



UNLOCKING VALUE

MARCH 2019



Safe Harbor Statement

Statements in or accompanying this presentation that relate to or are based on plans, projections, expectations, assumptions, future events and results are forward-looking statements that involve a number of risks and uncertainties. Words such as “anticipates,” “expects,” “intends,” “plans,” “believes,” “seeks,” “estimates,” “may,” “will,” “should,” and their variations identify forward-looking statements. Many factors could affect Tejon Ranch Co.’s (“TRC”) actual results, and variances from TRC’s current expectations regarding such factors could cause actual results to differ materially from those expressed in these forward-looking statements. The potential risks and uncertainties include, but are not limited to, market and economic forces, availability of financing for land development activities, competition and success in obtaining various governmental approvals and entitlements for land development activities. For a detailed description of risks and uncertainties that could cause differences please refer to TRC’s periodic filings with the Securities and Exchange Commission. TRC disclaims any intention or obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Investors are cautioned not to unduly rely on these forward-looking statements.

Tejon Ranch at a Glance

Diversified Real Estate Development and Agribusiness Company operating in five Business Segments

- › 270,000 acres of contiguous land
- › Large-scale master planned real estate development
- › Commercial/industrial real estate development
- › Mineral resources (oil & gas, minerals, water sales)
- › Farming
- › Ranch operations



Investment in a California Legacy

Assets, strategy and team to drive meaningful long-term shareholder value

Track record of success

- › Navigating development process/securing entitlements
- › Unlocking asset value to drive profitable growth and cash flow

Uniquely positioned to significantly monetize tens of thousands of acres of raw land in California

- › Ownership of largest contiguous piece of private land in California, strategically located in the path of growth

Clear strategic vision to create significant value as a fully integrated real estate development company

- › Strong foundation supported by diversified operations

Committed, experienced executive team to drive shareholder value

Location of Master Planned Developments



Clear Strategic Vision

Positioned to deliver significant value as a fully integrated real estate development company

