

FY2026/1 1Q Earnings Presentation

2025.6.11

Executive Summary

FY2026/1: Our KPIs (IFRS) significantly exceeded the initial target, putting us on track for full-year target

Adjusted indicator	: Intrinsic performance excluding one-off M&A-related expenses		
Adjusted EBITDA	: ¥4.26bn (+11.9%) (1Q Target ¥3.81bn)	1Q YoY	+¥0.96bn + 29.2%
Adjusted EBITA (≡Operating income under IFRS)	: ¥2.51bn (+32.2%) (1Q Target ¥1.9bn)	1Q YoY	+¥0.20bn + 8.6%
Adjusted net income before amortization of goodwill (≡Net income under IFRS)	: ¥1.33bn (+19.4%) (1Q Target ¥1.11bn)	1Q YoY	▲¥0.20bn ▲13.1%※

※ This FY's target is heavily weighted towards the second half compared to last year's, with the YoY increase also expected mostly in the latter half.

Adjusted net income before amortization of goodwill is on track: last year's result was ¥5.9bn, while this year's target is ¥8.4bn

M&A: Successfully completed 2 roll-up M&As in the rapidly growing U.S. market

Roll-up in North America: Following our success in Japan, leverage our core **NEN + Player One** in the U.S. to implement various PMI – the essence of roll-up M&A

M&A valuation: Expect a combined EV / EBITDA of **5.0x** (an appropriate acquisition price), which should decrease further as PMI initiatives boost earnings

PMI: Launch of Major IPs in North America + Surge in Foreign Currency Exchange Machine Business

PMI at NEN in the U.S.: After SWAP, same-store sales still hold strong at an **"average of +110%,"** remaining high compared to the domestic same-store growth rate

Strong IP in North America: Starting late June, launch exclusive **Sanrio, Godzilla**, & other major Japanese IP-themed prizes for GENDA's North American Operations (more IPs to follow)

Surge in forex machines: SMART EXCHANGE (foreign currency exchange machine) achieved **historical high record sales** in both March and April 2025

New funding source: Foreign currency gained from inbound tourists via exchange to fund **U.S. M&A** (USD) and **Kleiner's purchase price** (EUR)

Earnings Forecast: Upward revision to FY2027/1 forecast

FY2027/1 forecast: Revenue ¥**185.0**bn | EBITDA ¥**25.7**bn | Net income under IFRS (Net income before amortization of goodwill) ¥**9.9**bn (assuming 0 M&A going forward)

FY2026/1 forecast: Remaining unchanged, based on the timing of P/L consolidation and one-off M&A-related expenses

Summary of Consolidated Statements of Income

Exceeded 1Q target, making a Strong Start, driven by Amusement arcades and Karaoke in Japan

(¥ in millions)	1Q YTD							
	a Adjusted (excl. M&A-related expenses)				GAAP results (incl. M&A-related expenses)			
	FY2025/1	FY2026/1			FY2025/1	FY2026/1		
	Result	Result	vs Target	YoY	Result	Result	vs Target	YoY
Revenue	24,685	34,269	+0.7%	+38%	24,685	34,269	+0.7%	+38%
EBITDA	3,301	4,268	b +11%	+29%	3,277	3,900	+13%	+19%
EBITA (≡ Operating income under IFRS)	2,317	2,518	c +32%	+8%	2,292	2,150	+40%	▲6%
Net income before amortization of goodwill (≡ Net income under IFRS)	1,536	1,333	d +19%	▲13%	1,456	983	+33%	▲32%

a M&A-related expenses Showing intrinsic performance excluding one-off M&A-related expenses. M&A-related expenses were ¥0.36bn in 1Q, affecting EBITDA and below.

b EBITDA **+11% / +¥0.45bn** against target, **+29% YoY / +¥0.96bn**

c EBITA (Operating income under IFRS) **+32% / +¥0.61bn** against target, **+8% YoY / +¥0.20bn**

d Net income before amortization of goodwill (≡ Net income under IFRS) **+19% / +¥0.21bn** against target, **▲13% YoY / ▲¥0.20bn**

Note: M&A-related expenses include (i) M&A execution fees: brokerage fees, legal fees, due diligence fees, financial advisor fees and appraisal fees, (ii) M&A financing fees, and (iii) equity offering fees: follow-on offering fees and IPO fees. .

Adjusted EBITDA Forecast vs Actual

Heavier weight on the 2nd half based on our current business structure & IP/campaigns

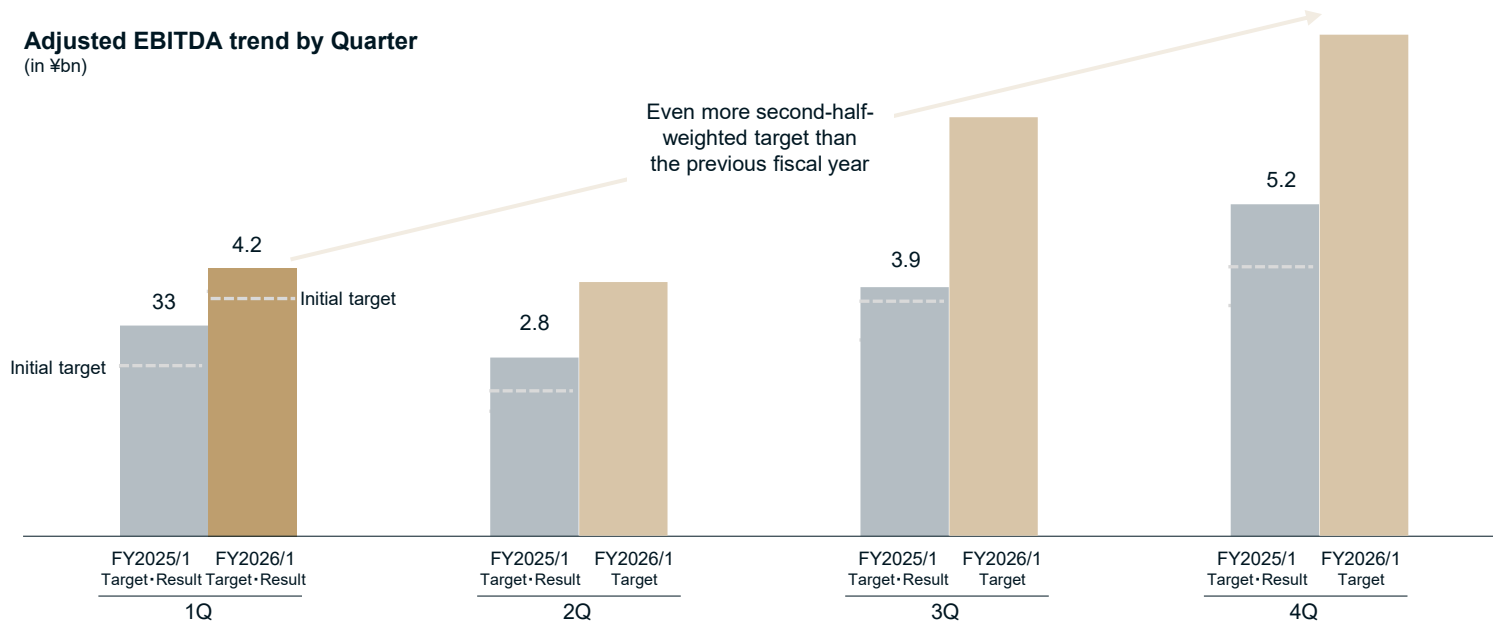
We achieved adjusted EBITDA above target in all quarterly accounting periods last fiscal year (FY2025/1).

We had a strong start in 1Q of FY2026/1, exceeding our target.

Our core businesses, amusement arcades and karaoke, are seasonally weighted towards the second half for revenue and we set an even more second-half-weighted target than the previous fiscal year.

