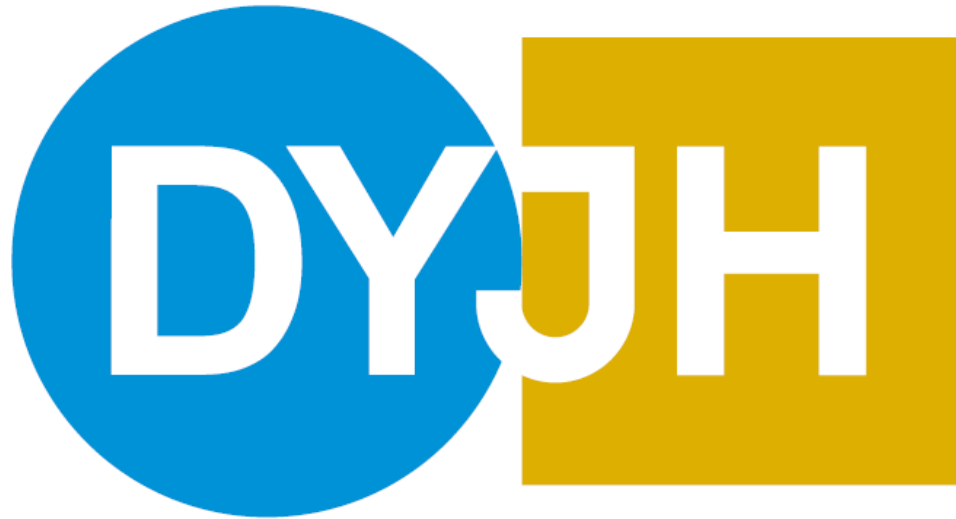




DYNAM JAPAN HOLDINGS Co., Ltd.
Stock Code(06889.HK)

Interim Results for FY Ending March 2026
Corporate Presentation

28 November 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.



389 halls

Yume Corporation Co., Ltd.



29 halls

Cabin Plaza Co., Ltd.



5 halls

3 companies 4 2 3 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" **302 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) 18 aircraft
(managed) 1 engine

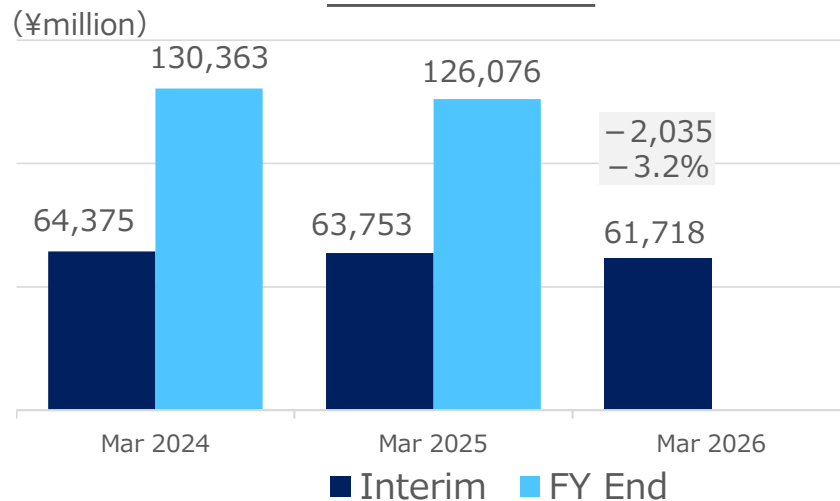
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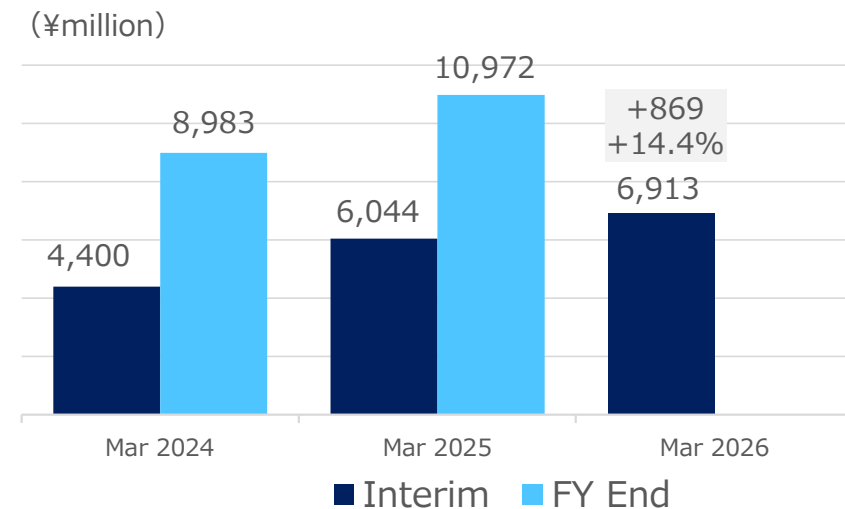
1. Highlight of business results

- ✓ Revenue slightly decreased, and operating profit increased by 14.4% to ¥6,913 million YOY due to a decrease in depreciation expenses from pachinko and pachislot machines, etc.
- ✓ Net profit for the period increased by 40.2% to ¥3,071 million YoY.

