

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	03/2015
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	103,631
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	20,973
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	1,881
Work in progress	-	-	-	-	-	291	54	287	738	47	700	4
Raw materials and supplies	-	-	-	-	-	581	469	427	573	357	433	314
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	35,113
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	4,818
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	4,201
Allowance for doubtful accounts	(227)	(262)	(868)	(832)	(385)	(270)	(533)	(120)	(124)	(136)	(151)	(122)
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	170,815
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	13,212
Accumulated depreciation	(1,250)	(1,525)	(11,546)	(11,354)	(11,641)	(11,849)	(12,198)	(12,771)	(12,414)	(11,619)	(12,296)	(8,611)
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	4,601
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	13,074
Accumulated depreciation	(5,367)	(6,162)	(8,761)	(7,963)	(8,124)	(8,274)	(11,171)	(9,031)	(9,245)	(8,885)	(9,240)	(9,699)
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	3,375
Amusement equipment	-	-	58,733	41,577	31,393	21,344	23,919	19,948	19,601	20,014	20,222	16,559
Accumulated depreciation	-	-	(45,292)	(30,778)	(25,486)	(18,753)	(21,086)	(17,643)	(17,008)	(17,804)	(17,830)	(15,105)
Amusement equipment (net)	-	-	13,440	10,798	5,906	2,590	2,832	2,304	2,593	2,209	2,392	1,454
Other	7	16	26	24	19	56	144	188	193	169	129	127
Accumulated depreciation	(7)	(8)	(15)	(19)	(15)	(20)	(51)	(99)	(127)	(109)	(87)	(83)
Other (net)	0	7	10	5	3	36	92	89	65	59	41	43
Land	3,813	3,813	5,516	5,404	5,404	8,515	8,277	8,277	8,102	7,964	7,939	4,008
Construction in progress	-	-	159	91	8	19	626	2	288	5	1	136
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	13,620
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	10,192
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	10,192
Investments and other assets												
Investment securities	3,516	1,295	1,459	455	656	2,063	567	386	598	493	701	1,172
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	10,167
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	1,198
Other	502	689	533	541	621	528	300	1,280	1,341	1,150	1,495	5,192
Allowance for doubtful accounts	-	-	(4,738)	(5,515)	(948)	(831)	(706)	(683)	(672)	(631)	(809)	(420)
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	17,309
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	41,122
Total assets	110,633	131,695	213,348	215,679	212,134	213,194	270,529	206,336	213,981	202,509	216,617	211,938

Consolidated Balance Sheets (JPNGAAP)
~Assets~

Millions of yen	03/2016	03/2017	03/2018	03/2019	03/2020	03/2021	03/2022	03/2023	03/2024	03/2025	03/2026
Assets											
Current assets											
Cash and deposits	117,306	129,364	136,785	129,468	123,450	146,229	163,088	193,501	225,901	247,760	276,054
Notes and accounts receivable	21,487	26,053	24,383	40,396	41,474	43,036	44,968	39,908	44,683	33,175	30,482
Short-term investment securities	-	-	-	-	-	-	-	-	-	-	-
Inventories	-	-	-	-	-	-	-	-	-	-	-
Merchandises and finished goods	2,428	2,820	3,233	4,484	5,850	3,829	4,687	4,872	4,684	4,840	5,924