5.9 MM sq. ft. already developed

**Additional 14.3 MM sq. ft. of
commercial/ industrial space
available for development**



Tejon Ranch Commerce Center



Mountain Village



Centennial

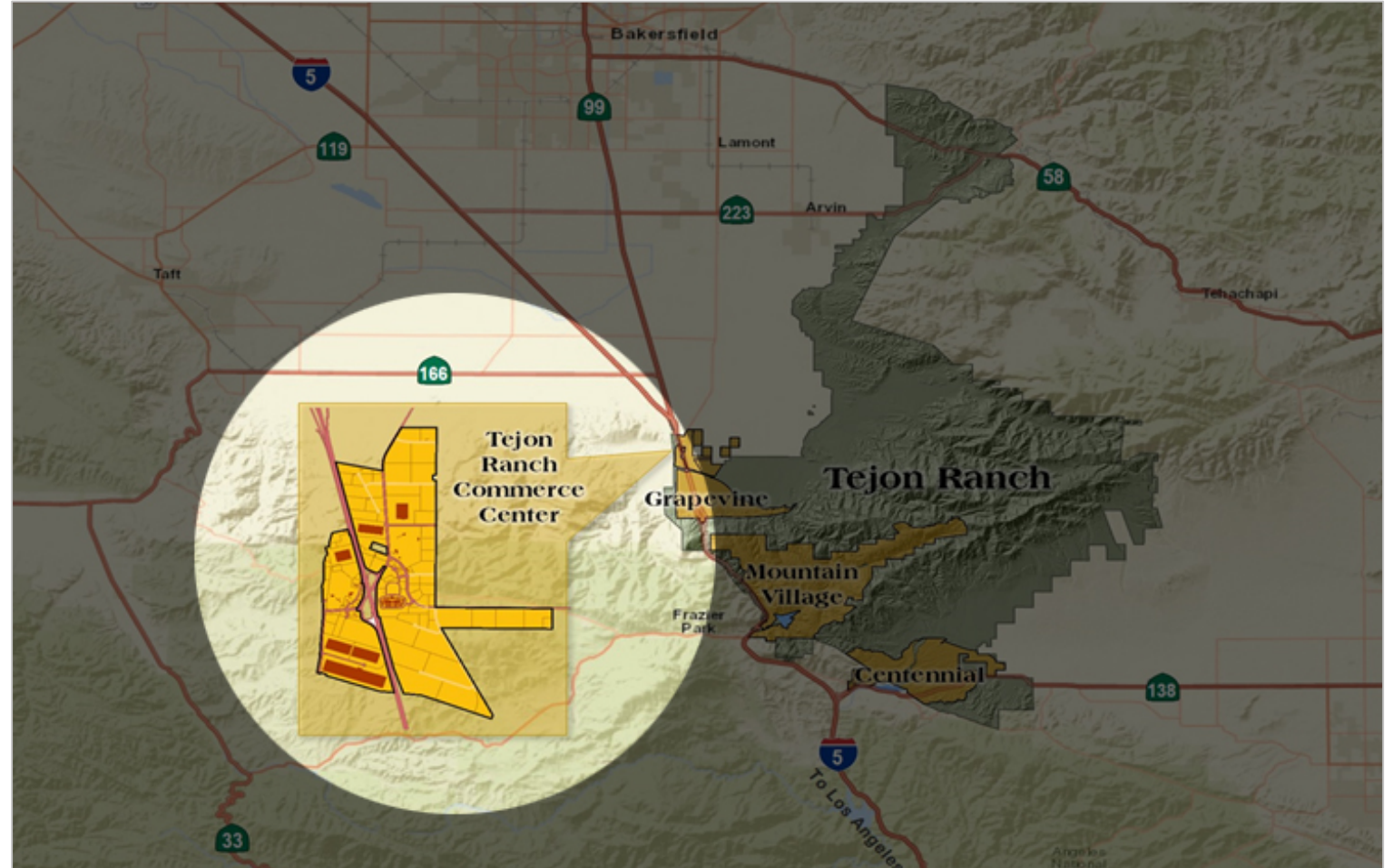


Grapevine

35,000+/- houses
35+ million sf commercial

**Together expected to include 34,783 residential units and
35+ MM sq. ft. of commercial space ranch-wide**

Tejon Ranch Commerce Center (TRCC)



