

Financial Highlights

FY2019 Third Quarter (First Nine Months)

Ended December 31, 2019

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 Company. Actual performance may significantly differ from these forecasts due to various factors in the future.

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FY2019 Q3 (First Nine Months) Operating Results

Profit decreased, mainly due to a fall in the number of properties sold overseas, despite higher revenue due to an increase in the number of condominium units posted.

(¥ billion)	Q3 First Nine Months (ended Dec-31)			Full-year (ended March-31)		Progress	Compared to the same period last year
	FY2018	FY2019	Comparison	FY2018	FY2019 Forecast **		
Operating revenue	584.4	601.2	16.9	901.9	930.0	64.6%	□ Operating revenue, Operating profit Profit decreased, mainly due to a reactionary drop from the co-ownership share of a membership resort hotel in the Wellness segment and a fall in the number of properties sold overseas, despite higher revenue due to an increase in the number of condominium units posted in the Residential segment.
Operating profit	44.5	44.3	(0.2)	80.2	82.0	54.1%	
Non-operating income	1.3	1.0	(0.2)	2.4	—	—	
Non-operating expenses	8.1	9.2	1.1	11.9	—	—	
Ordinary profit	37.7	36.2	(1.5)	70.7	71.0	50.9%	
Extraordinary income	—	—	—	0.1	—	—	
Extraordinary losses	0.5	1.2	0.7	9.6	—	—	
Income before income taxes and minority interests	37.2	35.0	(2.2)	61.2	—	—	
Profit attributable to owners of parent	23.8	20.8	(3.1)	37.5	39.0	53.3%	
Total assets	2,338.8	2,562.8	223.9	2,405.2	—	—	
Interest-bearing Debt	1,317.4	1,483.4	165.9	1,289.8	1,380.0	—	
Equity	547.1	575.6	28.5	561.4	—	—	
Equity ratio	23.4%	22.5%	(0.9)P	23.3%	—	—	
D/E ratio	2.4	2.6	0.2	2.3	2.3	—	
EBITDA	—	—	—	110.2	115.1	—	
EBITDA multiple	—	—	—	11.7	12.0	—	

* 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 8, 2019.

FY2019 Q3 (First Nine Months) Segment performance

Progress was made in line with the full-year forecast.

(¥ billion)	Q3 First Nine Months (ended Dec-31)			Full-year (ended Mar-31)		Progress	Compared to the same period last year
	FY2018	FY2019	Comparison	FY2018	FY2019 Forecast		
Operating revenue	584.4	601.2	16.9	901.9	930.0	64.6%	
Urban Development	166.3	151.8	(14.5)	256.4	257.3	59.0%	<input type="checkbox"/> Urban Development Profit increased, mainly due to the contribution of new properties, despite a fall in revenue due to lower revenues from sales of properties.
Residential	45.0	70.1	25.1	121.4	132.0	53.1%	<input type="checkbox"/> Residential Both revenue and profit increased, mainly due to a rise in the number of condominium units posted.
Property Management	123.3	138.3	15.1	173.9	194.5	71.1%	<input type="checkbox"/> Property Management Both revenue and profit increased due to the expansion of stock under management and a rise in sales of construction work.
Real Estate Agents	83.8	85.3	1.5	118.9	121.7	70.1%	<input type="checkbox"/> Real Estate Agents While revenue increased, mainly due to higher revenue in the real estate sales agent business, profit decreased, mainly due to a fall in real estate sales.
Wellness	88.3	81.7	(6.6)	123.9	120.6	67.8%	<input type="checkbox"/> Wellness Both revenue and profit decreased, mainly due to a reactionary drop from the co-ownership share of a membership resort hotel in the previous fiscal year.
Tokyu Hands	74.4	75.3	1.0	97.4	101.4	74.3%	<input type="checkbox"/> Tokyu Hands Both revenue and profit increased, mainly due to the contribution of new stores.
Innovation business	26.8	22.8	(3.9)	41.6	36.9	61.9%	<input type="checkbox"/> Innovation business Both revenue and profit decreased, mainly due to a fall in properties sold, despite the posting of condominiums in overseas operations.
Elimination	(23.4)	(24.2)	(0.8)	(31.6)	(34.3)	–	
Operating profit	44.5	44.3	(0.2)	80.2	82.0	54.1%	
Urban Development	31.6	32.8	1.2	49.9	50.0	65.6%	
Residential	(1.0)	2.4	3.3	5.4	7.8	30.5%	
Property Management	5.4	5.5	0.2	8.6	9.4	59.2%	
Real Estate Agents	9.6	8.9	(0.7)	13.9	15.2	58.4%	
Wellness	3.2	1.5	(1.8)	7.9	7.2	20.2%	
Tokyu Hands	0.7	0.8	0.0	0.8	1.3	63.1%	
Innovation business	0.3	(1.5)	(1.8)	0.9	(0.7)	–	
Elimination	(5.3)	(6.0)	(0.7)	(7.1)	(8.1)	–	

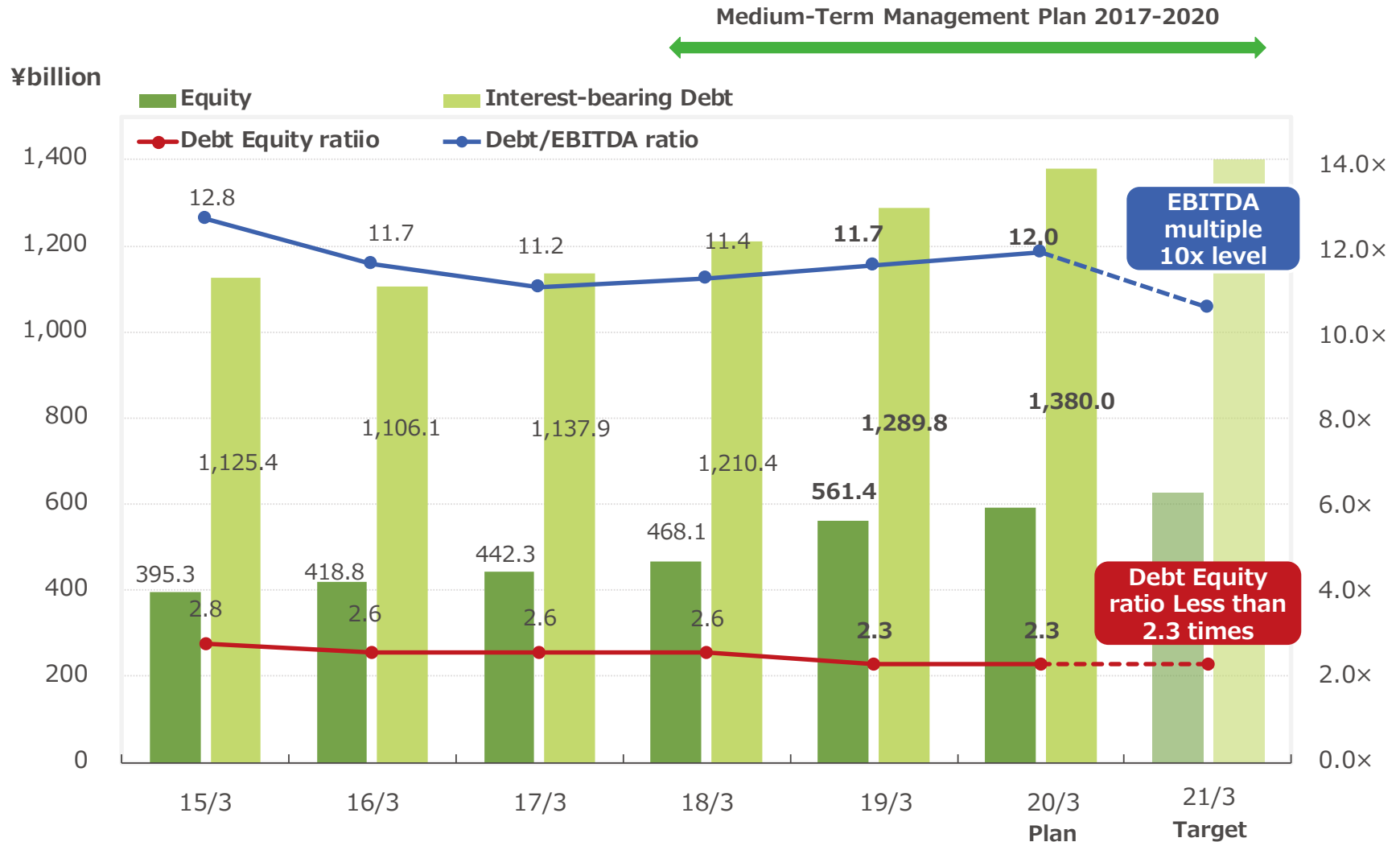
Summary of balance sheets

Assets and liabilities increased, mainly due to an increase in Real estate for sale and Property and equipment, Intangible assets.

(¥ billion)	FY2018	FY2019		Compared to the end of the previous fiscal year	
	As of Mar-31, 2019	As of Dec-31, 2019	Comparison		
Cash and deposits	185.1	91.7	(93.4)	<input type="checkbox"/> Real estate for sale Real estate for sale rose, reflecting new investments and investments for existing projects in the Urban Development and Residential segments. <input type="checkbox"/> Property and equipment, Intangible assets Property and equipment, Intangible assets rose ¥88.5 billion, mainly reflecting the progress of investments in development projects. (Reference) Market value appraisal for leased properties Year-end book value:¥816.1 billion, Year-end market value:¥1,061.5 billion, Difference: +¥245.3 billion (As of March-31, 2019)	
Real estate for sale	568.0	696.8	128.8		
Property and equipment, Intangible assets	1,142.4	1,230.9	88.5		
Goodwill	77.1	73.1	(4.1)		
Other investments	294.4	314.8	20.4		
Accouns receivable etc.	48.3	44.9	(3.4)		
Other	89.9	110.7	20.8		
Total assets	2,405.2	2,562.8	157.5		
Interest-bearing Debt	1,289.8	1,483.4	193.5		<input type="checkbox"/> Interest-bearing debt Interest-bearing debts increased by ¥193.5 billion due to the acquisition of assets.
Guarantee and lease deposits received	197.6	201.1	3.5		
Deposits	82.0	45.2	(36.8)		
Trade payables etc.	99.3	75.2	(24.1)		
Other	167.8	172.2	4.3		
Total liabilities	1,836.6	1,977.0	140.5		
Equity	561.4	575.6	14.2	<input type="checkbox"/> Equity ratio 22.5% (As of Mar-2019, 23.3%)	
Non-controlling interests	7.3	10.1	2.8		
Total net assets	568.7	585.8	17.1		

Trends in equity and interest-bearing debt

Rating Institution: Japan Credit Rating Agency, Ltd. Long-term : A (Stable) Short-term : J-1



Issuance of green bonds

Issuance of the Green Bond to spread awareness of our group's environmental initiatives

〈Issuance Overview〉

Term	5-year
Total amount of issue	JPY 10,000 million
Interest rate	0.190%
Pricing Date	January 17, 2020
Issue Date	January 23, 2020
Maturity Date	January 23, 2025
Lead managers	Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. Mizuho Securities Co., Ltd., Daiwa Securities Co., Ltd.
Acquired bond rating	A (Japan Credit Rating Agency, Ltd.)
SPO(*) Providers	Sustainalytics, Japan Credit Rating Agency, Ltd.

* Second Party Opinion that entails an assessment of the alignment with the Green Bond Principles

Strong demands for the Green Bond, approximately 2.6 times of JPY 10,000 million issuance, with 18 investor's announcement.

〈The investors that have announced their investments in the Green Bond.〉

Asset Management One Co., Ltd.	THE KAGAWA BANK, LTD.	NUMAZU SHINKIN BANK
Western Asset Management Company Ltd	The Kita Osaka Shinkin Bank	PineBridge Investments Japan Co., Ltd.
OITA-KEN CREDIT COOPERATIVE	SUWA SHINKIN BANK	Sumitomo Mitsui DS Asset Management Company, Limited
OTEC CORPORATION	Daitokyo shinkumi credit corporative	Sumitomo Mitsui Trust Asset Management Co., Ltd.
KANAGAWA PREFECTURAL CREDIT FEDERATION OF AGRICULTURAL CO-OPERATIVES	Tokyo University of Agriculture Educational Corporation	Meiji Yasuda Life Insurance Company
Kanonji Shinkin Bank	Naraken Japan Agricultural Co-operatives	The Rokinren Bank.

