

2024 NH Foods IR Day

Hokkaido Nippon-Ham Fighters Fighters Sports & Entertainment

Fighters Sports & Entertainment Co., Ltd.

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February 2024

1. Review of FY2024/3
(the Ballpark's First Year)
2. Impact on Income & Expenditure
3. Comprehensive Value
(Economic Value + Social Value)
4. Plans for FY2025/3 and Beyond
5. Business Structure



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1. Review of FY2024/3 (the Ballpark's First Year)

■ Game day entertainment



Opening Ceremony



The First Roof Open Game



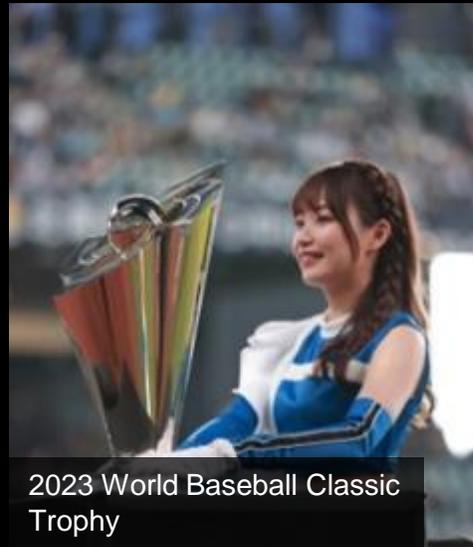
Genghis Khan dance



Fighters Super Fireworks



Welcome High Five



2023 World Baseball Classic Trophy



Minwara" Festival



Live performances



Food festival



Victory Ceremony



New Generation Games



Super Summer Festival



Music festival

ES CON FIELD offers **innovative next-generation entertainment** that includes non-baseball elements, including shows made possible by the effective use of advanced sound and lighting systems and world-class giant LED screens, as well as pre- and post-game events. We prioritized the **creation of attractions that would appeal even to people who are not baseball fans.**

1. Review of FY2024/3 (the Ballpark's First Year)

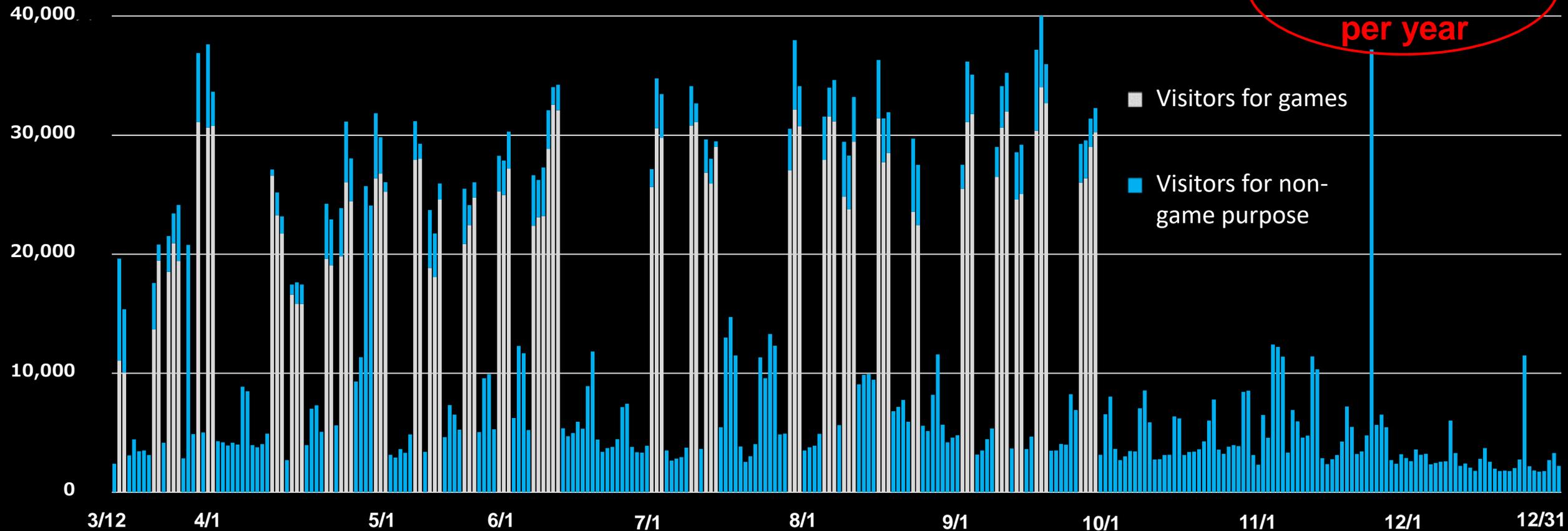
■ Non-game day entertainment



The ballpark **was open every day**, including non-game days. In addition to providing various commercial services, including the hotel, sauna, kids' area, restaurants, and ballpark tours, we also staged seasonal events. **Many people visited the ballpark on both game and non-game days** to enjoy food and drink events, sports, musical events, and various other attractions.

