

Consolidated Balance Sheets (JPNGAAP)

~Assets~

Millions of yen	03/2004	03/2005	03/2006	03/2007	03/2008	03/2009	03/2010	03/2011	03/2012	03/2013	03/2014
Assets											
Current assets											
Cash and deposits	58,676	81,243	75,257	99,852	111,515	111,981	111,211	111,126	111,495	100,418	115,367
Notes and accounts receivable	12,046	7,670	33,215	21,206	17,738	15,432	30,682	15,474	18,431	30,226	22,110
Short-term investment securities	-	-	-	-	-	-	35,000	-	-	-	-
Inventories	809	1,112	5,489	4,188	4,268	-	-	-	-	-	-
Merchandises and finished goods	-	-	-	-	-	4,917	3,237	2,992	2,343	2,376	2,013
Work in progress	-	-	-	-	-	291	54	287	738	47	700
Raw materials and supplies	-	-	-	-	-	581	469	427	573	357	433
Content production account	10,128	15,510	7,312	11,903	14,793	18,392	16,025	19,890	25,047	15,805	20,556
Deferred tax assets	1,850	3,440	7,877	5,634	4,158	3,882	6,231	4,493	5,022	5,438	4,819
Income taxes receivable	-	-	-	-	-	-	5,994	6,907	6,396	2,223	288
Other	1,157	1,337	3,968	4,656	3,642	3,179	4,973	2,821	2,236	2,279	7,465
Allowance for doubtful accounts	(227)	(262)	(868)	(832)	(385)	(270)	(533)	(120)	(124)	(136)	(151)
Total current assets	84,441	110,053	132,251	146,608	155,730	158,387	213,347	164,301	172,161	159,035	173,604
Non-current assets											
Property and equipment											
Buildings and structures	3,445	3,667	18,694	17,316	17,024	16,467	16,809	17,617	16,645	17,875	18,016
Accumulated depreciation	(1,250)	(1,525)	(11,546)	(11,354)	(11,641)	(11,849)	(12,198)	(12,771)	(12,414)	(11,619)	(12,296)
Buildings and structures (net)	2,195	2,142	7,148	5,962	5,382	4,618	4,610	4,846	4,231	6,256	5,719
Tools and fixtures	8,445	9,116	12,481	11,365	11,357	11,577	13,582	10,840	11,147	12,558	13,062
Accumulated depreciation	(5,367)	(6,162)	(8,761)	(7,963)	(8,124)	(8,274)	(11,171)	(9,031)	(9,245)	(8,885)	(9,240)
Tools and fixtures (net)	3,077	2,954	3,719	3,401	3,233	3,302	2,410	1,808	1,902	3,672	3,822
Amusement equipment	-	-	58,733	41,577	31,393	21,344	23,919	19,948	19,601	20,014	20,222
Accumulated depreciation	-	-	(45,292)	(30,778)	(25,486)	(18,753)	(21,086)	(17,643)	(17,008)	(17,804)	(17,830)
Amusement equipment (net)	-	-	13,440	10,798	5,906	2,590	2,832	2,304	2,593	2,209	2,392
Other	7	16	26	24	19	56	144	188	193	169	129
Accumulated depreciation	(7)	(8)	(15)	(19)	(15)	(20)	(51)	(99)	(127)	(109)	(87)
Other (net)	0	7	10	5	3	36	92	89	65	59	41
Land	3,813	3,813	5,516	5,404	5,404	8,515	8,277	8,277	8,102	7,964	7,939
Construction in progress	-	-	159	91	8	19	626	2	288	5	1
Total property and equipment	9,087	8,918	29,995	25,664	19,939	19,082	18,850	17,328	17,183	20,169	19,917
Intangible assets											
Goodwill	-	4,934	23,446	20,276	18,883	17,771	10,233	-	-	-	-
Other	7,550	1,161	1,942	1,381	1,140	925	11,390	10,324	10,121	10,940	10,835
Total intangible assets	7,550	6,096	25,389	21,657	20,024	18,697	21,623	10,324	10,121	10,940	10,835
Investments and other assets											
Investment securities	3,516	1,295	1,459	455	656	2,063	567	386	598	493	701
Long-term loans	4	9	173	176	171	360	6	-	-	-	-
Guarantee deposits	2,864	2,863	17,361	14,198	13,235	12,327	13,530	12,316	12,785	10,121	9,746
Construction support deposits	-	-	2,158	1,886	1,524	1,249	1,125	-	-	-	-
Claims in bankruptcy	-	-	2,240	5,065	327	376	202	-	-	-	-
Net defined benefit asset	-	-	-	-	-	-	-	-	-	-	-
Deferred tax assets	2,665	1,768	6,523	4,939	852	952	1,682	1,082	460	1,229	1,125
Other	502	689	533	541	621	528	300	1,280	1,341	1,150	1,495
Allowance for doubtful accounts	-	-	(4,738)	(5,515)	(948)	(831)	(706)	(683)	(672)	(631)	(809)
Total investments and other assets	9,554	6,626	25,712	21,748	16,440	17,027	16,707	14,382	14,514	12,363	12,259
Total non-current assets	26,192	21,641	81,097	69,071	56,404	54,806	57,182	42,034	41,819	43,473	43,012
Total assets	110,633	131,695	213,348	215,679	212,134	213,194	270,529	206,336	213,981	202,509	216,617