Investment Announcements (As of January 17, 2020)

Use of proceeds



- Shibuya Solasta
- ReENE Matsumae Wind Power Plant



Urban Development(1) FY2019 Q3(First Nine Months)

Q3: Decrease in revenue and Increase in profit FY2019: Increases in both revenue and profit

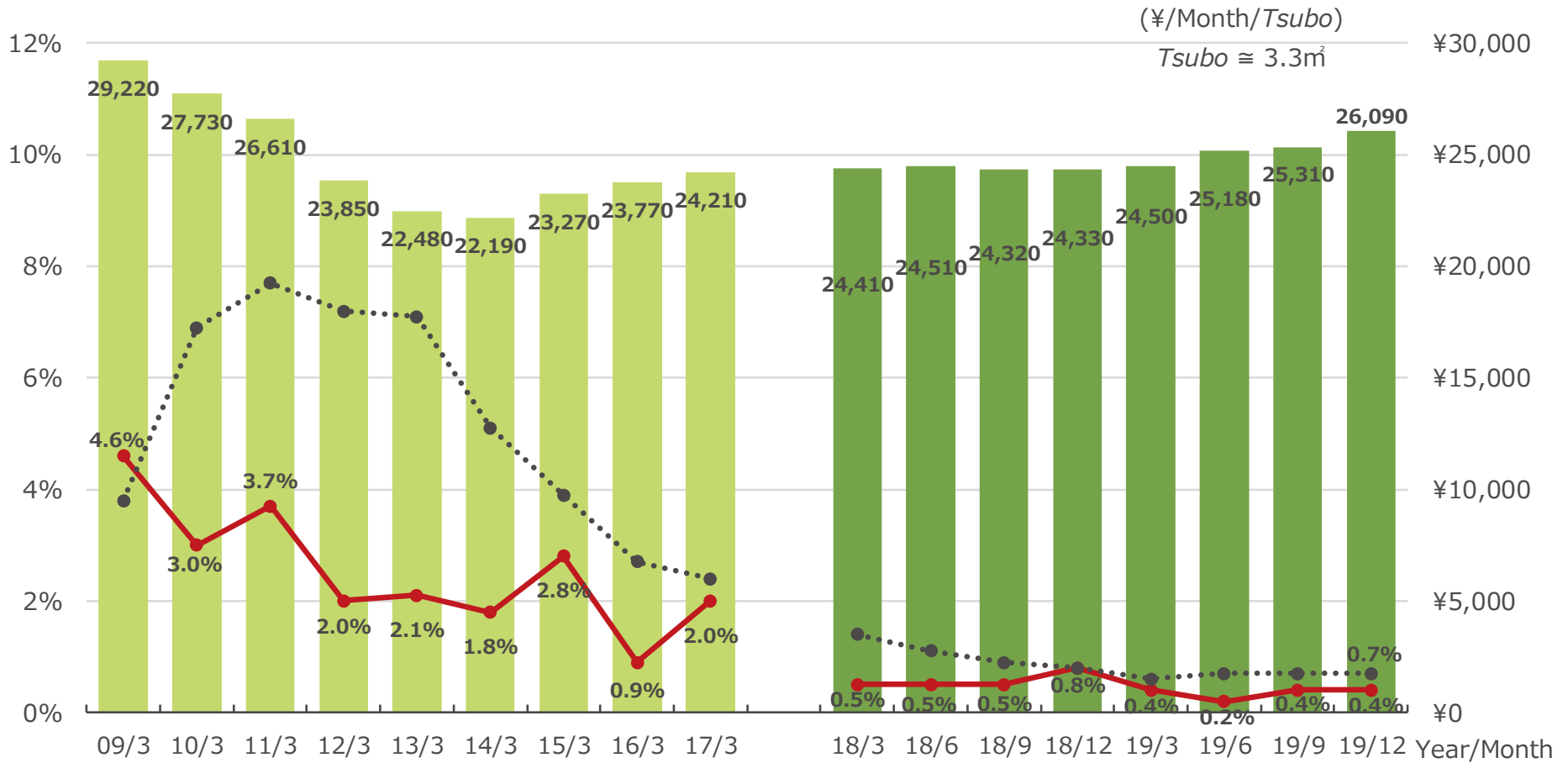
Third Quarter First Nine Months (¥ billion)	FY2018 Q3(Apr-Dec)	FY2019 Q3(Apr-Dec)	Comparison	Compared to the same period last year	Progress
Operating revenue	166.3	151.8	(14.5)		59.0%
Leasing (Office buildings)	27.6	30.6	2.9	Newly operated +4.3, Lost revenue for properties sold(1.2)	
Leasing (Commercial facilities)	31.2	32.1	1.0		
Asset management etc.	43.3	23.0	(20.3)	Proceeds from sales [10.9](24.3)	
Leasing (Residence) etc.	64.2	66.1	1.9		
Operating profit	31.6	32.8	1.2	Newly operated +1.9, Gain on sale [4.6]+0.7	65.6%

Full-year (¥ billion)	FY2018	FY2019 Forecast	Comparison	Compared to the end of the previous fiscal year
Operating revenue	256.4	257.3	0.8	
Leasing (Office buildings)	36.8	40.6	3.7	Newly operated +6.6, Lost revenue for properties sold(1.8)
Leasing (Commercial facilities)	41.5	43.5	2.0	
Asset management etc.	89.9	79.1	(10.7)	Proceeds from sales [60.0](16.5)
Leasing (Residence) etc.	88.2	94.0	5.8	
Operating profit	49.9	50.0	0.1	Newly operated +2.5, Gain on sale [10.0](2.4)

Urban Development(2)Vacancy Rate and Rent

As of December 31, 2019 Vacancy rate 0.4%

(Tenants actually moving in and out, Office buildings and commercial facilities)



■ Tokyu Land Corp Average office rent (Fiscal year)*

■ Tokyu Land Corp Average office rent (quarter)*

—●— Tokyu Land Corp Vacancy rate

··●·· Tokyo 23districts Vacancy rate**

* 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

Floor space : thousand m²



Namba Motomachi 1-chome Place
Osaka
Hotel
Floor space : 5



Q Plaza Ikebukuro
Toshima-ku
Commercial/Cinema
Floor space : 17



Jimbocho North Tokyu Building
Chiyoda-ku
Office
Floor space : 11

Asakusa 2-chome Hotel Project**
Taito-ku
Hotel
Floor space : 6



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)



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

(Open)

FY2019

FY2020

after FY2021



Shibuya Solasta
Shibuya-ku
Office
Floor space : 47



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



Jingumae 6-chome Block Urban Redevelopment Project**
Shibuya-ku
Commercial/Public facilities
Floor space : 20
Open : FY2022(Plan)



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

Daikanyamacho Project**

Shibuya-ku
Housing/Commercial/Office
Open : FY2023(Plan)

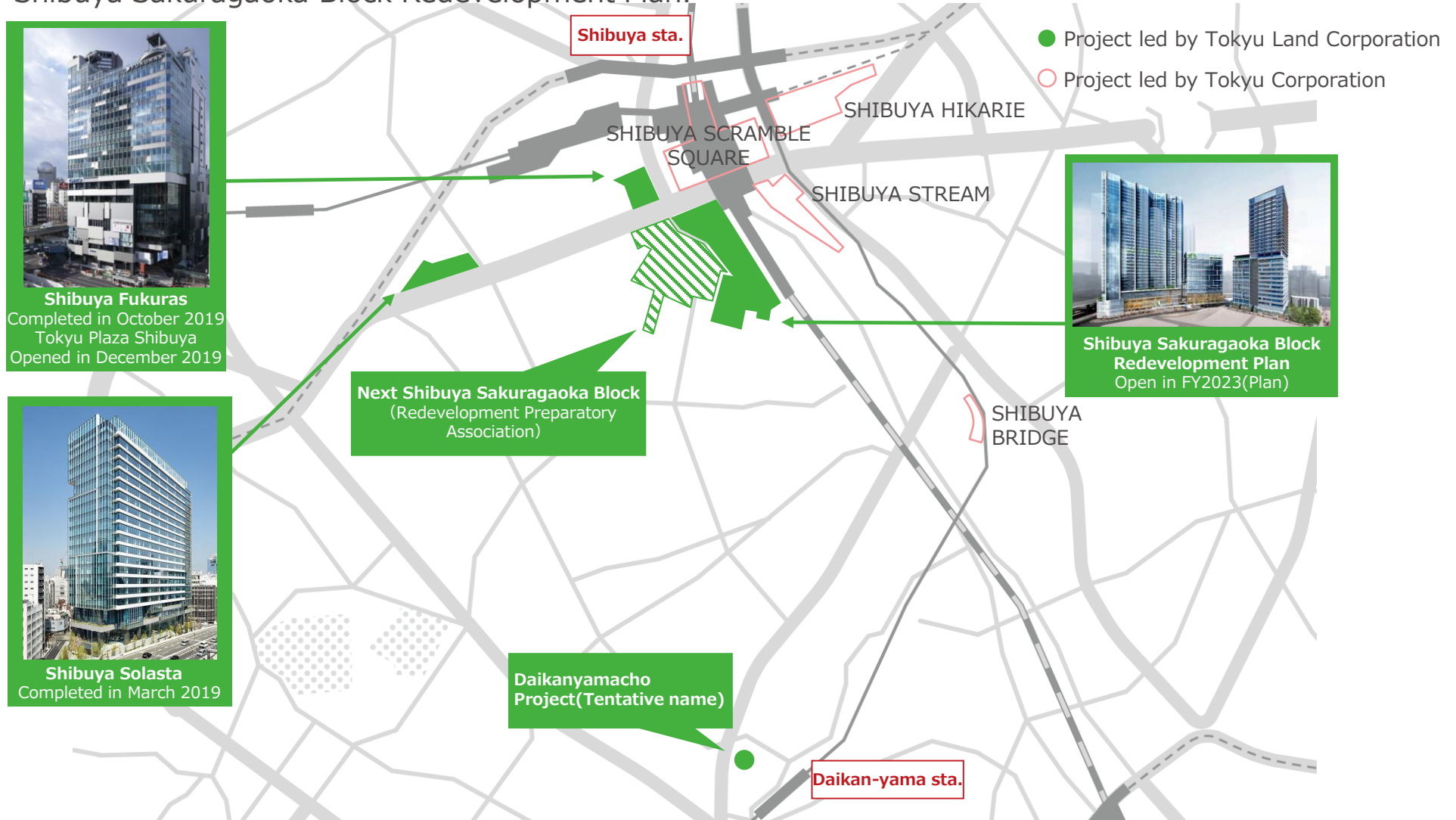
Projects in the Greater Shibuya area

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

** tentative name

Urban Development(4) Major projects in the Greater Shibuya area

Shibuya Fukuras was completed in October 2019. In addition, construction started in October in the Shibuya Sakuragaoka Block Redevelopment Plan.



Urban Development(5)Major projects <Shibuya Solasta>

Completed in March 2019 as a smart office that uses IoT and became a new base of the Group.



Shibuya Solasta
Office
Floor space: 47
Completed:
March 2019



<Smart office that uses IoT>



Visualizes the occupancy level of bathrooms.



Registers the information of visitors to the building and allows the unmanned reception of visitors.



Real-time checks can be undertaken of how crowded common areas are.



Checks the locations of workers in real time.



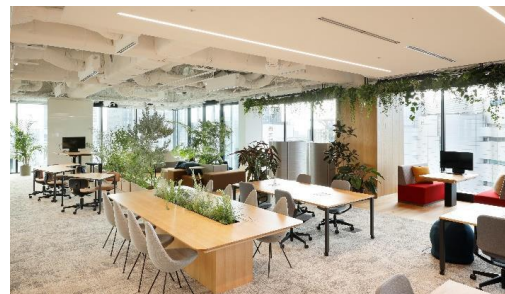
Air-conditioners can be controlled using a PC or smartphone.



Visualizes temperatures and rainfall information with a smartphone.

<Initiatives for diversity>

Establishment of a prayer room and all-gender bathrooms.



