



UNLOCKING VALUE

2019 Annual
Shareholders Meeting
May 15, 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



Strategic goal

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

Create long-term shareholder value by monetizing the Company's land-based assets, principally through real estate development.

Unlocking value- real estate development



Clear Strategic Vision

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

5.6 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

Industrial Real Estate Development



14.3 MM sq. ft. of monetizable industrial space

Major Distribution Centers



Tejon Ranch Commerce Center

Industrial Real Estate Development



2018-2019 Operational Highlights

- 480K sf spec building fully leased
 - Dollar General
 - Salon Centric (L'Oreal USA)
- 580K sf spec building under construction
 - 390K sf (67%) pre-leased



Tejon Ranch Commerce Center

Commercial/Retail Real Estate Development



324,000 sq. ft. of monetizable commercial/retail space

Major Retail Operations



Tejon Ranch Commerce Center

Commercial/Retail Real Estate Development



2018-2019 Operational Highlights

- Hampton Inn opened (80 rooms)
- Multi-tenant retail building adjacent to Hampton Inn under construction
- Outlets at Tejon sees sales increases
 - Total sales
 - Sales per occupied square foot
 - Sales per vehicle



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

Defining possible capital funding sources



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

Final approval given by
LA County
Board of Supervisors on
April 30, 2019



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

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



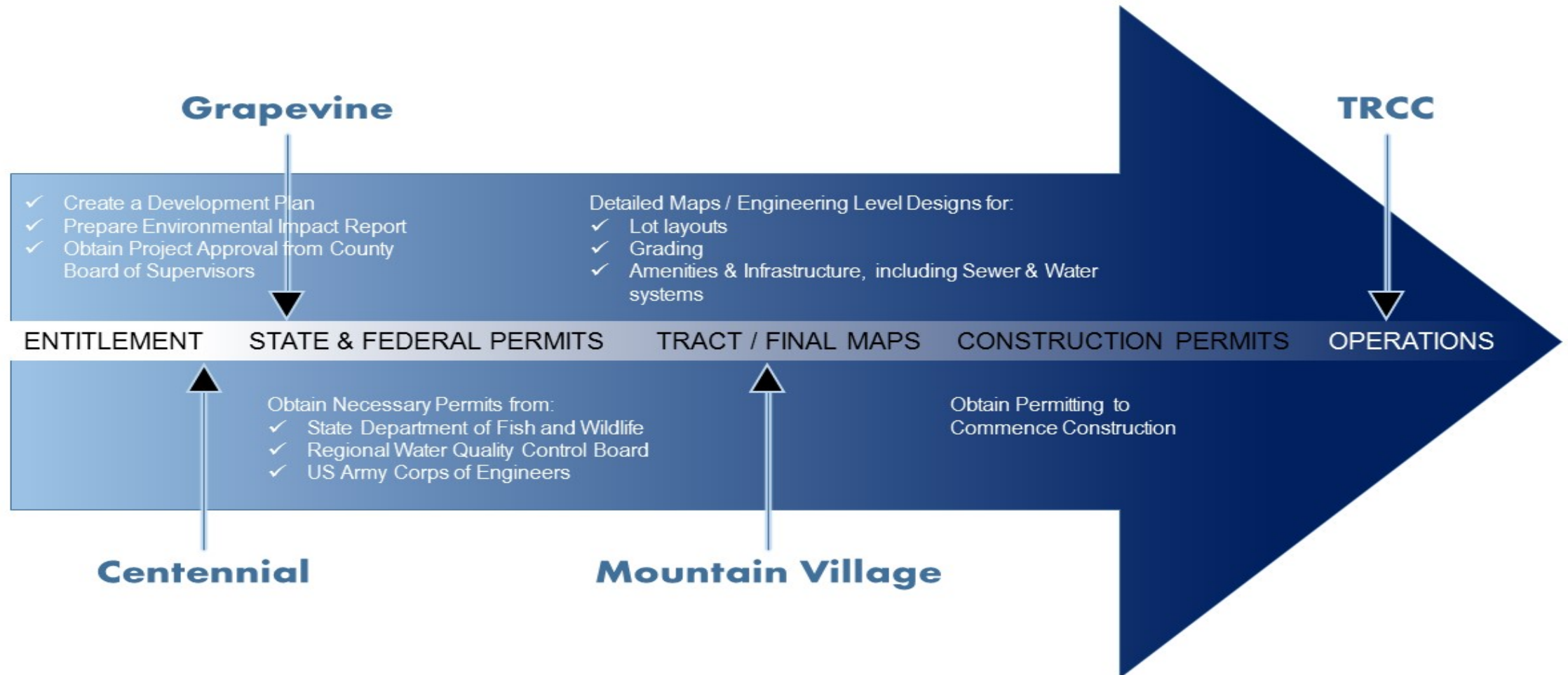
12,000 residential units and 5.1 MM sq. ft. of commercial development approved by Kern County Board of Supervisors in December 2016.

