

2021 Nippon-Ham IR DAY

Hokkaido Nippon-Ham Fighters Ballpark Project

January 2021

Ken Maezawa

Executive Director and Business Operation General Manager of Fighters Sports & Entertainment Co., Ltd.



Career summary

- **Pasona Inc.**
- **J Sakazaki Marketing Ltd.**
 - ✓ Engaged in sports businesses with Mr. Jack Sakazaki, a leading figure in sports marketing. Assigned to the establishment of a professional baseball league in China and marketing for a national team.
- **Hokkaido Nippon-Ham Fighters Baseball Club Co., Ltd.**
 - ✓ Strengthened Fighters' business foundation in Hokkaido and also contributed to the establishment of Pacific League Marketing Corporation, a joint company including the six teams of the Pacific League, and formulation of its business plans.
- **Yokohama DeNA BayStars Baseball Club, Inc.**
 - ✓ Took part in the restructuring of a new corporate organization and business foundation for the BayStars after the team was acquired. Formulated a scenario for a cooperation system with Yokohama Stadium and organized a partnership with the government.
- **Nippon Professional Baseball Organization**
 - ✓ Developed and implemented business strategies for Samurai Japan, the Japanese national team.
- **Hokkaido Nippon-Ham Fighters Baseball Club Co., Ltd.**

Hitoshi Mitani

Executive Director and Business Operation Vice General Manager of Fighters Sports & Entertainment Co., Ltd.



Career summary

- **Sumitomo Corporation**
 - ✓ Engaged in fund raising and operations, the conclusion of large commitment lines and financial support for investments.
- **ORIX Baseball Club Co., Ltd.**
 - ✓ Reviewed the business foundations, marketing methods and other practices of the ORIX Buffaloes after it merged with the Kintetsu Buffaloes. Mitani was also involved in the purchase of Osaka Dome.
- **GREE, Inc.**
- **Hokkaido Nippon-Ham Fighters Baseball Club Co., Ltd.**

- 1. Outline of the New Ballpark**
- 2. Schedule and Progress**
- 3. Balance of Payments**
- 4. Creation of Social Value**
- 5. Actions to Address the COVID-19
Coronavirus and Other Infectious Diseases**



1. Outline of the New Ballpark

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ACCESS



TRAIN

From Sapporo Approx. **16 min**

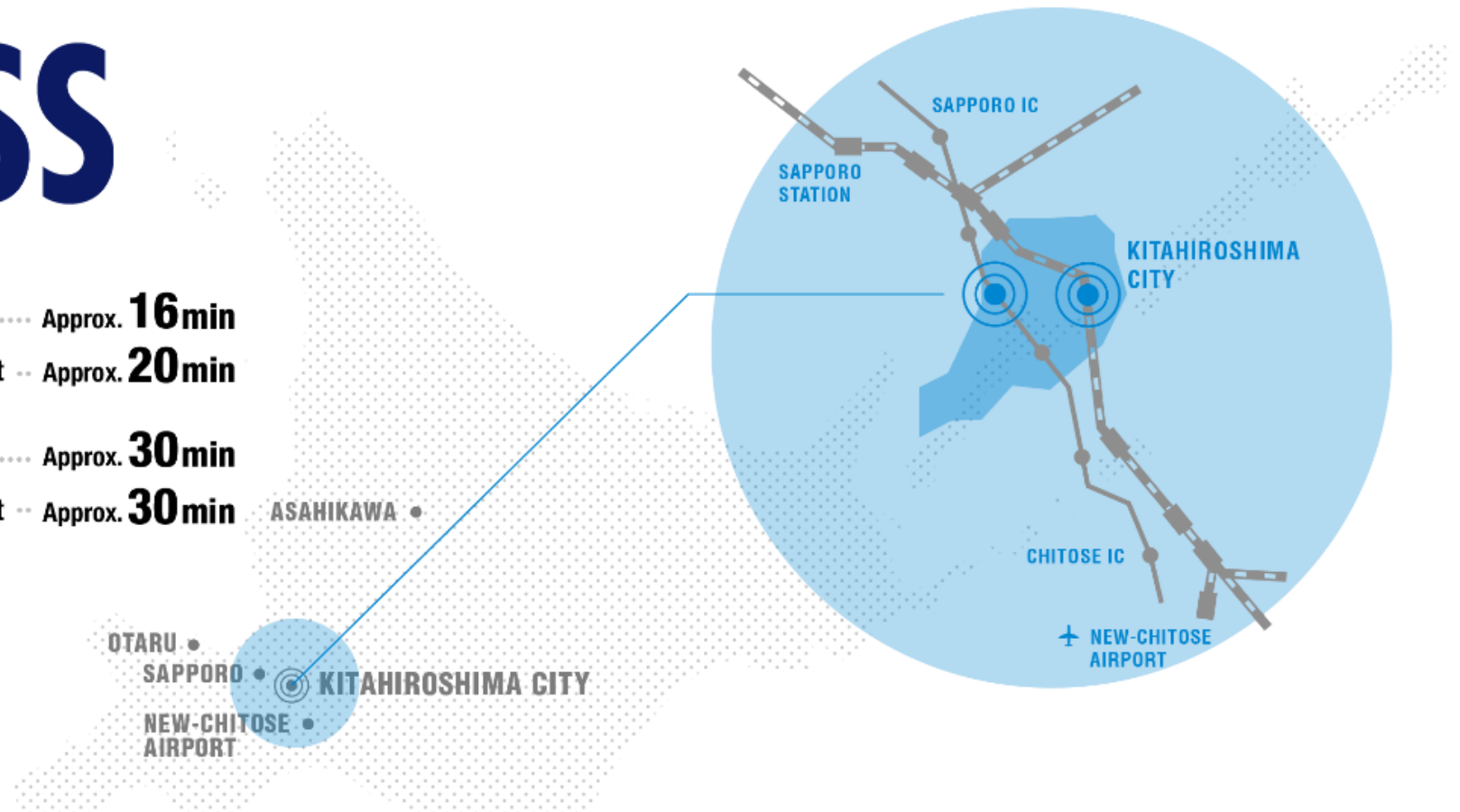
From New-chitose Airport -- Approx. **20 min**



