

MORE CONTENT for MORE PEOPLE!

MEDIA DO Co., Ltd.
FINANCIAL RESULTS BRIEFING
Q3 and 9M FYE 2/26

Securities Code: : 3678



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Continued growth in revenue and profit driven by the steady progress of the eBook Distribution Business

USD millions

Net sales **\$513.9 million** (+6.7% YoY)

EBITDA **\$17.9 million** (+5.1% YoY)

Operating profit **\$12.1 million** (+12.9% YoY)

Profit attributable to owners of parent **\$10.4 million** (+78.9% YoY*¹)

Consolidated Earnings

Results were in line with the plan

- Performance in the eBook Distribution business offset delays in the Strategic Investment businesses
- Although Q3 net sales are seasonally lower than Q2 and Q4, which include long holiday periods, net sales reached 76% of the full-year forecast, indicating steady progress

eBook Distribution Business

Strategic Investment Businesses

Both net sales and profit performed steadily

- Both existing and new distribution channels showed steady performance
- At the beginning of the fiscal year, a YoY decline in profit was expected due to the termination of certain high-margin services. However, profit for Q3 increased by \$417 thousand YoY

Operating loss improved YoY, but remained behind the plan

- YoY improvement of \$2.1 million in operating loss
- The shortfall versus the plan was mainly attributable to weaker performance at NIHONBUNGEISHA in Q3

*1 Impact of recognizing gain on sale of MyAnimeList (MAL) in March 2025

*2 Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

01 | Financial Highlights

Consolidated Performance Highlights

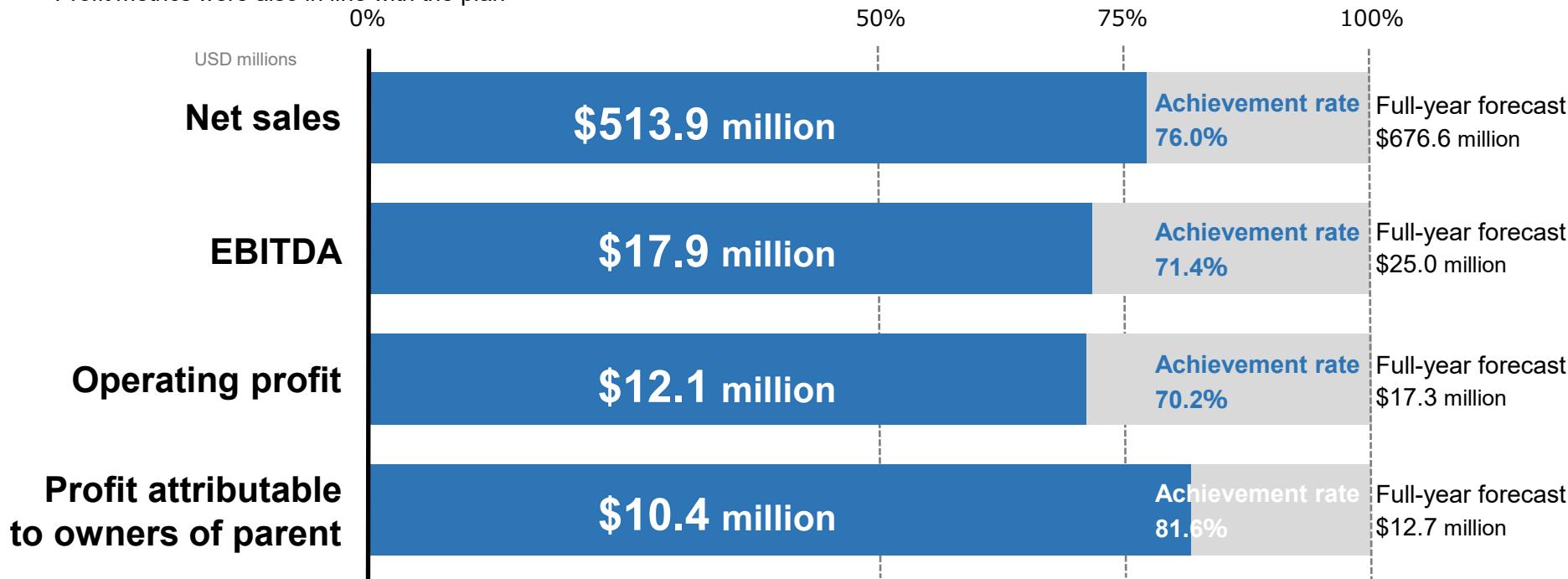
- ✓ Net sales ----- The eBook Distribution business contributed through both existing distribution channels and new distribution channels, including Mecha Comic, which was launched in July
- ✓ EBITDA / Operating profit ----- Improvement in the Strategic Investment businesses, primarily the IP Solutions business, contributed to earnings growth
- ✓ Profit attributable to owners of parent ----- Increased YoY due to the impact of recognizing gain on sale of MyAnimeList (MAL) in March 2025

USD millions	9M FYE 2/25	9M FYE 2/26	YoY
Net sales	\$481.5 million	\$513.9 million	+6.7% (+\$32.4 million)
EBITDA	\$17.0 million	\$17.9 million	+5.1% (+\$0.9 million)
Operating profit	\$10.7 million	\$12.1 million	+12.9% (+\$1.4 million)
Profit attributable to owners of parent	\$5.8 million	\$10.4 million	+78.9% (+\$4.6 million) Impact of MAL gain on sale: +\$3.3 million

* Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

Achievement Rate Against Full-Year Performance

- ✓ Although Q3 net sales are seasonally lower than Q2 and Q4, which include long holiday periods, net sales reached 76% of the full-year forecast, indicating steady progress
- ✓ Profit metrics were also in line with the plan



1. Financial Highlights

Net sales by Segment

MEDIA DO Co., Ltd.
Q3 and 9M FYE 2/26 Results

USD millions	eBook Distribution business	Reportable segments ^{*1}		9M FYE 2/25	9M FYE 2/26	YoY
		MEDIA DO	Strategic Investment businesses			
Distribution	eBook Distribution business			437.7	474.1	+8.3% (+36.3)
Book/magazine publishing			NIHONBUNGEISHA	9.2 ^{*2}	9.2 ^{*2}	-0.1% (-0.0)
Web service operation	Manga Saison	Audiobook FanTop Digital library	Flier	17.7	12.9	-27.4% (-4.8)
Solutions for Publish Industry			Firebrand NetGalley Supadü	13.4	13.4	-0.6% (-0.0)
other			MD-i ^{*3} ARTRA ^{*3} GAMBAROU TOKUSHIMA	3.2	4.1	+27.6% (+0.9)
Total				481.5	513.9	+6.7% (+32.3)

*1 Representative businesses are listed by segment classification and service type

*2 Values primarily reflect sales from print media, excluding eBook-related revenues

*3 MD-i=Media Do International, Inc., ARTRA=ARTRA ENTERTAINMENT Inc.

*4 Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

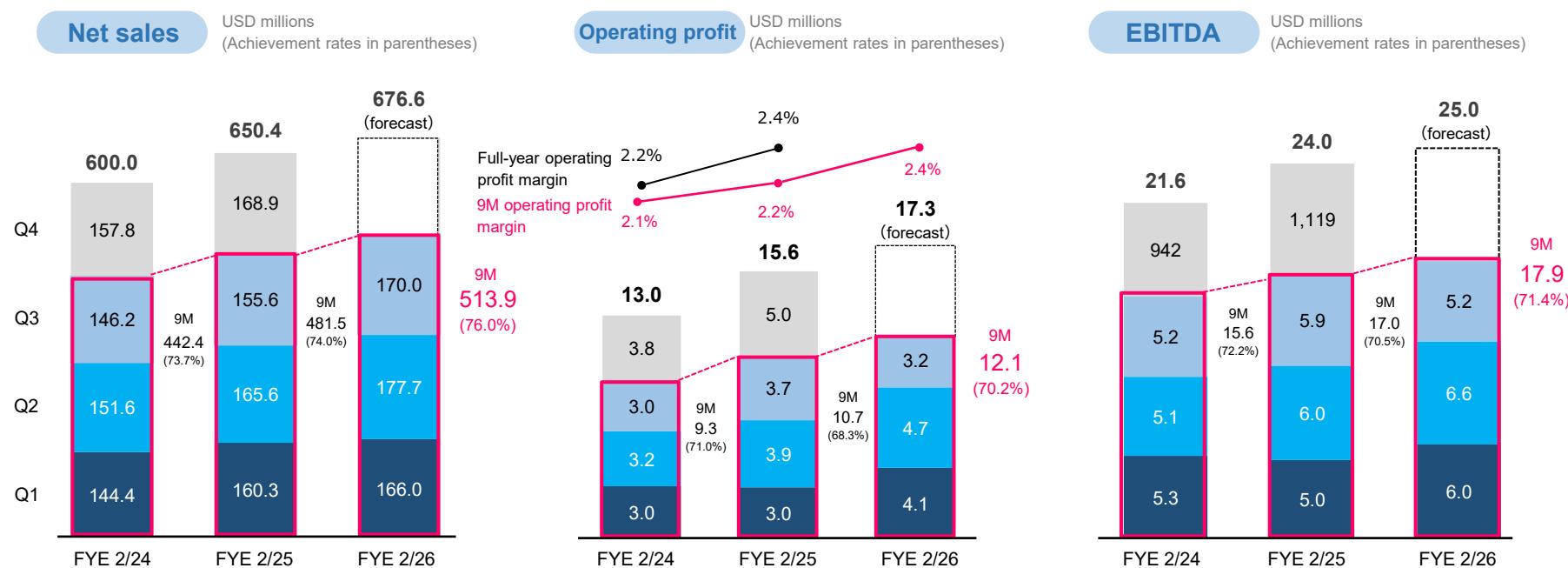
02 | Earnings Trends

2. Earnings Trends

Consolidated performance

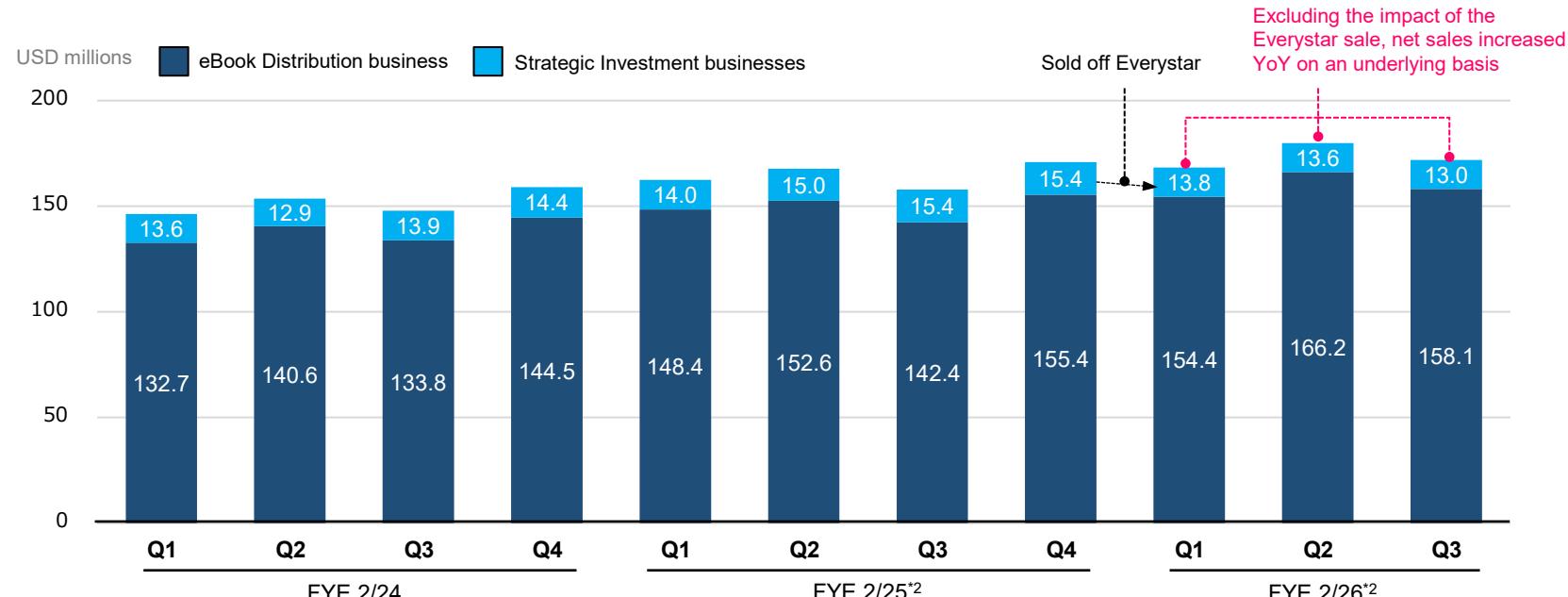
Overview

- ✓ Net sales and profit in Q3 decreased QoQ due to seasonality, while Q3 net sales reached a record high for a third quarter
- ✓ Operating profit in Q3 declined YoY, as anticipated in the initial plan, while the operating profit margin showed an improving trend, supported by improved profitability in the Strategic Investment businesses



Sales Trends (by Segment) ^{*1}

- ✓ Net sales in the eBook Distribution business increased YoY, with both existing and new distribution channels performing steadily. QoQ, net sales decreased due to seasonality
- ✓ Net sales in the Strategic Investment businesses increased YoY, on an underlying basis, excluding the impact of the Everystar sale



