



Presentation on Business Results
of FY 3/2025
(April 1, 2024 to March 31, 2025)

SANKYO CO., LTD.



Good luck. Good life.

SANKYO

Prime Market of the TSE #6417
May 12, 2025

01 Overview of Financial Results

CONTENTS

SECTION

01

Overview of Financial Results

SECTION

02

Overview of Business

SECTION

03

Progress of the Medium-Term Management Plan
(from FY3/2025 to FY3/2027)

SECTION

04

FY 3/2026 Forecast

SECTION

05

Appendix

Consolidated Financial Results



Achieved year-on-year increase in profit (record-high profit) due to significant growth of the high-margin pachislot machines business.

Became the first company in the industry to capture the top market share for the year in both the pachinko and pachislot markets.

Net Sales **191,821** million yen
FY 3/2024 199,099 million yen
(YoY -3.7%)

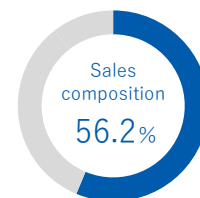
Operating Income **73,605** million yen
FY 3/2024 72,495 million yen
(YoY +1.5%)

Net Income **53,992** million yen
attributable to owners of parent
FY 3/2024 53,791 million yen
(YoY +0.4%)

Net Income per share (EPS) **245.93** yen
(YoY +42.12 yen)

« Results of Operations by Segment »

Pachinko Machines Business

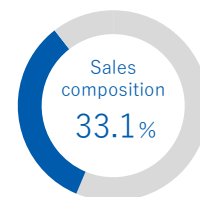


Net Sales 107,725 million yen
(YoY -26.7%)

Operating Income 43,815 million yen
(YoY -28.4%)

Sales of Unit 224,497 unit
(YoY -24.6%)

Pachislot Machines Business



Net Sales 63,462 million yen
(YoY +97.4%)

Operating Income 35,686 million yen
(YoY +133.4%)

Sales of Unit 131,368 unit
(YoY +86.7%)

Ball Bearing Supply Business



Net Sales 20,161 million yen
(YoY +3.4%)

Operating Income 1,463 million yen
(YoY -7.5%)

Summary of Financial Results by Segment

« Pachinko Machines Business »

FY3/2025 Financial Results

Net Sales	Number of New Titles
107.7 billion yen (YoY -26.7%)	Eight (Reused models etc. : Seven)
Operating Income	Sales of Unit
43.8 billion yen (YoY -28.4%)	224,497 units (YoY -24.6%)

The Group was able to capture the top market share for the third consecutive year, accumulating sales volume centering on the series products of mainstay titles.

« Pachislot Machines Business »

FY3/2025 Financial Results

Net Sales	Number of New Titles
63.4 billion yen (YoY +97.4%)	Six (Increased Production : Three)
Operating Income	Sales of Unit
35.6 billion yen (YoY +133.4%)	131,368 units (YoY +86.7%)

Achieved a significant increase in sales volume due to strong sales of new titles and by responding to the needs for the manufacture of additional units of titles, capturing the top market share for the first time.

« Pachinko Market »

FY3/2025

850 thousand units FY3/2024 840 thousand units	The enhancement of the gaming performance of Smart Pachinko machines spurred their diffusion. However, machine utilization in the pachinko market remained somewhat sluggish.
---	---

« Pachislot Market »

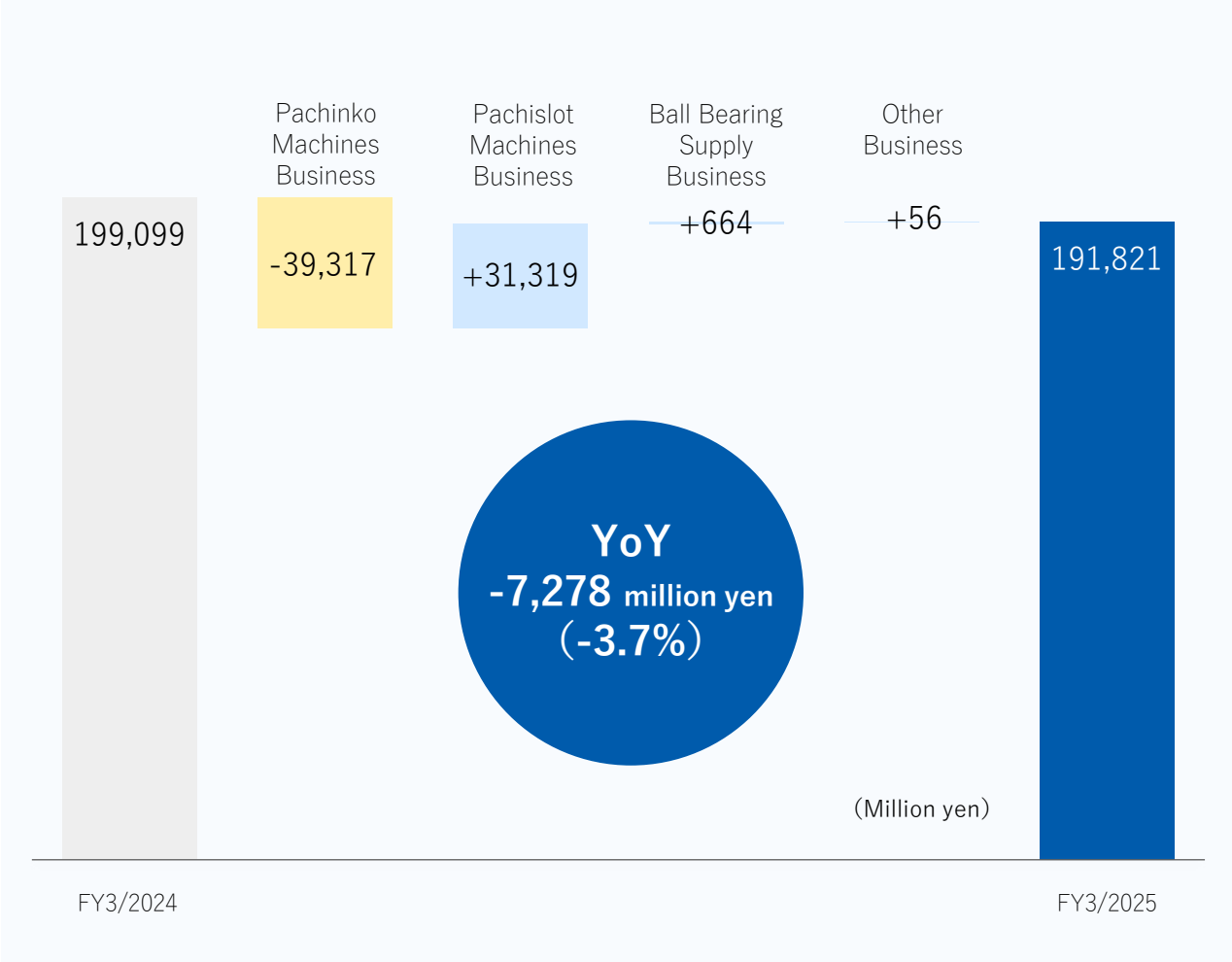
FY3/2025

680 thousand units FY3/2024 780 thousand units	While diffusion of Smart Pachislot machines is progressing steadily and machine utilization is expected to remain solid, total sales volume is expected to be lower than the previous fiscal year.
---	--

Summary of Financial Results

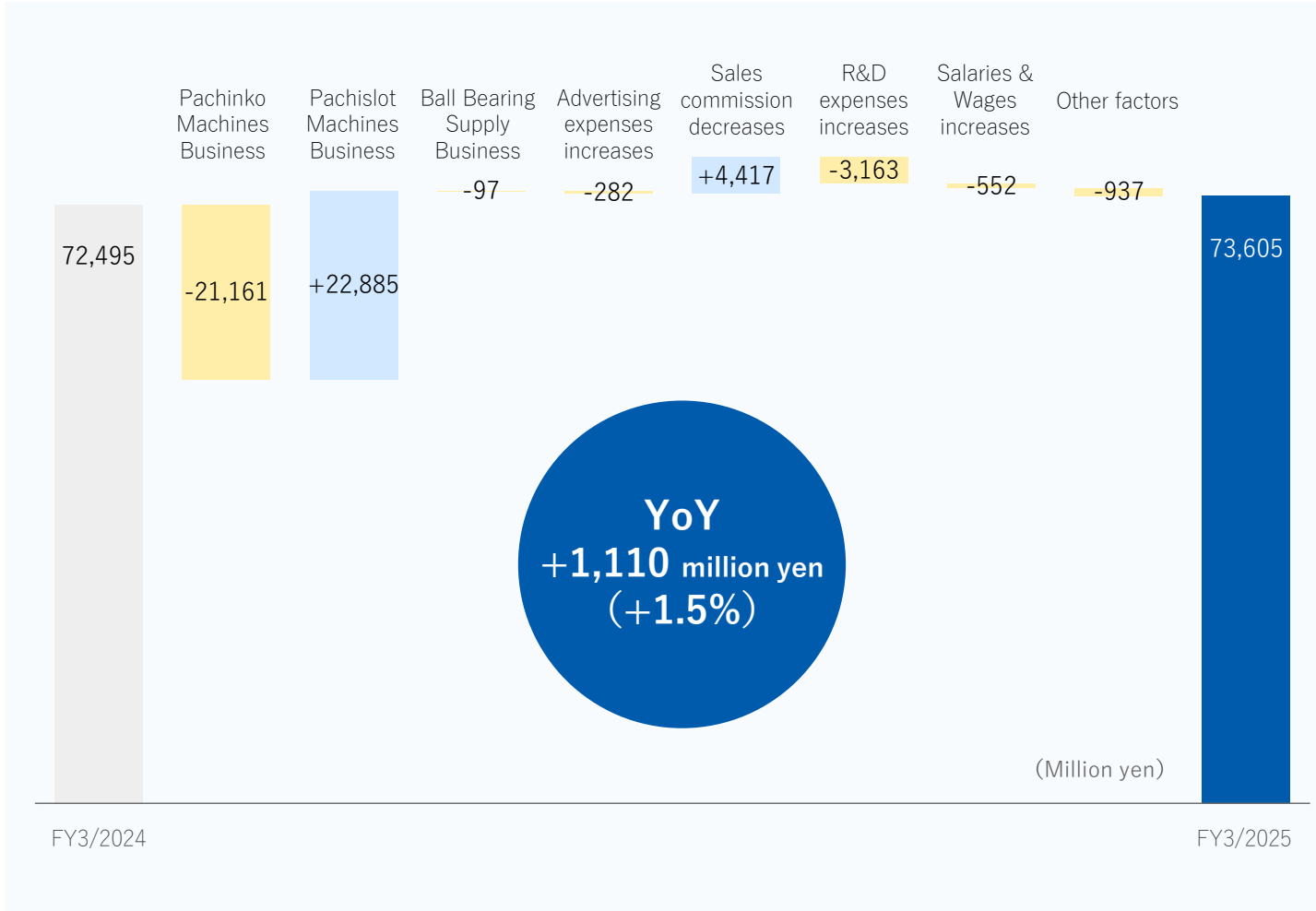
Million yen	FY 3/2024	FY 3/2025	YoY	
Net Sales	199,099	191,821	-7,278	-3.7%
Pachinko Machines Business	147,042	107,725	-39,317	-26.7%
Pachislot Machines Business	32,143	63,462	+31,319	+97.4%
Cost of Sales	88,420	79,492	-8,928	-10.1%
Gross Profit	110,679	112,328	+1,649	+1.5%
Percentage	55.6%	58.6%	+3.0pt	
SG & A Expenses	38,184	38,723	+539	+1.4%
Operating Income	72,495	73,605	+1,110	+1.5%
Percentage	36.4%	38.4%	+2.0pt	
Pachinko Machines Business	61,165	43,815	-17,350	-28.4%
Pachislot Machines Business	15,289	35,686	+20,397	+133.4%
Recurring Income	73,182	74,587	+1,405	+1.9%
Net Income attributable to owners of parent	53,791	53,992	+201	+0.4%

Factors of Change in Consolidated Net Sales



Million yen	FY 3/2024	FY 3/2025	YoY	
Net Sales	199,099	191,821	-7,278	-3.7%
Pachinko Machines Business	147,042	107,725	-39,317	-26.7%
Pachislot Machines Business	32,143	63,462	+31,319	+97.4%
Ball Bearing Supply Business	19,497	20,161	+664	+3.4%
Other Business	416	472	+56	+13.5%

Factors of Change in Consolidated Operating Income／Costs and Expenses



Million yen	FY 3/2024	FY 3/2025	YoY	
SG & A Expenses	38,184	38,723	+539	+1.4%
Advertising Expenses	2,413	2,695	+282	+11.7%
Sales Commission	9,373	4,956	-4,417	-47.1%
R&D Expenses	15,296	18,459	+3,163	+20.7%
Salaries & Wages	3,542	4,094	+552	+15.6%

Summary of Balance Sheet

Million yen	As of 31-Mar-24	As of 31-Mar-25	YoY	Main Factors of Change
Total current assets	251,465	294,541	+43,076	
Quick assets	228,789	262,442	+33,653	
Total fixed assets	40,654	42,167	+1,513	
Investment securities	6,601	5,349	-1,252	Sales of a portion of the investment securities
Total assets	292,119	336,709	+44,590	
Total current liabilities	31,352	41,860	+10,508	Increases in notes and accounts payable-trade and accrued income taxes
Total long-term liabilities	9,187	9,844	+657	
Total liabilities	40,539	51,704	+11,165	
Total net assets	251,579	285,004	+33,425	Addition of net income Deduction of cash dividends paid
Total liabilities and total net assets	292,119	336,709	+44,590	

02

Overview of Business

CONTENTS

SECTION

01

Overview of Financial Results

SECTION

02

Overview of Business

SECTION

03

Progress of the Medium-Term Management Plan
(from FY3/2025 to FY3/2027)

