DYJH

Annual Report 2024/2025

DYNAM JAPAN HOLDINGS Co., Ltd.*

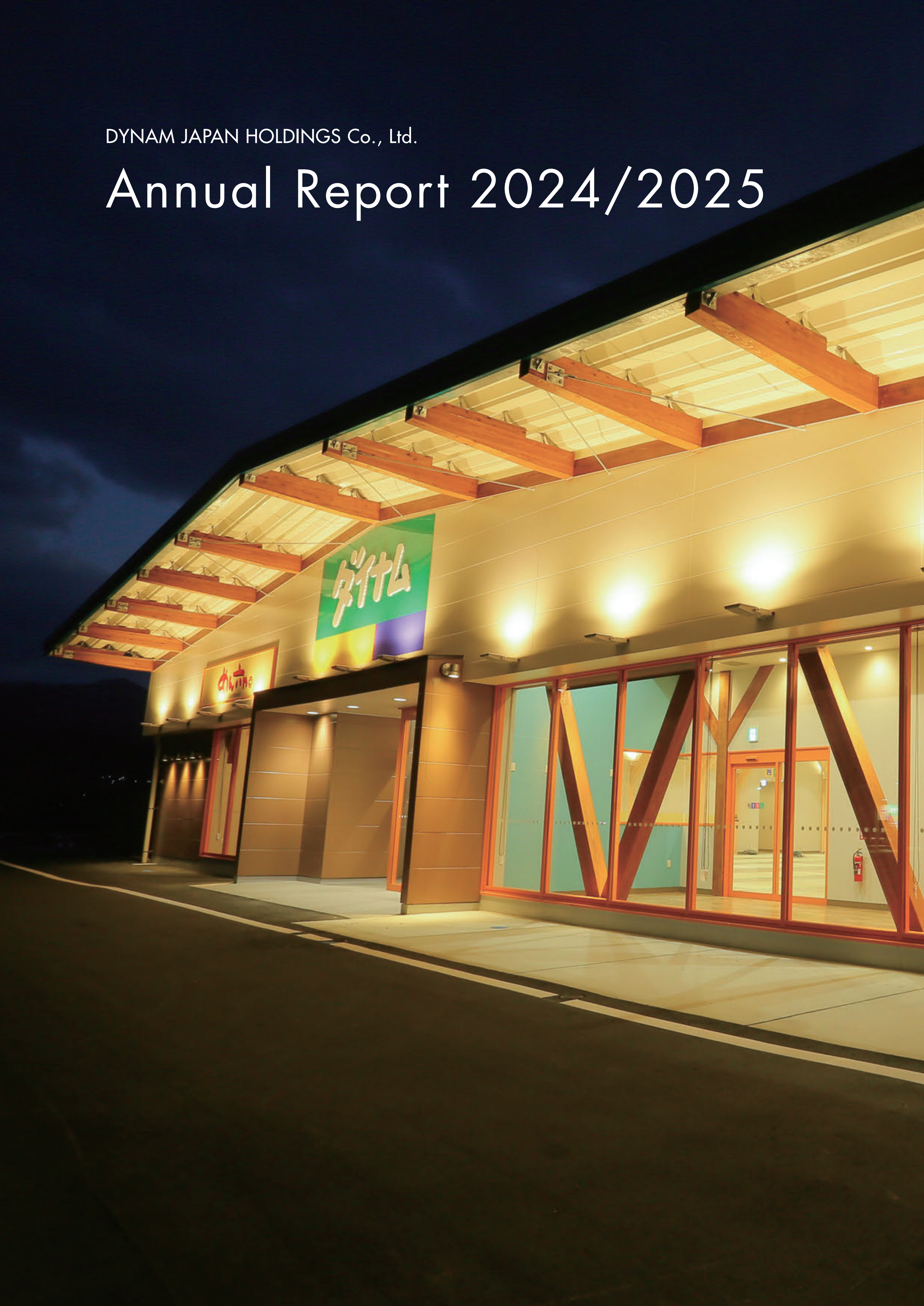
(incorporated in Japan with limited liability)

Stock Code: 06889

* For identification purpose only

DYNAM JAPAN HOLDINGS Co., Ltd.

Annual Report 2024/2025



Contents

BOARD OF DIRECTORS

Executive Director	Akira HOSAKA *(Chairman of the Board, President and CEO)*
Non-executive Directors	Yoji SATO Kohei SATO
Independent Non-executive Directors	Mitsutoshi KATO Thomas Chun Kee YIP Kiyohito KANDA Koji KATO Mayumi ITO

COMMITTEES

Audit Committee	Kiyohito KANDA *(Chairman)* Thomas Chun Kee YIP Koji KATO
Remuneration Committee	Mitsutoshi KATO *(Chairman)* Mayumi ITO Akira HOSAKA
Nomination Committee	Mitsutoshi KATO *(Chairman)* Mayumi ITO Akira HOSAKA

Headquarters and Registered Office	2-25-1-702 Nishi-Nippori Arakawa-ku Tokyo, 116-0013 Japan
Principal Place of Business in Hong Kong	Unit 1, 32/F, Hong Kong Plaza 188 Connaught Road West Hong Kong
Corporate Website	www.dyjh.co.jp
Investor Relations	E-mail: info@dyjh.co.jp
Stock Code	06889
Share Registrar	Computershare Hong Kong Investor Services Limited
Principal Legal Advisor as to Hong Kong Law	Deacons
Principal Legal Advisor as to Japanese Law	CITY-YUWA PARTNERS
Auditor	PricewaterhouseCoopers Japan LLC *(Certified Public Accountants)*
Principal Bankers	Mizuho Bank, Ltd. Sumitomo Mitsui Banking Corporation

Summary of Financial Performance
Year ended 31 March

	Year ended 31 March						
							(in millions)
	2025		2024		2023	2022	2021
	¥	**HK$**	¥	HK$	¥	¥	¥
Gross pay-ins	**552,641**	**28,754**	562,029	29,060	507,852	506,949	475,163
Less: gross payouts	**(433,672)**	**(22,564)**	(437,549)	(22,624)	(393,521)	(403,361)	(378,022)
Revenue from pachinko business	**118,969**	**6,190**	124,480	6,436	114,331	103,588	97,141
Revenue from aircraft leasing business	**7,107**	**370**	5,883	304	2,875	1,553	1,461
Revenue	**126,076**	**6,560**	130,363	6,740	117,206	105,141	98,602
Pachinko business expenses	**(114,277)**	**(5,947)**	(118,673)	(6,136)	(110,484)	(93,950)	(96,673)
Aircraft leasing expenses	**(4,191)**	**(218)**	(3,250)	(168)	(1,834)	(961)	(891)
General and administrative expenses	**(3,942)**	**(205)**	(4,176)	(216)	(4,309)	(4,279)	(4,340)
Other income	**10,212**	**531**	7,561	391	8,663	9,114	11,561
Other operating expenses	**(2,906)**	**(151)**	(2,842)	(147)	(2,478)	(4,411)	(1,531)
Operating profit	**10,972**	**570**	8,983	464	6,764	10,654	6,728
Finance income	**418**	**22**	807	42	450	426	286
Finance expenses	**(5,323)**	**(277)**	(4,355)	(225)	(3,277)	(2,571)	(2,672)
Profit before income taxes	**6,067**	**315**	5,435	281	3,937	8,509	4,342
Income taxes	**(2,048)**	**(107)**	(2,050)	(106)	(2,139)	(3,532)	(1,991)
Net profit for the year	**4,019**	**208**	3,385	175	1,798	4,977	2,351
Net profit attributable to:							
Owners of the Company	**4,009**	**207**	3,384	175	1,806	4,997	2,363
Non-controlling interests	**10**	**1**	1	0	(8)	(20)	(12)
Net profit for the year	**4,019**	**208**	3,385	175	1,798	4,977	2,351
Earnings per share							
Basic	**¥5.8**	**HK$0.3**	¥4.8	HK$0.2	¥2.5	¥6.8	¥3.1
Diluted	**N/A**	**N/A**	N/A	N/A	N/A	N/A	N/A
EBITDA(*)	**65,996**	**3,434**	64,779	3,349	54,051	42,351	27,296

* EBITDA is defined as earnings before finance costs, taxation, depreciation, amortisation and net foreign exchange gain or loss.

SUMMARY OF FINANCIAL PERFORMANCE

As at 31 March

(in millions)

	2025		2024		2023	2022	2021
	¥	**HK$**	¥	HK$	¥	¥	¥
Non-current assets	**301,344**	**15,679**	305,067	15,774	256,442	225,934	209,283
Current assets	**48,042**	**2,499**	60,978	3,153	69,166	67,487	91,790
Current liabilities	**51,961**	**2,703**	60,311	3,118	53,840	47,324	59,812
Net current (liabilities)/assets	**(3,919)**	**(204)**	667	35	15,326	20,163	31,978
Total assets less current liabilities	**297,425**	**15,475**	305,734	15,809	271,768	246,097	241,261
Non-current liabilities	**166,089**	**8,642**	174,246	9,010	143,341	115,115	109,289
Total equity	**131,336**	**6,833**	131,488	6,799	128,427	130,982	131,972

CURRENCY TRANSLATIONS

For the purpose of illustration only and unless otherwise specified in this report, certain amounts denominated in Japanese yen are translated into Hong Kong dollars at the rate described below:

1. ¥19.22 to HK$1.00, the exchange rate prevailing on 31 March 2025 (i.e. the last business day in Japan in March 2025).
2. ¥19.34 to HK$1.00, the exchange rate prevailing on 29 March 2024 (i.e. the last business day in Japan in March 2024).

No representation is made that the Japanese yen amounts could have been, or could be, converted into Hong Kong dollars, or vice versa, at such rates or at any other rates on such date or on any other dates.

Summary of Financial Performance
Year ended 31 March

The following table sets forth the gross pay-ins, gross payouts, and revenue by type of hall and segment for the year indicated:

	For the year ended 31 March				
	2025		2024		Changes[3]
	(in millions, except for percentages)				
	¥	**HK$[1]**	¥	HK$[2]	%
Gross pay-ins					
— High playing cost halls	**293,460**	**15,269**	294,033	15,203	-0.2%
— Low playing cost halls	**259,181**	**13,485**	267,996	13,857	-3.3%
Total gross pay-ins	**552,641**	**28,754**	562,029	29,060	-1.7%
Gross payouts					
— High playing cost halls	**237,744**	**12,370**	235,567	12,180	0.9%
— Low playing cost halls	**195,928**	**10,194**	201,982	10,444	-3.0%
Total gross payouts	**433,672**	**22,564**	437,549	22,624	-0.9%
Revenue from pachinko business					
— High playing cost halls	**55,716**	**2,899**	58,466	3,023	-4.7%
— Low playing cost halls	**63,253**	**3,291**	66,014	3,413	-4.2%
Total revenue from pachinko business	**118,969**	**6,190**	124,480	6,436	-4.4%
Revenue from aircraft leasing business	**7,107**	**370**	5,883	304	20.8%
Total revenue	**126,076**	**6,560**	130,363	6,740	-3.3%

(1) Translated into Hong Kong dollars at the rate of ¥19.22 to HK$1.00, the exchange rate prevailing on 31 March 2025 (i.e. the last business day in Japan in March 2025).

(2) Translated into Hong Kong dollars at the rate of ¥19.34 to HK$1.00, the exchange rate prevailing on 29 March 2024 (i.e. the last business day in Japan in March 2024).

(3) The increase and decrease referred to the changes in respect of the Japanese yen amounts but not the translated amounts in Hong Kong dollars.

The consolidated financial results of the Group for the year ended 31 March 2025 were as follows;

Consolidated revenue from the pachinko business and the aircraft leasing business was ¥126,076 million (equivalent to approximately HK$6,560 million), 96.7% of the previous year. Consolidated operating profit was ¥10,972 million (equivalent to approximately HK$570 million), 122.1% of the previous year. Consolidated net profit for the year was ¥4,019 million (equivalent to approximately HK$208 million), 118.7% of the previous year. Consolidated revenue for the year ended 31 March 2025 decreased from the previous year while consolidated net profit for the year ended 31 March 2025 increased from the previous year.

PACHINKO BUSINESS

For the Japanese economy outlook in the fiscal year ended 31 March 2025, the moderate recovery was expected to continue and there were hopeful signs like high wage hike in the annual wage talks, update of the highest price in Nikkei 225 and so on. Meanwhile, the future still remains unclear due to the influence by the political instability in the world, price hikes and the related sluggish growth in the real wages.

In the pachinko industry, the number of pachinko halls continues to decrease due to the increase in the burden on capital expenditure in smart gaming machines, pachinko ball/pachislot token dispensers, etc. while the number of customers appears to be almost flat. Further, acquisition of pachinko halls are activated against a background where interests are aligned between major operators which want to expand commercial areas and mid or small operators which want to consolidate such areas. Smart pachislot machines released in November 2022 maintained supports from customers due to the appearance of multiple popular games, and the installation ratio of pachislot machines increased.

Under such circumstances, the Group conducted renovations for reducing the number of pachinko machines and increasing that of pachislot machines in 115 halls. Since our pachislot machine installation ratio was lower than the industry’s average, we will continuously make efforts to strengthen competitiveness and obtain more supports from customers by implementing similar renovations as shown above.

Set out below is detailed performance of our gross pay-ins, gross payouts, and revenue for this fiscal year.

GROSS PAY-INS

Gross pay-ins represents the amount received from pachinko balls and pachislot tokens rented to customers less unutilised balls and tokens.

Our total gross pay-ins decreased by ¥9,388 million (equivalent to approximately HK$489 million*), or 1.7%*, from ¥562,029 million (equivalent to approximately HK$29,060 million) for the year ended 31 March 2024 to ¥552,641 million (equivalent to approximately HK$28,754 million) for the year ended 31 March 2025.

Our gross pay-ins by hall type are as follows:

Gross pay-ins for high playing cost halls decreased by ¥573 million (equivalent to approximately HK$30 million*), or 0.2%*, from ¥294,033 million (equivalent to approximately HK$15,203 million) for the year ended 31 March 2024 to ¥293,460 million (equivalent to approximately HK$15,269 million) for the year ended 31 March 2025.

Gross pay-ins for low playing cost halls decreased by ¥8,815 million (equivalent to approximately HK$459 million*), or 3.3%*, from ¥267,996 million (equivalent to approximately HK$13,857 million) for the year ended 31 March 2024 to ¥259,181 million (equivalent to approximately HK$13,485 million) for the year ended 31 March 2025.

Summary of Financial Performance
Year ended 31 March

GROSS PAYOUTS

Gross payouts represents the aggregate cost of G-prizes and general prizes exchanged at our halls by our customers.

Our total gross payouts decreased by ¥3,877 million (equivalent to approximately HK$202 million*), or 0.9%*, from ¥437,549 million (equivalent to approximately HK$22,624 million) for the year ended 31 March 2024 to ¥433,672 million (equivalent to approximately HK$22,564 million) for the year ended 31 March 2025.

Our gross payouts by hall type are as follows.

Gross payouts for high playing cost halls increased by ¥2,177 million (equivalent to approximately HK$113 million*), or 0.9%*, from ¥235,567 million (equivalent to approximately HK$12,180 million) for the year ended 31 March 2024 to ¥237,744 million (equivalent to approximately HK$12,370 million) for the year ended 31 March 2025.

Gross payouts for low playing cost halls decreased by ¥6,054 million (equivalent to approximately HK$315 million*), or 3.0%*, from ¥201,982 million (equivalent to approximately HK$10,444 million) for the year ended 31 March 2024 to ¥195,928 million (equivalent to approximately HK$10,194 million) for the year ended 31 March 2025.

REVENUE FROM PACHINKO BUSINESS AND REVENUE MARGIN

Our revenue from pachinko business represents the gross pay-ins, less gross payouts to customers and our revenue margin from pachinko business represents revenue from pachinko business divided by gross pay-ins.

Our revenue decreased by ¥5,511 million (equivalent to approximately HK$287 million*), or 4.4%*, from ¥124,480 million (equivalent to approximately HK$6,436 million) for the year ended 31 March 2024 to ¥118,969 million (equivalent to approximately HK$6,190 million) for the year ended 31 March 2025.

Our revenue from pachinko business and revenue margin by hall type are as follows.

Revenue from pachinko business for high playing cost halls decreased by ¥2,750 million (equivalent to approximately HK$143 million*), or 4.7%*, from ¥58,466 million (equivalent to approximately HK$3,023 million) for the year ended 31 March 2024 to ¥55,716 million (equivalent to approximately HK$2,899 million) for the year ended 31 March 2025. The revenue margin for the year ended 31 March 2025 decreased by 0.9 percentage points to 19.0% year-on-year.

Revenue from pachinko business for low playing cost halls decreased by ¥2,761 million (equivalent to approximately HK$144 million*), or 4.2%*, from ¥66,014 million (equivalent to approximately HK$3,413 million) for the year ended 31 March 2024 to ¥63,253 million (equivalent to approximately HK$3,291 million) for the year ended 31 March 2025. The revenue margin for the year ended 31 March 2025 decreased by 0.2 percentage points to 24.4% year-on-year.

PACHINKO BUSINESS EXPENSES

Pachinko business expenses for the year ended 31 March 2025 was ¥114,277 million (equivalent to approximately HK$5,947 million), recording a decrease by ¥4,396 million (equivalent to approximately HK$229 million*), or 3.7%* as compared to the previous fiscal year of ¥118,673 million (equivalent to approximately HK$6,136 million). The decrease was due primarily to a decrease in depreciation expenses of pachinko and pachislot machines, hall staff costs and repair and maintenance expenses at halls.

Our Pachinko business expenses by hall type are as follows.

Pachinko business expenses for high playing cost halls decreased by ¥1,414 million (equivalent to approximately HK$74 million*), or 2.6%*, from ¥54,645 million (equivalent to approximately HK$2,825 million) for the year ended 31 March 2024 to ¥53,231 million (equivalent to approximately HK$2,771 million) for the year ended 31 March 2025.

Pachinko business expenses for low playing cost halls decreased by ¥2,982 million (equivalent to approximately HK$155 million*), or 4.7%*, from ¥64,028 million (equivalent to approximately HK$3,311 million) for the year ended 31 March 2024 to ¥61,046 million (equivalent to approximately HK$3,176 million) for the year ended 31 March 2025.

AIRCRAFT LEASING BUSINESS

Set out below is detailed performance of revenue from aircraft leasing business and aircraft leasing expenses for the year ended 31 March 2025.

REVENUE FROM AIRCRAFT LEASING BUSINESS

Revenue from aircraft leasing business increased by ¥1,224 million (equivalent to approximately HK$64 million*), or 20.8%*, from ¥5,883 million (equivalent to approximately HK$304 million) for the year ended 31 March 2024 to ¥7,107 million (equivalent to approximately HK$370 million) for the year ended 31 March 2025.

The increase was primarily due to an increase in the number of aircraft managed and leased compared with the same period of the previous year.

Summary of Financial Performance
Year ended 31 March

AIRCRAFT LEASING EXPENSES

Aircraft leasing expenses increased by ¥941 million (equivalent to approximately HK$49 million*), or 29.0%*, from ¥3,250 million (equivalent to approximately HK$168 million) for the year ended 31 March 2024 to ¥4,191 million (equivalent to approximately HK$218 million) for the year ended 31 March 2025.

The increase was primarily due to an increase in the number of aircraft managed and leased compared with the same period of the previous year.

GENERAL AND ADMINISTRATIVE EXPENSES

General and administrative expenses decreased by ¥234 million (equivalent to approximately HK$12 million*), or 5.6%*, from ¥4,176 million (equivalent to approximately HK$216 million) for the year ended 31 March 2024 to ¥3,942 million (equivalent to approximately HK$205 million) for the year ended 31 March 2025. The decrease was primarily due to a decrease in fees, salaries, bonus and allowances.

OTHER INCOME

Other income increased by ¥2,651 million (equivalent to approximately HK$138 million*), or 35.1%*, from ¥7,561 million (equivalent to approximately HK$391 million) for the year ended 31 March 2024 to ¥10,212 million (equivalent to approximately HK$531 million) for the year ended 31 March 2025. The increase was primarily due to an increase in sales from finance leases, income from forfeiture of unutilised balls and tokens and Insurance income.

OTHER OPERATING EXPENSES

Other operating expenses increased by ¥64 million (equivalent to approximately HK$3 million*), or 2.3%*, from ¥2,842 million (equivalent to approximately HK$147 million) for the year ended 31 March 2024 to ¥2,906 million (equivalent to approximately HK$151 million) for the year ended 31 March 2025.

FINANCE INCOME

Finance income decreased by ¥389 million (equivalent to approximately HK$20 million*), or 48.2%*, from ¥807 million (equivalent to approximately HK$42 million) for the year ended 31 March 2024 to ¥418 million (equivalent to approximately HK$22 million) for the year ended 31 March 2025. The decrease was primarily due to a decrease in gain on foreign currency exchange.

FINANCE EXPENSES

Finance expenses increased by ¥968 million (equivalent to approximately HK$50 million*), or 22.2%*, from ¥4,355 million (equivalent to approximately HK$225 million) for the year ended 31 March 2024 to ¥5,323 million (equivalent to approximately HK$277 million) for the year ended 31 March 2025. The increase was primarily due to an increase in interest expenses on bank borrowings.

EVENTS AFTER THE REPORTING PERIOD

No significant event affecting the Group has occurred since the end of the Reporting Period and up to the date of this annual report.

* The increase and decrease referred to the changes in respect of the Japanese yen amounts but not the translated amounts in Hong Kong dollars.

CASH FLOW

We meet our working capital and other capital requirements principally with the following: (i) cash generated from our operations and (ii) bank borrowings.

The table below sets out the cash flow data extracted from our consolidated statement of cash flows:

	For the year ended 31 March			
	2025		2024	
				(in millions)
	¥	**HK$[(1)]**	¥	HK$[(2)]
Net cash generated from operating activities	**52,725**	**2,743**	64,877	3,356
Net cash used in investing activities	**(40,709)**	**(2,118)**	(83,628)	(4,323)
Net cash (used in)/generated from financing activities	**(26,119)**	**(1,359)**	8,726	451
Effects of exchange rate changes on cash and cash equivalents	**18**	**1**	529	26
Net decrease in cash and cash equivalents	**(14,085)**	**(733)**	(9,496)	(490)
Cash and cash equivalents at beginning of year	**50,109**	**2,607**	59,605	3,081
Cash and cash equivalents at end of year	**36,024**	**1,874**	50,109	2,591

Net cash generated from operating activities

The following table sets forth a summary of our cash flows from operating activities for the years indicated:

	For the year ended 31 March			
	2025		2024	
				(in millions)
	¥	**HK$[(1)]**	¥	HK$[(2)]
Operating profit before working capital changes	**66,281**	**3,448**	65,272	3,375
Change in working capital — (used in)/generated from	**(7,137)**	**(371)**	4,412	229
Cash generated from operations	**59,144**	**3,077**	69,684	3,604
Income taxes paid	**(1,768)**	**(92)**	(469)	(24)
Finance expenses paid	**(4,651)**	**(242)**	(4,338)	(224)
Net cash generated from operating activities	**52,725**	**2,743**	64,877	3,356

(1) Translated into Hong Kong dollars at the rate of ¥19.22 to HK$1.00, the exchange rate prevailing on 31 March 2025 (i.e. the last business day in Japan in March 2025).

(2) Translated into Hong Kong dollars at the rate of ¥19.34 to HK$1.00, the exchange rate prevailing on 29 March 2024 (i.e. the last business day in Japan in March 2024).

Summary of Financial Performance
Year ended 31 March

Our net cash generated from operating activities was ¥52,725 million (equivalent to approximately HK$2,743 million) for the year ended 31 March 2025.

Net cash used in investing activities

Our net cash used in investing activities primarily consists of capital expenditures for property, plant and equipment, including pachinko and pachislot machines, freehold land, buildings and leasehold improvements, tools and equipment, motor vehicles, aircraft and construction in progress.

Net cash used in investing activities was ¥40,709 million (equivalent to approximately HK$2,118 million) for the years ended 31 March 2025.

Our net cash used in investing activities primarily comprises acquisitions of pachinko and pachislot machines.

Net cash used in financing activities

Our net cash used in financing activities primarily consists repayment of bank loans.

For the year ended 31 March 2025, net cash used in financing activities was ¥26,119 million (equivalent to approximately HK$1,359 million).

The cash inflow for the year ended 31 March 2025 was primarily due to the bank loans raised amounted to ¥12,742 million (equivalent to approximately HK$663 million). The cash outflow for the year ended 31 March 2025 was primarily due to the repayment of lease liabilities in the amount of ¥9,633 million (equivalent to approximately HK$501 million) and bank loans in the amount of ¥25,746 million (equivalent to approximately HK$1,340 million), and dividend payment in the amount of ¥3,482 million (equivalent to approximately HK$181 million) respectively.

LIQUIDITY

Net Current Assets and Working Capital Sufficiency

The following table sets forth our current assets and current liabilities for the years indicated:

	31 March 2025		31 March 2024	
				(in millions)
	¥	**HK$(1)**	¥	HK$(2)
Current assets				
Inventories	**3,538**	**184**	2,787	144
Trade receivables	**446**	**23**	457	24
Lease receivables	**2,813**	**146**	1,863	96
Prizes in operation of pachinko halls	**3,369**	**175**	2,878	149
Income tax receivables	**15**	**1**	409	21
Other current assets	**1,837**	**96**	2,475	128
Cash and cash equivalents	**36,024**	**1,874**	50,109	2,591
	48,042	**2,499**	60,978	3,153
Current liabilities				
Trade and other payables	**11,162**	**581**	14,904	770
Borrowings	**18,425**	**959**	21,083	1,090
Lease liabilities	**10,115**	**526**	10,572	547
Provisions	**1,513**	**79**	1,523	79
Income taxes payables	**1,048**	**55**	1,480	77
Other current liabilities	**9,698**	**503**	10,749	555
	51,961	**2,703**	60,311	3,118
Net current (liabilities)/assets	**(3,919)**	**(204)**	667	35

(1) Translated into Hong Kong dollars at the rate of ¥19.22 to HK$1.00, the exchange rate prevailing on 31 March 2025 (i.e. the last business day in Japan in March 2025).

(2) Translated into Hong Kong dollars at the rate of ¥19.34 to HK$1.00, the exchange rate prevailing on 29 March 2024 (i.e. the last business day in Japan in March 2024).

As at 31 March 2024, our net current assets totaled ¥667 million (equivalent to approximately HK$35 million), with a current ratio of 1.0.

As at 31 March 2025, our net current liabilities were ¥3,919 million (equivalent to approximately HK$204 million), with a current ratio of 0.9.

Summary of Financial Performance
Year ended 31 March

Gearing ratio

The gearing ratio is an indicator of our capital structure, which is calculated as total borrowings divided by total assets. Total borrowings comprised long and short-term bank borrowings. The gearing ratio decreased from 27.4% as at 31 March 2024 to 24.9% as at 31 March 2025, primarily due to a decrease in total borrowings.

Capital expenditures

Our capital expenditures were primarily related to the enhancement of our competitiveness through the construction of new halls, and expanding aircraft leasing business.

PACHINKO BUSINESS

Our capital expenditures in pachinko business consist primarily of purchases of pachinko and pachislot machines, land, buildings including the cost of leasehold improvements, tools and equipment, motor vehicles and construction in progress. Our capital expenditures for the years ended 31 March 2024 and 2025 were ¥39,634 million (equivalent to approximately HK$2,049 million) and ¥42,840 million (equivalent to approximately HK$2,229 million), respectively.

AIRCRAFT LEASING BUSINESS

For the year ended 31 March 2025, the Group acquired no new aircraft (2024: ¥35,180 million (equivalent to approximately HK$1,819 million)) related to the aircraft leasing business.

As a result, for the year ended 31 March 2025, the Group acquired property, plant and equipment of ¥42,840 million (equivalent to approximately HK$2,229 million) (2024: ¥74,814 million (equivalent to approximately HK$3,868 million)).

The details to capital expenditure are provided in note 22 to the consolidated financial statements of this annual report.

Inventories

Our total inventories increased from ¥2,787 million (equivalent to approximately HK$144 million) as at 31 March 2024 to ¥3,538 million (equivalent to approximately HK$184 million) as at 31 March 2025. The increase was primarily due to an increase in properties held for sale and under development for sale of ¥593 million (equivalent to approximately HK$31 million).

The details to inventories are provided in note 29 to the consolidated financial statements of this annual report.

Prizes in operation of pachinko halls

Our total prizes in operation of pachinko halls increased from ¥2,878 million (equivalent to approximately HK$149 million) as at 31 March 2024 to ¥3,369 million (equivalent to approximately HK$175 million) as at 31 March 2025.

The details to prizes in operation of pachinko halls are provided in note 30 to the consolidated financial statements of this annual report.

PLEDGE OF ASSETS

As at 31 March 2025, certain property, plant, and equipment which amounted to ¥58,012 million (equivalent to approximately HK$3,018 million) was pledged as securities for the bank borrowings.

For the relevant information, please refer to note 34 to the consolidated financial statements of this annual report.

CONTINGENT LIABILITIES

As at 31 March 2025, we had no material contingent liabilities.

CAPITAL COMMITMENTS

The details to capital commitments are provided in note 47 to the consolidated financial statements of this annual report.

ACQUISITION AND DISPOSAL

For the year ended 31 March 2025, there was no material acquisition and disposal of any of our subsidiaries.

SIGNIFICANT INVESTMENTS

The Group primarily invested in pachinko and pachislot machines and equipment for banknotes for the year ended 31 March 2025. Please refer to note 22 respectively to the consolidated financial statements of this annual report.

PACHINKO BUSINESS

Save for the capital expenditure of pachinko business, set out in capital expenditure, the Group did not have any significant investments for the year ended 31 March 2025.

AIRCRAFT LEASING BUSINESS

Save for the capital expenditure of aircraft leasing business, set out in capital expenditure, the Group did not have any significant investments for the year ended 31 March 2025.

EMPLOYEES

As at 31 March 2025, the Group had approximately 12,446 employees (31 March 2024: 12,492). The Group will regularly review remuneration and benefits of its employees according to the relevant market practice and individual performance of the employees. In addition to basic salary, employees are entitled to other benefits including housing fund schemes and discretionary incentive. The employee remuneration incurred for the year ended 31 March 2025 was ¥43,219 million (equivalent to approximately HK$2,249 million).

CAPITAL STRUCTURE

Principal sources of funds

Our principal sources of funds are cash generated from our operations, various short-term and long-term bank borrowings and lines of credit. Our primary liquidity requirements are to finance working capital, fund the payment of interest and principal of our bank borrowings, fund our capital expenditures and the growth and expansion of our operations.

The Group has historically met our working capital and other liquidity requirements principally from cash generated by our operations, while financing the remainder primarily through bank borrowings. Going forward, the Group expects to continue relying principally on our internally-generated cash flows for our working capital and other liquidity requirements, and bank borrowings as capital resources to finance a portion of our operations.

Indebtedness

Our short-term and long-term borrowings outstanding as at 31 March 2025 were ¥18,425 million (equivalent to approximately HK$959 million) and ¥68,649 million (equivalent to approximately HK$3,572 million), respectively.

