

# FY2025/1 1Q Earnings Presentation

June 11, 2024

## About Us

## Our Aspiration and Vision

### Aspiration

## More fun for your days

We believe that “fun” is essential for human beings  
“More fun for your days” is our “Aspiration”

### Vision

## The World’s No.1 Entertainment Company in 2040

Speed is King, GRIT and GRIT, and Enjoy our Journey  
With these three values, we take on new challenges and  
aim to be the world’s number one entertainment company



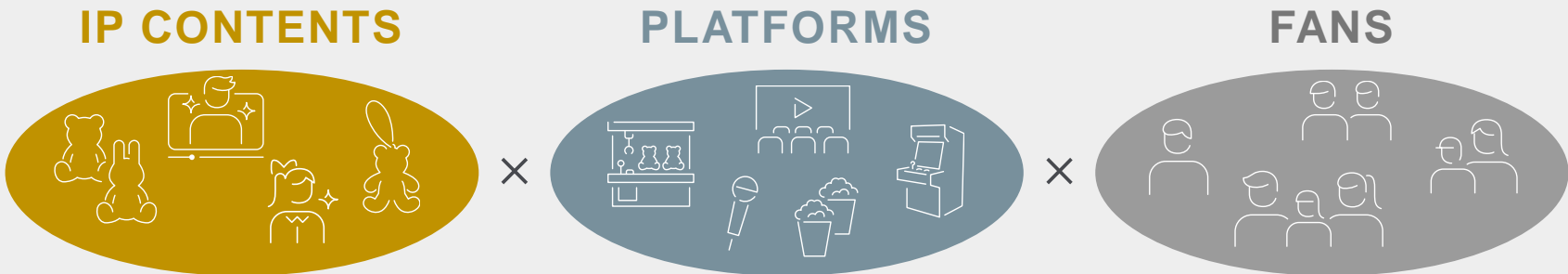
## The Big Picture of the Current Entertainment Industry

### 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”.

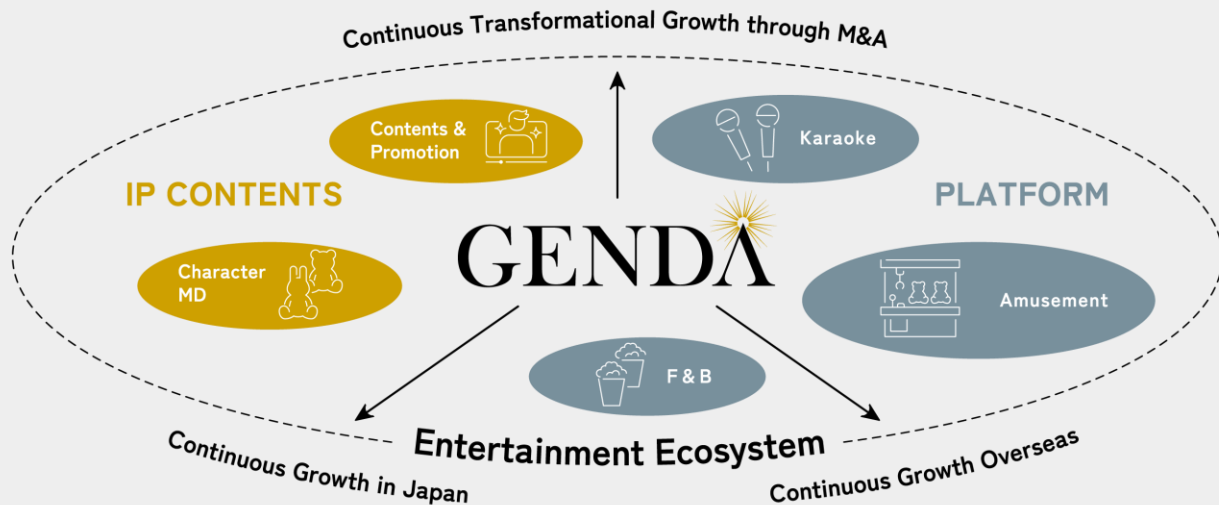
In this context, we will first position “Platform” as our main growth driver, while entering into the “IP Contents” domain in the mid-to-long term.



## 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.



## M&A and capital transactions track record "30"

### Pre-IPO #M&A

11

**SPSS**

June 2018  
Acquisition (100%)

**Kiddleton**

July 2019  
Joint Venture (50%)

3

**GiGO**

December 2020  
Acquisition (85.1%)

4

**ENTERRIUM**

April 2021  
Acquisition of  
the business

5

**DYNAMO  
AMUSEMENT**

October 2021  
Capital Alliance

6

**GiGO**  
Taiwan

December 2021  
Acquisition

7

**GiGO**

January 2022  
Acquisition

8

**AKARAJIMA**  
Amusement & Game

January 2022  
Acquisition (100%)

9

**HASHILUS**

June 2022  
Capital Alliance

10

**スガイディノス**

October 2022  
Acquisition

11

**AMUSEMENT**

October 2022  
Acquisition

### Post-IPO #M&A

19

**デジチャイム**

September 2023  
Transfer of Assets

**Kiddleton**

September 2023  
Becoming a wholly  
owned subsidiary

**DYNAMO  
AMUSEMENT**

September 2023  
Becoming a wholly  
Owned subsidiary

**MAXIM HERO**

October 2023  
Transfer of Fixed assets

16

**LEMONADE**  
by Lemoesca

October 2023  
Acquisition (66.0%)

17

**ARES COMPANY**

October 2023  
Acquisition (100%)

18

**GAGA**  
GENDA GROUP

November 2023  
Acquisition (78.05%)

19

**#117 mini-  
location**

November 2023  
Assets transferred from  
Global Solutions

20

**HILL  
VALLEY**  
The First General Purpose in Japan

November 2023  
Acquisition (100%)

21

**SUPER  
NOVA**

December 2023  
Acquisition  
of Stores

22

**AM Arcade**  
1 store (China)

December 2023  
Acquisition of  
management rights

23

**PINOPINO  
ZAURUS**

December 2023  
Acquisition (100%)

24

**fancy Fukuya**  
株式会社フクヤ

January 2024  
Acquisition (100%)

25

**PL@BI**

February 2024  
Acquisition (82.45%)