Work in progress	109	11	3	5	206	212	18	-	-	-	-
Raw materials and supplies	233	302	253	330	433	363	485	827	1,033	856	519
Content production account	41,419	34,548	44,167	50,620	71,479	78,153	96,765	87,217	48,577	46,936	46,258
Deferred tax assets	6,561	7,029	-	-	-	-	-	-	-	-	-
Income taxes receivable	-	-	-	-	-	-	-	-	-	-	-
Other	5,275	9,222	7,486	9,770	8,163	11,987	12,711	16,185	14,561	11,101	9,423
Allowance for doubtful accounts	(143)	(314)	(212)	(265)	(161)	(190)	(268)	(255)	(221)	(155)	(267)
Total current assets	194,679	209,038	216,100	234,811	250,896	283,622	322,455	342,258	339,219	344,515	368,393
Non-current assets											
Property and equipment											
Buildings and structures	13,779	14,777	15,657	17,179	18,341	18,735	18,793	18,275	19,598	29,756	27,295
Accumulated depreciation	(8,654)	(9,365)	(9,993)	(10,663)	(11,603)	(12,888)	(13,489)	(13,971)	(15,135)	(16,308)	(13,344)
Buildings and structures (net)	5,124	5,412	5,663	6,515	6,738	5,847	5,303	4,303	4,462	13,447	13,950
Tools and fixtures	13,312	13,694	14,021	14,759	15,943	17,716	19,431	17,232	20,263	21,213	20,097
Accumulated depreciation	(10,047)	(10,626)	(9,855)	(10,065)	(11,112)	(12,992)	(14,730)	(13,241)	(14,164)	(15,066)	(15,119)
Tools and fixtures (net)	3,265	3,067	4,165	4,693	4,830	4,723	4,701	3,990	6,099	6,147	4,977
Amusement equipment	15,457	16,247	16,910	17,435	17,529	17,275	17,008	17,815	18,116	18,706	19,351
Accumulated depreciation	(14,012)	(14,455)	(14,588)	(14,790)	(15,420)	(15,459)	(15,379)	(15,791)	(15,949)	(16,412)	(17,288)
Amusement equipment (net)	1,445	1,792	2,322	2,645	2,108	1,816	1,629	2,023	2,166	2,294	2,063
Other	101	181	177	184	3,425	4,116	4,955	3,050	3,858	3,813	4,560
Accumulated depreciation	(47)	(79)	(115)	(115)	(484)	(1,095)	(1,314)	(1,223)	(1,988)	(2,432)	(2,118)
Other (net)	54	101	62	68	2,940	3,021	3,641	1,826	1,869	1,380	2,441
Land	3,798	3,798	3,795	3,782	3,782	3,782	3,782	3,782	3,782	3,782	3,782
Construction in progress	61	62	50	183	147	465	757	1,815	4,695	777	193
Total property and equipment	13,748	14,234	16,060	17,889	20,547	19,656	19,814	17,743	23,075	27,829	27,409
Intangible assets											
Goodwill	-	-	-	-	-	-	-	-	-	-	-
Other	6,447	4,735	4,559	5,105	5,387	5,540	7,375	5,856	5,881	4,895	4,256
Total intangible assets	6,447	4,735	4,559	5,105	5,387	5,540	7,375	5,856	5,881	4,895	4,256
Investments and other assets											
Investment securities	749	780	154	1,226	2,308	2,537	2,727	4,629	4,731	5,553	5,251
Long-term loans	-	-	-	-	-	-	-	-	-	-	-
Guarantee deposits	9,173	9,204	9,879	10,373	10,612	9,776	11,028	11,074	13,168	13,286	12,709
Construction support deposits	-	-	-	-	-	-	-	-	-	-	-
Claims in bankruptcy	-	-	-	-	-	-	-	-	-	-	-
Net defined benefit asset	-	120	155	93	-	477	649	795	1,573	1,877	2,681
Deferred tax assets	4,972	2,572	8,902	7,757	8,731	9,630	10,526	11,027	18,687	12,647	11,862
Other	3,185	3,394	3,965	5,418	4,238	4,961	6,384	6,279	4,568	5,586	5,485
Allowance for doubtful accounts	(224)	(222)	(63)	(61)	(88)	(57)	(57)	(30)	(30)	(32)	(31)
Total investments and other assets	17,856	15,850	22,993	24,809	25,802	27,325	31,257	33,775	42,698	38,919	37,958
Total non-current assets	38,052	34,820	43,612	47,803	51,737	52,522	58,447	57,376	71,656	71,644	69,624
