



**Make The World
More Sustainable**

Ichigo Inc.

(Tokyo Stock Exchange Prime, 2337)

Materials for the Twenty-Fourth Annual Shareholder Meeting



Our Mission: Make The World More Sustainable

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

Our three key businesses are: Sustainable Real Estate, in which we preserve and improve real estate; Asset Management, including managing Tokyo Stock Exchange-listed Ichigo Office (8975), Ichigo Hotel (3463), and Ichigo Green (9282); and Clean Energy, in which we develop solar and wind power plants to supply clean energy and bring productive use to idle land.

We are committed to growing long-term value for our shareholders by contributing to a sustainable society.

The word “Ichigo” comes from the ancient Japanese proverb, *Ichigo Ichie*, literally meaning “One lifetime, one encounter.” The phrase was first used by a 16th century master of the tea ceremony, Sen no Rikyu. He called upon his disciples to give total focus and sincerity to each act of the tea ceremony for every guest, because that particular moment will only exist once and must be fully lived and realized. Ichigo embraces the *Ichigo Ichie* philosophy of sincerity and service, and works to build strong long-term relationships to support the success of all of our clients, shareholders, and stakeholders.



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**Make The World
More Sustainable**

[Provisional Translation Only]

*This English translation of the original Japanese document is provided solely for information purposes.
Should there be any discrepancies between this translation and the Japanese original, the latter shall prevail.*

May 9, 2024

Ichigo Inc. (Tokyo Stock Exchange Prime, 2337)
Representative: Scott Callon, Chairman

Materials for the Twenty-Fourth Annual Shareholder Meeting

Dear Shareholders:

We are pleased to invite you to attend the Twenty-Fourth Annual Shareholder Meeting of Ichigo Inc. (“Ichigo”).

We will take all necessary Covid precautions at the Annual Shareholder Meeting, and you may also exercise your voting rights via postal mail or the Internet. We would appreciate it if you could please review these shareholder meeting materials and cast your vote by returning your voting form or by accessing our voting website (<https://soukai.mizuho-tb.co.jp/>) no later than Friday, May 24, 2024, 6:15 p.m. JST.

- 1. Date and Time** Sunday, May 26, 2024 at 10:00 a.m.
- 2. Place** La Rose, Fifth Floor, Dai-ichi Hotel Tokyo
1-2-6 Shimbashi, Minato-ku, Tokyo

3. Agenda

Matters to be Reported

- a. Ichigo’s business report, consolidated financial statements, and the results of the audit of the consolidated financial statements by the Independent Auditor and Ichigo’s Audit Committee for the Twenty-Fourth Period (March 1, 2023 – February 29, 2024)
- b. Ichigo’s parent financial statements for the Twenty-Fourth Period

Matters to be Resolved

- Proposal 1 Dividend
- Proposal 2 Election of Nine Directors

Additional Accounting Notes

Additional accounting notes to Ichigo’s consolidated and parent financial statements are disclosed on our website at www.ichigo.gr.jp/en/ir/library.

Please also note that any amendments to Ichigo’s business report, consolidated and parent financial statements, or shareholder meeting materials will be posted on our website at www.ichigo.gr.jp/en.

Voting via the Internet

1. Handling of Multiple Votes via both the Proxy Card and the Internet

If you cast multiple votes via both the proxy card and the Internet voting site, only the vote cast via the Internet will be deemed effective.

2. Handling of Multiple Votes via the Internet

If you cast multiple votes via the Internet voting site, only the last vote will be deemed effective.

3. Internet Voting Procedure

The internet voting procedure is per the below. If you choose to attend the meeting, voting via the proxy card or the Internet is unnecessary.

a. Voting Website

- (i) You can access the designated website <https://soukai.mizuho-tb.co.jp/> from a PC, smartphone, or mobile phone.
- (ii) Please access our voting website (<https://soukai.mizuho-tb.co.jp/>) and use the voting rights exercise code and password shown on the enclosed voting form. Follow the on-screen instructions to indicate your consent or dissent.
- (iii) We will accept votes submitted via the Internet until 6:15 p.m. JST on Friday, May 24, 2024. Please contact the help desk below if you have any questions.

b. Login via QR Code

You can access the voting form by reading the QR code on the enclosed voting form. This is a shareholder-unique QR code that allows you to vote without having to enter your ID or password. We will accept votes submitted until 6:15 p.m. JST on Friday, May 24, 2024.

Inquiries concerning the Internet Voting Process

Help Desk, Corporate Agency Division, Mizuho Trust & Banking Co., Ltd.

Toll-free telephone (within Japan): 0120-768-524 (9:00 a.m. to 9:00 p.m. JST)

Institutional Investors

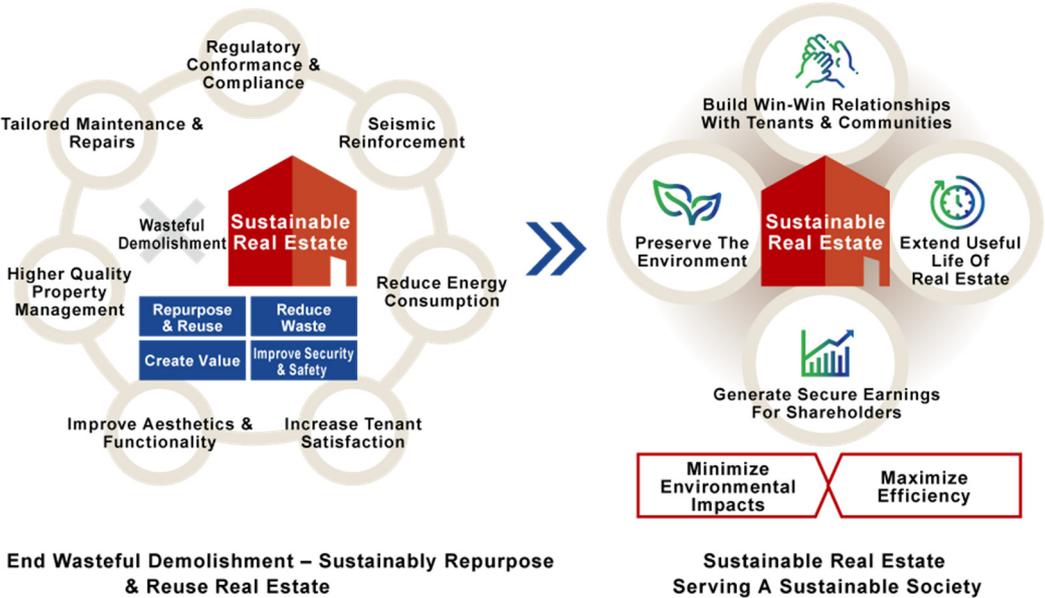
Institutional investors may use the electronic proxy-voting platform of the Tokyo Stock Exchange for electronic voting.

Ichigo’s Sustainability Commitment (ESG)

Environmental

Sustainable Real Estate

Ichigo preserves and improves real estate, lengthening the useful life of buildings and other physical and social infrastructure beyond 100 years by drawing upon our real estate technologies and expertise.



Safe & Clean Energy Produced Locally

Ichigo gives new purpose to idle land across Japan and supports the revitalization of local communities by building renewable energy plants that generate clean power locally. Our clean energy business contributes to a more sustainable society while contributing to Japan’s energy self-sufficiency. Ichigo works closely with local communities, contributing to sustainable job creation and economic growth.

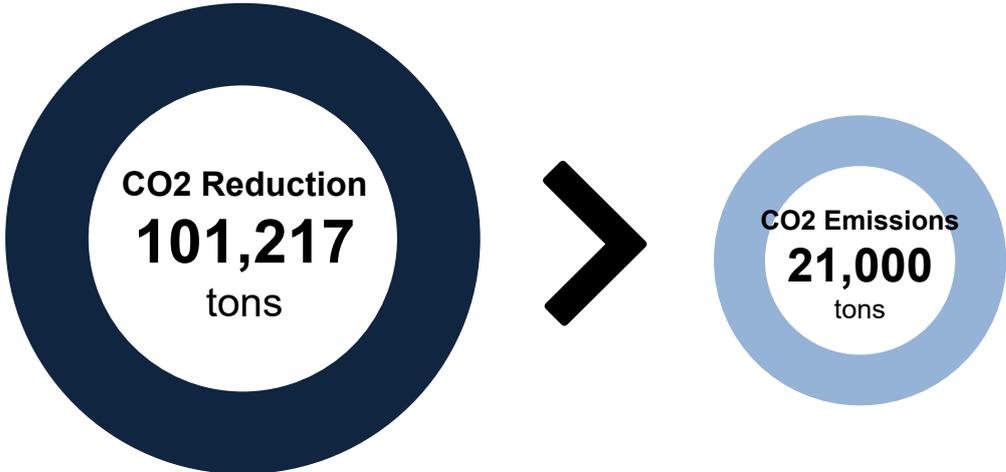
Ichigo is currently operating 64 renewable energy plants in communities across Japan, with a panel output of 188MW. In tandem to growing its Clean Energy business, Ichigo has been accelerating its CO2 reduction measures, and as a result its CO2 reductions significantly exceed its CO2 emissions.

Ichigo Climate Positive

Ichigo generates CO2 reduction via clean energy generation from its solar and wind power plants in order to further contribute to a sustainable society. Ichigo will continue to make sure that its CO2 reduction at Ichigo and Ichigo Green (9282) solar and wind power plants exceed total CO2 emissions (Scope 1 & 2) from all of Ichigo’s operations, including Ichigo Office (8975), Ichigo Hotel (3463), and Ichigo Green.

Ichigo is working to further expand its clean energy business. Ichigo believes that companies exist to serve society, and is thus addressing global environmental issues via its businesses and working towards creating a better world that can be handed down to future generations.

Ichigo CO2 Reduction: 5X CO2 Emissions (FY24/2)



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

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

Social

Revitalizing Local Communities

Ichigo values its relationships with local communities across Japan, and with local governments being important Ichigo stakeholders. Pursuant to the Act on Promotion of Power Generation of Renewable Energy Harmonized with Sound Development of Agriculture, Forestry, and Fisheries (“REAFF Law”), which promotes renewable energy generation in harmony with the development of local agriculture, forestry, and fisheries, Ichigo received approval to convert farmland in Ibaraki Prefecture and build the first solar power plants approved by the Kanto Regional Agricultural Administration Office. Ichigo’s three solar power plants located in Shimotakai, Toride City, were built with the cooperation of all of the landowners, the Toride City Agriculture Committee, and the Shimotakai Regional Development Association, and Ichigo continues to operate the plants with support from the local community.

The Ichigo Yokosuka Port Market project was launched when an Ichigo-led consortium was selected to renovate and operate the former Yokosuka Port Market as a Public-Private Partnership (PPP). The former Yokosuka Port Market was originally opened in 2013 upon renovating a refrigeration warehouse built in 1987, and Ichigo was selected as a PPP operator based on its strong value-add capabilities to develop the facility into a core tourist attraction of Kanagawa Prefecture. Ichigo renovated the facility by transforming its interior design and doubling total floor space, and successfully attracted tenants that embody Miura Peninsula’s rich food culture. Since its re-opening in October 2022, the Ichigo Yokosuka Port Market has been extensively covered by the media and attracts many visitors.



Athletes & Art

Ichigo supports world-class athletes and artists with disabilities via sponsorship of Paralymp Art.



Hiromi Miyake
(Weightlifting)

Governance

Governance Structure

Ichigo was an early adopter of global best-practice governance, adopting a Company with Committees (Nominating, Audit, Compensation) governance structure in 2006. The independence of Ichigo's Board of Directors underpins its strong governance and oversight capabilities, and the majority of the Board are Independent Directors. All Board Members are aware of their fiduciary responsibility towards shareholders and work collaboratively and appropriately with other stakeholders to ensure sustained value creation for shareholders. The Board examines and decides on matters stipulated by law and regulation, set in Ichigo's Articles of Incorporation, and defined in internal rules pertaining to the Board. All other decisions are delegated to Ichigo's Statutory Executive Officers to deliver both speed and efficiency in decision-making and strong corporate governance. All Statutory Executive Officers make decisions and lead employees within their specific scope of delegated responsibility and authority.



Rigorous Compliance

Under a rigorous compliance and risk management framework, Ichigo has built a robust and fully independent whistleblower system and has implemented the following compliance measures.

- Maintain a sound work environment by preventing all types of harassment
- Preempt potential problems through regular compliance surveys and the whistleblower system
- Periodic training on key topics such as prevention of insider trading
- Established a rotation rule within Ichigo to eliminate conflicts of interests that may arise with respect to preferential transactions
- Identify and manage transactions that pose a conflict of interest
- Established a policy to prevent any dealings with anti-social forces
- Promote self-corrective measures via self-inspections and a reporting system on issues

Risk Management

Ichigo manages all possibilities of unexpected losses at Ichigo and any of its subsidiaries in line with the ISO 31000 risk management guidelines. The risks of existing operations and new business development are categorized by frequency and impact and assessed semi-annually, which are reported by the designated head of risk management to the Audit Committee and the Board of Directors.

Ichigo’s ESG Initiatives

Ichigo believes that working on behalf of the environment and society is a fundamental social responsibility. As Ichigo grows and takes on new challenges as a sustainable infrastructure company, sustainability remains at the core of everything we do, and we reduce our environmental impact and pro-actively join conservation efforts.

CDP 2023 Climate Change Assessment/ Water Security Assessment

Ichigo was selected for the A List in the 2023 Climate Change Assessment by CDP, recognized as a company leading the way in environmental transparency and performance on climate change. Ichigo also received an A- score at the highest Leadership Level in the Water Security Assessments.



CDP 2023 Supplier Engagement

Ichigo has been selected as a Supplier Engagement Leader in the 2023 Supplier Engagement Assessment. The CDP Supplier Engagement evaluates companies’ CO2 reduction initiatives with its suppliers and assesses its governance, targets, and Scope 3 emissions, as well as the CDP Climate Change questionnaire score. Ichigo will continue to contribute to a sustainable society as an engagement leader for its supply chain initiatives addressing climate change.



RE100

Ichigo joined RE100, a global initiative to accelerate the transition of electricity used by businesses to 100% renewable energy, and is targeting sourcing 100% renewable electricity across its operations, including Ichigo Office (8975) and Ichigo Hotel (3463), by 2025. As of FY24/2-end, Ichigo has made 90% progress towards its target, and will continue accelerating its Net Zero Carbon initiatives.



TCFD

Ichigo believes that it is the responsibility of companies to work towards addressing the global problem of climate change. Ichigo has made sustainability a key business and social priority, and will work towards creating a sustainable future by identifying climate-related risks and establishing appropriate risk management procedures while also identifying new business opportunities that can help solve the problem. Ichigo discloses its governance, strategy, risk management, and metrics and targets in line with the TCFD framework.



UN Global Compact

Ichigo believes companies exist to serve society. In line with this mission, Ichigo has signed the UN Global Compact to a global sustainability initiative that calls for companies and organizations to take leadership and take actions as members of society to implement universal sustainability principles. Companies and organizations that sign the UN Global Compact are required to achieve the Ten Principles regarding human rights, labor, environment, and anti-corruption based on CEO commitments.

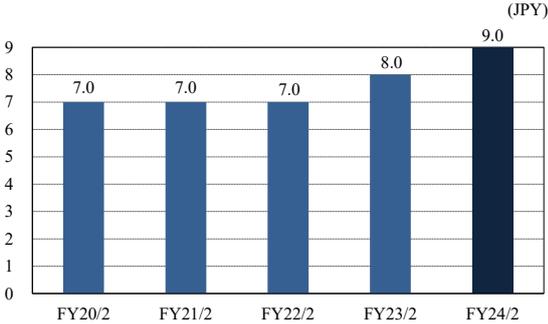


Proposal 1 Dividend

Ichigo proposes to allocate part of its retained earnings for distribution as dividends to shareholders.

1. Details of Dividend

Type of Dividend	Cash
Dividend Per Share	JPY 9
Total Dividends	JPY 3,963,780,162
Payment Date	May 27, 2024



2. Dividend Increase Rationale

Ichigo’s FY24/2 Net Income and Cash Net Income were JPY 12,108 million (+28.7% YOY) and JPY 17,878 million (+16.6% YOY). During FY24/2 Ichigo achieved record stock earnings and growth across all business segments.

Ichigo focuses on maximizing long-term cash flows for shareholders. Ichigo generated robust cash flows in FY24/2, and decided to increase its dividend to JPY 9 and seek approval at the Shareholder Meeting.

On the back of its strong earnings stability, Ichigo adopted its progressive dividend policy in FY17/2 which underscores its commitment to driving continued organic earnings and dividend growth for shareholders. As detailed in Updated KPIs (FY25/2-FY30/2) under D. Key Matters to be Addressed below, Ichigo’s Board of Directors decided to increase its ongoing Dividend on Equity (DOE) payout ratio from 3% to 4% on April 15, 2024.

Cash Net Income = Net Income + Depreciation + Amortization +/- Valuation Losses (Gains)

3. Rationale for Seeking Shareholder Approval for Ichigo’s Dividends

All Directors on Ichigo’s Board of Directors are deeply aware of their fiduciary responsibilities to shareholders, and work collaboratively with Ichigo stakeholders to drive sustained value creation. To support best-in-class execution of the board’s fiduciary responsibilities on behalf of shareholders, Ichigo was an early adopter of strong corporate governance, implementing in 2006 a Company with Committees (Nominating, Audit, Compensation) governance structure, with Ichigo’s Board of Directors comprised by a majority of Independent Directors.

Pursuant to Article 459, Clause 1 of Japan’s Companies Act, given the strong protections this governance provides for shareholders, the Company with Committee structure allows for dividends to be decided by the board. Per this legal framework, Ichigo’s dividends have been decided at the board level since 2006. Ichigo is committed to strengthening its shareholder-oriented governance by seeking shareholder input on key corporate decisions. Ichigo has thus decided to seek approval for dividends at Ichigo shareholder meetings, starting with the FY24/2 dividend.

Proposal 2 Election of Nine Directors

The terms of office of all nine Directors will expire at the conclusion of this shareholder meeting. Accordingly, Ichigo proposes the election of the following nine Directors.

