

*This document contains excerpts from the materials presented on the day of the General Meeting of Shareholders.

TSUBURAYA FIELDS HOLDINGS

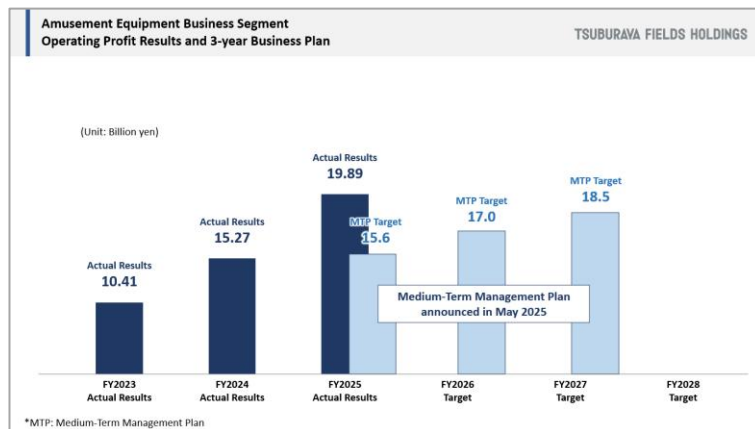
Amusement Equipment Business Segment

Ei Yoshida

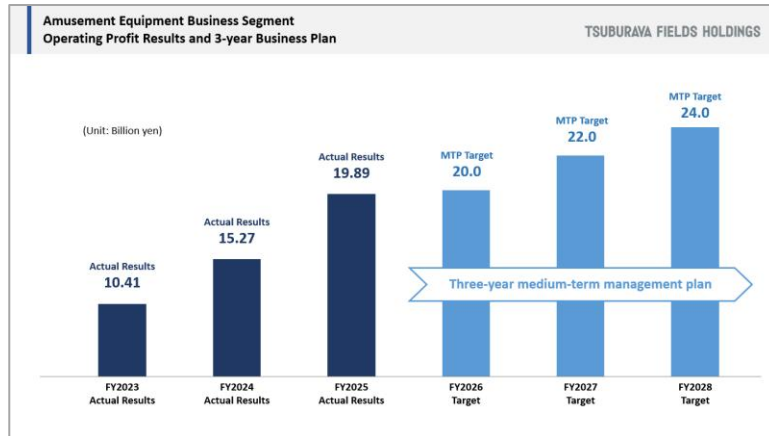
Senior Managing Director and Chief Officer of Amusement Equipment Business

Segment

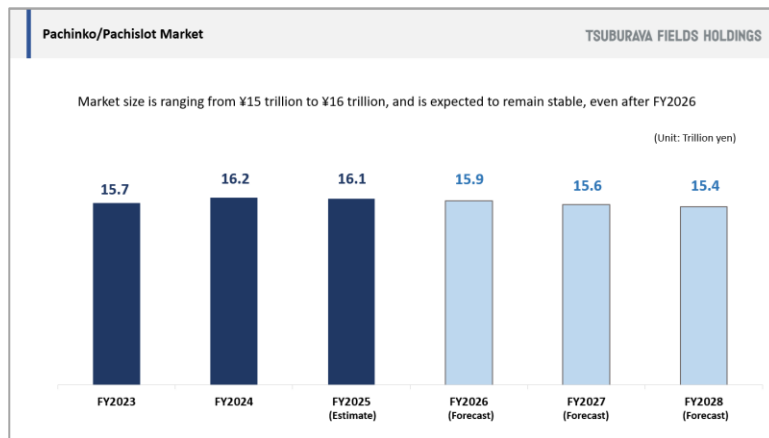
I would like to give an overview of the status of the Amusement Equipment Business Segment.



