



JPX-NIKKEI 400



FY21/2 Q3 Corporate Presentation

January 13, 2021

Ichigo (2337)



We would like to express our deepest condolences to all those across the world affected by the Covid pandemic, along with our wishes for the earliest and fullest possible recovery.

Take care, be safe.



**Make The World
More Sustainable**



World-Class Excellence

Ichigo's
Hiromi Miyake



Ichigo



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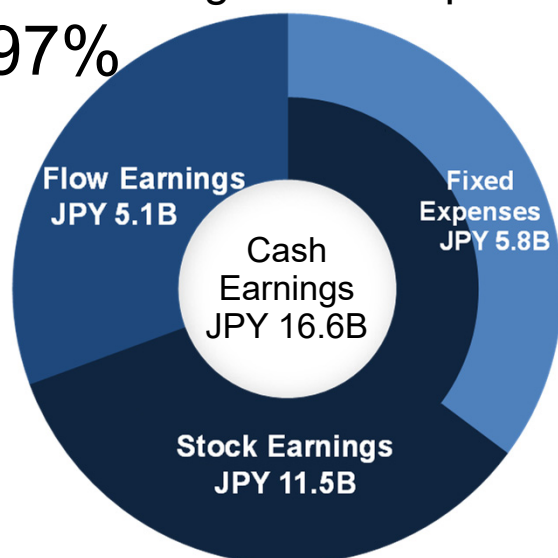
FY21/2 Q3 Earnings

FY21/2 Q3 Summary

Durable Earnings Model

Stock Earnings/Fixed Expenses

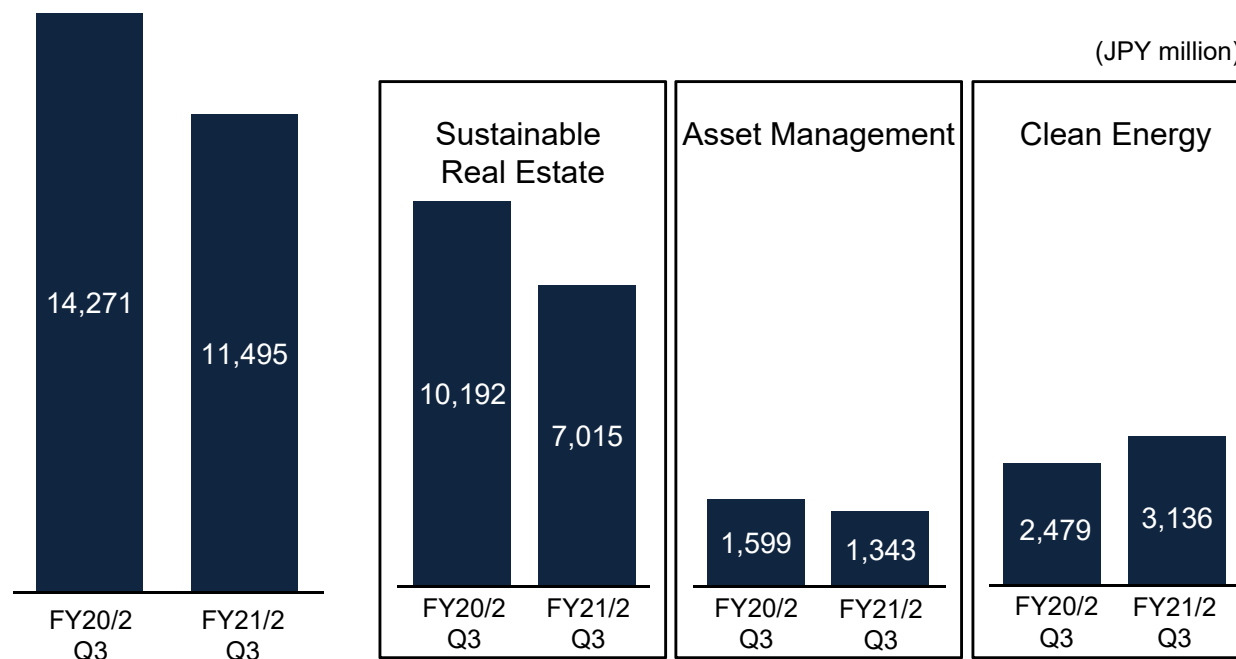
197%



Cash Earnings = Gross Profit + Fixed Asset Gains on Sales + Depreciation Expenses (Non-Cash)

Robust Stock Earnings

(JPY million)



UN ESG/SDGs Financing

First Japanese Real Estate Company to Borrow via ESG/SDGs Syndicated Loan Program Based on UN Principles for Positive Impact (Amount: JPY 10.6B)



Ichigo Owners Growth

Robust Capabilities & Execution Amidst Covid

- Q3 Acquisitions: JPY 15.6B
- Q3 Sales: JPY 33.9B
- Additional Residential Asset Acquisitions in Q4

Share Buyback

Flexible Deployment of Share Buybacks Based on Ichigo 2030 Vision

- Amount: Up to JPY 1.5B
- No. of Shares: Up to 5.5 million shares (1.2%)
- Buyback Period: Jan 14, 2021 – Apr 13, 2021

Covid Impacts

Asset Management

- Decrease in Ichigo Hotel (3463) AM fees
- No impact on Ichigo Office (8975) & Ichigo Green (9282)

Sustainable Real Estate

- Partial recovery in hotel rental income, but not to level to receive variable rent
- Minimal impact on retail rental income, but outlook uncertain on prolonged Covid
- Residential asset sales & acquisitions continue to be active

Clean Energy

- No impacts, growth on track

Covid Impacts		
Leasing	Office	Minimal tenant departures – focus on forward outlook
	Hotel	Some improvement, but nowhere close to full recovery
	Retail	Recovery varying by sector, with restaurants hit the hardest
	Residential	Minimal impact – steady state, decrease in tenant moves
Sales & Acquisitions		Slowdown in office, hotel, & retail; residential continues to be active

Covid Countermeasures

Infection Control & Response, Communication with Tenants, Thorough Information Gathering, & Extensive Safety Measures for Tenants

Covid Awareness & Prevention Promotion Poster

Asset Type	Covid Infection Countermeasures
All Asset Types	Provide hand sanitizers ubiquitously Cover touch surfaces with antibacterial sheets Post awareness & prevention promotion posters
Office	Conduct online tenant surveys to identify needs Experiment with disinfecting & cleaning robots & allocate more personnel to cleaning and disinfecting Install antibacterial wallpaper and flooring Install thermal cameras for temperature checks Limit capacity in common areas
Hotel	Display hotel information using monitors instead of paper print-outs
Retail	Provide Covid countermeasure best-practice guidelines to all tenants
Residential	Provide free Wi-Fi at all assets to facilitate remote work

みんなの
安全安心
のために



私たち「いちご」は、新型コロナウイルス対策として
ご来館いただいた皆さま、そのご家族の安全安心を最優先し、
衛生環境の維持をはじめとするさまざまな取組みに努めています。
皆さまのご理解・ご協力をお願い申し上げます。

3つの「密」を
避けましょう





換気の悪い
密閉空間
 大勢が集まる
密集場所
 間近で接する
密接場面

基本的な感染対策を
徹底しましょう





感染予防
手洗い
 咳エチケット
マスク着用
 体調管理
検温

感染が疑われる症状が出た場合は、速やかに管理会社までご連絡をお願いいたします。




 一期一会
 ICHIGO

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Operating Profit -65.8%, EPS -71.5% (YOY)

Significant Covid Impact: Stock Earnings -19.5%, Flow Earnings -71.6% YOY

(JPY million)

	FY20/2 Q3	FY21/2 Q3	YOY	Revised Full-Year Forecast
Operating Profit	25,032	8,551	-65.8%	9,500
Recurring Profit	22,665	6,535	-71.2%	6,800
Net Income	15,141	4,265	-71.8%	5,000
EPS	JPY 31.09	JPY 8.86	-71.5%	JPY 10.41

Segment Earnings Details

- Asset Management: Decrease in Ichigo Hotel (3463) AM fees
- Sustainable Real Estate
Stock Earnings: Significant decrease in hotel income; limited retail impact
Flow Earnings: Little activity in sales & acquisitions other than residential
- Clean Energy: Steady growth; 8 new plants online since FY20/2 Q3

(JPY million)

Segment	Operating Profit				Gross Profit			Earnings Drivers (Parentheses show YOY change in Gross Profit)
	FY20/2 Q3 (9M)	FY21/2 Q3 (9M)	YOY	Revised Full-Year Forecast	FY20/2 Q3 (9M)	FY21/2 Q3 (9M)	YOY	
Asset Management (AM)	1,696	944	-44.3%	1,300	2,109	1,445	-31.5%	Base AM Fees 1,235 (-295) Acquisition/Disposition Fees 22 (-380) Ichigo Office Cash Flow Performance Fees 79 (-27) Ichigo Green Operator Fees 33 (-2)
Sustainable Real Estate (SRE)	22,232	6,069	-72.7%	6,500	26,558	9,748	-63.3%	Rental Income (after Depreciation) 4,779 (-4,428) [Depreciation 2,235 (+1,252)] Gains on Sales 4,968 (-12,008) Gains on Overseas Sales – (-373)
Clean Energy (CE)	1,131	1,621	+43.3%	1,800	1,662	2,080	+25.1%	Power Generation Revenue (after Depreciation) 2,080 (+417) [Depreciation 1,056 (+240)]
Adjustment (including offsets of cross-segment transactions)	-28	-82	–	-100	–	–	–	
Total	25,032	8,551	-65.8%	9,500	30,330	13,273	-56.2%	

FY21/2 Full-Year Forecast Revision

Revised Forecast: OP JPY 9.5B, EPS JPY 10.4

– Sustainable Real Estate

Stock Earnings: Rental income above top-of-range of previous forecast

Flow Earnings: Gains on sales in middle-of-range of previous forecast, with residential asset transaction market strong and other assets weak

– Asset Management & Clean Energy: No material revisions

(JPY)

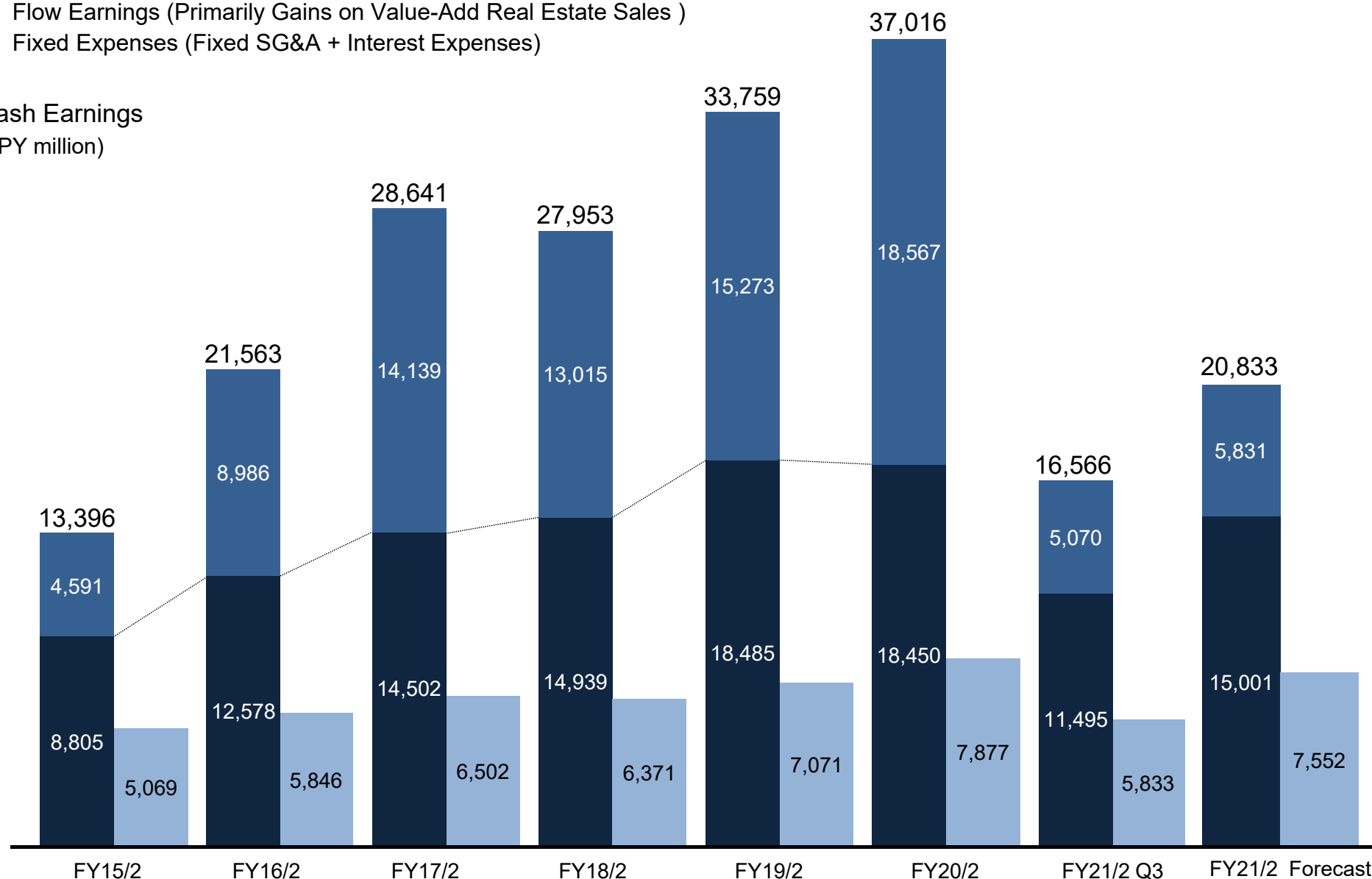
	FY21/2 Revised Forecast	FY21/2 Previous Forecast	FY20/2 (Actual)
Operating Profit	9.5B	7.4 – 12.9B	27.7B
Recurring Profit	6.8B	5.0 – 10.4B	24.3B
Net Income	5.0B	3.5 – 8.0B	8.2B
EPS	10.41	7.26 – 16.60	16.89
Dividend	7	7	7
ROE	5.0%	3.5 – 7.7%	8.2%

Powerful Value-Add Business Model Underpins Growth

Business Model (1) Stock + Flow Earnings

- Stock Earnings (Primarily Rental Income, Power Generation Revenues, Depreciation (Non-Cash), & Base AM Fees)
- Flow Earnings (Primarily Gains on Value-Add Real Estate Sales)
- Fixed Expenses (Fixed SG&A + Interest Expenses)

Cash Earnings
(JPY million)

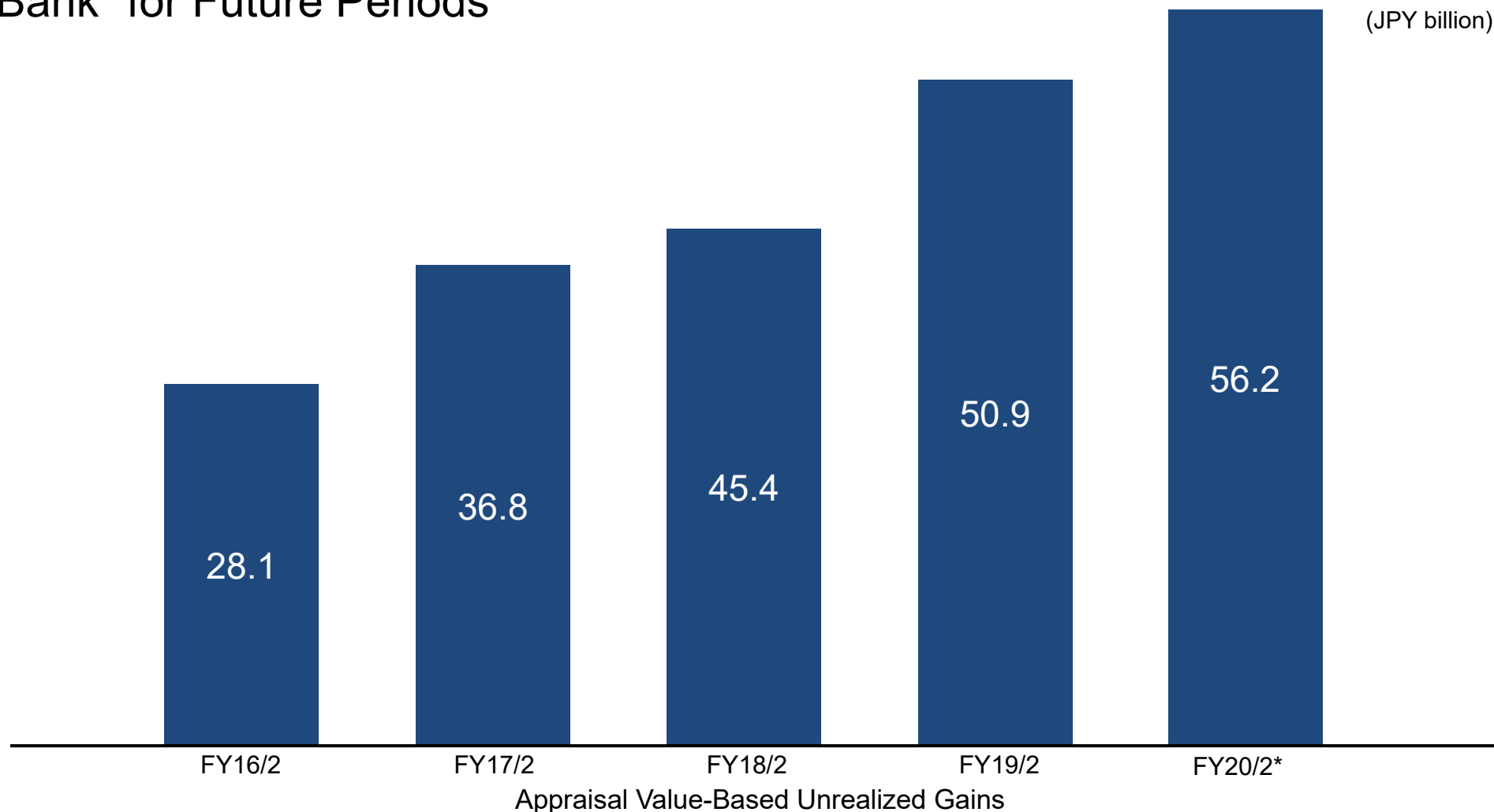


Note: Cash Earnings = Gross Profit + Fixed Asset Gains on Sales + Depreciation Expenses (Non-Cash)

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Business Model (2) Embedded Forward Earnings

Full Economic Earnings From Value-Add Exceed Accounting Earnings
Value-Add Thus Generates Significant Unrealized Gains That Are “Earnings Bank” for Future Periods

