Creating cities that bustle with activity

Urban Development Segment

Business fields: Office buildings and commercial facilities / Investment management / Management of rental housing / Renewable energy and infrastructure

We are involved in improving the value of Tokyo, a global city, through urban development projects that bring out the potential of the area amongst the intensifying competition between cities. In addition to development and operations of office buildings and commercial facilities, we are also working with infrastructure and industry related businesses, such as renewable energy and logistic facilities, management of rental housing, etc., contributing to a comfortable and bountiful urban lifestyle.



Risks

Advancing and Prospecting Our Medium-Term Management Plan

Together with the competition between global cities, the competition between the different areas of Tokyo is progressing. Against the backdrop of these markets trends, we are promoting our large-scale project development centered around the Greater Shibuya Area and the Takeshiba area with the goal of creating urban development that city dwellers will choose, and aiming for the creation of a stable cash flow.

Increased opportunity for redevelopment of the Greater Shibuya Area

The offering of working places following changes in working styles

Overheated investment environment for profitable real estate*1

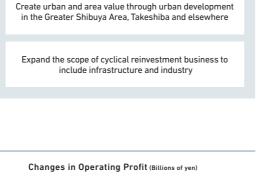
Intensifying competition between the different areas in city center

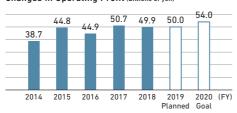
The investment environment is overheating, with expected yields for investors at an all-time low, for profitable real estate in the real estate investment market that includes office buildings and commercial facilities. This is why investments have been advancing towards infrastructure and industry where growth can be expected from changes in the industrial structure, and we are working on strengthening our earning power through expanding the scope of cyclical reinvestments. We are realizing a steady and unique urban development business that plays a core role in the Group, while also showing off our presence through our wide range of activities, from urban development to the energy field.

In the first half of our Medium-Term Management Plan, steady progress was being made on SHIBUYA SOLASTA and SHIBUYA FUKURAS, due to open by fiscal 2020, as well as on other development projects, and all tenant leasing has been completed for these projects. We were also selected as the first Japanese local partner for Norges Bank. We are expanding our AUM and improving our presence in the Greater Shibuya Area through joint investments and operations of five commercial facilities in the area.

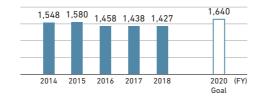
In ReENE, our renewable energy business, we have expanded to 43 locations (as of June 2019) including those in development, and we are working on both environmental consideration and regional development. We are also progressing on the development of the LOGI'Q logistic facility to meet the needs of increasing logistical efficiency, and we are aiming for wide-reaching measures for the realization of a sustainable society.

In our management of rental housing business, we are steadily increasing the number of units under management. In addition to establishing the Central Tokyo Sales Center aimed at strengthening city center properties for Tokyu Housing Lease Corporation, we also established the Nagoya Center as a strategy for area expansion. We have been entrusted with management and operations of student dorms, etc., at the NATIONAL STUDENTS INFORMATION CENTER CO., LTD. (NASIC). Operating CAMPUS VILLAGE, a student residence that we developed, in the capital area and the Kansai region is connected to the expansion of the number of units under our management.





Changes in Total Floor Space*2 (in 1,000m²)



Changes in Average Rent'2 and Vacancy Rate'3



- *2. Only for office buildings
- . For office buildings and commercial facilities







Expanding Management of Rental Housing Business

Tokyu Housing Lease Corporation, which began operating in 2015 from the integration of the Group's management of rental housing business, and NASIC, which became a part of the Group in 2016, are driving our management of rental housing business. The management stock of both companies is expected to surpass 140,000 units in fiscal 2019.

| Changes in Rental Hou | ising Units Under Mana | gement (|
|-----------------------|------------------------|-------------------|
| 2017 | 2018 | 2019 (Planned) |
| 128,000 units | 137,000 units | 142,000 units |

Tokyu Housing Lease Corporation Initiatives

We are responding to the need for asset management, aiming to become a service provider in the real estate industry. We are also focusing on improving our operational strength and expanding our supplementary services in the city, differentiating ourselves from others. We are unique in that we are engaged in pioneering initiatives, including the promotion of open innovation and the introduction of robotic process automation (RPA).

