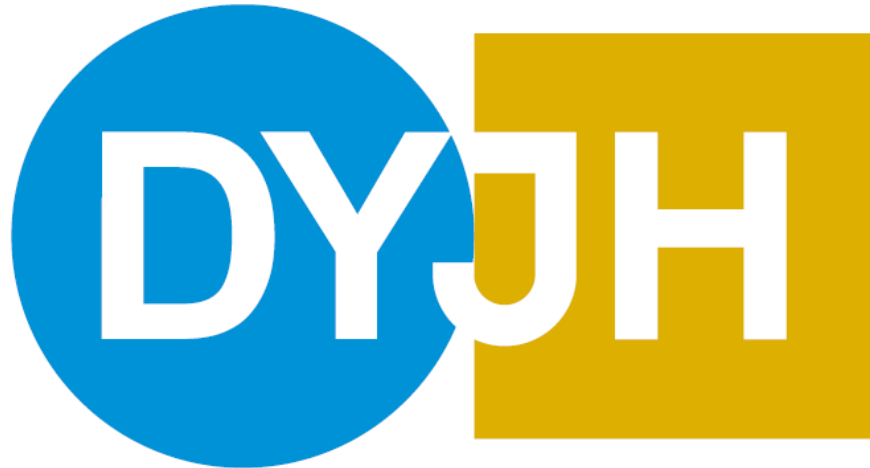




DYNAM JAPAN HOLDINGS Co., Ltd.
Stock Code(06889.HK)

**2025 Annual Results
Corporate Presentation**

27 May 2025

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- 1 . Highlight of Business Results**
- 2 . Pachinko Business**
- 3 . Aircraft Leasing Business**
- 4 . Financial Summary**

DYNAM JAPAN HOLDINGS Co., Ltd.

Pachinko Hall Management

DYNAM Co., Ltd.



392 halls

Yume Corporation Co., Ltd.



30 halls

Cabin Plaza Co., Ltd.



5 halls

3 companies 427 halls

Real Estate Management,
Outsourcing of Human Resources
Operations, Etc.

**Dynam Business
Support Co., Ltd.**

Management of Cleaning Services
and Restaurant services

Nihon Humap Co., Ltd.

Management of restaurants such as
"Menrokuya" **330 locations**

A company incorporated for the
purpose of accepting handicapped
persons and creating business
opportunities for them

Business Partners Co., Ltd.

Business investment in Asian region

Dynam Hong Kong Co., Limited



Aircraft Leasing Business

Dynam Aviation Ireland Limited



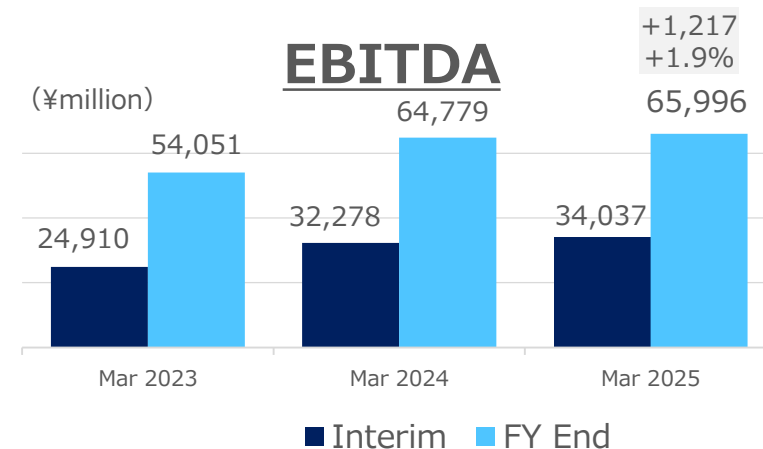
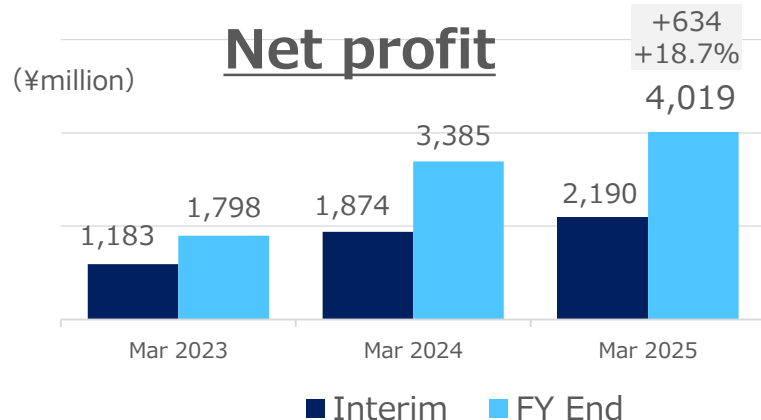
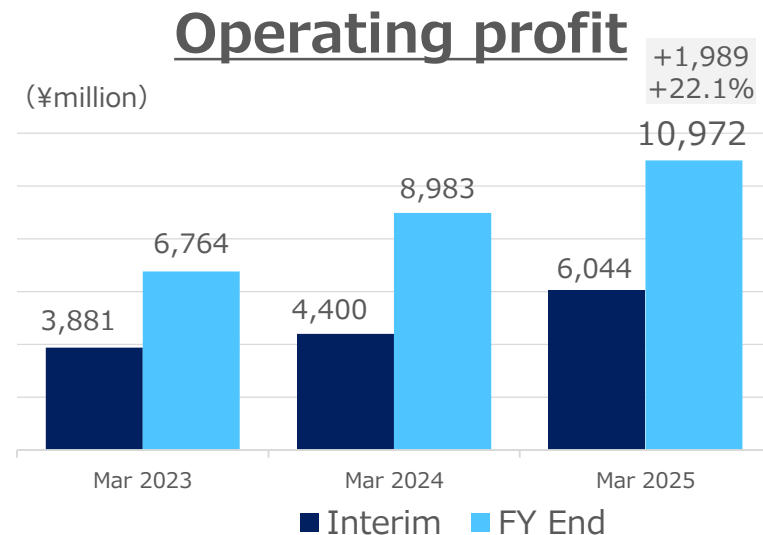
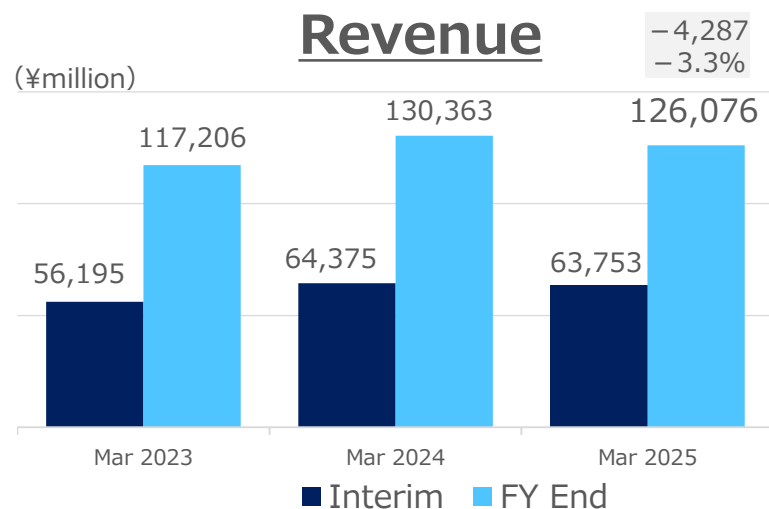
owned and managed
aircraft
18 units

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1. Highlight of business results

- ✓ Revenue slightly decreased, and operating profit increased 22.1% to ¥10,972 million YoY due to a decrease in depreciation expenses from pachinko and pachislot machines, etc.
- ✓ Net profit for the year increased 18.7% to ¥4,019 million YoY, resulting in the second consecutive fiscal year of growth.