Consolidated Balance Sheets (JPNGAAP)

~Assets~

Millions of yen	03/2015	03/2016	03/2017	03/2018	03/2019	03/2020	03/2021	03/2022	03/2023	03/2024	03/2025
Assets											
Current assets											
Cash and deposits	103,631	117,306	129,364	136,785	129,468	123,450	146,229	163,088	193,501	225,901	247,760
Notes and accounts receivable	20,973	21,487	26,053	24,383	40,396	41,474	43,036	44,968	39,908	44,683	33,175
Short-term investment securities	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Merchandises and finished goods	1,881	2,428	2,820	3,233	4,484	5,850	3,829	4,687	4,872	4,684	4,840
Work in progress	4	109	11	3	5	206	212	18	-	-	-
Raw materials and supplies	314	233	302	253	330	433	363	485	827	1,033	856
Content production account	35,113	41,419	34,548	44,167	50,620	71,479	78,153	96,765	87,217	48,577	46,936
Deferred tax assets	4,818	6,561	7,029	-	-	-	-	-	-	-	-
Income taxes receivable	-	-	-	-	-	-	-	-	-	-	-
Other	4,201	5,275	9,222	7,486	9,770	8,163	11,987	12,711	16,185	14,561	11,101
Allowance for doubtful accounts	(122)	(143)	(314)	(212)	(265)	(161)	(190)	(268)	(255)	(221)	(155)
Total current assets	170,815	194,679	209,038	216,100	234,811	250,896	283,622	322,455	342,258	339,219	344,515
Non-current assets											
Property and equipment											
Buildings and structures	13,212	13,779	14,777	15,657	17,179	18,341	18,735	18,793	18,275	19,598	29,756
Accumulated depreciation	(8,611)	(8,654)	(9,365)	(9,993)	(10,663)	(11,603)	(12,888)	(13,489)	(13,971)	(15,135)	(16,308)
Buildings and structures (net)	4,601	5,124	5,412	5,663	6,515	6,738	5,847	5,303	4,303	4,462	13,447
Tools and fixtures	13,074	13,312	13,694	14,021	14,759	15,943	17,716	19,431	17,232	20,263	21,213
Accumulated depreciation	(9,699)	(10,047)	(10,626)	(9,855)	(10,065)	(11,112)	(12,992)	(14,730)	(13,241)	(14,164)	(15,066)
Tools and fixtures (net)	3,375	3,265	3,067	4,165	4,693	4,830	4,723	4,701	3,990	6,099	6,147
Amusement equipment	16,559	15,457	16,247	16,910	17,435	17,529	17,275	17,008	17,815	18,116	18,706
Accumulated depreciation	(15,105)	(14,012)	(14,455)	(14,588)	(14,790)	(15,420)	(15,459)	(15,379)	(15,791)	(15,949)	(16,412)
Amusement equipment (net)	1,454	1,445	1,792	2,322	2,645	2,108	1,816	1,629	2,023	2,166	2,294
Other	127	101	181	177	184	3,425	4,116	4,955	3,050	3,858	3,813
Accumulated depreciation	(83)	(47)	(79)	(115)	(115)	(484)	(1,095)	(1,314)	(1,223)	(1,988)	(2,432)
Other (net)	43	54	101	62	68	2,940	3,021	3,641	1,826	1,869	1,380
Land	4,008	3,798	3,798	3,795	3,782	3,782	3,782	3,782	3,782	3,782	3,782
Construction in progress	136	61	62	50	183	147	465	757	1,815	4,695	777
Total property and equipment	13,620	13,748	14,234	16,060	17,889	20,547	19,656	19,814	17,743	23,075	27,829
Intangible assets											
Goodwill	-	-	-	-	-	-	-				
Other	10,192	6,447	4,735	4,559	5,105	5,387	5,540	7,375	5,856	5,881	4,895
Total intangible assets	10,192	6,447	4,735	4,559	5,105	5,387	5,540	7,375	5,856	5,881	4,895
Investments and other assets											
Investment securities	1,172	749	780	154	1,226	2,308	2,537	2,727	4,629	4,731	5,553
Long-term loans	-	-	-	-	-	-	-	-	-	-	-
Guarantee deposits	10,167	9,173	9,204	9,879	10,373	10,612	9,776	11,028	11,074	13,168	13,286
Construction support deposits	-	-	-	-	-	-	-	-	-	-	-
Claims in bankruptcy	-	-	-	-	-	-	-	-	-	-	-
Net defined benefit asset	-	-	120	155	93	-	477	649	795	1,573	1,877
Deferred tax assets	1,198	4,972	2,572	8,902	7,757	8,731	9,630	10,526	11,027	18,687	12,647
Other	5,192	3,185	3,394	3,965	5,418	4,238	4,961	6,384	6,279	4,568	5,586
Allowance for doubtful accounts	(420)	(224)	(222)	(63)	(61)	(88)	(57)	(57)	(30)	(30)	(32)
Total investments and other assets	17,309	17,856	15,850	22,993	24,809	25,802	27,325	31,257	33,775	42,698	38,919
Total non-current assets	41,122	38,052	34,820	43,612	47,803	51,737	52,522	58,447	57,376	71,656	71,644
Total assets	211,938	232,731	243,859	259,713	282,614	302,634	336,144	380,902	399,634	410,876	416,160

