

**Content and digital business segment**

---

**5-year new medium-term management plan**  
**(FY2024-FY2028)**

**TSUBURAYA FIELDS HOLDINGS INC.**

**Tokyo Stock Exchange Prime Market**  
**Securities code: 2767**

**May 2024**

## Historical review

Take the shortfall of the plan seriously, clarify future improvement points, and move toward a new growth stage

(Unit: 100 million yen)

[Operating profit plan and results]	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
(Result)	14.6				
	2022 Mid-term management plan	20.0	25.0	30.0	
(Result)		43.7			
	2023 Mid-term management plan		60.0	75.0	90.0
(Result)			38.0	(22) Card inventory adjustment, SG&A expenses increase	

### [Review]

1. Announced 2022 mid-term management plan as a result of building a foundation for global expansion as a content and digital business
2. Achieved results exceeded the medium-term plan due to growth in the Chinese MD and license business
3. Announced new 2023 mid-term management plan to accelerate the development of China and ASEAN as a global content company
4. The first year of the 2023 mid-term management plan fell short of the plan partly due to inventory adjustment and aggressive investments associated with the announcement of new trading card games

## Outline of 5-year new medium-term management plan

After a period of branding to increase awareness and favorability,  
formulating a 5-year new mid-term management plan to move to an aggressive (growth) phase



**Content and digital business segment**

# **Tsuburaya Productions**

---

**5-year new medium-term management plan**  
(FY2024-FY2028)

## Two factors supporting the growth of Tsuburaya Productions

### 1. Expansion of the fan base through continued development of works

Domestic

Familiar with the 3-generation fans as a national IP

Overseas

Forming a fan base of parents generations who are familiar with the Heisei Ultraman series and children generations who have touched on the New Generation Series through the development of works for more than 10 years

### 2. Stable growth of B2B businesses and in the process of change and growth to new business model

Litigation settlement/globally  
continued development of works

**B2B  
businesses**

Centering on license business



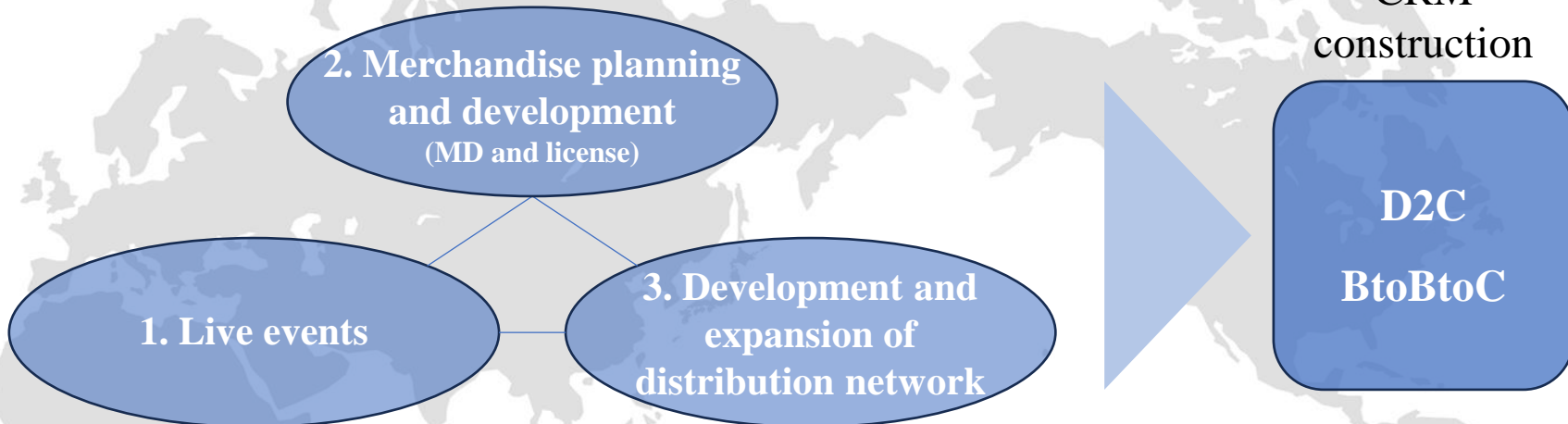
**In addition to B2B businesses**

**Strengthen B2B2C/D2C  
businesses**

- **Strengthen merchandise planning and development**
- **Further domestic expansion and horizontal expansion overseas**
- **Marketing linked to merchandise development**

