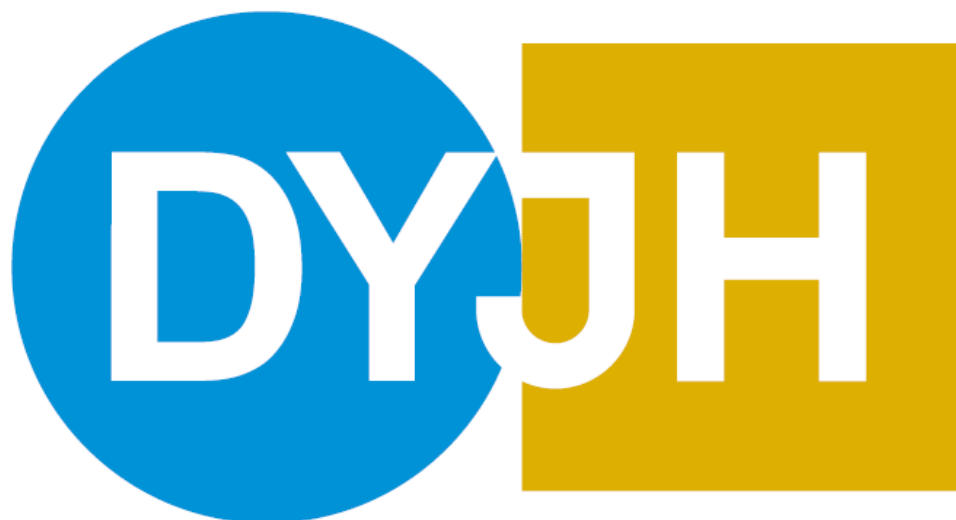




DYNAM JAPAN HOLDINGS Co., Ltd.
Stock Code(06889.HK)

Financial Results Briefing
for the Fiscal Year Ended 31 March 2026
29 May 2026

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1. Highlight of Business Results
2. Pachinko Business
3. Aircraft Leasing Business
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DYNAM JAPAN HOLDINGS CO., Ltd.

Pachinko Business

DYNAM Co., Ltd.

3 8 9 halls

Yume Corporation Co., Ltd.

2 9 halls

Cabin Plaza Co., Ltd

5 halls

3 companies

423 halls

Dynam Business Support Co., Ltd.

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

Nihon Humap Co., Ltd.

Management of Cleaning Services and Restaurant services (Currently operating 304 soba restaurants.)

Business Partners Co., Ltd.

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

Next Play's Co., Ltd.

New
Company

Amusement business (crane games, etc.)

Dynam Hong Kong Co., Limited

Business investment in Asian region

Aircraft Leasing Business

Dynam Aviation Ireland Limited

Aircraft Leasing Business

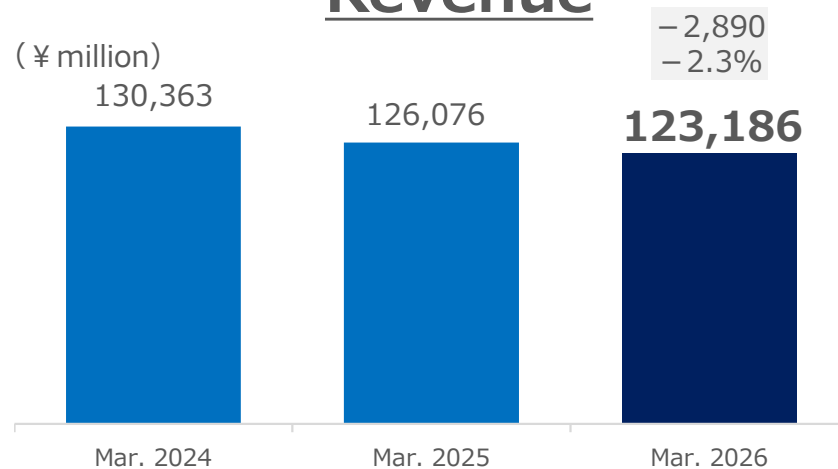
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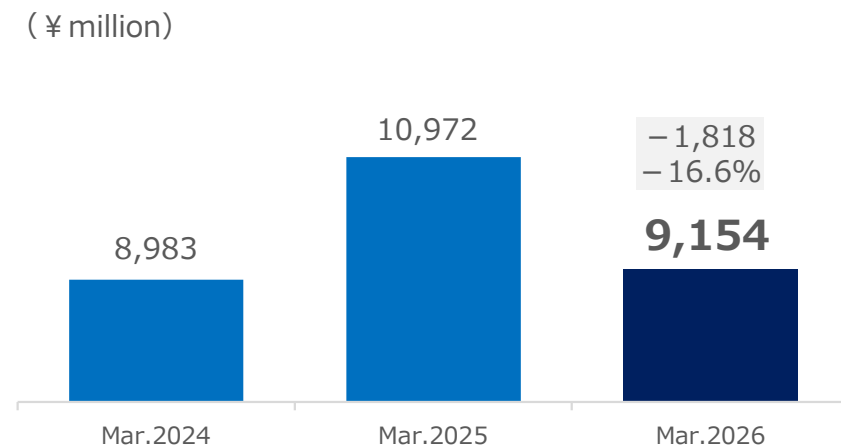
1. Highlights of Business Results

- ✓ Operating revenue slightly decreased due to the implementation of measures to enhance revenue from pachinko business.
- ✓ Operating profit and net profit for the current period decreased by 16.6% and 35.2% respectively compared to the previous period, due to impairment losses, including the closure of some unprofitable stores in preparation for a transition to new businesses in the future.