1. Review of FY2024/3 (the Ballpark's First Year)

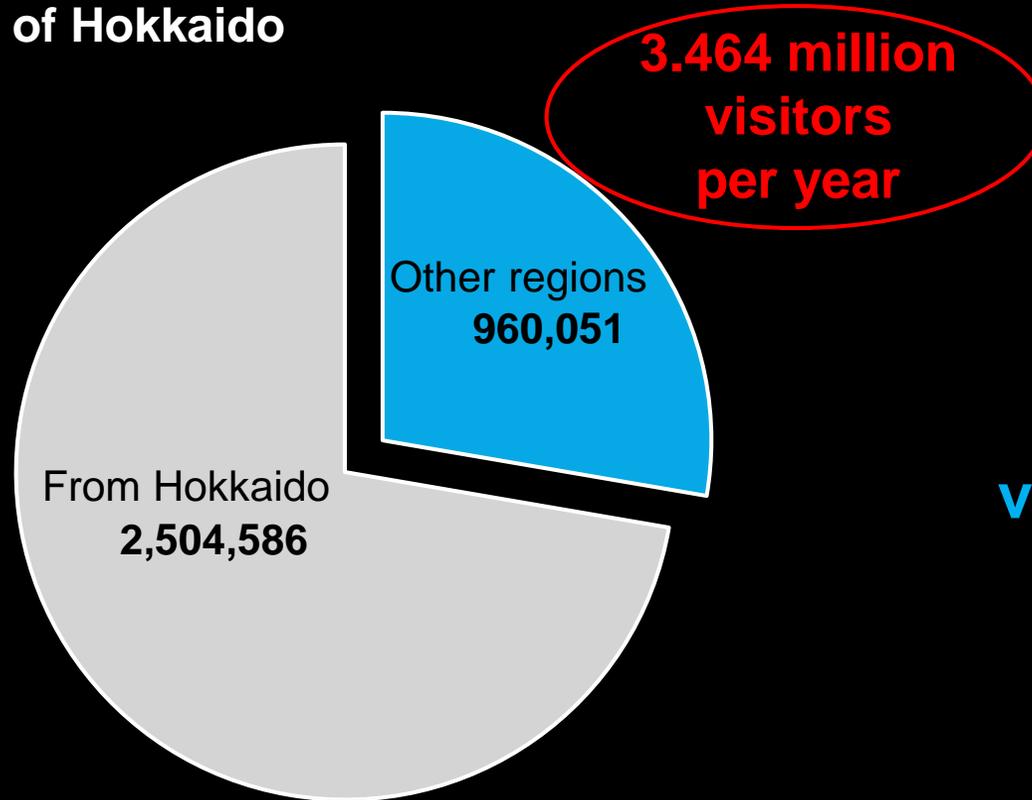
■ F VILLAGE yearly visitor numbers



- During the 295 days from March 12 (pre-opening) to December 31, **3.46 million people (average of 11,745 per day)** visited F VILLAGE.
- Even on non-game days, the average number of visitors was 4,000 on weekdays and 7,000 on weekends. **The F VILLAGE has become a tourist destination, attracting not only locals but also people from all over Japan.**

1. Review of FY2024/3 (the Ballpark's First Year)

■ Percentage of visitors from outside of Hokkaido

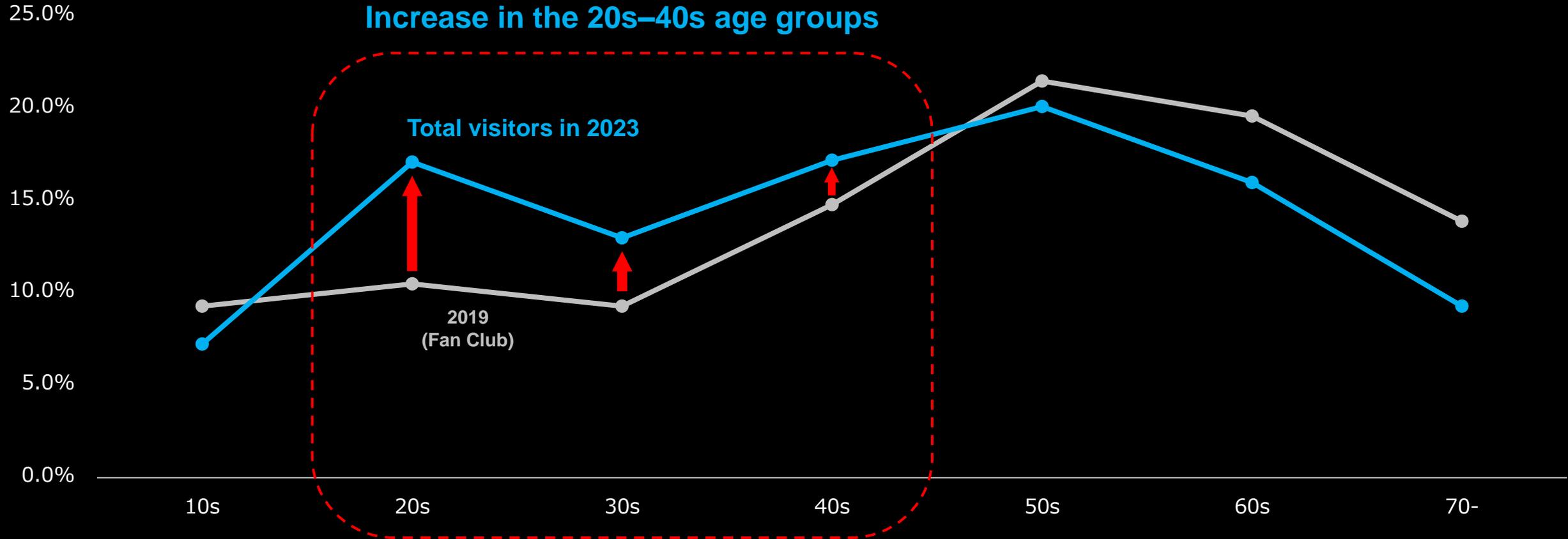


Almost **1 million**
visitors from outside of Hokkaido
(around 30% overall)

- An analysis of **F VILLAGE** visitor numbers by area of residence shows that around 70% came from within Hokkaido and about 30% from other regions. (Until last year, around 10% of visitors came from other regions.)
- The biggest source of non-local visitors was Tokyo, followed by Kanagawa, Osaka, Chiba, Saitama and Aichi. There were also visitors from overseas.

1. Review of FY2024/3 (the Ballpark's First Year)

■ Yearly visitors by age group



※The graph above compares data for attendees by age group in 2019 (pre-COVID) and 2023.
※Fan club data was used in 2019, and attendee location data in 2023.

- The percentage of visitors in the **20s age group increased by approximately 6.5 points**. There was also an increase in visitor numbers in the 30s and 40s age groups. Attendance by young people and families increased thanks to various events and the promotion of diverse spectator experiences via social media.

1. Review of FY2024/3 (the Ballpark's First Year)

■ Time spent at F VILLAGE

Average stay:

4 hours 6 min. (246 min.)

Non-game time
56 min.

3 hours 8 min. (188 min.)

Average game time
3 hours 10 min.