Adjusted EBITDA trend by Quarter

(in ¥bn)



During the first quarter of the current fiscal year, we finalized the provisional accounting treatment related to business combinations. The year-on-year (YoY) change rates are stated by comparing the figures for the previous fiscal year after reflecting the details of the provisional accounting treatment.

















































Summary of Consolidated Balance Sheet

B/S is now fully improved owing to the ¥18.4bn follow-on offering, allowing M&A to restart

(¥ in millions)	FY2025/1 End of Full-year	FY2026/1 End of 1Q	Difference	Remarks
Current assets	45,619	44,327	▲1,292	M&A increased current assets, but decreased cash and deposit led to a slight overall reduction
Of which, cash and deposits + short-term securities	25,649	21,641	▲4,008	Funds from last year's follow-on offering for M&A decreased after being applied to acquisitions
Fixed assets	69,344	87,580	+18,236	Mainly increase in goodwill and tangible asset by M&As
Of which, goodwill	18,542	29,275	+10,732	¥10.0bn buffer on ¥39.0bn in net assets grew further with the recent ¥18.4bn follow-on offering
Total assets	114,964	131,908	+16,943	Increased because of the above reasons
Total liabilities	79,325	92,747	+13,421	Mainly increase in interest-bearing debt due to M&A financing
Of which, interest-bearing debt	52,480	63,013	+10,532	Figures before the completion of Player One The recent follow-on offering significantly boosted our debt capacity
Net assets	35,638	39,160	+3,522	Mainly increase in equity capital. Expected to increase by ¥18.4bn due to the follow-on offering
Of which, shareholders' equity	35,427	38,922	+3,495	Increased by stock-based M&A and accumulated income
Net Debt / EBITDA	1.7 x	1.9 x¹	+ 0.2 x	Assuming Player One has completed (increased debt, increased EBITDA), the level after reflecting the follow-on offering (increased cash)
Capital adequacy ratio	30.8 %	29.5 %	▲1.3 %	Maintaining capital efficiency by leverage even after the follow-on offering

1. To approach the discussion with financial institutions in view of the actual debt capacity as of today, the EBITDA used in the calculation of Net Debt / EBITDA is ¥25.7bn expected for the next fiscal year. Besides, Net Debt calculation reflects the completion of already disclosed/in-progress M&A deals and the follow-on offering, aiming for a figure as close as possible to the current Net Debt. The reason for not using the LTM results is that, in M&A, the debt is fully consolidated on the closing date, while the full-year contribution of the EBITDA of the target company, which is the main source of repayment of that debt, is in the next fiscal year. Using our LTM results, the EBITDA of the relevant target company is not included, and the ability to repay debt within one year, which is the purpose of this indicator, cannot be measured. In addition, in the calculation of Net Debt, considering the impact of the closing of disclosed M&As, and the figure is as close as possible to the Net Debt as of today after all the disclosed M&As.

Announced 2 new M&As, total 48 M&As since the establishment

1	2	3	4	5	6	7	8	9	10	11	12
											
June 2018	July 2019	December 2020	April 2021	October 2021	December 2021	January 2022	January 2022	June 2022	October 2022	October 2022	September 2023
13	14	15	16	17	18	19	20	21	22	23	24
											
September 2023	September 2023	October 2023	October 2023	October 2023	November 2023	November 2023	November 2023	December 2023	December 2023	December 2023	January 2024
25	26	27	28	29	30	31	32	33	34	35	36
											
February 2024	February 2024	May 2024	June 2024	June 2024	November 2024	July 2024	August 2024	October 2024	September 2024	February 2025	December 2024
37	38	39	40	41	42	43	44	45	46	47	48
											
March 2025	March 2025	March 2025	March 2025	April 2025	July 2025 (planned)	June 2025	May 2025	December 2024	May 2025	July 2025 (planned)	July 2025 (planned)

Entertainment Contents

Entertainment Platform

Note: The date of closing for Pixel Intermediate Holding Corporation, Barberio and Mini-location business of VENUplus is scheduled to be July 1, 2025.

Roll-up M&A in North America

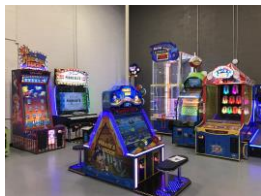
Announced 2 new M&As today: Transformational Strengthening of the US Amusement Business

Today, we announced the acquisition of share in U.S. amusement arcade operator, Barberio, as well as the transfer of VENUplus's mini-location business.

Both are a roll-up of our focused mini-location business.



Barberio Music Company, which operates 12 amusement arcades and 89 mini-locations in the U.S. Opening locations in major trampoline parks across the U.S., leading luxury hotel chains and FECs. Their strength in expanding within high-profile, high-traffic large-scale facilities.



Acquired the business from VENUplus, Inc., which operates approx. 1,100 mini-locations. We can achieve even greater labor cost efficiencies by minimizing the succession of existing staff. We will integrate operations like cash collection and prize replenishment by leveraging NEN's personnel, who manage approx. 10,000 mini-locations nationwide.



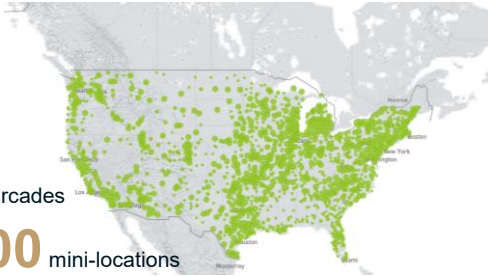
We aim to grow same-store sales, similar to NEN, by replacing with Kiddleton-style mini crane game machines and implementing "Kawaii" prize strategy (SWAP).

Combined EV/EBITDA multiple for both acquisition is 5.0x, indicating we are acquiring both companies at a fair price based on their past performance.

Similar to previous deals, we expect EV/EBITDA multiple to decrease even further when factoring in future performance, thanks to profit expansion and cost reductions through our PMI initiatives.

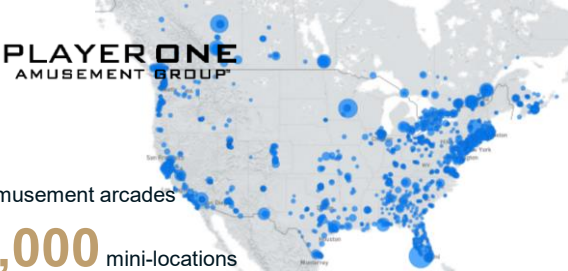
Strengthen Platform in North America

Further Expanding Entertainment Platform Network in North America (USA + Canada)



19 amusement arcades

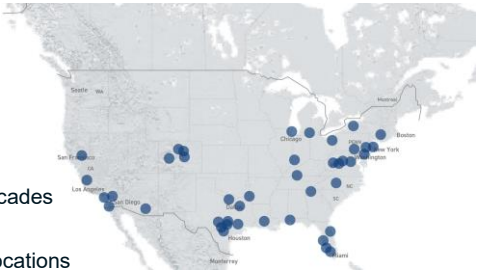
Approx. 10,000 mini-locations



104 amusement arcades

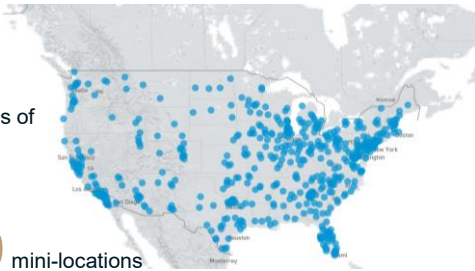
Approx. 2,000 mini-locations

NEW



12 amusement arcades

Approx. 89 mini-locations



Mini-location Business of



Approx. 1,100 mini-locations

Note: Mini-location is a gaming corner mainly with 30 or less game machines installed. The number of locations of each company is as of January 2025 for NEN, December 2024 for PLAYER ONE, May 2025 for BARBERIO and Mini-location Business of VENUplus.

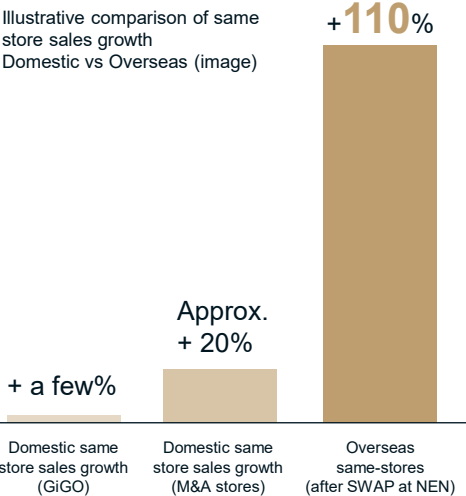
Replacement has been successfully completed at 515 locations
Average Same Store Sales Growth remains high at +110% (2.1x)

PMI initiative (=SWAP) involves replacing with Kiddleton-style mini cranes featuring Japanese “Kawaii” prizes at NEN's locations.
Completed 515 SWAPs from the start of consolidation in November 2024 through the end of April 2025.

Sales growth rate for the implemented stores, while stabilizing from the +201% recorded at the end of February, still registers an average of **+110%**.



Illustrative comparison of same store sales growth Domestic vs Overseas (image)



Note: PMI results were derived from 461 locations (where replacements were completed by the end of April 2025 and sales data before and after the replacement was available). We compared 4 months of sales before and after replacement, ensuring an identical comparison period.