CAR

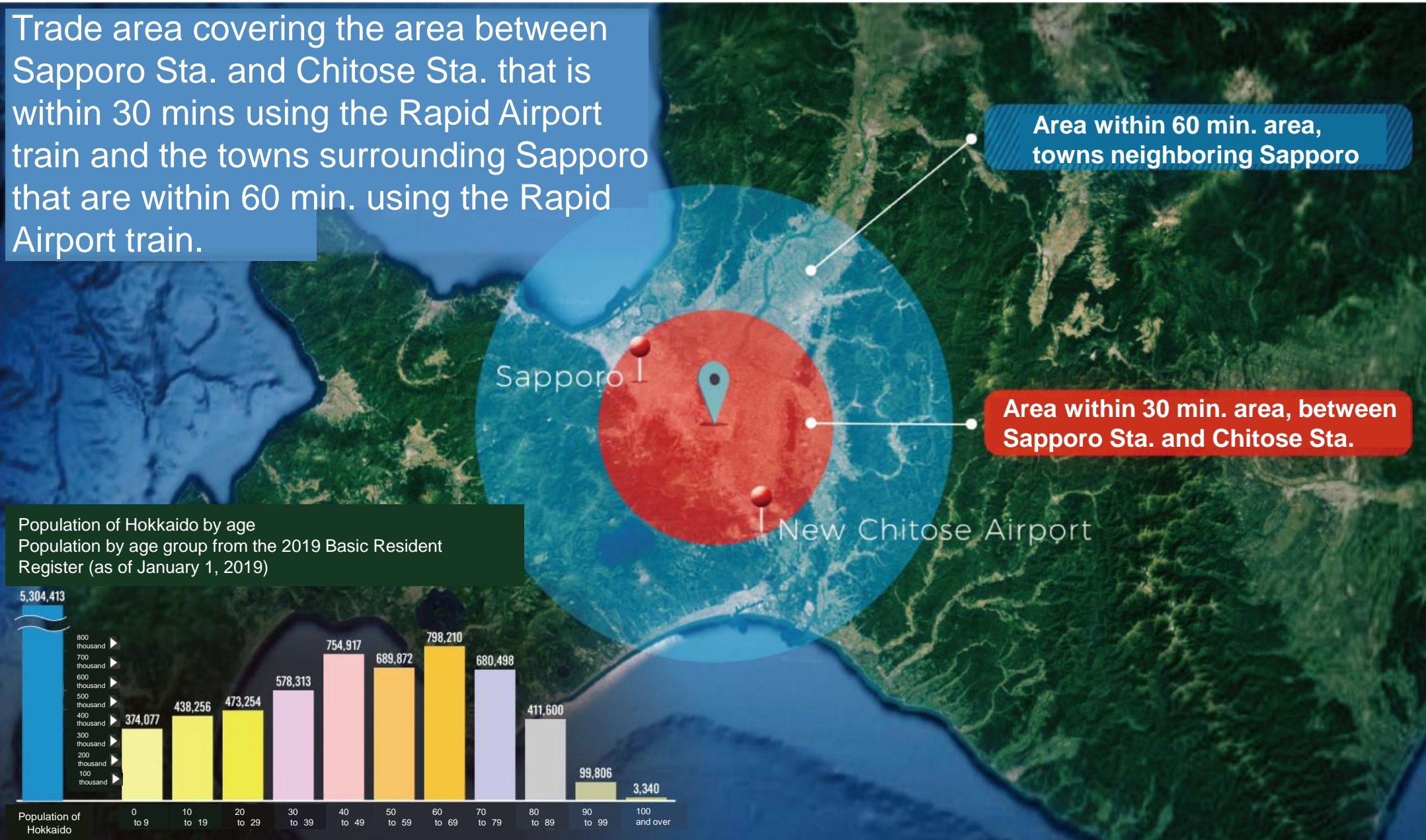
From Sapporo Approx. **30 min**

From New-chitose Airport -- Approx. **30 min**



1. Outline of the New Ballpark

Trade area covering the area between Sapporo Sta. and Chitose Sta. that is within 30 mins using the Rapid Airport train and the towns surrounding Sapporo that are within 60 min. using the Rapid Airport train.



1. Outline of the New Ballpark

Ballpark Specs



Specifications

Folding roof/natural grass field

Building area

Approx. 50,000m²

Total floor area

Approx. 100,000m²

Capacity

Approx. 35,000 people (Approx. 30,000 seats)

Structure

RC structure/S structure

No. of floors

Two basement floors under the field

Six aboveground floors (70 m above the ground)

Opening structure

Single roof sliding method (Double roof/one fixed roof)

Total construction cost

60 billion yen * Including surrounding development costs

1. Outline of the New Ballpark - Improvement in Entertainment Aspects -



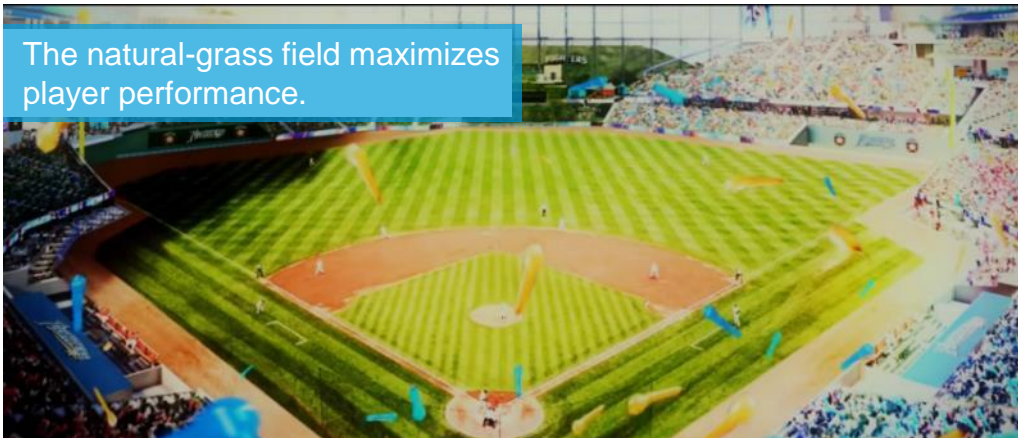
1. Outline of the New Ballpark - Improvement in Entertainment



Japan's first retractable-roof ballpark with natural grass



The 360° concourse enables spectators to watch the game from anywhere in the building.



