FY21/2 H1 Corporate Presentation

October 14, 2020

Ichigo (2337)

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

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Make The World
More Sustainable

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- Hakata Hotels: Hotel Operations
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- TSUBASA+: Real-World Augmented Reality (AR) Game

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FY21/2 H1 Earnings

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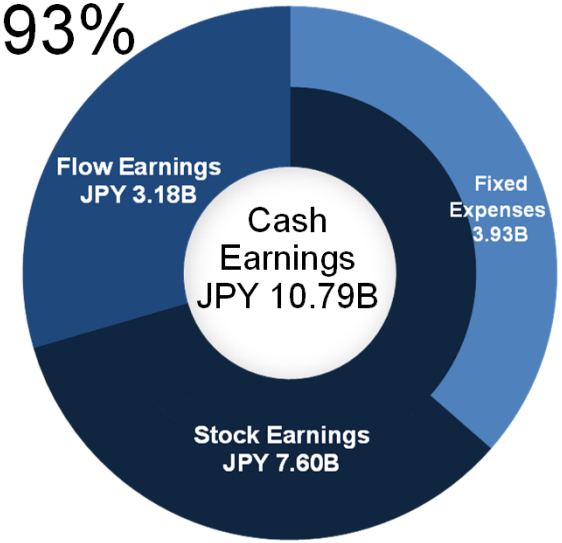
FY21/2 H1 Summary

Durable Earnings Model

Stock Earnings/Fixed Expenses

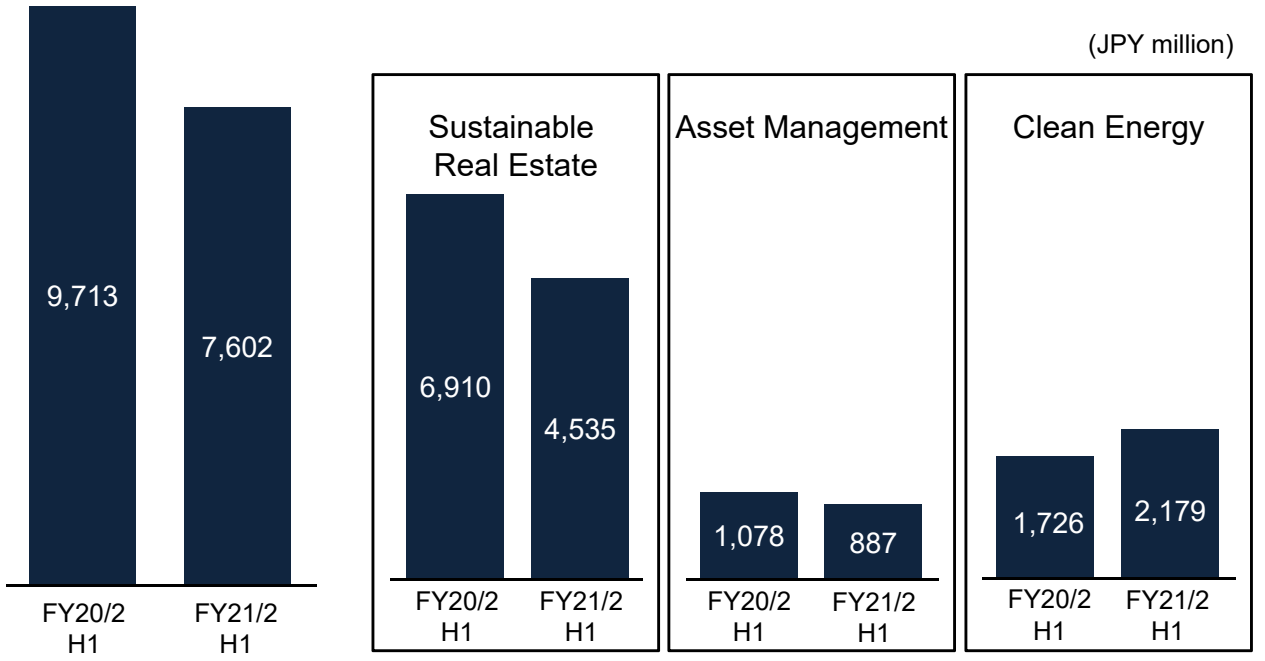
193%



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

Robust Stock Earnings

(JPY million)



Clean Energy Stability

Clean Energy Growth on Track & Unaffected by Economic Conditions

– 6 new plants online since FY19 H1; +25.5MW & +26% stock earnings YOY

– Construction of first wind power plant financed with Green Loan using ESG criteria

Ichigo Owners Growth

Robust Capabilities & Execution amidst Covid

– H1 Acquisitions: JPY 9.78B

– H1 Sales: JPY 16.63B

(Additional residential asset sales of JPY17.2B in Q3)

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 (1.1%)

– Buyback Period: Oct 15, 2020 – Jan 13, 2021

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Covid Impacts

Asset Management

- Decrease in Ichigo Hotel (3463) performance-based AM fees
- Minimal impact on Ichigo Office (8975) & Ichigo Green (9282)

Sustainable Real Estate

- Partial recovery in hotel rental income, but still far away from full recovery
- With the exception of inbound-dependent retail, retail rental income recovering
- Residential asset sales & acquisitions continue to be active

Clean Energy

- No impacts, growth on track

Covid Impacts		
Leasing	Office	Typically light August saw limited Covid impact – nonetheless, outlook uncertain
	Hotel	Gradually recovering, but nowhere close to full recovery
	Retail	Recovering, but recovery seems to be slowing
	Residential	Little impact – steady state
Sales & Acquisitions		Slowdown in office, hotel, & retail; residential continues to be active

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Covid Response

Systematic Activity across both Hard & Soft Elements of Tenant Needs

- Tenant interviews & assessments and tailored responses
- Pro-active information gathering to support tenant access to government subsidies

Offices

Mitigate risks via continued execution of Ichigo's value-add fundamentals

✓ Increase tenant satisfaction
- Tenant surveys to systematically capture their on-the-ground reality
- Quick response to their needs

✓ Acquisitions of assets with value-add potential
- Current average rent: JPY 16,000 per tsubo
- Below current market levels

Hotels

Leverage capabilities as hotel owner with hotel operator capabilities
- Hedge downside of hotel operator departures
- Support Ichigo Hotel (3463) as sponsor by taking over hotel operations
- Maximize earnings via deployment of PROPERA, Ichigo's AI-based hotel revenue management system

HAKATA HOTELS

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Covid Infection Countermeasures

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

Asset Type	Covid Infection Countermeasures
All Asset Types	Provide hand sanitizers ubiquitously Cover touch surfaces with antibacterial sheets Post awareness & prevention promotion posters
Office	Experiment with disinfecting & cleaning robots & allocate more personnel to cleaning and disinfecting Install antibacterial wallpaper and flooring
Hotel	Display hotel information using monitors instead of paper print-outs
Retail	Provide Covid guidelines to all tenants
Residential	Provide free Wi-Fi at all assets to facilitate remote work

Covid Awareness & Prevention Promotion Poster



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Operating Profit -64%, Net Income -68%, EPS -67% (YOY)

Significant Covid impact: Stock Earnings -36%, Flow Earnings -68% YOY

(JPY million)

	FY20/2 H1	FY21/2 H1	YOY	Full-Year Forecast
Operating Profit	**15,118**	**5,452**	**-63.9%**	**7,400 – 12,900**
Recurring Profit	**13,189**	**4,252**	**-67.8%**	**5,000 – 10,400**
Net Income	**8,612**	**2,778**	**-67.7%**	**3,500 – 8,000**
EPS	**JPY 17.64**	**JPY 5.77**	**-67.3%**	**JPY 7.26 – JPY 16.60**

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Segment Earnings Details

- Asset Management: Decrease in Ichigo Hotel (3463) Base AM fees
- Sustainable Real Estate
  Stock Earnings: Primarily decrease in hotel income; limited retail impact
  Flow Earnings: Little activity in sales & acquisitions other than residential (Additional JPY 17.2B of residential asset sales in Q3)
- Clean Energy: 6 new plants online since FY20/2 H1

(JPY million)

Segment	Operating Profit				Gross Profit			Earnings Drivers (Parentheses show YOY change in Gross Profit)
	FY20/2 H1	FY21/2 H1	YOY	Full-Year Forecast	FY20/2 H1	FY21/2 H1	YOY	
Asset Management (AM)	908	606	-33.2%	1,100	1,163	948	-18.5%	Base AM Fees 840 (-191) Acquisition/Disposition Fees 22 (+4) Ichigo Office Cash Flow Performance Fees 37 (-29) Ichigo Green Operator Fees 23 (—)
Sustainable Real Estate (SRE)	13,372	3,729	-72.1%	4,500 – 10,000	16,272	6,256	-61.6%	Rental Income 3,132* (-3,131) Depreciation 1,403 (+757) Gains on Sales 3,130 (-6,514) Gains on Overseas Sales — (-373)
Clean Energy (CE)	833	1,171	+40.6%	1,800	1,188	1,479	+24.5%	Power Generation Revenue 1,479* (+291) Depreciation 699 (+160)
Adjustment (including offsets of cross-segment transactions)	4	-55	–	–	–	–	–	
Total	15,118	5,452	-63.9%	7,400 – 12,900	18,624	8,683	-53.4%	

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Powerful Value-Add Business Model Underpins Growth

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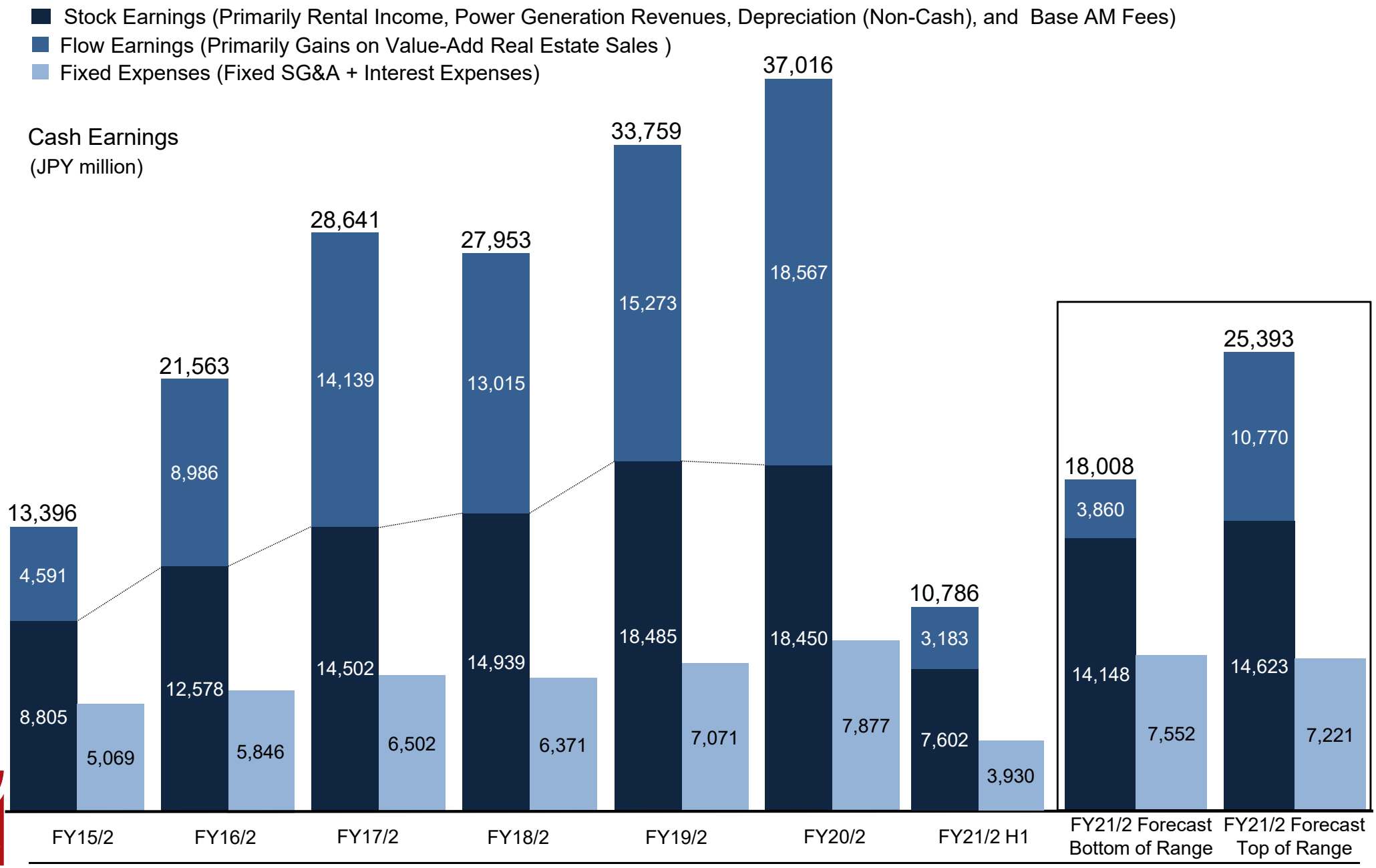
Business Model (1) Stock + Flow Earnings