Tejon Ranch Commerce Center

Industrial Real Estate Development



14.0 MM sq. ft. of monetizable industrial space

Major Distribution Centers



Tejon Ranch Commerce Center

Commercial/Retail Real Estate Development

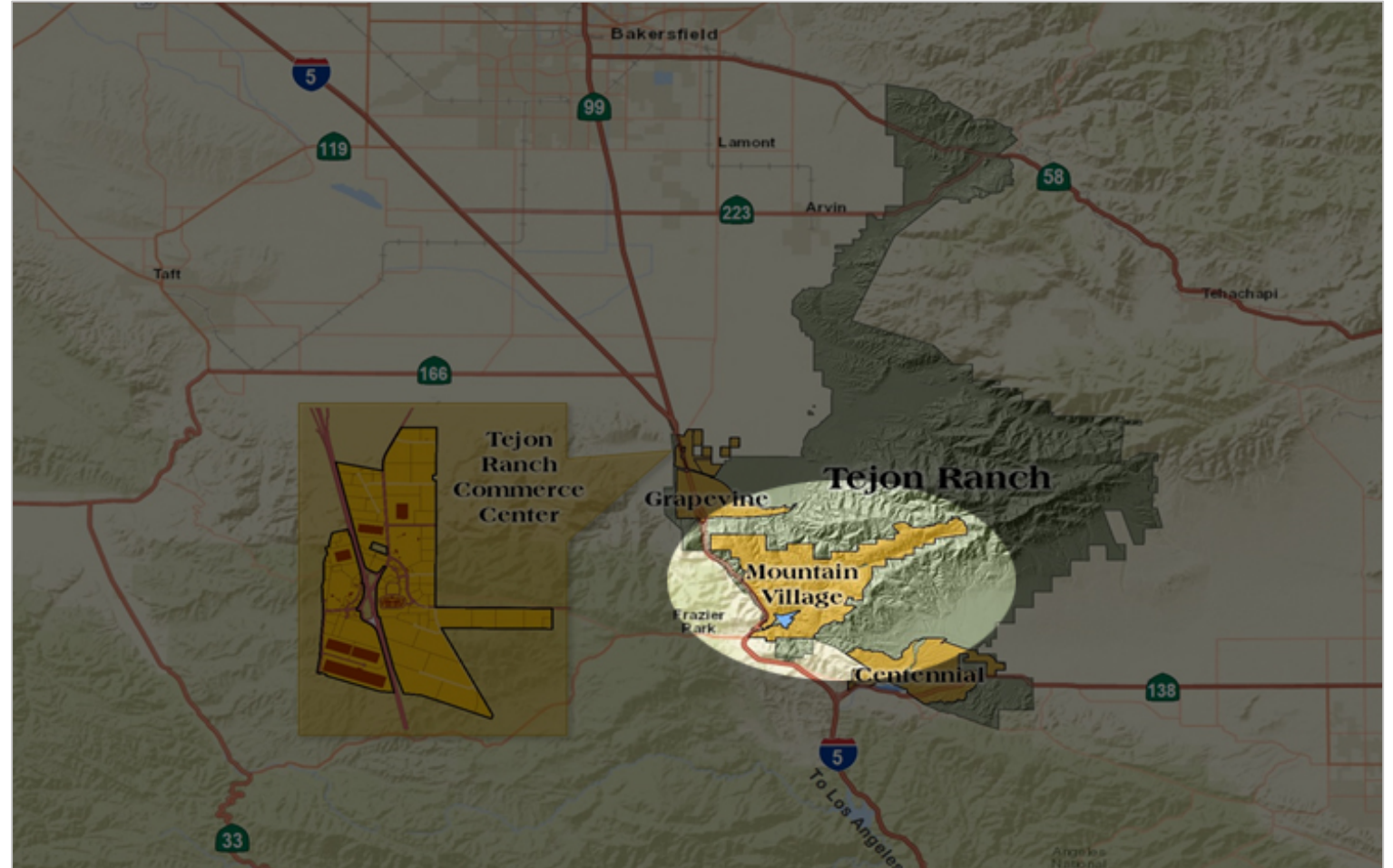


319,000 sq. ft. of monetizable commercial/retail space

Major Retail Operations



Mountain Village at Tejon Ranch



Mountain Village at Tejon Ranch

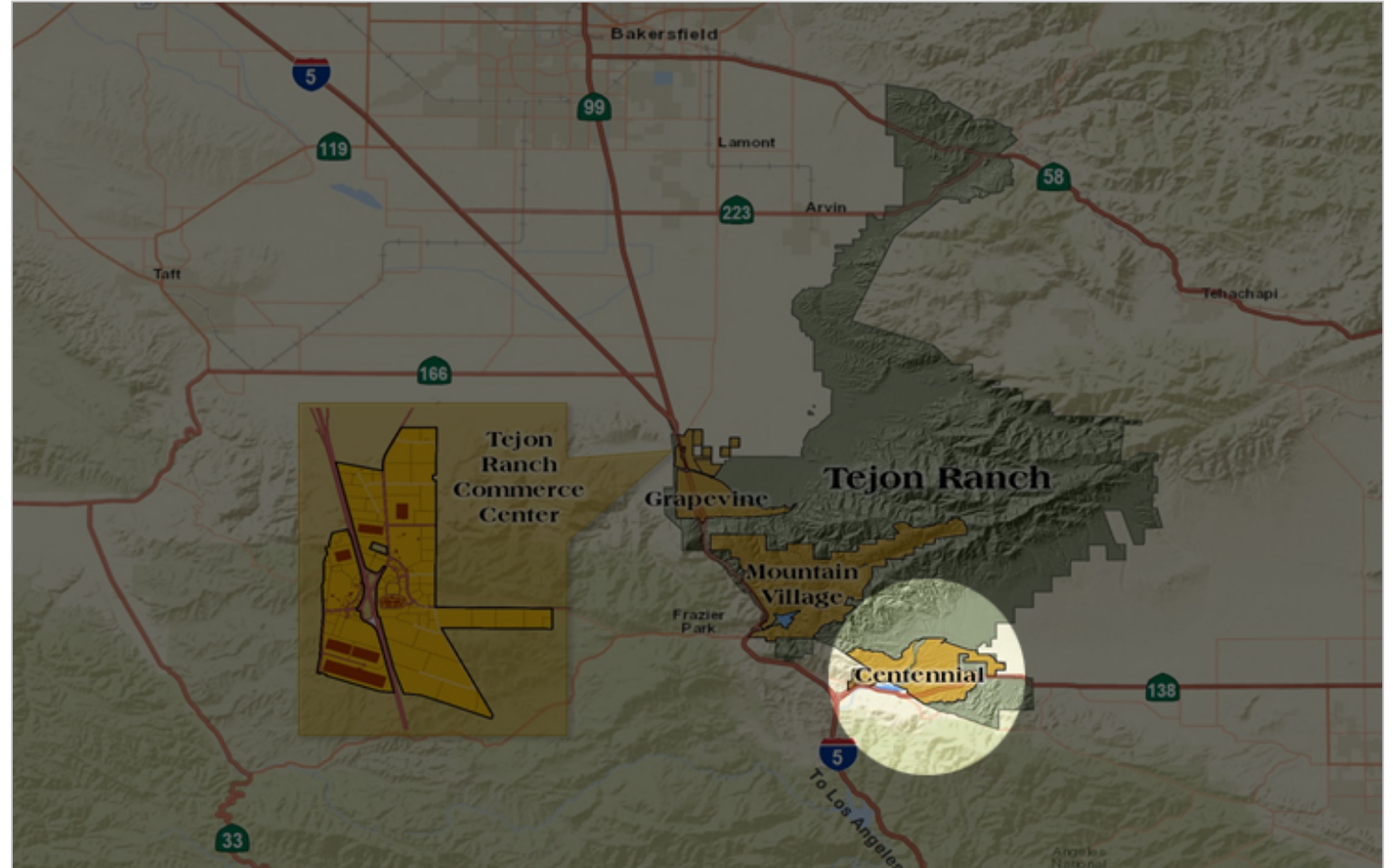
Entitled for 3,450 homes, 750 hotel keys, 160,000 sq. ft. of commercial

Tentative tract map & commercial site plan approved

- › Covers first 752 lots (first three phases of development)
- › Phase One of 160K sq. ft. commercial center at entrance