- 
- ▶ In addition to the license business, promoting the “development and expansion of distribution network” to deliver merchandise we have planned and developed in-house to distribution partners or directly to fans
  - ▶ Fostering a fan community to enhance IP value through marketing using CRM (managing client relations) in conjunction with merchandise development

## Global markets



D2C : Direct to Consumer

**Expansion of fans**

**Continuous development of works**

# 1. Live events

**Past**  
(5-10 years ago)

**In the past live event was a low-profit business**

**Present**

**Profitability increases, becoming a growth business**

Against the backdrop of an increase in the number of fans of works, due to increase of customer attraction, growth in

- Ticket sales
- Sales of goods

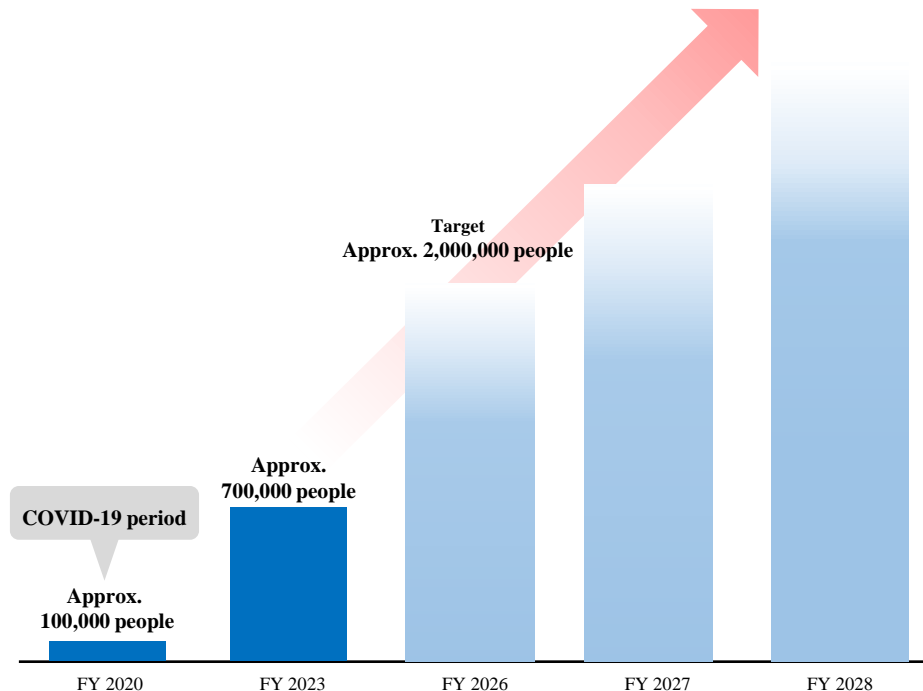
**Future**  
(after 3-5 years)

**Larger growth business**

- Expansion of host regions
- Convergence of real and digital
- Horizontal expansion overseas

## Event mobilization

(Global: FY 2020 results to FY 2028 target)





## 2. Merchandise planning and development (MD and license)

### Strengthen merchandise planning and development in addition to licensing business

Past  
(5-10 years ago)

Business model centering on  
royalty income (license business)

Present

Improve profitability in the product sales  
business through direct sales by expanding  
live events

- Strengthening planning, development,  
and creativity

Future  
(after 3-5 years)

