

The Future Envisioned for the Media Business

Competition in the media market has become increasingly intense as video streaming services expand in Japan and around the world.

At the same time, demand is growing for more efficient video content production and transmission infrastructure.

To meet these needs in society, we will review our businesses and maximize the use of existing assets to expand our possibilities.

Multi-Alliance Strategy:

Diversify revenue through partnerships, capital alliances, and other initiatives

We are establishing a business structure with three pillars—the Broadcasting & Video Streaming Business, Fiber-optic Alliance Business, and Media Solution Business—complemented by the New Business Fields. Through our Multi-Alliance Strategy, which strengthens collaboration with partners in each field, we aim to maximize business value and achieve sustainable growth.



Diversifying Our Revenue Base with Three Pillars and New Business Fields

— Facing Changes in the Business Environment and Reshaping Our Business Portfolio

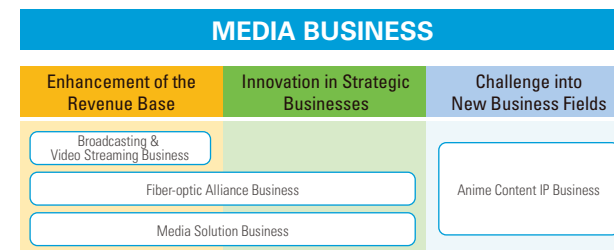
The expansion of video streaming services in Japan and overseas is significantly changing how people enjoy content and how we connect with subscribers. Our broadcasting and distribution services, centered on SKY PerfecTV!, continue to face a structural decline in subscriptions as competition and lifestyles change. We recognize that maintaining our existing business structure alone will make sustainable growth increasingly difficult.

At the same time, the Broadcasting & Video Streaming Business remains an important foundation supporting revenue in the Media Business. Through nearly 30 years of operations, we have built customer relationships, a lineup of content, broadcasting and distribution technology and operational know-how, and relationships with a wide range of partners, including broadcasters and telecommunications carriers. These resources are major strengths as we develop our future businesses and important assets for our next stage of growth.

We are not seeking to immediately replace the Broadcasting & Video Streaming Business with another business. Our aim is to maintain profitability in our existing business, appropriately manage changes in its scale, and apply the assets we have built

Daisuke Nakagawa

Board Director,
Managing Executive Officer
Unit President,
Media Business Unit



to new opportunities. To this end, we are establishing a Media Business structure with three pillars—the Broadcasting & Video Streaming Business, Fiber-optic Alliance Business, and Media Solution Business—complemented by new business fields.

— Broadcasting & Video Streaming Business: Optimizing Costs While Maintaining Profitability

In the Broadcasting & Video Streaming Business, our first pillar, we aim to remain subscribers' service of choice while acknowledging the reality of declining subscriptions. By offering appealing, differentiated content in priority genres such as professional baseball, motorsports, and Korean entertainment, we will encourage subscription renewals and improve customer satisfaction.

Despite the challenging conditions, we will maintain profitability and optimize costs by carefully balancing the value we provide against the costs required. We will continually review content investment, sales promotion, and broadcasting and distribution operations in response to changes in the market and customer behavior.

— Fiber-optic Alliance Business: Strengthening and Expanding Our Revenue Base

The Fiber-optic Alliance Business, our second pillar, offers the Optical Fiber Based Re-transmission Service that delivers terrestrial, BS, and CS broadcasts over NTT's fiber-optic network. It also provides a CATV Pass-through Service for cable TV operators, using our existing 110-degree CS broadcasting facilities and viewing entitlement key management functions.

Our Optical Fiber Based Re-transmission Service is now available to approximately 43.64 million households. Through collaboration with NTT EAST, Inc., NTT WEST, Inc., SoftBank Corp., NTT DOCOMO, INC., and other operators, the number of connected households has grown by around 100,000 a year to approximately 3 million. We will continue to strengthen our revenue base by increasing connected households while providing a reliable viewing environment.

Our CATV Pass-through Service helps cable TV operators reduce their capital expenditures. Working with major cable TV operators, we will steadily increase registrations and develop

S (Strengths)

- Utilization of our customer base of approximately 5 million and established customer relationships
- An extensive network of partners, including broadcasters and telecommunications carriers
- High-quality facilities at SKY PerfecTV! Tokyo Media Center
- Technology and a track record of operations supporting both broadcasting and distribution
- A strategic alliance with the ITOCHU Group in the anime content IP business

O (Opportunities)

- Expansion of service availability as FTTH (high-speed fiber-optic lines) becomes more widespread
- Increased demand from cable TV operators to reduce capital expenditures
- Increased demand for content production and live streaming
- Increased demand from broadcasters to reduce capital expenditures and operating costs
- Expansion of the anime content IP business market

W (Weaknesses)

- Heavy reliance on the Broadcasting Business for revenue
- Difference in scale compared to global players, both in differentiated content and number of countries in which we operate
- Need to prepare viewing environments for Satellite Broadcasting and Optical Fiber Based Re-transmission

T (Threats)

- Contraction of the multi-channel pay TV market as video streaming services expand
- Rising procurement costs due to inflation and exchange rate fluctuations
- Declining populations and reduced interest in television

the service into another revenue base alongside our Optical Fiber Based Re-transmission Service.

