

Results for Fiscal 2021, ended September 30, 2021

November 2021

FinTech Global Incorporated

TSE Second Section Stock Code: 8789

<http://www.fgi.co.jp/english/>

• FinTech, in *katakana* script and English letters (registration 5113746), FinTech Global, in English letters (registration 5811521) and in *katakana* script (registration 5811522), and FGI (registration 5113748) are registered trademarks of FinTech Global Incorporated.

Fiscal 2021: Full-Year Performance and Business Summary

Summary	3
Consolidated Performance	4
Quarterly Changes in Consolidated Performance	5
Business Summary by Segment	6
Investment Banking Business	8
Entertainment Service Business	9
Trends in Balance of Investments and Loans	11
Changes in Assets under Management	12
Consolidated Balance Sheets	13
Consolidated Statement of Income	14
Consolidated Statement of Cash Flows	15

Performance Forecast

Consolidated Performance Forecast	17
Investment Banking Business Strategy	18
Entertainment Service Business Strategy	20

Changes in Key Financial Data	26
Corporate Data	27
Disclaimer	28

Fiscal 2021: Full-Year Performance and Business Summary

Summary

Higher revenues thanks to favorable contribution by investment banking business. All income levels in the black. Entertainment service business saw much larger drop in revenue than Moominvalley Park operating subsidiary expected, as resurgence of COVID-19 and impact on business was worse than imagined. Posted ordinary loss of ¥1.0 billion. Consequently, revenue and income failed to reach targets at the beginning of the fiscal year.

- Initial forecast based on premise of gradual recovery despite lingering effects of pandemic on Metsä operations. But due to various factors, notably, the fast-spreading delta variant that emerged in July, the impact of COVID-19 has persisted longer than imagined.

① Investment banking business marked growth in private equity investment and aircraft asset management operations. Posted higher revenues and higher income.

- Formation of private equity investment deals was brisk, as expected, acting as driver of revenue growth.
- In aircraft asset management activity, pandemic spurred increase in requests for technical services. Business performed above expectations.

② In entertainment service business, licensing-related activities delivered revenue increase but Metsä-related activities showed a revenue decrease, reflecting low guest count amid pandemic conditions. Segment loss shrank.

- In Metsä business, events and other crowd-attracting measures put guest count on recovery track in first quarter, but from second quarter, guest count trended low due to external pressures, namely, several declarations of state of emergency, paralleling spread of COVID-19, and revenues dropped. Segment loss shrank thanks to success of cost-cutting strategies.
- In licensing-related business, branding emphasis captured demand from people stuck at home because of pandemic restrictions, boosting revenues.

Consolidated Performance

(Millions of yen)

	Fiscal 2020	Fiscal 2021	YOY Change Amount	YOY Change Ratio	Forecast (As of Nov. 2020)	Forecast (As of Sep. 2021)
Revenues	6,841	8,107	1,266	18.5%	9,000	8,070
Gross profit	2,313	3,370	1,057	45.7%	—	—
Operating income(loss)	(992)	178	1,171	—	540	120
Ordinary income(loss)	(1,135)	115	1,251	—	370	50
Profit/(loss) attributable to owners of the parent	(1,186)	130	1,316	—	250	100
EBITDA	(264)	817	1,081	—	—	—

Note: EBITDA is calculated by returning depreciation costs and amortization of goodwill included in cost of revenue and selling, general and administrative expenses back to segment income/(loss).

Revenues

Favorable results by investment banking business services offset drop in Metsä-related results, leading to higher revenues overall.

- Formation of private equity investment deals spurred revenue growth in investment banking business. Favorable shift in demand for aircraft asset management services underpinned segment revenue increase.
- In entertainment service business, licensing-related business saw revenue growth but Metsä guest count trended low, leading to segment revenue decrease.

Gross profit

Gross profit increased dramatically, thanks to higher revenue contribution from investment banking business, particularly arrangement services, with low cost of revenue.

Operating income

Higher gross profit and lower SG&A expenses led to ¥1,171 million improvement, fueling return to black.

- SG&A expenses decreased ¥113 million year on year, reflecting reduction in Metsä-related costs.

Profit attributable to owners of the parent

Posted ¥1,316 million year-on-year improvement, underpinning profit position.

Quarterly Changes in Consolidated Performance

(Millions of yen)

	Fiscal 2020					Fiscal 2021					YOY Q4	YOY Q4 YTD
	Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year	¥ change % change	¥ change % change
Revenues	2,209	2,060	926	1,644	6,841	2,020	2,854	1,536	1,696	8,107	51 3.2%	1,266 18.5%
Gross profit	696	604	368	643	2,313	825	1,558	462	524	3,370	(118) (18.5%)	1,057 45.7%
Operating income(loss)	(258)	(236)	(398)	(99)	(992)	53	787	(375)	(287)	178	(187) -	1,171 -
Ordinary income(loss)	(297)	(263)	(428)	(146)	(1,135)	9	821	(393)	(321)	115	(175) -	1,251 -
Profit/(loss) attributable to owners of the parent	(284)	(296)	(464)	(140)	(1,186)	(63)	681	(298)	(189)	130	(48) -	1,316 -
EBITDA	(5)	(23)	(307)	73	(264)	224	962	(232)	(136)	817	(209) -	1,081 -

Note: EBITDA is calculated by returning depreciation costs and amortization of goodwill included in cost of revenue and selling, general and administrative expenses back to segment income/(loss).

Business Summary by Segment (1)

- Investment banking business revenues and segment income up. Driver of consolidated results.
- Entertainment service business moved into profit position in first quarter, with recovery in Metsä operations and growth in licensing-related operations. But from second quarter onward, Metsä guest count decreased due to repeated declarations of state of emergency, leading to segment loss. (Millions of yen)