Unexpected Positive Progress in North America

① “New” store openings at Walmart

Although the anticipated termination of select Walmart store contracts had progressed as planned prior to the acquisition, the post-acquisition swap strategy proved highly effective. NEN has entered into a new term lease agreement with Walmart for seven Kiddleton Stores to be opened in August. **This is NEN's first agreement with Walmart Real Estate, and first new NEN Walmart concept in over seven years.**

② “New” store openings beyond Walmart

Given NEN's significant SWAP results, we have received very strong **interest in new store openings, that was not expected before the acquisition.** **New store openings have ultimately surpassed closures at Walmart, leading to a net monthly increase in store count.** Now we have over 200 new stores. New store openings offer higher investment efficiency than SWAP in existing stores. Despite temporary costs, proceed with this as the best organic growth investment.

③ Started procuring game machines for the U.S. at discounted prices through Player One's wholesale function

Roughly 30% of Player One's revenue comes from its game machine wholesale business.

Successfully started procuring game machines to be used by NEN **at volume discount prices through Player One.**

④ Set to begin PMI initiatives at Player One this month, ahead of its closing

Set to begin **location tests at 65 Player One sites this month**, ahead of its closing. These tests will feature **Kiddleton-style game machines and prizes.**

At Player One, **advance** not only SWAP but also **“Add on,”** which are additional deployments to empty space in existing stores. SWAP replaces existing sales, while Add on is more efficient for pure sales growth. Therefore, at Player One, with its abundant empty space, we will focus on Add on to avoid cannibalizing existing revenue. This will strengthen Player One's platform for offering Japanese anime IP offline, while effectively utilizing its empty space.

Finally start deploying strong IP!

Start deploying exclusive Japanese anime IP in amusement arcades in North America!

Our long-anticipated Japanese anime IP prize rollout finally starts **late June**!

These are “**Exclusive specialty prizes**” that can only be handled by Kiddleton, NEN and Player One (post-closing) in North America area.

Existing Kawaii prizes



+

Japanese anime IP prizes arriving late June



Reaching anime fans across North America via GENDA's 13,000+ platforms.

With a unique rarity and collectability exclusive to GENDA, these items are anticipated to drive customer acquisition and enhance visit frequency.

Send “Oshi (Faves)” from Japan to the World! GENDA’s Global Platform

Japan unites to unleash anime IP to North American fans

Established our long-awaited entertainment platform directly with North American consumers. Deliver Japan's IP to global fans via GENDA's worldwide network.

Achieve overwhelming differentiation from other players by developing and deploying exclusive prizes.

Fusion of crane game culture and IP contents especially in North American market is driving new demand.

We will continuously roll out exclusive prizes featuring popular IP going forward. Stay tuned!



Popular IPs in Japan × GENDA serves as the Global Entertainment Platform

SMART EXCHANGE has continuously set new monthly sales records!

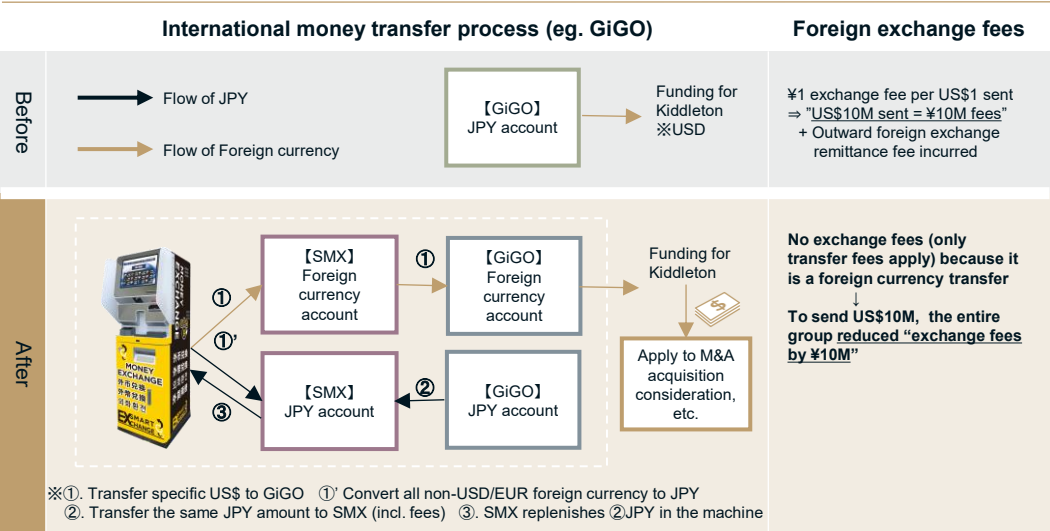
Apply such acquired foreign currencies to overseas M&A (USD) & Kleiner procurement (EUR)

Newly acquired SMART EXCHANGE (SMX), a foreign currency exchange machine business, saw record monthly sales in March and April 2025, driven by increasing inbound tourism. Progressively implement our PMI initiatives. From mid-May, started efficiently utilizing foreign currency to support growth funding in the U.S. and will achieve reduced exchange fees for foreign currency acquisition within GENDA's global expansion, covering expenses like M&A acquisition costs (USD) introduced on the previous page and Kleiner procurement fees (EUR).

PMI initiatives

✓	Spread optimization Improve revenue by adjusting the currently uniform spread for each machine, optimizing it based on its price elasticity and economics.
✓	More efficient fund usage with CMS adoption Adjust each machine's monthly replenishment funds to projected usage, returning surplus cash to GENDA for other group companies' use.
✓	Marketing collaboration with GiGO Installing currency exchange machines at GiGO attracts inbound customers, boosting usage for both SMX and GiGO.
✓	Optimizing security transport with AI Increase transports per person and reduce labor costs by using AI to optimize security transport routes.
✓	Data foundation & KPI optimization Enhance machine profitability by tracking exchange amounts and growth rates per unit's economics, guiding decisions on new installations and removing unprofitable ones.

Efficiently use foreign currency within GENDA



Note: CMS (Cash Management System) is a solution for corporate groups. It centralizes financial and cash management functions to improve fund efficiency and streamline operations across consolidated subsidiaries.

Upward revision to FY2027/1 Forecast

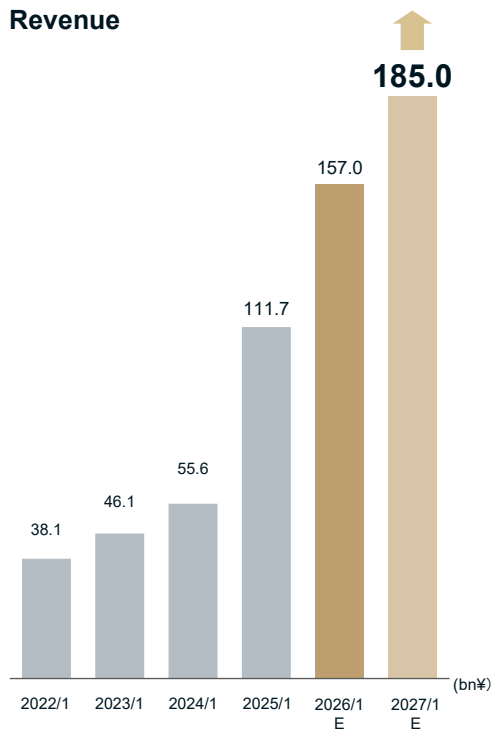
Upward revision to FY2027/1 forecast (assuming zero M&A going forward)

Revenue 183.0→¥**185.0**bn | EBITDA 25.0→¥**25.7**bn | Net income before amortization of goodwill (Net income under IFRS) 9.5→¥ **9.9**bn

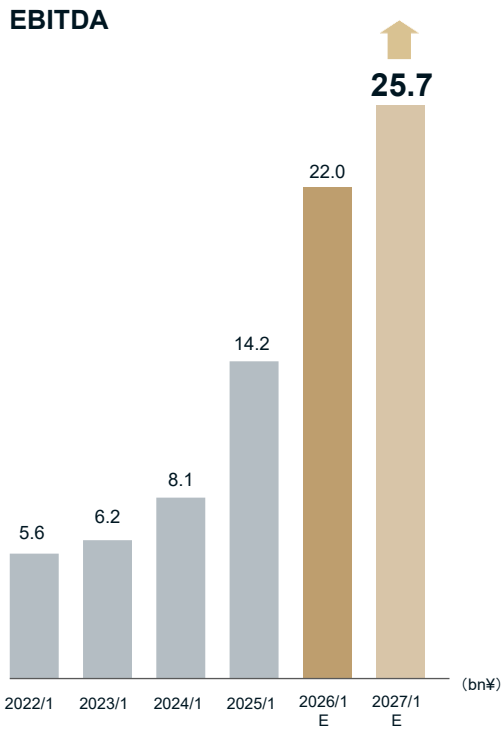
Upward revision to FY2027/1 forecast including 2 M&As announced today.

