

# **New medium-term management plan (FY2023-FY2025)**

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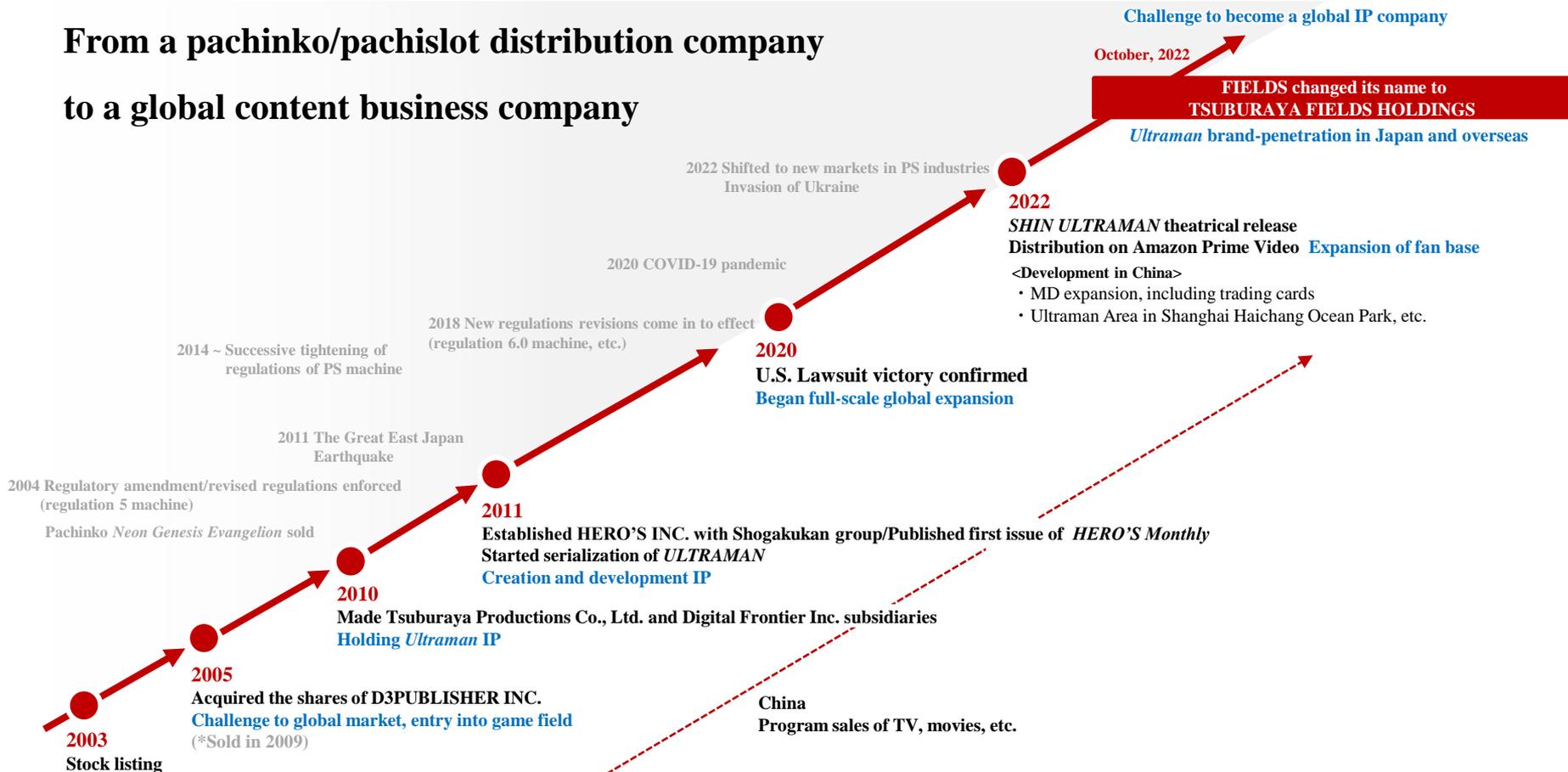
**TSUBURAYA FIELDS HOLDINGS INC.**

