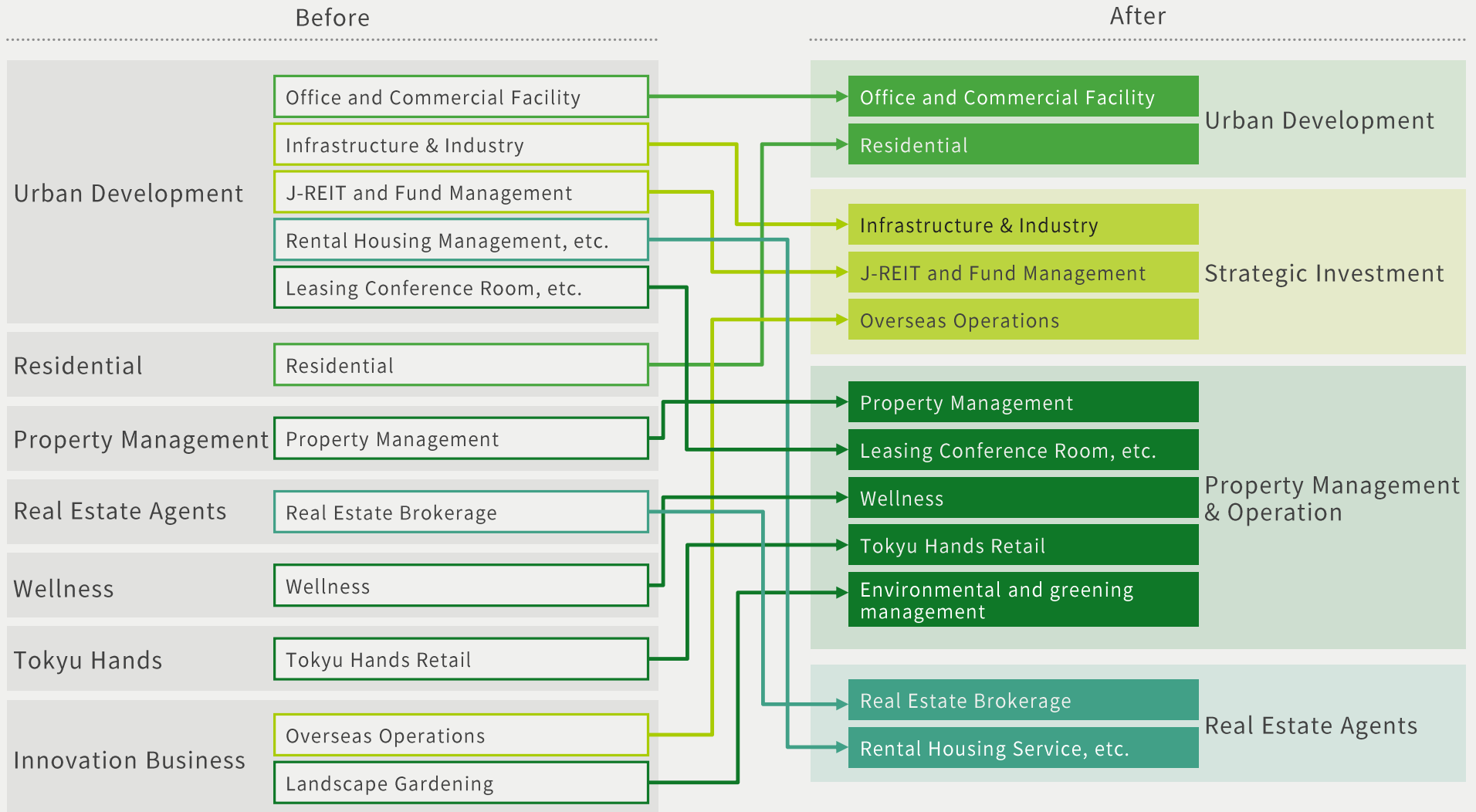
〈Changes in profit*〉 (¥billion)



* For the business results of the fiscal year ended March 31, 2021, estimated figures according to the changed segments are used. (The same will apply in the following pages.)

Reorganization of Business Segment

We have been reorganized into four business segments from the previous seven business segments from the perspective of human capital and asset utilization.



Urban Development ① FY2021 Forecast

Increases in both revenues and profits are planned, assuming factors, including the full-year operation of new facilities at TOKYO PORTCITY TAKESHIBA and increases in revenues from the sale of assets and the number of condominium units sold.

Full-year (¥ billion)	FY2020	FY2021	Comparison	Compared to the end of the previous fiscal year
Operating revenue	316.7	350.0	33.3	
Leasing (Office buildings)	45.9	50.7	4.9	Newly operated +5.5, Lost revenue for properties sold (1.6)
Leasing (Commercial facilities)	38.6	40.0	1.4	
Other *1	86.0	97.5	11.5	Sales of assets +8.9 [89.0]
Condominiums	106.0	142.5	36.5	No. of units will be sold [2,290] +513
Other *2	40.3	19.3	(21.0)	Sales of assets (21.5) [15.1]
Operating profit	41.7	47.5	5.8	Sales of assets(Office buildings/Commercial facilities) +5.1 [17.5]

* Operating profit stated above is a reference value before consolidated accounting treatment.

*1 Excluding lease in office and commercial facility business

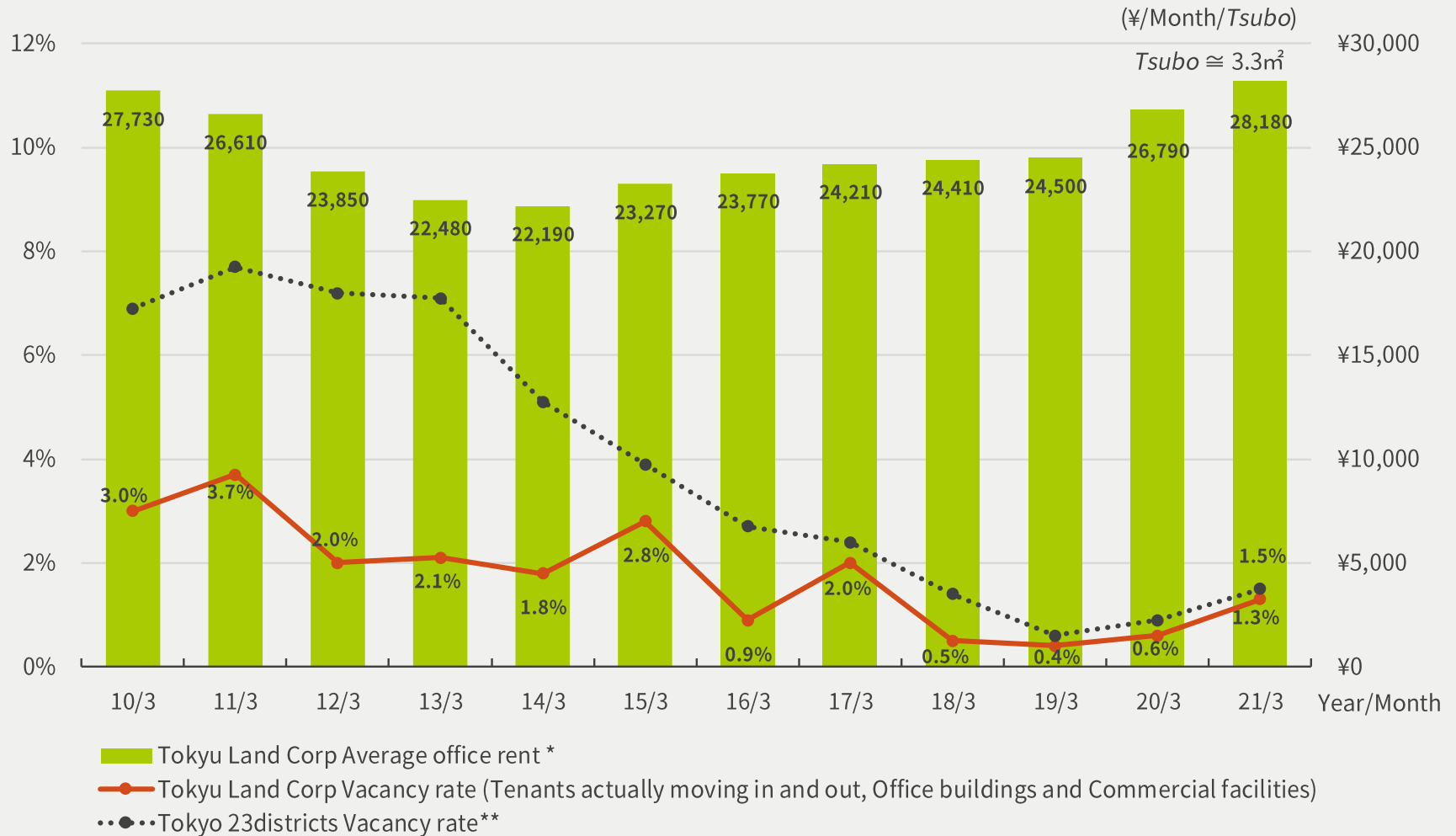
*2 Excluding condominiums in residential business

〈Reference : Contents of sales〉

Breakdown of sales	Before revising	Main contents
Leasing (Office buildings)	Urban Development	Leasing office buildings
Leasing (Commercial facilities)	Urban Development	Leasing commercial facilities, etc.
Other *1	Urban Development	Sales of office buildings and commercial facilities, etc.
Condominiums	Residential	Sales of condominium units
Other *2	Residential	Sales of rental houses and land, etc.

Urban Development ② Vacancy Rate and Rent

As of March 31, 2021, Average office rent 28,180 yen (Month/Tsubo) Vacancy rate 1.3%
 (Tenants actually moving in and out, including Office buildings and Commercial facilities)



* The average office rents of the Company presented include common area service expenses.

** 「Tokyo 23districts」 …Date Source :CBRE K.K. 「Japan Office MarketView」

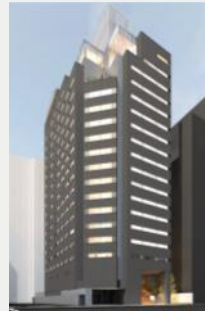
Urban Development ③ Major projects (Office/Commercial)



Tokyo PortCity Takeshiba
Minato-ku
Office/Commercial/Housing
Floor space : 201



Kudanminami 1-chome Project**
Chiyoda-ku
Office/Commercial
Floor space : 68
Complete : July-2022 (Plan)



West Shinsaibashi 2-chome Project**
Osaka
Hotel
Floor space : 14
Complete : FY2022 (Plan)

[Projects for facilities whose opening periods remain undecided]

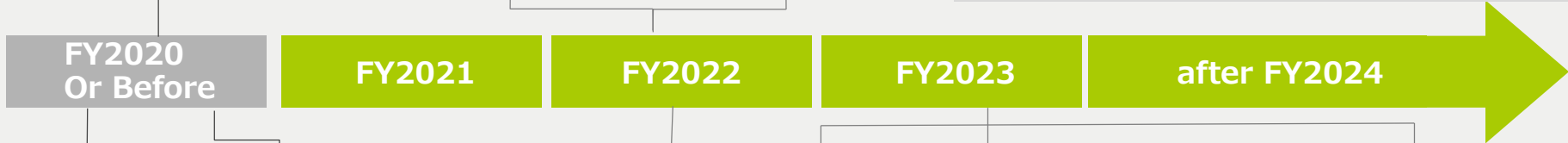


Project for Using Land at Tokyo Institute of Technology's Tamachi Campus**
Minato-ku
Office/Commercial/Industry-academia-government collaboration, etc.
Scheduled to become available as a complex in 2030

HigashiGotanda 2-chome Redevelopment Project
Shinagawa-ku
Office/Commercial/Housing, etc.

Sapporo Susukino Ekimae Complex Development Project**
Sapporo
Hotel/Commercial/Cinema, etc.

Chayamachi B-2 Block Urban Redevelopment Project
Osaka
Commercial, etc.



Shibuya Solasta
Shibuya-ku
Office
Floor space : 47



Shibuya Fukuras
Shibuya-ku
Office/Commercial
Floor space : 59



Dogenzaka 1-chome Project**
Shibuya-ku
Office/Commercial
Floor space : 1
Complete : FY2022 (Plan)

Daikanyamacho Project**
Shibuya-ku
Housing/Commercial/Office
Floor space : 21
Open : FY2023 (Plan)



Shibuya Sakuragaoka Block Redevelopment Plan
Shibuya-ku
Office/Commercial/Housing
Floor space : 255
Open : FY2023 (Plan)



Jingumae 6-chome Block Urban Redevelopment Project
Shibuya-ku
Commercial/Public facilities
Floor space : 20
Open : FY2023 (Plan)

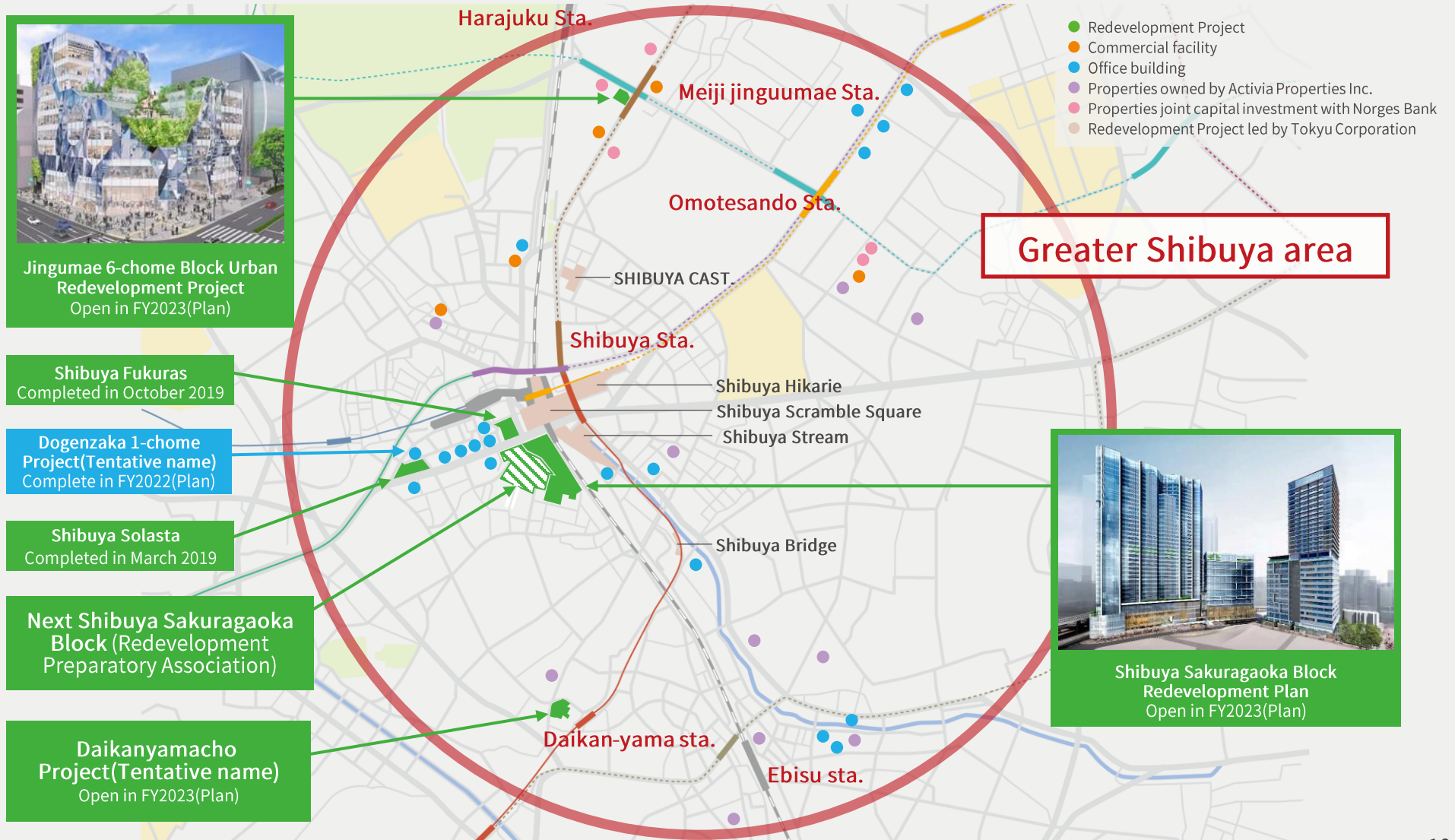
Projects in the Greater Shibuya area

Floor space : thousand m²

* Floor space of all the projects before taking our equity into account ** tentative name

Urban Development ④ Major projects (Greater Shibuya area)

Several projects are ongoing in the Greater Shibuya area.