The candidates for Director are as follows:

No.	Name	Current Position and Responsibility	Board Meeting Attendance
1	Scott Callon Reappointment	Chairman of the Board of Directors Nominating Committee Member Compensation Committee Member Compliance Committee Member Chairman & Representative Statutory Executive Officer	100% (11 of 11 Total)
2	Takuma Hasegawa Reappointment	Chairman of Nominating Committee Chairman of Compensation Committee Chairman of Compliance Committee President & Representative Statutory Executive Officer	100% (11 of 11 Total)
3	Minoru Ishihara Reappointment	Executive Vice President & Statutory Executive Officer (Sustainable Infrastructure Business) & COO	100% (11 of 11 Total)
4	Eri Murai Reappointment	Senior Executive Managing Director & Statutory Executive Officer (Corporate Operations)	100% (11 of 11 Total)
5	Tetsuya Fujita Reappointment – Independent Director	Lead Independent Director Chairman of Audit Committee Nominating Committee Member Compensation Committee Member Compliance Committee Member	100% (11 of 11 Total)
6	Noriko Kawate Reappointment – Independent Director	Independent Director Nominating Committee Member Audit Committee Member Compensation Committee Member	100% (11 of 11 Total)
7	Nobuhide Nakaido Reappointment – Independent Director	Independent Director Nominating Committee Member Compensation Committee Member	100% (11 of 11 Total)
8	Sakon Uda Reappointment – Independent Director	Independent Director	100% (9 of 9 Total)
9	Seiichi Tanaka New – Independent Director	–	–

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
1	 <p data-bbox="172 1102 418 1169">Scott Callon (December 6, 1964)</p>	<p data-bbox="450 286 1369 1975"> April 1988 MIPS Computer Systems, Inc. September 1991 Asia-Pacific Research Center, Stanford University March 1994 Research Institute of Capital Formation, Japan Development Bank August 1994 Bankers Trust Asia Securities Co., Ltd. March 1997 Morgan Stanley Japan Limited June 2000 Japan Representative, Prudential plc May 2001 Representative Director, PCA Asset Management Limited April 2002 Morgan Stanley Japan Limited January 2003 Head of Equities, Morgan Stanley Japan Limited May 2006 Partner and CEO, Ichigo Asset Management, Ltd. (current) October 2008 Ichigo Chairman & Representative Statutory Executive Officer (current) November 2008 Director (current), Chairman of Nominating Committee, Chairman of Compensation Committee, Vice Chairman of Compliance Committee November 2011 Member of Nominating Committee, Member of Compensation Committee May 2012 Associate Director, Japan Association of Corporate Directors Audit & Supervisory Board Member, Chiyoda Co., Ltd. July 2012 Director, Member of Nominating Committee, Member of Compensation Committee, Ichigo Real Estate Investment Advisors Co., Ltd. (now Ichigo Investment Advisors Co., Ltd.) May 2015 Independent Director, Chiyoda Co., Ltd. September 2015 Chairman of Compliance Committee May 2016 Chairman of Nominating Committee, Chairman of Compensation Committee October 2016 Member of Nominating Committee (current), Member of Compensation Committee (current) July 2017 Group Head of IT Chairman & Statutory Executive Officer, Ichigo Investment Advisors Co., Ltd. May 2019 Member of Compliance Committee (current) March 2020 Chairman & Representative Director, Japan Display Inc. June 2020 Independent Director, Fujitsu Limited August 2020 Chairman, Representative Executive Officer, & Director, Japan Display Inc. (current) January 2021 CEO, Japan Display Inc. (current) </p>	—

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
1	(continued from previous page)	<p>(Other Positions) Partner & CEO, Ichigo Asset Management, Ltd. Chairman, CEO, and Representative Executive Officer, Japan Display, Inc.</p> <p><u>Message to Our Shareholders</u></p> <p>This is your company. As a sustainable infrastructure company, Ichigo works to address and resolve important social issues and move the world forward. Japan faces significant challenges, including climate change, natural disasters, and a declining population. By working closely with communities throughout Japan, we will support community resilience and create social and environmental value.</p> <p>Ichigo is committed to making the world more sustainable while tenaciously serving all stakeholders.</p>	

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
2	 <p data-bbox="188 1189 432 1256">Takuma Hasegawa (January 29, 1971)</p>	<p data-bbox="448 304 1353 1435"> April 1994 Joined Fujita Corporation November 2002 Joined Ichigo October 2004 General Manager, Fund Business Division September 2005 General Manager, Fund Business Division Group 1 May 2006 Senior Statutory Executive Officer & General Manager, Fund Business Division Group 1 May 2007 Senior Statutory Executive Officer & CMO March 2008 Senior Statutory Executive Officer May 2009 Director & Executive Vice President & Statutory Executive Officer (Real Estate) March 2010 Independent Director, Takara Building Maintenance Co., Ltd. January 2011 President & Representative Director (Overall Company Management), Ichigo Estate Co., Ltd. March 2015 Executive Vice President & Statutory Executive Officer May 2015 Director (current), President & Representative Statutory Executive Officer (current) Chairman & Director, Ichigo ECO Energy Co., Ltd. March 2016 Chairman of Compliance Committee (current) May 2016 Member of Nominating Committee, Member of Compensation Committee October 2016 Chairman of Nominating Committee (current), Chairman of Compensation Committee (current) March 2018 Group Head of IT October 2019 Director, Cost Science Inc. (now Collinear Inc.) (current) July 2020 Chairman & Director, Ichigo Land Shinchiku Co., Ltd. </p> <p data-bbox="448 1480 751 1547">(Other Positions) Director, Collinear Inc.</p> <p data-bbox="448 1603 847 1637"><u>Message to Our Shareholders</u></p> <p data-bbox="448 1659 1326 1839">As a sustainable infrastructure company, Ichigo is dedicated to addressing important social issues via its businesses and contributing to a sustainable society. All of us at Ichigo will do our utmost to realize our mission to <u>Make The World More Sustainable</u> and grow shareholder value. Thank you for your support.</p>	496,738 shares

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
3	 Minoru Ishihara (October 5, 1967)	<p>April 1990 Joined Hazama Corporation</p> <p>May 2007 Joined Ichigo as Head of Human Resources and General Administration Division</p> <p>March 2008 Executive Officer and Head of Human Resources and General Administration Division</p> <p>May 2009 Director (current), Managing Director & Statutory Executive Officer (Administration), Member of Compliance Committee</p> <p>November 2009 President & Representative Director, Asset Logistics Co., Ltd. (now Ichigo Marché Co., Ltd.)</p> <p>May 2010 Director, Senior Managing Director & Statutory Executive Officer (Administration)</p> <p>April 2011 President & Representative Director, Miyako City Co., Ltd.</p> <p>November 2011 Executive Vice President & Statutory Executive Officer (Administration)</p> <p>July 2012 Director (current), Executive Vice President & Statutory Executive Officer (Administration), Ichigo Real Estate Investment Advisors Co., Ltd. (now Ichigo Investment Advisors Co., Ltd.)</p> <p>November 2012 Director, Ichigo ECO Energy Co., Ltd.</p> <p>March 2013 Head of Real Estate Chairman, President, & Representative Director, Miyako City, Co., Ltd. (current)</p> <p>Chairman & Director, Takara Building Maintenance Co., Ltd.</p> <p>May 2015 Executive Vice President & Statutory Executive Officer & COO (current)</p> <p>March 2017 President & Representative Director, Ichigo Real Estate Services Fukuoka Co., Ltd.</p> <p>March 2018 Group Head of Sustainable Real Estate</p> <p>March 2019 Chairman & Representative Director, Ichigo Marché Co., Ltd. (current)</p> <p>Chairman & Representative Director, Hakata Hotels Inc. (now OneFive Hotels Inc.) (current)</p> <p>June 2019 President & Representative Director, Miyazaki Sunshine FM Co., Ltd. (current)</p> <p>April 2021 Statutory Executive Officer (Sustainable Infrastructure)</p> <p>April 2022 Statutory Executive Officer (Sustainable Infrastructure Business) (current)</p> <p>May 2022 Chairman & Representative Director, Centro Co., Ltd. Director, I Think Rent Co., Ltd. (current)</p>	117,208 shares

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
3	(continued from previous page)	<p>April 2023 Chairman, President, & Representative Director, Centro Co., Ltd. (current) Chairman & Director, Storage Plus Corporation Director, FANTERIA Co., Ltd.</p> <p>September 2023 President & Representative Director, FANTERIA Co., Ltd. (current)</p> <p>December 2023 Chairman & Representative Director, Lychee Park Inc. (current) Chairman & Representative Director, Tegevajaro Miyazaki Inc. (current) Director, SNY 33rdst INC. (current)</p> <p>(Other Positions) Chairman, President, & Representative Director, Miyako City Co., Ltd. Chairman & Representative Director, Ichigo Marché Co., Ltd. Director, Ichigo Investment Advisors Co., Ltd. Chairman & Representative Director, OneFive Hotels Inc. President & Representative Director, Miyazaki Sunshine FM Co., Ltd. Chairman, President, & Representative Director, Centro Co., Ltd. Director, I Think Rent Co., Ltd. President & Representative Director, FANTERIA Co., Ltd. Chairman & Representative Director, Lychee Park Inc. Chairman & Representative Director, Tegevajaro Miyazaki Inc. Director, SNY 33rdst INC.</p> <p><u>Message to Our Shareholders</u> Thank you always for your support. I have been overseeing Ichigo's execution of its mission to create the infrastructure necessary for a sustainable society, and will continue to work towards realizing Ichigo's values to revitalize communities and bring happiness to Japan.</p>	

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
4	 <p data-bbox="225 1048 427 1122">Eri Murai (May 16, 1970)</p>	<p data-bbox="464 304 1315 1144"> April 1993 Joined Fujita Corporation April 2002 Joined Ichigo January 2007 Head of Finance, Ichigo July 2012 Statutory Executive Officer (Business Management), Head of Business Planning, Ichigo March 2013 Director (Administration), Ichigo Estate, Director, Ichigo Global Capital Director (Business Planning), Ichigo ECO Energy March 2014 Senior Statutory Executive Officer (Administration & HR), Ichigo March 2015 Executive Managing Director & Statutory Executive Officer (Administration & HR) Group Head of Administration & HR, Ichigo President, Ichigo University March 2017 Head of HR Development May 2019 Director (current) March 2020 Statutory Executive Officer (HR) March 2024 Senior Executive Managing Director (current) April 2024 Statutory Executive Officer (Corporate Operations) (current) </p> <p data-bbox="472 1200 855 1234"><u>Message to Our Shareholders</u></p> <p data-bbox="472 1256 1326 1547"> As Ichigo contributes to a sustainable society, we need to enhance the sustainability of our own corporate strength. We will continue to maintain appropriate governance and risk control systems, and create an environment in which individuals can make the most of their abilities. We are working to build upon Ichigo's strengths with respect to sustainable real estate, our hands-on approach to problem-solving, and collaborating with local communities, and pave a way to pass these strengths on to the next generation. </p> <p data-bbox="472 1581 1150 1615">Thank you for your continued guidance and support.</p>	11,500 shares

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
5	 <p data-bbox="177 1131 411 1209">Tetsuya Fujita (March 26, 1954)</p>	<p data-bbox="429 304 1345 371">April 1976 Joined Taisho Marine and Fire Insurance Co., Ltd. (now Mitsui Sumitomo Insurance Co., Ltd.)</p> <p data-bbox="429 378 1334 483">April 2001 Executive Director, Taisho Marine & Fire Insurance (Malaysia) Bhd. (now MSIG Insurance (Malaysia) Bhd)</p> <p data-bbox="429 490 1307 595">April 2002 Board Director, Skandia Life Insurance (Japan) (now Tokyo Marine Nichido Financial Life Insurance Co., Ltd.)</p> <p data-bbox="429 602 1337 636">October 2006 Executive Director, AXA Life Insurance Co., Ltd.</p> <p data-bbox="429 642 1334 748">April 2007 Representative President & CEO, AXA Financial Life Insurance Co., Ltd. (now AXA Life Insurance Co., Ltd.)</p> <p data-bbox="429 754 1286 788">October 2009 Senior Advisor, AXA Life Insurance Co., Ltd.</p> <p data-bbox="429 795 1345 887">May 2010 Ichigo Independent Director (current), Member of Audit Committee, Member of Compliance Committee</p> <p data-bbox="429 893 1099 927">February 2011 Auditor, St. Thomas University</p> <p data-bbox="429 934 1139 967">March 2011 President, ReMark Japan Co., Ltd.</p> <p data-bbox="429 974 1179 1008">May 2011 Chairman of Compliance Committee,</p> <p data-bbox="429 1014 1307 1070">May 2012 Member of Nominating Committee (current), Member of Compensation Committee (current)</p> <p data-bbox="429 1077 1318 1256">July 2012 Director, Member of Audit Committee, Member of Nominating Committee, Member of Compensation Committee, Ichigo Real Estate Investment Advisors Co., Ltd. (now Ichigo Investment Advisors Co., Ltd.)</p> <p data-bbox="429 1263 1334 1442">May 2014 Chairman of Audit Committee (current), Member of Compliance Committee (current), Chairman of Audit Committee of Ichigo Real Estate Investment Advisors Co., Ltd. (now Ichigo Investment Advisors Co., Ltd.)</p> <p data-bbox="429 1449 1246 1516">October 2015 Advisor, LAUREATE INTERNATIONAL UNIVERSITIES Japan</p> <p data-bbox="429 1523 1163 1556">May 2016 Lead Independent Director (current)</p> <p data-bbox="429 1563 1217 1597">August 2017 Special Advisor to CEO, ReMark Group</p> <p data-bbox="429 1603 1174 1637">March 2019 Advisor, Creative Solutions Co., Ltd.</p> <p data-bbox="429 1644 1230 1711">June 2019 CEO & Representative Director, Creative Solutions Co., Ltd (current)</p> <p data-bbox="429 1718 1150 1751">June 2020 Secretary General, Postal Club Inc.</p> <p data-bbox="429 1758 1281 1792">November 2021 Executive Director, Postal Club Inc. (current)</p> <p data-bbox="429 1798 1227 1912">(Other Positions) CEO & Representative Director, Creative Solutions Co., Ltd. Executive Director, Postal Club Inc.</p>	72,000 shares

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
5	(continued from previous page)	<p><u>Message to Our Shareholders</u></p> <p>Ichigo steadily overcame the environmental changes caused by three years of Covid, with a strong recovery in its hotel business last year despite uncertainties from global conflicts in Ukraine and the Middle East and natural disasters, thus strengthening its foundation for growth.</p> <p>I will contribute to driving shareholder value by proactively executing my duties as an Independent Director without limiting my scope of responsibilities and appropriately expressing opinions to management.</p>	

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
6	 Noriko Kawate (February 22, 1976)	<p>April 1999 Joined International Dept., Deloitte Touche Tohmatsu LLC</p> <p>July 2001 Qualified as Certified Public Accountant</p> <p>August 2004 Joined Cast & Itoga (now Uryu & Itoga)</p> <p>November 2004 Qualified as Certified Tax Accountant</p> <p>February 2008 President of CLEA Consulting Co., Ltd. (current)</p> <p>January 2009 Joined Gracia Corporation</p> <p>May 2011 Ichigo Independent Director (current), Member of Audit Committee (current)</p> <p>November 2011 Qualified as American Certified Public Accountant</p> <p>July 2012 Director, Member of Audit Committee of Ichigo Real Estate Investment Advisors Co., Ltd. (now Ichigo Investment Advisors Co., Ltd.)</p> <p>June 2013 Audit & Supervisory Board Member, Meiji Machine Co., Ltd.</p> <p>May 2014 Member of Nominating Committee (current), Member of Compensation Committee (current), Member of Nominating Committee, Member of Compensation Committee of Ichigo Real Estate Investment Advisors Co., Ltd. (now Ichigo Investment Advisors Co., Ltd.)</p> <p>February 2015 Partner, Cast Group (now Cast Global Group) (current)</p> <p>June 2021 Independent Auditor, Sumitomo Bakelite Co., Ltd. (current)</p> <p> Independent Auditor, Nichireki Co., Ltd. (current)</p> <p>April 2022 Civil Conciliation Commissioner, Tokyo District Court</p> <p>(Other Positions)</p> <p>President, CLEA Consulting Co., Ltd.</p> <p>Partner, Cast Global Group</p> <p>Independent Auditor, Sumitomo Bakelite Co., Ltd.</p> <p>Independent Auditor, Nichireki Co., Ltd.</p> <p><u>Message to Our Shareholders</u></p> <p>While the business environment surrounding Ichigo is expected to continue to improve and return to its pre-Covid state, the macro outlook remains uncertain due to concerns regarding the global economic slowdown and historic inflation. In this increasingly uncertain business environment, I will perform my duties as an Independent Director to supervise management and encourage appropriate and sound risk-taking which is necessary to achieve sustainable growth, and work to grow shareholder value.</p>	66,800 shares

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
7	 <p data-bbox="189 1283 448 1352">Nobuhide Nakaido (November 1, 1946)</p>	<p data-bbox="456 309 1353 1442"> April 1971 Joined Sumitomo Corporation April 1998 Trustee, Sumitomo Corporation June 1998 Director, Sumitomo Corporation April 2002 Managing Director, Sumitomo Corporation April 2003 Managing Executive Officer, Sumitomo Corporation April 2004 Senior Managing Executive Officer, Sumitomo Corporation April 2005 Executive Vice President, Sumitomo Corporation April 2009 Executive Director, Assistant to President, Sumitomo Corporation June 2009 Chairman, President, & CEO, Sumisho Computer Systems Corporation (now SCSK Corporation) October 2011 President & CEO, SCSK Corporation June 2013 Chairman, SCSK Corporation April 2016 Director & Senior Advisor, SCSK Corporation June 2016 Senior Advisor, SCSK Corporation May 2017 Ichigo Independent Director (current) October 2018 Chairman, Japan Association for Chief Human Resources Officers (current) March 2019 Independent Director, eSOL Co., Ltd. (current) June 2020 Independent Director, Sourcenext Corp. (current) March 2022 Independent Director, JAC Recruitment Co., Ltd. (current) May 2023 Member of Nominating Committee (current), Member of Compensation Committee (current) </p> <p data-bbox="456 1480 1353 1697"> (Other Positions) Chairman, Japan Association for Chief Human Resources Officers Independent Director, eSOL Co., Ltd. Independent Director, Sourcenext Corp. Independent, JAC Recruitment Co., Ltd. </p> <p data-bbox="456 1736 1353 2101"> <u>Message to Our Shareholders</u> As the post-Covid business environment progresses, I believe that companies are increasingly expected to shift from defensive governance to forward-looking governance. I will continue to support Ichigo’s strengthening of its forward-looking governance functions and the development of a more dynamic management structure to further grow as a sustainable infrastructure company and achieves Ichigo’s mission to <u>Make The World More Sustainable</u>. </p>	10,000 shares