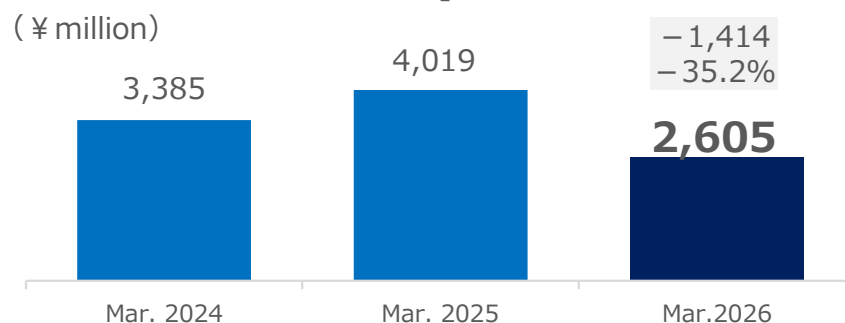
Revenue



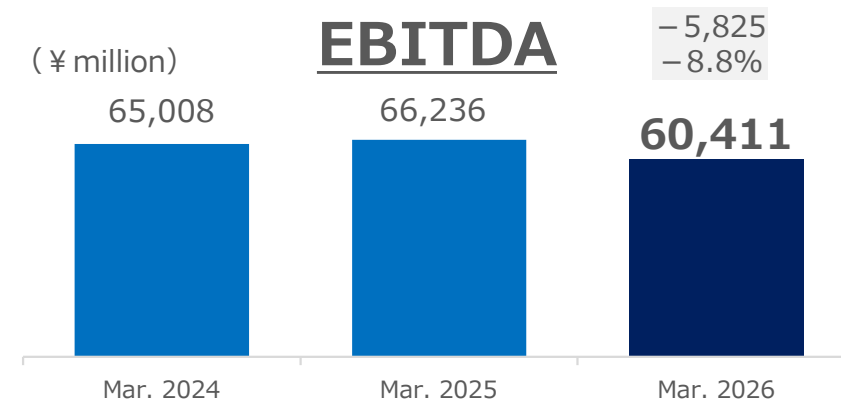
Operating profit



Net profit



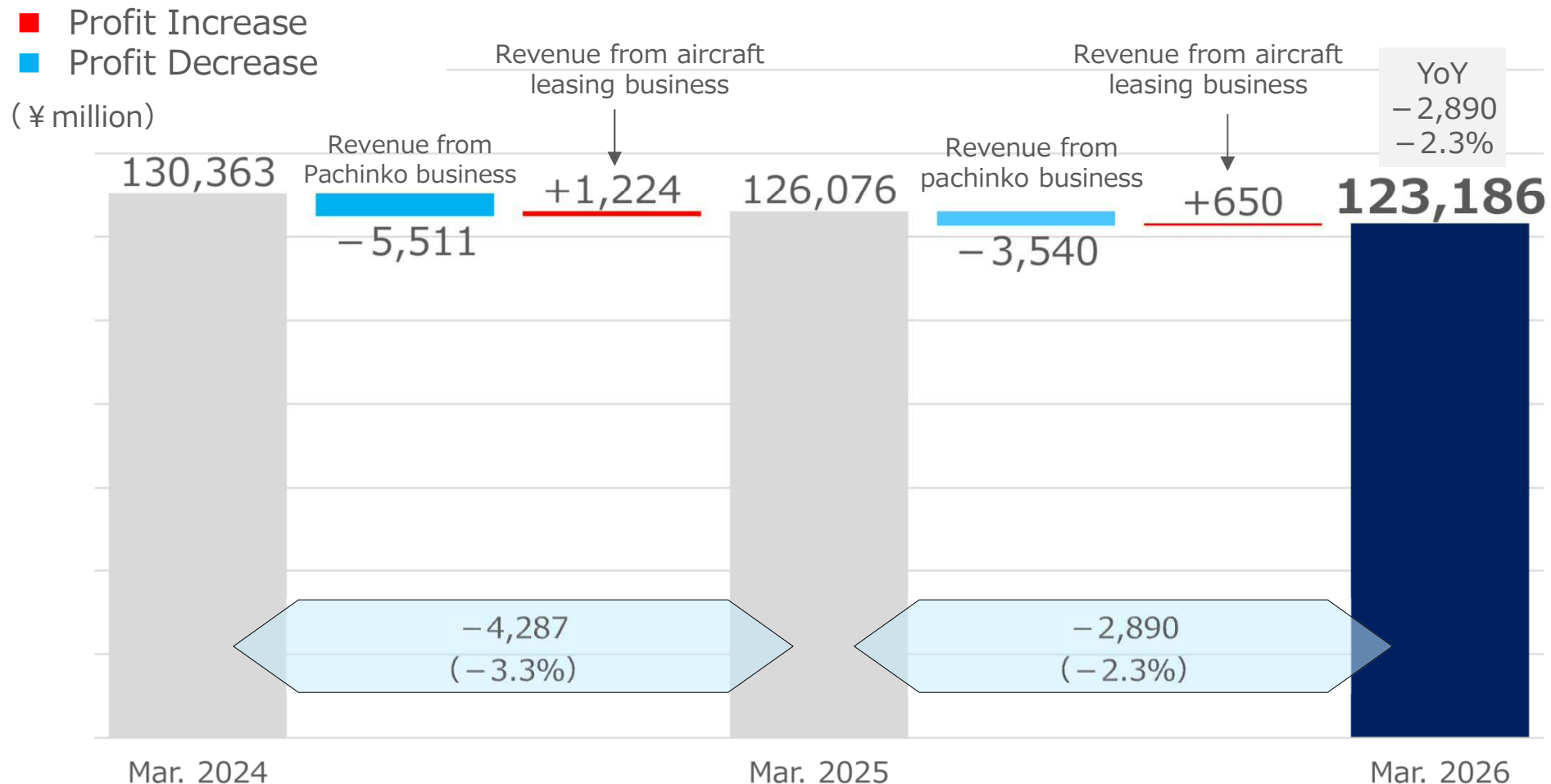
EBITDA



1. Highlights of Business Results

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

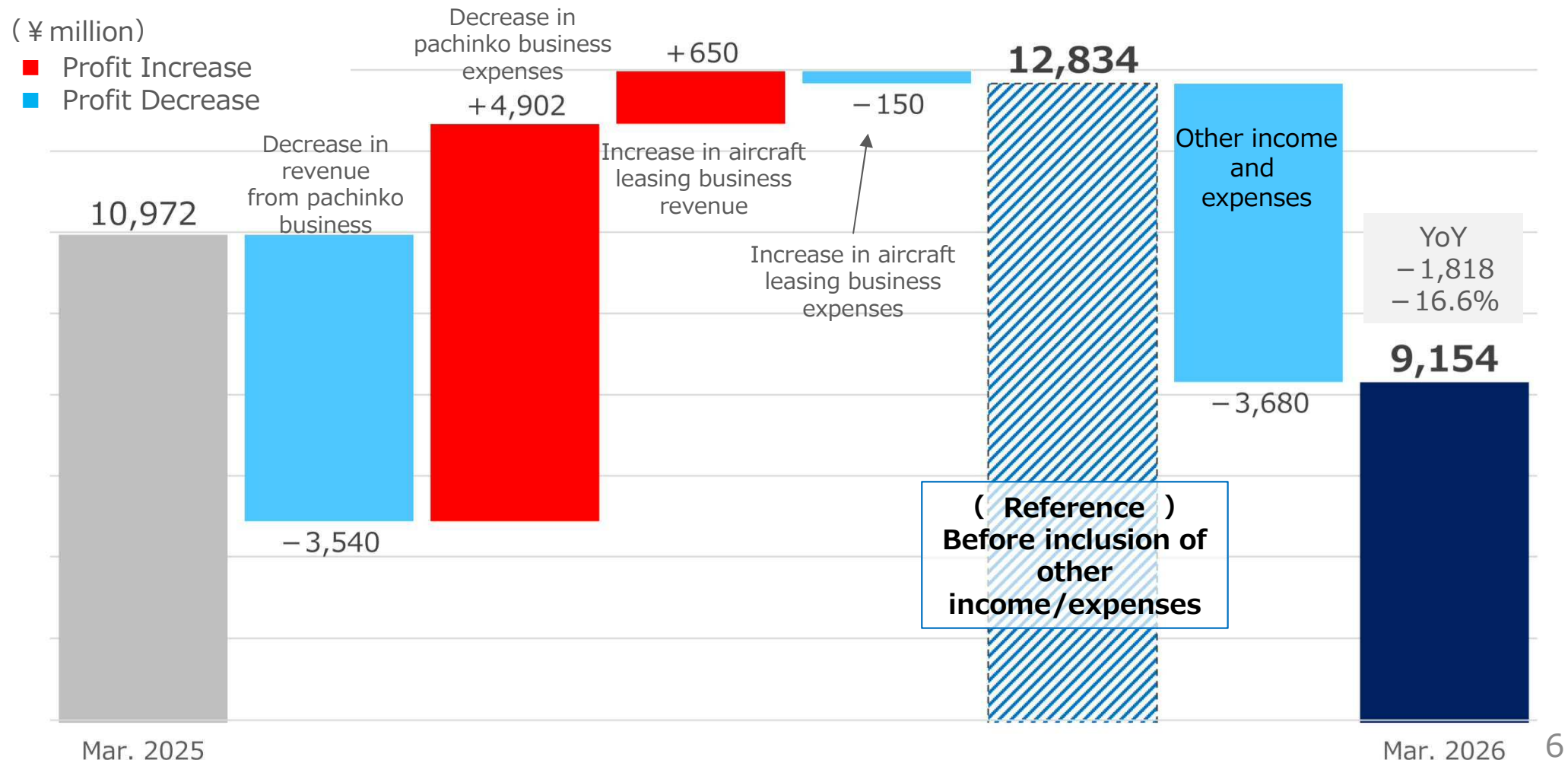
- ✓ Revenue from pachinko business decreased because we implemented customer return enhancement initiatives. Please refer to P10 for more details.
- ✓ Finally, operating revenue slightly decreased due to stabilised revenue base backed by increase in the number of aircraft.