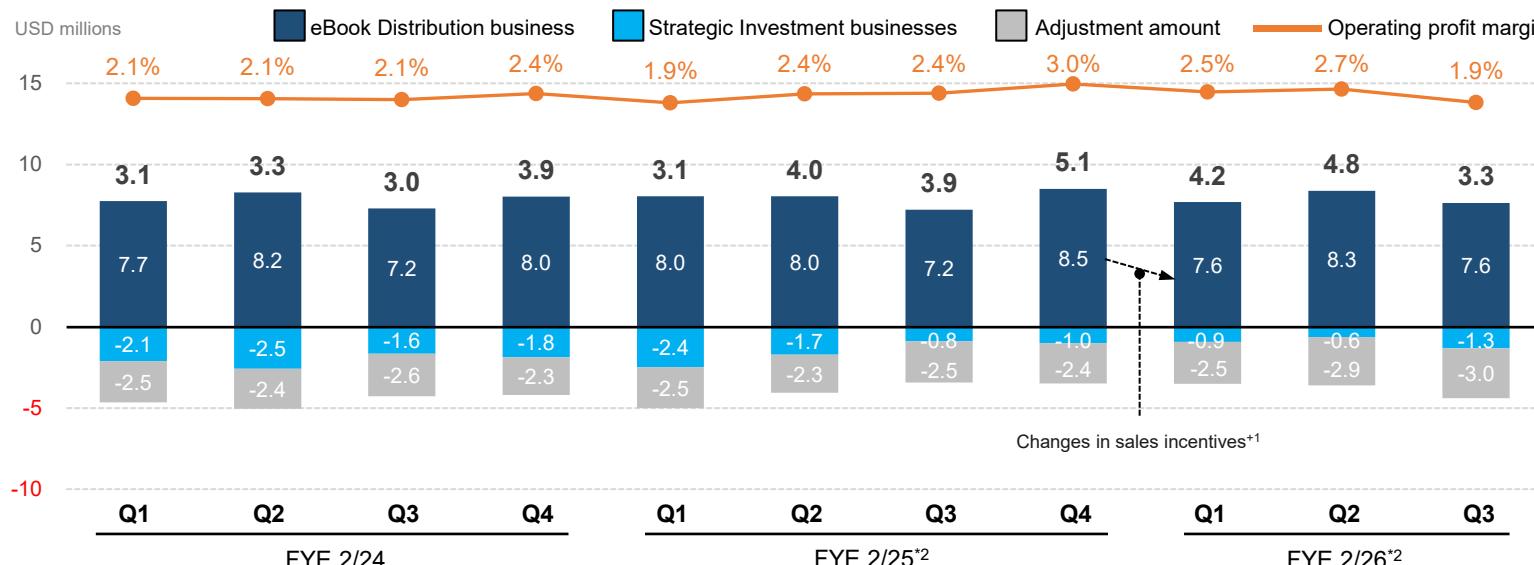
*1 Net sales exclude intersegment transactions and other adjustments. Details of the adjustments for each quarter are provided on p.26

*2 From FYE 2/26, net sales from GAMBAROU TOKUSHIMA—the operating company of the professional basketball team TOKUSHIMA GAMBAROUS—has been included in the Strategic Investment businesses. The FYE 2/25 results in the following graph have been restated accordingly

*3 Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

Operating Profit Trends (by Segment)

- ✓ Profit for 9M in the eBook Distribution business exceeded the initial plan. The negative impact from the termination of certain high-margin services was absorbed by growth in both existing and new distribution channels, resulting in an increase in profit
- ✓ Operating loss in the Strategic Investment businesses narrowed on a 9M basis, driven by improved profitability. In Q3 alone, however, the operating loss expanded, mainly due to weaker performance at NIHONBUNGEISHA
- ✓ Adjustments (headquarters expenses) increased YoY, mainly due to the recognition of development costs for the translation system, among other factors



*1 From FYE 2/26, GAMBAROU TOKUSHIMA—the operating company of the professional basketball team TOKUSHIMA GAMBAROUS—was transferred from Adjustments to the Strategic Investment businesses. The FYE 2/25 figures in the following graph have been restated accordingly.

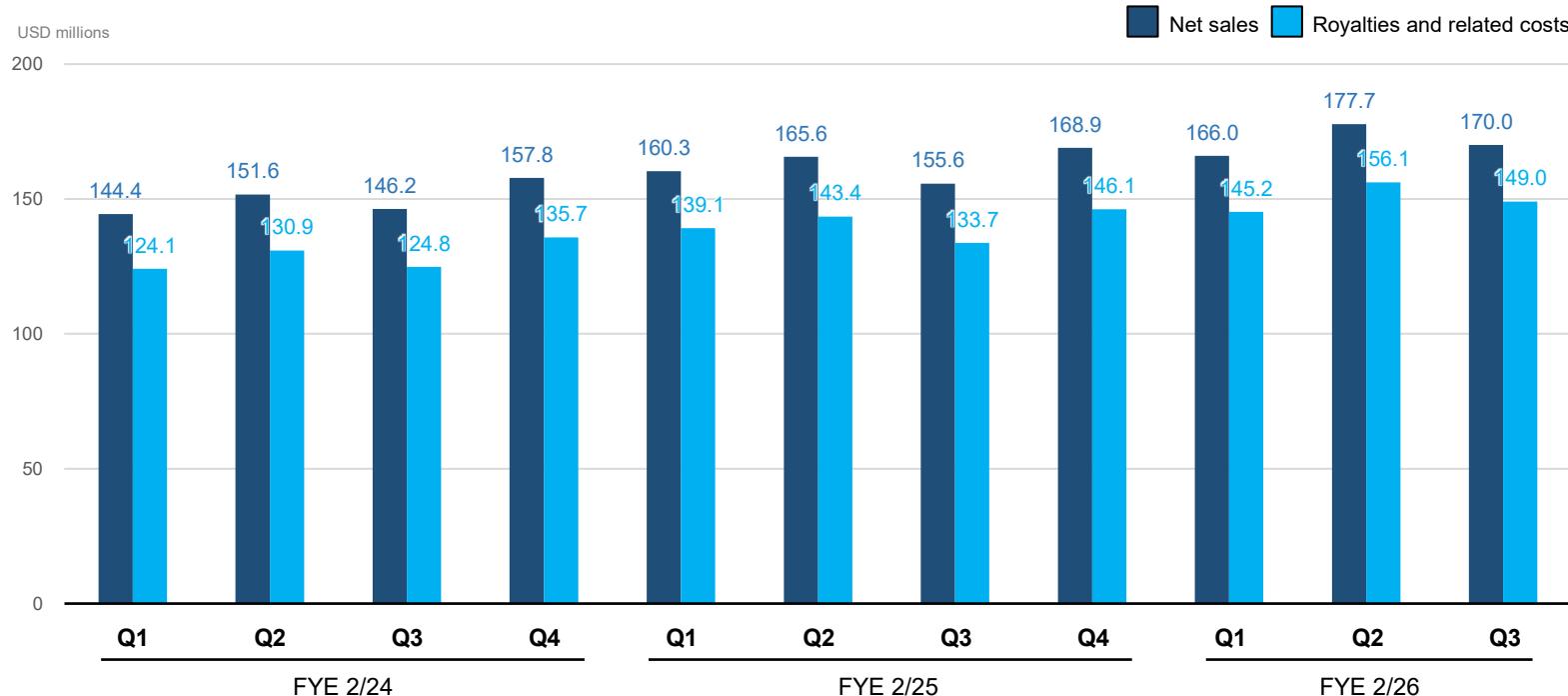
*2 The change was due to the completion of final settlements for previously unconfirmed sales with certain eBook retailers.

*3 Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

Trends in Royalties and Other Costs*

MEDIA DO Co., Ltd.
Q3 and 9M FYE 2/26 Results

- ✓ Royalties and related costs fluctuated in line with changes in net sales

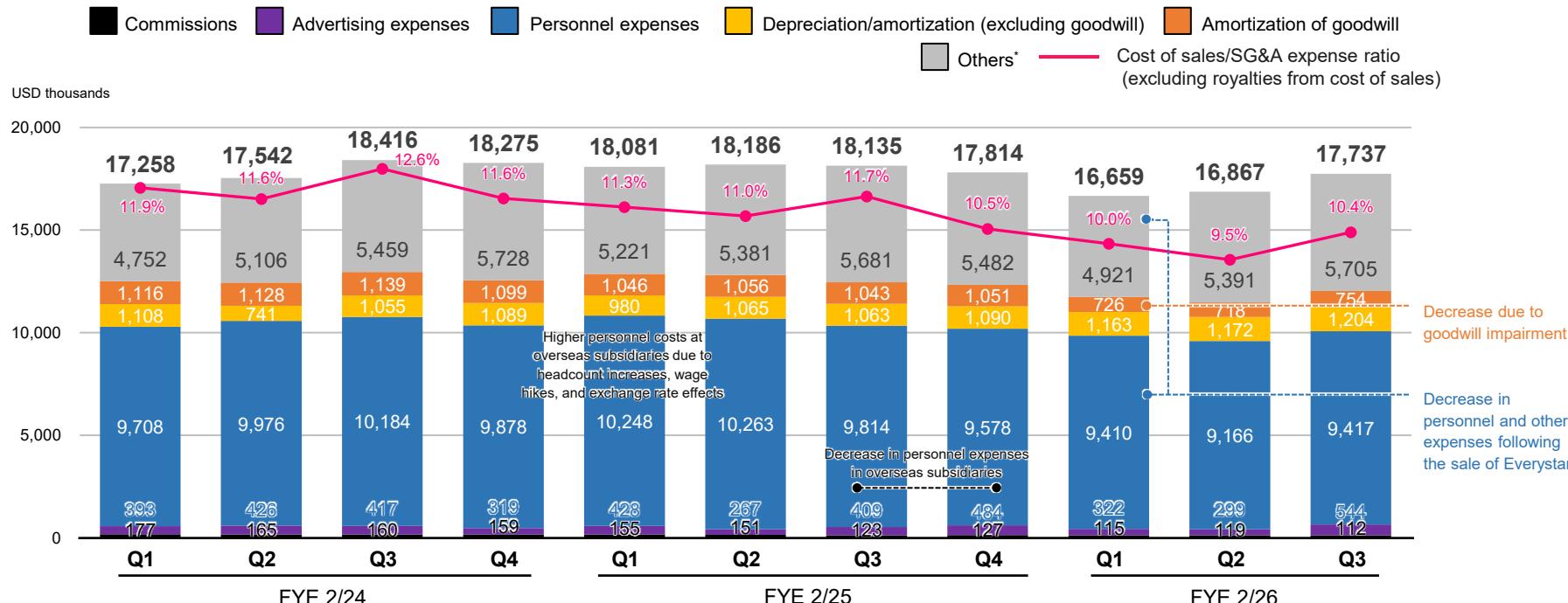


* The graph shows the combined trend of royalties and related costs incurred in the eBook Distribution business and printing and bookbinding costs recorded at NIHONBUNGEISHA

* Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

Trends in Cost of Sales/SG&A Expenses (Excluding Royalties)

- Cost decreased in FYE 2/26 due to the sale of Everystar in February 2025 and the recognition of goodwill impairment losses at subsidiaries
- From Q2 of FYE 2/26, development costs for the translation system were recognized under "Other" within cost of sales. In Q3, costs increased due to the start of consolidation of AIStep following its acquisition by the subsidiary flier, as well as the start of the B.League season



* "Others" include outsourcing expenses, rent, and taxes and dues

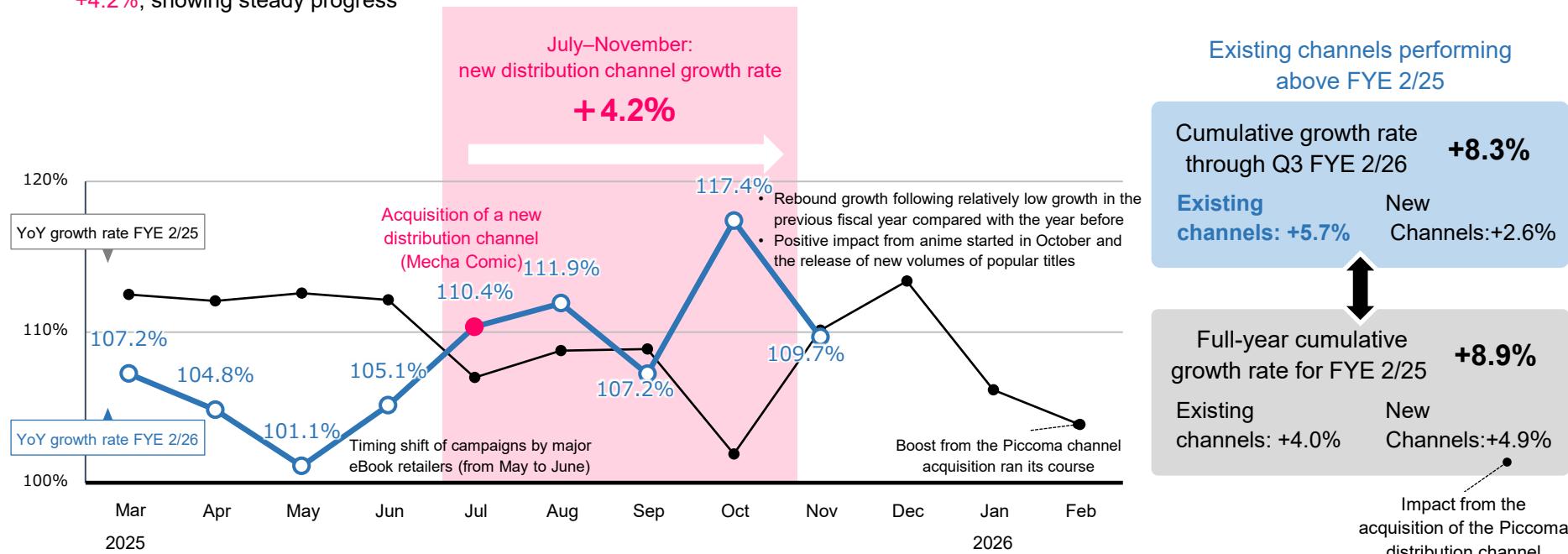
* Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

2. Earnings Trends

eBook Distribution Business

YoY Sales Growth Rate

- Both existing and new distribution channels remained strong. On a cumulative basis through Q3, existing channels remained above the level recorded for the full year of FYE 2/25
- The new distribution channel (Mecha Comic) was launched in July 2025. As a result, the growth rate of the new channel*² from July to November was +4.2%, showing steady progress



*1 Based on figures for the distribution business only within the eBook Distribution business

