

Minutes of IR DAY on January 14, 2022

3rd Part: Hokkaido Nippon-Ham Fighters BallPark Project 15:10-16:00

Presenters: Fighters Sports & Entertainment Co., Ltd.

Executive Director, Business Operation General Manager	Ken Maezawa
Executive Director, Business Operation Vice General Manager	Hitoshi Mitani

○Q&A○

Q1. What is our outlook for operating income of the Baseball Club Business in 2022?

The operating profit in 2022 is assumed to be break-even. Due to the impact of COVID-19, the number of spectators in 2021 was 540,000. In the current fiscal year, the plan is based on the assumption of 1 million spectators with a certain limit on visits.

Q2. What are our thoughts on sales and operating profit targets, ¥23.4 billion and ¥2.6 billion, after the opening of F Village?

Revenues from B to C businesses include ticket, goods, and food and beverage sales, as well as advertising sponsorship revenues from B to B businesses. The number of spectators in the first year of the opening is expected to be 1.8 million, but even if it is assumed from the number of spectators in the past, it is viewed conservatively. Advertising sponsorship revenues also have more advertising space than Sapporo Dome, and we think this will lead to an increase in revenues. We also expect growth in the future as events increase due to the development of surrounding areas, the diversification of ballpark use, and an increase in the settlement population due to the opening of new stations can be expected.

Q3. What is the point of change by replacing the lease of the Sapporo Dome with the possession of the baseball park?

Currently, we pay an annual fee of just under ¥2 billion in rent and operating costs. We expect to improve both sales and operating profit by improving the business environment and by increasing goods, food, drinking, and advertising sponsorship revenue, although the cost will increase by the sum of the depreciation cost of approximately 2 billion yen and the operating cost due to the holding of the baseball park.

Q4. How is the management and operation of F Village?

Our group play a central role in investing in the ballpark, but in other areas, we have received investment in the form of joint creation from business partners. Going forward, we intend to secure profits by receiving rents and margins from our business partners.

Q5. What is the equity stake of 24 billion yen in Fighters Sports & Entertainment Co., Ltd.?

NH Foods main unit will be ¥7.9 billion, Fighters ¥8.2 billion, Dentsu ¥4 billion, and MINTO* ¥3.9 billion. *An urban development foundation

Q6. What is the difference between operating income of ¥2.6 billion in the first year of operation and the ¥2 billion in the medium-term management plan announcement?

At the time of the announcement of the medium-term management plan, ¥2 billion was disclosed in the Other segment, which also includes the costs of new businesses.