



## **A formal written address from our CEO**

November 14, 2025

**Message from the CEO**

**Reflections on 2025 and Our Vision for 2026**

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Thank you very much for your continued and generous support of TryHard's endeavors.

The year 2025 was truly one of constant challenge and transformation for us. It marked the opening of our 22nd club in Fukuoka, the establishment of SBI MUSIC CIRCUS Co., Ltd., the execution of fireworks festivals and regional collaboration projects, and our challenge of listing on the U.S. NASDAQ. It was, without question, a year defined by bold steps and meaningful change.

We were able to make it through such a demanding year thanks entirely to the dedication of each and every staff member who gave their all on the front lines, as well as the invaluable support of our partner companies who stood by us throughout. I would like to take this opportunity to express my sincere gratitude once again.

Looking ahead, 2026 will be a year of even greater growth for TryHard. We aim to create a new model for the nighttime economy and deliver entertainment born in Japan to the world. We hope to continue this journey together with everyone here today.

What cannot be achieved alone can always be realized when like-minded people come together with a shared vision. Let us continue to create places where excitement, inspiration, and smiles are born.

We sincerely appreciate your continued support in 2026.

Rakuyo Otsuki

CEO, TryHard Holdings Limited