Urban Development ⑤ Condominium index

The contract ratio at the beginning of FY2021 was 54%.

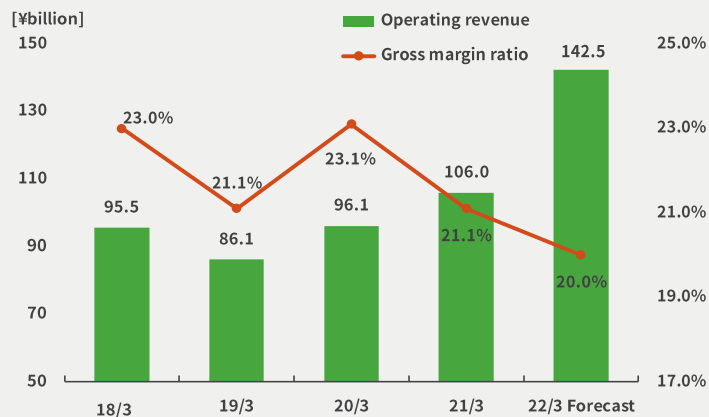
Accounting year	FY2019	FY2020	FY2021 Forecast
No. of units sold	1,680	1,777	2,290
Contracted ratio (Beginning-of-year→1Q→2Q→3Q)	54%→66%→82%→90%	50%→57%→76%→93%	54%
Year-end inventory of completed units*	453	827	—
Major condominiums Number of units refers to the number of units of sale () ownership ratio	BRANZ Kawaguchi Honcho 163units(100%) BRANZ Tower Umeda North 653units(33%) BRANZ Tower Hagoromo 145units(80%)	Kosugi 3rd Avenue The Residence 475units(30%) BRANZ City Hasuda 168units(100%) BRANZ Tower Ofuna 227units(100%)	BRANZ Tower Toyosu 1,152units(55%) Grand Maison Shin-Umeda Tower 871units(15%) BRANZ Tower Shibaura 482units(46%)
Purchase of land for sales (¥ billion)	24.9 (1,943units)	10.0 (1,970units)	25.0



BRANZ Tower Toyosu
Complete : October-2021 (Plan)

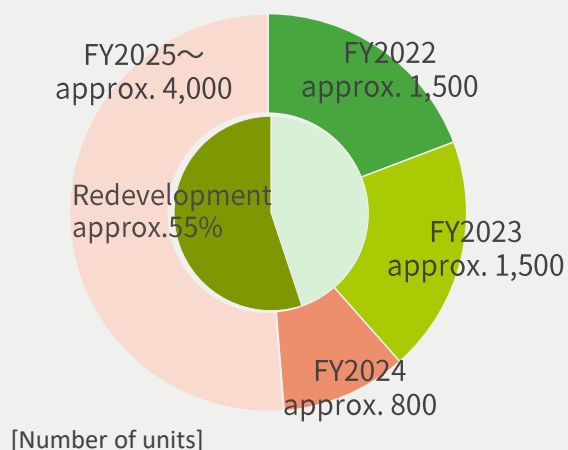
* The year-end inventory of completed units includes units not yet supplied.

〈Change in operating revenue and gross margin ratio for condominiums〉



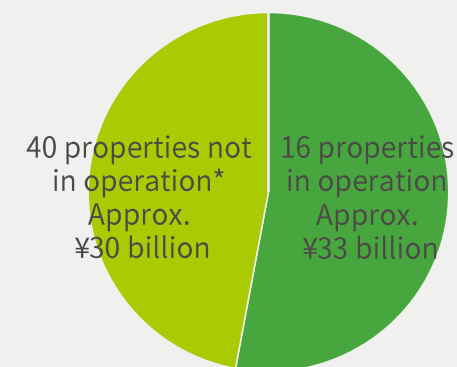
〈Land bank of Condominiums to be completed〉

As of Mar-31, 2021 approx. 7,800 units



〈Rental housing pipeline〉

End of March 2021 Approx. 63 billion



* Total investment of 40 non-operating properties: Approximately 92 billion yen

Strategic Investment ① FY2021 Forecast

A rise in revenues and a fall in profits are forecast with a drop in fee income from infrastructure and industry businesses and an increase in sales of logistics facilities.

Full-year (¥ billion)	FY2020	FY2021	Comparison	Compared to the end of the previous fiscal year	
Operating revenue	46.9	65.0	18.1		
Infrastructure & Industry	34.5	52.1	17.6	Sales of assets +20.3[+33.6]	[Operating profit]
Asset management	7.8	8.0	0.2	In operation +3.6	* Infrastructure & Industry [7.6] (2.1)
Overseas operations	4.6	4.9	0.3		* Asset management [5.0] (0.3)
Operating profit	12.1	9.4	(2.7)	Gain on sale of properties +5.2[6.6], Dividend on sale (4.1), PJM fee (1.4)	
					* Overseas operations [(2.9)] (0.0)

* Operating profit stated above is a reference value before consolidated accounting treatment.

〈Reference : Contents of sales〉

Breakdown of sales	Before revising	Main contents
Infrastructure & Industry	Urban Development	Logistics facilities and renewal energy facilities (including sale)
Asset management	Urban Development	Real estate investment trusts (REITs) and the fund management companies
Overseas operations	Innovation Business	Overseas operations

Strategic Investment ② Renewable energy business

The number of operating properties has increased, and it has grown to make a stable contribution to earnings.

Projects acquired (As of March 31, 2021)

Properties in operation : 38

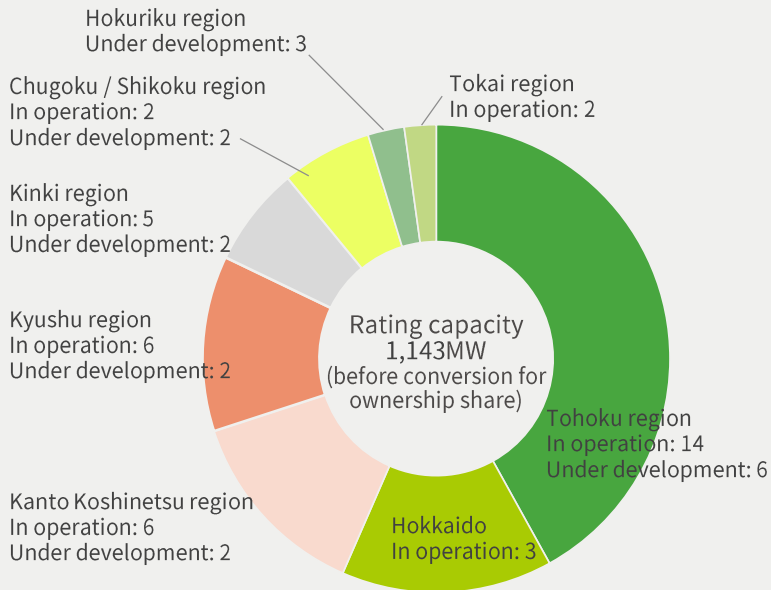
(solar power generation projects: 35, wind generation projects: 3)






Projects under development : 17

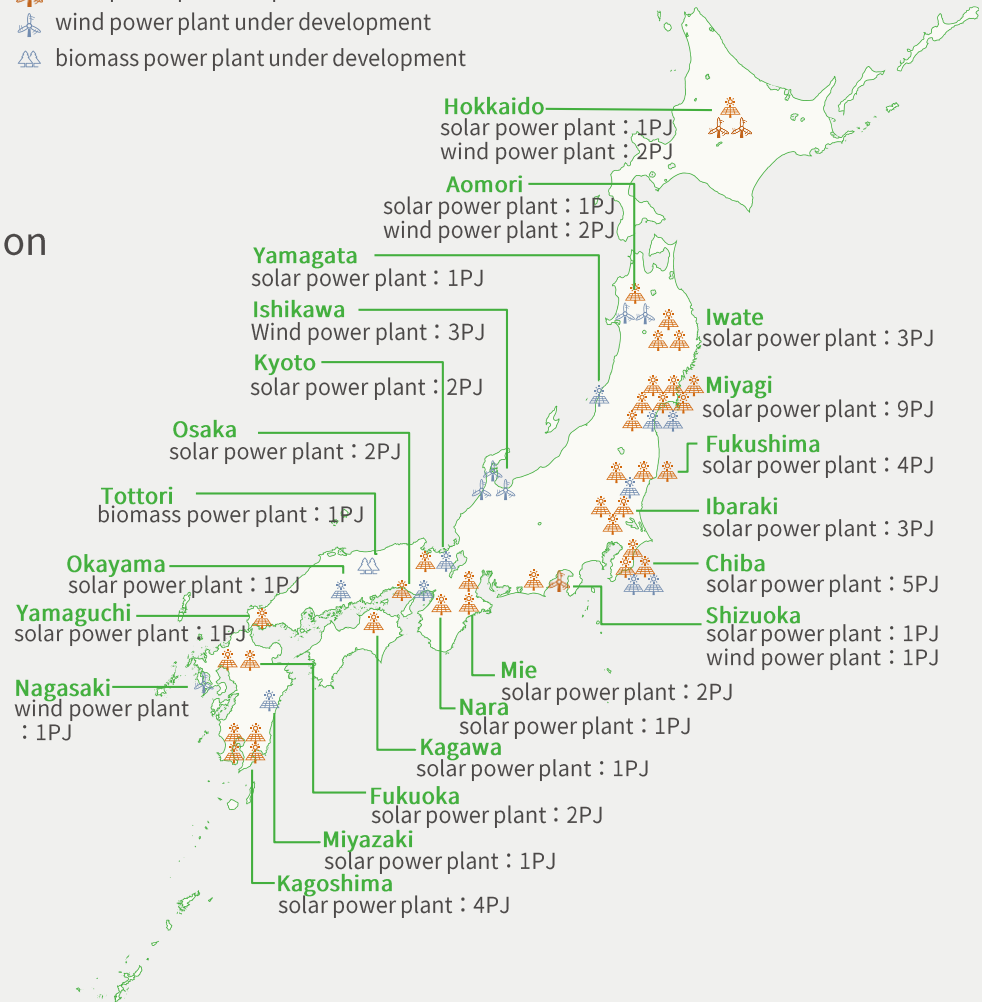
(solar power generation projects: 10, wind generation projects: 6, biomass power generation project: 1)

Investment progress (amount posted in BS) ¥162.8billion

<Portfolio>



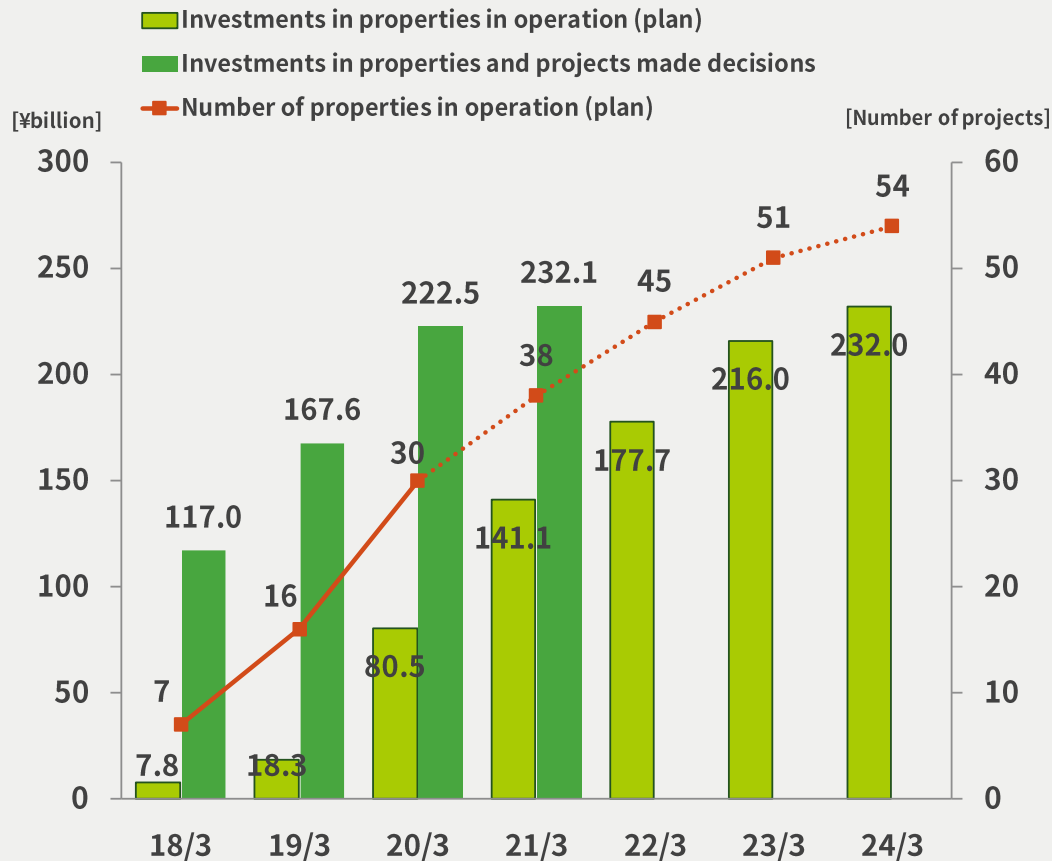
-  solar power plant in operation
-  solar power plant under development
-  wind power plant in operation
-  wind power plant under development
-  biomass power plant under development



Strategic Investment ② Renewable energy business

Business expansion is expected to continue with solid business promotion for committed properties and the aggressive acquisition of new projects.

〈Investments in properties in operation, Investments in properties made decision, and Number of projects in operation〉 (Including schedule)



〈Major projects〉 (100% stake in the Company)



Suzuran Kushiro-cho
Solar Power Plant (Hokkaido)
Rated capacity: 92MW
(Operation started in 2020)



ReENE Namegata
Solar Power Plant (Ibaraki)
Rated capacity: 28MW
(Operation started in 2020)



ReENE Matsumae
Wind Power Plant (Hokkaido)
Rated capacity: 41MW
(Operation started in 2019)



ReENE Zenibako
Wind Power Plant (Hokkaido)
Rated capacity: 34MW
(Operation started in 2019)

* The investment amounts above are different from the amounts posted in BS due to depreciation.

Strategic Investment ③ Logistics facilities business

Cyclical reinvestments will be executed aggressively with a series of development projects starting operation.