The borrowings as at 31 March 2025 include short-term borrowings of ¥7,653 million (equivalent to approximately HK$398 million) and long-term borrowings of ¥36,054 million (equivalent to approximately HK$1,876 million) related to aircraft leasing business. These borrowings are non-recourse loans which resource of repayments are limited to the cash flow generated by aircraft leasing business and the Group has no obligation to repay beyond that limit pursuant to the Loan Agreements to reduce the risk associated with the borrowings.

The details to borrowings are provided in note 34 to the consolidated financial statements of this annual report.

Loan facilities

At as 31 March 2025, we had a total amount of approximately ¥36,000 million (equivalent to approximately HK$1,873 million) of banking facilities and an installment facility available to us, of which approximately ¥32,519 million (equivalent to approximately HK$1,692 million) was unutilised.

The overview of our loan facilities is as follows.

The Group has been continuing the commitment line contract with banks and syndicate of lenders with regard to the one responsive to earthquake disaster. The previous commitment line contract has remained a slight concern in the fund-raising due to effectuation of immunity reason for financial institutions at the time of large scale earthquake disaster. The Group has signed the new commitment line contract responsive to earthquake disaster to resolve the above concern, which has enabled the Group to secure the fund promptly even in the case of earthquake disaster.

Summary of Financial Performance
Year ended 31 March

This commitment line provides a revolving loan facility in the amount of up to ¥15,000 million (equivalent to approximately HK$780 million). The commitment of the lenders to provide loans under the revolving loan facility is available for the period from 30 December 2014, the execution date of the contract, to 31 March 2028.

On 31 August 2020, the Group entered into a new commitment line contract with a bank in the amount of ¥3,000 million (equivalent to approximately HK$156 million). On 30 August 2024, the amount available was increased up to ¥5,000 million (equivalent to approximately HK$260 million) by the renewal of the contract, which is available to 29 August 2025.

On 30 September 2024, the Group also entered into an installment facility contract with a syndicate of leasing companies in the amount of up to ¥15,000 million (equivalent to approximately HK$780 million) for the purpose of procurement of pachinko and pachislot machines. It is available to 30 September 2025.

PRINCIPAL RISKS AND UNCERTAINTIES

The following are principal risks and uncertainties identified by the Group to be of significance and have the potential to affect the Group's financial conditions, results of operations and business prospects. There may be other risks and uncertainties in addition to those shown below which are not known to the Group or which may not be material now but could turn out to be material in the future.

Risks relating to pachinko business

In the pachinko business, the number of customers who play pachinko may decrease due to the decreasing population in Japan, the customers flowing out to other amusements, and harmful rumors and bad impression of pachinko and so forth. The pachinko hall operation may be obstructed by tighter regulations that the Japanese government might implement due to its policy change and/or our over-reliance on key suppliers including the manufacturers of playing machines.

Risks relating to Aircraft Leasing Business

In the Aircraft Leasing Business, there is a risk that the creditworthiness of the airlines may deteriorate, resulting in their not being able to make payments and perform other obligations under the lease agreements. Another risk is the risk that we are unable to exit our investment as planned, either through re-leasing or disposal, due to the fluctuation of the residual value of aircraft.

FINANCIAL RISK

The Group's activities are exposed to a variety of market risk, credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

MARKET RISKS

Foreign currency risk

The Group has certain exposure to foreign currency risk as some of its business transactions, assets and liabilities are denominated in Hong Kong dollars ("HK$"), United States dollars ("USD") and EUR.

The Group currently has a foreign currency hedging policy in respect of some of foreign currency transactions, assets and liabilities. The Group continues to monitor its foreign currency exposure closely and consider hedging significant foreign currency exposure.

Price risk

Equity instruments consisting mainly of listed equity securities the Group holds are measured at fair value at the end of each reporting period and are exposed to equity security price risk. The Group periodically reviews the fair values of these securities as well as the financial condition of investees.

Interest rate risk

The Group's exposure to interest-rate risk arises mainly from its bank deposits and borrowings. These deposits and borrowings bear interests at variable rates varied with the then prevailing market condition.

CREDIT RISK

Credit risk arises from the possibility that customers may not be able to settle their obligations as agreed. The carrying amount of cash and bank balance, pledged bank deposits, trade, financial lease receivables and other receivables and derivative financial instruments included in the consolidated statement of financial position represents the Group's maximum exposure to credit risk in relation to the Group's financial assets.

The Group has policies in place to ensure that sales are made to customers with an appropriate credit history. Amounts due from related customers are closely monitored by the directors.

In order to minimise credit risk, management has delegated a team to be responsible for the determination of credit limits, credit approvals and other monitoring procedures. In addition, management reviews the recoverable amount of each individual trade receivables and finance lease receivables regularly to ensure that adequate impairment losses are recognised for irrecoverable receivables. In this regard, management considers that the Group's credit risk is significantly reduced.

The credit risk on cash and bank balances and derivative financial instruments is limited because the customers are banks with high credit ratings assigned by international credit-rating agencies. The credit quality of the customers in respect of trade receivables and financial lease receivables is assessed by taking into account their financial position, credit history and other factors. Given the constant repayment history, management is of the opinion that risk of default by these customers is low.

LIQUIDITY RISK

The Group's policy is to regularly monitor its current and expected liquidity requirements, its compliance with lending covenants and its relationship with its bankers to ensure that it maintains sufficient reserves of cash and readily realisable marketable securities and adequate committed lines of funding from major financial institutions to meet its liquidity requirements in the short and longer term.

Compliance With Relevant Laws And Regulations

During the year ended 31 March 2025, as far as the Company is aware, there was no material breach of or non-compliance with applicable laws and regulations by the Group that has a significant impact on the business and operations of the Group.

We will continue to create more value for "making pachinko into a daily entertainment that everyone can enjoy freely".

For the Japanese economy outlook in the fiscal year ended 31 March 2025, the moderate recovery was expected to continue and there were hopeful signs like high wage hike in the annual wage talks, update of the highest price in Nikkei 225 and so on. Meanwhile, the future still remains unclear due to the influence by the political instability in the world, price hikes and the related sluggish growth in the real wages.

In the pachinko industry, the number of pachinko halls continues to decrease due to the increase in the burden on capital expenditure in smart gaming machines, pachinko ball/pachislot token dispensers, etc. while the number of customers appears to be almost flat. Further, acquisition of pachinko halls are activated against a background where interests are aligned between major operators which want to expand commercial areas and mid or small operators which want to consolidate such areas. Smart pachislot machines released in November 2022 maintained supports from customers due to the appearance of multiple popular games, and the installation ratio of pachislot machines increased.

Under such circumstances, the Group conducted renovations mainly for reducing the number of pachinko machines and increasing that of pachislot machines in 115 halls. Since our pachislot machine installation ratio was lower than the industry's average, we will continuously make efforts to strengthen competitiveness and obtain more supports from customers by implementing similar renovations as shown above.

Further, for the development of private brand ("PB") machines the Group has been focused on since before, the Group introduced 2,000 units in November 2024 as the first shot of a new cabinet series. This PB machine has the specification of a full liquid crystal display ("LCD") front panel. Since a cabinet and a LCD can be continuously used, this machine enables to exchange an existing game for a new one by replacing printed circuit boards. It is expected this machine will contribute to saving the selling price per gaming machine resulting from cost reduction in components and reducing the burden on replacement of machines as well as mitigating the environmental burden in each of the manufacturing process and the distribution process.

As a result of newly opening 1 hall by converting it to in-house operation upon the expiry of the lease agreement with another hall operator while closing 7 unprofitable halls, the total number of halls in the Group as at 31 March 2025 was 427, comprising 174 high playing cost halls and 253 low playing cost halls.

For aircraft leasing business, since the Group did not purchase any aircraft during the Reporting Period, the number of owned aircraft was 10 and that of managed aircraft was 8. Through setting-up a Japanese branch for this business, the Group will provide aircraft leasing and aircraft management service to Japanese investors, thereby expanding its business.

We will continue to make pachinko into a daily entertainment that everyone can enjoy freely, and create further value to become an indispensable presence in the community so that people can feel happy to be with the Group.

We would like to ask for the continued understanding and support of all those who have placed their trust in us.

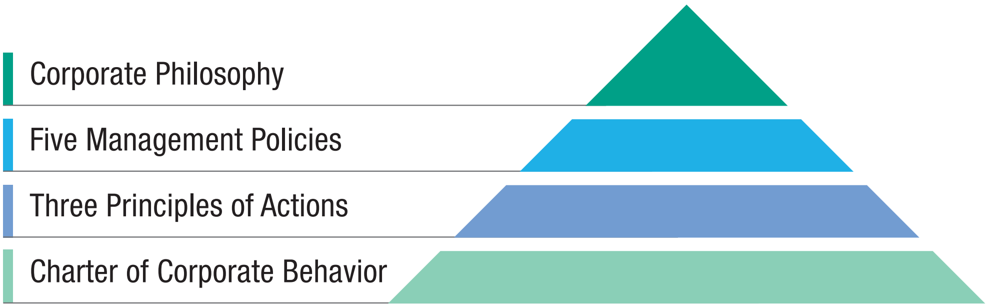
Executive Director, Chairman of the Board and CEO

Akira HOSAKA

We will continue to increase corporate value while aiming to be indispensable to local communities (local infrastructure) and continuing to improve value for all trusted associates.

Philosophy Structure

The Group engages in environmental, social and governance ("ESG") with the idea of achieving sustainable growth based on its corporate philosophy entailing "a centurial commitment to building trust and encouraging dreams". We believe promoting ESG is the embodiment of this philosophy.



A Centurial Commitment to Building Trust and Encouraging Dreams

A company cannot exist unless it consistently fulfills the responsibilities it has towards its employees, Shareholders, financial institutions, business partners and other stakeholders, while at the same time it supports and contributes to customers and local residents.
A company is expected to improve the daily lives of its stakeholders. It must also create a world in which all people are united in trust and able to live in peace.
This corporate philosophy represents the spirit in which people and organizations that are united in trust continuously strive to achieve sustainable growth by using their collective energy to achieve their dreams. The term "centurial" that is used in our corporate philosophy refers to the long term.
The Group maintains a long-term commitment to building trust and encouraging dreams.

Five Management Policies

- Principle of Customers First
- Information Disclosure
- Chain Store Management
- Training of Human Resources
- Social Contribution

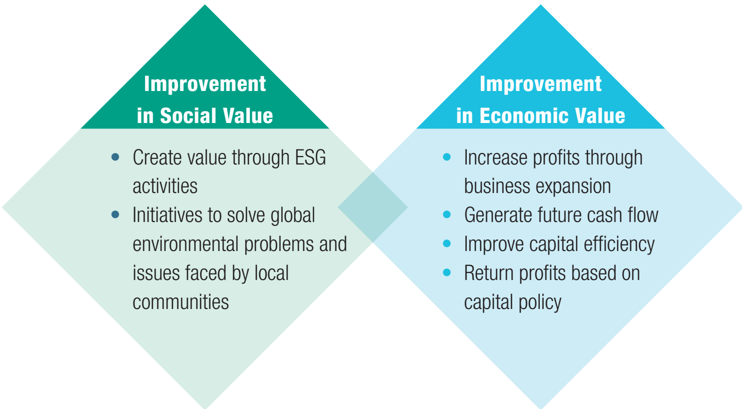
Three Principles of Actions

1. The Group complies with laws and regulations and rules, and deals with people respectfully.
2. The Group takes decisive actions and values team work.
3. The Group confirms the actual situation on site, and presents it using numerical expressions.

Charter of Corporate Behavior

The reason for existence of a company is to achieve sustainable growth in line with the expectations of stakeholders, including Shareholders, managers, employees, partners, financial institutions and customers, and to grow to a certain scale and level of reliability that enable it to contribute to society. All employees of the Group share this principle.
The Group names the stakeholders described above "trusted associates". We are committed to strengthening our relationship with these partners through our business activities, so that we can grow based on a far-reaching vision. As it grows, the Group will consistently fulfill the roles expected of it by each stakeholder, to ensure that the trust from the stakeholder also grows.
Trust, however, is fragile, and even a momentary lapse of focus can damage it forever. To ensure that it can continue to conduct its business without compromising that trust, the Group has adopted new internal control systems to improve its operations. These systems also clarify and eliminate factors that have the potential to lead to misconduct or violations of laws and regulations.
All of the Group's employees, including those that work in the field, constantly take initiatives with full knowledge that such actions help to improve their operations. Through these initiatives, each member strongly believes that the Group can achieve stronger operating results and contribute to society more effectively.

Improvements in Both Social Value and Economic Value through ESG



Continuing to create value for trusted associates through ESG activities provides some assistance to resolving global environmental problems and issues faced by local communities, and through corporate activities that fulfill responsibilities regarding sustainable urban development, enabling business growth and leading to the enhancement of unified corporate value. The Group aims for sustainable growth by improving both social value and economic value at the same time.

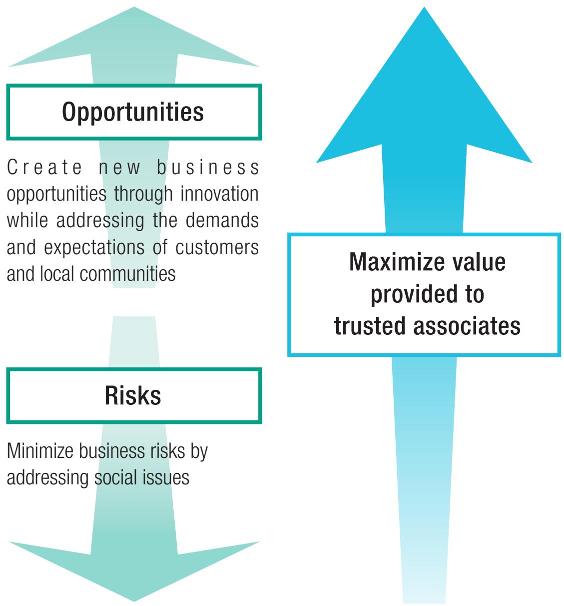
Social Contribution and Local Commitment

Pachinko experience at nursing care facilities

Disaster recovery support

Management of Risks and Opportunities

Companies have an impact on society in various ways as a result of their business activities. We see business opportunities for long-term growth from the positive impact we can have on solving problems in local communities, such as the health benefits of playing pachinko in preventing dementia, and ideas for new types of pachinko halls. We understand there are risks that threaten business growth, including the negative impact of gaming addiction. While monitoring and properly managing these risks and opportunities, we aim to maximize the value we provide to trusted associates.



The ESG report 2024/2025 will be published separately at the same time as this annual report.

The Company is a holding company which directly holds shares of 3 pachinko hall operators including Dynam and 5 other subsidiaries with other businesses. The Group operates pachinko hall business as its core business and has the largest pachinko hall chain in Japan with 427 halls as of 31 March 2025.

The Company

Pachinko Business

Dynam

Operates 392 halls under two business names across Japan as forms of everyday entertainment: DYNAM (high playing cost halls) and DYNAM Yuttari Kan (low playing cost halls).

Yume Corporation

Yume Corporation was acquired into the Group in November 2015. They have been conducting chain store management since its establishment just like Dynam. Yume Corporation operates 30 halls under the Yumeya brand in Japan.

Cabin Plaza

Cabin Plaza was created from the merger of subsidiaries of the Company in April 2013. It operates 5 halls under the names of Cabin Plaza and Yasumi Jikan.

Dynam Business Support

Dynam Business Support supports the entire Group by managing real estate owned by the Group. They also undertake administrative duties including payrolls and accounting. Furthermore, they deal with gaming machines.

Nihon Humap

Nihon Humap operates restaurants near pachinko halls and large spaghetti restaurants, manages the cleaning.

Business Partners

Business Partners is a special subsidiary which set up to employ people with disabilities. There are employees with disabilities working on cleaning office buildings as well as making and selling bags, small items and other miscellaneous items.

Dynam Hong Kong

Dynam Hong Kong is a subsidiary in Hong Kong established for the purpose of investment, management and development of the Group's overseas business, centered in Asia. The company investigates and promotes new business in Asian markets with remarkable growth.

Aircraft Leasing Business

Dynam Aviation

Dynam Aviation was incorporated to enter the Aircraft Leasing Business with high growth potential. Main business is operating leases focusing on the popular narrow-body aircraft in the market.

Pachinko Business

The Group will maximize leverage of its position as the pachinko industry's leading company in terms of the number of pachinko halls and will steadily accumulate profits over the long-term through multiple-hall development and low cost operations.

Initiatives to Realise Everyday Entertainment

Our vision is to reinvent pachinko gaming as a form of everyday entertainment that everyone can easily enjoy, as a regional infrastructure. To realise everyday entertainment, we must manage our business so that our customers consider the time and money they spend in our halls are at acceptable levels for everyday entertainment.

Therefore, the Group practices chain store management as one of its management policies.

We are building a framework that enable us to fully leverage the advantages derived from multiple-hall development, and manage all hall operations at low cost.

Managing our pachinko halls at low cost leaves space to enable us to entertain customers with low playing cost games, which in turn leads to the realizing of everyday entertainment.

Multiple-Hall Development and Low-Cost Operations are the Source of Profit

A feature of the Group's chain store management is multiple-hall development and low cost operations centered on low playing cost games. Devising low cost measures and the expertise needed from store openings to store management are crucial in promoting low playing cost games. By reaping the benefits of the economies of scale through multiple-hall development when purchasing game machines and general prizes, the Group has positioned itself in a strong, advantageous position to develop the pachinko hall operation business. Moving forward, we will continue to leverage our status as the pachinko industry's leading company in terms of the number of pachinko halls and steadily accumulated profits over the long term by implementing chain store management.

Multiple-hall development

The Group is implementing multiple-hall development based on its theory of chain store operations by opening new standardized halls and acquiring other pachinko hall operators into the Group to drive an increase in the number of halls.

Opening new standardized halls

The Group is controlling its initial opening costs by standardizing hall types and concentrating on opening halls in smaller populated regional areas. At the same time, the Group is reaping the benefits of the economies of scale of multiple-hall development to limit purchasing cost of gaming machines and general prizes.

Targeting small business areas with 30,000 to 50,000 residents

The Group is promoting a suburban strategy for hall development by opening new halls in small regional business areas with 30,000 to 50,000 residents.

Standardizing hall specifications

The Group standardizes the interior layout and installation number of gaming machines of the halls. This has enabled the Group to cut down initial investment costs and period of construction.

Wood-frame halls on land leased for 10 to 20 years

As a rule of thumb, the Group constructs wood-frame halls on leased land to avoid excessive investment in land purchases, so as to scrap the halls easily if market conditions change in the future.

Acquiring other pachinko hall operators into the Group

Making the most of its advantage as a listed company, the Group implements schemes such as share exchange and company split to acquire other pachinko hall operators into the Group and expand its network of halls. The Group's examples up to the Reporting Period are as shown below.

Date	Details
1 November 2015	Yume Corporation acquired into the Group through share exchange
20 January 2022	One pachinko hall acquired from another operator through absorption type company split
15 December 2022	One pachinko hall acquired from another operator through absorption type company split
31 July 2023	Five pachinko halls acquired from another operator through absorption type company split
1 December 2023	Two pachinko halls acquired from another operator through absorption type company split

Low-cost operations

By reaping the benefits of the economies of scale, the Group has used second-hand gaming machines, established distribution centers and leveraged ICT to streamline hall operations and optimize major costs such as gaming machine and personnel expenses, which account for approximately 60% of hall operating expenses.

Using second-hand gaming machines and establishing distribution centers

The Group not only installs the newest and most popular hit models of gaming machines, but also an array of second-hand ones procured at low cost in its halls. The Group has established 16 distribution centers throughout Japan, each of which covers the logistical needs and facilitates the sharing of gaming machines among halls. The gaming machines installed in the halls are centrally managed according to coverage area by these distribution centers. The centers help the Group to flexibly manage the lineup of gaming machines in the halls.

Use of ICT systems

The Group has installed an individual ball counter system to manage the number of pachinko balls and pachislot tokens that come out of each gaming machine in the halls. This serves to improve staff's productivity and reduce personnel expenses as well as saving time and effort for customers. Apart from that, ICT systems are applied strategically to streamline and reduce the cost of corporate functions including hall management, formulation of marketing strategies, personnel administration and accounting.

Aircraft Leasing Business

The Company aspires to achieve steady growth and sustainable development through the Aircraft Leasing Business.

BUSINESS ENVIRONMENT

According to the International Air Transport Association (IATA), the number of global air passengers in 2025 is expected to reach to 5.2 billion, a record high. World air transport demand is higher than ever before after the COVID-19 crisis. Passenger traffic is forecasted to grow annually by 4.7% according to Boeing and 3.6% according to Airbus for the next 20 years. Within that timeframe, the global newly-delivered-fleet will have reached 43,975 aircraft (of which 33,380 aircraft are narrow body) according to Boeing and 42,430 aircraft (of which 33,510 aircraft are narrow body) according to Airbus, with demand for aircraft expected to increase in line with the growth in air travel demand.

LEASE MANAGEMENT STRUCTURE WITH PROFESSIONAL TEAM

The aircraft leasing team of Dynam Aviation consists of experienced professionals and is building solid relationships with a diverse range of airlines and financial institutions worldwide. Additionally, it acquires aircraft from airlines or leasing companies and has established a system that consistently provides commercial and technical services for the sourcing, management, and remarketing of aircraft leasing. The team is also engaged in the servicer business, which supports third-party leasing with globally standardised service frameworks and fee structures.

RECENT ACTIVITIES

During the reporting period, there were no acquisitions, sales and disposals of aircraft.

As of 31 March 2025, Dynam Aviation had ten owned aircraft, eight managed aircraft, and two committed aircraft. The operating assets of owned aircraft amount to ¥77,232 million, with an average age of 2.9 years and an average remaining lease period of 5.2 years. All owned aircraft are narrow-body Airbus A320 series with 90% equipped with next-generation aircraft engines, and the yield of the operating lease is 8.8% maintaining a high-quality portfolio.

Aircraft type	Owned aircraft	Managed aircraft	Committed aircraft	Total
Airbus A320 series	10	7	2	19
Boeing 737 series	0	1	0	1

Operating assets	Average age of aircraft	Average remaining lease period	Narrow body aircraft ratio	Next-generation aircraft ratio	Yield※
¥77,232 million	2.9 years	5.2 years	100%	90%	8.8%

(※) Yield = Annual lease rent/Operating assets

CORPORATE GOVERNANCE

The Company is committed to the principles of corporate governance and corporate responsibility consistent with prudent management. The Board believes that such commitment will in the long term serve to enhance the Shareholders' value.

The Company has applied the principles and adopted all code provisions, where applicable, as set out in the Code as contained in Appendix C1 to the Listing Rules as its own code of corporate governance.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

During the Reporting Period, the Directors consider that the Company has applied the principles and complied with all applicable code provisions set out in the Code except for the following deviations.

Code Provision C2.1

Code provision C.2.1 provides that the roles of chairman and chief executive should be performed by different individuals. During the Reporting Period, the roles of the chairman and chief executive were performed by Mr. Akira HOSAKA.

However, the Board believes that Mr. Akira HOSAKA, in his dual capacity as the chairman of the Board and chief executive, provided strong and consistent leadership for the development of the Company and its subsidiaries, and this was beneficial and in the interests of the Company and the Shareholders. Further, the Board considers that a balance of power and authority was ensured by the Board composition during the Reporting Period, with over half of the Board members being independent non-executive Directors.

COMPLIANCE WITH THE MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS AND "RULES ON PREVENTION OF INSIDER DEALINGS" BY DIRECTORS

The Company has adopted the Model Code and the "Rules on Prevention of Insider Dealings" as code of conduct regarding Directors' transactions of the listed securities of the Company. The "Rules on Prevention of Insider Dealings", in addition to the Model Code, has been formulated and adopted by the Company on 1 April 2014 for Directors (last revised on 17 June 2022), executive officers and employees of the Company who are likely to have access to unpublished inside information of the Group. The Company has made specific enquiries to all of the Directors, and all the Directors have confirmed that they have complied with the required standard of dealings as set out in the Model Code and the "Rules on Prevention of Insider Dealings" throughout the Reporting Period.

CORPORATE GOVERNANCE DUTIES

The Board is collectively responsible for performing the corporate governance duties including:

- to develop and review the Company's policy and practices on corporate governance, and make recommendations to the Board;
- to review and monitor the training and continuous professional development of Directors and senior management;
- to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements;
- to develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors; and
- to review the Company's compliance with the Code and disclosure in the corporate governance report.

During the Reporting Period, the Board fulfilled the above corporate governance duties.

DIRECTOR'S INDUCTION AND CONTINUOUS PROFESSIONAL DEVELOPMENT

Each newly appointed Director is provided with necessary induction on the first occasion of his appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements.

Pursuant to the code provision C1.4 of the Code, all Directors should participate in continuous professional development to develop and refresh their knowledge and skills. The purpose of the code provision is to get the Directors involved in the Board with an awareness of contribution thereto.

The Company has arranged in house trainings for Directors in the form of attending seminars or briefings or reading materials relevant to the Group's business, Listing Rules and directors' duties. The Directors are also provided with regular updates on the Company's performance, position and prospects to enable the Board as a whole and each Director to discharge their duties. A summary of training received by Directors for the Reporting Period according to the records provided by the Directors is as follows:

Name of Directors	Attended seminars or briefings	Read books, articles or other materials
Mr. Akira HOSAKA	✓	✓
Mr. Yoji SATO	✓	✓
Mr. Kohei SATO	✓	✓
Mr. Mitsutoshi KATO	✓	✓
Mr. Thomas Chun Kee YIP	✓	✓
Mr. Kiyohito KANDA	✓	✓
Mr. Koji KATO	✓	✓
Ms. Mayumi ITO	✓	✓
Mr. Makoto SAKAMOTO (retired on 25 June 2024)	✓	✓

THE BOARD

The Board is collectively responsible for the management and operations of the Company, setting fundamental business strategies and policies for the management and operation of the Group's business and monitoring their implementation. It is accountable to the Shareholders for its performance and activities and is the ultimate decision making body of the Group except for those matters that are reserved for approval by Shareholders in accordance with the Articles of Incorporation, the Listing Rules and other applicable laws and regulations.

All Directors have carried out their duties in good faith, in compliance with applicable laws and regulations and in the interests of the Company and its Shareholders at all times.

The running of the day-to-day businesses of the Company is delegated by the Board to the chief executive and other executive officers except that authority is reserved for the Board to approve fundamental business strategies and policies, and all important matters such as interim and annual financial statements, dividend policy, annual budgets, business plans, internal control system, material transactions and other significant operational matters. The delegated functions and responsibilities are periodically reviewed. The executive officers are responsible for contributing to the success of the implementation of the policies laid down by the Board in connection with the conduct of the businesses of the Group. The executive officers are being held accountable for reporting to the Board at least more than once in every three months.

The Board currently consists of eight Directors, comprising one executive Director, two non-executive Directors and five independent non-executive Directors. Pursuant to the Articles of Incorporation, each of the executive Director, non-executive Directors and independent non-executive Directors was appointed for a term of one year at the annual general meeting (the "**AGM**") of the Company held in June 2024. The term of office of a Director shall expire at the end of the next AGM to be held after his or her appointment.

The Directors have no financial, business, family or other material/relevant relationships with each other, except that Mr. Yoji SATO, a non-executive Director, is a brother of Mr. Kohei SATO, a non-executive Director.

During the Reporting Period, 13 Board meetings and 1 Shareholders' meeting were held and the attendance of each Director is set out as follows:

Number of meetings held/attended		
	Number of attendance	
Name of Directors	**Board meetings**	**Shareholders' meeting**
Executive Director		
Mr. Akira HOSAKA (Chairman of the Board)	13/13	1/1
Non-executive Directors		
Mr. Yoji SATO	13/13	1/1
Mr. Kohei SATO	12/13	1/1
Mr. Makoto SAKAMOTO (retired on 25 June 2024)	3/3	1/1
Independent Non-executive Directors		
Mr. Mitsutoshi KATO	13/13	1/1
Mr. Thomas Chun Kee YIP	13/13	1/1
Mr. Kiyohito KANDA	13/13	1/1
Mr. Koji KATO	13/13	1/1
Ms. Mayumi ITO	13/13	1/1

BOARD COMMITTEES

The Board has established three committees, namely, the audit committee of the Company (the "**Audit Committee**"), the remuneration committee of the Company (the "**Remuneration Committee**") and the nomination committee of the Company (the "**Nomination Committee**") each with delegated powers for overseeing particular aspects of the Company's affair. Each of such committees has been established with written terms of reference.

AUDIT COMMITTEE

The Company has established the Audit Committee in accordance with the requirements of the Listing Rules. The Audit Committee currently consists of three independent non-executive Directors, namely Mr. Kiyohito KANDA (chairman), Mr. Thomas Chun Kee YIP and Mr. Koji KATO.

The primary duties of the Audit Committee include, but not limited to, the following: (i) to formulate the audit policy and audit plan, (ii) to audit the execution by Directors and executive officers of their respective duties and prepare the Audit Committee's reports, (iii) to review the financial information and the auditor's reports and review the reports made by the internal audit team of the Group, (iv) to oversee the financial reporting process, risk management and internal control systems, and (v) to perform other duties and responsibilities as assigned by the Board.

The Audit Committee met 15 times during the Reporting Period. The attendance of each member is set out as follows:

Name of members	Number of attendance
Mr. Kiyohito KANDA	15/15
Mr. Thomas Chun Kee YIP	15/15
Mr. Koji KATO	15/15

To summarize, the Audit Committee had performed the following works during the Reporting Period:

1. External Auditor

- reviewed and approved the remuneration and terms of engagement of the Company's auditor, and made recommendations to the Board and the Shareholders on the re-appointment of the Company's auditor;

2. Financial Information and Financial Reporting

- reviewed the audited consolidated financial statements for the year ended 31 March 2024 and the unaudited interim financial statements for the six months ended 30 September 2024;

3. Risk Management and Internal Controls

- reviewed risk management and internal control systems of the Group;
- reviewed the effectiveness of the internal audit function;
- formulated the audit policy and audit planning for the year ended 31 March 2025; and
- formulated the Audit Committee's report for the year ended 31 March 2024.

REMUNERATION COMMITTEE

The Company has established the Remuneration Committee in accordance with the requirements of the Code. The Remuneration Committee currently consists of two independent non-executive Directors, namely Mr. Mitsutoshi KATO (chairman) and Ms. Mayumi ITO, and one executive Director, namely Mr. Akira HOSAKA.

Main duties of the Remuneration Committee are to evaluate the performance of all Directors and senior management of the Company, and determine the remuneration packages of all Directors and senior management.

The Remuneration Committee met 6 times during the Reporting Period. The attendance of each member is set out as follows:

Name of members	**Number of attendance**
Mr. Mitsutoshi KATO	6/6
Mr. Akira HOSAKA	6/6
Ms. Mayumi ITO	6/6

To summarize the work performed by the Remuneration Committee during the Reporting Period, the Remuneration Committee had (1) reviewed and determined the remuneration packages of Directors and senior management of the Company; and (2) reviewed and determined the bonus and remuneration packages of Directors and senior management of the Company.

Details of the Directors' remuneration are set out in note 52 to the consolidated financial statements in this report.