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
8	 <p data-bbox="213 1234 419 1301">Sakon Uda (May 22, 1955)</p>	<p data-bbox="474 360 1326 394">April 1981 Nippon Kokan KK (now JFE Holdings, Inc.)</p> <p data-bbox="474 398 1107 432">July 1989 McKinsey & Company, Inc.</p> <p data-bbox="474 436 1310 504">December 1995 Principal (Partner), McKinsey & Company, Inc.</p> <p data-bbox="474 508 1315 575">February 2006 Executive Officer, Japan Post Holdings Co., Ltd.</p> <p data-bbox="474 580 1310 759">October 2007 Senior Executive Managing Director, Japan Post Holdings Co., Ltd Senior Managing Executive Officer, Japan Post Service Co., Ltd (currently Japan Post Co., Ltd.)</p> <p data-bbox="474 763 1123 797">April 2010 Advisor, Japan Post Co., Ltd.</p> <p data-bbox="474 801 1329 869">May 2010 Professor, Business Breakthrough University Kenichi Ohmae Graduate School of Business</p> <p data-bbox="474 873 1310 940">July 2010 Statutory Executive Officer & COO, Tokyo Star Bank Ltd.</p> <p data-bbox="474 945 1273 978">June 2011 Independent Director, Ebara Corporation</p> <p data-bbox="474 983 1337 1126">December 2011 The Investigation Committee on the Accident at the Fukushima Nuclear Power Stations (“ICANPS”), Tokyo Electric Power Company</p> <p data-bbox="474 1131 1315 1310">November 2012 Consultant, Nuclear Damage Compensation and Decommissioning Facilitation Corporation Head of Tokyo Electric Power Company Procurement Committee</p> <p data-bbox="474 1314 1326 1382">April 2014 Dean, Faculty of Business Administration, Professor, Business Breakthrough University</p> <p data-bbox="474 1386 1230 1420">June 2014 Director, Business Breakthrough, Inc.</p> <p data-bbox="474 1424 1299 1529">April 2015 Director & Academic Committee Member, Japan-North America Medical Exchange Foundation</p> <p data-bbox="474 1534 1249 1601">April 2016 Vice President, Business Breakthrough University</p> <p data-bbox="474 1606 1307 1673">September 2016 Special Advisor, Tokyo Metropolitan Government Political Reform Headquarters</p> <p data-bbox="474 1677 1260 1744">July 2017 Director, Japan-North America Medical Exchange Foundation</p> <p data-bbox="474 1749 1283 1861">November 2017 Committee Member, Tokyo Metropolitan Government Urban Planning Council (current)</p> <p data-bbox="474 1865 1270 1933">March 2019 Independent Director & Chairman of the Board, Ebara Corporation</p> <p data-bbox="474 1937 1353 1971">June 2021 Independent Director, The CC Innovation, Ltd.</p>	1,200 shares

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
		<p>June 2022 Vice Chairman of the Board, Strategy Advisors Co., Ltd. Independent Director, Dream Incubator Inc. (current)</p> <p>December 2022 Independent Director, Pacific Consultants Co., Ltd. (current)</p> <p>February 2023 Electricity Prices Advisor, Consumer Affairs Agency (current)</p> <p>May 2023 Ichigo Independent Director (current)</p> <p>June 2023 Independent Director, Hokkoku Financial Holdings, Inc. (current)</p> <p>September 2023 Executive Advisor, Change WAVE Group, Inc. (current)</p> <p>(Other Positions) Committee Member, Tokyo Metropolitan Government Urban Planning Council Independent Director, Dream Incubator Inc. Independent Director, Pacific Consultants Co., Ltd. Electricity Prices Advisor, Consumer Affairs Agency Independent Director, Hokkoku Financial Holdings, Inc. Executive Advisor, Change WAVE Group, Inc.</p> <p><u>Message to Our Shareholders</u></p> <p>My experience has been that <u>Governance Drives Value</u>, that corporate governance is not merely a formality, but the most important driver of corporate innovation that is essential for creating shareholder value. I will leverage my experience and work to further drive growth in Ichigo's shareholder value.</p> <p>Thank you for your guidance and support.</p>	

No.	Name (Date of Birth)	Career History	Ichigo Shares Held
9	 <p data-bbox="177 875 461 947">Seiichi Tanaka (September 14, 1960)</p>	<p data-bbox="472 309 1310 786"> April 1984 Nissho Iwai Corporation (now Sojitz Corporation) April 2011 General Manager of Finance, Sojitz Corporation April 2014 Executive Officer, Sojitz Corporation April 2016 Managing Executive Officer & CFO, Sojitz Corporation June 2017 Representative Director, Senior Executive Officer, & CFO, Sojitz Corporation April 2019 Representative Director, Executive Vice President, & CFO, Sojitz Corporation April 2023 Representative Director, Sojitz Corporation June 2023 Advisor, Sojitz Corporation (current) </p> <p data-bbox="472 860 842 931">(Other Positions) Advisor, Sojitz Corporation</p> <p data-bbox="472 969 1329 1294"> <u>Message to Our Shareholders</u> With the BOJ raising interest rates for the first time in 17 years, a major turning point in the financial markets, financial discipline has become increasingly important for companies. Such a change is also a significant business opportunity, and I will leverage my experience to contribute to the development of appropriate governance to take advantage of this change and support positive outcomes for Ichigo. </p>	—

- (Note 1) None of the candidates for Director or Independent Director are a related party of Ichigo.
- (Note 2) Ichigo's Nominating Committee and Board of Directors' reasons for nominating Scott Callon, Takuma Hasegawa, Minoru Ishihara, and Eri Murai for Director are as follows:
- (i) Scott Callon has extensive experience as Chairman of Ichigo since October 2008, and has knowledge and expertise derived from serving on a number of Japanese government bodies, including the Financial Services Agency (FSA) Council of Experts that drafted Japan's Corporate Governance Code and the Ministry of Economy, Trade and Industry (METI) Competitiveness and Incentives Structures for Sustainable Growth Project (the "Ito Review"). He assumed the position of Director in October 2008, and his term of office will have been 15 and a half years at the close of this shareholder meeting.
 - (ii) Takuma Hasegawa has extensive knowledge and experience at Ichigo, having led a number of Ichigo's real estate businesses. He has been Ichigo's President since May 2015. His term of office will have been 11 years at the close of this shareholder meeting.
 - (iii) Minoru Ishihara has extensive knowledge and experience as Executive Vice President and COO of Ichigo. He assumed the position of Director in 2009, and his term of office will have been 15 years at the close of this shareholder meeting.
 - (iv) Eri Murai has extensive knowledge and experience, having led a number of key initiatives in finance, internal management, and HR since joining Ichigo in 2002. She is currently the Senior Executive Managing Director (HR), and her term of office will have been five years at the close of this shareholder meeting.
- (Note 3) All five candidates for Independent Director – Tetsuya Fujita, Noriko Kawate, Nobuhide Nakaido, Sakon Uda, and Seiichi Tanaka – meet the Tokyo Stock Exchange's (TSE) requirements for Independent Directors and will be registered with the TSE as such.
- (Note 4) Ichigo's Nominating Committee and Board of Directors' reasons for nominating Tetsuya Fujita, Noriko Kawate, Nobuhide Nakaido, Sakon Uda, and Seiichi Tanaka as candidates for Independent Director are as follows:
- (i) Tetsuya Fujita has extensive knowledge and experience working for a leading property insurance company and a leading life insurance company. He assumed the position of Independent Director in May 2010, and his term of office will have been 14 years at the close of this shareholder meeting.
 - (ii) Noriko Kawate has extensive experience in statutory auditing at a major auditing firm and in accounting and tax advisory as a certified public accountant and tax accountant. She assumed the position of Independent Director in May 2011, and her term of office will have been 13 years at the close of this shareholder meeting.
 - (iii) Nobuhide Nakaido has extensive experience and knowledge as the Executive Vice President of one of Japan's largest trading companies and President & Chairman of a leading Japanese IT systems integrator, driving innovation in the IT service industry and increasing corporate value through workstyle & workplace transformation. He has extensive knowledge and experience leading major global companies which he can draw upon to fully monitor Ichigo's activities on behalf of shareholders. He assumed the position of Independent Director in May 2017, and his term of office will have been 7 years at the close of this shareholder meeting.

- (iv) Sakon Uda has extensive experience in corporate strategy and management, and has served as Independent Director and Chairman of the Board of major listed companies. He has extensive knowledge in corporate governance, HR development, and corporate management which he can draw upon to fully monitor Ichigo's activities on behalf of shareholders. He assumed the position of Independent Director in May 2023, and his term of office will have been one year at the close of this shareholder meeting.
 - (v) Seiichi Tanaka served as Chief Financial Officer and Representative Director and Executive Vice President of a major trading company with global operations, and has extensive experience in growing shareholder value via risk management and strengthening financing. He can draw upon his management capability and financial expertise and experience to fully monitor Ichigo's activities and maximize cash flows on behalf of shareholders.
- (Note 5) No candidate for Independent Director has been involved in inappropriate conduct while serving as a Director in other companies over the past five years.
- (Note 6) Additional information pertaining to the independence of the candidates for Independent Director is as follows:
- (i) Tetsuya Fujita and Noriko Kawate served as Independent Directors of Ichigo subsidiary, Ichigo Investment Advisors, from July 2012 to May 2016.
 - (ii) No candidate for Independent Director has received in the last two years, nor will they receive, material monetary or other financial compensation (excluding any compensation as Director or Advisor before assuming the position of Independent Director) from Ichigo or related entities.
 - (iii) No candidate for Independent Director is the spouse of the management of Ichigo or related entities, nor are they related within three degrees of consanguinity.
- (Note 7) In order to retain Independent Directors of high quality, Ichigo has signed limited liability agreements with Tetsuya Fujita, Noriko Kawate, Nobuhide Nakaido, and Sakon Uda. The extent of liabilities for compensation under the agreements is the minimum limited liability amount as defined in Article 425, Paragraph 1 of the Company Law; provided that the liability is limited only when the Independent Directors have performed their duties which cause liability in good faith and without gross negligence. Upon the re-appointment of Tetsuya Fujita, Noriko Kawate, Nobuhide Nakaido, and Sakon Uda as Independent Directors, Ichigo will enter into new limited liability agreements with equivalent terms with each of them. Upon the appointment of Seiichi Tanaka as an Independent Director, Ichigo will enter into the same limited liability agreement with him.
- (Note 8) Ichigo and the independent directors have entered into a director liability insurance contract, with the directors named as insured, which provides coverage for any damages that may be caused by directors taking on responsibilities for performing their duties or receiving claims in pursuit of responsibilities. Candidates will be named insured after the re-election, and the contract will be renewed during their tenure.
- (Note 9) Scott Callon has not received and will not receive any compensation from Ichigo.
- (Note 10) The number of Ichigo shares owned by each of the candidates for Director is as of February 29, 2024.

Skill Matrix of Ichigo's Board of Directors

Ichigo has made sustainability a key management priority, and our Board of Directors has a diversity of skills, capability, and background.

No.	Name	Skills					Gender	Nationality
		Corporate Management	Finance/ Investment	Risk Management	ESG	Human Resource Development		
1	Scott Callon	○	○	○			Male	United States
2	Takuma Hasegawa	○	○		○		Male	Japan
3	Minoru Ishihara	○		○	○		Male	Japan
4	Eri Murai				○	○	Female	Japan
5	Tetsuya Fujita	○		○	○		Male	Japan
6	Noriko Kawate		○	○			Female	Japan
7	Nobuhide Nakaido	○	○			○	Male	Japan
8	Sakon Uda	○			○	○	Male	Japan
9	Seiichi Tanaka	○	○	○			Male	Japan

Business Report

(March 1, 2023 – February 29, 2024)

I. Current Operations and Financials

A. Business Conditions in the Current Fiscal Year (FY24/2)

1. Business Results

During the current fiscal period, the Japanese economy normalized to pre-Covid levels, as its recovery accelerated on the back of the lifting of Covid restrictions. Although consumers became increasingly budget-conscious due to rising living costs, hotel and restaurant demand was robust, with inbound tourism exceeding pre-Covid levels. Investment demand also increased, as companies resumed capital investments on the back of strong corporate earnings. Despite the buoyant macro backdrop, geopolitical risks, the possibility of an economic downturn in major industrialized economies, and the effects of global interest rate increases require continued monitoring.

In the Japanese real estate markets, global demand was robust due to extremely low financing rates in Japan and higher returns available in Japanese real estate. Ichigo's FY24/2 hotel RevPAR (Revenue per available room) was up 37% year-on-year, driving stock earnings growth. Ichigo achieved record stock earnings in FY24/2, further increasing its earnings stability. Hotel earnings are expected to continue growing on the back of strong domestic and inbound demand. With respect to offices, vacancies gradually decreased, with Ichigo's mid-size office buildings continuing to see stable demand. Ichigo will continue to focus on understanding diversifying tenant needs and provide offices that meet their needs. Logistics assets have experienced increased demand due to Covid-driven e-commerce growth, and continued to see steady investment appetite from investors seeking highly stable assets post-Covid as economic activity picked up.

Japan has been accelerating its efforts to achieve a net zero carbon society in line with global climate initiatives, and as a result the importance of clean energy businesses is on the rise. Ichigo will continue to focus on generating renewable energy that is safe for the planet, while diversifying its clean energy production beyond solar and wind, including green biomass that will use Japanese feedstocks.

Responding to the rapid changes in its business environment, Ichigo has taken measures to maintain its strong financial base and robust cash flows. Ichigo's robust cash generation is funding both growth investments, including asset acquisitions and investments in new businesses, and share buybacks in line with our Ichigo 2030 long-term vision. During FY24/2 Ichigo conducted JPY 6 billion of share buybacks. Ichigo supported the growth of its two J-REITS, Ichigo Office (8975) and Ichigo Hotel (3463), via purchasing their shares and sold high-quality hotels to Ichigo Hotel to grow Ichigo Hotel shareholder value.

In line with our Ichigo 2030 long-term vision, Ichigo is also expanding its activities as a sustainable infrastructure company to further drive its competitive strengths. In particular, Ichigo is leveraging its real estate know-how and value-add capabilities to grow stock earnings via non-asset businesses. Ichigo will continue to grow its core businesses and develop new businesses to drive growth in shareholder value.

Core Business Growth

– Sustainable Real Estate (SRE)

Hotel demand now exceeds pre-Covid levels. RevPAR for Ichigo-owned hotels, particularly the Hotel Il Palazzo (reopened in October 2023), The OneFive Villa Fukuoka, and The OneFive Terrace Fukuoka, grew to +37% vs. FY20/2, with operating revenue for OneFive Hotels, Ichigo's wholly-owned hotel operator subsidiary established during FY20/2, driving stock earnings. Although the hotel industry has been facing a labor shortage amidst growing hotel demand, Ichigo and has retained and trained its hotel employees and continued to maintain high occupancy at its hotels despite being impacted by Covid due to its AI-based hotel revenue management system PROPERA. Ichigo is maximizing earnings and driving operational efficiency via optimal room prices automatically calculated by PROPERA, and is positioned to capture future increases in hotel demand.

Ichigo launched two Ichigo Residence Tokens during FY24/2 backed by JPY 15.84 billion of underlying residential assets. The Osaka Digital Exchange launched START, a new trading system for security tokens, and the third Ichigo Residence Token was the first token to be traded on START. The launch of a secondary market will drive the transparency and liquidity of digital real estate transactions via security tokens, with the real estate security token market expected to grow to close to the size of the J-REIT and private equity fund markets.

Ichigo believes that digital real estate investments is a key growth area and will work to increase its presence within this field. Ichigo's customer base expansion and asset management capabilities under the Ichigo Owners Co-Ownership business, which allows investors to make diversified, small-scale investments in a broad array of real estate assets, has contributed to stock earnings growth, with real estate sales channel expansion supporting the ability to acquire assets at attractive prices. Ichigo acquired JPY 69.5 billion and sold JPY 69.6 billion of assets in FY24/2.



The OneFive Terrace Fukuoka



The OneFive Villa Fukuoka

– Asset Management

Ichigo continued to support its TSE-listed REITs Ichigo Office (8975) and Ichigo Hotel (3463), its listed solar power producer Ichigo Green (9282), and Ichigo's private funds.

The increase in hotel demand has driven Ichigo Hotel's earnings, and in turn, Ichigo's asset management fees, as a result of Ichigo Hotel's implementation of a no fixed fee, performance-fee only structure that aligns Ichigo's asset management activity with value creation for Ichigo Hotel's shareholders. During FY24/2 H1 Ichigo sold 5 hotels, including Ichigo brand boutique hotels, to Ichigo Hotel, for which the increase in hotel demand is a growth opportunity, and participated in a share allotment (JPY 1.5B) to finance the hotel acquisitions.

To strengthen its commitment as their sponsor, Ichigo also purchased Ichigo Office and Ichigo Hotel shares. Ichigo has purchased JPY 13 billion of Ichigo Office shares, including JPY 3 billion in FY23/2, and JPY 1 billion of Ichigo Hotel shares.

Ichigo will continue to proactively support Ichigo Office and Ichigo Hotel and drive long-term shareholder value via the provision of high-quality assets, establishing bridge funds that provide them with an asset pipeline, and deploying Ichigo's value-add capabilities to increase the value of Ichigo Office and Ichigo Hotel assets.

– Clean Energy

Ichigo brought online its second largest solar power plant (13.99MW), Ichigo Ebino Suenaga ECO Power Plant (FIT JPY 40), on January 2, 2024. The plant began operations towards the end of FY24/2, and the plant's full-year earnings contribution from FY25/2 will further drive growth in Ichigo's clean energy business, which has proven to be stable and resilient to market fluctuations. As of FY24/2-end Ichigo's has 64 power plants in operation (total output 188.2MW). Ichigo will continue to invest in solar and wind power plants, and is also planning entry into green biomass as a third renewable energy business to make productive use of aging forest's wood supplies, conserve Japan's forests, and contribute to the revitalization of local economies. Ichigo believes the social significance of its clean energy business addressing global environmental issues will continue to grow.



Ichigo Ebino Suenaga ECO Power Plant

Financing Initiatives

– Strengthen Financial Base

Since the 2008 global financial crisis, Ichigo has been strengthening both its earnings and financial base via measures such as lengthening borrowing terms, reducing borrowing costs, hedging against increases in interest-rates, and borrowing via unsecured loans. Ichigo has also increased funding via ESG-linked loans, the cumulative amount of which now totals JPY 27.7 billion. Ichigo will continue these measures to sustain its growth as a sustainable infrastructure company.