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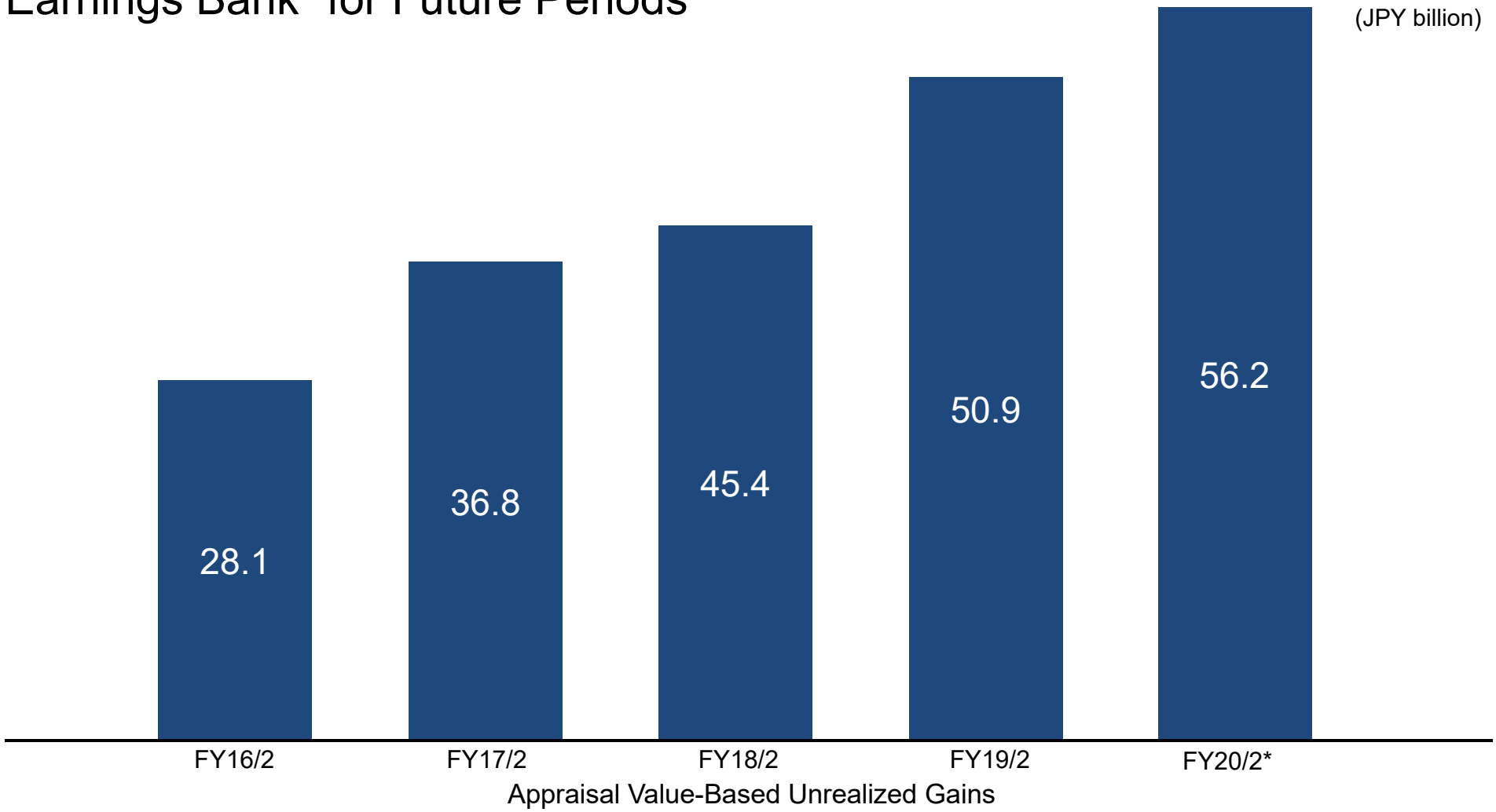
Business Model (2) Embedded Forward Earnings

Full Economic Earnings from Value-Add Exceed Accounting Earnings Value-Add Thus Generates Significant Unrealized Gains that are an “Earnings Bank” for Future Periods



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

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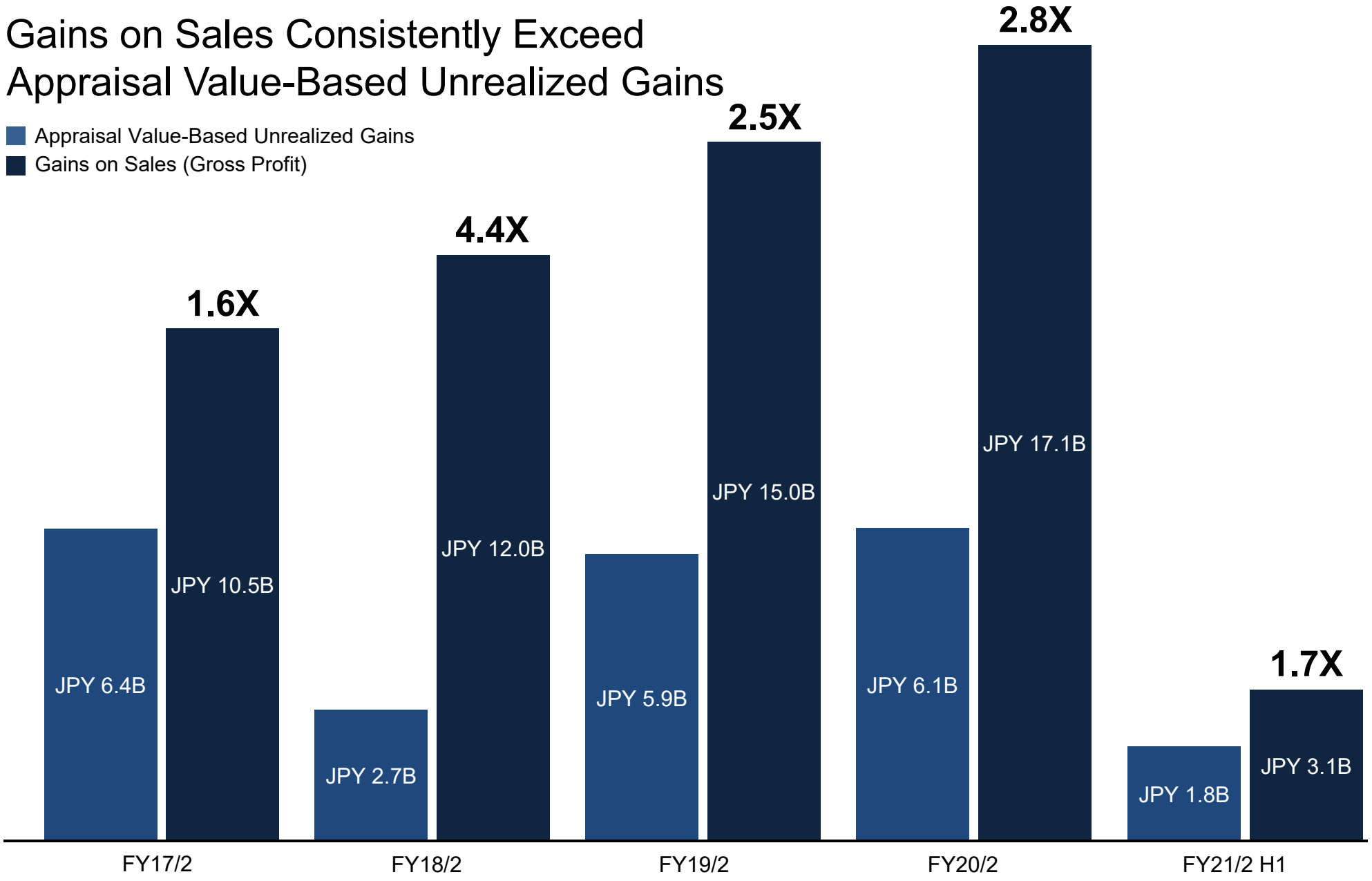
Business Model (3) Value-Add Drives Durable Value Growth

Gains on Sales Consistently Exceed Appraisal Value-Based Unrealized Gains



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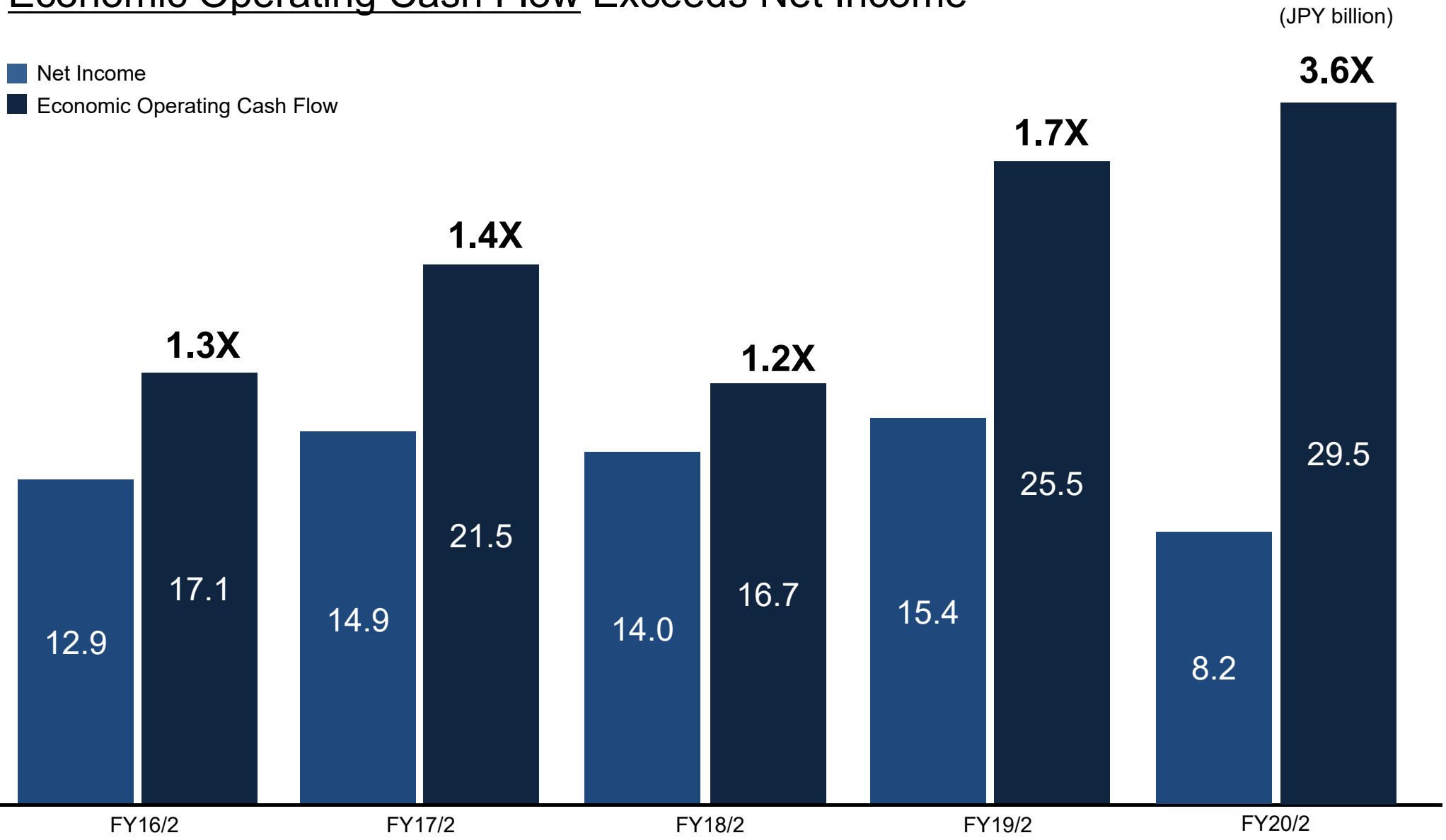
Business Model (4) Robust Cash Generation