26

**カラオケ**

February 2024  
Acquisition (78.59%)

27

**SMILE  
STATION**

May 2024  
Stock acquisition  
(100%)

28

**ゲームファンタジアン**

June 2024  
Stock acquisition  
(100%)

29

**VR LIVE JAPAN**  
DREAM WITH YOUR EYES OPEN

June 2024  
Acquisition of the  
business

30

**national  
entertainment  
network**

Within 2024  
(planned)  
Acquisition (100%)

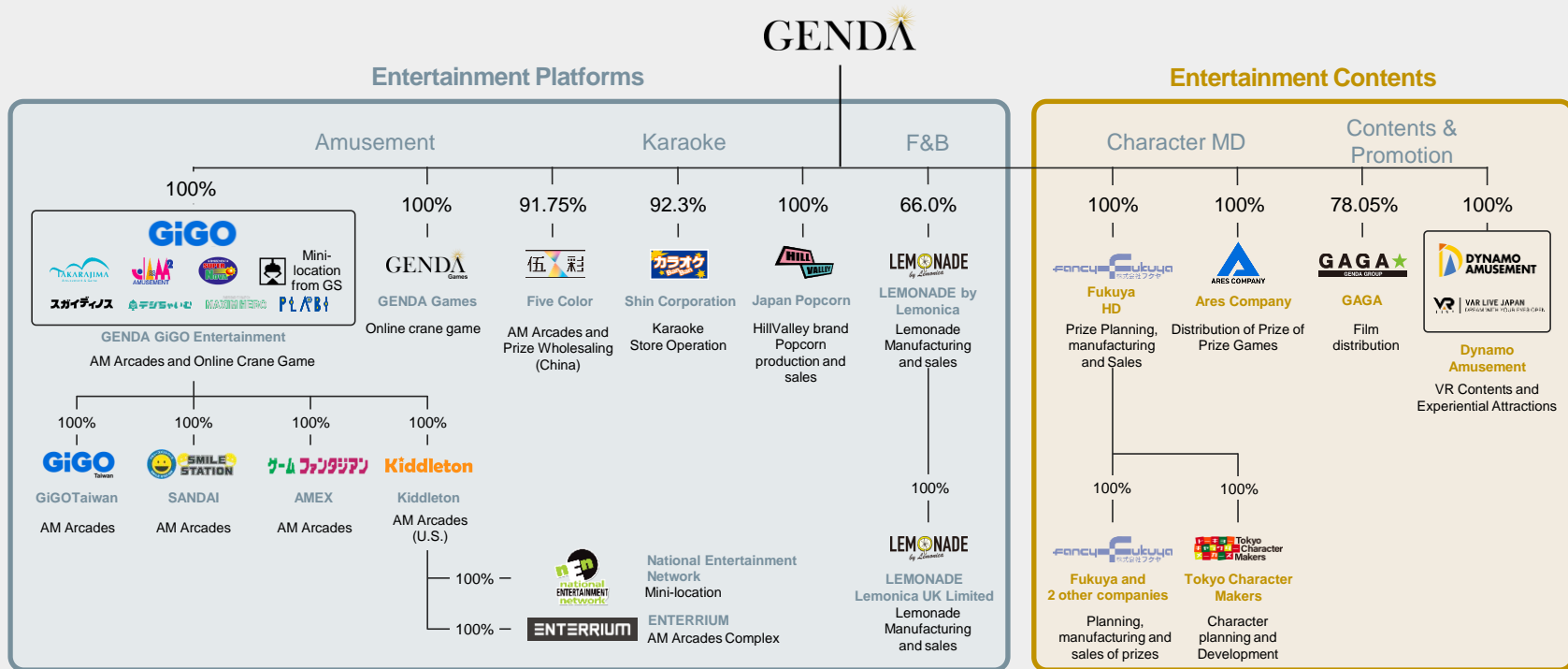
Entertainment Contents

Entertainment Platform

Note: The number of acquired properties is as of the date of the announcement of the project. (planned)" indicates a project prior to closing.

## GENDA Group Overview

GENDA is a pure holding company of amusement centric entertainment companies



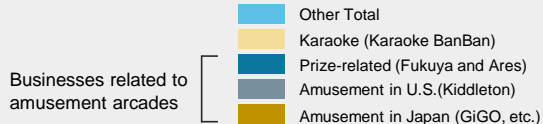
Note: Organizational chart as of June 1, 2024. AM arcades in the chart refer to amusement arcades. The figure shows mainly our consolidated subsidiaries. The acquisition of National Entertainment Network will be completed during 2024.

### Amusement Centric + Peripheral Areas

Over 95% 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

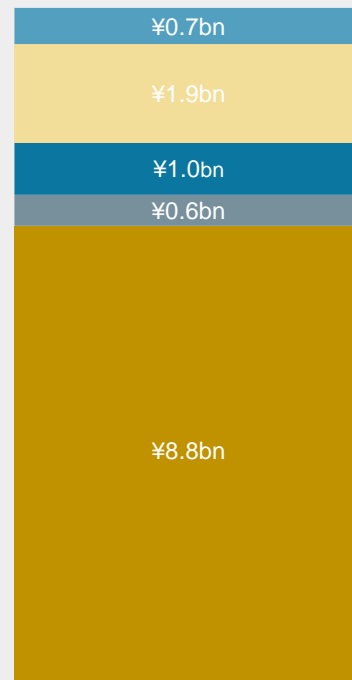


¥100.0bn



Revenue

¥13.0bn

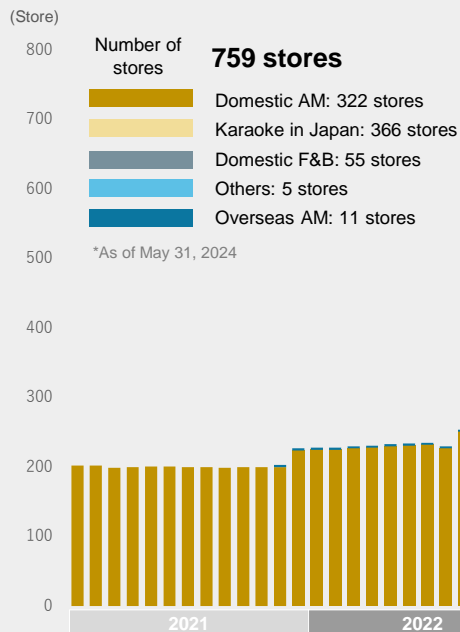


EBITDA



## Number of Entertainment Platforms

Number of GENDA “Entertainment Platforms” reached 1,998 (as of the end of May)



Note: Mini-locations are game areas that are not staffed.