– Cash Flow Management

To further strengthen its cash flows, Ichigo reclassified some of its Real Estate for Sale as Fixed Assets in order to make use of depreciation allowances and increase Ichigo's cash generation. Ichigo's current Fixed Asset Ratio is 72.4%.

Shareholder Returns

– Flexible Share Buybacks

In line with our Ichigo 2030 long-term vision, Ichigo conducts ongoing share buybacks, and has conducted share buybacks consecutively for seven years to increase Ichigo's EPS and drive growth in shareholder value.

	Number of Share Purchased (% of Shares Outstanding)	Average Purchase Price	Amount
FY24/2 (Second)	4,598,600 (0.9%)	JPY 385	JPY 3 billion
FY24/2 (First)	9,088,400 (1.8%)	JPY 330	JPY 3 billion
FY23/2	14,552,200 (2.9%)	JPY 309	JPY 4.5 billion
FY22/2	4,363,500 (0.9%)	JPY 343	JPY 1.5 billion
FY21/2	9,645,800 (1.9%)	JPY 311	JPY 3 billion
FY20/2	7,081,200 (1.4%)	JPY 424	JPY 3 billion
FY19/2	7,869,700 (1.6%)	JPY 381	JPY 3 billion
FY18/2	8,436,500 (1.7%)	JPY 355	JPY 3 billion

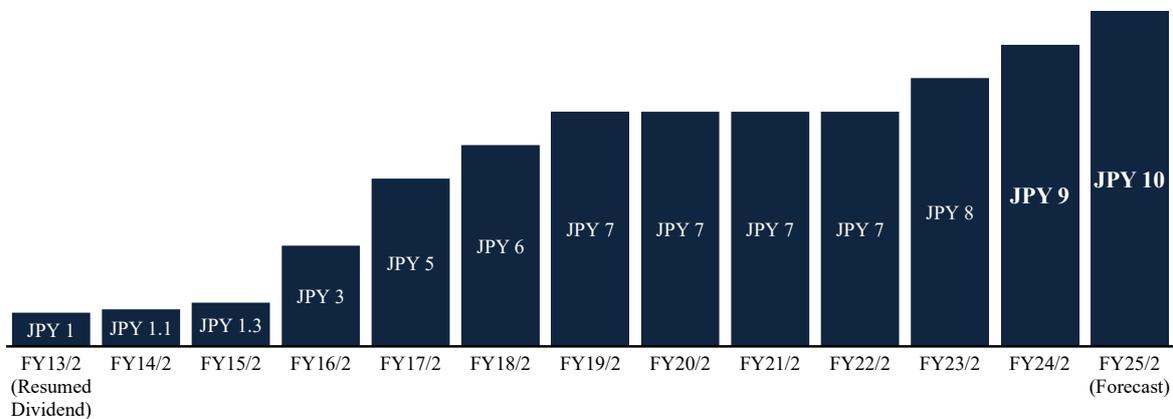
– FY24/2 Dividend Increase

Ichigo works to drive growth in long-term shareholder value with a shareholder return policy that focuses on dividend security, transparency, and growth, and has established a Dividend on Equity (DOE) payout ratio policy paying dividends based upon shareholder equity. Ichigo decided to raise its DOE target from 3% to 4% at its board meeting held on April 15, 2024.

Underpinned by its robust earnings stability, Ichigo has also adopted a progressive dividend policy, under which dividend is maintained or raised every year, but not cut.

Although the use of a dividend payout ratio is more common in shareholder return policies, dividend payout ratios are highly sensitive to short-term earnings fluctuations and thus result in uncertainty with respect to future dividends. Ichigo’s adoption of a progressive dividend policy underscores its commitment to long-term value growth for its shareholders.

Ichigo’s FY24/2 Net Income and Cash Net Income were JPY 12,108 million and JPY 17,878 million, +21.1% and +15.3% versus the forecast announced on April 19, 2023. Ichigo achieved growth across all business segments and record stock earnings. These cash flows fund growth investments and buybacks that drive Ichigo’s EPS growth. With robust ongoing cash flows, Ichigo also decided to increase its FY24/2 dividend to JPY 9, up from the dividend forecast announced in its April 19, 2023 release “FY23/2 Earnings.” The dividend increase is pending shareholder approval at the Shareholder Meeting.



– J.League Shareholder Program

In 2019, Ichigo became a J.League Top Partner to work with the J.League to promote local community development, and launched a Shareholder Program that offers free tickets to J.League games to Ichigo, Ichigo Office, Ichigo Hotel, and Ichigo Green shareholders.

As a J.League Top Partner, Ichigo distributed J.League game tickets to shareholders for the 2023 season as a means to express its gratitude to shareholders and contribute to regional development.

As an extension of its Shareholder Program, Ichigo offered shareholders the chance to win via lottery tickets to attend the 2023 J.League Awards.



FY24/2 Earnings Details

Ichigo generated consolidated FY24/2 revenue of JPY 82.7 billion (+21.5% year-on-year), operating profit of JPY 13.0 billion (+3.7% year-on-year), all-in operating profit of JPY 21.2 billion (+25.4% year-on-year), recurring profit of JPY 10.4 billion (-4.2% year-on-year), net income of JPY 12.1 billion (+28.7% year-on-year), and cash net income of JPY 17.9 billion (+16.6% year-on-year).

All-In Operating Profit = Operating Profit + Gains on Sale of Sustainable Real Estate Assets Recorded as Extraordinary Gains

Cash Net Income = Net Income + Depreciation + Amortization +/- Valuation Losses

Segment Earnings Details

The breakdown of revenue and operating profit by segment is as follows.

Asset Management

Although AM fees increased on the back of Ichigo Hotel's acquisition of five hotels from Ichigo and existing Ichigo hotels' earnings growth, revenue decreased to JPY 2.9 billion (-31.4% year-on-year) and segment operating profit decreased to JPY 1.5 billion (-50.5% year-on-year) due to the decline in performance fees tied to gains on sale in FY24/2 for Ichigo Office, which had recorded significant gains on sale of an asset in FY23/2.

Sustainable Real Estate

Driven by strong hotel earnings, particularly for Ichigo brand hotels, and residential asset sales by Ichigo Owners, revenue increased to JPY 74.4 billion (+26.9% year-on-year). Segment operating profit increased to JPY 17.7 billion (+49.2% year-on-year) driven by gains on sales of fixed assets recorded as extraordinary gains.

Clean Energy

Due to full-year contributions from power plants that came online in FY23/2 and bringing online one new plant that was in operation for roughly one month, revenue increased to JPY 5.9 billion (+4.1% year-on-year). Segment operating profit was down 3.5% year-on-year to JPY 1.9 billion due to one-off plant maintenance.

Consolidated Income Statement Details

Revenue

Revenue increased 21.5% year-on-year to JPY 82.7 billion driven by asset sales, particularly residential assets, and an increase in rental income across all assets.

The revenue breakdown was: real estate sales JPY 51.3 billion, real estate rental income JPY 22.5 billion, real estate management fee income JPY 2.4 billion, and power production revenue JPY 5.8 billion.

Operating Profit

Operating profit was JPY 13.0 billion (+3.7% year-on-year), driven by increases in real estate sales, rental income, and power generation revenue, which were offset by an SG&A increase as a result of raising Ichigo employees' base salaries to respond to inflation.

Gains on sales of fixed assets recorded as extraordinary gains in the sustainable real estate business contributed to all-in operating profit of JPY 21.2 billion (+25.4% year-on-year).

Non-Operating Profit & Expenses

Non-operating profit totaled JPY 725 million (-25.9% year-on-year) due to a year-on-year decrease in derivative valuation gains, with derivative valuation gains of JPY 109 million (Ichigo hedges against increases in interest rates using interest rate swaps) and dividend income of JPY 361 million.

Non-operating expenses totaled JPY 3.3 billion (+25.6% year-on-year) due to an increase in derivative valuation losses.

By category, interest expenses were JPY 2.3 billion and derivative valuation losses were JPY 330 million.

Extraordinary Gains

Extraordinary gains totaled JPY 9.0 billion (+94.3% year-on-year) on gains on sale on fixed assets in the Sustainable Real Estate business of JPY 4.4 billion and JPY 4.0 billion from the sale of Ichigo's non-core self-storage subsidiary.

Extraordinary losses totaled JPY 1.4 billion (+13.9% year-on-year) on allowance for doubtful accounts of JPY 1.1 billion related to an external, pre-Covid investment in a Japanese startup that Ichigo believed would be synergistic to its business but has failed to meet its business targets.

Net Income

Incomes taxes totaled JPY 5.6 billion and net income attributable to minority interests totaled JPY 227 million. As a result, net income increased 28.7% year-on-year to JPY 12.1 billion, and cash net income increased 16.6% year-on-year to JPY 17.9 billion.

2. Capital Expenditures

During FY24/2 property, plant, and equipment (PP&E), including operating and in-development power plants, increased by JPY 2.3 billion.

3. Financing

In order to maintain its strong financial base, Ichigo is improving its borrowing terms and diversifying its borrowings, lowering its borrowing costs, staggering loan maturities, extending loan durations, and reducing loan amortizations.

As a sustainable infrastructure company, Ichigo has been recognized for its initiatives that contribute to a sustainable society. As one example, Ichigo has established a new commitment line via a sustainability linked loan program arranged by Aozora Bank, Ltd. (“Aozora”) with a loan amount of JPY 5.8 billion.

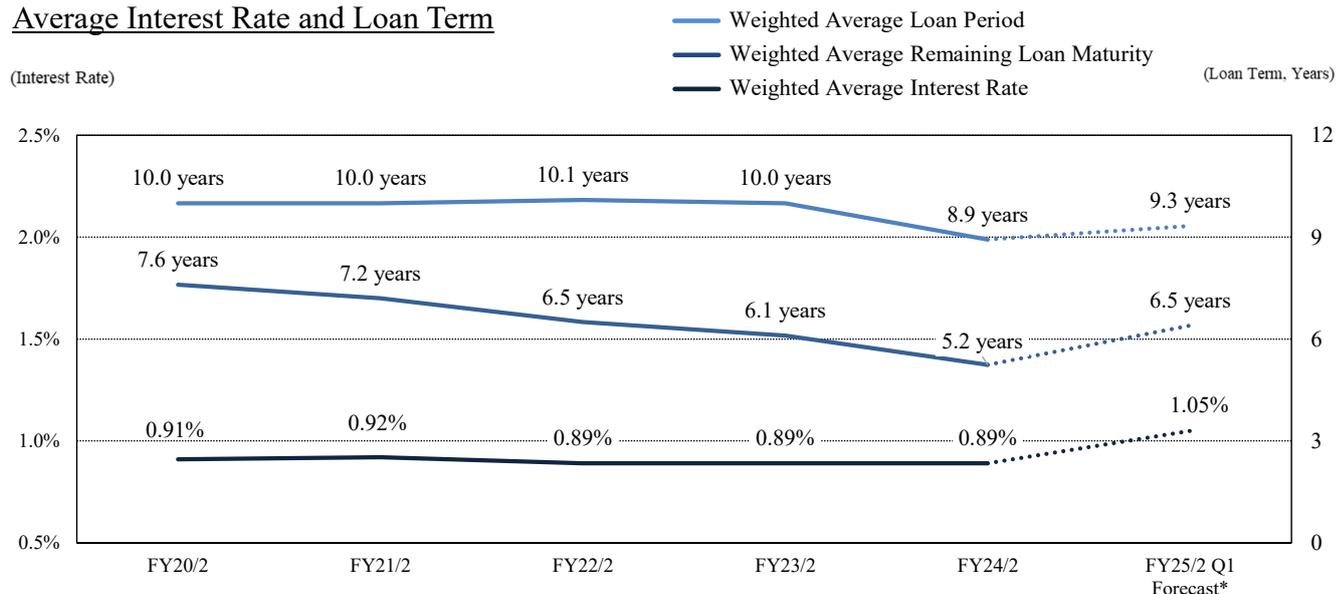
This Positive Impact Finance program aims to provide ongoing support for corporate initiatives that are deemed to have positive societal impact based on a comprehensive and quantitative assessment of the borrowers’ business activities.¹ These new commitment lines will support Ichigo’s initiatives towards building a sustainable society and further strengthen its financial base.

¹ The Principles for Positive Impact Finance is a financial framework, established by United Nations Environment Programme Finance Initiative (“UNEP FI”), that aims to provide financing in support of attaining SDGs by helping companies realistically and reliably deliver positive impacts while helping them to identify and mitigate any potential negative impacts.

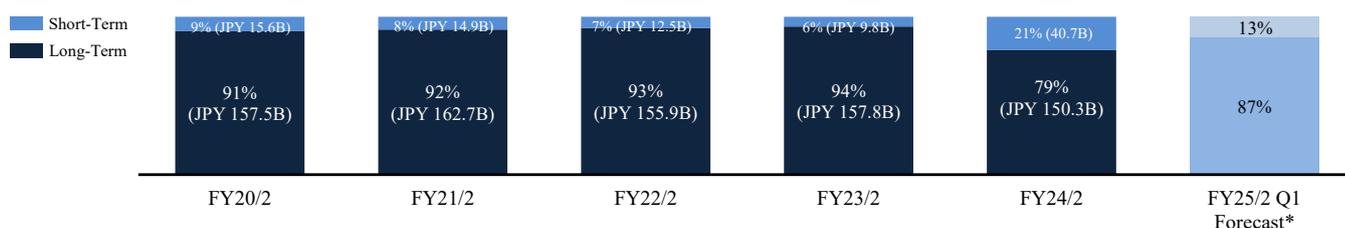
As a result, Ichigo’s corporate loan balance as of FY24/2-end was JPY 191.1 billion (+13.9% year-on-year), and non-recourse loan balance was JPY 41.7 billion (-1.3% year-on-year). The average interest rate during FY24/2 for corporate loans and non-recourse loans were 0.89% (no change year-on-year) and 0.99% (-0.06% year-on-year), respectively.

Ichigo continues to have an extraordinarily stable and durable balance sheet, with 78.7% of corporate loans (-15.4% year-on-year) as of FY24/2-end being long-term. JPY 87.4 billion of corporate loans have remaining loan terms of more than five years, with Ichigo’s corporate loans having an average loan term of 8.9 years and an average remaining loan maturity of 5.2 years. The proportion of total uncollateralized borrowings was 30.1% (+4.6% year-on-year) as of FY24/2-end.

Average Interest Rate and Loan Term



Term Structure of Loans



Note: FY25/2 Q1 forecast reflects already executed or highly-likely refinancings and does not reflect any potential future acquisitions or sales

4. Business Transfers, Absorption-Type Splits or Incorporation-Type Splits

N/A

5. Transferred Businesses from Other Companies

N/A

6. Succession of Rights and Obligations relating to the Business of Other Companies by Absorption-Type Merger or Absorption-Type Split

N/A

7. Acquisition and Disposition of Shares and Other Interests in Other Companies and Stock Options, etc.

Disposition of Storage Plus Corp. shares on August 31, 2023

B. Earnings and Assets in the Current and Past Three Fiscal Years

	21 st Period (FY21/2)	22 nd Period (FY22/2)	23 rd Period (FY23/2)	24 th Period (FY24/2)
Revenue (JPY million)	61,368	56,934	68,093	82,747
Operating Profit (JPY million)	9,668	10,018	12,492	12,960
All-In Operating Profit (JPY million)	10,388	13,266	16,908	21,194
Recurring Profit (JPY million)	7,179	7,471	10,848	10,391
All-In Recurring Profit (JPY million)	7,899	10,719	15,264	18,626
Net Income (JPY million)	5,027	6,473	9,409	12,108
Cash Net Income (JPY million)	10,012	13,026	15,327	17,878
Net Income per Share (JPY)	10.48	13.81	20.45	26.89
Cash Net Income per Share (JPY)	20.86	27.79	33.30	39.70
Total Assets (JPY million)	347,076	337,887	338,619	367,015
Net Assets (JPY million)	110,255	112,191	114,393	116,281
Net Assets per Share (JPY)	209.81	215.46	227.24	237.57
Dividend per Share (JPY)	7.0	7.0	8.0	9.0
Return on Equity	5.0%	6.5%	9.2%	11.7%

(Notes) Net Income per Share is calculated based on the average number of outstanding shares, excluding treasury shares, during the period. Net Assets per Share is calculated based on the number of outstanding shares, excluding treasury shares, as of the end of the fiscal year.