The natural-grass field maximizes player performance.



Offering many different ways to watch baseball games renews enjoyment.



The all-glass structure enables unprecedented openness.



Offering many different ways to watch baseball games renews enjoyment.

(1) Adds to spectators ability to enjoy the atmosphere

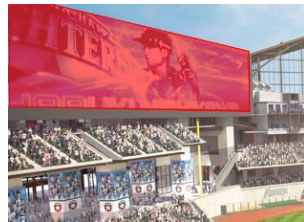
The distance between spectator stands and the field will be one of the shortest in MLB ballparks, and the shortest in Japan. The engaging atmosphere adds to the enjoyment of watching sports.



(2) Enhances entertainment value

Video boards that will be 86 meters wide and 16 meters tall will be placed on two sides. They are among the world's largest.

The cutting-edge video and sound system will undoubtedly bring a great deal of excitement to the entire stadium.



(3) Increases and diversifies the way to enjoy the game

A variety of food and drink services will be provided.

Traditionally, the food available at ballparks has been considered second-rate. In contrast, the new ballpark will offer VIP rooms, restaurants and food and drink geared toward the customers. We pursue the kind of ballpark you look forward to eating at.

A hotel will be included on the premises of the ballpark for customers coming from remote places. We will provide unprecedented baseball game-watching experiences.

This will be the world's first ballpark equipped with a natural hot spring. You can soak in the hot tub while watching a game. The hot spring has already been excavated.



*The pictures show the planned appearance of these parts of the ballpark. Designs have not yet been finalized.

- **Conventionally, ballparks are mainly geared toward people who like to watch sports (baseball). The new ballpark will be a place for everyone, even those less interested in watching sports, to enjoy the atmosphere with friends and family.**
- **Conventionally, it is assumed that spectators will stay in the building for about one hour plus the length of the baseball game. The new ballpark will be designed to be a facility and space where people are able to spend a half day or even a whole day.**

1. Outline of the New Ballpark - Involving the Surrounding Area -



- The construction site has an area of 32 hectares, and the ballpark will occupy 5 of these hectares.
- A master plan for the whole site is being formulated. It will be laid out like the above picture. We will start to readjust the land on the site.
We will use the mixed-use thinking that has already become common in the U.S. and European sports markets.
- The development of the surrounding area follows a business model that in principle has been implemented by multiple business partners (space for collaborative creation).
- By the beginning of 2023, the majority of the site will be a parking lot. By 2027, a new nearby train station will begin operating. Town development will progress in phases.