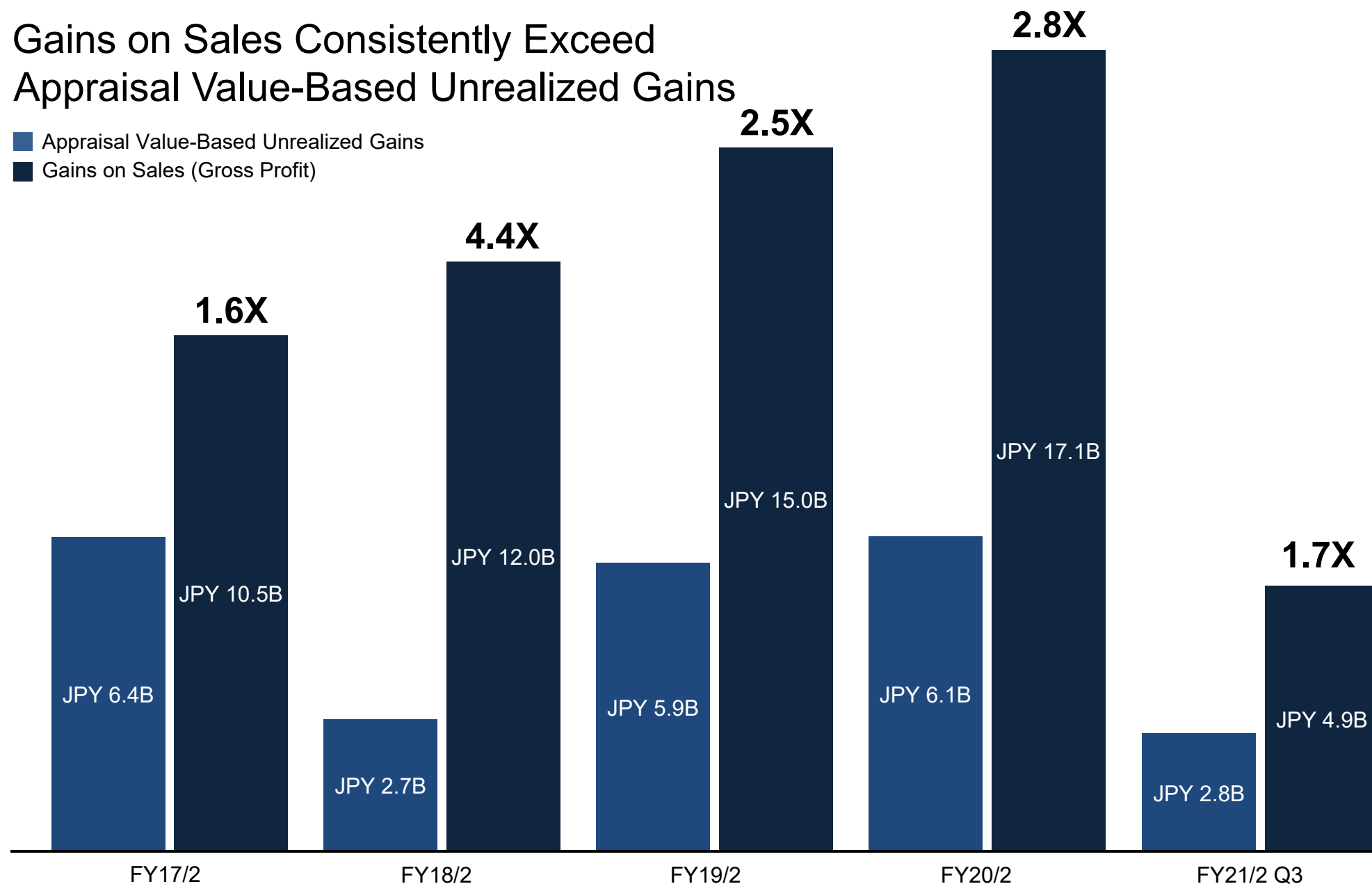


* FY20/2 Covid writedown assets' unrealized gains of JPY 3B treated as zero value.

Business Model (3) Value-Add Drives Durable Value Growth

Gains on Sales Consistently Exceed
Appraisal Value-Based Unrealized Gains

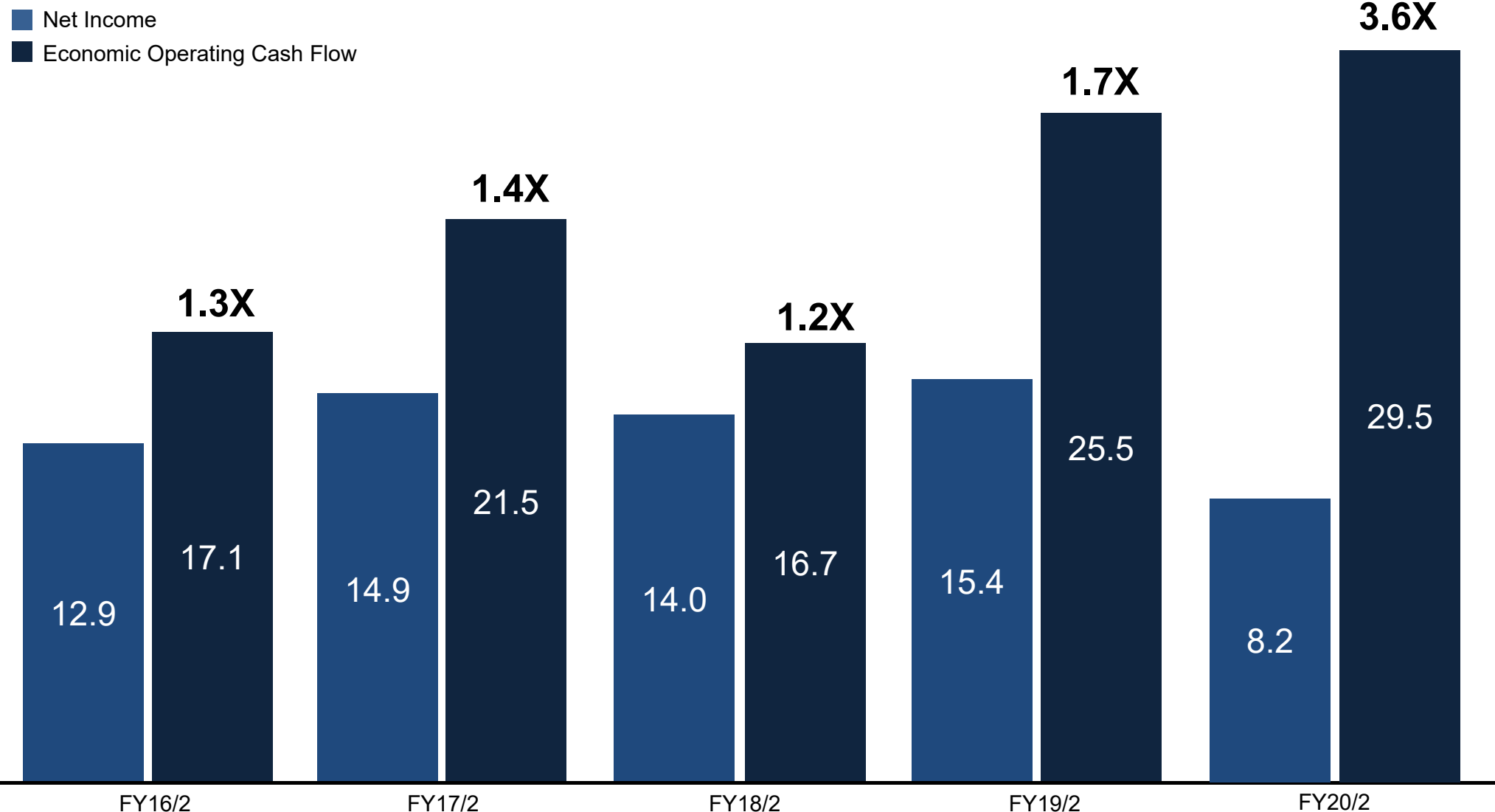
■ Appraisal Value-Based Unrealized Gains
■ Gains on Sales (Gross Profit)



Business Model (4) Robust Cash Generation

Economic Operating Cash Flow Exceeds Net Income

(JPY billion)



Note: Economic Operating Cash Flow = Cash Flows from Operations excluding net change in Real Estate and Power Plants for Sale

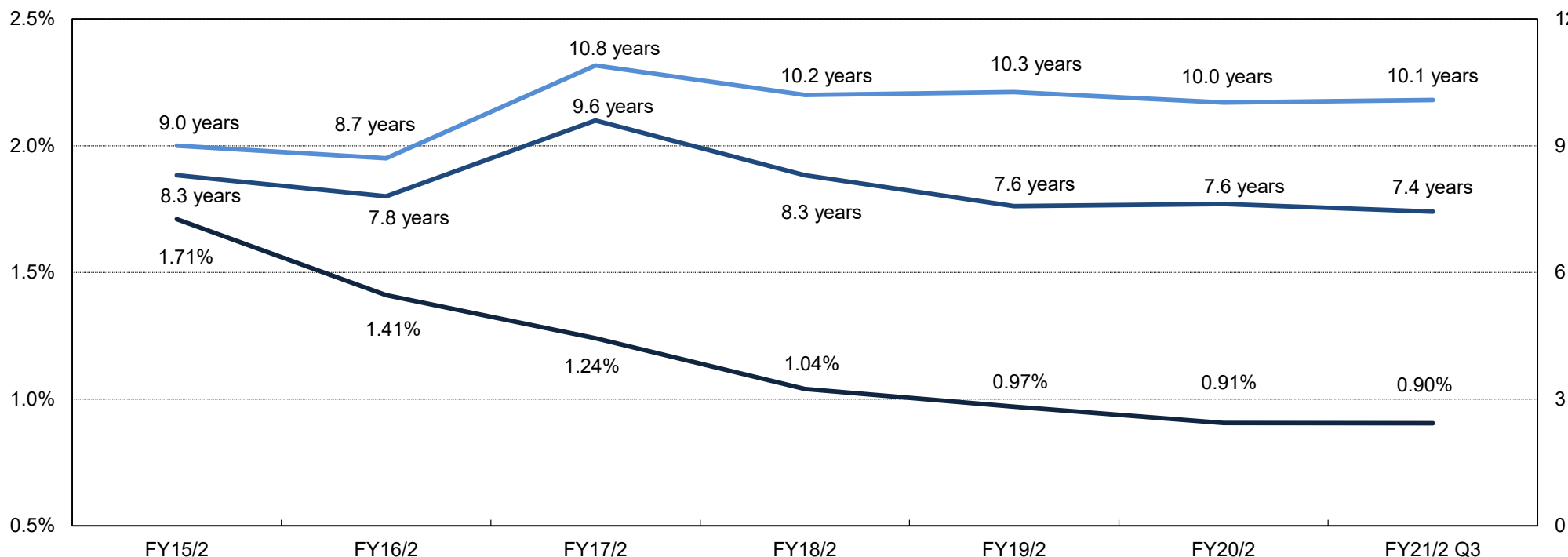
Strong Financial Base

Average Interest Rate & Loan Term

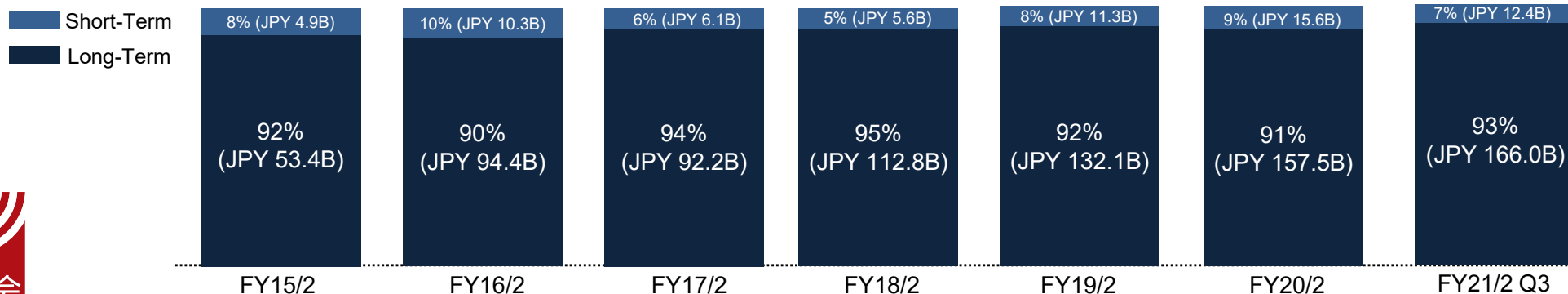
(Interest Rate)

— Weighted Average Loan Period
— Weighted Average Remaining Loan Maturity
— Weighted Average Interest Rate

(Loan Term, Years)



Term Structure of Loans



UN ESG/SDGs Financing

First Japanese Real Estate Company to Borrow via ESG/SDGs Syndicated Loan Program Based on UN Principles for Positive Impact (Amount: JPY 10.6B)

- Unrestricted funds available for broad use across Ichigo's businesses
- Ichigo recognized for:
 - ✓ Contribution to clean energy production and CO2 reduction via solar power plants nationwide
 - ✓ Extending useful life of real estate
 - ✓ Revitalizing local communities
 - ✓ Robust corporate governance



Strong Financial Position

Cash Available to Acquire Assets in Any Market Turndown

ESG/SDGs Syndicated Loan Program Based on UN Principles for Positive Impact

- SMBC loan program that finances sustainable business management
- Analyzes & evaluates the environmental, social, and economic impacts of a company's business activities

Sustainable Growth as a Sustainable Infrastructure Company

Selective on Acquisitions and Sales

FY21/2 Acquisitions: JPY 28.8B

- Ichigo Owners acquired 18 assets (JPY 15.6B, 54% of total)
- Ichigo Owners continuing to execute on acquisitions (current inventory: JPY 17.7B)

FY21/2 Sales: JPY 37.9B

- Ichigo Owners sold 31 assets (JPY 33.9B, 89% of total)
(Including JPY 17.3B residential asset sale to global institutional investor in Q3)

FY21/2 Net Sales: JPY 9.1B

(JPY million)

	Acquisitions		Sales		Difference (A) - (B)
	No. of Assets	Book Value (A)	No. of Assets	Sale Price (B)	
Office	1	1,664	1	701	+963
Hotel	3	8,718	–	–	+8,718
Retail	1	863	2	5,252	-4,389
Residential	20	16,687	38	31,810	-15,123
Other	5	837	2	141	+696
Total	30	28,770	43	37,904	-9,134

Note: Book value of asset sales is JPY 32.2 billion

SRE Value-Add: Focus on Tenant Needs (1)

Ichigo Layout Office: Driving Higher Tenant Satisfaction & Asset Value

- Reduces tenant costs & accelerates tenant move-ins
- Strong design aesthetics
- Flexible layout to accommodate changes in tenant staff numbers & working styles

CTN Building (Chiyoda-ku, Tokyo)



Rent Increase	2.1X
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SRE Value-Add: Focus on Tenant Needs (2)

New Restaurant Tenant at the Plaza Hotel Premier (Fukuoka)

- Leased first floor to well-known restaurant despite difficult Covid environment
- Build relationships of trust with tenants & customers without relying on property management companies and brokers
- Ichigo engineers supported tenant's construction & regulation compliance
- Ichigo reworked hotel floor plan to deliver restaurant's required storage space
- Lease has both step-up rent & percentage rent to decrease up-front costs & economic risk for tenant

Re-Tenancing Drives Rental Growth

Rent Increase 2.2X

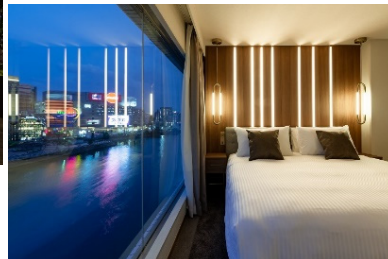
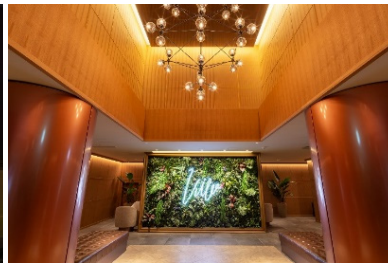


SRE Value-Add: The OneFive Hotels

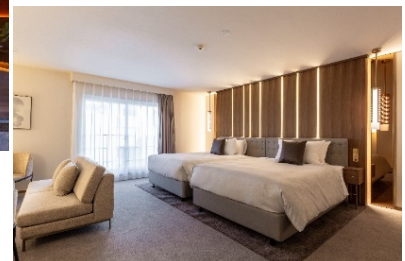
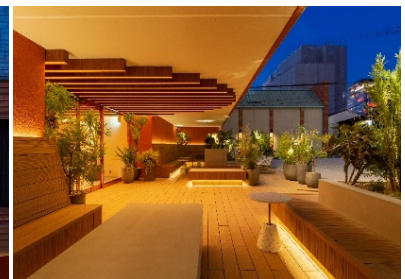
Redesigned, refurbished, & rebranded 35-year old hotel in central Hakata (Fukuoka) deploying Ichigo's value-add capabilities and know-how

- The OneFive is a new Ichigo hotel brand with hotels focused on serving local communities & providing high-level guest services
- The OneFive Villa Fukuoka opened on February 1, 2020
Occupancy 96%, RevPAR JPY 15,800 (November 2020 actual operating results)
- Deploying Propera, Ichigo's AI-based hotel revenue management system
- The OneFive Terrace Fukuoka opened on December 15, 2020

The OneFive Villa Fukuoka



The OneFive Terrace Fukuoka



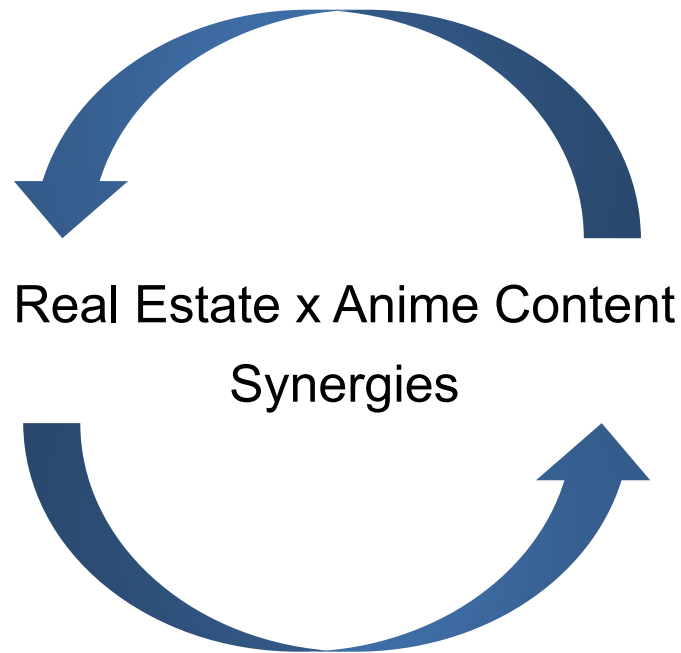
SRE Value-Add: Anime & Real Estate

Driving Synergies Between AKIBA CULTURES ZONE Retail Asset & Ichigo anime series VLADLOVE

- Sales of VLADLOVE premium goods at Ichigo Animation's official shop, CulZone
- Live performance of VLADLOVE Ambassadors at AKIBA CULTURES Theater
- Displaying panel autographed by Executive Director Oshii & Director Nishimura
- Event collaborations with tenants



AKIBA CULTURES ZONE



VLADLOVE Official Shop

Growth Support for Ichigo REITs & Ichigo Green Solar Power

Office



Ichigo Office (8975)

IPO
October 12, 2005

Portfolio
86 Assets JPY 206.1B

Dividend Yield (as of 2021/1/8)
5.5%

- Entered FTSE Global REIT Index, a key benchmark for global investors
- Ichigo Office & Ichigo Hotel only J-REITs to implement no fixed fee, performance fee-only structure
- Driving earnings & value growth via value-add, strategic asset acquisitions & sales, & share buybacks



Ichigo Growth Support

Providing comprehensive coverage to Ichigo Office assets via Ichigo's disaster response system

Hotel



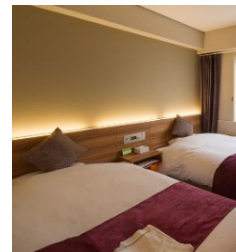
Ichigo Hotel (3463)

IPO
November 30, 2015

Portfolio
23 Hotels JPY 51.9B

Dividend Yield (as of 2021/1/8)
2.5%

- Geographically diversified portfolio focused on lodging-focused hotels
- Ichigo Office & Ichigo Hotel only J-REITs to implement no fixed fee, performance fee-only structure
- Driving earnings & value growth via value-add, strategic asset acquisitions & sales, & share buybacks