## Executive Summary

## Executive Summary

### 01 1Q results were significantly higher than the business plan

1Q YoY sales was +106%, +¥12.7bn, KPI EBITDA was +49%, +¥1.08bn, resulted in a transformational growth. Operating income, which was expected to decrease YoY at the time of the full-year results announcement resulted in a sharp increase by YoY profit of +23%, +¥0.39bn owing to the solid organic growth in amusement arcade and karaoke.

### 02 PMI for character MD and karaoke even exceeded that of amusement arcades

FUKUYA, a prizes planning company, achieved dramatic growth with EBITDA of +142%, and Ares, a prizes wholesaler, EBITDA of +305%. Karaoke BanBan succeeded in turning a profit in February for the first time since its incorporation, ensuring the achievement of historical high profits in the first fiscal year of the Group's operation. EBITDA was +85% YoY, with various synergies steadily materialized.

### 03 M&A of NEN, a long-cherished dream in the U.S. mini-location business

Breakthrough in tenant development across the U.S., which had been the greatest focus, with the addition of approximately 8,000 locations to the existing 443 U.S. mini-locations. Replace the old / U.S. style prize games with new / Japanese-style "Kawaii" prizes at 8,000 locations. Entry valuation at 3.6x EV/EBITDA, resulting in M&A financing expected to be fully bankrolled.

### 04 Shareholder benefits to launch

Launched a special benefit program that can be used at GiGO and Karaoke BanBan with a condition of six-month holding period. The yield of the shareholder benefit is 2.5% at the previous (June 10, 2024) close, owing to the stock split. GENDA plans to ensure transformational stock price growth as well as solid shareholder benefit yields, to expand its shareholder base and reduce stock price volatility to lower its cost of capital.

## 01. 1Q Earnings Results for FY2025/1

## Consolidated Statements of Income

### Organic growth and PMI of amusement arcade and karaoke significantly exceeded the original business plan

(Yen in millions)	1Q Total					Full year		
	FY2024/1	a Excluding M&A expenses		Including M&A expenses		Including M&A expenses		
		FY2025/1	YoY	FY2025/1	YoY	FY2024/1	FY2025/1 (forecast)	YoY
Revenue	11,994	24,685	+106 %	24,685	+106 %	55,697	100,000	+80 %
EBITDA	2,197	3,301	+50 %	3,277	+49 %	8,102	13,000	+60 %
(%)	18 %	13 %		13 %		15 %	13 %	
Net income before amortization of goodwill	1,618	1,480	▲9 %	1,456	▲10 %	4,359	5,400	+24 %
(%)	13 %	6 %		6 %		8 %	5 %	
(Reference)								c
Net income before amortization of goodwill (pre-tax basis)	1,679	2,176	+30 %	2,152	+28 %	4,577	7,425	+62 %
Operating income	1,670	2,083	d +25 %	2,059	+23 %	5,370	7,000	+30 %
(%)	14 %	8 %		8 %		10 %	7 %	

a M&A-related expenses ..... As an M&A company, we are disclosing the **intrinsic performance excluding one-time M&A expenses**. M&A-related expenses in 1Q was ▲¥23mn.

b EBITDA ..... Achieved a transformational growth as an M&A company, with **net sales +106% YoY and EBITDA +50% YoY**. Contribution not only **from M&A, but also from organic growth of amusement arcade and karaoke with significant excess in PMI**

c Net income before amortization of goodwill ..... **Expect +24% for the full year**, with growth from M&A offsetting the tax burden that began in the current FY (effective tax rate of approx. 35%) For comparison purpose of actual performance, **net income before amortization of goodwill pre-tax is +30% YoY in 1Q, and +62% for the full year, the largest growth rate among all profit indicators.**

d (Reference) OP Income ..... At the time of the full-year results announcement in March, GENDA was expecting YoY "profit decline" in 1Q due to goodwill amortization (the full-year results were expected to be profitable due to the bias toward the second half of the year). **However, as a result, significant increase of 25% YoY due to better-than-expected PMI performance in amusement arcades and karaoke.**

# Despite strong 1Q results, full-year forecast remains unchanged at this moment ahead of the coming summer season, one of our sales peaks

The 1Q results were significantly higher than the original plan in the amusement and karaoke businesses, which account for more than 95% of GENDA's consolidated EBITDA. Although amusement arcade, karaoke, and prize businesses have been performing well across the board, GENDA will make a decision on its earnings forecast based on July-August results, which is the peak season for sales.

Initial forecast
<b>Consolidated Results</b> <ul style="list-style-type: none"><li>- OP income to "decrease" YoY due to amortization of goodwill</li><li>- EBITDA to "increase significantly" YoY</li></ul>
<b>Amusement Arcade</b> <ul style="list-style-type: none"><li>- Existing store sales growth rate for amusement arcades in the low single-digits</li></ul>
<b>Karaoke</b> <ul style="list-style-type: none"><li>- Karaoke plans an existing store sales growth of 0%</li><li>- Shin Corporation posted a single month loss in February for the 35th consecutive year since its establishment</li></ul>



Track Record
<b>Consolidated Results</b> <ul style="list-style-type: none"><li>- Even after goodwill amortization cost, OP income <b>increased (+23%)</b> YoY</li><li>- EBITDA <b>increased even more (+49%)</b> YoY</li></ul>
<b>Amusement Arcade</b> <ul style="list-style-type: none"><li>- Existing store sales growth for amusement arcades was in the <b>high single digits (+7%)</b></li></ul>
<b>Fukuya, Ares</b> <ul style="list-style-type: none"><li>- PMI of FUKUYA (prize planning) and Ares (wholesale of prizes) has been successful with synergies</li><li>- EBITDA of Fukuya was <b>" +142% "</b>, Ares <b>" +305% "</b></li></ul>
<b>Karaoke</b> <ul style="list-style-type: none"><li>- Existing store sales growth rate for karaoke was <b>" +12% "</b></li><li>- Shin Corp. achieved its <b>first profit surplus in Feb since incorporation</b></li><li>- EBITDA was <b>" +85% "</b> YoY as PMI along with synergies were more successful than planned</li></ul>