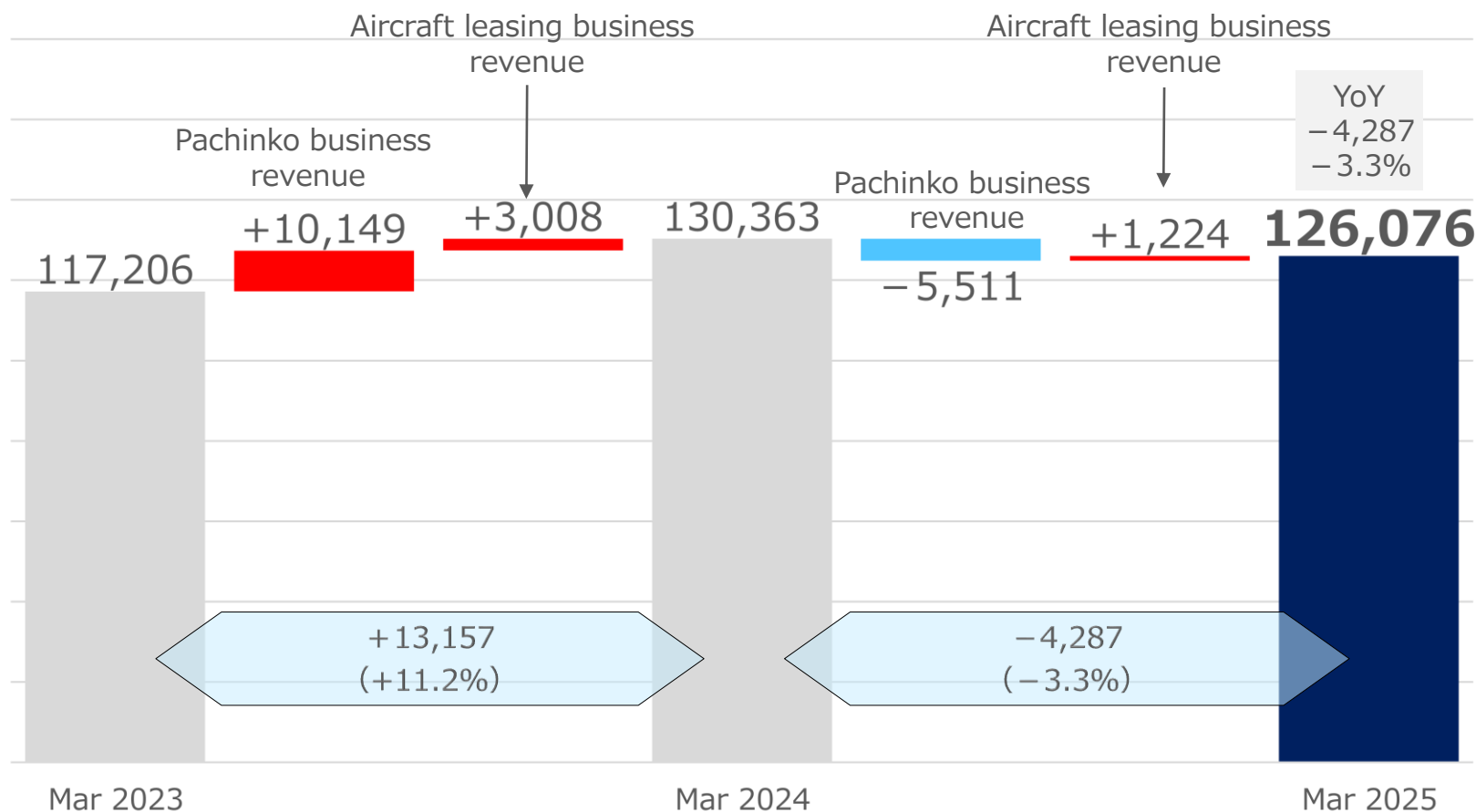


1. Highlight of business results

Factors of changes in revenue (the latest two fiscal years)

- ✓ Revenue remained at the same level as the previous year by stabilising a source of revenue due to an increase in the number of its owned aircraft in aircraft leasing business despite revenue decline in pachinko business.

(¥million)

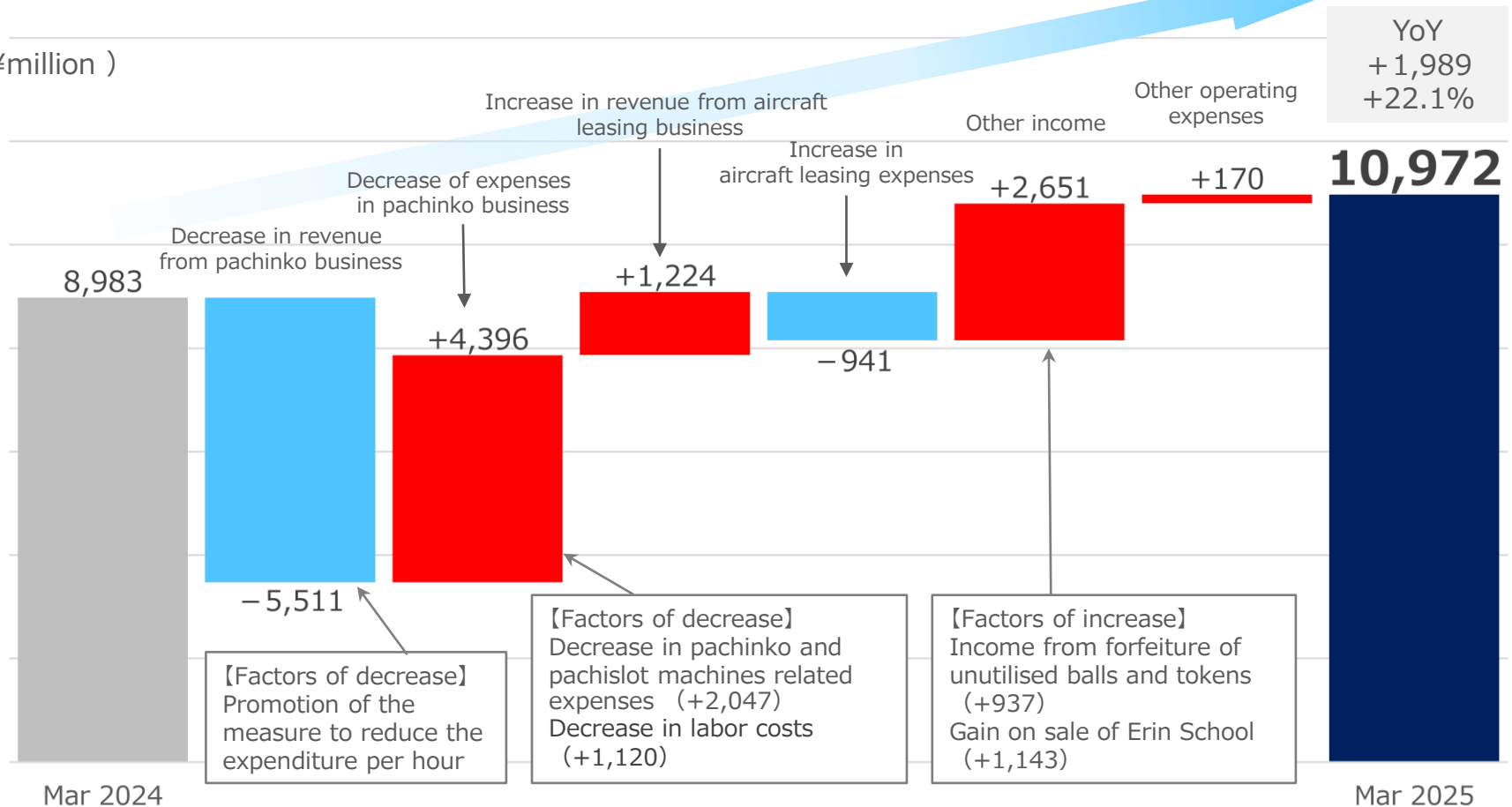


1. Highlight of business results

Factors of changes in operating profit (YoY)

- ✓ For pachinko business, we promoted the measure to reduce the expenditure per hour for increasing the number of customers.
- ✓ The decrease in depreciation expenses from pachinko and pachislot machines mainly contributed to operating profit.
- ✓ Operating profit grew YoY driven by an increase in the number of its owned aircraft in aircraft leasing business.

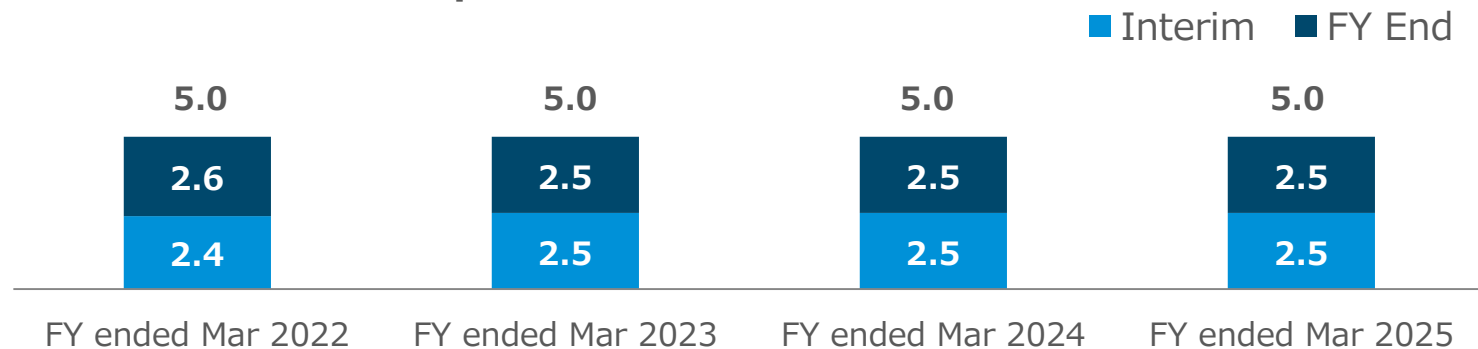
(¥million)



■ Dividend Amount

	Final Dividend	Interim Dividend	Annual Dividend
Record Date	4 June 2025	12 December 2024	-
Dividend per Share	¥2.5	¥2.5	¥5.0
Total Amount	¥1,741 million	¥1,741 million	¥3,482 million
Payment Date	25 June 2025	10 January 2025	-

■ Transition of dividend per share (Unit: ¥)