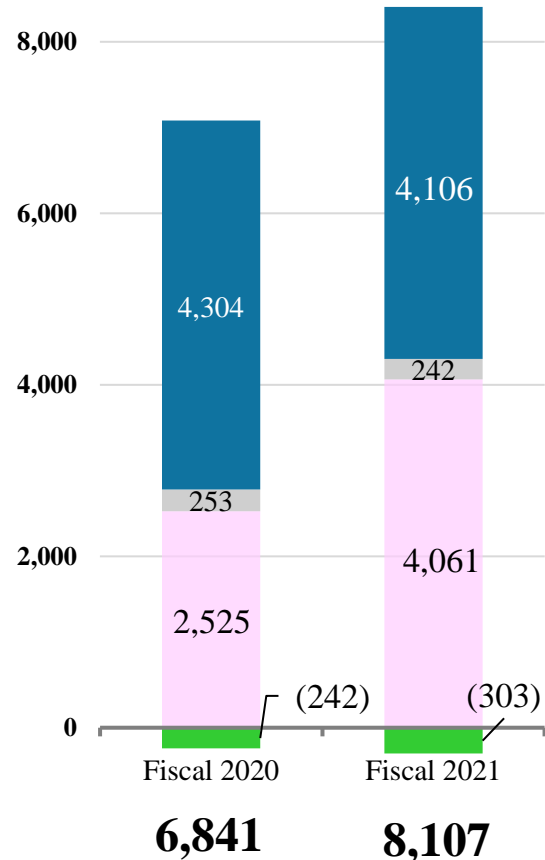
Reporting Segments		Fiscal 2020					Fiscal 2021					YOY Q4 change	YOY Q4 YTD change
		Q1	Q2	Q3	Q4	Full year	Q1	Q2	Q3	Q4	Full year		
Investment Banking Business	Revenues	555	849	497	623	2,525	812	✓ 1,856	632	759	✓ 4,061	136	✓ 1,536
	Gross Profit	316	403	325	437	1,482	499	✓ 1,492	335	399	✓ 2,725	(38)	✓ 1,243
	Segment income	(71)	36	26	118	109	142	✓ 1,180	(47)	28	✓ 1,303	(89)	✓ 1,193
Public Management Consulting Business	Revenues	64	62	43	83	253	62	56	43	80	242	(3)	(11)
	Gross Profit	33	34	25	57	151	38	31	29	48	148	(8)	(2)
	Segment income	(7)	(5)	(12)	10	(15)	(2)	0	(6)	6	(3)	(4)	11
Entertainment Service Business	Revenues	1,647	1,202	448	1,006	4,304	1,223	1,007	939	935	✓ 4,106	(70)	✓ (197)
	Gross Profit	376	190	50	180	797	327	64	132	109	632	(71)	(165)
	Segment income	(18)	(142)	(253)	(101)	(515)	47	(203)	(175)	(170)	✓ (501)	(69)	✓ 14
Adjustment (Elimination of transactions among segments and corporate expenses)	Revenues	(57)	(54)	(62)	(68)	(242)	(78)	(66)	(79)	(78)	(303)	(10)	(60)
	Gross Profit	(29)	(24)	(32)	(32)	(118)	(39)	(30)	(34)	(32)	(136)	0	(18)
	Segment income	(161)	(124)	(158)	(126)	(571)	(134)	(188)	(145)	(151)	(619)	(24)	(48)
Amount Booked on Consolidated Statement of Income	Revenues	2,209	2,060	926	1,644	6,841	2,020	2,854	1,536	1,696	8,107	51	1,266
	Gross Profit	696	604	368	643	2,313	825	1,558	462	524	3,370	(118)	1,057
	Segment income	(258)	(236)	(398)	(99)	(992)	53	787	(375)	(287)	178	(187)	1,171
Related issues		Moomin-valley Park closed for 16 days	Moomin-valley Park and Metsä Village closed temporarily for 64 days and 44 days, respectively				State of emergency (From Jan. 8 to Mar.21 in Tokyo and three prefectures)	State of emergency (From Apr. 25 to Jun. 20 in Tokyo)	State of emergency (From Jul. 12 to Sep. 30, in Tokyo) (From Aug 2 to Sep. 30 in Saitama)				

- Revenues for each segment includes intersegment revenue and transfers.
- The ¥(619) million operating income in fiscal 2021, under adjustment, includes intersegment elimination (¥220 million in fiscal 2021) as well as corporate expenses (¥840 million in the same period) that are not allocated to any reporting segment. Corporate expenses are general and administrative expenses not associated with any reporting segment, mainly because it is difficult to justifiably allocate such expenses to any particular reporting segment.

Business Summary by Segment (2)

Revenues

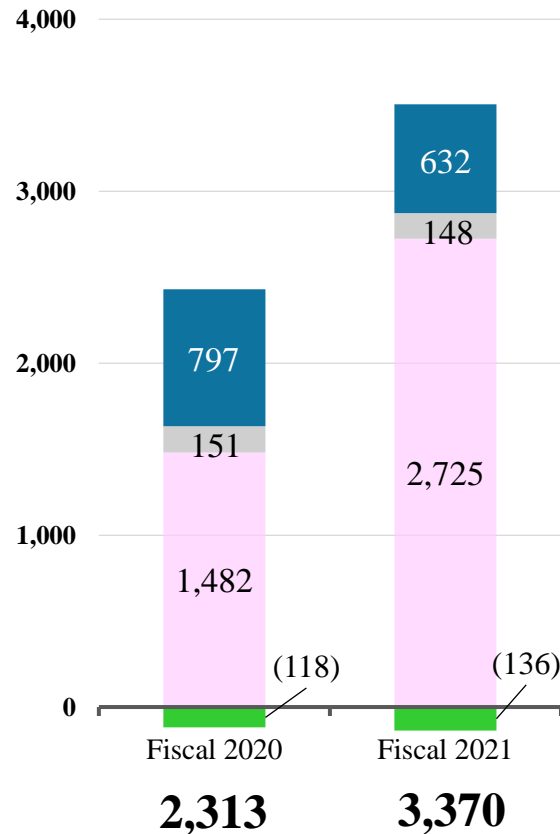
(Millions of yen)



Up ¥1,266 million, or 18.5%

Gross Profit

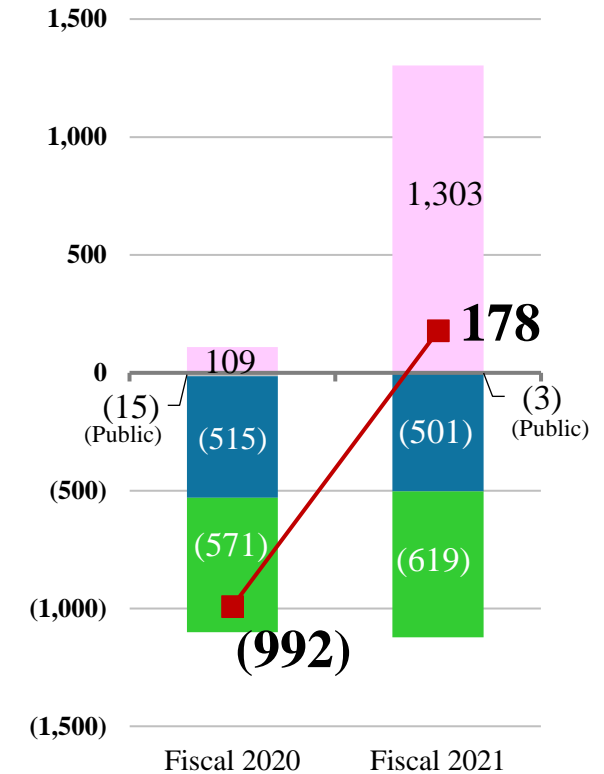
(Millions of yen)



Up ¥1,057 million, or 45.7%

Operating Income (Loss)

(Millions of yen)



Improved ¥1,171 million

Note: Segment breakdown uses non-eliminated values.

Investment Banking Business

Public Management Consulting Business

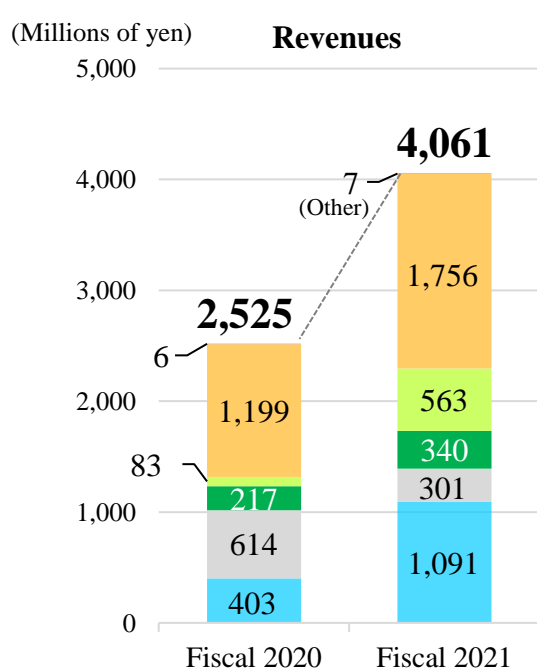
Entertainment Service Business

Corporate expenses and eliminated transactions

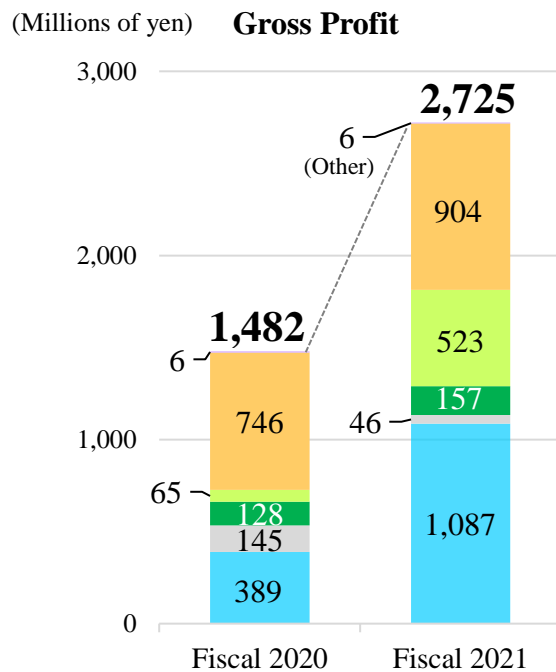
Investment Banking Business—Revenues and gross profit by service