FY2026/1 forecast remains unchanged, based on the timing of P/L consolidation & one-off M&A-related expenses.

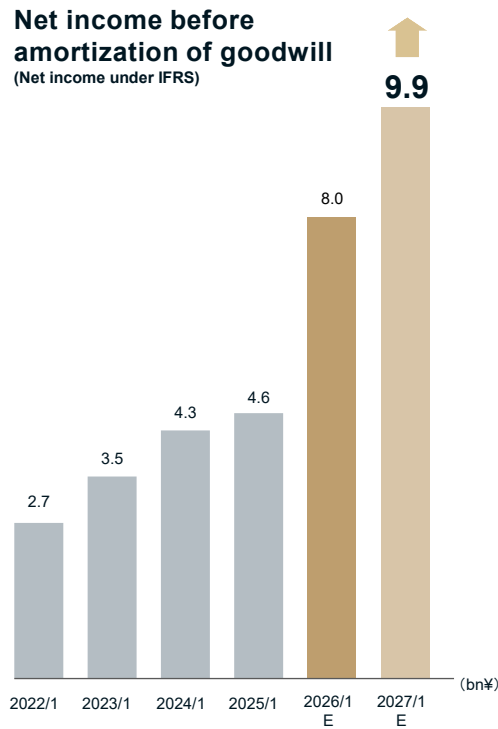
Revenue



EBITDA



Net income before amortization of goodwill (Net income under IFRS)



Issuance of Paid Stock Options (Paid SO)

Aiming for a 5x increase in EBITDA over 5 years!

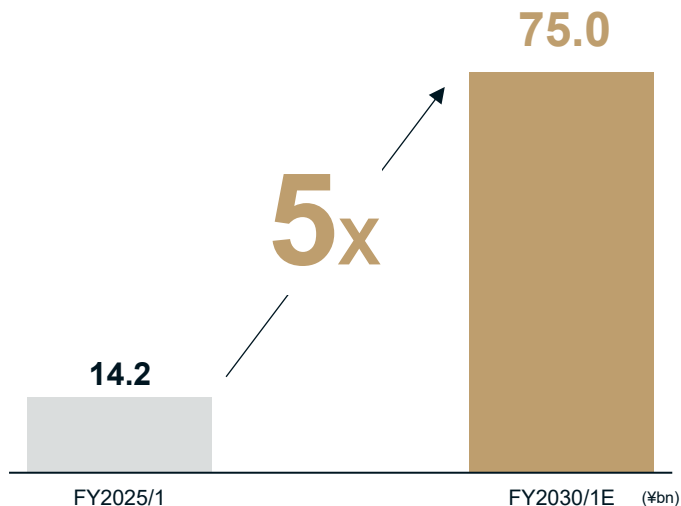
A target of ¥75.0bn and an incentive design linked to Stock Price Improvement

This paid SO is a strategic tool to maximize shareholder value and maintain discipline in our M&A strategy, not just a cash bonus for performance.

This is a system where directors and employees receive no benefit if the stock price falls, thus structurally deterring reckless M&A.

To maximize per-share equity value and meet EBITDA targets, we are now strongly incentivized to manage the company with shareholders' best interests in mind.

EBITDA



Outline of Issuance

(excerpt)

Total number issued	5,220,000 shares (2.9% of the total number of shares outstanding as of today)
Grantees	A part of directors, corporate auditors and employees of the Company and its affiliated companies
Exercise period	From May 1, 2030 till January 31, 2040 (after performance-linked condition is confirmed)
Performance-linked condition	EBITDA ¥75.0bn
Tenure-linked condition	Remain employed till January 31, 2029

"Offensive & Defensive DX" Strategy to Maximize PMI Effectiveness

Our DX initiatives focus on improving organizational management, increasing productivity and maximizing customer experience value.

Our proud tech team will deep dive into DX for businesses integrated through M&A.

Following GiGO, DX efforts are rapidly underway at Karaoke BanBan as well.

Defensive DX	Offensive DX
Operational streamlining, workload reduction, infrastructure development, governance enhancement	Revenue/Profit enhancement, customer experience value improvement
<ul style="list-style-type: none"> Operational streamlining, workload reduction, operational improvement 	<ul style="list-style-type: none"> Data-Driven Marketing Initiatives
<ul style="list-style-type: none"> ✓ Providing business support tools 	<ul style="list-style-type: none"> ✓ Optimizing business logic with AI
<ul style="list-style-type: none"> ✓ AI agent 	<ul style="list-style-type: none"> ✓ Demand forecasting & task automation with AI
<ul style="list-style-type: none"> ✓ Labor saving through remote store management 	<ul style="list-style-type: none"> Customer experience value improvement
<ul style="list-style-type: none"> ✓ Promoting BPR・BPO 	<ul style="list-style-type: none"> ✓ Enhancing convenience & loyalty through a Member App
<ul style="list-style-type: none"> Infrastructure development 	<ul style="list-style-type: none"> ✓ Personalized CRM
<ul style="list-style-type: none"> ✓ Integrating systems 	<ul style="list-style-type: none"> ✓ Expansion of non-storefront online services
<ul style="list-style-type: none"> ✓ Master data management 	<ul style="list-style-type: none"> Leveraging customer data
<ul style="list-style-type: none"> ✓ Promoting cashless system 	<ul style="list-style-type: none"> ✓ Building Entertainment Ecosystem (GENDA ID)
<ul style="list-style-type: none"> Governance enhancement 	<ul style="list-style-type: none"> ✓ Inter-group customer referral
<ul style="list-style-type: none"> ✓ Pipeline development 	
<ul style="list-style-type: none"> ✓ Building management cockpit, BI 	
<ul style="list-style-type: none"> ✓ Data management 	
This initiative	PJ PAO (Ref. published material)

GiGO's Planned DX Initiatives			
	Product	Role	Next Steps
For customers	GiGO App	Enhance in-store experience value, improve convenience through electronic payments & coupons, drive store visits through CRM, strengthen engagement through subscription features, etc.	Seamless payments via GiGO Link integration Grade & assist functions based on usage Prize and store search functions
	DigiChime	QR code calling system for staff Realize a proactive customer service experience	Customer service integration with AI cameras Automated staff scheduling based on real-time conditions Strengthen remote management in labor-saving stores
	GENDA ID	GENDA's cross-group ID system Inter-group customer referral	Establish Entertainment Ecosystem through the development of GENDA-wide point system Simplified login & authentication Expand point usage & redemption options
	AI/Data Science	Work and experimentation that exceeds human capabilities, relevant to all business operations and services	Purchasing automation Prize order automation AI agent
For employees	GiGO NAVI	Amusement arcade operational support Data platform for management accounting	Eliminate Excel from all business operations Further streamlining of prize operations AI-powered operational instructions & work recommendations

Achieved 4,000 hours of monthly work hour reduction through DX of In-store Operations

[Purpose of Implementation]

Eliminated wasteful tasks, manual work and paper-based operations, and unified and standardized operations through systems.

This eliminates dependence on individual employees (allowing multiple employees to handle tasks previously done by only one) and accelerate data-driven store operations.

[Initiatives]

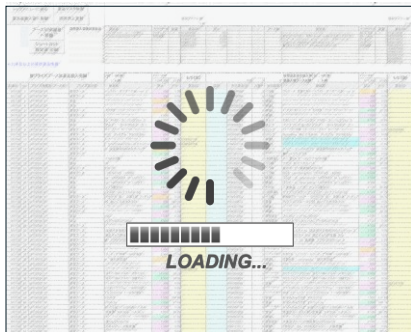
1. DX for Sales & Dispensing Input: For without POS, GiGO NAVI now enables direct sales date entry on the floor, eliminating the need to input notes into an office PC.
2. DX for Prize Planning: Implemented a user interface (UI) where newly arriving prizes are displayed with images, making them intuitively easy to grasp and plan with.
3. DX for Prize Performance Review: Enabled staff to check sales information directly on their App from the floor and allowed for facilitating smoother prize rotations.

[Future Outlook]

Aim to improve store operations and boost sales by further leveraging out digital platforms.