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2. Pachinko Business

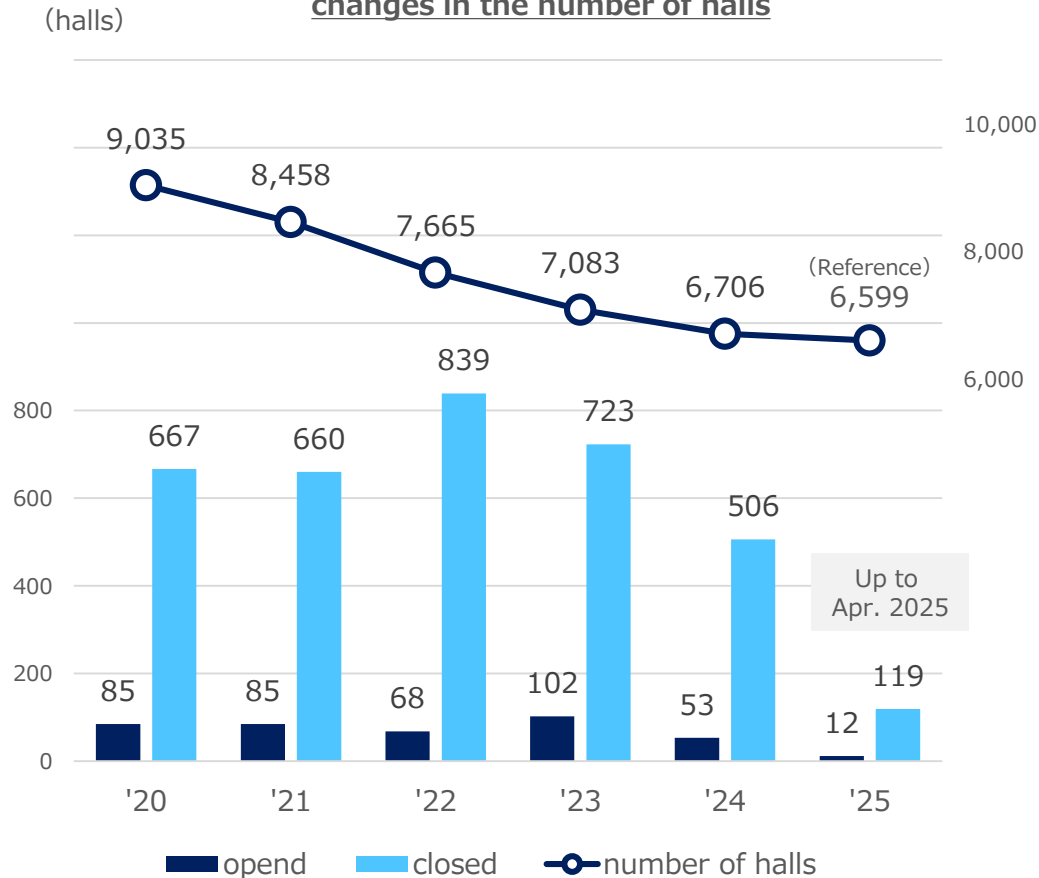
Items	2025	2024	Changes	Remarks
Number of halls	427 halls	433 halls	– 6	1 halls opened : Dynam Ibaraki Edosaki Hall 7 halls closed : Dynam Tottori Kurayoshi Hall, Dynam Higashi Okayama Hall, Dynam Shiga Takashima Hall, Yumeya Fujioka Hall, Dynam Ibaraki Koga Hall, Dynam Shinkoiwa Hall, Dynam Musashisakai Hall
Number of machines	211,321	213,369	– 2,048 (– 1.0%)	Our share in total number of machines in the industry: 6.4%
Pachinko	136,021	141,956	– 5,935 (– 4.2%)	
Pachislot	75,300	71,413	+ 3,887 (+ 5.4%)	
PB (Private Brand) Pachinko machines	15,281	14,148	+ 1,133	Number of PB Machines Installed : 7,680 Installation ratio of PB machines in our pachinko halls: 11.2% (※②)
Operating ratio of pachinko machines (※①)	26.3%	28.0%	– 1.7pt	
Operating ratio of pachislot machines (※①)	26.2%	28.0%	– 1.8pt	

※① Operating ratio: Average of number of customers/ number of machines at the two peak times (3:00 pm and 7:00 pm) during FY ended 31 March 2025.

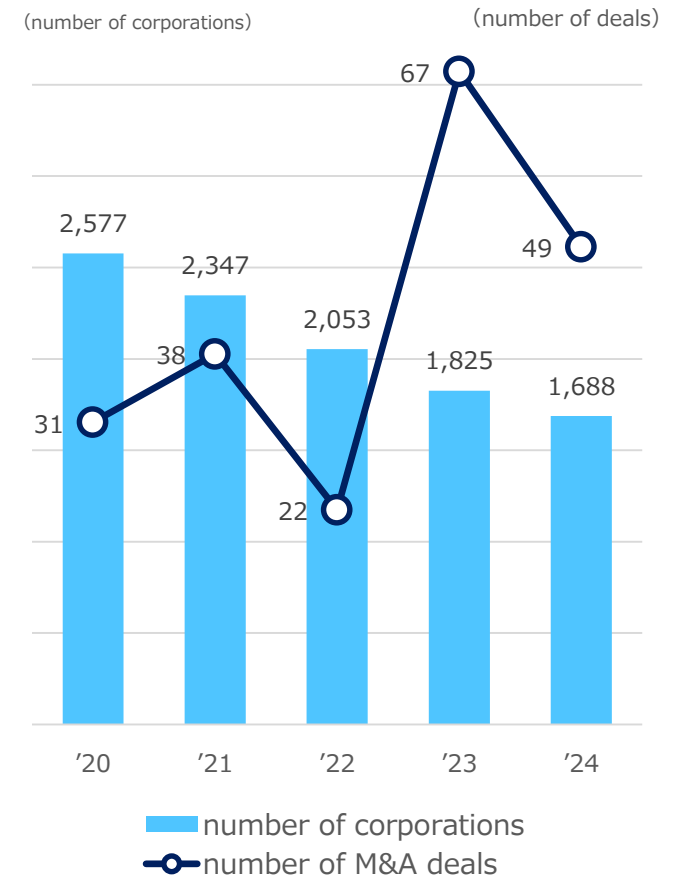
※② Machine installation ratio means PB machine's ratio compared to the regular pachinko machines.

2. Pachinko Business

Pachinko halls: Number of openings/closings and changes in the number of halls



Changes in the number of corporations



【Reference】

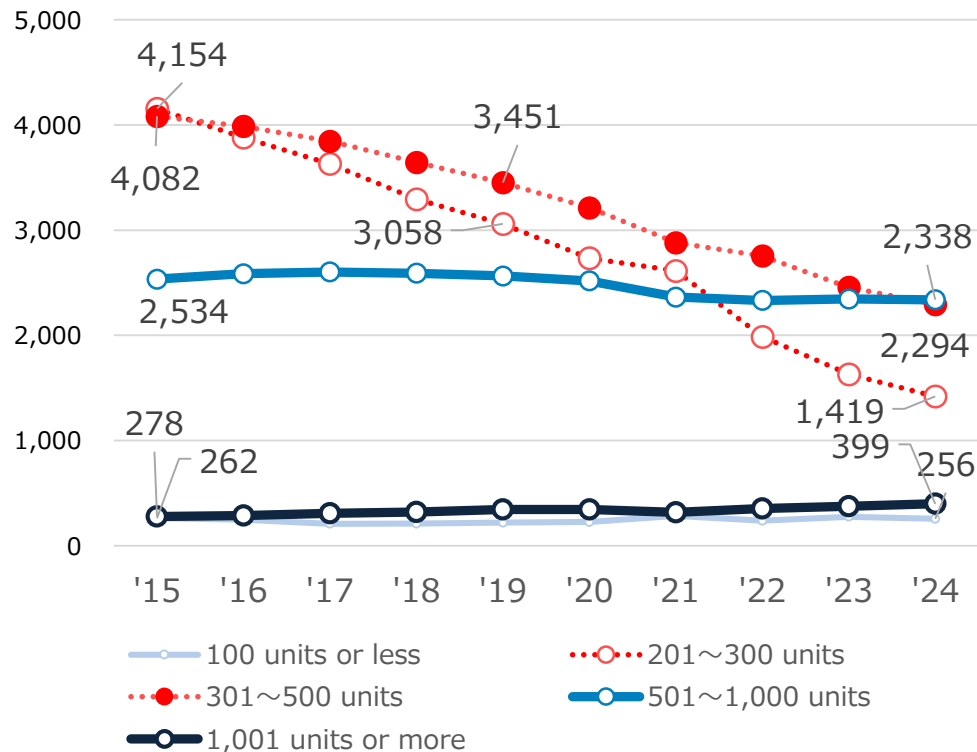
Changes in the number of halls : Data published by the National Police Agency

Openings/ closings : Site of Pachinko-Bukken.com

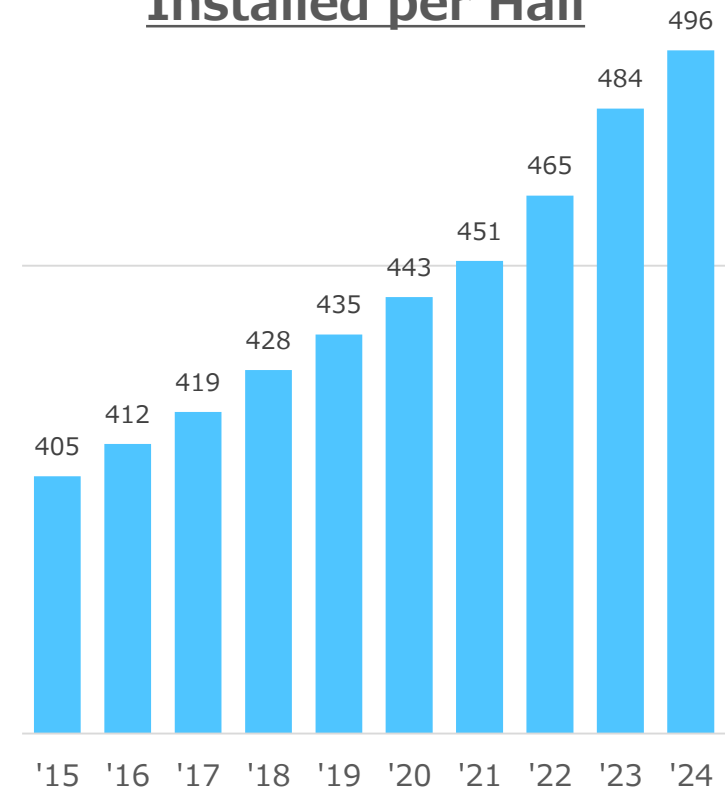
Source of Change in the Number of Corporations : Pachinko Industry 2024 Published by Yano Research Institute Ltd.