### Continue to maintain a sound balance sheet with financial discipline

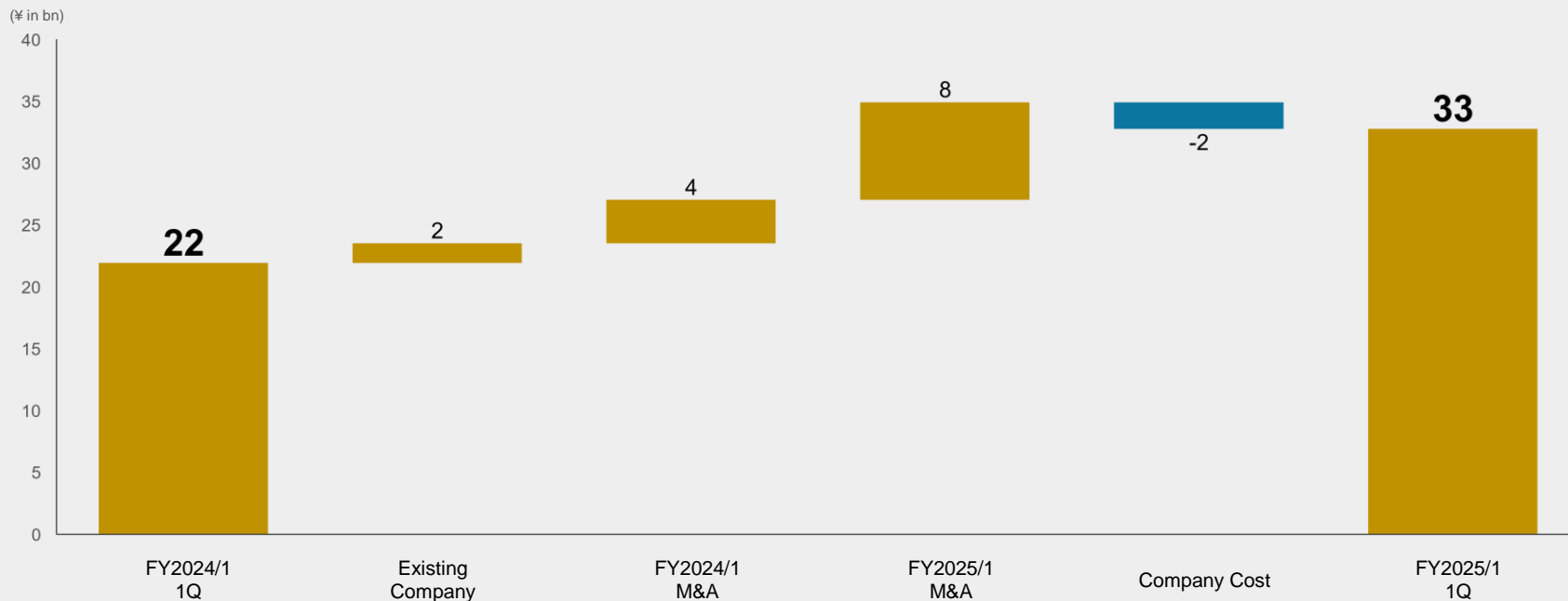
(Millions of yen)	FY2024/1 End of Full-year	FY2025/1 End of 1Q	Difference	Remarks
Current assets	<b>23,567</b>	<b>32,351</b>	<b>+8,784</b>	Mainly increase in cash and deposits
Of which, cash and deposits	12,379	17,638	+5,259	Increase by cash from M&A targets. Maintain rich cash on hand
Fixed assets	<b>28,573</b>	<b>46,830</b>	<b>+18,257</b>	Increase in property, plant and equipment by new store openings
Of which, goodwill	4,992	11,100	+6,108	Maintained at about half of net assets (assume +¥2.0bn by NEN M&A)
Total assets	<b>52,141</b>	<b>79,181</b>	<b>+27,040</b>	Increase due to above factors
Total liabilities	<b>32,476</b>	<b>57,833</b>	<b>+25,357</b>	Increase mainly due to interest-bearing debt
Of which, interest-bearing debt	18,993	39,245	+20,252	Increase due to M&A financing (assume +5.5bn, with ¥3.5bn by NEN M&A financing and +¥2.0bn by consolidation of NEN debt)
Net assets	<b>19,664</b>	<b>21,348</b>	<b>+1,684</b>	Mainly increase in equity capital
Of which, shareholders' equity	19,427	20,827	+1,400	Increase due to profit accumulation
Net Debt / OP Income before DA	<b>0.8 x</b>	<b>1.6 x</b>	<b>+0.8 x</b>	Sufficient debt capacity maintained (assume 1.8x after NEN M&A)
Capital adequacy ratio	<b>37.2 %</b>	<b>26.3 %</b>	<b>▲10.9 %</b>	To increase by profit with seasonality weighted towards fiscal year end

Note: EBITDA in the calculation of Net Debt / EBITDA is presented using the current year's estimate of 13 billion yen, to be consistent with discussions with financial institutions.

## Breakdown of 1Q EBITDA Transition (YoY)

### Contribution from M&A target companies is in full swing

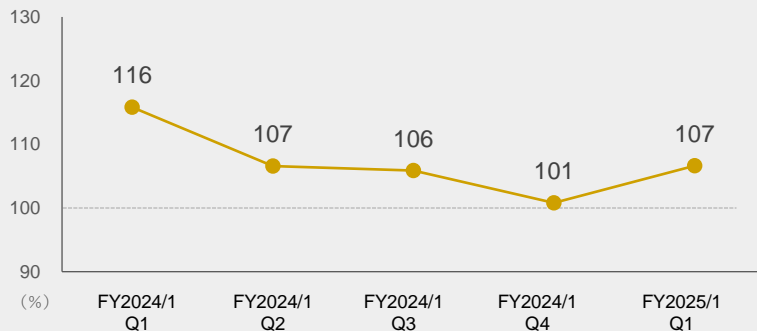
Achieved 10% growth in existing businesses + 50% growth through M&A, and +50% YoY growth after taking into account the increase in company-wide costs due to the expansion of scale. (Shin Corporation and PLABI are consolidated from February 1, 2024, so they are shown as M&A in FY25/1)