Projects acquired (As of Mar-31, 2021)

Properties in operation: 4
 Projects under development: 9
 Investment progress: ¥34.5 Billion

Major projects:
 LOGI'Q Miyoshi
 (Total floor space:71 thousands m²)
 LOGI'Q Shiraoka
 (Total floor space :46 thousands m²)

Introduction of future projects

CPD Hirakata
 Floor space :74 thousand m²
 4 stories above ground
 Complete : FY 2021 (Plan)



LOGI'Q Sayama Hidaka
 Floor space :114 thousand m²
 4 stories above ground
 Complete : FY 2021 (Plan)



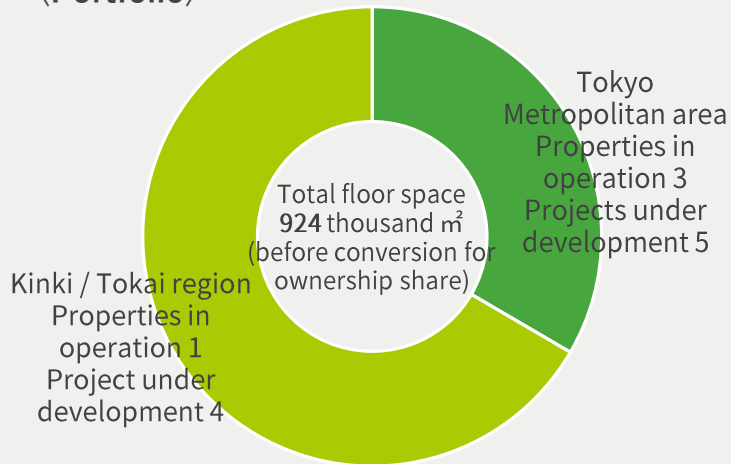
LOGI'Q Minamisunamachi
***Tentative name**
 Floor space :14 thousand m²
 6 stories above ground
 Complete : FY 2022 (Plan)



New initiatives (promoting smart logistics utilizing local 5G)

Commencement of demonstration experiments toward visualization of operations, automatic operation and remote control and smart management through digitalization through our partnership with Nippon Telegraph and Telephone East Corporation and PAL Co., Ltd., aiming for labor-savings through mechanization and remote operation and warehouse digitalization.

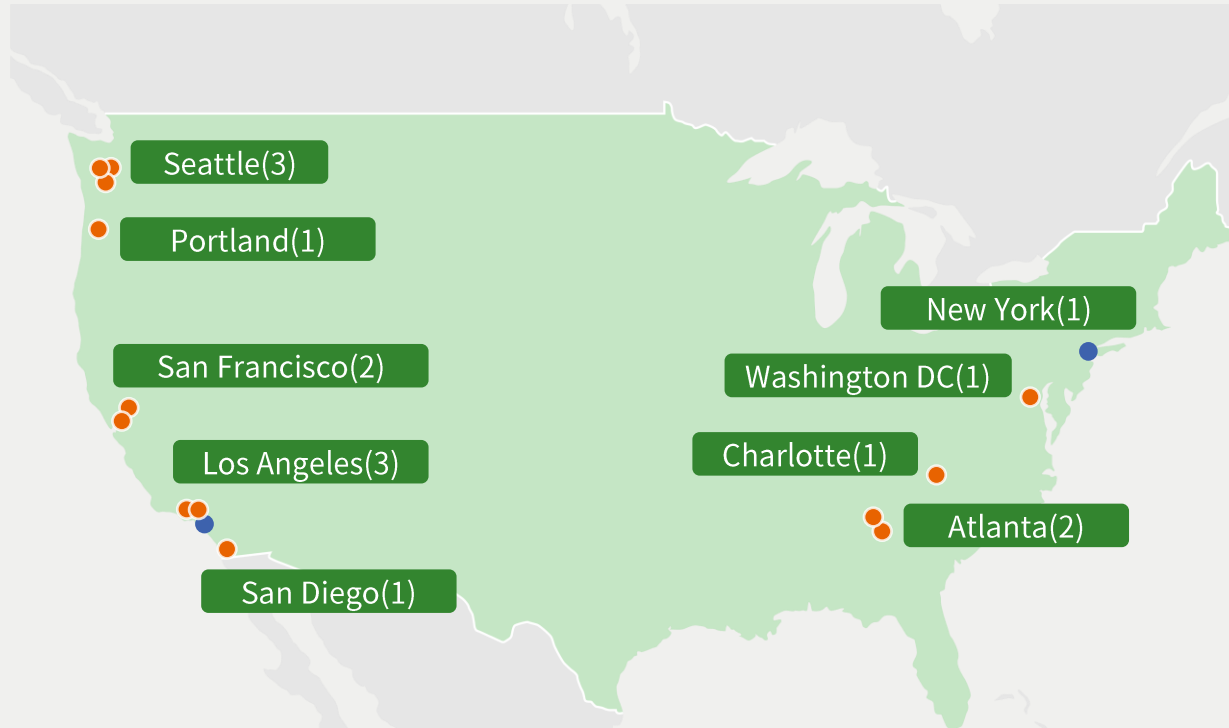
<Portfolio>



Strategic Investment ④ Overseas operations

15 projects are in progress in the United States.

<America>



Urban area (number of projects involved)

- Rental housing
- Office / Other

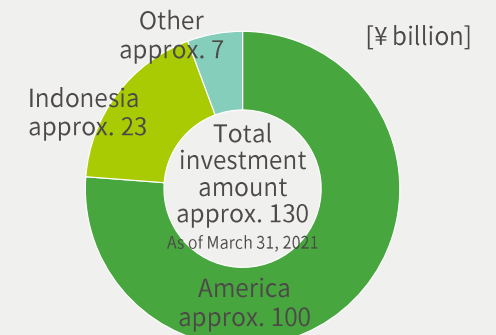
Projects involved : 15 projects
 Cumulative number of projects : 24 projects
 (As of Mar-31, 2021)

<425 Park Avenue>

New York
 Office building redevelopment project
 47 stories above ground with 2 basements
 Completed in January 2021



<Breakdown of investments by area in overseas operations>



Property Management & Operation ① FY2021 Forecast

Both revenues and profits are forecasted to rise year on year, even though the impact of COVID-19 will linger in the Wellness and Tokyu Hands businesses.

Full-year (¥ billion)	FY2020	FY2021	Comparison	Compared to the end of the previous fiscal year	
Operating revenue	351.2	420.0	68.8		[Operating profit]
Property management (Condominums)	122.7	136.4	13.7	Management+0.9, Construction+12.8	* Property Management [10.0] (+3.8)
Property management (Office buildings)	71.0	79.6	8.6	Management+2.3, Construction+4.2, Leasing conference rooms+2.1	
Hotel	22.1	32.9	10.8	Tokyu Stay +6.0	
Leisure facilities	14.3	18.5	4.2		* Wellness [(1.6)] (+9.8)
Health care	23.3	29.8	6.5	Tokyu Sports Oasis +5.9	
Other (wellness)	22.7	38.3	15.6	Sales of assets +14.2 [20.8]	
Tokyu Hands	63.2	71.4	8.2	Existing 36 stores +21.6%	* Tokyu Hands [(0.5)] (+4.0)
Environmental greening	12.1	13.0	1.0		* Environmental greening [0.7] (0.1)
Operating profit	(8.8)	9.0	17.8	Sales of assets +1.5 [3.5]	

* Operating profit stated above is a reference value before consolidated accounting treatment.

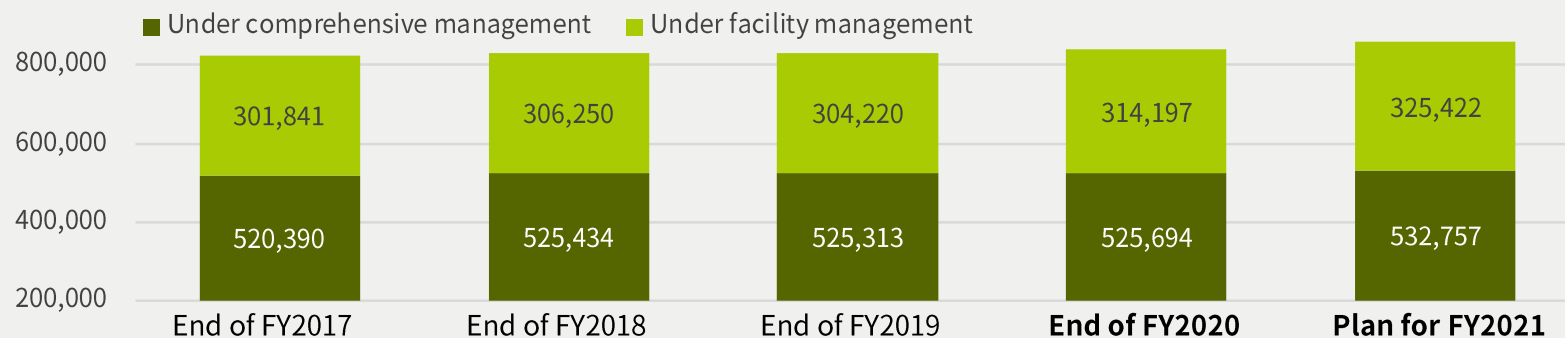
〈Reference : Contents of sales〉

Breakdown of sales	Before revising	Main contents
Property management (Condominums)	Property Management	Management and construction of condominiums
Property management (Office buildings)	Property Management /Urban Development	Management and construction of buildings, etc. and leasing conference rooms
Hotel	Wellness	Harvest Club, Tokyu Stay, resort hotels, etc.
Leisure facilities	Wellness	Golf courses, ski resorts, etc.
Health care	Wellness	Senior housing and fitness facilities, etc.
Other (wellness)	Wellness	Items (including sales) excluding the three items above in the former Wellness segment
Tokyu Hands	Tokyu Hands	Tokyu Hands retail business
Environmental greening	Innovation Business	Environmental Management and greening development

Property Management & Operation ② Stock of properties

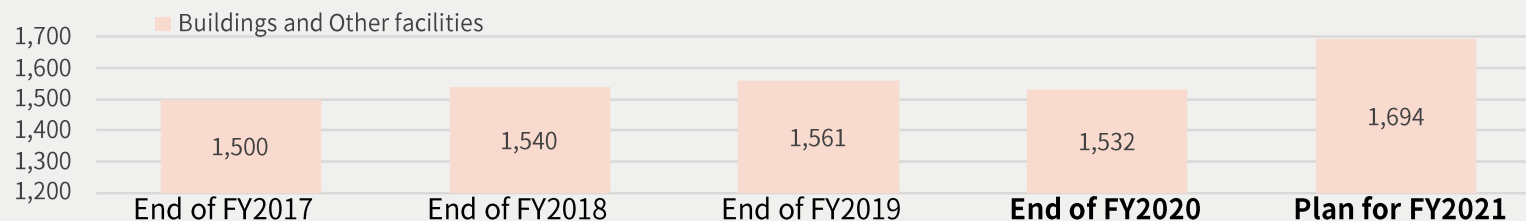
The expansion of management stock and the rearrangement of unprofitable projects will be advanced.

〈Trend in stock of comprehensive condominium management and facility management in number of units〉



[Units]	End of FY2017	End of FY2018	End of FY2019	End of FY2020	Plan for FY2021
Number of condominium units under management	822,231	831,684	829,533	839,891	858,179
(Change from the end of preceding fiscal year)	+ 80,607	+ 9,453	(2,151)	+ 10,358	+ 18,288
Under comprehensive management	520,390	525,434	525,313	525,694	532,757
Under facility management	301,841	306,250	304,220	314,197	325,422

〈Trend in stock of management of buildings and other facilities in number of projects〉



[Projects]	End of FY2017	End of FY2018	End of FY2019	End of FY2020	Plan for FY2021
Buildings and Other facilities	1,500	1,540	1,561	1,532	1,694
(Change from the end of preceding fiscal year)	+ 17	+ 40	+ 21	(29)	+ 162

Property Management & Operation ③ Main projects

Hotel, healthcare, operating ratio

Two hotels and two senior housing facilities began operation in FY2020. The operating rate for Tokyu Stay hotels is showing signs of a slow recovery.



Tokyu Stay Hida-Takayama Musubi no Yu
Urban style hotel
Opened in April 2020



nol kyoto sanjo
Resort hotel
Opened in November 2020



Tokyu Stay Hakodate Asaichi Akari no Yu
Urban style hotel
Opened in April 2021



Tokyu Stay Shinjuku East side
Urban style hotel
Open in August 2021(Plan)



ROKU KYOTO, LXR Hotels & Resorts
Resort hotel
Open in September 2021(Plan)

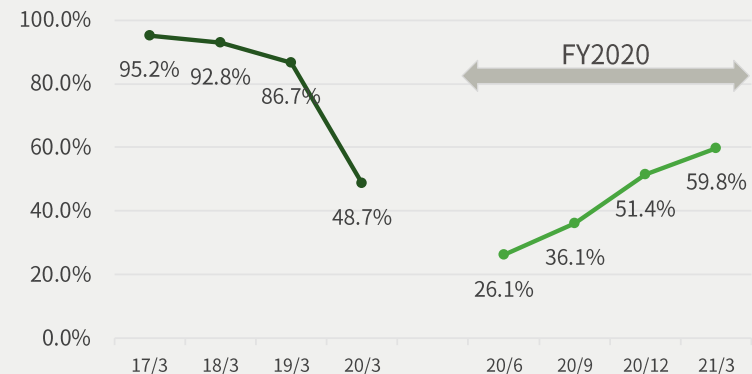


Grancreeer Shibaura
Senior housing
Opened in July 2020



Grancreeer Tachikawa
Senior housing
Opened in September 2020

< Tokyu Stay operating ratio * >



* The operating ratio is a monthly average for each month stated.

Real Estate Agents ① FY2021 Forecast

Both revenues and profits are expected to increase year on year, mainly supported by lively markets for the real estate sales agent business.

Full-year (¥ billion)	FY2020	FY2021	Comparison	Compared to the end of the previous fiscal year
Operating revenue	212.3	225.0	12.7	[Operating profit]
Real estate sales agent	55.6	66.1	10.5	Retail+7.2, Wholesale+3.4
Real estate sales	67.0	65.6	(1.4)	* Real Estate Agents [15.9] (+2.9)
Consignment sales, etc	7.3	6.6	(0.8)	
Rental housing service	82.4	86.8	4.4	* Rental housing service [4.9] (0.3)
Operating profit	18.9	21.5	2.6	Increased real estate sales agent

* Operating profit stated above is a reference value before consolidated accounting treatment.

<Reference : Contents of sales >

Breakdown of sales	Before revising	Main contents
Real estate sales agent	Real Estate Agents	Real-estate sales agent
Real estate sales	Real Estate Agents	Purchase and resale (including sale), etc.
Consignment sales, etc	Real Estate Agents /Urban Development	Consignment sales, rental brokerages, etc.
Rental housing service	Urban Development	Management and operation of rental housing, student apartments, etc.

Real Estate Agents ② Performance indicators in sales agent

The number of transactions fell in FY2020 under the effects of business suspension.
Aim at achieving levels higher than FY2019 results in FY2021.