Ichigo Growth Support

Provided subordinated debt (JPY 500M) to support IHR's financial base amidst Covid

Green Infrastructure



Ichigo Green (9282)

IPO
December 1, 2016

Portfolio
15 Solar Power Plants JPY 11.4B

Dividend Yield (as of 2021/1/8)
6.0%

- Solar power producer focused on driving shareholder value via income stability and earnings growth and contributing to Japan's self-sufficiency in clean energy
- Portfolio of robust assets that have suffered no injuries or damages from natural disasters



Ichigo Growth Support

Operating all plants and providing ongoing performance guarantee

Scaling Rapidly (In-Development Plants +41%)

3 New Plants (Total 5.6MW) Online in Q3

7 New Plants (Total 21.1MW) Forecast for FY21/2 (full-year)
(Solar 13.7MW, Wind 7.3MW)

Power Generation

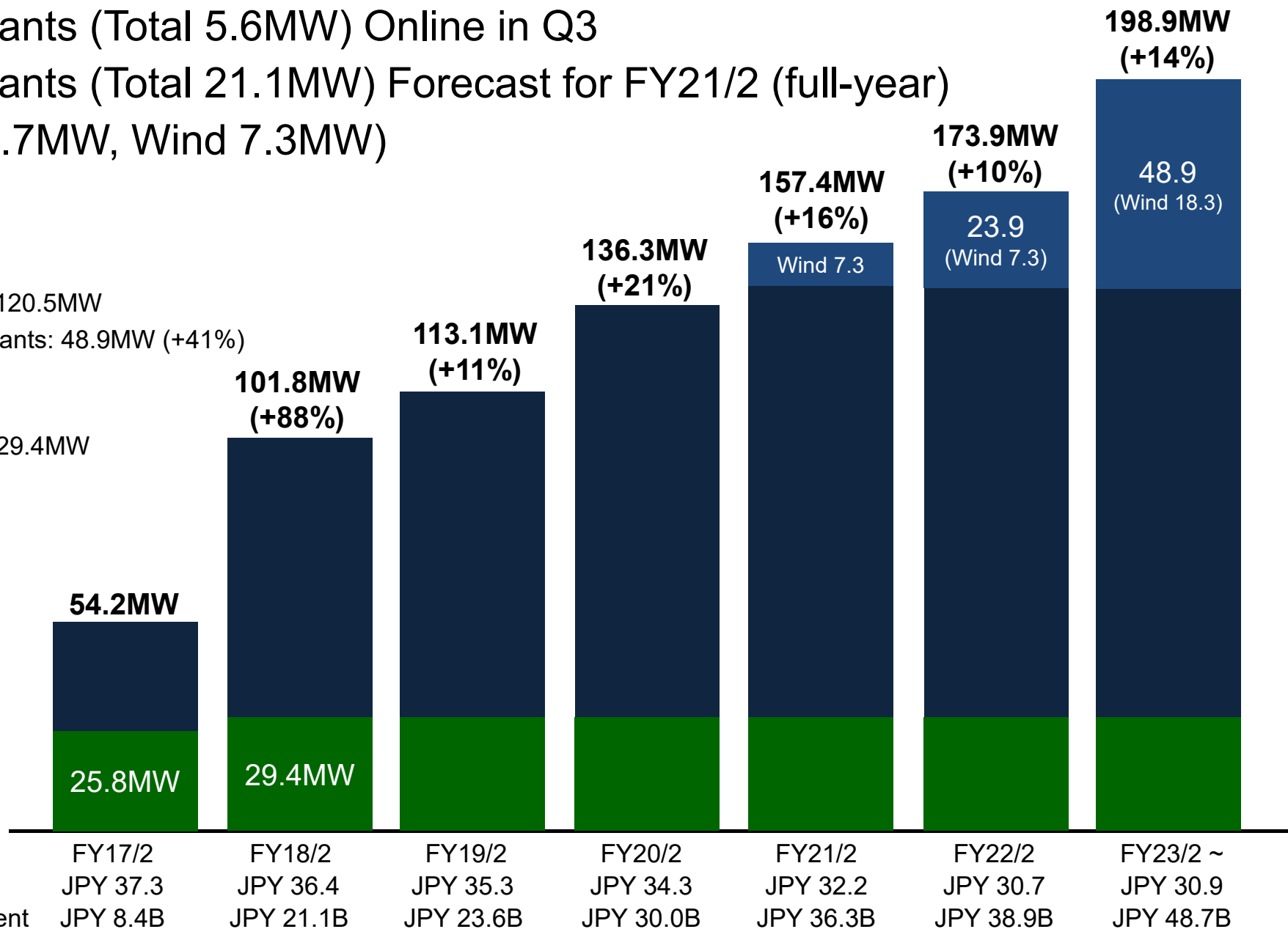
Ichigo Total 169.5MW

■ Operating Plants: 120.5MW

■ In-Development Plants: 48.9MW (+41%)

Ichigo Green (9282)

■ Operating Plants: 29.4MW



Share Buybacks

Ichigo 2030: Flexible Deployment of Share Buybacks

Purpose: Grow Shareholder Value

January 2021 Buyback

Share Type	Common shares
Buyback Method	In-market purchases via securities firm
Amount	JPY 1.5 billion (maximum)
Number of Shares	5,500,000 (maximum) (1.15% of shares outstanding, net of treasury shares)
Buyback Period	January 14, 2021 – April 13, 2021

	Number of Shares Purchased (% of Shares Outstanding)	Average Purchase Price	Amount
FY21/2 October 15 – November 20, 2020	4,712,500 (0.9%)	JPY 318	JPY 1.5 billion
FY20/2	7,081,200 (1.4%)	JPY 424	JPY 3 billion
FY19/2	7,869,700 (1.6%)	JPY 381	JPY 3 billion
FY18/2	8,436,500 (1.7%)	JPY 355	JPY 3 billion

Ichigo J.League Shareholder Program

Represents Two Firsts for a Shareholder Program in Japan

- First Japanese company to include not just its own shareholders, but also the shareholders of the REITs and listed solar power producer that it manages, in its shareholder program (67,000 shareholders in total)
- First company to offer shareholders free tickets to every J.League game at every J.League club (currently paused due to Covid)

Ichigo is deepening its partnership with the J.League and working to further Ichigo's mission of promoting local community development.



Events & Presents

- Ichigo Kids J.League Events
 - ✓ Escort players onto field
 - ✓ High-fives with players
 - ✓ Other programs
- J.League Merchandise
 - ✓ Autographed jerseys from all J.League clubs
 - ✓ Ichigo original J.League towels
- J.League Online Events

Ichigo J.League Shareholder Program Website Landing Page

Appendix: Ichigo's Sustainability Commitment (ESG)



Ichigo Sustainability Policy

Harmony with the Environment

Ichigo actively monitors and minimizes the environmental impact of its business operations.

Energy Conservation, CO2 Reduction, and Recycling

Ichigo seeks to contribute to a low-carbon, low-waste society by reducing energy consumption, extending the useful life of assets, actively recycling, reducing waste production and water consumption, and implementing green procurement measures.

Regulatory and Environmental Compliance

Ichigo complies with all environmental laws and regulations and Ichigo's own independently established environmental rules. Ichigo also carefully monitors and complies with all applicable changes in laws and regulations.

Training and Awareness

Ichigo promotes understanding of its Sustainability Policy and works to increase sustainability awareness among all Ichigo employees.

Sustainability Performance Communication and Disclosure

Ichigo communicates its Sustainability Policy and Ichigo's sustainability initiatives to society at large. Ichigo also obtains certifications for its sustainability activities on an ongoing basis.

Ichigo ESG – Environmental

Sustainable Real Estate

Preserve & Improve Real Estate to End Wasteful Demolition

- Lengthen useful life of real estate
- Shrink environmental footprint by reducing wasteful demolition & consumption of raw materials, energy, & human talent in construction



Wasteful
Demolition

Lowest
Impact

Highest
Efficiency

Productive Use of Idle Land for Clean Energy

Ichigo will not build power plants that require the clearing of wooded land or the altering of the landscape in a way that increases the risk of floods, landslides, or other water-related disasters, or that face opposition of local residents.



Environmental

Environmental
Sustainability
& Prosperity

Contributing to a Low-Carbon World

Annual Power Generation 147,296,453 kWh



Equivalent to annual
energy consumption of
49,100 households

The Federation of Electric Power Companies of Japan
Annual energy consumption per household 3,000kWh

Annual CO2 Reduction 97,215,656 kg



Equivalent to annual
CO2 emission of
42,300 cars

Ministry of Environment

Annual CO2 emission per car c. 2,300kg

(FY20/2 Actuals – Includes Ichigo Green)

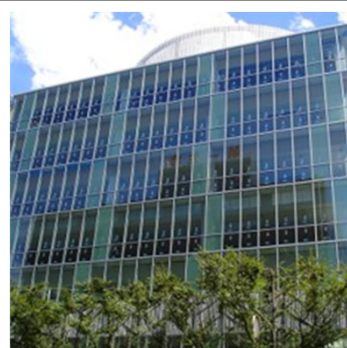
Sustainable Real Estate – Environmental Certifications



Ichigo Kakyoin Building



Ichigo Hakata
Ekimae Square



Ichigo Hakata Meiji Dori Building

Ichigo Group-Wide

CASBEE: 12 Assets

BELS: 2 Assets

DBJ Green Building: 2 Assets

Ichigo Office (8975)
Green Star (Highest Ranking)
4 years in a row



G R E S B
★ ★ ★ ★ ★ 2020

Ichigo ESG – Social

Supporting Local Communities

- Ichigo's Boutique Hotel THE KNOT
Creating a place for visitors, communities, and the old and the new to come together
- Miyako City, Nanbu Wholesale Market
Foster community exchanges
- J.League Top Partner
Promote community development, revitalize local economies, and renovate stadiums
- TSUBASA+ AR Smartphone Game
Promote Japanese culture revitalize communities
- Smart Agriculture



Working with Tenants

- Conduct tenant surveys to understand needs to implement effective value-add
- Became sole investor for Oshii Mamoru's new anime VLADLOVE to synergize with Ichigo's retail asset AKIBA CULTURES ZONE and promote Japan's anime culture
- Support tenant sales and sales channel expansion
- Operate self-storage and laundromats to support housekeeping



Make The World More Sustainable



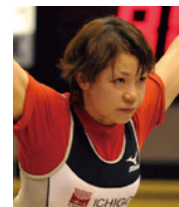
HR & Internal Start-Ups

- Ichigo University for employees' taught by specialists in their fields
- Ichigo Sustainable Lab
Promotion of R&D & internal start-ups
- Support for Employees
100% return rate for employees who take maternity/paternity leave.
- Women in Leadership
Women hold 24% of management positions

Sports & Arts

- Support National & World-Class Athletes
- Support University of Miyazaki Faculty of Medicine's Program for Children
- Support community-based soccer clubs
- Support artists with disabilities

Weightlifting Athlete
Hiromi Miyake



Disaster Response

- Typhoon disaster preventative measures
- Quick grasp of disaster severity
- Access to disaster information
- Technical support to prevent secondary damage & maintain delivery of essential goods
- Neighborhood watch
- Street cleaning and snow shoveling

Ichigo ESG – Governance

Early Adopter of Global Best Practice Corporate Governance Structure

- Adopted Independent Director-led, committee-based governance system in 2006 to incorporate global best practice
- Exceeded legal requirements by establishing Compliance Committee in addition to Nominating, Audit, and Compensation Committees
- Nominating Committee: 5 members (3 Independent Directors)
- Audit Committee: 3 members (All Independent Directors)
- Compensation Committee: 5 members (3 Independent Directors)
- Compliance Committee: 4 members (2 Independent Directors)



Majority Independent Director Board Underpins Strong Governance

- Of 9 members of Ichigo's Board of Directors, 5 are Independent Directors
- Includes former CEOs of TSE 1 Section companies
- Since FY20/2 (current)
 - Masatoshi Matsuzaki (former CEO of Konica Minolta)
 - Nobuhide Nakaido (former CEO of SCSK)
- Stepped down after FY18/2
 - Takashi Kawamura (former CEO of Hitachi; stepped down from Ichigo's board in May 2017 upon appointment as Chairman of TEPCO)
 - Kosuke Nishimoto (former CEO of Meitec; stepped down from Ichigo's board in May 2019 upon appointment as EVP of Misumi Group)

Strong Governance Supports Environmental & Social Contributions

Board of Directors Evaluation

- Assessment of the Board by each Director, followed by collective analysis and review
 - ✓ Board Composition
 - ✓ Board Operation
 - ✓ Board Effectiveness
 - ✓ Board Support Resources
 - ✓ Engagement with Shareholders and Stakeholders
- Third-party confirmation of the effectiveness of Ichigo's Board Evaluation by JMA Research Institute

Evaluation Results

The Board confirmed that its deliberation and decision-making processes are effective & also received third-party confirmation with respect to this result.

Appendix: Financial & Real Estate Data

Significant Unrealized Gains on Balance Sheet

JPY 54.4B (Appraisal Value Basis), +0.4% vs. FY21/2 H1-end

Real Estate Directly Held by Ichigo

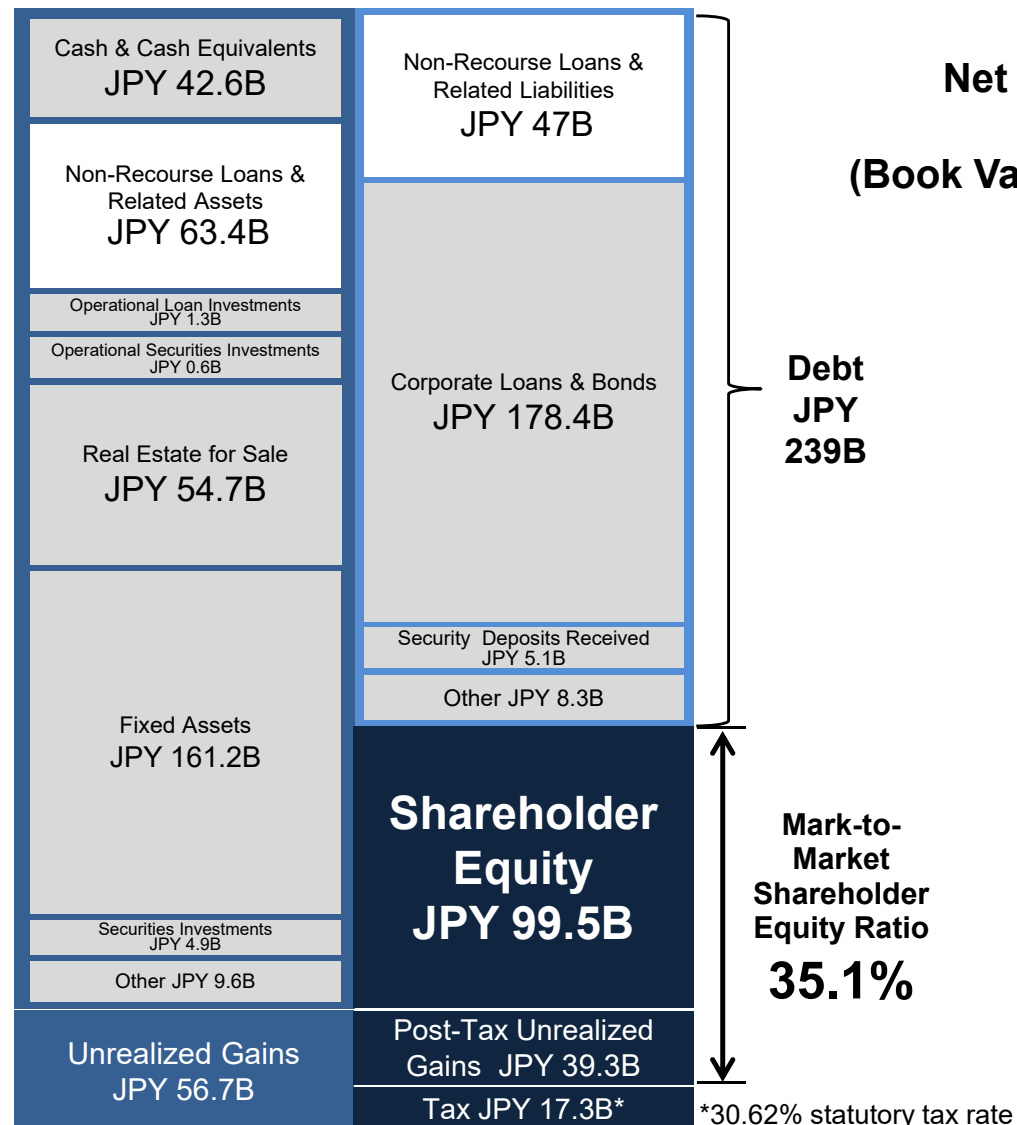
(JPY million)

Location	Book Value as of November 30, 2020 (A)	Appraisal NOI (B)	Cap Rate (B)/(A)	Appraisal Value (C)	Unrealized Gains (C) - (A)
Tokyo	95,540	5,436	5.7%	128,015	+32,474
Outside Tokyo	108,633	7,200	6.6%	130,618	+21,985
Total	204,173	12,636	6.2%	258,633	+54,459

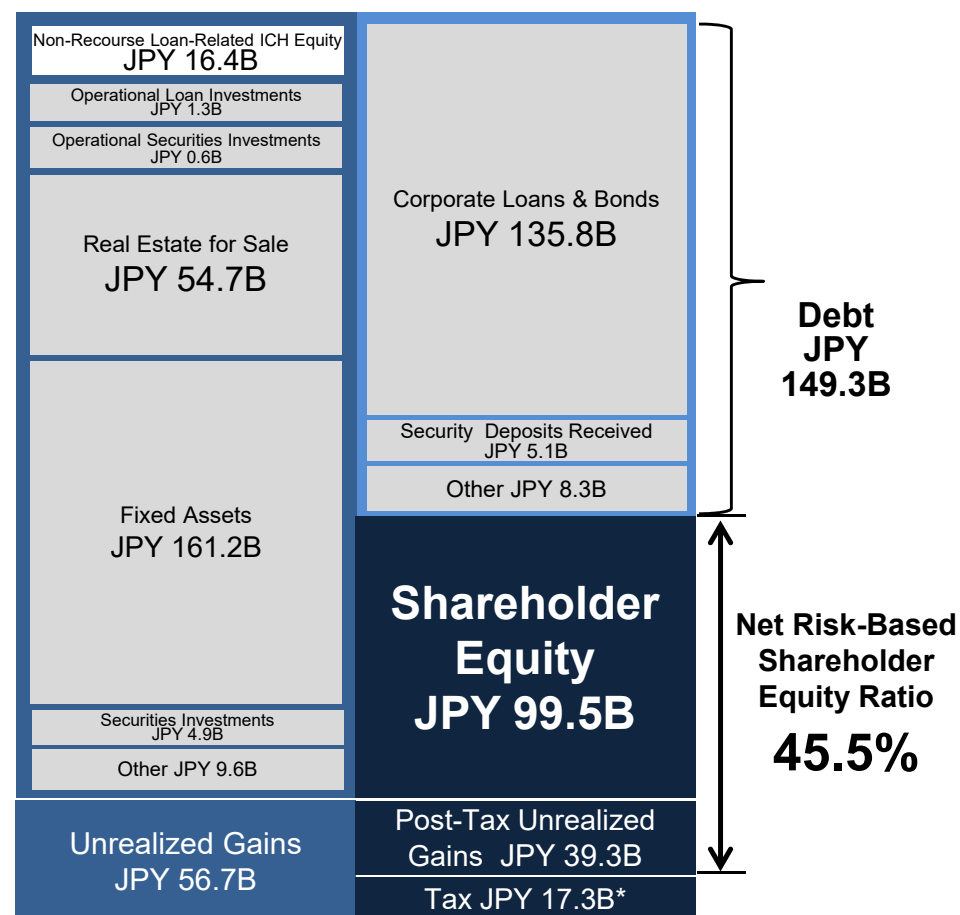
Notes: Excludes Ichigo Owners, Centro, and self-storage assets (book value JPY 38.73B)
FY20/2 Covid writedown assets' unrealized gains recorded as zero