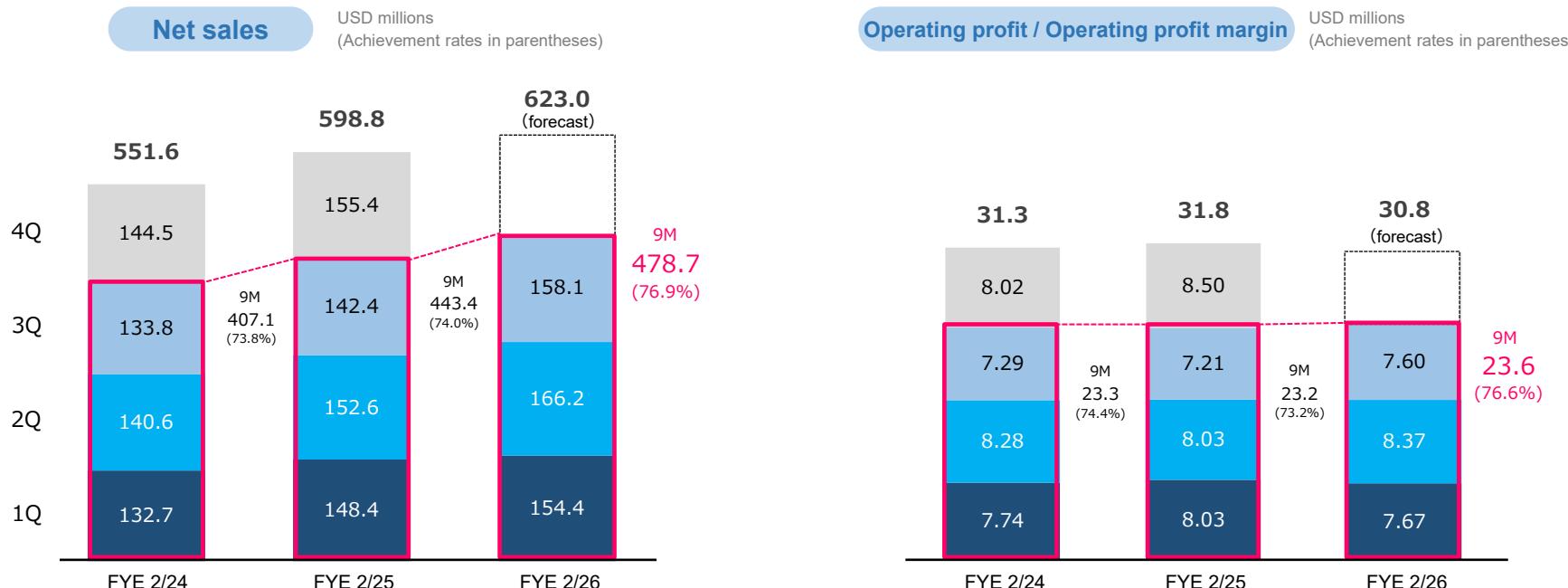
*2 New distribution channel growth rate: the contribution of newly added distribution channels to the year-on-year growth rate

*3 Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

Trends in Net Sales and Operating Profit

MEDIA DO Co., Ltd.
Q3 and 9M FYE 2/26 Results

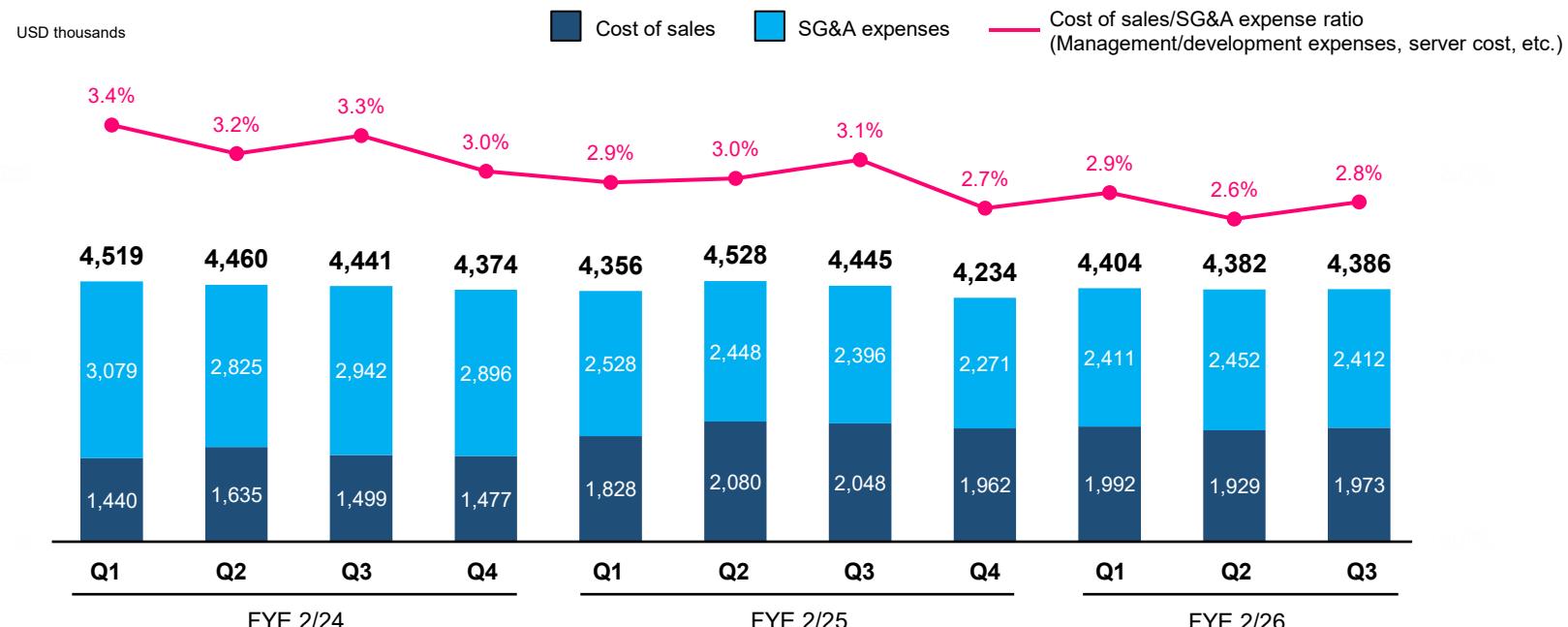
- ✓ Profit for 9M exceeded the initial plan. The negative impact from the termination of certain high-margin services was absorbed by growth in both existing and new distribution channels, resulting in higher profit
- ✓ QoQ, net sales and profit declined due to seasonality, as Q3 is seasonally lower compared with Q2 and Q4, which include long holiday periods



Cost Structure (Cost of Sales/SG&A Expenses Excluding Royalties)

MEDIA DO Co., Ltd.
Q3 and 9M FYE 2/26 Results

- ✓ The cost of sales and SG&A ratio excluding royalties continued to improve in both absolute terms and percentage, driven by operational efficiency gains



Factors behind the increase in cost of sales:

Q1 FYE 2/25: Impact from personnel reassignments

Q2 FYE 2/25: Decrease in personnel costs for engineers transferred to assets, as operations mainly focused on maintenance and other activities

* Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

2. Earnings Trends

Strategic Investment Businesses

Overview of main service in the Strategic Investment Businesses

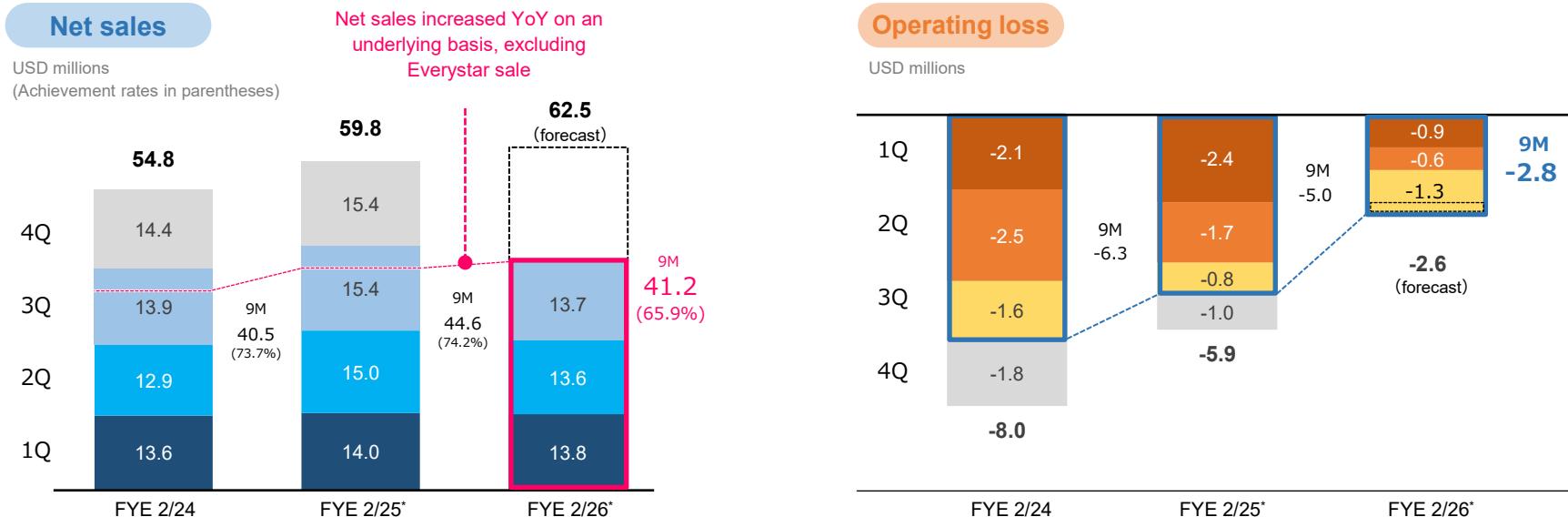
- From FYE 2/26, the subsegments within the Strategic Investment businesses have been restructured to align with our medium- to long-term strategic focus areas
- Aiming to establish a new growth driver for the MEDIA DO Group at an early stage, built on the foundation of its core eBook distribution business

The Strategic Investment businesses consists of the following three subsegments from FYE 2/26

<p>Global expansion</p> <p>Global business</p>	 <p>MD-i Media Do International</p>	 <p>firebrand TECHNOLOGIES</p>	 <p>NetGalley™</p>	 <p>supadü™</p>	 <p>MANGA MIRAI</p>
<p>IP creation and development / planning and publishing</p> <p>IP Solution business</p>	 <p>日本文芸社 NIHONBUNGEISHA</p>	<p>Audiobook business</p>	 <p>flier</p>	 <p>ASTRA</p>	
<p>Sustainability Creation</p> <p>SC business</p>	 <p>TOKUSHIMA GAMBAROUS</p>	 <p>TOKUSHIMA INNOVATION BASE —徳島県人材・技術・イノベーションベース—</p>	 <p>xIB JAPAN</p>		
	<p>Operates the professional men's basketball team "TOKUSHIMA GAMBAROUS"</p>	<p>Operates "Tokushima Innovation Base (TIB)," a support platform for entrepreneurs</p>	<p>Expanding nationwide through "xIB JAPAN" based on the TIB model</p>		

Trends in Net Sales and Operating Profit

- ✓ Net sales for 9M increased YoY on an underlying basis, excluding the impact of the Everstar sale
- ✓ Operating loss for 9M improved by \$2.1 million YoY. In Q3 alone, however, performance deteriorated both YoY and QoQ, mainly due to weaker performance at NIHONBUNGEISHA

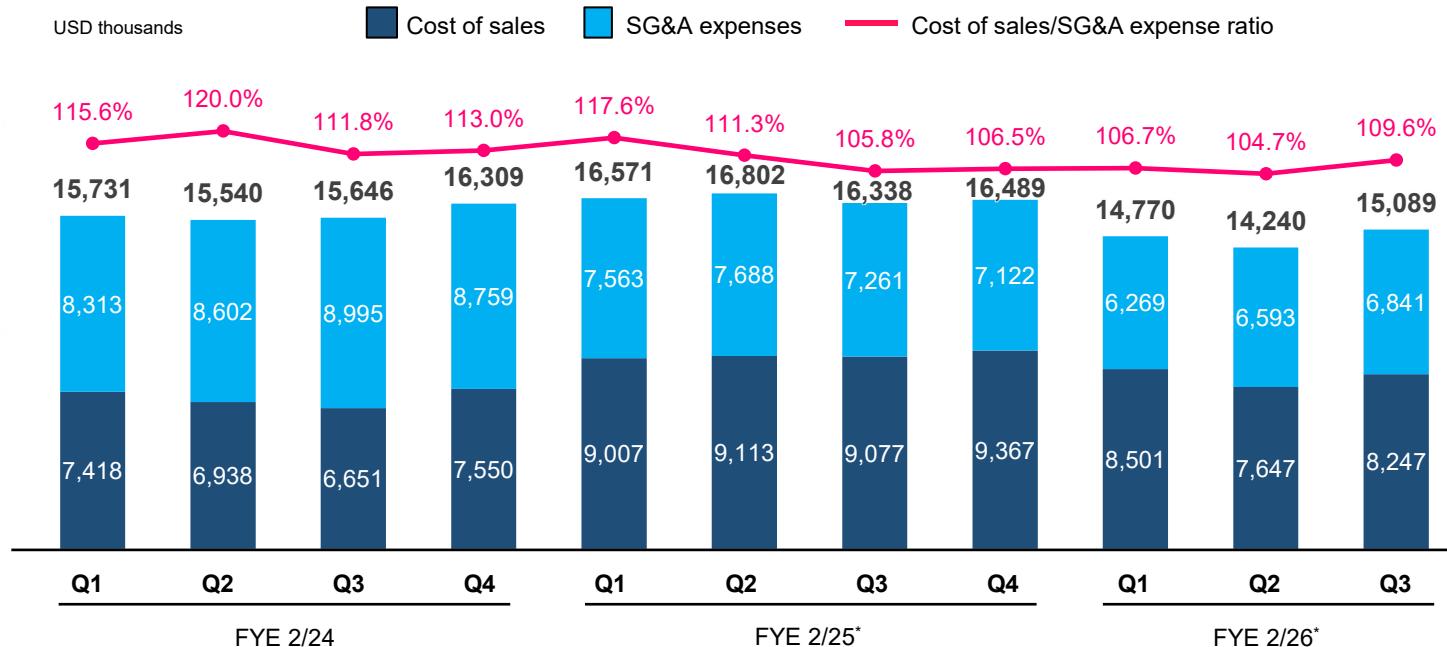


* From FYE 2/26, net sales from GAMBAROU TOKUSHIMA—the operating company of the professional basketball team TOKUSHIMA GAMBAROUS—has been included in the Strategic Investment businesses. The FYE 2/25 results in the following graph have been restated accordingly

* Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

Cost Structure

- ✓ Total cost of sales and SG&A expenses declined from FYE 2/26 due to the sale of Everystar
- ✓ From Q2 of FYE 2/26, development costs for the translation system were recognized under "Other" within cost of sales. In Q3, costs increased due to the start of consolidation of AIStep following its acquisition by the subsidiary flier, as well as the start of the B.League season

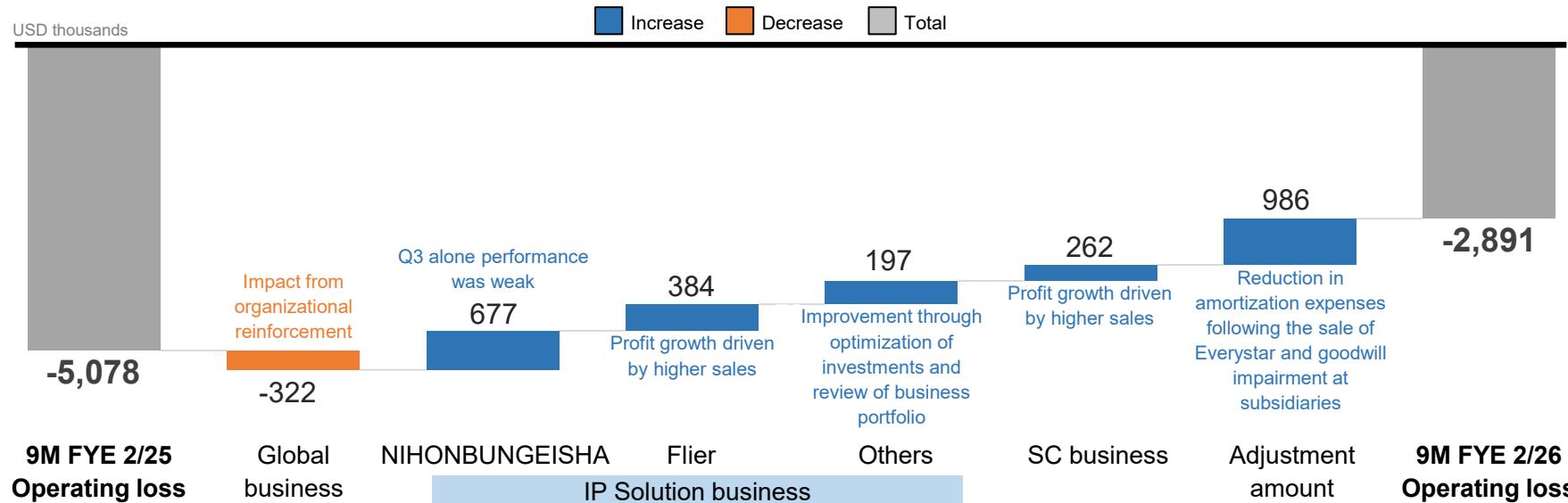


* From FYE 2/26, net sales from GAMBAROU TOKUSHIMA—the operating company of the professional basketball team TOKUSHIMA GAMBAROUS—has been included in the Strategic Investment businesses. The FYE 2/25 results in the following graph have been restated accordingly

* Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

Analysis of YoY Change in Operating Profit

- ✓ Overall operating loss of the Strategic Investment Businesses improved by \$2.1 million YoY
- ✓ Operating loss in the Global business expanded, mainly due to investments in strengthening the organizational structure to accelerate overseas expansion
- ✓ NIHONBUNGEISHA improved YoY, while Q3 standalone performance was weak, as reforms in the comic business are still in progress



NIHONBUNGEISHA: Strengthening Comic Business Following Success in Practical Books

- ✓ Since FYE 2/25, fundamental management reforms have been implemented, with practical books achieving record-high profitability, and the focus now shifting to comics
- ✓ Continuing reforms, including organizational restructuring, to establish a stable business structure

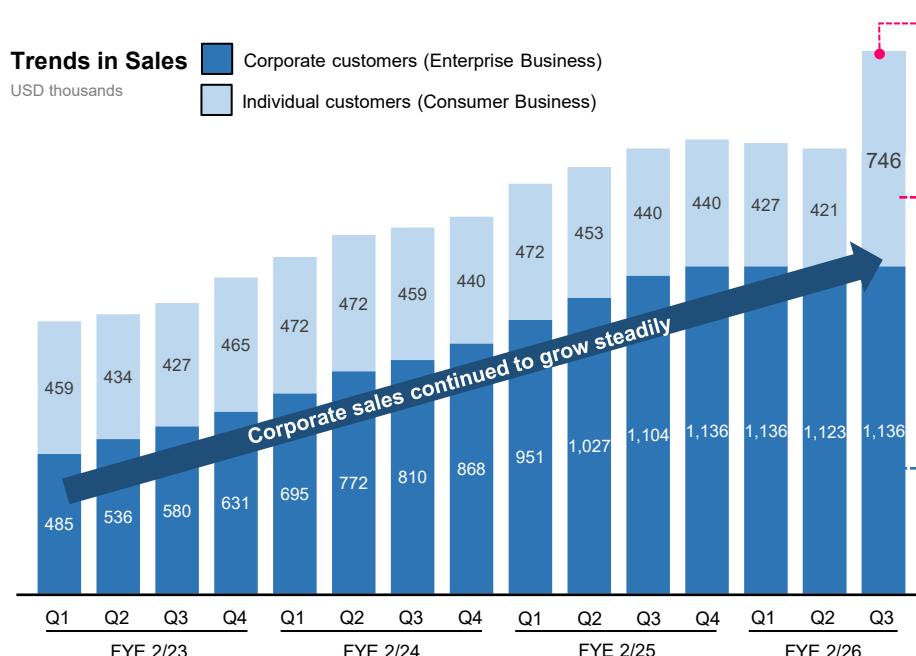
	Strong performance Practical books	Current focus Comics
Through 2Q	<p>Fundamental reforms are progressing</p> <p>Genres Fragmentation: Expanding genres and types of titles to address a broader market</p> <p>Human resources Focus: Carefully selecting the number of new titles and concentrating resources</p>	<p>Content genres became overly concentrated, creating a disadvantage in the market</p> <p>Genres Focus: Focused on specific genres that had previously generated hit titles</p> <p>Human resources Fragmentation: Inefficient allocation of resources per title, leading to declining profit margins</p>
Q3	<p>Profitability reached a record-high level</p> <p>The cumulative loss through Q3 improved, while performance in Q3 alone deteriorated</p>	<p>The decline of revenue growth factors that had contributed through Q2</p> <p>Media adaptations of titles Completion of popular titles</p>
From 4Q onward	<p>Continuing these initiatives</p>	<p>Applying the success of the practical books business to comics and strengthening the editorial function</p> <p>Genres Fragmentation: Reorganizing and strengthening the editorial structure to expand genre coverage and address a broader market</p> <p>Human resources Focus: Concentrating sales resources to improve profitability</p>

2. Earnings Trends | Strategic Investment Businesses

Flier: Revenue base expanded through a recovery in growth of existing businesses and M&A

- ✓ Core corporate sales showed a recovery trend from Q3, despite the impact of a downsell in a large-scale project in H1
- ✓ Initiatives for upselling to existing customers and acquiring new orders progressed steadily
- ✓ From Q3, AIStep, which provides training programs for generative AI workers, was consolidated as a subsidiary, strengthening the Group's earnings base

Trends in Sales
USD thousands



From Q3 of FYE 2/26,
AIStep's net sales are included


Consolidated as a subsidiary in Sep. 2025
AIStep
Provides generative AI worker training programs, aiming to upsell through flier's customer base

Earnings capacity strengthened through M&A



flier business
Book summary service
Expansion of the customer base, mainly among large enterprises

Although growth temporarily stalled in H1 FYE 2/26, the trend shifted toward recovery from H2 onward

- (1) Upselling to existing customers is on an increasing trend
- (2) Initiatives toward new order acquisition are progressing

P/L Actuals

USD thousands	FYE 2/25								FYE 2/26					
	Q1		Q2		Q3		Q4		Q1		Q2		Q3	
	Net sales ^{**1}	160,307	165,604	155,659	168,974	180,211	192,965	170,078						
eBook Distribution Business	148,403	92.6%	152,607	92.2%	142,442	91.5%	155,414	92.0%	154,493	93.0%	166,244	93.5%	158,116	93.0%
Strategic Investment Businesses	14,089	8.8%	15,095	9.1%	15,449	9.9%	15,479	9.2%	13,837	8.3%	13,600	7.6%	13,771	8.1%
Cost of sales, SG&A expenses	157,272	98.1%	161,639	97.6%	151,865	97.6%	163,968	97.0%	161,864	97.5%	173,030	97.3%	166,832	98.1%
Royalties/other cost of sales ^{**2}	139,190	86.8%	143,453	86.6%	133,729	85.9%	146,153	86.5%	145,204	87.5%	156,162	87.8%	149,094	87.7%
Commissions	155	0.1%	151	0.1%	123	0.1%	127	0.1%	115	0.1%	119	0.1%	112	0.1%
Advertising expenses	428	0.3%	267	0.2%	409	0.3%	484	0.3%	322	0.2%	299	0.2%	544	0.3%
Personnel expenses	10,248	6.4%	10,263	6.2%	9,814	6.3%	9,578	5.7%	9,410	5.7%	9,166	5.2%	9,417	5.5%
Depreciation/amortization (excluding goodwill)	980	0.6%	1,065	0.6%	1,063	0.7%	1,090	0.6%	1,163	0.7%	1,172	0.7%	1,204	0.7%
Amortization of goodwill	1,046	0.7%	1,056	0.6%	1,043	0.7%	1,051	0.6%	726	0.4%	718	0.4%	754	0.4%
Others	5,221	3.3%	5,381	3.2%	5,681	3.6%	5,482	3.2%	4,921	3.0%	5,391	3.0%	5,705	3.4%
EBITDA	5,061	3.2%	6,086	3.7%	5,900	3.8%	7,148	4.2%	6,065	3.7%	6,651	3.7%	5,204	3.1%
Operating profit	3,035	1.9%	3,964	2.4%	3,794	2.4%	5,006	3.0%	4,175	2.5%	4,760	2.7%	3,245	1.9%
Ordinary profit	3,128	2.0%	3,472	2.1%	3,879	2.5%	4,587	2.7%	4,275	2.6%	4,910	2.8%	3,405	2.0%
Profit before income taxes	2,962	1.8%	3,322	2.0%	3,901	2.5%	1,828	1.1%	7,540	4.5%	4,910	2.8%	3,405	2.0%
Profit attributable to owners of parent	1,559	1.0%	1,765	1.1%	2,498	1.6%	2,880	1.7%	5,221	3.1%	3,245	1.8%	1,953	1.1%

^{*1} From FYE 2/26, the performance of GAMBAROU TOKUSHIMA, which operates the professional basketball team "TOKUSHIMA GAMBAROUS" as part of the SC Business, has been included in the Strategic Investment businesses. Figures for FYE 2/25 have also been recalculated based on the same segment classification. Adjustment amounts not included in the eBook Distribution business and the Strategic Investment businesses were -\$2,185 thousand in Q1 FYE 2/25, -\$2,098 thousand in Q2, -\$2,232 thousand in Q3, -\$1,919 thousand in Q4, -\$2,291 thousand in Q1 FYE 2/26, -\$2,054 thousand in Q2 and -\$1,810 thousand in Q3.

^{*2} eBook Distribution business accounted for \$136,009 thousand in Q1 FYE 2/25, \$140,043 thousand in Q2, \$130,781 thousand in Q3, \$142,676 thousand in Q4, and \$142,411 thousand in Q1 FYE 2/26, \$153,487 thousand in Q2 and \$146,097 thousand in Q3.

^{*3} Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

B/S Actuals

USD thousands	FYE 2/25	9M FYE 2/26	QoQ change	Main factors of change
Current assets	255,078	271,652	16,574	
Cash and deposits	86,760	77,283	-9,477	
Notes and accounts receivable - trade, and contract assets	153,411	182,104	28,693	
Non-current assets	84,257	82,651	-1,606	
Property, plant and equipment	3,718	3,378	-340	
Software	4,044	3,896	-148	
Goodwill	26,800	25,634	-1,166	
Investment securities	36,191	36,607	416	
Total assets	339,335	354,304	14,969	
Current liabilities	205,669	220,342	14,673	
Notes and accounts payable – trade	180,475	189,387	8,912	
Current portion of long-term borrowings	9,622	9,048	-574	
Total non-current liabilities	20,629	13,183	-7,446	
Long-term borrowings	15,056	7,964	-7,092	
Total liabilities	226,298	233,526	7,228	
Total shareholders' equity	105,247	112,751	7,504	
Share capital	38,236	38,420	184	
Capital surplus	37,668	38,051	383	
Retained earnings	29,650	36,585	6,935	
Treasury shares	-307	-307	0	
Total accumulated other comprehensive income	7,095	6,794	-301	Decrease in foreign currency translation adjustments
Non-controlling interests	0	131	131	
Total net assets	694	1,100	406	
Total liabilities and net assets	113,037	120,778	7,741	
Current assets	339,335	354,304	14,969	

03 | Growth Strategy

Three Pillars of the Growth Strategy in the Medium-Term Management Plan

(1) eBook Distribution Business

Aim to expand our market share in content distribution as the foundation for MEDIA DO's growth

(2) Overseas Expansion

Distribute Japanese content to audiences around the world

MORE CONTENT for MORE PEOPLE!