Centennial at Tejon Ranch



Centennial at Tejon Ranch

Residential Real Estate Development



Large-scale residential and mixed-use community in LA County that will address region's housing and local needs, while embracing sustainability and conservation

19,333 residential units
and 10.1 MM sq. ft.
of commercial space

Received LA County
Board of Supervisors
approval in 2015,
providing land use
designations and zoning

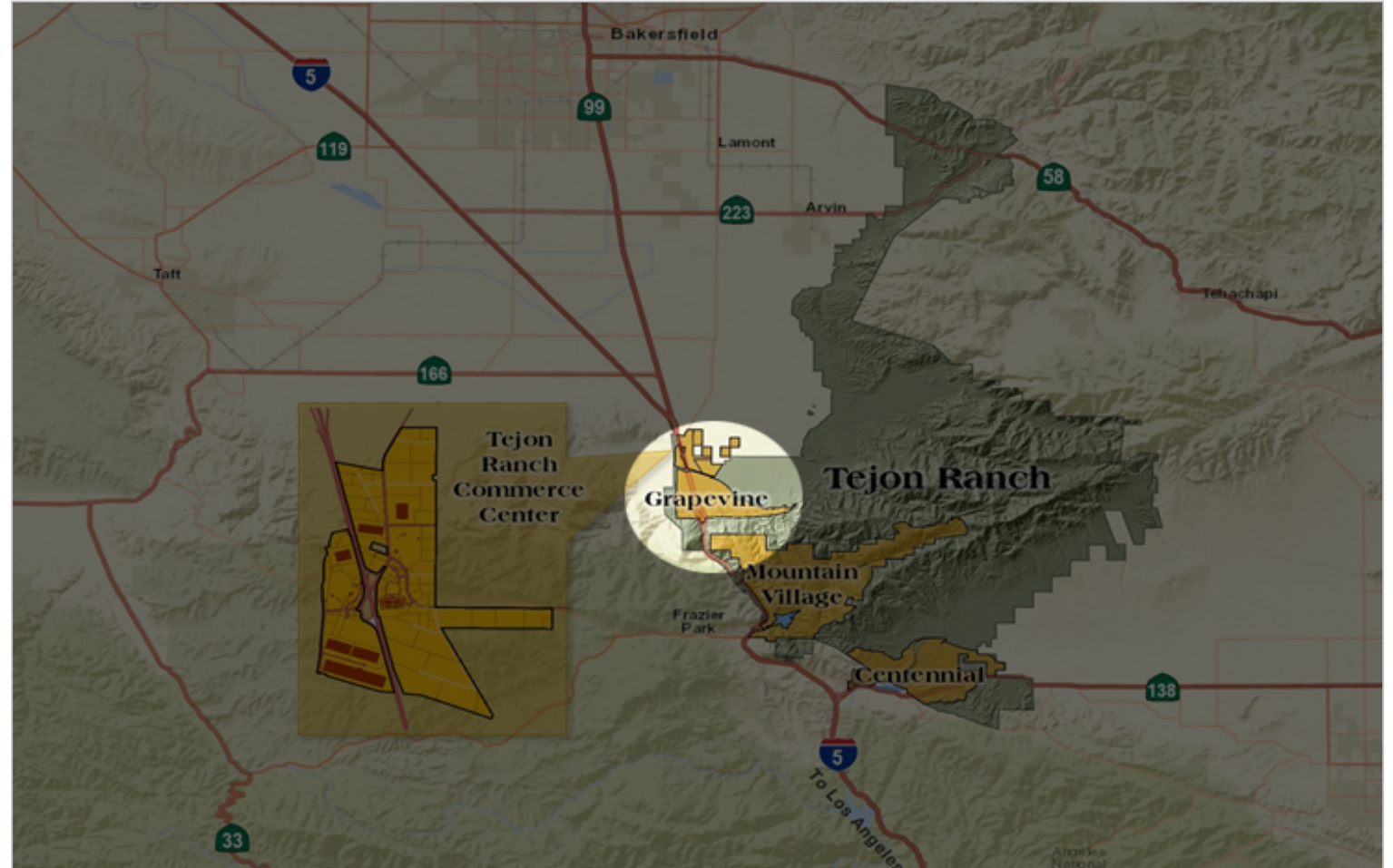
Planning
Commission
recommended approval
of Specific Plan

LA County
Board of Supervisors
approval in Dec. 2018
of specific plan and
development agreement



environmental stewardship ~ economic vitality ~ community life ~ smart growth principles

Grapevine at Tejon Ranch



Grapevine at Tejon Ranch

Residential Real Estate Development



Located adjacent to TRCC at base of foothills in the San Joaquin Valley, will support and expand economic development activity taking place at TRCC