Average stay
3 hours 8 min.

Game
spectators

F VILLAGE visitors
(non-game)

The park opened every day, even when there were no games, and numerous events were staged.



- Visitors to F VILLAGE who did not watch games **spent an average of 3 hours 8 minutes (188 minutes) at the site**. The average stay for game spectators was an hour longer at 4 hours 6 minutes (246 minutes).
- We succeeded in extending visit duration and raising both visitor satisfaction and profitability by offering various services and facilities designed to enhance the visitor experience.
- Events were staged on 275 days (93%) of the 295 days in the March–December period. Even on non-game days, visitor enjoyment levels were similar to those on game days.

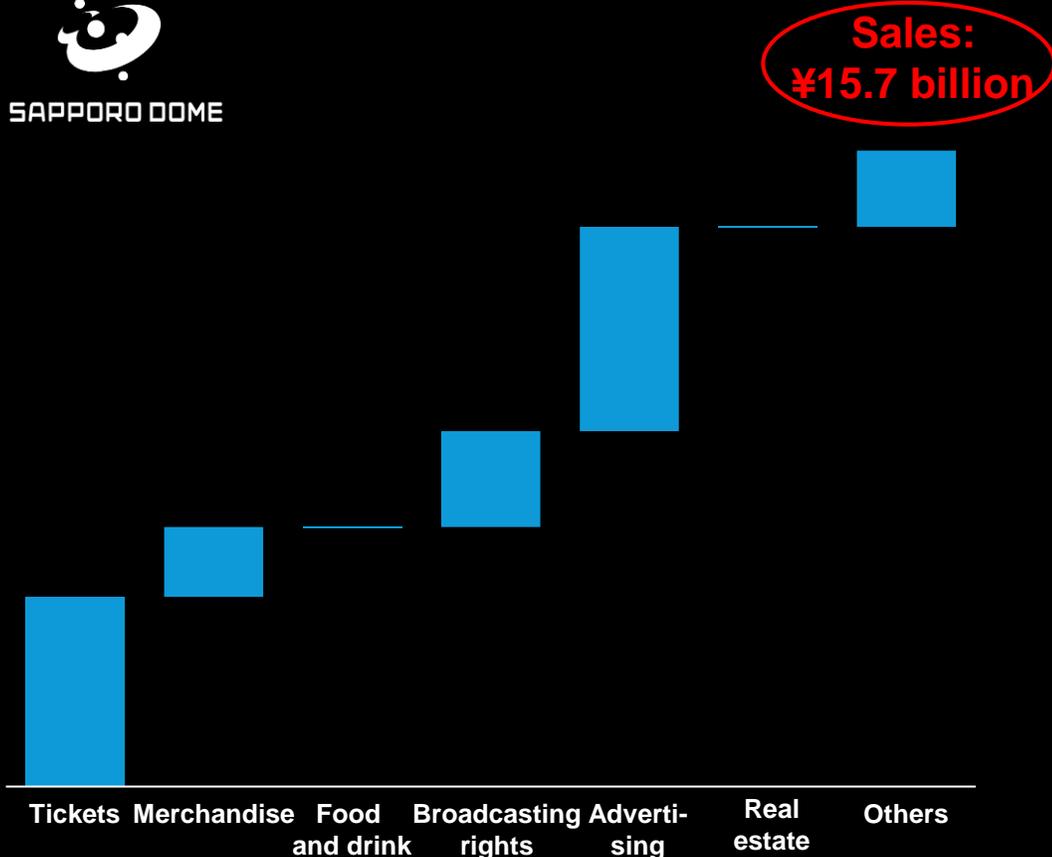
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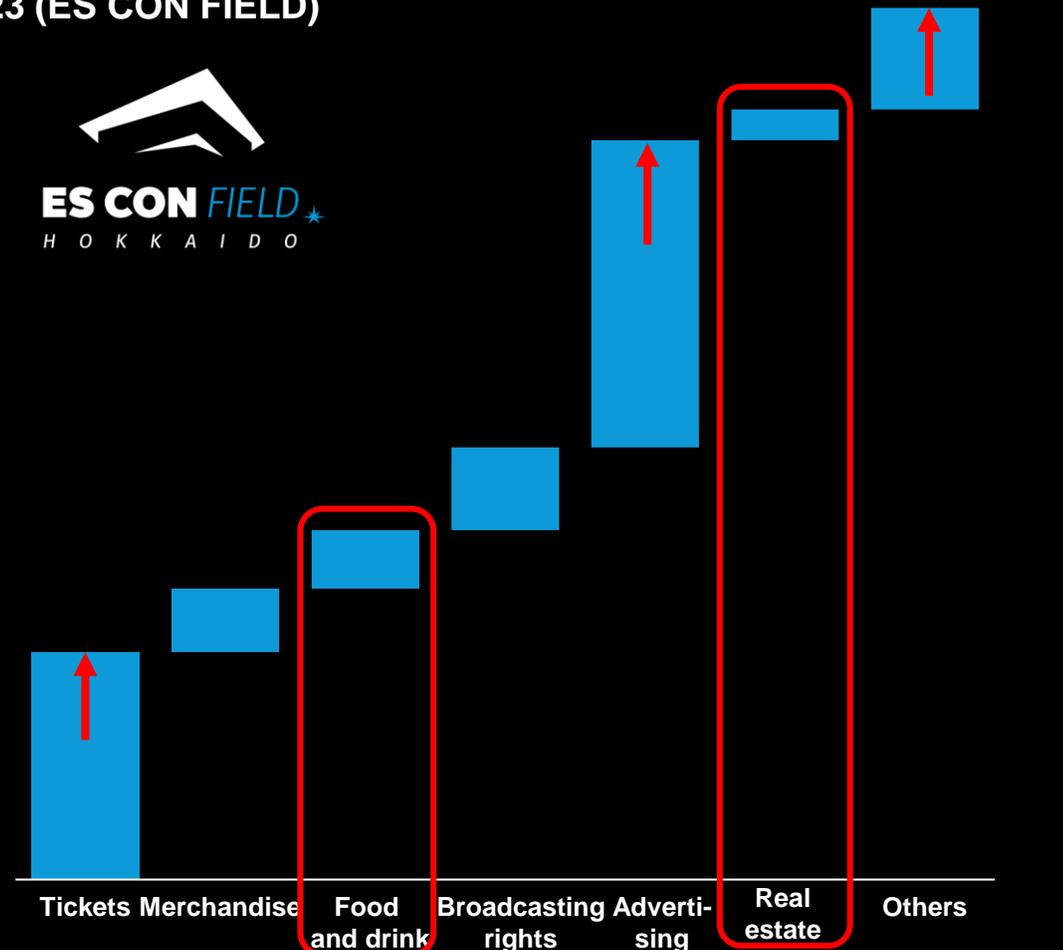
2. Impact on Income & Expenditure