(3) SC Business

Connect regional assets to drive growth in local communities and uplift Japan as a whole

Sustainability Creation

MEDIA DO Has Established an Overwhelming Position in the Publishing Industry as Japan's Largest eBook Distributor

Publishers
2,200+



Approx. 900,000 titles
received annually (monthly average:
approx. 75,000 titles)



Media Do

eBook retailers
150+



Number of business partners
Nearly all publishers in Japan
Publishers: 2,200
eBook retailers: 150

Number of titles handled
Over 3,170,000 titles

Gross merchandise value (GMV)
distributed
Second largest globally
Approx. \$1.16 billion

* Number of titles handled is as of January 1, 2026

The period covered for titles received is January–December 2025

3. Growth Strategy

Global Strategy

MEDIA DO Has Updated Its Vision to Distribute Japanese Content Worldwide



Media Do

MORE CONTENT for MORE PEOPLE!

As much content as possible



To as many people as possible



Content continues to be aggregated
at MEDIA DO

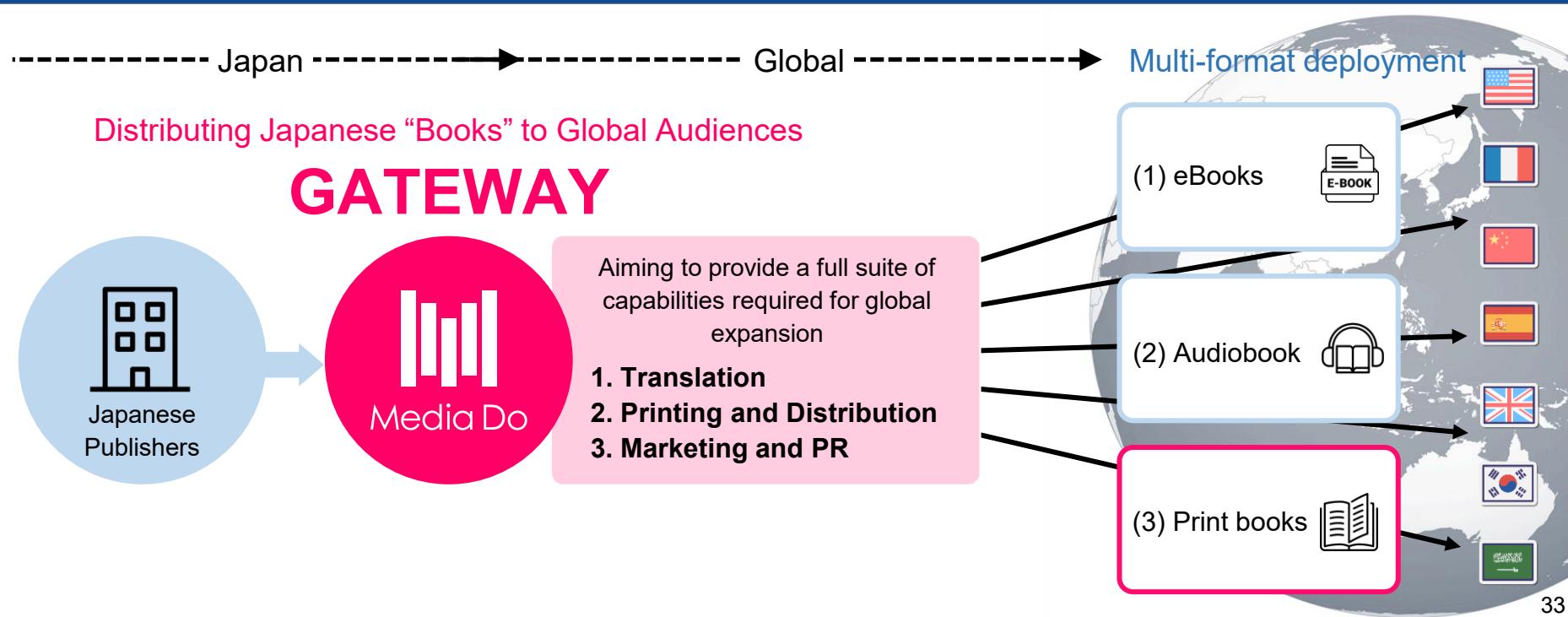
eBook
content
3,170,000 titles



From Japan to audiences
around the world

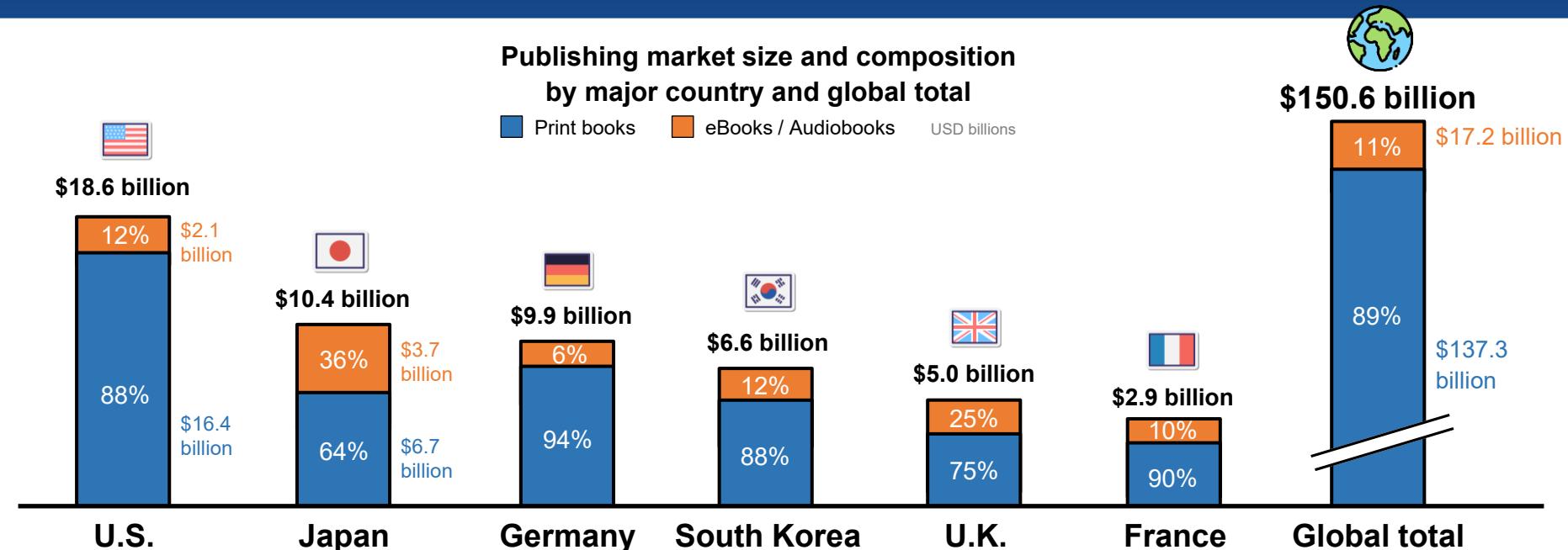
0.1 Japan
billion → **8** Global
billion

Establishing an Irreplaceable Position as the Gateway for Distributing Japanese “Books” Worldwide



Print Books Still Dominate Major Publishing Markets Worldwide

Making Print Market Access Essential for Global Expansion



* Source:

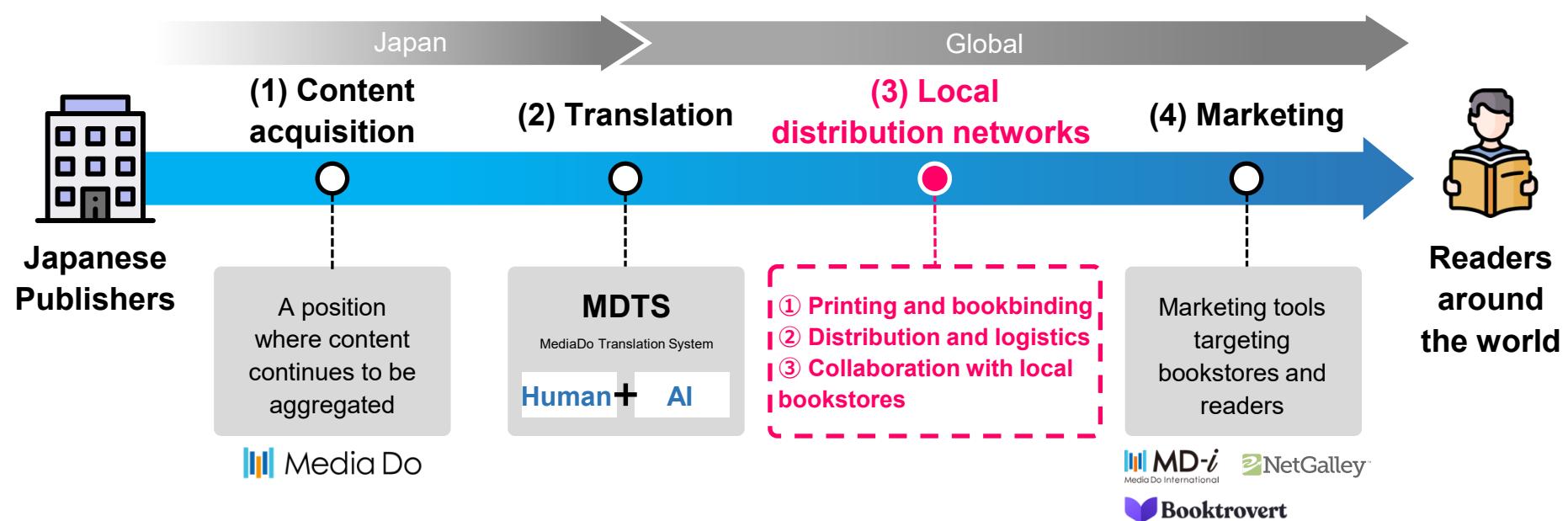
• Japan: 2025 Annual Report on Publishing Indicators by The Research Institute for Publications

• U.S.: Association of American Publishers (AAP), StatShot Annual Report 2024 (market size and ratio exclude digital audio and other categories such as educational and physical audio materials)

• South Korea, Germany, U.K., France: WIPO, [The Global Publishing Industry in 2022](#)

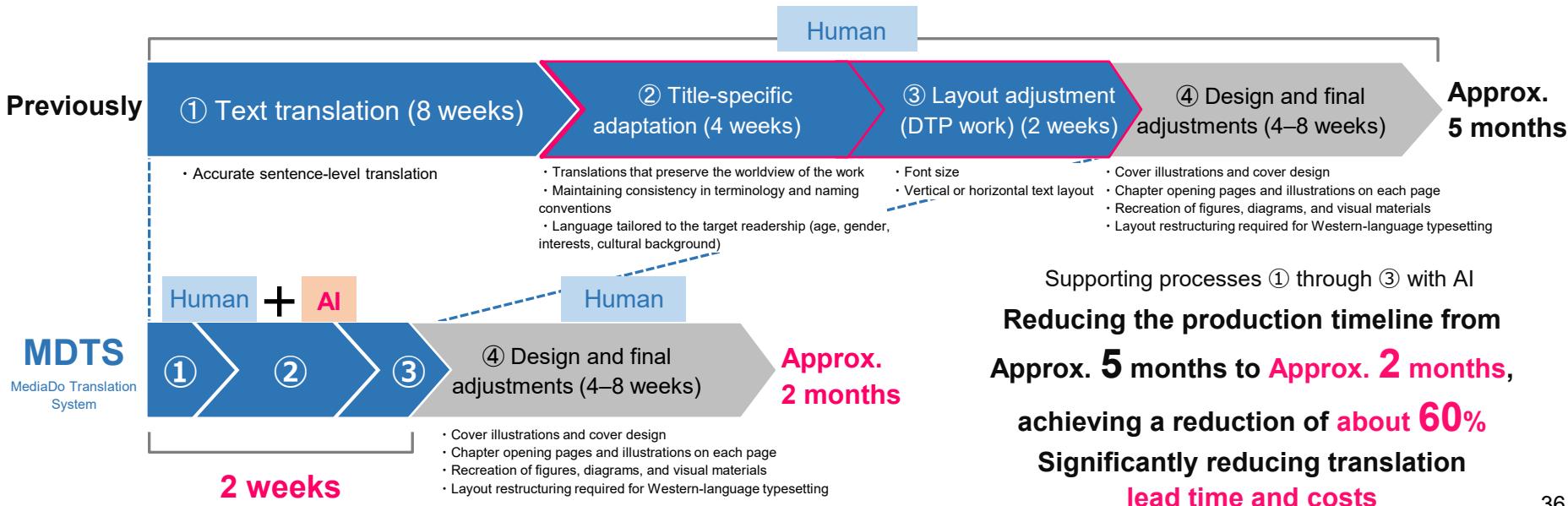
• Global market: Grand View Research, [Books Market Size, Share & Growth | Industry Report, 2030](#), Mordor Intelligence, [Ebook Market Share, Size, Trends & Industry Analysis](#)

Focusing on Securing Overseas Print Distribution Networks Essential for the Global Expansion of Japanese Content