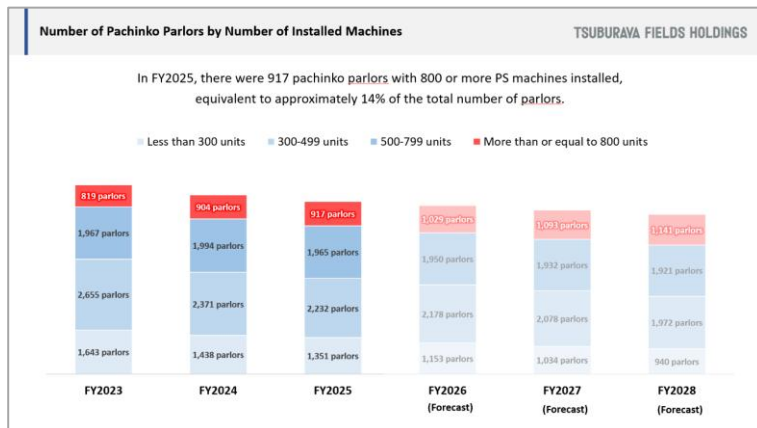
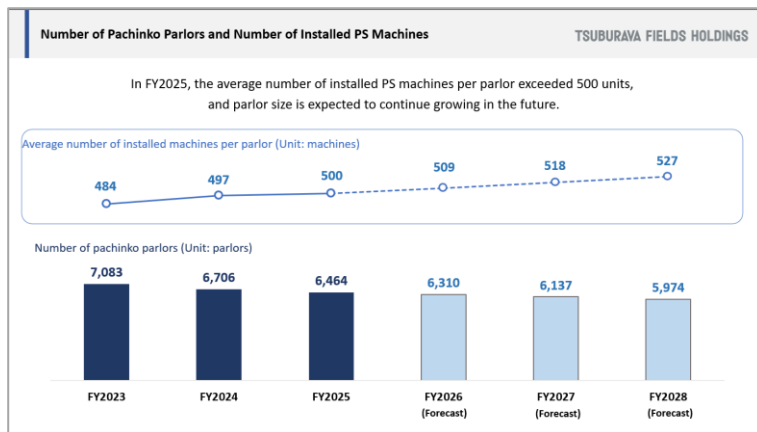
First, I would like to explain our business plan. Based on our performance results for the FY2023 and FY2024, we announced a three-year medium-term management plan in May 2025. In FY2025, we achieved an operating profit of ¥19.89 billion against our initial target of ¥15.6 billion, as explained earlier.



Based on these performance results, we have formulated a new medium-term management plan. This new three-year plan sets the operating profit targets at ¥20.0 billion for FY2026, ¥22.0 billion for FY2027, and ¥24.0 billion for FY2028. Through the steady execution of this plan, our management and employees will strive as one unified Group to ensure sustainable growth and further enhance our corporate value.



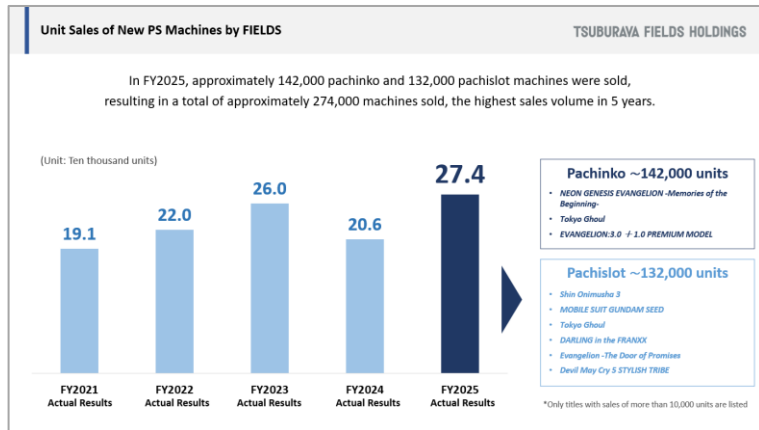
In executing this three-year plan, let me first explain the trends in the pachinko and pachislot (PS) machine market. Our analysis of trends in the PS machine market has been verified, forecast, and calculated through a comprehensive review of data published by the National Police Agency, the *Leisure White Paper*, and our own market data. First, regarding the pachinko parlor market. With respect to parlor revenues (market size), we expect that the market will remain generally flat over the next three years, although a slight declining trend may be observed.



Regarding the number of pachinko parlors, we expect that the slight declining trend will continue. On the other hand, we project that the number of installed machines per parlor will increase.

It is worth noting that large-scale parlors with an installed capacity of 800 or more machines have been on an increasing trend in recent years. We believe that this trend toward large-scale parlors will persist over the next three years as well.