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

**May. 2023**

# Toward the realization of the corporate philosophy “The Greatest Leisure for All People” (up to March 2023)

## From a pachinko/pachislot distribution company to a global content business company



Challenge to global content business

2003 Listed on JASDAQ and entered content businesses

2004 Acquired a large number of content and executed M&A by capital increase through public offering

■2005 Acquired the shares of D3PUBLISHER INC. Entered the game field, took on the challenge of the US market (sold in 2009)

■2010 Made Tsuburaya Production Co., Ltd. (TPC) a subsidiary

**Owns *Ultraman* IP**

TV series (New generation) revival

Developing various visual products in China and ASEAN regions

Focus on penetrating *Ultraman* brands

2020 Finalized a lawsuit for the rights to use *Ultraman* overseas

Rapid expansion of global expansion

2020 Merchandising growth in the Chinese market

■2010 Made Digital Frontier Inc. a subsidiary

Acquisition of groups of digital technology such as CG · VFX

■2011 First issue of *HERO'S Monthly*

Development and creation IP with Shogakukan group

Developed visual products such as anime and CG in TV and movies  
*GANTZ:O, BERSERK, MAJESTIC PRINCE, etc.*

Steady track record of overseas expansion

Accumulation of knowledge and know-how

The global content business is on track and  
shifted to a holding-company structure “TSUBURAYA FIELDS HOLDINGS”

Content and digital business development in China and ASEAN regions over the next three years (planned)

July “ULTRAMAN BLAZAR”

scheduled to be broadcasted in Japan → Simul distribution started in China and ASEAN regions

Netflix anime film originating in the U.S.  
All global simultaneous distribution

Scheduled localization film released  
in China and ASEAN regions

May Established a U.S. subsidiary. (HD shareholding ratio 100%)  
TSUBURAYA FIELDS Media & Pictures Entertainment, Inc.

2023

Planning to open the bases  
• China and Singapore

2024

Planning to open the bases  
• Thailand, Malaysia and Indonesia

2025

May Ultraman area opened in Dalian Discovery Kingdom theme park in China

Ultraman areas scheduled to open in some theme parks in China

Jun. Ultraman area scheduled to open in theme park in Chengdu in China

Within ASEAN regions  
*Ultraman* attraction scheduled to open

Early Summer Ultraman the Ride scheduled to open in Seibuen Amusement Park in Japan

Expand development of Ultraman goods in Chinese market

- Trading card
- Merchandising
- Various digital services

Full-scale development of *Ultraman* goods in ASEAN

- Trading card
- Merchandising
- Various digital services

## Establishing the Tsuburaya brand in China and ASEAN regions over the next three years

For this purpose

Establishment of overseas bases to build a strong cooperative framework with global business partners

- I. Raising awareness through the development of video works
- II. Expanding contact opportunities through theme park strategies  
(dedicated area, attraction, permanent stage)
- III. Expanding the development of culturally appropriate products