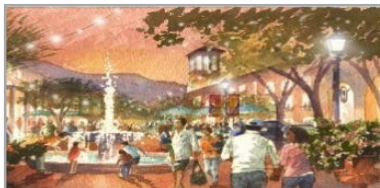


Focused on San Joaquin Valley market

**12,000 residential units
and 5.1 MM sq. ft.
of commercial development**

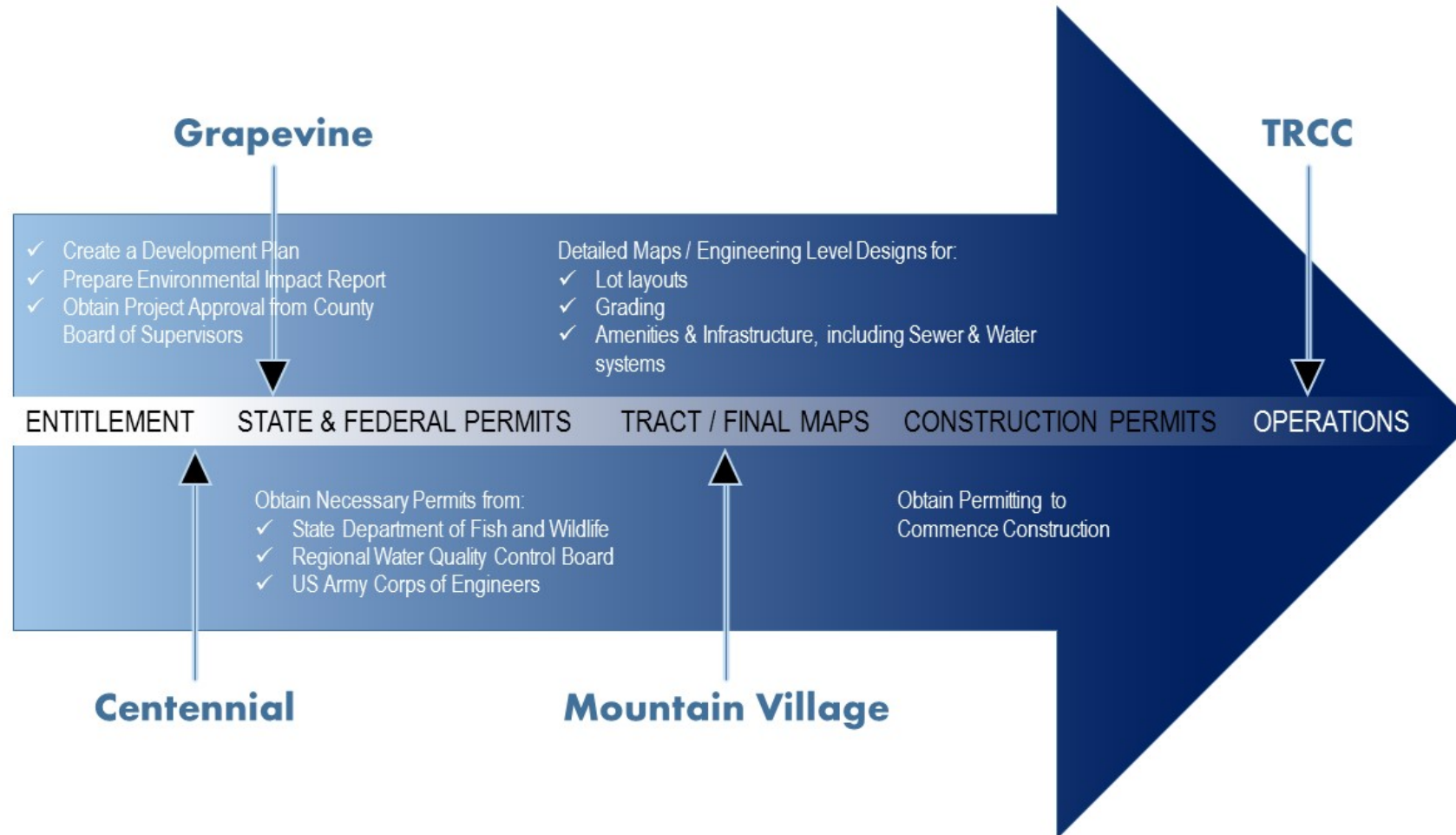
**Re-entitlement process
underway following court
ruling rescinding approvals.**