Total assets	232,731	243,859	259,713	282,614	302,634	336,144	380,902	399,634	410,876	416,160	438,018

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	03/2015
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	11,820
Short-term loans	-	-	-	-	26	26	2,808	1,338	5,253	5,726	6,852	7,122
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	3,974
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	1,696
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	4,865
Provision for game arcade closings	-	-	292	2,973	226	445	321	487	260	256	251	379
Provision for office relocation	-	-	292	2,973	226	445	321	487	260	256	251	379
Deferred tax liabilities	-	-	-	-	-	-	-	-	-	-	3	-
Asset retirement obligations	-	-	-	-	-	-	-	63	2	3	3	9
Other	807	1,057	1,159	289	257	499	291	13,332	12,258	15,989	17,472	20,062
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	49,931
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	151
Provision for game arcade closings	-	-	-	-	796	721	645	590	584	468	383	423
Net defined benefit liabilities	-	-	-	-	-	-	-	-	-	-	4,425	2,200
Deferred tax liabilities	-	-	-	-	-	-	2,354	2,577	2,605	1,655	1,978	2,371
Asset retirement obligations	-	-	-	-	-	-	-	657	149	800	807	953
Provision for office relocation												
Provision for loss on litigation												
Other	63	84	202	204	1,318	1,390	593	534	523	574	658	591
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	6,692
Total liabilities	13,338	22,103	91,234	85,040	63,940	64,469	116,271	71,192	76,684	80,872	88,940	56,623
(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	23,680
Capital surplus	-	-	-	37,279	44,169	44,375	44,444	44,444	44,444	44,444	44,607	52,920
Retained earnings	-	-	-	84,315	90,295	93,220	98,848	82,711	85,320	68,153	71,298	79,355
Treasury stock	-	-	-	(540)	(841)	(852)	(856)	(859)	(861)	(862)	(870)	(876)
Total shareholders' equity	-	-	-	129,092	148,552	151,879	157,641	141,501	144,108	126,940	130,404	155,079
Accumulated other comprehensive income (loss)												
Unrealized loss on revaluation of other investment securities	-	-	-	(8)	(12)	(71)	(9)	(14)	124	57	253	618
Foreign currency translation adjustments	-	-	-	377	(1,504)	(4,488)	(4,951)	(7,929)	(8,696)	(6,911)	(4,780)	(1,292)
Remeasurements of defined benefit plans	-	-	-	-	-	-	-	-	-	-	432	99
Total accumulated other comprehensive income (loss)	-	-	-	368	(1,517)	(4,560)	(4,960)	(7,943)	(8,572)	(6,853)	(4,094)	(574)
Subscription rights to shares	-	-	-	-	81	410	715	814	977	652	348	327
(Minority interests)	-	-	-	1,178	1,077	995	861	771	783	897	1,018	482
Non-controlling interests	-	-	-	-	-	-	-	-	-	-	-	-
Total net assets	-	-	-	130,639	148,193	148,724	154,258	135,143	137,297	121,636	127,676	155,314
Total liabilities and net assets	-	-	-	215,679	212,134	213,194	270,529	206,336	213,981	202,509	216,617	211,938

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

Millions of yen	03/2016	03/2017	03/2018	03/2019	03/2020	03/2021	03/2022	03/2023	03/2024	03/2025	03/2026
Liabilities											
Current liabilities											
Notes and accounts payable	14,671	14,220	14,848	23,592	25,537	24,559	27,598	23,558	24,384	17,439	17,192
Short-term loans	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	5,726	1,665	9,162	1,694	10,159	14,593	8,442	3,452	6,978	2,540	16,128