1. Outline of the New Ballpark

2. Schedule and Progress

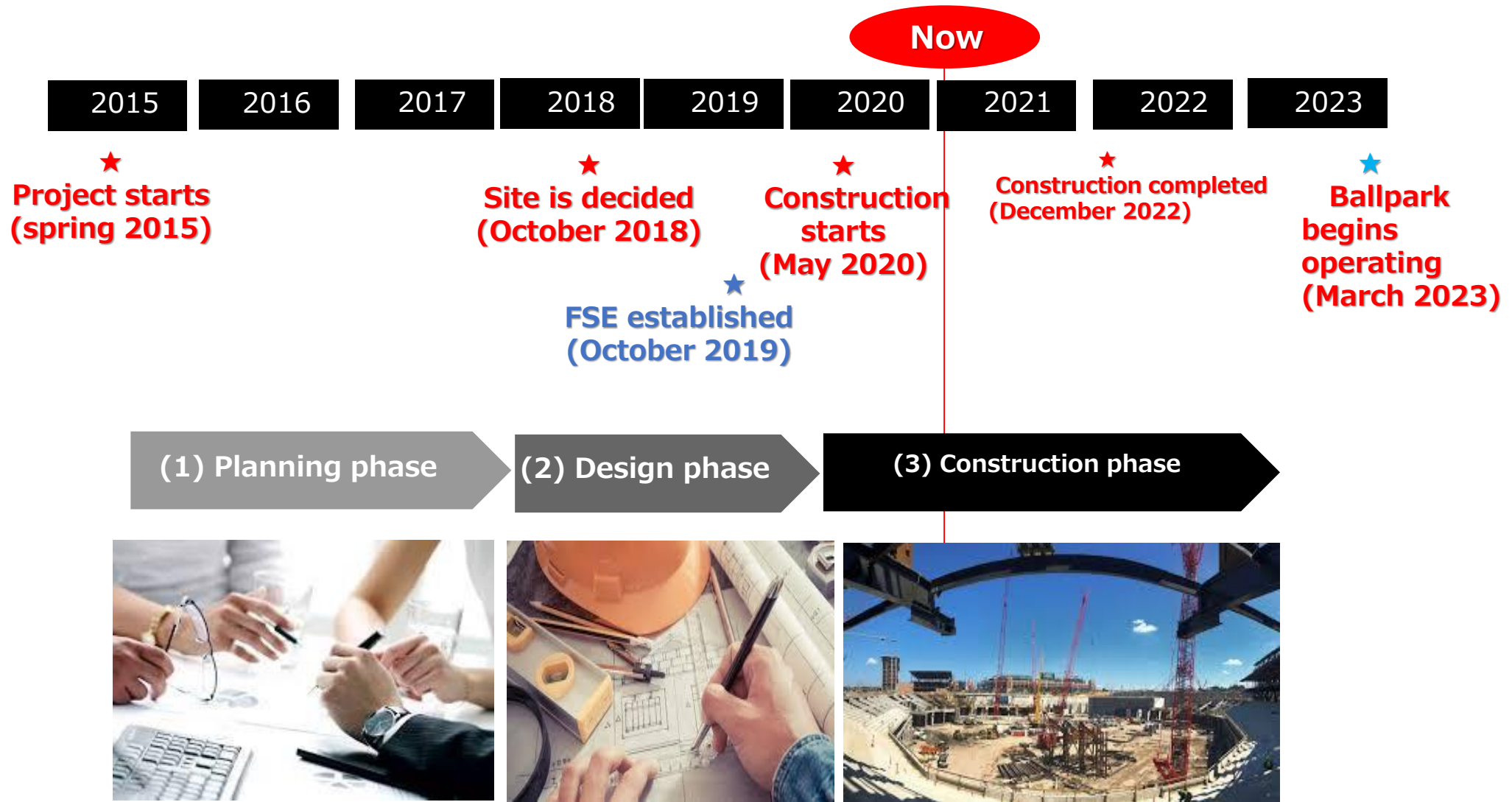
3. Balance of Payments

4. Creation of Social Value

5. Actions to Address the COVID-19 Coronavirus and Other Infectious Diseases



2. Schedule and Progress - Overall Timeline -



2. Schedule and Progress

- Current Status of Construction -



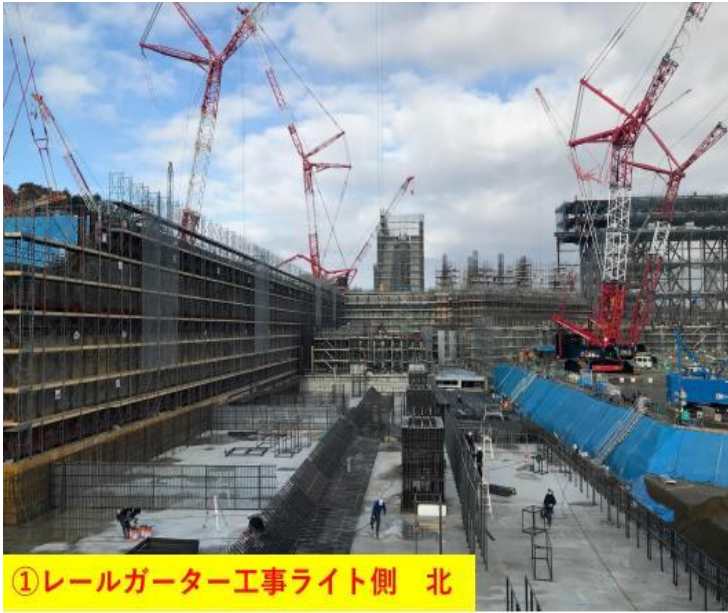
• Construction began in May 2020. Construction of the field on the second basement level, the spectator stands and the roof gutters has started.

• To date, 25% of construction has been completed.

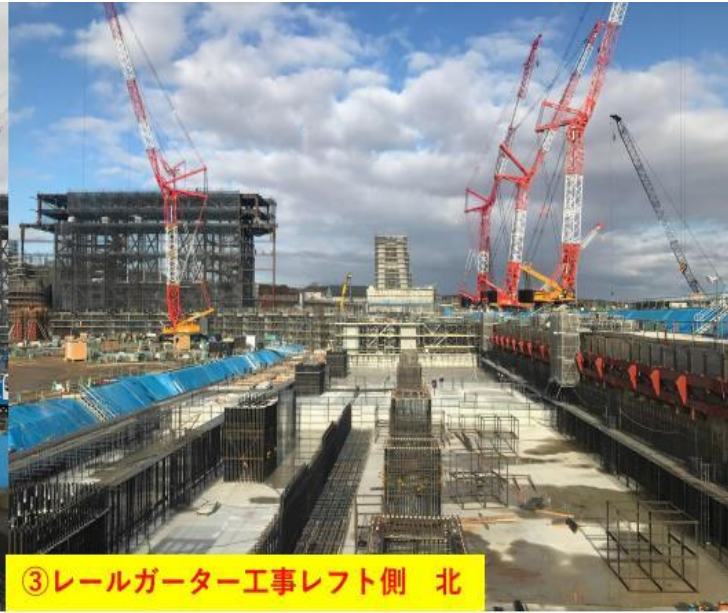
*Photo taken in November before the snowy season began.

2. Schedule and Progress

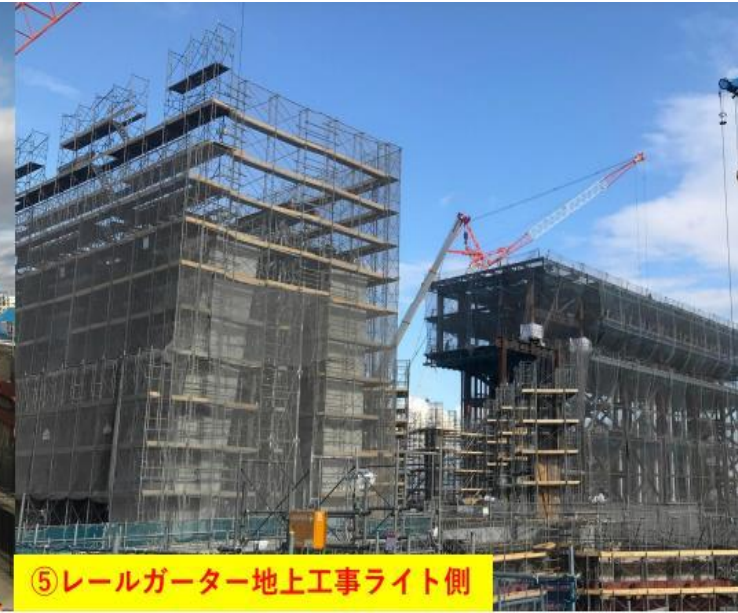
- Current Status of Construction -



① レールゲーター工事ライト側 北



③ レールゲーター工事レフト側 北



⑤ レールゲーター地上工事ライト側



② レールゲーター工事レフト側 南



④ レールゲーター工事レフト側 南



2. Schedule and Progress

- Current Status of Construction -



Photo taken December 10, 2020.

