FY25/2 Full-Year Corporate Presentation

April 14, 2025

Ichigo (2337)

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Make The World More Sustainable

Ichigo is a Japanese sustainable infrastructure company dedicated to making the world more sustainable



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Ichigo – A Sustainable Infrastructure Company

Whether developing new technologies to allow buildings to last 100 years, powering communities with clean energy, or creating new possibilities for tenants and stakeholders, Ichigo is working to build a more prosperous and sustainable society for all.

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FY25/2 Summary

All-In Operating Profit +17%, Cash EPS +12% YOY

- Cash Earnings: JPY 38.6B (+15% YOY, Record High)
  - ✓ Stock Earnings: JPY 22.9B (+18% YOY, Record High)
  - ✓ Flow Earnings: JPY 15.6B (+9% YOY)
- ROE 14.1% (+2.4% YOY), Cash ROE 18.0% (+0.8% YOY)

Hotel & Hotel AM Cash Earnings +38% YOY

Asset Management AUM +12% YOY to JPY 385B

Robust Cash Generation Supporting Both Growth Investments & Increased Shareholder Returns

- Asset Acquisitions: JPY 75.4B (+9% YOY)
- Share Buybacks: FY25/2 Total JPY 5.5B (3.3% of Shares Outstanding)
  FY26/2 New JPY 5B Buyback in Progress
- Dividend Increases: FY25/2 JPY 10.5 (+17%YOY) DOE 4.1%
  FY26/2 JPY 11.5 (+10% YOY)

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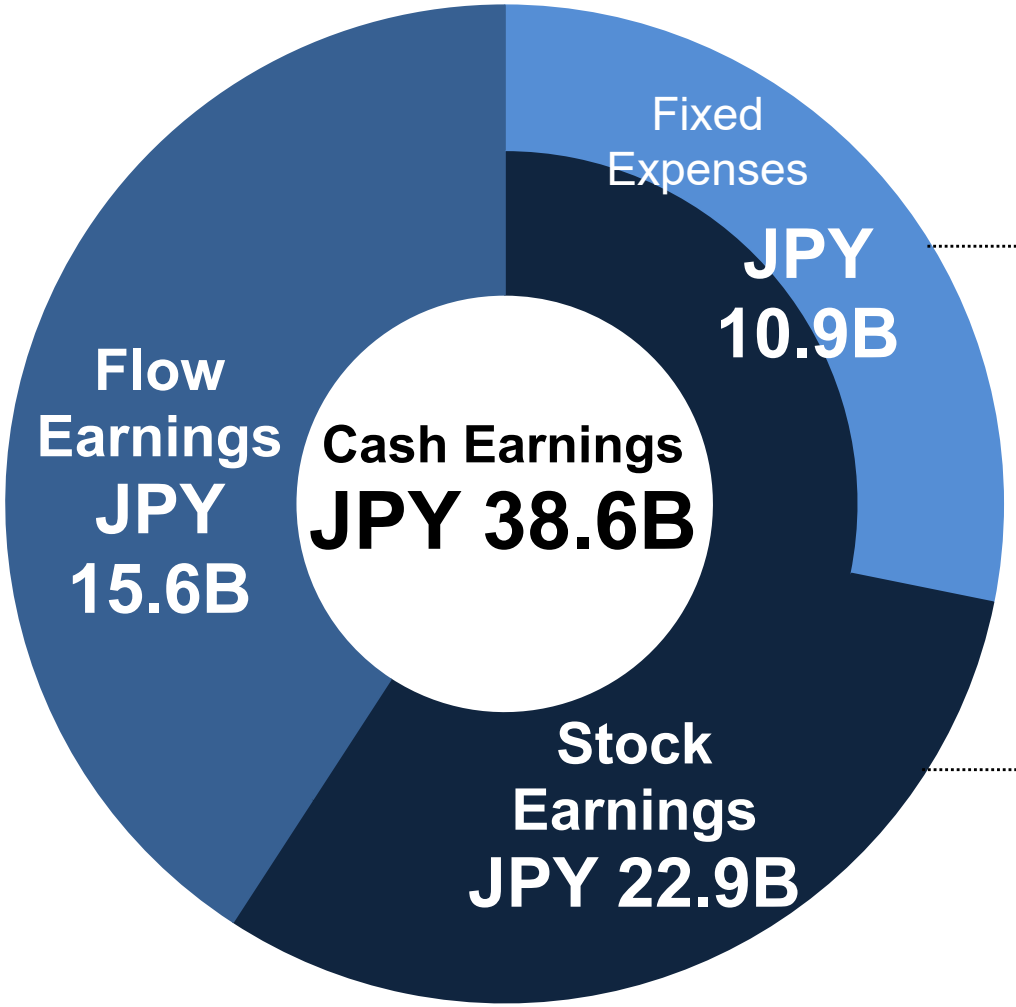
FY25/2 Summary

Stock Earnings Significantly Exceed Fixed Expenses



Stock Earnings/Fixed Expenses

210% Target: >200%

Stock Earnings Ratio

59% Target: >60%

Stock Earnings: Rental Income, Power Generation Revenues, Base AM Fees
Flow Earnings: Primarily SRE & Hotel Gains on Sales Fixed Expenses: Fixed SG&A + Interest Expenses
Cash Earnings: Gross Profit + SRE & Hotel Extraordinary Gains on Sales + Depreciation

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FY25/2 Earnings

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Introduction of Expanded, More Detailed Segment Reporting

Increase Ichigo Earnings Transparency via new Ichigo Owners & Hotel Segment Disclosure



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

Sustainable Real Estate (SRE) preserves & 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.

Ichigo Owners (IO) develops high-quality real estate assets for Japanese real estate owners via a highly capital-efficient, asset-light business model. Ichigo outsources construction to third-party developers, focusing on design and planning, construction engineering quality control, and post-construction leasing tailored to tenant and investor needs.

Hotel leverages Ichigo's deep value-add expertise and management capabilities as a hotel owner/operator. Ichigo improves hotel functionality, aesthetics, and guest services to drive higher guest comfort and satisfaction, develops and operates Ichigo brand hotels, and deploys PROPERA (Ichigo's AI-based hotel revenue management system) to drive significant increases in hotel cash flows, earnings, and asset value.

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

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All-In OP +17%, Cash EPS +12% (YOY)

Cash Earnings 1.3X Accounting Earnings Due to Ichigo's Focus on Maximizing Long-Term Cash Flows for Shareholders

ROE 14%, Cash ROE 18%

(JPY million)

	FY24/2	FY25/2	YOY	FY25/2 Full-Year Forecast
Operating Profit	12,960	16,309	+25.8%	16,000
All-In Operating Profit	**21,194**	**24,864**	**+17.3%**	**24,000**
Recurring Profit	10,391	13,764	+32.5%	12,000
All-In Recurring Profit	**18,626**	**22,319**	**+19.8%**	**20,000**
Net Income	12,108	15,187	+25.4%	14,000
Cash Net Income	**17,878**	**19,391**	**+8.5%**	**18,500**
EPS	JPY 26.89	JPY 34.86	+29.6%	JPY 32.10
Cash EPS	**JPY 39.70**	**JPY 44.51**	**+12.1%**	**JPY 42.42**
Dividend	**JPY 9**	**JPY 10.5**	**+16.7%**	**JPY 10**
ROE	11.7%	14.1%	–	13.0%
Cash ROE	**17.2%**	**18.0%**	–	**17.2%**
DOE	**3.8%**	**4.1%**	–	–

All-In Operating Profit (All-In Recurring Profit) = Operating Profit (Recurring Profit) + SRE & Hotel Extraordinary Gains on Sales
Cash Net Income = Net Income + Depreciation + Amortization +/- Valuation Losses (Gains)

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Segment Earnings Details

- AM: Hotel & Security Token Stock Earnings & Performance Fee Growth
- SRE: Stock & Flow Earnings Growth – Stock Earnings Up on Rental Income Growth at Existing & New Assets
- Ichigo Owners: Decreased Asset Sales & Rental Income
- Hotel: Flow Earnings, Rental Income, & Operator Growth
- Clean Energy: Down on Power Purchase Suspensions & Bad Weather

(JPY million)

Segment	All-In Operating Profit				All-In Gross Profit			Earnings Drivers (Parentheses show YOY change in Gross Profit)
	FY24/2	FY25/2	YOY	FY25/2 Revised	FY24/2	FY25/2	YOY	
Asset Management (AM)	1,496	**2,613**	**+74.6%**	1,750	2,482	**3,963**	**+59.7%**	Base AM Fees 2,506 (+339) Ichigo Office 1,411 (-11)/Ichigo Hotel 740 (+211)/Security Tokens 161 (+108)/ Private Funds (Including Private REIT): 156 (+32) Ichigo Green Operator Fees 35 (-1) Flow Earnings 1,363 (+1,141) Ichigo Office 299 (+18)/Ichigo Hotel 736 (+736)/Security Tokens 217 (+58)/ Private Funds 109 (+64)
Sustainable Real Estate (SRE)	5,478	**8,019**	**+46.4%**	15,600	9,279	**12,033**	**+29.7%**	Rental Income (Net of Depreciation) 6,525 (+1,490)/Depreciation 1,377 (-77) Gains on Sales 5,455 (+1,195) SRE Asset Gains on Sales 531 (+376)/Fixed Asset Gains on Sales 4,313 (+4,168) Sales of Shares in Affiliates 610 (-3,349)
Ichigo Owners (IO)	5,495	**3,330**	**-39.4%**	4,550	6,761	**4,685**	**-30.7%**	Rental Income 757 (-283) Ichigo Owners Asset Gains on Sales 3,927 (-1,792)
Hotel	6,768	**9,166**	**+35.4%**	–	7,765	**10,674**	**+37.5%**	Rental Income (Net of Depreciation) 4,163 (+1,397)/Depreciation 1,190 (-209) Gains on Sales 4,873 (+743) Hotels Asset Gains on Sales 1,242 (+1,242)/Fixed Asset Gains on Sales 3,630 (-499) Operator Revenue & PROPERA Revenue 1,637 (+768)
Clean Energy (CE)	1,946	**1,725**	**-11.4%**	2,100	2,818	**2,722**	**-3.4%**	Power Generation Revenue (Net of Depreciation) 2,722 (-95)/Depreciation 1,999 (+226)
Adjustment (including offsets of cross-segment transactions)	9	**9**	**-0.1%**	–	–	–	–	
Total	21,194	**24,864**	**+17.3%**	24,000	29,106	**34,079**	**+17.1%**	

Security Tokens = highly secure digital investment products managed on a blockchain with properties of traditional securities
SRE & Hotel All-In Operating Profit = Operating Profit + Extraordinary Gains on Sale; Other Segments All-In Operating Profit = Operating Profit
SRE & Hotel All-In Gross Profit = Gross Profit + Extraordinary Gains on Sales; Other Segments Gross Profit = Gross Profit

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Powerful Value-Add Business Model & Sustainability Focus

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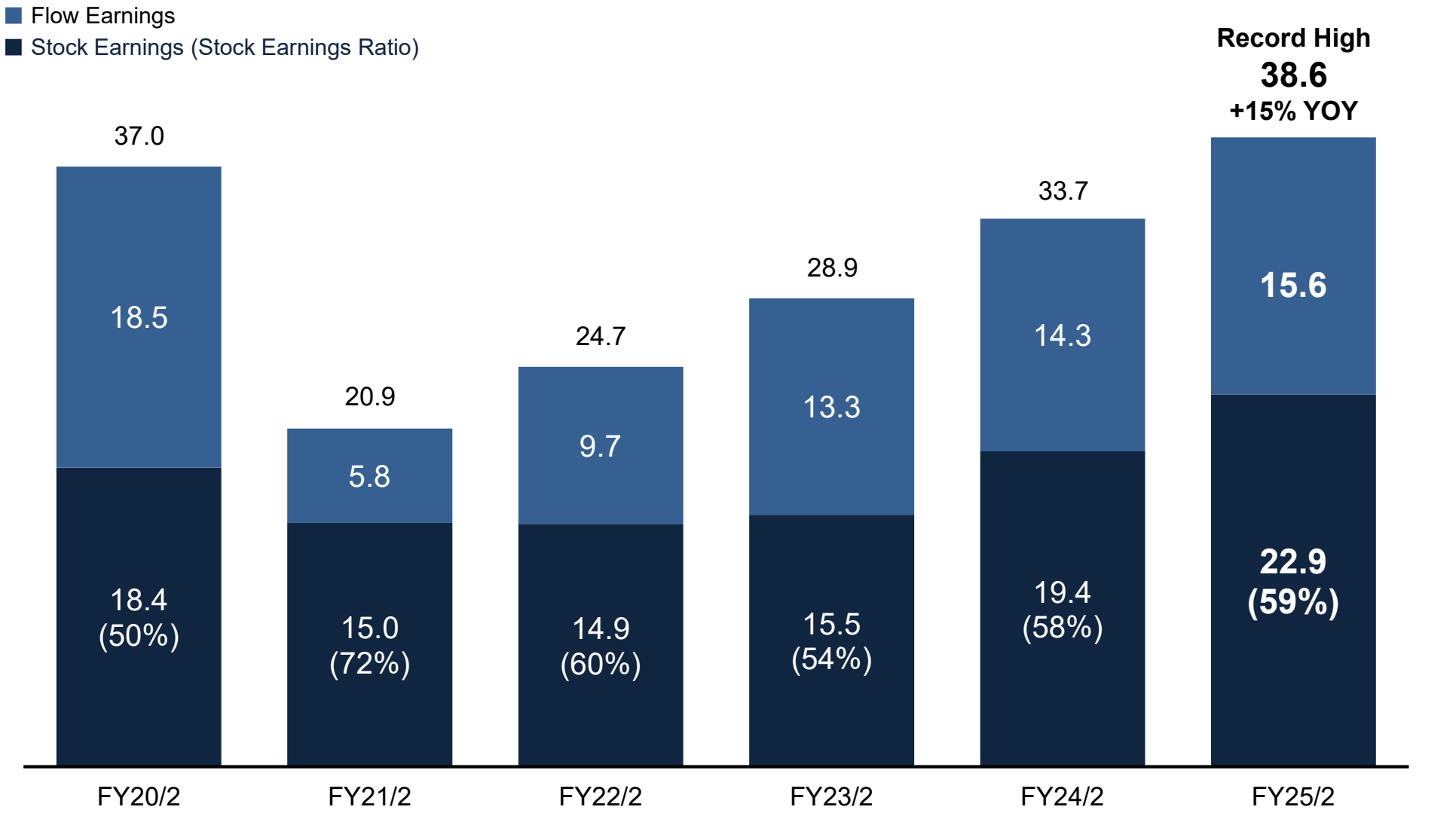
Stock + Flow Earnings

Record Cash Earnings (+15% YOY)

Cash Earnings

(JPY billion)



Cash Earnings = Gross Profit + SRE + Hotel Extraordinary Gains on Sales + Depreciation Expenses (Non-Cash)

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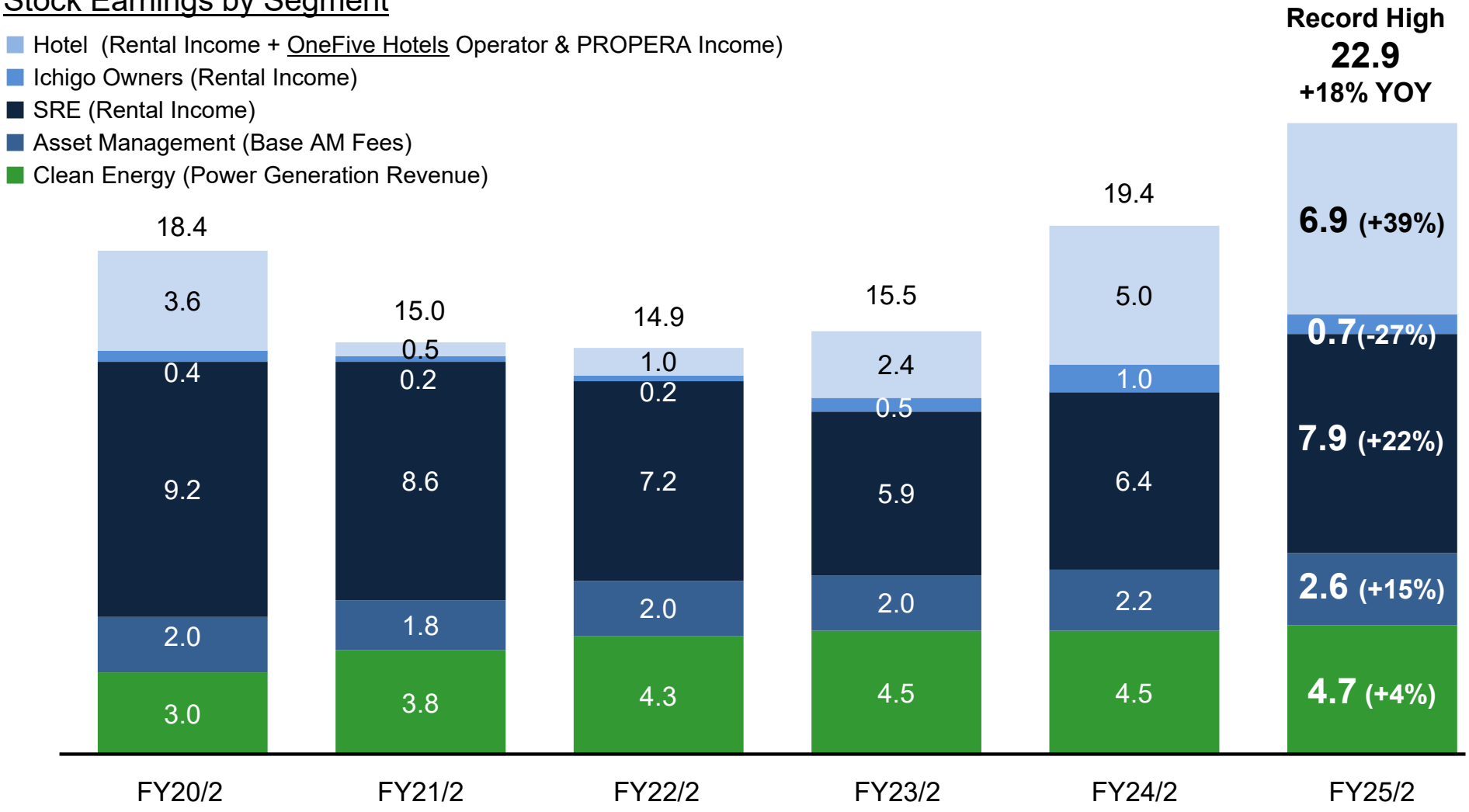
Highly Secure Stock Earnings

Record High Stock Earnings (+18% YOY)

– Hotel Segment Driving Growth (+39% YOY)

(JPY billion)

Stock Earnings by Segment



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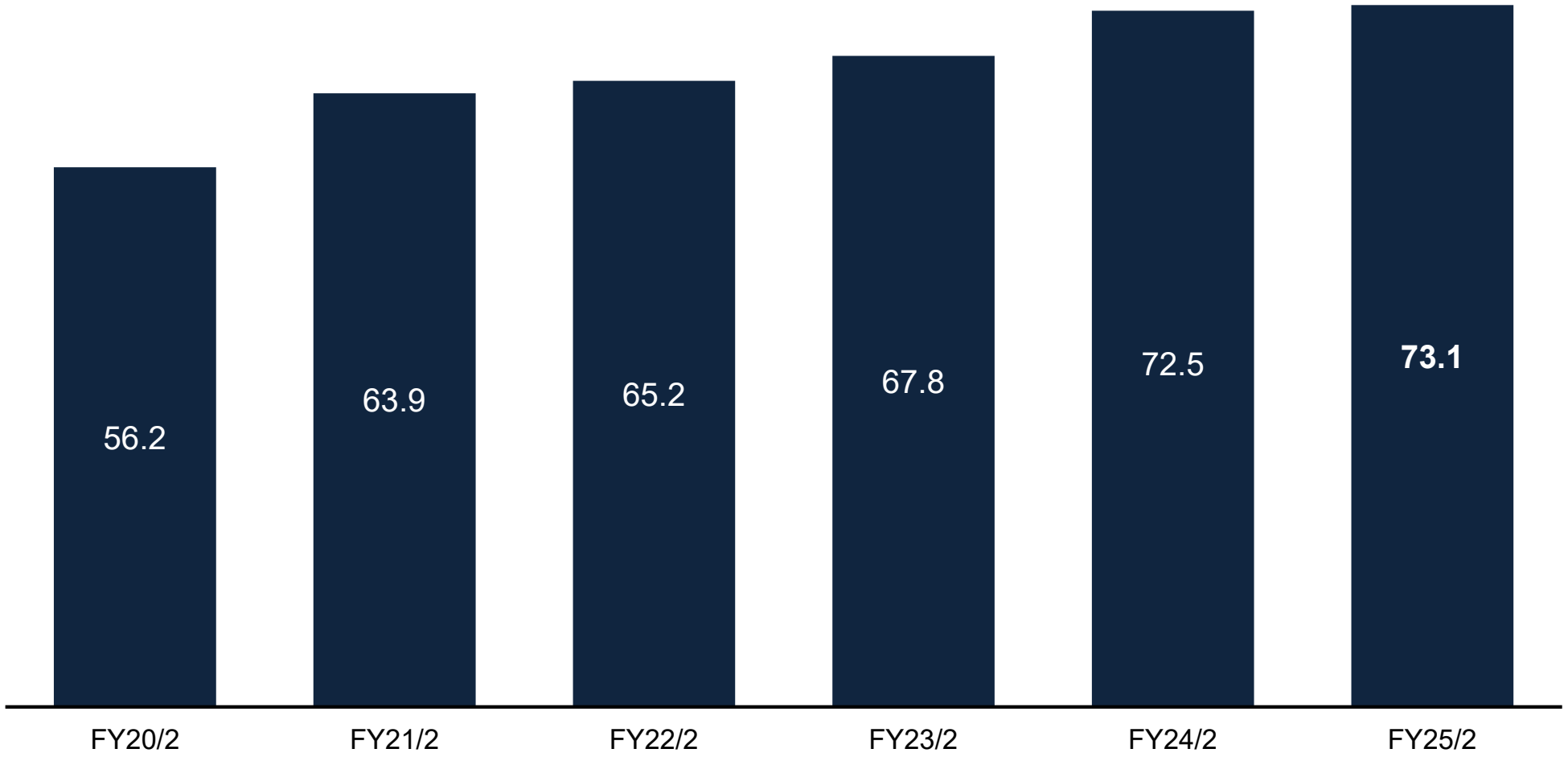
Embedded Forward Earnings

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

(JPY billion)



Third-Party Appraisal Value-Based Unrealized Gains

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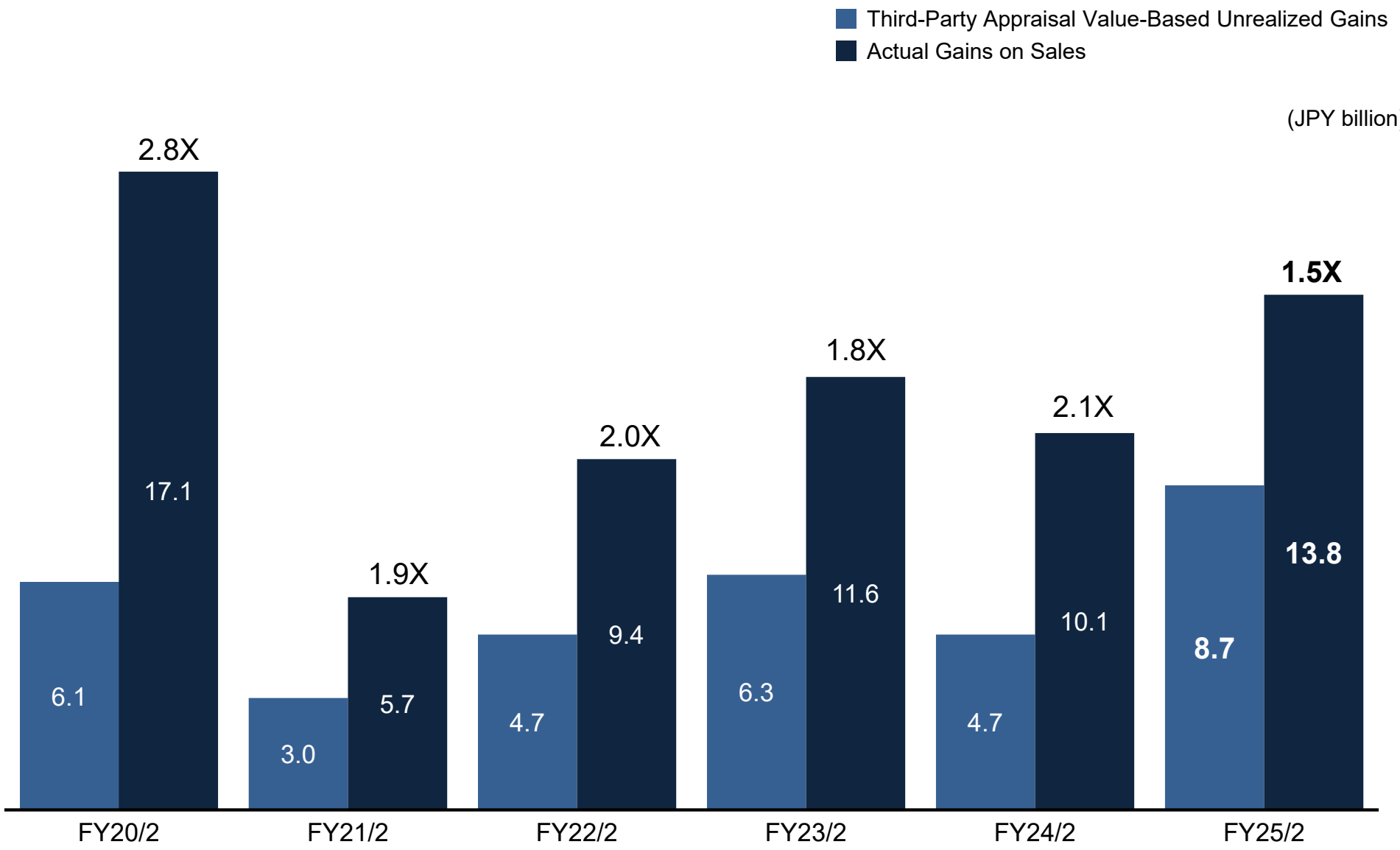
Value-Add Drives Durable Value Growth



Note: Self-storage assets sold in FY24/2 (36 assets, JPY3.9B gains on sales) are accounted for as having no unrealized gains, as they were not the subject of third-party appraisals.