<Work space filled with plants>



<Fitness area>

Floor space : thousand m²

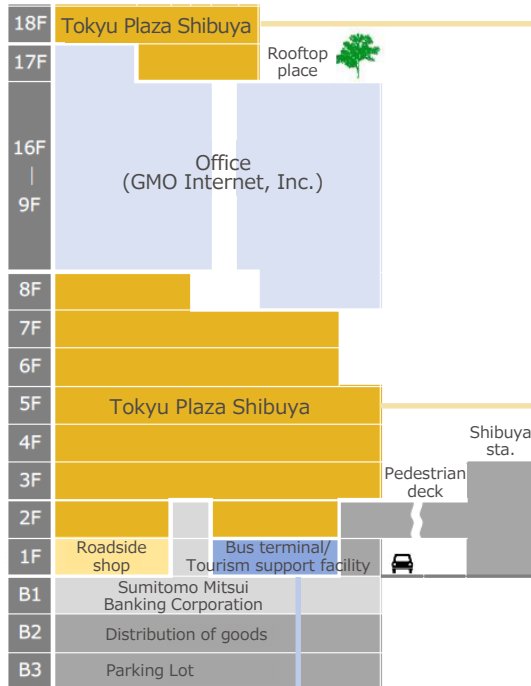
Urban Development(6)Major projects <Shibuya Fukuras>

The building was completed in October 2019. Equipped with a bus terminal and tourism support facility on the first floor, it is expected to function as a new gateway to Shibuya.

Floor space : thousand m²



Shibuya Fukuras
Office/Commercial
Floor space : 59
Completed : October 2019
Tokyu Plaza Shibuya
Opened in December 2019



<CÉ LA VI>



The CÉ LA VI rooftop bar at Marina Bay Sands in Singapore opened its first facility in Japan.

<Tokyu Plaza Shibuya>



Targeting adults with a mature urban sensitivity.

<Bus terminal>



Departure and arrival area for fixed-route buses and airport limousine buses.

The name, SHIBUYA FUKURAS, comes from the Japanese word, fukurasu, meaning "to inflate or expand". This expresses our desire to greatly "expand" the happiness of all who visit Shibuya.

Urban Development(7)Major projects <Tokyo PortCity Takeshiba>

Facilitate the conversion of Takeshiba into a smart city in cooperation with SoftBank Corporation that will use the facility as an office tenant.



Office tower
Office/Commercial
Floor space : about 180
Complete : May, 2020 (Plan)



Residence tower
Housing
Floor space : about 20
Complete : June, 2020 (Plan)

Floor space : thousand m²

Urban Development(8)Renewable energy business

Investment in the renewable energy business, including investment in solar power and wind power generation plants, made progress.

Projects acquired (As of December 31, 2019)

Properties in operation: 22

Projects under development: 29

(solar power generation projects: 21,
wind generation projects: 7,
biomass power generation project: 1)

Investment progress: ¥122.6 billion

Rating capacity 1,056MW

(before conversion for ownership share)

Major projects:

Kushiro (Hokkaido) 92MW

Matsumae (Hokkaido) 41MW






ReENE 

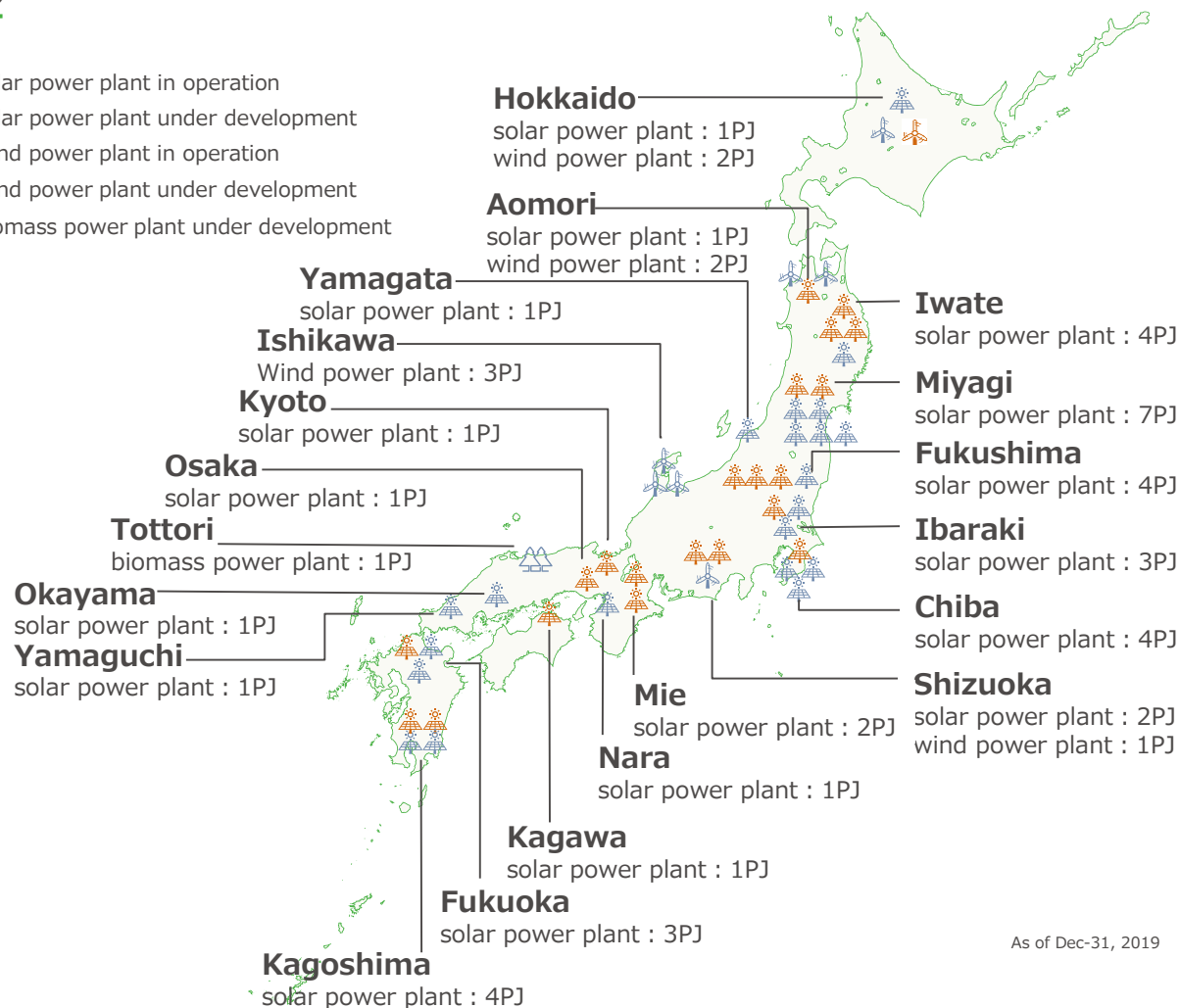
東急不動産の再生可能エネルギー事業 [リエネ]



ReENE Matsumae
Wind Power Plant

Operation start : April-3, 2019

-  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



As of Dec-31, 2019

Residential(1) FY2019 Q3(First Nine Months)

Q3: Increases in both revenue and profit FY2019: Increases in both revenue and profit

Third Quarter First Nine Months (¥ billion)	FY2018 Q3(Apr-Dec)	FY2019 Q3(Apr-Dec)	Comparison	Compared to the same period last year	Progress
Operating revenue	45.0	70.1	25.1		53.1%
Condominiums	30.9	50.1	19.2	No. of units sold +317 [928]	
Detached housing	1.7	0.5	(1.2)		
Others	12.4	19.5	7.0	Increase in sales by bulk	
Operating profit	(1.0)	2.4	3.3		30.5%

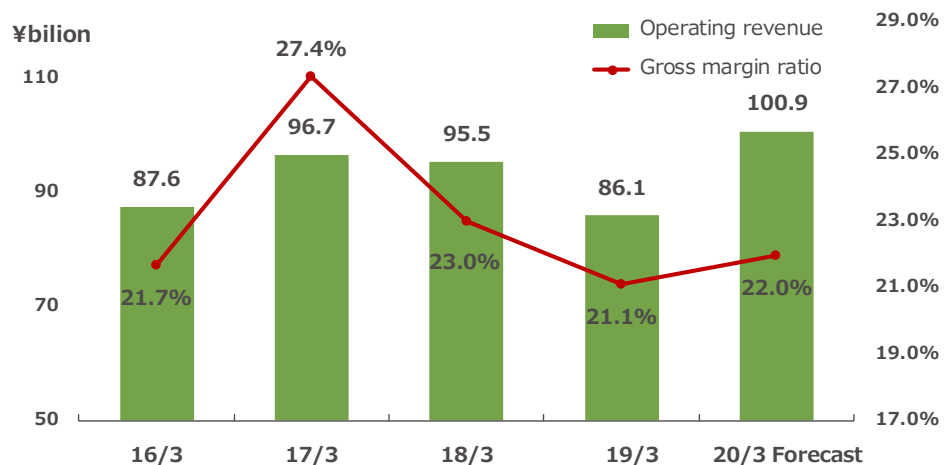
Full-year (¥ billion)	FY2018	FY2019 forecast	Comparison	Compared to the end of the previous fiscal year
Operating revenue	121.4	132.0	10.6	
Condominiums	86.1	100.9	14.8	No. of units sold +428 [1,694]
Detached housing	2.2	0.7	(1.5)	
Others	33.1	30.5	(2.6)	Decrease in the sale of rental houses to investors
Operating profit	5.4	7.8	2.4	

Residential(2)Change in the indexes for condominium sales

In the fiscal year ending March 31, 2020, the number of units sold will increase, and the percentage of contracts secured has made a steady progress.

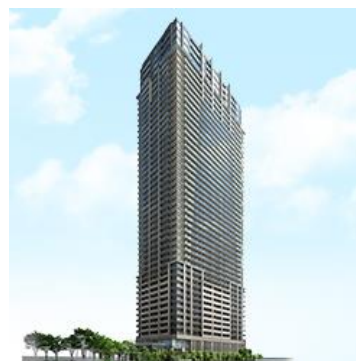
FY	FY2017	FY2018	FY2019 Forecast	FY2020 Forecast
No. of units sold	Total 1,627units	Total 1,266units	Total 1,694units	-
Contract ratio (Beginning-of-year→1Q→2Q→3Q)	54%→68%→80%→89%	32%→57%→73%→90%	54%→66%→82%→90% (As of Dec 31, 2019)	-
Year-end inventory of completed units	629	497	340 (As of Dec 31, 2019)	-
Major derevery condo Number of units refers to the number of units of sale () ownership ratio	BRANZ Yokohama 210units(50%) BRANZ Shibuya Tokiwamatsu 72units(85%) BRANZ Tower Midousujihommachi 276units(50%)	BRANZ Futakotomagawa terrace 79units(100%) BRANZ Rokuban-cho 39units(100%) BRANZ Roppongi Iikurakatomachi 33units(65%) BRANZ Roppongi The Residence 51units(40%)	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 Ōfuna 227units(100%)
Purchase of land for sales (¥ billion)	36.7 (2,439units)	40.5 (2,385units)	45.0 (Plan) 3Q : 24.5 (1,957units)	- -

<Change in operating revenue and gross margin ratio for condominiums>



<Land bank of properties to be completed>

Acquired land to be delivered on or after FY2020: about 10,700units



BRANZ Tower Umeda North
(Completed in January 2020)



BRANZ Tower Ōfuna
(To be completed in December 2020)

Property Management(1) FY2019 Q3(First Nine Months)

Q3: Increases in both revenue and profit FY2019: Increases in both revenue and profit