1. Outline of the New Ballpark

2. Schedule and Progress















3. Balance of Payments

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3. Balance of Payments

Item	Classification of revenue	Business environment		Remarks
		Now	New ballpark (2023 and after)	
Business with individuals (B2C)	(1) Tickets 	△		<ul style="list-style-type: none"> The current stadium is also used for soccer games. Globally, it is the stadium with the longest distance between the spectator stands and players when used for a baseball game. This spoils the atmosphere of watching a baseball game live. The uniformity of the seats prevents the ways spectators enjoy games from being more diverse.
	(2) Goods 	X		<ul style="list-style-type: none"> Currently, at least 30% of the sales of team and player goods must be paid as commissions. The new ballpark will not have such commissions.
	(3) Food and drink 	X		<ul style="list-style-type: none"> Currently, no food or drink is available at the stadium. The new ballpark will enable spectators to feel the presence of a baseball team whose parent company is a food manufacturer.
	(4) Other revenue from B2C business 	△		<ul style="list-style-type: none"> This includes revenue from fan clubs and others. The company owning its own ballpark adds to its freedom to offer services to fan club members.
Business with corporations (B2B)	(5) Broadcasting rights 	○		<ul style="list-style-type: none"> The new ballpark will enable greater freedom to position cameras for TV and internet broadcasting and make it possible to capture video like we have never seen before. This is positive for content production for social media and other online platforms as well as broadcasting rights.
	(6) Advertising 	X		<ul style="list-style-type: none"> To date, all the sponsor ads inside the stadium belong to Sapporo Dome. After the new ballpark begins operations, they will all belong to our company. An increase in revenue from ads can be expected from the ability to place ads on non-signboard spaces.
	(7) Other revenue from B2B business 	○		<ul style="list-style-type: none"> Revenue from companies using the Fighters' logo and mascots for licensing for videogames and product advertising

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4. Creation of Social Value - Concept of the Ballpark -

Concept	<p>Develop a space for collaborative creation: Ensure that many different local governments, organizations, companies, and people who sympathize with the concept of a sports community and Ballpark are involved in and collaboratively create the space.</p>	<p>Develop a space that is a symbol of Hokkaido: Publicize the value and attractiveness of Hokkaido, both domestically and internationally, and, by doing so, create a space that is a symbol of Hokkaido's identity and where local people can share dreams, be proud of and be attached to.</p>
	<p>Develop a space that develops the community. In other words, ensure sustainable town development.</p>	

Three main themes

01 Entertainment

Creating a cutting-edge game day experience utilizing technology.

02 Wellness

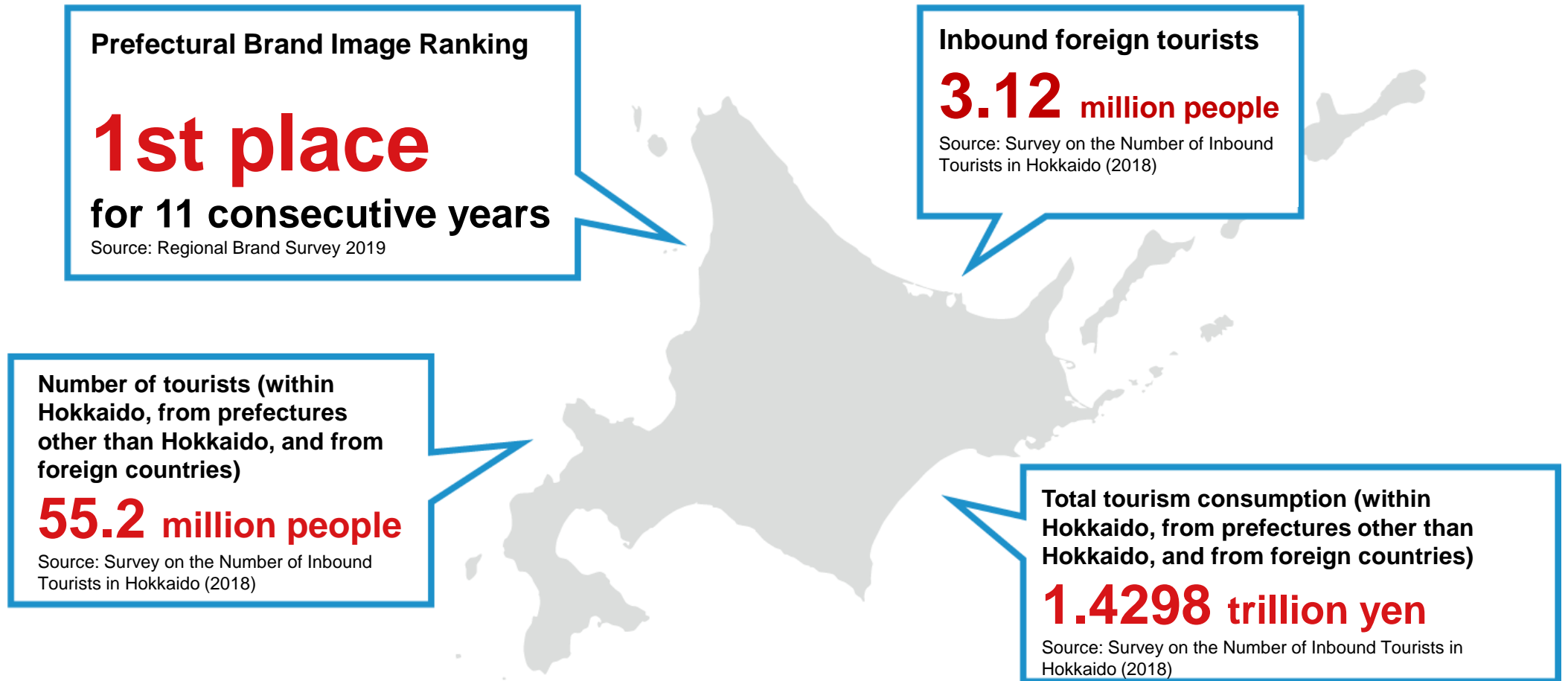
Providing nature activities and the latest wellness solutions.