■ Sales breakdown before and after the opening of the new ballpark

2019 (pre-COVID, (Sapporo Dome)



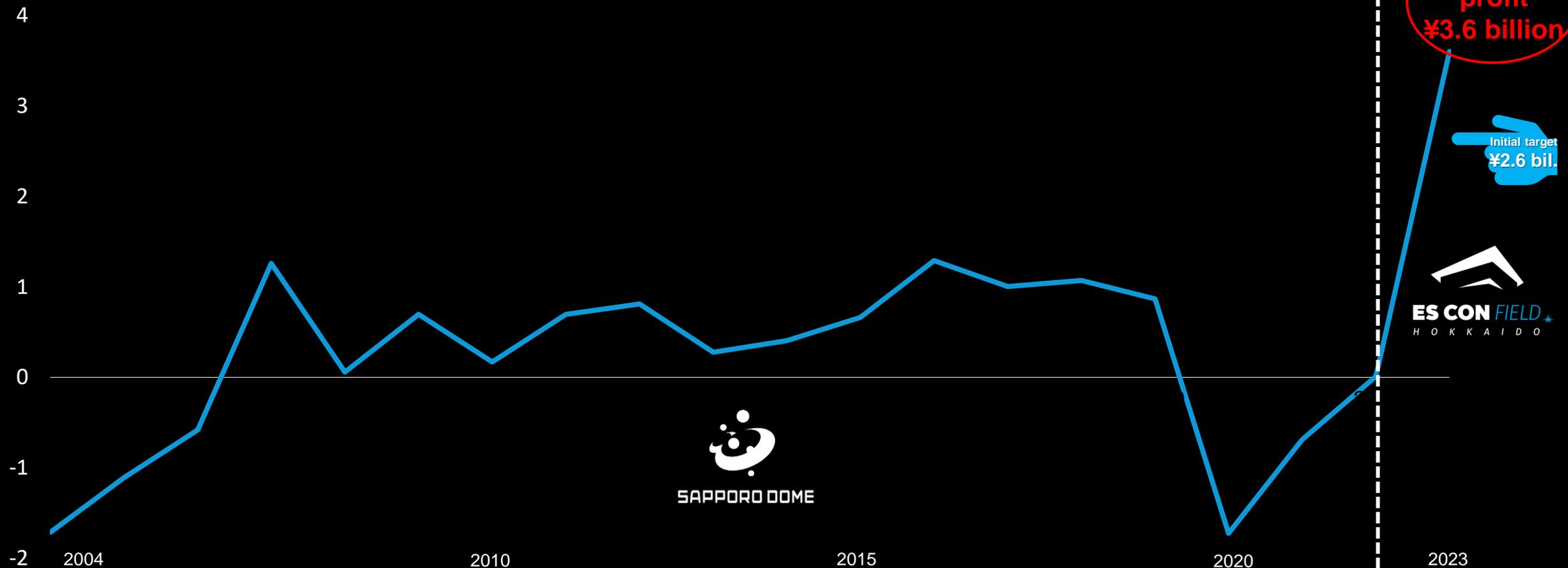
2023 (ES CON FIELD)



- Sales increased from ¥15.8 billion in 2019 (pre-COVID) to ¥25.1 billion (¥9.3 billion higher) and surpassed the pre-opening estimate of ¥23.4 billion.
- Compared with 2019, there were substantial improvements in advertising revenues (1.8 times), ticket sales (1.5 times), and food and drink sales (previously zero).

2. Impact on Income & Expenditure

■ Business profit



Note 1: In the above chart, operating profit (internal managed operating profit) includes advertising revenues from NH Foods Ltd.
Note 2: Posting money recorded in 2012 and 2017 is not included.
Note 3: Operating profit is a consolidated basis of Hokkaido Nippon-Ham Fighters Baseball Club Co., Ltd. and Fighters Sports & Entertainment Co., Ltd.

- Business profit rose from a few hundred million yen up to one billion yen during the Sapporo Dome era to ¥3.6 billion, surpassing the initial projected figure of ¥2.6 billion.
- In addition to high-margin advertising revenues, business profit was further boosted by business-consumer revenues from goods, food, and drinks, etc. due to visitor numbers on non-game days.

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3. Comprehensive Value (Economic Value + Social Value)

Mitsubishi UFJ Research and Consulting, a leading think tank, analyzed the comprehensive value generated by F VILLAGE and released a report in February 2024.

The economic benefits to Hokkaido will exceed ¥100 billion per year. The report also confirmed that F VILLAGE is providing social value, including tourism promotion and the reversal of population decline.