	FY2020		
	Retail	Wholesale	Total
No. of transactions	24,660	975	25,635
(Rate of change YoY)	(3.0)%	(4.8)%	(3.0)%
Amount of transactions	942.7 billion yen	283.8 billion yen	1,226.5 billion yen
(Rate of change YoY)	(3.2)%	(17.0)%	(6.8)%
Average handling price	38 million yen	291 million yen	48 million yen
(Rate of change YoY)	(0.3)%	(12.8)%	(3.9)%
Commission fee ratio	4.6%	3.5%	4.4%

	FY2019		
	Retail	Wholesale	Total
No. of transactions	25,413	1,024	26,437
(Rate of change YoY)	+3.5%	+0.8%	+3.4%
Amount of transactions	974.1 billion yen	341.9 billion yen	1,315.9 billion yen
(Rate of change YoY)	+3.4%	+12.5%	+5.7%
Average handling price	38 million yen	334 million yen	50 million yen
(Rate of change YoY)	(0.0)%	+11.6%	+2.2%
Commission fee ratio	4.7%	3.4%	4.4%

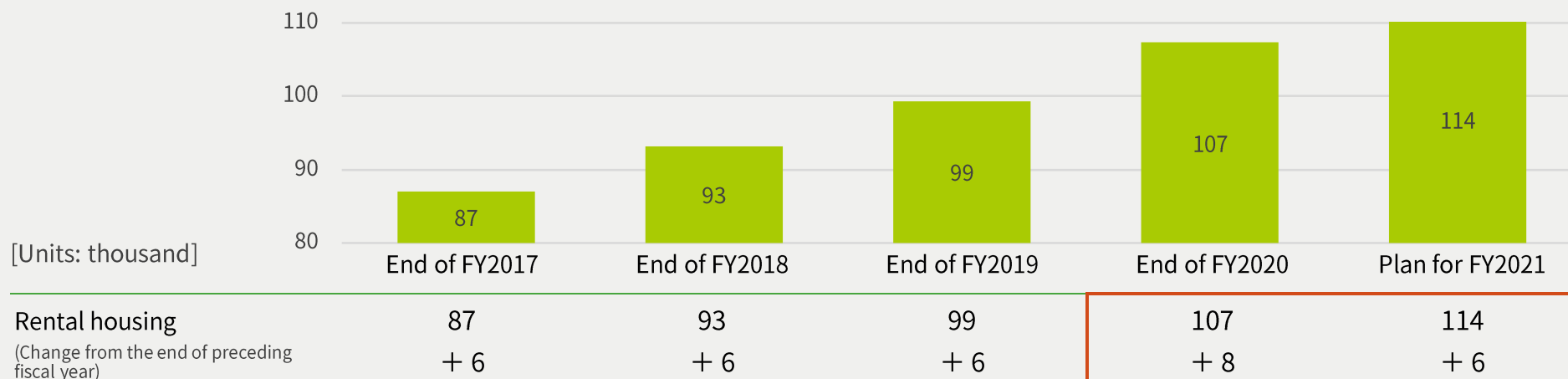
Highlights
<p><input type="checkbox"/> Retail</p> <ul style="list-style-type: none"> Both the number of transactions and the average handling price decreased in FY2020. Aim at achieving the number and the price higher than FY2019 results in FY2021. 3 stores were opened in FY2020. 7 stores are scheduled to open in FY2021.
<p><input type="checkbox"/> Wholesale</p> <ul style="list-style-type: none"> Both the number of transactions and the average handling price decreased in FY2020. Aim at achieving the number and the price higher than FY2019 results in FY2021.

FY2021 (Plan)		
Retail	Wholesale	Total
28,512	1,116	29,628
+15.6%	+14.5%	+15.6%
1,100.4 billion yen	385.8 billion yen	1,486.2 billion yen
+16.7%	+35.9%	+21.2%
39 million yen	346 million yen	50 million yen
+1.0%	+18.7%	+4.8%
4.7%	3.5%	4.4%

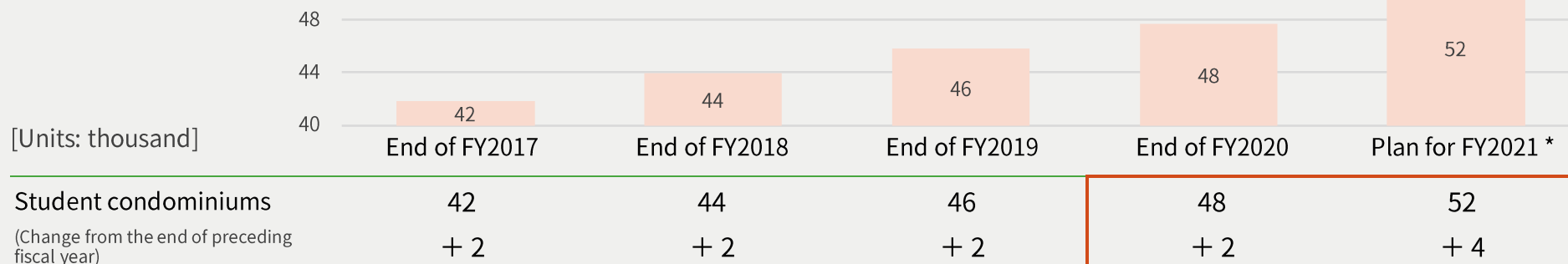
Real Estate Agents ③ Changes in properties under management

Aim at achieving stable revenue growth by expanding management stock.

〈Rental housing under management〉



〈Student condominiums, etc. under management〉



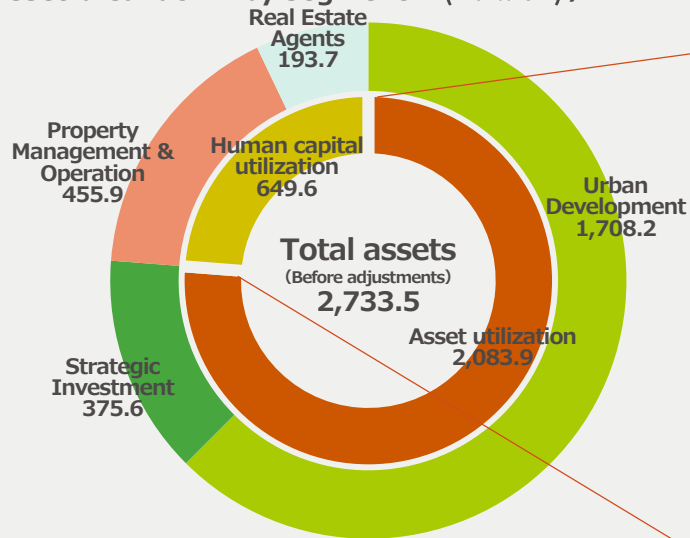
* The plan for the number of managed units including student condominiums for the fiscal year ending March 2022 is the initial plan for the fiscal year ending March 2023.

Financial Capital Strategy①

Expand stable revenue foundations through leasing and renewable energy businesses and execute cyclical reinvestments steadily.

Total assets 2,652.3 billion yen	
Total Assets 2,652.3 billion yen	Total Liabilities 2,043.6 billion yen
	Net assets 608.7 billion yen

〈Asset breakdown by segment * (¥billion)〉



* For the business results of the fiscal year ended March 31, 2021, estimated figures according to the changed segments are used. (The same will apply in the following pages.)

〈Investment results and plans〉

(¥ billion)	FY2020 Mar-2021 Results **	FY2021 Mar-2022 Forecast **
Capital Investment	108.7	55.0
Real estate for sale (domestic business excluding condominiums)	85.8	150.0
Land for sale (condominiums)	10.0	25.0
Equity Investment (domestic business excluding condominiums)	-	50.0
Overseas Investment *	13.0	25.0

〈Breakdown of Urban Development segments〉



〈Breakdown of Strategic Investment segments〉



* Contributions are included.

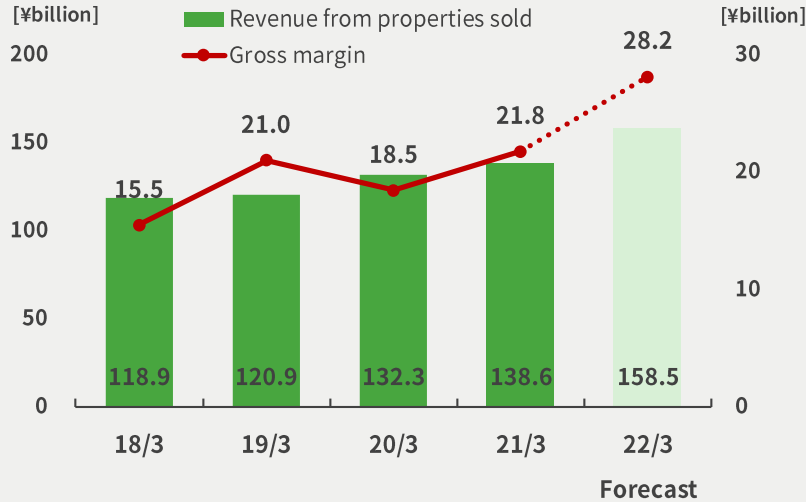
** Investments in the greater Shibuya area included in the amount: 28.3 billion yen invested in FY2020 and 4.0 billion yen planned for investment in FY2021.

Financial Capital Strategy ②

Promote efficient asset turnover and profit generation by closely observing trading markets.

Total assets 2,652.3 billion yen	
Total Assets 2,652.3 billion yen	Total Liabilities 2,043.6 billion yen
	Net assets 608.7 billion yen

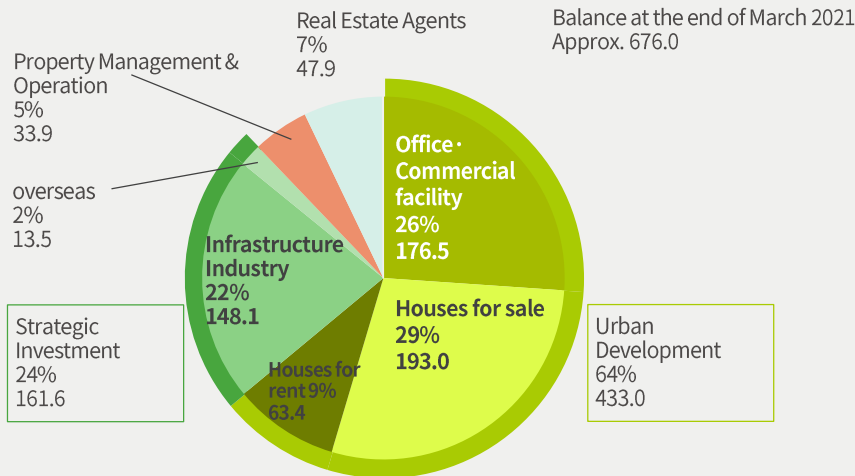
〈Changes in gain on sales〉



〈Gain on sales by asset〉

(¥ billion)	FY2020 Mar-2021 Results	FY2021 Mar-2022 Forecast	Comparison
Operating revenue	138.6	158.5	19.9
Office · Commercial facility, etc.	80.1	89.0	8.9
Houses for rent , land	36.6	15.1	(21.5)
Infrastructure & Industry	13.4	33.6	20.3
Wellness	6.5	20.8	14.2
Other	1.9	-	(1.9)
Operating gross profit	21.8	28.2	6.4
Office · Commercial facility, etc.	12.4	17.5	5.1
Houses for rent , land	5.4	0.7	(4.7)
Infrastructure & Industry	1.4	6.6	5.2
Wellness	2.0	3.5	1.5
Other	0.8	-	(0.8)

〈Real estate for sale by asset (¥billion)〉



〈Major real estate for sale〉



Comforia Shin-nakano

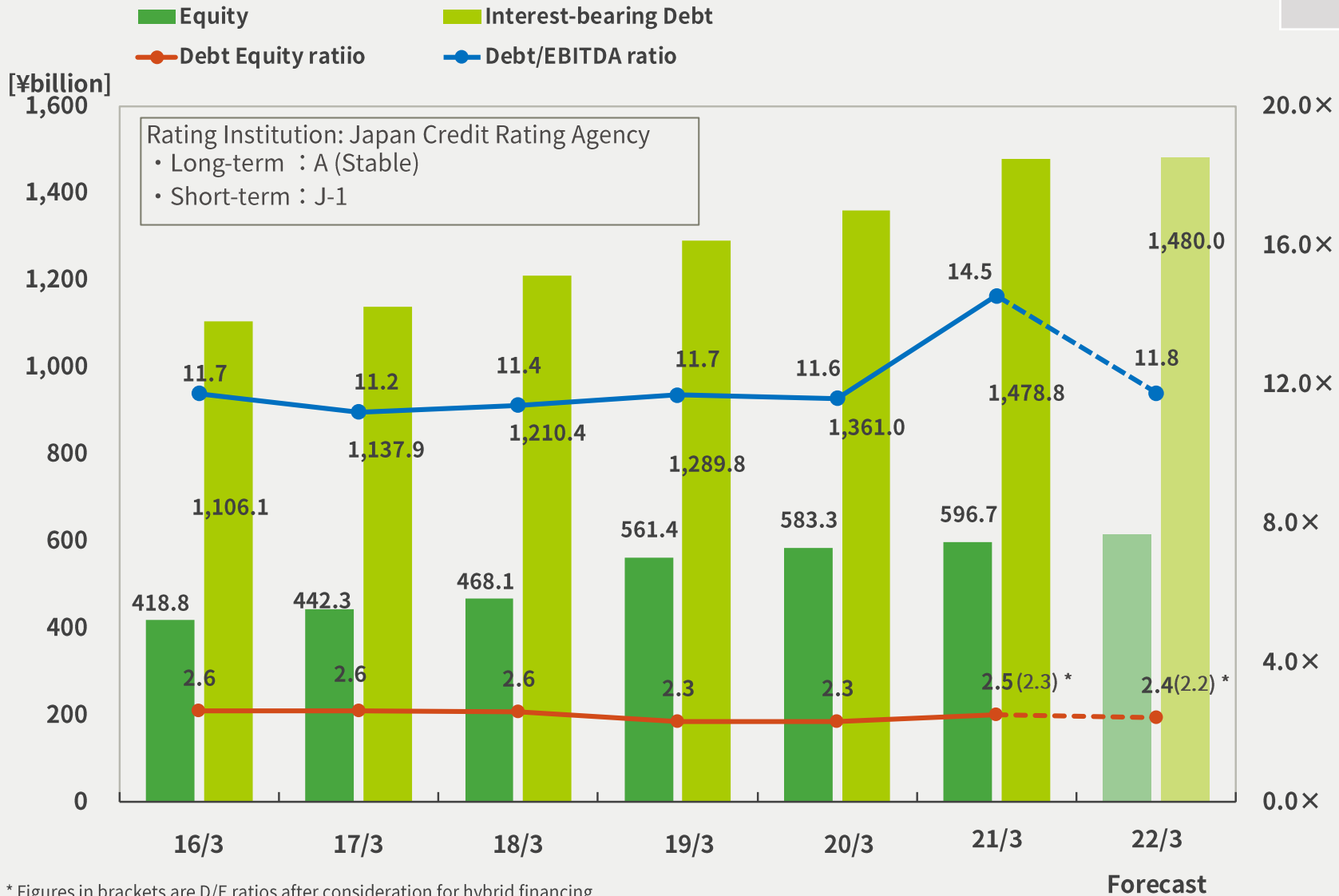


Campus Village Kyoto
Shimogamohigashi

Financial Capital Strategy ③

Maintain financial discipline by executing hybrid financing and taking other steps.

Total assets 2,652.3 billion yen	
Total Assets 2,652.3 billion yen	Total Liabilities 2,043.6 billion yen
	Net assets 608.7 billion yen



* Figures in brackets are D/E ratios after consideration for hybrid financing.