1. Highlights of Business Results

Factors of changes in operating profit (YoY)

- ✓ Improvement in pachinko business expenses, mainly due to a decrease in depreciation costs for gaming machines and utilities costs.
- ✓ Operating profit was 9,154 million yen, a 16.6% decrease, due to reduction in other income and an increase in other expenses for impairment.

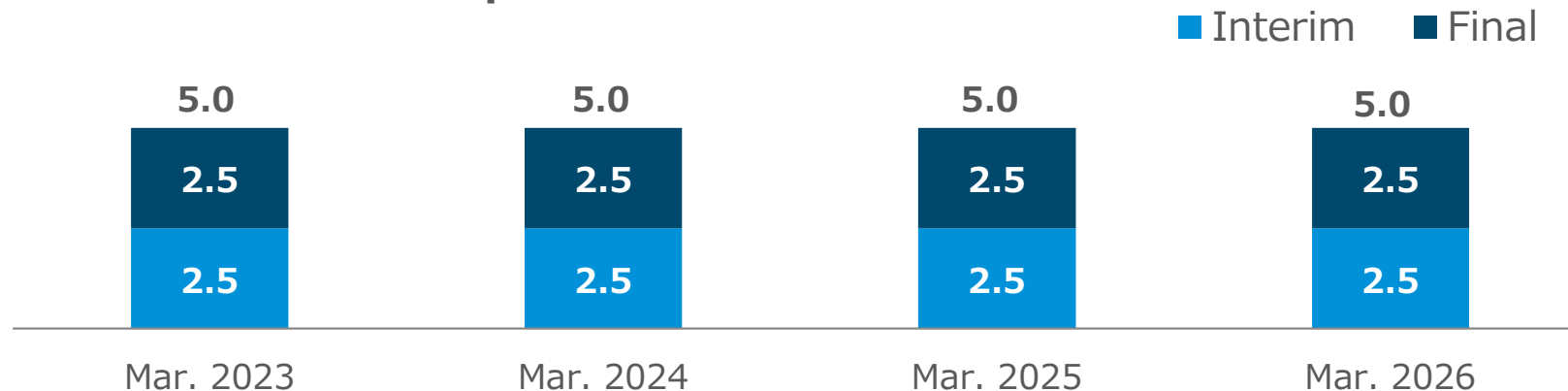


■ Dividend Amount

	Final Dividend	Interim Dividend	Annual Dividend
Record Date	5 June 2026	16 December 2025	-
Dividend per Share	¥2.5	¥2.5	¥5.0
Total Amount	¥1,729 million	¥1,741 million	¥3,470 million
Payment Date	26 June 2026	14 January 2026	-

As of 31 March 2026, we had repurchased 5mil. shares of own stock and hold them as treasury shares.

■ Transition of dividend per share (Unit: ¥)



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2. Pachinko Business

Items	Mar.2026	Mar.2025	Changes	Remarks
Number of halls	423 halls	427 halls	− 4	2 halls opened : Dynam Shiga Hikone Hall, Dynam Nagano Ueda Hall 6 halls closed : Dynam Miyagi Sendai Shinkou Hall, Dynam Fukuoka Okagaki Hall, Dynam Kumamoto Yatsushiro Tsukizoe Hall, Yumeya Ugo Hall, Dynam Iwakitaira Hall, Dynam Nara Tenri Hall
Number of machines	211,713	211,321	+392 (+0.2%)	Our share in total number of machines in the industry: 6.5%
Pachinko	131,428	136,021	− 4,593 (− 3.4%)	
Pachislot	80,285	75,300	+4,985 (+6.6%)	
PB (Private Brand) Pachinko machines	15,470	15,281	+ 189 (+ 1.2%)	Installation ratio of PB machines in our pachinko halls: 11.8% (※②)
Operating ratio of pachinko machines (※①)	26.2%	26.3%	− 0.1pt	
Operating ratio of pachislot machines (※①)	25.5%	26.2%	− 0.7pt	Number of customers : +2.7% YoY

※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 period.

※② PB Machine installation ratio: PB machine's ratio compared to whole pachinko machines.

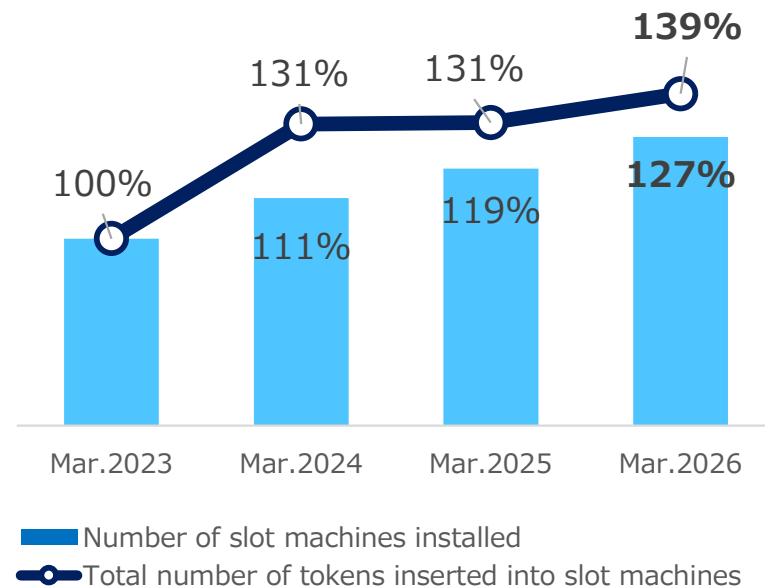
■ Overview of the Pachinko Business

1. Pachislot machine playing status / Gross profit margin trends

- With the increase in the number of Pachislot machines, the total number of tokens inserted into Pachislot machines has grown.
- By enhancing customer return while seeking to optimise the profit margin, we realised increase in the number of customers. By enhancing customer engagement, we aim at gross profit (gross pay-ins) bounce-back.