In addition, pursuant to the code provision E1.5 of the Code, the annual remuneration of other members of the senior management by bands for the Reporting Period is set out below:

Remuneration bands	**Number of individuals**
HK$0 to HK$500,000 (equivalent to ¥0 to ¥9,610,000)	0
HK$500,001 to HK$1,000,000 (equivalent to ¥9,610,019 to ¥19,220,000)	2
HK$1,000,001 to HK$2,000,000 (equivalent to ¥19,220,019 to ¥38,440,000)	3
HK$2,000,001 to HK$4,000,000 (equivalent to ¥38,440,019 to ¥76,880,000)	0

NOMINATION COMMITTEE

The Company has established the Nomination Committee in accordance with the requirements of the Code. The Nomination Committee currently consists of two independent non-executive Directors, namely Mr. Mitsutoshi KATO (chairman) and Ms. Mayumi ITO, and one executive Director, namely Mr. Akira HOSAKA.

The primary duties of the Nomination Committee are (1) to review the structure, size and composition of the Board; (2) to formulate, review and amend the nomination policy of Directors (the "**Nomination Policy**") and to identify individuals suitably qualified to become Board members; (3) to make recommendations to the Shareholders on the appointment or re-appointment of the Directors; (4) to assess the independence of independent non-executive Directors; and (5) to review and amend the board diversity policy the Company has in place (the "**Diversity Policy**").

The Nomination Committee met 4 times during the Reporting Period. The attendance of each member is set out as follows:

Name of members	Number of attendance
Mr. Mitsutoshi KATO	4/4
Mr. Akira HOSAKA	4/4
Ms. Mayumi ITO	4/4

To summarize the work performed by the Nomination Committee during the Reporting Period, the Nomination Committee (1) reviewed the structure, size and composition of the Board; (2) reviewed the re-appointment of Directors with recommendations to the Shareholders for their approval at the AGM held in June 2024; (3) reviewed and recommended the appointment and re-appointment of directors and other officers of the Group (other than the Company); (4) reviewed the existing Nomination Policy and Diversity Policy; and (5) assessed the independence of independent non-executive Directors.

The Company has the Diversity Policy in place. The policy aims to set out the approach to achieve diversity in the Board to enhance the effectiveness of the Board and achieve a sustainable development of the Company. Selection of candidates for Directors will be based on meritocracy, and candidates will be considered by objective criteria, having due regard for the benefits of diversity on the Board. Candidates will not be discriminated on the grounds of gender, age, cultural and educational background, ethnicity, religious or philosophical belief, etc.

As at the date of this annual report, the Board comprises eight Directors. Five of them are independent non-executive Directors, thereby promoting critical review and control of the management process. As at the date of this annual report, the Board comprises seven male Directors and one female Director.

As at the date of this annual report, the employees of the Company including senior management comprised 28 males and 2 females (32 males and 2 females if including temporary employees) and the gender ratio (male: female) was approximately 14:1 (approximately 16:1 if including temporary employees). As at 31 March 2025, the employees of the Group including senior management comprised 3,811 males and 502 females (5,991 males and 6,455 females if including temporary employees) and the gender ratio (male: female) was approximately 8:1 (approximately 9:10 if including temporary employees). The Company has set a goal of increasing the percentage of women on its Board and among all employees to at least 20% by 2030. The Nomination Committee reviewed the implementation and effectiveness of the Company's Diversity Policy during the Reporting Period and considered the policy effective.

The Company has in place the Nomination Policy which sets out the criteria, process and procedures for the Nomination Committee to recommend suitable candidates for directorship with a view to ensuring that the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business. According to the selection criteria of the Nomination Policy, the Nomination Committee identifies and evaluates a candidate based on the merit and the following considerations: (i) the Diversity Policy; (ii) the expected contribution the candidate would add to the Board and to ensure the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business; (iii) the time and attention that the candidate or the re-elected Director would be able to commit and devote to the Company's affairs; (iv) the level of independence from the Company; and (v) other relevant factors. The Nomination Committee utilizes various methods for identifying director candidates, including recommendations from Board members, management, and headhunters.

INDEPENDENT VIEWS OF THE BOARD

The Board has established mechanisms to ensure independent views are available to the Board and such mechanisms will be reviewed annually by the Board. The Board has reviewed the implementation and effectiveness of the following mechanisms at the Board meeting:

(a) Five out of the eight Directors (of which, one is Hong Kong CPA, one is Japan tax accountant and one is Japan lawyer) are independent non-executive Directors, which exceeds the requirement of the Listing Rules that at least one-third of the Board are independent non-executive Directors.

(b) All chairmen of the three Board committees are independent non-executive Directors. Also, all three members of the Audit Committee are independent non-executive Directors, and two of the three members of the Nomination Committee and the Remuneration Committee are independent non-executive Directors.

(c) The Nomination Committee will assess the independence of a candidate for a new independent non-executive Director's appointment and also the continued independence of existing independent non-executive Directors on an annual basis. All independent non-executive Directors confirm their compliance of independence requirements under Rule 3.13 of the Listing Rules at least once a year.

(d) All Independent non-executive Directors have access to information from the Company's company secretary and employees, as well as access to external independent professionals.

(e) The chairman of the Board meets at least once a year with the independent non-executive Directors without the presence of other Directors.

(f) No equity-based remuneration with performance-related elements will be granted to independent non-executive Directors.

DIRECTORS' RESPONSIBILITIES FOR THE ACCOUNTS

The Directors recognize the responsibility for preparing the consolidated financial statements of the Group. The Directors consider that the Group has adequate resources to continue in business for the foreseeable future and are not aware of material uncertainties that may cast significant doubt on the Company's ability to continue as a going concern.

A statement by the Company's auditors in respect of their reporting responsibilities on the financial statements is set out in the section headed "Independent Auditor's Report".

RISK MANAGEMENT, INTERNAL CONTROLS AND ANTI-MONEY LAUNDERING

The Board is responsible for making the risk management and internal control systems and monitoring their effectiveness.

In the "DYJH Fundamental Policy of Internal Control" (the "**Internal Control Policy**"), it is provided for that the executive officers of the Company are obligated to establish a basic framework of the risk management and internal control systems including the establishment of the Group Internal Control Committee and the Group Risk Management Committee. The Group Risk Management Committee, which is established based on the Internal Control Policy with those nominated by the executive officer and president acting as chairman and members thereof, puts the risk information together and analyzes them to take measures for the risk management.

The Group Risk Management Committee and the Group Internal Control Committee report their respective risk management and internal control activities to the Audit Committee regularly. The Board reviews the effectiveness of the risk management and internal control systems through the report by the Audit Committee once a year.

Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material misstatement or loss.

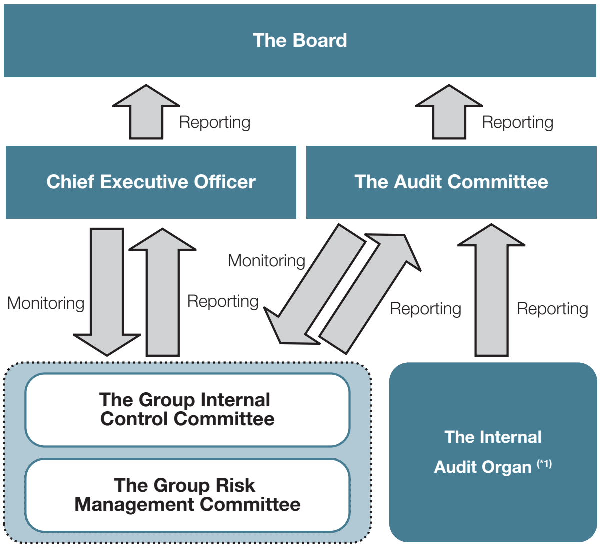
The Group regularly carries out internal audits and has in place the whistleblower system to avoid material internal control defects.

In addition, the Group lays down the procedures and internal controls for the handling and dissemination of inside information in "The Code of Conduct for Prevention of Insider Trading". Undisclosed information is integrated by the chief information controller and disclosed at a proper timing. The Group regularly educates all employees how to handle inside information.

The senior management has developed operational guidelines on anti-money laundering measures and evaluated the measures for effectiveness on a regular basis. These measures enable us to detect irregularities and unusual trends in the transactions that take place in the Group's pachinko halls which, if detected, are reported to the senior management for investigation and remediation. In addition, the hall staffs are educated to detect irregular customer activities, particularly those involving large amounts of cash.

The Company recognizes that the review of the effectiveness of the risk management and internal control systems has been conducted and working effectively and adequately for the Reporting Period.

Structure of risk management and internal control systems



Description of the system

The Board, through the Group Internal Control Committee, the Group Risk Management Committee and the Audit Committee, has reviewed the adequacy and effectiveness of the Group's risk management and internal control systems.

*1 The Company entrusts internal audits to the audit department of Dynam.

AUDITOR'S REMUNERATION

The Company's external auditor is PricewaterhouseCoopers Japan LLC. During the Reporting Period, the fees payable by the Group to the external auditor in respect of audit and non-audit services provided by them were as follows:

	¥ million	HK$ million[3]
Audit services[1]	111	5.8
Non-audit services[2]	6	0.3
Total fees	117	6.1

Notes:

(1) Audit services in connection with the audit of the financial statements of the Company and its subsidiaries for the Reporting Period.

(2) Non-audit services in connection with the international tax advisory.

(3) Translated into Hong Kong dollars at the rate of ¥19.22 to HK$1.00, the exchange rate prevailing on 31 March 2025.

SHAREHOLDERS' RIGHTS

Rights to demand that Directors call a Shareholders' meeting

The Shareholders continuously holding the Shares representing not less than 3% of the votes of all the Shareholders for six months may demand that the Directors convene a Shareholders' meeting, by illustrating the matters which shall be the purpose of the Shareholders' meeting (limited to matters on which the Shareholders may exercise their votes) and providing the reason for the calling of the Shareholders' meeting.

Right to put enquiries to the Board

The Shareholders have the right to put enquiries to the Board. All enquiries shall be sent in writing by post to the principal place of business of the Company in Hong Kong or the registered office in Japan, or through the Company's website (https://www.dyjh.co.jp/english/contact).

Rights to demand that Directors include a proposal in a convocation notice

Any Shareholder continuously holding not less than 1% of the votes of all the Shareholders or not less than 300 votes of all the Shareholders for six months may demand that the Directors, no later than eight weeks prior to the date of the Shareholders' meeting, notify the Shareholders of the summary of the proposals which the demanding Shareholder intend to submit with respect to the matters that are the purpose of the Shareholders' meeting and include a proposal in the convocation notice of the Shareholders' meeting.

COMMUNICATIONS WITH SHAREHOLDERS AND INVESTORS

The Company believes that effective communication with the Shareholders is essential for enhancing investors' understanding of the Group's business and performance. The Company endeavours to maintain an on-going dialogue with the Shareholders. To ensure that the Shareholders and potential investors are provided with ready, equal and timely access to balanced and understandable information about the Company, the Company has established several channels to communicate with the Shareholders as follows:

(i) corporate communications such as annual reports, interim reports, announcements, convocation notices, circulars and other information are available on the website of the Hong Kong Stock Exchange at www.hkexnews.hk and on the website of the Company at www.dyjh.co.jp.

(ii) the Company's constitution document and terms of reference of Board committees are also available for download at the website of the Hong Kong Stock Exchange's website and at Company's website.

(iii) AGM and extraordinary general meetings provide a forum for the Shareholders to make comments and exchange views with the Board. The chairman of the Board will attend, and endeavour to ensure the chairmen of various Board committees to attend, AGM and extraordinary general meetings to answer questions from the Shareholders.

(iv) In May and November of each year, the Company holds a financial results briefing in Hong Kong and Japan via a web conferencing system, where the management personally explain to Shareholders, investors, and others the Company's business and financial results for the relevant fiscal year/period, and respond to questions.

The Company keeps on promoting investor relations and enhancing communication with the existing Shareholders and potential investors. It welcomes suggestions from investors, stakeholders and the public. Enquiries to the Board or the Company may be sent through the following channels to the Company:

1. By mail: to the headquarters and principal place of business in Japan (address: Finance and Overseas Business Group at 2-25-1-702 Nishi-Nippori, Arakawa-ku, Tokyo 116-0013, Japan).

2. By online enquiries through our website at www.dyjh.co.jp/english/contact/index.html.

3. Questions concerning the Shares may be directed to Computershare Hong Kong Investor Services Limited, the Company's shareholder registrar (address: Shops 1712-1716,17/F Hopewell Centre,183 Queen's Road East, Wan Chai, Hong Kong).

The Company reviewed the implementation and effectiveness of the Shareholders' communication policy for the Reporting Period and considered it to be effective.

CHANGES IN CONSTITUTIONAL DOCUMENTS

During the Reporting Period, no amendments has been made to the Company's constitutional documents.

CHANGES TO INFORMATION IN RESPECT OF DIRECTORS

During the Reporting Period, save as disclosed herein, there were no changes to information required to be disclosed by the Directors pursuant to Rule 13.51B(1) of the Listing Rules.

JOINT COMPANY SECRETARIES

The Company engages Mr. LEUNG Chi Kit, a manager of the listing services department of TMF Hong Kong Limited (a global corporate services provider), as one of its joint company secretaries on 1 July 2022. The primary corporate contact person of the Company is Mr. Atsushi NEGISHI, the other joint company secretary appointed by the Company on 1 July 2021. The Company has complied with Rule 3.29 of the Listing Rules since Mr. LEUNG and Mr. NEGISHI have undertaken no less than 15 hours of relevant professional training during the Reporting Period.

DIVIDEND POLICY

According to the dividend policy the Company has in place, the Company intends to share its profits with the Shareholders in an aggregate amount per year of not less than 35% of the Company's annual consolidated net income. Declaration and payment of dividends by the Company is subject to compliance with applicable laws and regulations including the Companies Act and the Articles of Incorporation. The dividend policy will continue to be reviewed and updated from time to time by the Board.

Executive Director

Executive Director, Chairman of the Board, President and CEO
Mr. Akira HOSAKA (Age: 52)

Apr 1995	Joined Dynam
Mar 2008	Zone Manager of Niigata zone of Dynam
May 2016	Head of Corporate Management Department of Dynam
Jun 2017	Director of Dynam
Jun 2020	President and Representative Director of Dynam (present)
Jun 2020	Non-executive Director of the Company
Jun 2023	Executive Director, Chairman of the Board, President and CEO of the Company (present)

Mr. Akira HOSAKA graduated from Rikkyo University with a bachelor's degree in sociology in March 1995.

Non-executive Directors

Non-executive Director
Mr. Yoji SATO (Age: 79)

Jan 1970	Joined Sawa Shoji Co., Ltd. (now called Dynam)
Sep 1978	President and Representative Director of Sawa Shoji Co., Ltd.
Jun 2000	Chairman and Representative Director of Dynam
Apr 2003	President and Representative Director of Dynam Investment Co., Ltd. (now called Nihon Humap)
Mar 2007	Executive Director, President and CEO of DYNAM Holding s Co., Ltd.
Dec 2009	Chairman of One Asia Foundation (now called Eurasia Foundation (from Asia)) (present)
Sep 2011	Executive Director, Chairman of the Board, President and CEO of the Company
Jan 2013	Executive Director and CEO of Dynam Hong Kong
Jun 2013	Executive Director and Chairman of the Board of the Company
Jun 2015	Executive Director of Dynam Hong Kong (present)
Jun 2015	Executive Director of the Company
Jun 2016	Non-executive Director of the Company (present)

Mr. Yoji SATO graduated from Waseda University with a bachelor's degree in commerce in March 1968. He is the elder brother of Mr. Kohei SATO.

Non-executive Director
Mr. Kohei SATO (Age: 70)

Mar 1983	Joined Takeda Riken Industry Co., Ltd. (now called Advantest Corporation)
Jun 1985	Joined Kodak Co., Ltd.
Jun 1995	Joined Dynam
Jun 1998	Director of Dynam
Jun 2000	President and Representative Director of Dynam
Jan 2013	CEO of the Company
Jun 2013	President and CEO of the Company
Jun 2014	Executive Director, President and CEO of the Company
Jun 2015	Chairman of Dynam
Jun 2015	Executive Director and CEO of Dynam Hong Kong
Jun 2015	Executive Director, Chairman of the Board, President and CEO of the Company
Apr 2020	Non-executive Director of the Company (present)

Mr. Kohei SATO graduated from Tokyo University of Agriculture and Technology with a bachelor's degree in engineering in March 1980; he received a master's degree in mechanical engineering from Tennessee Technological University in August 1982. Mr. Kohei SATO is the younger brother of Mr. Yoji SATO.

Independent non-executive Directors

Independent non-executive Director
Mr. Mitsutoshi KATO (Age: 67)

Apr 1982	Joined The Bank of Tokyo Ltd. (now called MUFG Bank, Ltd.)
Apr 1988	Seconded to Kincheng-Tokyo Finance Company Limited
Mar 1990	Joined Banque Indosuez (now called Credit Agricole Corporate and Investment Bank)
Apr 1991	Vice President of Banque Indosuez, Tokyo Branch
Jan 2005	Statutory Auditor of ECO-MATERIAL CORPORATION
Dec 2006	Director and CFO of ECO-MATERIAL CORPORATION
Feb 2012	Representative Director and CFO of ECO-MATERIAL CORPORATION
Feb 2012	Independent Non-executive Director of the Company (present)

Mr. Mitsutoshi KATO graduated from the State University of New York at Stony Brook with a bachelor's degree in arts, major in political science in May 1980.

Independent non-executive Director
Mr. Kiyohito KANDA (Age: 60)

Oct 1991	Joined Yamaichi Securities Company, Limited
Dec 1993	Registered as Tax Accountant
Jul 1995	Established Kanda Kiyohito Tax Accountant Office (present)
May 1998	Instructor, Training Center of the Board of Audit of Japan (present)
Apr 2011	Part-time teacher, Faculty of Business Administration, Mejiro University
Jun 2017	Independent Non-executive Director of the Company (present)
Apr 2019	Teacher, Local Autonomy College (present)

Mr. Kiyohito KANDA graduated from Kanagawa University with a bachelor's degree in economics in March 1988. Graduated from the Tokyo CPA Accounting College in March 1989 after studying accounting and completed a period as a special research student at the same institution.

Independent non-executive Director
Ms. Mayumi ITO (Age: 63)

Apr 1985	Joined Thomson Japan K.K.
Aug 1987	Joined HERMES JAPON Co., Ltd.
Jan 2005	Joined Richemont Japan Limited
Feb 2011	Joined The Swatch Group (Japan) K.K.
Jul 2017	Joined SHIGETA K.K.
Aug 2020	Joined Premier Anti-Aging Co., Ltd.
Dec 2021	CEO of Epistémè LLC (present)
Jun 2023	Independent Non-executive Director of the Company (present)

Ms. Mayumi ITO graduated from Keio University with a bachelor's degree in arts in March 1985.

Independent non-executive Director
Mr. Thomas Chun Kee YIP (Age: 64)

May 1984	Joined Touche Ross & Co. Hong Kong
Jan 1986	Joined Price Waterhouse, Sydney Office
Dec 1988	Price Waterhouse, Hong Kong Office
Jul 1994	Senior Audit Manager of Price Waterhouse
Jan 2002	Joined CCIF CPA Limited
Oct 2003	Practising Director of CCIF CPA Limited
Mar 2008	Joined AIP Partners C.P.A. Limited, Practising Director (present)
Feb 2012	Independent Non-executive Director of the Company (present)

Mr. Thomas Chun Kee YIP graduated from the University of Sydney with a bachelor's degree in economics in April 1984. He is a fellow of the Hong Kong Institute of Certified Public Accountants and a member of the Chartered Accountants Australia and New Zealand. He is also a member of the Society of Chinese Accountants and Auditors, an Associate of the Taxation Institute of Hong Kong and a Certified Tax Adviser in Hong Kong.

Independent non-executive Director
Mr. Koji KATO (Age: 57)

Apr 1994	Registered as Attorney-at-Law; Joined Ishii Law Office
Apr 1997	Joined Okamura Law Office
Nov 2001	Passed the bar of the State of New York
May 2002	Joined Land of Lincoln Legal Foundation (State of Illinois)
Aug 2002	Joined Steptoe & Johnson LLP (Washington D.C.)
Apr 2004	Partner of Okamura Law Office (present)
Jun 2020	Independent Non-executive Director of the Company (present)

Mr. Koji KATO graduated from The University of Tokyo with a bachelor's degree in law in March 1992 and from the University of Illinois College of Law in May 2001.

Senior Management

Executive Director, Chairman of the Board, President and CEO
Mr. Akira HOSAKA (Age: 52)

The biography of Mr. Akira HOSAKA is provided on page 36 of this report.

Executive Officer
Mr. Seiji OBE (Age: 60)

Apr 1987	Joined Yamaichi Securities Company, Limited
Apr 1998	Joined Dynam
Sep 2005	Head of Finance Department of Dynam
Jun 2011	Head of Corporate Management Department and Head of Finance Department of Dynam
Apr 2015	Head of Planning and Coordination Group of the Company
Jun 2017	Executive Officer of the Company (present)
Jan 2019	Director of Dynam Aviation (present)
Apr 2020	Executive Director and CEO of Dynam Hong Kong (present)

Mr. Obe graduated from Meiji University with a bachelor's degree in business administration in March 1987.

Executive Officer
Mr. Kenichi HIGAKI (Age: 56)

Apr 1991	Joined All Nippon Airways World Co., Ltd.
Sep 2004	Joined Dynam
Dec 2011	Deputy Head of Risk Management Department of Dynam
Jul 2014	Head of Corporate Management Department of Dynam Business Support
Jun 2017	Head of Resort Development Group of the Company
Apr 2020	Head of Business Management Group of the Company
Jun 2023	Executive Officer of the Company (present)

Mr. Kenichi HIGAKI graduated from Sophia University with a bachelor's degree in arts in March 1991.

Executive Officer
Mr. Kimiharu SATO (Age: 50)

Apr 1998	Joined Dynam
Apr 2010	Zone Manager of Fukuoka Zone of Dynam
Jun 2013	Head of Sales Policy Department of Dynam
Jun 2016	Executive Officer of Dynam
Jun 2017	Director of Dynam
Nov 2017	Executive Officer of the Company (present)
Jun 2023	Managing Director of Dynam (present)

Mr. Sato graduated from Akita Keizaihoka University with a bachelor's degree in law in March 1997.

The Board is pleased to present this report together with the audited consolidated financial statements of the Group for the Reporting Period (the "**Financial Statements**").

PRINCIPAL ACTIVITIES

The Company is a pure holding company. The principal activities of its major subsidiaries are set out in note 44 to the Financial Statements. There were no significant changes in the nature of the Group's principal activities during the Reporting Period.

BUSINESS REVIEW AND PROSPECT

A review of the business of the Group during the Reporting Period, a discussion on the Group's growth strategy, and our corporate vision are provided in the "Chairman's Statement" and "Management Discussion & Analysis" of this annual report. An analysis of the Group's performance during the Reporting Period using key financial performance indicators including performance by hall types and breakdown of major account segments, and an explanation for the increase or decrease of each of the major account segments are provided in the "Financial & Operational Highlights" of this annual report. The above sections form part of this report of the directors.

RESULTS AND APPROPRIATIONS

The results of the Group for the Reporting Period are set out in the Financial Statements.

DECLARATION OF FINAL DIVIDEND

The Board proposed to declare a final dividend of ¥2.5 per ordinary Share for the Reporting Period on 26 May 2025, and the final dividend will be payable on 25 June 2025 to the Shareholders whose names appear on the Company's share register at close of business on 4 June 2025. Based on the assumption that 696,443,096 Shares shall be in issue as at 4 June 2025, it is expected that the final dividend payable will amount to approximately ¥1,741 million (equivalent to approximately HK$94 million). No Shareholder has waived or agreed to waive any dividends.

The exchange rate for the conversion of Japanese yen to Hong Kong dollar for the dividend distributed to Shareholders in Hong Kong dollar will be based on the average currency exchange rates prevailing five business days immediately before 26 May 2025.

FINANCIAL HIGHLIGHTS

A summary of the audited results and of the assets and liabilities of the Group for the last five reporting years is set out in "Financial & Operational Highlights" of this annual report.

PROPERTY, PLANT AND EQUIPMENT

Details of the movements in property, plant and equipment of the Group during the Reporting Period are set out in note 22 to the Financial Statements.

BORROWING

Particulars of borrowing of the Group as at 31 March 2025 are set out in note 34 to the Financial Statements.

SHARE CAPITAL

Details of movements in the share capital for the Reporting Period are set out in note 40 to the Financial Statements.

RESERVES

Details of movements in the reserves of the Company for the Reporting Period are set out in note 42 to the Financial Statements.

DISTRIBUTABLE RESERVES

The Company's reserves for distribution refer to retained profits and other capital surplus. In the opinion of the Directors, as at 31 March 2025, the Company had reserves available for distribution to its Shareholders of ¥21,760 million (2024: ¥20,345 million).

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the Reporting Period, neither the Company, nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including any sale of treasury shares (as defined under the Listing Rules)). The Company did not hold any treasury shares (as defined under the Listing Rules) as at 31 March 2025.

PUBLIC FLOAT

Rule 8.08(1)(a) of the Listing Rules requires at least 25% of an issuer's total issued share capital must at all times be held by the public. We have applied to the Hong Kong Stock Exchange to request the Hong Kong Stock Exchange to exercise, and the Hong Kong Stock Exchange has agreed to exercise, its discretion under Rule 8.08(1)(d) of the Listing Rules to accept a lower public float percentage of approximately 20.9% of our total issued share capital.

Based on the information publicly available to the Company and to the best of the Board's knowledge, as at the date of this report, the Company has maintained the percentage of public float as accepted by the Hong Kong Stock Exchange during the Reporting Period and at any time before the date of this report.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Articles of Incorporation or applicable laws of Japan where the Company was incorporated.

DIRECTORS

The Directors during the Reporting Period and up to the date of this report are as follows:

Executive Director

Akira HOSAKA re-appointed on 25 June 2024

Non-executive Directors

Yoji SATO re-appointed on 25 June 2024
Kohei SATO re-appointed on 25 June 2024
Makoto SAKAMOTO retired on 25 June 2024

Independent Non-executive Directors

Mitsutoshi KATO re-appointed on 25 June 2024
Thomas Chun Kee YIP re-appointed on 25 June 2024
Kiyohito KANDA re-appointed on 25 June 2024
Koji KATO re-appointed on 25 June 2024
Mayumi ITO re-appointed on 25 June 2024

DIRECTORS' BIOGRAPHIES

Directors' biographies are set out in the "Biographies of Directors and Senior Management" of this annual report.

DIRECTORS' SERVICE CONTRACTS

None of the Directors has entered into any unexpired service contract with the Company which shall not be terminated by the Company within one year without payment of compensation (other than statutory compensation).

INDEPENDENCE OF THE INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company regularly requests each independent non-executive Directors to inform the Company of any subsequent change of circumstances which may affect their independence, but during the Reporting Period and up to the date of this annual report, the Company has not been notified of any such circumstances by any independent non-executive Director. The Company has assessed the independence of all the independent non-executive Directors in accordance with the criteria set out in Rule 3.13 of the Listing Rules and the Company considers that each independent non-executive Director has been independent during the Reporting Period and has remained independent as of the date of this annual report.

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ITS ASSOCIATED CORPORATIONS

As at the end of the Reporting Period, the interests and short positions of the Directors and chief executive of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which should be notified to the Company and the Hong Kong Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO, or was required, pursuant to section 352 of the SFO, to be entered in the register referred to therein, or was required, pursuant to the Model Code to be notified to the Company and the Hong Kong Stock Exchange, are as follows:

(i) Interests in the Company

Name	Nature of Interest/Capacity	Number of Shares[1]	Approximate Percentage of Interests in the Company[2]
Mr. Yoji SATO	Interest of controlled corporations[3]	283,332,560	
	Interest of spouse[3]	760	
	Other[4]	110,239,040	
		393,572,360	56.51%
Mr. Kohei SATO	Beneficial owner[5]	51,639,680	
	Interest of spouse[5]	3,500,000	
	Other[4]	338,432,680	
		393,572,360	56.51%
Mr. Akira HOSAKA	Beneficial owner	78,121	0.01%

Notes:

(1) All interests stated are long positions.

(2) There were 696,443,096 Shares in issue as at the end of the Reporting Period.

(3) Out of the total 283,332,560 Shares, SAC, which is wholly-owned and controlled by Mr. Yoji SATO, is beneficially interested in 187,522,560 Shares. Rich-O is beneficially interested in remaining 95,810,000 Shares and is owned as to 79.45% by SAC, 4.82% by Mr. Yoji SATO and 15.73% by Eurasia Foundation (from Asia) Limited which is also wholly-owned by Mr. Yoji SATO. Therefore, each of SAC and Rich-O is directly or indirectly controlled by Mr. Yoji SATO and the interests in the Company held by SAC and Rich-O are deemed to be Mr. Yoji SATO's interests under the SFO. Mrs. Keiko SATO, his wife, is beneficially interested in 760 Shares, and such interests are deemed to be Mr. Yoji SATO's interests under the SFO.

(4) Each of Mrs. Keiko SATO (wife of Mr. Yoji SATO), Mr. Masahiro SATO (brother of Mr. Yoji SATO), Mr. Shigehiro SATO (brother of Mr. Yoji SATO), and Mr. Kohei SATO (brother of Mr. Yoji SATO) (collectively, the "**Sato Family Members**") is a party acting in concert with Mr. Yoji SATO, SAC and Rich-O and each other to obtain or consolidate the holding of 30% or more of the Company, and is therefore deemed to be interested in the Shares in which Mr. Yoji SATO or any other Sato Family Member is interested, and Mr. Yoji SATO is deemed to be interested in the Shares in which any Sato Family Member is interested.

(5) Mr. Kohei SATO, one of the Sato Family Members, was re-appointed as a non-executive Director on 25 June 2024. He is beneficially interested in 51,639,680 Shares. Mrs. Shizuka SATO, his wife, is beneficially interested in 3,500,000 Shares, and such interests are deemed to be Mr. Kohei SATO's interests under the SFO.

(ii) Interests in the associated corporation

None of the Directors or chief executive of the Company has any interests or short positions in the shares, underlying shares or debentures of any associated corporation of the Company.

Save as disclosed above, to the best knowledge of the Directors, as at the end of the Reporting Period, none of the Directors or chief executive of the Company had or was deemed to have any interests or short positions in the shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) that was required, pursuant to the Section 352 of the SFO, to be recorded in the register of the Company or as otherwise notified to the Company and the Hong Kong Stock Exchange pursuant to the Model Code.

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

As at the end of the Reporting Period, to the best knowledge of the Directors, the following persons (not being a Director or chief executive of the Company) had interests or short positions in the Shares or underlying Shares as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO:

Name	Nature of Interest/Capacity	Number of Shares[1]	Approximate Percentage of Interests in the Company[2]
SAC	Beneficial owner[3]	187,522,560	
	Interest of controlled corporation[3]	95,810,000	
		283,332,560	40.68%
Rich-O	Beneficial owner[3]	95,810,000	13.76%
Eurasia Foundation (from Asia)	Beneficial owner	80,000,000	11.49%
Mrs. Keiko SATO	Beneficial owner	760	
	Interest of spouse[4]	283,332,560	
	Other[5]	110,239,040	
		393,572,360	56.51%
Mr. Masahiro SATO	Beneficial owner	19,579,576	
	Interest of controlled corporation[6]	14,580,104	
	Other[5]	359,412,680	
		393,572,360	56.51%
Mr. Shigehiro SATO	Beneficial owner	20,939,680	
	Other[5]	372,632,680	
		393,572,360	56.51%
Mrs. Shizuka SATO	Beneficial owner	3,500,000	
	Interest of spouse[7]	51,639,680	
		55,139,680	7.92%

Notes:

(1) All interests stated are long positions.