Media Solution Business: Fully Leveraging the SKY PerfectTV! Tokyo Media Center's Assets

The Media Solution Business, our third pillar, provides services such as video production and transmission, broadcasting and streaming operations, and monitoring to broadcasters, streaming service providers, and content holders. These services help customers reduce capital expenditures and their operational burden.

Our advantages in this business include the advanced facilities of the SKY PerfectTV! Tokyo Media Center (TMC), which we can harness as existing assets, a technological foundation that supports both broadcasting and streaming and operational capabilities demonstrated through the transmission of more than 1,500 live events a year and over 25,000 hours of live broadcasting and streaming in total.

By combining these facilities, technologies, experience, and operational expertise, we will apply assets developed in our B2C business to B2B2C services that deliver value through partners to their viewers and users. Specific services and achievements are introduced in the business review pages.

Alongside the tangible assets of TMC, we can draw on the intangible asset of operational expertise built over nearly 30 years. This allows us to expand our business with an emphasis on capital efficiency while limiting the need for new large-scale investment.

We will continue to make full use of the TMC, acquire new customers, and expand our services to strengthen our revenue base. We will develop the Media Solution Business as the third pillar supporting the Media Business.

New Business Fields: Building Our Next Revenue Base

In addition to the three pillars, we are working to create businesses in new fields that will become future sources of revenue. In businesses using intellectual property (IP), SKY Perfect Pictures Inc. is at the center of our efforts to establish a foundation for planning and developing IP, primarily anime, managing licenses, and expanding overseas.

One specific initiative is *Kawaisouni! Gekijo* a 3D anime featuring popular characters in Japan. Through collaboration with the ITOCHU Group, we aim to build a structure covering the entire process from planning and development to license management, merchandising, and overseas expansion. Through these initiatives, we will go beyond content planning and

production to generate continuing value and revenue opportunities from IP.

Creating Sustainable Value in the Media Business

In the Media Business, we aim to maintain profitability in the Broadcasting & Video Streaming Business while responding to a gradual decline in subscriptions and revenue, steadily expand the Fiber-optic Alliance Business and Media Solution Business, and develop future revenue sources in new business fields. By establishing a structure of three pillars complemented by new business fields, we will diversify our revenue base and strengthen our ability to respond to changes in the business environment.

Through these initiatives, including efforts to maintain profitability in the Broadcasting & Video Streaming Business and expand the Fiber-optic Alliance Business, segment profit in the Media Business reached ¥8.5 billion in FY2025. For FY2026, we plan segment profit of ¥10.5 billion. We also aim to maintain segment profit of ¥10.0 billion or more in FY2030 and establish a sustainable revenue base.

As head of the unit, I will respond to structural changes while maintaining profitability in the Broadcasting & Video Streaming Business. I will also create new value and revenue opportunities by applying the customer relationships, content, facilities, technology, and operational know-how developed in our B2C business to B2B2C services delivered to customers through partner companies.

I am committed to developing the Fiber-optic Alliance Business and Media Solution Business as our next pillars and diversifying our revenue base, including through new business fields. By steadily advancing these initiatives and creating new customer value together with our partners, we aim to build a Media Business capable of sustainable growth.

Looking Ahead: Going Beyond Our 2030 Targets

I believe that timing, as well as people, business foundations, and capital, is important to business growth. Even the best technology and services cannot reach their full potential unless we are ready to seize growth opportunities. The Media Business Unit will therefore focus on building an organization that anticipates change and reliably turns opportunities into results.

To achieve this, we will further advance our B2B2C initiatives. By taking the user's perspective and supporting services behind the scenes, we will build relationships in which we grow together. We will also embed solution-oriented sales in our unit's culture, helping create value through co-creation and expanding business possibilities.

