

Message



**Reliable management keeps
the world saying “This is FUN!”**

Tomohiro Okada
Representative Director & President

We have been operating in the entertainment world for many years. In the 1990s, we adopted **“Creating a Business of ‘Play’”** followed by **“All in the Name of FUN.”** as our brand slogan. Now, we at Universal Entertainment are in a major transition phase that will lead us into the future.

It is my hope that everyone associated with Universal Entertainment, from our customers to our employees, will feel a true sense of excitement as we continue to deliver “This is FUN!”. Especially now, with our new organizational structure, I believe we have a unique opportunity to strengthen our foundation for long-term growth.

To honor the spirit of diverse entertainment we have championed since our founding in 1969, we are evolving our previous slogan into a new mission: **“Creating and Advancing the Business of ‘Play.’”** Furthermore, our corporate philosophy for all stakeholders will be: **“Invigorating the Spirit and Moving the Heart through ‘FUN!’ to the World.”**

By pursuing the infinite potential of entertainment, we will continue to deliver “This is FUN!” to people worldwide, true to our name. This is who we strive to be.

Experiences that are truly fun and valuable will always stay in people’s memories and culture. Of course, creating value that brings joy and loved by many is never easy. This is precisely why the feedback from our shareholders and customers, along with the daily insights of our frontline employees, serves as the essential foundation for pioneering new ‘play’ businesses. We are committed to listening closely to these voices and contributing to the growth of the entire industry.

I promise that we will continue to hone the wisdom and ingenuity that define our corporate DNA. We remain committed to responding rapidly to market needs, creating moments that make people exclaim, “This is FUN!”.

We invite you to look forward to the future of Universal Entertainment.

Our Business Activities

The nature of entertainment has become more diverse over the years. In our ongoing pursuit of the concept of “This is fun!”, all of us at Universal Entertainment will continue to create entertainment with value through the deep insight and knowledge we have accumulated since our founding.

2 core businesses serve as the framework for our progress

Our core businesses consist of our domestic Amusement Equipments Business, and Integrated Resort Business. The relationship between each of these business and their associated companies are shown below.



Amusement Equipments Business

Group business management
Research, development, manufacture and sales of Pachislot and Pachinko machines and peripheral devices

Universal Entertainment Corporation



Development and manufacturing of Pachislot and Pachinko machines

Macy Co., Ltd.

Eleco Ltd.

Mizuho Corp.

ACROSS CORP.

Universal Bros.



Integrated Resort Business

Development and operation of “OKADA MANILA®,” an integrated resort facility in Manila, the Philippines

TIGER RESORT, LEISURE AND ENTERTAINMENT, INC.



Other Businesses

Investment management

Aruze USA, Inc.



Utilization of our intellectual property to develop and distribute various contents through the Internet, etc.

Universal Entertainment Corporation



Amusement Equipments Business: Supplying “Fun”

Over time, Universal Entertainment has been lauded by developing consistently-novel amusement machines as an industry pioneer. Underlying that development stance of ours is a spirit of manufacturing that places emphasis squarely on “fun.”

We see doing our part to energize our fans and invigorate the Pachislot and Pachinko industry as a whole through our amusement machines as both our challenge and our mission.

Driving the market as the industry’s leading manufacturer

In the amusement machine industry, January 31, 2022 marked the transition to a market based on amended regulations. Since entering this phase of major change, the market has been showing new momentum with Pachislot machines based on the new regulations becoming more widespread and smart amusement machines exhibiting utilization levels that meet Pachinko hall expectations.

Universal Entertainment is aggressively engaged in the development and distribution of a wide-ranging lineup of Pachislot titles that satisfy player needs. With a spirit of manufacturing that emphasizes “fun,” we will keep on doing our part to invigorate the entire market as the industry’s top manufacturer.

Our unique DNA and title development based on market research

Since entering the Pachislot business in 1980, we have brought forth countless hit titles that are consistently novel and invigorate the industry.