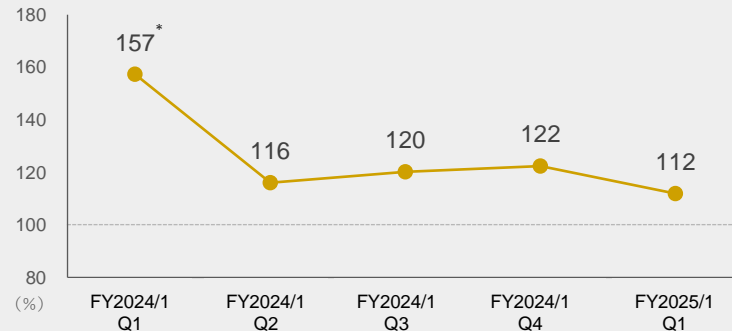


## Existing stores growth rate (YoY)

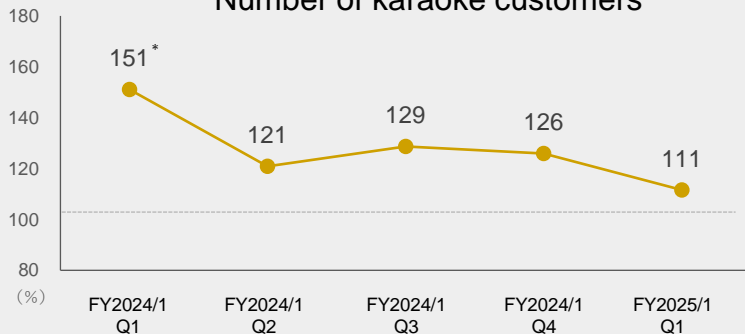
### Amusement arcade sales



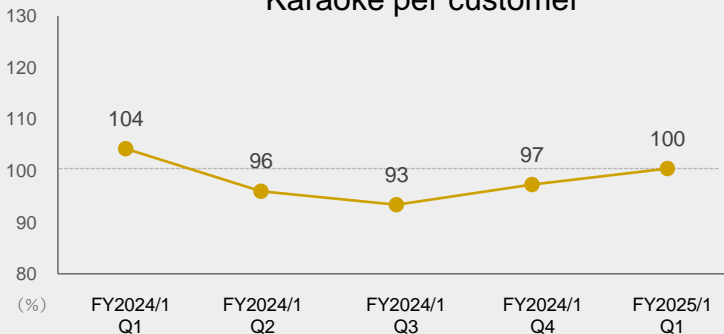
### Karaoke sales



### Number of karaoke customers



### Karaoke per customer



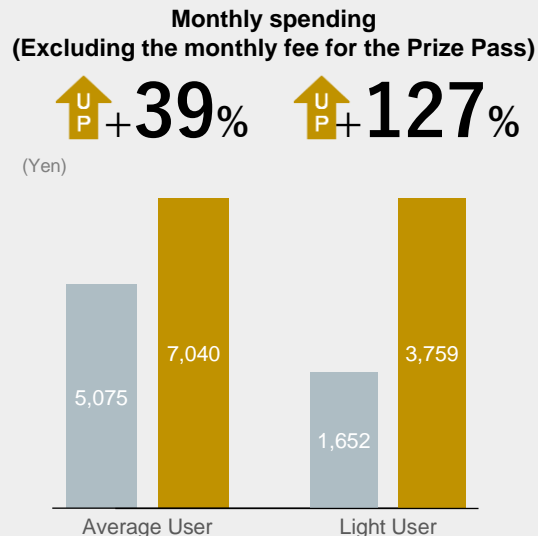
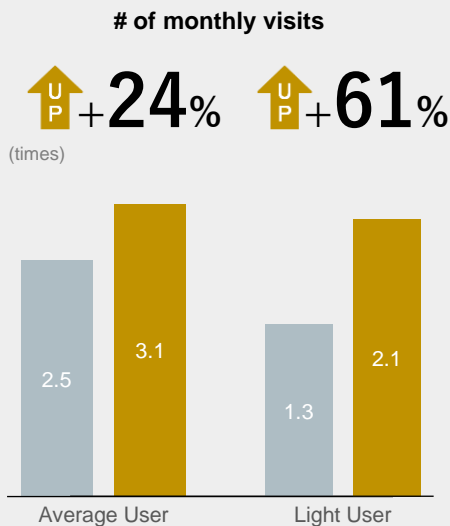
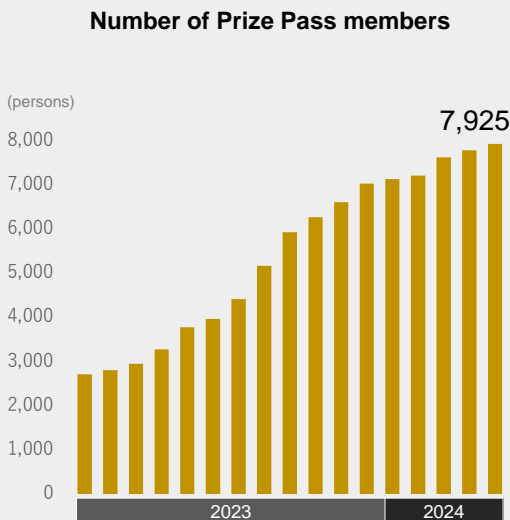
Note: Existing stores are defined as stores that have not been closed and have not had any floor space expansion or reduction in each quarter. For 1Q FY2024/1 data for karaoke, the compared 1Q FY2023/1 includes stores that were forced to close or to operate short-time due to the COVID act.

# Confirm formation of GiGO loyalty for "Prize Pass" members

"Prize Pass" allows users to earn prize game tickets by paying a monthly subscription fee.

In particular, light users have a greater effect to improve the frequency of store visits and the amount of monthly charges.

GENDA will continue to focus on acquiring new members, as the increase in "Prize Pass" members will contribute to the formation of stable cash flow.



Note: The light user refers to users with an average monthly usage frequency of 0-4 times. Comparison of 30days before and after subscription.

