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Talk with the CEO: Nationwide Meetup (26–30 October 2026)

Presentation Script

This is the prepared text of the presentation by Phillip Lord, President and CEO, for "Talk with the CEO: Nationwide Meetup", held in Osaka, Kyoto, Nagoya and Tokyo from 26 to 30 October 2026 and announced on 22 October 2026. The English text is delivered by the CEO and the Japanese text by an interpreter. The live delivery at each venue may differ from the prepared text.

Please read this script together with the presentation material and the Company's official disclosures. Page numbers refer to the presentation material.

Page 1 · Investing in frontier technology. Building in Japan.

Good afternoon. Bitcoin Japan invests in frontier technology and builds practical businesses in Japan. Our objective is long-term value per share. In the next ten minutes I will cover three things: why we invest where we do, what has actually happened since the June AGM, and how we decide where capital goes.

Page 2 · Three areas, one thesis.

Three areas, one thesis. First, frontier technology: selected investment interests in technology companies, held through disclosed fund and vehicle structures. AI, robotics and space systems are moving from research into practical use, and the AGM set out this direction. Second, practical businesses in Japan, starting with robotics for manufacturing and logistics. Recruit Works Institute projects a shortfall of about eleven million workers in Japan by 2040; useful automation is one answer to that constraint. Third, the inputs technology needs: AI infrastructure, connectivity and materials such as rare earths. The IEA estimates data centres used about 415 terawatt-hours of electricity in 2024 and expects that to more than double by 2030. The three areas are connected, but none outweighs another, and each must justify its own economics.

Page 3 · Two ways value can reach shareholders.

Two ways value can reach you. Investment returns, when the interests we hold are realised: that is the route for frontier-technology investments and for investments in the inputs. Operating earnings from customers: that is the route for the businesses we build in Japan. Both feed one objective, long-term value per share. It is an objective, not a forecast. Returns depend on the terms and value of the interests we hold; earnings depend on demand, delivery and service economics.

Page 4 · Since the AGM: four steps, at four different stages.

What has actually happened since June? Four dated steps, at four different stages. Thirtieth of September: the Board approved a plan to exit fifteen loss-making department-store shops. An approved plan, not yet completed. Seventh of October: cumulative purchases of 17.8035 Bitcoin were disclosed. Completed purchases. Sixteenth of October: the UBTECH exclusive distribution agreement was signed. A signed framework, before certification and before revenue. Twenty-third of

October: a nonbinding memorandum with MR. ROBOT. A study, not a venture. I will take each in turn.

Page 5 · SpaceX and Figure AI: our disclosed frontier-technology investments.

The first area. SpaceX builds and launches rockets and operates satellite connectivity; the AGM framed it as communications networks and launch capacity. Figure AI develops humanoid robots for manufacturing, logistics and warehousing; the AGM framed it as exposure to humanoid robotics and the automation of physical work. Both interests were presented in June. They are held through funds or special-purpose vehicles, structures that hold the interest on our behalf, so what reaches BTCJ depends on the terms of those interests, their costs, and when value can be realised. The technology explains why we invested. The economics of our interest decide what shareholders receive. Neither the timing nor the return is assured.

Page 6 · A robot earns its place in three steps; we plan to earn at each one.

The second area starts with a customer's problem, not a product. A robot earns its place in three steps, and each step is a way to earn revenue. First, prove the task works: paid trials on the customer's real work. Second, make deployment work: integration, training and the customer's operating environment; then the customer buys, leases, or uses the robot as a service. Third, support continued use: maintenance and after-sales service. The UBTECH agreement gives us the products to do this. Signed on 16 October, it covers six specified humanoid and service robot models in Japan, exclusively, for thirty-six months from the Japanese certification of the first model, Walker C1. We have paid the prepayment and the certification process has begun; it is not yet complete. Permitted research, testing, data collection and demonstrations can begin before certification. What the agreement does not give us is customers. Demand, certification, readiness and viable service economics will decide what this business delivers.

Page 7 · Infrastructure and materials are investment areas in their own right.

The third area: the inputs technology needs. Computing capacity: servers, storage and networks, which need electricity and cooling; the IEA expects data-centre electricity use to more than double between 2024 and 2030. Connectivity: data has to move between robots, sites and computing, and the AGM framed connectivity and launch as physical infrastructure for AI. Materials: motors move robots, and rare-earth permanent magnets are one material used in such motors. These inputs have their own demand and their own economics, which is why the AGM identified AI infrastructure and rare earths as investment areas in their own right. Every investment here needs its own commercial case, diligence, funding and agreed terms. This page announces no new asset.

Page 8 · Robot deployments generate data. The MR. ROBOT study asks whether that can be a business.

The newest step connects the second and third areas: robot deployments generate data, and Physical AI models are trained on exactly that data. On 23 October we signed a nonbinding memorandum with MR. ROBOT, a robotics company based in Malaysia, to study a possible venture that would collect data from robot tasks, label it and check its quality. BTCJ would bring Japanese customers and data governance; MR. ROBOT would bring local engineering and facilities. A joint business plan must first show demand, pricing, costs and profitability. Nothing is decided: no venture exists, no capital, equipment or launch has been approved, final agreements need both boards, and the memorandum secures no orders or revenue.

Page 9 · One test for every yen: long-term value per share.

Capital allocation is the discipline that ties this together. Three tests. Available funds must first support existing operations and obligations. Financing is judged by purpose, cost, terms and dilution; our 2026 convertible bond and warrant financing is reported in our disclosures, and its use-of-proceeds priorities were revised on 17 September. And every investment must justify its capital and risk. Bitcoin sits inside this framework as one treasury component, held through a subsidiary under a disclosed policy and a fixed programme ceiling. On 7 October we disclosed cumulative purchases of 17.8035 Bitcoin. We are not a dedicated digital-asset treasury company; we combine investments and operating businesses. Bitcoin’s value can fall, and further purchases follow the policy, funding needs and limits.

Page 10 · Frontier technology is the opportunity. Long-term value per share is the measure.

Three things to take away. Frontier technology is the opportunity, pursued across three connected areas: technology investments, practical businesses in Japan and the inputs technology needs. Cutting legacy losses and disciplined capital allocation support that strategy. And management is accountable for execution, the use of capital and results. Judge us by long-term value per share. Thank you.

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