In our development efforts for Pachislot machines, we have strongly focused on dynamic visuals and musical presentation linked to combinations of reel symbols. We are especially known for our superb fusions of reel

symbol layouts that produce winning combinations and reel symbol designs that emphasize visibility. As we continue to carry forward our unique DNA encoded with this history and tradition, we bring to the market Pachislot and Pachinko machines that demonstrate new creativity and flexibly accommodate that ever-changing market through ceaseless research.

Realizing new value-added through our peripherals

Universal Entertainment has always aggressively engaged in the development of new, unprecedented functions that blaze a trail in the



peripheral market. Through smart device-compatible systems, we will offer new value-added that shapes the next-generation of Pachinko halls.

Creating superior patented technology

Since the dawn of the Pachislot industry, we have developed, patented, and held various other technologies and patents that contributed substantially to the development of the industry, where we will continue to secure our competitive advantage by patenting revolutionary technologies.

Consideration for the global environment

Given that we live side by side with our planet at all times, we emphasize environmental consideration just as we would any other factor of amusement machine production. Moreover, we ensure that only elements with a minimum environmental footprint go into every stage of the production process while being mindful of the 3Rs (Reduce, Reuse and Recycle).



OKIDOKI!! BLACK



P DRUM DA!
KINDON HANABI GAIDEN

Progress on OKADA MANILA®

With its world-renowned beach resorts, scenic environments and proximity to other Asian countries, Manila Bay has been marked for being a prime location for a casino resort. This alluring site is where we are presenting the world with the ultimate entertainment offering – a casino resort the likes of which the Philippines has never seen.

Concentrated expansion of casino resorts in Asia

Regardless of where in the world they are located, almost all famous resort destinations across the world offer casino-centered entertainment. Casinos have been built in succession in Asia as well, most recently in the Philippines.

Although the COVID-19 pandemic greatly impacted the casino market, the lifting of travel limitations by foreign governments and the return of local guests led to the recovery of market environment. Domestic market environment had recovered to almost pre-pandemic, and the number of inbound tourists is recovering steadily as well.

Rich tourism resources and edge over competing regions

Surrounded by the ocean and boasting great scenic beauty, the Philippines consists of over 7,000 small and large islands. Here, one can find untouched nature, a warm climate, and a treasure trove of tourism resources. Daily life in developed countries and areas such as metropolitan China can be extraordinarily busy. Casino resorts in the Philippines are anticipated to have enormous latent demand as getaway destinations for travelers from those areas. Another huge draw in that regard is "Philippine hospitality", which is part of the national character.

From major cities in Asia to Manila only takes approximately 4 hours, and it takes about 3.5 hours from Shanghai, one of the core cities of China, to travel to Manila, which is 1.5 to 2.5 hours shorter compared to Singapore. In general, Manila is geographically closer to Japan and Korea, which creates a competitive advantage to Singapore in terms of location.

The Philippines, a country that have approximately 8.26 million foreign tourists in pre-pandemic 2019, have a high potential as tourist city. According to the Department of Tourism of the Philippines, the number of foreign tourists is steadily recovering with the trend



of 2.65 million in 2022, 5.45 million in 2023, and 5.94 million in 2024. The number for 2025 is expected to be 6 million.

Creating a new high-end resort for Asia

The Universal Entertainment Group obtained a provisional license to operate a casino in the Philippines in 2008, followed by certification as an Economic Zone (Tourism Ecozone) in 2010 to take advantage of local tax benefits and receive permission to operate a casino as a wholly foreign capital corporation. In December 2016, we finally commenced operation of our "OKADA MANILA" integrated resort (IR), and followed this with the acquisition of a regular license for casino operations in 2022.

OKADA MANILA was created to meet the expectations of all customers, whether from the Philippines or other countries. This resort has a luxurious hotel, fine dining with cuisine of many countries, high-end shopping, The Fountain (a multi-color fountain that is the largest of its type in the world), Cove Manila, a multi-purpose all weather dome that can serve as a beach club. Everyone at this resort is dedicated to providing guests with exceptional hospitality and experiences of the highest quality. We plan to open more restaurants and enlarge the shopping mall in order to attract an even larger number of guests.