**China**  
Expansion of  
development

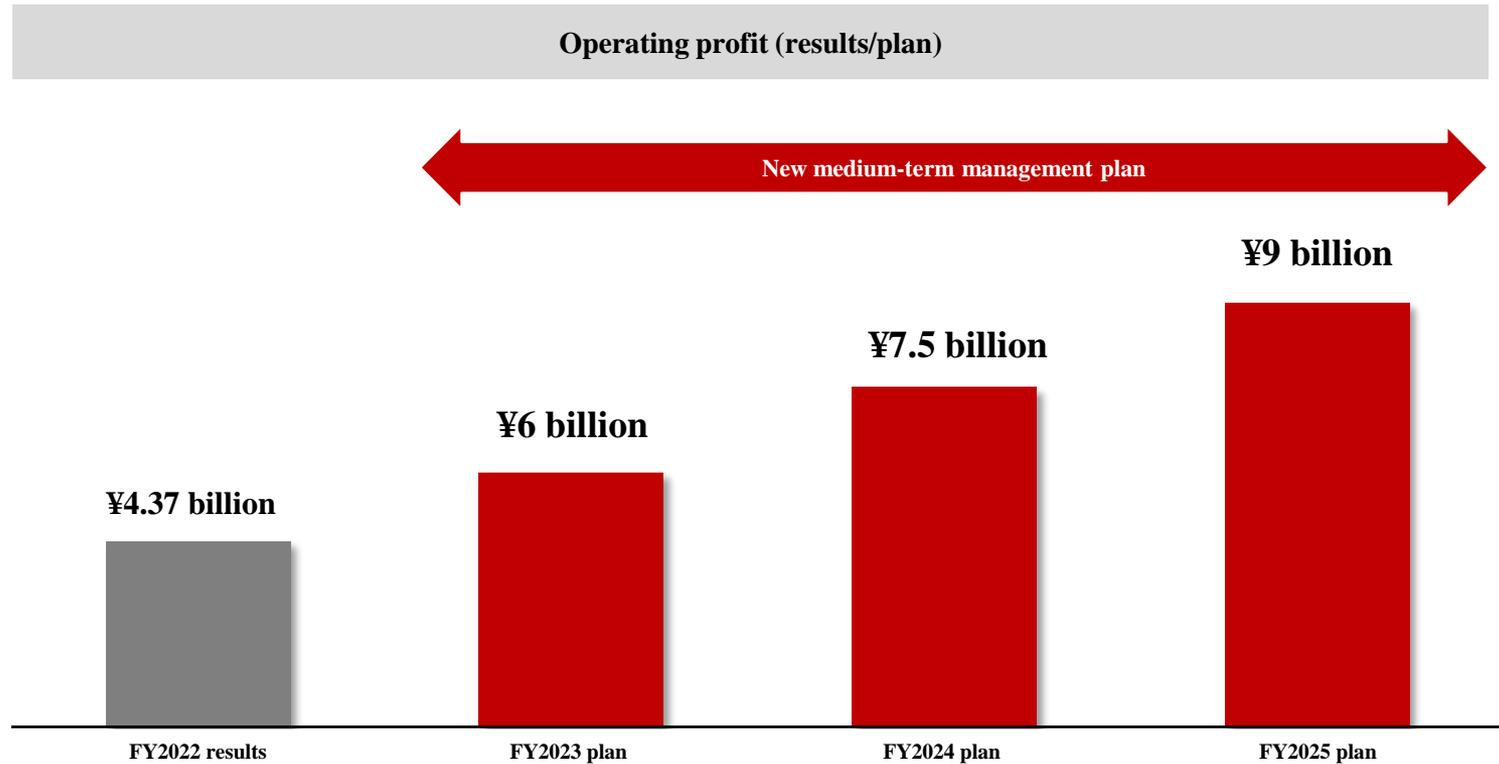
- Trading card
- Merchandising
- Various digital services

**ASEAN**  
regions  
Full-scale  
development

- Trading card
- Merchandising
- Various digital services

Establishing diverse business functions to promote global expansion of content and digital business





