



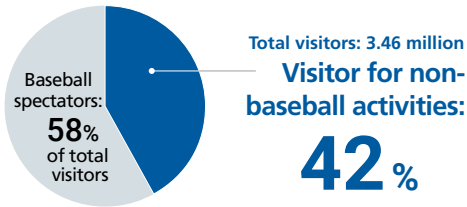
# Ballpark Business

## Our challenge: creating novel value through the development of new community

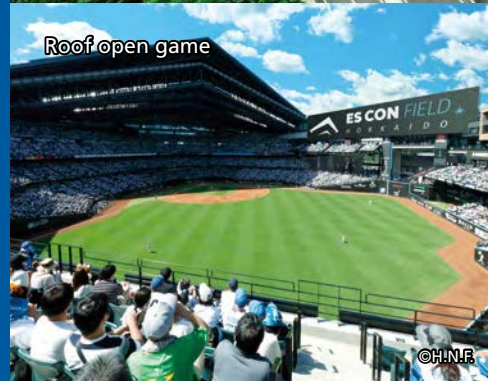
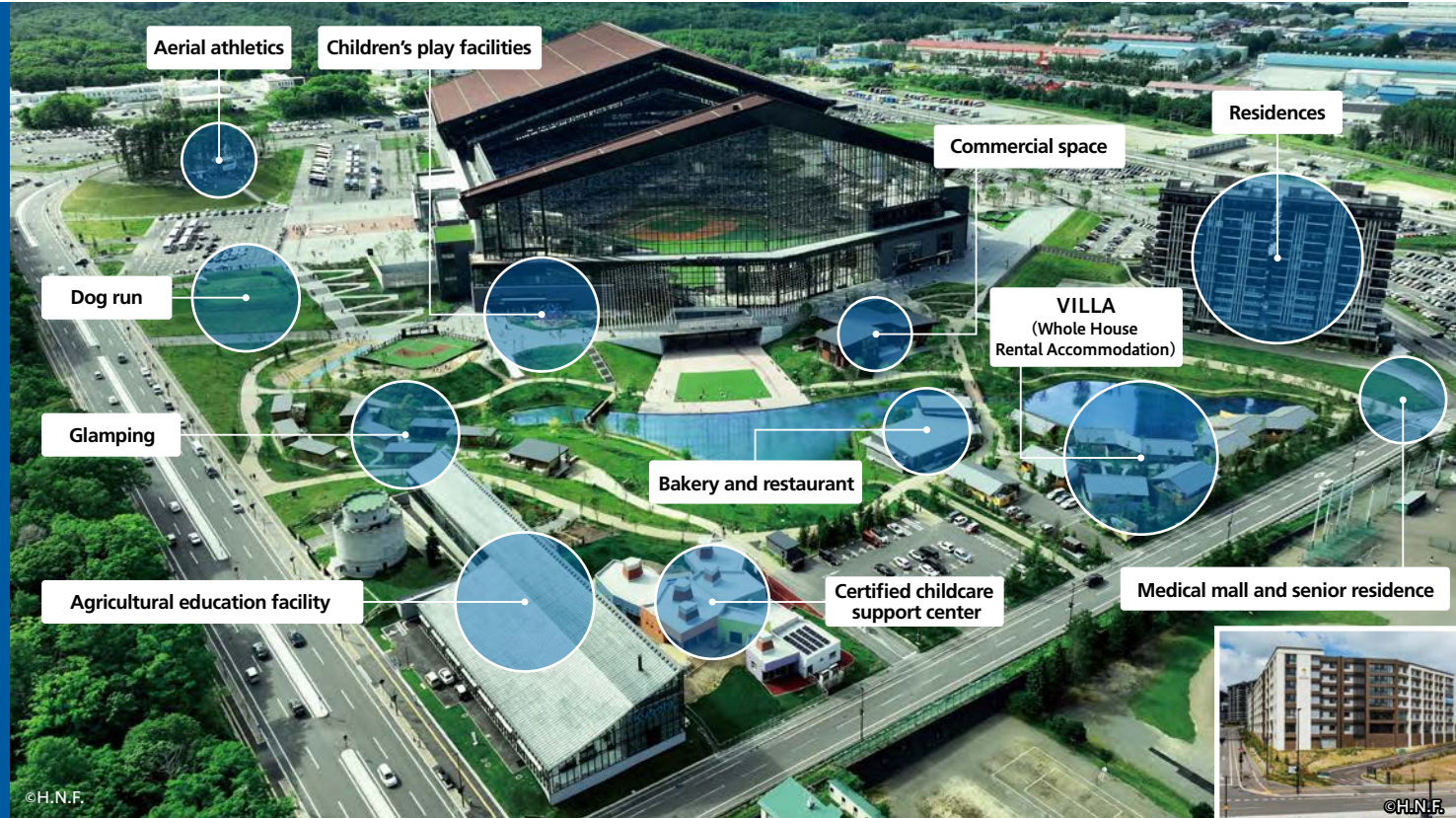
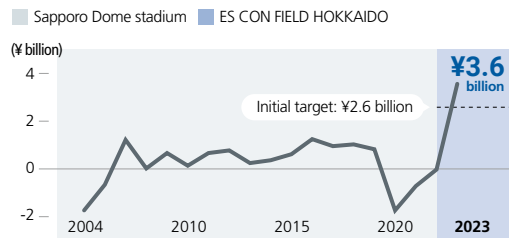
Higher visitor numbers in FY2023 were reflected in net sales of ¥23.8 billion, compared with the ¥23.4 billion figure projected when the ballpark was opened. Operating income was also substantially over target at ¥3.6 billion, compared with the target figure of ¥2.6 billion.