Examples of Services

- Owner Box, an income management site for property owners
- Kanaeteiku LIBR, a members-only site for residents
- IMAoS, an electronic contract service for real estate leasing contracts, etc.







NASIC Initiatives

We are aiming to become a comprehensive platform corporation, organically connecting students, schools, property owners, and corporations together. Understanding the opportunities from the increase in foreign exchange students, etc., we are continuing to grow while remaining close to university operations sought out from education to the workplace. We are creating wide-reaching Group synergies by utilizing our strong connections with each stakeholder.

Examples of Synergies

- Development of the CAMPUS VILLAGE series of student residences (Residential business)
- Repair work for student dorms (Property Management business)
- Proposals for effective use of university-owned land (Real Estate Agents business)



Initiatives for Social Issues Through Our Business: Environmentally- and Socially-friendly Real Estate Development

We are involved in environmentally- and socially-friendly real estate development, receiving DBJ Green Building certification from the Development Bank of Japan for 20 of our office buildings and commercial facilities as of July 2019. We have received overall high evaluations for our responses to various stakeholders, including consideration for disaster prevention and the community, in addition to the environmental performance of these buildings.



5 stars Properties with the best class environmental & social awareness

SHIBUYA SOLASTA, Hibiya Parkfront,

and Takeshiba District Development Plan (Office Building) (tentative name) *Plan certification

4 stars Properties with exceptionally high environmental & social awareness

Spline Aoyama Tokyu Building, Shin-Aoyama Tokyu Building, Nihombashi Front, Shin-Meguro Tokyu Building, Amagasaki Qʻs MALL, and Tokyu Plaza Omotesando Harajuku

3 stars Properties with excellent environmental & social awareness

Kasumigaseki Tokyu Building, Minamiaoyama Tokyu Building, Nihombashi Maruzen Tokyu Building, Uchisaiwaicho Tokyu Building, Shibuya Minami Tokyu Building, Nihonbashi Honcho Tokyu Building, Ichigaya Tokyu Building, Hamamatsucho Square, Ebisu Business Tower, and Ebisu Prime Square Tower

2 stars Properties with high environmental & social awareness

Shimbashi Tokyu Building







^{*1.} Corresponding to office buildings, commercial facilities, etc.

Shining a new light on housing

Residential Business Segment

Business fields: Condominiums development / Rental housing units development (rental condominiums and

We are pursuing residential development that responds to the changes of the times, including the advancement of the decreasing birthrate and aging population and the diversification of lifestyles. We are contributing to local societies through disaster prevention and deterioration measures, revitalization of local communities, and initiatives that are energy-saving and environmentally-friendly.









CXMPUS YILLXGE

Value Provided to Our Customers A Comfortable Urban Life Safe and Secure Housin

Current Situation · Mixed use development making use of our strength as a comprehensive Strengths · Resident services offered by our entire Group · Low number of large-scale flagship projects Weaknesses Business size and number of units sold not among the top in the industry The offering of residences that responds to the diversification of lifestyles · The increase in need for having one's workplace near one's home and the population inflow to cities Risks Acquisition of land for business and increase in construction costs

Business Strategy Establish a unique presence in business domains utilizing the combined total capabilities of the Group Expansion in scale of urban area, redevelopment. mixed use development, and new domains (student residences, etc.) Drive development and sale of rental housing for investors

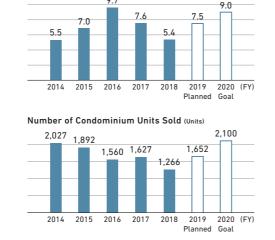
Changes in Operating Profit (Billions of ven)

Advancing and Prospecting Our Medium-Term Management Plan

We are expanding our scale with the high added value of redevelopment, etc., to offer residences that customers will choose amongst the yearly changes to the environment surrounding the newly built condominium market. Particularly, BRANZ-branded condominiums are a result of experience and wisdom gained since construction was completed on the industry's first condominiums, Tokyu Skyline, in 1958, and we are focusing on market penetration for the brand

In the first half of our Medium-Term Management Plan, we strengthened our city center properties and redevelopment business, offering BRANZ Rokubancho, BRANZ Tower Midosuji Honmachi, etc. We also developed LIFE STORY TOWN, urban development that proposes new lifestyles starting with housing, working to solve the social issues of an aged society with a low birthrate. With the development of the Setagaya Nakamachi Project and the Tokaichiba Project, large complexes that combine condominiums with senior housing, we have provided intangible services, including support for day care and child rearing and regional cooperation, responding to the social needs of various home

Additionally, we are also developing and dividing COMFORIA, rental housing units, and CAMPUS VILLAGE, student residences, making use of our abilities in information gathering, planning, and development accrued through the apartment housing field, and we are contributing to the expansion of our associated assets.