Favorable results from private equity investment (arrangement services, corporate investment) and aircraft asset management

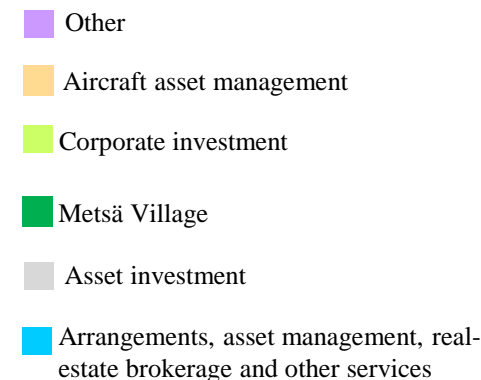
Arrangements	Higher revenues, owing to arrangement services on numerous private equity investment deals related to business succession.
Asset investment	Lower revenues are reactionary drop after exits from real estate development projects in second quarter a year ago. Sales of real estate trust beneficiary rights progressing.
Metsä Village	Effect of lower parking fee revenue due to temporary closure of site in fiscal 2020 as well as partial reduction on rent for tenants no longer an issue. Master lease for Moomin Monogatari in force until second quarter of fiscal 2020 (no cost of revenue). Facilities rented directly to tenants from third quarter of fiscal 2020, with operating costs booked under cost of revenue.
Corporate investment	Higher revenues, reflecting private equity investment exits
Aircraft asset management	Revenues and gross profit increased, reflecting more requests from financial institutions and owners (lessors) for technical services, such as aircraft inspection and aircraft returns, as a consequence of COVID-19 pandemic.



Up ¥1,536 million, or 60.8%



Up ¥1,243 million, or 83.9%



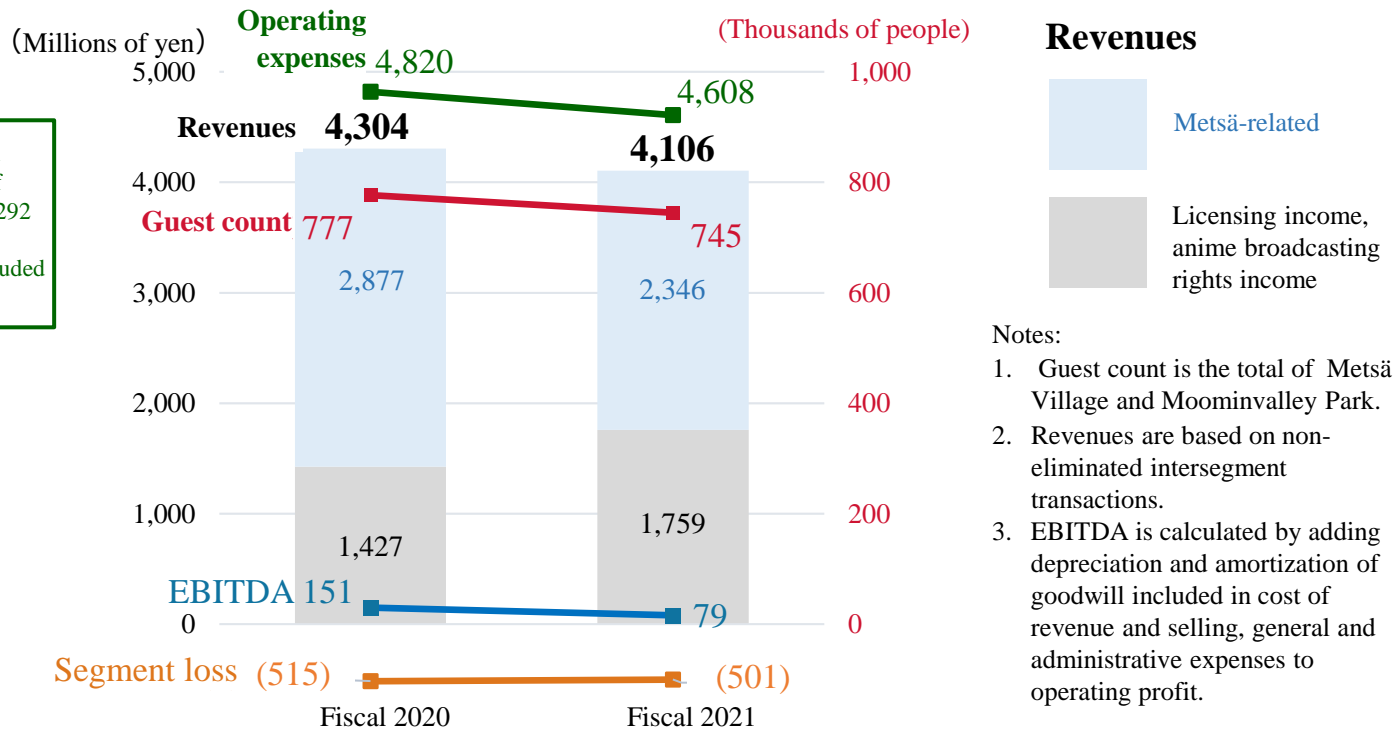
Note: Intersegment transactions use non-eliminated values.

Entertainment Service Business Results

Metsä guest count trended low due to pandemic restrictions. Loss shrank*, but Metsä business failed to turn profit. Licensing-related business capitalized on demand coming from people stuck at home during pandemic to expand market presence and boost revenues.

*Taking into account extraordinary loss transfer (¥292 million), including fixed costs incurred due to temporary site closure in fiscal 2020, loss was ¥306 million less in fiscal 2021.

- Metsä-related:**
- Endeavored to attract guests with various events and enhanced environmental displays as well as more access methods, such as highway bus leaving from Tokyo Station.
 - Metsä guest count recovered in first quarter, thanks to success of events and slowing of COVID-19 transmission. But from second quarter, guest count trended low due to resurgence of COVID-19, and fell 4.0% year on year, to 745,000. Continued to emphasize cost reduction in operations.
 - Because groups, such as bus tours, did not visit, the focus was on personal groups.
- Licensing-related:**
- Overall licensing revenues continued on growth track.
 - Rights and Brands Japan conducted PR activities to boost brand value and teamed up with licensees on various initiatives to attract market attention, successfully capturing stay-at-home demand for everyday items, casual wear and other character-featuring merchandise to make life more enjoyable under the strain of pandemic conditions. This led to higher licensing income.

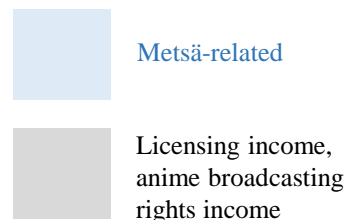


Fixed expenses related to operation during 80-day temporary closure of Moominvalley Park amounted to ¥292 million and was transferred to extraordinary loss and thus not included under operating expenses.

- Notes:
1. Guest count is the total of Metsä Village and Moominvalley Park.
 2. Revenues are based on non-eliminated intersegment transactions.
 3. EBITDA is calculated by adding depreciation and amortization of goodwill included in cost of revenue and selling, general and administrative expenses to operating profit.