Against this backdrop, we forecast that the polarization between companies within the overall market will become even more pronounced. While we predict that small-scale operators will be eliminated as industry restructuring advances, well-capitalized operators will powerfully lead the market through aggressive M&A and the expansion of large-scale parlors.

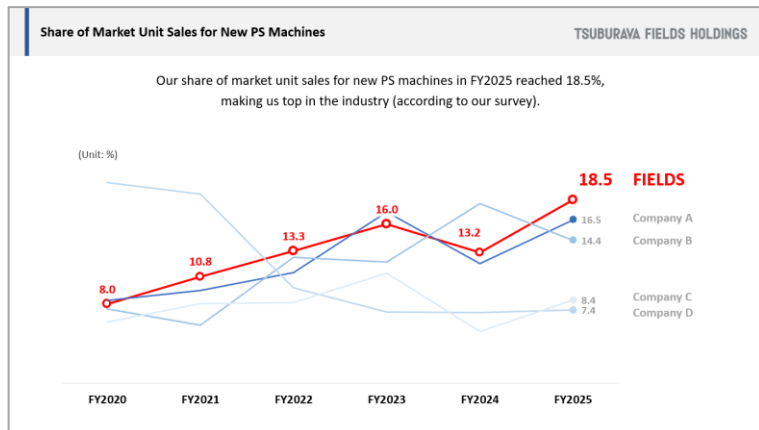


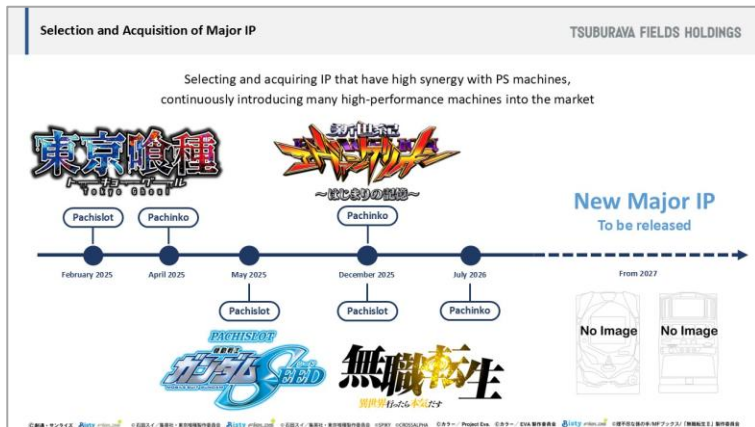
Next, I would like to review the sales performance of FIELDS.

Our market unit sales for FY2025 reached approximately 274,000 units.

Specifically, through the successful performance of titles such as the pachinko machine *Neon Genesis Evangelion -Memories of the Beginning-*, as well as pachislot machines including *L Pachislot MOBILE SUIT GUNDAM SEED* and additional production of *L Tokyo Ghoul*, we achieved total sales of approximately 274,000 units, marking our highest sales volume in the past five years.

As a result, our share of market unit sales within the overall market reached 18.5% (according to our survey), making us top in the industry for the previous fiscal year.





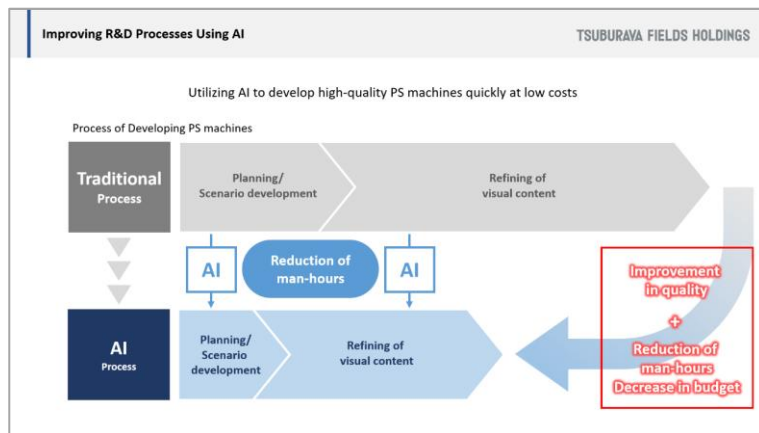
Next, I will explain how we intend to achieve this three-year business plan. In order to further build upon our established strengths, we have laid out three primary strategies.