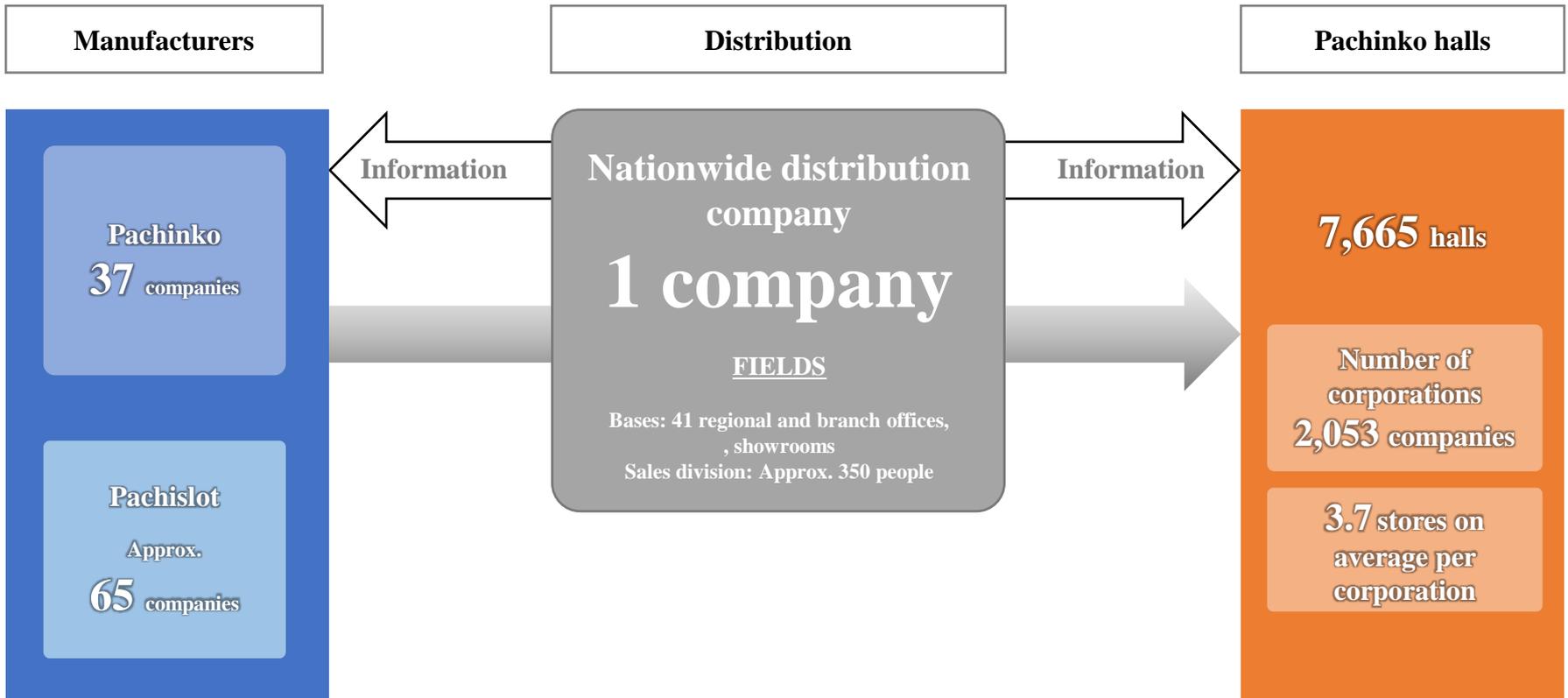
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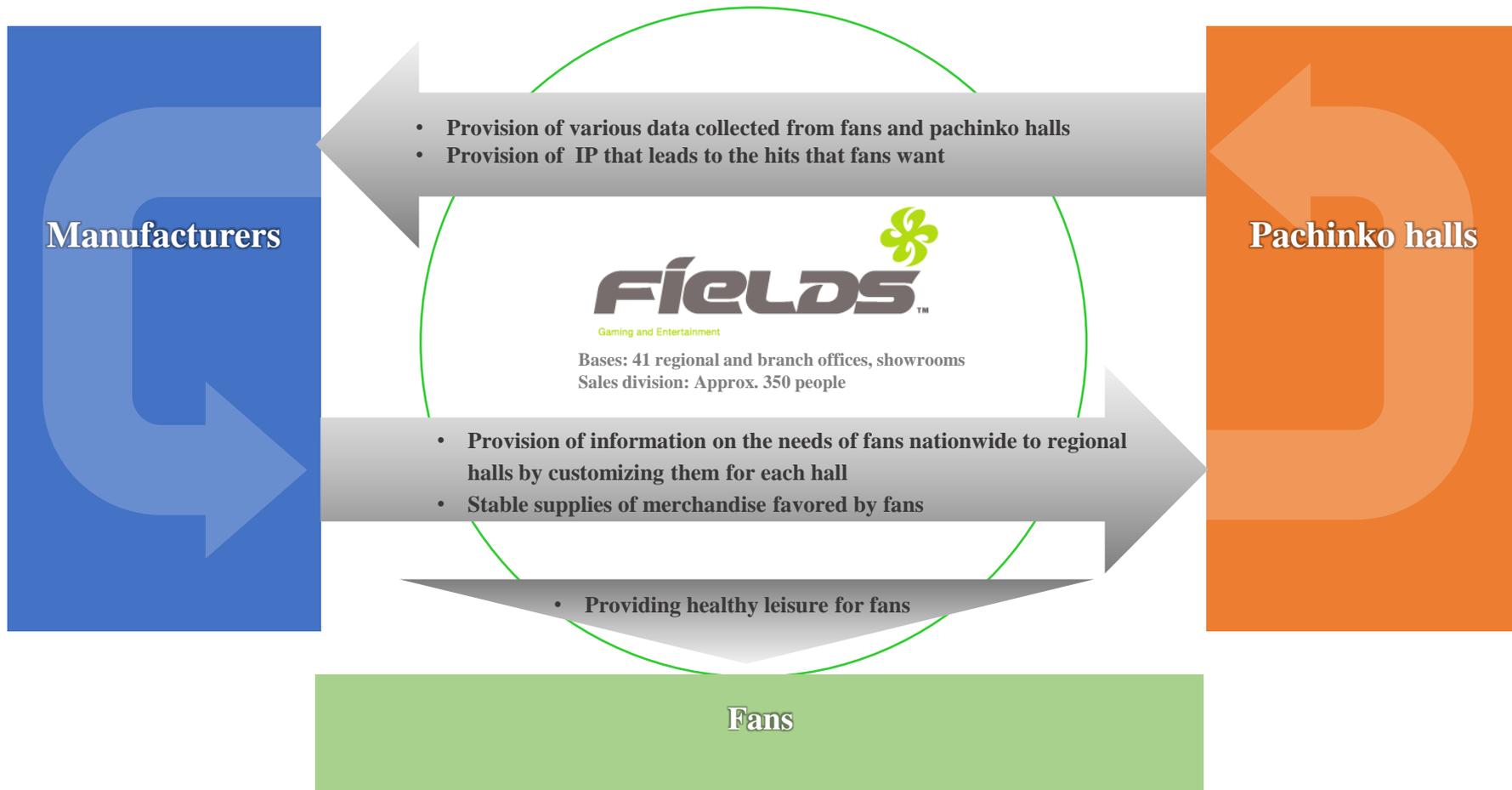
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**PS business segment**