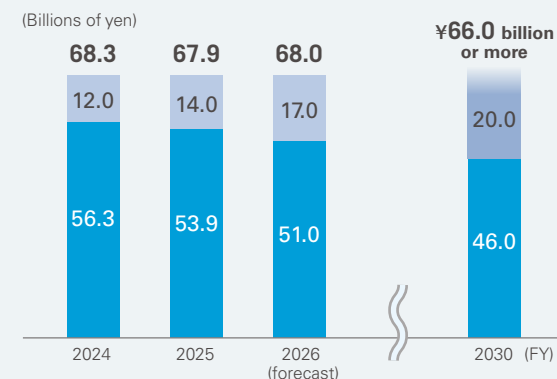
Our FY2030 targets are a milestone on the path ahead, rather than the final destination. We will create further business opportunities while building an organization in which everyone can envision their role and future and continue to take on challenges. By creating new value with our customers and partners and building a business foundation that takes us beyond our 2030 targets, we will sustainably enhance corporate value. Through these continued efforts, we will remain a company that customers and society trust and choose.

Our Vision for the Media Business

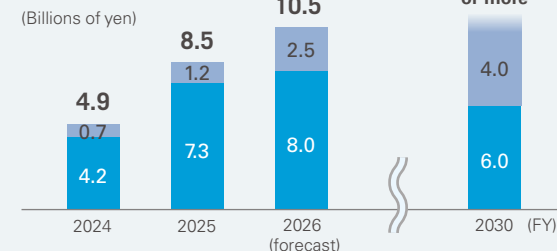
Medium- to Long-Term Revenue Structure

Offset the gradual decline in Broadcasting Business revenue through growth in Media Solution Business and expansion of the Fiber-optic Alliance Business, maintaining segment profit of ¥10.0 billion or more

Revenue (reclassified*)



Segment Profit (reclassified*)



■ Broadcasting Business (including Media Solution Business and others)
■ Fiber-optic Alliance Business

*Video Network-related Service has been transferred from the Space Business to the Media Business from FY2026.

Medium- to Long-Term Business Strategy

| Broadcasting & Video Streaming Business

Stable revenue base, providing the multi-channel payTV service SKY PerfecTV!

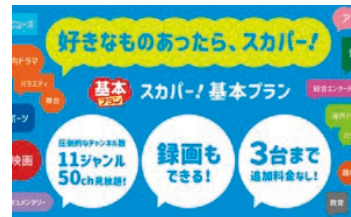
Overview

While the broadcasting and video streaming market is growing overall thanks to the expansion of video streaming services, competition among service providers is heating up. Amid this landscape, we aim to remain the service of choice for customers by offering compelling, differentiated content, centered on key genres such as Nippon Professional Baseball, and by enhancing the value of the SKY PerfecTV! Basic Package Plan to meet a wide range of viewing needs.



SKY PerfecTV! Baseball Package

This key service offers live broadcasts of all Nippon Professional Baseball games played by the 12 Central and Pacific League teams for a monthly fee of ¥4,054 (tax included). Subscribers can enjoy the games anytime, anywhere, via broadcast, streaming, or our dedicated app.



SKY PerfecTV! Basic Package Plan

This flagship product features 50 channels across 11 genres, including movies, sports, music, anime, dramas, and Korean content, for a monthly fee of ¥3,960 (tax included). Its extensive lineup caters to a wide range of viewing preferences.

Future Strategy

■ Initiatives for Enhancement of the Revenue Base

In response to changing market conditions, we are shifting our strategy from maximizing the number of subscribers to maximizing customer value. By enhancing SKY PerfecTV! Member Points campaigns and benefits, as well as upgrading our recommendation capabilities, we aim to deepen engagement with existing subscribers, thereby improving retention rates and increasing the average monthly contractor's payment. Through these efforts, we seek to stabilize our revenue base and enhance business value. Additionally, by continuously reviewing our operations in light of shifts in the market and customer behavior, and by pursuing an optimal balance between the value we deliver and associated costs, we will drive both customer value and operational efficiencies, paving the way for sustainable growth.



■ Example of Initiatives

Measures to Enhance Customer Satisfaction

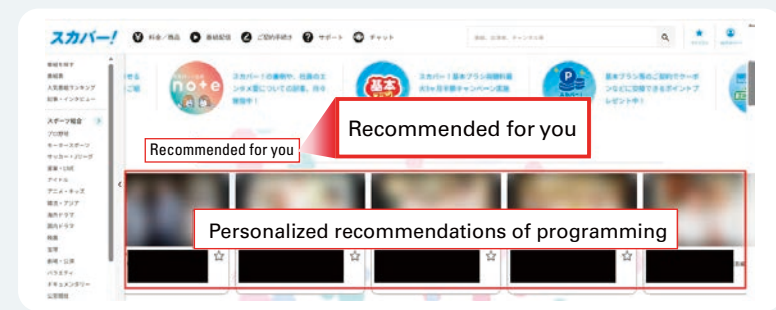
To enhance customer satisfaction, we are running campaigns and expanding the ways in which SKY PerfecTV! Member Points can be used. Furthermore, we are enhancing Nippon Professional Baseball-related customer benefits through initiatives such as invitations to sponsored game events and an expanded lineup of tickets and merchandise. We also update prizes monthly to continuously boost customer expectations for and satisfaction with our services.