SECTION

04

FY 3/2026 Forecast

SECTION

05

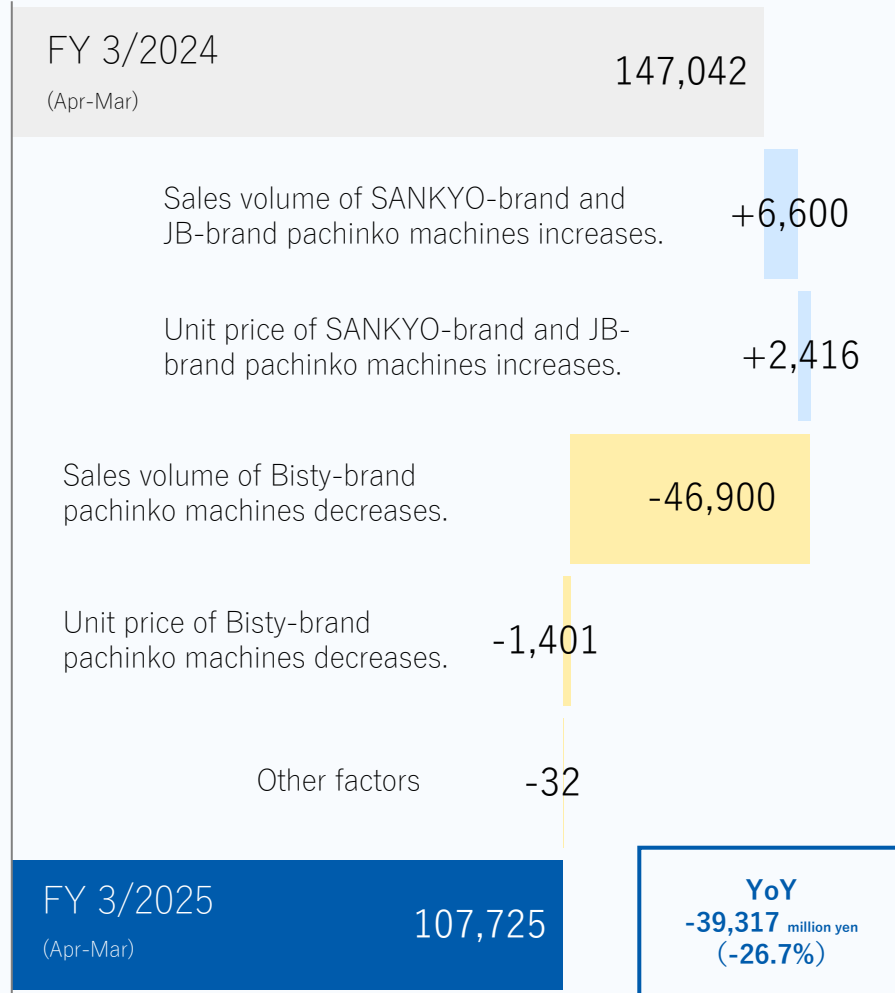
Appendix

Pachinko Machines Business



« Factors of Change in Net sales »

(Million yen)



« Data »

Million yen	FY 3/2024	FY 3/2025	YoY
Net Sales	147,042	107,725	-39,317
Operating Income	61,165	43,815	-17,350
Percentage	41.6%	40.7%	-0.9pt
Units			
Machines sales	297,648	224,497	-73,151
SANKYO+JB	154,339	169,313	+14,974
Frame	79,855	87,662	+7,807
Gauge	74,484	81,651	+7,167
Bisty	143,309	55,184	-88,125
Frame	126,595	45,079	-81,516
Gauge	16,714	10,105	-6,609

Pachinko Machines Business << lineup >>



New Title
Eight

SANKYO Bisty
Six Two



Reused Models etc.
Seven

SANKYO Bisty
Five Two

- SANKYO P/e Fever Macross Frontier 5
- SANKYO Fever SANGOKU SENKI 7500
- SANKYO Fever ENN ENN NO SHOUBOUTAI Light ver.

SANKYO P/e Fever MOBILE SUIT GUNDAM UNICORN Sairai -Shiroki Ikkakujū to Kuroki Shishi-

- SANKYO Fever ARIFURETA SYOKUGYOU DE SEKAISAIKYOU Light ver.
- SANKYO Fever Kaguya-sama ha Kokurasetai Light ver.
- Bisty NEON GENESIS EVANGELION -Roar for tomorrow- PREMIUM MODEL

- Bisty Uchū Senkan Yamato 2202 Super Wave
- SANKYO P/e Fever Karakuri Sākasu 2
- Bisty P/e Godzilla vs EVANGELION Second impact G
- SANKYO Fever Valvrave the Liberator 3 Light ver.
- SANKYO Fever MOBILE SUIT GUNDAM SEED LT-Light ver.

- SANKYO P/e Fever Symphogear 4
- SANKYO P/e Fever Danjon ni Deai wo Motomeru no wa Machigatteiru Darou ka 2
- Bisty Pachinko EVANGELION:3.0 + 1.0 129 LT ver.

Total
224,497 units

1Q

40,035 units

2Q

43,627 units

3Q

84,041 units

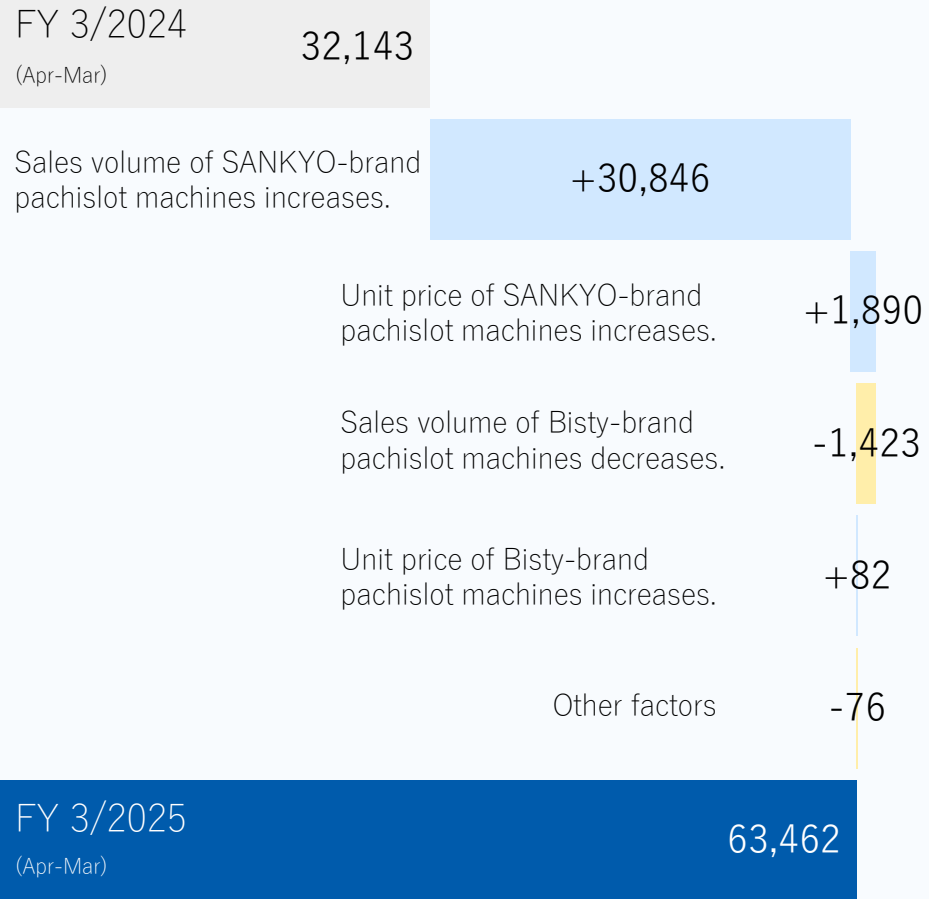
4Q

56,794 units

Pachislot Machines Business

« Factors of Change in Net sales »

(Million yen)



« Data »

Million yen	FY 3/2024	FY 3/2025	YoY
Net Sales	32,143	63,462	+31,319
Operating Income	15,289	35,686	+20,397
Percentage	47.6%	56.2%	+8.7pt
Units			
Machines sales	70,379	131,368	+60,989
SANKYO	46,834	111,544	+64,710
Bisty	23,545	19,824	-3,721

YoY
+31,319 million yen
(+97.4%)

Pachislot Machines Business « lineup »



New Title
Six

SANKYO Bisty
Five One

エンタの
炎炎の消火隊
ENN ENN NO SHOUBOUTAI



パチスロ
かぐや様は告らせたい



パチスロ
ダンベル
何き持てる？



パチスロ
シンエヴァンゲリオン



SANKYO

L Pachislot ENN ENN NO SHOUBOUTAI

SANKYO

(Increased production)
Pachislot Valvrave the Liberator

SANKYO

L Pachislot Symphogear "Seigi no Uta"

SANKYO

L Pachislot How Heavy Are the
Dumbbells You Lift?

Bisty

L Pachislot Evangelion: 3.0+1.0

SANKYO

L Pachislot ARIFURETA SYOKUGYOU
DE SEKAISAIKYOU

SANKYO

L Pachislot Kaguya-sama ha Kokurasetai

Bisty

(Increased production)
L Godzilla vs EVANGELION

SANKYO

(Increased production) Pachislot Karakuri Sâkasu

Total
131,368 units

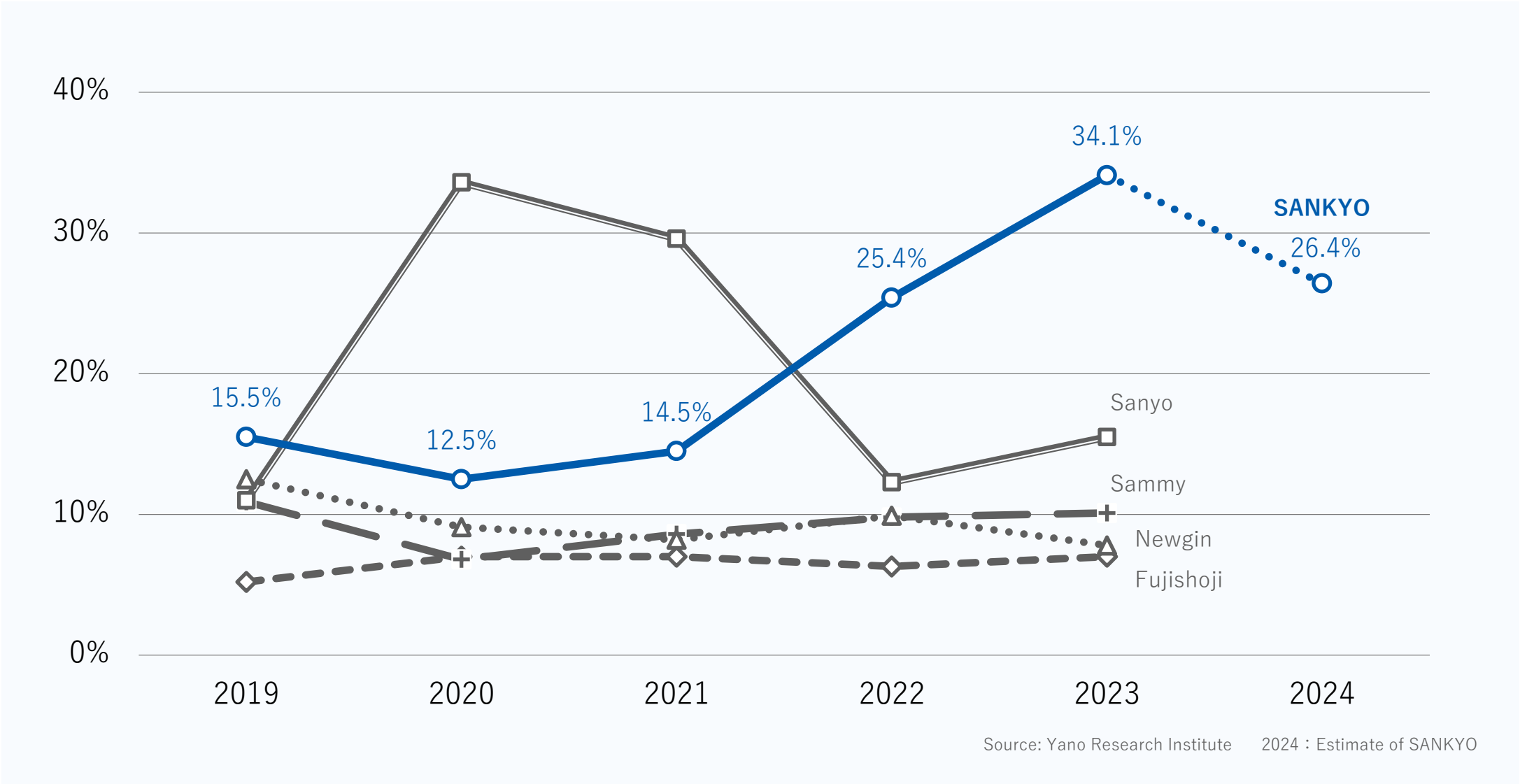
35,158 units

45,591 units

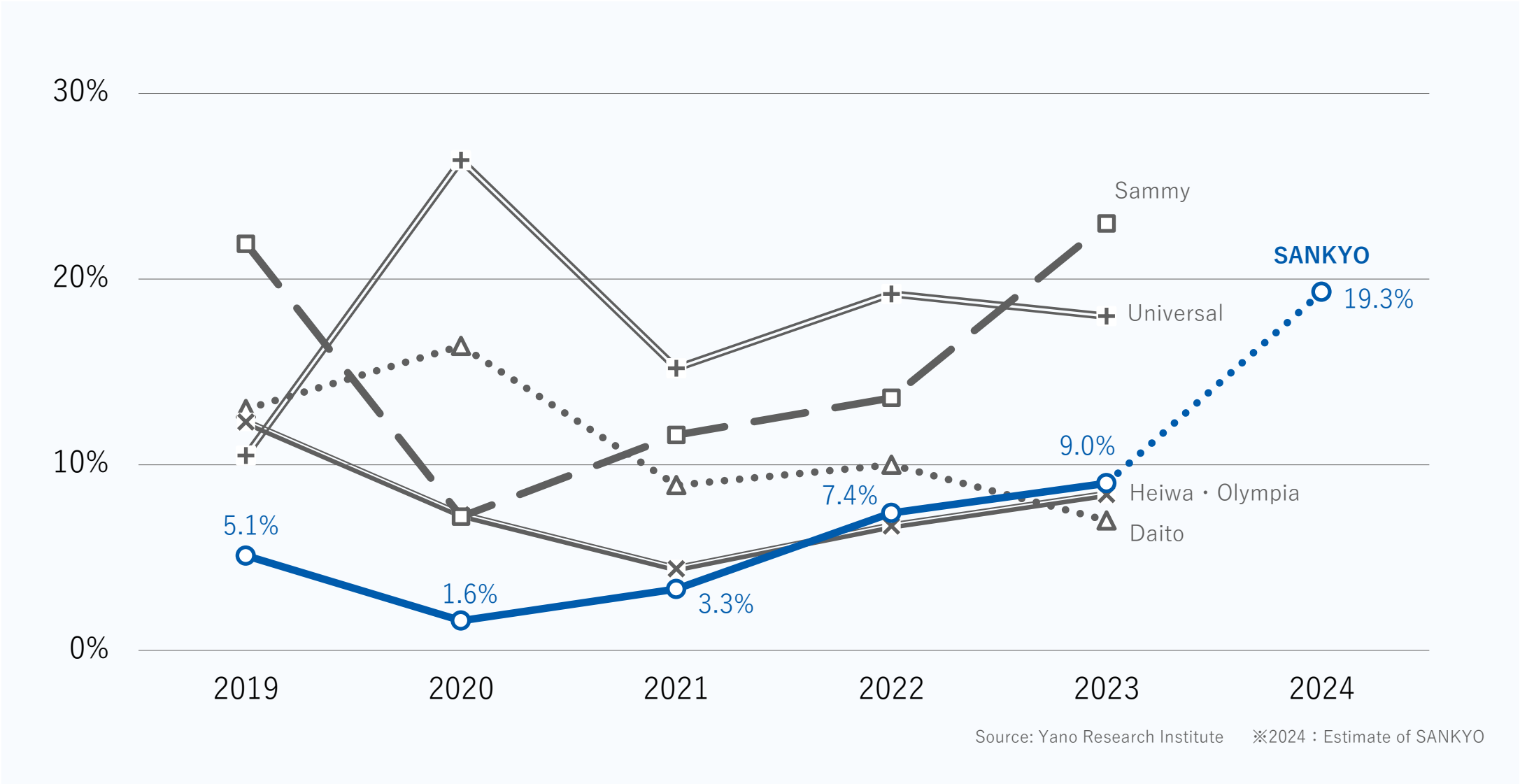
32,896 units

17,723 units

Pachinko Machines Market Share << unit basis >>



Pachislot Machines Market Share «unit basis»