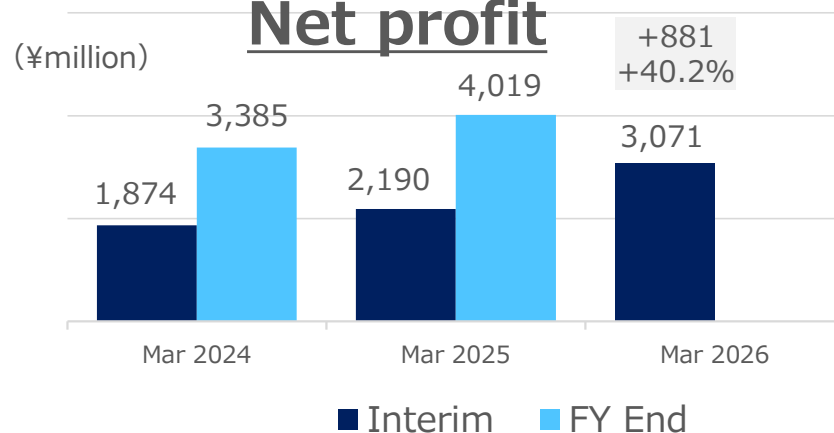
Revenue



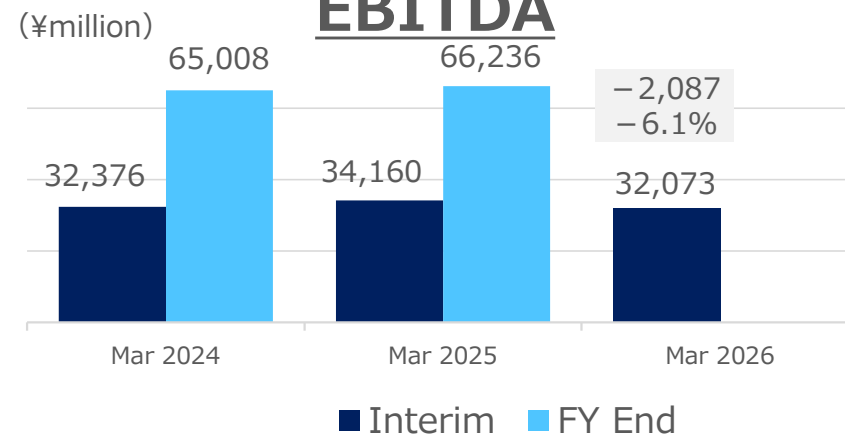
Operating profit



Net profit



EBITDA

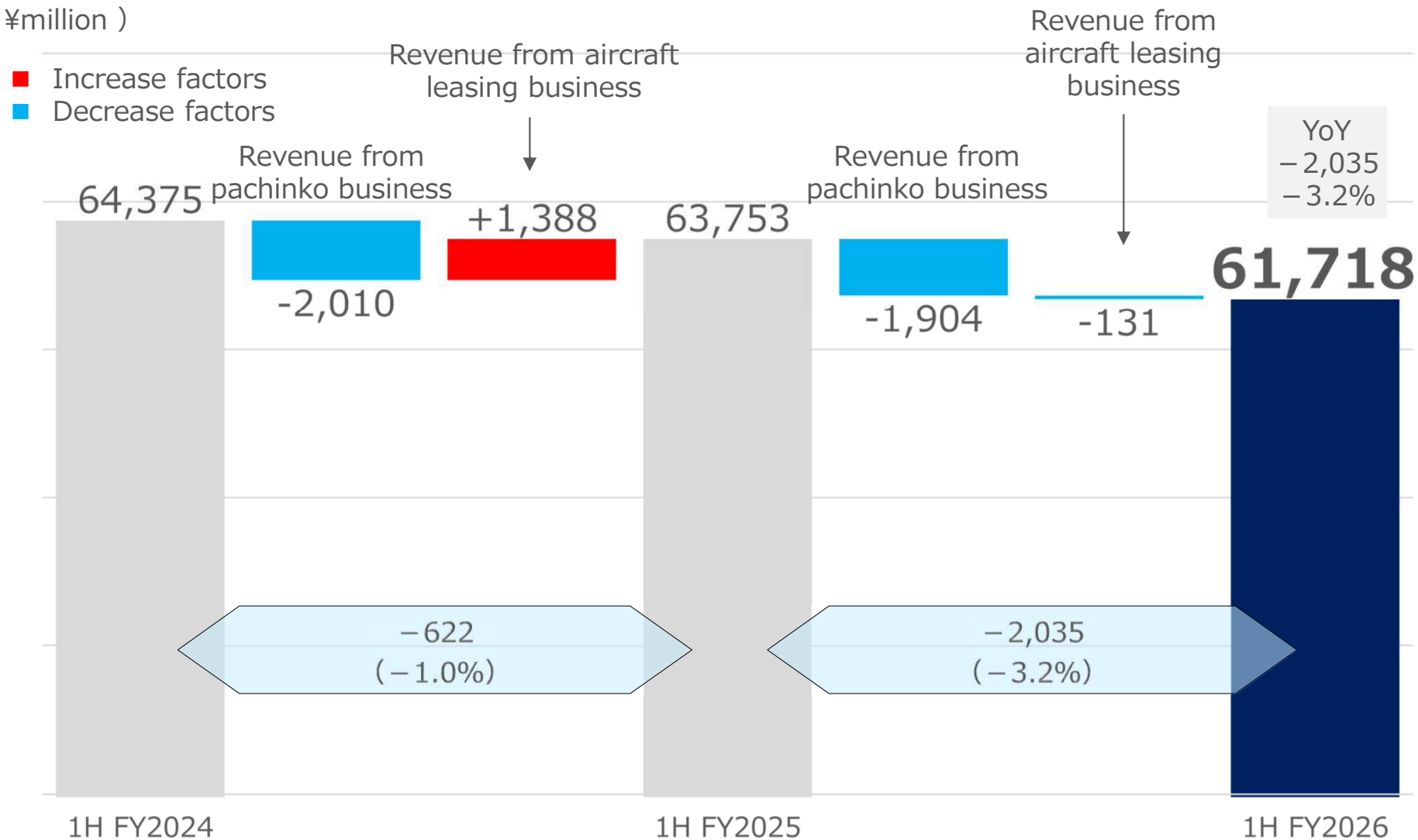


1. Highlight of business results

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

- ✓ Revenue from pachinko business slightly decreased due to a decrease in the number of halls and the continued promotion of the measure to reduce the expenditure per hour in order to increase the number of customers.

(¥million)

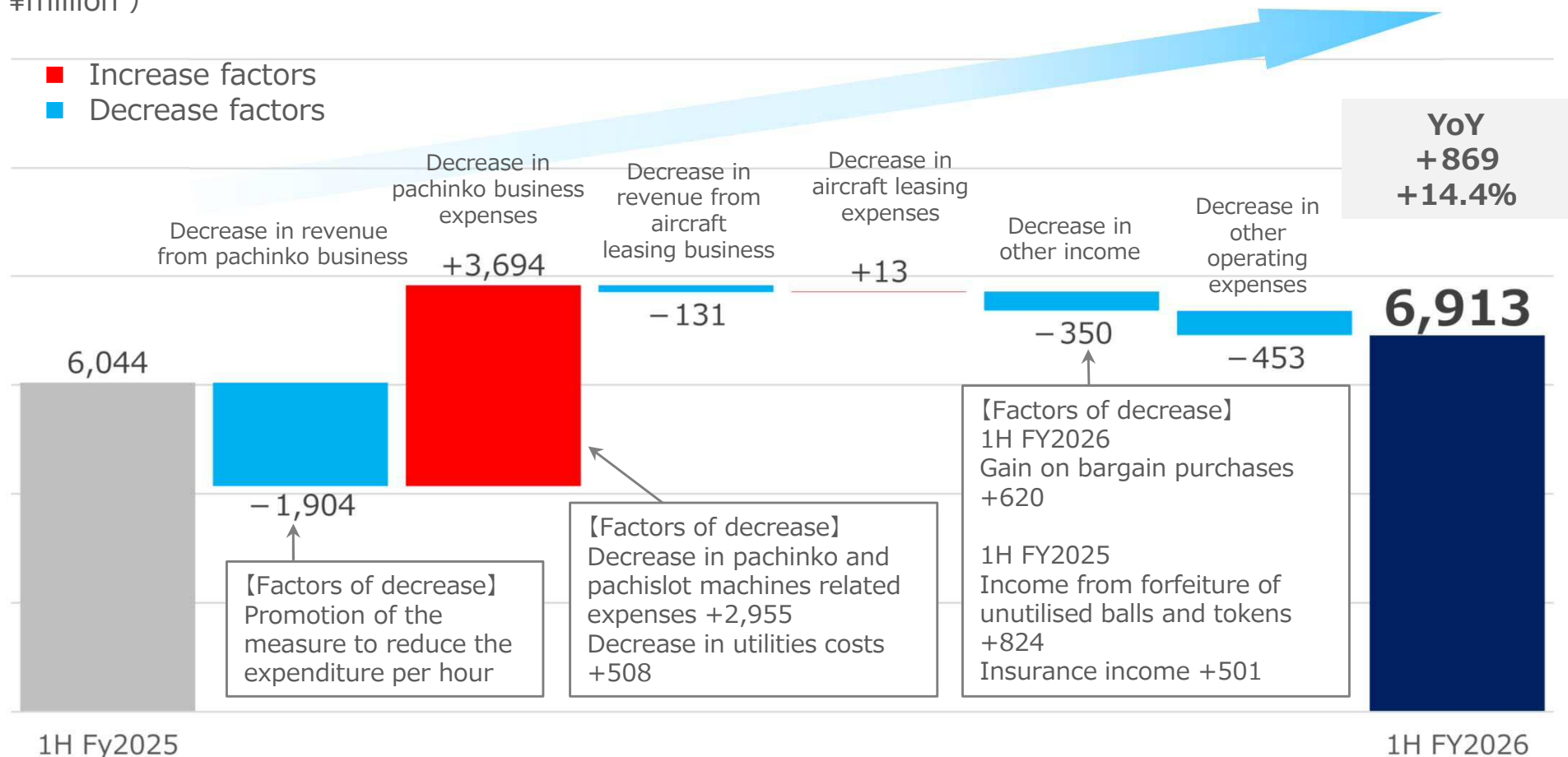


1. Highlight of business results

Factors of changes in operating profit (YoY)

- ✓ Promotion of the measure to reduce the expenditure per hour in order to increase the number of customers in pachinko business.
- ✓ Contribution to profit through a decrease in depreciation expenses from pachinko and pachislot machines and utilities costs.