Sports and Sponsorship Activities

As an enterprise that creates entertainment, we are also proactive about doing its part for activities that translate into contributions to the community.

It is our firm belief that by sponsoring various activities that inspire feelings of enjoyment and other emotions in people, we can help realize an enriched, peaceful society.

Universal Entertainment Athlete Club

As a global entertainment company that continues to spread fun and enjoyment throughout the world, we wish to show our support for people who are doing their very best. That sentiment inspired us to establish the Aruze Athlete Club (now the Universal Entertainment Athlete Club) in January 2004. Under the guidance of the late Yoshio Koide, the renowned coach behind the development of numerous star athletes, the athletes and staff members of the Club have collectively strived to realize their dreams while engaging in heated rivalry on a day-to-day basis.

Club athletes have endured rigorous training to perform brilliantly in major competitions on numerous occasions. Their success extends far beyond Japan's borders; we have

produced representatives of Team Japan for numerous international events, including the London Olympics, the World Athletics Championships held in Moscow and Beijing, the Asian Marathon Championships, and the Asian Games Hangzhou.

In 2025, the Club marked the 22nd year since its inception. As we continue to support activities that help promote sports culture and contribute to the community, we will convey the power of dreams and emotion to more and more people. Please cheer on the athletes of the Club as they keep building on their earnest efforts to make Japan a brighter place through the power of sports.



Proud members of the Club

Key Achievements in Recent Years

Mirai Waku	2021 Nagoya Women's Marathon	Full marathon	4th place
	2023 Nagoya Women's Marathon	Full marathon	7th place
	2023 The 19th Asian Games Hangzhou 2022	Full marathon	Team Japan
Naomi Muthoni	2021 105th Japan National Championships	5,000m	1st place (open participation)
Asuka Yamamoto	2024 Hokkaido Marathon	Full marathon	6th place
Hikaru Kitagawa	2025 73rd Japan Corporate Teams Athletics Championships	10,000m	8th place
	2025 Nagoya Women's Marathon	Full marathon	11th place
Chemutai Deborah	2025 73rd Japan Corporate Teams Athletics Championships	5,000m	5th place
Sakiho Tsutsui	2025 73rd Japan Corporate Teams Athletics Championships	10,000m	7th place
	2025 Nagoya Women's Marathon	Full marathon	12th place
Team	2021 41st All-Japan Women's Corporate Ekiden Marathon	Long-distance relay road race ("Ekiden")	7th place

Universal Cup Women's Meijin Tournament

The Women's Meijin Tournament, which dates back to the emergence of professional female shogi (Japanese chess) players, has the longest history and tradition of any of the sport's title bouts held at present.

Since 1993 (the 20th tournament), the company has been a special sponsor of this tournament with the intention of contributing to the forward development of the mind sport of women's shogi and, by extension, the promotion of Japanese culture.

The 2025 (51st) Women's Meijin Tournament featured a showdown between Women's Meijin Kana Fukuma and three-time titleholder Tomoka Nishiyama, who together hold eight women's professional titles. The intense battle went the full distance to the fifth game, with Women's Meijin Fukuma claiming the title for the second consecutive term and her 14th overall.

Our group has been involved in the Women's Meijin Tournament for over 30 years, and starting with the 51st Tournament, we have renamed the tournament the "Universal Cup Women's Meijin Tournament", with the aim of further developing the women's shogi and promoting shogi culture even more.

*Titles are current as of March 2025.