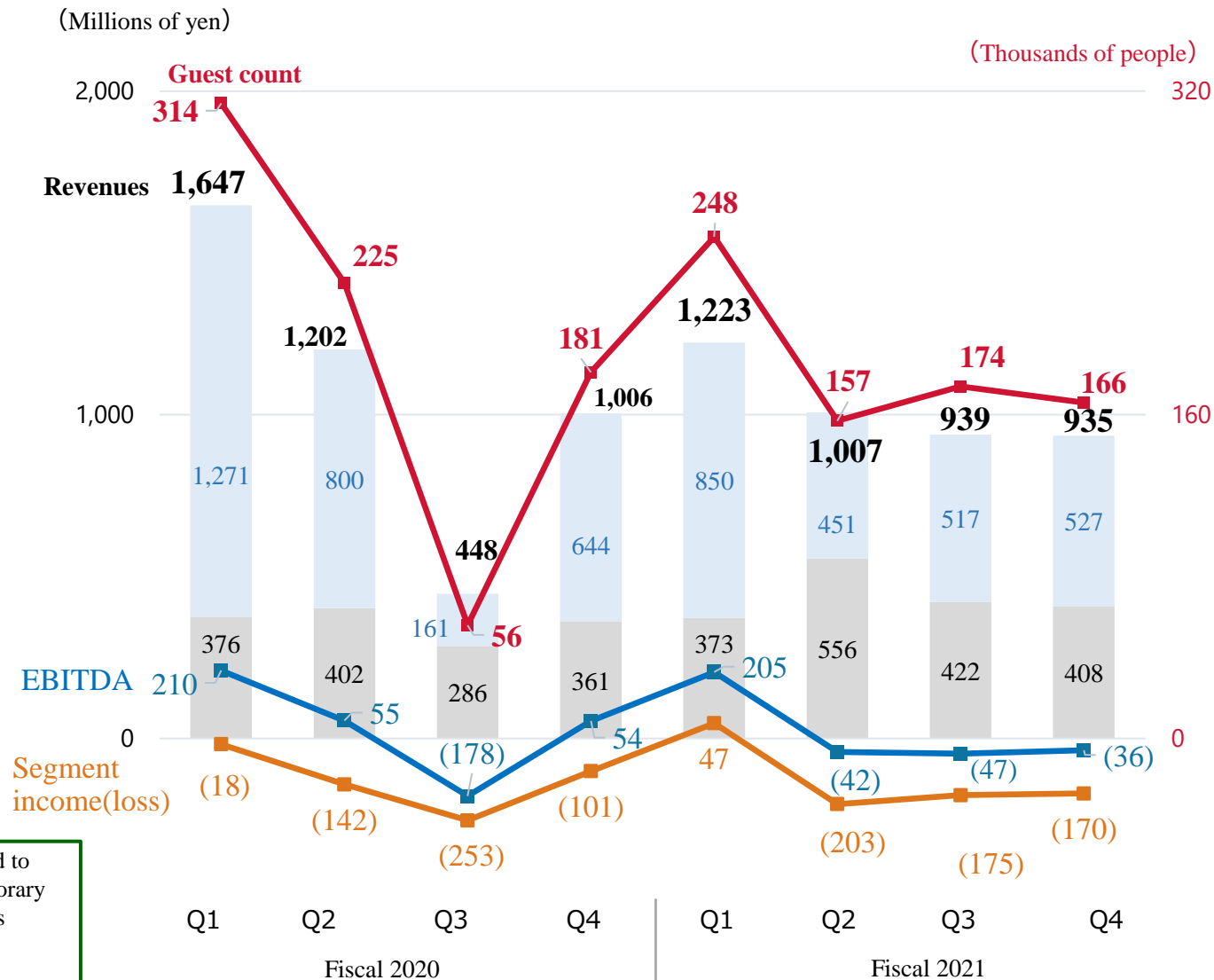
Changes in Entertainment Service Business Results (Quarterly)

Revenues



Notes:

1. Guest count is the total of Metsä Village and Moominvalley Park.
2. Revenues are based on non-eliminated intersegment transactions.
3. EBITDA is calculated by adding depreciation and amortization of goodwill included in cost of revenue and selling, general and administrative expenses to operating profit.



Fixed costs and others, as listed below, related to operation of Moominvalley Park during temporary closures were transferred to extraordinary loss

Fiscal 2020 Q2	¥71 million
Q3	¥220 million

Trends in Balance of Investments and Loans

Major causes of change in fourth quarter (July – September 2021) of fiscal 2021

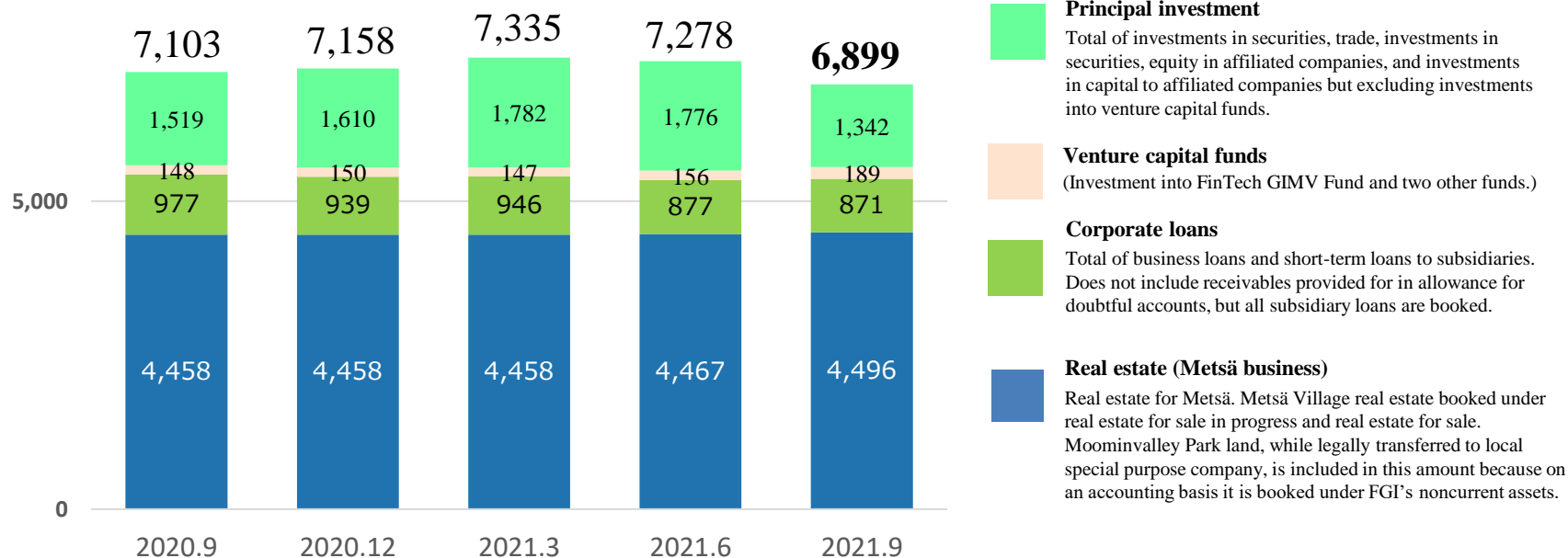
Principal investment

- Decrease due to impairment processing (¥411 million) of equity holdings in Moomin Monogatari and fund providing capital to this company
- In the fourth quarter, FinTech Global Trading (FGT), a subsidiary, transferred all equity holdings to FGI and SGI Investment, an FGI subsidiary, and was liquidated. As a result, the balance of loans and investments, which had been the total extended by FGI and FGT, is the total amount of loans and investments by FGI and SGI Investment, as of September 2021. (The amount from September 2020 to June 2021 is the sum of loans and investments by FGI, FGI and SGI Investment.)
- Note that SGI Investment will become aviner & co in November 2021 through a structural change.