FIELDS CORPORATION

**FIELDS is the only nationwide distributor in PS sector**





**Relations with manufacturers and pachinko halls**

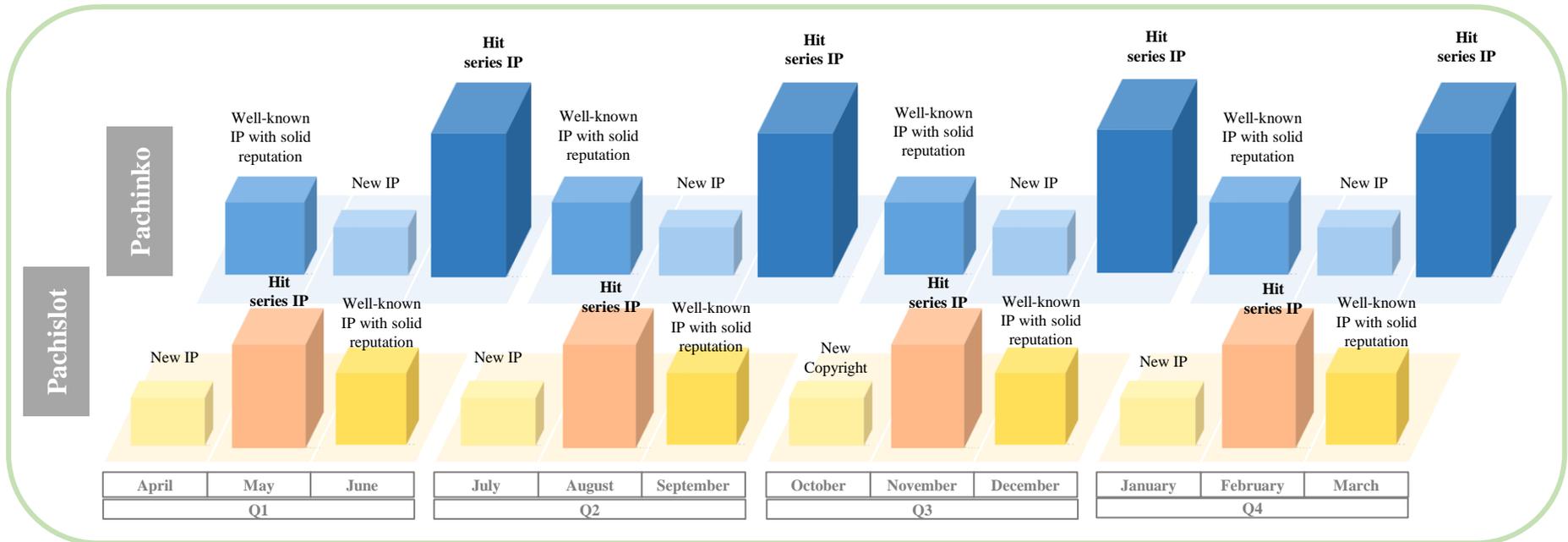
**Manufacturers**

- 1. Provision of various data collected from fans and pachinko halls**
- 2. Provision of IP that leads to the hits that fans want**