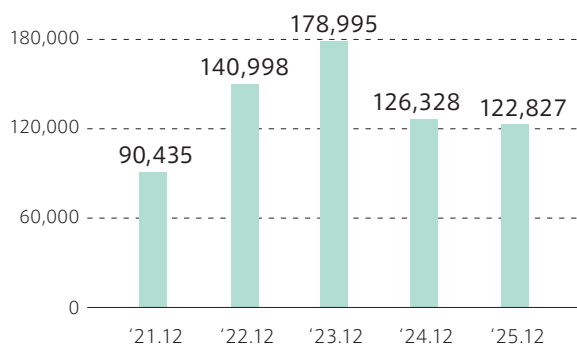


Kana Fukuma, Women's Meijin (51st Term/2025), who achieved back-to-back titles

Business Results Highlights (Consolidated)

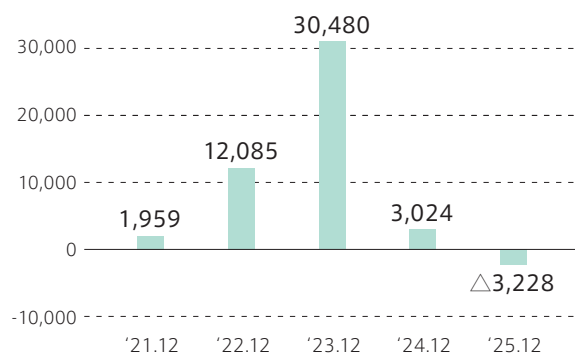
Net Sales

Unit: Million Yen



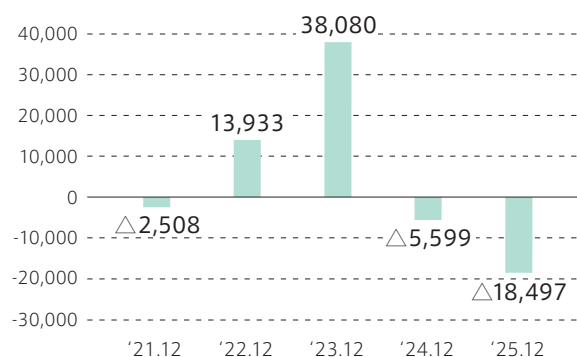
Operating Income

Unit: Million Yen



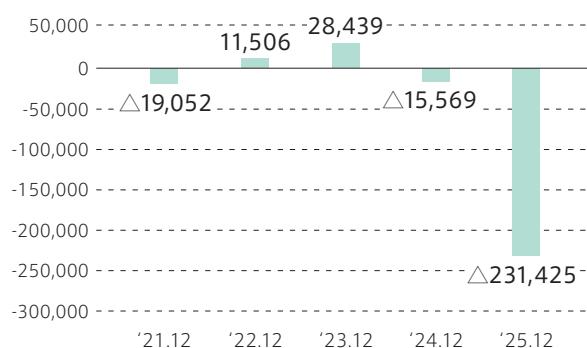
Ordinary Income

Unit: Million Yen



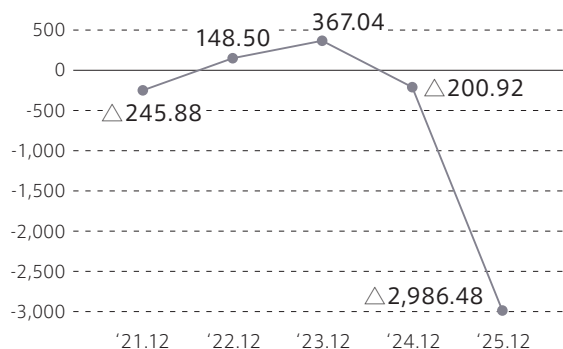
Net Income Attribute to Owners of Parent

Unit: Million Yen



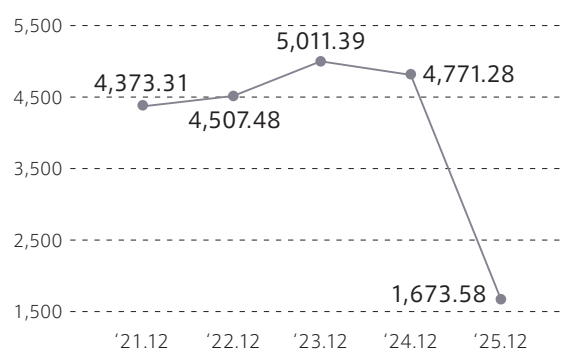
EPS (Earnings Per Share)