(2) There were 696,443,096 Shares in issue as at the end of the Reporting Period.

(3) See Note (3) on page 42 of this annual report.

(4) Mr. Yoji SATO is Mrs. Keiko SATO's husband and therefore, pursuant to the SFO, she is deemed to be interested in the Shares held by him.

(5) See Note (4) on page 42 of this annual report.

(6) LAPULE, Ltd., which is wholly-owned and controlled by Mr. Masahiro SATO, is beneficially interested in 14,580,104 Shares and such interests are deemed to be Mr. Masahiro SATO's interests under the SFO.

(7) Mr. Kohei SATO is Mrs. Shizuka SATO's husband and therefore, pursuant to the SFO, she is deemed to be interested in the Shares held by him.

Save as disclosed above, as at the end of the Reporting Period, the Directors were not aware of any persons (who were not Directors or chief executive of the Company) who had interests or short positions in the Shares or underlying Shares which were required, pursuant to section 336 of the SFO, to be recorded in the register referred to therein.

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

During the Reporting Period, the Company or any of its subsidiaries was not a party to any arrangement which would enable the Directors to acquire benefits by means of acquisition of Shares in, or debentures of, the Company or any other body corporate. None of the Directors or any of their spouses or children under the age of 18 was granted any right to subscribe for the shares or debentures of the Company or any other corporate body or had exercised any such right.

EQUITY-LINKED AGREEMENTS

No equity-linked agreements that will or may result in the Company issuing Shares were entered into by the Company or any of its subsidiaries during the Reporting Period or subsisted as at the end of the Reporting Period.

CONNECTED TRANSACTIONS

The related party transactions of the Company for the Reporting Period are set out in note 53 to the Financial Statements. Other than disclosed below, the related party transactions of the Company did not constitute non-exempt connected transactions under Chapter 14A of the Listing Rules.

Continuing Connected Transactions

On 30 June 2023, Dynam Aviation (a wholly-owned subsidiary of the Company) entered into a master services agreement (the "**Master Services Agreement**") with SAIL in respect of (1) aircraft lease management services, (2) lease management and technical services, (3) remarketing services, (4) repossession and non-scheduled events services and (5) deal advisory services to be provided by Dynam Aviation to SAIL from time to time during the term of the Master Services Agreement. The term of the Master Services Agreement is three years starting from 30 June 2023 and automatically renewed thereafter.

Dynam Aviation is a wholly-owned subsidiary of SAC (a controlling Shareholder), which is wholly-owned by Mr. Yoji SATO (non-executive Director and a controlling Shareholder). Hence, Dynam Aviation is an associate of a connected person pursuant to Rule 14A.12(1)(c) and Rule 14A.13(1) of the Listing Rules. As such, the transactions contemplated under the Master Services Agreement constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

The annual caps set for the 4 financial years ended or ending 31 March 2024, 2025, 2026 and 2027 are US$ 2,500 thousand, US$ 2,700 thousand, US$ 2,900 thousand and US$1,112 thousand respectively. As the highest applicable percentage ratio is more than 0.1% and less than 5%, the continuing connected transactions contemplated under the Master Services Agreement and the annual caps are subject to the reporting, announcement and annual review requirements but are exempt from the independent shareholders' approval requirements under Chapter 14A of the Listing Rules.

The aggregate annual value received or receivable by the Group for the transactions under the Master Services Agreement during the Reporting Period was US$672 thousand, which did not exceed the annual cap of US$2,700 thousand.

For details, please refer to the announcement and supplemental announcement of the Company dated 3 July 2023 and dated 6 July 2023 respectively.

ANNUAL REVIEW OF CONTINUING CONNECTED TRANSACTIONS

Pursuant to Rule 14A.55 of the Listing Rules, the independent non-executive Directors have reviewed the continuing connected transactions mentioned above and confirmed that they had been entered into (a) in the ordinary and usual course of business of the Group; (b) on normal commercial terms or better; and (c) in accordance with the Master Services Agreement on terms that are fair and reasonable and in the interests of the Shareholders as a whole.

The auditor of the Company has confirmed that nothing has come to their attention that causes them to believe that the continuing connected transactions mentioned above (a) have not received the approval of the Board; (b) were not, in all material respects, in accordance with the pricing policies of the Group; (c) were not entered into, in all material respects, in accordance with the relevant agreements; and (d) have exceeded the annual cap mentioned above.

The Company's auditor was engaged to report on the Group's continuing connected transactions, and the auditor has issued their unqualified letter containing the auditor's findings and conclusions in respect of the continuing connected transactions disclosed above in accordance with Rule 14A.56 of the Listing Rules.

INTERESTS OF DIRECTORS IN A COMPETING BUSINESS

During the Reporting Period, none of the Directors was considered to have interests in a business which competes or is likely to compete, either directly or indirectly, with the business of the Group.

NON-COMPETITION UNDERTAKINGS BY CONTROLLING SHAREHOLDERS

Each of Mr. Yoji SATO, Mr. Kohei SATO, Mrs. Keiko SATO, Mr. Masahiro SATO, Mr. Shigehiro SATO, Rich-O and SAC, each controlling Shareholder (as defined in the Listing Rules), has confirmed to the Company that he/she/it has complied with the terms of the deed of non-competition dated as of 18 July 2012 (as amended by the supplemental deed to deed of non-competition dated as of 26 September 2018 and the 2nd Supplemental Deed dated as of 29 April 2020) (the "**Deed of Non-competition**") during the Reporting Period. The independent non-executive Directors have also reviewed the compliance with the Deed of Non-competition and are of the view that the said controlling Shareholders had not breached the terms of the Deed of Non-competition during the Reporting Period.

For details of the original deed of non-competition, please refer to the section headed "Relationship with our Controlling Shareholders" of the prospectus of the Company dated 24 July 2012; for details of the supplement thereto, please refer to the announcement and circular of the Company dated 26 September 2018 and 28 November 2018 respectively; and for details of the 2nd Supplemental Deed, the announcement of the Company dated 29 April 2020 and the circular of the Company dated 2 June 2020.

DIRECTOR'S MATERIAL INTERESTS IN TRANSACTIONS, ARRANGEMENT AND CONTRACTS

On 29 April 2020, the Group entered into with SAC Aircraft Leasing Members, the new cooperation framework agreement (the "**New Cooperation Framework Agreement**"). Pursuant to the New Cooperation Framework Agreement, the Group and the SAC Aircraft Leasing Members agreed to cooperate with each other in respect of wider business opportunities for the Aircraft Leasing Business. For details, please refer to the announcement of the Company dated 29 April 2020 and the circular of the Company dated 2 June 2020.

Save for the New Cooperation Framework Agreement, the Master Services Agreement and the connected transactions mentioned above, no transactions, arrangements and contracts of significance in relation to the Group's business to which any of the Group was a party and in which a Director or an entity connected with a Director had a material interest, whether directly or indirectly, subsisted at any time during the Reporting Period or as at the end of the Reporting Period.

CONTROLLING SHAREHOLDERS' INTEREST

Save for the New Cooperation Framework Agreement and the Master Services Agreement, no contracts of significance between the Company or any of its subsidiaries and a controlling Shareholder or any of its subsidiaries or any contracts of any significance for the provision of services to the Company or any of its subsidiaries by a controlling Shareholder or any of its subsidiaries subsisted at any time during the Reporting Period or as at the end of the Reporting Period.

REMUNERATION POLICY

The Group's remuneration policy is to compensate our employees based on their performance and qualifications and our results of operations.

The emoluments of the Directors and senior management are determined by the Remuneration Committee with reference to our results of operations and the roles, responsibilities and achievements of each of the Directors and senior management and so on, after taking into consideration the payment level of private companies in the same industry, etc.

Details of the remuneration of the Directors and the Group's five highest-paid individuals are set out in notes 52 and 19 to the Financial Statements respectively.

PENSION SCHEME

Particulars of the Group's pension schemes are set out in note 7 to the Financial Statements.

PERMITTED INDEMNITY

The Articles of Incorporation provide that the Company may indemnify and hold each Director harmless against any loss or damage arising from his/her failure to perform the duties of his/her office to the extent as permitted by the Companies Act. In addition, the Company has arranged appropriate liability insurance coverage for Directors and executive officers against damage suits.

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the Reporting Period.

DONATIONS

During the Reporting Period, the Group made donations of approximately ¥60 million.

MAJOR CUSTOMERS AND SUPPLIERS

Pachinko hall operation business

(1) Major Customers

The nature of the Group's pachinko hall activities are such that the percentage of gross pay-ins attributable to the Group's five largest customers is significantly less than 30% of the total and the Directors do not consider any one customer to be influential to the Group.

(2) Major Suppliers

Purchases of the Group attributable to its major suppliers respectively during the Reporting Period were as follows:

The largest supplier:	
G-prize supplier	52.9%
General prize supplier	59.0%
Pachinko and pachislot machine supplier	8.0%

Top five suppliers:	
G-prize supplier	96.5%
General prize supplier	93.4%
Pachinko and pachislot machine supplier	31.8%

To the best knowledge of the Directors, none of the Directors, their associates or any Shareholder holding more than 5% of the issued share capital of the Company, has any interest in any of the Group's five largest suppliers as disclosed above.

Aircraft Leasing Business

(1) Major Customers

The Group's revenue from the Aircraft Leasing Business attributable to its major customers during the Reporting Period were as follows:

The largest customer:	48.9%
Top five customers:	97.4%

One of the top five customers of the Group mentioned above is wholly-owned by SAC, which owns more than 5% of the issued Shares, and SAC is wholly-owned by Mr. Yoji SATO, a non-executive Director. Except for these, to the best knowledge of the Directors, none of the Directors, their associates or any Shareholder holding more than 5% of the issued share capital of the Company, has any interest in any of the Group's five largest customers as disclosed above.

(2) Major Suppliers

During the Reporting Period, the Group did not purchase any aircraft.

COMPLIANCE WITH THE CODE

In the opinion of the Directors, the Company has complied with the Code throughout the Reporting Period, save for certain derivations. The corporate governance report is set out on pages 26 to 35 of this annual report.

COMPLIANCE WITH THE MODEL CODE FOR SECURITIES TRANSACTIONS AND THE "RULES ON PREVENTION OF INSIDER DEALINGS"

The Company has adopted the Model Code and the "Rules on Prevention of Insider Dealings" as its code of conduct regarding Directors' securities transactions. Specific enquiries have been made to all Directors, and the Directors have confirmed that they have complied with all relevant requirements as set out in the Model Code and the "Rules on Prevention of Insider Dealings" during the Reporting Period. The details are set out in the corporate governance report of this annual report.

AUDITOR

The Financial Statements have been prepared in accordance with the international financial reporting standards and audited by PricewaterhouseCoopers Japan LLC, who shall retire at the forthcoming AGM and, being eligible, offer themselves for re-appointment.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING

The ESG Report for the Reporting Period will be published separately at the same time as this annual report.

By order of the Board
Akira HOSAKA
Chairman of the Board

Japan, 26 May 2025

TO THE SHAREHOLDERS OF
DYNAM JAPAN HOLDINGS Co., Ltd.
(incorporated in Japan with limited liability)

OPINION

What we have audited

The consolidated financial statements of DYNAM JAPAN HOLDINGS Co., Ltd. (the "Company") and its subsidiaries (the "Group"), which are set out on pages 052 to 142, comprise:

- the consolidated statement of financial position as at 31 March 2025;
- the consolidated statement of profit or loss for the year then ended;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Our opinion

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 March 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

PricewaterhouseCoopers Japan LLC
Otemachi Park Building 1-1-1 Otemachi, Chiyoda-ku, Tokyo 100-0004, Japan
Tel: +81 (3) 6212 6800, Fax: +81 (3) 6212 6801, www.pwc.com/jp/assurance

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters identified in our audit are summarized as follows:

Key Audit Matter	How our audit addressed the Key Audit Matter
Impairment assessment of Property, plant and equipment, Right-of-use assets and Goodwill of pachinko business	
Refer to note 22. PROPERTY, PLANT AND EQUIPMENT, note 23. LEASES and note 25. INTANGIBLE ASSETS to the consolidated financial statements. The Group has reported significant net book value of property, plant and equipment, right-of-use assets and goodwill balances of ¥178,232 million, ¥85,143 million and ¥4,846 million, respectively, as at 31 March 2025. Most of the property, plant and equipment, right-of-use assets and goodwill relates to the Group's pachinko business. Based on the management's impairment assessments, the impairment losses of ¥679 million for the property, plant and equipment, ¥968 million for the right-of-use assets and ¥200 million for goodwill were recognized in pachinko business for the year ended 31 March 2025. For the pachinko business, the Group considered an individual pachinko hall as a cash-generating unit ("CGU") based on business activities. The Group reviewed carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered impairment losses. Then the Company determines the recoverable amount of the CGU in which impairment is indicated based on its value-in-use. The value in use is determined based on the cash flow projections from the most recent financial budgets approved by management and its extrapolation beyond the period covered by the budgets using the estimated revenue growth rates. The Group calculates revenue growth rates and discount rates that are estimated to be 0% and 3.6%. The key assumptions are budgeted revenue from pachinko business and pachinko business expenses which are approved by management, revenue growth rates beyond the period covered by the budget and discount rates. We identified this matter as the key audit matter in our audit given that the net book value of property, plant and equipment, right-of-use assets and goodwill balances are material, and the aforementioned key assumptions for the value in use calculations are highly subjective and involve management judgement.	As part of our audit, we performed the following procedures related to the management's impairment assessment: • Evaluated the design and operating effectiveness of the relevant internal controls which were implemented by management in order to ensure the appropriateness of management's valuation methodology and impairment test; • Assessed the management's evaluation as to whether impairment loss is indicated for individual pachinko halls taking into consideration the past performance of the pachinko hall; • Agreed the key assumption of budgeted revenue from pachinko business and pachinko business expenses to supporting evidence, such as the approved budgets upon which forecasts were based; • Assessed the reasonableness of the budgeted revenue from pachinko business and pachinko business expenses which are approved by management by evaluating the effectiveness of planned management strategies based on analysis of the past performance and inquiry with management; • Evaluated the reasonableness of the revenue growth rate based on consideration of the business environment and assessment of the relevance and reliability of the relevant external data used by the Company; • Examined the consistency of the market data used in determining the discount rate with the data from independent external pricing vendors; • Tested mathematical accuracy of the calculation of value in use derived from each future cash flows; • Tested the calculation of the impairment loss by comparing the carrying amount of the CGU with the recoverable amounts, and verified the amount of loss was recognized for the year ended 31 March 2025; and • Evaluated the appropriateness of the related disclosures.

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises all of the information included in the annual report other than the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF DIRECTORS AND THE AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The Audit Committee is responsible for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We report our opinion solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Tatsuya Chiba.

PricewaterhouseCoopers Japan LLC
Certified Public Accountants

Japan, 26 May 2025

Consolidated Statement of Profit or Loss

FOR THE YEAR ENDED 31 MARCH 2025

	Note	**2025** **¥ million**	2024 ¥ million
Revenue	9,10(a)(b)	**126,076**	130,363
Revenue from pachinko business	9,10(a)(b)	**118,969**	124,480
Revenue from aircraft leasing business	9,10(a)(b)	**7,107**	5,883
Pachinko business expenses	11	**(114,277)**	(118,673)
Aircraft leasing expenses	12	**(4,191)**	(3,250)
General and administrative expenses	13	**(3,942)**	(4,176)
Other income	15(a)	**10,212**	7,561
Other operating expenses	15(b)	**(2,906)**	(2,842)
Operating profit		**10,972**	8,983
Finance income	16	**418**	807
Finance expenses	17	**(5,323)**	(4,355)
Profit before income taxes		**6,067**	5,435
Income taxes	18	**(2,048)**	(2,050)
Net profit for the year		**4,019**	3,385
Attributable to:			
Owners of the Company		**4,009**	3,384
Non-controlling interests		**10**	1
		4,019	3,385
Earnings per share			
Basic (¥)	21	**5.8**	4.8
Diluted (¥)		**5.8**	4.8

The notes on pages 59 to 142 are an integral part of these consolidated financial statements.

Consolidated Statement of Comprehensive Income

FOR THE YEAR ENDED 31 MARCH 2025

	Note	**2025** **¥ million**	2024 ¥ million
Net profit for the year		**4,019**	3,385
Other comprehensive income:			
Items that will not be reclassified to profit or loss:			
Revaluation surplus for properties		**43**	34
— Income tax effect arising from revaluation surplus for properties		**(26)**	–
Changes in fair value of financial assets measured at fair value through other comprehensive income		**200**	(720)
— Income tax effect of changes in fair value of financial assets measured at fair value through other comprehensive income		**(103)**	(112)
		114	(798)
Items that may be subsequently reclassified to profit or loss:			
Exchange differences on translating foreign operations		**(601)**	5,448
Cash flow hedge		**(233)**	65
— Income tax effect of changes in cash flow hedge		**31**	(18)
		(803)	5,495
Other comprehensive income for the year, net of tax	43	**(689)**	4,697
Total comprehensive income for the year		**3,330**	8,082
Attributable to:			
Owners of the Company		**3,320**	8,081
Non-controlling interests		**10**	1
		3,330	8,082

The notes on pages 59 to 142 are an integral part of these consolidated financial statements.

Consolidated Statement of Financial Position

AT 31 MARCH 2025

	Note	**2025** **¥ million**	2024 ¥ million
Non-current assets			
Property, plant and equipment	22	**178,232**	183,361
Right-of-use assets	23(b)	**85,143**	84,129
Investment properties	24	**4,709**	4,971
Intangible assets	25	**7,102**	7,001
Financial assets measured at fair value through other comprehensive income	26	**1,979**	1,823
Lease receivables	27	**7,384**	6,544
Deferred tax assets	37	**10,089**	10,443
Other non-current assets	28	**6,706**	6,795
		301,344	305,067
Current assets			
Inventories	29	**3,538**	2,787
Trade receivables	48(b)	**446**	457
Lease receivables	27	**2,813**	1,863
Prizes in operation of pachinko halls	30	**3,369**	2,878
Income taxes receivables		**15**	409
Other current assets	31	**1,837**	2,475
Cash and cash equivalents	32	**36,024**	50,109
		48,042	60,978
TOTAL ASSETS		**349,386**	366,045
Current liabilities			
Trade and other payables	33	**11,162**	14,904
Borrowings	34, 35	**18,425**	21,083
Lease liabilities	23(f), 35	**10,115**	10,572
Provisions	38	**1,513**	1,523
Income taxes payables		**1,048**	1,480
Other current liabilities	36	**9,698**	10,749
		51,961	60,311
Net current (liabilities)/assets		**(3,919)**	667
Total assets less current liabilities		**297,425**	305,734

Consolidated Statement of Financial Position (Continued)

AT 31 MARCH 2025

	Note	2025 ¥ million	2024 ¥ million
Non-current liabilities			
Deferred tax liabilities	37	**254**	197
Borrowings	34, 35	**68,649**	79,241
Lease liabilities	23(f), 35	**89,529**	87,436
Other non-current liabilities	39	**1,724**	1,555
Provisions	38	**5,933**	5,817
		166,089	174,246
NET ASSETS		**131,336**	131,488
Capital and reserves			
Share capital	40	**15,000**	15,000
Capital reserve	42(c)	**5,583**	5,776
Treasury shares	40	**–**	(193)
Retained earnings	42(d)	**107,343**	106,816
Other components of equity		**3,397**	4,086
Equity attributable to owners of the Company		**131,323**	131,485
Non-controlling interests		**13**	3
TOTAL EQUITY		**131,336**	131,488

The notes on pages 59 to 142 are an integral part of these consolidated financial statements.

Approved by the Board of Directors on 26 May 2025.

Akira HOSAKA
Director

Kiyohito KANDA
Director

Consolidated Statement of Changes in Equity

FOR THE YEAR ENDED 31 MARCH 2025

		Attributable to equity holders of the Company											
						Other component of equity							
	(Note)	Share capital ¥ million	Capital reserve ¥ million	Treasury shares ¥ million	Retained earnings ¥ million	Revaluation surplus for properties ¥ million	Fair value of financial assets at FVTOCI ¥ million	Foreign currency translation reserve ¥ million	Cash flow hedge ¥ million	Total ¥ million	Total ¥ million	Non-controlling interests ¥ million	Total equity ¥ million
At 1 April 2023		15,000	7,129	(70)	106,977	113	(5,180)	5,500	(1,044)	(611)	128,425	2	128,427
Net profit for the year		–	–	–	3,384	–	–	–	–	–	3,384	1	3,385
Other comprehensive income for the year	43	–	–	–	–	34	(832)	5,448	47	4,697	4,697	0	4,697
Total comprehensive income for the year		–	–	–	3,384	34	(832)	5,448	47	4,697	8,081	1	8,082
Purchase of treasury shares	40	–	–	(1,476)	–	–	–	–	–	–	(1,476)	–	(1,476)
Cancellation of treasury shares	40	–	(1,353)	1,353	–	–	–	–	–	–	–	–	–
2024 dividend	20	–	–	–	(3,545)	–	–	–	–	–	(3,545)	–	(3,545)
Total changes in equity for the year		–	(1,353)	(123)	(161)	34	(832)	5,448	47	4,697	3,060	1	3,061
At 31 March 2024		15,000	5,776	(193)	106,816	147	(6,012)	10,948	(997)	4,086	131,485	3	131,488
At 1 April 2024		**15,000**	**5,776**	**(193)**	**106,816**	**147**	**(6,012)**	**10,948**	**(997)**	**4,086**	**131,485**	**3**	**131,488**
Net profit for the year		**–**	**–**	**–**	**4,009**	**–**	**–**	**–**	**–**	**–**	**4,009**	**10**	**4,019**
Other comprehensive income for the year	43	**–**	**–**	**–**	**–**	**17**	**97**	**(601)**	**(202)**	**(689)**	**(689)**	**(0)**	**(689)**
Total comprehensive income for the year		**–**	**–**	**–**	**4,009**	**17**	**97**	**(601)**	**(202)**	**(689)**	**3,320**	**10**	**3,330**
Purchase of treasury shares	40	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Cancellation of treasury shares	40	**–**	**(193)**	**193**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
2025 dividend	20	**–**	**–**	**–**	**(3,482)**	**–**	**–**	**–**	**–**	**–**	**(3,482)**	**–**	**(3,482)**
Total changes in equity for the year		**–**	**(193)**	**193**	**527**	**17**	**97**	**(601)**	**(202)**	**(689)**	**(162)**	**10**	**(152)**
At 31 March 2025		**15,000**	**5,583**	**–**	**107,343**	**164**	**(5,915)**	**10,347**	**(1,199)**	**3,397**	**131,323**	**13**	**131,336**

Consolidated Statement of Cash Flows

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 ¥ million	2024 ¥ million
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before income tax		**6,067**	5,435
Adjustments for:			
Finance expenses		**5,323**	4,355
Finance income		**(418)**	(807)
Depreciation of property, plant and equipment		**45,439**	46,083
Depreciation of right-of-use assets		**8,918**	9,124
Amortisation of intangible assets		**624**	381
(Gain)/loss on sales and disposals of property, plant and equipment		**(1,534)**	994
Loss/(gain) on sales and disposals of investment properties		**1**	(235)
Impairment loss on property, plant and equipment		**679**	327
Impairment loss on intangible assets		**212**	–
Impairment loss on right-of-use assets		**968**	8
Fair value loss/(gain) from investment properties		**343**	(103)
Others		**(341)**	(290)
Operating profit before working capital changes:		**66,281**	65,272
(Increase)/decrease in prizes in operation of pachinko halls		**(491)**	18
Increase in inventories		**(908)**	(836)
Decrease/(increase) in trade receivables		**10**	(43)
(Increase)/decrease in other non-current assets		**(267)**	37
Decrease in other current assets		**589**	188
(Increase)/decrease in finance lease receivables		**(1,189)**	460
(Decrease)/increase in trade and other payables		**(3,739)**	3,411
(Decrease)/increase in other current liabilities		**(1,079)**	903
(Decrease)/increase in other non-current liabilities		**(53)**	291
Decrease in current provisions		**(10)**	(17)
Cash generated from operations		**59,144**	69,684
Income taxes paid		**(1,768)**	(469)
Finance expenses paid		**(4,651)**	(4,338)
Net cash generated from operating activities		**52,725**	64,877

Consolidated Statement of Cash Flows (Continued)

FOR THE YEAR ENDED 31 MARCH 2025

	Note	2025 ¥ million	2024 ¥ million
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		**(42,628)**	(78,084)
Proceeds from sales of property, plant and equipment		**2,416**	660
Purchase of investment properties		**(51)**	(721)
Proceeds from sales of investment properties		**5**	611
Purchase of intangible assets		**(965)**	(1,394)
Proceeds from sales of financial assets measured at fair value through other comprehensive income		**0**	17
Payments for business combinations		**–**	(5,207)
Payments for asset retirement obligations		**(40)**	(50)
Payment of rental deposits		**(42)**	(90)
Proceeds from refund of rental deposits		**221**	212
Finance income received		**375**	418
Net cash used in investing activities		**(40,709)**	(83,628)
CASH FLOWS FROM FINANCING ACTIVITIES			
Bank loans raised	35	**12,742**	47,233
Repayment of bank loans	35	**(25,746)**	(23,496)
Repayment of leases liabilities	35	**(9,633)**	(9,990)
Purchase of treasury shares	40	**–**	(1,476)
Dividends paid	20	**(3,482)**	(3,545)
Net cash (used in)/generated from financing activities		**(26,119)**	8,726
Effects of exchange rate changes on cash and cash equivalents		**18**	529
NET DECREASE IN CASH AND CASH EQUIVALENTS		**(14,085)**	(9,496)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		**50,109**	59,605
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	32	**36,024**	50,109
ANALYSIS OF CASH AND CASH EQUIVALENTS			
Cash and cash equivalents		**36,024**	50,109

The notes on pages 59 to 142 are an integral part of these consolidated financial statements.

FOR THE YEAR ENDED 31 MARCH 2025

1. GENERAL INFORMATION

DYNAM JAPAN HOLDINGS Co., Ltd. (the "Company") was incorporated in Japan under the Companies Act on 20 September 2011. The address of its registered office and principal place of business in Japan are 2-25-1-702 Nishi-Nippori, Arakawa-ku, Tokyo 116-0013, Japan and the principal place of business in Hong Kong is Unit 1, 32nd Floor, Hong Kong Plaza, 188 Connaught Road West, Hong Kong. The Company's shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the "Stock Exchange") since 6 August 2012.

The consolidated financial statements of the Company as at 31 March 2025 consist of the Company and its subsidiaries (the "Group"). The Group has identified and disclosed two reportable segments, namely 'Pachinko business' and 'Aircraft leasing business'.

The consolidated financial information was approved and authorised for issuance by the Board of Directors on 26 May 2025.

In the opinion of the directors of the Company, as at 31 March 2025, Mr. Yoji Sato and Sato Family Members are the ultimate controlling parties of the Company.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

These financial statements have been prepared in accordance with all applicable International Financial Reporting Standards ("IFRSs") and the applicable disclosures required by the Rules Governing the Listing of Securities on the Stock Exchange and by the Hong Kong Companies Ordinance.

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of financial assets measured at fair value through other comprehensive income, investment properties which are carried at their fair value and derivative financial instruments which are carried at their fair values.

3. FUNCTIONAL AND PRESENTATION CURRENCY

The consolidated financial statements are presented in Japanese Yen, which is the functional currency of the Company and rounded to the nearest million yen, unless otherwise stated.

4. USE OF ESTIMATES AND JUDGEMENTS

In the preparation of the Group's consolidated financial statements, management is required to make estimates, judgments and assumptions about the reporting amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and future periods, if the revision affects both current and future periods.

5. ADOPTION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS

The following new amendments to existing standards have been issued and effective for annual periods beginning on 1 April 2024 with no material impact on the Group's results of operations and financial positions:

— IAS 1 (Amendment), "Presentation of Financial Statements"

— IAS 7 (Amendment), "Statement of Cash Flows"

— IFRS 7 (Amendment), "Financial instruments: Disclosures"

— IFRS 16 (Amendment), "Leases"

— IAS 12 (Amendment), "Income taxes"

The amendment to IAS 12 clarified that IAS 12 is applicable to the income taxes arising from the tax legislation enacted or substantively enacted for the introduction of the GloBE (Global Anti-Base Erosion) Rules as the second pillar of BEPS (Base Erosion and Profit Shifting) by OECD (Organisation for Economic Co-operation and Development). However, a temporary exception is provided which requires companies to not recognise or disclose information about deferred tax assets and deferred tax liabilities related to income taxes that arise from the GloBE Rules. The Group has retroactively applied the exception provided by IAS 12. Therefore, the Group has not recognised or disclosed information about deferred tax assets and deferred tax liabilities related to income taxes that arise from the GloBE Rules.

6. NEW STANDARDS, AMENDMENTS TO EXISTING STANDARDS AND INTERPRETATIONS THAT ARE PUBLISHED BUT HAVE NOT YET BEEN ADOPTED BY THE GROUP

The new standards, amendments to existing standards and interpretations have been published before the approval date of the consolidated financial statements, but the Group has not early adopted are as follows. The impact to the consolidated financial statements through adoption is still under investigation and it is difficult to estimate at this moment.

IFRS		Mandatory for fiscal year beginning on or after	Adopted by the group from fiscal year ending	Summary of new standards and amendments
IAS 21 (Amendment)	The Effects of Changes in Foreign Exchange Rates	1 January 2025	31 March 2026	Requirement to specify when a currency is exchangeable into another currency and when it is not, specify how an entity determines the exchange rate to apply when a currency is not exchangeable, and requires the disclosure of additional information when a currency is not exchangeable.
IFRS 9 (Amendment) IFRS 7 (Amendment)	Financial instruments Financial instruments: disclosure	1 January 2026	31 March 2027	Clarification for financial instruments containing factors in correlation with ESG and date of cancellation regarding settlements of financial instruments made through electric remittance systems
Amendments to IFRSs	Annual improvements to IFRS Accounting Standards — Volume 11	1 January 2026	31 March 2027	Clarification and so forth for the purpose of improvements with regard to IFRS7 Financial instruments: Disclosure, IFRS9 Financial instruments, IAS7 Statement of Cash flows, etc.
IFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027	31 March 2028	Redefining financial performance reporting
IFRS 10 (Amendment)	Consolidated Financial Statements	To be determined	To be determined	Sales or Contribution of Assets between an Investor and its Associate or Joint Venture
IAS 28 (Amendment)	Investments in Associates and Joint Ventures	To be determined	To be determined	Sales or Contribution of Assets between an Investor and its Associate or Joint Venture

7. MATERIAL ACCOUNTING POLICIES

The preparation of financial statements in conformity with IFRSs requires the use of key assumptions and estimates. It also requires the directors to exercise their judgements in the process of applying the accounting policies. The areas involving critical judgements and areas where assumptions and estimates are significant to these financial statements, are disclosed in note 8 to the financial statements.

The material accounting policies applied in the preparation of these financial statements are set out below.

(a) Consolidation

A subsidiary is an entity (including a structured entity) over which the Group has control. The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The Group has power over an entity when the Group has existing rights that give it the current ability to direct the relevant activities, i.e. activities that significantly affect the entity's returns.