Economic Operating Cash Flow Exceeds Net Income



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

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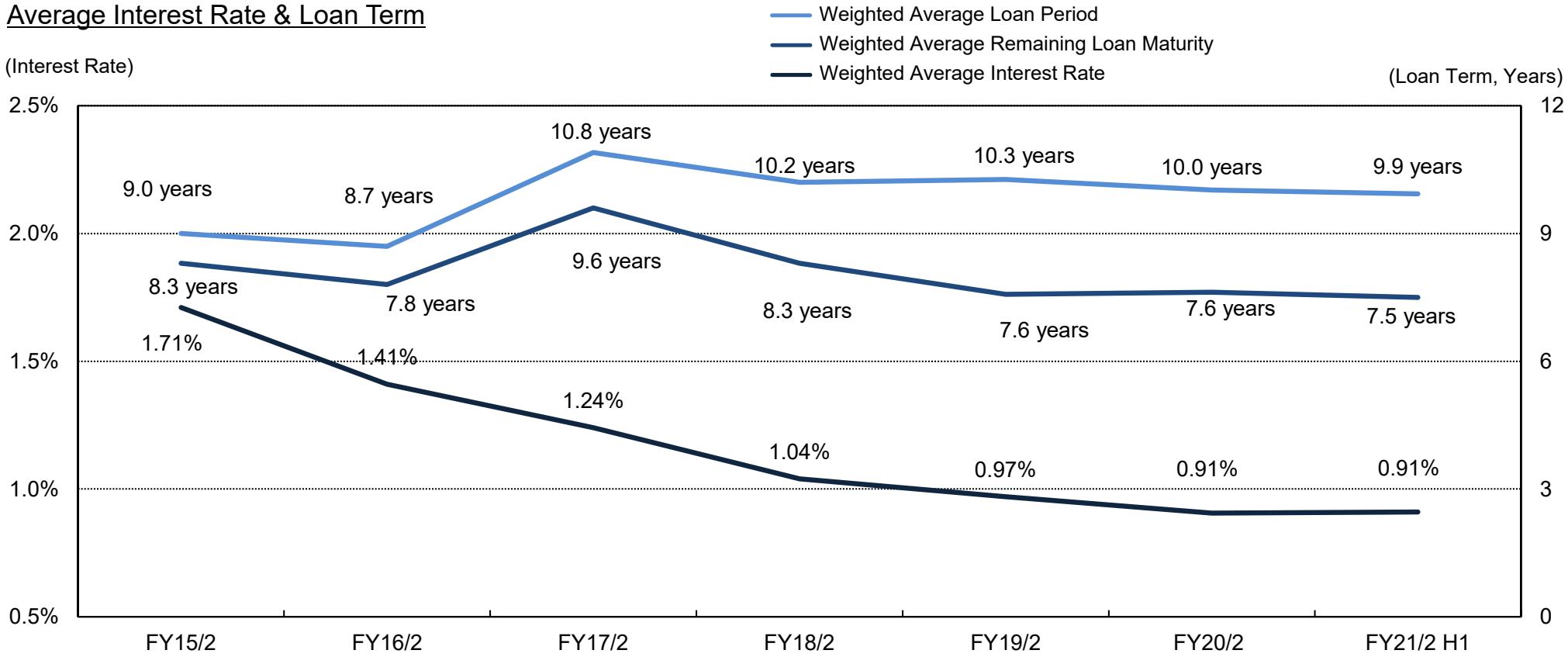
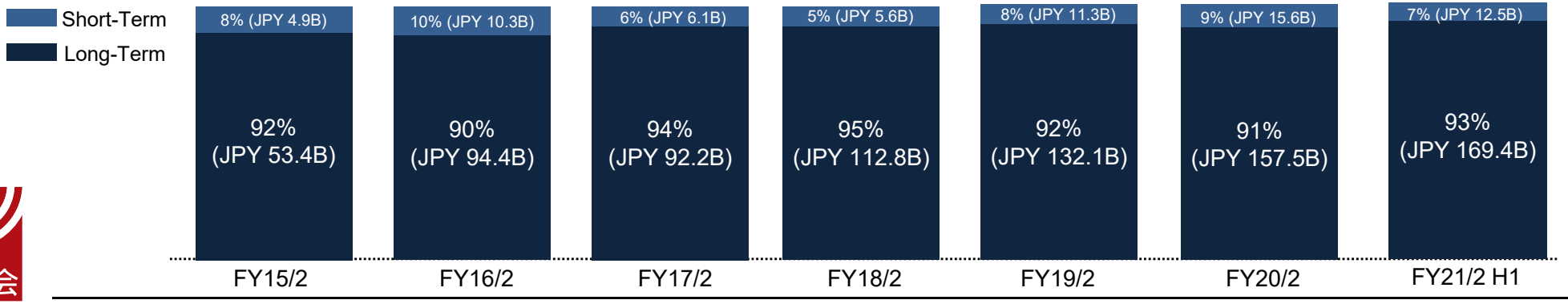
Strong Financial Base

Average Interest Rate & Loan Term



Term Structure of Loans



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Sustainable Growth as a Sustainable Infrastructure Company

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Selective on Acquisitions and Sales

H1 Acquisitions: JPY 21.1B

- Ichigo Owners acquired 13 assets (JPY 9.8B, 46% of total)

H1 Sales of JPY 20.5B

- Ichigo Owners sold 13 assets (JPY 16.6B, 81% of total)
  (Additional JPY 17.2B residential sales to global institutional investor in Q3)

Opened Boutique Hotels THE KNOT SAPPORO & THE KNOT HIROSHIMA

FY21/2 H1 Net Acquisitions of JPY 600M

(JPY million)

	Acquisitions		Sales		Difference (A) - (B)
	No. of Assets	Book Value (A)	No. of Assets	Sale Price (B)	
Office	–	–	1	701	-701
Hotel	3	8,718	–	–	+8,718
Retail	1	863	2	5,252	-4,389
Residential	15	10,873	17	14,416	-3,543
Other	4	636	2	141	+495
Total	**23**	**21,090**	**22**	**20,510**	**+580**

Note: Book value of asset sales is JPY 17.1 billion

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Growth Support for TSE REITs & YieldCo

Office

Ichigo Office (8975)

IPO
October 12, 2005

Portfolio
85 Assets JPY 202.3B

Dividend Yield (as of 2020/10/9)
5.4%

- Entered FTSE Global REIT Index, a key benchmark for global investors
- Performance-based asset management fee structure (effective November 2020)




Ichigo Growth Support

Providing comprehensive earthquake coverage by including Ichigo Office assets in Ichigo's response system

Hotel

Ichigo Hotel (3463)

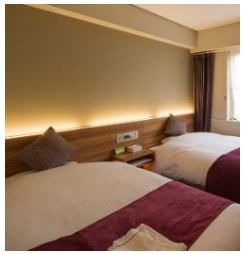
IPO
November 30, 2015

Portfolio
23 Hotels JPY 51.9B

Dividend Yield (as of 2020/10/9)
2.2%

- Geographically diversified portfolio focused on lodging-focused hotels
- Only J-REIT to implement no fixed fee, performance fee-only structure
- Drive earnings via value-add capex, strategic asset acquisitions and sales, and share buybacks





Ichigo Growth Support

Hakata Hotels now the hotel operator for three hotels

Green Infrastructure

Ichigo Green (9282)

IPO
December 1, 2016

Portfolio
15 Plants JPY 11.4B

Dividend Yield (as of 2020/10/9)
6.6%

- Solar YieldCo 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

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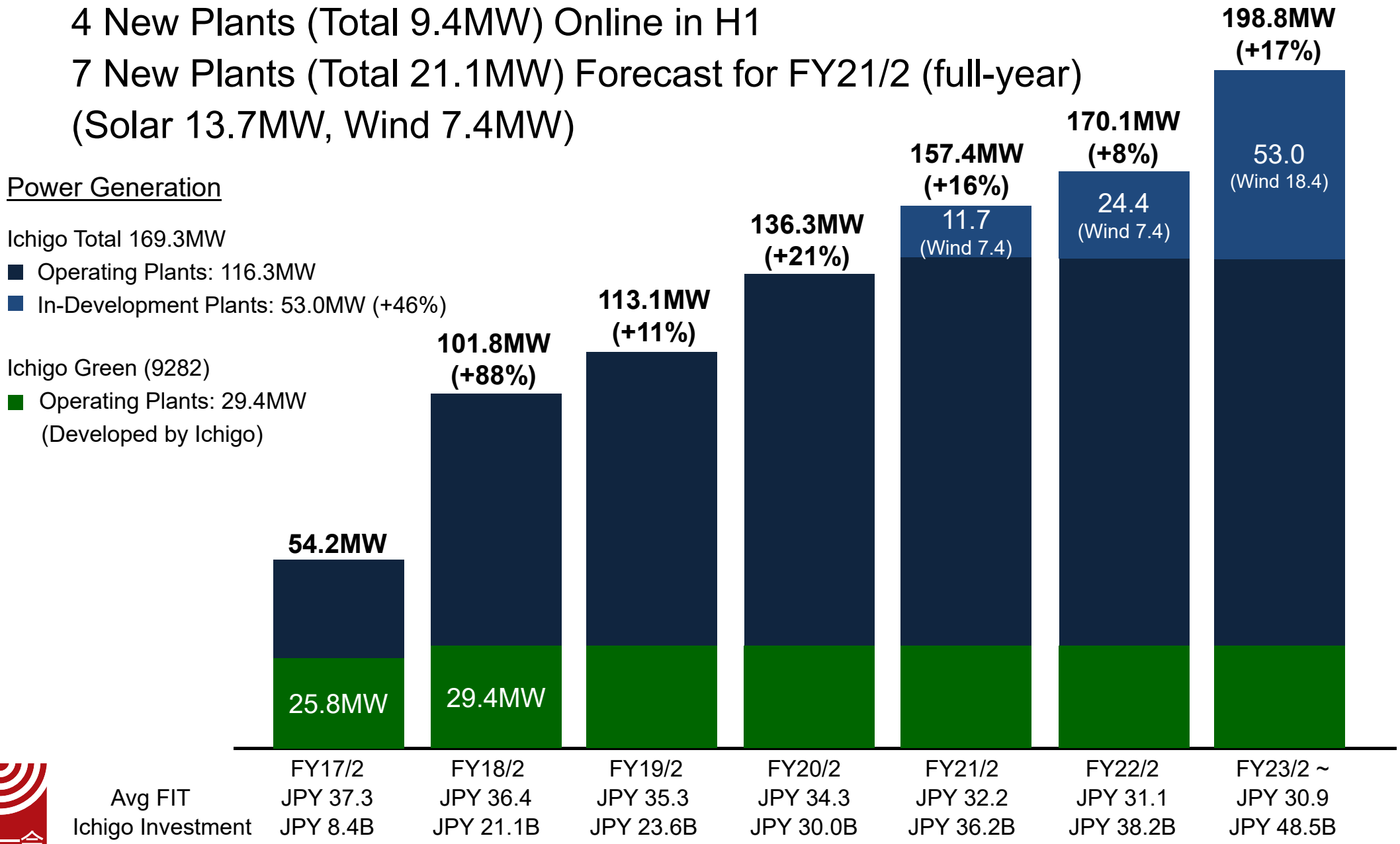
Scaling Rapidly (In-Development Plants +46%)

4 New Plants (Total 9.4MW) Online in H1
7 New Plants (Total 21.1MW) Forecast for FY21/2 (full-year)
(Solar 13.7MW, Wind 7.4MW)



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Ichigo's First Wind Power Plant

- Scheduled to Go Online in December 2020 (Capacity: 7.4MW, FIT: JPY 22)
- Clean Energy Growth Driving Generation Diversification & Economies of Scale
- Financed by Shinsei Bank Green Loan using ESG Criteria

Construction



Plant Site



Generator & gearbox

Plant Overview

Name: Ichigo Yonezawa Itaya ECO Power Plant
Location: Yonezawa City, Yamagata Prefecture
Average Wind Velocity: 8m/s
(wind power generally attractive at >6m/s)

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Share Buyback

- Ichigo 2030: Flexible Deployment of Share Buybacks
- Purpose: Grow Shareholder Value

October 2020 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) (1.1% of shares outstanding, net of treasury shares)
Buyback Period	October 15, 2020 – January 13, 2021

	Number of Shares Purchased (% of Shares Outstanding)	Average Purchase Price	Amount
FY18/2	8,436,500 (1.7%)	JPY 355	JPY 3 billion
FY19/2	7,869,700 (1.6%)	JPY 381	JPY 3 billion
FY20/2	7,081,200 (1.4%)	JPY 424	JPY 3 billion

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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 YieldCo that it manages, in its shareholder program (66,000 shareholders total)
- First company to offer shareholders free tickets to <u>every</u> J.League game at <u>every</u> 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 developments.



Ichigo J.League Shareholder Program Website Landing Page

<u>Events</u>

- Ichigo Kids J.League Events
  - ✓ Escort players onto field
  - ✓ Join pre-match warm-ups
  - ✓ High-fives with players
  - ✓ Carry club flag
  - ✓ Unfurl center circle flag
- J.League Autographed Merchandise
- J.League Online Events

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Appendix: Ichigo’s Sustainability Commitment (ESG)



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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.

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Ichigo ESG – Environmental

Sustainable Real Estate

Preserve & Enhance Existing Buildings
to End Wasteful Demolish & Rebuild

– Lengthen useful life of existing real estate

– Shrink footprint by reducing demolition waste and use of raw materials, energy, and human effort for construction

Demolish

Lowest Impact

Highest Efficiency

Effective 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 flood, landslide, or other water-related disasters, or that face the collective opposition of local residents.

Ichigo ESG

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: 10 Assets

BELS: 2 Assets

DBJ Green Building: 2 Assets

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

GRESB 2019

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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

Ichigo ESG

Social

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 soccer clubs aiming to qualify for J.League
- 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

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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)

Ichigo ESG Governance

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)

Robust Governance as Support for Environmental and Social Activity

Board of Directors Evaluation

– Assessment of the Board by each Director, followed by collective analysis and review of the results.
  - ✓ Board Composition
  - ✓ Board Operation
  - ✓ Board Effectiveness
  - ✓ Board Support Resources
  - ✓ Engagement with Shareholders and Stakeholders

Evaluation Results
The Board confirmed that its deliberation and decision-making processes are effective & also received third-party confirmation.