Unit: Yen



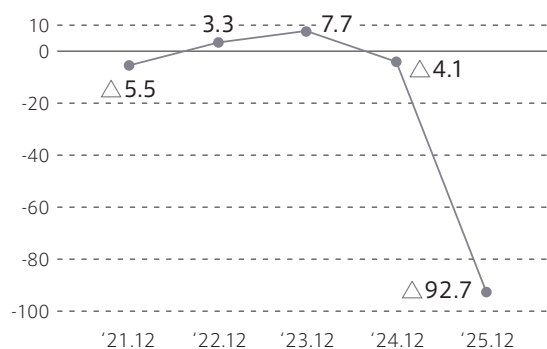
BPS (Book-value Per Share)

Unit: Yen



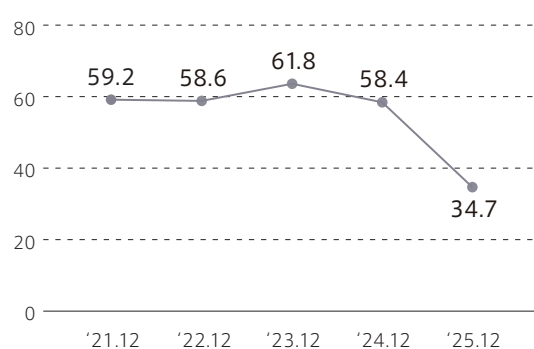
ROE (Return on Equity)