When assessing control, the Group considers its potential voting rights as well as potential voting rights held by other parties. A potential voting right is considered only if the holder has the practical ability to exercise that right.

Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date the control ceases.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the accounting policies adopted by the Group.

Intragroup transactions, balances and unrealised profits are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

The financial statements of the subsidiaries are adjusted to prepare for the same reporting period as the Group if closing dates of the subsidiaries are different from the date of consolidated financial statements.

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions (i.e. transactions with owners in their capacity as owners). The carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the Company.

Comprehensive losses arising from subsidiaries, profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling shareholders even if this results in the non-controlling interests having a deficit balance.

When the Group ceases to have control, any retained interest in the entity is re-measured to its fair value at the end when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(b) Merger accounting for business combinations under common control

Pursuant to a group reorganisation (the "Reorganisation") to rationalise the structure of the Group in preparation for the listing of the Company's shares on the Stock Exchange, the Company became the holding company of the Group on 1 December 2011.

The Reorganisation involved companies under common control, and the Group resulting from the Reorganisation is regarded as a continuing group (the "Continuing Group"). Accordingly, the Reorganisation has been accounted for on the basis of merger accounting, under which the consolidated financial statements have been prepared as if the Company had been the holding company of the companies comprising the Group for the three years ended 31 March 2012, rather than from the date on which the Reorganisation was completed.

The Continuing Group was both controlled by the shareholders of DYNAM HOLDINGS Co., Ltd. ("Dynam Holdings") both before and after the Reorganisation, thus, the Reorganisation was accounted for as a business combination of entities under common control. The financial statements of the Continuing Group have been prepared based on the principles and procedures of merger accounting as if the Reorganisation had occurred from the date when the combining entities first came under the control of the shareholders of Dynam Holdings.

The consolidated financial statements incorporate the financial statements of the combining entities as if they had been combined from the date when they first came under the control of the controlling party.

(c) Business combinations (other than under common control)

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

The non-controlling interests in the subsidiary are initially measured at the non-controlling shareholders' proportionate share of the net fair value of the subsidiary's identifiable assets and liabilities at the acquisition date.

Acquisition-related costs are expensed as incurred. The excess of the

- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity

Over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the subsidiary acquired, the difference is recognised directly in consolidation profit or loss as a bargain purchase.

In a business combination achieved in stages, the previously held equity interest in the subsidiary is remeasured at its acquisition-date fair value and the resulting gain or loss is recognised in consolidated profit or loss. The fair value is added to the cost of acquisition to calculate the goodwill.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(d) Separate financial statements

Investments in subsidiaries are accounted for at cost less impairment. Cost includes direct attributable costs of investment.

Impairment testing of the investments in subsidiaries is required upon receiving a dividend from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets including goodwill.

(e) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The consolidated financial statements are presented in Japanese yen ("¥" or "JPY"), which is the Company's functional and presentation currency.

(ii) Transactions and balances

Transactions in foreign currencies are translated into the functional currency on initial recognition using the exchange rates prevailing on the transaction dates. Monetary assets and liabilities in foreign currencies are translated at the exchange rates at the end of each reporting period. Gains and losses resulting from this translation policy are recognised in profit or loss.

Non-monetary items that are measured at fair values in foreign currencies are translated using the exchange rates at the dates when the fair values are determined.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss.

(iii) Translation on consolidation

The results and financial position of all the Group entities that have a functional currency different from the Company's presentation currency are translated into the Company's presentation currency as follows:

— Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

— Income and expenses are translated at average exchange rates for the period (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the exchange rates on the transaction dates); and

— All resulting exchange differences are recognised in other comprehensive income and accumulated in the foreign currency translation reserve.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(e) Foreign currency translation (Continued)

(iii) Translation on consolidation *(Continued)*

On consolidation, exchange differences arising from the translation of the net investment in foreign entities are recognised in other comprehensive income and accumulated in the foreign currency translation reserve. When a foreign operation is sold, such exchange differences are reclassified to consolidated profit or loss as part of the gain or loss on disposal.

(f) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as executive directors of the Company that makes strategic decisions.

(g) Property, plant and equipment

Property, plant and equipment, including purchased aircraft on operating lease to airline operators, are stated at historical cost less accumulated depreciation and impairment losses.

Historical cost includes expenditure that is directly attributable to the acquisition of the items. The cost also includes the initially estimated costs of dismantling and removing the item and restoring the site to the original state.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are recognised in profit or loss during the period in which they are incurred.

Depreciation of property, plant and equipment is calculated at rates appropriate to write off their cost less their residual values over the estimated useful lives on a straight-line basis. The principal useful lives are as follows:

Freehold land	Not applicable
Buildings including leasehold improvements	2–50 years
Tools and equipment	2–20 years
Motor vehicles	2–6 years
Aircraft	20–25 years
Pachinko and pachislot machines	2 years

The residual values, useful lives and depreciation methods are reviewed and adjusted, if appropriate, at the end of each reporting period.

Construction in progress represents buildings and structures under construction and unused pachinko and pachislot machines, and is stated at cost less impairment losses. Depreciation begins when the relevant assets are available for use.

The gain or loss on sales of property, plant and equipment is the difference between the net sales proceeds and the carrying amount of the relevant asset, and is recognised in profit or loss.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(h) Leases

The Group assesses whether the contract is, or contains, a lease at inception of a contract. It deems that a contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The Group reviews the following matters in its assessment of whether or not a contract conveys the right to control the use of an identified asset:

- whether the use of an identified asset is included in the contract;
- whether the Group has the right to receive almost all the economic benefits from the use of the asset over the entire period of usage; and
- whether the Group has the right to give instructions on the use of the asset.

The Group determines the lease term as the non-cancellable period during which the lessee has the right to use the underlying asset, together with both:

- periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and
- periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option.

The Group as lessee

(i) Right-of-use asset

The right-of-use asset is initially measured at cost. The cost of the right-of-use asset is derived by adjusting the amount of the initial measurement of the lease liability by any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to be incurred in dismantling and removing the underlying asset or restoring the underlying asset or the site on which it is located, less any lease incentives received. After initial recognition, the right-of-use asset is depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful life of the right-of-use asset is determined in the same way as property, plant and equipment.

(ii) Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, the lessee's incremental borrowing rate is used. The total lease payments included in the measurement of the lease liability comprise the following payments:

- fixed lease payments (including in-substance fixed lease payments), less any lease incentives receivable;

- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

- amounts expected to be payable by the lessee under residual value guarantees;

- the exercise price of a purchase option if Group is reasonably certain to exercise that option, or lease payments during the option period if Group is reasonably certain to exercise the extension option; and

- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

The lease payments are apportioned between the financial cost and the reduction in the lease liability based on the effective interest method. The lease liability will be remeasured if there is any change in future lease payments due to a change in an index or a rate, if there is any change in the amounts expected to be payable under residual value guarantees, or if there is any change in the certainty to exercise the purchase option, the extension option, or the option to terminate the lease.

At reassessment of the lease liability, corresponding adjustment is made to the carrying amount of the right-of-use asset, or if the carrying amount of the right-of-use asset is reduced to zero, any remaining amount of the remeasurement is recognised in profit or loss.

(iii) Short-term and low-value leases

The Group elects not to recognise right-of-use assets and lease liabilities for short-term leases that has a lease term of 12 months or less and leases for which the underlying asset is of low-value. It recognises lease payments for these leases as expenses over the lease term on a straight-line basis.

The Group as lessor

In cases where the Group is the lessor, it classifies each of our leases as either a finance lease or an operating lease at the inception date of the lease. To classify each lease, the Group makes an overall assessment as to whether or not it transfers substantially all of the risks and rewards incidental to ownership of an underlying asset. If it does, a lease is classified as a finance lease. If not, it is classified as an operating lease.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(h) ***Leases*** *(Continued)*

The Group as lessor *(Continued)*

(i) *Finance leases*

Leases that substantially transfer to lessees all the risks and rewards of ownership of assets are accounted for as finance leases.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the net investment in the leases, and unearned income is allocated over the lease term at a constant periodic rate of return on the net investments and recognised in the fiscal year to which it is attributable.

(ii) *Operating leases*

The Group recognises lease payments from operating leases as income on a straight-line basis over the lease term.

(iii) *Subleases*

In cases where the Group is an intermediate lessor, the head lease and the sublease are accounted for separately.

The classification of a sublease is determined upon referring, not to the underlying asset, but to the right-of-use asset that arise from the head lease.

If the head lease is a short-term lease to be accounted for by applying the provision for exemption as above, the sublease is classified as an operating lease.

(i) ***Investment properties***

Investment properties are land, buildings and structures held for long-term rental yields or for capital appreciation or both. An investment property is measured initially at its cost including all direct costs attributable to the property. After initial recognition, the investment property is stated at its fair value based on valuation by an external independent valuer.

Gains or losses arising from changes in fair value of the investment property are recognised in profit or loss for the period in which they arise.

If an investment property becomes owner-occupied, it is reclassified as property, plant and equipment as appropriate, and its fair value at the date of reclassification becomes its cost for accounting purposes.

When the use of a property changes from owner-occupied to investment property, the property is remeasured to fair value and reclassified accordingly. Any gain arising on this remeasurement is recognised in profit or loss to the extent that it reverses a previous impairment loss on the specific property, with any remaining gain recognised in other comprehensive income and presented in the revaluation reserve.

The gain or loss on disposal of an investment property is the difference between the net sales proceeds and the carrying amount of the property, and is recognised in profit or loss.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(j) Intangible assets

The residual values, useful lives and depreciation methods are reviewed and adjusted, if appropriate, at the end of each reporting period. Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets.

(i) Goodwill

Goodwill arises on the acquisitions of subsidiaries and represents the excess of the consideration transferred, the amount of any non-controlling interest in the acquired entity and the acquisition-date fair value of any previous equity interest in the acquired entity over the fair value of the net identifiable assets acquired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the cash-generating units ("CGUs"), or groups of CGUs, that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes.

(ii) Trademarks and Computer software

Trademarks and Computer software are stated at cost less accumulated amortisation and impairment losses. Amortisation is calculated on a straight-line basis over their estimated useful lives as follows:

Trademarks	10 years
Computer software	5 years

(iii) Lease Intangible assets and liabilities

Where it is apparent that there is a lease intangible asset or liability associated with a purchase transaction, the intangible asset or liability associated with the lease is recognised as a separate component of aircraft cost and is amortised over the current lease period ranged from 5 to 7 years.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(k) Inventories

(i) Supplies

Supplies represent consumables for use in the operation of halls and are stated at the lower of cost and net realisable value. Cost of consumables for use in the operation of halls is determined using the first in, first out basis.

(ii) Property under development for sale

Property under development for sale are carried at the lower of cost and net realisable value.

The cost of property under development for sale comprises specifically identified cost, including aggregate cost of development, materials and supplies, wages and other direct expenses, an appropriate proportion of overheads and borrowing costs capitalised. Net realisable value is determined by reference to sale proceeds received after the reporting period less selling expenses, or by estimates based on prevailing market condition. On completion, the properties are reclassified to properties held for sale at the then carrying amount.

(l) Prizes in operation of pachinko halls

Prizes are stated at the lower of cost and net realisable value. Net realisable value is determined by reference to sale proceeds less selling expenses. Cost is determined using the weighted average basis.

(m) Financial assets

(i) Derivative instruments and hedge accounting

The Group utilises derivative instruments primarily to manage interest rate risks and to reduce exposure to movements in foreign exchange rates. The Group initially recognises derivatives as assets or liabilities at fair value on the date a derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. For derivatives designated as qualifying hedging instruments, subsequent changes in fair value are recognised according to the objective and designation of the hedge. Subsequent changes in the fair value of derivatives not designated as qualifying hedging instruments are recognised in profit or loss.

The Group applies hedge accounting by designating borrowings in foreign currency, derivative contracts as hedging instruments to hedge changes in cash flows of future transactions. Cash flow hedge is to hedge the risk of changes in future cash flows. The Group officially designates and documents risk management objectives and strategies to apply hedge accounting in light of hedging relationship between hedging instruments and hedged items at the inception and enforcement of hedging. Whether changes in the fair value of hedging instruments are highly expected to offset changes in the fair value of hedged items during the hedging period is monitored and evaluated from the inception onwards. The effective portion of changes in the fair value of borrowings in foreign currency and derivative contracts designated as hedging instruments meeting qualifying criteria for hedging relationship is recognised in other comprehensive income presented as other components of equity and reclassified to profit or loss in the periods when hedged items affect profit or loss. The ineffective portion of changes in the fair value of borrowings in foreign currency and derivative contracts is immediately reclassified to profit or loss. In case that a hedge no longer meets qualifying criteria for hedging relationship when hedging instruments expire, are sold, ended, exercised or so on, the application of hedge accounting is discontinued prospectively. In addition, when the application of hedge accounting is discontinued, cumulative other comprehensive income remains in equity and is reclassified to profit or loss in the periods when the related future transactions are recognised in profit or loss. Moreover, cumulative other comprehensive income is reclassified to profit or loss immediately when the related future transactions are no longer probable to occur.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(m) ***Financial assets*** *(Continued)*

(ii) Non-derivative financial assets

Initial Recognition and measurement

The Group recognises trade receivable and other receivables on the date they arise and all other financial assets on the trade date when the Group became a party to the contract concerning such financial instruments.

At the point of initial recognition, the Group classifies financial assets into the following categories: an asset category measured at amortised cost, fair value through other comprehensive income or fair value through profit or loss. The classification and measurement of financial assets is determined on the basis of the contractual cash flow characteristics and the objective of the business model associated with holding the asset.

The Group recognises financial assets at fair value plus transaction costs that are directly attributable to the acquisition of the financial assets except for those financial assets that subsequent change in fair value is recognised in profit or loss. For financial assets measured at FVTPL, transaction costs are recognised in profit or loss when they occur.

Subsequent measurement

Subsequent measurement of financial assets after initial recognition depends on the classifications of financial assets as follows:

(1) Financial assets measured at amortised cost

The Group measures financial assets at amortised cost when both of the following conditions are met:

— the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows and

— the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

At the end of each reporting period, interest revenue is calculated by using the effective interest method, applying the effective interest rate to the gross carrying amount of financial assets.

In case where financial assets measured at amortised cost is derecognised, the difference between the carrying amount and the consideration received or receivable is recognised in profit or loss.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(m) ***Financial assets*** *(Continued)*

(ii) Non-derivative financial assets *(Continued)*

Subsequent measurement (Continued)

(2) Financial assets measured at fair value through other comprehensive income

The Group measures financial assets at FVTOCI when both of the following conditions are met:

— the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and

— the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Changes in the fair value of financial assets measured at FVTOCI are recognised in other comprehensive income until derecognised. Upon derecognition, the accumulated changes are reclassified from equity to profit or loss.

Interest revenue from these financial assets is recognised directly in profit or loss.

In addition to those financial assets meeting both of the conditions above and measured at FVTOCI, the Group presents subsequent changes in fair value of particular investments in equity instruments in other comprehensive income when at initial recognition, the Group makes an irrevocable election on those investments in equity instruments that are not held with the objective of obtaining gains on short-term sales. In addition, upon derecognition, the accumulated changes in the fair value of those financial assets are reclassified to retained earnings.

Dividends from these investments are recognised in profit or loss.

(3) Financial assets measured at fair value through profit or loss (FVTPL)

All financial assets that are other than those categorised in (1) and (2) above are categorised as financial assets measured at FVTPL.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(m) ***Financial assets*** *(Continued)*

(iii) Impairment

Financial assets measured at amortised cost (i.e. loans, debt securities, and accounts receivables), fair value through other comprehensive income, lease receivables, certain loan commitments and financial guarantee contracts are assessed for credit risks.

The Group recognises either a 12-months' or lifetime expected credit losses (ECL) depending on whether there has been a significant increase in credit risk since initial recognition. When there is a significant increase in credit risk, an allowance is recognised for ECL resulting from possible defaults over the expected life of the financial instrument. When there is not, an allowance is recognised for ECL resulting from possible defaults within the next 12 months.

However (regardless of the above), the Group measures the loss allowance for all trade receivables and lease receivables at an amount equal to the lifetime expected credit losses.

An impairment loss or a reversal of impairment loss, the amount required to adjust the loss allowance at the reporting date is recognised in profit or loss.

The assessment of credit risk and the estimation of ECL are to be unbiased and probability-weighted, and incorporate all available information relevant to the assessment, including information about past events, current conditions and reasonable and supportable information about future events and economic conditions at the reporting date.

(iv) Derecognition of financial assets

The Group derecognises financial assets when and only when the contractual rights to the cash flows from the financial assets expire, or when the financial assets and substantially all the risks and rewards of ownership are transferred.

(v) Presentation of financial assets and liabilities

When both of the following conditions are met, financial assets and financial liabilities are offset and the net amount is disclosed in the consolidated statement of financial position.

— The Group currently has a legally enforceable right to offset the recognised amounts; and

— The Group intends to settle on a net amount basis or to simultaneously realise the asset and settle the liability.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(n) Financial liabilities

The Group has non-derivative financial liabilities including loans payable, trade and other payables and derivative financial liabilities.

(For derivative financial liabilities, refer to (m) Financial assets (i) Derivative instruments and hedge accounting for further details.)

Non-derivative financial liabilities are initially recognised at fair value minus transaction costs that are directly attributable to the issue of the financial liability. After initial recognition, financial liabilities are measured at amortised cost based on the effective interest method. Interest expense recognised on an effective yield basis.

Non-derivative financial liabilities are derecognised when the underlying obligation specified in the contract is discharged, cancelled or expires.

(o) Cash and cash equivalents

Cash and cash equivalents represent cash at bank and on hand, demand deposits with banks and other financial institutions and short-term highly liquid financial assets with original maturities of three months or less and subject to an insignificant risk of change in value. Although the bank overdrafts arisen due to the Group's cash management policy are repaid upon demand from financial institutions, the amount of overdrafts is included as a component of cash and cash equivalents.

(p) Revenue recognition

In accordance with IFRS 15, revenue excluding lease contracts under IFRS 16 "Leases" is recognised based on the following five-step model.

Step 1: Identify the contract with a customer

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation

The Group recognises revenue when a performance obligation is satisfied, i.e. when "control" of the services underlying the particular performance obligation is transferred to the customers.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(p) ***Revenue recognition*** *(Continued)*

Revenue from pachinko business

The principal activities of the Group are operations of pachinko and pachislot games halls which provide a series of services from renting pachinko balls and pachislot tokens to exchanging prizes.

Revenue from pachinko and pachislot games represents the gross pay-ins, less gross payouts to customers.

The performance obligation of the Gross pay-ins is satisfied when our customers finish the game. Gross pay-ins represents the amount received from pachinko balls and pachislot tokens rented to customers less unutilised balls and tokens. Gross payouts represents the aggregate cost of G-prize and general prize exchanged by customers.

A contract liability of unutilised balls for which the Group has received consideration from the customers represents the Group's obligation to transfer services to customers.

Revenue from aircraft leasing business

Operating lease income is recognised on a straight-line basis over the term of the relevant lease.

Other service income is recognised as follows.

Income from fixed commission of vending machines are recognised over the periods by the contract conditions. Income from variable commission of vending machines are recognised according to the usage of vending machines.

Income from invalidation of saved balls, which means a deposit of balls in the customer's membership card, and can be withdrawn and used for exchanging for prizes or playing games in the future, is recognised when the right is expired by the membership terms and conditions.

Income from invalidation of unused amount in pre-paid IC card, which means the prepaid cash amount, exchanged to balls and tokens in the future, is recognised when the right is expired.

For property held for sale, sales revenue is recognised at the time the delivery conditions agreed with customers are met. These conditions are usually considered to have been met when goods are received by customers or acceptance from customers is received.

Finance lease income is recognised as revenue in each period according to the effective interest rate method during the lease term. Amounts due from lessees under finance leases are recognised as receivables at the amount of the net investment in the leases, and unearned income is allocated over the lease term at a constant periodic rate of return on the net investments and recognised in the fiscal year to which it is attributable.

Interest income is recognised on the effective interest method. Dividend income is recognised when the shareholders' rights to receive payment are established.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(q) Grants from the government

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the group will comply with all attached conditions.

Government grants related to income are recognised in profit or loss on a systematic basis over the periods in which the related costs that are intended to be compensated by the grant are recognised as expenses.

Grants recognised as profit or loss are deducted from the corresponding expenses when they are directly based on the incurred expenses. Grants received based on other conditions are shown in other income.

(r) Employee benefits

(i) Short-term employee benefits

The Group recognises the undiscounted amount of short-term employee benefits as an expense of the period during which the related service is rendered.

A provision is made for the estimated liability for annual leave and long service leave when the Group has a present obligation (legal or constructive) as a result of services rendered by employees up to the end of the reporting period and reliable estimate can be made of the amount of the obligation.

(ii) Defined contribution retirement plans

The Group contributes to defined contribution retirement plans which are available to eligible employees.

Contributions to the plans by the Group are calculated as a percentage of employees' basic salaries. The retirement benefit plan cost charged to profit or loss represents contributions payable by the Group to the funds.

During the year ended 31 March 2025, no forfeited contributions were utilised by the Group to reduce its contributions for the current year (2024: Nil). The Group do not have any plan to utilise any amount from forfeited contributions to reduce its contributions for the future years either.

(iii) Multi-employer benefit plan

The Group participated in the pachinko industry corporate pension fund that is multi-employer benefit plan comprised of several entities in the pachinko industry categorised as defined benefit plan. Since the Group was not able to garner sufficient information so as to apply defined benefit accounting, the Group recognised the amounts necessary to be contributed to the pension plan as expenses for contribution to defined contribution retirement plans.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(s) Taxation

Income tax represents the sum of the current tax and deferred tax.

Current tax is calculated based on taxable profit for the year. Taxable profit differs from profit recognised in profit or loss because it includes items from previous years that were not deductible or taxable, excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Group's current tax liability is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences, deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences, unused tax losses or unused tax credits can be utilised.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority.

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, based on tax rates that have been enacted or substantively enacted by the end of the reporting period.

The Company and all domestic subsidiaries applied for approval of a Group tax sharing system during the fiscal year ended 31 March 2025 under review and will adopt this system from the fiscal year ended 31 March 2026. As a result, the aforementioned entities apply tax effect accounting that assumes the adoption of the Group tax sharing system from the fiscal year ended 31 March 2025 under review.

(t) Impairment of non-financial assets

(i) Impairment of tangible, right-of-use assets and intangible assets except goodwill

At the end of the reporting period, the Group reviews the carrying amounts of its tangible, right-of-use assets and intangible assets except goodwill to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of any impairment loss. Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

If the recoverable amount of an asset or cash-generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash-generating unit is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss.

7. MATERIAL ACCOUNTING POLICIES *(Continued)*

(t) ***Impairment of non-financial assets*** *(Continued)*

(i) Impairment of tangible, right-of-use assets and intangible assets except goodwill *(Continued)*

Where an impairment loss subsequently reverses, the carrying amount of the asset or cash-generating unit is increased to the revised estimate of its recoverable amount, so that the increased carrying amount does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) if no impairment loss had been recognised for the asset or cash-generating unit in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

(ii) Impairment of goodwill

Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired. Goodwill is measured at cost less accumulated impairment losses.

Goodwill is allocated to cash-generating units that are expected to benefit from the synergies of the acquisition for the purpose of impairment testing.

Impairment losses of goodwill are recognised in consolidated profit or loss and are not subsequently reversed.

(u) ***Provisions***

Provisions are recognised for liabilities of uncertain timing or amount when the Group has a present legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Where the time value of money is material, provisions are stated at the present value of the expenditures expected to settle the obligation.

In assessing present value, the estimated future expenditures are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the liabilities.

(v) ***Maintenance reserves***

Amounts of the maintenance reserves are calculated in line with the respective leasing agreements and are paid monthly in arrears. Amounts not refunded during the duration of the lease are recognised in the Consolidated Statement of Comprehensive Income when the obligation under the maintenance events is discharged or cancelled or expired.

(w) ***Treasury share***

The Company's own equity instruments which are reacquired are recognised at cost including acquisition related costs, after tax effects, as a deduction from equity.

When the Company cancels treasury shares, carrying amount of the shares is recognised as the deduction to capital reserves.

No gain or loss is recognised in profit or loss on reacquisition or cancellation of the Group's own equity instruments. Any differences between the carrying amount and the consideration is recognised in equity.

8. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the Group's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets, liabilities, contingent liabilities and their accompanying disclosures.

The estimates and underlying assumptions are based upon historical experience and other factors that are believed to be reasonable under the circumstances.

Due to the inherent uncertainty in making estimates, actual results reported in future periods may be based upon amounts which differ from those estimates and assumptions.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and future periods, if the revision affects both current and future periods.

Estimates and judgments made by management that have a significant effect on the amounts recognised in the consolidated financial statements are as follows:

(a) Impairment of property, plant and equipment and right-of-use asset

The Group assesses at the end of each reporting period whether property, plant and equipment and right-of-use asset has any indication of impairment in accordance with the accounting policy. The recoverable amount of property, plant and equipment and right-of-use asset is determined from the higher of fair value less costs of disposal and value in use calculation. The recoverable amount of property, plant and equipment and right-of-use asset is determined from the higher of fair value less costs of disposal and value in use calculation. If the recoverable amount declines below the carrying amount, impairment losses are recognised. The recoverable amount under value in use calculation is mainly calculated based on the discounted cash flow model. Assumptions are made for budgeted revenue from pachinko business and pachinko business expenses which are approved by management during the period, revenue growth rates and discount rates. This calculation requires the use of judgement and estimates.

(b) Impairment of goodwill

Goodwill is allocated to cash-generating units that are expected to benefit from the synergies of the acquisition for the purpose of impairment testing and is tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired. The impairment test is performed by comparing carrying amount and the recoverable amounts of assets. The recoverable amount of goodwill is determined from the higher of fair value less costs of disposal and value in use calculation. If the recoverable amount declines below the carrying amount, impairment losses are recognised. The recoverable amount under value in use calculation is mainly calculated based on the discounted cash flow model. Assumptions are made for budgeted revenue from pachinko business and pachinko business expenses which are approved by management during the period, revenue growth rates and discount rates.

9. REVENUE

	2025 **¥ million**	2024 ¥ million
Gross pay-ins	**552,641**	562,029
Less: Gross payouts	**(433,672)**	(437,549)
Revenue from pachinko business	**118,969**	124,480
Revenue from aircraft leasing business	**7,107**	5,883
Revenue	**126,076**	130,363

'Revenue from pachinko business' is recognised from the transfer of goods at a point in time in accordance with IFRS 15 'Revenue from contracts with customers', and 'Revenue from aircraft leasing business' is recognised in accordance with IFRS 16 'Leases'.

During the year ended 31 March 2025, revenue that was recognised from unutilised balls and tokens included in the beginning balance of contract liabilities amounted to ¥8,666 million (2024: ¥7,947 million).

In regard to transaction price allocated to remaining performance obligations, the Group omits the disclosure of the information on its remaining performance obligations by applying a practical expedient due to its initial expected period to fulfill being not over one year.

10. SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the chief operating decision maker that are used for making strategic decisions. The chief operating decision maker is identified as the executive directors of the Company. The executive directors consider the business from a service perspective and assess the performance of the operating segments based on a measure of adjusted profit before tax before unallocated corporate expenses for the purposes of allocating resources and assessing performance. These reports are prepared on the same basis as this consolidated financial statements.

In geographical information, revenue from external customers and non-current assets other than financial instruments and deferred tax assets of business except for aircraft leasing business are disclosed as 'Japan'. Revenue from external customers and non-current assets other than financial instruments and deferred tax assets of aircraft leasing business are disclosed as 'Ireland' based on the location of the operations and geographical location of the assets respectively.

Segment assets consist primarily of property, plant and equipment, right-of-use assets, investment properties, intangible assets, inventories, prizes in operation of pachinko halls, lease receivables, trade receivables, other current and non-current assets and cash and cash equivalents.

Non-current assets consist primarily of property, plant and equipment, right-of-use assets, intangible assets and long-term prepaid expenses.

Unallocated corporate expenses and income tax expenses are not included in segment results.

Segment liabilities mainly comprise borrowings, lease liabilities, provisions and other current and non-current liabilities.

10. SEGMENT INFORMATION *(Continued)*

The segment information provided to the executive directors for the year ended 31 March 2025 and 2024 are as follows:

(a) Information about revenue, profit, assets and liabilities

	Year ended 31 March 2025				
	Pachinko business ¥ million	Aircraft leasing business ¥ million	Segment Total ¥ million	Unallocated ¥ million	Total ¥ million
Segment revenue from external customers	**118,969**	**7,107**	**126,076**	**–**	**126,076**
Other segment items					
Depreciation and amortisation expenses	**(51,353)**	**(3,430)**	**(54,783)**	**(64)**	**(54,847)**
Impairment loss	**(1,859)**	**–**	**(1,859)**	**–**	**(1,859)**
Finance income	**203**	**92**	**295**	**123**	**418**
Finance expenses	**(2,606)**	**(2,334)**	**(4,940)**	**(383)**	**(5,323)**
Segment profit	**5,471**	**674**	**6,145**	**–**	**6,145**
Corporate expenses					**(78)**
Profit before income taxes					**6,067**
Income taxes					**(2,048)**
Net profit for the year					**4,019**
Addition to non-current assets other than financial instruments and deferred tax assets	**56,318**	**–**	**56,318**	**7**	**56,325**

Notes to the Consolidated Financial Statements

10. SEGMENT INFORMATION *(Continued)*

(a) ***Information about revenue, profit, assets and liabilities*** *(Continued)*

	Year ended 31 March 2024				
	Pachinko business ¥ million	Aircraft leasing business ¥ million	Segment Total ¥ million	Unallocated ¥ million	Total ¥ million
Segment revenue from external customers	124,480	5,883	130,363	–	130,363
Other segment items					
Depreciation and amortisation expenses	(52,703)	(2,679)	(55,382)	(62)	(55,444)
Impairment loss	(335)	–	(335)	–	(335)
Finance income	175	219	394	413	807
Finance expenses	(2,565)	(1,780)	(4,345)	(10)	(4,355)
Segment profit	5,259	1,072	6,331	–	6,331
Corporate expenses					(896)
Profit before income taxes					5,435
Income taxes					(2,050)
Net profit for the year					3,385
Addition to non-current assets other than financial instruments and deferred tax assets	61,796	35,870	97,666	58	97,724

Note: There is no transaction between segments and "Unallocated" is defined as corporate income and expenses not attributed to any particular segment.

10. SEGMENT INFORMATION *(Continued)*

(a) ***Information about revenue, profit, assets and liabilities*** *(Continued)*

The segment assets and segment liabilities as at 31 March 2025 and 2024 are as follows:

	As at 31 March 2025				
	Pachinko business ¥ million	**Aircraft leasing business ¥ million**	**Segment Total ¥ million**	**Unallocated ¥ million**	**Total ¥ million**
Segment assets	**250,425**	**80,777**	**331,202**	**18,184**	**349,386**
Segment liabilities	**102,336**	**74,543**	**176,879**	**41,171**	**218,050**

	As at 31 March 2024				
	Pachinko business ¥ million	Aircraft leasing business ¥ million	Segment Total ¥ million	Unallocated ¥ million	Total ¥ million
Segment assets	253,870	85,877	339,747	26,298	366,045
Segment liabilities	109,143	79,523	188,666	45,891	234,557

(b) ***Information about geographical areas***

The Group's operations are located on Japan and Ireland.