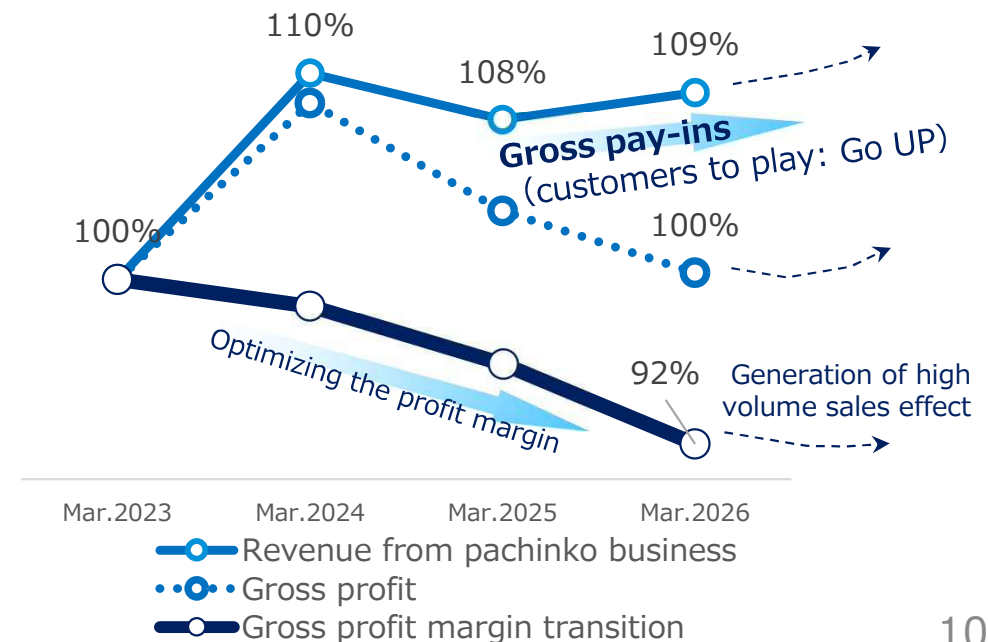
Number of machines installed and total number of tokens inserted into slot machines

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



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)



■ Overview of the Pachinko Business

2. Promotion of Scrap and Build

- Acquisition: Halls through M&A (2 halls / large-scale high playing cost halls)
- Close: Unprofitable halls (6 halls) foreseeing transition to new businesses.
- Establishment of a new company, "Next Play's Co., Ltd." (Crane Game Business)
 - ⇒ Profitability Improvement: Utilization of store buildings and H/R.

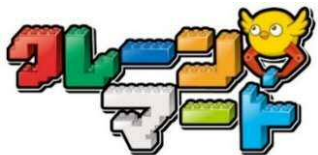


Next Play's Co., Ltd.

We will evolve the entertainment power we have cultivated over many years to create "new styles of play." We aim to be a company that is trusted for long time, by creating an environment where customers can enjoy themselves with peace of mind and valuing our connections with local communities.

Crane Mart

A supermarket-style crane game specialty store targeting families, where approximately 80% of prizes are daily necessities. We aim to integrate daily shopping with entertainment, creating new value and vibrancy in the community. By providing a space where people's smiles gather, we strive to become an indispensable presence in the region.



Utilization of store buildings
(repurposing Dynam buildings)



The first store opens in the summer of 2026. Above shows first store is getting ready to open.

Expanded M&A Strategy

~ From large-scale high Playing cost hall to community based hall~

18.7.2025 Opened

DYNAM Shiga Hikone Hall

Number of machines installed 720
Pachinko 320 (44%)
Pachislot 400 (56%)



28.12.2025 Opened

DYNAM Nagano Ueda Hall

Number of machines installed 864
Pachinko 356 (41%)
Pachislot 508 (59%)



1.4.2026 Opened

RAINBOW Shuzenji Hall

Number of machines installed 350
Pachinko 180 (51%)
Pachislot 170 (49%)

Cabin Plaza Co., Ltd has succeeded to the Pachinko Hall.



- large-scale high playing cost hall
- Pachinko machine QTY < PachiSlot machine QTY
- Variety of machines targeting wide ages including **Youth & middle.**
- **Promoting SNS** such as hall's official "LINE" & "X".
- Favorable operation since opening

- **Only "one"** pachinko hall around there
- **"Deep"** community based hall

2. Pachinko Business (Subsidiaries' business introduction)

We support all industries and fields with our experience in multi-hall development

Real estate management, outsourcing of HR operations, etc.

Dynam Business Support Co., Ltd.

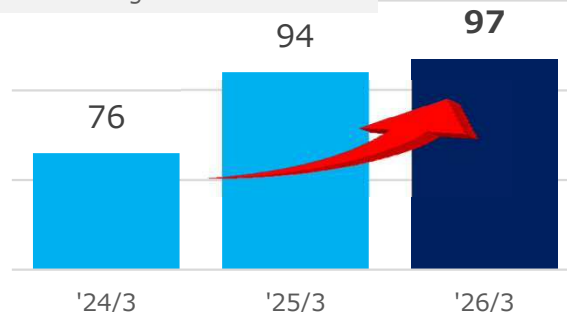
Leasing of store sites and buildings



Clothing manufacturing and sales company

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

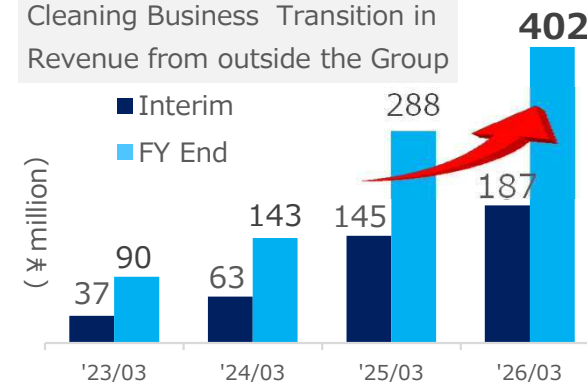
- Negotiations with landowners
 - Contract renewal support
 - Site optimization
- Real estate utilization
 - Attracting tenants
 - Sale negotiation

Catering and facility 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



Hot spring Hotel (Iwate Prefecture)

Continuously expanding restaurant operations to facilities **outside the group**



Cumulative number of restaurant openings outside the group.



2. Pachinko Business (ESG Activities)

(1) Social Contribution

423 stores nationwide promote various social contribution activities throughout the year

306 stores

disaster cooperation
agreement with local
governments

Deploying emergency toilet
facilities at logistics centers
nationwide

「Hobo Kami Toilet」

a nearly all-paper emergency toilet



10million JPY

Corporate
Hometown Tax

96 facilities, such as
children's cafeterias,
serving approximately **7,000** people.



Christmas present visit

(2) Community-based

Lending out store parking lots for large-scale community events.

Ohmagari city fireworks competition, Hokkaido Ishikari outdoor rock festival,
Ibaraki Edosaki summer festival, Chiba Tateyama fireworks display...



(3) Health and Productivity Management

Certified as a Health and Productivity Management Organization (or
KENKO Investment for Health) for two consecutive years in 2026. DYNAM Co., Ltd.