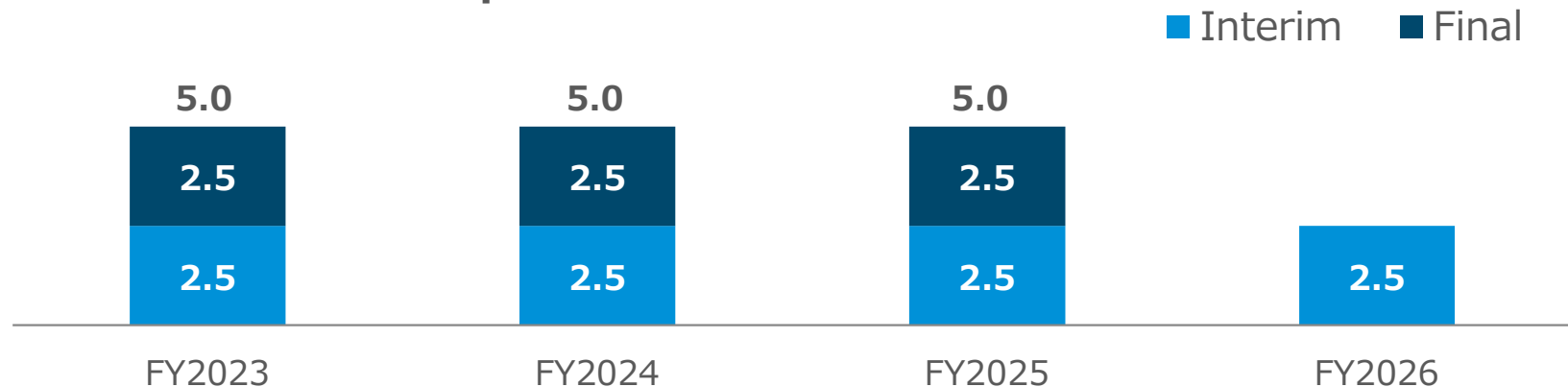
(¥million)



■ Dividend Amount

	FY2026 Interim Dividend	FY2025	
		Final Dividend	Interim Dividend
Record Date	16 December 2025	4 June 2024	12 December 2024
Dividend per Share	¥2.5	¥2.5	¥2.5
Total Amount	¥1,741 million	¥1,741 million	¥1,741 million
Payment Date	14 January 2026	25 June 2025	10 January 2025

■ Transition of dividend per share (Unit: ¥)



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2. Pachinko Business

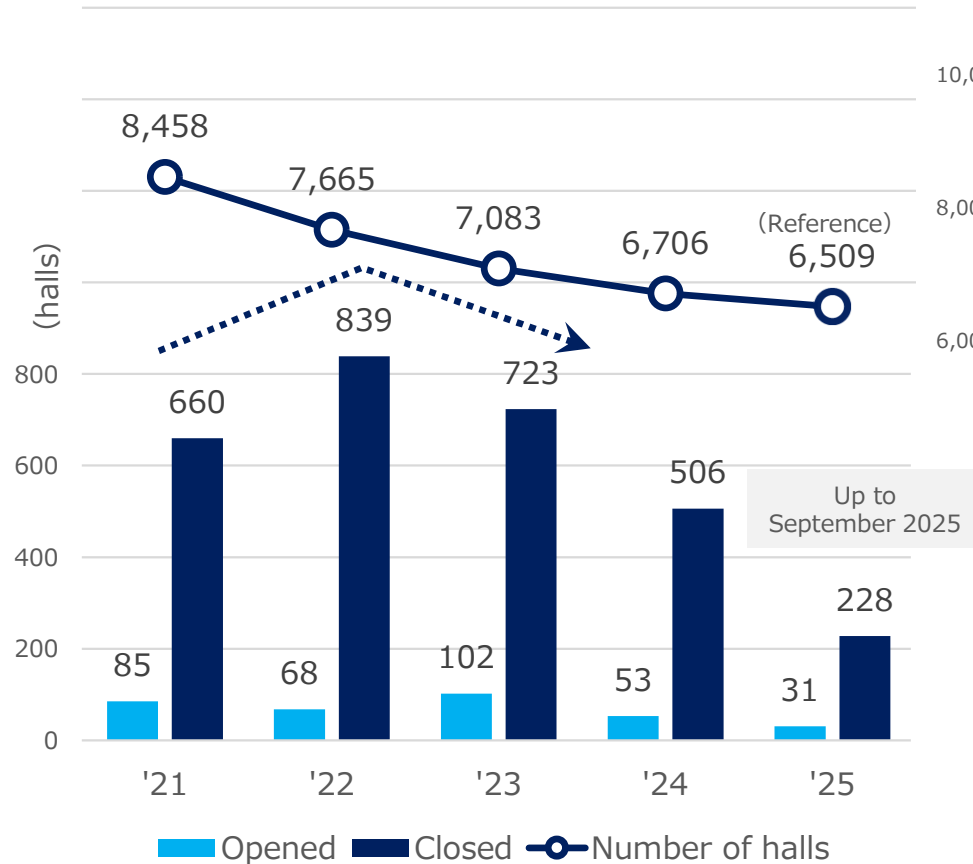
Items	Sep. 2025	Sep. 2024	Changes	Remarks
Number of halls	423 halls	429 halls	− 6	1 hall opened : Dynam Shiga Hikone Hall 7 halls closed : Dynam Shinkoiwa Hall, Dynam Musashisakai Hall, Dynam Miyagi Sendai Shinkou Hall, Dynam Fukuoka Okagaki Hall, Dynam Kumamoto Yatsushiro Tsukizoe Hall, Yumeya Ugo Hall, Dynam Iwakitaira Hall
Number of machines	210,512	211,871	− 1,359 (− 0.6%)	Our share in total number of machines in the industry: 6.3%
Pachinko	132,252	138,749	− 6,497 (− 4.7%)	
Pachislot	78,260	73,122	+ 5,138 (+ 7.0%)	
PB (Private Brand) Pachinko machines	13,862	13,272	+ 590 (+ 4.4%)	Installation ratio of PB machines in our pachinko halls: 10.5% (※②)
Operating ratio of pachinko machines (※①)	26.5%	26.3%	+ 0.2pt	
Operating ratio of pachislot machines (※①)	25.5%	26.6%	− 1.1pt	

※① Operating ratio: Average of number of customers/ number of machines at the two peak times (3:00 pm and 7:00 pm) during this interim period.

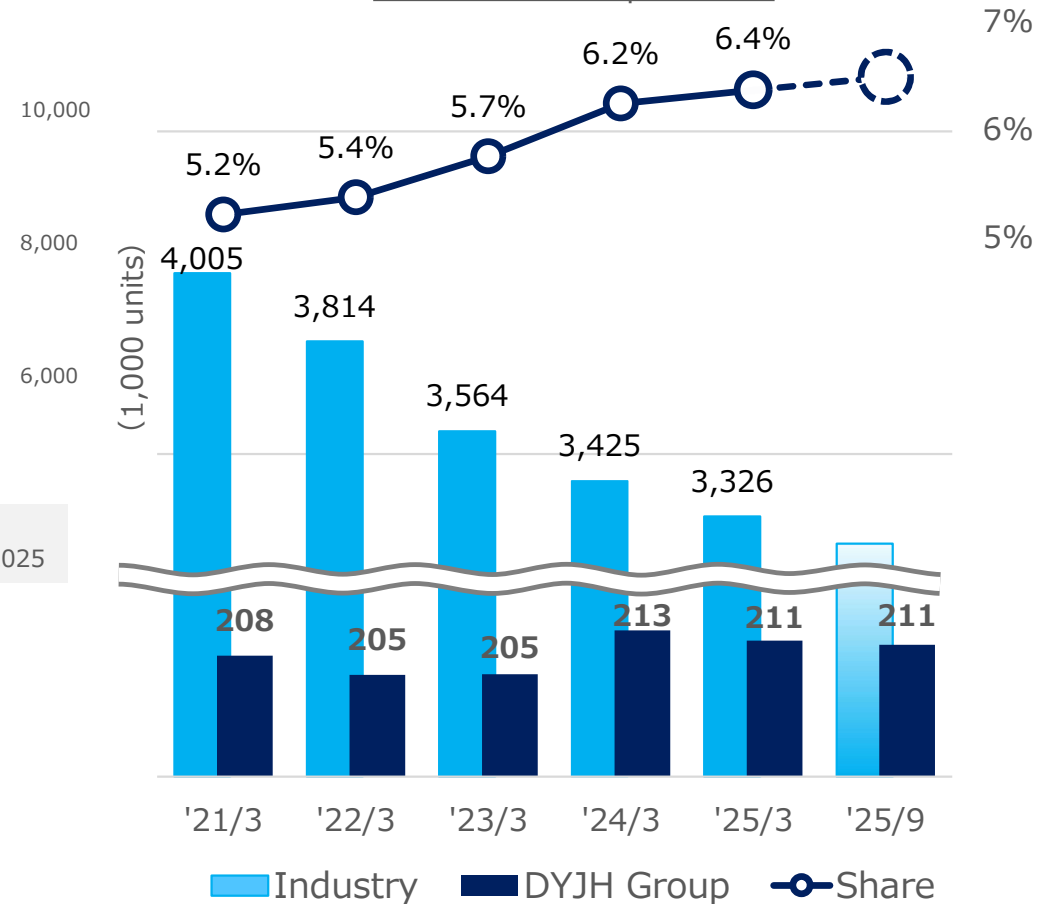
※② Machine installation ratio means PB machine's ratio compared to the regular pachinko machines.