Initiatives for Social Issues Through Our Business: Revitalization of the Hoary Area in Front of the Station Through Redevelopment

The area around Ofuna Station, a prominent terminal station in Yokohama, had an area with many hoary wooden buildings. Preparations for the foundation of urban development were put in place through the Ofuna Station north second district Urban District Redevelopment Project, with construction scheduled to be completed in 2020.

TOKYU LAND CORPORATION became a participating member in the project, working on preparations and development of public facilities, commercial facilities, and more, in addition to offering the BRANZ Tower Ofuna, improving the creation of activity, convenience, and safety. In total, we are involved in area management activities together with the managing TOKYU COMMUNITY CORP., supporting sustainable development for the local community.



Providing lifelong support for buildings and customers

Property Management Segment

Business fields: Condominium management / Building and facility management / Renovation construction

We offer comprehensive support for management, operations, and renovations of a variety of buildings, including condominiums, buildings, commercial facilities, public facilities, and public housing. We are contributing to the sustained enhancement of our customers' living environment and value of our assets through the formation of high quality social stock.



TOKYU COMMUNITY CORP.





Value Provided to Our Customers A Comfortable Urban Life

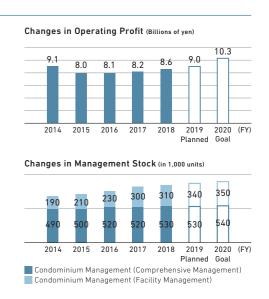
Current Situation Number of units under management among the top in the industry and wide-reaching management domain Personnel with highly-specialized skills, including technical abilities Weaknesses A business model where rapid expansion is difficult Increase in demand for renovations following building deterioration · Expanded utilization of public projects (PFI and Designated Manager System) Securing a work force required by stock expansion Risks Intensifying competition in replacing condominiums



Advancing and Prospecting Our Medium-Term Management Plan

We are aiming to become the overwhelming No. 1 comprehensive property management company, utilizing our wide-reaching management domain and rich knowledge against a backdrop of expanded utilization of public projects and an increase in demand for renovations following building deterioration as management stock expansion through offering domestic newly built condominiums becomes limited.

In the first half of our Medium-Term Management Plan, in addition to receiving orders from RIKEN Wako Campus and Shinagawa HEART, we steadily increased our achievements with buildings, commercial facilities, and condominiums in our major property management business. At the same time, we were also focused on public projects that made use of PFI and Designated Manager System, receiving contracts for cultural facilities, including The Minato City Local History Museum, and a variety of other facilities, including stadiums and airports. In 2018, the number of public housing units for which we were the designated manager exceeded 200,000 units – the highest number of units managed by a private company in Japan. We are smoothly expanding our public projects, including being selected for the Tokyo Kiba Park Multi-purpose Project in February 2019, advertised publicly by the Tokyo metropolitan government. Overseas, we established a local corporation in Indonesia and began offering a meticulous, Japanese-style management service there. In the construction industry, we are offering proposals that meet the needs of each building utilizing the connection points we have with our various customers in management stock, increasing our achievements in condominiums, office buildings, and more.



Initiatives for Social Issues Through Our Business: Achieving a 75% Rate of Energy Savings at a New Training Center

Cutting edge environmental technologies were introduced at TOKYU COMMUNITY Technology Training Center NOTIA, which opened in May 2019, earning the Nearly ZEB certification – a first for any office building in Tokyo. Zero Energy Building (ZEB) is a public certification system run by the Ministry of Land, Infrastructure Transport and Tourism, and Nearly ZEB certification means that a building has achieved an energy efficiency of 75% or higher.