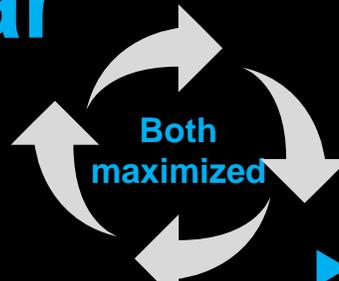
—Economic Value—

- ▶ Direct economic benefits to Kitahiroshima City

Over ¥50 bil./year

- ▶ Economic benefits to Hokkaido (including roll-on benefits)

Over ¥100 bil./year



—Social Value—

- ▶ Reversal of population decline

Job growth, new residential area
Social infrastructure enhancement (e.g., establishment of Medical Mall)
Fostering of regional identity and pride

- ▶ Tourism promotion for Hokkaido region

960,000 visitors from outside of Hokkaido as a result of the opening
Further tourism promotion/projects in cooperation with local governments

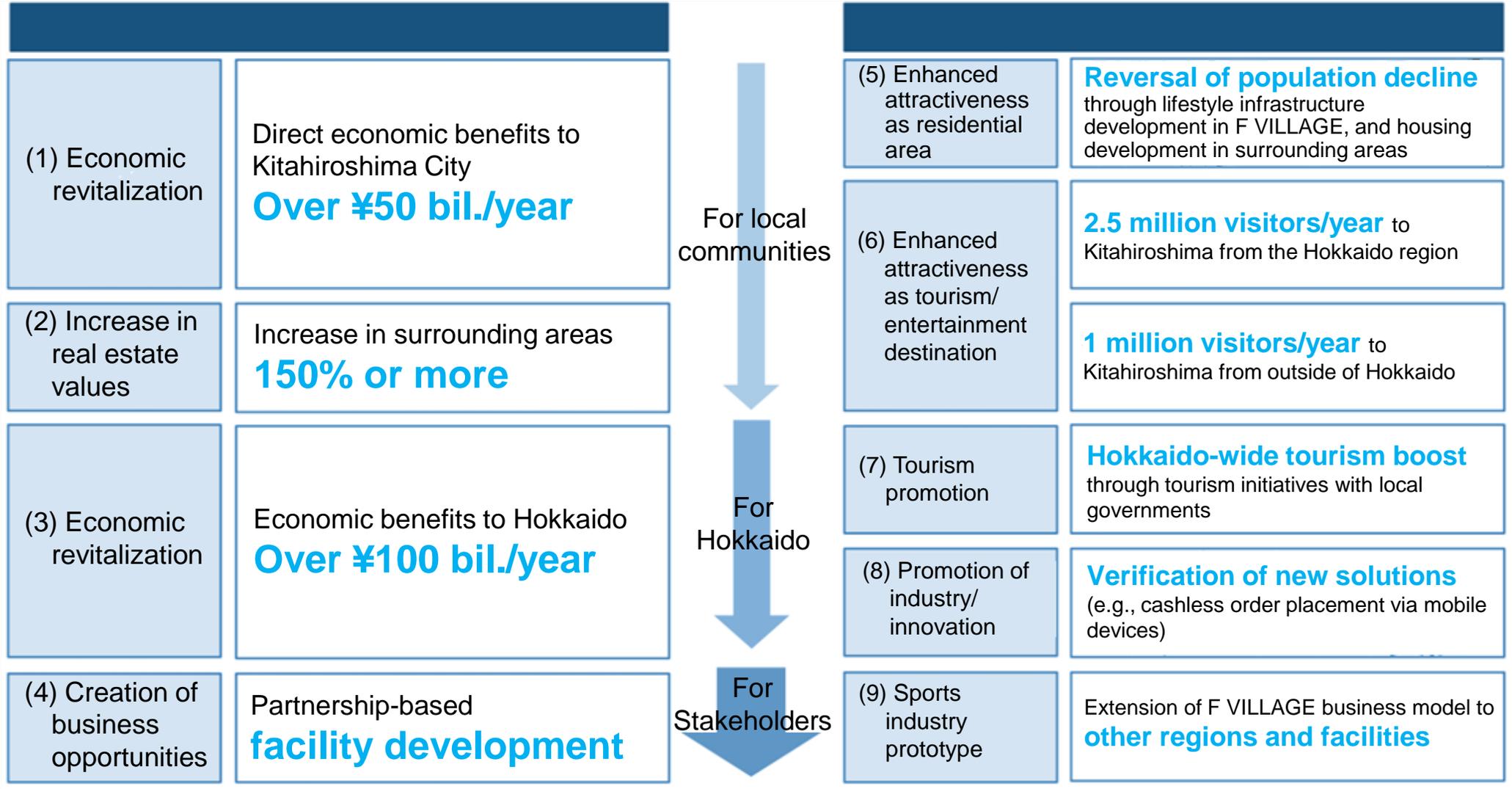


*Based on a report on the comprehensive value generated by HOKKAIDO BALLPARK F VILLAGE by Mitsubishi UFJ Research and Consulting

3. Comprehensive Value (Economic Value + Social Value)

■ Comprehensive value generated by F VILLAGE

*Based on research by Mitsubishi UFJ Research and Consulting



*Extract from a report on the comprehensive value generated by HOKKAIDO BALLPARK F VILLAGE by Mitsubishi UFJ Research and Consulting

3. Comprehensive Value (Economic Value + Social Value)

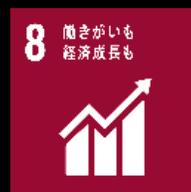
In F VILLAGE, we aim to create a sustainable town through a variety of partnerships with industrial, academic, and government entities that support the purpose of the project. We will focus in particular on activities that contribute to diverse choices and growth for children as citizens of the future.



- Free admission to ES CON FIELD for elementary school students and younger children
- Creation of areas inside and outside of the ballpark where children of various ages can play safely, provision of training programs
- Provision of places to learn about local social issues and work experience (team business, simulated experience in game management, etc.)
- Dietary education activities

- Disaster preparedness base and local evacuation site in times of emergency
- A space where people of all generations, from children to adults, can gather and interact, and a place to foster community
- Inter-base transportation using EV buses
- Active use of EVs as work vehicles within the facility

- Problem-solving through thematic subcommittees of the All Hokkaido Ballpark Collaboration Council, which brings together administrative agencies, local governments, companies, and academic experts
- Collaboration across industry, government, and academia to promote businesses that aim to create diverse value



- Creation of employment with respect for diversity
- Use of flexible workstyles
- Efficient energy utilization
- Provision of isolated smoking areas in F VILLAGE...and more

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4. Plans for FY2025/3 and Beyond

■ F VILLAGE today (aerial view)



4. Plans for FY2025/3 and Beyond

■ F VILLAGE today (facilities)