003 Community

A place that celebrates community with sports at its core.

4. Creation of Social Value

Positioning and Opportunities for Hokkaido



2020

Seven airports privatized

To promote the use of and improve services at Shin-chitose, Wakkanai, Kushiro, Hakodate, Asahikawa, Obihiro, and Memanbetsu Airports, their operations were privatized.

2023

Hokkaido Ballpark Village opens

2030

Campaign to host a Sapporo

Olympic Games
Sapporo is campaigning to host a second Sapporo Winter Olympics in 2030.

2030

Extending the Hokkaido Shinkansen line

It has been decided to extend the Hokkaido Shinkansen line to Sapporo station. It currently connects Tokyo station to Shin-hakodate Hokuto station in four hours.

Hokkaido Ballpark pursues the following “two functions.”

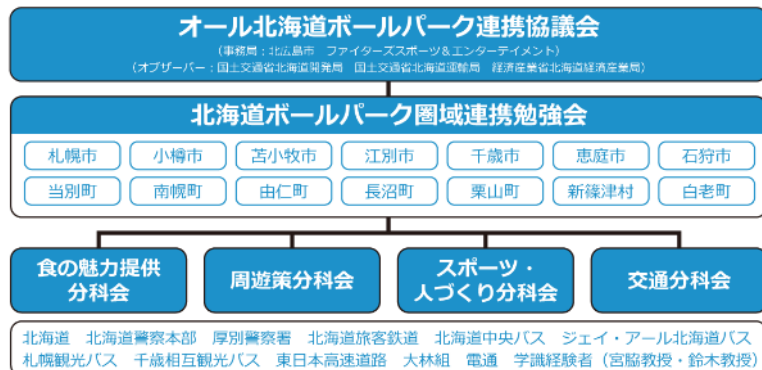
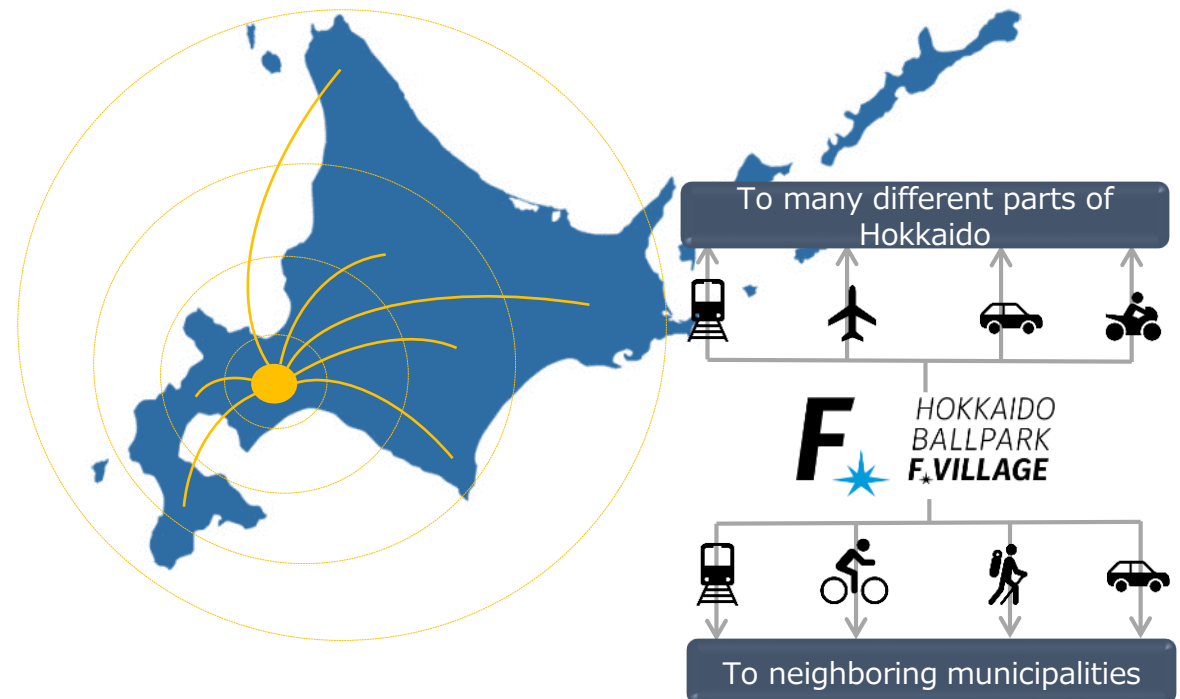
(1) A showcase

- The ballpark will showcase the attractions of Hokkaido.
- Lead long-term branding, not short-term.



(2) A tourism hub

- Develop and organize a tangible hub for tourists.
- Cooperate with local governments, public transportation and private businesses to prepare a broad range of mobility options.



全32団体により構成

Create a space that will be a symbol of Hokkaido and aim to (1) make the ballpark and its surrounding area more attractive, (2) attract tourists from within and outside Hokkaido and (3) encourage these tourists to travel all over Hokkaido.

4. Creation of Social Value

- Local Emergency Preparedness Measures (Based on BCP)

Stock piling

- Establish a disaster supply warehouse storing drinking water, food, blankets, etc.

Rescue

Secure spaces in and out of the stadium for large vehicles to enter.
→ This enables the easy carrying in of relief supplies and establishment of bases for rescue activities.