Information about the Group's revenue from external customers is presented based on the location of the operations. Information about the Group's non-current asset s other than financial instruments and deferred tax assets is presented based on the geographical location of the assets.

	Year ended 31 March 2025		
	Japan ¥ million	**Ireland ¥ million**	**Total ¥ million**
Segment revenue from external customers	**118,969**	**7,107**	**126,076**

10. SEGMENT INFORMATION *(Continued)*

(b) ***Information about geographical areas*** *(Continued)*

	As at 31 March 2025		
	Japan	**Ireland**	**Total**
	¥ million	**¥ million**	**¥ million**
Segment non-current assets other than financial instruments and deferred tax assets	**197,811**	**78,046**	**275,857**

	Year ended 31 March 2024		
	Japan	Ireland	Total
	¥ million	¥ million	¥ million
Segment revenue from external customers	124,480	5,883	130,363

	As at 31 March 2024		
	Japan	Ireland	Total
	¥ million	¥ million	¥ million
Segment non-current assets other than financial instruments and deferred tax assets	197,460	82,427	279,887

(c) ***Information about major customers***

The Group's customer base is diversified and there are no customers with whom transactions have exceeded 10% of the Group's revenue.

11. PACHINKO BUSINESS EXPENSES

	2025 ¥ million	2024 ¥ million
Advertising expenses	**2,539**	2,914
Cleaning and ancillary services	**2,355**	2,538
Depreciation expenses	**42,008**	43,377
Hall staff costs	**36,811**	37,931
Pachinko and pachislot machine expenses	**2,919**	3,156
Depreciation expenses of right-of-use assets	**8,819**	9,023
Rental expenses	**286**	31
Repair and maintenance expenses	**2,836**	3,646
Utilities expenses	**6,930**	7,067
Others	**8,774**	8,990
	114,277	118,673

12. AIRCRAFT LEASING EXPENSES

	2025 ¥ million	2024 ¥ million
Depreciation expenses	**3,190**	2,450
Amortisation expenses	**240**	229
Others	**761**	571
	4,191	3,250

13. GENERAL AND ADMINISTRATIVE EXPENSES

	2025 ¥ million	2024 ¥ million
Fees, salaries, bonus and allowances	**2,474**	2,653
Audit fee	**111**	107
Non-audit fee	**6**	3
Others	**1,351**	1,413
	3,942	4,176

14. STAFF COSTS AND DIRECTORS' EMOLUMENTS

	2025 ¥ million	2024 ¥ million
Fees, salaries, bonus and allowances	**42,232**	43,600
Contribution to defined contribution retirement plans	**987**	961
	43,219	44,561

Multi-employer plan

The Group participated in the pachinko industry corporate pension fund that is multi-employer benefit plan comprised of several entities in the pachinko industry categorised as defined benefit plan. Since the Group was not reasonably able to calculate the amounts of plan assets in proportion with the amounts of its contributions on its own, the Group recognised amounts necessary to be contributed to the plan as expenses for contribution to defined contribution retirement plans.

When the pension fund is disbanded or the Group withdraws from the pension fund, the compensation for its deficit of contributions as extraordinary contributions for its withdrawal is possible to be required.

The Group has risks due to its participation in the multi-employer plan that the contributions made by the Group are utilised as contributions to employees belonging to other employers of the fund, the Group might be required to take responsibilities for the particular liabilities when the Group withdraws from the pension fund under the conditions with its deficit of the contributions and so forth compared with the case of single employer pension fund.

In regards to determination of contributions, as at 31 March 2025, the contributed amounts were determined by each employee within the amounts up to an upper limit set by each employee depending on the situation.

The amounts contributed to the fund during the year ended 31 March 2025 were ¥106 million.

The latest information on the multi-employer benefit plan (As at the end of March 2024)

	2024 ¥ million
Plan assets	1,158
Total of the defined benefit obligation and minimum funding requirements	1,151
Deficit (Surplus)	7

The Group's proportion of the contributions to the plan as at the end of the latest closing date (31 March 2024) was 7.03%. The Group's proportion of the contributions does not match its proportion of the actual responsibilities.

15. OTHER INCOME AND OTHER OPERATING EXPENSES

(a) Other income

	2025 **¥ million**	2024 ¥ million
Commission from vending machines and in-store sales	**3,312**	3,404
Income from forfeiture of customer's membership cards	**178**	162
Income from catering services	**728**	712
Sales from property held for sale	**190**	44
Sales from finance leases	**1,278**	7
Net gains on disposals of used machines	**549**	412
Rental income	**812**	785
Government grants (*)	**13**	154
Insurance income	**501**	–
Income from forfeiture of unutilised balls and tokens	**937**	165
Net gains on disposals of non-financial assets excluding used machines	**99**	158
Others	**1,615**	1,558
	10,212	7,561

* In the fiscal year ended 31 March 2024, government grants related to employment or other actions regarding the coronavirus (COVID-19) infection taken by the Group are recognised in profit or loss.

(b) Other operating expenses

	2025 **¥ million**	2024 ¥ million
Disposal loss of non-financial assets	**256**	1,350
Impairment loss of non-financial assets	**1,859**	335
Rental cost	**58**	224
Loss on revaluation of investment property	**343**	–
Others	**390**	933
	2,906	2,842

FOR THE YEAR ENDED 31 MARCH 2025

16. FINANCE INCOME

	2025 ¥ million	2024 ¥ million
Bank interest income	**136**	194
Finance leases interest income	**197**	193
Dividend income	**40**	32
Foreign exchange gain, net	**–**	337
Others	**45**	51
	418	807

Dividend income is generated from financial assets measured at FVTOCI.

17. FINANCE EXPENSES

	2025 ¥ million	2024 ¥ million
Interest expenses	**2,997**	2,239
Amortisation of syndicated loan charges	**84**	97
Foreign exchange loss, net	**174**	–
Interest on lease liabilities	**2,022**	1,963
Others	**46**	56
	5,323	4,355

18. INCOME TAXES

	2025 ¥ million	2024 ¥ million
Current taxes — Japan Profits Tax		
Provision for the year	**1,689**	1,689
Current taxes — Overseas		
Provision for the year	**42**	47
Deferred taxes (Note 37)		
Provision for the year	**317**	314
Income tax expense	**2,048**	2,050

18. INCOME TAXES *(Continued)*

The reconciliation between the income tax expense and the product of profit before tax multiplied by the Japan Profits Tax rate is as follows:

	2025 **¥ million**	2024 ¥ million
Profit before tax	**6,068**	5,435
Japan Profits Tax rate	**31%**	31%
Tax at the domestic income tax rate	**1,909**	1,710
Income that is not permanently taxable	**(3)**	(4)
Expenses that are not permanently deductible	**427**	395
Tax effect of temporary differences not recognised	**47**	40
Tax losses not recognised	**97**	(6)
Effect of different tax rates of subsidiaries	**(392)**	(187)
Effect of change in tax rates	**(96)**	86
Impairment loss of goodwill	**63**	–
Others	**(4)**	16
Income tax expense	**2,048**	2,050

The Company and all domestic subsidiaries applied for approval of a Group tax sharing system during the fiscal year ended 31 March 2025 under review and will adopt this system from the fiscal year ended 31 March 2026. As a result, the aforementioned entities apply tax effect accounting that assumes the adoption of the Group tax sharing system from the fiscal year ended 31 March 2025 under review.

The change in the applicable tax rate for the current fiscal year is due to the Tax Measures to Secure Financial Resources for Strengthening Defense Capability on 31 March 2025 with the Special Defense Corporation Tax set to be applied from fiscal years beginning on or after 1 April 2026.

In response to this, the Group have changed the statutory effective tax rate used to calculate deferred tax assets and deferred tax liabilities related to temporary differences that are expected to be resolved in or after fiscal years beginning on or after 1 April 2026 from 31% to 32%.

Due to the impact of this tax rate change, deferred tax assets after offsetting with deferred tax liabilities have increased by ¥87 million, and deferred tax expenses for the current fiscal year have decreased by ¥96 million.

The Group operates in jurisdictions that have enacted tax system to apply the GloBE Rules. This tax system has been applied in some European and Asian countries where the Group operates from the fiscal year ended 31 March 2025. Nevertheless, the impact is expected to be immaterial.

19. FIVE HIGHEST PAID INDIVIDUALS

The five highest paid individuals in the Group during the year are set out below:

	2025 **¥ million**	2024 ¥ million
Fees, salaries and allowances	**268**	71
Discretionary bonus	**–**	5
	268	76

The remuneration that fell within the following bands is as follows:

	2025 **Number of individuals**	2024 Number of individuals (i)
HK$1,000,001 to HK$1,500,000 (equivalent to ¥19,220,019 ~ ¥28,830,000) (2024: equivalent to ¥19,340,019 to ¥29,010,000)	**–**	3
HK$1,500,001 to HK$2,000,000 (equivalent to ¥28,830,019 ~ ¥38,440,000) (2024: equivalent to ¥29,010,019 to ¥38,680,000)	**–**	–
HK$2,000,001 to HK$2,500,000 (equivalent to ¥38,440,019 ~ ¥48,050,000) (2024: equivalent to ¥38,680,019 to ¥48,350,000)	**2**	–
HK$2,500,001 to HK$3,000,000 (equivalent to ¥48,050,019 ~ ¥57,660,000) (2024: equivalent to ¥48,350,019 to ¥58,020,000)	**1**	–
HK$3,000,001 to HK$3,500,000 (equivalent to ¥57,660,019 ~ ¥67,270,000) (2024: equivalent to ¥ ¥58,020,019 to ¥67,690,000)	**2**	–

(i) The five highest paid individuals in the Group included two directors whose emoluments are reflected in the analysis presented in Note 52.

No remunerations were paid by the Group to any of the directors or CEO or the highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office during the year ended 31 March 2025 (2024: Nil).

20. DIVIDENDS

Dividends declared and paid/payable to its shareholders by:	2025 Dividend per share ¥	2025 Total dividends ¥ million	2024 Dividend per share ¥	2024 Total dividends ¥ million
— Interim	**2.50**	**1,741**	2.50	1,762
— Final	**2.50**	**1,741**	2.50	1,741
		3,482		3,503

On 26 May 2025, the Board of Directors declared a final dividend of ¥2.50 per ordinary share of the Company, which is payable on 25 June 2025 to the shareholders of the Company.

The amount of proposed final dividend for the year ended 31 March 2025 is based on 696,443,096 shares in issue as at 26 May 2025 when the consolidated financial statements were approved by the Board of directors.

If the Group owns any treasury shares as at 4 June 2025 when is the dividend record date, the amount of proposed final dividend represents the number of shares in issue, which excludes the number of treasury shares owned by the Group as at the date, multiplied by the amount of dividend per share.

21. EARNINGS PER SHARE

The calculation of basic earnings per share is based on the following:

	2025 ¥ million	2024 ¥ million
Earnings for the purpose of calculating basic earnings per share	**4,009**	3,384
Weighted average number of ordinary shares	**696,443,096**	707,832,866
Basic earnings per share (¥)	**5.8**	4.8

Diluted earnings per share was the same as basic earnings per share for the year ended 31 March 2025 and 2024 as there were no dilutive potential ordinary shares in existence during the year ended 31 March 2025 and 2024.

22. PROPERTY, PLANT AND EQUIPMENT

	Freehold land ¥ million	Buildings including leasehold improvements ¥ million	Tools and equipment ¥ million	Motor vehicles ¥ million	Pachinko and pachislot machines ¥ million	Aircraft ¥ million	Construction in progress ¥ million	Total ¥ million
Cost								
At 1 April 2023	30,993	147,766	79,817	237	74,488	44,128	2,611	380,040
Acquisitions through business combinations	338	1,385	122	–	469	–	–	2,314
Additions	69	227	1,059	–	30,265	35,180	8,014	74,814
Transfer	–	600	6,977	28	2,171	–	(9,776)	–
Revaluation	31	3	–	–	–	–	–	34
Transfer to investment property (note 24)	(255)	(73)	–	–	–	–	–	(328)
Sales/disposals	–	(2,120)	(2,040)	(13)	(13,838)	–	–	(18,011)
Translation	4	249	57	12	–	8,005	0	8,327
At 31 March 2024 and 1 April 2024	**31,180**	**148,037**	**85,992**	**264**	**93,555**	**87,313**	**849**	**447,190**
Additions	**49**	**320**	**1,194**	**8**	**30,627**	**–**	**10,642**	**42,840**
Transfer	**–**	**783**	**8,105**	**–**	**–**	**–**	**(8,888)**	**–**
Revaluation	**–**	**43**	**–**	**–**	**–**	**–**	**–**	**43**
Transfer to investment property (note 24)	**–**	**(362)**	**–**	**–**	**–**	**–**	**–**	**(362)**
Transfer from investment property (note 24)	**–**	**39**	**–**	**–**	**–**	**–**	**–**	**39**
Sales/disposals	**–**	**(1,928)**	**(4,956)**	**(17)**	**(24,117)**	**–**	**(3)**	**(31,021)**
Translation	**(4)**	**(34)**	**(13)**	**(3)**	**–**	**(1,078)**	**0**	**(1,132)**
At 31 March 2025	**31,225**	**146,898**	**90,322**	**252**	**100,065**	**86,235**	**2,600**	**457,597**
Accumulated depreciation and impairment								
At 1 April 2023	3,374	117,689	70,680	216	38,207	2,998	–	233,164
Depreciation for the year	–	4,174	4,025	14	35,420	2,450	–	46,083
Impairment loss (reversal of impairment loss)	199	57	43	–	28	–	–	327
Transfer to investment property (note 24)	–	(50)	–	–	–	–	–	(50)
Sales/disposals	–	(1,987)	(1,966)	(13)	(12,392)	–	–	(16,358)
Translation	–	96	55	10	–	502	–	663
At 31 March 2024 and 1 April 2024	**3,573**	**119,979**	**72,837**	**227**	**61,263**	**5,950**	**–**	**263,829**
Depreciation for the year	**–**	**3,891**	**4,732**	**16**	**33,610**	**3,190**	**–**	**45,439**
Impairment loss	**33**	**375**	**271**	**–**	**–**	**–**	**–**	**679**
Transfer to investment property (note 24)	**–**	**(287)**	**–**	**–**	**–**	**–**	**–**	**(287)**
Transfer from investment property (note 24)	**–**	**6**	**–**	**–**	**–**	**–**	**–**	**6**
Sales/disposals	**–**	**(1,543)**	**(4,832)**	**(17)**	**(23,749)**	**–**	**–**	**(30,141)**
Translation	**–**	**(9)**	**(11)**	**(3)**	**–**	**(137)**	**–**	**(160)**
At 31 March 2025	**3,606**	**122,412**	**72,997**	**223**	**71,124**	**9,003**	**–**	**279,365**
Carrying amount								
At 31 March 2025	**27,619**	**24,486**	**17,325**	**29**	**28,941**	**77,232**	**2,600**	**178,232**
At 31 March 2024	27,607	28,058	13,155	37	32,292	81,363	849	183,361

Note: Impairment loss or reversal of impairment loss above is included in other expenses or other income of consolidated profit or loss statement.

22. PROPERTY, PLANT AND EQUIPMENT *(Continued)*

(a) The Group's freehold lands are analysed as follows:

	2025 **¥ million**	2024 ¥ million
Freehold		
Japan	**27,581**	27,565
South Korea	**38**	42
	27,619	27,607

(b) At 31 March 2025, the carrying amount of property, plant and equipment pledged as security for the Group's borrowings amounted to ¥110,194 million (2024: ¥114,559 million).

(c) The Group reviewed carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered impairment losses. In order to determine whether an indicator of impairment exists, non-financial assets are generally grouped by the lowest level that generates independent cash flow.

For the pachinko business, the Group considered an individual pachinko hall as a cash-generating unit ("CGU") based on business activities. The recoverable amount of the CGU is determined from the higher of fair value less costs of disposal and value in use.

The value in use is calculated with the key assumptions regarding budgeted revenue from pachinko business and pachinko business expenses which are approved by management during the period, revenue growth rates and discount rates.

As for the detail of significant estimate: key assumptions used for value-in-use calculation, please refer to Note 25(b).

Whereas the fair value less cost of disposal at 31 March 2025 was valued by JLL Morii Valuation & Advisory K.K. ("JLL"), T-MAX Co., Ltd. ("T-MAX") and Valor Appraisal & Advisory Limited ("Valor"), and at 31 March 2024 was valued by JLL, Chuo-Nittochi Solutions Co., Ltd. ("Chuo") and Valor, all of which are independent and qualified firms of real estate appraiser. As for the explanation of fair value hierarchy, please refer to Note 24(c).

Impairment loss recognised for the year ended 31 March 2025 amounted to ¥679 million (2024: ¥327 million).

This impairment loss is incurred in pachinko business.

(d) The Group transferred some of its own properties to investment properties, which were revalued to fair value at the transfer. The fair value were based on appraisal by JLL. Revaluation gains in excess of book value were recognised in other comprehensive income.

23. LEASES

The Group as lessee

(a) Leasing Activities

The Group leases certain land and buildings, tools and equipment and motor vehicles.

The initial average lease term of land and buildings leases is 18 years and the average lease term of tools and equipment and motor vehicles leases is 5 years respectively.

Some lease contracts include the option to extend or terminate the leases depending on the terms of the specific leases concerned.

The Group assesses whether it is reasonably certain to exercise that option and if so, exercising that option should be taken into account when determining a lease term.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the Group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

(b) Relating to the statement of financial position

The carrying amount of right-of-use assets comprises the following:

	2025 **¥ million**	2024 ¥ million
Land and buildings	**84,781**	83,970
Tools and equipment	**211**	19
Motor vehicles	**151**	135
Others	**–**	5
Right-of-use assets	**85,143**	84,129

	2025 **¥ million**	2024 ¥ million
Additions to right-of-use assets	**12,463**	17,238

23. LEASES *(Continued)*

The Group as lessee *(Continued)*

(c) Relating to the consolidated statement of profit or loss and other comprehensive income

	2025 **¥ million**	2024 ¥ million
Depreciation expense of right-of-use assets by class of underlying assets		
Land and buildings	**8,827**	8,996
Tools and equipment	**58**	58
Motor vehicles	**28**	10
Others	**5**	60
	8,918	9,124
Interest expense on lease liabilities	**2,022**	1,963
Total	**10,940**	11,087
Expense relating to short-term leases for which the recognition exemption is applied (leases with a lease term of up to one month can be excluded)	**409**	999
Expense relating to leases of low-value items for which the recognition exemption is applied (expense relating to short-term leases of low-value assets shall not be included)	**154**	73
Lease expenses	**11,503**	12,159

Impairment loss recognised in other expenses of consolidated profit or loss for the year ended 31 March 2025 amounted to ¥968 million (2024: ¥8 million).

This impairment loss is incurred in pachinko business.

As for the detail of impairment process including critical accounting estimates and so forth, please refer to Note 22(c) and 25(b).

23. LEASES *(Continued)*

The Group as lessee *(Continued)*

(d) Relating to the statement of cash flows

	2025 **¥ million**	2024 ¥ million
Total cash outflow for leases	**12,218**	13,025

(e) Additional disclosures about leasing activities

	2025 **¥ million**	2024 ¥ million
Leases not yet commenced to which the lessee is committed	**15,746**	5,893

(f) At 31 March 2025, maturity analysis of the lease liabilities are as follows:

	2025 **¥ million**	2024 ¥ million
Within one year	**10,115**	10,572
In the second to fifth years, inclusive	**31,477**	30,696
After five years	**58,052**	56,740
	99,644	98,008
Less: Amount due for settlement within 12 months (shown under current liabilities)	**(10,115)**	(10,572)
Amount due for settlement after 12 months	**89,529**	87,436

23. LEASES *(Continued)*

The Group as lessor

(a) Leasing Activities

The Group leases properties held for sale under finance leases and leases aircraft under operating leases.

The average lease term of properties held for sale is 8.3 years (2024: 9.3 years) and the average lease term of aircraft is 5.8 years (2024: 6.7 years) respectively.

(b) Relating to the consolidated statement of profit or loss

	2025 **¥ million**	2024 ¥ million
Selling profit or loss	**1,278**	7
Finance income on the net investment in the lease (Note)	**197**	193
Revenue from finance leases	**1,475**	200
Revenue from operating leases	**7,107**	5,883
Revenue from leases	**8,582**	6,083

Note: ¥107 million of Income from sub-leasing rights-of-use assets (2024: ¥102 million) is included in finance income on the net investment in the lease.

(c) Residual value risk on assets under lease

The aircraft owned by Dynam Aviation Ireland Ltd. are leased under operating leases with lease payable monthly.

The aircraft under lease are exposed to the risk of changes in the residual value at the end of their respective lease terms.

24. INVESTMENT PROPERTIES

The schedule of the carrying value amount of "Investment property" for each fiscal year is as follows:

	2025 **¥ million**	2024 ¥ million
Non-current asset — at fair value		
At beginning of year	**4,971**	4,119
Additions	**51**	721
Disposals	**(6)**	(376)
Transfer from property, plant and equipment	**75**	278
Transfer to property, plant and equipment	**(33)**	–
Net (loss)/gain from fair value adjustment	**(343)**	103
Translation	**(6)**	126
At end of year	**4,709**	4,971

The investment properties at their carrying amounts are analysed as follows:

	2025 **¥ million**	2024 ¥ million
In Hong Kong		
Buildings on leasehold	**1,013**	1,102
In Japan		
Freehold	**2,619**	2,788
Buildings on leasehold	**1,077**	1,081
	4,709	4,971

Amounts recognised in profit or loss for investment properties:

	2025 **¥ million**	2024 ¥ million
Amounts recognised in profit or loss for investment properties are as follows:		
Rental income	**813**	786
Direct operating expenses from properties	**(58)**	(224)
Net (loss)/gain on sales of investment properties	**(1)**	235
Fair value (loss)/gain recognised in other operating expenses	**(343)**	103
Total	**411**	900

24. INVESTMENT PROPERTIES *(Continued)*

(a) Fair value measurements

Investment properties, principally freehold commercial building, are held for long-term rental yields and are not occupied by the Group. They are carried at fair value. Changes in fair values are presented in profit or loss as part of other income.

(b) Fair value estimation

To provide an indication about the reliability of the inputs used in determining fair value, the Group has classified its non-financial assets into the three levels prescribed under the accounting standards. An explanation of each level at fair value hierarchy is provided in Note 50(b).

(c) Recognised fair value measurements

Based on the fair value at 31 March 2025 by JLL, Valor and T-MAX and 2024 determined by JLL, Chuo and Valor, the Group performed valuation of its investment properties at 31 March 2025 and 2024 as follows:

At 31 March 2025

Description	**Fair value measurements using:**			
	Level 1	**Level 2**	**Level 3**	**Total**
	¥ million	**¥ million**	**¥ million**	**¥ million**
Investment properties				
Freehold	**–**	**–**	**2,619**	**2,619**
Buildings on leasehold	**–**	**–**	**2,090**	**2,090**
Total recurring fair value measurements	**–**	**–**	**4,709**	**4,709**

At 31 March 2024

Description	Fair value measurements using:			
	Level 1	Level 2	Level 3	Total
	¥ million	¥ million	¥ million	¥ million
Investment properties				
Freehold	–	–	2,788	2,788
Buildings on leasehold	–	–	2,183	2,183
Total recurring fair value measurements	–	–	4,971	4,971

The Group's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period. There are no transfers between levels 1, 2 and 3 for recurring fair value measurements during the year.

24. INVESTMENT PROPERTIES *(Continued)*

(d) Valuation techniques used to determine level 2 and level 3 fair values

The financial controller updates his assessment of the fair value of each property, based on the fair value at 31 March 2025 determined by JLL, Valor and T-MAX and the fair value at 31 March 2024 determined by JLL, Chuo and Valor.

The best evidence of fair value is current prices in an active market for similar properties. Where such information is not available the financial controller considers information from a variety of sources including:

- Current prices in an active market for properties of different nature or recent prices of similar properties in less active markets, adjusted to reflect those differences
- Discount cash flow projections based on reliable estimates of future cash flows
- Capitalised income projections based upon a property's estimated net market income, and a capitalization rate derived from an analysis of market evidence.

All resulting fair value estimate for properties are included in level 3.

(e) Fair value measurements using significant unobservable inputs (level 3)

The changes in level 3 items for the year ended 31 March 2025 and 2024 for recurring fair value measurements:

	2025 **¥ million**	2024 ¥ million
Balance at beginning of the period	**4,971**	4,119
Additions	**51**	721
Disposals	**(6)**	(376)
Transfer from property, plant and equipment	**75**	278
Transfer to property, plant and equipment	**(33)**	–
Net (loss)/gain from fair value adjustment	**(343)**	103
Translation	**(6)**	126
Balance at end of the period	**4,709**	4,971

* Unrealised (losses) or gains recognised in profit or loss attributable to assets held and leased at the end of the reporting period (included in (losses)/gains recognised in net (loss)/gain from fair value adjustment.

2025 **¥ million**	2024 ¥ million
(343)	103

24. INVESTMENT PROPERTIES *(Continued)*

(f) Valuation inputs and relationships to fair value

The quantitative information about the significant unobservable inputs used in recurring level 3 fair value measurements.

Description	Valuation technique	Unobservable inputs	Range of unobservable inputs 2025	Range of unobservable inputs 2024	Fair value 2025 ¥ million	Fair value 2024 ¥ million	Relationship of unobservable input to fair value when the unobservable input increases
Investment properties	Income approach	Discount rate	**6.0%–12.0%**	6.0%–12.0%			Decrease
		Rental period	**2.6–31.3 years**	3.6–27 years			Increase
		Capitalisation rate	**4.0%–10.0%**	4.0%–13.0%			Decrease
		Market rent	**¥206–¥15,028 per tsubo**	¥206–¥15,066 per tsubo	**3,335**	3,190	Increase
	Sales comparison approach	Transaction price for similar land	**¥19,237–¥245,093 per square meter**	¥24,375–¥246,624 per square meter			Increase
		Adjustment for attributes of the subject (*)	**54.0%**	54.0%	**1,053**	1,143	Increase
	Cost approach	Replacement Cost-Lands	**¥21,700 per square meter**	¥7,910–¥80,600 per square meter			Increase
		Replacement Cost-Buildings	**¥181,500 per square meter**	¥181,500–¥195,800 per square meter			Increase
		Accumulated depreciation rate	**100.0%**	86.34%–100.0%	**321**	638	Decrease
					4,709	4,971	

(*) Including but not limited to scale, shape, size and possibility to get the development permission.

(g) Valuation process

The Group's financial controller is responsible for the fair value measurements of investment properties required for financial reporting purposes. The financial controller reports directly to the Board of Directors for these fair value measurements.

Discussions of valuation processes and results are held between the financial controller and the Board of Directors at least twice a year.

For level 3 fair value measurements, the Group engages external, independent and qualified valuers to determine the fair value of the Group's investment properties.

25. INTANGIBLE ASSETS

The following is a movement schedule of goodwill, other intangible assets for the costs and accumulated amortisation and impairment losses.

	Goodwill ¥ million	Trademarks ¥ million	Computer software ¥ million	Lease intangible ¥ million	Total ¥ million
Cost					
At 1 April 2023	3,305	46	3,741	1,007	8,099
Acquisitions through business combinations	2,141	–	–	–	2,141
Additions	–	1	718	725	1,444
Disposals	–	–	(497)	–	(497)
Translation	–	–	–	220	220
At 31 March 2024 and 1 April 2024	**5,446**	**47**	**3,962**	**1,952**	**11,407**
Additions	**–**	**–**	**947**	**–**	**947**
Disposals	**–**	**–**	**(814)**	**–**	**(814)**
Translation	**–**	**–**	**(0)**	**(23)**	**(23)**
At 31 March 2025	**5,446**	**47**	**4,095**	**1,929**	**11,517**
Accumulated depreciation and impairment					
At 1 April 2023	400	44	3,415	510	4,369
Amortisation for the year	–	1	151	229	381
Disposals	–	–	(493)	–	(493)
Impairment loss	–	–	–	–	–
Translation	–	–	–	149	149
At 31 March 2024 and 1 April 2024	**400**	**45**	**3,073**	**888**	**4,406**
Amortisation for the year	**–**	**1**	**383**	**240**	**624**
Disposals	**–**	**–**	**(812)**	**–**	**(812)**
Impairment loss	**200**	**–**	**12**	**–**	**212**
Translation	**–**	**–**	**–**	**(15)**	**(15)**
At 31 March 2025	**600**	**46**	**2,656**	**1,113**	**4,415**
Net book value					
At 31 March 2025	**4,846**	**1**	**1,439**	**816**	**7,102**
At 31 March 2024	5,046	2	889	1,064	7,001

Note: Amortisation above is included in Pachinko business expenses and general and administrative expenses of consolidated profit or loss statement.

25. INTANGIBLE ASSETS *(Continued)*

(a) Impairment test for goodwill

Goodwill is monitored by management at the level of individual pachinko halls that are expected to benefit from the synergies of the business combination at the date of acquisition of the business.

Goodwill is related to the acquisition of Yume Corporation and individual pachinko halls, and the carrying amounts are entirely allocated to the pachinko halls that are expected to benefit from the synergies of this business combination.

A summary of the goodwill allocation is presented below.

Name of pachinko hall	¥ million
GIFUTAKAYAMA (Gifu Prefecture)	1,294
KAKOGAWA (Hyogo Prefecture)	500
YAKEYAMA (Hiroshima Prefecture)	356
TAKAYAMA (Gifu Prefecture)	300
GIFUKIRYU (Gifu Prefecture)	279
HAMAMATSU OYAGI (Shizuoka Prefecture)	272
Others	1,845
At 31 March 2025	4,846

(b) Significant estimate: key assumptions used for value-in-use calculations

The Group tests whether goodwill has suffered any impairment on an annual basis. The recoverable amount of a cash generating unit (CGU) is determined based on value-in-use calculations, which require the use of assumptions. The calculations use discounted cash flow projections based on the estimates of three-year financial performance including the budget approved by management for the following fiscal year.

An appropriate period of future cash flow projections is set for the business of each cash generating unit.

Cash flows beyond the period covered by the most recent business plans are extrapolated using the estimated revenue growth rates stated below. These revenue growth rates are determined considering the industry trend and etc. and are not expected to exceed long-term average growth rate of the industry.

When the recoverable amount of the goodwill specifically associated with a cash-generating unit is lower than the carrying amount of such goodwill, an impairment loss is recognised and the goodwill is written down to the recoverable amount.

25. INTANGIBLE ASSETS *(Continued)*

(b) ***Significant estimate: key assumptions used for value-in-use calculations*** *(Continued)*

The following table sets out the key assumptions for the group of units; CGU that have significant goodwill allocated:

key assumptions	2025	2024
Budgeted revenue from pachinko business and pachinko business expenses which approved by management (unit: million yen)	**¥189 million–¥772 million** **¥158 million–¥538 million**	¥250 million–¥3,763 million ¥164 million–¥487 million
Revenue growth rate (%) (*)	**(0%)**	(0%) (*) For the year ending 31 March 2025 and thereafter In addition, the revenue growth rates ranging from 3.0% to 8.4% for the recovery from COVID-19 pandemic with an upper limit, 100% of actual results for the fiscal year ended 31 March 2020 are taken into consideration.
Discount rate	**3.6%**	2.8%

Management has determined the value assigned to each of the above key assumptions as follows:

Key assumptions	Approach used to determining values
Budgeted revenue from pachinko business and pachinko business expenses which approved by management	Revenue from pachinko business is based on the budget approved by the management, which reflects the management's assessment of the industry future trend and the past practices. Management forecasts pachinko business expenses of the CGUs based on the current structure of the business, which does not reflect any future restructuring.
Revenue growth rate (%)	Annual growth rate of the budget and thereafter is conservatively determined taking into consideration the Group's strategy and a business environment.
Discount rate	Determined taking into account the weighted average cost of capital ("WACC").