As is apparent from the fact that visitors other than baseball spectators make up 42% of total visitor numbers, the ballpark is starting to generate novel value as the hub of a new community space offering a wide variety of entertainment.

Breakdown of visitors to F Village



Operating income





## Ballpark Business

## Enhancing the value of F Village with a wide variety of services

The Hokkaido Ballpark F Village complex (“F Village”) opened in March 2023. There were 1.53 million visitors in the period to June, and six months later at end of the December, the figure had more than doubled to 3.46 million.

In addition to the attractive entertainment facilities available at the complex, this growth in visitor numbers is also attributable to the baseball team and the availability of a wide variety of services.

We are continually improving the value of F Village as an entertainment space by enhancing the hospitality provided in the facilities, by promptly implementing improvements in response to social media feedback, and by offering carefully designed services, including visitor entertainment and guidance services provided by our cheerleaders.

## Rapid improvements based on input from X as our official suggestion box

We seek visitor input via X and rapidly implement improvements based on their suggestions. By quickly reflecting ideas found in visitor Tweets, we are fostering a perception of F Village as a co-created space.



<https://x.com/fvillageojisan>



Installation of benches outside of the ballpark

## MESSAGE

## We aim to create a world-class facility.

I am primarily responsible for the coordination of consumer-related business at F Village.

In addition to our programs and marketing activities, I believe that the growth in visitor numbers and sales is also attributable to our efforts to enhance the value of the visitor experience, including hospitality, performances, and communication via social media.

Examples of initiatives to promote interest in the baseball team and F Village include the development of an app that allows people to accumulate mileage points for use in F Village, and the provision of free IDs to promote fan club membership. By July 2024, the app had been downloaded 410,000 times, while fan club membership had risen from 140,000 to 700,000.

Our goals going forward are to develop the baseball team in ways that will build fan loyalty, and to enhance the attractiveness of F Village for a wide range of visitors. To achieve these goals, we will continue to strengthen collaboration between the NH Foods Group's entertainment and food businesses.

## Naoya Ito

Executive Officer  
General Manager of  
Consumer Division  
Business Management  
Headquarters  
Fighters Sports &  
Entertainment Co., Ltd.



## MESSAGE

## Enhancing the value of our cheerleaders

I am responsible for the overall management of the Fighters Girls, the cheerleader team for the Hokkaido Nippon-Ham Fighters baseball team.

Our image strategy for the Fighters Girls encompasses a wide range of roles, from visitor support to dance performances. In 2022 I created the Fox Dance, which has become a major craze. There was an increase of over 50,000 in the number of followers of the baseball team on social media around that time, and I believe that has also contributed to growth in visitor numbers since the opening of F Village.