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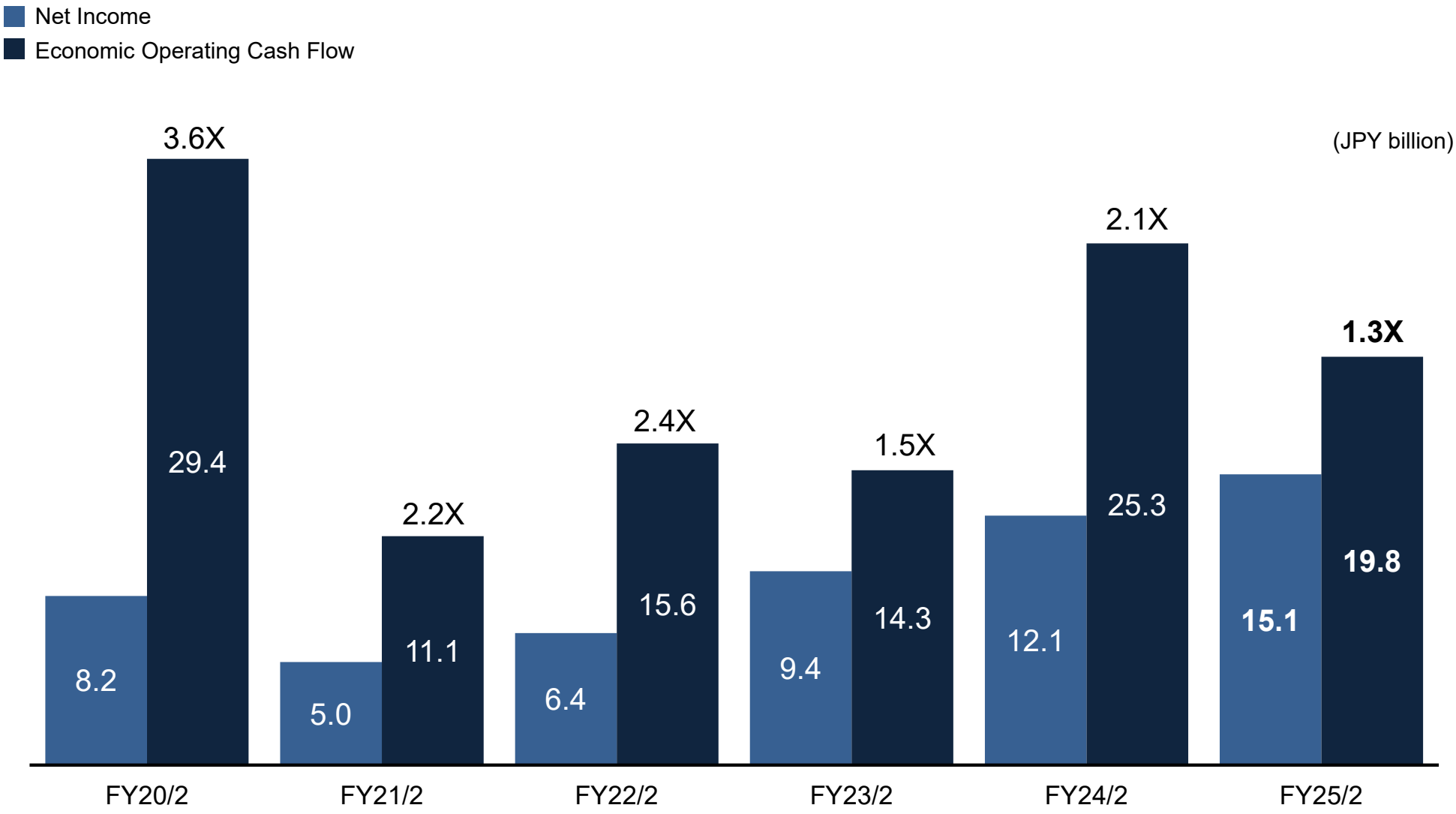
Robust Cash Generation

Economic Operating Cash Flow Exceeds Net Income



Economic Operating Cash Flow = Cash Flows from Operations - Net Change in Real Estate & Power Plants for Sale + SRE & Hotel Extraordinary Gains on Sales

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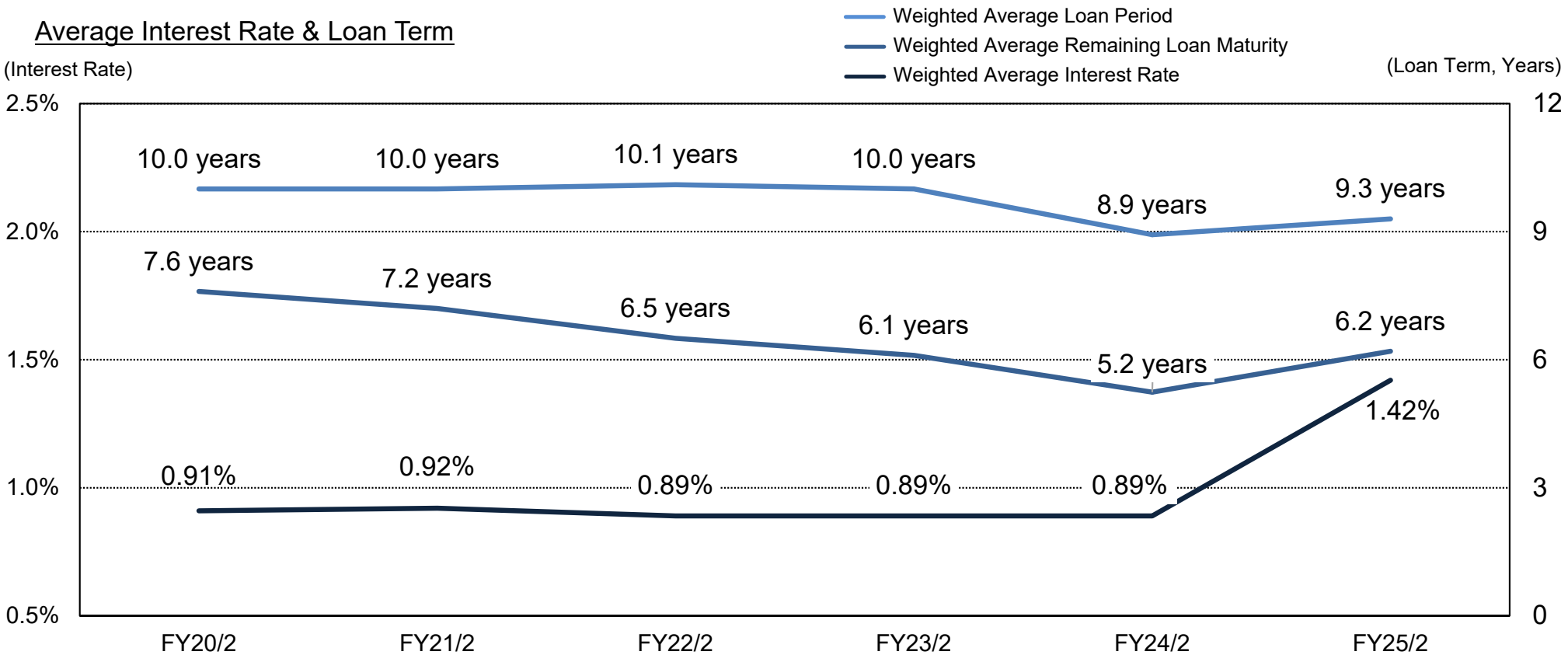
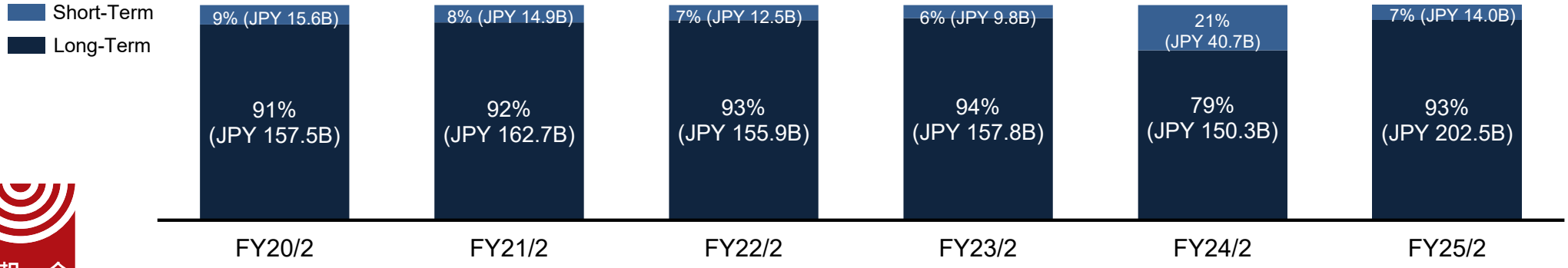
Strong Financial Base

Average Interest Rate & Loan Term



Term Structure of Loans



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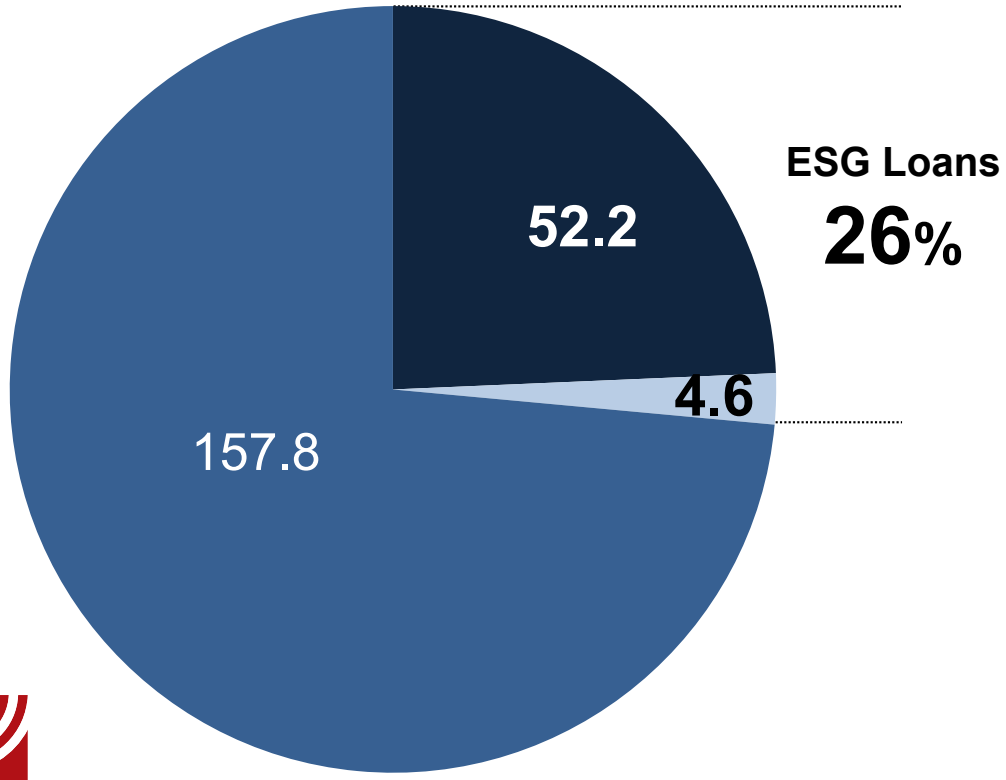
Significant Benefits From Sustainable/ESG Financing

Ichigo's Sustainability Execution Driving Attractive Financing Terms
Strengthening Financial Base via Diversified Borrowings

ESG Loans as % of Total Borrowings (as of FY25/2-end)

- ESG loans (including green bonds)
- Remaining ESG commitment line
- Other corporate loans & bonds (excludes short-term loans)

(JPY billion)



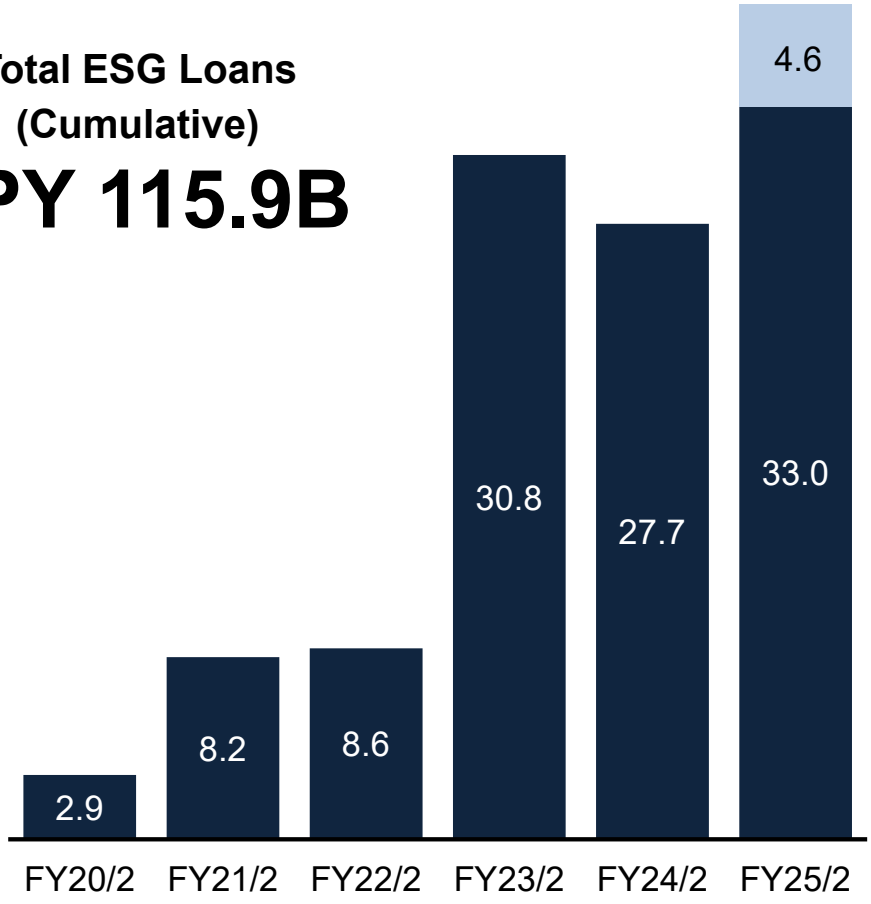
ESG Loans
26%

ESG Loans

- ESG loans (including green bonds)
- Remaining ESG commitment line

(JPY billion)

Total ESG Loans (Cumulative)
JPY 115.9B



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Driving Sustainable Growth

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Selective on Acquisitions & Sales

Acquisitions: JPY 75.4B (+9% YOY)

- SRE + Hotel: JPY 26.4B (+1% YOY)
  - ✓ Installed sophisticated design, low-cost Ichigo Ready to Move In offices in 4 office assets
- Ichigo Owners: JPY 49.0B (+13% YOY)
  - ✓ Robust investor demand for residential assets – acquisitions = future earnings driver

Sales: JPY 64.8B (-7% YOY)

- Growth in High-Margin Asset Sales – Decrease in Ichigo Owners
- Asset Sales Also Supporting AUM Growth +JPY 40B (+29% YOY)
  - ✓ Sold JPY 18.2B to Ichigo Office & Ichigo Hotel & JPY 21.7B to Ichigo Residence Tokens

(JPY million)

		Acquisitions		Sales		Difference
		No. of Assets	Book Value (A)	No. of Assets	Sale Price (B)	(A) - (B)
SRE	Office	5	16,055	5	10,354	+5,701
	Retail	1	337	5	7,329	-6,992
	Logistics	1	1,179	–	–	+1,179
	Residential	1	12	1	59	-47
Ichigo Owners		30	49,065	31	37,950	+11,115
Hotel		1	8,818	2	9,119	-300
Total		**39**	**75,468**	**44**	**64,811**	**+10,656**

Book Value of Sales: JPY 51.8B

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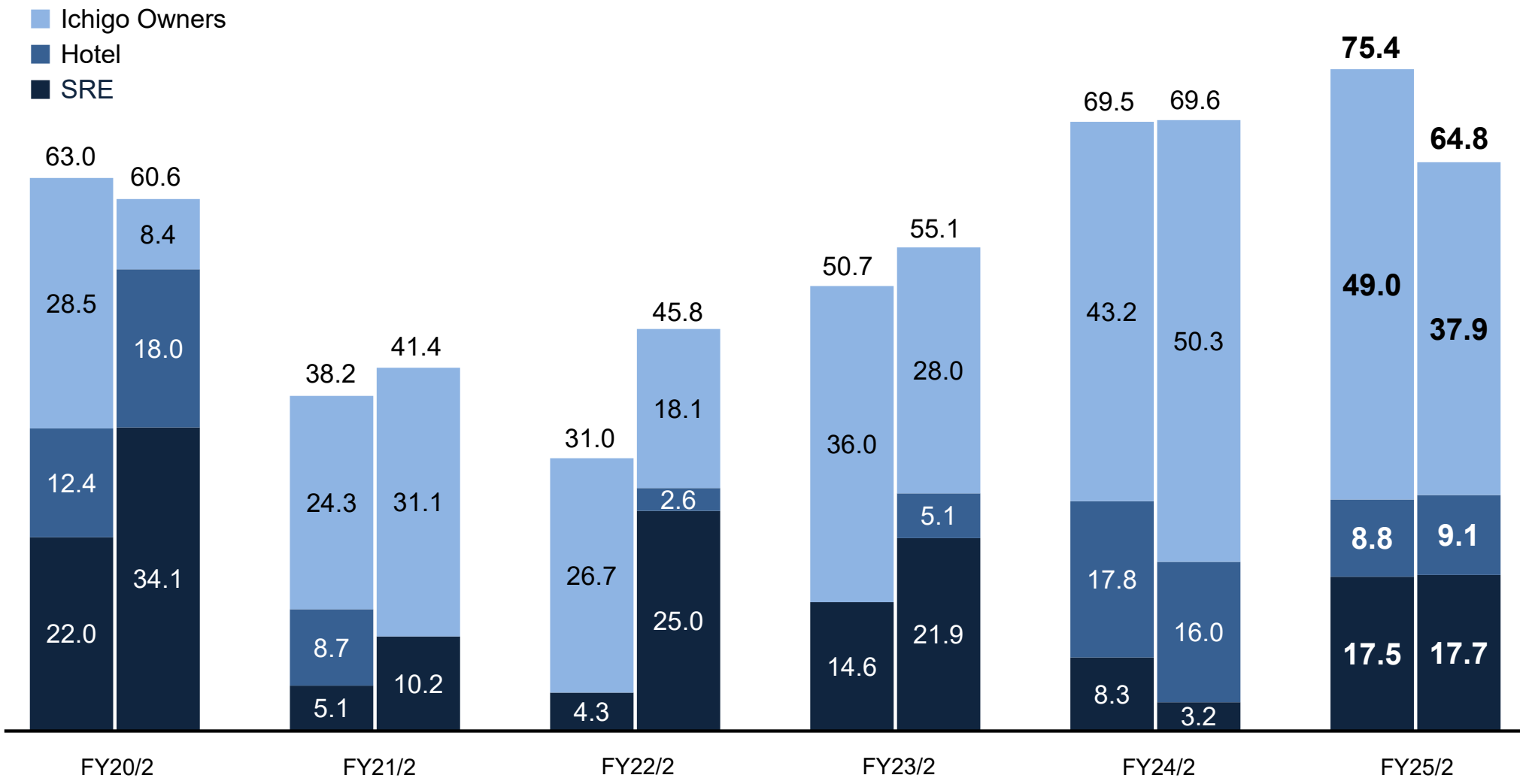
Selective on Acquisitions & Sales

SRE Acquisitions & Sales

(JPY B)

Left: Acquisitions Right: Sales



FY24/2 excludes JPY 3.9B of Self Storage Gains on Sale

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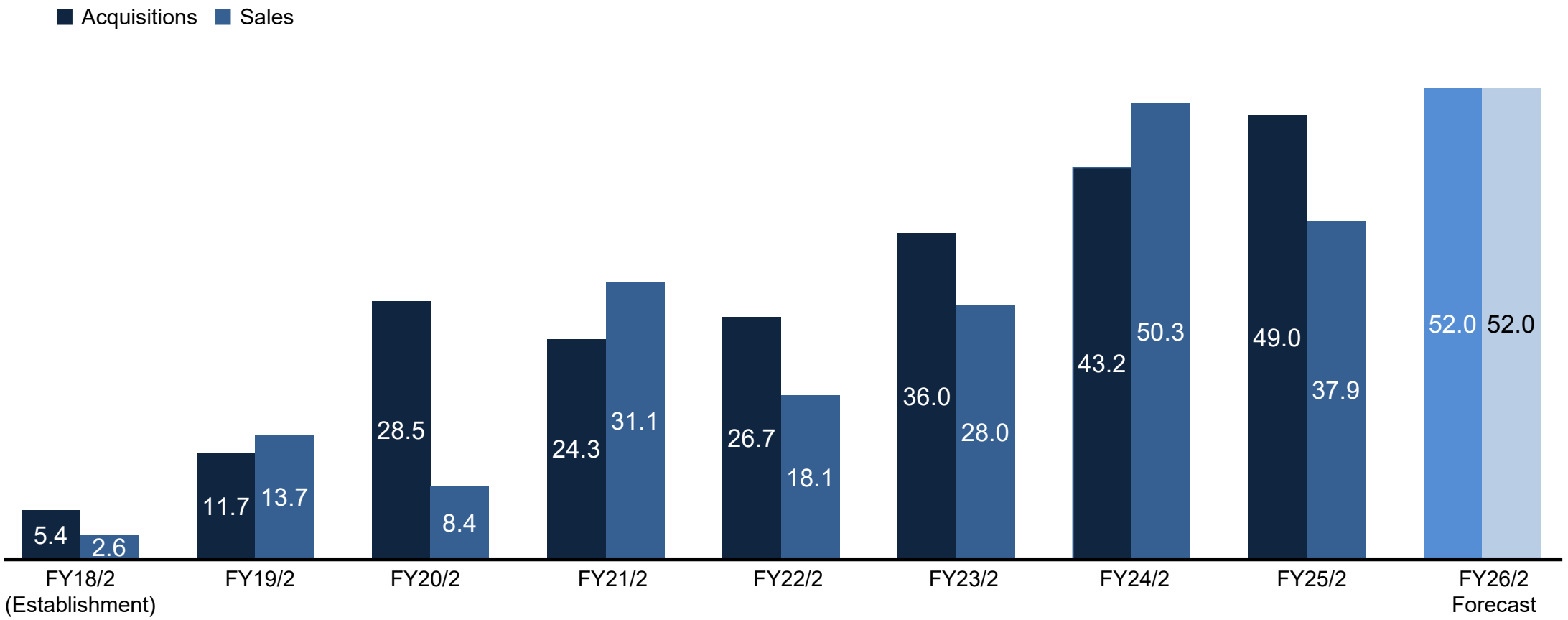
Strong Growth via Meeting Clients' Diverse Needs

Creating High-Quality PASEO Brand Residential Assets in Prime Locations

- Strong Ichigo partnerships with developers (share know-how & client needs data)
- Extensive Ichigo transaction experience & market presence

Ichigo Owners Acquisitions & Sales

(JPY B)



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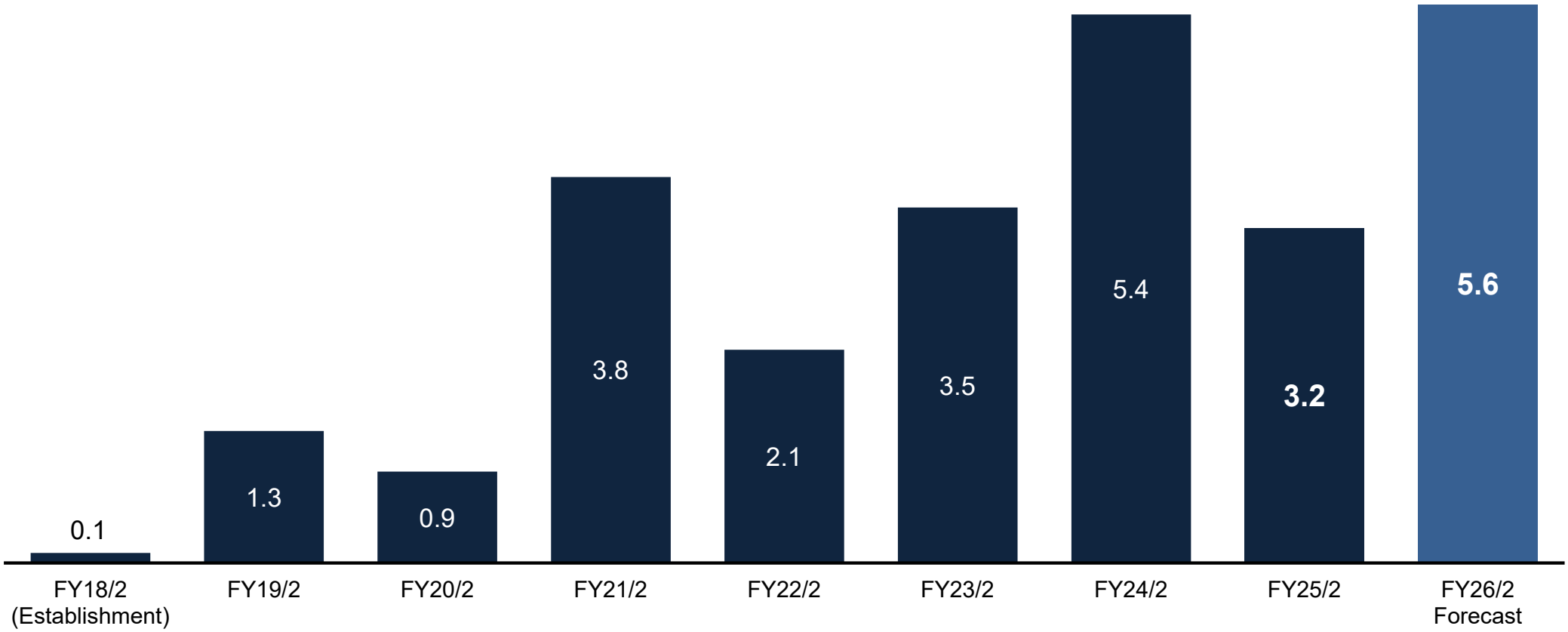
Strong Growth via Meeting Clients' Diverse Needs

Prime Location Residential Assets Tailored to Tenant & Investor Needs

– Further growth via expanding sales channels, including Ichigo Residence Tokens

Ichigo Owners Operating Profit



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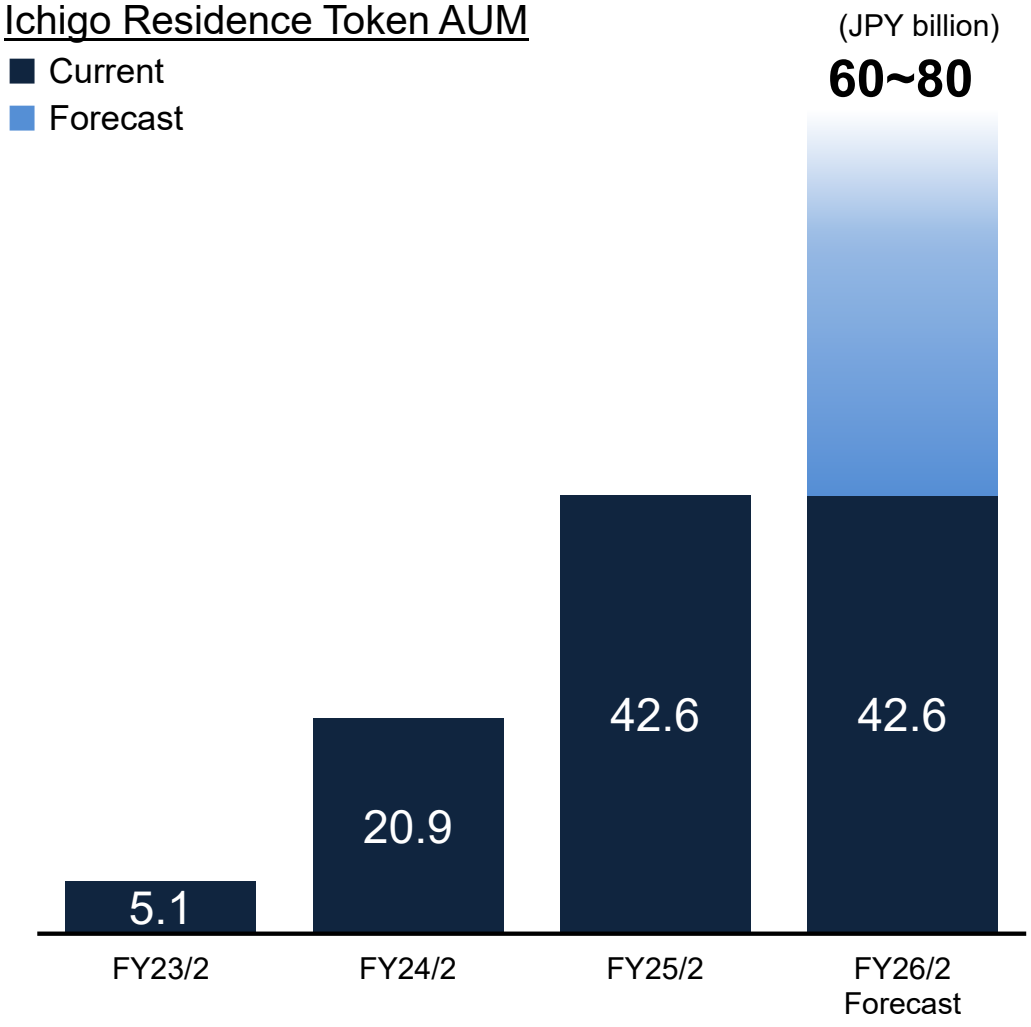
Ichigo Residence Tokens: FY25/2 AUM JPY 42.6B

FY26/2 AUM Forecast JPY 60~80B

– Superior Ichigo assets & strong & diversified sales channels spanning institutional to high-net-worth investors driving Ichigo Residence Token AUM growth

Ichigo Residence Token AUM



Ichigo Residence Tokens
(Real Estate Security Tokens)

- Highly secure investments serving investment needs of individual investors & business owners
- Creating prime central Tokyo residential assets via partnerships with developers
- Currently 5 Ichigo tokens (31 assets, 975 rooms)



GRAN PASEO
Ichigaya Nakanocho

GRAN PASEO
Komaba Todaimae

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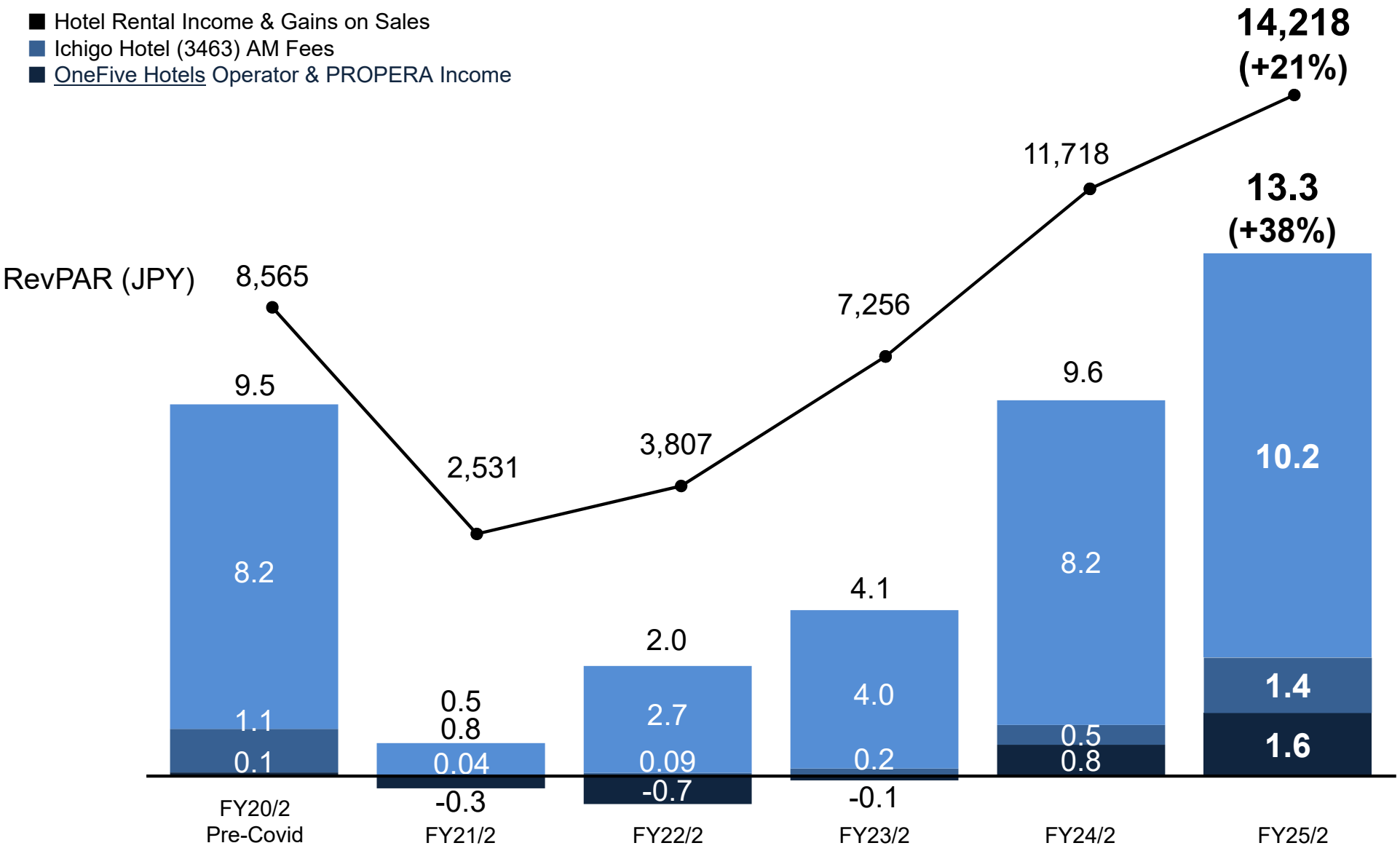
Hotel & Hotel AM Cash Earnings Growth +38% YOY

