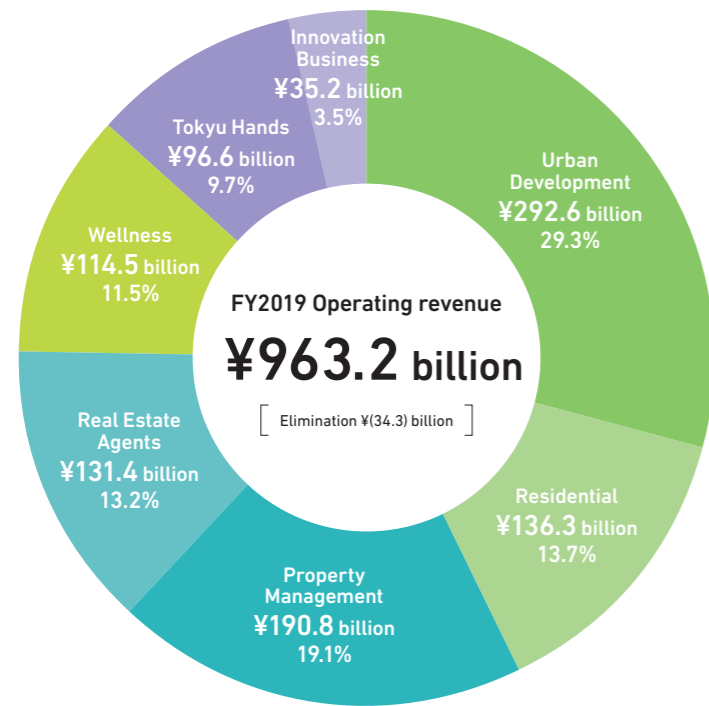


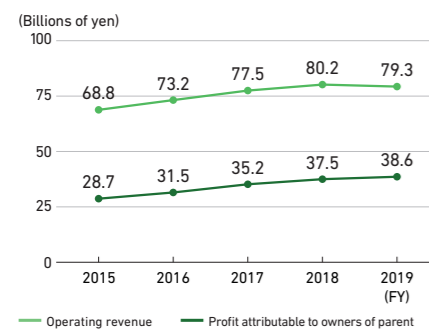
The Value Creation Story At a Glance



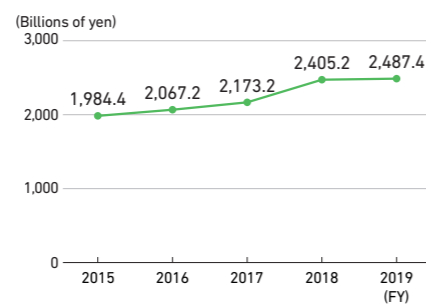
FY2019 Operating profit
¥79.3 billion



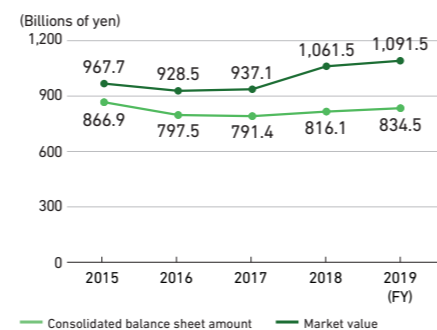
Operating revenue / Net profit



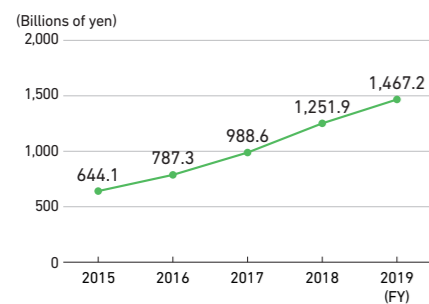
Total assets



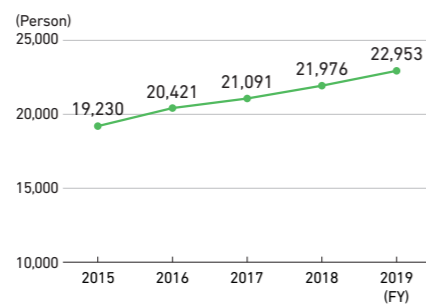
Market value appraisal for leased properties