Mechanisms for Sparking Subscriber Interest and Curiosity

To spark subscriber interest and curiosity and expand opportunities for engagement with our programming, we are enhancing our recommendation functions to suggest content tailored to individual preferences. By assigning proprietary tags to content information, we are improving the accuracy of personalized recommendations on our official website and continuously increasing opportunities for website visitors to explore our programming. We are also expanding our subscriber outreach efforts through channels such as email newsletters and LINE.

We organize monthly content features for subscribers to the SKY PerfecTV! Basic Package Plan, which provides access to 50 channels on up to three TVs for the price of a single-TV subscription, thereby helping to boost customer engagement.



| Fiber-optic Alliance Business

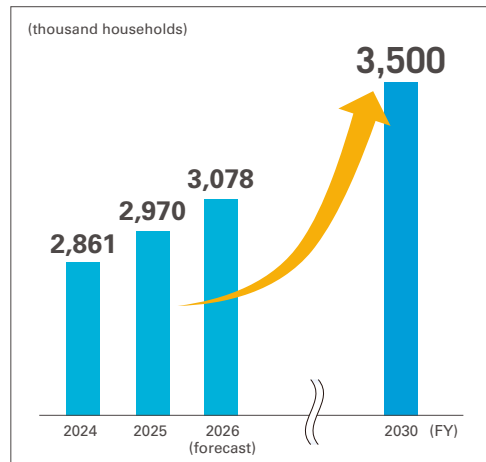
Enhancing the revenue base and evolving business as the second pillar of business

Overview

Optical Fiber Based Re-transmission Service

The Optical Fiber Based Re-transmission Service, which enables the viewing of terrestrial, BS, and CS broadcasts via NTT FLET'S Hikari lines, continued to see steady growth in the number of subscribing households in FY2025, reaching 2.97 million (an increase of 110 thousand year on year). Furthermore, revenue has risen following a price revision in December 2025, demonstrating stable business growth. As of July 2026, the service is available in 37 prefectures, covering approximately 43.64 million households (a 78% household coverage rate). Moving forward, we aim to further increase the number of connected households by expanding the service area and strengthening partnerships with telecommunications operators such as NTT EAST, Inc. and NTT WEST, Inc., and major mobile carriers such as SoftBank Corp. and NTT DOCOMO, INC.

Number of Households Connected to the Optical Fiber Based Re-transmission Service



CATV Pass-through Service

Amid intensifying competition in the multi-channel pay TV broadcasting market, the CATV pass-through service is a solution that leverages our broadcasting facilities and key signal management technologies to help CATV operators reduce their CAPEX burden and enhance their service offerings.

By using our system to replace the broadcast management systems and set-top box (STB) functions that CATV operators previously built in-house, investment in these areas can be reduced. At the same time, since subscribers no longer require an external STB, convenience and ease of use are enhanced.

As of FY2025, the service has been adopted by 75 CATV operators, and its adoption continues to grow. We view the continued promotion of adoption and the steady accumulation of registrations—thereby cultivating the CATV pass-through service into a business that contributes to future revenue—as directly linked to the sustainable growth of the Media Business as a whole.



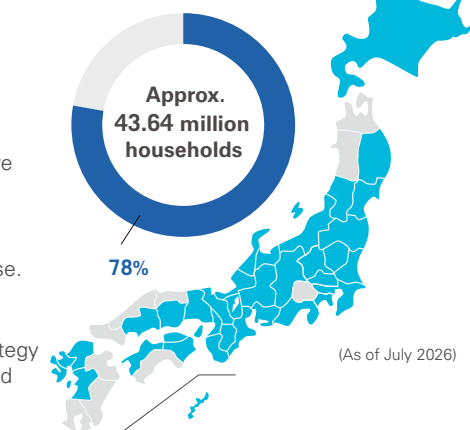
Future Strategy

■ Business Expansion Aimed at a Stable Revenue Base

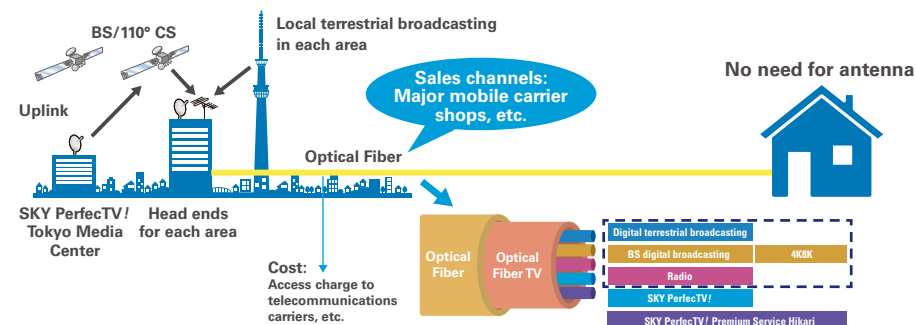
Although the number of Optical Fiber Based Re-transmission Service subscribers is steadily increasing, competition with rival operators is intensifying year by year, creating a need to improve customer acquisition efficiency in order to secure more subscribers.