Hotel & Hotel AM Cash Earnings

(JPY billion)



RevPAR = Revenue Per Available Room

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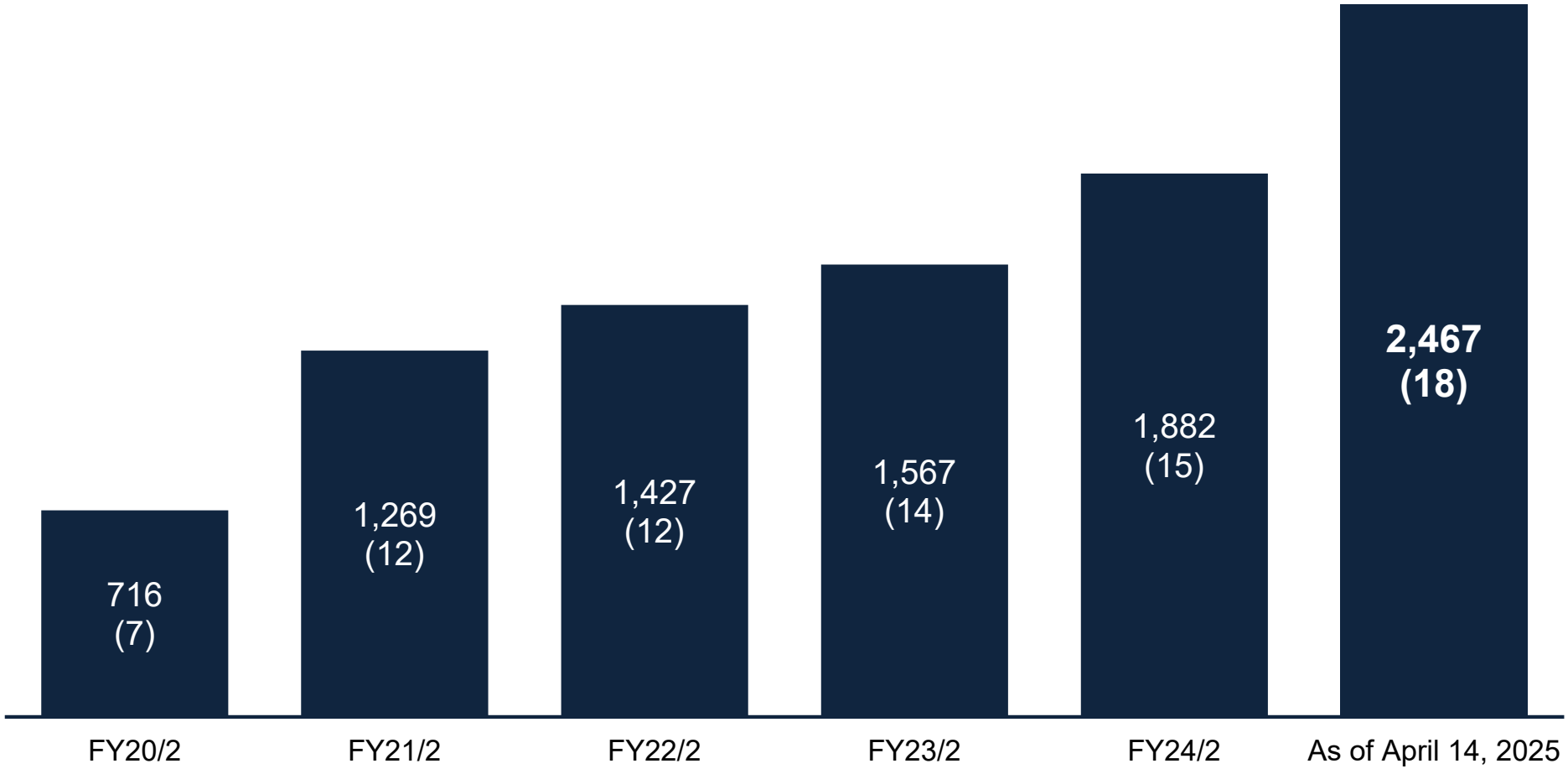
Hotel Operator OneFive Hotels Growth

Number of Rooms under Operation 3.4X vs. FY20/2 Establishment

– Have newly won operating contracts for 2 external hotels (242 rooms), driving non-asset Stock Earnings growth

OneFive Hotels Rooms under Operation (Number of Hotels)



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THE KNOT Utsunomiya Rebranding & Reopening (Dec 2025)

Full-Scale Hotel Renewal in Utsunomiya, Largest City in Northern Kanto

- Radically improve hotel guest experience and refurbish and strengthen structural engineering and functionality
- Create cultural hub connecting hotel guests & local communities

Additional THE KNOT Openings Planned in Osaka & Fukuoka

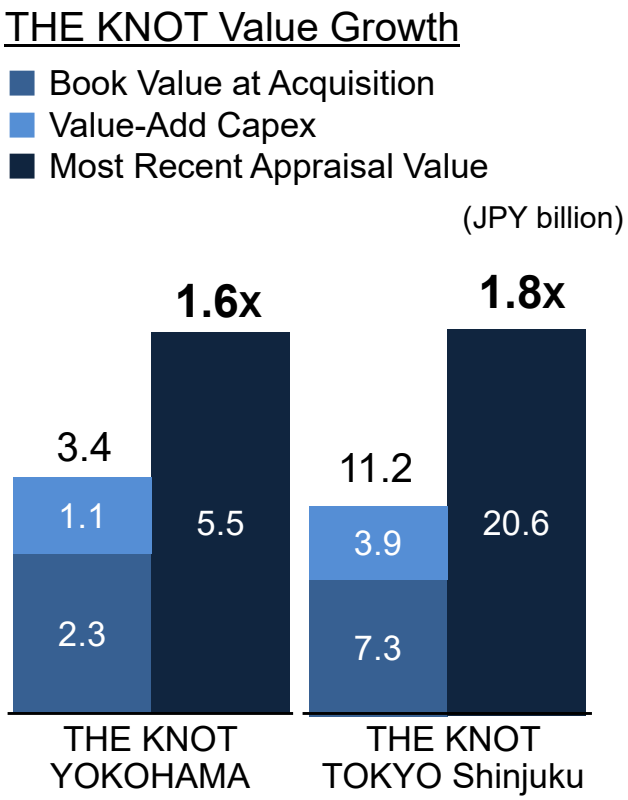






THE KNOT is Ichigo's boutique hotel brand that provides sophisticated design and comfort, unique experiences rooted in local communities, & *omotenashi*, Japan's tradition of hospitality and service.

Visitors other than hotel guests can visit the entrance area, restaurant, & bakery, thus providing space for local communities & connecting guests with local communities.



Note: THE KNOT YOKOHAMA's Appraisal Value is as of Aug 2023 Sale to Ichigo Hotel.

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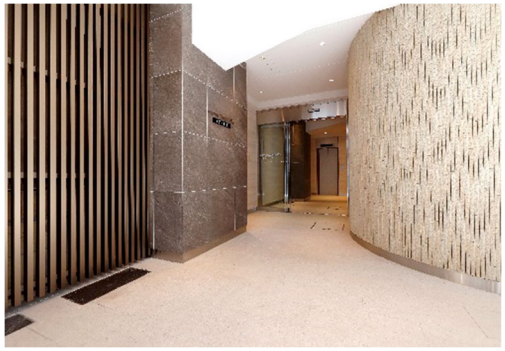
Cocoro Kanda Building: 1.9X NOI

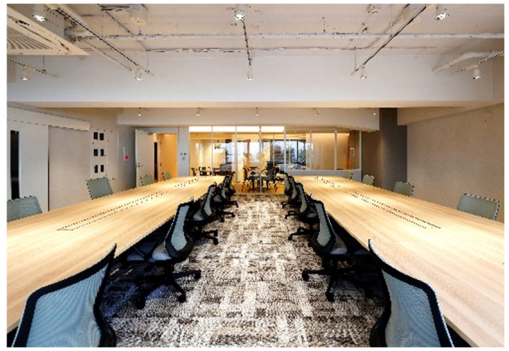
Introduced sophisticated design, low-cost Ready to Move In Offices at Rent Renewals & Vacancies

- Divided each floor into 3 function-based areas (tenant office spaces, meeting rooms, individual workspaces), enabling diverse work styles in compact spaces
- Also renovated & refurbished entrance & restrooms, improving aesthetics & functionality for tenants











Outcomes (vs. Acquisition Date)	
Average Rent per Tsubo	2.0X
NOI	1.9X

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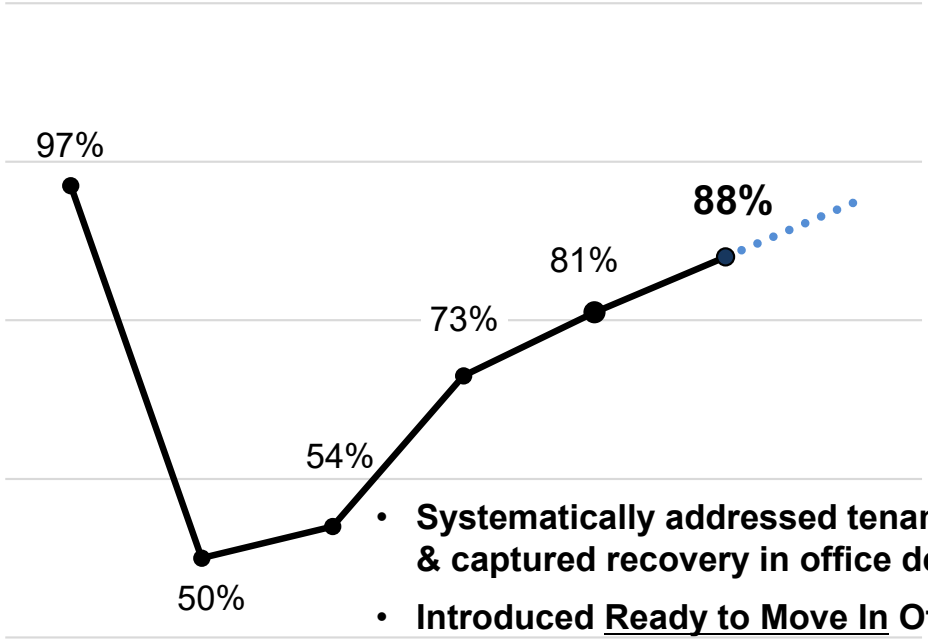
Tradepia Odaiba: Occupancy Growth to 88%

– Expansion by existing tenants – very high tenant satisfaction
– Introduced sophisticated design, low-cost Ready to Move In offices

Tradepia Odaiba Occupancy



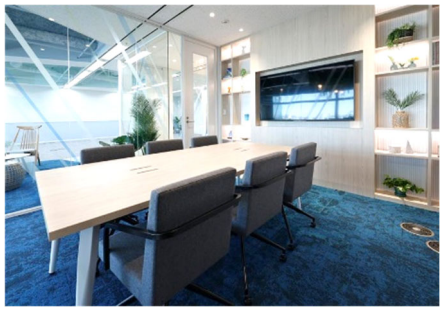
Covid & Olympic-related lease terminations by large corporate tenants

- **Systematically addressed tenant needs & captured recovery in office demand**
- **Introduced Ready to Move In Offices**

Tradepia Odaiba Ready to Move In Offices

Views of Rainbow Bridge, Tokyo Tower, & Sky Tree
Design of spacious office spaces inspired by the Tokyo Bay area & oceans







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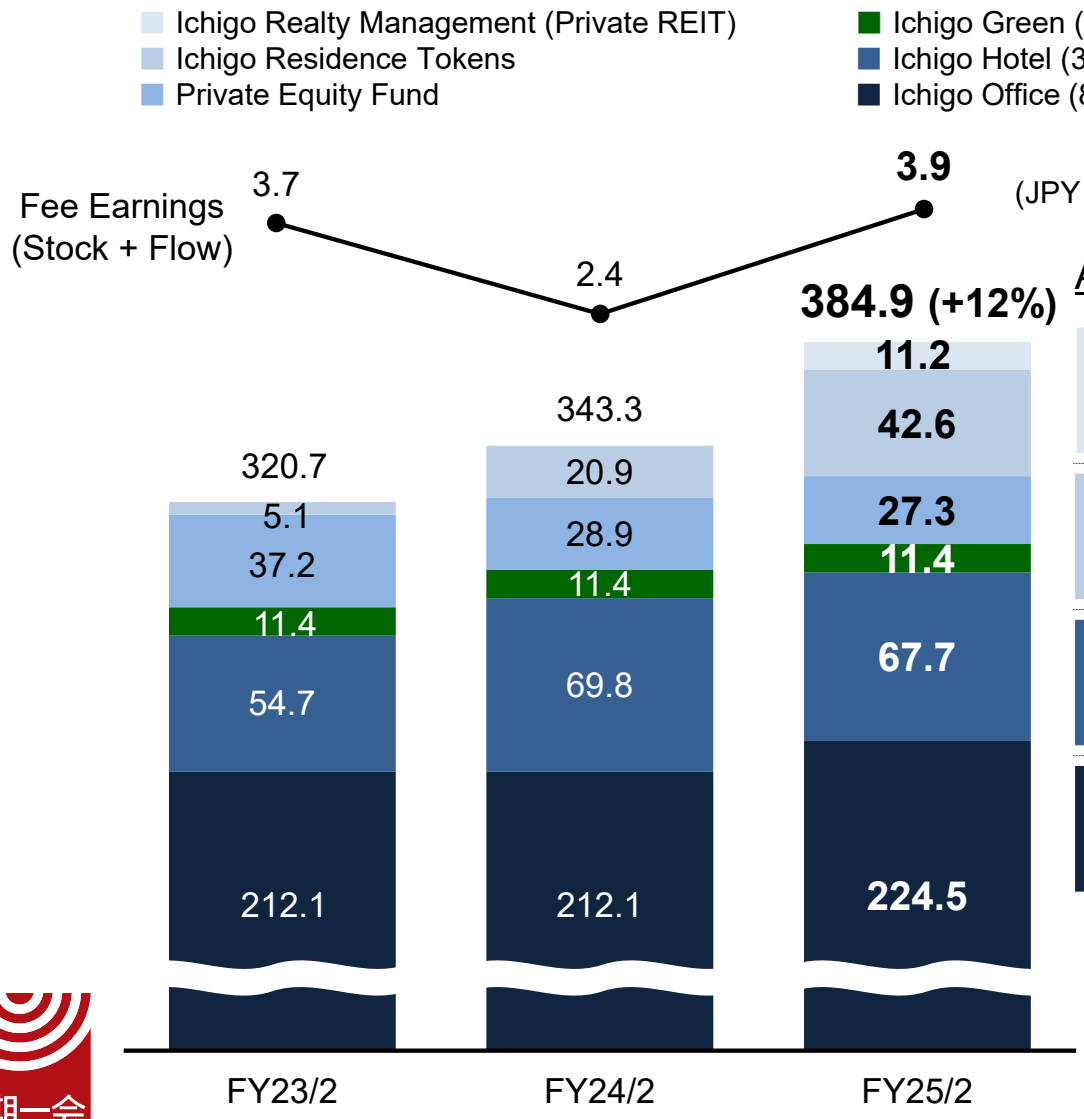
AUM Growth on Diverse Growth Drivers +12% YOY

Driving Non-Asset Stock Earnings via Accelerated AUM Growth

AUM



AUM YOY Change Details

Ichigo Realty Management (Private REIT)	+ JPY 11.2B	Acquisition of new private REIT
Ichigo Residence Token (Security Token)	+ JPY 21.7B	Launched 2 new tokens (14 assets)
Ichigo Hotel (Listed J-REIT)	+ JPY 9.1B	Acquired 2 hotels
	- JPY 11.2B	Sold 3 hotels
Ichigo Office (Listed J-REIT)	+ JPY 15.4B	Acquired 6 assets
	- JPY 3.3B	Sold 3 assets

Non-Asset Stock Earnings: Asset management & other operating earnings on behalf of investors & other external clients. No asset ownership by Ichigo results in highly capital-efficient & secure earnings stream.

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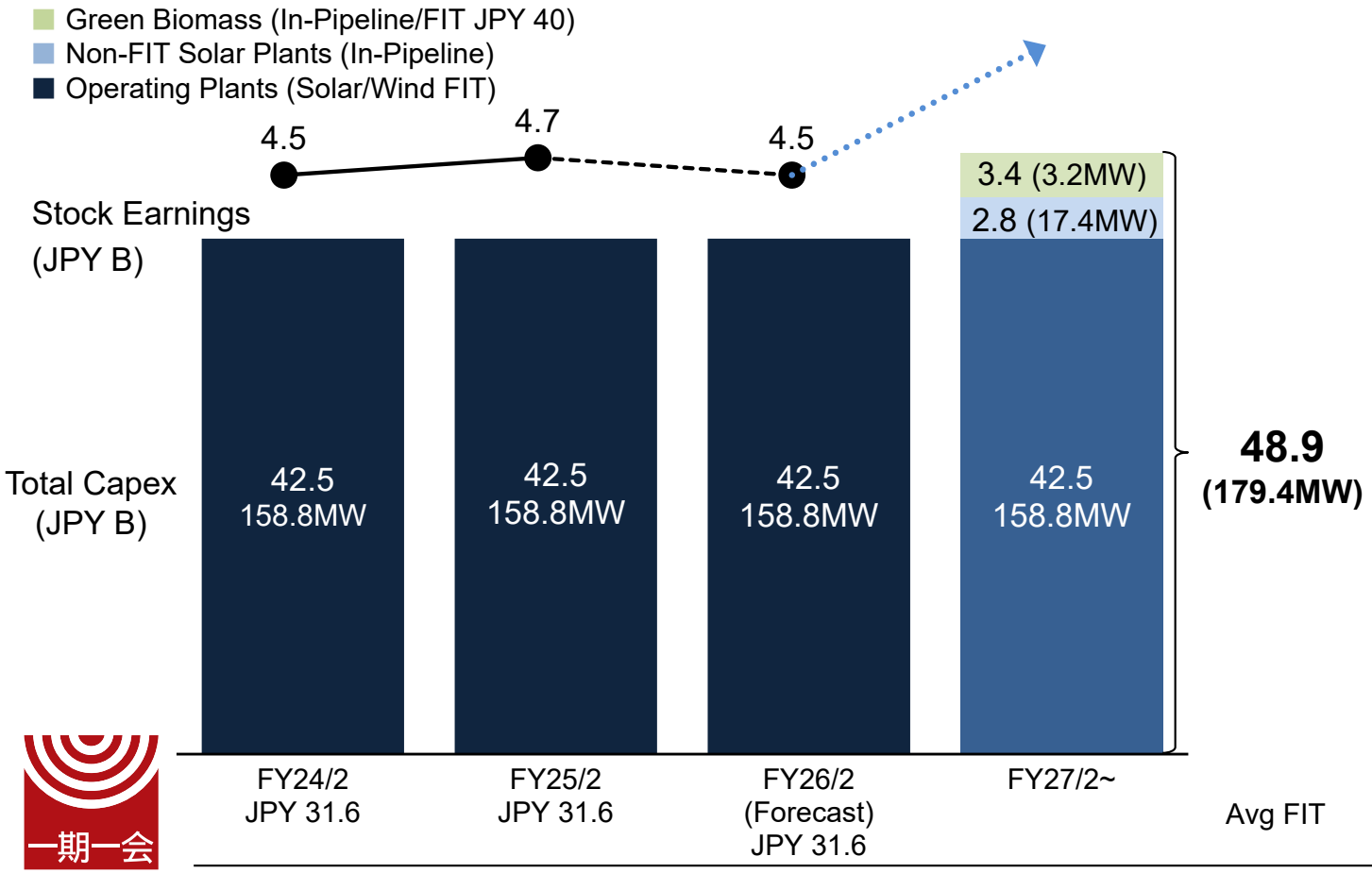
Driving Stable Earnings Growth

- Stock Earnings +3% – Below Forecast on Power Purchase Suspensions & Bad Weather
- FY26/2 Forecast Reflects One-Off Decrease on Large-Scale Maintenance & Projected Expansion of Power Purchase Suspensions
- Exploring Battery Storage Entry as New Growth Driver

Ichigo Clean Energy



Green Biomass

In-Pipeline

4 Plants 3.2MW (JPY 3.4B)

Sustainable infrastructure contributing to local communities
Effective use of domestic feedstocks
Also serves as emergency power source

Non-FIT Solar Power

In-Pipeline

8 Plants 17.4MW (JPY 2.8B)

Contributing to Japan's energy self-sufficiency
Customers = both companies & households

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Shareholder Returns

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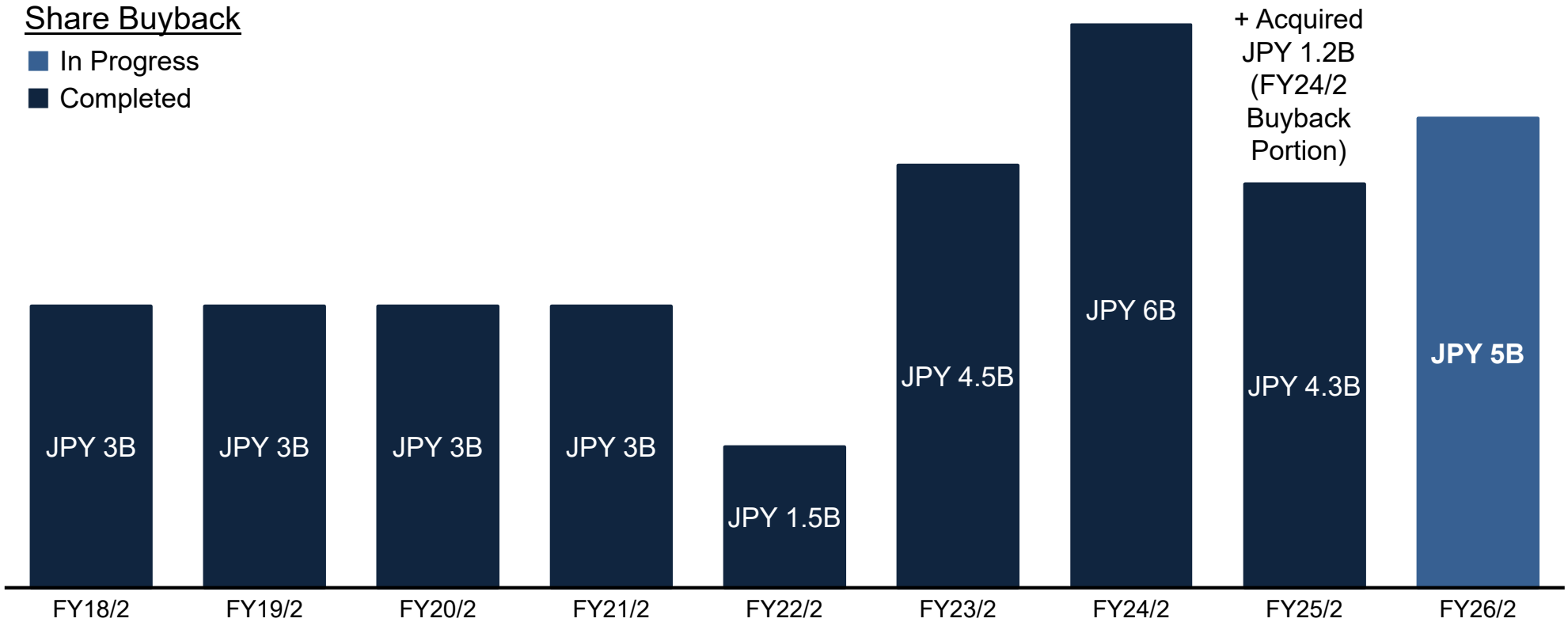
Flexible Buybacks: FY25/2 JPY 5.5B + New JPY 5B Buyback

FY25/2: Buyback JPY 5.5B (FY24/2 Buyback Portion of JPY 1.2B + FY25/2 Buyback of JPY 4.3B)

FY25/2: Canceled 60 million shares (12% of shares outstanding)

FY26/2: New JPY 5B Buyback

- Buyback Period: March 3, 2025 ~ August 29, 2025
- Up to 16 million shares (4% of shares outstanding)



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Dividend +17% YOY (JPY 10.5), FY26/2 +10% (JPY 11.5)

4 Consecutive Years of Dividend Increases on Back of Strong Cash Generation

– DOE 4.1%, Total Payout Ratio Including Buybacks 67%

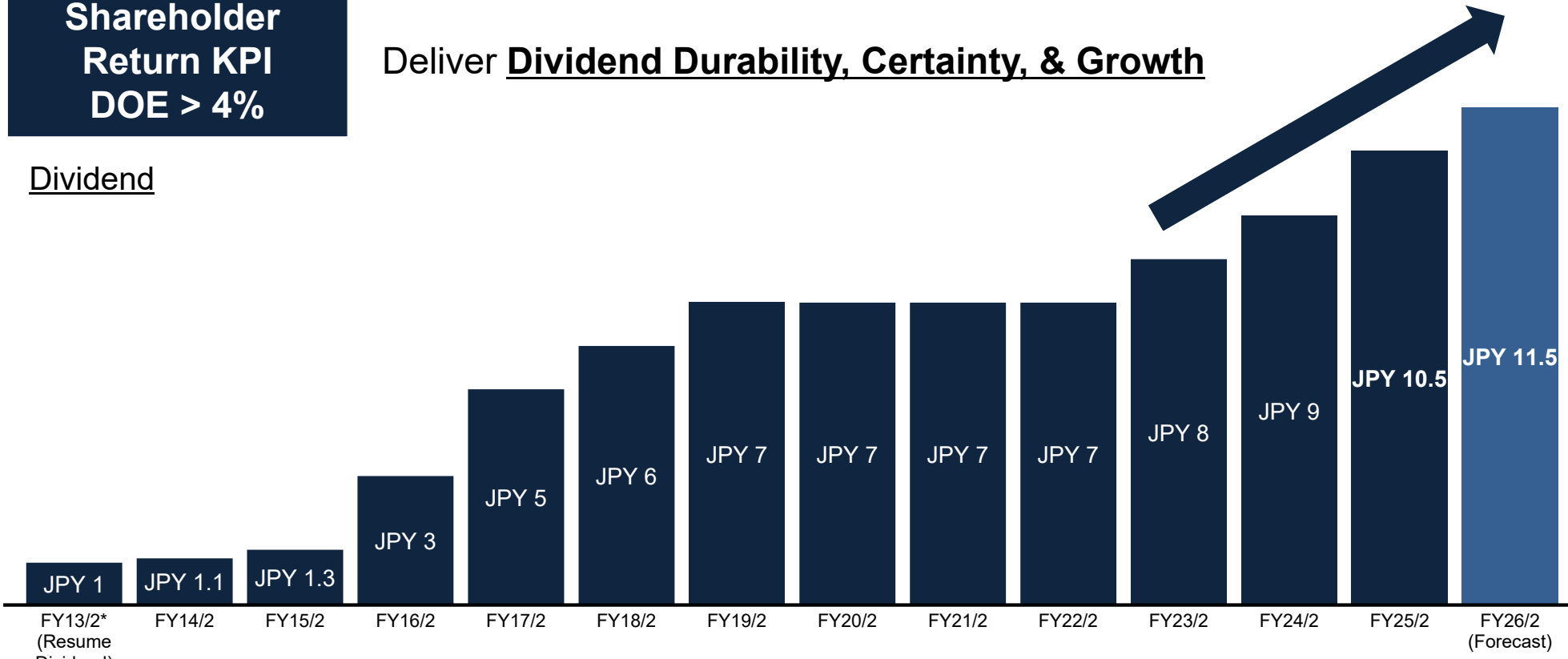
Progressive Dividend Policy

Dividend is **Maintained or Raised** every year, underscoring Ichigo's commitment to drive long-term dividend growth for shareholders

Shareholder Return KPI DOE > 4%

Deliver **Dividend Durability, Certainty, & Growth**

Dividend



* Adjusted to reflect 200:1 stock split

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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 & listed solar power producer that it manages, in its shareholder program (104,600 shareholders in total)
- First company to offer shareholders free tickets to every J.League game at every J.League club

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



Ichigo J.League Shareholder Program Website Landing Page

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Working to Protect Our Global Environment

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Selection as CDP 2024 Double A List Company

Selected as A List Company for Both Climate Change (2nd Consecutive Year) & Water Security (First Time)

– Achieved Highest Scores for Disclosure, Environmental Transparency, & Actions

Achieved Both Third-Party Evaluation Environmental KPIs

– KPIs: Be Selected for Both CDP Climate Change & Water Security A Lists



CDP is a global non-profit organization that works with over 700 institutional investors and financial institutions to run the world's environmental disclosure system for companies, capital markets, cities, states, and regions to manage their environmental impacts. An assessment questionnaire spanning topics such as governance, risk management, business strategy, targets and performance, and engagement is used to score companies among eight levels: Leadership (A/A-), Management (B/B-), Awareness (C/C-), and Disclosure (D/D-).

Over 25,000 companies worldwide accounting for 2/3 of the world's market cap participate in the CDP assessments.