Before

- ✓ Inefficient data management (heavy excel files)
- ✓ Viewable by back office only
- ✓ Limited information sharing & access rights



After

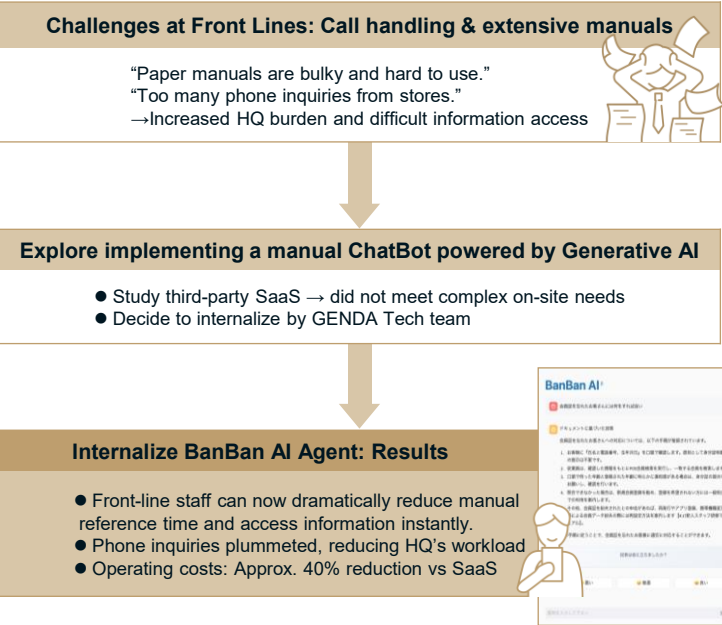
- ✓ Multiple users can work simultaneously
- ✓ Flexible information sharing & rights
- ✓ Linking incoming prize information with images
- ✓ Enhanced user experience
- ✓ Real-time performance review on the floor
- ✓ Multiple users can access



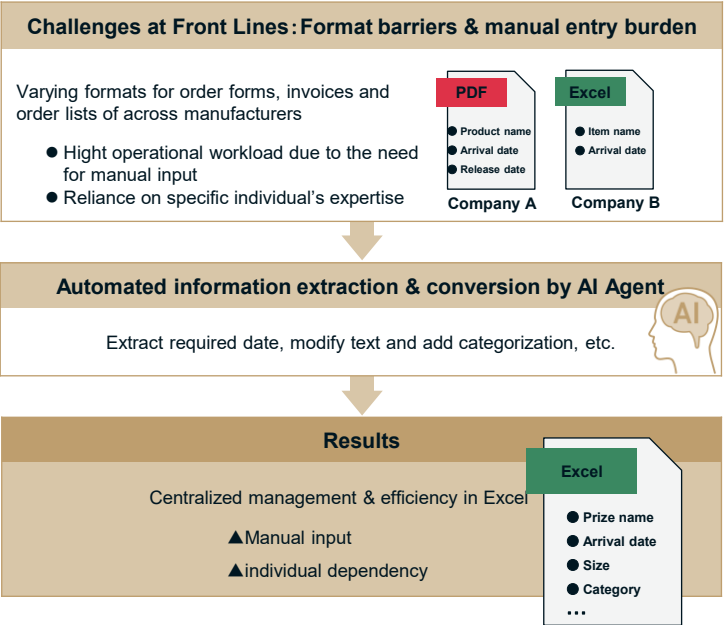
Our unique AI agent, co-created by on-site and tech teams with a focus on practical needs

GENDA's DX strategy focuses on creating optimal operations by addressing on-site issues and driving the PDCA cycle through close collaboration with the tech team. These 2 cases are prime examples of not just adopting technology but fundamentally transforming workflows to boost business advantage. Our proprietary AI Agents are versatile solutions designed to solve common problems in various retail businesses. A single development investment enables group-wide operational efficiency and standardization, optimizing investment efficiency and boosting competitiveness.

BanBan AI Agent Development



Online Crane Game AI Agent Development



Expansion of Lineup of Shareholder benefits

Danish Premium Vodka, “DANZKA,” newly joins the lineup!

Starting from the record date at the end of July 2025, in addition to the existing service tickets for GiGO and Karaoke BanBan, Danish premium vodka “DANZKA” will join the lineup. “DANZKA” is a new product that C'traum inc. began selling this spring. Similar to Kleiner, C'traum inc. has the exclusive distribution rights in Japan.

Shareholder benefit point

Number of shares held	Contents per grant
100 ~ 299 shares	2,000 points
300 ~ 499 shares	6,000 points
500 shares or more	10,000 points

Facility usage



Redeem points for coupons

Kleiner Feigling



Redeem 5,000 points for a box of 20

NEW DANZKA



DANZKA FIFTY

Redeem 6,000 points for a bottle (MSRP: ¥6,500)



DANZKA THE SPIRIT

Redeem 8,000 points for a bottle (MSRP: ¥8,500)



DANZKA®

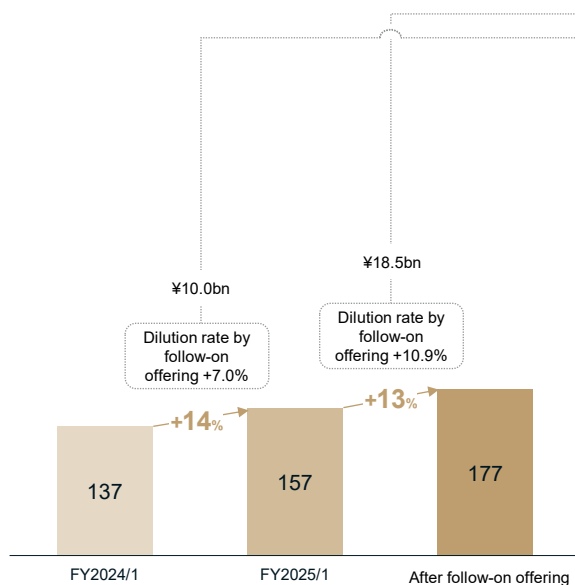
DANZKA, the premium vodka from Copenhagen since 1898, has finally entered the Japanese market. C'traum holds the exclusive domestic sales and wholesale contract, with sales beginning April 24, 2025.

Stable increase in the number of shares < Income Growth

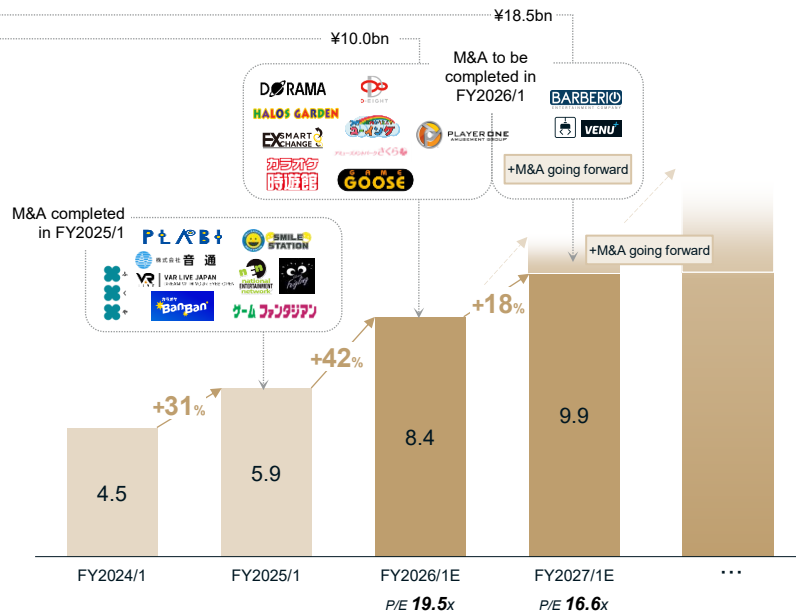
We ensures “Net income (IFRS basis)” stably outpaces “share count increases”

Even with increased shares from follow-on offerings and stock-based M&A, our adjusted net income before amortization of goodwill (IFRS net income) significantly outpaced that growth.

Changes in the Number of Shares Outstanding
(unit: million shares)



Growth of Adjusted net income before amortization of goodwill
(≡ Net income under IFRS, unit: ¥bn)



Note: This takes account of 2 for 1 stock splits at April 1, 2025 and June 1, 2024 and including treasury stock. Adjusted net income before amortization of goodwill is the total of net income attributable to owners of parent, amortization of goodwill and M&A-related expenses. M&A-related expenses include (i) M&A execution fees: brokerage fees, legal fees, due diligence fees, financial advisor fees and appraisal fees, (ii) M&A financing fees, and (iii) equity offering fees: follow-on offering fees and IPO fees. M&A-related expenses were ¥0.4bn in FY2026/1 (initial target), ¥1.37bn in FY2025/1, ¥0.17bn in FY2024/1. The dilution rate of a public offering is calculated by dividing the number of newly issued shares by the sum of the total shares outstanding (excluding treasury stock) at the time of the resolution and the number of newly issued shares. The number of shares at the end of the fiscal year changes due to stock-based M&A and similar activities during the period. Please note: Any figures exceeding ¥9.9bn for adjusted net income before amortization of goodwill do not suggest or guarantee that actual M&A (including the underlying financing and assumed synergies from acquiring each target company) will be executed or realized under similar conditions. Besides, please note that we do not guarantee future M&A of other entertainment companies. The P/E multiple is based on the June 10, 2025 closing market capitalization of ¥164.2bn, showing the P/E multiple for adjusted net income before amortization of goodwill (≡ net income under IFRS) of ¥8.4bn and ¥9.9bn.