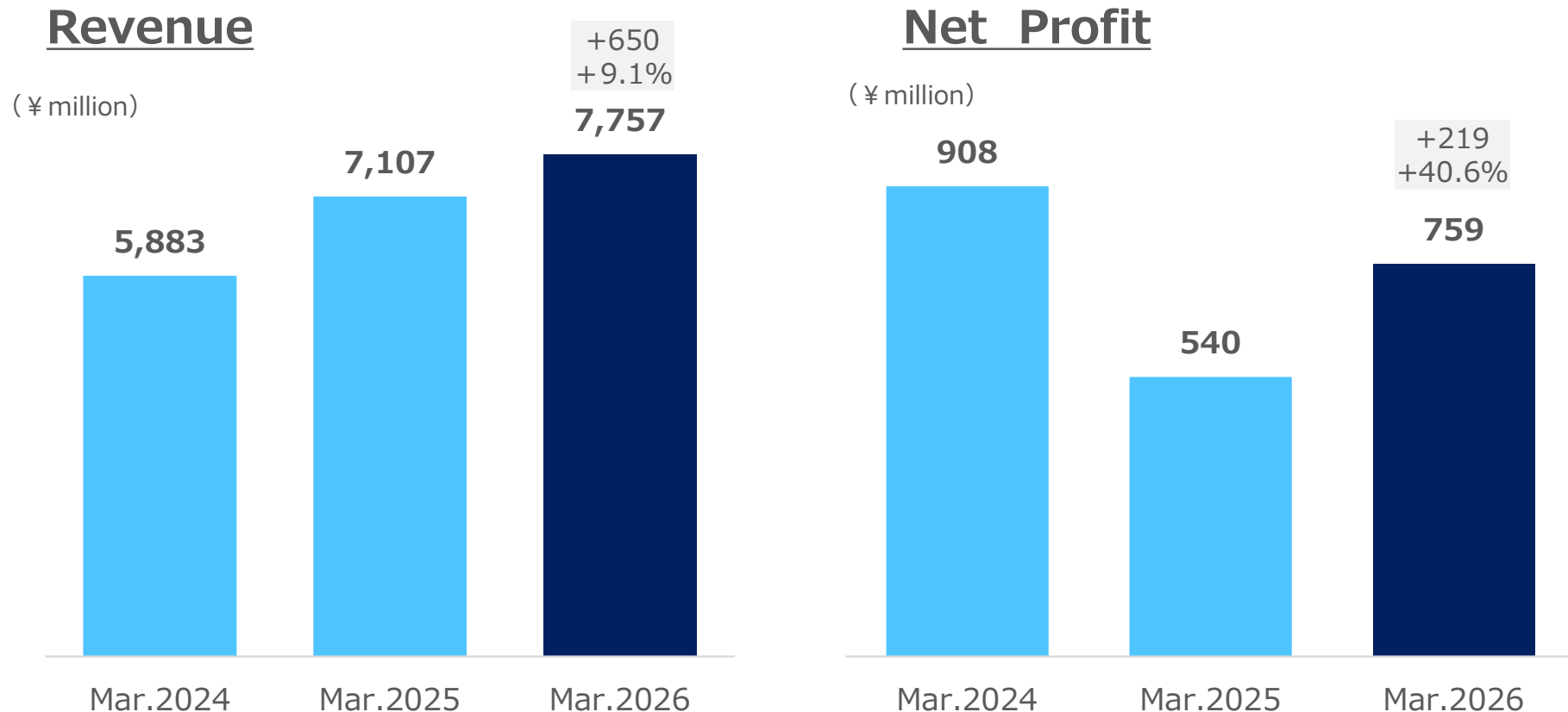
Promoting the sustainable growth of employees and the company.



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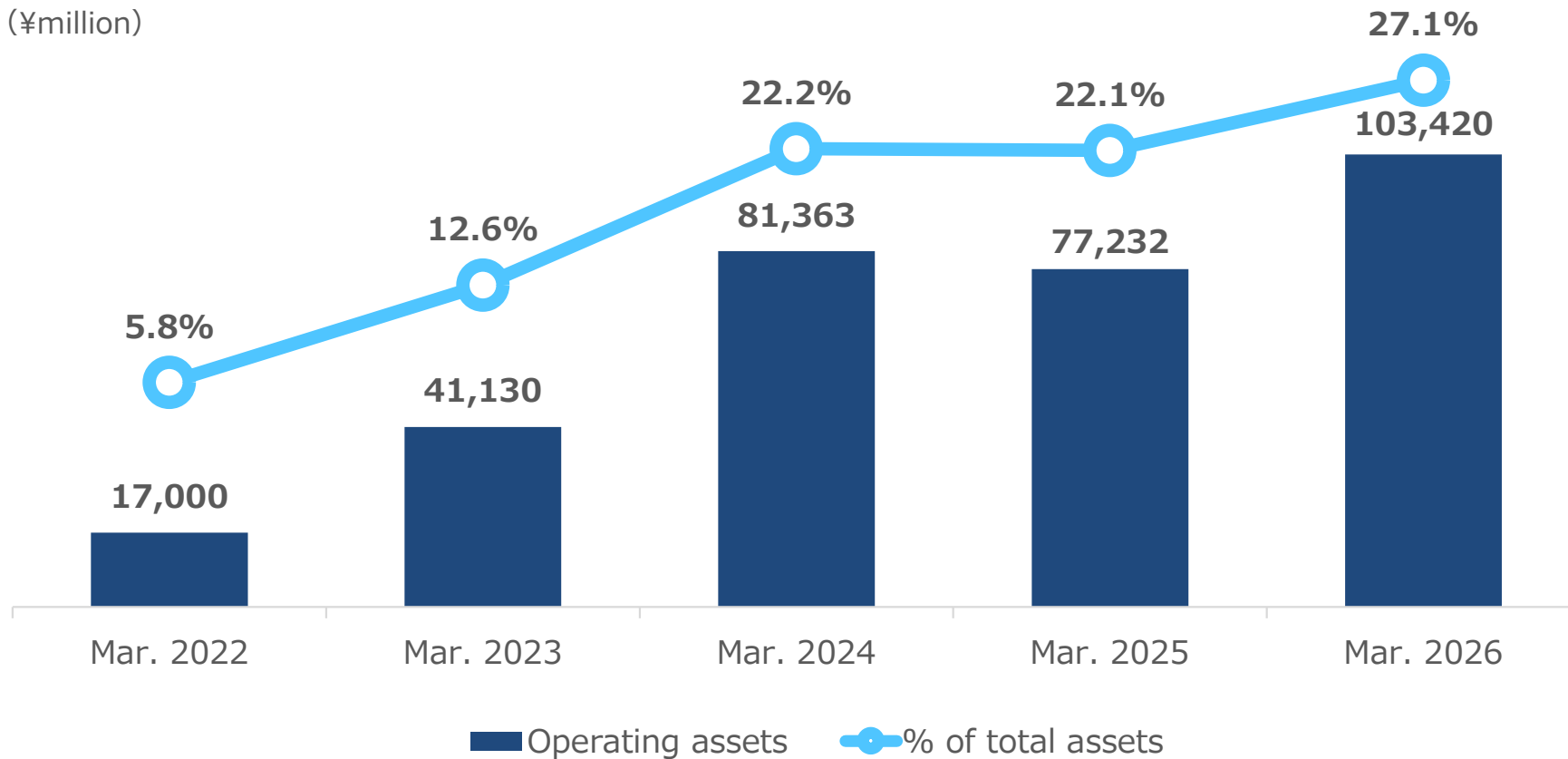
3. Aircraft Leasing Business



- ✓ Revenue grew up due to increasing operating assets (2 aircraft, 1 engine).
- ✓ Net profit increased, driven by higher fee income from the execution of third-party services, including deal sourcing and remarketing of managed aircraft (Mar.2025: USD690 thousand⇒Mar.2026: USD2,130 thousand)

Operating Assets

(¥million)



- ✓ 2H Mar.2026 period, 2 aircraft and 1 engine were acquired, operating assets exceeded ¥100,000 million
- ✓ Building high quality assets has been contributing to revenue growth.