Risk-Based Balance Sheet

Mark-to-Market Consolidated Balance Sheet: JPY 395.3B
(Book Value JPY 338.5B + Unrealized Gains JPY 56.7B)



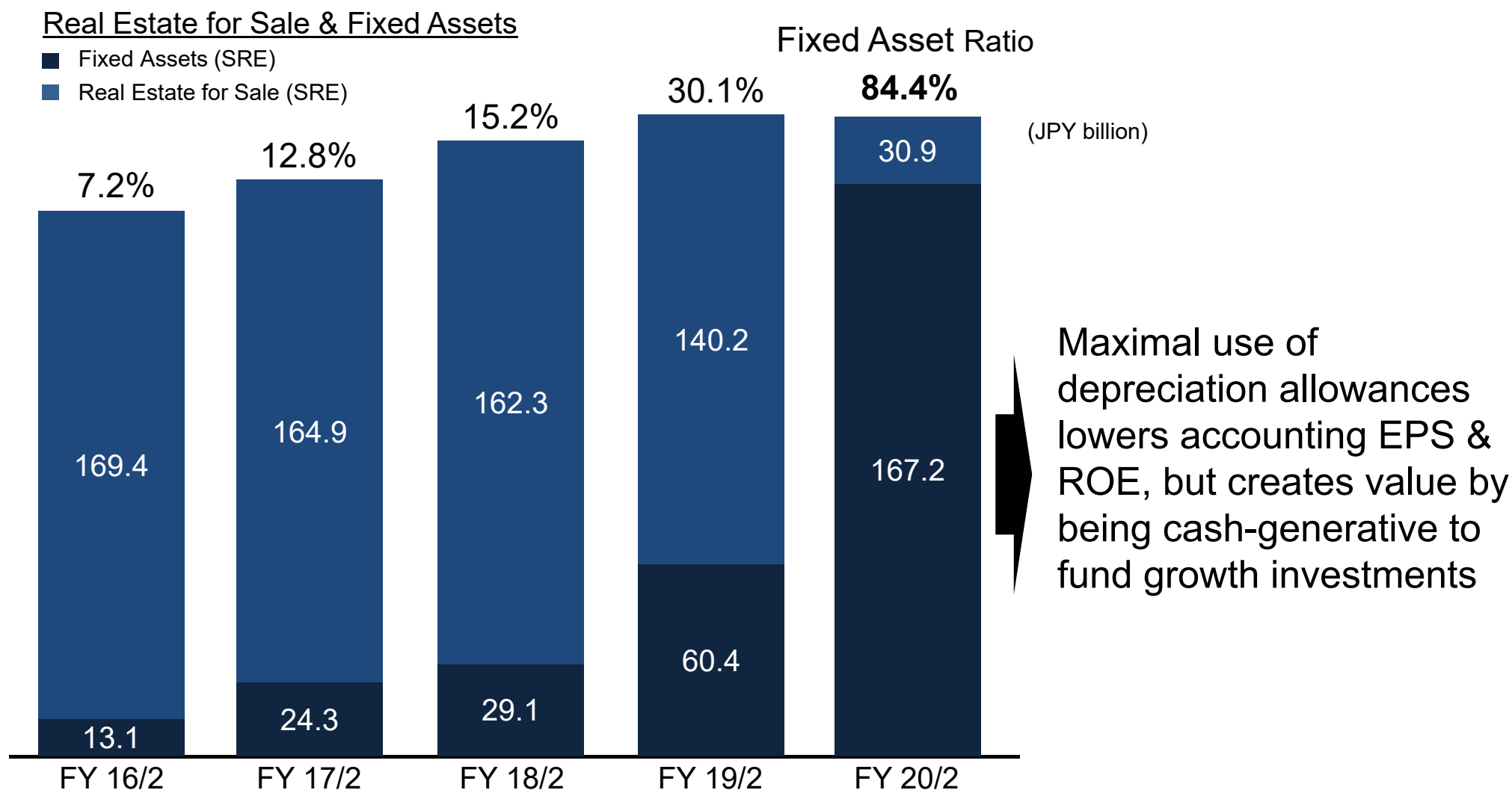
Net Consolidated Risk-Based Balance Sheet: JPY 305.7B
(Book Value JPY 248.9B + Unrealized Gains JPY 56.7B)



Note: Risk-Based Balance Sheet excludes client and non-recourse assets & liabilities and nets out Cash & Cash Equivalents.

Cash Flow Maximization

Reclassification of Sustainable Real Estate Assets to Fixed Assets to Increase Cash Flow



Note: Excludes Ichigo Owners, Centro, and self-storage assets

Robust Cash Flow Generation & Strong Earnings Base

Key Ichigo Strength: Robust Cash Generation to Fund Growth



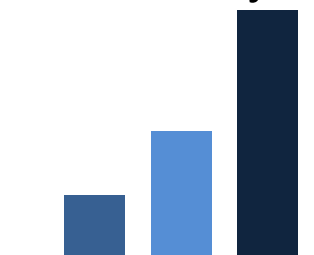
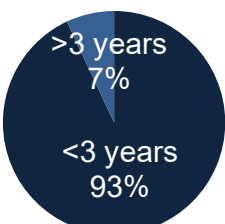
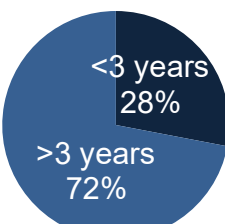
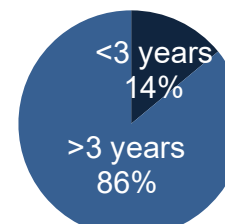
- Maximal use of non-cash depreciation allowances
- Majority of cash earnings are Stock Earnings
- Stock Earnings/Fixed Expenses Ratio – even amidst Covid – is consistently c. 200%

(JPY million)

	FY15/2	FY16/2	FY17/2	FY18/2	FY19/2	FY20/2	FY21/2 Q3 (9M)	FY21/2 Forecast
Stock Earnings (A)	8,805	12,578	14,502	14,939	18,485	18,450	11,495	15,001
(Depreciation)	503	731	716	967	1,632	2,507	3,292	4,494
Flow Earnings	4,591	8,986	14,139	13,015	15,273	18,567	5,070	5,831
Cash Earnings	13,396	21,563	28,641	27,953	33,759	37,016	16,566	20,833
Fixed Expenses (B)	5,069	5,846	6,502	6,371	7,071	7,877	5,833	7,552
Stock Earnings/ Fixed Expenses (A/B)	174%	215%	223%	234%	261%	234%	197%	199%

Note: Cash Earnings = Gross Profit + Fixed Asset Gains on Sales + Depreciation Expenses (Non-Cash)

Post-GFC Shift in Earnings Base & Financial Position

	FY09/2 GFC	FY14/2 Start of Shift Up MTP	FY20/2	vs. GFC
Stock Earnings/ Fixed Expenses Coverage Ratio	75%	140%	234%	<u>3.1X</u>
Loan Maturity (Weighted avg., corporate + non-recourse loans)	2.8 years 	5.6 years 	10.3 years 	<u>3.7X</u>
% of <3 Year Loans (corporate + non-recourse loans)	93% 	28% 	14% 	<u>-79%</u>
Interest Cost (Weighted avg., corporate loans)	2.22%	1.96%	0.91%	<u>-59%</u>

Business Segments

Asset Management

Asset Management (AM) generates fee income via management of Ichigo Office (8975), Ichigo Hotel (3463), and Ichigo Green (9282), and private real estate funds.

Sustainable Real Estate

Sustainable Real Estate (SRE) preserves and improves real estate. Ichigo receives rental income during the period in which it carries out its value-add, along with earning gains on sales that reflect the real estate's higher value after the value-add is complete.

Clean Energy

Clean Energy (CE) is utility-scale solar and wind power production that produces clean energy and brings productive use to idle land.

Consolidated Balance Sheet: Segment Breakdown

(JPY million)

Segment	Cash and Cash Equivalents	Operational Loan Investments	Operational Securities Investments	Real Estate for Sale	Power Plants for Sale	Fixed Assets	Intangible Assets	Securities Investments	Other Assets	Total Assets
Asset Management (AM)	–	–	–	–	–	–	718	98	758	1,575
Sustainable Real Estate (SRE)	15,360	1,324	608	54,720	–	186,924	3,163	3,529	2,814	268,446
Clean Energy (CE)	3,509	–	–	–	–	29,097	191	–	1,224	34,023
Company-Wide Assets	31,188	–	–	–	–	114	124	1,323	1,797	34,548
Total	50,059	1,324	608	54,720	–	216,135	4,199	4,950	6,594	338,593

Consolidated P&L: Segment Breakdown

(JPY million)

Segment	Gross Profit			Operating Profit			
	FY20/2 Q3	FY21/2 Q3	YOY Change	FY20/2 Q3	FY21/2 Q3	YOY Change	Revised FY21/2 Full-Year Forecast
Asset Management (AM)	2,109	1,445	-31.5%	1,696	944	-44.3%	1,300
Base AM Fees	1,599	1,343	-16.0%	—	—	—	—
Acquisition/Disposition Fees	509	101	-80.0%	—	—	—	—
Sustainable Real Estate (SRE)	26,558	9,748	-63.3%	22,232	6,069	-72.7%	6,500
Rental Income	9,208	4,779	-48.1%	—	—	—	—
Asset Sales	16,985	4,977	-70.7%	—	—	—	—
Other Flow Earnings	364	-8	—	—	—	—	—
Clean Energy (CE)	1,662	2,080	+25.1%	1,131	1,621	+43.3%	1,800
Adjustment (including offsets of cross-segment transactions)	—	—	—	-28	-82	—	-100
Total	30,330	13,273	-56.2%	25,032	8,551	-65.8%	9,500

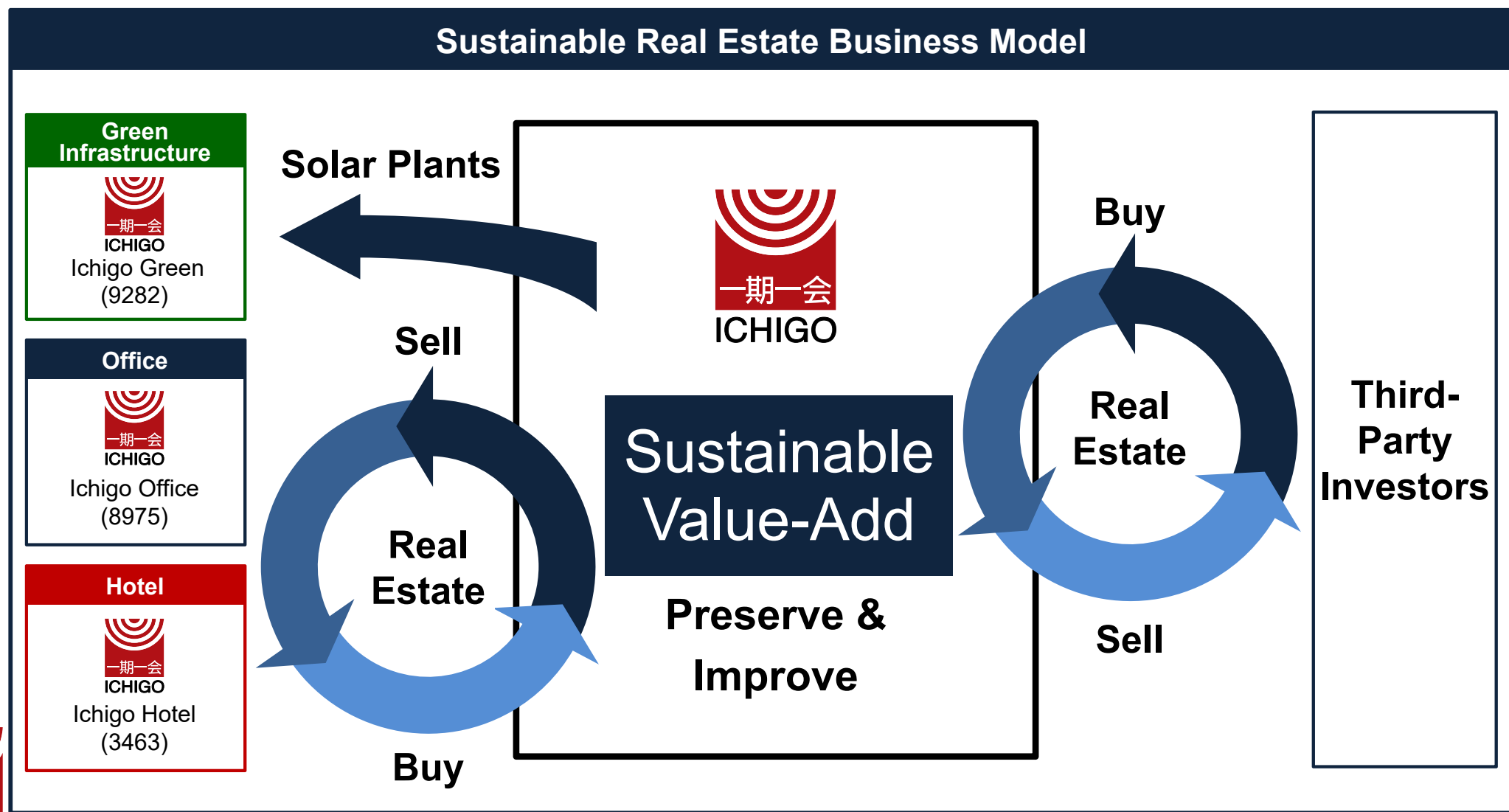
Asset Management AUM Detail

		FY16/2 (12M)	FY17/2 (12M)	FY18/2 (12M)	FY19/2 (12M)	FY20/2 (12M)	FY21/2 Q3 (9M)
Ichigo Office (8975)	AUM (Fiscal Year End)	JPY 165.1B	JPY 194.5B	JPY 196.9B	JPY 203.0B	JPY 203.2B	JPY 202.3B
	Base AM Fee Gross Profit (Actual)	JPY 1,016M	JPY 1,291M	JPY 1,373M	JPY 1,426M	JPY 1,436M	JPY 1,112M
Ichigo Hotel (3463)	AUM (Fiscal Year End)	JPY 20.4B	JPY 47.6B	JPY 50.9B	JPY 50.7B	JPY 50.8B	JPY 51.9B
	Base AM Fee Gross Profit (Actual)	JPY 30M	JPY 287M	JPY 450M	JPY 461M	JPY 381M	JPY 25M
Ichigo Green (9282)	AUM (Fiscal Year End)	–	JPY 10.0B	JPY 11.4B	JPY 11.4B	JPY 11.4B	JPY 11.4B
	Base AM Fee Gross Profit (Actual)	–	JPY 11M	JPY 77M	JPY 85M	JPY 82M	JPY 64M
Private Equity Real Estate Funds (excluding consolidated funds)	AUM (Fiscal Year End)	JPY 15.4B	JPY 6.4B	JPY 12.3B	JPY 20.6B	JPY 36.8B	JPY 36.8B
	Base AM Fee Gross Profit (Actual)	JPY 60M	JPY 27M	JPY 12M	JPY 41M	JPY 116M	JPY 102M
Total (excluding consolidated funds)	AUM (Fiscal Year End)	JPY 200.9B	JPY 258.6B	JPY 271.7B	JPY 285.8B	JPY 302.4B	JPY 302.5B
	Base AM Fee Gross Profit (Actual)	JPY 1,106M	JPY 1,617M	JPY 1,914M	JPY 2,014M	JPY 2,016M	JPY 1,305M

Ichigo Green Base AM Fee Gross Profit (Actual) includes operator fees.

Powerful Sustainable Real Estate Business Model

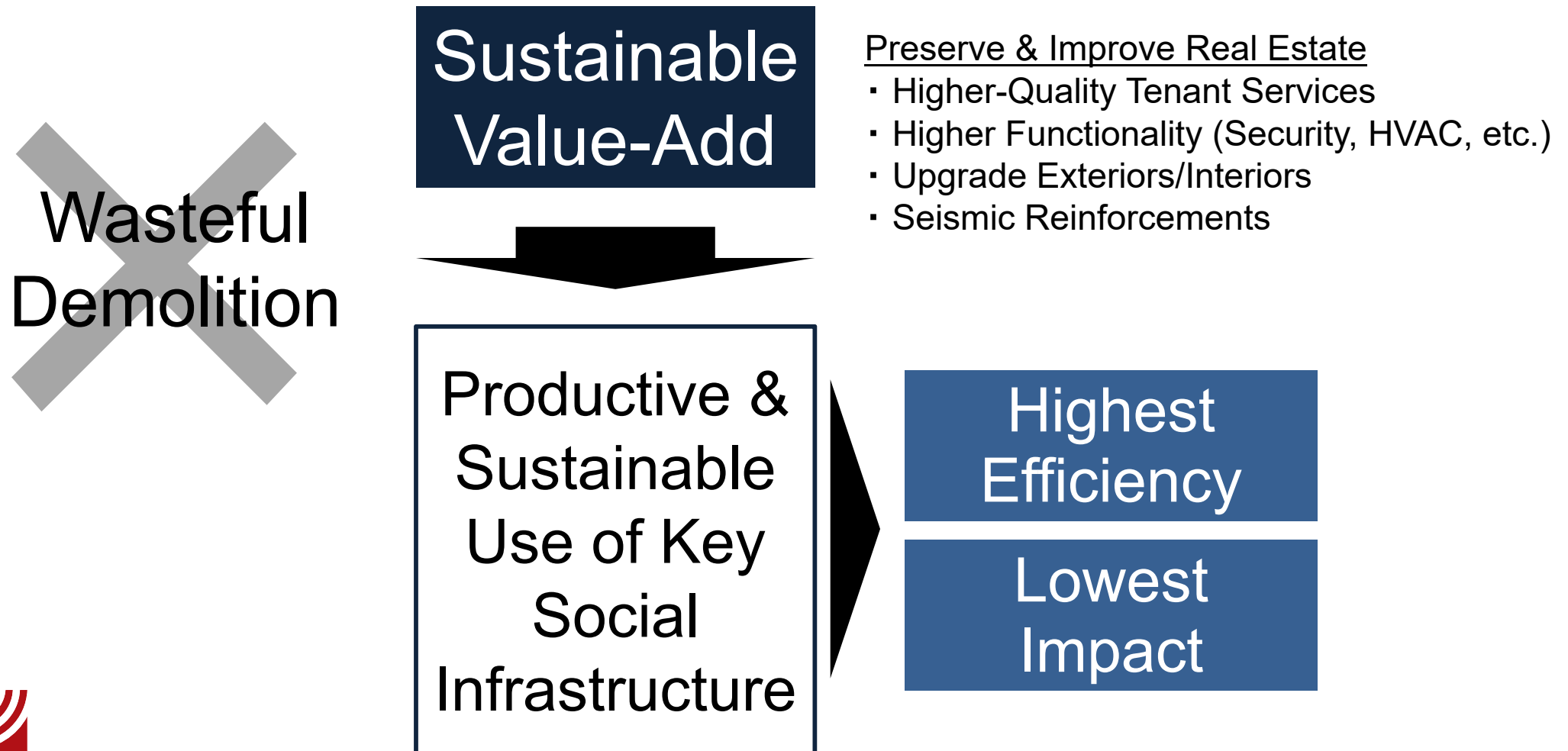
Significant Synergies Between Ichigo's Sustainable Real Estate & Asset Management Businesses



Sustainable Real Estate Serving a Sustainable Society

End Wasteful Demolition and Embrace Sustainable Value-Add

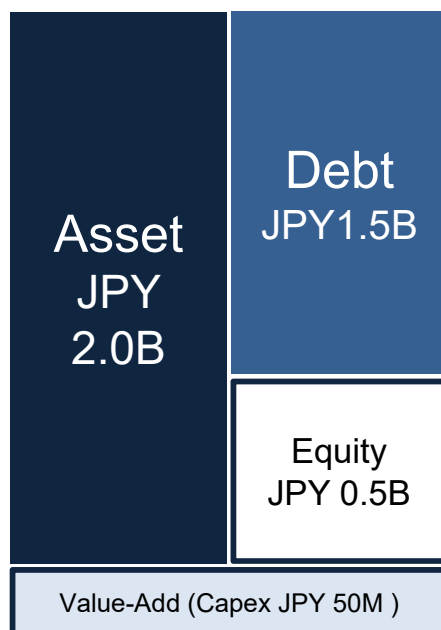
- Preserve and improve highly functional real estate
- Lengthen useful life and improve quality of assets via Sustainable Value-Add



Ichigo Sustainable Real Estate Earnings Model Example

5.5% NOI Yield, JPY 2B Purchase, LTV 75%, 1.5% Interest Rate, JPY 50M Capex, 15% Increase in NOI, 3-Year Value-Add Period

Value-Add Measures: Improved exterior, interior, & tenant services; seismic strengthening; increased energy efficiency; new tenant leasing; etc.