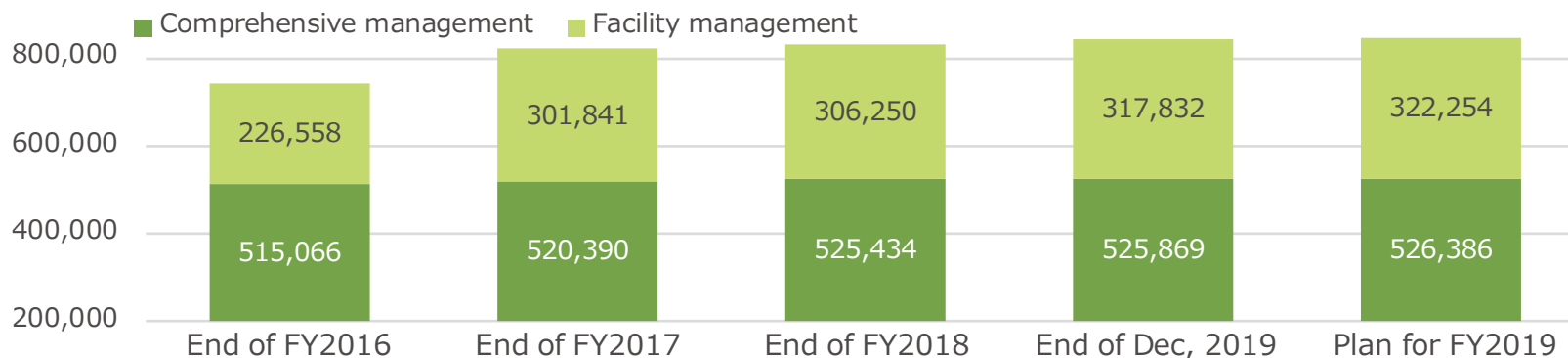
Third Quarter First Nine Months (¥ billion)	FY2018 Q3(Apr-Dec)	FY2019 Q3(Apr-Dec)	Comparison	Compared to the same period last year	Progress
Operating revenue	123.3	138.3	15.1		71.1%
Condominium (Management, Construction)	83.4	91.6	8.3	Management+1.0, Construction+7.3	
Buildings and Other facilities (Management, Construction)	39.9	46.7	6.8	Management+2.6, Construction+4.3	
Operating profit	5.4	5.5	0.2		59.2%

Full-year (¥ billion)	FY2018	FY2019 Forecast	Comparison	Compared to the end of the previous fiscal year
Operating revenue	173.9	194.5	20.6	
Condominium (Management, Construction)	117.3	128.9	11.6	Increase in construction sales (due to the transfer of the detached house construction business)+9.3
Buildings and Other facilities (Management, Construction)	56.6	65.6	9.0	
Operating profit	8.6	9.4	0.8	

Property Management(2) Stock of properties

Condominiums and buildings under management steadily increased to expand stock under management.

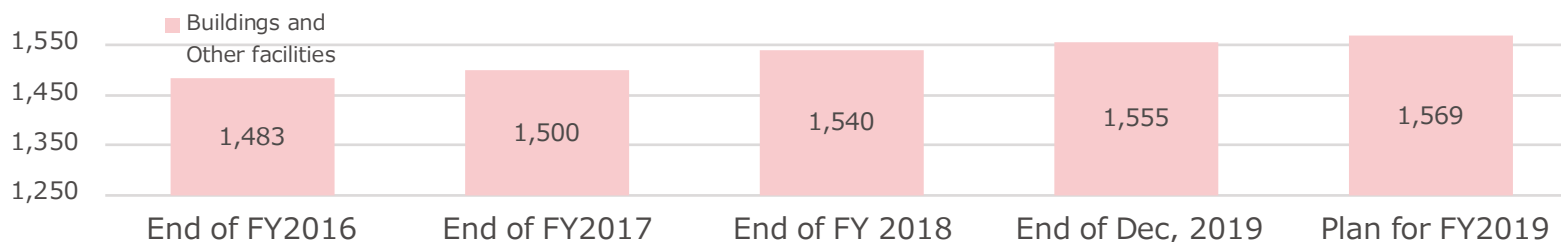
〈Trend in stock of comprehensive condominium management and facility management in number of units〉



[Units]

Number of condominium units under management	741,624	822,231	831,684	843,701	848,640
(Change from the end of preceding fiscal year)	(+25,964)	(+80,607)	(+9,453)	(+12,017)	(+16,956)
Under comprehensive management	515,066	520,390	525,434	525,869	526,386
Under facility management	226,558	301,841	306,250	317,832	322,254

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



[Projects]

Buildings and Other facilities	1,483	1,500	1,540	1,555	1,569
(Change from the end of preceding fiscal year)	+ 30	+ 17	+ 40	+ 15	+ 29

Real Estate Agents(1) FY2019 Q3(First Nine Months)

Q3: Increase in revenue and Decrease in profit FY2019: Increases in both revenue and profit

Third Quarter First Nine Months (¥ billion)	FY2018 Q3(Apr-Dec)	FY2019 Q3(Apr-Dec)	Comparison	Compared to the same period last year	Progress
Operating revenue	83.8	85.3	1.5		70.1%
Real-estate sales agent	40.4	42.1	1.8	Retail+1.9, Wholesale(0.1)	
Consignment sales	1.8	2.0	0.2		
Real-estate sales	40.1	39.8	(0.3)		
Other	1.5	1.3	(0.2)		
Operating profit	9.6	8.9	(0.7)		58.4%

Full-year (¥ billion)	FY2018	FY2019 Forecast	Comparison	Compared to the end of the previous fiscal year
Operating revenue	118.9	121.7	2.8	
Real-estate sales agent	57.7	61.3	3.6	Retail+3.1, Wholesale+0.5
Consignment sales	3.3	3.7	0.4	
Real-estate sales	55.7	54.7	(1.0)	
Other	2.1	2.0	(0.2)	
Operating profit	13.9	15.2	1.3	

Real Estate Agents(2) Performance indicators in sales agency operations

The number of transactions and the average handling price increased in both retail and wholesale sales.

	FY2019 Q3		
	Retail	Wholesale	Total
No. of transactions (Rate of change YoY)	18,322 +3.7%	719 +1.3%	19,041 +3.6%
Amount of transactions (Rate of change YoY)	699.9 billion yen +4.2%	236.9 billion yen +15.6%	936.9 billion yen +6.9%
Average handling price (Rate of change YoY)	38 million yen +0.5%	330 million yen +14.2%	49 million yen +3.2%
Commission fee ratio	4.7%	3.3%	4.3%

	FY2018		
	Retail	Wholesale	Total
No. of transactions (Rate of change YoY)	24,554 +5.5%	1,016 (11.0) %	25,570 +4.8%
Amount of transactions (Rate of change YoY)	941.6 billion yen +6.5%	303.9 billion yen (29.5) %	1,245.5 billion yen (5.3) %
Average handling price (Rate of change YoY)	38 million yen +0.9%	299 million yen (20.7) %	49 million yen (9.6) %
Commission fee ratio	4.7%	3.8%	4.4%

Highlights

- Retail (Result)
- The number of transactions and the average handling price increased.
 - Seven new stores opened in the first half (Senkawa, Nagoya Station Front, Grantact Ichigaya, etc.). One new store opened in the second half (Miyakojima).
- Wholesale (Result)
- The number of transactions and the average handling price increased.

	FY2019 (Plan)		
	Retail	Wholesale	Total
No. of transactions (Rate of change YoY)	26,464 +7.8%	1,091 +7.3%	27,554 +7.8%
Amount of transactions (Rate of change YoY)	1,016.2 billion yen +7.9%	348.5 billion yen +14.7%	1,364.7 billion yen +9.6%
Average handling price (Rate of change YoY)	38 million yen +0.1%	320 million yen +6.8%	50 million yen +1.7%
Commission fee ratio	4.7%	3.5%	4.4%

Wellness(1) FY2019 Q3(First Nine Months)

Q3: Decreases in both revenue and profit FY2019: Decreases in both revenue and profit

Third Quarter First Nine Months (¥ billion)	FY2018 Q3(Apr-Dec)	FY2019 Q3(Apr-Dec)	Comparison	Compared to the same period last year	Progress
Operating revenue	88.3	81.7	(6.6)		67.8%
Resort operations*1	27.5	29.3	1.8	Contributed Full-year (Seragaki, Okinawa)	
Oasis (Sports Clubs)	13.2	14.5	1.2	Newly operated (Kamioka, Matsudo), Strong performance of Home fitness business	
Senior housing	5.9	7.4	1.5	Newly operated (Tokaichiba)	
TOKYU STAY (Hotels)	10.2	11.6	1.3	Newly operated (1 hotels)	
Consignment welfare	7.3	7.6	0.3		
Sales*1,2	19.0	4.6	(14.4)	Decrease in the sales of memberships and assets	
Other*1	5.2	6.7	1.5		
Operating profit	3.2	1.5	(1.8)	Decline in sales	20.2%

Full-year (¥ billion)	FY2018	FY2019 Forecast	Comparison	Compared to the end of the previous fiscal year
Operating revenue	123.9	120.6	(3.3)	
Resort operations*1	41.3	44.4	3.2	Contributed Full-year (Seragaki, Okinawa·HVC Karuizawa)
Oasis (Sports Clubs)	17.9	19.4	1.5	Newly operated (Kamioka, Matsudo)
Senior housing	7.9	9.8	1.9	Newly operated (Tokaichiba), Existing facilities improved
TOKYU STAY (Hotels)	13.3	15.5	2.2	Contributed Full-year (3 hotels)
Consignment welfare	9.7	10.3	0.6	
Sales*1,2	26.2	12.5	(13.7)	HVC Karuizawa membership, etc.
Other*1	7.6	8.6	0.9	
Operating profit	7.9	7.2	(0.7)	Decline in sales

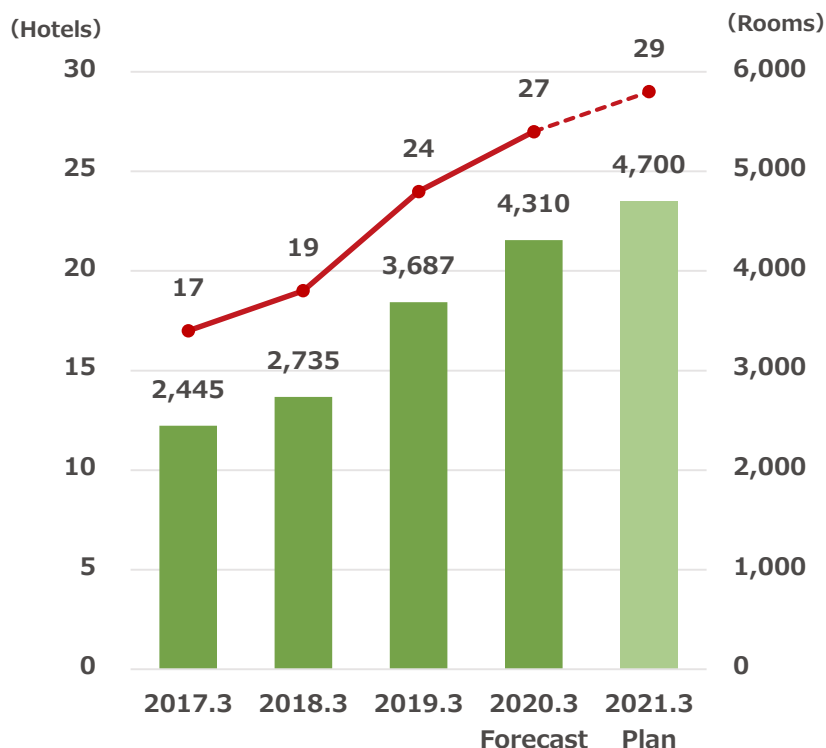
* 1.Starting from the fiscal year ending March 31, 2020, resort hotels that have been included in Other are transferred to the Resort operations and a resort-oriented real estate distribution business is transferred to Sales. **2.Starting from the fiscal year ending March 31, 2020, the type is renamed "Sales."

Wellness(2)Major projects

Tokyu Stay, which maintained high occupancy, opened hotels one after another, and senior housing is also due to open multiple facilities.

<Number of Tokyu Stay hotels and their guest rooms>

- Number of hotels (left axis)
- Number of guest rooms (right axis)



New Tokyu Stay hotels scheduled to open	Opening date
Tokyu Stay Kanazawa	February 2020
Tokyu Stay Okinawa Naha	February 2020
Tokyu Stay Osaka-Hommachi	February 2020
Tokyu Stay Hida-Takayama Musubi no Yu	April 2020
Tokyu Stay Hakodate*	FY2020 Summer

*tentative name

Tokyu Stay Hida-Takayama Musubi no Yu

Urban style hotel Open in April 2020(Plan)



<Senior housing>

Grancreeer Shibaura

Open in July 2020(Plan)



Grancreeer Tachikawa

Open in September 2020(Plan)



※Tokyu Stay Kyoto Rryogaemachi-Dori Annex, which opened in December 2018, is an annex and is therefore not included in the number of hotels.