2. Pachinko Business

Changes in Number of Halls by Number of Machines Installed



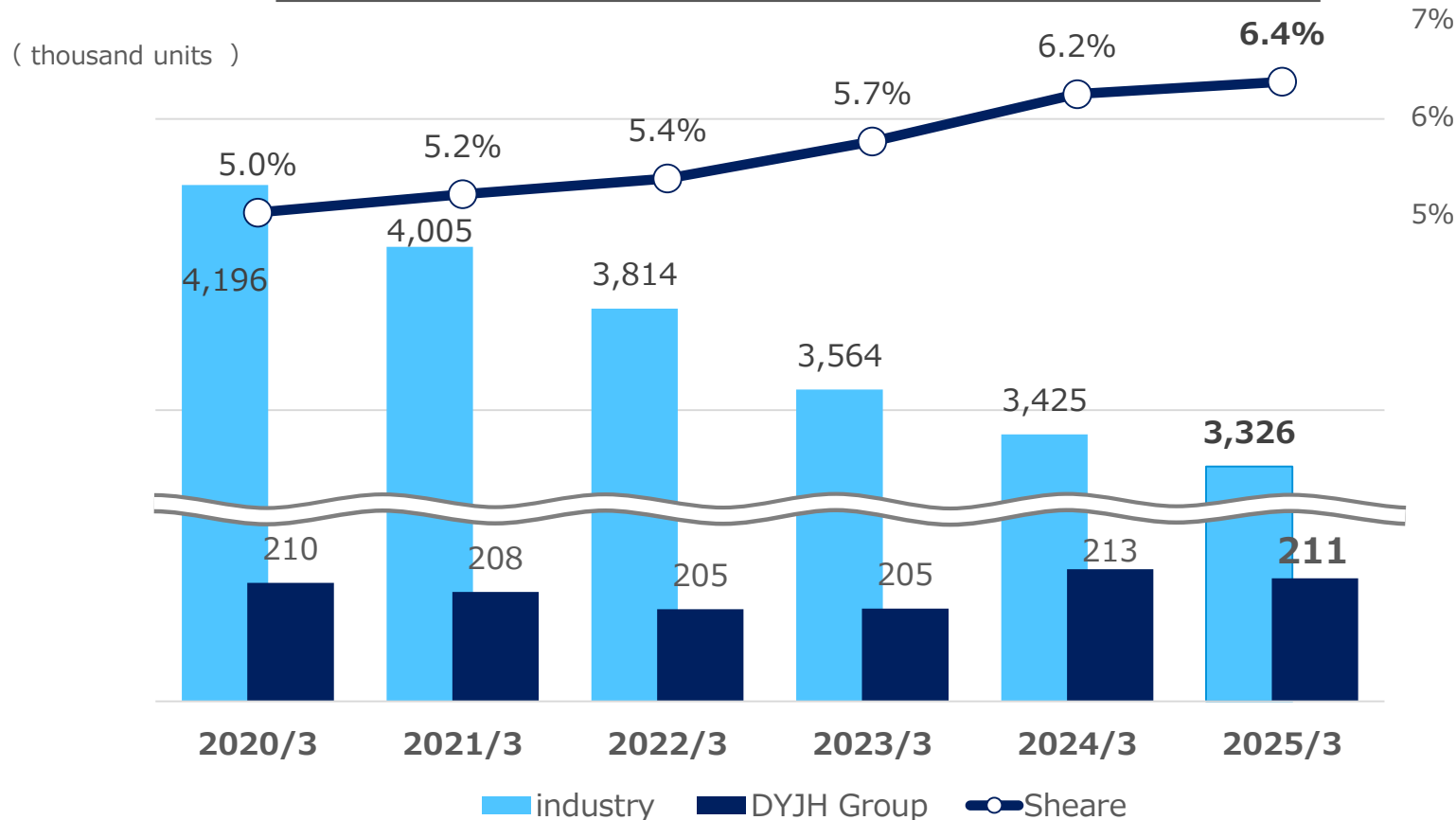
Number of Machines Installed per Hall



- ✓ The number of mid size halls (each having 101 to 500 units) is remarkably decreasing.
- ✓ The number of machines installed in each hall is annually increasing.

2. Pachinko Business

Number of gaming machines installed, share of installed machines (Mar. 2020 – Mar. 2025)

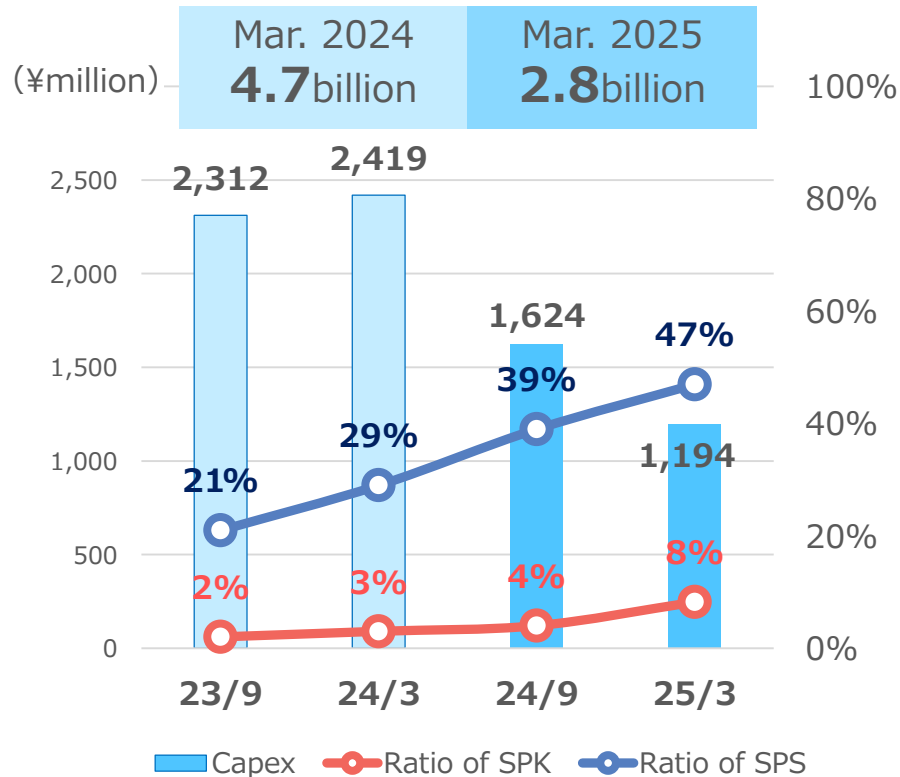


✓ The share of installed units in the industry is on the rise.

【Reference】 Number of installations in the industry: Data published by the National Police Agency

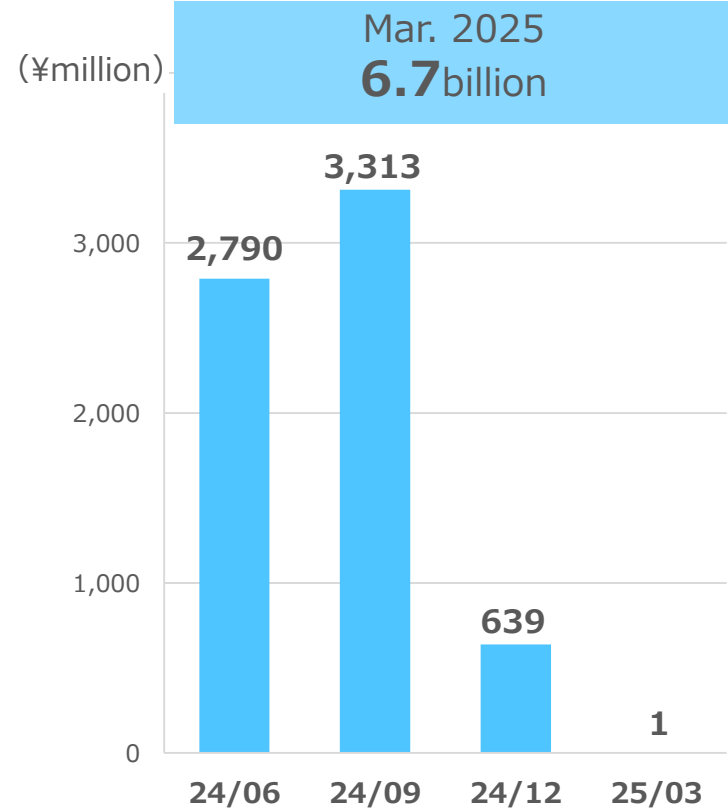
2. Pachinko Business

Capital expenditure for smart pachinko ("SPK")/smart pachislot ("SPS")



※Ratio of SPK machines to all pachinko machines
The ratio of SPS machines to all pachislot machines

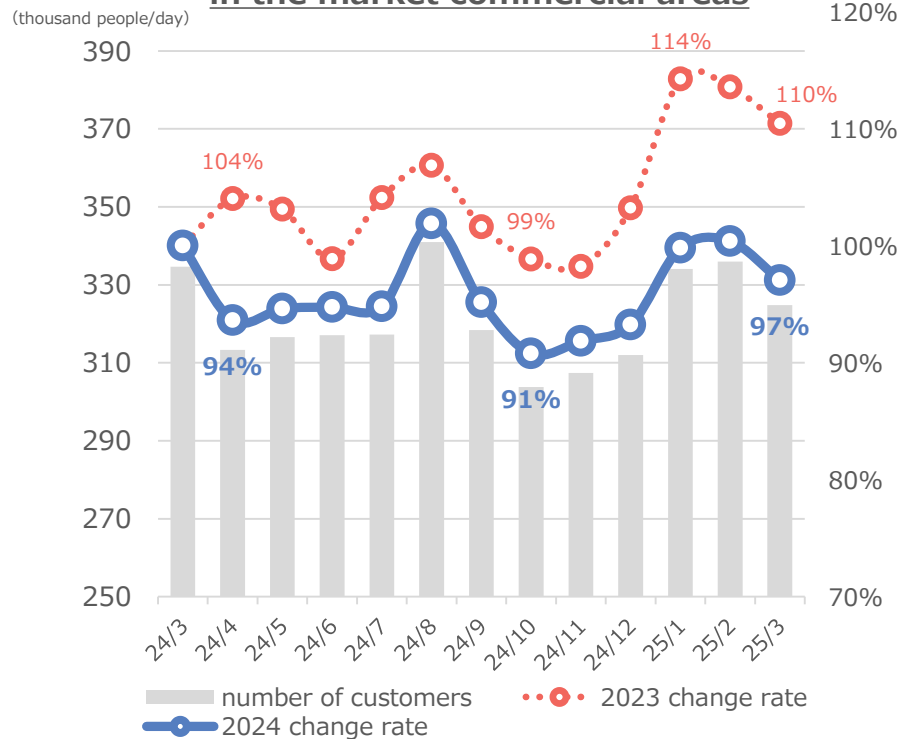
Capital expenditure for ball/token dispensers compatible with new banknotes



- ✓ Capital expenditure in smart machines was 2,818 million yen. Installation ratio was 8% for smart pachinko and 47% for smart pachislot.
- ✓ The capital expenditure for new banknotes was 6,743 million yen. The budgeted amount was 10 billion yen, but we realized cost reduction exceeding 30% through the promotion of insourcing tasks.