**Resubmittal of supplemental
EIR and approval anticipated in
Q4 2019.**



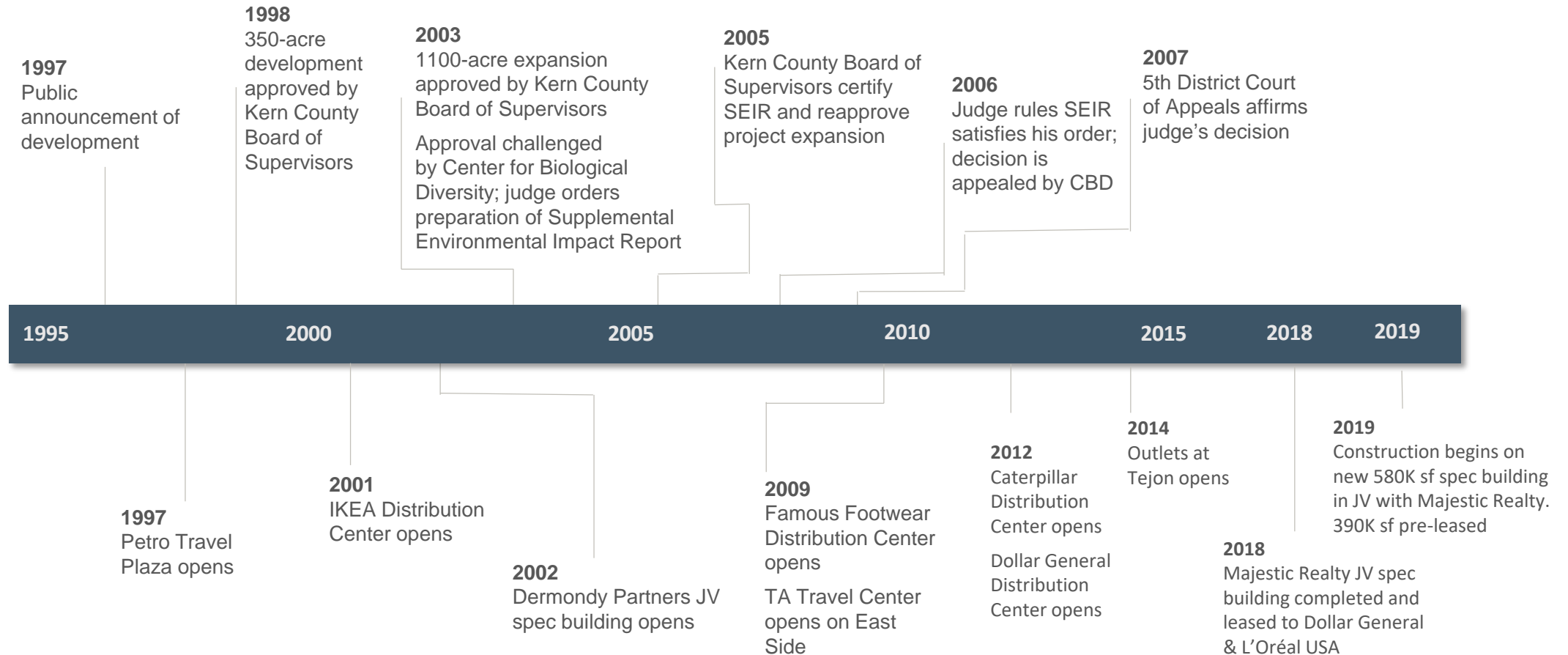
California Development Process Path

Progress can be impacted by regulatory changes, litigation and market conditions



Case Study

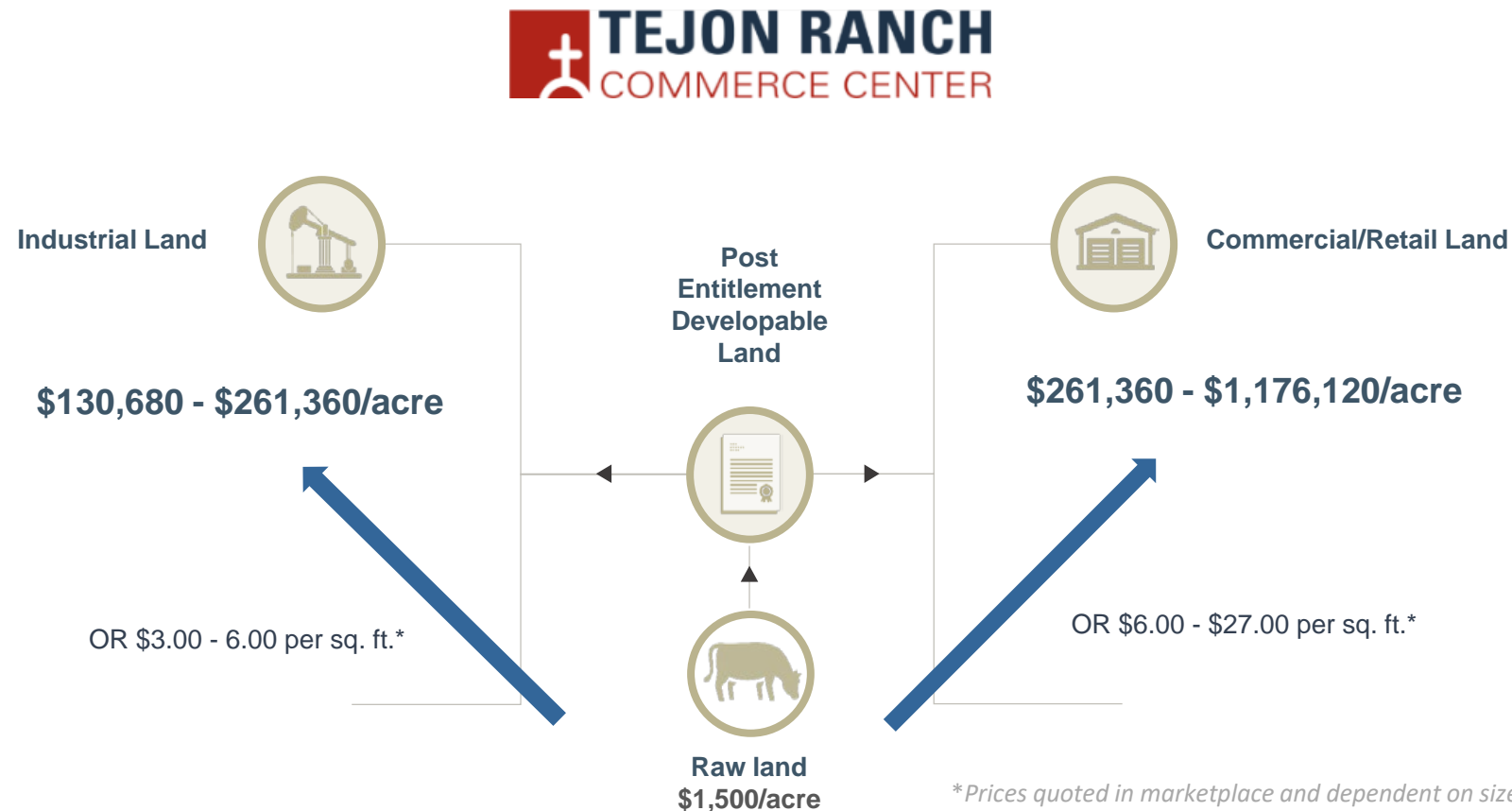
Development Process



Case Study

Development Process

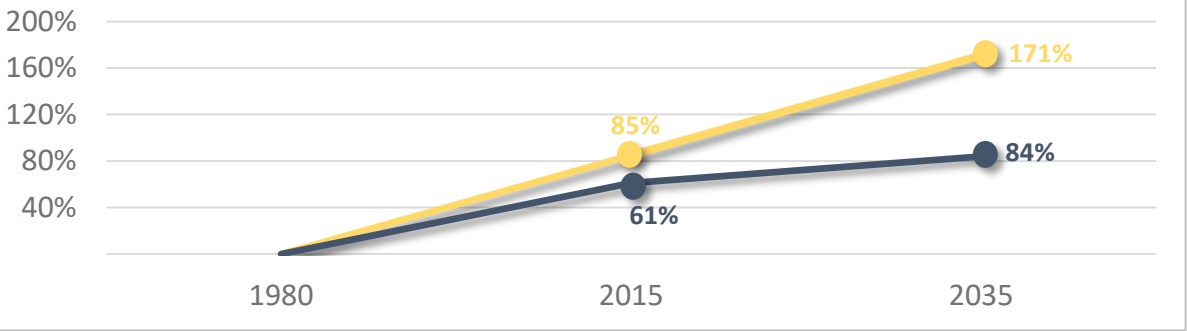
Resources and strategy to transform raw land into a monetizable real estate asset to drive shareholder value



Compelling Macro Trends

POPULATION GROWTH

Expected to continue rising, buoyed by diversified California economy



Kern County

479,000

886,000

1,300,000

LA Basin

11,100,000

17,900,000

20,400,000

Source: US Census Bureau; Moody's Analytics (values are approximate)

MEDIAN HOUSING PRICE GROWTH