– Third-party confirmation of the effectiveness of Ichigo's Board Evaluation by JMA Research Institute

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Appendix: Financial & Real Estate Data

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Significant Unrealized Gains on Balance Sheet

JPY 54.2B (Appraisal Value Basis), +2.2% vs. FY21/2 Q1-end

Real Estate Directly Held by Ichigo

(JPY million)

Location	Book Value as of August 31, 2020 (A)	Appraisal NOI (B)	Cap Rate (B)/(A)	Appraisal Value (C)	Unrealized Gains (C) - (A)
Tokyo	94,046	5,351	5.7%	126,014	+31,968
Outside Tokyo	108,465	7,200	6.6%	130,708	+22,244
Total	202,511	12,551	6.2%	256,722	+54,212

Notes: Excludes Ichigo Owners, Centro, and self-storage assets (book value JPY 47.91B)
FY20/2 Covid writedown assets' unrealized gains recorded as zero

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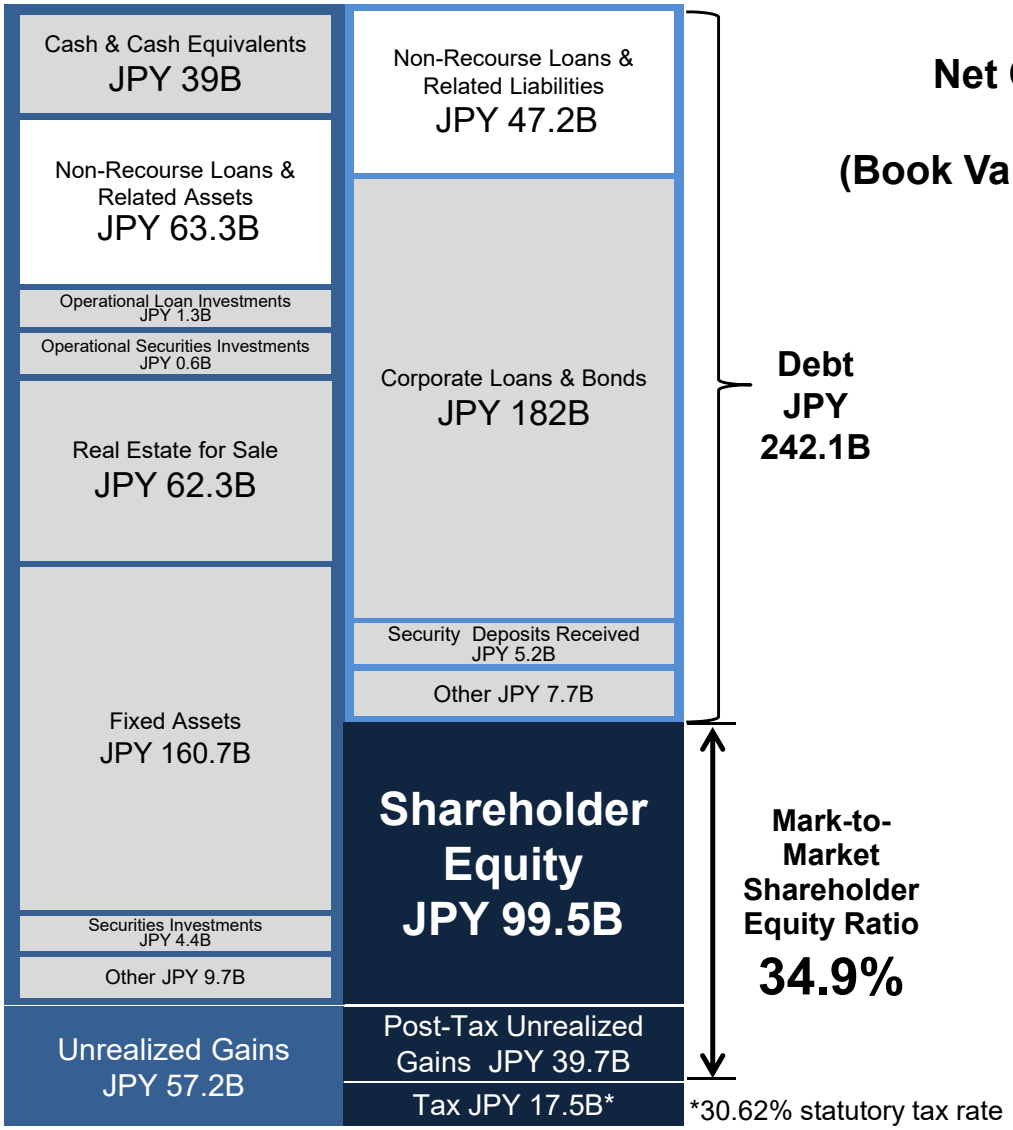
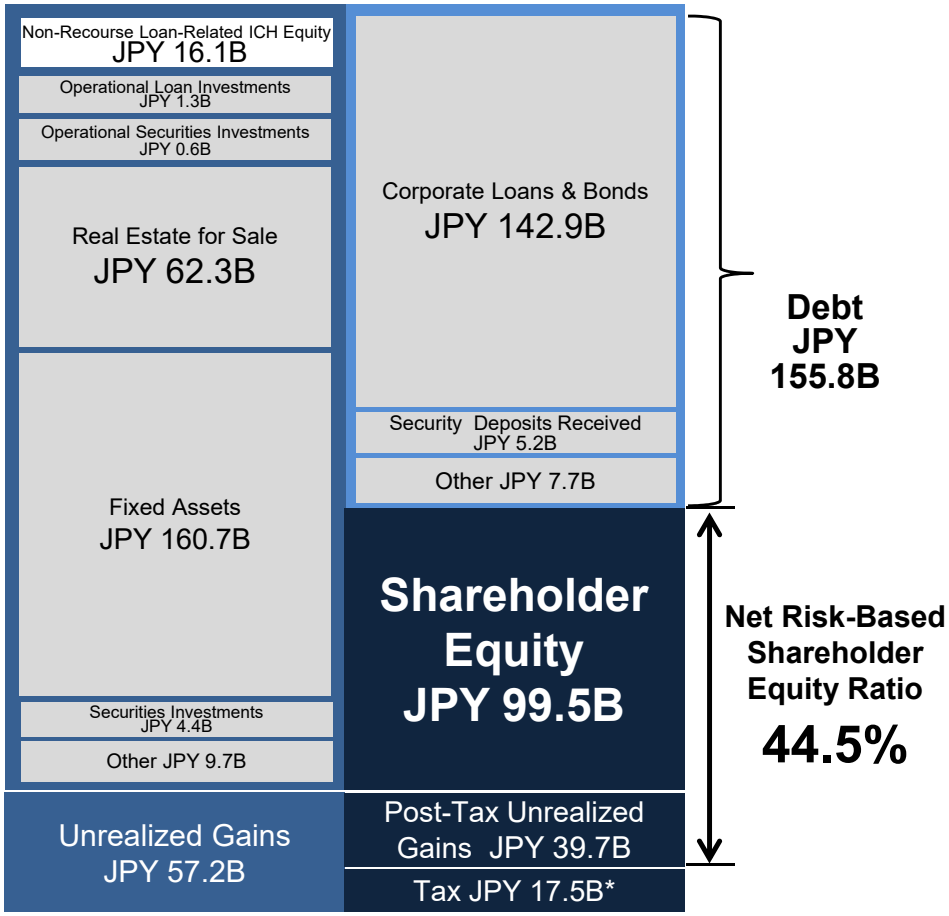
Risk-Based Balance Sheet

Mark-to-Market Consolidated Balance Sheet: JPY 398.9B
(Book Value JPY 341.6B + Unrealized Gains JPY 57.2B)



Net Consolidated Risk-Based Balance Sheet:
JPY 312.6B
(Book Value JPY 255.4B + Unrealized Gains JPY 57.2B)



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

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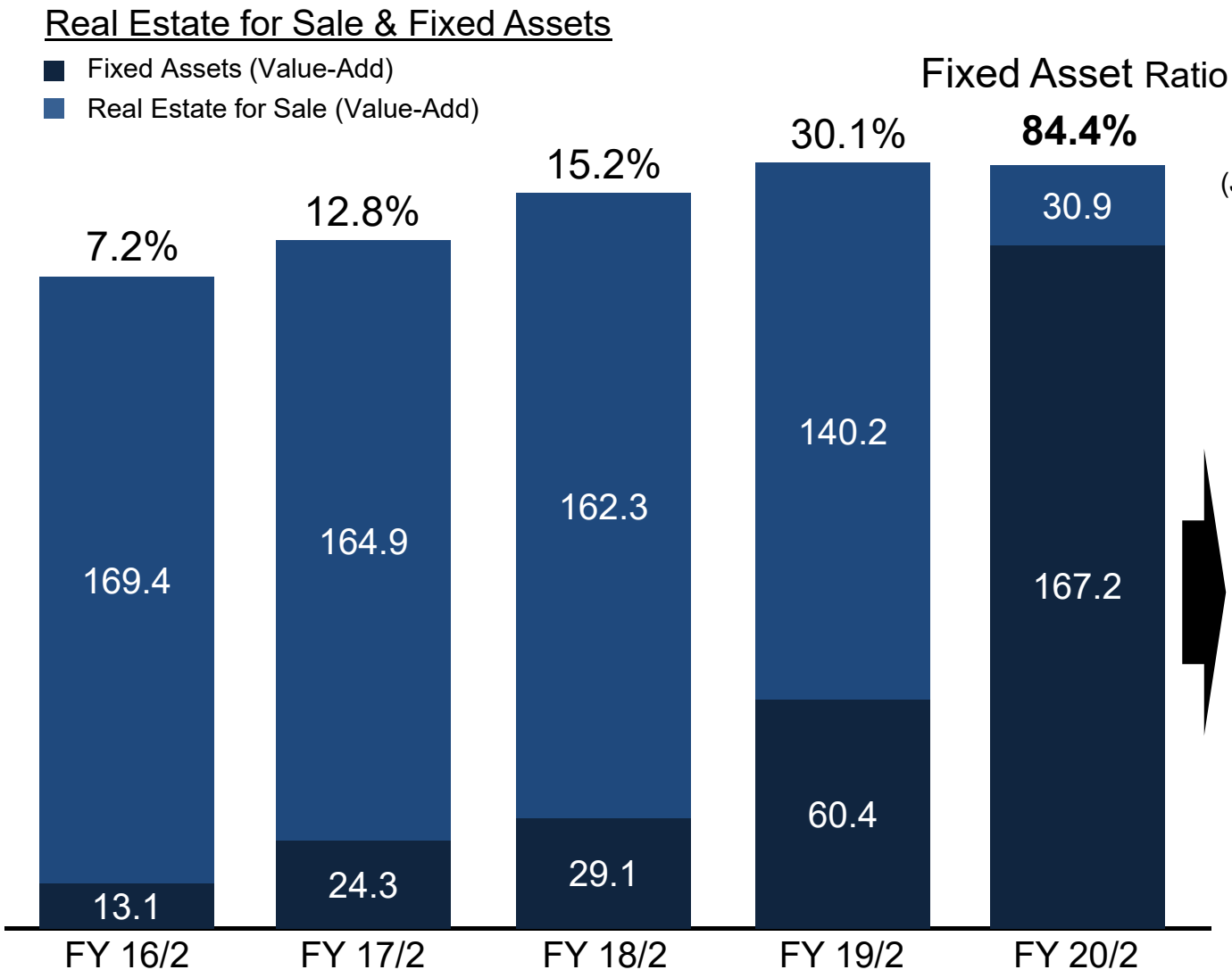
Cash Flow Maximization

Reclassification of Sustainable Real Estate Assets to Fixed Assets



Maximal use of depreciation allowances lowers accounting EPS & ROE, but creates value by being cash-generative to fund growth investments

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

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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 H1	FY21/2 Forecast Bottom of Range	FY21/2 Forecast Top of Range
Stock Earnings (A)	8,805	12,578	14,502	14,939	18,485	18,450	7,602	14,148	14,623
(Depreciation)	503	731	716	967	1,632	2,507	2,102	4,308	4,363
Flow Earnings	4,591	8,986	14,139	13,015	15,273	18,567	3,183	3,860	10,770
Cash Earnings	13,396	21,563	28,641	27,953	33,759	37,016	10,786	18,008	25,393
Fixed Expenses (B)	5,069	5,846	6,502	6,371	7,071	7,877	3,930	7,552	7,221
Stock Earnings/ Fixed Expenses (A/B)	174%	215%	223%	234%	261%	234%	193%	187%	203%

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

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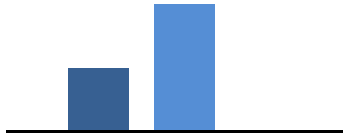
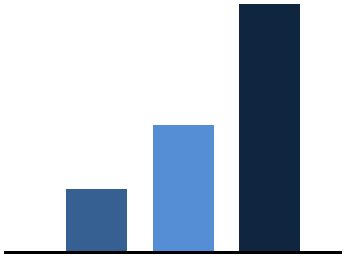
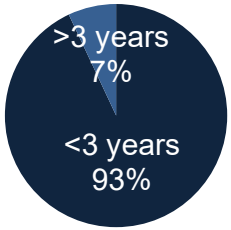
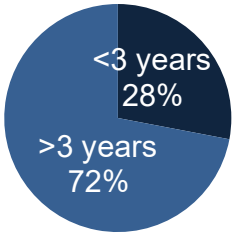
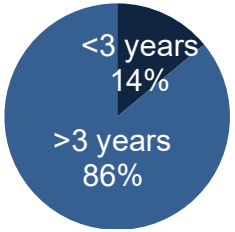
Post-GFC Shift in Earnings Base & Financial Position

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

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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.

Note: The Sustainable Real Estate segment was formerly called Value-Add. In keeping with its Ichigo 2030 vision, Ichigo is changing the segment name to Sustainable Real Estate in 2019 in order to put full focus on Ichigo's commitment to preserving and improving real estate as a sustainable infrastructure company.