Meanwhile, the CATV pass-through service, launched in 2023, is currently in an expansion phase. Expanding adoption among CATV operators and steadily increasing the number of users are key to driving revenue growth. We are advancing our strategy while addressing the specific challenges associated with each stage of growth.

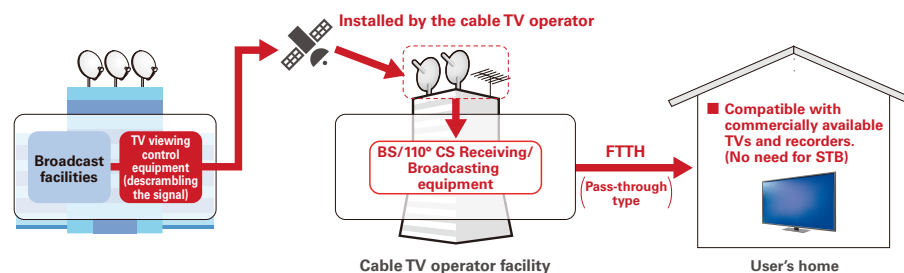
Number of Households Using the Optical Fiber Based Re-transmission Service



How the Optical Fiber Based Re-transmission Service Works



How the CATV Pass-through Service Works



| Media Solution Business

Leveraging the assets and trust cultivated through SKY PerfectTV!, the Media Solution Business supports the broadcasting and video streaming operations of other companies, thereby creating new revenue opportunities.

Overview and Strategy

To date, the Media Solution Business has primarily supported our own broadcasting and distribution operations. In response to changes in the business environment, however, we are now offering the broadcasting infrastructure and video production technologies we have cultivated over the years to external customers. By doing so, we aim to establish this business as a new revenue pillar and further diversify the revenue base of our Media Business.

A key strength of this business is that it leverages the facilities and technologies we have cultivated to date, thereby eliminating the need for substantial additional investment. We view this business as a growth driver that will contribute to the diversification of revenue streams and the enhancement of corporate value by utilizing existing assets to gradually increase the proportion of external sales.

■ SKY PerfectTV! Tokyo Media Center (TMC)

At the core of the business lie the broadcasting and distribution infrastructure and video technologies owned by the SKY PerfectTV! Tokyo Media Center. Assets such as facilities capable of simultaneous broadcasting and content distribution across numerous channels, program production capabilities (including studios), and the technical expertise to flexibly route and control diverse video sources provide a significant competitive advantage, even in external markets. By making these resources available for B2B and B2B2C applications, we are expanding into the provision of solutions that meet a wide range of business needs, such as supporting the distribution of overseas content and streaming corporate internal events.

Key Functions Provided by the TMC

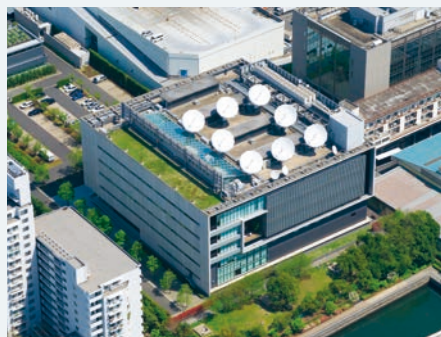
Encoding

Leveraging know-how gained through broadcasting and video streaming services, we convert video assets into the customer's desired format.



Operations Monitoring

Manned monitoring of broadcast and video streaming service operations and the status of each service, 24 hours a day, 365 days a year.



Media Operation Center (MOC)

Our MOC serves as the TMC's network center, featuring gateway capabilities for handling input and output video and audio signals, and supports routing to TMC's various production facilities, recording operations, and signal distribution to designated off-site locations.

■ Three Orientations of Business

The Media Solution Business is structured around three main strategic orientations.

Media HUB: This initiative positions the TMC as a hub for video transmission, offering a one-stop solution that encompasses everything from video aggregation to transmission and distribution. Leveraging our infrastructure and technology, and capitalizing on our strength as a one-stop provider, we aim to drive revenue growth through alliances with other companies.