2. Pachinko Business

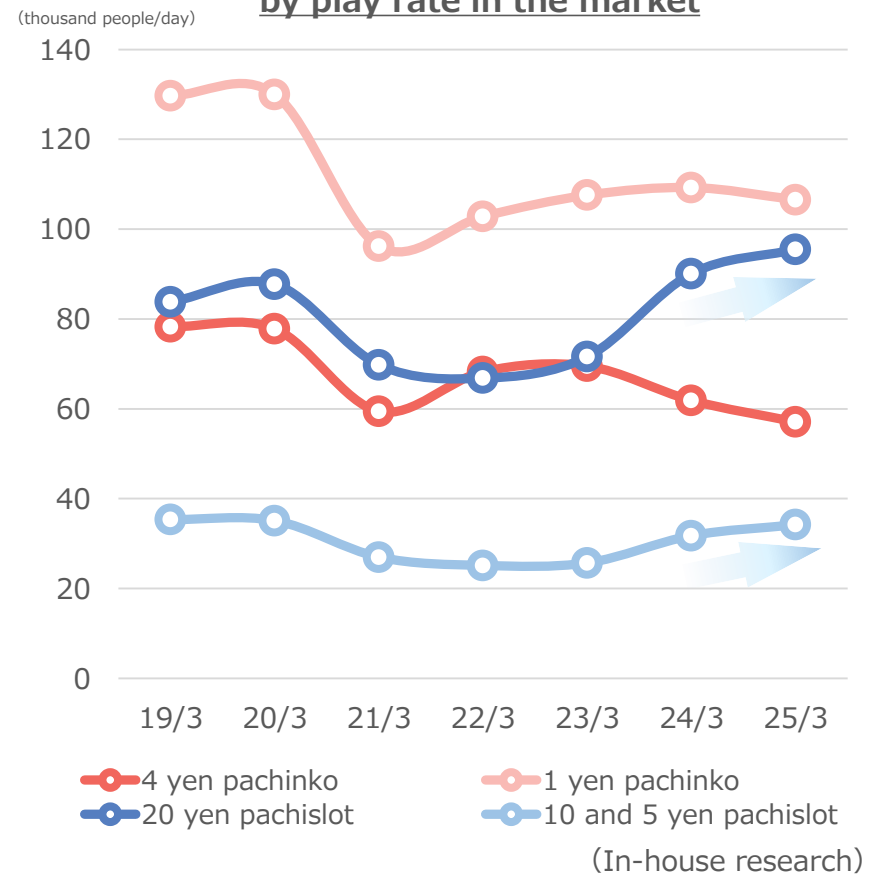
Trends in the number of customers in the market commercial areas



※Change rate was calculated on the basis that the figure for 3/24 is 100%.

(In-house research)

Trends in the number of customers by play rate in the market

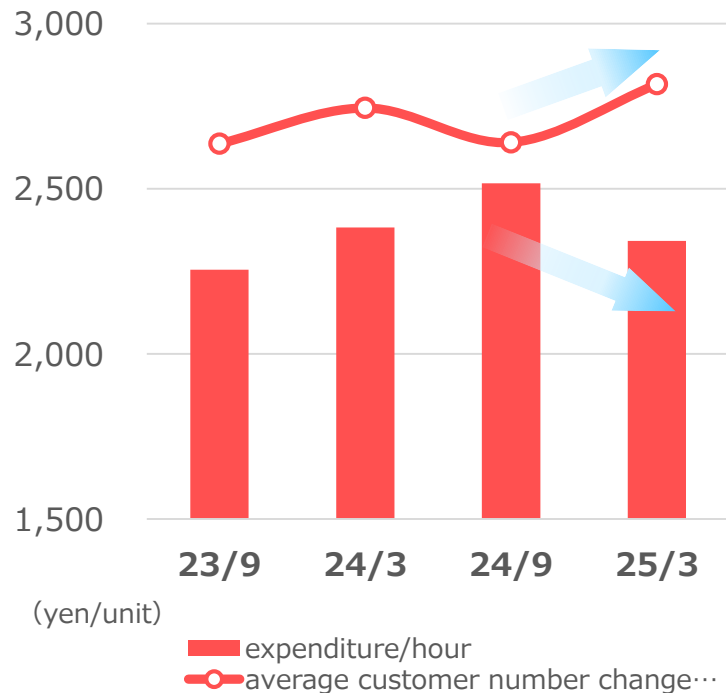


- ✓ The number of customers in the commercial areas decreased from April to May compared to previous years.
- ✓ Number of pachinko customers by pachinko rate decreased both for 4 yen and 1 yen.
- ✓ The number of customers by pachislot rate increased for both 20 yen and 10 yen/5 yen.
- ✓ The number of pachinko players decreased and the number of pachislot players increased.

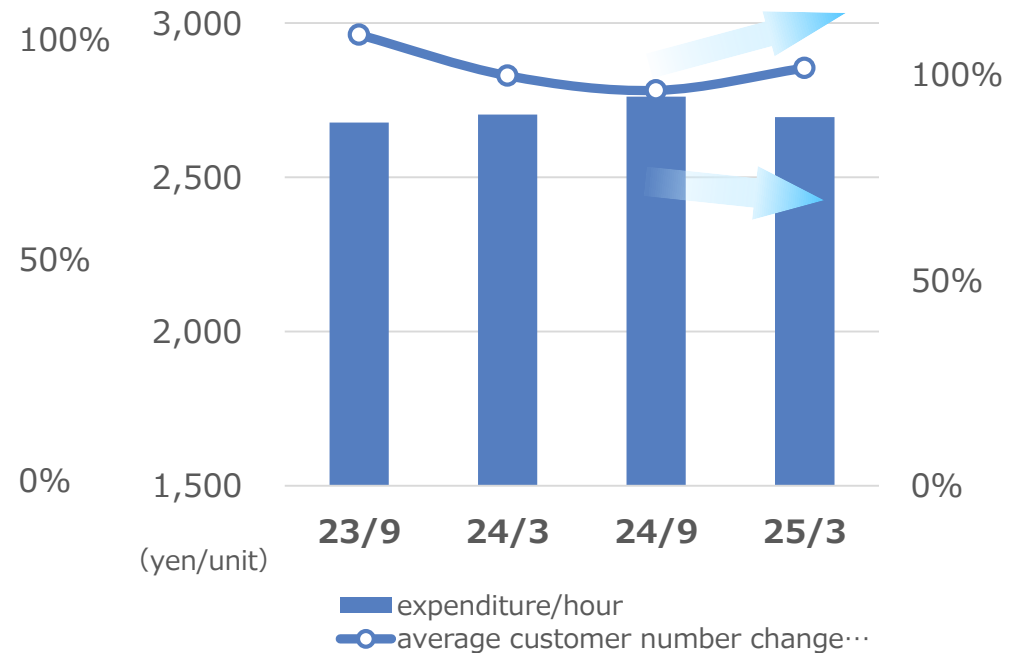
Trends in expenditure per hour and average number of customers

※Customer increase/decrease rate compared to the 2nd half of the previous FY
 ※Expenditure per hour = gaming revenue ÷ play hours

<4 yen pachinko>



<20 yen pachislot>



- ✓ A significant increase in the number of customers was seen due to measures to reduce the amount spent per hour.
- ✓ Similar trends can be seen in both high and low play rate services, and the need to reduce expenditure is clearly increasing in the market.

Future growth strategy

- ✓ Expanding market share through active opening of our standard halls and M&A (e.g. acquiring pachinko halls and other facilities with all of their furnishings from other companies)
- ✓ Improving management efficiency (organization, cost structure) and creating competitive advantage based on “low price”
- ✓ Responding to customer needs and differentiate ourselves by strengthening the development of private brand gaming machines and nurturing them
- ✓ Creating sustainable halls that are considerate of the global environment (climate change) and promoting CSR activities rooted in the local community

Development of Private Brand Gaming Machines

Introduction of New Cabinet with Full Liquid Crystal Display (“LCD”) Front Panel (ZGO Cabinet)

● Possible to continuously use a cabinet and a LCD

Possible to change games by replacing printed circuit boards and part of the gaming board

⇒ Reduction of Material Cost
Saving Price of Gaming Machine
⇒ Reducing Burden on Replacement Tasks
⇒ Reducing Environmental Burden in manufacturing and distribution process

ZGO Cabinet



Social Contribution Activities



- Disaster prevention agreements signed (279 halls)
- Community support volunteer activities (1,480 cases)
- Relief donation to Noto Peninsula Earthquake heavy rain disaster (31.5 million yen)

→ Various contributions to the local communities in cooperation with them

2. Pachinko Business (Others)

Introduction of other businesses that will bring about **synergy effects** with pachinko hall operations

Dynam Business Support Co., Ltd.