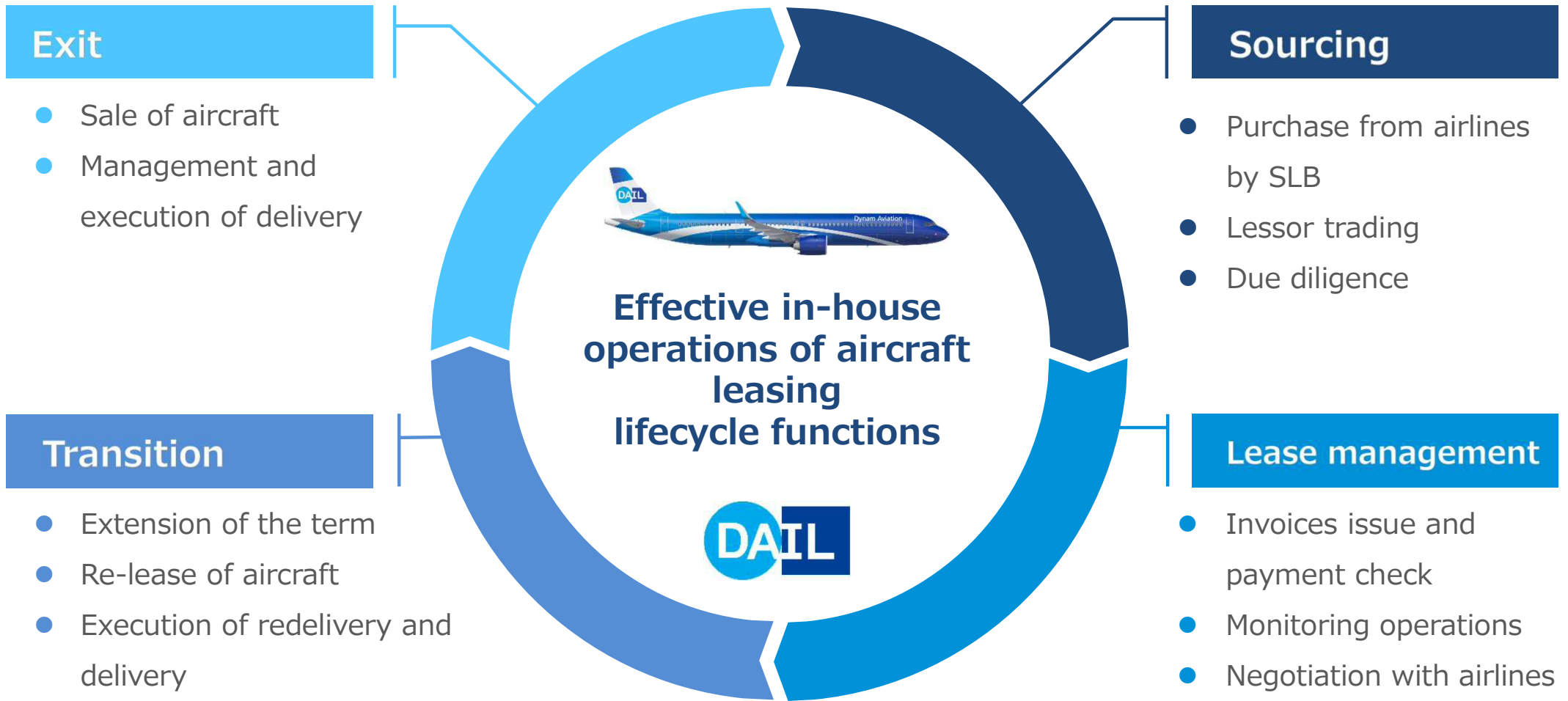
Portfolio As of 31 Mar. 2026



- ✓ Focused investment in young, fuel-efficient narrow-body aircraft equipped with next generation engines, achieving high liquidity and stable asset value.
- ✓ Steadily expanding owned aircraft by minimizing credit risks through direct transactions with high credit strong growth potential airlines.
- ✓ For 2 aircraft scheduled for lease expiry in Mar.2027 period, sales, remarketing, etc. are planned.

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

3. Aircraft Leasing Business



Third-party services

Mar.2026 period Track Record:

- ✓ 1 deal sourcing and aircraft remarketing (1 re-lease and 1 sale) services

Mar.2027 period Plans:

- ✓ Sale of third party owned engine and execution of aircraft sale services
- ✓ Acceleration of sales of DAIL owned aircraft and engine

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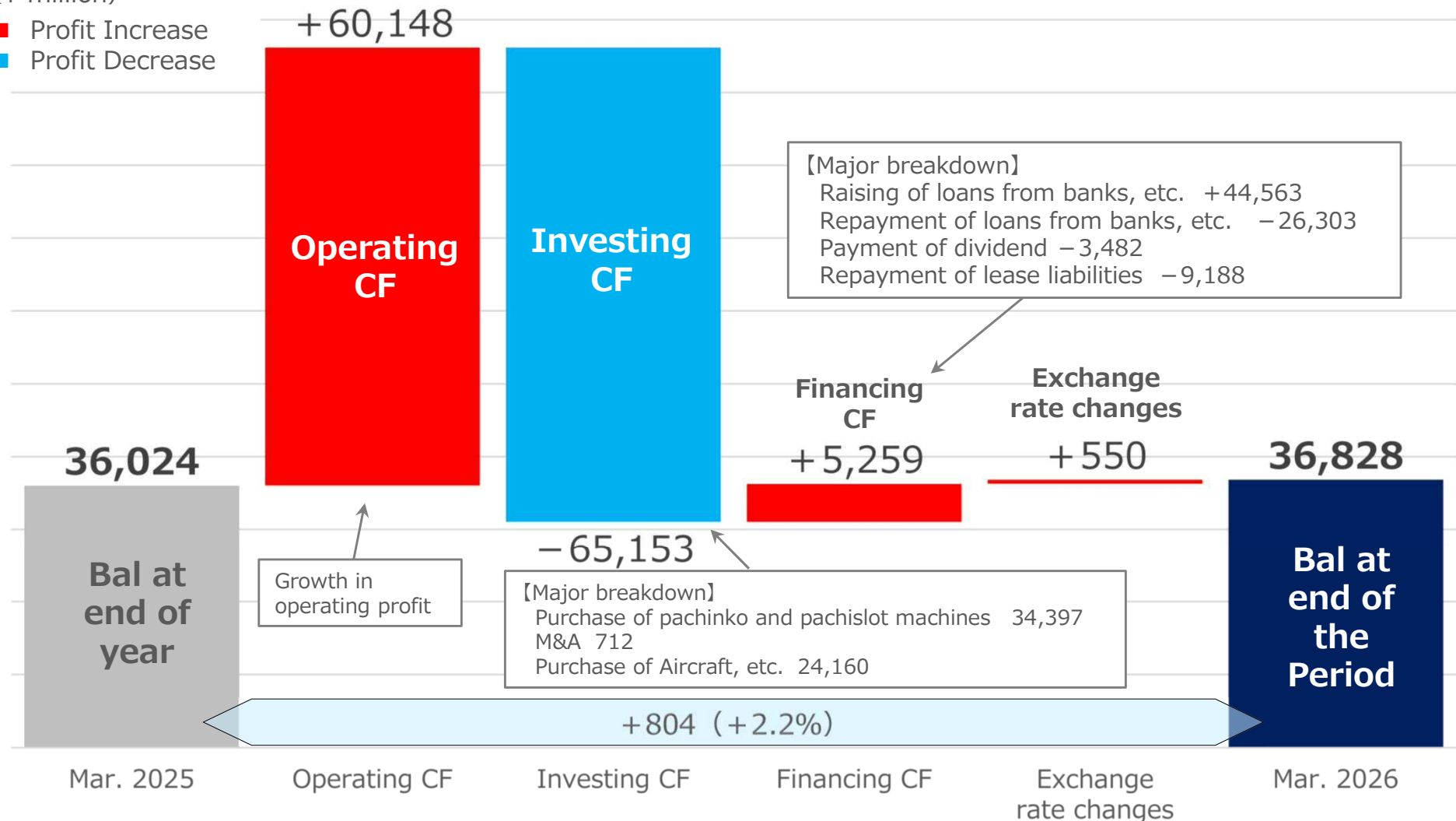
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4. Financial Summary (Cash flows)