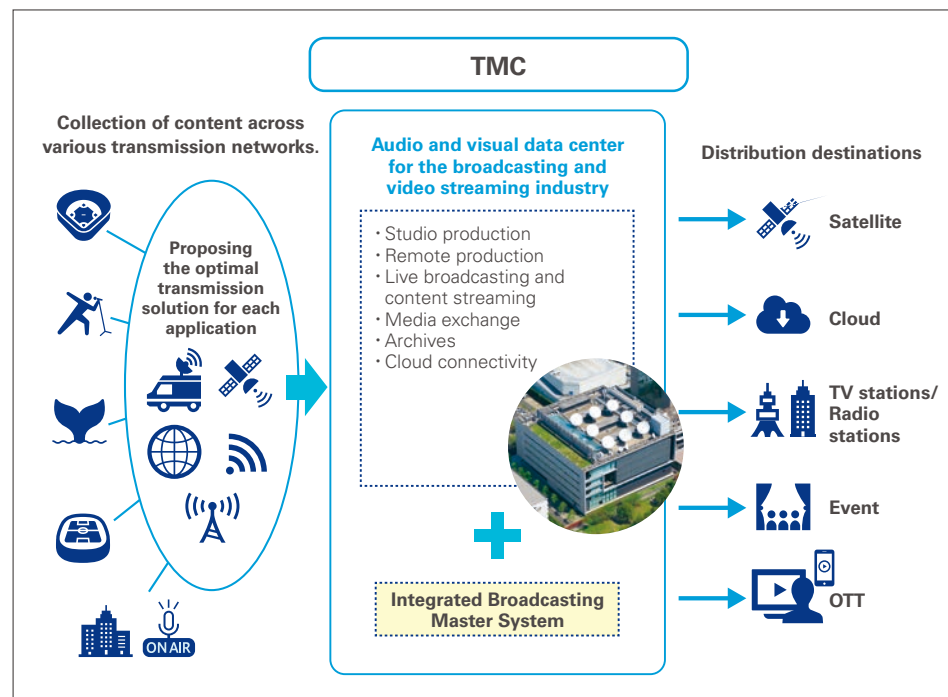
Integrated Broadcasting Master System:

This initiative aims to achieve efficient operations by consolidating and sharing broadcasting transmission facilities (master control systems). As regional broadcasters seek to optimize their master control systems to improve management efficiency, we are promoting the use of TMC's assets.

Broadcast Infrastructure Service:

As broadcasters seek to improve operational efficiency, we leverage our accumulated technologies and expertise to help significantly reduce the operating costs of their broadcasting infrastructure, while also providing business continuity planning (BCP) solutions.

Service Capabilities of TMC



■ Examples of Initiatives

Expanding Access to Video Infrastructure through Media HUB

One of our strategies for the Media Solution Business is the Media HUB initiative, which opens the TMC to external parties as a central hub for video transmission. We leverage the infrastructure and technology cultivated through our broadcasting and video streaming operations to serve external clients, such as broadcasters and video streaming service providers, thereby generating new revenue streams.

In 2025, we established an international private IP line to directly connect three locations: CJ OliveNetworks Co., Ltd., an ICT company within South Korea's CJ Group, the Sangam Media Center in Seoul, and the TMC. This marked the first time a media company launched a private line capable of high-quality, ultra-low-latency transmission between Japan and South Korea. By managing the line operations, the companies achieved rapid transmission, efficient troubleshooting, enhanced reliability, and future scalability. This infrastructure is now being utilized to meet the growing demand for cross-border content, facilitating applications such as live viewings of K-Pop performances and the transmission of live broadcasts for Korean entertainment channels.

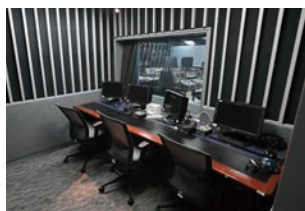
In 2026, we also supported the production of a global sports event program for the sports entertainment streaming service DAZN by providing the TMC's studios and sub-control room (SUB) as production hubs. Our selection was driven by the TMC's capabilities in virtual production, a network infrastructure capable of flexibly handling domestic and international video transmission, and extensive support facilities for large-scale, long-term productions. This initiative highlights the unique strengths of the TMC, which offers a one-stop solution covering everything from studio operations and video transmission to broadcasting and distribution workflows.



Studios



Sub-control rooms (SUB)



Announcer's booth inside the SUB

Client Feedback

Flexible Network Infrastructure and Highly Reliable Facilities

ABEMA has utilized the TMC for the production of programs across various genres, and for its 10th-anniversary special, the facility served as the main hub for extended live broadcasts.

For large-scale live broadcasts connecting multiple locations, key factors in selecting the TMC included the flexible network environment that allows for centralized management of carrier transmission lines and LiveU reception at the network center, as well as highly reliable equipment from vendors such as EVS and Vizrt, and ample space that can be used for green rooms and as a production headquarters.