NOI at Acquisition

$(\text{JPY } 110\text{M NOI/year}) - (\text{JPY } 22.5\text{M interest/year}) = \text{JPY } 87.5\text{M NOI/year}$
 $\text{NOI} \div \text{Initial Investment} = 17.5\% \text{ NOI return during investment period}$

NOI after Value-Add

$(\text{JPY } 126.5\text{M NOI/year}) - (\text{JPY } 22.5\text{M interest/year}) = \text{JPY } 104\text{M NOI/year}$
 $\text{NOI} \div \text{Total Investment (JPY } 500\text{M} + \text{JPY } 50\text{M}) = 18.9\% \text{ NOI return during investment period}$

Capital Gain

The 15% increase in NOI at an equivalent cap rate increases the exit price by 15%: $\text{JPY } 2\text{B} \times 115\% = \text{JPY } 2.3\text{B}$
 $\text{JPY } 2.3\text{B} - (\text{JPY } 2\text{B} + \text{JPY } 50\text{M}) = \text{JPY } 250\text{M capital gain}$

Outcome

JPY 550M investment generates JPY 512M over 3 years $\rightarrow 31.1\% \text{ p.a.}$

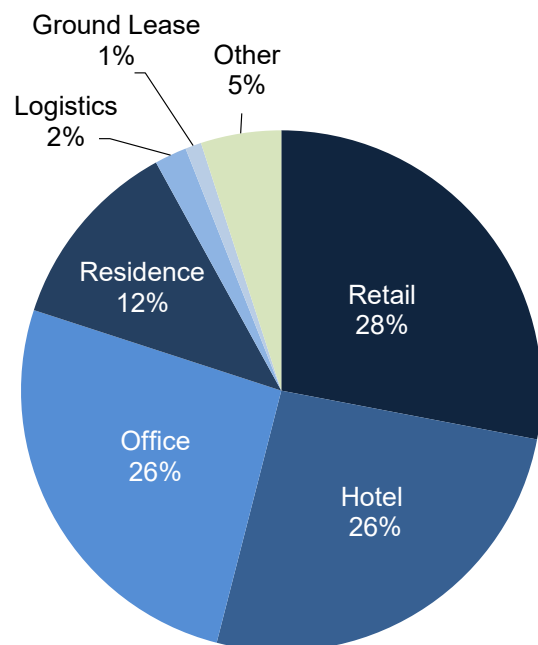
Sustainable Real Estate: Gross Profit Margin (GPM)

Ichigo Sustainable Value-Add Supports Ongoing High GPM

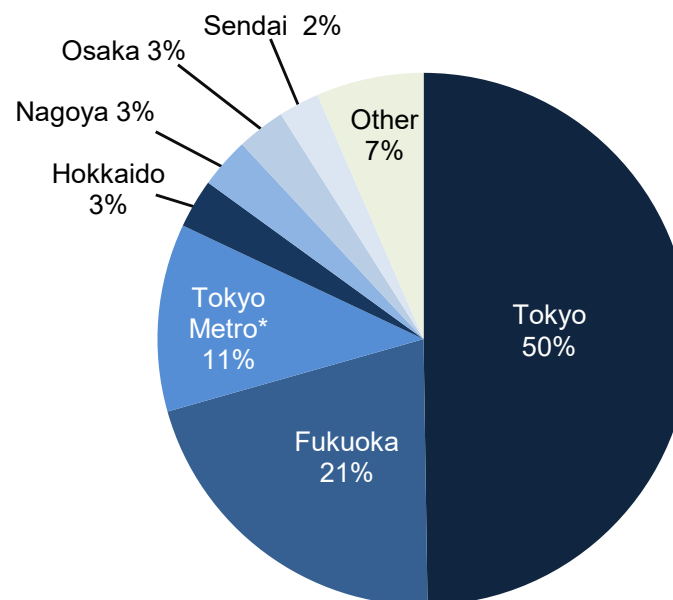
	FY17/2	FY18/2	FY19/2	FY20/2	FY21/2 Q3
GPM (vs. Revenue)	13.6%	33.7%	25.5%	28.3%	13.2%
GPM (vs. Book Value)	15.8%	50.9%	34.3%	39.5%	15.2%
Revenue (JPY M)	77,502	35,733	58,693	60,601	37,904
Gross Profit (JPY M)	10,562	12,050	14,986	17,158	4,995

Ichigo-Owned Real Estate Portfolio

By Asset Type

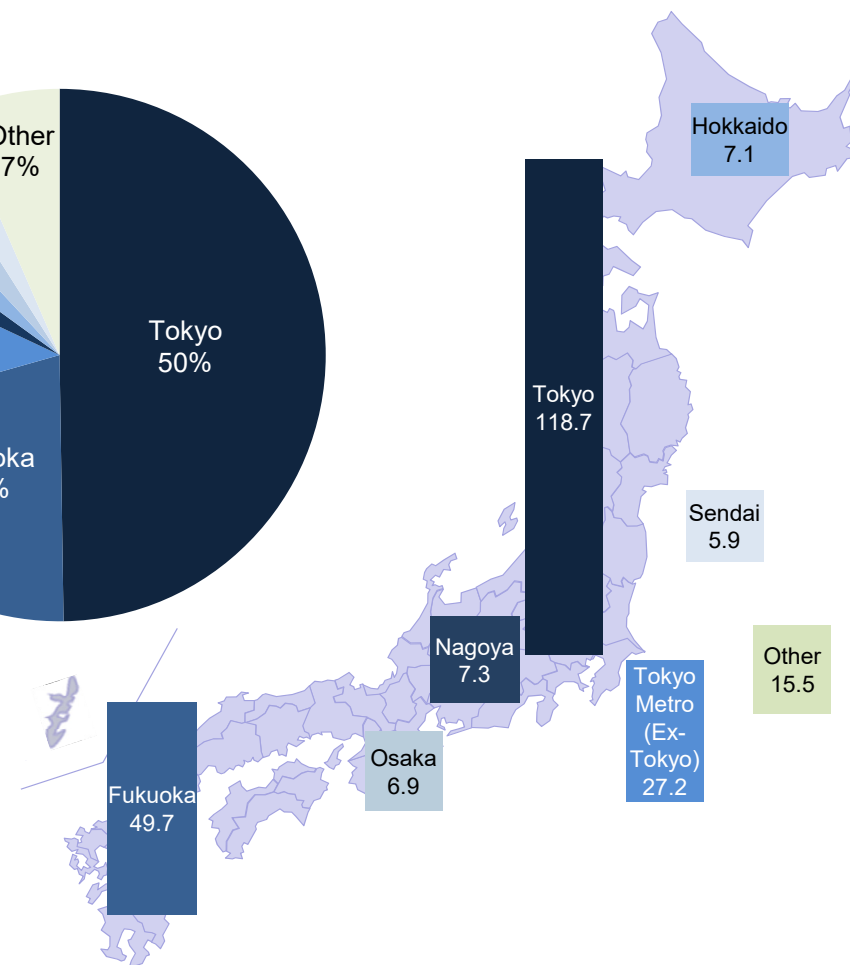


By Location

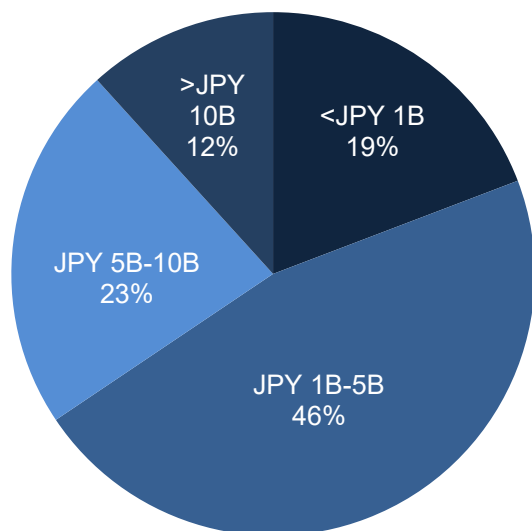


*Ex-Tokyo

(JPY billion)



By Asset Size



Total Ichigo-Owned Assets: JPY 238.6B
Including Ichigo-Managed AUM: JPY 541.2B

* Acquisition price basis

Ichigo-Managed AUM includes JPY 11.4B Ichigo Green assets.

Total Ichigo-Owned Assets Book Value: JPY 240.8B

Sustainable Real Estate Asset Breakdown (1)

170 Assets, JPY 238.6 B, Forecast NOI JPY 12.6B (6.2% Yield)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Expected NOI/Year ¹	Ichigo Equity Investment	Forecast Equity Multiple ²	Forecast IRR ³
1	Wholesale Market	Fixed Asset	Matsudo, Chiba	JPY 2B-3B	2005/06	48 years	–	JPY 1,900M	–	–
2	Retail	Fixed Asset	Minato-ku, Tokyo	JPY 2B-3B	2005/10	51 years	JPY 136M	JPY 1,033M	–	–
3	Retail	Fixed Asset	Minato-ku, Tokyo	>JPY 3B	2006/03	35 years	JPY 165M	JPY 1,356M	–	–
4	Retail	Fixed Asset	Yokohama	JPY 1B-2B	2006/09	15 years	JPY 60M	JPY 1,157M	–	–
5	Office	Fixed Asset	Sendai	>JPY 3B	2006/10	12 years	JPY 240M	JPY 1,042M	–	–
6	Office	Fixed Asset	Fukuoka	>JPY 3B	2006/12	12 years	JPY 350M	JPY 1,339M	–	–
10	Retail	Fixed Asset	Chiyoda-ku, Tokyo	<JPY 1B	2007/06	41 years	JPY 85M	JPY 240M	–	–
11	Retail	Fixed Asset	Chiyoda-ku, Tokyo	<JPY 1B	2007/06	39 years	JPY 125M	JPY 233M	–	–
14	Ground Lease	Fixed Asset	Atsugi, Kanagawa	JPY 1B-2B	2011/06	–	JPY 172M	JPY 147M	–	–
15	Retail	Fixed Asset	Hiratsuka, Kanagawa	<JPY 1B	2012/02	25 years	JPY 77M	JPY 172M	–	–
16	Retail	Fixed Asset	Yokohama	<JPY 1B	2012/10	7 years	JPY 34M	JPY 171M	–	–
17	Retail	Fixed Asset	Toshima-ku, Tokyo	>JPY 3B	2013/03	9 years	JPY 244M	JPY 340M	–	–
18	Retail	Fixed Asset	Shibuya-ku, Tokyo	<JPY 1B	2013/05	34 years	JPY 57M	JPY 154M	–	–
19	Retail	Fixed Asset	Chofu, Tokyo	JPY 1B-2B	2013/06	35 years	JPY 135M	JPY 310M	–	–
21	Residential	Fixed Asset	Minato-ku, Tokyo	<JPY 1B	2013/06	5 years	JPY 47M	JPY 203M	–	–

Note: 6.2% yield excludes Ichigo Owners, Centro, and self-storage assets.

¹ Expected NOI/ Year is based on the business plan of each asset and is the expected NOI after value-add is completed.

² Forecast Equity Multiple is based on the business plan of each asset and is the sum of forecast rental income and gains on sales divided by Ichigo Investment.

³ Forecast IRR is the forecast internal rate of return based on each asset's actual cash flow. The total Forecast Equity Multiple and Forecast IRR are for Real Estate for Sale assets acquired from FY15/2 onward and exclude Fixed Assets.

Sustainable Real Estate Asset Breakdown (2)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Expected NOI/Year ¹	Ichigo Equity Investment	Forecast Equity Multiple ²	Forecast IRR ³
27	Retail	Fixed Asset	Tokorozawa, Saitama	JPY 1B-2B	2013/11	13 years	JPY 76M	JPY 92M	—	—
29	Ground Lease	Fixed Asset	Fujisawa, Kanagawa	JPY 1B-2B	2014/03	—	JPY 114M	JPY 273M	—	—
30	Retail	Fixed Asset	Shibuya-ku, Tokyo	<JPY 1B	2014/03	36 years	JPY 51M	JPY 108M	—	—
32	Retail	Fixed Asset	Fukuoka	JPY 1B-2B	2014/04	14 years	JPY 58M	JPY 279M	—	—
35	Retail	Fixed Asset	Minato-ku, Tokyo	JPY 2B-3B	2014/05	11 years	JPY 144M	JPY 434M	—	—
37	Retail	Fixed Asset	Minato-ku, Tokyo	<JPY 1B	2014/07	48 years	JPY 47M	JPY 77M	—	—
39	Retail	Fixed Asset	Fukuoka	<JPY 1B	2014/07	16 years	JPY 52M	JPY 213M	—	—
40	Retail	Fixed Asset	Fukuoka	<JPY 1B	2014/09	35 years	JPY 49M	JPY 252M	—	—
41	Hotel	Fixed Asset	Utsunomiya, Tochigi	JPY 1B-2B	2014/09	33 years	JPY 143M	JPY 400M	—	—
42	Retail	Fixed Asset	Fukuoka	<JPY 1B	2014/09	20 years	JPY 60M	JPY 177M	—	—
43	Retail	Fixed Asset	Osaka	JPY 1B-2B	2014/09	18 years	JPY 117M	JPY 301M	—	—
45	Retail	Fixed Asset	Fukuoka	JPY 1B-2B	2014/11	17 years	JPY 92M	JPY 135M	—	—
57	Residential	Fixed Asset	Minato-ku, Tokyo	JPY 1B-2B	2014/12	16 years	JPY 56M	JPY 186M	—	—
62	Retail	Fixed Asset	Fukuoka	<JPY 1B	2014/12	16 years	JPY 41M	JPY 212M	—	—
63	Retail	Fixed Asset	Meguro-ku, Tokyo	JPY 1B-2B	2014/12	14 years	JPY 85M	JPY 129M	—	—

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Sustainable Real Estate Asset Breakdown (3)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Expected NOI/Year ¹	Ichigo Equity Investment	Forecast Equity Multiple ²	Forecast IRR ³
64	Retail	Fixed Asset	Shinagawa-ku, Tokyo	<JPY 1B	2015/01	–	JPY 26M	–	–	–
66	Retail	Fixed Asset	Sendai	<JPY 1B	2015/02	16 years	JPY 65M	JPY 8M	–	–
68	Retail	Fixed Asset	Shibuya-ku, Tokyo	<JPY 1B	2015/04	19 years	JPY 46M	JPY 79M	–	–
69	Hotel	Fixed Asset	Osaka	JPY 2B-3B	2015/05	18 years	JPY 170M	JPY 633M	–	–
71	Retail	Fixed Asset	Fujisawa, Kanagawa	JPY 1B-2B	2015/07	5 years	JPY 99M	JPY 126M	–	–
110	Hotel	Fixed Asset	Fukuoka	>JPY 3B	2016/03	35 years	JPY 273M	JPY 905M	–	–
111	Hotel	Fixed Asset	Yokohama	JPY 2B-3B	2016/03	36 years	JPY 207M	JPY 228M	–	–
112	Hotel	Fixed Asset	Yokohama	>JPY 3B	2016/03	33 years	JPY 239M	JPY 354M	–	–
113	Hotel	Fixed Asset	Yokohama	>JPY 3B	2016/03	33 years	JPY 288M	JPY 344M	–	–
114	Hotel	Fixed Asset	Fukuoka	>JPY 3B	2016/04	30 years	JPY 183M	JPY 550M	–	–
115	Hotel	Fixed Asset	Osaka	JPY 2B-3B	2016/04	13 years	JPY 130M	JPY 274M	–	–
116	Retail	Fixed Asset	Sendai	<JPY 1B	2016/04	32 years	JPY 63M	JPY 86M	–	–
118	Retail	Fixed Asset	Nagoya	JPY 1B-2B	2016/06	23 years	JPY 83M	JPY 102M	–	–
119	Retail	Fixed Asset	Shibuya-ku, Tokyo	<JPY 1B	2016/06	33 years	JPY 42M	JPY 136M	–	–
120	Hotel	Fixed Asset	Shinjuku-ku, Tokyo	>JPY 3B	2016/09	41 years	JPY 554M	JPY 349M	–	–

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² Forecast Equity Multiple is based on the business plan of each asset and is the sum of forecast rental income and gains on sales divided by Ichigo Investment.

³ Forecast IRR is the forecast internal rate of return based on each asset's actual cash flow. The total Forecast Equity Multiple and Forecast IRR are for Real Estate for Sale assets acquired from FY15/2 onward and exclude Fixed Assets.

Sustainable Real Estate Asset Breakdown (4)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Expected NOI/Year ¹	Ichigo Equity Investment	Forecast Equity Multiple ²	Forecast IRR ³
121	Office	Fixed Asset	Minato-ku, Tokyo	>JPY 3B	2016/10	19 years	JPY 1,540M	JPY 3,450M	—	—
122	Hotel	Fixed Asset	Shima, Mie	<JPY 1B	2017/01	22 years	JPY 78M	JPY 73M	—	—
132	Residential	Fixed Asset	Minato-ku, Tokyo	<JPY 1B	2017/04	17 years	JPY 51M	JPY 190M	—	—
133	Hotel	Fixed Asset	Minato-ku, Tokyo	<JPY 1B	2017/04	18 years	JPY 46M	JPY 152M	—	—
134	Residential	Fixed Asset	Chuo-ku, Tokyo	JPY 1B-2B	2017/04	18 years	JPY 58M	JPY 197M	—	—
138	Hotel	Fixed Asset	Ogaki, Gifu	JPY 1B-2B	2017/05	31 years	JPY 116M	—	—	—
144	Office	Fixed Asset	Chiyoda-ku, Tokyo	JPY 1B-2B	2018/02	32 years	JPY 129M	JPY 268M	—	—
145	Hotel	Fixed Asset	Fukuoka	JPY 2B-3B	2018/03	2 years	JPY 194M	JPY 301M	—	—
146	Retail	Fixed Asset	Chuo-ku, Tokyo	JPY 1B-2B	2018/08	30 years	JPY 32M	—	—	—
147	Hotel	Fixed Asset	Kyoto	>JPY 3B	2018/08	2 years	JPY 327M	JPY 1,666M	—	—
148	Office (Land)	Fixed Asset	Chiyoda-ku, Tokyo	<JPY 1B	2018/08	—	JPY 54M	JPY 166M	—	—
149	Retail	Fixed Asset	Chiyoda-ku, Tokyo	>JPY 3B	2018/09	30 years	JPY 308M	JPY 2,269M	—	—
151	Office	Fixed Asset	Fukuoka	<JPY 1B	2018/10	22 years	JPY 33M	JPY 38M	—	—
152	Office	Fixed Asset	Fukuoka	JPY 2B-3B	2019/02	33 years	JPY 174M	JPY 382M	—	—
154	Residential	Fixed Asset	Kita Kyushu, Fukuoka	JPY 1B-2B	2019/03	6 years	JPY 83M	JPY 181M	—	—

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² Forecast Equity Multiple is based on the business plan of each asset and is the sum of forecast rental income and gains on sales divided by Ichigo Investment.