03 Progress of the Medium-Term Management Plan

(from FY3/2025 to FY3/2027)

CONTENTS

SECTION 01	Overview of Financial Results
SECTION 02	Overview of Business
SECTION 03	Progress of the Medium-Term Management Plan (from FY3/2025 to FY3/2027)
SECTION 04	FY 3/2026 Forecast
SECTION 05	Appendix

Mid-Term Management Plan 「SANKYO VISION 25-27 -A portent for sustainable growth-」



(announced on May 9, 2024)

Summary

Pachinko Machine
Sales Share

Continue **No. 1**

Achieve over 30% sales share

Pachislot Machine
Sales Share

Achieve **15%**

Aim to become one of the
companies in the top group

Financial indicators

ROE 15% or more

Consolidated payout ratio 40%
Agile share buyback

As a leading company in the pachinko and pachislot industry, we aim for the invigoration and development of the industry and continuous improvement of corporate value by generating people's smiles through entertainment.

Core Elements of the Mid-Term Management Plan



Mid-Term Management Plan 「SANKYO VISION 25-27 -A portent for sustainable growth-」



(announced on May 9, 2024)

Business strategies

Pachinko Machines Business

Securing stable revenue as the core businesses

- ◆ A diverse range of product lineups, leveraging the three brands
 - Accommodate more diversifying preferences of players
 - Enhancing the number of titles sold
- ◆ Promoting product development that has uniqueness with a focus on specifications and gaming performance
 - Product development that has wealth of novelty and innovation
 - Promoting development of Smart Pachinko machines
- ◆ Active deployment of new tie-up machines
 - Generating a series of popular machines following "Mobile Suit Gundam series", "NEON GENESIS EVANGELION series".

Pachislot Machines Business

Allocating management resources deeming it as a growth business

- ◆ Enhancing the development system
 - Enhancing the number of titles sold and strengthening alliances
- ◆ Promoting product development that has uniqueness with a focus on specifications and gaming performance
 - Product development that has wealth of novelty and innovation
 - Promoting development of Smart Pachislot machines
- ◆ Active deployment of new tie-up machines
 - Leveraging our popular pachinko machines titles, while also actively deploying new tie-up machines

The Company's initiatives to increase the player population

- ◆ Promoting penetration of Smart Pachinko and Pachislot machines
- ◆ Active deployment of new tie-up machines
- ◆ A diverse range of product lineups
- ◆ Effectively utilizing TV commercials and web ads

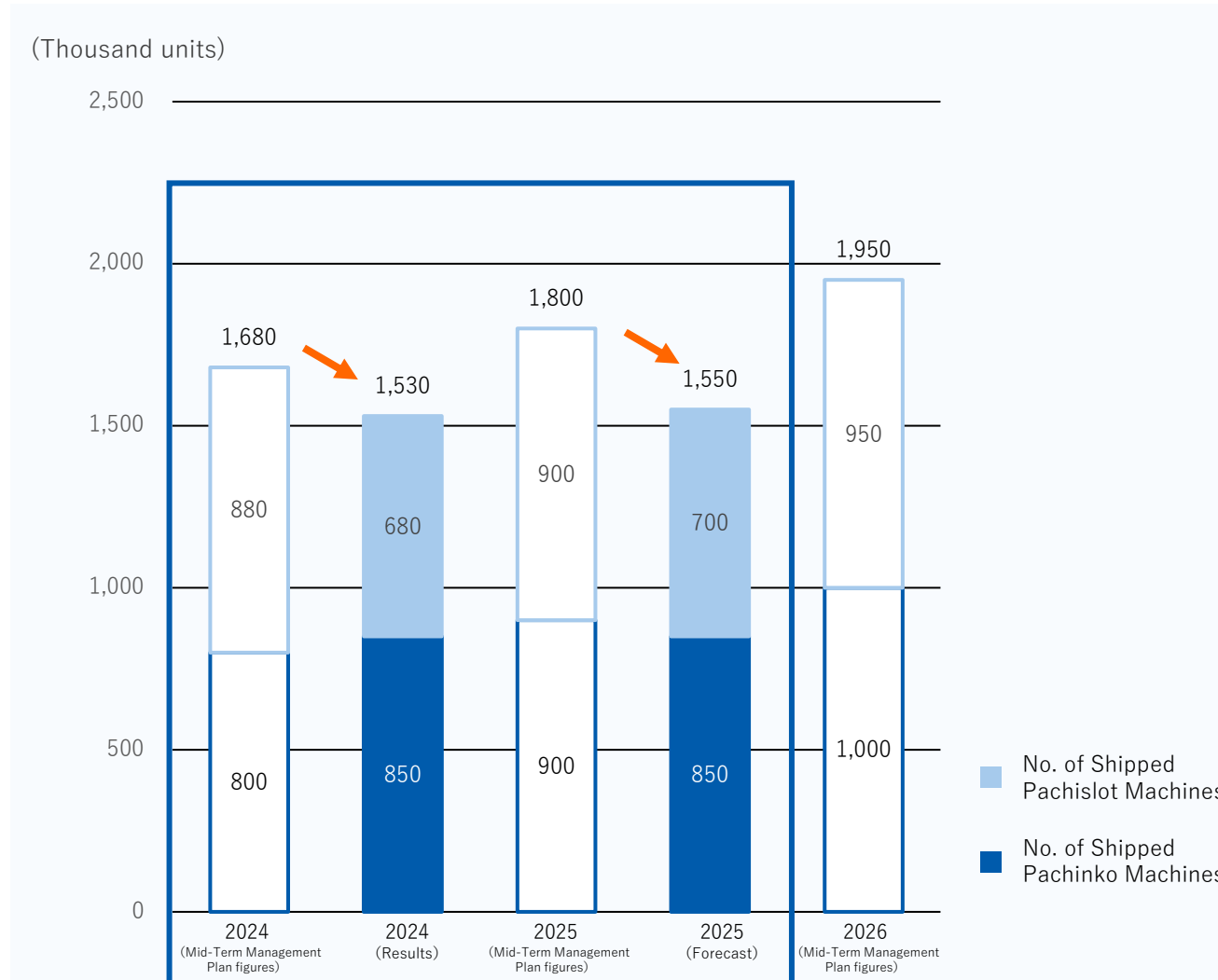
Mid-Term Management Plan : FY 3/2025 Review

Numerical management targets **In the first year of the Mid-Term Management Plan, results exceeded the plan mainly due to growth of the pachislot machines business**

(Million yen)	(Results)	(Numerical target in Mid-Term Management Plan)		
	3/2025	3/2025	3/2026	3/2027
Net Sales	191,821	180,000	200,000	220,000
Pachinko Machines Business	107,725	117,800	132,400	144,700
Pachislot Machines Business	63,462	51,600	57,000	64,700
Operating Income	73,605	61,000	73,000	88,000
Percentage	38.4%	33.9%	36.5%	40.0%
Pachinko Machines Business	43,815	40,500	48,400	57,600
Pachislot Machines Business	35,686	26,300	30,300	36,200
Net Income attributable to owners of parent	53,992	42,000	51,000	61,000
EPS(yen)	245.93	191.48	232.51	278.10
Cash dividend per share(yen)	100	80	90	110
ROE	20.2%	15~20%		
Unit Sales of Pachinko Machines(units)	224,497	247,700	280,000	320,000
Share	26.4%	31.0%	31.1%	32.0%
Unit Sales of Pachislot Machines(units)	131,368	119,500	130,000	150,000
Share	19.3%	13.6%	14.4%	15.8%

Mid-Term Management Plan : FY 3/2026 Forecast

Market environment (Trend in the sales volumes of pachinko and pachislot machines)



*Figures of the Mid-Term Management Plan are those announced in May 2024.

The market environment is more challenging than we assumed when formulating the Mid-Term Management Plan.

—Clear trend toward smaller lot sizes for both pachinko and pachislot machines

- ◆ In FY2024, sales of Smart Pachislot machines slowed due to the increased Smart Pachislot machines installation ratio and the emergence of models with high machine utilization, leading to results falling short of the Mid-Term Management Plan figures.
- ◆ Sales volume forecasts for FY2025 have been revised to 850,000 units for pachinko machines and 700,000 units for pachislot machines, which are considered the minimum achievable level*.

*Although “BONUS TRIGGER” (June onward) and “LT3.0 PLUS” (July onward), which are scheduled to be introduced, are expected to contribute to revitalization of the market, these positive factors are not incorporated into the sales volume forecasts.

Mid-Term Management Plan : FY 3/2026 Forecast

Prospects for Numerical Targets

Mid-Term Management Plan figures for FY 3/2026 revised, but Mid-Term Management Plan figures for FY 3/2027 unchanged

(Million yen)	(Plan) 3/2026	VS (Mid-Term Management Plan figures) 3/2026	Variance	(Mid-Term Management Plan figures) 3/2027
Net Sales	185,000	200,000	-15,000	220,000
Pachinko Machines Business	114,200	132,400	-18,200	144,700
Pachislot Machines Business	60,100	57,000	+3,100	64,700
Operating Income	63,000	73,000	-10,000	88,000
Percentage	34.1%	36.5%	-2.4pt	40.0%
Pachinko Machines Business	40,300	48,400	-8,100	57,600
Pachislot Machines Business	29,200	30,300	-1,100	36,200
Net Income attributable to owners of parent	44,000	51,000	-7,000	61,000
EPS(yen)	216.33	232.51	-16.18	278.10
Cash dividend per share(yen)	90	90	0	110
ROE	-	15~20%	-	15~20%
Unit Sales of Pachinko Machines(units)	230,500	280,000	-49,500	320,000
Share	27.1%	31.1%	-4.0pt	32.0%
Unit Sales of Pachislot Machines(units)	132,000	130,000	+2,000	150,000
Share	18.9%	14.4%	+4.5pt	15.8%

Business environment

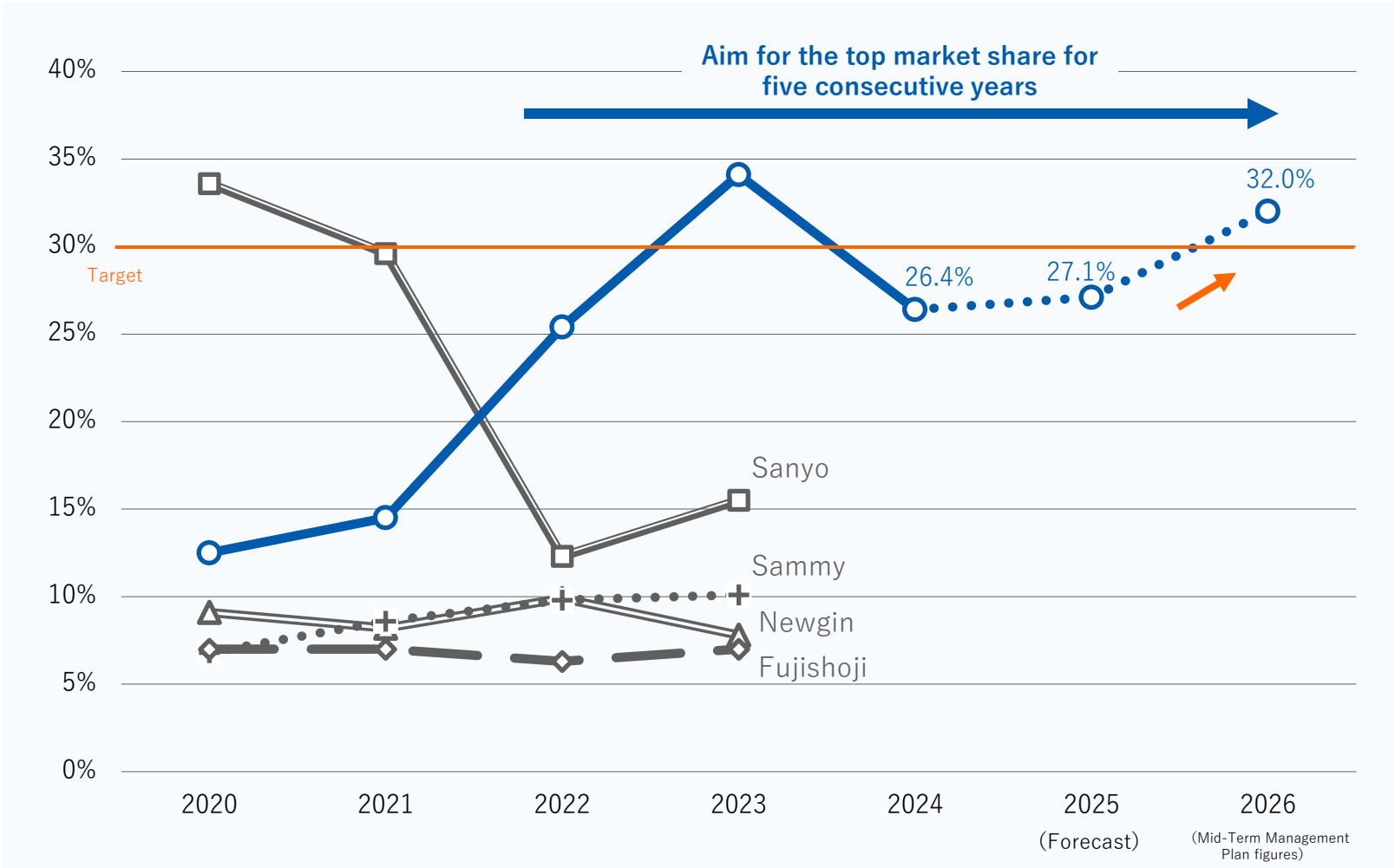
- ◆ The market environment is expected to be more challenging than we assumed when formulating the Mid-Term Management Plan, partly due to a stronger trend toward smaller lot sizes for both pachinko and pachislot machines.