2. Pachinko Business

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



Number of gaming machines installed, share of installed machines (Mar. 2021 – Sep. 2025)



- ✓ The number of store closures will **peak in 2022 and then decline**, while the number of new stores opening will remain at 50 to 100 per year.
- ✓ Our group's share of the industry in terms of installed units is on the rise.

【Reference】

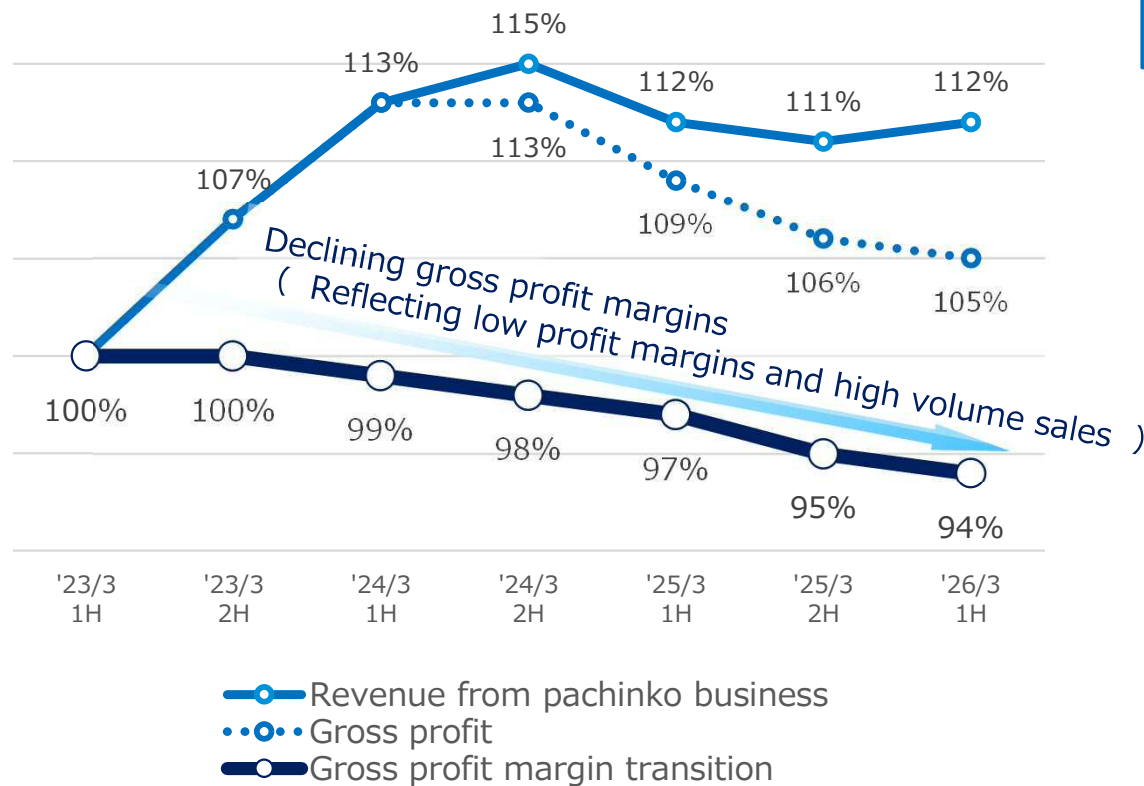
Number of halls in the industry: Data published by the National Police Agency

Opening and closing information: Site of Pachinko-Bukken.com

Gross profit margin trends / Slot machine playing status

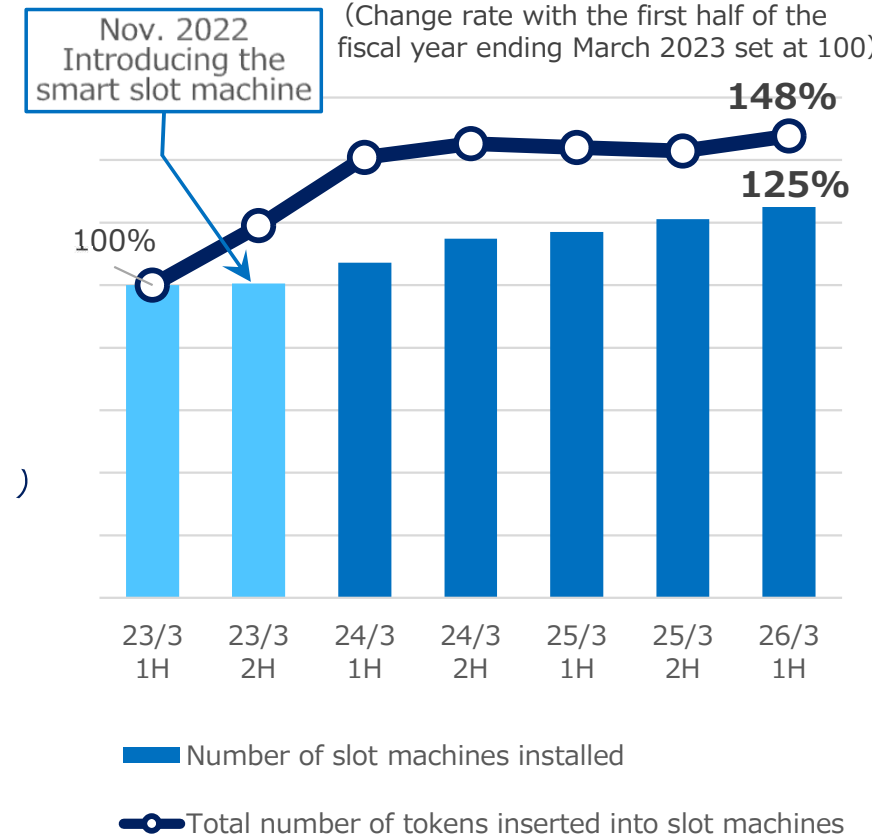
Revenue from pachinko business, gross profit, gross profit margin transition

(Change rate with the first half of the fiscal year ended March 2023 set at 100)



Number of machines installed and total number of tokens inserted into slot machines

(Change rate with the first half of the fiscal year ending March 2023 set at 100)



- ✓ Since the introduction of Smart Slot, we have increased the proportion of slot machines installed, which are in high demand in the market, has increased, and revenue from pachinko business has gradually increased.
- ✓ Due to a decline in gross profit margin, we are focusing on increasing customer numbers by reducing customer burden.