F VILLAGE
HOKKAIDO BALLPARK

Aerial Athletics
北海道の自然を体感できるジップラインや巨大ブランコなどが設置されたく空中アスレチックコース。アクティビティという側面だけでなく、教育の場としても活用可能。

Play Facilities
国内最大級、屋内外約2,000m²の遊び場。

Retail Facilities The Lodge)
Fビレッジの観光ハブ機能の担う高空間。6店舗が入居し、アウトドア体験やサイクリング、地域のコミュニティー形成の場や情報発信拠点となる。

Residence (住宅)

Senior Residence Medical Mall
子どもから高齢者まで、あらゆる年齢の方々の健康維持と地域医療に貢献 (2024年開業予定)

Dog Run

Glamping
宿泊以外にも焚火やBBQなどのデイキャンプも。

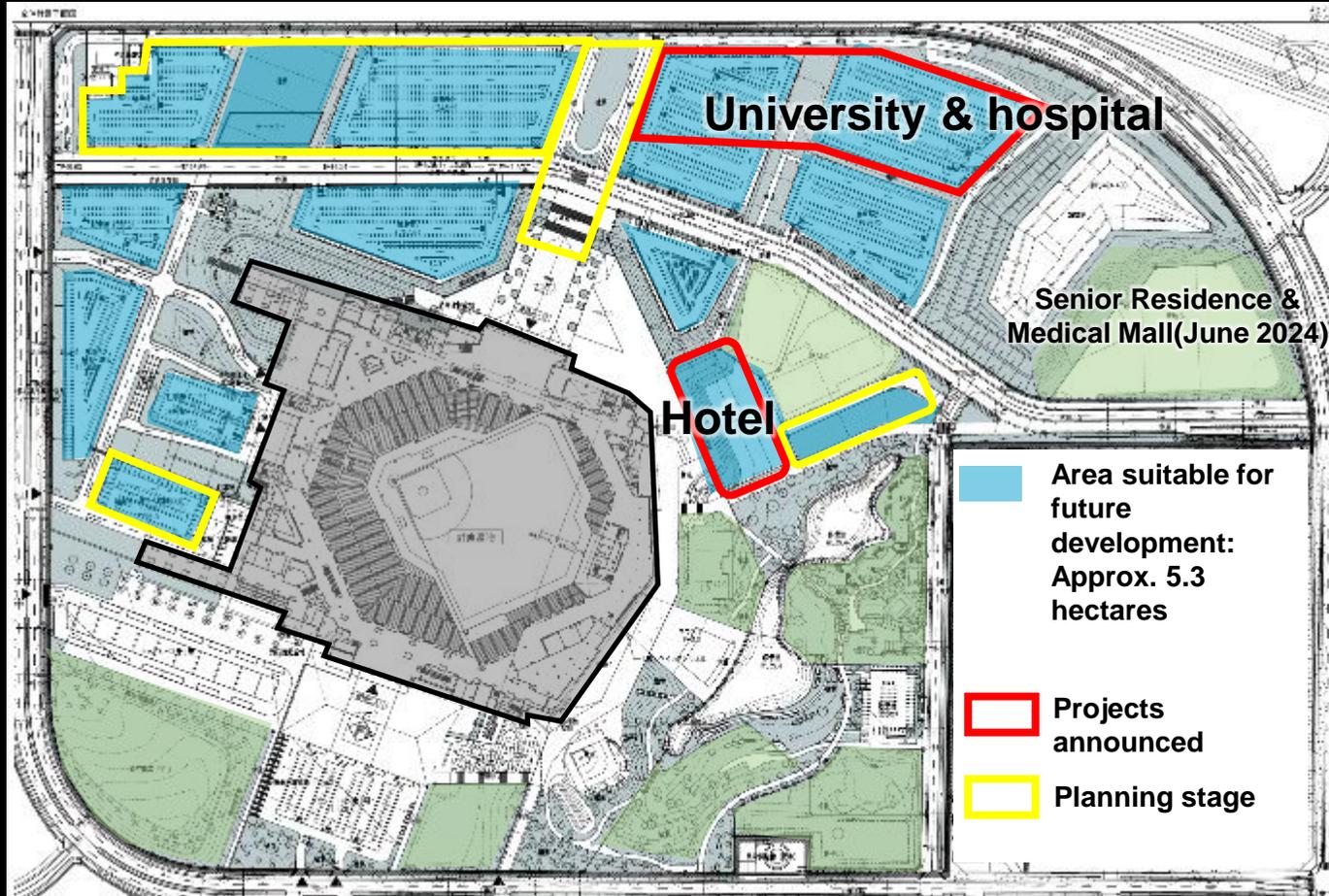
Agricultural learning facility (Kubota Agri Front)
「食と農業」の魅力や可能性を、ともに学び、未来を考える農業学習施設。学習プログラムやAIなどを使った最先端の栽培エリアやカフェも併設。ファイターズ、クボタ、北海道大学の3者連携協定により、次世代の育成や人材交流を推進し、「農業の未来ビジョン」を発信する。

Certified nursery school
病児保育も設置された、幼保連携型認定こども園

Bakery / Restaurant

Villa
各棟にフィンランド式サウナを備えた、宿泊施設

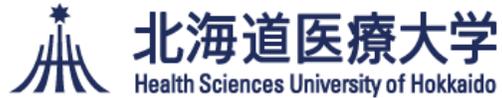
■ Planned future developments



- The F VILLAGE site covers a total area of 32 hectares. In addition to the ballpark (approx. 5 hectares) and other areas already developed (approx. 5 hectares), an area of 5.3 hectares is available for future development.
- We are already moving forward with **projects announced** for the area available for future development. In addition to the Health Sciences University of Hokkaido, which will include a hospital, there are also plans for a hotel.
- Intensive studies are in progress concerning the **planning stage area**.
- There is an additional area of 4 hectares between F VILLAGE and the site of new station (JR Hokkaido). This land, which is owned by Obayashi Corporation, will be developed when the station is opened, further enhancing the value of the area around F VILLAGE.