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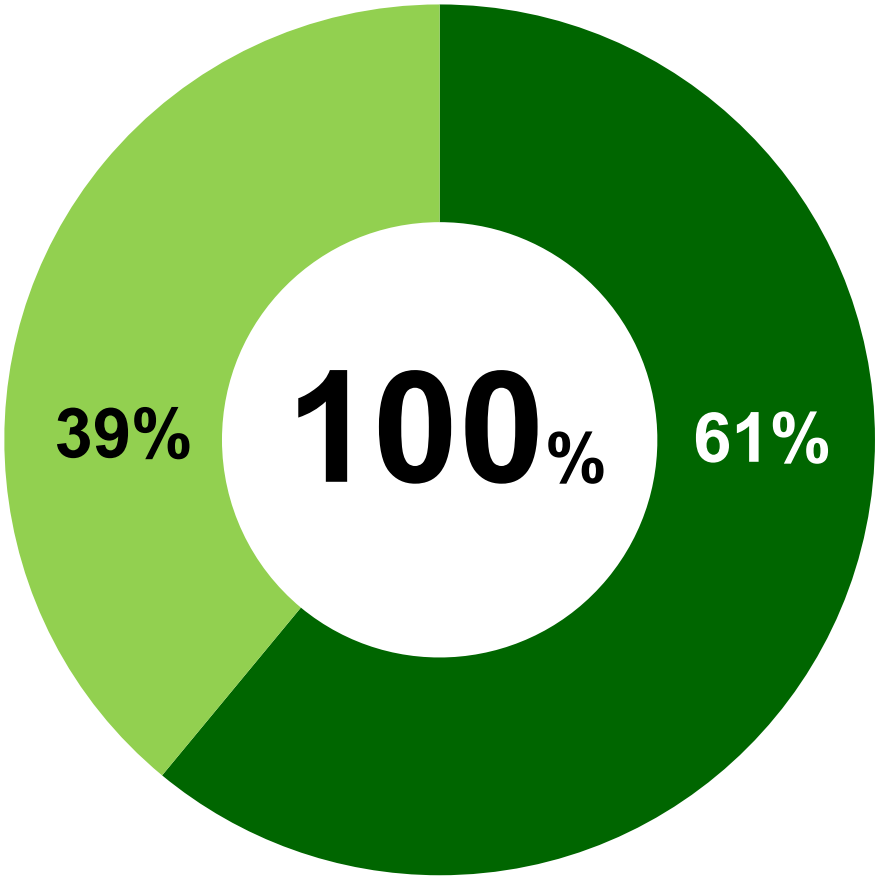
RE100: Completed Renewable Energy Transition

RE100 Progress (as of February 28, 2025)

Non-Fossil Certificate Tracking for Ichigo Power Plants



Renewable Energy Switch

Ichigo 2030 RE100 KPI to work for a sustainable planet: 100% renewable electricity across all Ichigo operations by 2025

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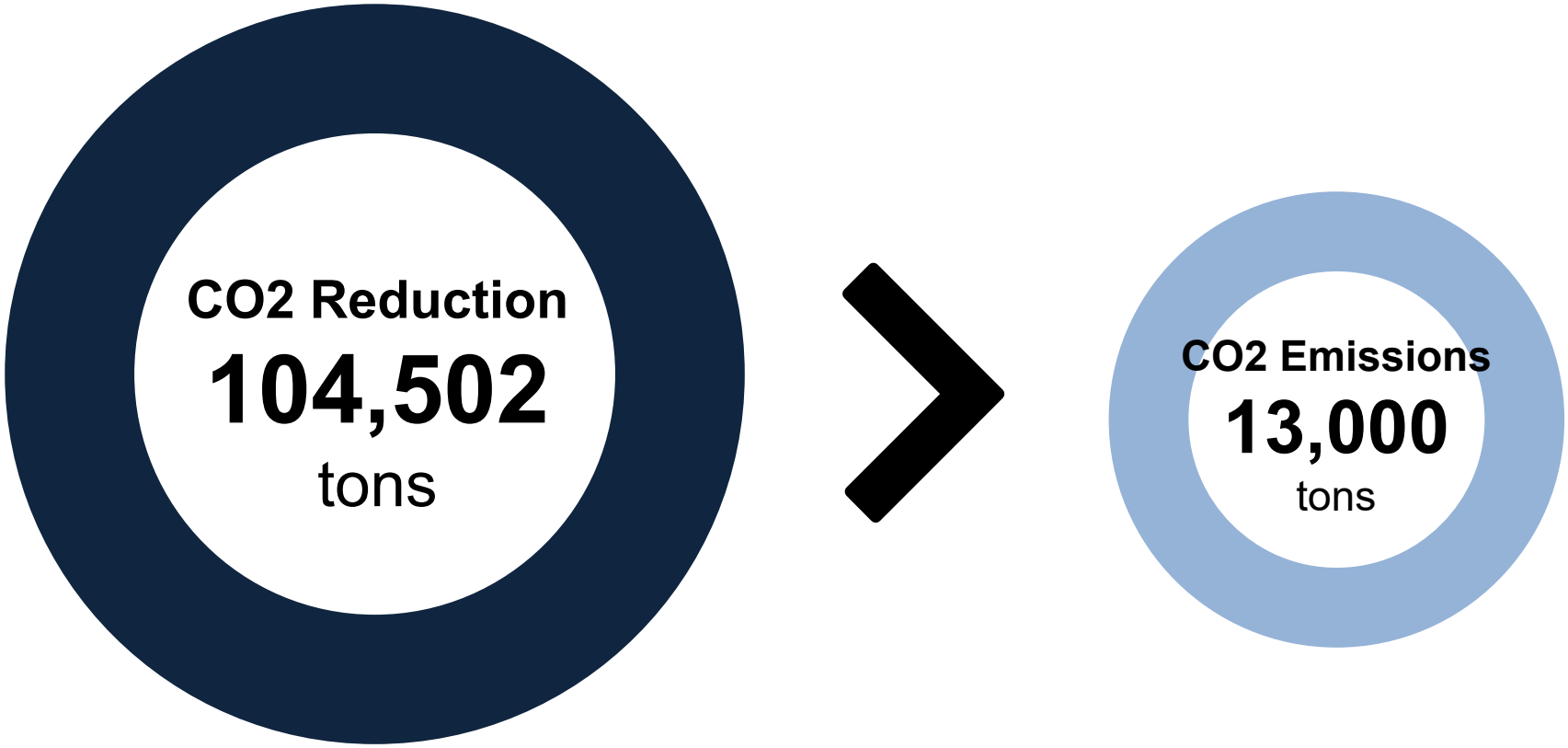
Ichigo Climate Positive: CO2 Reduction vs. Emissions

Ichigo CO2 Reduction = 8X CO2 Emissions



CO2 Reduction due to Ichigo & Ichigo Green Clean Energy Power Plant Production

Scope 1+2 Emissions
(Ichigo + Ichigo Office + Ichigo Hotel + Ichigo Green)

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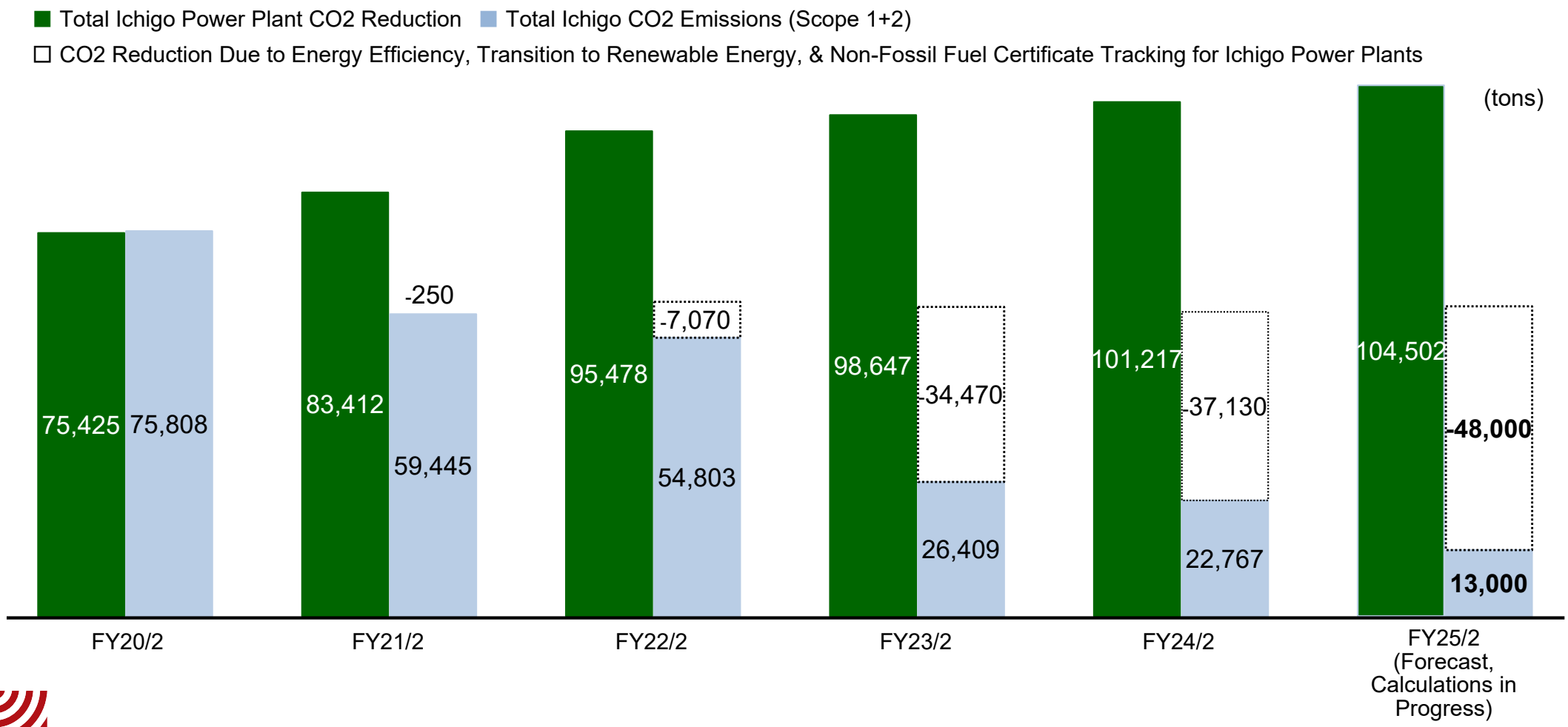
Ichigo Climate Positive: CO2 Reduction vs. Emissions

Ongoing Ichigo Clean Energy Production Growth (CO2 Reduction Increase) & Renewable Energy Transition & Carbon Offsets (CO2 Emissions Reduction)

CO2 Reduction/Reduction Impact/CO2 Emissions



Notes: Reduction calculated using each EPCO's adjusted CO2 emission factor disclosed by the Ministry of Environment as a constant for each period.
RE100 non-fossil fuel tracking certifies the environmental value of non-fossil electricity with tracking information on renewable energy power plants

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FY26/2 Forecasts

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FY26/2 Forecast: Record High Earnings

All-In OP +14%, Cash EPS +10% (YOY)
ROE 14.0%, Cash ROE 17.9%

(JPY million)

	FY25/2 (Actual)	FY26/2 Forecast	YOY
Operating Profit	16,309	19,500	+19.6%
All-In Operating Profit	**24,864**	**28,400**	**+14.2%**
Recurring Profit	13,764	14,800	+7.5%
All-In Recurring Profit	**22,319**	**23,700**	**+6.2%**
Net Income	15,187	16,000	+5.4%
Cash Net Income	**19,391**	**20,500**	**+5.7%**
EPS	JPY 34.86	JPY 38.13	+9.4%
Cash EPS	**JPY 44.51**	**JPY 48.85**	**+9.8%**
Dividend	**JPY 10.5**	**JPY 11.5**	**+9.5%**
ROE	**14.1%**	**14.0%**	**–**
Cash ROE	**18.0%**	**17.9%**	**–**

All-In Operating Profit (All-In Recurring Profit) = Operating Profit (Recurring Profit) + SRE & Hotel Extraordinary Gains on Sales
Cash Net Income = Net Income + Depreciation + Amortization +/- Valuation Losses (Gains)

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FY26/2 Forecast Details

- AM: Down on Drop Off of FY25/2 IHR/IOR Performance Fees (JPY 1.3B)
- SRE: Up on Stock & Flow Earnings Growth
- Ichigo Owners: Up on Asset Sale Growth
- Hotel: Down on Hotels Temporarily Closed for Rebranding & Asset Sale Decrease
- CE: Down on One-Off Large-Scale Maintenance & Projected Expansion in Power Purchase Suspensions

(JPY million)

Segment	All-In Operating Profit		
	FY25/2 (Actual)	FY26/2 Forecast	YOY
Asset Management (AM)	2,613	**1,800**	**-31.1%**
Sustainable Real Estate (SRE)	8,019	**13,400**	**+67.1%**
Ichigo Owners (IO)	3,330	**5,600**	**+68.1%**
Hotel	9,166	**6,100**	**-33.5%**
Clean Energy (CE)	1,725	**1,500**	**-13.1%**
Adjustments (Inter-Segment Transactions, etc.)	9	–	–
Total	24,864	**28,400**	**+14.2%**

SRE & Hotel All-In Operating Profit = Operating Profit + SRE & Hotel Extraordinary Gains on Sales,
Other Segments All-In Operating Profit = Operating Profit

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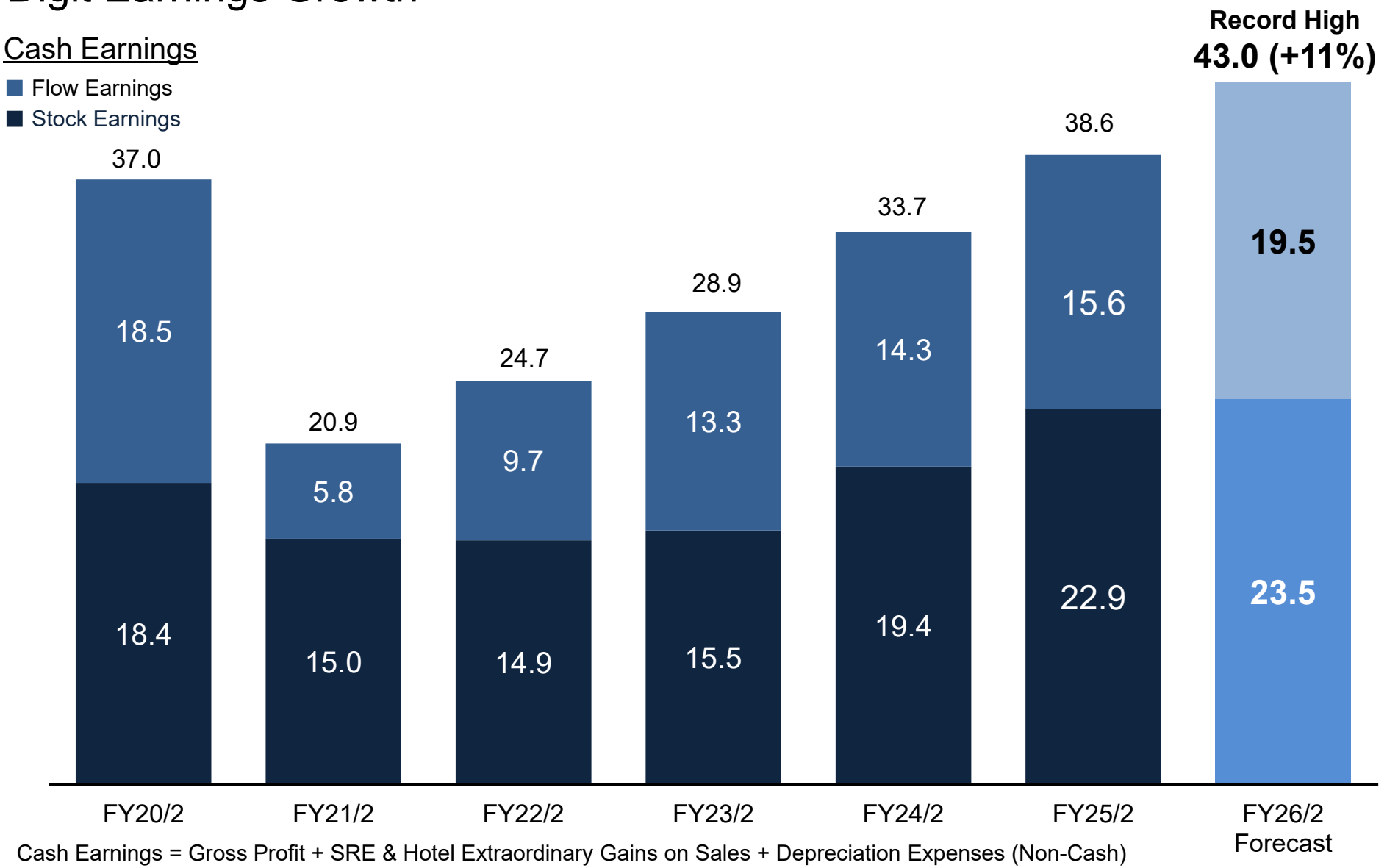
Forecast 2nd Consecutive Year of Record High Cash Earnings

Forecast Record High for Both Flow & Stock Earnings & Continued Double-Digit Earnings Growth

(JPY billion)



Cash Earnings = Gross Profit + SRE & Hotel Extraordinary Gains on Sales + Depreciation Expenses (Non-Cash)

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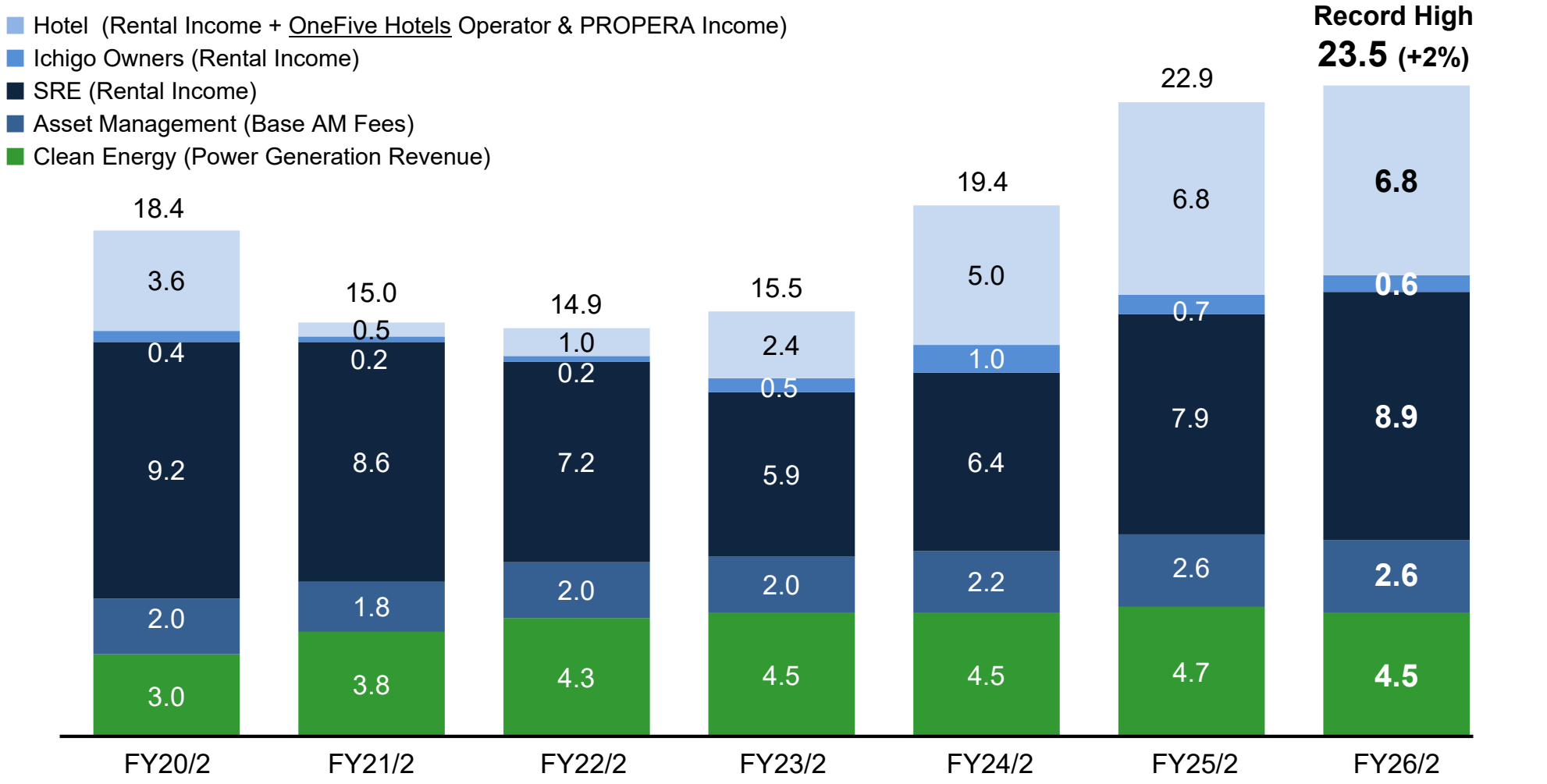
Forecast 3rd Consecutive Year of Record High Stock Earnings

SRE Revenue Up, Hotel Down on Temporary Rebranding Closures

- SRE: Ready to Move In Offices & Tradepia Odaiba Rental Income Growth
- Hotel: 2 Hotels Closed for Rebranding, Full-Year Contributions From FY27/2

Stock Earnings by Segment

(JPY billion)



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Appendix: KPIs

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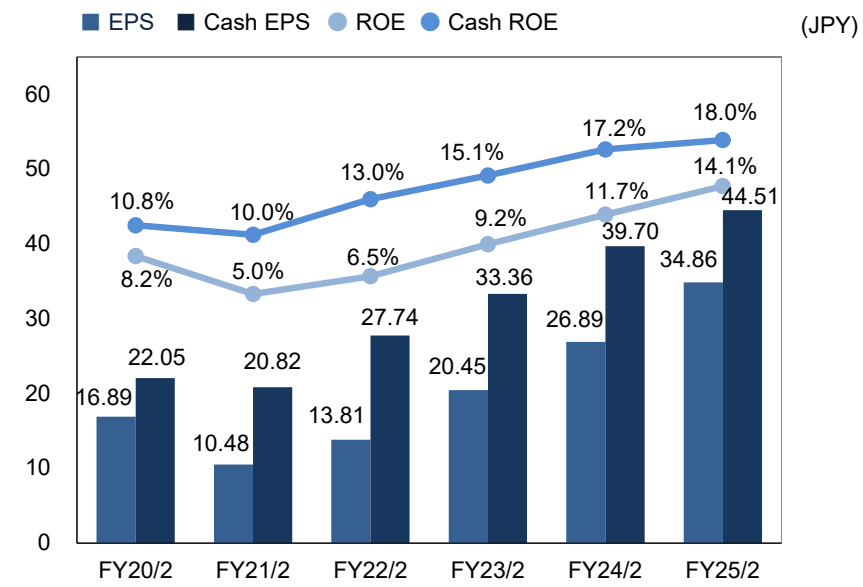
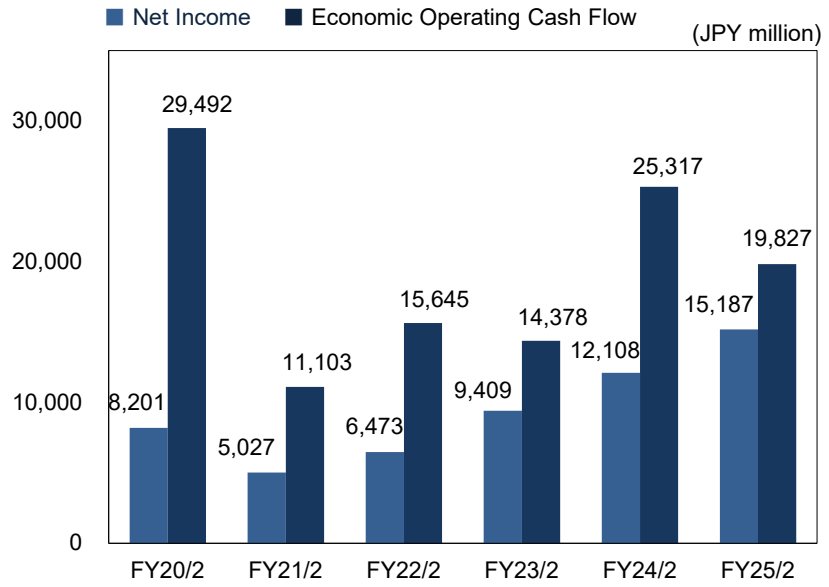
Capital Efficiency, CF Generation, & Earnings Stability

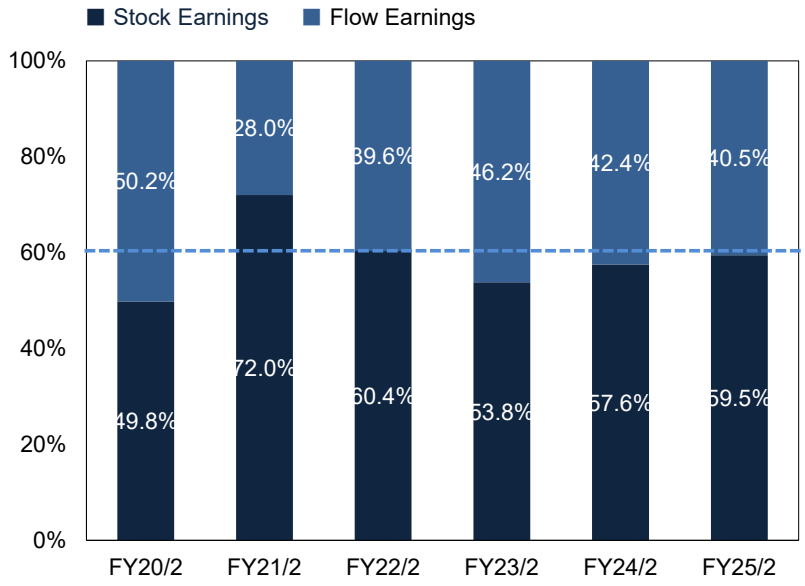
ROE >15%, Cash ROE >18%



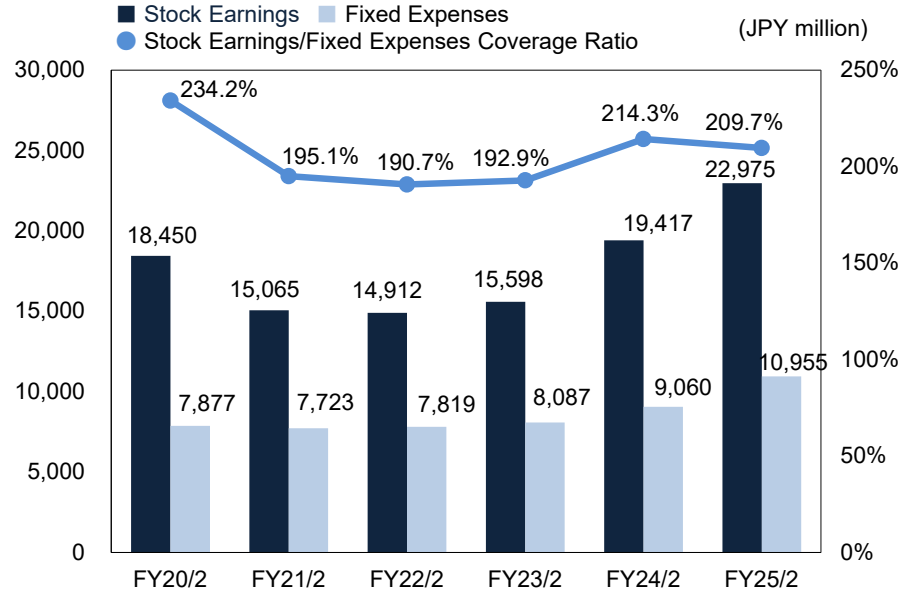
Economic Operating Cash Flow > Net Income



Stock Earnings Ratio >60%



Stock Earnings/Fixed Expenses Coverage Ratio >200%



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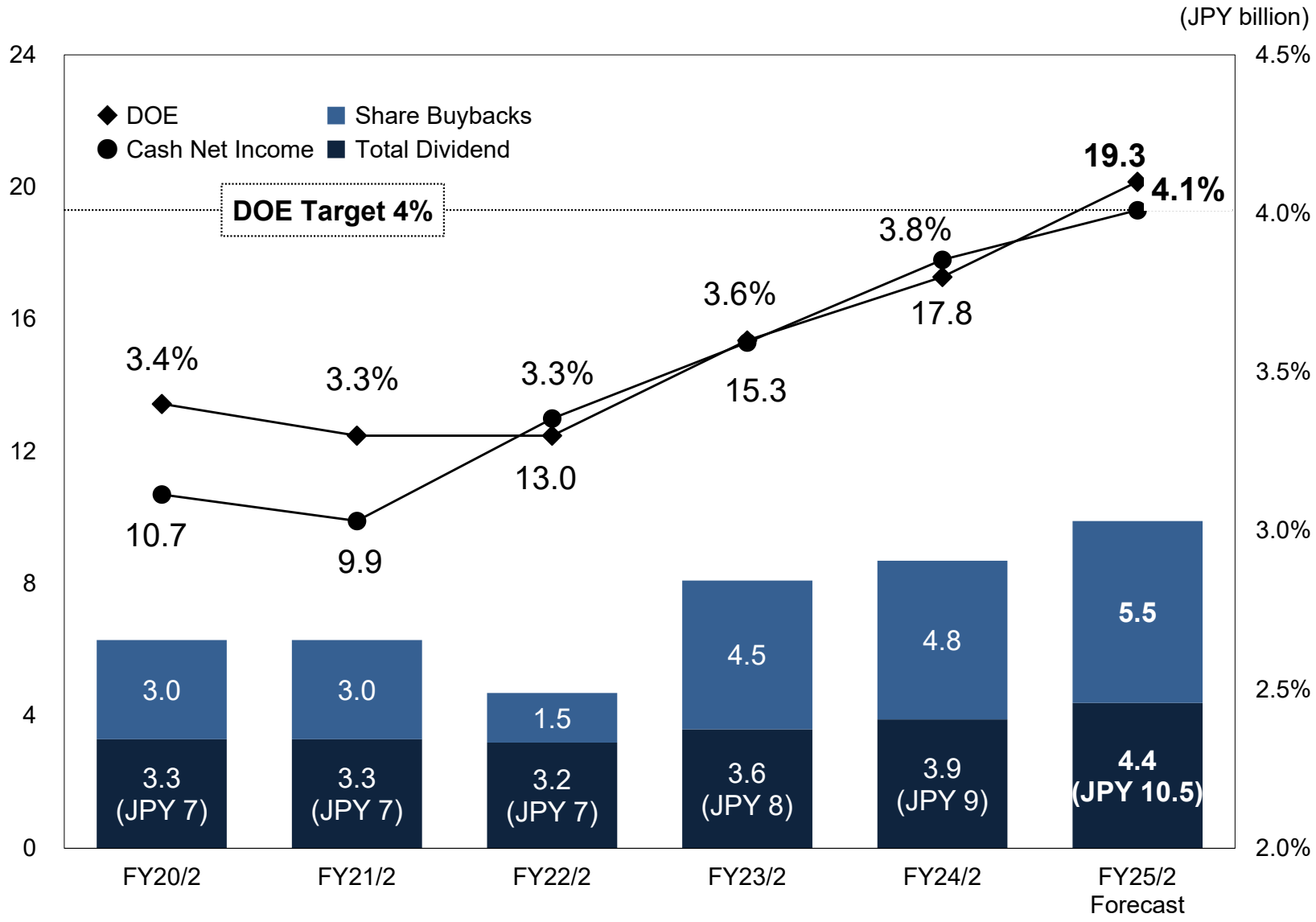
Shareholder Returns