Before After

## 02. PMI: Non-amusement arcade PMI outcomes

# PMI measures for prize related companies "FUKUYA" and "Ares"

FUKUYA plans the most important prizes in today's amusement arcades, and Ares is responsible for the wholesale function of the prizes.

GENDA's entertainment platforms contribute to the expansion of each company in the character MD area.

### Sales Improvement Measures

✓	<b>Increase in sales volume of prizes at Fukuya and Ares</b> Increased sales volume as a manufacturer and wholesaler by leveraging GENDA Group platform. As a result, they gain scale economies, negotiating power, and new initiatives to fuel growth.
✓	<b>Cross-selling of customers and products at Fukuya and Ares</b> Collaborate with character merchandising companies and F&B to introduce each company's existing customers and cross-sell each company's products. Enables a multilayered procurement network that cannot be achieved by standalone basis
To be executed	<b>Development of new prizes at Fukuya and Ares</b> GiGO's expertise and nationwide network of stores enables joint location testing of prizes. Develop value-added prizes by reflecting new ideas and end-user feedbacks through interaction.
To be executed	<b>Fukuya to jointly develop stores with GiGO</b> Sharing tenant information and opening of fanfancy+ as a joint store with GiGO, and facilitating the smooth progress of new expansion initiatives to strengthen customer contact points
To be executed	<b>Expanding the channel for wholesale of prizes in Ares</b> GENDA Group has a diverse network of stores, including GiGO, karaoke BanBan, and overseas, so that Ares can attract prize makers that currently do not have any business yet

### Cost Reduction Measures

✓	<b>Decrease in unit production cost</b> Benefit from scale economies by being able to manufacture in quantities as we can count on GiGO and GENDA group amusement arcades
✓	<b>Consolidation of SG&amp;A and utilization of GENDA resources</b> Not only reducing SG&A by consolidating corporate functions, but also enabling the functions such as legal, IT, PR/brand creative, etc., dramatically improved in terms of quality
✓	<b>Acceleration of copyright licensing</b> The increase in sales volume by the GENDA Group and its credibility as a publicly traded group of companies, enabled smoother copyright permission from attractive copyright holders
✓	<b>Sharing procurement channels</b> Character MD companies share the same suppliers, thus immediately after joining the GENDA Group, transactions with top-quality suppliers become possible
✓	<b>Improvement of transaction credit as a group of listed companies</b> Secondary effects of improved credit at the time of transaction, such as increased focus on core business and improved business efficiency

## PMI Results in the Character MD

Planning and manufacturing of prizes for amusement arcades

Fukuya



3 months before M&A (Feb 2023 - Apr 2023)

3 months after M&A (Feb 2024 - Apr 2024)

Planning and wholesale of prizes for amusement arcades

Ares Company

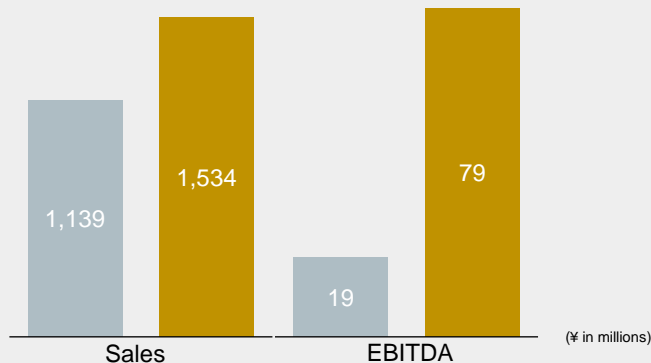
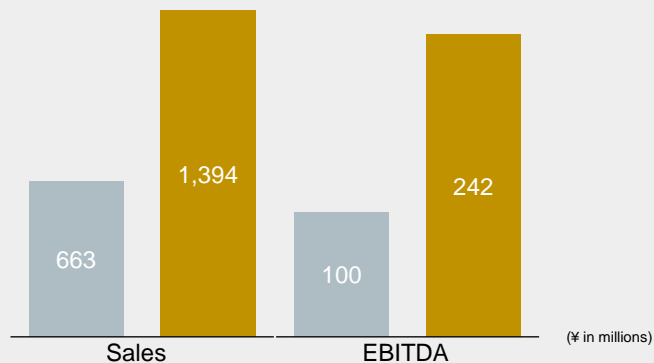


6 months before M&A (Nov 2022 - Apr 2023)

6 months after M&A (Nov 2023 - Apr 2024)

**UP +110%** **UP +142%**

**UP +35%** **UP +305%**



Note: YoY comparison before and after M&A.



# PMI measures using the GENDA Group platform

The key point is that the GENDA platform can be used to implement measures that contribute not only to cost reduction but also to sales improvement. Furthermore, the marginal profit for karaoke is "90%" and the effect of PMI on increasing the amount of profit and profit margin is higher than that of amusement arcades, which have a marginal profit of 70%.

## Sales Improvement Measures

✓	<b>Pricing optimization</b> Appropriate price revisions in some stores. Large impact on profits due to high marginal profit margin
✓	<b>Karaoke x amusement arcades reciprocal sales promotion</b> Increased customer traffic at neighboring stores of GiGO and Karaoke BanBan by distributing promotional tickets and displaying posters at both stores
✓	<b>Karaoke x IP collaborations</b> Utilize GiGO's business network to collaborate with IPs that could not be done by karaoke BanBan alone and increase in customer spending by offering collaborative menus
To be executed	<b>Karaoke x amusement arcades joint shop opening</b> Enables expansion into properties that could not be considered for store openings with either GiGO or BanBan karaoke alone
To be executed	<b>Karaoke x GENDA Group F&amp;B</b> Adding food and beverage items from the GENDA Group's F&B domain to the karaoke grand menu, contributing to an increase in the unit price per customer and sales growth of the Group's businesses
To be executed	<b>Karaoke x DX</b> Improve customer satisfaction by revamping customer applications and increase operational efficiency by deploying IT tools for internal use

## Cost Reduction Measures

✓	<b>Closing of unprofitable stores</b> Close examination of each store after the Covid-19, and apply optimal store management
✓	<b>Production costs for karaoke promotional materials</b> Sales promotion materials such as store pop-ups and decorations can be completed within the GENDA Group
✓	<b>Joint procurement of consumables and other supplies in the GENDA Group</b> Negotiate prices for consumables, etc. by mutually introducing existing suppliers within the group
✓	<b>Reduction of financing costs</b> CMS utilization of GENDA Group surplus funds contributes to the Group-wide reduction of financing costs