Project currently being re-entitled following court order to redo one section of the EIR. Back before the County in the fall.



California Development Process Path

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



Litigation

adds delays and additional costs to development in California.

Center for Biological Diversity practices lawsuit abuse: litigate, delay, obstruct

Current Litigation

- Grapevine: CEQA challenge – CBD lost on 6 of 7 issues and elected not to appeal. Preparing supplemental EIR to address the one item deemed deficient.
- Tehachapi Uplands Multi Species Habitat Conservation Plan: Federal challenge suing US Fish & Wildlife – Six years after approval. Claims approval violated National Historic Preservation Act, contending the California Condor is a “Traditional Cultural Property.”

Anticipated Litigation

- Centennial: CBD has signaled it will file a CEQA challenge. CBD sued LA County over same issues and lost at the superior and state appellate court levels. Centennial has been subject to four EIRs.

Housing Shortage in California

Years of unmet demand

California has 14 million homes for 40 million people – 49th in housing units/resident

- California needs build 170,000 homes annually to *simply meet population growth and prevent prices from further increasing.*
- To *reverse* our deficit, California must quadruple the current rate of housing production over the next 7 years so that prices and rents decline. This is why Gov. Newsom's goal is 425,000 homes/year or 3.5 million homes by 2025.
- Unfortunately, the trend line is working against Newsom's goal; Only 116,000 permits were pulled in 2018.

Year	Single Family Units	Multi Family Units	Total Units
2007	68,409	44,625	113,034
2008	33,050	31,912	64,962
2009	25,454	10,967	36,421
2010	25,526	19,236	44,762
2011	21,641	25,702	47,343
2012	27,560	31,665	59,225
2013	36,991	48,481	85,472
2014	37,089	48,755	85,844
2015	44,896	53,337	98,233
2016	49,208	51,753	100,961
2017	55,827	59,843	115,670
2018*	58,575	58,836	117,411

Entitlement Success

All current master planned developments within 10% development envelope have received legislative approval

- Tejon Ranch Commerce Center
(West – 1998 East – 2003)

- Mountain Village
(2009)

- Grapevine
(2016*)

**to be re-entitled in 2019*

- Centennial
(2019)