Thanks to dedicated support from the planning stage, along with swift, flexible handling of everything from carrier coordination to last-minute requests on the day itself, we were able to successfully execute a long-running broadcast.



Tomoki Inobe
Production Technology
AbemaTV, Inc.

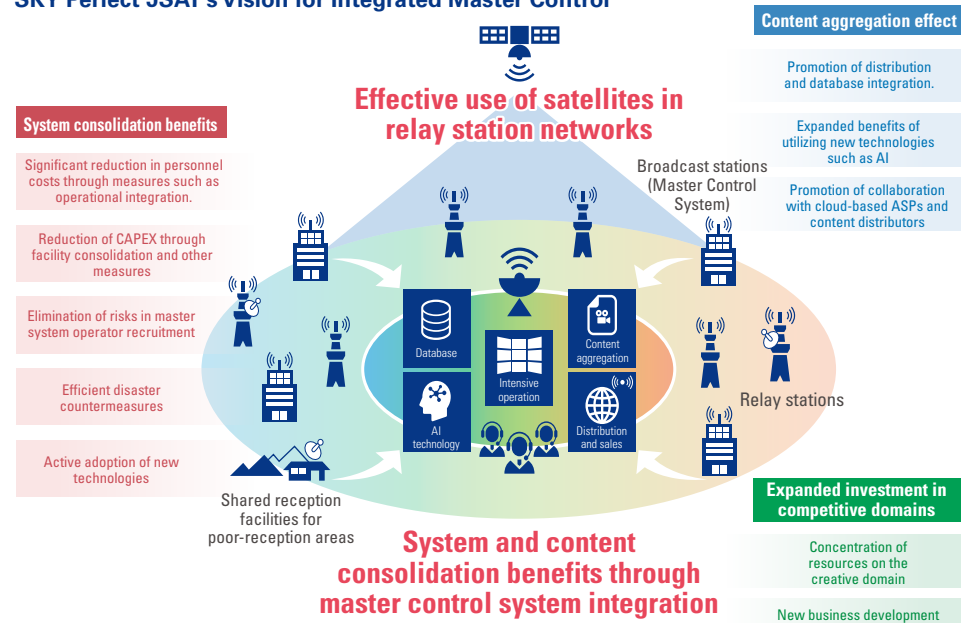
Demonstration Test on Next-Generation Radio Master Control System

The Next-Generation Radio Master Control System represents a concrete application of the Integrated Broadcasting Master System initiative. In 2023, we partnered with Tokyo FM Broadcasting Co., Ltd. and Japan FM Network Co., Ltd. to conduct Japan's first demonstration test to consolidate the broadcast master control systems of multiple radio stations within the TMC's private cloud environment. This initiative aimed to verify the feasibility of a model that drastically reduces the burden of capital investment and technical staffing requirements for individual stations by integrating and sharing master control systems within TMC, systems that previously required investments of several hundred million yen for key stations and around one hundred million yen for regional stations.

Over two phases of demonstration tests, we verified technical quality, such as minimizing audio latency and implementing redundant configurations, using actual broadcast content. We also confirmed economic viability through projections indicating that consolidating seven stations could reduce CAPEX by approximately 50% (rising to about 65% for a 20-station consolidation), while a 20-station consolidation could cut operational staffing requirements by around 75%. Furthermore, we enhanced the resilience of the broadcasting infrastructure by testing systems, utilizing satellite links and cloud technology, which allow broadcasting to continue even if terrestrial communication networks are severed during a major disaster.

The Integrated Broadcasting Master System is a contract B2B solution business that leverages TMC's assets and know-how cultivated through multi-channel CS broadcasting operations to resolve challenges faced by broadcasters. We aim to create new revenue opportunities through this initiative, with plans to expand beyond radio stations to include terrestrial television broadcasters. We will steadily advance the monetization of the Media Solution Business through cross-industry collaboration, working toward the launch of services in 2028.

SKY Perfect JSAT's Vision for Integrated Master Control



| Anime Content IP Business

Expanding into the Anime Content IP Business and venturing into further new business fields