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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)	–	–	–	–	–	–	736	106	653	**1,496**
Sustainable Real Estate (SRE)	15,593	1,324	617	62,357	–	186,829	2,083	3,019	4,325	**276,152**
Clean Energy (CE)	5,309	–	–	–	–	29,045	195	–	1,292	**35,842**
Company-Wide Assets	25,180	–	–	–	–	61	118	1,297	1,513	**28,172**
Total	**46,083**	**1,324**	**617**	**62,357**	**–**	**215,936**	**3,134**	**4,423**	**7,785**	**341,664**

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Consolidated P&L: Segment Breakdown

(JPY million)

Segment	Gross Profit			Operating Profit			
	FY20/2 H1	FY21/2 H1	YOY Change	FY20/2 H1	FY21/2 H1	YOY Change	Revised FY21/2 Forecast
Asset Management (AM)	**1,163**	**948**	**-18.5%**	**908**	**606**	**-33.2%**	**1,100**
Base AM Fees	1,078	887	-17.7%	–	–	–	–
Acquisition/Disposition Fees	85	60	-29.5%	–	–	–	–
Sustainable Real Estate (SRE)	**16,272**	**6,256**	**-61.6%**	**13,372**	**3,729**	**-72.1%**	**4,500 – 10,000**
Rental Income	6,263	3,132	-50.0%	–	–	–	–
Asset Sales	9,646	3,130	-67.5%	–	–	–	–
Other Flow Earnings	364	- 6	–	–	–	–	–
Clean Energy (CE)	**1,188**	**1,479**	**+24.5%**	**833**	**1,171**	**+40.6%**	**1,800**
Adjustment (including offsets of cross-segment transactions)	**–**	**–**	**–**	**4**	**-55**	**–**	**–**
Total	**18,624**	**8,683**	**-53.4%**	**15,118**	**5,452**	**-63.9%**	**7,400 – 12,900**

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Asset Management AUM Detail

		FY16/2 (12M)	FY17/2 (12M)	FY18/2 (12M)	FY19/2 (12M)	FY20/2 (12M)	FY21/2 H1 (6M)
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 733M
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	JPY461M	JPY 381M	JPY 15M
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 47M
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 67M
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 864M

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

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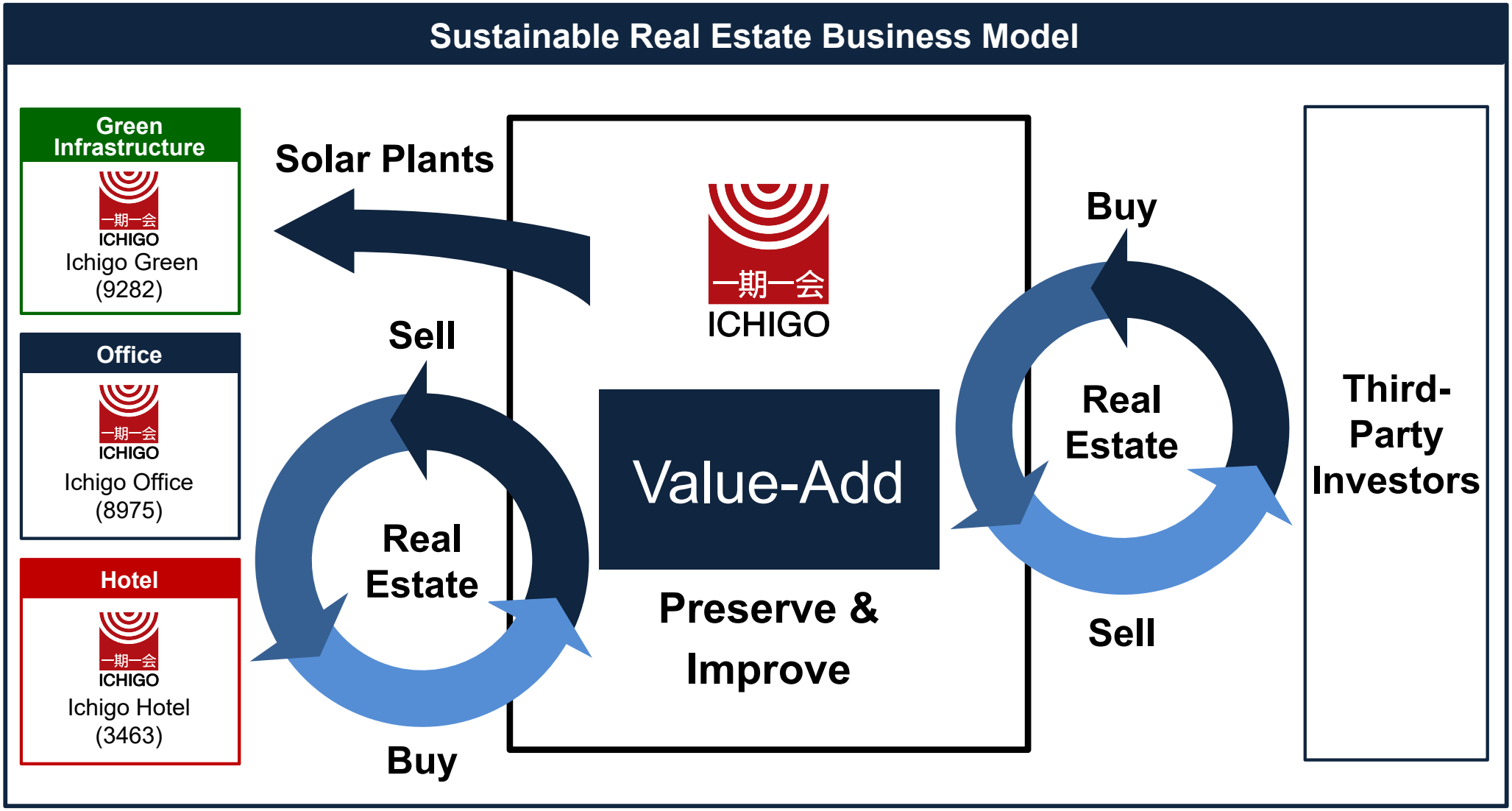
Powerful Sustainable Real Estate Business Model

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



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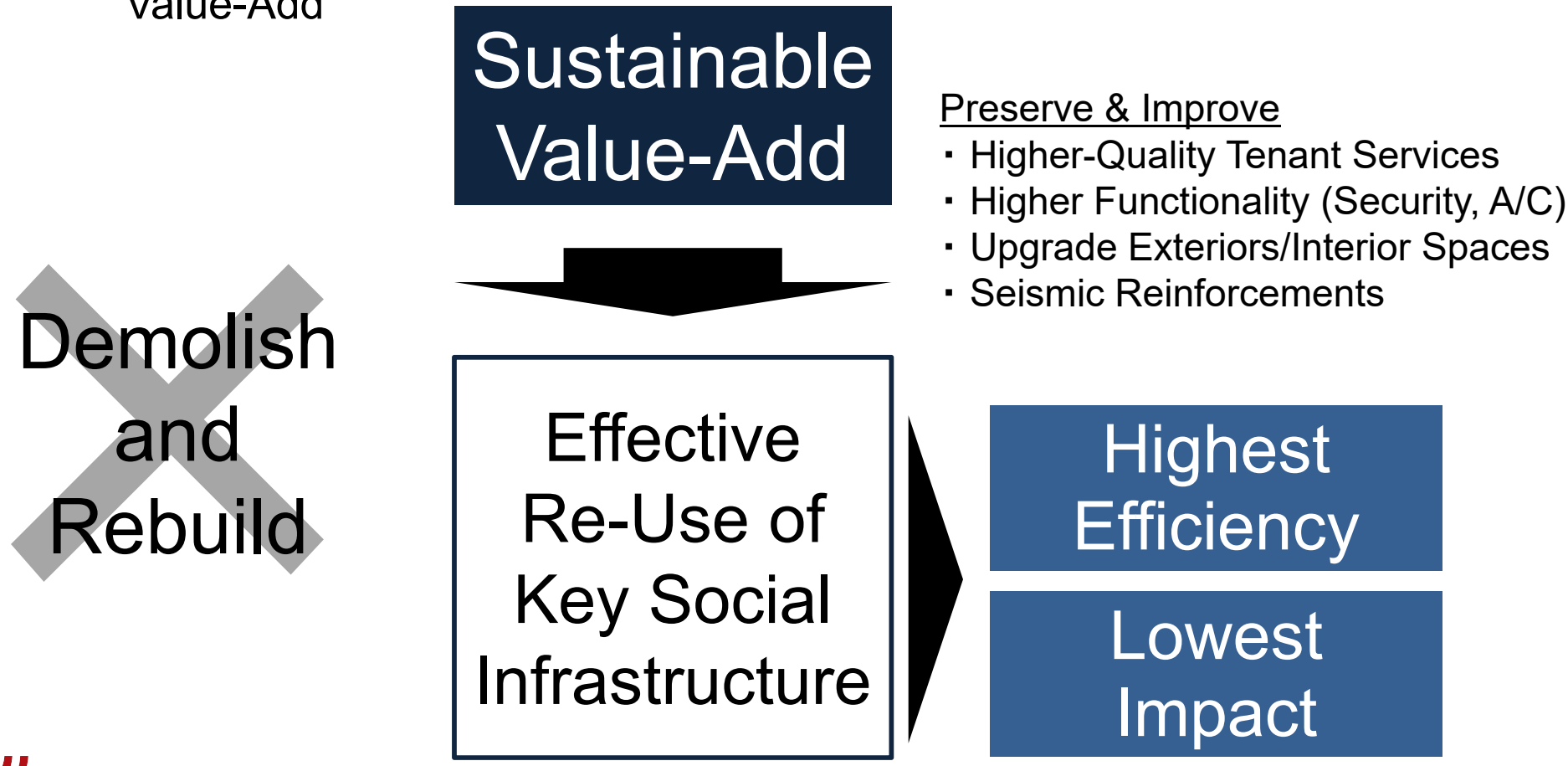
Sustainable Real Estate Serving a Sustainable Society

End Demolish and Rebuild and Embrace Sustainable Value-Add

- Preserve and enhance high-function real estate
- Lengthen useful life and improve quality of existing assets via Sustainable Value-Add



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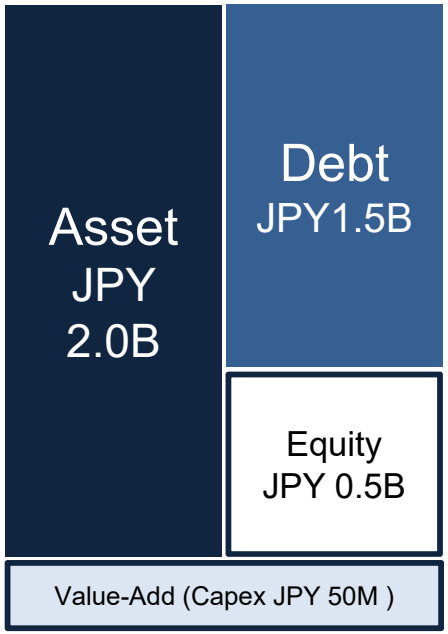
Ichigo Sustainable Real Estate Earnings Model Example

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 Steps: Improved exterior, interior, & tenant services; seismic strengthening; increased energy efficiency; new tenant leasing; etc.



NOI at Acquisition
(JPY 110M NOI/year) − (JPY 22.5M interest/year) = JPY 87.5M NOI/year
NOI÷ Initial Investment =17.5% NOI return during investment period

NOI after Value-Add
(JPY 126.5M NOI/year) − (JPY 22.5M interest/year) = JPY 104M NOI/year
NOI ÷ Total Investment (JPY 500M + JPY 50M) =18.9% NOI return during investment period

Value-Add for Capital Gain
The 15% increase in NOI at an equivalent cap rate increases the exit price by 15%: JPY 2B * 115% = JPY 2.3B
JPY 2.3B – (JPY 2B + JPY 50M) = JPY 250M capital gain

Result
JPY 550M investment generates JPY 512M over 3 years → 31.1% p.a.

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Sustainable Real Estate: Gross Profit Margin (GPM)

Ichigo Value-Add Supports Ongoing High GPM

	FY17/2	FY18/2	FY19/2	FY20/2	FY21/2 H1
GPM (vs. Revenue)	13.6%	33.7%	25.5%	28.3%	15.3%
GPM (vs. Book Value)	15.8%	50.9%	34.3%	39.5%	18.1%
Revenue (JPY M)	77,502	35,733	58,693	60,601	20,510
Gross Profit (JPY M)	10,562	12,050	14,986	17,158	3,141

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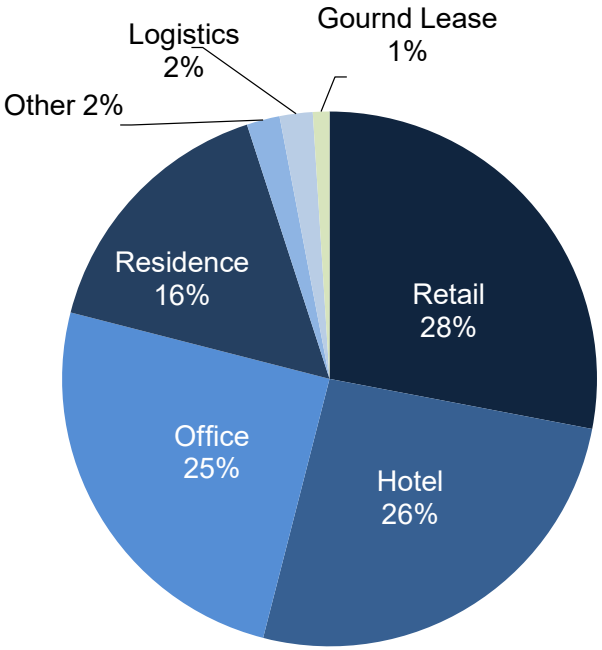
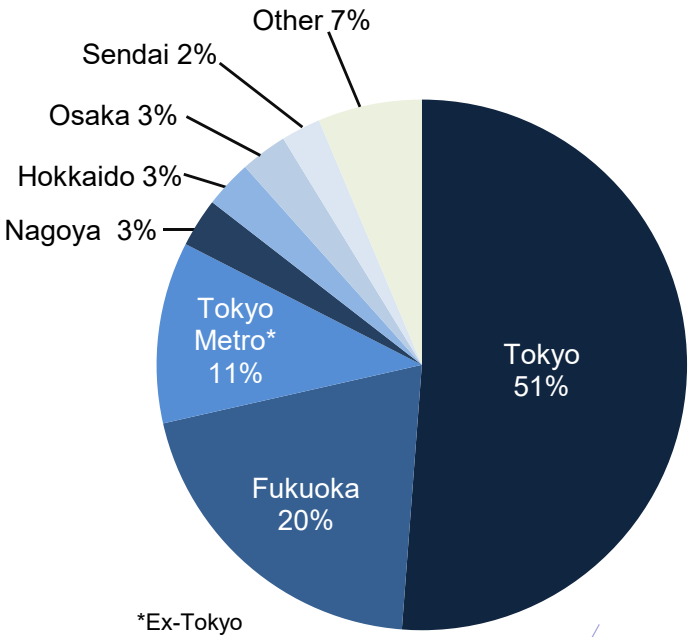
Ichigo-Owned Real Estate Portfolio