³ Forecast IRR is the forecast internal rate of return based on each asset's actual cash flow. The total Forecast Equity Multiple and Forecast IRR are for Real Estate for Sale assets acquired from FY15/2 onward and exclude Fixed Assets.

Sustainable Real Estate Asset Breakdown (5)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Expected NOI/Year ¹	Ichigo Equity Investment	Forecast Equity Multiple ²	Forecast IRR ³
155	Office	Fixed Asset	Shinagawa-ku, Tokyo	JPY 2B-3B	2019/03	35 years	JPY 169M	JPY 616M	—	—
157	Office	Fixed Asset	Chiyoda-ku, Tokyo	<JPY 1B	2019/04	37 years	JPY 52M	—	—	—
158	Other	Fixed Asset	Chuo-ku, Tokyo	JPY 1B-2B	2019/05	—	JPY 12M	—	—	—
159	Retail	Fixed Asset	Shibuya-ku, Tokyo	JPY 2B-3B	2019/05	41 years	JPY 123M	JPY 210M	—	—
160	Office	Fixed Asset	Fukuoka	JPY 2B-3B	2019/06	23 years	JPY 129M	JPY 248M	—	—
161	Hotel	Fixed Asset	Fukuoka	>JPY 3B	2019/07	26 years	JPY 368M	JPY 1,636M	—	—
162	Hotel	Fixed Asset	Fukuoka	>JPY 3B	2019/07	22 years	JPY 353M	JPY 1,170M	—	—
164	Hotel	Fixed Asset	Chiyoda-ku, Tokyo	<JPY 1B	2020/03	12 years	JPY 61M	JPY 62M	—	—
165	Hotel	Fixed Asset	Sapporo	>JPY 3B	2020/03	1 year	JPY 268M	JPY 700M	—	—
167	Hotel	Fixed Asset	Hiroshima	>JPY 3B	2020/08	1 year	JPY 306M	—	—	—
70 Fixed Assets				JPY 173,719M			JPY 10,640M	JPY 31,215M	—	—
				JPY 175,241M (Book Value)						

¹ Expected NOI/ Year is based on the business plan of each asset and is the expected NOI after value-add is completed.

² Forecast Equity Multiple is based on the business plan of each asset and is the sum of forecast rental income and gains on sales divided by Ichigo Investment.

³ Forecast IRR is the forecast internal rate of return based on each asset's actual cash flow. The total Forecast Equity Multiple and Forecast IRR are for Real Estate for Sale assets acquired from FY15/2 onward and exclude Fixed Assets.

Sustainable Real Estate Asset Breakdown (6)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Expected NOI/Year ¹	Ichigo Equity Investment	Forecast Equity Multiple ²	Forecast IRR ³
61	Retail	Operational Loan	Shinjuku-ku, Tokyo	JPY 1B-2B	2014/12	57 years	JPY 120M	JPY 57M	15.26X	51.7%
89	Office	Real Estate for Sale	Musashino, Tokyo	>JPY 3B	2015/07	31 years	JPY 131M	JPY 670M	1.72X	13.3%
92	Office	Real Estate for Sale	Fukuoka	JPY 1B-2B	2015/07	13 years	JPY 85M	JPY 353M	1.82X	17.7%
135	Logistics	Real Estate for Sale	Narashino, Chiba	JPY 1B-2B	2017/04	29 years	JPY 114M	JPY 188M	6.18X	25.8%
136	Logistics	Real Estate for Sale	Narashino, Chiba	JPY 1B-2B	2017/04	29 years	JPY 152M	JPY 203M	8.75X	32.8%
143	Retail	Real Estate for Sale	Fukuoka	JPY 1B-2B	2017/09	36 years	JPY 106M	JPY 223M	3.78X	19.9%
150	Retail	Real Estate for Sale	Chuo-ku, Tokyo	>JPY 3B	2018/10	33 years	JPY 359M	JPY 1,161M	6.17X	24.7%
153	Hotel	Real Estate for Sale	Fukuoka	<JPY 1B	2019/02	27 years	JPY 110M	—	—	—
156	Logistics	Real Estate for Sale	Fukuoka	JPY 2B-3B	2019/03	32 years	JPY 150M	JPY 651M	3.60X	30.0%
163	Retail	Real Estate for Sale	Nagoya	>JPY 3B	2019/08	23 years	JPY 479M	JPY 1,146M	3.47X	17.0%
166	Retail	Real Estate for Sale	Shibuya-ku, Tokyo	<JPY 1B	2020/03	15 years	JPY 39M	JPY 83M	3.23X	13.5%
168	Office	Real Estate for Sale	Koto-ku, Tokyo	JPY 1B-2B	2020/11	30 years	JPY 100M	—	3.17X	53.6%
11 Real Estate for Sale + 1 Operational Loan				JPY 31,415M JPY 31,912M (Book Value)			JPY 1,944M	JPY 4,734M	4.28X	25.9%
Subtotal 82 Assets				JPY 205,135M JPY 207,154M (Book Value)			JPY 12,584M	JPY 35,950M	—	—

¹ Expected NOI/ Year is based on the business plan of each asset and is the expected NOI after value-add is completed.

² Forecast Equity Multiple is based on the business plan of each asset and is the sum of forecast rental income and gains on sales divided by Ichigo Investment.

³ Forecast IRR is the forecast internal rate of return based on each asset's actual cash flow. The total Forecast Equity Multiple and Forecast IRR are for Real Estate for Sale assets acquired from FY15/2 onward and exclude Fixed Assets.

Sustainable Real Estate Asset Breakdown (7)

No.	Asset Type		Acquisition Price	vs. FY21/2 Q1	Expected NOI/Year ¹	Ichigo Equity Investment	Forecast Equity Multiple	Forecast IRR
A	Ichigo Owners (Office & Residential)	34 Assets	JPY 22,619M	-JPY 14,015M	JPY 1,163M	JPY 7,730M	—	—
B	Centro (Primarily Office & Residential)	21 Assets	JPY 7,866M	+JPY 1,038M	JPY 583M	JPY 1,931M	—	—
C	Self-Storage	33 Assets	JPY 3,022M	+JPY 666M	JPY 362M	JPY 1,043M	—	—
		Total 170 Assets	JPY 238,643M					
			JPY 240,805M (Book Value)		JPY 14,694M	JPY 46,655M	—	—
Assets acquired in FY21/2 Q1 (3M)		Total 13 Assets	JPY 8,050M		JPY 567M	JPY 942M	—	—
Assets acquired in FY21/2 Q2 (3M)		Total 10 Assets	JPY 9,832M		JPY 566M	JPY 1,792M	—	—
Assets acquired in FY21/2 Q3 (3M)		Total 7 Assets	JPY 7,398M		JPY 365M	JPY 3,392M	—	—
Assets acquired in FY21/2 Q3 (9M)		Total 30 Assets	JPY 24,831M		JPY 1,499M	JPY 6,128M	—	—
Assets acquired and sold in FY21/2*		Total 5 Assets	JPY 3,125M		JPY 143M	JPY 2,265M	—	—

* Acquired and sold 5 Ichigo Owners assets

¹ Expected NOI/ Year is based on the business plan of each asset and is the expected NOI after value-add is completed.

Ichigo Solar Power Plant Portfolio, Total 198.9MW

Ichigo Solar Power Plants (Operating)

Solar Power Plant	Area	Panel Output (MW)	FIT (Pre-tax)	Operation Start Date
Ichigo Tokushima Higashi-Okinosu	Shikoku	2.52	JPY 40	Aug 2013
Ichigo Fuchu Jogecho Yano	Chugoku	0.99	JPY 40	Mar 2014
Ichigo Yubetsu Barou	Hokkaido	0.80	JPY 40	Apr 2014
Ichigo Maebashi Naegashima	Kanto	0.67	JPY 40	Apr 2014
Ichigo Kijo Takajo	Kyushu	0.89	JPY 40	Apr 2014
Ichigo Betsukai Kawakamicho	Hokkaido	0.88	JPY 40	Oct 2014
Ichigo Toyokoro Sasadamachi	Hokkaido	0.60	JPY 40	Oct 2014
Ichigo Higashi-Hiroshima Saijocho Taguchi	Chugoku	2.72	JPY 40	Jan 2015
Ichigo Akkeshi Shirahama	Hokkaido	0.80	JPY 40	Mar 2015
Ichigo Hamanaka Bokujo Tsurunokotai	Tohoku	2.31	JPY 36	Dec 2015
Ichigo Yonago Izumi	Chugoku	2.61	JPY 40	Jan 2016
Ichigo Kasaoka Takumicho	Chugoku	1.11	JPY 32	Mar 2016
Ichigo Toki Oroshicho	Chubu	1.39	JPY 36	Jun 2016
Ichigo Toride Shimotakai Kita	Kanto	1.03	JPY 32	Jul 2016
Ichigo Toride Shimotakai Minami	Kanto	0.54	JPY 32	Jul 2016
Ichigo Hamanaka Bokujo Kajibayashi	Tohoku	2.31	JPY 36	Oct 2016
Ichigo Sera Tsukuchi	Chugoku	2.54	JPY 32	Feb 2017
Ichigo Sera Aomizu	Chugoku	2.87	JPY 32	Aug 2017
Ichigo Showamura Ogose	Kanto	43.34	JPY 36	Sep 2017
Ichigo Memuro Nishi-Shikari	Hokkaido	1.32	JPY 40	Feb 2018
Ichigo Kure Yasuuracho Nakahata	Chugoku	2.90	JPY 36	Mar 2018
Ichigo Tsu	Chubu	2.94	JPY 24	Mar 2018
Ichigo Kasaoka Iwanoike	Chugoku	2.64	JPY 24	Mar 2018
Ichigo Toki Tsurusatocho Kakino	Chubu	1.31	JPY 24	Apr 2018
Ichigo Itoshima Iwara	Kyushu	1.48	JPY 36	Jan 2019
Ichigo Sakahogi Fukagaya	Chubu	2.89	JPY 21	May 2019
Ichigo Sennan Kitsuneike	Kansai	2.86	JPY 21	Jul 2019
Ichigo Minakami Aramaki	Kanto	12.02	JPY 36	Jan 2020
Ichigo Takashima Kutsuki	Kansai	3.74	JPY 32	Jan 2020
Ichigo Toki Tsurusatocho Kakino Higashi	Chubu	1.67	JPY 21	Feb 2020
Ichigo Hitachiomiya	Kanto	2.99	JPY 24	Mar 2020
Ichigo Hokota Aoyagi	Kanto	2.48	JPY 24	Apr 2020
Ichigo Kasaoka Osakaike	Chugoku	2.66	JPY 21	Apr 2020
Ichigo Minokamo Hachiyacho Kamihachiya	Chubu	1.29	JPY 18	Sep 2020
Ichigo Seto Jokojicho	Chubu	1.45	JPY 18	Oct 2020
Ichigo Toride Shimotakai Nishi	Kanto	2.84	JPY 18	Jan 2021
Total (Operating)	36 Plants 120.6MW			

Ichigo Solar Power Plants (In-Development)

Solar Power Plant	Area	Panel Output (MW)	FIT (Pre-tax)	Operation Start Date
Ichigo Komagane Akaho Minami	Chubu	0.74	JPY 14	Aug 2021
Ichigo Komagane Akaho Kita	Chubu	0.39	JPY 14	Aug 2021
Ichigo Chiba Wakaba-ku Omiyacho Nishi	Kanto	0.74	JPY 14	Aug 2021
Ichigo Chiba Wakaba-ku Omiyacho Higashi	Kanto	0.74	JPY 14	Aug 2021
Ichigo Tatsunomachi Sawasoko	Chubu	0.74	JPY 14	Aug 2021
Ichigo Kasaoka Idachiike	Chugoku	2.66	JPY 18	Oct 2021
Ichigo Sera Shimotsuda	Chugoku	2.93	JPY 18	Jan 2022
Ichigo Obu Yoshidamachi	Chubu	1.10	JPY 18	Jan 2022
Ichigo Kobe Pompuike	Kansai	2.47	JPY 18	Jan 2022
Ichigo Ueda Yoshidaie	Chubu	1.01	JPY 18	Feb 2022
Ichigo Miyakonojo Takazakicho Tsumagirishima	Kyushu	2.96	JPY 32	Feb 2022
Ichigo Ebino Suenaga	Kyushu	13.99	JPY 40	Jan 2024
Total (In-Development)	12 Plants	30.5MW		
Total (Operating & In-Development)	48 Plants	151.1MW		

Ichigo Wind Power Plants

Wind Power Plant	Area	Panel Output (MW)	FIT (Pre-tax)	Operation Start Date
Ichigo Yonezawa Itaya	Tohoku	7.39	JPY 22	Feb 2021
Ichigo Takashinoyama	Tohoku	6.99	JPY 21	Dec 2023
Ichigo Onjuku Iwawada Nishi	Kanto	1.99	JPY 22	Dec 2024
Ichigo Onjuku Iwawada Higashi	Kanto	1.99	JPY 22	Dec 2024
Total	4 Plants	18.3MW		

Ichigo Green (9282)

Area	Panel Output (MW)	FIT (Pre-tax)
Hokkaido	9.14	JPY 40
Kanto	1.33	JPY 40
Chubu	1.80	JPY 32
Chugoku	3.60	JPY 36, JPY 40
Shikoku	3.67	JPY 36, JPY 40
Kyushu	1.44	JPY 36
Okinawa	8.44	JPY 40
Total	29.4	

Ichigo Total: 198.9MW

Solar Power Plants : 151.1MW
(Operating/In-Development)

Wind Power Plants : 18.3MW

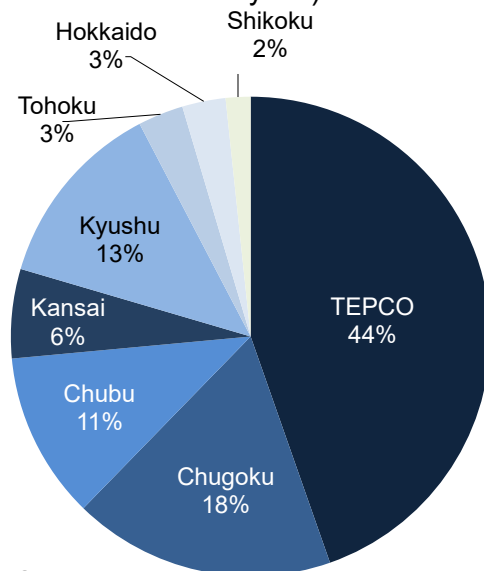
Ichigo Green (9282)
Solar Power Plants : 29.4MW

Ichigo-Owned Solar Power Plant Details

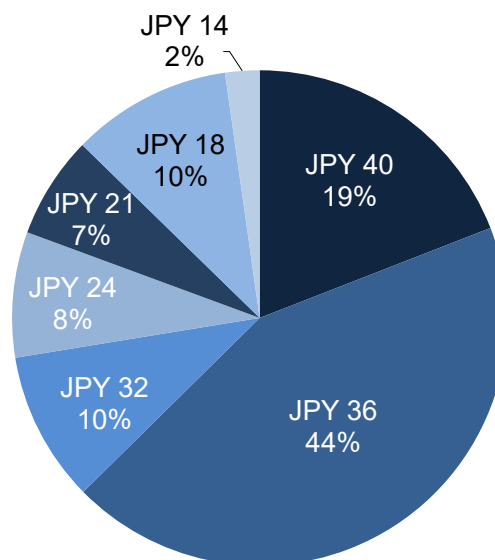
Total Operating and In-Development Ichigo-Owned Solar Power Plants: 48 Plants (151.1MW)

By Customer

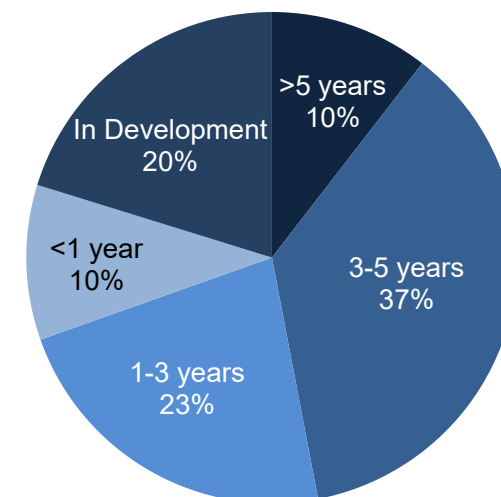
(Electric Power Utility Co)



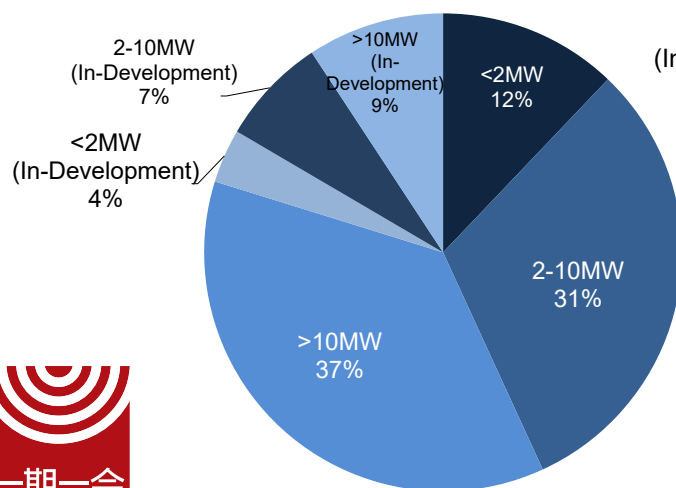
By Feed-In Tariff



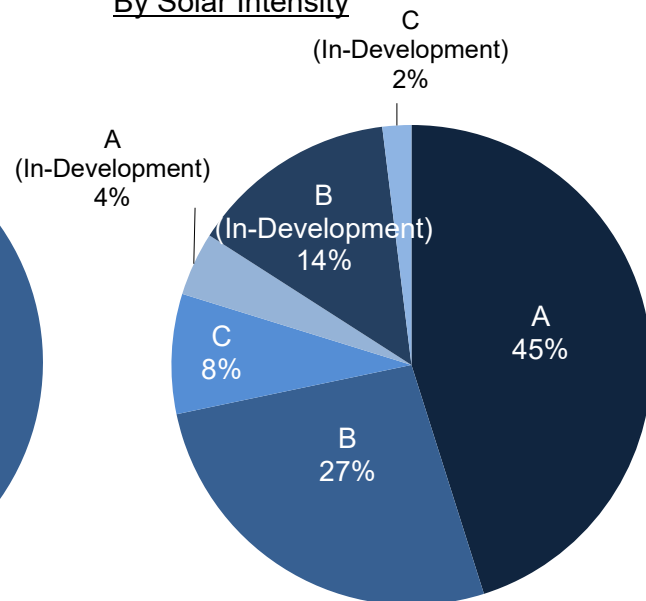
By Years in Operation



By Output



By Solar Intensity



Panel Output and FIT by Customer

Area	Operating		In-Development	
	Panel Output (MW)	FIT (Pre-tax) (JPY)	Panel Output (MW)	FIT (Pre-tax) (JPY)
TEPCO	66.0	18 – 40	1.5	14
Chugoku	21.1	21 – 40	5.6	18
Kyushu	2.4	36 – 40	17.0	32 – 40
Chubu	13.0	18 – 36	4.0	14 – 18
Kansai	6.6	21 – 32	2.5	18
Tohoku	4.6	36	–	–
Hokkaido	4.4	40	–	–
Shikoku	2.5	40	–	–
Total	120.6		30.5	

Solar Intensity Rank
A: ≥ 4.00 B: ≥ 3.75 , < 4.00 C: ≥ 3.50 , < 3.75 D: < 3.5
Unit: kWh/m² per day

Reference: Japan's Feed-In Tariff (FIT)

What is a FIT?