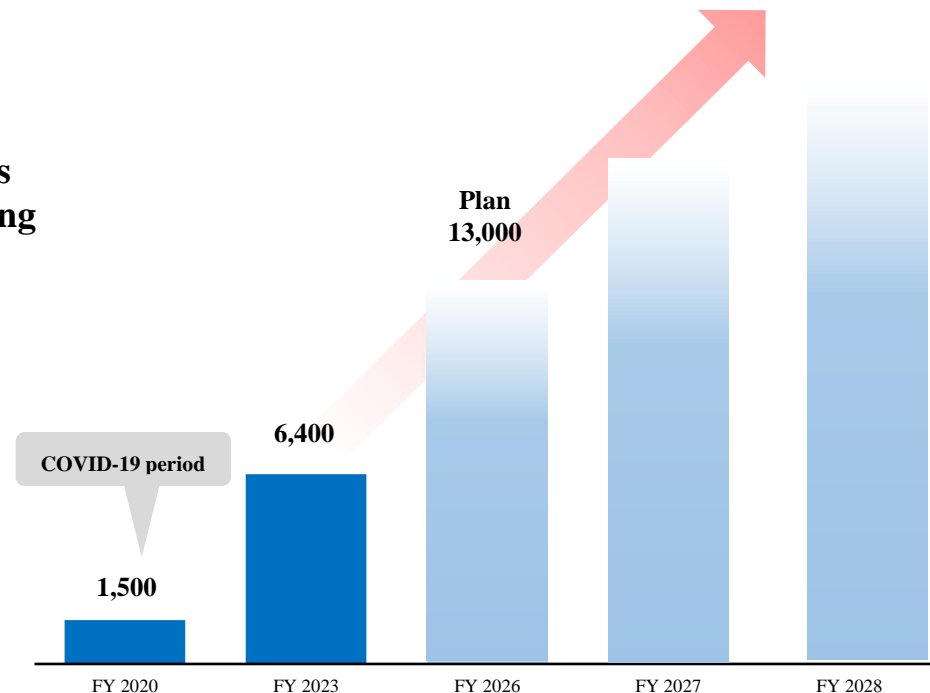
Strengthen merchandise planning  
and development

- Further domestic development
- Horizontal expansion overseas

#### MD and license net sales trends

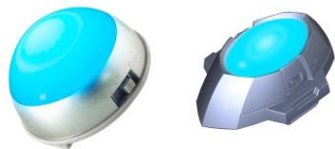
(Global: FY 2020 results to FY 2028 target)

(Unit: millions of yen)



### 1. Event-linked color timers light

- Features a sense of integration with the hero with the functionality of light linked to live shows
- Contributes to attracting customers to events, having a positive impact on sales of other licensees' merchandise



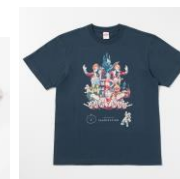
### 2. Expansion of reserved order sales merchandise

- Merchandise for core-fans limited to our own EC
- Specialty merchandise that are delighted by fans are well received such as elaborate figures that replicate the majestic presence in series