First is the “acquisition and commercialization of major IP”. In addition to the major IP we currently hold, such as *Neon Genesis Evangelion*, *Mobile Suit Gundam*, and *Tokyo Ghoul*, we will continue to aggressively acquire more major IP and push forward with their commercialization.

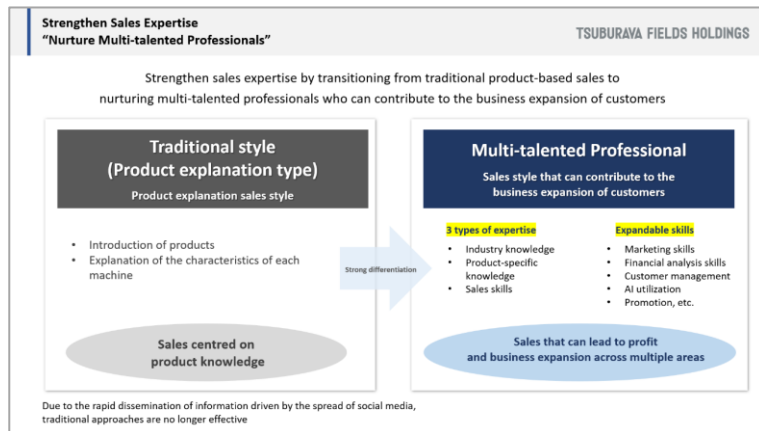
Second is the “reinforcement of the product development structures”. By proactively leveraging AI, we will strengthen our product development structure to enable the development of higher-quality products with greater efficiency.

Third is “transforming our sales force into multi-talented professionals”. I will explain this strategy in closer detail later in the presentation.

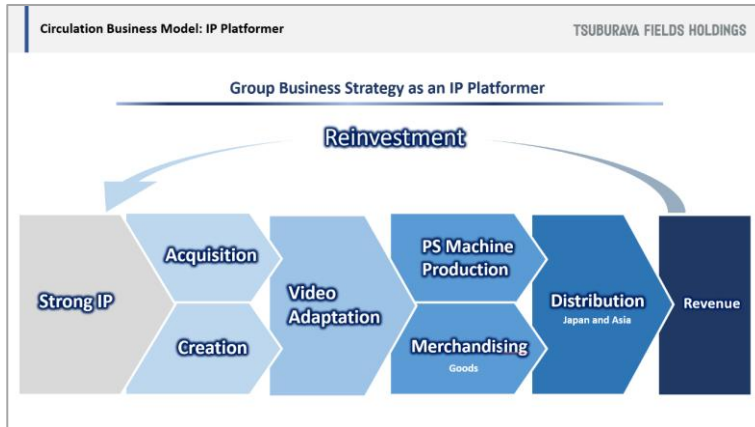
Allow me to first expand on the “IP strategy,” which is our first primary point. Backed by our robust track record of market unit sales, negotiations with powerful IP holders are progressing very smoothly. In addition to our current lineup, which includes *Tokyo Ghoul*, *Neon Genesis Evangelion*, *Mobile Suit Gundam*, and *Mushoku Tensei: Job Reincarnation*, we have already concluded commercialization agreements for major IP that will serve as our core pillars over the next three years. Although we cannot share specific details at this stage as they remain unannounced, we will continue to actively pursue the acquisition of attractive IP.



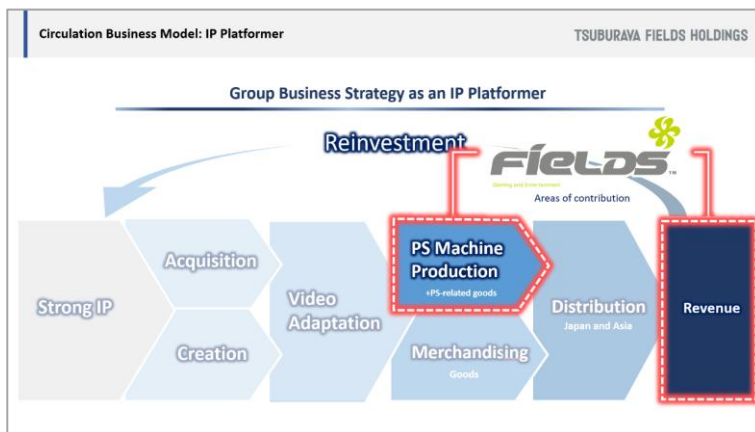
Next, I would like to explain our second key point: “improving R&D processes using AI”. In order to create more appealing products in the future, we recognize that leveraging AI to shorten development cycles, optimize budgets and guarantee high product quality is essential for surviving intense market competition. Guided by this understanding, we have been working hard to develop and implement our own in-house AI tools since last year. Over the next three years, we are confident that by fully integrating these AI technologies into our development pipeline, we will deliver tangible, proven results in terms of not only quality improvement, but also a major reduction in development man-hours and cost optimization.