(Reference) Examine M&A investment efficiency from a different perspective

① Cash ROIC and Cash ROE (on IFRS and adjusted basis excl. M&A-related expenses)

All adjusted basis (¥mn)	FY 2022/1	FY 2023/1	FY 2024/1	FY 2025/1	FY 2026/1
Cash NOPAT (NOPAT under IFRS)	--	4,530	5,373	5,515	9,984
Invested Capital (excl. cash & deposits)	14,690	18,423	29,948	68,602	--
Cash ROIC	30.8%	29.1%	18.4%	14.5%	--
Cash EPS (EPS under IFRS)	--	28.2	34.1	40.6	47.7
BPS	65.9	88.0	146.8	242.1	--
Cash ROE	42.8%	38.7%	27.6%	19.7%	--

① Cash ROIC and Cash ROE

- ROIC and ROE (adjusted), specifically based on NOPAT and EPS under IFRS
- Examine M&A investment efficiency (from a different angle than EPS), specifically by looking at the return on invested capital

② Timing Gap between Investment and Return

- Typical companies either make routine maintenance capex or large growth capex just every few years
- In contrast, we make large growth capex (M&A) every year. Our BS (invested capital) expands first, while P/L (profit) consolidated from the next fiscal year
- For example, even if an M&A is announced mid year, the deal typically closes near year-end, the numerator (profit contribution) will be zero, and the denominator (invested capital) will fully increase. Thus, the next fiscal year is often better for measuring the impact on invested capital
- Thus, P/L fluctuations from the next fiscal year in the numerator is applied

③ Start paying taxes from FY2025/1

- The numerators of ROIC and ROE are normalized, after starting to pay corporate taxes in FY2025/1
- Although ROIC has declined from over 30% when taxes were not being paid, ROIC remains solid
- Furthermore, by using leverage, maintain a high ROE, ensuring strong returns for shareholders
- More importantly, succeeded in generating significant absolute returns (NPV) while maintaining profitability (ROIC & ROE) for M&A returns

Note: "Cash" ROIC and "Cash" ROE reflect adjustments to ROIC and ROE on IFRS basis, respectively, as the company applies JGAAP that treats goodwill amortization as operating cost. Cash ROIC of any given period (Y) is calculated by dividing cash NOPAT as at the end of the subsequent period (Y+1) by invested capital excluding cash and deposits as at the end of such given period (Y). Please see the next page for detailed reconciliations to JGAAP-based line items on the consolidated financial statements. Adjusted net income before amortization of goodwill for FY2025/1's Cash EPS calculations uses figures from provisional accounting for business combinations in FY2025/1 full-year financial results. Additionally, Cash EPS for FY2025/1, reflecting the finalization of the provisional accounting treatment for business combinations, is ¥40.4, and Cash ROE for FY2024/1 is 27.5%.

Basis for Cash ROIC and Cash ROE calculation

(¥ in millions, N = FY)

Cash ROIC Calculation

	Calculation	FY2022/1	FY2023/1	FY2024/1	FY2025/1	FY2026/1 (E)
Operating Income	A	--	4,244	5,370	7,965	10,500
+ Amortization of Goodwill	B	--	82	181	1,349	3,000
+ M&A-related fees ⁽¹⁾	C	--	12	99	1,156	440
Actual Tax Rate	D = D1 / D2	--	(4.4%)	4.9%	47.3%	(4)28.3%
Total Income Taxes	D1		(145)	217	3,166	3,360
Net Income before Income Taxes	D2		3,306	4,414	6,690	8,400
Cash NOPAT	X = (A+B+C) x (1-D)	--	4,530	5,373	5,515	9,984
Total Current Assets	E	12,610	12,723	23,567	45,646	--
(Non-Interest-Bearing Current Liabilities)	F = F1 + F2 + F3					
- Total Current Liabilities	F1	(7,380)	(7,609)	(16,892)	(39,770)	--
+ Short-term Borrowings	F2	1,145	100	3,512	11,331	--
+ Current Portion of Long-term Borrowings	F3	1,716	2,203	3,679	9,093	--
+ Total Property, Plant and Equipment	G	5,532	7,750	12,581	31,466	--
+ Total Intangible Assets	H	1,207	1,900	5,698	21,290	--
(Other Long-term Operating Assets)	I = I1 + I2					
+ Total Investment and Other Assets	I1	7,357	8,658	10,293	15,964	--
- Investment Securities	I2	(184)	(216)	(113)	(769)	--
- Cash and Deposits	J	(7,315)	(7,086)	(12,379)	(25,649)	--
Invested Capital (excluding Cash and Deposits)	Y = SUM of E~J	14,690	18,423	29,948	68,602	--
Cash ROIC	X (N+1) / Y	30.8%	29.1%	18.4%	14.5%	--

Cash ROE Calculation

Adjusted Cash EPS ⁽²⁾ (¥)	K	--	28.25	34.12	(5)40.68	47.7
BPS (¥)	L = L1 / L2	65.9	88.0	146.8	242.1	--
Total Shareholder's Equity	L1	7,693	11,186	19,419	35,302	--
Average Number of Issued Shares ⁽³⁾	L2	116,579,984	127,094,400	132,203,292	145,805,182	--
Cash ROE	K(N+1) / L	42.8%	38.7%	(5)27.6%	19.7%	--

Note: "Cash" ROIC and "Cash" ROE denotes ROIC and ROE on IFRS basis, as the company applies JGAAP that treats goodwill amortization as operating cost. (1) M&A-related fees include (i) M&A execution fees: brokerage fees, legal fees, due diligence fees, financial advisor fees and appraisal fees, (ii) M&A financing fees, and (iii) equity offering fees: follow-on offering fees and IPO fees. M&A-related fees accounted for the purpose of calculating cash NOPAT include the amount recorded under selling, general and administrative expenses. (2) Adjusted cash EPS for FY2023/1, FY2024/1 and FY2025/1 is the net income per Share before amortization of goodwill (after retrospectively adjusted for the 2-for-1 Shares stock splits effected as at 1 June 2024 and 1 April 2025) and adjusted for M&A-related fees. M&A-related fees were ¥1.27bn in FY2025/1, ¥0.15bn in FY2024/1 and ¥0.01bn in FY2023/1. M&A-related fees accounted for the purpose of calculating Adjusted Cash EPS includes the amount recorded under selling, general and administrative expenses and non-operating expenses, partially offset by the amount recorded under income taxes. (3) The average number of issued Shares for the year ended 31 January 2022 has been retrospectively adjusted for the 400-for-1 Shares stock split effected as at 29 April 2023 and the 2-for-1 Shares stock splits effected as at 1 June 2024 and 1 April 2025. The average number of issued Shares for the year ended 31 January 2023 and 2024 have been retrospectively adjusted for the 2-for-1 Shares stock splits effected as at 1 June 2024 and 1 April 2025. (4) For the calculation of the Actual Tax Rate for FY2026/1, the denominator includes Amortization of Goodwill and M&A-related fees. (4) We changed how to calculate the tax burden rate. Before FY2026/1, it was based on income before income taxes. From FY2026/1 onwards, we use adjusted EBITA for a more accurate reflection. If we applied the FY2026/1 method to FY2025/1, the tax burden rate would be 33.78%. Cash EPS for FY2025/1, reflecting the finalization of the provisional accounting treatment for business combinations, is ¥40.4, and Cash ROE for FY2024/1 is 27.5%.