Real estate management, outsourcing of human resources operations, etc.

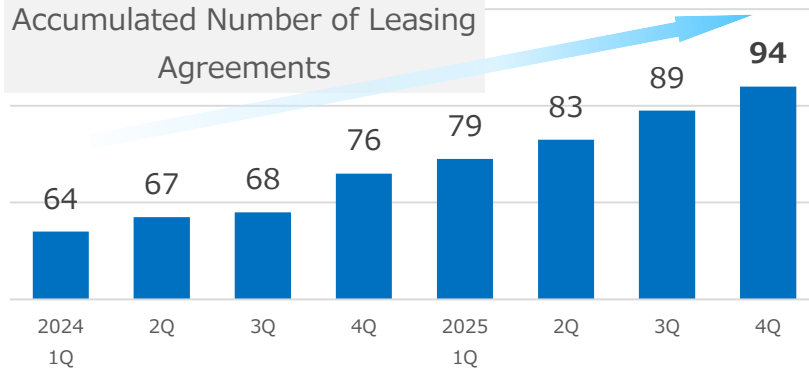
Partial leasing of hall parking lots



Coin laundry

Realized local revitalization through having contracts with various industries like coin laundry, trailer hotel, convenience store, etc.

Accumulated Number of Leasing Agreements



✓ The number of contracts remains steady.

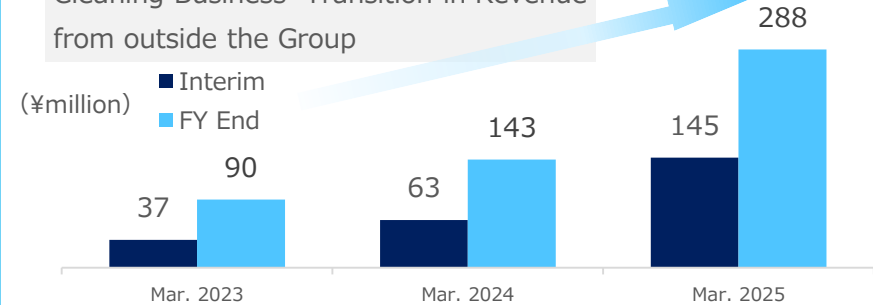
Nihon Humap Co., Ltd.

Catering and cleaning business

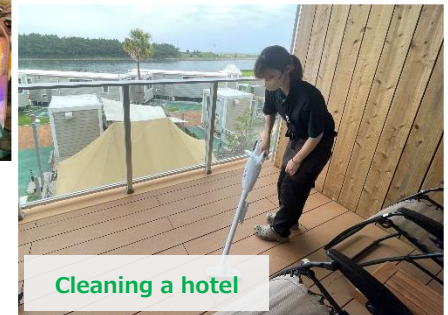
We provide cleaning services to meet the various needs of other companies, such as pachinko halls, hotels, and offices.



Cleaning Business Transition in Revenue from outside the Group



Cleaning a pachinko Hall



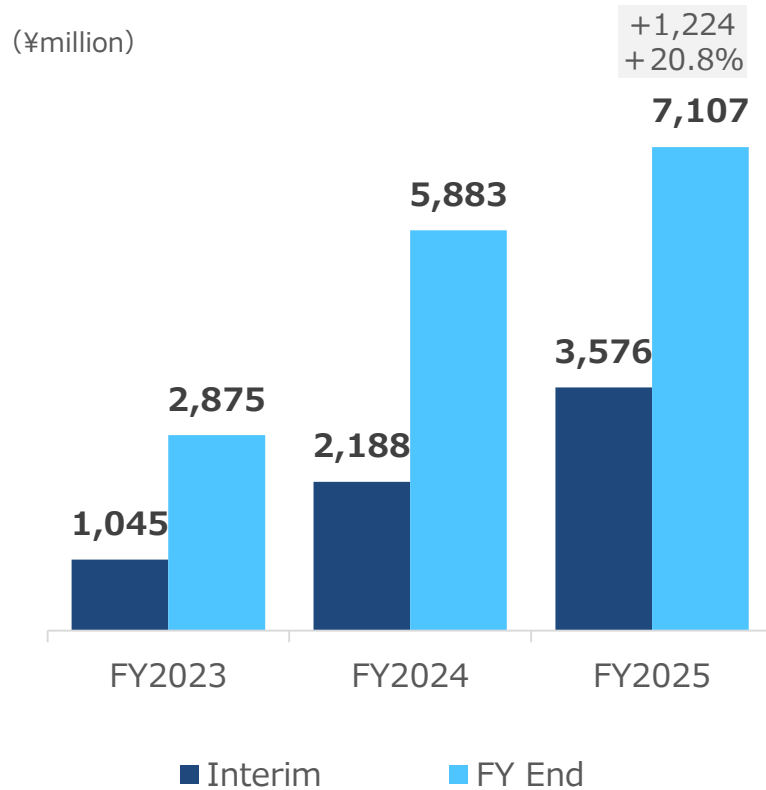
Cleaning a hotel

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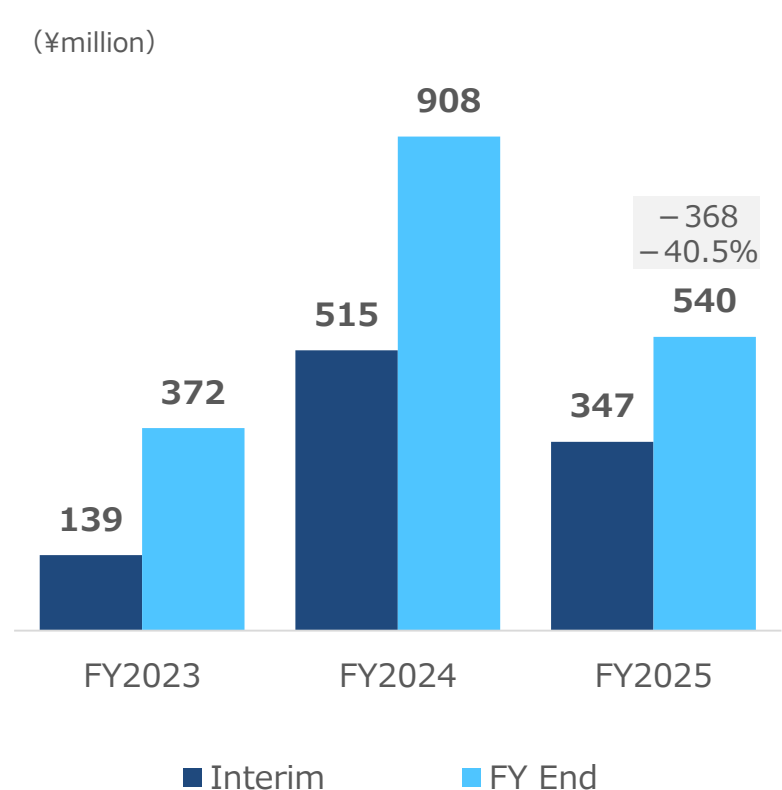
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3. Aircraft Leasing Business

Revenue

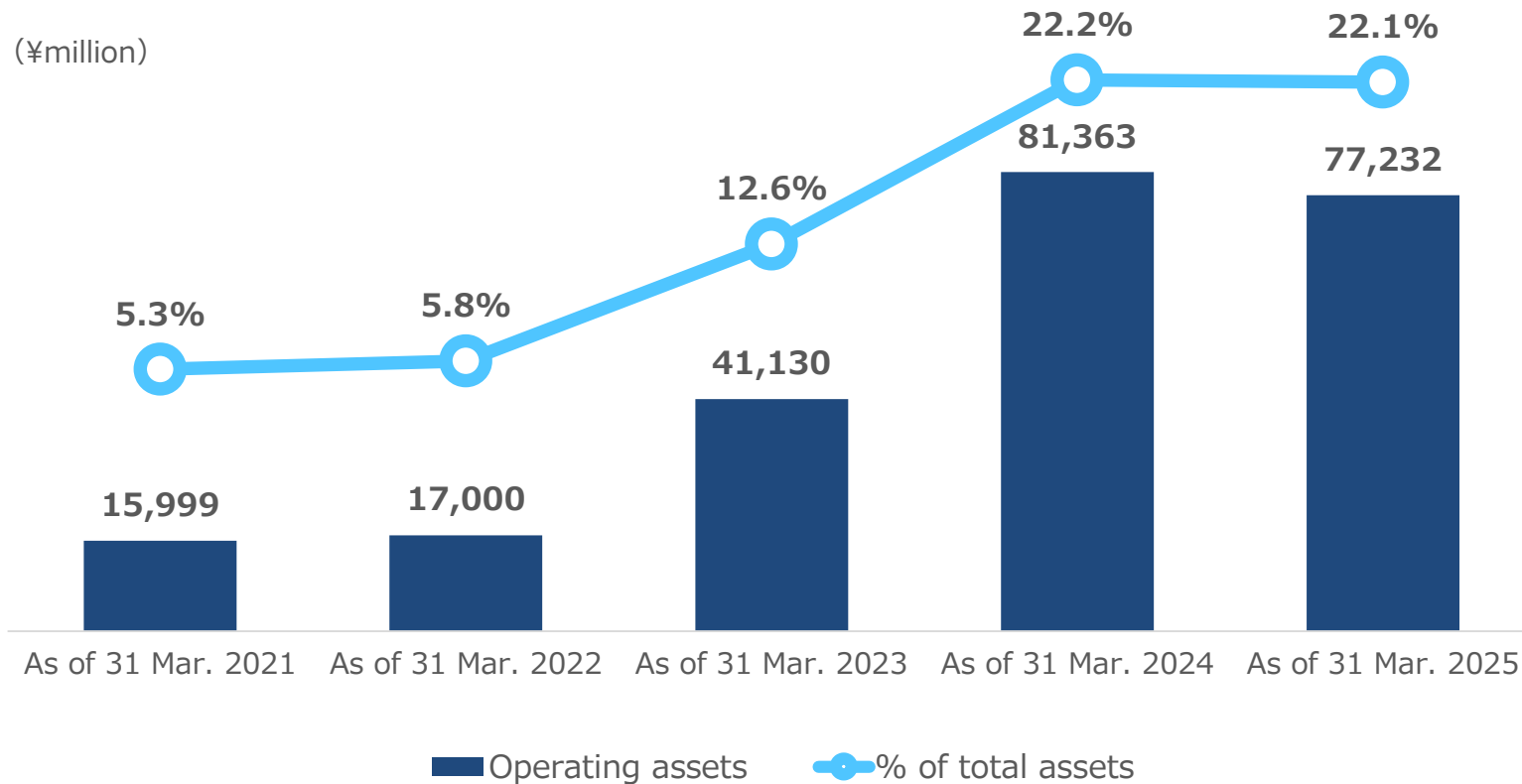


Net Profit



- ✓ Revenue grows up due to increasing lease contracts.
- ✓ Net profit decreases due to no one-time fee income.