New store (opening July 18th) Introduction to Dynam Shiga Hikone Hall

- Acquired through M&A (hall with existing space)
- Number of units installed: 720
Pachinko 320 machines (44%) + **Slot 400 machines (56%)**
- Preliminary analysis within the trade area :
60% of customers are in their 20s to 40s.
- Model lineup aimed at a wide range of customers,
including **young and middle-aged people**
- **Actively develop social media** platforms such
as the official “LINE” and “X” accounts for each hall
- **Introducing fully self-service prize exchange equipment**
and space-saving smoking booths



- ✓ Taking advantage of **the strengths of our multi-hall operations**, we analyze large amounts of data to develop hall operations that **match each individual trade area.**
- ✓ Promoting **flexible hall development**, from M&A halls, new standard wooden halls small halls to large halls

2. Pachinko Business (Initiatives to acquire new customers)

Expanding awareness among those who have never played pachinko, especially young people

Providing the fun of pachinko and pachislot through apps

Create a positive image for the entire industry and gain new fans

New virtual hall smartphone app 『 Slot Pachi Spirit 』

- Simulation Game
- Released on 1 October 2025
- Business partnership with CommSeed Corporation
- App Store App Rankings
1st place (first day)
- A virtual hall recreating Dynam's one is available.

download here
↓ ↓ ↓ ↓ ↓ ↓



Common to iOS and Android



Number of Downloads
Exceeding **550,000**
(Number for Slot Pachi Spirit
and Game Apps)

The industry's first collaboration with VTuber "Nijisanji"

- VTubers extremely popular among young people
- Released on August 8, 2025
- Producing a promotional video aimed at raising awareness of the company among young people
- Assign VTubers who especially love pachinko



Collaboration
video ↓



- Distribution announcement poster
(on the day of posting)
 - 1.21 million impressions
 - 26,000 likes
 - 9,300 reposts

2. Pachinko Business (Subsidiaries' business introduction)

We utilize our know-how in multi-hall development to support all industries and fields.

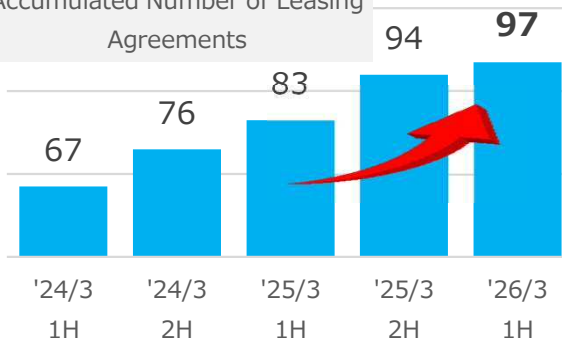
Real estate management, outsourcing of human resources operations, etc.
Dynam Business Support Co., Ltd.

Leasing of store sites and buildings



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.

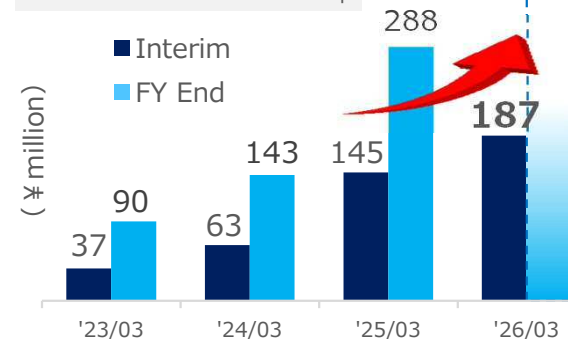
Real estate business

- **Negotiations with landowners**
Contract renewal support
Site optimization
- **Real estate utilization**
Attracting tenants
Sale negotiation

Catering and cleaning business Nihon Humap Co., Ltd.

We provide cleaning services to meet the various needs of pachinko halls, hotels, offices, etc. outside the Group.

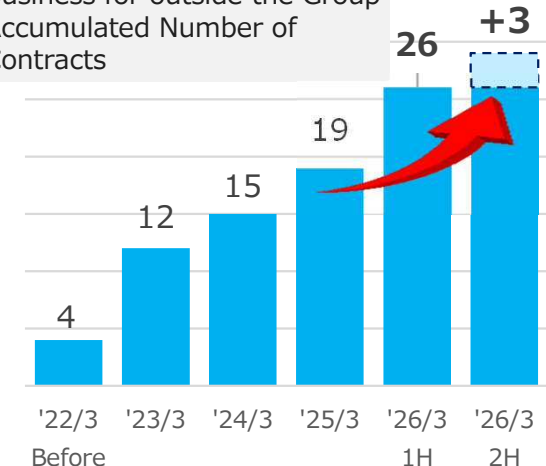
Cleaning Business Transition in Revenue from outside the Group



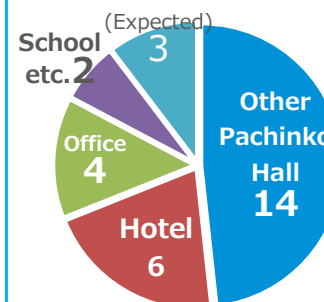
Resort Hotel
(Kagoshima Prefecture)



Cleaning Business for outside the Group
Accumulated Number of Contracts



Contractor Classification



2. Pachinko Business (ESG Activities)

(1) Social contribution

423 stores nationwide promote various social contribution activities throughout the year

296 stores

Disaster prevention agreements with local governments

Food for 8,000 people

Providing ingredients for children's cafeterias in 37 prefectures across Japan

September 2025 National Clean Day

Total 1,614 people

Community cleanup activities at 423 stores nationwide

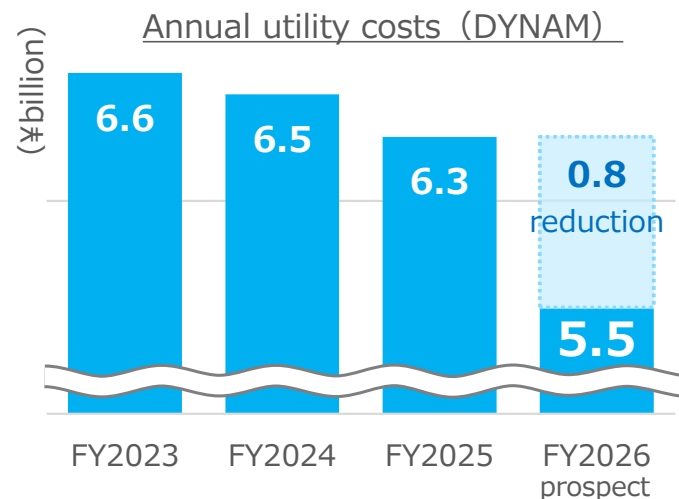
Heavy rain in August 2025

Donation collection and volunteer participation



(2) Energy saving and reduced operational infrastructure costs

High-efficiency air conditioning equipment, heat-shielding coating on outdoor units, and LED lighting upgrades reduce power consumption.



Power saving effect (YoY)

Air conditioner upgrade
– 46.7%
– 120,000 kwh
24 stores planned

LED lighting upgrade
– 43.6%
– 48,000kwh
82 stores planned

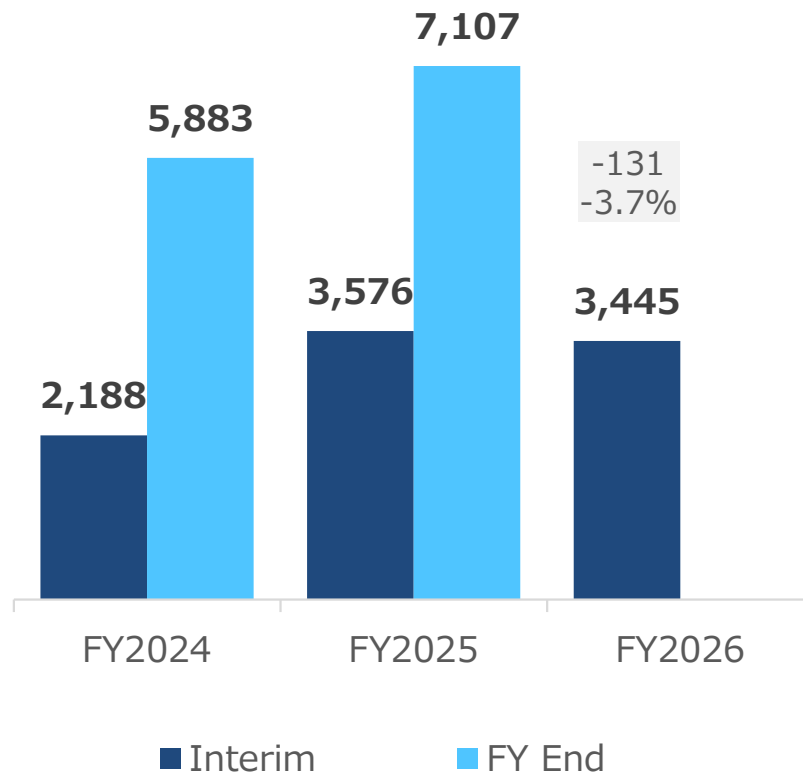
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3. Aircraft Leasing Business