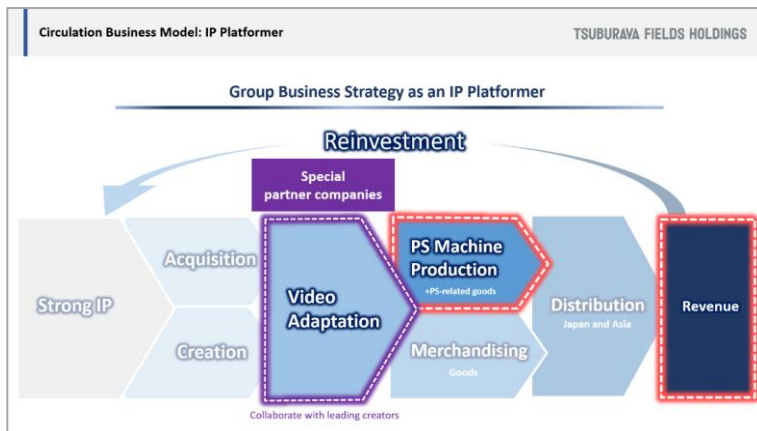
Finally, I would like to discuss our third point: “strengthening sales expertise”. Traditionally, sales relied heavily on product knowledge and presentation skills. However, in today’s environment, where information spreads instantly via social media, simply explaining a product is no longer enough to satisfy customer needs. Therefore, we are creating a framework in which our sales representatives will contribute directly to our clients’ business expansion and revenue. To ensure they acquire expertise in marketing and ROI calculations as well as product knowledge, we have placed a strong focus on practical training and education. These efforts are already yielding steady results, strengthening our relationships with pachinko parlor operators.



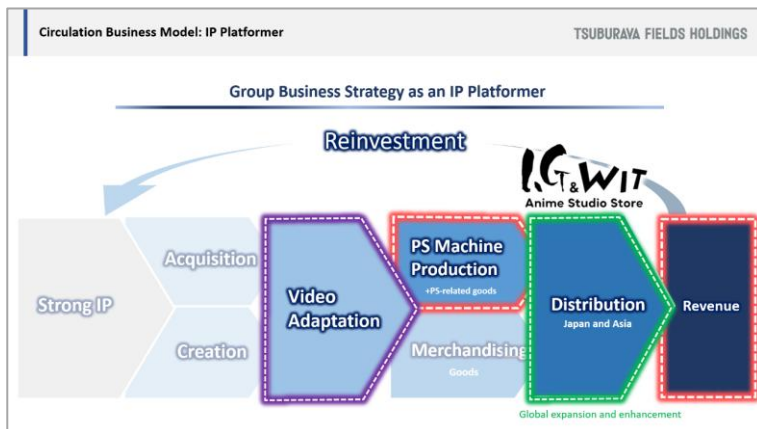
Next, I would like to explain the “IP Platformer” strategy proposed by TSUBURAYA FIELDS HOLDINGS, in which FIELDS is involved. This business model focuses on acquiring and creating valuable IP, and then diversifying and distributing it through video production, PS machines and merchandise to maximize monetization. By building a “circulation business model” that channels these revenues back into new IP investments, the strategy maximizes the overall value of IP. Within this framework, we will leverage our proven planning capabilities and distribution networks to transform IP into tangible products and deliver them to market, such as PS machines, and lead the Group’s growth as the “most critical driver of monetization and distribution”.