Accrued consumption taxes	-	-	-	-	-	-	-	-	-	-	-
Refund liabilities	-	-	-	-	-	-	5,616	5,186	4,410	2,722	2,132
Advance payments	-	-	-	-	-	-	-	-	-	-	-
Deposits received	-	-	-	-	-	-	-	-	-	-	-
Provision for bonuses	2,672	2,358	3,246	3,273	4,061	2,956	6,539	4,532	5,345	4,977	5,357
Provision for sales returns	3,334	6,197	3,985	9,178	4,253	5,873	-	-	-	-	-
Provision for game arcade closings	75	64	58	49	43	231	-	-	-	-	-
Provision for office relocation	75	64	58	49	43	231	-	-	-	1,030	310
Deferred tax liabilities	-	-	-	-	-	-	-	-	-	-	-
Asset retirement obligations	5	17	-	5	3	6	-	-	9	2,270	459
Other	19,529	22,482	18,610	20,968	25,285	32,122	35,602	34,974	40,431	36,379	33,150
Total current liabilities	55,737	55,445	58,842	67,449	69,344	80,345	83,800	71,704	81,559	67,360	74,730
Non-current liabilities											
Corporate bonds	-	-	-	-	-	-	-	-	-	-	-
Provision for employees' retirement benefits	-	-	-	-	-	-	-	-	-	-	-
Provision for directors' retirement benefits	162	88	88	52	52	52	17	7	-	-	-
Provision for game arcade closings	127	83	41	-	40	-	-	-	-	-	-
Net defined benefit liabilities	2,747	2,546	2,676	2,893	3,214	3,492	3,842	3,908	4,311	4,392	4,417
Deferred tax liabilities	2,153	573	896	1,383	1,062	1,642	874	0	1	465	535
Asset retirement obligations	2,355	2,450	2,812	3,132	3,291	3,715	3,842	4,424	4,902	5,725	5,642
Provision for office relocation								883	-	-	-
Provision for loss on litigation									220	60	60
Other	665	767	994	1,257	3,698	3,617	4,094	2,322	2,089	1,628	3,407
Total non-current liabilities	8,210	6,510	7,510	8,719	11,360	12,521	12,672	10,663	12,187	12,431	14,063
Total liabilities	63,948	61,955	66,353	76,168	80,705	92,866	96,472	82,368	93,747	79,792	88,793
(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	23,753	23,828	23,868	24,039	24,039	24,039	24,039	24,039	24,039	24,039	24,039
Capital surplus	52,993	53,067	53,107	53,281	53,388	53,593	53,880	54,142	54,368	54,678	55,213
Retained earnings	95,581	109,764	129,513	143,451	159,222	179,722	221,316	255,151	254,741	272,434	283,430
Treasury stock	(888)	(897)	(10,159)	(10,162)	(9,900)	(9,556)	8,964	(8,587)	(7,876)	(7,452)	(7,130)
Total shareholders' equity	171,439	185,763	196,330	210,610	226,750	247,799	290,272	324,745	325,272	343,700	355,553
Accumulated other comprehensive income (loss)							△				
Unrealized loss on revaluation of other investment securities	341	364	89	116	(162)	59	△ 24	2	(305)	(280)	(11)
Foreign currency translation adjustments	(3,207)	(4,640)	(3,674)	(4,651)	(5,085)	(5,655)	6,844	(8,765)	(9,038)	(8,503)	(8,068)
Remeasurements of defined benefit plans	(607)	(165)	(132)	(285)	(318)	160	△ 116	308	566	793	1,110
Total accumulated other comprehensive income (loss)	(3,474)	(4,440)	(3,718)	(4,820)	(5,567)	(5,435)	6,752	(8,454)	(8,776)	(7,990)	(6,969)
Subscription rights to shares	374	453	603	517	608	762	718	752	378	353	293
(Minority interests)	-	-	-	-	-	-	-	-	-	-	-
Non-controlling interests	443	128	144	139	137	151	191	222	255	304	346
Total net assets	168,783	181,904	193,359	206,445	221,928	243,278	284,429	317,266	317,129	336,368	349,224
Total liabilities and net assets	232,731	243,859	259,713	282,614	302,634	336,144	380,902	399,634	410,876	416,160	438,018