When M&A activities progress, the discrepancy between JGAAP disclosures and Actual cash flow widens

Results before amortization of goodwill (≡ IFRS) x “Adjusted” excl. one-off M&A-related expenses

We disclose adjusted indicators as intrinsic performance of existing businesses cannot be gauged by GAAP measures due to one-off M&A-related expenses

1 Profits after amortization of goodwill = figures for reference

	Revenue		Operating income		Ordinary income		Net income to the shareholders of the parent		Earnings per share	Diluted earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen	Yen
Three months ended April 30, 2025	34,269	38.8	1,390	-32.4	1,073	-46.7	223	-81.7	1.38	1.34
Three months ended April 30, 2024	24,685	105.7	2,059	23.2	2,015	22.3	1,223	-22.8	8.87	8.24
(Adjusted)										
Three months ended April 30, 2025	34,269	38.8	1,759	-15.6	1,441	-31.9	574	-55.9	3.56	3.46
Three months ended April 30, 2024	24,685	105.7	2,084	24.7	2,119	28.7	1,303	-17.8	9.45	8.77

1 (For reference) As M&A activities progress, the increase in goodwill amortization expenses leads to a divergence between JGAAP's reported performance and actual cash flow.

Amortization of goodwill is normally expensed without any future cash outflow, in contrast to depreciation expenses, which reflect the need for actual future investment.

Additionally, given our business' high seasonality with performance heavily weighted towards the latter half of the year, and since amortization of goodwill is a consistent monthly expense, the first half, with its weaker seasonal index, experiences greater profit pressure, which then seems to ease in the second half.

2 Profits before amortization of goodwill = Our KPI

	EBITDA		EBITA			Net income before amortization of goodwill		Earnings per share before amortization of goodwill	Diluted earnings per share before amortization of goodwill
	Millions of yen	%	Millions of yen	%		Millions of yen	%	Yen	Yen
Three months ended April 30, 2025	3,900	19.0	2,150	-6.2		983	-32.5	6.09	5.92
Three months ended April 30, 2024	3,277	49.1	2,292	34.5		1,456	-10.0	10.56	9.80
(Adjusted)									
Three months ended April 30, 2025	4,268	29.2	2,518	8.6		1,333	-13.1	8.27	8.04
Three months ended April 30, 2024	3,301	50.2	2,317	36.0		1,536	-5.0	11.14	10.34

2 As an M&A company, we use IFRS metrics to grasp our business's actual performance and have begun external disclosure in advance of our FY2027/1 implementation.

3 We added EBITA (operating income under IFRS in the future) starting from this period, to assess the impact of depreciation (D), even when nominal EBITDA seems strong.
Compared to the previous fiscal year, the current fiscal year is skewed towards the second half, so while the YoY growth is limited, EBITA outpaces EBITDA against 1Q target, with EBITDA +11% and EBITA +32% vs target

4 This fiscal year's performance is more heavily weighted to the second half than the last, resulting in a YoY profit decrease. However, we are off to a good start, with net income before amortization of goodwill exceeding our 1Q target by +19%.

Quarterly results

Intrinsic Performance excluding M&A-related expenses

Note that GENDA has different businesses mix on a fiscal year, or even quarterly basis

	FY2025/1					FY2026/1					
	1Q	2Q	3Q	4Q	4Q YTD	1Q	2Q	3Q	4Q	4Q YTD (E)	YoY
(¥ in millions)											
Revenue	24,685	24,846	28,096	34,149	111,777	34,269	-	-	-	157,000	+40.4%
Gross profit	5,286	5,075	6,506	8,531	25,400	8,078	-	-	-	-	-
Margin (%)	21.4%	20.4%	23.1%	25.0%	22.7%	23.6%	-	-	-	-	-
EBITDA	3,301	2,817	3,960	5,284	15,364	4,268	-	-	-	22,000	+43.1%
Margin (%)	13.4%	11.3%	14.1%	15.5%	13.8%	12.5%	-	-	-	14.0%	-
EBITA (≡ Operating income under IFRS)	2,317	1,798	2,826	3,487	10,429	2,518	-	-	-	-	-
Margin (%)	9.4%	7.2%	10.1%	10.2%	9.3%	7.3%	-	-	-	-	-
Net income before amortization of goodwill (≡ Net income under IFRS)	1,536	935	1,842	1,575	5,890	1,333	-	-	-	8,000	+35.8%
Margin (%)	6.2%	3.8%	6.6%	4.6%	5.3%	3.9%	-	-	-	5.1%	-

Note: M&A-related expenses include (i) M&A execution fees: brokerage fees, legal fees, due diligence fees, financial advisor fees and appraisal fees, (ii) M&A financing fees, and (iii) equity offering fees: follow-on offering fees and IPO fees. During the first quarter of the current fiscal year, we finalized the provisional accounting treatment related to business combinations. The year-on-year (YoY) change rates are stated by comparing the figures for the previous fiscal year after reflecting the details of the provisional accounting treatment.

(Reference) Quarterly results

GAAP actuals including M&A-related expenses

Data from the previous page, with M&A-related expenses deducted for each quarter

	FY2025/1					FY2026/1					
	1Q	2Q	3Q	4Q	4Q YTD	1Q	2Q	3Q	4Q	4Q YTD (E)	YoY
(¥ in millions)											
Revenue	24,685	24,846	28,096	34,149	111,777	34,269	-	-	-	157,000	+40.4%
Gross profit	5,286	5,075	6,506	8,531	25,400	8,078	-	-	-	-	-
Margin (%)	21.4%	20.4%	23.1%	25.0%	22.7%	23.6%	-	-	-	-	-
EBITDA	3,277	2,423	3,717	4,788	14,207	3,900	-	-	-	22,000	+54.8%
Margin (%)	13.2%	9.7%	13.2%	14.0%	12.7%	11.4%	-	-	-	14.0%	-
EBITA (≡ Operating income under IFRS)	2,292	1,404	2,583	2,992	9,272	2,150	-	-	-	-	-
Margin (%)	9.3%	5.7%	9.2%	8.8%	8.3%	6.3%	-	-	-	-	-
Net income before amortization of goodwill (≡ Net income under IFRS)	1,456	461	1,596	1,096	4,611	983	-	-	-	8,000	+73.4%
Margin (%)	5.9%	1.8%	5.7%	3.2%	4.1%	2.9%	-	-	-	5.1%	-

Note: M&A-related expenses include (i) M&A execution fees: brokerage fees, legal fees, due diligence fees, financial advisor fees and appraisal fees, (ii) M&A financing fees, and (iii) equity offering fees: follow-on offering fees and IPO fees. During the first quarter of the current fiscal year, we finalized the provisional accounting treatment related to business combinations. The year-on-year (YoY) change rates are stated by comparing the figures for the previous fiscal year after reflecting the details of the provisional accounting treatment.

GENDA's Business Portfolio – FY2026/1 Company Estimate (Initial Target)