- As stated in the initial plan for F VILLAGE, we will continue to optimize the overall area while pursuing developments that will generate increased returns and attract more visitors.
- Our challenge is to create **a new development model that will function both as a community and a leisure destination**, while maintaining the beautiful natural environment for which Hokkaido is famous.

■ Plan to relocate Health Sciences University of Hokkaido



Name	Health Sciences University of Hokkaido (private)
Established	1974
Corporation name	Higashi-Nippon-Gakuen
President	Eiji Suzuki
Location	1757 Kanazawa, Tobetsu-cho, Ishikari-gun, Hokkaido
Campus	Tobetsu Town / Sapporo Ainosato / Sapporo Satellite
Students	3,440 (1,339 male, 2,101 female)
Faculties and departments	6 faculties/9 departments (see list on right)
Remarks	On October 10, 2023, the University signed a basic agreement with Fighters Sports & Entertainment (FSE) and Kitahiroshima City concerning the establishment of a university campus and hospital in F VILLAGE.

A comprehensive medical university with 6 faculties and 9 departments

School of Pharmaceutical Sciences	Department of Pharmaceutical Sciences
School of Dentistry	Department of Dentistry
School of Nursing and Social Services	Department of Nursing Department of Social Management
School of Psychological Sciences	Department of Clinical Psychology
School of Rehabilitation Sciences	Department of Occupational Therapy Department of Occupational Therapy
School of Medical Technology	Department of Speech-Language-Hearing Therapy Department of Clinical Laboratory Science



- The establishment of a medical university and hospital in F VILLAGE is expected to increase the permanent and associated population of the area and generate synergy benefits for community development.
- There will be reciprocal benefits in many areas, including not only the attraction of visitors to ES CON FIELD, but also the provision of part-time jobs for student.

4. Plans for FY2025/3 and Beyond

■ Establishment of new company

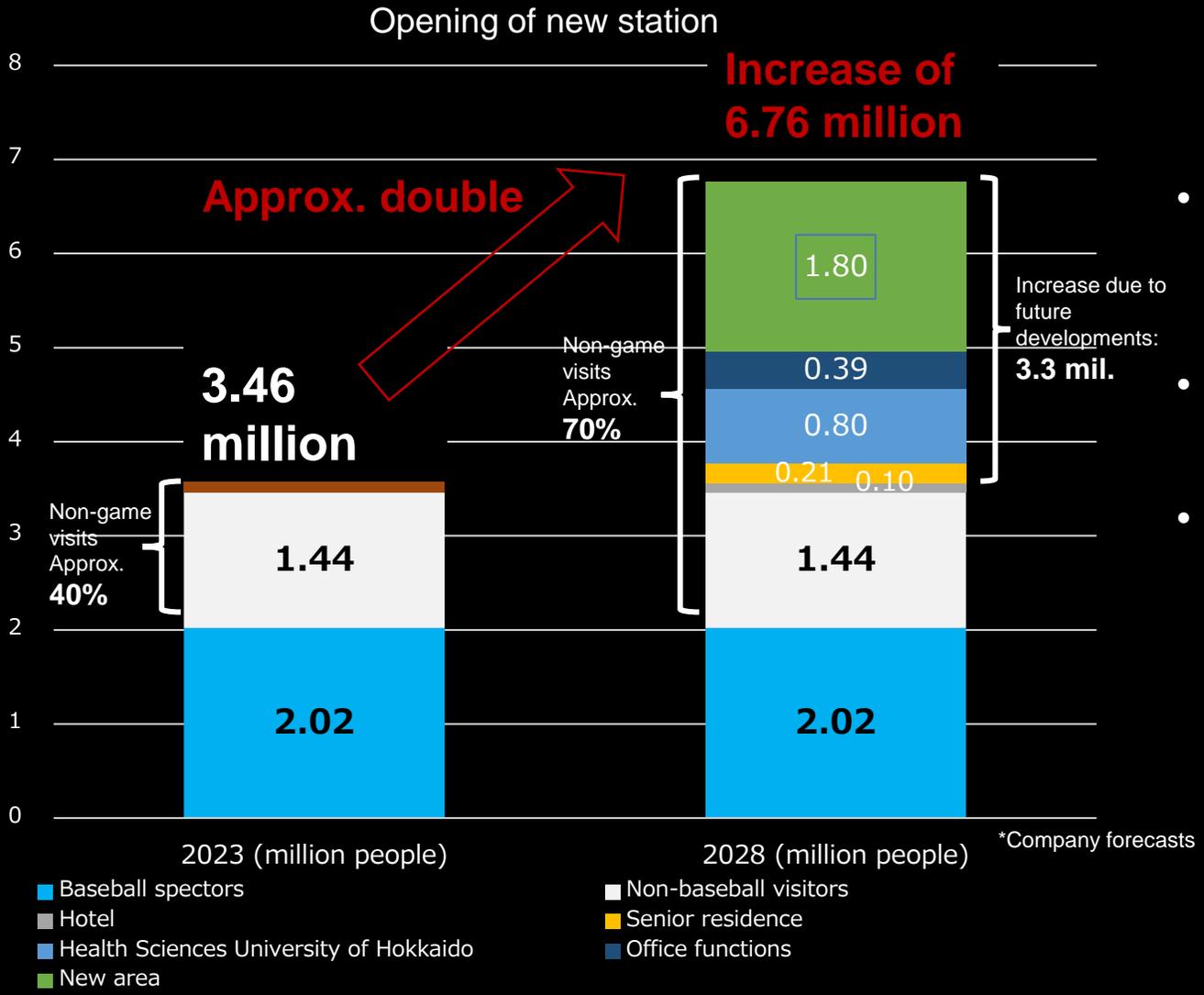
Name	ES-CON Sports & Entertainment Ltd.		
Location	20th Floor, The Okura Prestige Tower, 2-10-4 Toranomom, Minato-ku, Tokyo		
Capital	¥1 billion yen		
Shareholders	ES-CON JAPAN: 51%, Fighters Sports & Entertainment (FSE): 34%, DeNA:15%		
Established	December 1, 2023		
Business activities	<ul style="list-style-type: none"> • Community development through entertainment, including sports (real estate development, regional development) • Nationwide advisory services relating to stadium/arena concepts, etc. • Real estate development in HOKKAIDO BALLPARK F VILLAGE and surrounding areas • Property management and area management services 		
Officers	Executive Chairman	Takatoshi Ito	President & Representative Director, ES-CON JAPAN Ltd.
	President & Representative Director	Yoshiro Kato	Executive Officer, Head of Hokkaido Branch Office, ES-CON JAPAN Ltd.
	Senior Managing Director	Ken Maezawa	Executive Director and Business Operation General Manager, Fighters Sports & Entertainment Co., Ltd.
	Managing Director	Hitoshi Mitani	Executive Director and Business Operation Vice General Manager, Fighters Sports & Entertainment Co., Ltd.
	Director	Keigo Watanabe	Member of the Board, DeNA Co., Ltd.
	Director	Katsushi Wakayama	Executive Officer, Head of Finance and Accounting Department, ES-CON JAPAN Ltd.
	Director	Akira Mizunoya	Executive Officer, Head of Nagoya Branch Office, ES-CON JAPAN Ltd.
	Director	Yoshiki Kukino	Head of Corporate Planning Department, ES-CON JAPAN Ltd.
	Director	Taro Ogawa	GM, Facility & Development Div., Fighters Sports & Entertainment Co., Ltd.
	Auditor	Osamu Ito	Deputy Manager, Internal Auditing Office, ES-CON JAPAN.