At this Center, harmony with the natural environment is also considered based on the concept of having the building itself be the research material, and TOKYU COMMUNITY CORP. trains over 1,600 technical employees here. We are responding to customers' expectations, realizing an improvement in technical ability, the ability to make proposals, and service quality.







Connecting customers and real estate

Real Estate Agents Segment

Business fields: Real estate agents (sales and leasing) / Consignment sales / Real estate sales /

We are responding to each and every need related to real estate transactions, including real estate sales agents, consignment sales, and real estate sales, with advanced services and suitable solutions. We aim for further evolution as a real estate transaction multi-value creator.









Value Provided to Our Customers A Comfortable Urban Life

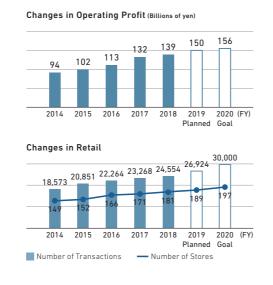
Current Situation Strong brand power, rich connection points we have with our customers Rich real estate transaction information and information processing ability • A business model that is easily influenced by the condition of the real estate Weaknesses The expansion of the existing real estate transaction market • The continuation of the good real estate purchasing environment due to The reduction in the value of information through AI and other technology Risks

Business Strategy Real estate information multi-value creator Acquire business opportunities and expand business domains by evolving into a real estate brokerage business that provides value-added information Achieve three No.1 positions in the industry: in customer recognition, business competitiveness and meaningfulness of work

Advancing and Prospecting Our Medium-Term Management Plan

Although growth is limited for the newly built housing market, there are high expectations for expansion in the existing housing market, supported by the increase in quality housing stock and policy support. Meanwhile, it is necessary to look at the effects of the rapid development of real estate tech through AI and other technological advancements and the entry of other industries into the market. We will process the information and needs related to real estate - the desires to sell, buy, lease, rent, and operate - through our portfolio of various businesses, aiming to become a real estate multi-value creator that offers diverse value to our customers.

In the first half of our Medium-Term Management Plan, our initiatives towards operational assets, such as hotels, have progressed, along with advancing the opening of new stores in our main Real Estate Agents business. In the real estate sales business, purchase and resale renovations and investment property sales have continued to expand, and even new domains have achieved satisfactory results, including commercial facilities and hotels. We are steadily taking steps towards realizing our goal of being No.1 in three respective industries through the development of GRANTACT, a store specializing in central Tokyo luxury condominiums, the advancement of our retail brand strategy with continuous advertisement expansion, and work on creating workplaces with job satisfaction.



Initiatives for Social Issues Through Our Business: Providing Secure Living Through Quality Renovation

Revitalization of the existing real estate transaction and renovation markets is progressing as a policy amongst the declining population and progression of a decreasing birthrate and aging population. On the other hand, we've heard from customers looking into renovated condominiums that they can't see the frame of the building and that they are uncertain about the post-purchase warranty system.

With TOKYU LIVABLE, INC., we developed Lideas renovated condominiums, deploying a system responding to everything from purchase of a single unit to inspection with specialized equipment after room disassembly, installation, installation and updating finishes, inspections after construction is complete, and after-service warranties. We are contributing to the formation of quality housing stock through providing a stable life that resolves customers' concerns.





Providing quality time and experiences

Wellness Segment

Business fields: Hotels and resorts / Senior life / Fitness / Consignment welfare

To realize a healthy society with longevity and to work on regional revitalization and other social issues, we are expanding our healthcare domain that offers cross-sectional services aimed at life extension and our hotel and resort domain that supports the quality and quantity of time spent by our customers enjoying life.



Harvest Club

TOKYU STAY

↑ Tokyu Golf Resort

Tokyu Snow Resort

GRANCREER

@Ewel

Value Provided to Our Customers A Comfortable Urban Life

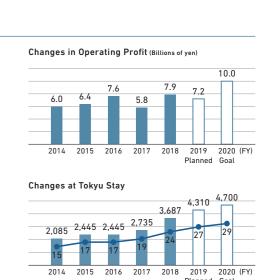
Current Situation Strong brand power, rich connection points we have with our customers Operational knowledge and diverse assets as a leading company · A business model that is easily influenced by climate Weaknesses (hotel and resort domain) The increase in needs related to seniors (healthcare domain) The expansion in inbound tourism needs (hotel and resort domain) Risks · Securing a work force required by expanding scale