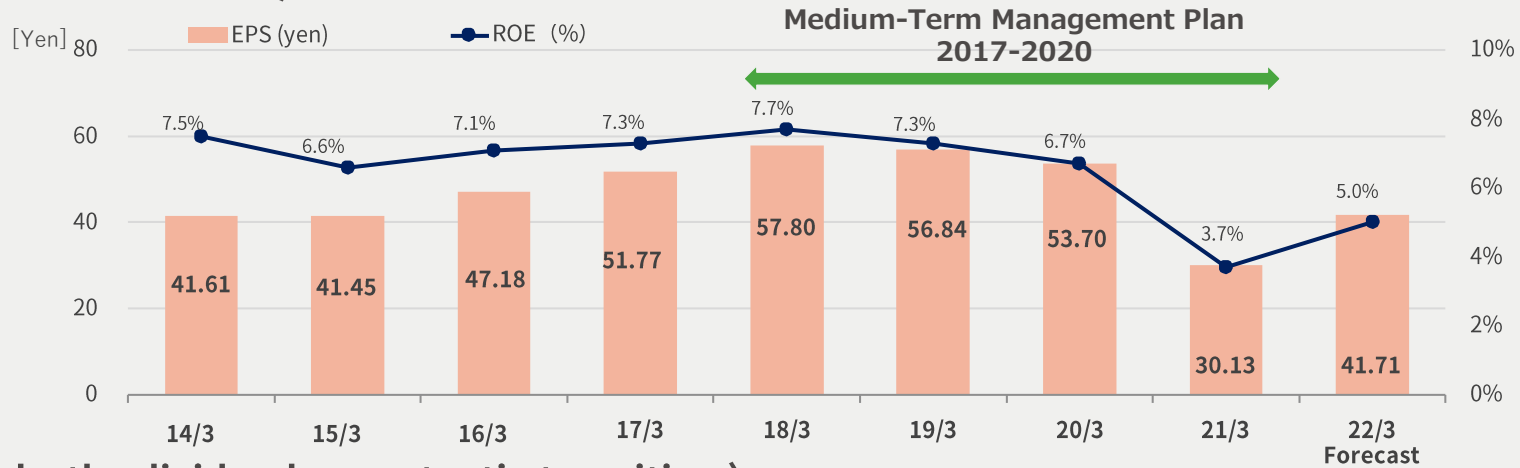
Financial Capital Strategy ④

Aim at increasing EPS through reinvestment in growth.

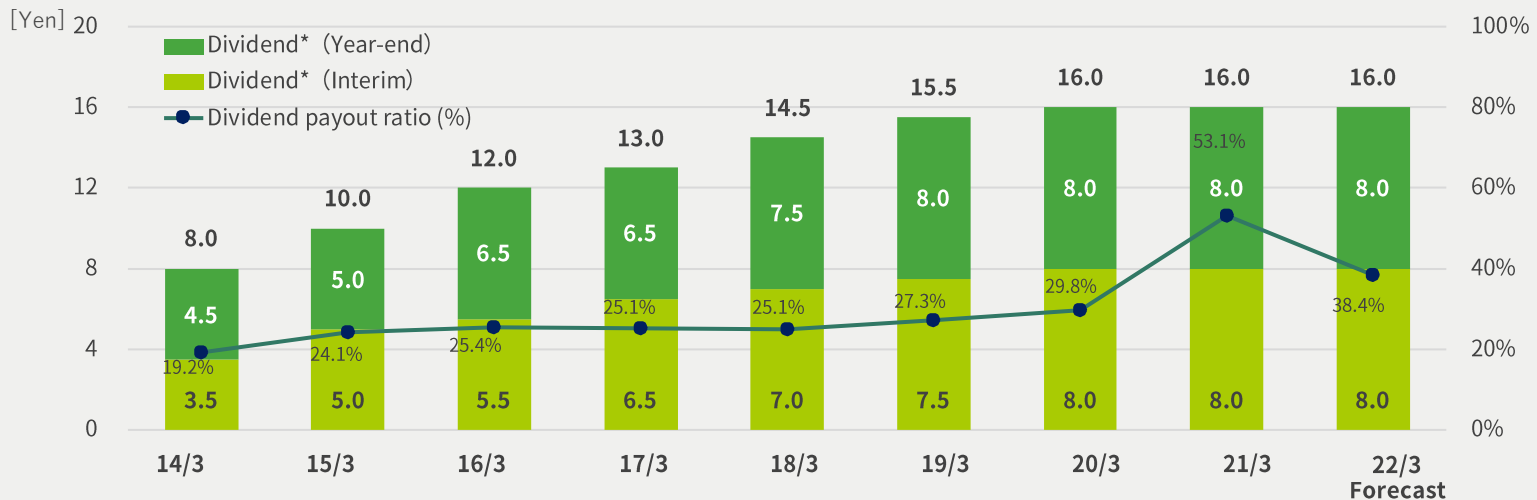
Maintain stable dividends with a payout ratio of 30% or above for the time being.

Total assets 2,652.3 billion yen	
Total Assets 2,652.3 billion yen	Total Liabilities 2,043.6 billion yen
	Net assets 608.7 billion yen

〈EPS and ROE transition〉



〈Dividends, the dividend payout ratio transition〉



* Dividends before interim dividends for the fiscal year ended March 2014 are those paid by Tokyu Land Corporation.

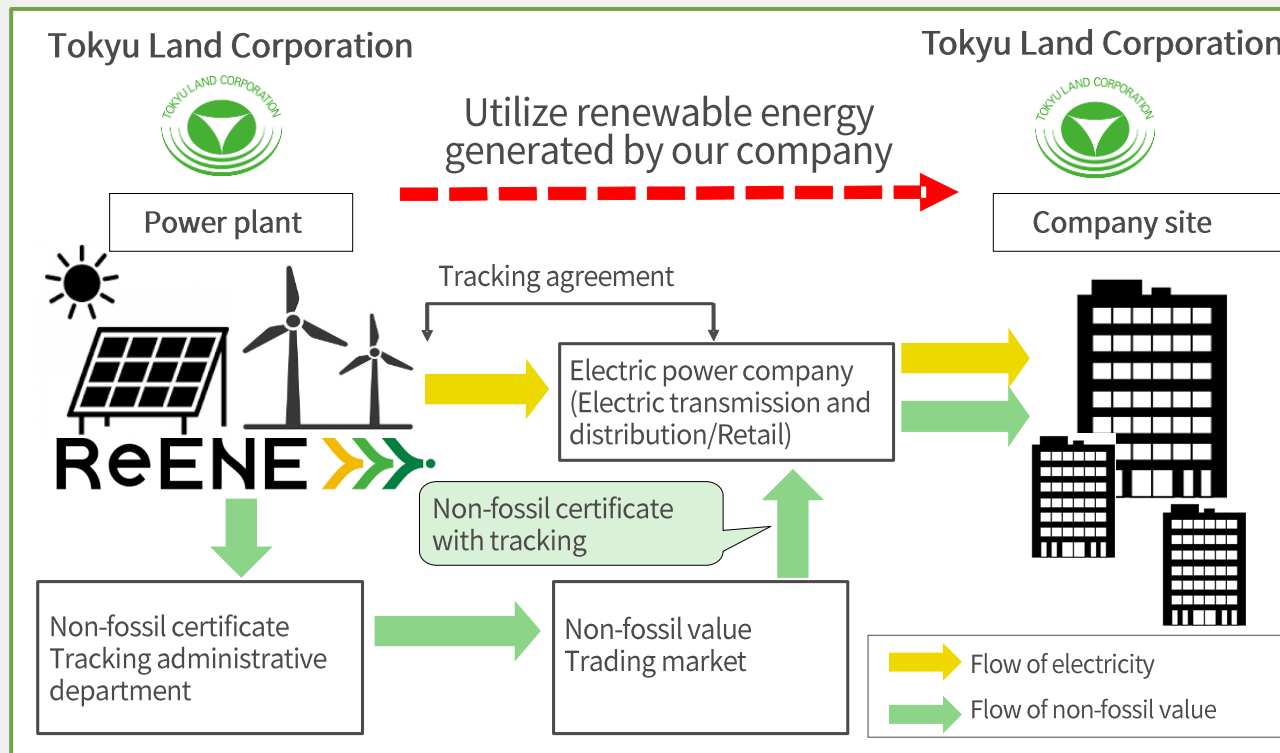
Initiatives for Achieving RE100 Targets

Tokyu Land Corporation moved substantially the year for achieving RE100 targets forward from 2050 to 2025.

State of initiatives

- Tokyu Land Corporation achieved RE100 targets for owned facilities, making the most of self-generated renewable energy and other means. CO2 emissions reduction at the point of RE100 target achievement: approximately 210,000 tons per year (equivalent to annual emissions from electricity used by approximately 109,040 ordinary households)
 - Switchover to the use of renewable energy at a total of 17 Tokyu Land Corporation business facilities* in districts centered on the greater Shibuya area from April 2021
- Estimated CO2 emissions reduction: approximately 9,400 tons per year

Scheme for renewable energy introduction



Shibuya Solasta



Shin-Aoyama Tokyu building



ReENE Zenibako in Hokkaido
Wind power plant : 34MW

* Company site (5 sites): Shibuya Solasta, Shibuya Dogenzaka Tokyu building, Shinsaibashi Tokyu building and others. Office building(9 properties): Ebisu East Building, Shibuya Center Place, Shin-Aoyama Tokyu building and others. Commercial facilities(3 properties): Shibuya BEAM, Glassarea Aoyama and other.

Initiatives Related to Climate Change

Verify climate change risks and business opportunities and formulate 1.5 °C targets for CO2 emissions reduction.

<Verifying multiple scenarios for climate change risks and business opportunities based on recommendations by the Task Force on Climate-related Financial Disclosures (TCFD)>

- Verify climate change risks and business opportunities in the future, address governance and business strategies, and promote disclosures based on TCFD recommendations.
- Assume 1.5 °C, 3 °C and 4 °C as multiple scenarios and verify business risks and opportunities that result from climate change.

Assumed environmental changes	1.5 °C scenario (realization of targets set in the Paris Agreement) Strengthening of policies and tightening of laws and other regulations		3 °C scenario (observance of nationally determined contributions (NDCs) by respective countries) An intermediate scenario between the 1.5 °C and the 4 °C		4 °C scenario (failure of reduction measures) Intensification of natural disasters	
	2030	2050	2030	2050	2030	2050
Transition risks (partially excerpted)	↓ Introduction of the carbon tax and increases in the tax ↓		↓ Introduction of the carbon tax and increases in the tax ↓			
	↑ Competitive advantages produced through conversion to net zero energy buildings (ZEBs) ↓ Increase in the cost of conversion to ZEBs ↓		↑ Competitive advantages produced through conversion to net zero energy buildings (ZEBs) ↓ Increase in the cost of conversion to ZEBs ↓			
	↑ Expansion of the renewable energy business ↑		↑ Expansion of the renewable energy business ↑			
Physical risks (partially excerpted)	↑ Competitive advantages produced through compatibility with business continuity plans (BCPs) ↓ Facility damage caused by natural disasters ↓		↑ Competitive advantages produced through compatibility with business continuity plans (BCPs) ↓ Facility damage caused by natural disasters ↓		↑ Competitive advantages produced through compatibility with business continuity plans (BCPs) ↓ Facility damage caused by winds and floods ↓	
	↑ New businesses based on existing assets ↓ Revenue decreases and cost increases due to temperature rises ↓		↑ New businesses based on existing assets ↓ Revenue decreases and cost increases due to temperature rises ↓		↑ Competitive advantages produced through locations ↓ Revenue decreases and cost increases due to temperature rises ↓	

<Acquisition of SBT certification (1.5 °C standard) as the first developer in Japan>

- Acquisition of certification for SBTs, which are greenhouse gas emissions reduction targets based on scientific grounds

Aim at reducing CO2 emissions to the 1.5 °C target, an ambitious goal set in the Paris Agreement (CO2 emissions reduction by 46.2% in 2030 compared with the emissions level in 2019)



↑ Positive financial impact
↓ Negative financial impact



Sustainable Management <External Evaluation>

Our head office in SHIBUYA SOLASTA was the first among domestic developers to acquire WELL certification.
Acquired a Green Star in the first participation in the GRESB real estate assessment.



<Major initiatives>

- E (environmental) Supporting the TCFD recommendations, becoming a member of RE100
- S (social) Promoting workstyle reform; Start of due diligence for human rights and sustainable procurement policies
- G (governance) Established a Nomination and Compensation Advisory Committee, assessing the effectiveness of the Board of Directors

● Selected - Not selected / No evaluation

Classification	Index/Evaluation	Description of Evaluation	2016	2017	2018	2019	2020
ESG	DJSI Asia Pacific Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA	Evaluating companies' sustainability in comprehensive consideration of economic, environmental, and social aspects	●	●	●	●	●
	FTSE 4good Index Series  FTSE4Good	Evaluating companies' activities to fulfill their social responsibilities in terms of environmental, social, and governance (ESG) aspects	●	●	●	●	●
	FTSE Blossom Japan Index  FTSE Blossom Japan	Adopted by the GPIF. The index reflects the performance of outstanding Japanese companies in terms of ESG management.	●	●	●	●	●
	MSCI Japan ESG Select Leaders 2020 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX	Adopted by the GPIF. Selecting outstanding Japanese companies in different industries in terms of ESG evaluation	●	●	●	●	●
E (environmental)	S&P/JPX Carbon Efficient Index 	Adopted by the GPIF. The weights of the constituents are determined in accordance with their carbon efficiency.	/	/	●	●	●
	CDP 	The companies' initiatives related to climate change, decarbonization strategies and performance in line with the TCFD recommendations, are evaluated.	C	B	A-	A-	A-
S (social)	MSCI Japan Empowering Women Index 2020 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)	Adopted by the GPIF. Companies with high gender diversity scores based on data on the employment of women are selected.	●	●	●	●	●
	The Certified H&M Organization Recognition Program 	Evaluating health management practices Evaluated by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi	●	●	●	●	●
	The Health & Productivity Stock Selection 	Selecting outstanding companies in terms of health management Selected by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange	-	-	-	●	●

Reference

Basic Policy for Increasing Shareholder Value and Corporate Value

Aim at enhancing shareholder value and corporate value by realizing efficiency-conscious profit growth under an optimum financial capital structure.

Asset Control

Improving Efficiency (ROA and Profit Margin) in Existing Businesses

- ① Business utilizing assets
 - Lot / circular reinvestment and expansion of high-efficiency business operations
 - Operation of large-scale projects
 - Utilization of external capital and expansion of fee-based income
 - Replacement of asset portfolio, sale of low-return assets
- ② Business utilizing human capital
 - Improving scale growth and efficiency (shifting away from labor intensive operations)

Business Portfolio Management

- Improving efficiency through portfolio optimization
- Maximizing business value through mergers and acquisitions (M&A) and alliances, etc.