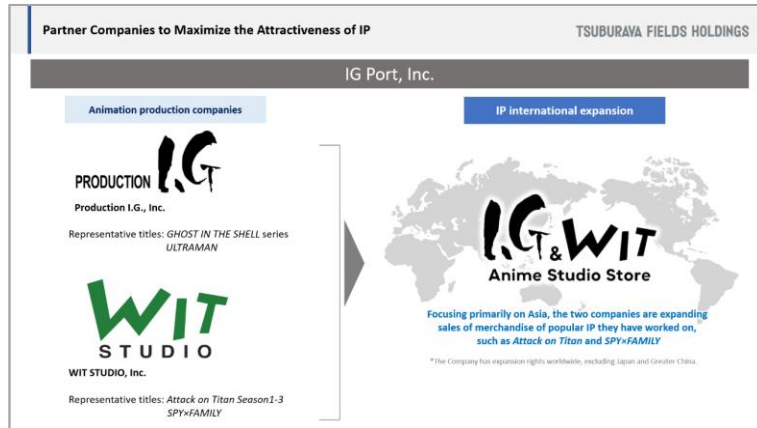
The specific role of FIELDS in this strategy is to maximize the “PS machine production” and “revenue” phases. By leveraging our renowned planning capabilities and sales power, we will generate substantial revenue from the PS machine business and reinvest it in acquiring and funding the next promising IP. As the “core” driving the Group growth cycle forward, we are fully committed to continue making significant contributions in the future.



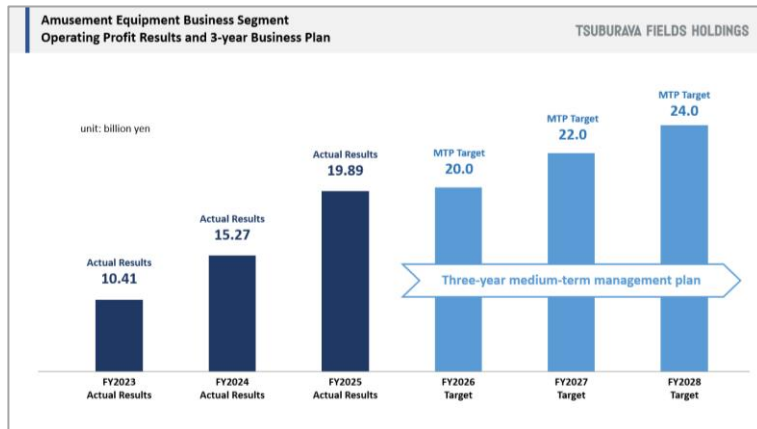
Next, I would like to talk about our IP acquisition and creation partnerships. Over the years, we have built strong, trusting relationships with numerous leading anime production studios and movie companies. While we must refrain from disclosing specific details at this time, we expect to announce a major new title and its accompanying merchandise, developed alongside these partners, by the end of the year. This new title will be instrumental in shaping the future of our Group, and we hope you will look forward to it.



Thirdly, I will discuss the “I.G & WIT Anime Studio Store”. This refers to the anime merchandise business that was expanded in China by the leading anime production companies, Production I.G and WIT STUDIO.



We are pleased to announce that we have entered into a global sales partnership (excluding Japan and the Greater China region) with the above companies. They are leading Japanese anime studios that have brought multiple globally acclaimed IP to market. Given the remarkable success of their merchandising business in China, having them as our global expansion partner is highly significant for the future growth of our merchandising business. Full-scale operations for this initiative are scheduled to commence in October this year.



We are committed to working as a cohesive team to reach our new three-year financial targets through the steady implementation of these strategies. Specifically, we aim to deliver an operating profit of ¥20.0 billion in FY2026, ¥22.0 billion in FY2027 and ¥24.0 billion in FY2028.

That concludes my overview. Thank you for your attention.

TSUBURAYA FIELDS HOLDINGS

Content and Digital Business Segment

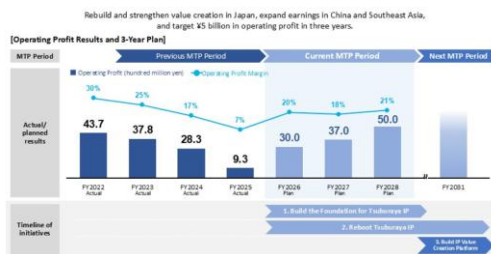
Masayuki Nagatake

Senior Managing Director and Chief Officer of Content and Digital Business Segment

I would like to present an overview of the content and digital business segment, as well as its core operating company, Tsuburaya Productions.