Overview

Bringing Japanese Content to the World

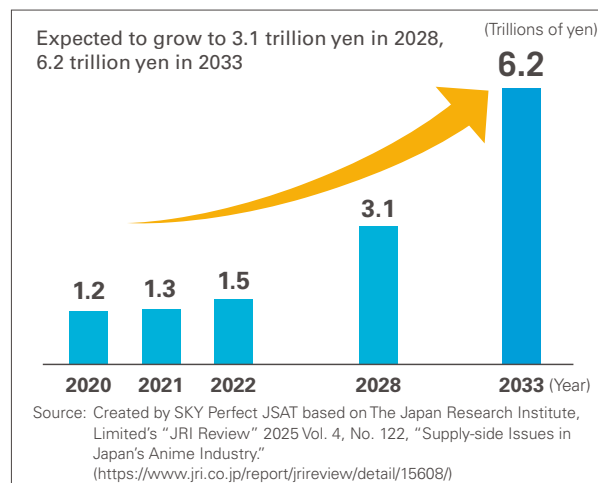
In 2019, we conceived the Anime Content IP Business aimed at becoming an IP holder ourselves and expanding operations globally, extending beyond the SKY PerfecTV! platform. Our key sources of competitive advantage in this business lie in the trust and brand strength we have built within the industry, as well as our track record of collaboration with content holders cultivated through our Broadcasting Business. After confirming the potential for revenue growth through market validation by a dedicated team, we established an operating company, SKY Perfect Pictures Inc., in partnership with ITOCHU Corporation in April 2024. We are now fully engaged in the planning, production investment, sales, and related operations of video content—primarily anime—launching with the title *Orb: On the Movements of the Earth*, which premiered on NHK General TV in October 2024.

Future Strategy

We project sales in the overseas markets targeted by this business as shown in the figure below. In these markets, we aim to maximize the value of our anime content IP by leveraging not only our own accumulated experience and competitive advantages but also the extensive domestic and international networks and sales channels of the ITOCHU Group. This year, ITOCHU Group increased its equity stake in SKY Perfect Pictures to 49%, effectively establishing a full-scale joint venture. On this occasion, we embarked on a fresh start, putting in place a system to further foster synergies between the two companies through workforce reinforcement and channel expansion. For the upcoming *Kawaisouni! Gekijo*, we plan to roll out global streaming following its initial domestic terrestrial broadcast, while also aiming for success in the merchandising business by raising awareness of the character IP.

By combining our experience honed in the Broadcasting Business with the global operational capabilities of the ITOCHU Group, we are building a new business model to unlock the value of Japanese anime content IP on a global scale. We aim to deliver excitement and enthusiasm to the world by providing works and services that are truly unique.

Government Targets for Overseas Sales of Anime Content



Driving the IP Business through an Integrated System from Planning to Sales

Two years have passed since SKY Perfect Pictures was established in April 2024, and we have successfully achieved profitability for two consecutive fiscal years. Having validated our initial projections regarding business viability and revenue growth potential, we are now entering a phase of business expansion aimed at the next stage of development. Meanwhile, the business environment continues to evolve rapidly, marked by factors such as soaring studio production costs and the consolidation of competitors. We are keenly aware that strengthening our competitive position is essential for further growth, and we view our partnership with ITOCHU Corporation as a critical component of this strategy.

Since our inception, we have been working daily with ITOCHU Corporation to jointly develop IP that leverages the respective strengths of both companies. One outcome of this collaboration is *Kawaisouni!*

Gekijo, featured on the official website of the character designer known as Kawaisouni! By producing animated content and merchandise for popular characters—such as *Opanchu Usagi* and *Npochamu*, which already enjoy a strong following among younger demographics—we aim to boost brand awareness and promotional impact, while also expanding the market through further business development. Domestically, we are collaborating with the morning TV program *ZIP!*, while

internationally, we are maximizing the use of ITOCHU Corporation's network. We commissioned the production to MARZA ANIMATION PLANET INC., one of Japan's largest 3D animation studios. We did this to ensure consistent quality and in the hope that using 3DCG—a style familiar to international audiences—would help the animation reach a wider market. We intend to build upon this end-to-end approach, spanning everything from planning to sales, as a key strength of our Anime Content IP Business. I look forward to further expanding our activities in this area.



SKY Perfect Pictures



Atsushi Osanai
President and
Representative Director
SKY Perfect Pictures Inc.

■ Released Works

Animated works (broadcast year, broadcaster, streaming service)

Orb: On the Movements of the Earth (2024; NHK General TV; available on various streaming services)
Yakuza Fiancé: Raise wa Tanin ga Ii (2024; TOKYO MX; available on various streaming services)
Fermat Kitchen (2025; TV Asahi affiliates, BS11 and AT-X; available on various streaming services)
Kunon the Sorcerer Can See (2026; TOKYO MX and BS Asahi; available on various streaming services)

Anime-related events (year and location)

Special Exhibition: *Orb: On the Movements of the Earth* (2025; Miraikan, and others)
 Congratulations on Closing! *Kawaisouni! Department Store Exhibition* (2026; Yokohama Sky Building)

■ Upcoming Works

Animated work (planned broadcaster and show)

Kawaisouni! Gekijo (*Opanchu Usagi* and *Npochamu*) (Nippon TV's *ZIP!*)

Value Chain



Value Chain for Main Services