Business Strategy Establish top position in the industry in the wellness domain Development of new businesses making use of our connection points with customers and operational ability (healthcare domain) Expanding business domains making use of development and operational knowledge of various facilities (hotel and resort domain)

Advancing and Prospecting Our Medium-Term Management Plan

Large growth is expected in health and leisure-related domains, including the expansion of facilities and caregiving services for elderly persons due to the progression of the aging society and the expansion of tourist and lodging facilities against the backdrop of increasing overseas tourists. We are proposing new lifestyles seeking a better life to the world in order to respond to the needs of the times, aiming the secure the top position in the industry in the wellness domain. In the healthcare domain, we are developing a variety of services to contribute to healthy life extension, including Grancreer, senior housing offering a quality life, and TOKYU SPORTS OASIS, offering healthy lifestyles. In the hotel and resort domain, we are offering a varied resort life throughout the year, maintaining comfortable spaces and environments that go beyond the mundane.

In the first half of our Medium-Term Management Plan, we opened Tokyu Harvest Club Karuizawa & VIALA and the Hyatt Regency Seragaki Island Okinawa, utilizing the development and operational abilities cultivated over many years. We also accelerated the opening of Tokyu Stay, urban style hotels, in core regional cities, such as Sapporo and Fukuoka. steadily making progress towards exceeding our original goal for number of quest rooms by fiscal 2020. This is a policy that, through initiatives such as this, will grow this segment towards becoming a new core business in the Group.



Initiatives for Social Issues Through Our Business: Promoting Intergenerational Exchange Starting with Senior Housing

Creer Residence Yokohama Tokaichiba was opened in April 2019 as part of the Tokaichiba Project, TOKYU LAND CORPORATION promoted jointly with the city of Yokohama, TOKYU CORPORATION, and other companies. This facility comprises senior housing for active seniors and care housing designed for seniors with dementia, and it also includes a community café that can be used by local residents, in-home nursing care, and more.

As part of our area management encouraging regional exchange, we are also planning to host events. We are aiming for urban development that allows anyone and everyone to live securely over a long period of time, while also fostering intergenerational exchange through workshops hosted by locals, explanations of initiatives to revitalize the town by university students, and more.



Number of Guest Rooms — Number of Hotels



Making life fun

Tokyu Hands Segment

Business fields: TOKYU HANDS / hands be

We are offering ideas for a fruitful life, employing a brand slogan of "Its Hint Market" and gathering together a diverse selection of products from a wide range of fields as an aid in realizing the unique lifestyles of each customer.







Value Provided to Our Customers

A Comfortable Urban Life Fulfilling Leisure Time

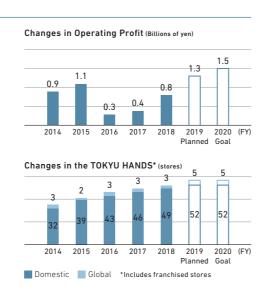
| Current Situation | | | |
|-------------------|---|--|--|
| Strengths | Strong, unique brand power and name recognition A wide selection of products and staff with high product knowledge | | |
| Weaknesses | A delay in initiatives for digital strategies, including EC | | |
| Opportunities | Increase in the emphasis on lifestyle and service consumption Expanding inbound tourism demand for the retail business | | |
| Risks | Reduction in-store share through expanded EC (showrooming) Increase in similar companies and intensification of competition | | |

Business Strategy No.1 brand for lifestyle creation proposals Propose products aligned with customer needs through consulting sales Transition to and reinforce a structure that can generate stable profits and strengthen the TOKYU HANDS brand

Advancing and Prospecting Our Medium-Term Management Plan

Competition is intensifying in the retail industry through the expansion of e-commerce. Although it is an intense business environment, positive trends are also forecast due to the hosting of the Tokyo Olympic and Paralympic Games and the increase in inbound tourism needs. There is also a shift occurring towards service consumption where value is found in experiences. In response to this environment, we are developing consulting sales utilizing our three strengths - Products (wide selection of trustworthy products), Services (a place to find exciting ideas), and People (reliable staff with ample product knowledge) -, aiming to create No.1 brand of lifestyle creation and proposing.