DOE (Dividend on Equity) >4%, Flexible Deployment of Share Buybacks, & Progressive Dividend Policy



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Ichigo 2030 KPIs

Embody Ichigo's Commitment to Ichigo 2030 Vision & Driving Sustainable Growth in Shareholder Value

Grow Shareholder Value

High Capital Productivity High Cash Flow Generation	Cash ROE >18% ROE >15% Economic Operating Cash Flow > Net Income
High Earnings Stability	FY30/2 Stock Earnings Ratio >60% Stock Earnings/Fixed Expenses Ratio >200%
Shareholder Return Policy	DOE >4%, Flexible Deployment of Share Buybacks, & Progressive Dividend Policy
Work for a Sustainable Planet	Ichigo Climate Positive Achieve RE100 Selected for CDP Leadership Levels

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Ichigo 2030 KPIs

High Capital Efficiency & High Cash Flow Generation

Cash ROE

Target >18%

ROE

Target >15%

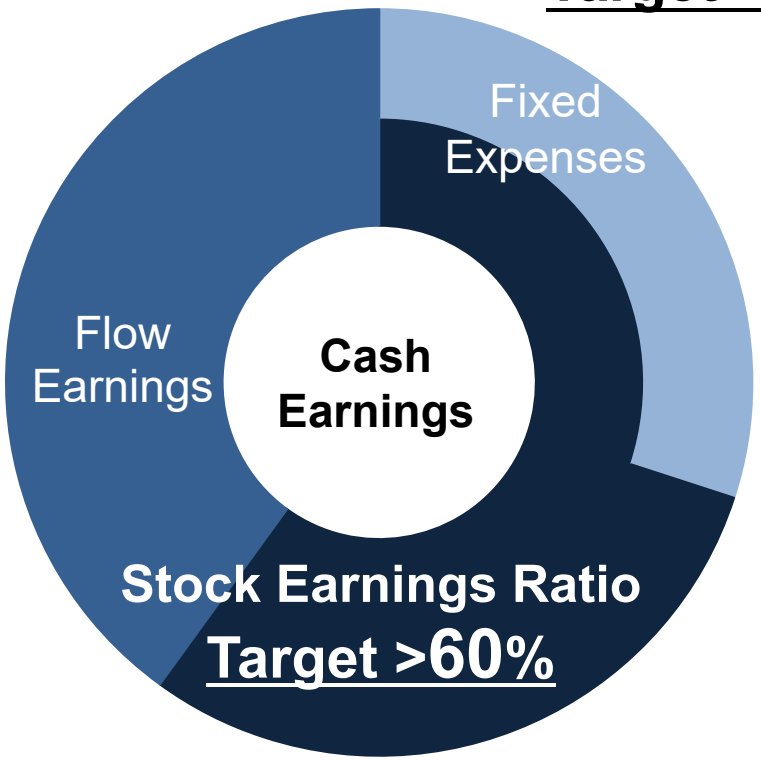
Economic Operating Cash Flow

Exceeds Net Income

High Earnings Stability

Stock Earnings/Fixed Expenses

Target >200%



Cash ROE = Cash Net Income (Net Income + Non-Cash Expenses) / Shareholders' Equity
Economic Operating Cash Flow = Cash Flows from Operations, excluding net change in Real Estate & Power Plants for Sale, plus SRE & Hotel Extraordinary Gains on Sales
Stock Earnings: Primarily Rental Income, Power Generation Revenues, Base AM Fees; Fixed Expenses: Fixed SG&A + Interest Expenses

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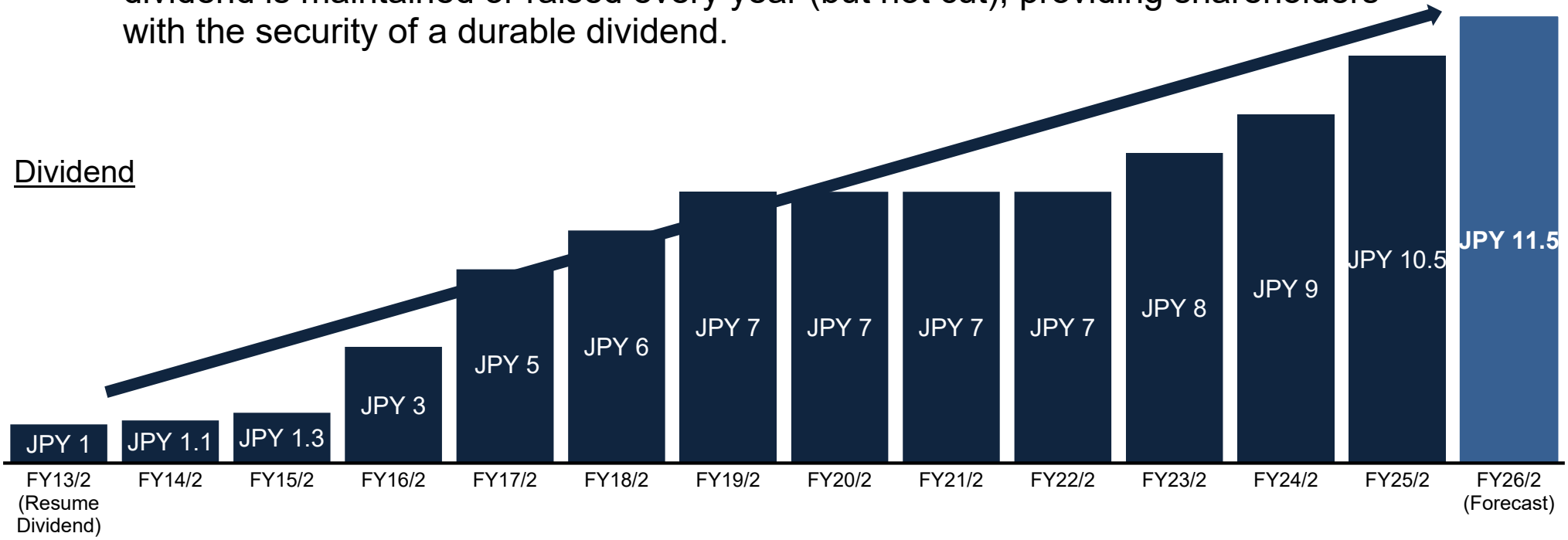
Ichigo 2030 KPIs

Ichigo Shareholder Distribution Policy: Growth, Durability, & Certainty

- DOE (Dividend on Equity) Payout Ratio of >4%
  - Durable & growing dividend not impacted by short-term earnings volatility
- Flexible Deployment of Share Buybacks
  - Optimize capital structure & drive shareholder value
- Progressive Dividend Policy
  - Ichigo's progressive dividend policy underscores our commitment to driving ongoing earnings & 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.



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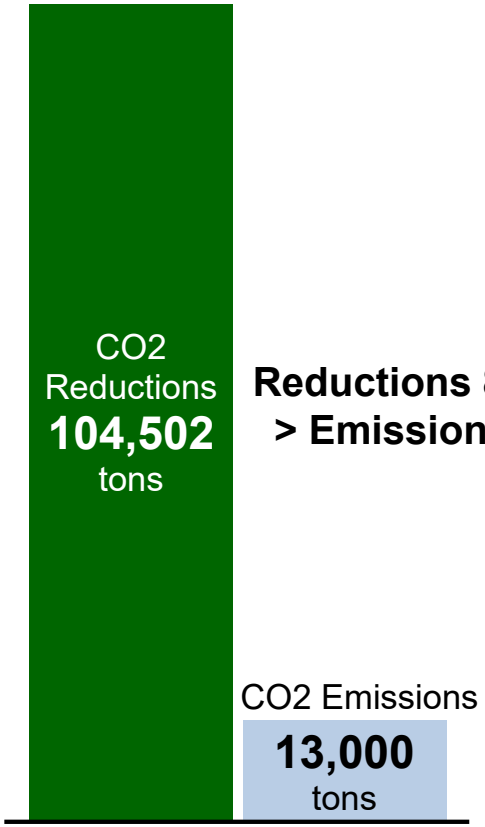
Ichigo 2030 KPIs

Ichigo Climate Positive

Ichigo CO2 reduction via clean energy power production exceeds CO2 emissions (Scope 1 & 2)

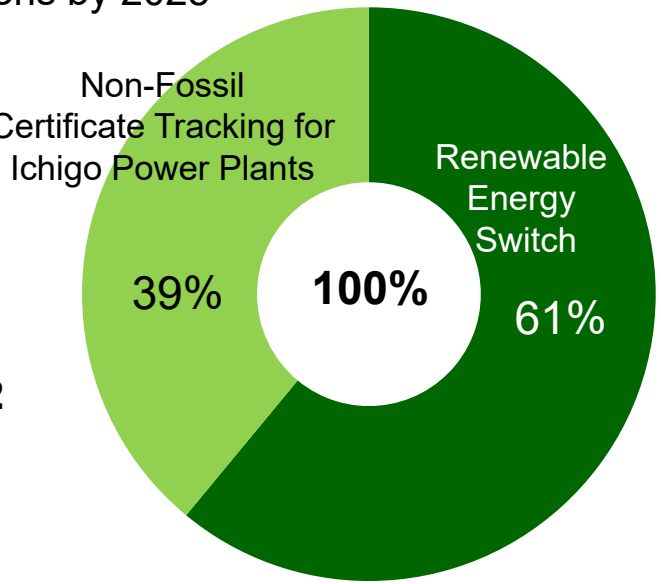


Reductions 8X > Emissions

RE100

Target: 100% renewable electricity across all Ichigo operations by 2025

Completed 100% Renewable Energy Transition & Receiving RE100 Certification in FY26/2



CDP Leadership Level

Climate Change KPI: A
(Achieved)

Water Security KPI：A
(Achieved)

Climate Water
CDP
A List
2024

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Appendix: Powerful Value-Add Business Model & Sustainability Focus

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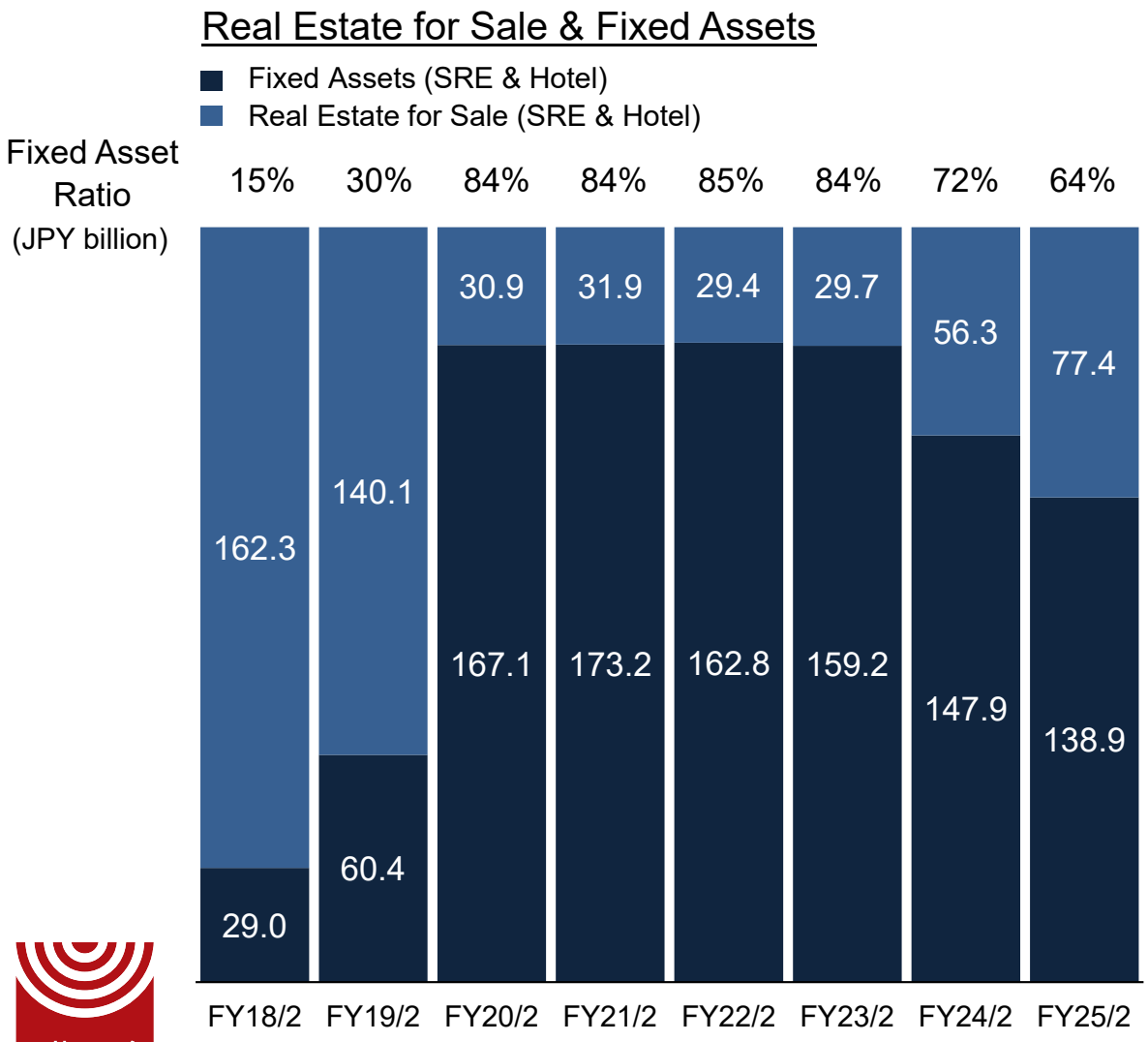
Maximizing Long-Term Cash Flows for Shareholders

Maximal Use of Depreciation Allowances

– Reclassified Majority of SRE Assets to Fixed Assets at FY20/2-end



Use of Depreciation Allowances Increases Non-Cash Depreciation Expenses

Decreases Accounting Income & ROE, but Increases Cash Flows to Fund Growth Investments & Shareholder Returns

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

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Post-GFC Shift in Earnings Base & Financial Position

	FY09/2 GFC	FY14/2 Start of Shift Up MTP	FY25/2	vs. GFC
Stock Earnings/ Fixed Expenses Coverage Ratio	75%	140%	**210%**	**2.8X**
Loan Maturity (Weighted avg., corporate + non-recourse loans)	2.8 years	2.8 years 5.6 years	2.8 years 5.6 years **9.3 years**	**3.3X**
% of <3 Year Loans (corporate + non-recourse loans)	93% <3 years 93% >3 years 7%	28% <3 years 28% >3 years 72%	**24%** <3 years 24% >3 years 76%	**-69pt**
Interest Rate (Weighted avg., corporate loans)	2.22%	1.96%	**1.42%**	**-0.8pt**

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Appendix: Financial & Operational Data

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All-In Disclosure for Increased Earnings Transparency

- All-In disclosure allows for transparent tracking of full profitability contribution of Sustainable Real Estate (SRE) & Hotel
- SRE & Hotel are core businesses, and Ichigo executes value-add on SRE & Hotel assets regardless of whether they are classified in accounting terms as Real Estate for Sale (Current Assets) or Fixed Assets
- Adding SRE & Hotel Fixed Assets Gains on Sales (which are accounted for as Extraordinary Gains in J-GAAP) to Operating Profit (OP) and Recurring Profit (RP) to generate All-In OP & RP numbers thus provides transparency on the profits generated by Ichigo's core SRE & Hotel businesses

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Consolidated P&L: Segment Breakdown

(JPY million)

Segment	All-In Gross Profit			All-In Operating Profit			
	FY24/2	FY25/2	YOY	FY24/2	FY25/2	YOY	FY25/2 Forecast
Asset Management (AM)	**2,482**	**3,963**	**+59.7%**	**1,496**	**2,613**	**+74.6%**	**1,750**
BaseAM Fees	2,260	2,600	+15.1%	1,372	1,779	+29.6%	–
Acquisition/Disposition Fees	222	1,363	+513.6%	123	834	+572.8%	–
Sustainable Real Estate (SRE)	**9,279**	**12,033**	**+29.7%**	**5,478**	**8,019**	**+46.4%**	**15,600**
Rental Income	5,035	6,525	+29.6%	2,895	4,293	+48.3%	–
Asset Sales	4,259	5,455	+28.1%	2,582	3,726	+44.3%	–
Other Flow Earnings	-15	52	–	–	–	–	–
Ichigo Owners	**6,761**	**4,685**	**-30.7%**	**5,495**	**3,330**	**-39.4%**	**4,550**
Rental Income	1,041	757	-27.2%	846	538	-36.3%	–
Asset Sales	5,719	3,927	-31.3%	4,648	2,792	-39.9%	–
Other Earnings	–	–	–	–	–	–	–
Hotel	**7,765**	**10,674**	**+37.5%**	**6,768**	**9,166**	**+35.4%**	–
Rental Income	2,766	4,163	+50.5%	2,849	4,282	+50.3%	–
Asset Sales	4,129	4,873	+18.0%	3,624	4,192	+15.7%	–
Operator Earnings & PROPERA Earnings	869	1,637	+88.4%	294	691	+134.4%	–
Clean Energy (CE)	**2,818**	**2,722**	**-3.4%**	**1,946**	**1,725**	**-11.4%**	**2,100**
Adjustment (including offsets of cross-segment transaction)	–	–	–	**9**	**9**	-0.1%	–
Total	**29,106**	**34,079**	**+17.1%**	**21,194**	**24,864**	**+17.3%**	**24,000**

SRE & Hotel All-In Gross Profit = Gross Profit + Extraordinary Gains on Sales; Other Segments Gross Profit = Gross Profit
SRE & Hotel All-In Operating Profit = Operating Profit + Extraordinary Gains on Sale; Other Segments All-In Operating Profit = Operating Profit

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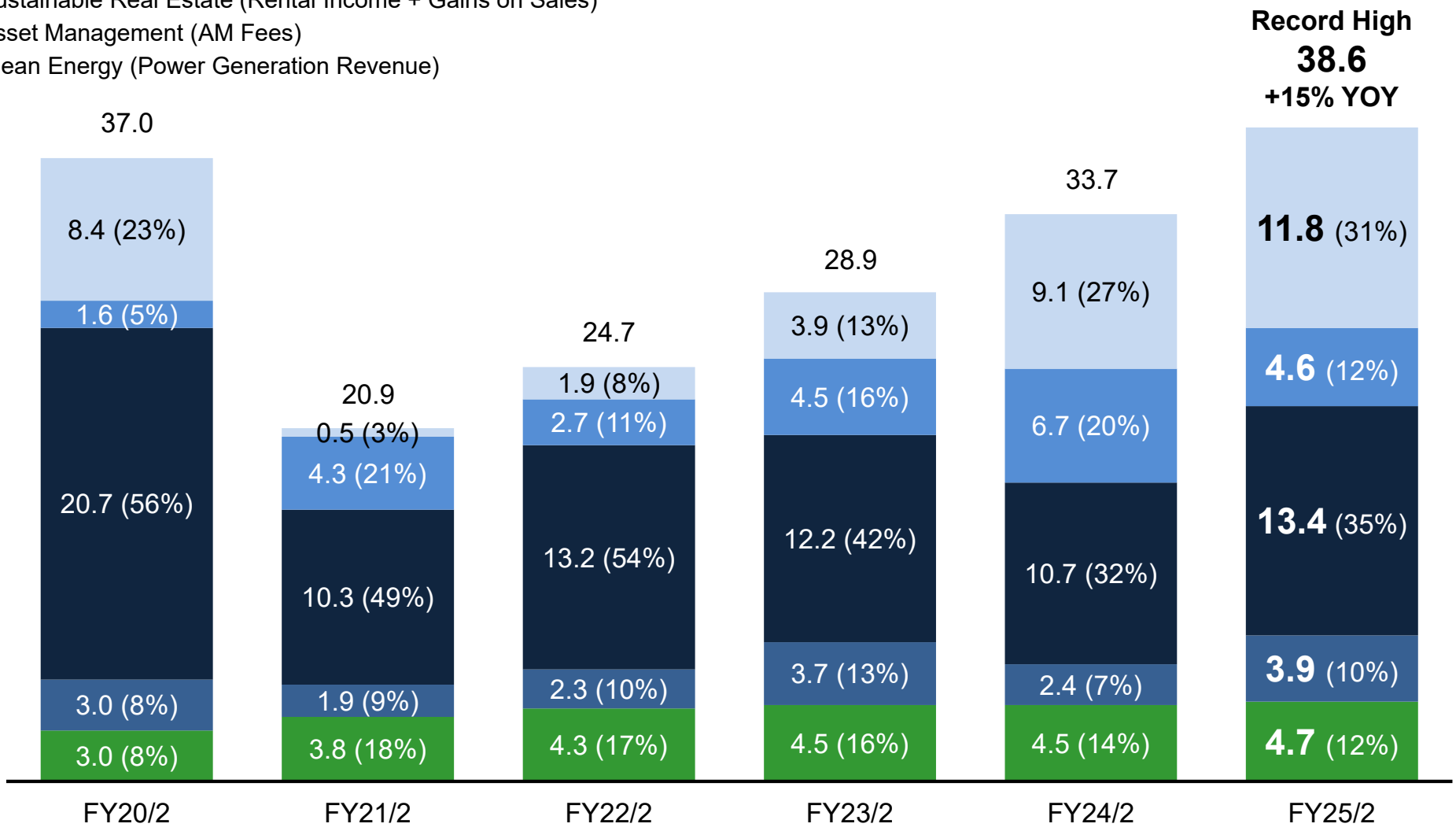
Strong & Diversified Cash Earnings

Cash Earnings by Segment (%)

(JPY billion)

- Hotel (Rental Income + OneFive Hotels Operator & PROPERA Income + Gains on Sales)
- Ichigo Owners (Rental Income + Gains on Sales)
- Sustainable Real Estate (Rental Income + Gains on Sales)
- Asset Management (AM Fees)
- Clean Energy (Power Generation Revenue)



Cash Earnings = Gross Profit + SRE & Hotel Extraordinary Gains on Sales + Depreciation Expenses (Non-Cash)

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Robust Cash Flow Generation

Key Ichigo Strength: Robust Cash Generation to Fund Growth

- Maximal use of depreciation allowances to lower accounting earnings & increase cash flow
- Majority of cash earnings are Stock Earnings
- Stock Earnings are significantly higher than Fixed Expenses

(JPY million)

	FY19/2	FY20/2	FY21/2	FY22/2	FY23/2	FY24/2	FY25/2	FY25/2 Forecast
Stock Earnings (A)	18,485	18,450	15,065	14,912	15,598	19,417	22,975	21,343
Depreciation	1,632	2,507	4,603	5,278	5,135	4,626	4,567	4,287
Flow Earnings	15,273	18,567	5,850	9,793	13,371	14,315	15,671	15,879
Cash Earnings	33,759	37,016	20,915	24,705	28,970	33,733	38,646	37,222
Fixed Expenses (B)	7,071	7,877	7,723	7,819	8,087	9,060	10,955	10,210
Stock Earnings/ Fixed Expenses (A/B)	261%	234%	195%	191%	193%	214%	210%	209%

Cash Earnings = Gross Profit + SRE & Hotel Extraordinary Gains on Sales + Depreciation Expenses

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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	Fixed Assets	Intangible Assets	Securities Investments	Other Assets	Total Assets
Asset Management (AM)	126	–	–	–	–	433	–	2,127	**2,687**
Sustainable Real Estate (SRE)	14,573	1,324	–	58,563	102,865	1,021	15,785	7,514	**201,650**
Ichigo Owners (IO)	–	–	–	58,708	–	–	144	951	**59,804**
Hotel	4,321	–	10	26,721	42,047	734	3,605	1,763	**79,205**
Clean Energy (CE)	3,709	–	–	–	29,120	134	4,066	1,860	**38,890**
Company-Wide Assets	19,959	–	–	–	478	24	698	3,317	**24,478**
Total	**42,689**	**1,324**	**10**	**143,993**	**174,511**	**2,348**	**24,300**	**17,534**	**406,715**

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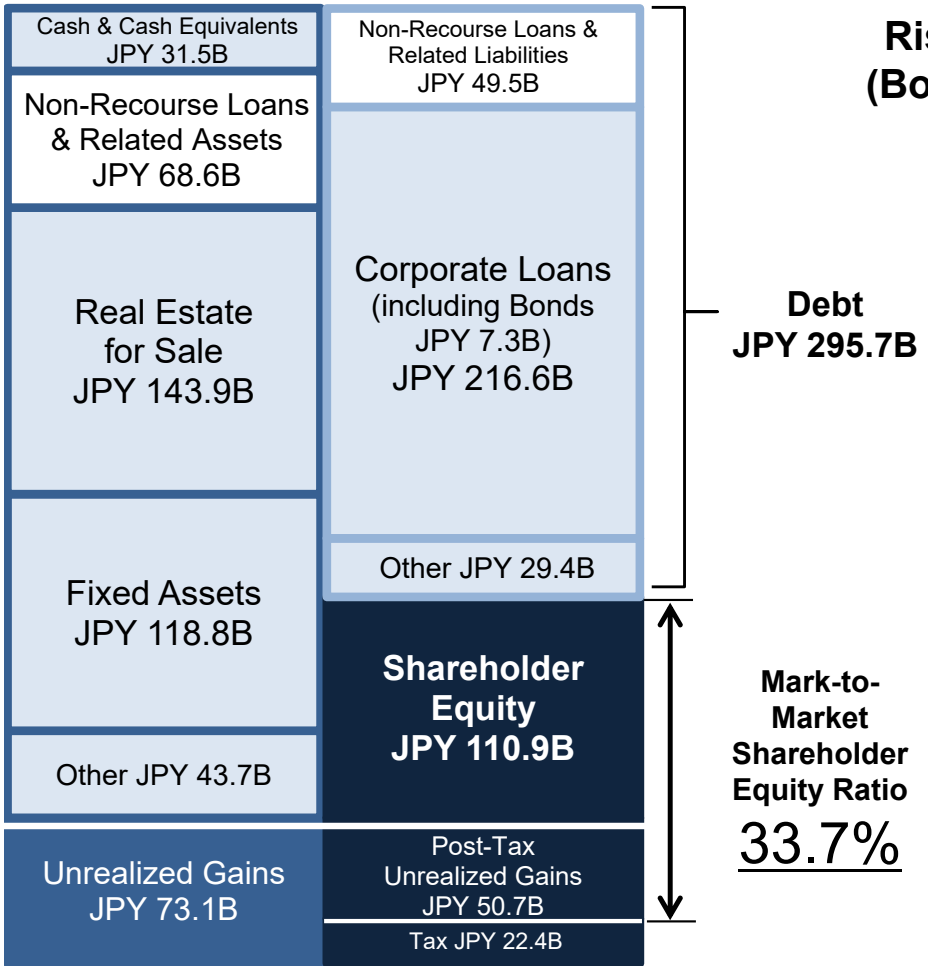
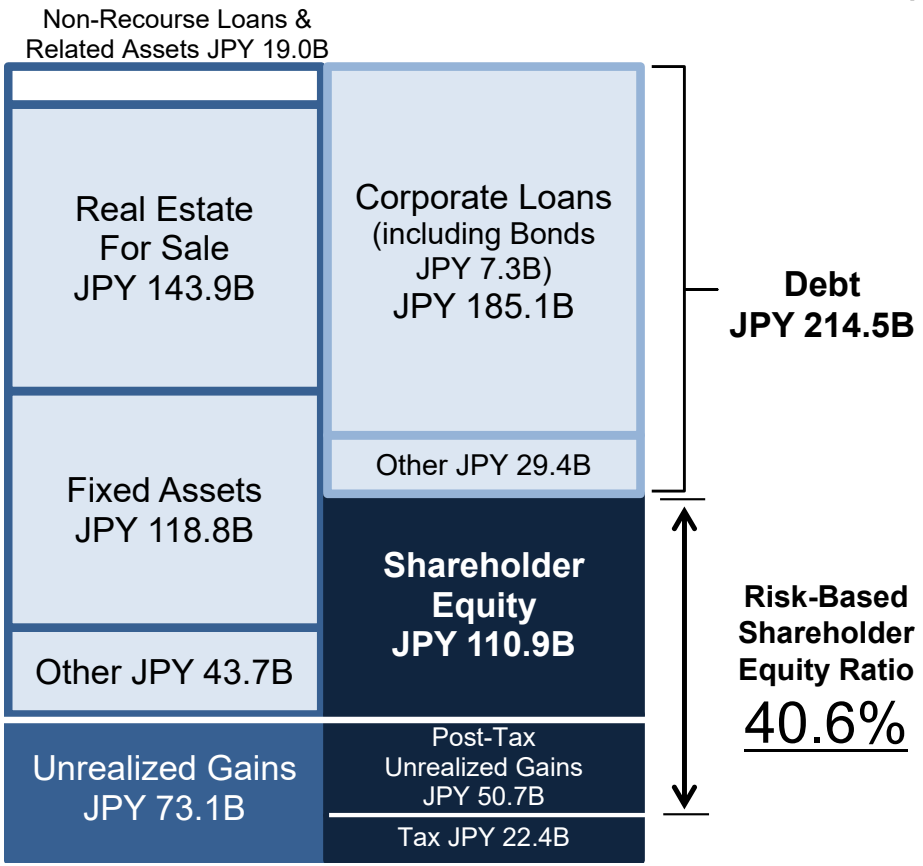
Risk-Based Balance Sheet