- A policy mechanism to encourage investment in renewable energies by guaranteeing a fixed purchase price for electricity over a 20-year contract period
- The fixed price for new contracts is adjusted every year, but locked in for the duration of the contract period

Solar Power FIT

Contract Date	FIT	Guarantee Period
FY2012	JPY 40	20 years
FY2013	JPY 36	20 years
FY2014	JPY 32	20 years
FY2015 (4/1~6/30)	JPY 29	20 years
FY2015 (7/1~3/31)	JPY 27	20 years
FY2016	JPY 24	20 years
FY2017	JPY 21 ¹	20 years
FY2018	JPY 18 ¹	20 years
FY2019	JPY 14 ²	20 years
FY2020	JPY 13 ³	20 years
	JPY 12 ⁴	

Wind Power FIT

Contract Date	FIT	Guarantee Period
FY2017 (4/1~9/30)	JPY 22	20 years
FY2017 (10/1~3/31)	JPY 21	20 years
FY2018	JPY 20	20 years
FY2019	JPY 19	20 years
FY2020	JPY 18	20 years

¹ FIT for >2MW non-residential solar power production determined via auction process

² FIT for >0.5MW non-residential solar power production determined via auction process

³ FIT for 0.01 to 0.05MW non-residential solar power production

FIT for >0.5MW non-residential solar power production determined via auction process

⁴ FIT for 0.05 to 0.25MW non-residential solar power production

FIT for >0.5MW non-residential solar power production determined via auction process

Source: METI, Agency for Natural Resources and Energy

Consolidated Balance Sheet: Assets

(JPY million)

	FY17/2	FY18/2	FY19/2	FY20/2	FY21/2 H1	FY21/2 Q3	vs. FY21/2 H1
Assets							
Current Assets							
Cash and cash equivalents	47,678	45,510	50,225	41,067	46,083	50,059	+3,976
Trade notes and accounts receivable	913	1,097	1,344	2,308	1,366	1,508	+142
Operational loan investments	1,324	1,324	1,324	1,324	1,324	1,324	—
Operational securities investments	1,433	2	1,218	902	617	608	-9
Real estate for sale	167,805	180,789	161,322	68,290	62,357	54,720	-7,637
Deferred tax assets	516	342	—	—	—	—	—
Other	3,125	2,643	2,156	3,721	3,625	2,383	-1,242
Less: allowance for doubtful accounts	-453	-28	-2	-6	-23	-25	-2
Total Current Assets	222,344	231,681	217,590	117,608	115,352	110,579	-4,773
Fixed Assets							
Property, Plant, and Equipment							
Buildings and structures (net)	7,375	10,600	20,338	55,050	60,992	60,688	-304
Solar power plant equipment (net)	7,246	19,773	19,058	23,425	24,114	24,180	+66
Land	18,627	26,993	49,924	122,114	125,012	125,021	+9
Other (net)	12,402	1,190	5,655	5,607	5,816	6,244	+428
Total Property, Plant, and Equipment	45,654	58,558	94,976	206,198	215,936	216,135	+199
Intangible Assets							
Goodwill	1,864	1,600	1,346	1,090	1,022	995	-27
Leasehold rights	62	135	316	687	1,269	1,269	—
Other	29	233	331	705	842	1,934	+1,092
Total Intangible Assets	1,956	1,968	1,993	2,482	3,134	4,199	+1,065
Investments and Other Assets							
Securities investments	1,426	2,184	2,455	4,321	4,423	4,950	+527
Long-term loans receivable	10	10	10	510	10	10	—
Deferred tax assets	339	68	177	568	616	598	-18
Other	1,820	2,132	2,231	2,128	2,282	2,211	-71
Less: allowance for doubtful accounts	-92	-91	-91	-91	-91	-91	—
Total Investments and Other Assets	3,504	4,303	4,782	7,436	7,240	7,679	+439
Total Fixed Assets	51,115	64,831	101,752	216,118	226,311	228,013	+1,702
Total Assets	273,459	296,512	319,343	333,726	341,664	338,593	-3,071

Consolidated Balance Sheet: Liabilities & Net Assets

(JPY million)

	FY17/2	FY18/2	FY19/2	FY20/2	FY21/2 H1	FY21/2 Q3	vs. FY21/2 H1
Liabilities							
Current Liabilities							
Trade notes and accounts payable	110	—	—	—	—	—	—
Short-term loans	805	1,042	3,275	3,086	5,713	5,472	-241
Short-term non-recourse loans	611	—	—	—	—	—	—
Bonds (due within one year)	112	112	112	274	274	274	—
Long-term loans (due within one year)	5,209	4,449	7,881	12,277	6,547	6,671	+124
Long-term non-recourse loans (due within one year)	6,825	3,921	1,666	1,178	1,350	1,350	—
Income taxes payable	1,655	1,609	3,760	2,416	1,038	452	-586
Deferred tax liabilities	62	494	—	—	—	—	—
Accrued bonuses	36	34	31	33	217	407	+190
Other current liabilities	4,119	4,652	5,178	5,013	3,836	4,914	+1,078
Total Current Liabilities	19,548	16,316	21,905	24,280	18,978	19,543	+565
Long-Term Liabilities							
Bonds	632	520	538	6,082	6,015	5,974	-41
Non-recourse bonds	100	—	—	—	—	—	—
Long-term loans	91,604	112,366	131,569	151,483	163,466	160,035	-3,431
Long-term non-recourse loans	68,319	63,588	51,068	39,156	41,737	41,624	-113
Deferred tax liabilities	1,147	1,744	2,164	1,890	1,853	1,853	—
Long-term security deposits received	8,038	8,492	8,292	8,118	7,955	7,836	-119
Other long-term liabilities	624	758	946	1,107	914	934	+20
Total Long-Term Liabilities	170,467	187,470	194,579	207,838	221,942	218,260	-3,682
Total Liabilities	190,015	203,787	216,484	232,119	240,921	237,803	-3,118
Net Assets							
Shareholders' Equity							
Capital	26,650	26,723	26,820	26,885	26,886	26,886	—
Capital reserve	11,056	11,113	11,207	11,272	11,272	11,272	—
Retained earnings	42,840	54,324	66,730	71,505	70,911	72,398	+1,487
Treasury shares	-15	-2,995	-5,988	-8,988	-8,988	-10,488	-1,500
Total Shareholders' Equity	80,532	89,165	98,769	100,674	100,081	100,068	-13
Accumulated Other Comprehensive Income							
Valuation gains (losses) on other securities	117	543	386	158	-128	-86	+42
Deferred gains (losses) on long-term interest rate	-365	-372	-408	-397	-416	-403	+13
Foreign currency translation adjustment	55	—	—	—	—	—	—
Total Accumulated Other Comprehensive Income	-192	171	-21	-239	-545	-490	+55
Stock Options	491	666	827	988	1,023	1,028	+5
Minority Interests	2,612	2,722	3,283	184	183	182	-1
Total Net Assets	83,443	92,725	102,859	101,607	100,742	100,789	+47
Total Liabilities and Net Assets	273,459	296,512	319,343	333,726	341,664	338,593	-3,071

Consolidated P&L

(JPY million)

	FY17/2 (12M)	FY18/2 (12M)	FY19/2 (12M)	FY20/2 (12M)	FY21/2 Q3 (9M)	FY20/2 Q3 (9M)	Change (YOY)	FY21/2 Full-Year Forecast (Revised)	vs. Forecast
Revenue	109,253	57,846	83,540	87,360	55,188	78,153	-22,965	-	-
Cost of Goods Sold	81,327	30,860	51,413	52,851	41,915	47,823	-5,908	-	-
Gross Profit	27,925	26,986	32,126	34,509	13,273	30,330	-17,057	-	-
SG&A	5,025	5,067	5,847	6,787	4,721	5,298	-577	-	-
Operating Profit	22,900	21,919	26,279	27,721	8,551	25,032	-16,481	9,500	90.0%
Non-Operating Income									
Interest income	-	3	3	8	12	4	+8	-	-
Dividend income	85	57	68	78	75	74	+1	-	-
Mark-to-market gains on long-term interest rate hedges	-	-	5	-	158	53	+105	-	-
Other	32	100	70	62	43	29	+14	-	-
Total Non-Operating Income	118	161	147	150	290	162	+128	-	-
Non-Operating Expenses									
Interest expenses	2,278	2,249	2,328	2,293	1,752	1,734	+18	-	-
Mark-to-market losses on long-term interest rate hedges	53	270	491	336	55	55	-	-	-
Debt financing-related fees	714	207	327	538	268	522	-254	-	-
Other	217	168	203	307	229	215	+14	-	-
Total Non-Operating Expenses	3,263	2,895	3,350	3,476	2,306	2,529	-223	-	-
Recurring Profit	19,755	19,185	23,076	24,395	6,535	22,665	-16,130	6,800	96.1%
Extraordinary Gains									
Gains on sales of securities investments	2,466	-	2	11	-	11	-11	-	-
Gains on sales of shares in affiliates	-	1,221	-	-	-	-	-	-	-
Gains on sales of subsidiary shares	-	-	-	169	-	169	-169	-	-
Other	-	41	-	35	-	35	-35	-	-
Total Extraordinary Gains	2,466	1,263	2	215	-	215	-215	-	-
Extraordinary Losses									
Loss on disposal of fixed assets	-	11	-	27	-	27	-27	-	-
Valuation losses on securities investments	-	-	-	229	114	-	+114	-	-
Office move expenses	31	-	-	-	-	-	-	-	-
Impairment loss	1,090	327	-	319	-	-	-	-	-
Earthquake-related damages	244	-	-	-	-	-	-	-	-
Covid-19 writedown of real estate for sale	-	-	-	7,487	-	-	-	-	-
Other	224	-	-	-	1	-	-	-	-
Total Extraordinary Losses	1,590	339	-	8,065	116	27	+89	-	-
Pre-Tax Income	20,630	20,109	23,079	16,545	6,418	22,853	-16,435	-	-
Income Taxes	5,436	5,923	7,333	7,406	2,149	6,775	-4,626	-	-
Pre-Minority Interest Net Income	15,194	14,185	15,746	9,139	4,269	16,077	-11,808	-	-
Income Attributable to Minority Interests	299	167	373	938	3	936	-933	-	-
Net Income	14,894	14,018	15,373	8,201	4,265	15,141	-10,876	5,000	85.3%

Consolidated Cash Flows from Operations

(JPY million)

	FY17/2 (12M)	FY18/2 (12M)	FY19/2 (12M)	FY20/2 (12M)	FY21/2 Q3 (9M)
Cash Flows from Operations					
Pre-tax income	20,630	20,109	23,079	16,545	6,418
Depreciation	778	1,015	1,696	2,630	3,432
Share-based compensation expenses	223	215	213	194	41
Amortization of goodwill	141	111	254	174	94
Increase (decrease) in accrued bonuses	23	32	-3	2	374
Increase (decrease) in allowance for doubtful accounts	-3	-355	-26	4	19
Interest and dividend income	-85	-61	-71	-86	-88
Interest expense	1,303	2,249	2,328	2,293	1,752
Losses (gains) on sales of subsidiary shares	-	-	-	-169	-
Losses (gains) on sales of shares in affiliates	-	-1,221	-	-	-
Losses (gains) on sales of securities investments	-2,466	-	-2	-11	-
Impairment loss	1,090	327	-	319	-
Valuation losses on securities investments	-	-	-	229	114
Decrease (increase) in trading notes and receivables	-367	-468	-247	-903	799
Decrease (increase) in operational securities investments	2,727	1,663	3,509	11,682	325
Decrease (increase) in real estate for sale	-6,303	-8,112	-3,163	-17,447	13,585
Covid-19 writedown of real estate for sale	-	-	-	7,487	-
Decrease (increase) in power plant for sale	7,251	996	-	-	-
Valuation losses on SPC capital contributions	16	-	-	-	3
Decrease (increase) in advances paid	-190	871	-333	16	238
Decrease (increase) in accounts receivable	-193	-10	-399	29	-10
Increase (decrease) in accounts payable	204	573	-332	201	-972
Increase (decrease) in accrued expenses	92	-47	25	-36	188
Increase (decrease) in advances received	-49	30	269	-285	-
Increase (decrease) in security deposits received	-667	125	-264	-169	-280
Other	1,304	585	1,887	600	735
Sub-Total	25,460	18,628	28,420	23,304	26,773
Interest and dividend income received	85	61	71	86	88
Interest expenses paid	-1,146	-2,231	-2,118	-2,068	-1,563
Income taxes paid and refunded	-2,852	-5,854	-4,610	-9,430	-4,058
Net Cash from (Used for) Operations	21,547	10,603	21,762	11,892	21,239

Consolidated Cash Flows from Investments & Financing

(JPY million)

	FY17/2 (12M)	FY18/2 (12M)	FY19/2 (12M)	FY20/2 (12M)	FY21/2 Q3 (9M)
Cash Flows from Investments					
Payments into time deposits	-6,100	-6	-118	-113	-7
Proceeds from withdrawal from time deposits	201	—	1,060	5,033	—
Payments for securities investments	-300	-140	-539	-2,361	-547
Proceeds from sales of securities investments	6,136	—	32	111	10
Proceeds from redemptions of securities investments	—	—	—	—	—
Acquisitions of property, plant, and equipment	-11,719	-4,796	-15,440	-11,244	-13,777
Acquisitions of intangible assets	-1	-83	-425	-562	-742
Payments of SPC capital contributions	-63	-28	-6	-2	-3
Redemptions of SPC capital contributions	—	—	32	—	15
Payments of security deposits	-5	-36	-16	-34	—
Acquisitions of subsidiary shares resulting in change of consolidation scope	-93	-2,619	—	—	—
Sales of subsidiary shares resulting in change of consolidation scope	—	2,096	—	—	—
Acquisitions of consolidated subsidiary	—	—	—	-187	—
Other	11	-32	-181	-902	-21
Net Cash from (Used for) Investments	-11,933	-5,645	-15,602	-10,263	-15,075
Cash Flows from Financing					
Net increase (decrease) in short-term loans	-1,383	-306	2,232	426	2,386
Net increase (decrease) in short-term non-recourse loans	532	-611	—	—	—
Proceeds from bond issuance	785	—	129	5,828	70
Repayment of maturing bond principal to bondholders	-56	-112	-112	-193	-177
Redemption of non-recourse bonds	—	-100	—	—	—
Proceeds from long-term loans	55,674	32,660	43,062	49,957	48,777
Repayment of long-term loans	-61,221	-13,402	-20,352	-26,475	-45,829
Proceeds from long-term non-recourse loans	30,850	3,518	3,500	5,300	3,300
Repayment of long-term non-recourse loans	-15,400	-22,366	-18,473	-17,701	-659
Proceeds from employee exercise of stock options	137	110	143	95	1
Share buyback	—	-2,999	-2,999	-2,999	-1,499
Proceeds from minority interests	—	—	90	—	—
Payments to minority interests	-2,000	—	—	-1,276	—
Sales of subsidiary shares resulting in no change of consolidation scope	—	—	100	—	—
Dividends paid to minority interests	-39	—	—	-8	-5
Dividends paid	-1,501	-2,513	-2,972	-3,416	-3,298
Net Cash from (Used for) Financing	6,377	-6,124	4,346	9,537	3,063

Ichigo 2030: Ichigo as a Sustainable Infrastructure Company

Go for Growth

Grow & Expand Ichigo's Core Businesses into New Areas, Creating New Earnings Streams and Increasing Both Earnings and Earnings Stability

Sustainability

Sustainability is integral to the health and development of people, society, and the environment. Ichigo's current core business of preserving and improving real estate is a highly sustainable business model that combines high efficiency with low environmental impact.

Under Ichigo 2030, Ichigo will continue its long-standing commitment to sustainability while developing new technologies to extend the lives of key social infrastructure beyond 100 years.

Infrastructure

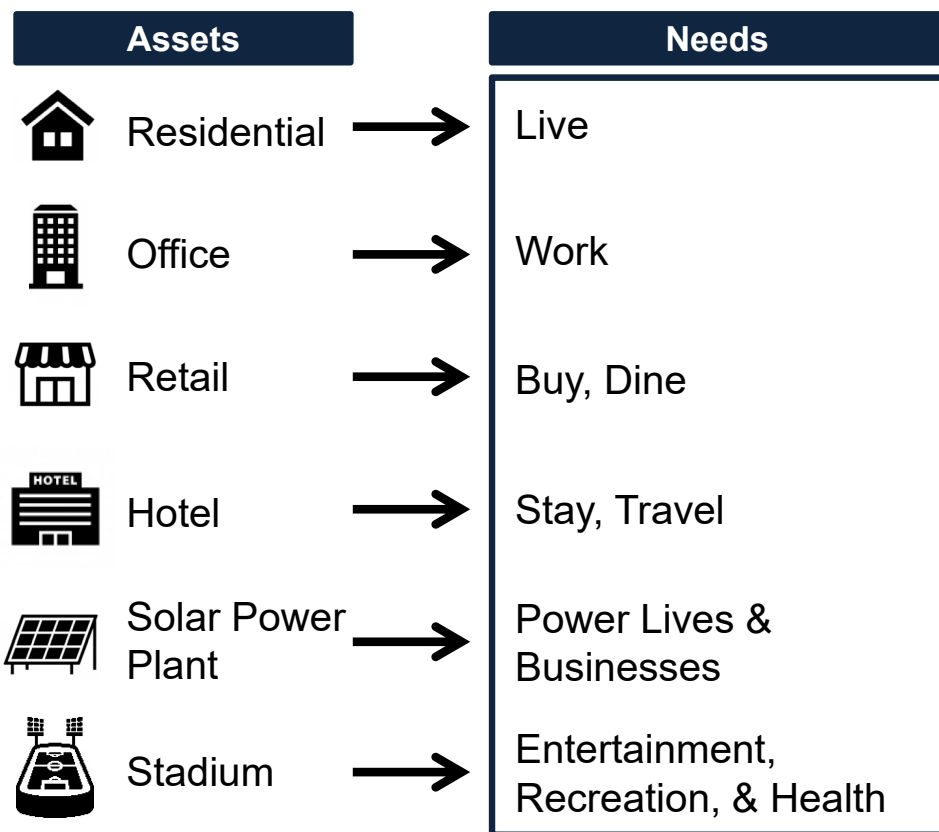
Ichigo has a direct and critically important role in preserving and improving the social infrastructure that supports the quality of people's lives.