Liability and Equity Control

Maintaining Financial Discipline

- Building a financial base that can withstand the deterioration of market conditions
- Ensuring smooth procurement of funds by maintaining and improving credit ratings
- Improving debt-to-equity (D/E) ratio by accumulating profits for the fiscal year

Shareholder Returns Policy

- Improving EPS through growth reinvestments

Immediate policy

Dividend payout ratio 30% or more, continuation and maintenance of stable dividend payment

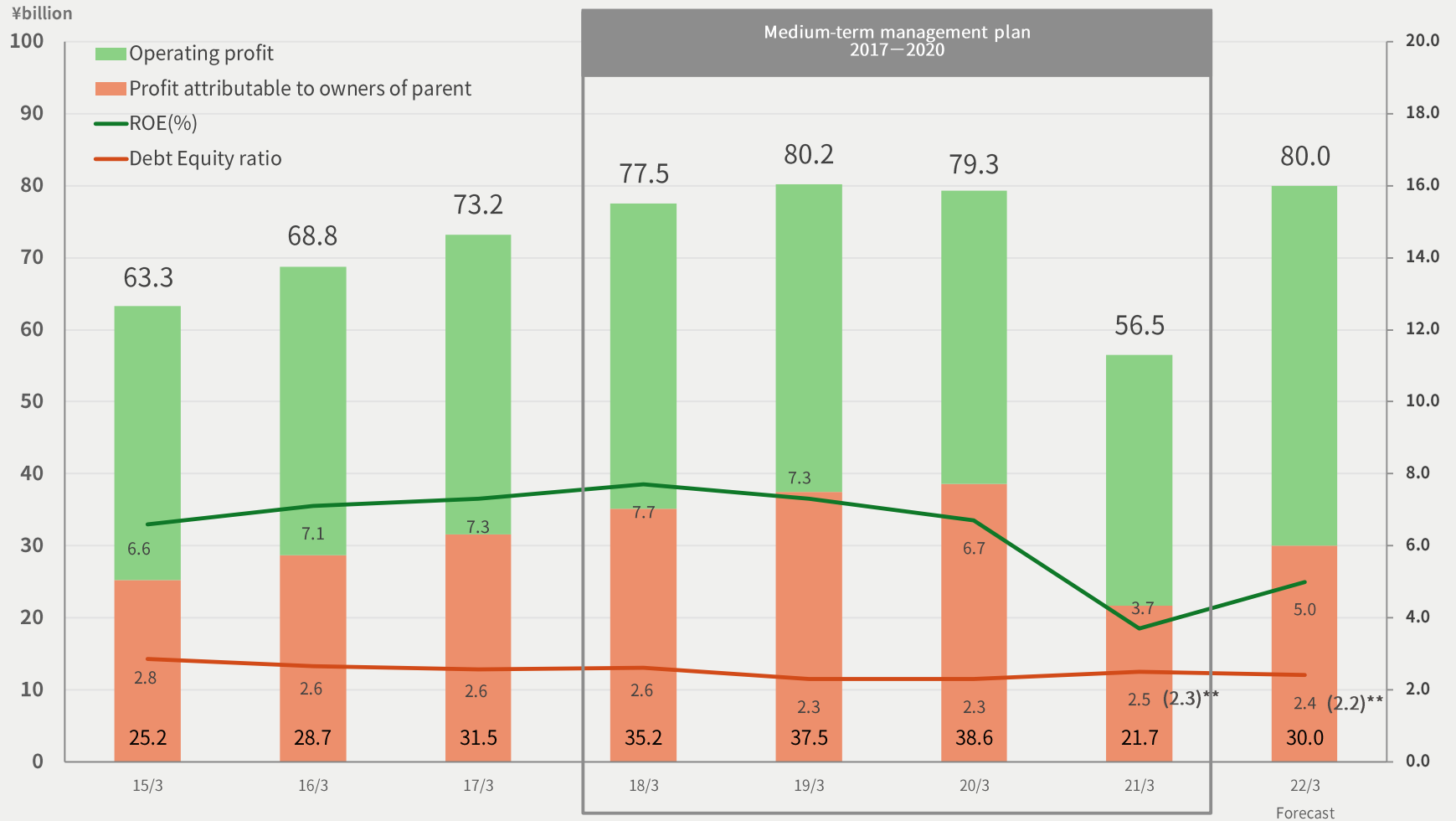
Enhancing shareholder value and corporate value

Increase ROE

EPS growth

Achieve ROE 8% target by mid-2020s

Trends in business performance

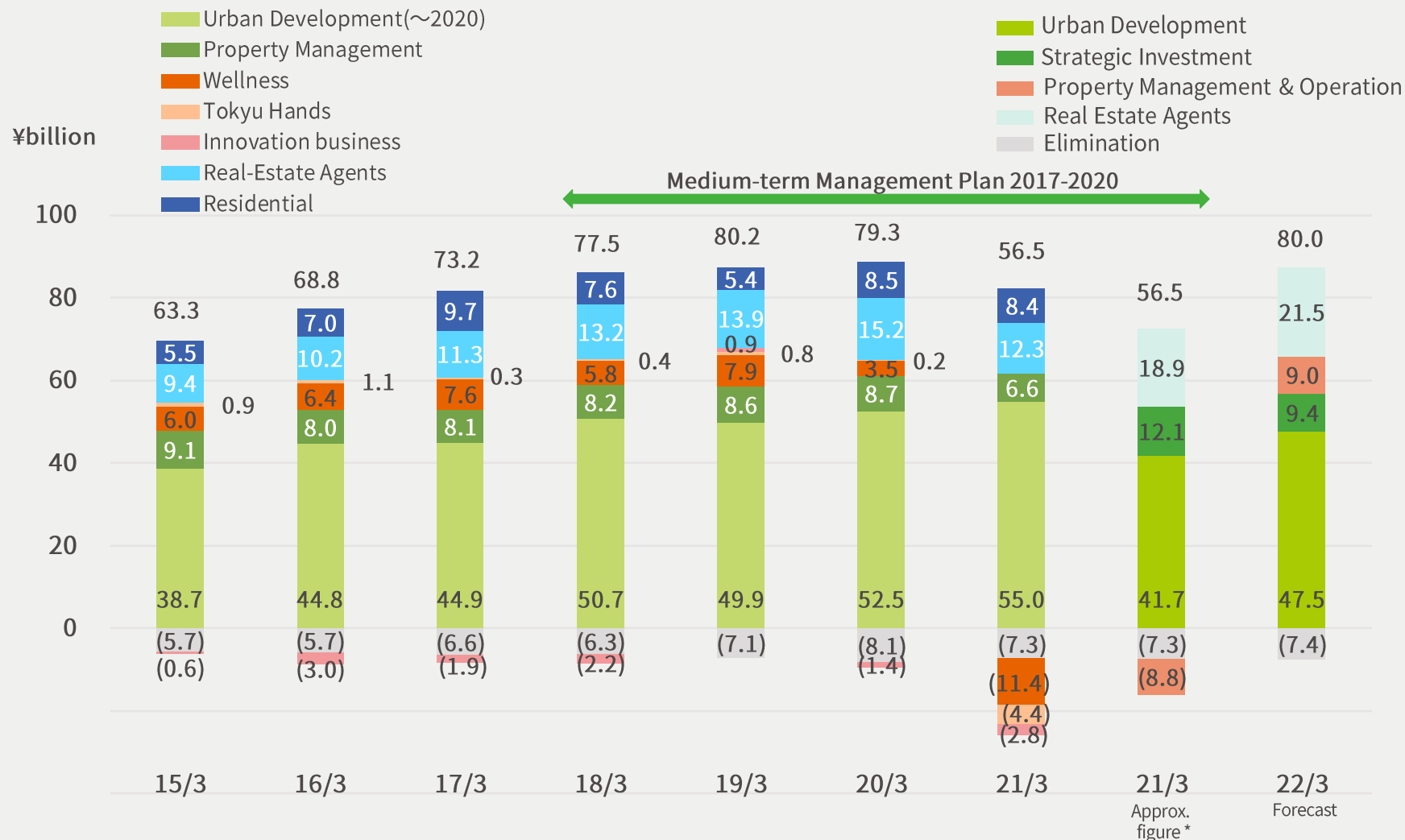


* “Net income” was replaced with “profit attributable to owners of parent” in the fiscal year ended March 31, 2016.

** The numbers in parentheses are D/E ratios after the consideration of equity credit for ratings through hybrid financing

Breakdown of Results by Segment

Changes in operating profit by segment



* For the business results of the fiscal year ended March 31, 2021, estimated figures according to the changed segments are used.

Major Effects the Spread of COVID-19 Caused in FY2020

Operations centered on the BtoC business were severely restricted in the first quarter of FY2020. Conditions in the affected businesses gradually recovered from the second quarter.

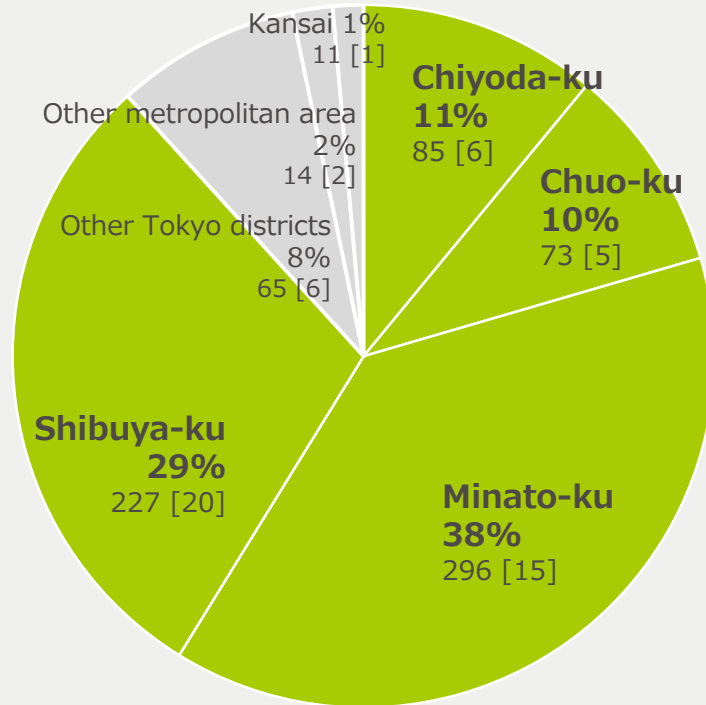
Segment	Effects on businesses	Effects on results
Urban Development	Closure of major commercial facilities Operational suspension for leasing conference rooms	Decrease in percentage rent and full or partial exemption of fixed rent Decrease in income from rental conference rooms
Residential	Operational suspension for condominium showrooms	Decrease in the number of units sold
Property management	Reduction in sales activities for construction work Temporary suspension of property management	Decreases in revenues from construction and property management
Real estate sales agent	Reduction in operations by real estate sales agents	Decrease in revenues from the real estate sales agent business
Wellness	Closure of fitness clubs and hotels of various types Reduction in operations due to shortened business hours, etc.	Decrease in revenues from facility operations
Tokyu Hands	Reduction in operations due to store closure, shortened business hours, etc.	Decrease in net sales
Innovation Business	Operational suspension for condominium showrooms (in Indonesia)	Decrease in the number of units sold (in Indonesia)

Distribution of Office Buildings | As of the end of March 2021

For the portfolios, Owns 88% of office buildings in metropolitan 4 districts in Tokyo, 44% were completed after 2011.

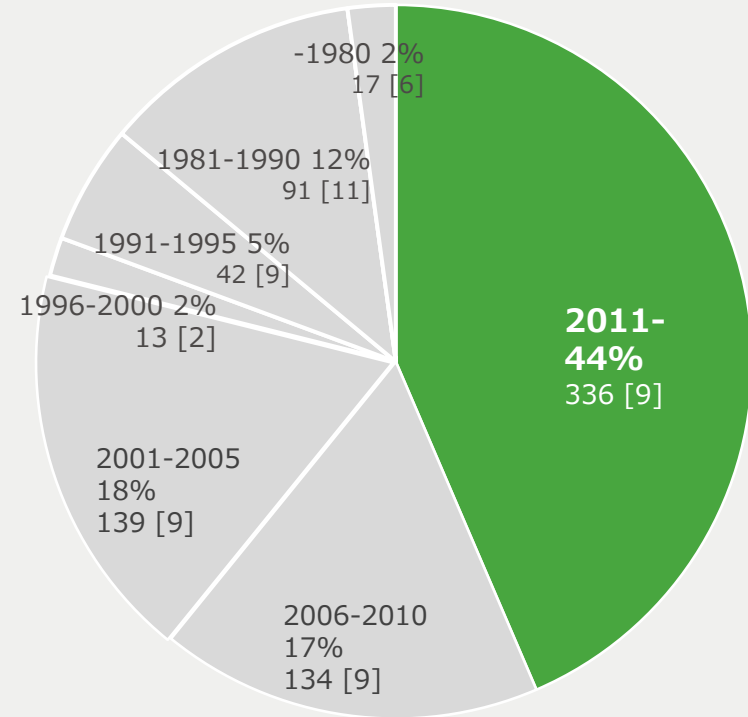
〈Area〉

Metropolitan 4 districts
681 thousand m² (88%) 46 buildings



〈Completed year〉

After 2011
336 thousand m² (44%) 9 buildings



* The figure in [] are the number of buildings. The listed area is total floor area: thousand m².

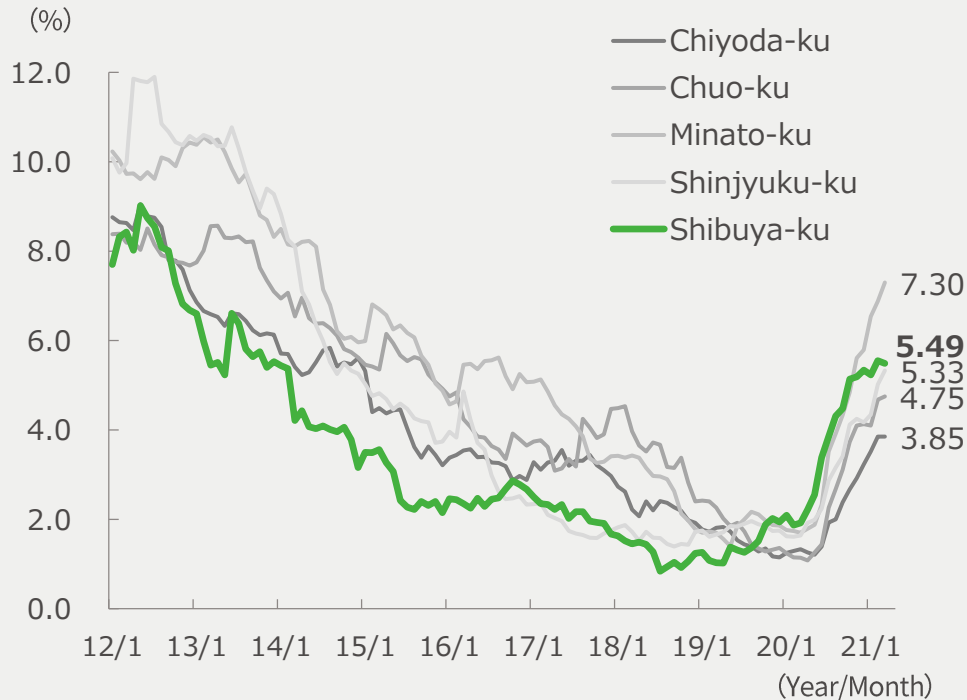
Office market in Shibuya, our main developing district

The vacancy rate in Shibuya-ku rose, and that tends to be highly volatile. However, vacancy rates within the Group remain at a low level. (see Page 17)

〈Assumed Causes of High Volatility in Shibuya-ku〉

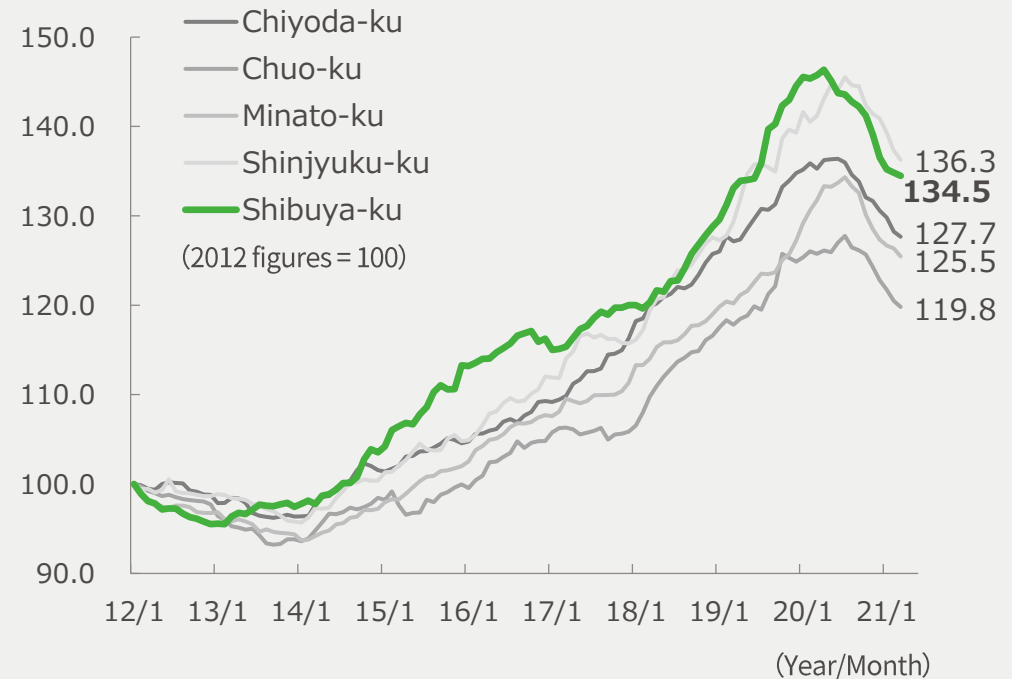
- (1) The average floor area of offices in Shibuya-ku is small compared with that in the other four central districts in Tokyo, and the vacancy rate is susceptible to fluctuations in the vacant area.
- (2) Growing enterprises such as startups which are often found in Shibuya-ku are capable of agile decision-making concerning the upscaling or downscaling of office space.