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



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



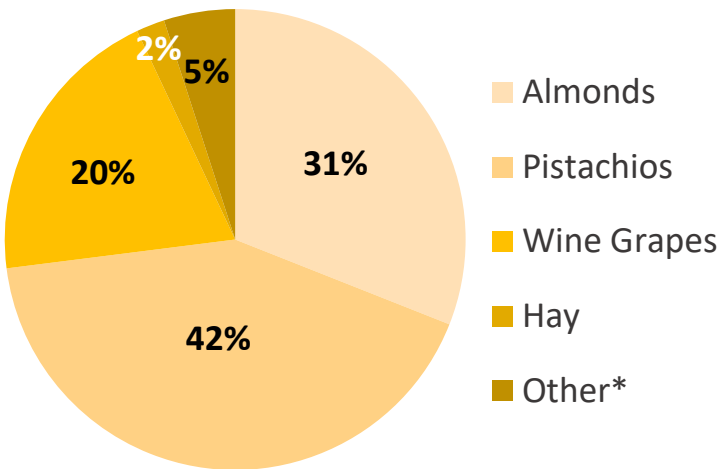
Strong Foundation Supported

by Diversified Operations

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

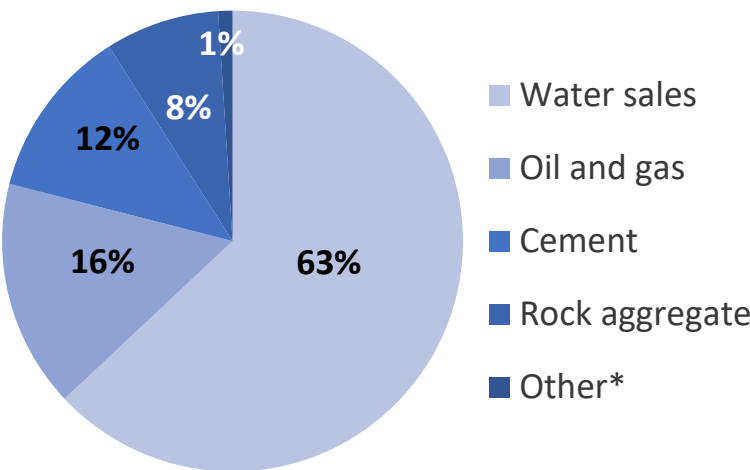
FARMING REVENUE

\$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)	2015	2016	2017	2018
Real Estate Commercial/Industrial (Including Joint Ventures)	\$14,596	\$16,938	\$13,228	\$12,804
Mineral Resources	\$15,116	\$14,153	\$5,983	\$14,395
Farming	\$23,836	\$18,648	\$16,434	\$18,563
Ranch Operations	\$3,923	\$3,338	\$3,837	\$3,691
Investment/Gain on Sale/Other	\$909	\$920	\$187	\$1,285
Total Revenue	\$58,380	\$53,997	\$39,669	\$50,738
Adjusted EBITDA (Non GAAP)	\$16,385	\$16,160	\$12,848	\$19,750

Strong Balance Sheet and Cash Flow

Committed to maintaining financial flexibility

(\$ in thousands)	2015	2016	2017	2018
Cash/Marketable Securities*	\$34,745	\$27,933	\$90,975	\$79,657
Total Assets	\$431,919	\$439,701	\$518,199	\$529,048
Long-Term Debt	\$74,038	\$73,706	\$69,820	\$65,798
Stockholders' Equity	\$291,634	\$305,875	\$398,242	\$419,296
Cash Flow from Operations	\$16,968	\$5,585	\$9,830	\$14,354

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



175th Anniversary Recognition November 2018

- Donated 1863 Federal Land Grant to Autry Museum of the American West in Burbank





Investor Relations

- Roth Conference, March 2018
- NDR to Dallas & Little Rock, April 2018
- NDR to New York & Philadelphia, August 2018
- Investor Day at Tejon Ranch, October 2018
- NDR to Seattle & Portland, October 2018
- Roth Conference, March 2019

A sepia-toned photograph of a large, two-story wooden barn. The barn has a gambrel roof with a small cupola on top. To the left, there is a raised wooden walkway with a railing, where several people are standing. In front of the barn, there are large wooden doors, some of which are open. A large wooden wheel is visible near one of the open doors. Several people are standing around the barn, including one person near the large wheel and another near the rightmost door. The ground in front of the barn is dirt or gravel. The background shows some trees.

Questions?



TEJON RANCH

C O M P A N Y