Tokyu Hands FY2019 Q3(First Nine Months)

Q3: Increases in both revenue and profit FY2019: Increases in both revenue and profit

Third Quarter First Nine Months (¥ billion)	FY2018 Q3(Apr-Dec)	FY2019 Q3(Apr-Dec)	Comparison	Compared to the same period last year	Progress
Operating revenue	74.4	75.3	1.0	New stores +1.0, Existing stores (0.1)%	74.3%
Operating profit	0.7	0.8	0.0		63.1%

Full-year (¥ billion)	FY2018	FY2019 Forecast	Comparison	Compared to the end of the previous fiscal year
Operating revenue	97.4	101.4	4.0	New stores +1.4, Existing stores +2.0%
Operating profit	0.8	1.3	0.5	

Innovation Business(1) FY2019 Q3(First Nine Months)

Q3: Decreases in both revenue and profit FY2019: Decreases in both revenue and profit

Third Quarter First Nine Months (¥ billion)	FY2018 Q3(Apr-Dec)	FY2019 Q3(Apr-Dec)	Comparison	Compared to the same period last year	Progress
Operating revenue	26.8	22.8	(3.9)		61.9%
Overseas operations, etc.	4.6	9.7	5.2	Condominiums sold	
Custom-built houses	14.2	5.7	(8.6)	Due to the transfer of the detached house renovation business	
Landscape gardening	7.9	7.4	(0.5)		
Operating profit	0.3	(1.5)	(1.8)	Decline in properties sold in the overseas business	—

Full-year (¥ billion)	FY2018	FY2019 Forecast	Comparison	Compared to the end of the previous fiscal year
Operating revenue	41.6	36.9	(4.7)	
Overseas operations, etc.	9.3	14.5	5.2	Condominiums sold
Custom-built houses	19.4	8.4	(10.9)	Due to the transfer of the detached house renovation business
Landscape gardening	13.0	14.0	1.0	
Operating profit	0.9	(0.7)	(1.6)	Decline in properties sold in the overseas business

※ Starting from the fiscal year ending March 31, 2020, "custom-built houses" replaces "renovation/custom-built houses" for the classification of businesses.

Innovation Business(2)Overseas operations

Business expansion mainly in Indonesia and America

〈Indonesia〉

BRANZ BSD



Condominiums, Total number of units:
about 3,000 units scheduled
Completed in December 2018 (*)
(*) First project/BRANZ BSD Ai

BRANZ Simatupang



Condominium,
Total number of units: 381 units
Completed in December 2018

Puri Botanical project



Condominium, Total number of units:
about 600 units scheduled
To be completed at the end of 2021

Mega Kuningan project



Condominium, Commercial and others
Total number of units: 482 units
scheduled To be completed in 2023

〈America〉

425 Park Avenue



Office building redevelopment project
New York, 47 stories above ground with
2 basements
Scheduled to be completed in FY2020

Medium-Term Management Plan 2017-2020

Progress of Medium-Term Management Plan 2017-2020

(The revised version was announced in May 2019)

Revised the targets set in the Medium-Term Management Plan in consideration of the current business environment and the capital increase through public stock offering made in October 2018 and added ROE and EPS targets as indicators of an increase in shareholder value.

Steady business environment

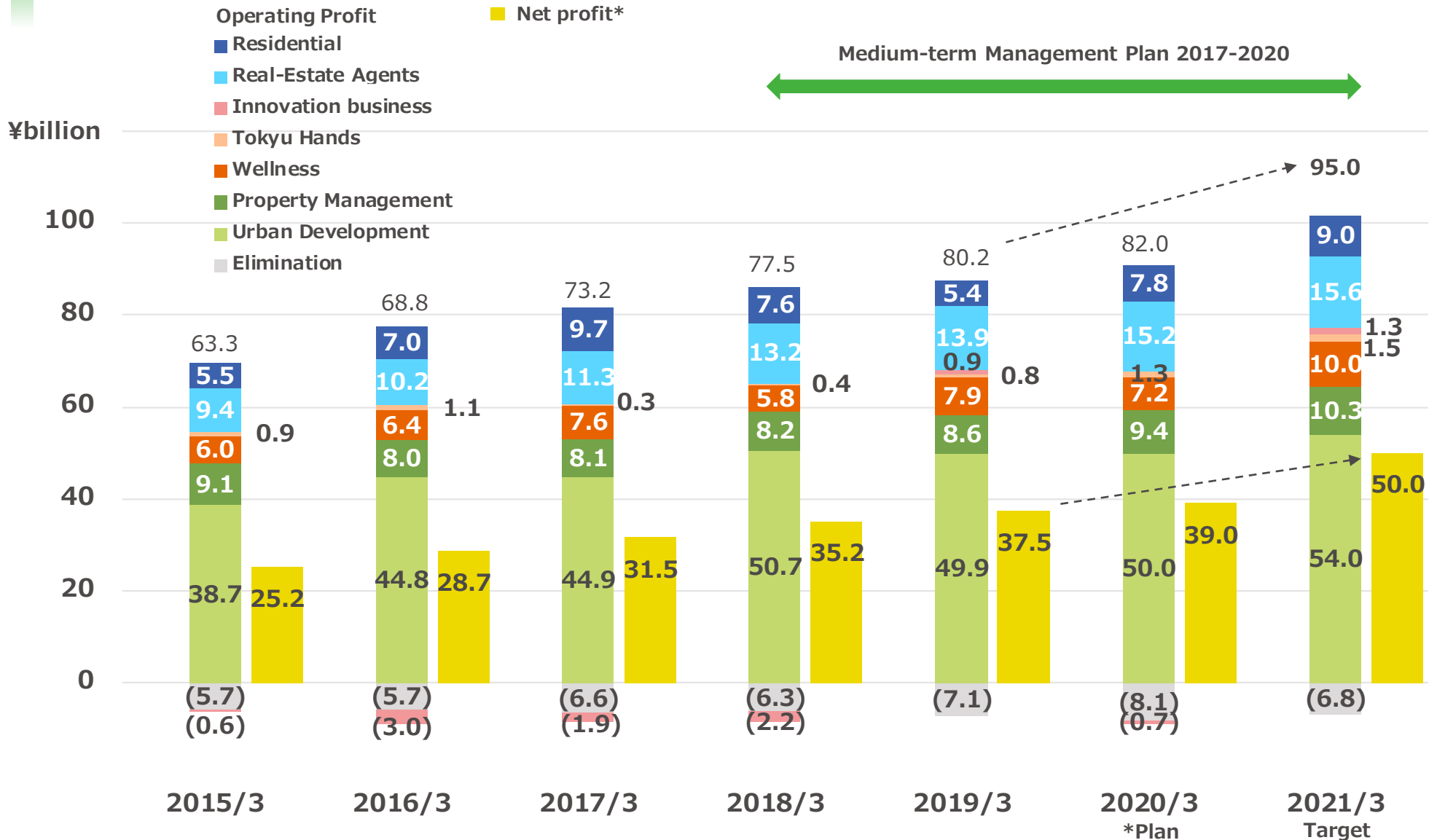
Business results exceeding the initial plan

Capital increase through a public stock offering

	FY2017 Mar-2018	FY2018 Mar-2019	FY2019 Mar-2020 Forecast*	FY2020 Mar-2021 Targets	Previous announcement (May-2017)	Comparison
Operating profit (¥ billion)	77.5	80.2	82.0	95.0	93.0	+2.0
Profit attributable to owners of parent (¥ billion)	35.2	37.5	39.0	50.0	42.0	+8.0
D/E ratio (times)	2.6	2.3	2.3	2.3x or below	Approx. 2.3x	—
EBITDA multiple (times)	11.4	11.7	12.1	10x level	10x level	—
ROE	7.7%	7.3%	6.8%	Above 8.0%	—	—
EPS (yen)	57.80	56.84	54.24	69.53	—	—

* The figures are the initial forecast that we announced on May 10, 2019.

Progress in the Medium-term Management Plan (Operating profit/Net profit*)

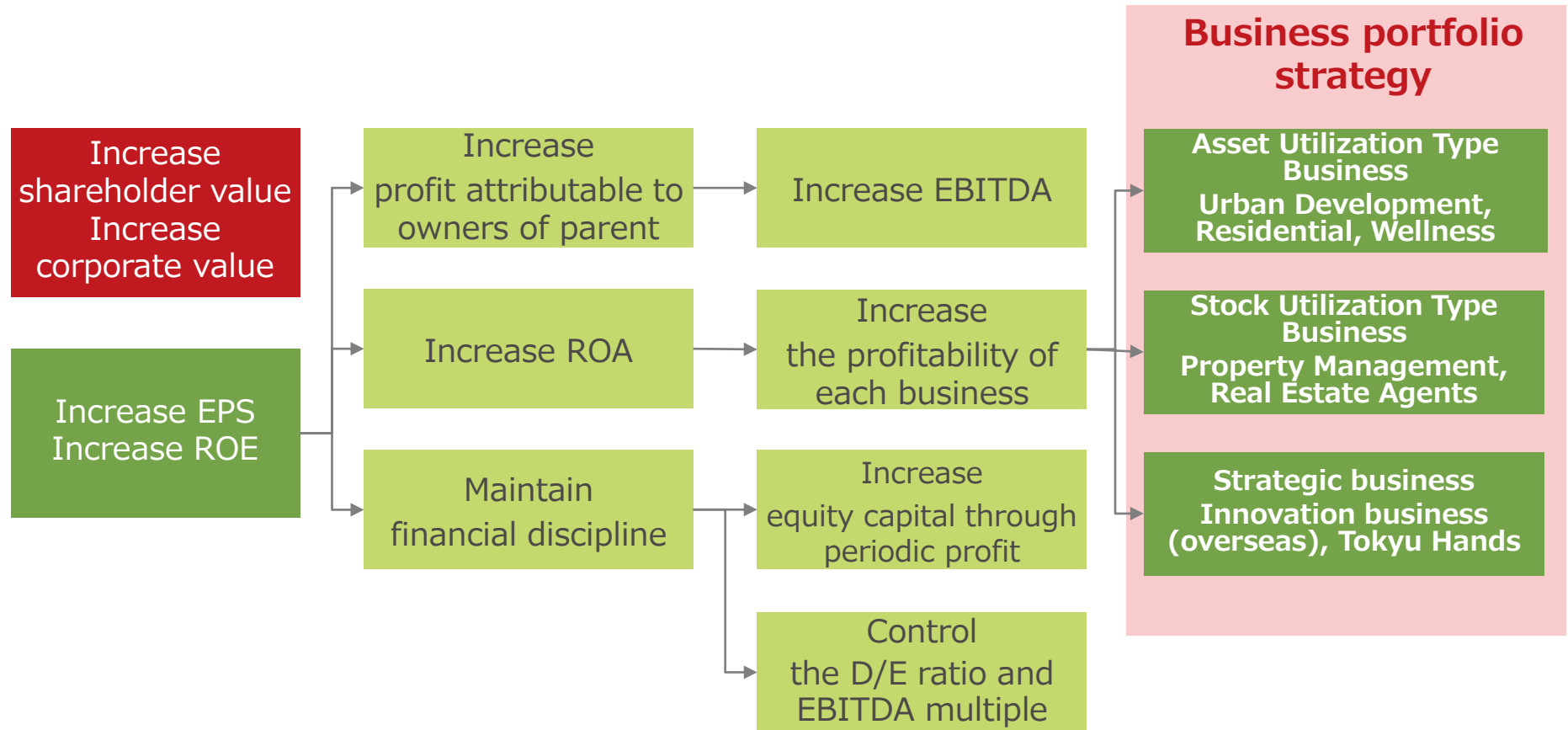


* "Net profit" was replaced with "profit attributable to owners of parent" in the fiscal year ended March 31, 2016.

* Announced on November 8

Basic Policy for Increasing Shareholder Value and Corporate Value (1)

Aim to increase EPS and ROE in an effort to increase shareholder value by growing earning power while maintaining financial discipline.