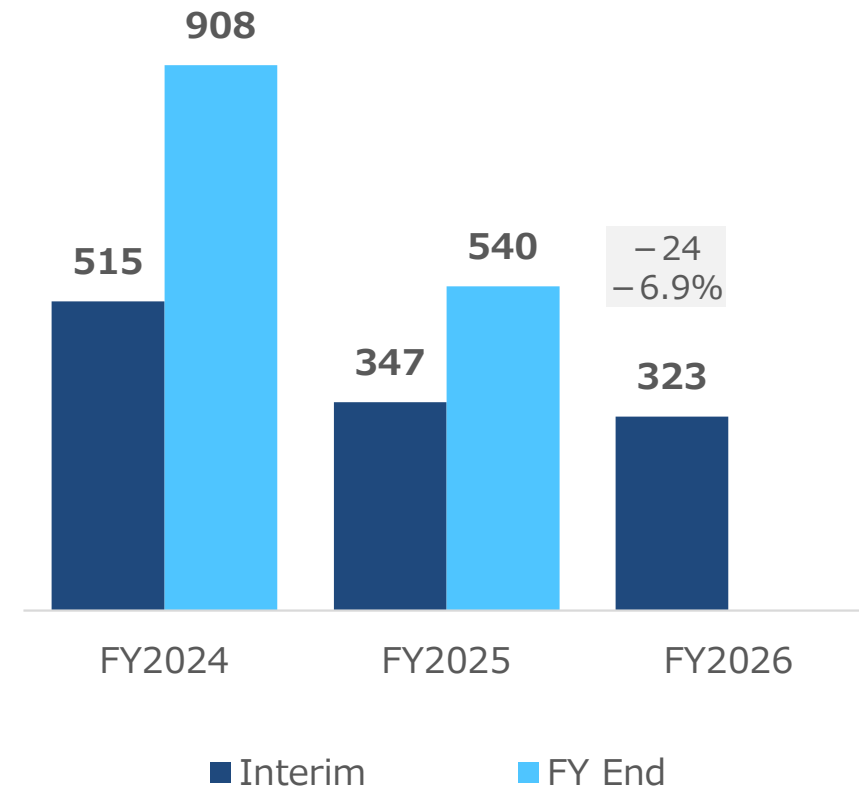
Revenue

(¥million)



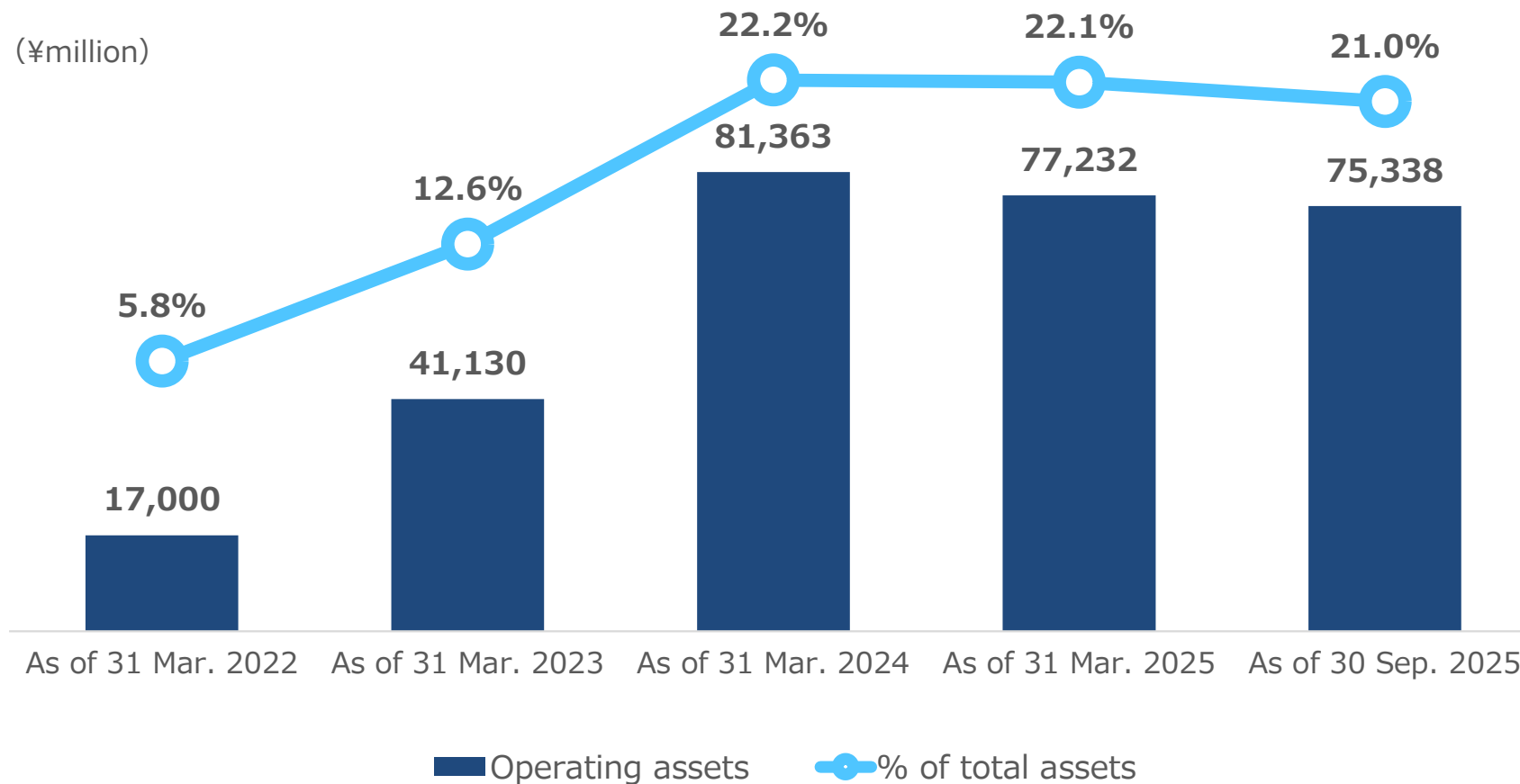
Net Profit

(¥million)



- ✓ Lease income slightly decreased due to lease rate down caused by lease extensions
- ✓ Profit remained nearly flat YOY due to fee income from third-party services such as deal sourcing fee for acquiring aircraft projects and remarketing one of managed aircraft

Operating Assets



- ✓ Operating assets slightly decreased due to depreciation
- ✓ One engine and two Airbus aircraft are scheduled to be delivered in 2H FY2026, and building high quality assets has been contributing to revenue growth