By Asset Type

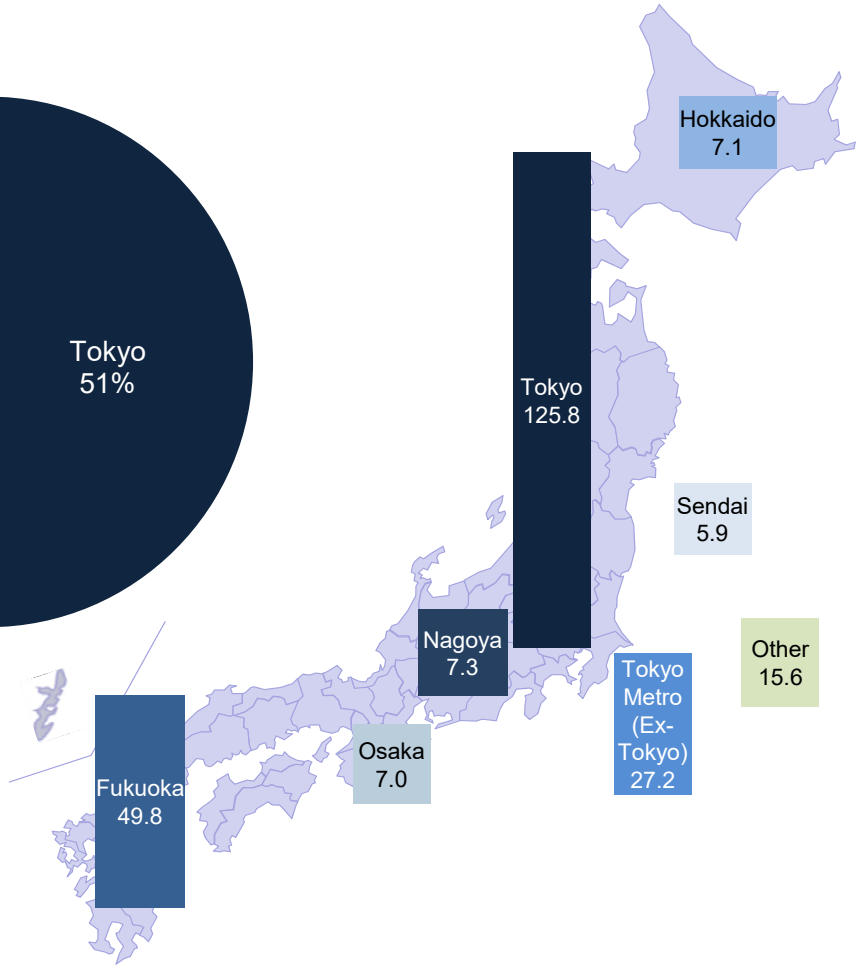


By Location

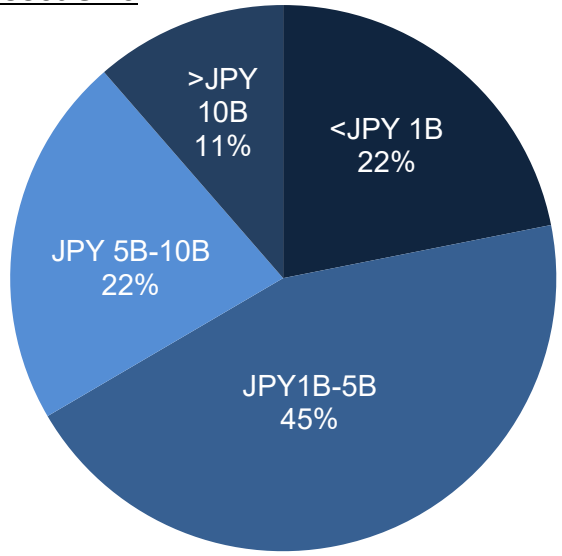


*Ex-Tokyo

(JPY billion)



By Asset Size



Total Ichigo-Owned Assets: JPY 245.7B

Including Ichigo-Managed AUM: JPY 548.2B

* Acquisition price basis
Ichigo-Managed AUM includes JPY 11.4B Ichigo Green assets.
Total Ichigo-Owned Assets Book Value: JPY 248.3B

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Sustainable Real Estate Asset Breakdown (1)

181 Assets, JPY 245.7 B, Forecast NOI JPY 12.5B (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	40 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	24 years	JPY 77M	JPY 172M	–	–
16	Retail	Fixed Asset	Yokohama	<JPY 1B	2012/10	6 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.

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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	12 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	47 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	19 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	18 years	JPY 46M	JPY 79M	–	–
69	Hotel	Fixed Asset	Osaka	JPY 2B-3B	2015/05	17 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	31 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	40 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.

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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	29 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	21 years	JPY 33M	JPY 38M	–	–
152	Office	Fixed Asset	Fukuoka	JPY 2B-3B	2019/02	32 years	JPY 174M	JPY 382M	–	–
154	Residential	Fixed Asset	Kita Kyushu, Fukuoka	JPY 1B-2B	2019/03	6 years	JPY 83M	JPY 181M	–	–

[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.

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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	40 years	JPY 123M	JPY 210M	–	–
160	Office	Fixed Asset	Fukuoka	JPY 2B-3B	2019/06	22 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	11 years	JPY 61M	JPY 62M	–	–
165	Hotel	Fixed Asset	Sapporo	>JPY 3B	2020/03	1 year	JPY 268M	JPY 3,900M	–	–
167	Hotel	Fixed Asset	Hiroshima	>JPY 3B	2020/08	1 year	JPY 301M	JPY 3,900M	–	–
			70 Fixed Assets	**JPY 173,719M** **JPY 175,286M (Book Value)**			**JPY 10,635M**	**JPY 31,215M**	**–**	**–**

[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.

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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	12 years	JPY 85M	JPY 353M	1.82X	17.7%
135	Logistics	Real Estate for Sale	Narashino, Chiba	JPY 1B-2B	2017/04	28 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	35 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	14 years	JPY 39M	JPY 83M	3.23X	13.5%
			11 Real Estate for Sale	**JPY 29,815M JPY 30,207M (Book Value)**			**JPY 1,844M**	**JPY 4,734M**	**4.28X**	**25.9%**
			Subtotal 81 Assets	**JPY 203,535M JPY 205,493M (Book Value)**			**JPY 12,480M**	**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.

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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)	47 Assets	JPY 31,477M	-JPY 5,156M	JPY 1,553M	JPY 9,949M	–	–
B	Centro (Primarily Office & Residential)	21 Assets	JPY 7,866M	+JPY 1,038M	JPY 583M	JPY 1,931M	–	–
C	Self-Storage	32 Assets	JPY 2,820M	+JPY 465M	JPY 351M	JPY 820M	–	–
		Total 181 Assets	**JPY 245,700M** **JPY 248,301M (Book Value)**		**JPY 14,969M**	**JPY 48,651M**	**–**	**–**
	Assets acquired in FY21/2 Q1 (3M)	**Total 13 Assets**	**JPY 9,693M**		**JPY 619M**	**JPY 845M**	**–**	**–**
	Assets acquired in FY21/2 Q2 (3M)	**Total 10 Assets**	**JPY 10,152M**		**JPY 600M**	**–**	**–**	**–**
	Assets acquired in FY21/2 H1 (6M)	**Total 23 Assets**	**JPY 19,846M**		**JPY 1,220M**	**JPY 845M**	**–**	**–**

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

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Ichigo Solar Power Plant Portfolio, Total 198.8MW

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	Aug 2020
Total (Operating)	34 Plants	116.29MW		

Ichigo Solar Power Plants (In-Development)

Solar Power Plant	Area	Panel Output (MW)	FIT (Pre-tax)	Operation Start Date
Ichigo Seto Jokojicho	Chubu	1.45	JPY 18	Oct 2020
Ichigo Toride Shimotakai Nishi	Kanto	2.84	JPY 18	Jan 2021
Ichigo Obu Yoshidamachi	Chubu	0.98	JPY 18	Aug 2021
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 Sera Shimotsuda	Chugoku	2.92	JPY 18	Dec 2021
Ichigo Kobe Pompuike	Kansai	2.44	JPY 18	Jan 2022
Ichigo Miyakonojo Takazakicho Tsumagirishima	Kyushu	2.96	JPY 32	Feb 2022
Ichigo Kasaoka Idachiike	Chugoku	2.66	JPY 18	Mar 2022
Ichigo Ueda Yoshidaike	Chubu	1.01	JPY 18	Oct 2022
Ichigo Ebino Suenaga	Kyushu	13.99	JPY 40	Jan 2024
Total (In-Development)	14 Plants	34.69MW		
Total (Operating & In-Development)	48 Plants	150.97MW		

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	Dec 2020
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	18.36MW		

Ichigo Green (9282)

Area	Panel Output (MW)	FIT (Pre-tax) (JPY)
Hokkaido	9.14	40
Kanto	1.33	40
Chubu	1.80	32
Chugoku	3.60	36, 40
Shikoku	3.67	36, 40
Kyushu	1.44	36
Okinawa	8.44	40
Total	29.43	

Ichigo Total: 198.8MW

Solar Power Plants (Operating/In-Development) : 151.0MW

Wind Power Plants : 18.4MW

Ichigo Green (9282) Solar Power Plants : 29.4MW

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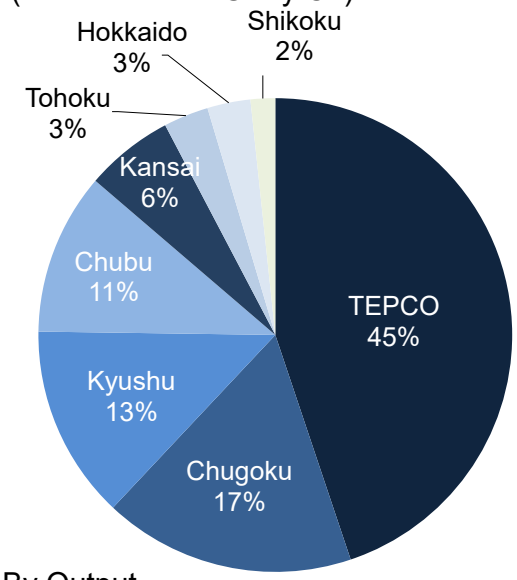
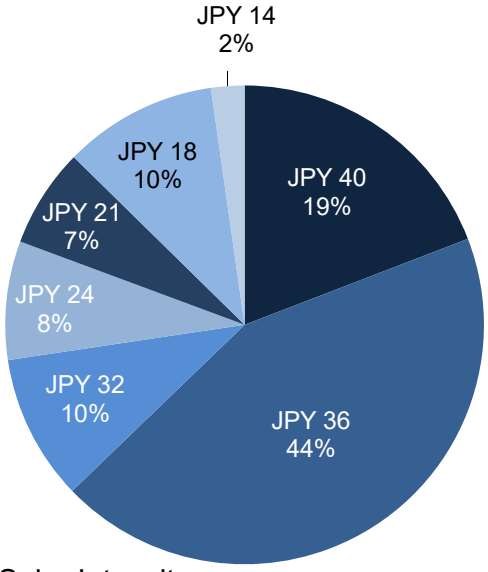
Ichigo-Owned Solar Power Plant Details

Total Operating and In-Development Ichigo-Owned Solar Power Plants: 48 Plants (151.0MW)

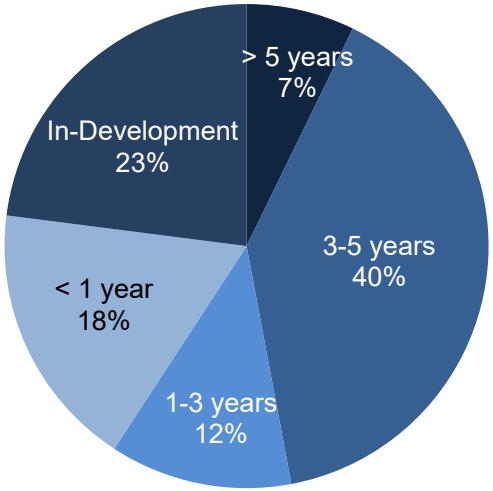
By Customer
(Electric Power Utility Co)