Basic Policy for Increasing Shareholder Value and Corporate Value (2)

Current status and basic policy on business portfolio strategy

BS for FY2018
Ended Mar-2019

Total assets ¥2,405.2 billion	
Total assets ¥2,405.2 billion	Total liabilities ¥1,836.6 billion
	Total net assets ¥568.7 billion

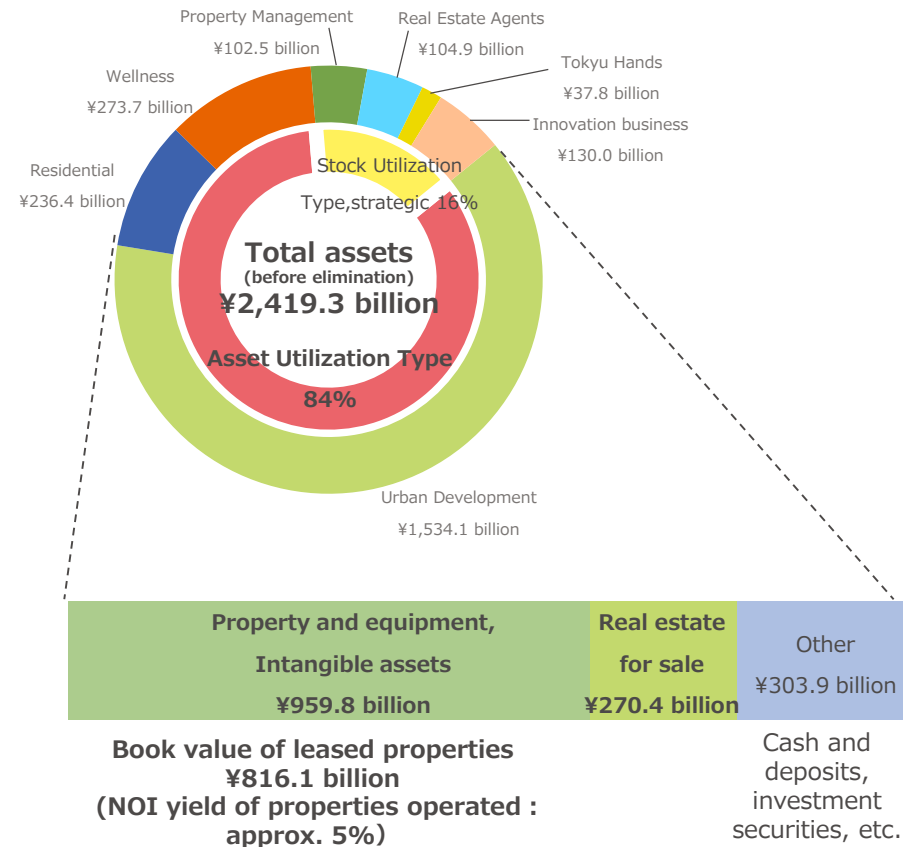
Asset Utilization Type Business (Urban Development, Residential, Wellness)

Strengthen the revenue base and increase ROA by commencing large projects that have not been operated, promoting high-efficiency business, continuing cyclical reinvestment business, etc.

Stock Utilization Type Business (Property Management and Real Estate Agents), Strategic Business (Innovation business and Tokyu Hands)

Achieve stable profit growth by increasing profit margin, etc

Breakdown of assets by segment



Basic Policy for Increasing Shareholder Value and Corporate Value (3)

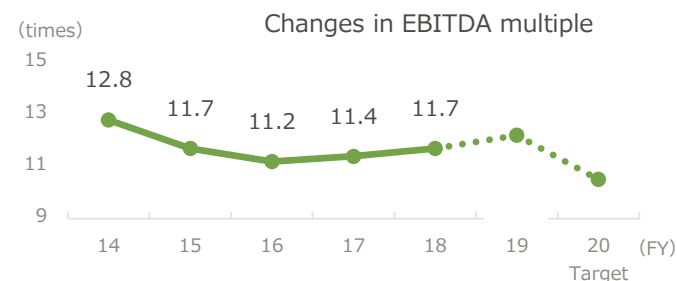
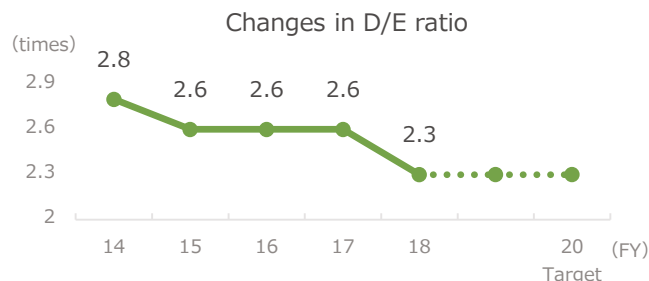
Basic policy regarding financial and capital policies

BS for FY2018
Ended Mar-2019

Total assets ¥2,405.2 billion	
Total assets ¥2,405.2 billion	Total liabilities ¥1,836.6 billion
	Total net assets ¥568.7 billion

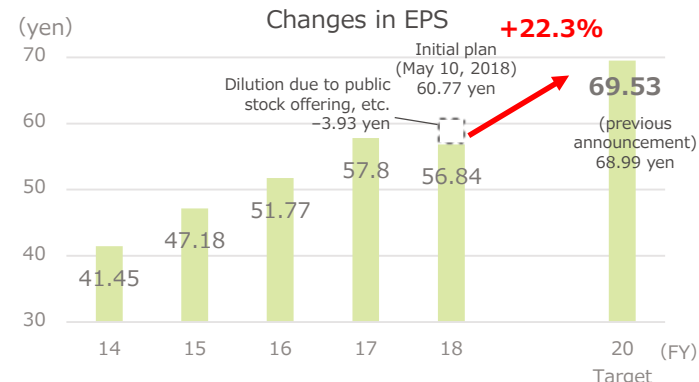
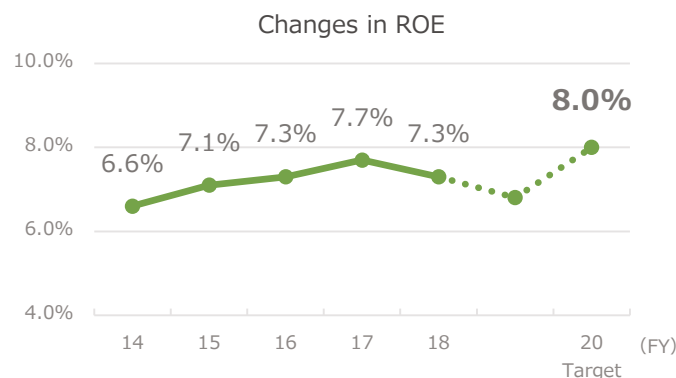
D/E ratio and EBITDA multiple

- For the time being, control the D/E ratio at 2.3 or below, aim for the 10 times-level of EBITDA multiple, and maintain financial discipline.
- Use the capacity for investment created by the increase in equity capital for the Greater Shibuya Area and other high-quality projects.



Capital policy

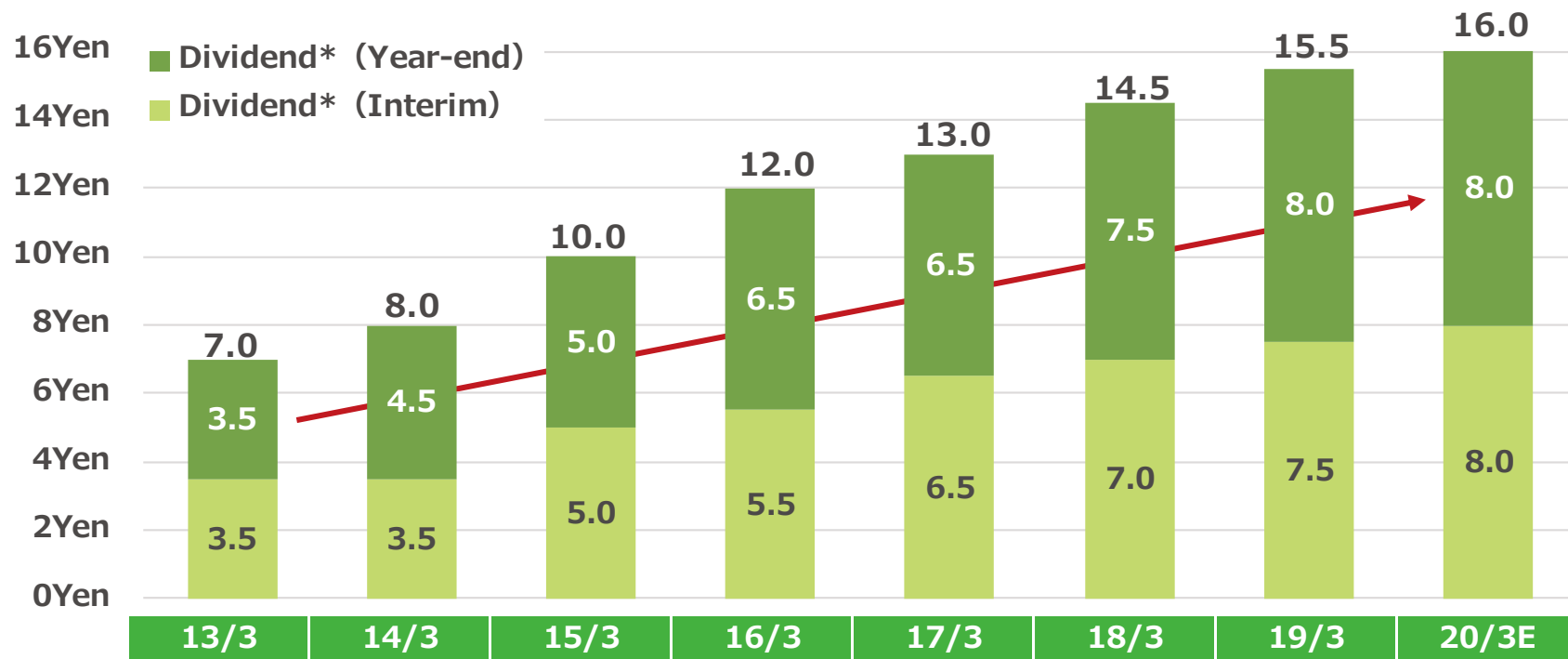
- Set ROE target for FY2020 above 8.0% in consideration of the cost of equity.
- Keep the dividend policy (maintaining stable dividend payment and a payout ratio of above 25%) and improve shareholder returns through the stable growth of EPS.



Reference

Return to Shareholders

Annual dividend for the fiscal year ending March 31, 2020, will be raised to 16.0 yen, representing the 7th consecutive increase.