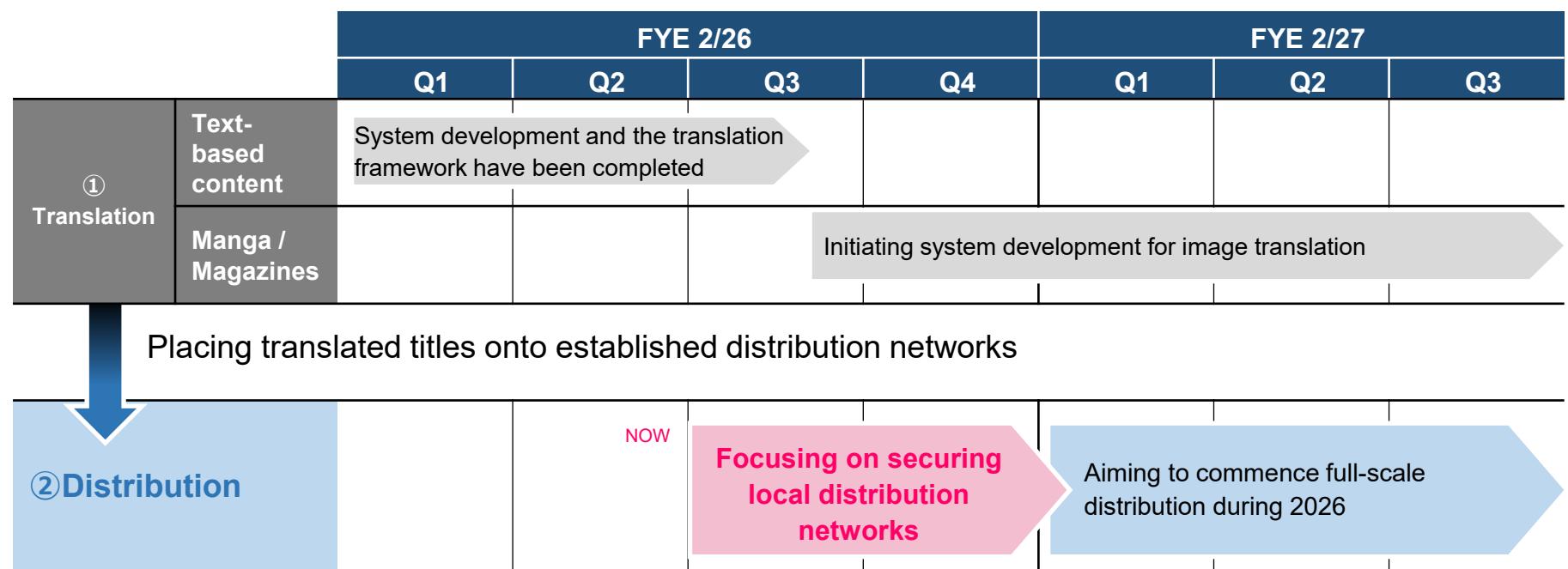


Developing MDTs to Support Translators With the Aim of Significantly Reducing Production Time and Costs

In the translation and publication of text-based content, the process requires not only ① accurate translation of the text, but also ② adjustment of translation style for each title and ③ layout adjustment



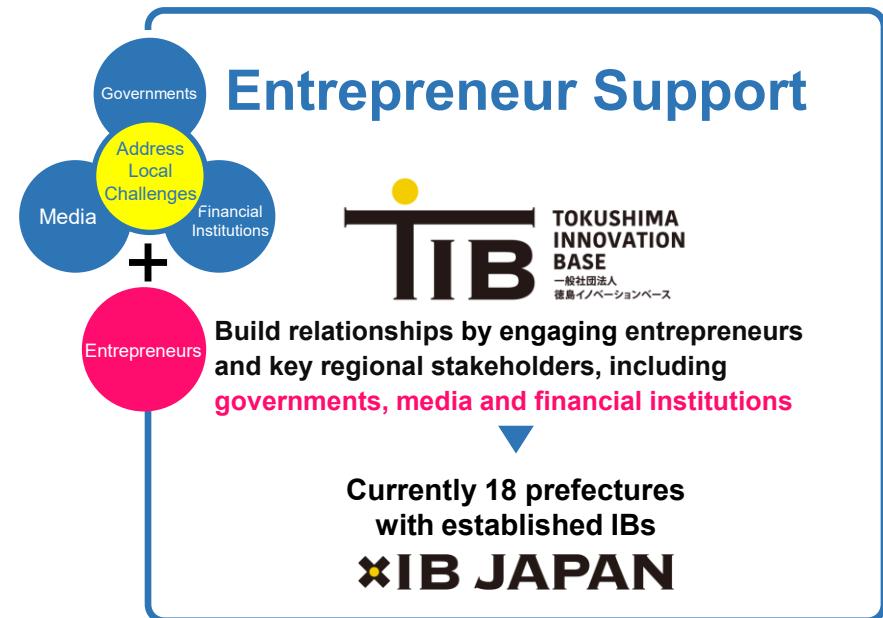
Establish Local Distribution Networks for Print Books and Aim to Launch Full-Scale Distribution in 2026



3. Growth Strategy

SC Business

The Current SC Business Has Two Main Pillars, Promoting Initiatives Based on Trust With Local Communities



Scaling Nationwide Using Tokushima as a Model Case

Expanding the Business While Contributing to the Development of Local Communities Across Japan

Step 1: Development of the Tokushima Model

- ✓ Addressing a wide range of regional challenges based on strong partnerships between key local institutions and entrepreneurs

Entrepreneur support



Building robust relationships among local governments, media, financial institutions, and entrepreneurs

Creation of diverse businesses and initiatives

Sports



Education



Rediscovery of regional value

Step 2: Nationwide Rollout of the Tokushima Model

- ✓ Expanding the Tokushima Model across prefectures nationwide
- ✓ Building relationships with regional stakeholders throughout Japan



Established in 18 prefectures to date; **aiming to expand to 25 IBs nationwide by the end of FY2026**
(Nationwide IB penetration rate: 53%)

Receiving inquiries from other prefectures regarding potential adoption

Step 3: Engaging Government Agencies and Regional Stakeholders from Across Japan

Establishing an unprecedented regional revitalization platform and taking a leading role in advancing regional revitalization initiatives

Sustainability Creation

SC CONFERENCE

The conference platform where diverse regional people, information, and experiences converge

The First SC Conference to Be Held at a Scale of 1,500 Participants, with Plans to Expand and Host Annually Going Forward



Sustainability Creation SC CONFERENCE

The First SC Conference

The platform where diverse regional people, information, and experiences converge
Expected to be held with **approx. 1,500 participants**

Regional stakeholders from across Japan



Government agencies

Governments Media Financial institutions Entrepreneurs

Ministry of Economy, Trade and Industry

Ministry of Land, Infrastructure, Transport and Tourism

Ministry of Agriculture, Forestry and Fisheries

Reconstruction Agency

Ministry of Education, Culture, Sports, Science and Technology

September 4, 2025

SC Conference "Preliminary Session"



Attracted strong interest from government agencies, local governments, universities, and financial institutions that share a strong awareness of the challenges facing regional revitalization in Japan

A total of 134 participants, including both internal and external attendees

External participants (listed in Japanese alphabetical order)

【Government Agencies】 Ministry of Economy, Trade and Industry / Ministry of Land, Infrastructure, Transport and Tourism / Ministry of Agriculture, Forestry and Fisheries / Reconstruction Agency / Ministry of Education, Culture, Sports, Science and Technology

【Local Government】 Tokushima Prefecture
【Universities】 Tokushima University

【Financial Institutions】 Awa Bank / Tokushima Taisho Bank / Mizuho Bank / Mizuho Securities

【Media】 Kita Nippon Shimbun / Shikoku Broadcasting / Tokushima Shimbun / Nikkei Inc.

Holding the First Business Briefing in Tokushima Ahead of the SC Conference to Further Strengthen Relationships with a Broad Range of Stakeholders



December 3, 2025

170
participants

Business Briefing in Tokushima

- As a preparatory initiative for the SC Conference, MEDIA DO presented its business vision, including the SC Business, to key stakeholders in Tokushima
- Enhanced expectations for the business and increased engagement, leading to the further strengthening of long-term relationships

【Government Agencies】 Tokushima Prefectural Government (Department of Commerce, Industry and Labor; Office of the Governor; Department of Agriculture, Forestry and Fisheries) / Tokushima Prefectural Board of Education, etc.

【Financial Institutions】 Awa Bank / Tokushima Taisho Bank / Mizuho Bank / Mizuho Securities

【Media】 NHK Tokushima Broadcasting Station / Shikoku Broadcasting / Tokushima Shimbun, etc.

【Educational Institutions】 Shikoku University / Organization for University Support / Tokushima University / Naruto University of Education / Other public and private high schools

【Leading Companies in Tokushima】 TIB sponsors / Shareholders and sponsors of the TOKUSHIMA GAMBAROUS / Corporate supporters of the Tokushima Prefecture edition of the Tobitate! Study Abroad JAPAN initiative

External participants
(listed in Japanese alphabetical order)

Hosting the Tokushima Version of the “Davos Meeting,”

the Uzushio Summit

Rediscovering the Value of Local Communities from a Global Perspective

January
24, 2025

17:00-21:30



地方の価値や文化 グローバルに議論
「最強ダボス会議」開催へ
機運醸成へプレ実施

Approx. 150 participants from diverse backgrounds engaged in discussions on regional potential across four themes:

(1) Business from Local Communities

(2) Environment

(3) Education

(4) Culture and the Arts

Featured in the Tokushima Shimbun on January 23, 2025

Co-hosted by



Supported by



First Full-Scale Conference



Planned to Be Held at a Scale of Approx. 250 Participants

Planned panel discussions led by leading experts across various fields to explore the future of local communities and unlock their potential

Key Themes

- ① 「Regional Assets of Japan」
- ② 「Japan from a Global Perspective」
- ③ 「Sports and Regional Revitalization」
- ④ 「Local Politics」
- ⑤ 「Regional Companies and Capital Formation」
- ⑥ 「Local Communities and Inbound Tourism」
- ⑦ 「Human-Centered Living in the Age of AI」
- ⑧ 「Business Succession and M&A」
- ⑨ 「Steering the Nation's Future」

- ✓ Planned to be held annually as a forum that views Tokushima as a microcosm of Japan's broader challenges, articulates a vision for the future of local communities, and communicates that vision to a wider audience
- ✓ Using Tokushima as a model case, the initiative has attracted attention from other prefectures, including Hyogo

March 6, 2026
13:00-21:00

The Tokushima Prefecture Edition of “Tobitate! Study Abroad JAPAN” Formally Approved in September Positioned for Expansion to Other Prefectures as the Tokushima Model



- ✓ Formally approved by the Ministry of Education, Culture, Sports, Science and Technology on September 19, 2025, as a non-repayable study-abroad scholarship program funded jointly by contributions from corporations and local governments
- ✓ The Tokushima Prefecture edition of Tobitate! Study Abroad JAPAN **aims to send 50 high school students from Tokushima abroad each year**
- ✓ Through overseas study, the program seeks to cultivate young individuals from Tokushima who broaden their perspectives, develop an entrepreneurial mindset, and **create new value for their local communities**



MEDIA DO takes the lead in collaboration among industry, government, and academia to establish its position as a driving force in regional revitalization

- Fostering future entrepreneurs while building long-term, continuous relationships
- Strengthening collaboration with key industry, government, and academic stakeholders in Tokushima

→ **Preparations are underway to launch the program in Wakayama Prefecture, using Tokushima as a model case**

14 participating corporate sponsors (listed in Japanese alphabetical order)

1. Tokaiun Co., Ltd.
2. Awa Bank, Ltd.
3. Okubo Sangyo Co., Ltd.
4. Otsuka Holdings Co., Ltd. with the Otsuka Yoshimitsu Memorial Foundation
5. Shikoku Kako Co., Ltd.
6. Shikoku Broadcasting Co., Ltd.
7. Tokushima Taisho Bank, Ltd.
8. Tomita Pharmaceutical Co., Ltd.
9. Nichia Chemical Industries Co., Ltd.
10. Nippon Life Insurance Company
11. Nihon Flash Co., Ltd.
12. MEDIA DO Co., Ltd.
13. Morihiroku Co., Ltd.
14. Workstaff Co., Ltd.

At the first briefing session held on January 12, 2026, approx. **150 participants**, including high school students and teachers from within the prefecture, attended

January 13, 2026
Tokushima Shimbun

Permission: Tokushima Shimbun



徳島新聞

高校留学の意義と課題

1月13日
火曜日

TOKUSHIMA GAMBAROUS Continue to Lead the League, Maintaining an Occupancy Rate Above the B1 League Average

Ranked 1st out of 15 clubs, currently on nine consecutive wins*1

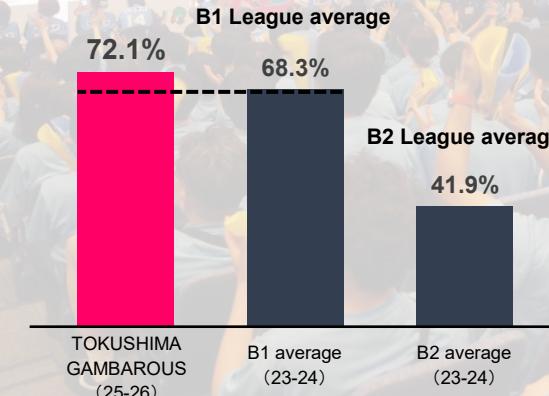
Ranking	Club Name	Wins	Losses	Win Rate
1	TOKUSHIMA GAMBAROUS	22	4	0.846
2	Kagawa Five Arrows	17	7	0.708
3	Saitama Broncos	18	8	0.692
4	Tryhoop Okayama	18	10	0.643
5	Tokyo Hachioji Bee Trains	16	10	0.615
6	Niigata Albirex BB	17	11	0.607
7	Tachikawa Dice	13	11	0.542
8	Gifu Swoops	14	12	0.538
9	Shonan United BC	13	13	0.500
10	Tokyo United Basketball Club	9	17	0.346
11	Kanazawa Samuraiz	8	16	0.333
12	Earthfriends Tokyo Z	9	19	0.321
13	Shinagawa City Basketball Club	8	18	0.308
14	Yamaguchi Pats Five	8	20	0.286
15	Veertien Mie	6	20	0.231

*1 Club rankings are as of January 13, 2026 (Source: [B.LEAGUE B3 Standings](#)) (Japanese only)

*2 Occupancy rate is calculated as attendance divided by arena seating capacity (Source for B1/B2 league averages: "Arena Attendance Rate" in [the B.LEAGUE Management Cup 2024 Data Book](#)) (Japanese only)

Achieved a high occupancy rate exceeding 70% for three consecutive seasons*2

Above the B1 League average



The “GAMBAROUS SEVEN” App Creates Fan Stickiness and Contributes to Stronger Club Management, With the Aim of Expanding the Tokushima Model to Clubs Nationwide

① Providing fans with new entertainment through “GAMBAROUS SEVEN,” where they predict the player who will score up to the 7th goal

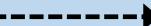
1. Predicting which player will score from the 1st goal through the 7th goal
2. Offering premium prizes based on the number of consecutive correct predictions starting from the 1st goal

② Conducting web-based test marketing*

By repeatedly “analyzing” and “voting” while enjoying the experience, fans’ prediction accuracy improves