Mark-to-Market Consolidated Balance Sheet: JPY 479.8B
(Book Value JPY 406.7B + Unrealized Gains JPY 73.1B)



Risk-Based Consolidated Balance Sheet: JPY 398.7B
(Book Value JPY 325.5B + Unrealized Gains JPY 73.1B)



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

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Appendix: Sustainable Real Estate & Ichigo Owners & Hotel Details

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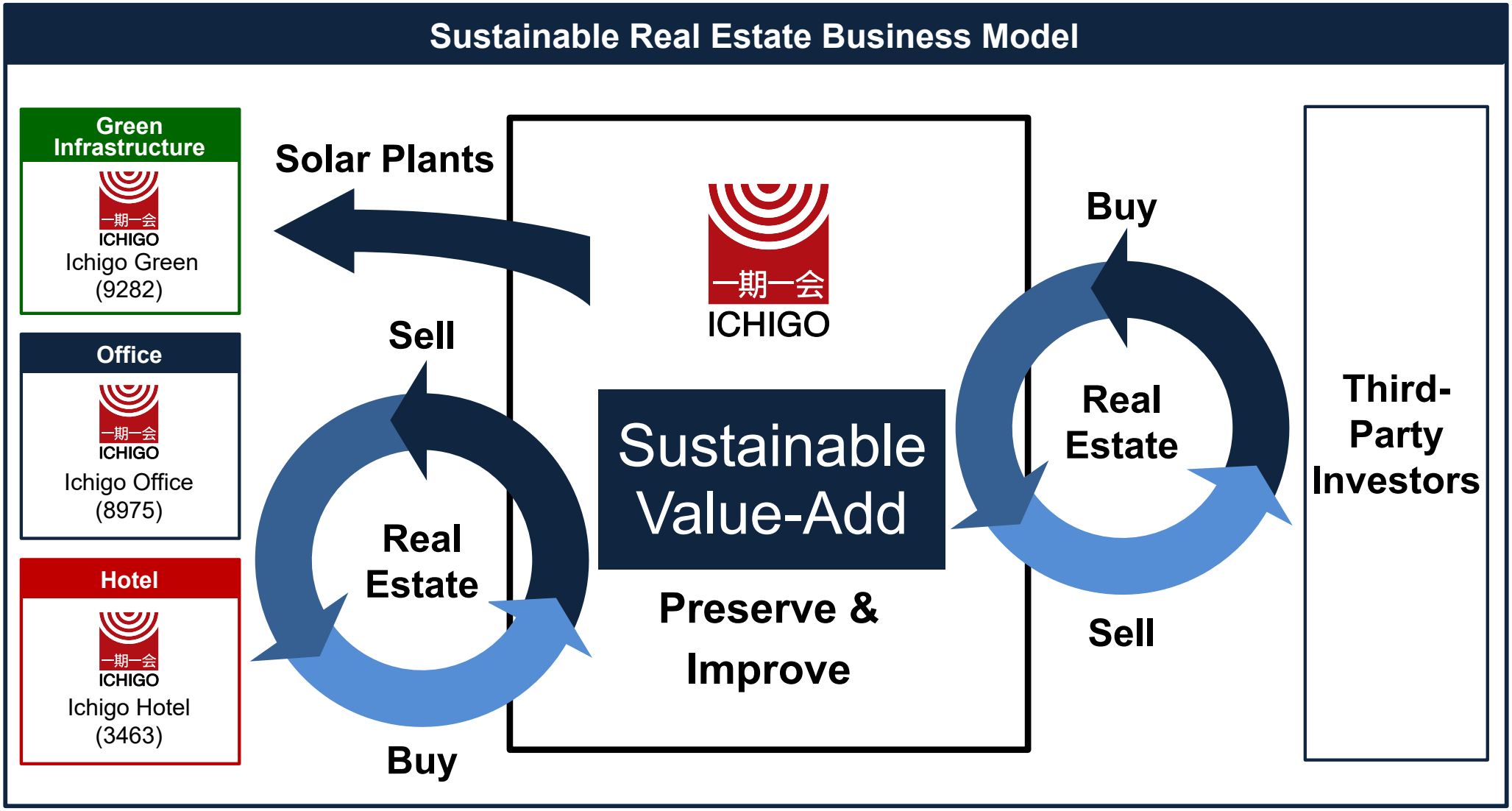
Powerful Sustainable Real Estate (SRE) Business Model

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



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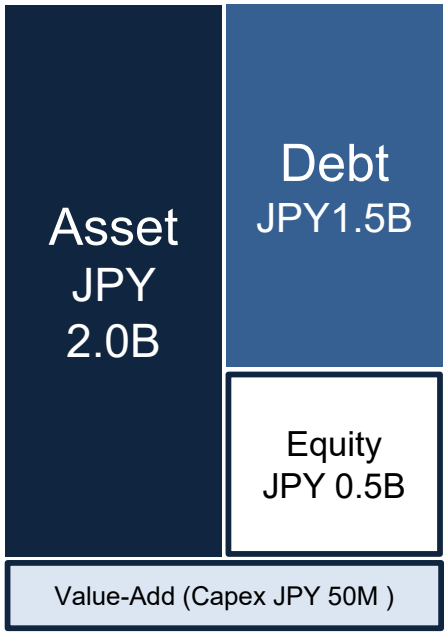
Ichigo Value-Add Earnings Example

4.5% NOI Yield, JPY 2B Purchase, LTV 75%, 1.0% Interest Rate, JPY 50M Capex, 25% Increase in NOI, 5-Year Value-Add Period

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



NOI at Acquisition
(JPY 90M NOI/year) − (JPY 15M interest/year) = JPY 75M NOI/year
NOI÷ Initial Investment =15% NOI return during investment period

NOI after Value-Add
(JPY 112.5M NOI/year) − (JPY 15M interest/year) = JPY 97.5M NOI/year
NOI ÷ Total Investment (JPY 500M + JPY 50M) =17.7% NOI return during investment period

Capital Gain
The 25% increase in NOI at an equivalent cap rate increases the exit price by 25%: JPY 2B * 125% = JPY 2.5B
JPY 2.5B – (JPY 2B + JPY 50M) = JPY 450M capital gain

Outcome
JPY 550M investment generates JPY 825M over 5 years → 30% p.a.

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Value-Add Robust to Changes in Market Environment

Normal Market



Build strong tenant relationship
Improve assets
Improve soft services

	Office/Hotels/Retail	Ichigo Owners
NOI	**GPM**	**GPM**
+25%	**32%**	**11%**
	Avg. Hold: 3.2 Years	Avg. Hold: 0.8 Years

Buy → Sustainable Real Estate Value-Add (avg. 2-5 years) → Complete Value-Add → Sell (or Continued Hold)

Market Downturn

Acquisition Criteria

Acquire assets with earnings upside driven by Ichigo value-add

(NOI +20～30%)

Value-Add Minimizes Downside Risk

Earnings Structure/ Financial Base

Stock Earnings/Fixed Expenses c. **180%**

Rental Income During Holding Period

Average Loan Period c. **10** years

Sell Asset at Optimal Timing

Note: NOI = FY18~FY20 Actual Office, Retail, Hotel NOI at acquisition vs. NOI at sale
Multi-Asset GPM = FY18~FY20 Actual Office, Retail, Hotel (weighted average)
Ichigo Owners GPM = FY18~FY21 Actual Residential (weighted average)

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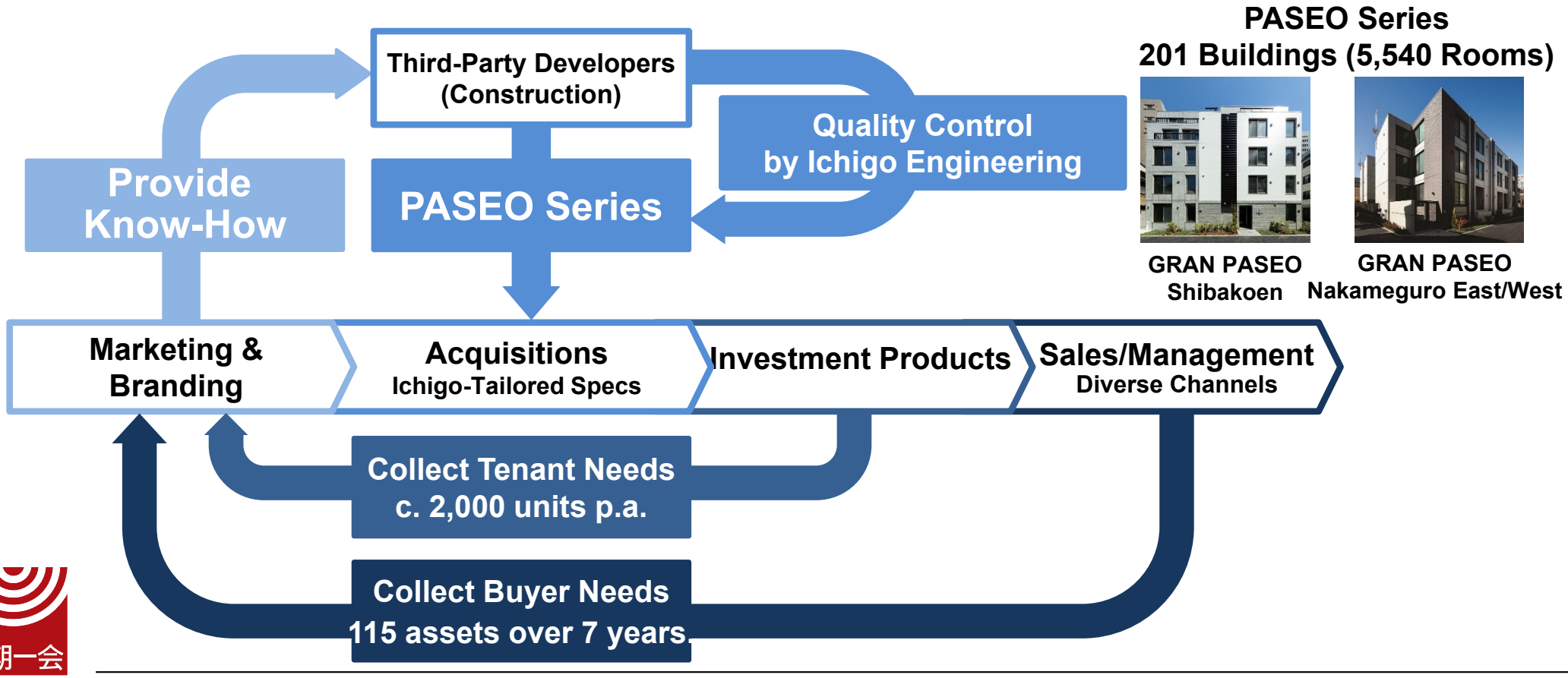
Ichigo Owners Value-Add

Advantaged Ichigo Capabilities & Cost Competitiveness Build upon Ichigo's Strong PASEO Residential Brand & Deep Developer Support & Synergies

- Development, Marketing, & Branding Tailored to Diverse Buyer & Tenant Needs
- Eliminate Development Risk & Cut Costs via Outsourcing Construction to Third-Party Developers
- Construction Quality Control by Ichigo Engineering Organization



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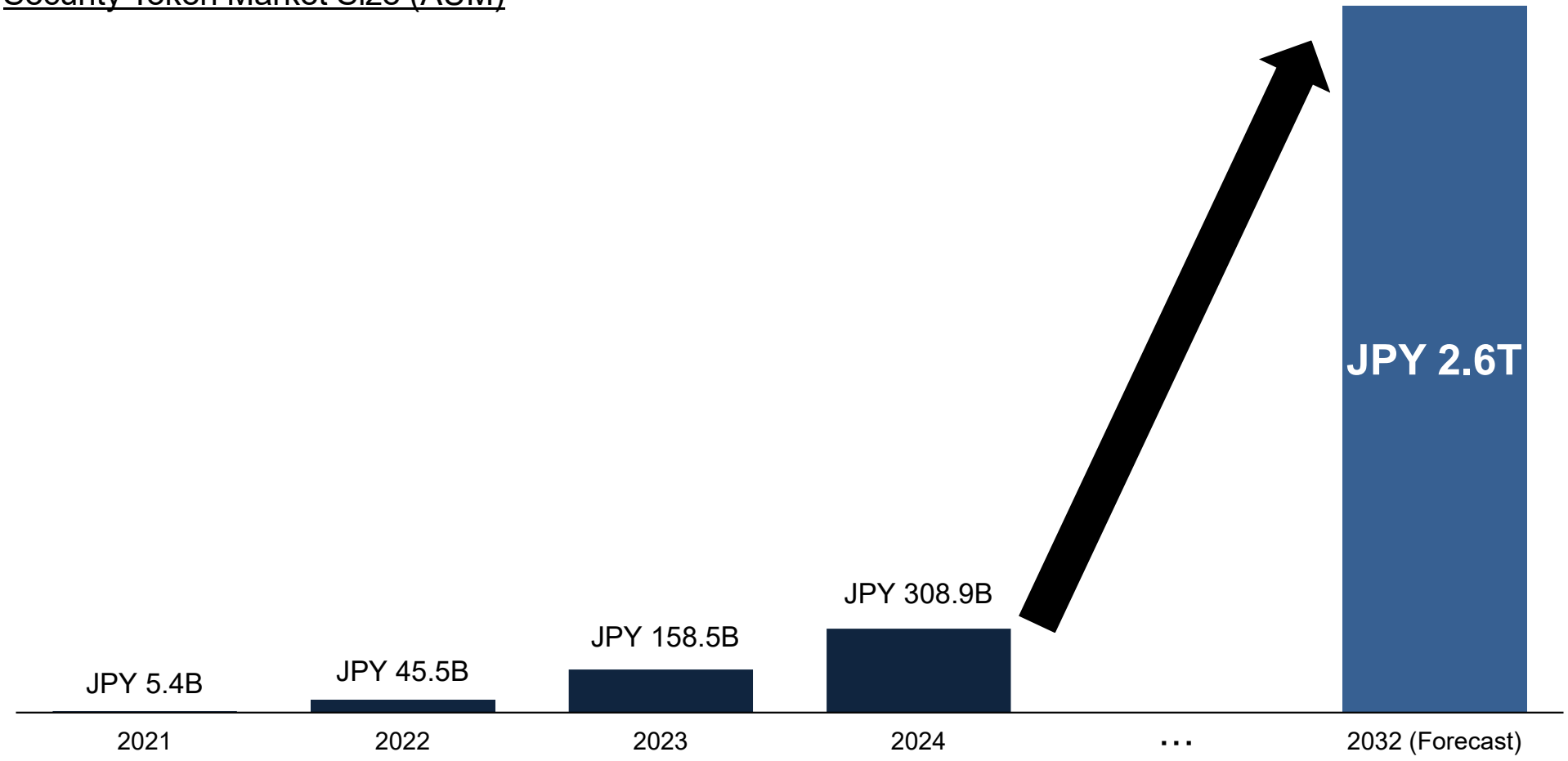
Growing Real Estate Security Token Market

AUM Expected to Grow to 3rd Largest Market After J-REIT (JPY 20T) & Private Equity Fund (JPY 30T)

– Driving liquidity & convenience via secondary market (START) launch

Security Token Market Size (AUM)



Source: BOOSTRY's "Security Token Dashboard"
2032 Forecast based on Digital Asset Co-Creation Consortium's progmat presentation

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Significant Unrealized Gains on Balance Sheet

Real Estate Directly Held by Ichigo

(JPY million)

Location	Book Value as of Feb 28, 2025 (A)	Appraisal NOI (B)	Cap Rate (B)/(A)	Appraisal Value (C)	Unrealized Gains (C) – (A)
Tokyo	98,255	5,845	5.9%	137,606	+39,351
Outside Tokyo	109,165	6,708	6.1%	138,041	+28,875
Total	207,421	12,554	6.1%	275,647	+68,226

Note: Excludes Ichigo Owners and Centro assets (book value JPY 76.0B)

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Asset Sales Gross Profit Margin (GPM)

Ichigo Sustainable Value-Add Supports Ongoing High GPM

	FY21/2	FY22/2	FY23/2	FY24/2	FY25/2
GPM (vs. Revenue)	13.9%	20.6%	21.1%	14.6%	21.3%
GPM (vs. Book Value)	16.2%	26.2%	27.1%	16.8%	26.7%
Revenue (JPY M)	41,430	45,830	55,166	69,693	64,811
Gross Profit (JPY M)	5,762	9,421	11,648	10,155	13,837

Includes Fixed Asset Gains on Sales

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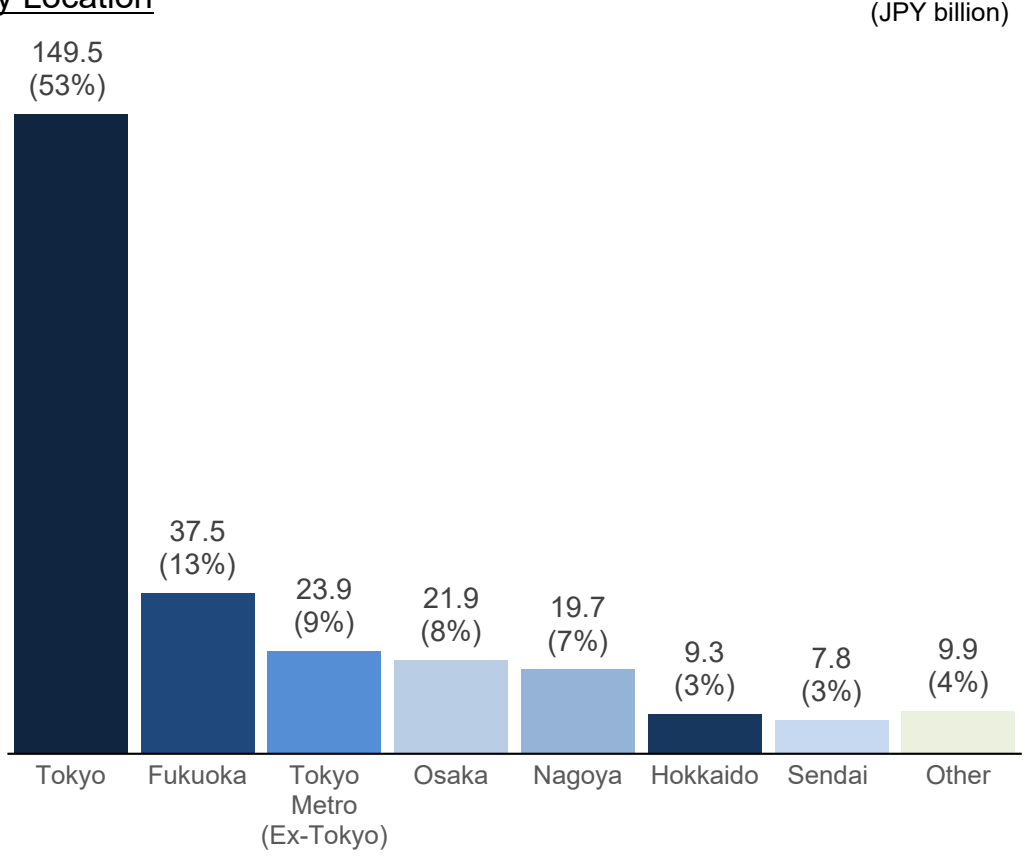
Ichigo-Owned Real Estate Portfolio

Actively Acquiring Mid-Size Assets with Value-Add Potential, Focused on Prime Location Offices, Hotels, Retail, & Residences in Tokyo & Major Cities

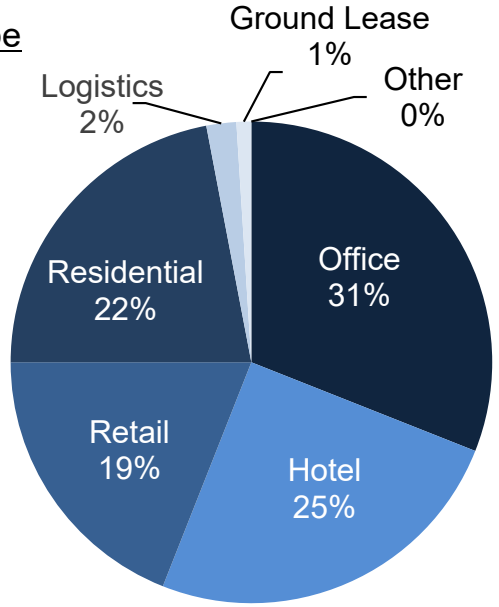
Total Ichigo-Owned Assets: JPY 279.8B
(Including Ichigo-Managed AUM: JPY 664.1B)

* Acquisition price basis
* Ichigo-Managed AUM includes JPY 11.4B Ichigo Green assets

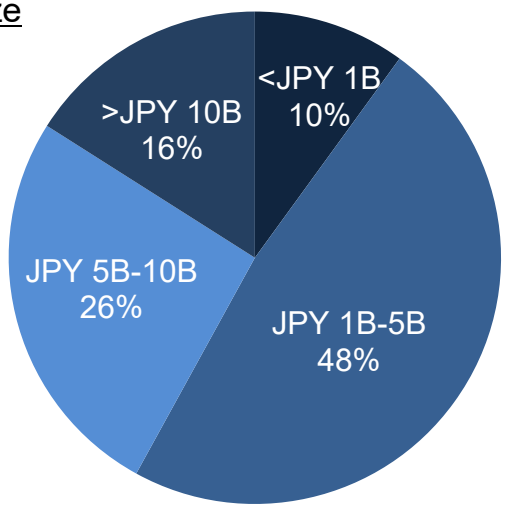
By Location



By Asset Type



By Asset Size



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Real Estate Asset Breakdown (1)

125 Assets, JPY 279.8B, Annual NOI JPY 12.5B (6.1% Yield)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Forecast NOI/Year[1]	Ichigo Equity Investment	Forecast Equity Multiple[2]	Forecast IRR[3]
1	Retail	Fixed Asset	Matsudo, Chiba	JPY 2B-3B	2005/06	52 years	–	JPY 1,900M	–	–
2	Retail	Fixed Asset	Minato-ku, Tokyo	JPY 2B-3B	2005/10	55 years	JPY 136M	JPY 1,033M	–	–
3	Retail	Fixed Asset	Minato-ku, Tokyo	>JPY 3B	2006/03	39 years	JPY 165M	JPY 1,356M	–	–
5	Office	Fixed Asset	Sendai	>JPY 3B	2006/10	16 years	JPY 240M	JPY 1,042M	–	–
6	Office	Fixed Asset	Fukuoka	>JPY 3B	2006/12	16 years	JPY 350M	JPY 1,339M	–	–
10	Retail	Fixed Asset	Chiyoda-ku, Tokyo	JPY 1B-2B	2007/06	45 years	JPY 85M	JPY 240M	–	–
11	Retail	Fixed Asset	Chiyoda-ku, Tokyo	JPY 1B-2B	2007/06	43 years	JPY 125M	JPY 233M	–	–
14	Ground Lease	Fixed Asset	Atsugi, Kanagawa	JPY 2B-3B	2011/06	–	JPY 172M	JPY 147M	–	–
15	Retail	Fixed Asset	Hiratsuka, Kanagawa	<JPY 1B	2012/02	29 years	JPY 112M	JPY 172M	–	–
17	Retail	Fixed Asset	Toshima-ku, Tokyo	>JPY 3B	2013/03	14 years	JPY 243M	JPY 340M	–	–
18	Retail	Fixed Asset	Shibuya-ku, Tokyo	<JPY 1B	2013/05	38 years	JPY 57M	JPY 154M	–	–
19	Retail	Fixed Asset	Chofu, Tokyo	JPY 1B-2B	2013/06	39 years	JPY 136M	JPY 310M	–	–
29	Ground Lease	Fixed Asset	Fujisawa, Kanagawa	JPY 1B-2B	2014/03	–	JPY 113M	JPY 273M	–	–
30	Retail	Fixed Asset	Shibuya-ku, Tokyo	<JPY 1B	2014/03	41 years	JPY 51M	JPY 108M	–	–
32	Retail	Fixed Asset	Fukuoka	JPY 1B-2B	2014/04	18 years	JPY 58M	JPY 279M	–	–

Note: Annual NOI & Yield excludes Ichigo Owners and Centro assets.

[1] Forecast NOI/ Year is based on the business plan of each asset and is the forecast 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.

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Real Estate Asset Breakdown (2)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Forecast NOI/Year[1]	Ichigo Equity Investment	Forecast Equity Multiple[2]	Forecast IRR[3]
35	Office	Fixed Asset	Minato-ku, Tokyo	JPY 2B-3B	2014/05	16 years	JPY 144M	JPY 434M	–	–
37	Retail	Fixed Asset	Minato-ku, Tokyo	<JPY 1B	2014/07	52 years	JPY 47M	JPY 77M	–	–
40	Retail	Fixed Asset	Fukuoka	<JPY 1B	2014/09	39 years	JPY 49M	JPY 252M	–	–
41	Hotel	Fixed Asset	Utsunomiya, Tochigi	JPY 1B-2B	2014/09	37 years	JPY 143M	JPY 400M	–	–
42	Retail	Fixed Asset	Fukuoka	JPY 1B-2B	2014/09	24 years	JPY 59M	JPY 177M	–	–
43	Retail	Fixed Asset	Osaka	JPY 1B-2B	2014/09	22 years	JPY 114M	JPY 301M	–	–
57	Residential	Fixed Asset	Minato-ku, Tokyo	JPY 1B-2B	2014/12	21 years	–	JPY 186M	–	–
62	Retail	Fixed Asset	Fukuoka	<JPY 1B	2014/12	21 years	JPY 41M	JPY 212M	–	–
63	Retail	Fixed Asset	Meguro-ku, Tokyo	JPY 1B-2B	2014/12	18 years	JPY 85M	JPY 129M	–	–
64	Retail	Fixed Asset	Shinagawa-ku, Tokyo	<JPY 1B	2015/01	–	JPY 26M	–	–	–
68	Retail	Fixed Asset	Shibuya-ku, Tokyo	<JPY 1B	2015/04	23 years	JPY 48M	JPY 79M	–	–
110	Hotel	Fixed Asset	Fukuoka	>JPY 3B	2016/03	39 years	JPY 273M	JPY 905M	–	–
112	Hotel	Fixed Asset	Yokohama	>JPY 3B	2016/03	37 years	JPY 319M	JPY 354M	–	–
114	Hotel	Fixed Asset	Fukuoka	>JPY 3B	2016/04	35 years	JPY 182M	JPY 550M	–	–
116	Retail	Fixed Asset	Sendai	<JPY 1B	2016/04	36 years	JPY 63M	JPY 86M	–	–

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Real Estate Asset Breakdown (3)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Forecast NOI/Year[1]	Ichigo Equity Investment	Forecast Equity Multiple[2]	Forecast IRR[3]
119	Retail	Fixed Asset	Shibuya-ku, Tokyo	<JPY 1B	2016/06	37 years	JPY 42M	JPY 136M	–	–
120	Hotel	Fixed Asset	Shinjuku-ku, Tokyo	>JPY 3B	2016/09	45 years	JPY 554M	JPY 349M	–	–
121	Office	Fixed Asset	Minato-ku, Tokyo	>JPY 3B	2016/10	24 years	JPY 1,540M	JPY 3,450M	–	–
147	Hotel	Fixed Asset	Kyoto	>JPY 3B	2018/08	6 years	JPY 327M	JPY 1,666M	–	–
149	Retail	Fixed Asset	Chiyoda-ku, Tokyo	>JPY 3B	2018/09	34 years	JPY 308M	JPY 2,269M	–	–
151	Office	Fixed Asset	Fukuoka	<JPY 1B	2018/10	26 years	JPY 36M	JPY 38M	–	–
157	Office	Fixed Asset	Chiyoda-ku, Tokyo	<JPY 1B	2019/04	41 years	JPY 52M	JPY 210M	–	–
159	Retail	Fixed Asset	Shibuya-ku, Tokyo	JPY 2B-3B	2019/05	45 years	JPY 123M	JPY 210M	–	–
161	Hotel	Fixed Asset	Fukuoka	>JPY 3B	2019/07	30 years	JPY 354M	JPY 1,636M	–	–
162	Hotel	Fixed Asset	Fukuoka	>JPY 3B	2019/07	26 years	JPY 353M	JPY 1,170M	–	–
167	Hotel	Fixed Asset	Hiroshima	>JPY 3B	2020/08	4 years	JPY 306M	–	–	–
172	Office	Fixed Asset	Sapporo, Hokaido	>JPY 3B	2022/04	–	JPY 624M	JPY 3,349M	–	–
175	Office	Fixed Asset	Utsunomiya, Tochigi	JPY 2B-3B	2022/09	17 years	JPY 203M	JPY 217M	–	–
177	Retail	Fixed Asset	Matsudo, Chiba	JPY 1B-2B	2023/01	19 years	JPY 69M	JPY 1,189M	–	–
182	Retail	Fixed Asset	Nanto, Toyama	<JPY 1B	2024/02	1 year	–	JPY 63M	–	–
			45 Fixed Assets	**JPY 139,308M JPY 138,905M (Book Value)**			**JPY 8,527M**	**JPY 29,019M**	**–**	**–**

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Real Estate Asset Breakdown (4)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Forecast 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	61 years	JPY 120M	JPY 57M	15.26X	51.7%
89	Office	Real Estate for Sale	Musashino, Tokyo	>JPY 3B	2015/07	36 years	JPY 134M	JPY 670M	1.72X	13.3%
143	Retail	Real Estate for Sale	Fukuoka	JPY 1B-2B	2017/09	40 years	JPY 105M	JPY 223M	3.78X	19.9%
156	Logistics	Real Estate for Sale	Fukuoka	JPY 2B-3B	2019/03	37 years	JPY 150M	JPY 651M	3.60X	30.0%
163	Retail	Real Estate for Sale	Nagoya	>JPY 3B	2019/08	27 years	JPY 481M	JPY 1,146M	3.47X	17.0%
166	Retail	Real Estate for Sale	Shibuya-ku, Tokyo	<JPY 1B	2020/03	19 years	JPY 39M	JPY 83M	3.23X	13.5%
168	Office	Real Estate for Sale	Koto-ku, Tokyo	JPY 1B-2B	2020/11	34 years	JPY 105M	–	3.17X	53.6%
174	Office	Real Estate for Sale	Meguro-ku, Tokyo	JPY 2B-3B	2022/08	35 years	JPY 106M	JPY 344M	3.25X	41.2%
176	Office	Real Estate for Sale	Fukuoka	<JPY 1B	2022/09	20 years	JPY 41M	JPY 65M	3.85X	36.7%
178	Retail	Real Estate for Sale	Shibuya-ku, Tokyo	<JPY 1B	2022/12	15 years	JPY 35M	JPY 28M	7.96X	44.6%
179	Office	Real Estate for Sale	Minato-ku, Tokyo	JPY 1B-2B	2023/02	33 years	JPY 59M	JPY 170M	2.38X	33.6%
180	Office	Real Estate for Sale	Funabashi, Chiba	JPY 2B-3B	2023/04	33 years	JPY 178M	JPY 203M	7.05X	27.3%
181	Logistics	Real Estate for Sale	Sanbu-gun, Chiba	JPY 1B-2B	2023/11	1 year	JPY 55M	JPY 1,084M	–	–
183	Office	Real Estate for Sale	Sapporo, Hokaido	>JPY 3B	2023/12	36 years	JPY 194M	JPY 696M	–	–
184	Hotel	Real Estate for Sale	Sendai, Miyagi	JPY 2B-3B	2023/12	14 years	JPY 165M	JPY 20M	4.51X	88.7%

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[3] Forecast IRR is the forecast internal rate of return based on each asset's actual cash flow.