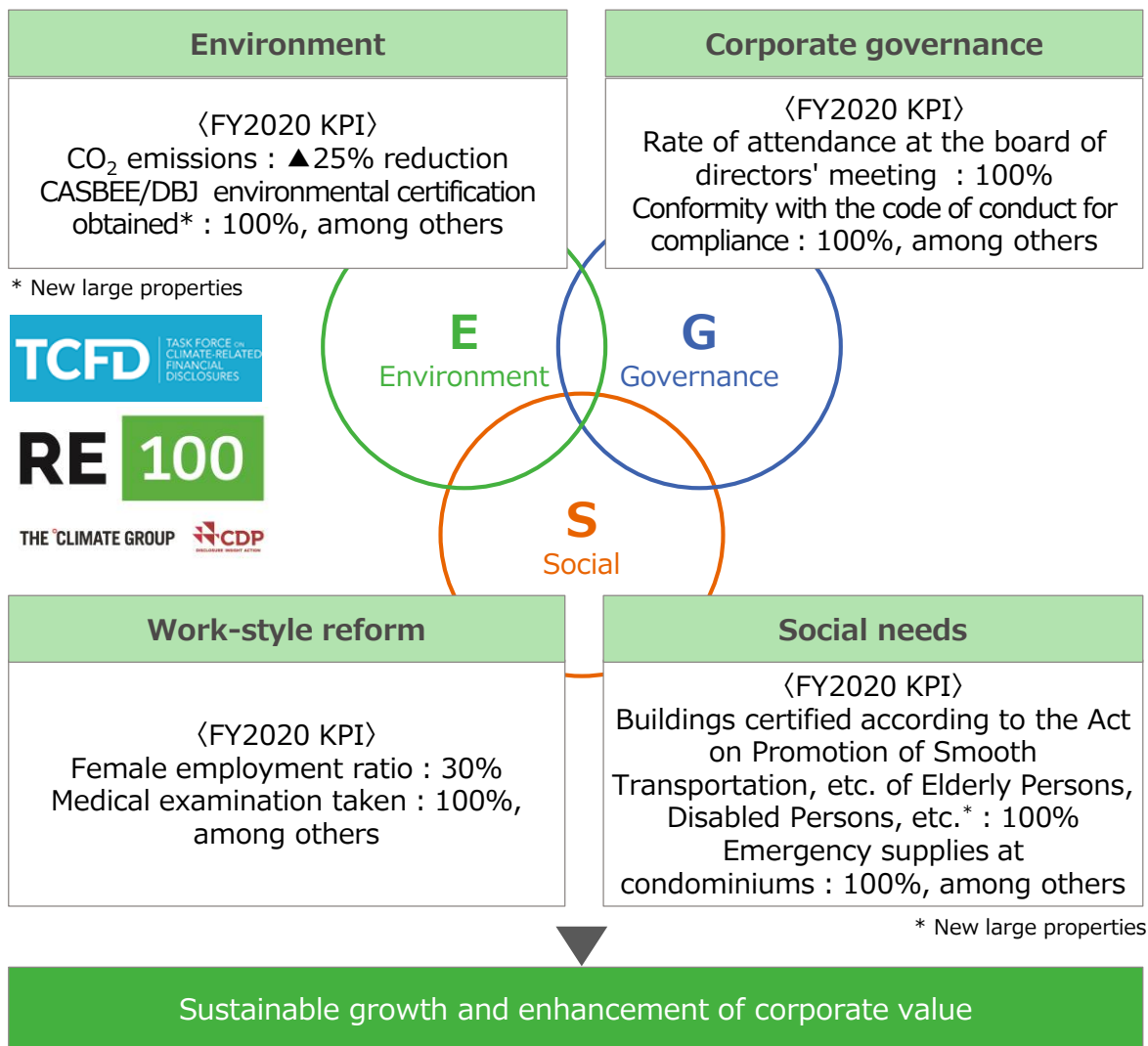
Net income ** (¥billion)	22.1	23.7	25.2	28.7	31.5	35.2	37.5	39.0
EPS (Yen)	41.71	41.61	41.45	47.18	51.77	57.80	56.84	54.24
Dividend payout ratio (%)	16.8	19.2	24.1	25.4	25.1	25.1	27.3	29.5

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

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

ESG management

ESG management to realize sustainable growth and the enhancement of corporate value



— Selected as global ESG index —

MEMBER OF
Dow Jones Sustainability Indices

In collaboration with **SAM**
a RobecoSAM brand



FTSE4Good

— Chosen all the ESG indexes for GPIF —

MSCI

MSCI Japan ESG Select Leaders Index



FTSE Blossom Japan

MSCI

MSCI Japan Empowering Women Index (WIN)

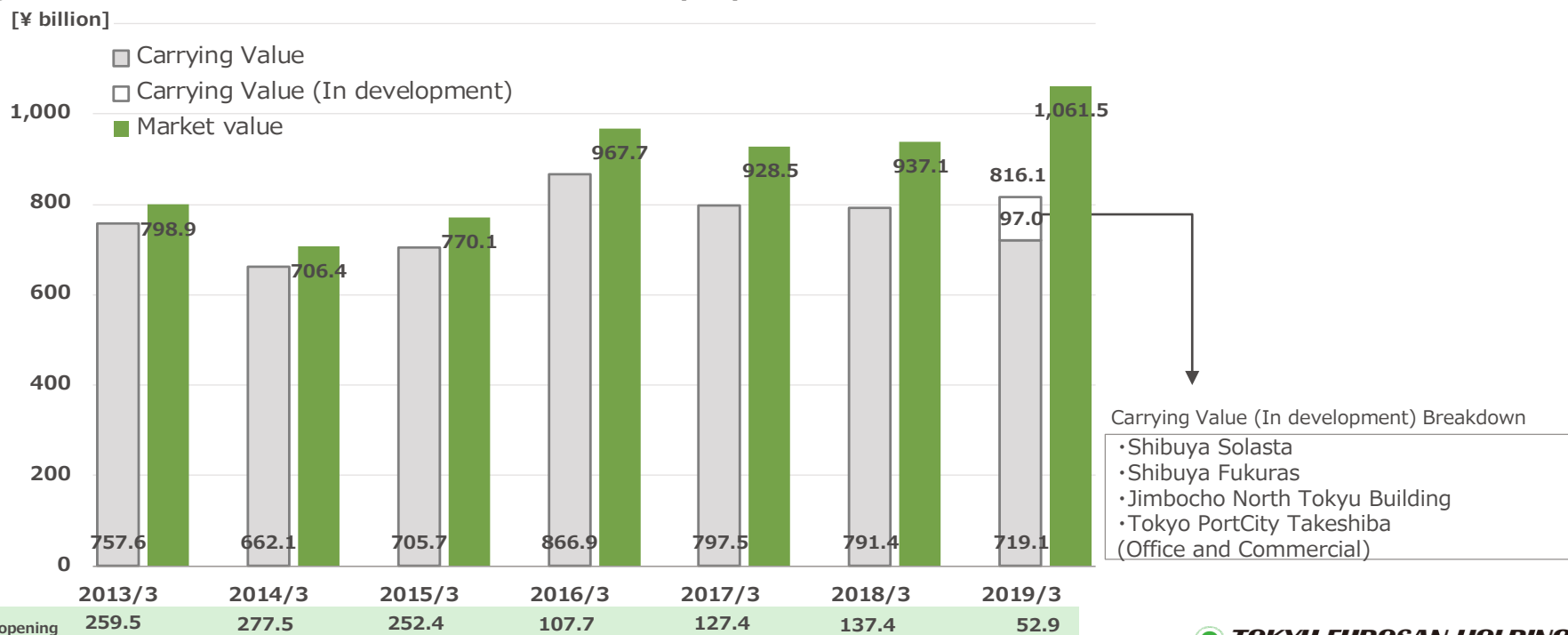


Market value appraisal for leased properties * As of Mar-31, 2019

Unrealized profit of leased properties increased thanks to the active real estate market and the inclusion of large redevelopment projects.

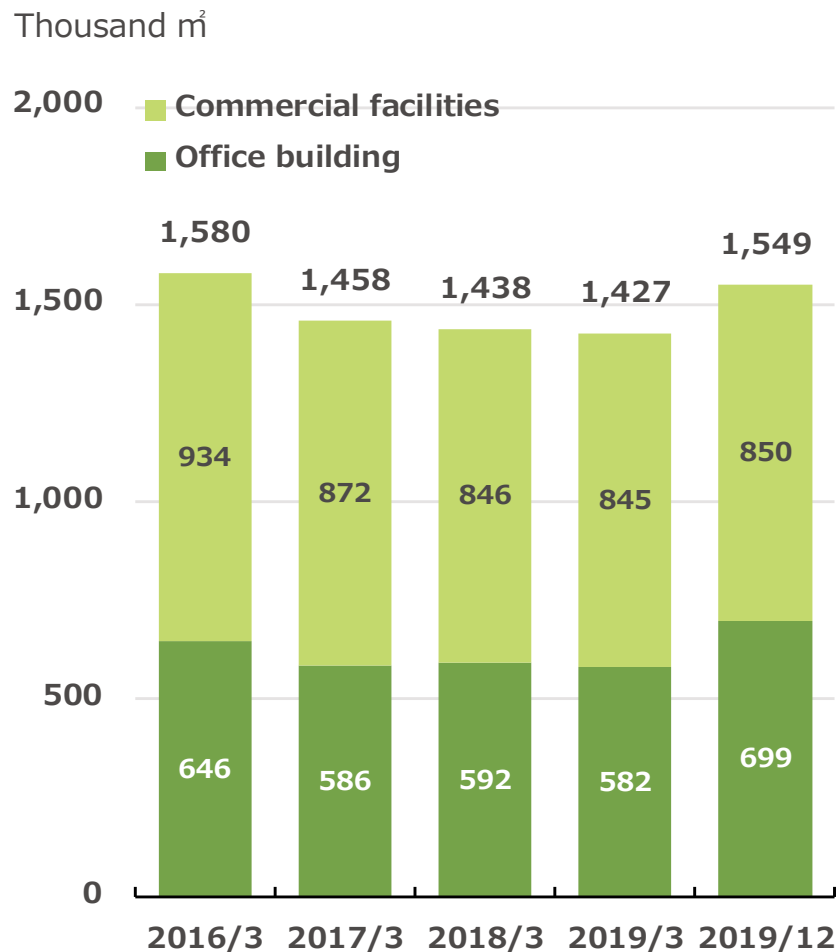
(¥ billion)	FY2017 Mar-2018	FY2018 Mar-2019	Comparison	Remarks
Carrying Value	791.4	816.1	24.8	■ Market value at the end of the fiscal year is calculated by our company mainly according to the "standards for appraisal of real estate".
Market value	937.1	1,061.5	124.4	■ The properties to be developed before opening are in the early process of development and therefore their market value cannot be grasped (¥137.4 billion at the end of March 2018 and ¥52.9 billion at the end of March 2019).
Difference	145.7	245.3	99.6	

< Changes in market value and book value of leased properties and others >



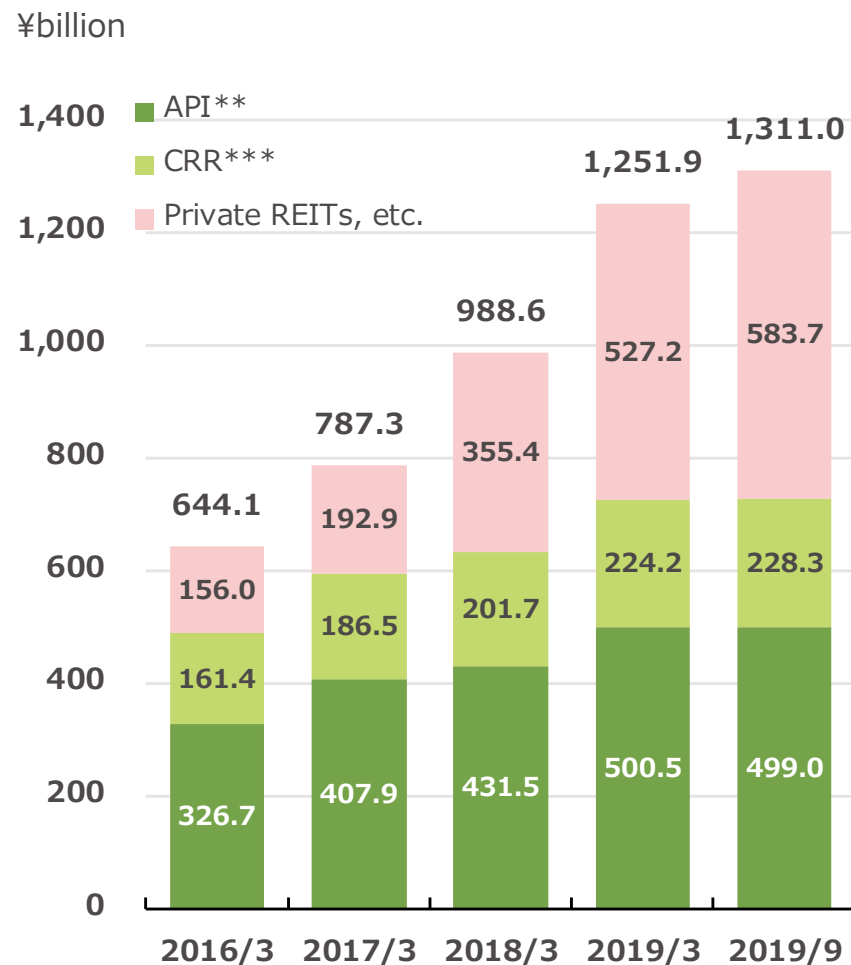
Transition in total floor area and AUM transition