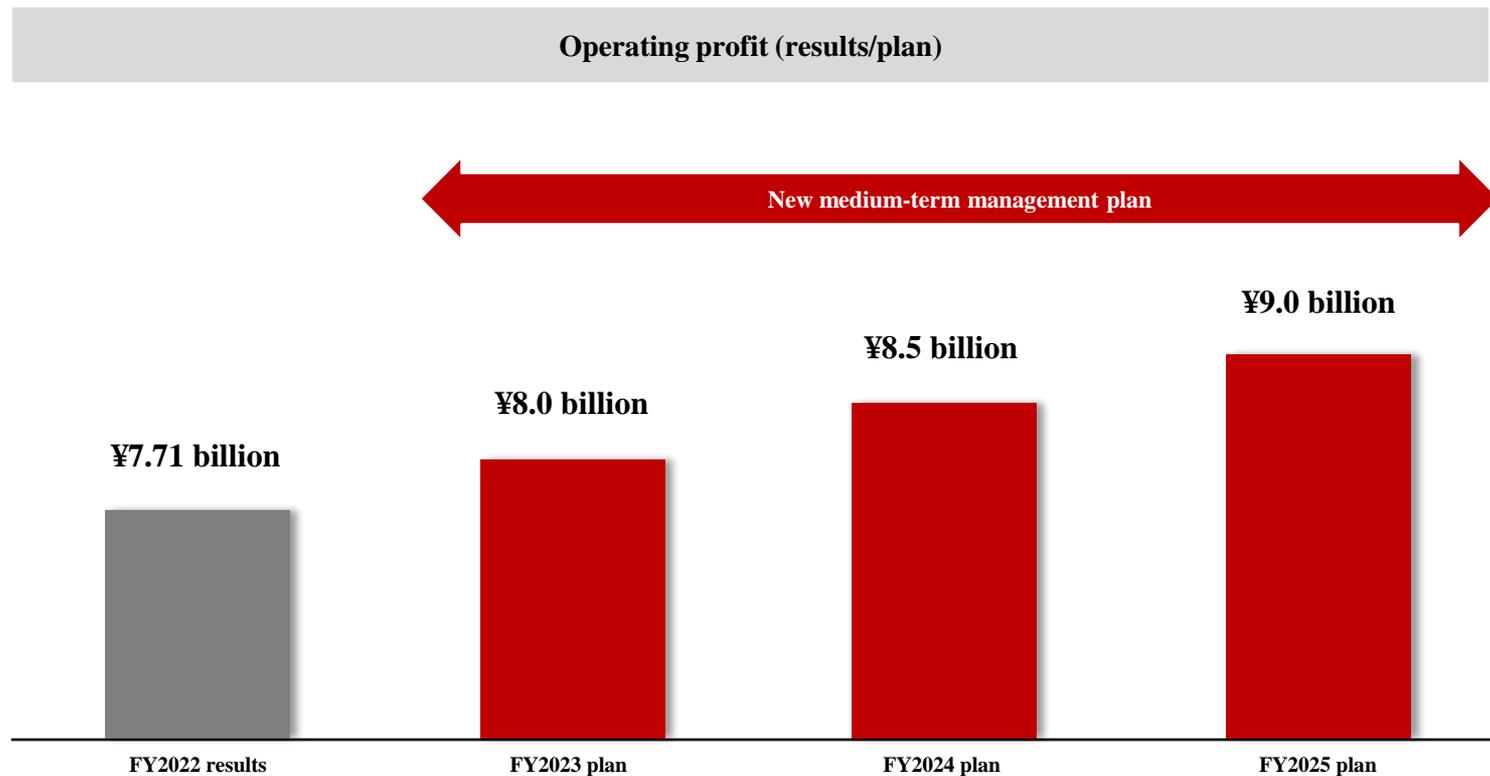
**Pachinko halls**

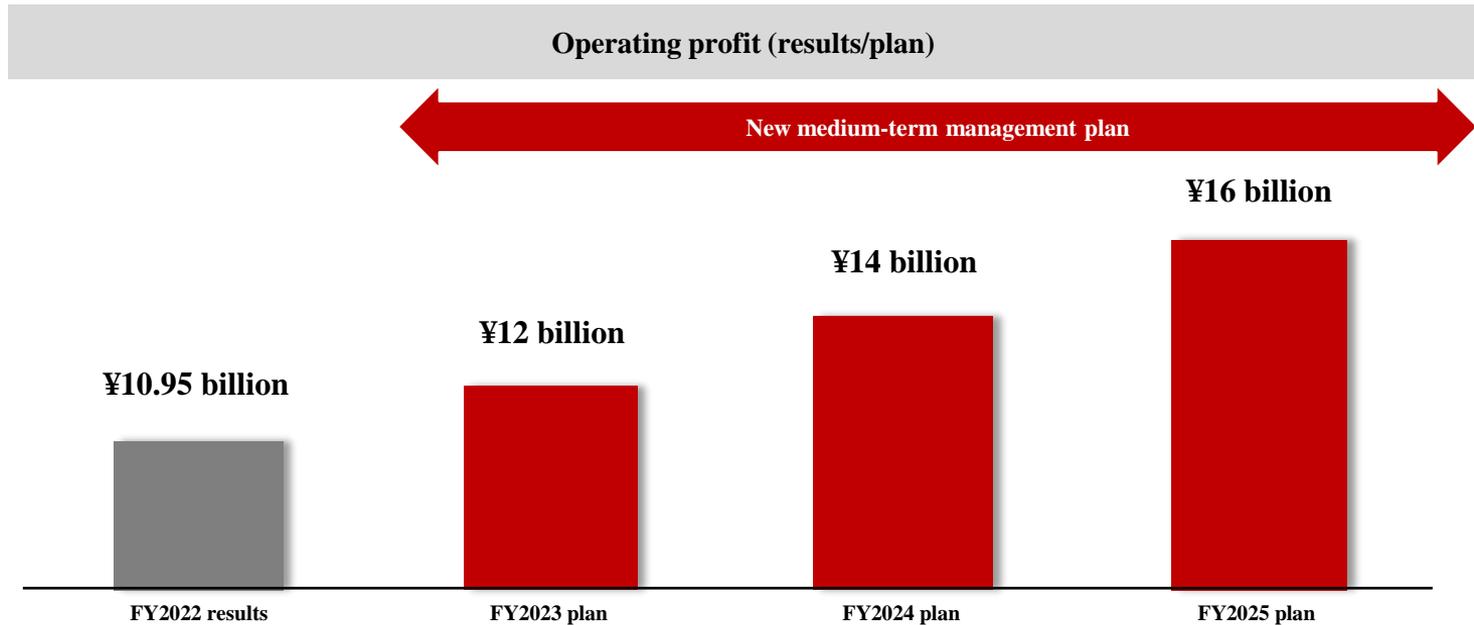
- 1. Provision of information on the needs of fans nationwide to regional halls by customizing them for each hall**
- 2. Stable supplies of merchandise favored by fans**

- Provide everyone with the best leisure through IP that are accepted by younger and elderly people as well as series IP
- Obtains IP that are highly recognized and favorable based surveys and studies on the needs of fans obtained from market data
- Together with IP, provide allied manufacturer with a plan for hitting elements, and provide the developed merchandise to pachinko halls nationwide



## Operating profit (results/plan)





|                                |                  |               |               |               |
|--------------------------------|------------------|---------------|---------------|---------------|
| Content and digital business   | ¥4.37 billion    | ¥6 billion    | ¥7.5 billion  | ¥9 billion    |
| PS business                    | ¥7.71 billion    | ¥8 billion    | ¥8.5 billion  | ¥9 billion    |
| Other business and adjustments | ¥ (1.13) billion | ¥ (2) billion | ¥ (2) billion | ¥ (2) billion |

# TSUBURAYA FIELDS HOLDINGS

## Disclaimer

Except for certain facts, our plans, strategies and forecasts are included in this report.  
It contains potential risks and uncertainties, and the content of such risks is not guaranteed.

Potential risks and uncertainties include the economic environment surrounding our Group's business,  
competitive conditions in the marketplace, and merchandise handled, but not limited to these.