### 3. New merchandise planning and development

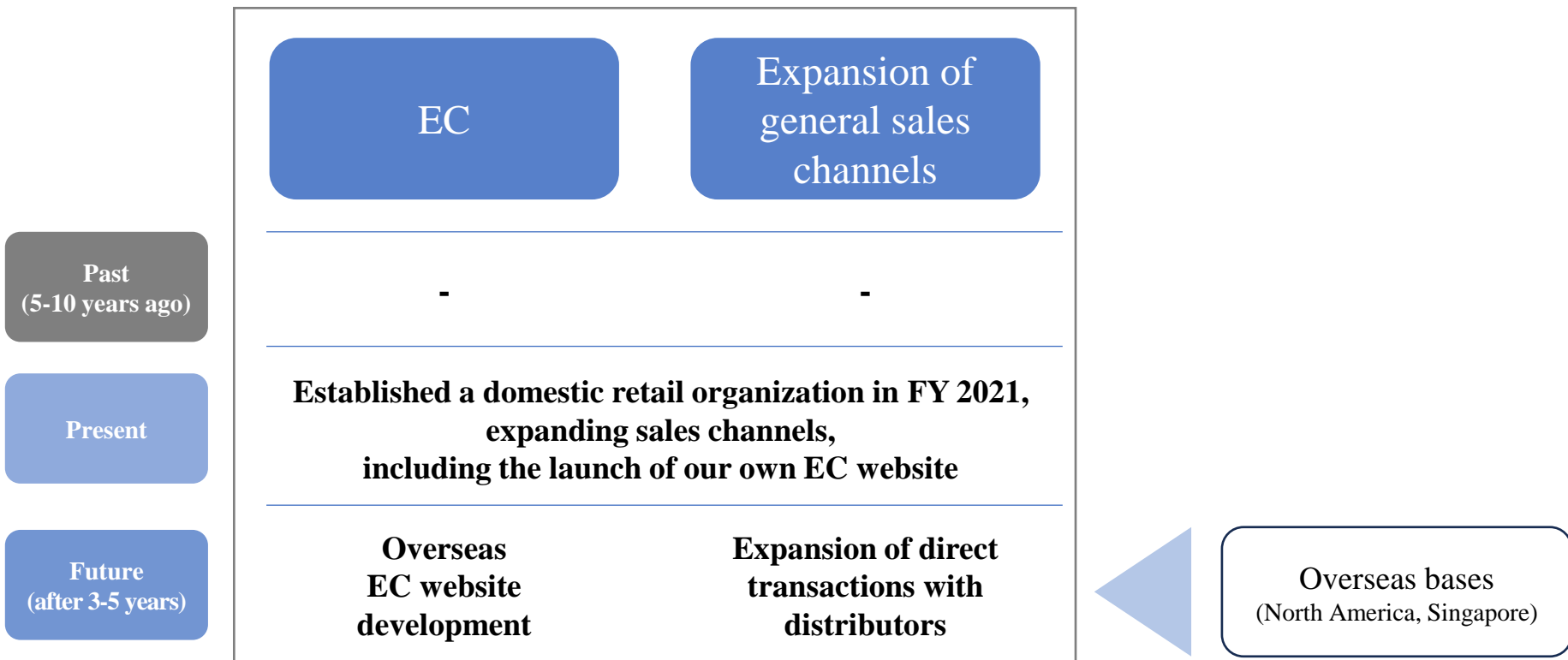
- New business development with a new approach as in-house planning such as deformed merchandise
- Development of apparel through collaboration with the performers of the works