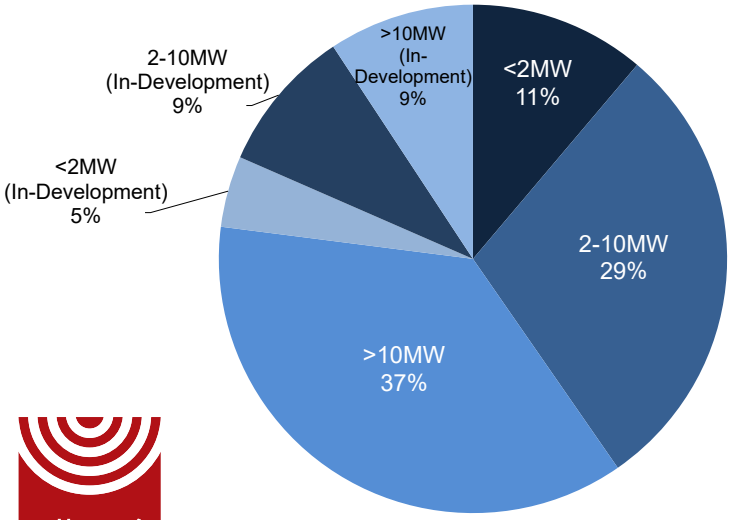
By Feed-In Tariff



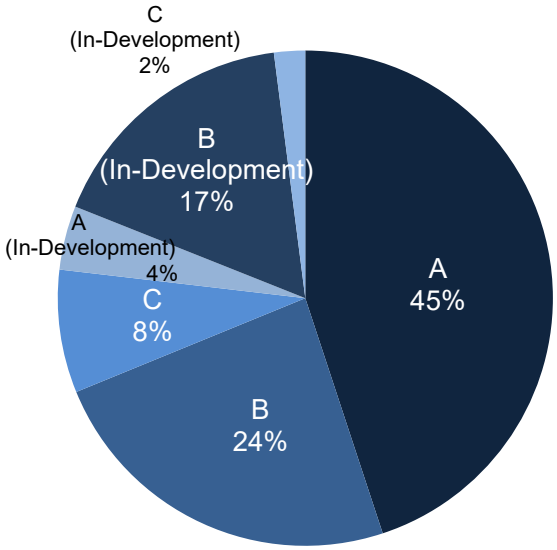
By Years in Operation



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	63.10	24 – 40	4.34	14 – 18
Chugoku	21.08	24 – 40	5.60	18
Kyushu	2.38	36 – 40	16.96	32 – 40
Chubu	11.53	18 – 36	5.34	14 – 18
Kansai	6.61	21 – 32	2.45	18
Tohoku	4.62	36	–	–
Hokkaido	4.43	40	–	–
Shikoku	2.52	36	–	–
Total	116.29		34.69	

Solar Intensity Rank
A: ≥4.00 B: ≥3.75, <4.00 C: ≥3.50, <3.75 D: <3.5
Unit: kWh/m^2 per day

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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] JPY 12 [4]	20 years

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

Source: METI, Agency for Natural Resources and Energy

[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

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Consolidated Balance Sheet: Assets

(JPY million)

	FY17/2	FY18/2	FY19/2	FY20/2	FY21/2 Q1	FY21/2 H2	vs. FY21/2 Q1
Assets							
Current Assets							
Cash and cash equivalents	47,678	45,510	50,225	41,067	44,164	46,083	+1,919
Trade notes and accounts receivable	913	1,097	1,344	2,308	1,686	1,366	-320
Operational loan investments	1,324	1,324	1,324	1,324	1,324	1,324	–
Operational securities investments	1,433	2	1,218	902	597	617	+20
Real estate for sale	167,805	180,789	161,322	68,290	58,154	62,357	+4,203
Deferred tax assets	516	342	–	–	–	–	–
Other	3,125	2,643	2,156	3,721	4,324	3,625	-699
Less: allowance for doubtful accounts	-453	-28	-2	-6	-7	-23	-16
Total Current Assets	222,344	231,681	217,590	117,608	110,244	115,352	+5,108
Fixed Assets							
Property, Plant, and Equipment							
Buildings and structures (net)	7,375	10,600	20,338	55,050	58,135	60,992	+2,857
Solar power plant equipment (net)	7,246	19,773	19,058	23,425	24,415	24,114	-301
Land	18,627	26,993	49,924	122,114	124,773	125,012	+239
Other (net)	12,402	1,190	5,655	5,607	6,843	5,816	-1,027
Total Property, Plant, and Equipment	45,654	58,558	94,976	206,198	214,167	215,936	+1,769
Intangible Assets							
Goodwill	1,864	1,600	1,346	1,090	1,062	1,022	-40
Leasehold rights	62	135	316	687	1,132	1,269	+137
Other	29	233	331	705	834	842	+8
Total Intangible Assets	1,956	1,968	1,993	2,482	3,028	3,134	+106
Investments and Other Assets							
Securities investments	1,426	2,184	2,455	4,321	4,518	4,423	-95
Long-term loans receivable	10	10	10	510	10	10	–
Deferred tax assets	339	68	177	568	580	616	+36
Other	1,820	2,132	2,231	2,128	2,200	2,282	+82
Less: allowance for doubtful accounts	-92	-91	-91	-91	-91	-91	–
Total Investments and Other Assets	3,504	4,303	4,782	7,436	7,217	7,240	+23
Total Fixed Assets	51,115	64,831	101,752	216,118	224,414	226,311	+1,897
Total Assets	**273,459**	**296,512**	**319,343**	**333,726**	**334,659**	**341,664**	**+7,005**

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Consolidated Balance Sheet: Liabilities & Net Assets

(JPY million)

	FY17/2	FY18/2	FY19/2	FY20/2	FY21/2 Q1	FY21/2 H2	vs. FY21/2 Q1
Liabilities							
Current Liabilities							
Trade notes and accounts payable	110	–	–	–	–	–	–
Short-term loans	805	1,042	3,275	3,086	4,366	5,713	+1,347
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	12,734	6,547	-6,187
Long-term non-recourse loans (due within one year)	6,825	3,921	1,666	1,178	1,178	1,350	+172
Income taxes payable	1,655	1,609	3,760	2,416	1,057	1,038	-19
Deferred tax liabilities	62	494	–	–	–	–	–
Accrued bonuses	36	34	31	33	205	217	+12
Other current liabilities	4,119	4,652	5,178	5,013	3,987	3,836	-151
Total Current Liabilities	19,548	16,316	21,905	24,280	23,804	18,978	-4,826
Long-Term Liabilities							
Bonds	632	520	538	6,082	6,111	6,015	-96
Non-recourse bonds	100	–	–	–	–	–	–
Long-term loans	91,604	112,366	131,569	151,483	154,683	163,466	+8,783
Long-term non-recourse loans	68,319	63,588	51,068	39,156	39,043	41,737	+2,694
Deferred tax liabilities	1,147	1,744	2,164	1,890	1,892	1,853	-39
Long-term security deposits received	8,038	8,492	8,292	8,118	8,049	7,955	-94
Other long-term liabilities	624	758	946	1,107	896	914	+18
Total Long-Term Liabilities	170,467	187,470	194,579	207,838	210,677	221,942	+11,265
Total Liabilities	**190,015**	**203,787**	**216,484**	**232,119**	**234,481**	**240,921**	**+6,440**
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	70,297	70,911	+614
Treasury shares	-15	-2,995	-5,988	-8,988	-8,988	-8,988	–
Total Shareholders' Equity	80,532	89,165	98,769	100,674	99,468	100,081	+613
Accumulated Other Comprehensive Income							
Valuation gains (losses) on other securities	117	543	386	158	-64	-128	-64
Deferred gains (losses) on long-term interest rate	-365	-372	-408	-397	-406	-416	-10
Foreign currency translation adjustment	55	–	–	–	–	–	–
Total Accumulated Other Comprehensive Income	-192	171	-21	-239	-470	-545	-75
Stock Options	491	666	827	988	996	1,023	+27
Minority Interests	2,612	2,722	3,283	184	183	183	–
Total Net Assets	**83,443**	**92,725**	**102,859**	**101,607**	**100,177**	**100,742**	+565
Total Liabilities and Net Assets	**273,459**	**296,512**	**319,343**	**333,726**	**334,659**	**341,664**	**+7,005**

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Consolidated P&L

(JPY million)

	FY17/2 (12M)	FY18/2 (12M)	FY19/2 (12M)	FY20/2 (12M)	FY21/2 H1 (6M)	FY20/2 H1 (6M)	Change (YOY)	FY21/2 Full-Year Forecast (Revised)	vs. Forecast
Revenue	**109,253**	**57,846**	**83,540**	**87,360**	**32,026**	**46,185**	**-14,159**	**–**	**–**
Cost of Goods Sold	81,327	30,860	51,413	52,851	23,342	27,560	-4,218	–	–
Gross Profit	**27,925**	**26,986**	**32,126**	**34,509**	**8,683**	**18,624**	**-9,941**	**–**	**–**
SG&A	5,025	5,067	5,847	6,787	3,231	3,505	-274	–	–
Operating Profit	**22,900**	**21,919**	**26,279**	**27,721**	**5,452**	**15,118**	**-9,666**	**7,400 – 12,900**	**42.3% – 73.7%**
Non-Operating Income									
Interest income	–	3	3	8	8	2	+6	–	–
Dividend income	85	57	68	78	58	39	+19	–	–
Mark-to-market gains on long-term interest rate hedges	–	–	5	–	186	–	+186	–	–
Other	32	100	70	62	35	17	+18	–	–
Total Non-Operating Income	118	161	147	150	288	60	+228	–	–
Non-Operating Expenses									
Interest expenses	2,278	2,249	2,328	2,293	1,161	1,149	+12	–	–
Mark-to-market losses on long-term interest rate hedges	53	270	491	336	20	237	-217	–	–
Debt financing-related fees	714	207	327	538	155	431	-276	–	–
Other	217	168	203	307	152	170	-18	–	–
Total Non-Operating Expenses	3,263	2,895	3,350	3,476	1,489	1,989	-500	–	–
Recurring Profit	**19,755**	**19,185**	**23,076**	**24,395**	**4,252**	**13,189**	**-8,937**	**5,000 – 10,400**	**40.9% – 85.0%**
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	4,136	13,378	-9,242	–	–
Income Taxes	5,436	5,923	7,333	7,406	1,355	3,831	-2,476	–	–
Pre-Minority Interest Net Income	15,194	14,185	15,746	9,139	2,780	9,546	-6,766	–	–
Income Attributable to Minority Interests	299	167	373	938	1	933	-932	–	–
Net Income	**14,894**	**14,018**	**15,373**	**8,201**	**2,778**	**8,612**	**-5,834**	**3,500 – 8,000**	**34.7% – 79.4%**

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Consolidated Cash Flows from Operations

(JPY million)

	FY17/2 (12M)	FY18/2 (12M)	FY19/2 (12M)	FY20/2 (12M)	FY21/2 H1 (6M)
Cash Flows from Operations					
Pre-tax income	20,630	20,109	23,079	16,545	4,136
Depreciation	778	1,015	1,696	2,630	2,193
Share-based compensation expenses	223	215	213	194	35
Amortization of goodwill	141	111	254	174	67
Increase (decrease) in accrued bonuses	23	32	-3	2	184
Increase (decrease) in allowance for doubtful accounts	-3	-355	-26	4	16
Interest and dividend income	-85	-61	-71	-86	-66
Interest expense	1,303	2,249	2,328	2,293	1,161
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	941
Decrease (increase) in operational securities investments	2,727	1,663	3,509	11,682	316
Decrease (increase) in real estate for sale	-6,303	-8,112	-3,163	-17,447	5,928
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	172
Decrease (increase) in accounts receivable	-193	-10	-399	29	–
Increase (decrease) in accounts payable	204	573	-332	201	-875
Increase (decrease) in accrued expenses	92	-47	25	-36	37
Increase (decrease) in advances received	-49	30	269	-285	–
Increase (decrease) in security deposits received	-667	125	-264	-169	-161
Other	1,304	585	1,887	600	-91
Sub-Total	25,460	18,628	28,420	23,304	14,116
Interest and dividend income received	85	61	71	86	66
Interest expenses paid	-1,146	-2,231	-2,118	-2,068	-1,054
Income taxes paid and refunded	-2,852	-5,854	-4,610	-9,430	-2,536
Net Cash from (Used for) Operations	**21,547**	**10,603**	**21,762**	**11,892**	**10,593**

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Consolidated Cash Flows from Investments & Financing

(JPY million)

	FY17/2 (12M)	FY18/2 (12M)	FY19/2 (12M)	FY20/2 (12M)	FY21/2 H1 (6M)
Cash Flows from Investments					
Payments into time deposits	-6,100	-6	-118	-113	-3
Proceeds from withdrawal from time deposits	201	–	1,060	5,033	–
Payments for securities investments	-300	-140	-539	-2,361	-47
Proceeds from sales of securities investments	6,136	–	32	111	–
Proceeds from redemptions of securities investments	–	–	–	–	–
Acquisitions of property, plant, and equipment	-11,719	-4,796	-15,440	-11,244	-12,473
Acquisitions of intangible assets	-1	-83	-425	-562	-716
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	-379
Net Cash from (Used for) Investments	**-11,933**	**-5,645**	**-15,602**	**-10,263**	**-13,608**
Cash Flows from Financing					
Net increase (decrease) in short-term loans	-1,383	-306	2,232	426	2,627
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	-137
Redemption of non-recourse bonds	–	-100	–	–	–
Proceeds from long-term loans	55,674	32,660	43,062	49,957	40,983
Repayment of long-term loans	-61,221	-13,402	-20,352	-26,475	-34,729
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	-546
Proceeds from employee exercise of stock options	137	110	143	95	1
Share buyback	–	-2,999	-2,999	-2,999	–
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	-3
Dividends paid	-1,501	-2,513	-2,972	-3,416	-3,297
Net Cash from (Used for) Financing	**6,377**	**-6,124**	**4,346**	**9,537**	**8,266**

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Ichigo 2030: Ichigo as a Sustainable Infrastructure Company

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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 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