- ✓ Cash outflows for purchase of pachinko and pachislot machines, acquisition of pachinko halls through M&A and purchase of aircraft, etc.

(¥ million)

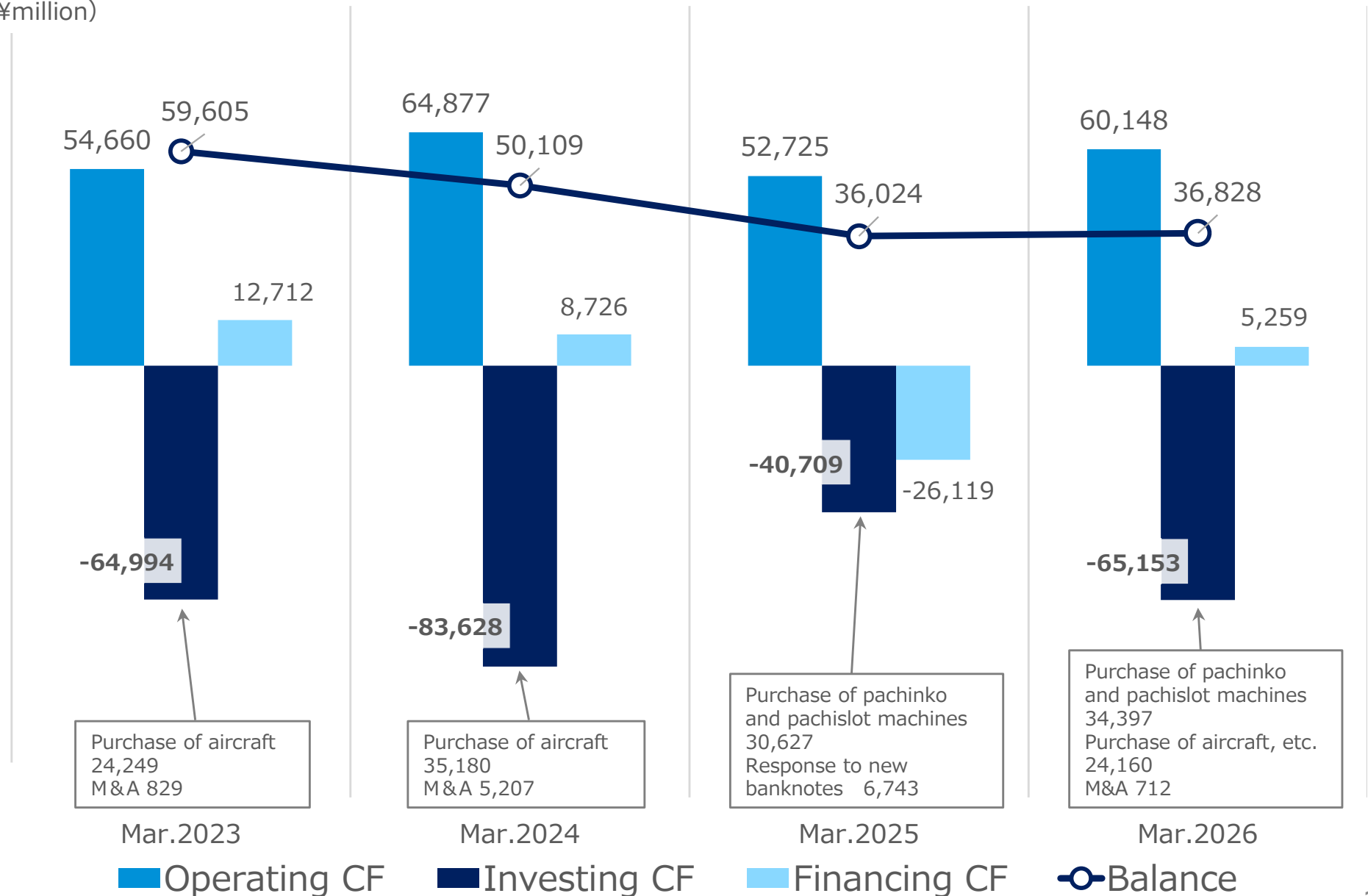
- Profit Increase
- Profit Decrease



4. Financial Summary (Cash flows)

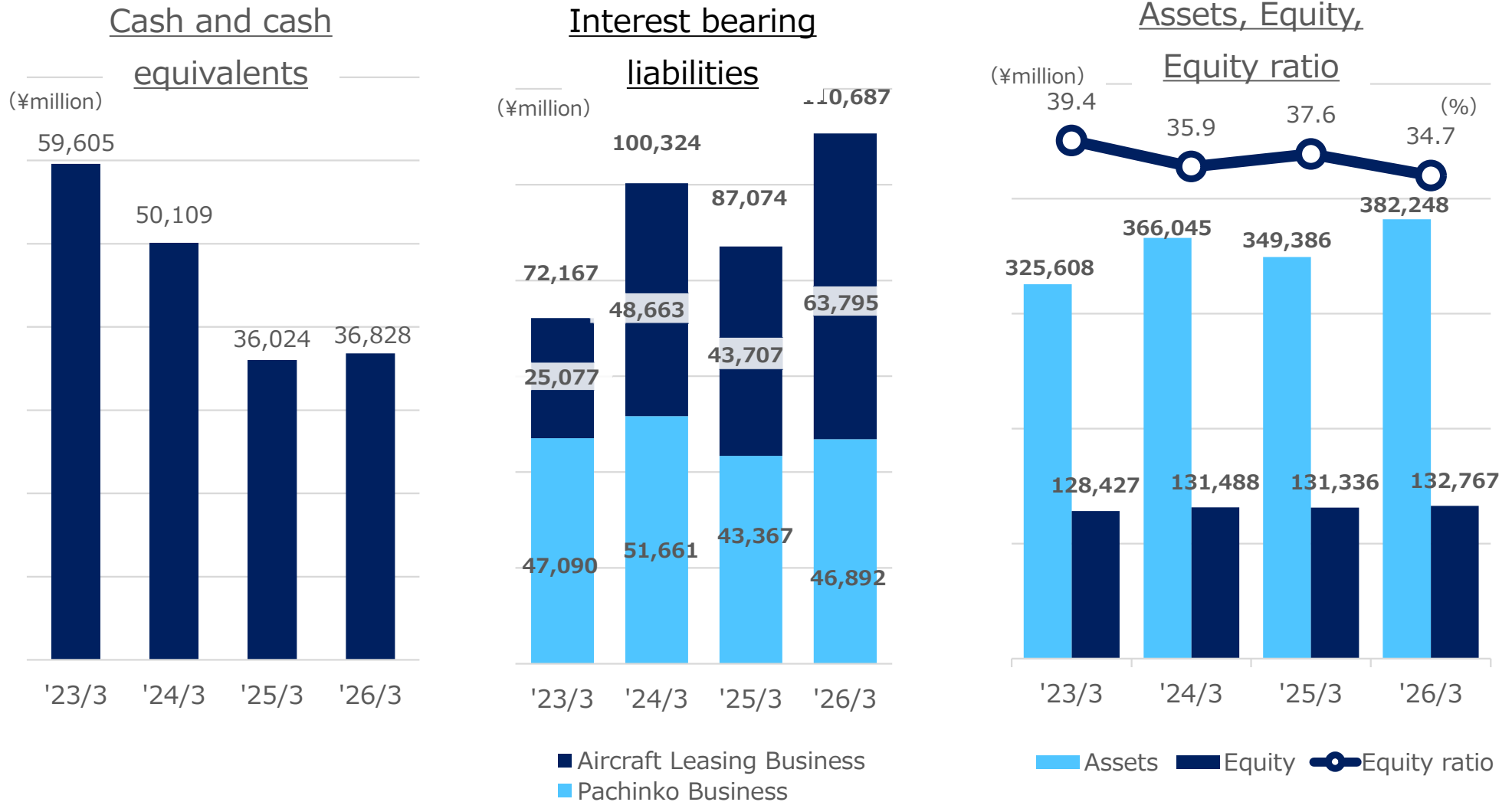
Transition of Cash Flows (Mar 2023-Mar 2026)

(¥million)



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

4. Financial Summary



- ✓ The balance of cash and cash equivalents: slightly increased due to the execution of new financing.
- ✓ Breakdown of interest bearing liabilities: pachinko business: approximately 42%; aircraft leasing business: approximately 58%.
- ✓ Equity ratio: remaining flat YoY.

4. Financial Summary

Breakdown of other income

(¥million)

Other income - Others			
This year (March 2026)		Last year (March 2025)	
Gain on bargain purchases(M&A)	620	Net gains on disposals of Erin school building	1,143
Income from forfeiture of unutilised balls and tokens (1 year)	196	Insurance income	500
		Income from forfeiture of unutilised balls and tokens (5 years)	937

Breakdown of other expenses and impairment loss

(¥million)

Category	Measurement method	This year impairment loss
Bare-land withdrawal assumption hall	Full impairment loss recognised on the full book value	1,109
High business-conversion potential hall	Impairment loss recognised down to the appraisal value	61
Hall determined for leasing/closure	Impairment loss measured using the higher of future cash flows and appraisal value	92
Other impairment loss ・ group company	-	2,683
Gain on reversal of impairment loss	-	-172
Total		3,773

- ✓ Impairment :Hall closures as past years, and conventional impairment approach, including withdrawal with sites cleared to bare land, business conversion, and leasing
- ✓ Advance recognition of future risks to absorb uncertainties from the next fiscal year onward
- ✓ Reduction of unprofitable halls enables optimal Investment

4. Financial Summary

Consolidated Statement of Profit or Loss IFRS

(¥ million)

	Mar.2026	Mar.2025	Changes	Main Factors
Revenue	123,186	126,076	− 2,890	
Pachinko business	115,429	118,969	− 3,540	High playing cost halls 53,708 (− 2,008) Low playing cost halls 61,721 (− 1,532) Pachinko − 4,830 (− 6.8%) Pachislot + 1,290 (+ 2.7%)
Aircraft leasing business	7,757	7,107	+ 650	