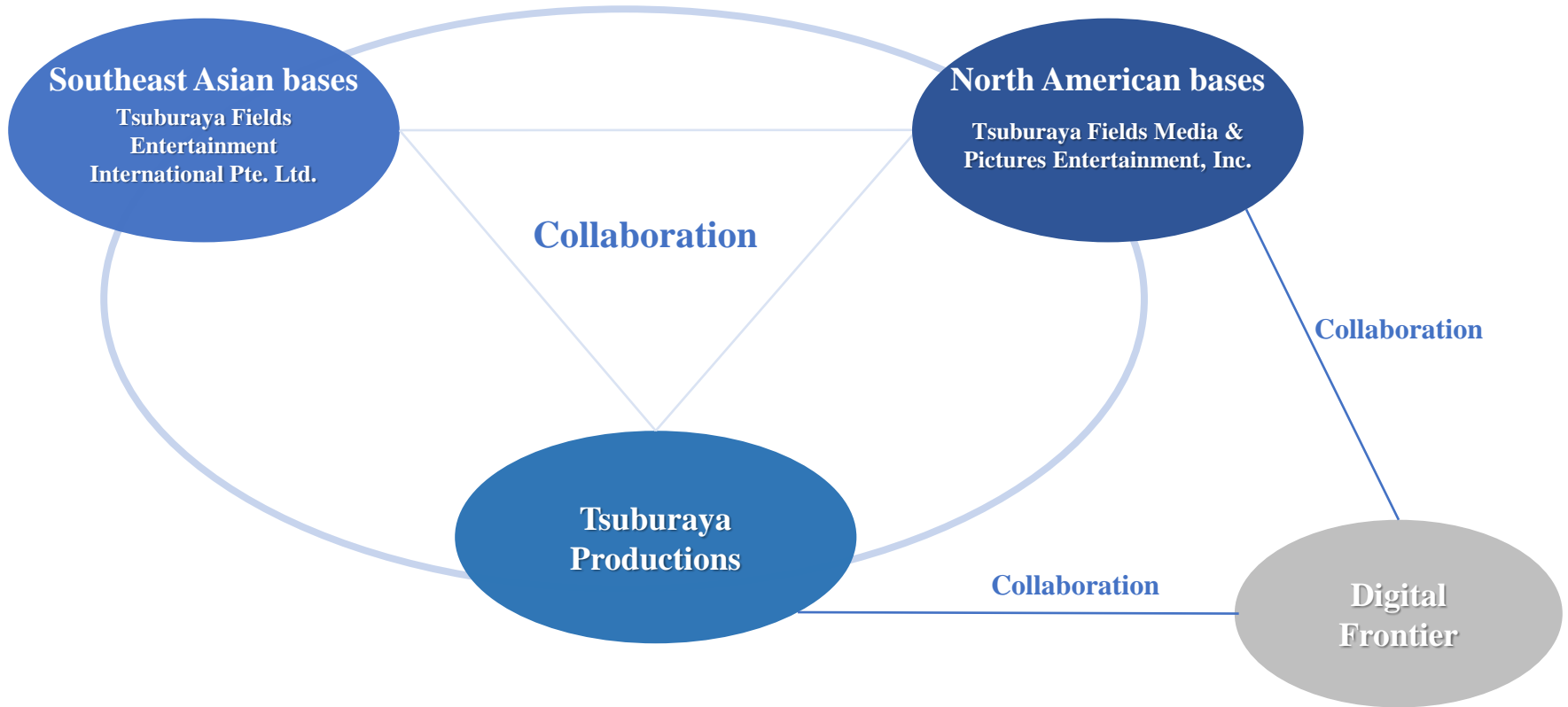


**Strengthen merchandise planning and development through unprecedented functionality and design**

### 3. Development and expansion of distribution network

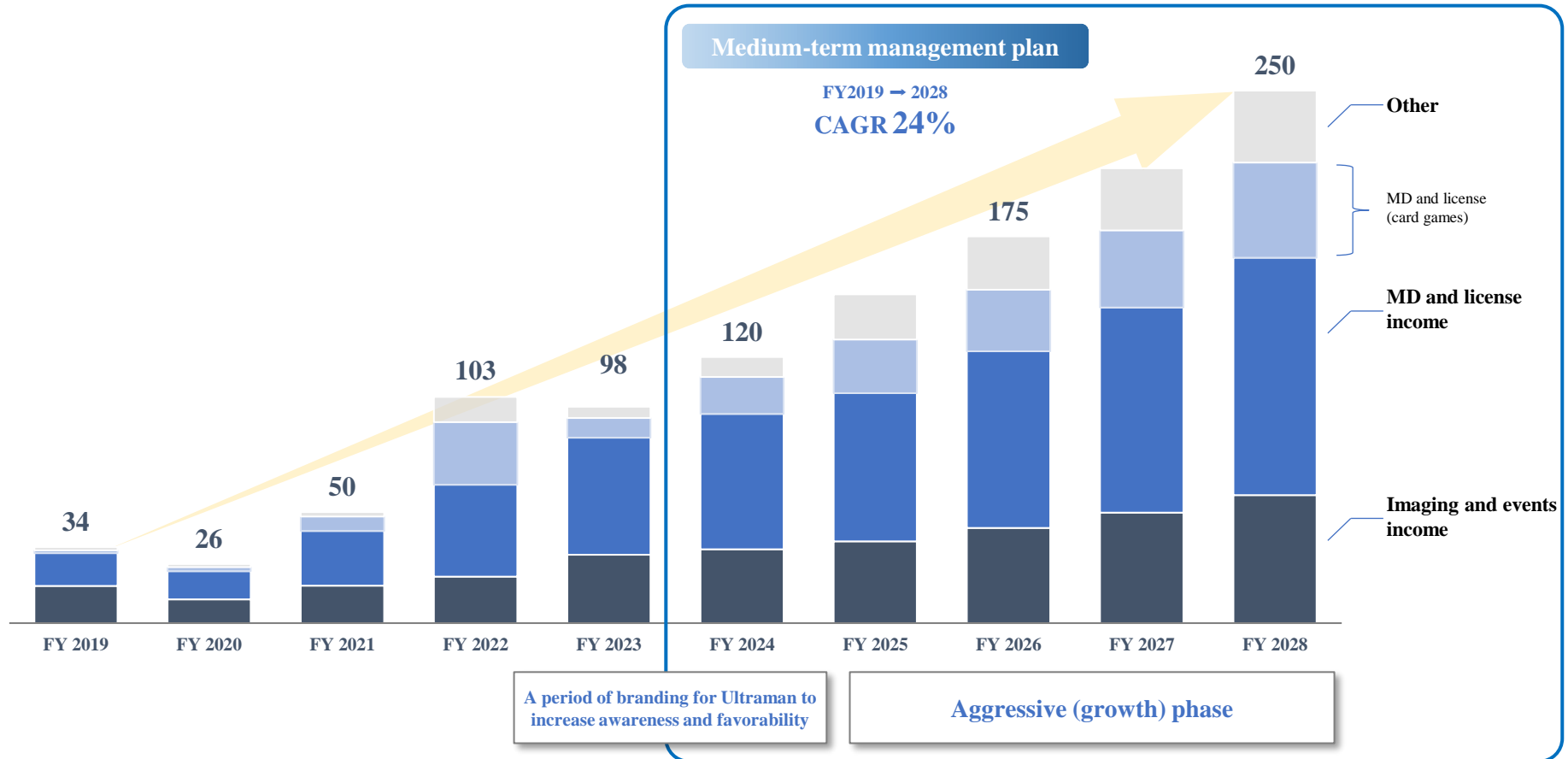
**In addition to B2B businesses, develop and expand distribution networks to strengthen product sales, including direct sales**