Expected to continue rising due to scarcity of entitleable land in California



Kern County

\$43,700

\$222,000

LA Basin

\$99,700

\$553,300

Source: National Association of Realtors; Moody's Analytics (values are approximate)

Uniquely Positioned

to Significantly Monetize Tens of Thousands of Acres of Raw California Land



Tejon Ranch is a select location where large-scale development can and will occur

35,000+/- houses
35+ MM sf commercial

**Largest contiguous
piece of private land
in California**

**Extensive development
regulations create high
barriers to entry, limiting
players who can engage
in real estate activity at
this scale**



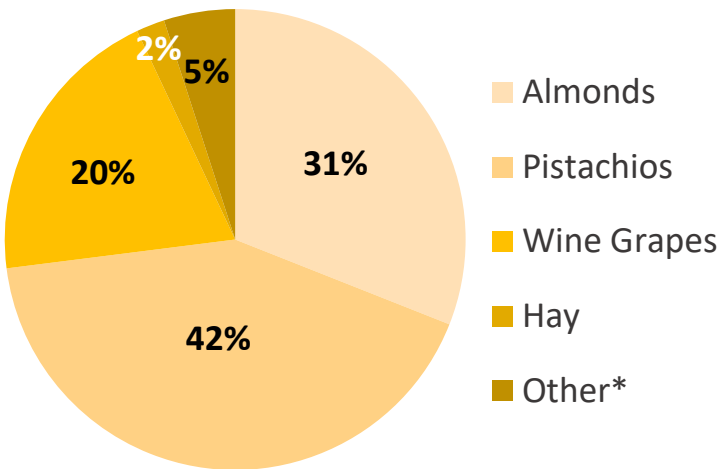
Strong Foundation Supported

by Diversified Operations

Steady cash flow generated from diversified operations enables investment in entitlement and development of real estate assets