• The real estate developer ES-CON JAPAN, and DeNA, which is active primarily in the field of digital technology, have jointly established a new company. This company will be involved in community development through sports and entertainment, including the development of F VILLAGE.

4. Plans for FY2025/3 and Beyond

■ Future vision (after the opening of the station)



- We aim to increase **F VILLAGE visitor numbers to 7 million per year** by the opening of the new station in 2028.
- The growth of visitor numbers is expected to **add ¥6–7 billion** to B-C business sales.
- In addition to increasing F VILLAGE visitor numbers, we also aim to increase average visit times and enhance the quality of the experience.

4. Plans for FY2025/3 and Beyond

■ Future vision for around 2031 (after the opening of the new station)



4. Plans for FY2025/3 and Beyond

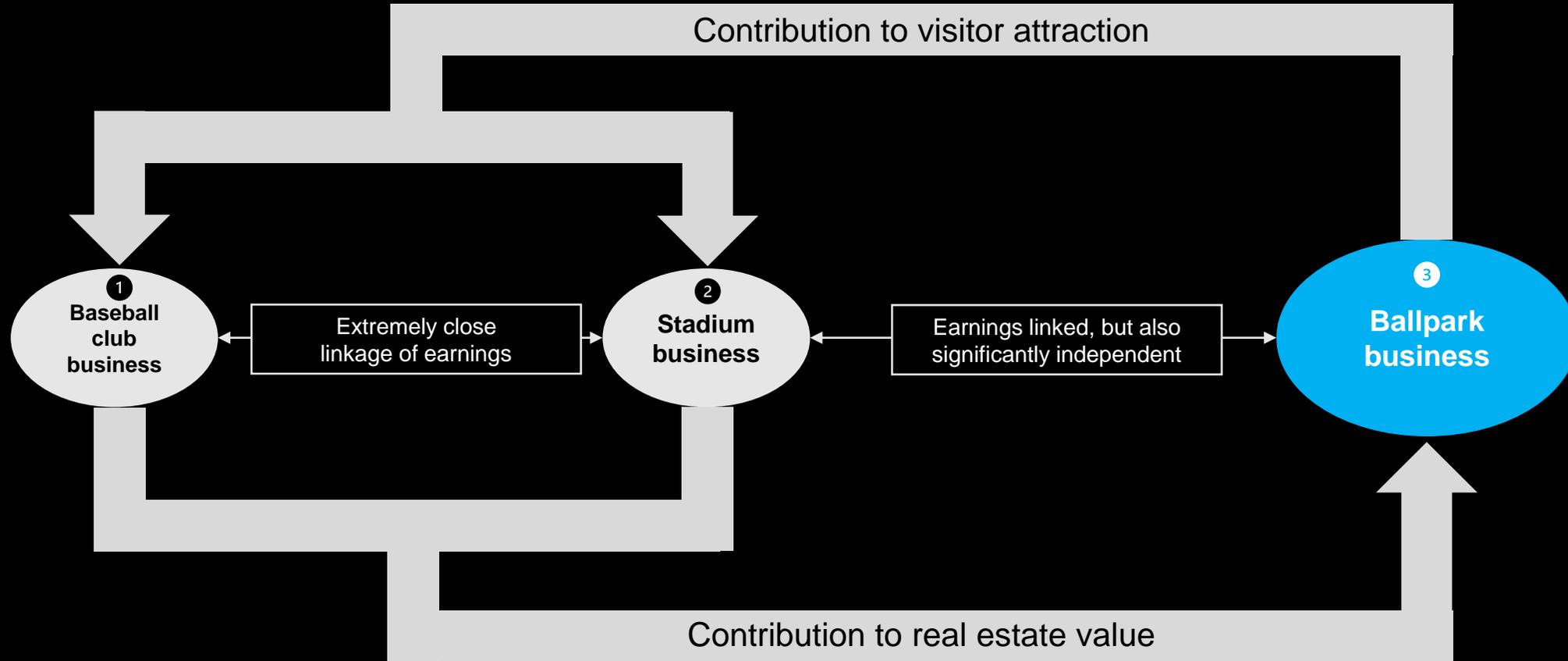
■ Future vision for around 2031 (after the opening of the new station)



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Earnings from the three businesses (①–③) are linked, but ① and ② have different business characteristics from ③.



Japan: Baseball teams have just ① and ② (One team in Tokyo has just ①.) and therefore rely on other companies.

USA: There are many innovative baseball teams with inclusive structures that already include ③.

→In Japan, ③ is always handled by separate operators, so there is no awareness of the contribution to ① and ②, and no synergies are realized.

Creating a ballpark that celebrates players and fans alike

A place that brings people together through shared experiences. 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.