Similar reductions in procurement costs can be expected  
if there is further expansion of scale or M&A in the karaoke area

## Karaoke BanBan

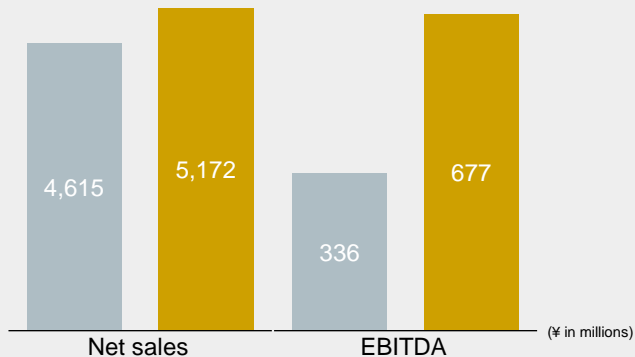


3 months before M&A (Feb 2023 - Apr 2023)

3 months after M&A (Feb 2024 - Apr 2024)

UP +12%

UP +85%



© Inio Asano / Shogakukan / DeDeDeDe Committee

Note: Comparative figures are for all Shin Corporation companies that operates Karaoke BanBan. Note: YoY comparison before and after M&A.

### 03. M&A: Regarding the NEN M&A announced today



# "Dream Deal" we have envisioned since the launch of Kiddleton's U.S. operations



### NEN Company Profile

Entertainment company founded in 1995 and Headquarters in Colorado, USA

### Financial Results (FY2023/12)

Sales \$**100.3**m, EBITDA \$**8.0**m

### Facilities

Approx. **8,000** mini-location



### Investment Highlights

NEN, with approximately **8,000** locations including Walmart, was the biggest breakthrough to accelerate Kiddleton's largest focus of business in the U.S. tenant development

Deploy Kiddleton's ability to generate about **3x** greater sales per location, by replacing U.S.-style prizes with Japanese-style prizes

GENDA Group will **export Japanese "Kawaii" to all over the U.S.**, with FUKUYA and Ares providing the prizes and Five Colors in China providing the machines

### Valuation

GENDA actively proposed the acquisition of NEN, which had been a "dream" of Kiddleton since its inception in the U.S.

29 years of incorporation with 67 minority shareholders seeking to exit, GENDA provided the liquidity to secure an attractive valuation

Enterprise value **\$29m**, EV / EBITDA **3.6x** (based on FY2023/12 actual). With our debt capacity, **M&A to be fully financed by debt**, same as in the previous year. **Cash EPS** increases unilaterally by increasing profit with unchanged number of shares

## Investment Highlights

### Utilize NEN's business network with major chain stores

NEN already has relationships with major GMSs and restaurants across the U.S., which enables Kiddleton to gain a network of new client locations that Kiddleton does not currently have access



BOYDGAMING

*Albertson's*



meijer



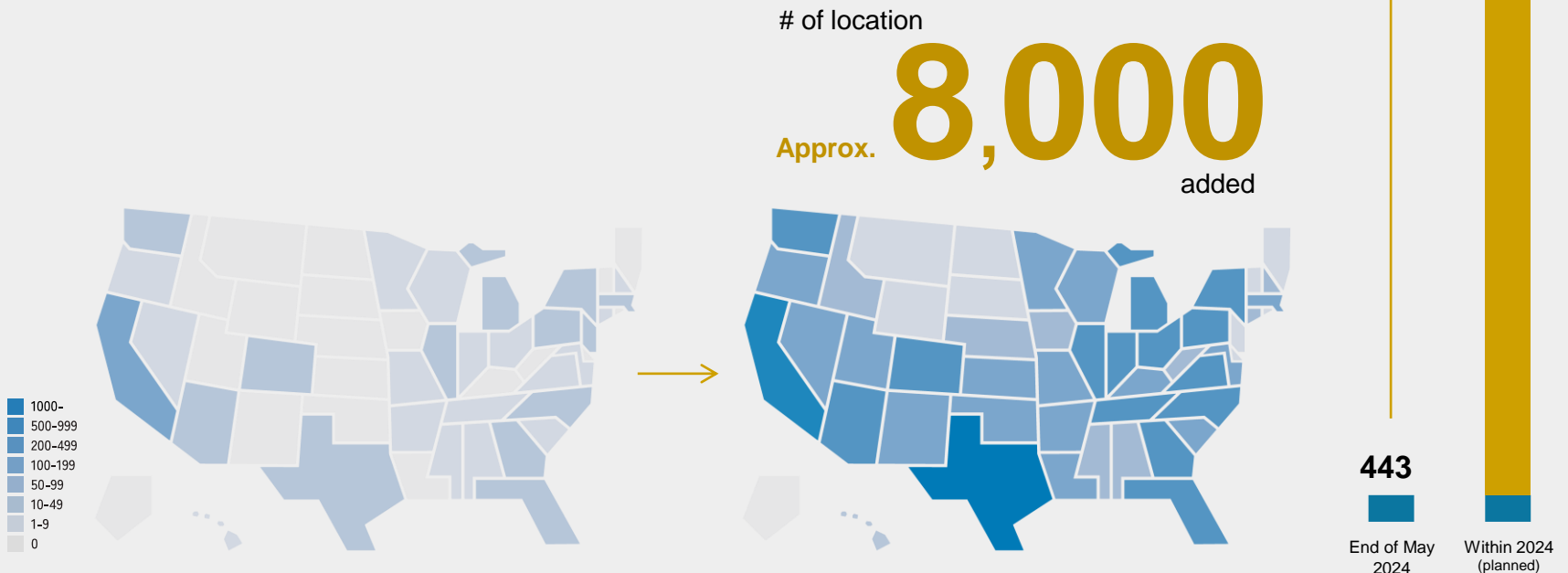
THE  
PELICAN GROUP

## Investment Highlights continued

### Establish the network throughout the U.S.

Explosive increase in sales coverage area

In addition to the sales office, Kiddleton's current three-person repairment team can be done through NEN's nationwide maintenance network



## Investment Highlights continued

### Japanese "Kawaii" is now available in the U.S!

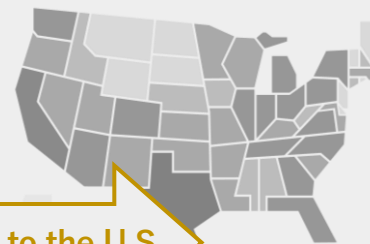
Pursuing uniqueness by offering products and experiences that are only available here. Expand globally by leveraging synergies within the group.