25. INTANGIBLE ASSETS *(Continued)*

(c) Significant estimate — impairment charge for Goodwill

As a result of reviewing recoverable amount of CGU determined based on each pachinko hall, impairment losses recognised ¥200 million (2024: Nil) during the year ended 31 March 2025.

(d) Significant estimate — impact of possible changes in key assumptions

Goodwill for which impairment has not occurred is at risk of impairment. If the major assumptions behind the test of impairment change, the unit's carrying amount might exceed its recoverable amount.

The total recoverable amount of individual pachinko halls (CGUs) that are expected to benefit from the synergies is estimated at ¥51,507 million at 31 March 2025. This exceeds the total carrying amount of the CGUs, which goodwill has been allocated to, at 31 March 2025 by ¥32,941 million.

In the CGU, which has the minimum excess amount of the recoverable amount to the carrying amount, the recoverable amount of this CGU would equal its carrying amount if the discount rate increases by 0.02 percentage points, the revenue decreases by ¥0 million (equivalent to decreasing rate of 0.2%) or the operating costs increase by ¥0 million (equivalent to increasing rate of 0.9%) respectively.

Management has considered and assessed reasonably possible changes for other key assumptions and have not identified any instances that could cause the carrying amount of this CGU to exceed its recoverable amount.

26. FINANCIAL ASSETS MEASURED AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	2025 **¥ million**	2024 ¥ million
Equity securities at fair value, listed in Hong Kong	**281**	427
Equity securities at fair value, listed in Japan	**1,236**	932
Others	**462**	464
	1,979	1,823

27. LEASE RECEIVABLES

The Group as lessor — Finance Lease Receivables

Maturity analysis of the finance lease receivables is as follows:

	Lease payments receivable	
	2025	2024
	¥ million	¥ million
Within one year	**3,012**	2,047
In the second year	**1,822**	1,395
In the third year	**783**	734
In the fourth year	**567**	525
In the fifth year	**537**	507
After five years	**4,923**	4,640
Total	**11,644**	9,848
Less: Unearned finance income	**(1,447)**	(1,441)
Less: Present value of unguaranteed residual value	**–**	–
Net Investment in the lease	**10,197**	8,407
Less: Amount due for settlement within 12 months (shown under current liabilities)	**(2,813)**	(1,863)
Amount due for settlement after 12 months	**7,384**	6,544

The Group leases some of properties held for sale under finance leases.

The average lease term is 8.3 years (2024: 9.3 years).

All finance lease receivables are arranged at fixed rates thus these expose the Group to fair value interest rate risk and no arrangements have been entered into for contingent rental payments.

Finance lease receivables are secured by the leased assets the Group retains the right to use for the lease period.

There is neither significant past due balance nor loss allowance provision recognised for finance lease receivables as at 31 March 2025 (2024: Nil).

27. LEASE RECEIVABLES *(Continued)*

Operating Lease Receivables

At 31 March 2025, maturity analysis of the undiscounted operating lease receivables is as follows:

	2025 ¥ million	2024 ¥ million
Within one year	**6,651**	6,611
In the second year	**5,593**	6,447
In the third year	**5,395**	5,287
In the fourth year	**5,395**	5,042
In the fifth year	**5,395**	5,096
After five years	**5,697**	10,476
	34,126	38,959

The Group leases aircraft under operating leases.

The average lease term is 5.8 years (2024: 6.7 years).

All operating lease receivables are arranged at fixed rates thus these expose the Group to fair value interest rate risk and no arrangements have been entered into for contingent rental payments.

Operating lease receivables are secured by the leased assets the Group retains the right to use for the lease period.

28. OTHER NON-CURRENT ASSETS

	2025 ¥ million	2024 ¥ million
Rental prepayment	**227**	257
Rental deposits	**5,482**	5,643
Prepayment for lender commitment fee	**138**	151
Construction assistance fund receivables	**144**	173
Advance payment of insurance premiums	**271**	–
Others	**444**	571
	6,706	6,795

FOR THE YEAR ENDED 31 MARCH 2025

29. INVENTORIES

	2025 **¥ million**	2024 ¥ million
Supplies	**310**	305
Properties held for sale and under development for sale	**2,251**	1,658
Others	**977**	824
	3,538	2,787

30. PRIZES IN OPERATION OF PACHINKO HALLS

	2025 **¥ million**	2024 ¥ million
G-prize	**2,870**	2,336
General prize	**499**	542
	3,369	2,878

31. OTHER CURRENT ASSETS

	2025 **¥ million**	2024 ¥ million
Rental prepayment	**173**	396
Prepayment for lender commitment fee	**71**	57
Advance payment of insurance premiums	**149**	569
Government grant receivables	**189**	186
Consumption tax refund receivables	**97**	191
Others	**1,158**	1,076
	1,837	2,475

32. CASH AND CASH EQUIVALENTS

	2025 ¥ million	2024 ¥ million
Cash on hand	**7,401**	8,335
Cash at bank	**28,623**	41,774
Cash and cash equivalents	**36,024**	50,109

As at 31 March 2025, the bank and cash balances of the Group denominated in Renminbi ("RMB") amounted to ¥113 million (2024: ¥221 million). Conversion of RMB into foreign currencies is subject to the PRC's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations.

The carrying amounts of the Group's cash and cash equivalents are denominated in the following currencies:

	2025 ¥ million	2024 ¥ million
JPY	**31,541**	44,224
HKD	**274**	238
USD	**3,834**	4,884
EUR	**115**	302
Others	**260**	461
	36,024	50,109

33. TRADE AND OTHER PAYABLES

	2025 ¥ million	2024 ¥ million
Trade payables	**926**	1,073
Halls construction and system payables	**858**	1,365
Other tax expenses	**1,685**	3,387
Pachinko and pachislot machine payables	**869**	913
Accrued staff costs	**5,359**	6,399
Advertisement and promotions	**89**	129
Housing rent	**136**	191
Others	**1,240**	1,447
	11,162	14,904

33. TRADE AND OTHER PAYABLES *(Continued)*

The aging analysis of the Group's trade payables, based on invoice date, is as follows:

	2025 **¥ million**	2024 ¥ million
1 to 30 days	**892**	1,073
31 days to 60 days	**–**	–
Over 60 days	**34**	–
	926	1,073

34. BORROWINGS

	2025 **¥ million**	2024* ¥ million
Bank loans	**11,547**	15,188
Syndicated loans	**75,527**	85,136
	87,074	100,324

The borrowings are repayable as follows:

	2025 **¥ million**	2024 ¥ million
On demand or within one year	**18,425**	21,083
In the second year	**13,878**	13,236
In the third to fifth years, inclusive	**28,360**	30,686
After five years	**26,411**	35,319
	87,074	100,324
Less: Amount due for settlement within 12 months (shown under current liabilities)	**(18,425)**	(21,083)
Amount due for settlement after 12 months	**68,649**	79,241

34. BORROWINGS *(Continued)*

Notes:

(a) The weighted average interest rates per annum as at 31 March 2025 and 2024 were set out as follows:

	2025 %	2024* %
Bank loans	**1.4**	1.0
Syndicated loans	**3.5**	3.1

(b) The borrowings as at 31 March 2025 and 2024 were secured by the following:

	2025 ¥ million	2024 ¥ million
Property, plant and equipment	**58,012**	64,165

(c) Carrying amounts of the borrowings with floating interest rate expose the Group to cash flow interest rate risk. Carrying amounts of the borrowings with fixed interest rate expose the Group to fair value interest rate risk.

(d) Non-current liabilities with covenants

Borrowings in non-current liabilities in the consolidated statement of financial position includes those equivalent to 27,130 million yen (31,820 million yen at the end of March 2024) subject to compliance with covenants within 12 months from the end of each fiscal year as at the end of March 2025.

The Group is required to comply with the following covenants at the end of March and September of each tear, and all obligations of the Group under the loan agreements may be accelerated upon the request by lenders. The Group considers it does not conflict with any covenants and does not appear to have difficulty in compliance with such covenants.

Key covenants are as follows:

(i) The amount of the consolidated net assets at the end of each consolidated fiscal year shall exceed 75% of the higher of the amount at the end of March 2021 and that at the end of the previous consolidated fiscal year.

(ii) The amount of the consolidated net assets at the end of each consolidated fiscal year shall exceed 75% of the higher of the amount at the end of March 2022 and that at the end of the previous consolidated fiscal year.

(iii) The amount of the consolidated net assets at the end of each consolidated fiscal year shall exceed 75% of the higher of the amount at the end of March 2023 and that at the end of the previous consolidated fiscal year.

(iv) The amount of the consolidated net assets at the end of each consolidated fiscal year shall exceed 75% of the higher of the amount at the end of March 2024 and that at the end of the previous consolidated fiscal year.

(v) The amount of the consolidated net assets of the Company's relevant consolidated subsidiaries at the end of each consolidated fiscal year shall exceed 75% of the higher of the amount at the end of March 2022 and that at end of the previous fiscal year.

(vi) The amount of the consolidated net assets of the Company at the end of each fiscal year shall exceed 75% of the higher of the amount at the end of March 2023 and that at the end of the previous consolidated fiscal year.

(vii) The amount of the consolidated net assets of the Company's relevant consolidated subsidiaries at the end of each fiscal year shall exceed 75% of the higher of the amount at the end of March 2024 and that at the end of the previous fiscal year.

(viii) Consolidated operating profit in each consolidated fiscal year shall not be negative in 2 consecutive fiscal years.

(ix) Ordinary profit of the Company and its relevant consolidated subsidiaries in each fiscal year shall not be negative in 2 consecutive fiscal years.

* There was an immaterial error in the comparative information of the breakdown of the borrowings amounts and the weighted average interest rates per annum. Accordingly, an amount of ¥58,828 million was reclassified from Bank loans to Syndicated loans, and the weighted average interest rates per annum were corrected by decreasing the rate for Bank loans by 2.2% and increasing the rate for Syndicated loans by 2.6%.

35. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	2024	Cash flows	Non-cash changes: New lease contract	Non-cash changes: Foreign exchange movement	Non-cash changes: Non-current transfer to current	Others	2025
	¥ million						¥ million
Borrowings — non-current	79,241	(355)	–	(411)	(10,063)	237	**68,649**
Borrowings — current	21,083	(12,649)	–	(109)	10,063	37	**18,425**
Lease liabilities — non-current	87,436	–	12,481	–	(9,192)	(1,196)	**89,529**
Lease liabilities — current	10,572	(9,633)	–	–	9,192	(16)	**10,115**
Total liabilities from financing activities	198,332	(22,637)	12,481	(520)	–	(938)	**186,718**

	2023	Cash flows	Non-cash changes: New lease contract	Non-cash changes: Foreign exchange movement	Non-cash changes: Non-current transfer to current	Others	2024
	¥ million						¥ million
Borrowings — non-current	55,538	28,528	–	4,092	(8,770)	(147)	79,241
Borrowings — current	16,629	(4,791)	–	539	8,770	(64)	21,083
Lease liabilities — non-current	80,948	–	17,231	–	(9,812)	(931)	87,436
Lease liabilities — current	10,749	(9,990)	–	–	9,812	1	10,572
Total liabilities from financing activities	163,864	13,747	17,231	4,631	–	(1,141)	198,332

36. OTHER CURRENT LIABILITIES

	2025	2024
	¥ million	¥ million
Contract liabilities	**7,850**	8,666
Others	**1,848**	2,083
	9,698	10,749

Details of contract liabilities as at 31 March 2025 and 31 March 2024 are as follows:

	31 March 2025	31 March 2024
	¥ million	¥ million
Unutilised balls and tokens	**7,850**	8,666

37. DEFERRED TAX

	Property, plant and equipment ¥ million	Accrued staff costs ¥ million	Unutilised balls and tokens ¥ million	Pachinko and pachislot machines ¥ million	Investment properties ¥ million	Right-of-use assets ¥ million	Lease liabilities ¥ million	Cash flow hedge ¥ million	Others ¥ million	Total ¥ million
At 1 April 2023	(411)	1,075	612	404	(456)	(21,698)	29,099	152	1,004	9,781
Acquisitions through business combinations	–	–	–	–	–	–	–	–	925	925
Credit/(charge) to equity for the year										
— origination and reversal of temporary differences	–	–	–	–	–	–	–	(19)	(112)	(131)
Credit/(charge) to profit or loss for the year (Note 18)										
— origination and reversal of temporary differences	230	255	46	178	(266)	(2,407)	1,992	9	(281)	(244)
— effect of change in tax rates	(39)	–	–	(5)	15	211	(227)	–	(41)	(86)
At 31 March 2024 and 1 April 2024	**(220)**	**1,330**	**658**	**577**	**(707)**	**(23,894)**	**30,864**	**142**	**1,495**	**10,245**
Credit/(charge) to equity for the year										
— origination and reversal of temporary differences	**(24)**	**–**	**–**	**–**	**–**	**–**	**–**	**26**	**(96)**	**(94)**
— effect of change in tax rates	**(2)**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**(7)**	**(9)**
Credit/(charge) to profit or loss for the year (Note 18)										
— origination and reversal of temporary differences	**280**	**(81)**	**(220)**	**65**	**5**	**(416)**	**509**	**5**	**(550)**	**(403)**
— effect of change in tax rates	**(12)**	**1**	**–**	**(5)**	**(22)**	**(667)**	**775**	**–**	**26**	**96**
At 31 March 2025	**22**	**1,250**	**438**	**637**	**(724)**	**(24,977)**	**32,148**	**173**	**868**	**9,835**

Note 1: Foreign currency translation differences are included in "Credit/(charge) to profit or loss for the year".

2: The Company and all domestic subsidiaries applied for approval of a Group tax sharing system during the fiscal year ended 31 March 2025 under review and will adopt this system from the fiscal year ended 31 March 2026. As a result, the aforementioned entities apply tax effect accounting that assumes the adoption of the Group tax sharing system from the fiscal year ended 31 March 2025 under review.

Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences, unused tax losses or unused tax credits can be utilised.

In assessing the amount of deferred income tax assets that need to be recognised, the Group considers expected reversal of deferred tax liabilities, future taxable income and ongoing prudent and feasible tax planning strategies.

At 31 March 2025, the Group has unused tax losses of ¥5,282 million (2024: ¥4,677 million) and temporary differences of ¥910 million (2024:¥1,074 million) for which no deferred tax asset has been recognised.

37. DEFERRED TAX *(Continued)*

The above does not include deductible temporary differences and unused tax losses that do not result in recognition of deferred tax assets associated with local taxes (inhabitant tax and enterprise tax), which is not within the scope of above-mentioned system. The amount of deductible temporary differences associated with local taxes (inhabitant tax and enterprise tax) is ¥1,043 million and the amounts of unused tax losses derived from inhabitant tax and enterprise tax are ¥2,943 million, respectively. Unused tax losses derived from inhabitant tax and enterprise tax expire principally in 10 years from their origination.

At 31 March 2025, temporary taxable differences related to investments in subsidiaries the Group did not recognise deferred tax liabilities for amounted to ¥3,424 million (2024: ¥1,781 million).

At 31 March 2025 and 2024, maturity analysis of the tax losses for which no deferred tax assets has been recognised is as follows:

	2025 **¥ million**	2024 ¥ million
Within one year	**571**	904
In the second year	**1,292**	431
In the third year	**186**	622
In the fourth year	**467**	–
In the fifth year	**466**	398
After five years	**2,300**	2,322
Total	**5,282**	4,677

38. PROVISIONS

	Asset retirement obligation (Note (i)) ¥ million	**Staff vacation payable** (Note (ii)) ¥ million	**Total** ¥ million
At 1 April 2023	5,688	1,540	7,228
Business combinations	93	–	93
Reversal of provision for the year	(20)	(17)	(37)
Changes in present value	56	–	56
At 31 March 2024	5,817	1,523	7,340
Provision/(reversal of provision) for the year	69	(10)	59
Changes in present value	47	–	47
At 31 March 2025	**5,933**	**1,513**	**7,446**

38. PROVISIONS *(Continued)*

Analysed as:

	2025 ¥ million	2024 ¥ million
Current liabilities	**1,513**	1,523
Non-current liabilities	**5,933**	5,817
	7,446	7,340

Notes:

(i) The asset retirement obligation represents the estimated costs arising from contractual obligations to a landlord to dismantle and remove leasehold improvements and certain fixed assets at the end of the lease contracts. These costs are expected to be paid in after estimated usage period of fixed assets, but will be affected by the future business plans.

(ii) Staff vacation payable represents leave entitlements of employees the entity expects to pay as a result of unused leave entitlements at the end of the period.

39. OTHER NON-CURRENT LIABILITIES

	2025 ¥ million	2024 ¥ million
Retirement benefit payables converting to the defined contribution plan	**110**	114
Rental deposits received	**395**	356
Maintenance reserves	**404**	397
Others	**815**	688
	1,724	1,555

40. SHARE CAPITAL AND TREASURY SHARE

The numbers of the Company's shares authorised and issued are as follows:

	Note	**2025** Number of ordinary share	**2025** ¥ million	2024 Number of ordinary share	2024 ¥ million
Authorised					
At the beginning		**2,520,000,000**	**–**	2,520,000,000	–
At the end		**2,520,000,000**	**–**	2,520,000,000	–
Issued and fully paid:					
At the beginning	(i)	**698,743,096**	**15,000**	714,275,096	15,000
Decrease in issued and fully paid shares	(ii)	**(2,300,000)**	**–**	(15,532,000)	–
At the end		**696,443,096**	**15,000**	698,743,096	15,000

Notes:

(i) All the shares the Company issue are no-per-value shares with no limitation on the rights attributed to the shares.

(ii) The decrease of 2,300,000 and 15,532,000 shares is due to the cancellation of shares subject to Article 178 of the Japan Company Law.

The numbers of the Company's treasury shares included in the above issued shares are as follows:

	Note	**2025** Number of ordinary share	**2025** ¥ million	2024 Number of ordinary share	2024 ¥ million
At the beginning		**2,300,000**	**193**	788,800	70
Increase in treasury shares	(i)	**–**	**–**	17,043,200	1,476
Decrease in treasury shares	(ii)	**(2,300,000)**	**(193)**	(15,532,000)	(1,353)
At the end		**–**	**–**	2,300,000	193

Notes:

(i) The increase of 17,043,200 treasury shares consists of: 17,043,200 shares purchased as treasury shares subject to Article 156 (replacement of the third paragraph of Article 165) of the Company Law of Japan (the Japan Company Law).

The Company held the general meeting on 23 June 2023 where the general mandate to repurchase shares of the Company was granted within the range of 71,348,629 shares.

Purchase, Sale or Redemption of the Company's Listed Securities

During the previous reporting Period, the Company repurchased its Shares on the Stock Exchange, details of which are as follows:

Month/Year	**Number of Shares repurchased**	**Aggregate consideration paid** ¥ million
June 2023	699,800	57
July 2023	1,390,200	113
August 2023	2,707,400	245
September 2023	2,891,200	277
October 2023	930,000	96
February 2024	1,929,200	151
March 2024	6,495,400	537
	17,043,200	1,476

(ii) The decrease of 2,300,000 and 15,532,000 treasury shares is due to the cancellation of shares subject to Article 178 of the Japan Company Law.

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

	Note	2025 ¥ million	2024 ¥ million
Property, plant and equipment		**308**	310
Investments in subsidiaries		**104,566**	104,566
Financial assets measured at fair value through other comprehensive income		**288**	290
Other non-current assets		**92**	98
		105,254	105,264
Inventories		**25**	25
Other current assets		**16**	533
Due from subsidiaries — current portion	(i)	**1,455**	1,474
Cash and cash equivalents		**6,788**	14,947
		8,284	16,979
TOTAL ASSETS		**113,538**	122,243
Other payables		**64**	83
Due to subsidiaries — current portion	(ii)	**9,357**	18,213
Borrowings	(iii)	**1,165**	1,153
Provisions		**13**	16
Income taxes payables		**2**	13
Other current liabilities		**388**	389
		10,989	19,867
Deferred tax liabilities		**640**	535
Borrowings	(iii)	**7,251**	8,416
Other non-current liabilities		**1,802**	2,189
		9,693	11,140
TOTAL LIABILITIES		**20,682**	31,007
Share capital		**15,000**	15,000
Reserves		**77,856**	76,236
TOTAL EQUITY		**92,856**	91,236
TOTAL LIABILITIES AND EQUITY		**113,538**	122,243

41. STATEMENT OF FINANCIAL POSITION OF THE COMPANY *(Continued)*

Notes:

(i) Due from subsidiaries-current portion

(a) Included in the current portion of the amounts due from subsidiaries at 31 March 2025 was an amount of ¥1,400 million (2024: ¥900 million) which is unsecured, interest bearing at fixed interest rates of 12-month TIBOR plus 0.6% per annum at contract dates, thus exposing the Company to fair value interest rate risk and is repayable at the specific dates.

(b) Remaining current portion of the amounts due from subsidiaries as at 31 March 2025 and 31 March 2024, respectively, represents non-interest bearing balance and is traded in nature.

(ii) Due to subsidiaries — current portion

(a) Included in the current portion of the amounts due to subsidiaries at 31 March 2025 was an amount of ¥9,331 million (2024: ¥18,181 million) which is unsecured, interest bearing at interest rates of ordinary deposit per annum presented by Sumitomo Mitsui Banking Corporation, thus exposing the Company to fair value interest rate risk and has no fixed term of repayment.

(b) Remaining current portion of the amounts due to subsidiaries as at 31 March 2025 and 31 March 2024, respectively, represents non-interest bearing balance and is traded in nature.

(iii) Borrowings

Included in the current portion and non-current portion of borrowings at 31 March 2025 were amounts of ¥1,165 million (2024: ¥1,153 million) and ¥7,251 million (2024: ¥8,416 million) respectively which are unsecured, guaranteed and collateralised by a subsidiary, DYNAM.co.ltd and its real estate and collateralised by real estate held by a subsidiary, DYNAM Business support co., ltd, interest bearing at fixed interest rates of 6-month Japanese Yen TIBOR plus 0.22983% per annum at contract dates, thus exposing the Company to fair value interest rate risk and is repayable at the specific dates.

42. RESERVES

(a) The Group

The amounts of the Group's reserves and movements therein are presented in the consolidated statement of changes in equity.

(b) The Company

	Capital reserve (Note 42(c)) ¥ million	Treasury shares ¥ million	Retained earnings (Note 42(d)) ¥ million	Total ¥ million
At 1 April 2023	51,815	(70)	25,661	77,406
Net profit for the year	–	–	3,851	3,851
Purchase of treasury shares	–	(1,476)	–	(1,476)
Cancellation of treasury shares	(1,353)	1,353	–	–
2024 dividend paid	–	–	(3,545)	(3,545)
At 31 March 2024 and 1 April 2024	**50,462**	**(193)**	**25,967**	**76,236**
Net profit for the year	**–**	**–**	**5,103**	**5,103**
Purchase of treasury shares	**–**	**–**	**–**	**–**
Cancellation of treasury shares	**(193)**	**193**	**–**	**–**
2025 dividend paid	**–**	**–**	**(3,482)**	**(3,482)**
At 31 March 2025	**50,269**	**–**	**27,588**	**77,857**

(c) Nature and purpose of reserves

The Capital reserve consists of Capital surplus and Legal reserve.

(i) Capital surplus

Under the Company Law of Japan (the "Japan Company Law"), certain percentage of the proceeds from the issuance of share capital shall be credited to the share capital and the remaining of the proceeds shall be credited to capital surplus (known as "additional paid-in capital"). Upon approval of the general meeting of shareholders, the additional paid-in capital would be transferred back to the share capital.

(ii) Legal reserve

The Japan Company Law provides that a 10% dividend of reserves shall be appropriated as legal reserve (a component of either capital surplus or retained earnings) until an aggregate amount of additional paid-in capital and legal reserve equals 25% of share capital. The legal reserve may be used to reduce a deficit or transfer to retained earnings upon approval of the general meeting of shareholders.

42. RESERVES *(Continued)*

(d) Basis for profit appropriation

In accordance with the Japan Company Law, the distributable reserves are determined based on the retained earnings and other capital surplus recorded in the Company's non-consolidated financial statements prepared in accordance with Japanese Generally Accepted Accounting Principles.

43. OTHER COMPREHENSIVE INCOME

	Amount recorded during the year ¥ million	**Amount recycled during the year ¥ million**	**Amount before income tax ¥ million**	**Income tax effect ¥ million**	**Amount after income tax ¥ million**
At 31 March 2025					
Revaluation surplus for properties	**43**	**–**	**43**	**(26)**	**17**
Changes in fair value of financial assets measured at FVTOCI	**200**	**–**	**200**	**(103)**	**97**
Exchange differences on translating foreign operations	**(601)**	**–**	**(601)**	**–**	**(601)**
Cash flow hedge	**(191)**	**(42)**	**(233)**	**31**	**(202)**
Total	**(549)**	**(42)**	**(591)**	**(98)**	**(689)**

	Amount recorded during the year ¥ million	Amount recycled during the year ¥ million	Amount before income tax ¥ million	Income tax effect ¥ million	Amount after income tax ¥ million
At 31 March 2024					
Revaluation surplus for properties	34	–	34	–	34
Changes in fair value of financial assets measured at FVTOCI	(720)	–	(720)	(112)	(832)
Exchange differences on translating foreign operations	5,448	–	5,448	–	5,448
Cash flow hedge	67	(2)	65	(18)	47
Total	4,829	(2)	4,827	(130)	4,697

44. LIST OF PRINCIPAL SUBSIDIARIES

Particulars of the Company's principal subsidiaries as at 31 March 2025 and 2024 are as follows:

Name of subsidiary	Place/date of incorporation/ establishment	Issued and paid up capital	Percentage of ownership interest/voting power/ profit sharing		Principal activities
			2025	2024	
Directly held					
DYNAM Co., Ltd.	Japan 25 July 1967	¥5,000,000,000	**100%**	100%	Operation of pachinko halls
Cabin Plaza Co., Ltd.	Japan 25 May 1988	¥10,000,000	**100%**	100%	Operation of pachinko halls
Yume Corporation Co., Ltd.	Japan 14 December 1970	¥50,000,000	**100%**	100%	Operation of pachinko halls
Dynam Business Support Co., Ltd.	Japan 31 October 2003	¥100,000,000	**100%**	100%	Real estate and property management Provision of accounting and administration services
Dynam Hong Kong Co., Limited	Hong Kong 7 January 2013	HK$900,000,000	**100%**	100%	Investment holding
Nihon Humap Co., Ltd.	Japan 1 November 1982	¥100,000,000	**100%**	100%	Operation of restaurants Cleaning services for Pachinko Halls
Dynam Aviation Ireland Limited	Ireland 13 December 2018	USD1,000,000	**100%**	100%	Aircraft Leasing
Indirectly held					
Erin International Co., Ltd.	Mongolia 30 May 2003	MNT34,935,122,125	**98.84%**	98.84%	Operation of international freight forwarding services and contracting services for construction works, property transactions and management services
Dynam Aviation Ireland One Limited	Ireland 15 February 2019	USD100	**100%**	100%	Aircraft Leasing
Dynam Aviation Ireland Two Limited	Ireland 29 April 2019	USD100	**100%**	100%	Aircraft Leasing
Dynam Aviation Ireland Three Limited	Ireland 1 August 2019	USD100	**100%**	100%	Aircraft Leasing
Dynam Aviation Ireland Four Limited	Ireland 23 January 2020	USD100	**100%**	100%	Aircraft Leasing
Dynam Aviation Ireland Five Limited	Ireland 8 September 2022	USD100	**100%**	100%	Aircraft Leasing
Dynam Aviation Ireland Six Limited	Ireland 11 May 2023	USD100	**100%**	100%	Aircraft Leasing

45. MATERIAL NON-CASH TRANSACTIONS

The Group did not have any material non-cash transactions except for acquisition of right-of-use asset disclosed in the Note 23 for the year ended 31 March 2025 (2024: Nil).

46. CONTINGENT LIABILITIES

At 31 March 2025, the Group did not have any significant contingent liabilities (2024: Nil).

47. CAPITAL COMMITMENTS

The commitments at the end of the reporting period are as follows:

	2025 **¥ million**	2024 ¥ million
Contracted but not provided for		
Pachinko and Pachislot machines	**998**	508
Aircraft	**19,439**	–
Equipment	**50**	–
	20,487	508
Approved but not contracted for		
Pachinko and Pachslot machines	**1**	30
Aircraft	**–**	–
Equipment	**278**	43
	279	73
	20,766	581

48. FINANCIAL RISK MANAGEMENT

The Group's activities are exposed to a variety of market risk, credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

(a) Market risk

(i) Foreign currency risk

The Group has certain exposure to foreign currency risk as the most of its business transactions, assets and liabilities are denominated in Japanese yen ("¥" or "JPY"), which is the functional and presentation currency of the Group, and some of them are denominated in Hong Kong dollars ("HK$"), United States dollars ("USD") and EUR.

The Group currently has a foreign currency hedging policy in respect of some of foreign currency transactions, assets and liabilities. The Group continues to monitor its foreign currency exposure closely and consider hedging significant foreign currency exposure.

48. FINANCIAL RISK MANAGEMENT *(Continued)*

(a) ***Market risk*** *(Continued)*

(i) Foreign currency risk *(Continued)*

At 31 March 2025, if the JPY had weakened or strengthened 10% against the HK$ with all other variables held constant, consolidated profit after tax for the year would have been ¥15 million (2024: ¥10 million) higher or lower respectively, arising mainly as a result of the foreign exchange gain or loss on bank and cash balances denominated in HK$.

At 31 March 2025, if the JPY had weakened or strengthened 10% against the USD with all other variables held constant, consolidated profit after tax for the year would have been ¥310 million (2024: ¥400 million) higher or lower respectively, arising mainly as a result of the foreign exchange gain or loss on bank and cash balances and borrowings denominated in US.

At 31 March 2025, if the JPY had weakened or strengthened 10% against the EUR with all other variables held constant, consolidated profit after tax for the year would have been ¥10 million (2024: ¥26 million) higher or lower respectively, arising mainly as a result of the foreign exchange gain or loss on bank and cash balances denominated in EUR.

(ii) Price risk

The Group's financial assets, listed equity securities, are measured at fair value at the end of each reporting period and are exposed to equity security price risk. The Group periodically reviews the fair values of these investments as well as the financial condition of investees.

The table below summarises the impact of increases/decreases of the two equity indexes on the consolidated other comprehensive income. The analysis is based on the assumption that the equity indexes had increased/decreased by 5% with all other variables held constant and all the Group's equity instruments moved according to the historical correlation with the index.