Consolidated Balance Sheets (JPNGAAP)
～Liabilities and Net Assets～

Millions of yen	03/2004	03/2005	03/2006	03/2007	03/2008	03/2009	03/2010	03/2011	03/2012	03/2013	03/2014
Liabilities											
Current liabilities											
Notes and accounts payable	3,205	2,241	12,124	13,275	10,704	10,097	10,666	7,777	9,220	8,653	11,563
Short-term loans	-	-	-	-	26	26	2,808	1,338	5,253	5,726	6,852
Long-term borrowings due within one year	18	-	-	-	-	-	-	-	-	-	-
Current portion of corporate bonds	-	-	-	-	-	-	37,000	-	-	-	35,000
Other accounts payable	1,020	1,190	6,509	4,773	3,912	2,884	3,528	-	-	-	-
Accrued expenses	1,551	1,662	6,413	3,379	1,859	1,503	6,611	-	-	-	-
Accrued income taxes	1,313	9,994	4,848	994	763	3,239	4,090	2,269	4,034	1,499	2,980
Accrued consumption taxes	408	1,022	1,245	895	699	686	2,839	-	-	-	-
Refund liabilities	-	-	-	-	-	-	-	-	-	-	-
Advance payments	697	896	991	1,188	1,145	563	920	-	-	-	-
Deposits received	354	385	421	490	551	517	561	-	-	-	-
Provision for bonuses	1,239	1,021	2,648	1,872	1,802	1,413	1,571	1,453	1,200	966	1,771
Provision for sales returns	1,569	1,316	1,186	2,271	1,135	1,598	4,046	1,780	1,545	4,319	4,609
Provision for game arcade closings	-	-	292	2,973	226	445	321	487	260	256	251
Provision for office relocation	-	-	292	2,973	226	445	321	487	260	256	251
Deferred tax liabilities	-	-	-	-	-	-	-	-	-	-	3
Asset retirement obligations	-	-	-	-	-	-	-	63	2	3	3
Other	807	1,057	1,159	289	257	499	291	13,332	12,258	15,989	17,472
Total current liabilities	12,185	20,790	37,840	32,404	23,082	23,477	75,257	28,504	33,778	37,414	80,508
Non-current liabilities											
Corporate bonds	-	-	50,000	50,000	37,000	37,000	35,000	35,000	35,000	35,000	-
Provision for employees' retirement benefits	978	1,173	3,001	2,169	1,528	1,644	2,170	3,061	3,808	4,714	-
Provision for directors' retirement benefits	110	55	189	262	215	236	250	266	234	244	178
Provision for game arcade closings	-	-	-	-	796	721	645	590	584	468	383
Net defined benefit liabilities	-	-	-	-	-	-	-	-	-	-	4,425
Deferred tax liabilities	-	-	-	-	-	-	2,354	2,577	2,605	1,655	1,978
Asset retirement obligations	-	-	-	-	-	-	-	657	149	800	807
Provision for office relocation											
Provision for loss on litigation											
Other	63	84	202	204	1,318	1,390	593	534	523	574	658
Total non-current liabilities	1,152	1,313	53,394	52,635	40,858	40,992	41,013	42,687	42,906	43,457	8,432
Total liabilities	13,338	22,103	91,234	85,040	63,940	64,469	116,271	71,192	76,684	80,872	88,940
(Minority interests)											
(Minority interests)	594	658	1,120	-	-	-	-	-	-	-	-
Shareholders' equity											
I Common stock	7,154	7,433	7,803	-	-	-	-	-	-	-	-
II Capital surplus	36,393	36,673	37,044	-	-	-	-	-	-	-	-
III Retained earnings	53,931	65,561	76,022	-	-	-	-	-	-	-	-
IV Unrealized gains on revaluation of other investment securities	363	472	531	-	-	-	-	-	-	-	-
V Foreign currency translation adjustments	(898)	(807)	(97)	-	-	-	-	-	-	-	-
VI Treasury stock	(245)	(401)	(506)	-	-	-	-	-	-	-	-
Total shareholders' equity	96,700	108,933	120,993	-	-	-	-	-	-	-	-
Total liabilities, minority interests and shareholders' equity	110,633	131,695	213,348	-	-	-	-	-	-	-	-
Net assets											
Shareholders' equity											
Common stock	-	-	-	8,038	14,928	15,134	15,204	15,204	15,204	15,204	15,368
Capital surplus	-	-	-	37,279	44,169	44,375	44,444	44,444	44,444	44,444	44,607
Retained earnings	-	-	-	84,315	90,295	93,220	98,848	82,711	85,320	68,153	71,298
Treasury stock	-	-	-	(540)	(841)	(852)	(856)	(859)	(861)	(862)	(870)
Total shareholders' equity	-	-	-	129,092	148,552	151,879	157,641	141,501	144,108	126,940	130,404
Accumulated other comprehensive income (loss)											
Unrealized loss on revaluation of other investment securities	-	-	-	(8)	(12)	(71)	(9)	(14)	124	57	253
Foreign currency translation adjustments	-	-	-	377	(1,504)	(4,488)	(4,951)	(7,929)	(8,696)	(6,911)	(4,780)
Remeasurements of defined benefit plans	-	-	-	-	-	-	-	-	-	-	432
Total accumulated other comprehensive income (loss)	-	-	-	368	(1,517)	(4,560)	(4,960)	(7,943)	(8,572)	(6,853)	(4,094)
Subscription rights to shares	-	-	-	-	81	410	715	814	977	652	348
(Minority interests)	-	-	-	1,178	1,077	995	861	771	783	897	1,018
Non-controlling interests	-	-	-	-	-	-	-	-	-	-	-
Total net assets	-	-	-	130,639	148,193	148,724	154,258	135,143	137,297	121,636	127,676
Total liabilities and net assets	-	-	-	215,679	212,134	213,194	270,529	206,336	213,981	202,509	216,617