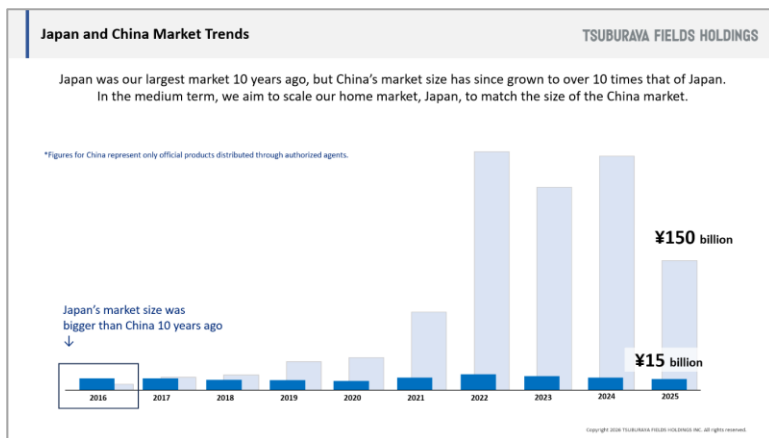
Content and Digital Business Segment 3-Year Business Plan

TSUBURAYA FIELDS HOLDINGS

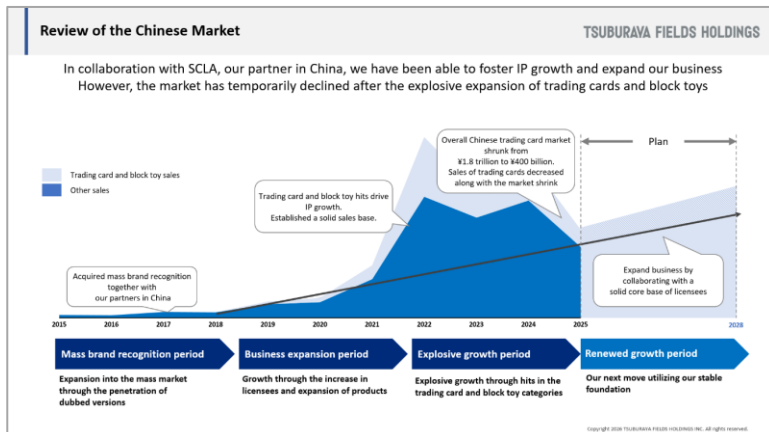


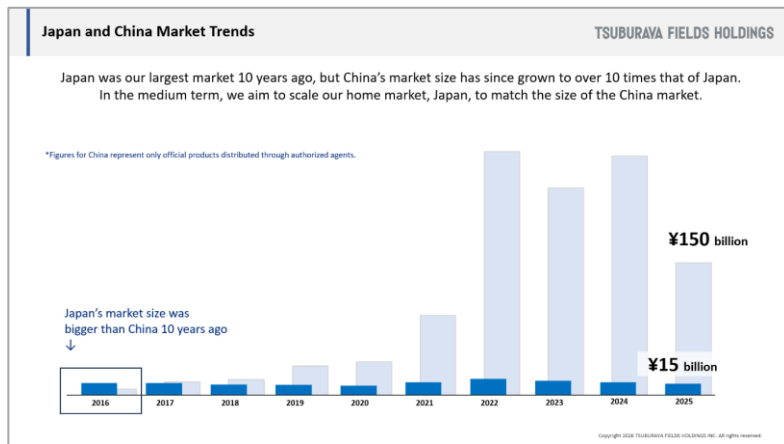
The 3-year period of the current medium-term management plan is the “framework development period” to establish a business foundation for the next stage of growth

I would now like to present the historical performance trends and the upcoming three-year plan for this business segment. We are positioning the newly announced three-year business plan as a critical period for establishing a robust business foundation and framework that will propel us to the next stage of growth. First, I will report on our financial results for the previous fiscal year, which ended in March 2026. Operating profit declined significantly. This was primarily driven by two factors: an increase in expenses due to forward-looking investments for future growth and a sharp, temporary downturn in sales within the Chinese market.