# Net sales growth of the global business enterprise group centered on Tsuburaya Productions

(Unit: 100 million yen)



## Invest in new businesses and IP development

- Global promotion
- Video production investment

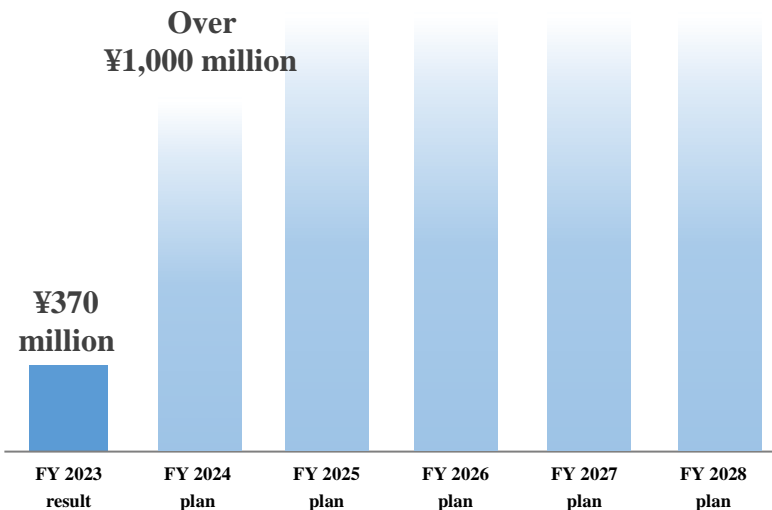
## Restructuring expenses

- Recruitment and development of human resources
- Bolstering overseas business location