〈Transition in total floor area〉



* As of Dec-31, 2019

〈AUM transition〉



* As of Sep-30, 2019

** API: Activia Properties Inc.

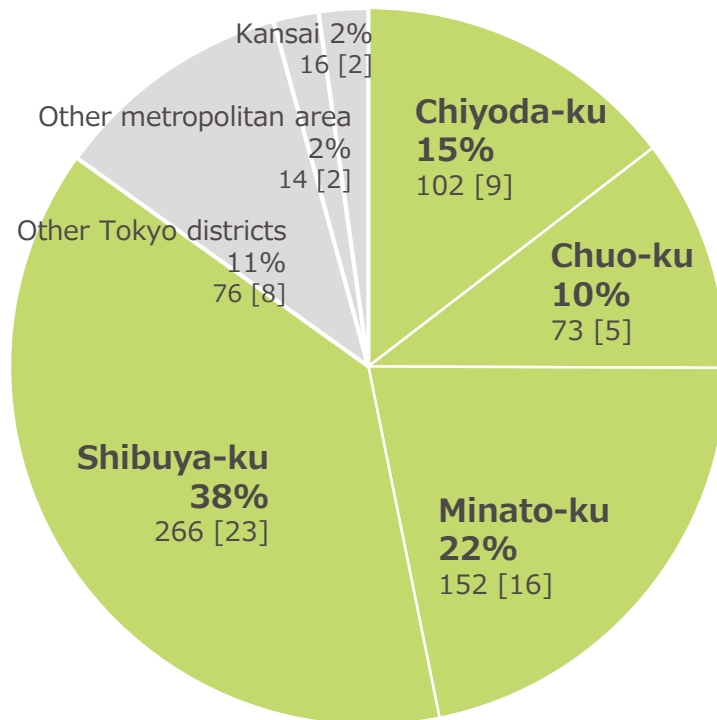
*** CRR: Comforia Residential REIT, Inc

Distribution of Office Buildings (Urban Development segment)

For the portfolios, office buildings are concentrated in four wards in the Tokyo Metropolitan area (As of Dec-31, 2019)

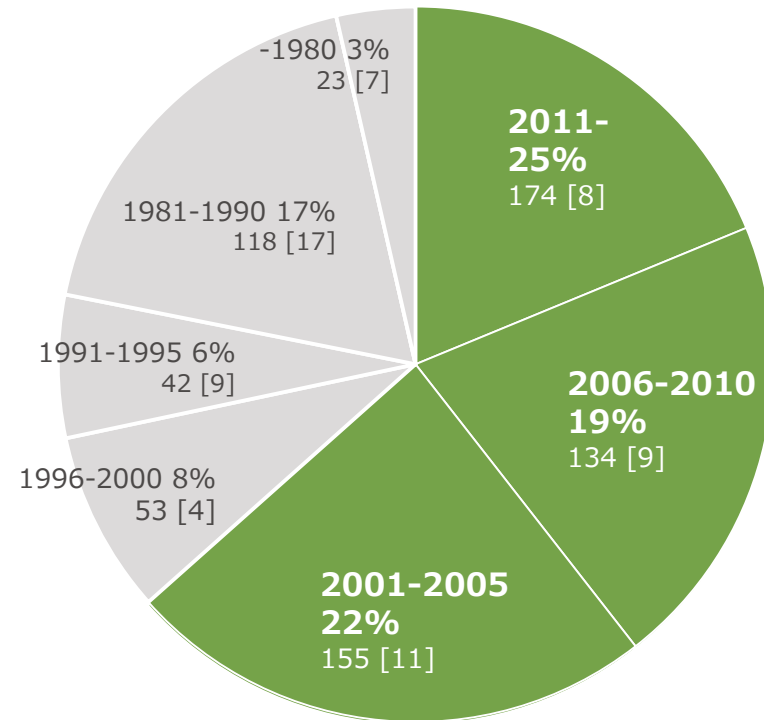
〈Area〉

Metropolitan 4districts
593thousand m² (85%) 53buildings



〈Completed year〉

After 2001
463thousand m² (66%) 28buildings

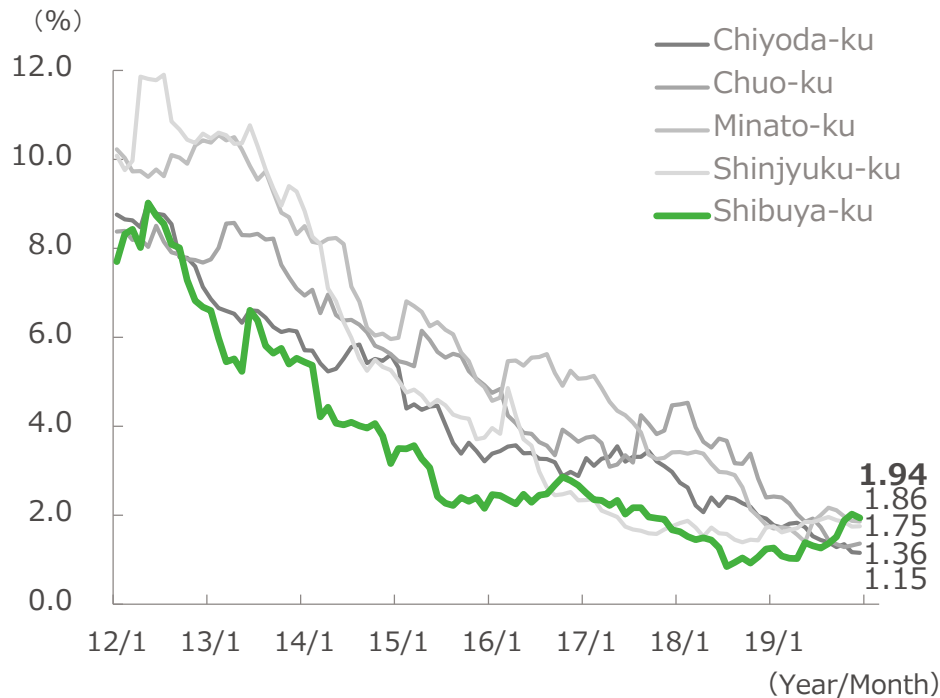


※ Office Buildings Floor space : thousand m², [] : Number of buildings

The superiority of Shibuya

The vacancy rate continued to remain low, and rents are steadily on the rise in the 5 wards of central Tokyo as an office area.

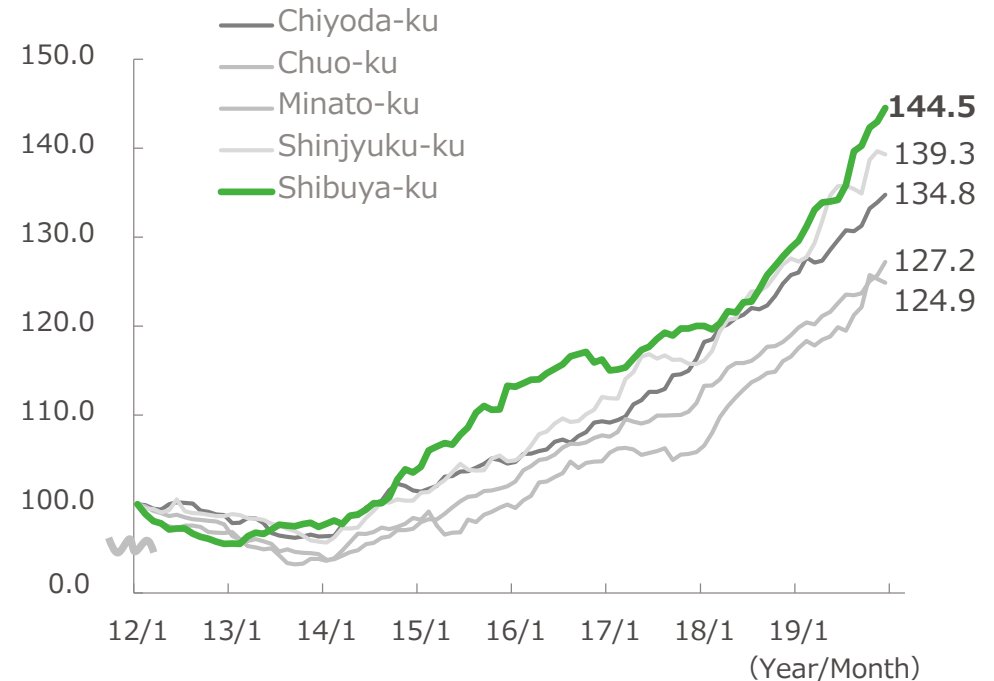
〈Falling vacancy rate〉



Source : Miki Shoji Co.,Ltd

〈Increasing average rent〉

(2012 figures = 100)



Source : Miki Shoji Co.,Ltd

As of Dec-31, 2019

Major office buildings(Urban Development segment)

As of the end of December 2019, the Company holds 65 buildings, located mainly in four wards in central Tokyo.

Area		No. of buildings	Major properties[Building]	Year built	Total floor space *	notes		
Tokyo Metropolitan area	Shibuya-ku	23	Shibuya Dogenzaka Tokyu	1983	13			
			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	16	Hamamatsucho Square	2004	24			
			Shinagawa Tokyu	2007	21			
			Minamiaoyama Tokyu	2008	12			
			Shimbashi Tokyu	2008	15			
			Spline Aoyama Tokyu	2012	8			
			Shin-Aoyama Tokyu	2015	10			
	Chiyoda-ku	9	Sanban-cho Tokyu	2001	12			
			Ichiban-cho Tokyu	2002	20			
			Ichigaya Tokyu	2004	15			
			Uchisaiwaicho Tokyu	2006	14			
			Kasumigaseki Tokyu	2010	19			
			Jimbocho North Tokyu Building	2019	11			
	Cyuo-ku	5	St. Luke's Tower	1994	14			
			Nihombashi hon-cho Tokyu	2004	12			
			Nihombashi Maruzen Tokyu	2006	17			
Nihombashi Front			2008	29				
Other	10	Meguro Tokyu	2003	10				
		Futako Tamagawa Rise-office	2011	9				
		Shin-Meguro Tokyu	2012	22				
Kansai	2	Shinsaibashi Tokyu	1982	11				

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

Major commercial facilities(Urban Development segment)

As of the end of December 2019, the Company operates 24 locations in the Tokyo area and 8 locations in Kansai and other regions.

Area	No. of facilities	Major properties [Commercial facilities]	Year built	Total floor space *	notes	
Tokyo Metropolitan area	24	Tokyu Plaza Kamata	1968	28	 Tokyu Plaza Akasaka	 Northport Mall
		Tokyu Plaza Akasaka	1969	21		
		Shibuya B E A M	1992	7	 Tokyu Plaza OmotesandoHarajyuku	 Abeno Q'sMALL
		Daini Musashino Building	1992	6		
		DECKS Tokyo Beach	1997	35		
		Northport Mall	2007	141	 Tokyu Plaza Ginza	 Minoh Q'sMALL
		Saclass Totsuka (sublease)	2009	48		
		Tokyu Plaza Totsuka	2010	12	 Tokyu Plaza Totsuka	 Amagasaki Q'sMALL
		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	 DECKS Tokyo Beach	 Morinomiya Q's MALL BASE
Q Plaza Ikebukuro	2019	17				
Kansai·Others	8	Market Square Nakayamadera	2003	22	 Tokyu Plaza Totsuka	 Amagasaki Q'sMALL
		Minoh Q'sMALL	2003	30		
		Market Square SASASHIMA	2005	19	 DECKS Tokyo Beach	 Morinomiya Q's MALL BASE
		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).

Major facilities (Wellness business) * As of Dec-31, 2019

Manage diverse resort facilities throughout the country

	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
Ski resorts	8 facilities	—	Niseko Mountain Resort Grand Hirafu Tateshina Tokyu Ski Resort Tambara Ski Park TANGRAM SKI CIRCUS (MADARAO)		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	38 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 Minami-Koshigaya	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
Tokyu Stay Hotel	24 facilities	3,687 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
Senior housing facilities	13 facilities	1,634 units	Grancreeper Azamino Grancreeper Fujigaoka Lifenix Takaido Grancreeper Utsukushigaoka	Grancreeper Aobadai Creer Residence Sakuradai Grancreeper Center Minami Grancreeper Seijo	Grancreeper Bajikoen Grancreeper Aobadai 2-chome Grancreeper Setagaya Nakamachi	Creer-residence Yokohama Tokaichiba Hikarigaoka Park Villa



 **TOKYU FUDOSAN HOLDINGS**