Portfolio As of 30 Sep. 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



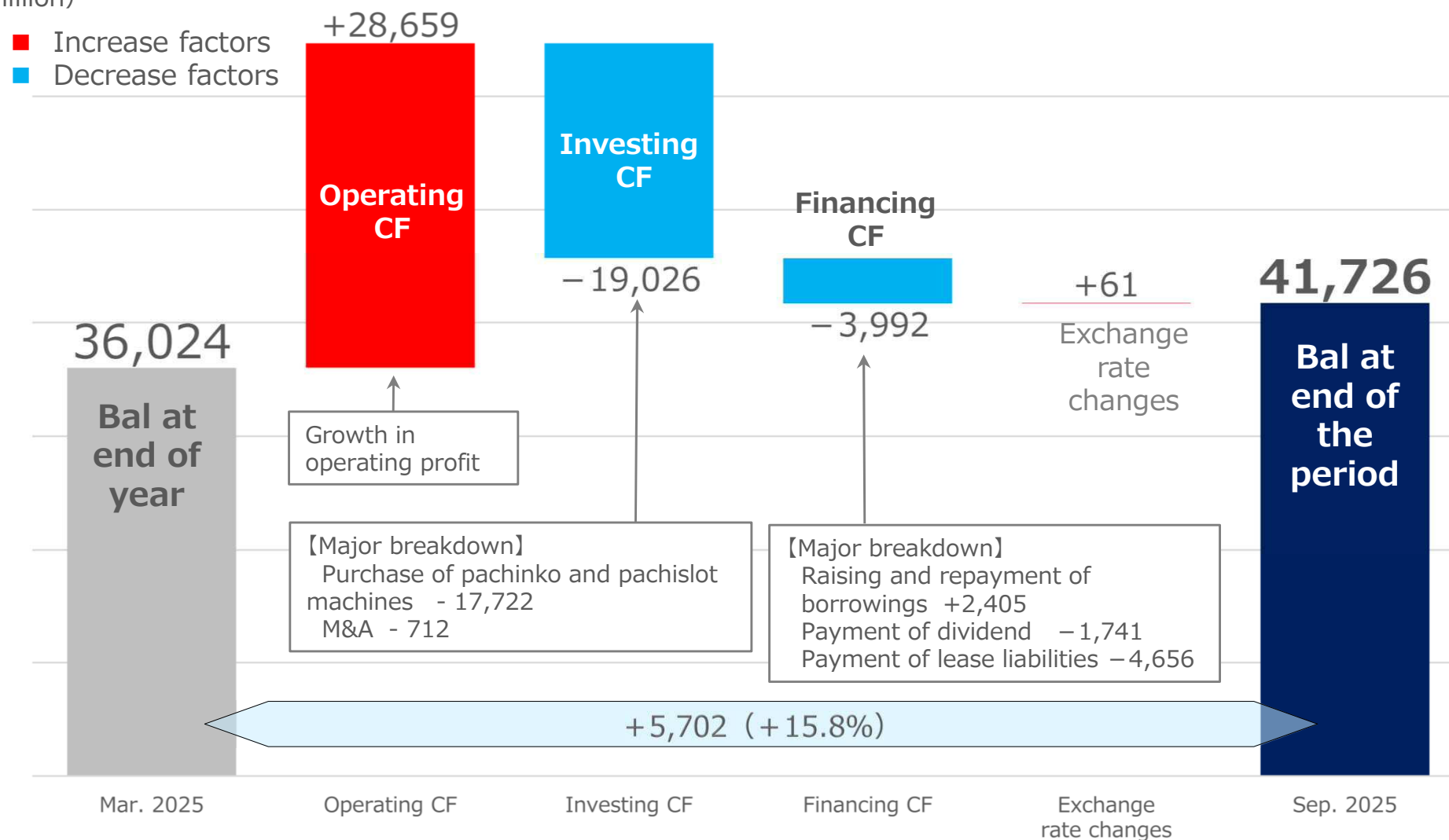
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4. Financial Summary (Cash flows)

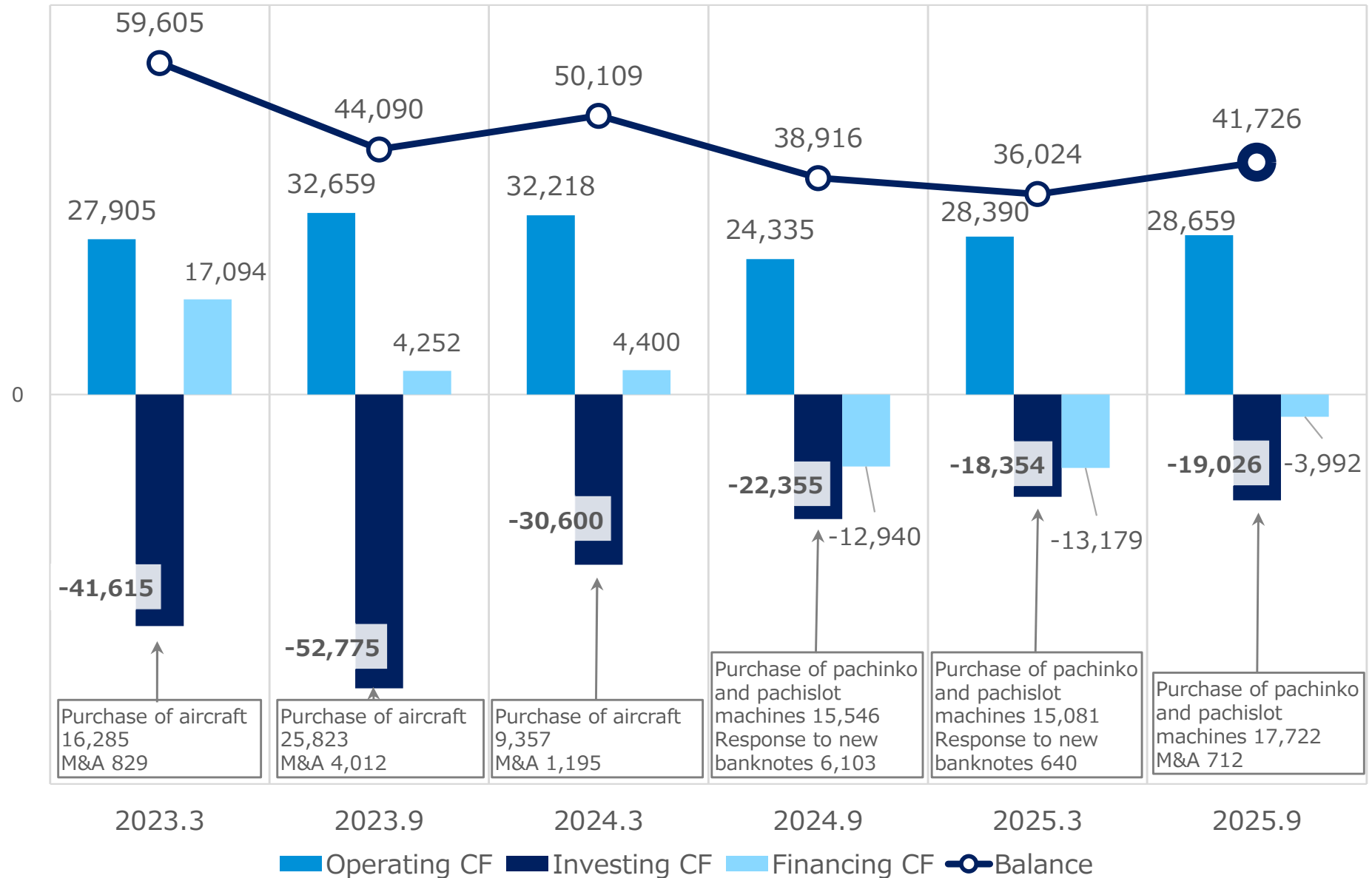
- ✓ Increase in cash driven by growth in profit before income taxes
- ✓ Cash outflows from ordinary investments in pachinko and pachislot machines and from active M&A

(¥ million)



4. Financial Summary (Cash flows)

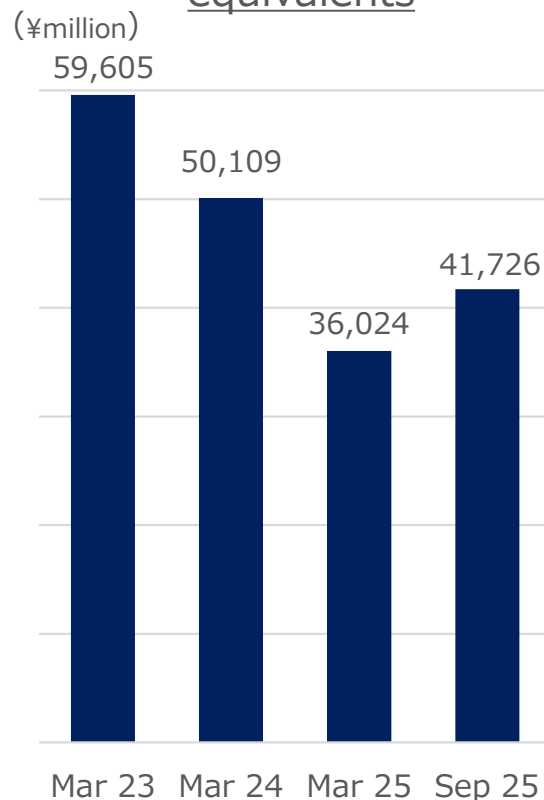
(¥ million) **Transition of Cash Flows (Mar 2023 – Sep 2025)**