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Real Estate Asset Breakdown (5)

No.	Asset Type	Classification	Location	Acquisition Price	Acquisition Date	Building Age	Forecast NOI/Year[1]	Ichigo Equity Investment	Forecast Equity Multiple[2]	Forecast IRR[3]
185	Hotel	Real Estate for Sale	Osaka	>JPY 3B	2024/02	28 years	JPY 1,063M	JPY 2,062M	2.11X	28.7%
186	Office	Real Estate for Sale	Osaka	JPY 2B-3B	2024/04	28 years	JPY 190M	JPY 427M	1.20X	61.2%
187	Office	Real Estate for Sale	Nagoya	>JPY 3B	2024/04	33 years	JPY 224M	JPY 623M	2.03X	43.8%
188	Logistics	Real Estate for Sale	Sanbu-gun, Chiba	JPY 1B-2B	2024/06	1 year	JPY 57M	JPY 129M	2.13X	45.1%
189	Office	Real Estate for Sale	Bunkyo-ku, Tokyo	>JPY 3B	2024/07	34 years	JPY 23M	JPY 830M	1.81X	24.5%
190	Office	Real Estate for Sale	Yokohama, Kanagawa	JPY 1B-2B	2024/11	37 years	JPY 61M	JPY 37M	3.61X	61.0%
191	Hotel	Real Estate for Sale	Chiyoda-ku, Tokyo	>JPY 3B	2025/01	7 years	JPY 375M	JPY 1,819M	1.52X	57.9%
			22 Real Estate For Sale	**JPY 74,931M JPY 77,424M (Book Value)**			**JPY 3,962M**	**JPY 11,368M**	**2.48X**	**39.7%**
			Subtotal 67 Assets	**JPY 214,239M JPY 216,329M (Book Value)**			**JPY 12,490M**	**JPY 40,388M**		

No.	Asset Type		Acquisition Price	vs. FY24/2	Forecast NOI/Year[1]	Ichigo Equity Investment	Forecast Equity Multiple[2]	Forecast IRR[3]
A	Ichigo Owners (Residential)	39 Assets	JPY 58,916M	-JPY 2,269M	JPY 2,265M	JPY 12,523M	–	–
B	Ichigo Owners (Other)	2 Assets	JPY 563M	–	JPY 75M	JPY 563M	–	–
C	Centro (Primarily Office & Residential)	21 Assets	JPY 6,083M	–	JPY 432M	JPY 1,630M	–	–
		Total 125 Assets	**JPY 279,802M JPY 281,429M (Book Value)**		**JPY 15,264M**	**JPY 55,106M**	**–**	**–**
	Assets acquired in FY25/2 (12M)	**Total 37 Assets**	**JPY 70,848M**		**JPY 2,631M**	**JPY 13,728M**	**–**	**–**
	Assets acquired and sold in FY25/2	**Total 5 Assets**	**JPY 4,281M**		**JPY 161M**	**JPY 1,157M**	**–**	**–**

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[3] Forecast IRR is the forecast internal rate of return based on each asset's actual cash flow.

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Appendix: Asset Management Details

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Ichigo REITs & Ichigo Green

(as of April 11, 2025)

	Ichigo Office 8975	Ichigo Hotel 3463	Ichigo Green 9282
Portfolio	JPY 221.9B (88 Assets)	JPY 67.7B (29 Hotels)	JPY 11.4B (15 Solar Plants)
Dividend Yield	6.4%	5.8%	8.8%
Overview	  ・Entered FTSE Global REIT Index, a key benchmark for global investors ・Ichigo Office & Ichigo Hotel only J-REITs with a no fixed fee, performance fee-only fee structure ・100% renewable energy for all assets	  ・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 acquisitions & sales ・100% renewable energy for all assets	  ・Solar power producers 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

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Growth & ESG Support for Ichigo REITs & Ichigo Green

Ichigo Office (8975)	・Asset pipeline, bridge fund creation, and financial support for asset acquisitions ・Providing financial support for value-add capex ・Owning Ichigo Office shares to strengthen growth commitment
Ichigo Hotel (3463)	・Providing financial support for asset acquisitions ・Reduced Ichigo Hotel operator risk via bringing in OneFive Hotels (7 Hotels, 837 rooms) ・Owning Ichigo Office shares to strengthen growth commitment
Ichigo Green (9282)	・Ichigo ECO Energy operating all 15 power plants ・Ichigo earnings support via minimum daylight hour guarantee
ESG Support	・Supporting Ichigo Office & Ichigo Hotel RE100 achievement ・Assessing asset risks using value-add know-how and supporting group-wide ESG initiatives ・Strengthening ESG initiatives via third-party assessments ・Group-wide real-time reporting system for natural disaster response

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Asset Management AUM Detail

			FY20/2 (12M)	FY21/2 (12M)	FY22/2 (12M)	FY23/2 (12M)	FY24/2 (12M)	FY25/2 (12M)
Public	Ichigo Office (8975)	AUM	JPY 203.2B	JPY 206.1B	JPY 205.4B	JPY 212.1B	JPY 212.1B	**JPY 224.5B**
		Base AM Fee	JPY 1,436M	JPY 1,524M	JPY 1,725M	JPY 1,517M	JPY 1,423M	**JPY 1,411M**
		Gross Profit						
	Ichigo Hotel (3463)	AUM	JPY 50.8B	JPY 51.9B	JPY 51.9B	JPY 54.7B	JPY 69.8B	**JPY 67.7B**
		Base AM Fee	JPY 381M	JPY 42M	JPY 95M	JPY 201M	JPY 528M	**JPY 740M**
		Gross Profit						
	Ichigo Green (9282)	AUM	JPY 11.4B	JPY 11.4B	JPY 11.4B	JPY 11.4B	JPY 11.4B	**JPY 11.4B**
		Base AM Fee	JPY 82M	JPY 79M	JPY 77M	JPY 78M	JPY 73M	**JPY 71M**
		Gross Profit						
	Total	AUM	JPY 265.6B	JPY 269.5B	JPY 268.8B	JPY 278.4B	JPY 293.4B	**JPY 303.7B**
		Base AM Fee	JPY 1,900M	JPY 1,645M	JPY 1,898M	JPY 1,797M	JPY 2,025M	**JPY 2,223M**
		Gross Profit						
Private	Private Equity Real Estate Funds & Private REIT	AUM	JPY 36.8B	JPY 36.8B	JPY 49.3B	JPY 37.2B	JPY 28.9B	**JPY 38.5B**
		Base AM Fee	JPY 116M	JPY 137M	JPY 144M	JPY 207M	JPY 124M	**JPY 151M**
		Gross Profit						
ST	Ichigo Residence Tokens (Security Tokens)	AUM				JPY 5.1B	JPY 20.9B	**JPY 42.6B**
		Base AM Fee				JPY 5M	JPY 53M	**JPY 161M**
		Gross Profit						
Total		AUM	JPY 302.4B	JPY 306.4B	JPY 318.2B	JPY 320.7B	JPY 343.3B	**JPY 384.9B**
		Base AM Fee	JPY 2,016M	JPY 1,782M	JPY 2,042M	JPY 2,010M	JPY 2,203M	**JPY 2,535M**
		Gross Profit						

Ichigo Green Base AM Fee Gross Profit (Actual) includes operator fees.
Private equity real estate funds exclude consolidated funds

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Appendix: Clean Energy Details

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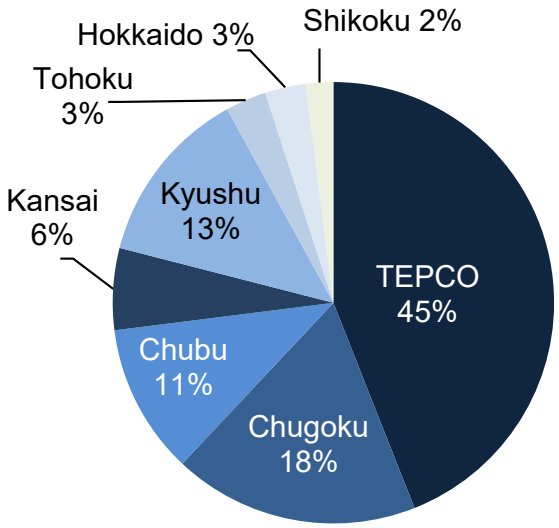
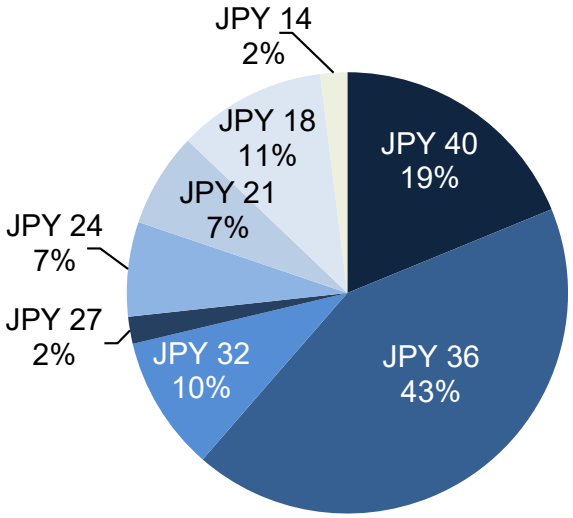
Ichigo Solar Power Plant Portfolio

Total Operating & In-Pipeline Ichigo-Owned Solar Power Plants: 48 Plants (151.4MW)

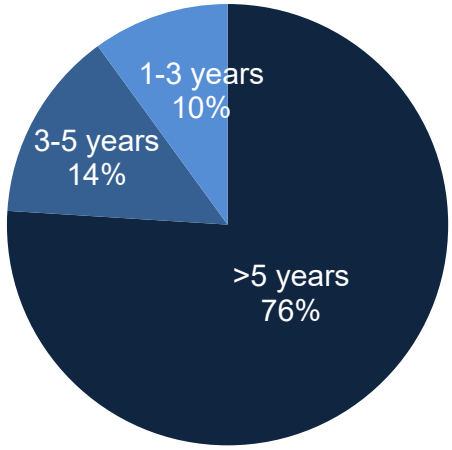
By Customer (Electric Power Utility Co)



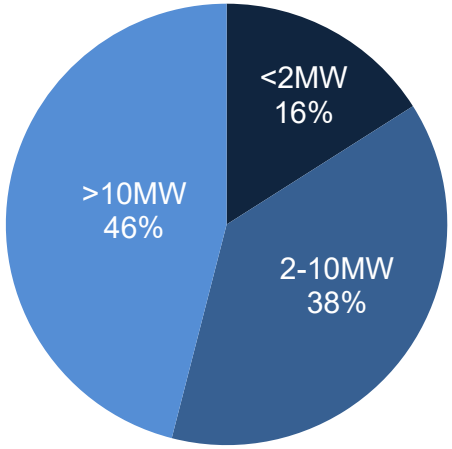
By Feed-In Tariff



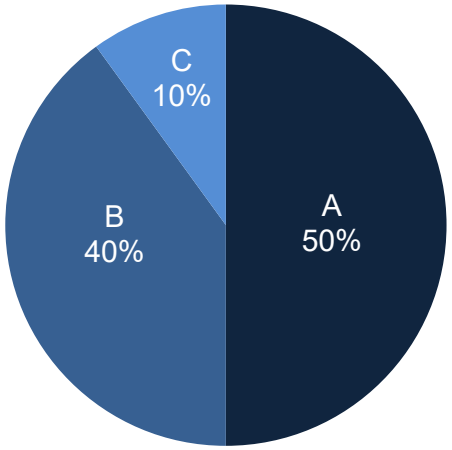
By Years in Operation



By Output



By Solar Intensity



Panel Output & FIT by Customer

Area	Operating	
	Panel Output (MW)	FIT (Pre-Tax) (JPY)
TEPCO	67.4	14-40
Chugoku	26.6	18-40
Kyushu	19.3	32-40
Chubu	17.0	14-36
Kansai	9.3	18-32
Tohoku	4.6	36
Hokkaido	4.4	40
Shikoku	2.5	40
Total	151.4	—

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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Ichigo Solar Power Plant Portfolio

Operating (Solar)

No.	Solar Power Plant	Area	Panel Output (MW)	FIT (Pre-tax)	Operation Start Date
1	Ichigo Tokushima Higashi-Okinosu	Shikoku	2.52	JPY 40	2013/08
2	Ichigo Fuchu Jogecho Yano	Chugoku	0.99	JPY 40	2014/03
3	Ichigo Yubetsu Barou	Hokkaido	0.80	JPY 40	2014/04
4	Ichigo Maebashi Naegashima	Kanto	0.67	JPY 40	2014/04
5	Ichigo Kijo Takajo	Kyushu	0.89	JPY 40	2014/04
6	Ichigo Betsukai Kawakamicho	Hokkaido	0.88	JPY 40	2014/10
7	Ichigo Toyokoro Sasadamachi	Hokkaido	0.60	JPY 40	2014/10
8	Ichigo Higashi-Hiroshima Saijocho Taguchi	Chugoku	2.72	JPY 40	2015/01
9	Ichigo Akkeshi Shirahama	Hokkaido	0.80	JPY 40	2015/03
10	Ichigo Hamanaka Bokujo Tsurunokotai	Tohoku	2.31	JPY 36	2015/12
11	Ichigo Yonago Izumi	Chugoku	2.61	JPY 40	2016/01
12	Ichigo Kasaoka Takumicho	Chugoku	1.11	JPY 32	2016/03
13	Ichigo Toki Oroshicho	Chubu	1.39	JPY 36	2016/06
14	Ichigo Toride Shimotakai Kita	Kanto	1.03	JPY 32	2016/07
15	Ichigo Toride Shimotakai Minami	Kanto	0.54	JPY 32	2016/07
16	Ichigo Hamanaka Bokujo Kajibayashi	Tohoku	2.31	JPY 36	2016/10
17	Ichigo Sera Tsukuchi	Chugoku	2.54	JPY 32	2017/02
18	Ichigo Sera Aomizu	Chugoku	2.87	JPY 32	2017/08
19	Ichigo Showamura Ogose	Kanto	43.34	JPY 36	2017/09
20	Ichigo Memuro Nishi-Shikari	Hokkaido	1.32	JPY 40	2018/02
21	Ichigo Kure Yasuuracho Nakahata	Chugoku	2.90	JPY 36	2018/03
22	Ichigo Tsu	Chubu	2.94	JPY 24	2018/03
23	Ichigo Kasaoka Iwanoike	Chugoku	2.64	JPY 24	2018/03
24	Ichigo Toki Tsurusatocho Kakino	Chubu	1.31	JPY 24	2018/04
25	Ichigo Itoshima Iwara	Kyushu	1.48	JPY 36	2019/01
26	Ichigo Sakahogi Fukagaya	Chubu	2.89	JPY 21	2019/05
27	Ichigo Sennan Kitsuneike	Kansai	2.86	JPY 21	2019/07
28	Ichigo Minakami Aramaki	Kanto	12.02	JPY 36	2020/01
29	Ichigo Takashima Kutsuki	Kansai	3.74	JPY 32	2020/01
30	Ichigo Toki Tsurusatocho Kakino Higashi	Chubu	1.67	JPY 21	2020/02

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Ichigo Solar Power Plant Portfolio

Operating (Solar)

No.	Solar Power Plant	Area	Panel Output (MW)	FIT (Pre-tax)	Operation Start Date
31	Ichigo Hitachiomiya	Kanto	2.99	JPY 24	2020/03
32	Ichigo Hokota Aoyagi	Kanto	2.48	JPY 27	2020/04
33	Ichigo Kasaoka Osakaike	Chugoku	2.66	JPY 21	2020/04
34	Ichigo Minokamo Hachiyacho Kamihachiya	Chubu	1.29	JPY 18	2020/09
35	Ichigo Seto Jokojicho	Chubu	1.45	JPY 18	2020/10
36	Ichigo Toride Shimotakai Nishi	Kanto	2.84	JPY 18	2021/01
37	Ichigo Chiba Wakaba-ku Omiyacho Higashi	Kanto	0.74	JPY 14	2021/09
38	Ichigo Kasaoka Idachiike	Chugoku	2.66	JPY 18	2021/10
39	Ichigo Komagane Akaho Minami	Chubu	0.74	JPY 14	2021/11
40	Ichigo Komagane Akaho Kita	Chubu	0.39	JPY 14	2021/11
41	Ichigo Chiba Wakaba-ku Omiyacho Nishi	Kanto	0.74	JPY 14	2021/11
42	Ichigo Tatsunomachi Sawasoko	Chubu	0.74	JPY 14	2021/12
43	Ichigo Miyakonojo Takazakicho Tsumagirishima	Kyushu	2.96	JPY 32	2021/12
44	Ichigo Kobe Pompuike	Kansai	2.73	JPY 18	2022/01
45	Ichigo Obu Yoshidamachi	Chubu	1.00	JPY 18	2022/03
46	Ichigo Sera Shimozuta	Chugoku	2.93	JPY 18	2022/03
47	Ichigo Ueda Yoshidaike	Chubu	1.16	JPY 18	2022/11
48	Ichigo Ebino Suenaga	Kyushu	13.99	JPY 40	2024/01
Total (Operating)		**48 Plants**	**151.4MW**		

Operating (Wind)

No.	Wind Power Plant	Area	Panel Output (MW)	FIT (Pre-tax)	Operation Start Date
1	Ichigo Yonezawa Itaya	Tohoku	7.39	JPY 22	2021/03
Total (Operating)		**1 Plant**	**7.39MW**		

Ichigo Solar & Wind Power Plant (Operating/In-Pipeline) Total: **49 Plants 158.8MW**

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Ichigo Green (9282) Solar Plant Portfolio

Operating

No.	Solar Power Plant	Area	Panel Output (MW)	FIT (Pre-tax)	Operation Start Date
1	Ichigo Kiryu Okuzawa	Kanto	1.33	JPY 40	2013/09
2	Ichigo Motomombetsu	Hokkaido	1.40	JPY 40	2014/02
3	Ichigo Muroran Hatchodaira	Hokkaido	1.24	JPY 40	2014/03
4	Ichigo Engaru Kiyokawa	Hokkaido	1.12	JPY 40	2014/03
5	Ichigo Iyo Nakayamacho Izubuchi	Shikoku	1.23	JPY 40	2014/04
6	Ichigo Nakashibetsu Midorigaoka	Hokkaido	1.93	JPY 40	2014/11
7	Ichigo Abira Toasa	Hokkaido	1.16	JPY 40	2014/12
8	Ichigo Toyokoro	Hokkaido	1.02	JPY 40	2014/12
9	Ichigo Nago Futami	Okinawa	8.44	JPY 40	2015/02
10	Ichigo Engaru Higashimachi	Hokkaido	1.24	JPY 40	2015/02
11	Ichigo Takamatsu Kokubunjicho Nii	Shikoku	2.43	JPY 36	2015/06
12	Ichigo Miyakonojo Yasuhisacho	Kyushu	1.44	JPY 36	2015/07
13	Ichigo Toyokawa Mitocho Sawakihama	Chubu	1.80	JPY 32	2015/09
14	Ichigo Yamaguchi Aionishi	Chugoku	1.24	JPY 40	2015/12
15	Ichigo Yamaguchi Sayama	Chugoku	2.35	JPY 36	2016/04
Total (Operating)		**15 Plants**	**29.4MW**		

Ichigo & Ichigo Green Power Plant (Operating/In-Pipeline) Total: **188.2MW**

Reference: Japan's Feed-In Tariff (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

Purchase Prices (Agency for Natural Resources and Energy, Japanese only):
www.enecho.meti.go.jp/category/saving_and_new/saiene/kaitori/fit_kakaku.html

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Green Biomass Entry

Fully Local Green Biomass as Ichigo's 3rd Renewable Energy Business
- 4 Plants In Development (3.2MW, JPY 3.4B in Total Business Expenses), Obtained Approval for 1 Plant (Tokushima Prefecture)
- Diversify & stabilize power production
- Procure biomass feedstock via Ichigo's relationships with local government

	Characteristics	Weather Impacts
Solar Power	・Lots of potential plant site candidates, able to make effective use of idle land	Yes
Wind Power	・Night time power production capability	Yes
Biomass	・24-hour power generation capacity regardless of weather conditions ・Able to control power generation ・Requires stable supply of biomass energy sources	No

Maintain & Conserve Forests
- Support biodiversity & contribute to fight against climate change

Purposeful Use of Japan's Abundant Forest Resources
- Japan's forest ratio is 68% (3rd highest amongst OECD countries), 8th largest cultivated forest area in the world
- Productive use of unused domestic wood materials as biomass energy source

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Appendix: Ichigo’s Sustainability Commitment (ESG)



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Ichigo Sustainability Policy

Harmony With the Environment and Recycling

Ichigo actively monitors and minimizes the environmental impact of its business operations via extending the useful life of its assets, reducing water and water consumption, and recycling.

Addressing Climate Change and Shift to Low-Carbon Society

Ichigo seeks to contribute to a low-carbon society and address climate change by lowering its energy consumption and greenhouse gas emissions, using renewable energy, and improving the resilience of its assets.

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, Awareness, and Cooperation With Stakeholders

Ichigo works to increase sustainability awareness via company training sessions, and promotes understanding of its Sustainability Policy among all Ichigo employees and tenant employees working at its assets. Ichigo also works with stakeholders to promote understanding of its Sustainability Policy and implement sustainability initiatives.

Sustainability Performance Communication and Disclosure

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

Sustainable Procurement

Ichigo implements sustainable procurement measures, including the use of environmentally-friendly construction methods and materials, actively installing energy and resource efficient equipment, and the inclusion of sustainability initiatives as a selection criteria for business partners.

Building a Diverse, Inclusive Organization

Ichigo respects human rights and works to build a diverse organization where employees work with respect for each other and realize their full potential regardless of race, beliefs, religion, skin color, nationality, age, gender, sexual orientation, gender identity, disabilities, and social status. Ichigo also provides a healthy, comfortable work environment that focuses on employee performance and well-being and drives organizational growth.

Biodiversity and Ecosystem Preservation

Ichigo contributes to the preservation of biodiversity and ecosystems via the addition of greenery to the interiors and exteriors of its assets, primarily using native plants.

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ESG Initiatives: Environmental

Climate Positive & Sustainability-Driven

Ichigo ESG Environmental

Preserve & Improve Real Estate to End Wasteful Demolition

Ichigo's Sustainable Real Estate business has a proven track record of preserving and improving existing real estate. Ichigo will build on this long-standing commitment to sustainability by developing new technologies to extend the lives of buildings and other social infrastructure 100 years and beyond.

Ichigo's Sustainable Real Estate
Preserve & Create Value



Improve aesthetics and comfort
Seismic reinforcements
Regulatory compliance
Increase energy efficiency

Community-Based, 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 from local communities.

Annual Power Production

234,662,770 kWh
Equivalent to annual energy consumption of 56,200 households
Annual Energy Consumption (Japan Average) 4,175kWh/household (Ministry of Environment document)

Annual CO2 Reduction

104,502,146 tons
Equivalent to annual CO2 emission of 45,400 cars
Gasoline Passenger Cars 2,300kg/car per year
(Ministry of Environment document)

*Ichigo, Ichigo Green FY25/2 Actuals

Pro-Active Environmental Certifications

By obtaining certifications such as GRESB, CASBEE, BELS, and DBJ Green Building, Ichigo is demonstrating our long-standing commitment to sustainability via initiatives that benefit investors, tenants, clients, and other stakeholders.

Ichigo Group-Wide

CASBEE 不動産 2025
Ichigo & Ichigo Office (8975)
Total 18 Assets

GRESB 2024
Ichigo Office (8975)
3 Stars / Green Star

GRESB 2024
Ichigo Hotel (3463)
3 Stars / Green Star

BELS	7 Assets
DBJ Green Building	2 Assets
Tokyo Low-Carbon Small and Medium-Sized Model Building	9 Assets

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ESG Initiatives: Social

Contributing to Society

Ichigo ESG
Social

Contributing to Regional Revitalization

Ichigo works to revitalize local communities and promote regional economic development. Ichigo's model of preserving and improving existing real estate creates jobs and supports businesses, and our renewable energy power plants also support their host communities by providing new and sustainable sources of income.



◂ Miyako City
Retail Asset / Miyazaki
www.miyakocity.com

THE KNOT TOKYO ▸ Shinjuku
Hotel / Tokyo
https://hotel-the-knot.jp/tokyoshinjuku/en



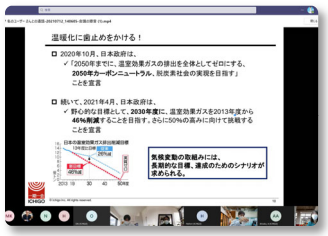
Ichigo University

Ichigo established Ichigo University in May 2013 to support employees' continuing education and personal growth.

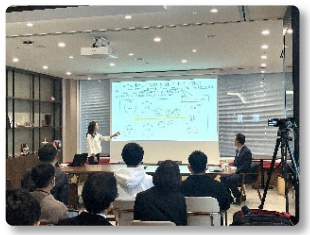
Ichigo University courses are taught by employees and external professionals who are specialists in their fields and have deep experience.

Average Annual Number of Courses: 30

Ichigo University Classes



Online



In-Person

Sports Initiatives

As a top partner of the J.League professional soccer league, we support the league's mission to promote community development. Ichigo supports outstanding athletes in weightlifting, track & field, and tennis.



Hiromi Miyake
Eishiro Murakami
(Weightlifting)



Chisato Kiyoyama
(Track and Field)

Certified as a Sports Yell Company & Tokyo Metropolitan Government Sports Promotion Company for 8th year in a row

SPORTS YELL COMPANY 2024

Ichigo Sports Site (Japanese only)
www.ichigo.gr.jp/ichigosports

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ESG Initiatives: Governance

Global Best Practice Governance

Early Adopter of Global Best Practice Corporate Governance Structure

All Directors on Ichigo's Board of Directors are aware of their fiduciary responsibility towards shareholders and work collaboratively and appropriately with other stakeholders to ensure sustained value creation for shareholders.

Major Initiatives

- Adopted Independent Director-led, committee based governance system in 2006
- 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, majority are Independent Directors, including former CEOs of TSE Prime (formerly 1st Section)

FY18/2 to present
Nobuhide Nakaido (former CEO of SCSK)

FY17/2 to May 2023
Masatoshi Matsuzaki (former CEO of Konica Minolta)

FY16/2 to May 2019
Kosuke Nishimoto (former CEO of Meitec; stepped down from Ichigo's board upon appointment as EVP of Misumi Group)

FY16/2 to FY17/2
Takashi Kawamura (former CEO of Hitachi; stepped down from Ichigo's board upon appointment as Chairman of TEPCO)

Annual Board of Directors Evaluation

Board evaluations are conducted by having each Director assess the Board along the criteria shown below, with aggregate survey results collectively reviewed by the Board.