Impact on other comprehensive income	**2025** **¥ million**	2024 ¥ million
Hang Seng Index		
5%	**14**	21
(5%)	**(14)**	(21)
Tokyo Price Index		
5%	**42**	32
(5%)	**(42)**	(32)

The consolidated other comprehensive income would increase/decrease as a result of change in fair value on equity securities.

This change in fair value has no impact in profit or loss because the equity securities held as at 31 March 2025 and 2024 are categorized into financial assets measured at FVTOCI whose subsequent changes in fair value are presented in other comprehensive income.

48. FINANCIAL RISK MANAGEMENT *(Continued)*

(a) ***Market risk*** *(Continued)*

(iii) Interest rate risk

The Group's exposure to interest-rate risk arises mainly from its bank deposits and borrowings. These deposits and borrowings bear interests at variable rates varied with the then prevailing market condition.

At 31 March 2025, it is estimated that a general increase/(decrease) of 25 basis points in interest rates, with all other variables held constant, would have increased/(decreased) the Group's profit after tax for the year as follows:

Increase/(decrease) in interest rate	**2025** **¥ million**	2024 ¥ million
25 basis points	**(59)**	(67)
(25) basis points	**59**	67

The sensitivity analysis above indicates the impact on the Group's profit for the year that would have arisen assuming that there is an annualised impact on interest income and expense by a change in interest rates.

Derivative and hedge accounting

Derivative designated as hedging instruments

	Year ended 31 March 2025		
	Contracted amount, etc. **¥ million**	**Contracted amounts Over 1 year** **¥ million**	**Fair value** **¥ million**
Foreign exchange forward	**10,245**	**10,245**	**17**
Interest rate swap	**10,574**	**9,812**	**(125)**

	Year ended 31 March 2024		
	Contracted amount, etc. ¥ million	Contracted amounts Over 1 year ¥ million	Fair value ¥ million
Foreign exchange forward	10,374	10,374	211
Interest rate swap	11,487	10,806	47

48. FINANCIAL RISK MANAGEMENT *(Continued)*

(a) ***Market risk*** *(Continued)*

(iii) Interest rate risk *(Continued)*

Derivative and hedge accounting (Continued)

The Group designated foreign exchange forward and interest rate swap above as hedging instruments. As at 31 March 2025 and 2024, cash flow hedge reserve for this foreign exchange forward and interest rate swap was presented as other components of equity in the statement of consolidated financial position. In addition, these foreign exchange forward and interest rate swap are to hedge fluctuations on cash flows arising from repayment of borrowings in foreign currency and borrowings with variable interest rate.

Information on hedging instruments

	Year ended 31 March 2025			
	Expected amount as principal of hedging instruments ¥ million	**Book value of hedging instruments ¥ million**	**Account for hedging instruments presented in the statement of financial position**	**Changes in the fair value applied for calculation of ineffective portion of hedging instruments ¥ million**
Cash flow hedge				
Foreign currency risk				
Foreign exchange forward	**10,245**	**179**	**Other non-current assets**	**–**
		161	**Other non-current liabilities**	**–**
Borrowings in foreign currency	**15,795**	**15,795**	**Borrowings**	**–**
Interest rate risk				
Interest rate swap	**10,574**	**125**	**Other non-current liabilities**	**–**

Notes to the Consolidated Financial Statements

48. FINANCIAL RISK MANAGEMENT *(Continued)*

(a) ***Market risk*** *(Continued)*

(iii) Interest rate risk *(Continued)*

Derivative and hedge accounting (Continued)

Information on hedging instruments *(Continued)*

	Year ended 31 March 2024			
	Expected amount as principal of hedging instruments ¥ million	Book value of hedging instruments ¥ million	Account for hedging instruments presented in the statement of financial position	Changes in the fair value applied for calculation of ineffective portion of hedging instruments ¥ million
Cash flow hedge				
Foreign currency risk				
Foreign exchange forward	10,374	267	Other non-current assets	–
		56	Other non-current liabilities	–
Borrowings in foreign currency	18,255	18,255	Borrowings	–
Interest rate risk				
Interest rate swap	11,487	47	Other non-current assets	–

(i) The impact due to recognition of ineffective portion of hedge is immaterial.

48. FINANCIAL RISK MANAGEMENT *(Continued)*

(a) ***Market risk*** *(Continued)*

(iii) Interest rate risk *(Continued)*

Derivative and hedge accounting (Continued)

Information on hedged items

	Year ended 31 March 2025	
	Changes in the fair value applied for calculation of ineffective portion of hedging instruments	**Cash flow hedge reserve**
Cash flow hedge		
Foreign currency risk		
Borrowings in foreign currency	**–**	**(365)**
Lease revenue	**–**	**(724)**
Interest rate risk		
Borrowings with variable interest rate	**–**	**(110)**

	Year ended 31 March 2024	
	Changes in the fair value applied for calculation of ineffective portion of hedging instruments	Cash flow hedge reserve
Cash flow hedge		
Foreign currency risk		
Borrowings in foreign currency	–	(199)
Lease revenue	–	(841)
Interest rate risk		
Borrowings with variable interest rate	–	42

48. FINANCIAL RISK MANAGEMENT *(Continued)*

(a) ***Market risk*** *(Continued)*

(iii) Interest rate risk *(Continued)*

Derivative and hedge accounting (Continued)

Impact on the statement of consolidated profit or loss and comprehensive income due to application of hedge accounting

Cash flow hedge	**Year ended 31 March 2025** **Changes in the fair value of hedging instruments recognised in other comprehensive income (i)** **¥ million**	**Profit or loss recognised as ineffective portion** **¥ million**	**Account presented in profit or loss (including ineffective portion)** **¥ million**	**Amount reclassified from cash flow hedge reserve to profit or loss (ii)** **¥ million**	**Account presented in profit or loss due to reclassification**
Foreign currency risk					
Borrowings in foreign currency	**(187)**	**–**	**–**	**(4)**	**Finance income**
Lease revenue	**19**	**–**	**–**	**114**	**Finance costs**
Interest rate risk					
Borrowings with variable interest rate	**(22)**	**–**	**–**	**(152)**	**Finance income**

Cash flow hedge	Year ended 31 March 2024 Changes in the fair value of hedging instruments recognised in other comprehensive income (i) ¥ million	Profit or loss recognised as ineffective portion ¥ million	Account presented in profit or loss (including ineffective portion) ¥ million	Amount reclassified from cash flow hedge reserve to profit or loss (ii) ¥ million	Account presented in profit or loss due to reclassification
Foreign currency risk					
Borrowings in foreign currency	77	–	–	(41)	Finance income
Lease revenue	(145)	–	–	127	Finance costs
Interest rate risk					
Borrowings with variable interest rate	135	–	–	(88)	Finance income

(i) The amount shown above was the amount before tax.

(ii) The impact due to recognition of ineffective portion of hedge is immaterial.

48. FINANCIAL RISK MANAGEMENT *(Continued)*

(b) Credit risk

Credit risk arises from the possibility that customers may not be able to settle their obligations as agreed. The carrying amount of cash and bank balance, pledged bank deposits, trade, financial lease receivables and other receivables and derivative financial instruments included in the consolidated statement of financial position represents the Group's maximum exposure to credit risk in relation to the Group's financial assets.

The Group has policies in place to ensure that sales are made to customers with an appropriate credit history. Amounts due from related customers are closely monitored by the directors.

In order to minimise credit risk, management has delegated a team to be responsible for the determination of credit limits, credit approvals and other monitoring procedures. In addition, management reviews the recoverable amount of each individual trade receivables and finance lease receivables regularly to ensure that adequate impairment losses are recognised for irrecoverable receivables. In this regard, management considers that the Group's credit risk is significantly reduced.

The credit risk on cash and bank balances and derivative financial instruments is limited because the customers are banks with high credit ratings assigned by international credit-rating agencies. The credit quality of the customers in respect of trade receivables and financial lease receivables is assessed by taking into account their financial position, credit history and other factors. Given the constant repayment history, management is of the opinion that risk of default by these customers is low.

The Group considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forwarding-looking information. Especially the following indicators are incorporated:

- External credit rating (as far as available)
- Actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower's ability to meet its obligations
- Actual or expected significant changes in the operating results of the borrower
- Significant changes in the expected performance and behavior of the borrower, including changes in the payment status of borrowers in the group and changes in the operating results of the borrower

48. FINANCIAL RISK MANAGEMENT *(Continued)*

(b) ***Credit risk*** *(Continued)*

Regardless of the analysis above, a significant increase in credit risk is presumed if a debtor is more than 30 days past due in making a contractual payment. A default on a financial asset is when the customer fails to make contractual payments within a reasonable period of time when they fall due.

Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where trade receivables and financial lease receivables have been written off, the Group continues to engage in enforcement activity to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

The Group's credit terms generally range from 1 to 30 days for those trade receivables.

The average lease term of lease receivables is8.3 years (2024: 9.3 years).

As at 31 March 2025 and 2024, trade receivables totaled ¥446 million and ¥457 million, respectively, and lease receivables totaled ¥10,197 million and ¥8,407 million, respectively.

The Group's aging analysis of trade receivables, based on invoice date, is as follows:

	2025 **¥ million**	2024 ¥ million
1 to 30 days	**433**	445
31 days to 60 days	**13**	6
Over 60 days	**0**	6
	446	457

There is no significant past due balance nor loss allowance provision recognised for trade receivables and lease receivables as at 31 March 2025 (2024: Nil).

48. FINANCIAL RISK MANAGEMENT *(Continued)*

(c) Liquidity risk

The Group's policy is to regularly monitor its current and expected liquidity requirements, its compliance with lending covenants and its relationship with its bankers to ensure that it maintains sufficient reserves of cash and readily realisable marketable securities and adequate committed lines of funding from major financial institutions to meet its liquidity requirements in the short and longer term.

The following tables show the remaining contractual maturities at the end of the reporting period of the Group, based on undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the end of the reporting period) and the earliest date the Group can be required to pay.

		Maturity Analysis — undiscounted cash outflows				
	Note	**Less than 1 year ¥ million**	**Between 1 and 2 years ¥ million**	**Between 2 and 5 years ¥ million**	**Over 5 years ¥ million**	**Total ¥ million**
At 31 March 2025						
Trade and other payables	33	**11,162**	**–**	**–**	**–**	**11,162**
Other current liabilities	36	**1,848**	**–**	**–**	**–**	**1,848**
Borrowings	34	**20,816**	**15,589**	**32,042**	**26,209**	**94,656**
Lease liabilities	23(f)	**12,023**	**10,408**	**27,099**	**64,558**	**114,088**
Other non-current liabilities	39	**–**	**467**	**23**	**1,234**	**1,724**
		45,849	**26,464**	**59,164**	**92,001**	**223,478**

		Maturity Analysis — undiscounted cash outflows				
	Note	Less than 1 year ¥ million	Between 1 and 2 years ¥ million	Between 2 and 5 years ¥ million	Over 5 years ¥ million	Total ¥ million
At 31 March 2024						
Trade and other payables	33	14,904	–	–	–	14,904
Other current liabilities	36	2,083	–	–	–	2,083
Borrowings	34	23,776	15,314	34,959	32,093	106,142
Lease liabilities	23(f)	12,445	10,662	25,919	63,190	112,216
Other non-current liabilities	39	–	560	32	963	1,555
		53,208	26,536	60,910	96,246	236,900

49. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance.

The overall strategy remained unchanged during the current fiscal year.

The capital structure of the Group consists of debt and equity attributable to owners of the Company, comprising share capital, capital reserve and retained earnings.

The management reviews the capital structure on a regular basis. As part of this review, the management considers the cost of capital and the risks associated with each class of capital, and will balance its overall capital structure through arrangement of borrowings, payment of dividends, repurchase and cancellation of shares and new shares issued.

The only externally imposed capital requirement is that for the Group to maintain its listing on the Stock Exchange, it has to have a public float of at least 25% of the shares. However, the Group have applied a wavier under Rule 8.08(1)(d) of the Listing Rules in which the Stock Exchange accepted a lower public float percentage of approximately 20.9% of the Group total issued share capital. Based on the information publicly available to the Company and to the best of the Board's knowledge, the Company has maintained the percentage of public float as accepted by the Stock Exchange during the period from 1 April 2024 to 31 March 2025.

The Group will consider cash and cash equivalents, total liability and equity. The amount of liability, cash and cash equivalents and equity at 31 March 2025 and 2024 are as follows:

	2025 **¥ million**	2024 ¥ million
Total liability	**218,050**	234,557
Less: cash and cash equivalents	**(36,024)**	(50,109)
Total liability, net	**182,026**	184,448
Total liability and total equity	**349,386**	366,045

50. FAIR VALUE OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of financial assets and liabilities are as follows:

The fair value of these items are shown in the table below. Note that items with the carrying amounts which are reasonable approximation of fair values are not presented in the table.

	Notes	At 31 March 2025 ¥ million Carrying amount	At 31 March 2025 ¥ million Fair value	At 31 March 2024 ¥ million Carrying amount	At 31 March 2024 ¥ million Fair value
Financial assets					
Financial assets measured at FVTOCI	26	**1,979**	**1,979**	1,823	1,823
Financial assets measured at amortised cost					
Rental deposits	28	**5,482**	**5,291**	5,643	5,632
Lease receivables	27	**10,197**	**10,197**	8,407	8,407
Derivatives					
Financial assets designated as hedging instruments	48(a)	**179**	**179**	314	314
Total		**17,837**	**17,646**	16,187	16,176
Financial liabilities					
Derivatives					
Financial liabilities designated as hedging instruments	48(a)	**286**	**286**	56	56
Financial liabilities measured at amortised cost					
Borrowings	34	**87,074**	**85,241**	100,326	96,277
Total		**87,360**	**85,527**	100,382	96,333

Dividends recognised in the consolidated statement of profit or loss for the financial instruments:

Financial assets	Notes	**2025 ¥ million**	2024 ¥ million
Dividends from equity investments held at FVTOCI	16		
Related to investments held at the end of the reporting period		**40**	32
Total		**40**	32

50. FAIR VALUE OF FINANCIAL INSTRUMENTS *(Continued)*

(a) Fair Value measurement

(i) Financial assets measured at fair value through other comprehensive income

The fair values of listed investments are based on quoted bid prices at the end of the reporting period. If the market for a financial asset is not active and for unlisted financial assets, the Group establishes fair value by using reasonable valuation.

(ii) Rental deposits

Rental deposits are measured at present value discounted by the interest rate which takes into account duration and credit risk.

(iii) Lease receivables

Finance lease receivables are measured at present value discounted by the interest rate which takes into account duration and credit risk.

(iv) Financial liabilities

Financial liabilities which include borrowings are subsequently measured, by each liabilities classified by period, at present value discounted by the interest rate which takes into account duration and credit risk.

50. FAIR VALUE OF FINANCIAL INSTRUMENTS *(Continued)*

(b) Fair Value estimation

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants on the measurement date.

To provide an indication about the reliability of the inputs used in determining fair value, the Group has classified its financial assets and liabilities into the three levels prescribed under the accounting standards.

An explanation of each level at fair value hierarchy is as follows:

Level 1 inputs: quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access on the measurement date.

Level 2 inputs: inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3 inputs: unobservable inputs for the asset or liability.

The fair value of financial instruments traded in active markets is based on quoted market prices on the date of the statement of financial position. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer or regulatory agency, and those prices present actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the Group is the current bid price.

These instruments are included in level 1. Instruments included in level 1 comprise listed equity securities.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where they are available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. Other investments categorised as level 3 mainly consist of unlisted equity securities in inactive markets.

50. FAIR VALUE OF FINANCIAL INSTRUMENTS *(Continued)*

(c) *Recognised fair value measurements*

Assets and liabilities that are measured at fair value on a recurring basis

At 31 March 2025

Description	**Fair value measurements using: Level 1 ¥ million**	**Level 2 ¥ million**	**Level 3 ¥ million**	**Total ¥ million**
Financial assets measured at FVTOCI				
Listed securities in Hong Kong	**281**	**–**	**–**	**281**
Listed securities in Japan	**1,236**	**–**	**–**	**1,236**
Others	**–**	**–**	**462**	**462**
Derivatives				
Financial assets designated as hedging instruments	**–**	**179**	**–**	**179**
Total	**1,517**	**179**	**462**	**2,158**
Derivatives				
Financial liabilities designated as hedging instruments	**–**	**286**	**–**	**286**

At 31 March 2024

Description	Fair value measurements using: Level 1 ¥ million	Level 2 ¥ million	Level 3 ¥ million	Total ¥ million
Financial assets measured at FVTOCI				
Listed securities in Hong Kong	427	–	–	427
Listed securities in Japan	932	–	–	932
Others	–	–	464	464
Derivatives				
Financial assets designated as hedging instruments	–	314	–	314
Total	1,359	314	464	2,137
Derivatives				
Financial liabilities designated as hedging instruments	–	56	–	56

The Group's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period. There are no transfers between levels 1, 2 and 3 for recurring fair value measurements during the year.

50. FAIR VALUE OF FINANCIAL INSTRUMENTS *(Continued)*

(d) Valuation techniques used to determine fair values

Specific valuation techniques used to value financial instruments include:

- the use of net asset value method
- the use of quoted prices or dealer quotes for similar instruments
- the use of discounted cash flow analysis

All of the resulting fair value estimate are included in level 3.

(e) Fair value measurements using significant unobservable inputs (level 3)

Changes in level 3 for the year ended 31 March 2025 and 2024:

	2025 **¥ million**	2024 ¥ million
Balance at beginning of the period	**464**	444
Profit in other comprehensive income	**(2)**	35
Purchases	**–**	6
Sales/Redemptions	**(0)**	(21)
Others	**–**	–
Balance at end of the period	**462**	464

(f) Valuation inputs and relationship to fair value

The information about the significant unobservable inputs used in level 3 fair value measurements:

Level 3 fair value measurements

			Fair value at	
Description	**Valuation technique**	**Unobservable inputs**	**31 March 2025** **¥ million**	31 March 2024 ¥ million
Unlisted equity securities and others	The adjusted net asset method	The investees net asset book value	**462**	464

No material correlation between unobservable inputs significantly impacting the fair value is in existence.

50. FAIR VALUE OF FINANCIAL INSTRUMENTS *(Continued)*

(g) Valuation process

The Group's financial controller is responsible for the fair value measurements of assets and liabilities required for financial reporting purposes. The financial controller reports directly to the Board of Directors for these fair value measurements.

Discussions of valuation processes and results are held between the financial controller and the Board of Directors at least twice a year.

For level 3 fair value measurements, the Group engages external, independent and qualified valuers to determine the fair value of the Group's financial instruments.

(h) Assets and liabilities that are not measured at fair value in the consolidated statement of financial position but for which the fair value is disclosed

Following items included in financial assets and liabilities are not measured at fair value as at the reporting period.

At 31 March 2025

Description	Fair value measurements using: Level 1 ¥ million	Level 2 ¥ million	Level 3 ¥ million	Total ¥ million
Financial assets				
Financial assets measured at amortised cost				
Lease receivables	–	10,197	–	10,197
Rental deposits	–	5,291	–	5,291
Total	–	15,488	–	15,488
Financial liabilities				
Financial liabilities measured at amortised cost				
Borrowings	–	85,241	–	85,241
Total	–	85,241	–	85,241

50. FAIR VALUE OF FINANCIAL INSTRUMENTS *(Continued)*

(h) ***Assets and liabilities that are not measured at fair value in the consolidated statement of financial position but for which the fair value is disclosed*** *(Continued)*

At 31 March 2024

Description	Fair value measurements using: Level 1	Level 2	Level 3	Total
	¥ million	¥ million	¥ million	¥ million
Financial assets				
Financial assets measured at amortised cost				
Lease receivables	–	8,407	–	8,407
Rental deposits	–	5,632	–	5,632
Total	–	14,039	–	14,039
Financial liabilities				
Financial liabilities measured at amortised cost				
Borrowings	–	96,277	–	96,277
Total	–	96,277	–	96,277

(i) ***Financial assets at fair value through other comprehensive income***

(i) Equity investments at fair value through other comprehensive income comprise the following individual investments:

	2025	2024
	¥ million	¥ million
Non-current assets		
Macau Legend Development Limited [*1]	**281**	427
Others	**1,698**	1,396
	1,979	1,823

[*1] Listed equity security.

The Group elects to present the subsequent change in fair value of investments in equity instruments in other comprehensive income when those investments are held for the objective that is to expand the medium and long-term revenue through maintenance and reinforcement of relationships with investees.

(ii) Disposal of equity investments

During the year ended 31 March 2025 and 2024, the Group did not have significant disposal of equity investment.

51. EVENTS AFTER THE REPORTING PERIOD

There were no significant events after the reporting period.

52. BENEFITS AND INTEREST OF DIRECTORS

(a) *The emoluments of the director, including director concurrently serving as an executive officer*

The emoluments of each of the Company's director, including director concurrently serving as an executive officer, were as follows:

Name	Fees ¥ million	Discretionary bonus ¥ million	Total ¥ million
Year ended 31 March 2025			
Executive director			
Mr. Akira Hosaka *(CEO)*	**34.5**	**5.9**	**40.4**
Non-executive director			
Mr. Yoji Sato (i)	**4.3**	**–**	**4.3**
Mr. Kohei Sato	**12.0**	**–**	**12.0**
Mr. Makoto Sakamoto (ii)	**2.3**	**–**	**2.3**
Independent non-executive director			
Mr. Mitsutoshi Kato	**7.2**	**–**	**7.2**
Mr. Thomas Chun Kee Yip	**6.0**	**–**	**6.0**
Mr. Kiyoto Kanda	**7.2**	**–**	**7.2**
Mr. Koji Kato	**6.0**	**–**	**6.0**
Ms. Mayumi Ito	**6.0**	**–**	**6.0**
Total	**85.5**	**5.9**	**91.4**

52. BENEFITS AND INTEREST OF DIRECTORS *(Continued)*

(a) ***The emoluments of the director, including director concurrently serving as an executive officer*** *(Continued)*

Name	Fees ¥ million	Discretionary bonus ¥ million	Total ¥ million
Year ended 31 March 2024			
Executive director			
Mr. Akira Hosaka *(CEO)*	33.4	2.7	36.1
Non-executive director			
Mr. Yoji Sato (i)	6.3	–	6.3
Mr. Kohei Sato	12.0	–	12.0
Mr. Makoto Sakamoto	14.4	2.5	16.9
Independent non-executive director			
Mr. Mitsutoshi Kato	7.2	–	7.2
Mr. Thomas Chun Kee Yip	6.0	–	6.0
Mr. Kei Murayama	1.5	–	1.5
Mr. Kiyoto Kanda	7.2	–	7.2
Mr. Koji Kato	6.0	–	6.0
Ms. Mayumi Ito	4.5	–	4.5
Total	98.5	5.2	103.7

Notes:

(i) Mr. Yoji Sato received ¥23.5 million and ¥22.2 million during this reporting period and the previous reporting period respectively from an overseas subsidiary as salaries other than emoluments shown above.

(ii) On 25 June 2024, Mr. Makoto Sakamoto retired as non-executive director.

(iii) Save as disclosed above, there was no arrangement under which a director or chief executive officer waived or agreed to waive any emoluments during the year ended 31 March 2025 (2024: Nil).

(b) ***Director's retirement benefits***

None of the directors received or will receive any retirement benefits during the year 31 March 2025 (2024: Nil).

(c) ***Director's termination benefits***

None of the directors received or will receive any termination benefits during the year 31 March 2025 (2024: Nil).

52. BENEFITS AND INTEREST OF DIRECTORS *(Continued)*

(d) Consideration provided to third parties for making available directors' services

The Company did not pay any consideration to any third party for making available directors' services for the year ended 31 March 2025 (2024: Nil).

(e) Information about loans, quasi-loans and other dealings in favour of the director controlled bodies corporate by and connected entities with such director

No loans, quasi-loans and other dealings were made available in favour of the director, controlled bodies corporate by and connected entities with such director subsisted at the end of the year or at any time during the year 31 March 2025 (2024: Nil).

(f) Directors' material interests in transactions, arrangements or contracts

No significant transactions, arrangements and contracts in relation to the Company's business to which the Company was a party and in which the director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year 31 March 2025 (2024: Nil).

53. RELATED PARTY TRANSACTIONS

Related party transactions of the Group were as follows;

Related party	**Type of transaction**	**31 March 2025**		31 March 2024	
		¥ million	**US$ thousand**	¥ million	US$ thousand
Sato Aviation Ireland Limited (i)	Services provided based on Master Services Agreement (ii) (iii)	**103**	**672**	150	1,042

Notes:

(i) Sato Aviation Ireland Limited is a wholly-owned subsidiary of Sato Aviation Limited, which is wholly-owned by Mr. Yoji SATO (non-executive Director and a controlling shareholder of the Company).

(ii) On 30 June 2023 Dynam Aviation Ireland Limited wholly-owned by the Company entered into a Master services Agreement with Sato Aviation Ireland Limited in respect of Aircraft sourcing services, lease management and technical services, remarketing services, repossession and non-scheduled events services and deal advisory services to be provided by Dynam Aviation Ireland Limited to Sato Aviation Ireland Limited from time to time during the term of the Master Services Agreement. The term of the Master Services Agreement is three years starting from 30 June 2023 and automatically renewed thereafter. Further, the annual caps for the four fiscal years ending 31 March 2024, 2025, 2026 and 2027 are US$ 2,500 thousand, US$ 2,700 thousand, US$ 2,900 thousand and US$1,112 thousand respectively.

(iii) The amount receivable in relation to the above as at the end of March 2025 is ¥8 million (US$ 55 thousand).

54. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the Board of directors on 26 May 2025.

Definitions

In this report (other than the Independent Auditor's Report and Consolidated Financial Statements), unless the context otherwise requires, the following words and expressions shall have the following meanings.

"Aircraft Leasing Business" 航空機リース事業	the business of (a) acquisition of aircraft; (b) leasing of aircraft (operating leases); and (c) disposal of aircraft
"Articles of Incorporation" 当社定款	articles of incorporation of the Company as amended and supplemented from time to time
"Board" 当社取締役会	the board of Directors of the Company
"Business Partners" ビジネスパートナーズ	Business Partners Co., Ltd., a stock company incorporated in Japan with limited liability. Business Partners is a wholly-owned subsidiary of the Company
"Cabin Plaza" キャビンプラザ	Cabin Plaza Co., Ltd., a stock company incorporated in Japan with limited liability. Cabin Plaza is a wholly-owned subsidiary of the Company
"Code" CGコード	the Corporate Governance Code as set out in Appendix C1 to the Listing Rules as applicable from time to time
"Companies Act" 会社法	the Companies Act of Japan (Act No. 86 of 2005, as amended)
"Company" 当社	DYNAM JAPAN HOLDINGS Co., Ltd., a stock company incorporated in Japan with limited liability
"Director(s)" 当社取締役	the director(s) of the Company
"Dynam" ダイナム	DYNAM Co., Ltd., a stock company incorporated in Japan with limited liability. Dynam is a wholly-owned subsidiary of the Company
"Dynam Aviation" ダイナムアビエーション	Dynam Aviation Ireland Limited., a company incorporated in the Republic of Ireland with limited liability. Dynam Aviation is a wholly-owned subsidiary of the Company
"Dynam Business Support" ダイナムビジネスサポート	Dynam Business Support Co., Ltd., a stock company incorporated in Japan with limited liability. Dynam Business Support is a wholly-owned subsidiary of the Company
"Dynam Hong Kong" ダイナム香港	Dynam Hong Kong Co., Ltd., a stock company incorporated in Hong Kong with limited liability. Dynam Hong Kong is a wholly-owned subsidiary of the Company
"Eurasia Foundation (from Asia)" 一般財団法人ユーラシア財団from Asia	Eurasia Foundation (from Asia), a general incorporated foundation established in Japan
"Group" 当社グループ又はDYJHグループ	the Company and its subsidiaries at the relevant time
"High Playing Cost" 高貸玉	playing cost of 4 yen per pachinko ball and 20 yen per pachislot token
"Hong Kong Stock Exchange" 香港証券取引所	The Stock Exchange of Hong Kong Limited
"Listing Rules" 上場規則	the Rules Governing the Listing of Securities on the Hong Kong Stock Exchange (as amended from time to time)

"low playing cost" 低貸玉	playing cost of less than 4 yen per pachinko ball and less than 20 yen per pachislot token
"Main Board" メインボード	the stock exchange (excluding the option market) operated by the Hong Kong Stock Exchange which is independent of and operated in parallel with the GEM of the Hong Kong Stock Exchange
"Model Code" モデルコード	the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules
"Mr. Yoji SATO" 佐藤洋治氏	one of the Directors of the Company and also the director and majority shareholder of SAC
"Nihon Humap" 日本ヒュウマップ	Nihon Humap Co., Ltd., a stock company incorporated in Japan with limited liability. Nihon Humap is a wholly-owned subsidiary of the Company
"PRC" 中國	the People's Republic of China, excluding, for the purpose of this report, Hong Kong, Macau and Taiwan
"Reporting Period" 報告対象期間	the period from 1 April 2024 to 31 March 2025
"Rich-O" リッチオ	Rich-O Co., Ltd., a stock company incorporated in Japan with limited liability
"SAC" SAC	Sato Aviation Capital Limited, a company incorporated in Hong Kong with limited liability, being held as to 100% by Mr. Yoji SATO
"SAC Aircraft Leasing Member(s)" SAC航空機リースメンバー	SAC and/or SAIL as the context requires
"SAIL" SAIL	Sato Aviation Ireland Limited, a company incorporated in the Republic of Ireland with limited liability, being held as to 100% by Mr. Yoji SATO through SAC
"SFO" 証券先物条例	the Securities and Futures Ordinance of Hong Kong (Chapter 571 of the Laws of Hong Kong) as amended, supplemented or otherwise modified from time to time
"Share(s)" 当社株式	ordinary share(s) in the issued share capital of the Company
"Shareholder(s)" 当社株主	holder(s) of the issued Share(s)
"smart pachinko machine" スマートパチンコ機	a pachinko machine which can be electronically played without touching any pachinko ball circulating therein and can electronically store payout information. Since no pachinko ball is touched, it is expected there will be merits such as extermination of fraud, prevention of infectious diseases and reduction of burdens on hall staff and customers in carrying pachinko balls
"smart pachislot machine" スマートパチスロ機	a pachislot machine which can be electronically played without any pachislot token and can electronically store payout information. Since no pachislot token is used, it is expected there will be merits such as extermination of fraud, prevention of infectious diseases and reduction of burdens on hall staff and customers in carrying pachislot tokens
"Yume Corporation" 夢コーポレーション	Yume Corporation Co., Ltd., a stock company incorporated in Japan with limited liability. Yume Corporation is a wholly-owned subsidiary of the Company

About the Cover

• Peach Blossom Village Called "Hanamomo No Sato" and Carp Streamers in Nagano Prefecture

National Route 256 connecting Ina Valley and Kiso Valley is also called "Hanamomo Kaido Avenue". As the name suggests, red, white and pink flowers spread out as far as you can see, which causes amazing gradation. Carp streamers, looking down the landscape enjoyable only in April to May, are elegantly fluttering and soothing visitors' heart.

Photography: Hideki NAWATE

Born in Niigata Prefecture in 1965. NAWATE mainly photographed nature and cityscapes in Australia and various parts of Europe. After that, he was drawn to the Japanese landscape and the culture that has been passed down through generations in his hometown, and he continues to take photographs.

DYJH

DYNAM JAPAN HOLDINGS Co., Ltd.*