〈Vacancy rate〉



Source : Miki Shoji Co.,Ltd

〈Average rent〉



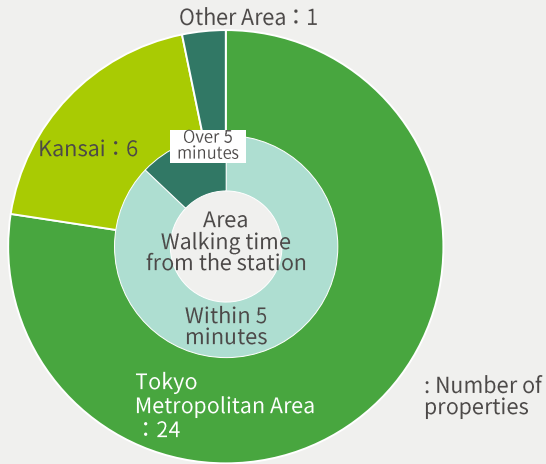
Source : Miki Shoji Co.,Ltd
As of March 31, 2021

Commercial facilities | As of the end of March 2021

Developing commercial facilities in convenient areas, primarily in the Tokyo metropolitan area and the Kinki area.

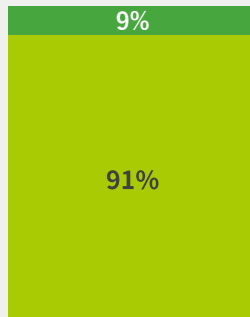
Features of our commercial facilities

Locations that are commercially busy and convenient in terms of transportation



A high percentage of fixed rent leads to stable rent income.

■ Fixed rent ■ Percentage rent



TOKYU PLAZA

Tokyu Plaza Ginza



Q plaza

Q Plaza Ikebukuro



Q's MALL

Abeno Q'sMALL



MARKET SQUARE

Market Square Kawasaki East

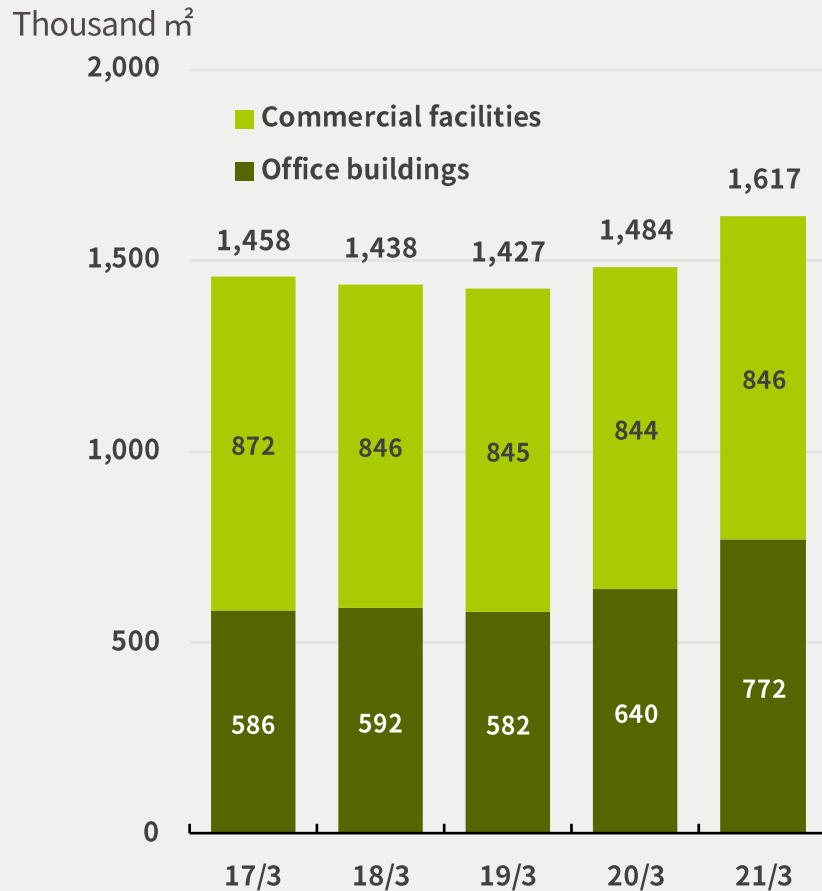


* A survey on major commercial facilities of the Group
 ** FY2020 Ended Mar-31, 2021

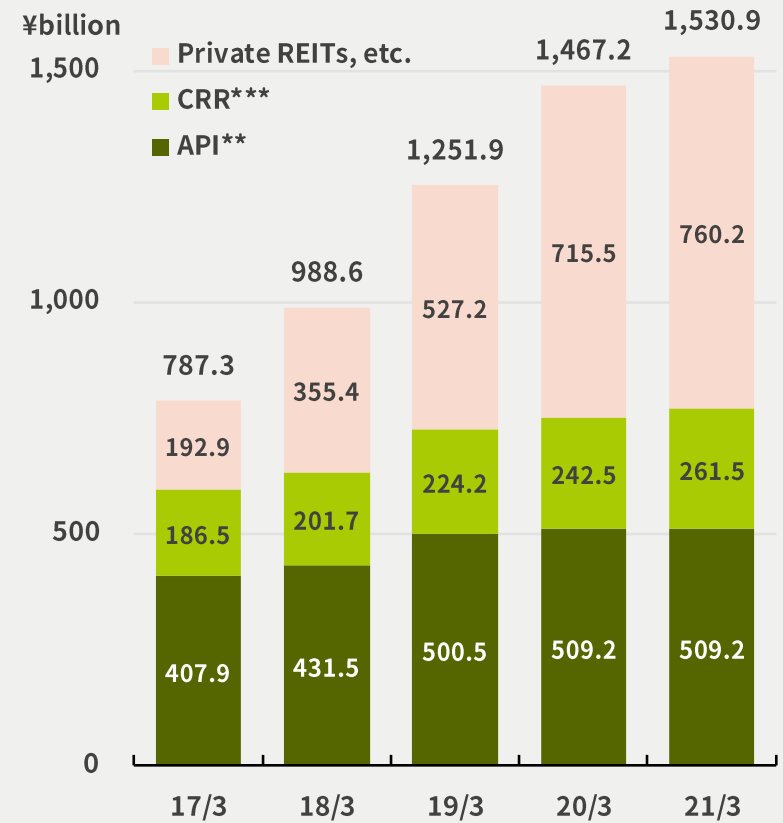
Transition in total floor area and AUM transition

Both total floor area and AUM are steadily expanding.

〈Total floor area〉



〈AUM〉



* As of March 31, 2021

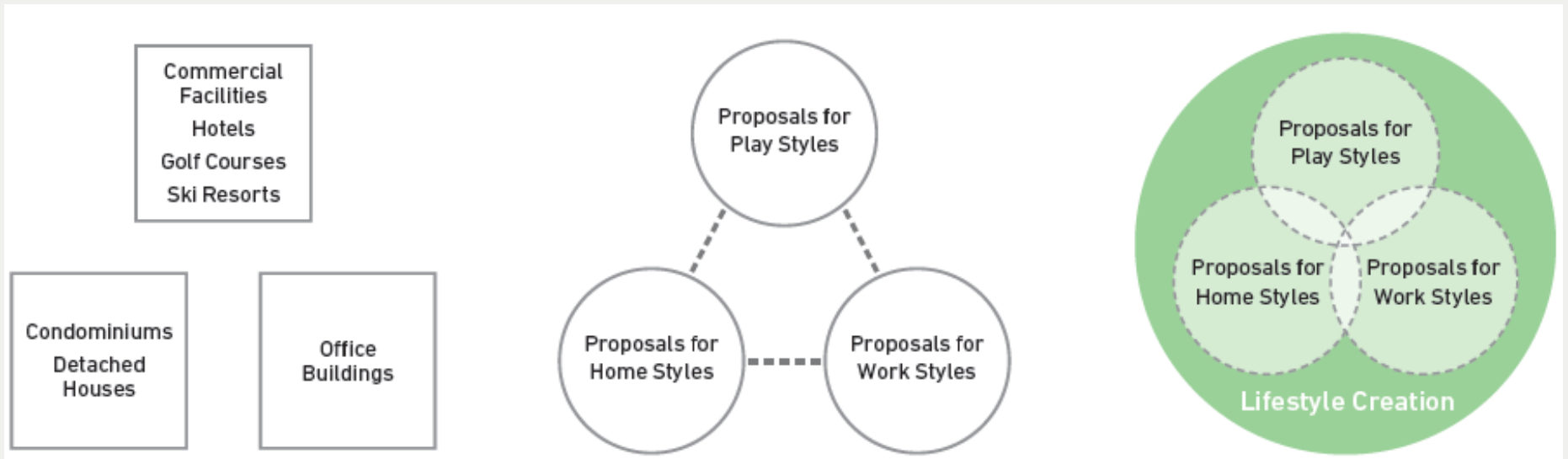
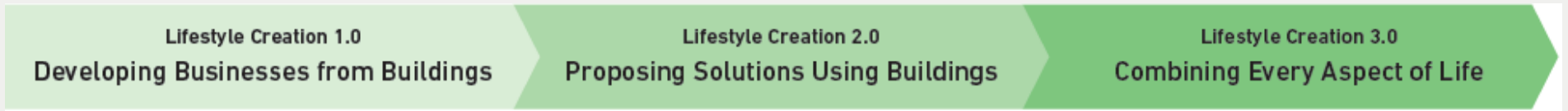
** API: Activia Properties Inc.

*** CRR: Comforia Residential REIT, Inc

Development of Business to Address Social Issues

〈Evolution of lifestyle creation〉

Lifestyle Creation 3.0 fuses different aspects of everyday life: living, working and playing















* From the 2019 Integrated Report

Development of Business to Address Social Issues

<Diversification of working styles>

Developing workspaces that leverage our diverse assets.

	City center	Suburban area	Local area
Exclusive space	<p>Center office</p>  <p>Office building of TOKYU LAND CORPORATION</p>	<p>Flexible office*</p>  <p>Hotel (Individual rooms)</p> 	<p>Resort facilities (Workation)</p>  
Membership space	<p>Rental office / shared office</p> 	<p>Co-creation facilities for startups</p>  	<p>Suburban workplace **</p> 
Shared space	<p>Leasing conference room</p>  	<p>SPACEMARKET WORK (business partnership)</p>	<p>Hotel Harvest</p>
Residential space	<p>Exclusive internal unit space***</p> 		

* The office introduces an agreement that minimizes the initial cost and enables short-term leasing for the flexible opening and relocation of offices

** The Company has formed an alliance with Spacemarket, Inc., which operates a platform that enables the leasing of more than 14,000 spaces, including conference rooms and offices, and provides to its office tenants a service that enables them to use suburban workplaces close to home.

*** BRANZ has introduced compact, comfortable spaces for particular purposes in exclusive spaces for tenants. Each compact space has a door, and tenants can connect them to living rooms or use them as autonomous spaces. They can work from home, using the spaces as workplaces.

Development of Business to Address Social Issues

<Initiatives in Wellness and Tokyu Hands segments>

Assuming the new normal, the Group promoted new initiatives in the Wellness segment and structural reform in the Tokyu Hands segment.

<Wellness segment>

Strengthening the capture of domestic demand on the premise of a delay in inbound recovery

Providing hotel rooms as new types of workplaces, as well as places to stay, in response to diversified work styles and tapping into demand related to telework

- Workation plan: Enabling working while relaxing away from home
- Day-use plan: Enabling using hotel rooms as workplaces without staying the night



Hyatt Regency Seragaki Island
Okinawa



Tokyu Stay Ginza

<Tokyu Hands segment>

Regaining profitability at real stores and a shift to a digital strategy

- Increasing profitability at real stores by introducing avatars at stores and expanding private-brand products
- Enhancing customer service for 5 million Tokyu Hands members by promoting digital transformation



Strengthening revenues from outside gyms by reviewing the earnings structure

Promoting working out at home as well as working out at fitness clubs and increasing revenues from outside gyms

- WEBGYM: Enabling working out at home, thereby alleviating concern about health and continuing regular exercise
- WEBGYM BOX: Enabling working out everywhere by combining video content and fitness equipment



WEBGYM



WEBGYM BOX

Reviewing the composition of stores

- Opening stores in franchised (ex. Miyazaki store, etc.)
- Replacing stores (ex. Shinsaibashi store)
- Closing unprofitable stores (ex. Sannomiya store, etc.)

Major office buildings | As of the end of March 2021

The Group holds 55 buildings, located mainly in four wards in central Tokyo.

Area	No. of buildings	Major properties [Building]	Year built	Total floor space *	Remarks	
Tokyo Metropolitan area	Shibuya-ku	Shibuya Dogenzaka Tokyu	1983	13	 Ebisu Business Tower	
		Unosawa Tokyu	1984	15		
		Shibuya Shin-Minamiguchi	2000	7		
		Ebisu Business Tower	2003	23		
		Shibuya Square	2004	13		
		Shibuya Minami Tokyu	2005	20		
		Shibuya Place	2009	4		
		Shibuya Solasta	2019	44		
		Shibuya Fukuras	2019	53		
	Minato-ku	15	Hamamatsucho Square	2004	24	 Hamamatsucho Square
			Shinagawa Tokyu	2007	21	
			Minamiaoyama Tokyu	2008	12	
			Shimbashi Tokyu	2008	15	
			Spline Aoyama Tokyu	2012	8	
			Shin-Aoyama Tokyu	2015	10	
			Tokyo PortCity Takeshiba	2020	162	
	Chiyoda-ku	6	Sanban-cho Tokyu	2001	12	 Uchisaiwaicho Tokyu
			Ichiban-cho Tokyu	2002	20	
			Uchisaiwaicho Tokyu	2006	14	
			Kasumigaseki Tokyu	2010	19	
Jimbocho North Tokyu Building			2019	11		
Cyu-ku	5	St. Luke's Tower	1994	14	 Nihombashi Maruzen Tokyu	
		Nihombashi hon-cho Tokyu	2004	12		
		Nihombashi Maruzen Tokyu	2006	17		
		Nihombashi Front	2008	29		
Other	8	Meguro Tokyu	2003	10	 Nihombashi Front	
		Futako Tamagawa Rise • office	2011	9		
		Shin-Meguro Tokyu	2012	22		
Kansai	1	Shinsaibashi Tokyu	1982	11	 Shin-Meguro Tokyu	

* (thousand m²) : Floor space is after conversion for ownership share (including the leased area).

Major commercial facilities | As of the end of March 2021

The Group operates 24 locations in the Tokyo area and 7 locations in Kansai and other regions.