Tsuburaya Productions is at the heart of this business segment and generates most of its revenue from the Japanese and Chinese markets. I will now explain our performance based on the graph shown on the slide, which illustrates the total merchandise transaction value related to *Ultraman* in both markets over the past ten years. While the Japanese market has remained stable, the Chinese market experienced significant growth in 2022, followed by a downturn in 2025. I will now explain the factors behind these fluctuations in the Chinese market and our future outlook. A trading card game boom occurred in China between 2021 and 2022. Building on this trend, a new product distribution network was established nationwide, resulting in the major success of the trading card business. Following this, block toys became a massive hit in 2024. However, in 2025, we saw a substantial decline in sales. This was due to a combination of factors, including a post-boom cyclical downturn and a sharp contraction of the Chinese card market itself, dropping from a peak of ¥1.8 trillion to ¥400 billion, as well as the cancellation of events resulting from deteriorating Japan-China relations. Nevertheless, the local business foundation that we have built over the past decade remains solid and continues to grow. Ongoing projects with existing partners and the acquisition of new business are both trending upwards. Regarding our earnings outlook, our master licensee has reported that performance for the April-June 2026 quarter has bottomed out and is moving toward recovery.



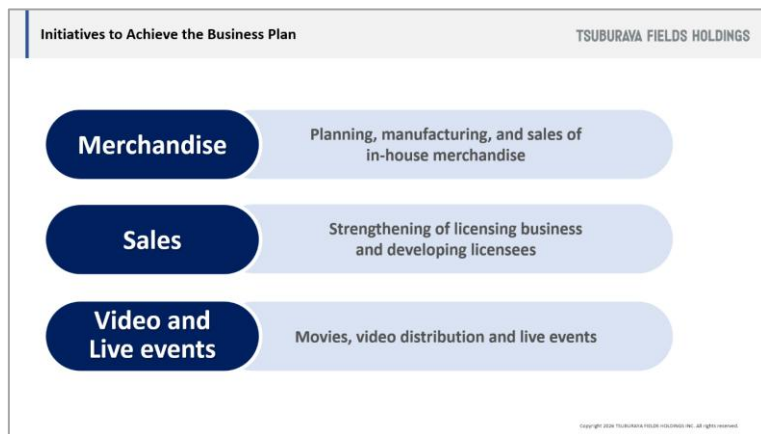


While the Chinese market still maintains a scale of ¥150 billion despite its decline last year, the domestic market in Japan remains limited to ¥15 billion.

We recognize this as a sign that there is immense room for expansion in the domestic market, and thus a massive opportunity.

In Japan, we have achieved solid results through our largest partner, Bandai Namco Holdings, securing a high market share that ranks in the top 10, particularly in the preschool boys' market.

Conversely, we have yet to capture a sufficient market share in categories geared toward adults and the female demographic, such as miscellaneous goods, accessories, plush toys and fashion, which have shown remarkable growth in the character merchandise market in recent years. Taking a full-scale approach to these untapped markets and steadily capturing market share will therefore be our highest priority for the future of the company.



The three key initiatives to significantly expand our presence in the Japanese market are as follows.

The first is our merchandise strategy. By planning, manufacturing and selling our own products, we can firmly capture the adult and female demographics. We will expand our product lines tailored to adults, women and inbound tourists, such as our collaboration with Ultraman and the highly popular “mofusand”. We also have our “Fuwanui” plush series, which repeatedly sold out this past spring. Alongside this, we will open new retail spaces, including our own stores. Our Harajuku store, set to open on July 10, will generate significant buzz and revitalize the market.

The second area is boosting our overall sales capabilities. By focusing digital marketing on generating social media buzz, we will strengthen our advertising and promotional licensing for corporate clients. At the same time, we will use AI and other technologies to deliver more efficient, high-value proposals to our licensees across diverse corporate sectors and categories. This framework will help to invigorate the entire market.

Lastly, we will touch on our strategy for video and live events. To invigorate the market further, we will enhance the appeal of our major feature films, original streaming content and live events even further. Activities designed to ignite the passion of a wider fanbase will help us to continue strengthening our efforts to steadily increase our brand value.