Pachinko business Expenses	109,375	114,277	− 4,902	Decrease in pachinko and pachislot machine related expenses − 3,827 Decrease in utilities expenses − 1,114
Aircraft leasing expenses	4,341	4,191	+ 150	
General and administrative expenses	3,780	3,942	− 162	
Other income	8,691	10,212	− 1,521	Mar.2025 : Erin school building 1,143
Other expenses	5,227	2,906	+ 2,321	Disposal loss of non-financial assets + 496 (256→752) Impairment loss of non-financial assets + 1,914 (1,859→3,773)
Operating profit	9,154	10,972	− 1,818	
Finance income	641	418	+ 223	
Finance expenses	5,820	5,323	+ 497	
Profit before income taxes	3,975	6,067	− 2,092	
Net profit for the period	2,605	4,019	− 1,414	
EBITDA	60,411	66,236	− 5,825	

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)

	Mar. 2026	Mar. 2025	Changes	Major Breakdown / Y o Y			
				Account	Mar. 2026	Mar. 2025	Changes
Total assets	382,248	349,386	+32,862	Aircraft, etc.	103,420	77,232	+26,188
				Pachinko and pachislot machines	31,175	28,378	+2,797
				Other property, plant and equipment	72,809	72,622	+187
				Right-of-use assets	86,663	85,143	+1,520
				Cash and cash equivalents	36,828	36,024	+804
Total liabilities	249,481	218,050	+31,431	Lease liabilities	103,033	99,644	+3,389
				Accounts payable , accrued expenses	12,996	11,162	+1,834
				Interest bearing liabilities	110,687	87,074	+23,613
Capital	15,000	15,000	-				
Reserve, etc.	117,767	116,336	+1,431	Net profit (attributable to owners of the Company)	2,603	4,009	-1,406
				Dividend paid	-3,482	-3,482	±0
				Other comprehensive income, etc.	2,310	-679	+2,989
Total equity	132,767	131,336	+1,431	Consolidated equity ratio	34.7%	37.6%	-2.9
Total liabilities and equity	382,248	349,386	+32,862				

【Consolidated Interest Bearing Liabilities】

(¥million)

	Mar. 2026	Ratio	Mar. 2025	Ratio
Cash and cash equivalents	36,828	9.6%	36,024	10.3%
Total interest bearing liabilities	110,687	29.0%	87,074	24.9%
Interest bearing liabilities (Pachinko Business)	46,892	12.3%	43,367	12.4%
Interest bearing liabilities (Aircraft Leasing Business)	63,795	16.7%	43,707	12.5%
Net cash	− 73,859	− 19.4%	− 51,050	− 14.6%
Total assets	382,248	100.0%	349,386	100.0%

【Consolidated Equity Ratio】

	Mar. 2026	Ratio	Mar. 2025	Ratio
Capital	15,000	3.9%	15,000	4.3%
Reserve, etc.	117,767	30.8%	116,336	33.3%
Total equity	132,767	34.7%	131,336	37.6%
Total assets	382,248	100.0%	349,386	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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