Evacuation

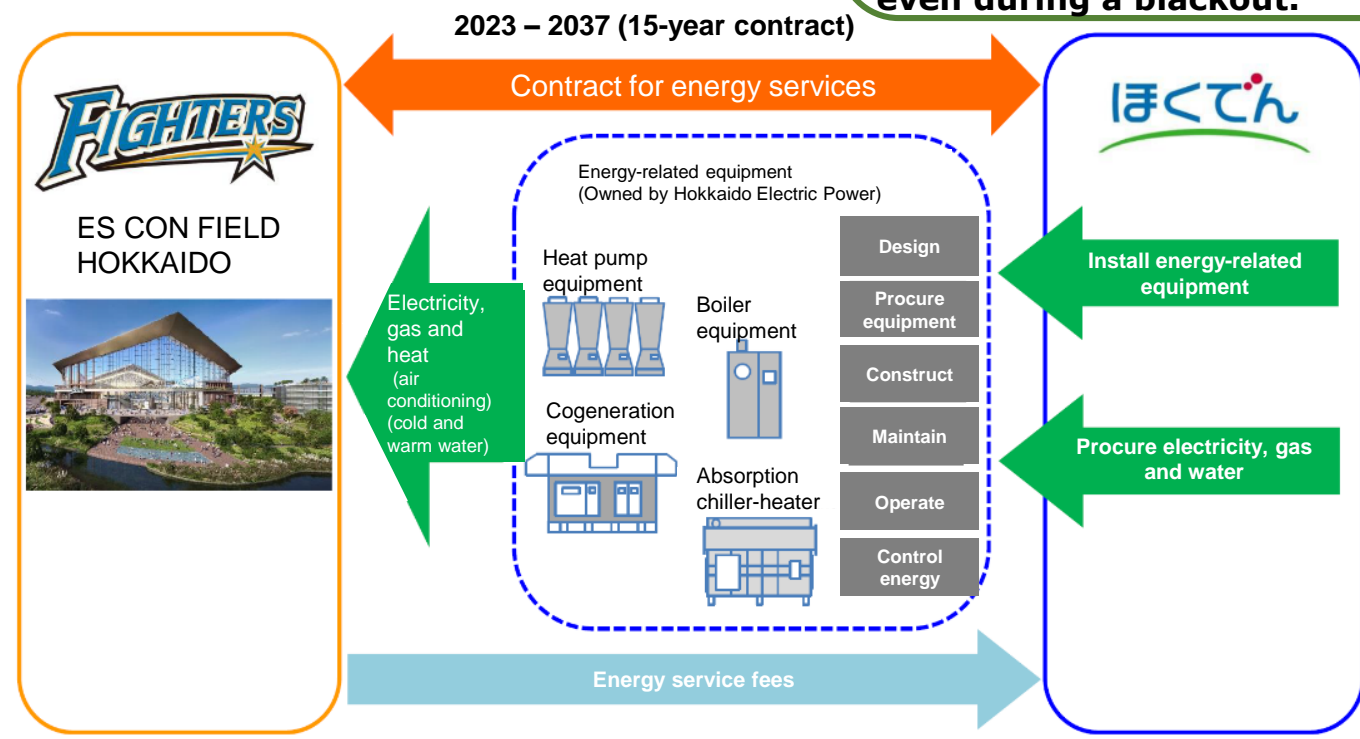
- In the event of disaster, the field and concourse would be left open to enable use as evacuation area.
- The number of toilets will be determined in accordance with the Sphere Standards.

Drainage

- An emergency drainage tank will be installed in case of the failure of the drainage pipes or sewers on the premises.
→ The drainage tank would be capable of supporting 35,000 people for three days.

Water supply

- Secure the volume of water that would be necessary if a disaster were to occur during a baseball game.
→ Ensure that 35,000 people can be supplied with sufficient clean water for three days.
- Install a well pump capable of working using an emergency power source to make it possible to use well water to clean toilets even during a blackout.



4. Creation of Social Value

- Contribution to the Sustainable Development Goals (SDGs)-

These are regarded as our own commitments.

The Fighters will pursue these commitments as a part of the NH Group.

<p>The Fighters support actions to help children get out of poverty and/or the situations in which they eat alone without a family member or other person present, and actions to ensure places for children. To achieve this, the Fighters assist self-support facilities and children's eateries.</p>	<p>The Fighters engage in awareness-raising activities to sustainably secure food and improve people's nutrition.</p>	<p>The Fighters continue to be committed to supportive measures relating to the prevention of alcohol and drug abuse, with the goal of helping people stay healthy. By raising traffic safety awareness, the Fighters will also contribute to the reduction of deaths and injuries from traffic accidents.</p>	<p>The Fighters maintain an educational program for children based on advanced exercise physiology and other academic knowledge. The Fighters also provide programs encouraging students to read and be involved in society.</p>	<p>The Fighters contribute to the empowerment of women in society and the ensuring of equal rights.</p>	<p>The Fighters endorse clean energy and engage in initiatives for efficient energy use.</p>	<p>The Fighters create and recommend worthy, humanizing jobs, protect the rights of people from diverse backgrounds while they work, and develop safe and secure working environments.</p>	<p>The Fighters contribute to greater access to information and communication technology and build infrastructure for the technology-based development of next-generation industries. Moreover, the Fighters provide opportunities for demonstration experiments for new technologies.</p>	<p>The Fighters continue to be involved in community development in a safe, resilient and sustainable manner. They will also maintain their resilience in the face of disaster.</p>	<p>The Fighters advance partnerships with the public and private sectors and with society, and strengthen global partnerships for sustainable development.</p>	
<p>1 NO POVERTY</p>	<p>2 ZERO HUNGER</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>	<p>5 GENDER EQUALITY</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>



History	<p>2008</p> <p>ECO Project starts.</p>	<p>2009</p> <p>Fighters Foundation established</p>	<p>2014</p> <p>A reading encouragement activity starts.</p>	<p>2015</p> <p>The Footstep Fund, a CSR walking activity for the donation of wheelchairs, begins</p>	<p>2016</p> <p>Food Counter, an activity assisting self-support facilities, begins operating.</p>	<p>2019</p> <p>The Faita! project for the reconstruction of disaster-stricken farms, starts.</p>
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2. Schedule and Progress