Area	No. of facilities	Major properties [Commercial facilities]	Year built	Total floor space *	Remarks	
Tokyo Metropolitan area	24	Tokyu Plaza Kamata	1968	28		
		Tokyu Plaza Akasaka	1969	21		
		Shibuya B E A M	1992	7		
		Q Plaza Shinjyuku-3chome	1992***	6		
		DECKS Tokyo Beach	1997	35		
		Northport Mall	2007	141		
		Tokyu Plaza Totsuka	2010	12		
		Futakotamagawa rise • SC	2011	20		
		Tokyu Plaza Omotesando Harajyuku	2012	3		
		Q Plaza Harajyuku	2015	3		
		Market Square Kawasaki East (sublease)	2016	30		
		Tokyu Plaza Ginza	2016	51		
		Q Plaza Futakotamagawa	2017	3		
		Q Plaza Ikebukuro	2019	17		
Tokyu Plaza Shibuya**	2019	53				
Kansai • Others	7	Market Square Nakayamadera	2003	22		
		Minoh Q'sMALL	2003	30		
		Market Square SASASHIMA	2005	19		
		Amagasaki Q'sMALL	2009	164		
		Abeno Q'sMALL	2011	123		
		Tokyu Plaza Shinnagata (sublease)	2013	10		
		Morinomiya Q's MALL BASE	2015	25		

* (thousand m²) : Floor space is after conversion for ownership share (including the leased area). ** Described the total floor area as Shibuya Fukurasu

*** Renovation completed in December 2020

Major renewable energy facilities | As of the end of March 2021

The Group is advancing businesses through 45 solar power generation projects, 9 wind power generation projects and 1 biomass power generation project.

Type	Status	Business plant name	Location	Rating capacity (MW)*
Solar Power Plant	In operation	Suzuran Kushirocho	Kushiro-gun Kushiro-cho, Hokkai-do	92.2
		ReENE Aomori Shichinohe	Kamikita-gun Shichinohe-machi, Aomori-ken and other	10.6
		Ichinosekishi Yoshitaka	Fujisawacho Ichinoseki-shi, Iwate-ken	2.6
		Ichinosekishi Suzugazawa	Fujisawacho Ichinoseki-shi, Iwate-ken	2.6
		ReENE RJ Urushihara	Motoyoshichourushibara Kesenuma-shi, Miyagi-ken	31.7
		ReENE RJ Izumisawa	Motoyoshichoizumisawa Kesenuma-shi, Miyagi-ken	21.1
		ReENE RJ Kurihara	Kurikomasappirai Kurihara-shi, Miyagi-ken	7.5
		ReENE Shiraishi	Obara Shiroishi-shi, Miyagi-ken	6.7
		ReENE Kawasaki	Shibata-gun Kawasaki-machi, Miyagi-ken	56
		ReENE Aizu	Kawanuma-gun Aidubange-machi, Fukushima-ken	4.7
		ReENE Namegata	Tega Namegata-shi, Ibaraki-ken	27.8
		ReENE Sashima Country Club	Sugaya Bandou-shi, Ibaraki-ken	0.6
		ReENE Kiminomori Golf Club	Oamishirasato-shi, Chiba-ken	0.6
		ReENE Shibayama Golf Club	Sambu-gun Shibayama-machi, Chiba-ken	0.4
		ReENE Chonan	Chosei-gun Chonan-machi, Chiba-ken	24
		Kitaema	Kitaema Izunokuni-shi, Shizuoka-ken	11.3
		ReENE RJ Toba	Matsuo-cho Toba-shi, Mie-ken	13.3
		ReENE RJ Matsuo	Matsuo-cho Toba-shi, Mie-ken	16.5
		ReENE LOGI'Q Hirakata	Nasudukuriminami-machiHirakata-shi, Osaka-hu	0.3
		Takuma	Takumacho Mitoyo-shi, Kagawa-ken	10.8
		ReENE Ube	YoshiwaUbe-shi, Yamaguchi-ken	3.8
		ReENE LOGI'Q Fukuoka	Minatokashii Fukuokashi Higashi-ku, Fukuoka-ken	0.6
		Nogata	Shimozakai Nogata-shi, Fukuoka-ken	22.9
ReENE Shibushi	Ariakecho Shibushi-shi, Kagoshima-ken	9.1		
ReENE Akune	HaruAkune-shi, Kagoshima-ken	4.3		
ReENE RJ Minamikyusyu	Eicho Minamikyusyu-shi, Kagoshima-ken	25.8		
Wind Power Plant		ReENE Matsumae	Matsumae-gun Matsumae-cho, Hokkaido	41
		ReENE Zenibako	Zenibako Otaru-shi, Hokkaido	34
		Takegawa	Okinosu Takegawa-shi, Shizuoka-ken	13.8
Biomass	Under development	Yonago Biomass power plant	Tottori-ken	-

* Before conversion to equities

** Refer to the ReENE website (<https://tokyu-reene.com/portfolio>) for properties other than those stated above.

Major operating facilities | As of the end of March 2021

The Group operates 57 hotels, 7,879 rooms

	Number of facilities	Number of rooms	Name of facilities			
Tokyu Harvest Club	25 facilities	2,750 rooms	Teteshina Katsuura Hamanako Amagi Kougen Shizunami Kaigan Kinugawa Nanki Tanabe Ito	Hakone Myojindai Madarao Tateshina Annex Skijam Katsuyama Yamanakako Mount Fuji Kyu Karuizawa Tateshina Resort Hakone Koshien	Urabandai Grandeco Nasu Kyu Karuizawa Annex VIALA Hakone Hisui Arima Rokusai VIALA annex Arima Rokusai Atami Izusan VIALA annex Atami Izusan	Kyoto Takagamine VIALA annex Kyoto Takagamine Nasu Retreat Karuizawa VIALA annex Karuizawa
Tokyu Stay Hotel	28 facilities	4,522 rooms	Yutenji Monzen-Nakacho Yoga Shibuya Nihombashi Yotsuya Shibuya Shin-Minamiguchi Tsukiji	Gotanda Suidobashi Aoyama Nishi-Shinjuku Ikebukuro Kamata Shimbashi Shinjuku	Ginza Kyoto Ryogaemachi-Dori Takanawa (in front of Sengakuji Station) Sapporo Hakata Sapporo Odori Kyoto Shin Kyogoku	Fukuoka Tenjin Kanazawa Okinawa Naha Osaka-Hommachi Tokyu Stay Hida Takayama Musubi no Yu
Resort Hotel	4 facilities	607 rooms	KYU KARUIZAWA KIKYO Curio Collection by Hilton Hyatt Regency Seragaki Island Okinawa		Palau Pacific Resort nol kyoto sanjo	
Ski resorts	8 facilities	—	Niseko Mountain Resort Grand Hirafu TANGRAM SKI CIRCUS (MADARAO)	Tateshina Tokyu Ski Resort Tambara Ski Park	GRANDECO SNOW RESORT SKIJAM KATSUYAMA	Hunter Mountain Shiobara Mt. JEANS NASU
Golf courses	19 facilities	—	Oita Tokyu Golf Club Aso Tokyu Golf Club Katsuura Tokyu Golf Course Tsukuba Tokyu Golf Club Tateshina Tokyu Golf Course	Amagikogen Golf Course Mochizuki Tokyu Golf Club Madarao Tokyu Golf Club Omigawa Tokyu Golf Club Kiminomori Golf Club	Arita Tokyu Golf Club NASU KOKUSAI COUNTRY CLUB Otakijo Golf Club Tsurumai Country Club Sashima Country Club	Shibayama Golf Club Kansai Country Club Miki Yokawa Country Club Asakura Golf Club
Tokyu Sports Oasis	37 facilities	—	Tamagawa Kawaguchi Shinjuku 24Plus Musashi-Kosugi 24Plus Urawa 24Plus Aoyama Hon-Atsugi Musashi-Koganei Seiroka Garden Kanamachi 24Plus	Jujo 24Plus Minami-Osawa 24Plus Yokosuka 24Plus Kohoku Honkomagome Rafeel Ebisu Yukigaya 24Plus Totsuka Akatsuka 24Plus Esaka 24Plus	Shinsaibashi EAST 24Plus Umeda Ibaraki 24Plus Hiroshima Shinsaibashi WEST 24Plus Abeno 24Plus Sumiyoshi Sannomiya 24Plus Tsurugaoka 24Plus Sayama 24Plus	Katsuragawa 24Plus Morinomiya Q's Mall Suminodo 24Plus Sagamihara 24Plus Narashino 24Plus Kamioka Matsudo
Senior housing	15 facilities	1,923 units	Grancreeper Azamino Grancreeper Fujigaoka Lifenix Takaido Grancreeper Utsukushigaoka Grancreeper Aobadai	Creer Residence Sakuradai Grancreeper Center Minami Grancreeper Seiyo Grancreeper Bajikoen Grancreeper Aobadai 2-chome	Grancreeper Setagaya Nakamachi Creer-residence Yokohama Tokaichiba Hikarigaoka Park Villa Grancreeper Shibaura Grancreeper Tachikawa	

Implementation of Hybrid Financing

Raised a total of 100 billion yen for the purpose of improving financial soundness and capital efficiency and sustainable growth investment.

The second bond was issued by combining Japan's first hybrid corporate bond and sustainability bond. (※The sustainability bonds obtained a rating of SU1, the highest rating from Japan Credit Rating Agency.)

〈Overview of hybrid financing〉

	First bond	Second Bond (Sustainability Bond)
Term	35-year	40-year
Total Issue Amount	40 billion yen	30 billion yen
Interest rate	1.06% per annum	1.24% per annum
Pricing Date	December 9, 2020	
Issue Date	December 17, 2020	
Maturity Date	December 17, 2055	December 17, 2060
Demand ratio	About 7.1 times	About 6.1 times (51 investment proposals)
Lead managers	Mizuho Securities Co., Ltd., Mitsubishi UFJ Morgan Stanley Securities Co., Ltd., Daiwa Securities Co. Ltd., Nomura Securities Co., Ltd.	
Credit Rating	BBB+ (Japan Credit Rating Agency, Ltd.)	
Equity credit	Mid-level, 50% (Japan Credit Rating Agency, Ltd.)	
External review provider	Japan Credit Rating Agency, Ltd.	

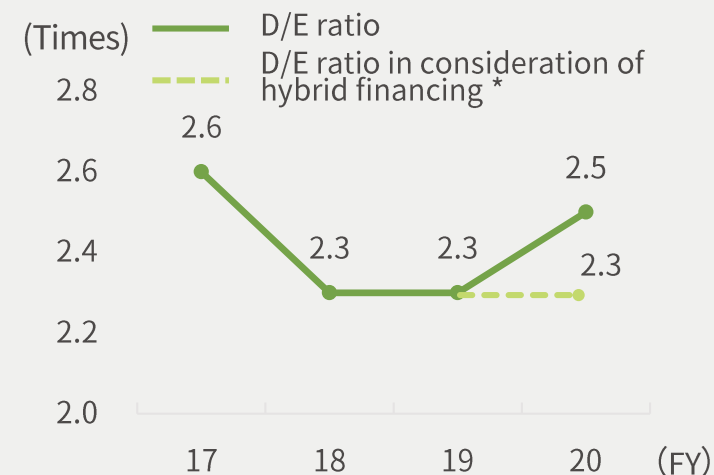
〈Main uses of sustainability bonds〉

- Tokyo PortCity Takeshiba
- Support For Start-ups and Co-creation Business
- Kudanminami 1-chome Project (tentative name)
- Membership shared office business 「Business-Airport」
- Senior housing business

〈Overview of hybrid loans〉

- Amount raised: 30 billion yen
- Loan execution date: April 16, 2021
- Repayment due date: April 14, 2056
(Repayment before the due date is available on April 14, 2026, and thereafter.)
- Equity credit attributes evaluation: medium 50% (JCR)

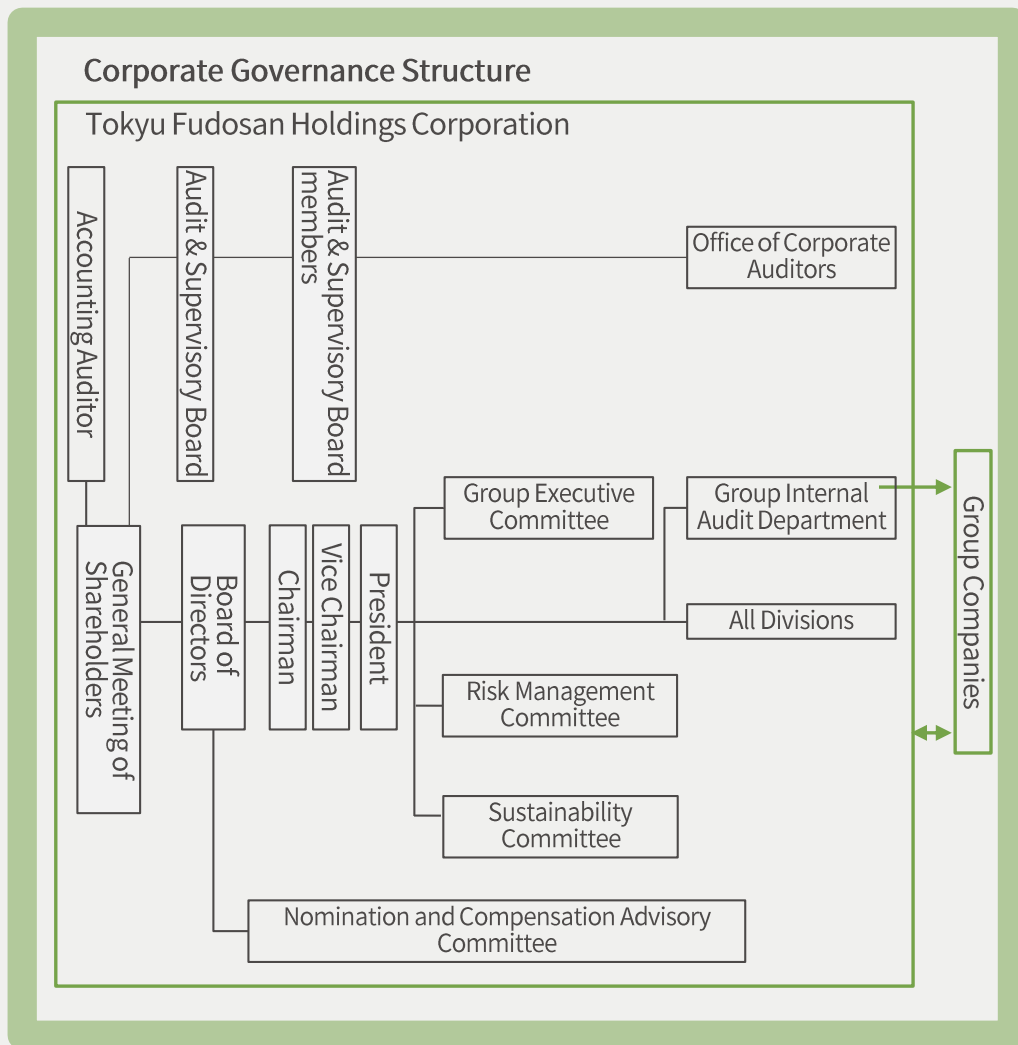
〈D/E Ratio transition〉



*Equity credit attributes were recognized for 50% of 70 billion yen raised. The D/E ratio used for the rating after their recognition was 2.3 as of March 31, 2021.

Corporate Governance

The Group will increase the number of Outside Directors by two to improve management transparency and strengthen systems for promoting long-term management policies.



〈Members of the Board of Directors〉

Directors: 15 (independent outside directors: 6, of which female independent outside director: 2)

The ratio of Outside Directors will rise to 40%.

Audit & Supervisory Board members: 4 (of which, outside audit & supervisory board members: 2)

〈System of Remuneration for Officers〉

Item	Fixed Remuneration	Variable Remuneration	
	Monthly Remuneration	Bonus	Stock-based Compensation
Positioning	Basic remuneration	Short-term incentive	Medium-to-long-term incentive
Target percentage of total remuneration	60%	30%	10%
Approach to fluctuation		Linked to performance evaluation	Linked to stock price
Fluctuation from base amount		60~140%	Linked to stock price

* A final decision on the structure of the Board of Directors will be made at the General Meeting of Shareholders scheduled for June 2021.



TOKYU FUDOSAN HOLDINGS