24-25

16.9%



25-26

23.7%

+6.8pt

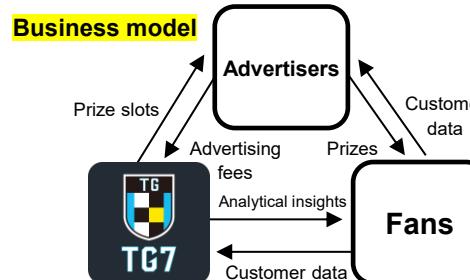
*Conducted across a total of 25 games over the 2024–25 and 2025–26 seasons, with cumulative participation by 8,947 fans

③ Release of the “GAMBAROUS SEVEN” App

Completing the entire process from analysis to voting within the app

1. Viewing analytical data that supports predictions
2. Completing the entire process from analysis to voting within the app
3. Accumulating individual voting track records
→ Increasing fan stickiness

Scheduled for release at the end of January 2026



Through “B. Revolution,” B.LEAGUE Is Transforming Its League Structure Into a Full-Fledged Regional Revitalization League

B. Innovation

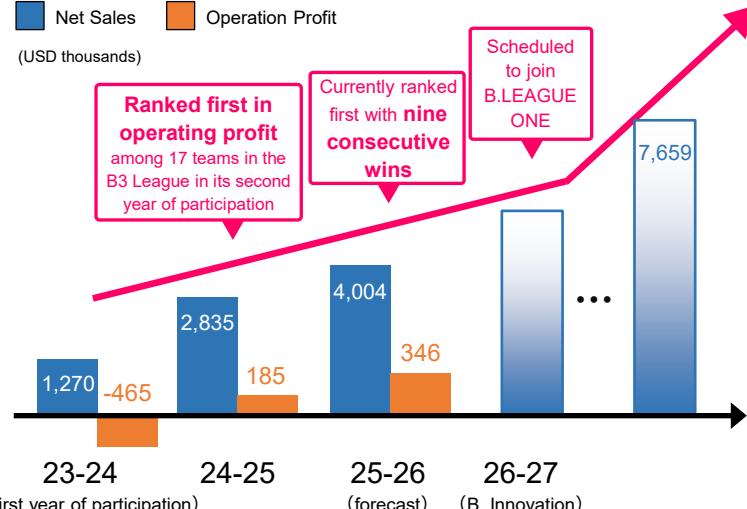
2026–27 From a promotion and relegation system to an expansion-based model



Aligned with MEDIA DO's SC business philosophy of growing together with local communities

TOKUSHIMA GAMBAROUS to Enter B.LEAGUE ONE from the Next Season, Aiming for Further Growth Supported by the Arena Development Plan

Accelerating business growth driven by strong local enthusiasm



* Source: FY2024 Club Financial Summary

* Calculated at the exchange rate as of January 7, 2026 (\$1 = ¥156.66)

Home arena development plan

(capacity: 5,000–10,000 seats)

In December 2025, a policy was announced to complete the basic plan for a new arena three months ahead of the original schedule

- ✓ Voices calling for the early development of the arena have been raised in the Tokushima Prefectural Assembly
- ✓ Expectations for increased attendance and admission revenue through the realization of the arena
- ▼ Candidate site under consideration by Tokushima Prefecture: Former Tokushima Higashi Technical High School site



Featured in the Tokushima Shimbun on Dec. 4, 2025



Introduction of a Fundamental Policy on Large-Scale Purchases to Safeguard Share Liquidity and the Publishing Distribution Infrastructure

General Concerns
Regarding Large-Scale
Purchase Activities

1. Impact on Share Price Formation

A decline in share liquidity (including reduced trading volume) may adversely affect investment opportunities for general shareholders and distort fair share price formation

2. Impact on the Business

Maintaining a consistent business policy that enables publishers to entrust their content with confidence

→ Introduced a Fundamental Policy on Large-Scale Purchase Activities on December 29, 2025
The Company will continue to engage in constructive dialogue with shareholders to enhance corporate value together

To prevent arbitrary operation by the Board of Directors, the activation of any countermeasures requires:

Large-Scale Purchaser
Submission of a Statement of Intent Regarding Large-Scale Purchase Activities

Independent Committee
Evaluation and Recommendation

Board of Directors
Resolution

General Meeting of Shareholders
Resolution

Countermeasure (Gratis Allotment of Stock Acquisition Rights)
Implementation

04 | Appendix

The Corporate Philosophy of MEDIA DO



MISSION

Unleashing a virtuous cycle of literary creation



VISION

MORE CONTENT for MORE PEOPLE!

Constitution of Japan

Article 1, Section 1 General Rules, Chapter 1 General Provisions, Copyright Act

The purpose of this Act is to provide for authors' rights and neighboring rights with respect to works, as well as with respect to performances, phonograms, broadcasts, and cablecasts, and to ensure protection for the rights of authors and other such persons while according attention to the fair exploitation of these cultural products, and thereby to contribute to cultural development.

4.Appendix

Company Outline

Trade name	MEDIA DO Co., Ltd.
Capital	\$406.7 million (as of Feb 28, 2025)
Employees	272 (stand-alone) , 558 (consolidated) (as of Feb 28, 2025)
Founded / Established	June 1994 / April 1999
Stock listing (Securities code)	Tokyo Stock Exchange, Prime Market (3678)
Office	Head Office: 5F PALACESIDE Bldg. 1-1-1 Hitotsubashi Chiyoda-ku Tokyo, Japan Tokushima Kito Office: 5-23 Iwatsushi, Kitowamuda, Naka-cho, Naka-gun, Tokushima, Japan
Affiliated Companies	(Domestic) MEDIA DO TECH TOKUSHIMA Co., Ltd., ARTRA ENTERTAINMENT Inc., Flier Inc. ,NIHONBUNGEISHA Co., Ltd., GAMBAROU TOKUSHIMA Co., Ltd. (Overseas) Media Do International, Inc., Quality Solutions, Inc.(Firebrand Technologies), NetGalley, LLC, Supadü Limited



Company History and Consolidated Net Sales Trend

- ✓ Net sales reached \$679.0 million (100 billion yen) in FYE 2/22, driven by special demand associated with people staying at home during the COVID-19 pandemic
- ✓ Sales are expected to decline in FYE 2/23 and FYE 2/24 due to temporary special factors, while sales are expected to increase again from FYE 2/25 onward

Consistently developing businesses related to content since the company's inception

1994: CEO Yasushi Fujita started content distribution business while still in university

2000: Entered IT business

2004: Made a full-scale entry to the digital content (= copyrighted works) business, which requires rights licensing

2006: Developed "md-dc" content distribution system in-house and launched eBook distribution business

2013: Listed on Tokyo Stock Exchange Mothers (currently Growth Market)

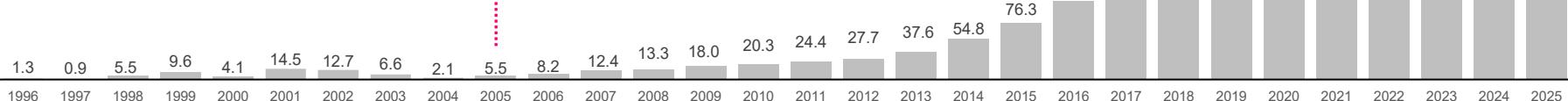
2016: Changed the market to the First Section of the Tokyo Stock Exchange (currently the Prime Market)

2017: Acquired Digital Publishing Initiatives Japan Co., Ltd., and achieved the No. 1 position in the domestic eBook Distribution industry

2021: Capital and business alliance with major wholesaler TOHAN CORPORATION aiming to contribute to "print books," which are the root of content, and became the largest shareholder

(USD millions)

Launched eBook Distribution business



Consolidated Earnings Forecast for FYE 2/26 (1)

- ✓ FYE 2/25: First increase in revenue and profit in three fiscal years
- ✓ In FYE 2/26, we expect continued growth in both revenue and profit due to an increase in market share in the eBook Distribution business, improved profit/loss from progress in each of the Strategic Investment businesses, and a review of the business portfolio

USD millions	FYE 2/25 Results	FYE 2/26 Forecast	YoY
Net sales	\$692.0mn	\$719.8mn	+4.0% (+\$27.0mn)
Operating profit	\$16.8mn	\$18.4mn	+9.9% (+\$1.6mn)
Ordinary profit	\$16.0mn	\$18.3mn	+14.4% (+\$2.3mn)
Profit attributable to owners of parent	\$9.2mn	\$13.5mn	+46.7% (+\$4.3mn) * Gain on sales of shares of affiliated company (+\$3.6 mn) due to the transfer of shares of MyAnimeList, an equity-method affiliate
EBITDA	\$25.7mn	\$26.6mn	+3.7% (+\$0.9mn)
ROE	8.1%	10.9%	+2.8pt

Consolidated Earnings Forecast for FYE 2/26 (2) Forecast by segment

Net sales	FYE 2/25 Results*	FYE 2/26 Forecast	YoY	Rate of change
eBook Distribution business	\$637.0mn	\$663.3mn	+\$26.0mn	+4.1%
Strategic Investment businesses	\$65.0mn	\$66.7mn	+\$1.7mn	+3.2%
Adjustment	-\$9.6mn	-\$10.2mn	-\$0.6mn	-
Total	\$692.0mn	\$719.8mn	+\$27.0mn	+4.0%

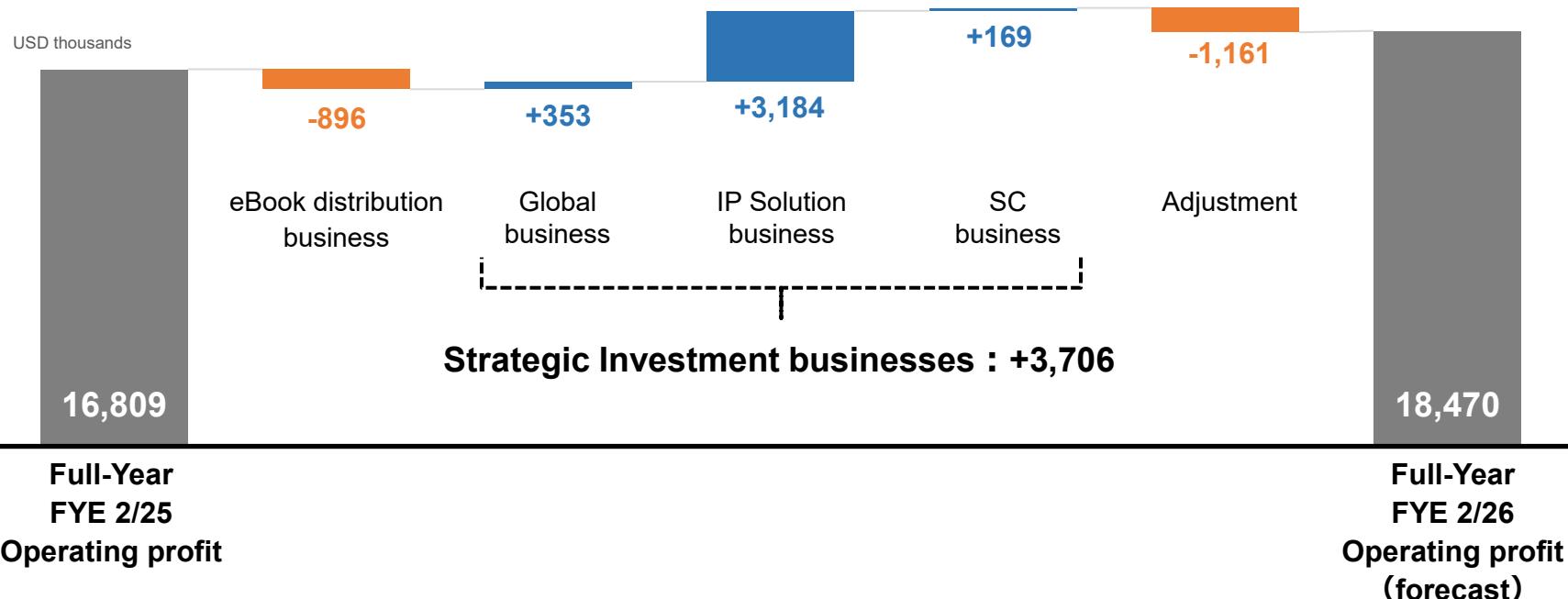
Operating profit	FYE 2/25 Results*	FYE 2/26 Forecast	YoY	Rate of change
eBook Distribution business	\$33.7mn	\$32.8mn	-\$0.9mn	-2.6%
Strategic Investment businesses	-\$6.5mn	-\$2.8mn	+\$3.7mn	-
Adjustment	-\$10.3mn	-\$11.5mn	-\$1.2mn	-
Total	\$16.8mn	\$18.4mn	+\$1.6mn	+9.9%

* Actual results based on the sub-segment of the Strategic Investment businesses, which was changed from FYE 2/26

* Calculated at the exchange rate as of October 3, 2025 (\$1 = \$147.26)

Consolidated Earnings Forecast for FYE 2/26 (3) Key Performance Indicators

- ✓ Revenue and profit back on track to increase from FYE 2/25
- ✓ eBook Distribution business expected to decrease profit due to lower profit margin resulting from expansion of distribution market share with major publishers and eBook retailers
- ✓ Strategic investment businesses is expected to increase profit mainly in IP Solution business