Total Investments and Loans (including investments in subsidiaries)

(Millions of yen)

Note: Does not include contribution or loans between FGI, FGT, SGI Investment



- Principal investment**
Total of investments in securities, trade, investments in securities, equity in affiliated companies, and investments in capital to affiliated companies but excluding investments into venture capital funds.
- Venture capital funds**
(Investment into FinTech GIMV Fund and two other funds.)
- Corporate loans**
Total of business loans and short-term loans to subsidiaries. Does not include receivables provided for in allowance for doubtful accounts, but all subsidiary loans are booked.
- Real estate (Metsä business)**
Real estate for Metsä. Metsä Village real estate booked under real estate for sale in progress and real estate for sale. Moominvalley Park land, while legally transferred to local special purpose company, is included in this amount because on an accounting basis it is booked under FGI's noncurrent assets.

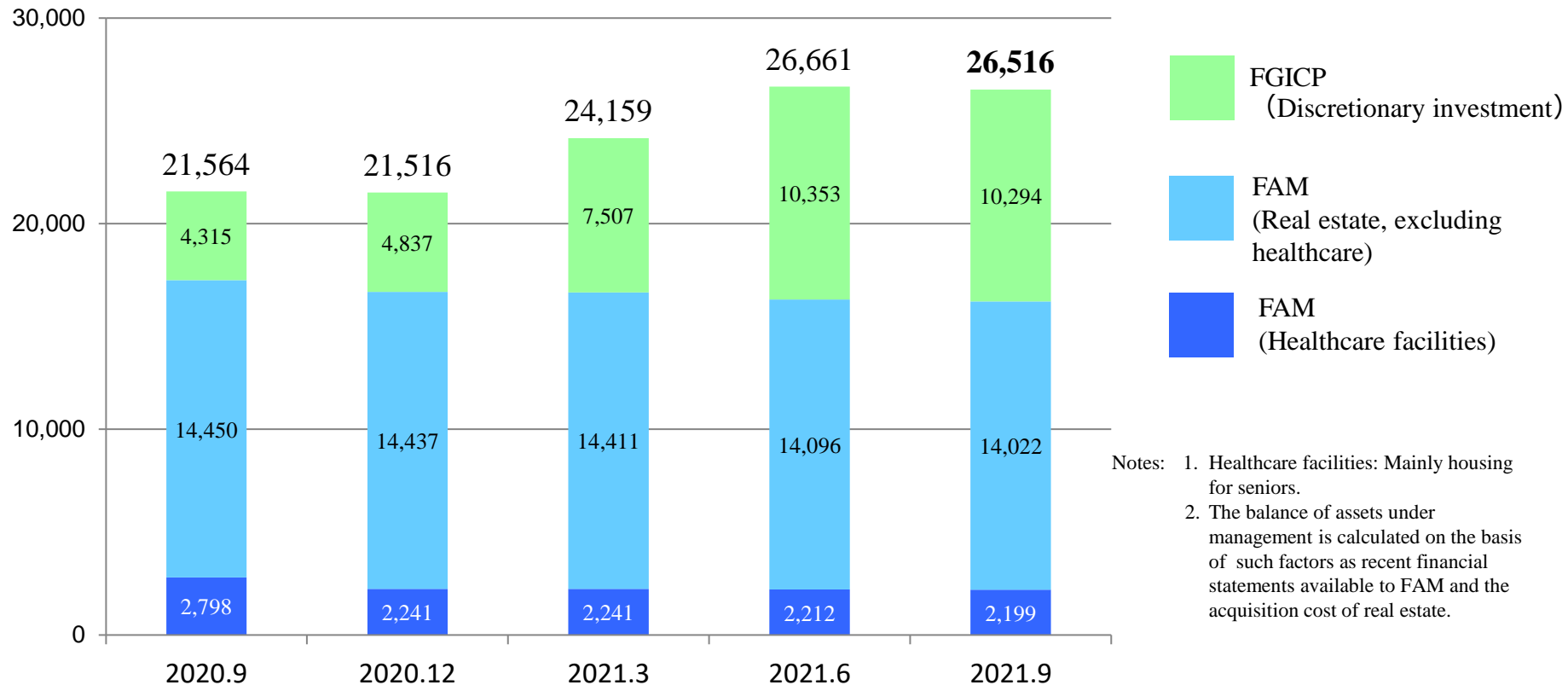
Changes in Assets under Management

Assets under management climbed 23%, or ¥4.9 billion, over level recorded at the end of September 2020

Major causes of change in fiscal 2021

- FAM—real estate asset management—saw decrease in investments into healthcare facilities in first quarter, owing to exit activity, and gradual decrease throughout fiscal year due to sale of small-lot real estate products.
- FGICP—investment into marketable securities and other products—marked increase in discretionary fund management balance. In third quarter, began managing assets in projects related to renewable energy. Assets under management jumped 139%, or ¥5.9 billion.

(Millions of yen)



Notes: 1. Healthcare facilities: Mainly housing for seniors.
2. The balance of assets under management is calculated on the basis of such factors as recent financial statements available to FAM and the acquisition cost of real estate.

Consolidated Balance Sheets

(Thousands of yen)

Assets	Fiscal 2020	Fiscal 2021	Change
Current assets	8,803,255	9,167,569	364,313
Cash and time deposits	2,162,069	2,379,230	217,161
1 Accounts receivable, trade	564,724	753,826	189,102
2 Investments in securities, trade	1,128,045	1,042,651	(85,394)
Loans receivable, trade	514,798	455,415	(59,383)
Real estate for sale	3,999,865	4,038,343	38,478
Merchandise	257,591	192,176	(65,414)
Other	272,878	398,443	125,565
Allowance for doubtful accounts	(96,718)	(92,518)	4,199
Noncurrent assets	7,780,293	7,290,019	(490,274)
3 Property, plant and equipment	6,705,906	6,299,105	(406,800)
Intangible fixed assets	600,756	616,310	15,554
Investments and other assets	473,630	374,602	(99,028)
Total assets	16,583,548	16,457,588	(125,960)

Liabilities	Fiscal 2020	Fiscal 2021	Change
Current liabilities	2,333,428	2,391,910	58,481
Accounts payable, trade	109,597	130,687	21,089
Short-term loans payable	69,701	125,600	55,898
4 Current portion of long-term loans payable	615,111	393,194	(221,917)
Income taxes payable	97,250	75,228	(22,021)
Lease obligations	222,578	247,203	24,624
Accrued employee bonuses	130,666	146,703	16,036
Other	1,088,523	1,273,293	184,770
Noncurrent liabilities	6,945,738	6,626,556	(319,181)
Long-term loans payable	6,125,744	6,041,300	(84,444)
5 Lease obligations	581,872	388,207	(193,665)
Deferred tax liabilities	96,324	64,885	(31,438)
Net defined benefit liability	108,259	99,040	(9,219)
Other	33,536	33,122	(413)
Total liabilities	9,279,166	9,018,467	(260,699)

Net Assets

Shareholders' equity	6,294,416	6,329,582	35,165
Common stock	6,462,062	6,462,099	36
Additional paid-in capital	5,016,132	4,987,549	(28,582)
Retained earnings	(5,183,778)	(5,120,066)	63,711
Accumulated other comprehensive income	(36,213)	(918)	35,295
Stock acquisition rights	64,045	78,503	14,457
Non-controlling interests	982,133	1,031,953	49,819
Total net assets	7,304,381	7,439,120	134,738
Total liabilities and net assets	16,583,548	16,457,588	(125,960)

1 Increase in accounts, receivable primarily related to aircraft asset management and Moomin licensing business.

2 Despite new investment into growth companies and funds emphasizing private equity investment, the sale of real estate trust beneficiary rights in a subsidiary special purpose company led to a decrease.