(1) Board Composition
(2) Board Operation
(3) Board Effectiveness
(4) Board Support Resources
(5) Engagement with Shareholders and Stakeholders
(6) Board Operation Under Covid
(7) SDGs and Sustainability Initiatives

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Sustainability Initiatives

Joining Third-Party Initiatives to Accelerate Ichigo's Sustainability Activities

CDP 2024 Highest Leadership Level

Climate Change: A / Water Security: A
Achieved Double A List Company

Joined RE100

Completed 100% renewable energy transition

Supporting TCFD Recommendations

Disclosure on governance, strategy, risk management, and metrics and targets in line with the TCFD framework

Participating in GX League

Participating in a forum for cooperation to drive GX (Green Transformation) and sustainable growth to achieve carbon neutrality by 2050 and social reform

Ichigo's Greenhouse Gas (GHG) Reduction Targets Certified as Science Based Targets (SBT)

Certified Ichigo's GHG reduction targets as aligned with a rate of decarbonization consistent to keep global temperature increase to 1.5˚C

Signing UN Global Contact

Supporting the Ten Principles regarding human rights, labor, environment, and anti-corruption

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Rich ESG Content

ICHIGO Sustainable City



Introducing Ichigo's Vision for Society's Future

- Sustainable Infrastructure
- Sports
- Culture
- Smart Agriculture
- Regional Development
- ESG/SDGs

Ichigo Brand Site: ICHIGO Sustainable City
www.ichigo.gr.jp/company/brand (Japanese only)

Ichigo Sustainability Report



Promoting Awareness of Ichigo's Sustainability Initiatives via Ichigo Sustainability Report

- Senior Management Message
- Sustainable Business Management
- Sustainability Policy
- ESG Initiatives
- Third-Party Assessments
- ESG Data

Ichigo Sustainability Report
www.ichigo.gr.jp/pdf/esg/Ichigo_Sustainability_Report_ENG.pdf

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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 & 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

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Addressing Diverse Needs of Individuals & Communities

Change
Focus on People

From Building-Centered		To People-Centered
Residence	»	Live
Office	»	Work
Retail	»	Shop, Dine
Hotel	»	Travel
Power Plant	»	Power Lives & Business
Stadium	»	Play, Entertain
Warehouse	»	Store, Distribute
Cultural Facility	»	Enjoy, Discover

Opportunity
Address Diverse Needs



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Appendix: Financial Statements

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Consolidated Balance Sheet: Assets

(JPY million)

	FY21/2	FY22/2	FY23/2	FY24/2	FY25/2	vs. FY24/2
Assets						
Current Assets						
Cash and cash equivalents	50,832	46,458	40,536	46,917	42,689	-4,228
Trade notes and accounts receivable	1,382	1,819	3,866	2,448	4,272	+1,824
Operational loan investments	1,324	1,324	1,324	1,324	1,324	–
Operational securities investments	590	2,547	47	14	10	-4
Real estate for sale	64,109	68,666	79,151	103,721	143,993	+40,272
Other	2,698	2,613	3,197	3,720	4,197	+477
Less: venture investments writedown	-167	-633	-66	-401	-490	-89
Total Current Assets	120,771	122,798	128,057	157,746	195,998	+38,252
Fixed Assets						
Property, Plant, and Equipment						
Buildings and structures (net)	60,673	56,208	54,039	45,568	41,983	-3,585
Solar and wind power plants (net)	24,191	27,953	26,862	29,234	27,529	-1,705
Land	122,592	116,079	114,431	105,368	97,798	-7,570
Other (net)	6,935	3,796	3,990	5,060	7,200	+2,140
Total Property, Plant, and Equipment	214,392	204,038	199,323	185,232	174,511	-10,721
Intangible Assets						
Goodwill	968	1,580	717	989	857	-132
Leasehold rights	1,272	1,365	1,397	1,332	1,332	–
Other	1,797	605	283	176	158	-18
Total Intangible Assets	4,038	3,551	2,398	2,498	2,348	-150
Investments and Other Assets						
Securities investments	5,147	3,463	4,455	17,086	24,300	+7,214
Long-term loans receivable	10	270	240	838	3,993	+3,155
Deferred tax assets	605	883	341	682	918	+236
Other	2,202	3,013	3,937	3,766	5,469	+1,703
Less: venture investments writedown	-91	-131	-133	-835	-826	+9
Total Investments and Other Assets	7,874	7,498	8,840	21,537	33,856	+12,319
Total Fixed Assets	226,305	215,089	210,562	209,269	210,717	+1,448
Total Assets	**347,076**	**337,887**	**338,619**	**367,015**	**406,715**	**+39,700**

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Consolidated Balance Sheet: Liabilities

(JPY million)

	FY21/2	FY22/2	FY23/2	FY24/2	FY25/2	vs. FY24/2
Liabilities						
Current Liabilities						
Short-term loans	4,879	2,382	962	16,726	6,520	-10,206
Bonds (due within one year)	274	274	364	3,162	232	-2,930
Long-term loans (due within one year)	9,751	9,888	8,539	20,878	7,340	-13,538
Long-term non-recourse loans (due within one year)	1,358	1,375	4,218	6,413	4,478	-1,935
Income taxes payable	573	1,888	949	4,039	4,592	+553
Current year employee bonus accrual	9	39	112	136	282	+146
Other current liabilities	5,527	5,012	4,053	4,805	5,696	+891
Total Current Liabilities	22,374	20,861	19,200	56,162	29,143	-27,019
Long-Term Liabilities						
Bonds	5,878	5,603	5,239	4,306	7,074	+2,768
Long-term loans	156,890	150,389	152,624	146,043	195,477	+49,434
Long-term non-recourse loans	40,974	39,489	38,012	35,265	40,991	+5,726
Deferred tax liabilities	1,868	1,795	1,589	1,323	1,445	+122
Long-term security deposits received	7,795	6,749	7,163	7,229	7,614	+385
Other long-term liabilities	1,039	805	396	404	2,261	+1,857
Total Long-Term Liabilities	214,446	204,833	205,026	194,572	254,865	+60,293
Total Liabilities	**236,820**	**225,695**	**224,226**	**250,734**	**284,009**	**+33,275**

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Consolidated Balance Sheet: Net Assets

(JPY million)

	FY21/2	FY22/2	FY23/2	FY24/2	FY25/2	vs. FY24/2
Net Assets						
Shareholders' Equity						
Capital	26,888	26,888	26,888	26,892	26,946	+54
Capital reserve	11,275	11,268	11,266	10,313	10,363	+50
Retained earnings	73,160	76,310	82,438	90,967	81,396	-9,571
Treasury shares	-11,988	-13,423	-17,914	-22,446	-7,212	+15,234
Total Shareholders' Equity	99,335	101,043	102,678	105,727	111,493	+5,766
Accumulated Other Comprehensive Income						
Valuation gains (losses) on other securities	90	25	296	-1,143	-399	+744
Deferred gains (losses) on long-term interest rate hedges	-375	-254	51	44	136	+92
FX valuation gain (loss)	–	–	–	–	-241	-241
Total Accumulated Other Comprehensive Income	-285	-228	347	-1,099	-505	+594
Stock Options	1,007	961	814	879	724	-155
Minority Interests	10,197	10,415	10,552	10,772	10,992	+220
Total Net Assets	**110,255**	**112,191**	**114,393**	**116,281**	**122,706**	**+6,425**
Total Liabilities and Net Assets	**347,076**	**337,887**	**338,619**	**367,015**	**406,715**	**+39,700**
Equity Ratio	**28.5%**	**29.8%**	**30.4%**	**28.5%**	**27.3%**	**-1.2%**
Net D/E Ratio	**1.7X**	**1.6X**	**1.6X**	**1.8X**	**2.0X**	**–**
ROE	**5.0%**	**6.5%**	**9.2%**	**11.7%**	**14.1%**	**+2.4%**
Cash ROE	**10.0%**	**13.0%**	**15.0%**	**17.2%**	**18.0%**	**+0.8%**
Dividend	**JPY 7**	**JPY 7**	**JPY 8**	**JPY 9**	**JPY 10.5**	**+16.7%**
Dividend on Equity (DOE)	**3.3%**	**3.3%**	**3.6%**	**3.8%**	**4.1%**	**+0.3%**

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Consolidated P&L (1)

(JPY million)

	FY21/2 (12M)	FY22/2 (12M)	FY23/2 (12M)	FY24/2 (12M)	FY25/2 (12M)	Change (YOY)	FY25/2 Full-Year Forecast	vs. Forecast
Revenue	**61,368**	**56,934**	**68,093**	**82,747**	**83,576**	**+829**	**–**	**–**
Cost of Goods Sold	45,776	40,757	48,674	61,875	58,051	-3,824	–	–
Gross Profit	**15,591**	**16,177**	**19,418**	**20,872**	**25,524**	**+4,652**	**–**	**–**
SG&A	5,923	6,159	6,926	7,911	9,215	+1,304	–	–
Operating Profit	**9,668**	**10,018**	**12,492**	**12,960**	**16,309**	**+3,349**	**16,000**	**101.9%**
All-In Operating Profit	**10,388**	**13,266**	**16,908**	**21,194**	**24,864**	**+3,670**	**24,000**	**103.6%**
Non-Operating Income								
Interest income	17	29	46	36	58	+22	–	–
Dividend income	78	30	38	361	16	-345	–	–
Mark-to-market gains on long-term interest rate hedges	243	98	790	109	1,324	+1,215	–	–
Other	78	202	103	218	324	+106	–	–
Total Non-Operating Income	417	361	979	725	1,724	+999	–	–
Non-Operating Expenses								
Interest expense	2,338	2,341	2,165	2,349	3,069	+720	–	–
Mark-to-market losses on long-term interest rate hedges	29	53	–	330	4	-326	–	–
Debt financing-related fees	279	157	171	262	423	+161	–	–
Other	258	355	285	351	771	+420	–	–
Total Non-Operating Expenses	2,906	2,908	2,622	3,294	4,269	+975	–	–
Recurring Profit	**7,179**	**7,471**	**10,848**	**10,391**	**13,764**	**+3,373**	**12,000**	**114.7%**
All-In Recurring Profit	**7,899**	**10,719**	**15,264**	**18,626**	**22,319**	**+3,693**	**20,000**	**111.6%**
Extraordinary Gains								
Gains on sales of fixed assets	720	3,248	4,416	4,376	7,943	+3,567	–	–
Gains on sales of securities investments	–	15	–	89	608	+519	–	–
Gains on sale of shares in affiliates	–	–	–	3,960	–	-3,960	–	–
Other	–	120	205	551	289	-262	–	–
Total Extraordinary Gains	720	3,383	4,621	8,978	8,841	-137	–	–

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Consolidated P&L (2)

(JPY million)

	FY21/2 (12M)	FY22/2 (12M)	FY23/2 (12M)	FY24/2 (12M)	FY25/2 (12M)	Change (YOY)	FY25/2 Full-Year Forecast	vs. Forecast
Extraordinary Losses								
Loss on disposal of fixed assets	–	5	23	147	100	-47	–	–
Valuation losses on securities investments	114	43	261	–	588	+588	–	–
Impairment loss	27	716	803	–	25	+25	–	–
Covid writedown of real estate for sale	–	–	–	–	–	–	–	–
Other	146	493	146	1,259	107	-1,152	–	–
Total Extraordinary Losses	288	1,259	1,235	1,406	821	-585	–	–
Pre-Tax Income	7,610	9,595	14,234	17,962	21,784	+3,822	–	–
Total Income Taxes	2,564	2,901	4,578	5,626	6,370	+744	–	–
Pre-Minority Interest Net Income	5,046	6,694	9,656	12,335	15,414	+3,079	–	–
Net Income Attributable to Minority Interests	18	220	246	227	226	-1	–	–
Net Income	**5,027**	**6,473**	**9,409**	**12,108**	**15,187**	**+3,079**	**14,000**	**108.5%**
Cash Net Income	**9,991**	**13,004**	**15,351**	**17,878**	**19,391**	**+1,513**	**18,500**	**104.8%**
Net Income per Share (EPS)	**JPY 10.48**	**JPY 13.81**	**JPY 20.45**	**JPY 26.89**	**JPY 34.86**	**+JPY 7.97**	**JPY 32.10**	**108.6%**
Cash EPS	**JPY 20.82**	**JPY 27.74**	**JPY 33.30**	**JPY 39.70**	**JPY 44.51**	**+JPY 4.81**	**JPY 42.42**	**104.9%**
Stock Earnings	**15,065**	**14,912**	**15,598**	**19,417**	**22,975**	**+3,558**	**–**	**–**
Flow Earnings	**5,850**	**9,793**	**13,371**	**14,315**	**15,671**	**+1,356**	**–**	**–**
Stock Earnings Ratio	**72.0%**	**60.4%**	**53.8%**	**57.6%**	**59.5%**	**+1.9%**	**–**	**–**
Fixed Expenses	**7,723**	**7,819**	**8,087**	**9,060**	**10,955**	**+1,895**	**–**	**–**
Stock Earnings/Fixed Income Coverage Ratio	**195.1%**	**190.7%**	**192.9%**	**214.3%**	**209.7%**	**-4.6%**	**–**	**–**

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Consolidated Cash Flows: Operations

(JPY million)

	FY21/2 (12M)	FY22/2 (12M)	FY23/2 (12M)	FY24/2 (12M)	FY25/2 (12M)
Cash Flows from Operations					
Pre-tax income	7,610	9,595	14,234	17,962	21,784
Depreciation	4,797	5,644	5,339	4,859	4,795
Share-based compensation expenses	21	73	–	–	–
Amortization of goodwill	121	149	177	97	156
Increase (decrease) in current year employee bonus accrual	-24	29	73	31	145
Increase (decrease) in venture investments writedown	161	505	134	1,036	80
Interest and dividend income	-96	-60	-85	-397	-74
Interest expense	2,338	2,341	2,165	2,349	3,069
Losses (gains) on sale of shares in affiliates	–	–	–	-3,960	–
Losses (gains) on sale of securities investments	–	-15	–	-89	-584
Losses (gains) on disposal of fixed assets	–	5	23	45	100
Losses (gains) on sale of fixed assets	-720	-3,248	-4,416	-4,273	-7,943
Impairment loss	27	716	803	2	25
Valuation losses on securities investments	114	43	261	–	588
Decrease (increase) in trading notes and receivables	925	-437	-2,096	1,469	-1,724
Decrease (increase) in operational securities investments	343	1,279	3,178	1,229	3
Decrease (increase) in real estate for sale	5,342	-3,873	-10,114	-25,238	-40,430
Valuation losses on SPC capital contributions	4	2	3	1	–
Decrease (increase) in advances paid	61	-60	-6	-615	322
Decrease (increase) in accounts receivable	16	-74	-62	-21	-57
Increase (decrease) in accounts payable	-437	-113	462	395	3
Increase (decrease) in accrued expenses	94	25	-38	168	178
Increase (decrease) in advances received	-57	795	-908	40	91
Increase (decrease) in security deposits received	-323	-1,045	413	193	385
Other	1,550	-877	-1,859	945	-730
Sub-Total	21,870	11,403	7,682	-3,769	-19,816
Interest and dividend income received	96	60	85	397	74
Interest expenses paid	-2,119	-2,174	-2,051	-2,161	-2,827
Income taxes paid and refunded	-4,384	-1,350	-5,462	-3,043	-5,880
Net Cash from (Used for) Operations	**15,463**	**7,939**	**254**	**-8,577**	**-28,449**

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Consolidated Cash Flows: Investments & Financing

(JPY million)

	FY21/2 (12M)	FY22/2 (12M)	FY23/2 (12M)	FY24/2 (12M)	FY25/2 (12M)
Cash Flows from Investments					
Payments into time deposits	-7	-7	-2	-701	-96
Redemptions of time deposits	–	30	23	–	800
Payments for securities investments	-547	-606	-968	-16,567	-10,314
Proceeds from sale of securities investments	10	569	–	133	7,813
Acquisitions of property, plant, and equipment	-16,447	-5,798	-10,516	-8,203	-5,044
Proceeds from sale of property, plant, and equipment	2,850	12,757	14,065	18,384	19,016
Acquisitions of intangible assets	-1,468	-195	-24	-114	-85
Payments of SPC capital contributions	-3	-4	-6	–	–
Redemptions of SPC capital contributions	15	–	97	8	–
Payments of security deposits	–	-16	–	-127	-99
Acquisition of subsidiary shares resulting in change of consolidation scope	–	–	–	–	-114
Proceeds from sale of subsidiary shares resulting in change of consolidation scope	–	–	–	3,356	–
Acquisition of equity-method affiliate shares	–	–	–	–	-2,259
Other	-30	-223	-33	1,306	-4,257
Net Cash from (Used for) Investments	**-15,630**	**6,502**	**2,635**	**-2,524**	**5,358**
Cash Flows from Financing					
Net increase (decrease) in short-term loans	1,793	-2,497	-1,419	15,764	-10,206
Proceeds from bond issuance	70	–	–	2,221	2,984
Repayment of maturing bond principal to bondholders	-274	-274	-274	-364	-3,162
Proceeds from long-term loans	51,877	26,552	41,834	64,043	96,037
Repayment of long-term loans	-48,996	-32,940	-40,385	-54,996	-60,504
Proceeds from long-term non-recourse loans	3,300	–	3,000	4,600	11,700
Repayment of long-term non-recourse loans	-1,301	-1,467	-1,633	-5,152	-7,908
Proceeds from employee exercise of stock options	4	–	–	7	92
Share buyback	-2,999	-1,499	-4,499	-4,771	-5,564
Proceeds from minority interests	10,000	–	–	–	–
Dividends paid to minority interests	-5	-2	-6	-6	-6
Dividends paid	-3,298	-3,230	-3,197	-3,553	-3,893
Net Cash from (Used for) Financing	**10,167**	**-15,360**	**-6,582**	**17,791**	**19,567**

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Ichigo 2030: New Initiatives

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

Promoting Community Development, Revitalizing Local Economies, & Helping People Enjoy Fuller and Healthier Lives

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

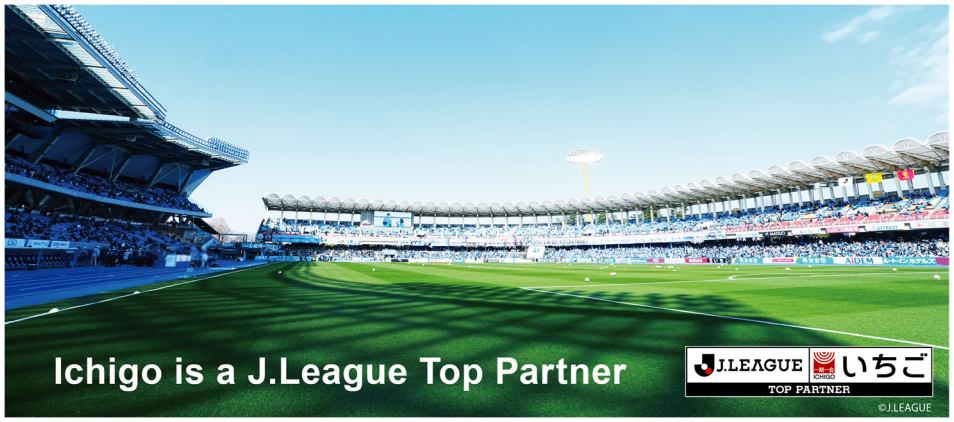
J.League's mission is to establish sports clubs rooted in local communities, cooperating with local residents, businesses, and municipalities to promote community development

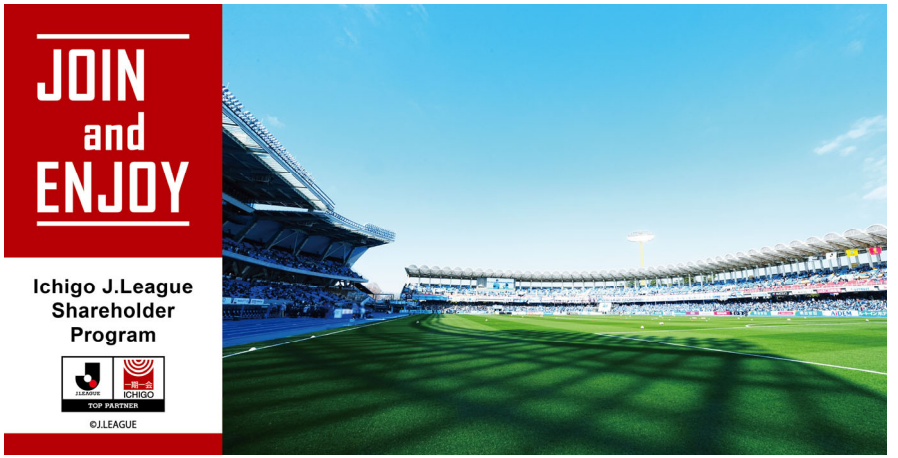
Ichigo's Mission: Serve Important Social Needs

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 & 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, & municipalities





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J.League Tegevajaro Miyazaki: Revitalizing Local Communities

- Growing From Consulting Business to Professional Soccer Club & Stadium Management
- Acquired Ownership and Stadium Management Rights of J3 Club Tegevajaro Miyazaki Based in Miyazaki Prefecture, a Key Ichigo Area
- Establishing Community-Based Program to Promote Youth Soccer Development, Partnering With Ichigo Tennis & Track & Field Teams
  - ✓ Driving customer satisfaction via improving ticketing operations and creating new VIP area & merchandise







New Terrace Seats on Stadium 3F Wood Deck

Created Europe-inspired terrace seats where guests can enjoy food & drinks while watching matches

Food & drinks provided by Ichigo subsidiary Ichigo Potager via participation in Miyazaki Prefecture's Local Food Project

Tegevajaro Miyazaki Website
www.tegevajaro.com
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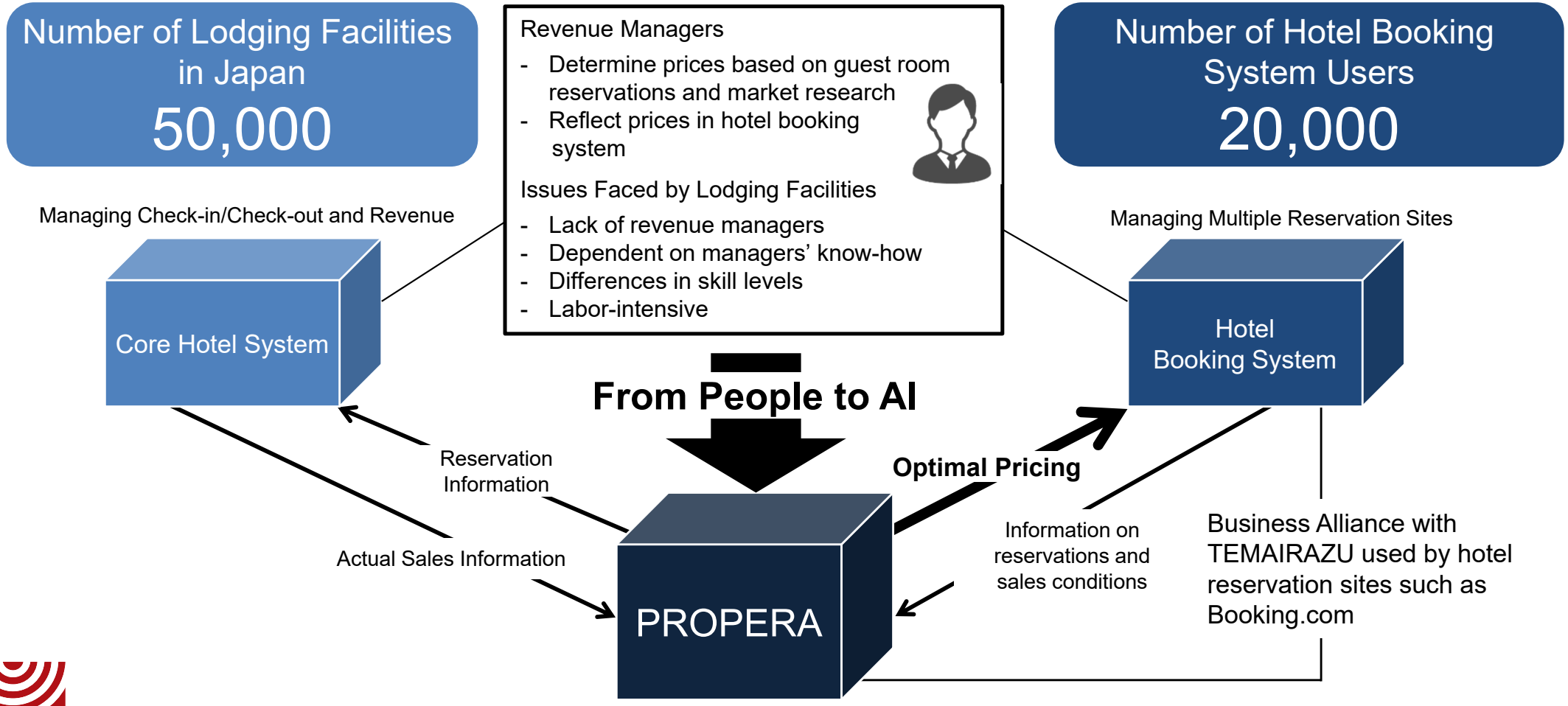
PROPERA: Ichigo's AI Hotel Revenue Management System

- Maximizes Hotel Revenues & 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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PROPERA: Driving Stock Earnings Growth

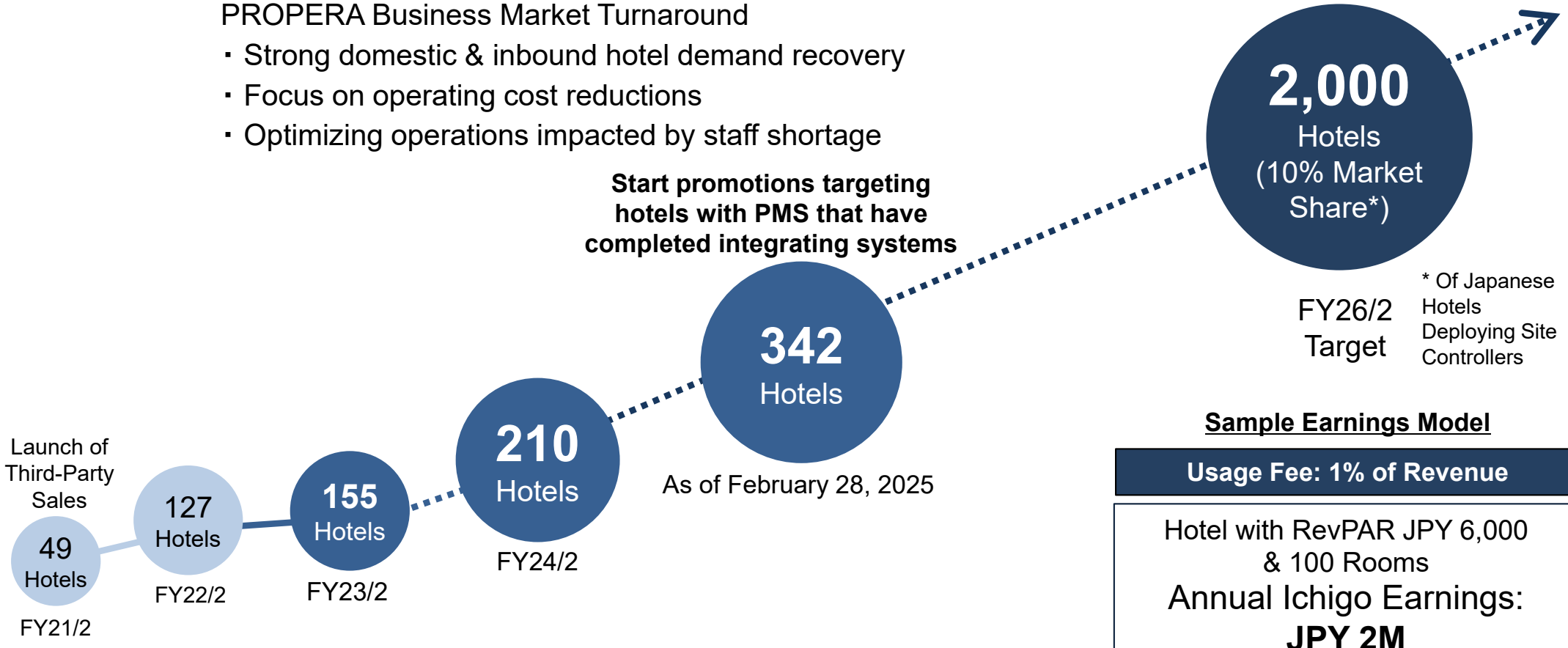
Launch of Third-Party Sales → **Increase Market Share** → **Drive Non-Asset Stock Earnings**

Earnings Upside From Participation in Hotel Earnings Growth

PROPERA Business Market Turnaround

- Strong domestic & inbound hotel demand recovery
- Focus on operating cost reductions
- Optimizing operations impacted by staff shortage

Long-Term Earnings Growth



Sample Earnings Model

Usage Fee: 1% of Revenue

Hotel with RevPAR JPY 6,000 & 100 Rooms

Annual Ichigo Earnings:

JPY 2M

[1] PMS: In-house hotel system that manages check-in/check-out & revenue [2] 20,000 Japanese Hotels Deploying Site Controllers

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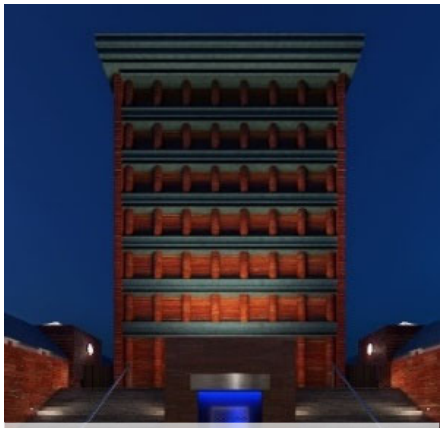
OneFive Hotels Hotel Operations

Non-Asset Earnings Growth Driver

- Operations & Master Leases of Third-Party Hotels
- Growth Exceeding Pre-Covid Levels Without Dedicated Sales & Marketing Teams
- Driving Earnings & Cost Reductions via PROPERA deployment at hotels (generating 10 to 40% revenue increases p.a.)



HOTEL IL PALAZZO

OneFive Hotels

Operating 18 hotels (2,467 rooms) in major cities

As of April 14, 2025. Includes Plaza Hotel Tenjin (205 rooms), currently under renovation.



The OneFive Villa Fukuoka





The OneFive Terrace Fukuoka



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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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