People tend to think that cheerleaders are just dancers, but we are involved in a wide variety of entertainment activities at F Village. For example, we act as guides for stadium tours, assist visitors in the concourse, and attend various events.

We are determined to expand the role of the Fighters Girls and enhance their value, so that they can continue to support the evolution of the baseball team and F Village.

## Saori Ogure

Produce Group  
Entertainment Department  
Ballpark Creation Division  
Business Management  
Headquarters  
Fighters Sports &  
Entertainment Co., Ltd.





## Ballpark Business

Segment data

### The future of F Village as a source of comprehensive value

Fighters Sports & Entertainment Co., Ltd. (FSE), which operates F Village, concluded a partnership agreement with the MUFG Bank, Ltd. with the aim of carrying out deeper research into business co-creation through the combination of finance and sports, and the economic and social value generated by F Village.

The survey was conducted with the cooperation of Kitahiroshima City, where the complex is located. The chart below provides an objective assessment of the comprehensive value that F Village is expected to generate.

#### Steady progress on the development of new transportation infrastructure

A new station will be opened adjacent to F Village in 2028. The creation of this important transportation hub, together with the development of surrounding facilities, will further energize demand for food, housing, recreation, and education in F Village.



Artist's impression of the area (around 2031, after the opening of the new station)

## MESSAGE

### Creating diverse value from a wide range of facilities

I coordinate all business activities relating to tourism development and community development in F Village. We also prioritize initiatives to solve community issues, including food education activities for children, and the staging of events to promote bicycle touring of local areas. In collaboration with local government, we have also established the Fighters Hometown Tax program under a Japanese government program that allows people to make donations to regional communities in lieu of resident tax payments in the areas in which they reside. These wide-ranging initiatives further enhance the comprehensive value generated by F Village.

In 2028, a new station will be completed adjacent to F Village. We are currently working to create new businesses, including the development of facilities across the entire area.

Going forward, we want as many people as possible to enjoy our ballpark and other attractions in Hokkaido. We will pursue various initiatives to attract a wider range of visitors, including people from overseas, and encourage visitors to spend more time at the complex. To achieve this, we will also need to diversify our human resources.

#### Tomo Kobayashi

Executive Officer  
General Manager of Planning Division and General Manager of Sales Division  
Business Management Headquarters  
Fighters Sports & Entertainment Co., Ltd.



### Comprehensive value generated by F Village

	Economic value		Social value	
For the region	(1)Economic revitalization	Direct economic effects on Kitahiroshima City <b>Over ¥50 billion per year</b>	(5)Enhancing appeal as a place to live	<b>Reversal of trend of population decline</b> through living infrastructure development in F Village and surrounding housing development
	(2)Rate of increase in surrounding land prices	Value growth in surrounding areas <b>Maximum of 150% or more</b>	(6)Enhancing appeal as a tourism and holiday region	Number of visitors to Kitahiroshima City from Hokkaido <b>Around 2.5 million</b> per year
For Hokkaido	(3)Economic revitalization	Economic effects on Hokkaido <b>Approximately ¥100 billion per year</b>	(7)Promotion of the tourism industry	<b>Raising the numbers of tourists</b> in the whole area of Hokkaido through cooperation with local governments and tour planning
For stakeholders	(4)Creation of business opportunities	<b>Diverse facilities development</b> based on partnerships	(8)Encouragement of industrial development and innovations	<b>Demonstration of new solutions</b> such as cashless and mobile order, etc.
			(9)Model cases in the sports industry	Spread of the F Village business model to <b>other regions and facilities</b>