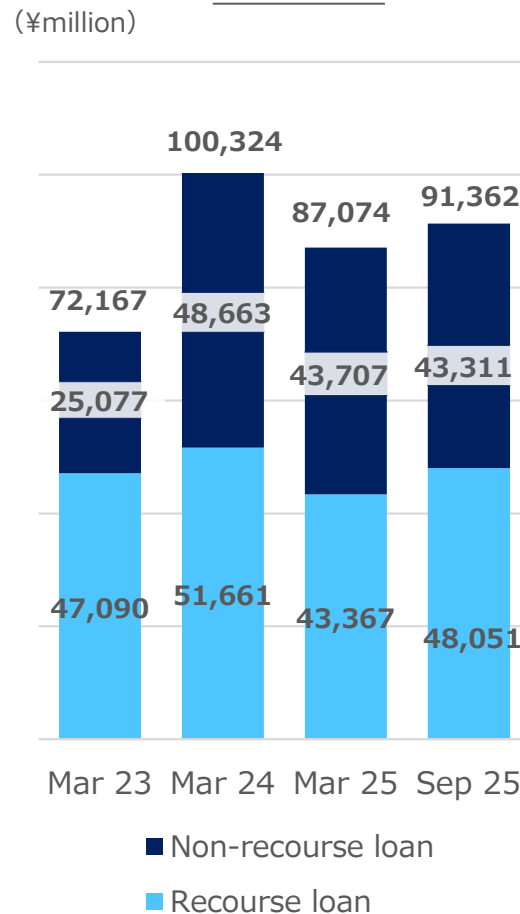
※Difference in each period arises from effects of exchange rate changes.

4. Financial Summary

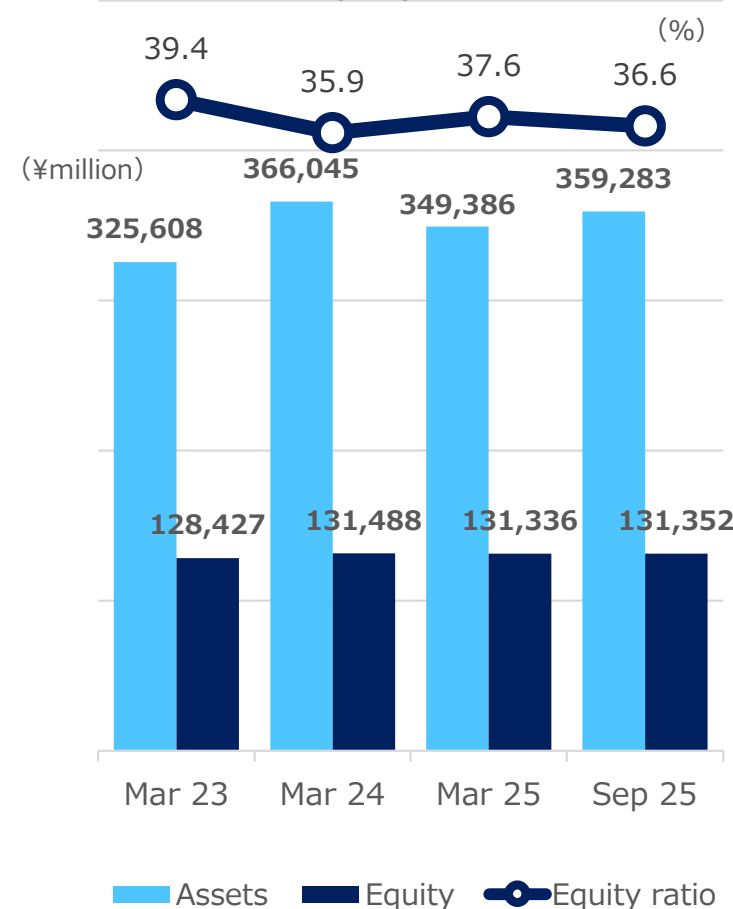
Cash and cash
equivalents



Interest bearing
liabilities



Assets, Equity,
Equity ratio



- ✓ Cash and cash equivalents increased due to a decrease in capital investment related to the response to new banknotes and execution of new borrowings
- ✓ 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

(¥million)

	1H FY2026	1H FY2025	Changes	Main Factors
Revenue	61,718	63,753	- 2,035	
Pachinko business	58,273	60,177	- 1,904	High playing cost halls 27,095 : YoY -722 Low playing cost halls 31,178 : YoY -1,182 Pachinko -2,945 : YoY -8.0% Pachislot +1,041 : YoY +4.5%
Aircraft leasing business	3,445	3,576	- 131	
Pachinko business Expenses	54,002	57,696	- 3,694	Decrease in pachinko and pachislot machine related expenses -2,955 Decrease in utilities costs -508
Aircraft leasing expenses	2,029	2,042	- 13	
General and administrative expenses	1,848	1,923	- 75	
Other income	4,688	5,038	- 350	1H FY2026 : Gain on bargain purchases (DY: Shiga Hikone, Nagano Ueda) 620 1H FY2025 : Income from forfeiture of unutilised balls and tokens 824 Insurance income 501
Other expenses	1,614	1,086	+528	Disposal loss of non-financial assets +299 (107→406) Impairment loss of non-financial assets +186 (807→993)
Operating profit	6,913	6,044	+869	
Finance income	223	200	+23	
Finance expenses	2,719	2,668	+51	
Profit before income taxes	4,417	3,576	+841	
Net profit for the period	3,071	2,190	+881	
EBITDA	32,073	34,160	- 2,087	

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 30 Sep. 2025	As at 31 Mar. 2025	Changes	Major Breakdown / Y o Y			
				Account	As at 30 Sep. 2025	As at 31 Mar. 2025	Changes
Total assets	359,283	349,386	+9,897	Aircraft	75,338	77,232	− 1,894
				Pachinko and pachislot machines	28,829	28,378	+451
				Other property, plant and equipment	73,999	72,622	+1,377
				Right-of-use assets	87,735	85,143	+2,592
				Cash and cash equivalents	41,726	36,024	+5,702
Total liabilities	227,931	218,050	+9,881	Lease liabilities	102,951	99,644	+3,307
				Accounts payable , accrued expenses	12,923	11,162	+1,761
				Interest bearing liabilities	91,362	87,074	+4,288
Capital	15,000	15,000	−				
Reserve, etc.	116,352	116,336	+16	Net profit (attributable to owners of the Company)	3,072	4,009	− 937
				Dividend paid	− 1,741	− 3,482	+1,741
				Other comprehensive income, etc.	− 1,315	− 679	− 636
Total equity	131,352	131,336	+16	Consolidated equity ratio	36.6%	37.6%	− 1.0%
Total liabilities and equity	359,283	349,386	+9,897				

【Consolidated Interest Bearing Liabilities】

(¥million)

	As at 30 Sep. 2025	Ratio	As at 31 Mar. 2025	Ratio
Cash and cash equivalents	41,726	11.6%	36,024	10.3%
Total interest bearing liabilities	91,362	25.5%	87,074	24.9%
Interest bearing liabilities (recourse loan)	48,051	13.4%	43,367	12.4%
Interest bearing liabilities (non-recourse loan)	43,311	12.1%	43,707	12.5%
Net cash	− 49,636	− 13.9%	− 51,050	− 14.6%
Total assets	359,283	100.0%	349,386	100.0%

【Consolidated Equity Ratio】

	As at 30 Sep. 2025	Ratio	As at 31 Mar. 2025	Ratio
Capital	15,000	4.2%	15,000	4.3%
Reserve, etc.	116,352	32.4%	116,336	33.3%
Total equity	131,352	36.6%	131,336	37.6%
Total assets	359,283	100.0%	349,386	100.0%

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