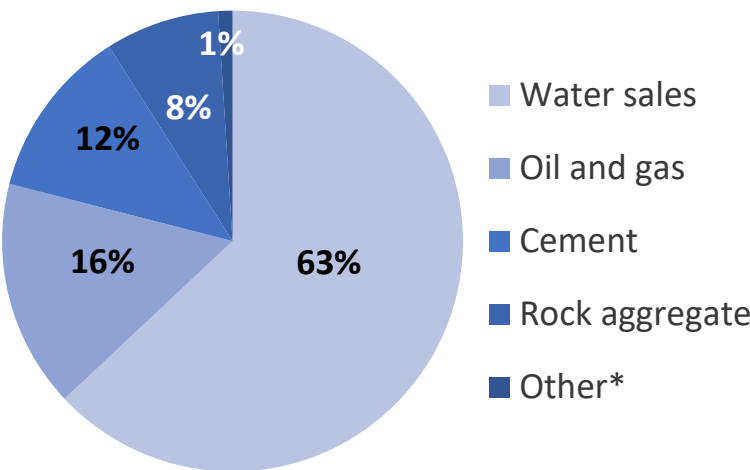
FARMING REVENUE

\$18.6 Million in 2018



MINERAL RESOURCES REVENUE

\$14.4 Million in 2018



* Other in "Farming Revenue" chart includes farming lease revenue; Other in "Mineral Resources" chart includes land lease for oil exploration and reimbursable costs.

Operating Segment Revenue

| (\$ in thousands) | 2016 | 2017 | 2018 |
|---|-----------------|-----------------|-----------------|
| Real Estate Commercial/Industrial (Including Joint Ventures) | \$16,938 | \$13,228 | \$12,804 |
| Mineral Resources | \$14,153 | \$5,983 | \$14,395 |
| Farming | \$18,648 | \$16,434 | \$18,563 |
| Ranch Operations | \$3,338 | \$3,837 | \$3,691 |
| Investment/Gain on Sale/Other | \$920 | \$187 | \$1,285 |
| Total Revenue | \$53,997 | \$39,669 | \$50,738 |
| Adjusted EBITDA (Non GAAP) | \$16,160 | \$12,848 | \$19,750 |

Strong Balance Sheet and Cash Flow

Committed to maintaining financial flexibility

| (\$ in thousands) | 2016 | 2017 | 2018 |
|-----------------------------|-----------|-----------|-----------|
| Cash/Marketable Securities* | \$27,933 | \$90,975 | \$79,657 |
| Total Assets | \$439,701 | \$518,199 | \$529,048 |
| Long-Term Debt | \$73,706 | \$69,959 | \$65,798 |
| Stockholders' Equity | \$305,875 | \$398,242 | \$419,296 |
| Cash Flow from Operations | \$5,585 | \$9,830 | \$14,354 |

** Completed rights offering in fall 2017 raising approximately \$90 million.*

Strong, Experienced Executive Team



Committed to executing on strategic initiatives and creating value for shareholders



Gregory S. Bielli
President & CEO

- › Over 25 years of real estate, land acquisition, development & financing experience
- › Since joining Tejon in 2013, has led as COO and now as CEO
- › Successful master planned community developer
- › Formerly led Newland Communities' western region



Allen Lyda
Executive VP, COO,
Corporate Treasurer

- › Over 30 years of financial experience
- › Has led Tejon as CFO since 1990
- › Former Senior Vice President and Controller of American National Bank



Joseph N. Rentfro
Executive VP, Real Estate

- › Over 25 years of real estate experience, including the highest profile development projects in the US and United Arab Emirates
- › Former VP and General Manager at The St. Joe Company
- › Previously held executive positions at Aramark Corporation and Marriott



Hugh F. McMahon
Executive VP, Real Estate

- › Over 26 years experience in real estate development
- › Since joining Tejon in 2001, has successfully executed development of TRCC; now leads Mountain Village development efforts



Mike Houston
Senior VP, General Counsel

- › Former City Attorney for City of Anaheim, CA
- › Extensive experience in corporate governance, municipal law, real estate, land use and environmental issues



Robert Velasquez
Senior VP, CFO

- › Over 15 years of experience in real estate, hospitality and construction industries
- › Former Executive Director at Ernst & Young

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TEJON RANCH

C O M P A N Y