3 Decreased, due to depreciation of buildings and interior and exterior fixtures.

4 Decreased, due to repayment of loans related to asset investment deal.

5 Decreased, due to repayment of lease obligations associated with special interior and exterior fixtures at Moominvalley Park.

Consolidated Statement of Income

(Thousands of yen)

		Fiscal 2020	Ratio to Revenues	Fiscal 2021	Ratio to Revenues	YoY Change Amount	YoY Change Ratio
Revenues	1	6,841,351	100.0%	8,107,368	100.0%	1,266,017	18.5%
Cost of revenues	2	4,528,162	66.2%	4,736,690	58.4%	208,528	4.6%
Gross profit	2	2,313,189	33.8%	3,370,678	41.6%	1,057,489	45.7%
Selling, general and administrative expenses	3	3,306,151	48.3%	3,192,590	39.4%	(113,561)	(3.4)%
Operating income/(loss)		(992,962)	(14.5)%	178,088	2.2%	1,171,050	—
Other income		38,487	0.6%	72,165	0.9%	33,678	87.5%
Other expenses		180,933	2.6%	134,409	1.7%	(46,524)	(25.7)%
Ordinary profit/(loss)		(1,135,408)	(16.6)%	115,844	1.4%	1,251,252	—
Extraordinary profit		88,587	1.3%	8,162	0.1%	(80,425)	(90.8)%
Extraordinary loss		397,255	5.8%	5,387	0.1%	(391,868)	(98.6)%
Income before income taxes		(1,444,076)	(21.1)%	118,619	1.5%	1,562,695	—
Income taxes		69,914	1.0%	94,667	1.2%	24,752	35.4%
Profit /(loss)		(1,513,990)	(22.1)%	23,952	0.3%	1,537,943	—
Profit /(loss) attributable to non-controlling interests	5	(327,983)	(4.8)%	(106,853)	(1.3)%	221,129	—
Profit /(loss) attributable to owners of parent		(1,186,007)	(17.3)%	130,806	1.6%	1,316,813	—

1 Investment banking business provided revenue boost, as several private equity investment deals reached exit stage and demand for aircraft asset management services shifted in positive direction.

2 Gross profit significantly higher, reflecting growth in revenues mainly from arrangement services on investment banking business deals which have low cost of revenue. Gross profit margin improved 7.8 points

3 Slight increase in investment banking business but lower costs in Metsä business brought amount down 3.4%.

4 Received ¥52 million in corporate location incentives related to Metsä from city of Hanno, in Saitama Prefecture. Complemented by other inflow, grant income reached ¥55 million.

5 With losses down at Moomin Monogatari and special purpose company which holds real estate of Moominvalley Park and higher profit at Rights and Brands Japan and SGI, loss attributable to non-controlling interests decreased.

Consolidated Statement of Cash Flows

(Thousands of yen)

	Fiscal 2020	Fiscal 2021	Change
Cash flows from operating activities	680,037	747,781	67,744
Income/(Loss) before income taxes	(1,444,076)	118,619	1,562,695
Depreciation and amortization	805,075	619,704	(185,371)
Amortization of goodwill	40,358	19,976	(20,381)
(Increase)/Decrease in accounts receivable, trade	157,369	(164,446)	(321,815)
(Increase)/Decrease in investments in securities, trade	230,407	97,480	(132,926)
(Increase)/Decrease in inventories	203,530	30,210	(173,320)
Increase/(Decrease) in accounts payable, trade	(102,461)	17,906	120,368
Income taxes refund (paid)	(82,463)	(203,188)	(120,725)
Other	872,298	211,519	(660,779)
Cash flows from investing activities	(282,678)	(173,478)	109,199
Purchase of property, plant and equipment	(288,013)	(189,170)	98,842
Other	5,334	15,691	10,356

	Fiscal 2020	Fiscal 2021	Change
Cash flows from financing activities	(767,192)	(360,360)	406,831
Increase/(Decrease) in short-term loans payable, net	(451,929)	55,642	507,572
Proceeds from long-term loans payable	664,000	100,000	(564,000)
Repayments of long-term loans payable	(714,668)	(406,361)	308,307
Proceeds from share issuance to non-controlling interests	—	202,970	202,970
Repayments of lease obligations	(215,335)	(222,578)	(7,243)
Other	(49,259)	(90,033)	(40,774)
Effect of exchange rate change on cash and cash equivalents	(1,285)	23,218	24,504
Net increase/(decrease) in cash and cash equivalents	(371,118)	237,161	608,279
Cash and cash equivalents at the beginning of the period	2,513,187	2,142,069	(371,118)
Cash and cash equivalents at the end of the period	2,142,069	2,379,230	237,161

Performance Forecast

Consolidated Performance Forecast

Millions of yen	Fiscal 2021 Actual	Fiscal 2022 Forecast	YOY Change Amount	YOY Change Ratio
Revenues	8,107	8,000	(107)	(1.3)%
Operating income	178	450	271	152.7%
Ordinary income	115	300	184	159.0%
Profit attributable to owners of the parent	130	100	(30)	(23.6)%

■ Performance Forecast by Segment

Investment banking business	<ul style="list-style-type: none"> Accelerate private equity investment. Expect revenue increase through investment exits. Build higher assets under management through asset investment emphasizing deals to facilitate business succession, and capture demand for arrangement transactions services. Provide financing for various projects in rural areas. Promote arrangement services. Signs appearing that end of pandemic is in sight, and aviation industry is seeing gradual recovery. But demand for technical services, such as aircraft inspection through aircraft asset management, will likely remain at a fixed level.
Public management consulting business	<ul style="list-style-type: none"> Expect improved revenues, as national government's request of local government offices to conduct review of respective public facility management plans, based on individual facilities plans and other factors, will foster additional demand for support services.
Entertainment service business	<ul style="list-style-type: none"> Remodel facilities Moominvalley Park. Licensing-related business will promote strategy linked to global One-Moomin strategy. Will welcome start of <i>Moomin Dani no Nakamatachi</i> ("Moominvalley Friends") on national broadcaster NHK's terrestrial broadcast schedule. Expect higher revenues from wider market recognition of Moomin characters.

Performance forecasts and other forward-looking statements are based on certain reasonable assumptions and information currently available to management of the Company. A number of factors could cause actual results to differ greatly from stated expectations.

Investment Banking Business Strategy

FGI

Accelerate private equity investment and expand revenues.

- Inquiries from owners of businesses facing various management issues, such as the lack of a person or a company to take over the business and a worsening business environment due to the pandemic, are increasing. Against this backdrop, we will apply accumulated know-how to accelerate private equity investment and expand revenues.

Measures to accelerate activity

Point 1

Review organization, strengthen management system.

Point 2

Deepen relationships with business associates, including regional financial institutions and accounting offices.

Point 3

Accumulate know-how, such as corporate analysis.