# Changes in SG&A expenses during the current medium-term management plan

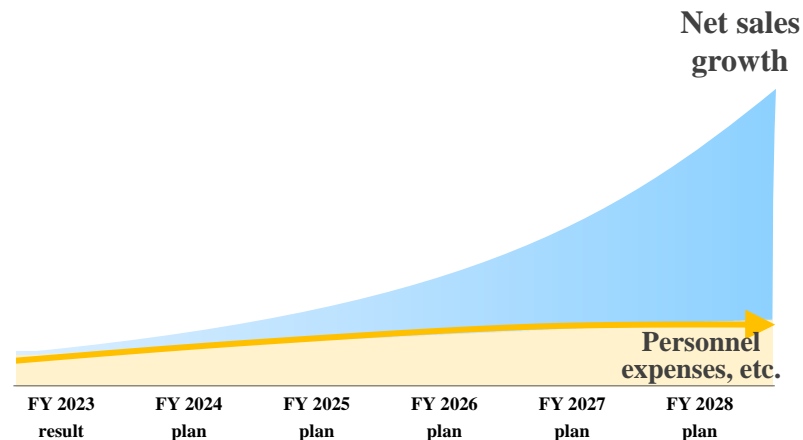
## [Advertising expenses]

Strengthen promotional activities for visual products, live events and new merchandise globally, as a measure to solidify our footing for future growth



## [Personnel expenses and other fixed costs]

Investment in human resources intends to maintain the rate at a level lower than net sales growth rate as a whole, although a certain level of investment will occur



**Content and digital business segment**

## **Digital Frontier**

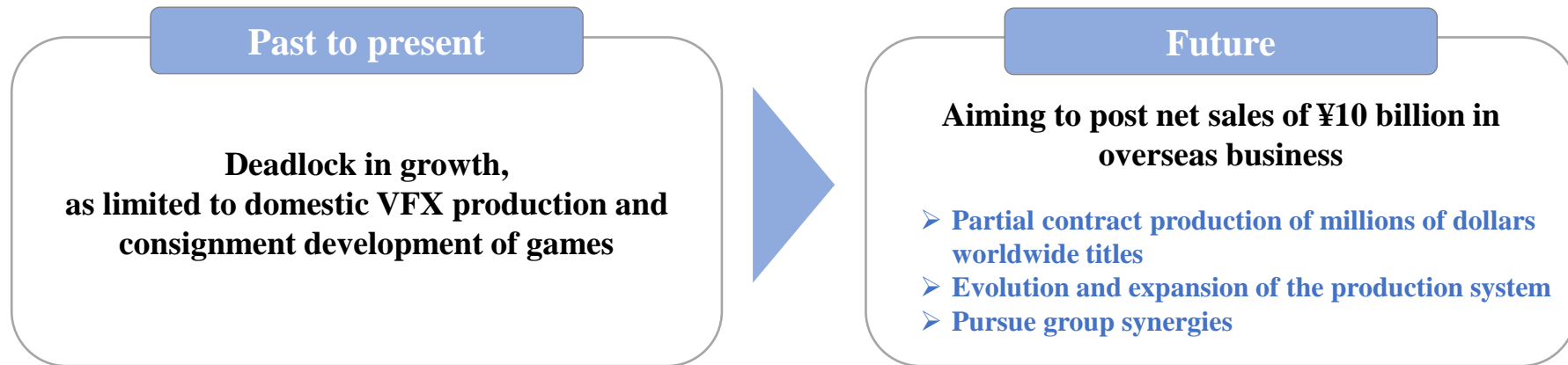
---

**5-year new medium-term management plan**  
(FY2024-FY2028)



## Declaration and challenge of global expansion

**Aiming to become a representative leading company in Japan of content production for the global market in VFX/ CG production by 2030**