Source: Created by Mitsubishi UFJ Research & Consulting



## Ballpark Business

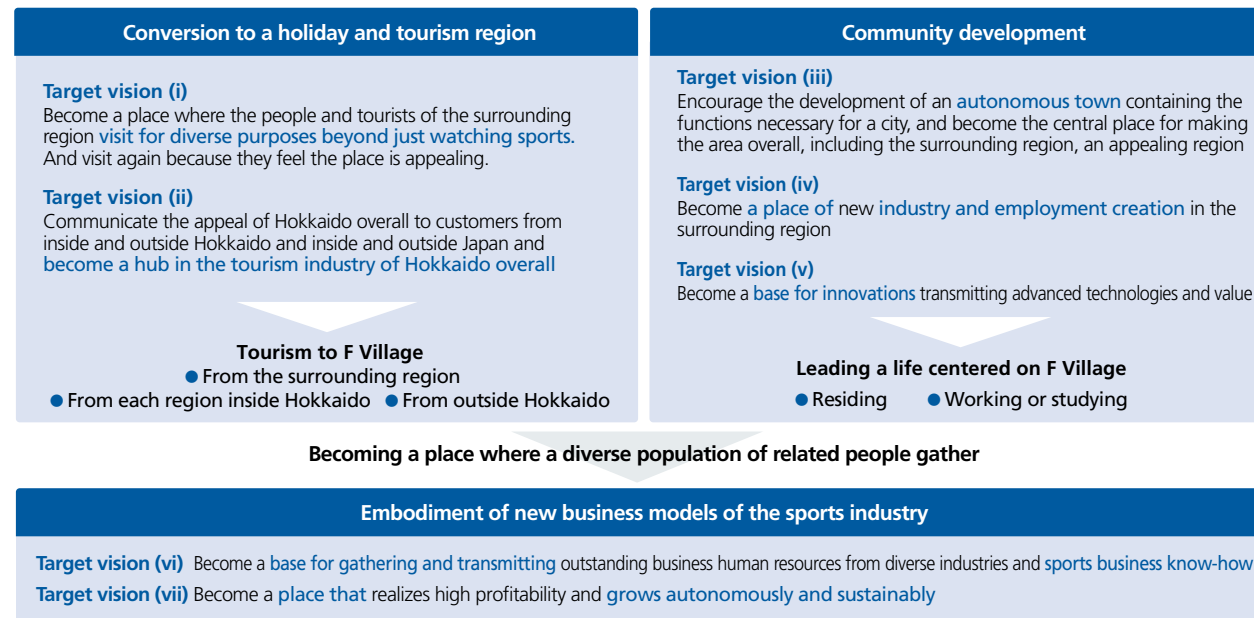
Segment data

### Our vision for F Village

F Village is the heart of FSE's vision for the development of a leisure and tourism destination and community, and the realization of a new business model for sports facilities. (See chart below.)

To realize these concepts, we need to enhance our software and hardware, pursue innovation by deepening our relationships with partners, and actively disseminate information. We also recognize the importance of co-creation with companies and organizations that offer wide-ranging potential. We aim to accelerate the exploration and development of relationships with new partners.

### Our vision for F Village



#### F Village wins Grand Prix in Japan Marketing Awards

In May 2024, F Village won the Grand Prix in the 16th Japan Marketing Awards organized by the Japan Marketing Association. It was selected for this supreme award in recognition of the innovative idea of community development centered on sports and a success model based for the development and operation of stadiums and arenas in the future.

50<sup>th</sup> anniversary of the founding of the Fighters

In 2024, we will celebrate the 50<sup>th</sup> anniversary of the founding of our baseball team, the Hokkaido Nippon-Ham Fighters. We will continue to pursue success for the team over the next 50 years while building a community centered on F Village.



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## MESSAGE

### I want everyone to experience the evolution of F Village.

I manage the business group responsible for planning and administration, including the development of F Village events, tourism promotion, collaboration with local communities, and sports education programs.

One notable event involved the construction of a temporary Shinto shrine inside the ballpark, which attracted a total of 11,000 visitors over a seven-day period. We also paved the way for future community development by establishing a discussion forum in collaboration with 50 private sector business organizations in the area around F Village. In addition, we hold workshops and implement various trial projects.

In 2028, the Health Sciences University of Hokkaido will relocate to F Village. This is expected to generate synergies because of the close linkage between sports and healthcare.

Medium- to long-term business creation is an important aspect of our mission. We will work with the public sector and private sector businesses to build a community that will continue to evolve in the future. We hope you will visit F Village to experience the many changes that are happening.

### Kyosuke Sakai

General Manager of Business Planning Department  
Planning Division  
Business Management  
Headquarters  
Fighters Sports & Entertainment Co., Ltd.