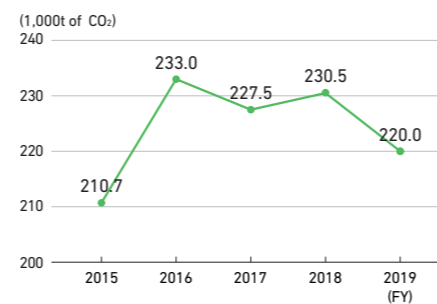
Assets under management



Group employees*



CO₂ emissions



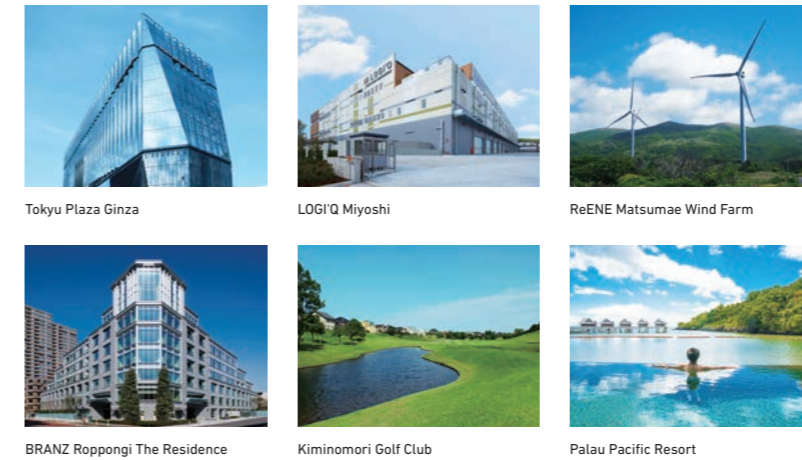
* The number of Group employees does not include temporary employees.

The Value Creation Story Our Three Core Strengths

1 Strength of Business Foundations: Diverse Assets and Customers

The Group has worked continuously to resolve social issues accompanying changes in society. We are involved in diverse assets through a wide range of businesses in the varied life settings of live, work and spend time, and create opportunities for contact with a variety of customers.

Involvement in Diverse Assets



Customer Contact Points: Approx. 10 Million Customers

TOKYU HANDS Club members	Approx. 4,950,000
Consignment welfare members	Approx. 3,840,000
BRANZ CLUB members	Approx. 112,000
Fitness club members	Approx. 104,000
Tokyu Harvest Club members	Approx. 26,000

2 Strength of Corporate Culture: A Culture that Produces Unique Businesses

We have always anticipated the needs of the times and created innovative, unique businesses. This Challenge-oriented DNA is deeply rooted in the Group as a whole as our organizational culture.



Examples of services utilizing the characteristics of each business



3 Strength of Human Capital: Highly Specialized Personnel and Knowhow

The Group has around 30,000 employees (including temporary employees) working in various business fields. We also aim to encourage collaborative links within the Group and increase our human resource capabilities through information sharing opportunities, such as expert-run seminars and workshops.

Category	Count
Number of employees with professional qualifications	7,606
First-class registered architects	345
Second-class registered architects	450
Real estate notaries	6,238
Condominium managers	573

Knowledge Café (held 32 times with a total of 3,851 participants)

We hold seminars for Group employees around four times a year to promote understanding of the Group's businesses and create opportunities for cooperation between Group companies. We invite project leaders to speak as lecturers and share information, such as examples of progressive initiatives at each Group company.



A seminar held at the Group location COLABO! (November, 2019)

Knowledge Forum (held 25 times with a total of 3,196 participants)

We hold self-improvement / awareness-raising seminars for Group employees on appealing themes, inviting professionals and leaders from various business fields and industries. The Knowledge Forum is held around four times a year and these are popular seminars, providing employees with an opportunity to increase their knowledge.



A session with CEO Yoshihisa Aono of Cybozu, Inc. (September, 2019)