In the first half of our Medium-Term Management Plan, we moved forward with creating flagship stores with unique, strong originalities compared to the competition, while also moving forward with opening new stores both in Japan and abroad. At our Shinjuku store, staff well-acquainted with a field are appointed as "shop owners" for each product category, and we're expanding out Hi! Tenshu Project, offering lifestyle proposals through conversations with customers. At our Shibuya store, which celebrated its 40th anniversary, we set up Agaru! STUDIO, where customers can casually experience handmade crafts, and Tsukuru Kobo, where customers can see professional craftsmen's work process, in various locations throughout the store, appealing to customers' enjoyment and excitement. We will continue creating stores based on this era of product, service, and



Initiatives for Social Issues Through Our Business: Traveling Craft Workshop Teaching the Joy of Handmade Crafts

We host the TOKYU HANDS Hint Club, a traveling craft workshop, in cooperation with local governments, etc. In these workshops, TOKYU HANDS staff members act as teachers, conveying the joy of handmade crafts and the fun of making something oneself. Starting in 2010, we've held the workshops twice a year at each store, with total attendance at 16,000. In fiscal 2018, workshops were held in 69 locations all over Japan, with about 2,500 children participating.

We have also hosted traveling craft workshops since 2012 at the Kumin no Hiroba Festival, hosted by the Shibuya City Office, with total attendance at 2,000 by fiscal 2018. We have placed these activities as CSR-related activities, contributing all participation fees to Save the Children Japan.



Developing new fields

Innovation Business Segment

Business fields: Overseas (North America and Asia) / Landscaping and greening

We are creating and expanding new business fields, including our overseas business and our landscaping and greening business. In our overseas business, centered around Indonesia and the United States, we are developing a business aimed at demonstrating our presence as a comprehensive developer.



Overseas Businesses

| Current Situation | | | |
|-------------------|---|--|--|
| Strengths | Development knowledge cultivated in Japan Large presence as a foreign developer (Indonesia) | | |
| Weaknesses | Overseas development only in specific regions and reputation | | |
| Opportunities | The potential of business development in Asian countries with continuing economic growth | | |
| Risks | Political risks, and worsening of the state of affairs abroad due to war, conflict, terrorism, etc. Abrupt exchange rate fluctuations | | |

Business Strategy Make the most of our presence as a comprehensive developer in overseas businesses Strengthening of the North American business, utilizing our redevelopment business presence in New York Strengthen business in Indonesia as the leading foreign-affiliated developer and expand business to other Asian countries

Advancing and Prospecting Our Medium-Term Management Plan

We are working to demonstrate our presence as a comprehensive developer in our overseas business, based around North America, with anticipated stable growth, and Asia, with its continuing economic growth.

In the first half of our Medium-Term Management Plan, we focused on the United States investment and redevelopment businesses, moving forward with the development of properties meeting investors' needs and high quality offices with environmental performance. The developing and leasing of 425 Park Avenue in New York is progressing steadily

In Indonesia, we are expanding BRANZ, our condominium brand developed in Japan, and we began handing overt two properties in 2018. This is the first experience as a Japanese developer in expanding our own brand abroad. Working on establishing an image and penetrating the market with our brand by appealing to the quality of BRANZ, we are receiving high evaluations locally, including being the first foreign developer selected by BCI Asia for their TOP TEN 2017 DEVELOPERS – INDONESIA.

We also established a local corporation in Singapore in 2019, expanding our business in Asia, with its potential for future growth, by utilizing our experience and knowledge from each Group company fostered through our overseas business up until now.

Changes in Operating Profit* (Billions of veni



*Total value Innovation Business



Initiatives for Social Issues Through Our Business: Contributing to the Improvement of Consumer's Living Environment with Japanese-style Condominiums

Since expanding into Indonesia in 1975, we have developed about 4,500 detached houses there in total, accumulating trust and results. We completed construction of BRANZ BSD Ai and BRANZ SIMATUPANG in 2018, utilizing the knowledge fostered through our long

BRANZ SIMATUPANG was an all-Japan project, with everything from development and design to construction handled by Japanese corporations. The Property Management segment's TOKYU COMMUNITY CORP. also established a local corporation, offering Japanese-style management services. We will continue to propose new Home Styles while fusing Japanese and Indonesian cultures together.