FAM

Build up assets under management through asset investment emphasizing deals to facilitate business succession

(Type II financial instruments business, real estate specified joint enterprise)

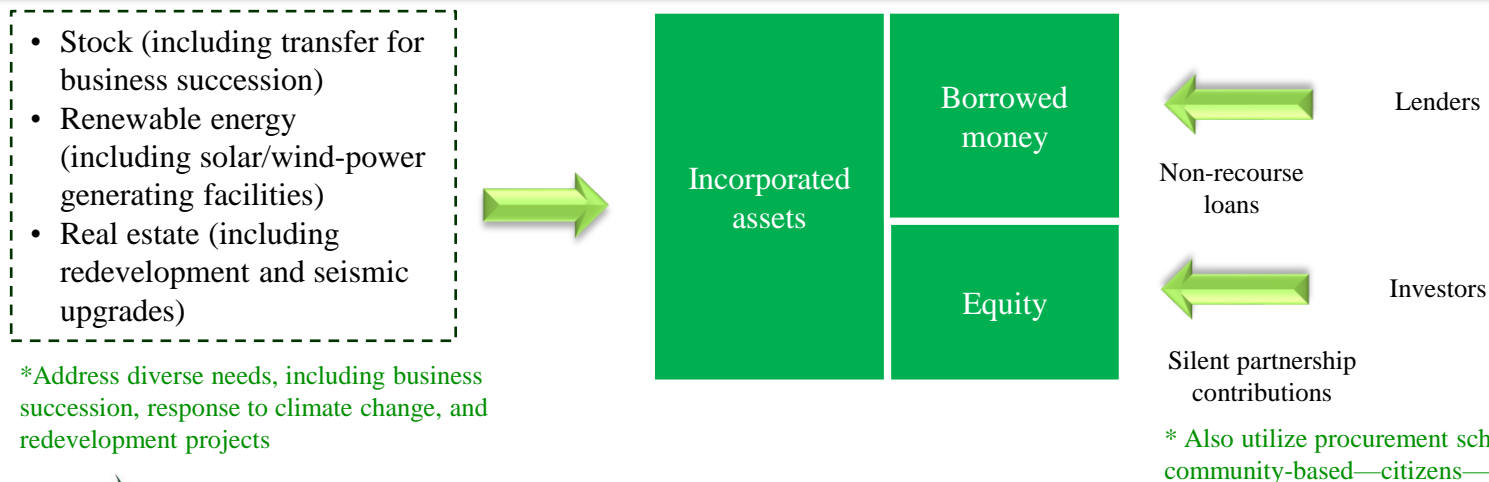
- We will build up assets under management through asset investment emphasizing deals to facilitate business succession. We are seeing an increase in inquiries from overseas investors for asset management services as well as an increase in assets under management through formation of investment products.

Joint Measures with Public Management Consulting Business in Rural Areas

FGI

**Provide financing for various projects in rural areas.
Promote medium- to long-term arrangements and create high value.**

- We will shape approaches matched to diverse client needs to facilitate implementation of financial arrangements, from preparing the structure to inviting investors to participate and adjusting the framework to accommodate various opinions, and verifying content from legal, accounting and taxation perspectives.



Expand operational support for local governments as a way to address regional and rural government issues.

- We will use public accounting information from public accounting support operations, review general management plans, including those for public facilities, based on individual facilities plans for public facilities under the control of local governments, and expand support for operations*.

(*Measures, amid rising costs to local governments for upgrading public facilities from local government finances, that must be taken from a long-term perspective to reduce and standardize the fiscal burden of local governments through scheduled improvement, consolidation and efforts to extend the service life of facilities.)

Entertainment Service Business Strategy

1. Moominvalley Park remodelling (Metsä-related business)

Closed for 11 days, from November 29 through December 9, 2021. Reopening on December 10.

- **New theme is “Well-being”**

Well-being, from a Moominvalley Park perspective, is to create conditions that keep mind and body comfortable. Visitors to the new Moominvalley Park will enjoy the Nordic atmosphere of Finland—the homeland of the Moomins and Moomin creator Tove Jansson—and relax amid nature, creating smiles that bloom in the heart and infuse the body with good feelings.

2. Promoting One-Moomin (Licensing-related business)

- **Four key themes linked to global strategy One-Moomin**

Strategy 1

Standardize visual presentations, linked to global standard

Strategy 2

Build consistent CRM platform to underpin data-based marketing

Strategy 3

Enter new markets to expand sales opportunities

Strategy 4

Strengthen business-to-customer promotions and contribute to higher profile and higher sales

One-Moomin is ...

A global strategy for the Moomin brand raised by R&B Licensing AB and Moomin Characters Oy Ltd., which are responsible for Moomin copyright supervision. The basic concept is for diverse licensees involved in Moomin businesses to join efforts and achieve growth together.

Background to Moominvalley Park Remodeling Work

Prolonged pandemic situation

- Delayed recovery in guest count
- Dramatic decline in guests in groups and from far away
- Fears of resurgence in COVID-19 cases

Results of guest survey

- Guests indicated “nature,” “place of well-being” and “place to unwind” as factors that motivate them to visit
- Points earning high marks were “nature,” “relaxing,” “calming,” and “family fun”

Well-being is new theme of remodeling works

- Simple operating format
- Emphasize nature and relaxing environment matched to needs of core guest segment
- Balance income and expenses through cost reduction
Enhance sustainability against resurgence of COVID -19
- Along with remodelling work, launch e-commerce site
Use as new revenue opportunity

Operations at key facilities will evolve through remodeling.

Details about facility remodeling will be posted on the Metsä official website.

More places to meet Moomins

Greeting opportunities all over the park provide guests with more chances to meet up with Moomins.



Library Cafeteria, with a wide array of Moomin-related books

Remodel Shop & Restaurant on second floor of current exhibition facility

Collection not limited to Moomin-related materials, with a complement of books about Finland included. Guests can play boardgames, too, just like in a Finnish library.



Kids' Space, where children play and learn together

Remodel Workshop on second floor of current exhibition facility Kokemus

Area will feature various amusements for young children, including wooden toys, soft blocks and picture books.



Lettula Lounge, filled with delicious aroma of freshly baked cinnamon rolls

Remodel current Pancake Restaurant

An assortment of delicious pastries, starting with cinnamon rolls, will be available for purchase.



Ticket Prices

Easy-to-Understand Fee Structure

One-Day Pass: Simplified and Standardized

Adult: ¥3,200

Child (elementary school age and younger): ¥2,000

Existing ticket types—admission ticket and one-day pass—will be simplified into a single one-day pass.

Tickets for use after December 10 can be purchased on November 11 from 4pm.

From December 10, one-day passes will be available for sale from the Metsâ Village Information kiosk as well.

Until November 28	From December 10
Admission tickets Adult (Junior high school age and older) ¥2,500 Child (Age 4 through elementary school age) ¥1,500	One-Day passes Adult (Junior high school age and older) ¥3,200 Child (Age 4 through elementary school age) ¥2,000
One-day passes Adult (Junior high school age and older) ¥4,200 Child (Age 4 through elementary school age) ¥2,300	

*A discount of ¥200 will be applied to pre-sale tickets in each age category. *No charge for children aged 3 and under.

*Listed prices include applicable taxes.

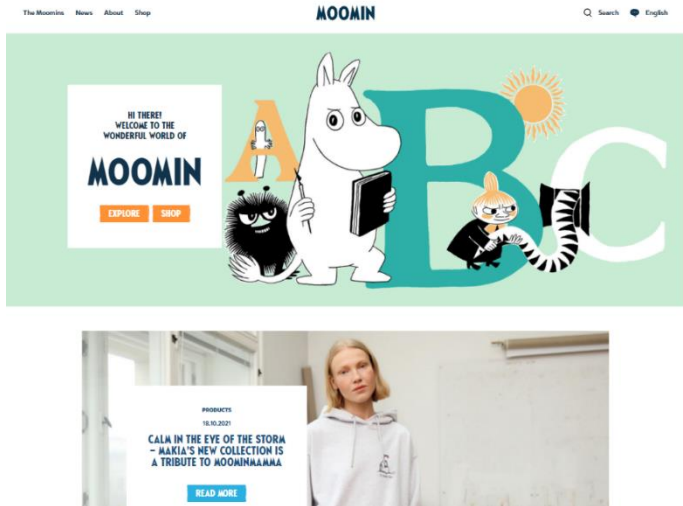
Promoting One-Moomin

Strategy to expand domestic market in 2022

Strategy 1

Standardize visual presentations, linked to global strategy

Make content on Japanese official website, Instagram, Twitter and other platforms visually consistent with that presented in Moomin homeland Finland