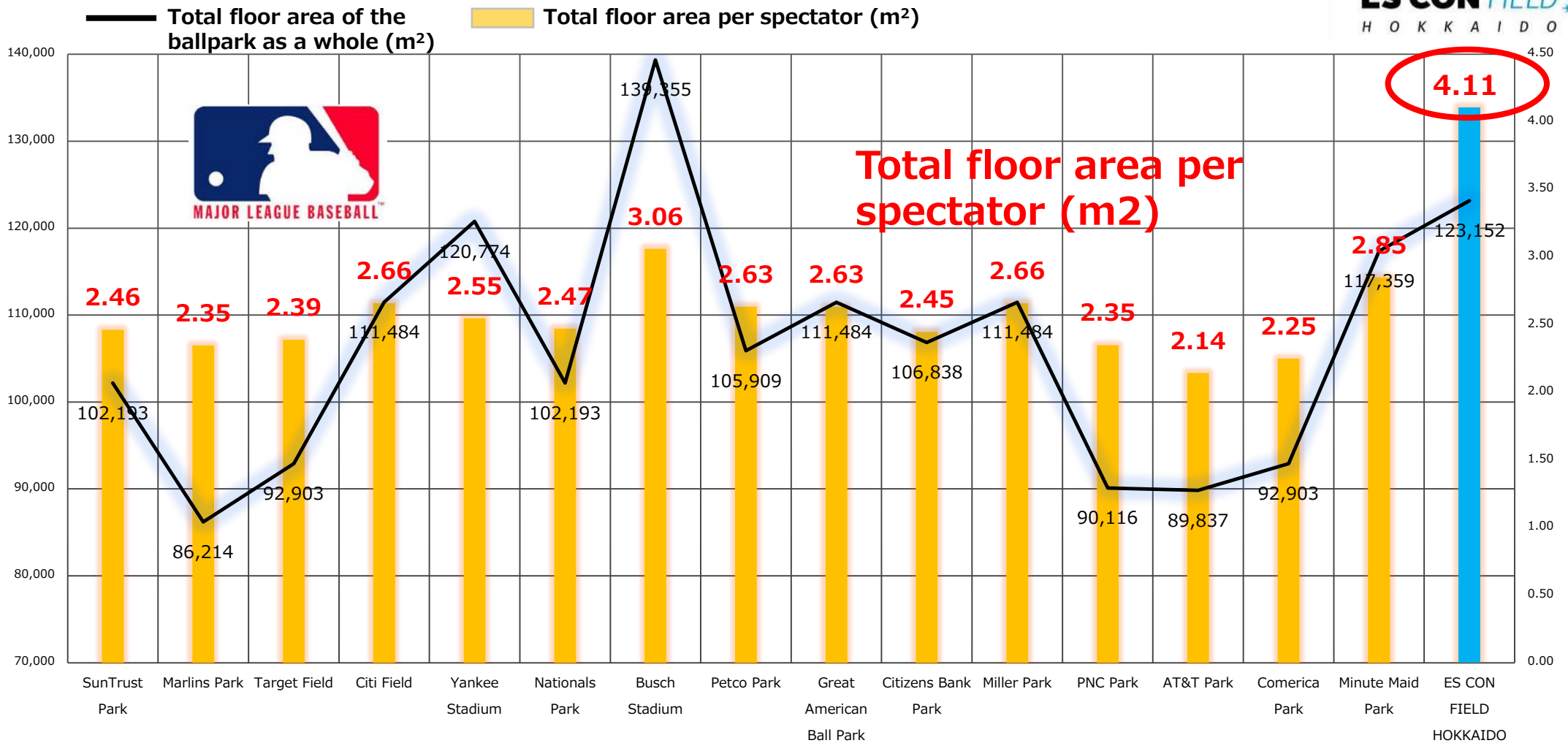
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5. Actions to Address the COVID-19 Coronavirus and Other Infectious Diseases- From a Facility Perspective -



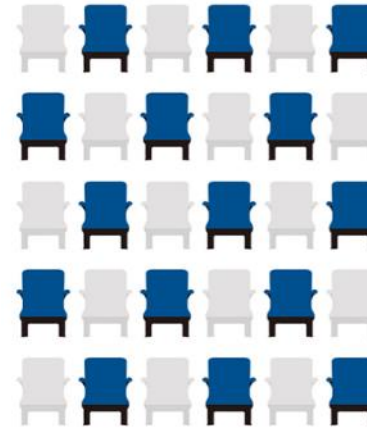
• The total floor area of the Sapporo Dome is 98,232 m² with 2.32 m² of floor area per spectator.

■ Device-based actions



- For social distancing, a system to keep people updated on congestion status is being discussed.
- A system using AI-based security cameras and other information and communication technologies will also be introduced.


■ Operational actions



青・・・販売席
グレー・・・密接を防ぐための非販売席



- In 2020, we accumulated expertise in, for example, selling tickets for seats in ways that ensures social distancing. Similar actions will be possible at the new ballpark.
- Regarding the hygienic environment, the availability of alcohol-based disinfectant, the measurement of spectators' body temperatures and other actions will be improved.

An aerial night view of a city with a large stadium complex under construction. The stadium has a large, illuminated glass facade and a green field. The surrounding area is filled with modern buildings and greenery. The city lights are visible in the background.

Let's create a ballpark that celebrates players and fans alike.

A place that brings people together through shared experience. A place that transcends sport and embraces all aspects of community life with excitement, energy and wellness in a safe and friendly environment the likes of which the world has never seen. Together we can create a ballpark that will introduce a new chapter in sport.

Planned inauguration in 2023, the Hokkaido Ballpark Project begins.

F HOKKAIDO
BALLPARK
F.VILLAGE