By expanding its current real estate and clean energy businesses into other infrastructure areas, Ichigo will integrate the "hard" physical elements and "soft" service elements of infrastructure to serve broad client needs.

Critical to success will be unifying Ichigo's Sustainable Value-Add and IT capabilities. Ichigo will work to deliver first-in-class and best-in-class solutions to drive significant value for clients and society across a diverse set of infrastructures. Being one of many is not enough. Ichigo needs to lead.

Ichigo as a Sustainable Infrastructure Company

Go Beyond Real Estate to Address Significant Needs



KPI Targets

1. High Capital Efficiency

- FY20/2~FY30/2 Average ROE >15%
 - ✓ Increase long-term ROE by driving higher capital efficiency and earnings stability
 - ✓ Via high ROE, grow long-term EPS as a key driver of shareholder value
- FY20/2~FY30/2 Continuous JPX-Nikkei 400 Index Inclusion
 - ✓ Target 11 consecutive years of inclusion

2. High Cash Flow Generation

- FY20/2~FY30/2 Continuous Economic Operating Cash Flow > Net Income
 - ✓ Ichigo's robust cash flows fund both growth investments and shareholder returns
 - ✓ Target 11 consecutive years of EOCF > NI

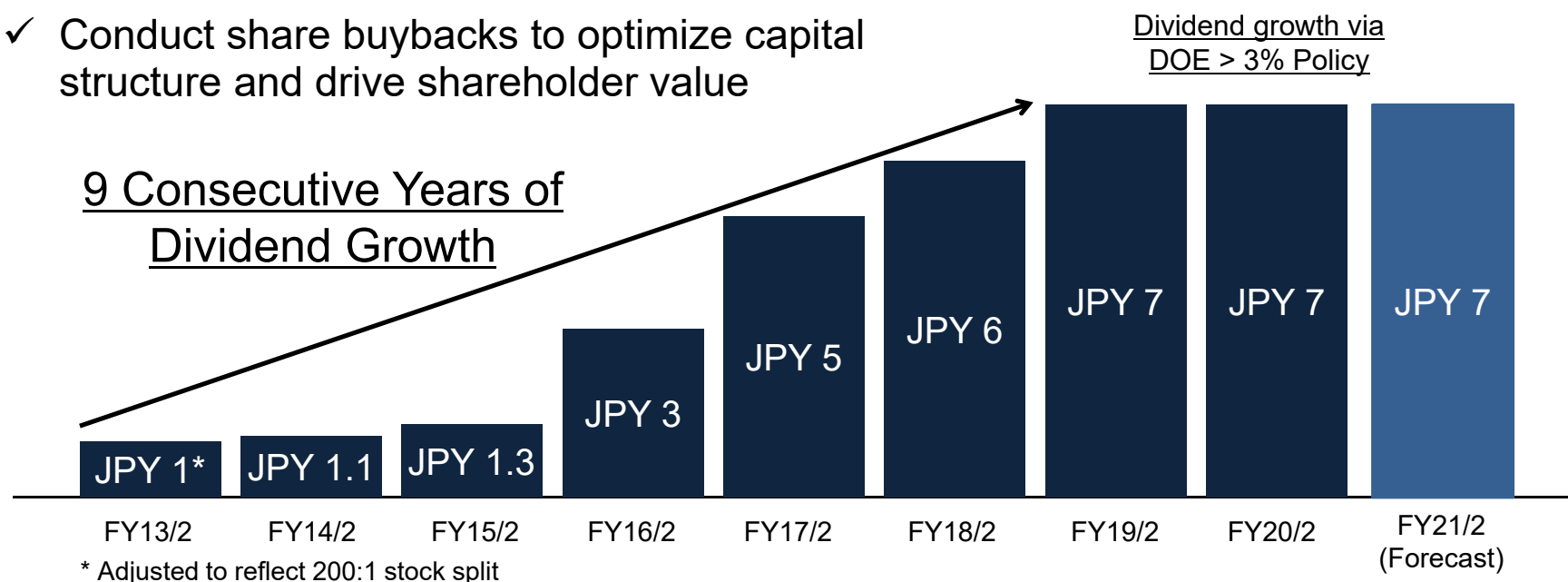
3. High Earnings Stability

- FY30/2 Stock Earnings Ratio >60%
 - ✓ Raise Stock Earnings ratio from FY19/2's 53%
 - ✓ Concurrently increase and diversify Flow Earnings, which are currently centered on Sustainable Real Estate Gains on Sales

Shareholder Return Policy

Ichigo Dividend Policy: Growth, Certainty, and Stability

- Progressive Dividend Policy
 - ✓ Ichigo's progressive dividend policy underscores our commitment to driving continued organic earnings and dividend growth for shareholders. Under this policy, the dividend is maintained or raised every year (but not cut), providing shareholders with the security of a durable dividend.
- DOE (Dividend on Equity) Payout Ratio of >3%
 - ✓ Stable and growing dividend unaffected by short-term earnings volatility
- Flexible Deployment of Share Buybacks (New)
 - ✓ Conduct share buybacks to optimize capital structure and drive shareholder value



Ichigo 2030: New Initiatives

Top Partner of J.League, Japan's Professional Soccer League

Partner with J.League to Promote Community Development, Revitalize Local Economies, and Help People Enjoy Fuller and Healthier Lives

J.League's 100-Year Vision: Promote Sports Development

J.League's mission is to establish sports clubs rooted in local communities, cooperating with local residents, businesses, and municipalities to promote community development

Ichigo's Mission: Serve Important Social Needs

Ichigo believes that companies exist to serve society, and seeks to contribute to local communities as a sustainable infrastructure company

Ichigo's role as the only real estate company that is a J.League Top Partner:

- Renovate and upgrade stadiums and help local governments find solutions for the rising costs of operating stadiums
- Work to build stronger and healthier communities in cooperation with local residents, businesses, and municipalities

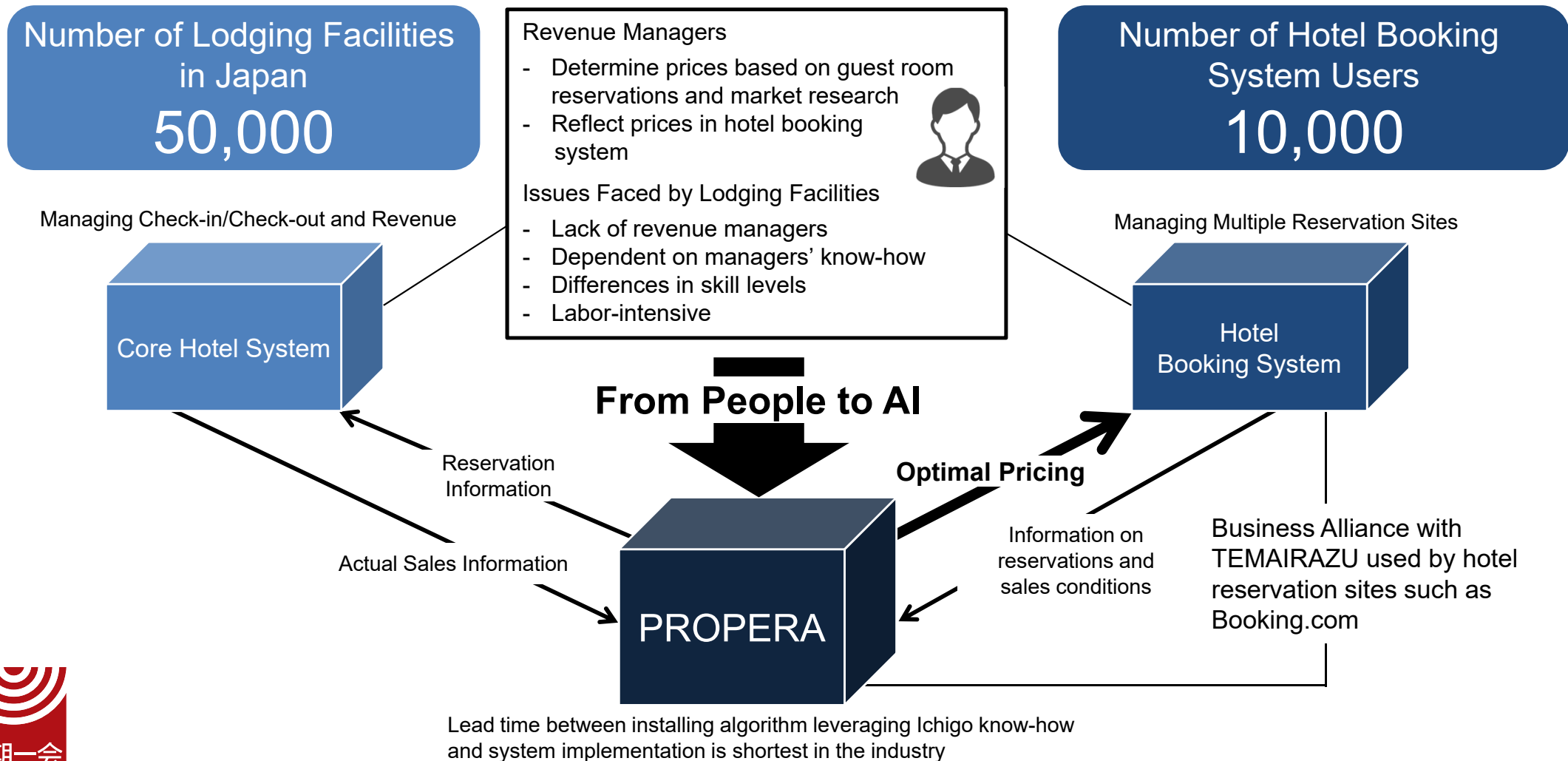


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PROPERA: Ichigo's AI Hotel Revenue Management System

- Maximizes Hotel Revenues and Increases Labor Productivity
- Solves Issues Faced by Hotels and Supports Competitiveness
- Developed PROPERA-Lite* Tailored to Hotels' Needs

* Provides limited information on pricing levels



Hakata Hotels: Hotel Operations

Hotel Operator in Kyushu/Yamaguchi Region Seeing Inbound Tourism Growth

- Started operations at 3 hotels on June 1, 2019 and currently operates 13 hotels

PROPERA Deployment

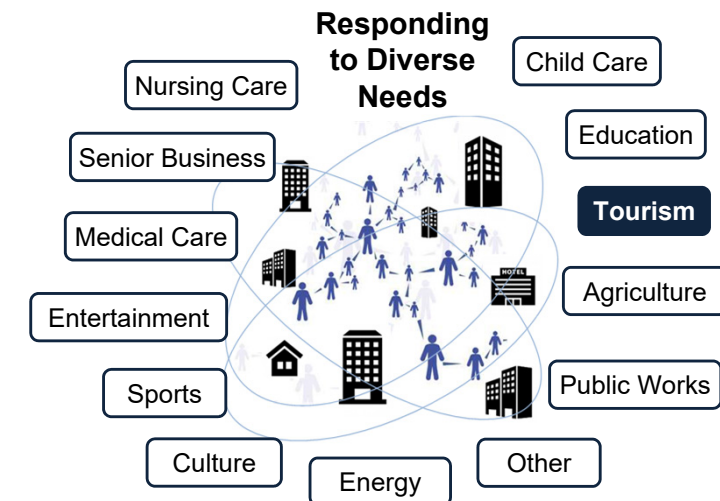
- Generating 10 to 40% revenue increases p.a.
- Sales of PROPERA to non-Ichigo hotel operators expected to drive Ichigo non-asset revenue stream



Ichigo's Hotel Il Palazzo in Fukuoka was the first building outside the U.S. to win an American Institute of Architects Honor Award in 1991

HAKATA HOTELS

The Hakata Hotels logo features *hakata-ori* woven silk textiles that are a local Fukuoka craft, including the *koukou shima* weaving pattern in which a thick vertical line is surrounded by thin vertical lines. The thin lines represent children, and the thick lines parents, expressing the sense of care shown within families. The multiple colors reflect Ichigo's values of respect for diversity. The values represented in the logo are also resonant with Ichigo's philosophy of *Ichigo Ichie*, literally meaning "One lifetime, one encounter."



Ichigo Animation: Anime + Real Estate Synergies

Production of New Anime Series VLADLOVE Written & Directed by Mamoru Oshii, with Co-Director Junji Nishimura

- Established Ichigo Animation in April 2019
- Introducing tenant collaboration initiatives that go beyond typical owner/tenant, hands-off leasing relationships
- Collaborating across multiple industries to drive new synergies with Ichigo's existing businesses

New Earnings via Anime Content Streaming & Sales of DVDs, CDs, and Goods
Promote Ichigo's AKIBA CULTURES ZONE (ACZ) as Global Anime Landmark

- Increase ACZ's value by integrating anime content & events
(anime, dance, music, entertainment, retail, tourism, etc.)

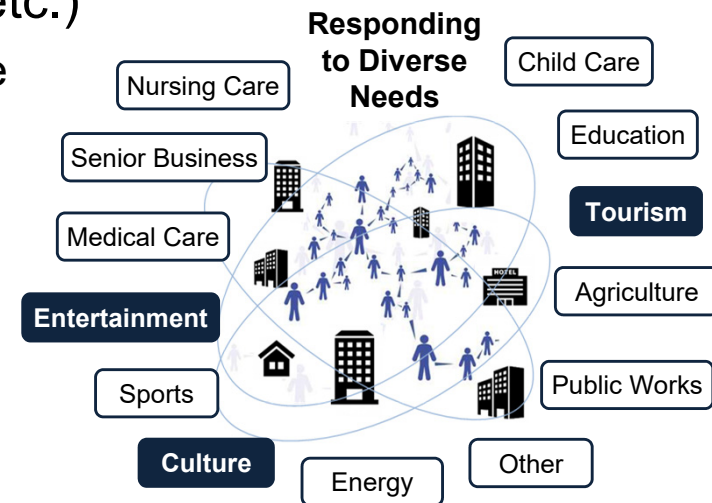
- ✓ Anime-related events and sales of goods at ACZ will drive both customer traffic & higher earnings



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AKIBA CULTURES ZONE



TSUBASA+: Real-World Augmented Reality (AR) Game

Investing in TSUBASA+, an AR Game that Uses Smartphone GPS

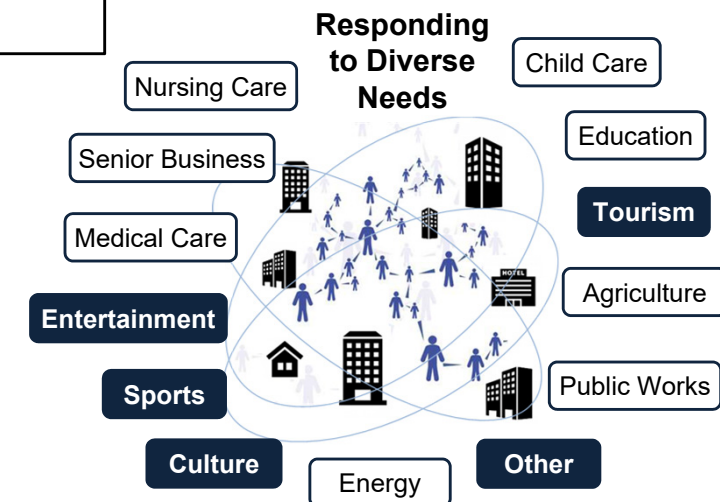
Game Features	Japanese soccer manga, <u>Captain Tsubasa</u> , with avatars of world-class soccer players
	Integrates real-world stadiums around the world
	Users can play on-line with professional soccer players
	Global launch started in September 2020
Business Opportunity	Royalties on sales
	Build virtual stadiums at Ichigo assets to drive customer traffic & activity
	Increase value of Ichigo assets, collaborate with hotels and retailers, promote community development, & support sports



Development by MIRAIRE Inc.



Development by MIRAIRE Inc.

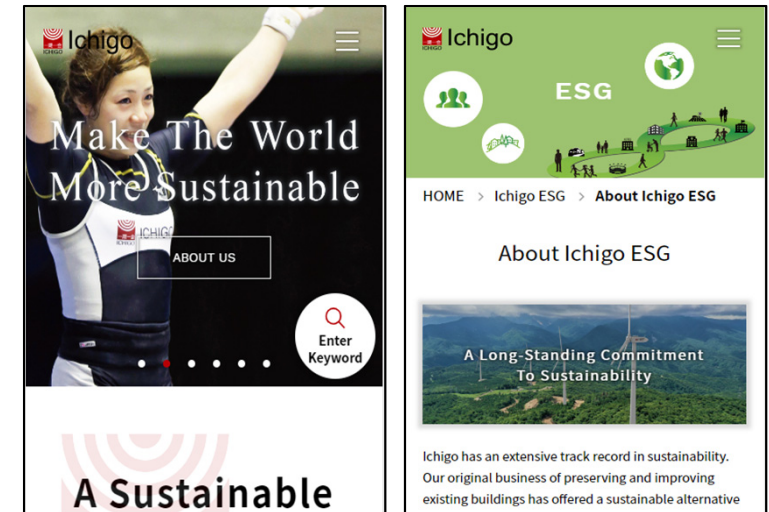


Website Renewal

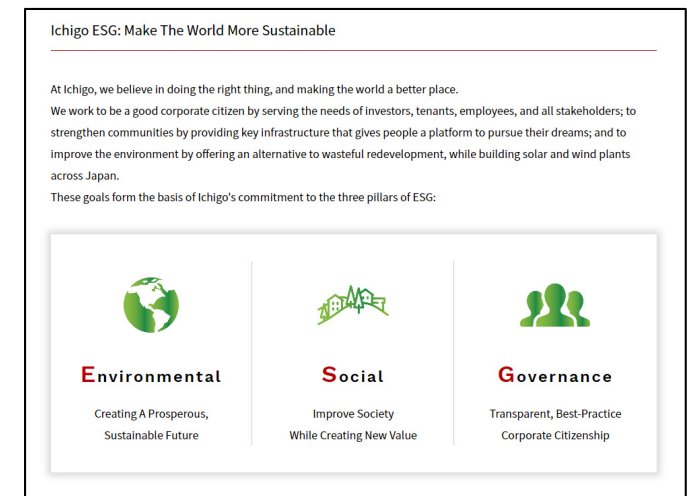
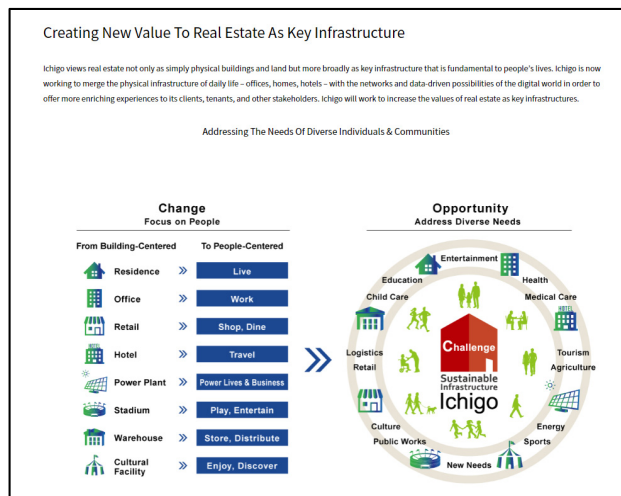
Website Overhaul to Improve Usability & Site Content



Smartphone Version



Added New Sustainable Value-Add Examples & ESG Initiatives www.ichigo.gr.jp/en



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This document is a translation. If there is any discrepancy between the Japanese version and the English translation, the Japanese version shall prevail.



**Make The World
More Sustainable**

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Ichigo is Japan's first zero-carbon listed real estate company.
We are taking responsibility for our environmental footprint by offsetting our carbon emissions and investing in low-carbon technologies such as solar energy.