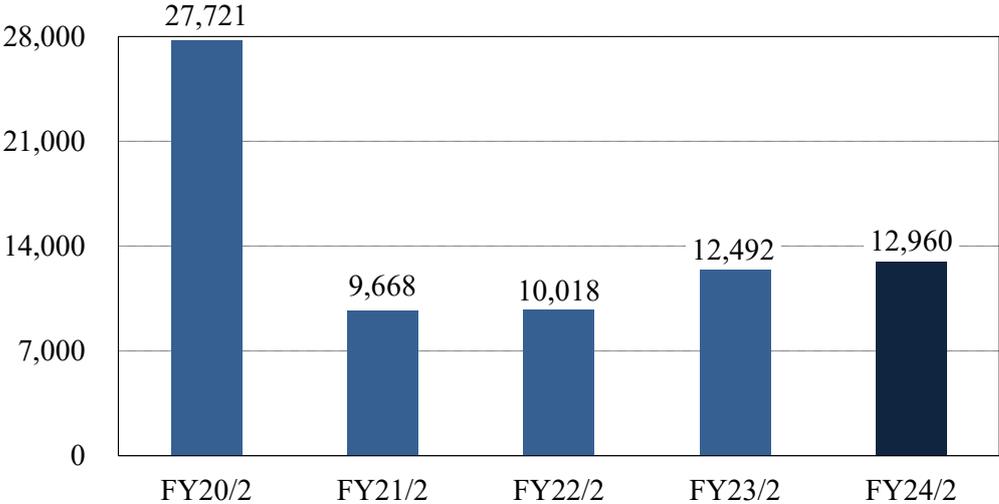
All-In Operating Profit = Operating Profit + Gains on Sale of Sustainable Real Estate Assets Recorded as Extraordinary Gains

All-In Recurring Profit = Recurring Profit + Gains on Sale of Sustainable Real Estate Assets Recorded as Extraordinary Gains

Cash Net Income = Net Income + Non-Cash Expenses (e.g., Depreciation, Goodwill Amortization)

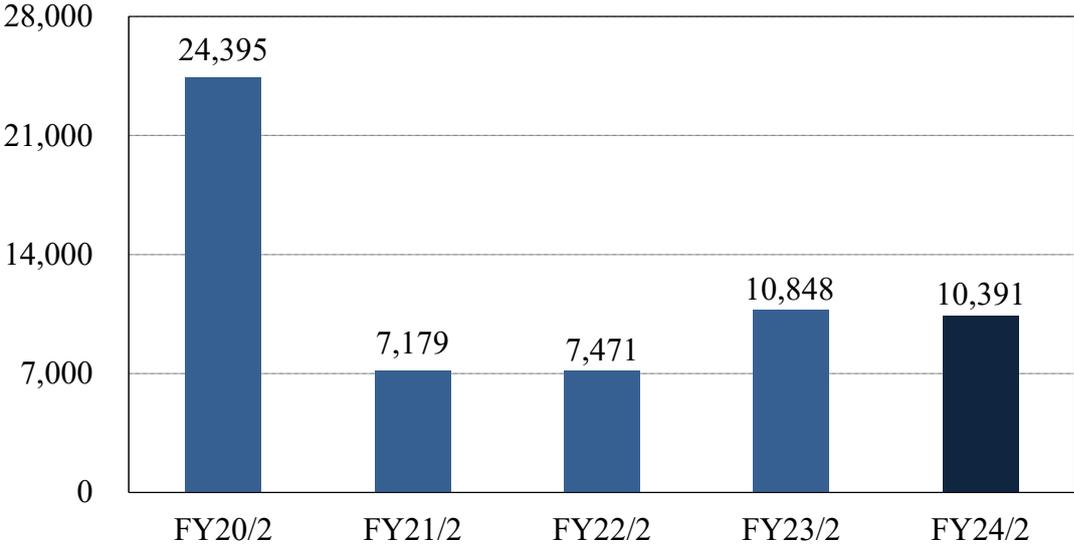
Operating Profit

(JPY million)



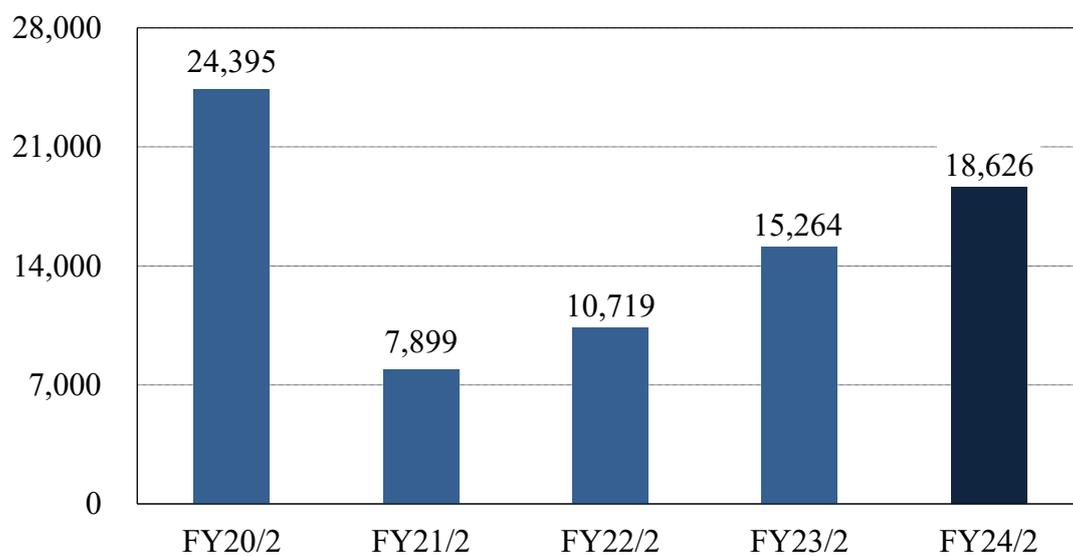
All-In Operating Profit

(JPY million)



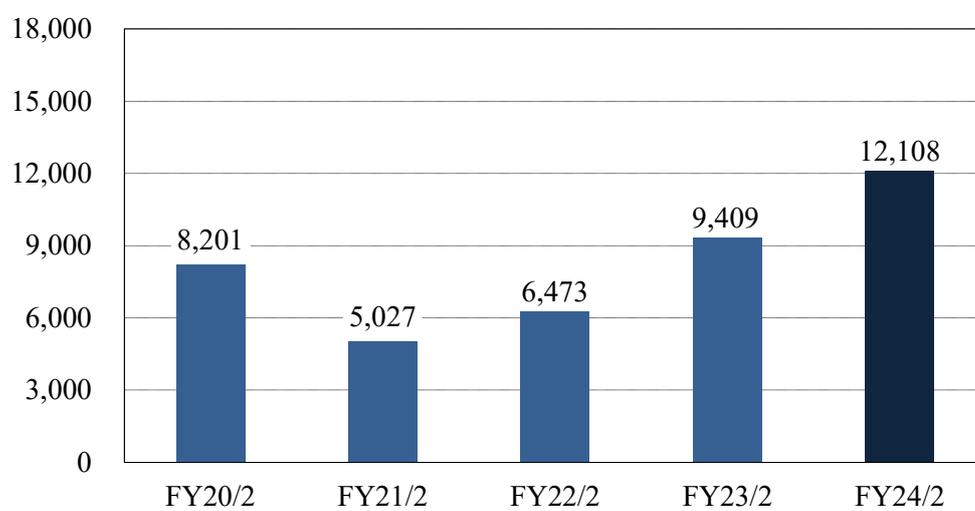
All-In Recurring Profit

(JPY million)



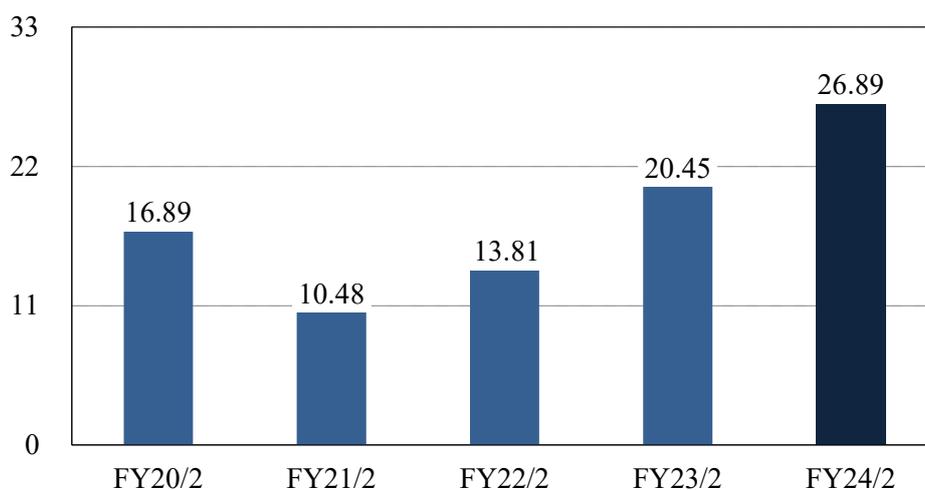
Net Income

(JPY million)



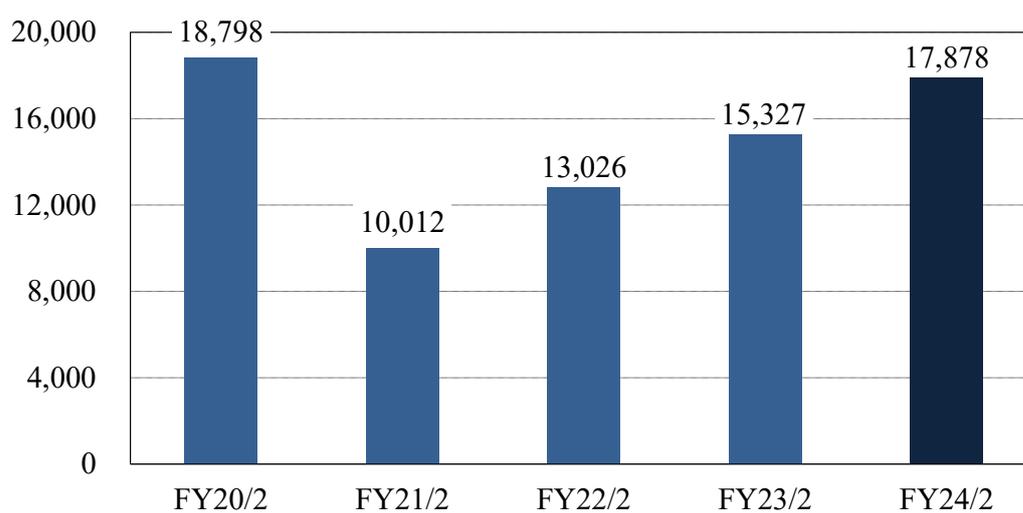
Net Income per Share (EPS)

(JPY)



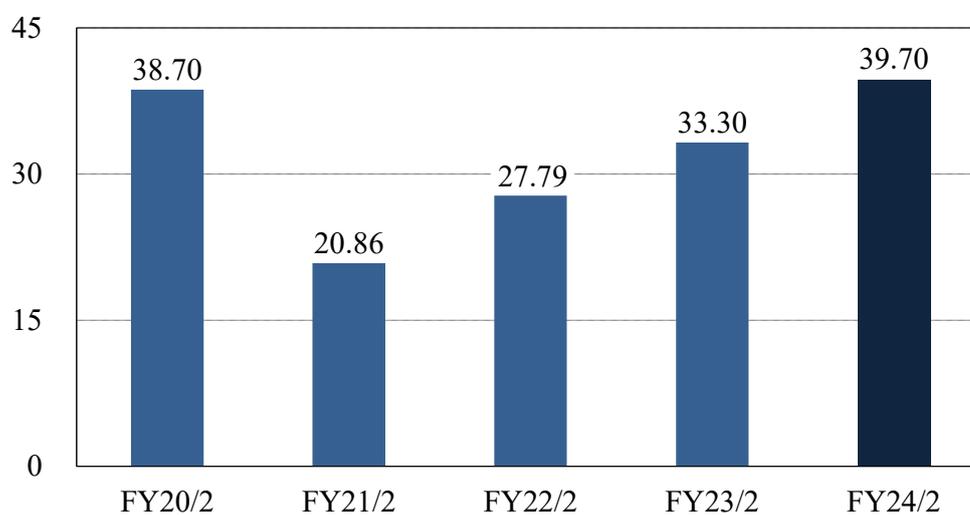
Cash Net Income

(JPY million)

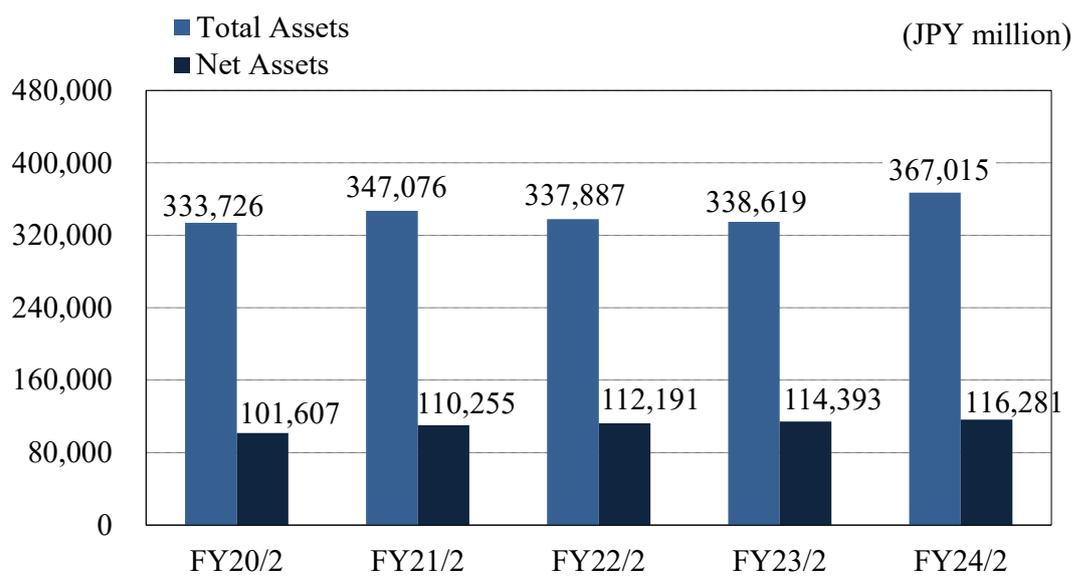


Cash Net Income per Share (EPS)

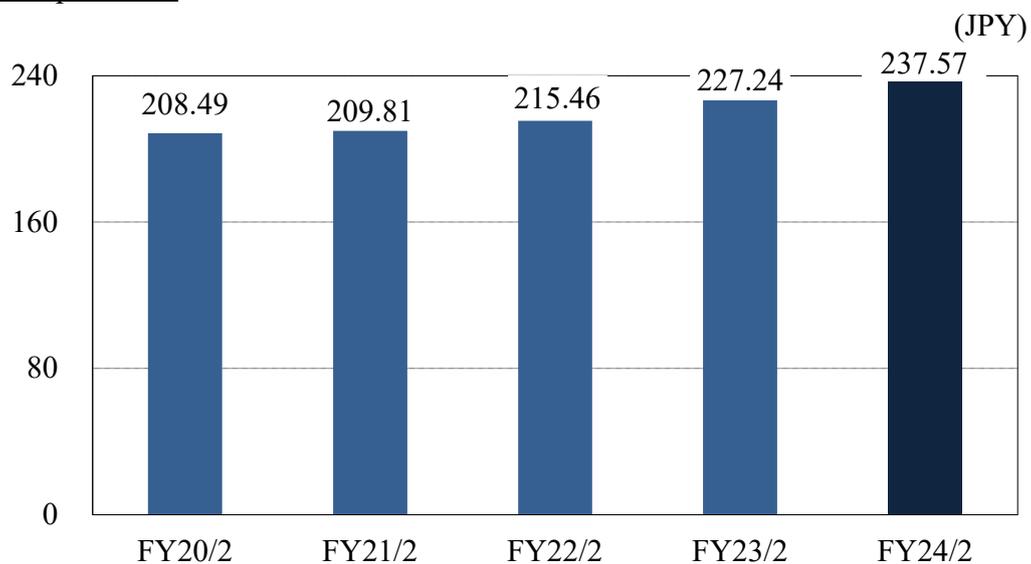
(JPY)



Total Assets & Net Assets



Net Assets per Share



C. Subsidiary Information

(1) Parent Company

Ichigo Inc.

(2) Important Subsidiaries

Name	Capital	Percentage Ownership of Voting Rights	Main Business
Ichigo Investment Advisors Co., Ltd.	JPY 400 million	100%	Asset manager of Ichigo Office (8975), Ichigo Hotel (3463), and Ichigo Green (9282)
Ichigo Estate Co., Ltd.	JPY 500 million	100%	Sustainable real estate
Ichigo ECO Energy Co., Ltd.	JPY 150 million	100%	Clean energy business focusing on utility-scale solar and wind power production, making purposeful use of idle land nationwide
Ichigo Owners Co., Ltd.	JPY 110 million	100%	Real estate investment services
Ichigo Marché Co., Ltd.	JPY 95 million	100%	Operates Matsudo Nanbu market in Chiba Prefecture
Miyako City Co., Ltd.	JPY 50 million	100%	Operates Miyako City shopping mall in Miyazaki Prefecture
Centro Co., Ltd.	JPY 30 million	100%	New real estate-related businesses
Ichigo Animation KK	JPY 590 million	100%	Japanese anime studio & real estate-related content developer
OneFive Hotels Inc.	JPY 100 million	100%	Hotel operator
Ichigo Si Co., Ltd.	JPY 20 million	100%	R&D, production, and application of silicon dioxide (SiO ₂)
Collinear Inc.	JPY 30 million	100%	Business engineering services (cost optimization, new business entry, DX services)

(Notes) Hakata Hotels Inc. changed its name to OneFive Hotels Inc. on May 31, 2023.
Ichigo sold all shares of its subsidiary, Storage Plus Corp., on August 31, 2023.
Ichigo acquired additional shares of Collinear Inc. on September 29, 2023.

D. Key Matters to be Addressed

Ichigo 2030: Ichigo as a Sustainable Infrastructure Company

As a sustainable infrastructure company, Ichigo continues to grow and expand its core real estate and clean energy capabilities into new areas, as well as develop new businesses that will support its sustainable growth. In doing so, Ichigo is working to grow both its earnings and its earnings stability, and generate new earnings streams that are less sensitive to changes in real estate market conditions. In order to transform its business model to drive significantly higher long-term growth for its shareholders, Ichigo developed Ichigo 2030, its long-term vision. The key elements of Ichigo 2030 are described below.

A. Sustainable

We have entered an era when humanity must tread more lightly on our planet and learn to do more with less. Ichigo already has an extensive track record in sustainable real estate through its business model of preserving and improving existing real estate, which challenges the wasteful cycle of demolition and redevelopment in Japanese real estate. With 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. Sustainability is integral to the healthy development of people, society, and the environment.

b. Infrastructure

Ichigo has moved beyond the traditional view of real estate as simply physical buildings and land to one in which Ichigo more broadly provides key infrastructure that is fundamental to people's lives. Ichigo first expanded beyond real estate in 2012, when it began developing solar power, offering sustainable energy to support a cleaner and safer Japan and world. Ichigo 2030 takes this strategy forward by expanding the scope of Ichigo's real estate and clean energy businesses into other types of infrastructure that contribute to creating richer, more fulfilling lives for the people of Japan.

Ichigo is now working to merge the physical infrastructure of daily life – offices, homes, hotels – with the networks and data-driven possibilities of the digital world in order to offer more enriching experiences to its clients, tenants, and other stakeholders. While continuing to grow Ichigo's existing businesses, Ichigo is increasing investments in new technologies and talent and developing new partnerships with other companies who share our sustainability vision.

Cash flow generation is Ichigo's most important business priority. The ability to generate cash underpins profitability, and robust cash generation funds growth investments and share buybacks that drive long-term growth in shareholder value.

Executing on this focus to grow value for shareholders, Ichigo achieved record-high stock earnings in FY24/2 and is working to further strengthen the sustainability and durability of its earnings.

Due to its focus on cash flow generation, Ichigo sets cash-based KPIs and is establishing its stock earnings/fixed expenses ratio as a new KPI. In addition, Ichigo is strengthening its shareholder returns and raising its DOE (Dividend on Equity) target set in conjunction with Ichigo's progressive dividend policy due to expected stock earnings growth.