Operating Assets



- ✓ Operating assets has grown up to 22.1% of the total assets of the Company.
- ✓ Building high quality assets has been contributing to revenue growth.

Portfolio

As of 31 Mar. 2025



- ✓ Investing mainly in young, fuel-efficient narrow-body aircraft equipped with next generation engines to achieve high liquidity and stable asset value.
- ✓ Expanding owned aircraft by minimizing credit risks through direct transactions with high credit strong growth potential airlines.

(※) Yield = Annual lease rent / Net book value of operating assets

Exit

- Sale of aircraft
- Management and execution of delivery

Sourcing

- Purchase from airlines by SLB
- Lessor trading
- Due diligence

Transition

- Extension of the term
- Re-lease of aircraft
- Execution of redelivery and delivery

Lease management

- Invoices issue and payment check
- Monitoring operations
- Negotiation with airlines

Effective in-house
operations of aircraft
leasing
lifecycle functions

DAIL

This year plans

Building up high-quality assets

- ✓ Continuous SLB transactions with well reputed airlines / Asset Diversification

Expanding third-party businesses

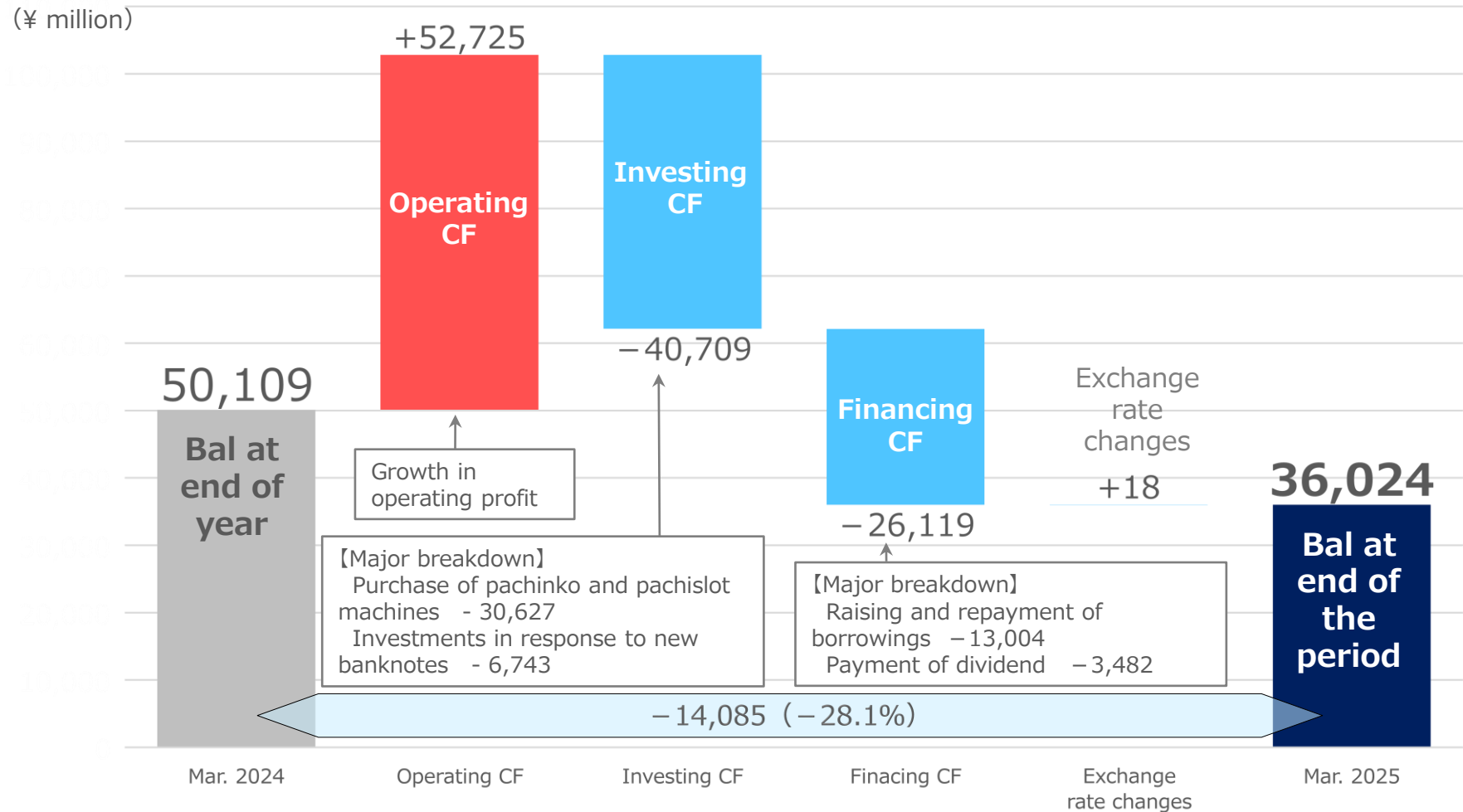
- ✓ Remarketing managed aircraft / Acting as a sales agent
- ✓ Expanding managed aircraft and assets

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4. Financial Summary (Cash flows)

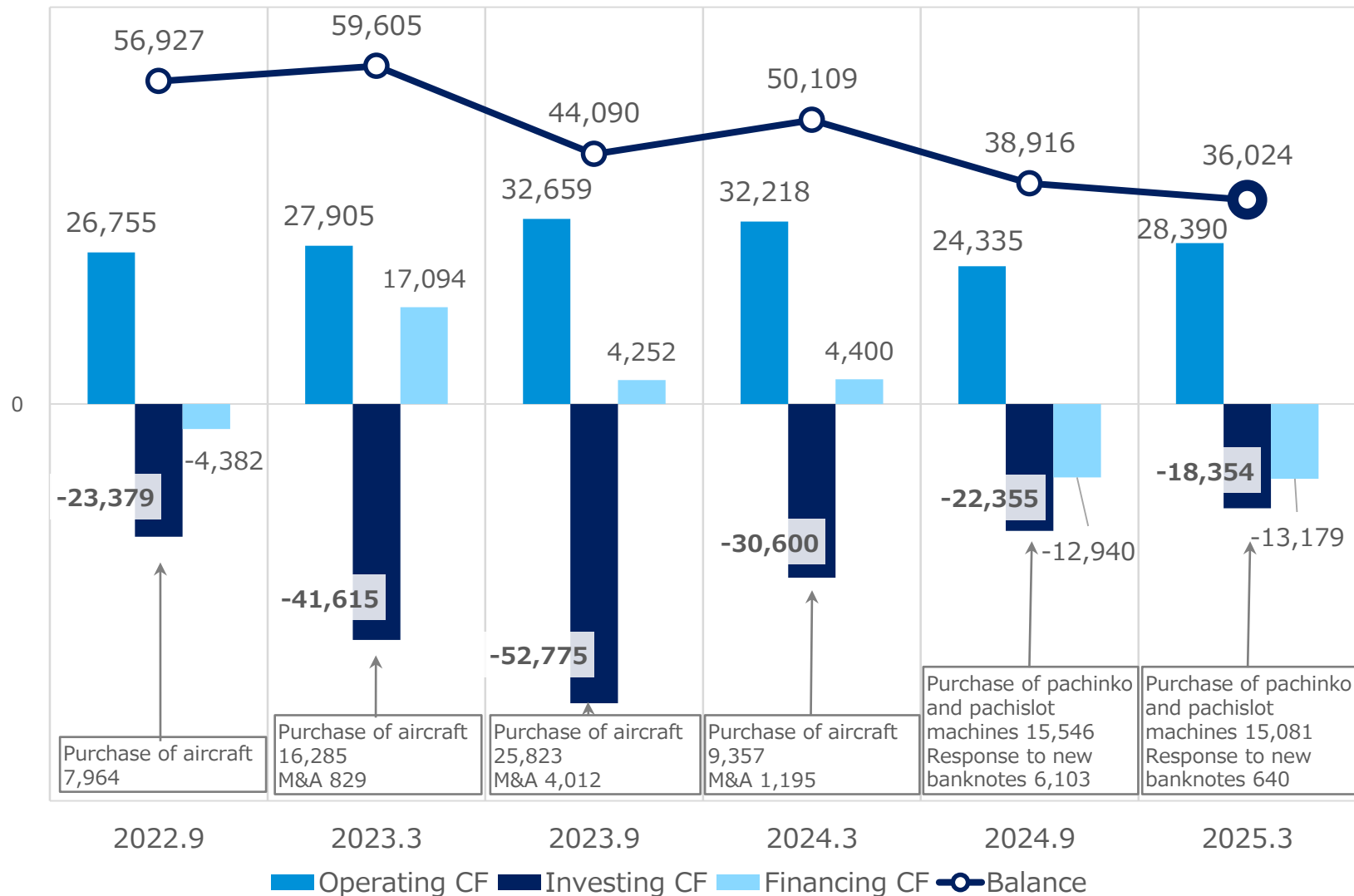
- ✓ Increase in cash driven by growth in profit before income taxes
- ✓ Cash outflows used in ordinary active investments in pachinko and pachislot machines and extraordinary investments in response to new banknotes