Revision of the Mid-Term Management Plan figures

- ◆ Deterioration in profit margins due to changes in the sales mix of pachinko and pachislot machines.
- ◆ Higher costs and reduced recycling benefits resulting from quality enhancements (change of parts and materials) aimed at strengthening the brand power of the pachislot machines business.
- ◆ Although a decrease in profit is forecast, the annual dividend is expected to remain at the same level as the Mid-Term Management Plan, in light of higher EPS due to the share buyback (announced on May 12).

Mid-Term Management Plan : Pachinko Machines Market Share Forecast

Trend in share (Pachinko machines market)

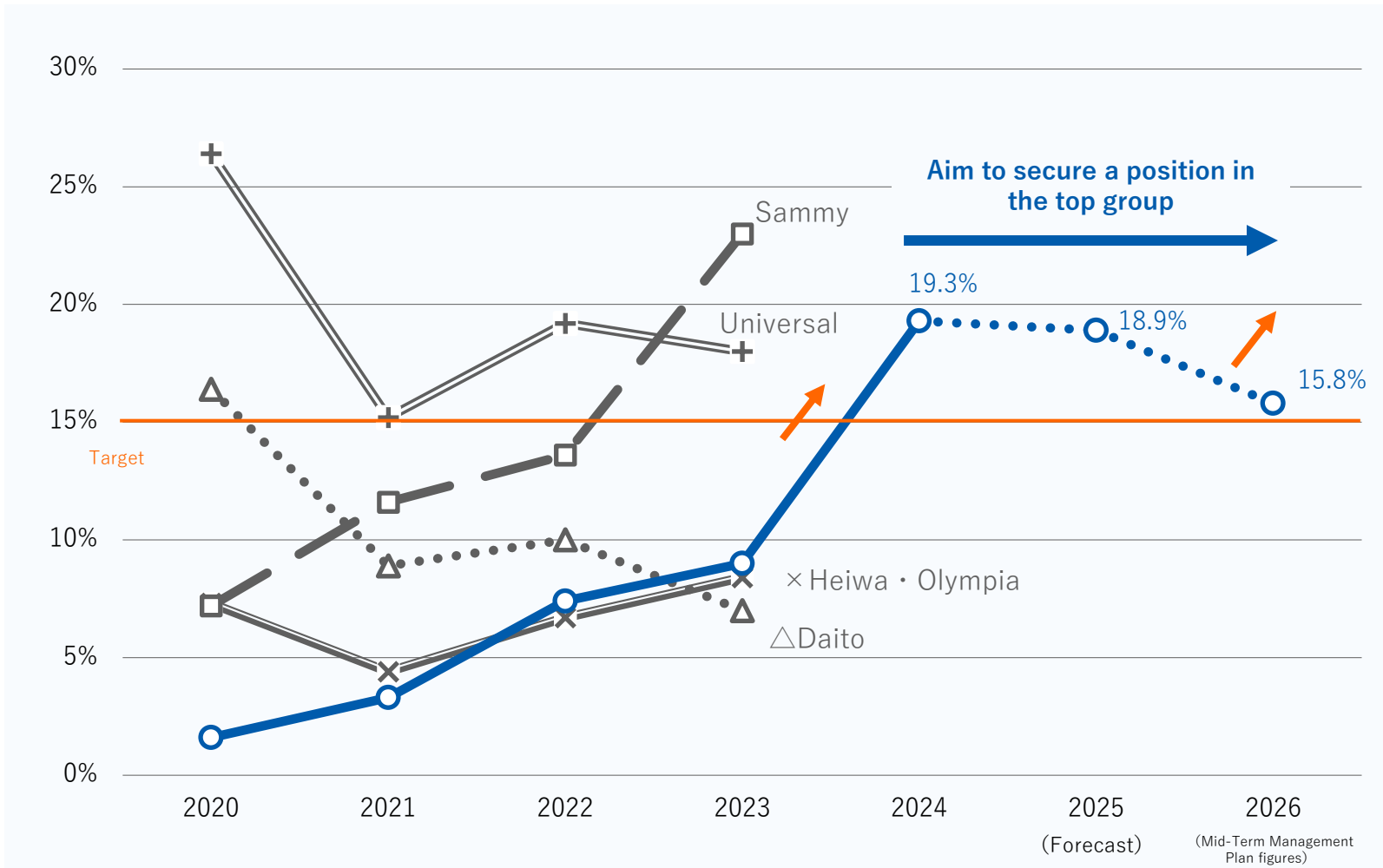


Source: Yano Research Institute (2024-2026: Estimate of SANKYO)

- ◆ In FY2024, as in FY2023, we achieved the top market share by a wide margin over second place and below, but fell short of our target of 30% or more.
 - In addition to the postponement of the introduction of one new title to the next fiscal year, changes in the market environment (a trend toward smaller lot sizes in sales volumes) had an impact.
- ◆ While the market share in FY2025 is expected to be on a par with FY2024, we will work to further strengthen our brand power to achieve a share of 30% or more in FY2026.
 - Accumulate a solid track record of machine utilization and establish an unshakable position.

Mid-Term Management Plan : Pachislot Machines Market Share Forecast

Trend in share (Pachislot machines market)



Source: Yano Research Institute (2024-2026: Estimate of SANKYO)

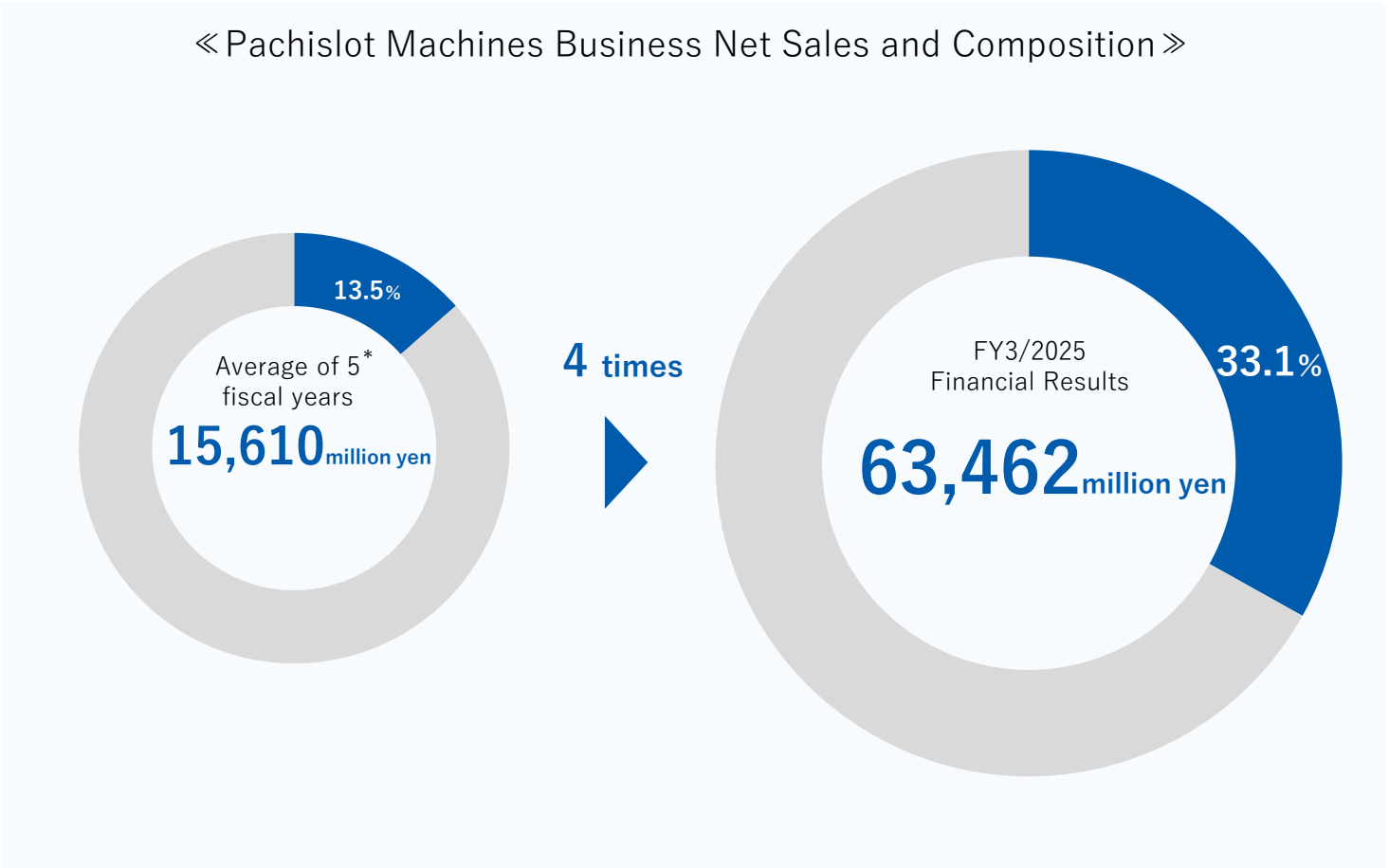
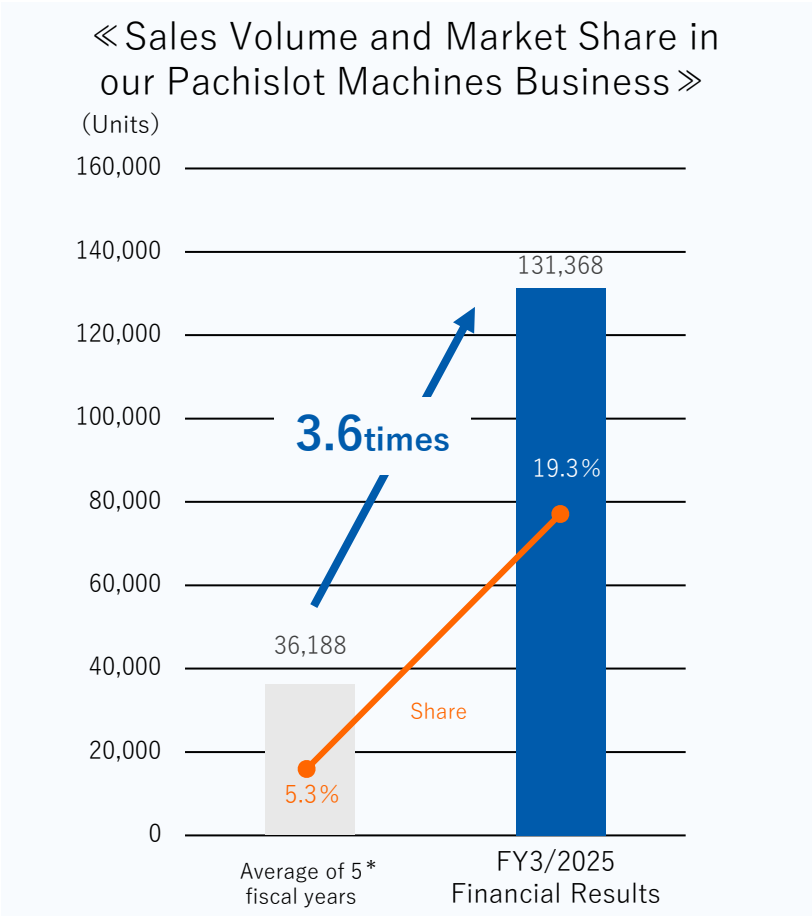
- ◆ In FY2024, production of additional units of models with high machine utilization and sales of new models were brisk. As a result, the market share reached 19.3%, significantly exceeding the target of 15%, and the Company captured the top market share for the first time.
 - Taking the opportunity of the transition to Smart Pachislot machines, we have created several hit titles, strengthening our brand power in the pachislot market.
- ◆ In FY2025, with market share expected to be on a par with FY2024, we aim to solidify our position in the top group.
 - We will continue to aim for a high market share in FY2026.

Mid-Term Management Plan : Initiatives

Outcome of Initiatives **Growth of the pachislot machines business has contributed significantly to the Company's "growth" and business "stability."**

In FY 3/2025, **sales volume in the pachislot machines business grew 3.6 times** and **net sales by 4 times** compared to the average of the last five fiscal years. As a result, the pachislot machines business expanded to account for 1/3 of the segment composition.

Maximize earnings in both the pachinko machines business and the pachislot machines business.