Ichigo believes that companies exist to serve society and need to address critical social issues. It is therefore setting new KPIs that address Ichigo's contribution to a sustainable planet.

Updated Ichigo 2030 KPIs (FY25/2-FY30/2)

High Capital Productivity and High Cash Flow Generation

- (a) Cash ROE >18% (New)
- (b) ROE >15%
- (c) Economic Operating Cash Flow > Net Income

High Earnings Stability

- 1. FY30/2 Stock Earnings Ratio >60%
- 2. Stock Earnings/Fixed Expenses Ratio >200% (New)

Shareholder Return Policy

- 1. Progressive Dividend Policy

Ichigo will continue its progressive dividend policy, originally adopted in FY17/2, in which the dividend is maintained or raised every year.

- 2. DOE >4% (Increased from DOE >3%)
- 3. Flexible Deployment of Share Buybacks

Ichigo flexibly conducts share buybacks to optimize its capital structure and grow shareholder value.

Work for a Sustainable Planet (New)

- 1. Ichigo Climate Positive: CO2 Reduction > Emissions

Ichigo CO2 reduction via Ichigo and Ichigo Green clean energy power production exceeds CO2 emissions (Scope 1 and Scope 2) produced by Ichigo, Ichigo Office, Ichigo Hotel, and Ichigo Green.

- 2. RE100: 100% renewable electricity across all operations by 2025
- 3. CDP Leadership Levels

Climate Change: A

Water Security: A (Currently A-)

Reference

Cash ROE = Cash Net Income (Net Income + Non-Cash Expenses) / Period Average Shareholders' Equity

Economic Operating Cash Flow = Cash Flows from Operations +/- any changes in Real Estate and Power Plants for Sale

Stock Earnings: Primarily Rental Income, Power Generation Revenues, Base AM Fees

Fixed Expenses: Fixed SG&A + Interest Expenses

E. Key Business Segments (as of February 29, 2024)

Ichigo's biggest segment is Sustainable Real Estate, in which Ichigo preserves and improves real estate. Ichigo receives rental income during the period it is carrying out its value-add, along with profits on sale that reflect the real estate's higher value after the value-add is complete.

In addition to its value-add activity with respect to mid-size offices, hotels, and retail and other assets, Ichigo develops and operates solar and wind power plants to supply clean energy and bring productive use to idle land.

F. Employees (as of February 29, 2024)

1. Employees (Consolidated)

Segment	Number of employees	Increase/decrease from previous fiscal year-end
Asset Management Sustainable Real Estate	461 (136)	+89 (+26)
Clean Energy	19 (-)	+1 (-1)
Company-wide	72 (5)	- (+3)
Total	552 (141)	+90 (+28)

- (Note 1) The number of employees is the number of full-time employees (excluding workers dispatched from Ichigo to other companies and including workers dispatched from other companies to Ichigo), including Directors who are also employees.
- (Note 2) The average number of non-full-time employees (including part-time and temporary staff) is presented in parentheses.
- (Note 3) On a year-on-year basis, the number of employees increased by 90 and the number of non-full-time employees increased by 28, primarily reflecting the addition of employees from business expansions.

2. Employees (Parent company only)

Number of employees	Increase/decrease from previous fiscal year-end	Average age	Average years of employment
93 (6)	+3 (+3)	43.3 years old	7.3 years

- (Note 1) The number of employees is the number of full-time employees (excluding workers dispatched from Ichigo to other companies and including workers dispatched from other companies to Ichigo) including Directors who are also employees.
- (Note 2) The average number of non-full-time employees (including part-time and temporary staff) is presented in parentheses.

G. Principal Lenders (as of February 29, 2024)

Lenders	Amount
Mizuho Bank, Ltd.	JPY 51.2 billion
Sumitomo Mitsui Banking Corporation	JPY 47.2 billion
SBI Shinsei Bank, Ltd.	JPY 7.3 billion
Kansai Mirai Banking Corporation	JPY 6.5 billion
The Bank of Fukuoka, Ltd.	JPY 6.2 billion

(Note) These amounts are for corporate loans and do not include non-recourse loans with respect to assets that Ichigo manages (e.g., TK (*tokumei kumiai*) partnerships, etc.)

H. Policy on Dividends and Shareholder Distributions

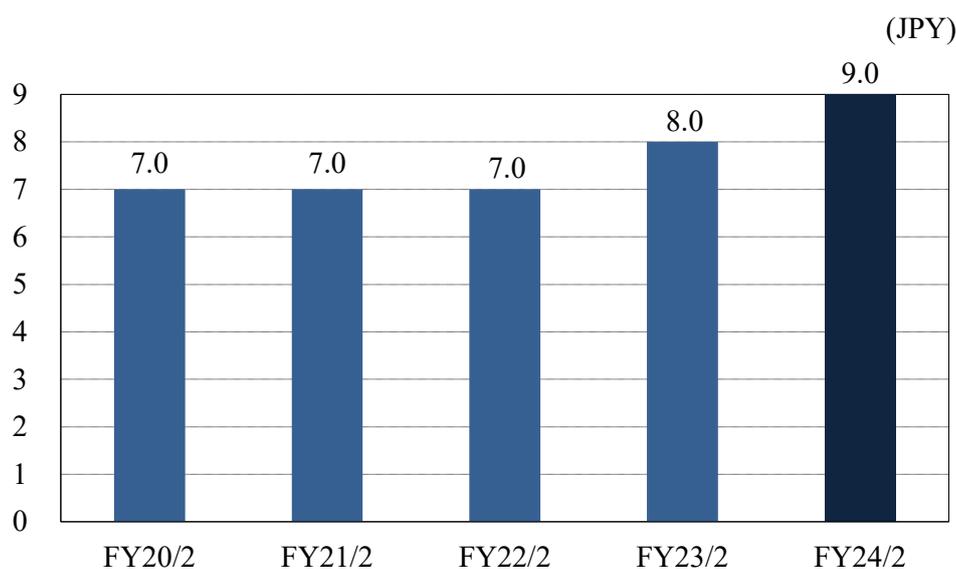
Ichigo views distributions to its shareholders as an important priority.

Ichigo's Board of Directors adopted a progressive dividend policy in FY17/2. This policy underscores Ichigo's commitment to driving continued organic earnings and dividend growth for its shareholders. Under a progressive dividend policy, the previous year's dividend becomes the floor for the current year's dividend. The dividend will be raised (or kept flat) but not cut, providing shareholders downside protection.

In addition to this progressive dividend policy, Ichigo has adopted a minimum DOE (dividend on equity) payout ratio of 4%. In contrast to an earnings payout policy, which pays dividends based upon more volatile annual earnings, a DOE policy that pays dividends based upon shareholder equity is by its very nature more stable and certain. Ichigo believes that the combination of a progressive dividend and a DOE-based payout policy will significantly increase the security, transparency, and growth of its dividend to the benefit of Ichigo's shareholders.

The FY24/2 dividend per share is JPY 9.

Dividend per Share



I. Other Material Matters

A. Share Buybacks

Ichigo's Board of Directors decided to conduct share buybacks, pursuant to the provisions of Articles 156 and 165 of the Company Law, at the Board of Directors meetings held on August 30, 2023 and January 15, 2024. The details of the buybacks are as follows:

1. Share Buyback Rationale

To grow value for Ichigo shareholders

2. Share Buyback Summary

August 2023 Share Buyback

Number of Shares	9,088,400
Amount	JPY 2,999,985,500
Average Share Price	JPY 330
Buyback Period	September 1, 2023 – January 9, 2024
Buyback Method	In-market purchases via securities firm

January 2024 Share Buyback

Number of Shares	4,598,600 (as of February 29, 2024)
Amount	JPY 1,771,496,800
Average Share Price	JPY 385
Buyback Period	January 16, 2024 – July 16, 2024
Buyback Method	In-market purchases via securities firm

B. Headquarter Office Move

Ichigo moved its headquarter office to 2-6-1 Marunouchi, Chiyoda-ku, Tokyo, on January 5, 2024.

II. Other Matters

A. Shares and Shareholder Information (as of February 29, 2024)

1. Number of Authorized Shares: 1,500,000,000 shares
2. Total Number of Shares Issued: 505,402,018 shares (including 64,982,000 treasury shares)
3. Number of Shareholders: 39,407

Top 10 Shareholders

Name	Shares Held	Shareholding Ratio
ICHIGO TRUST PTE. LTD. (Standing Proxy: The Hong Kong and Shanghai Banking Corporation Limited, Tokyo Branch)	225,108,200	51.11
The Master Trust Bank of Japan, Ltd. (Trust Account)	27,375,300	6.22
MACQUARIE BANK LIMITED DBU AC (Standing Proxy: Citibank, N.A., Tokyo Branch)	22,653,000	5.14
Morgan Stanley MUFG Securities Co., Ltd.	21,283,280	4.83
JP JPMSE LUX RE BARCLAYS CAPITAL SEC LTD EQ CO (Standing Proxy: MUFG Bank, Ltd.)	16,794,954	3.81
Custody Bank of Japan, Ltd. (Trust Bank)	10,580,700	2.40
THE NOMURA TRUST AND BANKING CO., LTD. AS THE TRUSTEE OF REPURCHASE AGREEMENT MOTHER FUND (Standing Proxy: Citibank, N.A., Tokyo Branch)	9,000,000	2.04
MORGAN STANLEY SMITH BARNEY LLC CLIENTS FULLY PAID SEG ACCOUNT (Standing Proxy: Citibank, N.A., Tokyo Branch)	8,124,800	1.84
SMBC Nikko Securities Inc.	5,786,200	1.31
HOST-PLUS PTY LTD-HOSTPLUS POOLED SUPERANNUATION TRUST-PARADICE GLOBAL SMALL CAPS (Standing Proxy: Citibank, N.A., Tokyo Branch)	4,519,830	1.03
TOTAL	351,226,264	79.75

(Note 1) Shareholding Ratio is calculated excluding 64,982,000 treasury shares.

(Note 2) The Shareholding Ratio of Ichigo Trust Pte. Ltd., Ichigo's largest shareholder, increased during the period from 49.65% to 51.11% as a result of share buybacks.

B. Employee Stock Options

Detailed disclosure of Employee Stock Options issued as compensation for execution of duties by officers and Directors are stated in the Additional Accounting Notes for the Twenty-Fourth Annual Shareholder Meeting available on Ichigo's corporate website:

www.ichigo.gr.jp/en/ir/stocks/shareholders_info.html

C. Directors and Officers

1. Directors (as of February 29, 2024)

Position	Name	Responsibility and Other Business Affiliations
Director	Scott Callon	Chairman & Representative Statutory Executive Officer Chairman of the Board of Directors, Nominating Committee Member, Compensation Committee Member, Compliance Committee Member Partner and CEO, Ichigo Asset Management, Ltd. Chairman, CEO, & Representative Director, Japan Display Inc.
Director	Takuma Hasegawa	President & Representative Statutory Executive Officer Chairman of Nominating Committee, Compensation Committee, and Compliance Committee Chairman & Director, Ichigo ECO Energy Co., Ltd. Director, Collinear Inc.
Director	Minoru Ishihara	Executive Vice President & Statutory Executive Officer (Sustainable Real Estate) & COO Director, Ichigo Investment Advisors Co., Ltd. Chairman, President, & Representative Director, Miyako City Co., Ltd. Chairman & Representative Director, Ichigo Marché Co., Ltd. Chairman & Representative Director, OneFive Hotels Inc. President & Representative Director, Miyazaki Sunshine FM Co., Ltd. Chairman, President, & Representative Director, Centro Co., Ltd. Director, I Think Rent Co., Ltd. President, & Representative Director, FANTERIA Co., Ltd. Chairman & Representative Director, Lychee Park Inc. Chairman & Representative Director, Tegevajaro Miyazaki Inc. Director, SNY 33rdst INC.
Director	Eri Murai	Executive Managing Director & Statutory Executive Officer (HR)
Independent Director	Tetsuya Fujita ¹	Chairman of Audit Committee, Nominating Committee Member, Compensation Committee Member, Compliance Committee Member CEO & Representative Director, Creative Solutions Co., Ltd. Executive Director, Postal Club Inc.
Independent Director	Noriko Kawate ²	Nominating Committee Member, Audit Committee Member, Compensation Committee Member President, CLEA Consulting Co., Ltd. Partner, Cast Group Independent Auditor, Sumitomo Bakelite Co., Ltd. Independent Auditor, Nichireki Co., Ltd. Civil Conciliation Committee Member, Tokyo District Court

Position	Name	Responsibility and Other Business Affiliations
Independent Director	Yukio Suzuki ³	Vice Chairman of Compliance Committee, Audit Committee Member CEO, Belle Investment Research of Japan Inc. Independent Director, Systema Corporation Independent Director, WILLs Inc. Independent Director, XNET Corporation Independent Director, Nihonbashi Value Partners Co., Ltd. Independent Director, Value Quest Partners Co., Ltd.
Independent Director	Nobuhide Nakaido	Nominating Committee Member, Compensation Committee Member Executive Director, Japan Association for Chief Human Resources Officers Independent Director, eSOL Co., Ltd. Independent Director, Sourcenext Corp. Independent Director, JAC Recruitment Co., Ltd.
Independent Director	Sakon Uda	Committee Member, Tokyo Metropolitan Government Urban Planning Council Independent Director, Dream Incubator Inc. Independent Director, Pacific Consultants Co., Ltd. Electricity Prices Advisor, Consumer Affairs Agency Independent Director, Hokkoku Financial Holdings, Inc. Executive Advisor, Change WAVE Group, Inc.

¹ Audit Committee Member Tetsuya Fujita, serves as internal audit officer at a major life insurance company, and is certified as an internal auditor. He thus has extensive knowledge of internal auditing.

² Audit Committee Member Noriko Kawate is a Certified Public Accountant as well as a Certified Tax Accountant and thus has extensive knowledge of the finance and accounting fields.

³ Audit Committee Member Yukio Suzuki has served important roles at financial companies and thus has extensive experience and knowledge of corporate and securities research.

⁴ Ichigo has registered all of the Independent Directors with the Tokyo Stock Exchange as meeting the Tokyo Stock Exchange's qualifications for Independent Directors.

(Note) Ichigo has assigned officers and employees to assist the Audit Committee to fulfill its duties. Independent from other officers and employees, they proactively collect information and work closely with the Audit Committee members on a daily basis to ensure the effectiveness of auditing by the Audit Committee. As a result, Ichigo has not appointed a full-time Audit Committee member.

2. Statutory Executive Officers (as of February 29, 2024)

Position	Name	Responsibility and Other Business Affiliations
Chairman & Representative Statutory Executive Officer	Scott Callon	Overall Group Management Partner & CEO, Ichigo Asset Management, Ltd. Chairman, CEO, & Representative Director, Japan Display Inc.
President & Representative Statutory Executive Officer	Takuma Hasegawa	Overall Group Management Chairman & Director, Ichigo ECO Energy Co., Ltd. Director, Collinear Inc.
Vice Chairman	Akira Yamanouchi	Advisor
Executive Vice President & Statutory Executive Officer & COO	Minoru Ishihara	Executive Vice President, Sustainable Real Estate Director, Ichigo Investment Advisors Co., Ltd. Chairman, President, & Representative Director, Miyako City Co., Ltd. Chairman & Representative Director, Ichigo Marché Co., Ltd. Chairman & Representative Director, OneFive Hotels Inc. President & Representative Director, Miyazaki Sunshine FM Co., Ltd. Chairman, President, & Representative Director, Centro Co., Ltd. Director, I Think Rent Co., Ltd. President & Representative Director, FANTERIA Co., Ltd. Chairman & Representative Director, Lychee Park Inc. Chairman & Representative Director, Tegevajaro Miyazaki Inc. Director, SNY 33rdst INC.
Executive Managing Director	Eri Murai	HR
Executive Managing Director	Takeyuki Yoshimatsu	Corporate Operations Executive Vice President, Ichigo Investment Advisors Co., Ltd.
Senior Statutory Executive Officer	Takanori Sakamatsu	Finance
Senior Statutory Executive Officer	Kazunori Kurita	Sustainable Engineering President & Representative Director, Ichigo Marché Co., Ltd.
Senior Statutory Executive Officer	Takashi Ohigawa	HR
Statutory Executive Officer	Yasutoyo Senda	Audit

Statutory Executive Officer	Kenji Tanaka	Sustainable Infrastructure Business, DX Acceleration
Statutory Executive Officer	Hiroaki Fujii	Corporate Design, Risk Management
Statutory Executive Officer	Naoko Furukawa	Accounting & Business Planning

3. Directors and Statutory Executive Officers Who Stepped Down during the Current Fiscal Year

N/A (none other than those whose terms expired).

4. Outline of Limited Liability Agreement with Independent Directors

In order to retain Independent Directors of high quality, Ichigo has signed limited liability agreements with its Independent Directors pursuant to Article 427, Paragraph 1 of the Company Law.

The extent of liability for compensation under the agreements is the minimum limited liability amount as defined in Article 425, Paragraph 1 of the Company Law; provided that the liability is limited only when the Independent Directors have performed their duties in good faith and without gross negligence.

5. Outline of Director Liability Insurance

Ichigo has entered into a director liability insurance agreement with an insurance company, pursuant to Article 430, Paragraph 3, Clause 1 of the Company Law, that insures against damages arising in relation to directors executing on their responsibilities and claims made with respect to directors executing on their responsibilities. Insured persons include Ichigo's Directors and Statutory Executive Officers as well as any Director, Auditor, or Statutory Executive Officer seconded to an Ichigo Group company. The agreement does not insure against damages arising from certain exempted reasons such as willful misconduct. All insurance premiums are borne by Ichigo.

6. Policy on Determining Compensation of Directors and Statutory Executive Officers

a. Basic Policy

Compensation of Directors and Statutory Executive Officers of Ichigo is determined based on factors including the duties of each individual, their contribution to Ichigo, base compensation, and relevant work experience and expertise.

b. Specific Policies

– Compensation of Directors

Compensation of Directors consists of a monthly base salary and a performance-based bonus. The monthly base salary is a fixed amount based on the role and responsibilities of each Director. The performance-based bonus is based on Ichigo's total corporate performance, the Director's level of contribution towards value creation across the Ichigo Group, and the Director's level of achievement of their respective goals.