4. Financial Summary (Cash flows)

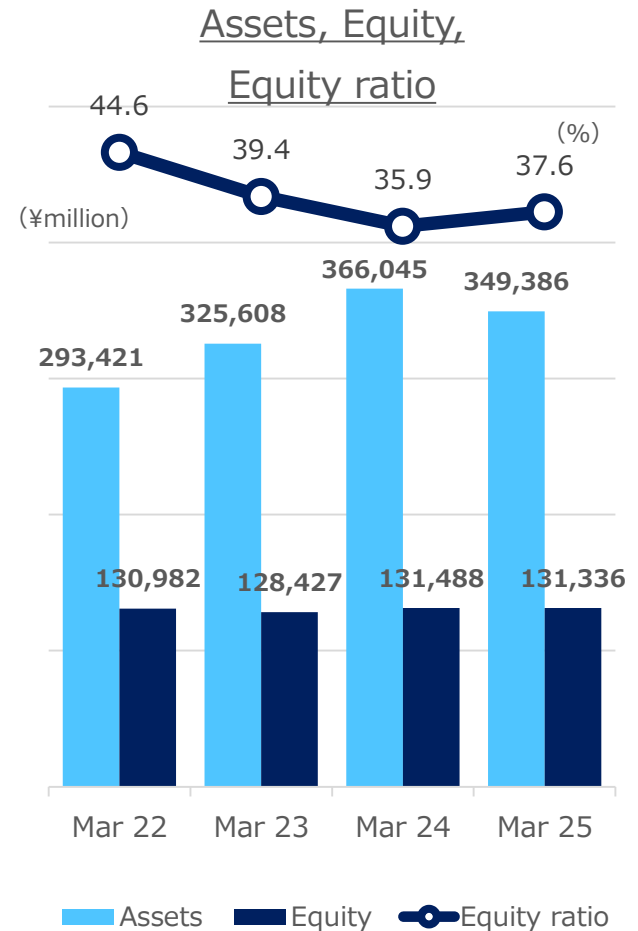
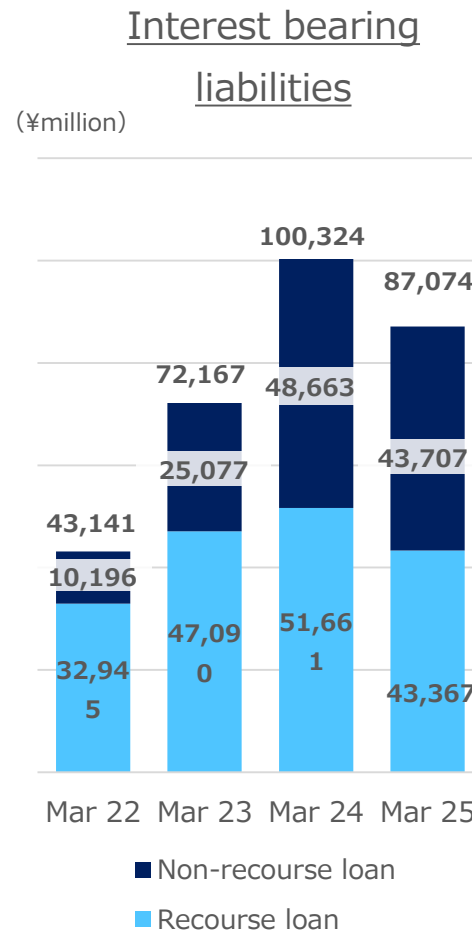
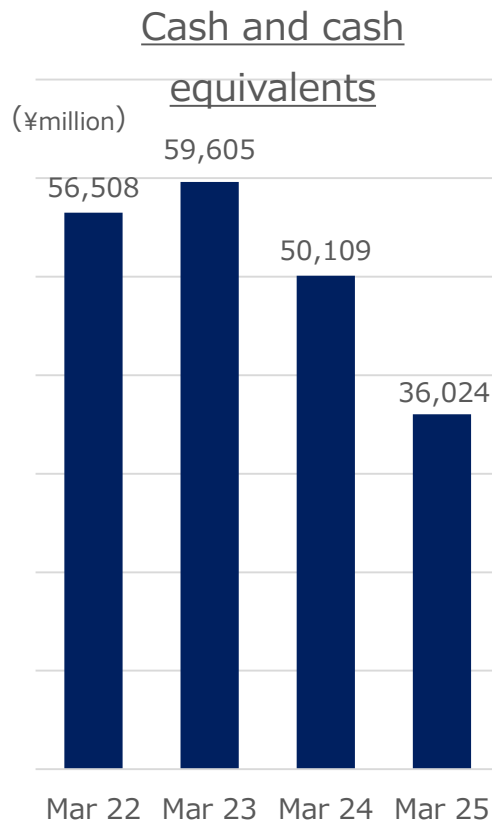
(¥ million)

Transition of Cash Flows (Sep 2022 – Mar 2025)



※Difference in each period arises from effects of exchange rate changes.

4. Financial Summary



- ✓ The balance of cash and cash equivalents on a downward trend due to optimisation of its position
- ✓ Approximately 50% of interest bearing liabilities coming from non-recourse loan associated with aircraft leasing business
- ✓ Equity ratio remaining flat YoY

4. Financial Summary

Consolidated Statement of Profit or Loss IFRS

	This year (March 2025)	Last year (March 2024)	Changes	Main Factors
Revenue	126,076	130,363	- 4,287	
Pachinko business	118,969	124,480	- 5,511	High playing cost halls 55,716 (-2,750) Low playing cost halls 63,253 (-2,761) Pachinko -7,264 (-9.2%) Pachislot +1,753 (+3.8%)
Aircraft leasing business	7,107	5,883	+ 1,224	
Pachinko business Expenses	114,277	118,673	- 4,396	Decrease in pachinko and pachislot machine related expenses -2,047 Decrease in labor costs -1,120
Aircraft leasing expenses	4,191	3,250	+ 941	
General and administrative Expenses	3,942	4,176	- 234	
Other Income	10,212	7,561	+ 2,651	Income from forfeiture of unutilised balls and tokens 937 Net gains on disposals of Erin school building 1,143 Insurance income 501(DY:Shiga Takashima hall)
Other Expenses	2,906	2,842	+ 64	Disposal loss of non-financial assets-1,094 (1,350→256) Impairment loss of non-financial assets +1,524 (335→1,859)
Operating profit	10,972	8,983	+ 1,989	
Finance Income	418	807	- 389	
Finance Expenses	5,323	4,355	+ 968	
Profit before Income Taxes	6,067	5,435	+ 632	
Net profit for the Period	4,019	3,385	+ 634	
EBITDA	65,996	64,779	+ 1,217	

EBITDA is defined as earnings before finance costs, taxation, depreciation, amortisation and net foreign exchange gain or loss.

4. Financial Summary



Consolidated Statement of Financial Position (IFRS)

(¥million)

	As at 31 Mar. 2025	As at 31 Mar. 2024	Changes	Major Breakdown / Y o Y			
				Account	As at 31 Mar. 2025	As at 31 Mar. 2024	Changes
Total Assets	349,386	366,045	- 16,659	Aircraft	77,232	81,363	- 4,131
				Pachinko and pachislot machines	28,378	31,911	- 3,533
				Other Property, plant and equipment	72,622	70,087	+ 2,535
				Right-of-use assets	85,143	84,129	+ 1,014
				Cash and cash equivalents	36,024	50,109	- 14,085
Total Liabilities	218,050	234,557	- 16,507	Lease liabilities	99,644	98,008	+ 1,636
				Accounts payable , Accrued expenses	11,162	14,904	- 3,742
				Interest bearing liabilities	87,074	100,324	- 13,250
Capital	15,000	15,000	-				
Reserve, etc.	116,336	116,488	- 152	Net profit(attributable to owners of the Company)	4,009	3,384	+ 625
				Dividend paid	- 3,482	- 3,545	+ 63
				Other Comprehensive Income, etc.	- 679	3,222	- 3,901
Total Equity	131,336	131,488	- 152	Consolidated equity ratio	37.6%	35.9%	+ 1.7
Total liabilities and equity	349,386	366,045	- 16,659				

4. Financial Summary

【Consolidated Interest Bearing Liabilities】

(¥million)

	As at 31 Mar. 2025	Ratio	As at 31 Mar. 2024	Ratio
Cash and cash equivalents	36,024	10.3%	50,109	13.7%
Total Interest bearing liabilities	87,074	24.9%	100,324	27.4%
Interest bearing liabilities (recourse loan)	43,367	12.4%	51,661	14.1%
Interest bearing liabilities (non-recourse loan)	43,707	12.5%	48,663	13.3%
Net Cash	− 51,050	− 14.6%	− 50,215	− 13.7%
Total Assets	349,386	100.0%	366,045	100.0%

【Consolidated Equity Ratio】

	As at 31 Mar. 2025	Ratio	As at 31 Mar. 2024	Ratio
Capital	15,000	4.3%	15,000	4.1%
Reserve, etc.	116,336	33.3%	116,488	31.8%
Total Equity	131,336	37.6%	131,488	35.9%
Total Assets	349,386	100.0%	366,045	100.0%

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We will make efforts to disclose as much material information as possible to investors. However, investors are strongly advised not to rely completely on estimation referred to herein.

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