Mid-Term Management Plan : Initiatives

Status of New Business Initiatives

Focusing on planting the seeds of new businesses that aim to create synergy with the pachislot and pachinko machines businesses

Production and sale of manga

Production and sale of manga through, for example, partnership with publishers

Investment in anime and video works

Obtaining rights through investment and participation in anime and other production committees and revenues from distributed profits

Invest in and collaborate on highly new genres

Invest in and collaborate on highly innovative content genres, such as alternative reality games (ARGs)



©Katsunari Mano ©Shinji Otani / Lotus



©大久保篤・講談社／特殊消防隊動画広報第参課



©第四境界 / 6417

Developing secondary use contents and goods of pachinko and pachislot machines

Making our pachinko and pachislot machines profitable through out-licensing and branding, such as creating game applications and goods

Strengthen collaboration with CommSeed Corporation to foster the growth of new businesses

(Business alliance agreement concluded in April 2025)



©SANKYO

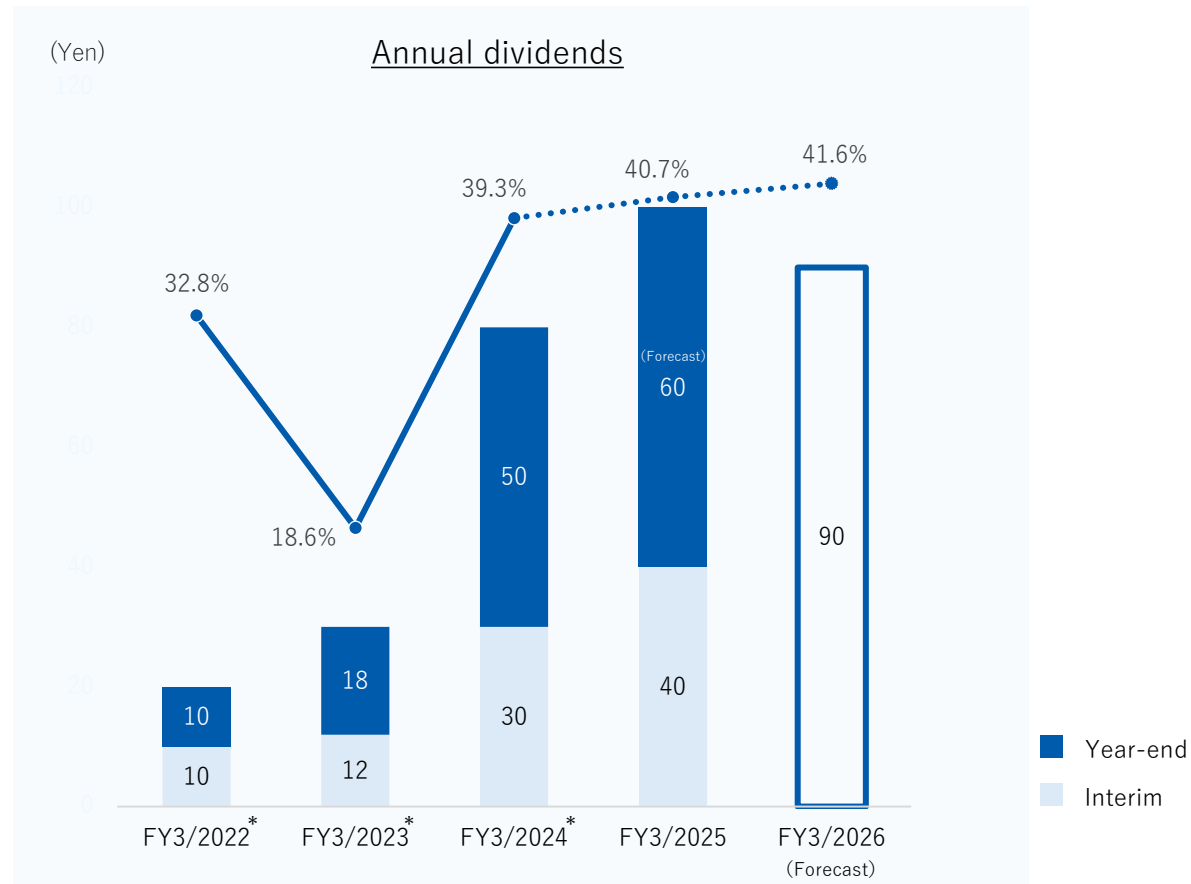
Using pachinko and pachislot machines as intellectual property

Using them as applications and goods

Pachinko and pachislot businesses

About return of profits to shareholders

With the performance-linked dividends targeted at [the consolidated payout ratio of 40%](#) as our basic policy, we manage balance sheets appropriately in view of making additional shareholder returns through [agile share buyback](#).



*Figures are after taking into account the 1-for-5 share split implemented on March 1, 2024.

Dividend Policy

Performance-linked dividends targeted at consolidated payout ratio 40%.

The lower limit of annual dividends per share shall be set at 20 yen, incorporating elements of stable distribution.

For interim dividends, we aim for the consolidated payout ratio of 40% for the six months of a fiscal year as the total amount of dividends, and the upper limit shall be 50% of the full-year dividend per share expected at the time of determining the amount of the interim dividend.

Share buyback

Agilely judged in consideration of the following elements:

- ◆ Stock price
- ◆ Opinions of shareholders and investors
- ◆ Performance outlook
- ◆ Business environment of the Company, among others

About The Return of Profits to Shareholders

Announcement of Share Repurchase (announced on May 12, 2025)

Reason for Repurchase of Own Shares

The Company intends to repurchase its own shares in order to enhance capital efficiency, implement a flexible capital policy in response to the changing business environment, and return profits to shareholders.

Details of Share Repurchase

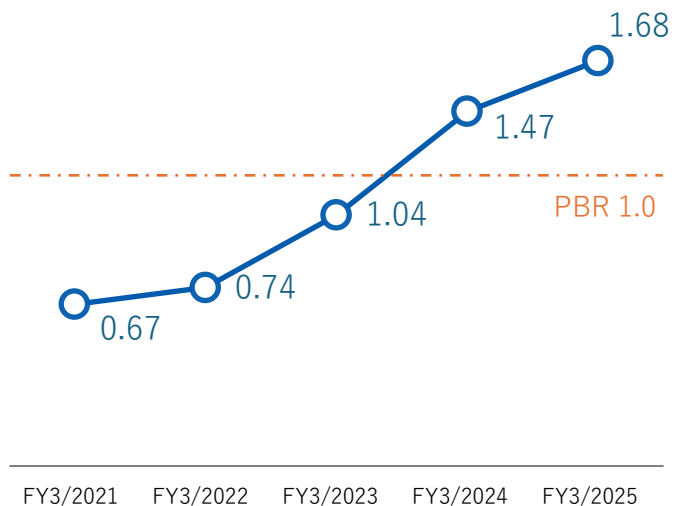
- | | |
|---|--|
| (1) Type of shares to be repurchased | Common stock |
| (2) Aggregate number of shares eligible for repurchase | Up to 30 million shares
(13.66% of the total number of shares issued (excluding treasury stock)) |
| (3) Aggregate amount of repurchase cost | Up to 60 billion yen |
| (4) Period of repurchase | From May 13, 2025 to March 31, 2026 |
| (5) Method of repurchase | Open market purchase on the Tokyo Stock Exchange |

Management Focused on Cost of Capital and Share Price

Current Recognition

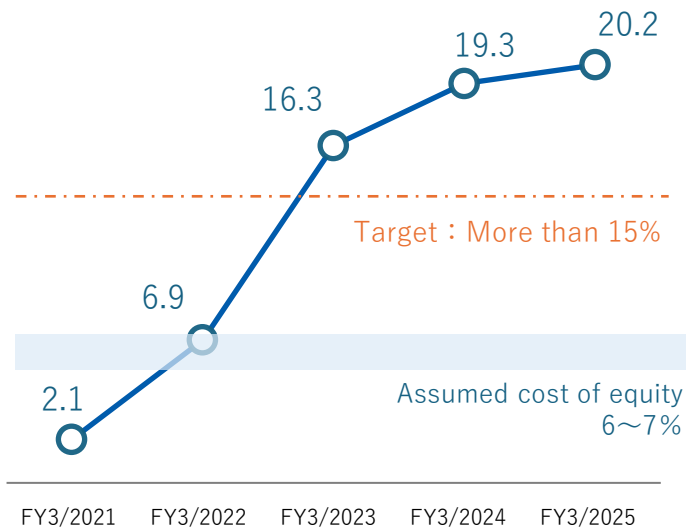
PBR (times)

Exceeded 1x in recent years, driven by improvements in performance and capital efficiency



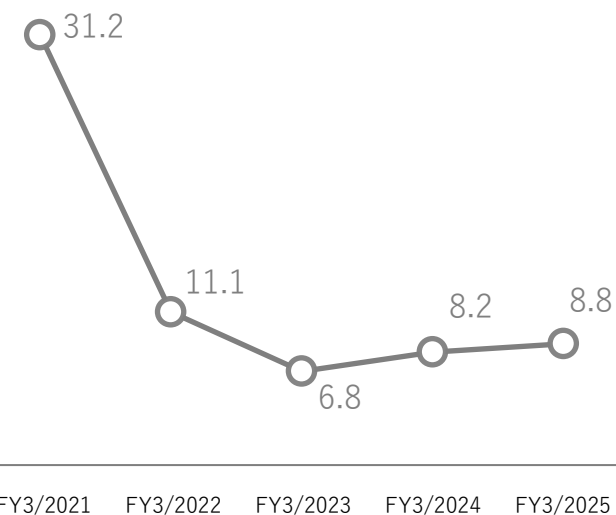
ROE (%)

Higher than the cost of equity calculated using the CAPM



PER (times)

Despite the improvement in performance and capital efficiency, PER has declined, leaving room for increase



Management Focused on Cost of Capital and Share Price

Future Initiatives

Improve ROE and PER through various initiatives to **increase PBR** over the medium to long term

Improve ROE

Increase net sales and profit margin
Appropriate return of profits to shareholders

Business strategies

- Establishing a robust system for the pachinko business
- Accelerating growth in the pachislot business
- Promote cost reduction

Financial strategies

- Pay dividends with a target consolidated payout ratio of 40%
- Agile share buyback



Improve PER

Reduce cost of equity
Seek new (growth) businesses

Establish a business portfolio including new (growth) businesses

- Generation and development of content intellectual property
 - Production and sale of manga
 - Investment in anime and video works
 - Developing secondary use contents and goods of pachinko and pachislot machines

Initiatives for priority issues in sustainability

- ① Creation of innovative products through originality and ingenuity
- ② Promotion of active participation by human resources
- ③ Mitigation of environmental burden
- ④ Actions for social issues
- ⑤ Corporate governance

Strengthening of the investor relations and public relations functions

- Promote understanding of business and financial strategies
- Disseminate ESG and sustainability information
- Improve ESG Scores

04

FY 3/2026 Forecast

CONTENTS

SECTION

01

Overview of Financial Results

|

SECTION

02

Overview of Business

|

SECTION

03

Progress of the Medium-Term Management Plan
(from FY3/2025 to FY3/2027)

|

SECTION

04

FY 3/2026 Forecast

|

SECTION

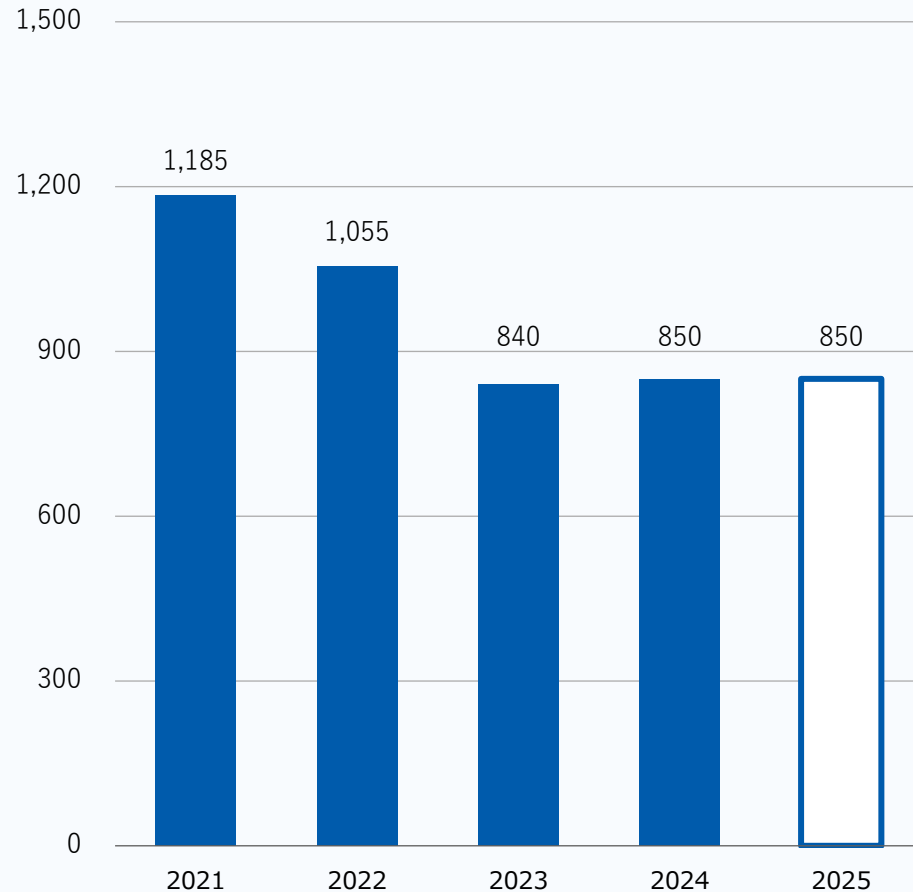
05

Appendix

Pachinko Market

« Sales Volume »

(Thousand units)



※ Estimates of SANKYO

**Total number
of units sold**

FY3/2025

(April 1, 2024 to March 31, 2025)

850 thousand
units

YoY Approx.+2%

(10 titles sold 20,000 units or more.)

Sales volume forecast

FY3/2026

(April 1, 2025 to March 31, 2026)

850 thousand
units

« Market Environment »

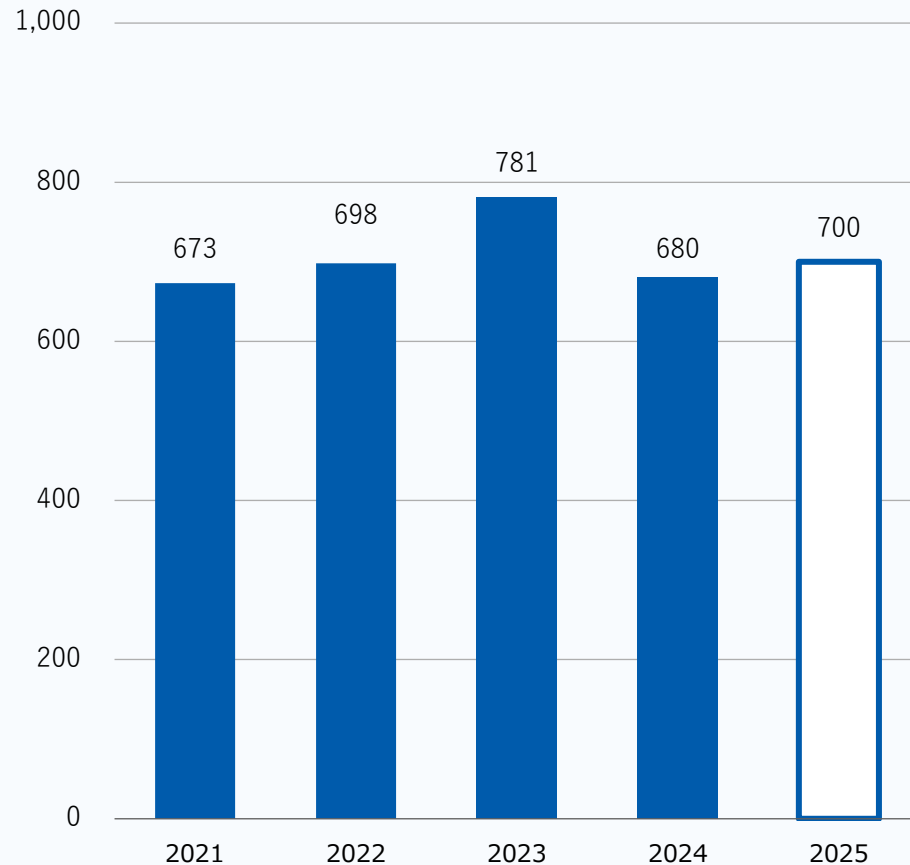
- ✓ The enhancement of the gaming performance of Smart Pachinko machines spurred their diffusion. However, machine utilization in the pachinko market remained somewhat sluggish.
- ✓ Expectations for market revitalization through enhancement of gaming performance (LT 3.0 PLUS)

Pachislot Market



« Sales Volume »

(Thousand units)



Source: Yano Research Institute ※2024・2025 : Estimate of SANKYO

Total number
of units sold

FY3/2025

(April 1, 2024 to March 31, 2025)

680 thousand units

YoY Approx.-13%

(7 titles sold 20,000 units or more.)