Consolidated Balance Sheets (JPNGAAP)
~Liabilities and Net Assets~

Millions of yen	03/2015	03/2016	03/2017	03/2018	03/2019	03/2020	03/2021	03/2022	03/2023	03/2024	03/2025
Liabilities											
Current liabilities											
Notes and accounts payable	11,820	14,671	14,220	14,848	23,592	25,537	24,559	27,598	23,558	24,384	17,439
Short-term loans	7,122	9,722	8,437	8,931	8,685	-	-	-	-	-	-
Long-term borrowings due within one year	-	-	-	-	-	-	-	-	-	-	-
Current portion of corporate bonds	-	-	-	-	-	-	-	-	-	-	-
Other accounts payable	-	-	-	-	-	-	-	-	-	-	-
Accrued expenses	-	-	-	-	-	-	-	-	-	-	-
Accrued income taxes	3,974	5,726	1,665	9,162	1,694	10,159	14,593	8,442	3,452	6,978	2,540
Accrued consumption taxes	-	-	-	-	-	-	-	-	-	-	-
Refund liabilities	-	-	-	-	-	-	-	5,616	5,186	4,410	2,722
Advance payments	-	-	-	-	-	-	-	-	-	-	-
Deposits received	-	-	-	-	-	-	-	-	-	-	-
Provision for bonuses	1,696	2,672	2,358	3,246	3,273	4,061	2,956	6,539	4,532	5,345	4,977
Provision for sales returns	4,865	3,334	6,197	3,985	9,178	4,253	5,873	-	-	-	-
Provision for game arcade closings	379	75	64	58	49	43	231	-	-	-	-
Provision for office relocation	379	75	64	58	49	43	231	-	-	-	1,030
Deferred tax liabilities	-	-	-	-	-	-	-	-	-	-	-
Asset retirement obligations	9	5	17	-	5	3	6	-	-	9	2,270
Other	20,062	19,529	22,482	18,610	20,968	25,285	32,122	35,602	34,974	40,431	36,379
Total current liabilities	49,931	55,737	55,445	58,842	67,449	69,344	80,345	83,800	71,704	81,559	67,360
Non-current liabilities											
Corporate bonds	-	-	-	-	-	-	-	-	-	-	-
Provision for employees' retirement benefits	-	-	-	-	-	-	-	-	-	-	-
Provision for directors' retirement benefits	151	162	88	88	52	52	52	17	7	-	-
Provision for game arcade closings	423	127	83	41	-	40	-	-	-	-	-
Net defined benefit liabilities	2,200	2,747	2,546	2,676	2,893	3,214	3,492	3,842	3,908	4,311	4,392
Deferred tax liabilities	2,371	2,153	573	896	1,383	1,062	1,642	874	0	1	465
Asset retirement obligations	953	2,355	2,450	2,812	3,132	3,291	3,715	3,842	4,424	4,902	5,725
Provision for office relocation										883	-
Provision for loss on litigation											220
Other	591	665	767	994	1,257	3,698	3,617	4,094	2,322	2,089	1,628