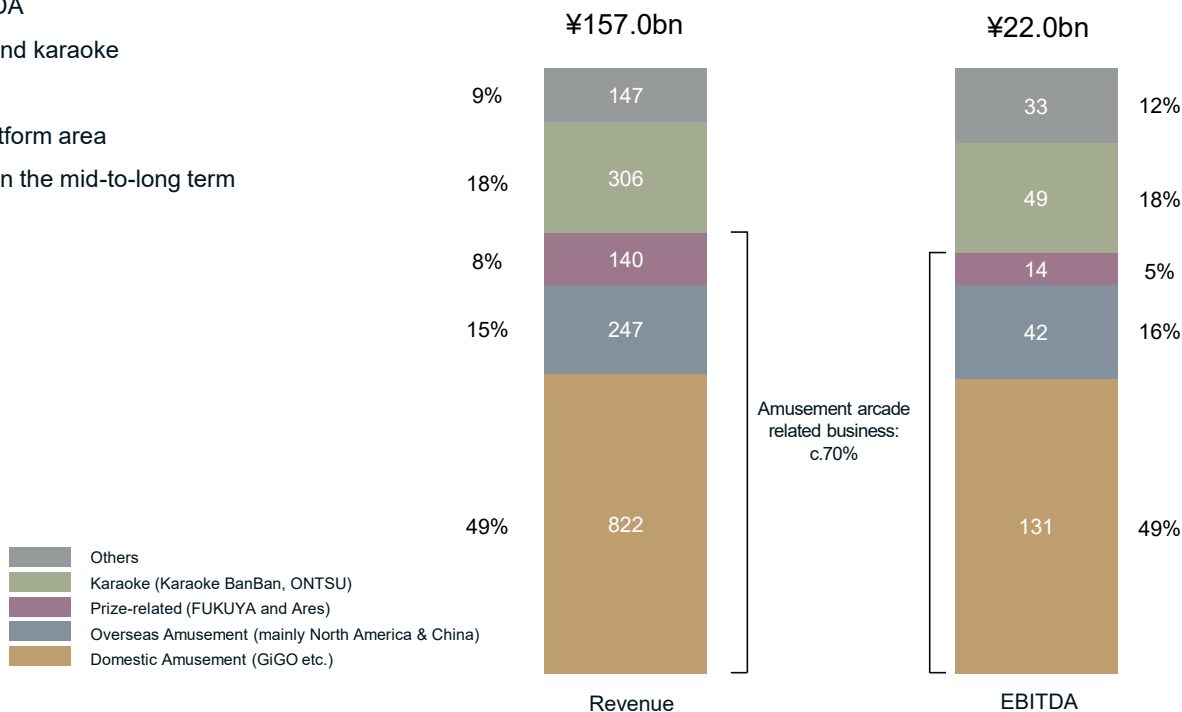
Amusement Centric + Peripheral Areas

90% of GENDA's Revenue and EBITDA

as of today are amusement arcades and karaoke

We continue to focus on M&As on platform area

While entering into the contents area in the mid-to-long term



Note: The graphs for Revenue and EBITDA do not include "Consolidation Adjustments," which is why their total values (¥166.2bn and ¥26.9bn, respectively) do not match the company's forecast (¥157.0bn and ¥22.0bn), with the Revenue Consolidation Adjustment at -¥9.4bn, primarily due to internal transactions, and the EBITDA Consolidation Adjustment at -¥4.9bn, mainly consisting of GENDA's standalone corporate expenses (-¥4.5bn) and M&A-related expenses (-¥0.4bn) that have already been announced and are confirmed to be recorded in the FY2026/1 period; for reference, the actual consolidation adjustments for FY2025/1 were -¥7.8bn for revenue and -¥3.6bn for EBITDA.

The Big Picture of the Current Entertainment Industry

IP Contents × Platform

We believe the current business environment surrounding the entertainment industry is to deliver the “IP Contents” such as animation to the “fans” through entertainment “platforms.”

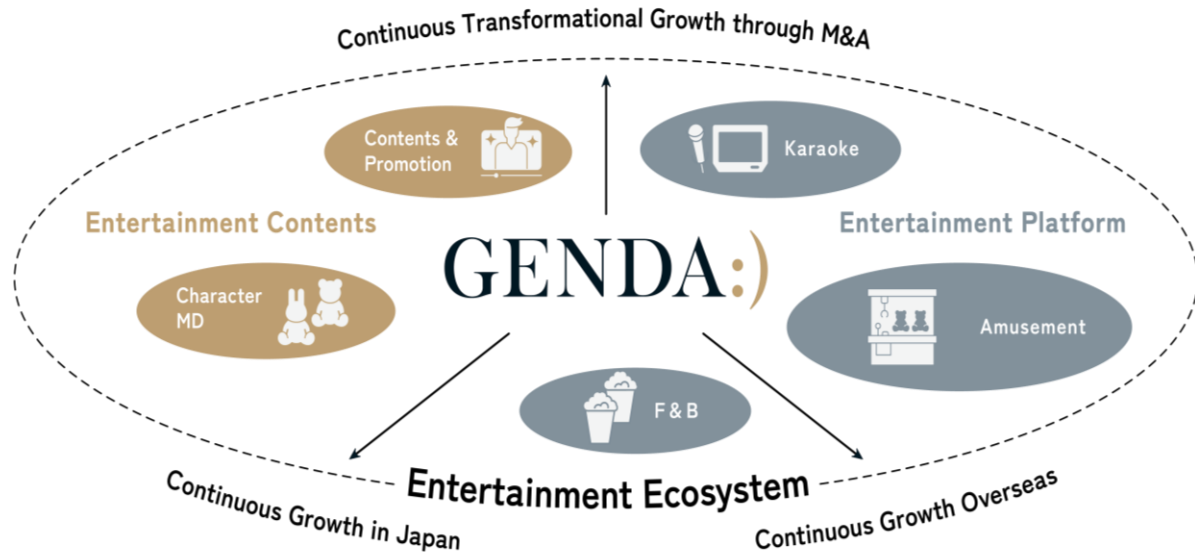
In this context, we will first position “Platform” as our main growth driver, while entering into the “IP Contents” domain in the mid-to-long term.



Our growth strategy = “M&A in the Entertainment industry”

Completion of the Entertainment Ecosystem

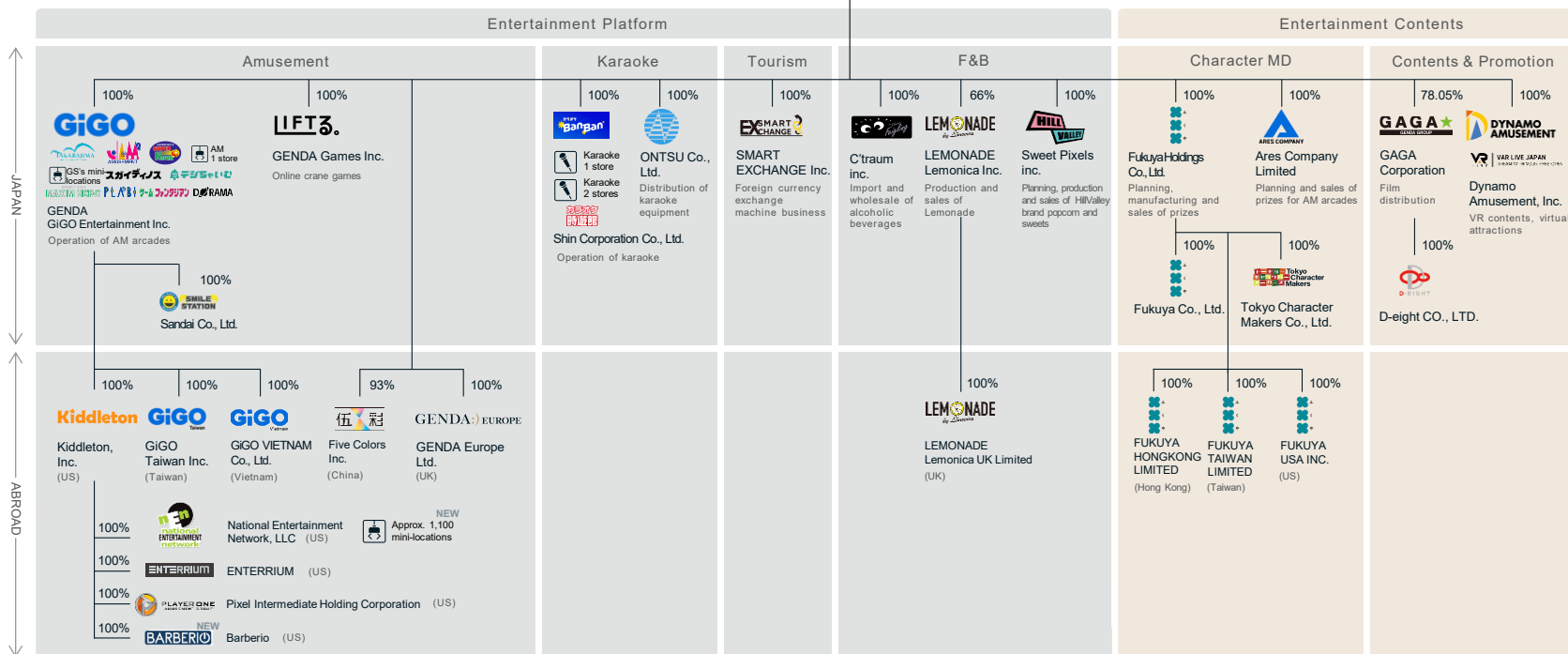
Based on a foundation of continuous growth brought about by the steady expansion of our domestic business and aggressive overseas business development, we aim to build a “GENDA Entertainment Ecosystem” that will expand globally by accumulating M&A in both the entertainment platform and entertainment content areas. In this way, we believe that we will be able to overcome the volatility of the ever-changing entertainment business by building a solid business portfolio.



Note: Diagram of our envisioned growth strategy.

GENDA is a pure holding company of amusement centric entertainment companies

GENDA GENDA Inc.
Pure Holding Company



Note: Organization chart as of June 11, 2025. AM arcades in the chart refer to amusement arcades. The chart is intended to present mainly our consolidated subsidiaries. Pixel Intermediate Holding Corporation, Barberio and Mini-location Business of VENUplus are scheduled to join on July 1, 2025.

The Big Picture of the Current Entertainment Industry

Aspiration

More fun for your days

We believe that “fun” is essential for human beings

“More fun for your days” is our “Aspiration”

Vision

To be the World’s No.1 Entertainment Company in 2040

Speed is King, GRIT and GRIT, Enjoy our Journey

With these three values, we take on new challenges and
aim to be the world’s number one entertainment company

GENDA:))

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Thank you :)