Finland's official Moomin site

New e-commerce site

MOOMIN OFFICIAL SHOP

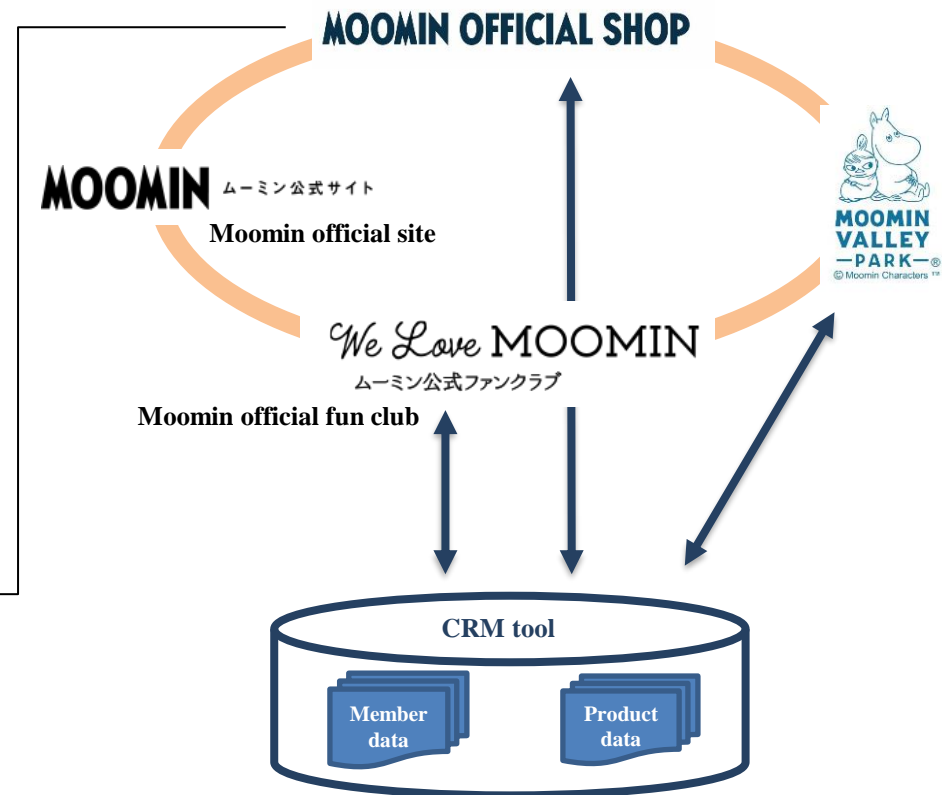
With support from Moomin Characters and Rights & Brands, Moomin Monogatari launched e-commerce site. Preopening planned for December 2021, with formal launch in March 2022.

© Moomin Characters™

Strategy 2

Build consistent CRM platform to underpin data-based marketing

- With official website as starting point, users will have single ID and password to move between sites
- Member data and product data will be centrally managed on single platform



Copyright© FinTech Global Incorporated

Strategy to expand domestic market in 2022

Strategy 3

Enter new markets to expand sales opportunities

- NHK terrestrial broadcast of animated *Moomin Dani no Nakamatachi* (Moominvalley Friends) began on November 6, 2021
- Full-scale entry into children's market as lucrative opportunity to expand awareness of Moomins and raise profile, especially among young children

Strategy 4

Strengthen business-to-customer promotions and contribute to higher profile and higher sales

- Create annual marketing calendar and run nationwide, standardized promotions at least four times a year. Utilize licensees and help achieve effective, efficient sales improvement



MOOMIN ムーミン公式サイト

Two to three million page views per month



1.96 million friends



230,000 followers



54,000 followers

Changes in Key Financial Data

		Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021
Revenues	(millions of yen)	7,485	7,182	3,689	9,175	6,841	8,107
Gross profit	(millions of yen)	1,496	1,626	2,261	2,944	2,313	3,370
Operating income/(loss)	(millions of yen)	(1,031)	(1,319)	(1,072)	(1,664)	(992)	178
Ordinary income (loss)	(millions of yen)	(1,369)	(1,341)	(1,227)	(1,850)	(1,135)	115
Profit/(loss) attributable to owners of parent	(millions of yen)	(1,384)	(1,358)	(820)	(1,586)	(1,186)	130
Net assets	(millions of yen)	6,312	5,326	8,551	8,873	7,304	7,439
Total assets	(millions of yen)	10,975	12,932	14,016	19,025	16,583	16,457
Net assets per share	(yen)	38.66	29.64	39.31	37.03	31.12	31.47
Net income (loss) per share	(yen)	(8.56)	(8.39)	(4.79)	(8.08)	(5.90)	0.65
Diluted net income (loss) per share	(yen)	–	–	–	–	–	0.65
Equity to total asset ratio	(%)	57.0	37.1	52.2	39.1	37.7	38.5
Equity to net income ratio	(%)	(19.7)	(24.6)	(13.5)	(21.5)	(17.3)	2.1
Price earning ratio (PER)	(times)	–	–	–	–	–	86.10
Cash flow from operating activities	(millions of yen)	(1,305)	(1,153)	(2,978)	(2,604)	680	747
Cash flow from investing activities	(millions of yen)	(302)	(1,026)	(2,008)	(4,543)	(282)	(173)
Cash flow from financing activities	(millions of yen)	(751)	2,937	5,771	5,710	(767)	(360)
Cash and cash equivalents at the end of the fiscal year	(millions of yen)	2,240	2,969	3,847	2,513	2,142	2,379
Number of employees(consolidated) (part-time employees)	(employees)	114(20)	143(27)	156(42)	167(262)	156(224)	149(209)
Number of employees(non-consolidated)(part-time employees)	(employees)	45(8)	40(6)	38(5)	39(5)	28(6)	28(4)

Corporate Data: FinTech Global Incorporated

Head office	Meguro Central Square 15th Floor, 3-1-1, Kamiosaki, Shinagawa-ku, Tokyo 141-0021
Establishment	December 7, 1994
Representative	Nobumitsu Tamai, President and Chief Executive Officer
Data of listing	June 8, 2005
Securities Code	8789 (TSE Second Section)
Fiscal year-end	September 30
Main business	I. Investment banking business II. Public management consulting business III. Entertainment service business
Number of issued shares	201,115,600 shares (As of September 30, 2021)
Minimum trading unit	100
Capital stock	¥6,462 million (As of September 30, 2021)
Net assets (consolidated)	¥7,439 million (As of September 30, 2021)
Major shareholders (As of September 30, 2021)	Nobumitsu Tamai 10,095,500 shares (5.02%) CAT-MY Co., Ltd 10,000,000 shares (4.97%)
Number of employees	Consolidated: 149 (As of September 30, 2021, excludes temporary staff)

•FinTech, in *katakana* script and English letters (registration 5113746), FinTech Global, in English letters (registration 5811521) and in *katakana* script (registration 5811522), and FGI (registration 5113748) are registered trademarks of FinTech Global Incorporated.

Certain statements made in these materials, including some management targets, may contain forward-looking statements which reflect management's views and assumptions. Management targets represent goals that management will strive to achieve through the successful implementation of business strategies for the FGI Group. The Group may not be successful in implementing its business strategies, and management may fail to achieve its targets. Management targets and other forward-looking statements involve current assumptions of future events as well as risks and uncertainties that could significantly affect expected results, including adverse economic conditions in Japan, the United States or other countries; declining real estate and/or stock prices; additional corporate bankruptcies or additional problems in business sectors to which Group companies lend; difficulties or delays in integrating businesses and achieving desired cost savings; increased competitive pressures; changes in laws and regulations applicable to the Group's businesses; and adverse changes in Japanese economic policies.

To the extent materials containing forward-looking statements remain in available documents, we have no obligation nor the intent to update such forward-looking statements.