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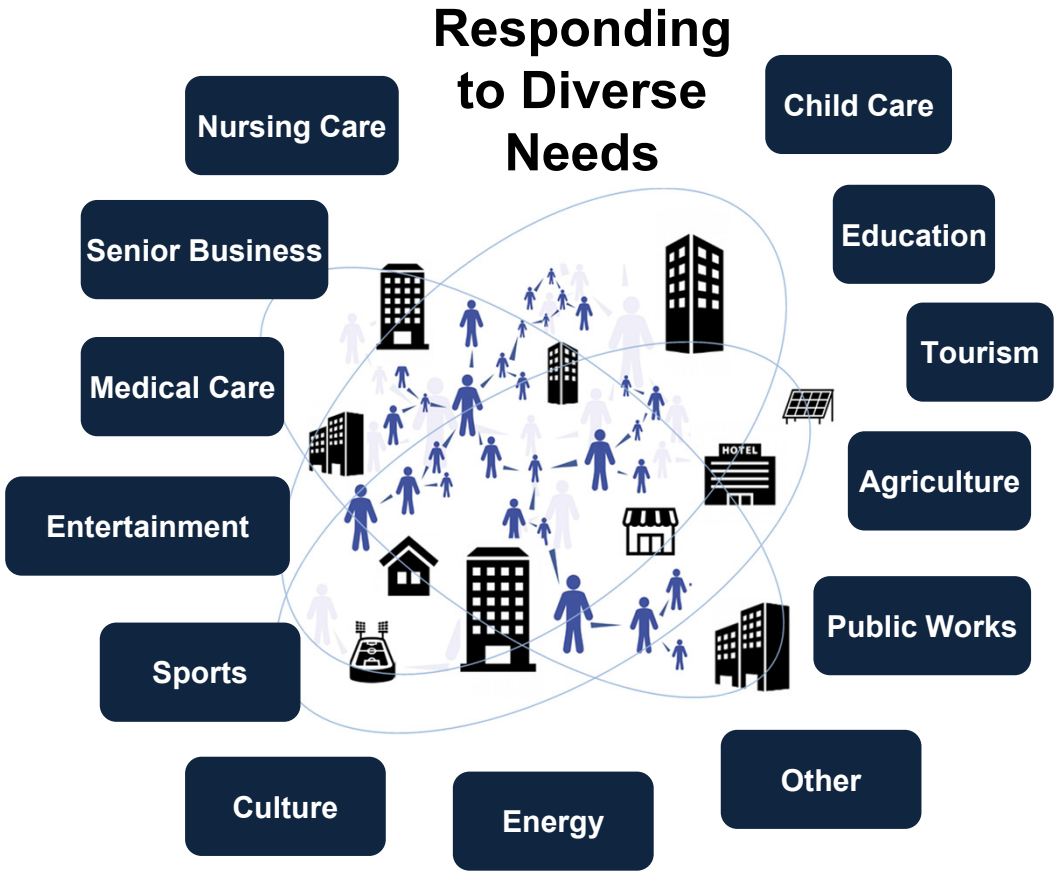
Go Beyond Real Estate to Address Significant Needs

Assets	Needs
Residential	Live
Office	Work
Retail	Buy, Dine
Hotel	Stay, Travel
Solar Power Plant	Power Lives & Businesses
Stadium	Entertainment, Recreation, & Health



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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 Value-Add Gains on Sales

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

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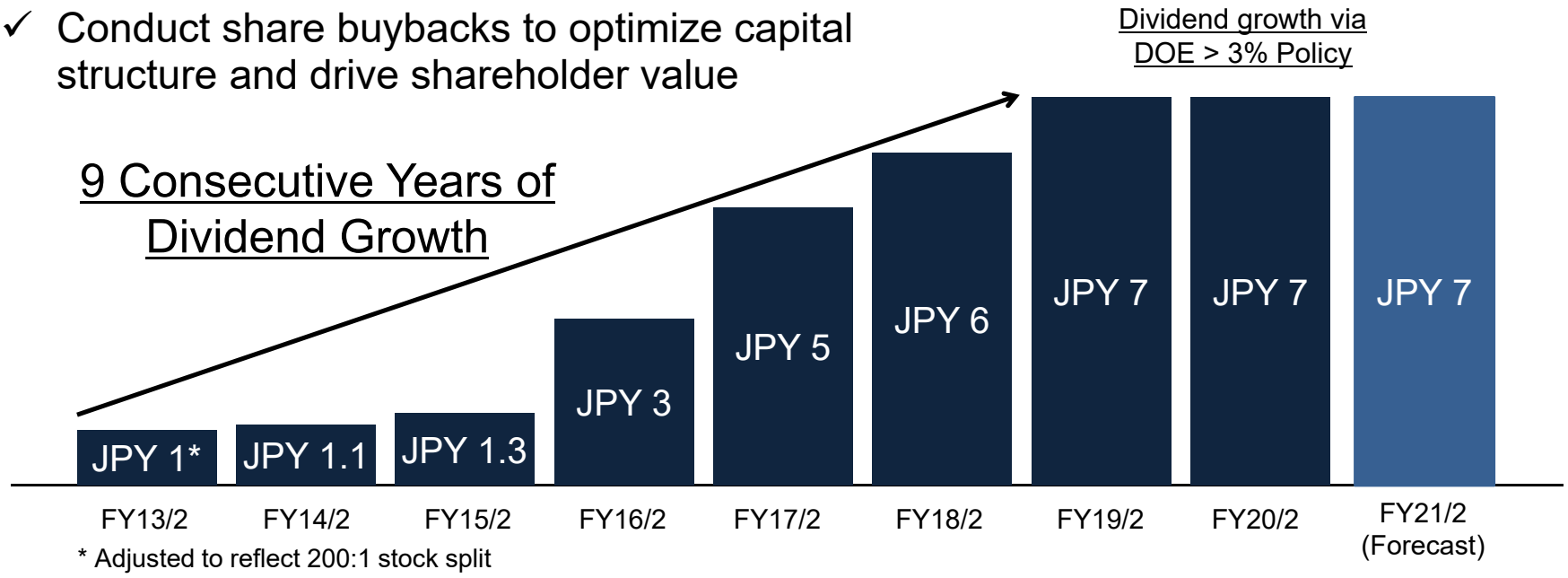
Shareholder Return Policy

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



* Adjusted to reflect 200:1 stock split

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Ichigo 2030: New Initiatives

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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	Ichigo's Mission: Serve Important Social Needs
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 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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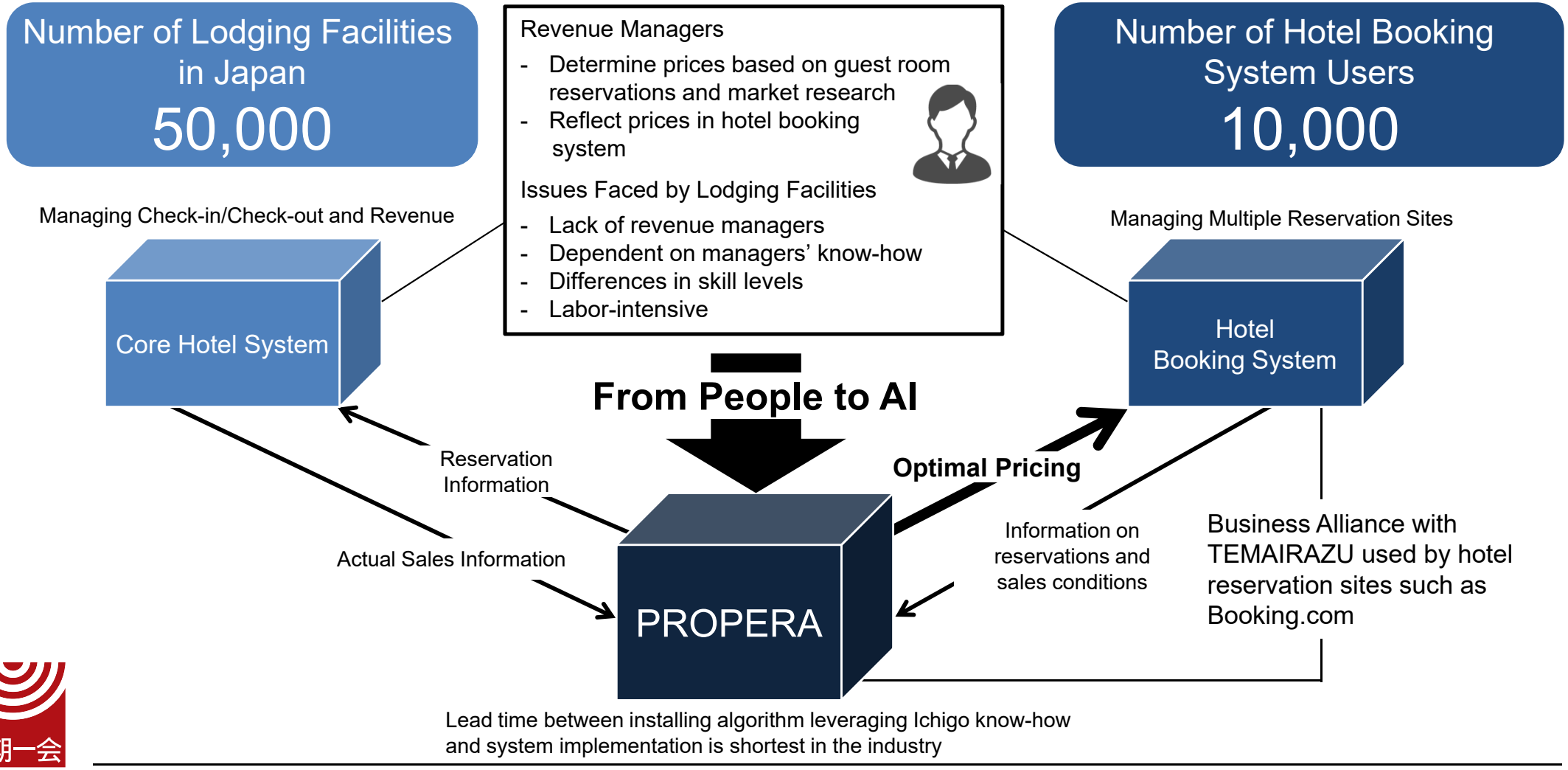
PROPERA: Ichigo's AI Hotel Revenue Management System

- 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



Lead time between installing algorithm leveraging Ichigo know-how and system implementation is shortest in the industry

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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

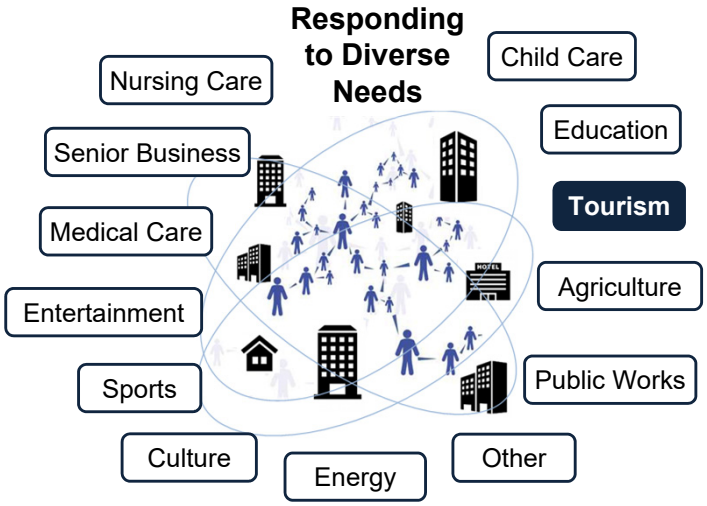




Ichigo's Hotel Il Palazzo in Fukuoka was the first building outside the U.S. to win an American Institute of Architects Honor Award in 1991

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."



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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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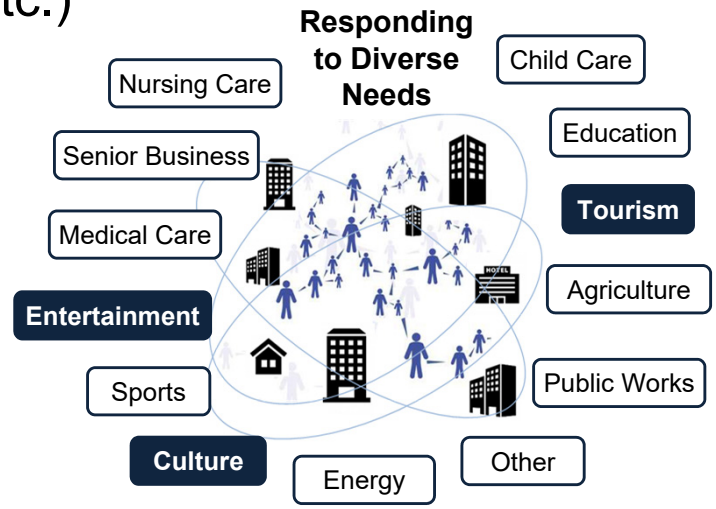
AKIBA CULTURES ZONE



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

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

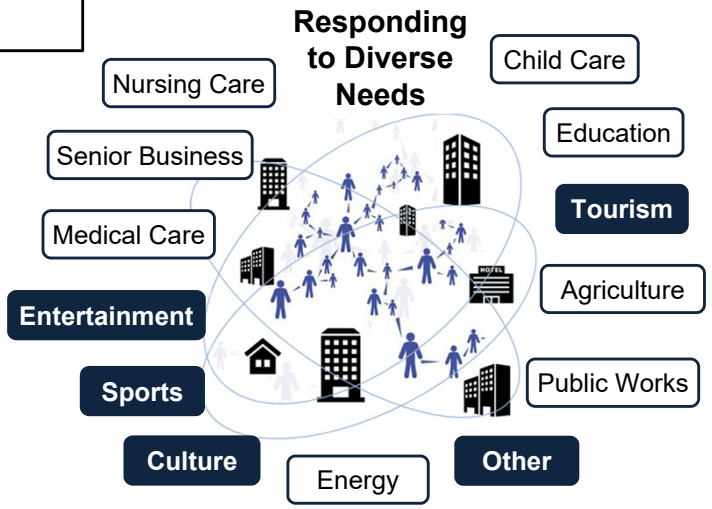
Game Features	Japanese soccer manga, Captain Tsubasa, with avatars of world-class soccer players
	Integrates real-world stadiums around the world
	Users can play on-line with professional soccer players
	Global launch started in September 2020
Business Opportunity	Royalties on sales
	Build virtual stadiums 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.



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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.

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Make The World More Sustainable

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Ichigo ESG

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.

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