Sales volume forecast

FY3/2026

(April 1, 2025 to March 31, 2026)

700 thousand units

« Market Environment »

- ✓ While diffusion of Smart Pachislot machines is progressing steadily and machine utilization is expected to remain solid, total sales volume is expected to be lower than the previous fiscal year.
- ✓ Expectations for greater buzz with the introduction of new gaming performance (BONUS TRIGGER)

Financial Forecasts



While net sales of the pachinko/pachislot machines businesses are expected to flatline year on year, total net sales are expected to decline due to subdued demand in the ball bearing supply business.

Based on the assumption of a lower profit margin due to change in the sales mix of the pachinko/pachislot machines businesses and an increase in SG&A expenses in pachinko machine and pachislot machine related business, profit is expected to be lower.

Net Sales **185,000** million yen
FY 3/2025 191,821 million yen
(YoY -3.6%)

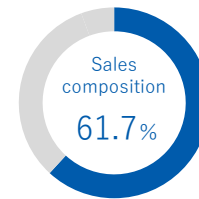
Operating Income **63,000** million yen
FY 3/2025 73,605 million yen
(YoY -14.4%)

Net Income **44,000** million yen
attributable to owners of parent
FY 3/2025 53,992 million yen
(YoY -18.5%)

Net Income per share (EPS) **216.33** yen
(YoY -29.60 yen)

« Results of Operations by Segment »

Pachinko Machines Business

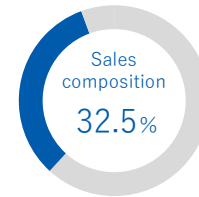


Net Sales **114,200** million yen
(YoY +6.0%)

Operating Income **40,300** million yen
(YoY -8.0%)

Sales of Unit **230,500** units
(YoY +2.7%)

Pachislot Machines Business

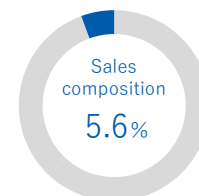


Net Sales **60,100** million yen
(YoY -5.3%)

Operating Income **29,200** million yen
(YoY -18.2%)

Sales of Unit **132,000** units
(YoY +0.5%)

Ball Bearing Supply Business



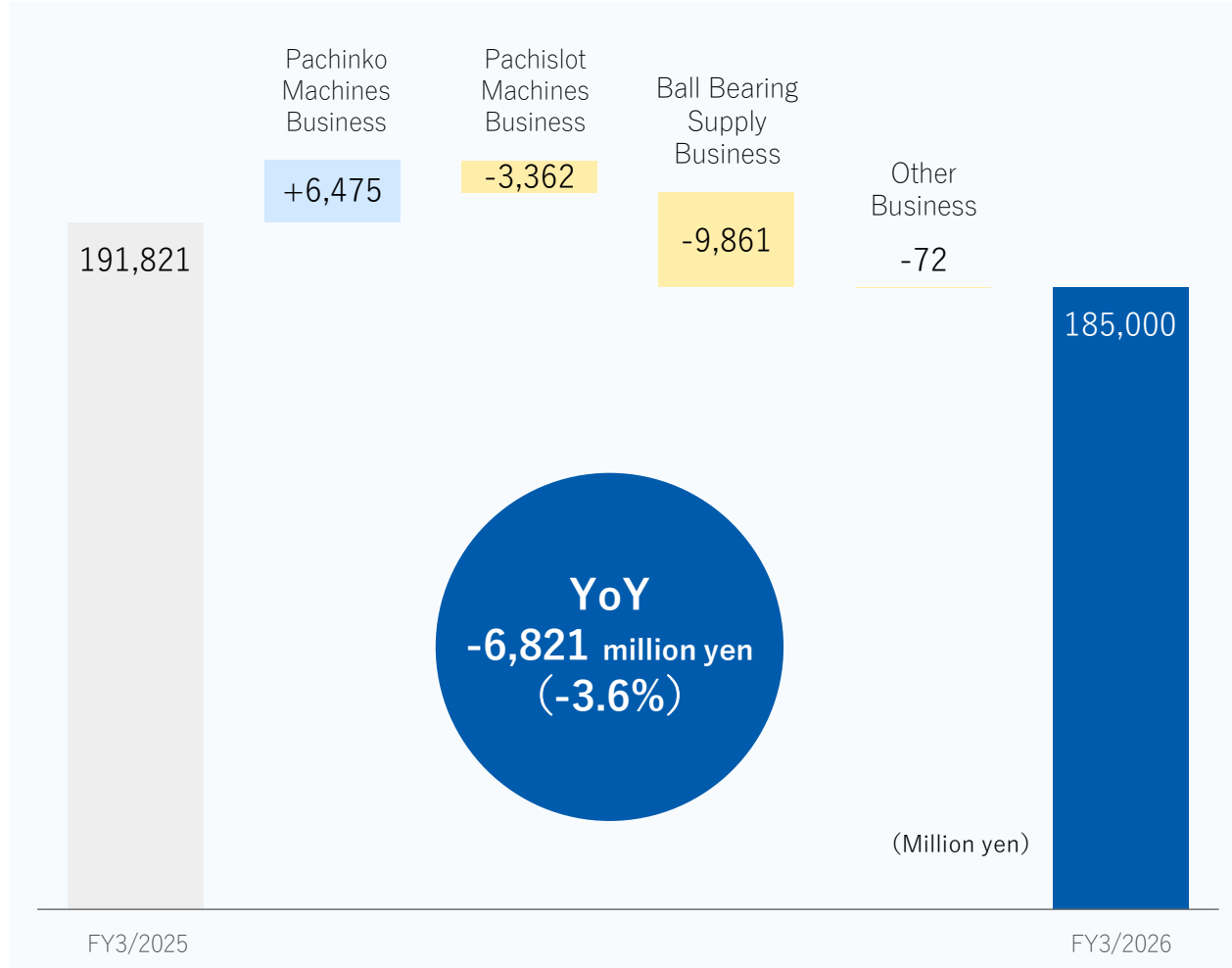
Net Sales **10,300** million yen
(YoY -48.9%)

Operating Income **900** million yen
(YoY -38.5%)

Summary of Financial Forecasts

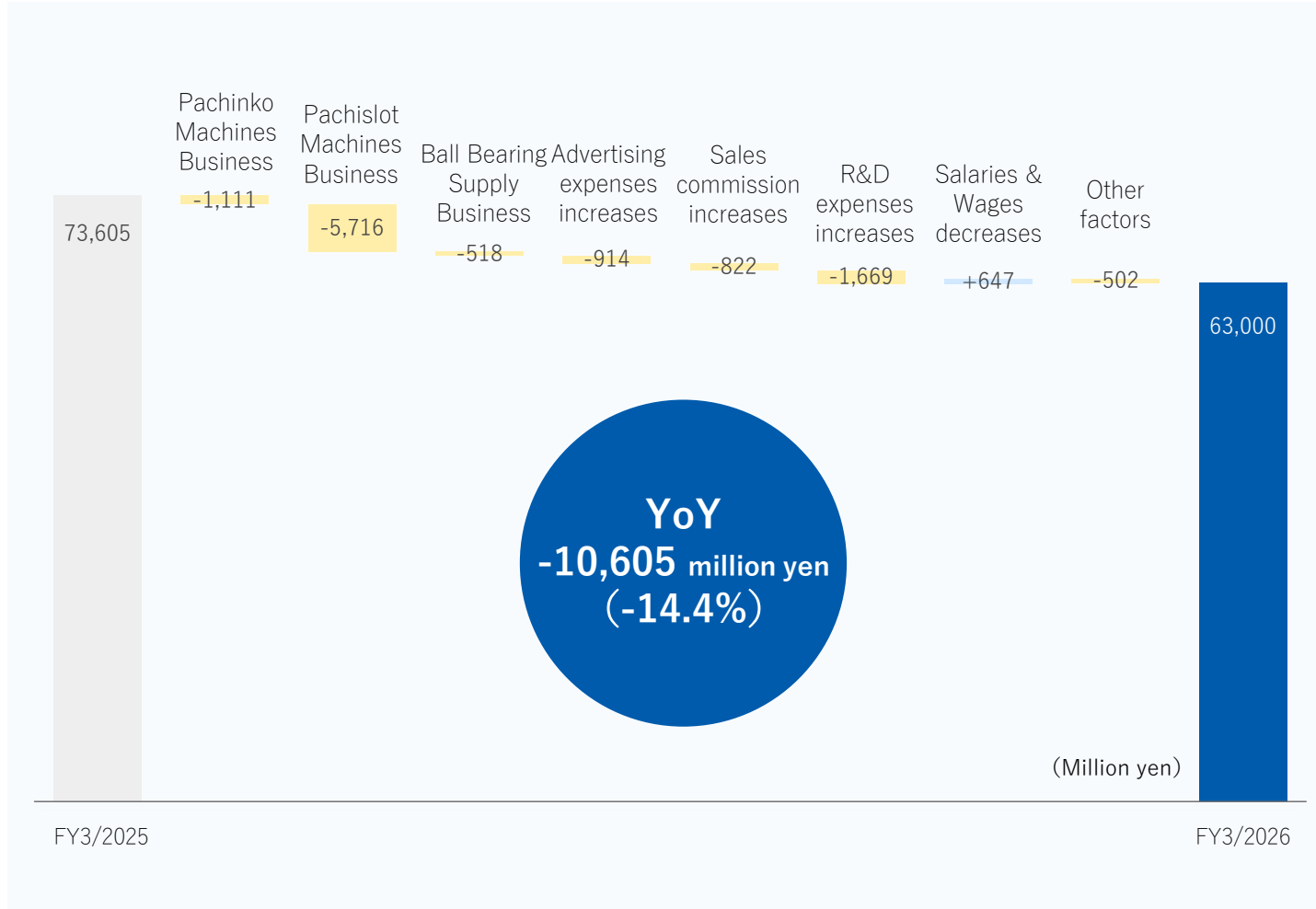
Million yen	FY 3/2025	FY 3/2026 Forecast	YoY	
Net Sales	191,821	185,000	-6,821	-3.6%
Pachinko Machines Business	107,725	114,200	+6,475	+6.0%
Pachislot Machines Business	63,462	60,100	-3,362	-5.3%
Cost of Sales	79,492	80,000	+508	+0.6%
Gross Profit	112,328	105,000	-7,328	-6.5%
Percentage	58.6%	56.8%	-1.8pt	
SG & A Expenses	38,723	42,000	+3,277	+8.5%
Operating Income	73,605	63,000	-10,605	-14.4%
Percentage	38.4%	34.1%	-4.3pt	
Pachinko Machines Business	43,815	40,300	-3,515	-8.0%
Pachislot Machines Business	35,686	29,200	-6,486	-18.2%
Recurring Income	74,587	64,000	-10,587	-14.2%
Net Income attributable to owners of parent	53,992	44,000	-9,992	-18.5%

Factors of Change in Consolidated Net Sales



Million yen	FY 3/2025	FY 3/2026 Forecast	YoY	
Net Sales	191,821	185,000	-6,821	-3.6%
Pachinko Machines Business	107,725	114,200	+6,475	+6.0%
Pachislot Machines Business	63,462	60,100	-3,362	-5.3%
Ball Bearing Supply Business	20,161	10,300	-9,861	-48.9%
Other Business	472	400	-72	-15.3%

Factors of Change in Consolidated Operating Income／Costs and Expenses

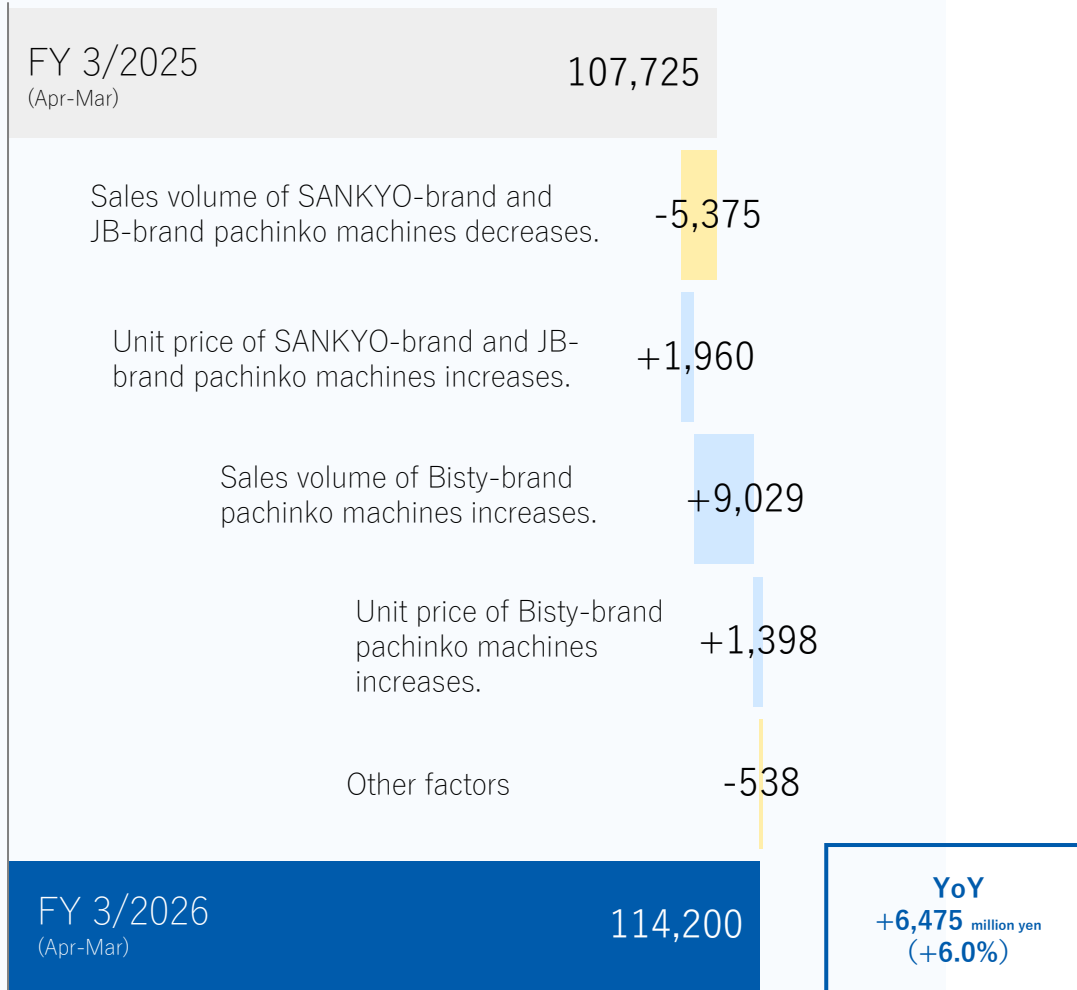


Million yen	FY 3/2025	FY 3/2026 Forecast	YoY	
SG & A Expenses	38,723	42,000	+3,277	+8.5%
Advertising Expenses	2,695	3,609	+914	+33.9%
Sales Commission	4,956	5,778	+822	+16.6%
R&D Expenses	18,459	20,128	+1,669	+9.0%
Salaries & Wages	4,094	3,447	-647	-15.8%