The chassis will be provided by Five Colors, prizes will be exported from Ares and Fukuya, and Japanese "Kawaii" will be provided by Kiddleton and NEN to 8,800 locations in the U.S.

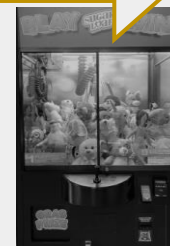
# GENDA



Kiddleton



"Kawaii" to the U.S



Note: The photo is an image.

# Many synergies expected in Kiddleton's mini-location operations

### Sales Improvement Measures

To be executed	<b>Procurement of prizes</b> Japanese Kawaii prizes that can be procured owing to the GENDA platform can be spread to NEN's approximately 8,000 U.S. locations
To be executed	<b>Improved quality of amusement machines</b> Improve the atmosphere of your store by placing cool design amusement machines
To be executed	<b>Horizontal development of DX</b> Accelerate digital expansion with GENDA's tech team
	. . . . .

### Cost Reduction Measures

To be executed	<b>Lower procurement costs for amusement machines</b> Exporting from the GENDA Group's Chinese subsidiary (Five Colors) will increase the volume of transactions by companies within the group, with flexible and agile response
To be executed	<b>Expansion of maintenance network</b> Establish an efficient repair system by leveraging NEN's unique maintenance network across the U.S.
To be executed	<b>Streamlining of sales operation team</b> Combining NEN's robust sales operation team, with its own staff covering all locations, and Kiddleton's flexibility, with its area supervisory staff consisting mainly of part-timers, enables the creation of an optimal management structure tailored to each location.
	. . . . .

## 04. Other: shareholder benefits program

## Coupon for GiGO and Karaoke BanBan

Coupons that can be used at both GiGO and Karaoke BanBan stores to be given twice a year. 3 plans based on the number of shares.



COUPON	100 shares ~ 299 shares	$2,000\text{yen} \times \text{Twice a year} = \text{Per Annum}$	4,000yen
	300 shares ~ 499 shares	$6,000\text{yen} \times \text{Twice a year} = \text{Per Annum}$	12,000yen
	500 shares ~	$10,000\text{yen} \times \text{Twice a year} = \text{Per Annum}$	20,000yen

Coupons are valid for 6 months and can be used at GiGO stores up to 500 yen per day. No limit for usage at Karaoke BanBan.



Note: Shareholders who are listed in the Company's shareholder registry as of the last day of January and the last day of July of each year as holding one unit (100 shares) or more, and who have continuously held such shares for six months or more are eligible. Shareholders who have continuously held the shares for six months or longer are defined as those shareholders who have been listed or recorded as holding one trading unit (100 shares) or more under the same shareholder number in the Company's shareholder registry as of the last day of January and the last day of July for two or more consecutive times.

### **Q 1 | How do I become eligible for the first shareholder benefit?**

You must hold at least 100 shares of our company's stock by Monday, July 29, 2024, and continue to hold at least 100 shares continuously as of Wednesday, January 29, 2025.

### **Q 2 | When will the first shareholder benefit be offered?**

Around late April 2025.



## Appendix

## Consolidated Statements of Income (Quarterly Results)

(Millions of yen)	FY2024/1						FY2025/1						
	1Q	2Q	2Q YTD	3Q	4Q	Full year	1Q	2Q	2Q YTD	3Q	4Q	Full Year	YoY
Revenue	11,994	12,520	24,515	14,293	16,888	55,697	24,685	-	-	-	-	100,000	179.5%
Gross profit	3,182	2,609	5,791	3,368	3,798	12,958	5,286	-	-	-	-	-	-%
Margin (%)	26.5%	20.8%	23.6%	23.5%	22.4%	23.2%	21.4%	-	-	-	-	-	-
EBITDA	2,197	1,712	3,903	2,140	2,051	8,102	3,277	-	-	-	-	13,000	160.4%
Margin (%)	18.3%	13.6%	15.9%	14.9%	12.1%	14.5%	13.2%	-	-	-	-	13.0%	-
Operating income	1,670	1,096	2,767	1,397	1,205	5,370	2,059	-	-	-	-	7,000	130.3%
Margin (%)	13.9%	8.7%	11.2%	9.7%	7.1%	9.6%	8.3%	-	-	-	-	7.0%	-
Net income before amortization of goodwill	1,618	422	2,041	1,384	933	4,359	1,456	-	-	-	-	5,400	123.8%
Margin (%)	13.5%	3.3%	8.3%	9.6%	5.5%	7.8%	5.9%	-	-	-	-	5.4%	-
Net income attributable to owners of the parent	1,585	390	1,975	1,348	853	4,178	1,223	-	-	-	-	4,300	102.9%
Margin (%)	13.2%	3.1%	8.0%	9.4%	5.0%	7.5%	4.9%	-	-	-	-	4.3%	-

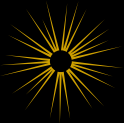
## Disclaimer

This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

The purpose of this document is to provide shareholders, investors, and others with information on our management policies, plans, and financial condition, and is not intended as a solicitation to buy, sell, or otherwise invest in our stock.

While every effort has been made to ensure the accuracy of the information and materials posted on this document, no guarantee is made as to the accuracy of the content of the information or the timing of updates. In no event shall we be liable for any damage or trouble arising out of or in connection with the use of this website, including, but not limited to, the downloading of any information or data contained in this website, or any errors therein, regardless of the reason thereof.

Any statements on this document regarding our current plans, forecasts, and strategies that are not historical facts are forward-looking statements about future business performance, etc. These statements are based on the judgment of our management in light of the information currently available to it and involve risks and uncertainties. Actual results may differ materially from these forward-looking statements due to various factors, including economic conditions and competition in the entertainment industry.



**More fun for your days**