Total non-current liabilities	6,692	8,210	6,510	7,510	8,719	11,360	12,521	12,672	10,663	12,187	12,431
Total liabilities	56,623	63,948	61,955	66,353	76,168	80,705	92,866	96,472	82,368	93,747	79,792
(Minority interests)										-	-
(Minority interests)	-	-	-	-	-	-	-	-	-	-	-
Shareholders' equity										-	-
I Common stock	-	-	-	-	-	-	-	-	-	-	-
II Capital surplus	-	-	-	-	-	-	-	-	-	-	-
III Retained earnings	-	-	-	-	-	-	-	-	-	-	-
IV Unrealized gains on revaluation of other investment securities	-	-	-	-	-	-	-	-	-	-	-
V Foreign currency translation adjustments	-	-	-	-	-	-	-	-	-	-	-
VI Treasury stock	-	-	-	-	-	-	-	-	-	-	-
Total shareholders' equity	-	-	-	-	-	-	-	-	-	-	-
Total liabilities, minority interests and shareholders' equity	-	-	-	-	-	-	-	-	-	-	-
Net assets											
Shareholders' equity										-	-
Common stock	23,680	23,753	23,828	23,868	24,039	24,039	24,039	24,039	24,039	24,039	24,039
Capital surplus	52,920	52,993	53,067	53,107	53,281	53,388	53,593	53,880	54,142	54,368	54,678
Retained earnings	79,355	95,581	109,764	129,513	143,451	159,222	179,722	221,316	255,151	254,741	272,434
Treasury stock	(876)	(888)	(897)	(10,159)	(10,162)	(9,900)	(9,556)	8,964	(8,587)	(7,876)	(7,452)
Total shareholders' equity	155,079	171,439	185,763	196,330	210,610	226,750	247,799	290,272	324,745	325,272	343,700
Accumulated other comprehensive income (loss)								△			
Unrealized loss on revaluation of other investment securities	618	341	364	89	116	(162)	59	△ 24	2	(305)	(280)
Foreign currency translation adjustments	(1,292)	(3,207)	(4,640)	(3,674)	(4,651)	(5,085)	(5,655)	6,844	(8,765)	(9,038)	(8,503)
Remeasurements of defined benefit plans	99	(607)	(165)	(132)	(285)	(318)	160	△ 116	308	566	793
Total accumulated other comprehensive income (loss)	(574)	(3,474)	(4,440)	(3,718)	(4,820)	(5,567)	(5,435)	6,752	(8,454)	(8,776)	(7,990)
Subscription rights to shares	327	374	453	603	517	608	762	718	752	378	353
(Minority interests)	482	-	-	-	-	-	-	-	-	-	-
Non-controlling interests	-	443	128	144	139	137	151	191	222	255	304
Total net assets	155,314	168,783	181,904	193,359	206,445	221,928	243,278	284,429	317,266	317,129	336,368
Total liabilities and net assets	211,938	232,731	243,859	259,713	282,614	302,634	336,144	380,902	399,634	410,876	416,160