Pachinko Machines Business

« Factors of Change in Net sales »

(Million yen)



« Data »

Million yen	FY 3/2025	FY 3/2026 Forecast	YoY
Net Sales	107,725	114,200	+6,475
Operating Income	43,815	40,300	-3,515
Percentage	40.7%	35.3%	-5.4pt
units			
Machines sales	224,497	230,500	+6,003
SANKYO+JB	169,313	157,500	-11,813
Frame	87,662	113,200	+25,538
Gauge	81,651	44,300	-37,351
Bisty	55,184	73,000	+17,816
Frame	45,079	56,500	+11,421
Gauge	10,105	16,500	+6,395

Pachinko Machines Business << lineup >>

New Title

(Plan)

Nine

SANKYO Bisty

Seven two



Forecast of Sales of Unit

230,500 units

SANKYO	P/e Fever Utawarerumono
Bisty	e Tokyo Ghoul
SANKYO	e Fever Kanojo, Okarishimasu

SANKYO	(Increased production) e Fever Karakuri Sâkasu 2 Maô ver.
SANKYO	Fever MOBILE SUIT GUNDAM UNICORN Sairai 129ver.
Bisty	Uchû Senkan Yamato 2202 Super Wave Mori Yuki 199LT ver.
SANKYO	Fever Macross Frontier 5 LT-Light ver.

SANKYO	e Fever ENN ENN NO SHOUBOUTAI 2
--------	---------------------------------

From 2Q onward	
SANKYO	x 4
Bisty	x 1

1Q

- units

2Q

- units

※ Introduction of titles is in line with the current plan to date, but may be subject to changes.

Pachislot Machines Business

« Factors of Change in Net sales »

(Million yen)

FY 3/2025 (Apr-Mar)	63,462
Sales volume of SANKYO-brand pachislot machines decreases.	-14,583
Unit price of SANKYO-brand pachislot machines decreases	-198
Sales volume of Bisty-brand pachislot machines increases.	+11,664
Unit price of Bisty-brand pachislot machines decreases.	-126
Other factors	-119
FY 3/2026 (Apr-Mar)	60,100

YoY
-3,362 million yen
(-5.3%)

« Data »

Million yen	FY 3/2025	FY 3/2026 Forecast	YoY
Net Sales	63,462	60,100	-3,362
Operating Income	35,686	29,200	-6,486
Percentage	56.2%	48.6%	-7.6pt
units			
Machines sales	131,368	132,000	+632
SANKYO	111,544	82,000	-29,544
Bisty	19,824	50,000	+30,176

Pachislot Machines Business << lineup >>

New Title

(Plan)

Seven

SANKYO

Bisty

Four

Three



Bisty

L Pachislot MOBILE SUIT GUNDAM SEED

SANKYO

(Increased production)

L Pachislot Kaguya-sama ha Kokurasetai

SANKYO

(Increased production)

Pachislot Karakuri Sâkasu

Bisty

LB Pachislot Evangelion
-The Door of Promises-

From 2Q onward

SANKYO	x 4
Bisty	x 1

Forecast of
Sales of Unit

132,000 units

1Q

- units

2Q

- units

※ Introduction of titles is in line with the current plan to date, but may be subject to changes.

05 Appendix

CONTENTS

SECTION 01 	Overview of Financial Results
SECTION 02 	Overview of Business
SECTION 03 	Progress of the Medium-Term Management Plan (from FY3/2025 to FY3/2027)
SECTION 04 	FY 3/2026 Forecast
SECTION 05	Appendix

Business Results for the Full Year of FY 3/2025

	FY 3/2024	FY 3/2025		FY 3/2026	FY 3/2024				FY 3/2025			
Consolidated: million yen	Full year	Full Year	YoY	Forecast	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net Sales	199,099	191,821	-7,278	185,000	50,777	65,413	54,398	28,511	42,210	48,519	62,971	38,121
Pachinko	147,042	107,725	-39,317	114,200	34,887	47,220	47,733	17,202	17,866	20,115	42,231	27,513
Pachislot	32,143	63,462	+31,319	60,100	9,056	12,630	1,490	8,967	16,610	22,590	16,075	8,187
Ball Bearing Supply	19,497	20,161	+664	10,300	6,734	5,481	5,083	2,199	7,592	5,693	4,560	2,316
Other Business	416	472	+56	400	97	83	92	144	140	121	106	105
Cost of Sales	88,420	79,492	-8,928	80,000	22,450	29,237	24,415	12,318	17,127	19,389	26,171	16,805
Gross Profit	110,679	112,328	+1,649	105,000	28,326	36,176	29,983	16,194	25,083	29,129	36,800	21,316
SG & A Expenses	38,184	38,723	+539	42,000	9,137	9,905	10,179	8,963	7,810	10,114	10,646	10,153
Operating Income	72,495	73,605	+1,110	63,000	19,188	26,272	19,804	7,231	17,273	19,015	26,154	11,163
Pachinko	61,165	43,815	-17,350	40,300	14,997	21,518	20,185	4,465	8,118	7,723	17,914	10,060
Pachislot	15,289	35,686	+20,397	29,200	4,818	6,665	(408)	4,214	9,729	13,543	9,323	3,091
Ball Bearing Supply	1,582	1,463	-119	900	595	514	422	51	600	474	331	58
Other Business	159	181	+22	200	32	42	48	37	46	38	53	44
Elimination/Corporate	(5,701)	(7,542)	-1,841	(7,600)	(1,255)	(2,466)	(445)	(1,535)	(1,222)	(2,762)	(1,467)	(2,091)
Recurring Income	73,182	74,587	+1,405	64,000	19,482	26,381	20,016	7,303	17,575	19,165	26,447	11,400
Extra ordinary Gains	2,205	540	-1,665	0	434	0	1,771	0	0	0	540	0
Extra ordinary Losses	111	124	+13	0	7	0	98	6	1	113	9	1
Net Income	53,791	53,992	+201	44,000	14,080	18,707	15,457	5,547	12,503	13,732	19,273	8,484
EPS: yen	203.81	245.93	+42.12	216.33								

Machines sales: units

Pachinko	297,648	224,497	-73,151	230,500	77,458	90,360	92,545	37,285	40,035	43,627	84,041	56,794
SANKYO+JB	154,339	169,313	+14,974	157,500	47,353	67,689	21,414	17,883	37,930	39,133	43,886	48,364
Bisty	143,309	55,184	-88,125	73,000	30,105	22,671	71,131	19,402	2,105	4,494	40,155	8,430
Pachislot	70,379	131,368	+60,989	132,000	19,155	29,242	2,623	19,359	35,158	45,591	32,896	17,723
SANKYO	46,834	111,544	+64,710	82,000	19,153	11,538	2,347	13,796	27,579	44,554	29,128	10,283
Bisty	23,545	19,824	-3,721	50,000	2	17,704	276	5,563	7,579	1,037	3,768	7,440

Margin / Expenses etc.

GP Margin/OP Margin

Consolidated	FY 3/2024	FY 3/2025	YoY	FY 3/2026	FY 3/2024	FY 3/2025						
	Full Year	Full Year		Forecast	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
GP Margin	55.6%	58.6%	+3.0pt	56.8%	55.8%	55.3%	55.1%	56.8%	59.4%	60.0%	58.4%	55.9%
OP Margin	36.4%	38.4%	+2.0pt	34.1%	37.8%	40.2%	36.4%	25.4%	40.9%	39.2%	41.5%	29.3%

Expenses etc.

Consolidated: million yen	FY 3/2024	FY 3/2025	YoY	FY 3/2026	FY 3/2024	FY 3/2025						
	Full Year	Full Year		Forecast	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Sales Commission	9,373	4,956	-4,417	5,778	2,026	1,802	4,228	1,317	638	853	2,738	727
Advertising Expenses	2,413	2,695	+282	3,609	1,045	582	294	492	656	917	308	814
R&D Expenses	15,296	18,459	+3,163	20,128	3,505	3,643	3,968	4,180	3,789	4,590	4,838	5,242
Salaries & Wages	3,542	4,094	+552	3,447	722	737	1,102	981	734	1,084	1,221	1,055
Others	7,560	8,519	+959	9,038	1,839	3,141	587	1,993	1,993	2,670	1,541	2,315

Consolidated: million yen

Capital Expenditure	3,024	4,005	+981	4,709	709	707	462	1,146	728	1,178	705	1,394
Depreciation & Amortization	2,916	2,800	-116	2,851	503	669	830	914	440	634	799	927

Consolidated

No. of Employees	878	886	+8	881	878	877	876	878	900	894	895	886
No. of R&D Staff	267	269	+2	288	275	270	268	267	272	270	271	269

Indirect Sales Ratio

SANKYO+JB Pachinko	16.0%	15.5%	-0.5pt	15.6%	15.9%	15.8%	16.0%	16.0%	16.0%	15.6%	15.1%	15.5%
SANKYO Pachislot	21.3%	21.1%	-0.2pt	21.1%	20.0%	21.1%	21.1%	21.3%	22.2%	21.8%	21.2%	21.1%

Pachinko Machines Business

	FY 3/2024	FY 3/2025		FY 3/2026	FY 3/2024				FY 3/2025			
Consolidated: million yen	Full Year	Full Year	YoY	Forecast	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net Sales	147,042	107,725	-39,317	114,200	34,887	47,220	47,733	17,202	17,866	20,115	42,231	27,513
Operating Income	61,165	43,815	-17,350	40,300	14,997	21,518	20,185	4,465	8,118	7,723	17,914	10,060
Percentage	41.6%	40.7%	-0.9pt	35.3%	43.0%	45.6%	42.3%	26.0%	45.4%	38.4%	42.4%	36.6%

Machines sales: units

Pachinko	297,648	224,497	-73,151	230,500	77,458	90,360	92,545	37,285	40,035	43,627	84,041	56,794
SANKYO+JB	154,339	169,313	+14,974	157,500	47,353	67,689	21,414	17,883	37,930	39,133	43,886	48,364
Frame	79,855	87,662	+7,807	113,200	22,595	52,218	2,494	2,548	8,120	14,559	28,406	36,577
Gauge	74,484	81,651	+7,167	44,300	24,758	15,471	18,920	15,335	29,810	24,574	15,480	11,787
Bisty	143,309	55,184	-88,125	73,000	30,105	22,671	71,131	19,402	2,105	4,494	40,155	8,430
Frame	126,595	45,079	-81,516	56,500	24,075	22,645	63,471	16,404	2,062	2,188	39,580	1,249
Gauge	16,714	10,105	-6,609	16,500	6,030	26	7,660	2,998	43	2,306	575	7,181

Titles to Release

FY 3/2025	Series name	Brand	Release Date	No. of Models	Unit Sales	
Q1	P/e Fever Macross Frontier 5	SANKYO	(Apr-24)	2	20,400	
	Fever ENN ENN NO SHOUBOUTAI Light ver.	SANKYO	(May-24)	1	9,100	
	Fever SANGOKU SENKI 7500	SANKYO	(Jun-24)	1	8,500	
Q2	Fever ARIFURETA SYOKUGYOU DE SEKAISAIKYOU Light ver.	SANKYO	(Jul-24)	1	--	
	P/e Fever MOBILE SUIT GUNDAM UNICORN Sairai -Shiroki Ikkakujū to Kuroki Shishi-	SANKYO	(Aug-24)	2	31,600	
	Fever Kaguya-sama ha Kokurasetai Light ver.	SANKYO	(Sep-24)	1	--	
	NEON GENESIS EVANGELION -Roar for tomorrow- PREMIUM MODEL	Bisty	(Sep-24)	1	--	
Q3	e Fever MOBILE SUIT GUNDAM UNICORN Sairai -Shiroki Ikkakujū to Kuroki Shishi- (Additional sales)	SANKYO	(Oct-24)	1	--	
	Uchū Senkan Yamato 2202 Super Wave	Bisty	(Oct-24)	1	13,000	
	Fever Valvrave the Liberator 3 Light ver.	SANKYO	(Oct-24)	1	--	
	P/e Fever Karakuri Sākasu 2	SANKYO	(Nov-24)	2	24,800	
	P/e Godzilla vs EVANGELION Second impact G	Bisty	(Dec-24)	2	28,400	
	Fever MOBILE SUIT GUNDAM SEED LT-Light ver.	SANKYO	(Dec-24)	1	7,600	
Q4	P/e Fever Symphogear 4	SANKYO	(Jan-25)	2	36,500	
	Pachinko EVANGELION:3.0+1.0 129 LT ver.	Bisty	(Feb-25)	1	8,100	Total
	P/e Fever Danjon ni Deai wo Motomeru no wa Machigatteiru Darou ka 2	SANKYO	(Mar-25)	2	16,800	224,497

Pachislot Machines Business

	FY 3/2024	FY 3/2025		FY 3/2026	FY 3/2024				FY 3/2025			
Consolidated: million yen	Full Year	Full Year	YoY	Forecast	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Net Sales	32,143	63,462	+31,319	60,100	9,056	12,630	1,490	8,967	16,610	22,590	16,075	8,187
Operating Income	15,289	35,686	+20,397	29,200	4,818	6,665	(408)	4,214	9,729	13,543	9,323	3,091
Percentage	47.6%	56.2%	+8.7pt	48.6%	53.2%	52.8%	(27.4%)	47.0%	58.6%	60.0%	58.0%	37.8%