**Growth strategy: Domestic market → Develop new markets (to North America)**

**Content and digital business segment**

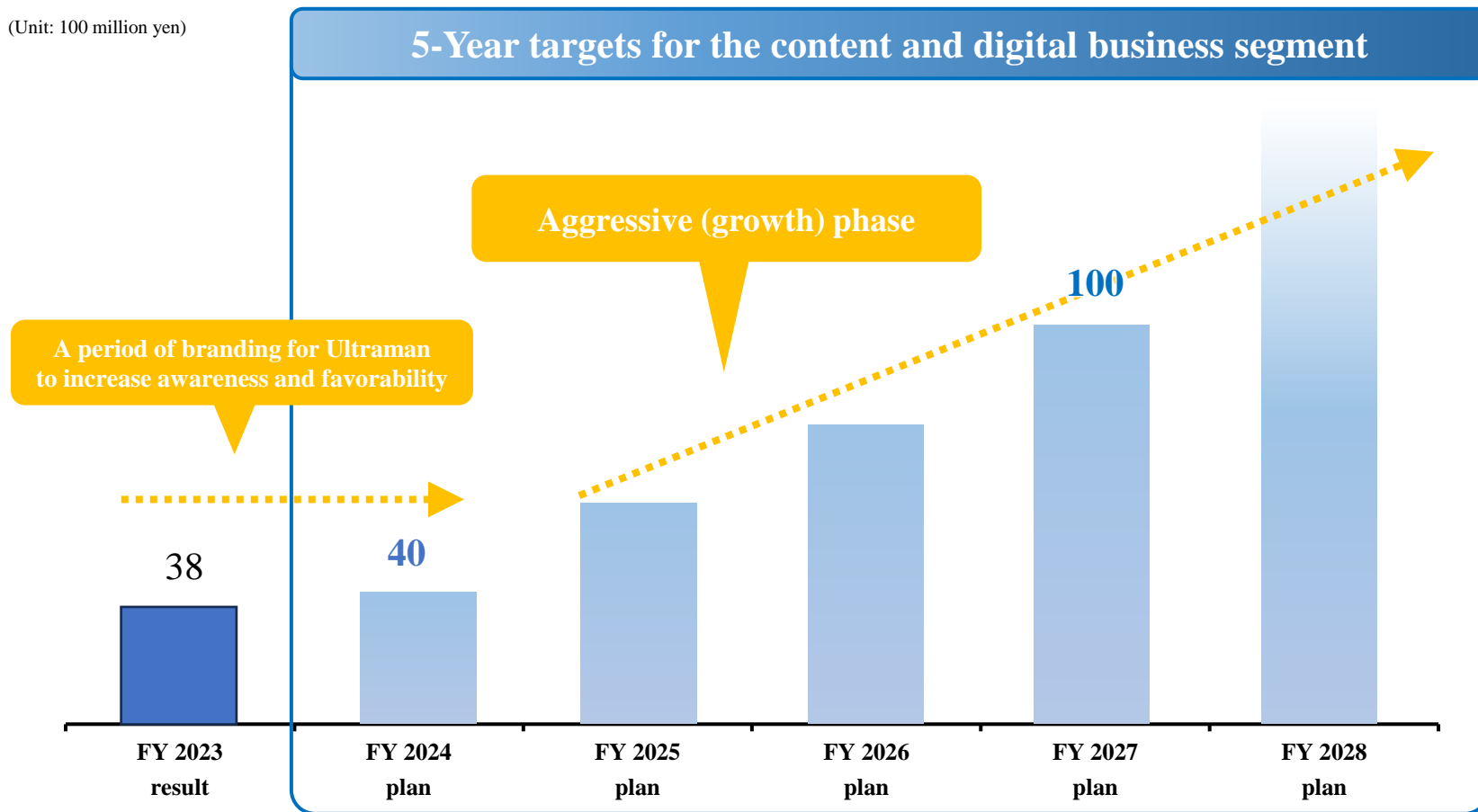
## **Operating profit target**

---

**5-year new medium-term management plan**  
(FY2024-FY2028)

(Unit: 100 million yen)

5-Year targets for the content and digital business segment



# TSUBURAYA FIELDS HOLDINGS

## Disclaimer

The Company's plans, strategies, forecasts, and other statements contained in this document, except for facts that have already been determined, are subject to potential risks and uncertainties and are not guarantees of their accuracy.

Potential risks and uncertainties include, but are not limited to, the economic environment in which our group operates, competition in the market, and the products we handle.