– Compensation of Independent Directors

Compensation of Independent Directors consists of a monthly base salary and a performance-based bonus. The monthly base salary is a fixed amount in accordance with the number of points assigned to each Independent Director based on their respective supervisory roles and past management experience and expertise. If a performance-based director bonus is to be paid, the amount is based on a point system, similar to that used for monthly base salary, taking into consideration the importance of the supervisory function and the contribution towards value creation across the Ichigo Group.

– Compensation of Statutory Executive Officers

Compensation of Statutory Executive Officers consists of a monthly base salary and a performance-based bonus. The monthly base salary is a fixed amount based on the role of each Statutory Executive Officer. The performance-based bonus is based on Ichigo's total corporate performance, the performance of the operating unit or area for which the Statutory Executive Officer is responsible, the Statutory Executive Officer's individual performance, and the Statutory Executive Officer's contribution towards enhancing operations and alignment with the corporate mission and corporate code of conduct.

– Employee Stock Options

Stock options are granted to further strengthen commitment towards Ichigo's sustainable growth and the maximization of shareholder value. These stock options are granted in addition to the compensation described above.

7. Total Compensation Paid to Directors and Statutory Executive Officers

(JPY million)

	Amount Paid	Amount by Category			Number of Recipients (persons)
		Base Salary	Performance-Based Bonus	Stock Options	
Directors (excluding Independent Directors)	304	89	199	15	3
Statutory Executive Officers	82	36	43	1	10
Independent Directors	51	34	13	4	7

- (Note 1) As of the end of the period, there are nine Directors (including five Independent Directors) and 13 Statutory Executive Officers (four of whom are also Directors), resulting in a total of 18 officers. Since those who are both a Statutory Executive Officer and a Director do not receive Statutory Executive Officer's compensation, The total amount and number of recipients are shown in the row of Directors and not in the row of Statutory Executive Officers.
- (Note 2) There is one Director (Scott Callon) that receives no compensation from Ichigo.
- (Note 3) The total number of recipients is 21. This deviates from the total number of Directors and Statutory Executive Officers as of February 29, 2024 (18), due to the inclusion of Directors that have stepped down.
- (Note 4) In addition, Ichigo paid JPY 207 million as employee compensation to seven Statutory Executive Officers who also serve as employees.
- (Note 5) No compensation has been paid by Ichigo subsidiaries to Ichigo's Independent Directors.
- (Note 6) The exercise of stock options during FY24/2 is disclosed in B. Employee Stock Options.
- (Note 7) The performance-based bonus is based on a comprehensive assessment of Ichigo's total corporate performance and growth in shareholder value and incorporates metrics including achievement of Ichigo's annual operating profit, recurring profit, and net income targets, shareholder returns (dividend per share and the Dividend on Equity (DOE) ratio), and progress with respect to the KPIs set in the Ichigo 2030 long-term vision. Ichigo's FY24/2 earnings exceeded revised-up operating profit, recurring profit, and net income forecasts. Performance-based bonus amounts were determined in light of FY24/2 net income increasing by 28.7% year-on-year.

	Forecast	Actual	Actual vs. Forecast
Operating Profit	JPY 9,500 million	JPY 12,960 million	136%
Recurring Profit	JPY 6,000 million	JPY 10,391 million	173%
Net Income	JPY 10,000 million	JPY 12,108 million	121%
Dividend	JPY 8	JPY 9	113%
DOE	3%	3.8%	127%

- (Note 8) FY24/2 compensation of Directors and Statutory Executive Officers has been

reviewed by the Compensation Committee and complies with Ichigo's compensation policy.

8. External Positions Held by Independent Directors

a. Positions in Other Companies and the Relationship between Ichigo and these Other Companies

- Independent Director Tetsuya Fujita is CEO of Creative Solutions Co., Ltd. and Executive Director of Postal Club Inc. Ichigo has no relationship with Creative Solutions Co., Ltd. or Postal Club Inc.
- Independent Director Noriko Kawate is President of CLEA Consulting Co., Ltd. and a Partner of Cast Group. Ichigo has no relationship with CLEA Consulting Co., Ltd. or Cast Group.
- Independent Director Yukio Suzuki is CEO of Belle Investment Research of Japan Inc. Ichigo has no relationship with Belle Investment Research of Japan Inc.

b. Positions as Independent Directors or their Equivalent in Other Companies and Institutions

- Independent Director Noriko Kawate is an Independent Auditor of Sumitomo Bakelite Co., Ltd., an Independent Auditor of Nichireki Co., Ltd, and a Civil Conciliation Committee Member of the Tokyo District Court. Ichigo has no relationship with any of these institutions or companies.
- Independent Director Yukio Suzuki is an Independent Director of Systema Corporation, an Independent Director of WILLs Inc., an Independent Director and Audit Committee Member of XNET Corporation, an Independent Director of Nihonbashi Value Partners Co., Ltd., and an Independent Director of Value Quest Partners Co., Ltd. Ichigo has no relationship with any of these companies.
- Independent Director Nobuhide Nakaido is an Executive Director of the Japan Association for Chief Human Resources Officers and an Independent Director of eSOL Co., Ltd., Sourcenext Corp., and JAC Recruitment Co., Ltd. Ichigo has no relationship with any of these institutions or companies.
- Independent Director Sakon Uda is a Committee Member of the Tokyo Metropolitan Government Urban Planning Council, an Independent Director of Dream Incubator Inc. and Pacific Consultants Co., Ltd., an Electricity Prices Advisor of the Consumer Affairs Agency, an Independent Director of Hokkoku Financial Holdings, Inc., and an Executive Advisor of Change WAVE Group, Inc. Ichigo has no relationship with any of these institutions or companies.

c. Relationship with Ichigo or Related Entities of Ichigo

The five Independent Directors have no spouses or relatives in the third degree or closer who are Statutory Executive Officers of Ichigo or related entities.

d. Independent Director Activities in the Current Fiscal Year

	Name	Activities
Independent Director	Tetsuya Fujita	<p>Attended 11 out of 11 meetings (100%) of the Board of Directors. Attended 20 out of 20 meetings (100%) of the Audit Committee and attended 4 out of 4 meetings (100%) of the Compliance Committee. Attended 9 out of 9 meetings (100%) of the Nominating Committee and 7 out of 7 meetings (100%) of the Compensation Committee since becoming a member. Commented and advised on resolutions and discussions from an objective standpoint independent from the management team, primarily in the areas of corporate management, risk management, and ESG.</p> <p>Participated in the Nominating Committee, the Compensation Committee, the Audit Committee, and the Compliance Committee to focus on ensuring that the group's corporate governance and risk management function smoothly.</p>
Independent Director	Noriko Kawate	<p>Attended 11 out of 11 meetings (100%) of the Board of Directors. Attended 20 out of 20 meetings (100%) of the Audit Committee. Attended 9 out of 9 meetings (100%) of the Nominating Committee and 7 out of 7 meetings (100%) of the Compensation Committee since becoming a member. Commented and advised on resolutions and discussions from a proficient and objective standpoint independent from the management team, primarily in the areas of finance and investment, and risk management, and played a supervisory and monitoring function for management.</p>
Independent Director	Yukio Suzuki	<p>Attended 11 out of 11 meetings (100%) of the Board of Directors. Attended 20 out of 20 meetings (100%) of the Audit Committee and attended 4 out of 4 meetings (100%) of the Compliance Committee.</p> <p>Commented and advised on resolutions and discussions from an objective standpoint independent from the management team, primarily in the areas of corporate management, finance and investment, and risk management, with a focus on the value creation process for the continued growth of shareholder value.</p>
Independent Director	Nobuhide Nakaido	<p>Attended 11 out of 11 meetings (100%) of the Board of Directors. Attended 7 out of 7 meetings (100%) of the Nominating Committee and attended 5 out of 5 meetings (100%) of the Compensation Committee.</p> <p>Commented and advised on resolutions and discussions from an objective standpoint independent from the management team, primarily in the areas of corporate management, finance and investment, and human resource development leveraging expertise and experience as a management member of a global company.</p> <p>Also supervised management from a multifaceted perspective, proactively providing opinions on driving governance functions with a focus on appropriate risk-taking supporting forward-looking and defensive corporate activities.</p>
Independent Director	Sakon Uda	<p>Attended 9 out of 9 meetings (100%) of the Board of Directors after appointment as Independent Director.</p> <p>Commented and advised on resolutions and discussions from an objective standpoint independent from the management team, primarily in the areas of corporate management, ESG, and human resource development, and provided effective management oversight via opinions on long-term strategies and business execution to drive Ichigo's continued growth.</p>

D. Independent Auditor

1. Grant Thornton Taiyo LLC

2. Fees Paid to the Independent Auditor

(i) Fees paid to the Independent Auditor during FY24/2

Fees for the services specified in Article 2, Paragraph 1 of the Certified Public Accountants Act (Act No. 103 of 1948)	JPY 70 million
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Fees for the services other than those specified in Article 2, Paragraph 1 of the Certified Public Accountants Act	JPY 1 million
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JPY 71 million

(ii) Total monetary and other financial benefits payable by Ichigo and subsidiaries to the Independent Auditor	JPY 97 million
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(Note 1) Pursuant to Article 399, Paragraph 1 of the Company Law and based on the “Auditor Evaluation & Selection Standards” and “Auditor Selection & Compensation Agreement Processes” set forth by Ichigo’s Audit Committee, Ichigo’s Audit Committee concurs with the Independent Auditor’s fees after a thorough confirmation and consideration of the content of the Independent Auditor’s audit plan, execution of work, audit fee trends, and the Independent Auditor’s calculation of its fee estimates.

(Note 2) Pursuant to both the Company Law and the Financial Instruments and Exchange Law, the audit agreement between Ichigo and the Independent Auditor does not call for itemizing the audit fee breakdown, and, thus as a practical matter, Ichigo is not able to itemize the fees. Therefore, the fees paid to the Independent Auditor show the total amount.

(Note 3) Ichigo pays fees to the Independent Auditor for services other than stipulated in Article 2, Paragraph 1 of the Certified Public Accountant Act (non-audit services), such as the preparation of audit comfort letters.

3. Policy for the Determination of Dismissal or Non-Reappointment of the Independent Auditor

The Audit Committee has stipulated a Policy for the dismissal or non-reappointment of the Independent Auditor based on the “Auditor Evaluation & Selection Standards” and “Auditor Selection & Compensation Agreement Processes” set forth by Ichigo’s Audit Committee. The Policy is as below:

(a) The term of the Independent Auditor is one year, as specified in a one-year audit contract.

(b) The reappointment of the Independent Auditor will be decided at the Audit Committee.

(c) 1. The selection, dismissal, or the non-reappointment of the Independent Auditor will be decided at the Annual Shareholder Meeting. The Audit Committee made the decision to place this on the shareholding meeting agenda.

2. In the event Ichigo decides to dismiss or not reappoint an Independent Auditor at Ichigo’s discretion or for the breach of laws and regulations such as the Company Law or the Certified Public Accountants Law, or the breach of the contract of

engagement, the dismissal or the non-reappointment will be deliberated by the Audit Committee with reference to the views of the Directors and Statutory Executive Officers.

3. In the event the dismissal or the non-reappointment of the Independent Auditor is to become the agenda of the shareholder meeting, the details of the agenda item will be determined by the Audit Committee.

4. In the event the Independent Auditor contravenes his/her duty as an Auditor or if proper duty as an Auditor stipulated in Article 340, Paragraph 1 of the Company Law is deemed difficult, the Audit Committee may dismiss the Independent Auditor upon consent of all Audit Committee members.

4. Matters Concerning Business Suspension Event by the Financial Services Agency of the Independent Auditor in Last Two Years

Summary of Business Suspension announced by the Financial Services Agency on December 26, 2023

(a) Party subject to business suspension

Grant Thornton Taiyo LLC

(b) Details of business suspension

- Suspension of operations related to new contracts for three months from January 1, 2024 to March 31, 2024, excluding the renewal of audit contracts and new contracts associated with the listing of companies with whom an audit contract exists
- Business improvement order (improvement of operational management structure)
- Prohibiting the partners materially responsible for the actions that resulted in the disciplinary action from performing audit services for a period of three months from January 1, 2024 to March 31, 2024

(c) Reason for business suspension

Negligence by two certified public accountants who were Grant Thornton Taiyo partners who certified that there were no material misstatements in their audit of another company's financial statements.

(d) Reason for which Ichigo decided upon reappointment of the Independent Auditor

Based upon a detailed review, the Audit Committee concluded that it is appropriate to reappoint Grant Thornton Taiyo as Independent Auditor for Ichigo's twenty-fifth fiscal period, given that the Independent Auditor submitted a business improvement plan that was accepted by the Financial Services Agency on January 31, 2024, and in keeping with that business improvement plan has taken measures to improve audit quality and prevent negligence. In addition, the Audit Committee found that the Independent Auditor has been conducting an appropriate and rigorous audit of Ichigo.

E. Controls to Ensure Appropriate Business Conduct

Detailed disclosure of Controls to Ensure Appropriate Business Conduct is included in the Additional Accounting Notes for the Twenty-Fourth Annual Shareholder Meeting available on Ichigo's corporate website:

www.ichigo.gr.jp/en/ir/stocks/shareholders_info.html

1. Internal Controls to Ensure that Statutory Executive Officers and Employees Execute Their Duties in Full Compliance with Japanese Law and Ichigo's Articles of Incorporation
2. Systems to Ensure Proper Storage and Management of Information Required for Execution of Duty by Statutory Executive Officers
3. Risk Management Policies and Systems
4. Systems to Ensure Effective Execution of Duties by Statutory Executive Officers (
5. Audit Committee and Audit Systems
6. Systems to Ensure Fully Appropriate Business Activities by Ichigo and its Subsidiaries

Reference: Establishment and Status of Internal Structures to Prevent Dealings with Anti-Social Forces

F. Policy on Corporate Control (Takeover Defenses)

Ichigo has not adopted any takeover defense, poison pill, or any other policy with respect to entities or persons who would seek to control decisions with respect to Ichigo's financial and business policies.

Consolidated Balance Sheet

(As of February 29, 2024)

(JPY million)

Item	Amount	Item	Amount
Assets		Liabilities	
Current Assets	157,746	Current Liabilities	56,162
Cash and deposits	46,917	Short-term loans	16,726
Accounts receivable	2,448	Bonds (due within one year)	3,162
Operational loan investments	1,324	Long-term loans (due within one year)	20,878
Operational securities investments	14	Long-term non-recourse loans (due within one year)	6,413
Real estate for sale	103,721	Income taxes payable	4,039
Other	3,720	Accrued bonuses	136
Less: allowance for doubtful accounts	-401	Other current liabilities	4,805
Fixed Assets	209,269	Long-Term Liabilities	194,572
Property, Plant, and Equipment	185,232	Bonds	4,306
Buildings and structures	58,641	Long-term loans	146,043
Depreciation	-13,072	Long-term non-recourse loans	35,265
Buildings and structures (net)	45,568	Deferred tax liabilities	1,323
Solar and wind power plant equipment	39,099	Long-term security deposits received	7,229
Depreciation	-9,865	Other long-term liabilities	404
Solar and wind power plant equipment (net)	29,234		
Land	105,368		
Buildings under construction	3,978		
Solar and wind power plants under construction	134		
Other	2,625		
Depreciation	-1,678		
Other (net)	947		
Intangible Assets	2,498	Total Liabilities	250,734
Goodwill	989	Net Assets	
Leasehold rights	1,332	Shareholders' Equity	105,727
Other	176	Capital	26,892
Investments and Other Assets	21,537	Capital reserve	10,313
Securities investments	17,086	Retained Earnings	90,967
Long-term loans receivable	838	Treasury shares	-22,446
Deferred tax assets	682	Accumulated Other Comprehensive Income	-1,099
Other	3,766	Valuation gains (losses) on other securities	-1,143
Less: allowance for doubtful accounts	-835	Deferred gains (losses) on long-term interest rate hedges	44
		Stock Options	879
		Minority Interests	10,772
		Total Net Assets	116,281
Total Assets	367,015	Total Liabilities and Net Assets	367,015

Consolidated Income Statement

(March 1, 2023 – February 29, 2024)

(JPY million)

Item	Amount	
Revenue		82,747
Cost of Goods Sold		61,875
Gross Profit		20,872
SG&A		7,911
Operating Profit		12,960
Non-Operating Profit		
Interest income	36	
Dividend income	361	
Foreign exchange gains	1	
Mark-to-market gains on long-term interest rate hedges	109	
Insurance income	104	
Other	112	725
Non-Operating Expenses		
Interest expenses	2,349	
Debt financing-related fees	262	
Mark-to-market losses on long-term interest rate hedges	330	
Other	351	3,294
Recurring Profit		10,391
Extraordinary Gains		
Gains on sale of fixed assets	4,376	
Gains on sale of securities investments	89	
Gains on sale of shares in affiliates	3,960	
Redevelopment related up-front rental compensation	327	
Other	224	8,978
Extraordinary Losses		
Loss on sale of fixed assets	102	
Loss on disposal of fixed assets	45	
Allowance for doubtful accounts	1,087	
Impairment loss	2	
Other	169	1,406
Pre-Tax Net Income		17,962
Income taxes – current	6,156	
Income taxes – deferred	-529	5,626
Pre-Minority Interest Net Income		12,335
Net Income Attributable to Minority Interests		227
Net Income		12,108

Consolidated Statement of Changes in Shareholders' Equity

(March 1, 2023 – February 29, 2024)

(JPY million)

	Shareholders' Equity				
	Capital	Capital Reserve	Retained Earnings	Treasury Shares	Total Shareholders' Equity
Balance as of March 1, 2023	26,888	11,266	82,438	-17,914	102,678
Changes in the Current Fiscal Year					
Share Issuance	4	4			8
Dividend Payment			-3,627		-3,627
Net Income			12,108		12,108
Change in Consolidated Subsidiaries		-900	48		-852
Share Buyback				-4,771	-4,771
Sale of Treasury Shares		-56		239	183
Changes in Items other than Shareholders' Equity					
Total Changes	4	-952	8,529	-4,531	3,049
Balance as of February 29, 2024	26,892	10,313	90,967	-22,446	105,727

	Other Comprehensive Income			Stock Options	Minority Interests	Total Net Assets
	Valuation Gains (Losses) on Other Securities	Deferred Gains (Losses) on Long-Term Interest Rate Hedges	Total Other Comprehensive Income			
Balance as of March 1, 2023	296	51	347	814	10,552	114,393
Changes in the Current Fiscal Year						
Share Issuance						8
Dividend Payment						-3,627
Net Income						12,108
Changes in Consolidated Subsidiaries						-852
Share Buyback						-4,771
Sale of Treasury Shares						183
Changes in Items other than Shareholders' Equity	-1,439	-6	-1,446	64	220	-1,161
Total Changes	-1,439	-6	-1,446	64	220	1,887
Balance as of February 29, 2024	-1,143	44	-1,099	879	10,772	116,281