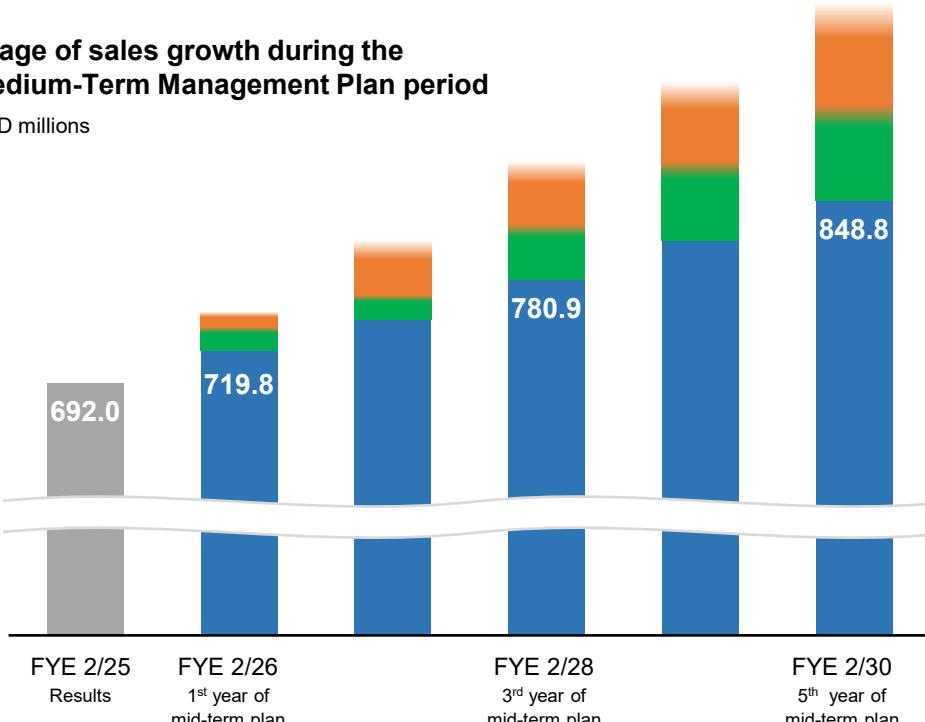


Aiming for inorganic growth by promoting overseas expansion

- ✓ Medium-term five-year performance targets are based on organic growth
- ✓ Strengthening support for overseas expansion in the Global business and growth through M&A are not included in the plan, but are being promoted as further growth factors

Image of sales growth during the Medium-Term Management Plan period

USD millions



Growth associated with overseas business development of Japan content translated by MDTs
 Growth through M&A

Further growth through new businesses and M&A (Not factored into the planned value)

Performance Targets of the Medium-Term Management Plan (organic growth)

Aiming to achieve discontinuous growth by actively promoting overseas expansion and M&A

In FYE 2/30, aiming for record highs in consolidated revenue and all profit categories

- ✓ Through sustainable growth of existing businesses and expansion of new businesses, we aim to achieve consolidated net sales of \$848 million and operating profit of \$27 million in FYE 2/30

(5th year of mid-term plan)

	FYE 2/25		FYE 2/30	Increase amount
Net sales	\$692.0mn	→	\$848.8mn	+156.8mn
Operating profit	\$16.8mn	→	\$27.1mn	+10.3mn

*Numerical plan does not include planned figures for new overseas expansion

	FYE 2/25	1st year of mid-term plan FYE 2/26	3rd year of mid-term plan FYE 2/28	5th year of mid-term plan FYE 2/30
Net sales	\$692.0mn	\$719.8mn	\$780.9mn	\$848.8mn
Operating profit	\$16.8mn	\$18.4mn	\$21.8mn	\$27.1mn
EBITDA	\$25.7mn	\$26.6mn	\$30.5mn	\$35.3mn
Profit attributable to owners of parent	\$9.2mn	\$13.5mn	\$14.6mn	\$16.9mn

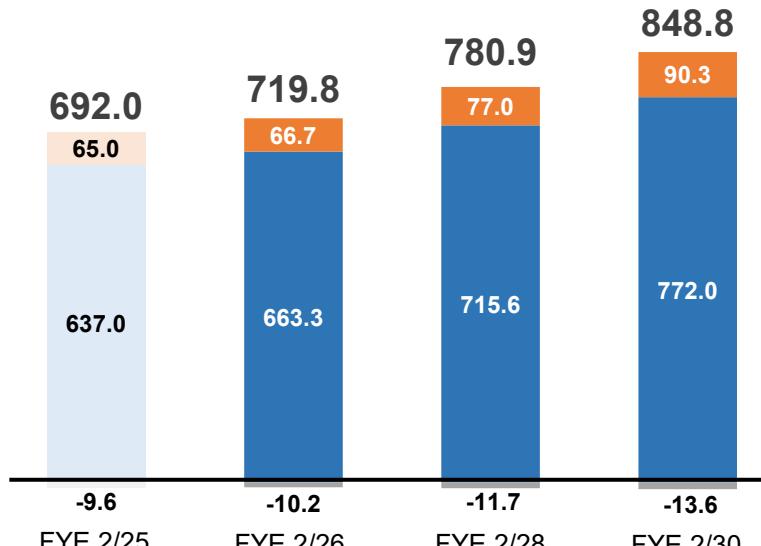
4.Appendix

Achieve profitability in the Strategic Investment businesses as soon as possible, based on stable growth in the eBook Distribution business

Sales Image by Business Segment

- eBook Distribution business
- Strategic Investment businesses
- Other adjustment

(USD millions)

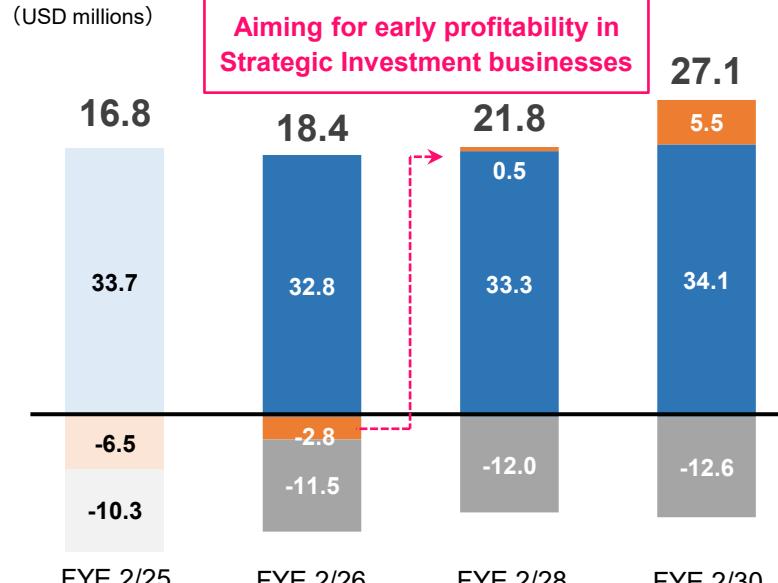


(1st year of mid-term plan) (3rd year of mid-term plan) (5th year of mid-term plan)

Operating Profit Image by Business Segment

- eBook Distribution business
- Strategic Investment businesses
- Other adjustment

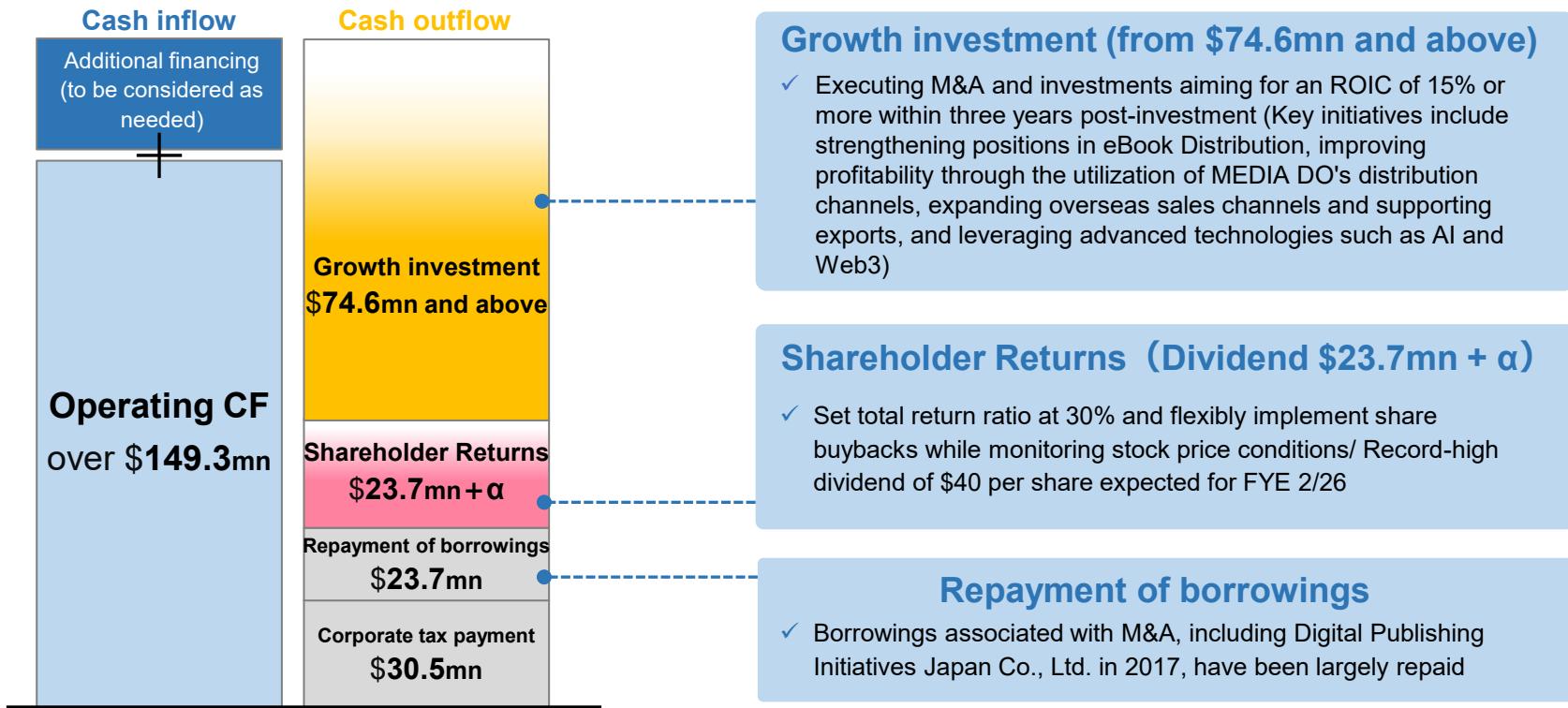
(USD millions)



(1st year of mid-term plan) (3rd year of mid-term plan) (5th year of mid-term plan)

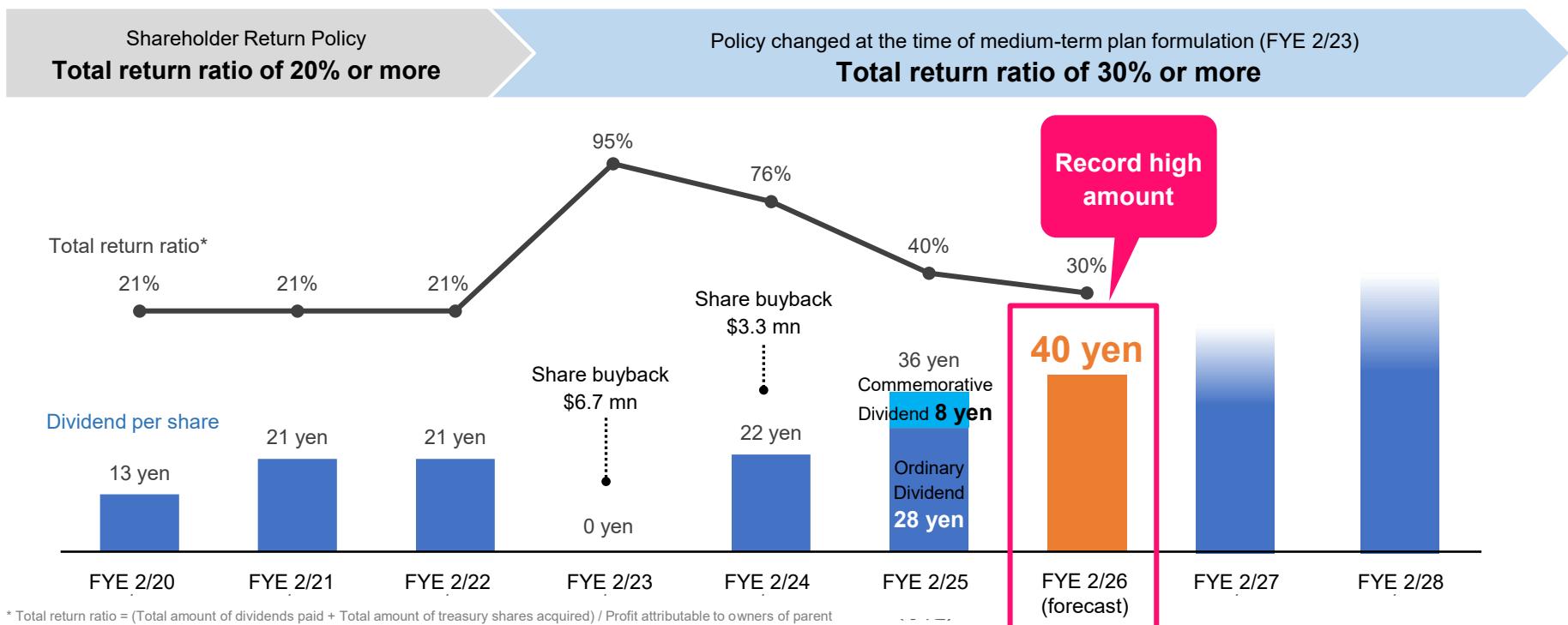
Five-Year Capital Allocation Image (FY2/26 - FYE 2/30 Cumulative)

- ✓ Operating cash flow generated during the medium-term management plan period will exceed \$22.0 bn over the five-year period
- ✓ Growth investment will be made through aggressive business investment and M&A, and shareholder returns will also be strengthened



Shareholder Return Policy

- ✓ Dividend per share for FYE 2/26 will be 40 yen, a record high
- ✓ Established a shareholder return policy of a total shareholder return ratio of 30% or more from FY 2/23, and implemented share buybacks
We will continue to implement flexible share buybacks while monitoring stock price trends, and will consider raising the rate of return in stages



* Total return ratio = (Total amount of dividends paid + Total amount of treasury shares acquired) / Profit attributable to owners of parent

* Calculated at the exchange rate as of October 3, 2025 (\$1 = ¥147.26)

Forward-looking statement and unaudited information disclaimers

Information presented herein includes forward-looking statements. These forward-looking statements are based on current expectations, forecasts and assumptions that involve risks, all of which entail uncertainties that could lead to outcomes that substantively differ from the forward-looking statements' content.

Such risks and uncertainties include general industry and market conditions and general domestic and international economic conditions, including interest rate and exchange rate movements. MEDIA DO assumes no responsibility to update or revise forward-looking statements contained herein, even if new information becomes available or unanticipated events occur.

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