Unit: %

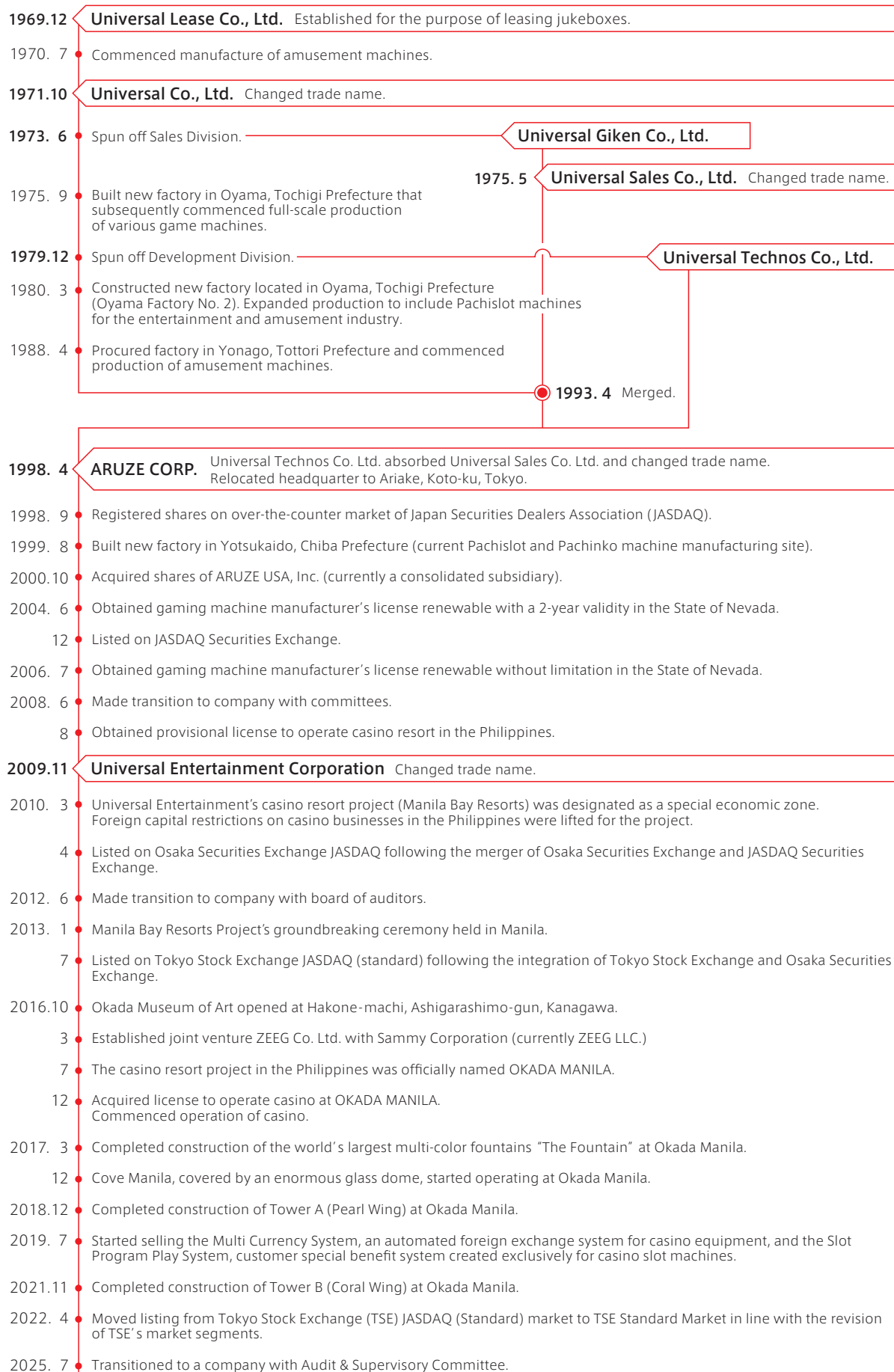


Ratio of Shareholders' Equity

Unit: %



The Company's History



Company Overview

As of December 31, 2025

Name	Universal Entertainment Corporation
Head Office Address	Ariake Frontier Bldg. A, 3-7-26 Ariake, Koto-ku, Tokyo, 135-0063 Japan
Representatives	Tomohiro Okada, Representative Director & President
Business Commenced	December 2, 1969
Incorporated	December 10, 1979
Paid-Up Capital	98 million yen
Sales Offices	Hokkaido, Morioka, Sendai, Kita-kanto, Niigata, Saitama, Tokyo, Yokohama, Shizuoka, Nagoya, Kanazawa, Osaka, Kobe, Okayama, Hiroshima, Shikoku, Fukuoka, Minami-kyushu (18 Offices)
Factories	Yotsukaido (Chiba), Oyama (Tochigi)
Overseas Subsidiaries	USA (Nevada), Philippines (Manila), Hong Kong
Business Activities	Research, development, manufacturing and sales of Pachislot and Pachinko machines and peripheral equipments in Japan. Integrated Resort Business in the Philippines.
Principal Banks	Sumitomo Mitsui Banking Corporation, MUFG Bank, Ltd., Resona Bank, Limited.

Notes to Shareholders

As of December 31, 2025

Fiscal Year	From January 1 to December 31
Annual General Shareholders' Meeting	Held in March
Record Date	Annual General Shareholders' Meeting: December 31 Dividends: June 30, December 31 (May also include days specified in advance by a public notice, if necessary)
Security Transfer Agent	Sumitomo Mitsui Trust Bank, Limited. 1-4-1, Marunouchi, Chiyoda-ku, Tokyo
Administrative Office of Security Transfer Agent	Sumitomo Mitsui Trust Bank, Limited. Stock Transfer Agency Business Planning Dept. 1-4-1, Marunouchi, Chiyoda-ku, Tokyo
Contact Center and Mailing Address	Sumitomo Mitsui Trust Bank, Limited. Stock Transfer Agency Business Planning Dept. 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063 TEL: 0120-782-031 (Toll Free in Japan) URL: https://www.smtb.jp/personal/procedure/agency/

【Procedures for Shareholders】

For more information about procedures such as notification or inquiries regarding change of address, change of the dividend payment method or payment transfer account, or purchase/additional purchase requests of odd-lot shares, please contact the securities company of which you are an account holder.

For shareholders that have not opened an account with the securities company, please inquire with the above Sumitomo Mitsui Trust Bank.

Public Notification Method	Electronic public notice (Should electronic public notice be unavailable, the relevant notice shall be posted in The Nihon Keizai Shinbun newspaper)
Stock Exchange Listing	Tokyo Stock Exchange STANDARD