Machines sales: units

Pachislot	70,379	131,368	+60,989	132,000	19,155	29,242	2,623	19,359	35,158	45,591	32,896	17,723
SANKYO	46,834	111,544	+64,710	82,000	19,153	11,538	2,347	13,796	27,579	44,554	29,128	10,283
Bisty	23,545	19,824	-3,721	50,000	2	17,704	276	5,563	7,579	1,037	3,768	7,440

Titles to Release

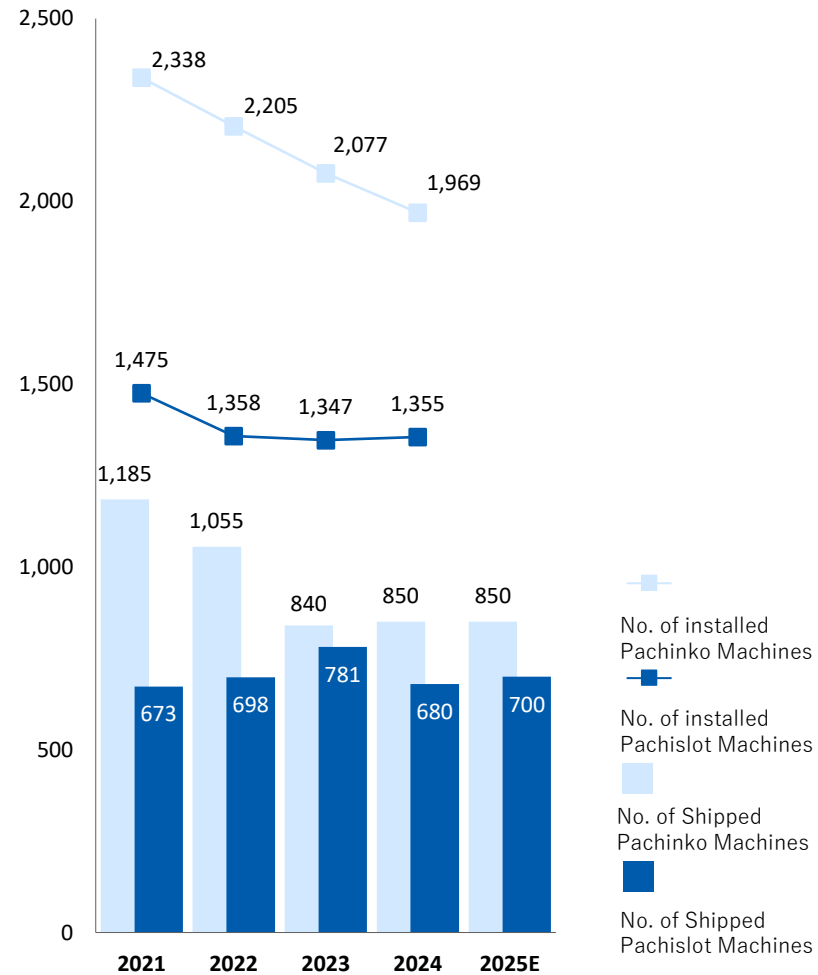
FY 3/2025	Series name	Brand	Release Date	Unit Sales	
Q1	Pachislot Valvrave the Liberator (Increased production)	SANKYO	(Apr-24)	6,800	
	L Godzilla vs EVANGELION (Increased production)	Bisty	(Apr-24)	7,500	
	L Pachislot ENN ENN NO SHOUBOUTAI	SANKYO	(May-24)	11,400	
	Pachislot Karakuri Sākasu (Increased production)	SANKYO	(Jun-24)	8,700	
Q2	L Pachislot Symphogear "Seigi no Uta"	SANKYO	(Jul-24)	21,500	
	L Pachislot ENN ENN NO SHOUBOUTAI (Additional sales)	SANKYO	(Jul-24)	--	
	Pachislot Karakuri Sākasu (Increased production)	SANKYO	(Aug-24)	--	
	L Godzilla vs EVANGELION (Increased production)	Bisty	(Aug-24)	--	
	L Pachislot Kaguya-sama ha Kokurasetai	SANKYO	(Sep-24)	15,400	
Q3	Pachislot Karakuri Sākasu (Increased production)	SANKYO	(Nov-24)	--	
	L Pachislot How Heavy Are the Dumbbells You Lift?	SANKYO	(Dec-24)	20,600	
	L Pachislot Kaguya-sama ha Kokurasetai (Additional sales)	SANKYO	(Dec-24)	5,500	
Q4	L Pachislot Evangelion: 3.0+1.0	Bisty	(Jan-25)	11,200	Total
	L Pachislot ARIFURETA SYOKUGYOU DE SEKAISAIKYOU	SANKYO	(Feb-25)	9,700	131,368

Financial Indicators

(Million yen)	FY 3/2018	FY 3/2019	FY 3/2020	FY 3/2021	FY 3/2022	FY 3/2023	FY 3/2024	FY 3/2025
Net Sales	86,220	88,558	78,416	58,129	84,857	157,296	199,099	191,821
Operating Income	10,181	21,286	12,551	6,587	21,357	58,532	72,495	73,605
Recurring Income	11,319	22,300	13,476	7,488	22,257	59,341	73,182	74,587
Net Income	5,550	13,384	13,045	5,749	18,466	46,893	53,791	53,992
Total Assets	396,291	399,585	325,232	292,104	309,213	365,950	292,119	336,709
Total Net Assets	337,242	337,377	269,521	268,887	270,120	310,259	251,579	285,004
DPS (Yen)	30.00	30.00	30.00	30.00	20.00	30.00	80.00	100.00
Return on Equity	1.6%	4.0%	4.3%	2.1%	6.9%	16.3%	19.3%	20.2%
Average ROE of five consecutive	2.6%	2.3%	2.7%	2.5%	3.8%	6.7%	9.8%	13.0%
Net Income Ratio	6.4%	15.1%	16.6%	9.9%	21.8%	29.8%	27.0%	28.1%
Total Asset Turnover	0.22	0.22	0.22	0.19	0.28	0.47	0.61	0.61
Financial Leverage	1.16	1.18	1.19	1.15	1.12	1.16	1.17	1.17

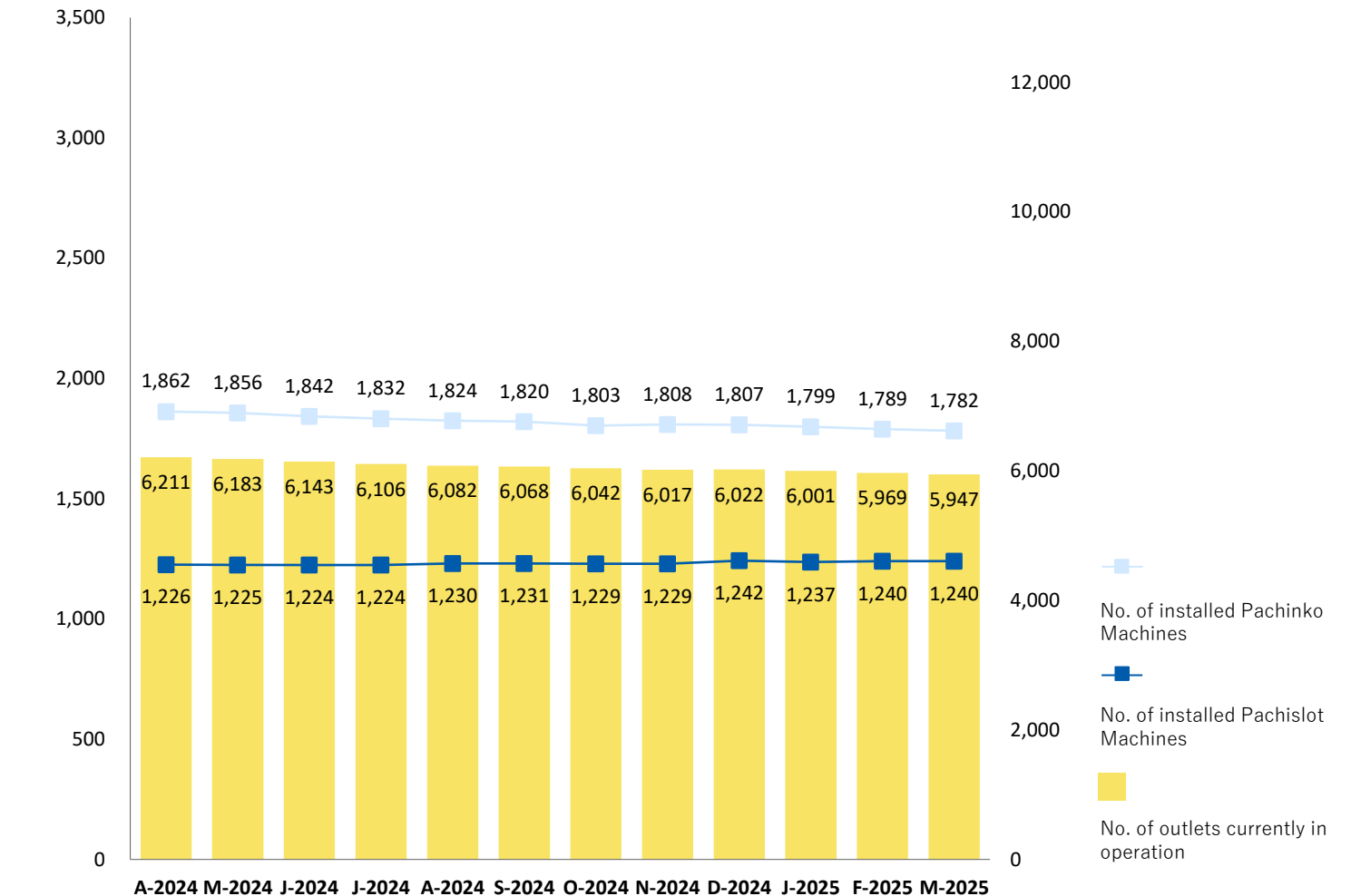
Pachinko/Pachislot Machine Market

Market size



(Thousand units)

Situation of parlors that are members of Zennichiuren in the last year



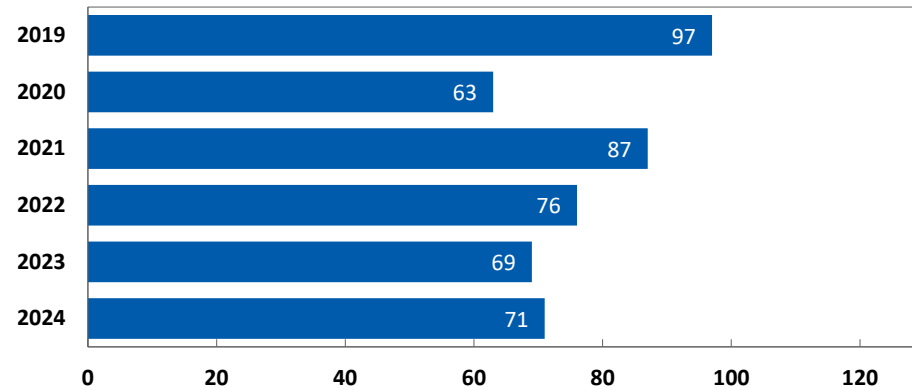
(Thousand units)

Source: National Police Agency, Yano Research Institute, Zennichiuren

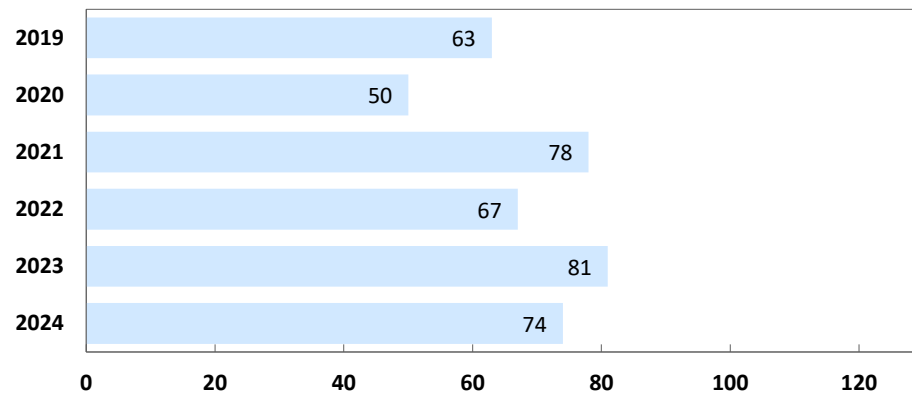
Others

Number of Titles Sold (All Manufacturers)

Pachinko machines



Pachislot machines



Compliance with Format Inspection

	2020	2021	2022	2023	2024	2025J-M
Applicant	912	990	910	912	910	219
Pass	295	313	230	186	223	60
Fail	499	598	669	666	619	138

SANKYO Group (Number of Pass)

SANKYO+JB	37	23	25	38	41	14
Bisty	8	9	10	14	16	7
Total	45	32	35	52	57	21

	2020	2021	2022	2023	2024	2025J-M
Applicant	917	985	972	1,008	1,028	237
Pass	185	263	194	196	153	31
Fail	665	694	721	765	815	184

SANKYO Group (Number of Pass)

SANKYO	2	9	10	9	6	2
Bisty	8	7	1	9	1	1
Total	10	16	11	18	7	3

※ Estimates of SANKYO

※ Except for reuse and sub speck models

Source: Security Electronics and Communications Technology Association

Investor Relations Office Corporate Planning Division



ir-desk@sankyo-fever.co.jp



<https://www.sankyo-fever.co.jp/corporate/ir/>

【Disclaimer on Forward-Looking Statements】

The purpose of this document is to provide information on the material, and is not intended as a solicitation for investment or any similar action. Please note that actual investment decisions should be made at your own discretion and responsibility. This material contains projections, plans, outlook, etc. for the fiscal year under review and the future business performance that are judged to be reasonable by the management of the Company based on currently available information. Actual business performance may be significantly different from the projections, plans, outlook, contained due to changes in various factors. Such factors include economic conditions of, and fluctuations in product demand in, the pachinko and pachislot markets which are our main business domains; various regulations in Japan and overseas; and amendments to accounting standards, practice, etc. The Company assumes no obligation to revise the forward-looking statements contained herein, whether as a result of new information, future events or other discoveries.

This material is an English translation of Japanese material made on May 12, 2025. Although the Company intended to faithfully translate the Japanese document into English, the accuracy and correctness of this translation are not guaranteed.