Parent Balance Sheet
(As of February 29, 2024)

(JPY million)

Item	Amount	Item	Amount
Assets		Liabilities	
Current Assets	53,960	Current Liabilities	39,648
Cash and deposits	19,455	Short-term loans	16,500
Accounts receivable	1,503	Short-term loans of affiliates	6,100
Operational securities investments	14	Bonds (due within one year)	3,000
Short-term loans to affiliates	31,693	Long-term loans (due within one year)	11,808
Advance payments	100	Accounts payable	1,438
Accounts receivable – other	1,013	Accrued expenses	200
Other	472	Income taxes payable	364
Less: allowance for doubtful accounts	-292	Advances received	37
		Deposits received	24
		Other	174
Fixed Assets	131,113	Long-Term Liabilities	80,738
Property, Plant, and Equipment	8,334	Bonds	2,000
Buildings and structures	3,981	Long-term loans	68,003
Depreciation	-704	Long-term loans of affiliates	10,574
Buildings and structures (net)	3,277	Long-term security deposits received	119
Land	4,851	Other long-term liabilities	40
Other	331	Total Liabilities	120,386
Depreciation	-126	Net Assets	
Other (net)	205	Shareholders' Equity	64,677
Intangible Assets	307	Capital	26,892
Software	144	Capital reserve	11,212
Leasehold rights	162	Retained earnings	11,208
Investments and Other Assets	122,471	Capital reserve – other	3
Securities investments	15,977	Retained earnings	49,018
Securities investments in affiliates	6,872	Earnings reserve	44
Affiliate bonds	2,864	Earnings reserve – other	48,974
Securities investments in affiliates – other	37,688	Retained earnings carried forward	48,974
Long-term loans receivable	10	Treasury shares	-22,446
Long-term loans to affiliates	57,720	Revaluations and Adjustments	-870
Deferred tax assets	38	Valuation gains (losses) on other securities	-916
Other	2,129	Deferred gains (losses) on long-term interest rate hedges	45
Less: allowance for doubtful accounts	-829	Stock Options	879
		Total Net Assets	64,686
Total Assets	185,073	Total Liabilities and Net Assets	185,073

Parent Income Statement

(March 1, 2023 – February 29, 2024)

(JPY million)

Item	Amount	
Revenue		8,448
Cost of Goods Sold		411
Gross Profit		8,036
SG&A		3,825
Operating Profit		4,210
Non-Operating Profit		
Interest income	814	
Dividend income	350	
Mark-to-market gains on long-term interest rate hedges	109	
Credit guarantees income	6	
Other	18	1,299
Non-Operating Expenses		
Interest expenses	1,207	
Debt financing-related fees	199	
Mark-to-market losses on long-term interest rate hedges	330	
Other	135	1,873
Recurring Profit		3,637
Extraordinary Gains		
Gains on sale of securities investments	85	
Construction income	100	
Government subsidy income	60	
Gains on reversal of stock options	51	297
Extraordinary Losses		
Loss on disposal of fixed assets	35	
Allowance for doubtful accounts	994	
Other	148	1,178
Pre-Tax Net Income		2,756
Income taxes – current	960	
Income taxes – deferred	-54	906
Net Income		1,850

Parent Statement of Changes in Shareholders' Equity

(March 1, 2023 – February 29, 2024)

(JPY million)

	Shareholders' Equity								Total Shareholders' Equity
	Capital	Capital Surplus			Retained Earnings			Treasury Shares	
		Capital Reserve	Other Capital Surplus	Total Capital Surplus	Earnings Reserve	Other Retained Earnings Carried Forward/ Retained Earnings	Total Retained Earnings		
Balance as of March 1, 2023	26,888	11,204	60	11,264	44	50,751	50,795	-17,914	71,034
Changes in the Current Fiscal Year									
Share Issuance	4	4		4					8
Dividend Payments						-3,627	-3,627		-3,627
Share Buyback								-4,771	-4,771
Sale of Treasury Shares			-56	-56				239	183
Net Income						1,850	1,850		1,850
Changes in Items other than Shareholders' Equity									
Total Changes	4	4	-56	-52	-	-1,776	-1,776	-4,531	-6,356
Balance as of February 29, 2024	26,892	11,208	3	11,212	44	48,974	49,018	-22,446	64,677

	Revaluation and Adjustment			Stock Options	Total Net Assets
	Valuation Gains (losses) on Other Securities	Deferred Gains (losses) on Long-Term Interest Rate Hedges	Total Revaluation and Adjustment		
Balance as of March 1, 2023	230	53	283	814	72,132
Changes in the Current Fiscal Year					
Share Issuance					8
Dividend Payments					-3,627
Share Buyback					-4,771
Sale of Treasury Shares					183
Net Income					1,850
Changes in Items other than Shareholders' Equity	-1,146	-7	-1,154	64	-1,089
Total Changes	-1,146	-7	-1,154	64	-7,446
Balance as of February 29, 2024	-916	45	-870	879	64,686

Independent Auditor's Report on the Consolidated Financial Statements

Report of Independent Auditor

April 11, 2024

To the Board of Directors of Ichigo Inc.

Grant Thornton Taiyo LLC

Tetsuro Shibatani, CPA, Designated and Engagement Partner

Daisuke Noda, CPA, Designated and Engagement Partner

Auditing Opinion

We have audited the consolidated financial statements of Ichigo Inc., namely the consolidated balance sheet, the consolidated income statement, the consolidated statement of changes in shareholders' equity and the notes to consolidated financial statements, for the fiscal year from March 1, 2023 to February 29, 2024 pursuant to Article 444, Paragraph 4 of the Company Law.

The consolidated financial statements referred to above present fairly, in all material respects, the financial position of the Ichigo Group consisting of Ichigo Inc. and its consolidated subsidiaries for the period for the consolidated financial statements in conformity with accounting principles generally accepted in Japan.

Auditing Opinion Rationale

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility under the auditing standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements. We are independent from Ichigo Inc. and its consolidated subsidiaries in accordance with the code of professional ethics in Japan, and we have fulfilled other ethical responsibilities as the auditor. We believe we received sufficient and appropriate information to have a reasonable basis to express our opinion.

Other Contents

Other contents refer to the business report and its supplementary information. It is the Management's responsibility to compile and disclose these contents. In addition, it is the Audit Committee's responsibility to monitor the execution of duties by Executive Officers and Directors in the development and operation of the reporting process for these other contents.

Our audit opinion on the consolidated financial statements does not include any other content, and we do not express an opinion on the other contents.

Our responsibility in the audit of the consolidated financial statements is to read through the business report and its supplementary information, and examine if there is a difference between these contents and the consolidated financial statements or the knowledge we acquired during the audit process, and whether there are other indications of material error in these contents.

We are required to report the fact if we determine that there are material errors.

We note that there are no material errors to report.

Management & Audit Committee's Responsibilities with Respect to the Consolidated Financial Statements

Management is responsible for compiling and indicating the consolidated financial statements in accordance with the generally accepted accounting principles of Japan. This includes the operation and maintenance of an internal compliance structure which management deems necessary to ensure that the consolidated financial statements are compiled and indicated free of material misstatement in the form of fraud or error.

In preparing the Consolidated Financial Statements, the management shall evaluate whether it is appropriate to prepare the Consolidated Financial Statements based on the assumption of a going concern, and if it is required to disclose matters of a going concern based on the corporate accounting standards generally accepted in Japan, the management shall be responsible to disclose such matters.

The Audit Committee is responsible for overseeing the performance of duties of the Statutory Executive Officers and Directors in developing and operating the Company's financial reporting process.

Auditor's Responsibility with respect to Auditing the Consolidated Financial Statements

The Auditor's responsibility is to obtain reasonable assurance as to whether the consolidated financial statements as a whole are free of material misstatement due to fraud or error, based on the audit performed by the Auditor, and to create an independent Auditor's report and express its opinion on the consolidated financial statements. Misstatements may arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of those referring to the consolidated financial statements. Audit is conducted in accordance with the auditing standards generally accepted in Japan by exercising professional judgement and conducting the following with professional skepticism throughout the auditing process:

- Identify and assess material misstatement risks, whether due to fraud or error. In addition, develop and implement audit procedures in accordance with such material misstatement risks. The selection and application of audit procedures shall be at the discretion of the auditors. In addition, obtain sufficient and appropriate audit evidence to provide a basis for our opinion.
- Although the purpose of auditing the Consolidated Financial Statements is not to express an opinion on the effectiveness of internal controls, the Auditors have considered internal controls related to auditing in carrying out risk assessments in order to establish audit procedures that are appropriate to the circumstances.
- Evaluate the appropriateness of the accounting policy adopted by the management and its application method, as well as the reasonableness of the accounting estimates made by the management and the adequacy of the related notes.
- Conclude whether it is appropriate for the management to prepare the Consolidated Financial Statements based on the assumption of a going concern, and based on the audit evidence obtained, whether there is any material uncertainty regarding events or circumstances that may raise significant doubts about the assumption of a going concern. If there is any material uncertainty regarding the assumption of a going concern it is required to include in its Audit report cautions regarding the notes of the Consolidated Financial Statements, and to include a qualified opinion regarding the Financial Statements if the notes of the Consolidated Financial Statements concerning significant uncertainties are inappropriate. The auditors' conclusions are based on the audit evidence obtained by the date of the audit report, but future events or circumstances may prevent an entity from continuing as a going concern.
- Evaluate whether the presentation and notes of the Consolidated Financial Statements are in compliance with the corporate accounting standards generally accepted in Japan, as well as the presentation (including the related notes), composition and contents of the Consolidated Financial Statements and whether the Consolidated Financial Statements fairly presents the underlying transactions and accounting events.
- Obtain sufficient and appropriate audit evidence regarding the financial information of the Company and its consolidated subsidiaries in order to express an opinion on the consolidated financial statements. The auditor is responsible for directing, supervising and performing the audit of the consolidated financial statements. The auditor is solely responsible for the audit opinion.

We communicate with the Audit Committee and its members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant inadequacies in internal control that we identify during our audit.

We also report to the Audit Committee and its members that we have complied with relevant ethical requirements regarding independence, and other matters that may reasonably be thought to bear on our independence, and if any, related safeguards in order to remove or reduce the risk of matters which may affect our independence.

Potential Conflicts of Interest

There are no interests to be specified pursuant to the provisions of the Certified Public Accountant Law between the Company and its consolidated subsidiaries and us or the engagement partner.

Independent Auditor's Report on the Parent Financial Statements

Report of Independent Auditor

April 11, 2024

To the Board of Directors of Ichigo Inc.

Grant Thornton Taiyo LLC

Tetsuro Shibatani, CPA, Designated and Engagement Partner

Daisuke Noda, CPA, Designated and Engagement Partner

Auditing Opinion

We have audited the consolidated financial statements of Ichigo Inc., namely the balance sheet, the income statement, the statement of changes in shareholders' equity, the notes to financial statements, and their supplementary information for the fiscal year from March 1, 2023 to February 29, 2024 pursuant to Article 436, Paragraph 2 Item 1 of the Company Law.

The financial statements referred to above present fairly, in all material respects, the financial position of Ichigo Inc. for the period for the consolidated financial statements in conformity with accounting principles generally accepted in Japan.

Auditing Opinion Rationale

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under the auditing standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements. We are independent from Ichigo Inc. in accordance with the code of professional ethics in Japan, and we have fulfilled other ethical responsibilities as the auditor. We believe we received sufficient and appropriate information to have a reasonable basis to express our opinion.

Other Contents

Other contents refer to the business report and its supplementary information. It is the Management's responsibility to compile and disclose these contents. In addition, it is the Audit Committee's responsibility to monitor the execution of duties by Executive Officers and Directors in the development and operation of the reporting process for these other contents.

Our audit opinion on the financial statements does not include any other content, and we do not express an opinion on the other content.

Our responsibility in the audit of the financial statements is to read through the business report and its supplementary information, and examine if there is a difference between these contents and the financial statements or the knowledge we acquired during the audit process, and whether there are other indications of material error in these contents.

We are required to report the fact if we determine that there are material errors.

We note that there are no material errors to report.

Management & Audit Committee's Responsibilities with Respect to the Financial Statements

Management is responsible for compiling and indicating the financial statements in accordance with the generally accepted accounting principles of Japan. This includes the operation and maintenance of an internal compliance structure which management deems necessary to ensure that the financial statements are compiled and indicated free of material misstatement in the form of fraud or error.

In preparing the Financial Statements, the management shall evaluate whether it is appropriate to prepare the Financial Statements based on the assumption of a going concern, and if it is required to disclose matters of a

going concern based on the corporate accounting standards generally accepted in Japan, the management shall be responsible to disclose such matters.

The Audit Committee is responsible for overseeing the performance of duties of the Statutory Executive Officers and Directors in developing and operating the Company's financial reporting process.

Auditor's Responsibility with respect to Auditing the Financial Statements

The Auditor's responsibility is to obtain reasonable assurance as to whether the financial statements as a whole are free of material misstatement due to fraud or error, based on the audit performed by the Auditor, and to make an independent Auditor's report and express its opinion on the financial statements. Misstatements may arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of those referring to the financial statements.

Audit is conducted in accordance with the auditing standards generally accepted in Japan by exercising professional judgement and conduct the following with professional skepticism throughout the auditing process:

- Identify and assess material misstatement risks, whether due to fraud or error. In addition, develop and implement audit procedures in accordance with such material misstatement risks. The selection and application of audit procedures shall be at the discretion of the auditors. In addition, obtain sufficient and appropriate audit evidence to provide a basis for our opinion.
- Although the purpose of auditing the Financial Statements is not to express an opinion on the effectiveness of internal controls, the Auditors have considered internal controls related to auditing in carrying out risk assessments in order to establish audit procedures that are appropriate to the circumstances.
- Evaluate the appropriateness of the accounting policy adopted by the management and its application method, as well as the reasonableness of the accounting estimates made by the management and the adequacy of the related notes.
- Conclude whether it is appropriate for the management to prepare the Financial Statements based on the assumption of a going concern, and based on the audit evidence obtained, whether there is any material uncertainty regarding events or circumstances that may raise significant doubts about the assumption of a going concern. If there is any material uncertainty regarding the assumption of a going concern it is required to include in its Audit report cautions regarding the notes of the Financial Statements, and to include a qualified opinion regarding the Financial Statements if the notes of the Financial Statements concerning significant uncertainties are inappropriate. The auditors' conclusions are based on the audit evidence obtained by the date of the audit report, but future events or circumstances may prevent an entity from continuing as a going concern.
- Evaluate whether the presentation and notes of the Financial Statements are in compliance with the corporate accounting standards generally accepted in Japan, as well as the presentation (including the related notes), composition and contents of the Financial Statements and whether the Financial Statements fairly presents the underlying transactions and accounting events.

We communicate with the Audit Committee and its members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant inadequacies in internal control that we identify during our audit.

We also report to the Audit Committee and its members that we have complied with relevant ethical requirements regarding independence, and other matters that may reasonably be thought to bear on our independence, and if any, related safeguards in order to remove or reduce the risk of matters which may affect our independence.

Potential Conflicts of Interest

There are no interests to be specified pursuant to the provisions of the Certified Public Accountant Law between the Company and us or the engagement partner.

Ichigo Audit Committee Report

April 15, 2024

Audit Committee, Ichigo Inc.

Tetsuya Fujita, Audit Committee Member

Noriko Kawate, Audit Committee Member

Yukio Suzuki, Audit Committee Member

The Audit Committee has audited the execution of the duties of the Directors and Statutory Executive Officers during the twenty-fourth fiscal year from March 1, 2023 to February 29, 2024. We report the method and results of this audit as follows:

1. Method and Description of Audit

The Audit Committee has received regular reports and has made requests for explanations as necessary from the Directors, Statutory Executive Officers, and employees of Ichigo regarding the details of resolutions by the Board of Directors with respect to Article 416, Paragraph 1, Item 1, b and e of the Company Law and the system established under the resolutions (internal control system) and in accordance with audit policy and duties prescribed by the Audit Committee. In cooperation with the Internal Audit Department and other internal control related divisions of Ichigo, the Audit Committee has investigated the process and details of decision-making at important meetings, the details of principal-approved documents and other material documents relating to the execution of business, the execution of duties by Statutory Executive Officers and employees and reviewed Ichigo's business and assets. With respect to subsidiaries, we have communicated and exchanged information with Directors and auditors of subsidiaries and received business reports from subsidiaries as necessary.

In addition, we have supervised and verified that the Independent Auditor was independent and conducted an appropriate audit and received reports on the execution of duties from the Independent Auditor and requested explanations as necessary. We have also received a report from the Independent Auditor that the structure to ensure appropriate performance of duties (matters described in Article 131, each Item of the Company Calculation Rules) has been established pursuant to laws and regulations including the Standards for Quality Control of Audits (issued by Business Accounting Council on October 28, 2005) and that management structures have been properly established within the audit firm.

By these methods, we have reviewed Ichigo's own business report, financial statements (balance sheet, income statement, statement of changes in shareholders' equity and notes) and their schedules, along with Ichigo's consolidated financial statements (including the consolidated balance sheet, consolidated income statement, consolidated statement of changes in shareholders' equity and consolidated notes).

2. Results of Audit

A. Audit Results of Business Report

- (1) We note that the business report and its schedules present Ichigo's status correctly pursuant to all laws and regulations and the Articles of Incorporation.
- (2) We note that there has been no misconduct with respect to the execution of duties by Directors and Statutory Executive Officers, nor have we discovered any material facts which violate laws and regulations or the Articles of Incorporation.
- (3) We note that the details of the resolution by the Board of Directors with respect to the internal control system are reasonable. Also, there is nothing material to be pointed out with respect to the execution of duties on the internal control system by Statutory Executive Officers.

B. Audit Results of Financial Statements and their Schedules

We note that the method and results of the audit conducted by the Independent Auditor, Grant Thornton Taiyo LLC, were reasonable.

C. Audit Results of Consolidated Financial Statements

We note that the method and results of the audit conducted by the Independent Auditor, Grant Thornton Taiyo LLC, were reasonable.

(Note) All members of the Audit Committee are Independent Directors as provided in Article 2, Item 15 and Article 400, Paragraph 3 of the Company Law.